City of Columbia

Ten Year Financial Trend Manual

FY 2006 - FY 2015

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CITY OF COLUMBIA, MISSOURI

TRANSMITTAL LETTER

FINANCE DEPARTMENT
ADMINISTRATION

March 4, 2016

Mr. Mike Matthes
City Manager
City of Columbia
Columbia, Missouri 65201

The City of Columbia Ten Year Trend manual has been prepared for the period FY 2006 to FY 2015.

Detailed Departmental Information
The first section provides detailed financial information about each department and fund. This section is further divided between General Fund Revenues and the seven departmental functional groups of administrative, health and environment, parks and recreation, public safety, supporting activities, transportation, and utilities. Readers will see ten years of expenditure data as well as the breakdown of dedicated and general source funding used to support each department. For each fund, there is additional information which includes a ten year net income statement, funding sources and uses statement, and debt information. Numerous graphs have been included to more easily interpret the trends in the data.

Financial Trend Monitoring System
The second section is the Financial Trend Monitoring System. This system was developed by the International City/County Management Association (ICMA), under a grant from the National Science Foundation in FY 1980. The City of Columbia was designated one of 24 test cities and has produced this document every year since then.

The purpose in developing the City of Columbia's Financial Trend Monitoring System (CFTMS) was to enable the City to better understand the factors that affect the City's financial condition, and to present a clear picture of the City's financial strengths and weaknesses for review by City management, credit rating agencies and others. The existing indicators were modified by the City's Finance Department to include new indicators identified by ICMA and to apply indicators not only to the general fund, but also to many of the City's diverse enterprise operations. The system monitors the indicators organized around environmental and financial factors such as external economic conditions, intergovernmental constraints, revenues, expenditures, operating position, debt structure, unfunded liabilities, condition of capital facilities and community needs and available resources.

On page 233 – 234 we have provided an FY 2015 Columbia Financial Trend Monitoring System at a glance which provides a summary of each indicator used in the monitoring system and applies a rating which reflects the trend for the past ten years. A green plus symbol represents a positive trend, a yellow diamond with exclamation point represents a trend to watch or monitor and a red minus symbol represents a negative trend that needs attention in the next budget planning process. A second column shows the status of each indicator in 2014.

Revenue Indicators (General Fund):
During the past ten fiscal years, inflation has remained relatively low; however, the City experienced an economic downturn in FY 2008 and the City's General Fund became more vulnerable to inflation due to expenditures being forced upward while some revenues were stagnating or declining. The City's high use of elastic tax revenue during this period provided a measure of protection against possible negative effects of inflation, and General Fund elastic revenues in constant dollars have increased due to steady population growth. These elastic tax revenues have grown faster than non-elastic tax revenues though, and per capita total operating revenues in constant dollars has decreased considerably during the ten year period. The City must monitor non-elastic revenue streams and determine strategies to increase total receipts to prevent further decline in per capita revenues. Although the economic downturn in FY 2008 impacted revenues, city operations were maintained and citizens experienced only minimal reductions in services. Since that time, the City has been experiencing a slow economic growth indicating a recovery.

In FY 2015, total estimated and actual revenues demonstrated a shortfall for the year. This shortfall is attributed to building permits declining during the fiscal year and loss of revenue from the County as all personnel of the PSJC operation moved to the County on January 1, 2015. The city continues to take proactive measures to weather the current economic conditions that are prevalent across the country. All revenues continue to be examined very carefully, and future funding strategies have been implemented in an effort to deal with constraints.

Expenditure Indicators:
General fund expenditures have consistently been under budget each fiscal year for the ten year period. This fiscal discipline allowed City Council to approve the use of $5,000,000 of excess General Fund reserves to reduce the unfunded accrued liability in the Police and Fire Pension Fund in FY 2015. The expense indicators for Water and Electric, Sewer, Solid Waste, and Storm Water have remained extremely favorable when comparing to population growth and evaluating constant dollar calculations. Fringe benefits as a percentage of salaries and wages continues to be a negative indicator for the City across the General Fund, Water and Electric, Sewer, Solid Waste, and Storm Water Funds. These ratios are largely driven by the high cost of pension plans. FY 2015 is the third year of the pension solution which placed all new employees (hired on or after October 1, 2012) in different pension plans that will require increased years of service. This change will help to reduce the rising costs of fully funding pensions for city employees and the indicator will improve over time.

Operating Position Indicators:
When examining all indicators in this category, the City's operating positions for the General Fund, Water and Electric, Sewer and Solid Waste have been relatively favorable during the last ten years. The City has been able to balance its budget on a current basis, maintain reserves for emergencies, and maintain sufficient cash to pay bills on a timely basis. Recreation Services, Transit, Airport, and Storm Water have continued to experience negative trends when evaluating their operating positions. Management has been working to create additional partnerships and identify new revenue sources for these operations. After experiencing negative trends for several years, Parking began to see improvement to its operating position in FY 2015. The opening of the Short Street Garage in FY 2014 and an increased fee structure in FY 2015 have helped to stabilize this fund.

Debt Structure Indicators:
When examining all indicators for this category, the City's debt has remained manageable for a community of its size. The City's debt practices have not extended past the useful life of the capital facilities it finances. The City has not used debt as an instrument to balance the operating budgets, and the City requirements for repaying its debt have not been an excessive burden on operating expenditures for the City's operations who utilize debt. For Sewer and Parking, two recent infrastructure projects, the Wastewater Treatment Plant expansion and Short Street Garage, have increased the debt service to net operating revenue ratio substantially above the 20% credit industry benchmark. For both of these funds, net operating revenues increased while debt service payments decreased in FY 2015, demonstrating improvement in these measures. The debt position of these two operations will continue to improve in future years.

Unfunded Liability Indicators:
This indicator looks at the future liabilities that have been incurred by the City and will need to be paid at a later date. For the City, unfunded pension liabilities are primary concerns. The City has met its annual required contribution to its pension funds; however, future costs of benefits have been increasing which has led to an increase in this measure. A pension solution begun in FY 2013 will improve these indicators in future years. In the area of post-employment benefit liabilities, a GASB change in FY 2008 required cities to account for the liability of retiree health insurance which caused the city's liabilities to increase. The City has now stopped subsidizing retiree health insurance, and this indicator has improved as a result.

Condition of Capital Plant Indicators:
These indicators measure the physical assets of the city, such as streets, buildings, utility networks, vehicles etc. If they are not properly maintained or if replacement of a capital item is deferred beyond its practical life span, the city could be facing large capital expenditures beyond funding capabilities. The indicators in this category show underfunding of maintenance effort of streets and sidewalks, which is also reflected in citizens' dissatisfaction with the quality of street maintenance. As the City's economy continues to improve and personnel issues of pension and health insurance costs stabilize, additional funding will be available to increase funding to maintenance and other capital needs.

Community Needs and Resources Indicators:
New indicators have been introduced in this section to assist management in their decision-making. Population by race, median household income by race, and unemployment by race are now shown to reflect the City's current strategic plan. Additionally, the impact of internet sales on sales taxes is now shown to highlight one of the City's greatest current challenges. Overall, Columbia continues to enjoy low unemployment, manageable population growth, and increasing economic activity. However, these new indicators show that these positive trends are not shared equally by all citizens, and continuing growth of e-commerce continues to erode the City's sales tax base.

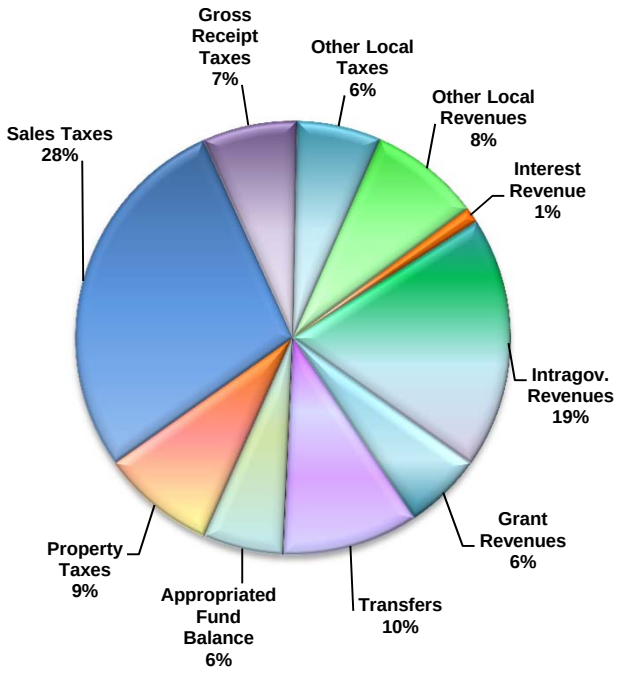
Conclusion:
It is hopeful that the financial information contained in this manual will provide a more efficient and better tool in analyzing the current financial and economic trends within the city organization.

Respectfully Submitted,

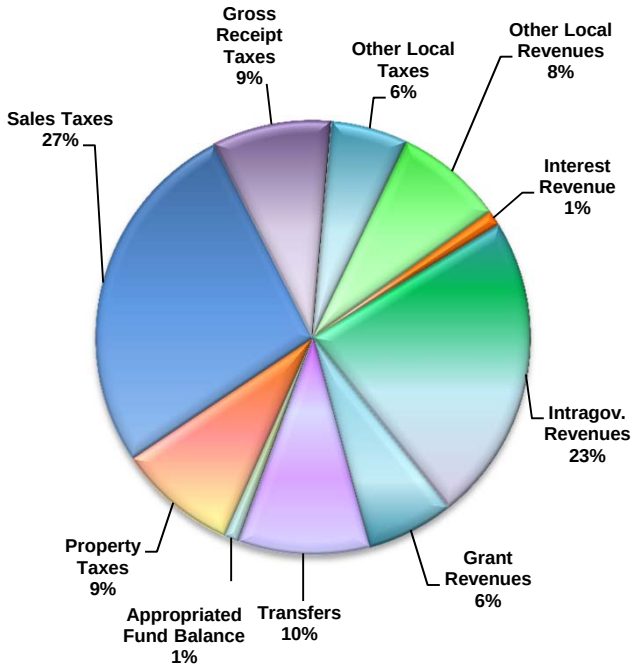
John Blattel, CPA
Director of Finance

General Fund Revenues

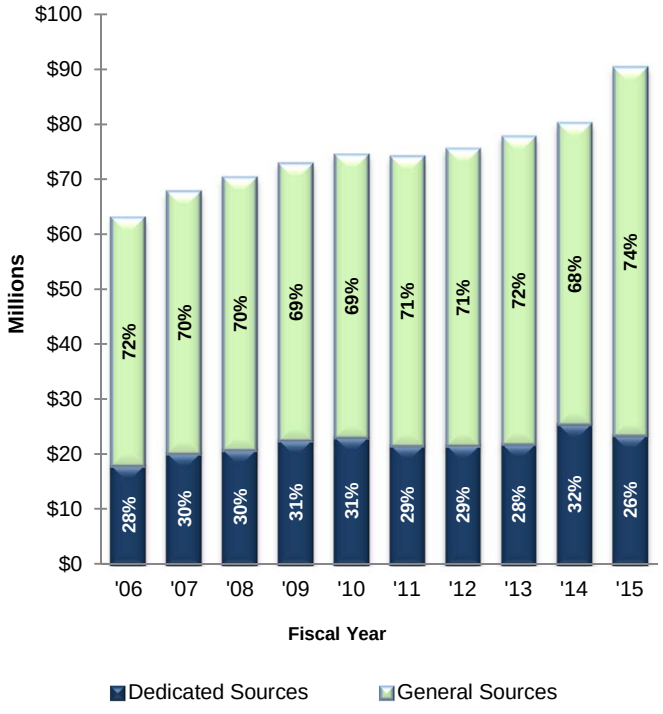
FY 2006 Actual Revenues



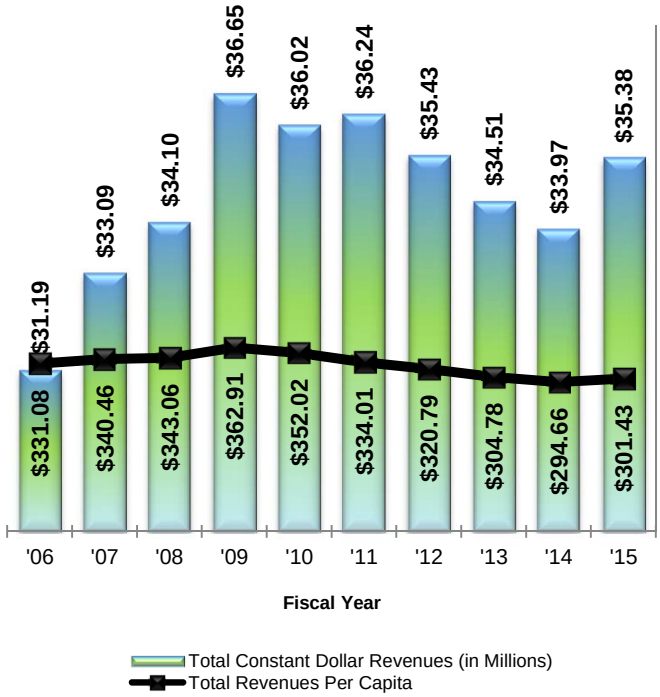
FY 2015 Actual Revenues

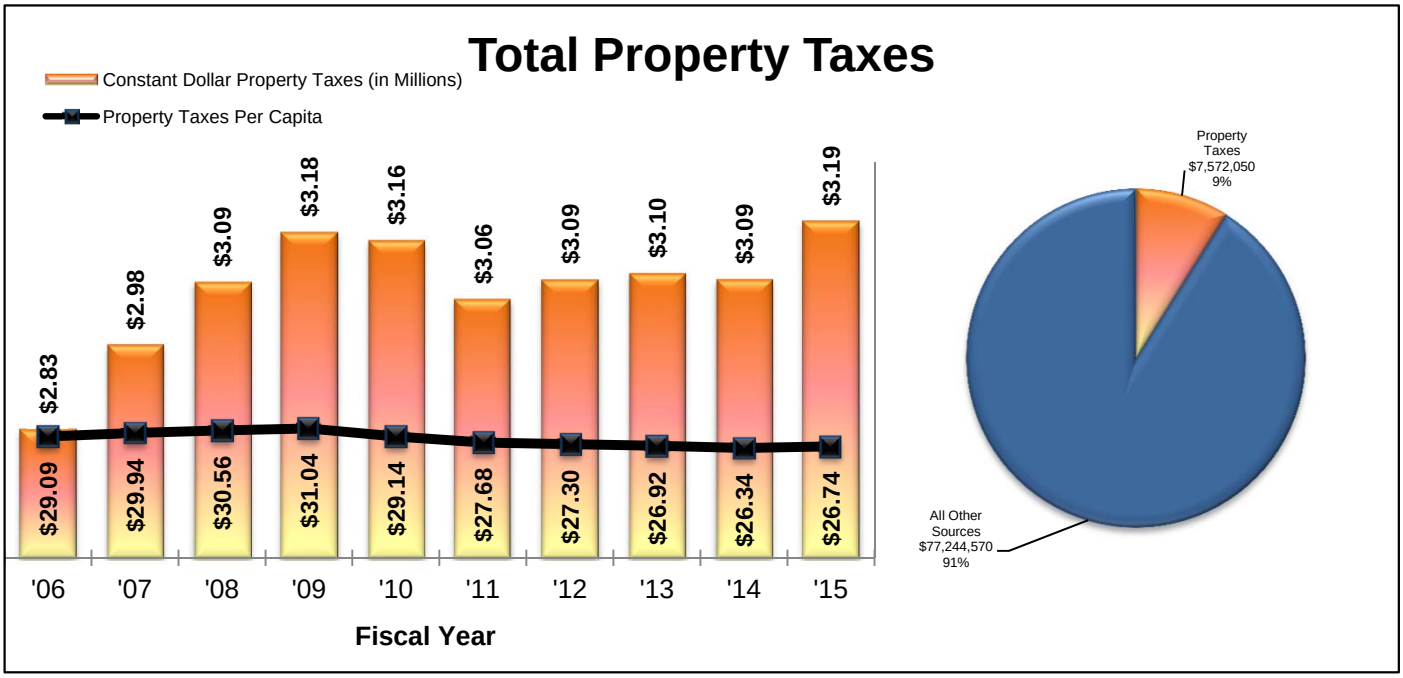


Funding Sources



Total General Fund Revenues





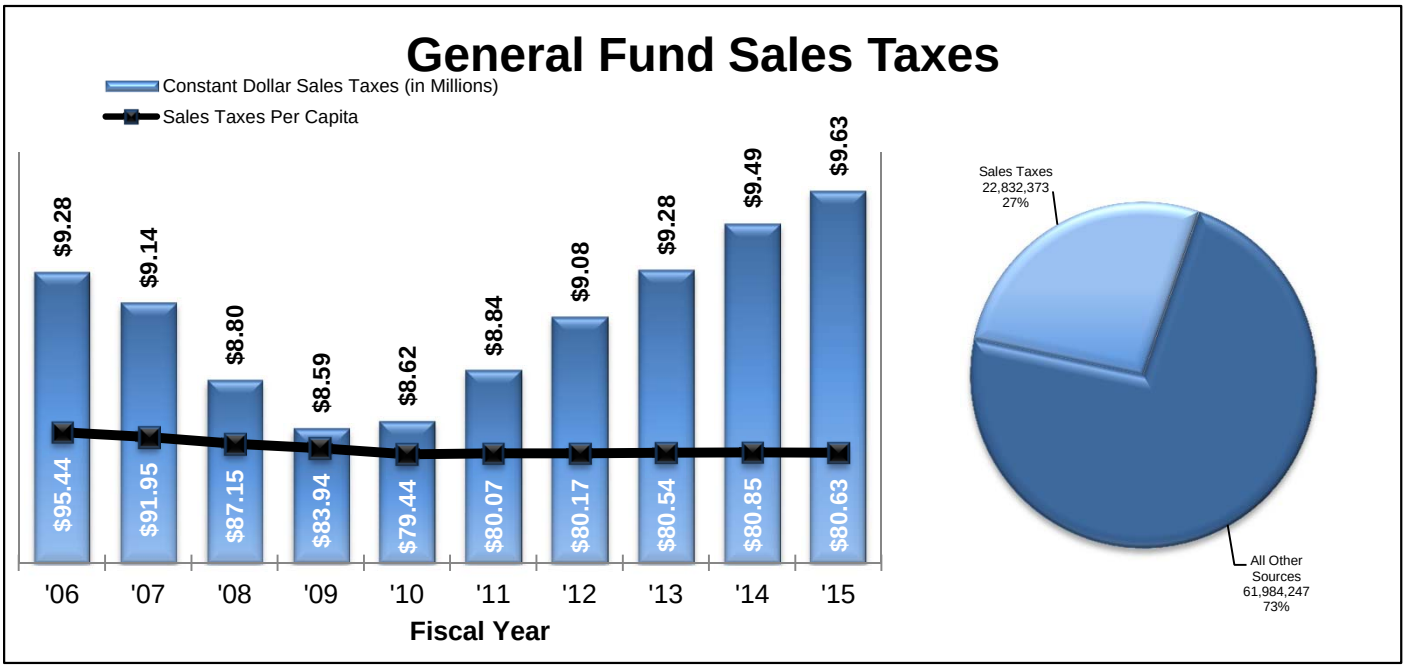
Source: Financial Management Information Supplement

Fiscal Year	Actual Property Taxes	Consumer Price Index	Property Taxes (Constant Dollars)	Population	Property Taxes per Per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2006	$5,699,585	201.60	$2,827,175	97,202	$29.09	11.71%
2007	$6,168,905	207.30	$2,975,835	99,405	$29.94	2.92%
2008	$6,644,677	215.30	$3,086,198	100,976	$30.56	2.07%
2009	$6,812,948	214.54	$3,175,652	102,324	$31.04	1.57%
2010	$6,893,193	218.06	$3,161,203	108,500	$29.14	(6.12%)
2011	$6,876,040	224.94	$3,056,847	110,438	$27.68	(5.01%)
2012	$7,097,767	229.59	$3,091,497	113,230	$27.30	(1.37%)
2013	$7,228,203	232.96	$3,102,766	115,276	$26.92	(1.39%)
2014	$7,319,211	236.74	$3,091,666	117,364	$26.34	(2.15%)
2015	**$7,572,050**	**237.02**	**$3,194,688**	**119,476**	**$26.74**	**1.52%**
10 yr % Chg	*32.85%*	*17.57%*	*13.00%*	*22.92%*	*(8.08%)*	

Description:
General Property taxes include the following: real property taxes, individual property taxes, railroad and utility property taxes, financial institutions property taxes, and penalties and interest. Property tax payments are due in full on December 31st. 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.

Analysis:
The general property tax rate has remained constant at $0.41 per $100 assessed valuation for the ten year period, and there has been no general obligation property tax levy. Property taxes have increased 32.85%, while constant dollar property taxes have increased 13.00% and property taxes per capita have decreased 8.08% for the period shown. Property taxes are approximately 9% of the total General Fund revenue sources.

Legal Authorizations:
Real and Personal Property: RSMo 137.100; City Ordinance Chapter 26 Section 2, current rate - Ordinance 012714
Railroad and Utility: Missouri Constitution 1945; RSMo 151.100-151.340 and RSMo 153.010-153.060
Financial Institutions: Missouri Constitution 1945; RSMo 148.010-148.540
Penalties and Interenst: City Code of Ordinance Chapter 26 Sections 26-27; RsMo 137.100



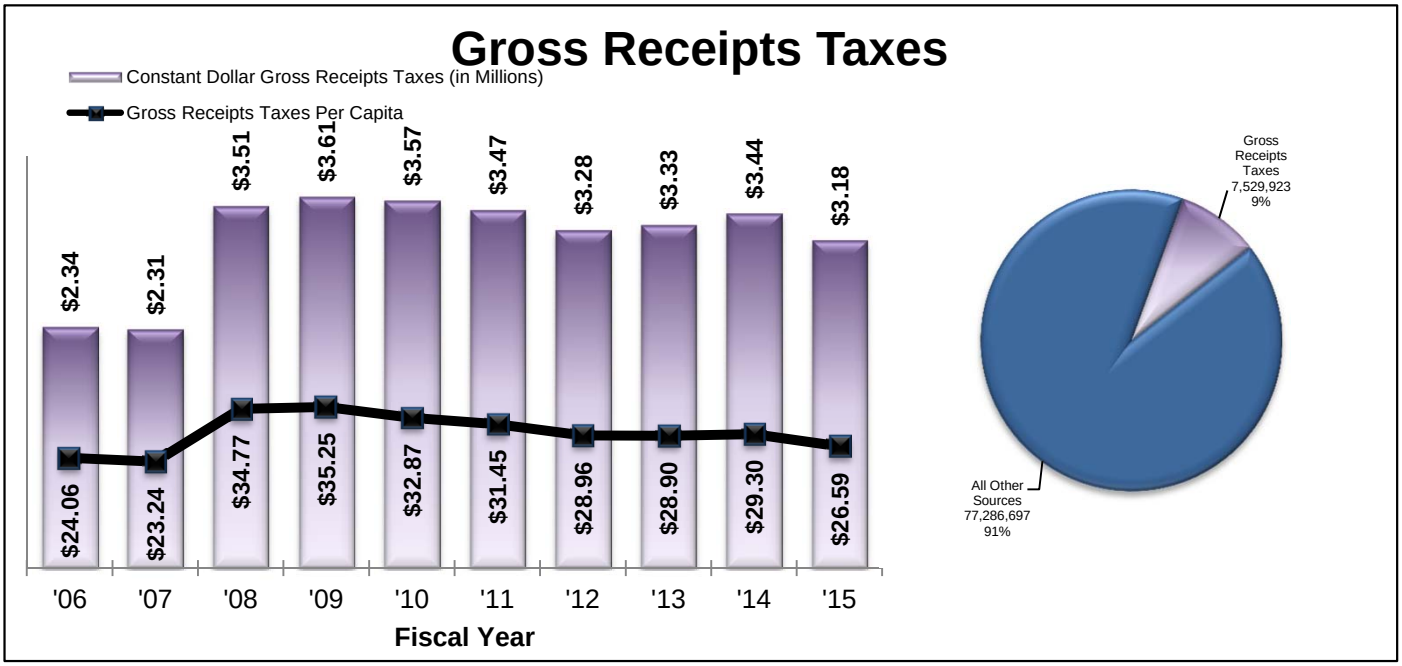
Source: Financial Management Information Supplement

Fiscal Year	Actual Sales Tax Revenue - General Fund	Consumer Price Index	Sales Taxes (Constant Dollars)	Population	Sales Taxes per Per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2006	$18,701,474	201.60	$9,276,525	97,202	$95.44	1.10%
2007	$18,947,028	207.30	$9,139,907	99,405	$91.95	(3.66%)
2008	$18,947,469	215.30	$8,800,374	100,976	$87.15	(5.22%)
2009	$18,427,197	214.54	$8,589,286	102,324	$83.94	(3.68%)
2010	$18,794,534	218.06	$8,619,132	108,500	$79.44	(5.36%)
2011	$19,891,980	224.94	$8,843,278	110,438	$80.07	0.79%
2012	$20,840,696	229.59	$9,077,354	113,230	$80.17	0.12%
2013	$21,627,785	232.96	$9,283,905	115,276	$80.54	0.46%
2014	$22,463,031	236.74	$9,488,481	117,364	$80.85	0.38%
2015	**$22,832,373**	**237.02**	**$9,633,100**	**119,476**	**$80.63**	**(0.27%)**
10 yr % Chg	*22.09%*	*17.57%*	*3.84%*	*22.92%*	*(15.52%)*	

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 entire portion of the tax amounts to a total of 2% gross retail receipts, of which 1% is for City General Revenues, 1/2% is a Transportation Sales Tax, 1/4% is Parks Sales Tax and 1/4% is for Capital Projects Tax. A portion of the 1% general sales tax is allocated to the General Fund and the rest is allocated to capital projects and recorded in the Capital Projects Fund. The table above shows the amount that is allocated to the General Fund.

Analysis:
Sales tax revenues in actual dollars have increased 22.09% and constant dollar sales taxes have increase 3.84% for the ten year period shown; however, sales taxes per capita have decreased 15.52%. Decreases are reflected in FY 2007 - FY 2010 as a result of the economic downturn as well as increases in the consumer price index and population. Sales taxes account for 27% of the general fund revenues which makes this a major revenue source and close monitoring is merited. Since FY 2010 constant dollars have increased but per capita dollars have remained relatively flat. The growth in constant dollars has not kept up with increases in pension and health care costs and has hindered the City's ability to increase staffing in public safety to keep up with population growth. The increasing growth in internet sales, which are not subject to sales taxes, have resulted in lower growth in sales tax revenues. It is estimated that internet sales accounted for 2.9% of all retail sales in FY 2006 and grew to 7.4% of all retail sales in FY 2015. This equates to a loss of sales tax revenue in the general fund of $1,689,596 in FY 2015 and $10,393,275 over the past ten years.

Legal Authorizations:
Local election: December 15, 1970
Ordinance 5276 (1970); pursuant to RSMo 144.010-144.510
Ordinance 9478 RSMo 94.600 et. Seq.
Retail Indicators Branch, U.S. Census Bureau (www.census.gov/retail/#ecommerce)



Source: Financial Management Information Supplement

Fiscal Year	Actual Gross Receipts Taxes	Consumer Price Index	Gross Receipt Tax Revenues (Constant Dollars)	Population	Gross Receipts Taxes Per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2006	$4,714,058	201.60	$2,338,322	97,202	$24.06	4.20%
2007	$4,789,100	207.30	$2,310,227	99,405	$23.24	(3.41%)
2008	$7,558,607	215.30	$3,510,684	100,976	$34.77	49.61%
2009	$7,737,824	214.54	$3,606,755	102,324	$35.25	1.38%
2010	$7,776,443	218.06	$3,566,260	108,500	$32.87	(6.75%)
2011	$7,813,556	224.94	$3,473,633	110,438	$31.45	(4.32%)
2012	$7,529,041	229.59	$3,279,342	113,230	$28.96	(7.92%)
2013	$7,761,494	232.96	$3,331,685	115,276	$28.90	(0.21%)
2014	$8,141,910	236.74	$3,439,178	117,364	$29.30	1.38%
2015	**$7,529,923**	**237.02**	**$3,176,915**	**119,476**	**$26.59**	**(9.25%)**
10 yr % Chg	*59.73%*	*17.57%*	*35.86%*	*22.92%*	*10.52%*	

Description:

Gross receipts taxes are collected from telephone, natural gas, electric, and cable television. The gross receipts tax rate is 7% for persons engaged in the business of supplying telephone service, natural gas service, or electric service. Video service providers are imposed a 5% gross receipts tax. All of the telephone, natural gas, and electric gross receipts tax support General Fund operations while approximately 30% of the video service providers gross receipts tax goes to the General Fund and the remainder is allocated to the Public Communications Fund. Telephone and video service provider gross receipts tax growth are best predicted by population growth and the year-to-year relative cost of the service, natural gas and electric gross receipts taxes are more closely correlated to the weather, population growth, and the year-to-year relative cost of service.

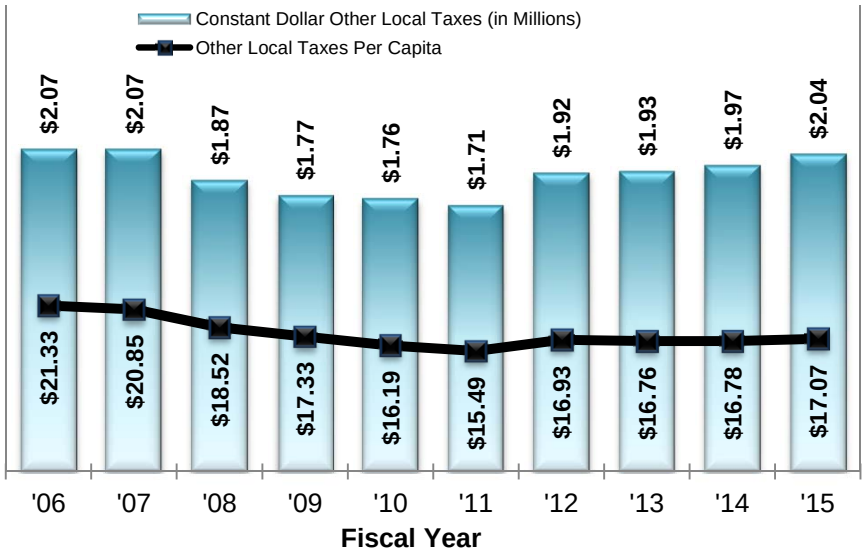
Analysis:

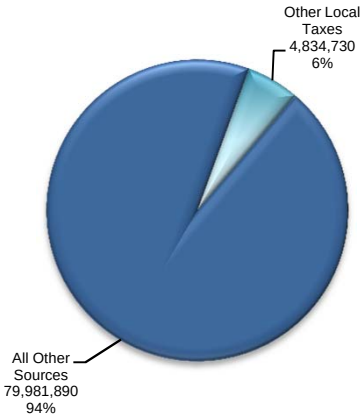
Gross receipts taxes have experienced an overall positive trend for the period shown. A significant increase in 2008 was the result of the City receiving a settlement agreement with major mobile phone carriers which required them to pay a business license tax on wireless communications as they do for land line services. The decrease shown in FY 2012 was due to a decrease in gross receipts from natural gas. The decrease shown in FY 2015 was due to a decrease in gross receipts from telephone and natural gas. Gross receipts taxes account for 9% of general fund revenue sources.

Legal Authorizations:

Telephone: City Code of Ordianances Chapter 26, Article V, Division 3
Natural Gas: City Code of Ordianances Chapter 26, Article V, Division 2; current rate is in Ordinance 6455
Electric: City Code of Ordinances Chapter 26, Aritcle V, Division 4
Video Service Provider Fee: City Code of Ordinances Chapter 10, Section 10-2

Other Local Taxes





Source: Financial Management Information Supplement

Fiscal Year	Actual Other Local Taxes	Consumer Price Index	Other Local Tax Revenues (Constant Dollars)	Population	Other Local Taxes per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2006	$4,180,577	201.60	$2,073,699	97,202	$21.33	(7.22%)
2007	$4,296,580	207.30	$2,072,639	99,405	$20.85	(2.25%)
2008	$4,027,044	215.30	$1,870,408	100,976	$18.52	(11.18%)
2009	$3,803,358	214.54	$1,772,821	102,324	$17.33	(6.43%)
2010	$3,829,765	218.06	$1,756,322	108,500	$16.19	(6.58%)
2011	$3,848,379	224.94	$1,710,854	110,438	$15.49	(4.32%)
2012	$4,402,126	229.59	$1,917,386	113,230	$16.93	9.30%
2013	$4,500,831	232.96	$1,932,019	115,276	$16.76	(1.00%)
2014	$4,662,966	236.74	$1,969,657	117,364	$16.78	0.12%
2015	**$4,834,730**	**237.02**	**$2,039,798**	**119,476**	**$17.07**	**1.73%**
10 yr % Chg	*15.65%*	*17.57%*	*(1.63%)*	*22.92%*	*(19.97%)*	

Description:

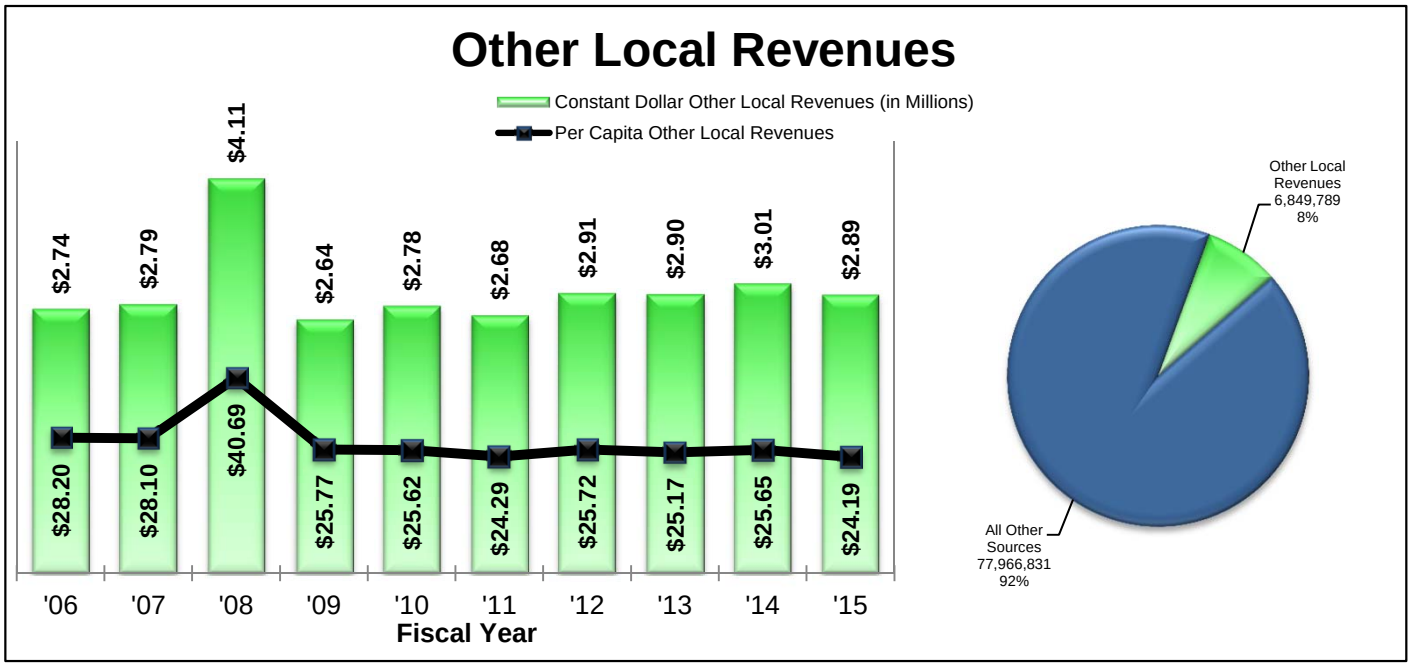
Other local taxes include gasoline, cigarette, and motor vehicle taxes. Gasoline tax provides funding for the construction and maintenance of highways. The City's portion is funneled through the state and has been seventeen cents per gallon for the period shown. Cigarette taxes are paid by every person selling, offering, or displaying cigarettes for sale within the City and the tax is ten cents per package. The motor vehicle tax has two components, a sales tax component and a license plate fee component. The motor vehicle sales tax is assessed on the cost of the vehicle and the City's portion is 1.5% or 1 1/2 cents per $1.00. The license plate fee component varies depending on the total license plate fee, but the City's share is approximately $12.50 per license plate.

Analysis:

There has been an overall increase in other local taxes in actual dollars of 15.65, but a decrease in constant dollars of 1.63% and per capita of 19.97% for the period shown. All experienced a significant decrease due to the economic downturn. There was growth in constant dollar revenues from FY 2011- FY 2015; however, the FY 2015 amount is still below the FY 2006 amount. Other local taxes account for 6% of the general fund revenue sources.

Legal Authorizations:

Gasoline: Missouri Constitution, 1945; RSMo 142.009 & 142.803
Cigarette: City Code of Ordinances Chapter 26, Article III pursuant to RSMo 94.110;
Current rate Ordinance 6135 State 149.192 RSMo
Motor Vehicle: Missouri Constitution Article IV Section 30(a)



Source: Financial Management Information Supplement

Fiscal Year	Actual Other Local Revenues	Consumer Price Index	Other Local Tax Revenues (Constant Dollars)	Population	Other Local Revenues Per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2006	$5,525,716	201.60	$2,740,931	97,202	$28.20	2.14%
2007	$5,790,233	207.30	$2,793,166	99,405	$28.10	(0.35%)
2008	$8,846,361	215.30	$4,108,796	100,976	$40.69	44.80%
2009	$5,657,355	214.54	$2,637,007	102,324	$25.77	(36.67%)
2010	$6,061,670	218.06	$2,779,868	108,500	$25.62	(0.58%)
2011	$6,034,688	224.94	$2,682,811	110,438	$24.29	(5.19%)
2012	$6,687,487	229.59	$2,912,795	113,230	$25.72	5.89%
2013	$6,758,281	232.96	$2,901,048	115,276	$25.17	(2.14%)
2014	$7,126,778	236.74	$3,010,382	117,364	$25.65	1.91%
2015	**$6,849,789**	**237.02**	**$2,889,962**	**119,476**	**$24.19**	**(5.69%)**
10 yr % Chg	*23.96%*	*17.57%*	*5.44%*	*22.92%*	*(14.22%)*	

Description:

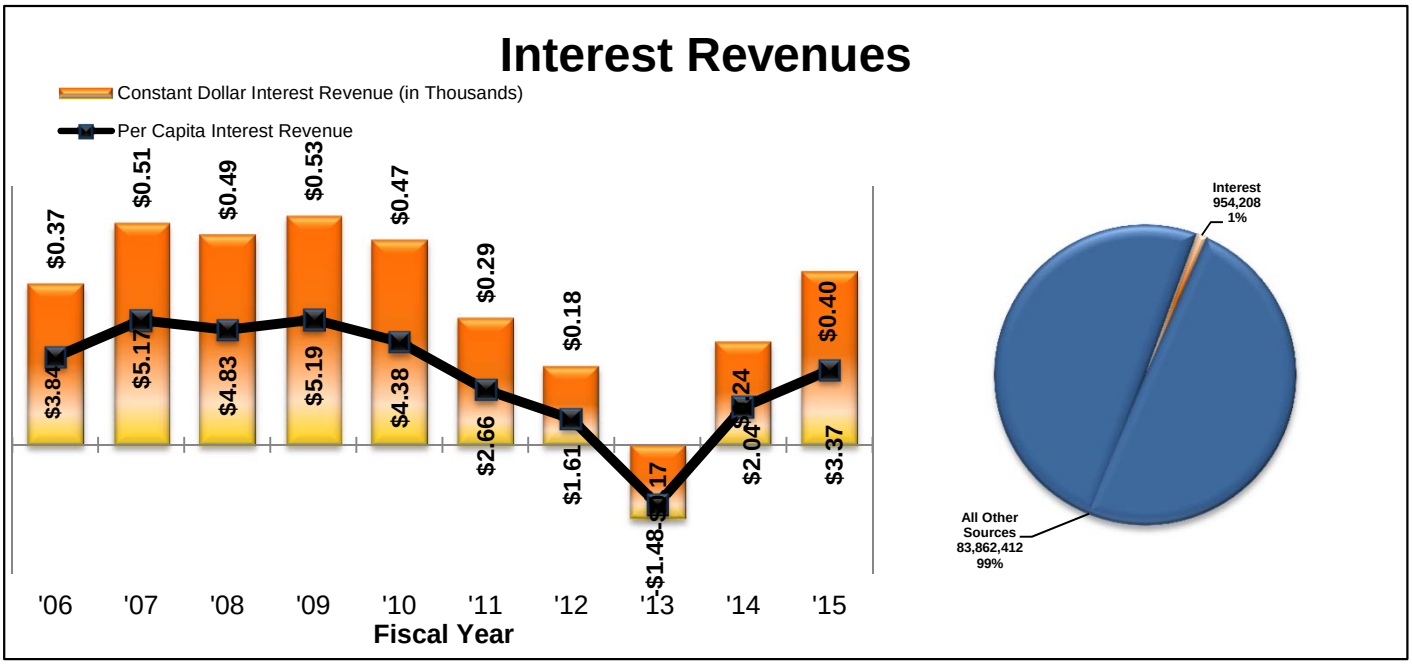
Other local revenues include the following: fines and court fees, licenses and permits, fees and service charges and miscellaneous revenues. Fines and court fees includes costs associated with and penalties assessed for violation of any City ordinance. Fines include corporation court fines, uniform ticket fines, meter fines, and alarm violations. Fees include warrant fees, court fees, and impoundment fees. License and permit charges are assessed for various business activities and animal ownership, such as business licenses, animal licenses, and liquor licenses. Fees and service charges are charged for the City's performance of construction inspections, street and sidewalk resurfacing (due to a person excavating them), animal control and health services. Miscellaneous Revenues include property sales, photocopies, and Housing Authority Payment-In-Lieu of Taxes as well as other miscellaneous sources of revenue.

Analysis:

Over the past ten years other local revenues in actual dollars have increased 23.96% and constant dollar revenues have increased 5.44%, however, per capita revenues have decreased 14.22%. In FY 2008 miscellaneous revenues increased based on a one-time settlement agreement that was reached with major mobile phone carriers which now requires them to pay a "business license tax" on wireless communications. Building and Site permit fees were increased in the FY 2013 budget along with a methodology change. FY 2015 reflects lower building & site fees received due to fewer permits issued for construction. Other local revenues account for 9% of the general fund revenue sources.

Legal Authorizations:

City Ordinance Chapter 14 Section 420 and Section 463
City Ordinance Chapter 16 Article II Division 5 and Article XV Section 114 and Section 116



Source: Financial Management Information Supplement

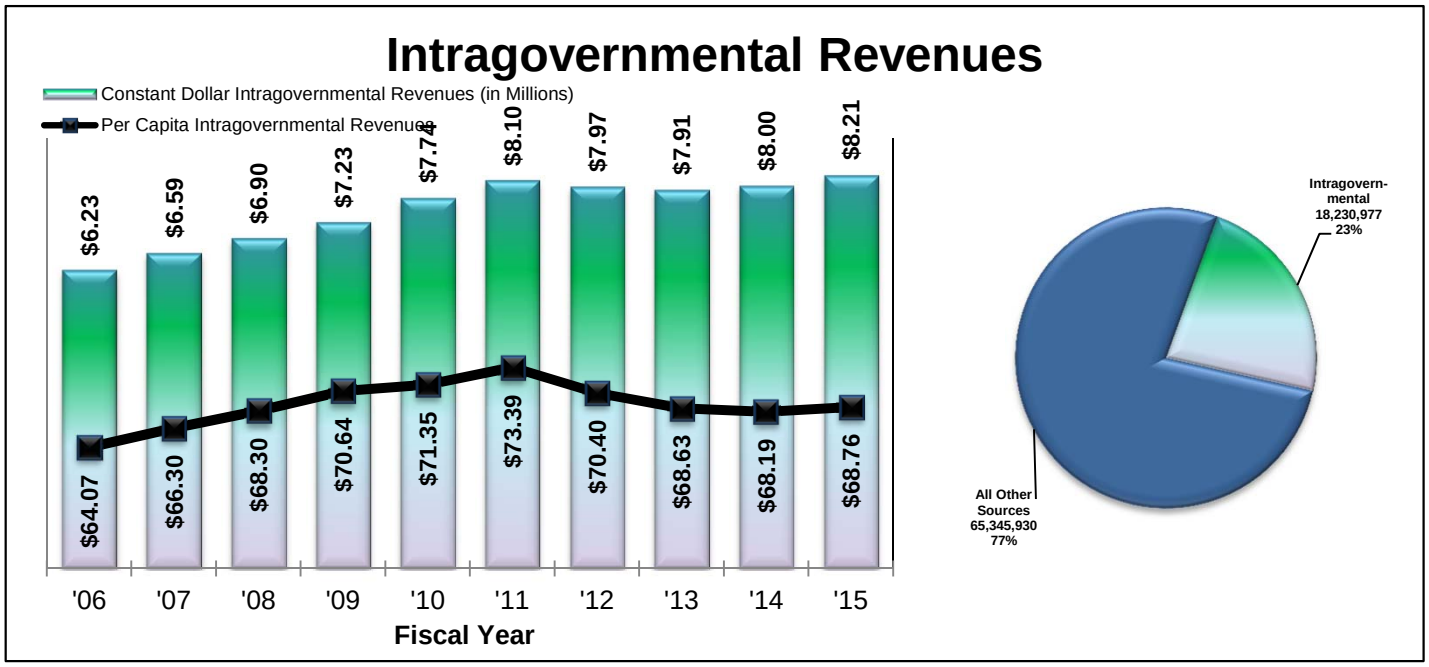
Fiscal Year	Actual Interest Revenue	Consumer Price Index	Interest Revenue (Constant Dollars)	Population	Interest Revenues Per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2006	$753,357	201.60	$373,689	97,202	$3.84	38.63%
2007	$1,066,281	207.30	$514,366	99,405	$5.17	34.64%
2008	$1,049,409	215.30	$487,410	100,976	$4.83	(6.58%)
2009	$1,139,560	214.54	$531,172	102,324	$5.19	7.45%
2010	$1,035,128	218.06	$474,707	108,500	$4.38	(15.61%)
2011	$661,033	224.94	$293,872	110,438	$2.66	(39.27%)
2012	$417,452	229.59	$181,825	113,230	$1.61	(39.47%)
2013	($397,290)	232.96	($170,540)	115,276	($1.48)	(191.93%)
2014	$567,866	236.74	$239,869	117,364	$2.04	237.84%
2015	**$954,208**	**237.02**	**$402,585**	**119,476**	**$3.37**	**65.20%**
10 yr % Chg	*26.66%*	*17.57%*	*7.73%*	*22.92%*	*(12.24%)*	

Description:
Investment revenues on external investments are allocated to the varoius participating funds based on each fund's 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 investment policies adopted by the City Council and Department of Finance.

Analysis:
Decreases in investment revenues are due to lower rate of return on investments and decreases in market value. Increases are due to increases in rates of return on investments and an increase in market values. While the trend has been significantly negative until FY 2015, this revenue source makes up just 1% of the total revenue in the general fund.

Legal Authorizations:
Policy Resolution Council Bill #PR84-83 Section 4



Source: Financial Management Information Supplement

Fiscal Year	Intragovernmental Revenues	Consumer Price Index	Actual Intragov. Revenue (Constant Dollars)	Population	Intragovernmental Revenues Per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2006	$12,555,382	201.60	$6,227,868	97,202	$64.07	0.02%
2007	$13,662,448	207.30	$6,590,665	99,405	$66.30	3.48%
2008	$14,849,683	215.30	$6,897,109	100,976	$68.30	3.02%
2009	$15,506,487	214.54	$7,227,885	102,324	$70.64	3.43%
2010	$16,880,859	218.06	$7,741,525	108,500	$71.35	1.01%
2011	$18,230,977	224.94	$8,104,854	110,438	$73.39	2.86%
2012	$18,300,367	229.59	$7,970,890	113,230	$70.40	(4.07%)
2013	$18,429,065	232.96	$7,910,828	115,276	$68.63	(2.51%)
2014	$18,947,172	236.74	$8,003,367	117,364	$68.19	(0.64%)
2015	**$19,470,690**	**237.02**	**$8,214,788**	**119,476**	**$68.76**	**0.84%**
10 yr % Chg	*55.08%*	*17.57%*	*31.90%*	*22.92%*	*7.32%*	

Description:

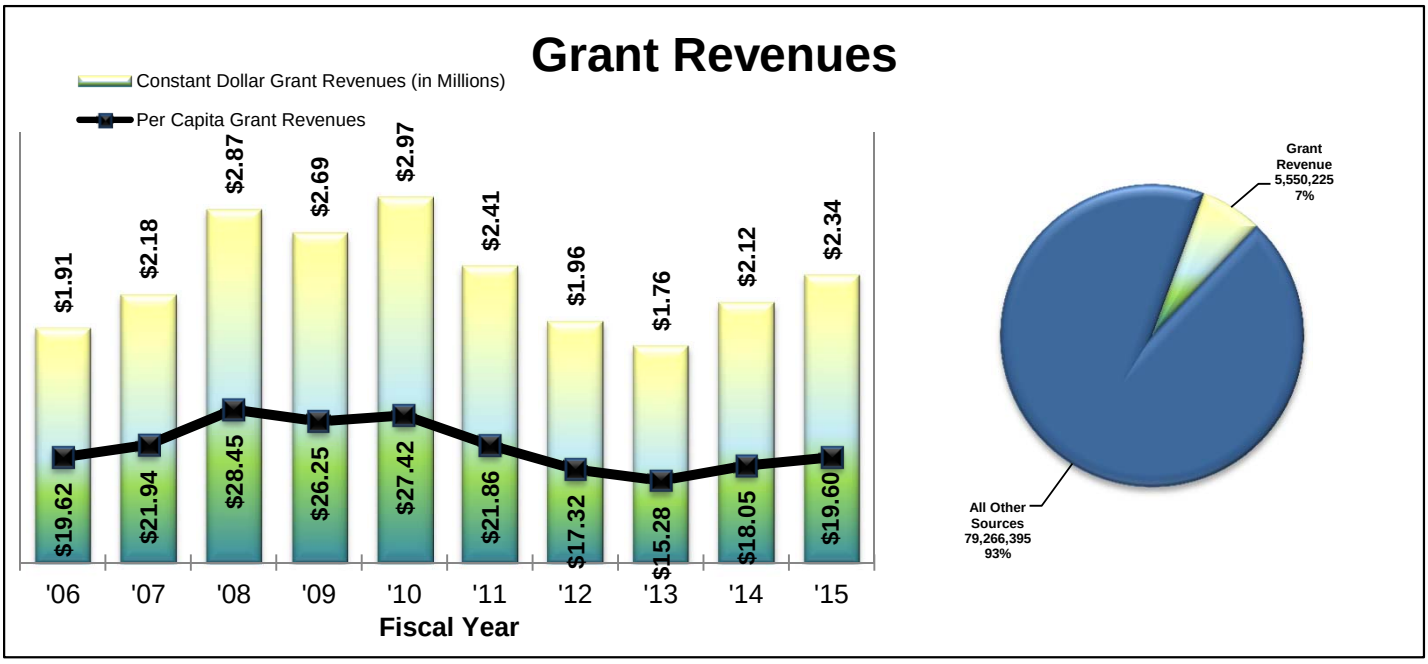
Intragovernmental Charges come from two different sources. First, the Water and Electric Utility Fund pays the General Fund a payment-in-lieu-of-taxes (P.I.L.O.T.) annually which is an amount substantially equivalent to the sum which would be paid in gross receipt taxes if the utilities were owned privately. The tax is equal to 7% of gross receipts and there is a property tax component equivalent to 33.33% of net fixed assets multiplied by the total City tax rate. The second source is General and Administrative Charges which are charges for services performed by general fund departments (such as payroll, accounting, human resources, etc.) to departments outside of the general fund. The charges are computed on the basis of an estimated percentage of time the various general fund departments spend providing these services to the other funds.

Analysis:

Intragovernmental revenues have shown a steady increase in actual dollars, constant dollars, and per capita for the period shown. P.I.L.O.T. is the primary source of intragovernmental revenues (78%), and increases are generally due to major capital projects or expansions in the water and electric utilties which can increase the value of the funds' fixed assets and thus impact the property tax component of the P.I.L.O.T. payment. Also rates for water and electric increase, there are corresponding increases in the P.I.L.O.T. payment as well. There have been small increases in general and administrative charges over the years due to increases in the cost to provide the services to the other departments. Intragovernmental revenues account for 23% of general fund revenue sources and are considered to be a major revenue source. This revenue source has experienced an overall positive trend for the past ten years.

Legal Authorizations:

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



Source: Financial Management Information Supplement

Fiscal Year	Actual Grant Revenues	Consumer Price Index	Grant Revenue (Constant Dollars)	Population	Grant Revenues Per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2006	$3,844,978	201.60	$1,907,231	97,202	$19.62	9.73%
2007	$4,521,170	207.30	$2,180,979	99,405	$21.94	11.82%
2008	$6,184,221	215.30	$2,872,334	100,976	$28.45	29.67%
2009	$5,761,569	214.54	$2,685,583	102,324	$26.25	(7.73%)
2010	$6,486,581	218.06	$2,974,732	108,500	$27.42	4.46%
2011	$5,431,036	224.94	$2,414,448	110,438	$21.86	(20.28%)
2012	$4,503,591	229.59	$1,961,580	113,230	$17.32	(20.77%)
2013	$4,103,531	232.96	$1,761,475	115,276	$15.28	(11.78%)
2014	$5,015,621	236.74	$2,118,620	117,364	$18.05	18.13%
2015	**$5,550,225**	**237.02**	**$2,341,669**	**119,476**	**$19.60**	**8.59%**
10 yr % Chg	*44.35%*	*17.57%*	*22.78%*	*22.92%*	*(0.10%)*	

Description:

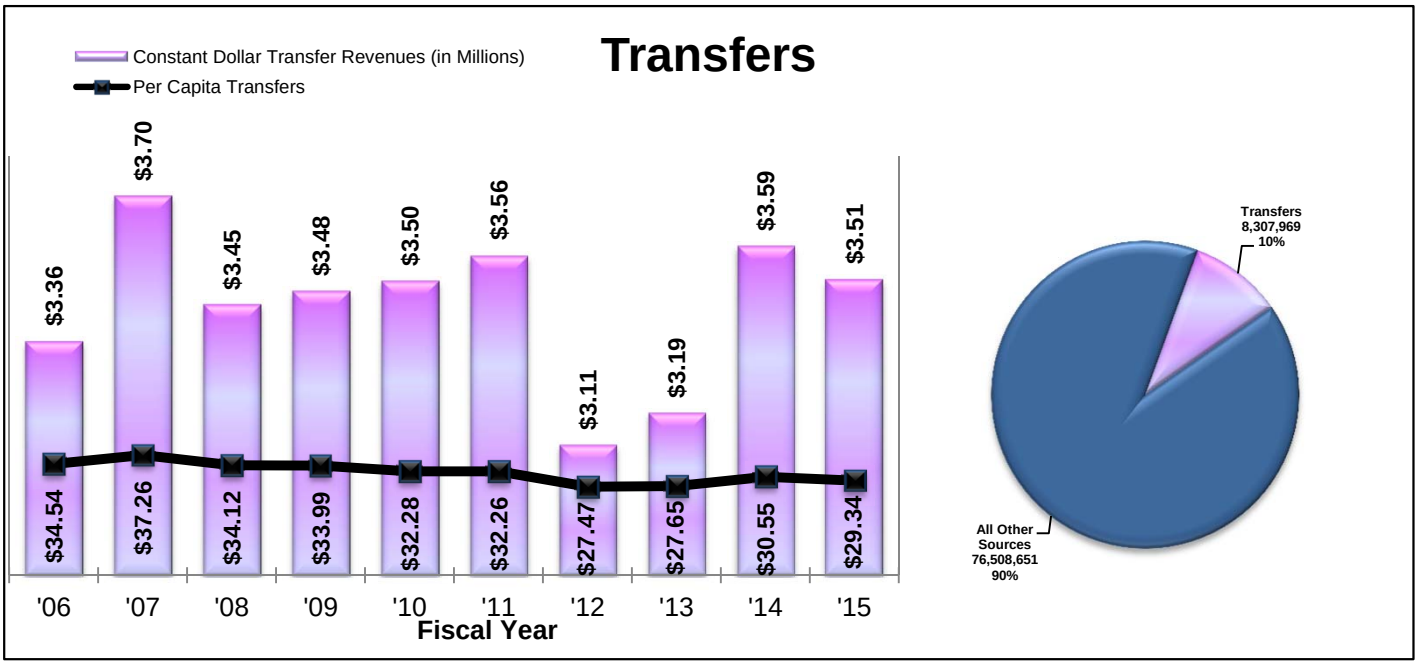
Grant revenues includes the following: federal grants, state grants and county grants. Federal grants consist of mass transit grants from the Department of Transportation, non-motorized grants, police grants, and stimulus grants. State grants cover diverse local service needs and provide funding for health, transportation, conservation, and police needs. County grants have a purpose of providing basic community services and are a reimbursement to the city for a portion of the functions performed by city employees/operations that also benefit the county which include Joint Communication (911), Public Health, Animal Control and notifications of county nuisance abatements.

Analysis:

For the period shown, grant (intragovernmental) revenues has increased 44.35% in actual dollars, 22.78% in constant dollars and have decreased 0.10% in per capita revenues. The fluctuations in FY 2008 - FY 2012 are primarily due to the City receiving the non-motorized federal grant. This grant allowed the City to build a number of sidewalks, pedways, and trails with the goal to increase non-motorized activity within the community. There were also funds included for education and promotion of non-motorized opportunities. In addition, the increase in FY 2010 was due to an increase in WIC caseloads, immunizations, a large DWI enforcement grant, stimulus money for the prevention of homelessness, and a re-housing grant. The increase in FY 2014 was due to a change in funding for the joint communications operation. With the passage of a 9-1-1 tax in April, 2013, the County began paying the City for 100% of the expenses beginning January 1, 2014. Over the next few years, the County will build a new 9-1-1 operations center and the operation will move completely out of the City's budget. In FY 2015 federal grant revenues doubled from FY 2014 due to a grant to purchase self contained breathing apparatus for the fire department. Federal and state grants are often received for a one to three year period with the City having to absorb the costs after the grant timeframe has expired. Grant revenues currently account for 7% of general fund revenue sources.

Legal Authorizations:

Federal UMTA Act of 1964, Section 9
City Ordinance 11221



Source: Financial Management Information Supplement

Fiscal Year	Transfers	Consumer Price Index	Transfers (Constant Dollars)	Population	Transfers Per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2006	$6,768,973	201.60	$3,357,625	97,202	$34.54	15.91%
2007	$7,679,050	207.30	$3,704,317	99,405	$37.26	7.87%
2008	$7,417,392	215.30	$3,445,095	100,976	$34.12	(8.43%)
2009	$7,460,498	214.54	$3,477,488	102,324	$33.99	(0.38%)
2010	$7,637,245	218.06	$3,502,424	108,500	$32.28	(5.03%)
2011	$8,013,579	224.94	$3,562,557	110,438	$32.26	(0.06%)
2012	$7,141,169	229.59	$3,110,401	113,230	$27.47	(14.85%)
2013	$7,425,739	232.96	$3,187,560	115,276	$27.65	0.66%
2014	$8,487,955	236.74	$3,585,349	117,364	$30.55	10.49%
2015	**$8,307,969**	**237.02**	**$3,505,176**	**119,476**	**$29.34**	**(3.96%)**
10 yr % Chg	*22.74%*	*17.57%*	*4.39%*	*22.92%*	*(15.06%)*	

Description:

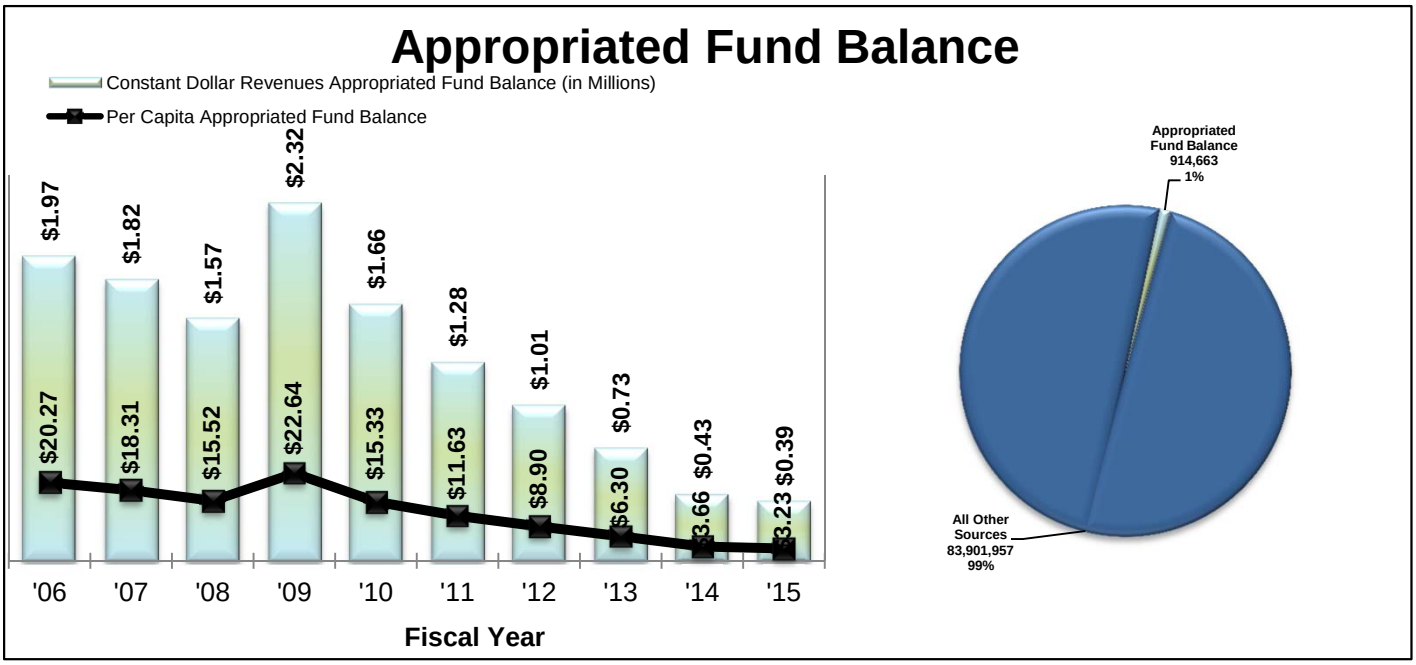
The City utilizes transfers as a mechanism to move funding from other funds into the general fund. Primarily these transfers are from special revenue funds such as the Transportation Sales Tax Fund and the Parks Sales Tax Fund to fund streets, engineering, and park operations in the general fund. These transfers are on-going transfers which are adjusted annually during the budget process. Other types of transfers include one time transfers such as funds donated into the contributions fund to fund specific general fund requests.

Analysis:

Transfers have increased in actual dollars by 22.74%, constant dollars by 4.39%, and have decreased by 15.06% on a per capita basis. The increase from FY 2006 - FY 2007 is due to increases in transfers from Parks Sales Tax and Transportation Sales Tax to fund a larger percentage of the parks and street operations. Transfers in FY 2015 decreased due to a one time transfer to close out the Sustainability fund and move it to the General Fund. It should be noted, however, that funding received in the parks sales tax fund and the transportation sales tax fund can be used either for operations or capital for parks and transportation needs, respectively. There has been adequate funding to increase the amounts to the general fund during the past ten years; however, further increases will decrease the availability of funding for additional capital projects. In addition, transportation sales tax funds are also used to subsidize the transit and airport operations and provide match funding for transit and airport capital projects. Therefore, there is concern that future increases into the general fund may not be possible with the fierce competition of transportation funding for transit and airport. Management will need to annually evaluate the availability of these special revenue sources for funding and adjust expenditures accordingly. These transfers are dedicated to the specific operations of parks and transportation and cannot be used for other general fund functions. The reduction in transfers to general fund was due to less money being transferred from transportation sales tax to be used in transit and airport and other related capital projects. Transfers make up 10% of general fund revenue sources.

Legal Authorizations:

Annual Budget
Ordinance 016160 for FY 2000



Source: Financial Management Information Supplement

Fiscal Year	Actual Appropriated Fund Balance Budgeted	Consumer Price Index	Appropriated Fund Balance (Constant Dollars)	Population	Appropriated Fund Balance Per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2006	$3,972,195	201.60	$1,970,335	97,202	$20.27	(9.67%)
2007	$3,773,196	207.30	$1,820,162	99,405	$18.31	(9.67%)
2008	$3,373,205	215.30	$1,566,725	100,976	$15.52	(15.24%)
2009	$4,969,180	214.54	$2,316,234	102,324	$22.64	45.88%
2010	$3,627,974	218.06	$1,663,781	108,500	$15.33	(32.29%)
2011	$2,888,056	224.94	$1,283,929	110,438	$11.63	(24.14%)
2012	$2,313,391	229.59	$1,007,618	113,230	$8.90	(23.47%)
2013	$1,691,724	232.96	$726,186	115,276	$6.30	(29.21%)
2014	$1,017,900	236.74	$429,965	117,364	$3.66	(41.90%)
2015	**$914,663**	**237.02**	**$385,901**	**119,476**	**$3.23**	**(11.75%)**
10 yr % Chg	*(76.97%)*	*17.57%*	*(80.41%)*	*22.92%*	*(84.07%)*	

Description:

Legal authorization is granted through adoption of the budget to appropriate a portion of excess fund balance to partially finance General Fund expenditures. Appropriated fund balance is the revenue source that has been used to close the gap between revenues and expenditures so the General Fund budget is balanced. For budgeting purposes, the City of Columbia has appropriated fund balance as a source in each of the last ten fiscal years.

Analysis:

The City has a policy of maintaining a reserve of at least 20% of general fund expenditures as an emergency fund. Amounts in excess of that level can be appropriated into the budget. These excess funds are like a savings or rainy day account for the City and they can be used to fund one-time expenditures or on-going operational costs when revenues are lower than expenses. The City must be cautious in using these funds for on-going operations as these funds can be depleted over time. The City is able to increase the amount in the rainy day account when revenues come in over budget and expenditures come in under budget. Due to prudent management by department directors, the City has increased the amount of excess fund balance in all but two (FY 2009 and FY 2013) of the past ten years. The economic downturn in FY 2009 resulted in the largest budgeted amount of appropriated fund balance. For the period of FY 2010 to FY 2012, management reduced the reliance on appropriated fund balance as a general fund revenue source primarily through expenditure reductions. In FY 2013, fund balance was used primarily due to the significant decrease in interest revenues. Management eliminated the use of appropriated fund balance as a revenue source in the FY 2014 budget other than to fund the City's pensions solution. Appropriated Fund Balance makes up 1% of general fund revenue sources.

Legal Authorizations:

Annual Budget

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Administrative Departments

Description
The City of Columbia has administrative departments which are funded with general city funds and provide centralized services (such as purchasing and accounting) to all of the departments. A portion of the cost of these operations is recovered from the departments outside of the General Fund in the form of a General and Administrative Fee. The allocation methodology was developed by our external auditors many years ago and is updated annually. The revenue from this fee comes into the General Fund and is used to offset the costs of the administrative departments. The remainder of these budgets are funded with general sources which means that the funding can be moved to any other department that is funded with general city funds.

City Council
The Mayor and City Council act as the legislative and policy making body for the City of Columbia. Operating under a home rule charter, the Council uses various voluntary citizen boards, commissions, and task forces as well as public hearings in the development of City policy matters. According to the City Charter, the City Council is responsible for the appointment of the City Manager, City Clerk, and Municipal Judge.

City Clerk
The City Clerk serves as the depository for all official records of the City, and the Clerk certifies City records for the courts, City departments, and citizens. The Clerk's office serves as a center for citizen inquiry, proclamation preparation and signing, and personal appearance requests. The Clerk maintains membership rosters for all boards and commissions. The City Clerk also acts as secretary to the Board of Adjustment.

City Manager
The City Manager is responsible for the general administration of the City of Columbia, an annual statement of City programs and priorities, preparation of the annual budget, 5-year capital improvements plan, preparation of Council agendas and special staff reports, and program coordination and development. The City Manager is directly responsible to the City Council for the proper administration of all the City affairs as well as implementation of policies and programs adopted by the Council.

Finance Department
Finance is responsible for the administration, direction, and coordination of all financial services of the City involving financial planning, budgeting, treasury management, investments, purchasing, accounting, payroll, business licensing, risk management, and utility customer services. With the exception of Utility Customer Services and Self Insurance, which are budgeted in other funds, all Finance Divisions are budgeted and accounted for in the General

Human Resources
Human Resources is responsible for coordinating the efforts of all City departments in the recruitment, selection, hiring, evaluation, promotion, training and development of a diverse staff of qualified and dedicated employees to serve the citizens of Columbia. General pay and benefits administration, employee health and wellness programs, and drug and alcohol testing are also the responsibility of the Department.

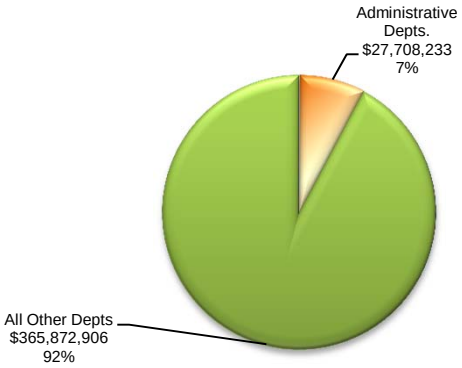
Law Department
Law is charged with managing all litigation in which the City is a party and advising the Council, the City boards and commissions, the City Manager, and department directors on legal matters. The Department is composed of two divisions: the City Counselor and staff manage the civil law of the City, and the City Prosecutor prosecutes ordinance violations.

City General
City General accounts for non-departmental expenditures. These include various subsidies and transfers as well as other items which are not related to a specific department. Street Lighting is accounted for in this department.

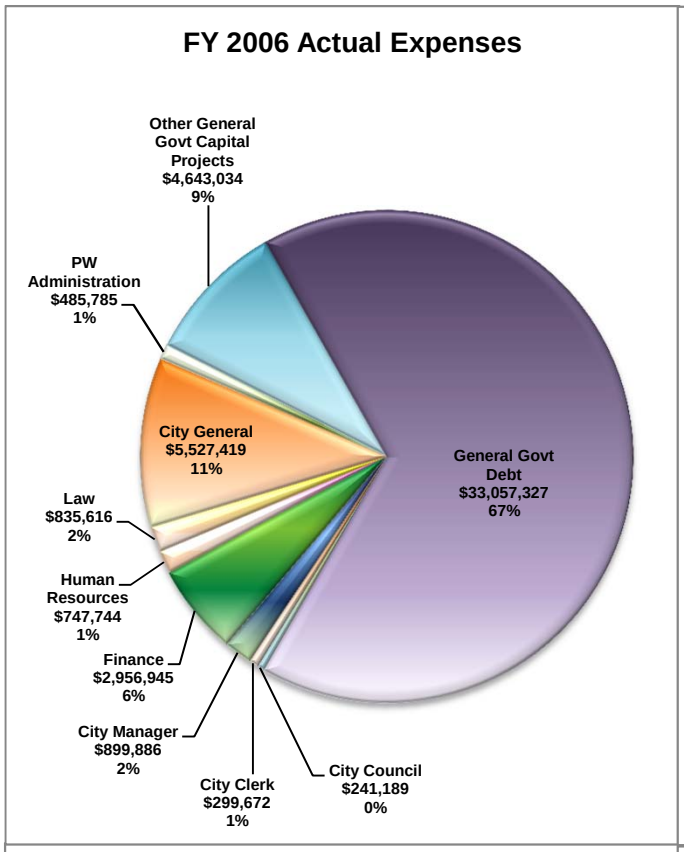
Public Works Administration
The Administration section provides management of all divisions and functions of the Department including Transit, Airport, Sewer, Parking, Solid Waste, Storm Water, Custodial and Maintenance Services, Fleet Operations, GIS, Public Improvements, and Right-of-Way acquisition.

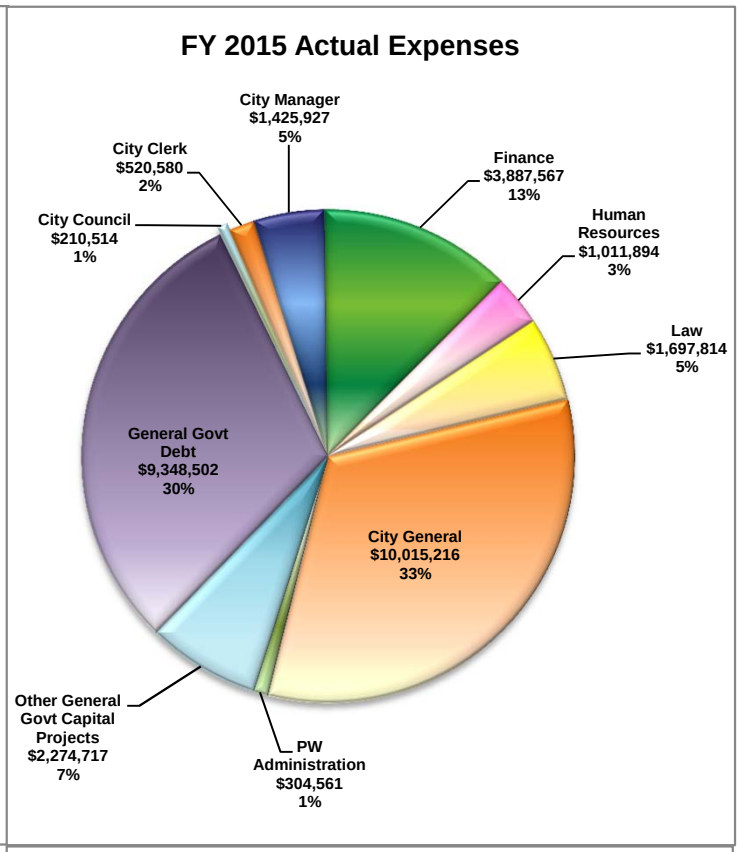
Other General Capital Projects
General government projects that are not associated with Streets and Sidewalks, Parks and Recreation, or Public Safety, are included in Other General Government Projects.

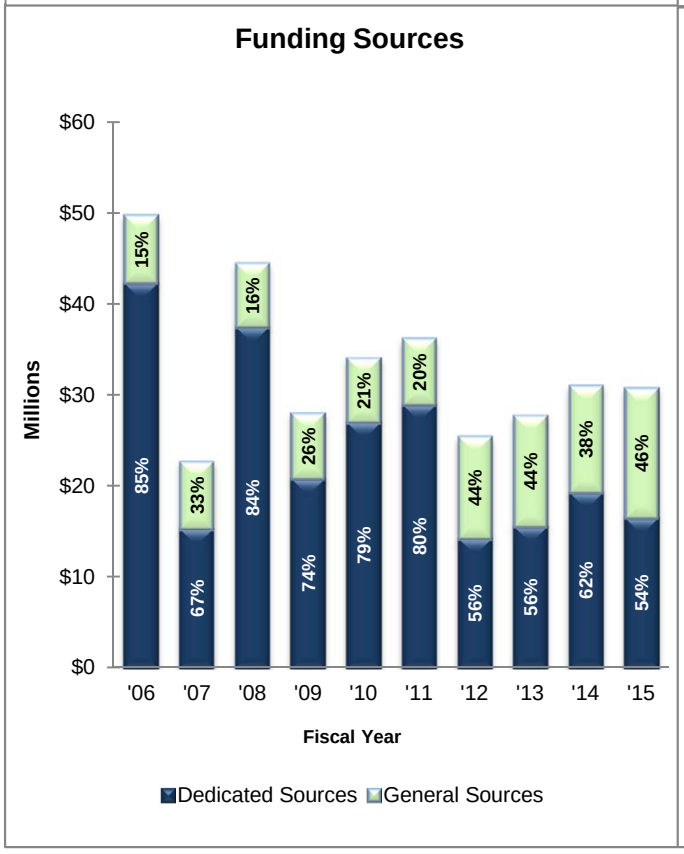
General Government Debt
Debt Service Funds are used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special obligation bond principal and interest when the government is obligated in some manner for the payment.

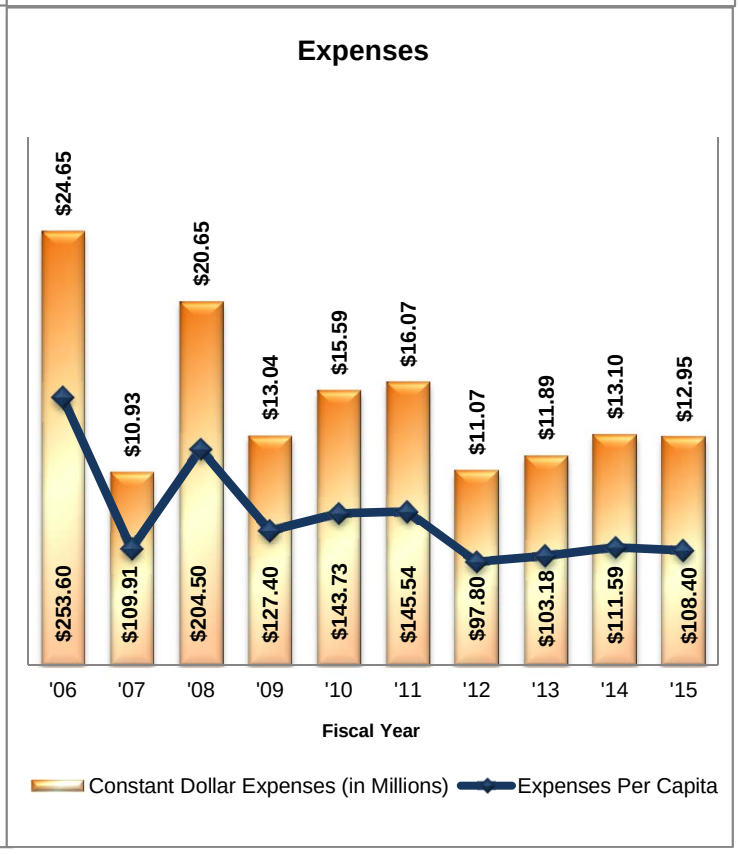


Administrative Departments - Summary



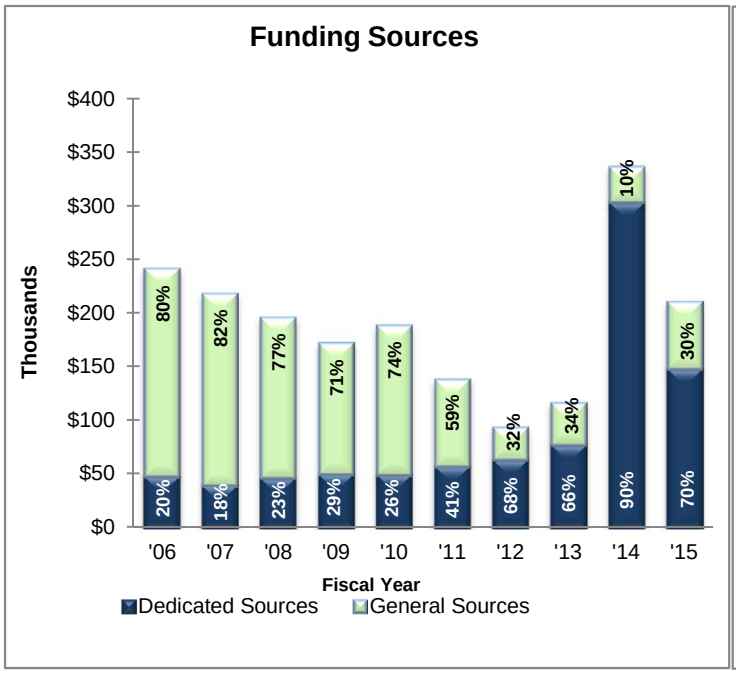


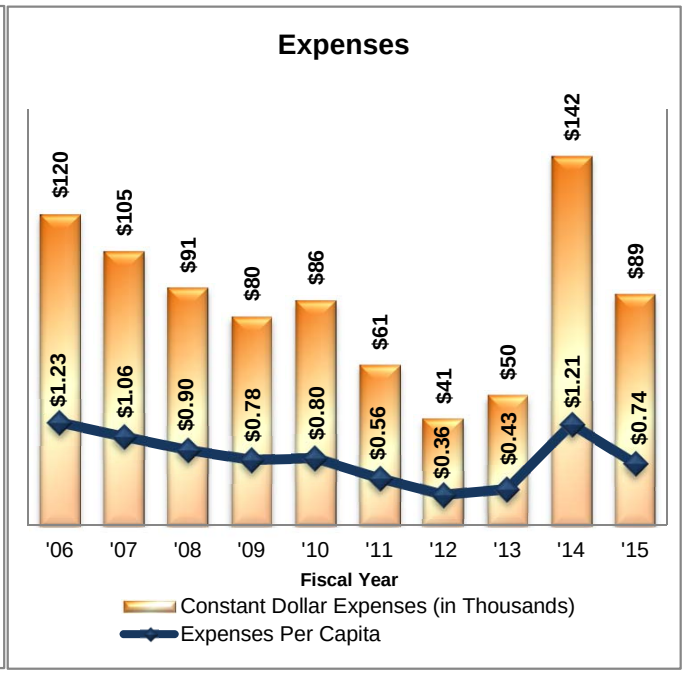




Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Administrative - City Council





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

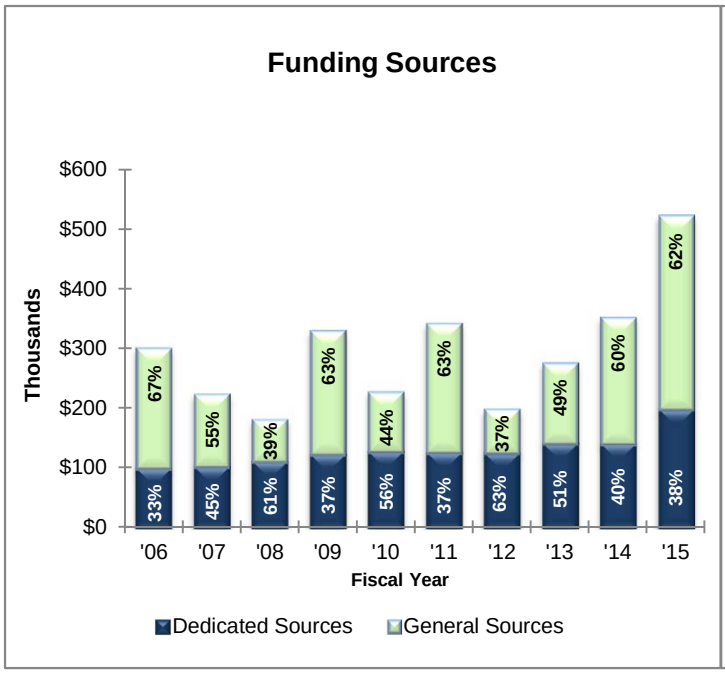
Fiscal Year	Dedicated Sources	General Sources	Total Actual Expenses	Consumer Price Index	Actual Expenses in Constant Dollars	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous Year
2006	$47,567	$193,622	$241,189	201.60	$119,637	97,202	$1.23	33.70%
2007	$39,232	$178,774	$218,006	207.30	$105,164	99,405	$1.06	(13.82%)
2008	$45,929	$149,949	$195,878	215.30	$90,978	100,976	$0.90	(15.09%)
2009	$49,682	$122,261	$171,943	214.54	$80,146	102,324	$0.78	(13.33%)
2010	$49,145	$139,203	$188,348	218.06	$86,376	108,500	$0.80	2.56%
2011	$56,890	$81,056	$137,946	224.94	$61,326	110,438	$0.56	(30.00%)
2012	$63,090	$30,103	$93,193	229.59	$40,591	113,230	$0.36	(35.71%)
2013	$77,013	$39,043	$116,056	232.96	$49,818	115,276	$0.43	19.44%
2014	$302,974	$33,153	$336,127	236.74	$141,981	117,364	$1.21	181.40%
2015	**$147,618**	**$62,896**	**$210,514**	**237.02**	**$88,817**	**119,476**	**$0.74**	**(38.84%)**
10 Yr % Chg	*210.34%*	*(67.52%)*	*(12.72%)*	*17.57%*	*(25.76%)*	*22.92%*	*(39.84%)*	

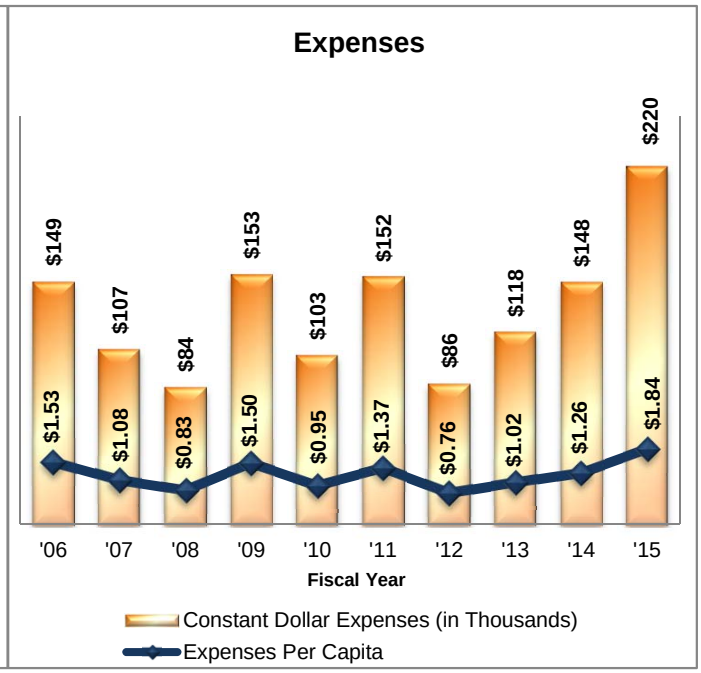
Description:
The City Council is a general fund department. Expenses related to the City Council, as well as various Boards and Commissions, are included in this budget. There are no permanent full-time positions allocated.

Analysis:
Total expenses decreased 12.72%, while constant dollar expenses decreased 25.76%, and expenses per capita decreased 39.84% over the past ten years. Dedicated sources for this department include general and administrative charges, grant revenues, miscellaneous revenue, and transfers.

There was an overall decrease in expenses from FY 2006 to FY 2013 due to several cost-cutting decisions such as the move to an electronic agenda information which greatly reduced printing costs and a reduction of travel and training expenses by one half. In FY 2014 there was a significant increase of $200,000 to support Columbia Access television. The expenses had previously been in the Community Relations budget. In FY 2015, funding for Columbia Access television was moved to the Cultural Affairs budget.

Administrative - City Clerk





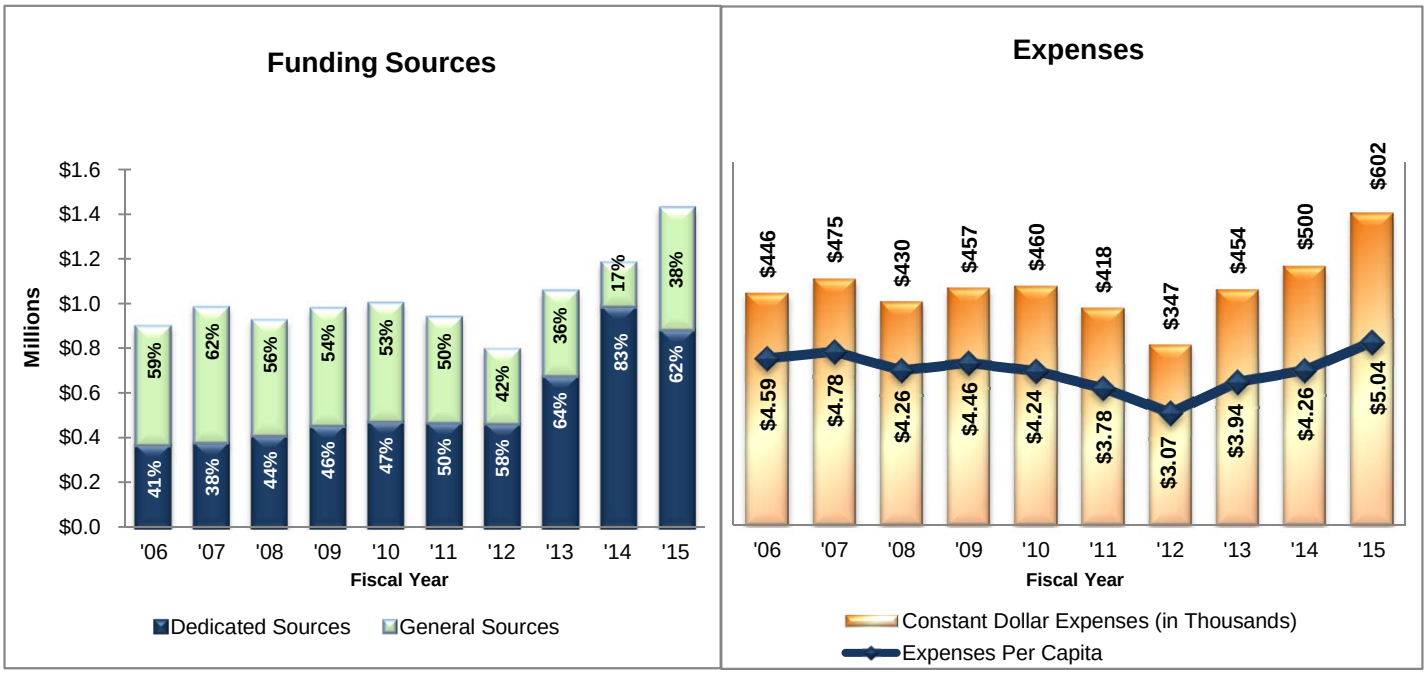
Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Actual Expenses	Consumer Price Index	Actual Expenses in Constant Dollars	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous Year
2006	$98,447	$201,225	$299,672	201.60	$148,647	97,202	$1.53	35.40%
2007	$100,930	$121,514	$222,444	207.30	$107,305	99,405	$1.08	(29.41%)
2008	$109,731	$70,252	$179,983	215.30	$83,595	100,976	$0.83	(23.15%)
2009	$121,402	$206,987	$328,389	214.54	$153,069	102,324	$1.50	80.72%
2010	$126,580	$99,063	$225,643	218.06	$103,479	108,500	$0.95	(36.67%)
2011	$124,733	$216,059	$340,792	224.94	$151,504	110,438	$1.37	44.21%
2012	$123,903	$73,609	$197,512	229.59	$86,028	113,230	$0.76	(44.53%)
2013	$139,662	$134,241	$273,903	232.96	$117,575	115,276	$1.02	34.21%
2014	$139,524	$211,045	$350,569	236.74	$148,082	117,364	$1.26	23.53%
2015	**$196,530**	**$324,050**	**$520,580**	**237.02**	**$219,635**	**119,476**	**$1.84**	**46.03%**
10 Yr % Chg	*99.63%*	*61.04%*	*73.72%*	*17.57%*	*47.76%*	*22.92%*	*20.26%*	

Description:
The City Clerk is a general fund department. Expenses include the city's cost of elections as well as staff costs for the City Clerk's office. Dedicated funding for this department comes from a general and administrative fee that is allocated to funds outside of the general fund for the services this department provides.

Analysis:
Total expenses have increased 73.72%, while constant dollar expenses have increased 47.76%, and per capita expenses in constant dollars have increased 20.26% for the period shown. The years that show significantly higher expenses are due to election costs. The cost of elections for a given year depends on the number of elections for City issues and the number of entities that have issues on those ballots. This is because election costs are divided among all of the entities with issues on the ballot. The costs are highest when the City is the only entity on the ballot, or when the City has an issue on a ballot that will have high voter turnout, such as higher office election years. In addition to the increase in election costs in FY 2015, intragovernmental charges were allocated back to departments instead of in the City General budget.

Administrative - City Manager



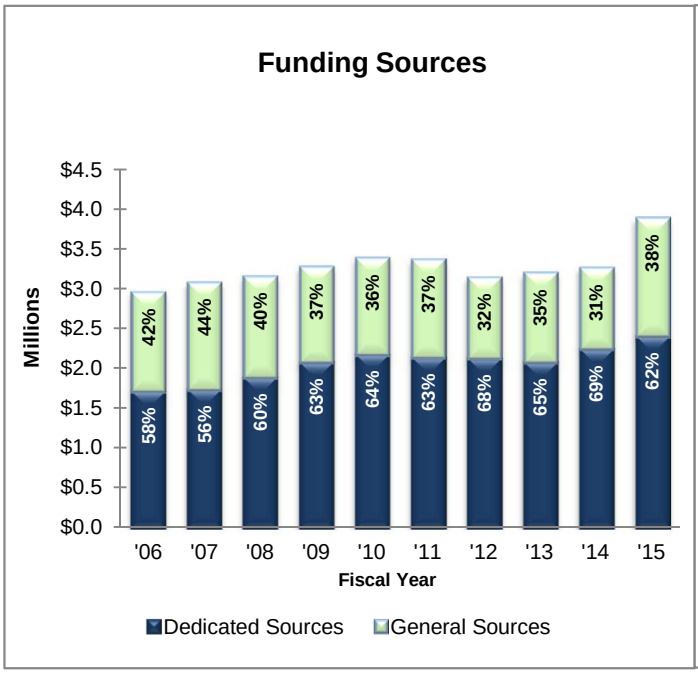
Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

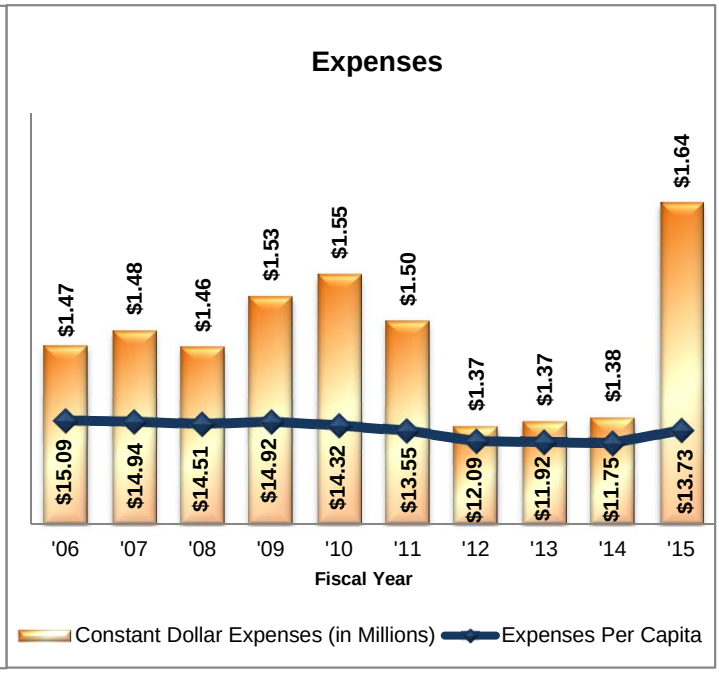
Fiscal Year	Dedicated Sources	General Sources	Total Actual Expenses	Consumer Price Index	Actual Expenses in Constant Dollars	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous Year
2006	$369,584	$530,302	$899,886	201.60	$446,372	97,202	$4.59	10.87%
2007	$378,905	$605,746	$984,651	207.30	$474,988	99,405	$4.78	4.14%
2008	$410,648	$515,502	$926,150	215.30	$430,161	100,976	$4.26	(10.88%)
2009	$454,897	$525,114	$980,011	214.54	$456,803	102,324	$4.46	4.69%
2010	$474,689	$528,295	$1,002,984	218.06	$459,966	108,500	$4.24	(4.93%)
2011	$467,852	$471,429	$939,281	224.94	$417,571	110,438	$3.78	(10.85%)
2012	$464,309	$333,082	$797,391	229.59	$347,311	113,230	$3.07	(18.78%)
2013	$676,348	$380,805	$1,057,153	232.96	$453,792	115,276	$3.94	28.34%
2014	$986,123	$197,075	$1,183,198	236.74	$499,788	117,364	$4.26	8.12%
2015	**$882,905**	**$543,022**	**$1,425,927**	**237.02**	**$601,606**	**119,476**	**$5.04**	**18.31%**
10 Yr % Chg	*138.89%*	*2.40%*	*58.46%*	*17.57%*	*34.78%*	*22.92%*	*9.80%*	

Description:
The City Manager is a general fund department. The dedicated sources of funding come from general and administrative fees that are charged to funds outside of the general fund for services provided by this department and transfers from other funds to support the sustainability division.

Analysis:
Total expenses increased 58.46%, while constant dollar expenses increased 34.78%, and per capita expenses in constant dollars increased 9.80% for the period shown. The decrease in FY 2012 was due to the movement of GIS operations into a separate fund and budget cuts to help close the gap between revenues and expenses in the General Fund. The increase in FY 2013 was due to moving the Trust Officer and Project Manager positions into this department. In FY 2014 the Office of Sustainability was moved from a separate fund into this department. In FY 2015, intragovernmental charges and the J2E (Journey to Excellence) budget were moved from City General to this department as well as the purchase of a new agenda management software.

Administrative - Finance Department





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Actual Expenses	Consumer Price Index	Actual Expenses in Constant Dollars	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous Year
2006	$1,713,084	$1,243,861	$2,956,945	201.60	$1,466,739	97,202	$15.09	0.00%
2007	$1,732,175	$1,345,853	$3,078,028	207.30	$1,484,818	99,405	$14.94	(0.99%)
2008	$1,884,298	$1,269,338	$3,153,636	215.30	$1,464,743	100,976	$14.51	(2.88%)
2009	$2,075,731	$1,199,171	$3,274,902	214.54	$1,526,498	102,324	$14.92	2.83%
2010	$2,171,928	$1,215,151	$3,387,079	218.06	$1,553,307	108,500	$14.32	(4.02%)
2011	$2,134,213	$1,232,006	$3,366,219	224.94	$1,496,503	110,438	$13.55	(5.38%)
2012	$2,122,488	$1,019,511	$3,141,999	229.59	$1,368,526	113,230	$12.09	(10.77%)
2013	$2,074,243	$1,126,414	$3,200,657	232.96	$1,373,908	115,276	$11.92	(1.41%)
2014	$2,240,609	$1,023,077	$3,263,686	236.74	$1,378,595	117,364	$11.75	(1.43%)
2015	**$2,401,137**	**$1,486,430**	**$3,887,567**	**237.02**	**$1,640,185**	**119,476**	**$13.73**	**16.85%**
10 Yr % Chg	*40.16%*	*19.50%*	*31.47%*	*17.57%*	*11.83%*	*22.92%*	*(9.01%)*	

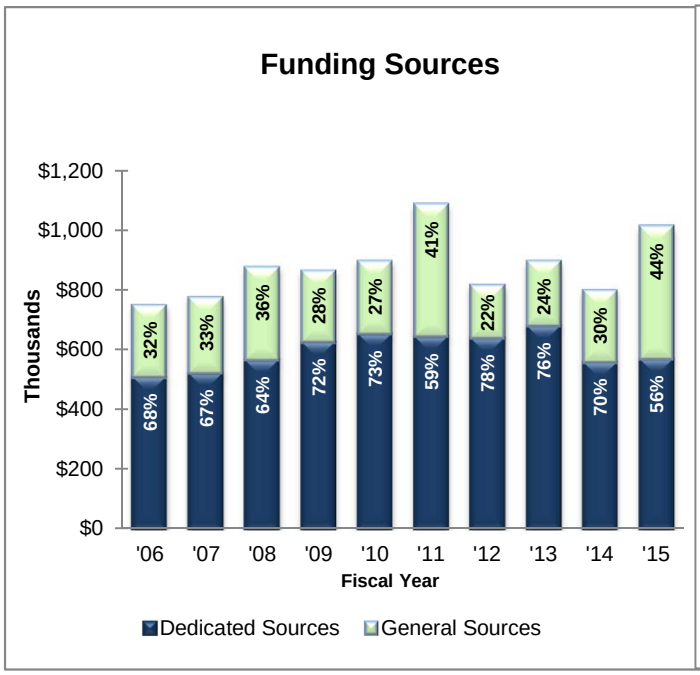
Description:

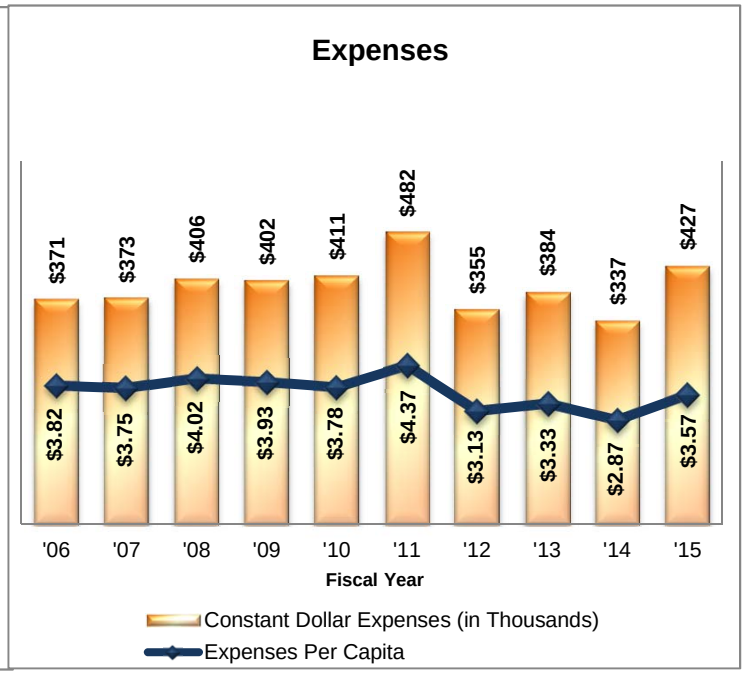
The Finance Department is a general fund department. The areas of operation include administration and budgeting, accounting, purchasing, treasury management, and business license. The primary dedicated funding source is general and administrative charges that are charged to departments outside the General Fund for services the Finance Department provides to the other funds.

Analysis:

Total expenses increased 31.47%, while expenses in constant dollars increased 11.83%, and per capita expenses in constant dollars decreased 9.01% for the period shown. There is a decrease for FY 2012 as further reductions were made to help reduce the gap between general fund revenues and expenditures. In FY 2012 - FY 2014, many of the intragovernmental charges were reflected in the City General budget. Positions were added in Budgeting and Accounting for FY 2014 to handle increasing workloads and to assist with implementation of the new accounting software. The increase in FY 2015 is due to intragovernmental charges being allocated back to departments from City General as well as an increase in the number of positions.

Administrative - Human Resources





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Actual Expenses	Consumer Price Index	Actual Expenses in Constant Dollars	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous Year
2006	$507,278	$240,466	$747,744	201.60	$370,905	97,202	$3.82	5.23%
2007	$520,072	$253,272	$773,344	207.30	$373,055	99,405	$3.75	(1.83%)
2008	$563,641	$310,935	$874,576	215.30	$406,207	100,976	$4.02	7.20%
2009	$624,301	$238,836	$863,137	214.54	$402,325	102,324	$3.93	(2.24%)
2010	$651,489	$243,816	$895,305	218.06	$410,585	108,500	$3.78	(3.82%)
2011	$642,060	$443,121	$1,085,181	224.94	$482,433	110,438	$4.37	15.61%
2012	$637,265	$177,315	$814,580	229.59	$354,798	113,230	$3.13	(28.38%)
2013	$678,221	$216,282	$894,503	232.96	$383,973	115,276	$3.33	6.39%
2014	$556,654	$240,869	$797,523	236.74	$336,877	117,364	$2.87	(13.81%)
2015	**$567,029**	**$444,865**	**$1,011,894**	**237.02**	**$426,923**	**119,476**	**$3.57**	**24.39%**
10 Yr % Chg	*11.78%*	*85.00%*	*35.33%*	*17.57%*	*15.10%*	*22.92%*	*(6.54%)*	

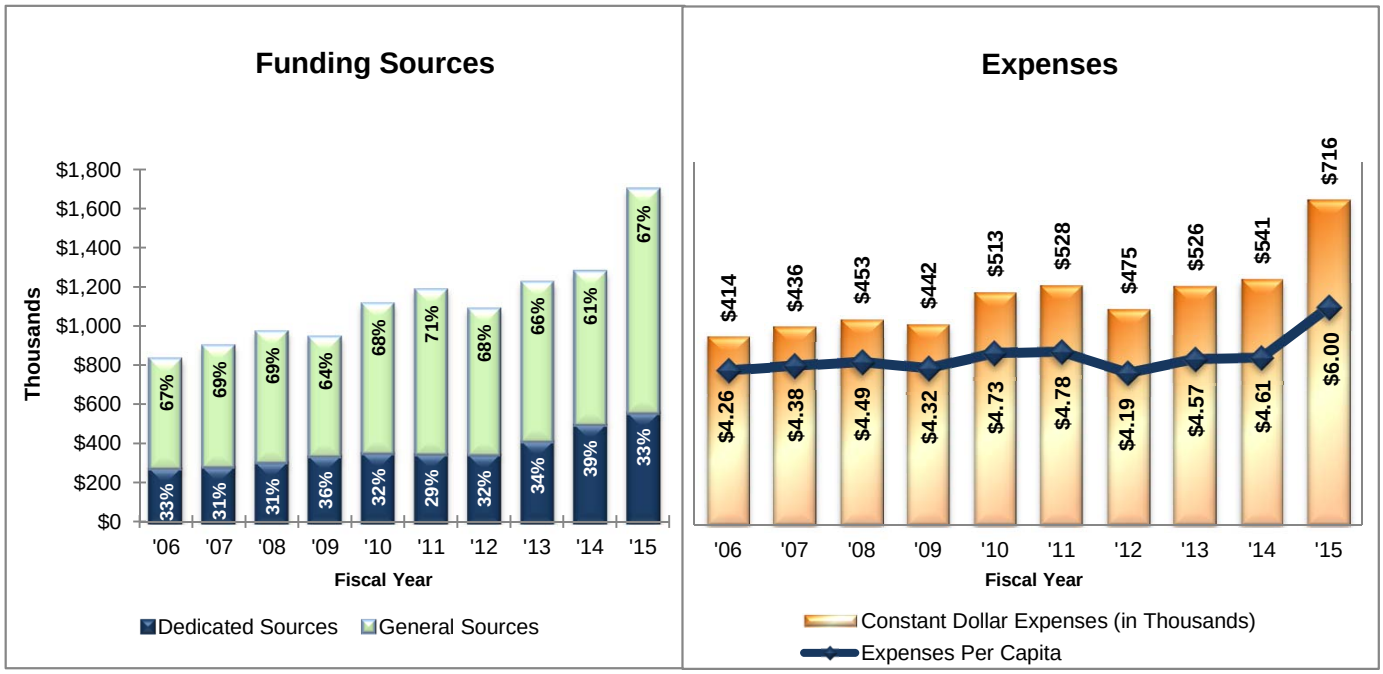
Description:

Human Resources is a general fund department. Dedicated funding comes from general and administrative fees that are charged to departments outside of the General Fund for services provided by the Human Resources Department.

Analysis:

Total expenses increased 35.33%, while constant dollar expenses increased 15.10%, and per capita expenses on constant dollars decreased 6.54% for the period shown. The increase in FY 2011 was for development of a workforce training program. Once the training was developed, a group of employees were identified and have taken over the role of providing the training on an ongoing basis. FY 2013 actual expenses include funding for a city-wide classifiacation and compensation study. The increase in FY 2015 is due to intragovernmental charges being allocated back to departments from the City General budget.

Administrative - Law Department



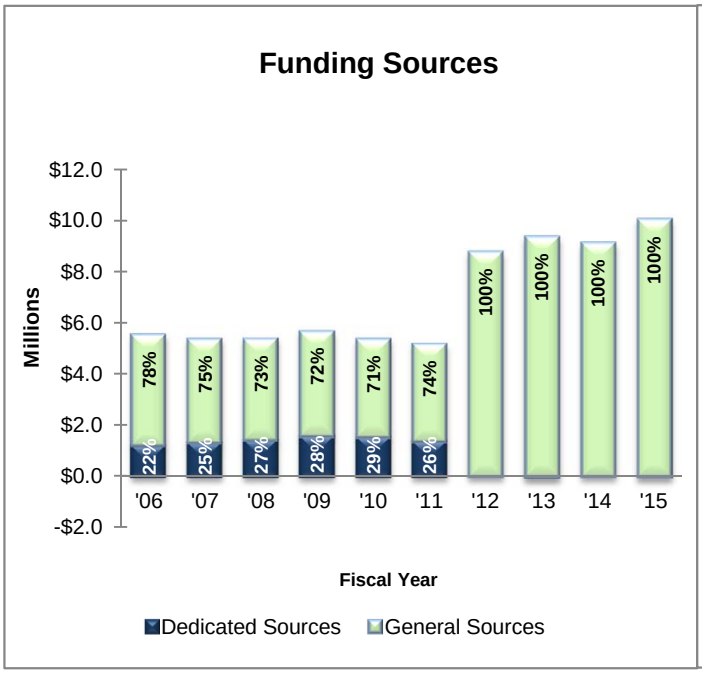
Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

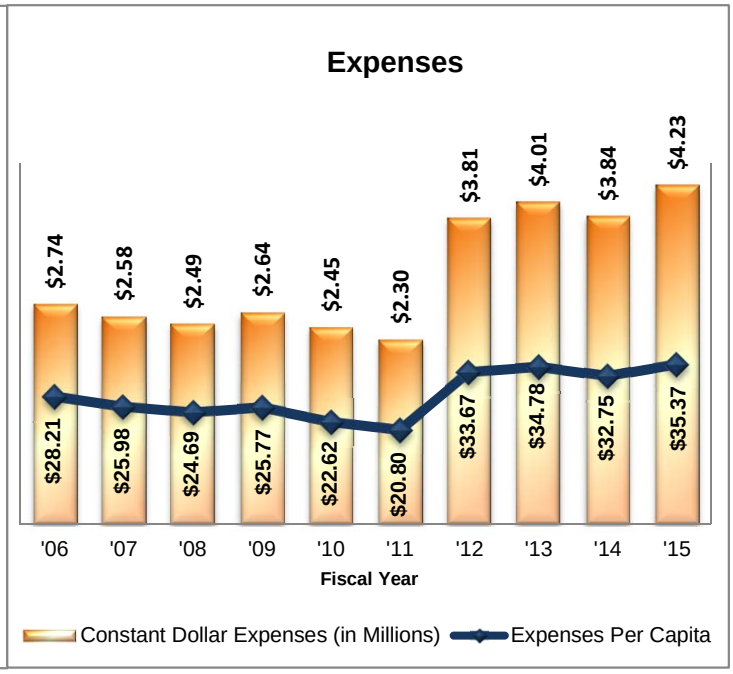
Fiscal Year	Dedicated Sources	General Sources	Total Actual Expenses	Consumer Price Index	Actual Expenses in Constant Dollars	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous Year
2006	$276,089	$559,527	$835,616	201.60	$414,492	97,202	$4.26	(8.58%)
2007	$282,985	$620,224	$903,209	207.30	$435,701	99,405	$4.38	2.82%
2008	$306,537	$668,550	$975,087	215.30	$452,891	100,976	$4.49	2.51%
2009	$339,061	$608,410	$947,471	214.54	$441,635	102,324	$4.32	(3.79%)
2010	$354,108	$764,056	$1,118,164	218.06	$512,788	108,500	$4.73	9.49%
2011	$348,907	$839,494	$1,188,401	224.94	$528,321	110,438	$4.78	1.06%
2012	$346,166	$743,383	$1,089,549	229.59	$474,563	113,230	$4.19	(12.34%)
2013	$413,804	$812,495	$1,226,299	232.96	$526,399	115,276	$4.57	9.07%
2014	$498,630	$780,972	$1,279,602	236.74	$540,509	117,364	$4.61	0.88%
2015	**$558,162**	**$1,139,652**	**$1,697,814**	**237.02**	**$716,317**	**119,476**	**$6.00**	**30.15%**
10 Yr % Chg	*102.17%*	*103.68%*	*103.18%*	*17.57%*	*72.82%*	*22.92%*	*40.85%*	

Description:
The Law Department is a general fund department with two divisions: Counselor/Civil Division and Prosecution Division. The Counselor/Civil Division costs are partially offset by dedicated funding from general and administrative charges that are charged to departments outside of the General Fund. In addition, the Law Department serves as the staff liaison for the Columbia Human Rights Commission for which grant funding is received for housing activities conducted by the commission.

Analysis:
Total expenses increased 103.18%, while constant dollar expenses increased 72.82%, and per capita expenses in constant dollars increased 40.85% for the period shown. A total of 6.50 FTE positions have been added over the ten year period shown to provide a dedicated legal advisor for the Police Department, as well as staffing for the Human Rights Commission and Disabilities Commission. In FY 2015 increases were due to implementation of a new case management software system, an increase in ltitgation costs, and intragovernmental charges being allocated back to departments from the City General budget.

Administrative - City General





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

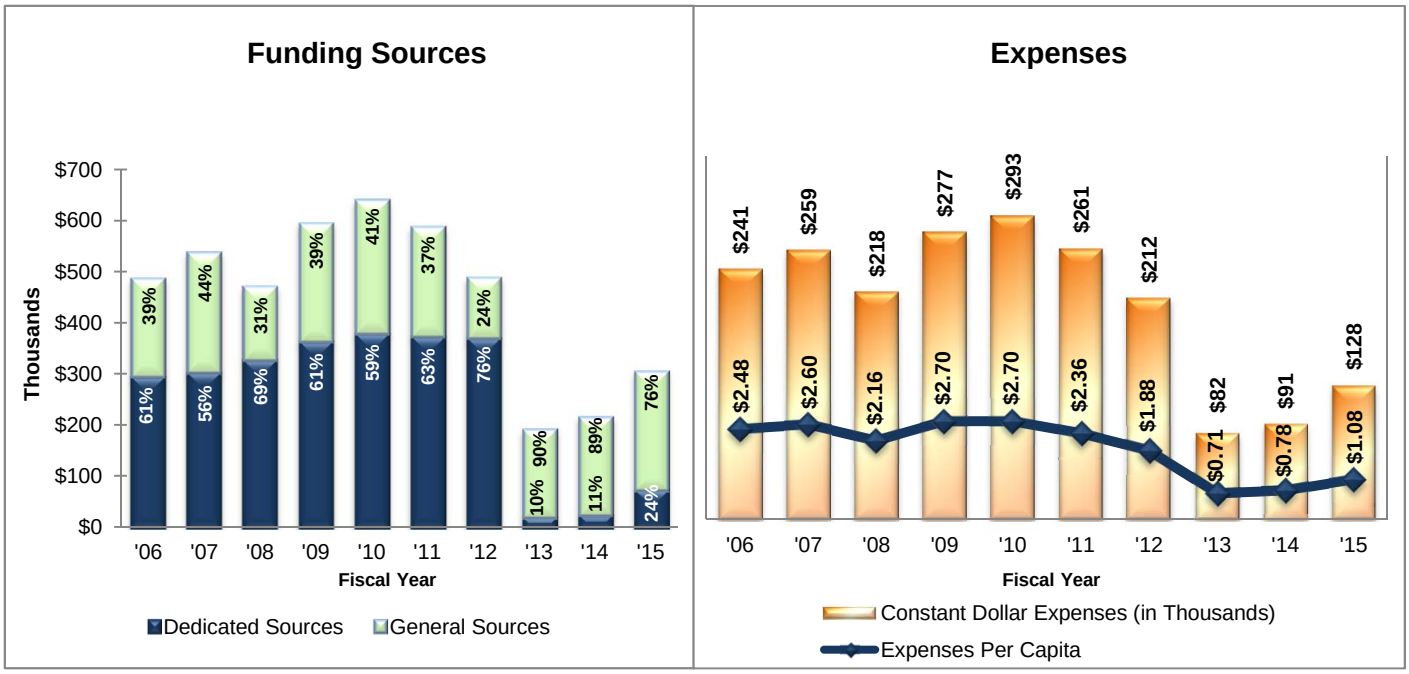
Fiscal Year	Dedicated Sources	General Sources	Total Actual Expenses	Consumer Price Index	Actual Expenses in Constant Dollars	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous Year
2006	$1,209,260	$4,318,159	$5,527,419	201.60	$2,741,775	97,202	$28.21	(0.07%)
2007	$1,314,054	$4,038,718	$5,352,772	207.30	$2,582,138	99,405	$25.98	(7.90%)
2008	$1,423,969	$3,942,838	$5,366,807	215.30	$2,492,676	100,976	$24.69	(4.97%)
2009	$1,568,578	$4,087,486	$5,656,064	214.54	$2,636,405	102,324	$25.77	4.37%
2010	$1,537,281	$3,813,357	$5,350,638	218.06	$2,453,791	108,500	$22.62	(12.22%)
2011	$1,367,382	$3,799,643	$5,167,025	224.94	$2,297,078	110,438	$20.80	(8.05%)
2012	$0	$8,752,801	$8,752,801	229.59	$3,812,362	113,230	$33.67	61.88%
2013	($4,794)	$9,345,384	$9,340,590	232.96	$4,009,525	115,276	$34.78	3.30%
2014	$0	$9,100,869	$9,100,869	236.74	$3,844,246	117,364	$32.75	(5.84%)
2015	**$1,250**	**$10,013,966**	**$10,015,216**	**237.02**	**$4,225,473**	**119,476**	**$35.37**	**8.00%**
10 Yr % Chg	*(99.90%)*	*131.90%*	*81.19%*	*17.57%*	*54.11%*	*22.92%*	*25.38%*	

Description:
City General is a general fund department. This budget includes non-departmental expenses such as subsidies and transfers, street lighting, TIFF fees, Council Reserve, contingency, and other miscellaneous non-programmed expenses. Dedicated sources of funding include TIFF fee revenues and transfers from the transportation sales tax to pay for street lighting. Beginning in FY 2012, street lighting costs will no longer be offset by a transfer from transportation sales tax.

Analysis:
Total expenses increased 81.19%, while constant dollar expenses increased 54.11%, and per capita expenses in constant dollars increased 25.38% for the period shown. Special obligation bonds were issued in 2006 to finance a portion of the projects authorized by voters with the extension of the one-quarter cent Capital Improvement Sales Tax in November, 2005. These bonds will be paid off in FY 2016. Special obligation bonds were issued in 2008 to finance the construction, expansion, renovation, and equipping of the City's downtown government center. These bonds will be paid off in FY 2028.

The amount in the City General department represents the lease payments being charged to General Fund departments which utilize the renovated space. The significant increase in FY 2012 is due to a management decision to reflect most of the intragovernmental charges for general fund departments in this budget instead of within the various departmental budgets and the City's decision to purchase the Columbia Energy Center. This purchase resulted in a loss of property tax revenues for the public school, library, and Boone County Family Resources. In an effort to compensate for the loss of the property tax revenues to these entities, the City agreed to provide these entities a property tax phase out which occurred from FY 2012 to FY 2015. As the amount required for the property tax phase out was reduced, the funds were reallocated to increase street maintenance efforts in the Streets & Sidewalks budget. In FY 2015, management decided to move intragovernmental charges for general fund departments back to their respective budgets, and Council approved a one time lump sum payment of $5 million to the Police & Fire pension to help reduce the city's unfunded pension liability.

Administrative - Public Works Administration



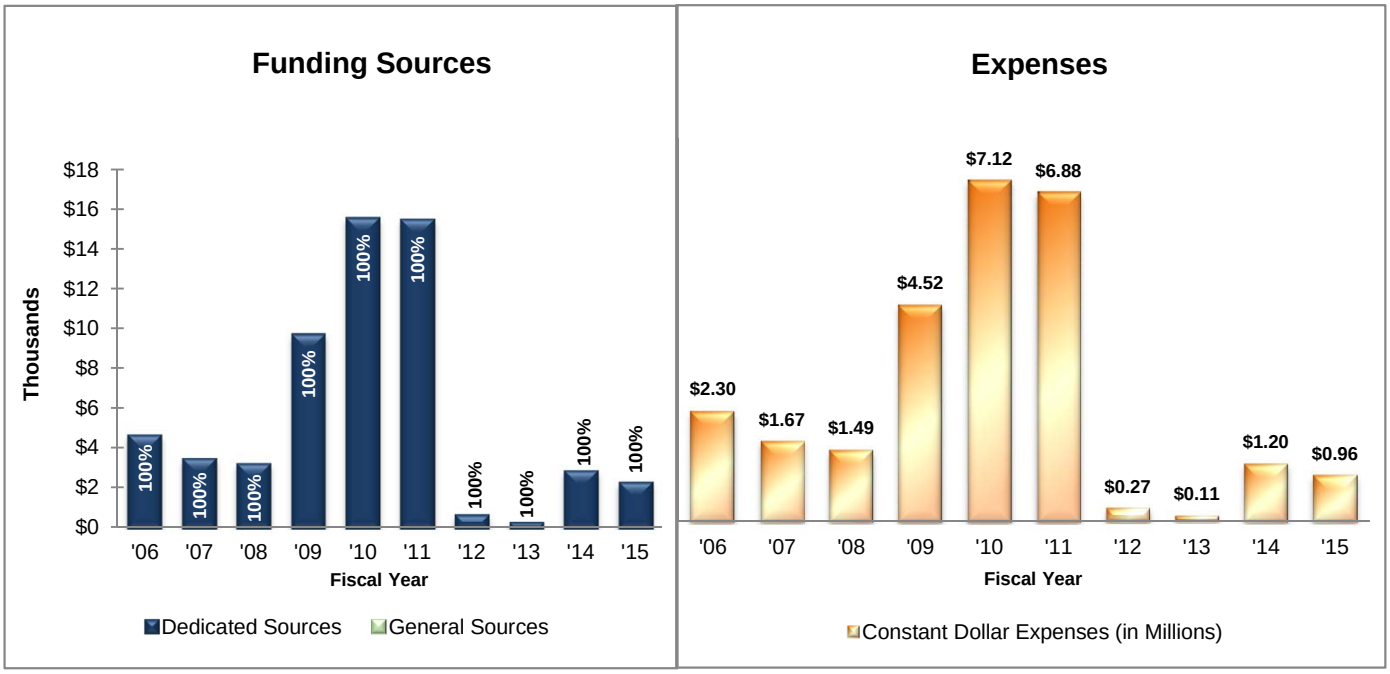
Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Actual Expenses	Consumer Price Index	Actual Expenses in Constant Dollars	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous Year
2006	$294,171	$191,614	$485,785	201.60	$240,965	97,202	$2.48	(12.98%)
2007	$302,139	$234,297	$536,436	207.30	$258,773	99,405	$2.60	4.84%
2008	$326,667	$143,753	$470,420	215.30	$218,492	100,976	$2.16	(16.92%)
2009	$362,082	$231,483	$593,565	214.54	$276,673	102,324	$2.70	25.00%
2010	$378,016	$260,299	$638,315	218.06	$292,730	108,500	$2.70	0.00%
2011	$372,087	$214,277	$586,364	224.94	$260,677	110,438	$2.36	(12.59%)
2012	$369,010	$118,484	$487,494	229.59	$212,332	113,230	$1.88	(20.34%)
2013	$20,015	$171,641	$191,656	232.96	$82,270	115,276	$0.71	(62.23%)
2014	$24,581	$191,054	$215,635	236.74	$91,085	117,364	$0.78	9.86%
2015	**$73,171**	**$231,390**	**$304,561**	**237.02**	**$128,496**	**119,476**	**$1.08**	**38.46%**
10 Yr % Chg	*(75.13%)*	*20.76%*	*(37.31%)*	*17.57%*	*(46.67%)*	*22.92%*	*(56.45%)*	

Description:
Public Works Administration is a general fund department. This budget provides the management for all of the divisions and functions of the Public Works Department including Transit, Airport, Sewer, Parking Solid Waste, Custodial and Maintenance Services, Fleet Operations, Public Improvements, and right-of-way acquisition. Dedicated funding comes from general and administrative fees which are charged to departments outside the General Fund.

Analysis:
Total expenses decreased 37.31%, while constant dollar expenses decreased 46.67%, and per capita expenses in constant dollars have decreased 56.45% for the period shown. The budget reflects a significant decrease from FY 2012 to FY 2013 as we allocated some personnel costs directly to the divisions that provided oversight or services to this area. FY 2015 total expenses increased due to the allocation of Intragovernmental Charges back to the departments from City General.

Administrative - Other General Government Capital Projects



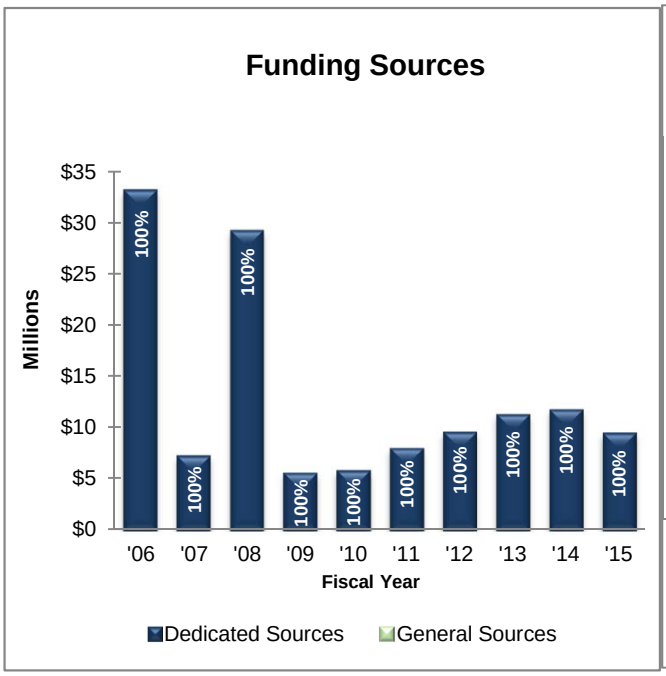
Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

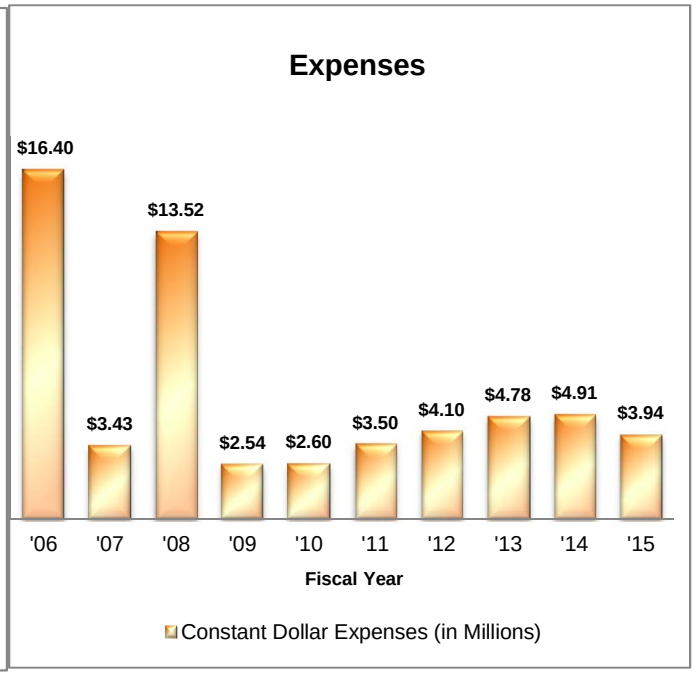
Fiscal Year	Dedicated Sources	General Sources	Total Actual Expenses	Consumer Price Index	Actual Expenses in Constant Dollars	Actual Percent Change Over Previous Year
2006	$4,643,034	$0	$4,643,034	201.60	$2,303,092	908.11%
2007	$3,463,697	$0	$3,463,697	207.30	$1,670,862	(27.45%)
2008	$3,201,632	$0	$3,201,632	215.30	$1,487,035	(11.00%)
2009	$9,702,616	$0	$9,702,616	214.54	$4,522,584	204.13%
2010	$15,536,370	$0	$15,536,370	218.06	$7,124,945	57.54%
2011	$15,470,439	$0	$15,470,439	224.94	$6,877,615	(3.47%)
2012	$626,469	$0	$626,469	229.59	$272,864	(96.03%)
2013	$264,089	$0	$264,089	232.96	$113,362	(58.45%)
2014	$2,851,486	$0	$2,851,486	236.74	$1,204,480	962.51%
2015	**$2,274,717**	**$0**	**$2,274,717**	**237.02**	**$959,715**	**(20.32%)**
10 Yr % Chg	*(51.01%)*		*(51.01%)*	*17.57%*	*(58.33%)*	

Description:
Other general government projects include those general government projects that are not associated with Streets and Sidewalks, Parks and Recreation, or Public Safety. These projects are completely funded by dedicated funding source transfers from special revenue sources such as the Public Improvement Fund.

Analysis:
FY 2006 included funding to renovate the Howard and Gentry Buildings used by City departments as well as to purchase the land under the Daniel Boone Building. FY 2009 - FY 2011 included funding for the renovation and expansion of the Daniel Boone Building. The number and total funding required varies from year to year. It is customary for funds to be accumulated for a number of years in special revenue funds such as the Public Improvement Fund and then transfer the funds into the Capital Projects Fund to fund specific projects.

Administrative - General Government Debt





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Actual Expenses	Consumer Price Index	Actual Expenses in Constant Dollars	Percent from Dedicated Sources	Percent from General Sources
2006	$33,057,327	$0	$33,057,327	201.60	$16,397,484	100%	0%
2007	$7,116,432	$0	$7,116,432	207.30	$3,432,915	100%	0%
2008	$29,115,076	$0	$29,115,076	215.30	$13,522,838	100%	0%
2009	$5,448,567	$0	$5,448,567	214.54	$2,539,686	100%	0%
2010	$5,662,392	$0	$5,662,392	218.06	$2,596,760	100%	0%
2011	$7,872,489	$0	$7,872,489	224.94	$3,499,833	100%	0%
2012	$9,423,498	$0	$9,423,498	229.59	$4,104,490	100%	0%
2013	$11,143,332	$0	$11,143,332	232.96	$4,783,367	100%	0%
2014	$11,625,088	$0	$11,625,088	236.74	$4,910,487	100%	0%
2015	**$9,348,502**	**$0**	**$9,348,502**	**237.02**	**$3,944,183**	**100%**	**0%**
10 Yr % Chg	*(71.72%)*		*(71.72%)*	*17.57%*	*(75.95%)*		

Description:
Debt Service Funds are used to account for the accumulation of resources and payment of general obligation bond principal and Interest from governmental resources and special obligation bond principal and interest when the government is obligated in some manner for the payment.

Analysis:
In FY 2006, special obligation bonds were issued to finance a portion of the projects approved in the November 2005 Capital Improvement Sales Tax ballot. As the capital improvement sales tax funds are received, a portion of these funds are set aside in the debt service fund to pay off the debt. In FY 2008, special obligation bonds were issued to finance the construction of the City's downtown government center. Financing is to be provided by property tax and lease payments from departments who utilize the renovated and expanded space.

Health and Environment

Description

The Health and Environment departments are a group of departments with a central mission to preserve, protect, and promote our community. These departments are diverse in that they receive their funding through one of three mechanisms: from general city funds, special revenue funds, or funds held in trust. These departments account for 3% of the total City budget.

The departments which receive general city funding include Public Health and Human Services, Community Development, Economic Development, and Cultural Affairs. While there is some funding from dedicated sources such as grants and fees and service charges, much of the funding for these departments is considered to be discretionary and, as such, can be moved from one department to any other general city funded department.

The departments that receive special revenue funding include the Convention and Visitors Bureau, Sustainability Fund, and the Community Development Block Grant Fund. The funding for these departments are dedicated and must be used to meet the specific needs of those departments.

The department which has funding held in trust is the Contributions Fund. Funds received in this department must be used for the specific purpose designated.

Health and Human Services

Public Health and Human Services promotes and protects the health, safety, and well-being of the community.

Economic Development

Economic Development provides the necessary support to encourage and facilitate the growth of the economic base in Columbia.

Cultural Affairs

Cultural Affairs enhances the vitality of the city and the quality of life for all citizens by creating an environment wherein artists and cultural organizations can thrive by fostering opportunities for creative expression and the preservation and celebration of the City's multi-cultural heritage.

Community Development

The Office of Neighborhood Services, Building and Site Development and Planning have been combined into one department to better serve the public. The goal is customer service. Neighborhood Services improves the quality of life for Columbia's residents through fairly and swiftly enforcing city codes related to residential life and building a sense of community by offering valuable volunteer opportunities, and providing resources for neighborhood leaders to solve issues independently. Building and Site Development responds to our community's building safety needs in order to deliver an effective and efficient system of services, which minimizes risk to life, health and property. Planning provides long-range land use planning, transportation, housing, community and economic development planning services to the community.

Community Development Block Grant

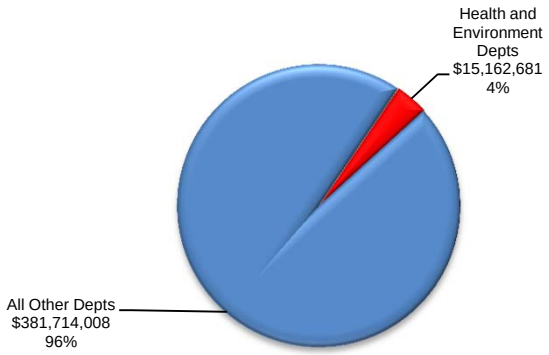
Community Development Block Grant Fund (CDBG) administers federal funding to improve low to moderate income neighborhoods through improvement of public infrastructure and community facilities, demolition of dilapidated buildings, and construction of replacement housing, assistance to home owners and prospective home buyers, and rehabilitation of existing housing.

Convention and Visitors Bureau

Convention and Visitors Bureau (CVB) promotes Columbia as a meeting, leisure and group tour destination through direct solicitations, tradeshow attendance, advertising and marketing.

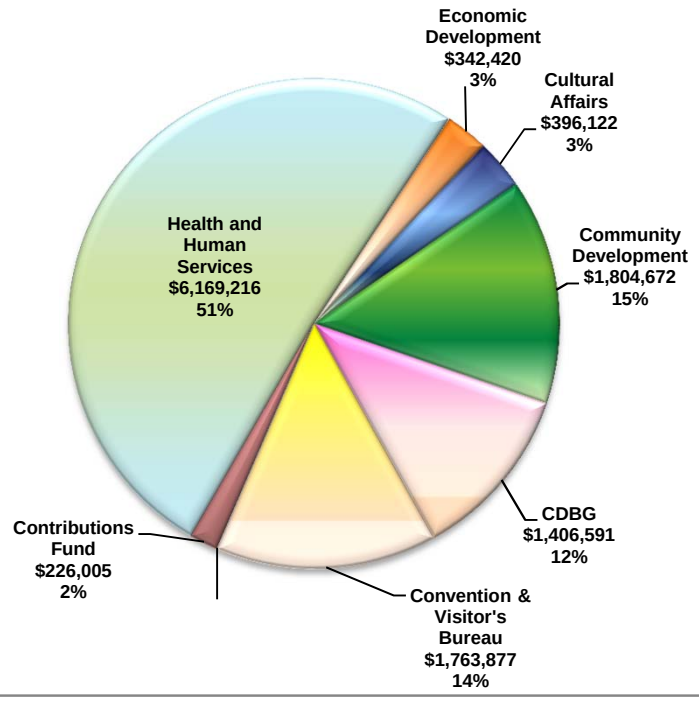
Contributions Fund

Contributions Fund manages donations to support and improve our community.

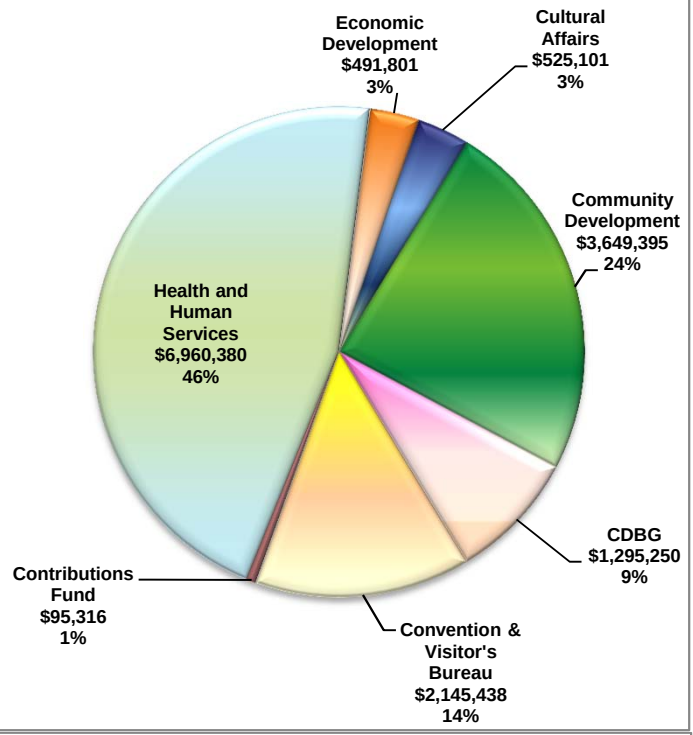


Health and Environment Departments - Summary

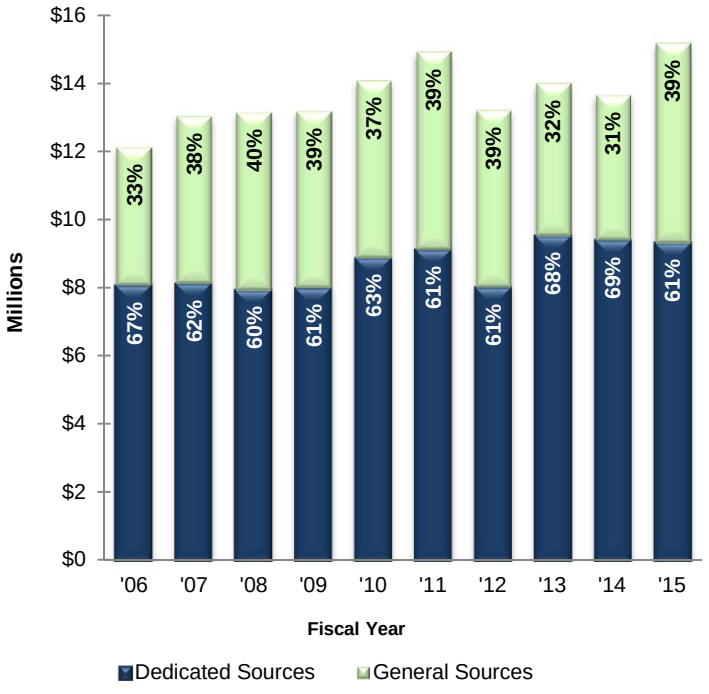
FY 2006 Actual Expenses



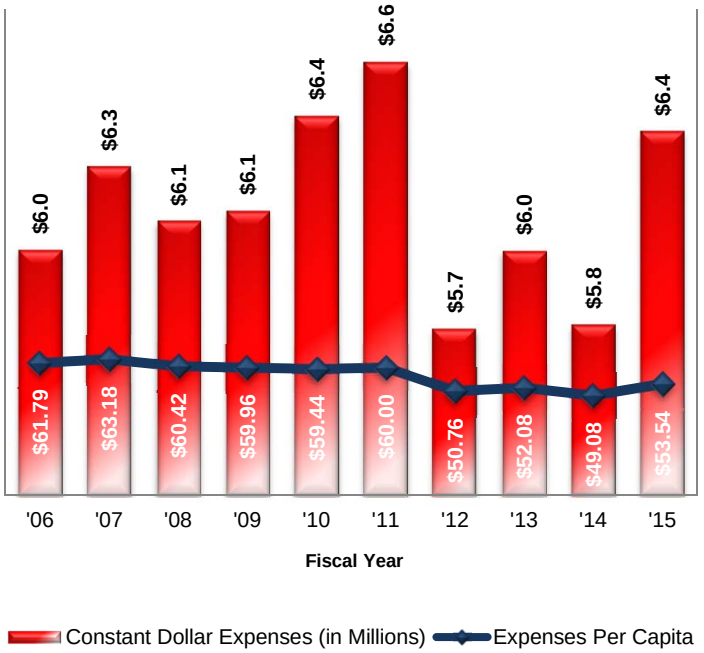
FY 2015 Actual Expenses



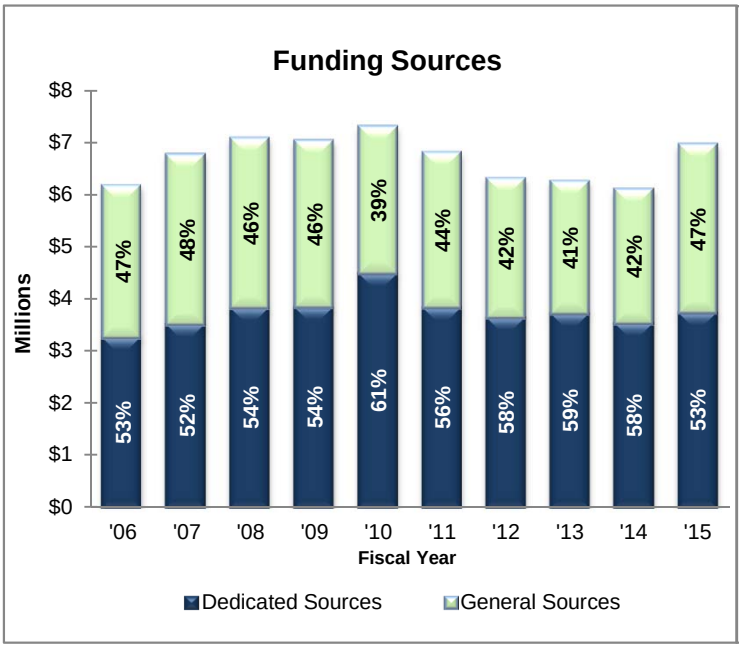
Funding Sources

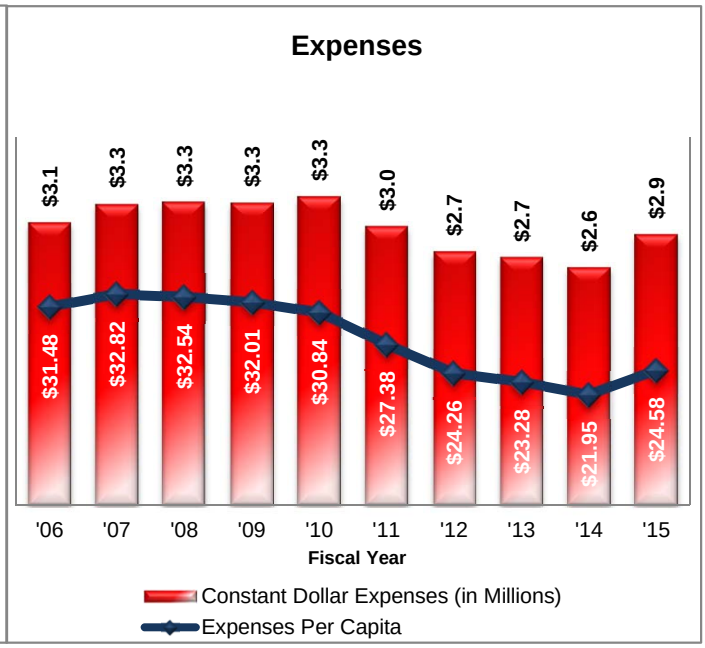


Expenses



Health and Environment - Health and Human Services





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$3,245,687	$2,923,529	$6,169,216	201.60	$3,060,127	97,202	$31.48	5.96%
2007	$3,498,340	$3,263,959	$6,762,299	207.30	$3,262,083	99,405	$32.82	4.26%
2008	$3,812,219	$3,262,215	$7,074,434	215.30	$3,285,804	100,976	$32.54	(0.85%)
2009	$3,828,986	$3,197,980	$7,026,966	214.54	$3,275,410	102,324	$32.01	(1.63%)
2010	$4,472,716	$2,823,192	$7,295,908	218.06	$3,345,887	108,500	$30.84	(3.66%)
2011	$3,821,846	$2,979,807	$6,801,653	224.94	$3,023,777	110,438	$27.38	(11.22%)
2012	$3,629,027	$2,679,000	$6,308,027	229.59	$2,747,518	113,230	$24.26	(11.40%)
2013	$3,702,242	$2,549,811	$6,252,053	232.96	$2,683,745	115,276	$23.28	(4.04%)
2014	$3,518,776	$2,580,076	$6,098,852	236.74	$2,576,181	117,364	$21.95	(5.71%)
2015	**$3,719,417**	**$3,240,963**	**$6,960,380**	237.02	**$2,936,621**	**119,476**	**$24.58**	**11.98%**
10 Yr % Chg	*14.60%*	*10.86%*	*12.82%*	*17.57%*	*(4.04%)*	*22.92%*	*(21.92%)*	

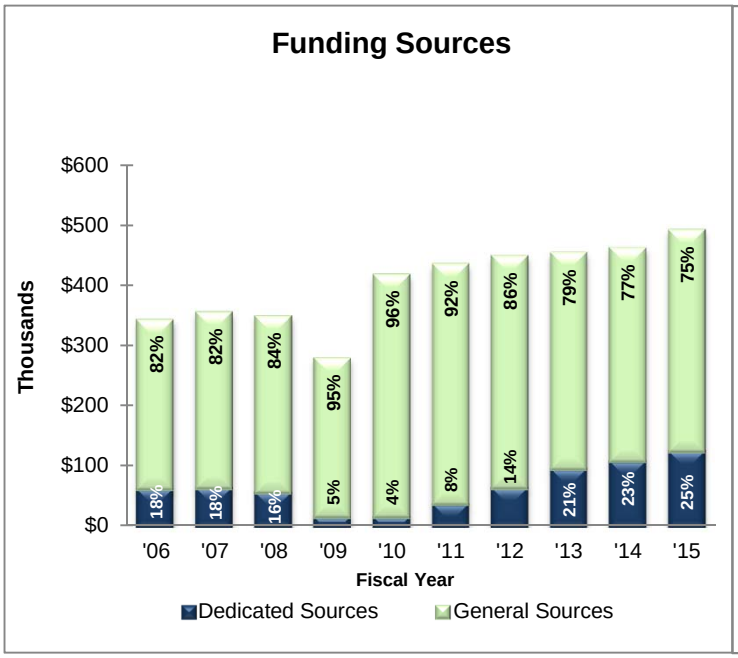
Description:

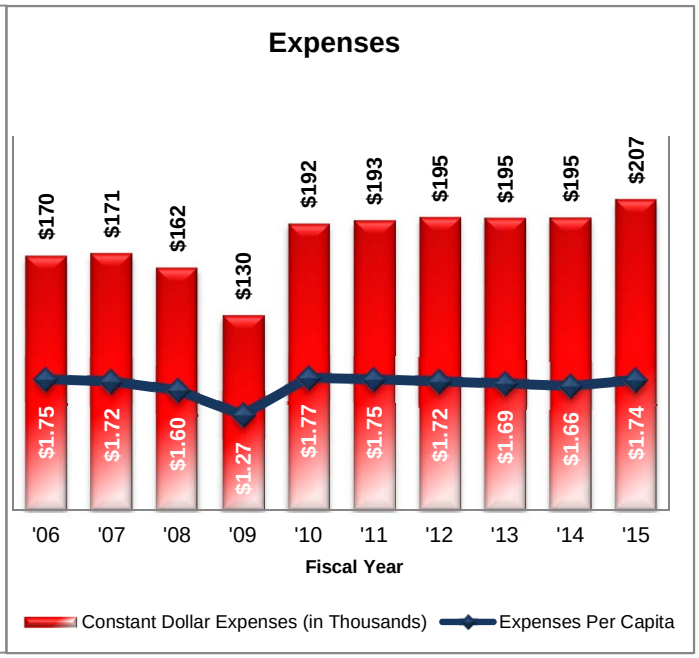
The Columbia/Boone County Department of Public Health and Human Services is a part of the General Fund and includes the following divisions: administration, community health promotion, animal control, environmental public health, community health, WIC, social services, and human services. Dedicated sources include fees and service charges (animal control, inspections, birth and death certificates, and clinic fees); state and county grants; and other local revenues. Grants comprise approximately 73% of the dedicated funding sources.

Analysis:

For the ten year period shown, total expenses increased 12.82%, expenses in constant dollar have decreased 4.04%, and per capita expenses in constant dollars decreased 21.92%. While the Health Department has been able to continue receiving new grants as old ones expire, there is substantial risk that federal and state budgets could cut these funding sources and the City could be left with the decision to either fund the services from general revenue sources or cut the services. The FY 2014 overall expenses were down $153,201 due to movement of human rights investigation to the Law Department and the Diversity Celebration event to Cultural Affairs. It should be noted that while the graphs show the actual expenses they do not convey the demand for services. As the economic downturn hit in FY 2009, the need for public health services greatly increased. However, the City was not able to fund the increased need. Management will need to continue to balance the general revenue sources with the need for these services throughout the general fund functions. Fees and service charges are being reviewed and adjusted as needed annually to recover a portion of the costs of providing the clinic, animal control, and inspection services. Overall, expenses are showing higher in FY 2015 due to the allocation of intragovernmental charges back to the departments from the City General budget. For FY 2012 - FY 2014, most of the intragovernmental charges for this department were budgeted in the City General department. Community Health had an increase in expenses in FY 2015 due to the Healthy Eating Active Living Program and HIV/AIDS testing. The Women, Infants & Children(WIC) & Social Services areas increased due to the addition of a 0.50 FTE Administrative Support Assistant and an additional 1.00 FTE Social Service Specialist.

Health and Environment - Economic Development





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$61,852	$280,568	$342,420	201.60	$169,851	97,202	$1.75	(1.13%)
2007	$63,263	$291,905	$355,168	207.30	$171,330	99,405	$1.72	(1.71%)
2008	$56,195	$291,989	$348,184	215.30	$161,718	100,976	$1.60	(6.98%)
2009	$15,327	$263,431	$278,758	214.54	$129,935	102,324	$1.27	(20.63%)
2010	$15,417	$402,360	$417,777	218.06	$191,592	108,500	$1.77	39.37%
2011	$36,749	$398,458	$435,207	224.94	$193,478	110,438	$1.75	(1.13%)
2012	$63,431	$384,901	$448,332	229.59	$195,275	113,230	$1.72	(1.71%)
2013	$94,917	$359,352	$454,269	232.96	$194,999	115,276	$1.69	(1.74%)
2014	$107,968	$353,952	$461,920	236.74	$195,117	117,364	$1.66	(1.78%)
2015	**$124,085**	**$367,716**	**$491,801**	**237.02**	**$207,493**	**119,476**	**$1.74**	**4.82%**
10 Yr % Chg	*100.62%*	*31.06%*	*43.63%*	*17.57%*	*22.16%*	*22.92%*	*(0.57%)*	

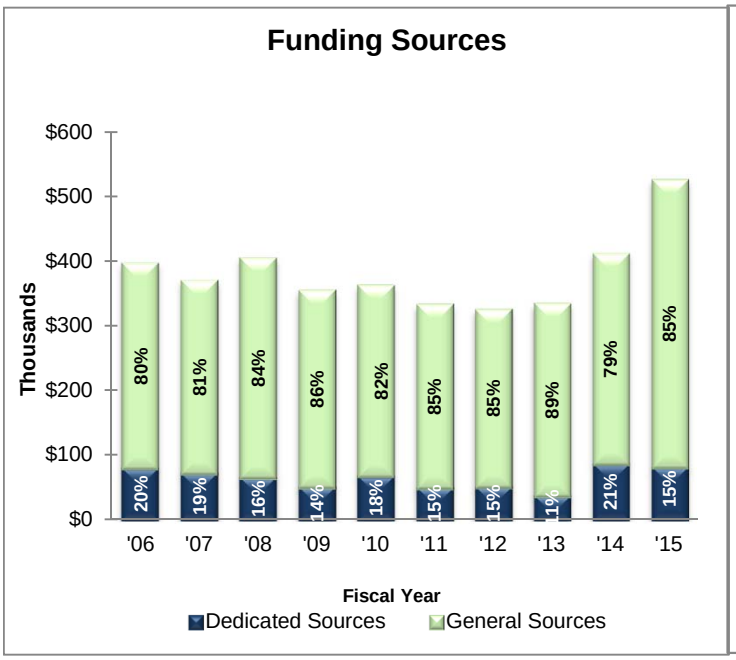
Description:

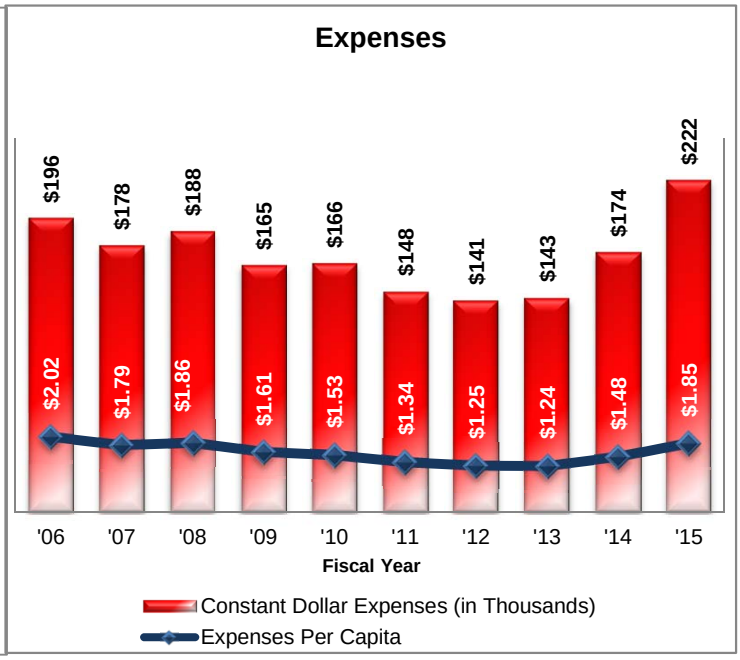
Economic Development is a part of the general fund. It provides the necessary support to encourage and facilitate the growth of the economic base in Columbia and it staffs Regional Economic Development, Inc. (REDI), which provides other operating funds. Dedicated funding comes from a reimbursement from REDI for temporary staff costs as well as an annual transfer from the Convention and Visitors Fund.

Analysis:

As this budget primarily consists of personnel costs, there has been a steady increase during the past ten years. There was a decrease in FY 2009 when the department was reorganized, a position was deleted, and the manager position was vacant for six months. This budget is primarily funded with general revenue sources. Management must balance between the need to increase funding for economic development with the availability of general revenue sources to fund this operation. For the past three years the department has received $50,000 in funding from the Convention and Visitors Fund. Expenses reflect an increase in FY 2015 due to the allocation of intragovernmental charges back to the department which were reflected in the City General budget from FY 2012 through FY 2014.

Health and Environment - Cultural Affairs





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

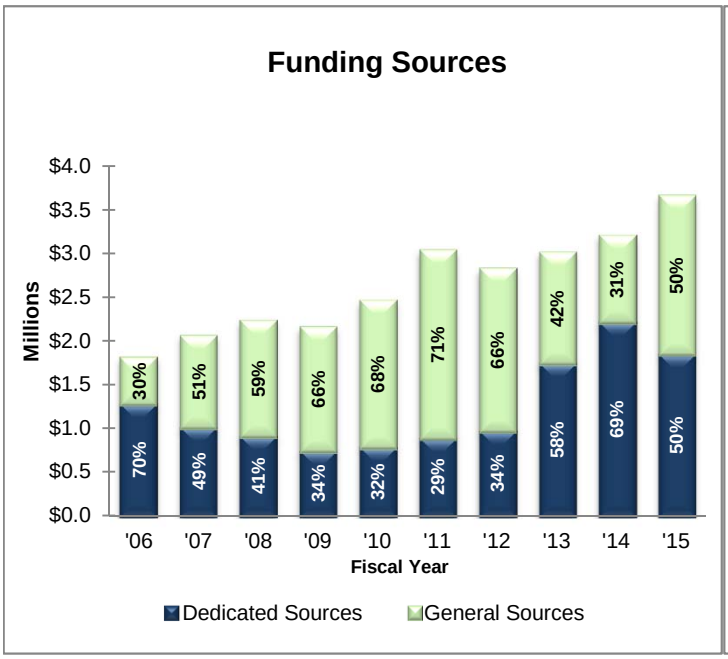
Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$78,745	$317,377	$396,122	201.60	$196,489	97,202	$2.02	7.45%
2007	$70,694	$298,594	$369,288	207.30	$178,142	99,405	$1.79	(11.39%)
2008	$64,162	$339,706	$403,868	215.30	$187,581	100,976	$1.86	3.91%
2009	$49,571	$304,192	$353,763	214.54	$164,896	102,324	$1.61	(13.44%)
2010	$66,269	$295,457	$361,726	218.06	$165,887	108,500	$1.53	(4.97%)
2011	$48,579	$283,310	$331,889	224.94	$147,546	110,438	$1.34	(12.42%)
2012	$49,998	$274,130	$324,128	229.59	$141,177	113,230	$1.25	(6.72%)
2013	$35,958	$297,445	$333,403	232.96	$143,116	115,276	$1.24	(0.80%)
2014	$85,057	$325,754	$410,811	236.74	$173,528	117,364	$1.48	19.35%
2015	**$79,912**	**$445,189**	**$525,101**	**237.02**	**$221,543**	**119,476**	**$1.85**	**25.00%**
10 Yr % Chg	*1.48%*	*40.27%*	*32.56%*	*17.57%*	*12.75%*	*22.92%*	*(8.42%)*	

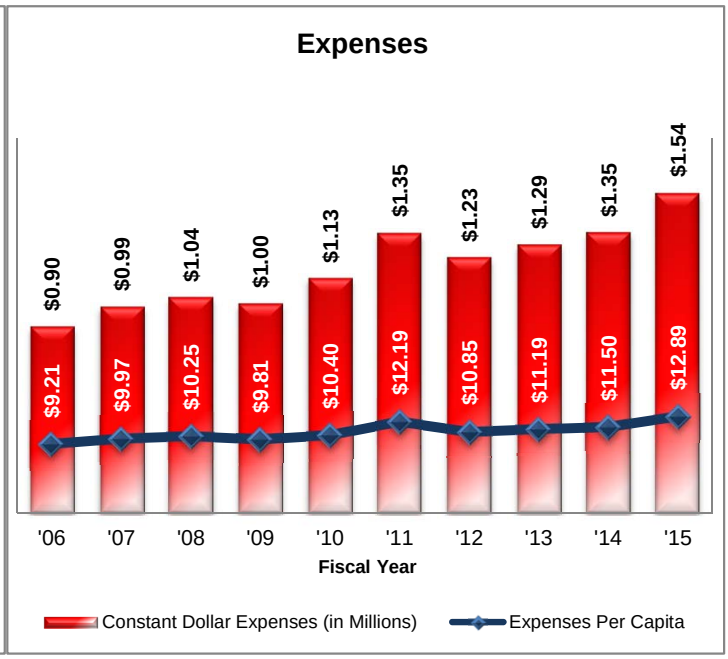
Description:
The Office of Cultural Affairs creates an environment where artists and cultural organizations thrive by advancing and supporting the arts for the benefit of the citizens of Columbia.

The Office of Cultural Affairs was a part of a special revenue fund for FY 2002 - FY 2006. During this time, it was subsidized by the General Fund for the amount of expenses above the grants and other local revenues it received. As the availability of grant funding decreased, this office was moved into the General Fund in FY 2007.

Analysis:
For the 10 year period, total expenses are up 32.56%; however, the constant dollar expense increased 12.75% and per capita expenses in constant dollars decreased 8.42%. When the budget was moved from a special revenue fund into the general fund, there was a fund balance that was set aside to be used to supplement the funding for arts organizations. Using this approach, the City was able to maintain the funding available for arts organizations during the economic downturn. This funding ran out in FY 2013. In FY 2014, the increase in expenses and revenues was due to a decision by management to move the Diversity Celebration event from the Health Department to this budget. The increase in FY 2015 is due to the agreement entered into with Columbia Access Television (CAT TV) which was previously reflected in the City Council budget. Management continues to look for other funding sources to reduce the use of general resources to fund this department.

Health and Environment - Community Development





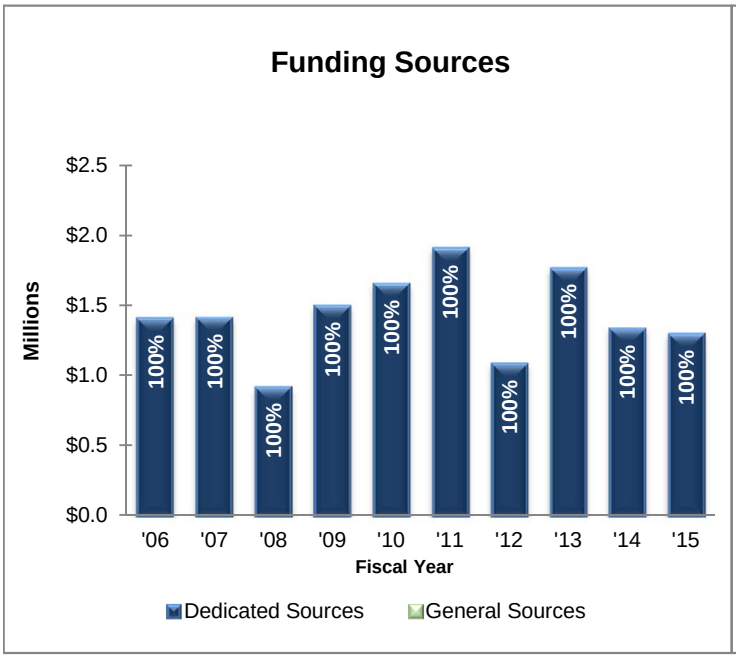
Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

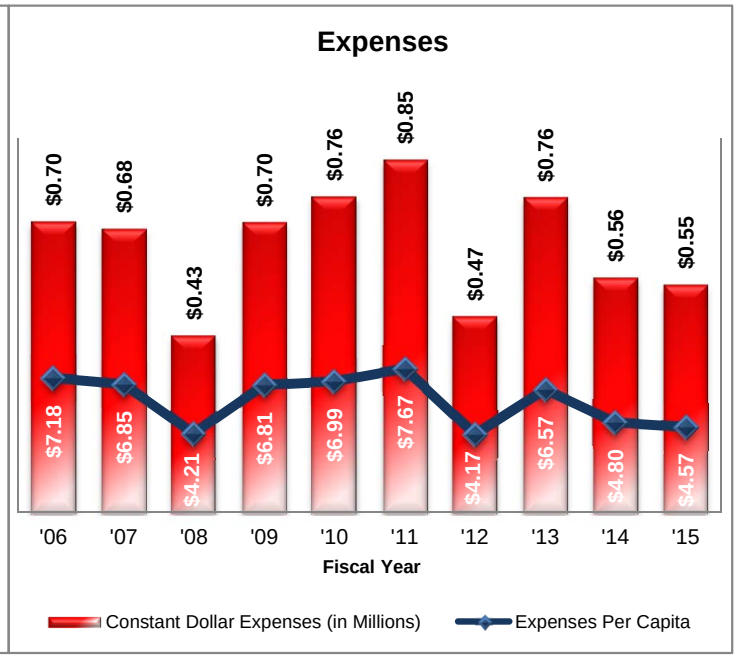
Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$1,269,920	$534,752	$1,804,672	201.60	$895,175	97,202	$9.21	(5.05%)
2007	$1,004,110	$1,051,057	$2,055,167	207.30	$991,397	99,405	$9.97	8.25%
2008	$903,651	$1,325,332	$2,228,983	215.30	$1,035,277	100,976	$10.25	2.81%
2009	$737,366	$1,417,112	$2,154,478	214.54	$1,004,245	102,324	$9.81	(4.29%)
2010	$776,395	$1,683,836	$2,460,231	218.06	$1,128,257	108,500	$10.40	6.01%
2011	$880,841	$2,147,615	$3,028,456	224.94	$1,346,345	110,438	$12.19	17.21%
2012	$962,865	$1,857,755	$2,820,620	229.59	$1,228,547	113,230	$10.85	(10.99%)
2013	$1,733,064	$1,272,708	$3,005,772	232.96	$1,290,252	115,276	$11.19	3.13%
2014	$2,203,302	$992,232	$3,195,534	236.74	$1,349,807	117,364	$11.50	2.77%
2015	**$1,838,709**	**$1,810,686**	**$3,649,395**	**237.02**	**$1,539,699**	**119,476**	**$12.89**	**12.09%**
10 Yr % Chg	*44.79%*	*238.60%*	*102.22%*	*17.57%*	*72.00%*	*22.92%*	*39.96%*	

Description:
The Community Development Department is a part of the general fund and includes the following divisions: planning and zoning, building and site development, volunteer programs, and neighborhood services. Dedicated sources include fees and service charges (permit, zoning, and inspection fees), federal and state planning grants, and other miscellaneous revenues.

Analysis:
Total expenses have increased 102.22% while constant dollars have increased 72% and per capita expenses have increased 39.96% for the period shown. The primary source of dedicated revenues is building and site permit fees. The graph above shows that the percent of dedicated revenues were much lower from FY 2007- FY 2012 due to fewer permits issued and fees not being revised to meet cost recovery goals. There was a significant increase from FY 2013 to FY 2014 due to an increase in permit fees to reach a 75% cost recovery goal and increased number of permits. Expenses increased in FY 2011 due to the reallocation of employees from Public Works Engineering into Building and Site Development as part of a reorganization by management to bring planning and permitting into one department and create a one-stop shop for those wanting to develop within the city. There is a 75% cost recovery goal for building and site development fees which was not being met prior to FY 2013 as management did not want to increase fees during the economic downtown. Beginning in FY 2013, management began adjusting building and site development fees annually to ensure the cost recovery goals are met. An increase in revenues and expenses in FY 2014 is due to the movement of Solid Waste Volunteer Programs into this department to allow for increased coordination of volunteer programs city wide. A transfer of funds from the Solid Waste Fund will continue to fund this operation. Expenses increased in FY 2015 due to the allocation of intragovernmental charges back to the department, which were reflected in the City General for FY 2012 to FY 2014 and the addition of 3.50 positions (Sr Planner, Engineer, Code Enforcement Specialist and Administrative Support Assistant). Dedicated Sources decreased in FY 2015 due to a reduction in the number of building permits issued.

Health and Environment - CDBG Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$1,406,591	$0	$1,406,591	201.60	$697,714	97,202	$7.18	(15.33%)
2007	$1,410,965	$0	$1,410,965	207.30	$680,639	99,405	$6.85	(4.60%)
2008	$915,072	$0	$915,072	215.30	$425,016	100,976	$4.21	(38.54%)
2009	$1,494,730	$0	$1,494,730	214.54	$696,724	102,324	$6.81	61.76%
2010	$1,654,260	$0	$1,654,260	218.06	$758,640	108,500	$6.99	2.64%
2011	$1,905,110	$0	$1,905,110	224.94	$846,945	110,438	$7.67	9.73%
2012	$1,083,109	$0	$1,083,109	229.59	$471,758	113,230	$4.17	(45.63%)
2013	$1,764,388	$0	$1,764,388	232.96	$757,378	115,276	$6.57	57.55%
2014	$1,334,032	$0	$1,334,032	236.74	$563,501	117,364	$4.80	(26.94%)
2015	**$1,295,250**	**$0**	**$1,295,250**	**237.02**	**$546,473**	**119,476**	**$4.57**	**(4.79%)**
10 Yr % Chg	*(7.92%)*		*(7.92%)*	*17.57%*	*(21.68%)*	*22.92%*	*(36.35%)*	

Description:

The Community Development Block Grant/HOME Program, a subdivision of the Office of Neighborhood Services, administers the Community Development Block Grant (CDBG) and HOME Investment Partnership programs by coordinating applications for the use of these funds with the Department of Housing and Urban Development (HUD), other city departments and outside organizations.

Analysis:

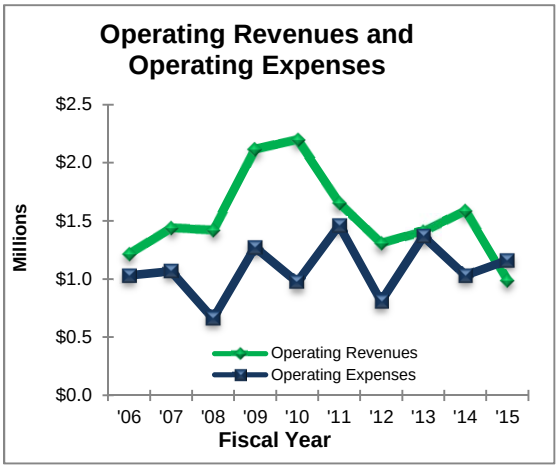
This fund is a special revenue fund which means that all of the expenses are tied directly to a dedicated revenue source. The amount available varies from year to year based on the funding allocated to the program by the federal government through a competitive process. A warning trend is warranted as CDBG funding levels have decreased and this may result in either personnel cuts or movement of costs to the General Fund to be funded with general revenue sources.

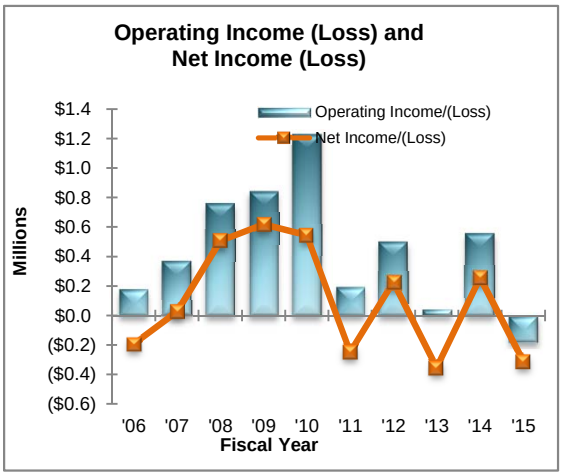
Community Development Block Grant (CDBG) Fund

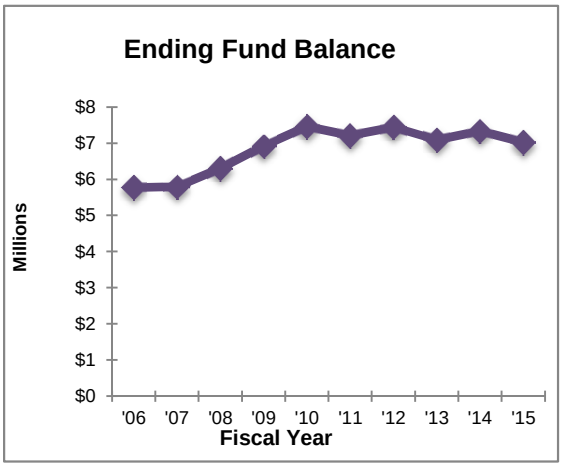
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Grant Revenue	$1,200,041	$1,425,777	$1,409,404	$2,101,208	$2,186,039
Investment Revenue	$12,129	$11,735	$11,152	$12,394	$12,066
Miscellaneous Revenue	$85	$10	$100	$50	$100
Total Operating Revenues	$1,212,255	$1,437,522	$1,420,656	$2,113,652	$2,198,205
Operating Expenses:					
Personal Services	$261,293	$273,025	$285,269	$277,214	$326,363
Materials and Supplies	$8,703	$8,018	$5,921	$8,190	$8,876
Travel and Training	$1,512	$247	($966)	($335)	$1,558
Intragovernmental	$34,202	$35,839	$36,708	$38,539	$42,466
Utilities, Services and Miscellaneous	$726,267	$748,793	$333,348	$948,920	$593,606
Total Operating Expenses	$1,031,977	$1,065,922	$660,280	$1,272,528	$972,869
Excess (Deficiency) of Revenues Over Expenditures	$180,278	$371,600	$760,376	$841,124	$1,225,336
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	$0	$0	$0	$0	$0
Operating Transfer To Other Funds	($374,614)	($345,043)	($254,792)	($222,202)	($681,391)
Total Other Financing Sources (Uses)	($374,614)	($345,043)	($254,792)	($222,202)	($681,391)
Excess (Deficiency) of Revenues And Other Financing Sources Over Expenditures and Other Financing Uses	($194,336)	$26,557	$505,584	$618,922	$543,945
Fund Balance Beginning of Year	$5,963,618	$5,769,282	$5,795,839	$6,301,423	$6,920,345
Fund Balance End of Year	**$5,769,282**	**$5,795,839**	**$6,301,423**	**$6,920,345**	**$7,464,290**

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$1,640,043	$1,293,436	$1,396,420	$1,577,512	$953,946
$14,787	$14,375	$13,492	$12,748	$14,717
$700	$39	$0	$0	$15,041
$1,655,530	$1,307,850	$1,409,912	$1,590,260	$983,704
$329,735	$232,925	$211,706	$184,601	$193,640
$3,808	$3,970	$5,238	$5,064	$13,035
$261	$2,000	$285	$727	$6,350
$66,061	$0	$0	$0	$244
$1,059,458	$567,810	$1,148,704	$840,816	$946,875
$1,459,323	$806,705	$1,365,933	$1,031,208	$1,160,144
$196,207	$501,145	$43,979	$559,052	($176,440)
$0	$0	$0	$0	$0
($445,787)	($276,404)	($398,455)	($302,824)	($135,106)
($445,787)	($276,404)	($398,455)	($302,824)	($135,106)
($249,580)	$224,741	($354,476)	$256,228	($311,546)
$7,464,290	$7,214,710	$7,439,451	$7,084,975	$7,341,203
$7,214,710	**$7,439,451**	**$7,084,975**	**$7,341,203**	**$7,029,657**







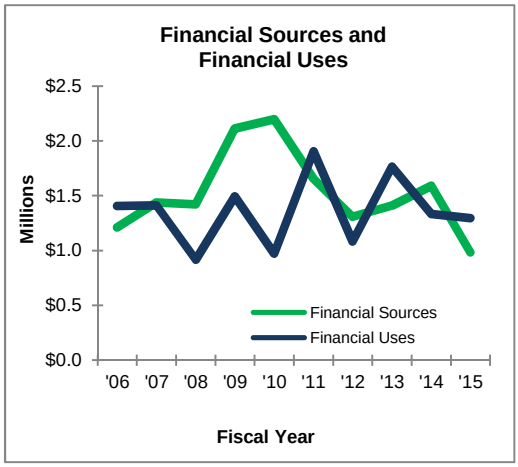
Community Development Block Grant (CDBG) Fund

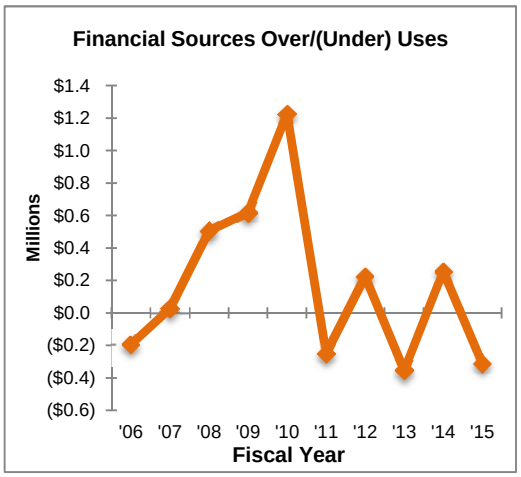
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$1,200,041	$1,425,777	$1,409,404	$2,101,208	$2,186,039
Interest (w/o GASB 31 Adjustment)	$12,129	$11,735	$11,152	$12,394	$12,066
Fees and Service Charges					
Other Local Revenues ++	$85	$10	$100	$50	$100
	$1,212,255	**$1,437,522**	**$1,420,656**	**$2,113,652**	**$2,198,205**
Other Funding Sources/Transfers^	$0	$0	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$1,212,255**	**$1,437,522**	**$1,420,656**	**$2,113,652**	**$2,198,205**
Financial Uses					
Operating Expenses	$1,031,977	$1,065,922	$660,280	$1,272,528	$972,869
Operating Transfers to Other Funds	$374,614	$345,043	$254,792	$222,202	$0
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$1,406,591**	**$1,410,965**	**$915,072**	**$1,494,730**	**$972,869**
Financial Sources Over/ (Under) Financial Uses	**($194,336)**	**$26,557**	**$505,584**	**$618,922**	**$1,225,336**
Ending Cash and Other Resources #	**$58,675**	**$25,717**	**$95,272**	**$43,269**	**$209,367**

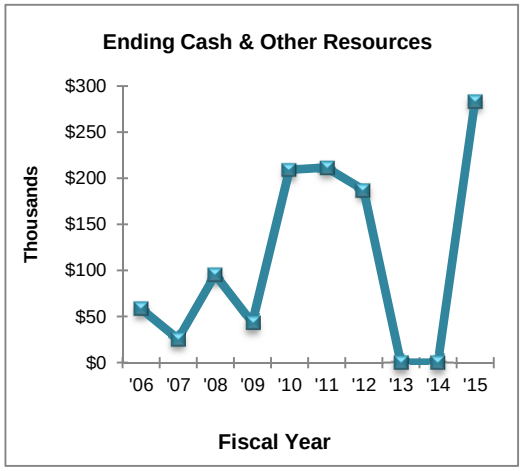
 # Ending Cash and Other Resources is equal to cash and cash equivalents
++ Other Local Revenues include miscellaneous revenues.
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$1,640,043	$1,293,436	$1,396,420	$1,577,512	$953,946
$14,787	$14,375	$13,492	$12,748	$14,717
$700	$39	$0	$0	$15,041
$1,655,530	**$1,307,850**	**$1,409,912**	**$1,590,260**	**$983,704**
$0	$0	$0	$0	$0
$1,655,530	**$1,307,850**	**$1,409,912**	**$1,590,260**	**$983,704**
$1,459,323	$806,705	$1,365,933	$1,031,208	$1,160,144
$445,787	$276,404	$398,455	$302,824	$135,106
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$1,905,110	**$1,083,109**	**$1,764,388**	**$1,334,032**	**$1,295,250**
($249,580)	**$224,741**	**($354,476)**	**$256,228**	**($311,546)**
$211,767	**$187,530**	**$0**	**$0**	**$283,990**







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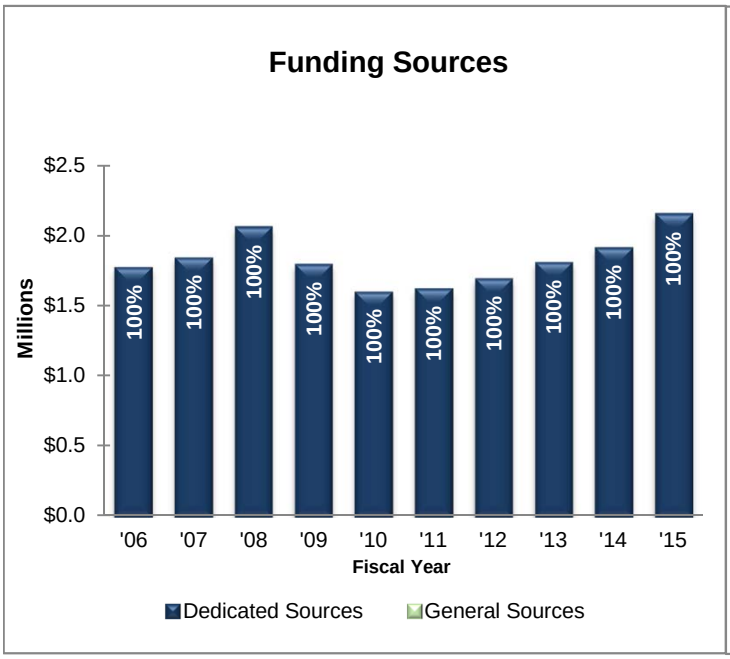
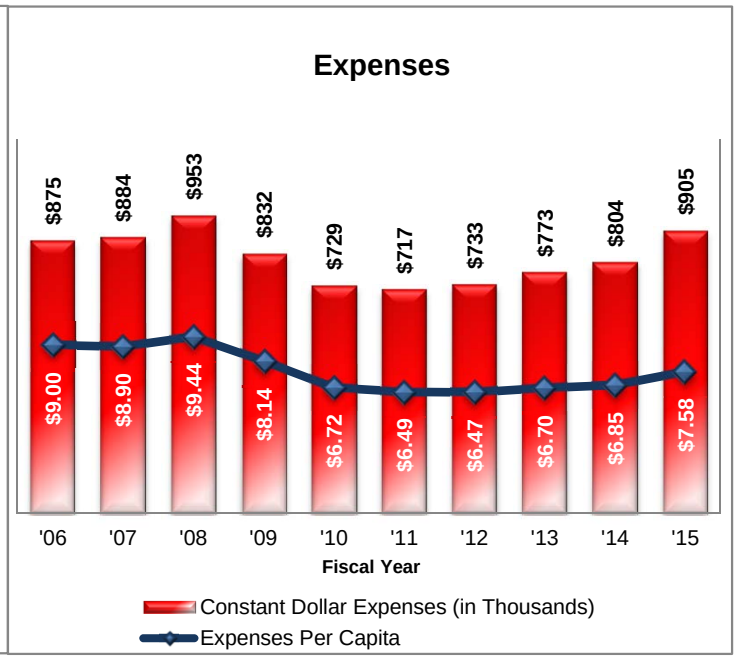
Health and Environment - Convention & Visitors Bureau Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$1,763,877	$0	$1,763,877	201.60	$874,939	97,202	$9.00	(1.32%)
2007	$1,833,008	$0	$1,833,008	207.30	$884,230	99,405	$8.90	(1.11%)
2008	$2,051,866	$0	$2,051,866	215.30	$953,013	100,976	$9.44	6.07%
2009	$1,785,898	$0	$1,785,898	214.54	$832,443	102,324	$8.14	(13.77%)
2010	$1,589,912	$0	$1,589,912	218.06	$729,130	108,500	$6.72	(17.44%)
2011	$1,611,768	$0	$1,611,768	224.94	$716,536	110,438	$6.49	(3.42%)
2012	$1,682,641	$0	$1,682,641	229.59	$732,889	113,230	$6.47	(0.31%)
2013	$1,800,078	$0	$1,800,078	232.96	$772,698	115,276	$6.70	3.55%
2014	$1,903,092	$0	$1,903,092	236.74	$803,874	117,364	$6.85	2.24%
2015	**$2,145,438**	**$0**	**$2,145,438**	**237.02**	**$905,172**	**119,476**	**$7.58**	**10.66%**
10 Yr % Chg	*21.63%*		*21.63%*	*17.57%*	*3.46%*	*22.92%*	*(15.78%)*	

Description:

The Convention and Visitor's Bureau is a special revenue fund that promotes Columbia as a meeting, leisure and group tour destination through direct solicitations, tradeshow attendance, advertising and marketing. All of the funding sources are dedicated and includes a 4% hotel/motel tax, grants, interest and other local revenues. Two percent of the hotel/motel tax is designated for the enhancement or development of festivals, events and attractions.

Analysis:

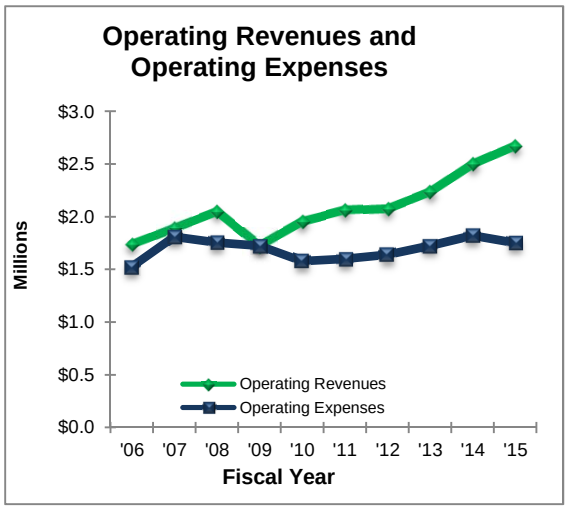
Total expenses have increased 21.63%, while expenses in constant dollars have increased 3.46% and per capita expenses have decreased 15.78% for the period shown. The decrease that began in FY 2009 and continued through FY 2012 was due to the downturn in the economy. As revenues from the hotel/motel tax decreased, the department reduced their expenditures accordingly. Ending fund balance has increased over the ten year period. Cash and other resources reflected a steady increase from FY 2010 to FY 2012; however, in FY 2013 there was a significant decrease due to $800,000 in funding being transferred to the Central Missouri Air Service Fund to provide a revenue guarantee for American Airlines to service the Columbia Regional Airport. These funds, if not used during the time of the agreement, will be returned to the fund balance of this fund. The ending cash and other resources has remained above the cash reserve target for the ten year period. There are no warning trends observed for this fund.

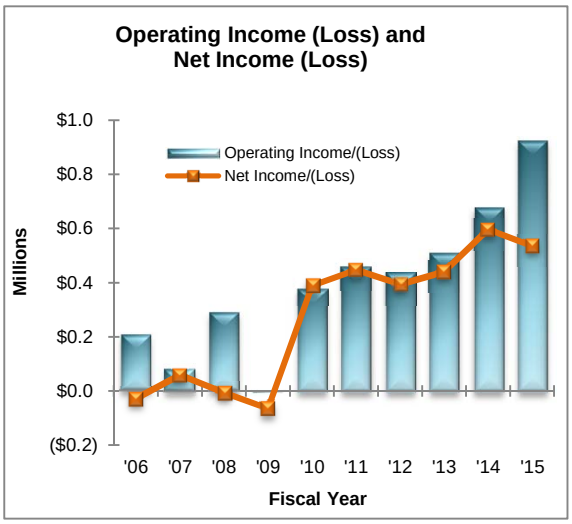
Convention and Visitors Bureau Fund

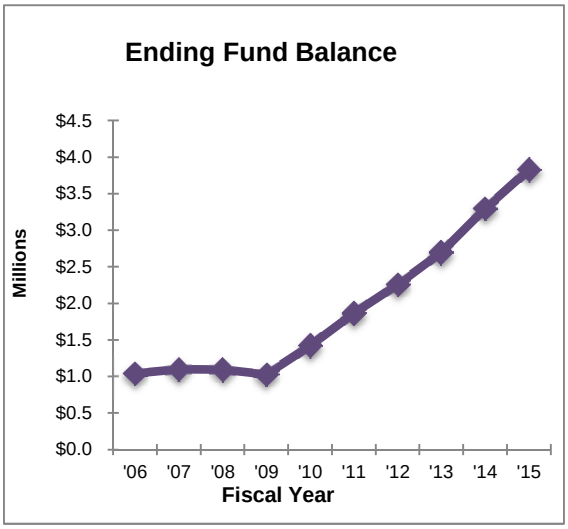
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Other Local Taxes	$1,676,228	$1,771,438	$1,963,322	$1,658,366	$1,897,885
Grant Revenue	$0	$0	$0	$0	$0
Investment Revenue	$43,851	$67,970	$54,530	$42,336	$45,917
Miscellaneous Revenue	$15,428	$52,381	$28,087	$19,936	$12,091
Total Operating Revenues	$1,735,507	$1,891,789	$2,045,939	$1,720,638	$1,955,893
Operating Expenses:					
Personnel Services	$452,303	$454,389	$486,331	$546,488	$564,149
Materials and Supplies	$61,513	$50,171	$52,171	$31,924	$33,723
Travel and Training	$6,536	$7,607	$9,689	$5,477	$6,087
Intragovernmental	$59,509	$69,828	$77,145	$89,651	$104,081
Interest & Lease Payment					
Capital Additions					
Utilities, Services and Miscellaneous	$945,070	$1,228,613	$1,128,509	$1,049,262	$869,872
Total Operating Expenses	$1,524,931	$1,810,608	$1,753,845	$1,722,802	$1,577,912
Excess (Deficiency) of Revenues Over Expenditures	$210,576	$81,181	$292,094	($2,164)	$377,981
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	$0	$0	$0	$0	$22,503
Operating Transfer To Other Funds	($238,946)	($22,400)	($298,021)	($63,096)	($12,000)
Restructuring of Financing	$0	$0		$0	$0
Total Otr. Financing Sources (Uses)	($238,946)	($22,400)	($298,021)	($63,096)	$10,503
Excess (Deficiency) of Revenues & Other Financing Sources Over Expenditures and Other Financing Uses	($28,370)	$58,781	($5,927)	($65,260)	$388,484
Fund Balance Beg of Year	$1,069,354	$1,040,984	$1,099,765	$1,093,838	$1,028,578
Fund Balance End of Year	**$1,040,984**	**$1,099,765**	**$1,093,838**	**$1,028,578**	**$1,417,062**

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$1,952,631	$2,006,968	$2,153,251	$2,365,746	$2,496,339
$50,462	$21,209	$90,435	$78,756	$84,456
$39,444	$27,496	($29,296)	$33,615	$73,998
$16,253	$21,104	$19,951	$21,504	$18,404
$2,058,790	$2,076,777	$2,234,341	$2,499,621	$2,673,197
$511,156	$518,080	$504,225	$557,147	$542,427
$33,718	$22,128	$48,388	$24,567	$18,913
$7,688	$9,826	$10,467	$7,919	$24,865
$106,752	$116,187	$116,404	$113,773	$125,199
$940,454	$972,950	$1,044,394	$1,118,466	$1,038,838
$1,599,768	$1,639,171	$1,723,878	$1,821,872	$1,750,242
$459,022	$437,606	$510,463	$677,749	$922,955
$0	$0	$5,000	$0	$8,000
($12,000)	($43,470)	($76,200)	($81,220)	($395,196)
$0	$0	$0	$0	$0
($12,000)	($43,470)	($71,200)	($81,220)	($387,196)
$447,022	$394,136	$439,263	$596,529	$535,759
$1,417,062	$1,864,084	$2,258,220	$2,697,483	$3,294,012
$1,864,084	**$2,258,220**	**$2,697,483**	**$3,294,012**	**$3,829,771**







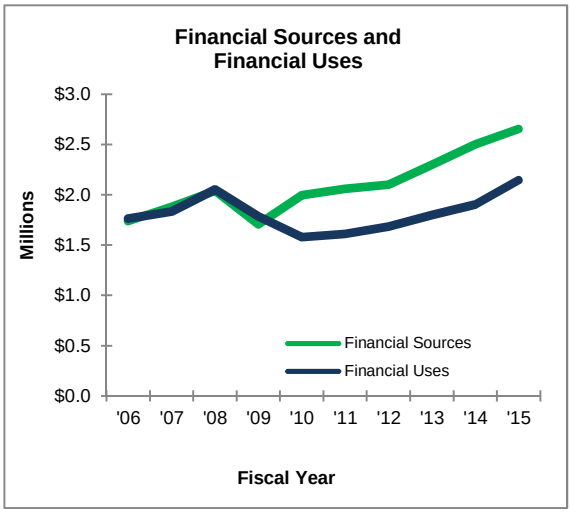
Convention and Visitors Bureau Fund

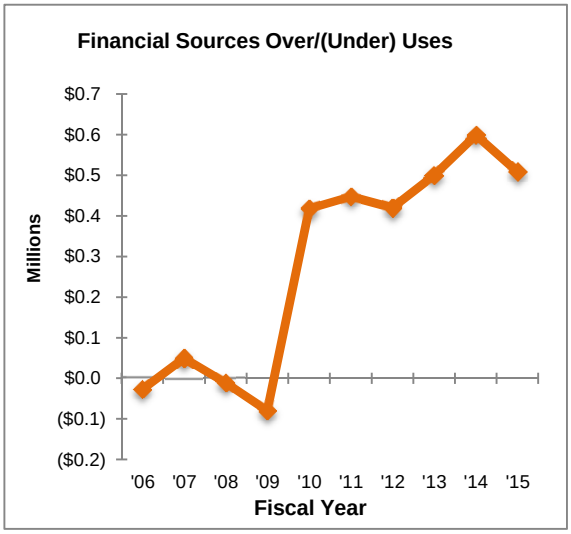
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes	$1,676,228	$1,771,438	$1,963,322	$1,658,366	$1,897,885
Intragovernmental Revenues					
Grants	$0	$0	$0	$0	$0
Interest (w/o GASB 31 Adjustment)	$45,351	$59,091	$49,070	$27,738	$63,035
Fees and Service Charges					
Other Local Revenues ++	$15,428	$52,381	$28,087	$19,936	$12,091
	$1,737,007	**$1,882,910**	**$2,040,479**	**$1,706,040**	**$1,973,011**
Other Funding Sources/Transfers^	$0	$0	$0	$0	$22,503
Total Financial Sources: Less Appropriated Fund Balance	**$1,737,007**	**$1,882,910**	**$2,040,479**	**$1,706,040**	**$1,995,514**
Financial Uses					
Operating Expenses	$1,524,931	$1,810,608	$1,753,845	$1,722,802	$1,577,912
Operating Transfers to Other Funds	$238,946	$22,400	$298,021	$63,096	$0
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$1,763,877**	**$1,833,008**	**$2,051,866**	**$1,785,898**	**$1,577,912**
Financial Sources Over/ (Under) Financial Uses	**($26,870)**	**$49,902**	**($11,387)**	**($79,858)**	**$417,602**
Ending Cash and Other Resources #	**$613,388**	**$830,721**	**$641,845**	**$591,097**	**$756,848**
Cash Reserve Target (20% of Fin.Uses)	**$352,775**	**$366,602**	**$410,373**	**$357,180**	**$315,582**
Cash Above/(Below) Cash Reserve Target	**$260,613**	**$464,119**	**$231,472**	**$233,917**	**$441,266**

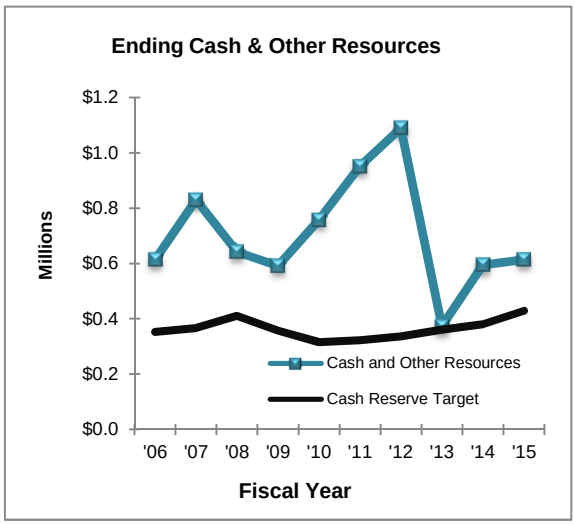
 # Ending Cash and Other Resources is equal to unrestricted cash and cash equivalents
++ Other Local Revenues include miscellaneous revenues in all of the other funds.
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$1,952,631	$2,006,968	$2,153,251	$2,365,746	$2,496,339
$50,462	$21,209	$90,435	$78,756	$84,456
$40,187	$53,194	$30,919	$35,972	$46,972
$16,253	$21,104	$19,951	$21,504	$18,404
$2,059,533	**$2,102,475**	**$2,294,556**	**$2,501,978**	**$2,646,171**
$0	$0	$5,000	$0	$8,000
$2,059,533	**$2,102,475**	**$2,299,556**	**$2,501,978**	**$2,654,171**
$1,599,768	$1,639,171	$1,723,878	$1,821,872	$1,750,242
$12,000	$43,470	$76,200	$81,220	$395,196
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$1,611,768	**$1,682,641**	**$1,800,078**	**$1,903,092**	**$2,145,438**
$447,765	**$419,834**	**$499,478**	**$598,886**	**$508,733**
$951,525	**$1,089,246**	**$373,232**	**$594,478**	**$614,169**
$322,354	**$336,528**	**$360,016**	**$380,618**	**$429,088**
$629,171	**$752,718**	**$13,216**	**$213,860**	**$185,081**







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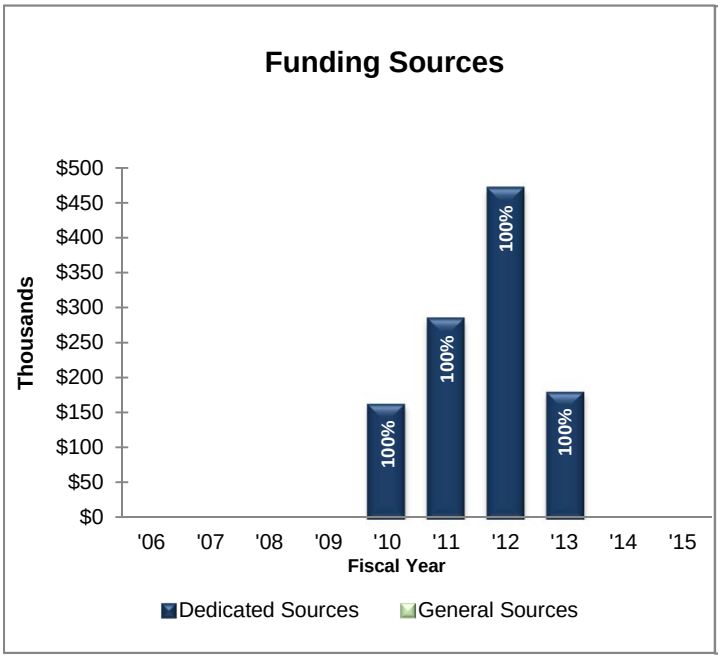
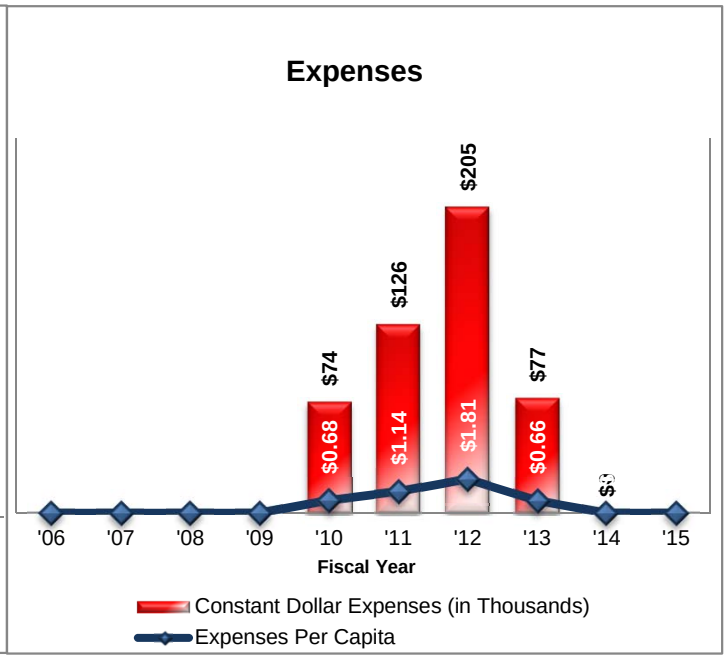
Health and Environment - Office of Sustainability Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$0	$0	$0	201.60	$0	97,202	$0.00	
2007	$0	$0	$0	207.30	$0	99,405	$0.00	
2008	$0	$0	$0	215.30	$0	100,976	$0.00	
2009	$0	$0	$0	214.54	$0	102,324	$0.00	
2010	$161,364	$0	$161,364	218.06	$74,001	108,500	$0.68	
2011	$283,488	$0	$283,488	224.94	$126,029	110,438	$1.14	
2012	$469,747	$0	$469,747	229.59	$204,603	113,230	$1.81	
2013	$178,474	$0	$178,474	232.96	$76,611	115,276	$0.66	(63.54%)
2014	$0	$0	$0	236.74	$0	117,364	$0.00	(100.00%)
2015	**$0**	**$0**	**$0**	**237.02**	**$0**	**119,476**	**$0.00**	
10 Yr % Chg				*17.57%*		*22.92%*		

Description:

The Office of Sustainability existed as a separate fund from FY 2010 until FY 2014. Initial funding for the office came from the Energy Efficiency and Conservation Block Grant (EECBG) and a local match was provided by the General Fund. Energy efficient projects were planned and completed. The annual savings of these projects has been split between the departments that benefit from the projects and the Office of Sustainability. Management moved Sustainability from a separate fund to the City Manager's operations in FY 2014.

Analysis:

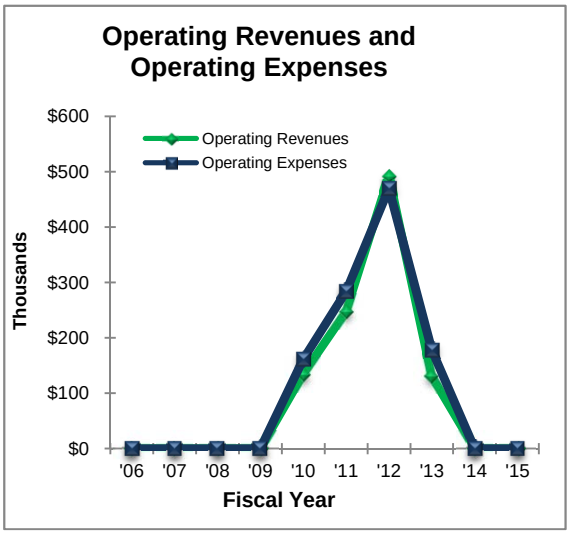
Staff and consultants were hired in FY 2010 to assess the city facilities and identify potential for retrofitting to achieve green house gas, energy and other sustainable targeted reduction goals. Energy usage was gathered for all of the facilities so comparisons could be made after the improvements and savings from retrofit projects were estimated. In FY 2011, the projects began. In FY 2014, the federal grant funding ended and this office was moved to the City Manager's Department. Future funding will come from savings in departments due to the projects completed and general revenue sources in the General Fund.

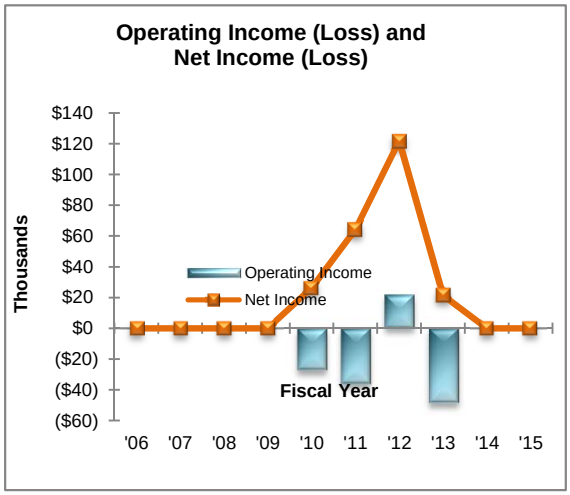
Office of Sustainability Fund

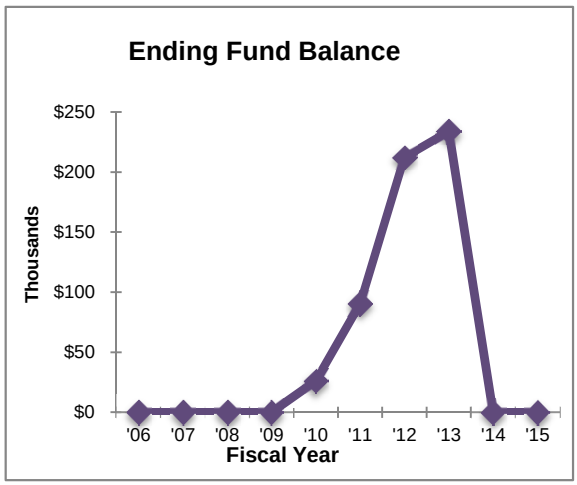
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Other Local Taxes	$0	$0	$0	$0	$0
Grant Revenue	$0	$0	$0	$0	$132,998
Investment Revenue	$0	$0	$0	$0	$1,537
Miscellaneous Revenue	$0	$0	$0	$0	$0
Total Operating Revenues	$0	$0	$0	$0	$134,535
Operating Expenses:					
Personal Services	$0	$0	$0	$0	$41,547
Materials and Supplies	$0	$0	$0	$0	$1,310
Travel and Training	$0	$0	$0	$0	$1,889
Intragovernmental	$0	$0	$0	$0	$25,300
Utilities, Services and Miscellaneous	$0	$0	$0	$0	$91,318
Capital Outlay	$0	$0	$0	$0	$0
Total Operating Expenses	$0	$0	$0	$0	$161,364
Excess (Deficiency) of Revenues Over Expenditures	$0	$0	$0	$0	($26,829)
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	$0	$0	$0	$0	$53,024
Operating Transfer To Other Funds	$0	$0	$0	$0	$0
Total Otr. Financing Sources (Uses)	$0	$0	$0	$0	$53,024
Excess (Deficiency) of Revenues & Other Financing Sources Over Expenditures and Other Financing Uses	$0	$0	$0	$0	$26,195
Fund Balance Beg of Year	$0	$0	$0	$0	$0
Fund Balance End of Year	**$0**	**$0**	**$0**	**$0**	**$26,195**

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$246,318	$489,526	$133,730	$0	$0
$1,502	$2,008	($3,130)	$0	$0
$0	$0	$0	$0	$0
$247,820	$491,534	$130,600	$0	$0
$64,326	$87,659	$69,185	$0	$0
$18,820	$542	$49,534	$0	$0
$376	$994	$1,381	$0	$0
$14,189	$5,706	$15,601	$0	$0
$185,777	$353,816	$42,773	$0	$0
$0	$21,030	$0	$0	$0
$283,488	$469,747	$178,474	$0	$0
($35,668)	$21,787	($47,874)	$0	$0
$100,000	$100,000	$69,352	$0	$0
$0	$0	$0	$0	$0
$100,000	$100,000	$69,352	$0	$0
$64,332	$121,787	$21,478	$0	$0
$26,195	$90,527	$212,314	$233,792	$0
$90,527	**$212,314**	**$233,792**	**$0**	**$0**







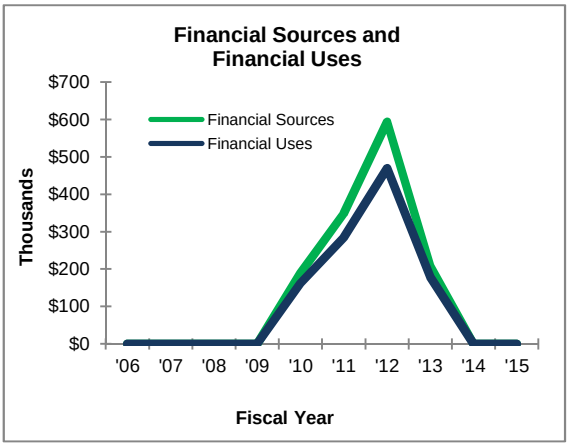
Office of Sustainability Fund

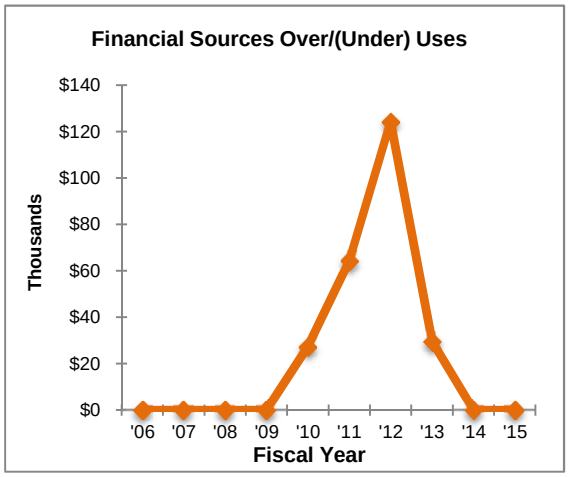
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes	$0	$0	$0	$0	$0
Intragovernmental Revenues					
Grants	$0	$0	$0	$0	$132,998
Interest (w/o GASB 31 Adjustment)	$0	$0	$0	$0	$2,635
Fees and Service Charges					
Other Local Revenues ++	$0	$0	$0	$0	$0
	$0	**$0**	**$0**	**$0**	**$135,633**
Other Funding Sources/Transfers^	$0	$0	$0	$0	$53,024
Total Financial Sources: Less Appropriated Fund Balance	**$0**	**$0**	**$0**	**$0**	**$188,657**
Financial Uses					
Operating Expenses	$0	$0	$0	$0	$161,364
Operating Transfers to Other Funds	$0	$0	$0	$0	$0
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$0**	**$0**	**$0**	**$0**	**$161,364**
Financial Sources Over/ (Under) Financial Uses	**$0**	**$0**	**$0**	**$0**	**$27,293**
Ending Cash and Other Resources #	**$0**	**$0**	**$0**	**$0**	**$12,998**
Cash Reserve Target (20% Fin. Uses)	**$0**	**$0**	**$0**	**$0**	**$32,273**
Cash Above/(Below) Cash Reserve Target	**$0**	**$0**	**$0**	**$0**	**($19,275)**

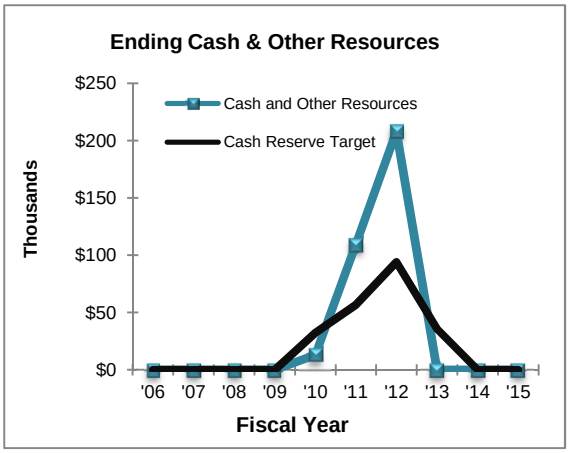
 # Ending Cash and Other Resources is equal to cash and cash equivalents
++ Other Local Revenues include miscellaneous revenues in all of the other funds.
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$246,318	$489,526	$133,730	$0	$0
$1,568	$4,451	$4,883	$0	$0
$0	$0	$0	$0	$0
$247,886	**$493,977**	**$138,613**	**$0**	**$0**
$100,000	$100,000	$69,352	$0	$0
$347,886	**$593,977**	**$207,965**	**$0**	**$0**
$283,488	$469,747	$178,474	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$283,488	**$469,747**	**$178,474**	**$0**	**$0**
$64,398	**$124,230**	**$29,491**	**$0**	**$0**
$109,077	**$207,975**	**$0**	**$0**	**$0**
$56,698	**$93,949**	**$35,695**	**$0**	**$0**
$52,379	**$114,026**	**($35,695)**	**$0**	**$0**







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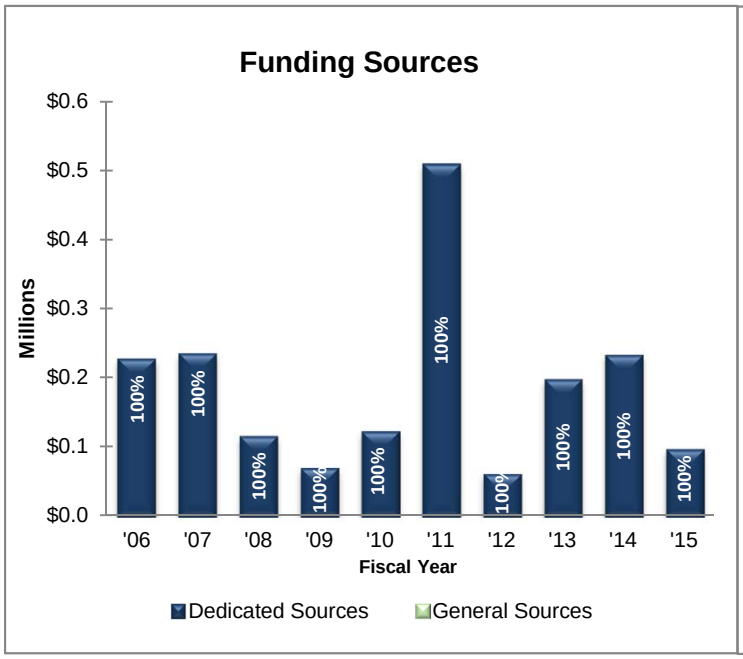
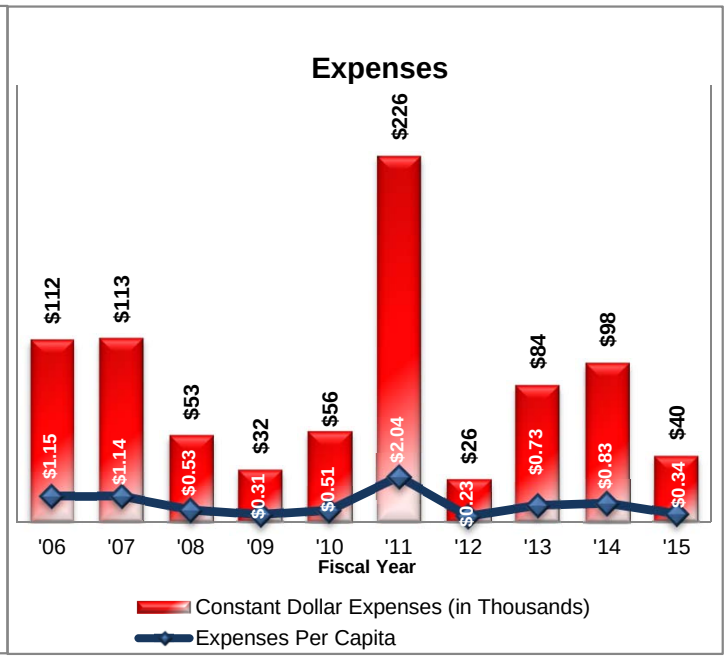
Health and Environment - Contributions Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$226,005	$0	$226,005	201.60	$112,106	97,202	$1.15	(33.53%)
2007	$234,233	$0	$234,233	207.30	$112,992	99,405	$1.14	(0.87%)
2008	$114,150	$0	$114,150	215.30	$53,018	100,976	$0.53	(53.51%)
2009	$68,020	$0	$68,020	214.54	$31,705	102,324	$0.31	(41.51%)
2010	$121,301	$0	$121,301	218.06	$55,628	108,500	$0.51	64.52%
2011	$507,877	$0	$507,877	224.94	$225,784	110,438	$2.04	300.00%
2012	$59,575	$0	$59,575	229.59	$25,948	113,230	$0.23	(88.73%)
2013	$196,247	$0	$196,247	232.96	$84,241	115,276	$0.73	217.39%
2014	$231,843	$0	$231,843	236.74	$97,931	117,364	$0.83	13.70%
2015	**$95,316**	**$0**	**$95,316**	**237.02**	**$40,214**	**119,476**	**$0.34**	**(59.04%)**
10 Yr % Chg	*(57.83%)*		*(57.83%)*	*17.57%*	*(64.13%)*	*22.92%*	*(70.43%)*	

Description:

The Contributions Fund is a trust fund. All funding placed in this fund is designated for a particular purpose. This fund has three components: the Columbia Trust which includes gifts given directly to the City, Share the Light which allows donations to a variety of programs through utility bill payments, and the New Century Fund, a separate 501c3 organization with a board appointed by City Council. Once funds are placed and accumulated in this fund, they are transferred to the designated fund or department to be spent.

Analysis:

The majority of the expenses for this fund involve the transfer of accumulated donated funds to the specific fund or department designated by the donor. Thus, the expenses can greatly vary from year to year as they are based on the amount of donations.

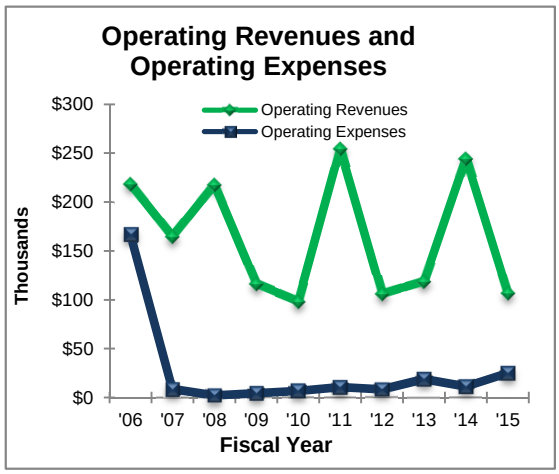
Contributions Fund

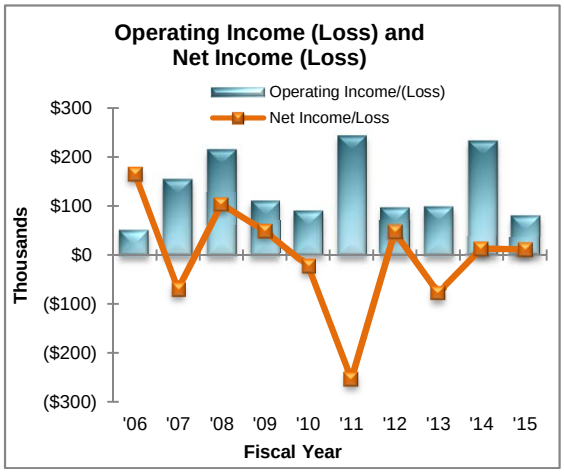
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Other Local Taxes	$0	$0	$0	$0	$0
Revenue from other govt. units	$2,855	$0	$0	$0	$0
Investment Revenue	$31,767	$42,674	$39,264	$42,572	$36,468
Miscellaneous Revenue	$184,012	$121,681	$178,515	$73,629	$61,926
Total Operating Revenues	$218,634	$164,355	$217,779	$116,201	$98,394
Operating Expenses:					
Personal Services	$115,699	$0	$0	$0	$0
Materials and Supplies	$21,385	$649	$713	$1,594	$1,738
Travel and Training	$646	$0	$0	$0	$0
Intragovernmental	$21,122	$7,716	$895	$555	$538
Utilities, Services and Miscellaneous	$7,810	$354	$417	$2,216	$4,422
Total Operating Expenses	$166,662	$8,719	$2,025	$4,365	$6,698
Excess (Deficiency) of Revenues Over Expenditures	$51,972	$155,636	$215,754	$111,836	$91,696
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	$173,480	$0	$0	$0	$0
Operating Transfer To Other Funds	($59,343)	($225,514)	($112,125)	($63,655)	($114,603)
Total Otr. Financing Sources (Uses)	$114,137	($225,514)	($112,125)	($63,655)	($114,603)
Excess (Deficiency) of Revenues & Other Financing Sources Over Expenditures and Other Financing Uses	$166,109	($69,878)	$103,629	$48,181	($22,907)
Fund Balance Beg of Year	$643,434	$809,543	$739,665	$843,294	$891,475
Fund Balance End of Year	**$809,543**	**$739,665**	**$843,294**	**$891,475**	**$868,568**

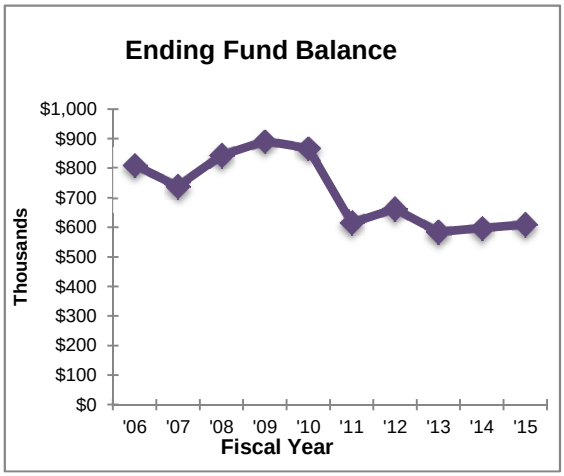
Note: In FY 2007, the Office of Volunteer Services was moved into the General Fund.

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$18,325	$10,379	($7,932)	$10,992	$18,295
$236,175	$95,978	$126,862	$233,873	$88,546
$254,500	$106,357	$118,930	$244,865	$106,841
$0	$0	$0	$0	$0
$4,897	$2,340	$3,512	$2,737	$2,075
$0	$0	$2,600	$2,148	$2,162
$522	$3,703	$663	$3,712	$1,110
$5,069	$2,355	$12,167	$2,660	$19,841
$10,488	$8,398	$18,942	$11,257	$25,188
$244,012	$97,959	$99,988	$233,608	$81,653
$0	$0	$0	$0	$0
($497,389)	($51,177)	($177,305)	($220,586)	($70,128)
($497,389)	($51,177)	($177,305)	($220,586)	($70,128)
($253,377)	$46,782	($77,317)	$13,022	$11,525
$868,568	$615,191	$661,973	$584,656	$597,678
$615,191	**$661,973**	**$584,656**	**$597,678**	**$609,203**







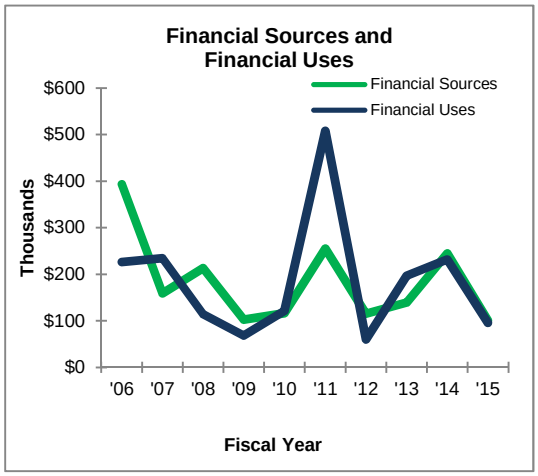
Health and Environment - Contributions Fund

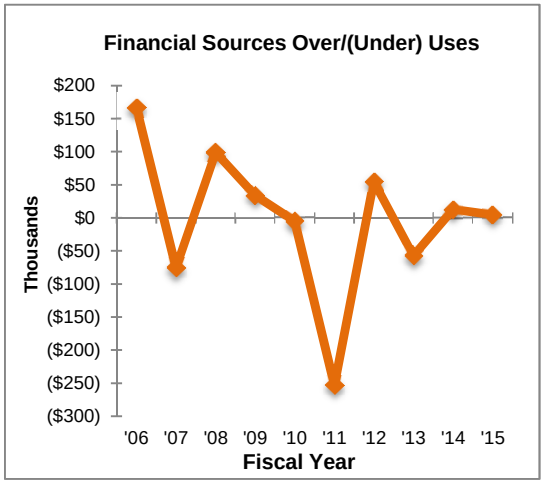
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes	$0	$0	$0	$0	$0
Intragovernmental Revenues					
Revenue from other govt units	$2,855	$0	$0	$0	$0
Interest (w/o GASB 31 Adjustment)	$32,931	$37,118	$34,474	$28,746	$54,170
Fees and Service Charges					
Other Local Revenues ++	$184,012	$121,681	$178,515	$73,629	$61,926
	$219,798	**$158,799**	**$212,989**	**$102,375**	**$116,096**
Other Funding Sources/Transfers^	$173,480	$0	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$393,278**	**$158,799**	**$212,989**	**$102,375**	**$116,096**
Financial Uses					
Operating Expenses	$166,662	$8,719	$2,025	$4,365	$6,698
Operating Transfers to Other Funds	$59,343	$225,514	$112,125	$63,655	$114,603
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$226,005**	**$234,233**	**$114,150**	**$68,020**	**$121,301**
Financial Sources Over/ (Under) Financial Uses	**$167,273**	**($75,434)**	**$98,839**	**$34,355**	**($5,205)**
Ending Cash and Other Resources #	**$809,543**	**$739,665**	**$843,260**	**$877,615**	**$302,914**

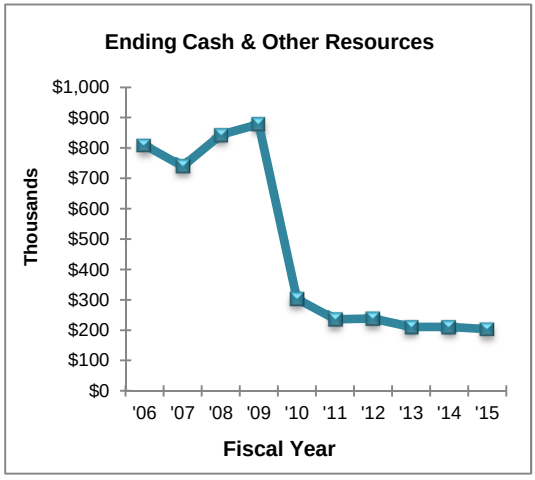
 # Ending Cash and Other Resources is equal to Assigned Fund Balance
++ Other Local Revenues include miscellaneous revenues in all of the other funds.
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$18,556	$18,534	$12,071	$11,072	$11,542
$236,175	$95,978	$126,862	$233,873	$88,546
$254,731	**$114,512**	**$138,933**	**$244,945**	**$100,088**
$0	$0	$0	$0	$0
$254,731	**$114,512**	**$138,933**	**$244,945**	**$100,088**
$10,488	$8,398	$18,942	$11,257	$25,188
$497,389	$51,177	$177,305	$220,586	$70,128
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$507,877	**$59,575**	**$196,247**	**$231,843**	**$95,316**
($253,146)	**$54,937**	**($57,314)**	**$13,102**	**$4,772**
$235,750	**$237,732**	**$210,857**	**$210,592**	**$203,699**







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Parks and Recreation

Description

The Parks and Recreation Department oversees over 2,900 acres of park land and maintains 74 parks and recreation facilities. A wide array of sports, recreation activities, lessons, and special events are available for citizens of all ages. Open space, parks, and trails provide opportunities to enjoy the natural beauty of Columbia. Within this section, there are four budgets which support the parks and recreation activities in the City. Each of these budgets has a separate funding mechanism and are accounted for differently. The Parks and Recreation - General Fund Operations budget is a part of the General Fund, and as such, receives a large portion of its funding from general city funds which are discretionary and can be moved from one department to any other general city funded department. The Recreation Services Fund is classified as an Enterprise Fund and therefore, is to be operated as a business through the charging of fees for services. Funding is all dedicated and cannot be moved to other departments. The Capital Projects Fund reflects the capital projects for Parks and Recreation. Funding cannot be moved to other departments. The Parks Sales Tax Fund is classified as a Special Revenue Fund and the funding received is to be used for parks purposes.

Parks & Recreations - General Fund Operations

This budget accounts for the parks and recreation program areas that do not have revenue producing capabilities. This includes Administration, a portion of Park Planning and Development, a portion of Park Management and Operations, and the C.A.R.E. program.

Recreation Services Fund

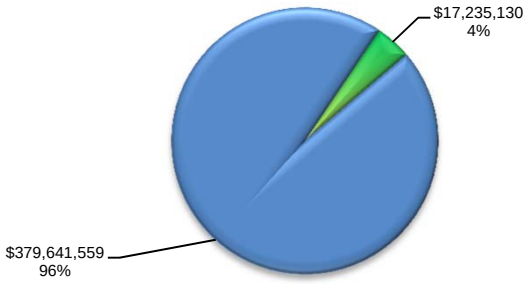
The Recreation Services Fund includes the Recreation Services Division and those costs in the Parks Services Division which are necessary for operation of facilities within Recreation Services. This includes group and individual programming to promote a high quality of life through positive cultural, psychological, emotional, and physiological development. The sections included in this fund are Sports Programming, Aquatics; Community Recreation, Golf/Concessions, Senior/Life Enrichment/ Special Events Programs, Special Olympics Adaptive, and the Activity and Recreation Center (ARC). While this fund does charge users for services, this fund does not recover enough funding from fees to offset all of the costs. The rest of the costs are covered through subsidies received both from the General Fund and the Parks Sales Tax Fund. As a part of a master plan, target cost recovery ratios have been determined. The department is working to reach these recovery targets over a period of time and will require future fee increases to users.

Capital Projects Fund

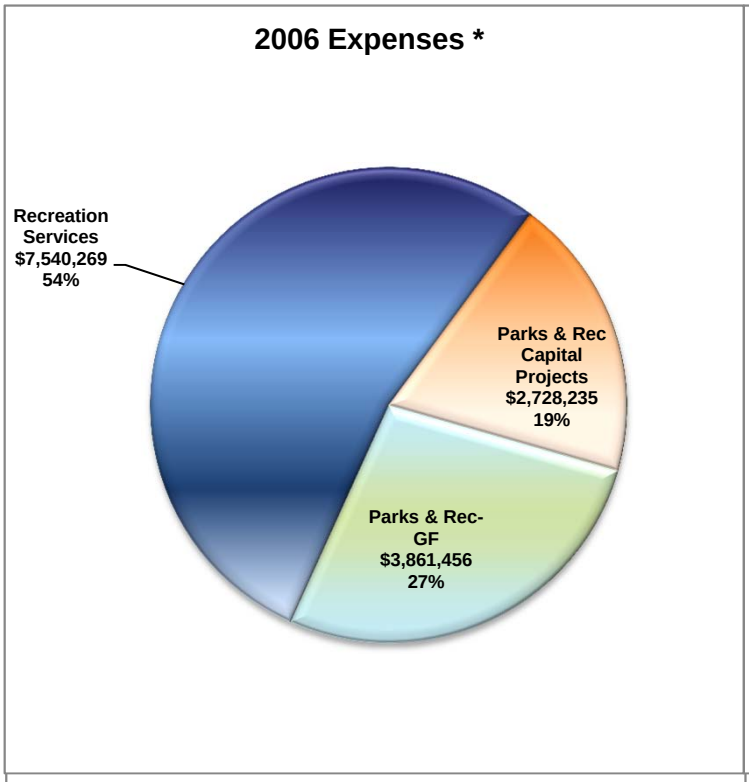
The general government capital projects related to the parks system are included in the Capital Projects Fund.

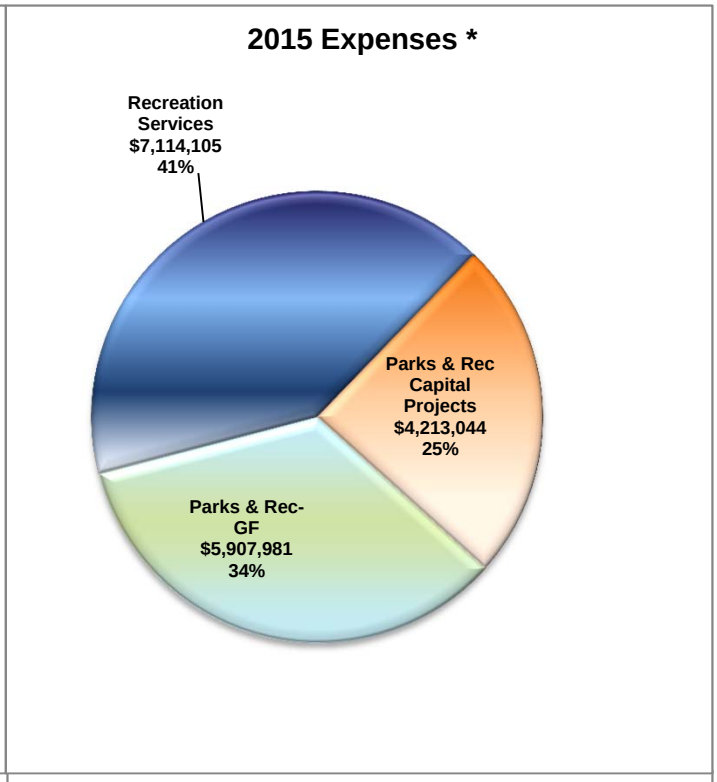
Parks Sales Tax Fund

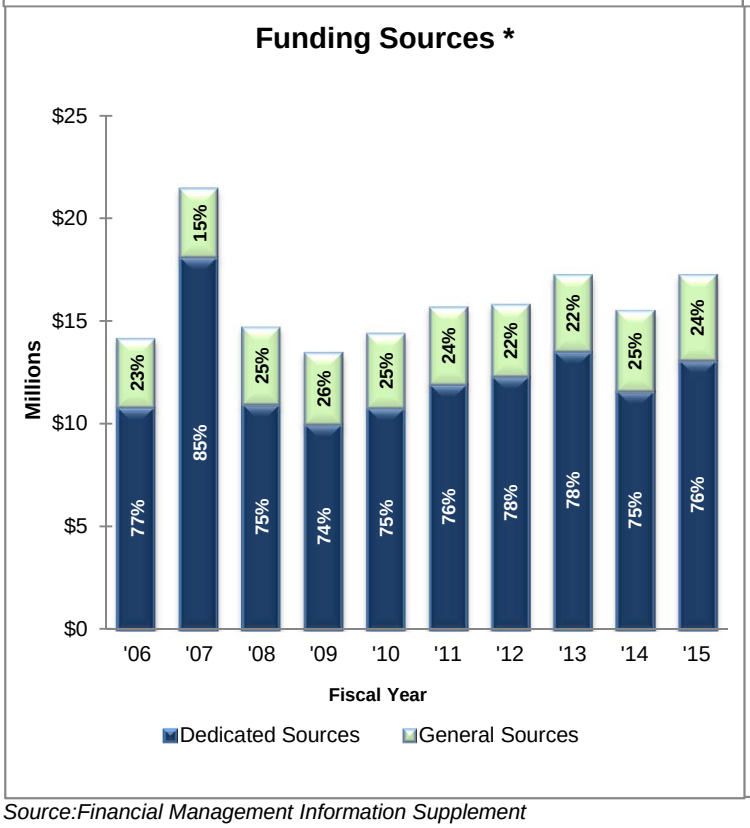
In November of 2000, the voters of the City of Columbia passed a Local Parks Sales Tax in the amount of a one-quarter of one percent (for five years), and a one-eighth of one percent thereafter, on retail sales made in the City. These funds must be used for parks purposes. The current one-eighth of one percent temporary sales tax was approved for a five year extension by Columbia voters in November, 2010. The five year extension will continue to be used to fund renovation/ improvements to existing parks, acquisition/development of parks and additional trails and greenbelts. As a part of the original passage of the parks sales tax, the City made a commitment to the voters to maintain its General Fund support of parks at the FY 2001 budgeted level or above.

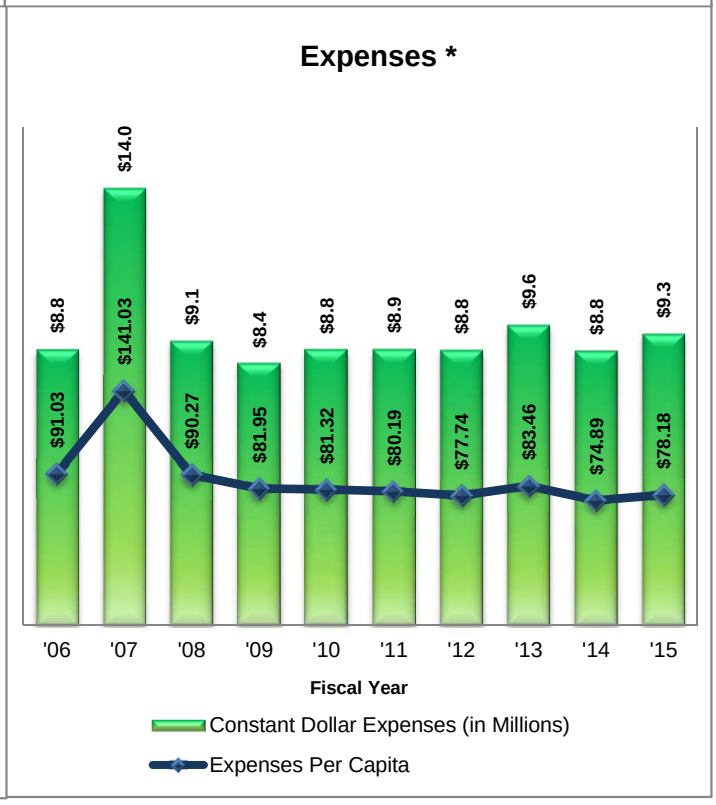


Parks & Recreation Departments - Summary







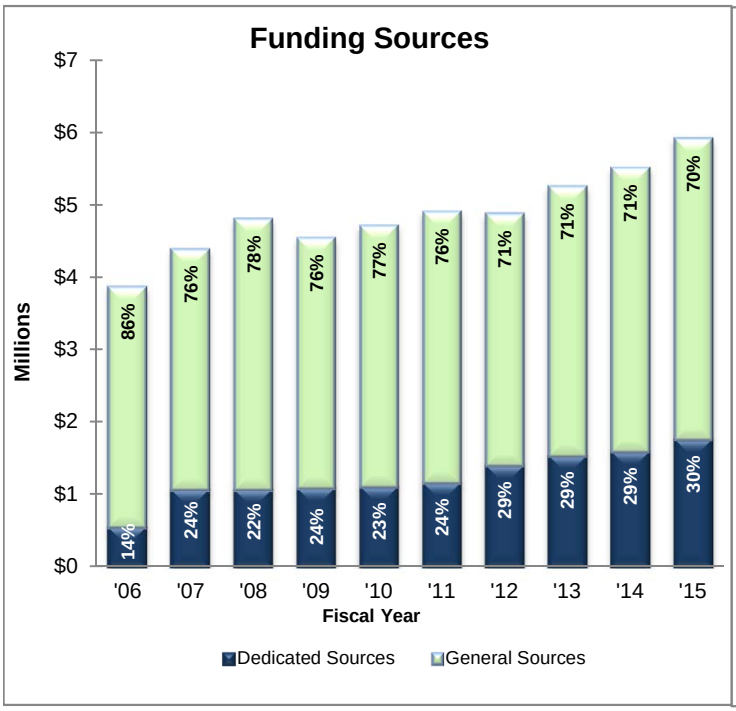


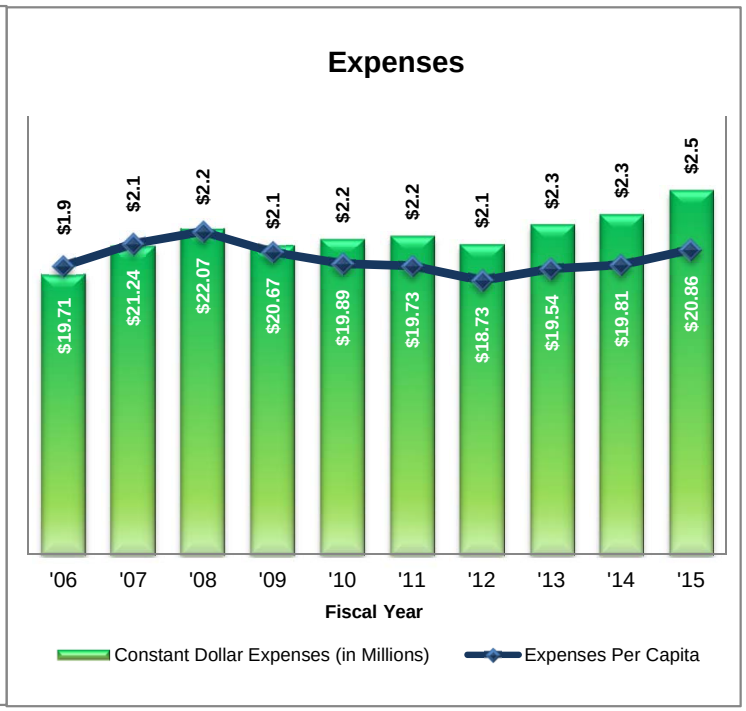
Source:Financial Management Information Supplement

Expenses do NOT include Encumbrances

* These graphs do not include Park Sales Tax Fund as money from this fund is transferred into the other three funds and is already reflected in the expenses of those funds.

Parks & Recreation - General Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$541,760	$3,319,696	$3,861,456	201.60	$1,915,405	97,202	$19.71	(4.13%)
2007	$1,060,634	$3,317,109	$4,377,743	207.30	$2,111,791	99,405	$21.24	7.76%
2008	$1,061,402	$3,736,291	$4,797,693	215.30	$2,228,345	100,976	$22.07	3.91%
2009	$1,085,029	$3,451,500	$4,536,529	214.54	$2,114,567	102,324	$20.67	(6.34%)
2010	$1,099,409	$3,607,039	$4,706,448	218.06	$2,158,367	108,500	$19.89	(3.77%)
2011	$1,153,520	$3,746,589	$4,900,109	224.94	$2,178,417	110,438	$19.73	(0.80%)
2012	$1,393,675	$3,474,994	$4,868,669	229.59	$2,120,593	113,230	$18.73	(5.07%)
2013	$1,527,744	$3,718,688	$5,246,432	232.96	$2,252,074	115,276	$19.54	4.32%
2014	$1,585,469	$3,919,242	$5,504,711	236.74	$2,325,214	117,364	$19.81	1.38%
2015	**$1,751,913**	**$4,156,068**	**$5,907,981**	**237.02**	**$2,492,609**	**119,476**	**$20.86**	**5.30%**
10 Yr % Chg	*223.37%*	*25.19%*	*53.00%*	*17.57%*	*30.13%*	*22.92%*	*5.83%*	

Description:

The Parks and Recreation Department has areas of operation which include Administration, Career Awareness & Related Experience (CARE) Program, Planning and Development and Parks Management. The primary dedicated funding source is from Parks Sales Tax.

Analysis:

For the ten year period total expenses have increased 53.00%, while constant dollar expenses have increased 30.13%, and per capita expenses in constant dollars have increased 5.83%. Increases in FY 2007 were due to fleet replacement needs. Increases in FY 2008 included the addition of staff to assist with planning and on-site project management for the increasing number of capital projects funded through the 2005 ballot issue. Total expenses increased in FY 2013 and FY 2014 and include the addition of one additional staff member in each year and funding for temporary positions to help maintain park property and the centralization of fleet operations. In FY 2015 total expenses increased due to intragovernmental charges being allocated back to the department from the City General budget. In FY 2012 through FY 2014, intragovernmental charges were reflected in the City General budget.

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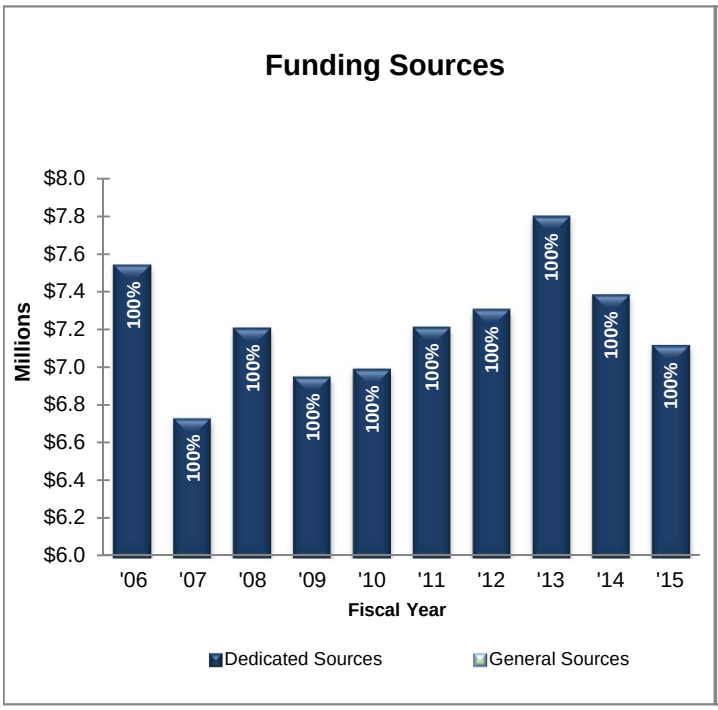
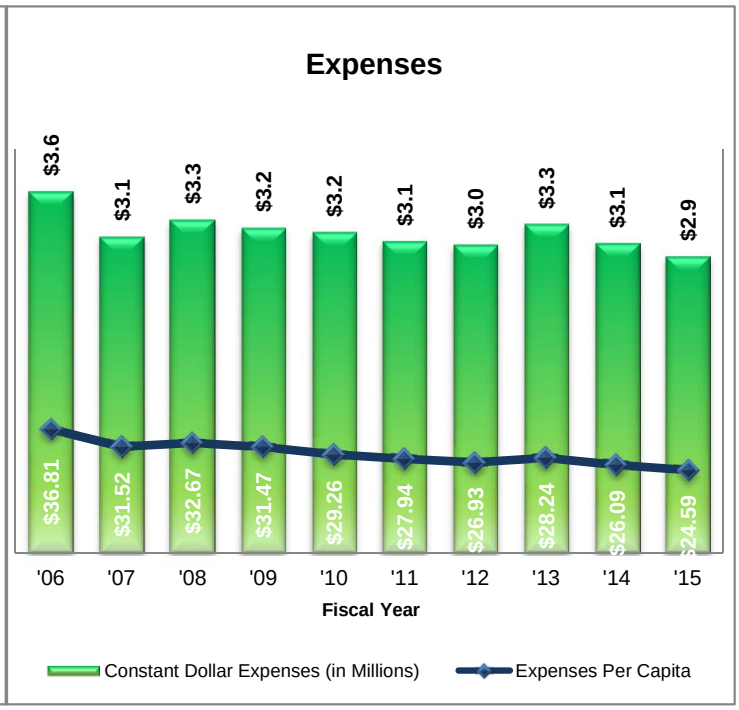
Parks & Recreations - Recreation Services Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$7,213,476	326,793	7,540,269	201.60	$3,578,113	97,202	$36.81	6.70%
2007	$6,495,556	232,863	6,728,419	207.30	$3,133,409	99,405	$31.52	(14.37%)
2008	$7,102,678	103,517	7,206,195	215.30	$3,298,922	100,976	$32.67	3.65%
2009	$6,909,174	37,868	6,947,042	214.54	$3,220,505	102,324	$31.47	(3.67%)
2010	$6,922,956	64,806	6,987,762	218.06	$3,174,852	108,500	$29.26	(7.02%)
2011	$6,941,105	269,959	7,211,064	224.94	$3,085,772	110,438	$27.94	(4.51%)
2012	$7,001,294	304,359	7,305,653	229.59	$3,049,477	113,230	$26.93	(3.61%)
2013	$7,582,959	214,171	7,797,130	232.96	$3,255,048	115,276	$28.24	4.86%
2014	$7,248,189	134,274	7,382,463	236.74	$3,061,666	117,364	$26.09	(7.61%)
2015	**$6,963,841**	**150,264**	**7,114,105**	**237.02**	**$2,938,082**	**119,476**	**$24.59**	**(5.75%)**
10 Yr % Chg	*(3.46%)*	*(54.02%)*	*(5.65%)*	*17.57%*	*(17.89%)*	*22.92%*	*(33.20%)*	

Description:
The Recreation Services Department is an enterprise fund department. This means user fees are charged for the services it offers and the funds are kept separate from the general fund operations. All funding is considered to be dedicated. The areas of operation include Park Services, Recreation, and Recreation Center. The primary operating revenue sources for this fund are activity fees, user fees, golf course improvement fees, rentals and sales as well as subsidies from the General Fund and Parks Sales Tax Fund.

Analysis:
Expenses without capital projects have increased 24.59%, total expenses have increased 21.18%, constant dollar expenses have increased 5.97%, and expenses per capita have decreased 13.77% for the period shown. The increase in FY 2013 is due to the purchase and renovation of the Water-Moss Memorial Wildlife Area. Management is working to reduce the amount of General Fund subsidy used to support this operation and are replacing it with Park Sales Tax funding. Fees are reviewed annually; however, the fees are not expected to recover 100% of costs for most of the activities. A separate cost recovery goal is established for each area. The warning trend for this department is as costs increase, subsidies from the General Fund or Parks Sales Tax Fund must cover the increases and both of these revenue sources have competition from many areas.

The gap between operating revenues and operating expenses has continued to increase. Net income, ending fund balance, and ending cash and other reserves have decreased. The fund has been depleting cash. While the FY 2014 ending cash was below the cash reserve target, FY 2015 has rebounded to slightly above the target. Management will need to continue closely monitoring this fund's financial position.

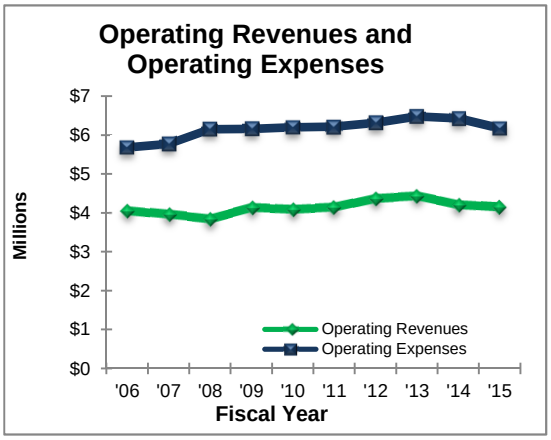
Recreation Services Fund

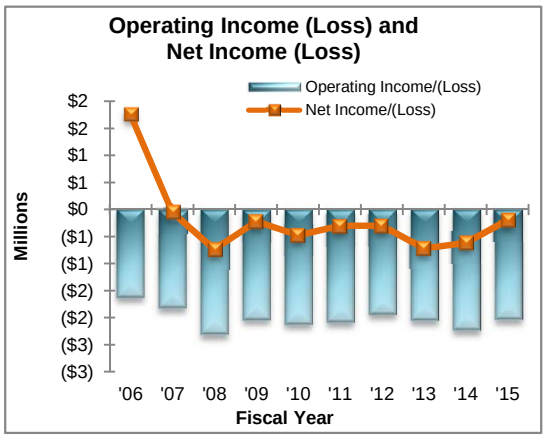
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Activity Fees	$2,901,910	$2,848,413	$2,689,577	$2,876,307	$2,898,624
User Fees	$135,481	$123,830	$124,603	$127,090	$120,985
Capital User Fees	$60,877	$52,914	$82,560	$67,979	$66,011
Golf Course Improvement Fees	$123,460	$145,950	$134,315	$149,554	$127,061
Rentals	$417,269	$429,651	$452,712	$483,261	$489,565
Sales	$455,382	$398,115	$421,965	$415,421	$372,834
Other Misc. Operating Revenues	($44,939)	($46,087)	($57,551)	$994	$4,634
Total Operating Revenues	$4,049,440	$3,952,786	$3,848,181	$4,120,606	$4,079,714
Operating Expenses:					
Personal Services	$3,304,991	$3,423,264	$3,569,204	$3,529,001	$3,455,672
Materials and Supplies	$884,351	$855,125	$888,424	$862,468	$889,678
Travel and Training	$6,697	$9,619	$9,020	$8,544	$6,159
Intragovernmental	$466,717	$529,767	$584,611	$611,460	$672,126
Utilities, Services and Miscellaneous	$1,013,739	$952,248	$1,095,224	$1,146,489	$1,173,805
Total Operating Expenses	$5,676,495	$5,770,023	$6,146,483	$6,157,962	$6,197,440
Operating Income (Loss) Before Depreciation	($1,627,055)	($1,817,237)	($2,298,302)	($2,037,356)	($2,117,726)
Depreciation	($567,095)	($571,206)	($608,303)	($616,795)	($619,955)
Operating Income	($2,194,150)	($2,388,443)	($2,906,605)	($2,654,151)	($2,737,681)
Non-Operating Revenues:					
Revenue from Other Gov. Units	$0	$0	$0	$0	$0
Investment Revenue	$110,035	$136,798	$101,535	$100,321	$87,750
Miscellaneous Revenue	$8,522	$9,310	$14,491	$15,678	$24,925
Total Non-Operating Revenues	$118,557	$146,108	$116,026	$115,999	$112,675
Non-Operating Expenses:					
Interest Expense	$57,811	$28,497	$23,632	$18,539	$13,207
Loss on Disposal of Fixed Assets	$4,059	$16,985	$0	$0	$0
Miscellaneous Expense	$54,254	$46,380	$26,357	$30,414	$33,322
Total Non-Operating Expenses	$116,124	$91,862	$49,989	$48,953	$46,529
Operating Transfers:					
Operating Transfers From Other Funds	$2,511,620	$16,000	$41,408	$18,525	$22,500
Operating Transfers To Other Funds	($804,300)	($1,500)	($220,355)	$0	($25,000)
Subsidy - General Fund	$1,652,682	$1,652,510	$1,652,510	$1,705,910	$1,556,910
Subsidy - Park Sales Tax	$585,000	$610,000	$628,300	$637,725	$637,725
Total Operating Transfers	$3,945,002	$2,277,010	$2,101,863	$2,362,160	$2,192,135
Net Income (Loss) Before Capital Contribution	$1,753,285	($57,187)	($738,705)	($224,945)	($479,400)
Capital Contribution	$0	$0	$0	$0	$0
Net Income (Loss)	$1,753,285	($57,187)	($738,705)	($224,945)	($479,400)
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income/(Loss) Transferred to Fund Equity	$1,753,285	($57,187)	($738,705)	($224,945)	($479,400)
Beginning Retained Earnings*	$13,541,820	$15,295,105	$15,237,918	$14,499,213	$14,274,268
Ending Retained Earnings	**$15,295,105**	**$15,237,918**	**$14,499,213**	**$14,274,268**	**$13,794,868**
Total Contributed Capital	$2,779,698	$2,779,698	$2,779,698	$2,779,698	$2,779,698
Ending Fund Equity	**$18,074,803**	**$18,017,616**	**$17,278,911**	**$17,053,966**	**$16,574,566**

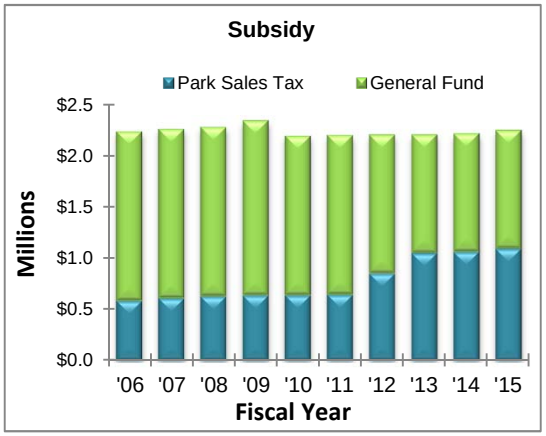
*FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions

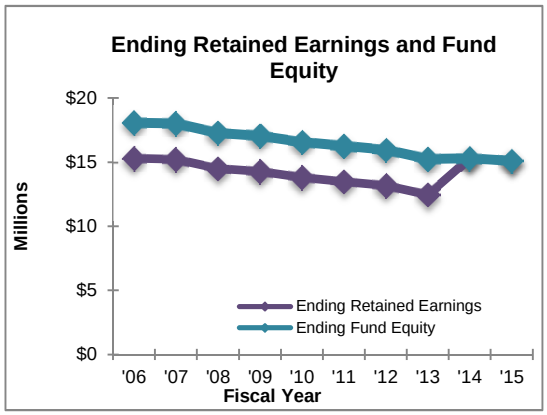
Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$2,905,049	$2,965,148	$3,021,816	$2,805,283	$2,820,959
$123,756	$122,772	$125,761	$123,514	$130,644
$73,569	$71,861	$72,274	$64,769	$29,507
$127,215	$139,040	$124,675	$114,825	$58,677
$521,579	$605,416	$591,022	$574,965	$599,229
$380,157	$457,958	$494,315	$520,481	$503,622
$5,571	$11,571	$0	$1,433	$2,951
$4,136,896	$4,373,766	$4,429,863	$4,205,270	$4,145,589
$3,482,233	$3,482,678	$3,514,414	$3,450,989	$3,348,047
$914,745	$990,093	$1,019,827	$1,055,803	$1,032,942
$5,626	$4,325	$5,357	$6,110	$6,143
$695,221	$677,500	$716,514	$690,490	$702,872
$1,115,115	$1,156,886	$1,217,511	$1,223,429	$1,078,671
$6,212,940	$6,311,482	$6,473,623	$6,426,821	$6,168,675
($2,076,044)	($1,937,716)	($2,043,760)	($2,221,551)	($2,023,086)
($618,723)	($632,575)	($641,449)	($669,669)	($680,143)
($2,694,767)	($2,570,291)	($2,685,209)	($2,891,220)	($2,703,229)
$0	$0	$0	$0	$0
$54,333	$29,070	($29,556)	$30,128	$50,828
$38,590	$29,201	$73,786	$65,648	$75,768
$92,923	$58,271	$44,230	$95,776	$126,596
$7,625	$1,901	$0	$5,809	$4,286
$7,182	$0	$7,083	$1,298	$1,199
$37,743	$41,949	$3,865	($352)	$4,723
$52,550	$43,850	$10,948	$6,755	$10,208
$151,575	$49,000	$74,571	$17,000	$137,448
$0	$0	($352,287)	($49,079)	$0
$1,556,910	$1,356,910	$1,156,910	$1,156,910	$1,156,910
$644,105	$850,105	$1,050,105	$1,060,606	$1,091,288
$2,352,590	$2,256,015	$1,929,299	$2,185,437	$2,385,646
($301,804)	($299,855)	($722,628)	($616,762)	($201,195)
$0	$0	$0	$0	$0
($301,804)	($299,855)	($722,628)	($616,762)	($201,195)
$0	$0	$0	$0	$0
($301,804)	($299,855)	($722,628)	($616,762)	($201,195)
$13,794,868	$13,493,064	$13,193,209	$15,914,444	$15,297,682
$13,493,064	**$13,193,209**	**$12,470,581**	**$15,297,682**	**$15,096,487**
$2,779,698	$2,779,698	$2,779,698	$0	$0
$16,272,762	**$15,972,907**	**$15,250,279**	**$15,297,682**	**$15,096,487**









Recreation Services Fund

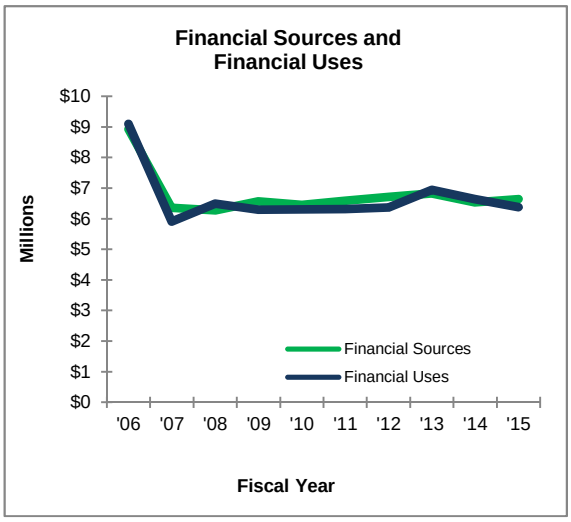
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$0	$0	$0	$0	$0
Interest (w/o GASB 31 Adjustment)	$113,077	$118,363	$90,079	$65,480	$129,756
Fees and Service Charges	$4,049,440	$3,952,786	$3,848,181	$4,120,606	$4,079,714
Other Local Revenues ++	$8,522	$9,310	$14,491	$15,678	$24,925
	$4,171,039	**$4,080,459**	**$3,952,751**	**$4,201,764**	**$4,234,395**
Other Funding Sources/Transfers^	$4,749,302	$2,278,510	$2,322,218	$2,362,160	$2,217,135
Total Financial Sources: Less Appropriated Fund Balance	**$8,920,341**	**$6,358,969**	**$6,274,969**	**$6,563,924**	**$6,451,530**
Financial Uses					
Operating Expenses	$5,676,495	$5,770,023	$6,146,483	$6,157,962	$6,197,440
Operating Transfers to Other Funds	$804,300	$1,500	$220,355	$0	$25,000
Interest and Other Non-Oper Cash Exp	$112,065	$74,877	$49,989	$48,953	$46,529
Principal Payments	$2,457,114	$0	$0	$0	$0
Capital Additions	$49,462	$60,965	$77,548	$85,464	$34,032
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$9,099,436**	**$5,907,365**	**$6,494,375**	**$6,292,379**	**$6,303,001**
Financial Sources Over/ (Under) Uses	**($179,095)**	**$451,604**	**($219,406)**	**$271,545**	**$148,529**
Current Assets	$2,178,597	$2,526,513	$2,191,343	$2,294,980	$2,172,185
Less: Current Liabilities*	$335,347	$393,578	$342,397	$407,786	$402,972
Ending Cash and Other Resources	**$1,843,250**	**$2,132,935**	**$1,848,946**	**$1,887,194**	**$1,769,213**
Total Financial Uses	**$9,099,436**	**$5,907,365**	**$6,494,375**	**$6,292,379**	**$6,303,001**
Cash Reserve Target (20% Fin. Uses)	**$1,819,887**	**$1,181,473**	**$1,298,875**	**$1,258,476**	**$1,260,600**
Cash Above/(Below) Cash Reserve Target	**$23,363**	**$951,462**	**$550,071**	**$628,718**	**$508,613**

++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

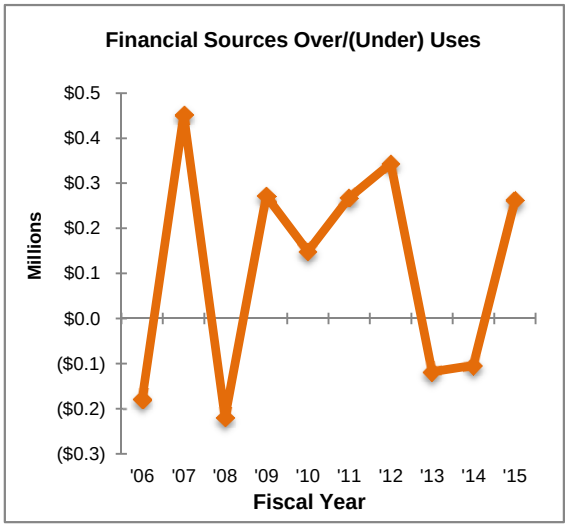
*FY 2014 was restated for GASB 68 Accounting and Financial Reporting for Pensions.

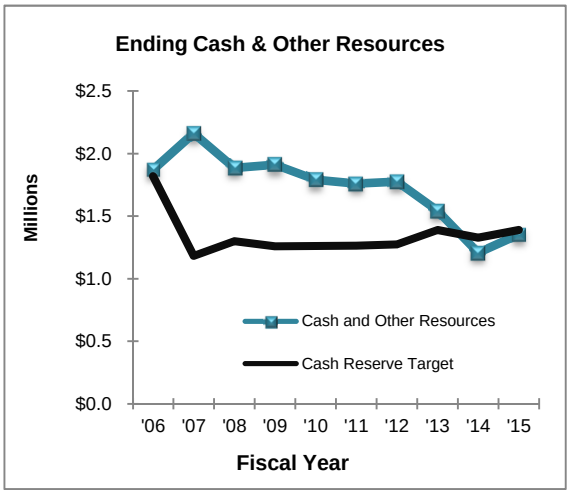
Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$55,228	$53,783	$37,809	$30,790	$32,500
$4,136,896	$4,373,766	$4,429,863	$4,205,270	$4,145,589
$38,590	$29,201	$73,786	$65,648	$75,768
$4,230,714	**$4,456,750**	**$4,541,458**	**$4,301,708**	**$4,253,857**
$2,352,590	$2,256,015	$2,281,586	$2,234,516	$2,385,646
$6,583,304	**$6,712,765**	**$6,823,044**	**$6,536,224**	**$6,639,503**



$6,212,940	$6,311,482	$6,473,623	$6,426,821	$6,168,675
$0	$0	$352,287	$49,079	$0
$45,368	$43,850	$10,948	$6,755	$10,208
$0	$0	$0	$61,978	$94,334
$56,892	$13,387	$104,652	$95,865	$104,815
$0	$0	$0	$0	$0
$6,315,200	**$6,368,719**	**$6,941,510**	**$6,640,498**	**$6,378,032**
$268,104	**$344,046**	**($118,466)**	**($104,274)**	**$261,471**
$2,143,137	$2,210,046	$2,013,830	$1,684,500	$1,837,817
$402,997	$463,247	$506,469	$503,210	$511,361
$1,740,140	**$1,746,799**	**$1,507,361**	**$1,181,290**	**$1,326,456**
$6,315,200	**$6,368,719**	**$6,941,510**	**$6,640,498**	**$6,378,032**
$1,263,040	**$1,273,744**	**$1,388,302**	**$1,328,100**	**$1,275,606**
$477,100	**$473,055**	**$119,059**	**($146,810)**	**$50,850**





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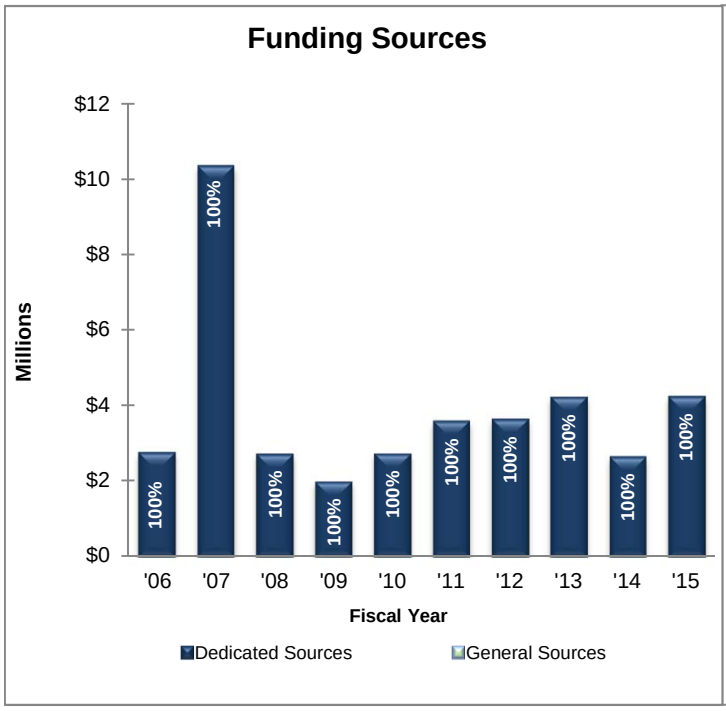
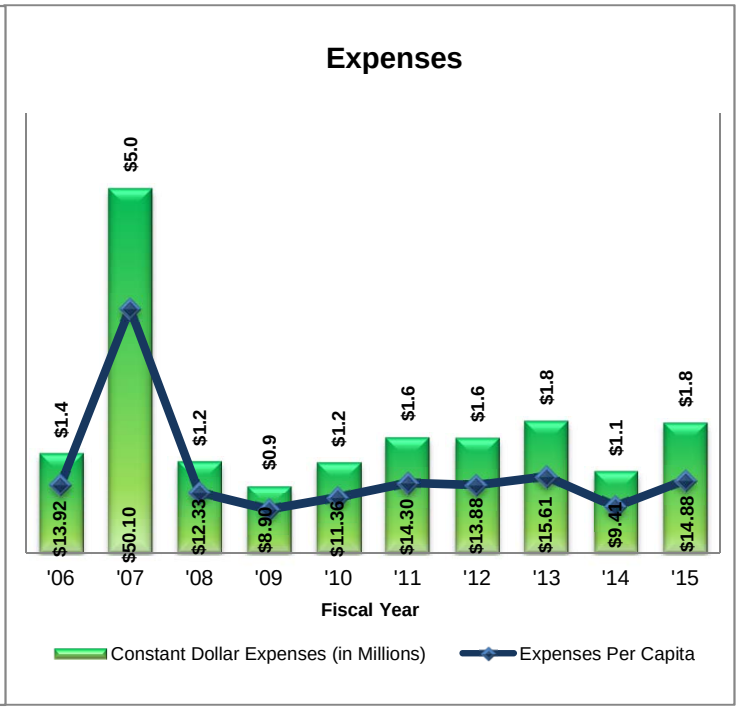
Parks & Recreation - Capital Projects





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$2,728,235	$0	$2,728,235	201.60	$1,353,291	97,202	$13.92	8.92%
2007	$10,323,383	$0	$10,323,383	207.30	$4,979,924	99,405	$50.10	259.91%
2008	$2,681,450	$0	$2,681,450	215.30	$1,245,431	100,976	$12.33	(75.39%)
2009	$1,953,290	$0	$1,953,290	214.54	$910,468	102,324	$8.90	(27.82%)
2010	$2,688,848	$0	$2,688,848	218.06	$1,233,100	108,500	$11.36	27.64%
2011	$3,552,995	$0	$3,552,995	224.94	$1,579,537	110,438	$14.30	25.88%
2012	$3,608,993	$0	$3,608,993	229.59	$1,571,930	113,230	$13.88	(2.94%)
2013	$4,192,750	$0	$4,192,750	232.96	$1,799,772	115,276	$15.61	12.46%
2014	$2,615,254	$0	$2,615,254	236.74	$1,104,695	117,364	$9.41	(39.72%)
2015	**$4,213,044**	**$0**	**$4,213,044**	**237.02**	**$1,777,506**	**119,476**	**$14.88**	**58.13%**
10 Yr % Chg	*54.42%*		*54.42%*	*17.57%*	*31.35%*	*22.92%*	*6.90%*	

Description:

Capital projects for Parks and Recreation include the purchase of land for future parks or trails, field improvements for existing baseball/softball fields, development and construction of neighborhood parks, renovation or construction of park playgrounds, and development and construction of new trails. The primary dedicated funding source is Parks Sales Tax. The Parks Sales Tax has a 1/8% component which is temporary, and as the tax expires, a ballot issue is presented to the voters to extend the tax for another five or six year period. The voters are given a list of specific projects that would be completed with the extended tax as well as additional funding for annual projects that would be identified later. The Parks and Recreation department completes those projects before another ballot issue is taken to the public. The other 1/8% component is permanent and is used to fund parks operations.

Analysis:

The expenses shown for the ten year period have been for voter approved capital projects. The differences shown from year to year are due to the size and timing of the capital projects. A project may take more than one year to complete, but all of the funding must be appropriated before the City can enter into a construction contract. The City has had sufficient Parks Sales Tax receipts to fund all of the voter approved capital projects currently scheduled for completion. In November 2015 voters approved a six year extension of the 1/8 cent temporary parks sales tax. There are no warning trends observed for this area.

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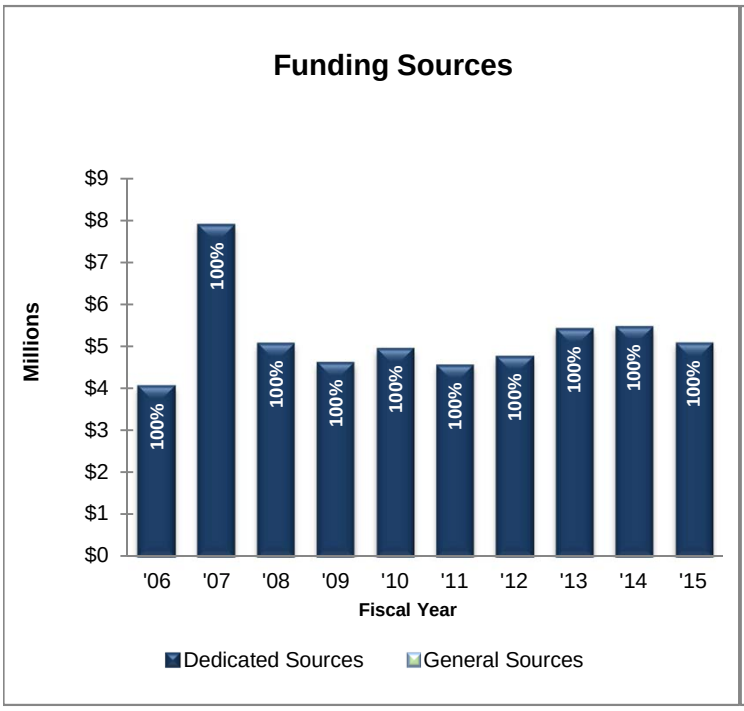
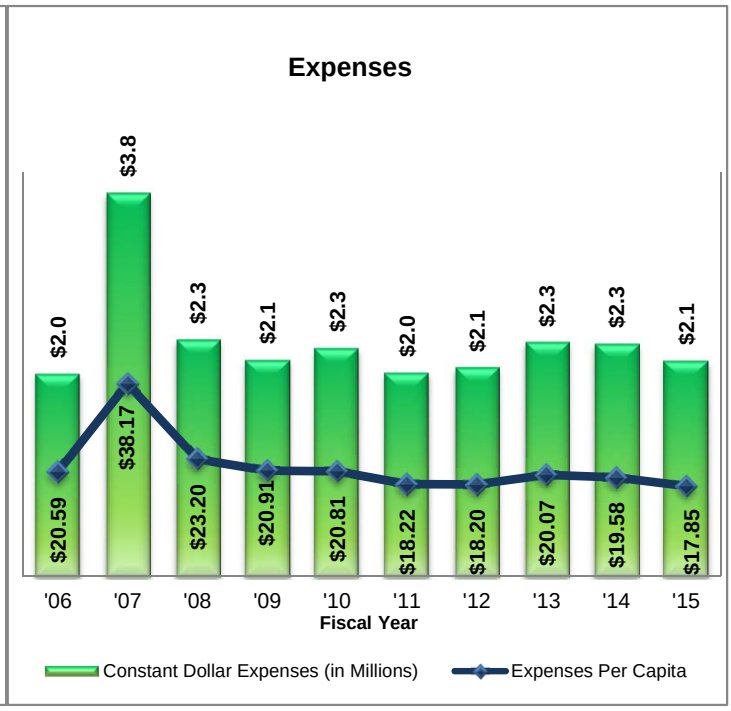
Parks & Recreations - Parks Sales Tax Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$4,034,173	$0	$4,034,173	201.60	$2,001,078	97,202	$20.59	29.25%
2007	$7,864,943	$0	$7,864,943	207.30	$3,793,991	99,405	$38.17	85.38%
2008	$5,044,797	$0	$5,044,797	215.30	$2,343,115	100,976	$23.20	(39.22%)
2009	$4,590,551	$0	$4,590,551	214.54	$2,139,748	102,324	$20.91	(9.87%)
2010	$4,923,877	$0	$4,923,877	218.06	$2,258,079	108,500	$20.81	(0.48%)
2011	$4,526,573	$0	$4,526,573	224.94	$2,012,356	110,438	$18.22	(12.45%)
2012	$4,732,202	$0	$4,732,202	229.59	$2,061,153	113,230	$18.20	(0.11%)
2013	$5,389,236	$0	$5,389,236	232.96	$2,313,374	115,276	$20.07	10.27%
2014	$5,439,157	$0	$5,439,157	236.74	$2,297,523	117,364	$19.58	(2.44%)
2015	$5,055,499	$0	$5,055,499	**237.02**	**$2,132,942**	**119,476**	**$17.85**	**(8.84%)**
10 Yr % Chg	*25.32%*		*25.32%*	*17.57%*	*6.59%*	*22.92%*	*(13.31%)*	

Description:
The Parks Sales Tax Fund is a special revenue fund that is the depository of both the one-eighth percent permanent parks sales tax and the one-eighth percent temporary parks sales tax that is voted on every five or six years. This sales tax was originally approved by voters in November 2000 and these funds must be used for parks purposes. Five year extensions have been approved by voters for the temporary 1/8th cent parks sales tax in November 2005 and November 2010. A six year extension was approved in November 2015. Parks sales tax receipts are placed in this fund as they are received. Transfers are done to move the funds to the General Fund to support park operations, to the Recreation Services Fund to support operations, and the Capital Projects Fund to fund voter approved capital projects. All of the sources in this fund are dedicated sources.

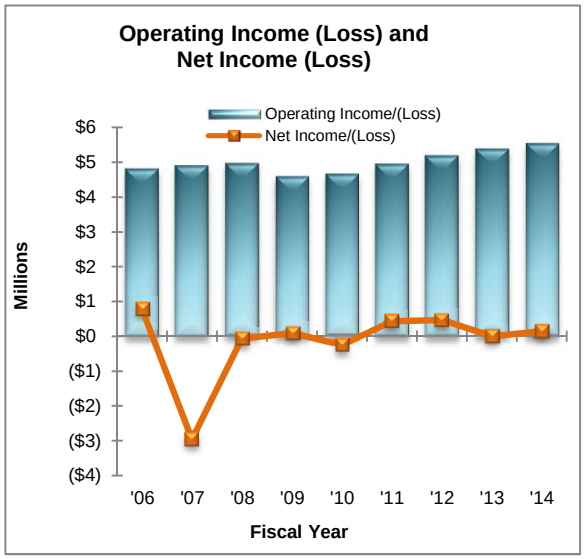
Analysis:
As with most sales taxes that are accounted for in special revenue funds, it is common to build up funds over time and then transfer them to the Capital Projects Fund for a particular project. This was the case in FY 2007 for the Crane property purchase. As was noted in the description, this fund makes transfers to the General Fund, Recreation Services Fund and the Capital Projects Fund. Although the economic downturn impacted parks sales tax receipts, the City has been able to fund all of the voter approved capital projects during this time frame.

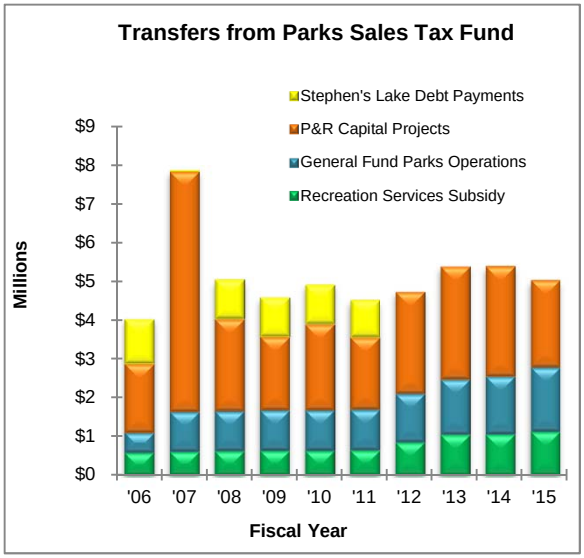
Parks Sales Tax Fund

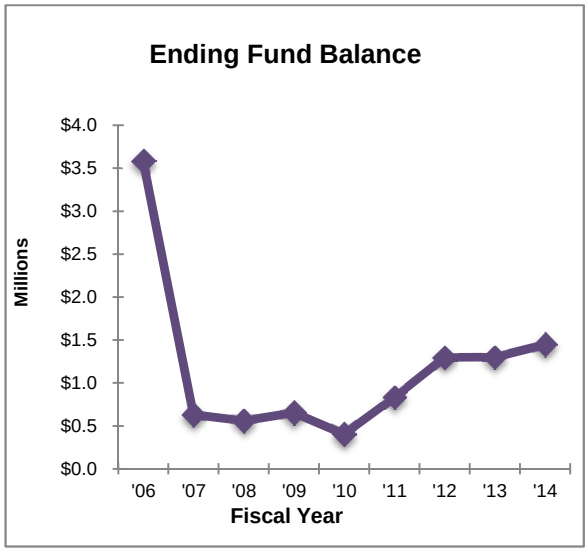
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Revenues:					
Sales Tax	$4,694,127	$4,745,782	$4,965,703	$4,599,880	$4,674,563
Investment Revenue	$119,906	$161,656	$11,050	$1,096	$0
Miscellaneous Revenue	$0	$0	$0	$0	$0
Total Revenues	$4,814,033	$4,907,438	$4,976,753	$4,600,976	$4,674,563
Expenditures:					
Personal Services	$0	$0	$0	$0	$0
Materials and Supplies	$0	$0	$0	$0	$0
Travel and Training	$0	$0	$0	$0	$0
Intragovernmental	$1,393	$1,710	$1,801	$989	$8,865
Utilities, Services and Miscellaneous	$0	$0	$0	$0	$0
Total Expenditures	$1,393	$1,710	$1,801	$989	$8,865
Excess (Deficiency) of Revenues Over Expenditures	$4,812,640	$4,905,728	$4,974,952	$4,599,987	$4,665,698
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	$2,586	$0	$0	$80,000	$0
Stephen's Lake Debt Payments	($1,155,312)	($38,233)	($1,014,696)	($1,016,837)	($1,017,287)
General Fund Parks Operations	($511,505)	($1,030,000)	($1,030,000)	($1,045,000)	($1,045,000)
Parks CIP	($1,780,963)	($6,185,000)	($2,370,000)	($1,890,000)	($2,215,000)
Recreation Services Subsidy	($585,000)	($610,000)	($628,300)	($637,725)	($637,725)
Total Oper. Transfers To Other Funds	**($4,032,780)**	**($7,863,233)**	**($5,042,996)**	**($4,589,562)**	**($4,915,012)**
Total Otr. Financing Sources (Uses)	**($4,030,194)**	**($7,863,233)**	**($5,042,996)**	**($4,509,562)**	**($4,915,012)**
Excess (Deficiency) of Revenues Over Expenditures	$782,446	($2,957,505)	($68,044)	$90,425	($249,314)
Beginning Fund Balance	$2,803,886	$3,586,332	$628,827	$560,783	$651,208
Ending Fund Balance	**$3,586,332**	**$628,827**	**$560,783**	**$651,208**	**$401,894**

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$4,949,003	$5,193,354	$5,398,029	$5,576,587	$5,716,160
$9,140	$4,566	($8,160)	$9,990	$31,028
$0	$0	$0	$0	$6,708
$4,958,143	$5,197,920	$5,389,869	$5,586,577	$5,753,896
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$805	$945	$812	$44,114	$19,785
$0	$0	$0	$0	$0
$805	$945	$812	$44,114	$19,785
$4,957,338	$5,196,975	$5,389,057	$5,542,463	$5,734,111
$0	$0	$0	$0	$0
($971,213)	$0	$0	$0	$0
($1,055,450)	($1,253,912)	($1,421,499)	($1,486,437)	($1,654,212)
($1,855,000)	($2,627,240)	($2,916,820)	($2,848,000)	($2,258,214)
($644,105)	($850,105)	($1,050,105)	($1,060,606)	($1,123,288)
($4,525,768)	**($4,731,257)**	**($5,388,424)**	**($5,395,043)**	**($5,035,714)**
($4,525,768)	**($4,731,257)**	**($5,388,424)**	**($5,395,043)**	**($5,035,714)**
$431,570	$465,718	$633	$147,420	$698,397
$401,894	$833,464	$1,299,182	$1,299,815	$1,447,235
$833,464	**$1,299,182**	**$1,299,815**	**$1,447,235**	**$2,145,632**







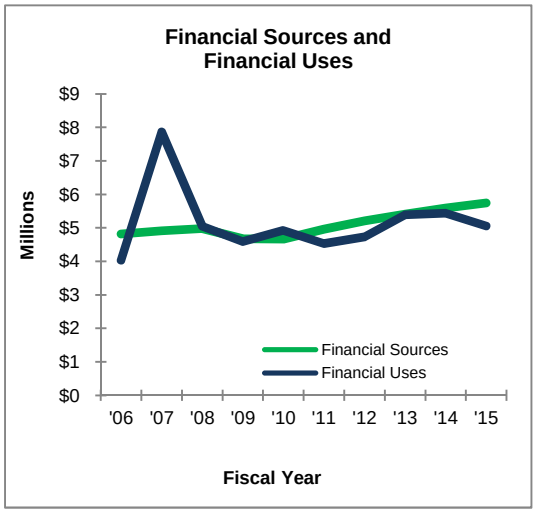
Parks Sales Tax Fund

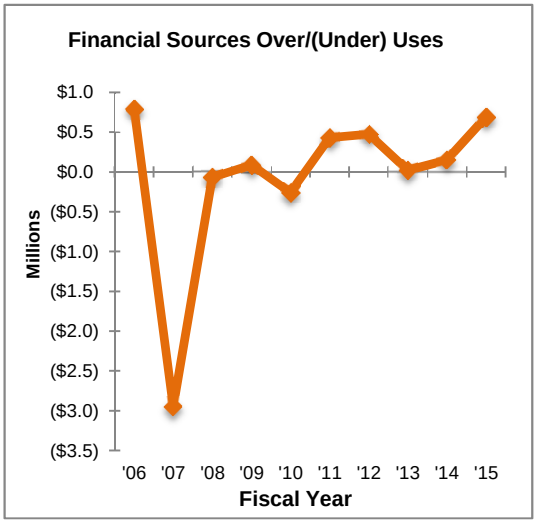
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes	$4,694,127	$4,745,782	$4,965,703	$4,599,880	$4,674,563
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants					
Interest (w/o GASB 31 Adjustment)	$123,644	$166,377	$10,833	($1,932)	($11,906)
Fees and Service Charges					
Other Local Revenues	$0	$0	$0	$0	$0
	$4,817,771	**$4,912,159**	**$4,976,536**	**$4,597,948**	**$4,662,657**
Other Funding Sources/Transfers^	$2,586	$0	$0	$80,000	$0
Total Financial Sources: Less Appropriated Fund Balance	**$4,820,357**	**$4,912,159**	**$4,976,536**	**$4,677,948**	**$4,662,657**
Financial Uses					
Operating Expenses	$1,393	$1,710	$1,801	$989	$8,865
Operating Transfers to Other Funds	$4,032,780	$7,863,233	$5,042,996	$4,589,562	$4,915,012
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$4,034,173**	**$7,864,943**	**$5,044,797**	**$4,590,551**	**$4,923,877**
Financial Sources Over/ (Under) Financial Uses	**$786,184**	**($2,952,784)**	**($68,261)**	**$87,397**	**($261,220)**
Ending Cash and Other Resources #	**$3,138,468**	**$167,111**	**$0**	**$0**	**$0**

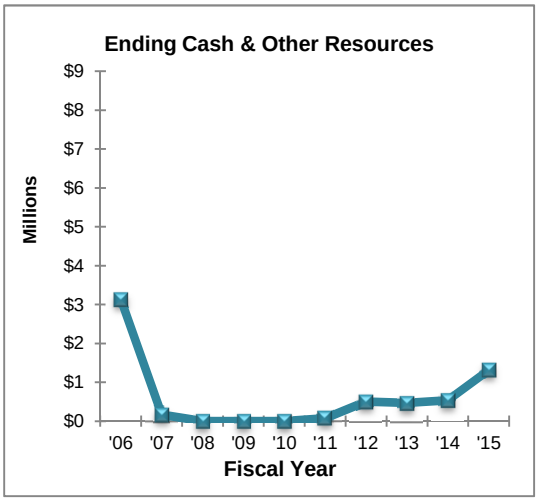
 # Ending Cash and Other Resources is equal to cash and cash equivalents
^ Other Funding Sources and Transfers do not include Capital Contributions

Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$4,949,003	$5,193,354	$5,398,029	$5,576,587	$5,716,160
$9,026	$12,316	$13,474	$11,546	$20,533
$0	$0	$0	$0	$6,708
$4,958,029	**$5,205,670**	**$5,411,503**	**$5,588,133**	**$5,743,401**
$0	$0	$0	$0	$0
$4,958,029	**$5,205,670**	**$5,411,503**	**$5,588,133**	**$5,743,401**
$805	$945	$812	$44,114	$19,785
$4,525,768	$4,731,257	$5,388,424	$5,395,043	$5,035,714
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$4,526,573	**$4,732,202**	**$5,389,236**	**$5,439,157**	**$5,055,499**
$431,456	**$473,468**	**$22,267**	**$148,976**	**$687,902**
$76,931	**$501,026**	**$470,629**	**$539,139**	**$1,306,692**







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Public Safety Departments

Description
The City has four departments that are grouped together as Public Safety Departments. These include Police, Fire and Emergency Management, Public Safety Joint Communications, and Municipal Court. All of these departments are accounted for in the City's General Fund. While there are some grant revenues to help offset the costs of these operations, most of the funding is classified as general sources and can be moved from one department to any other department that is funded with general sources.

Police
The Police Department serves as the primary law enforcement agency for the City. Its mission is to reduce crime and improve public safety by enforcing the law, solving problems, and encouraging citizen responsibility for community safety and quality of life. Dedicated funding sources include grants and a reimbursement from the School District to partially offset the cost of the School Resource Officers.

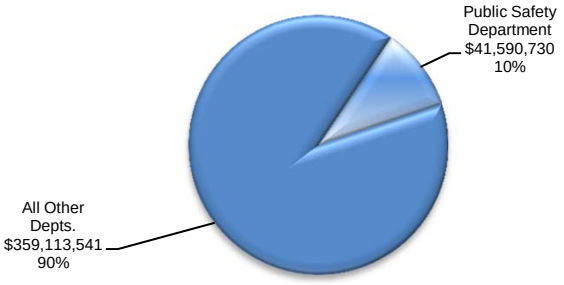
Fire
The Fire Department is charged with protecting lives and property from fire, explosion, hazardous materials and other natural or man-made disasters, or any other situation that threatens the well-being of our citizens. Dedicated funding sources include grants and a reimbursement from the University to partially offset the cost of an assistant fire marshal.

Public Safety Joint Communications (PSJC)
Public Safety Joint Communications (PSJC) operates the 9-1-1 Operations Center which handles all of the 9-1-1 emergency calls as well as the non-emergency calls for the Columbia/Boone County area. PSJC currently dispatches for ten user agencies in our area which include the Columbia Fire Department, Boone County Fire Protection District, Southern Boone County Fire Protection District, Columbia Police Department, Boone County Sheriff's Department, Ashland Police Department, Hallsville Police Department, Sturgeon Police Department, Boone Hospital Ambulance Service, and University Hospital Ambulance Service. In addition, we also provide assistance to other public safety agencies in our area. Dedicated funding sources include reimbursement from the Boone County Sheriff, Boone County Fire Protection District, Boone Hospital, University Hospital, and Southern Boone County; payment from Boone County for a .75 FTE position; and federal Homeland Security grants.

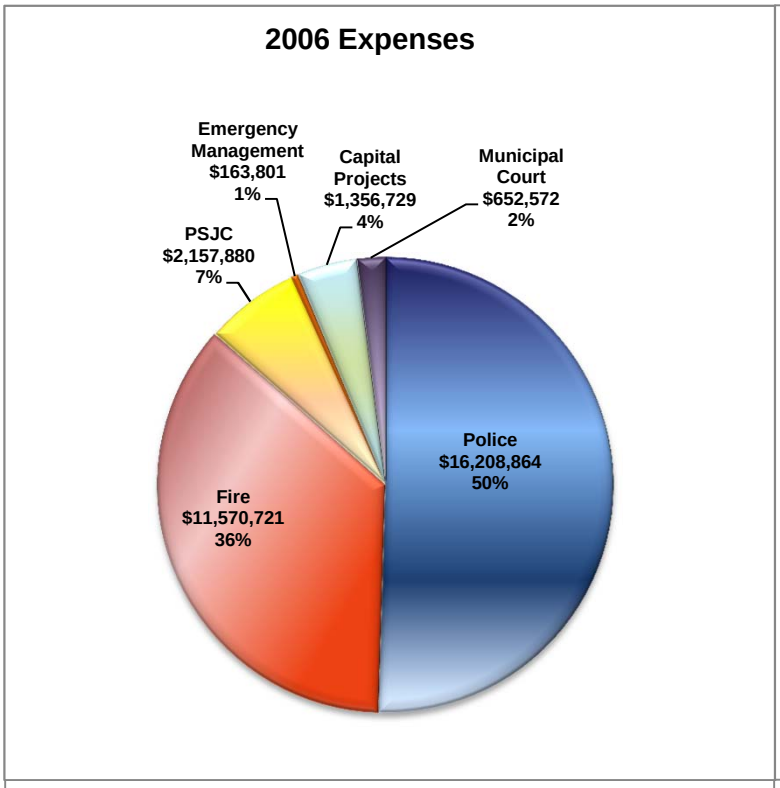
The citizens approved a county 911 tax in April, 2013 which will eventually move the operation to the county once a new center is built.

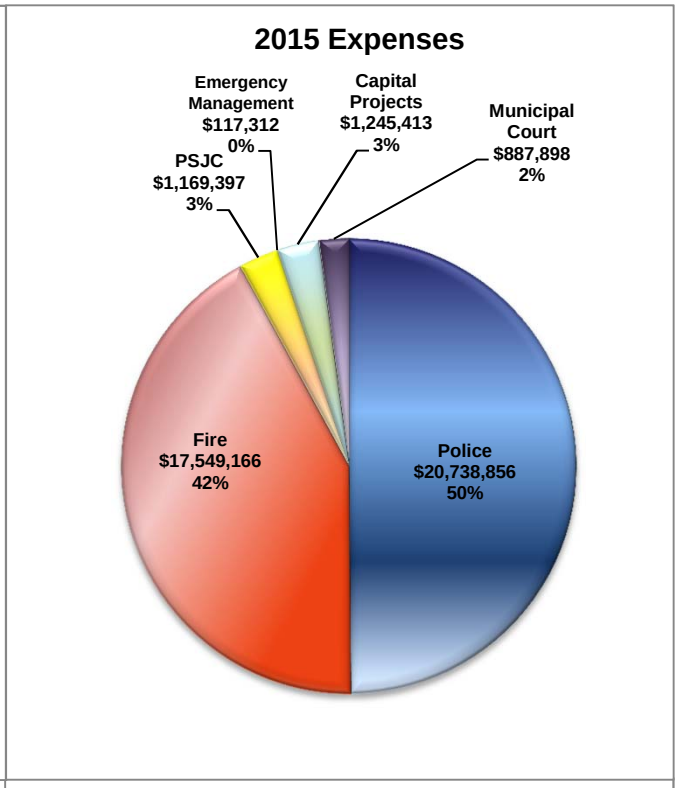
Emergency Management
Emergency Management strives to ensure proper plans are in place for the various multi-hazards that may impact Boone County at any time. The mission is to prepare, mitigate, respond and recover from disasters through coordination efforts between public safety, public services, government agencies, and the citizens of our community. Dedicated funding sources include SEMA and other state grant funding and a 33% cost reimbursement funding from Boone County.

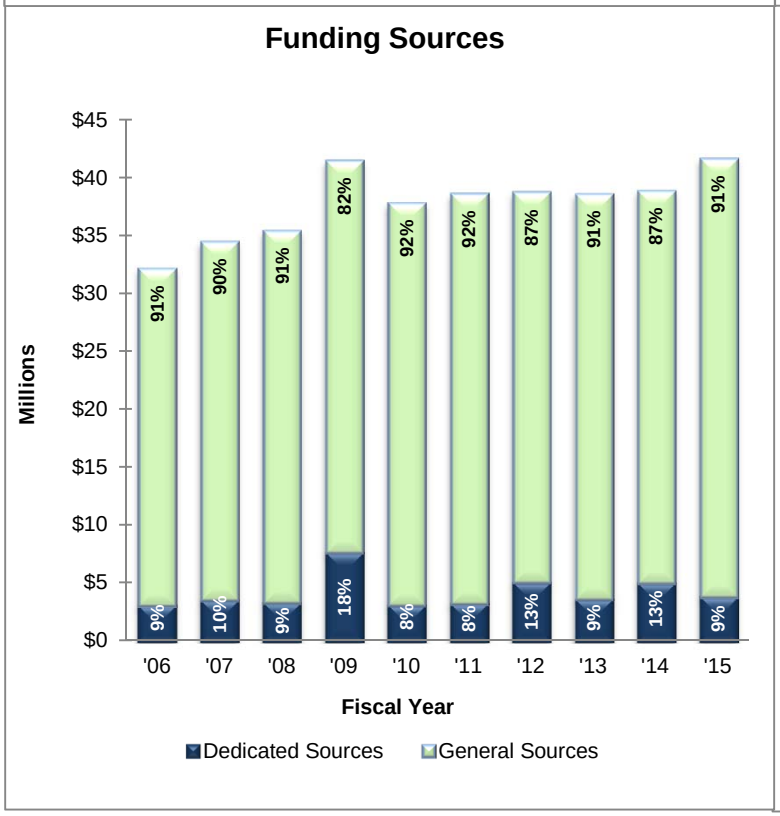
Municipal Court
Municipal Court processes violations of City ordinances resulting from citizen complaints, traffic violations, and misdemeanor arrests. Activities include processing traffic violations and recording convictions, collection of fines, scheduling of trials, preparation of dockets, serving subpoenas, and issuing and service of warrants for traffic violations and other charges. There are no dedicated funding sources for this department.

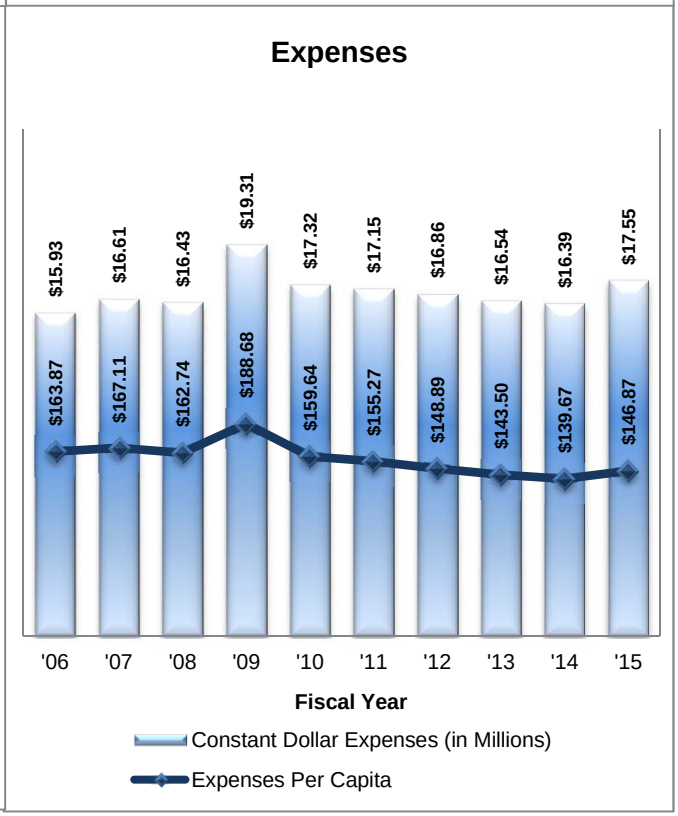


Public Safety Departments - Summary



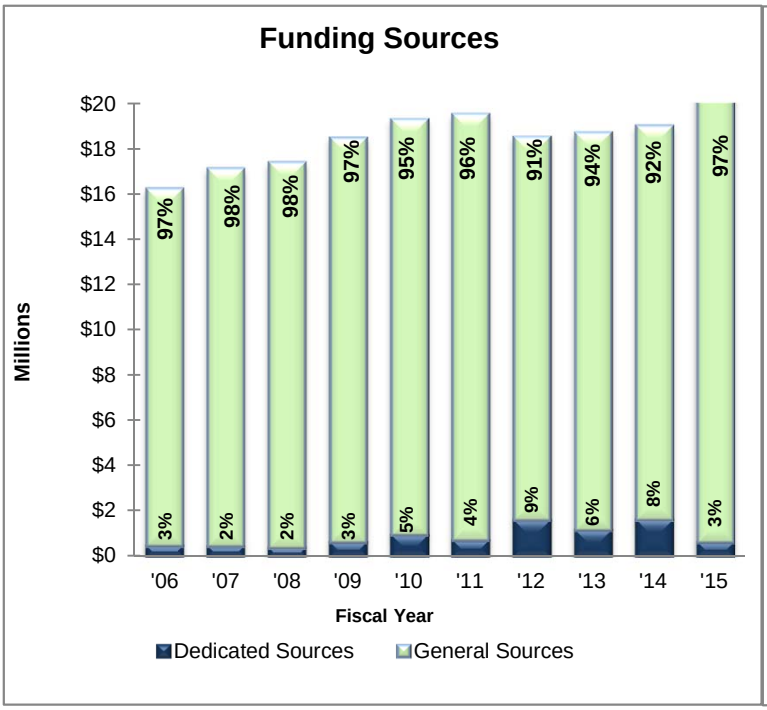


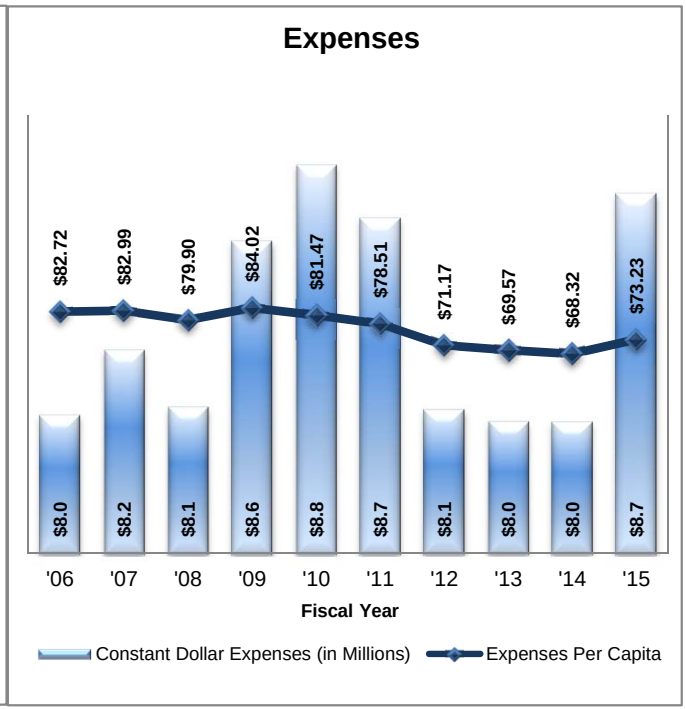




Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Public Safety - Police Department





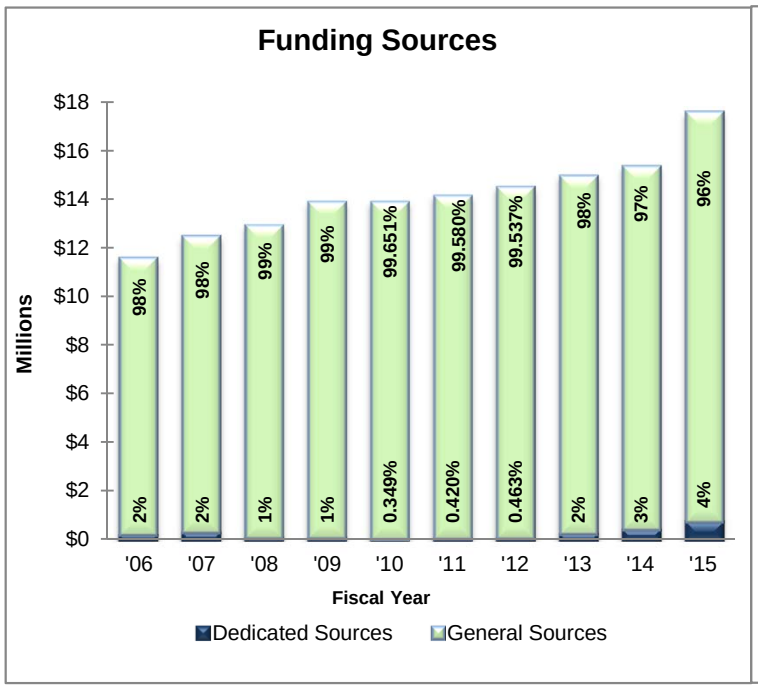
Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

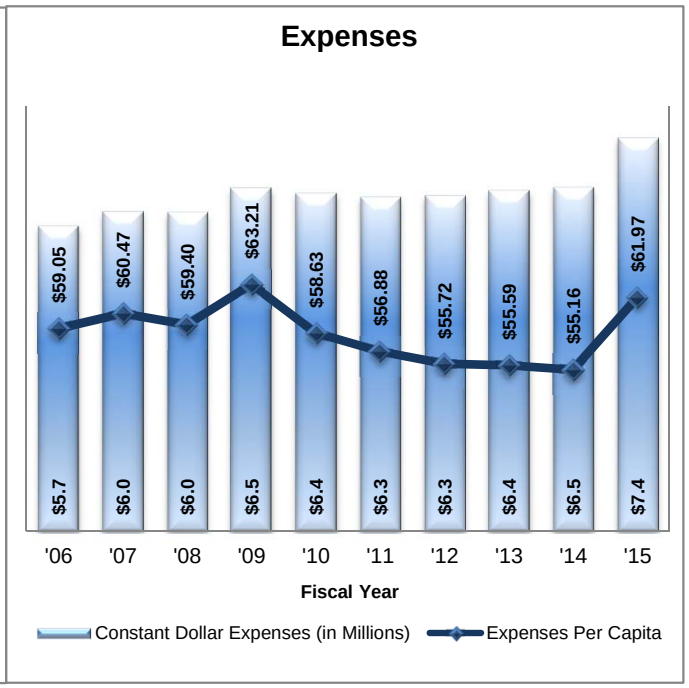
Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$448,614	$15,760,250	$16,208,864	201.60	$8,040,111	97,202	$82.72	0.53%
2007	$427,441	$16,673,604	$17,101,045	207.30	$8,249,419	99,405	$82.99	0.33%
2008	$360,539	$17,010,651	$17,371,190	215.30	$8,068,253	100,976	$79.90	(3.72%)
2009	$597,165	$17,847,327	$18,444,492	214.54	$8,597,348	102,324	$84.02	5.16%
2010	$932,468	$18,342,257	$19,274,725	218.06	$8,839,346	108,500	$81.47	(3.03%)
2011	$692,280	$18,811,169	$19,503,449	224.94	$8,670,550	110,438	$78.51	(3.63%)
2012	$1,575,540	$16,925,902	$18,501,442	229.59	$8,058,470	113,230	$71.17	(9.35%)
2013	$1,138,278	$17,545,223	$18,683,501	232.96	$8,020,047	115,276	$69.57	(2.25%)
2014	$1,598,486	$17,383,831	$18,982,317	236.74	$8,018,213	117,364	$68.32	(1.80%)
2015	**$598,979**	**$20,139,877**	**$20,738,856**	**237.02**	**$8,749,834**	**119,476**	**$73.23**	**7.19%**
10 Yr % Chg	*33.52%*	*27.79%*	*27.95%*	*17.57%*	*8.83%*	*22.92%*	*(11.47%)*	

Description:
The Police Department is a General Fund department whose primary funding comes from general revenue sources. The areas of operation include administration, operations, administrative support and operations support. The primary dedicated funding sources are grant revenues, alarm violations and school district reimbursements for school resource officers.

Analysis:
For the ten year period, total expenses increased 27.95%, constant dollar expenses have increased 8.83% and per capita expenses have decreased 11.47%. Personnel costs account for a significant percentage of the total expenses for this department and increases come from the addition of positions as well as changes in salaries and benefits. There have been significant increases in police pension costs which have limited the ability of management to add more positions for the period shown. The FY 2013 budget began to address the pension issues by placing all new employees in a different pension plan. Close monitoring of expenses is important to ensure the department is staffed appropriately. For the period of FY 2012 through FY 2014, most intragovernmental charges for the General Fund departments were budgeted and paid out of City General budget. In FY 2015, intragovernmental charges were allocated back to the department to more accurately reflect the total costs of the department.

Public Safety - Fire





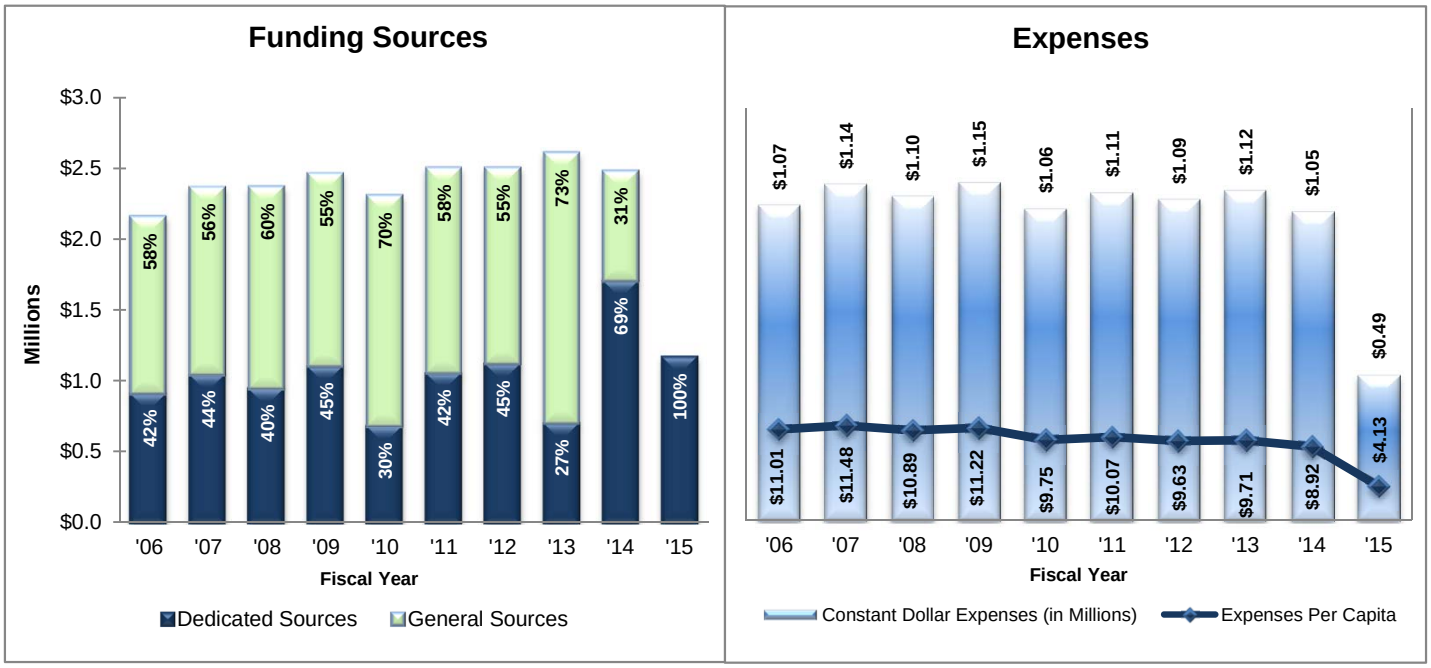
Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$211,851	$11,358,870	$11,570,721	201.60	$5,739,445	97,202	$59.05	2.55%
2007	$300,052	$12,160,475	$12,460,527	207.30	$6,010,867	99,405	$60.47	2.40%
2008	$81,444	$12,832,540	$12,913,984	215.30	$5,998,051	100,976	$59.40	(1.77%)
2009	$80,571	$13,794,836	$13,875,407	214.54	$6,467,606	102,324	$63.21	6.41%
2010	$48,484	$13,823,920	$13,872,404	218.06	$6,361,854	108,500	$58.63	(7.25%)
2011	$59,315	$14,071,424	$14,130,739	224.94	$6,282,032	110,438	$56.88	(2.98%)
2012	$67,005	$14,417,340	$14,484,345	229.59	$6,308,787	113,230	$55.72	(2.04%)
2013	$258,215	$14,671,455	$14,929,670	232.96	$6,408,684	115,276	$55.59	(0.23%)
2014	$430,545	$14,895,311	$15,325,856	236.74	$6,473,708	117,364	$55.16	(0.77%)
2015	**$743,223**	**$16,805,943**	**$17,549,166**	**237.02**	**$7,404,087**	**119,476**	**$61.97**	**12.35%**
10 Yr % Chg	*250.82%*	*47.95%*	*51.67%*	*17.57%*	*29.00%*	*22.92%*	*4.94%*	

Description:
The Fire Department is a General Fund department whose primary funding source is general revenue sources. The areas of operation include administration, emergency services, departmental services and fire marshal's division. The primary dedicated funding sources are grant revenue and reimbursement from the University of Missouri for fire services.

Analysis:
For the ten year period, total expenses increased 51.67% while constant dollar expenses have increased 29% and per capita expense have increased 4.94%. Personnel costs account for nearly 80% of the total expenses and increases come from the addition of positions and changes in salaries and benefits. While the cost of new and replacement fire trucks, as well as, construction of new fire stations is accounted for in the capital projects fund, the operating costs of new fire stations is accounted for in the Fire Department's operating budget. Extensions of the capital improvement sales tax, which is approved by voters every ten years, provide capital project funding. The City opened one new fire station (#9) and relocated one fire station (#7) during this ten year period. However, due to the economic downturn, one additional fire station approved by voters was not able to be built. Within the Fire Department, pension costs significantly increased during this timeframe and this resulted in the City not being able to fully staff station #2 until FY 2015 when (4) Firefighters were added. The FY 2013 budget addressed the pension issue by placing all new employees into a different pension plan. Close monitoring is needed for this department since it relies so heavily on general sources to ensure fire stations are adequately staffed as they are built. FY 2015 total expenses increased significantly due to four additional firefighters, the purchase of self contained breathing apparatus, intragovernmental charges being allocated to the departments, and funds for a co-op agreement with Boone County Fire District being moved to this budget from the City General budget.

Public Safety - Public Safety Joint Communications



Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$909,255	$1,248,625	$2,157,880	201.60	$1,070,377	97,202	$11.01	(4.68%)
2007	$1,042,653	$1,322,619	$2,365,272	207.30	$1,140,990	99,405	$11.48	4.27%
2008	$945,543	$1,421,900	$2,367,443	215.30	$1,099,587	100,976	$10.89	(5.14%)
2009	$1,102,304	$1,361,012	$2,463,316	214.54	$1,148,201	102,324	$11.22	3.03%
2010	$681,077	$1,625,596	$2,306,673	218.06	$1,057,835	108,500	$9.75	(13.10%)
2011	$1,053,214	$1,448,125	$2,501,339	224.94	$1,112,008	110,438	$10.07	3.28%
2012	$1,118,411	$1,384,063	$2,502,474	229.59	$1,089,975	113,230	$9.63	(4.37%)
2013	$702,026	$1,905,664	$2,607,690	232.96	$1,119,372	115,276	$9.71	0.83%
2014	$1,702,933	$776,060	$2,478,993	236.74	$1,047,137	117,364	$8.92	(8.14%)
2015	**$1,169,397**	**$0**	**$1,169,397**	**237.02**	**$493,375**	**119,476**	**$4.13**	**(53.70%)**
10 Yr % Chg	*28.61%*	*(100.00%)*	*(45.81%)*	*17.57%*	*(53.91%)*	*22.92%*	*(62.49%)*	

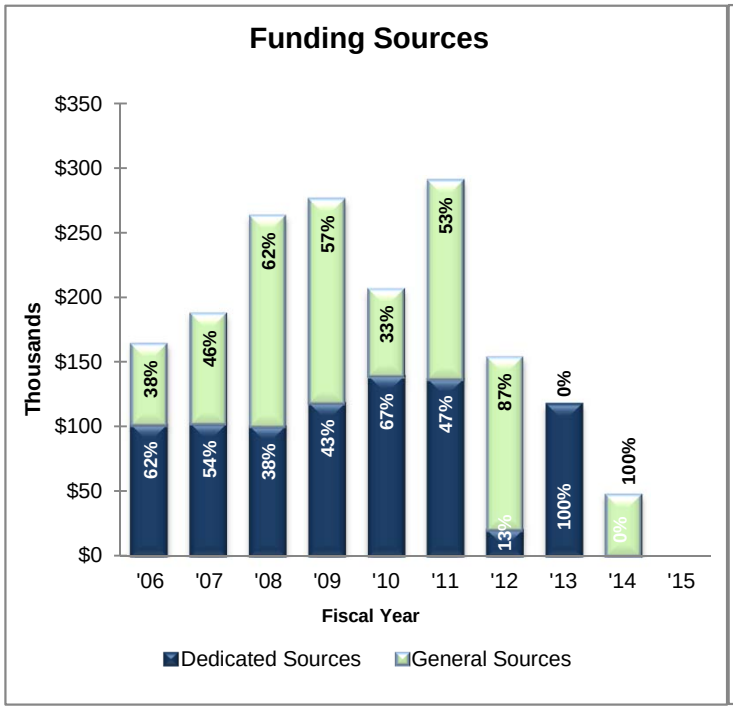
Description:

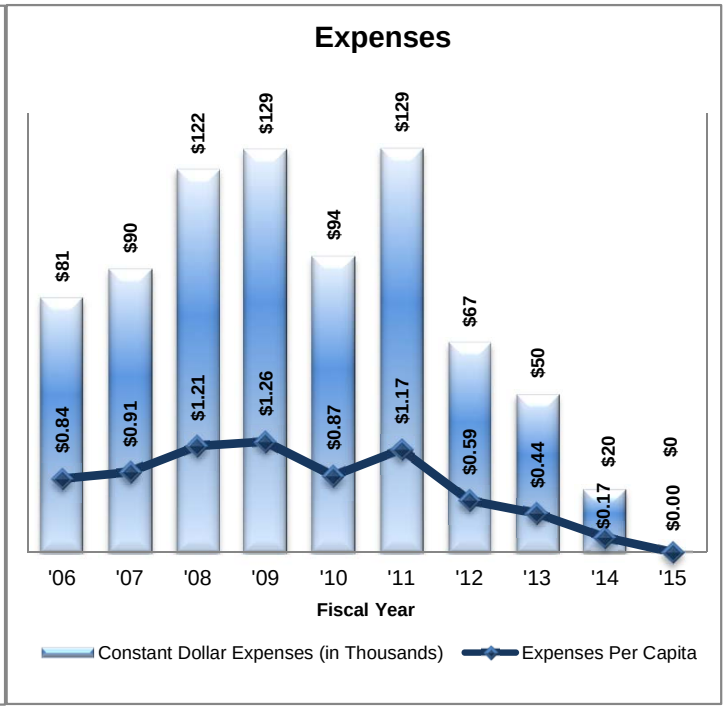
The Public Safety Joint Communications Department is a General Fund department which received the majority of its funding from general revenue sources until FY 2013 when voters approved a county 911 tax and the department began to be transitioned over to the county.

Analysis:

The citizens approved a county 911 tax in April 2013 which will eventually move the operation to the county once a new center is built. Beginning in January 2013, the county began reimbursing the city for all PSJC related expenses. All personnel transferred over to the county in January 2015. The center will still operate on city property until the new building is constructed.

Public Safety - Emergency Management





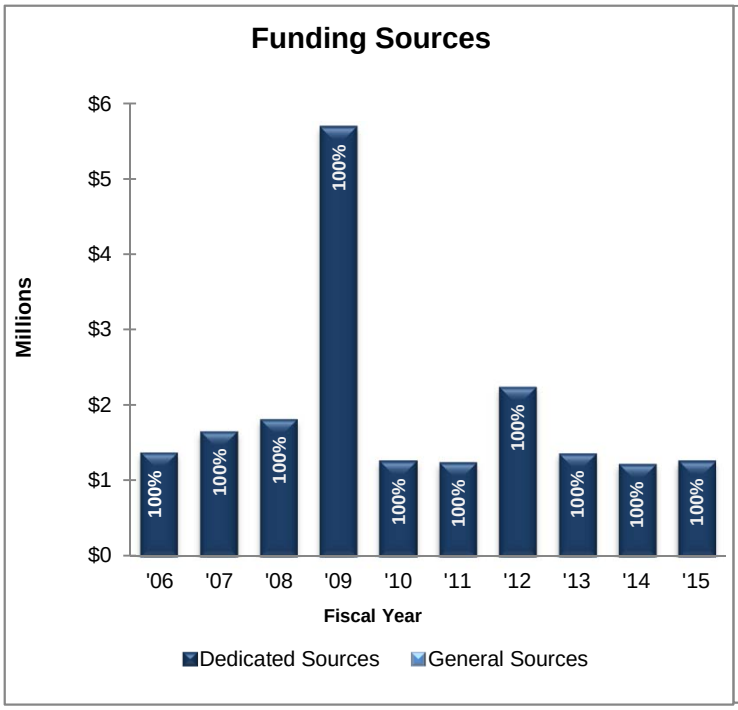
Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

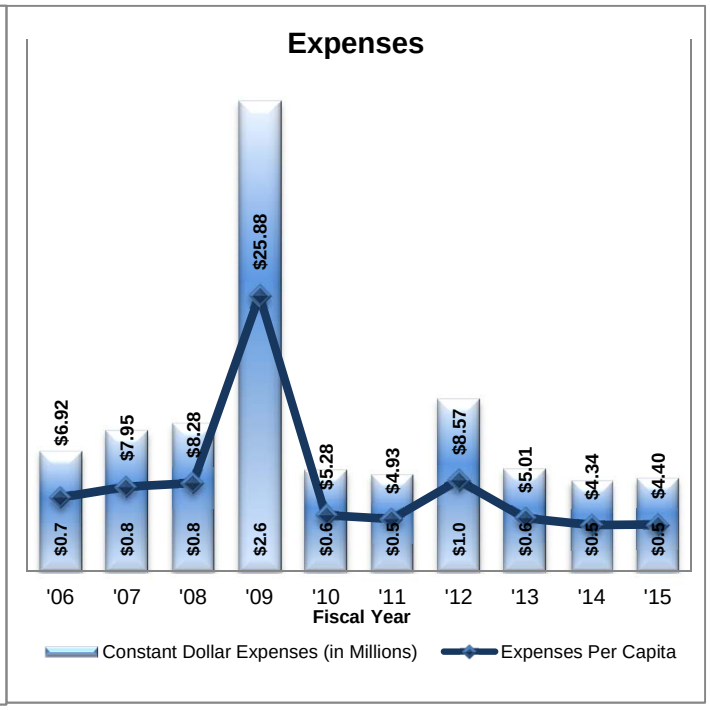
Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$100,935	$62,866	$163,801	201.60	$81,250	97,202	$0.84	(7.69%)
2007	$101,637	$85,712	$187,349	207.30	$90,376	99,405	$0.91	8.33%
2008	$99,859	$163,008	$262,867	215.30	$122,092	100,976	$1.21	32.97%
2009	$117,900	$157,785	$275,685	214.54	$128,502	102,324	$1.26	4.13%
2010	$138,568	$67,443	$206,011	218.06	$94,476	108,500	$0.87	(30.95%)
2011	$136,370	$153,730	$290,100	224.94	$128,968	110,438	$1.17	34.48%
2012	$20,013	$133,587	$153,600	229.59	$66,902	113,230	$0.59	(49.57%)
2013	$117,312	$0	$117,312	232.96	$50,357	115,276	$0.44	(25.42%)
2014	$0	$47,348	$47,348	236.74	$20,000	117,364	$0.17	(61.36%)
2015	$0	$0	$0	**237.02**	**$0**	**119,476**	**$0.00**	**(100.00%)**
10 Yr % Chg	*(100.00%)*	*(100.00%)*	*(100.00%)*	*17.57%*	*(100.00%)*	*22.92%*	*(100.00%)*	

Description:
The Emergency Management Department is a General Fund department. Dedicated funding comes from grant revenues which come from the state and county. The County reimburses the City for services rendered.

Analysis:
Beginning in FY 2013, the Boone County Fire Protection District took over leadership of the Office of Emergency Management. At that time, the city began to pay their portion of the cost to that entity. With the passage of Proposition 1 in April 2013, Boone County took over control and sole financial responsibility for this operation on January 1, 2014.

Public Safety - Capital Projects





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

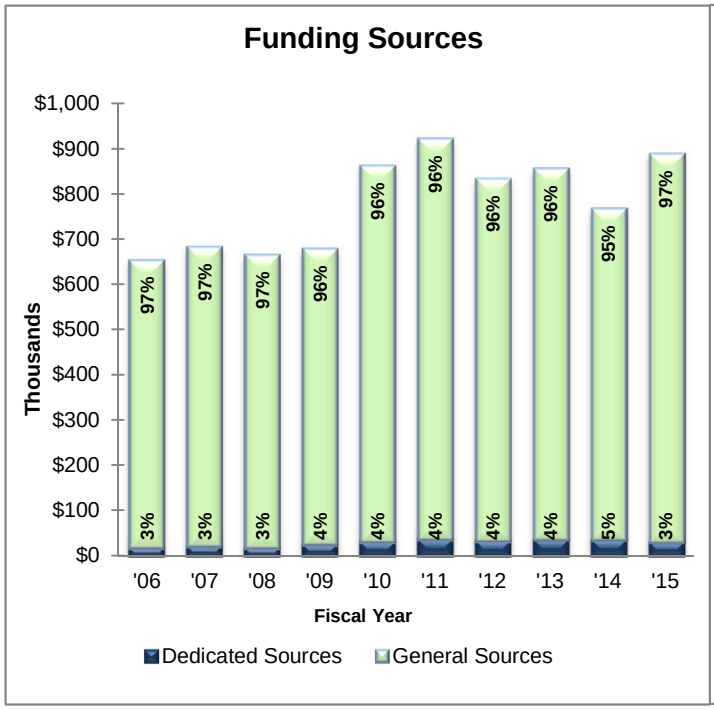
Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$1,356,729	$0	$1,356,729	201.60	$672,981	97,202	$6.92	309.47%
2007	$1,639,184	$0	$1,639,184	207.30	$790,730	99,405	$7.95	14.88%
2008	$1,799,631	$0	$1,799,631	215.30	$835,860	100,976	$8.28	4.15%
2009	$5,680,864	$0	$5,680,864	214.54	$2,647,965	102,324	$25.88	212.56%
2010	$1,249,289	$0	$1,249,289	218.06	$572,921	108,500	$5.28	(79.60%)
2011	$1,224,488	$0	$1,224,488	224.94	$544,364	110,438	$4.93	(6.63%)
2012	$2,228,592	$0	$2,228,592	229.59	$970,683	113,230	$8.57	73.83%
2013	$1,344,525	$0	$1,344,525	232.96	$577,148	115,276	$5.01	(41.54%)
2014	$1,205,335	$0	$1,205,335	236.74	$509,139	117,364	$4.34	(13.37%)
2015	**$1,245,413**	**$0**	**$1,245,413**	**237.02**	**$525,446**	**119,476**	**$4.40**	**1.38%**
10 Yr % Chg	*(8.20%)*		*(8.20%)*	*17.57%*	*(21.92%)*	*22.92%*	*(36.42%)*	

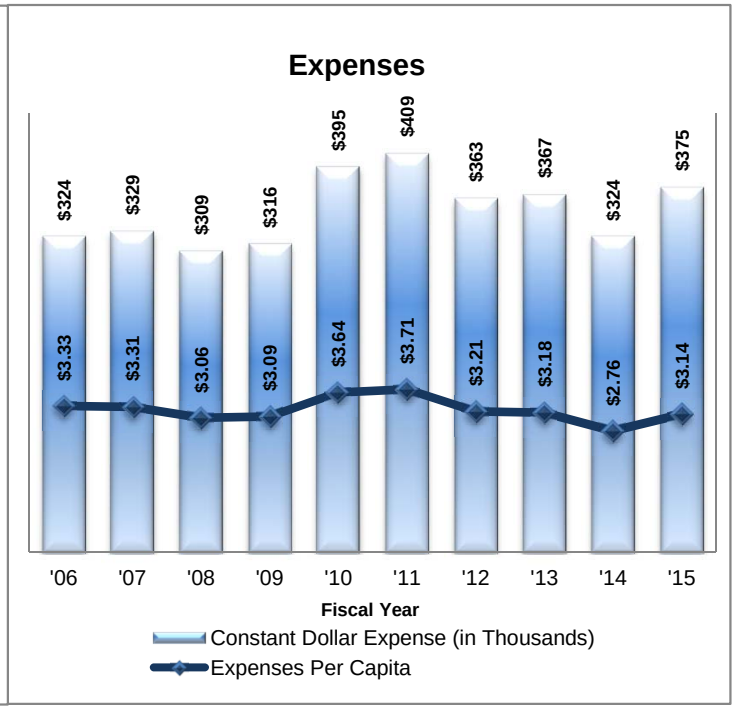
Description:
Capital Projects for Police, Fire, Joint Communications and Emergency Management are accounted for within the Capital Projects Fund. Funding for public safety capital projects comes primarily from capital improvement sales tax funds which are approved by the voters every ten years.

Analysis:
Capital project funding for Public Safety fluctuates from year to year based on the costs and timing of projects that have been approved for a particular year. Although projects can be completed over several years, the City must have all of the funding for a project appropriated before a construction contract can be awarded or a fire apparatus can be ordered.

Due to the economic downturn, the capital improvement sales tax did not generate enough funding to do all of the fire projects approved in the ballot issue. As a result, one new fire station was not built and the corresponding additional fire apparatus was not purchased. In August 2015, voters approved a ten year extension of the capital improvement sales tax which will expire December 31, 2025. The sales tax extension consists of fourteen projects which include replacement of ten fire apparatus, repairs to the Fire Training Academy and several fire stations, funding for purchases of additional fire station sites, and a north municipal service center for the Police Department.

Public Safety - Municipal Court





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$17,284	$635,288	$652,572	201.60	$323,696	97,202	$3.33	7.77%
2007	$20,989	$661,214	$682,203	207.30	$329,090	99,405	$3.31	(0.60%)
2008	$17,256	$647,071	$664,327	215.30	$308,554	100,976	$3.06	(7.55%)
2009	$25,237	$653,118	$678,355	214.54	$316,195	102,324	$3.09	0.98%
2010	$30,986	$830,348	$861,334	218.06	$395,006	108,500	$3.64	17.80%
2011	$36,276	$884,777	$921,053	224.94	$409,468	110,438	$3.71	1.92%
2012	$32,940	$800,386	$833,326	229.59	$362,963	113,230	$3.21	(13.48%)
2013	$35,676	$819,452	$855,128	232.96	$367,071	115,276	$3.18	(0.93%)
2014	$35,304	$731,177	$766,481	236.74	$323,765	117,364	$2.76	(13.21%)
2015	**$30,404**	**$857,494**	**$887,898**	**237.02**	**$374,609**	**119,476**	**$3.14**	**13.77%**
10 Yr % Chg	*75.91%*	*34.98%*	*36.06%*	*17.57%*	*15.73%*	*22.92%*	*(5.71%)*	

Description:
Municipal Court is a General Fund department which is primarily funded from general revenue sources. The areas of operation include court and traffic operations. The primary dedicated funding sources are bond forfeitures and shoplifter offender program fees. Fines and court fees are considered to be general revenue sources.

Analysis:
For the ten year period, total expenses increased 36.06% while constant dollar expenses have increased 15.73%, and per capita expenses have decreased 5.71%. The biggest increases occurred in FY 2010 and FY 2011 when the City implemented the Red Light Camera program which resulted in additional staff and operating costs. The FY 2012 reduction was due to decreasing expenditures related to Red Light Camera operations, as well as, reducing expenses to help close the gap between general expenditures and revenues. Lower expenses in FY 2012 to FY 2014 reflect a decision by management to reflect most intragovernmental charges (charges for services other city departments provide to Municipal Court) in the City General department instead of in this budget. In November 2013 the court stayed prosecution pending Red Light Camera tickets at the request of the City Prosecutor. The increase in expenses for FY 2015 is due to intragovernmental charges now being allocated back to the department from the City General budget.

Supporting Activity Departments

Description
Supporting activity departments are those departments that provide goods and services to other City departments on a cost-reimbursement basis. These departments are classified as Internal Service Funds.

The most significant revenue to these departments is the fees and service charges they receive from providing goods services to other City funds. All of the funding sources within these funds are dedicated and cannot be moved from one department to another.

In the City departments which receive goods and services from supporting activity departments, the fees are accounted for in the Intragovernmental Charges category. A brief discussion of the methodology used to recover these charges is included in each department's section.

Employee Benefit Fund
The Employee Benefit Fund accounts for the transactions and reserves associated with the City's medical dental, prescription drug, life and long-term disability programs for City employees, plus other benefits such as safety and service awards and sick leave buyback. Employee health and wellness programs are also managed through this fund. Coverage for health, dental, and prescription drug plans are self-insured. Other coverages are placed with commercial insurance carriers.

Self Insurance Fund
The Self-Insurance Reserve Fund accounts for the transactions and reserves associated with the City's Self-Insurance Program. This program provides coverage for the City's workers' compensation, and property and casualty claims. Claims administration is managed by the City Finance Department.

Custodial & Building Maintenance Fund
Custodial and Building Maintenance Services Fund provides custodial services to City Hall, Howard Building, Gentry Building, Sanford Kimpton (Health) Building, Wabash and Grissum Building. Building maintenance is provided to these facilities as well as the Walton Building, police buildings (excluding Training Facility) and other City facilities.

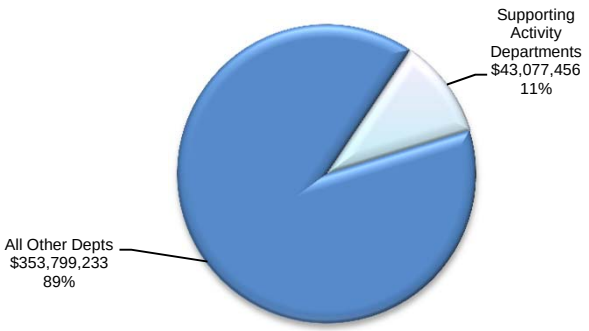
Fleet Operations Fund
The Fleet Operations Division provides preventive maintenance, mechanical repair, repair parts, acquisition support, and fuel for the vehicles and equipment belonging to the Public Works Department, the Police Department, the Fire Department and other City departments.

GIS (Geospatial Information Systems)
The Geospatial Information Services Fund (GIS) is responsible for developing, coordinating, and supporting the use of geospatial technologies, such as, computer mapping, geographic information systems, global positioning systems, remote sensing, and the accompanying spatial data across all City departments. These functions improve data quality and control, improve the quality of information and ease of information access, and reduce duplication of data and effort, all of which help the City accurately and reliably serve the public.

Information Technologies Fund
Information Technologies (I.T.) is responsible for support and administration of AS/400 midrange computers, a Wide Area Network (WAN), Local Area Networks (LANs), telecommunications (PBX), City's Web-site, personal computers (PCs), and workstations throughout all City departments. I.T. provides systems development, system enhancements, upgrades, repairs and consulting in regards to individual department needs. I.T. also works to improve the operational efficiencies of the City as a whole.

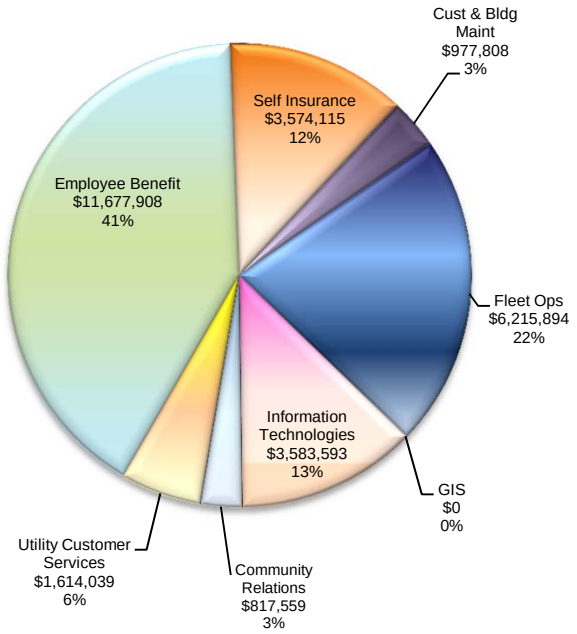
Community Relations Fund
The Community Relations Department provides direct technical and consultation services for City agencies, City Council and the public. Its umbrella covers coordination of communications strategies; print and broadcast outlets; and central document support services. It has become increasingly responsible for operation and facilitation of the City's communications network (excluding telecommunications) and meeting facilities.

Utility Customer Services Fund
The Utility Customer Services Division (UCS) is responsible for all billing related activities for the City's electric, water, sewer, solid waste, and storm water enterprise activities. As the City's primary interface to the customers, UCS staff handles all inquiries and service orders from customers and related City departments in an efficient and customer friendly manner. Our goal is to make it easy for our customers to interact with UCS and the City of Columbia.

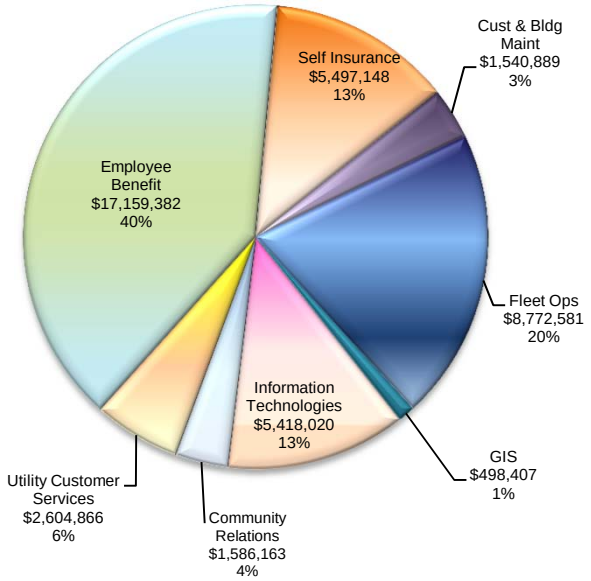


Supporting Activity Departments - Summary

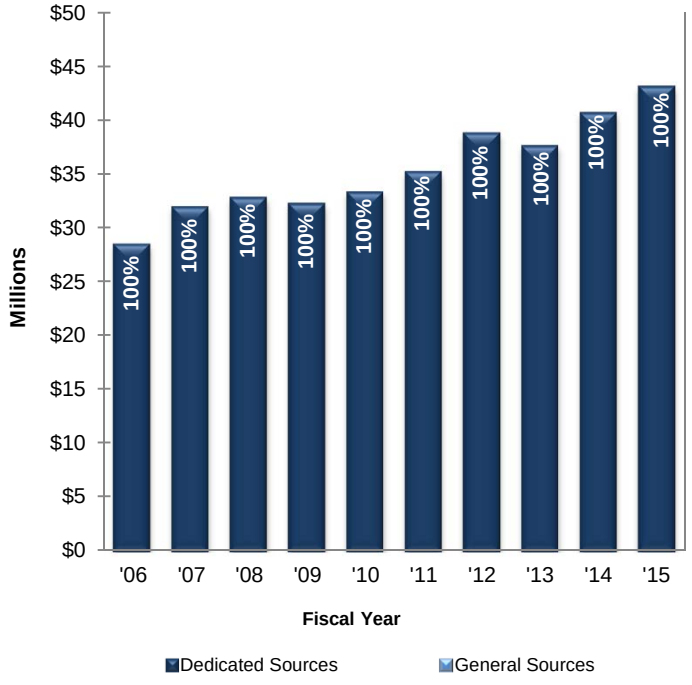
2006 Expenses



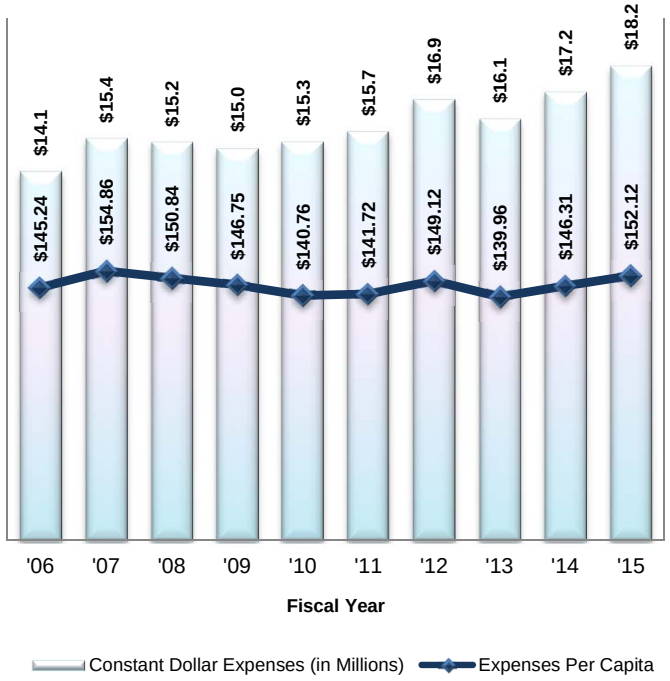
2015 Expenses



Funding Sources



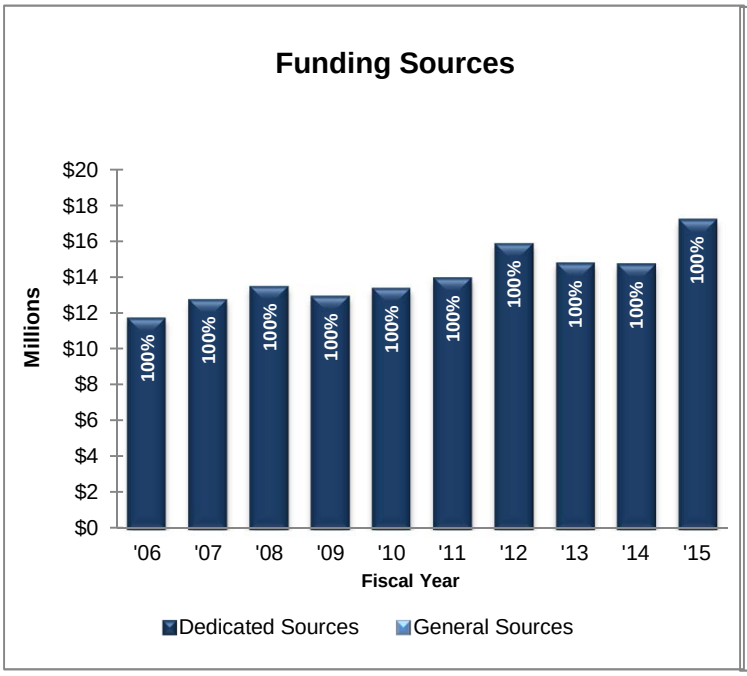
Expenses

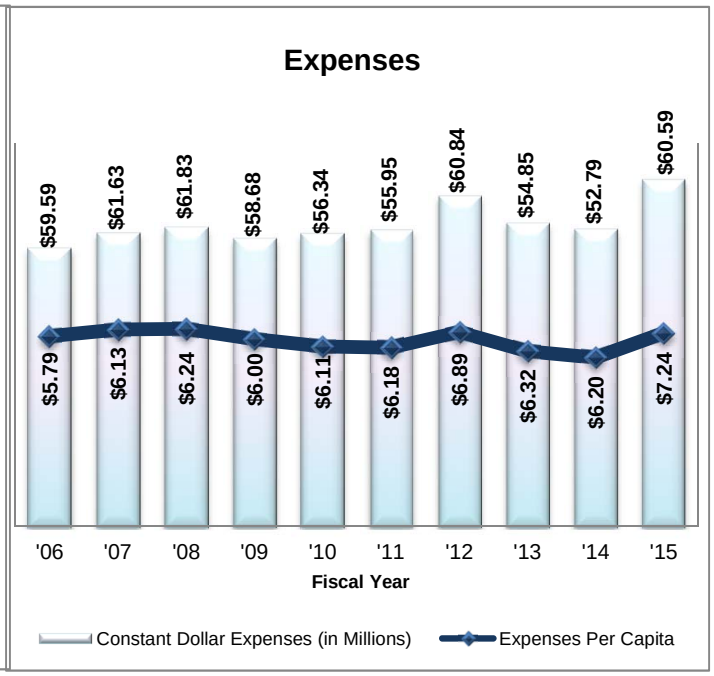


Source: Financial Management Information Supplement

Expenses do NOT include Encumbrances

Supporting Activity - Employee Benefit Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$11,677,908	$0	$11,677,908	201.60	$5,792,613	97,202	$59.59	(2.62%)
2007	$12,699,576	$0	$12,699,576	207.30	$6,126,182	99,405	$61.63	3.42%
2008	$13,442,840	$0	$13,442,840	215.30	$6,243,684	100,976	$61.83	0.32%
2009	$12,881,189	$0	$12,881,189	214.54	$6,004,181	102,324	$58.68	(5.09%)
2010	$13,329,993	$0	$13,329,993	218.06	$6,113,105	108,500	$56.34	(3.99%)
2011	$13,898,810	$0	$13,898,810	224.94	$6,178,924	110,438	$55.95	(0.69%)
2012	$15,817,531	$0	$15,817,531	229.59	$6,889,469	113,230	$60.84	8.74%
2013	$14,728,529	$0	$14,728,529	232.96	$6,322,342	115,276	$54.85	(9.85%)
2014	$14,667,768	$0	$14,667,768	236.74	$6,195,729	117,364	$52.79	(3.76%)
2015	**$17,159,382**	**$0**	**$17,159,382**	237.02	**$7,239,635**	**119,476**	**$60.59**	**14.78%**
10 Yr % Chg	*46.94%*		*46.94%*	*17.57%*	*24.98%*	*22.92%*	*1.68%*	

Description:
The Employee Benefit Fund is an internal service fund that accounts for the transactions and reserves associated with the City's medical, dental, vision, prescription drug, Medicare supplement, life and long-term disability programs for City employees and retirees. All funding sources for this fund are dedicated and come from fees and service charged for employee and retiree health insurance premiums, employee wellness fees, and City U fees.

Analysis:
For the past ten years, total expenses have increased 46.94%, constant dollar expenses have increased 24.98%, and expenses per capita have increased 1.68%. The increases have been due to increases in claim costs and insurance premiums. Management increased contributions into Health Savings Accounts to encourage more employees to move to the high deductible health plans in FY 2013 and FY 2014. This has resulted in more employees moving to these plans and lowered claims costs for the city in FY 2013 and FY 2014. Higher prescription drug costs and claims costs in FY 2015 have resulted in several plan design changes in FY 2016. Management will continue to monitor these costs and recommend future plan changes to manage increase in these significant costs. The City U, a training program open to all city employees, began mid-FY 2013.

Retained earnings and ending cash and other resources reflect an overall increase over the past ten years but decreased in FY 2015. There was a net income for all years except FY 2012 and FY 2015. Ending cash and other resources was above the cash reserve target from FY 2010 to FY 2014, but is now below the cash reserve target by $135,037. The cash reserve target was increased from 20% of financial uses to 25% in FY 2014 due to the rising percent of claims costs.

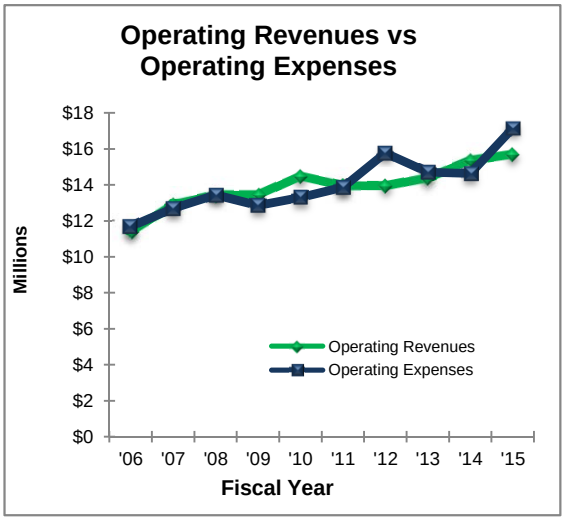
Employee Benefit Fund

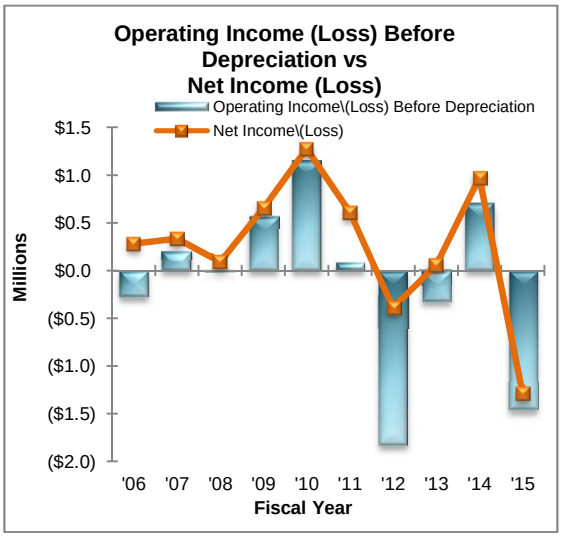
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Fees & Service Charges	$9,508,522	$10,706,134	$10,692,775	$10,748,645	$11,541,769
Misc. Operating Revenues	$1,894,676	$2,201,546	$2,742,204	$2,683,204	$2,930,210
Total Operating Revenues	$11,403,198	$12,907,680	$13,434,979	$13,431,849	$14,471,979
Operating Expenses:					
Personal Services	$244,345	$231,655	$232,381	$251,714	$342,593
Materials and Supplies	$33,812	$22,334	$36,741	$30,403	$15,828
Travel and Training	$637	$474	$588	$2,427	$520
Intragovernmental	$44,770	$50,698	$56,312	$66,506	$70,203
Utilities, Services and Miscellaneous	$11,353,058	$12,394,415	$13,116,818	$12,508,223	$12,878,981
Total Operating Expenses	$11,676,622	$12,699,576	$13,442,840	$12,859,273	$13,308,125
Operating Income (Loss) Before Depreciation	($273,424)	$208,104	($7,861)	$572,576	$1,163,854
Depreciation	$0	$0	$0	$0	$0
Operating Income (Loss)	($273,424)	$208,104	($7,861)	$572,576	$1,163,854
Non-Operating Revenues:					
Investment Revenue	$53,206	$77,316	$90,109	$96,684	$126,386
Miscellaneous Revenue	$1,804	$5,337	$6,729	$4,883	$7,072
Total Non-Operating Revenues	$55,010	$82,653	$96,838	$101,567	$133,458
Operating Transfers:					
Operating Transfer From Other Funds	$500,134	$45,400	$0	$0	$0
Operating Transfers To Other Funds	($1,286)	$0	$0	($21,916)	($21,868)
Total Operating Transfers	$498,848	$45,400	$0	($21,916)	($21,868)
Net Income (Loss) Before Capital Contribution	$280,434	$336,157	$88,977	$652,227	$1,275,444
Capital Contributions	$0	$0	$0	$0	$0
Net Income (Loss)	$280,434	$336,157	$88,977	$652,227	$1,275,444
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	$280,434	$336,157	$88,977	$652,227	$1,275,444
Beginning Retained Earnings*	$422,885	$703,319	$1,039,476	$1,128,453	$1,780,680
Ending Retained Earnings	**$703,319**	**$1,039,476**	**$1,128,453**	**$1,780,680**	**$3,056,124**

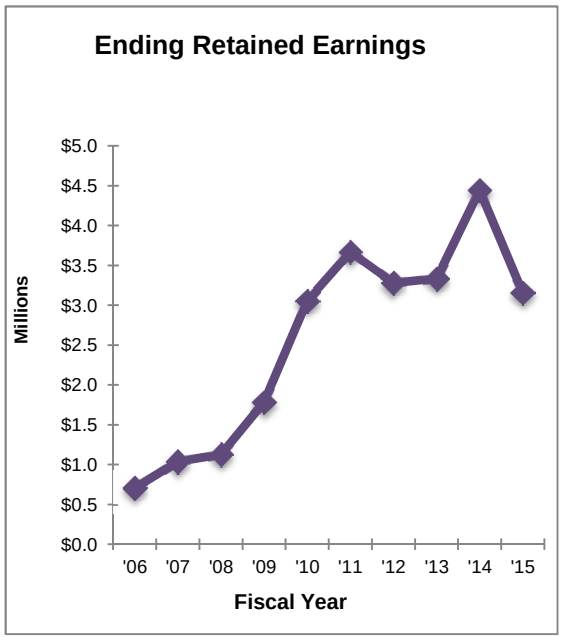
*FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$11,701,901	$11,695,396	$11,976,757	$12,780,901	$13,077,185
$2,259,706	$2,252,634	$2,406,825	$2,564,784	$2,607,115
$13,961,607	$13,948,030	$14,383,582	$15,345,685	$15,684,300
$379,592	$410,213	$571,218	$1,014,935	$1,221,699
$18,158	$65,246	$83,125	$73,125	$47,641
$3,297	$1,954	$9,383	$15,127	$7,820
$68,681	$436	$858	$465	$2,931
$13,407,214	$15,292,915	$14,042,077	$13,533,181	$15,857,423
$13,876,942	$15,770,764	$14,706,661	$14,636,833	$17,137,514
$84,665	($1,822,734)	($323,079)	$708,852	($1,453,214)
$0	$0	$0	$0	$0
$84,665	($1,822,734)	($323,079)	$708,852	($1,453,214)
$102,554	$67,959	($58,820)	$82,618	$135,276
$446,239	$1,412,204	$405,409	$214,259	$48,889
$548,793	$1,480,163	$346,589	$296,877	$184,165
$0	$0	$55,000	$0	$0
($21,868)	($46,767)	($21,868)	($30,935)	($21,868)
($21,868)	($46,767)	$33,132	($30,935)	($21,868)
$611,590	($389,338)	$56,642	$974,794	($1,290,917)
$0	$0	$0	$0	$0
$611,590	($389,338)	$56,642	$974,794	($1,290,917)
$0	$0	$0	$0	$0
$611,590	($389,338)	$56,642	$974,794	($1,290,917)
$3,056,124	$3,667,714	$3,278,376	$3,469,968	$4,444,762
$3,667,714	**$3,278,376**	**$3,335,018**	**$4,444,762**	**$3,153,845**







Employee Benefit Fund

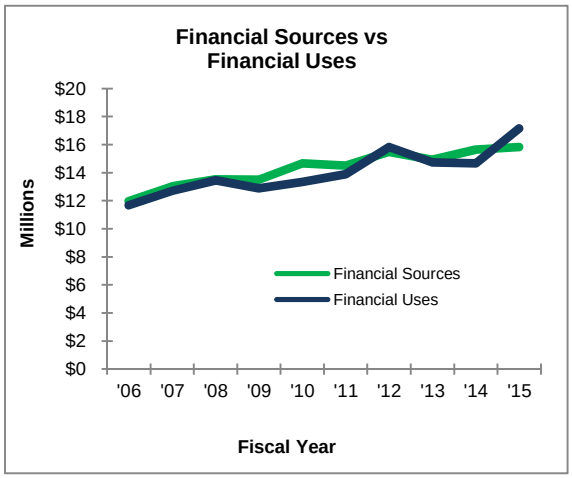
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$0	$0	$0	$0	$0
Interest (w/o GASB 31 Adjustment)	$55,289	$64,440	$79,901	$61,850	$180,132
Fees and Service Charges	$11,403,198	$12,907,680	$13,434,979	$13,431,849	$14,471,979
Other Local Revenues ++	$1,804	$5,337	$6,729	$4,883	$7,072
	$11,460,291	**$12,977,457**	**$13,521,609**	**$13,498,582**	**$14,659,183**
Other Funding Sources/Transfers^	$500,134	$45,400	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$11,960,425**	**$13,022,857**	**$13,521,609**	**$13,498,582**	**$14,659,183**
Financial Uses					
Operating Expenses	$11,676,622	$12,699,576	$13,442,840	$12,859,273	$13,308,125
Operating Transfers to Other Funds	$1,286	$0	$0	$21,916	$21,868
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$11,677,908**	**$12,699,576**	**$13,442,840**	**$12,881,189**	**$13,329,993**
Financial Sources Over/ (Under) Financial Uses	**$282,517**	**$323,281**	**$78,769**	**$617,393**	**$1,329,190**
Current Assets	$1,784,884	$2,206,686	$2,290,500	$2,621,217	$3,987,690
Less: Current Liabilities**	$196,735	$280,123	$213,636	$160,581	$304,165
Ending Cash and Other Resources **	**$1,588,149**	**$1,926,563**	**$2,076,864**	**$2,460,636**	**$3,683,525**
Cash Reserve Target (% of Fin. Uses)#	**$2,335,582**	**$2,539,915**	**$2,688,568**	**$2,576,238**	**$2,665,999**
Cash Above/(Below) Cash Reserve Target**	**($747,433)**	**($613,352)**	**($611,704)**	**($115,602)**	**$1,017,526**

 # (20% for FY 2006 - FY 2013, 25% for FY 2014 - FY 2015)

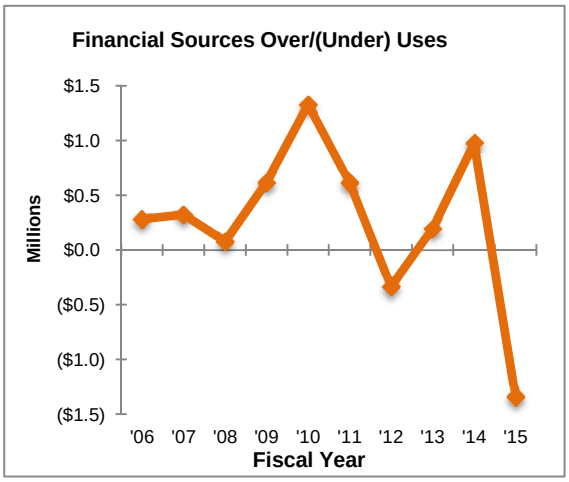
***FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions*
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

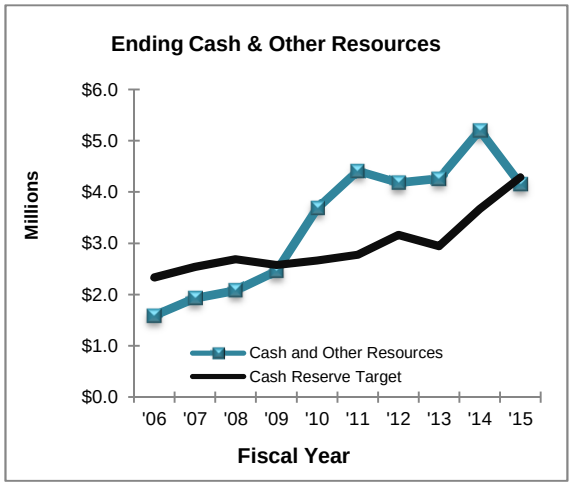
Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$104,401	$118,398	$78,526	$82,760	$83,933
$11,701,901	$11,695,396	$11,976,757	$12,780,901	$13,077,185
$2,705,945	$3,664,838	$2,812,234	$2,779,043	$2,656,004
$14,512,247	**$15,478,632**	**$14,867,517**	**$15,642,704**	**$15,817,122**
$0	$0	$55,000	$0	$0
$14,512,247	**$15,478,632**	**$14,922,517**	**$15,642,704**	**$15,817,122**



$13,876,942	$15,770,764	$14,706,661	$14,636,833	$17,137,514
$21,868	$46,767	$21,868	$30,935	$21,868
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$13,898,810	**$15,817,531**	**$14,728,529**	**$14,667,768**	**$17,159,382**
$613,437	**($338,899)**	**$193,988**	**$974,936**	**($1,342,260)**



$4,696,711	$4,505,052	$4,529,009	$5,495,134	$4,491,116
$285,301	$326,663	$266,091	$290,730	$336,307
$4,411,410	**$4,178,389**	**$4,262,918**	**$5,204,404**	**$4,154,809**
$2,779,762	**$3,163,506**	**$2,945,706**	**$3,666,942**	**$4,289,846**
$1,631,648	**$1,014,883**	**$1,317,212**	**$1,537,462**	**($135,037)**



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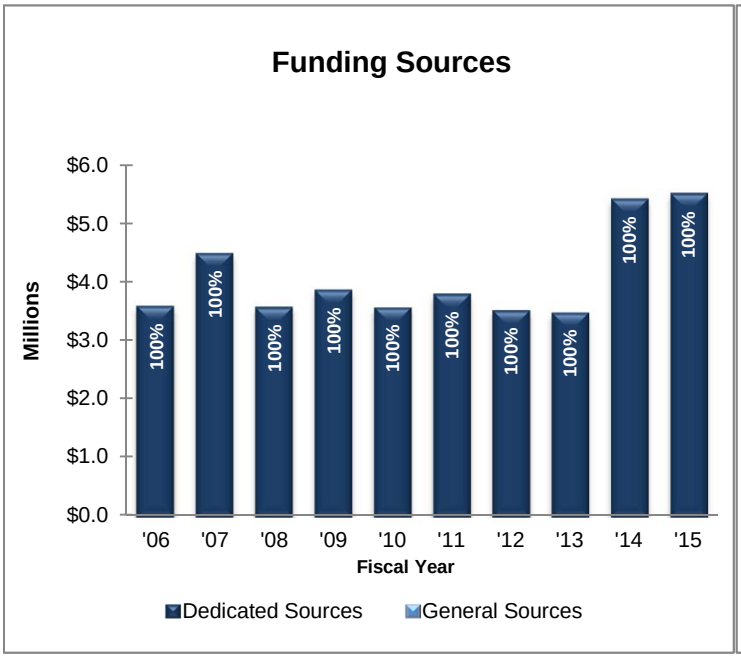
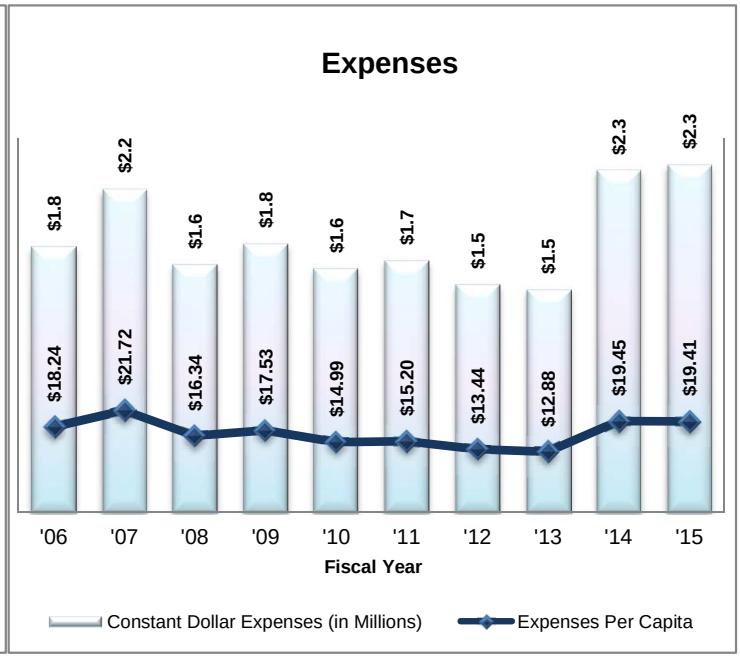
Supporting Activity - Self Insurance Reserve Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$3,574,115	$0	$3,574,115	201.60	$1,772,875	97,202	$18.24	(20.41%)
2007	$4,476,024	$0	$4,476,024	207.30	$2,159,201	99,405	$21.72	19.08%
2008	$3,552,398	$0	$3,552,398	215.30	$1,649,953	100,976	$16.34	(24.77%)
2009	$3,847,864	$0	$3,847,864	214.54	$1,793,567	102,324	$17.53	7.28%
2010	$3,545,676	$0	$3,545,676	218.06	$1,626,039	108,500	$14.99	(14.49%)
2011	$3,775,710	$0	$3,775,710	224.94	$1,678,548	110,438	$15.20	1.40%
2012	$3,493,574	$0	$3,493,574	229.59	$1,521,658	113,230	$13.44	(11.58%)
2013	$3,458,276	$0	$3,458,276	232.96	$1,484,493	115,276	$12.88	(4.17%)
2014	$5,402,957	$0	$5,402,957	236.74	$2,282,232	117,364	$19.45	51.01%
2015	**$5,497,148**	**$0**	**$5,497,148**	**237.02**	**$2,319,276**	119,476	**$19.41**	**(0.21%)**
10 Yr % Chg	*53.80%*		*53.80%*	*17.57%*	*30.82%*	*22.92%*	*6.41%*	

Description:

The Self Insurance Fund is an internal service fund that accounts for the transactions and reserves associated with the city's self insurance program. This program provides coverage for the city's worker's compensation and property and casualty claims. The primary dedicated funding source is self insurance charges that are charged to each fund based on three components: 50% of the cost is based on the department's five year claims cost history; 30% is based on the department's workers compensation exposure as determined by industry standards and rates based on job duties; and 20% is based on the department's vehicle exposure which is determined by the number and types of vehicles.

Analysis:

For the ten year period, total expenses have increased 53.80%, constant dollar expenses have increased 30.82%, and expenses per capita have increased 6.41%. The increases and decreases over the ten year period are due to the fluctuation in the number and size of claims as well as increases in insurance premiums. Management closely monitors this fund to ensure it is properly funded and premium and claim cost increases are minimized. As a part of the annual budget process the fees to departments are adjusted to ensure the financial health of the fund. Ending cash and other resources was below the cash reserve target from FY 2006 to FY 2011; however it has been above the cash reserve target since FY 2012.

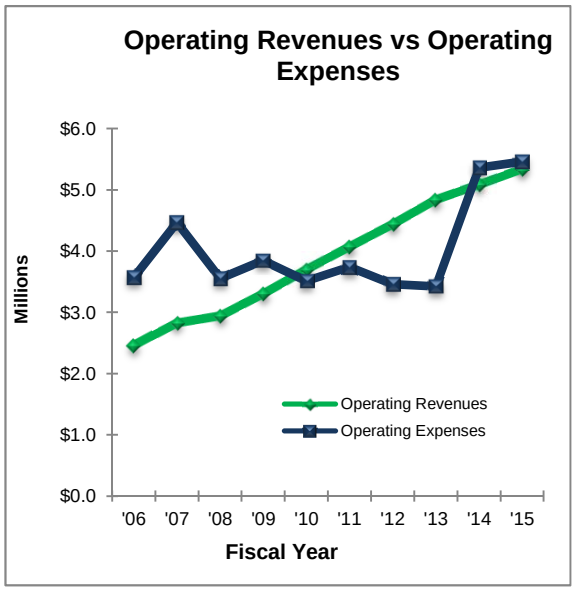
Self Insurance Reserve Fund

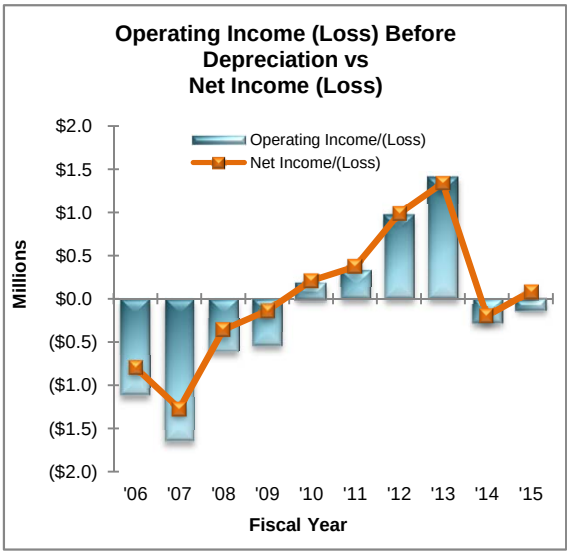
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
User Charges	$2,455,498	$2,828,610	$2,944,239	$3,303,866	$3,700,336
Misc. Operating Revenue	$0	$0	$0	$0	$0
Total Operating Revenues	$2,455,498	$2,828,610	$2,944,239	$3,303,866	$3,700,336
Operating Expenses:					
Personal Services	$119,931	$174,017	$187,252	$194,436	$191,810
Materials and Supplies	$2,674	$2,924	$2,571	$8,402	$7,273
Travel and Training	$4,800	$5,910	$3,629	$4,524	$4,870
Intragovernmental	$26,217	$31,923	$41,220	$42,797	$41,994
Utilities, Services and Miscellaneous	$3,413,637	$4,255,250	$3,317,226	$3,597,705	$3,263,884
Total Operating Expenses	$3,567,259	$4,470,024	$3,551,898	$3,847,864	$3,509,831
Operating Income (Loss) Before Depreciation	($1,111,761)	($1,641,414)	($607,659)	($543,998)	$190,505
Depreciation	($6,000)	($6,000)	($500)	$0	$0
Operating Income (Loss)	($1,117,761)	($1,647,414)	($608,159)	($543,998)	$190,505
Non-Operating Revenues:					
Investment Revenue	$289,590	$374,810	$248,164	$79,260	$19,603
Revenue from Other Gov Units	$36,322	$0	$0	$0	$0
Miscellaneous Revenue	$0	$0	$0	$325,876	$31,419
Total Non-Operating Revenues	$325,912	$374,810	$248,164	$405,136	$51,022
Non-Operating Expenses:					
Interest Expense	$0	$0	$0	$0	$0
Miscellaneous Expenses	$0	$0	$0	$0	$0
Total Non-Operating Expenses	$0	$0	$0	$0	$0
Operating Transfers:					
Operating Transfer From Other Funds	$0	$0	$0	$0	$0
Operating Transfers To Other Funds	($856)	$0	$0	$0	($35,845)
Total Operating Transfers	($856)	$0	$0	$0	($35,845)
Net Income (Loss) Before Capital Contribution	($792,705)	($1,272,604)	($359,995)	($138,862)	$205,682
Capital Contributions					
Net Income (Loss)	($792,705)	($1,272,604)	($359,995)	($138,862)	$205,682
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	($792,705)	($1,272,604)	($359,995)	($138,862)	$205,682
Beginning Retained Earnings*	$4,760,516	$3,967,811	$2,695,207	$2,335,212	$2,196,350
Ending Retained Earnings	**$3,967,811**	**$2,695,207**	**$2,335,212**	**$2,196,350**	**$2,402,032**

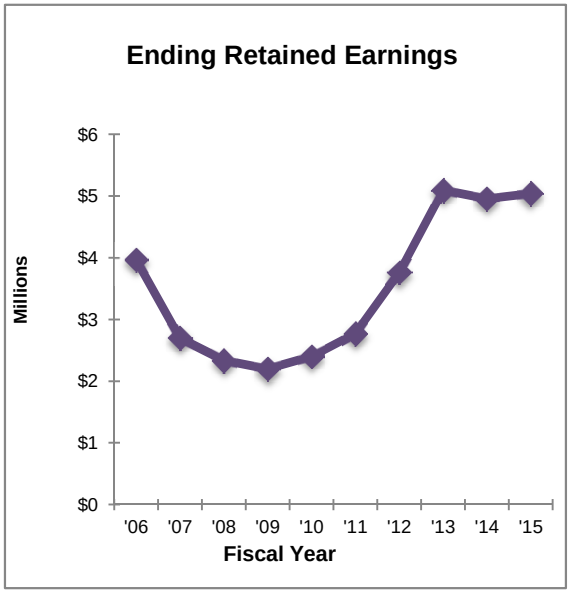
*FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$4,070,362	$4,436,696	$4,837,151	$5,082,233	$5,332,960
$0	$0	$0	$0	$0
$4,070,362	$4,436,696	$4,837,151	$5,082,233	$5,332,960
$197,613	$195,056	$225,730	$229,936	$241,627
$5,184	$5,810	$7,456	$6,635	$10,108
$4,005	$1,421	$9,799	$2,401	$3,964
$52,460	$251	$255	$304	$275
$3,480,603	$3,255,191	$3,179,191	$5,123,105	$5,205,329
$3,739,865	$3,457,729	$3,422,431	$5,362,381	$5,461,303
$330,497	$978,967	$1,414,720	($280,148)	($128,343)
$0	$0	$0	$0	$0
$330,497	$978,967	$1,414,720	($280,148)	($128,343)
$29,159	$4,348	($68,887)	$67,741	$132,548
$0	$0	$0	$0	$0
$47,500	$37,956	$30,099	$55,258	$114,651
$76,659	$42,304	($38,788)	$122,999	$247,199
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
($35,845)	($35,845)	($35,845)	($40,576)	($35,845)
($35,845)	($35,845)	($35,845)	($40,576)	($35,845)
$371,311	$985,426	$1,340,087	($197,725)	$83,011
$371,311	$985,426	$1,340,087	($197,725)	$83,011
$0	$0	$0	$0	$0
$371,311	$985,426	$1,340,087	($197,725)	$83,011
$2,402,032	$2,773,343	$3,758,769	$5,156,474	$4,958,749
$2,773,343	**$3,758,769**	**$5,098,856**	**$4,958,749**	**$5,041,760**







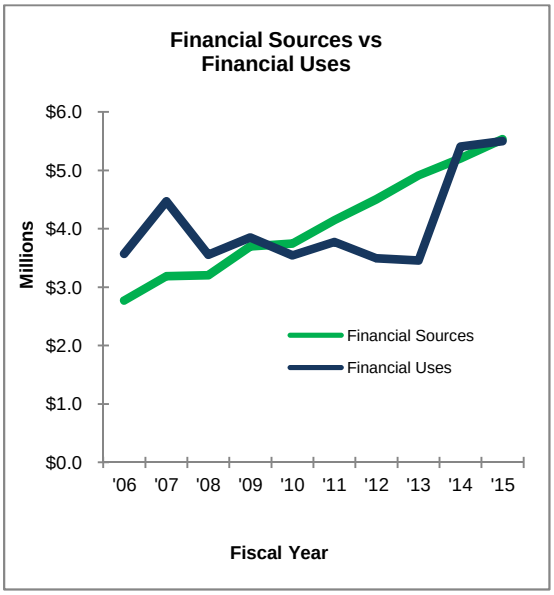
Self Insurance Reserve Fund

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$36,322	$0	$0	$0	$0
Interest (w/o GASB 31 Adjustment)	$279,809	$361,484	$258,756	$64,983	$14,911
Fees and Service Charges	$2,455,498	$2,828,610	$2,944,239	$3,303,866	$3,700,336
Other Local Revenues ++	$0	$0	$0	$325,876	$31,419
	$2,771,629	**$3,190,094**	**$3,202,995**	**$3,694,725**	**$3,746,666**
Other Funding Sources/Transfers	$0	$0	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$2,771,629**	**$3,190,094**	**$3,202,995**	**$3,694,725**	**$3,746,666**
Financial Uses					
Operating Expenses	$3,567,259	$4,470,024	$3,551,898	$3,847,864	$3,509,831
Operating Transfers to Other Funds	$856	$0	$0	$0	$35,845
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$3,568,115**	**$4,470,024**	**$3,551,898**	**$3,847,864**	**$3,545,676**
Financial Sources Over/ (Under) Financial Uses	**($796,486)**	**($1,279,930)**	**($348,903)**	**($153,139)**	**$200,990**
Current Assets	($209)	$340,352	$1,270,547	$895,769	$1,909,181
Less: Current Liabilities**	$173,563	$34,838	$197,382	$19,727	$24,795
Ending Cash and Other Resources **	**($173,772)**	**$305,514**	**$1,073,165**	**$876,042**	**$1,884,386**
Cash Reserve Target (Claims Amount)	**$2,527,169**	**$3,368,668**	**$2,376,150**	**$2,628,868**	**$2,261,340**
Cash Above/(Below) Cash Reserve Target**	**($2,700,941)**	**($3,063,154)**	**($1,302,985)**	**($1,752,826)**	**($376,954)**

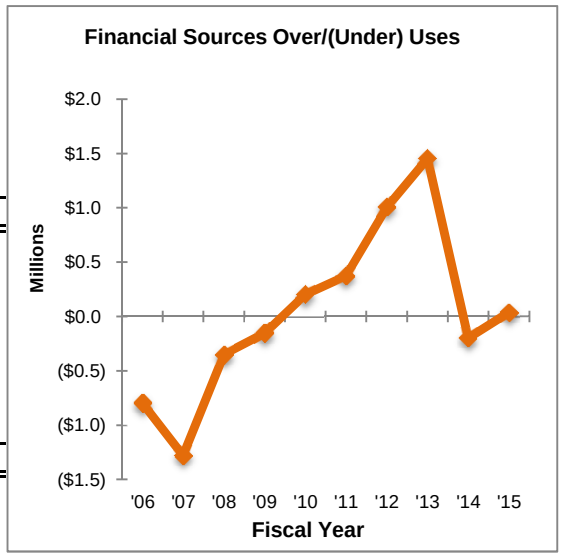
***FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions*
++ Other Local Revenues include Miscellaneous Revenue.

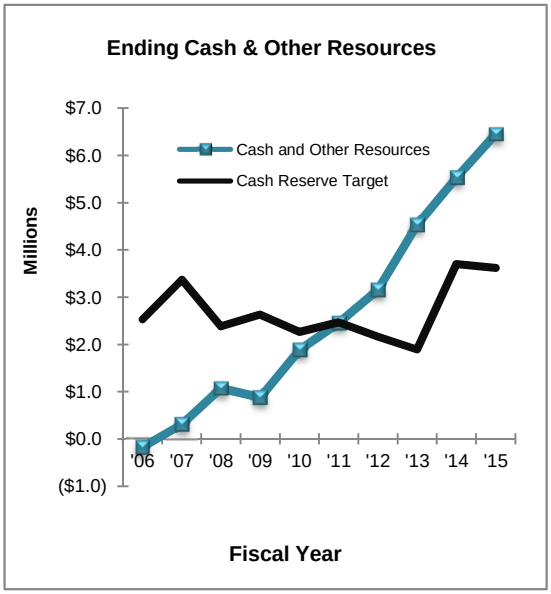
Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$29,850	$25,715	$45,573	$65,304	$85,553
$4,070,362	$4,436,696	$4,837,151	$5,082,233	$5,332,960
$47,500	$37,956	$30,099	$55,258	$114,651
$4,147,712	**$4,500,367**	**$4,912,823**	**$5,202,795**	**$5,533,164**
$0	$0	$0	$0	$0
$4,147,712	**$4,500,367**	**$4,912,823**	**$5,202,795**	**$5,533,164**



$3,739,865	$3,457,729	$3,422,431	$5,362,381	$5,461,303
$35,845	$35,845	$35,845	$40,576	$35,845
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$3,775,710	**$3,493,574**	**$3,458,276**	**$5,402,957**	**$5,497,148**
$372,002	**$1,006,793**	**$1,454,547**	**($200,162)**	**$36,016**
$2,488,274	$3,183,829	$4,559,945	$5,562,545	$6,488,000
$34,366	$25,868	$35,892	$34,191	$40,572
$2,453,908	**$3,157,961**	**$4,524,053**	**$5,528,354**	**$6,447,428**
$2,468,169	**$2,164,133**	**$1,888,957**	**$3,698,037**	**$3,615,364**
($14,261)	**$993,828**	**$2,635,096**	**$1,830,317**	**$2,832,064**





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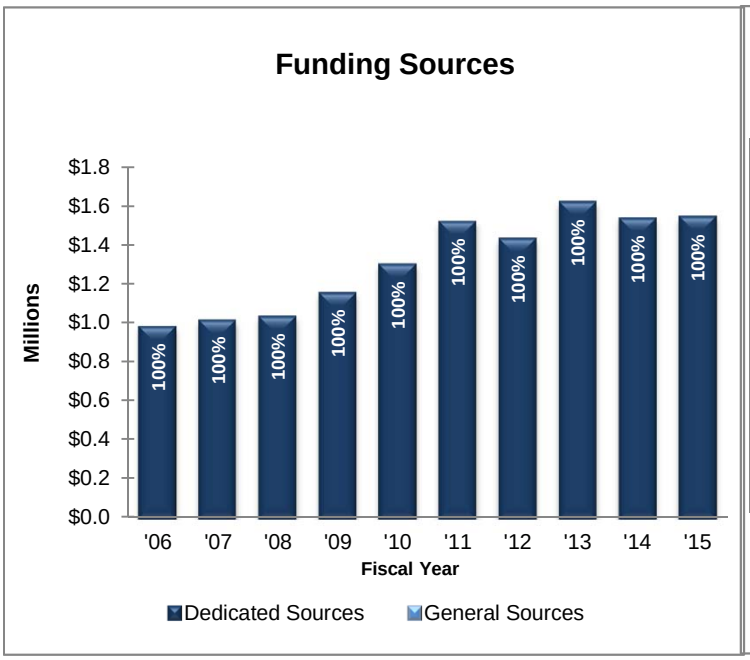
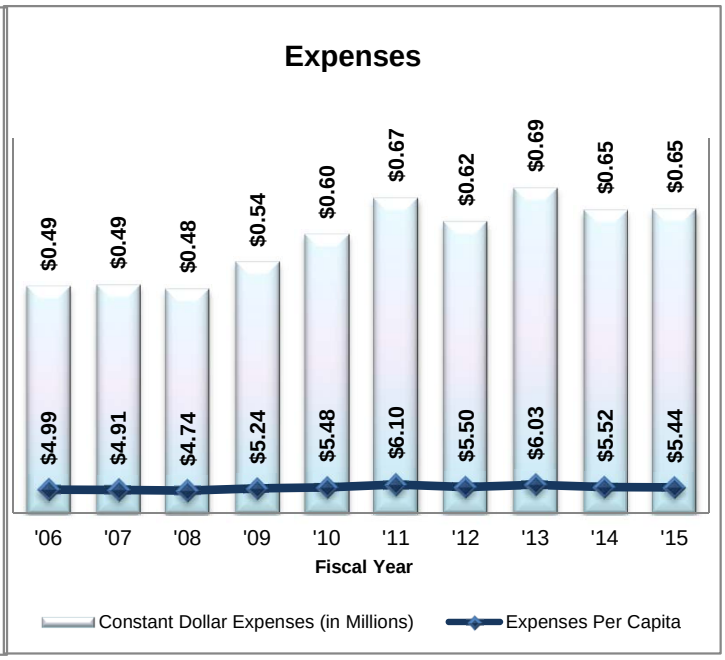
Supporting Activity - Custodial and Building Maintenance Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$977,808	$0	$977,808	201.60	$485,024	97,202	$4.99	9.35%
2007	$1,010,816	$0	$1,010,816	207.30	$487,610	99,405	$4.91	(1.60%)
2008	$1,030,051	$0	$1,030,051	215.30	$478,419	100,976	$4.74	(3.46%)
2009	$1,150,861	$0	$1,150,861	214.54	$536,439	102,324	$5.24	10.55%
2010	$1,297,550	$0	$1,297,550	218.06	$595,054	108,500	$5.48	4.58%
2011	$1,516,422	$0	$1,516,422	224.94	$674,148	110,438	$6.10	11.31%
2012	$1,428,977	$0	$1,428,977	229.59	$622,404	113,230	$5.50	(9.84%)
2013	$1,618,207	$0	$1,618,207	232.96	$694,629	115,276	$6.03	9.64%
2014	$1,533,669	$0	$1,533,669	236.74	$647,828	117,364	$5.52	(8.46%)
2015	**$1,540,889**	**$0**	**$1,540,889**	**237.02**	**$650,109**	**119,476**	**$5.44**	**(1.45%)**
10 Yr % Chg	*57.59%*		*57.59%*	*17.57%*	*34.04%*	*22.92%*	*9.02%*	

Description:

The Custodial and Building Maintenance Department Fund is an internal service fund that provides custodial services to city buildings downtown, along with the Sanford Kimpton, Wabash and Grissum Buildings. In addition, building maintenance services are provided to these facilities as well as the Walton Building, various police buildings (excluding the training facility) and other city facilities. All funding sources are considered to be dedicated and come from fees and service charges to funds that utilize these services on a per square foot basis. Utility bills for the Daniel Boone Building, Howard and Gentry Buildings are paid from this fund and the departments are charged back on a per square foot basis.

Analysis:

For the ten year period, total expenses increased 57.59%, constant dollar expenses increased 34.04%, and expenses per capita increased 9.02%. Most of this increase occurred because the department started cleaning additional buildings. In FY 2009, custodial services were added to the Wabash (Transit) building and increased at the Grissum Building. In FY 2010, Custodial and Building Maintenance services were increased due to the addition and renovation of the Daniel Boone Building. and three positions were added. In FY 2013, fund balance was used to repair the roof at the Howard building and to paint the exterior of the Armory building. Ending cash and other resources have been above the cash reserve guideline for all years shown. Future year plans are to do building assessments and hire a facility manager to better maintain the growing number of city facilities. The plan is to consolidate the building maintenance function which will significantly increase the expenses for this fund.

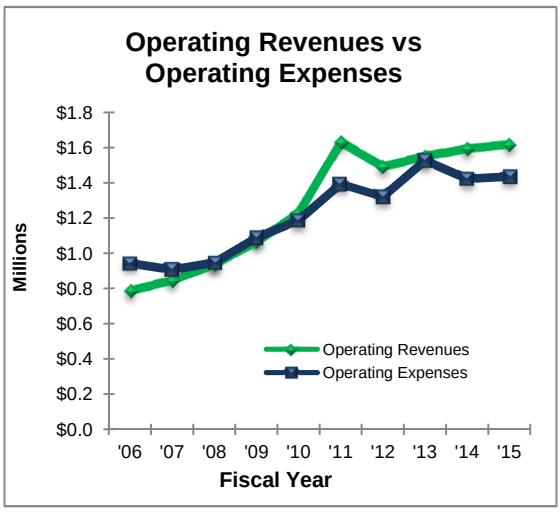
Custodial and Building Maintenance Fund

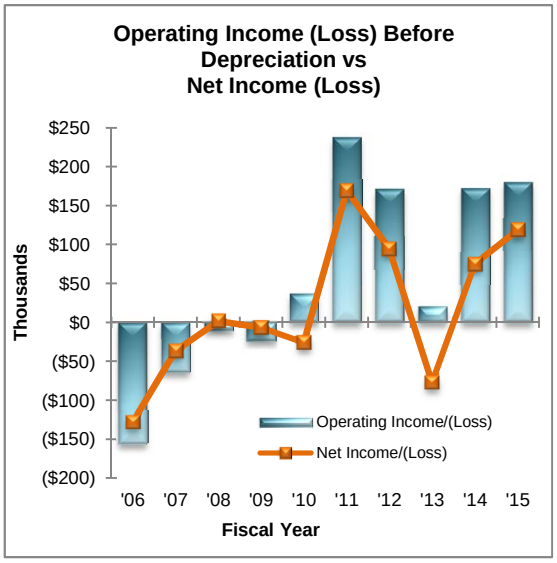
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Custodial User charges	$257,091	$288,963	$331,130	$470,096	$469,995
Bldg. Maint. User Charges	$529,899	$553,589	$605,979	$595,336	$754,689
Total Operating Revenues	$786,990	$842,552	$937,109	$1,065,432	$1,224,684
Operating Expenses:					
Personal Services	$487,239	$482,649	$514,538	$605,294	$600,807
Materials and Supplies	$123,231	$104,212	$105,922	$129,656	$156,594
Travel and Training	$457	$0	$1,477	$508	$1,255
Intragovernmental	$71,203	$76,180	$82,511	$77,000	$95,478
Utilities, Services and Miscellaneous	$260,759	$243,647	$243,251	$276,012	$333,492
Total Operating Expenses	$942,889	$906,688	$947,699	$1,088,470	$1,187,626
Operating Income (Loss) Before Depreciation	($155,899)	($64,136)	($10,590)	($23,038)	$37,058
Depreciation	($4,826)	($8,708)	($10,905)	($12,656)	($13,209)
Operating Income (Loss) *	($160,725)	($72,844)	($21,495)	($35,694)	$23,849
Non-Operating Revenues:					
Investment Revenue	$32,869	$35,900	$27,742	$24,642	$19,975
Revenue from Other Gov Units	$0	$0	$0	$0	$0
Miscellaneous Revenue	$4,079	$2,001	$3,450	$4,175	$0
Total Non-Operating Revenues	$36,948	$37,901	$31,192	$28,817	$19,975
Non-Operating Expenses:					
Interest Expense	$0	$0	$0	$0	$0
Loss on Disposal of Assets	$0	$0	$0	$0	$0
Miscellaneous Expenses	$0	$1,600	$8,164	$0	$0
Total Non-Operating Expenses	$0	$1,600	$8,164	$0	$0
Operating Transfers:					
Operating Transfer From Other Funds	$0	$0	$0	$0	$0
Operating Transfers To Other Funds	($4,493)	$0	$0	$0	($69,646)
Total Operating Transfers	($4,493)	$0	$0	$0	($69,646)
Net Income (Loss) Before Capital Contribution	($128,270)	($36,543)	$1,533	($6,877)	($25,822)
Capital Contributions	$0	$0	$0	$0	$0
Net Income (Loss)	($128,270)	($36,543)	$1,533	($6,877)	($25,822)
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	($128,270)	($36,543)	$1,533	($6,877)	($25,822)
Beginning Retained Earnings*	$479,376	$351,106	$314,563	$316,096	$309,219
Ending Retained Earnings	**$351,106**	**$314,563**	**$316,096**	**$309,219**	**$283,397**
Contributed Capital	$380,000	$380,000	$380,000	$380,000	$380,000
Ending Fund Equity	**$731,106**	**$694,563**	**$696,096**	**$689,219**	**$663,397**

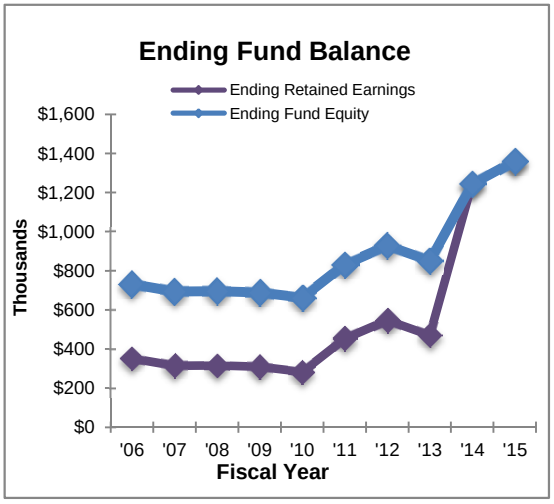
*FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$589,484	$561,513	$597,241	$604,860	$614,251
$1,041,921	$931,281	$950,267	$991,142	$1,001,998
$1,631,405	$1,492,794	$1,547,508	$1,596,002	$1,616,249
$731,465	$688,227	$759,390	$715,387	$728,290
$168,836	$188,054	$226,922	$222,679	$196,734
$2,376	$1,631	$7,310	$6,955	$7,483
$114,380	$62,441	$61,757	$60,979	$20,864
$376,823	$381,051	$471,574	$417,513	$482,593
$1,393,880	$1,321,404	$1,526,953	$1,423,513	$1,435,964
$237,525	$171,390	$20,555	$172,489	$180,285
($15,813)	($17,358)	($19,647)	($16,266)	($15,484)
$221,712	$154,032	$908	$156,223	$164,801
$14,760	$10,404	($9,105)	$13,115	$23,124
$0	$0	$0	$0	$0
$4,119	$12	$2,946	$0	$0
$18,879	$10,416	($6,159)	$13,115	$23,124
$0	$0	$0	$0	$0
$0	$0	$1,961	$0	$0
$1,899	$0	$0	$0	$0
$1,899	$0	$1,961	$0	$0
$0	$0	$0	$0	$0
($69,646)	($69,646)	($69,646)	($93,890)	($69,646)
($69,646)	($69,646)	($69,646)	($93,890)	($69,646)
$169,046	$94,802	($76,858)	$75,448	$118,279
$0	$0	$0	$0	$0
$169,046	$94,802	($76,858)	$75,448	$118,279
$0	$0	$0	$0	$0
$169,046	$94,802	($76,858)	$75,448	$118,279
$283,397	$452,443	$547,245	$1,168,353	$1,243,801
$452,443	**$547,245**	**$470,387**	**$1,243,801**	**$1,362,080**
$380,000	$380,000	$380,000	$0	$0
$832,443	**$927,245**	**$850,387**	**$1,243,801**	**$1,362,080**







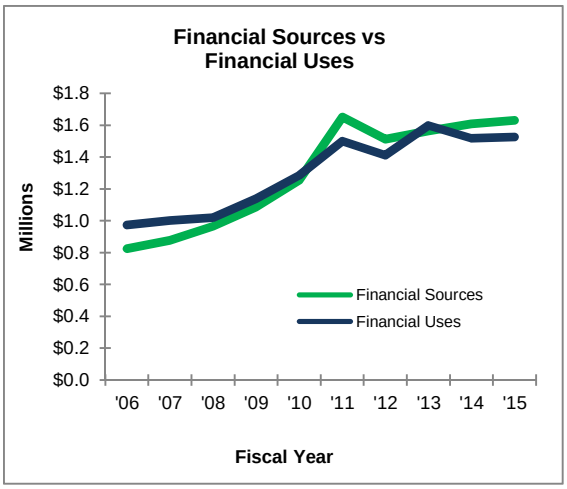
Custodial and Building Maintenance Fund

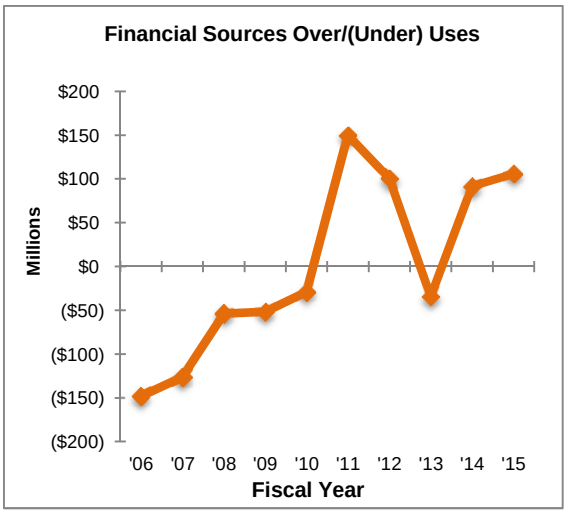
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants					
Interest (w/o GASB 31 Adjustment)	$33,746	$31,383	$24,547	$16,855	$30,713
Fees and Service Charges	$786,990	$842,552	$937,109	$1,065,432	$1,224,684
Other Local Revenues ++	$4,079	$2,001	$3,450	$4,175	$0
Total Financial Sources	**$824,815**	**$875,936**	**$965,106**	**$1,086,462**	**$1,255,397**
Other Funding Sources/Transfers^	$0	$0	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$824,815**	**$875,936**	**$965,106**	**$1,086,462**	**$1,255,397**
Financial Uses					
Operating Expenses	$942,889	$906,688	$947,699	$1,088,470	$1,187,626
Operating Transfers to Other Funds	$4,493	$0	$0	$0	$69,646
Interest and Other Non-Oper Cash Exp	$0	$1,600	$8,164	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$25,600	$93,820	$63,283	$49,735	$27,069
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$972,982**	**$1,002,108**	**$1,019,146**	**$1,138,205**	**$1,284,341**
Financial Sources Over/ (Under) Financial Uses	**($148,167)**	**($126,172)**	**($54,040)**	**($51,743)**	**($28,944)**
Current Assets	$704,986	$617,417	$583,332	$515,703	$467,374
Less: Current Liabilites**	$62,982	$95,469	$104,064	$83,822	$75,175
Ending Cash and Other Resources **	**$642,004**	**$521,948**	**$479,268**	**$431,881**	**$392,199**
Cash Reserve Target (20% of Fin. Uses)	**$194,596**	**$200,422**	**$203,829**	**$227,641**	**$256,868**
Cash Above/(Below) Cash Reserve Target**	**$447,408**	**$321,526**	**$275,439**	**$204,240**	**$135,331**

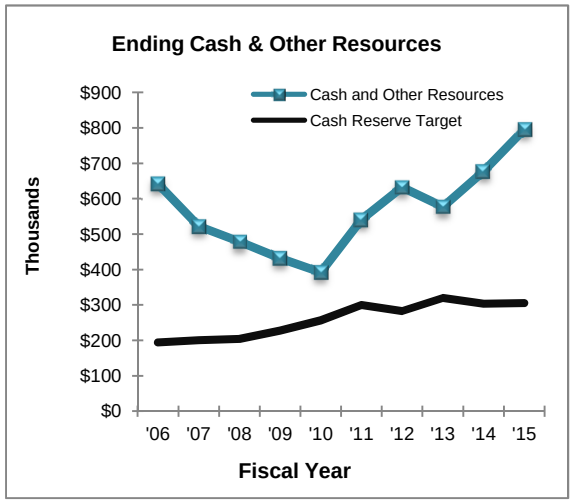
***FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions*
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$15,025	$19,047	$13,747	$13,139	$14,908
$1,631,405	$1,492,794	$1,547,508	$1,596,002	$1,616,249
$4,119	$12	$2,946	$0	$0
$1,650,549	**$1,511,853**	**$1,564,201**	**$1,609,141**	**$1,631,157**
$0	$0	$0	$0	$0
$1,650,549	**$1,511,853**	**$1,564,201**	**$1,609,141**	**$1,631,157**
$1,393,880	$1,321,404	$1,526,953	$1,423,513	$1,435,964
$69,646	$69,646	$69,646	$93,890	$69,646
$1,899	$0	$1,961	$0	$0
$0	$0	$0	$0	$0
$35,184	$20,569	$0	$0	$19,795
$0	$0	$0	$0	$0
$1,500,609	**$1,411,619**	**$1,598,560**	**$1,517,403**	**$1,525,405**
$149,940	**$100,234**	**($34,359)**	**$91,738**	**$105,752**
$618,252	$731,873	$693,416	$811,445	$895,846
$76,938	$98,968	$115,761	$133,837	$99,752
$541,314	**$632,905**	**$577,655**	**$677,608**	**$796,094**
$300,122	**$282,324**	**$319,712**	**$303,481**	**$305,081**
$241,192	**$350,581**	**$257,943**	**$374,127**	**$491,013**







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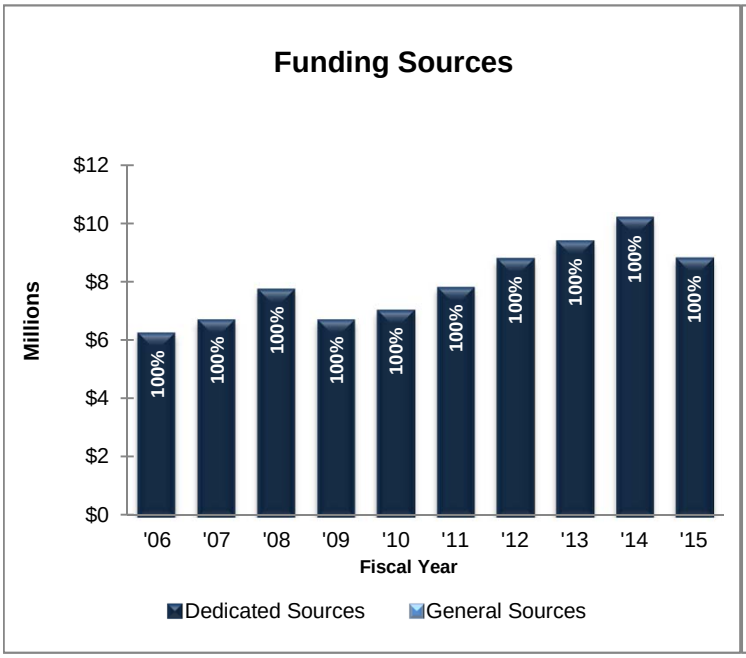
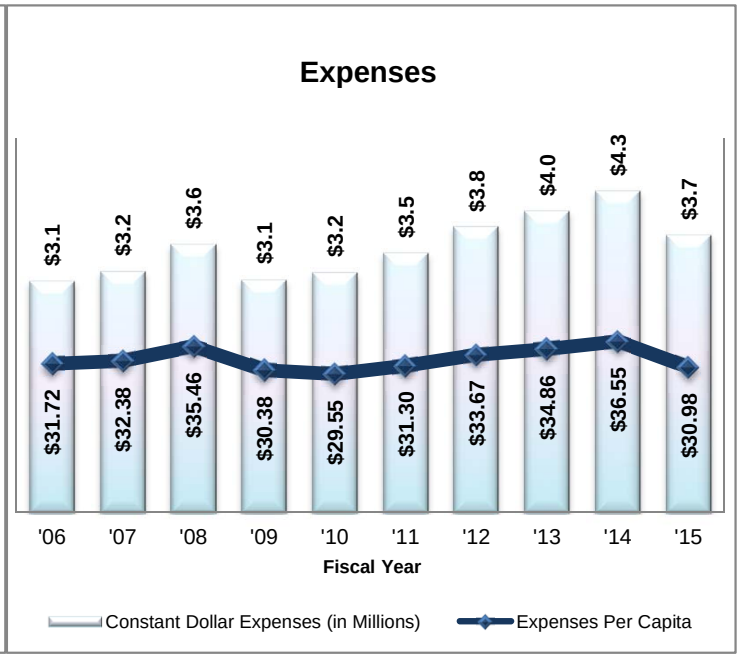
Supporting Activity - Fleet Operations Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$6,208,507	$7,387	$6,215,894	201.60	$3,083,281	97,202	$31.72	14.68%
2007	$6,671,461	$0	$6,671,461	207.30	$3,218,264	99,405	$32.38	2.08%
2008	$7,699,729	$10,275	$7,710,004	215.30	$3,581,002	100,976	$35.46	9.51%
2009	$6,604,695	$65,033	$6,669,728	214.54	$3,108,894	102,324	$30.38	(14.33%)
2010	$6,918,100	$72,620	$6,990,720	218.06	$3,205,929	108,500	$29.55	(2.73%)
2011	$7,759,462	$15,987	$7,775,449	224.94	$3,456,692	110,438	$31.30	5.92%
2012	$7,902,422	$850,000	$8,752,422	229.59	$3,812,197	113,230	$33.67	7.57%
2013	$8,675,230	$687,278	$9,362,508	232.96	$4,018,934	115,276	$34.86	3.53%
2014	$9,585,833	$570,035	$10,155,868	236.74	$4,289,883	117,364	$36.55	4.85%
2015	**$8,652,068**	**$120,513**	**$8,772,581**	**237.02**	**$3,701,199**	**119,476**	**$30.98**	**(15.24%)**
10 Yr % Chg	*39.36%*	*1531.42%*	*41.13%*	*17.57%*	*20.04%*	*22.92%*	*(2.33%)*	

Description:
The Fleet Operations Fund is an internal service fund that provides preventive maintenance, mechanical repair, repair parts, acquisition support, and fuel for the vehicles and equipment belonging to City departments. The primary dedicated funding source is fees and service charges for labor, parts, outside work authorizations and fuel that is charged to departments based on usage of fleet goods and services.

Analysis:
For the ten year period, total expenses increased 41.13%, constant dollar expenses increased 20.04% and expenses per capita decreased 2.33%. During this time period the cost of sending equipment out for repair has significantly increased. This led management to the decision of adding another shift to fleet operations in FY 2009, resulting in cost reductions. During FY 2013 and FY 2014 fleet operations assumed maintenance for Parks and Recreation and Water and Electric in an effort to centralize fleet maintenance operations.

The Fleet Operations Fund experienced a net loss in FY 2008; however, net income has been positive for the period FY 2009 to FY 2015 due to the addition of the third shift. Ending fund balance has significantly increased during the past ten years; however ending cash and other resources has been below the cash reserve target for most of the period. There have been several large cash outlays that have been needed in the past several years to build a fleet management building for Parks and Recreation, purchase land for a CNG facility, and replacement of the city's accounting software (COFERS Project). Management reviews rates annually and will adjust rates in order to increase the ending cash balances to the cash reserve target in the next five years.

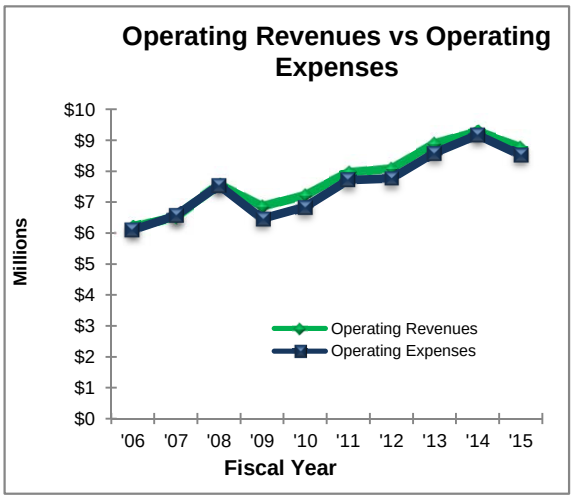
Fleet Operations Fund

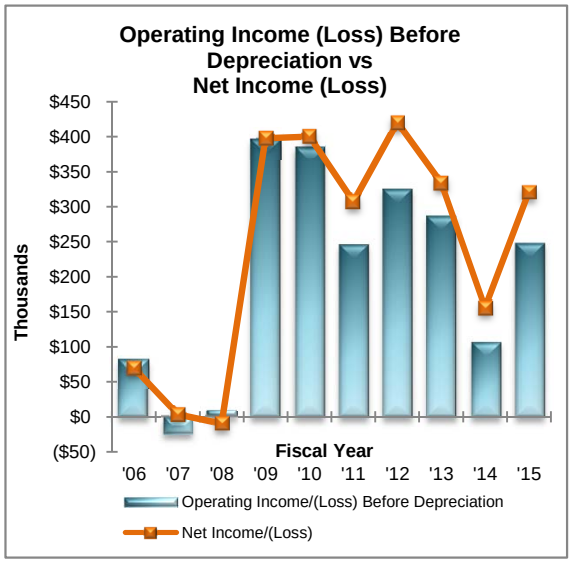
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
User Charges	$6,176,095	$6,535,915	$7,557,805	$6,856,593	$7,228,728
Total Operating Revenues	$6,176,095	$6,535,915	$7,557,805	$6,856,593	$7,228,728
Operating Expenses:					
Personal Services	$1,340,996	$1,471,985	$1,480,502	$1,569,904	$1,578,543
Materials and Supplies	$4,411,974	$4,724,760	$5,630,020	$4,435,386	$4,767,766
Travel and Training	$1,655	$2,775	$5,669	$2,177	$3,056
Intragovernmental	$286,711	$308,365	$363,753	$400,745	$439,199
Utilities, Services and Miscellaneous	$52,982	$51,567	$67,957	$50,959	$53,443
Total Operating Expenses	$6,094,318	$6,559,452	$7,547,901	$6,459,171	$6,842,007
Operating Income (Loss) Before Depreciation	$81,777	($23,537)	$9,904	$397,422	$386,721
Depreciation	($20,555)	($24,264)	($25,514)	($26,579)	($37,234)
Operating Income (Loss)	$61,222	($47,801)	($15,610)	$370,843	$349,487
Non-Operating Revenues:					
Investment Revenue	$18,630	$24,063	$18,414	$21,410	$28,401
Revenue from Other Gov Units	$11,309	$0	$0	$0	$0
Miscellaneous Revenue	$35,336	$68,107	$63,936	$40,925	$60,932
Total Non-Operating Revenues	$65,275	$92,170	$82,350	$62,335	$89,333
Non-Operating Expenses:					
Interest Expense	$5,213	$4,135	$3,018	$1,862	$665
Loss on disposal of fixed assets	$0	$0	$0	$0	$0
Miscellaneous Expenses	$1,911	$4,428	$1,305	$0	$0
Total Non-Operating Expenses	$7,124	$8,563	$4,323	$1,862	$665
Operating Transfers:					
Operating Transfer From Other Funds	$0	$0	$0	$0	$0
Operating Transfers To Other Funds	($49,544)	($32,394)	($72,042)	($33,667)	($38,194)
Total Operating Transfers	($49,544)	($32,394)	($72,042)	($33,667)	($38,194)
Net Income (Loss) Before Capital Contribution	$69,829	$3,412	($9,625)	$397,649	$399,961
Capital Contributions	$0	$0	$0	$0	$0
Net Income (Loss)	$69,829	$3,412	($9,625)	$397,649	$399,961
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	$69,829	$3,412	($9,625)	$397,649	$399,961
Beginning Retained Earnings*	$609,078	$678,907	$682,319	$672,694	$1,070,343
Ending Retained Earnings	**$678,907**	**$682,319**	**$672,694**	**$1,070,343**	**$1,470,304**
Contributed Capital	$281,705	$281,705	$281,705	$281,705	$281,705
Ending Fund Equity	**$960,612**	**$964,024**	**$954,399**	**$1,352,048**	**$1,752,009**

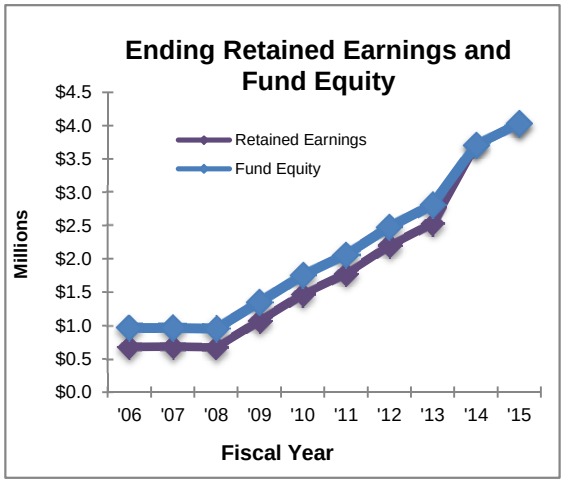
*FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$7,954,852	$8,088,141	$8,878,315	$9,274,757	$8,765,418
$7,954,852	$8,088,141	$8,878,315	$9,274,757	$8,765,418
$1,698,651	$1,789,772	$1,935,106	$2,164,313	$2,304,057
$5,517,620	$5,749,497	$6,407,329	$6,724,131	$5,949,146
$1,781	$225	$300	$3,098	$21,806
$438,607	$160,568	$172,843	$197,221	$173,369
$51,843	$62,634	$75,867	$79,203	$68,707
$7,708,502	$7,762,696	$8,591,445	$9,167,966	$8,517,085
$246,350	$325,445	$286,870	$106,791	$248,333
($37,180)	($38,606)	($46,569)	($46,803)	($59,677)
$209,170	$286,839	$240,301	$59,988	$188,656
$26,422	$18,333	($22,879)	$11,318	$21,667
$0	$0	$0	$0	$0
$78,239	$118,607	$121,547	$154,406	$130,365
$104,661	$136,940	$98,668	$165,724	$152,032
$0	$0	$0	$0	$0
$0	$0	$7,700	$119,431	$14,174
$3,275	$0	$0	$0	$0
$3,275	$0	$7,700	$119,431	$14,174
$0	$0	$8,134	$110,000	$0
($3,330)	($3,330)	($5,349)	($60,240)	($5,625)
($3,330)	($3,330)	$2,785	$49,760	($5,625)
$307,226	$420,449	$334,054	$156,041	$320,889
$0	$0	$0	$0	$0
$307,226	$420,449	$334,054	$156,041	$320,889
$0	$0	$0	$0	$0
$307,226	$420,449	$334,054	$156,041	$320,889
$1,470,304	$1,777,530	$2,197,979	$3,551,323	$3,707,364
$1,777,530	**$2,197,979**	**$2,532,033**	**$3,707,364**	**$4,028,253**
$281,705	$281,705	$281,705	$0	$0
$2,059,235	**$2,479,684**	**$2,813,738**	**$3,707,364**	**$4,028,253**







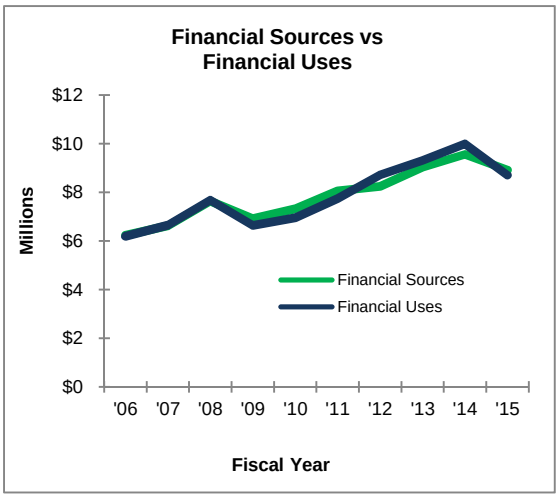
Fleet Operations Fund

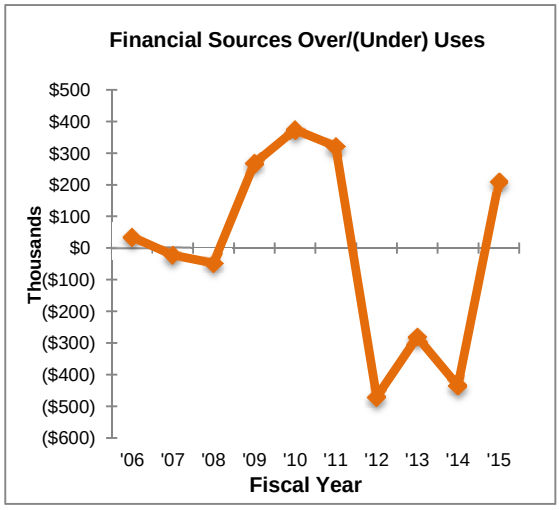
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants					
Interest (w/o GASB 31 Adjustment)	$19,335	$20,486	$15,402	$13,274	$38,270
Fees and Service Charges	$6,176,095	$6,535,915	$7,557,805	$6,856,593	$7,228,728
Other Local Revenues ++	$35,336	$68,107	$63,936	$40,925	$60,932
Total Financial Sources	**$6,230,766**	**$6,624,508**	**$7,637,143**	**$6,910,792**	**$7,327,930**
Other Funding Sources/Transfers^	$0	$0	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$6,230,766**	**$6,624,508**	**$7,637,143**	**$6,910,792**	**$7,327,930**
Financial Uses					
Operating Expenses	$6,094,318	$6,559,452	$7,547,901	$6,459,171	$6,842,007
Operating Transfers to Other Funds	$49,544	$32,394	$72,042	$33,667	$38,194
Interest and Other Non-Oper Cash Exp	$7,124	$8,563	$4,323	$1,862	$665
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$36,966	$46,788	$49,949	$83,416	$0
Ent. Revenues used for Capital Projects	$7,387	$0	$10,275	$65,033	$72,620
Total Financial Uses	**$6,195,339**	**$6,647,197**	**$7,684,490**	**$6,643,149**	**$6,953,486**
Financial Sources Over/ (Under) Financial Uses	**$35,427**	**($22,689)**	**($47,347)**	**$267,643**	**$374,444**
Current Assets	$973,056	$1,034,578	$1,171,746	$1,154,078	$1,693,424
Less: Current Liabilities**	$357,638	$437,249	$617,448	$324,000	$498,771
Ending Cash and Other Resources**	**$615,418**	**$597,329**	**$554,298**	**$830,078**	**$1,194,653**
Cash Reserve Target (20% of Fin. Uses)	**$1,239,068**	**$1,329,439**	**$1,536,898**	**$1,328,630**	**$1,390,697**
Cash Above/(Below) Cash Reserve Target**	**($623,650)**	**($732,110)**	**($982,600)**	**($498,552)**	**($196,044)**

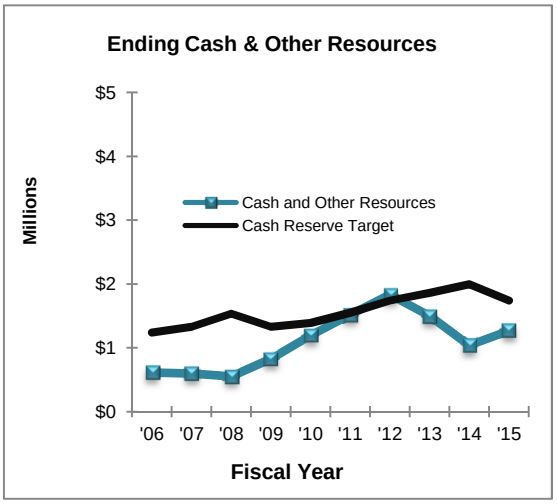
***FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions*
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$26,976	$36,676	$26,935	$15,010	$13,684
$7,954,852	$8,088,141	$8,878,315	$9,274,757	$8,765,418
$78,239	$118,607	$121,547	$154,406	$130,365
$8,060,067	**$8,243,424**	**$9,026,797**	**$9,444,173**	**$8,909,467**
$0	$0	$8,134	$110,000	$0
$8,060,067	**$8,243,424**	**$9,034,931**	**$9,554,173**	**$8,909,467**
$7,708,502	$7,762,696	$8,591,445	$9,167,966	$8,517,085
$3,330	$3,330	$5,349	$60,240	$5,625
$3,275	$0	$7,700	$0	$0
$0	$0	$0	$0	$0
$7,175	$97,790	$24,167	$191,393	$55,507
$15,987	$850,000	$687,278	$570,035	$120,513
$7,738,269	**$8,713,816**	**$9,315,939**	**$9,989,634**	**$8,698,730**
$321,798	**($470,392)**	**($281,008)**	**($435,461)**	**$210,737**
$1,971,429	$2,292,507	$2,314,564	$1,754,958	$1,954,254
$452,258	$463,973	$814,295	$716,048	$686,138
$1,519,171	**$1,828,534**	**$1,500,269**	**$1,038,910**	**$1,268,116**
$1,547,654	**$1,742,763**	**$1,863,188**	**$1,997,927**	**$1,739,746**
($28,483)	**$85,771**	**($362,919)**	**($959,017)**	**($471,630)**







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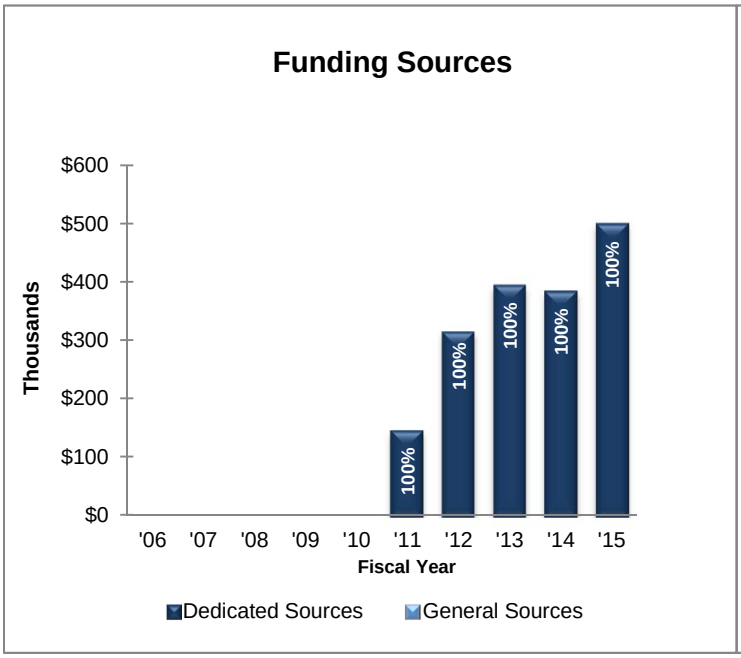
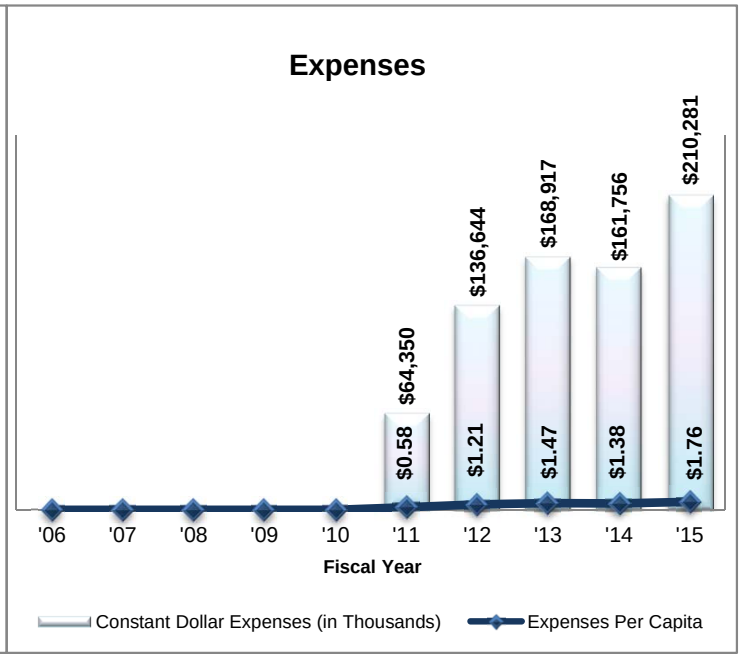
Supporting Activity - Geospatial Information Services (GIS) Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$0	$0	$0	201.60	$0	97,202	$0.00	
2007	$0	$0	$0	207.30	$0	99,405	$0.00	
2008	$0	$0	$0	215.30	$0	100,976	$0.00	
2009	$0	$0	$0	214.54	$0	102,324	$0.00	
2010	$0	$0	$0	218.06	$0	108,500	$0.00	
2011	$144,748	$0	$144,748	224.94	$64,350	110,438	$0.58	
2012	$313,722	$0	$313,722	229.59	$136,644	113,230	$1.21	108.62%
2013	$393,509	$0	$393,509	232.96	$168,917	115,276	$1.47	21.49%
2014	$382,941	$0	$382,941	236.74	$161,756	117,364	$1.38	(6.12%)
2015	**$498,407**	**$0**	**$498,407**	**237.02**	**$210,281**	**119,476**	**$1.76**	**27.54%**
10 Yr % Chg				*17.57%*		*22.92%*		

Description:
The GIS Fund is an internal service fund that is responsible for developing, coordinating, and supporting the use of geospatial technologies such as computer mapping, geographic information systems, global positioning systems, remote sensing, and the accompanying spatial data across all City departments. The primary dedicated funding source is a fee charged to user departments based on the number of network computers in each department.

Analysis:
The GIS Fund was established mid-year FY 2011 when expenses were moved from the Information Technologies Department and the City Manager's budget into the newly established fund. FY 2012 reflects a full year's cost for the department. The significant increase in cash and other resources over time is used to pay for aerial image, topographic and planimetric data collection costs. Since these expenses occur every few years, the fees to the user departments to recover a portion of these significant costs each year.

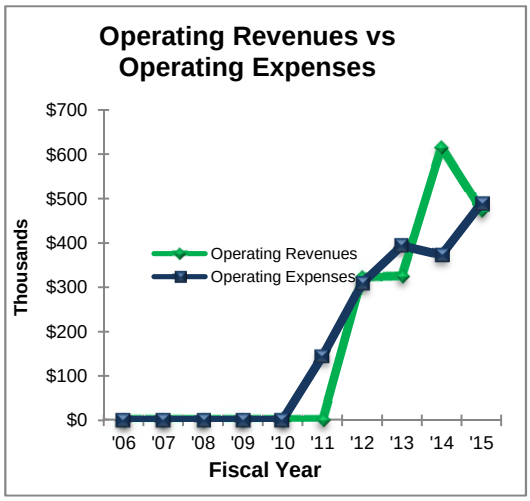
Geospatial Information Services (GIS) Fund

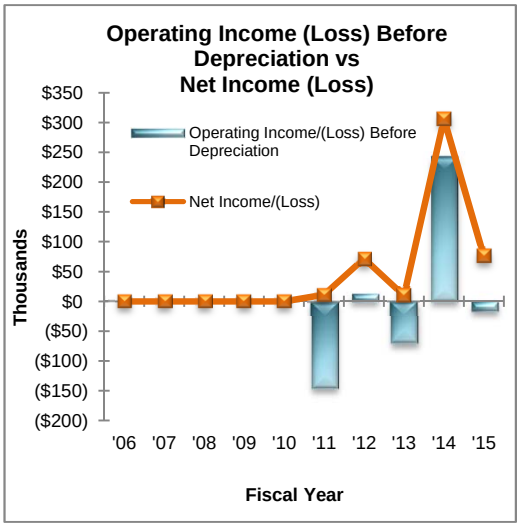
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
User Charges	$0	$0	$0	$0	$0
Total Operating Revenues	$0	$0	$0	$0	$0
Operating Expenses:					
Personal Services	$0	$0	$0	$0	$0
Materials and Supplies	$0	$0	$0	$0	$0
Travel and Training	$0	$0	$0	$0	$0
Intragovernmental	$0	$0	$0	$0	$0
Utilities, Services and Miscellaneous	$0	$0	$0	$0	$0
Total Operating Expenses	$0	$0	$0	$0	$0
Operating Income (Loss) Before Depreciation	$0	$0	$0	$0	$0
Depreciation	$0	$0	$0	$0	$0
Operating Income (Loss)	$0	$0	$0	$0	$0
Non-Operating Revenues:					
Investment Revenue	$0	$0	$0	$0	$0
Revenue from Other Gov Units	$0	$0	$0	$0	$0
Miscellaneous Revenue	$0	$0	$0	$0	$0
Total Non-Operating Revenues	$0	$0	$0	$0	$0
Non-Operating Expenses:					
Interest Expense	$0	$0	$0	$0	$0
Miscellaneous Expenses	$0	$0	$0	$0	$0
Total Non-Operating Expenses	$0	$0	$0	$0	$0
Operating Transfers:					
Operating Transfer From Other Funds	$0	$0	$0	$0	$0
Operating Transfers To Other Funds	$0	$0	$0	$0	$0
Total Operating Transfers	$0	$0	$0	$0	$0
Net Income (Loss) Before Capital Contribution	$0	$0	$0	$0	$0
Capital Contributions	$0	$0	$0	$0	$0
Net Income (Loss)	$0	$0	$0	$0	$0
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	$0	$0	$0	$0	$0
Beginning Retained Earnings*	$0	$0	$0	$0	$0
Ending Retained Earnings	**$0**	**$0**	**$0**	**$0**	**$0**

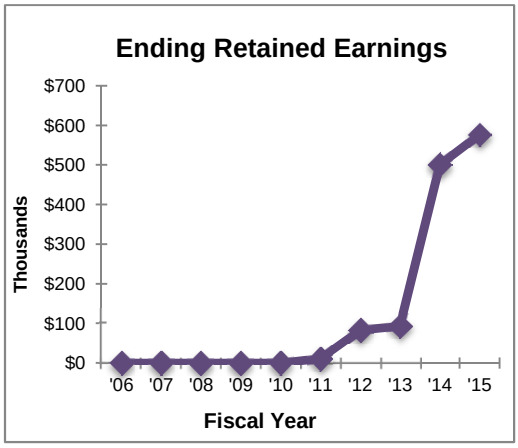
*FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$322,004	$324,130	$615,315	$473,528
$0	$322,004	$324,130	$615,315	$473,528
$134,899	$282,449	$332,502	$330,490	$392,895
$4,578	$13,149	$12,515	$16,992	$25,651
$3,115	$9,558	$10,675	$11,670	$17,615
$0	$447	$3,786	$6,440	$7,622
$2,156	$3,631	$34,031	$6,965	$45,752
$144,748	$309,234	$393,509	$372,557	$489,535
($144,748)	$12,770	($69,379)	$242,758	($16,007)
$0	$0	$0	$0	($1,082)
($144,748)	$12,770	($69,379)	$242,758	($17,089)
$884	$578	($2,020)	$4,282	$13,228
$20,865	$62,847	$81,046	$69,373	$79,456
$0	$0	$0	$15	$564
$21,749	$63,425	$79,026	$73,670	$93,248
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$134,096	$0	$0	$0	$0
$0	($4,488)	$0	($10,384)	$0
$134,096	($4,488)	$0	($10,384)	$0
$11,097	$71,707	$9,647	$306,044	$76,159
$0	$0	$0	$0	$0
$11,097	$71,707	$9,647	$306,044	$76,159
$0	$0	$0	$0	$0
$11,097	$71,707	$9,647	$306,044	$76,159
$0	$11,097	$82,804	$194,435	$500,479
$11,097	**$82,804**	**$92,451**	**$500,479**	**$576,638**







Geospatial Information Services (GIS) Fund

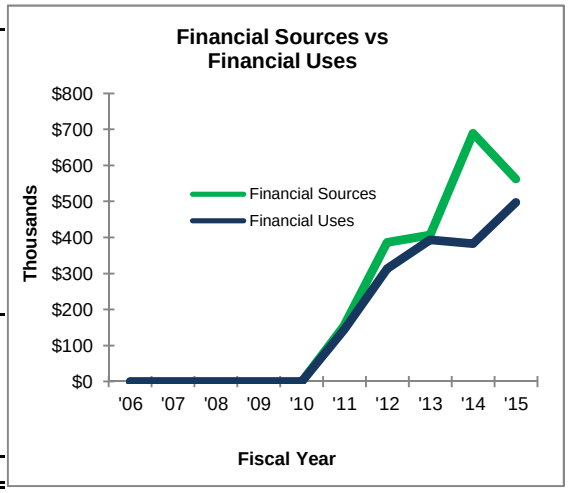
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$0	$0	$0	$0	$0
Interest (w/o GASB 31 Adjustment)	$0	$0	$0	$0	$0
Fees and Service Charges	$0	$0	$0	$0	$0
Other Local Revenues ++	$0	$0	$0	$0	$0
	$0	**$0**	**$0**	**$0**	**$0**
Other Funding Sources/Transfers^	$0	$0	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**
Financial Uses					
Operating Expenses	$0	$0	$0	$0	$0
Operating Transfers to Other Funds	$0	$0	$0	$0	$0
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$0**	**$0**	**$0**	**$0**	**$0**
Financial Sources Over/ (Under) Financial Uses	**$0**	**$0**	**$0**	**$0**	**$0**
Current Assets	$0	$0	$0	$0	$0
Less: Current Liabilities*	$0	$0	$0	$0	$0
Ending Cash and Other Resources	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Reserve Target (20% Fin. Uses)	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Above/(Below) Cash Reserve Target	**$0**	**$0**	**$0**	**$0**	**$0**

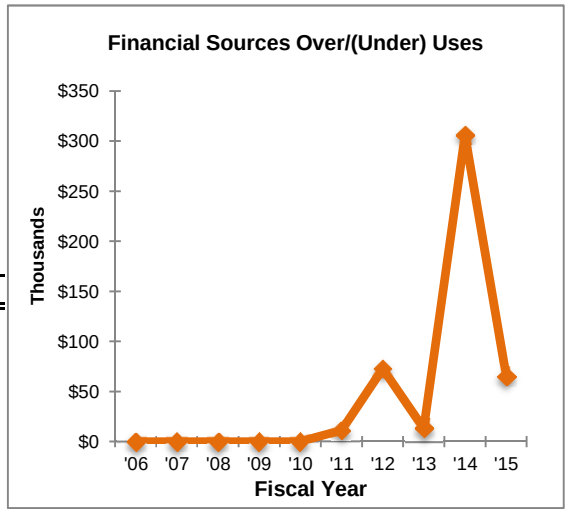
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

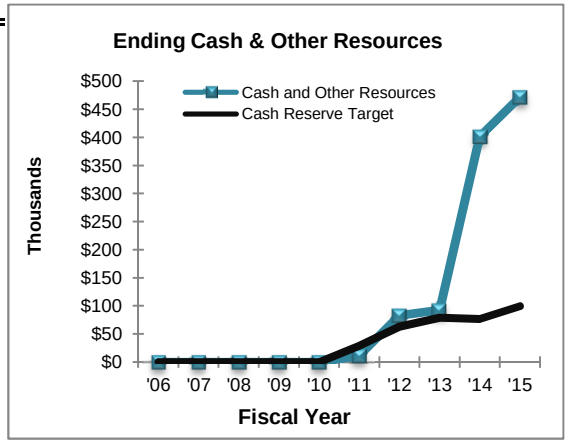
*FY 2014 was restated for GASB 68 Accounting and Financial Reporting for Pensions.

Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$20,865	$62,847	$81,046	$69,373	$79,456
$901	$1,499	$1,349	$4,430	$8,749
$0	$322,004	$324,130	$615,315	$473,528
$0	$0	$0	$15	$564
$21,766	**$386,350**	**$406,525**	**$689,133**	**$562,297**
$134,096	$0	$0	$0	$0
$155,862	**$386,350**	**$406,525**	**$689,133**	**$562,297**
$144,748	$309,234	$393,509	$372,557	$489,535
$0	$4,488	$0	$10,384	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$7,790
$0	$0	$0	$0	$0
$144,748	**$313,722**	**$393,509**	**$382,941**	**$497,325**
$11,114	**$72,628**	**$13,016**	**$306,192**	**$64,972**
$32,211	$110,579	$119,858	$439,859	$560,521
$21,114	$27,775	$27,407	$38,695	$88,457
$11,097	**$82,804**	**$92,451**	**$401,164**	**$472,064**
$28,950	**$62,744**	**$78,702**	**$76,588**	**$99,465**
($17,853)	**$20,060**	**$13,749**	**$324,576**	**$372,599**







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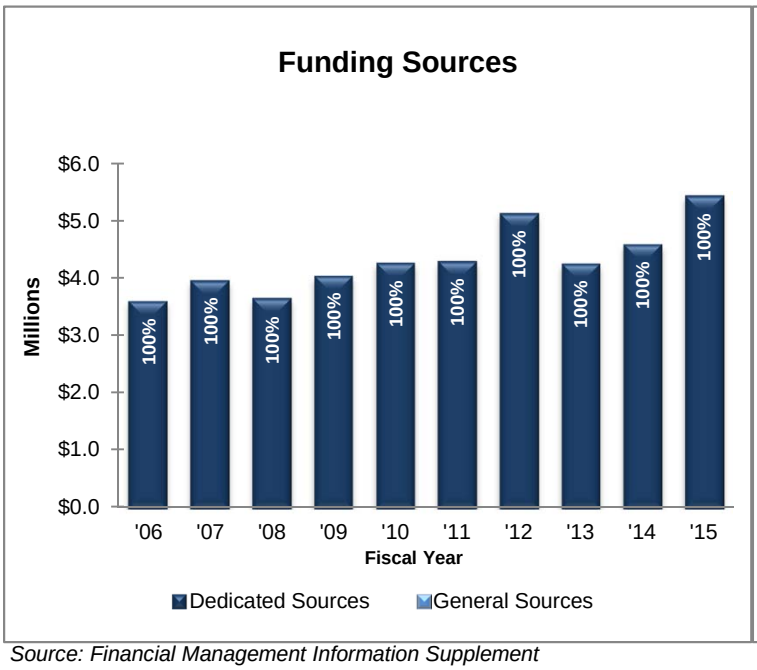
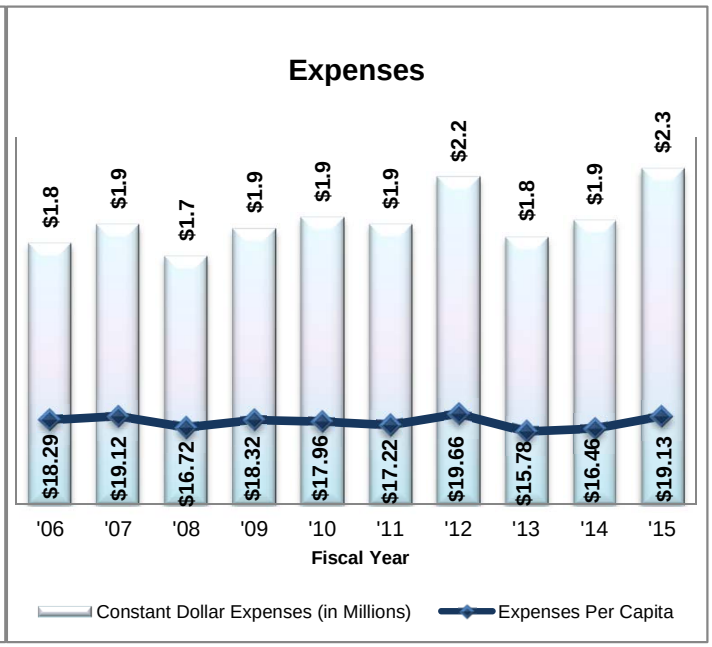
Supporting Activity - Information Technologies Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$3,583,593	$0	$3,583,593	201.60	$1,777,576	97,202	$18.29	(15.47%)
2007	$3,940,951	$0	$3,940,951	207.30	$1,901,086	99,405	$19.12	4.54%
2008	$3,633,974	$0	$3,633,974	215.30	$1,687,842	100,976	$16.72	(12.55%)
2009	$4,022,612	$0	$4,022,612	214.54	$1,875,020	102,324	$18.32	9.57%
2010	$4,250,095	$0	$4,250,095	218.06	$1,949,084	108,500	$17.96	(1.97%)
2011	$4,278,464	$0	$4,278,464	224.94	$1,902,055	110,438	$17.22	(4.12%)
2012	$5,112,041	$0	$5,112,041	229.59	$2,226,596	113,230	$19.66	14.17%
2013	$4,237,809	$0	$4,237,809	232.96	$1,819,114	115,276	$15.78	(19.74%)
2014	$4,574,623	$0	$4,574,623	236.74	$1,932,341	117,364	$16.46	4.31%
2015	**$5,418,020**	**$0**	**$5,418,020**	**237.02**	**$2,285,891**	**119,476**	**$19.13**	**16.22%**
10 Yr % Chg	*51.19%*		*51.19%*	*17.57%*	*28.60%*	*22.92%*	*4.59%*	

Description:

The Information Technology (IT) Fund is an internal service fund that is responsible for support and administration of the AS/400 system, a Wide Area Network (WAN), Local Area Networks (LANs), telecommunications (PBX), personal computers (PCs), and workstations throughout all City departments. IT also provides systems development, system enhancements, upgrades, repairs, and consulting for departments. Telecommunication charges are based on actual usage. The rest of the budget is charged back to user departments on the basis of the number of network computers. The goal of an internal service fund is to recover the cost of providing the service. Over time, fund balance and ending cash can increase because the department did not spend all of their budget. Management uses the excess cash above the 20% guideline by charging fees to departments that are lower than they should be to recover 100% of costs or purchasing one-time capital items. The result is a net loss for the year and fund balance and ending cash and other resources decreases.

Analysis:

For the ten year period, total expenses have increased 51.19%, while constant dollar expenses increased 28.60%, and per capita expenses in constant dollars increased 4.59%. In FY 2012 there was a significant net loss due to a one-time transfer of $1 million to the Capital Projects Fund for Enterprise Resource Software. Ending cash and other resources have been above the 20% cash reserve target for the entire period with the exception of FY 2007. In FY 2015, total expenses increased due to software maintenance agreements related to the implementation of new financial software and upgrades to the telephone system and network.

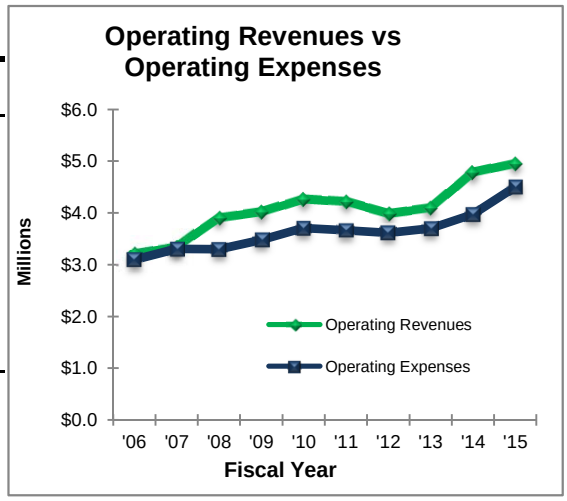
Information Technologies Fund

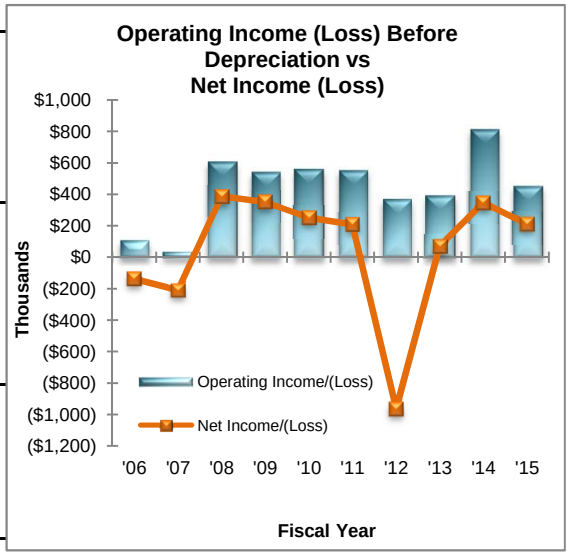
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
User Charges	$3,204,108	$3,338,801	$3,904,424	$4,018,240	$4,264,037
Total Operating Revenues	$3,204,108	$3,338,801	$3,904,424	$4,018,240	$4,264,037
Operating Expenses:					
Personal Services	$1,729,822	$1,852,157	$1,953,762	$2,092,835	$2,292,441
Materials and Supplies	$373,172	$374,892	$302,611	$294,492	$304,149
Travel and Training	$58,565	$51,224	$46,562	$38,988	$38,159
Intragovernmental	$127,653	$139,761	$149,538	$166,848	$175,351
Utilities, Services and Miscellaneous	$804,315	$885,255	$846,561	$884,273	$893,948
Total Operating Expenses	$3,093,527	$3,303,289	$3,299,034	$3,477,436	$3,704,048
Operating Income (Loss) Before Depreciation	$110,581	$35,512	$605,390	$540,804	$559,989
Depreciation	($285,048)	($307,015)	($273,532)	($274,092)	($223,969)
Operating Income (Loss) *	($174,467)	($271,503)	$331,858	$266,712	$336,020
Non-Operating Revenues:					
Investment Revenue	$43,372	$52,951	$52,361	$77,002	$84,789
Revenue from Other Gov Units	$0	$0	$0	$0	$0
Miscellaneous Revenue	$3,663	$9,682	$2,678	$7,987	$4,699
Total Non-Operating Revenues	$47,035	$62,633	$55,039	$84,989	$89,488
Non-Operating Expenses:					
Interest Expense	$0	$0	$0	$0	$0
Loss on disposal of fixed assets	$0	$0	$0	$0	$0
Miscellaneous Expenses	$0	$0	$0	$0	$762
Total Non-Operating Expenses	$0	$0	$0	$0	$762
Operating Transfers:					
Operating Transfer From Other Funds	$0	$0	$0	$0	$0
Operating Transfers To Other Funds	($9,498)	$0	$0	$0	($173,520)
Total Operating Transfers	($9,498)	$0	$0	$0	($173,520)
Net Income (Loss) Before Capital Contribution	($136,930)	($208,870)	$386,897	$351,701	$251,226
Capital Contributions	$0	$0	$0	$0	$0
Net Income (Loss)	($136,930)	($208,870)	$386,897	$351,701	$251,226
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	($136,930)	($208,870)	$386,897	$351,701	$251,226
Beginning Retained Earnings*	$1,270,836	$1,133,906	$925,036	$1,311,933	$1,663,634
Ending Retained Earnings	**$1,133,906**	**$925,036**	**$1,311,933**	**$1,663,634**	**$1,914,860**
Contributed Capital	$434,763	$434,763	$434,763	$434,763	$434,763
Ending Fund Equity	**$1,568,669**	**$1,359,799**	**$1,746,696**	**$2,098,397**	**$2,349,623**

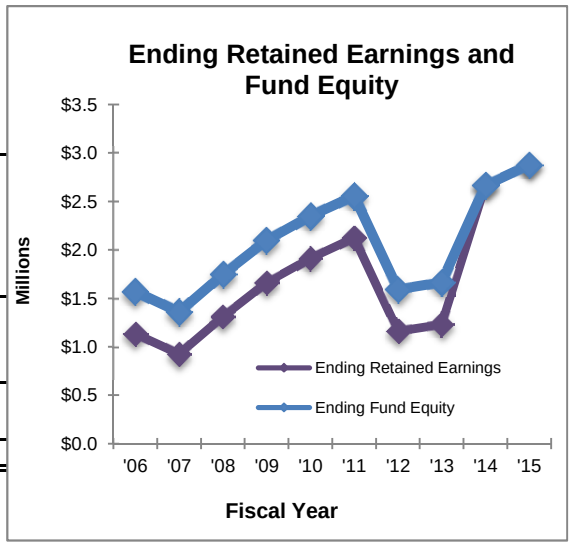
*FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$4,215,966	$3,983,822	$4,092,766	$4,781,757	$4,955,094
$4,215,966	$3,983,822	$4,092,766	$4,781,757	$4,955,094
$2,348,757	$2,313,828	$2,431,106	$2,660,086	$2,842,126
$260,285	$444,564	$387,969	$370,291	$302,754
$22,172	$8,112	$29,389	$35,610	$76,068
$199,010	$11,297	$11,594	$11,124	$12,764
$834,408	$836,695	$840,982	$896,060	$1,270,675
$3,664,632	$3,614,496	$3,701,040	$3,973,171	$4,504,387
$551,334	$369,326	$391,726	$808,586	$450,707
($189,288)	($180,121)	($182,118)	($188,747)	($207,070)
$362,046	$189,205	$209,608	$619,839	$243,637
$58,686	$16,862	($27,958)	$27,814	$56,352
$5,000	$0	$0	$0	$0
$2,290	$7,574	$5,278	$922	$10,364
$65,976	$24,436	($22,680)	$28,736	$66,716
$0	$906	$1,660	$1,373	$864
$0	$2,974	$0	$0	$0
$0	$0	$0	$0	$0
$0	$3,880	$1,660	$1,373	$864
$0	$0	$80,576	$0	$125,217
($219,518)	($1,173,520)	($194,520)	($301,022)	($223,520)
($219,518)	($1,173,520)	($113,944)	($301,022)	($98,303)
$208,504	($963,759)	$71,324	$346,180	$211,186
$0	$0	$0	$0	$0
$208,504	($963,759)	$71,324	$346,180	$211,186
$0	$0	$0	$0	$0
$208,504	($963,759)	$71,324	$346,180	$211,186
$1,914,860	$2,123,364	$1,159,605	$2,321,533	$2,667,713
$2,123,364	**$1,159,605**	**$1,230,929**	**$2,667,713**	**$2,878,899**
$434,763	$434,763	$434,763	$0	$0
$2,558,127	**$1,594,368**	**$1,665,692**	**$2,667,713**	**$2,878,899**







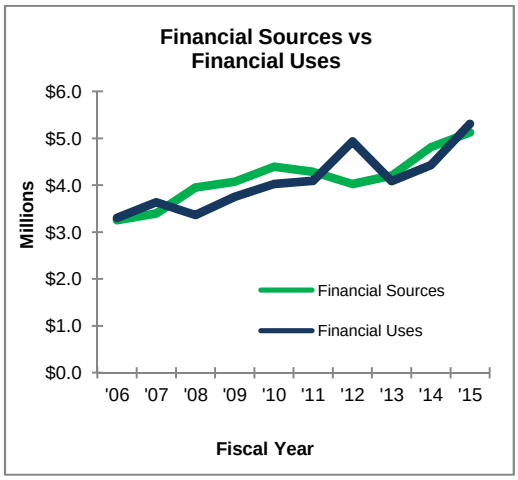
Information Technologies Fund

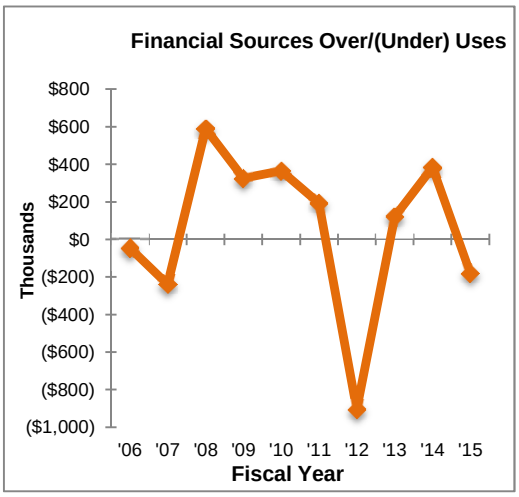
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$0	$0	$0	$0	$0
Interest (w/o GASB 31 Adjustment)	$45,229	$46,046	$43,642	$48,736	$123,519
Fees and Service Charges	$3,204,108	$3,338,801	$3,904,424	$4,018,240	$4,264,037
Other Local Revenues ++	$3,663	$9,682	$2,678	$7,987	$4,699
	$3,253,000	**$3,394,529**	**$3,950,744**	**$4,074,963**	**$4,392,255**
Other Funding Sources/Transfers^	$0	$0	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$3,253,000**	**$3,394,529**	**$3,950,744**	**$4,074,963**	**$4,392,255**
Financial Uses					
Operating Expenses	$3,093,527	$3,303,289	$3,299,034	$3,477,436	$3,704,048
Operating Transfers to Other Funds	$9,498	$0	$0	$0	$173,520
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$762
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$195,520	$330,647	$61,408	$271,084	$147,796
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$3,298,545**	**$3,633,936**	**$3,360,442**	**$3,748,520**	**$4,026,126**
Financial Sources Over/ (Under) Financial Uses	**($45,545)**	**($239,407)**	**$590,302**	**$326,443**	**$366,129**
Current Assets	$1,239,498	$937,066	$1,517,184	$1,832,773	$2,299,730
Less: Current Liabilties	$350,375	$287,229	$268,325	$229,206	$370,976
Ending Cash and Other Resources	**$889,123**	**$649,837**	**$1,248,859**	**$1,603,567**	**$1,928,754**
Cash Reserve Target (20% Fin. Uses)	**$659,709**	**$726,787**	**$672,088**	**$749,704**	**$805,225**
Cash Above/(Below) Cash Reserve Target	**$229,414**	**($76,950)**	**$576,771**	**$853,863**	**$1,123,529**

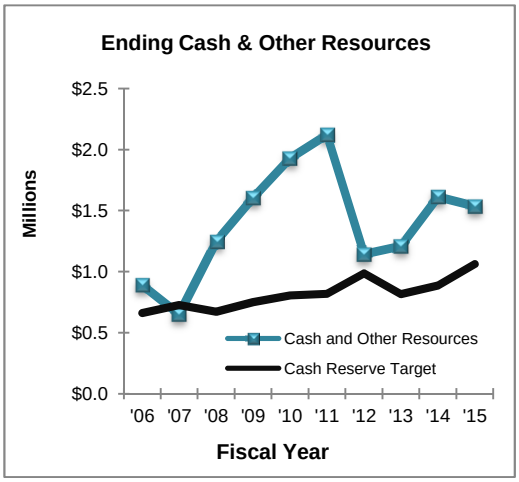
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$5,000	$0	$0	$0	$0
$59,720	$34,156	$25,936	$28,624	$34,726
$4,215,966	$3,983,822	$4,092,766	$4,781,757	$4,955,094
$2,290	$7,574	$5,278	$922	$10,364
$4,282,976	**$4,025,552**	**$4,123,980**	**$4,811,303**	**$5,000,184**
$0	$0	$80,576	$0	$125,217
$4,282,976	**$4,025,552**	**$4,204,556**	**$4,811,303**	**$5,125,401**
$3,664,632	$3,614,496	$3,701,040	$3,973,171	$4,504,387
$219,518	$1,173,520	$194,520	$301,022	$223,520
$0	$3,880	$1,660	$1,373	$864
$0	$0	$26,741	$41,265	$94,811
$205,026	$140,024	$158,471	$110,310	$482,179
$0	$0	$0	$0	$0
$4,089,176	**$4,931,920**	**$4,082,432**	**$4,427,141**	**$5,305,761**
$193,800	**($906,368)**	**$122,124**	**$384,162**	**($180,360)**
$2,398,096	$1,462,099	$1,603,210	$2,018,092	$2,055,629
$276,576	$319,316	$393,170	$404,363	$520,492
$2,121,520	**$1,142,783**	**$1,210,040**	**$1,613,729**	**$1,535,137**
$817,835	**$986,384**	**$816,486**	**$885,428**	**$1,061,152**
$1,303,685	**$156,399**	**$393,554**	**$728,301**	**$473,985**







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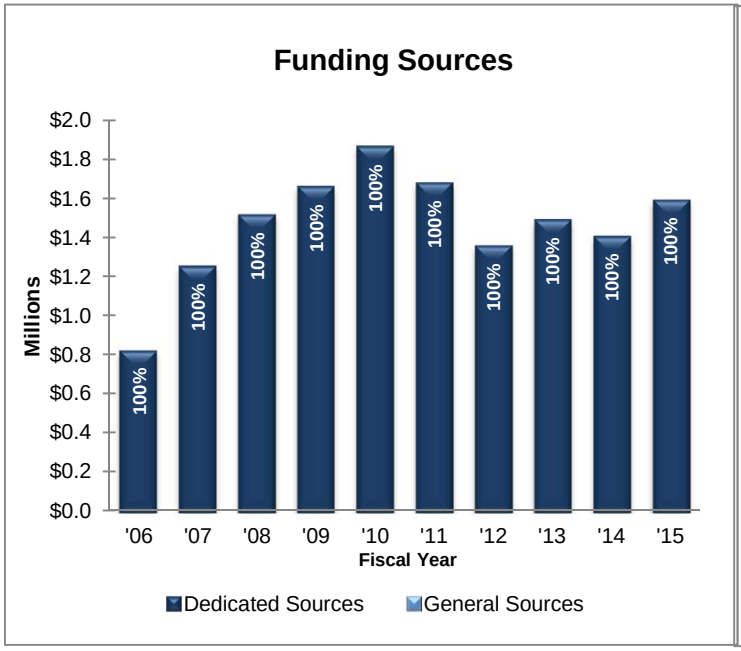
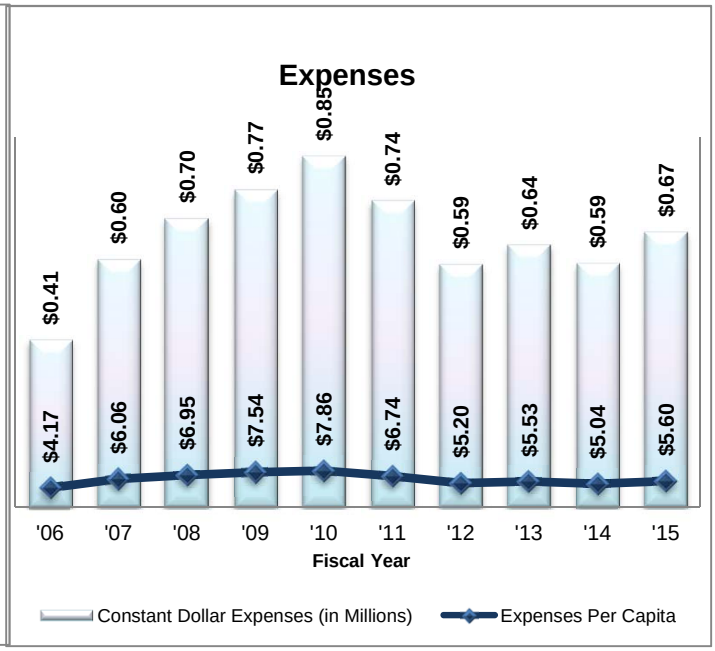
Supporting Activity - Community Relations Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$817,559	$0	$817,559	201.60	$405,535	97,202	$4.17	(3.44%)
2007	$1,248,186	$0	$1,248,186	207.30	$602,116	99,405	$6.06	45.32%
2008	$1,511,129	$0	$1,511,129	215.30	$701,862	100,976	$6.95	14.69%
2009	$1,655,060	$0	$1,655,060	214.54	$771,457	102,324	$7.54	8.49%
2010	$1,860,655	$0	$1,860,655	218.06	$853,292	108,500	$7.86	4.24%
2011	$1,674,307	$0	$1,674,307	224.94	$744,338	110,438	$6.74	(14.25%)
2012	$1,352,631	$0	$1,352,631	229.59	$589,151	113,230	$5.20	(22.85%)
2013	$1,485,640	$0	$1,485,640	232.96	$637,723	115,276	$5.53	6.35%
2014	$1,401,043	$0	$1,401,043	236.74	$591,807	117,364	$5.04	(8.86%)
2015	**$1,586,163**	**$0**	**$1,586,163**	**237.02**	**$669,211**	**119,476**	**$5.60**	**11.11%**
10 Yr % Chg	*94.01%*		*94.01%*	*17.57%*	*65.02%*	*22.92%*	*34.29%*	

Description:
The Community Relations Fund is an internal service fund that provides direct technical and consultation services for City departments, City Council and the public. A Contact Center was added in FY 2013. The primary dedicated funding source is CATV (cable) gross receipt taxes as well as charges to departments for postage, print shop services, and video production services. The remaining funding is recovered through a public communication fee assessed to all departments.

Analysis:
For the ten year period total expenses have increased 94.01% while constant dollar expenses increased 65.02% and per capita expenses in constanst dollars increased 34.29%. In FY 2007 the City Channel operation was moved into this fund from the Electric Fund and a Neighborhood Specialist position was transferred in from the Planning department. Upgrades to capital equipment accounted for increases in FY 2008 and FY 2009. The increase in FY 2010 was the result of the department being relocated into the renovated Daniel Boone Building and being charged a lease payment to pay for the renovations. This payment will continue until FY 2028 when the 2008 Special Obligation bonds are paid off. The decrease in FY 2012 was the result of no longer charging internal service funds most intragovernmental charges. In FY 2013 the Contact Center was added and has increased each year as the center handles customer communications for more city departments. In FY 2015, the total expenses increased due to capital additions and the purchase of communication equipment.

Ending cash and other resources has been consistently above the cash reserve guideline for the ten year period. Total operating revenues have been higher than total operating expenses.

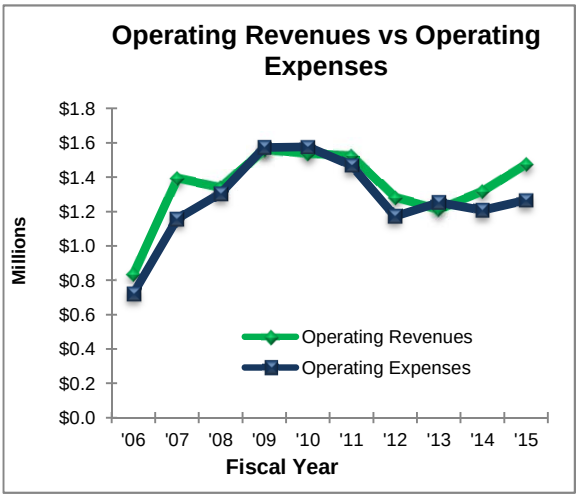
Community Relations Fund

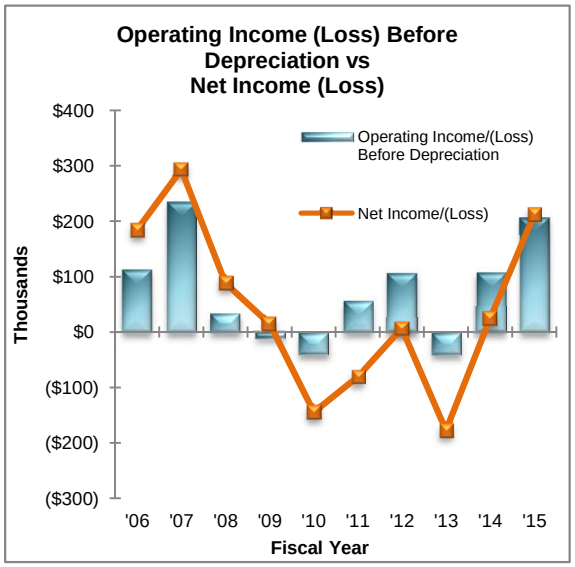
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
User Charges	$833,749	$1,391,457	$779,936	$828,042	$893,516
Gross Receipts Tax	$0	$0	$560,108	$733,726	$643,931
Total Operating Revenues	$833,749	$1,391,457	$1,340,044	$1,561,768	$1,537,447
Operating Expenses:					
Personal Services	$401,829	$672,556	$798,942	$856,419	$805,571
Materials and Supplies	$185,006	$234,625	$240,945	$203,369	$249,337
Travel and Training	$2,390	$2,553	$2,088	$5,421	$2,774
Intragovernmental	$71,529	$137,269	$171,248	$161,801	$186,934
Utilities, Services and Miscellaneous	$60,123	$110,438	$92,492	$345,294	$332,030
Total Operating Expenses	$720,877	$1,157,441	$1,305,715	$1,572,304	$1,576,646
Operating Income (Loss) Before Depreciation	$112,872	$234,016	$34,329	($10,536)	($39,199)
Depreciation	($27,447)	($34,325)	($27,934)	($39,805)	($48,234)
Operating Income (Loss)	$85,425	$199,691	$6,395	($50,341)	($87,433)
Non-Operating Revenues:					
Investment Revenue	$54,633	$83,175	$81,981	$75,338	$60,593
Revenue from Other Gov Units	$0	$0	$0	$0	$0
Miscellaneous Revenue	$3,590	$153	$91	$6,430	$2,126
Total Non-Operating Revenues	$58,223	$83,328	$82,072	$81,768	$62,719
Non-Operating Expenses:					
Interest Expense	$0	$0	$0	$0	$0
Loss on Disposal of Assets	$0	$0	$0	$0	$0
Miscellaneous Expenses	$0	$0	$0	$16,722	$535
Total Non-Operating Expenses	$0	$0	$0	$16,722	$535
Operating Transfers:					
Operating Transfer From Other Funds	$110,075	$10,262	$0	$0	$0
Operating Transfers To Other Funds	($69,235)	$0	$0	$0	($119,563)
Total Operating Transfers	$40,840	$10,262	$0	$0	($119,563)
Net Income (Loss) Before Capital Contribution	$184,488	$293,281	$88,467	$14,705	($144,812)
Capital Contributions	$0	$0	$0	$0	$0
Net Income (Loss)	$184,488	$293,281	$88,467	$14,705	($144,812)
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	$184,488	$293,281	$88,467	$14,705	($144,812)
Beginning Retained Earnings*	$1,404,454	$1,588,942	$1,882,223	$1,970,690	$1,985,395
Ending Retained Earnings	**$1,588,942**	**$1,882,223**	**$1,970,690**	**$1,985,395**	**$1,840,583**
Contributed Capital	$0	$0	$0	$0	$0
Ending Fund Equity	**$1,588,942**	**$1,882,223**	**$1,970,690**	**$1,985,395**	**$1,840,583**

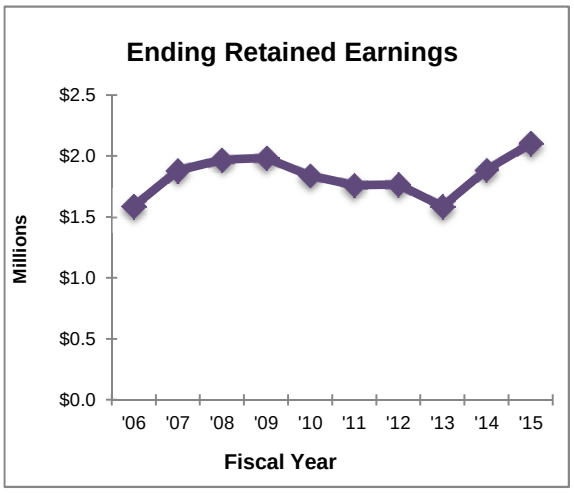
* FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$865,918	$617,723	$569,313	$624,446	$775,676
$659,982	$659,801	$644,257	$691,368	$698,146
$1,525,900	$1,277,524	$1,213,570	$1,315,814	$1,473,822
$784,063	$715,072	$748,742	$872,256	$847,849
$209,983	$199,849	$203,483	$207,395	$295,568
$294	$2,395	$6,449	$3,349	$2,705
$196,261	$9,231	$9,001	$49,434	$21,806
$278,377	$244,770	$285,370	$75,952	$98,161
$1,468,978	$1,171,317	$1,253,045	$1,208,386	$1,266,089
$56,922	$106,207	($39,475)	$107,428	$207,733
($55,153)	($52,372)	($52,568)	($53,385)	($62,510)
$1,769	$53,835	($92,043)	$54,043	$145,223
$36,922	$22,216	($15,846)	$23,339	$39,514
$0	$0	$0	$0	$0
$115	$52	$122	$36,630	$153
$37,037	$22,268	($15,724)	$59,969	$39,667
$0	$0	$0	$0	$0
$0	$0	$0	$0	$8,510
$0	$0	$0	$0	$0
$0	$0	$0	$0	$8,510
$0	$50,000	$50,000	$50,000	$155,000
($119,562)	($119,562)	($119,562)	($139,272)	($119,562)
($119,562)	($69,562)	($69,562)	($89,272)	$35,438
($80,756)	$6,541	($177,329)	$24,740	$211,818
$0	$0	$0	$0	
($80,756)	$6,541	($177,329)	$24,740	$211,818
$0	$0	$0	$0	$0
($80,756)	$6,541	($177,329)	$24,740	$211,818
$1,840,583	$1,759,827	$1,766,368	$1,865,102	$1,889,842
$1,759,827	**$1,766,368**	**$1,589,039**	**$1,889,842**	**$2,101,660**
$0	$0	$0	$0	$0
$1,759,827	**$1,766,368**	**$1,589,039**	**$1,889,842**	**$2,101,660**







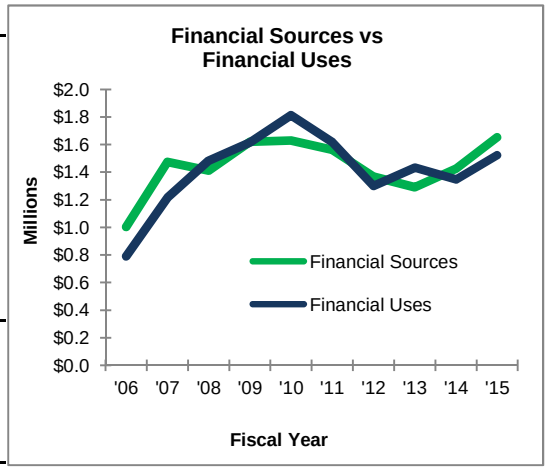
Community Relations Fund

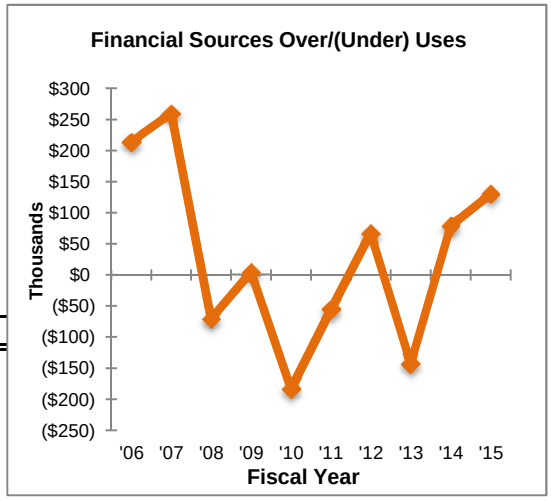
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes	$0	$0	$560,108	$733,726	$643,931
Intragovernmental Revenues					
Grants	$0	$0	$0	$0	$0
Interest (w/o GASB 31 Adjustment)	$56,448	$71,658	$72,574	$51,478	$89,622
Fees and Service Charges	$833,749	$1,391,457	$779,936	$828,042	$893,516
Other Local Revenues ++	$3,590	$153	$91	$6,430	$2,126
	$893,787	**$1,463,268**	**$1,412,709**	**$1,619,676**	**$1,629,195**
Other Funding Sources/Transfers^	$110,075	$10,262	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$1,003,862**	**$1,473,530**	**$1,412,709**	**$1,619,676**	**$1,629,195**
Financial Uses					
Operating Expenses	$720,877	$1,157,441	$1,305,715	$1,572,304	$1,576,646
Operating Transfers to Other Funds	$69,235	$0	$0	$0	$119,563
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$16,722	$535
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$56,420	$177,480	$26,229	$115,677
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$790,112**	**$1,213,861**	**$1,483,195**	**$1,615,255**	**$1,812,421**
Financial Sources Over/ (Under) Financial Uses	**$213,750**	**$259,669**	**($70,486)**	**$4,421**	**($183,226)**
Current Assets	$1,486,376	$1,751,023	$1,853,221	$1,750,634	$1,566,472
Less: Current Liabilities	$56,778	$50,240	$213,515	$68,416	$95,975
Ending Cash and Other Resources	**$1,429,598**	**$1,700,783**	**$1,639,706**	**$1,682,218**	**$1,470,497**
Cash Reserve Target (20% of Fin. Uses)	**$158,022**	**$242,772**	**$296,639**	**$323,051**	**$362,484**
Cash Above/(Below) Cash Reserve Target	**$1,271,576**	**$1,458,011**	**$1,343,067**	**$1,359,167**	**$1,108,013**

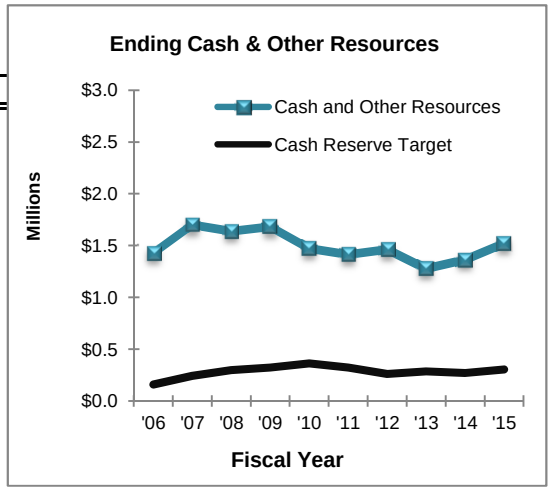
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.
*FY 2014 was restated for GASB 68 Accounting and Financial Reporting for Pensions

Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$659,982	$659,801	$644,257	$691,368	$698,146
$0	$0	$0	$0	$0
$37,468	$39,482	$26,637	$23,705	$24,676
$865,918	$617,723	$569,313	$624,446	$775,676
$115	$52	$122	$36,630	$153
$1,563,483	**$1,317,058**	**$1,240,329**	**$1,376,149**	**$1,498,651**
$0	$50,000	$50,000	$50,000	$155,000
$1,563,483	**$1,367,058**	**$1,290,329**	**$1,426,149**	**$1,653,651**
$1,468,978	$1,171,317	$1,253,045	$1,208,386	$1,266,089
$119,562	$119,562	$119,562	$139,272	$119,562
$0	$0	$0	$0	$8,510
$0	$0	$0	$0	$0
$30,614	$9,380	$60,465	$0	$129,492
$0	$0	$0	$0	$0
$1,619,154	**$1,300,259**	**$1,433,072**	**$1,347,658**	**$1,523,653**
($55,671)	**$66,799**	**($142,743)**	**$78,491**	**$129,998**
$1,495,182	$1,565,450	$1,415,458	$1,511,693	$1,664,434
$80,902	$101,637	$136,870	$148,244	$143,710
$1,414,280	**$1,463,813**	**$1,278,588**	**$1,363,449**	**$1,520,724**
$323,831	**$260,052**	**$286,614**	**$269,532**	**$304,731**
$1,090,449	**$1,203,761**	**$991,974**	**$1,093,917**	**$1,215,993**







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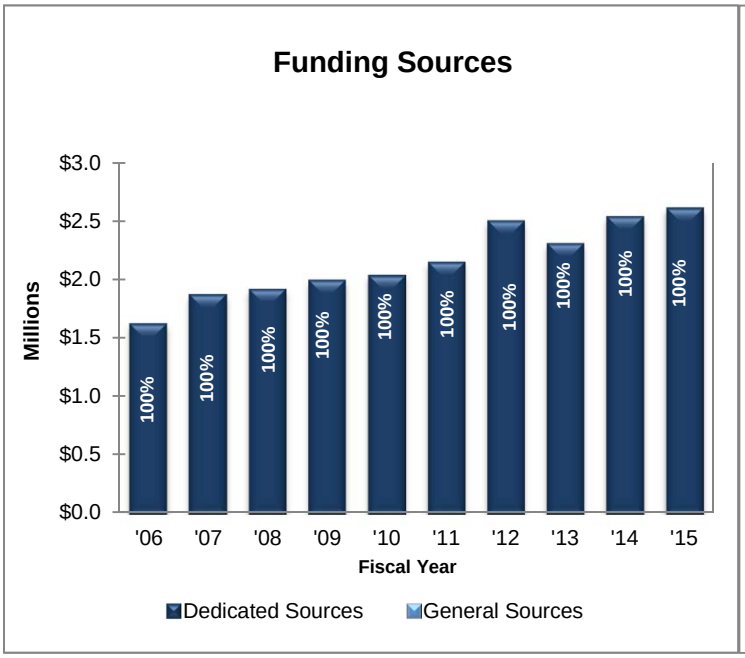
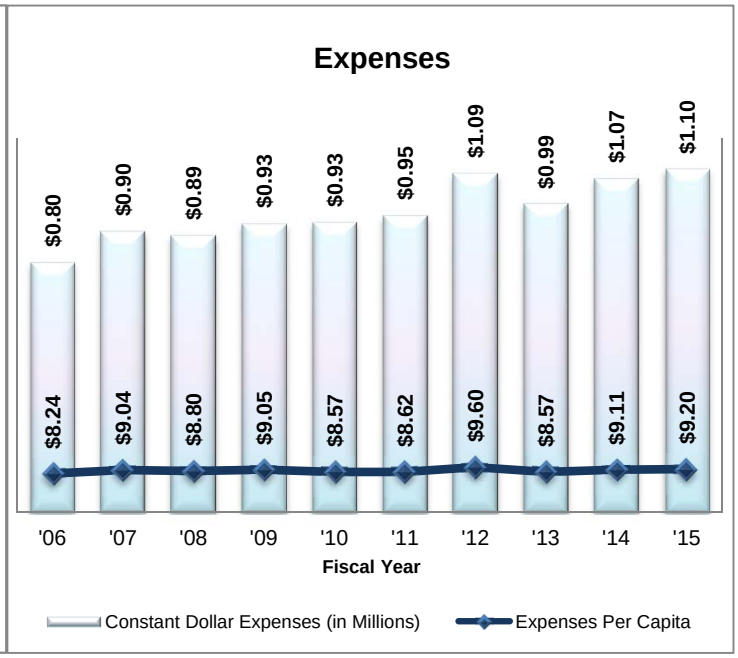
Supporting Activity - Utility Customer Services Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$1,614,039	$0	$1,614,039	201.60	$800,615	97,202	$8.24	0.76%
2007	$1,863,502	$0	$1,863,502	207.30	$898,940	99,405	$9.04	9.71%
2008	$1,912,307	$0	$1,912,307	215.30	$888,193	100,976	$8.80	(2.65%)
2009	$1,987,355	$0	$1,987,355	214.54	$926,346	102,324	$9.05	2.84%
2010	$2,027,612	$0	$2,027,612	218.06	$929,858	108,500	$8.57	(5.30%)
2011	$2,141,623	$0	$2,141,623	224.94	$952,091	110,438	$8.62	0.58%
2012	$2,496,210	$0	$2,496,210	229.59	$1,087,247	113,230	$9.60	11.37%
2013	$2,302,081	$0	$2,302,081	232.96	$988,187	115,276	$8.57	(10.73%)
2014	$2,532,132	$0	$2,532,132	236.74	$1,069,584	117,364	$9.11	6.30%
2015	**$2,604,866**	**$0**	**$2,604,866**	**237.02**	**$1,099,007**	**119,476**	**$9.20**	**0.99%**
10 Yr % Chg	*61.39%*		*61.39%*	*17.57%*	*37.27%*	*22.92%*	*11.65%*	

Description:

The Utility Customer Services Fund is an internal service fund that is responsible for all billing related activities for the City's electric, water, sewer, solid waste, and storm water utilities. The primary dedicated funding source is a Utility Customer Service charge from the utility departments for providing these billing services.

Analysis:

For the ten year period, total expenses have increased 61.39%, while constant dollar expenses have increased 37.27% and expenses per capita have increased 11.65%. Increases have been due to rising fees associated with increased credit card usage by customers. The population has increased 22.92% and this has led to a greater demand on staff and management and has resulted in the addition of 3.4 FTE positions from FY 2006 to FY 2015. Postage rate,credit card fees, and bad debt expense increases also contributed to overall expense increases.

Net losses were recorded for the periods FY 2006 thru FY 2009 and were planned uses of fund balance by management in order to use down cash balances which had built up over time. This is a common practice in internal service funds. Ending cash and other resources has decreased for most of the period as a result, but have continued to be above the cash reserve target with the exceptions of FY 2012 and FY 2013. In FY 2012, there was a one-time expense of $300,000 to help fund the replacement of the city's enterprise resource software. In FY 2013, a portion of the personnel costs for the Assistant Finance Director were charged to this fund as well as increases in bank and credit card fees and bad debt expenses. Ending cash has been above the cash reserve target for FY 2014 and FY 2015.

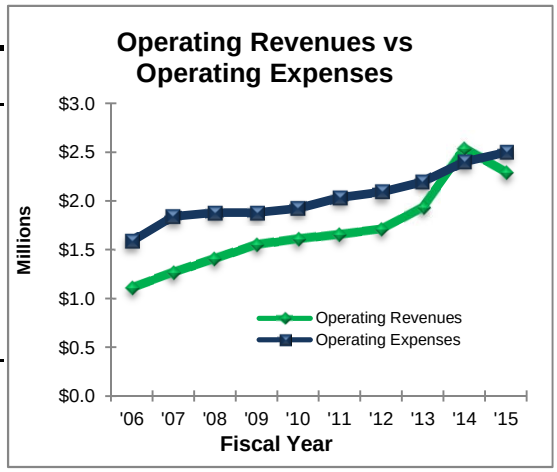
Utility Customer Services Fund

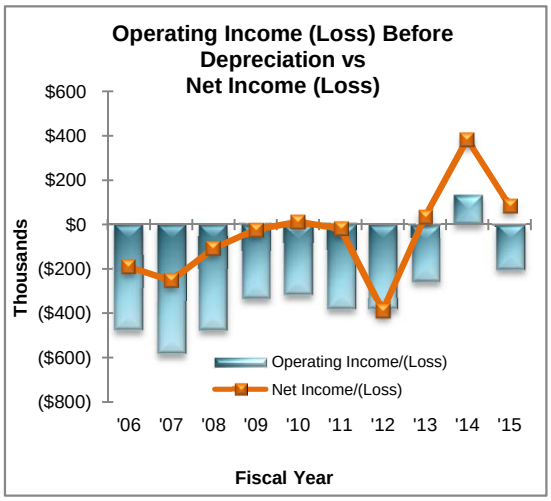
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
User Charges	$1,110,856	$1,262,348	$1,405,466	$1,548,814	$1,606,295
Total Operating Revenues	**$1,110,856**	**$1,262,348**	**$1,405,466**	**$1,548,814**	**$1,606,295**
Operating Expenses:					
Personal Services	$499,209	$545,859	$577,883	$602,772	$601,989
Materials and Supplies	$273,063	$281,369	$312,945	$357,531	$319,681
Travel and Training	$8,579	$14,273	$1,292	$2,080	$6,234
Intragovernmental	$260,182	$303,026	$372,163	$357,759	$392,572
Utilities, Services and Miscellaneous	$542,566	$695,754	$615,000	$561,179	$600,848
Total Operating Expenses	**$1,583,599**	**$1,840,281**	**$1,879,283**	**$1,881,321**	**$1,921,324**
Operating Income (Loss) Before Depreciation	($472,743)	($577,933)	($473,817)	($332,507)	($315,029)
Depreciation	($9,007)	($6,924)	($449)	$0	$0
Operating Income (Loss)	**($481,750)**	**($584,857)**	**($474,266)**	**($332,507)**	**($315,029)**
Non-Operating Revenues:					
Investment Revenue	$43,394	$47,279	$33,654	$31,305	$28,582
Revenue from Other Gov Units	$0	$0	$0	$0	$0
Miscellaneous Revenue	$268,924	$300,405	$365,938	$384,332	$405,238
Total Non-Operating Revenues	$312,318	$347,684	$399,592	$415,637	$433,820
Non-Operating Expenses:					
Interest Expense	$0	$0	$0	$0	$0
Miscellaneous Expenses	$0	$0	$20,705	$0	$0
Total Non-Operating Expenses	$0	$0	$20,705	$0	$0
Operating Transfers:					
Operating Transfer From Other Funds	$0	$0	$0	$0	$0
Operating Transfers To Other Funds	($21,433)	($16,297)	($11,870)	($106,034)	($106,288)
Total Operating Transfers	($21,433)	($16,297)	($11,870)	($106,034)	($106,288)
Net Income (Loss) Before Capital Contribution	($190,865)	($253,470)	($107,249)	($22,904)	$12,503
Capital Contributions	$0	$0	$0	$0	$0
Net Income (Loss)	($190,865)	($253,470)	($107,249)	($22,904)	$12,503
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	**($190,865)**	**($253,470)**	**($107,249)**	**($22,904)**	**$12,503**
Beginning Retained Earnings*	$1,276,250	$1,085,385	$831,915	$724,666	$701,762
Ending Retained Earnings	**$1,085,385**	**$831,915**	**$724,666**	**$701,762**	**$714,265**

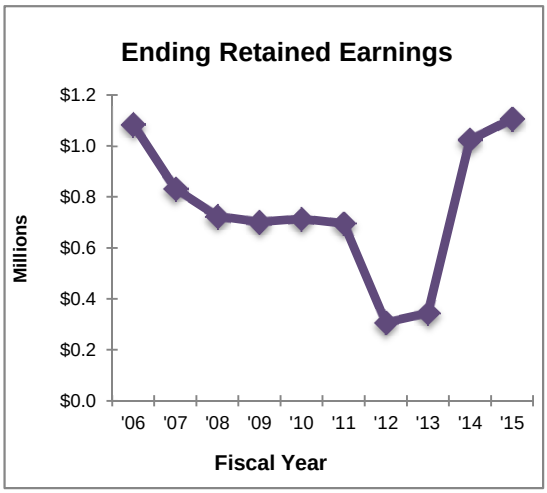
* FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$1,656,480	$1,708,122	$1,936,701	$2,533,217	$2,293,331
$1,656,480	**$1,708,122**	**$1,936,701**	**$2,533,217**	**$2,293,331**
$627,854	$642,038	$681,052	$700,819	$783,935
$308,312	$314,851	$333,677	$342,407	$393,609
$0	$1,817	$0	$2,278	$6,466
$319,125	$358,538	$358,095	$351,226	$350,813
$780,044	$772,672	$821,223	$1,006,108	$962,009
$2,035,335	**$2,089,916**	**$2,194,047**	**$2,402,838**	**$2,496,832**
($378,855)	($381,794)	($257,346)	$130,379	($203,501)
$0	$0	$0	$0	$0
($378,855)	**($381,794)**	**($257,346)**	**$130,379**	**($203,501)**
$19,894	$6,806	($6,896)	$11,166	$27,126
$0	$0	$0	$0	$0
$447,288	$393,299	$407,465	$371,882	$368,135
$467,182	$400,105	$400,569	$383,048	$395,261
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
($106,288)	($406,294)	($108,034)	($129,294)	($108,034)
($106,288)	($406,294)	($108,034)	($129,294)	($108,034)
($17,961)	($387,983)	$35,189	$384,133	$83,726
$0	$0	$0	$0	$0
($17,961)	($387,983)	$35,189	$384,133	$83,726
$0	$0	$0	$0	$0
($17,961)	**($387,983)**	**$35,189**	**$384,133**	**$83,726**
$714,265	$696,304	$308,321	$638,729	$1,022,862
$696,304	**$308,321**	**$343,510**	**$1,022,862**	**$1,106,588**







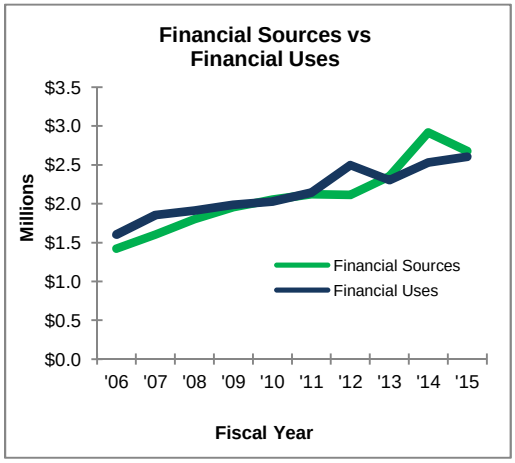
Utility Customer Services Fund

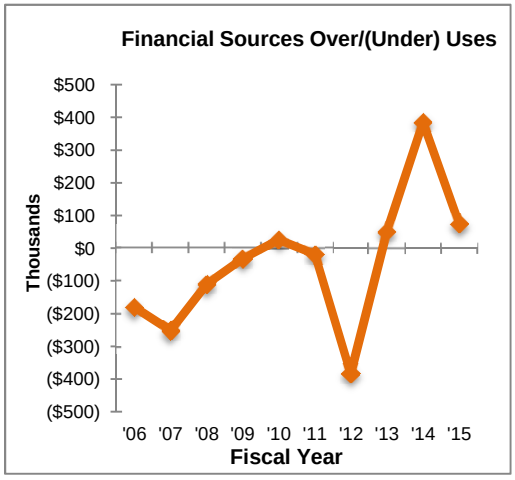
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$0	$0	$0	$0	$0
Interest (w/o GASB 31 Adjustment)	$44,617	$41,713	$29,837	$21,246	$42,226
Fees and Service Charges	$1,110,856	$1,262,348	$1,405,466	$1,548,814	$1,606,295
Other Local Revenues ++	$268,924	$300,405	$365,938	$384,332	$405,238
	$1,424,397	**$1,604,466**	**$1,801,241**	**$1,954,392**	**$2,053,759**
Other Funding Sources/Transfers^	$0	$0	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$1,424,397**	**$1,604,466**	**$1,801,241**	**$1,954,392**	**$2,053,759**
Financial Uses					
Operating Expenses	$1,583,599	$1,840,281	$1,879,283	$1,881,321	$1,921,324
Operating Transfers to Other Funds	$21,433	$16,297	$11,870	$106,034	$106,288
Interest and Other Non-Oper Cash Exp	$0	$0	$20,705	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$1,605,032**	**$1,856,578**	**$1,911,858**	**$1,987,355**	**$2,027,612**
Financial Sources Over/ (Under) Financial Uses	**($180,635)**	**($252,112)**	**($110,617)**	**($32,963)**	**$26,147**
Current Assets	$1,106,836	$863,644	$805,012	$764,512	$786,210
Less: Current Liabilities	$49,529	$52,883	$80,346	$62,750	$71,945
Ending Cash and Other Resources #	**$1,057,307**	**$810,761**	**$724,666**	**$701,762**	**$714,265**
Cash Reserve Target (20% Fin. Uses)	**$321,006**	**$371,316**	**$382,372**	**$397,471**	**$405,522**
Cash Above/(Below) Cash Reserve Target	**$736,301**	**$439,445**	**$342,294**	**$304,291**	**$308,743**

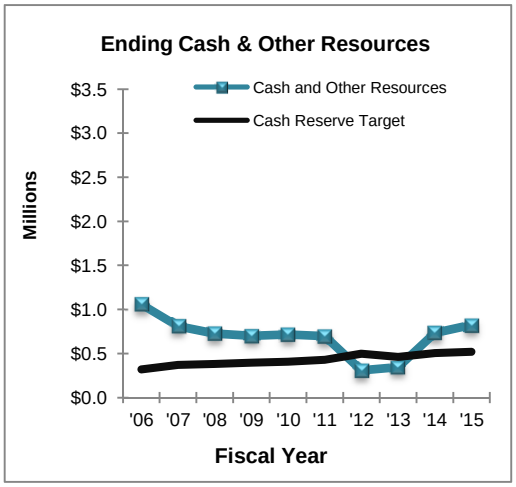
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

Funding Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$20,202	$11,309	$8,134	$11,953	$17,650
$1,656,480	$1,708,122	$1,936,701	$2,533,217	$2,293,331
$447,288	$393,299	$407,465	$371,882	$368,135
$2,123,970	**$2,112,730**	**$2,352,300**	**$2,917,052**	**$2,679,116**
$0	$0	$0	$0	$0
$2,123,970	**$2,112,730**	**$2,352,300**	**$2,917,052**	**$2,679,116**
$2,035,335	$2,089,916	$2,194,047	$2,402,838	$2,496,832
$106,288	$406,294	$108,034	$129,294	$108,034
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$2,141,623	**$2,496,210**	**$2,302,081**	**$2,532,132**	**$2,604,866**
($17,653)	**($383,480)**	**$50,219**	**$384,920**	**$74,250**
$815,531	$422,936	$467,384	$925,794	$1,005,831
$119,227	$114,615	$123,874	$190,963	$183,072
$696,304	**$308,321**	**$343,510**	**$734,831**	**$822,759**
$428,325	**$499,242**	**$460,416**	**$506,426**	**$520,973**
$267,979	**($190,921)**	**($116,906)**	**$228,405**	**$301,786**







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Transportation Departments

Description
There are fourteen separate budgets that work together to provide a quality transportation system for the City. It should be noted that because of the way the City budgets the use of special revenues (such as transportation and capital improvement sales taxes) the total budget for transportation is higher than the actual dollars available for transportation purposes. For example, this section contains the Transportation Sales Tax Fund. This budget shows transfers (expenses) to Streets and Sidewalks, Transit and Airport for operating as well as for capital projects. These budgets then show the financial use of these sources in their respective expenses.

Public Works - Engineering
Engineering provides survey, design, contract administration and inspection of various public improvement projects, reviews of subdivision improvements, issuance of permits and inspection of all construction on public right-of-way.

Public Works - Non-Motorized Grant
This is a pilot project mandated by federal legislation to develop a network of transportation facilities, including sidewalks, bicycle lanes, and pedestrian and bicycle trails with the purpose of demonstrating how much walking and bicycling can replace car trips. In FY 2013 this grant was moved out of the general fund (GF) and into it's own special revenue fund (SRF).

Public Works - Streets & Sidewalks
Streets provides maintenance of 9.7 miles of unimproved streets and 507.3 miles of improved streets, snow removal on all City streets, mechanical and manual street cleaning, mowing of public right-of-ways, and utility service cut repairs. The Traffic Maintenance Division fabricates, installs, and maintains approximately 20,000 traffic control and street name signs, paints 1,040,000 feet of pavement striping, paints curbs/crosswalks/ symbols, and provides traffic signal maintenance.

Pubic Works - Parking Enforcement
Parking Enforcement administers the parking ordinances of the City via parking control enforcement in the central business district and the metered University streets. Parking Enforcement ensures adequate parking for down-town employees, customers, and businesses. This division works with the City Prosecutor's office, affected businesses, consumers in the identification and mitigation of problematic enforcement zones.

Transit Fund (Buses)
Transit provides public bus transportation to as many citizens as possible at the lowest possible cost, while maintaining timely and dependable service.

Regional Airport Fund
The Airport provides safe and usable Airport facilities for the operation of commercial, general aviation and military aircraft, and creates a healthy environment so that the community may access the national air transportation system and promote the economic growth of the region.

Parking Utility Fund
The Parking Utility operates, maintains, and administers five parking facilities, 9 surface lots as well as on- street parking meters.

Railroad Utility Fund
This fund operates and maintains the short line Columbia Terminal Railroad (COLT) to provide customers with safe, reliable, and efficient rail service.

Transload Facility Fund
This fund operates and maintains the Transload facility.

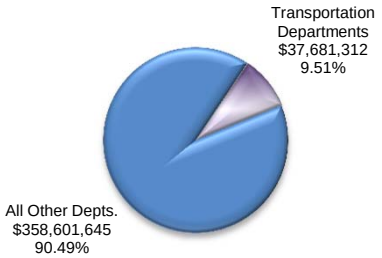
Capital 1/4 Cent Sales Tax Fund
This fund accounts for the one quarter cent capital improvement sales tax that was most recently passed by voters in 2006 and will expire on December 31, 2015. This sales tax is used to fund fire trucks and public safety facilities, as well as major street and sidewalk projects. These funds are transferred into Capital Projects Fund to fund specific capital projects.

Transportation Sales Tax Fund
This fund accounts for the 1/2 cent permanent sales tax that was authorized by voters on April 6, 1982. These funds are used to subsidize Airport and Transit activities, fund various road projects, and pay for street and sidewalk related activities in the General Fund.

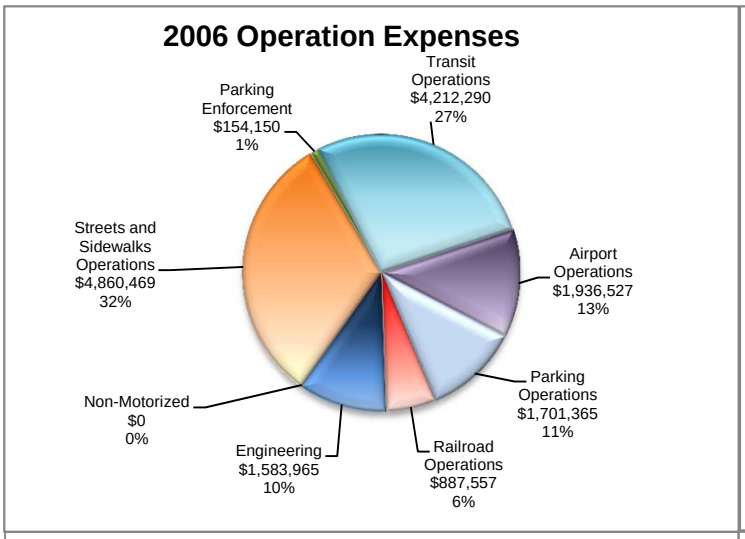
Public Improvement Fund
This fund accounts for the portion of the 1% general sales tax that is dedicated to the Capital Improvement Plan. Currently 4.1% of the amount of general sales taxes is dedicated to fund capital projects. These funds are transferred into the Capital Projects Fund to fund specific projects.

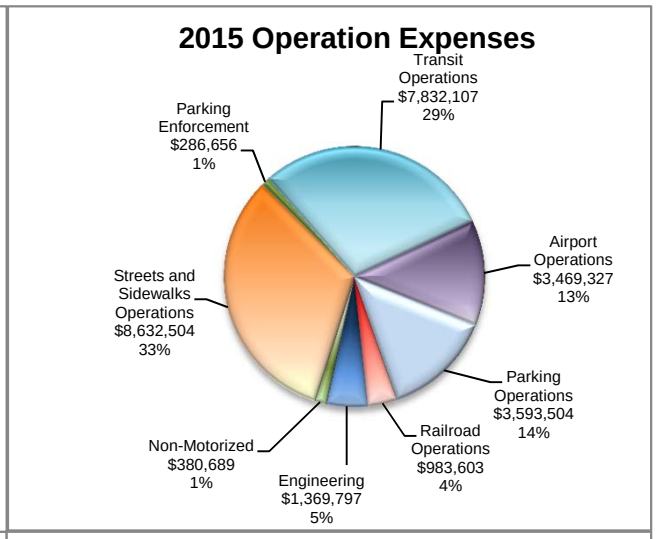
County Revenue
This fund accounted for the road and bridge tax revenues collected by Boone County and shared with the City. The city no longer uses this separate fund. FY 2011 was the last year the fund was used.

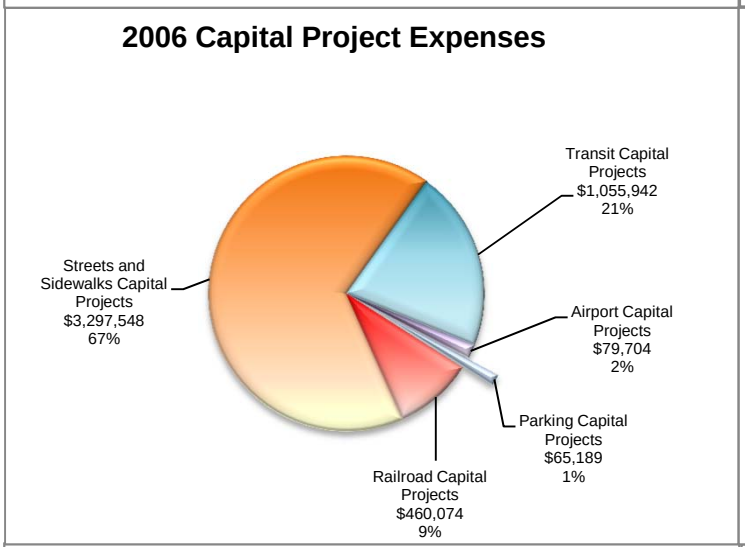
Stadium TDD
The Stadium TDD fund accounts for receipts from the Stadium TDD's: Shoppes at Stadium, Columbia Mall and Stadium Corridor.

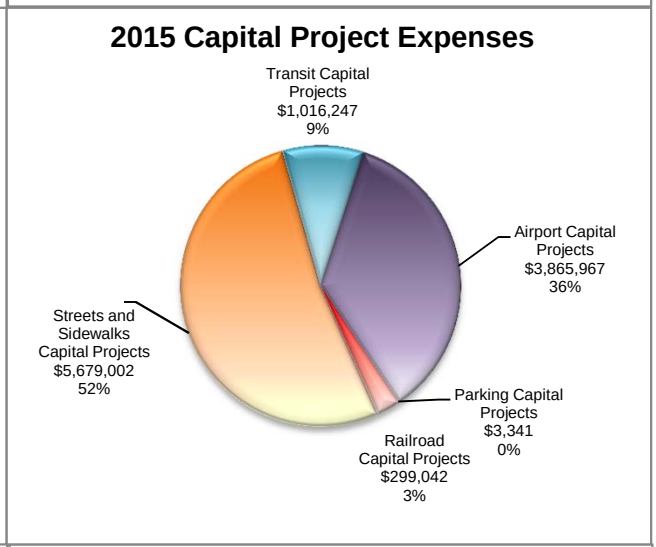


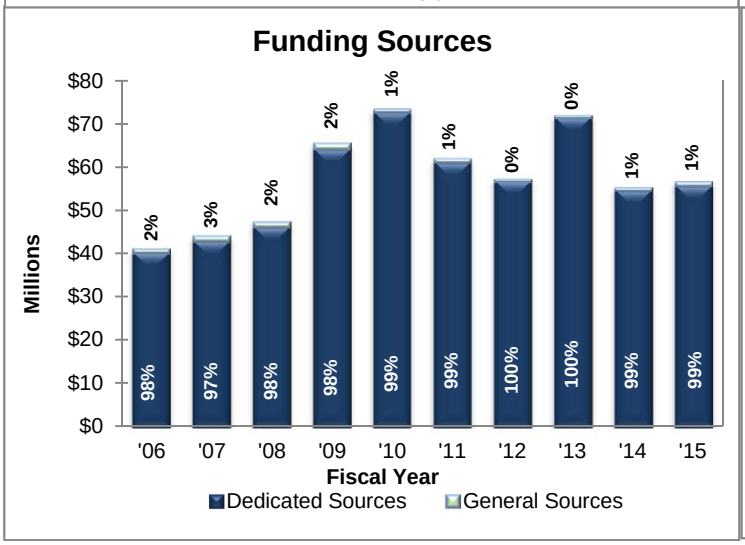
Transportation Departments - Summary

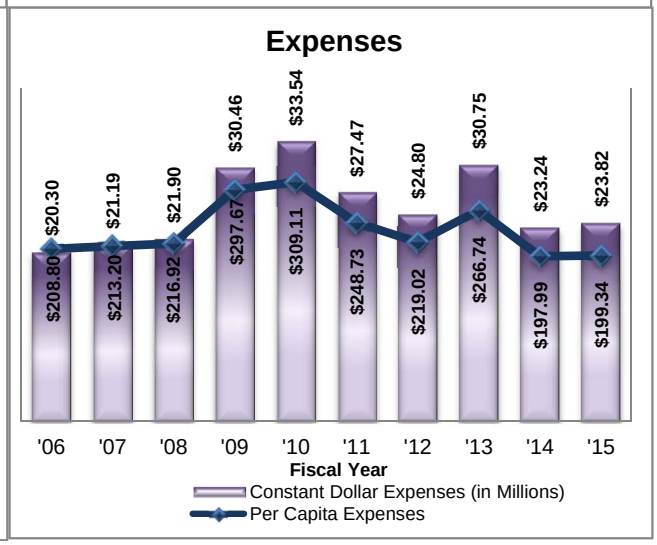






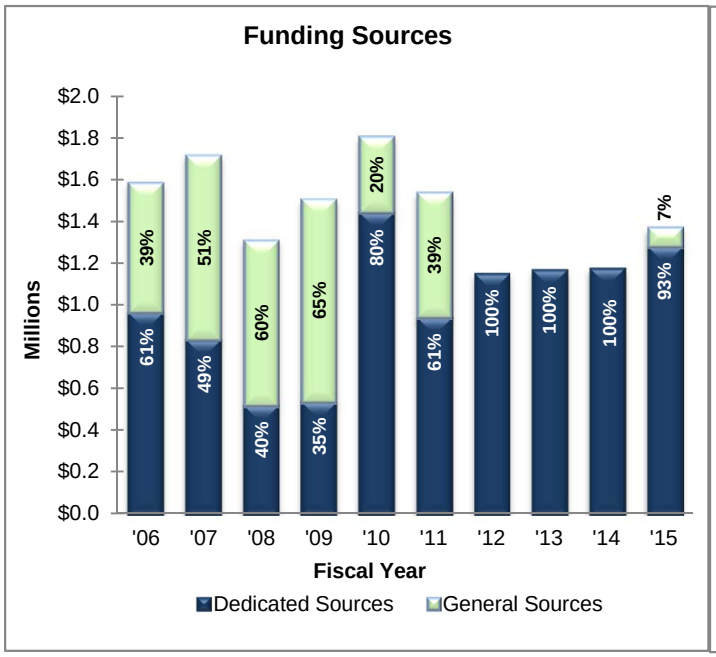


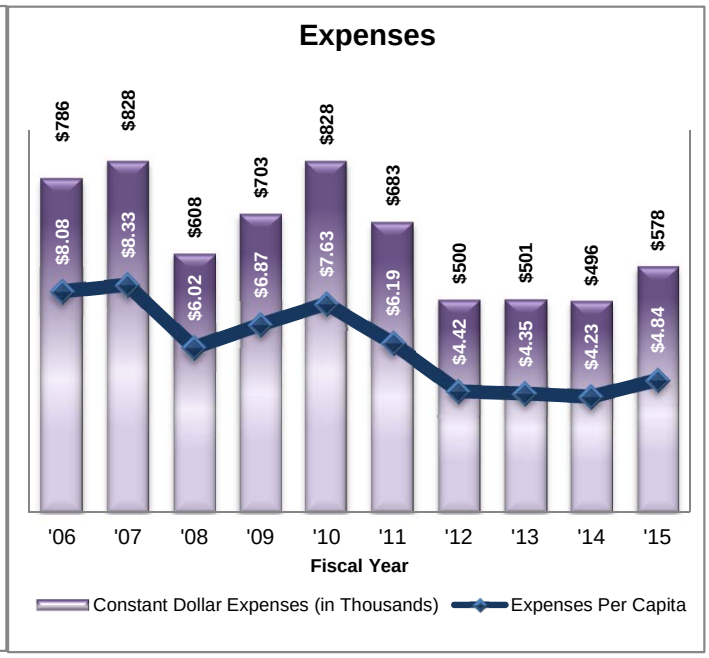




Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances
Note: The above graphs do not include the special revenue funds since these funds are transferred into the other departments within the Transportation section.

Transportation - Engineering





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

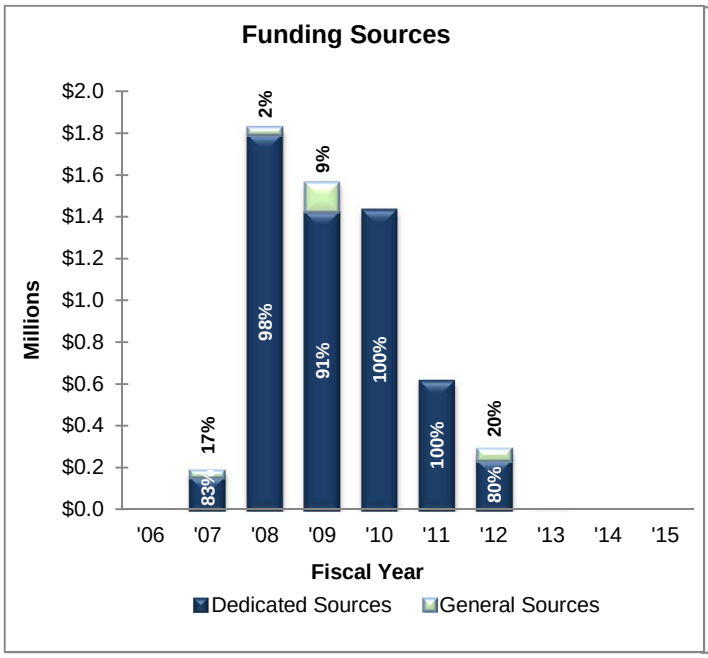
Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$963,241	$620,724	$1,583,965	201.60	$785,697	97,202	$8.08	3.72%
2007	$832,996	$882,591	$1,715,587	207.30	$827,586	99,405	$8.33	3.09%
2008	$518,694	$790,318	$1,309,012	215.30	$607,986	100,976	$6.02	(27.73%)
2009	$534,692	$972,473	$1,507,165	214.54	$702,520	102,324	$6.87	14.12%
2010	$1,440,561	$363,855	$1,804,416	218.06	$827,501	108,500	$7.63	11.06%
2011	$939,023	$597,750	$1,536,773	224.94	$683,195	110,438	$6.19	(18.87%)
2012	$1,149,002	$0	$1,149,002	229.59	$500,458	113,230	$4.42	(28.59%)
2013	$1,167,225	$0	$1,167,225	232.96	$501,041	115,276	$4.35	(1.58%)
2014	$1,174,413	$0	$1,174,413	236.74	$496,077	117,364	$4.23	(2.76%)
2015	**$1,277,887**	**$91,910**	**$1,369,797**	**237.02**	**$577,925**	**119,476**	**$4.84**	**14.42%**
10 Yr % Chg	*32.67%*	*(85.19%)*	*(13.52%)*	*17.57%*	*(26.44%)*	*22.92%*	*(40.10%)*	

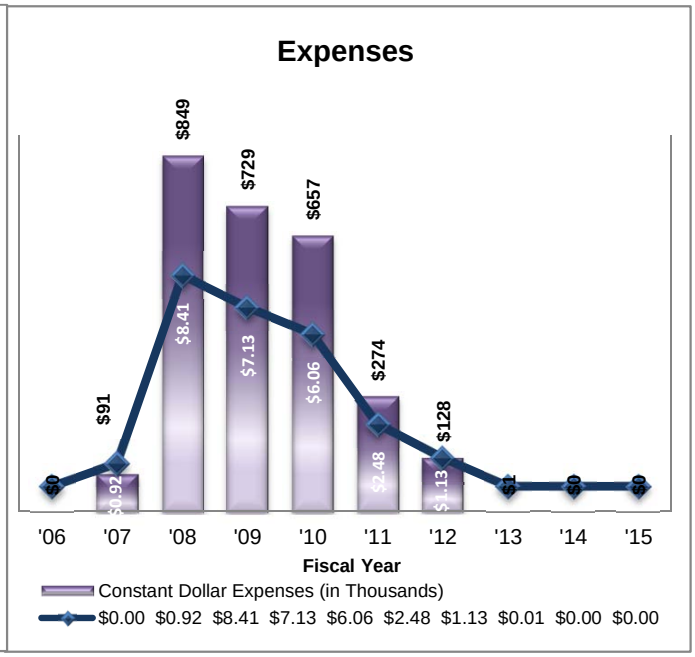
Description:
The Engineering Department is a General Fund department that provides survey, design, contract administration and construction inspection of Capital Improvement Program projects for the Public Works Department. The primary dedicated funding sources are motor vehicle registration fees and gasoline taxes.

Analysis:
For the ten year period, total expenses decreased by 13.52%, constant dollar expenses decreased by 26.44%, and per capita constant dollar expenses decreased 40.10%. Most of the fluctuation occurred for the period of FY 2010 to FY 2012. This is due to a decision to charge engineering time directly to capital projects which are reflected in the Capital Projects Fund. Management will need to monitor the capital projects that engineering time needs to be allocated to each year as this may require additional use of general revenue sources if there are not sufficient capital projects to charge engineering time to. This, in turn, decreases the general revenue sources that can be allocated to the other departments within the General Fund.

In FY 2015, total expenses increased due to intragovernmental charges being allocated back to departments from the City General budget. These charges had been reflected in the City General budget from FY 2012 to FY 2014.

Transportation - Non Motorized Grant (General Fund)





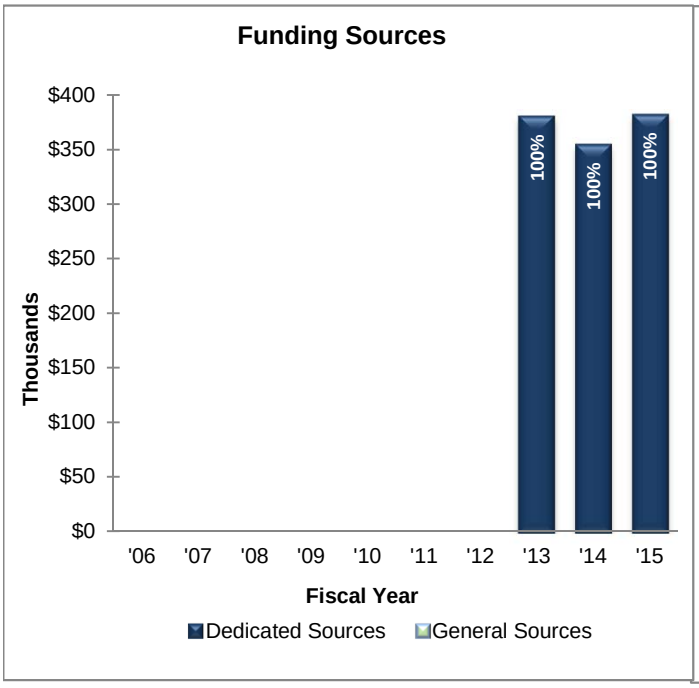
Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

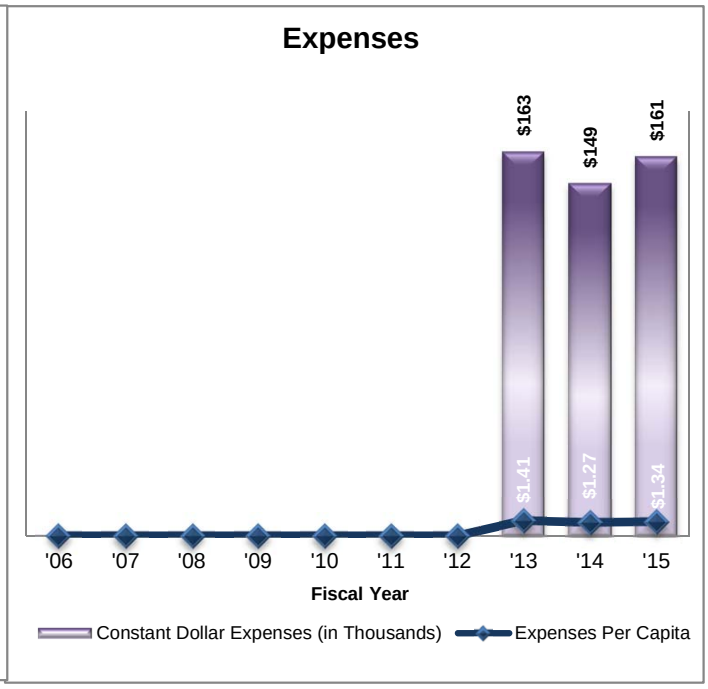
Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$0	$0	$0	201.60	$0	97,202	$0.00	
2007	$157,392	$31,320	$188,712	207.30	$91,033	99,405	$0.92	
2008	$1,791,691	$36,535	$1,828,226	215.30	$849,141	100,976	$8.41	814.13%
2009	$1,423,841	$140,471	$1,564,312	214.54	$729,157	102,324	$7.13	(15.22%)
2010	$1,433,349	$0	$1,433,349	218.06	$657,331	108,500	$6.06	(15.01%)
2011	$616,952	$0	$616,952	224.94	$274,275	110,438	$2.48	(59.08%)
2012	$237,086	$57,594	$294,680	229.59	$128,351	113,230	$1.13	(54.44%)
2013	$1,433	$0	$1,433	232.96	$615	115,276	$0.01	(99.12%)
2014	$0	$0	$0	236.74	$0	117,364	$0.00	(100.00%)
2015	**$0**	**$0**	**$0**	**237.02**	**$0**	**119,476**	**$0.00**	
10 Yr % Chg				*17.57%*		*22.92%*		

Description:
The Non-Motorized Grant Department is a General Fund department which includes a pilot project funded by a federal grant to develop a network of transportation facilities, including sidewalks, bicycle lanes, and pedestrian and bicycle trails with the purpose of increasing walking and bicycling usage and replacing car trips.

Analysis:
The City received federal grant funding in FY 2007 for this pilot project. This budget includes operating expenses associated with the grant, including personnel costs to manage the project as well as promotion, advertising, and striping of bike lanes. The City received a second round of non-motorized grant funding in FY 2013. Revenues and expenditures for this grant are accounted for in a separate special revenue fund (see next section). The specific infrastructure projects associated with the grant are accounted for in the Capital Projects Fund.

Transportation Departments - Non-Motorized Grant Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$0	$0	0	201.60	$0	97,202	$0.00	
2007	$0	$0	0	207.30	$0	99,405	$0.00	
2008	$0	$0	0	215.30	$0	100,976	$0.00	
2009	$0	$0	0	214.54	$0	102,324	$0.00	
2010	$0	$0	0	218.06	$0	108,500	$0.00	
2011	$0	$0	0	224.94	$0	110,438	$0.00	
2012	$0	$0	0	229.59	$0	113,230	$0.00	
2013	$379,130	$0	379,130	232.96	$162,745	115,276	$1.41	
2014	$353,413	$0	353,413	236.74	$149,283	117,364	$1.27	(9.93%)
2015	**$380,689**	**$0**	**380,689**	**237.02**	**$160,615**	**119,476**	**$1.34**	**5.51%**
10 Yr % Chg				*17.57%*		*22.92%*		

Description:
The Non-Motorized Grant Section (Get About Columbia) is a pilot project funded by a federal grant to develop a network of transportation facilities, including sidewalks, bicycle lanes, and pedestrian and bicycle trails to demonstrate how much walking and bicycling can replace car trips.

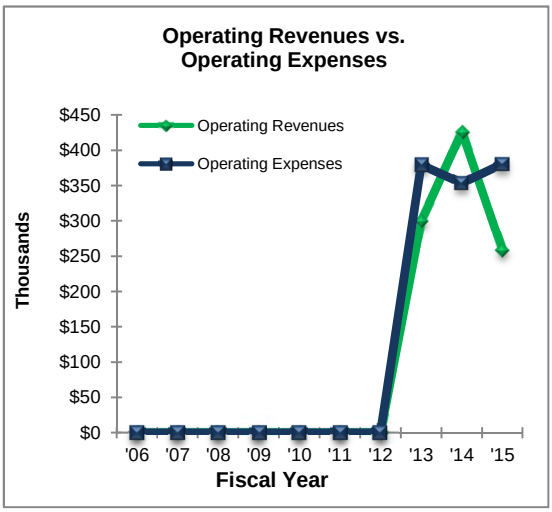
Analysis:
The first grant funds were received in FY 2007 and were recorded in the General Fund (see previous section). However, when an additional grant was received, it was decided to record these funds in a special revenue fund. Revenue was first recorded in this fund in FY 2013. The negative net income in FY 2015 was due to a timing issue in the request of grant reimbursements.

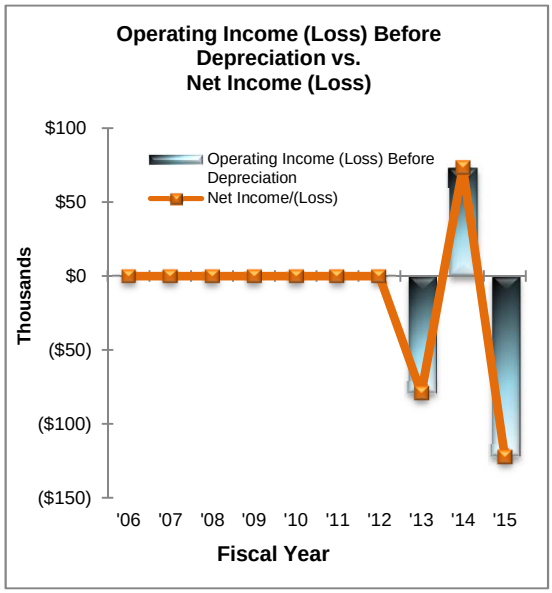
Non-Motorized Grant Fund

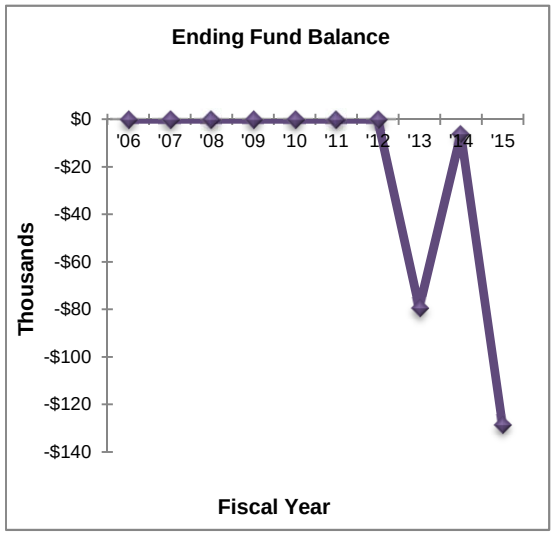
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Sales Tax	$0	$0	$0	$0	$0
Grant Revenue	$0	$0	$0	$0	$0
Total Operating Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Operating Expenses:					
Personal Services	$0	$0	$0	$0	$0
Materials and Supplies	$0	$0	$0	$0	$0
Travel and Training	$0	$0	$0	$0	$0
Intragovernmental	$0	$0	$0	$0	$0
Utilities, Services and Miscellaneous	$0	$0	$0	$0	$0
Total Operating Expenses	**$0**	**$0**	**$0**	**$0**	**$0**
Operating Income (Loss) Before Depreciation	**$0**	**$0**	**$0**	**$0**	**$0**
Depreciation	$0	$0	$0	$0	$0
Operating Income (Loss)	**$0**	**$0**	**$0**	**$0**	**$0**
Non-Operating Revenues:					
Investment Revenue	$0	$0	$0	$0	$0
Miscellaneous Revenue	$0	$0	$0	$0	$0
Total Non-Operating Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Non-Operating Expenses:					
Interest Expense	$0	$0	$0	$0	$0
Loss on Sale/Disposal of Fixed Assets	$0	$0	$0	$0	$0
Miscellaneous Expense	$0	$0	$0	$0	$0
Total Non-Operating Expenses	**$0**	**$0**	**$0**	**$0**	**$0**
Operating Transfers:					
Operating Transfer From Other Funds	$0	$0	$0	$0	$0
Operating Transfers To Other Funds	$0	$0	$0	$0	$0
Total Operating Transfers	**$0**	**$0**	**$0**	**$0**	**$0**
Net Income (Loss) Before Capital Contribution	**$0**	**$0**	**$0**	**$0**	**$0**
Capital Contributions	$0	$0	$0	$0	$0
Net Income (Loss)	**$0**	**$0**	**$0**	**$0**	**$0**
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	**$0**	**$0**	**$0**	**$0**	**$0**
Beginning Fund Balance	$0	$0	$0	$0	$0
Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$0	$0	$299,819	$426,558	$258,382
$0	**$0**	**$299,819**	**$426,558**	**$258,382**
$0	$0	$320,403	$315,181	$281,179
$0	$0	$39,432	$13,291	$11,919
$0	$0	$0	$0	$100
$0	$0	$0	$235	$0
$0	$0	$19,295	$24,706	$87,491
$0	**$0**	**$379,130**	**$353,413**	**$380,689**
$0	**$0**	**($79,311)**	**$73,145**	**($122,307)**
$0	$0	$0	$0	$0
$0	**$0**	**($79,311)**	**$73,145**	**($122,307)**
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	**$0**	**$0**	**$0**	**$0**
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	**$0**	**$0**	**$0**	**$0**
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	**$0**	**$0**	**$0**	**$0**
$0	**$0**	**($79,311)**	**$73,145**	**($122,307)**
$0	$0	$0	$0	$0
$0	**$0**	**($79,311)**	**$73,145**	**($122,307)**
$0	$0	$0	$0	$0
$0	**$0**	**($79,311)**	**$73,145**	**($122,307)**
$0	$0	$0	($79,311)	($6,166)
$0	**$0**	**($79,311)**	**($6,166)**	**($128,473)**







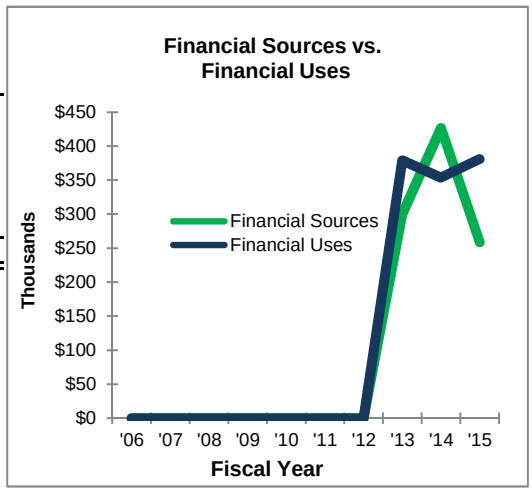
Non-Motorized Grant Fund

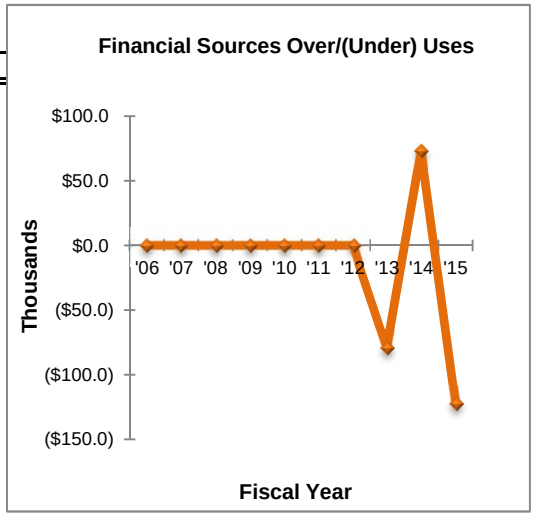
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes	$0	$0	$0	$0	$0
Grants	$0	$0	$0	$0	$0
	$0	**$0**	**$0**	**$0**	**$0**
Other Funding Sources/Transfers^	$0	$0	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**
Financial Uses					
Operating Expenses	$0	$0	$0	$0	$0
Operating Transfers to Other Funds	$0	$0	$0	$0	$0
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$0**	**$0**	**$0**	**$0**	**$0**
Financial Sources Over/ (Under) Financial Uses	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Cash and Other Resources #	**$0**	**$0**	**$0**	**$0**	**$0**

 # Ending Cash and Other Resources is equal to cash and cash equivalents.
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$0	$0	$299,819	$426,558	$258,382
$0	**$0**	**$299,819**	**$426,558**	**$258,382**
$0	$0	$0	$0	$0
$0	**$0**	**$299,819**	**$426,558**	**$258,382**
$0	$0	$379,130	$353,413	$380,689
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	**$0**	**$379,130**	**$353,413**	**$380,689**
$0	**$0**	**($79,311)**	**$73,145**	**($122,307)**
$0	**$0**	**$0**	**$0**	**$0**





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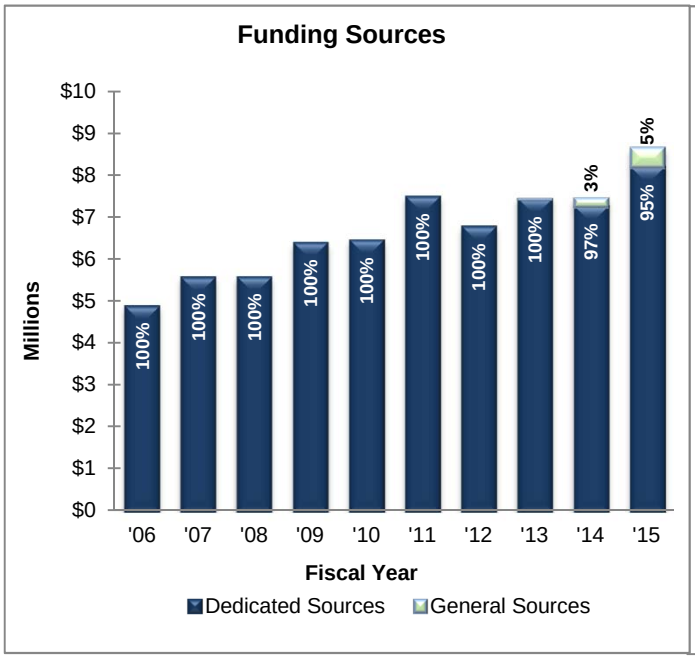
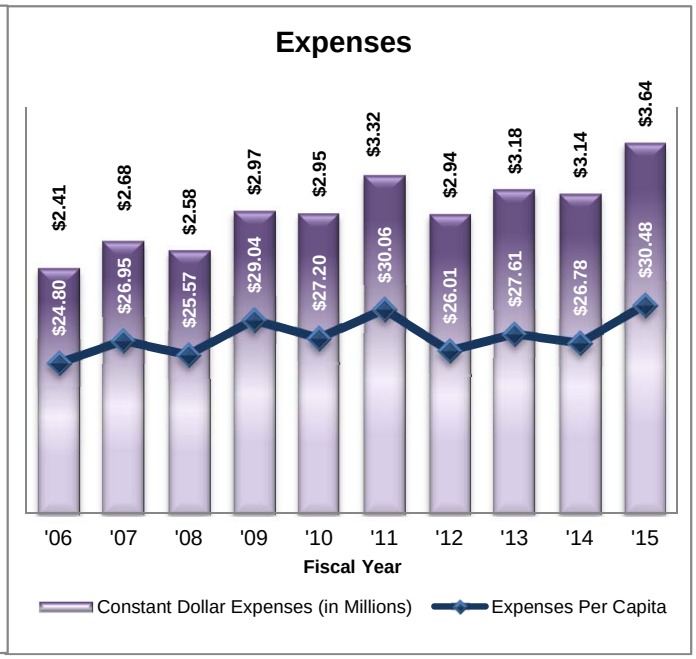
Transportation - Streets and Sidewalks





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$4,860,469	$0	$4,860,469	201.60	$2,410,947	97,202	$24.80	(12.68%)
2007	$5,553,195	$0	$5,553,195	207.30	$2,678,821	99,405	$26.95	8.67%
2008	$5,558,166	$0	$5,558,166	215.30	$2,581,555	100,976	$25.57	(5.12%)
2009	$6,373,912	$0	$6,373,912	214.54	$2,971,008	102,324	$29.04	13.57%
2010	$6,434,513	$1	$6,434,514	218.06	$2,950,854	108,500	$27.20	(6.34%)
2011	$7,467,816	$0	$7,467,816	224.94	$3,319,929	110,438	$30.06	10.51%
2012	$6,760,532	$0	$6,760,532	229.59	$2,944,611	113,230	$26.01	(13.47%)
2013	$7,412,141	$1,275	$7,413,416	232.96	$3,182,270	115,276	$27.61	6.15%
2014	$7,237,375	$204,298	$7,441,673	236.74	$3,143,395	117,364	$26.78	(3.01%)
2015	**$8,173,740**	**$458,764**	**$8,632,504**	**237.02**	**$3,642,099**	**119,476**	**$30.48**	**13.82%**
10 Yr % Chg	*68.17%*		*77.61%*	*17.57%*	*51.07%*	*22.92%*	*22.90%*	

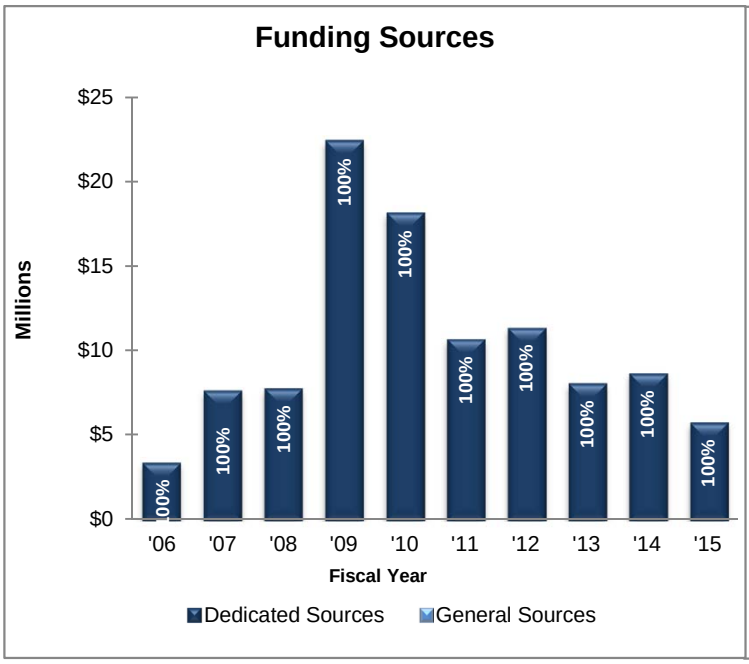
Description:

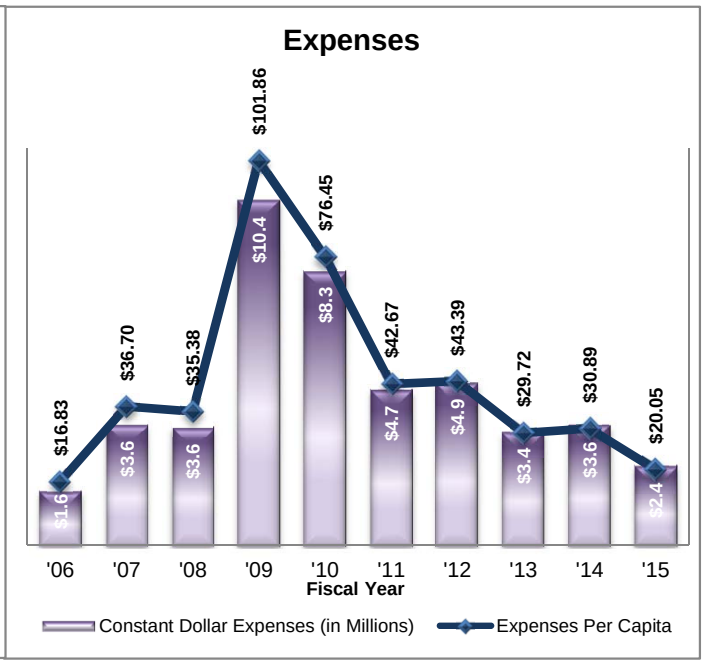
The Street Department is a General Fund department that provides street maintenance, snow removal, street cleaning, mowing of right-of-ways, and utility service cut repairs. This department also fabricates, installs and maintains traffic control and street signs, pavement striping, paints curbs/crosswalks/symbols and provides traffic signal maintenance. All funding for this department comes from dedicated sources, including gasoline tax, transportation sales tax, and street maintenance charges.

Analysis:

For the ten year period, total expenses increased 77.61%, constant dollar expenses increased 51.07%, and per capita constant dollar expenses increased by 22.90%. During this time, the number of lane miles have increased by 34% and the cost of materials have increased significantly as well. Citizen surveys have revealed dissatisfaction with street conditions. As a result, management has been slowly increasing the street maintenance budget; however, the department estimates indicate that at FY 2016 funding levels, it will take 55 years to resurface every road in Columbia. For FY 2016, it is estimated that the City should be funding street maintenance at $4.7 million per year, so we are short approximately $1.5 million per year. The primary funding source for this budget is Transportation Sales Tax; however, these funds are also used to subsidize the transit and airport operations, as well as provide matching funds for capital grants in those operations. The rising use of the internet and online sales has kept the growth rate of this source low. Management will continue to monitor this department and work to identify additional revenue sources which can be used to more adequately fund street maintenance.

Transportation - Streets and Sidewalks Capital Projects





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$3,297,548	$0	$3,297,548	201.60	$1,635,688	97,202	$16.83	(61.63%)
2007	$7,563,522	$0	$7,563,522	207.30	$3,648,588	99,405	$36.70	118.06%
2008	$7,690,940	$0	$7,690,940	215.30	$3,572,147	100,976	$35.38	(3.60%)
2009	$22,359,836	$0	$22,359,836	214.54	$10,422,368	102,324	$101.86	187.90%
2010	$18,087,716	$0	$18,087,716	218.06	$8,294,987	108,500	$76.45	(24.95%)
2011	$10,600,835	$0	$10,600,835	224.94	$4,712,760	110,438	$42.67	(44.19%)
2012	$11,279,620	$0	$11,279,620	229.59	$4,912,940	113,230	$43.39	1.69%
2013	$7,980,203	$0	$7,980,203	232.96	$3,425,568	115,276	$29.72	(31.50%)
2014	$8,582,054	$0	$8,582,054	236.74	$3,625,097	117,364	$30.89	3.94%
2015	**$5,679,002**	**$0**	**$5,679,002**	**237.02**	**$2,396,001**	**119,476**	**$20.05**	**(35.09%)**
10 Yr % Chg	*72.22%*		*72.22%*	*17.57%*	*46.48%*	*22.92%*	*19.13%*	

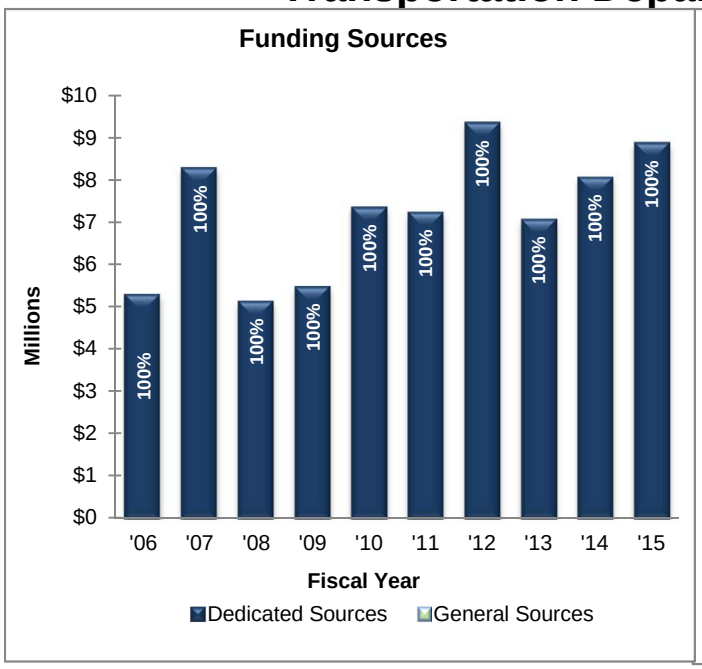
Description:

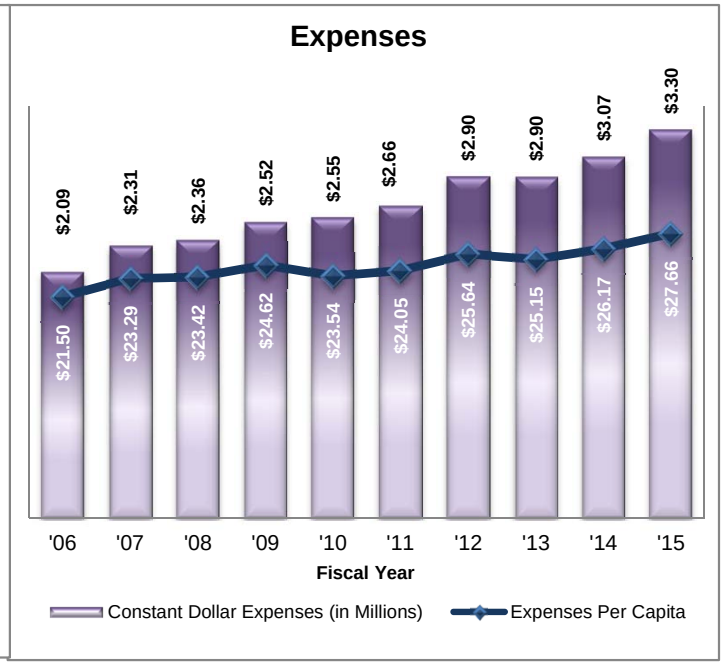
While general maintenance of streets is accounted for in the Streets and Sidewalks operating budget, new construction of streets and sidewalks as well as major maintenance of streets is accounted for in the Capital Projects Fund. All of the funding comes from dedicated sources which include capital improvement sales tax, special road district taxes, non-motorized grant, transportation sales tax, development fees, and grants. The primary source of funding comes from the temporary one-quarter cent capital improvement sales tax which is extended through passage of a ballot issue every ten years. The current extension was approved in 2015 and will continue through 2025.

Analysis:

The amount of spending can vary greatly from year to year depending on the number and cost of capital projects. All of the funding for a specific capital project must be appropriated before the City can enter into a construction contract, even though the actual construction of the project may take several years. Due to the economic downturn, the capital improvement sales tax receipts did not come in as was projected. However, other sources were identified to help finish the funding for all of the street and sidewalk projects. The capital improvement sales tax funding is also used to fund public safety projects. One additional fire station, which was approved in the ballot issue, was not built as a result of the lower receipts. The capital one-quarter-cent capital improvement sales tax renewal ballot issue was passed in August, 2015 extending the measure for ten years.

Transportation Departments - Transit Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$4,212,290	$1,055,942	5,268,232	201.60	$2,089,430	97,202	$21.50	8.20%
2007	$4,798,506	$3,457,232	8,255,738	207.30	$2,314,764	99,405	$23.29	8.33%
2008	$5,091,168	$16,956	5,108,124	215.30	$2,364,653	100,976	$23.42	0.56%
2009	$5,404,782	$43,285	5,448,067	214.54	$2,519,277	102,324	$24.62	5.12%
2010	$5,570,373	$1,752,987	7,323,360	218.06	$2,554,561	108,500	$23.54	(4.39%)
2011	$5,974,604	$1,232,031	7,206,635	224.94	$2,656,100	110,438	$24.05	2.17%
2012	$6,664,202	$2,659,992	9,324,194	229.59	$2,902,653	113,230	$25.64	6.61%
2013	$6,753,455	$286,336	7,039,791	232.96	$2,898,976	115,276	$25.15	(1.91%)
2014	$7,272,539	$760,930	8,033,469	236.74	$3,071,952	117,364	$26.17	4.06%
2015	**$7,832,107**	**$1,016,247**	**8,848,354**	**237.02**	**$3,304,408**	**119,476**	**$27.66**	**5.69%**
10 Yr % Chg	*85.93%*	*(3.76%)*	*67.96%*	*17.57%*	*58.15%*	*22.92%*	*28.65%*	

Description:

The Transit Fund is an enterprise fund, which means it is operated as a separate business and charges fees for services provided. Areas of operation include fixed route, paratransit, and university shuttle. All funding for this department is dedicated funding and comes from a subsidy from transportation sales tax, fares, and grants. Capital projects, which include addition and replacement of buses, are funded by Federal Transit Administration grants with local match funds from transportation sales tax.

Analysis:

For the ten year period, total expenses without capital projects increased 85.93%, constant dollar expenses increased 58.15% and expenses per capita increased 28.65%. On the operations side, the primary increase has been associated with rising fuel and personnel costs. To address fuel cost increases, the city started converting some of the fleet to compressed natural gas. Additionally, the city has entered into a lease agreement for multiple electric buses and will be evaluating the cost effectiveness of the vehicles during FY 2016. Personnel costs are rising due to high turnover rates and increased overtime to cover routes. On the capital projects side, the level of expenditures vary greatly from year to year based on the number of buses that are awarded FTA grant funding. In FY 2007, the increase in capital projects costs was due to the refurbishment of the Wabash bus station.

Ending cash and other resources declined for the period FY 2006-FY 2012, but increased in FY 2013-FY 2014 due to increases in operating grants from the FTA. In FY 2015, there was a net loss and a decrease in ending cash and other resources due to decreased fares and increased personnel costs. In FY 2015, the City's bus routes were changed as a part of the COMO Connect project. It was expected that fares would decrease during the transition. The City also experienced increased overtime costs that have resulted from significant turnover of bus drivers and a shortage of CDL driver applicants. FY 2015 ending cash is still above the cash reserve target level, but it will require close monitoring in the future.

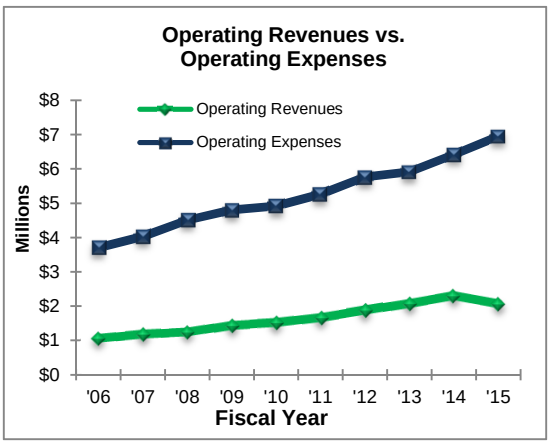
Transit Fund

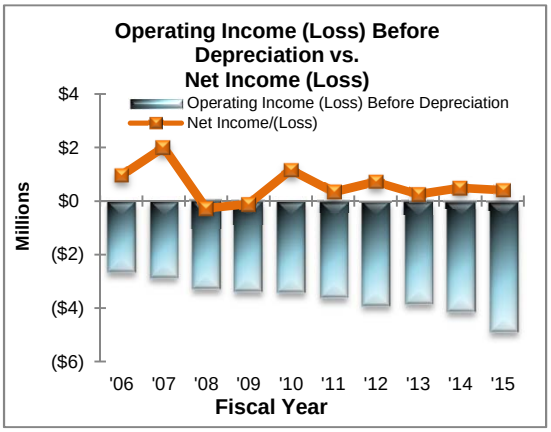
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Fares	$172,888	$181,823	$194,618	$350,126	$320,446
School Passes	$14,158	$11,550	$12,698	$19,643	$34,570
Specials	$3,024	$40,809	$16,449	$3,367	$29,497
Paratransit	$22,166	$23,583	$95,760	$131,283	$140,007
University Shuttle	$842,760	$914,330	$920,730	$943,197	$993,181
FastCAT	$0	$0	$0	$0	$0
Total Operating Revenues	**$1,054,996**	**$1,172,095**	**$1,240,255**	**$1,447,616**	**$1,517,701**
Operating Expenses:					
Personal Services	$2,027,007	$2,245,296	$2,342,259	$2,601,527	$2,624,376
Materials and Supplies	$929,436	$1,040,820	$1,289,385	$1,066,246	$1,183,595
Travel and Training	$1,448	$2,986	$3,310	$4,469	$6,667
Intragovernmental	$349,425	$381,065	$461,526	$587,287	$581,009
Utilities, Services and Miscellaneous	$397,196	$360,452	$405,785	$545,870	$519,575
Total Operating Expenses	**$3,704,512**	**$4,030,619**	**$4,502,265**	**$4,805,399**	**$4,915,222**
Operating Income (Loss) Before Depreciation	**($2,649,516)**	**($2,858,524)**	**($3,262,010)**	**($3,357,783)**	**($3,397,521)**
Depreciation	($417,617)	($461,392)	($560,983)	($567,229)	($607,602)
Operating Income (Loss)	**($3,067,133)**	**($3,319,916)**	**($3,822,993)**	**($3,925,012)**	**($4,005,123)**
Non-Operating Revenues:					
Investment Revenue	$127,074	$140,865	$107,903	$109,543	$104,103
Revenue from Other Gov. Units	$1,536,792	$1,240,975	$1,354,013	$1,828,755	$1,524,937
Miscellaneous Revenue	$1,341	$18,052	$39,334	$41,205	$45,424
Total Non-Operating Revenues	**$1,665,207**	**$1,399,892**	**$1,501,250**	**$1,979,503**	**$1,674,464**
Non-Operating Expenses:					
Interest Expense	$3,475	$2,757	$2,012	$1,241	$443
Loss on Sale/Disposal of Fixed Assets	$0	$6,724	$4,235	$8,469	$23,863
Miscellaneous Expense	$0	$0	$0	$0	$0
Total Non-Operating Expenses	**$3,475**	**$9,481**	**$6,247**	**$9,710**	**$24,306**
Operating Transfers:					
Operating Subsidy from TST Fd	$1,600,000	$1,400,000	$1,400,000	$1,612,500	$1,612,500
Operating Transfer - General Fd	$0	$0	$0	$0	$0
Operating Transfer - CVB Fd	$0	$0	$0	$0	$0
Operating Transfer - Parking Fd	$0	$0	$0	$0	$0
Operating Transfer - Contrib Fd	$0	$1,000	$0	$0	$0
Operating Transfers To Other Funds	($58,133)	($222,529)	($21,673)	($22,444)	($23,243)
Total Operating Transfers	**$1,541,867**	**$1,178,471**	**$1,378,327**	**$1,590,056**	**$1,589,257**
Net Income (Loss) Before Capital Contribution	**$136,466**	**($751,034)**	**($949,663)**	**($365,163)**	**($765,708)**
Capital Contribution - TST for CIP	$0	$0	$631,400	$167,118	$69,304
Capital Contribution - FTA for CIP	$824,357	$2,757,874	$33,572	$91,968	$1,744,189
Capital Contribution - Other	$0	$0	$7,200	$0	$112,000
Total Capital Contributions	**$824,357**	**$2,757,874**	**$672,172**	**$259,086**	**$1,925,493**
Net Income (Loss)	**$960,823**	**$2,006,840**	**($277,491)**	**($106,077)**	**$1,159,785**
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	**$960,823**	**$2,006,840**	**($277,491)**	**($106,077)**	**$1,159,785**
Beginning Retained Earnings*	$3,541,428	$4,502,251	$6,509,091	$6,231,600	$6,125,523
Ending Retained Earnings	**$4,502,251**	**$6,509,091**	**$6,231,600**	**$6,125,523**	**$7,285,308**
Contributed Capital	$2,466,109	$2,466,109	$2,466,109	$2,466,109	$2,466,109
Ending Fund Equity	**$6,968,360**	**$8,975,200**	**$8,697,709**	**$8,591,632**	**$9,751,417**

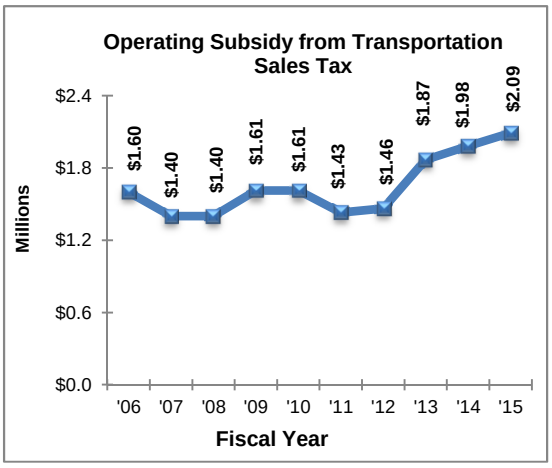
**FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions*

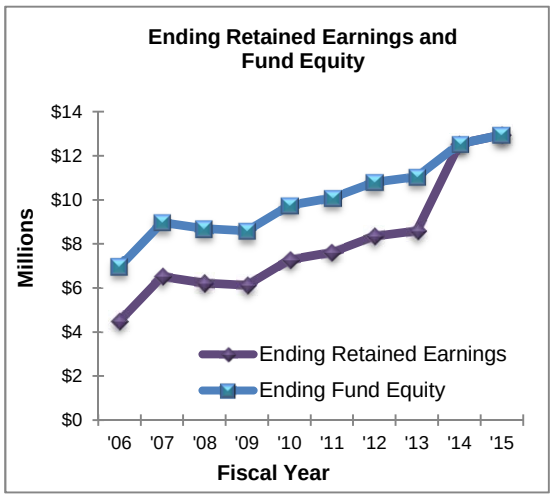
Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$334,667	$333,983	$555,482	$537,567	$364,270
$67,835	$98,425	$55,334	$65,646	$39,256
$132,105	$249,497	$189,418	$194,201	$219,346
$137,842	$196,271	$173,276	$190,668	$202,576
$999,484	$984,497	$1,024,960	$1,247,925	$1,247,925
$0	$11,199	$81,595	$64,551	$0
$1,671,933	**$1,873,872**	**$2,080,065**	**$2,300,558**	**$2,073,373**
$2,736,307	$2,826,526	$3,040,968	$3,322,279	$3,632,846
$1,359,299	$1,475,285	$1,469,645	$1,532,446	$1,563,896
$2,760	$6,617	$2,853	$1,657	$5,159
$632,827	$894,677	$856,331	$918,771	$935,504
$527,307	$564,529	$542,900	$644,697	$809,151
$5,258,500	**$5,767,634**	**$5,912,697**	**$6,419,850**	**$6,946,556**
($3,586,567)	**($3,893,762)**	**($3,832,632)**	**($4,119,292)**	**($4,873,183)**
($651,035)	($769,966)	($782,721)	($727,661)	($877,416)
($4,237,602)	**($4,663,728)**	**($4,615,353)**	**($4,846,953)**	**($5,750,599)**
$67,132	$28,016	$8,324	$22,015	$52,590
$1,456,756	$1,586,935	$2,050,092	$2,395,221	$2,278,773
$49,984	$50,297	$65,823	$149,873	$54,099
$1,573,872	**$1,665,248**	**$2,124,239**	**$2,567,109**	**$2,385,462**
$0	$0	$0	$0	$0
$64,502	$49,114	$42,796	$12,234	$5,477
$567	$1,519	$1,689	$1,449	$1,128
$65,069	**$50,633**	**$44,485**	**$13,683**	**$6,605**
$1,428,625	$1,464,184	$1,866,813	$1,980,913	$2,091,075
$0	$28,666	$2,000	$0	$0
$0	$7,470	$12,000	$12,000	$12,000
$0	$200,000	$0	$292,177	$270,273
$0	$0	$0	$0	$0
$0	($75,969)	($552)	($111,345)	($1,530)
$1,428,625	**$1,624,351**	**$1,880,261**	**$2,173,745**	**$2,371,818**
($1,300,174)	**($1,424,762)**	**($655,338)**	**($119,782)**	**($999,924)**
$650,630	$27,000	$665,758	$0	$524,194
$983,225	$2,118,556	$238,505	$608,742	$878,174
$0	$0	$0	$0	$0
$1,633,855	**$2,145,556**	**$904,263**	**$608,742**	**$1,402,368**
$333,681	**$720,794**	**$248,925**	**$488,960**	**$402,444**
$0	$0	$0	$0	$0
$333,681	**$720,794**	**$248,925**	**$488,960**	**$402,444**
$7,285,308	$7,618,989	$8,339,783	$12,054,914	$12,543,874
$7,618,989	**$8,339,783**	**$8,588,708**	**$12,543,874**	**$12,946,318**
$2,466,109	$2,466,109	$2,466,109	$0	$0
$10,085,098	**$10,805,892**	**$11,054,817**	**$12,543,874**	**$12,946,318**









Transit Fund

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$1,536,792	$1,240,975	$1,354,013	$1,828,755	$1,524,937
Interest (w/o GASB 31 Adjustment)	$131,753	$124,291	$93,899	$70,725	$141,724
Fees and Service Charges	$1,054,996	$1,172,095	$1,240,255	$1,447,616	$1,517,701
Other Local Revenues ++	$1,341	$18,052	$39,334	$41,205	$45,424
	$2,724,882	**$2,555,413**	**$2,727,501**	**$3,388,301**	**$3,229,786**
Operating Subsidy from TST Fd	$1,600,000	$1,400,000	$1,400,000	$1,612,500	$1,612,500
Operating Transfer - General Fd	$0	$0	$0	$0	$0
Operating Transfer - CVB Fd	$0	$0	$0	$0	$0
Operating Transfer - Parking Fd	$0	$0	$0	$0	$0
Operating Transfer - Contributions Fd	$0	$1,000	$0	$0	$0
Capital Contribution - TST for CIP	$0	$0	$631,400	$167,118	$69,304
Total Other Funding Sources/Transfers^	**$1,600,000**	**$1,401,000**	**$2,031,400**	**$1,779,618**	**$1,681,804**
Total Financial Sources: Less Appropriated Fund Balance	**$4,324,882**	**$3,956,413**	**$4,758,901**	**$5,167,919**	**$4,911,590**
Financial Uses					
Operating Expenses	$3,704,512	$4,030,619	$4,502,265	$4,805,399	$4,915,222
Operating Transfers to Other Funds	$58,133	$222,529	$21,673	$22,444	$23,243
Interest and Other Non-Oper Cash Exp	$3,475	$2,757	$2,012	$1,241	$443
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$28,553	$74,485	$0	$0	$0
Transportation Sales Tax Used for Cap Projects	$0	$0	$631,400	$167,118	$69,304
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$3,794,673**	**$4,330,390**	**$5,157,350**	**$4,996,202**	**$5,008,212**
Financial Sources Over/ (Under) Financial Uses	**$530,209**	**($373,977)**	**($398,449)**	**$171,717**	**($96,622)**
Current Assets	$2,726,397	$2,086,531	$1,759,219	$2,047,410	$1,955,455
Less: Current Liabilities*	$154,106	$157,997	$173,502	$209,436	$259,183
Ending Cash and Other Resources	**$2,572,291**	**$1,928,534**	**$1,585,717**	**$1,837,974**	**$1,696,272**
Total Financial Uses without TST for CIP	**$3,794,673**	**$4,330,390**	**$4,525,950**	**$4,829,084**	**$4,938,908**
Cash Reserve Target (20% of Fin. Uses)	**$758,935**	**$866,078**	**$905,190**	**$965,817**	**$987,782**
Cash Above/(Below) Cash Reserve Target	**$1,813,356**	**$1,062,456**	**$680,527**	**$872,157**	**$708,490**

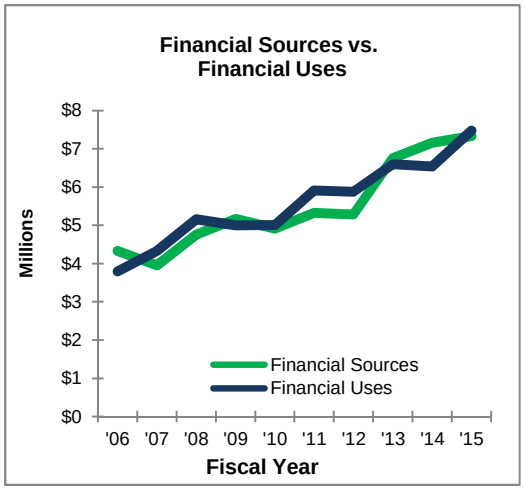
++ Other Local Revenues include Miscellaneous Revenues

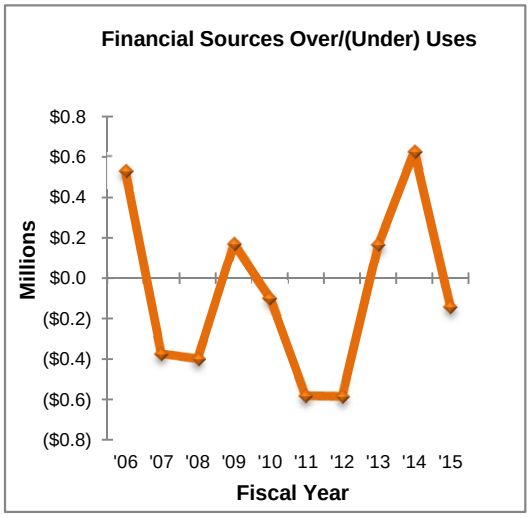
^ Other Funding Sources and Transfers do not include Capital Contributions or local match funds for capital project grants

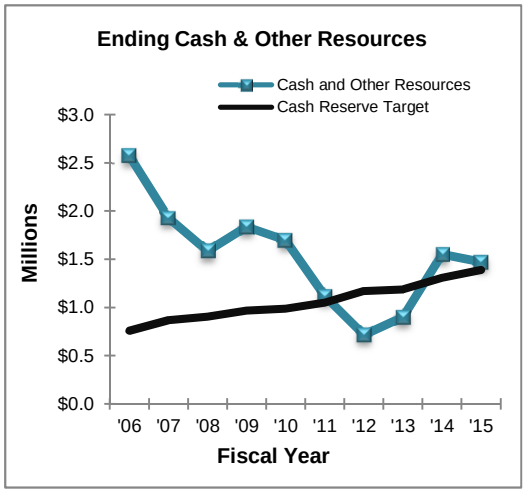
**FY 2014 was restated for GASB 68 Accounting and Financial Reporting for Pensions*

Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$1,456,756	$1,586,935	$2,050,092	$2,395,221	$2,278,773
$68,341	$46,863	$14,795	$28,528	$27,160
$1,671,933	$1,873,872	$2,080,065	$2,300,558	$2,073,373
$49,984	$50,297	$65,823	$149,873	$54,099
$3,247,014	**$3,557,967**	**$4,210,775**	**$4,874,180**	**$4,433,405**
$1,428,625	$1,464,184	$1,866,813	$1,980,913	$2,091,075
$0	$28,666	$2,000	$0	$0
$0	$7,470	$12,000	$12,000	$12,000
$0	$200,000	$0	$292,177	$270,273
$0	$0	$0	$0	$0
$650,630	$27,000	$665,758	$0	$524,194
$2,079,255	**$1,727,320**	**$2,546,571**	**$2,285,090**	**$2,897,542**
$5,326,269	**$5,285,287**	**$6,757,346**	**$7,159,270**	**$7,330,947**
$5,258,500	$5,767,634	$5,912,697	$6,419,850	$6,946,556
$0	$75,969	$552	$111,345	$1,530
$567	$1,519	$1,689	$1,449	$1,128
$0	$0	$0	$0	$0
$0	$0	$13,000	$0	$0
$650,630	$27,000	$665,758	$0	$524,194
$0	$0	$0	$0	$0
$5,909,697	**$5,872,122**	**$6,593,696**	**$6,532,644**	**$7,473,408**
($583,428)	**($586,835)**	**$163,650**	**$626,626**	**($142,461)**
$1,354,813	$1,047,827	$2,301,260	$1,996,979	$1,938,092
$239,806	$334,237	$1,399,489	$446,305	$466,095
$1,115,007	**$713,590**	**$901,771**	**$1,550,674**	**$1,471,997**
$5,259,067	**$5,845,122**	**$5,927,938**	**$6,532,644**	**$6,949,214**
$1,051,813	**$1,169,024**	**$1,185,588**	**$1,306,529**	**$1,389,843**
$63,194	**($455,434)**	**($283,817)**	**$244,145**	**$82,154**







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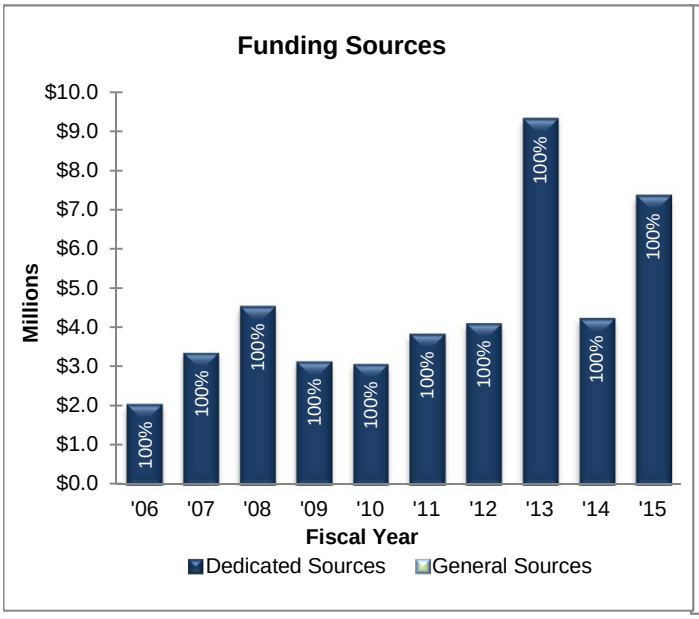
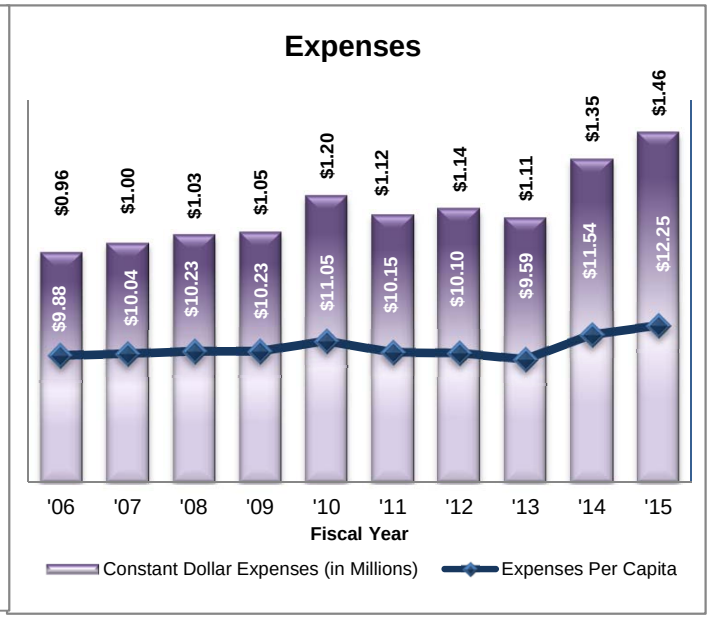
Transportation Departments - Airport Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$1,936,527	$79,704	$2,016,231	201.60	$960,579	97,202	$9.88	(1.79%)
2007	$2,069,839	$1,251,840	$3,321,679	207.30	$998,475	99,405	$10.04	1.62%
2008	$2,225,036	$2,284,390	$4,509,426	215.30	$1,033,444	100,976	$10.23	1.89%
2009	$2,246,048	$855,653	$3,101,701	214.54	$1,046,928	102,324	$10.23	0.00%
2010	$2,613,218	$419,638	$3,032,856	218.06	$1,198,416	108,500	$11.05	8.02%
2011	$2,520,499	$1,282,492	$3,802,991	224.94	$1,120,526	110,438	$10.15	(8.14%)
2012	$2,625,995	$1,449,092	$4,075,087	229.59	$1,143,776	113,230	$10.10	(0.49%)
2013	$2,576,416	$6,714,637	$9,291,053	232.96	$1,105,948	115,276	$9.59	(5.05%)
2014	$3,205,041	$992,580	$4,197,621	236.74	$1,353,823	117,364	$11.54	20.33%
2015	**$3,469,327**	**$3,865,967**	**$7,335,294**	**237.02**	**$1,463,728**	**119,476**	**$12.25**	**6.15%**
10 Yr % Chg	*79.15%*	*4750.41%*	*263.81%*	*17.57%*	*52.38%*	*22.92%*	*23.99%*	

Description:

The Airport Fund is an enterprise fund, which means it is operated as a separate business. Areas of operation include administration, airfield areas, terminal areas, public safety, and snow removal. All funding sources for this operation are considered to be dedicated sources and include subsidies from transportation sales tax, user fees, and grants. Capital projects are primarily funded by Federal Aviation Administration grants with local match funds coming from the transportation sales tax.

Analysis:

For the ten year period, total expenses without capital projects increased 79.15%, constant dollar expenses increased 52.38% and expenses per capita increased 23.99%. The level of capital project funding can vary from year to year, depending on the number and size of projects and the availability of FAA grant funding.

There are some areas of concern for this fund. The gap between operating expenses and operating revenues has continued to increase during this period. The subsidy from Transportation Sales Tax has more than doubled. Future increases in the subsidy from Transportation Sales Tax are contingent upon the growth of sales tax receipts as well as competing needs from Transit and Streets and Sidewalks. For the airport to thrive in the future, infrastructure funding will need to be significantly increased for terminal enhancements and larger runways. These facilities are needed to attract additional carriers and allow larger aircraft to fly to and from Columbia. This may involve creating new partnerships and identifying additional revenue sources to fund these improvements as well as increasing day to day operational costs. The significant increase in capital projects in FY 2013 is due to the Taxiway A project, which is an $8 million dollar project. In FY 2015, the increase in capital projects is due to upgrades to Crosswind Runway 13-31 Eastside intersection to allow larger planes in the future.

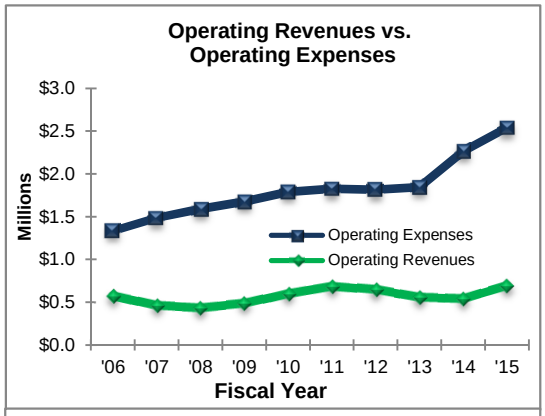
Airport Fund

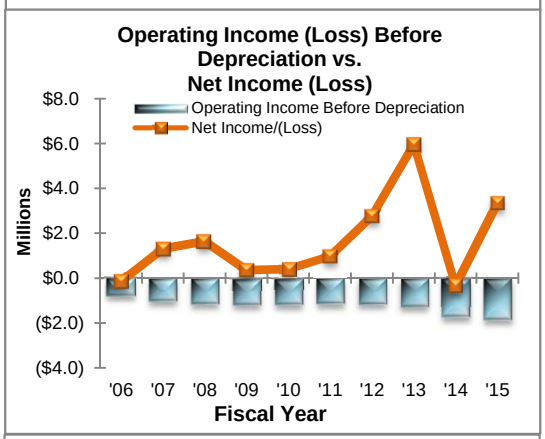
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Commissions	$123,717	$90,754	$106,282	$103,789	$138,349
Rentals	$246,548	$216,908	$166,432	$176,668	$188,903
Landing Fees	$118,932	$104,865	$112,017	$54,476	$75,515
Passenger Facility Charge	$67,435	$40,965	$44,471	$115,439	$149,241
Law Enforcement Fees	$15,170	$8,562	$5,778	$31,612	$47,796
Total Operating Revenues	**$571,802**	**$462,054**	**$434,980**	**$481,984**	**$599,804**
Operating Expenses:					
Personal Services	$892,534	$929,131	$986,345	$1,019,399	$1,007,184
Materials and Supplies	$107,684	$147,218	$133,528	$137,758	$125,340
Travel and Training	$14,197	$14,524	$10,754	$12,595	$20,286
Intragovernmental	$144,112	$153,594	$170,863	$216,504	$225,170
Utilities, Services and Miscellaneous	$173,089	$242,406	$288,250	$289,082	$408,656
Total Operating Expenses	**$1,331,616**	**$1,486,873**	**$1,589,740**	**$1,675,338**	**$1,786,636**
Operating Income (Loss) Before Depreciation	**($759,814)**	**($1,024,819)**	**($1,154,760)**	**($1,193,354)**	**($1,186,832)**
Depreciation	($582,429)	($577,367)	($512,932)	($557,328)	($610,086)
Operating Income (Loss)	**($1,342,243)**	**($1,602,186)**	**($1,667,692)**	**($1,750,682)**	**($1,796,918)**
Non-Operating Revenues:					
Investment Revenue	$14,851	$37,490	$39,773	$34,252	$45,986
Revenue from Other Gov. Units	$0	$7,717	$0	$44,895	$50,767
Miscellaneous Revenue	$8,321	$6,425	$17,580	$7,126	$5,697
Total Non-Operating Revenues	**$23,172**	**$51,632**	**$57,353**	**$86,273**	**$102,450**
Non-Operating Expenses:					
Interest Expense	$1,950	$86	$0	$0	$0
Loss on Disposal of Fixed Assets	$0	$0	$4,500	$0	$92,225
Miscellaneous Expense	$0	$0	$0	$0	$0
Total Non-Operating Expenses	**$1,950**	**$86**	**$4,500**	**$0**	**$92,225**
Operating Transfers:					
Operating Subsidy from TST Fd	$869,000	$1,000,000	$1,120,250	$1,120,250	$1,120,250
Operating Transfer - Capital Proj Fd	$0	$0	$0	$0	$350,000
Operating Transfer - General Fd	$0	$0	$0	$0	$0
Operating Transfers To Other Funds	($6,848)	$0	$0	$0	$0
Total Operating Transfers	**$862,152**	**$1,000,000**	**$1,120,250**	**$1,120,250**	**$1,470,250**
Net Income (Loss) Before Capital Contributions	**($458,869)**	**($550,640)**	**($494,589)**	**($544,159)**	**($316,443)**
Capital Contribution - TST for CIP	$105,800	$719,000	$79,750	$227,000	$371,417
Capital Contribution - FAA for CIP	$205,665	$1,144,507	$2,056,127	$673,145	$347,028
Capital Contribution - Other	$0	$0	$0	$0	$0
Total Capital Contributions	**$311,465**	**$1,863,507**	**$2,135,877**	**$900,145**	**$718,445**
Net Income (Loss)	**($147,404)**	**$1,312,867**	**$1,641,288**	**$355,986**	**$402,002**
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	($147,404)	$1,312,867	$1,641,288	$355,986	$402,002
Beginning Retained Earnings*	$3,422,433	$3,275,029	$4,587,896	$6,229,184	$6,585,170
Ending Retained Earnings	**$3,275,029**	**$4,587,896**	**$6,229,184**	**$6,585,170**	**$6,987,172**
Contributed Capital	$10,218,769	$10,218,769	$10,218,769	$10,218,769	$10,218,769
Ending Fund Equity	**$13,493,798**	**$14,806,665**	**$16,447,953**	**$16,803,939**	**$17,205,941**

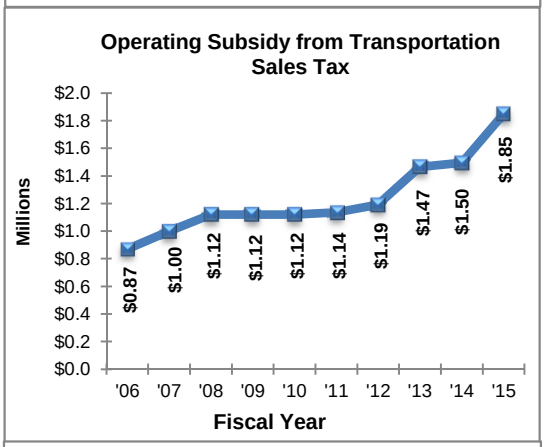
** FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions*

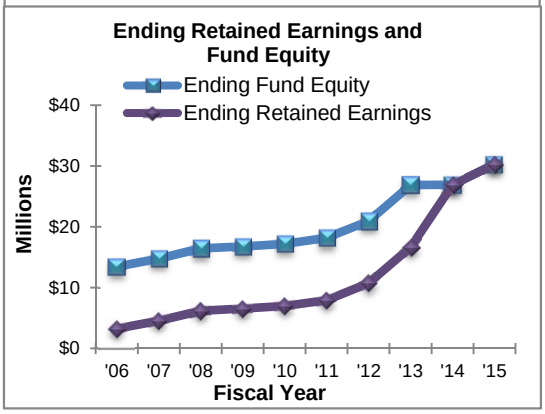
Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$179,774	$131,665	$119,152	$137,923	$143,923
$192,656	$194,289	$169,100	$111,817	$167,086
$73,570	$78,491	$58,458	$66,872	$86,700
$184,035	$183,238	$188,283	$223,928	$271,498
$54,596	$54,487	$20,722	$0	$24,805
$684,631	**$642,170**	**$555,715**	**$540,540**	**$694,012**
$1,016,958	$958,842	$1,044,365	$1,080,374	$1,131,008
$144,721	$167,151	$189,417	$227,185	$197,230
$16,359	$14,049	$11,820	$11,442	$19,864
$205,758	$229,924	$228,877	$317,864	$298,535
$442,811	$443,285	$368,192	$627,819	$892,153
$1,826,607	**$1,813,251**	**$1,842,671**	**$2,264,684**	**$2,538,790**
($1,141,976)	**($1,171,081)**	**($1,286,956)**	**($1,724,144)**	**($1,844,778)**
($640,160)	($679,402)	($693,737)	($882,378)	($831,022)
($1,782,136)	**($1,850,483)**	**($1,980,693)**	**($2,606,522)**	**($2,675,800)**
$38,928	$27,177	($82,825)	$111,524	$163,662
$175,350	$156,512	$62,270	$67,930	$57,870
$12,340	$14,597	$17,476	$12,192	$9,045
$226,618	**$198,286**	**($3,079)**	**$191,646**	**$230,577**
$4,347	$8,127	$7,349	$6,544	$99,515
$0	$0	$5,159	$0	$0
$0	$0	$0	$0	$0
$4,347	**$8,127**	**$12,508**	**$6,544**	**$99,515**
$1,136,500	$1,192,230	$1,466,075	$1,495,737	$1,850,818
$0	$0	$0	$0	$0
$0	$0	$45,588	$0	$500,000
($41,407)	($125,215)	$0	($25,229)	$0
$1,095,093	**$1,067,015**	**$1,511,663**	**$1,470,508**	**$2,350,818**
($464,772)	**($593,309)**	**($484,617)**	**($950,912)**	**($193,920)**
$189,695	$2,108,232	$482,535	$100,875	$237,577
$1,090,044	$1,254,533	$5,962,889	$516,482	$3,316,408
$163,392	$0	$0	$0	$0
$1,443,131	**$3,362,765**	**$6,445,424**	**$617,357**	**$3,553,985**
$978,359	**$2,769,456**	**$5,960,807**	**($333,555)**	**$3,360,065**
$0	$0	$0	$0	$0
$978,359	$2,769,456	$5,960,807	($333,555)	$3,360,065
$6,987,172	$7,965,531	$10,734,987	$27,262,650	$26,929,095
$7,965,531	**$10,734,987**	**$16,695,794**	**$26,929,095**	**$30,289,160**
$10,218,769	$10,218,769	$10,218,769	$0	$0
$18,184,300	**$20,953,756**	**$26,914,563**	**$26,929,095**	**$30,289,160**









Airport Fund

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$0	$7,717	$0	$44,895	$50,767
Interest (w/o GASB 31 Adjustment)	$15,586	$32,326	$34,503	$19,791	$62,374
Fees and Service Charges	$571,802	$462,054	$434,980	$481,984	$599,804
Other Local Revenues ++	$8,321	$6,425	$17,580	$7,126	$5,697
	$595,709	**$508,522**	**$487,063**	**$553,796**	**$718,642**
Operating Subsidy from TST Fd	$869,000	$1,000,000	$1,120,250	$1,120,250	$1,120,250
Operating Transfer - Capital Proj Fd	$0	$0	$0	$0	$350,000
Operating Transfer - General Fd	$0	$0	$0	$0	$0
Capital Contribution - TST for CIP	$105,800	$719,000	$79,750	$227,000	$371,417
Total Other Funding Sources/Transfers^	**$974,800**	**$1,719,000**	**$1,200,000**	**$1,347,250**	**$1,841,667**
Total Financial Sources: Less Appropriated Fund Balance	**$1,570,509**	**$2,227,522**	**$1,687,063**	**$1,901,046**	**$2,560,309**
Financial Uses					
Operating Expenses	$1,331,616	$1,486,873	$1,589,740	$1,675,338	$1,786,636
Operating Transfers to Other Funds	$6,848	$0	$0	$0	$0
Interest and Other Non-Oper Cash Exp	$1,950	$86	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$13,684	$5,513	$117,864	$13,382	$124,271
Transportation Sales Tax Used for Cap Proj	$105,800	$719,000	$79,750	$227,000	$371,417
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$1,459,898**	**$2,211,472**	**$1,787,354**	**$1,915,720**	**$2,282,324**
Financial Sources Over/ (Under) Financial Uses	**$110,611**	**$16,050**	**($100,291)**	**($14,674)**	**$277,985**
Current Assets	$243,600	$312,892	$244,839	$243,614	$533,337
Less: Current Liabilities*	$121,045	$125,345	$148,811	$146,543	$158,541
Ending Cash and Other Resources	**$122,555**	**$187,547**	**$96,028**	**$97,071**	**$374,796**
Total Financial Uses w/o TST for CIP	**$1,354,098**	**$1,492,472**	**$1,707,604**	**$1,688,720**	**$1,910,907**
Cash Reserve Target (20% of Fin. Uses)	**$270,820**	**$298,494**	**$341,521**	**$337,744**	**$382,181**
Cash Above/(Below) Cash Reserve Target	**($148,265)**	**($110,947)**	**($245,493)**	**($240,673)**	**($7,385)**

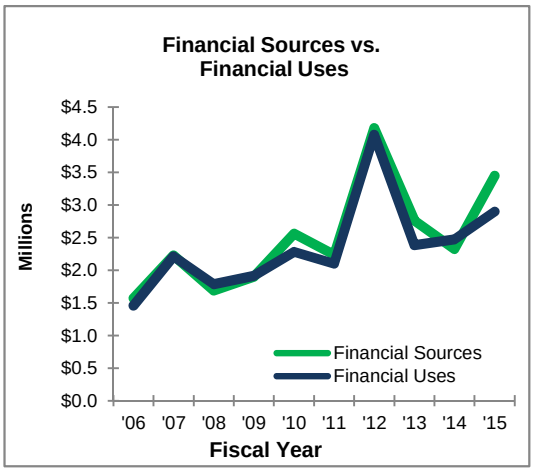
++Other Local Revenues include Miscellaneous Revenues

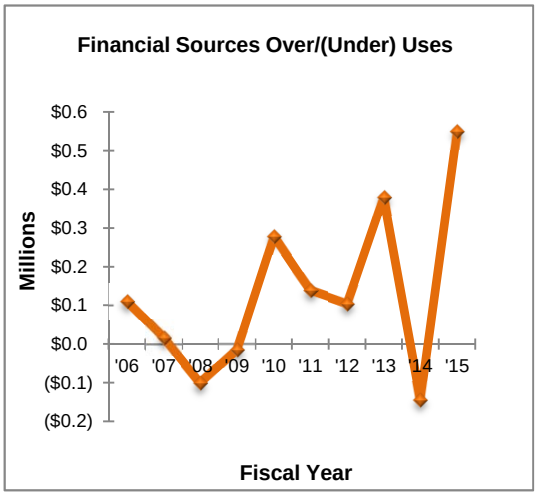
^ Other Funding Sources and Transfers do not include Capital Contributions or local match funds for FAA capital grant projects

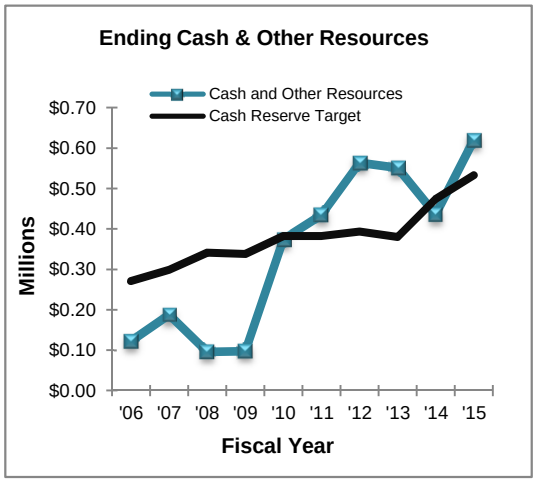
**FY 2014 was restated for GASB 68 Accounting and Financial Reporting for Pensions*

Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$175,350	$156,512	$62,270	$67,930	$57,870
$39,725	$67,787	$132,323	$111,056	$101,499
$684,631	$642,170	$555,715	$540,540	$694,012
$12,340	$14,597	$17,476	$12,192	$9,045
$912,046	**$881,066**	**$767,784**	**$731,718**	**$862,426**
$1,136,500	$1,192,230	$1,466,075	$1,495,737	$1,850,818
$0	$0	$0	$0	$0
$0	$0	$45,588	$0	$500,000
$189,695	$2,108,232	$482,535	$100,875	$237,577
$1,326,195	**$3,300,462**	**$1,994,198**	**$1,596,612**	**$2,588,395**
$2,238,241	**$4,181,528**	**$2,761,982**	**$2,328,330**	**$3,450,821**
$1,826,607	$1,813,251	$1,842,671	$2,264,684	$2,538,790
$41,407	$125,215	$0	$25,229	$0
$4,347	$8,127	$7,349	$6,544	$99,515
$0	$21,873	$22,651	$23,456	$24,291
$7,978	$0	$27,500	$26,206	$0
$189,695	$2,108,232	$482,535	$100,875	$237,577
$30,000	$0	$0	$25,000	$0
$2,100,034	**$4,076,698**	**$2,382,706**	**$2,471,994**	**$2,900,173**
$138,207	**$104,830**	**$379,276**	**($143,664)**	**$550,648**
$635,129	$752,371	$766,016	$690,673	$945,284
$200,653	$188,440	$214,832	$255,251	$325,904
$434,476	**$563,931**	**$551,184**	**$435,422**	**$619,380**
$1,910,339	**$1,968,466**	**$1,900,171**	**$2,371,119**	**$2,662,596**
$382,068	**$393,693**	**$380,034**	**$474,224**	**$532,519**
$52,408	**$170,238**	**$171,150**	**($38,802)**	**$86,861**







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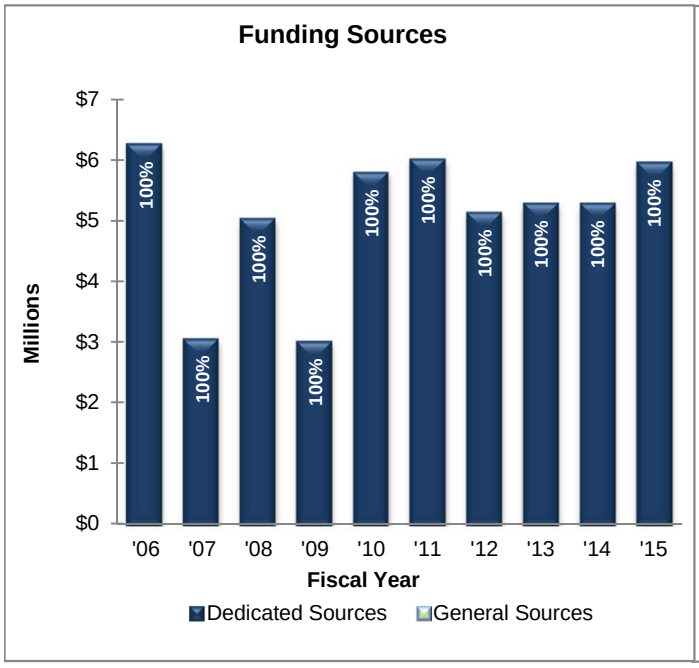
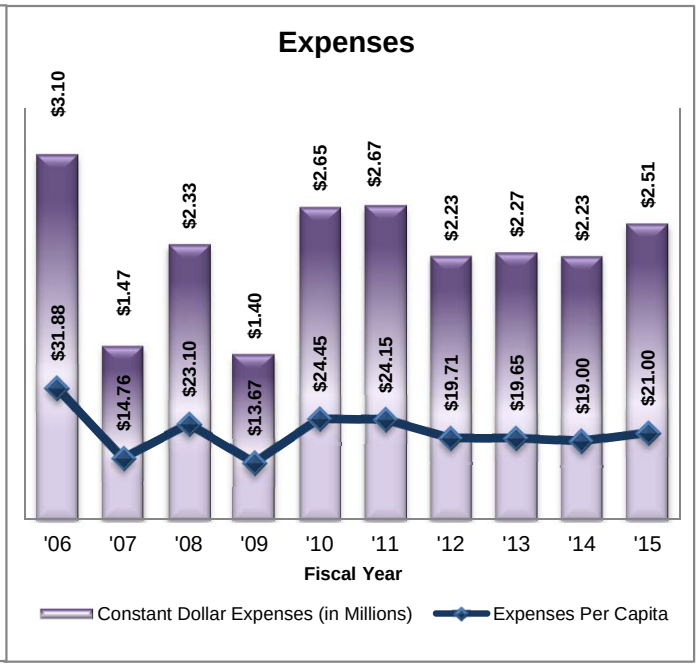
Transportation Departments - Capital Improvement Sales Tax Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$6,248,100	$0	6,248,100	201.60	$3,099,256	97,202	$31.88	56.58%
2007	$3,040,875	$0	3,040,875	207.30	$1,466,896	99,405	$14.76	(53.70%)
2008	$5,022,750	$0	5,022,750	215.30	$2,332,875	100,976	$23.10	56.50%
2009	$3,000,625	$0	3,000,625	214.54	$1,398,652	102,324	$13.67	(40.82%)
2010	$5,784,926	$0	5,784,926	218.06	$2,652,954	108,500	$24.45	78.86%
2011	$6,000,250	$0	6,000,250	224.94	$2,667,501	110,438	$24.15	(1.23%)
2012	$5,124,238	$0	5,124,238	229.59	$2,231,908	113,230	$19.71	(18.39%)
2013	$5,276,875	$0	5,276,875	232.96	$2,265,142	115,276	$19.65	(0.30%)
2014	$5,278,301	$0	5,278,301	236.74	$2,229,577	117,364	$19.00	(3.31%)
2015	**$5,946,848**	**$0**	**5,946,848**	**237.02**	**$2,509,007**	**119,476**	**$21.00**	**10.53%**
10 Yr % Chg	*(4.82%)*		*(4.82%)*	*17.57%*	*(19.04%)*	*22.92%*	*(34.13%)*	

Description:

The Capital Improvement Sales Tax (CIST) Fund is a special revenue fund which accounts for the temporary one-quarter capital improvement sales tax. Voters have the opportunity to pass an extension for this tax every ten years. The capital improvement sales tax is used to fund the replacement of fire trucks, construct new public safety facilities, and fund street and sidewalk capital projects. As the tax is collected, the receipts are placed in this fund. Transfers are done annually to move the funding into the Capital Projects Fund to fund those projects that were approved by the voters. All of the funding is dedicated and can only be used for public safety and street and sidewalk projects.

Analysis:

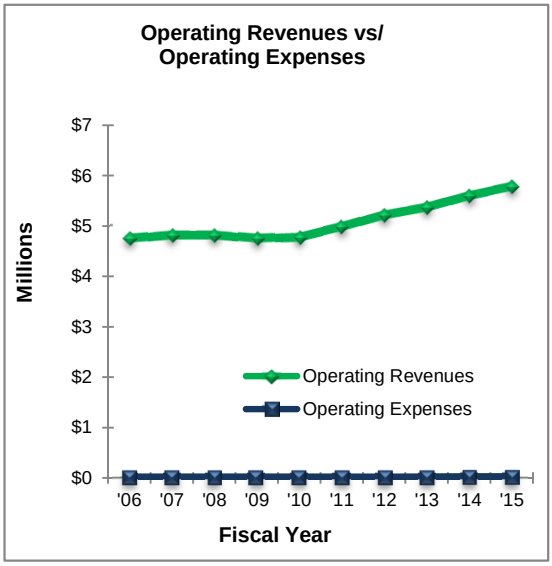
Expenses can vary greatly from year to year, depending on the number and amount of capital project funding required. The City must appropriate all funding for a project before a construction contract can be awarded or a fire apparatus can be purchased, even though the construction or purchase may take more than one year to complete. The City identifies specific projects when the ballot issues are presented to voters. In the past, the City has always been able to fund and complete the projects before another ballot issue was taken to the voters. However, due to the economic downturn in FY 2009, there have not been enough capital improvement sales tax receipts to fund all of the approved projects. In Streets and Sidewalks, other funding sources were identified to complete the remaining projects. In the Fire Department, there was not sufficient sales tax receipts to fund the additional fire station and the corresponding fire apparatus. In August 2015, the Capital Improvement Sales Tax was extended for 10 years by city voters. As this source is the primary funding source for public safety and street and sidewalk capital projects, there is concern about the future growth of this source being able to meet these needs as the rising use of internet sales continue to negatively impact the amount received for this source.

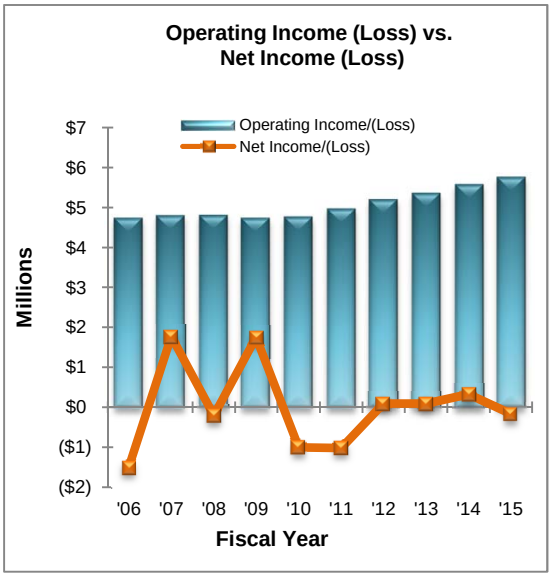
Capital Improvement Sales Tax Fund

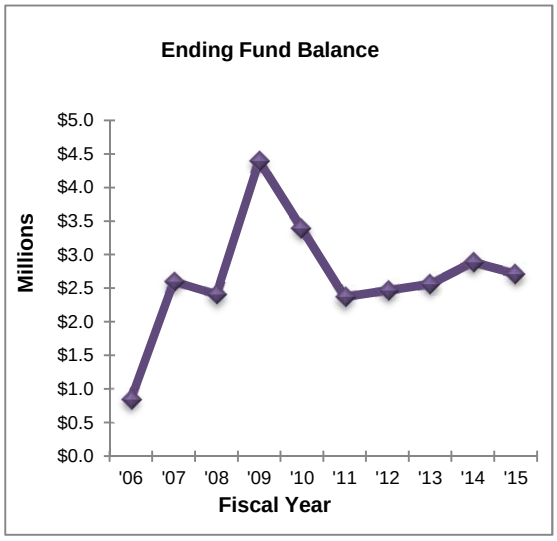
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Revenues:					
Sales Tax	$4,698,274	$4,747,346	$4,727,958	$4,599,952	$4,674,637
Miscellaneous Revenue	$0	$0	$0	$0	$0
Investment Revenue	$51,103	$69,360	$89,766	$147,163	$104,237
Total Revenues	$4,749,377	$4,816,706	$4,817,724	$4,747,115	$4,778,874
Expenditures:					
Personal Services	$0	$0	$0	$0	$0
Materials and Supplies	$0	$0	$0	$0	$0
Travel and Training	$0	$0	$0	$0	$0
Intragovernmental	$0	$0	$0	$0	$0
Utilities, Services and Miscellaneous	$0	$0	$0	$0	$0
Total Expenditures	$0	$0	$0	$0	$0
Excess (Deficiency) of Revenues Over Expenditures	$4,749,377	$4,816,706	$4,817,724	$4,747,115	$4,778,874
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	$0	$0	$0	$0	$0
Operating Transfers To Other Funds	($6,248,100)	($3,040,875)	($5,022,750)	($3,000,625)	($5,784,926)
Total Other Financing Sources (Uses)	($6,248,100)	($3,040,875)	($5,022,750)	($3,000,625)	($5,784,926)
Excess (Deficiency) of Revenues Over Expenditures	($1,498,723)	$1,775,831	($205,026)	$1,746,490	($1,006,052)
Beginning Fund Balance	$2,338,125	$823,405	$2,615,233	$2,648,494	$4,394,984
Ending Fund Balance	**$839,402**	**$2,599,236**	**$2,410,207**	**$4,394,984**	**$3,388,932**

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$4,949,012	$5,196,536	$5,399,873	$5,576,735	$5,715,955
$0	$0	$0	$0	$6,708
$34,450	$20,647	($28,668)	$26,067	$57,580
$4,983,462	$5,217,183	$5,371,205	$5,602,802	$5,780,243
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$11,051	$9,466
$0	$0	$0	$0	$0
$0	$0	$0	$11,051	$9,466
$4,983,462	$5,217,183	$5,371,205	$5,591,751	$5,770,777
$0	$0	$0	$0	$0
($6,000,250)	($5,124,238)	($5,276,875)	($5,267,250)	($5,937,382)
($6,000,250)	($5,124,238)	($5,276,875)	($5,267,250)	($5,937,382)
($1,016,788)	$92,945	$94,330	$324,501	($166,605)
$3,388,932	$2,372,144	$2,465,089	$2,559,419	$2,883,920
$2,372,144	**$2,465,089**	**$2,559,419**	**$2,883,920**	**$2,717,315**







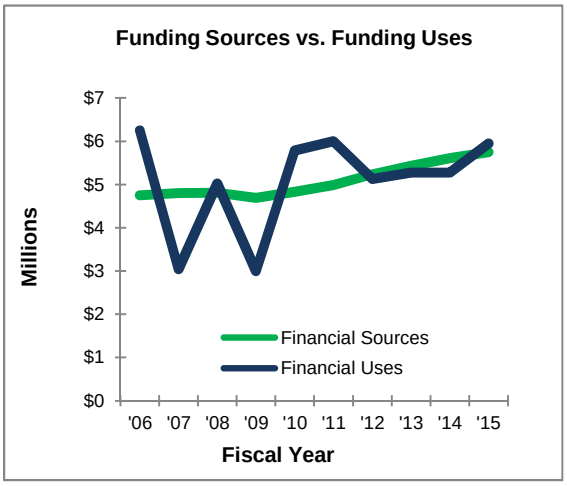
Capital Improvement Sales Tax Fund

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes	$4,698,274	$4,747,346	$4,727,958	$4,599,952	$4,674,637
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants					
Interest (w/o GASB 31 Adjustment)	$50,864	$54,120	$78,782	$89,082	$155,547
Fees and Service Charges					
Other Local Revenues					
	$4,749,138	**$4,801,466**	**$4,806,740**	**$4,689,034**	**$4,830,184**
Other Funding Sources/Transfers	$0	$0	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$4,749,138**	**$4,801,466**	**$4,806,740**	**$4,689,034**	**$4,830,184**
Financial Uses					
Operating Expenses	$0	$0	$0	$0	$0
Operating Transfers to Other Funds	$6,248,100	$3,040,875	$5,022,750	$3,000,625	$5,784,926
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$6,248,100**	**$3,040,875**	**$5,022,750**	**$3,000,625**	**$5,784,926**
Financial Sources Over/ (Under) Financial Uses	**($1,498,962)**	**$1,760,591**	**($216,010)**	**$1,688,409**	**($954,742)**
Ending Cash and Other Resources #	**$400,539**	**$2,147,573**	**$1,952,527**	**$3,725,279**	**$2,662,622**

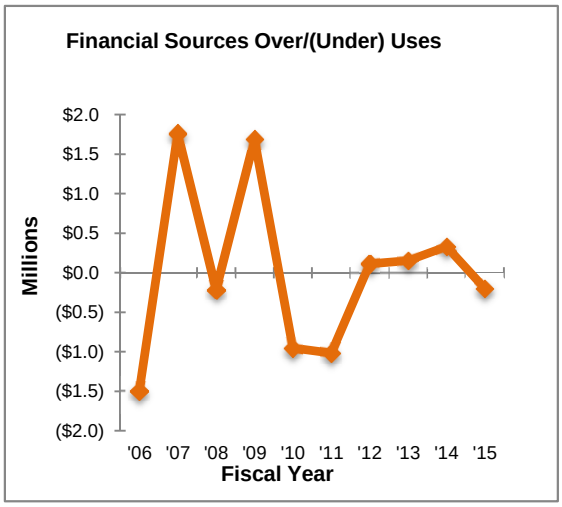
 # Ending Cash and Other Resources is equal to cash and cash equivalents

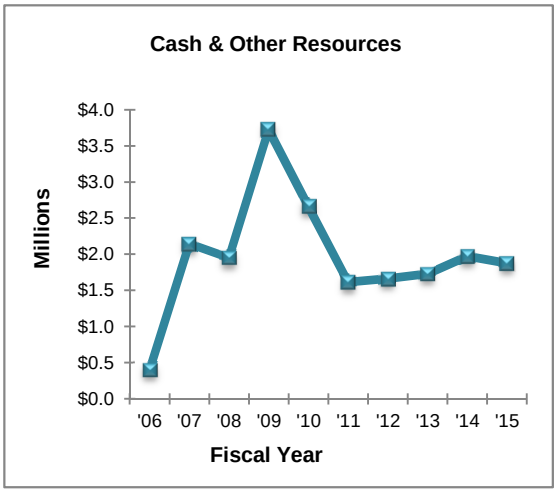
Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$4,949,012	$5,196,536	$5,399,873	$5,576,735	$5,715,955
$35,134	$40,664	$28,874	$31,957	$33,139
$4,984,146	**$5,237,200**	**$5,428,747**	**$5,608,692**	**$5,749,094**
$0	$0	$0	$0	$0
$4,984,146	**$5,237,200**	**$5,428,747**	**$5,608,692**	**$5,749,094**



$0	$0	$0	$11,051	$9,466
$6,000,250	$5,124,238	$5,276,875	$5,267,250	$5,937,382
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$6,000,250	**$5,124,238**	**$5,276,875**	**$5,278,301**	**$5,946,848**
($1,016,104)	**$112,962**	**$151,872**	**$330,391**	**($197,754)**
$1,612,806	**$1,664,984**	**$1,727,871**	**$1,973,060**	**$1,877,696**





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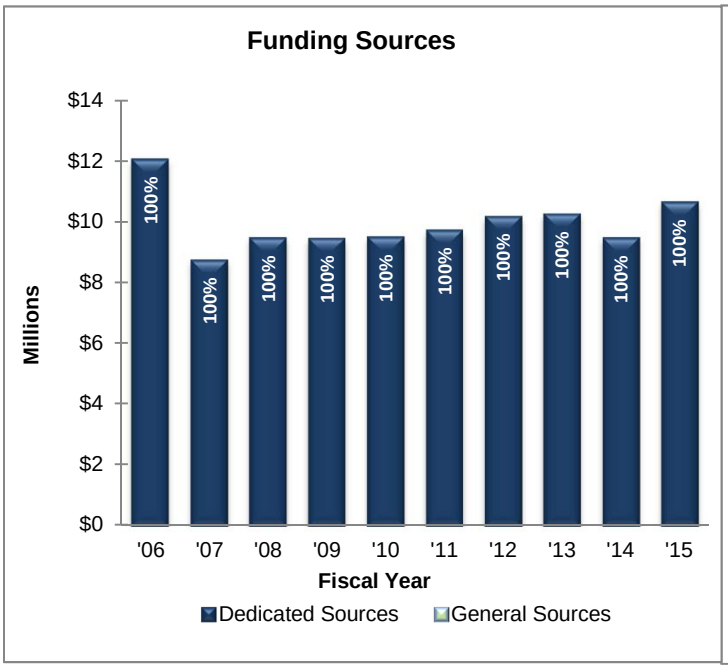
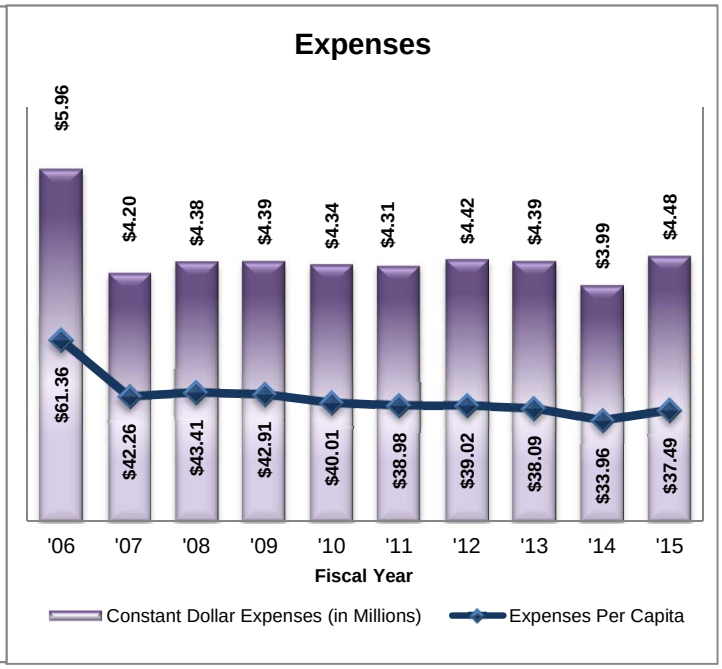
Transportation Departments - Transportation Sales Tax Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$12,024,680	$0	$12,024,680	201.60	$5,964,623	97,202	$61.36	23.63%
2007	$8,709,000	$0	$8,709,000	207.30	$4,201,158	99,405	$42.26	(31.13%)
2008	$9,438,600	$0	$9,438,600	215.30	$4,383,868	100,976	$43.41	2.72%
2009	$9,419,368	$0	$9,419,368	214.54	$4,390,556	102,324	$42.91	(1.15%)
2010	$9,465,971	$0	$9,465,971	218.06	$4,341,073	108,500	$40.01	(6.76%)
2011	$9,684,375	$0	$9,684,375	224.94	$4,305,334	110,438	$38.98	(2.57%)
2012	$10,143,520	$0	$10,143,520	229.59	$4,418,102	113,230	$39.02	0.10%
2013	$10,229,244	$0	$10,229,244	232.96	$4,390,987	115,276	$38.09	(2.38%)
2014	$9,436,535	$0	$9,436,535	236.74	$3,986,033	117,364	$33.96	(10.84%)
2015	**$10,616,239**	**$0**	**$10,616,239**	**237.02**	**$4,479,048**	**119,476**	**$37.49**	**10.39%**
10 Yr % Chg	*(11.71%)*		*(11.71%)*	*17.57%*	*(24.91%)*	*22.92%*	*(38.90%)*	

Description:

The Transportation Sales Tax (TST) Fund is a special revenue fund that accounts for the 1/2 cent permanent transportation sales tax. The sources for this fund are dedicated and can only be used for transportation purposes. These funds are used to subsidize airport and transit operations, provide matching funds for airport and transit capital projects, fund various road capital projects, and pay for street and sidewalk related activities in the General Fund. The transportation sales tax receipts are deposited into this fund. Transfers are used to move funds to the Transit Fund, Airport Fund, General Fund, and Capital Projects Fund to provide funding for operational and capital project costs.

Analysis:

For the ten year period, total expenses decreased 11.71%, constant dollar expenses decreased 24.91%, and expenses per capita decreased 38.90%. In FY 2006, the significant increase was for the Gans Rd @ 63 Interchange street capital project. Subsidies to Transit have increased to $2.09 million in FY 2015 from $1.98 million in FY 2014. Subsidies to Airport have more than doubled over the ten year period, and transfers to the General Fund to pay for street and sidewalk related activities have increased by 43%. In addition, transportation sales taxes are used to fund the local match for FTA grant-funded capital projects in Transit and FAA grant-funded capital projects in Airport. Due to the competing needs for these funds, there is little funding left for street capital projects. The amount of funding available to increase subsidies and street maintenance funding is contingent upon growth of transportation sales tax receipts. The economic downturn in FY 2009 impacted these receipts. In addition the rising amount of internet sales have negatively impacted this funding source and management has concerns that the future growth in this source will be able to meet the future needs.

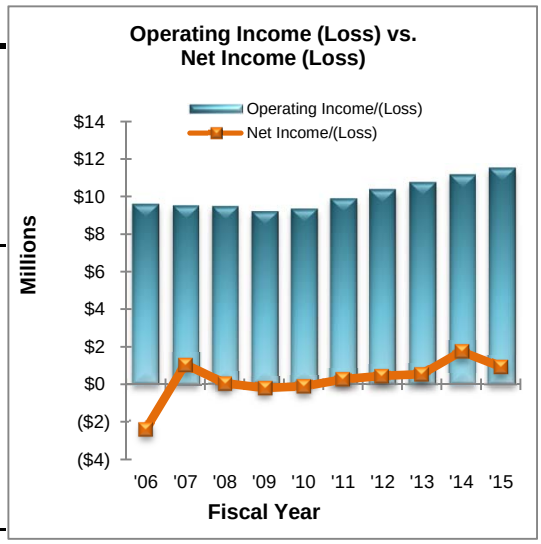
Transportation Sales Tax Fund

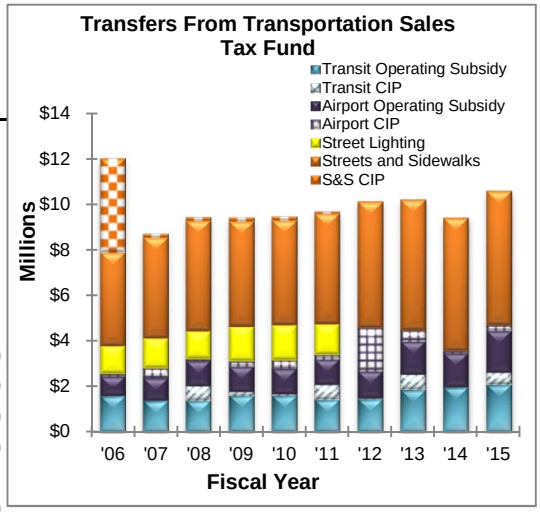
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Revenues:					
Sales Tax	$9,396,971	$9,495,176	$9,456,240	$9,200,210	$9,349,477
Revenues from other governmental units	$140,000	$0	$0	$0	$0
Miscellaneous Revenue	$0	$0	$0	$0	$0
Investment Revenue	$74,349	$28,481	$43,291	$26,860	$11,518
Total Revenues	$9,611,320	$9,523,657	$9,499,531	$9,227,070	$9,360,995
Expenditures:					
Personal Services	$0	$0	$0	$0	$0
Materials and Supplies	$0	$0	$0	$0	$0
Travel and Training	$0	$0	$0	$0	$0
Intragovernmental	$0	$0	$0	$0	$0
Utilities, Services and Miscellaneous	$0	$0	$0	$0	$0
Total Expenditures	$0	$0	$0	$0	$0
Excess (Deficiency) of Revenues Over Expenditures	$9,611,320	$9,523,657	$9,499,531	$9,227,070	$9,360,995
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	$16,900	$251,802	$0	$0	$0
Operating Subsidy - Transit	($1,600,000)	($1,400,000)	($1,400,000)	($1,612,500)	($1,612,500)
CIP Matching Funds - Transit	$0	$0	($631,400)	($167,118)	($69,304)
Operating Subsidy - Airport	($869,000)	($1,000,000)	($1,120,250)	($1,120,250)	($1,120,250)
CIP Matching Funds - Airport	($105,800)	($419,000)	($79,750)	($227,000)	($371,417)
Street Lighting	($1,209,260)	($1,314,054)	($1,209,260)	($1,508,578)	($1,525,731)
Streets and Sidewalks	($4,115,120)	($4,425,946)	($4,852,940)	($4,633,922)	($4,616,769)
CIP - Streets and Sidewalks	($4,125,500)	($150,000)	($145,000)	($150,000)	($150,000)
Total Operating Transfers To Other Func	**($12,024,680)**	**($8,709,000)**	**($9,438,600)**	**($9,419,368)**	**($9,465,971)**
Total Other Financing Sources (Uses)	**($12,007,780)**	**($8,457,198)**	**($9,438,600)**	**($9,419,368)**	**($9,465,971)**
Excess (Deficiency) of Revenues Over Expenditures	**($2,396,460)**	**$1,066,459**	**$60,931**	**($192,298)**	**($104,976)**
Beginning Fund Balance	$2,699,560	$303,100	$1,369,559	$1,907,207	$1,714,909
Ending Fund Balance	**$303,100**	**$1,369,559**	**$1,430,490**	**$1,714,909**	**$1,609,933**

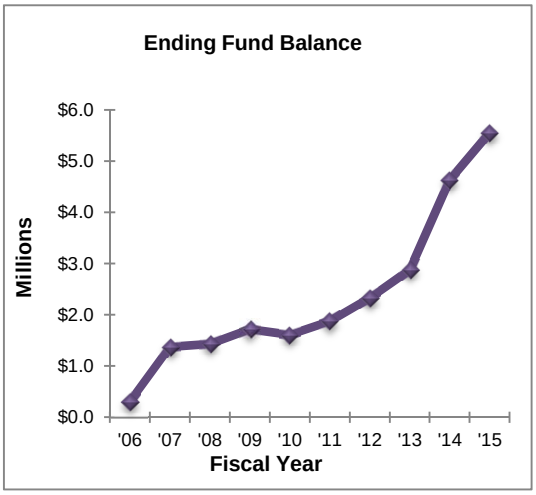
($1.43)

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$9,898,088	$10,393,186	$10,800,210	$11,153,372	$11,432,224
$0	$0	$0	$0	$0
$0	$0	$0	$0	$13,416
$6,142	$9,084	($25,970)	$32,907	$99,412
$9,904,230	$10,402,270	$10,774,240	$11,186,279	$11,545,052
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$10,947	$9,431
$0	$0	$0	$0	$0
$0	$0	$0	$10,947	$9,431
$9,904,230	$10,402,270	$10,774,240	$11,175,332	$11,535,621
$41,407	$201,184	$0	$0	$0
($1,428,625)	($1,464,184)	($1,866,813)	($1,980,913)	($2,091,075)
($650,630)	($27,000)	($665,758)	$0	($524,194)
($1,136,500)	($1,192,230)	($1,466,075)	($1,495,737)	($1,850,818)
($189,695)	($1,912,043)	($482,535)	($100,875)	($237,577)
($1,339,925)	$0	$0	$0	$0
($4,864,000)	($5,527,430)	($5,727,430)	($5,827,430)	($5,882,511)
($75,000)	($20,633)	($20,633)	($20,633)	($20,633)
($9,684,375)	**($10,143,520)**	**($10,229,244)**	**($9,425,588)**	**($10,606,808)**
($9,642,968)	**($9,942,336)**	**($10,229,244)**	**($9,425,588)**	**($10,606,808)**
$261,262	**$459,934**	**$544,996**	**$1,749,744**	**$928,813**
$1,609,933	$1,871,195	$2,331,129	$2,876,125	$4,625,869
$1,871,195	**$2,331,129**	**$2,876,125**	**$4,625,869**	**$5,554,682**







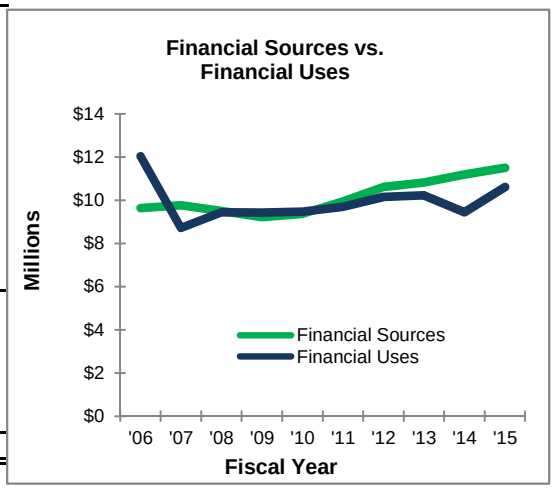
Transportation Sales Tax Fund

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes	$9,396,971	$9,495,176	$9,456,240	$9,200,210	$9,349,477
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$140,000	$0	$0	$0	$0
Interest (w/o GASB 31 Adjustment)	$72,610	$24,714	$39,799	$19,380	$18,061
Fees and Service Charges					
Other Local Revenues					
	$9,609,581	**$9,519,890**	**$9,496,039**	**$9,219,590**	**$9,367,538**
Other Funding Sources/Transfers	$16,900	$251,802	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$9,626,481**	**$9,771,692**	**$9,496,039**	**$9,219,590**	**$9,367,538**
Financial Uses					
Operating Expenses	$0	$0	$0	$0	$0
Operating Transfers to Other Funds	$12,024,680	$8,709,000	$9,438,600	$9,419,368	$9,465,971
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$12,024,680**	**$8,709,000**	**$9,438,600**	**$9,419,368**	**$9,465,971**
Financial Sources Over/ (Under) Financial Uses	**($2,398,199)**	**$1,062,692**	**$57,439**	**($199,778)**	**($98,433)**
Ending Cash and Other Resources #	**$0**	**$447,293**	**$509,994**	**$393,841**	**$168,871**

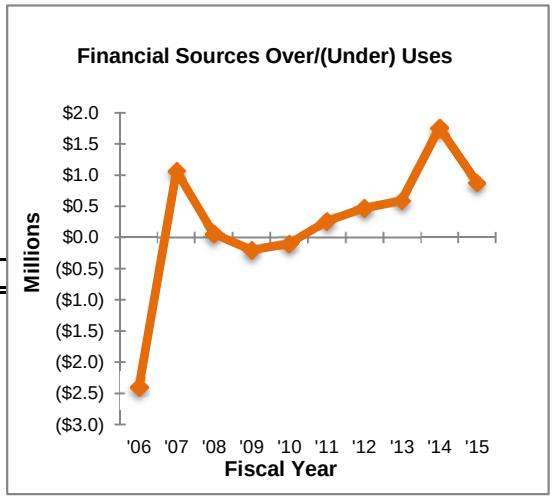
 # Ending Cash and Other Resources is equal to cash and cash equivalents

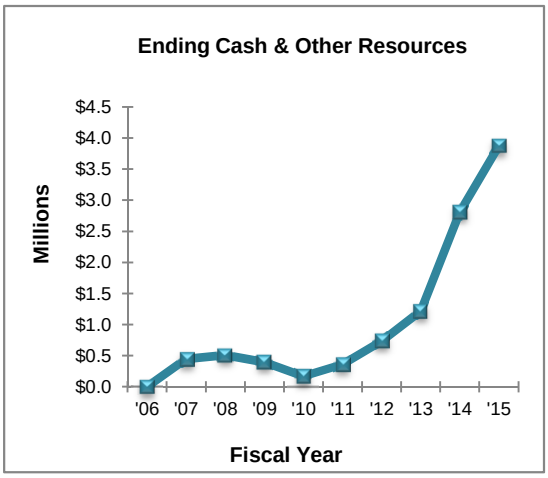
Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$9,898,088	$10,393,186	$10,800,210	$11,153,372	$11,432,224
$0	$0	$0	$0	$0
$6,355	$18,773	$18,770	$36,604	$64,396
$9,904,443	**$10,411,959**	**$10,818,980**	**$11,189,976**	**$11,496,620**
$41,407	$201,184	$0	$0	$0
$9,945,850	**$10,613,143**	**$10,818,980**	**$11,189,976**	**$11,496,620**



$0	$0	$0	$10,947	$9,431
$9,684,375	$10,143,520	$10,229,244	$9,425,588	$10,606,808
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$9,684,375	**$10,143,520**	**$10,229,244**	**$9,436,535**	**$10,616,239**
$261,475	**$469,623**	**$589,736**	**$1,753,441**	**$880,381**
$357,453	**$735,817**	**$1,217,687**	**$2,806,720**	**$3,875,093**





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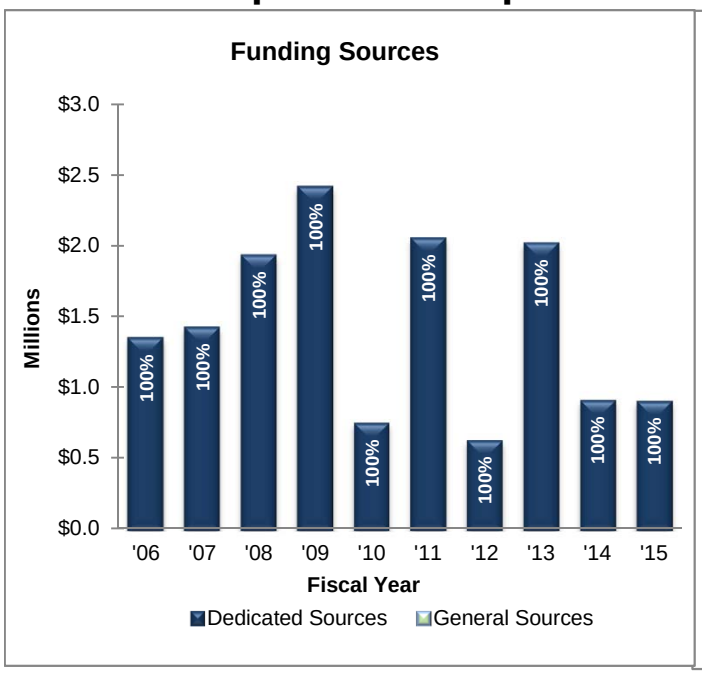
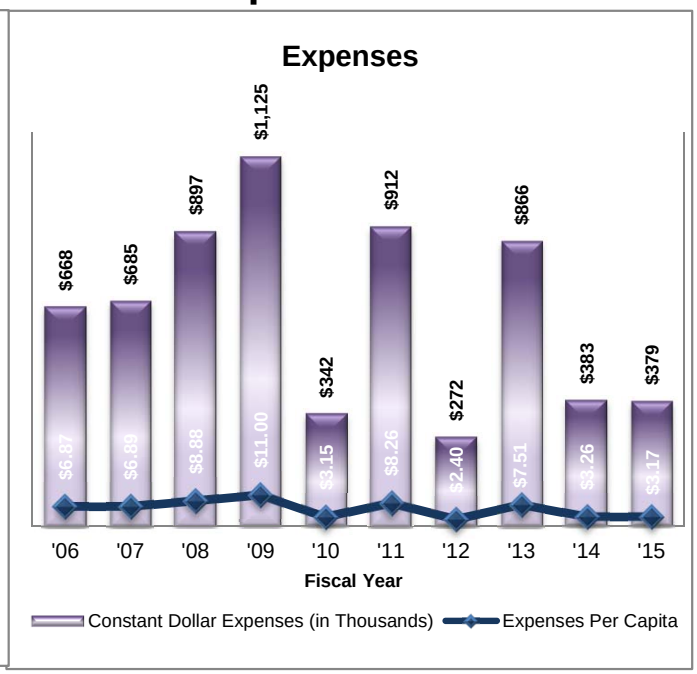
Transportation Departments - Public Improvement Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$1,346,169	$0	$1,346,169	201.60	$667,743	97,202	$6.87	(62.76%)
2007	$1,420,780	$0	$1,420,780	207.30	$685,374	99,405	$6.89	0.29%
2008	$1,930,738	$0	$1,930,738	215.30	$896,754	100,976	$8.88	28.88%
2009	$2,414,085	$0	$2,414,085	214.54	$1,125,253	102,324	$11.00	23.87%
2010	$745,187	$0	$745,187	218.06	$341,741	108,500	$3.15	(71.36%)
2011	$2,051,664	$0	$2,051,664	224.94	$912,098	110,438	$8.26	162.22%
2012	$623,391	$0	$623,391	229.59	$271,524	113,230	$2.40	(70.94%)
2013	$2,017,425	$0	$2,017,425	232.96	$865,996	115,276	$7.51	212.92%
2014	$905,872	$0	$905,872	236.74	$382,644	117,364	$3.26	(56.59%)
2015	**$898,206**	**$0**	**$898,206**	**237.02**	**$378,958**	**119,476**	**$3.17**	**(2.76%)**
10 Yr % Chg	*(33.28%)*		*(33.28%)*	*17.57%*	*(43.25%)*	*22.92%*	*(53.86%)*	

Description:

The Public Improvement Fund (PIF) is a special revenue fund that accounts for 4.16% of the city's 1% general sales tax and development fees collected on new construction within the city. Sales tax receipts are deposited and accumulated in this fund and transferred to the Capital Projects Fund. Sales tax funds can be used to fund any general government capital project. Development fees can only be used to fund construction and maintenance of arterial and collector streets and sidewalks.

Analysis:

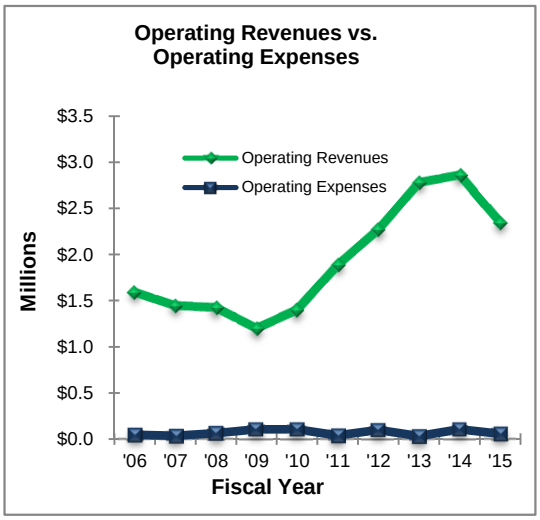
The amounts can vary greatly from year to year and are dependent upon the number and total project cost of the capital projects. In FY 2011, the Rolling Hills Road and the Avenue of the Columns capital projects received funding from this fund. In FY 2013 , the Scott Blvd Phase 2 road project utilized $1,384,376 to complete the project when capital improvement sales tax funding did not generate enough funding.

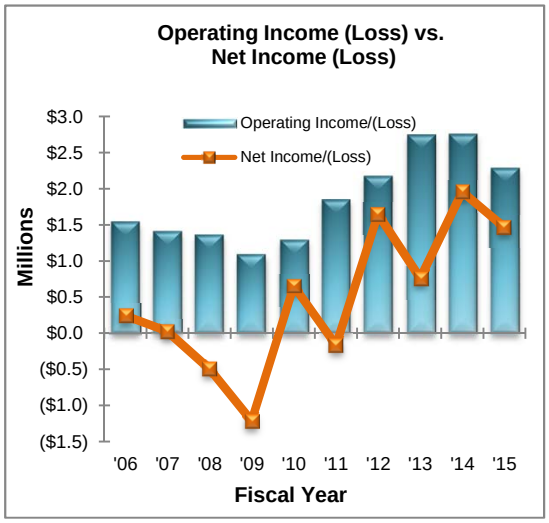
Public Improvement Fund

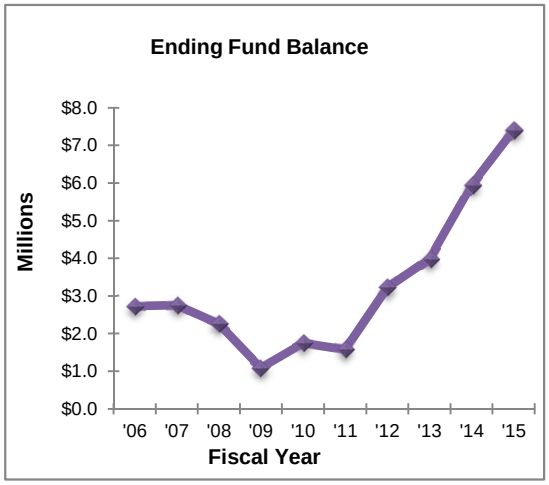
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Revenues:					
Sales Tax	$799,542	$810,040	$810,059	$787,815	$803,520
Fees and service charges	$676,880	$485,742	$524,511	$368,592	$549,524
Miscellaneous Revenue	$0	$0	$0	$0	$0
Investment Revenue	$112,667	$149,799	$93,543	$43,881	$46,691
Total Revenues	$1,589,089	$1,445,581	$1,428,113	$1,200,288	$1,399,735
Expenditures:					
Personal Services	$0	$0	$0	$0	$0
Materials and Supplies	$0	$0	$0	$0	$0
Travel and Training	$0	$0	$0	$0	$0
Intragovernmental	$46,169	$35,539	$62,742	$105,947	$106,684
Utilities, Services and Miscellaneous	$0	$0	$2,768	$838	$3
Total Expenditures	$46,169	$35,539	$65,510	$106,785	$106,687
Excess (Deficiency) of Revenues Over Expenditures	$1,542,920	$1,410,042	$1,362,603	$1,093,503	$1,293,048
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	$909	$0	$7,721	$0	$0
Operating Transfers To Other Funds	($1,300,000)	($1,385,241)	($1,865,228)	($2,307,300)	($638,500)
Total Other Financing Sources (Uses)	($1,299,091)	($1,385,241)	($1,857,507)	($2,307,300)	($638,500)
Excess (Deficiency) of Revenues Over Expenditures	$243,829	$24,801	($494,904)	($1,213,797)	$654,548
Beginning Fund Balance	$2,486,181	$2,730,010	$2,754,811	$2,301,210	$1,087,413
Ending Fund Balance	**$2,730,010**	**$2,754,811**	**$2,259,907**	**$1,087,413**	**$1,741,961**

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$850,439	$890,999	$924,650	$960,435	$976,149
$1,010,246	$1,350,027	$1,926,001	$1,814,988	$1,176,000
$0	$0	$0	$0	$1,100
$26,933	$27,897	($71,541)	$85,733	$188,670
$1,887,618	$2,268,923	$2,779,110	$2,861,156	$2,341,919
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$39,122	$96,979	$32,728	$107,240	$56,892
$0	($3)	$0	$0	$0
$39,122	$96,976	$32,728	$107,240	$56,892
$1,848,496	$2,171,947	$2,746,382	$2,753,916	$2,285,027
$0	$0	$0	$0	$20,000
($2,012,542)	($526,415)	($1,984,697)	($798,632)	($841,314)
($2,012,542)	($526,415)	($1,984,697)	($798,632)	($821,314)
($164,046)	$1,645,532	$761,685	$1,955,284	$1,463,713
$1,741,961	$1,577,915	$3,223,447	$3,985,132	$5,940,416
$1,577,915	**$3,223,447**	**$3,985,132**	**$5,940,416**	**$7,404,129**







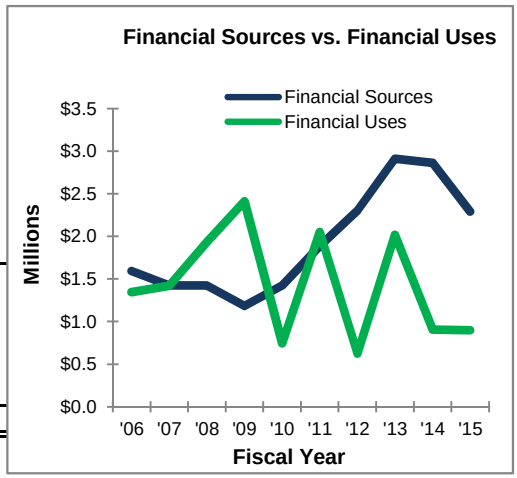
Public Improvement Fund

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes	$799,542	$810,040	$810,059	$787,815	$803,520
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants					
Interest (w/o GASB 31 Adjustment)	$116,344	$129,830	$81,045	$28,414	$72,311
Fees and Service Charges	$676,880	$485,742	$524,511	$368,592	$549,524
Other Local Revenues					
	$1,592,766	**$1,425,612**	**$1,415,615**	**$1,184,821**	**$1,425,355**
Other Funding Sources/Transfers	$909	$0	$7,721	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$1,593,675**	**$1,425,612**	**$1,423,336**	**$1,184,821**	**$1,425,355**
Financial Uses					
Operating Expenses	$46,169	$35,539	$65,510	$106,785	$106,687
Operating Transfers to Other Funds	$1,300,000	$1,385,241	$1,865,228	$2,307,300	$638,500
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$1,346,169**	**$1,420,780**	**$1,930,738**	**$2,414,085**	**$745,187**
Financial Sources Over/ (Under) Financial Uses	**$247,506**	**$4,832**	**($507,402)**	**($1,229,264)**	**$680,168**
Cash and Cash Equivalents	$1,368,729	$1,276,978	$1,375,763	$942,953	$535,415
Cash Restricted for Development Charges	$1,254,619	$1,386,613	$803,858	$30,446	$579,970
Projected Ending Cash #	**$2,623,348**	**$2,663,591**	**$2,179,621**	**$973,399**	**$1,115,385**

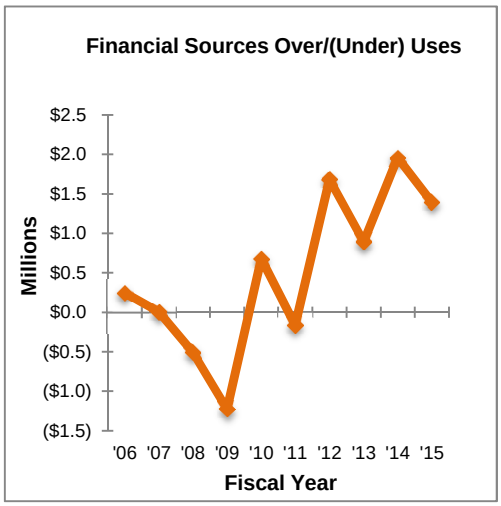
 # Ending Cash and Other Resources is equal to cash and cash equivalents and cash restricted for development charges

Financial Sources and Uses

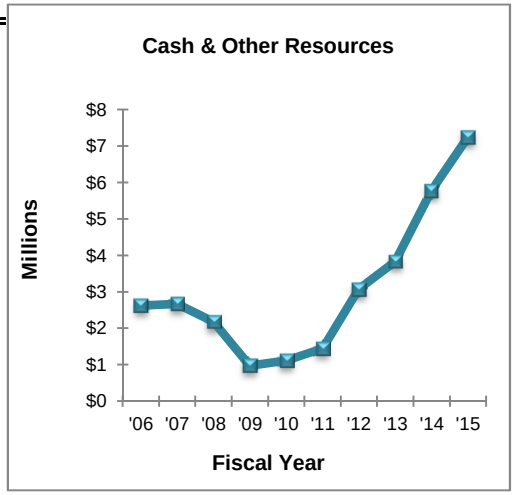
Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$850,439	$890,999	$924,650	$960,435	$976,149
$27,635	$63,850	$60,692	$87,011	$121,747
$1,010,246	$1,350,027	$1,926,001	$1,814,988	$1,176,000
$1,888,320	**$2,304,876**	**$2,911,343**	**$2,862,434**	**$2,273,896**
$0	$0	$0	$0	$20,000
$1,888,320	**$2,304,876**	**$2,911,343**	**$2,862,434**	**$2,293,896**



$39,122	$96,976	$32,728	$107,240	$56,892
$2,012,542	$526,415	$1,984,697	$798,632	$841,314
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$2,051,664	**$623,391**	**$2,017,425**	**$905,872**	**$898,206**
($163,344)	**$1,681,485**	**$893,918**	**$1,956,562**	**$1,395,690**



$456,891	$741,875	$955,314	$1,076,162	$1,378,302
$990,216	$2,340,242	$2,881,867	$4,696,855	$5,872,855
$1,447,107	**$3,082,117**	**$3,837,181**	**$5,773,017**	**$7,251,157**



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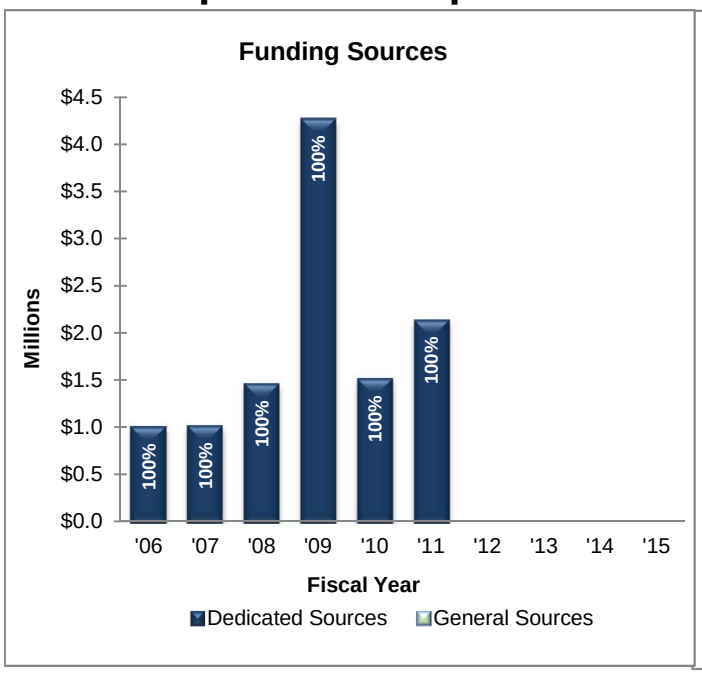
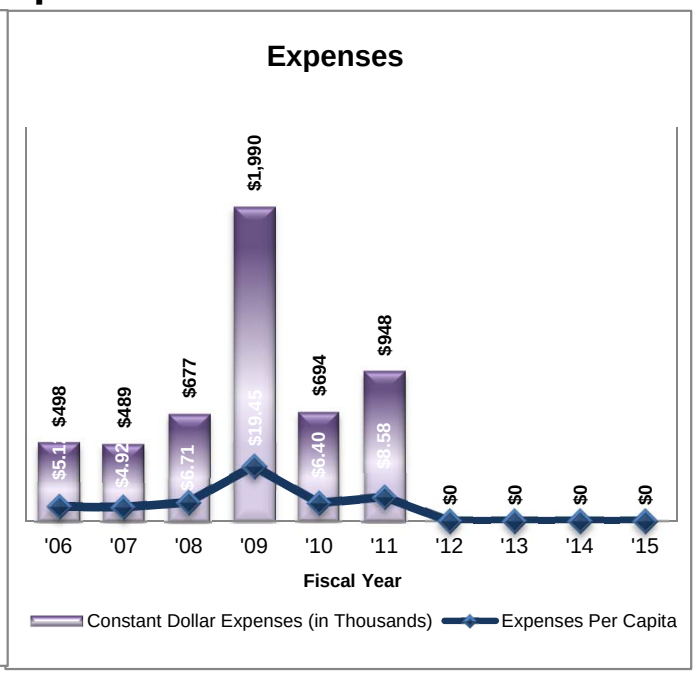
Transportation Departments - Special Road District Tax Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$1,003,425	$0	$1,003,425	201.60	$497,731	97,202	$5.12	(65.22%)
2007	$1,013,425	$0	$1,013,425	207.30	$488,869	99,405	$4.92	(3.91%)
2008	$1,458,425	$0	$1,458,425	215.30	$677,383	100,976	$6.71	36.38%
2009	$4,268,925	$0	$4,268,925	214.54	$1,989,832	102,324	$19.45	189.87%
2010	$1,513,425	$0	$1,513,425	218.06	$694,053	108,500	$6.40	(67.10%)
2011	$2,132,599	$0	$2,132,599	224.94	$948,079	110,438	$8.58	34.06%
2012	$0	$0	$0	229.59	$0	113,230	$0.00	(100.00%)
2013	$0	$0	$0	232.96	$0	115,276	$0.00	
2014	$0	$0	$0	236.74	$0	117,364	$0.00	
2015	**$0**	**$0**	**$0**	**237.02**	$0	**119,476**	**$0.00**	
10 Yr % Chg	*(100.00%)*		*(100.00%)*	*17.57%*	*(100.00%)*	*22.92%*	*(100.00%)*	

Description:
The Special Road District Tax Fund is a special revenue fund used to account for the road and bridge sales tax revenues collected by Boone County and shared with the City per agreement. These revenues are used to improve, maintain, construct and repair streets and roads within the City limits that qualify per this agreement. The taxes are deposited into this fund and transfers are done annually to move funds into the Capital Projects Fund to pay for specific capital projects.

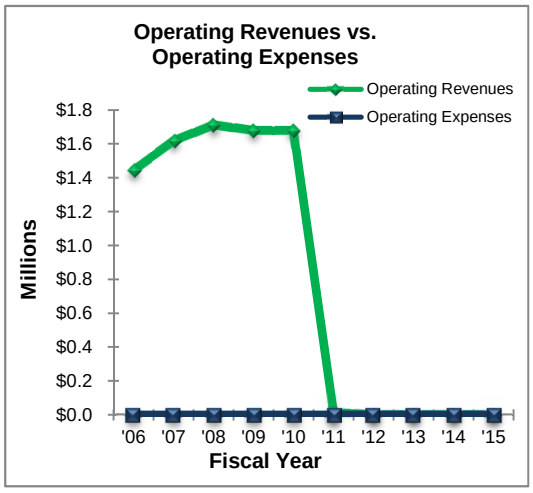
Analysis:
The expenses can vary greatly from year to year depending on the number and total cost of capital projects that need to be funded. In accordance with Governmental Accounting Standards Board Pronouncement 54, this fund no longer qualifies for presentation in the Comprehensive Annual Financial Report as a special revenue fund. As a result, beginning in FY 2012, these tax receipts have been deposited directly into the Capital Projects Fund. Ending fund balance and cash and other resources were reduced to $0 at the end of FY 2011.

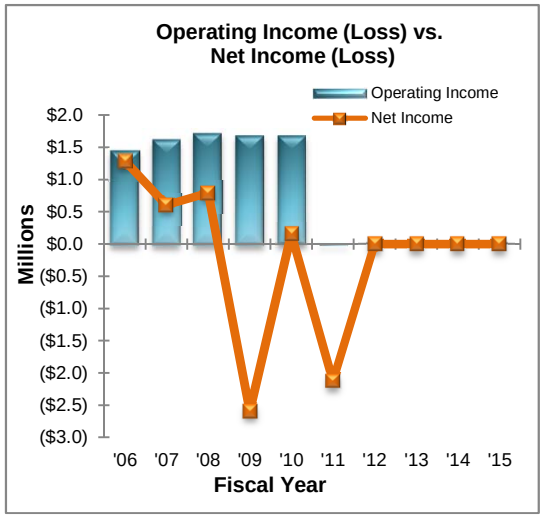
Special Road District Tax Fund

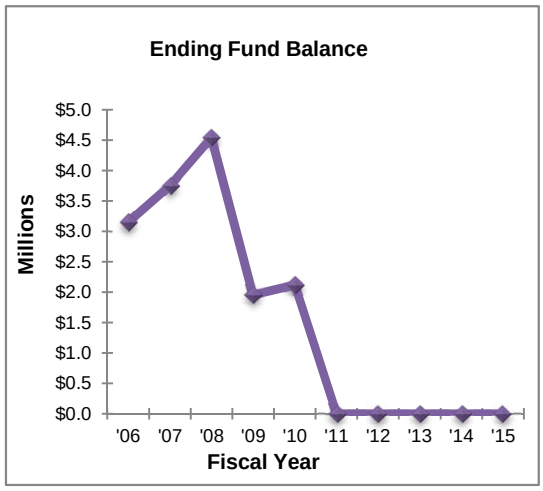
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Revenues:					
Revenue from Other Gov. Units	$1,396,555	$1,498,042	$1,593,079	$1,649,274	$1,657,715
Fees and service charges					
Investment Revenue	$47,790	$117,938	$118,924	$27,923	$19,688
Total Revenues	$1,444,345	$1,615,980	$1,712,003	$1,677,197	$1,677,403
Expenditures:					
Personal Services					
Materials and Supplies					
Travel and Training					
Intragovernmental					
Utilities, Services and Miscellaneous	$0	$0	$0	$0	$0
Total Expenditures	$0	$0	$0	$0	$0
Excess (Deficiency) of Revenues Over Expenditures	$1,444,345	$1,615,980	$1,712,003	$1,677,197	$1,677,403
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	$853,234		$538,500		
Operating Transfers To Other Funds	($1,003,425)	($1,013,425)	($1,458,425)	($4,268,925)	($1,513,425)
Total Other Financing Sources (Uses)	($150,191)	($1,013,425)	($919,925)	($4,268,925)	($1,513,425)
Excess (Deficiency) of Revenues Over Expenditures	$1,294,154	$602,555	$792,078	($2,591,728)	$163,978
Beginning Fund Balance	$1,858,091	$3,149,884	$3,754,800	$4,546,878	$1,955,150
Ending Fund Balance	**$3,152,245**	**$3,752,439**	**$4,546,878**	**$1,955,150**	**$2,119,128**

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$13,471	$0	$0	$0	$0
$13,471	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$13,471	$0	$0	$0	$0
($2,132,599)	$0	$0	$0	$0
($2,132,599)	$0	$0	$0	$0
($2,119,128)	$0	$0	$0	$0
$2,119,128	$0	$0	$0	$0
$0	**$0**	**$0**	**$0**	**$0**







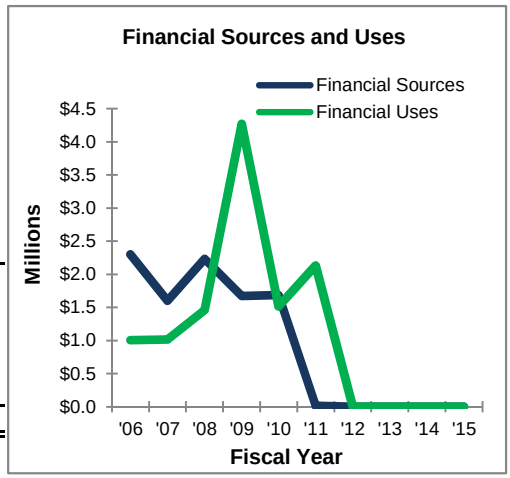
Special Road District Tax Fund

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$1,396,555	$1,498,042	$1,593,079	$1,649,274	$1,657,715
Interest (w/o GASB 31 Adjustment)	$50,510	$101,837	$102,253	$23,810	$29,943
Fees and Service Charges	$0	$0	$0	$0	$0
Other Local Revenues					
	$1,447,065	**$1,599,879**	**$1,695,332**	**$1,673,084**	**$1,687,658**
Other Funding Sources/Transfers	$853,234	$0	$538,500	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$2,300,299**	**$1,599,879**	**$2,233,832**	**$1,673,084**	**$1,687,658**
Financial Uses					
Operating Expenses	$0	$0	$0	$0	$0
Operating Transfers to Other Funds	$1,003,425	$1,013,425	$1,458,425	$4,268,925	$1,513,425
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$1,003,425**	**$1,013,425**	**$1,458,425**	**$4,268,925**	**$1,513,425**
Financial Sources Over/ (Under) Financial Uses	**$1,296,874**	**$586,454**	**$775,407**	**($2,595,841)**	**$174,233**
Projected Ending Cash and Other Resources	**$1,750,249**	**$2,249,014**	**$2,950,177**	**$305,147**	**$460,419**

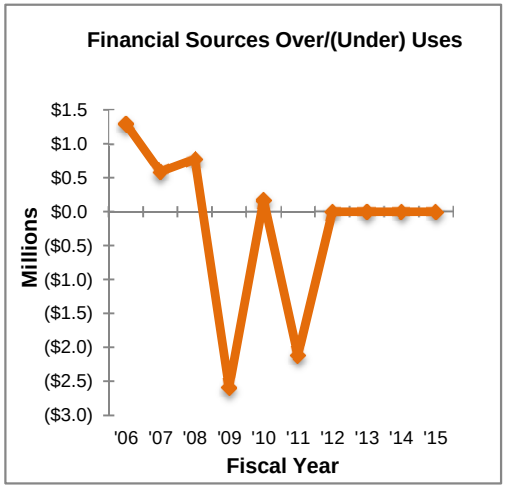
 # Ending Cash and Other Resources is equal to cash and cash equivalents

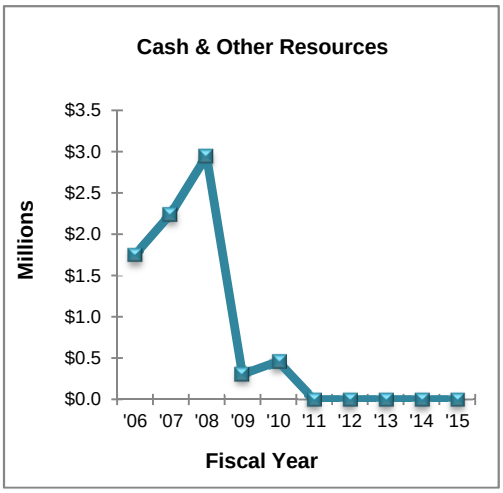
Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$13,471	$0	$0	$0	$0
$0	$0	$0	$0	$0
$13,471	**$0**	**$0**	**$0**	**$0**
$0	$0	$0	$0	$0
$13,471	**$0**	**$0**	**$0**	**$0**



$0	$0	$0	$0	$0
$2,132,599	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$2,132,599	**$0**	**$0**	**$0**	**$0**
($2,119,128)	**$0**	**$0**	**$0**	**$0**
$0	**$0**	**$0**	**$0**	**$0**





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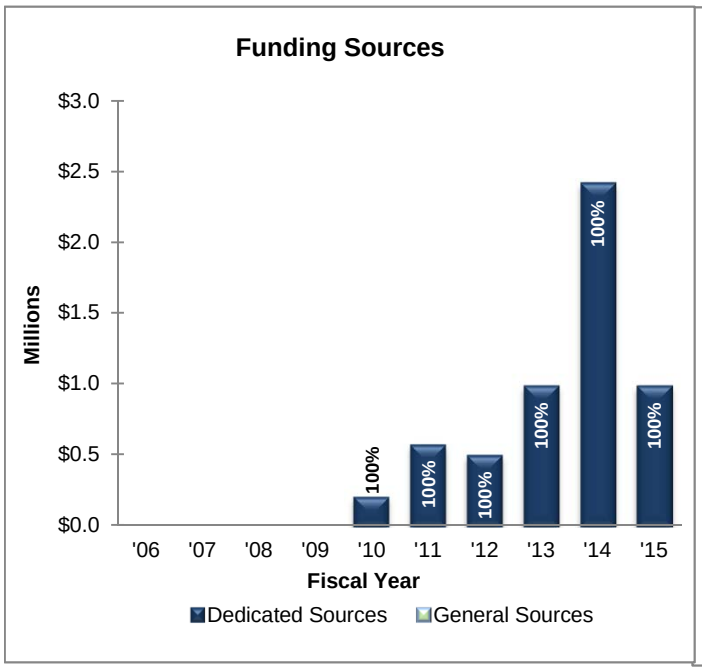
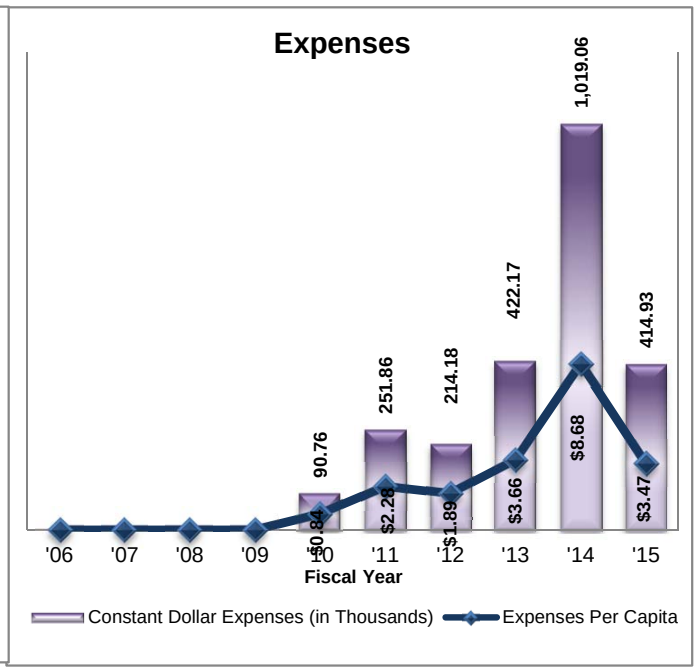
Transportation Departments - Stadium TDD





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars
2006	$0	$0	$0	201.60	$0	97,202	$0.00
2007	$0	$0	$0	207.30	$0	99,405	$0.00
2008	$0	$0	$0	215.30	$0	100,976	$0.00
2009	$0	$0	$0	214.54	$0	102,324	$0.00
2010	$197,900	$0	$197,900	218.06	$90,757	108,500	$0.84
2011	$566,536	$0	$566,536	224.94	$251,862	110,438	$2.28
2012	$491,739	$0	$491,739	229.59	$214,181	113,230	$1.89
2013	$983,476	$0	$983,476	232.96	$422,165	115,276	$3.66
2014	$2,412,524	$0	$2,412,524	236.74	$1,019,061	117,364	$8.68
2015	**$983,476**	**$0**	**$983,476**	**237.02**	**$414,934**	**119,476**	**$3.47**
10 Yr % Chg				*17.57%*		*22.92%*	

Description:
The Stadium TDD Fund is a special revenue fund that accounts for sales tax receipts from the Stadium Transportation Development District (TDD) which include the Shoppes at Stadium, Columbia Mall and Stadium Corridor. Receipts are deposited and accumulated in this fund and then transfers move the funds to the Capital Projects Fund to provide resources for specific TDD street capital projects within this transportation development district. All funding sources are dedicated.

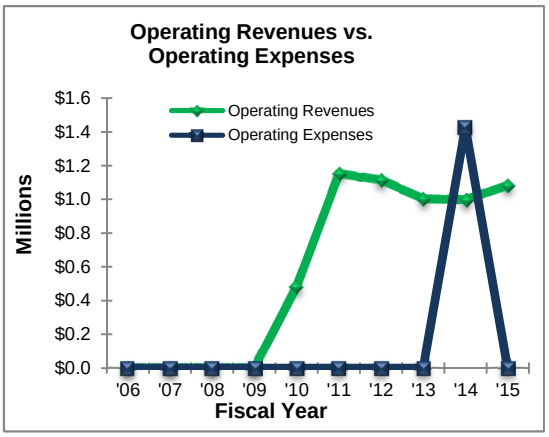
Analysis:
Funding of specific Stadium TDD projects began in FY 2010 and will continue through FY 2016. The City borrowed $8.2 million from the Missouri Transportation Finance Corporation to contribute to these projects. Funding received from the Stadium TDD will be used to pay off the loan which ends in 2022.

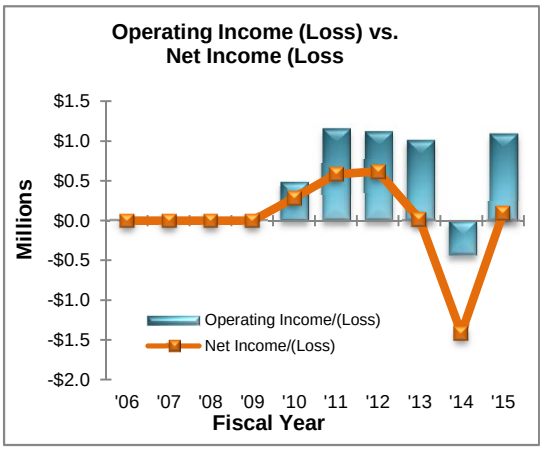
Stadium TDD Fund

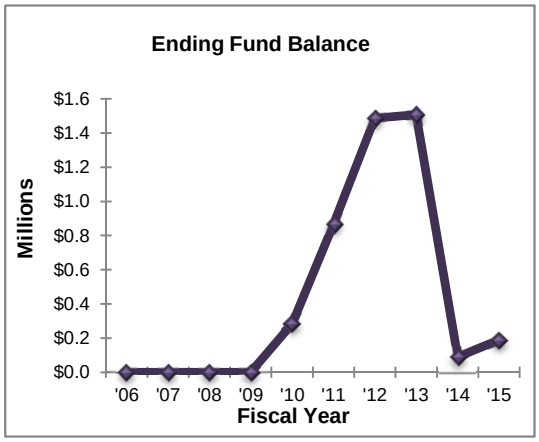
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Revenues:					
Sales Tax	$0	$0	$0	$0	$0
Fees and service charges	$0	$0	$0	$0	$477,076
Investment Revenue	$0	$0	$0	$0	$5,667
Total Revenues	$0	$0	$0	$0	$482,743
Expenditures:					
Personal Services	$0	$0	$0	$0	$0
Materials and Supplies	$0	$0	$0	$0	$0
Travel and Training	$0	$0	$0	$0	$0
Intragovernmental	$0	$0	$0	$0	$0
Utilities, Services and Miscellaneous	$0	$0	$0	$0	$0
Total Expenditures	$0	$0	$0	$0	$0
Excess (Deficiency) of Revenues Over Expenditures	$0	$0	$0	$0	$482,743
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	$0	$0	$0	$0	$0
Operating Transfers To Other Funds	$0	$0	$0	$0	($197,900)
Total Other Financing Sources (Uses)	$0	$0	$0	$0	($197,900)
Excess (Deficiency) of Revenues Over Expenditures	$0	$0	$0	$0	$284,843
Beginning Fund Balance	$0	$0	$0	$0	$0
Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$284,843**

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$1,137,603	$1,096,445	$1,025,335	$991,860	$1,076,495
$11,822	$15,338	($22,481)	$4,448	$6,423
$1,149,425	$1,111,783	$1,002,854	$996,308	$1,082,918
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$1,429,048	$0
$0	$0	$0	$1,429,048	$0
$1,149,425	$1,111,783	$1,002,854	($432,740)	$1,082,918
$0	$0	$0	$0	$0
($566,536)	($491,739)	($983,476)	($983,476)	($983,476)
($566,536)	($491,739)	($983,476)	($983,476)	($983,476)
$582,889	$620,044	$19,378	($1,416,216)	$99,442
$284,843	$867,732	$1,487,776	$1,507,154	$90,938
$867,732	**$1,487,776**	**$1,507,154**	**$90,938**	**$190,380**







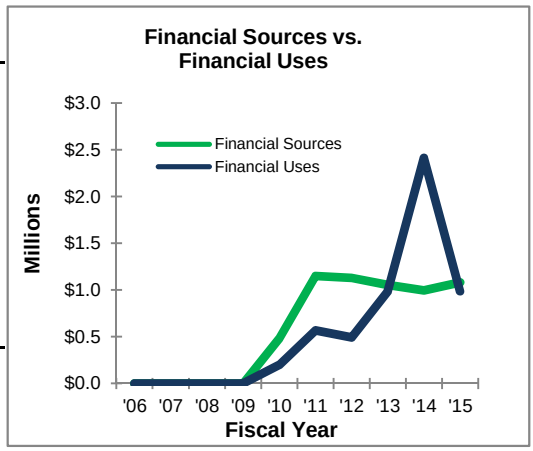
Stadium TDD

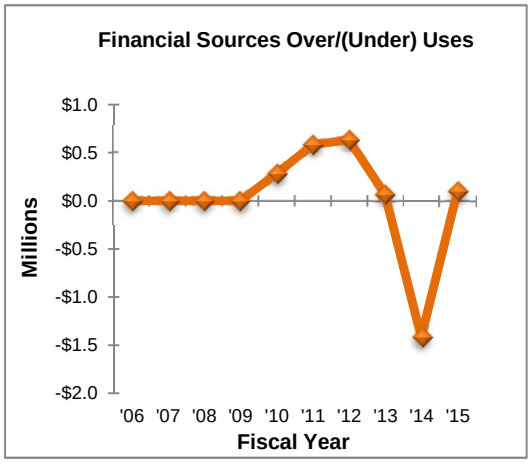
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources						
Sales Taxes	$0	$0	$0	$0	$0	$0
Property Taxes						
Gross Receipts & Other Local Taxes						
Intragovernmental Revenues						
Grants	$0	$0	$0	$0	$0	$477,076
Interest (w/o GASB 31 Adjustment)	$0	$0	$0	$0	$0	$4,016
Fees and Service Charges						
Other Local Revenues						
	$0	**$0**	**$0**	**$0**	**$0**	**$481,092**
Other Funding Sources/Transfers	$0	$0	$0	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**	**$481,092**
Financial Uses						
Operating Expenses	$0	$0	$0	$0	$0	$0
Operating Transfers to Other Funds	$0	$0	$0	$0	$0	$197,900
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0	$0
Total Financial Uses	**$0**	**$0**	**$0**	**$0**	**$0**	**$197,900**
Financial Sources Over/ (Under) Financial Uses	**$0**	**$0**	**$0**	**$0**	**$0**	**$283,192**
Ending Cash and Other Resources #	**$0**	**$0**	**$0**	**$0**	**$0**	**$284,207**

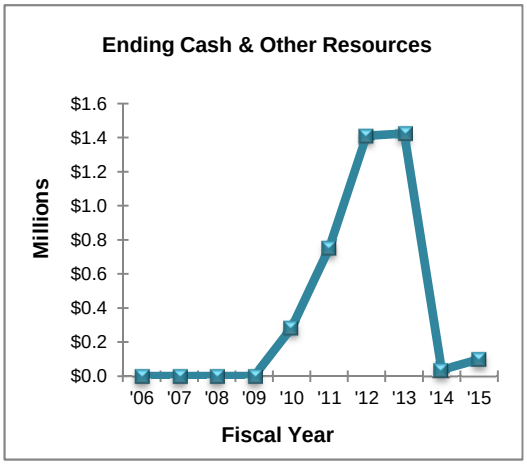
 # Ending Cash and Other Resources is equal to cash and cash equivalents

Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$1,137,603	$1,096,445	$1,025,335	$991,860	$1,076,495
$12,172	$31,789	$26,548	$4,303	$3,995
$1,149,775	**$1,128,234**	**$1,051,883**	**$996,163**	**$1,080,490**
$0	$0	$0	$0	$0
$1,149,775	**$1,128,234**	**$1,051,883**	**$996,163**	**$1,080,490**
$0	$0	$0	$1,429,048	$0
$566,536	$491,739	$983,476	$983,476	$983,476
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$566,536	**$491,739**	**$983,476**	**$2,412,524**	**$983,476**
$583,239	**$636,495**	**$68,407**	**($1,416,361)**	**$97,014**
$749,881	**$1,411,173**	**$1,423,753**	**$36,647**	**$99,351**







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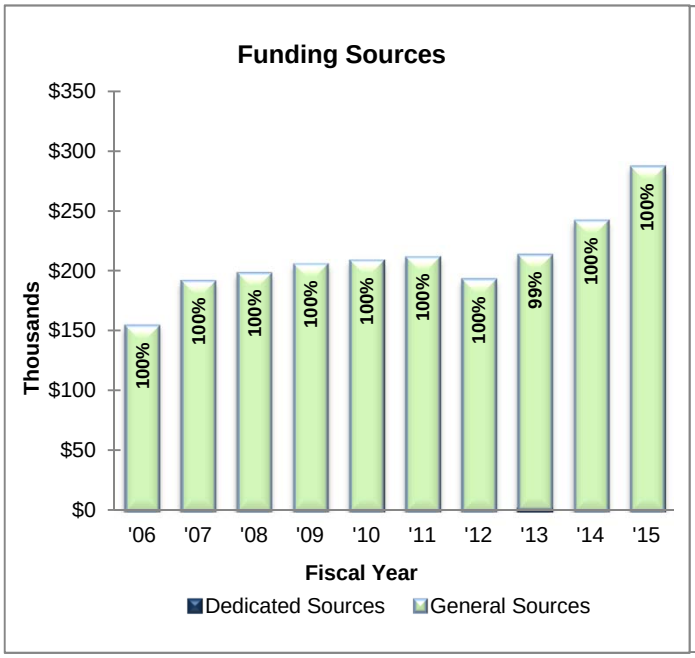
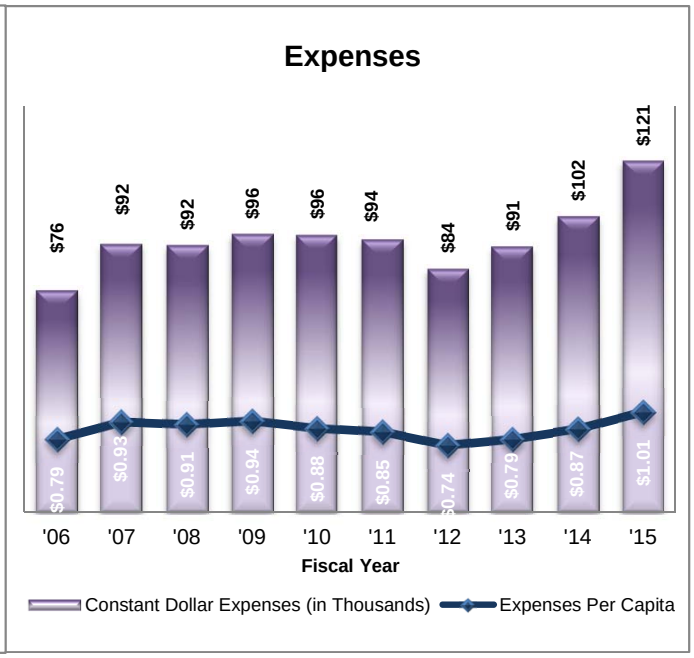
Transportation - Parking Enforcement





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$0	$154,150	$154,150	201.60	$76,463	97,202	$0.79	(11.24%)
2007	$0	$191,234	$191,234	207.30	$92,250	99,405	$0.93	17.72%
2008	$0	$197,841	$197,841	215.30	$91,890	100,976	$0.91	(2.15%)
2009	$0	$205,553	$205,553	214.54	$95,812	102,324	$0.94	3.30%
2010	$0	$208,336	$208,336	218.06	$95,542	108,500	$0.88	(6.38%)
2011	$0	$211,164	$211,164	224.94	$93,876	110,438	$0.85	(3.41%)
2012	$0	$192,522	$192,522	229.59	$83,855	113,230	$0.74	(12.94%)
2013	$1,275	$211,817	$213,092	232.96	$91,471	115,276	$0.79	6.76%
2014	$0	$241,526	$241,526	236.74	$102,022	117,364	$0.87	10.13%
2015	**$0**	**$286,656**	**$286,656**	**237.02**	**$120,942**	**119,476**	**$1.01**	**16.09%**
10 Yr % Chg		*85.96%*	*85.96%*	*17.57%*	*58.17%*	*22.92%*	*27.85%*	

Description:
Parking Enforcement is a General Fund department responsible for administering City parking ordinances via parking control enforcement in the central business district and metered University streets. There are no dedicated sources for this department.

Analysis:
For the ten year period, total expenses increased 85.96%, constant dollar expenses increased 58.17% and per capita constant dollar expenses increased 27.85%. Expenses reflect an overall increased level beginning in FY 2007, due to the relocation of Parking Enforcement to the Howard Building and subsequently to the 5th and Walnut parking garage, which resulted in increased operational costs for custodial and building maintenance charges. The increase in total expenses for FY 2015 is due replacement of an aging fleet item.

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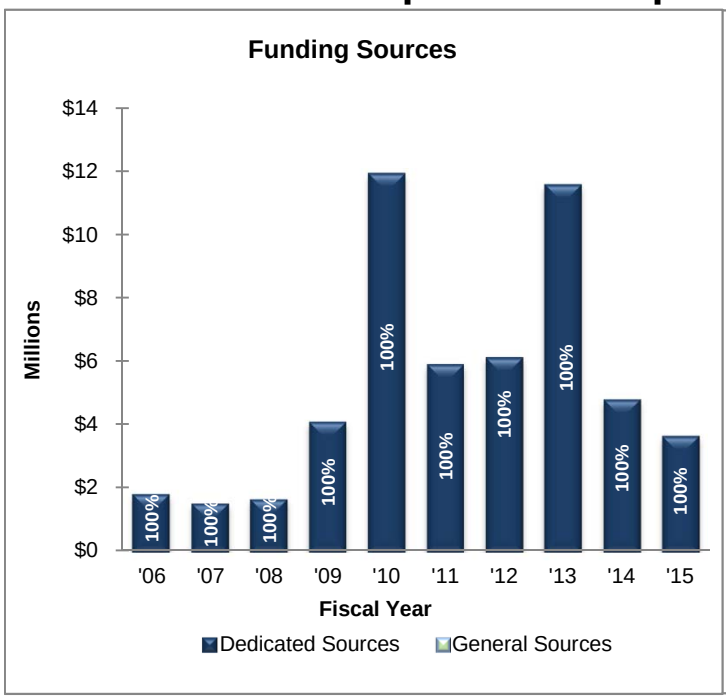
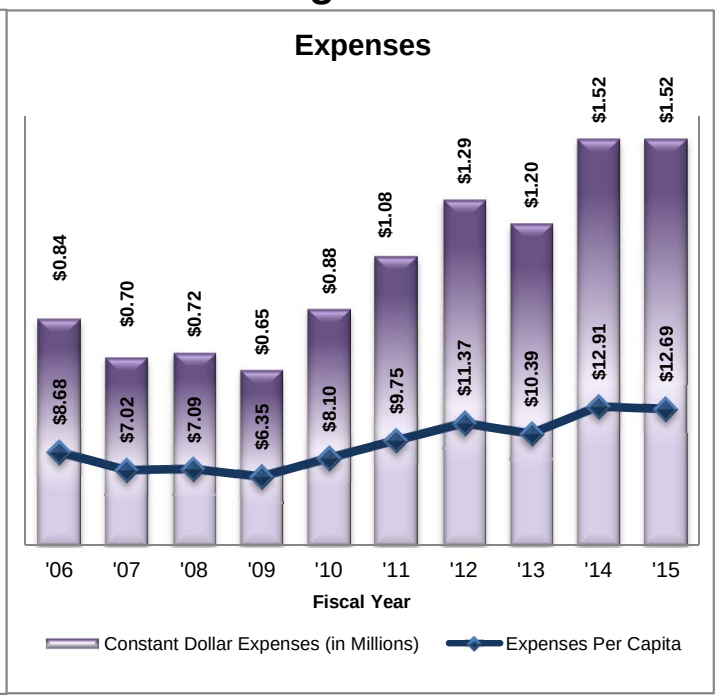
Transportation Departments - Parking Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$1,701,365	$65,189	$1,766,554	201.60	$843,931	97,202	$8.68	(9.30%)
2007	$1,446,965	$20,777	$1,467,742	207.30	$698,005	99,405	$7.02	(19.12%)
2008	$1,541,353	$61,319	$1,602,672	215.30	$715,899	100,976	$7.09	1.00%
2009	$1,394,936	$2,659,302	$4,054,238	214.54	$650,208	102,324	$6.35	(10.44%)
2010	$1,916,652	$9,978,326	$11,894,978	218.06	$878,972	108,500	$8.10	27.56%
2011	$2,422,631	$3,448,382	$5,871,013	224.94	$1,077,017	110,438	$9.75	20.37%
2012	$2,956,320	$3,122,149	$6,078,469	229.59	$1,287,652	113,230	$11.37	16.62%
2013	$2,789,200	$8,746,650	$11,535,850	232.96	$1,197,287	115,276	$10.39	(8.62%)
2014	$3,587,987	$1,167,115	$4,755,102	236.74	$1,515,581	117,364	$12.91	24.25%
2015	**$3,593,504**	**$3,341**	**$3,596,845**	**237.02**	**$1,516,118**	**119,476**	**$12.69**	**(1.70%)**
10 Yr % Chg	*111.21%*	*(94.87%)*	*103.61%*	*17.57%*	*79.65%*	*22.92%*	*46.20%*	

Description:

The Parking Fund is an enterprise fund that operates, maintains and administers six parking facilities, nine surface lots as well as on-street parking meters. This department is also responsible for the collection of income from the parking facilities, collection and data preparation of parking and parking facility studies, and installation and maintenance of the parking meters, gates, attendant buildings and other facilities. All funding for this fund comes from dedicated sources.

Analysis:

For the ten year period, total expenses without capital projects increased 111.21%, constant dollar expenses increased 79.65%, and constant dollar expenses per capita increased 46.20%. From FY 2010 to FY 2012 debt payments were issued for the special obligation Build America Bonds to finance construction of the 5th and Walnut parking garage. Debt payments will continue until FY 2034. The total bond debt coverage ratio is 1.39 for fiscal year 2015 which is well above the 1.10 benchmark.

Net income decreased from FY 2010 to FY 2011 primarily due to the debt payments. The 1.10 ratio is only for revenue bonds. Parking rates were increased in FY 2011, FY 2013, FY 2014, and FY 2015 to cover the rising costs and improve the financial health of the operation. In 2013, the increase in capital projects is due to construction of the Short Street Garage. In FY 2015, ending cash and other resources showed significant improvements and is above the cash reserve target.

Parking Fund

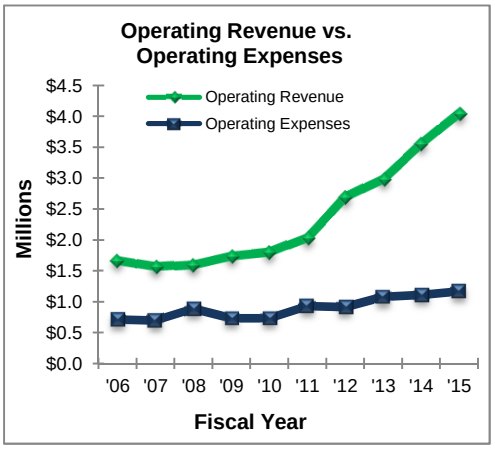
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Meters	$840,036	$763,910	$768,578	$845,149	$870,500
Garages	$523,751	$515,521	$554,811	$609,166	$604,896
Reserved Lots	$272,741	$259,605	$247,688	$260,398	$298,230
Other	$21,109	$23,074	$22,861	$22,381	$23,001
Total Operating Revenues	$1,657,637	$1,562,110	$1,593,938	$1,737,094	$1,796,627
Operating Expenses:					
Personal Services	$348,362	$372,554	$355,588	$377,892	$373,242
Materials and Supplies	$95,340	$61,000	$147,721	$52,770	$54,779
Travel and Training	$0	$0	$0	$0	$0
Intragovernmental	$111,486	$85,622	$101,625	$114,530	$117,340
Utilities, Services and Miscellaneous	$155,389	$176,325	$281,979	$186,015	$188,659
Total Operating Expenses	$710,577	$695,501	$886,913	$731,207	$734,020
Operating Income (Loss) Before Depreciation	$947,060	$866,609	$707,025	$1,005,887	$1,062,607
Depreciation	($513,044)	($377,637)	($275,805)	($279,179)	($278,649)
Operating Income (Loss)	$434,016	$488,972	$431,220	$726,708	$783,958
Non-Operating Revenues:					
Investment Revenue	$297,791	$411,526	$387,519	$646,192	$919,891
Revenue from Other Gov. Units	$0	$0	$0	$0	$0
Miscellaneous Revenue	$206,790	$5,000	$265,994	$11,991	$407
Interest Rate Swap Proceeds, Net	$0	$0	$0	$0	$0
Total Non-Operating Revenues	$504,581	$416,526	$653,513	$658,183	$920,298
Non-Operating Expenses:					
Interest Expense	$334,757	$283,813	$264,613	$277,836	$692,742
Loss on Sale/Disposal of Fixed Assets	$95,787	$0	$0	$1,326	$25,840
Amortization	$9,180	$5,374	$5,374	$6,349	$17,075
Bank & Paying Agent Fees	$945	$96	$0	$0	$640
Total Non-Operating Expenses	$440,669	$289,283	$269,987	$285,511	$736,297
Operating Transfers:					
Operating Transfer From Other Funds	$172,000	$76,000	$75,000	$75,000	$0
Operating Transfers To Other Funds	($2,397)	$0	$0	($36,924)	($37,162)
Total Operating Transfers	$169,603	$76,000	$75,000	$38,076	($37,162)
Net Income (Loss) Before Capital Contribution	$667,531	$692,215	$889,746	$1,137,456	$930,797
Capital Contributions	$0	$0	$0	$0	$0
Net Income (Loss)	$667,531	$692,215	$889,746	$1,137,456	$930,797
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	$667,531	$692,215	$889,746	$1,137,456	$930,797
Beginning Retained Earnings	$9,144,196	$9,811,727	$10,503,942	$11,393,688	$12,531,144
Ending Retained Earnings	**$9,811,727**	**$10,503,942**	**$11,393,688**	**$12,531,144**	**$13,461,941**
Contributed Capital	$88,159	$88,159	$88,159	$88,159	$88,159
Ending Fund Equity	**$9,899,886**	**$10,592,101**	**$11,481,847**	**$12,619,303**	**$13,550,100**

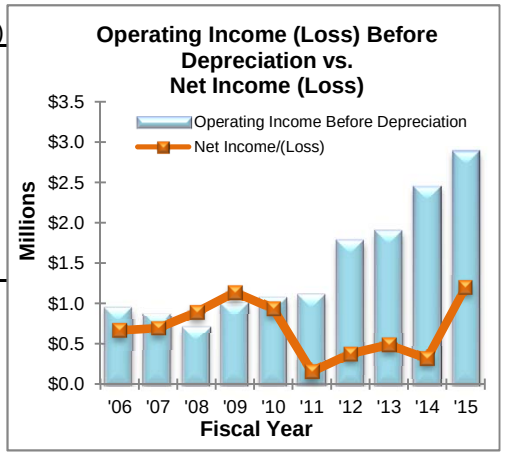
** FY 2013 Ending Retained Earnings was restated due to GASB 65.*

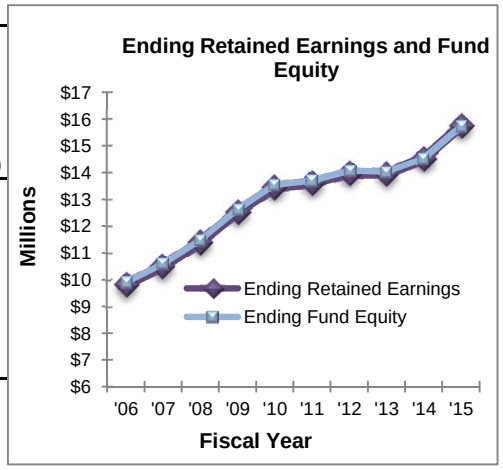
** FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions*

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$1,024,626	$1,330,065	$1,421,225	$1,531,286	$1,705,507
$700,065	$927,999	$1,136,484	$1,485,710	$1,773,358
$287,240	$352,213	$305,996	$363,531	$376,158
$27,004	$78,126	$113,454	$170,589	$189,274
$2,038,935	$2,688,403	$2,977,159	$3,551,116	$4,044,297
$409,599	$413,597	$473,769	$481,599	$470,607
$208,388	$82,435	$223,539	$150,113	$169,036
$50	$0	$398	$0	$2,707
$129,861	$152,417	$167,192	$197,996	$234,440
$181,466	$262,388	$216,087	$280,030	$291,287
$929,364	$910,837	$1,080,985	$1,109,738	$1,168,077
$1,109,571	$1,777,566	$1,896,174	$2,441,378	$2,876,220
($498,761)	($687,041)	($703,113)	($947,839)	($998,746)
$610,810	$1,090,525	$1,193,061	$1,493,539	$1,877,474
$477,194	$369,398	$224,526	$319,589	$398,292
$31,844	$0	$0	$0	$0
$391	$150,534	$8,916	$1,118	$2,043
$0	$0	$0	$0	$0
$509,429	$519,932	$233,442	$320,707	$400,335
$913,019	$973,885	$935,792	$1,012,519	$1,034,409
$0	$2,090	$2,049	$152,822	$3,405
$17,075	$52,794	$0	$0	$0
$345	$3,977	$11,535	$25,450	$39,640
$930,439	$1,032,746	$949,376	$1,190,791	$1,077,454
$0	$0	$12,000	$0	$300,000
($37,162)	($202,220)	($2,220)	($307,997)	($296,058)
($37,162)	($202,220)	$9,780	($307,997)	$3,942
$152,638	$375,491	$486,907	$315,458	$1,204,297
$0	$0	$0	$0	$0
$152,638	$375,491	$486,907	$315,458	$1,204,297
$0	$0	$0	$0	$0
$152,638	$375,491	$486,907	$315,458	$1,204,297
$13,461,941	$13,614,579	$13,458,011	$14,216,728	$14,532,186
$13,614,579	**$13,990,070**	**$13,944,918**	**$14,532,186**	**$15,736,483**
$88,159	$88,159	$88,159	$0	$0
$13,702,738	**$14,078,229**	**$14,033,077**	**$14,532,186**	**$15,736,483**







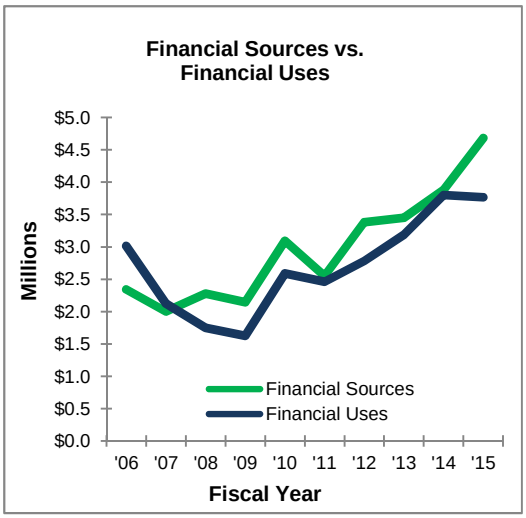
Parking Fund

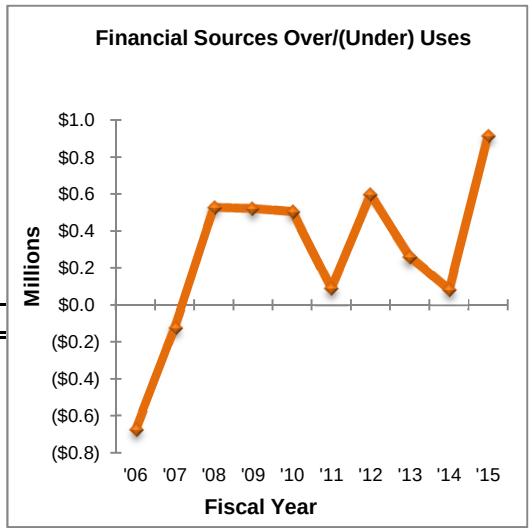
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$0	$0	$0	$0	$0
Interest (w/o GASB 31 Adjustment)	$307,422	$355,608	$341,378	$321,293	$1,297,810
Fees and Service Charges	$1,657,637	$1,562,110	$1,593,938	$1,737,094	$1,796,627
Other Local Revenues ++	$206,790	$5,000	$265,994	$11,991	$407
	$2,171,849	**$1,922,718**	**$2,201,310**	**$2,070,378**	**$3,094,844**
Other Funding Sources/Transfers^	$172,000	$76,000	$75,000	$75,000	$0
Total Financial Sources: Less Appropriated Fund Balance	**$2,343,849**	**$1,998,718**	**$2,276,310**	**$2,145,378**	**$3,094,844**
Financial Uses					
Operating Expenses	$710,577	$695,501	$886,913	$731,207	$734,020
Operating Transfers to Other Funds	$2,397	$0	$0	$36,924	$37,162
Interest and Other Non-Oper Cash Exp	$335,702	$283,909	$264,613	$277,836	$693,382
Principal Payments	$425,000	$460,000	$490,000	$515,000	$530,000
Capital Additions	$34,678	$84,544	$108,648	$62,115	$130,524
Ent. Revenues used for Capital Projects	$1,508,200	$600,000	$0	$0	$466,200
Total Financial Uses	**$3,016,554**	**$2,123,954**	**$1,750,174**	**$1,623,082**	**$2,591,288**
Financial Sources Over/ (Under) Financial Uses	**($672,705)**	**($125,236)**	**$526,136**	**$522,296**	**$503,556**
Cash and Cash Equivalents	$3,941,007	$4,470,468	$5,267,017	$2,855,701	$2,605,044
Less: GASB 31 Pooled Cash Adj	($23,849)	$32,070	$78,211	$403,109	$25,190
Plus: Inventory	$0	$0	$0	$0	$0
Ending Cash and Other Resources	**$3,964,856**	**$4,438,398**	**$5,188,806**	**$2,452,592**	**$2,579,854**
Total Financial Uses	$3,016,554	$2,123,954	$1,750,174	$1,623,082	$2,591,288
Less: Ent Rev used for current year CIP	($1,508,200)	($600,000)	$0	$0	($466,200)
Expenses for Operations	$1,508,354	$1,523,954	$1,750,174	$1,623,082	$2,125,088
20% Guideline for Operational Expenses	$301,671	$304,791	$350,035	$324,616	$425,018
Add: Ent Rev for next year CIP	$600,000	$0	$0	$466,200	$0
Cash Reserve Target	**$901,671**	**$304,791**	**$350,035**	**$790,816**	**$425,018**
Cash Above/(Below) Cash Reserve Target	**$3,063,185**	**$4,133,607**	**$4,838,771**	**$1,661,776**	**$2,154,836**

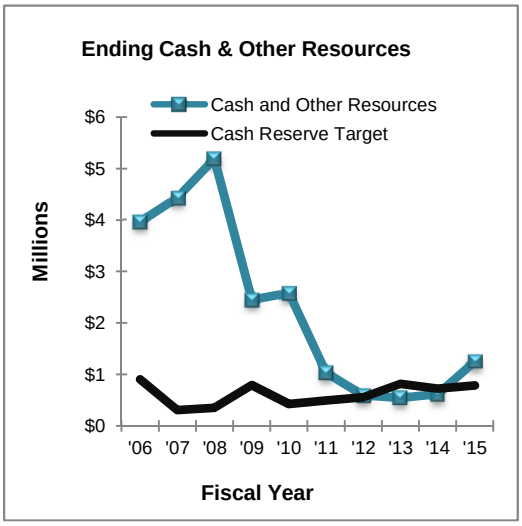
++ Other Local Revenues includes miscellaneous Revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

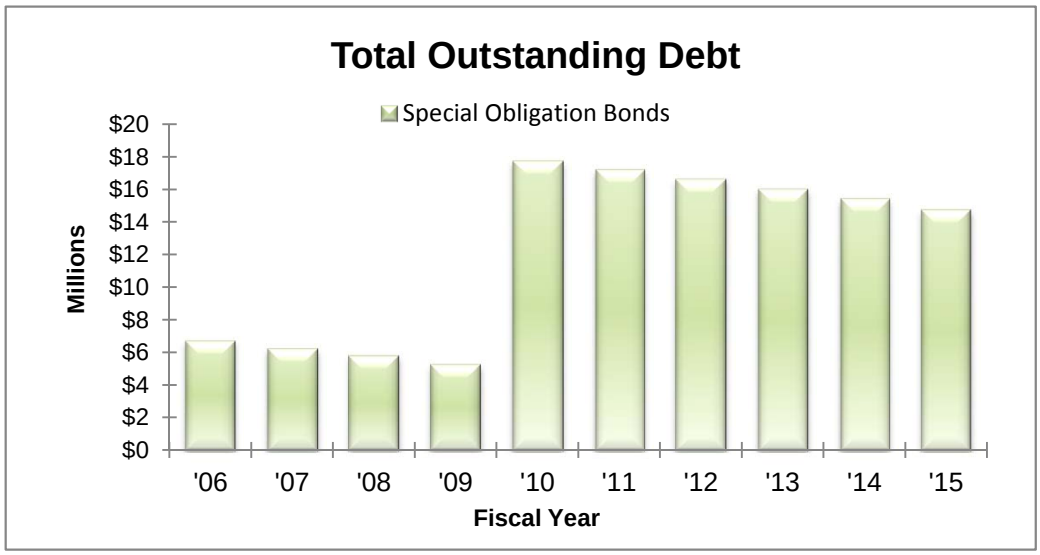
Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$31,844	$0	$0	$0	$0
$479,302	$542,609	$451,885	$329,567	$334,692
$2,038,935	$2,688,403	$2,977,159	$3,551,116	$4,044,297
$391	$150,534	$8,916	$1,118	$2,043
$2,550,472	**$3,381,546**	**$3,437,960**	**$3,881,801**	**$4,381,032**
$0	$0	$12,000	$0	$300,000
$2,550,472	**$3,381,546**	**$3,449,960**	**$3,881,801**	**$4,681,032**
$929,364	$910,837	$1,080,985	$1,109,738	$1,168,077
$37,162	$202,220	$2,220	$307,997	$296,058
$913,364	$977,862	$947,327	$1,037,969	$1,074,049
$555,000	$570,000	$1,105,670	$1,132,799	$1,174,964
$26,905	$123,476	$53,506	$31,622	$53,169
$0	$0	$0	$180,000	$0
$2,461,795	**$2,784,395**	**$3,189,708**	**$3,800,125**	**$3,766,317**
$88,677	**$597,151**	**$260,252**	**$81,676**	**$914,715**
$1,059,489	$442,304	$165,105	$228,134	$929,436
$23,082	($150,129)	($377,487)	($387,466)	($323,866)
$0	$0	$0	$0	$0
$1,036,407	**$592,433**	**$542,592**	**$615,600**	**$1,253,302**
$2,461,795	$2,784,395	$3,189,708	$3,800,125	$3,766,317
$0	$0	$0	($180,000)	$0
$2,461,795	$2,784,395	$3,189,708	$3,620,125	$3,766,317
$492,359	$556,879	$637,942	$724,025	$753,263
$0	$0	$180,000	$0	$30,000
$492,359	**$556,879**	**$817,942**	**$724,025**	**$783,263**
$544,048	**$35,554**	**($275,350)**	**($108,425)**	**$470,039**

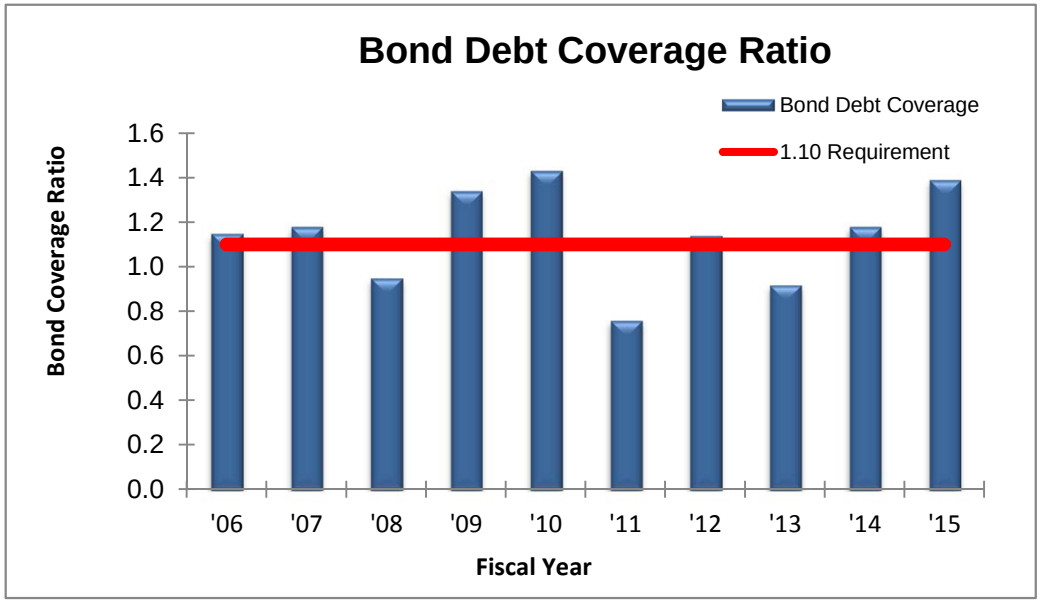






Parking Fund - Debt

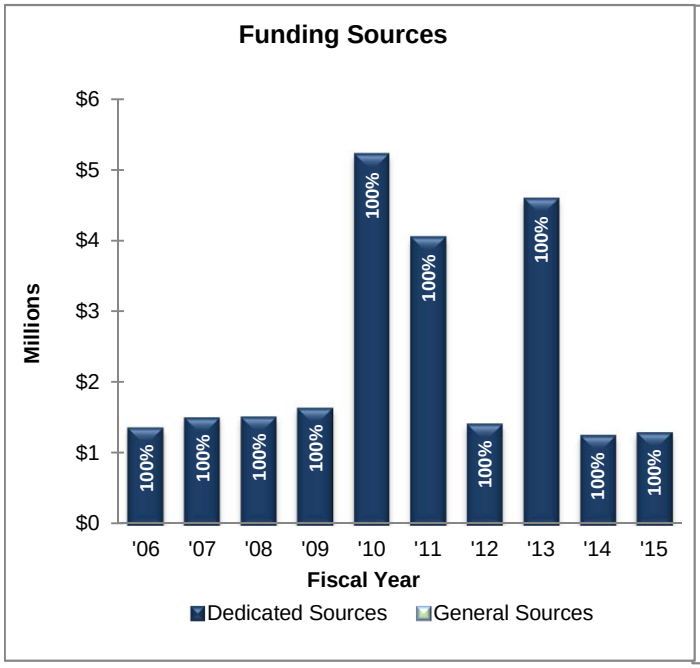


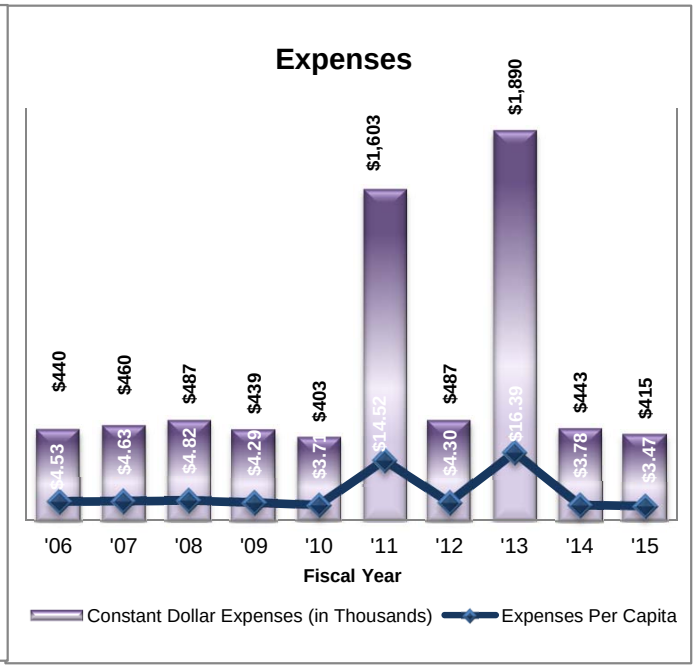


Fiscal Year	Total Outstanding Debt	Net Revenue *	Total Debt Payment	Bond Debt Coverage
2006	$6,710,000	$947,060	$823,630	1.15
2007	$6,250,000	$866,609	$735,963	1.18
2008	$5,760,000	$707,025	$746,962	0.95
2009	$5,245,000	$1,005,887	$751,863	1.34
2010	$17,745,000	$1,062,607	$745,300	1.43
2011	$17,190,000	$1,109,571	$1,462,826	0.76
2012	$25,545,000	$1,777,566	$1,562,878	1.14
2013	$24,560,000	$1,896,174	$2,069,761	0.92
2014	$23,550,000	$2,441,378	$2,067,239	1.18
2015	**$22,500,000**	**$2,876,220**	**$2,074,539**	**1.39**

* Net Revenue = Operating Revenues less Operating Expenses

Transportation Departments - Railroad Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$887,557	$460,074	$1,347,631	201.60	$440,256	97,202	$4.53	(6.02%)
2007	$954,111	$536,962	$1,491,073	207.30	$460,256	99,405	$4.63	2.21%
2008	$1,048,628	$455,865	$1,504,493	215.30	$487,048	100,976	$4.82	4.10%
2009	$941,661	$685,623	$1,627,284	214.54	$438,927	102,324	$4.29	(11.00%)
2010	$878,449	$4,327,850	$5,206,299	218.06	$402,855	108,500	$3.71	(13.52%)
2011	$3,606,775	$433,550	$4,040,325	224.94	$1,603,446	110,438	$14.52	291.37%
2012	$1,118,697	$282,909	$1,401,606	229.59	$487,259	113,230	$4.30	(70.39%)
2013	$4,402,292	$180,337	$4,582,629	232.96	$1,889,720	115,276	$16.39	281.16%
2014	$1,049,523	$190,175	$1,239,698	236.74	$443,323	117,364	$3.78	(76.94%)
2015	**$983,603**	**$299,042**	**$1,282,645**	**237.02**	**$414,987**	**119,476**	**$3.47**	**(8.20%)**
10 Yr % Chg	*10.82%*	*(35.00%)*	*(4.82%)*	*17.57%*	*(5.74%)*	*22.92%*	*(23.40%)*	

Description:
The Railroad Fund is an enterprise fund which is responsible for the operation and maintenance of the short line Columbia Terminal Railroad (COLT). All of the funding for this fund is dedicated and comes from switching fees, coal surcharge, a subsidy from the Electric Fund, and other miscellaneous revenues.

Analysis:
Constant dollar expenses and expenses per capita remained relatively stable from FY 2005 to FY 2010. There was a sharp increase in FY 2011 due to an entry made to transfer the Transload Facility out of the Railroad Fund into a separate fund, which was a one-time expense. Operating revenues decreased sharply in FY 2009 due to the economic slowdown and showed only modest overall growth from FY 2010 through FY 2014. FY 2015 operating revenues reflect a significant decrease due to fewer customers and the Electric utility moving away from the use of coal for the power plant. Ending cash and other resources have been above the cash reserve target since FY 2010; however, this does not reflect the inability of the operation to generate sufficient cash to fund all of the capital project needs of the operation. There is a significant amount of infrastructure that must be maintained. The City established a coal surcharge the Electric utility pays which generates some funding; however the Electric utility moved away from the use of coal in 2015 which will have a significant negative impact to this operation. The Railroad will need to identify more customers in order to exist in the future.

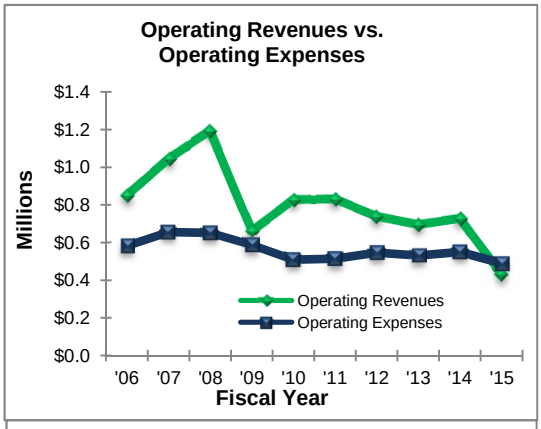
Railroad Fund

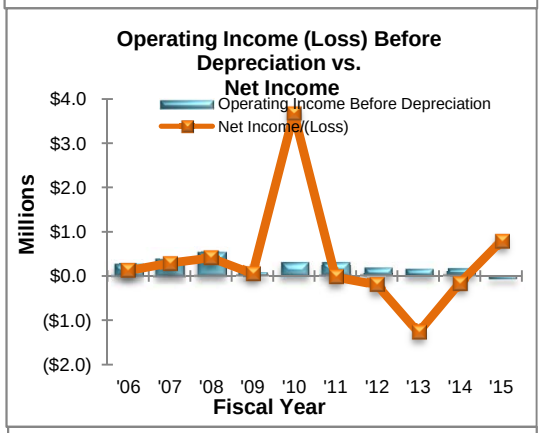
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Switching Fees	$837,911	$941,334	$872,306	$458,206	$579,110
Miscellaneous	$13,477	$101,036	$317,720	$204,543	$245,362
Total Operating Revenues	$851,388	$1,042,370	$1,190,026	$662,749	$824,472
Operating Expenses:					
Personal Services	$234,821	$257,720	$263,468	$236,095	$193,003
Materials and Supplies	$115,492	$108,691	$122,846	$101,555	$85,133
Travel and Training	$3,066	$4,062	$4,041	$3,986	$2,051
Intragovernmental	$53,972	$70,462	$85,693	$72,155	$77,080
Utilities, Services and Miscellaneous	$174,691	$214,651	$176,468	$174,079	$151,402
Total Operating Expenses	$582,042	$655,586	$652,516	$587,870	$508,669
Operating Income/(Loss) Before Depreciation	$269,346	$386,784	$537,510	$74,879	$315,803
Depreciation	($275,151)	($273,176)	($294,827)	($318,463)	($332,494)
Operating Income/(Loss)	($5,805)	$113,608	$242,683	($243,584)	($16,691)
Non-Operating Revenues:					
Investment Revenue	$13,627	$24,435	$25,793	$22,017	$5,756
Revenue from Other Gov. Units	$0	$0	$0	$0	$0
Gain on Sale of Fixed Assets	$0	$0	$0	$0	$0
Miscellaneous Revenue	$11,905	$4,457	$26,528	$4,545	$9,239
Total Non-Operating Revenues	$25,532	$28,892	$52,321	$26,562	$14,995
Revenue from Other Gov. Units					
Non-Operating Expenses:					
Interest Expense	$28,652	$25,349	$32,245	$35,328	$34,883
Loss on Disposal of Assets	$0	$0	$1,172	$0	$0
Miscellaneous Expense	$0	$0	$0	$0	$2,403
Total Non-Operating Expenses	$28,652	$25,349	$33,417	$35,328	$37,286
Operating Transfers:					
Operating Transfer From Other Funds	$80,568	$14,829	$107,399	$0	$0
Operating Transfers To Other Funds	($1,712)	$0	($11,096)	$0	$0
Subsidy	$50,000	$50,000	$50,000	$50,000	$50,000
Total Operating Transfers	$128,856	$64,829	$146,303	$50,000	$50,000
Net Income (Loss) Before Capital Contribution	$119,931	$181,980	$407,890	($202,350)	$11,018
Capital Contributions	$0	$107,000	$0	$258,450	$3,667,275
Net Income (Loss)	$119,931	$288,980	$407,890	$56,100	$3,678,293
Amortization of Contributions					
Net Income (Loss) Transferred To Retained Earnings	$119,931	$288,980	$407,890	$56,100	$3,678,293
Beginning Retained Earnings	$1,609,509	$1,729,440	$2,018,420	$2,426,310	$2,482,410
Ending Retained Earnings *	**$1,729,440**	**$2,018,420**	**$2,426,310**	**$2,482,410**	**$6,160,703**
Contributed Capital	$2,916,181	$2,916,181	$2,916,181	$2,916,181	$2,916,181
Ending Fund Equity	**$4,645,621**	**$4,934,601**	**$5,342,491**	**$5,398,591**	**$9,076,884**

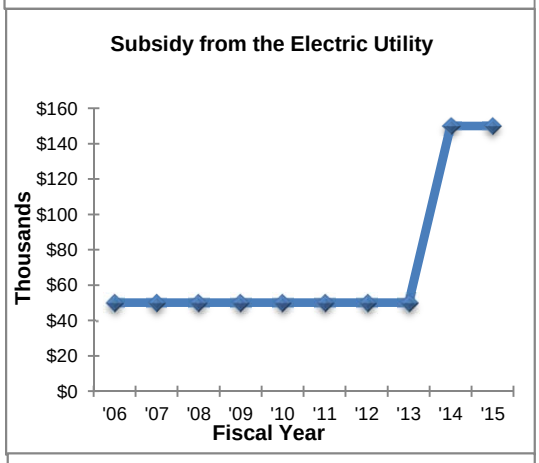
* FY 2014 was restated for contributed capital

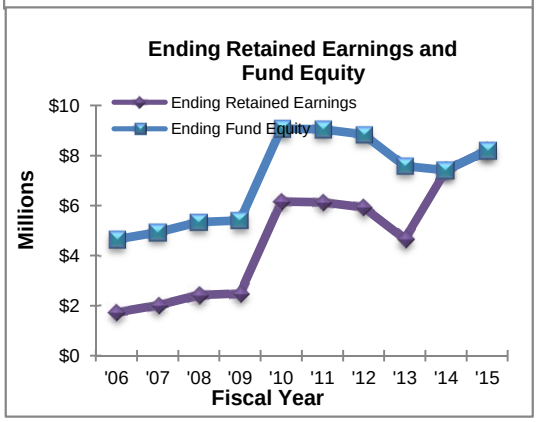
Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$598,258	$536,133	$610,117	$584,224	$345,652
$230,335	$202,052	$86,523	$142,417	$86,233
$828,593	$738,185	$696,640	$726,641	$431,885
$195,273	$215,822	$234,718	$227,746	$239,845
$106,800	$103,340	$91,186	$88,728	$51,346
$3,580	$2,630	$1,754	$2,665	$70
$73,781	$77,280	$82,019	$86,814	$90,575
$134,426	$147,201	$121,504	$143,886	$108,203
$513,860	$546,273	$531,181	$549,839	$490,039
$314,733	$191,912	$165,459	$176,802	($58,154)
($526,438)	($539,507)	($461,528)	($468,059)	($470,372)
($211,705)	($347,595)	($296,069)	($291,257)	($528,526)
$41,940	$10,573	($5,467)	$10,295	$22,239
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$119,998	$120,758	$16,229	$0	$975
$161,938	$131,331	$10,762	$10,295	$23,214
$45,325	$32,917	$28,137	$25,712	$23,192
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$45,325	$32,917	$28,137	$25,712	$23,192
$2,521,152	$0	$2,364,556	$0	$0
($2,521,152)	$0	($3,373,850)	($5,913)	$0
$50,000	$50,000	$50,000	$150,000	$150,000
$50,000	$50,000	($959,294)	$144,087	$150,000
($45,092)	($199,181)	($1,272,738)	($162,587)	($378,504)
$17,299	$0	($2,357)	$0	$1,172,151
($27,793)	($199,181)	($1,275,095)	($162,587)	$793,647
($27,793)	($199,181)	($1,275,095)	($162,587)	$793,647
$6,160,703	$6,132,910	$5,933,729	$4,658,634	$7,412,228
$6,132,910	**$5,933,729**	**$4,658,634**	**$7,412,228**	**$8,205,875**
$2,916,181	$2,916,181	$2,916,181	$0	$0
$9,049,091	**$8,849,910**	**$7,574,815**	**$7,412,228**	**$8,205,875**









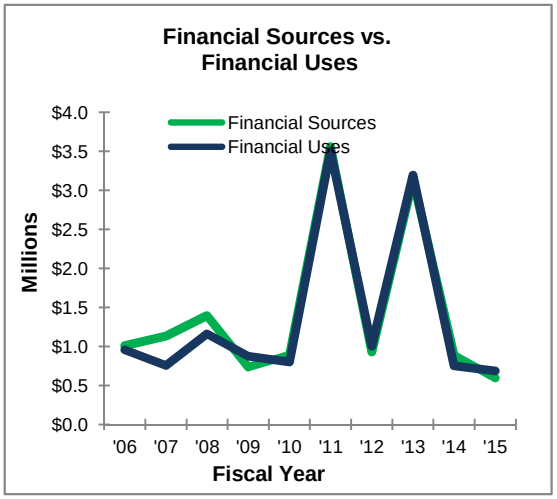
Railroad Fund

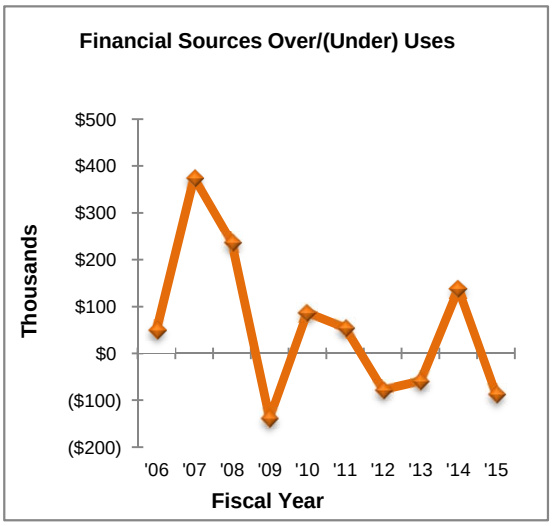
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$0	$0	$0	$0	$0
Interest (w/o GASB 31 Adjustment)	$14,060	$19,932	$23,159	$17,389	$5,896
Fees and Service Charges	$851,388	$1,042,370	$1,190,026	$662,749	$824,472
Other Local Revenues ++	$11,905	$4,457	$26,528	$4,545	$9,239
	$877,353	**$1,066,759**	**$1,239,713**	**$684,683**	**$839,607**
Other Funding Sources/Transfers^	$130,568	$64,829	$157,399	$50,000	$50,000
Total Financial Sources: Less Appropriated Fund Balance	**$1,007,921**	**$1,131,588**	**$1,397,112**	**$734,683**	**$889,607**
Financial Uses					
Operating Expenses	$582,042	$655,586	$652,516	$587,870	$508,669
Operating Transfers to Other Funds	$1,712	$0	$11,096	$0	$0
Interest and Other Non-Oper Cash Exp	$28,652	$25,349	$32,245	$35,328	$37,286
Principal Payments	$0	$0	$0	$0	$56,500
Capital Additions	$0	$0	$56,772	$0	$0
Ent. Revenues used for Capital Projects	$345,400	$75,000	$407,500	$250,000	$200,000
Total Financial Uses	**$957,806**	**$755,935**	**$1,160,129**	**$873,198**	**$802,455**
Financial Sources Over/ (Under) Financial Uses	**$50,115**	**$375,653**	**$236,983**	**($138,515)**	**$87,152**
Cash and Cash Equivalents	$194,747	$403,514	$112,858	$142,539	$279,619
Less: GASB 31 Pooled Cash Adj	($2,807)	$1,696	$4,330	$8,958	$8,818
Plus: Inventory	$47,660	$70,493	$236,967	$177,229	$225,615
Ending Cash and Other Resources	**$245,214**	**$472,311**	**$345,495**	**$310,810**	**$496,416**
Total Financial Uses	$957,806	$755,935	$1,160,129	$873,198	$802,455
Less: One-time expenses related to Transload	($1,712)	$0	($11,096)	$0	$0
Less: Ent Rev used for current year CIP	($345,400)	($75,000)	($407,500)	($250,000)	($200,000)
Operational Expenses	$610,694	$680,935	$741,533	$623,198	$602,455
20% Guideline for Operational Expenses	$122,139	$136,187	$148,307	$124,640	$120,491
Add: Ent Rev for next year CIP	$75,000	$407,500	$250,000	$200,000	$290,000
Cash Reserve Target	**$197,139**	**$543,687**	**$398,307**	**$324,640**	**$410,491**
Cash Above/(Below) Cash Reserve Target	**$48,075**	**($71,376)**	**($52,812)**	**($13,830)**	**$85,925**

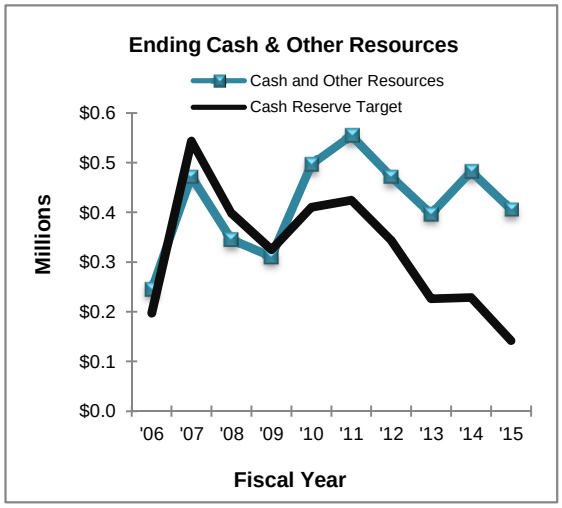
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$42,168	$17,186	$8,206	$10,868	$13,816
$828,593	$738,185	$696,640	$726,641	$431,885
$119,998	$120,758	$16,229	$0	$975
$990,759	**$876,129**	**$721,075**	**$737,509**	**$446,676**
$2,571,152	$50,000	$2,414,556	$150,000	$150,000
$3,561,911	**$926,129**	**$3,135,631**	**$887,509**	**$596,676**
$513,860	$546,273	$531,181	$549,839	$490,039
$2,521,152	$0	$2,364,556	$5,913	$0
$45,325	$32,917	$28,137	$25,712	$23,192
$136,767	$139,404	$63,246	$68,191	$70,809
$0	$0	$7,596	$0	$0
$290,000	$285,000	$200,000	$100,000	$100,000
$3,507,104	**$1,003,594**	**$3,194,716**	**$749,655**	**$684,040**
$54,807	**($77,465)**	**($59,085)**	**$137,854**	**($87,364)**
$413,945	$311,543	$160,510	$311,760	$243,298
$8,590	$1,977	($11,696)	($12,270)	($3,847)
$149,136	$162,558	$224,661	$158,529	$158,622
$554,491	**$472,124**	**$396,867**	**$482,559**	**$405,767**
$3,507,104	$1,003,594	$3,194,716	$749,655	$684,040
($2,521,152)	$0	($2,364,556)	($5,913)	$0
($290,000)	($285,000)	($200,000)	($100,000)	($100,000)
$695,952	$718,594	$630,160	$643,742	$584,040
$139,190	$143,719	$126,032	$128,748	$116,808
$285,000	$200,000	$100,000	$100,000	$25,000
$424,190	**$343,719**	**$226,032**	**$228,748**	**$141,808**
$130,301	**$128,405**	**$170,835**	**$253,811**	**$263,959**







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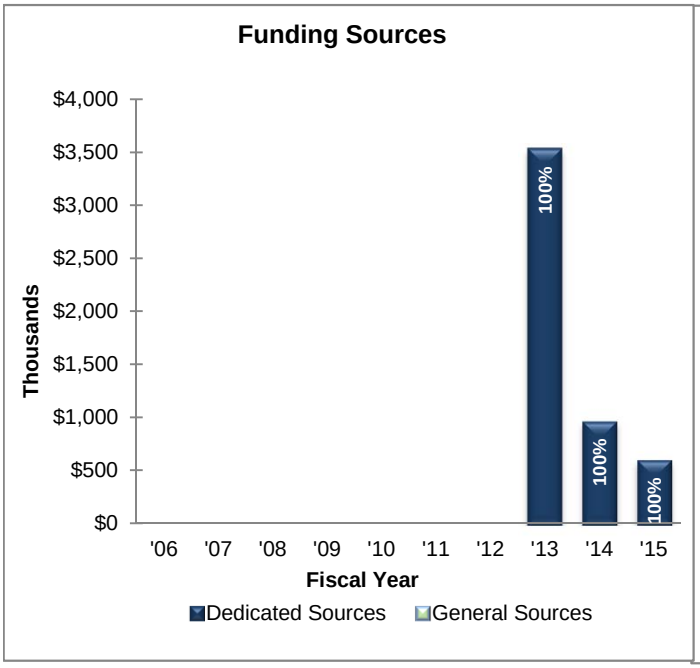
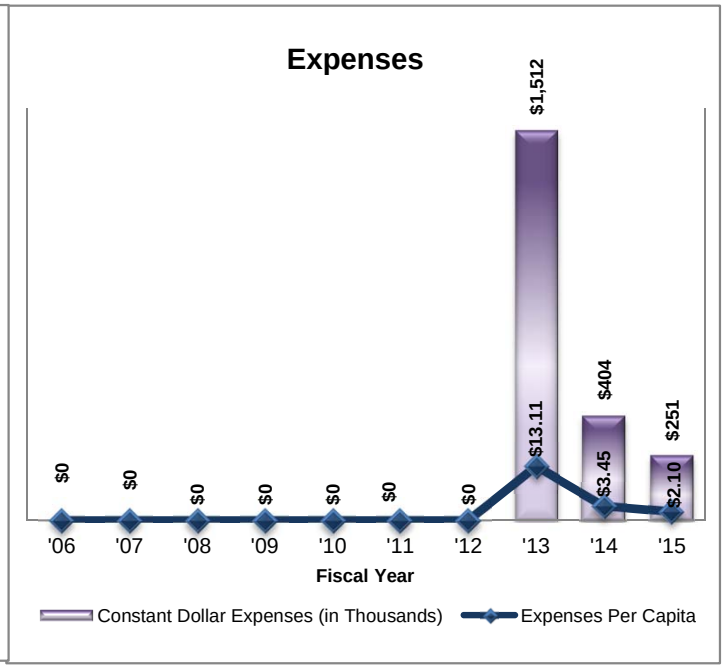
Transportation Departments - Transload Facility Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$0	$0	$0	201.60	$0	97,202	$0.00	
2007	$0	$0	$0	207.30	$0	99,405	$0.00	
2008	$0	$0	$0	215.30	$0	100,976	$0.00	
2009	$0	$0	$0	214.54	$0	102,324	$0.00	
2010	$0	$0	$0	218.06	$0	108,500	$0.00	
2011	$0	$0	$0	224.94	$0	110,438	$0.00	
2012	$0	$0	$0	229.59	$0	113,230	$0.00	
2013	$3,521,354	$0	$3,521,354	232.96	$1,511,570	115,276	$13.11	
2014	$957,336	$0	$957,336	236.74	$404,383	117,364	$3.45	**(73.68%)**
2015	$594,257	$0	$594,257	237.02	**$250,720**	119,476	**$2.10**	**(39.13%)**
10 Yr % Chg				*17.57%*		*22.92%*		

Description:
The Transload Facility Fund is an enterprise fund which is responsible for operating and maintaining the Transload facility. The Transload facility provides loading and off-loading services for material being shipped in and out of Columbia by train. In addition, the facility can hold material for just-in-time delivery to businesses throughout the mid-Missouri area. All of the funding for this fund is dedicated and comes from other utility charges such as warehousing, handling in and out rail, handling in and out truck and trucking services.

Analysis:
The Transload Facility Fund was established in FY 2013 and was previously operating within the Electric utility since the City was contractually obligated to purchase the Transload facility if the company providing the service was unable to meet its financial obligations. The City did have to purchase the facility, and at that time, a new fund was established. FY 2013 reflects a full year's cost for the fund.

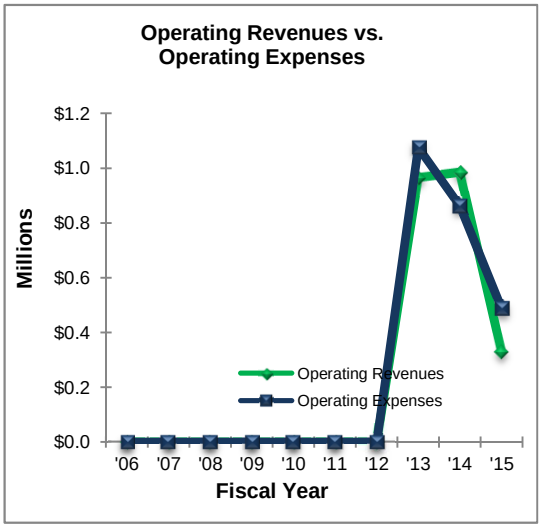
Due to a lack of customers, this operation has been negatively impacted like the Railroad Fund. In FY 2015 there was a net loss of $116,318. Ending cash and other resources is below the cash reserve target. With ending cash and other resources of $104,914, this operation will need to identify customers or it will cease to exist in the next few years.

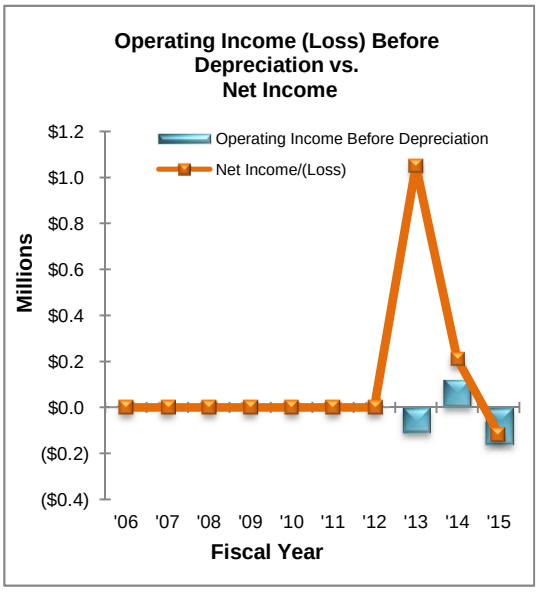
Transload Facility Fund

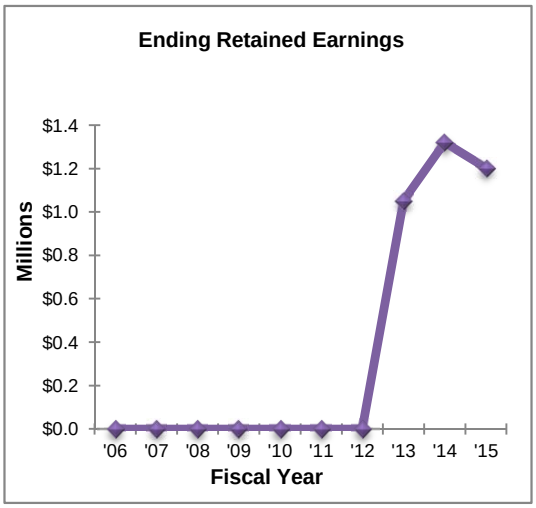
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Utility Charges	$0	$0	$0	$0	$0
Total Operating Revenues	$0	$0	$0	$0	$0
Operating Expenses:					
Personal Services	$0	$0	$0	$0	$0
Materials and Supplies	$0	$0	$0	$0	$0
Travel and Training	$0	$0	$0	$0	$0
Intragovernmental	$0	$0	$0	$0	$0
Utilities, Services and Miscellaneous	$0	$0	$0	$0	$0
Total Operating Expenses	$0	$0	$0	$0	$0
Operating Income/(Loss) Before Depreciation	$0	$0	$0	$0	$0
Depreciation	$0	$0	$0	$0	$0
Operating Income/(Loss)	$0	$0	$0	$0	$0
Non-Operating Revenues:					
Investment Revenue	$0	$0	$0	$0	$0
Revenue from Other Gov. Units	$0	$0	$0	$0	$0
Gain on Sale of Fixed Assets	$0	$0	$0	$0	$0
Miscellaneous Revenue	$0	$0	$0	$0	$0
Total Non-Operating Revenues	$0	$0	$0	$0	$0
Non-Operating Expenses:					
Interest Expense	$0	$0	$0	$0	$0
Loss on Disposal of Assets	$0	$0	$0	$0	$0
Miscellaneous Expense	$0	$0	$0	$0	$0
Total Non-Operating Expenses	$0	$0	$0	$0	$0
Operating Transfers:					
Operating Transfer From Other Funds	$0	$0	$0	$0	$0
Operating Transfers To Other Funds	$0	$0	$0	$0	$0
Subsidy	$0	$0	$0	$0	$0
Total Operating Transfers	$0	$0	$0	$0	$0
Net Income (Loss) Before Capital Contribution	$0	$0	$0	$0	$0
Capital Contributions	$0	$0	$0	$0	$0
Net Income (Loss)	$0	$0	$0	$0	$0
Amortization of Contributions					
Net Income (Loss) Transferred To Retained Earnings	$0	$0	$0	$0	$0
Beginning Retained Earnings	$0	$0	$0	$0	$0
Ending Retained Earnings	**$0**	**$0**	**$0**	**$0**	**$0**
Contributed Capital	$0	$0	$0	$0	$0
Ending Fund Equity	**$0**	**$0**	**$0**	**$0**	**$0**

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$965,853	$984,884	$328,724
$0	$0	$965,853	$984,884	$328,724
$0	$0	$185,988	$184,503	$179,790
$0	$0	$8,262	$17,986	$10,216
$0	$0	$48	$2,232	$0
$0	$0	$432	$28,911	$29,946
$0	$0	$880,769	$628,106	$268,385
$0	$0	$1,075,499	$861,738	$488,337
$0	$0	($109,646)	$123,146	($159,613)
$0	$0	($69,476)	($72,516)	($69,689)
$0	$0	($179,122)	$50,630	($229,302)
$0	$0	$376	($58)	$3,010
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$0	$56,826	$9,364	$14,205
$0	$0	$57,202	$9,306	$17,215
$0	$0	$11,823	$11,428	$11,032
$0	$0	$0	$0	$0
$0	$0	$0	$3,960	$13,692
$0	$0	$11,823	$15,388	$24,724
$0	$0	$3,548,850	$175,000	$125,000
$0	$0	($2,364,556)	($7,694)	($4,507)
$0	$0	$0	$0	$0
$0	$0	$1,184,294	$167,306	$120,493
$0	$0	$1,050,551	$211,854	($116,318)
$0	$0	$0	$0	$0
$0	$0	$1,050,551	$211,854	($116,318)
$0	$0	$1,050,551	$211,854	($116,318)
$0	$0	$0	$1,108,169	$1,320,023
$0	**$0**	**$1,050,551**	**$1,320,023**	**$1,203,705**
$0	$0	$0	$0	$0
$0	**$0**	**$1,050,551**	**$1,320,023**	**$1,203,705**







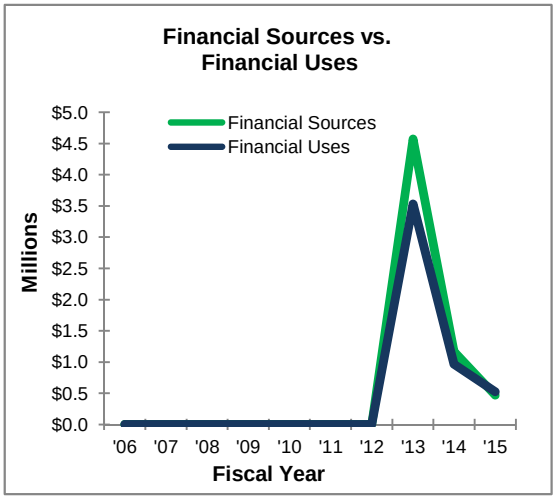
Transload Facility Fund

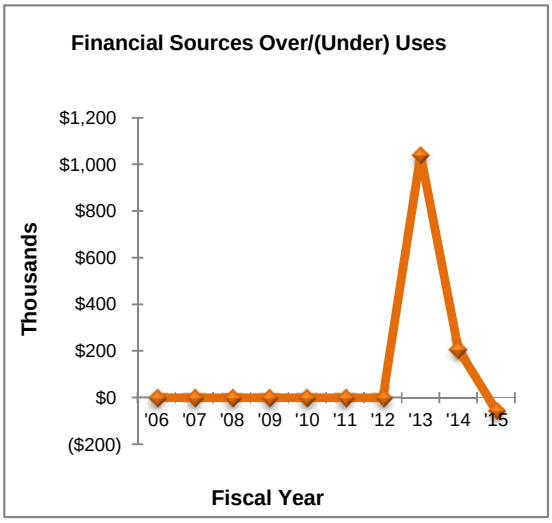
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$0	$0	$0	$0	$0
Interest (w/o GASB 31 Adjustment)	$0	$0	$0	$0	$0
Fees and Service Charges	$0	$0	$0	$0	$0
Other Local Revenues ++	$0	$0	$0	$0	$0
	$0	**$0**	**$0**	**$0**	**$0**
Other Funding Sources/Transfers^	$0	$0	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**
Financial Uses					
Operating Expenses	$0	$0	$0	$0	$0
Operating Transfers to Other Funds	$0	$0	$0	$0	$0
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$0	$0	$0	$0
Ent. Revenues used for Capital Projects	$0	$0	$0	$0	$0
Total Financial Uses	**$0**	**$0**	**$0**	**$0**	**$0**
Financial Sources Over/ (Under) Financial Uses	**$0**	**$0**	**$0**	**$0**	**$0**
Cash and Cash Equivalents	$0	$0	$0	$0	$0
Less: GASB 31 Pooled Cash Adj	$0	$0	$0	$0	$0
Add: Inventory	$0	$0	$0	$0	$0
Ending Cash and Other Resources	**$0**	**$0**	**$0**	**$0**	**$0**
Total Financial Uses	$0	$0	$0	$0	$0
Less: Ent Rev used for current year CIP	$0	$0	$0	$0	$0
Operational Expenses	$0	$0	$0	$0	$0
20% Guideline for Operational Expenses	$0	$0	$0	$0	$0
Add: Ent Rev for next year CIP	$0	$0	$0	$0	$0
Cash Reserve Target	**$0**	**$0**	**$0**	**$0**	**$0**
Cash Above/(Below) Cash Reserve Target	**$0**	**$0**	**$0**	**$0**	**$0**

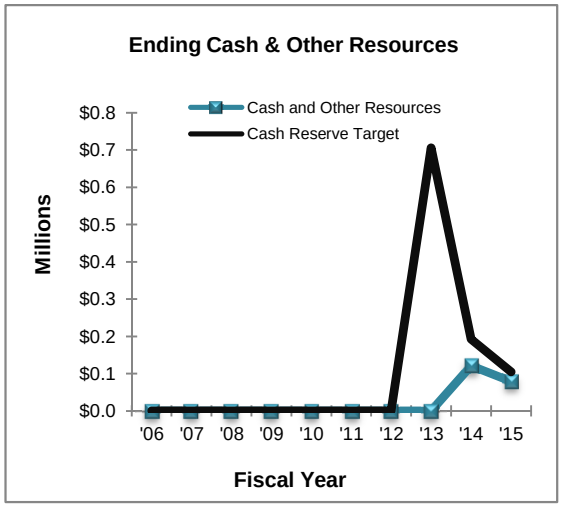
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$0	$0	$0	$0
$0	$0	($88)	$1,263	$1,943
$0	$0	$965,853	$984,884	$328,724
$0	$0	$56,826	$9,364	$14,205
$0	**$0**	**$1,022,591**	**$995,511**	**$344,872**
$0	$0	$3,548,850	$175,000	$125,000
$0	**$0**	**$4,571,441**	**$1,170,511**	**$469,872**
$0	$0	$1,075,499	$861,738	$488,337
$0	$0	$2,364,556	$7,694	$4,507
$0	$0	$11,823	$15,388	$24,724
$0	$0	$78,886	$79,280	$0
$0	$0	$0	$0	$7,000
$0	$0	$0	$0	$0
$0	**$0**	**$3,530,764**	**$964,100**	**$524,568**
$0	**$0**	**$1,040,677**	**$206,411**	**($54,696)**
$0	$0	$0	$120,460	$79,366
$0	$0	$0	($857)	$210
$0	$0	$0	$0	$0
$0	**$0**	**$0**	**$121,317**	**$79,156**
$0	$0	$3,530,764	$964,100	$524,568
$0	$0	$0	$0	$0
$0	$0	$3,530,764	$964,100	$524,568
$0	$0	$706,153	$192,820	$104,914
$0	$0	$0	$0	$0
$0	**$0**	**$706,153**	**$192,820**	**$104,914**
$0	**$0**	**($706,153)**	**($71,503)**	**($25,758)**







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Utility Departments

Description

The City of Columbia owns and operates the Water, Electric, Sewer, Solid Waste, and Storm Water utilities. Each of these departments are classified as enterprise fund operations which means that they are to be self-supporting activities which render services to the general public on a user-charged basis. The revenues received are deciated to the department they are generated in and cannot be used to fund General Fund operations.

The customer service function of these utility departments is performed by the Utility Customer Services Fund, which is classified as an Internal Service Fund. Internal Service funds provide goods and services to other departments on a cost reimbursement basis. These services include the setting up of utility accounts, transfer, closing accounts, payment agreements, coordination of disconnection for non-payment, and generation and mailing of monthly bills. For these services, each of the utility departments pay a portion of the cost of the Utility Customer Services budget.

Each of these utility departments pay an intragovernmental charge to the General Fund, which is called General and Administrative Charges. This fee is used to recover the cost of functions which have been centralized with the City such as Finance, City Council, City Manager, City Clerk, Human Resources, Law and Public Works Administration for (Sewer, Storm Water, and Solid Waste). The Treasury Management division of the Finance Department is responsible for collecting the money from the utility customers.

The Water and Electric utilities also pay an amount to the General Fund as a Payment in Lieu of Taxes. This payment, with a legal authorization of City Charter Chapter 99, Article XII Section 102 states that the Water and Electric utilities will pay 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 City rate.

Water and Electric Utility Fund

Water and Electric Utility Fund accounts 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 Fund

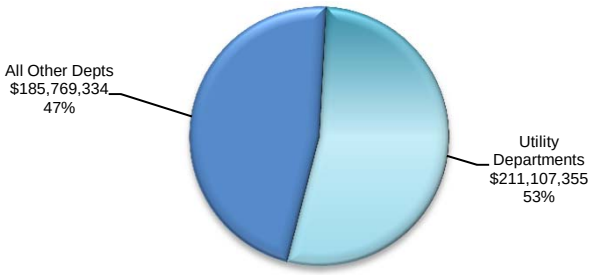
Sanitary Sewer Utility Fund accounts for the provision of sanitary sewer services to the residents of the City and a limiated number of customers outside the city limits. All activities necessary to provide such services are accounted for this fund.

Solid Waste Utility Fund

Solid Waste Utility Fund accounts for the revenues and expenditures of solid waste collection and operations at the landfill and the material recovery facility.

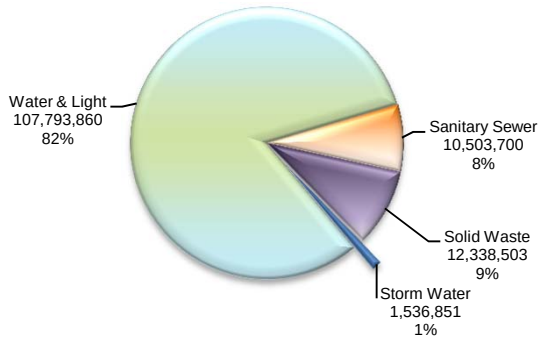
Storm Water Utility Fund

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

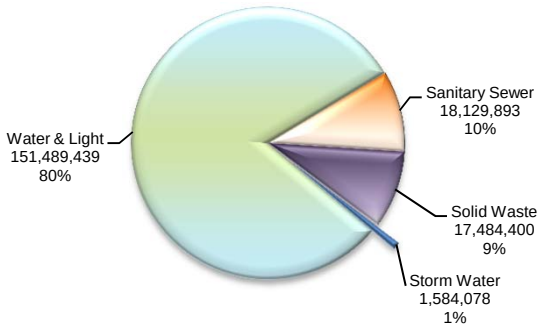


Utility Departments - Summary

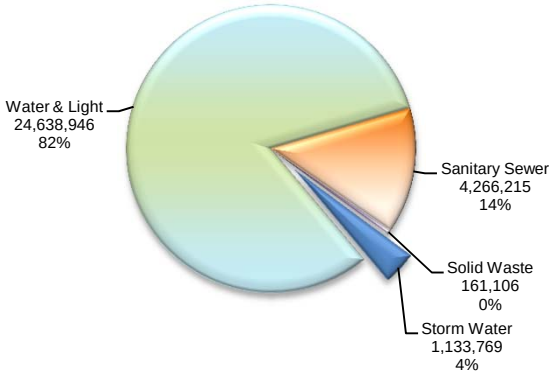
2006 Operation Expenses



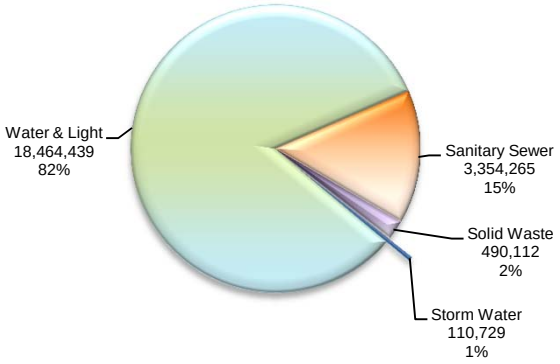
2015 Operation Expenses



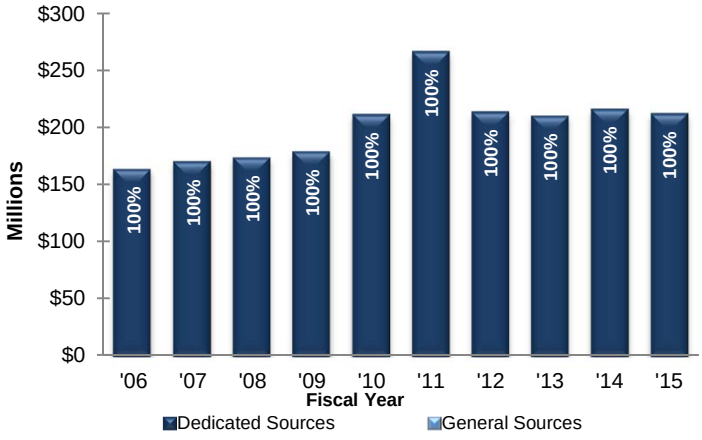
2006 Capital Project Expenses



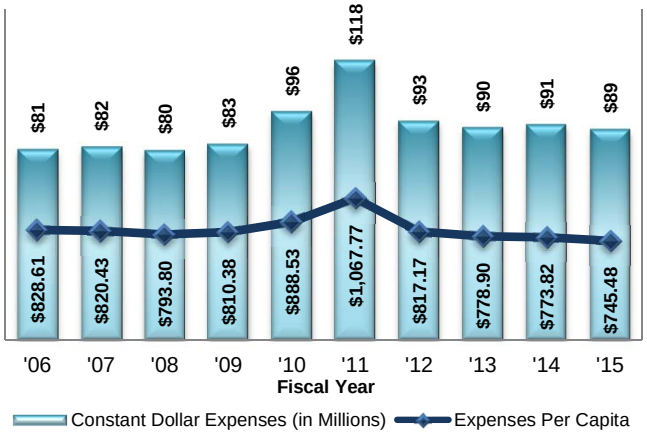
2015 Capital Project Expenses



Funding Sources

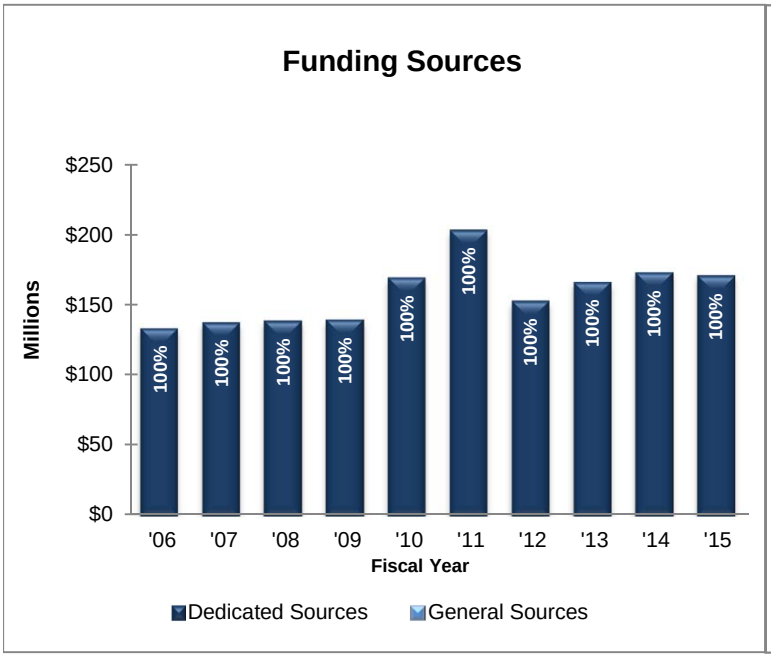


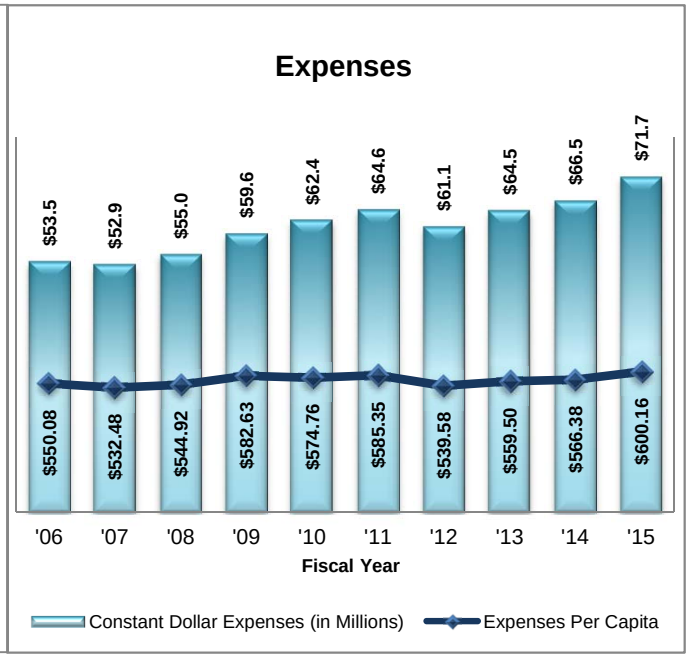
Expenses



Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Utility Departments - Water and Electric Fund





Source: Financial Management Information Supplement and City Budget Document
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change over Previous Year
2006	$107,793,860	$24,638,946	$132,432,806	201.60	$53,469,177	97,202	$550.08	6.41%
2007	$109,726,025	$26,854,989	$136,581,014	207.30	$52,931,030	99,405	$532.48	(3.20%)
2008	$118,467,425	$19,252,049	$137,719,474	215.30	$55,023,583	100,976	$544.92	2.34%
2009	$127,901,098	$10,667,261	$138,568,359	214.54	$59,617,268	102,324	$582.63	6.92%
2010	$135,981,766	$32,540,945	$168,522,711	218.06	$62,360,938	108,500	$574.76	(1.35%)
2011	$145,411,168	$57,011,395	$202,422,563	224.94	$64,644,712	110,438	$585.35	1.84%
2012	$140,270,661	$11,448,277	$151,718,938	229.59	$61,096,154	113,230	$539.58	(7.82%)
2013	$150,253,195	$15,049,358	$165,302,553	232.96	$64,497,422	115,276	$559.50	3.69%
2014	$157,366,911	$14,819,589	$172,186,500	236.74	$66,472,464	117,364	$566.38	1.23%
2015	**$151,489,439**	**$18,464,439**	**$169,953,878**	**237.02**	**$71,704,446**	**119,476**	**$600.16**	**5.96%**
10 Yr % Chg	*40.54%*	*(25.06%)*	*28.33%*	*17.57%*	*34.10%*	*22.92%*	*9.10%*	

Description:

The Water and Electric Fund is an enterprise revenue fund department which renders services to the general public on a user-charged basis. The revenues received are dedicated to the department. The areas of operation include administration and general, production and transmission, and distribution. The primary funding source is Water and Electric utility charges which are part of the monthly City utility bills. Capital project funding is approved by the voters through ballot issues.

Analysis:

For the ten year period, there has been an overall increase in total expenses of 28.33%, constant dollar expenses of 34.10%, and per capita expenses of 9.10%. Ballot issues have been passed to provide funding for capital projects. Rates have been adjusted, as necessary, to provide funding for debt costs associated with voter approved ballot issues as well as to pay for increased operating costs, particularly in the area of purchased power. The debt coverage ratio has been above the 1.10 requirement for all ten years Ending cash and other resources has been below the cash reserve target since FY 2013. FY 2015's ending cash and other resources increased $3.2 million over FY 2014.

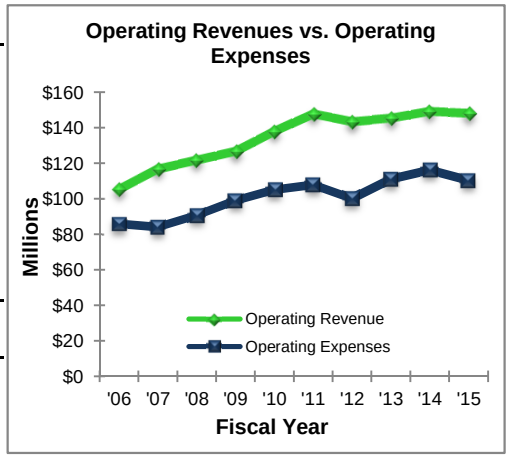
Water and Electric Fund

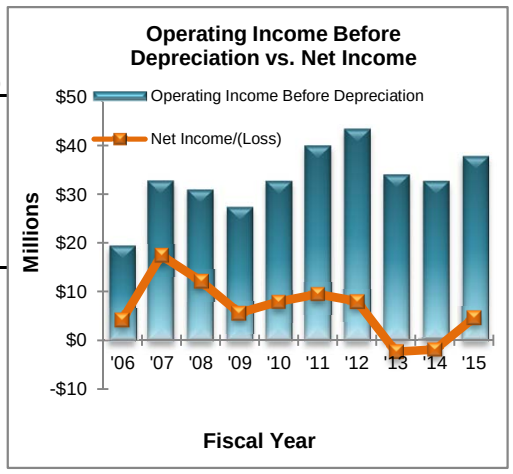
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues					
Charges for services	$105,384,237	$116,758,098	$121,609,839	$126,435,095	$137,633,839
Total Operating Revenues	**$105,384,237**	**$116,758,098**	**$121,609,839**	**$126,435,095**	**$137,633,839**
Operating Expenses:					
Personal Services	$12,341,605	$13,550,405	$14,586,460	$15,470,692	$15,786,287
Power Supply	$61,544,668	$56,526,459	$62,680,572	$67,413,243	$73,683,788
Materials and Supplies	$3,345,538	$3,903,338	$3,468,296	$3,799,915	$3,751,927
Travel and Training	$145,322	$158,173	$163,010	$157,122	$145,826
Intragovernmental	$2,588,286	$2,939,461	$3,202,345	$3,442,442	$3,680,680
Utilities, Services and Miscellaneous	$5,939,068	$6,977,341	$6,622,912	$8,810,612	$7,911,844
Total Operating Expenses	**$85,904,487**	**$84,055,177**	**$90,723,595**	**$99,094,026**	**$104,960,352**
Operating Income (Loss) Before PILOT and Depreciation	**$19,479,750**	**$32,702,921**	**$30,886,244**	**$27,341,069**	**$32,673,487**
P.I.L.O.T.	($9,284,728)	($10,309,306)	($11,215,634)	($11,481,441)	($12,680,470)
Operating Income (Loss) Before Depreciation	**$10,195,022**	**$22,393,615**	**$19,670,610**	**$15,859,628**	**$19,993,017**
Depreciation	($8,113,052)	($8,680,523)	($9,606,528)	($10,350,644)	($10,997,082)
Operating Income (Loss)	**$2,081,970**	**$13,713,092**	**$10,064,082**	**$5,508,984**	**$8,995,935**
Non-Operating Revenues:					
Revenue From Other Gov. Units	$0	$0	$17,645	$9,043	$8,312
Investment Revenue	$2,059,054	$3,912,379	$3,734,576	$4,280,043	$3,742,207
Miscellaneous Revenue	$1,426,077	$3,549,245	$3,524,266	$1,700,815	$1,453,678
Total Non-Operating Revenues	**$3,485,131**	**$7,461,624**	**$7,276,487**	**$5,989,901**	**$5,204,197**
Non-Operating Expenses:					
Interest Expense	$3,457,288	$5,189,803	$5,621,734	$5,940,890	$6,384,864
Bank & Paying Agent Fees	$2,858	$2,370	$2,934	$9,808	$10,954
Loss on Sale/Disposal of Fixed Assets	$27,648	$15,240	$48,339	$67,698	$57,779
Amortization	$66,471	$89,108	$94,839	$91,714	$101,596
Miscellaneous Expense	$0	$0	$0	$0	$0
Total Non-Operating Expenses	**$3,554,265**	**$5,296,521**	**$5,767,846**	**$6,110,110**	**$6,555,193**
Operating Transfers:					
Operating Transfers From Other Funds	$66,667	$0	$3,375	$0	$0
Operating Transfers To Other Funds	($256,846)	($109,700)	($50,000)	($50,000)	($50,000)
Total Operating Transfers	**($190,179)**	**($109,700)**	**($46,625)**	**($50,000)**	**($50,000)**
Net Income (Loss) Before Capital Contributions	**$1,822,657**	**$15,768,495**	**$11,526,098**	**$5,338,775**	**$7,594,939**
Capital Contributions*	$2,394,574	$1,629,383	$719,869	$268,382	$327,405
Net Income (Loss)Transferred To Retained Earnings	**$4,217,231**	**$17,397,878**	**$12,245,967**	**$5,607,157**	**$7,922,344**
Beginning Retained Earnings *	$126,978,733	$131,195,964	$148,593,842	$160,839,809	$166,446,966
Ending Retained Earnings	**$131,195,964**	**$148,593,842**	**$160,839,809**	**$166,446,966**	**$174,369,310**
Contributed Capital	$6,113,389	$6,113,389	$6,113,389	$6,113,389	$6,113,389
Ending Fund Equity	**$137,309,353**	**$154,707,231**	**$166,953,198**	**$172,560,355**	**$180,482,699**

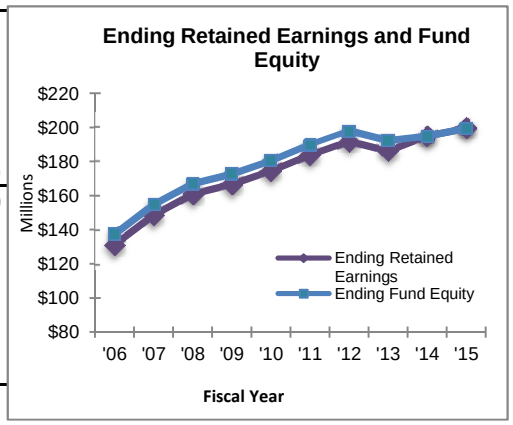
* FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$147,684,732	$143,300,497	$145,158,216	$148,900,970	$148,017,154
$147,684,732	**$143,300,497**	**$145,158,216**	**$148,900,970**	**$148,017,154**
$16,287,042	$16,900,564	$17,683,212	$17,997,352	$18,837,101
$72,897,808	$60,996,422	$71,243,814	$75,835,651	$70,248,877
$3,991,128	$4,337,961	$6,094,755	$5,082,026	$4,127,264
$142,566	$192,922	$205,917	$251,736	$290,399
$4,010,294	$4,188,348	$4,584,566	$5,361,852	$5,481,712
$10,485,159	$13,422,215	$11,375,054	$11,707,308	$11,350,496
$107,813,997	**$100,038,432**	**$111,187,318**	**$116,235,925**	**$110,335,849**
$39,870,735	**$43,262,065**	**$33,970,898**	**$32,665,045**	**$37,681,305**
($14,091,375)	($14,170,229)	($14,497,510)	($15,002,555)	($15,223,336)
$25,779,360	**$29,091,836**	**$19,473,388**	**$17,662,490**	**$22,457,969**
($12,367,555)	($13,942,019)	($14,074,857)	($14,406,827)	($14,822,021)
$13,411,805	**$15,149,817**	**$5,398,531**	**$3,255,663**	**$7,635,948**
$1,166	$219,339	$89,395	$13,600	$11,991
$2,392,204	$1,809,660	($891,394)	$1,793,720	$2,757,064
$1,449,881	$1,965,260	$1,921,585	$1,779,130	$1,726,411
$3,843,251	**$3,994,259**	**$1,119,586**	**$3,586,450**	**$4,495,466**
$7,307,055	$8,776,992	$8,338,802	$7,543,885	$6,951,636
$2,906	$3,217	$319,518	$9,376	$623,127
$16,276	$26,649	$79,613	$199,817	$59,045
$139,914	$206,801	$177,887	$0	$0
$0	$0	$0	$0	$0
$7,466,151	**$9,013,659**	**$8,915,820**	**$7,753,078**	**$7,633,808**
$2,521,152	$0	$0	$0	$503,552
($3,033,475)	($2,262,324)	($821,774)	($1,919,444)	($799,112)
($512,323)	**($2,262,324)**	**($821,774)**	**($1,919,444)**	**($295,560)**
$9,276,582	**$7,868,093**	**($3,219,477)**	**($2,830,409)**	**$4,202,046**
$174,619	$141,672	$877,298	$937,939	$409,131
$9,451,201	**$8,009,765**	**($2,342,179)**	**($1,892,470)**	**$4,611,177**
$174,369,310	$183,820,511	$188,462,312	$196,722,502	$194,830,032
$183,820,511	**$191,830,276**	**$186,120,133**	**$194,830,032**	**$199,441,209**
$6,113,389	$6,113,389	$6,113,389	$0	$0
$189,933,900	**$197,943,665**	**$192,233,522**	**$194,830,032**	**$199,441,209**







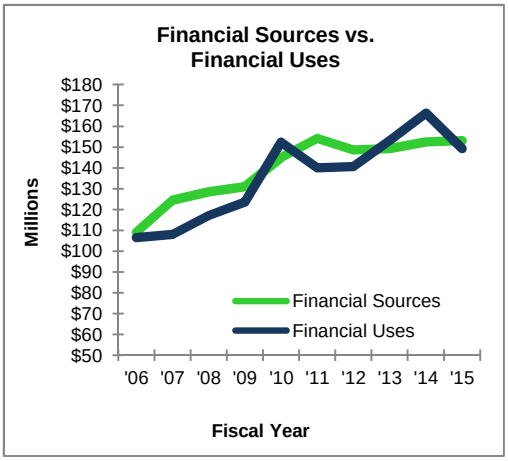
Water and Electric Fund

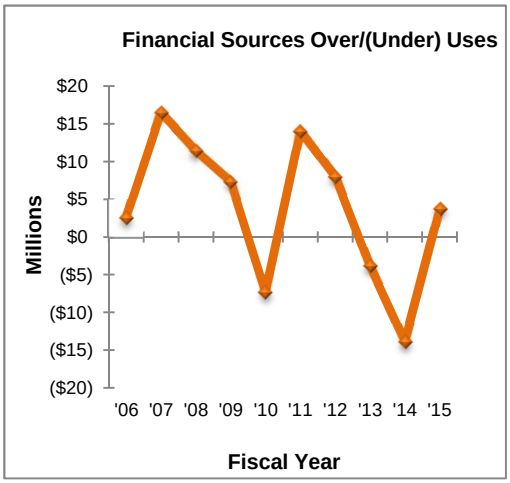
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$0	$0	$17,645	$9,043	$8,312
Interest (w/o GASB 31 adjustment)	$2,188,202	$4,251,801	$3,275,126	$2,767,739	$5,877,617
Fees and Service Charges	$105,384,237	$116,758,098	$121,609,839	$126,435,095	$137,633,839
Other Local Revenues ++	$1,426,077	$3,549,245	$3,524,266	$1,700,815	$1,453,678
	$108,998,516	**$124,559,144**	**$128,426,876**	**$130,912,692**	**$144,973,446**
Other Funding Sources/Transfers^	$66,667	$0	$3,375	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$109,065,183**	**$124,559,144**	**$128,430,251**	**$130,912,692**	**$144,973,446**
Financial Uses					
Operating Expenses	$85,904,487	$84,055,177	$90,723,595	$99,094,026	$104,960,352
Operating Transfers to Other Funds	$256,846	$109,700	$50,000	$50,000	$50,000
Interest and Other Non-Oper Cash Exp	$12,744,874	$15,501,479	$16,840,302	$17,432,139	$19,076,288
Principal Payments	$575,000	$3,595,000	$3,755,000	$3,875,000	$4,020,000
Capital Additions	$680,482	$1,274,798	$1,103,822	$814,877	$738,669
Enterprise Revenues used for Capital Projects	$6,365,000	$3,523,000	$4,560,000	$2,318,500	$23,455,876
Total Financial Uses	**$106,526,689**	**$108,059,154**	**$117,032,719**	**$123,584,542**	**$152,301,185**
Financial Sources Over/ (Under) Financial Uses	**$2,538,494**	**$16,499,990**	**$11,397,532**	**$7,328,150**	**($7,327,739)**
Cash and cash equivalents	$14,439,395	$23,400,818	$35,958,288	$43,716,502	$27,978,533
Less: GASB 31 Adjustment	$2,758,790	$3,222,337	$3,681,788	$5,194,092	$3,058,683
Plus: Inventory	$8,316,681	$7,775,957	$7,380,281	$7,286,572	$7,314,220
Ending Cash and Other Resources	**$19,997,286**	**$27,954,438**	**$39,656,781**	**$45,808,982**	**$32,234,070**
Total Financial Uses	$106,526,689	$108,059,154	$117,032,719	$123,584,542	$152,301,185
Less: Ent Rev used for current year CIP	($6,365,000)	($3,523,000)	($4,560,000)	($2,318,500)	($23,455,876)
Operational Expenses	$100,161,689	$104,536,154	$112,472,719	$121,266,042	$128,845,309
20% Guideline for Operational Expenses	$20,032,338	$20,907,231	$22,494,544	$24,253,208	$25,769,062
Add: Ent Rev for next year CIP	$3,523,000	$4,560,000	$2,318,500	$23,455,876	$3,000,000
Cash Reserve Target	**$23,555,338**	**$25,467,231**	**$24,813,044**	**$47,709,084**	**$28,769,062**
Cash Above/(Below) Cash Reserve Target	**($3,558,052)**	**$2,487,207**	**$14,843,737**	**($1,900,102)**	**$3,465,008**

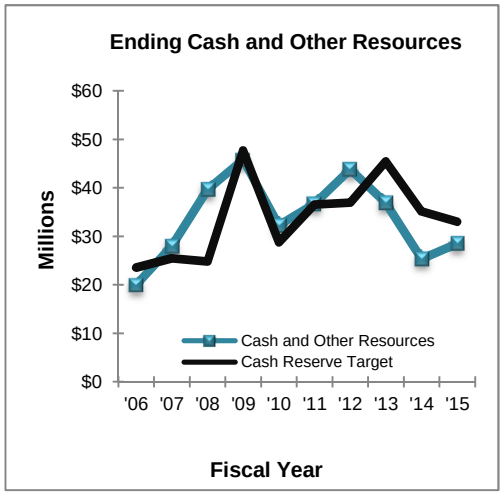
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

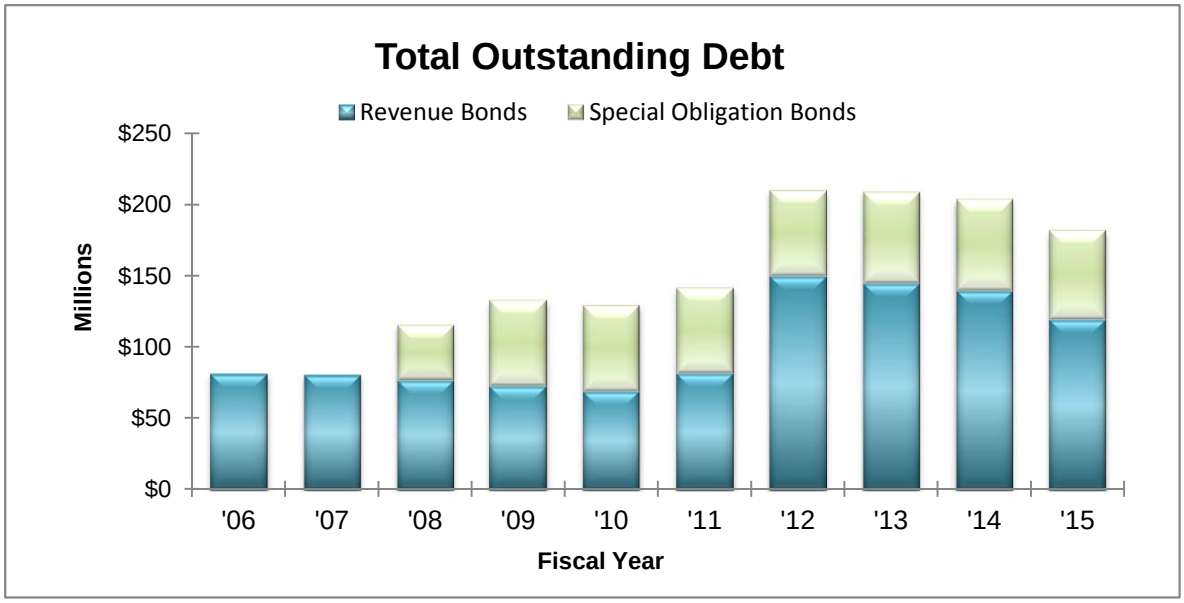
Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$1,166	$219,339	$89,395	$13,600	$11,991
$2,435,792	$3,092,673	$2,111,300	$1,791,988	$2,753,830
$147,684,732	$143,300,497	$145,158,216	$148,900,970	$148,017,154
$1,449,881	$1,965,260	$1,921,585	$1,779,130	$1,726,411
$151,571,571	**$148,577,769**	**$149,280,496**	**$152,485,688**	**$152,509,386**
$2,521,152	$0	$0	$0	$503,552
$154,092,723	**$148,577,769**	**$149,280,496**	**$152,485,688**	**$153,012,938**
$107,813,997	$100,038,432	$111,187,318	$116,235,925	$110,335,849
$3,033,475	$2,262,324	$821,774	$1,919,444	$799,112
$21,401,336	$22,950,438	$23,155,830	$22,555,816	$22,798,099
$4,175,000	$5,360,000	$6,545,000	$6,665,000	$6,745,000
$638,615	$843,998	$755,916	$2,049,082	$2,675,313
$3,000,000	$9,155,000	$10,625,000	$16,946,000	$5,950,000
$140,062,423	**$140,610,192**	**$153,090,838**	**$166,371,267**	**$149,303,373**
$14,030,300	**$7,967,577**	**($3,810,342)**	**($13,885,579)**	**$3,709,565**
$32,749,841	$38,624,482	$28,176,899	$16,347,393	$21,006,770
$3,015,095	$1,732,082	($1,270,612)	($1,268,880)	($237,059)
$6,968,737	$6,947,949	$7,414,147	$7,695,025	$7,271,457
$36,703,483	**$43,840,349**	**$36,861,658**	**$25,311,298**	**$28,515,286**
$140,062,423	$140,610,192	$153,090,838	$166,371,267	$149,303,373
($3,000,000)	($9,155,000)	($10,625,000)	($16,946,000)	($5,950,000)
$137,062,423	$131,455,192	$142,465,838	$149,425,267	$143,353,373
$27,412,485	$26,291,038	$28,493,168	$29,885,053	$28,670,675
$9,155,000	$10,625,000	$16,946,000	$5,200,000	$4,300,000
$36,567,485	**$36,916,038**	**$45,439,168**	**$35,085,053**	**$32,970,675**
$135,998	**$6,924,311**	**($8,577,510)**	**($9,773,755)**	**($4,455,389)**

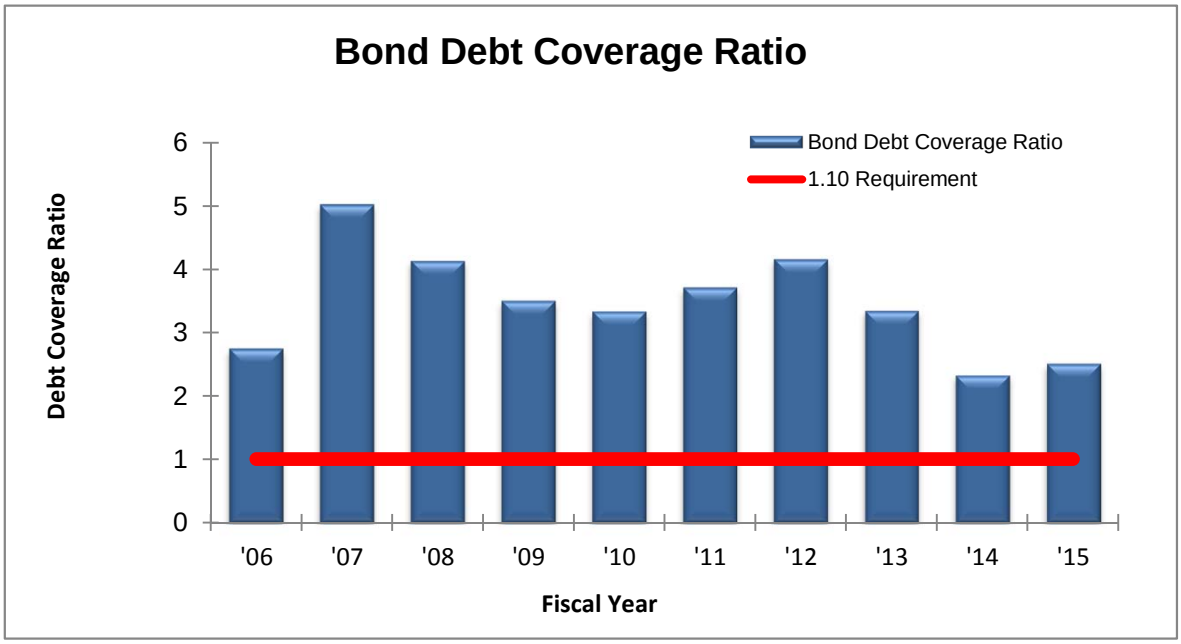






Water and Electric - Debt

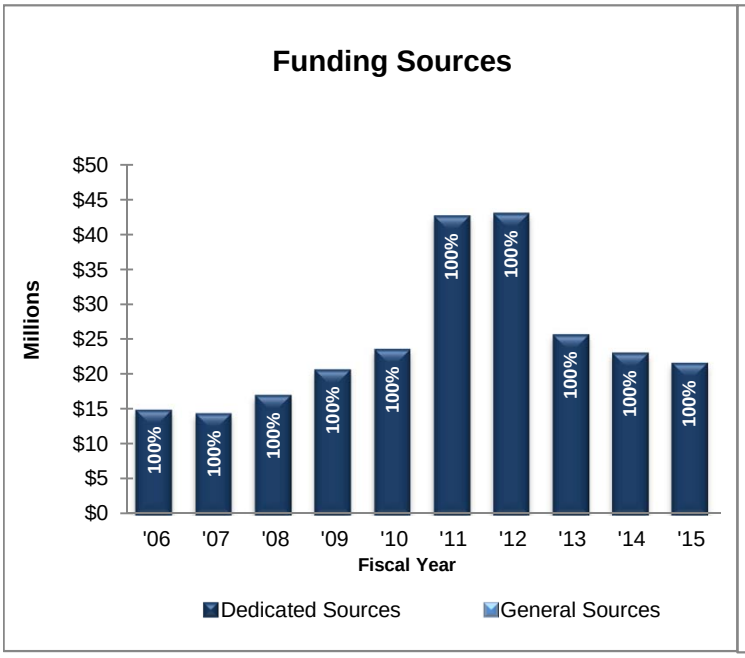


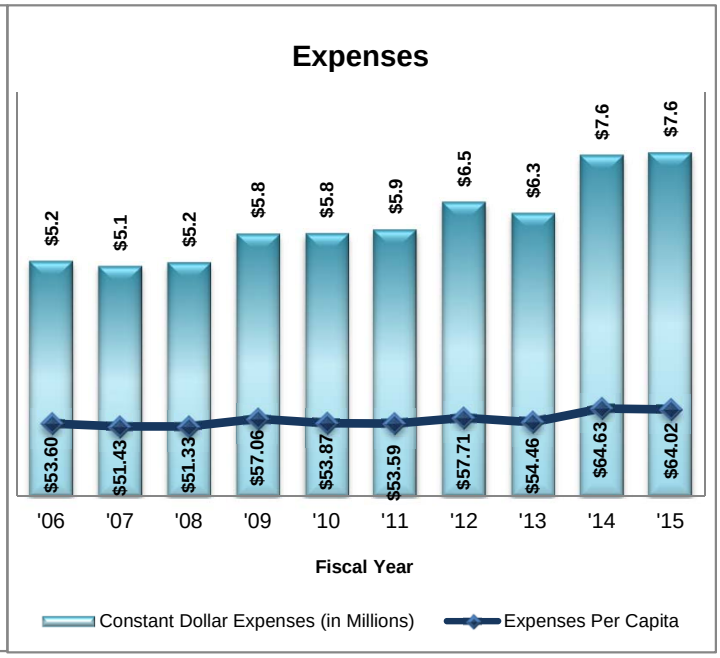


Fiscal Year	Outstanding Revenue Bonds Balance	Outstanding Special Obligation Bonds Balance	Total Outstanding Debt	Net Revenue *	Bond Debt Payment	Bond Debt Coverage
2005	$80,600,000	$0	$80,600,000	$20,075,739	$7,319,264	2.74
2006	$80,025,000	$0	$80,025,000	$19,479,750	$3,883,873	5.02
2007	$76,430,000	$38,535,000	$114,965,000	$32,702,921	$7,927,137	4.13
2008	$72,675,000	$60,000,000	$132,675,000	$30,886,244	$8,834,238	3.50
2009	$68,800,000	$60,000,000	$128,800,000	$33,321,927	$10,000,758	3.33
2010	$81,505,000	$60,000,000	$141,505,000	$37,869,372	$10,226,577	3.70
2011	$149,830,000	$60,000,000	$209,830,000	$43,712,820	$10,529,157	4.15
2012	$144,470,000	$63,935,000	$208,405,000	$47,036,985	$14,074,110	3.34
2013	$139,325,000	$63,955,000	$203,280,000	$35,001,089	$15,046,203	2.33
2014	**$119,205,000**	**$62,655,000**	**$181,860,000**	**$36,237,895**	**$14,463,291**	**2.51**

* Net Revenue is equal to Operating Revenues plus Interest Revenue less Operating Expenses

Utility Departments - Sanitary Sewer Fund





Source: Financial Management Information Supplement and City Budget Document
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous year
2006	$10,503,700	$4,266,215	$14,769,915	201.60	$5,210,169	97,202	$53.60	2.27%
2007	$10,597,959	$3,661,821	$14,259,780	207.30	$5,112,378	99,405	$51.43	(4.05%)
2008	$11,159,665	$5,754,338	$16,914,003	215.30	$5,183,237	100,976	$51.33	(0.19%)
2009	$12,526,310	$7,998,405	$20,524,715	214.54	$5,838,764	102,324	$57.06	11.16%
2010	$12,744,665	$10,730,644	$23,475,309	218.06	$5,844,675	108,500	$53.87	(5.59%)
2011	$13,312,298	$29,255,837	$42,568,135	224.94	$5,918,181	110,438	$53.59	(0.52%)
2012	$15,002,406	$27,893,639	$42,896,045	229.59	$6,534,434	113,230	$57.71	7.69%
2013	$14,626,250	$10,893,024	$25,519,274	232.96	$6,278,438	115,276	$54.46	(5.63%)
2014	$17,957,829	$4,971,425	$22,929,254	236.74	$7,585,465	117,364	$64.63	18.67%
2015	**$18,129,893**	**$3,354,265**	**$21,484,158**	**237.02**	**$7,649,098**	**119,476**	**$64.02**	**(0.94%)**
10 Yr % Chg	*72.60%*	*(21.38%)*	*45.46%*	*17.57%*	*46.81%*	*22.92%*	*19.44%*	

Description:

The Sanitary Sewer Fund is an enterprise fund which renders services to the general public on a user-charged basis. The revenues received are dedicated to the department. The areas of operation include administration, engineering, waste water treatment plant, field operations and maintenance, and line maintenance. The primary funding source is sewer charges which are part of the monthly City utility bills. Capital projects are funded through voter approved ballot issues. A combination of revenue and special obligation bonds are used to finance the capital projects approved by the voters.

Analysis:

Total expenses without capital projects have increased 72.60%, total expenses have increased 45.46%, constant dollar expenses have increased 46.81% and per capita expenses in constant dollars have increased 19.44%. Significant capital project funding was used in FY 2009 to FY 2014. The largest amounts occurred in FY 2011 and FY 2012 with the construction of the wastewater treatment plant expansion. Sewer rates have been adjusted, as necessary, to pay for the debt costs associated with voter approved ballot issues as well as increases in operating costs. The debt coverage ratio has remained above the 1.10 guideline for all ten years. Ending cash and other resources has been above the cash reserve target from FY 2012 to FY 2015.

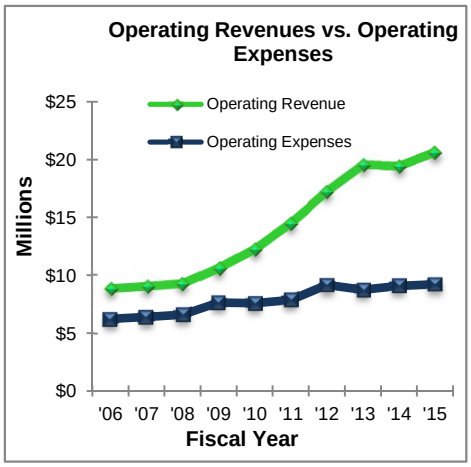
Sanitary Sewer Fund

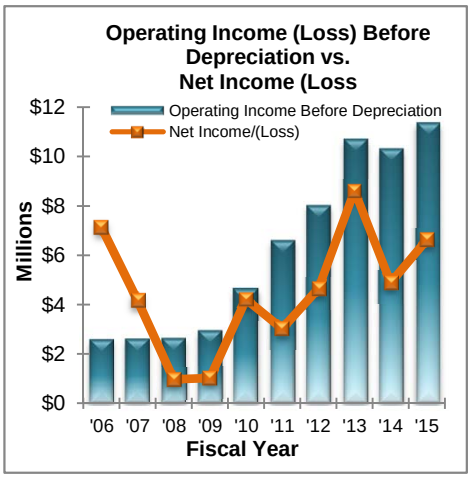
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Sewer Charges	$7,105,977	$7,293,855	$7,862,551	$8,985,051	$10,334,824
M.U. Sewer Charges	$563,449	$590,125	$638,831	$743,167	$853,886
Sharecropping	$3,591	$2,240	$3,460	$2,519	$6,577
BCRSD Wholesale Revenue	$189,150	$219,319	$252,494	$356,845	$444,828
Sewer Connection Fees	$740,668	$737,984	$336,556	$341,017	$417,561
Other Misc. Operating Revenues	$228,896	$180,378	$157,743	$173,206	$171,012
Total Operating Revenues	**$8,831,731**	**$9,023,901**	**$9,251,635**	**$10,601,805**	**$12,228,688**
Operating Expenses:					
Personal Services	$3,088,911	$3,128,554	$3,371,752	$3,610,527	$3,971,309
Materials and Supplies	$623,616	$749,772	$564,284	$616,056	$616,791
Travel and Training	$6,566	$6,450	$5,588	$5,673	$13,321
Intragovernmental	$891,821	$922,872	$1,002,222	$1,126,719	$1,207,322
Utilities, Services and Miscellaneous	$1,610,544	$1,587,987	$1,652,986	$2,278,204	$1,767,960
Total Operating Expenses	**$6,221,458**	**$6,395,635**	**$6,596,832**	**$7,637,179**	**$7,576,703**
Operating Income Before Depreciation	$2,610,273	$2,628,266	$2,654,803	$2,964,626	$4,651,985
Depreciation	($2,580,915)	($2,696,801)	($2,901,725)	($2,992,160)	($3,073,225)
Operating Income (Loss)	**$29,358**	**($68,535)**	**($246,922)**	**($27,534)**	**$1,578,760**
Non-Operating Revenues:					
Investment Revenue	$1,083,624	$1,289,960	$1,081,944	$1,044,175	$1,308,221
Miscellaneous Revenue	$0	$0	$0	$0	$0
Revenue from other govt. units	$265,754	$274,733	$15,914	$205,356	$172,125
Total Non-Operating Revenues	**$1,349,378**	**$1,564,693**	**$1,097,858**	**$1,249,531**	**$1,480,346**
Non-Operating Expenses:					
Interest Expense	$1,143,528	$1,173,189	$1,286,978	$1,247,763	$1,759,110
Bank & Paying Agent Fees	$59,282	$64,713	$61,314	$65,465	$66,155
Loss on Disposal Assets	$87,124	$13,319	$12,801	$8,546	$2,625
Amortization	$32,084	$34,461	$36,179	$36,477	$56,347
Total Non-Operating Expenses	**$1,322,018**	**$1,285,682**	**$1,397,272**	**$1,358,251**	**$1,884,237**
Operating Transfers:					
Operating Transfers From Other Funds	$0	$0	$0	$0	$0
Operating Transfers To Other Funds	($51,552)	($32,633)	($5,419)	($5,611)	($122,365)
Total Operating Transfers	**($51,552)**	**($32,633)**	**($5,419)**	**($5,611)**	**($122,365)**
Net Income (Loss) Before Capital Contribution	$5,166	$177,843	($551,755)	($141,865)	$1,052,504
Capital Contribution	$7,121,802	$3,979,760	$1,529,073	$1,161,889	$3,161,872
Net Income (Loss)	**$7,126,968**	**$4,157,603**	**$977,318**	**$1,020,024**	**$4,214,376**
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	**$7,126,968**	**$4,157,603**	**$977,318**	**$1,020,024**	**$4,214,376**
Beginning Retained Earnings*	$39,604,507	$46,731,475	$50,889,078	$51,866,396	$52,886,420
Ending Retained Earnings	**$46,731,475**	**$50,889,078**	**$51,866,396**	**$52,886,420**	**$57,100,796**
Contributed Capital	$74,649,140	$74,649,140	$74,649,140	$74,649,140	$74,649,140
Ending Fund Equity	**$121,380,615**	**$125,538,218**	**$126,515,536**	**$127,535,560**	**$131,749,936**

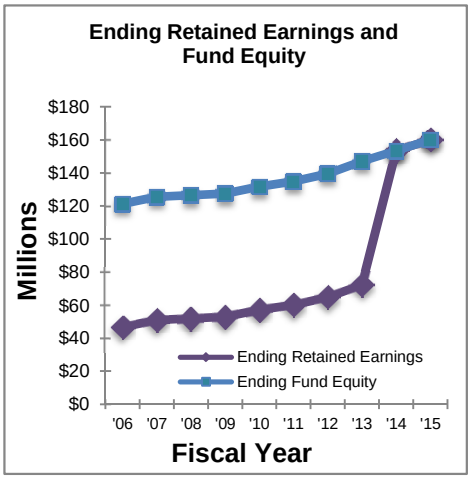
* FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$12,231,613	$14,546,688	$15,882,910	$15,966,163	$17,296,306
$879,131	$1,236,140	$1,387,655	$1,414,095	$1,332,486
$4,482	$6,936	$6,859	$4,372	$10,190
$521,449	$612,667	$711,732	$800,746	$788,024
$658,613	$584,505	$1,299,248	$1,070,284	$1,060,495
$175,027	$186,678	$176,954	$138,858	$110,085
$14,470,315	**$17,173,614**	**$19,465,358**	**$19,394,518**	**$20,597,586**
$4,047,769	$4,269,354	$4,297,452	$4,435,161	$4,661,774
$630,081	$718,133	$712,241	$1,073,279	$1,068,802
$5,505	$15,694	$9,824	$5,111	$7,820
$1,268,244	$1,456,517	$1,429,382	$1,506,702	$1,614,286
$1,898,728	$2,686,257	$2,302,042	$2,049,173	$1,868,960
$7,850,327	**$9,145,955**	**$8,750,941**	**$9,069,426**	**$9,221,642**
$6,619,988	$8,027,659	$10,714,417	$10,325,092	$11,375,944
($3,101,607)	($3,233,811)	($3,394,659)	($4,989,043)	($5,048,510)
$3,518,381	**$4,793,848**	**$7,319,758**	**$5,336,049**	**$6,327,434**
$959,841	$800,366	$207,098	$925,701	$1,300,201
$0	$0	$0	$831,553	$35,578
$141,961	$435,804	$26,148	$0	$0
$1,101,802	**$1,236,170**	**$233,246**	**$1,757,254**	**$1,335,779**
$1,594,062	$1,723,130	$1,697,631	$2,317,366	$2,561,784
$65,769	$69,777	$245,328	$336,496	$608,507
$22,232	$232,392	$7,090	$385,420	$13,938
$55,969	$65,396	$0	$0	$0
$1,738,032	**$2,090,695**	**$1,950,049**	**$3,039,282**	**$3,184,229**
$42	$100,000	$0	$0	$0
($241,094)	($116,555)	($116,693)	($580,268)	($116,937)
($241,052)	**($16,555)**	**($116,693)**	**($580,268)**	**($116,937)**
$2,641,099	$3,922,768	$5,486,262	$3,473,753	$4,362,047
$377,075	$717,299	$3,124,466	$1,415,970	$2,266,627
$3,018,174	**$4,640,067**	**$8,610,728**	**$4,889,723**	**$6,628,674**
$0	$0	$0	$0	$0
$3,018,174	**$4,640,067**	**$8,610,728**	**$4,889,723**	**$6,628,674**
$57,100,796	$60,118,970	$63,746,232	$148,599,327	$153,489,050
$60,118,970	**$64,759,037**	**$72,356,960**	**$153,489,050**	**$160,117,724**
$74,649,140	$74,649,140	$74,649,140	$0	$0
$134,768,110	**$139,408,177**	**$147,006,100**	**$153,489,050**	**$160,117,724**







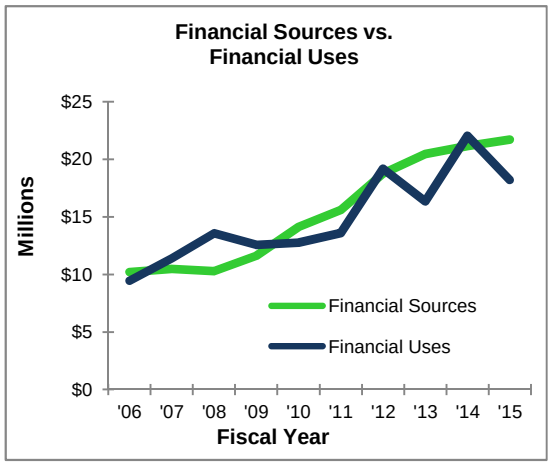
Sanitary Sewer Fund

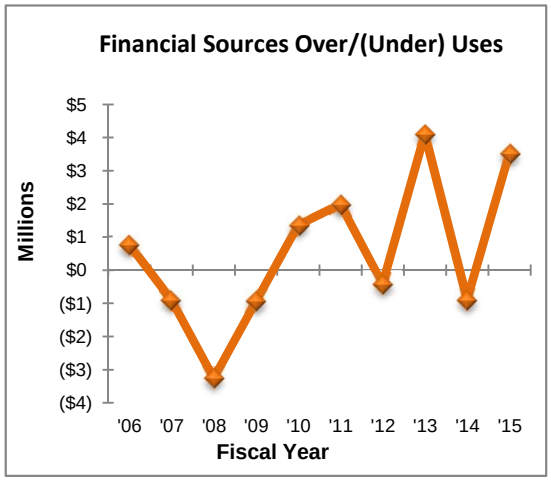
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants					
Interest (w/o GASB 31 adjustment)	$1,109,400	$1,183,445	$1,025,261	$792,224	$1,701,839
Fees and Service Charges	$8,831,731	$9,023,901	$9,251,635	$10,601,805	$12,228,688
Other Local Revenues ++	$265,754	$274,733	$15,914	$205,356	$172,125
	$10,206,885	**$10,482,079**	**$10,292,810**	**$11,599,385**	**$14,102,652**
Other Funding Sources/Transfers^	$0	$0	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$10,206,885**	**$10,482,079**	**$10,292,810**	**$11,599,385**	**$14,102,652**
Financial Uses					
Operating Expenses	$6,221,458	$6,395,635	$6,596,832	$7,637,179	$7,576,703
Operating Transfers to Other Funds	$51,552	$32,633	$5,419	$5,611	$122,365
Interest and Other Non-Oper Cash Exp	$1,202,810	$1,237,902	$1,348,292	$1,313,228	$1,825,265
Principal Payments	$1,280,000	$1,590,000	$1,640,000	$1,765,000	$1,805,000
Capital Additions	$327,757	$187,208	$258,417	$533,109	$88,135
Ent Revenues used for Capital Projects	$352,307	$1,935,000	$3,706,253	$1,290,000	$1,321,500
Total Financial Uses	**$9,435,884**	**$11,378,378**	**$13,555,213**	**$12,544,127**	**$12,738,968**
Financial Sources Over/ (Under) Financial Uses	**$771,001**	**($896,299)**	**($3,262,403)**	**($944,742)**	**$1,363,684**
Cash and cash equivalents	$4,249,874	$4,424,841	$2,043,464	$1,490,774	$2,187,742
Less: GASB 31 Adjustment	($120,515)	($14,000)	$42,682	$294,633	($98,985)
Plus: Inventory	$0	$0	$0	$0	$0
Ending Cash and Other Resources	**$4,370,389**	**$4,438,841**	**$2,000,782**	**$1,196,141**	**$2,286,727**
Total Financial Uses	$9,435,884	$11,378,378	$13,555,213	$12,544,127	$12,738,968
Less: Ent Rev used for current year CIP	($352,307)	($1,935,000)	($3,706,253)	($1,290,000)	($1,321,500)
Operational Expenses	$9,083,577	$9,443,378	$9,848,960	$11,254,127	$11,417,468
20% Guideline for Operational Expenses	$1,816,715	$1,888,676	$1,969,792	$2,250,825	$2,283,494
Add: Ent Rev for next year CIP	$1,935,000	$3,706,253	$1,290,000	$1,321,500	$1,581,500
Cash Reserve Target	**$3,751,715**	**$5,594,929**	**$3,259,792**	**$3,572,325**	**$3,864,994**
Cash Above/(Below) Cash Reserve Target	**$618,674**	**($1,156,088)**	**($1,259,010)**	**($2,376,184)**	**($1,578,267)**

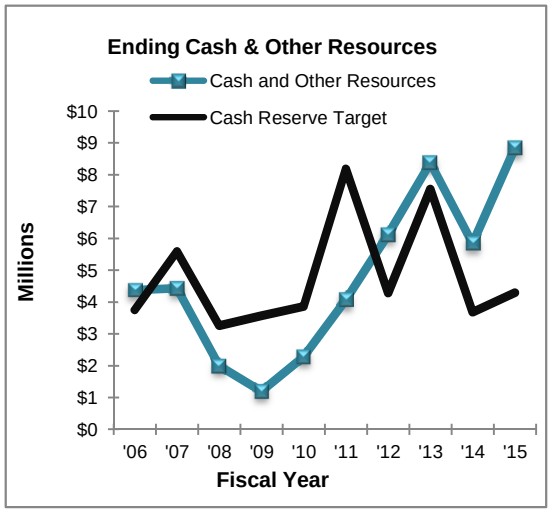
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

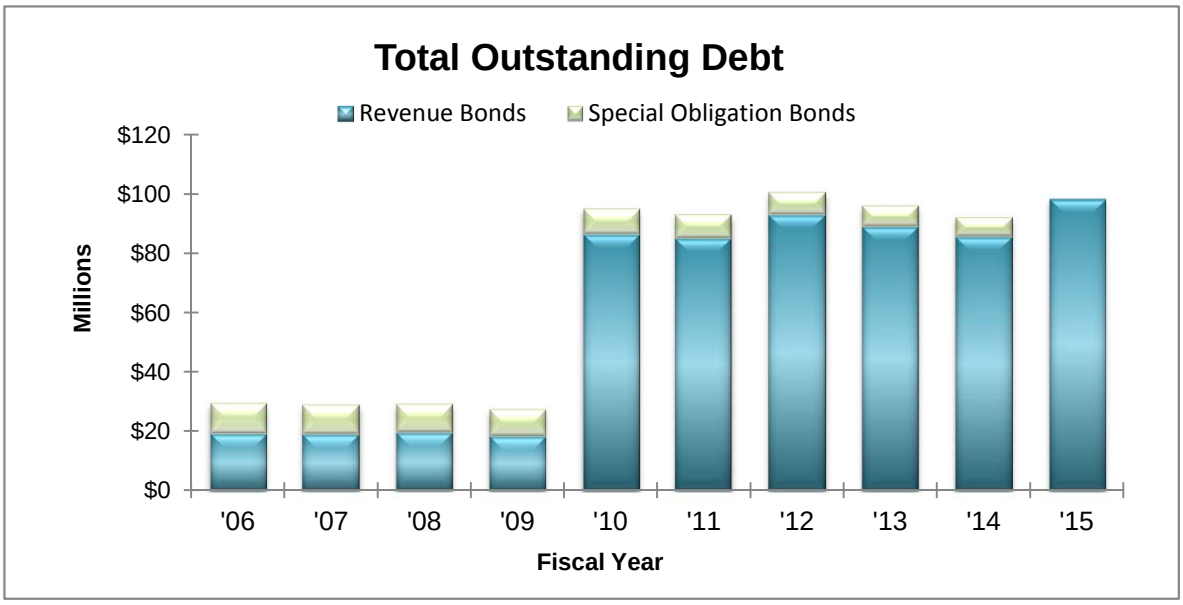
Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$966,376	$1,033,937	$960,524	$902,822	$1,077,361
$14,470,315	$17,173,614	$19,465,358	$19,394,518	$20,597,586
$141,961	$435,804	$26,148	$831,553	$35,578
$15,578,652	**$18,643,355**	**$20,452,030**	**$21,128,893**	**$21,710,525**
$42	$100,000	$0	$0	$0
$15,578,694	**$18,743,355**	**$20,452,030**	**$21,128,893**	**$21,710,525**
$7,850,327	$9,145,955	$8,750,941	$9,069,426	$9,221,642
$241,094	$116,555	$116,693	$580,268	$116,937
$1,659,831	$1,792,907	$1,942,959	$2,653,862	$3,170,291
$1,875,000	$1,915,000	$3,521,500	$4,840,600	$4,931,700
$381,238	$415,390	$413,908	$279,810	$558,575
$1,581,500	$5,780,000	$1,603,000	$4,601,138	$194,794
$13,588,990	**$19,165,807**	**$16,349,001**	**$22,025,104**	**$18,193,939**
$1,989,704	**($422,452)**	**$4,103,029**	**($896,211)**	**$3,516,586**
$3,963,011	$5,788,837	$7,279,170	$4,770,571	$7,984,554
($105,520)	($339,091)	($1,092,516)	($1,069,637)	($846,797)
$0	$0	$0	$0	$3,717
$4,068,531	**$6,127,928**	**$8,371,686**	**$5,840,208**	**$8,835,068**
$13,588,990	$19,165,807	$16,349,001	$22,025,104	$18,193,939
($1,581,500)	($5,780,000)	($1,603,000)	($4,601,138)	($194,794)
$12,007,490	$13,385,807	$14,746,001	$17,423,966	$17,999,145
$2,401,498	$2,677,161	$2,949,200	$3,484,793	$3,599,829
$5,780,000	$1,603,000	$4,601,138	$194,794	$689,970
$8,181,498	**$4,280,161**	**$7,550,338**	**$3,679,587**	**$4,289,799**
($4,112,967)	**$1,847,767**	**$821,348**	**$2,160,621**	**$4,545,269**

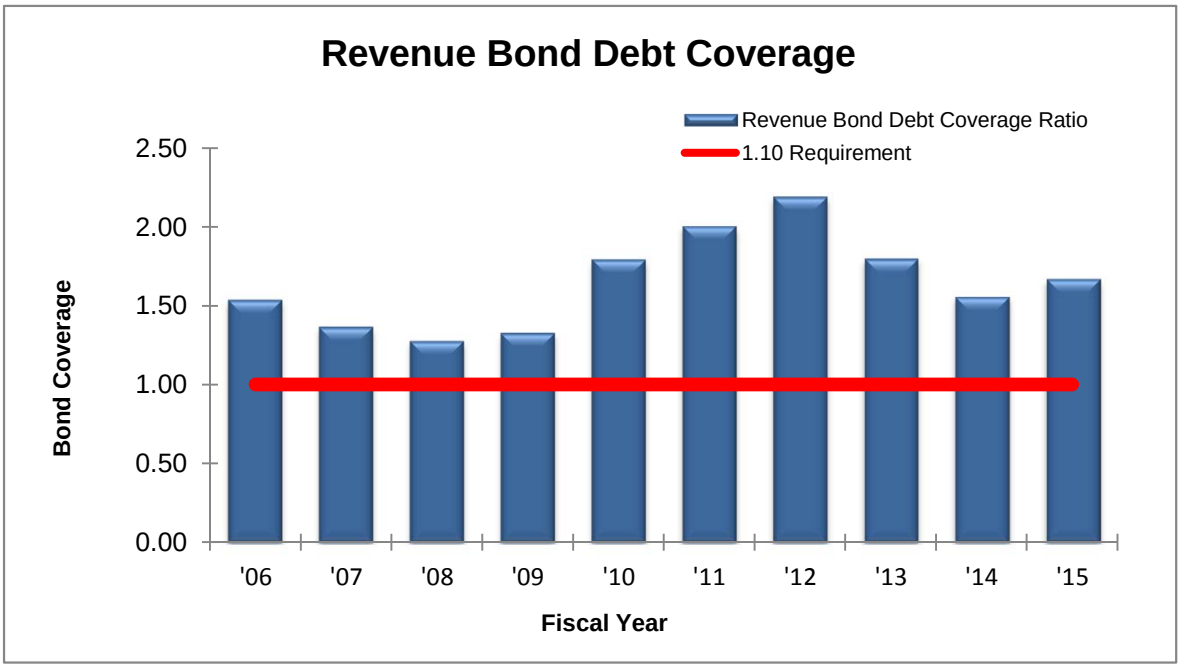






Sewer Fund - Debt

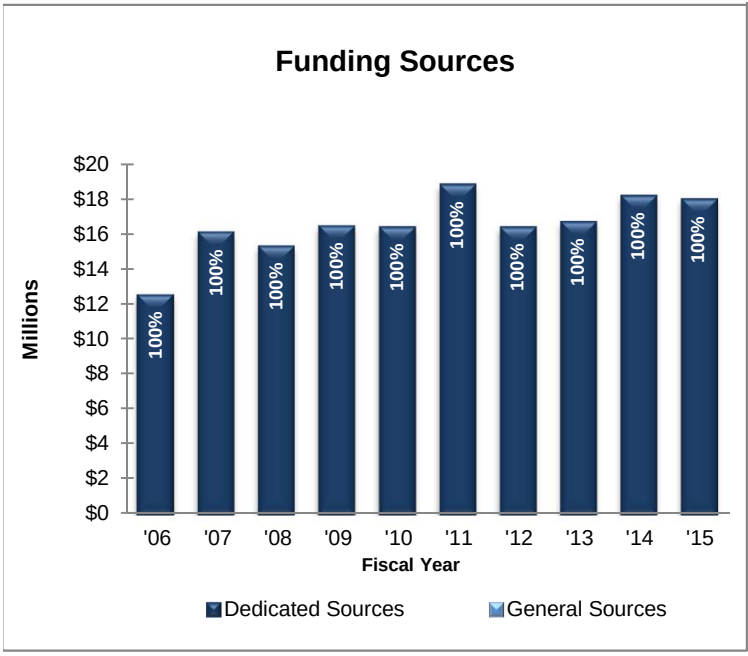


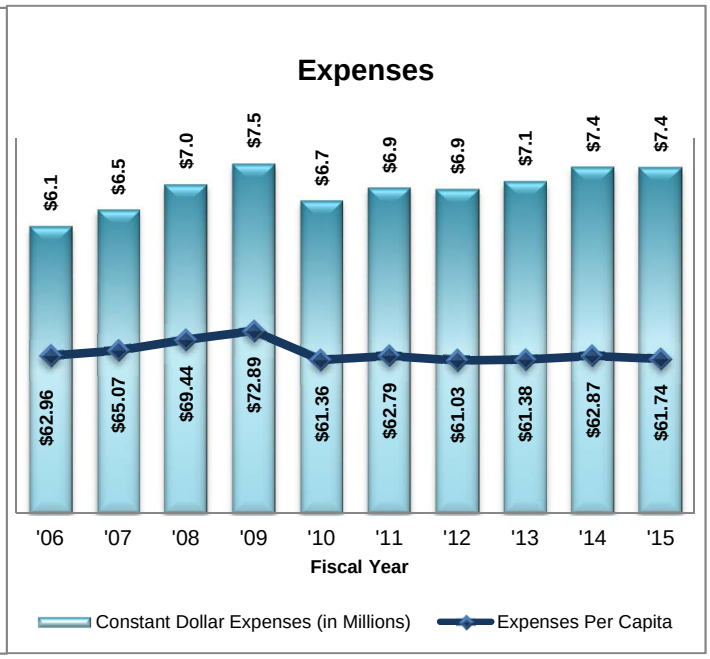


Fiscal Year	Outstanding Revenue Bonds Balance	Outstanding Special Obligation Bonds Balance	Total Outstanding Debt	Net Revenue *	Total Revenue Bond Debt Payment	Revenue Bond Coverage
'06	$19,030,000	$10,645,000	$29,675,000	**3,693,897**	**2,406,455**	1.53
'07	$18,740,000	$10,260,000	$29,000,000	**3,918,226**	**2,871,897**	1.36
'08	$19,295,000	$9,865,000	$29,160,000	**3,736,747**	**2,930,111**	1.28
'09	$17,945,000	$9,450,000	$27,395,000	**4,008,801**	**3,021,537**	1.33
'10	$86,310,000	$9,020,000	$95,330,000	**5,960,206**	**3,325,655**	1.79
'11	$84,890,000	$8,565,000	$93,455,000	**7,579,829**	**3,786,364**	2.00
'12	$92,810,000	$8,035,000	$100,845,000	**8,828,025**	**4,036,660**	2.19
'13	$88,748,020	$7,530,000	$96,278,020	**10,921,515**	**6,083,775**	1.80
'14	$85,542,900	$7,010,000	$92,552,900	**11,250,793**	**7,235,708**	1.55
'15	$98,073,000	$6,475,000	$104,548,000	**12,676,145**	**7,597,851**	1.67

* Net Revenue is equal to Operating Revenues plus Interest Revenue less Operating Expenses

Utility Departments - Solid Waste Utility Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Chane Over Previous Year
2006	$12,338,503	$161,106	$12,499,609	201.60	$6,120,289	97,202	$62.96	(8.35%)
2007	$13,409,429	$2,688,540	$16,097,969	207.30	$6,468,610	99,405	$65.07	3.35%
2008	$15,097,548	$193,978	$15,291,526	215.30	$7,012,233	100,976	$69.44	6.72%
2009	$16,000,010	$450,728	$16,450,738	214.54	$7,457,926	102,324	$72.89	4.97%
2010	$14,516,883	$1,859,833	$16,376,716	218.06	$6,657,410	108,500	$61.36	(15.82%)
2011	$15,598,332	$3,220,477	$18,818,809	224.94	$6,934,472	110,438	$62.79	2.33%
2012	$15,865,568	$520,496	$16,386,064	229.59	$6,910,392	113,230	$61.03	(2.80%)
2013	$16,483,626	$215,816	$16,699,442	232.96	$7,075,732	115,276	$61.38	0.57%
2014	$17,468,509	$715,635	$18,184,144	236.74	$7,378,774	117,364	$62.87	2.43%
2015	**$17,484,400**	**$490,112**	**$17,974,512**	**237.02**	**$7,376,761**	**119,476**	**$61.74**	**(1.80%)**
10 Yr % Chg	*41.71%*	*204.22%*	*43.80%*	*17.57%*	*20.53%*	*22.92%*	*(1.94%)*	

Description:

The Solid Waste Fund is an enterprise fund which renders services to the general public on a user-charged basis. The revenues received are dedicated to the department and cannot be used to fund General Fund operations. The areas of operation include administration, commercial, residential, landfill, university and recycling. Capital projects are funded primarily through revenues generated by user charges.

Analysis:

For the ten year period, total expenses have increased 43.80%, while constant dollar expenses have increased 20.53% and per capita expenses in constant dollars have decreased 1.94%. Capital project funding has varied from year to year with larger amounts occurring in FY 2007, FY 2010, and FY 2011. Amounts for FY 2007 and 2011 represent the construction of landfill cells 4 and 5. The utility must balance the use of revenues between meeting operating, capital project, and fleet replacement needs. Residential rate increase occurred in FY 2004 to implement the recycling program, and other increases occurred in FY 2007, FY 2008, and FY 2011 to address rising operational cost increases, capital, and fleet replacement needs. Commercial rates were increased in FY 2009 , FY 2010, and FY 2016 to better recover the costs of providing those services. During this ten year period, a significant operational cost increase has been in the area of fuel. The City is in the process of converting much of the operation's fleet to compressed natural gas. While the initial cost of such vehicles is higher, the cost per gallon is usually less and there are lower maintenance costs over the life of the vehicle. This process will take many years to complete. Our rates remain competitive. Net income and ending fund equity have been strong for the period. Ending cash and other resources have been above the cash reserve target since FY 2011; however, significant capital project needs in the next five years will deplete the cash in this operation. A cost of service study has been conducted and management is looking for lower costs options of collection to continue the financial viability of this operation into the future.

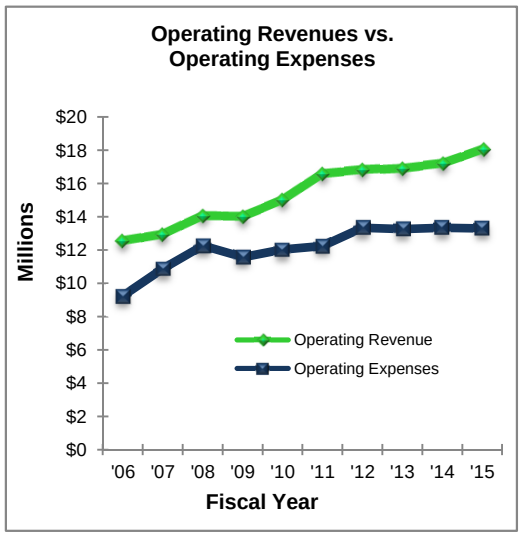
Solid Waste Utility Fund

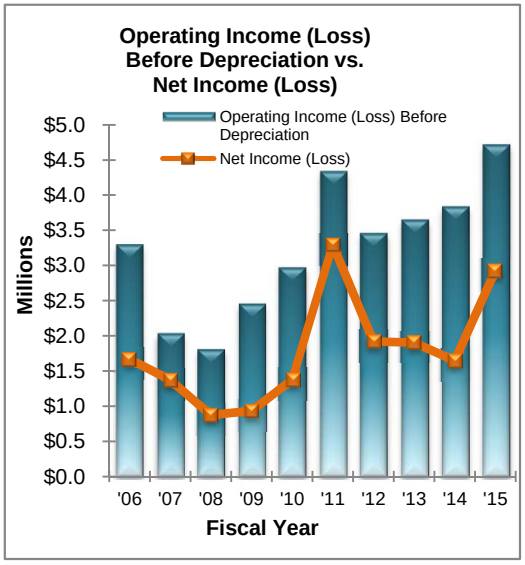
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Commercial Charges	$1,899,322	$1,924,981	$1,964,440	$2,591,909	$2,818,165
Residential Charges	$5,252,631	$6,278,011	$7,231,408	$7,479,681	$7,510,391
Roll-Off Service Charges	$1,392,837	$1,401,766	$1,341,094	$1,279,006	$1,323,361
Landfill Fees	$2,917,768	$2,268,586	$2,264,198	$1,854,569	$2,004,019
Larvaciding Fees	$0	$0	$0	$0	$0
University Fees	$340,521	$367,115	$371,434	$408,615	$454,795
Recycling	$614,919	$568,533	$780,139	$385,700	$788,294
Other Misc. Operating Revenues	$124,373	$111,168	$117,418	$23,393	$100,365
Total Operating Revenues	$12,542,371	$12,920,160	$14,070,131	$14,022,873	$14,999,390
Operating Expenses:					
Personal Services	$4,443,090	$4,545,160	$4,898,953	$5,055,126	$5,118,640
Materials and Supplies	$3,397,600	$3,539,303	$3,853,432	$3,260,574	$3,636,512
Travel and Training	$12,061	$10,816	$11,255	$14,740	$18,165
Intragovernmental	$1,035,774	$1,142,210	$1,315,003	$1,510,940	$1,563,944
Utilities, Services and Miscellaneous	$351,325	$1,639,355	$2,177,494	$1,717,915	$1,685,869
Total Operating Expenses	$9,239,850	$10,876,844	$12,256,137	$11,559,295	$12,023,130
Operating Income (Loss) Before Depreciation	$3,302,521	$2,043,316	$1,813,994	$2,463,578	$2,976,260
Depreciation	($1,738,054)	($1,170,783)	($1,337,885)	($1,554,389)	($1,732,158)
Operating Income (Loss)	$1,564,467	$872,533	$476,109	$909,189	$1,244,102
Non-Operating Revenues:					
Investment Revenue	$403,735	$545,535	$440,787	$421,142	$379,732
Revenue from Other Gov. Units	$136,365	$249,233	$180,990	$143,772	$139,682
Miscellaneous Revenue	$47,275	$91,662	$149,549	$71,615	$63,994
Total Non-Operating Revenues	$587,375	$886,430	$771,326	$636,529	$583,408
Non-Operating Expenses:					
Interest Expense	$372,296	$332,877	$320,203	$320,839	$297,794
Bank & Paying Agent Fees	$412	$332	$261	$261	$394
Loss on Disposal of Fixed Assets	$46,449	$20,265	$47,690	$260,557	$112,506
Amortization	$9,009	$9,284	$9,284	$9,284	$9,284
Total Non-Operating Expenses	$428,166	$362,758	$377,438	$590,941	$419,978
Operating Transfers:					
Operating Transfer From Other Funds	$0	$0	$27,461	$0	$0
Operating Transfers To Other Funds	($59,274)	($24,229)	($21,673)	($22,444)	($34,343)
Total Operating Transfers	($59,274)	($24,229)	$5,788	($22,444)	($34,343)
Net Income (Loss) Before Capital Contribution	$1,664,402	$1,371,976	$875,785	$932,333	$1,373,189
Capital Contributions	$0	$0			
Amortization of Contributions	$0	$0	$0	$0	$0
Net Income (Loss) Transferred To Retained Earnings	$1,664,402	$1,371,976	$875,785	$932,333	$1,373,189
Beginning Retained Earnings*	$6,682,338	$8,346,740	$9,718,716	$10,594,501	$11,526,834
Ending Retained Earnings	**$8,346,740**	**$9,718,716**	**$10,594,501**	**$11,526,834**	**$12,900,023**
Contributed Capital	$2,594	$2,594	$2,594	$2,594	$2,594
Ending Fund Equity	**$8,349,334**	**$9,721,310**	**$10,597,095**	**$11,529,428**	**$12,902,617**

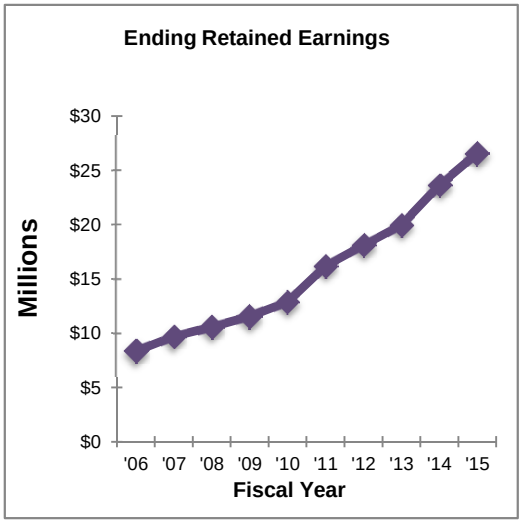
* FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$2,852,573	$2,830,371	$2,855,816	$3,040,896	$3,066,490
$8,192,574	$8,234,003	$8,412,648	$8,533,326	$8,585,952
$1,421,878	$1,615,960	$1,497,833	$1,358,314	$1,452,543
$2,112,347	$2,401,091	$2,627,122	$2,791,298	$3,036,079
$0	$0	$0	$0	$0
$467,455	$459,789	$466,975	$467,650	$504,636
$1,393,217	$1,109,800	$982,099	$920,897	$1,277,927
$142,191	$137,797	$70,569	$59,627	$98,618
$16,582,235	$16,788,811	$16,913,062	$17,172,008	$18,022,245
$5,189,434	$5,279,743	$5,447,918	$5,392,825	$5,633,749
$3,664,555	$3,972,604	$4,017,754	$4,182,887	$3,795,734
$7,508	$10,694	$5,904	$6,193	$5,966
$1,707,480	$1,964,554	$1,908,105	$2,032,656	$2,072,096
$1,673,207	$2,100,531	$1,878,667	$1,715,767	$1,794,790
$12,242,184	$13,328,126	$13,258,348	$13,330,328	$13,302,335
$4,340,051	$3,460,685	$3,654,714	$3,841,680	$4,719,910
($1,594,182)	($1,564,768)	($1,450,307)	($1,823,319)	($1,858,164)
$2,745,869	$1,895,917	$2,204,407	$2,018,361	$2,861,746
$256,151	$126,452	($167,562)	$203,499	$355,053
$179,684	$139,645	$105,366	$122,406	$87,752
$146,209	$53,905	$197,970	$70,094	$216,045
$582,044	$320,002	$135,774	$395,999	$658,850
$307,298	$255,571	$186,490	$161,240	$132,654
$310	$408	$270	$286	$266
$78,089	$19,935	$234,608	$14,925	$337,208
$9,300	$8,924	$0	$0	$0
$394,997	$284,838	$421,368	$176,451	$470,128
$0	$0	$0	$0	$0
($11,101)	($11,101)	($15,415)	($587,908)	($122,346)
($11,101)	($11,101)	($15,415)	($587,908)	($122,346)
$2,921,815	$1,919,980	$1,903,398	$1,650,001	$2,928,122
$371,275	$0	$0	$0	$0
$0	$0	$0	$0	$0
$3,293,090	$1,919,980	$1,903,398	$1,650,001	$2,928,122
$12,900,023	$16,193,113	$18,049,800 *	$21,989,882	$23,639,883
$16,193,113	**$18,113,093**	**$19,953,198**	**$23,639,883**	**$26,568,005**
$2,594	$2,594	$2,594	$0	$0
$16,195,707	**$18,115,687**	**$19,955,792**	**$23,639,883**	**$26,568,005**







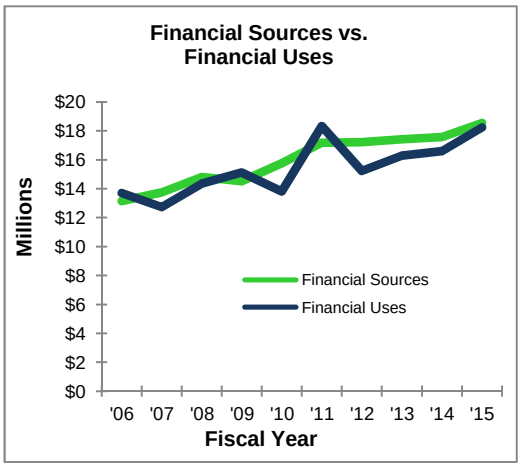
Solid Waste Utility Fund

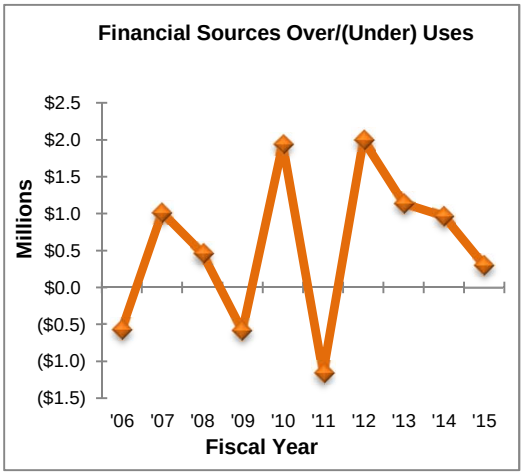
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$136,365	$249,233	$180,990	$143,772	$139,682
Interest (w/o GASB 31 adjustment)	$418,605	$483,266	$388,528	$292,851	$550,402
Fees and Service Charges	$12,542,371	$12,920,160	$14,070,131	$14,022,873	$14,999,390
Other Local Revenues ++	$47,275	$91,662	$149,549	$71,615	$63,994
	$13,144,616	**$13,744,321**	**$14,789,198**	**$14,531,111**	**$15,753,468**
Other Funding Sources/Transfers^	$0	$0	$27,461	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$13,144,616**	**$13,744,321**	**$14,816,659**	**$14,531,111**	**$15,753,468**
Financial Uses					
Operating Expenses	$9,239,850	$10,876,844	$12,256,137	$11,559,295	$12,023,130
Operating Transfers to Other Funds	$59,274	$24,229	$21,673	$22,444	$34,343
Interest and Other Non-Oper Cash Exp	$372,708	$333,209	$320,464	$321,100	$298,188
Principal Payments	$420,000	$519,099	$529,098	$540,000	$560,000
Capital Additions	$873,159	$974,815	$1,104,415	$2,272,941	$307,274
Enterprise Revenues used for Capital Projects	$2,745,000	$0	$120,000	$405,000	$589,000
Total Financial Uses	**$13,709,991**	**$12,728,196**	**$14,351,787**	**$15,120,780**	**$13,811,935**
Financial Sources Over/ (Under) Financial Uses	**($565,375)**	**$1,016,125**	**$464,872**	**($589,669)**	**$1,941,533**
Cash and cash equivalents	$3,030,191	$3,472,574	$4,568,970	$3,804,085	$6,011,938
Less: GASB 31 Adjustment	($76,161)	($13,892)	$38,367	$166,659	($4,012)
Plus: Inventory	$172,694	$267,137	$100,472	$246,545	$76,822
Ending Cash and Other Resources	**$3,279,046**	**$3,753,603**	**$4,631,075**	**$3,883,971**	**$6,092,772**
Total Financial Uses	$13,709,991	$12,728,196	$14,351,787	$15,120,780	$13,811,935
Less: Ent Rev used for current year CIP	($2,745,000)	$0	($120,000)	($405,000)	($589,000)
Operational Expenses	$10,964,991	$12,728,196	$14,231,787	$14,715,780	$13,222,935
20% Guideline for Operational Expenses	$2,192,998	$2,545,639	$2,846,357	$2,943,156	$2,644,587
Add: Ent Rev for next year CIP	$0	$120,000	$405,000	$589,000	$3,830,000
Cash Reserve Target	**$2,192,998**	**$2,665,639**	**$3,251,357**	**$3,532,156**	**$6,474,587**
Cash Above/(Below) Cash Reserve Target	**$1,086,048**	**$1,087,964**	**$1,379,718**	**$351,815**	**($381,815)**

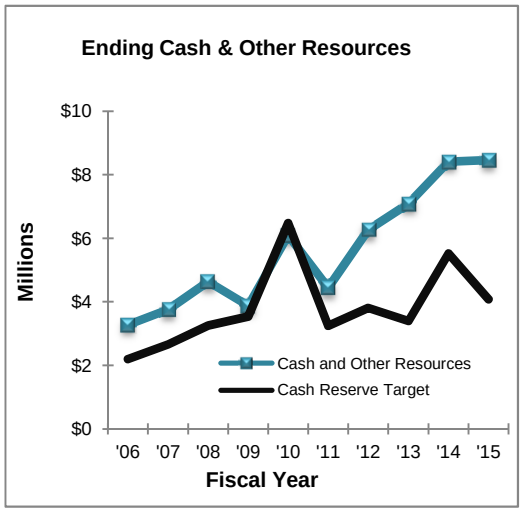
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

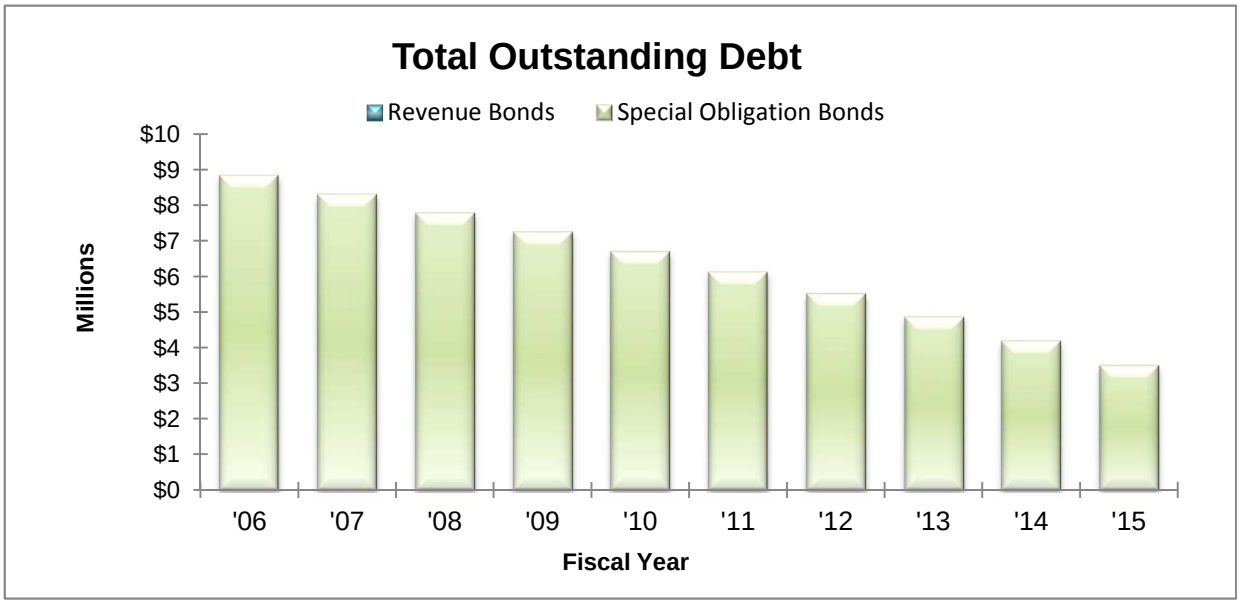
Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$179,684	$139,645	$105,366	$122,406	$87,752
$260,232	$250,257	$206,997	$209,310	$223,028
$16,582,235	$16,788,811	$16,913,062	$17,172,008	$18,022,245
$146,209	$53,905	$197,970	$70,094	$216,045
$17,168,360	**$17,232,618**	**$17,423,395**	**$17,573,818**	**$18,549,070**
$0	$0	$0	$0	$0
$17,168,360	**$17,232,618**	**$17,423,395**	**$17,573,818**	**$18,549,070**
$12,242,184	$13,328,126	$13,258,348	$13,330,328	$13,302,335
$11,101	$11,101	$15,415	$587,908	$122,346
$307,608	$255,979	$186,760	$161,526	$132,920
$580,000	$615,000	$655,000	$680,000	$700,000
$1,355,868	$676,735	$1,338,188	$1,550,503	$1,731,427
$3,830,000	$350,000	$833,123	$300,000	$2,258,584
$18,326,761	**$15,236,941**	**$16,286,834**	**$16,610,265**	**$18,247,612**
($1,158,401)	**$1,995,677**	**$1,136,561**	**$963,553**	**$301,458**
$4,304,245	$6,035,284	$6,468,800	$7,703,540	$7,932,915
($8,093)	($131,898)	($506,458)	($512,269)	($380,243)
$135,515	$96,997	$120,032	$198,045	$149,559
$4,447,853	**$6,264,179**	**$7,095,290**	**$8,413,854**	**$8,462,717**
$18,326,761	$15,236,941	$16,286,834	$16,610,265	$18,247,612
($3,830,000)	($350,000)	($833,123)	($300,000)	($2,258,584)
$14,496,761	$14,886,941	$15,453,711	$16,310,265	$15,989,028
$2,899,352	$2,977,388	$3,090,742	$3,262,053	$3,197,806
$350,000	$833,123	$300,000	$2,258,584	$880,000
$3,249,352	**$3,810,511**	**$3,390,742**	**$5,520,637**	**$4,077,806**
$1,198,501	**$2,453,668**	**$3,704,548**	**$2,893,217**	**$4,384,911**







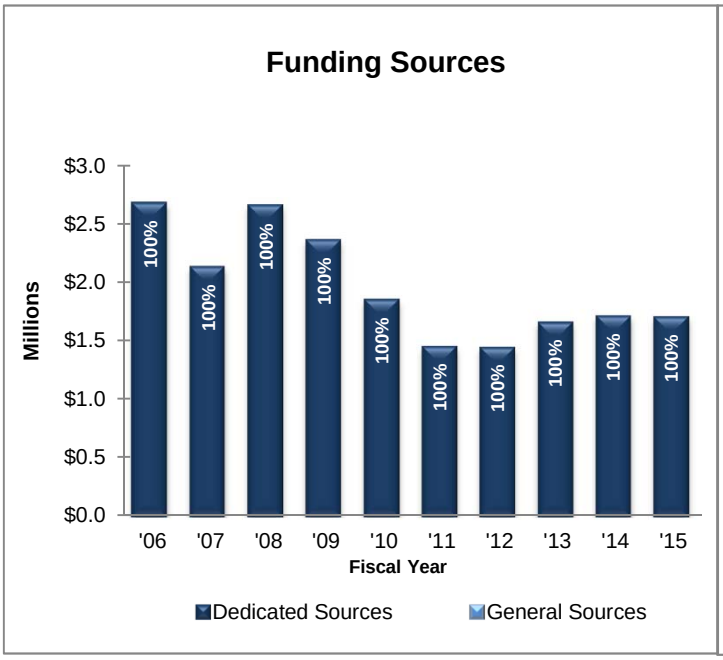
Solid Waste Fund - Debt

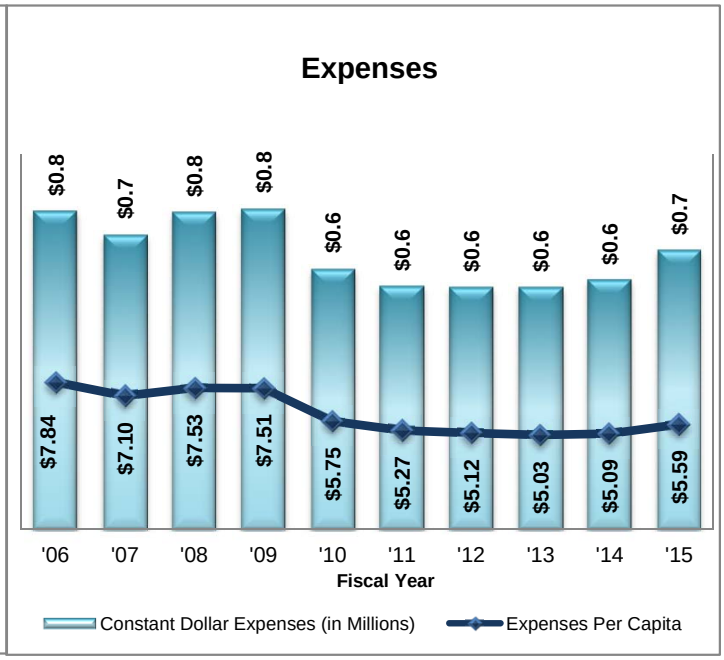


Fiscal Year	Outstanding Debt *
'06	$8,825,000
'07	$8,310,000
'08	$7,785,000
'09	$7,245,000
'10	$6,685,000
'11	$6,105,000
'12	$5,510,000
'13	$4,855,000
'14	$4,175,000
'15	$3,475,000

* There are no outstanding revenue bonds for the Solid Waste Utility Fund.

Utility Departments - Storm Water Fund





Source: Financial Management Information Supplement
Expenses do NOT include Encumbrances

Fiscal Year	Expenses without Capital Projects	Capital Projects	Total Expenses/ Dedicated Sources	Consumer Price Index	Constant Dollar Expenses	Population	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Change Over Previous Year
2006	$1,536,851	$1,133,769	$2,670,620	201.60	$762,327	97,202	$7.84	(2.34%)
2007	$1,463,000	$661,820	$2,124,820	207.30	$705,740	99,405	$7.10	(9.44%)
2008	$1,637,256	$1,013,613	$2,650,869	215.30	$760,443	100,976	$7.53	6.06%
2009	$1,649,311	$703,997	$2,353,308	214.54	$768,777	102,324	$7.51	(0.27%)
2010	$1,360,456	$482,731	$1,843,187	218.06	$623,902	108,500	$5.75	(23.44%)
2011	$1,309,688	$133,163	$1,442,851	224.94	$582,241	110,438	$5.27	(8.35%)
2012	$1,331,933	$103,164	$1,435,097	229.59	$580,135	113,230	$5.12	(2.85%)
2013	$1,350,432	$298,363	$1,648,795	232.96	$579,684	115,276	$5.03	(1.76%)
2014	$1,414,493	$288,871	$1,703,364	236.74	$597,488	117,364	$5.09	1.19%
2015	**$1,584,078**	**$110,729**	**$1,694,807**	**237.02**	**$668,331**	**119,476**	**$5.59**	**9.82%**
10 Yr % Chg	*3.07%*	*(90.23%)*	*(36.54%)*	*17.57%*	*(12.33%)*	*22.92%*	*(28.70%)*	

Description:
The Storm Water Fund is an enterprise fund department which renders services to the general public on a user-charged basis. The revenues received are dedicated to the department. Areas of operation include administration, engineering, education and field operations. The primary operating revenue comes from utility charges collected as part of the monthly City utility bill.

Analysis:
For the ten year period, total expenses without capital projects increased 3.07%, constant dollar expenses decreased 12.33%, and per capita expenses decreased 28.7%. The Storm Water Utility operates through funding originally approved by voters in April of 1993 with an increase approved by voters in April, 2015. Funding sources include development charges on new construction and Storm Water Utility charges on existing improved properties. While the number of storm water projects identified has continued to increase, the utility did not have a funding mechanism in place to meet the need prior to the April, 2015 ballot. Ending cash and other resources has remained above the cash reserve target from FY 2009 to FY 2015. However, the reason for this is because we have had to build up cash over time to accumulate enough to be used on a big project. The cash reserve target focuses on operating needs and thus does not measure the cash needed to fund the capital projects that have been identified. The ballot issue approved by voters in April, 2015 will provide a future funding mechanism to pay for the infrastructure needs of this utility. It will still take many years to address the backlog of capital projects and the amount generated still falls below the actual amount needed.

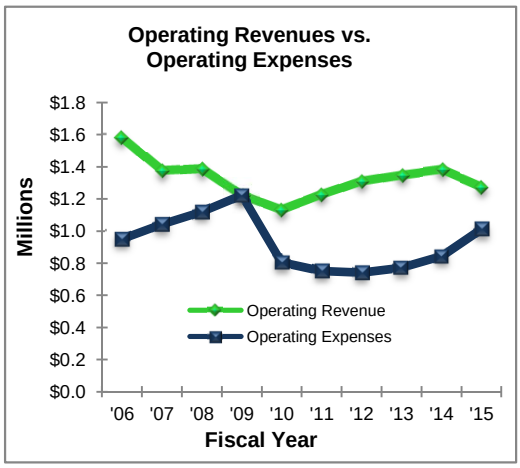
Storm Water Fund

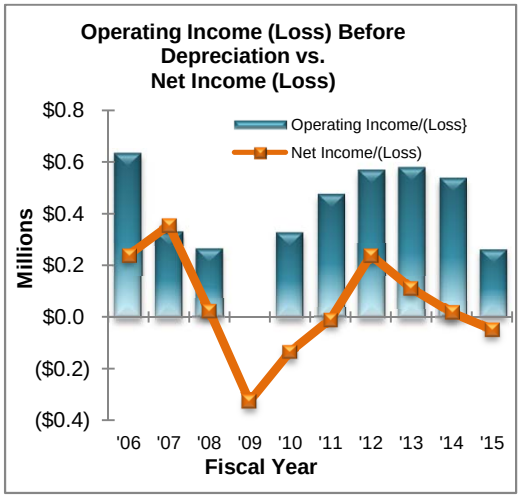
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Operating Revenues:					
Utility Charges	$1,582,718	$1,374,743	$1,385,779	$1,223,104	$1,133,294
Total Operating Revenues	$1,582,718	$1,374,743	$1,385,779	$1,223,104	$1,133,294
Operating Expenses:					
Personal Services	$640,134	$713,039	$722,666	$708,906	$353,877
Materials and Supplies	$82,542	$96,517	$90,760	$104,689	$134,785
Travel and Training	$2,171	$1,577	$162	$1,340	$179
Intragovernmental	$141,660	$180,368	$208,416	$245,945	$206,437
Utilities, Services and Miscellaneous	$83,103	$50,844	$96,847	$162,255	$109,126
Total Operating Expenses	$949,610	$1,042,345	$1,118,851	$1,223,135	$804,404
Operating Income (Loss) Before Depreciation	$633,108	$332,398	$266,928	($31)	$328,890
Depreciation	($348,398)	($391,515)	($417,367)	($426,176)	($482,032)
Operating Income (Loss)	$284,710	($59,117)	($150,439)	($426,207)	($153,142)
Non-Operating Revenues:					
Revenue from Other Gov. Units	$33,801	$149,384	$35,859	$0	$0
Investment Revenue	$130,602	$143,403	$110,695	$71,223	$57,936
Miscellaneous Revenue	$28,853	$15,173	$11,299	$3,668	$4,994
Total Non-Operating Revenues	$193,256	$307,960	$157,853	$74,891	$62,930
Non-Operating Expenses:					
Interest Expense	$0	$0	$0	$0	$0
Bank & Paying Agent Fees	$0	$0	$0	$0	$0
Loss on Disposal of Fixed Assets	$17,556	$0	$3,280	$0	$0
Amortization	$0	$0	$0	$0	$0
Total Non-Operating Expenses	$17,556	$0	$3,280	$0	$0
Operating Transfers:					
Operating Transfer From Other Funds	$0	$81,250	$0	$0	$0
Operating Transfers To Other Funds	($221,287)	$0	$0	$0	($61,053)
Total Operating Transfers	($221,287)	$81,250	$0	$0	($61,053)
Net Income (Loss) Before Capital Contribution	$239,123	$330,093	$4,134	($351,316)	($151,265)
Capital Contributions	$0	$24,440	$20,520	$23,163	$16,311
Net Income (Loss) Transferred To Retained Earnings	**$239,123**	**$354,533**	**$24,654**	**($328,153)**	**($134,954)**
Beginning Retained Earnings*	$8,364,934	$8,604,057	$8,958,590	$8,983,244	$8,655,091
Ending Retained Earnings	**$8,604,057**	**$8,958,590**	**$8,983,244**	**$8,655,091**	**$8,520,137**
Contributed Capital	$1,357,146	$1,357,146	$1,357,146	$1,357,146	$1,357,146
Ending Fund Equity	**$9,961,203**	**$10,315,736**	**$10,340,390**	**$10,012,237**	**$9,877,283**

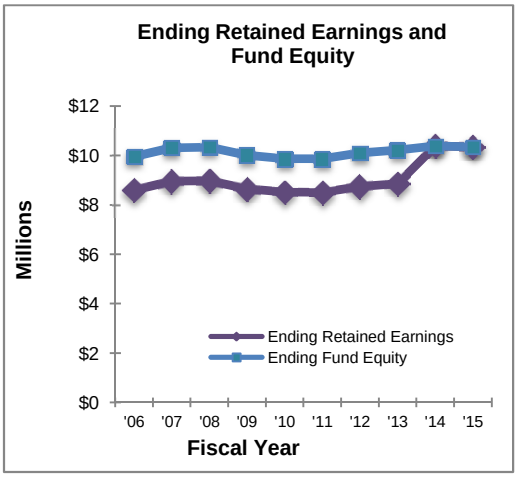
* FY 2014 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions

Net Income Statement

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$1,227,591	$1,310,722	$1,349,435	$1,380,594	$1,273,489
$1,227,591	$1,310,722	$1,349,435	$1,380,594	$1,273,489
$356,534	$342,571	$353,153	$344,250	$461,159
$104,670	$180,283	$140,585	$129,321	$167,723
$1,193	$4,799	$2,118	$4,395	$1,671
$164,306	$155,412	$173,753	$204,049	$195,904
$124,863	$58,993	$100,531	$160,911	$184,668
$751,566	$742,058	$770,140	$842,926	$1,011,125
$476,025	$568,664	$579,295	$537,668	$262,364
($497,069)	($507,878)	($501,547)	($501,248)	($511,900)
($21,044)	$60,786	$77,748	$36,420	($249,536)
$0	$61,082	$129,011	$3,381	$43,271
$36,605	$24,420	($35,215)	$46,502	$79,525
$17,225	$6,247	$989	$1,111	$23,319
$53,830	$91,749	$94,785	$50,994	$146,115
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$2,800	$692	$0	$0
$0	$0	$0	$0	$0
$0	$2,800	$692	$0	$0
$18,620	$150,000	$0	$0	$39,000
($61,053)	($61,053)	($61,053)	($70,319)	($61,053)
($42,433)	$88,947	($61,053)	($70,319)	($22,053)
($9,647)	$238,682	$110,788	$17,095	($125,474)
$0	$0	$0	$0	$76,520
($9,647)	**$238,682**	**$110,788**	**$17,095**	**($48,954)**
$8,520,137	$8,510,490	$8,749,172	$10,378,775	$10,395,870
$8,510,490	**$8,749,172**	**$8,859,960**	**$10,395,870**	**$10,346,916**
$1,357,146	$1,357,146	$1,357,146	$0	$0
$9,867,636	**$10,106,318**	**$10,217,106**	**$10,395,870**	**$10,346,916**







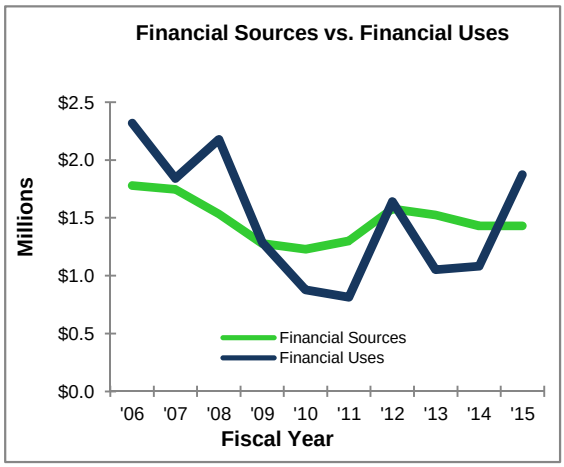
Storm Water Fund

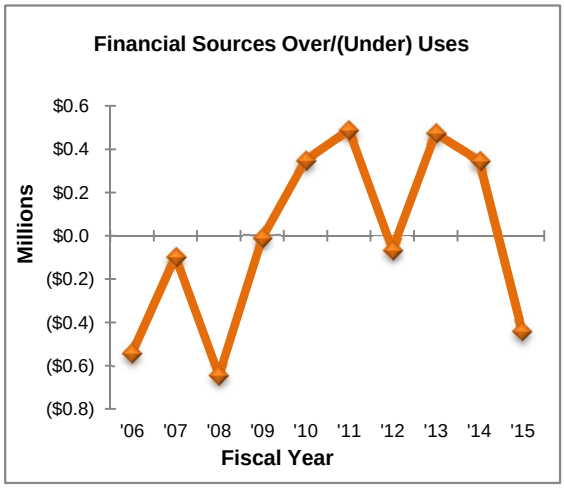
	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	$33,801	$149,384	$35,859	$0	$0
Interest (w/o GASB 31 adjustment)	$133,716	$124,148	$100,021	$50,516	$90,403
Fees and Service Charges	$1,582,718	$1,374,743	$1,385,779	$1,223,104	$1,133,294
Other Local Revenues ++	$28,853	$15,173	$11,299	$3,668	$4,994
	$1,779,088	**$1,663,448**	**$1,532,958**	**$1,277,288**	**$1,228,691**
Other Funding Sources/Transfers^	$0	$81,250	$0	$0	$0
Total Financial Sources: Less Appropriated Fund Balance	**$1,779,088**	**$1,744,698**	**$1,532,958**	**$1,277,288**	**$1,228,691**
Financial Uses					
Operating Expenses	$949,610	$1,042,345	$1,118,851	$1,223,135	$804,404
Operating Transfers to Other Funds	$221,287	$0	$0	$0	$61,053
Interest and Other Non-Oper Cash Exp	$0	$0	$0	$0	$0
Principal Payments	$0	$0	$0	$0	$0
Capital Additions	$0	$29,140	$97,758	$0	$12,967
Enterprise Revs used for Capital Projects	$1,148,120	$768,000	$962,000	$65,000	$0
Total Financial Uses	**$2,319,017**	**$1,839,485**	**$2,178,609**	**$1,288,135**	**$878,424**
Financial Sources Over/ (Under) Financial Uses	**($539,929)**	**($94,787)**	**($645,651)**	**($10,847)**	**$350,267**
Cash and cash equivalents	$921,687	$658,402	$350,013	$527,880	$835,682
Less: GASB 31 Adjustment	($22,017)	($2,763)	$7,911	$28,618	($3,849)
Plus: Inventory	$0	$0	$0	$0	$0
Ending Cash and Other Resources	**$943,704**	**$661,165**	**$342,102**	**$499,262**	**$839,531**
Total Financial Uses	$2,319,017	$1,839,485	$2,178,609	$1,288,135	$878,424
Less: Ent Rev used for current year CIP	($1,148,120)	($768,000)	($962,000)	($65,000)	$0
Operational Expenses	$1,170,897	$1,071,485	$1,216,609	$1,223,135	$878,424
20% Guideline for Operational Expenses	$234,179	$214,297	$243,322	$244,627	$175,685
Add: Ent Rev for next year CIP	$768,000	$962,000	$65,000	$0	$0
Cash Reserve Target	**$1,002,179**	**$1,176,297**	**$308,322**	**$244,627**	**$175,685**
Cash Above/(Below) Cash Reserve Target	**($58,475)**	**($515,132)**	**$33,780**	**$254,635**	**$663,846**

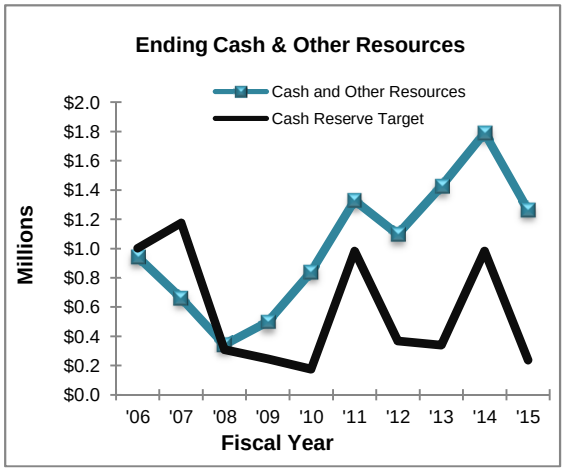
++ Other Local Revenues include miscellaneous revenues
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
$0	$61,082	$129,011	$3,381	$43,271
$37,236	$49,361	$44,681	$46,216	$51,614
$1,227,591	$1,310,722	$1,349,435	$1,380,594	$1,273,489
$17,225	$6,247	$989	$1,111	$23,319
$1,282,052	**$1,427,412**	**$1,524,116**	**$1,431,302**	**$1,391,693**
$18,620	$150,000	$0	$0	$39,000
$1,300,672	**$1,577,412**	**$1,524,116**	**$1,431,302**	**$1,430,693**
$751,566	$742,058	$770,140	$842,926	$1,011,125
$61,053	$61,053	$61,053	$70,319	$61,053
$0	$0	$0	$0	$0
$0	$0	$0	$0	$0
$0	$18,144	$17,000	$0	$0
$0	$820,000	$203,685	$170,000	$800,000
$812,619	**$1,641,255**	**$1,051,878**	**$1,083,245**	**$1,872,178**
$488,053	**($63,843)**	**$472,238**	**$348,057**	**($441,485)**
$1,324,665	$1,066,884	$1,314,571	$1,680,960	$1,183,219
($4,480)	($29,421)	($109,317)	($109,031)	($81,120)
$0	$0	$0	$0	$0
$1,329,145	**$1,096,305**	**$1,423,888**	**$1,789,991**	**$1,264,339**
$812,619	$1,641,255	$1,051,878	$1,083,245	$1,872,178
$0	($820,000)	($203,685)	($170,000)	($800,000)
$812,619	$821,255	$848,193	$913,245	$1,072,178
$162,524	$164,251	$169,639	$182,649	$214,436
$820,000	$203,685	$170,000	$800,000	$23,321
$982,524	**$367,936**	**$339,639**	**$982,649**	**$237,757**
$346,621	**$728,369**	**$1,084,249**	**$807,342**	**$1,026,582**







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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 Fund" and "Utility or 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 (International City/County Management Association) 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:

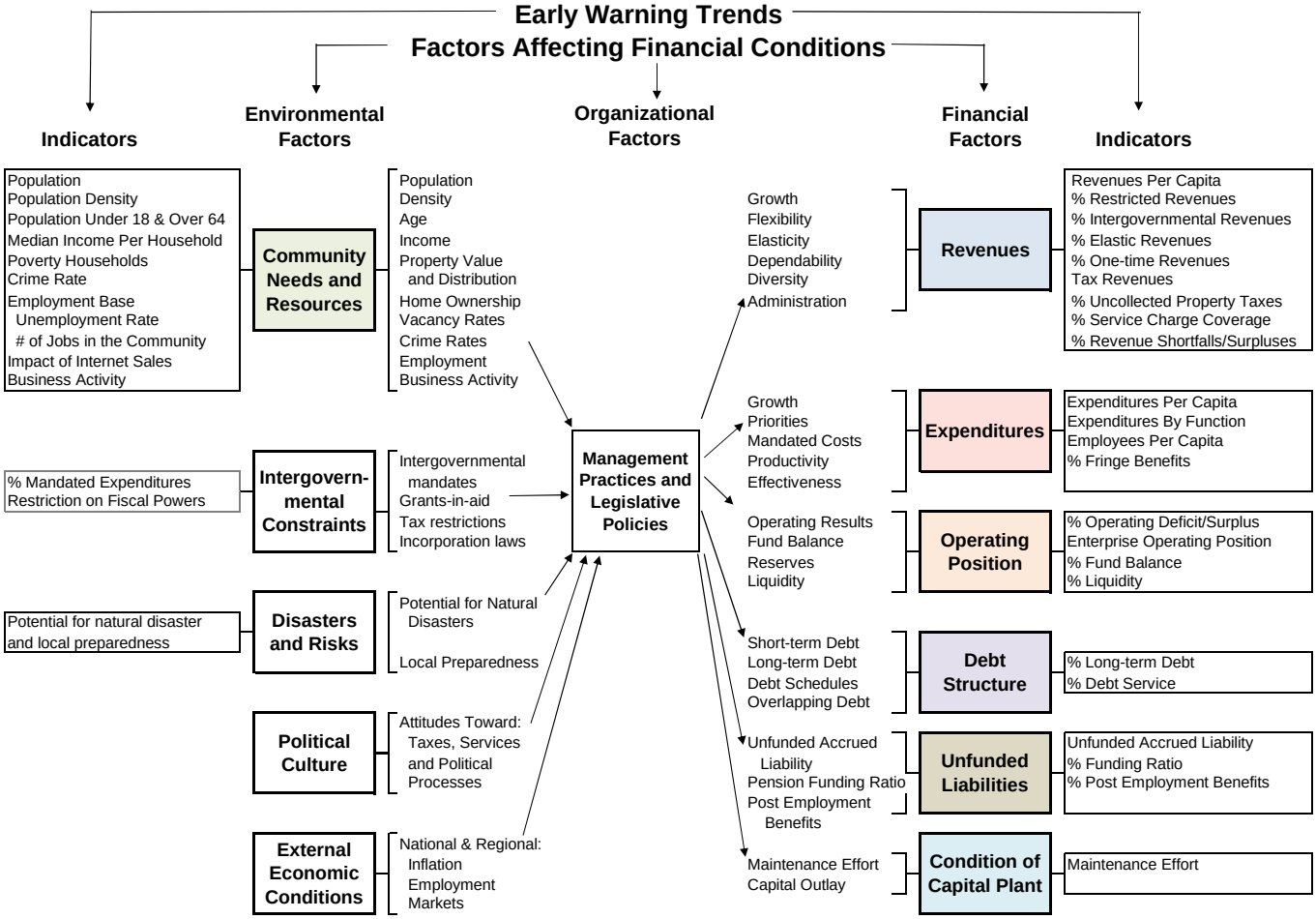
1. Examine the magnitude and acceleration of a trend
2. Compare with other trends
3. Compare trends to credit industry benchmarks
4. Determine whether a trend indicates a real or potential problem
5. Identify possible causes of a problem.

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

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 evnironment?	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?

FY 2015 Columbia Financial Trend Monitoring System - At A Glance

General Fund Revenues	14	15
Revenues Per Capita: General Fund	!	!
Restricted Revenues: General Fund	+	+
Elastic Tax Revenues: General Fund	+	+
Temporary Revenues: General Fund	+	+
Tax Revenues: General Fund	+	!
Uncollected Property Taxes: General Fund	+	+
Service Charge Coverage: General Fund Building and Site Development Charges	+	!
Revenue Surpluses/(Shortfalls): Estimated vs Actual - General Fund	!	+
General Fund Expenditures	**14**	**15**
Expenditures Per Capita: General Fund	+	+
Expenditures By Function: General Fund	+	+
Employees Per Thousand Population: General Fund	+	+
Fringe Benefits: General Fund	−	−
Expenditures (Over)/Under Budget: General Fund	+	+
Maintenance Effort: Streets and Sidewalks	−	−
General Fund Operating Position	**14**	**15**
Excess of Revenues Over Expenditures: General Fund	+	+
Fund Balance: General Fund	+	+
Liquidity: General Fund	+	+

Community Needs and Resources	14	15
Population	+	+
Population Density	+	+
Population : Over 64 and Under 18	+	+
Median Household Income	!	!
Poverty Rate	!	!
Crime Rate: Clearance Rate and Violent Crime	!	!
Employment Base	+	+
Impact of Internet Sales	N/A	!
Business Activity: Retail Sales and Business Licenses	+	!
Unfunded Liability Indicators	**14**	**15**
Pension Unfunded Accrued Liability and Funding Ratio: Fire (General Fund)	−	−
Pension Unfunded Accrued Liability and Funding Ratio: Police (General Fund)	−	−
Pension Unfunded Accrued Liability and Funding Ratio: LAGERS	!	!
Post Employment Benefits: General Fund	!	!
Post Employment Benefits: All Other Funds	!	!
Recreation Services	**14**	**15**
Operating Position	!	!
Railroad	**14**	**15**
Operating Position	!	−

+ Positive Trend

! Trend Needs Monitoring

− Negative Trend - Action Needed

FY 2015 Columbia Financial Trend Monitoring System - At A Glance

Transit	14	15
Operating Position	−	−

Airport	14	15
Operating Position	−	−

Parking	14	15
Operating Position	−	!
Liquidity: Parking	−	!
Debt Service: Parking	!	!

Solid Waste	14	15
Fringe Benefits	−	−
Enterprise Operating Position: Solid Waste	+	+
Liquidity	+	+

Water and Electric	14	15
Employees Per Thousand Population	+	+
Fringe Benefits	−	−
Operating Position	+	+
Liquidity: Water and Electric	+	+
Debt Service: Water and Electric	+	+
Maintenance Effort: Electric Utility	+	+
Maintenance Effort: Water Utility	+	+

Sewer	14	15
Employees Per Thousand Population	+	+
Fringe Benefits	−	−
Operating Position	+	+
Liquidity: Sewer	+	+
Debt Service: Sewer	!	!

Storm Water	14	15
Employees Per Thousand Population	+	+
Fringe Benefits	−	−
Enterprise Operating Position: Storm Water	−	−
Liquidity: Storm Water	+	+

+ Positive Trend

! Trend Needs Monitoring

− Negative Trend - Action Needed

Revenue Indicators

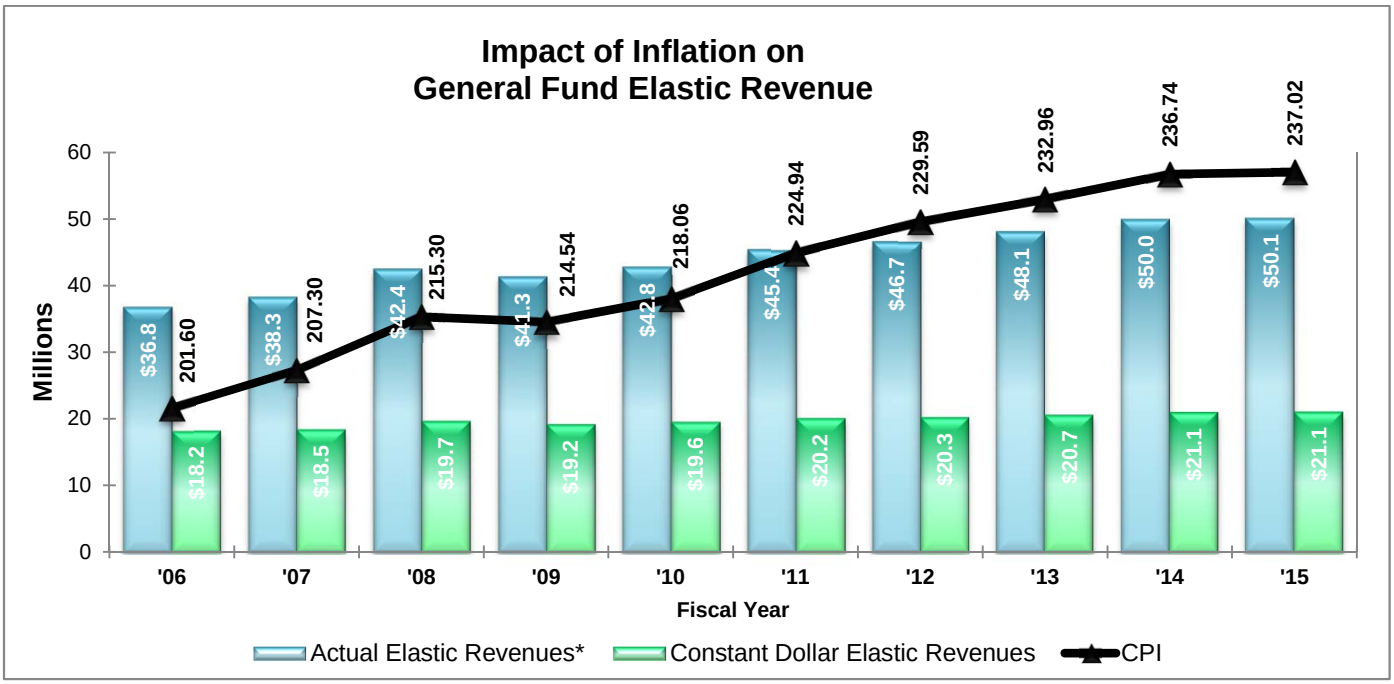
Revenues determine the capacity of a city to provide services. Important issues to consider are growth, diversity, reliability, flexibility and administration. Under ideal conditions, revenues would expand in relation to inflation and increased expenditure pressures. They would be flexible enough to 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 effect revenue yields
- Overdependence on a particular revenue source

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

- Revenues Per Capita: General Fund
- Restricted Revenues: General Fund
- Elastic Tax Revenues: General Fund
- Temporary Revenues: General Fund
- Tax Revenues: General Fund
- Uncollected Property Taxes: General Fund
- Service Charge Coverage: General Fund - Building and Site Development
- Revenue Shortfalls or Surpluses: General Fund



Elastic Revenues: Sales Tax, Telephone, Natural Gas and Electric Utility Taxes, Water and Electric P.I.L.O.T., Gasoline Tax, Cigarette Tax, and Motor Vehicle Tax

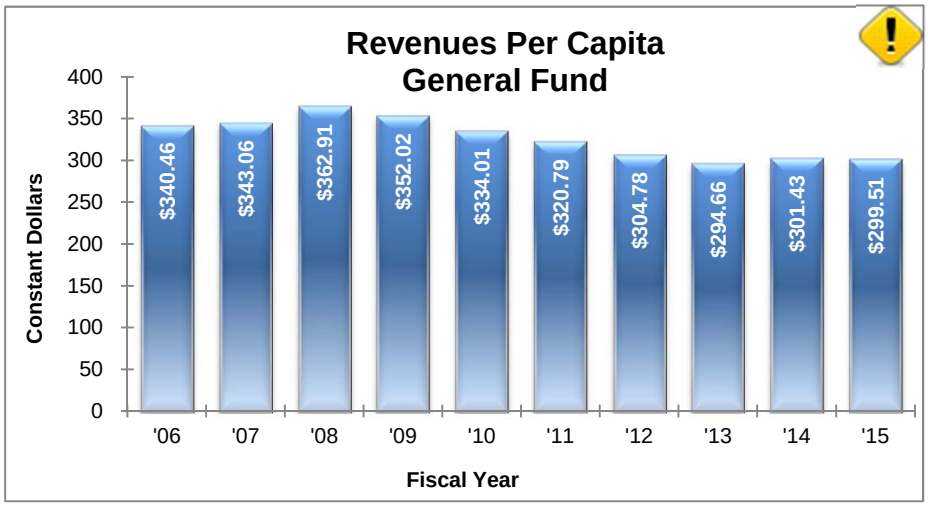
Only elastic revenues are used to show impact of inflation (see Elastic Tax Revenue), since not all revenues of the city will expand because of inflation. Some revenues will expand only when rate or fee changes are made. Nearly all expenditures are impacted by inflation, but this is not automatically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

Revenues per Capita: General Fund

Warning Trend:
Decreasing operating revenues per capita (constant dollars)

Formulation:

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



Fiscal Year	Operating Revenues *	Consumer Price Index	Operating Revenues & Transfers (Constant Dollars)	Estimated Population	Operating Revenues & Transfers Per Capita in Constant Dollars
2006	$66,716,295	201.60	$33,093,400	97,202	$340.46
2007	$70,693,991	207.30	$34,102,263	99,405	$343.06
2008	$78,898,068	215.30	$36,645,132	100,976	$362.91
2009	$77,275,976	214.54	$36,019,883	102,324	$352.02
2010	$79,023,392	218.06	$36,239,953	108,500	$334.01
2011	$79,689,322	224.94	$35,427,081	110,438	$320.79
2012	$79,233,087	229.59	$34,510,687	113,230	$304.78
2013	$79,129,363	232.96	$33,966,931	115,276	$294.66
2014	$83,750,410	236.74	$35,376,535	117,364	$301.43
2015	**$84,816,620**	**237.02**	**$35,784,584**	**119,476**	**$299.51**
10 Yr % Chg	*27.13%*	*17.57%*	*8.13%*	*22.92%*	*(12.03%)*

* Operating Revenues = General Fund Revenues + Operating Transfers from Other Funds + Appropriated Fund Balance

** Census numbers were used for 2000 and 2010. The remaining year populations are census estimates.

Description:
Examination of per capita revenue shows how revenues are changing relative to changes in the population level and rate of inflation. As population 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 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 level.

Analysis:
Revenues per capita in constant dollars decreased each year from FY 2008 - FY 2013 as a result of an economic downturn that began in FY 2009. In FY 2014, the revenues per capita in constant dollars increased due to additional revenues received in sales tax, other local taxes, Payment-In-Lieu-Of-Taxes (P.I.L.O.T), revenues from other governmental units and interest. In FY 2015, although overall operating revenues increased slightly from FY 2014, the small increase in CPI reduced the operating revenues per capita. Since there have been four consecutive years of decline, there is a warning trend associated with this indicator. Management has responded to this decline by reducing expenditures in an effort to get expenditures more in line with revenues. In future budgets, close monitoring of revenues will continue, expenditures will be reduced, and fees and service charges will be increased as needed.

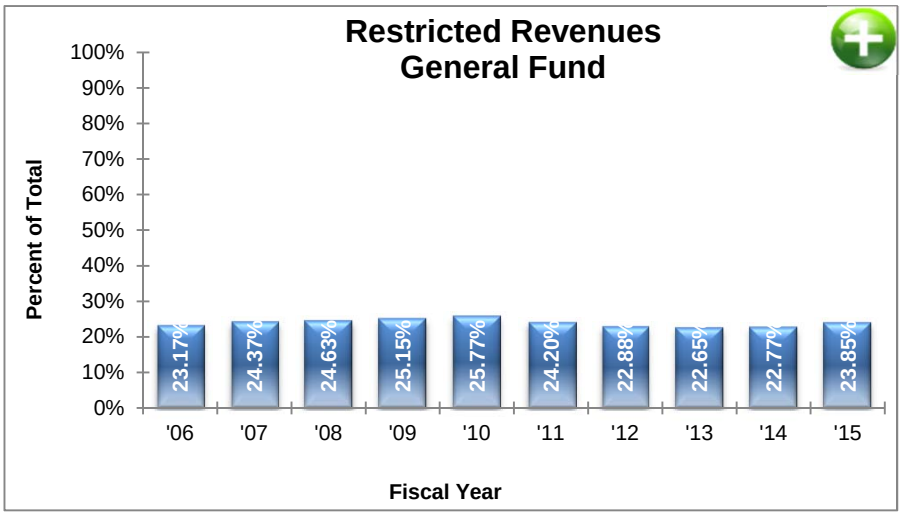
Sources:
- City of Columbia Financial Management Information Supplement - FMIS
- Population has been revised to reflect the numbers reported by the Missouri Census Data Center
- http://www.census.gov/popest/data/intercensal/cities/files/SUB-EST00INT.csv
- Consumer Price Index are annual archived numbers from the Bureau of Labor

Restricted Revenues: General Fund

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	Operating Revenues *	Restricted Operating Revenues**	Restricted Revenue as a Percent of Total
2006	$66,716,295	$15,459,332	23.17%
2007	$70,693,991	$17,228,233	24.37%
2008	$78,898,068	$19,436,404	24.63%
2009	$77,275,976	$19,431,287	25.15%
2010	$79,023,392	$20,365,477	25.77%
2011	$79,689,322	$19,281,961	24.20%
2012	$79,233,087	$18,132,225	22.88%
2013	$79,129,363	$17,921,928	22.65%
2014	$83,750,410	$19,073,726	22.77%
2015	**$84,816,620**	**$20,230,662**	**23.85%**
10 Yr % Chg	*27.13%*	*30.86%*	*2.94%*

* Operating Revenues = General Fund Revenues + Operating Transfers from Other Funds + Appropriated Fund Balance

** Restricted Operating Revenues: Gasoline Tax, Grant Revenues, Transfers from Special Road District Tax, Transportation Sales Tax, Park Sales Tax and General and Administrative Fees.

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, our state requires gas tax revenues be used only for street maintenance or construction.

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

Analysis:
For the period examined, restricted operating revenues as a percent of total operating revenues has remained relatively stable. The City closely monitors all significant general fund revenues on a monthly basis. There is no warning trend observed for this indicator.

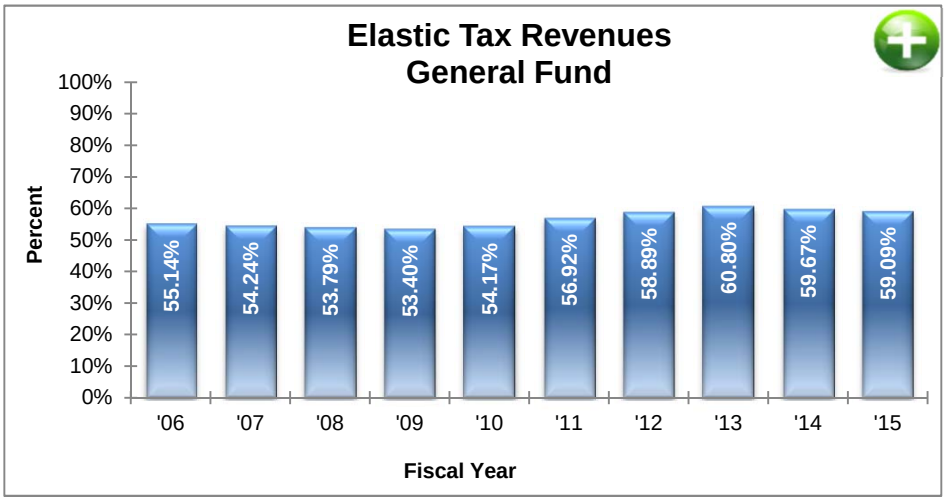
Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Elastic Tax Revenues: General Fund

Warning Trend:
Decreasing amount of elastic operating revenues as a percent of gross operating revenues

Formulation:

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



Fiscal Year	Elastic Tax Revenues *	Operating Revenues **	Elastic Revenues as a Percent of Operating Revenues and Transfers
2006	$36,790,023	$66,716,295	55.14%
2007	$38,342,014	$70,693,991	54.24%
2008	$42,440,778	$78,898,068	53.79%
2009	$41,266,388	$77,275,976	53.40%
2010	$42,805,242	$79,023,392	54.17%
2011	$45,362,441	$79,689,322	56.92%
2012	$46,659,320	$79,233,087	58.89%
2013	$48,111,510	$79,129,363	60.80%
2014	$49,974,161	$83,750,410	59.67%
2015	**$50,121,157**	**$84,816,620**	**59.09%**
10 Yr % Chg	*36.24%*	*27.13%*	*7.16%*

* Elastic Revenues: Sales Tax, Telephone, Natural Gas and Electric Utility Taxes, Water and Electric P.I.L.O.T. Gasoline Tax, Cigarette Tax and Motor Vehicle Tax

** Operating Revenues = General Fund Revenues + Operating Transfers from Other Funds + Appropriated Fund Balance

Description:
Elastic tax 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. 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.

Analysis:
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, elastic tax revenues as a percent of operating revenues has remained relatively stable. There is no warning trend observed for this indicator.

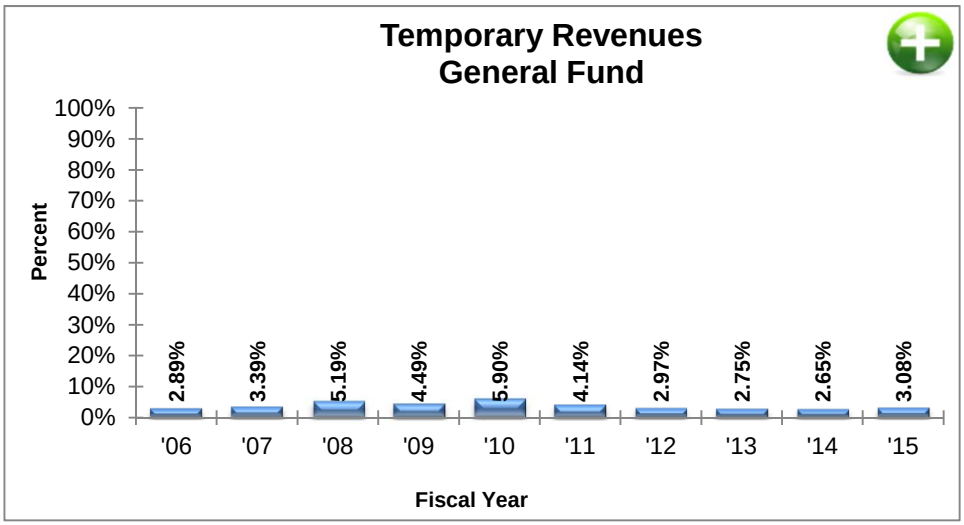
Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Temporary Revenues: General Fund

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
2006	$1,927,292	$66,716,295	2.89%
2007	$2,393,224	$70,693,991	3.39%
2008	$4,093,818	$78,898,068	5.19%
2009	$3,469,203	$77,275,976	4.49%
2010	$4,659,208	$79,023,392	5.90%
2011	$3,303,120	$79,689,322	4.14%
2012	$2,350,639	$79,233,087	2.97%
2013	$2,172,618	$79,129,363	2.75%
2014	$2,222,291	$83,750,410	2.65%
2015	**$2,615,748**	**$84,816,620**	**3.08%**
10 Yr % Chg	*35.72%*	*27.13%*	*6.76%*

* Temporary Revenues: Federal and State Grants in General Fund

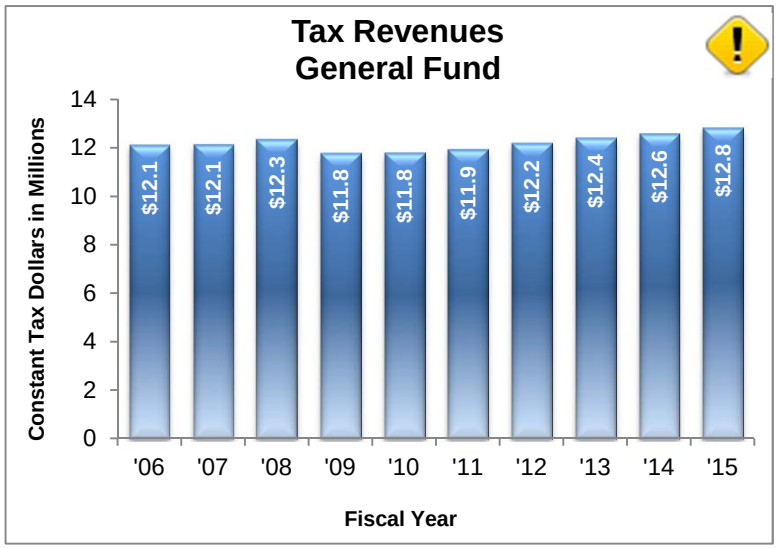
** Operating Revenues = General Fund Revenues + Operating Transfers from Other Funds + Appropriated Fund Balance

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 are increasing over total operating revenues. The ten year period listed shows 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. In FY 2008 through FY 2011, the city received a large non-motorized grant from the federal government for projects that accommodate motorists, bicyclists and pedestrians. The City relies very little on temporary revenues and since they are such a small percentage of operating revenues, there is no warning trend observed for this indicator.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Tax Revenues:
General Fund



Warning Trend:
Declining or negative growth in tax revenue (constant dollars)

Formulation:
Tax Revenues (Constant Dollars)

Fiscal Year	Property Taxes	Sales Taxes	Tax Revenues*	Consumer Price Index	Tax Revenues in Constant Dollars	Growth/(Decline) in Constant Dollars
2006	$5,699,585	$18,701,474	$24,401,059	201.60	$12,103,700	6.67%
2007	$6,168,905	$18,947,028	$25,115,933	207.30	$12,115,742	0.10%
2008	$6,644,677	$19,913,543	$26,558,220	215.30	$12,335,276	1.81%
2009	$6,812,948	$18,427,197	$25,240,145	214.54	$11,764,938	(4.62%)
2010	$6,893,193	$18,794,534	$25,687,727	218.06	$11,780,335	0.13%
2011	$6,876,040	$19,891,980	$26,768,020	224.94	$11,900,124	1.02%
2012	$7,097,767	$20,840,696	$27,938,463	229.59	$12,168,850	2.26%
2013	$7,228,203	$21,627,785	$28,855,988	232.96	$12,386,671	1.79%
2014	$7,319,211	$22,463,031	$29,782,242	236.74	$12,580,148	1.56%
2015	**$7,572,050**	**$22,832,373**	**$30,404,423**	**237.02**	**$12,827,788**	**1.97%**
10 Yr % Chg	*32.85%*	*22.09%*	*24.60%*	*17.57%*	*5.98%*	*(70.51%)*

* Tax Revenues: Sales Tax and Total General Property Taxes (Real, Individual, Railroad, Financial and Penalties and Interest)

Description:
Tax revenue 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 tax revenues may indicate one of the following:

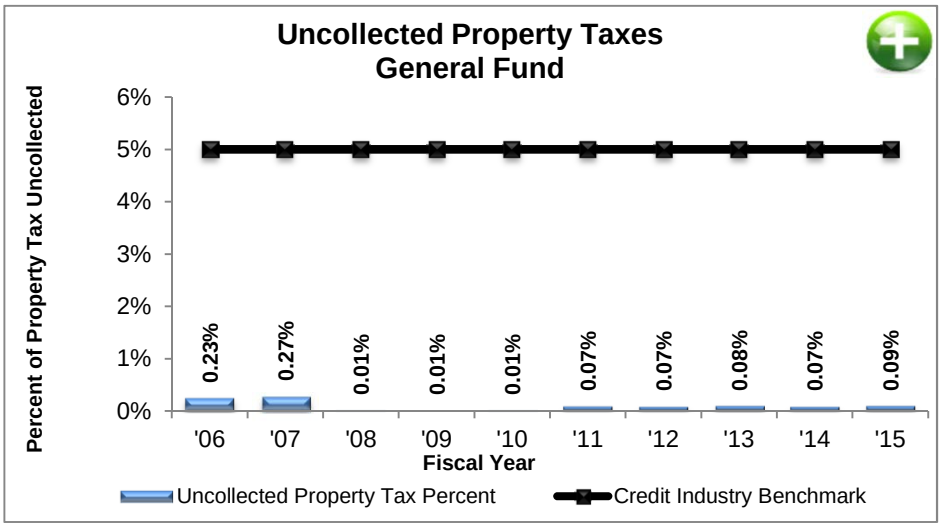
Property Taxes:
1. Decline in City's property value from age or neglect, decline in City's economic well being, or decreasing population
2. Inability of taxpayers to pay taxes or inefficient collection procedures
3. Conscious effort to reduce reliance on revenue sources in light of adverse reactions 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

Sales Taxes:
1. A sales tax rate so high that consumers shop in other communities
2. Retail outlets relocating outside the community
3. Improper collection of sales tax by retailers
4. A rise in online sales to retailers who do not collect sales tax

Analysis:
For the ten year period, tax revenues increased 24.60% while constant dollar tax revenues increased 5.98%. During this same period, constant dollar expenditures have increased 20.60%. The decrease in FY 2009 revenue was due to a downturn in the economy which impacted sales tax. FY 2011 - FY 2015 reflect slight increases in constant dollar tax revenues. The largest growth in constant dollar tax revenues occurred in FY 2012 due to improvement in the general economy. The rising use of internet sales which do not collect sales tax, along with the growth in the consumer price index, have kept the growth in constant dollar tax revenues below 2% since FY 2013. Slow growth in constant dollar revenues hinder the City's ability to add needed staffing to critical areas such as public safety as well as funding of street maintenance to keep the quality of our streets up to the level our citizens expect. As tax revenues are a major source of funding for the General Fund, the slow growth in sales tax revenues in constant dollars warrants continued close monitoring by management. Adjustments to expenditures are made on a quarterly basis when the City does not meet its sales tax projection.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS
- website - http://www.stats.bls.gov
- Consumer Price Index are annual archived numbers from the Bureau of Labor

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
2006	$5,699,585	$13,146	0.23%
2007	$6,168,905	$16,400	0.27%
2008	$6,644,677	$574	0.01%
2009	$6,812,948	$370	0.01%
2010	$6,893,193	$565	0.01%
2011	$6,876,040	$5,115	0.07%
2012	$7,097,767	$5,017	0.07%
2013	$7,228,203	$5,888	0.08%
2014	$7,319,211	$5,208	0.07%
2015	**$7,572,050**	**$6,482**	**0.09%**
10 Yr % Chg	*32.85%*	*(50.69%)*	*(62.89%)*

*Total General Property Taxes (Real, Individual, Railroad, Financial and Penalties and Interest)

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:
While the percent of uncollected property taxes have varied for the past ten years, it has always been significantly below the 2-3% rate deemed acceptable by the credit rating industry. There is no warning trend observed for this indicator.

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.

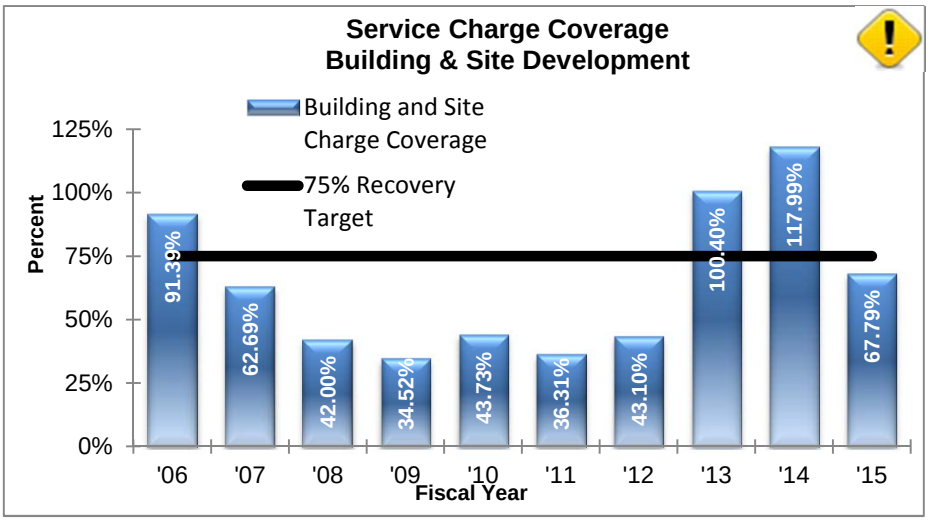
Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Service Charge Coverage: General Fund Building and Site Development

Warning Trend:
Decreasing revenues from service charges as a percent of total expenditures for providing related services

Formulation:

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



Fiscal Year	Revenue from Fees and Service Charges*	Expenditures for Related Services**	Service Charge Coverage
2006	$847,130	$926,938	91.39%
2007	$615,557	$981,906	62.69%
2008	$443,802	$1,056,780	42.00%
2009	$345,471	$1,000,735	34.52%
2010	$355,700	$813,443	43.73%
2011	$418,527	$1,152,719	36.31%
2012	$470,122	$1,090,845	43.10%
2013	$1,175,202	$1,170,478	100.40%
2014	$1,428,168	$1,210,431	117.99%
2015	**$1,006,877**	**$1,485,350**	**67.79%**
10 Yr % Chg	*18.86%*	*60.24%*	*(25.83%)*

* Fees and Service Charges: Protective Inspection thru 2008, Building and Site Development 2009-present Revenues include Building, mechanical, plumb and electrical permits and plan review fees.

** Expenditures for related services: Protective Inspection 2002-2008, Building and Site Development 2009-present. Expenditures are 85% of all operating expenses and capital outlay is not included.

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. The above charge focuses on the fees for building and site development.

Analysis:
Council has adopted a policy to recover at least 75% of plan review, permitting and inspection costs associated with construction of residential and commercial development in the city.

Building permit fees and plan review fees were not increased from FY 1996 - FY 2012. The service charge recovery decreased from FY 2006 - FY 2009. Several reasons for this decrease include the economic downturn resulting in fewer building permits processed, an additional position was placed in the Building and Site division which was not a part of the original recovery calculation, and management made the decision not to increase these fees during the economic downturn. The result was that the fees recovered were significantly less than 75% of expenses and there was an increasing amount of general revenue sources being used to support the operation.

The basis for the building permit and plan review fees was changed in FY 2013 to a permit fee multiplier system based on ICC (International Code Council) standards which is tied to the current ICC valuation source. As the ICC valuations change each year, the fees will be adjusted. The economy has seen improvement and the number of building permits have increased, therefore the service charge coverage increased above the 75% cost recovery from FY 2013-FY 2014. In FY 2015, the service charge coverage decreased and is below the 75% cost recovery due to fewer numbers of permits issued for major projects. Management will evaluate this decrease and adjust accordingly as a part of the budget process.

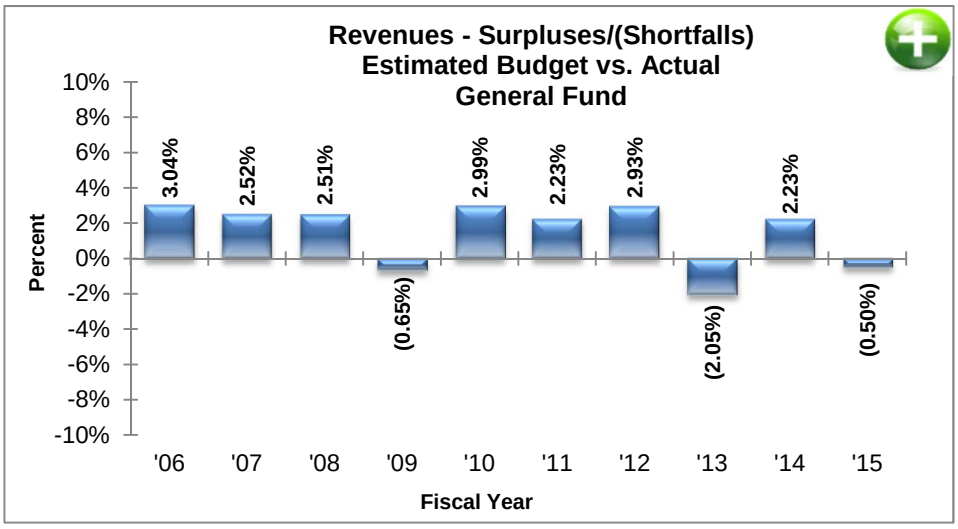
Sources:
- City of Columbia Financial Management Information Supplement - FMIS
- HTE (accounting system) reports/Budget Database

Revenue Surpluses/ (Shortfalls): Estimated Revenues vs. Actual Revenues - General Fund

Warning Trend:
Increase in revenue deficiencies as a percent of operating revenues

Formulation:

$$\frac{\text{Revenue Surplus/(Deficit)}}{\text{Estimated Budgeted Revenues}}$$



Fiscal Year	Operating Revenues*	Estimated Budget Revenues**	Revenue Surplus or (Deficit)	Surpluses (Deficits) as a Percent of Budgeted Revenues
2006	$66,716,295	$64,749,585	$1,966,710	3.04%
2007	$70,693,991	$68,959,148	$1,734,843	2.52%
2008	$78,898,068	$76,965,823	$1,932,245	2.51%
2009	$77,275,976	$77,784,171	($508,195)	(0.65%)
2010	$79,023,392	$76,732,601	$2,290,791	2.99%
2011	$79,689,322	$77,952,213	$1,737,109	2.23%
2012	$79,233,087	$76,979,571	$2,253,516	2.93%
2013	$79,129,363	$80,785,200	($1,655,837)	(2.05%)
2014	$83,750,410	$81,927,186	$1,823,224	2.23%
2015	**$84,816,620**	**$85,240,423**	**($423,803)**	**(0.50%)**
10 Yr % Chg	*27.13%*	*31.65%*	*(121.55%)*	*(116.37%)*

* Operating Revenues = General Fund Revenues + Operating Transfers from Other Funds + Appropriated Fund Balance

** Estimated Budgeted Revenues reflect mid-year revisions based on appropriations and current revene trends.

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:
Revenue estimates have been well within a 5% tolerance range of actual revenues for the General Fund for all of the years shown. This illustrates that the current forecasting techniques are producing revenue projections that are substantially better than 95% of actual revenues. FY 2015 actual revenues are 0.5% below the estimated budget revenues due to building permits being down during the fiscal year and lower revenues received from the County as all personnel of the PSJC operation were transferred to the County on January 1, 2015.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS
- Adopted Budget for each fiscal year

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Expenditure Indicators

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.

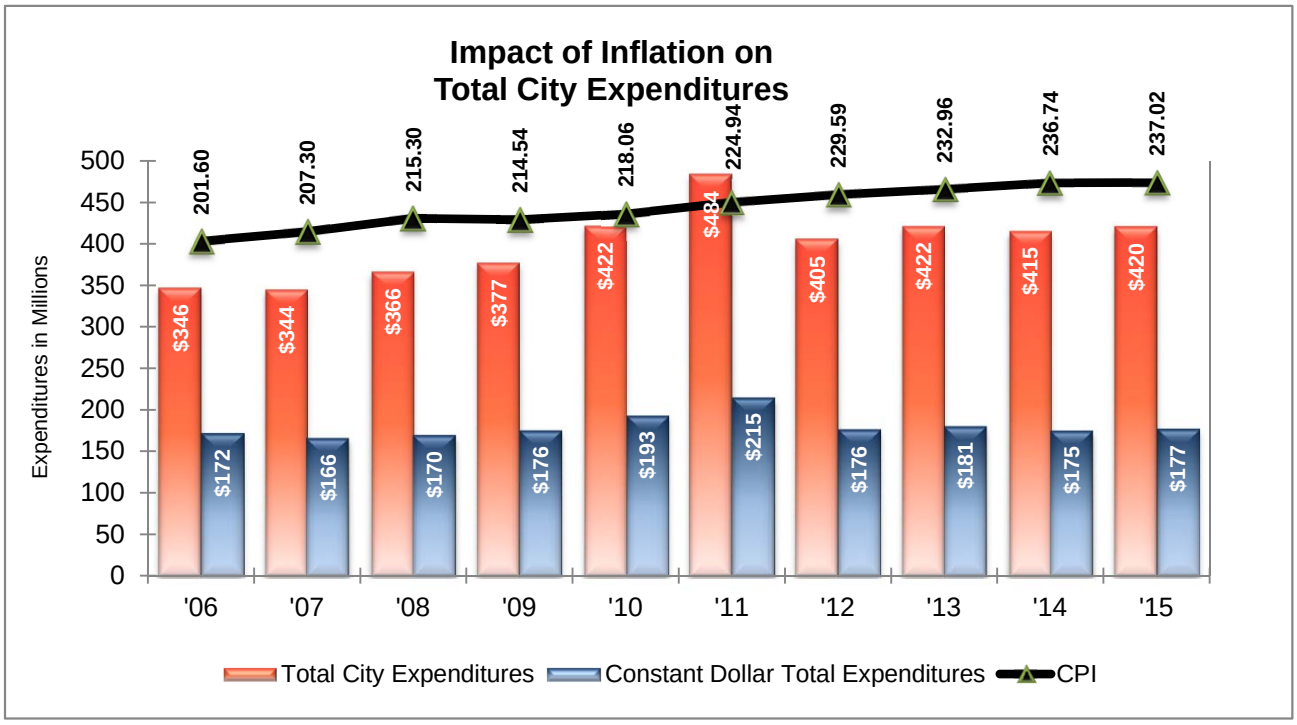
Most cities are required to have balanced budgets; however, there are a number of subtle ways to balance an annual budget yet create possible long-run imbalances. Some of the more common ways are to use bond proceeds for operations, defer maintenance, or defer pension funding. In each case, the budget 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 economic, 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 the following should they exist: undesired growth in fixed costs, ineffective budgetary controls and decline in personnel productivity.

Changes in the expenditure patterns can be monitored by using the following indicators:

- Expenditures Per Capita: General Fund
- Expenditures Per Capita: Utilities
- Expenditures By Function
- Employees Per Thousand Population
- Expenditures Over/Under Budget: General Fund



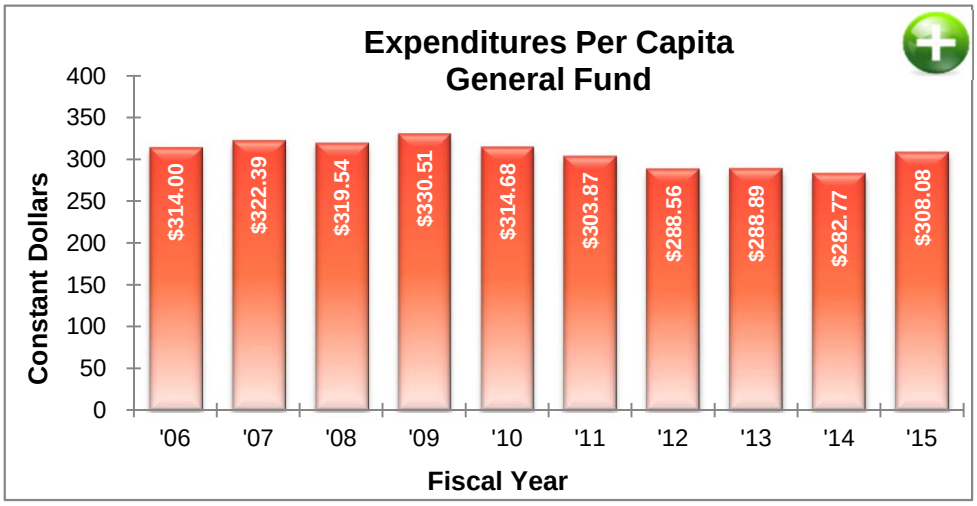
Total Expenditures for all City operations include all seven function groups: Administrative, Health and Environment,

Expenditures Per Capita: General Fund

Warning Trend:
Increasing operating expenditures (constant dollars) per capita

Formulation:

$$\frac{\text{Operating Expenditures (Constant Dollars)}}{\text{Population}}$$



Fiscal Year	Operating Expenditures *	Consumer Price Index	Constant Dollar Expenditures	Estimated Population**	Per Capita Expenditures In Constant Dollars
2006	$61,530,716	201.60	$30,521,188	97,202	$314.00
2007	$66,433,679	207.30	$32,047,120	99,405	$322.39
2008	$69,468,759	215.30	$32,265,579	100,976	$319.54
2009	$72,554,174	214.54	$33,818,956	102,324	$330.51
2010	$74,450,327	218.06	$34,142,756	108,500	$314.68
2011	$75,487,905	224.94	$33,559,278	110,438	$303.87
2012	$75,016,214	229.59	$32,673,990	113,230	$288.56
2013	$77,581,172	232.96	$33,302,357	115,276	$288.89
2014	$78,565,522	236.74	$33,186,416	117,364	$282.77
2015	**$87,243,007**	**237.02**	**$36,808,289**	**119,476**	**$308.08**
10 Yr % Chg	*41.79%*	*17.57%*	*20.60%*	*22.92%*	*(1.88%)*

* Operating Expenditures = Total General Fund expenses including Operating Transfers to Other Funds.

** Census numbers were used for 2000 and 2010. The remaining year populations are census estimates.

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 41.79% and operating expenditures in constant dollars have increased 20.60%, while per capita expenditures in constant dollars decreased 1.88%. The population continues to increase and demand for city services continue to grow; however not at a pace beyond the community's ability to pay. The FY 2015 per capita expenditures of $308.08 are significantly below the FY 2009 amount of $330.51 which was prior to the economic downturn. Since the overall trend fluctuates only slightly per capita for the period shown, there is no immediate cause for concern with this indicator. The City regularly monitors revenues and expenditures to prevent problems in the future.

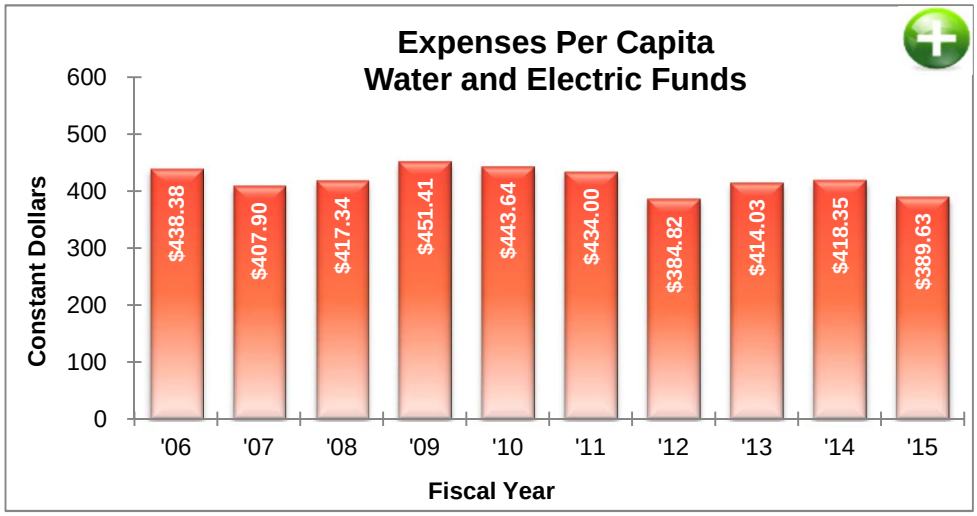
Sources:
- Population has been revised to reflect the numbers reported by the Missouri Census Data Center
- City of Columbia Financial Management Information Supplement - FMIS
- http://www.census.gov/popest/data/intercensal/cities/files/SUB-EST00INT.csv
- Consumer Price Index are annual archived numbers from the Bureau of Labor.
- website - http://factfinder.census.gov

Expenses per Capita: Water and Electric

Warning Trend:
Increasing operating expenses (constant dollars) per capita

Formulation:

$$\frac{\text{Operating Expenses (Constant Dollars)}}{\text{Population}}$$



Fiscal Year	Operating Expenses*	Consumer Price Index	Constant Dollar Expenses	Estimated Population	Per Capita Expenses In Constant Dollars
2006	$85,904,487	201.60	$42,611,353	97,202	$438.38
2007	$84,055,177	207.30	$40,547,601	99,405	$407.90
2008	$90,732,595	215.30	$42,141,816	100,976	$417.34
2009	$99,094,026	214.54	$46,189,714	102,324	$451.41
2010	$104,960,352	218.06	$48,134,586	108,500	$443.64
2011	$107,813,998	224.94	$47,930,327	110,438	$434.00
2012	$100,038,432	229.59	$43,572,643	113,230	$384.82
2013	$111,187,318	232.96	$47,728,073	115,276	$414.03
2014	$116,235,925	236.74	$49,098,557	117,364	$418.35
2015	**$110,335,849**	**237.02**	**$46,551,282**	**119,476**	**$389.63**
10 Yr % Chg	*28.44%*	*17.57%*	*9.25%*	*22.92%*	*(11.12%)*

* Operating expenses do not include: Interest expense, Loss on Disposal of Assets, Miscellaneous Expense and Transfers From Other Funds.

Description:
Expenses 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 expenses have increased 28.44%, expenditures in constant dollars have increased 9.25% and per capita expenditures in constant dollars have decreased 11.12%. Utility rates are adjusted to cover voter approved capital projects as well as increases in operating expenses. The City regularly monitors these expenses.

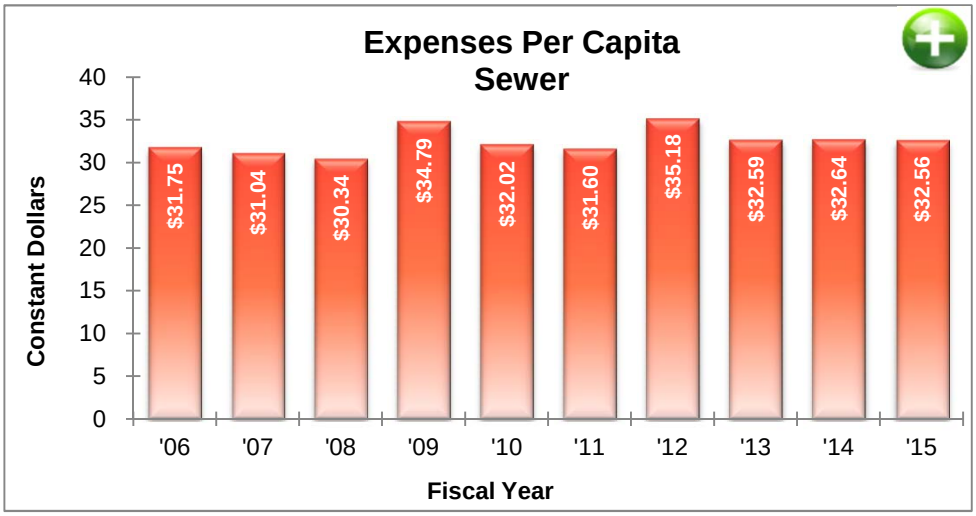
Sources:
- City of Columbia Financial Management Information Supplement - FMIS
- website - http://www.stats.bls.gov
- Consumer Price Index are annual archived numbers from the Bureau of Labor.
- website - http://factfinder.census.gov

Expenses per Capita: Sewer

Warning Trend:
Increasing operating expenses (constant dollars) per capita

Formulation:

$$\frac{\text{Operating Expenses (Constant Dollars)}}{\text{Population}}$$



Fiscal Year	Operating Expenses*	Consumer Price Index	Constant Dollar Expenses	Estimated Population	Per Capita Expenses In Constant Dollars
2006	$6,221,458	201.60	$3,086,041	97,202	$31.75
2007	$6,395,635	207.30	$3,085,207	99,405	$31.04
2008	$6,596,832	215.30	$3,063,976	100,976	$30.34
2009	$7,637,179	214.54	$3,559,842	102,324	$34.79
2010	$7,576,703	218.06	$3,474,659	108,500	$32.02
2011	$7,850,327	224.94	$3,489,980	110,438	$31.60
2012	$9,145,955	229.59	$3,983,603	113,230	$35.18
2013	$8,750,941	232.96	$3,756,414	115,276	$32.59
2014	$9,069,426	236.74	$3,830,965	117,364	$32.64
2015	**$9,221,642**	**237.02**	**$3,890,660**	**119,476**	**$32.56**
10 Yr % Chg	*48.22%*	*17.57%*	*26.07%*	*22.92%*	*2.57%*

* Operating expenses do not include: Interest expense, Loss on Disposal of Assets, Miscellaneous Expense and Transfers From Other Funds.

Description:
Expenses 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 expenses have increased 48.22%, expenditures in constant dollars have increased 26.07% and per capita expenditures in constant dollars have increased 2.57%. Utility rates are adjusted to cover voter approved capital projects as well as increases in operating expenses. The City regularly monitors these expenses.

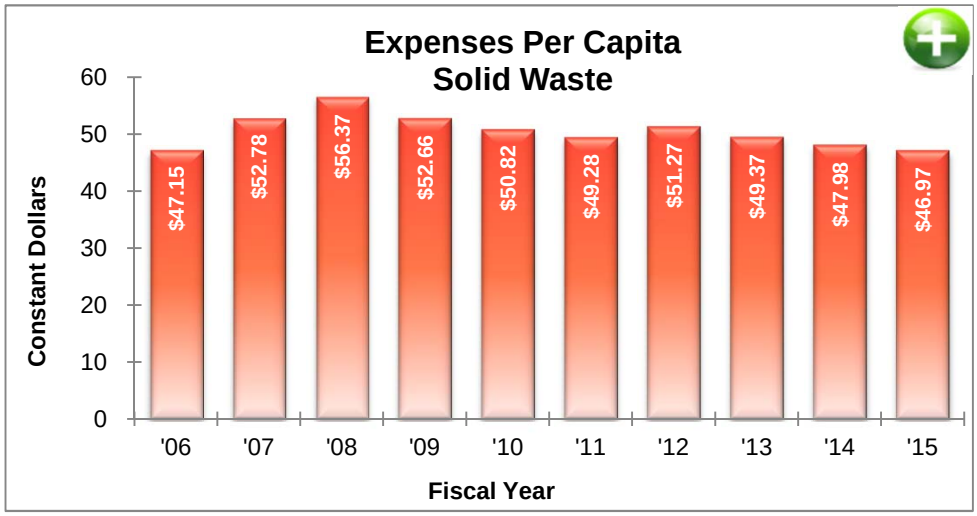
Sources:
City of Columbia Financial Management Information Supplement - FMIS
website - http://www.stats.bls.gov
Consumer Price Index are annual archived numbers from the Bureau of Labor.
website - http://factfinder.census.gov

Expenses per Capita: Solid Waste

Warning Trend:
Increasing operating expenses (constant dollars) per capita

Formulation:

$$\frac{\text{Operating Expenses (Constant Dollars)}}{\text{Population}}$$



Fiscal Year	Operating Expenses*	Consumer Price Index	Constant Dollar Expenses	Estimated Population	Per Capita Expenses In Constant Dollars
2006	$9,239,850	201.60	$4,583,259	97,202	$47.15
2007	$10,876,844	207.30	$5,246,910	99,405	$52.78
2008	$12,256,137	215.30	$5,692,506	100,976	$56.37
2009	$11,559,295	214.54	$5,388,019	102,324	$52.66
2010	$12,023,130	218.06	$5,513,781	108,500	$50.82
2011	$12,242,184	224.94	$5,442,446	110,438	$49.28
2012	$13,328,126	229.59	$5,805,186	113,230	$51.27
2013	$13,258,348	232.96	$5,691,255	115,276	$49.37
2014	$13,330,328	236.74	$5,630,788	117,364	$47.98
2015	**$13,302,335**	**237.02**	**$5,612,326**	**119,476**	**$46.97**
10 Yr % Chg	*43.97%*	*17.57%*	*22.45%*	*22.92%*	*(0.38%)*

* Operating expenses do not include: Interest expense, Loss on Disposal of Assets, Miscellaneous Expense and Transfers From Other Funds.

Description:
Expenses 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 expenses have increased 43.97%, expenditures in constant dollars have increased 22.45% and per capita expenditures in constant dollars have decreased 0.38%. Utility rates are adjusted to cover voter approved capital projects as well as increases in operating expenses. The City regularly monitors these expenses.

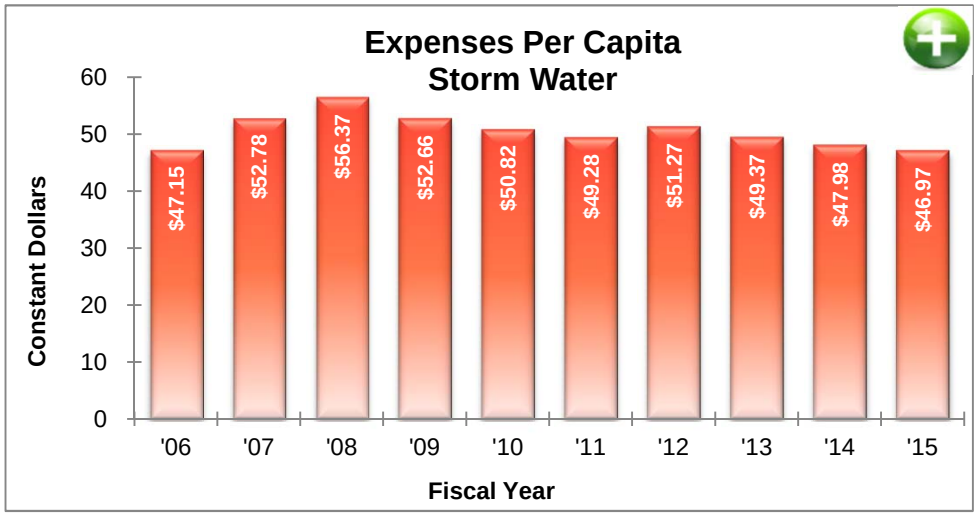
Sources:
City of Columbia Financial Management Information Supplement - FMIS
website - http://www.stats.bls.gov
Consumer Price Index are annual archived numbers from the Bureau of Labor.
website - http://factfinder.census.gov

Expenses per Capita: Storm Water

Warning Trend:
Increasing operating expenses (constant dollars) per capita

Formulation:

$$\frac{\text{Operating Expenses (Constant Dollars)}}{\text{Population}}$$



Fiscal Year	Operating Expenses*	Consumer Price Index	Constant Dollar Expenses	Estimated Population	Per Capita Expenses In Constant Dollars
2006	949,610	201.60	$471,037	97,202	$4.85
2007	1,042,345	207.30	$502,820	99,405	$5.06
2008	1,118,851	215.30	$519,663	100,976	$5.15
2009	1,223,135	214.54	$570,128	102,324	$5.57
2010	804,404	218.06	$368,898	108,500	$3.40
2011	751,566	224.94	$334,120	110,438	$3.03
2012	742,058	229.59	$323,210	113,230	$2.85
2013	770,140	232.96	$330,589	115,276	$2.87
2014	842,926	236.74	$356,056	117,364	$3.03
2015	**1,011,125**	**237.02**	**$426,599**	**119,476**	**$3.57**
10 Yr % Chg	*6.48%*	*17.57%*	*(9.43%)*	*22.92%*	*(26.32%)*

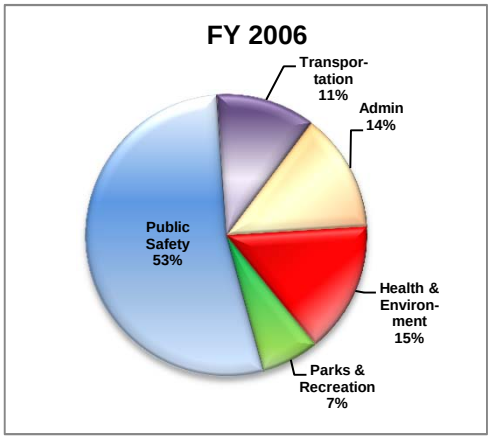
* Operating expenses do not include: Interest expense, Loss on Disposal of Assets, Miscellaneous Expense and Transfers From Other Funds.

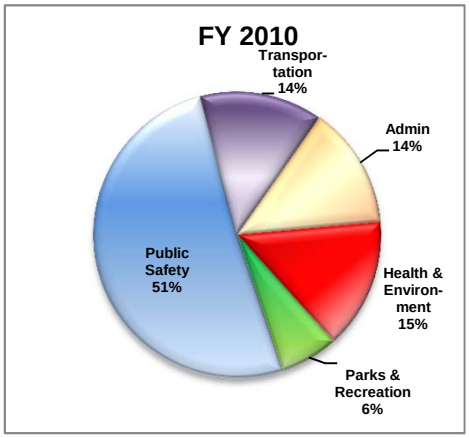
Description:
Expenses per capita reflect changes in expenditures relative to changes in population. Increasing per capita expenditures can indicate that the cost of providing services is increasing at a pace beyond the community's ability to pay. In addition, if increases are occurring which cannot be explained by the addition of other services, it may indicate declining productivity--spending more to deliver the same level of services.

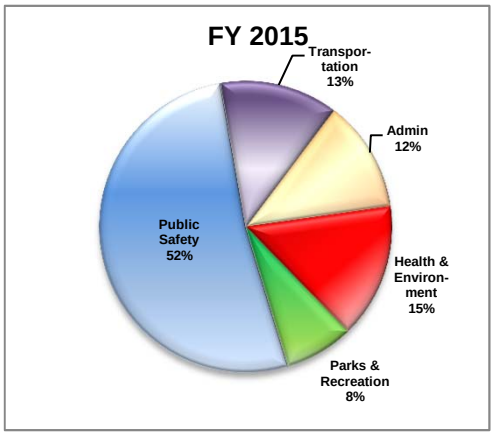
Analysis:
For the period shown, operating expenses have increased 6.48%, expenditures in constant dollars have decreased 9.43% and per capita expenditures in constant dollars have decreased 26.32%. Utility rates are adjusted to cover voter approved capital projects as well as increases in operating expenses. The City regularly monitors these expenses.

Sources:
City of Columbia Financial Management Information Supplement - FMIS
website - http://www.stats.bls.gov
Consumer Price Index are annual archived numbers from the Bureau of Labor.
website - http://factfinder.census.gov

Expenditures by Function: General Fund







Warning Trend:
Increasing operating expenditures for one function as a percentage of total net operating expenditures.

Formulation:

$$\frac{\text{General Fund Operating Expenditures By Function}}{\text{Total Net Operating Expenditures}}$$

General Fund Function	Operating Expenditures FY 2006	Operating Expenditures FY 2010	Operating Expenditures FY 2015*
Administrative	$7,958,670	$9,902,788	$9,701,103
Health & Environment	$8,712,430	$10,535,642	$11,626,687
Parks & Recreation	$3,861,456	$4,706,448	$5,907,981
Public Safety	$30,753,838	$36,521,147	$40,345,317
Transportation	$6,598,584	$9,880,615	$10,147,354
	$57,884,978	**$71,546,640**	**$77,728,442**

*One time expenditure of $5,000,000 to fund police and fire pensions not included
Net operating expenditures = Total operating expenditures less operating transfers

Description:
General Fund expenditures by function shows a more detailed breakdown of local government's general fund expenditures and can provide additional analysis of the cause of increase in spending over time. There should not be substantial increases over time in any one particular functional group.

Analysis:
Increases occur if there is an increase in service or an addition of a new service. Increases in services or additional services should be offset by increases in revenues. Additional increases may be caused by mandated services which may be offset by state or federal funding.

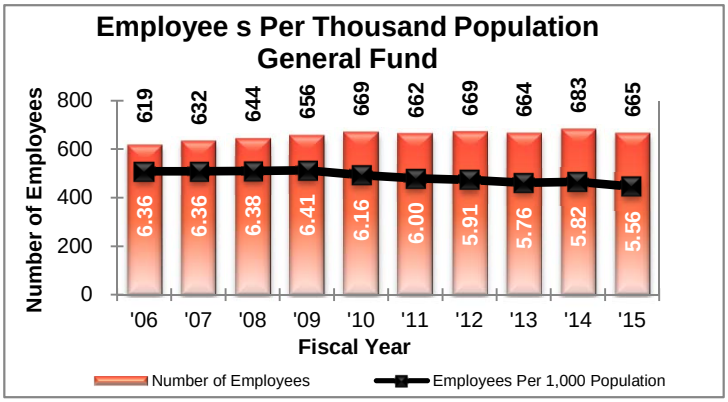
The expenditures for all areas in the functional groups have been very stable over the 10 year span. There is no warning trend observed for this indicator.

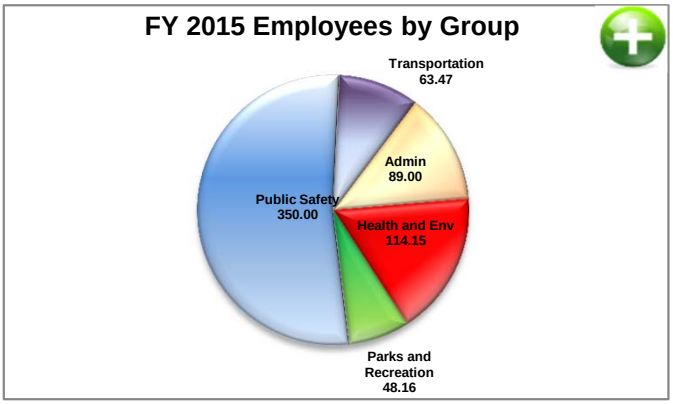
Sources:
- City of Columbia Financial Management Information Supplement - FMIS
- City of Columbia Annual Adopted Budget Documents

Employees Per Thousand Population: General Fund

Warning Trend:
Increasing number of municipal employees per thousand population

Formulation:
Number of General Fund Employees / Per Thousand Population





Fiscal Year	General Fund Employees	Estimated Population	Employees Per Thousand Population	Totals without PSJC: General Fund Employees	Totals without PSJC: Employees Per Thousand Population
2006	618.58	97,202	6.36	585.83	6.03
2007	632.04	99,405	6.36	599.29	6.03
2008	644.49	100,976	6.38	612.49	6.07
2009	656.10	102,324	6.41	623.35	6.09
2010	668.55	108,500	6.16	634.80	5.85
2011	662.48	110,438	6.00	628.13	5.69
2012	669.40	113,230	5.91	635.55	5.61
2013	664.35	115,276	5.76	629.60	5.46
2014	683.14	117,364	5.82	655.39	5.58
2015	**664.78**	**119,476**	**5.56**	664.78	5.56
10 Yr % Chg	*7.47%*	*22.92%*	*(12.57%)*	*13.48%*	*(7.68%)*

Notes:
Census numbers were used for 2010. The remaining year populations are census and City of Columbia (GIS dept) estimates.

Description:
Because personnel costs are a major portion of General Fund operating expenditures (over 60%), plotting changes in the number of employees per thousand population is another way to measure changes in expenditures. A substantial increase in employees per thousand population 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:
For the ten year period shown, the total number of general fund employees increased 7.47% and the employees per thousand population decreased 12.57%. In FY 2015, the significant decrease is due to the transition of 27.75 FTE from public safety joint communications from the City to the County. Without including the PSJC employees for the ten year period, the number of General Fund employees would have increased 13.48% and the employees per capita would have decreased 7.68% The yearly increases in General Fund employees have been mainly due to new city programs and population growth. There has been an overall decrease in employees per thousand population over the ten year period shown due to Public Service Joint Commission moving to Boone County. The pie graph above shows the largest number of employees remain in the public safety section. There is no warning trend observed for this indicator.

Sources:
- City of Columbia Annual Budget
- http://www.census.gov/popest/data/intercensal/cities/files/SUB-EST00INT.csv

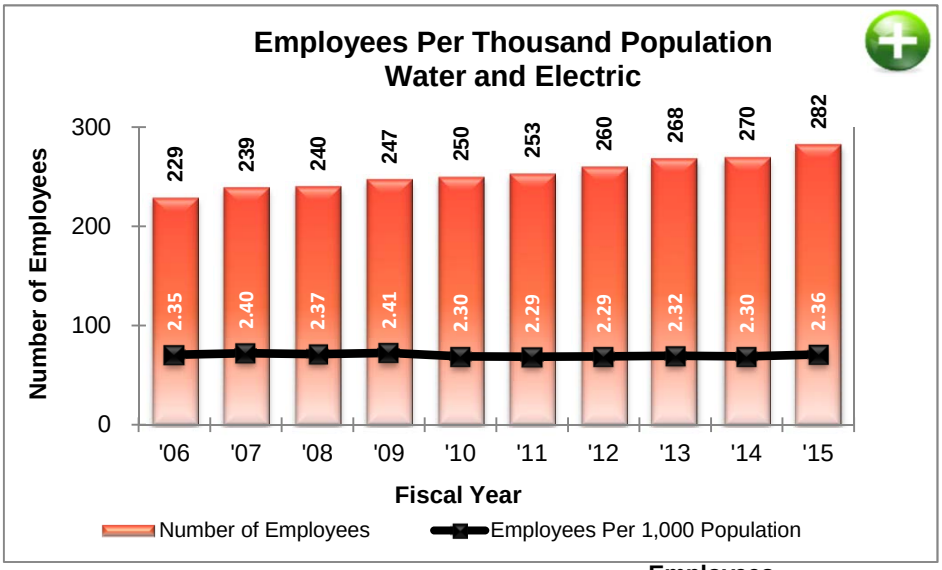
Employees Per Thousand

Population: Water and Electric

Warning Trend:
Increasing number of municipal employees per thousand population

Formulation:

$$\frac{\text{Number of Water \& Light Fund Employees}}{\text{Per Thousand Population}}$$



Fiscal Year	Water and Electric Fund Employees	Estimated Population	Employees Per Thousand Population
2006	228.60	97,202	2.35
2007	238.60	99,405	2.40
2008	239.60	100,976	2.37
2009	246.60	102,324	2.41
2010	249.60	108,500	2.30
2011	252.60	110,438	2.29
2012	259.60	113,230	2.29
2013	267.75	115,276	2.32
2014	269.75	117,364	2.30
2015	**281.75**	**119,476**	**2.36**
10 Yr % Chg	*23.25%*	*22.92%*	*0.27%*

Census numbers were used for 2010. The remaining year populations are census and City of Columbia (GIS dept) estimates.

Description:
Due to the capital intensive nature of the Utility funds, personnel costs are not as major of 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 thousand population may indicate that these funds are becoming more labor intensive, that demands for services are rapidly increasing, or productivity is declining. The impact of increased personnel costs has a potential impact on utility rates.

Analysis:
For the period shown, employees per thousand population has increased by 0.27%. The service efforts of the City's utilities are closely related to services offered to the population, rendering employees per thousand population as the best indicator because it ensures that employees growth is not outstripping growth of the community. Because this measure has remained very stable, there is no negative trend observed for this indicator.

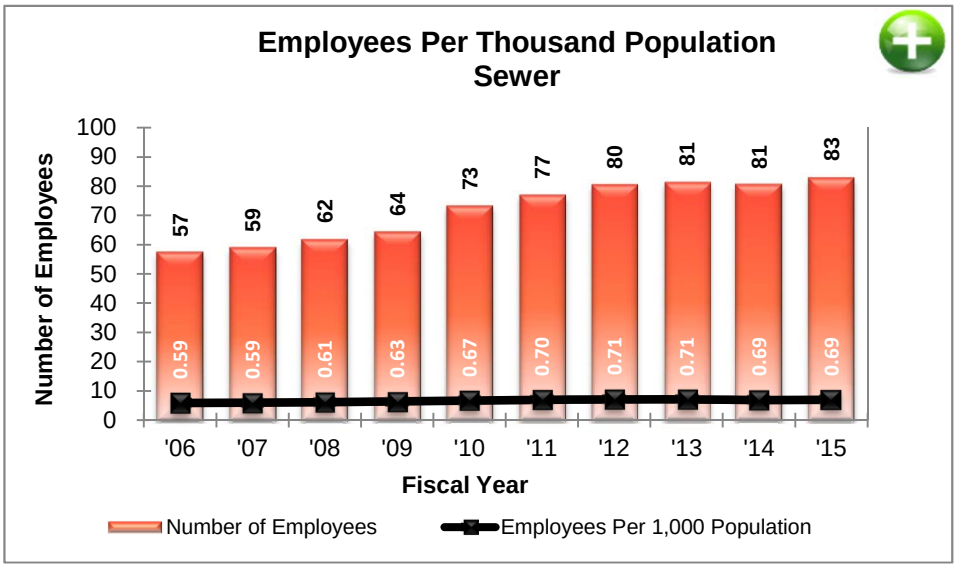
Sources:
- City of Columbia Annual Budget
- http://www.census.gov/popest/data/intercensal/cities/files/SUB-EST00INT.csv

Employees Per Thousand Population: Sewer

Warning Trend:
Increasing number of municipal employees per thousand population

Formulation:

$$\frac{\text{Number of Sewer Fund Employees}}{\text{Per Thousand Population}}$$



Fiscal Year	Sewer Fund Employees	Estimated Population	Employees Per Thousand Population
2006	57.24	97,202	0.59
2007	58.87	99,405	0.59
2008	61.87	100,976	0.61
2009	64.47	102,324	0.63
2010	73.10	108,500	0.67
2011	76.97	110,438	0.70
2012	80.35	113,230	0.71
2013	81.39	115,276	0.71
2014	80.52	117,364	0.69
2015	**83.02**	**119,476**	**0.69**
10 Yr % Chg	*45.04%*	*22.92%*	*18.00%*

Census numbers were used for 2010. The remaining year populations are census and City of Columbia (GIS dept) estimates.

Description:
Due to the capital intensive nature of the Utility funds, personnel costs are not as major of 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 thousand population may indicate that these funds are becoming more labor intensive, that demands for services are rapidly increasing, or productivity is declining. The impact of increased personnel costs has a potential impact on utility rates.

Analysis:
For the period shown, employees per thousand population has increased by 18.00%. The service efforts of the City's utilities are closely related to services offered to the population, rendering employees per thousand population as the best indicator because it ensures that employees growth is not outstripping growth of the community. The majority of additional sewer fund employees were added during FY 2006 - FY 2011, and the employees per thousand population has been decreasing since FY 2014. The ten year increase in this measure will be monitored by management, but there is no negative trend observed for this indicator at this time.

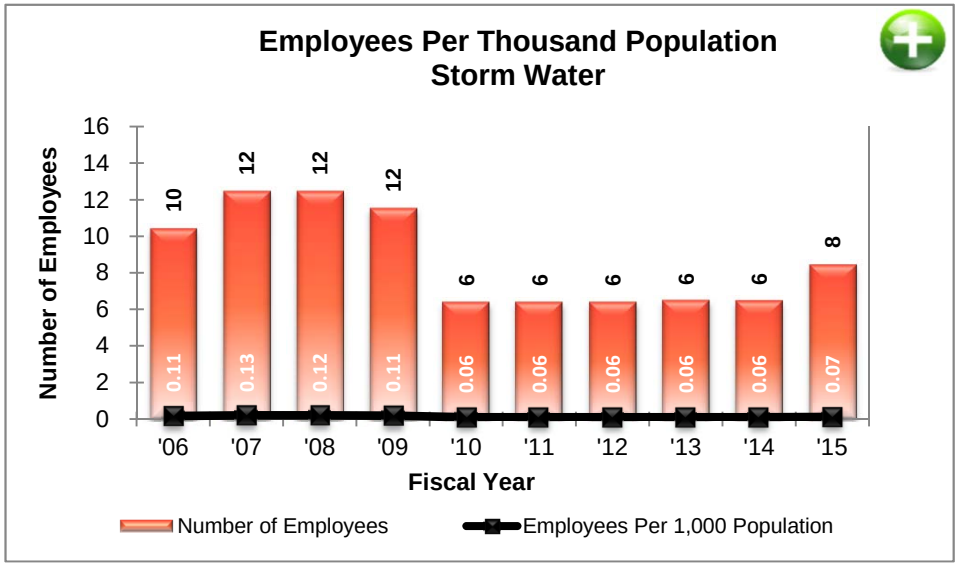
Sources:
City of Columbia Annual Budget
http://www.census.gov/popest/data/intercensal/cities/files/SUB-EST00INT.csv

Employees Per Thousand Population: Storm Water

Warning Trend:
Increasing number of municipal employees per thousand population

Formulation:

$$\frac{\text{Number of Storm Water Fund Employees}}{\text{Per Thousand Population}}$$



Fiscal Year	Storm Water Fund Employees	Estimated Population	Employees Per Thousand Population
2006	10.43	97,202	0.11
2007	12.46	99,405	0.13
2008	12.46	100,976	0.12
2009	11.55	102,324	0.11
2010	6.40	108,500	0.06
2011	6.40	110,438	0.06
2012	6.40	113,230	0.06
2013	6.49	115,276	0.06
2014	6.47	117,364	0.06
2015	**8.47**	**119,476**	**0.07**
10 Yr % Chg	*(18.79%)*	*22.92%*	*(33.93%)*

Census numbers were used for 2010. The remaining year populations are census and City of Columbia (GIS dept) estimates.

Description:
Due to the capital intensive nature of the Utility funds, personnel costs are not as major of 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 thousand population may indicate that these funds are becoming more labor intensive, that demands for services are rapidly increasing, or productivity is declining. The impact of increased personnel costs has a potential impact on utility rates.

Analysis:
For the period shown, employees per thousand population has decreased by 33.93%. The service efforts of the City's utilities are closely related to services offered to the population, rendering employees per thousand population as the best indicator because it ensures that employees growth is not outstripping growth of the community. There is no negative trend observed for this indicator at this time.

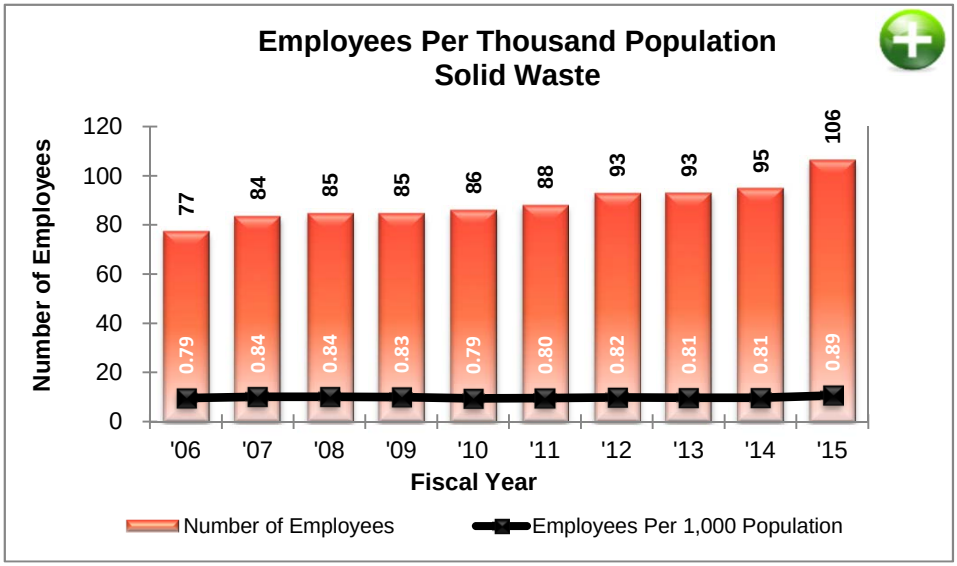
Sources:
City of Columbia Annual Budget
http://www.census.gov/popest/data/intercensal/cities/files/SUB-EST00INT.csv

Employees Per Thousand Population: Solid Waste

Warning Trend:
Increasing number of municipal employees per thousand population

Formulation:

$$\frac{\text{Number of Solid Waste Fund Employees}}{\text{Per Thousand Population}}$$



Fiscal Year	Solid Waste Fund Employees	Estimated Population	Employees Per Thousand Population
2006	77.25	97,202	0.79
2007	83.68	99,405	0.84
2008	84.68	100,976	0.84
2009	84.73	102,324	0.83
2010	85.90	108,500	0.79
2011	87.95	110,438	0.80
2012	92.90	113,230	0.82
2013	93.02	115,276	0.81
2014	94.71	117,364	0.81
2015	**106.21**	**119,476**	**0.89**
10 Yr % Chg	*37.49%*	*22.92%*	*11.86%*

Census numbers were used for 2010. The remaining year populations are census and City of Columbia (GIS dept) estimates.

Description:
Due to the capital intensive nature of the Utility funds, personnel costs are not as major of 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 thousand population may indicate that these funds are becoming more labor intensive, that demands for services are rapidly increasing, or productivity is declining. The impact of increased personnel costs has a potential impact on utility rates.

Analysis:
For the period shown, employees per thousand population has increased by 11.86%. The service efforts of the City's utilities are closely related to services offered to the population, rendering employees per thousand population as the best indicator because it ensures that employees growth is not outstripping growth of the community. As the population increases, additional crews must be added to meet the service demands. Currently the City utilizes a two person crew per truck and picks up bags by hand. If the City were to go to automated collection, only one person would be required per truck. There is no negative trend observed for this indicator at this time.

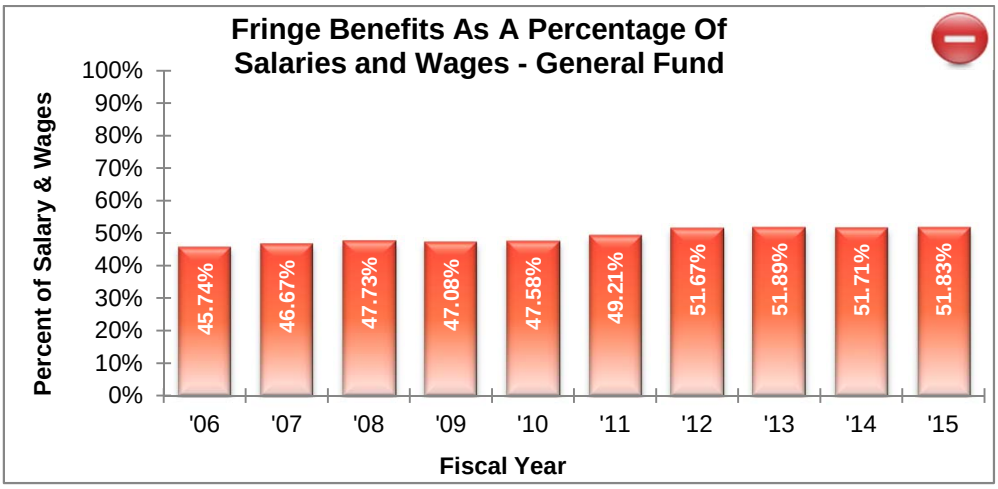
Sources:
City of Columbia Annual Budget
http://www.census.gov/popest/data/intercensal/cities/files/SUB-EST00INT.csv

Fringe Benefits: General Fund

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	Police Pension Pre FY 2013 Employee Contribution Rate	Police Pension Post FY 2013 Employee Contribution Rate	Fire Pension Pre FY 2013 Employee Contribution Rate	Fire Pension Post FY 2013 Employee Contribution Rate	LAGERS-General Contribution Rate
2006	$12,622,350	$27,593,115	45.74%	30.54%	N/A	34.68%	N/A	13.90%
2007	$14,032,492	$30,064,808	46.67%	30.54%	N/A	41.00%	N/A	13.90%
2008	$14,656,614	$30,707,290	47.73%	31.06%	N/A	41.50%	N/A	14.10%
2009	$15,185,797	$32,253,082	47.08%	29.61%	N/A	41.15%	N/A	13.90%
2010	$15,643,756	$32,882,153	47.58%	31.75%	N/A	44.70%	N/A	14.90%
2011	$16,362,929	$33,251,616	49.21%	34.48%	N/A	48.91%	N/A	15.10%
2012	$17,207,284	$33,299,072	51.67%	36.76%	N/A	54.26%	N/A	16.10%
2013	$17,399,540	$33,533,382	51.89%	39.73%	30.43%	58.68%	51.85%	17.10%
2014	$17,564,652	$33,966,214	51.71%	40.35%	31.35%	60.71%	53.88%	17.50%
2015	**$17,888,399**	**$34,512,250**	**51.83%**	**40.85%**	**40.85%**	**58.82%**	**58.82%**	**16.60%**
10 Yr % Chg	*41.72%*	*25.08%*	*13.31%*	*33.76%*		*69.61%*		*19.42%*

* Benefits: Pension Contributions, Life and Health Insurance, Social Security, Disability Insurance, Sick Leave Buyback 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. Some benefits, such as life and health insurance, require immediate cash outlays, while 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 have increased 13.31% for the ten year time frame. This is a warning trend for the City as fringe benefits are now over 51% of salaries and wages. With such a high fringe benefit percentage, this hinders the City's ability to add positions in critical areas such as Police and Fire. The columns on the right show the rise in city pension contribution rates over this time. This information shows the significant difference between the cost of police and fire pensions verses the cost of LAGERS pension for the rest of the general fund employees.

Due to rapidly rising pension plan costs, the City implemented a new pension plan structure for police and fire in FY 2013 which placed employees hired after Oct 1, 2012 into a new plan which requires lower contributions. This has slowed down the rise in pension consts and over time will help to stabilize the fringe benefit percent. Management will need to continue monitoring this trend to ensure we are able to pay for the costs of current employees and have the funding to add employees to meet the needs of a growing community.

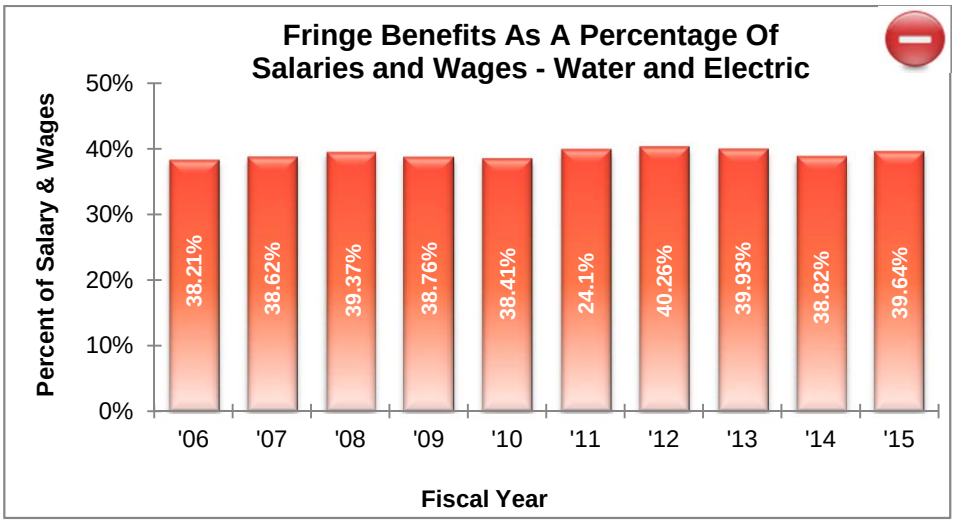
Sources:
- Finance Department HTE Budget Worksheet Chart 14
- Fire and Police Pension Actuarial Report
- LAGERS Actuarial Report

Fringe Benefits:
Water and Electric

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	Annual Increase in Fringe Benefit Percentage	LAGERS-Utilities Contribution Rate
2006	$3,907,158	$10,226,713	38.21%	N/A	15.20%
2007	$4,245,998	$10,994,668	38.62%	1.08%	15.90%
2008	$4,649,098	$11,807,255	39.37%	1.96%	16.80%
2009	$4,827,894	$12,456,011	38.76%	(1.56%)	16.50%
2010	$4,882,265	$12,711,092	38.41%	(0.90%)	17.50%
2011	$5,144,795	$12,898,830	39.89%	3.84%	17.70%
2012	$5,344,957	$13,274,886	40.26%	0.95%	18.70%
2013	$5,586,293	$13,988,613	39.93%	(0.82%)	19.70%
2014	$5,581,674	$14,378,819	38.82%	(2.79%)	20.30%
2015	**$5,929,280**	**$14,958,481**	**39.64%**	**2.11%**	**18.70%**
10 Yr % Chg	*51.75%*	*46.27%*	*3.75%*		*23.03%*

* Benefits: Pension Contribuitons, 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 Utility Funds, 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:
The cost of fringe benefits has risen 51.75% for the period shown. Pension costs are the largest cost of the fringe benefits. For the ten year period shown, LAGERS-General pension contribution rates have increased 19.42% and LAGERS-Utility pension contribution rates have increased 23.03%. Water and Electric employees are convered under LAGERS-Utility and Sewer, Solid Waste, and Storm Water are covered under LAGERS-General.

Health Insurance is the second largest component of fringe benefits and has been increasing significantly over the past ten years. As a way to lower growth in these costs, the City has modified the plan deductibles, offered an HSA, and increased the City's HSA contribution to provide incentive to switch to HSAs.

Management will need to continue monitoring this trend to ensure we are able to pay for the costs of current employees and have the funding to add employees to meet the needs of a growing community.

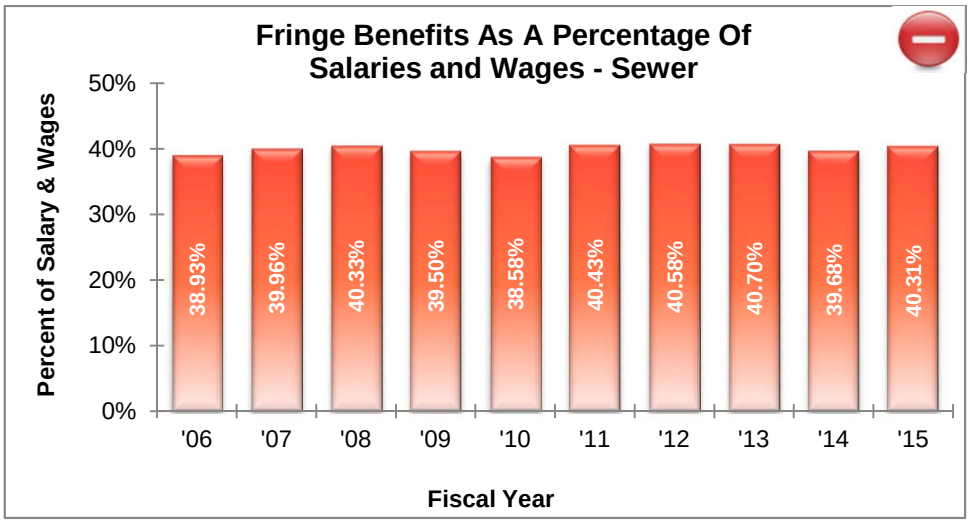
Sources:
- Finance Department HTE Budget Worksheet Chart 14
- LAGERS Actuarial Report

Fringe Benefits:
Sewer

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	Annual Increase in Fringe Benefit Percentage	LAGERS-General Contribution Rate
2006	$865,618	$2,223,295	38.93%	N/A	13.90%
2007	$893,289	$2,235,725	39.96%	2.62%	13.90%
2008	$1,003,324	$2,487,677	40.33%	0.94%	14.10%
2009	$1,088,920	$2,756,968	39.50%	(2.07%)	13.90%
2010	$1,181,933	$3,063,363	38.58%	(2.31%)	14.90%
2011	$1,253,216	$3,099,452	40.43%	4.80%	15.10%
2012	$1,312,953	$3,235,756	40.58%	0.35%	16.10%
2013	$1,327,853	$3,262,245	40.70%	0.31%	17.10%
2014	$1,329,638	$3,351,077	39.68%	(2.52%)	17.50%
2015	**$1,387,744**	**$3,443,009**	**40.31%**	**1.58%**	**16.60%**
10 Yr % Chg	*60.32%*	*54.86%*	*3.52%*		*19.42%*

* Benefits: Pension Contributions, 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 Utility Funds, 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:
The cost of fringe benefits has risen 60.32% for the period shown. Pension costs are the largest cost of the fringe benefits. For the ten year period shown, LAGERS-General pension contribution rates have increased 19.42% and LAGERS-Utility pension contribution rates have increased 23.03%. Water and Electric employees are convered under LAGERS-Utility and Sewer, Solid Waste, and Storm Water are covered under LAGERS-General.

Health Insurance is the second largest component of fringe benefits and has been increasing significantly over the past ten years. As a way to lower growth in these costs, the City has modified the plan deductibles, offered an HSA, and increased the City's HSA contribution to provide incentive to switch to HSAs.

Management will need to continue monitoring this trend to ensure we are able to pay for the costs of current employees and have the funding to add employees to meet the needs of a growing community.

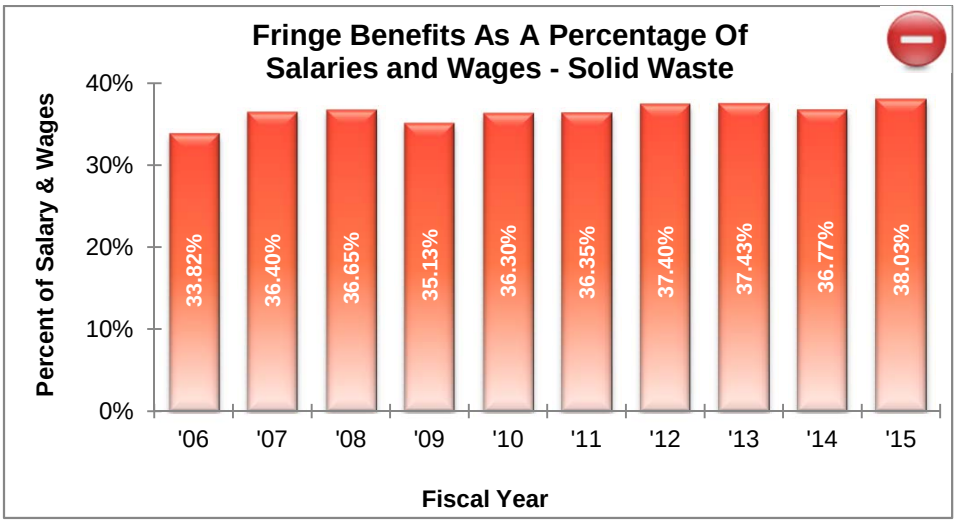
Sources:
Finance Department HTE Budget Worksheet Chart 14
LAGERS Actuarial Report

Fringe Benefits: Solid Waste

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	Annual Increase in Fringe Benefit Percentage	LAGERS-General Contribution Rate
2006	$1,138,430	$3,366,288	33.82%	N/A	13.90%
2007	$1,229,321	$3,377,353	36.40%	7.63%	13.90%
2008	$1,331,317	$3,632,109	36.65%	0.70%	14.10%
2009	$1,332,055	$3,791,276	35.13%	(4.15%)	13.90%
2010	$1,379,673	$3,800,424	36.30%	3.33%	14.90%
2011	$1,398,788	$3,847,682	36.35%	0.14%	15.10%
2012	$1,453,500	$3,886,644	37.40%	2.87%	16.10%
2013	$1,499,429	$4,006,134	37.43%	0.08%	17.10%
2014	$1,465,899	$3,986,276	36.77%	(1.75%)	17.50%
2015	$1,571,984	$4,133,130	**38.03%**	**3.43%**	**16.60%**
10 Yr % Chg	*38.08%*	*22.78%*	*12.46%*		*19.42%*

* Benefits: Pension Contributions, 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 Utility Funds, 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:
The cost of fringe benefits has risen 38.08% for the period shown. Pension costs are the largest cost of the fringe benefits. For the ten year period shown, LAGERS-General pension contribution rates have increased 19.42% and LAGERS-Utility pension contribution rates have increased 23.03%. Water and Electric employees are convered under LAGERS-Utility and Sewer, Solid Waste, and Storm Water are covered under LAGERS-General.

Health Insurance is the second largest component of fringe benefits and has been increasing significantly over the past ten years. As a way to lower growth in these costs, the City has modified the plan deductibles, offered an HSA, and increased the City's HSA contribution to provide incentive to switch to HSAs.

Management will need to continue monitoring this trend to ensure we are able to pay for the costs of current employees and have the funding to add employees to meet the needs of a growing community.

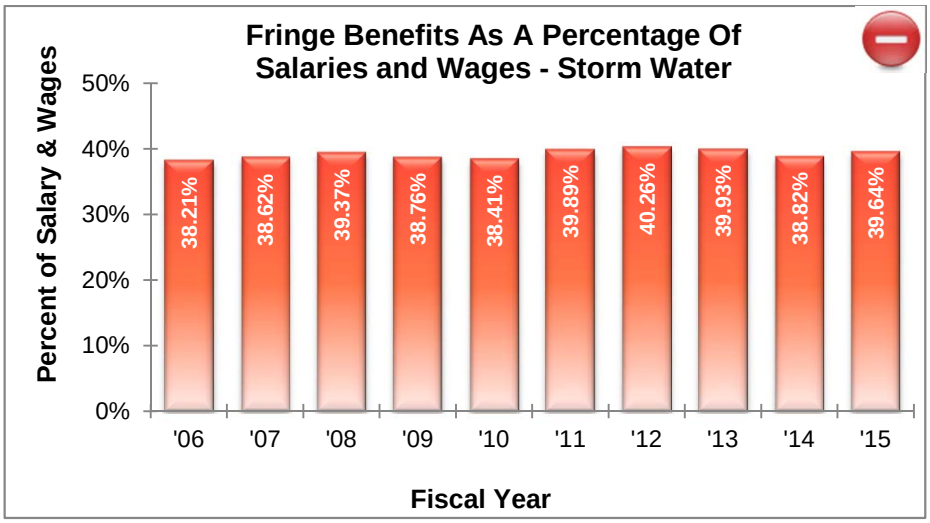
Sources:
Finance Department HTE Budget Worksheet Chart 14
LAGERS Actuarial Report

Fringe Benefits:
Storm Water

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	Annual Increase in Fringe Benefit Percentage	LAGERS Contribution Rate
2006	$6,074,789	$16,235,535	37.42%	N/A	13.90%
2007	$6,541,464	$17,089,746	38.28%	2.30%	13.90%
2008	$7,186,384	$18,457,078	38.94%	1.72%	14.10%
2009	$7,451,449	$19,481,409	38.25%	(1.76%)	13.90%
2010	$7,548,624	$19,773,061	38.18%	(0.19%)	14.90%
2011	$7,903,339	$20,050,975	39.42%	3.25%	15.10%
2012	$8,196,824	$20,612,392	39.77%	0.89%	16.10%
2013	$8,504,859	$21,461,865	39.63%	(0.35%)	17.10%
2014	$8,377,211	$21,656,821	38.68%	(2.39%)	17.50%
2015	**$9,014,983**	**$22,805,380**	**39.53%**	**2.19%**	**16.60%**
10 Yr % Chg	*48.40%*	*40.47%*	*5.65%*		*19.42%*

* Benefits: Pension Contributions, 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 Utility Funds, 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.

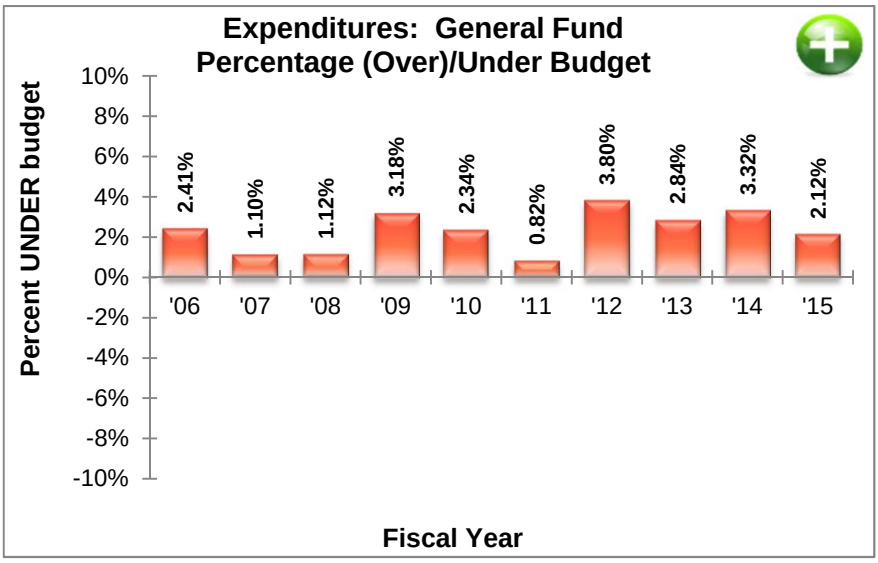
Analysis:
The cost of fringe benefits has risen 48.40% for the period shown. Pension costs are the largest cost of the fringe benefits. For the ten year period shown, LAGERS-General pension contribution rates have increased 19.42% and LAGERS-Utility pension contribution rates have increased 23.03%. Water and Electric employees are convered under LAGERS-Utility and Sewer, Solid Waste, and Storm Water are covered under LAGERS-General.

Health Insurance is the second largest component of fringe benefits and has been increasing significantly over the past ten years. As a way to lower growth in these costs, the City has modified the plan deductibles, offered an HSA, and increased the City's HSA contribution to provide incentive to switch to HSAs.

Management will need to continue monitoring this trend to ensure we are able to pay for the costs of current employees and have the funding to add employees to meet the needs of a growing community.

Sources:
Finance Department HTE Budget Worksheet Chart 14
LAGERS Actuarial Report

Expenditures (Over)/Under Budget: General Fund



Warning Trend:
Consecutive years of actual expenditures over budgeted expenditures

Formulation:

$$\frac{\text{Amount (Over)/Under Budget}}{\text{Budgeted Expenditures}}$$

Fiscal Year	Operating Expenditures*	Less: One-time Use of Excess General Fund Reserves	Net Operating Expenditures	Budgeted Expenditures**	Amount (Over)/ Under Budget	Percent (Over)/ Under Budget
2006	$61,530,716		$61,530,716	$63,049,422	$1,518,706	2.41%
2007	$66,433,679		$66,433,679	$67,171,337	$737,658	1.10%
2008	$69,468,759		$69,468,759	$70,258,112	$789,353	1.12%
2009	$72,554,174		$72,554,174	$74,933,880	$2,379,706	3.18%
2010	$74,450,327		$74,450,327	$76,232,748	$1,782,421	2.34%
2011	$75,487,905		$75,487,905	$76,114,775	$626,870	0.82%
2012	$75,016,214		$75,016,214	$77,979,472	$2,963,258	3.80%
2013	$77,581,172		$77,581,172	$79,852,405	$2,271,233	2.84%
2014	$78,565,522		$78,565,522	$81,262,646	$2,697,124	3.32%
2015	**$87,243,007**	**$5,000,000**	**$82,243,007**	**$84,026,289**	$1,783,282	**2.12%**
10 Yr % Chg	*41.79%*		*33.66%*	*33.27%*	*17.42%*	*(11.89%)*

* Operating Expenditures: Total general fund expenses including operating transfers to other funds.

** Budgeted Expenditures include all expense in the general fund approved by council at the time the budget was adopted. It does not include any mid-year appropriations

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. This illustrates an on-going effort to produce a reliable and consistent forecast of expenditures. In FY 2015, the Council made a decision to utilize $5 million of excess General Fund reserves to reduce the unfunded accrued liability in the Police and Fire Pension Fund. There is no warning trend observed with this indicator.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS
- Adopted Budget for each fiscal year

Operating Position Indicators

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. Deficits are funded by using reserves from prior years. Surpluses increase reserves. An operating surplus or deficit may be created intentionally as a result of a conscious policy decision, or unintentionally because of the difficulty of precisely predicting revenues and expenditures or trends in the underlying local and national economies.

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 the 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:
- A pattern of continuing operating deficits
- Decline in revenues
- Decline in liquidity
- Ineffective revenue forecasting techniques
- Ineffective budgetary control

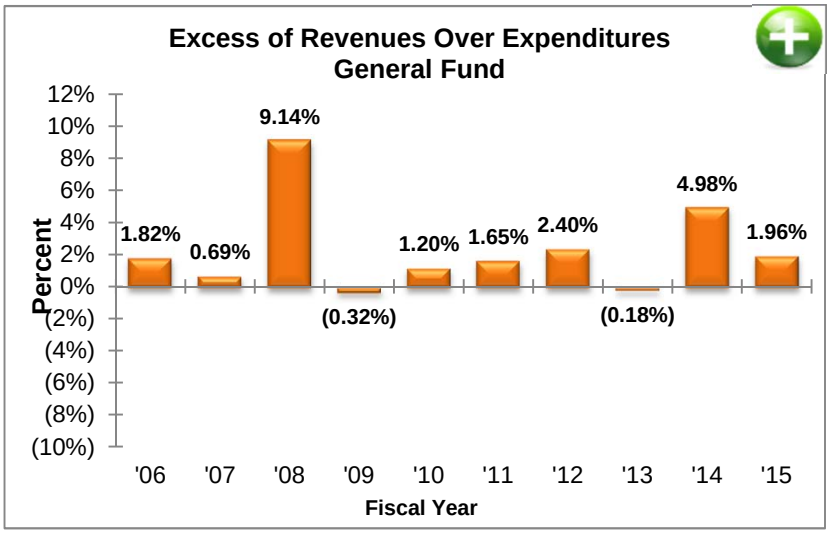
Changes in the expenditure patterns can be monitored by using the following trends:
- Excess of Revenues over Expenditures: General Fund
- Enterprise Operating Position: Recreation Services
- Enterprise Operating Position: Transit
- Enterprise Operating Position: Airport
- Enterprise Operating Position: Parking
- Enterprise Operating Position: Railroad
- Enterprise Operating Position: Water and Electric
- Enterprise Operating Position: Sewer
- Enterprise Operating Position: Solid Waste
- Enterprise Operating Position: Storm Water
- Fund Balance: General Fund
- Liquidity: General Fund
- Liquidity: Water and Electric
- Liquidity: Sewer
- Liquidity: Solid Waste
- Liquidity: Parking

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:

$$\frac{\text{General Fund Operating (Deficits)/Surpluses}}{\text{Operating Revenues}}$$



Fiscal Year	General Fund Operating Surplus/(Deficit)*	One-Time Use of Excess General Fund Revenues	Net General Fund Operating Surplus/(Deficit)	Operating Revenues **	General Fund Operating Surplus/ (Deficit) As A Percentage Of Operating Revenues
2006	$1,213,384		$1,213,384	$66,716,295	1.82%
2007	$487,116		$487,116	$70,693,991	0.69%
2008	$7,214,312		$7,214,312	$78,898,068	9.14%
2009	($247,378)		($247,378)	$77,275,976	(0.32%)
2010	$945,091		$945,091	$79,023,392	1.20%
2011	$1,313,361		$1,313,361	$79,689,322	1.65%
2012	$1,903,482		$1,903,482	$79,233,087	2.40%
2013	($143,533)		($143,533)	$79,129,363	(0.18%)
2014	$4,166,988		$4,166,988	$83,750,410	4.98%
2015	**($3,341,050)**	**$5,000,000**	**$1,658,950**	**$84,816,620**	**1.96%**
Notes: *10 Yr % Chg*	*(375.35%)*		*36.72%*	*27.13%*	*7.54%*

* *Not including encumbrances or appropriated fund balance*

** *Operating Revenues = General Fund Revenues + Operating Transfers from Other Funds + Appropriated Fund Balance*

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. However, it does mean that the government is spending more than it is receiving. 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.

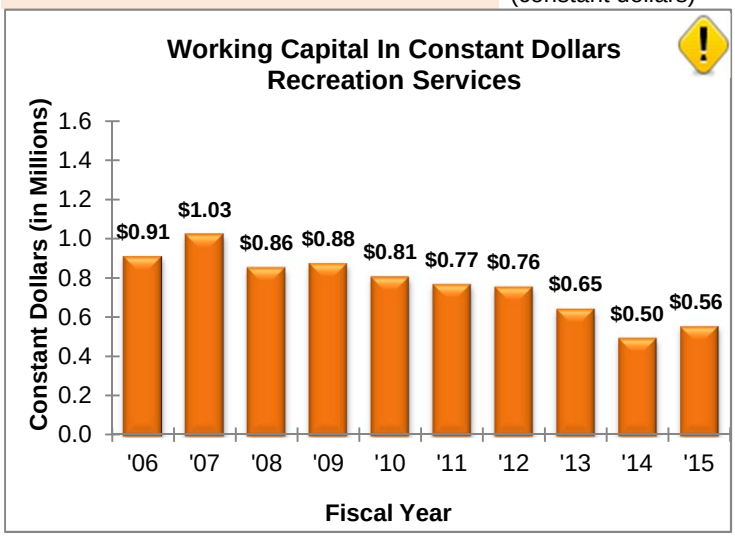
Analysis:
For the period shown, there have been two years (FY 2009 and FY 2013) where there was a deficit between current year expenditures and revenues. In both of these years, the City used excess reserves from previous years to balance the budget. In FY 2008 the City was awarded a large non-motorized federal grant which caused a significant inflow of revenues. In FY 2014, the general fund operating surplus was significant primarily due to vacant positions not being filled throughout the city, departments being fiscally responsible with their budgets, and revenues coming in higher than budgeted. In FY 2015 the city used $5 million of General Fund reserves to pay down on police and fire pension fund liabilities. In FY 2012, the City adopted an incentive based budgeting policy which rewards departments for not spending all of their budget by allocating one-half of the savings back to departments to utilize for one-time expenses and allocating the other half to the Council for one-time expenses that they identify.

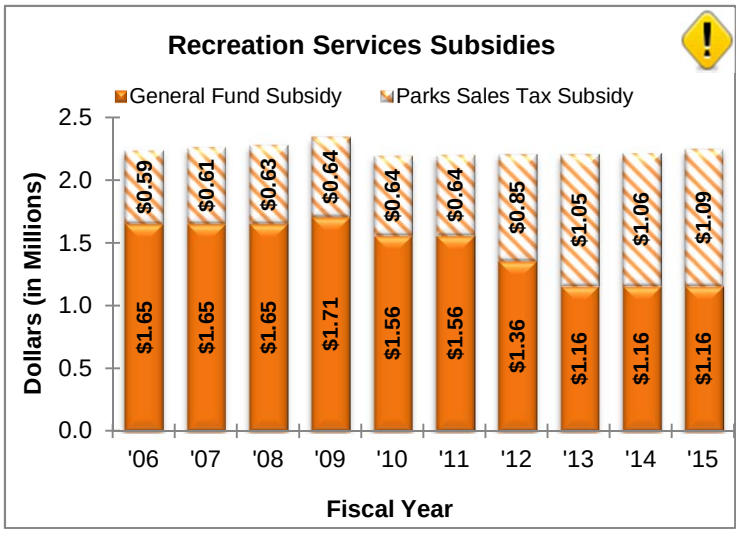
Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position: Recreation Services

Warning Trend:
Reduction in working capital (constant dollars)

Formulation:
Working Capital in Constant Dollars





Fiscal Year	Working Capital *	Consumer Price Index	Working Capital (Constant Dollars)	General Fund Subsidy	Parks Sales Tax Subsidy	Total Subsidy
2006	$1,843,250	201.60	$914,311	$1,652,682	$585,000	$2,237,682
2007	$2,132,935	207.30	$1,028,912	$1,652,510	$610,000	$2,262,510
2008	$1,848,946	215.30	$858,765	$1,652,510	$628,300	$2,280,810
2009	$1,887,194	214.54	$879,659	$1,705,910	$637,725	$2,343,635
2010	$1,769,213	218.06	$811,357	$1,556,910	$637,725	$2,194,635
2011	$1,740,140	224.94	$773,605	$1,556,910	$644,105	$2,201,015
2012	$1,746,799	229.59	$760,834	$1,356,910	$850,105	$2,207,015
2013	$1,507,361	232.96	$647,047	$1,156,910	$1,050,105	$2,207,015
2014	$1,181,290	236.74	$498,982	$1,156,910	$1,060,606	$2,217,516
2015	**$1,326,456**	**237.02**	**$559,639**	**$1,156,910**	**$1,091,288**	**$2,248,198**
10 Yr % Chg	*(28.04%)*	*17.57%*	*(38.79%)*	*(30.00%)*	*86.54%*	*0.47%*

**Working Capital: Current Assets less Current Liabilities*

Description:

Enterprise fund programs that exist in the City of Columbia include: Water, Electric, Recreation Services, Airport, Transit, Railroad, Parking Garages, Refuse Collection, Storm Water and Sewer. Enterprise systems are typically subject to the laws of supply and demand, and managers of enterprise programs who raise user fees or rates may find that revenues actually decrease because customers limit their consumption or decrease the use of the service.

Profit and loss data may not tell the entire picture about the operation. This indicator provides additional analysis of the "financial health" of the operation. Changes in working capital (current assets minus current liabilities) provide an additional measurement of the financial condition and helps assess the ability of the operation to generate funding for capital outlay and improvements.

Analysis:

Recreation Services' working capital in constant dollars has decreased 38.79% for the ten year period shown. The City utilizes cost recovery goals for various recreational activities which are reviewed periodically as a part of a fees and charges study last conducted in 2008. however, most activities are not anticipated to recover all of the costs through fees. This operation is subsidized by both the General Fund and the Parks Sales Tax Fund. As expenses increase, there is a larger need for those two resources to cover the increase or cash reserves will be reduced. Management reviews the operating position annually as a part of the budget process and raises fees, cut activities, or increases the use of subsidy. This indicator is exhibiting a warning trend due to decreasing cash in the fund.

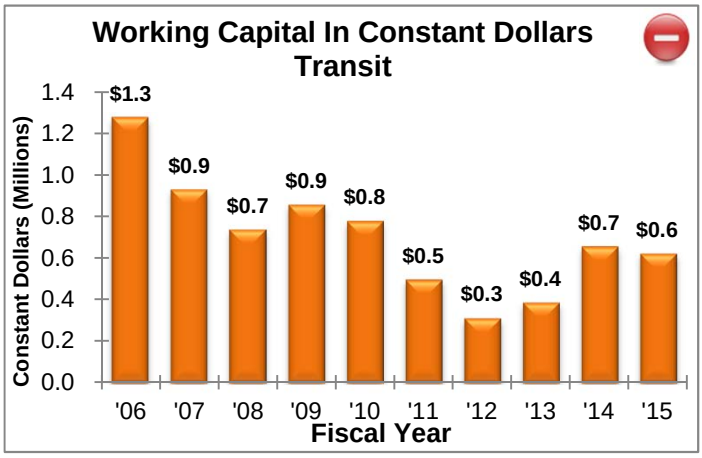
Sources:

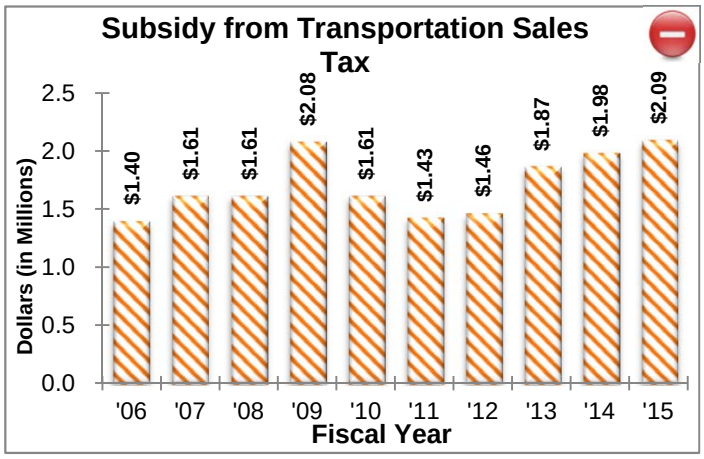
- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position: Transit

Warning Trend:
Reduction in working capital (constant dollars)

Formulation:
Working Capital in Constant Dollars





Fiscal Year	Transit Working Capital*	Consumer Price Index	Working Capital (Constant Dollars)	Subsidy from Transportation Sales Tax
2006	$2,572,291	201.60	$1,275,938	$1,400,000
2007	$1,928,534	207.30	$930,311	$1,612,500
2008	$1,585,717	215.30	$736,505	$1,612,500
2009	$1,837,974	214.54	$856,717	$2,079,255
2010	$1,696,272	218.06	$777,907	$1,612,500
2011	$1,115,007	224.94	$495,693	$1,428,625
2012	$713,590	229.59	$310,811	$1,464,184
2013	$901,771	232.96	$387,093	$1,866,813
2014	$1,550,674	236.74	$655,011	$1,980,913
2015	**$1,471,997**	**237.02**	**$621,043**	**$2,091,075**
10 Yr % Chg	*(42.77%)*	*17.57%*	*(51.33%)*	*49.36%*

**Working Capital: Current Assets less Current Liabilities*

Description:

Enterprise systems are typically subject to the laws of supply and demand, and managers of enterprise programs who raise user fees or rates may find that revenues actually decrease because customers limit their consumption or decrease the use of the service.

Profit and loss data may not tell the entire picture about the operation. This indicator provides additional analysis of the "financial health" of the operation. Changes in working capital (current assets minus current liabilities) provide an additional measurement of the financial condition and helps assess the ability of the operation to general funding for capital outlay and improvements.

Analysis:

Working capital in constant dollars has experienced an overall decrease from FY 2006 through FY 2012 with a small increase from FY 2013 to FY 2015. Two main contributing factors to this decrease have been rising fuel costs and increased demand for transit services by college students living off campus.

The Transit operation is subsidized by transportation sales taxes. Therefore, as the working capital decreases, management is left with the tough decisions of cutting services or utilizing more transportation sales tax funding to keep the operation going. Transportation sales tax funding is also used to subsidize the airport operation, provide funding for streets and sidewalks, and provide match funding for airport and transit capital grants. Therefore, future growth of the subsidy is dependent on the growth in the sales tax and the other competing demands for the funds.

To address the rising fuel costs, management has been transitioning over part of the fleet to compressed natural gas (CNG) which is generally cheaper than diesel and has lower maintenance costs over the life of the vehicle. Additionally, in FY 2015, the City became the first city in Missouri to use an electric bus. The City has entered into a one-year evaluation lease for one forty-foot and three thirty-foot electric buses. If these buses result in significant operational savings, the leases will be continued for 12 years. Of the increase in Transportation Sales Tax for FY 2015, $175,566 reflects a movement of funding from capital projects to operating expenses to pay for the cost of the electric bus lease. It is anticipated that a changeover of the fleet to CNG and electric will significantly reduce operating costs and increase working capital over time.

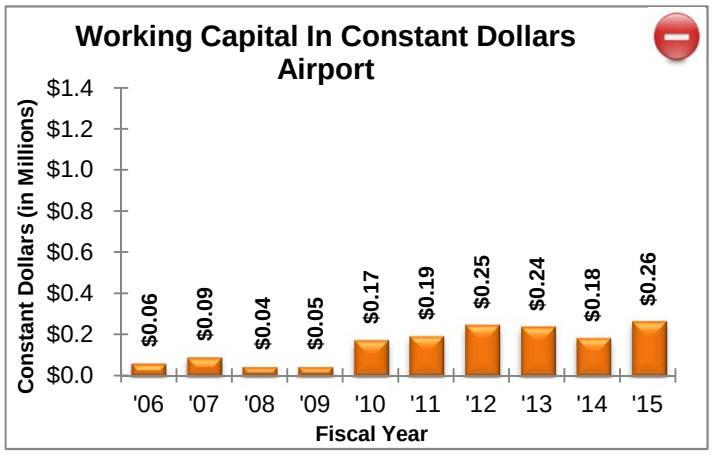
Sources:

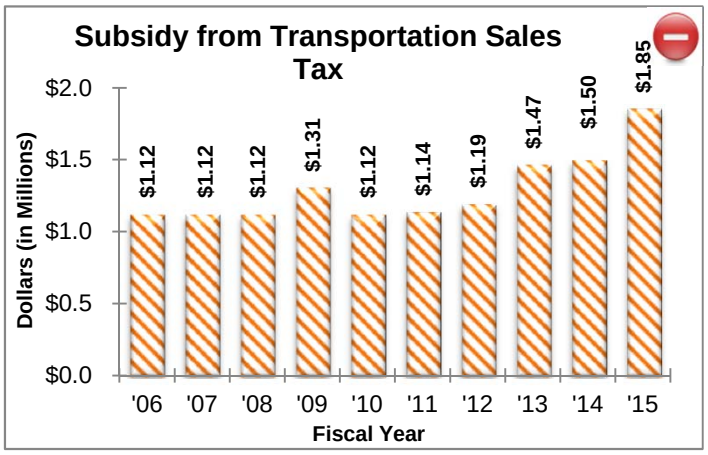
- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position: Airport

Warning Trend:
Reduction in working capital (constant dollars)

Formulation:
Working Capital in Constant Dollars





Fiscal Year	Airport Working Capital*	Consumer Price Index	Working Capital (Constant Dollars)	Subsidy from Transportation Sales Tax
2006	$122,555	201.60	$60,791	$1,120,250
2007	$187,547	207.30	$90,471	$1,120,250
2008	$96,028	215.30	$44,601	$1,120,250
2009	$97,071	214.54	$45,247	$1,306,195
2010	$374,796	218.06	$171,881	$1,120,250
2011	$434,476	224.94	$193,153	$1,136,500
2012	$563,931	229.59	$245,625	$1,192,230
2013	$551,184	232.96	$236,600	$1,466,075
2014	$435,422	236.74	$183,924	$1,495,737
2015	**$619,380**	**237.02**	**$261,320**	**$1,850,818**
10 Yr % Chg	*405.39%*	*17.57%*	*329.86%*	*65.21%*

**Working Capital: Current Assets less Current Liabilities*

Description:

Enterprise systems are typically subject to the laws of supply and demand, and managers of enterprise programs who raise user fees or rates may find that revenues actually decrease because customers limit their consumption or decrease the use of the service.

Profit and loss data may not tell the entire picture about the operation. This indicator provides additional analysis of the "financial health" of the operation. Changes in working capital (current assets minus current liabilities) provide an additional measurement of the financial condition and helps assess the ability of the operation to generate funding for capital outlay and improvements.

Analysis:

Working capital in constant dollars has been increasing; however, the amount of working capital is very low considering the significant amount of infrastructure that has to be maintained. While FAA grants provide large percentage of the funding for infrastrucure projects, the City must be able to provide the matching funds. FAA grants are competitive and subject to the availability of funding within the federal budget.

Currently the airport operation is being subsidized with transportation sales taxes. The funding for airport competes with transit and streets and sidewalks operations and capital needs. Therefore, the growth in subsidy is contingent on both the growth of the transportation sales tax and the competing needs of transit and streets and sidewalks.

In order for the airport to thrive in the future, there will be a need for funding of infrastructure to build larger runways and terminal enhancements so additional carriers and larger flights can be flown to and from Columbia. This may involve creating new partnerships and identifying additional revenue sources to fund these improvements. The City is planning an August, 2016 ballot proposal for a temporary increase to the hotel/motel tax of 1% which would be used to fund a new airport terminal.

This indicator exhibits a significant warning trend as there are not sufficient working capital available to handle the present or future needs of the airport.

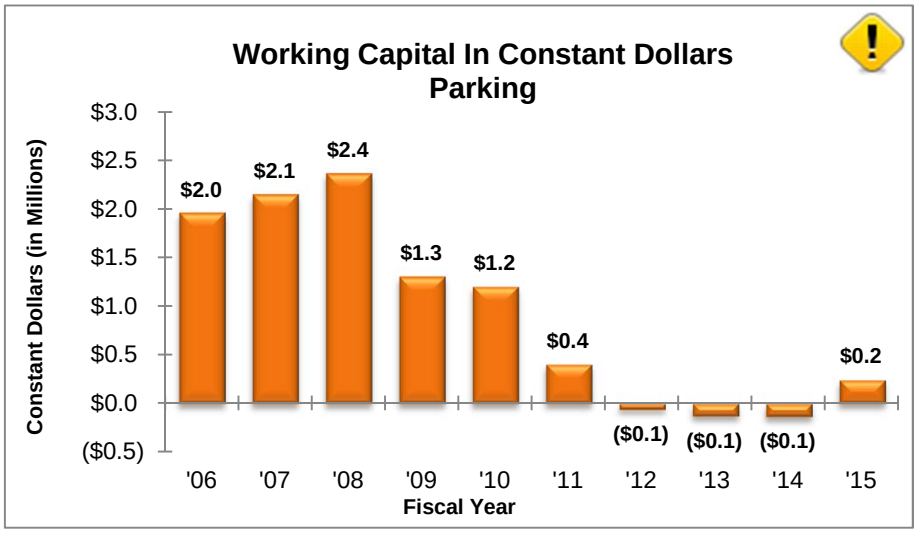
Sources:

- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position: Parking

Warning Trend:
Reduction in working capital (constant dollars)

Formulation:
Working Capital in Constant Dollars



Fiscal Year	Parking Working Capital*	Consumer Price Index	Working Capital in constant dollars
2006	$3,949,285	201.60	$1,958,971
2007	$4,455,495	207.30	$2,149,298
2008	$5,086,778	215.30	$2,362,614
2009	$2,797,791	214.54	$1,304,107
2010	$2,616,790	218.06	$1,200,054
2011	$904,541	224.94	$402,127
2012	($140,873)	229.59	($61,359)
2013	($306,727)	232.96	($131,665)
2014	($320,321)	236.74	($135,305)
2015	**$567,671**	**237.02**	**$239,503**
10 Yr % Chg	*(85.63%)*	*17.57%*	*(87.77%)*

**Working Capital: Current Assets less Current Liabilities*

Description:
Enterprise fund programs that exist in the City of Columbia include: Water, Electric, Recreation Services, Airport, Transit, Railroad, Parking Garages, Refuse Collection, Storm Water and Sewer. Enterprise systems are typically subject to the laws of supply and demand, and managers of enterprise programs who raise user fees or rates may find that revenues actually decrease because customers limit their consumption or decrease the use of the service.

Profit and loss data may not tell the entire picture about the operation. This indicator provides additional analysis of the "financial health" of the operation. Changes in working capital (current assets minus current liabilities) provide an additional measurement of the financial condition and helps assess the ability of the operation to generate funding for capital outlay and improvements.

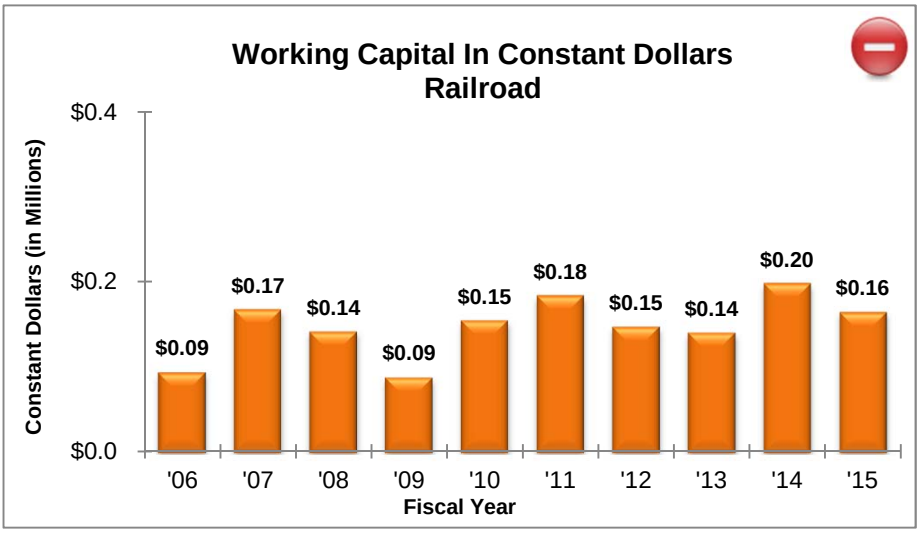
Analysis:
Working capital in constant dollars has decreased 87.77% for the period shown. In FY 2009, working capital decreased due to building the Fifth and Walnut parking garage. In FY 2014, the Short Street garage was constructed. In FY 2015, working capital increased due to an increase in revenues collected and debt payments decreasing. Management will continue to closely monitor the financial position of this operation. Ending cash and other resources is above the cash reserve target for FY 2015. Debt payments will be decreasing in the next few years. It is anticipated that the financial position will begin to make significant improvement in the coming years. The challenge in future years will be to build cash balances to properly maintain the parking facilities.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position: Railroad

Warning Trend:
Reduction in working capital (constant dollars) or recurring operating income loss

Formulation:
Working Capital in Constant Dollars



Fiscal Year	Railroad Working Capital*	Consumer Price Index	Working Capital (Constant Dollars)
2006	$188,737	201.60	$93,620
2007	$347,143	207.30	$167,459
2008	$305,305	215.30	$141,802
2009	$188,696	214.54	$87,955
2010	$337,599	218.06	$154,822
2011	$413,483	224.94	$183,820
2012	$338,198	229.59	$147,305
2013	$327,521	232.96	$140,591
2014	$468,839	236.74	$198,040
2015	**$389,645**	**237.02**	**$164,393**
10 Yr % Chg	*106.45%*	*17.57%*	*75.60%*

**Working Capital: Current Assets less Current Liabilities*

Description:
Enterprise fund programs that exist in the City of Columbia include: Water, Electric, Recreation Services, Airport, Transit, Railroad, Parking Garages, Refuse Collection, Storm Water and Sewer. Enterprise systems are typically subject to the laws of supply and demand, and managers of enterprise programs who raise user fees or rates may find that revenues actually decrease because customers limit their consumption or decrease the use of the service.

Profit and loss data may not tell the entire picture about the operation. This indicator provides additional analysis of the "financial health" of the operation. Changes in working capital (current assets minus current liabilities) provide an additional measurement of the financial condition and helps assess the ability of the operation to generate funding for capital outlay and improvements.

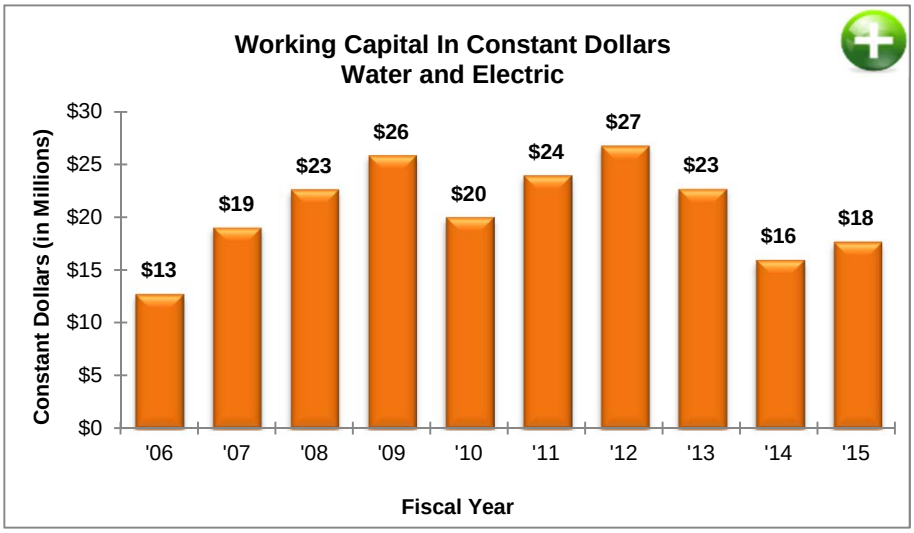
Analysis:
Working capital in constant dollars decreased from $0.2 million in FY 2014 to $0.16 million in FY 2015. The operation is not generating enough working capital to adequately fund infrastructure replacement. The City established a coal surcharge that the Electric utility pays which generated some funding for infrastructure replacement. However, in FY 2015, the power plant ceased the use of coal. Therefore, the railroad operation will need to identify additional customers in order to be able to survive in the future. This indicator exhibits a significant warning trend that needs to be closely monitored in the future.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position: Water and Electric

Warning Trend:
Reduction in working capital (constant dollars)

Formulation:
Working Capital in Constant Dollars



Fiscal Year	Water & Electric Working Capital*	Consumer Price Index	Working Capital (Constant Dollars)
2006	$25,717,353	201.60	$12,756,624
2007	$39,523,814	207.30	$19,065,998
2008	$48,796,059	215.30	$22,663,901
2009	$55,544,155	214.54	$25,890,245
2010	$43,672,840	218.06	$20,028,268
2011	$53,970,028	224.94	$23,993,184
2012	$61,495,336	229.59	$26,784,850
2013	$52,890,984	232.96	$22,703,891
2014	$37,846,757	236.74	$15,986,634
2015	**$41,953,902**	**237.02**	**$17,700,575**
10 Yr % Chg	*63.13%*	*17.57%*	*38.76%*

**Working Capital: Current Assets less Current Liabilities*

Description:
Enterprise fund programs that exist in the City of Columbia include: Water, Electric, Recreation Services, Airport, Transit, Railroad, Parking Garages, Refuse Collection, Storm Water and Sewer. Enterprise systems are typically subject to the laws of supply and demand, and managers of enterprise programs who raise user fees or rates may find that revenues actually decrease because customers limit their consumption or decrease the use of the service.

Profit and loss data may not tell the entire picture about the operation. This indicator provides additional analysis of the "financial health" of the operation. Changes in working capital (current assets minus current liabilities) provide an additional measurement of the financial condition and helps assess the ability of the operation to generate funding for capital outlay and improvements.

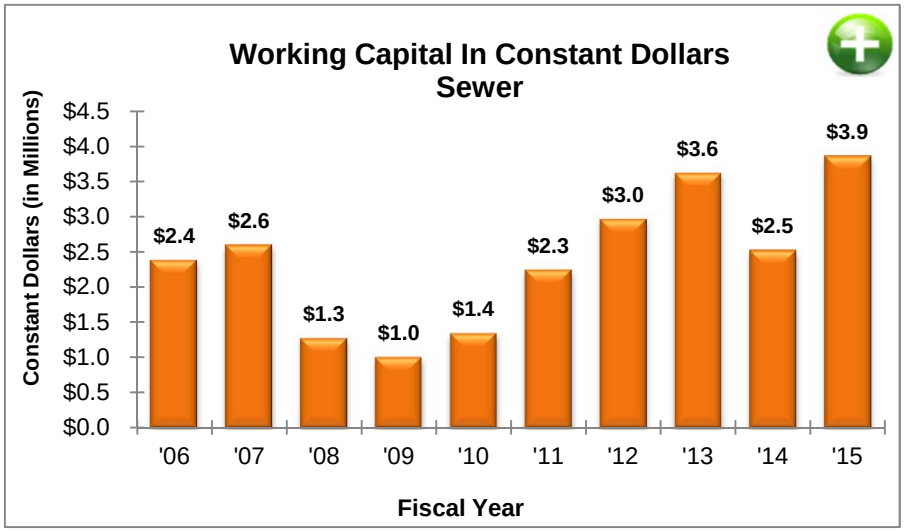
Analysis:
It is important for the utility to have a strong working capital position in order to have funding to maintain the extensive infrastructure of the utility. Water and Electric adopted a formal cash reserve policy which calculates a cash reserve target of 20% of operational expenses plus cash needed to fund the next year's CIP projects. This target is compared to the cash and cash equivalents plus inventory value. For FY 2015, ending cash and other resources is $28,515,286 which is $4,455,389 below the cash reserve target of $32,970,675. The cash reserve target is perhaps a better measurement of the utility's ability to fund its operational and infrastructure needs. The policy was approved by Council in December 2013. This higher level utilizes a utility basis approach and is widely used in the electric industry and is part of course work provided by the American Public Power Association. Management adjusts rates to ensure the cost of providing the service is recovered as well as debt payments for voter approved capital improvements.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position: Sewer

Warning Trend:
Reduction in working capital (constant dollars)

Formulation:
Working Capital in Constant Dollars



Fiscal Year	Sewer Working Capital*	Consumer Price Index	Working Capital (Constant Dollars)
2006	$4,814,223	201.60	$2,388,007
2007	$5,408,895	207.30	$2,609,211
2008	$2,748,974	215.30	$1,276,793
2009	$2,176,112	214.54	$1,014,329
2010	$2,947,608	218.06	$1,351,767
2011	$5,065,896	224.94	$2,252,120
2012	$6,829,437	229.59	$2,974,623
2013	$8,458,002	232.96	$3,630,667
2014	$5,988,896	236.74	$2,529,736
2015	**$9,178,625**	**237.02**	**$3,872,511**
10 Yr % Chg	*90.66%*	*17.57%*	*62.16%*

**Working Capital: Current Assets less Current Liabilities*

Description:
Enterprise fund programs that exist in the City of Columbia include: Water, Electric, Recreation Services, Airport, Transit, Railroad, Parking Garages, Refuse Collection, Storm Water and Sewer. Enterprise systems are typically subject to the laws of supply and demand, and managers of enterprise programs who raise user fees or rates may find that revenues actually decrease because customers limit their consumption or decrease the use of the service.

Profit and loss data may not tell the entire picture about the operation. This indicator provides additional analysis of the "financial health" of the operation. Changes in working capital (current assets minus current liabilities) provide an additional measurement of the financial condition and helps assess the ability of the operation to generate funding for capital outlay and improvements.

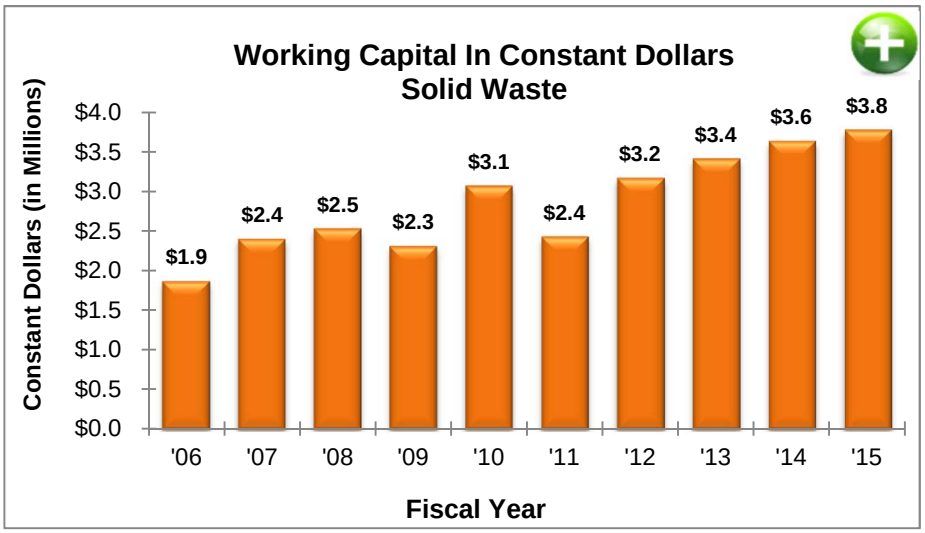
Analysis:
Sewer's working capital in constant dollars rose to $3.9 million in FY 2015, which is the highest level for the ten year period shown. Rates are adjusted annually to cover the cost of providing the service as well as debt payments on voter approved capital projects. Therefore, there are no warning trends observed with this indicator.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position: Solid Waste

Warning Trend:
Reduction in working capital (constant dollars)

Formulation:
Working Capital in Constant Dollars



Fiscal Year	Solid Waste Working Capital*	Consumer Price Index	Working Capital (Constant Dollars)
2006	$3,774,345	201.60	$1,872,195
2007	$4,992,860	207.30	$2,408,519
2008	$5,459,259	215.30	$2,535,617
2009	$4,966,240	214.54	$2,314,864
2010	$6,707,191	218.06	$3,075,903
2011	$5,475,693	224.94	$2,434,301
2012	$7,285,970	229.59	$3,173,470
2013	$7,960,289	232.96	$3,417,020
2014	$8,627,026	236.74	$3,644,093
2015	**$8,959,313**	**237.02**	**$3,779,982**
10 Yr % Chg	*137.37%*	*17.57%*	*101.90%*

**Working Capital: Current Assets less Current Liabilities*

Description:
Enterprise fund programs that exist in the City of Columbia include: Water, Electric, Recreation Services, Airport, Transit, Railroad, Parking Garages, Refuse Collection, Storm Water and Sewer. Enterprise systems are typically subject to the laws of supply and demand, and managers of enterprise programs who raise user fees or rates may find that revenues actually decrease because customers limit their consumption or decrease the use of the service.

Profit and loss data may not tell the entire picture about the operation. This indicator provides additional analysis of the "financial health" of the operation. Changes in working capital (current assets minus current liabilities) provide an additional measurement of the financial condition and helps assess the ability of the operation to generate funding for capital outlay and improvements.

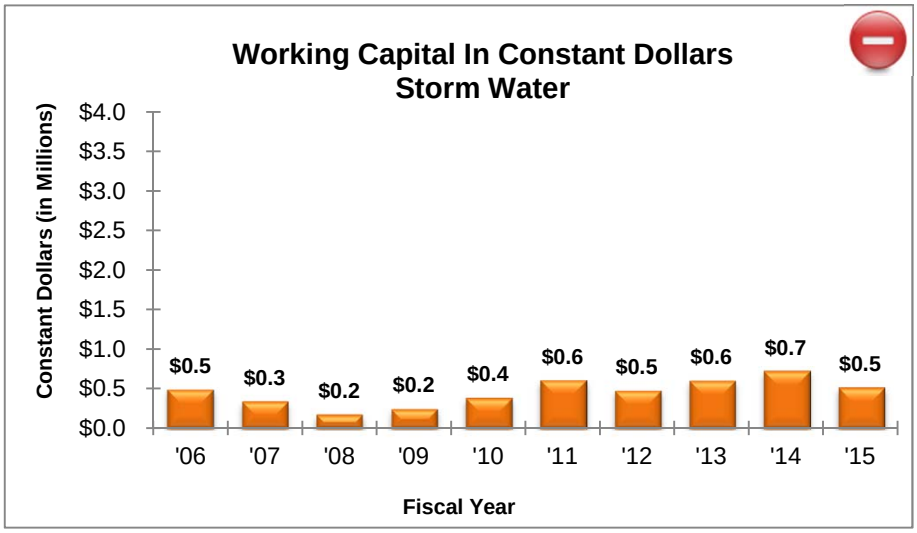
Analysis:
Solid waste has maintained a strong operating position over the ten year period shown. This has permitted the utility to expand the landfill operation center, establish a bioreactor program and construct a new fueling station. The utility was able to secure grant funding for new sustainability programs during FY 2009 and FY 2010 which had a positive impact on working capital. Unlike the other utilities, capital projects must be funded from operations, so a strong working capital position is important. While the working capital in constant dollars is strong right now, there are a number of significant capital projects planned in the next ten years which will greatly deplete cash. A cost of service study was completed in FY 2015 which will provide management with options for adjusting rates and structuring debt to meet these future operating and infrastrucure needs.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position: Storm Water

Warning Trend:
Reduction in working capital (constant dollars)

Formulation:
Working Capital in Constant Dollars



Fiscal Year	Storm Water Working Capital*	Consumer Price Index	Working Capital (Constant Dollars)
2006	$988,190	201.60	$490,174
2007	$708,531	207.30	$341,790
2008	$382,129	215.30	$177,484
2009	$531,326	214.54	$247,662
2010	$839,233	218.06	$384,870
2011	$1,365,627	224.94	$607,110
2012	$1,098,574	229.59	$478,494
2013	$1,398,786	232.96	$600,440
2014	$1,705,849	236.74	$720,558
2015	**$1,217,369**	**237.02**	**$513,614**
10 Yr % Chg	*23.19%*	*17.57%*	*4.78%*

**Working Capital: Current Assets less Current Liabilities*

Description:
Enterprise fund programs that exist in the City of Columbia include: Water, Electric, Recreation Services, Airport, Transit, Railroad, Parking Garages, Refuse Collection, Storm Water and Sewer. Enterprise systems are typically subject to the laws of supply and demand, and managers of enterprise programs who raise user fees or rates may find that revenues actually decrease because customers limit their consumption or decrease the use of the service.

Profit and loss data may not tell the entire picture about the operation. This indicator provides additional analysis of the "financial health" of the operation. Changes in working capital (current assets minus current liabilities) provide an additional measurement of the financial condition and help assess the ability of the operation to generate funding for capital outlay and improvements.

Analysis:
The storm water utility has struggled over the ten year span to generate enough cash to fund a growing number of costly infrastructure improvements needed. Operations are funded by fees approved by voters in April 1993 which included development charges on new construction and existing improved properties. Funding has been minimal due to a slowing economy and a reduction in new construction. The infrastructure for this utility is significant and there is a large number of underground pipes that have reached the end of their useful life. Some have been in place far beyond their useful life and have failed, requiring emergency contracts to repair them. There has been a huge list of infrastructure replacement needs and not enough funding to replace them.

To address this lack of adequate funding, management took a ballot issue to the voters in April, 2015. The ballot issue was passed and this will result in five years of residential and commercial increases which will generate the cash necessary to begin addressing the backlog of projects. The increase went into effect in October, 2015. This indicator should improve in the next few years.

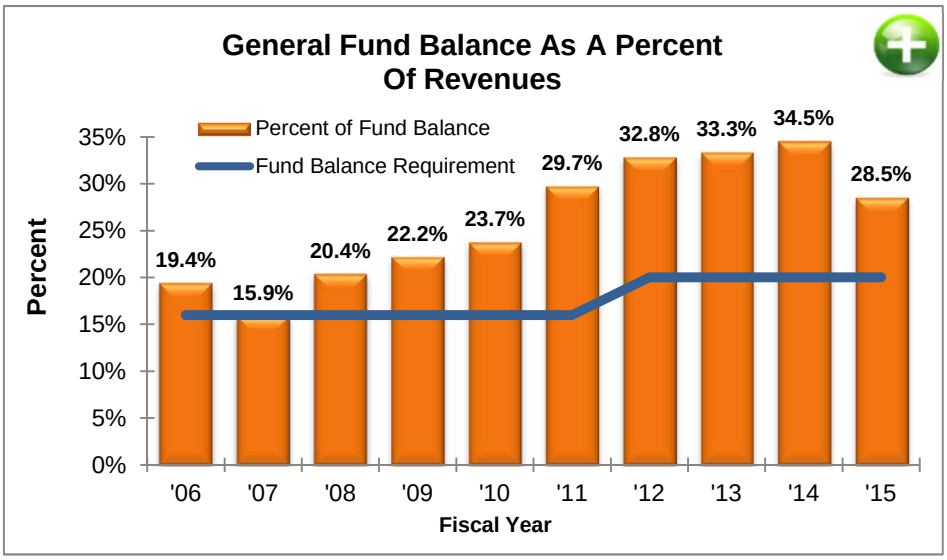
Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Fund Balance:
General Fund

Warning Trend:
Declining unreserved fund balance of general fund as a percent of net operating revenues

Formulation:

$$\frac{\text{General Fund Unreserved Fund Balance}}{\text{Operating Revenues}}$$



Fiscal Year	General Fund Unreserved/ Undesignated Fund Balance	Operating Revenues *	Fund Balance As A Percent Of Revenues
2006	$12,953,572	$66,716,295	19.4%
2007	$11,242,815	$70,693,991	15.9%
2008	$16,078,993	$78,898,068	20.4%
2009	$17,154,195	$77,275,976	22.2%
2010	$18,759,242	$79,023,392	23.7%
2011	$23,660,321	$79,689,322	29.7%
2012	$25,955,804	$79,233,087	32.8%
2013	$26,350,897	$79,129,363	33.3%
2014	$28,889,506	$83,750,410	34.5%
2015	**$24,159,186**	**$84,816,620**	**28.5%**
Note: *10 Yr % Chg*	*86.51%*	*27.13%*	*46.70%*

* *Operating Revenues = General Fund Revenues + Operating Transfers from Other Funds + Increase in Obligations Under Capital Leases + Appropriated Fund Balance*

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 General Fund Liquidity indicator)?

Analysis:
In FY 2012, the Council adopted a minimum fund balance percentage requirement of 20% for the General Fund. Prior to that time, the minimum fund balance percentage requirement was 16%. FY 2007 is the only year the fund balance percentage was significantly lower than the new 20% requirement. FY 2011 to FY 2015 are significantly above the minimum requirement; therefore, there is no warning trend observed with this indicator. The significant decrease in FY 2015 was due to a decision by management to transfer $5 million of excess general fund reserves to the police and fire pension fund to pay down unfunded liabilities.

Sources:
- City of Columbia Annual Budget
- City of Columbia Financial Management Information Supplement - FMIS

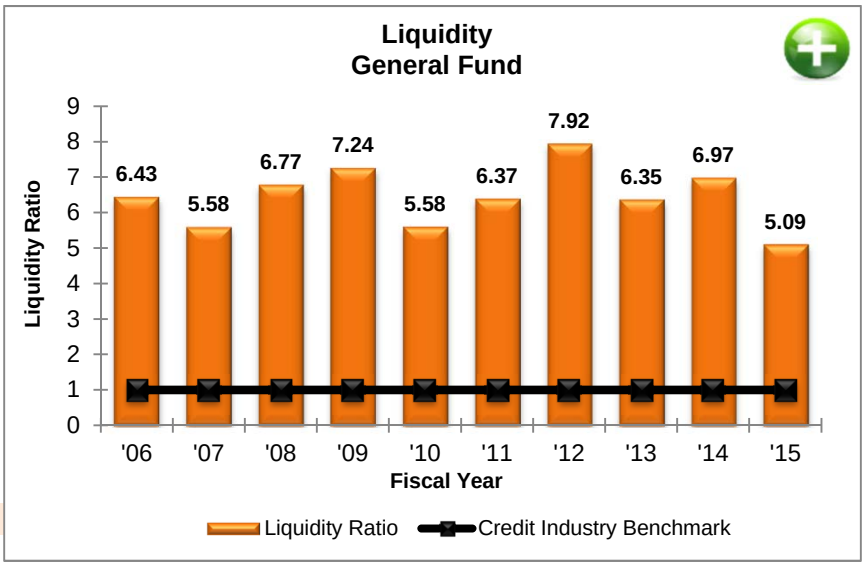
Liquidity:
General Fund

Warning Trend:
Quick ratio on cash, marketable securities and accounts receivable to current liabilities of less than one

Formulation:

$$\frac{\text{Cash, Marketable Securities and Accounts Receivable}}{\text{Current Liabilities}}$$

Ratio Becomes a Negative Factor at: 1.00



Fiscal Year	Cash, Marketable Securities, and Applicable Receivables* & Other Assets	Current Liabilities	Liquidity Coverage Ratio
2006	$21,561,281	$3,355,504	6.43
2007	$22,776,172	$4,083,279	5.58
2008	$30,400,241	$4,493,036	6.77
2009	$29,728,463	$4,107,855	7.24
2010	$31,739,450	$5,685,015	5.58
2011	$32,619,706	$5,122,677	6.37
2012	$33,661,252	$4,252,393	7.92
2013	$35,103,675	$5,526,315	6.35
2014	$40,031,509	$5,746,651	6.97
2015	**$38,088,562**	**$7,480,190**	**5.09**
10 Yr % Chg	*76.65%*	*122.92%*	*(20.76%)*

** Applicable Receivables: Accounts Receivable, Net Taxes Receivable, Grants Receivable, Accrued Interest, Due from Other Funds, and Loans Receivable (less inventory and prepaid expenses)*

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 the city has, or is, overextending itself in the long run. The first sign of a liquidity problem is 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:
The General Fund liquidity ratio has been well over the 1.00 benchmark for the past ten years indicating that the City has maintained an adequate level of cash to pay its bills in a timely manner. There is no warning trend for this indicator.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS

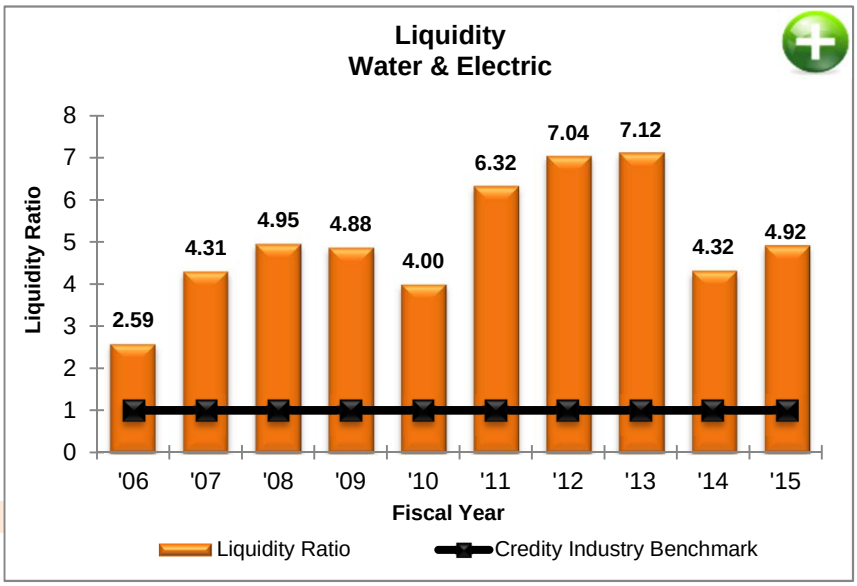
Liquidity:
Water & Electric

Warning Trend:
Quick Ratio on Cash, Marketable Securities and Accounts Receivable to Current Liabilities of Less than One

Formulation:

$$\frac{\text{Cash, Marketable Securities and Accounts Receivable}}{\text{Current Liabilities}}$$

Ratio Becomes a Negative Factor at: 1.00



Fiscal Year	Cash Marketable Securities, and Applicable Receivables* less Inventory	Current Liabilities	Liquidity Coverage Ratio
2006	$28,350,803	$10,950,131	2.59
2007	$41,347,951	$9,600,094	4.31
2008	$51,890,293	$10,474,515	4.95
2009	$60,682,981	$12,444,248	4.88
2010	$48,492,550	$12,136,685	4.00
2011	$55,816,846	$8,826,725	6.32
2012	$63,565,743	$9,023,722	7.04
2013	$52,876,377	$7,429,016	7.12
2014	$39,205,789	$9,065,916	4.32
2015	**$43,513,089**	**$8,840,911**	**4.92**
10 Yr % Chg	*53.48%*	*(19.26%)*	*90.10%*

** Applicable Receivables: Accounts Receivable, Net Taxes Receivable, Grants Receivable, Accrued Interest, Due from Other Funds, and Loans Receivable (less inventory and prepaid expenses)*

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:
The City of Columbia's Water and Electric Utility Funds liquidity ratio has been well above 1.00 for the past ten years. There is no warning trend observed for this indicator.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS

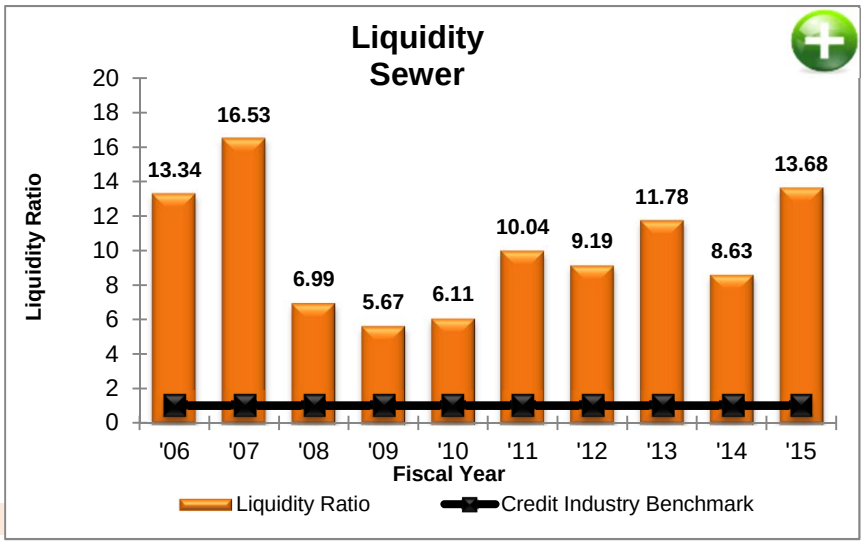
Liquidity:
Sewer

Warning Trend:
Quick Ratio on Cash, Marketable Securities and Accounts Receivable to Current Liabilities of Less than One

Formulation:

Cash, Marketable Securities
and Accounts Receivable
Current Liabilities

Ratio Becomes a Negative Factor at: 1.00



Fiscal Year	Cash Marketable Securities, and Applicable Receivables* less Inventory	Current Liabilities	Liquidity Coverage Ratio
2006	$5,204,376	$390,153	13.34
2007	$5,757,126	$348,231	16.53
2008	$3,207,721	$458,747	6.99
2009	$2,642,584	$466,472	5.67
2010	$3,524,336	$576,728	6.11
2011	$5,626,456	$560,560	10.04
2012	$7,663,733	$834,296	9.19
2013	$9,242,285	$784,484	11.78
2014	$6,750,570	$781,849	8.63
2015	**$9,898,040**	**$723,371**	**13.68**
10 Yr % Chg	*90.19%*	*85.41%*	*2.58%*

** Applicable Receivables: Accounts Receivable, Net Taxes Receivable, Grants Receivable, Accrued Interest, Due from Other Funds, and Loans Receivable (less inventory and prepaid expenses)*

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.

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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:
The City of Columbia's Sewer Utility liquidity ratio has been well above 1.00 for the past ten years. There is no warning trend observed for this indicator.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS

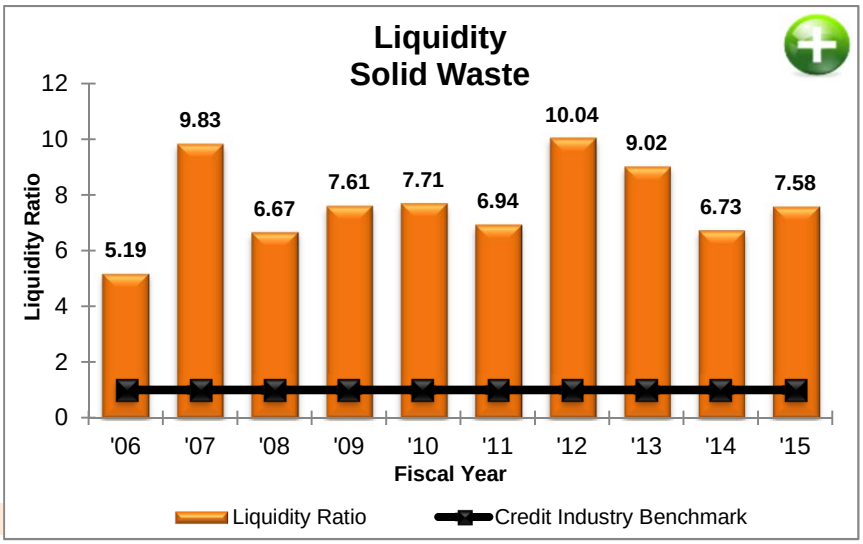
Liquidity:
Solid Waste

Warning Trend:
Quick Ratio on Cash, Marketable Securities and Accounts Receivable to Current Liabilities of Less than One

Formulation:

$$\frac{\text{Cash, Marketable Securities and Accounts Receivable}}{\text{Current Liabilities}}$$

Ratio Becomes a Negative Factor at: 1.00



Fiscal Year	Cash Marketable Securities, and Applicable Receivables* less Inventory	Current Liabilities	Liquidity Coverage Ratio
2006	$4,462,203	$860,552	5.19
2007	$5,260,667	$534,944	9.83
2008	$6,304,304	$945,517	6.67
2009	$5,433,327	$713,632	7.61
2010	$7,619,218	$988,849	7.71
2011	$6,239,535	$899,357	6.94
2012	$7,983,547	$794,824	10.04
2013	$8,817,341	$977,084	9.02
2014	$9,899,264	$1,470,283	6.73
2015	**$10,147,952**	**$1,338,198**	**7.58**
10 Yr % Chg	*127.42%*	*55.50%*	*46.25%*

** Applicable Receivables: Accounts Receivable, Net Taxes Receivable, Grants Receivable, Accrued Interest, Due from Other Funds, and Loans Receivable (less inventory and prepaid expenses)*

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.

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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:
The City of Columbia's Solid Waste Utility liquidity ratio has been well above 1.00 for the past ten years. There is no warning trend observed for this indicator.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS

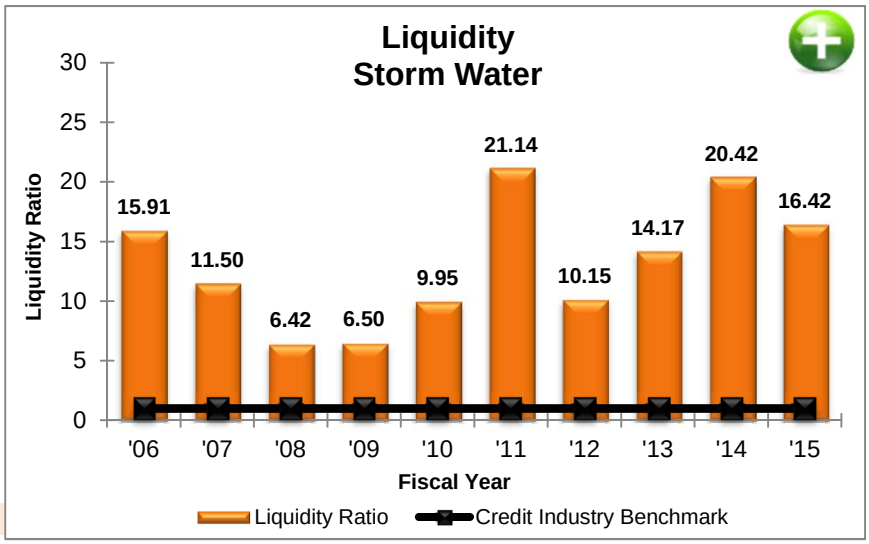
Liquidity:
Storm Water

Warning Trend:
Quick Ratio on Cash, Marketable Securities and Accounts Receivable to Current Liabilities of Less than One

Formulation:

$$\frac{\text{Cash, Marketable Securities and Accounts Receivable}}{\text{Current Liabilities}}$$

Ratio Becomes a Negative Factor at: 1.00



Fiscal Year	Cash Marketable Securities, and Applicable Receivables* less Inventory	Current Liabilities	Liquidity Coverage Ratio
2006	$1,054,467	$66,277	15.91
2007	$775,980	$67,449	11.50
2008	$452,617	$70,488	6.42
2009	$627,909	$96,583	6.50
2010	$932,951	$93,718	9.95
2011	$1,433,419	$67,792	21.14
2012	$1,218,628	$120,054	10.15
2013	$1,504,696	$106,159	14.17
2014	$1,793,686	$87,837	20.42
2015	**$1,296,296**	**$78,927**	**16.42**
10 Yr % Chg	*22.93%*	*19.09%*	*3.23%*

** Applicable Receivables: Accounts Receivable, Net Taxes Receivable, Grants Receivable, Accrued Interest, Due from Other Funds, and Loans Receivable (less inventory and prepaid expenses)*

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.

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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:
The City of Columbia's Storm Water Utility liquidity ratio has been well above 1.00 for the past ten years. There is no warning trend observed for this indicator.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS

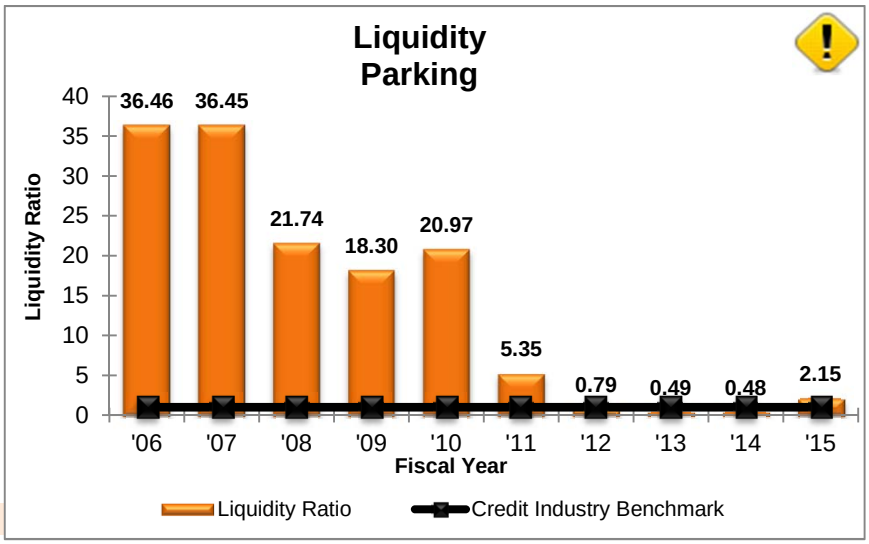
Liquidity:
Parking

Warning Trend:
Quick Ratio on Cash, Marketable Securities and Accounts Receivable to Current Liabilities of Less than One

Formulation:

$$\frac{\text{Cash, Marketable Securities and Accounts Receivable}}{\text{Current Liabilities}}$$

Ratio Becomes a Negative Factor at: 1.00



Fiscal Year	Cash Marketable Securities, and Applicable Receivables* less Inventory	Current Liabilities	Liquidity Coverage Ratio
2006	$4,060,660	$111,375	36.46
2007	$4,581,162	$125,667	36.45
2008	$5,332,051	$245,273	21.74
2009	$2,957,888	$161,597	18.30
2010	$2,747,821	$131,031	20.97
2011	$1,112,395	$207,854	5.35
2012	$539,053	$679,926	0.79
2013	$298,016	$604,743	0.49
2014	$294,989	$617,183	0.48
2015	**$1,059,715**	**$492,044**	**2.15**
10 Yr % Chg	*(73.90%)*	*341.79%*	*(94.09%)*

** Applicable Receivables: Accounts Receivable, Net Taxes Receivable, Grants Receivable, Accrued Interest, Due from Other Funds, and Loans Receivable (less inventory and prepaid expenses)*

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:
The City of Columbia's Parking Utility fund liquidity ratio was well above 1.00 for FY 2006 through FY 2011. The FY 2012 to FY 2014 liquidity ratio fell below the industry benchmark due to an increase in cash used for construction of the Short Street garage coupled with unearned revenue for future rent payments by REDI. Parking rate increases and permit revenues for the completed garage helped to improve the financial position of the operation and the FY 2015 liquidity ratio is above the one percent benchmark. Management will continue to closely monitor this indicator to ensure the operation has sufficient liquidity to pay its bills in a timely manner.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Debt Structure Indicators

Debt is an effective way to finance capital improvements to even out short-term revenue flows, but its misuse can cause serious financial problems.

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.

An examination of the debt trends can reveal the following:

- Inadequacies in cash management procedures or expenditure controls
- Increasing reliance on long-term debt
- Decreasing expenditure flexibility (due to increased fixed costs in the form of debt services)
- Use of short-term debt to finance current operations
- Sudden large increases or decreases in future debt service
- The amount of additional debt that the community can absorb.

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

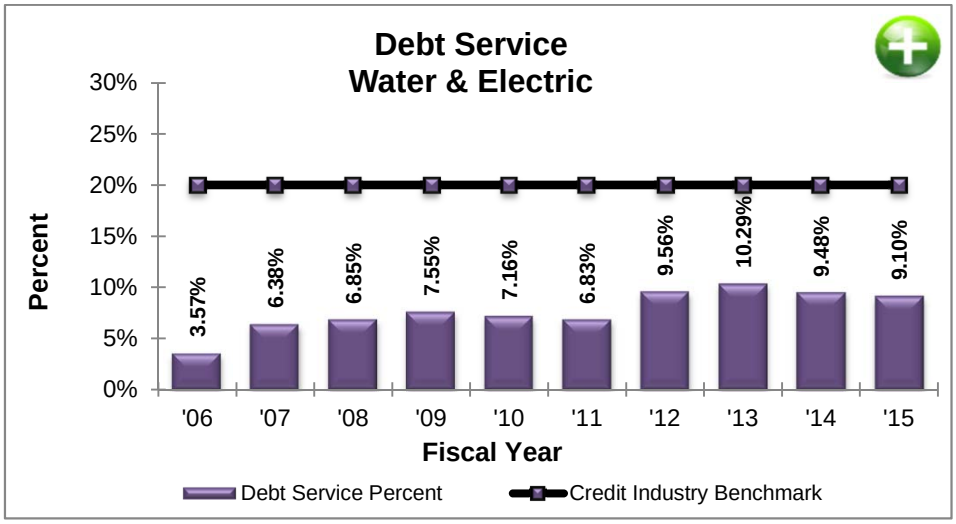
- Debt Service: Water and Electric
- Debt Service: Sewer
- Debt Service: Parking

Debt Service:
Water and Electric

Warning Trend:
Increasing debt service as a percentage of net operating revenues

Formulation:

$$\frac{\text{Debt Service}}{\text{Net operating revenues}}$$



Fiscal Year	Debt Service*	Net Operating Revenues **	Debt Service as a percentage of Net Operating Revenues
2006	$3,883,873	$108,936,035	3.57%
2007	$7,927,137	$124,219,722	6.38%
2008	$8,834,238	$128,889,701	6.85%
2009	$10,000,758	$132,424,996	7.55%
2010	$10,226,577	$142,838,036	7.16%
2011	$10,529,157	$154,049,135	6.83%
2012	$14,074,110	$147,294,756	9.56%
2013	$15,046,203	$146,277,802	10.29%
2014	$14,463,291	$152,487,420	9.48%
2015	**$13,919,035**	**$153,016,172**	**9.10%**
10 Yr % Chg	*258.38%*	*40.46%*	*155.14%*

* *Debt Services - principal and interest payment.*
*** Net Operating revenues include operating, investment and miscellaneous revenue*

Description:
Debt service is the amount of principal and interest that a local government must pay each year on long term debt plus any interest on short-term debt. Debt service can be a major part of a government's fixed costs and an increase may indicate excessive debt and create financial strain.

Credit Industry Benchmarks:
Debt service exceeding 20% of operating revenues is considered a potential problem. Ten percent is considered acceptable.

Analysis:
Over the ten year period shown, the Water and Electric fund's debt service percentage has consistently been well below the credit industry benchmark of 20%.

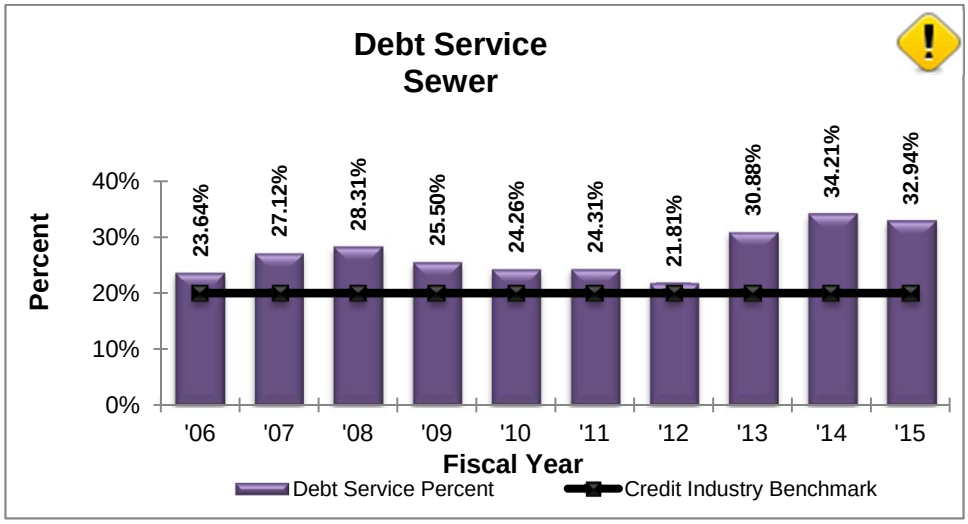
Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Debt Service:
Sewer

Warning Trend:
Increasing debt service as a percentage of net operating revenues

Formulation:

$$\frac{\text{Debt Service}}{\text{Net operating revenues}}$$



Fiscal Year	Debt Service*	Net Operating Revenues **	Debt Service as a percentage of Net Operating Revenues
2006	$2,406,455	$10,181,109	23.64%
2007	$2,871,897	$10,588,594	27.12%
2008	$2,930,111	$10,349,493	28.31%
2009	$3,021,537	$11,851,336	25.50%
2010	$3,325,655	$13,709,034	24.26%
2011	$3,786,364	$15,572,159	24.31%
2012	$4,036,660	$18,509,784	21.81%
2013	$6,083,775	$19,698,604	30.88%
2014	$7,235,708	$21,151,772	34.21%
2015	**$7,225,182**	**$21,933,365**	**32.94%**
10 Yr % Chg	*200.24%*	*115.43%*	*39.37%*

* *Debt Services - principal and interest payment.*
*** Net Operating revenues include operating, investment and miscellaneous revenue*

Description:
Debt service is the amount of principal and interest that a local government must pay each year on long term debt plus any interest on short-term debt. Debt service can be a major part of a government's fixed costs and an increase may indicate excessive debt and create financial strain.

Credit Industry Benchmarks:
Debt service exceeding 20% of operating revenues is considered a potential problem. Ten percent is considered acceptable.

Analysis:
Over the ten year period listed the Sewer fund's debt service percentage has been over the industry standard of 20%. Although this trend has experienced a negative trend, debt coverage ratio for all ten years has been above the 1.0 factor. The debt structure for Sewer includes higher payments for FY 2013 and FY 2014. In FY 2015 the payments decreased which will improve the financial condition in future years. The debt coverage ratio will improve further in FY 2019, FY 2021, and FY 2022 due to maturing bond issues. Management will continue to closely monitor this indicator to ensure future rate increases are implemented to cover operating increases as well as debt.

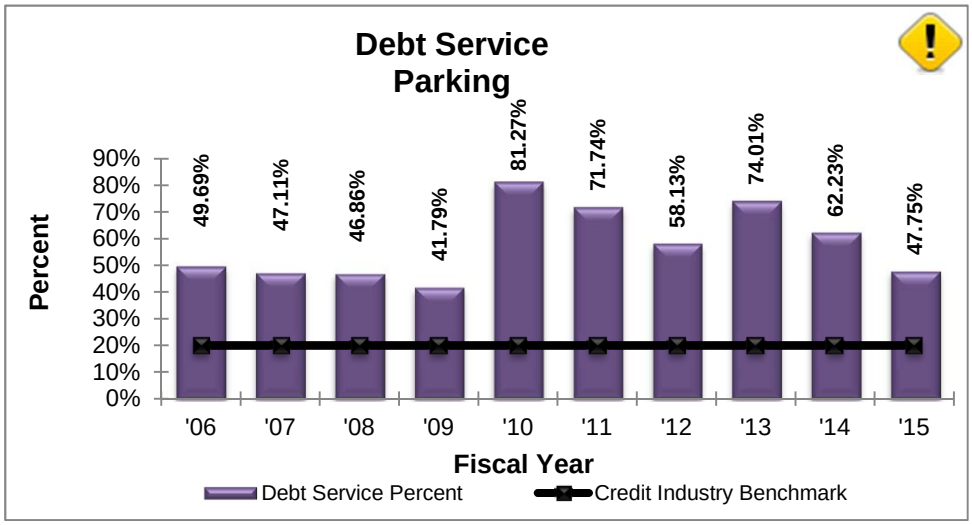
Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Debt Service: Parking

Warning Trend:
Increasing debt service as a percentage of net operating revenues

Formulation:

$$\frac{\text{Debt Service}}{\text{Net operating revenues}}$$



Fiscal Year	Debt Service*	Net Operating Revenues **	Debt Service as a percentage of Net Operating Revenues
2006	$823,630	$1,657,637	49.69%
2007	$735,963	$1,562,110	47.11%
2008	$746,961	$1,593,938	46.86%
2009	$725,948	$1,737,094	41.79%
2010	$1,460,189	$1,796,627	81.27%
2011	$1,462,826	$2,038,935	71.74%
2012	$1,562,878	$2,688,403	58.13%
2013	$2,212,336	$2,989,159	74.01%
2014	$2,209,814	$3,551,116	62.23%
2015	**$2,074,539**	**$4,344,297**	**47.75%**
10 Yr % Chg	*151.88%*	*162.08%*	*(3.89%)*

* *Debt Services - current principal and interest payment.*
*** Net Operating revenues include Operating Revenues plus Intergovernmental Revenues*

Description:
Debt service is the amount of principal and interest that a local government must pay each year on long term debt plus any interest on short-term debt. Debt service can be a major part of a government's fixed costs and increases may indicate excessive debt and create financial strain.

Credit Industry Benchmarks:
Debt service exceeding 20% of operating revenues is considered a potential problem. Ten percent is considered acceptable.

Analysis:
Since FY 2006, debt service as a percentage of net operating revenues has been above the 20% credit industry benchmark due to two significant infrastructure projects, the Fifth and Walnut Garage and the Short Street Garage. The Short Street Garage opened in FY 2014 and revenue from this garage will help to improve the financial position in future years. In FY 2015, the percentage dropped from 62.23% to 47.75%. Parking permit increases approved in the FY 2016 budget and maturing bond issues in FY 2017 will help to improve this indicator moving forward.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS

Unfunded Liability Indicators

An unfunded liability is a liability that has been 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. It is similar to long-term debt in that it represents a legal commitment to pay at some time in the future. 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 to affect a local government's financial condition because:

1. They do not show up in ordinary records in any way, making it difficult to assess their impact
2. They build up gradually over time, and it is not easy to notice them until they become severe

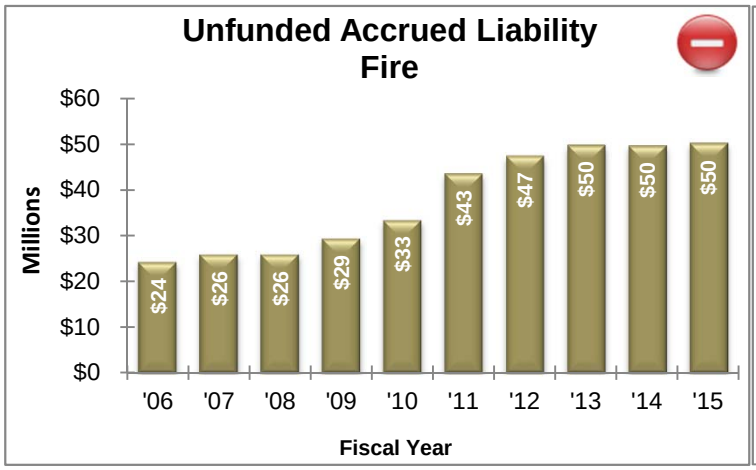
An analysis of a government's unfunded liabilities can answer the following questions:

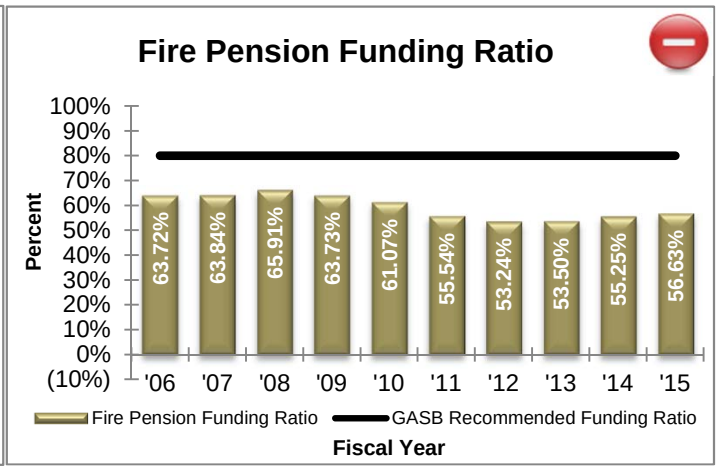
- Is the unfunded accrued pension liability increasing? How fast is it growing?
- Are pension contributions, pension system assets, and investment earnings keeping pace with the growth in benefits?
- Are the costs of future insurance premiums for retirees a significant obligation for the local government?

Changes in the unfunded liabilities can be monitored by using the following indicators:

- Pension Unfunded Accrued Liability and Funding Ratio: Fire (General Fund)
- Pension Unfunded Accrued Liability and Funding Ratio: Police (General Fund)
- Pension Unfunded Accrued Liability and Funding Ratio: LAGERS (All Funds)
- Post Employment Benefits: General Fund
- Post Employment Benefits: All Other Funds

Pension Unfunded Accrued Liability and Funding Ratios: Fire (General Fund)





Warning Trend:
Increasing Unfunded Accrued Liability
Pension Funding Ratio Below 80%

Formulation:
Entry Age Actuarial Accrued Liability - Actuarial Value of Assets
Actuarial Value of Assets / Entry Age Actuarial Accrued Liability

Fiscal Year	Actuarial value of assets	Entry age Actuarial Accrued Liability	Unfunded Accrued Liability (UAL)	Funding Ratio **	Employer's Contribution as a percent of ARC ***
2006	$42,552,612	$66,776,699	$24,224,087	63.72%	100%
2007	$45,651,998	$71,509,818	$25,857,820	63.84%	100%
2008	$49,976,390	$75,827,181	$25,850,791	65.91%	100%
2009	$51,502,482	$80,817,591	$29,315,109	63.73%	100%
2010	$52,295,939	$85,635,565	$33,339,626	61.07%	100%
2011	$54,288,533	$97,740,285	$43,451,752	55.54%	100%
2012	$53,951,012	$101,338,847	$47,387,835	53.24%	100%
2013	$57,179,657	$106,871,984	$49,692,327	53.50%	100%
2014	$61,190,565	$110,758,321	$49,567,756	55.25%	100%
2015	**$65,440,925**	**$115,552,694**	**$50,111,769**	**56.63%**	**100%**
10 Yr % Chg	*53.79%*	*73.04%*	*106.87%*	*(11.13%)*	*0.00%*

*** Funding ratio is the actuarial value of pension plan resources as a percentage of actuarial accrued liability*

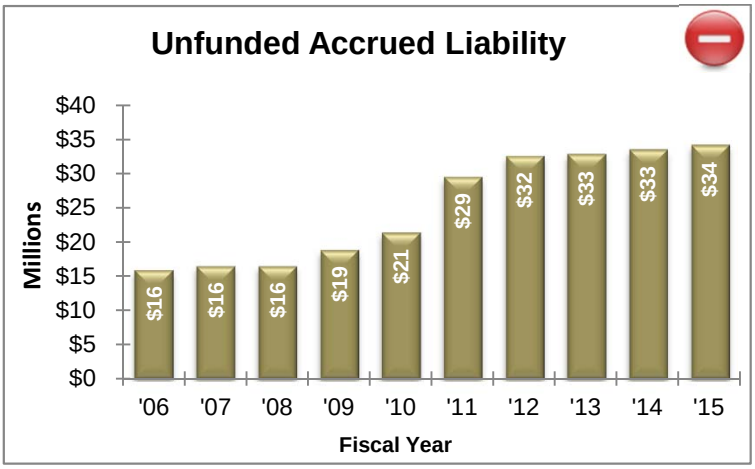
**** ARC: Annual required contribution: includes both the cost of pension benefits earned by employees during the current period and an additional amount designed to amortize the unfunded actuarial accrued liability over a period not to exceed 30 years.*

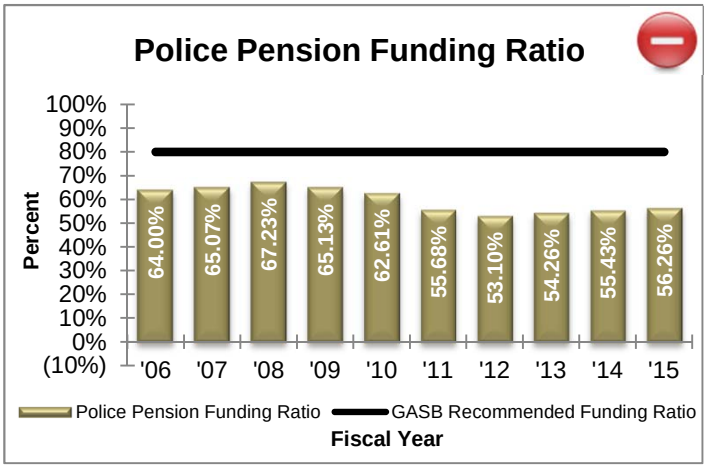
Description:
Pension plans represent a significant expenditure obligation for local governments. Generally accepted accounting principles (GAAP) require that the cost of defined benefit pension plans be accrued as an expense by employers, regardless of whether the employer funds the full obligation. The present value of the projected cost of pension benefits earned by employees is referred to as the "actuarial accrued liability." The difference between the projected cost and the value of the resources of the pension is the "unfunded actuarial accrued liability." The annual required contribution (ARC) is an actuarially determined cost that includes both the cost of pension benefits earned by employees during the current period and an additional amount designed to amortize the unfunded actuarial accrued liability over time. The funding ratio expresses the actuarial value of pension plan resources as a percentage of the actuarial accrued liability. The Governmental Accounting Standards Board (GASB) recommends a funding ratio of 80%.

Analysis:
The unfunded actuarial liability has increased significantly from FY 2006 - FY 2013 due to pension plan changes and investment income earned on pension assets decreasing due to the economic downturn. In FY 2013 pension plans were created for new hires that have different benefits and years of service requirements than previously hired employees. Over time, this will not only stop the increase in unfunded accrued actuary liabilities, but will begin to decrease them. It is anticipated that this may take up to twenty years to resolve. As the graph above indicates, there has been slowing in the increase in the liability since the changes were made. The funding ratio has been below the GASB recommended level for all ten years. Changes mentioned above will help to raise the funding ratio to the GASB recommended level in the future. The City has fully funded the annual required contribution (ARC) for all years shown. In FY 2015, the City Council and management made the decision to utilize $3 million of excess General Fund reserves to make a one-time contribution into the Police and Fire pension fund to lower the fire portion of the liability. It is anticipated that this one-time contribution will raise the funding ratio from 56.63% to 59%.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS
- HTE report - for salary expenditures only (Chart 14)
- City of Columbia Police and Firemen's Retirement Fund actuarial report

Pension Unfunded Accrued Liability and Funding Ratio: Police (General Fund)





Warning Trend:
Increasing Unfunded Accrued Liability
Pension Funding Ratio Below 80%

Formulation:
Entry Age Actuarial Accrued Liability - Actuarial Value of Assets
Actuarial Value of Assets / Entry Age Actuarial Accrued Liability

Fiscal Year	Actuarial value of assets	Entry age Actuarial Accrued Liability	Unfunded Accrued Liability (UAL)	Funding Ratio **	Employer's Contribution as a percent of ARC ***
2006	$28,309,356	$44,232,822	$15,923,466	64.00%	100%
2007	$30,689,136	$47,163,350	$16,474,214	65.07%	100%
2008	$33,792,282	$50,267,213	$16,474,931	67.23%	100%
2009	$35,143,685	$53,963,403	$18,819,718	65.13%	100%
2010	$35,759,187	$57,118,412	$21,359,225	62.61%	100%
2011	$36,987,824	$66,426,426	$29,438,602	55.68%	100%
2012	$36,776,070	$69,262,789	$32,486,719	53.10%	100%
2013	$38,862,427	$71,627,366	$32,764,939	54.26%	100%
2014	$41,564,868	$74,992,992	$33,428,124	55.43%	100%
2015	**$43,868,797**	**$77,970,501**	**$34,101,704**	**56.26%**	**100%**
10 Yr % Chg	*54.96%*	*76.27%*	*114.16%*	*(12.09%)*	*0.00%*

**Pension obligation: Unfunded actuarial accrued liability*

*** Funding ratio is the actuarial value of pension plan resources as a percentage of actuarial accrued liability*

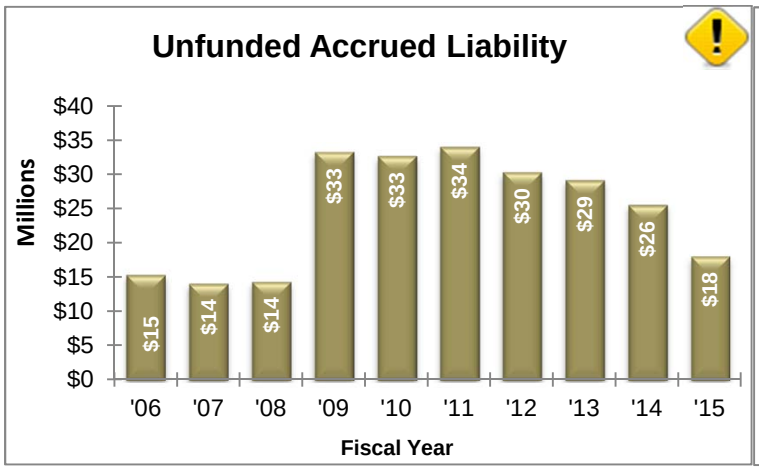
**** ARC: Annual required contribution: includes both the cost of pension benefits earned by employees during the current period and an additional amount designed to amortize the unfunded actuarial accrued liability over a period not to exceed 30 years.*

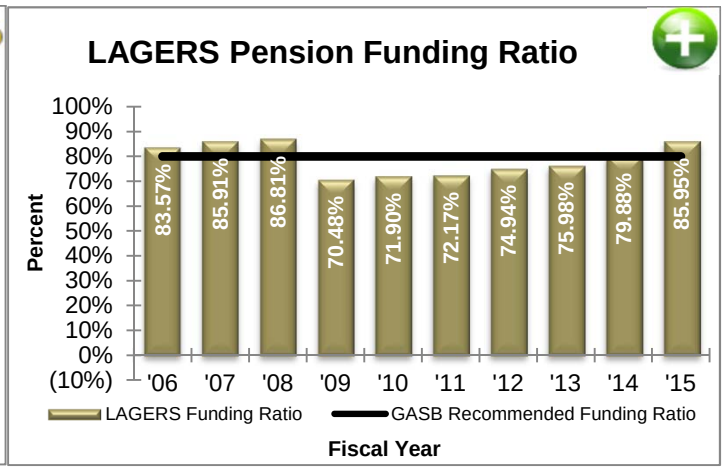
Description:
Pension plans represent a significant expenditure obligation for local governments. Generally accepted accounting principles (GAAP) require that the cost of defined benefit pension plans be accrued as an expense by employers, regardless of whether the employer funds the full obligation. The present value of the projected cost of pension benefits earned by employees is referred to as the "actuarial accrued liability." The difference between the projected cost and the value of the resources of the pension is the "unfunded actuarial accrued liability." The annual required contribution (ARC) is an actuarially determined cost that includes both the cost of pension benefits earned by employees during the current period and an additional amount designed to amortize the unfunded actuarial accrued liability over time. The funding ratio expresses the actuarial value of pension plan resources as a percentage of the actuarial accrued liability. The Governmental Accounting Standards Board (GASB) recommends a funding ratio of 80%.

Analysis:
The unfunded accrued liability has increased significantly from FY 2006 - FY 2013 due to pension plan changes and investment income earned on pension assets decreasing due to the economic downturn. In FY 2013 pension plans were created for new hires that have different benefits and years of service requirements than previously hired employees. Over time, these changes will not only stop the growth in unfunded liabilities, but they will begin to decrease them. It is anticipated that this may take up to twenty years to resolve. As the graph on the left indicates, there has been a slowing in liability increase since the pension changes were made. The funding ratio has been below the GASB recommended level for all ten years. Changes mentioned above will help to raise the funding ratio to the GASB recommended level in the future. The City has fully funded the annual required contribution (ARC) for all years shown. In FY 2015, the City Council and management made the decision to utilize $2 million of excess General Fund reserves to make a one-time contribution into the Police and Fire pension fund to lower the police portion of the liability. It is anticipated that this one-time contribtuion will raise the funding ratio from 58.26% to 59%.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS
- HTE report - for salary expenditures only (Chart 14)
- City of Columbia Police and Firemen's Retirement Fund actuarial report

Pension Unfunded Accrued Liability and Funding Ratio: LAGERS





Warning Trend:
Increasing Unfunded Accrued Liability
Pension Funding Ratio Below 80%

Formulation:
Entry Age Actuarial Accrued Liability - Actuarial Value of Assets
Actuarial Value of Assets / Entry Age Actuarial Accrued Liability

Fiscal Year	Actuarial value of assets	Entry age Actuarial value of Liability	Unfunded Accrued Liability	Funding Ratio **	Employer's Contribution as a percent of ARC ***
2006	$78,088,148	$93,439,412	$15,351,264	83.57%	100%
2007	$85,845,307	$99,928,652	$14,083,345	85.91%	100%
2008	$94,738,017	$109,130,457	$14,392,440	86.81%	100%
2009	$79,437,495	$112,714,076	$33,276,581	70.48%	100%
2010	$83,456,094	$116,078,778	$32,622,684	71.90%	100%
2011	$88,083,222	$122,049,477	$33,966,255	72.17%	100%
2012	$90,666,624	$120,989,156	$30,322,532	74.94%	100%
2013	$92,150,072	$121,286,412	$29,136,340	75.98%	100%
2014	$101,350,479	$126,873,925	$25,523,446	79.88%	100%
2015	**$110,635,335**	**$128,723,961**	**$18,088,626**	**85.95%**	**100%**
10 Yr % Chg	*41.68%*	*37.76%*	*17.83%*	*2.84%*	*0.00%*

**Pension obligation: Unfunded actuarial accrued liability*

*** Funding ratio is the actuarial value of pension plan resources as a percentage of actuarial accrued liability*

**** ARC: Annual required contribution: includes both the cost of pension benefits earned by employees during the current period and an additional amount designed to amortize the unfunded actuarial accrued liability over a period not to exceed 30 years.*

Description:
Pension plans represent a significant expenditure obligation for local governments. Generally accepted accounting principles (GAAP) require that the cost of defined benefit pension plans be accrued as an expense by employers, regardless of whether the employer funds the full obligation. The present value of the projected cost of pension benefits earned by employees is referred to as the "actuarial accrued liability." The difference between the projected cost and the value of the resources of the pension is the "unfunded actuarial accrued liability." The annual required contribution (ARC) is an actuarially determined cost that includes both the cost of pension benefits earned by employees during the current period and an additional amount designed to amortize the unfunded actuarial accrued liability over time. The funding ratio expresses the actuarial value of pension plan resources as a percentage of the actuarial accrued liability. The Governmental Accounting Standards Board (GASB) recommends a funding ratio of 80%.

Analysis:
In FY 2009 the value of the assets dropped substantially causing a large increase to the unfunded accrued liability amount. Pension costs have been and will continued to be closely monitored by City management. A decision was made to place all personnel hired on or after October 1, 2012 into a plan that requires increased years of service in order to collect full retirement benefits. The city has seen a 29% decrease in unfunded accrued liability from FY 2014 to FY 2015 due to the pension changes in FY 2013.

The funding ratio dropped below the GASB recommended level from FY 2009 to FY 2014. Due to the changes described above, the ratio has returned to the recommended level for FY 2015. The City has fully funded the annual required contribution (ARC) for all years shown.

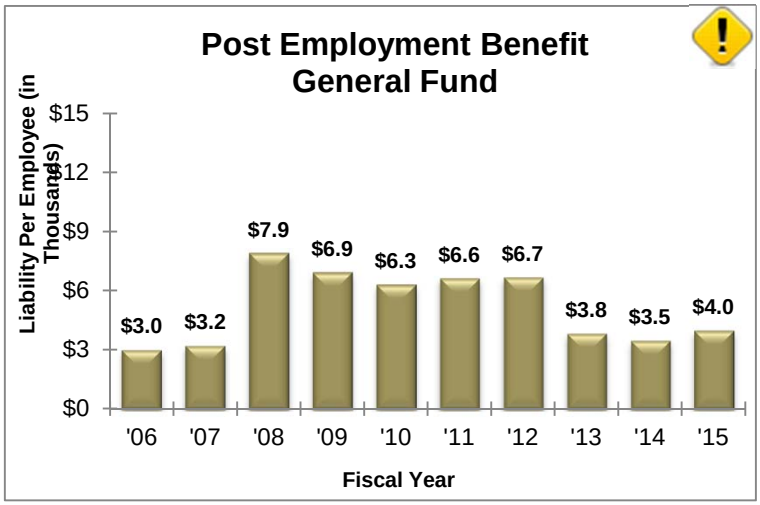
Sources:
- City of Columbia Financial Management Information Supplement - FMIS
- HTE report - for salary expenditures only (Chart 14)

Post Employment Benefits: General Fund

Warning Trend:
Increasing post employment benefits liability per municipal employee

Formulation:

$$\frac{\text{Total liability for post employment benefits}}{\text{Number of Municipal Employees}}$$



Fiscal Year	Unused Vacation and Floating Holiday Leave	Unused Sick Leave	Unfunded Accrued Liability for Retiree Health Ins. Subsidy	Total Liability for Post Employment Benefits*	Number of General Fund Employees	Total Post Employment Liability Per Employee
2006	$1,328,444	$536,114	$0	$1,864,558	618.58	$3,014
2007	$1,487,432	$552,933	$0	$2,040,365	632.04	$3,228
2008	$1,625,068	$556,424	$2,903,267	$5,084,759	644.49	$7,890
2009	$1,740,287	$571,729	$2,221,128	$4,533,144	656.10	$6,909
2010	$1,716,203	$557,856	$1,941,342	$4,215,401	668.55	$6,305
2011	$1,934,678	$644,390	$1,809,635	$4,388,703	662.48	$6,625
2012	$2,033,317	$633,490	$1,800,046	$4,466,853	669.40	$6,673
2013	$1,946,007	$574,380	$29,429	$2,549,816	664.35	$3,838
2014	$1,862,403	$519,102	$0	$2,381,505	683.14	$3,486
2015	**$2,194,875**	**$453,014**	**$0**	**$2,647,889**	**664.78**	**$3,983**
10 Yr % Chg	*65.22%*	*(15.50%)*		*42.01%*	*7.47%*	*32.14%*

**Total liability for post employment benefits includes: unused sick leave, unused vacation leave, unused floating holidays and the unfunded liability for retiree health insurance.*

Description:
Local governments usually allow their employees to accumulate some portion of unused sick leave and vacation to be paid at termination or retirement. Although "leave" benefits initially represent only the opportunity costs of not having work performed, these benefits become a real cost when employees are actually paid for their accumulated leave, either during their employment or at termination or retirement.

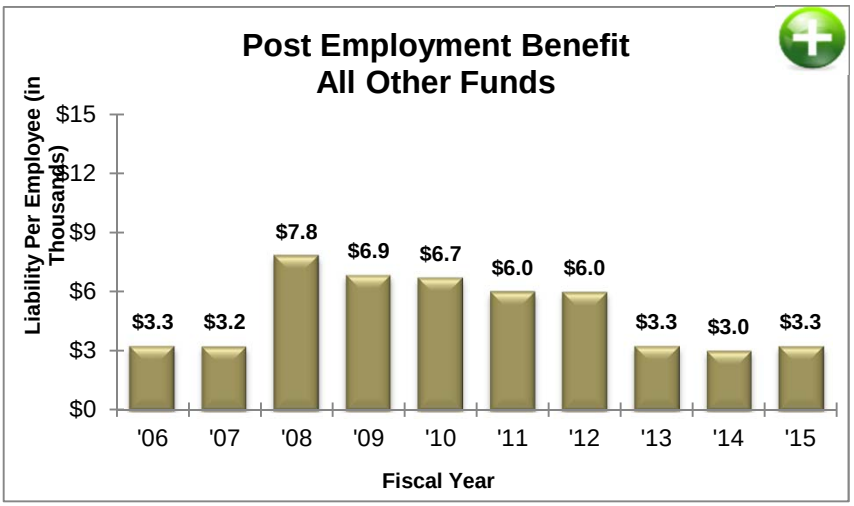
Analysis:
The cost per employee was relatively stable prior to FY 2008 when GASB required all municipalities to provide and account for the cost of the unfunded liability for retiree health insurance. The retiree portion of this liability was eliminated when the City stopped subsidizing retiree healthcare premiums in FY 2014. This greatly reduced the post employment benefit .

Each year employees earn 144 hours of sick leave. At retirement, employees can sell unused sick leave at $2/hour which is put into an HSA type of account and can be used by the retiree to pay insurance premiums. To help mitigate this future liability, the City has a sick leave buyback program which allows employees to sell back up to 144 hours per year at 50% of their salary. The employees are required to maintain 1,040 hours (sick months of sick leave) to participate in this program.

Employees earn a fixed number of vacation days per year based on their length of service with the City. All employees (except unclassified employees) have a maximum number of unused vacation hours they can carry over from year to year and this number is dependent upon the years of service the employee has. Upon retirement or termination from the City the employee can be paid for unused vacation hours. Management has set aside funds to pay the portion of this liability that is realized each year as employees retire.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS
- City of Columbia Accounting Department

Post Employment Benefits: All Other Funds



Warning Trend:
Increasing post employment benefits liability per municipal employee

Formulation:

$$\frac{\text{Total liability for post employment benefits}}{\text{Number of Municipal Employees}}$$

Fiscal Year	Unused Vacation and Floating Holiday Leave	Unused Sick Leave	Unfunded Accrued Liability for Retiree Health Ins. Subsidy	Total Liability for Post Employment Benefits*	Number of Employees Excluding General Fund	Total Post Employment Liability Per Employee
2006	$1,327,589	$547,860	$0	$1,875,449	573.67	$3,269
2007	$1,393,148	$529,178	$0	$1,922,326	591.80	$3,248
2008	$1,481,734	$536,388	$2,725,194	$4,743,316	604.96	$7,841
2009	$1,595,515	$566,138	$2,106,872	$4,268,525	622.35	$6,859
2010	$1,840,261	$558,152	$1,827,658	$4,226,071	629.40	$6,714
2011	$1,637,651	$498,456	$1,771,365	$3,907,472	648.47	$6,026
2012	$1,700,901	$482,615	$1,780,954	$3,964,470	662.30	$5,986
2013	$1,788,833	$439,717	$30,571	$2,259,121	690.15	$3,273
2014	$1,715,188	$417,745	$0	$2,132,933	704.01	$3,030
2015	**$2,052,943**	**$402,624**	**$0**	**$2,455,567**	**753.02**	**$3,261**
10 Yr % Chg				*30.93%*	*31.26%*	*(0.25%)*

**Total liability for post employment benefits includes: unused sick leave, unused vacation leave, unused floating holidays and the unfunded liability for retiree health insurance.*

Description:
Local governments usually allow their employees to accumulate some portion of unused sick leave and vacation to be paid at termination or retirement. Although "leave" benefits initially represent only the opportunity costs of not having work performed, these benefits become a real cost when employees are actually paid for their accumulated leave, either during their employment or at termination or retirement.

Analysis:
The cost per employee was relatively stable prior to FY 2008 when GASB required all municipalities to provide and account for the cost of the unfunded liability for retiree health insurance. The retiree portion of this liability was eliminated when the City stopped subsidizing retiree healthcare premiums in FY 2014. This has significantly decreased the total post employment benefit.

Each year employees earn 144 hours of sick leave. At retirement, employees can sell unused sick leave at $2/hour which is put into an HSA type of account and can be used by the retiree to pay insurance premiums. To help mitigate this future liability, the City has a sick leave buyback program which allows employees to sell back up to 144 hours per year at 50% of their salary. The employees are required to maintain 1,040 hours (sick months of sick leave) to participate in this program.

Employees earn a fixed number of vacation days per year based on their length of service with the City. All employees (except unclassified employees) have a maximum number of unused vacation hours they can carry over from year to year and this number is dependent upon the years of service the employee has. Upon retirement or termination from the City the employee can be paid for unused vacation hours. The FY 2015 post employment benefit of $3,261 per employee is slightly lower than it was in FY 2006; therefore, there is no warning trend observed for this indicator.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS
- City of Columbia Accounting Department

Condition of Capital Plant Indicators

The bulk of a city's wealth is invested in its physical assets such as streets, buildings, utility networks and equipment. If these assets are not properly maintained or are allowed to become obsolete, the results can include 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 temporary way to reduce expenditures and ease financial strain. If deferral is continued, however, it can create serious problems that become exaggerated because of the size of the investment that capital facilities represent. 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 property value
- Decreased efficiency of equipment and personnel
- An increase in the eventual cost of bringing the facility up to acceptable standards that would occur, i.e. if the capping of a street were put off so long that the street had to be completely restructured
- 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.

The condition of capital plant is difficult to monitor because few local governments maintain comprehensive, centralized records of fixed assets apart from enterprise funds. Nevertheless, changes in condition of capital plant can be monitored to a certain extent using the following indicators:

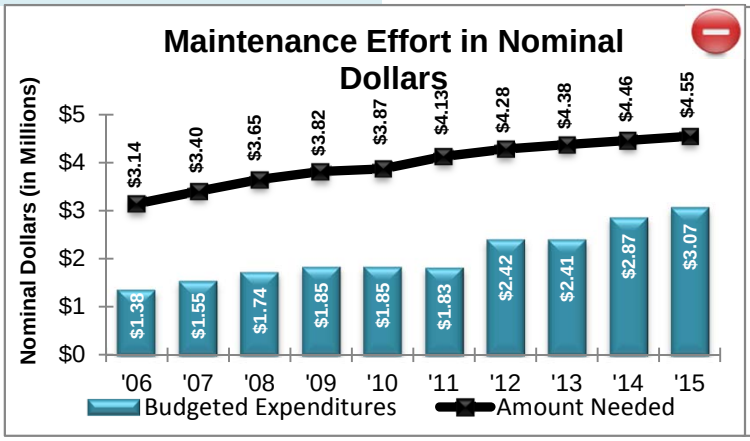
- Maintenance Effort: Streets and Sidewalks
- Maintenance Effort: Electric Utility
- Maintenance Effort: Water Utility

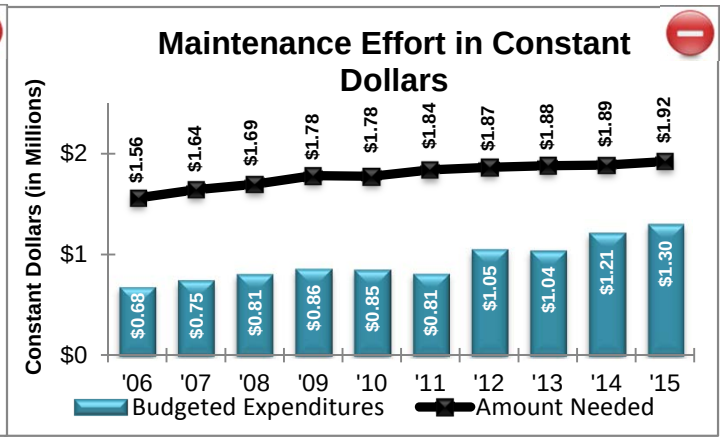
Maintenance Effort: Streets and Sidewalks

Warning Trend:
Declining levels of expenditures for maintenance of streets and sidewalks

Formulation:

$$\frac{\text{Material and Contractual Expend. for Streets}}{\text{Number of Lane Miles of Streets}}$$





Fiscal Year	Budgeted Material and Contractual Expenditures for Streets and Sidewalk	Amount Needed for Material and Contractual Expenditures for Streets and Sidewalk	Consumer Price Index	Constant Dollar Budgeted Expenditures	Constant Dollar Expenditures Needed	Number Of Paved Lane Miles	Maintenance Expenditures per Paved Lane Mile in Constant Dollars
2006	$1,375,579	$3,141,381	201.60	$682,331	$1,558,225	1017.45	$671
2007	$1,553,090	$3,401,119	207.30	$749,199	$1,640,675	1090.56	$687
2008	$1,740,151	$3,648,622	215.30	$808,234	$1,694,645	1158.22	$698
2009	$1,849,687	$3,820,252	214.54	$862,176	$1,780,696	1200.58	$718
2010	$1,849,687	$3,873,464	218.06	$848,262	$1,776,362	1205.13	$704
2011	$1,825,732	$4,133,324	224.94	$811,656	$1,837,531	1273.12	$638
2012	$2,415,187	$4,282,204	229.59	$1,051,957	$1,865,153	1305.78	$806
2013	$2,414,187	$4,379,350	232.96	$1,036,310	$1,879,872	1322.05	$784
2014	$2,868,485	$4,463,350	236.74	$1,211,660	$1,885,338	1333.94	$908
2015	**$3,072,783**	**$4,553,110**	**237.02**	**$1,296,424**	**$1,920,981**	**1360.76**	**$953**
10 Yr % Chg	*123.38%*	*44.94%*	*17.57%*	*90.00%*	*23.28%*	*33.74%*	*42.06%*

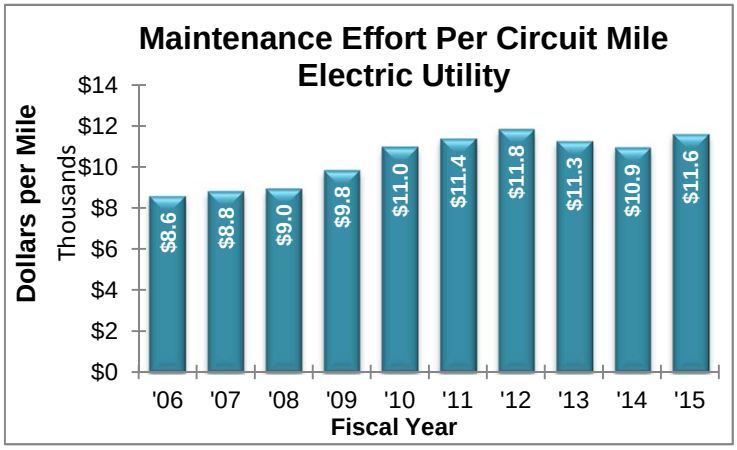
Description:
The condition of a city's long-lived assets such as its streets, sidewalks and bridges is significant because of their tremendous costs and the far-reaching implications should they be allowed to decline. The decline of these assets may affect business activity, property value and operating expenditures. Deferral of maintenance on the assets and their subsequent erosion can also create a significant unfunded liability.

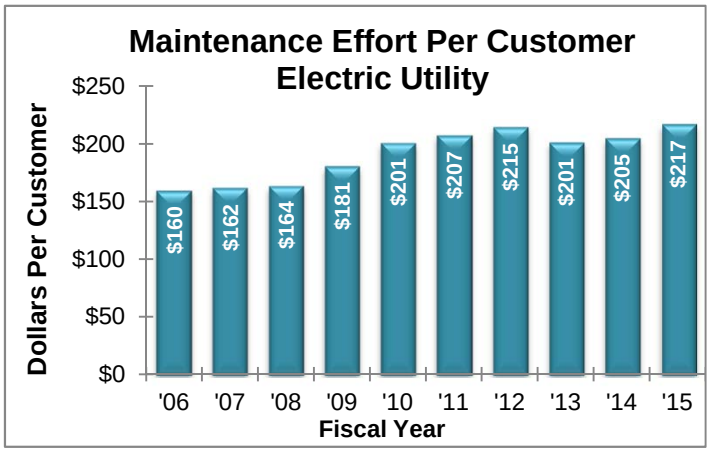
Over the long run, maintenance expenditures should remain relatively stable in relation to the amount of assets to be maintained. If in the long run, the ratio between maintenance expenditures and the amount of assets appears to be declining, it may be a sign that the City is deteriorating and maintenance costs are being deferred to a future period when costs will be significantly higher.

Analysis:
For the period shown, maintenance expenditures per lane mile of streets in constant dollars have increased 42.06%; however, there is not adequate funding available for street maintenance. The graphs above show the budgeted street maintenance expenditures vs. the amount needed to properly maintain the streets at the desired level. It has been estimated that at FY 2015 funding levels, it would take 52 years to resurface every road in the City. In citizen surveys, the citizens have expressed their dissatisfaction with the condition of streets. Management needs to find additional revenue sources that can be used to increase the funding available for street maintenance.

Sources:
- City of Columbia Annual Budget Document (Demographic Statistics)

Maintenance Effort:
Electric Utility





Warning Trend:
A declining level of maintenance expenses as a cost per circuit miles or cost per customer

Formulation:

$$\frac{\text{Expenses for Maintenance}}{\text{Total Operating Expenses}}$$

Fiscal Year	O & M Expenditures Electric*	Circuit Miles	Number of Customers	O & M Costs Per Circuit Mile	O & M Costs Per Customer
2006	$6,721,036	782	42,121	$8,595	$160
2007	$6,997,306	792	43,190	$8,835	$162
2008	$7,296,607	815	44,537	$8,953	$164
2009	$8,121,285	825	44,940	$9,844	$181
2010	$9,094,557	828	45,232	$10,984	$201
2011	$9,460,882	831	45,639	$11,385	$207
2012	$9,892,966	836	46,100	$11,834	$215
2013	$9,551,506	848	47,436	$11,264	$201
2014	$9,818,782	897	47,943	$10,946	$205
2015	**$10,512,342**	**906**	**48,437**	**$11,603**	**$217**
10 Yr % Chg	*56.41%*	*15.86%*	*14.99%*	*35.00%*	*36.01%*

**O & M - Operations and Maintenance for Transmission and Distribution*

Description:
The condition of the City's electricy utility 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.

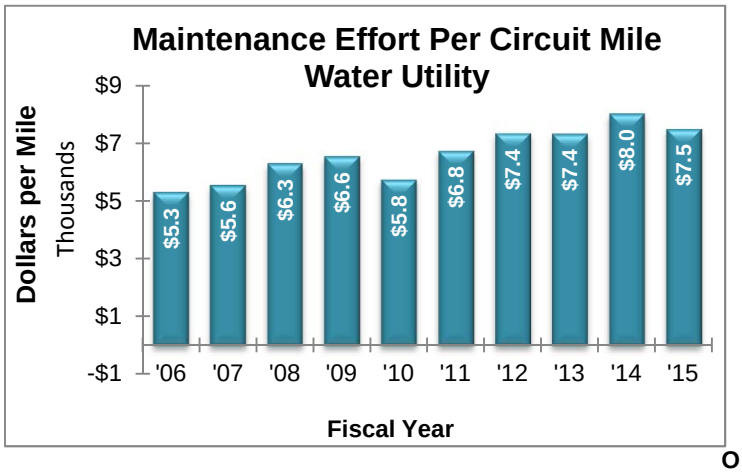
Over the long run, maintenance expenses will likely remain constant, but vary up and down from year to year. If the ratio between maintenance expenses and number of customers or miles is declining in the long run, it may be a sign that the utility's assets are beginning to deteriorate and the utility is not keeping pace with the maintenance needed.

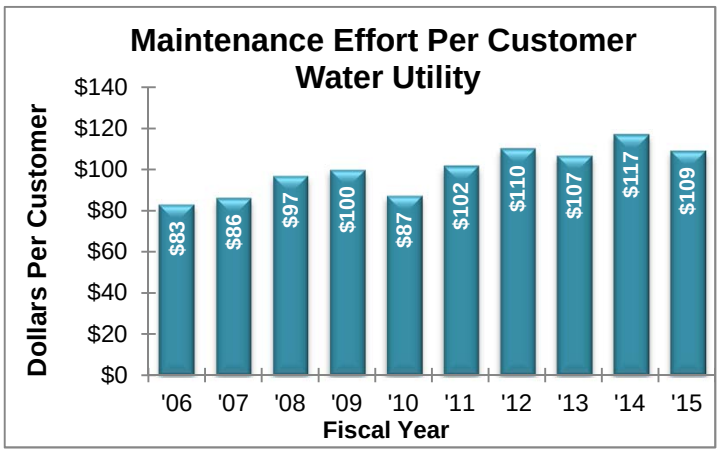
If maintenance expenses are being deferred to a future time, then maintenance costs will increase because of inflationary pressures and more advanced asset deterioration which requires more extensive repairs.

Analysis:
There have been overall increases in both the maintenance effort per circuit mile and the maintenance effort per customer for the ten year period shown. The City has a high reliability rate with its electric service to customers. There are no warning trends observed with this indicator.

Sources:
- Circuit miles and number of customers provided by the Water and Electric Department
- City of Columbia Financial Management Information Supplement - FMIS

Maintenance Effort:
Water Utility





Warning Trend:
A declining level of maintenance expenses as a cost per circuit miles or cost per customer

Formulation:
Expenses for Maintenance / Total Operating Expenses

Fiscal Year	O & M Expenditures Electric*	Circuit Miles	Number of Customers	O & M Per Circuit Mile	O & M Per Customer
2006	$3,449,138	647	41,600	$5,331	$83
2007	$3,676,613	660	42,763	$5,571	$86
2008	$4,247,377	672	43,890	$6,321	$97
2009	$4,421,648	673	44,355	$6,570	$100
2010	$3,895,161	676	44,729	$5,762	$87
2011	$4,592,239	679	45,237	$6,763	$102
2012	$5,019,928	681	45,673	$7,371	$110
2013	$5,013,343	682	47,033	$7,351	$107
2014	$5,546,143	689	47,496	$8,050	$117
2015	**$5,221,095**	**695**	**47,919**	**$7,512**	**$109**
10 Yr % Chg	*51.37%*	*7.42%*	*15.19%*	*40.92%*	*31.41%*

**O & M - Operations and Maintenance for Transmission and Distribution*

Description:
The condition of the City's water utility 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 number of customers or miles is declining in the long run, it may be a sign that the utility's assets are beginning to deteriorate and the utility is not keeping pace with the maintenance needed.

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:
There has been an overall increase in the maintenance effort per circuit mile and the maintenance effort per customer for the ten year period shown. There are no warning trends observed with this indicator.

Sources:
- Circuit miles and number of customers provided by the Water and Electric Department
- City of Columbia Financial Management Information Supplement - FMIS

Community Needs and Resources Indicators

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. An examination of local economic and demographic characteristics can identify the following situation:

- A decline in the tax base as measured by population, property value, employment, or business activity
- A need to shift public service priorities because of a change in the age or income of the residents or in the type or density of physical development
- A need to shift public service priorities because of a change in the age or income of the residents or in the type or density of physical development
- A need to reassess public policies if, for example, the jurisdiction has lost businesses to surrounding communities, or national or regional economic conditions have changed

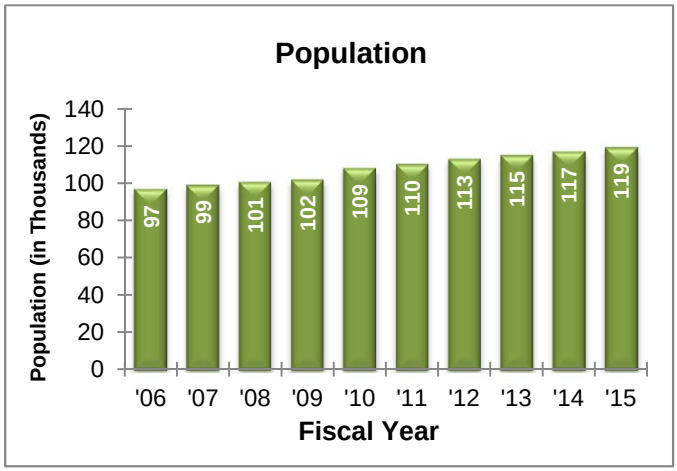
Changes in the community can be monitored using the following indicators:

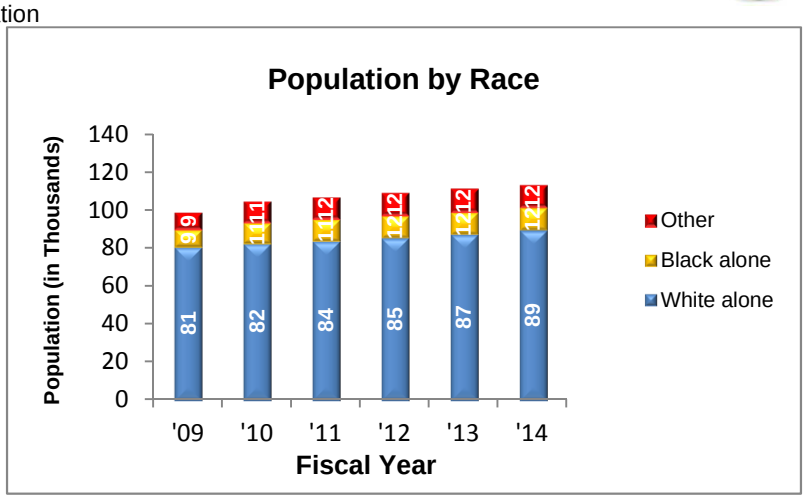
- Population
- Population Density
- Population: Over 64 and under 18
- Median Household Income
- Poverty Households
- Crime Rate: Clearance Rates and Violent Crimes vs. National Rate
- Employment Base
- Impact of Internet Sales
- Business Activity: Retail Sales and Business Licenses

Population

Warning Trend:
A decreasing rate of growth or a sudden increase in population

Formulation:
Population





Fiscal Year	Estimated Population	Growth Rate	Population by Race White Alone	Black Alone	Other
2006	97,202	3.17%	n/a	n/a	n/a
2007	99,405	2.27%	n/a	n/a	n/a
2008	100,976	1.58%	n/a	n/a	n/a
2009	102,324	1.33%	80,549	9,127	9,155
2010	108,500	6.04%	82,437	10,915	11,268
2011	110,438	1.79%	83,674	11,394	11,590
2012	113,230	2.53%	85,292	11,768	11,948
2013	115,276	1.81%	87,193	11,533	12,419
2014	117,364	1.81%	89,322	11,897	11,936
2015	**119,476**	**1.80%**	**N/A***	**N/A***	**N/A***
10 Yr % Chg	*22.92%*				

** FY 2015 estimates not available at the time of printing*

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:

The City of Columbia has experienced positive, manageable population growth over the ten year period listed. There are no warning trends associated with this indicator.

Sources:

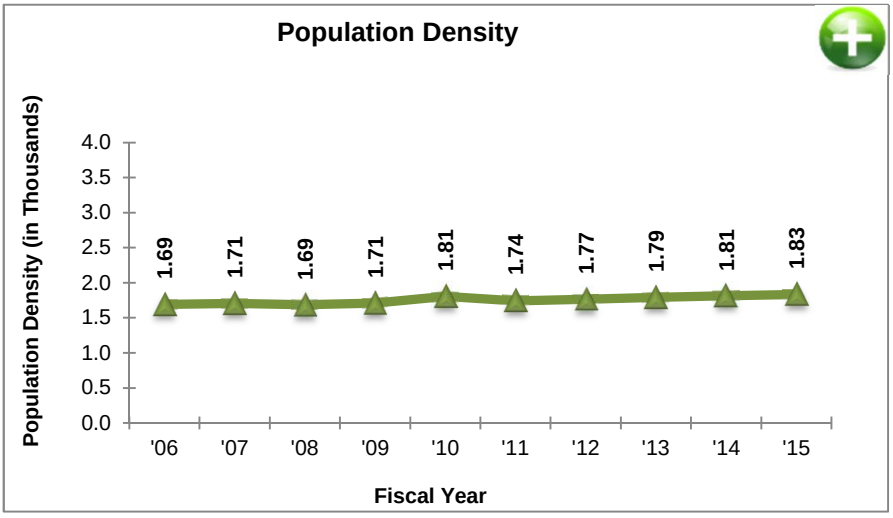
- U.S. Census Bureau - 2000 & 2010 Census and Missouri Census Data Center
- U.S. Census Bureau - American Community Survey
- GIS department, City of Columbia

Population Density

Warning Trend:
Decreasing population density

Formulation:

$$\frac{\text{Population}}{\text{Jurisdiction area in square miles}}$$



Fiscal Year	Estimated Population	Square Miles	Population Density
2006	97,202	57.48	1,691
2007	99,405	58.25	1,707
2008	100,976	59.92	1,685
2009	102,324	59.92	1,708
2010	108,500	60.08	1,806
2011	110,438	63.36	1,743
2012	113,230	64.13	1,766
2013	115,276	64.26	1,794
2014	117,364	64.74	1,813
2015	**119,476**	**65.20**	**1,832**
10 Yr % Chg	*22.92%*	*13.43%*	*8.36%*

Description:
One of the local conditions that affect the production of public goods and services is the population density within the community. This indicator measures the cost of providing services by a municipality or government. Some communities have compact areas with a higher population base. This makes the cost for services such as police, fire, street maintenance etc. less costly per household.

Analysis:
Population density trend is keeping pace with population. There was a slight decrease in FY 2011 based on an increase in the street miles. The city is keeping pace with fundamental services it provides. There are no warning trends observed with this indicator.

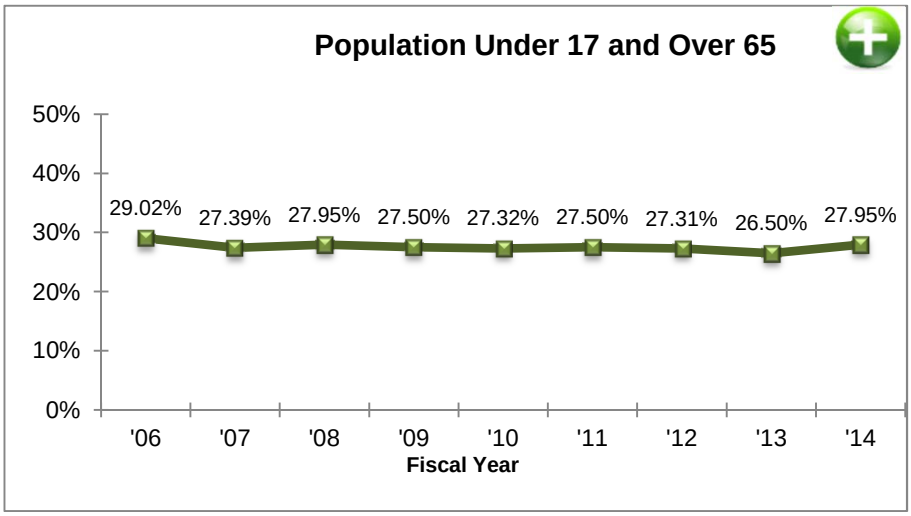
Sources:
- U.S. Census Bureau - 2000 & 2010 Census and Missouri Census Data Center
- website - http://factfinder.census.gov (using Columbia Missouri)
- Square miles provided by GIS Department, City of Columbia

Population:
Over 65 and under 17

Warning Trend:
Increasing percentage of population under 17 or over 65

Formulation:

$$\frac{\text{Population under 17 or over 65}}{\text{Population}}$$



Fiscal Year	Percent of Population under 17	Percent of Population over 65	Total Percent of Population <17 or >65	Total Population	Population under 17	Population over 65
2006	19.60%	9.42%	29.02%	97,202	19,052	9,156
2007	18.47%	8.92%	27.39%	99,405	18,360	8,867
2008	19.70%	8.25%	27.95%	100,976	19,892	8,331
2009	18.20%	9.30%	27.50%	102,324	18,623	9,516
2010	18.84%	8.48%	27.32%	108,500	20,441	9,201
2011	18.50%	9.00%	27.50%	110,438	20,431	9,939
2012	18.81%	8.50%	27.31%	113,230	21,299	9,625
2013	16.90%	9.60%	26.50%	115,276	19,482	11,067
2014	18.65%	9.30%	27.95%	117,364	21,888	10,915
2015	**N/A***	**N/A***		**119,476**	**N/A***	**N/A***
10 Yr % Chg				*18.07%*		

** FY 2015 estimates not available at the time of printing*

Description:
The percentage of individuals living in the community who are under 17 and over 65 is a measure of the community's needs The indicator helps to assess the level of needs, both current and future. These population groups needs more services than the average individual.

Analysis:
Information is available for FY 2006 to FY 2014. During this period, this population group's percentage has remained relatively stable. Therefore, there are no warning trends associated with this indicator.

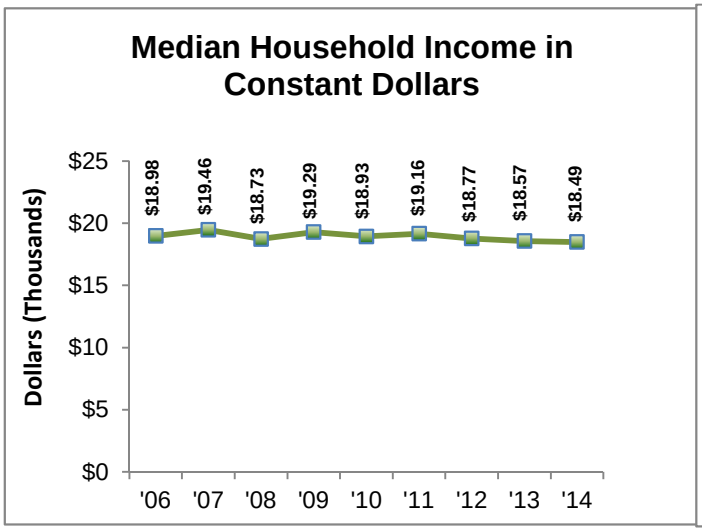
Sources:
- U.S. Census Bureau - One Year American Community Survey Estimates
- website - http://factfinder.census.gov (using Columbia Missouri)

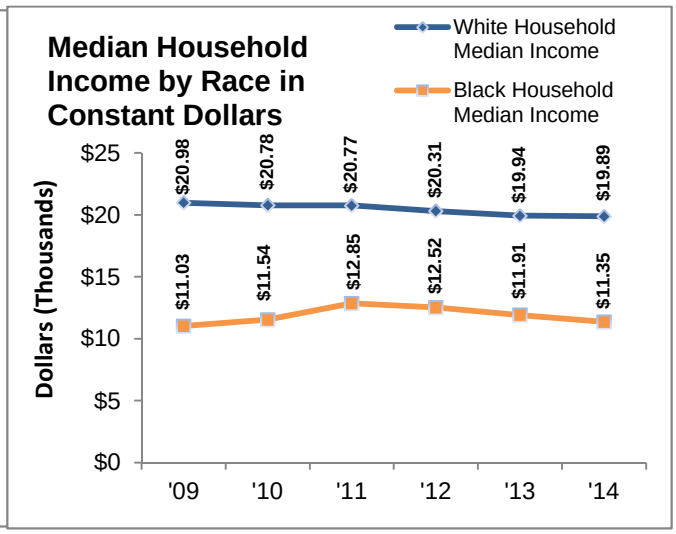
Median Household Income

Warning Trend: Decline in the level, or growth rate of median household income (Constant Dollars)

Formulation:

$$\frac{\text{Median household income}}{\text{CPI}}$$





Fiscal Year	Median Household Income	Consumer Price Index	Median Household Income in Constant Dollars	Growth Rate	Median Household Income in Constant Dollars by Race White	Black
2006	$38,260	201.60	$18,978		N/A	N/A
2007	$40,347	207.30	$19,463	2.56%	N/A	N/A
2008	$40,326	215.30	$18,730	(3.77%)	N/A	N/A
2009	$41,381	214.54	$19,289	2.98%	$20,982	$11,028
2010	$41,287	218.06	$18,934	(1.84%)	$20,782	$11,542
2011	$43,102	224.94	$19,162	1.20%	$20,766	$12,852
2012	$43,084	229.59	$18,766	(2.07%)	$20,314	$12,516
2013	$43,262	232.96	$18,571	(1.04%)	$19,941	$11,912
2014	$43,776	236.74	$18,491	(0.43%)	$19,885	$11,354
2015	**N/A***	**237.02**	**N/A***		**N/A***	**N/A***
10 Yr % Chg		*17.57%*				

** FY 2015 estimates not available at the time of printing*

Description:

Median household income is one measure of a community's ability to pay taxes: the higher the median household income, the more property tax and sales tax can be generated by the community. If income is more evenly distributed a higher median household income will usually mean less dependency on governmental services such as transportation, recreation, and welfare. Credit rating firms use household and per capita income as an important measure of a local government's ability to pay on debt.

Median household income in constant dollars is taken from the American Community Survey using five years of information. This methodology results in more conservative estimates and a smoother trend line as compared to the overall median household income data.

Analysis:

The decrease in median household income in constant dollars after FY 2009 is a result of the higher unemployment rate due to the economic downturn. FY 2010-FY 2014 shows decreasing median household income in constant dollars. It should be noted that the five-year methodology of the Five Year American Community Survey estimates still reflects results of the economic downtown that began in 2009. There is a significant gap between white and black household incomes and this measure should continue to be monitored in the future. The City adopted a strategic plan in FY 2015 which includes goals to decrease this gap over the next three years.

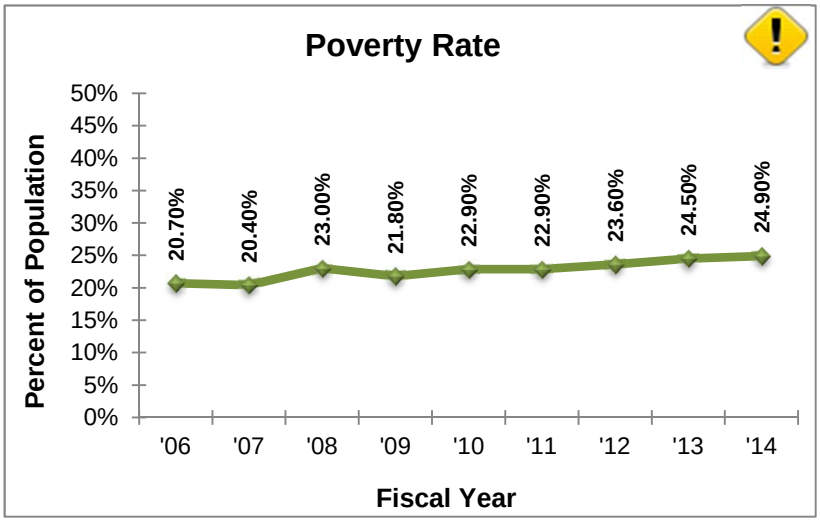
Sources:

- Monthly Labor Review" (CPI)
- US Census Bureau - One Year and Five Year American Community Survey Estimates
- GIS Department, City of Columbia

Poverty Rate

Warning Trend:
Increasing poverty rate

Formulation: Poverty Rate



Fiscal Year	Poverty Rate
2006	20.70%
2007	20.40%
2008	23.00%
2009	21.80%
2010	22.90%
2011	22.90%
2012	23.60%
2013	24.50%
2014	24.90%
2015	**N/A***
10 Yr % Chg	

** FY 2015 estimates not available at the time of printing*

Description:
An additional indicator to change in personal income is the increase in poverty rate. This indicator can signal a future increase in the level and cost for services because low-income households have relatively higher needs and a relative lack of personal wealth.

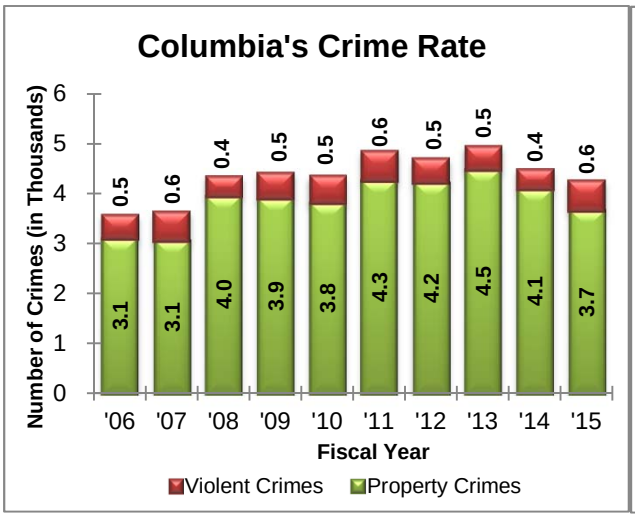
Analysis:
Information is available for FY 2006 to FY 2014. During this time the poverty rate has shown a stready increase overall. This is a warning trend that will need to be closely monitored as an increase in poverty rate can indicate more demand for city services with no income to pay for those services.

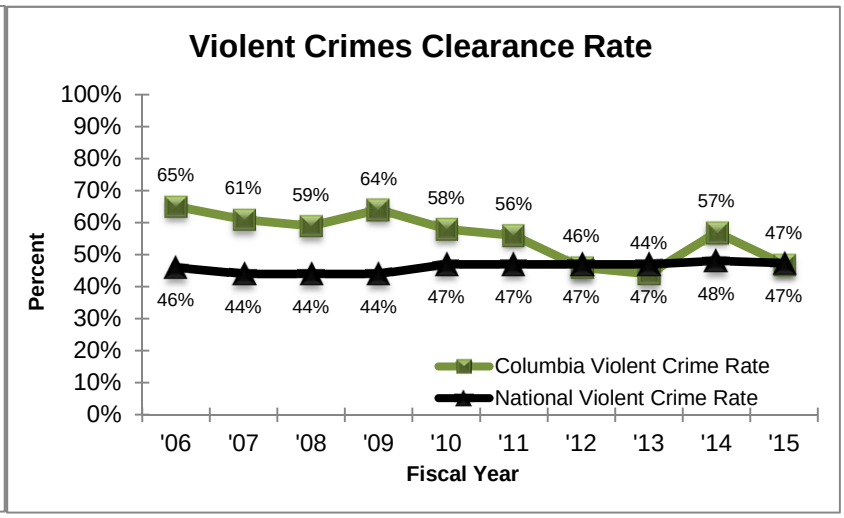
Sources:
- US Census Bureau - One Year and Five Year American Community Survey Estimates
- GIS Department, City of Columbia

Crime Rate

Warning Trend:
Increasing crime rate

Formulation:
Crime rate





Fiscal Year	Population	Square Miles	Number of Sworn Officers	Number of Violent Crimes	Number of Property Crimes	Total Number of Crimes	Columbia's Violent Crimes Clearance Rate	National Violent Crimes Clearance Rate
2006	97,202	57.48	146	459	3,105	3,564	65.0%	46.0%
2007	99,405	58.25	149	567	3,063	3,630	61.0%	44.0%
2008	100,976	59.92	152	387	3,951	4,338	59.0%	44.0%
2009	102,324	59.92	156	501	3,906	4,407	64.0%	44.0%
2010	108,500	60.08	160	530	3,816	4,346	58.0%	47.0%
2011	110,438	63.36	161	583	4,263	4,846	56.0%	47.0%
2012	113,230	64.13	160	476	4,221	4,697	46.0%	47.0%
2013	115,276	64.26	160	457	4,482	4,939	44.0%	47.0%
2014	117,364	64.74	163	385	4,092	4,477	57.0%	48.1%
2015	**119,476**	**65.20**	**165**	**586**	**3,667**	**4,253**	**46.9%**	**47.4%**
10 Yr % Chg	*22.92%*	*13.43%*	*13.01%*	*27.67%*	*18.10%*	*19.33%*	*(27.80%)*	*3.04%*

Description:

Crime rate captures a negative aspect of a community that can affect its present and future economic development potential. The crime rate also measures the demand on public services in the forms of public safety expenses. Violent crimes include homicide, rape, robbery, and assault. Property crimes include burglary, larceny, and auto theft. Clearance rates are used as a measure of the crimes solved by the police.

Analysis:

Over the ten year period Columbia's crime rate has shown an overall increase with most of the increase in property crimes. During this time, Columbia's violent crime clearance rate has been well above the national rate for all years except FY 2012 and FY 2013. However, Columbia's violent crime clearance rate has shown an overall decline over the past ten years. Over the past ten years, the population has increased 22.92%, the number of square miles has increased 13.43%, and the number of sworn officers has increased 13.01%. Management will need to closely monitor this trend to ensure adequate staffing as the city's population and area increases.

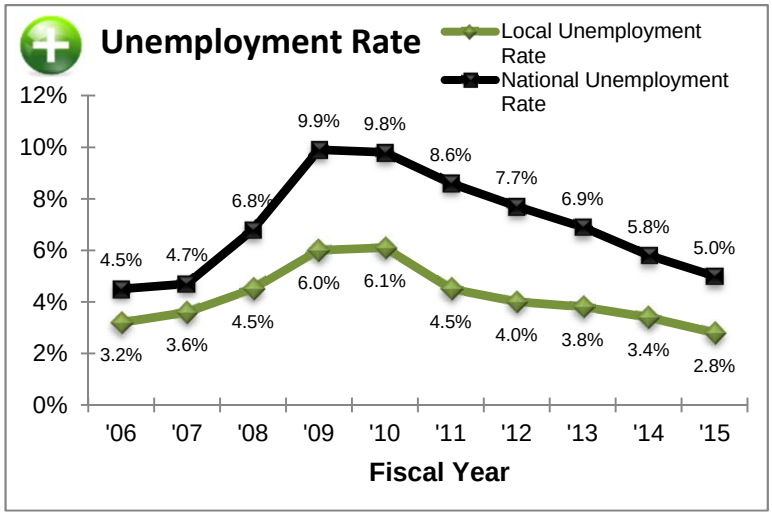
Sources:

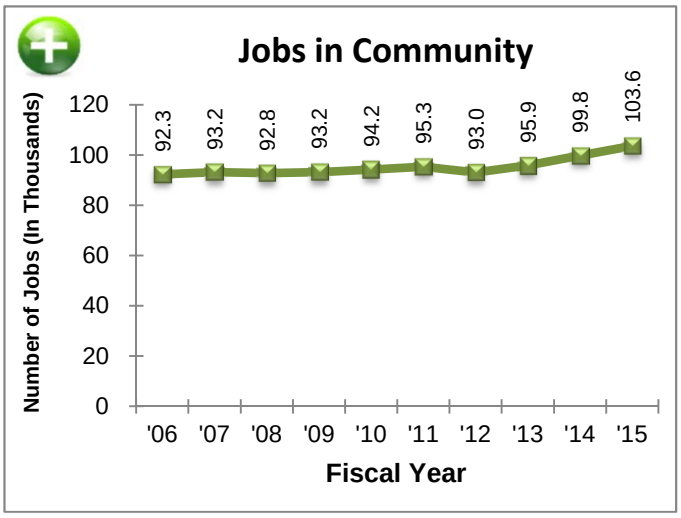
- Uniform Crime Reporting data submitted by the Columbia Police Department

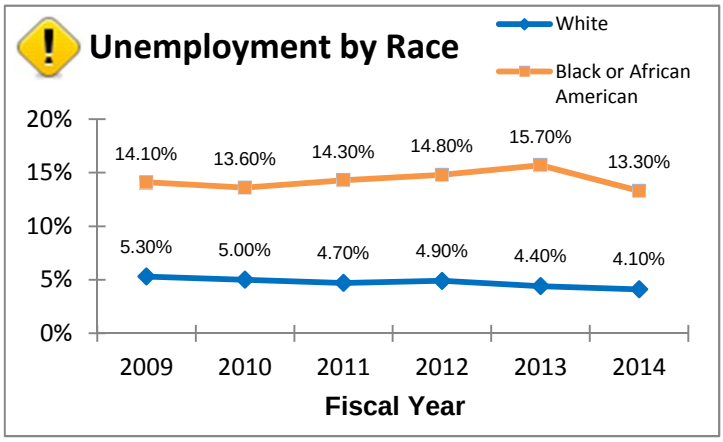
Employment Base

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	Local Unemployment Rate	National Unemployment Rate	Jobs In Community - Civilian Labor Force
2006	3.2%	4.5%	92,316
2007	3.6%	4.7%	93,159
2008	4.5%	6.8%	92,777
2009	6.0%	9.9%	93,236
2010	6.1%	9.8%	94,216
2011	4.5%	8.6%	95,300
2012	4.0%	7.7%	93,000
2013	3.8%	6.9%	95,900
2014	3.4%	5.8%	99,829
2015	2.8%	5.0%	103,589
10 Yr % Chg	*(12.50%)*	*11.11%*	*12.21%*

* All figures have been restated to reflect annual amounts for each year reported by the Bureau of Labor

FY 2014 figures reflective of June 2015 reporting period.

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.

Statistics for unemployment by race are taken from the American Community Survey. These figures are calculated using five years of data and provide a more conservative estimate than the local and national unemployment rates taken from the Bureau of Labor Statistics.

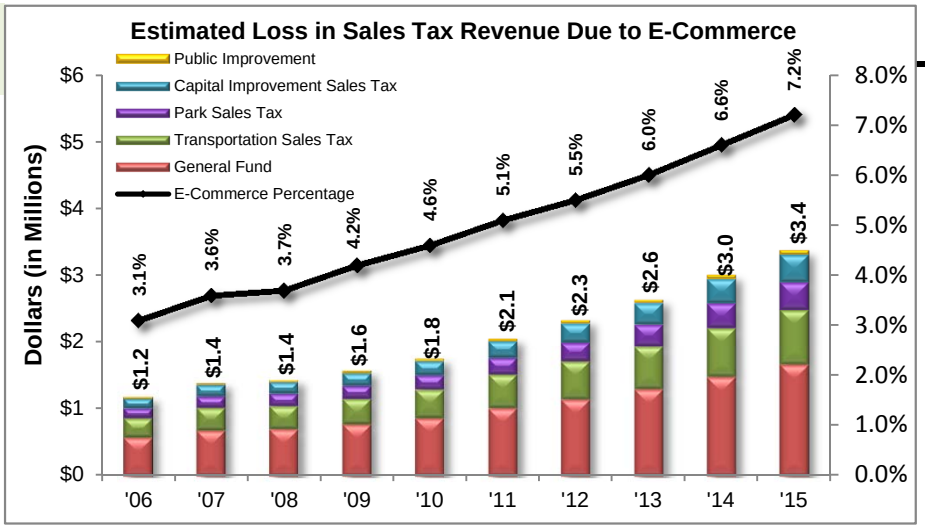
Analysis:

The unemployment base has been sufficiently diverse to cushion against temporary economic downfalls in any particular sector, and most employment fluctuations have been associated with national manufacturing firms located in Columbia. Such jobs comprise less than 10% of the City's total work force and have been effected by the current economic factors on a national level. The City of Columbia's largest workforce sector is the education, health and social services area which has enabled the City to continue to stay well below the national unemployment rate. Currently, overall unemployment is very low at 2.8%; however, the racial breakdown shows a sharp contrast between unemployment between white and black or African American residents. The number of civilian jobs have increased 12.21% during this period. Overall employment measures are not a warning indicator; however, the high rate of unemployment among black or African American residents needs to be monitored closely moving forward.

Sources:

- Missouri Division of Employment Security (November Preliminary Report)
- Website - http://stats.bls.gov/news.release/laus.nws.htm - Obtained for the month of November
- Website - http://www.bls.gov/eag/eag.mo_columbia_msa.htm
- US Census Bureau - Five Year American Community Survey Estimates

Impact of Internet Sales



Warning Trend:
Increasing rate of internet sales that do not collect sales tax

Formulation:

$$\frac{\text{E-commerce Sales}}{\text{Total Retail Sales}}$$

Fiscal Year	E-Commerce as a Percent of Total Retail Sales	Estimated Loss of Sales Tax Revenue by Type					
		General Fund	Transportation Sales Tax	Park Sales Tax	Capital Improvement Sales Tax	Public Improvement Fund	Total Estimated Loss
2006	3.1%	$579,746	$291,306	$145,518	$145,646	$19,307	$1,181,523
2007	3.6%	$682,093	$341,826	$170,848	$170,904	$24,786	$1,390,457
2008	3.7%	$701,056	$349,881	$183,731	$174,934	$29,161	$1,438,763
2009	4.2%	$773,942	$386,409	$193,195	$193,198	$29,972	$1,576,716
2010	4.6%	$864,549	$430,076	$215,030	$215,033	$33,088	$1,757,776
2011	5.1%	$1,014,491	$504,802	$252,399	$252,400	$36,962	$2,061,054
2012	5.5%	$1,146,238	$571,625	$285,634	$285,809	$43,372	$2,332,678
2013	6.0%	$1,297,667	$648,013	$323,882	$323,992	$49,005	$2,642,559
2014	6.6%	$1,482,560	$736,123	$368,055	$368,065	$55,479	$3,010,282
2015	**7.2%**	**$1,662,624**	**$825,528**	**$412,757**	**$412,768**	**$63,389**	**$3,377,066**
10 Yr % Chg	*132.26%*	*186.78%*	*183.39%*	*183.65%*	*183.40%*	*228.32%*	*185.82%*

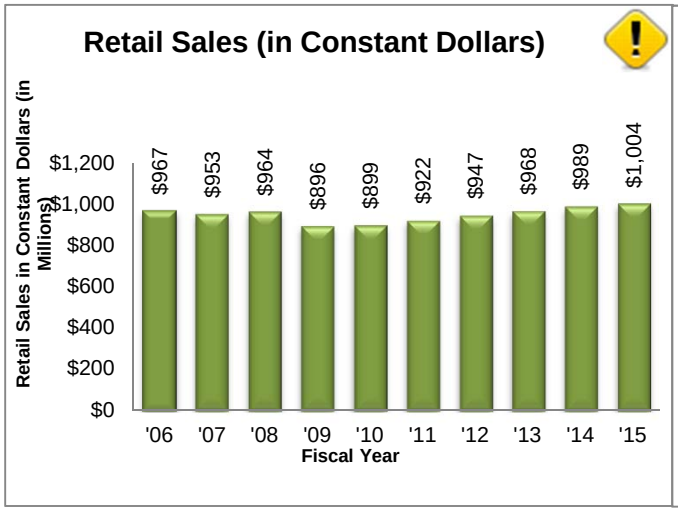
Description:
The level of internet sales can adversely impact a City. Currently, internet sales are not subject to sales taxes, so the City receives a lower amount of sales tax revenue because users choose to shop on line instead of at brick and mortar stores. There is also a loss of property taxes as there are fewer brick and mortar stores operating and potentially a loss of jobs in the community. In addition, items ordered on line are delivered by trucks that use and cause wear and tear on our streets. All of these factors can cause a significant negative factor for a city who relies on sales tax as a major revenue source.

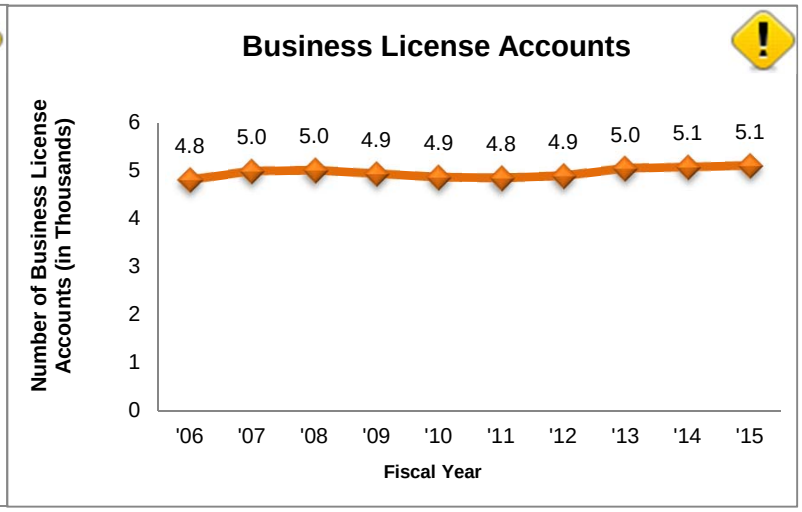
Analysis:
Sales taxes are considered to be a major revenue source (27%) for the general fund operations which include major departments such as police, fire, health, and parks and recreation. Sales taxes per capita in constant dollars has decreased 15.52% over the past ten years. Much of this decrease can be attributed to an increase in internet sales. The growth in internet sales shown on the graph above is a national average. Given the number of college students in the City, we believe that the growth in internet sales has been much higher than the national average. The estimated lost of $1.7 million in FY 2015 for the general fund has meant that the City has not been able to add more public safety and other positions to support our growing community.

The loss of transportation sales tax dollars due to internet sales impacts the city's ability to repair and maintain our streets as well as subsidize transit and airport and provide matching funds for the capital improvement projects. The loss of parks sales tax dollars due to internet sales impacts the city's ability to fund parks and recreation as well as recreation services operations as well as construct the capital improvement projects approved by the voters. The loss of capital improvement sales tax dollars due to internet sales impacts the city's ability to fund the public safety and road capital improvement projects approved by voters.

This has been, and continues to be a warning trend for the City. The situation would improve with passage of a marketplace fairness act.

Business Activity: Retail Sales and Business Licenses





Warning Trend:
Decline in business activity as measured by retail sales (Constant Dollars) or a reduction in the number of business licenses

Formulation:
Retail Sales (Constant Dollars)

Fiscal Year	Estimated Retail Sales	Retail Sales Growth	Consumer Price Index	Retail Sales In Constant Dollars	Business License Accounts
2006	$1,950,101,600	7.67%	201.60	$967,312,302	4,807
2007	$1,975,706,800	1.31%	207.30	$953,066,474	4,982
2008	$2,076,490,400	5.10%	215.30	$964,450,286	5,008
2009	$1,921,501,200	(7.46%)	214.54	$895,650,261	4,933
2010	$1,959,805,400	1.99%	218.06	$898,762,428	4,859
2011	$2,074,241,900	5.84%	224.94	$922,135,290	4,849
2012	$2,173,169,500	4.77%	229.59	$946,543,621	4,886
2013	$2,255,243,500	3.78%	232.96	$968,081,860	5,040
2014	$2,342,346,600	3.86%	236.74	$989,417,335	5,071
2015	**$2,380,852,200**	**1.64%**	**237.02**	**$1,004,494,220**	**5,104**
10 Yr % Chg	*22.09%*	*(78.57%)*	*17.57%*	*3.84%*	*6.18%*

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.

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.

Analysis:
Estimated retail sales have increased 22.09% and retail sales in constant dollars have increased 3.84% over the ten year period. Sales tax figures continue to be closely monitored on a monthly basis. Retail sales growth has been slowing since 2011, while internet sales growth has been increasing. The increase in online sales has a negative impact on the sales taxes collected as these sales are currently not subject to sales taxes collection. Lower sales taxes collected have a negative impact on general fund departments that are primarily funded through sales taxes such as police and fire.

The number of business license accounts has increased by 6.18% for the period shown although the growth in business license accounts has been low in FY 2014 and FY 2015. The increase that occurred in FY 2012 through FY 2015 is primarily due to an increase in the number of additional light manufacturing facilities locating in Columbia and growth in locally owned businesses and small retail shops. The total number of home occupations licensed in FY 2014 was 874 compared 918 in FY 2015. This is an increase of 5% compared to the previous year.

Sources:
- City of Columbia Financial Management Information Supplement - FMIS
- General Fund Sales Tax Revenue - Exhibit B-2
- Public Improvement Sales Tax Revenue - Exhibit C-3
- Monthly Labor Review" (CPI)
- Business License Division in the City of Columbia