

City of Columbia



Ten Year Financial Trend Manual FY 2005 - FY 2014

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Ten Year Trend Manual

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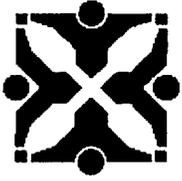
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CITY OF COLUMBIA, MISSOURI

TRANSMITTAL LETTER

FINANCE DEPARTMENT
ADMINISTRATION

February 26, 2015

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 2005 to FY 2014.

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 2014 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 light represents a positive trend, a yellow light represents a trend to watch or monitor and a red light represents a negative trend that needs attention in the next budget planning process. A second column indicates whether the indicator has improved, declined, or stayed the same since last year's document was prepared.

Revenue Indicators (General Fund):

During the last ten fiscal years, inflation has not completely eroded revenues per capita stated in constant dollars. However this is a trend that city staff needs to continue to monitor. 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. Although the economic downturn impacted revenues, city operations were maintained and citizens experienced only minimal reductions in services. Since that time, the City has been experiencing a slow growth indicating a recovery. The ratio of elastic tax revenues to total operating revenues and transfers of the general fund has experienced a positive trend since FY 2009. Due to changes in building permit fees and improvements in the economy, the service charge coverage for Building and Site Development has recovered above the 75% cost recovery goal for the past two years.

In FY 2014, total estimated and actual revenues rebounded from a shortfall in FY 2013 to a surplus. Three areas significantly higher than estimated were in other local taxes (natural gas and gasoline tax), sales tax and miscellaneous revenues (auction revenues and Medicaid reimbursements). 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. The utility fund expense indicators have remained extremely favorable when comparing to population growth and evaluating constant dollar calculations. Fixed costs for the general fund as a percent of operating expenditures and transfers have slowly increased 27.59% over the ten year period which is a negative trend for the City and is due in large part to rising pension costs. FY 2014 is the second 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. Fixed costs for the utility funds beginning in FY 2011 have continued to increase due in large part to the rising cost of purchased power.

Operating Position Indicators:

When examining all indicators in this category, the City's operating positions for the general fund, water, electric, sewer and solid waste has 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, Parking 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. Parking has been experiencing negative trends due to constructing infrastructure projects and beginning the debt payments to pay for them. However, parking rates for surface lots were increased in FY 2015 and the opening of the Short Street Garage in FY 2014 will improve this operation's position in the future.

Debt Structure Indicators:

When examining all indicators for this category, the City's debt has remained well below what would normally be considered proportionate to a city of this size and tax base. 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. Most of the city's debt service to operating revenue percentages are within the industry standard of acceptable levels of debt, except for sewer and parking. The debt service levels to net operating revenue ratio for Sewer and Parking are above the 20% credit industry benchmark resulting from two major infrastructure projects, the Wastewater Treatment Plant expansion in Sewer and the Short Street Parking Garage in Parking. The highest debt payments for the Sewer Fund will be required for FY 2014. Beginning in FY 2015, the debt service requirements begin to decrease. Parking rates were increased in FY 2015 and the Short Street Garage opened in FY 2014. The financial position of these two operations will improve in future years.

Unfunded Liability Indicators:

This indicator looks at the future liability that has been incurred by the City and will need to be paid at a later date. The City has met its annual required contribution; however, future costs of benefits have been increasing at a greater rate and the unfunded liability has been increasing. 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. In FY 2014, the City no longer subsidizes retiree health insurance, so the retiree health subsidy liability will be eliminated and this indicator will improve.

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 some negative trends and trends the city needs to monitor in the area of rolling stock (vehicles and equipment). There has not been a steady long-term decline, but rather an under funding that needs to be addressed. City management has been and will continue to monitor needs for capital outlay. As the City's economy continues to improve and personnel issues of pension and health insurance costs stabilize, additional funding will be available to adequately fund capital outlay needs.

Community Needs and Resources Indicators:

Average annual unemployment continues to be less than the national average and growth in the population is increasing at a manageable level. There has been an increase in the level of business activity since FY 2009. Several indicators including personal income per capita, poverty levels, crime rates and employment will be closely monitored. Sales tax is a major revenue source for general fund operations so the City's business activity must be carefully monitored. Retail sales in constant dollars decreased in FY 2009, but have continued to steadily increase through FY 2014. The city has been taking steps to reduce expenditures to a level more in line with total revenues.

Conclusion:

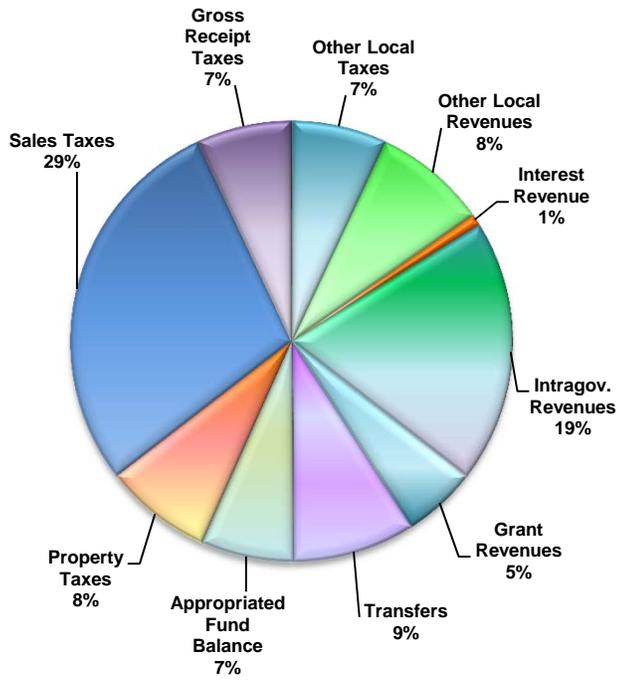
It is hopeful that the financial information contained in this manual will provide a more efficient and better tool in analyzing the current financial and economic trends within the city organization.

Respectfully Submitted,

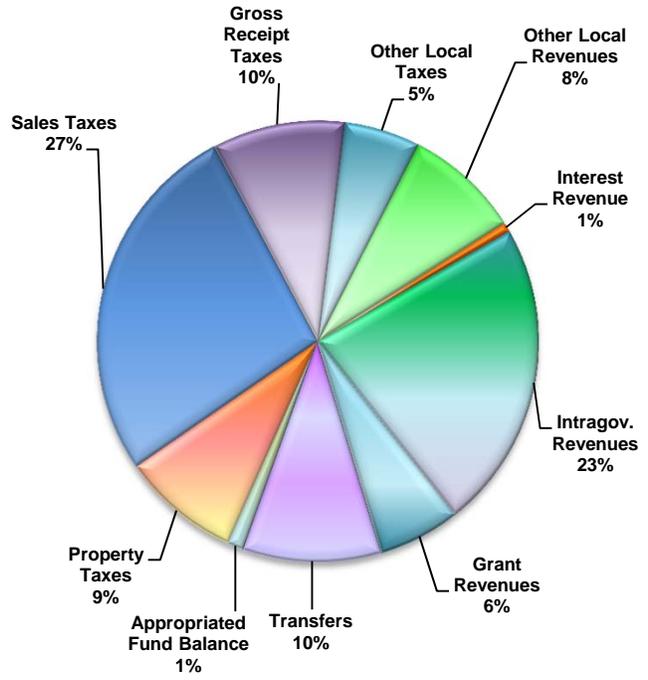

John Blattel, CPA
Director of Finance

General Fund Revenues

FY 2005 Actual Revenues



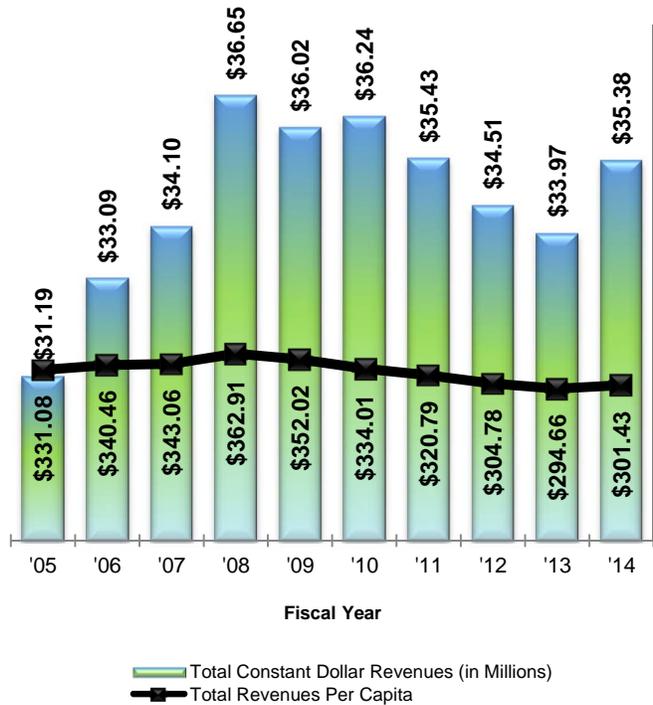
FY 2014 Actual Revenues

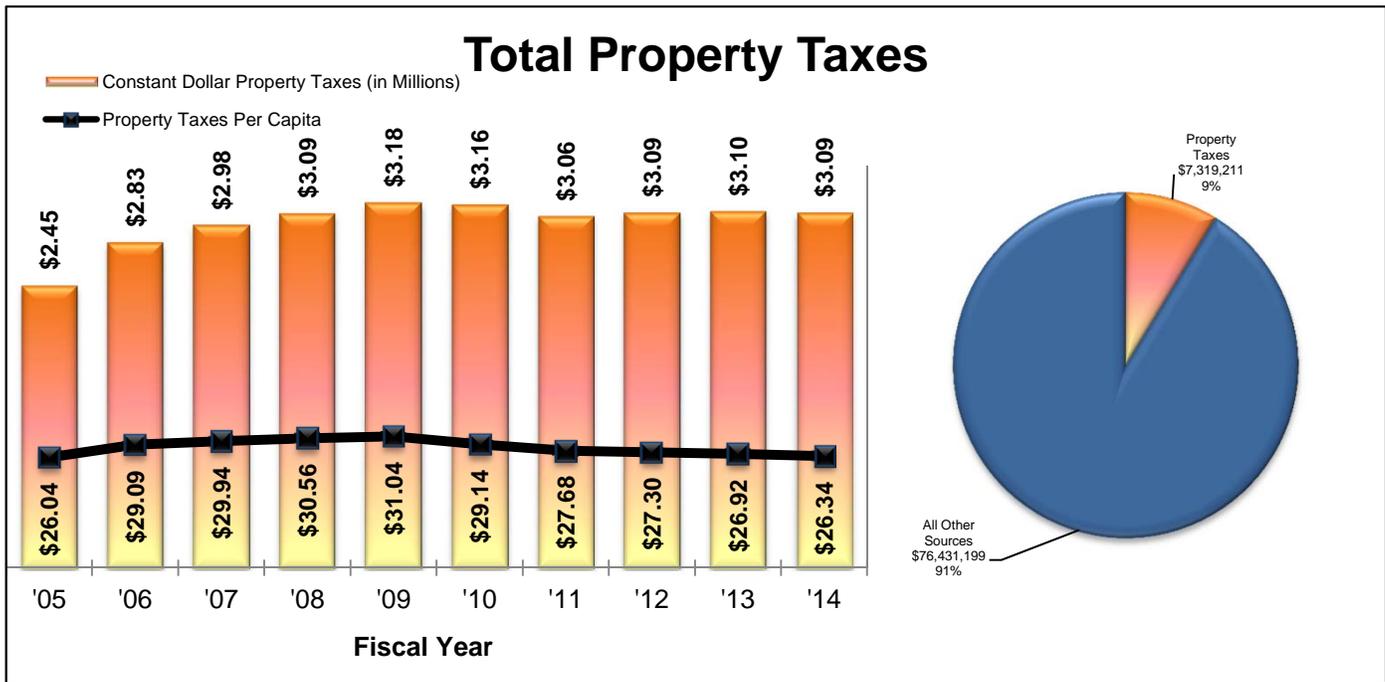


Funding Sources



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
2005	\$4,790,935	195.30	\$2,453,116	94,211	\$26.04	(3.66%)
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%)
10 yr % Chg	52.77%	21.22%	26.03%	24.58%	1.15%	

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.

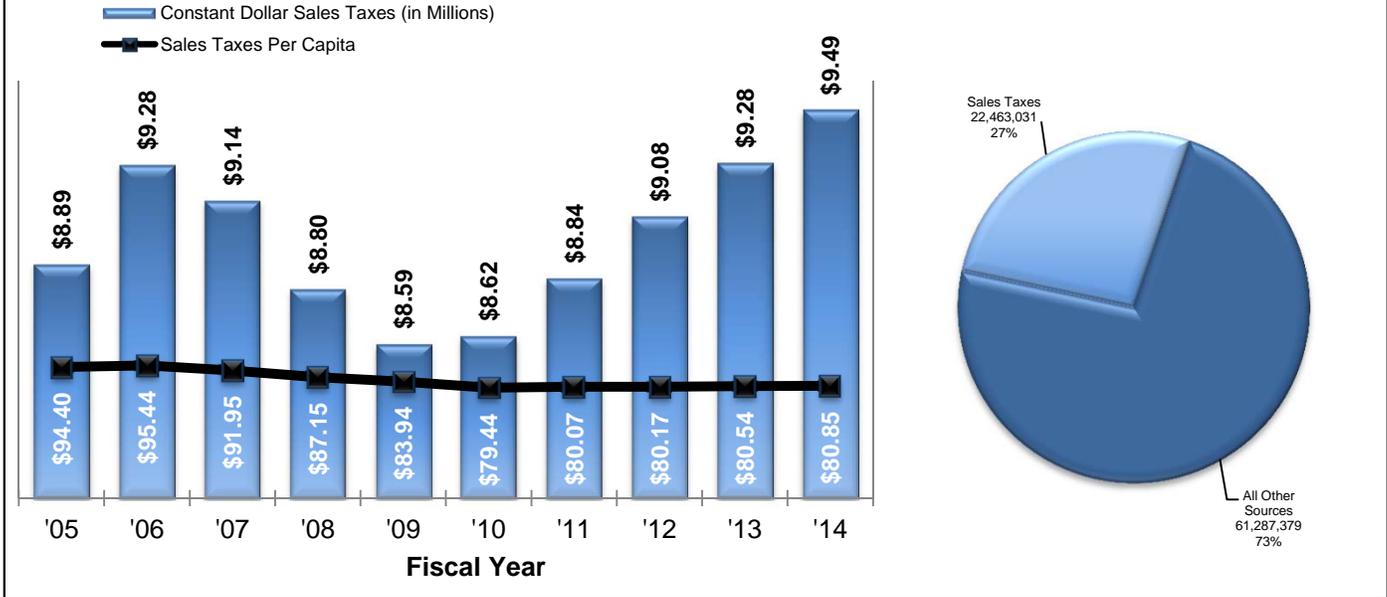
Analysis:

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 52.77%, while constant dollar property taxes have increased 26.03% and property taxes per capita have increased 1.15% 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 Interest: City Code of Ordinance Chapter 26 Sections 26-27; RSMo 137.100

General Fund Sales Taxes



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
2005	\$17,368,625	195.30	\$8,893,305	94,211	\$94.40	(0.04%)
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%
10 yr % Chg	29.33%	21.22%	6.69%	24.58%	(14.35%)	

Description:

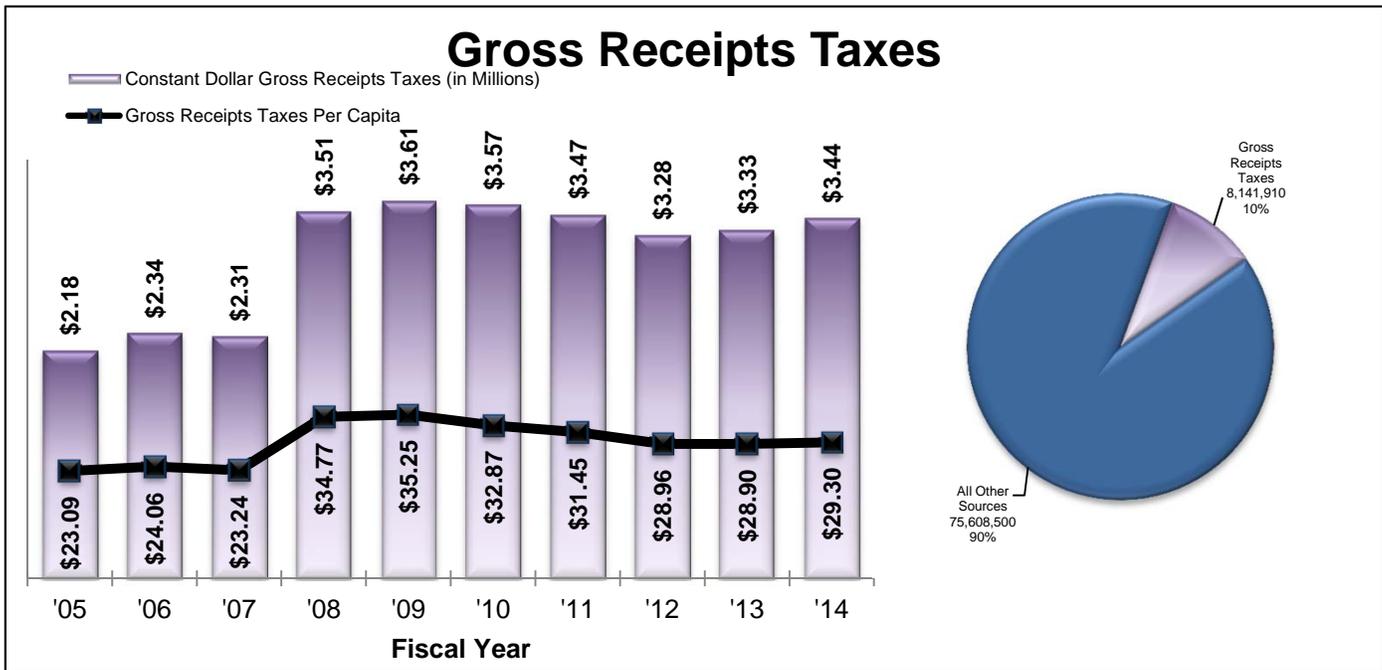
A general sales tax is levied on all persons selling tangible personal property or rendering taxable services on a retail basis within the City limits. The City's entire portion of the tax amounts to a total of 2% gross retail receipts, of which 1% is for City General Revenues, 1/2% is a Transportation 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 29.33% and constant dollar sales taxes have increase 6.69% for the ten year period shown; however, sales taxes per capita have decreased 14.35%. 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. FY 2010 to FY 2014 reflect increases in constant dollars and slight increases in sales taxes per capita. 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. Internet sales, which are not subject to sales taxes, have contributed to this revenue source not growing more over the ten year period. It is estimated that internet sales accounted for 2.5% of all retail sales in FY 2005 and grew to 6.6% of all retail sales in FY 2014. This equates to a loss of sales tax revenue in the general fund of \$1,482,560 in FY 2014 and \$8,703,679 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
2005	\$4,248,592	195.30	\$2,175,418	94,211	\$23.09	1.49%
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%
10 yr % Chg	91.64%	21.22%	58.09%	24.58%	26.89%	

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.

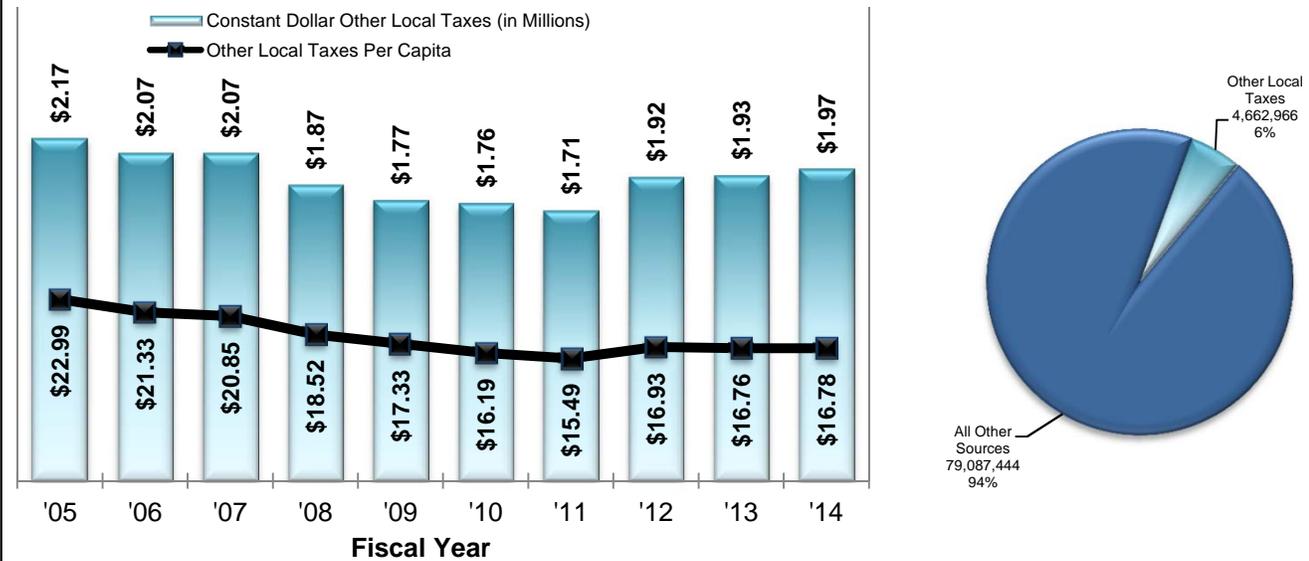
Analysis:

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. Gross receipts taxes account for 10% of general fund revenue sources.

Legal Authorizations:

- Telephone: City Code of Ordinances Chapter 26, Article V, Division 3
- Natural Gas: City Code of Ordinances Chapter 26, Article V, Division 2; current rate is in Ordinance 6455
- Electric: City Code of Ordinances Chapter 26, Article 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
2005	\$4,230,168	195.30	\$2,165,985	94,211	\$22.99	(4.84%)
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%
10 yr % Chg	10.23%	21.22%	(9.06%)	24.58%	(27.01%)	

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.

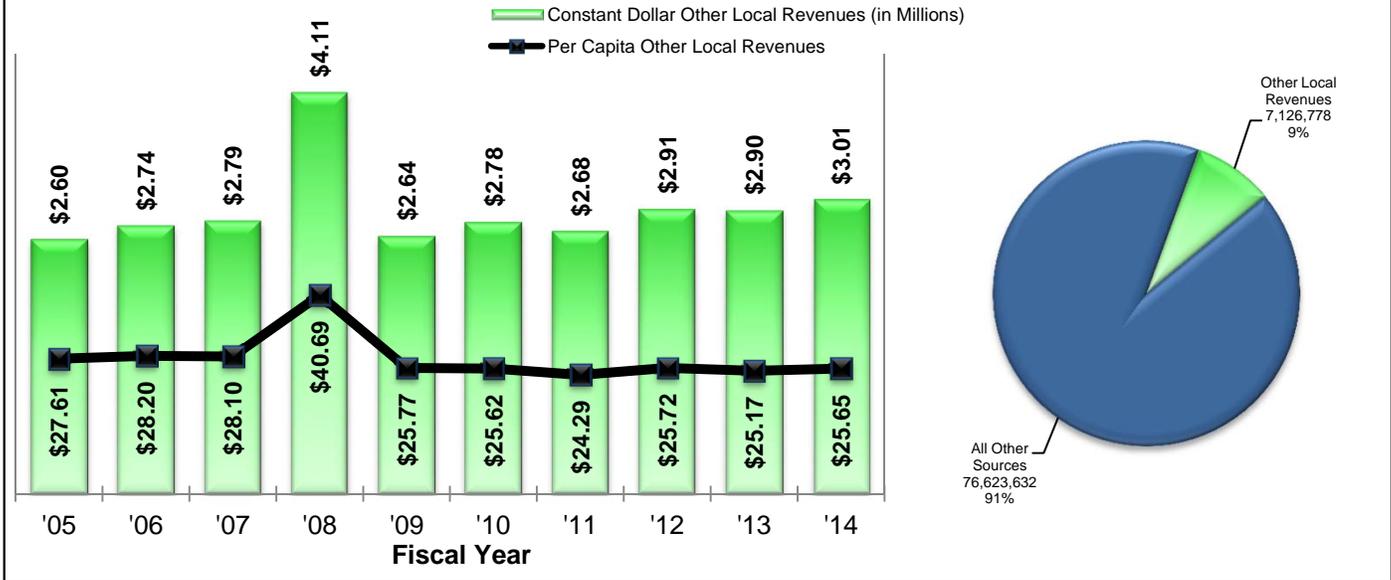
Analysis:

There has been an overall increase in other local taxes in actual dollars of 10.23% and an decrease in constant dollars of 9.06% and per capita of 27.01% for the period shown. Beginning in FY 2008, gasoline and motor vehicle taxes all experienced a significant decrease due to the economic downturn. In FY 2011, cigarette and motor vehicle taxes showed slight increases. FY 2012 experienced a significant increase in gasoline tax and motor vehicle taxes, and indicated the beginning of an economic recovery. In FY 2014, other local taxes increased 3.6% from the previous year. 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)

Other Local Revenues



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
2005	\$5,080,581	195.30	\$2,601,424	94,211	\$27.61	(6.28%)
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%
10 yr % Chg	40.27%	21.22%	15.72%	24.58%	(7.10%)	

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.

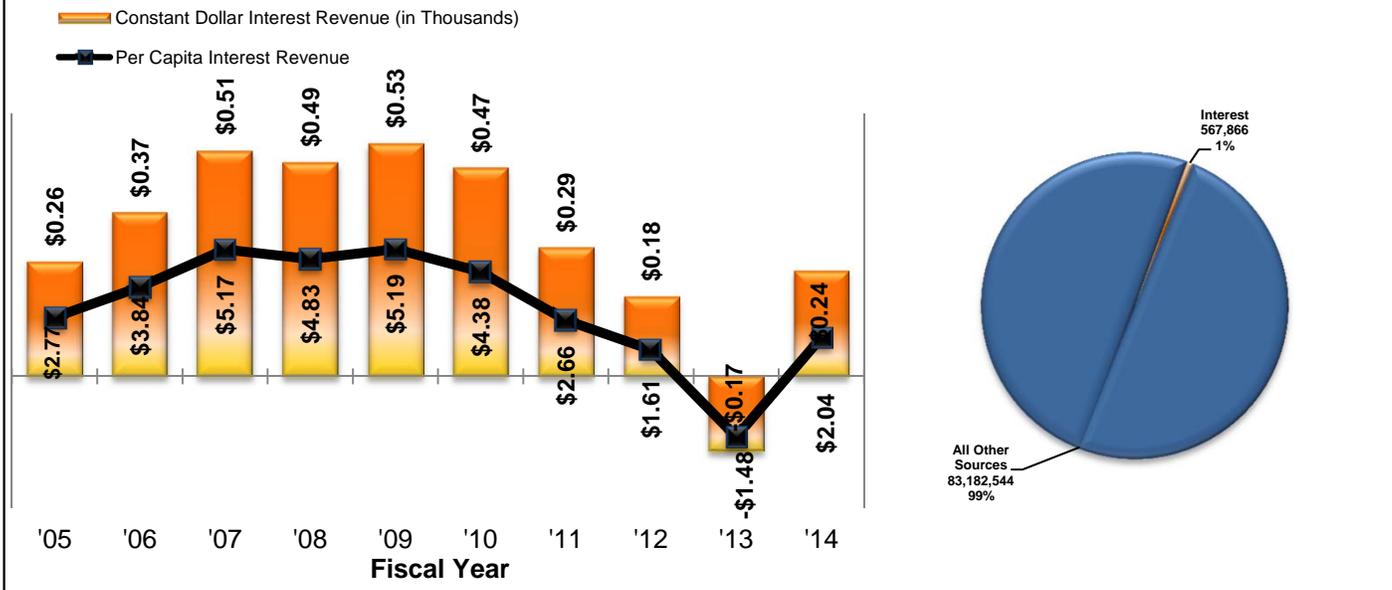
Analysis:

Over the past ten years other local revenues in constant dollar revenues have increased 40.27%, however, per capita revenues have decreased 7.10%. 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. Prior to FY 2013, construction inspection fees had not been increased and had not kept pace with the cost to provide this service. Building and Site permit fees were increased in the FY 2013 budget. 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

Interest Revenues



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
2005	\$509,712	195.30	\$260,989	94,211	\$2.77	9.06%
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%)
10 yr % Chg	11.41%	21.22%	(8.09%)	24.58%	(26.35%)	

Description:

Investment revenues on external investments are allocated to the various 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.

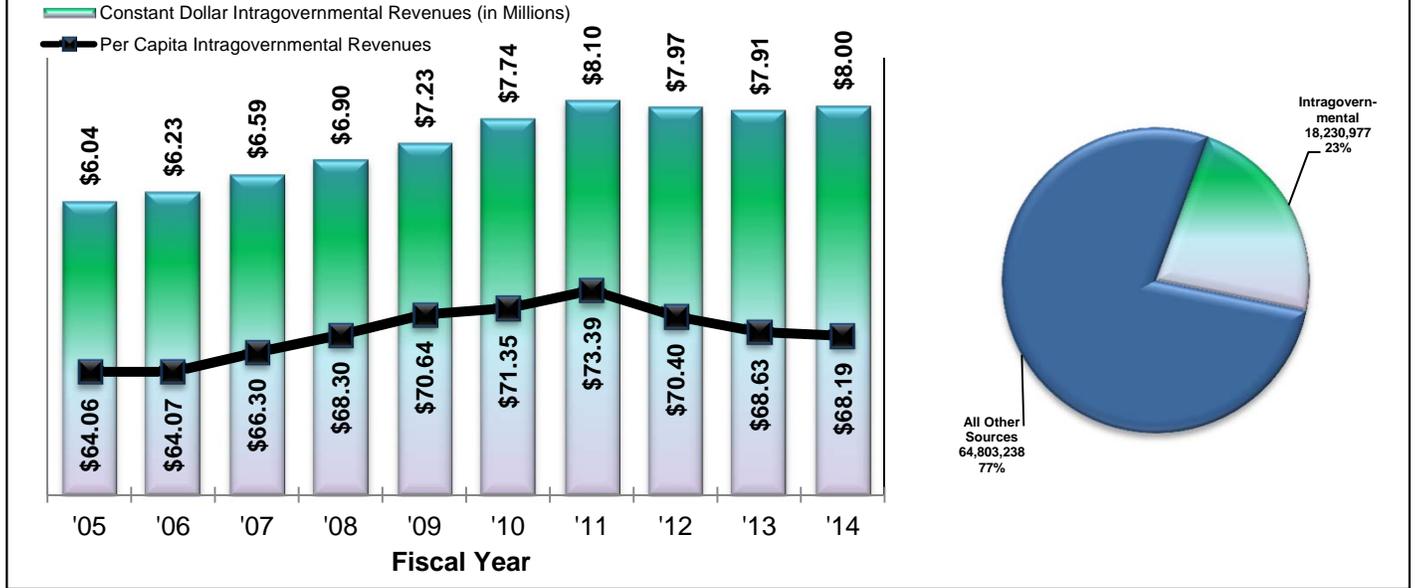
Analysis:

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, 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

Intragovernmental Revenues



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
2005	\$11,787,400	195.30	\$6,035,535	94,211	\$64.06	0.68%
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%)
10 yr % Chg	60.74%	21.22%	32.60%	24.58%	6.45%	

Description:

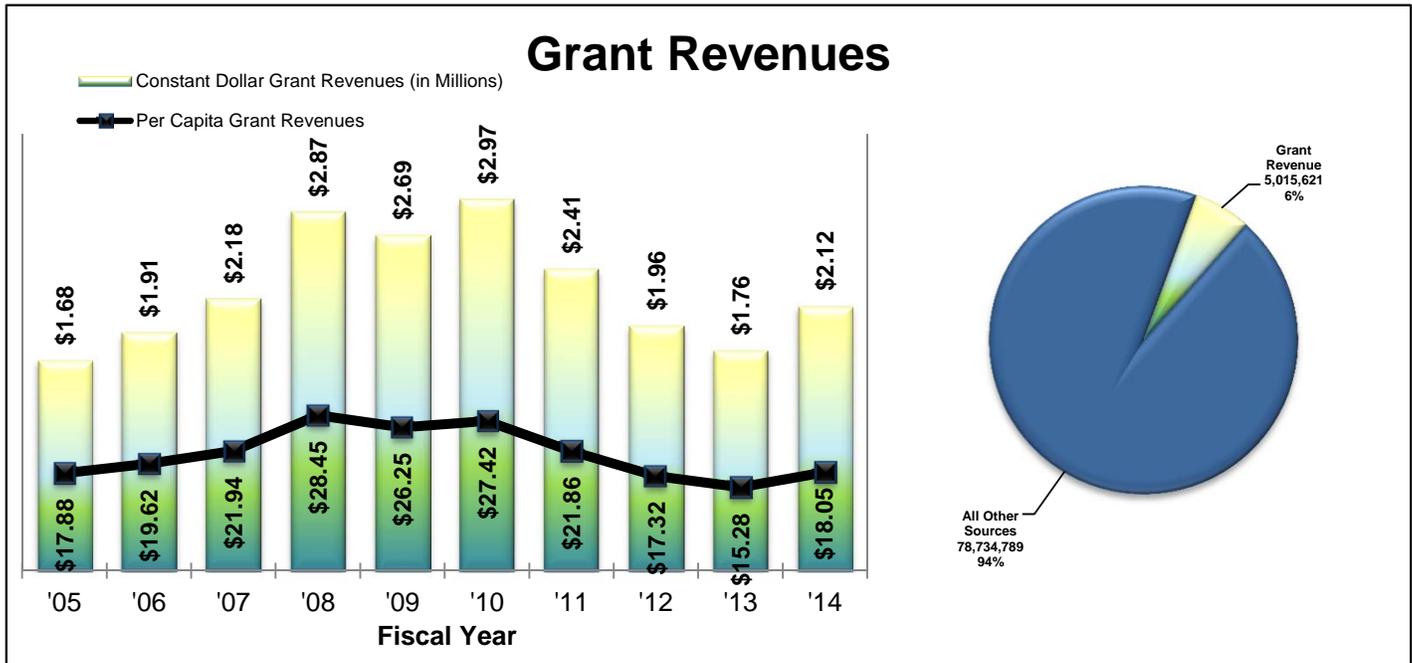
Intragovernmental Charges come from two different sources. First, the Water and Electric Utility Fund pays the General Fund a payment-in-lieu-of-taxes (P.I.L.O.T.) annually which is an amount substantially equivalent to the sum which would be paid in gross receipt taxes if the utilities were owned privately. 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 of FY 2005 - FY 2011, and a slight decrease for FY 2012 - FY 2014. P.I.L.O.T. is the primary source of intragovernmental revenues (79%). and increases are generally due to major capital projects or expansions in the water and electric utilities 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. As rates for water and electric increase, there are also 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
2005	\$3,290,519	195.30	\$1,684,854	94,211	\$17.88	(12.87%)
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%
10 yr % Chg	52.43%	21.22%	25.75%	24.58%	0.95%	

Description:

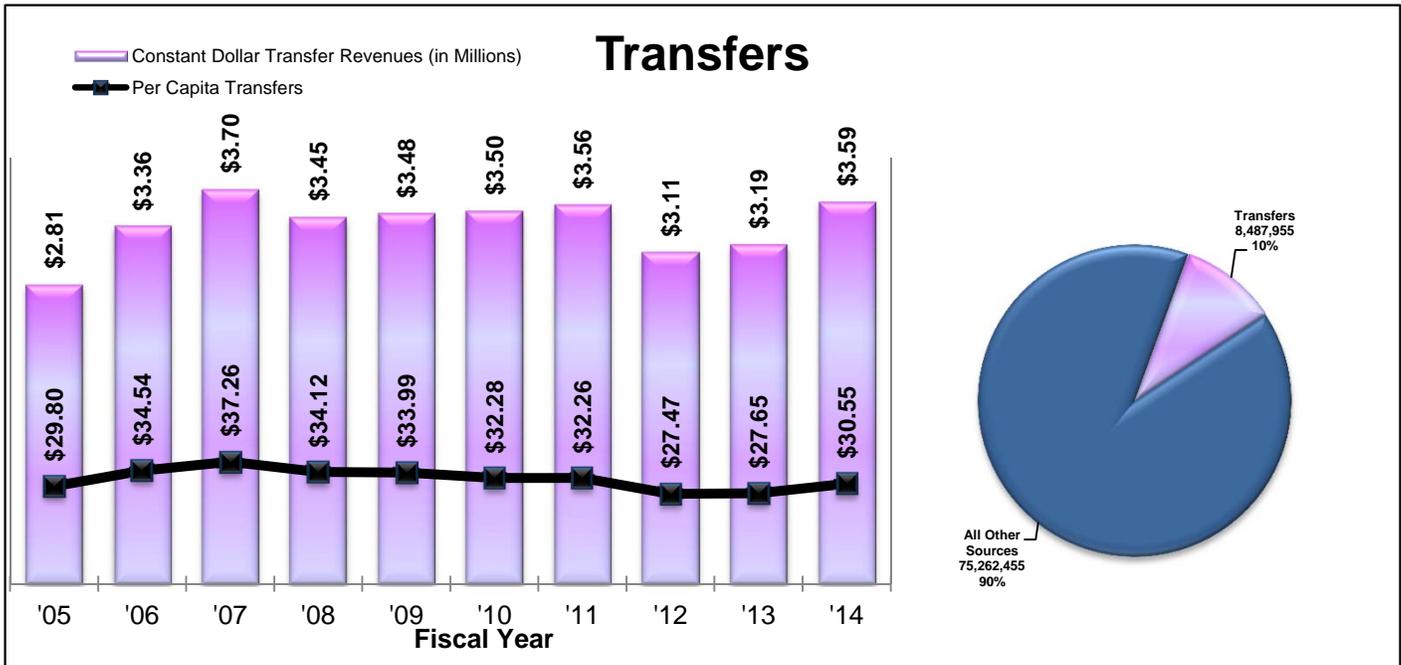
Grant revenues includes the following: federal grants, state grants and county grants. Federal grants consist of mass transit grants from the Department of Transportation, non-motorized grants, police grants, and stimulus grants. State grants cover diverse local service needs and provide funding for 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:

Grant (intragovernmental) revenues has increased 52.43% in actual dollars, increased 25.75% in constant dollars for the period shown and only show a 0.95% increase 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. 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 6% 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
2005	\$5,482,308	195.30	\$2,807,121	94,211	\$29.80	(3.65%)
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%
10 yr % Chg	54.82%	21.22%	27.72%	24.58%	2.52%	

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.

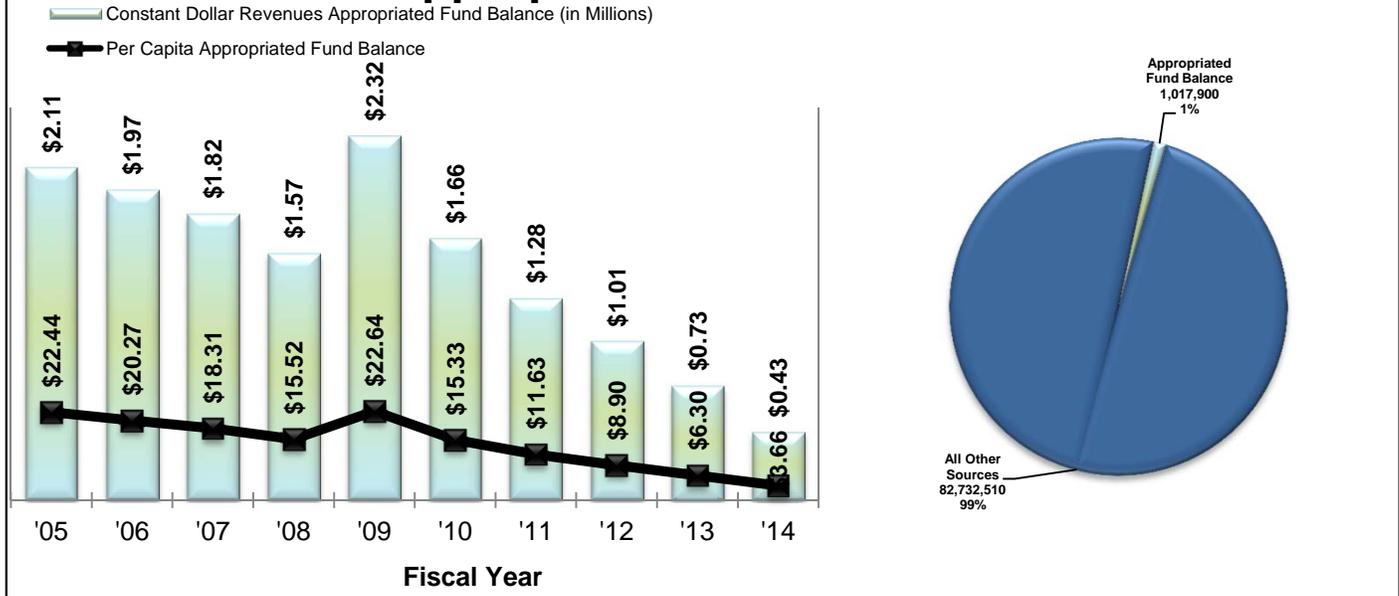
Analysis:

Transfers have increased in actual dollars by 54.82%, in constant dollars by 27.72%, and in per capita by 2.52% for the ten year period shown. The increases from FY 2005 - FY 2007 are due to increases in transfers from Parks Sales Tax and Transportation Sales Tax to fund a larger percentage of the parks and street operations. This revenue source has a positive trend for the period shown. 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

Appropriated Fund Balance



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
2005	\$4,128,270	195.30	\$2,113,810	94,211	\$22.44	8.35%
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%)
10 yr % Chg	(75.34%)	21.22%	(79.66%)	24.58%	(83.69%)	

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 three (FY 2005, FY 2009 and FY 2013) of the past ten years even though appropriated fund balance was budgeted as a revenue source in all 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

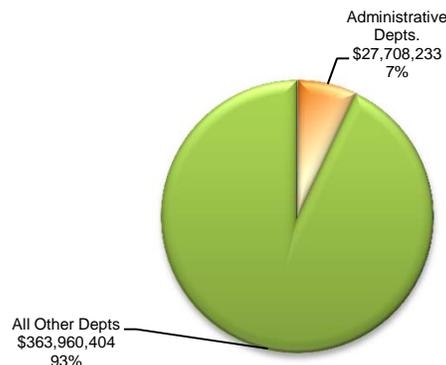
The Administration section provides management of all divisions and functions of the Department including Transit, Airport, Sewer, Parking, Solid Waste, Storm Water, Custodial and Maintenance Services, Fleet Operations, GIS, Public Improvements, and Right-of-Way acquisition.

Other General Capital Projects

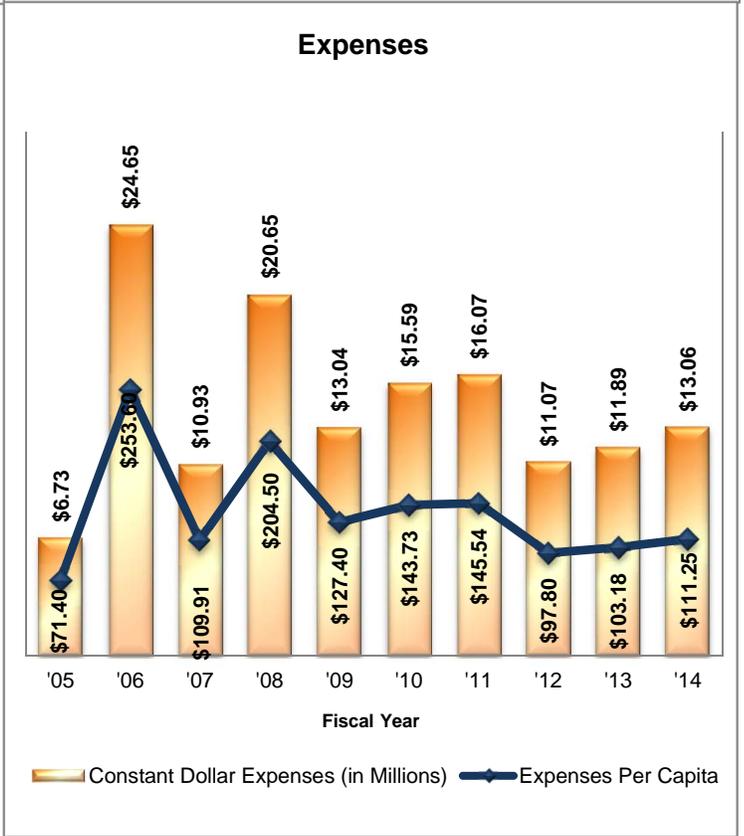
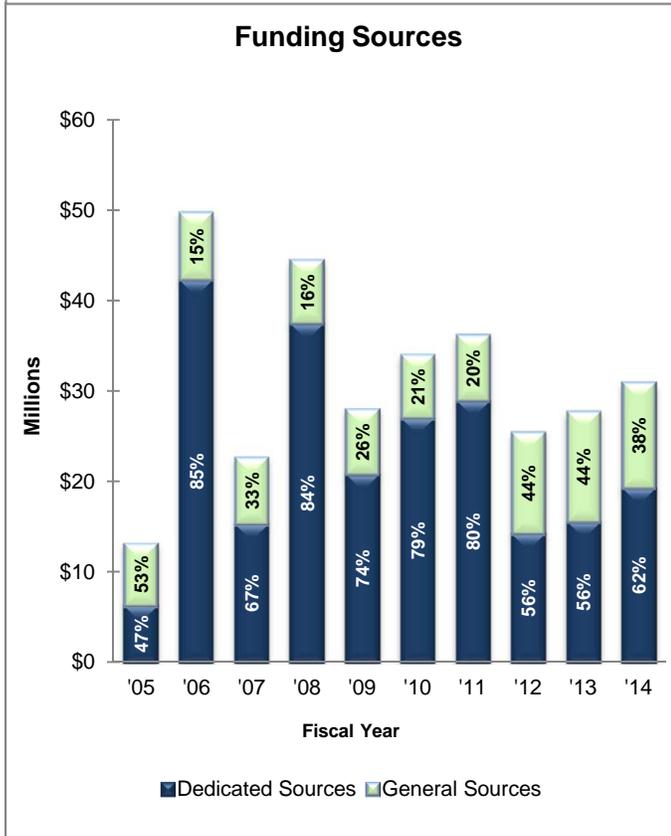
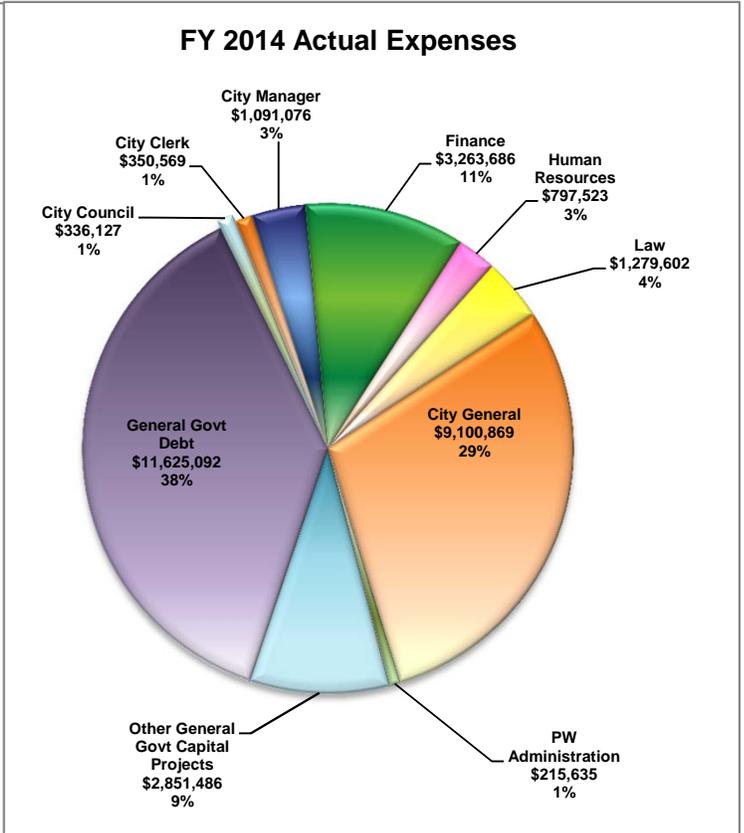
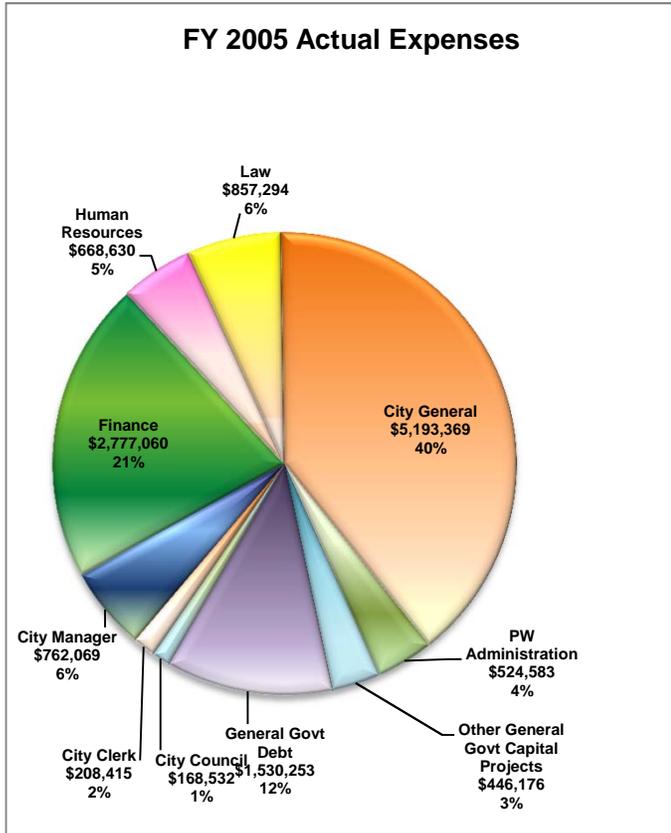
General government projects that are not associated with Streets and Sidewalks, Parks and Recreation, or Public Safety, are included in Other General Government Projects.

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.

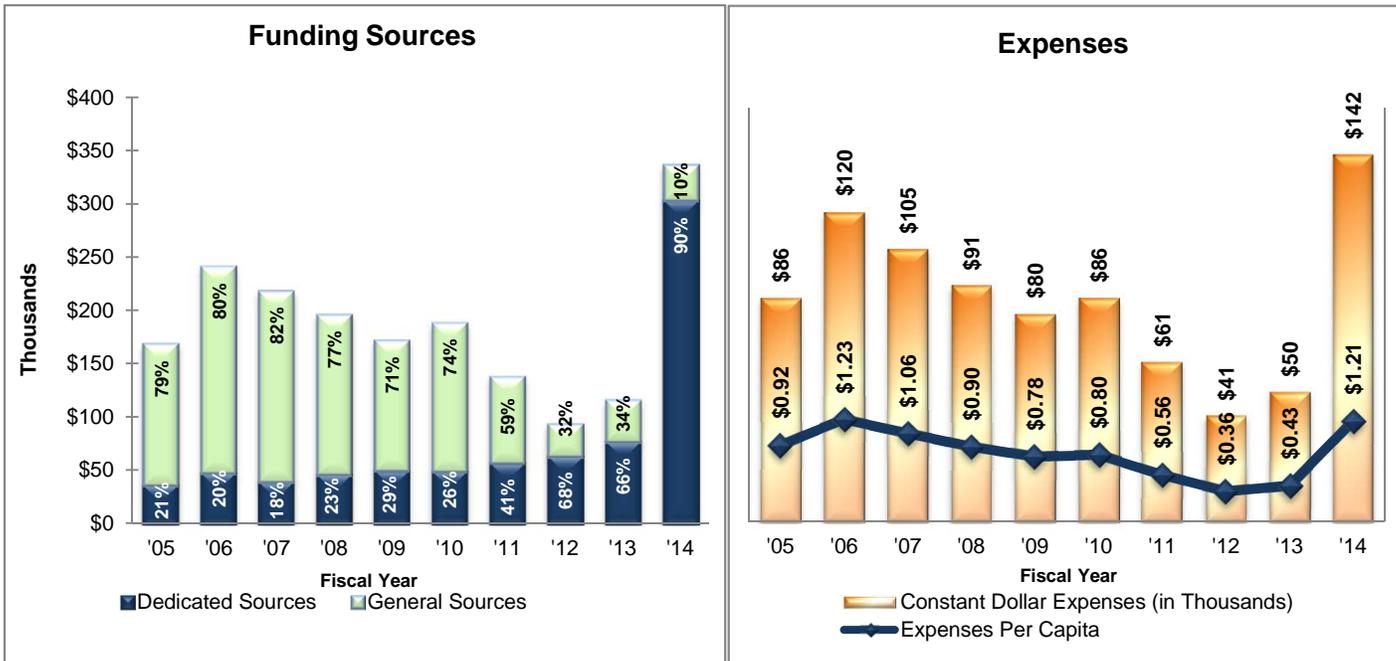


Administrative Departments - Summary



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
2005	\$36,192	\$132,340	\$168,532	195.30	\$86,294	94,211	\$0.92	(2.13%)
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%
10 Yr % Chg	737.13%	(74.95%)	99.44%	21.22%	64.53%	24.58%	31.52%	

Description:

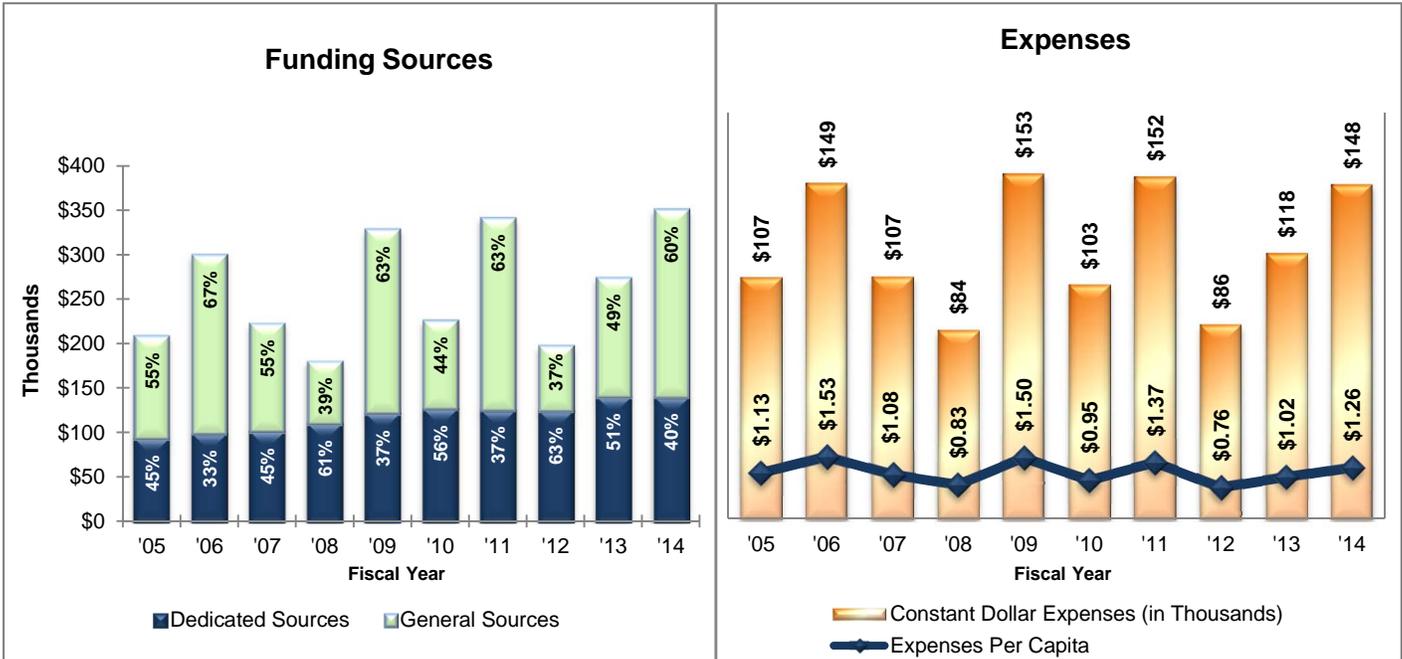
The City Council is a general fund department. Expenses related to the City Council as well as various Boards and Commissions are included in this budget. There are no permanent full-time positions allocated.

Analysis:

Total expenses increased 99.44% while constant dollar expenses increased 64.53% and expenses per capita increased 31.52% over the past ten years. Dedicated sources for this department include general and administrative charges, grant revenues, miscellaneous revenue, and transfers.

The increase in expenses for FY 2006 was due to a one-time joint project with the Columbia Housing Authority. There was an overall decrease in expenses from FY 2007 to FY 2013. The Council moved to electronic agenda information which greatly reduced printing costs. In FY 2011, the Council reduced all departmental budgets for travel and training by one half. Further reductions were made in FY 2012 to help reduce the gap between general fund revenues and expenditures. In FY 2013 there was an increase due to the Council funding support for the Roots -n- Blues festival and travel and training increased for the Police Review Board. In FY 2014 the significant increase was due to a \$200,000 increase to support CAT TV.

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
2005	\$93,109	\$115,306	\$208,415	195.30	\$106,715	94,211	\$1.13	20.21%
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%
10 Yr % Chg	49.85%	83.03%	68.21%	21.22%	38.76%	24.58%	11.50%	

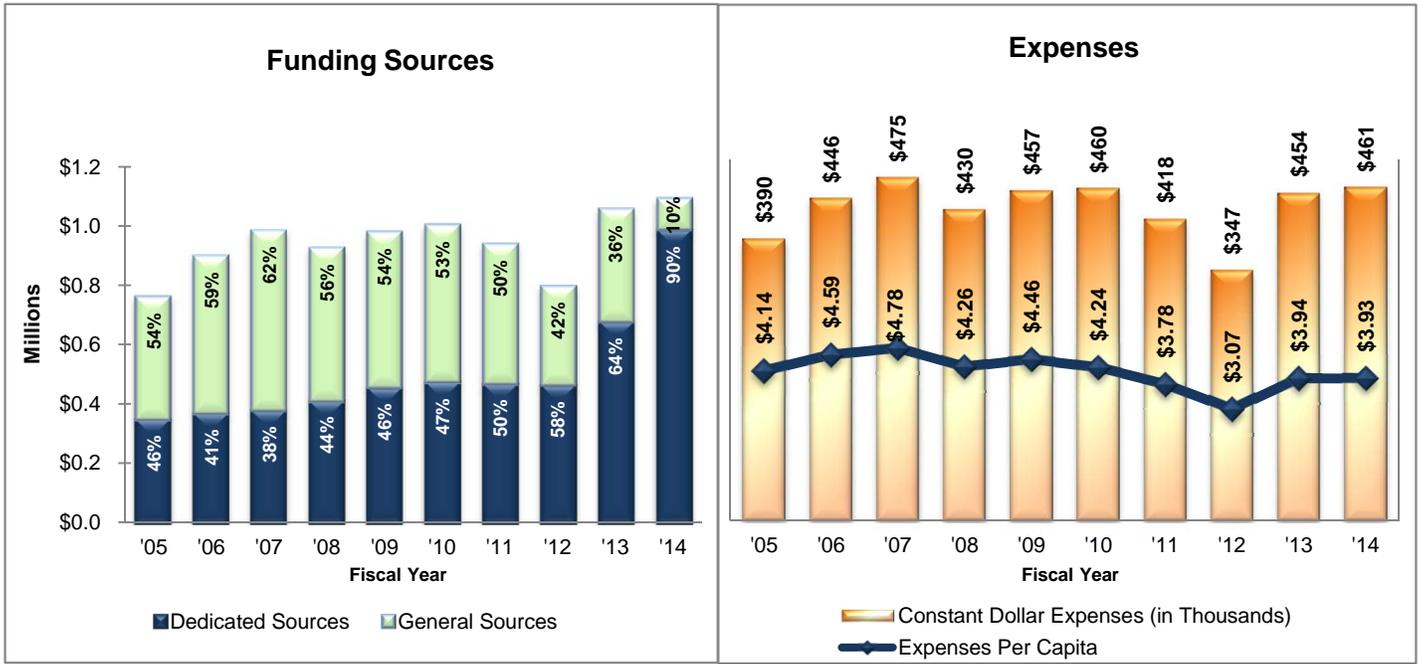
Description:

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 68.21% while constant dollar expenses have increased 38.76% and per capita expenses in constant dollars have increased 11.50% 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 due to the election costs being 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 in election years.

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
2005	\$349,561	\$412,508	\$762,069	195.30	\$390,204	94,211	\$4.14	1.22%
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	\$104,953	\$1,091,076	236.74	\$460,875	117,364	\$3.93	(0.25%)
10 Yr % Chg	182.10%	(74.56%)	43.17%	21.22%	18.11%	24.58%	(5.07%)	

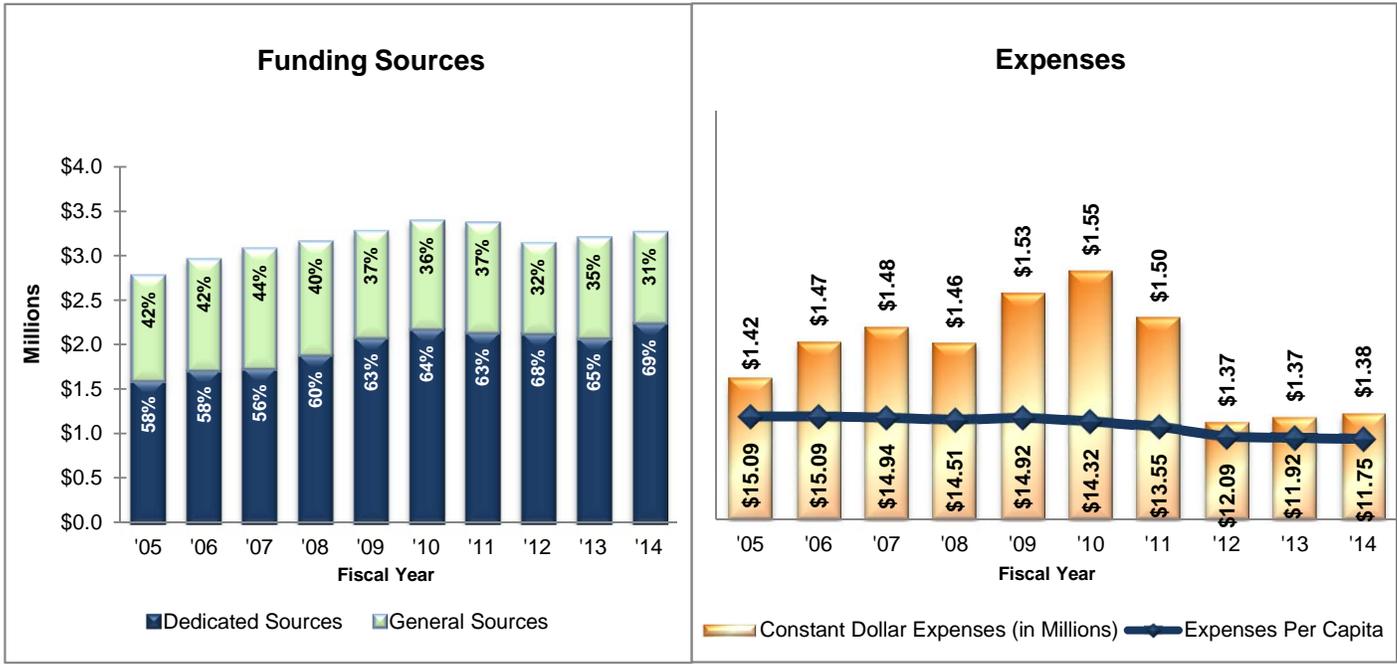
Description:

The City Manager is a general fund department. The dedicated sources of funding comes from general and administrative fees which 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 43.17% while constant dollar expenses increased 18.11% and per capita expenses in constant dollars decreased 5.07% 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.

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
2005	\$1,598,545	\$1,178,515	\$2,777,060	195.30	\$1,421,946	94,211	\$15.09	(0.53%)
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%)
10 Yr % Chg	40.17%	(13.19%)	17.52%	21.22%	(3.05%)	24.58%	(22.13%)	

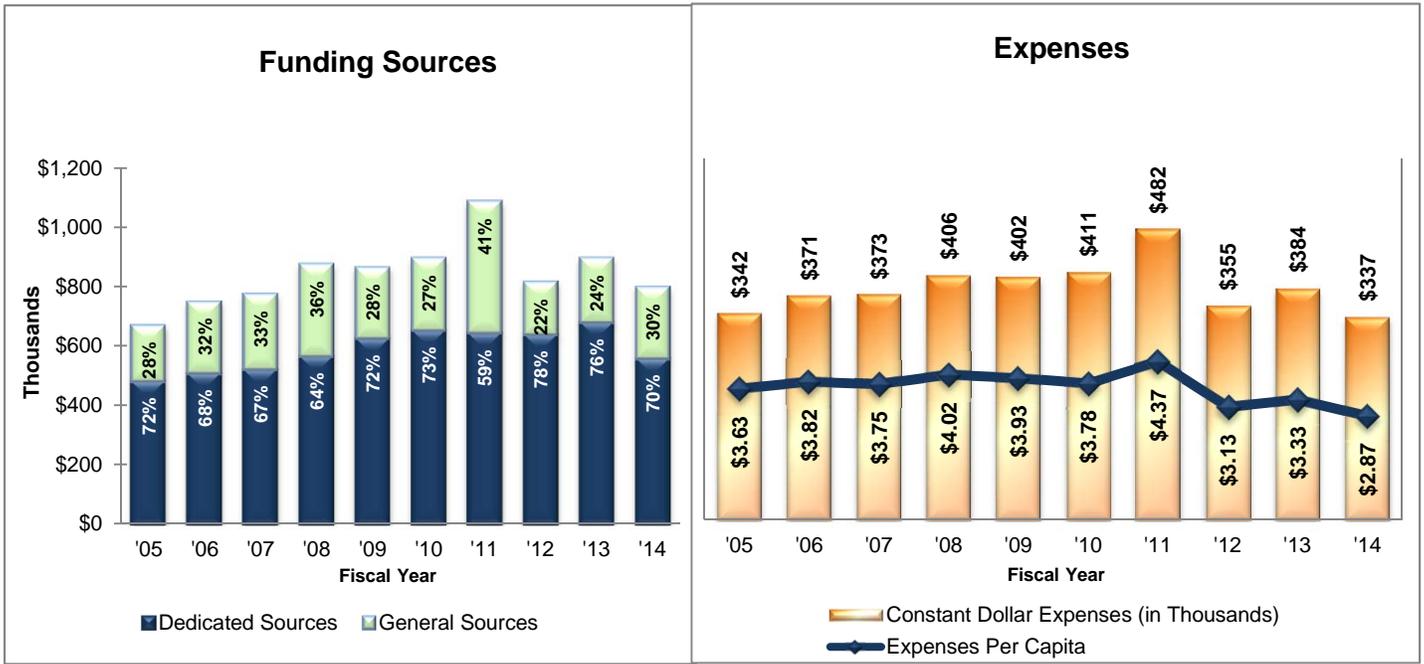
Description:

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 which are charged to departments outside the General Fund for services the Finance Department provides to the other funds.

Analysis:

Total expenses increased 17.52% while expenses in constant dollars decreased 3.05% and per capita expenses in constant dollars decreased 22.13% 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. Actual expenses increased in FY 2013 due to payment to Plante Moran for consulting services associated with implementation of new city-wide software projects. Positions were added in Budgeting and Accounting for FY 2014 to handle increasing workloads and to assist with implementation of the new systems.

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
2005	\$479,774	\$188,856	\$668,630	195.30	\$342,361	94,211	\$3.63	2.25%
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%)
10 Yr % Chg	16.02%	27.54%	19.28%	21.22%	(1.60%)	24.58%	(20.94%)	

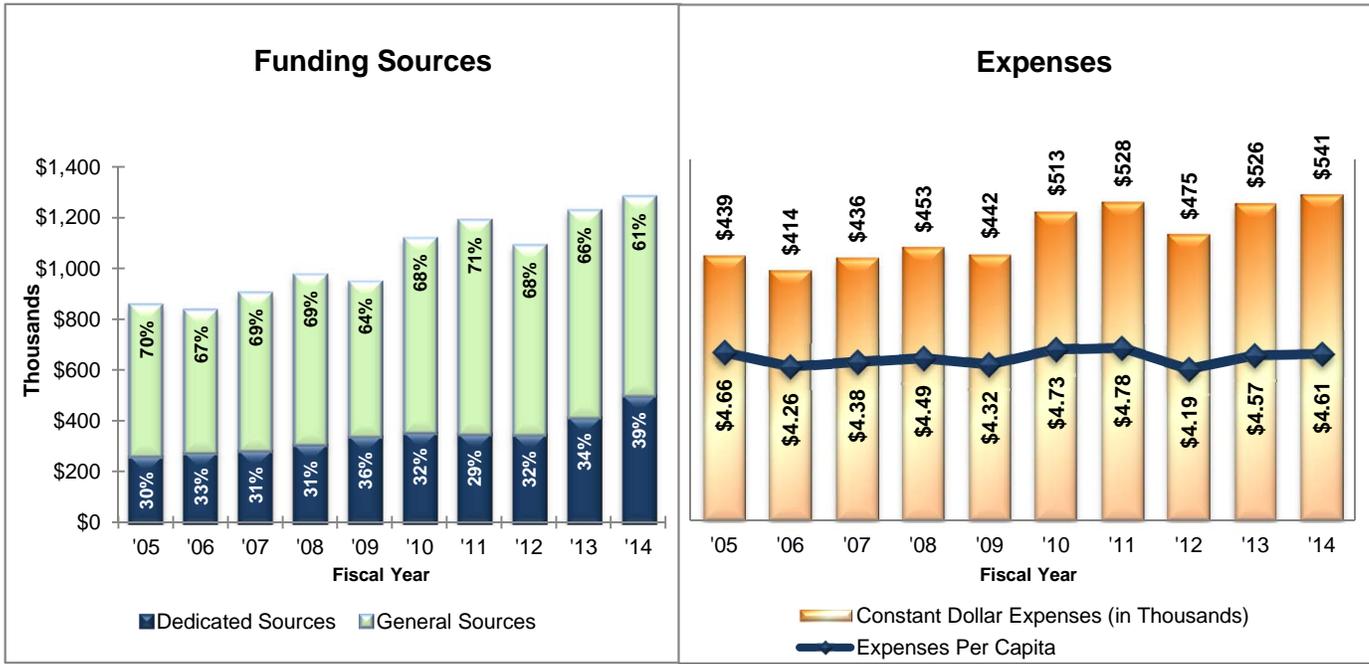
Description:

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

Analysis:

Total expenses increased 19.28% while constant dollar expenses decreased 1.60% and per capita expenses on constant dollars decreased 20.94% for the period shown. The increase in FY 2011 was due to contractual services to develop 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. The ongoing cost for this training program will be in the area of printing costs to print the training materials. As the major part of the increase was a one-time expense, the FY 2012 expenses reflect a significant decrease. During FY 2013 total actual expenses increased due to a one-time expenditure for a city-wide compensation study.

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
2005	\$261,257	\$596,037	\$857,294	195.30	\$438,963	94,211	\$4.66	13.38%
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%
10 Yr % Chg	90.86%	31.03%	49.26%	21.22%	23.13%	24.58%	(1.07%)	

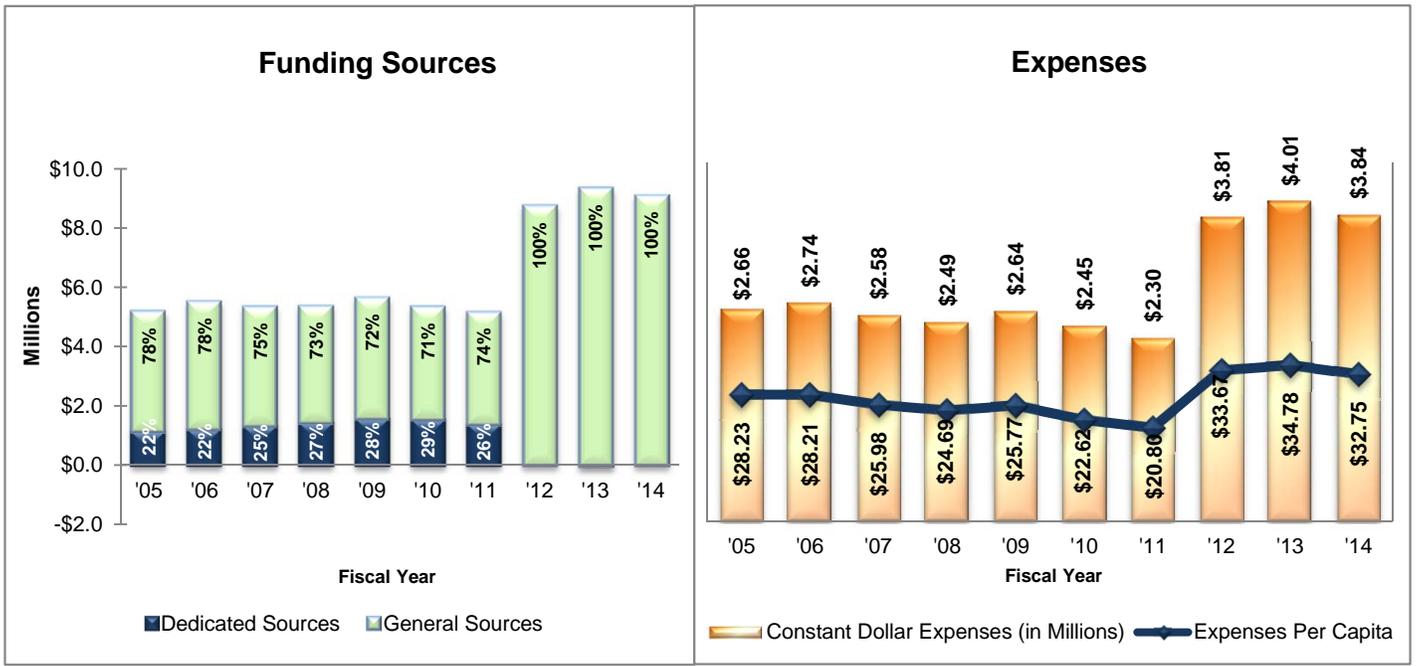
Description:

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 which 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 and grant funding is received for housing activities conducted by the commission.

Analysis:

Total expenses increased 49.26% while constant dollar expenses increased 23.13% and per capita expenses in constant dollars decreased 1.07% for the period shown. A total of 6.50 FTE positions have been added over the ten year period shown. Positions were added in FY 2005, FY 2008, FY 2010, FY 2013 and FY 2014. The FY 2013 position addition was for a dedicated police legal advisor assigned to the Police Department. The FY 2014 position addition was to support a transfer of responsibilities from the Health Department to the Law Department for the Human Rights Commission along with the transfer of the Disabilities Commission from the City Manager's Office.

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
2005	\$1,136,569	\$4,056,800	\$5,193,369	195.30	\$2,659,175	94,211	\$28.23	13.60%
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%)
10 Yr % Chg	(100.00%)	124.34%	75.24%	21.22%	44.57%	24.58%	16.01%	

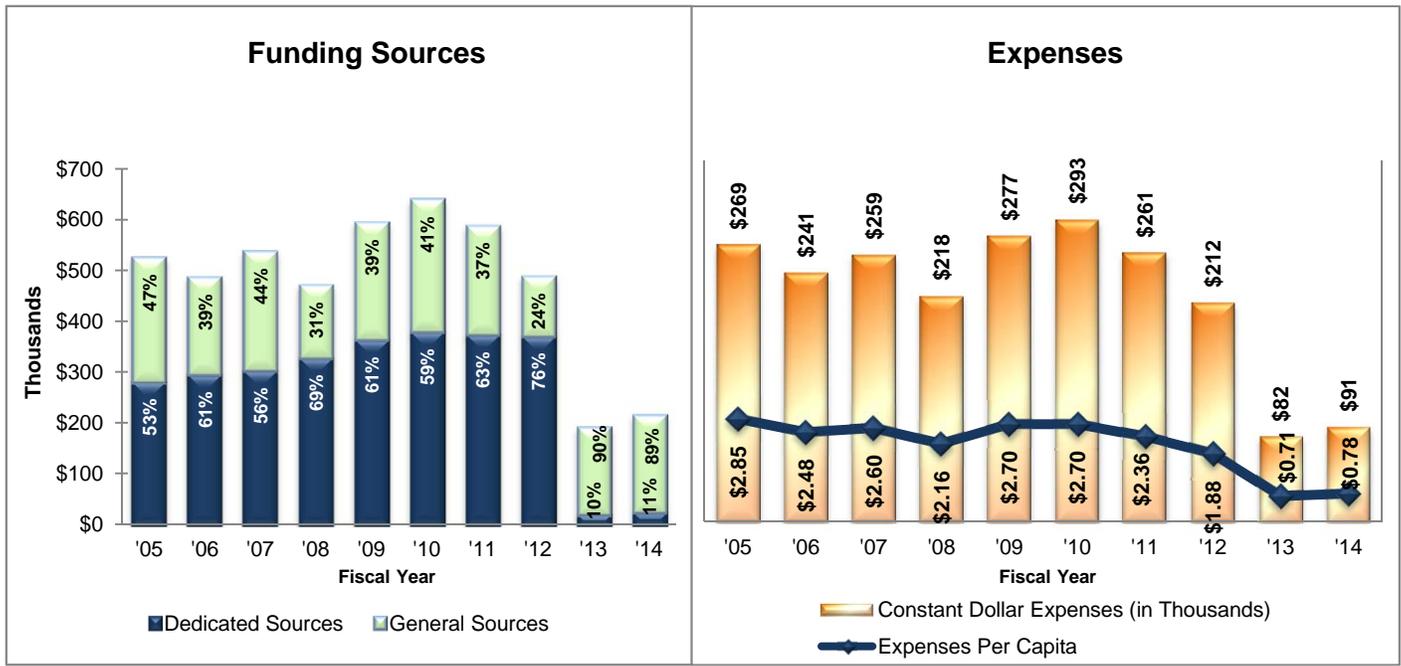
Description:

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 75.24% while constant dollar expenses increased 44.57% and per capita expenses in constant dollars increased 16.01% 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 two factors. First, management decided to reflect most of the intragovernmental charges for general fund departments in this budget instead of within the various departmental budgets. The second factor was 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 with a property tax phase out which will occur from FY 2012 to FY 2016. As the amount required for the property tax phase out is reduced, the funds will be reallocated to increase street maintenance efforts in the Streets & Sidewalks budget.

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
2005	\$279,166	\$245,417	\$524,583	195.30	\$268,604	94,211	\$2.85	(1.04%)
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%
10 Yr % Chg	(91.19%)	(22.15%)	(58.89%)	21.22%	(66.09%)	24.58%	(72.63%)	

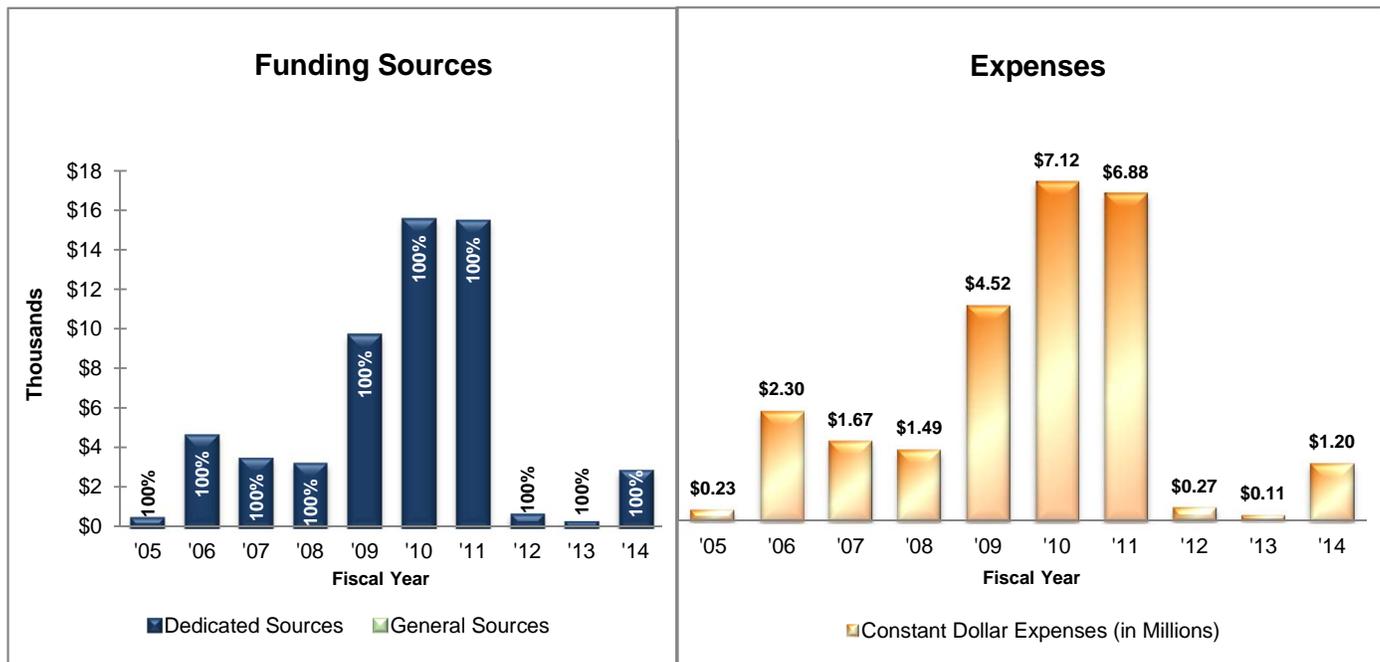
Description:

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 58.89% while constant dollar expenses decreased 66.09% and per capita expenses in constant dollars have decreased 72.63% 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 they provide oversight or services to.

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
2005	\$446,176	\$0	\$446,176	195.30	\$228,457	(21.82%)
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%
10 Yr % Chg	539.09%		539.09%	21.22%	427.22%	

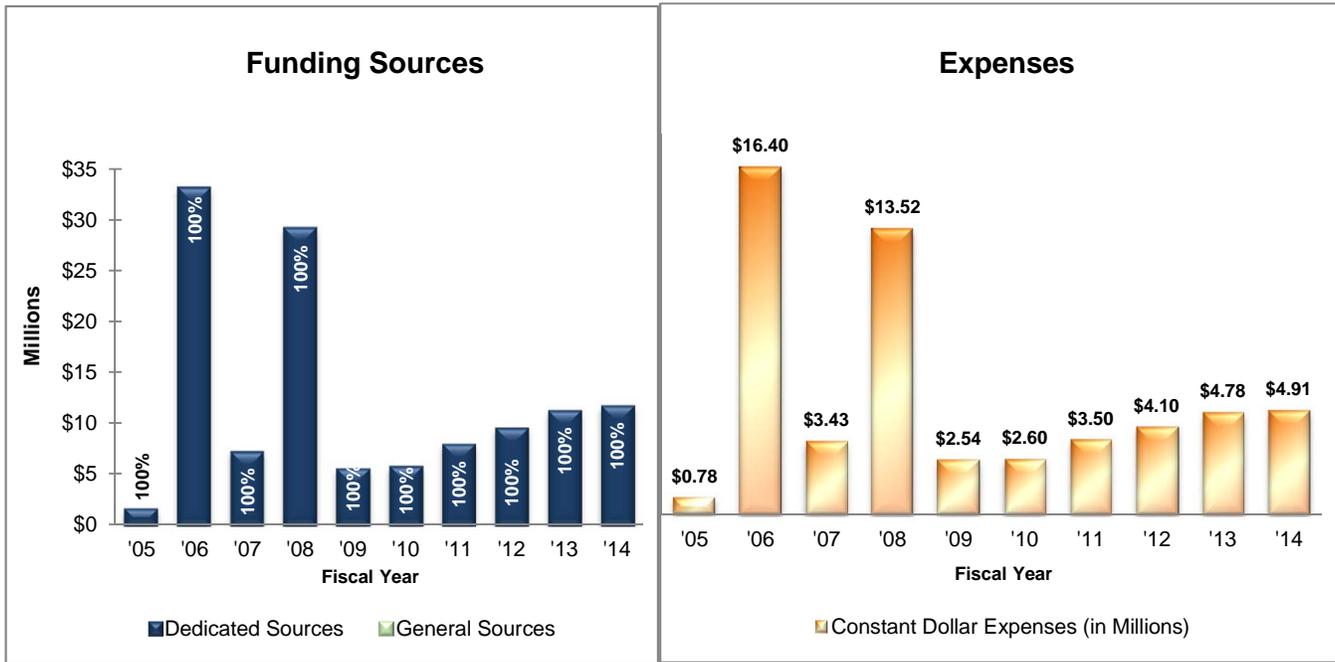
Description:

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
2005	\$1,530,253	\$0	\$1,530,253	195.30	\$783,540
2006	\$33,057,327	\$0	\$33,057,327	201.60	\$16,397,484
2007	\$7,116,432	\$0	\$7,116,432	207.30	\$3,432,915
2008	\$29,115,076	\$0	\$29,115,076	215.30	\$13,522,838
2009	\$5,448,567	\$0	\$5,448,567	214.54	\$2,539,686
2010	\$5,662,392	\$0	\$5,662,392	218.06	\$2,596,760
2011	\$7,872,489	\$0	\$7,872,489	224.94	\$3,499,833
2012	\$9,423,498	\$0	\$9,423,498	229.59	\$4,104,490
2013	\$11,143,332	\$0	\$11,143,332	232.96	\$4,783,367
2014	\$11,625,092	\$0	\$11,625,092	236.74	\$4,910,489
10 Yr % Chg	659.68%		659.68%	21.22%	526.71%

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

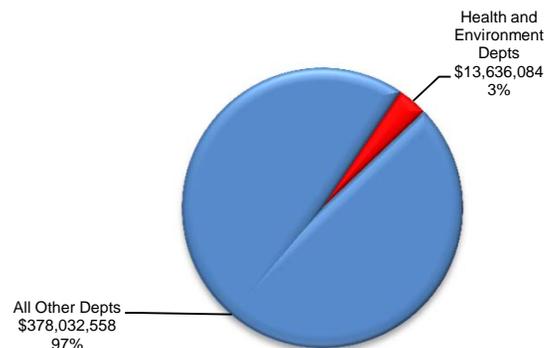
Community Development Block Grant Fund (CDBG) administers federal funding to improve low to moderate income neighborhoods through improvement of public infrastructure and community facilities, demolition of dilapidated buildings, and construction of replacement housing, assistance to home owners and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

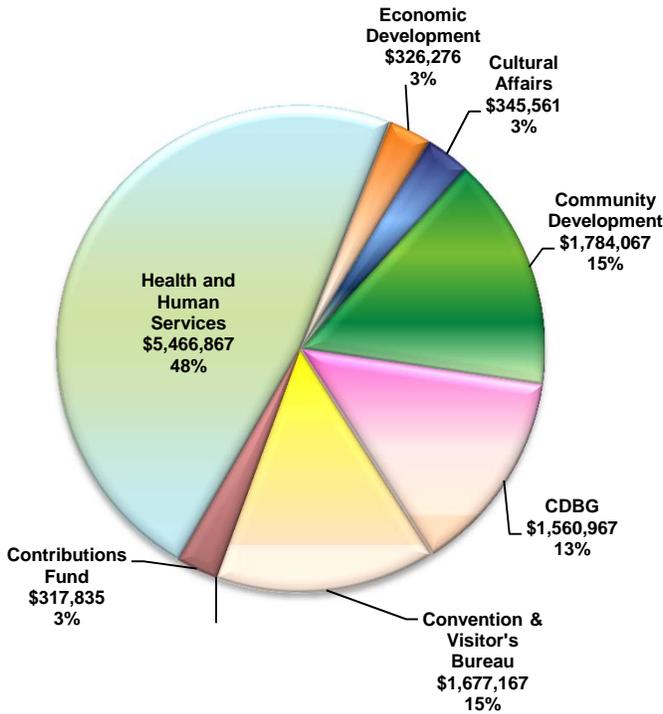
Contributions Fund

Contributions Fund manages donations to support and improve our community.

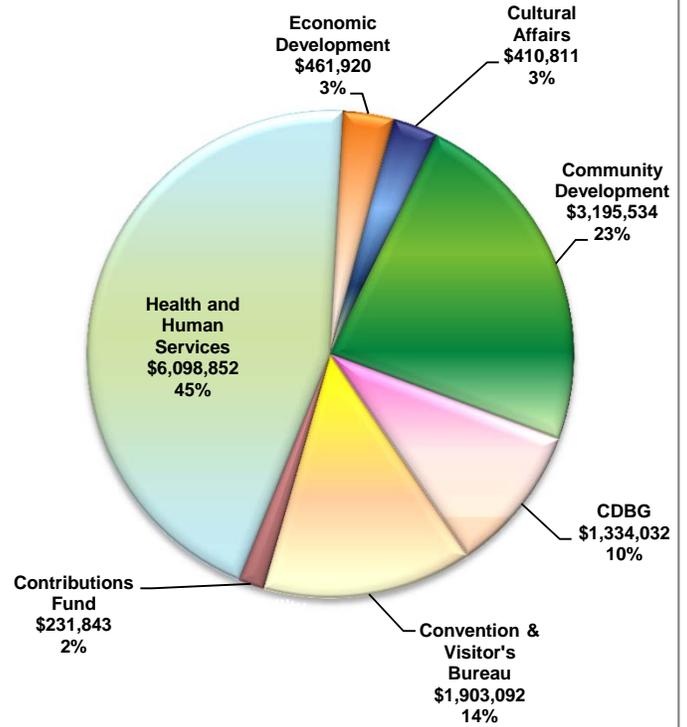


Health and Environment Departments - Summary

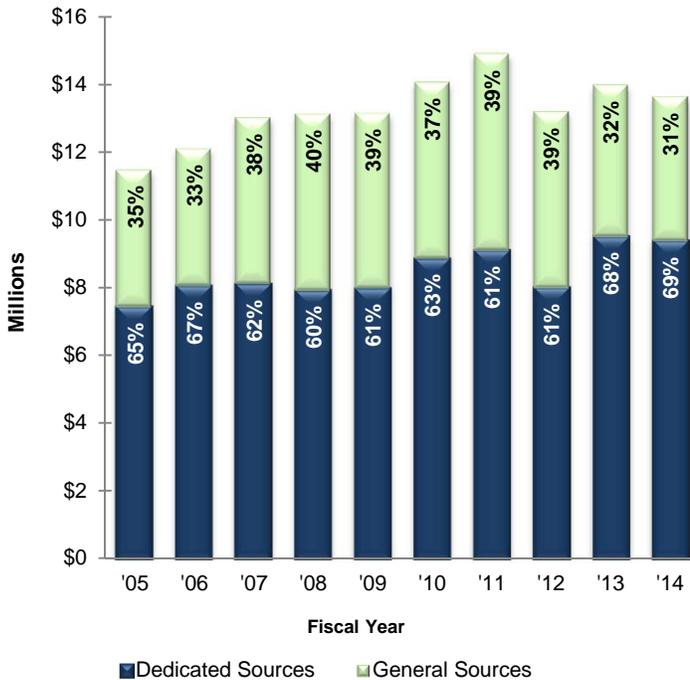
FY 2005 Actual Expenses



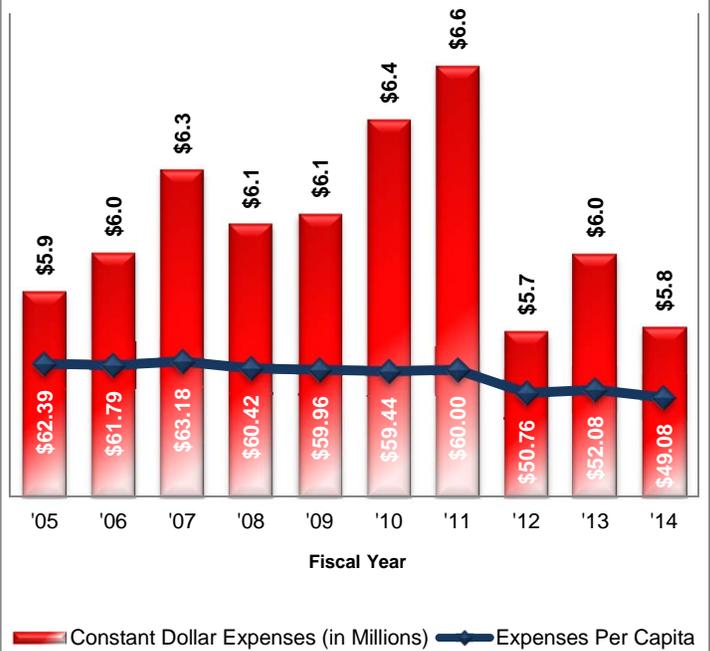
FY 2014 Actual Expenses



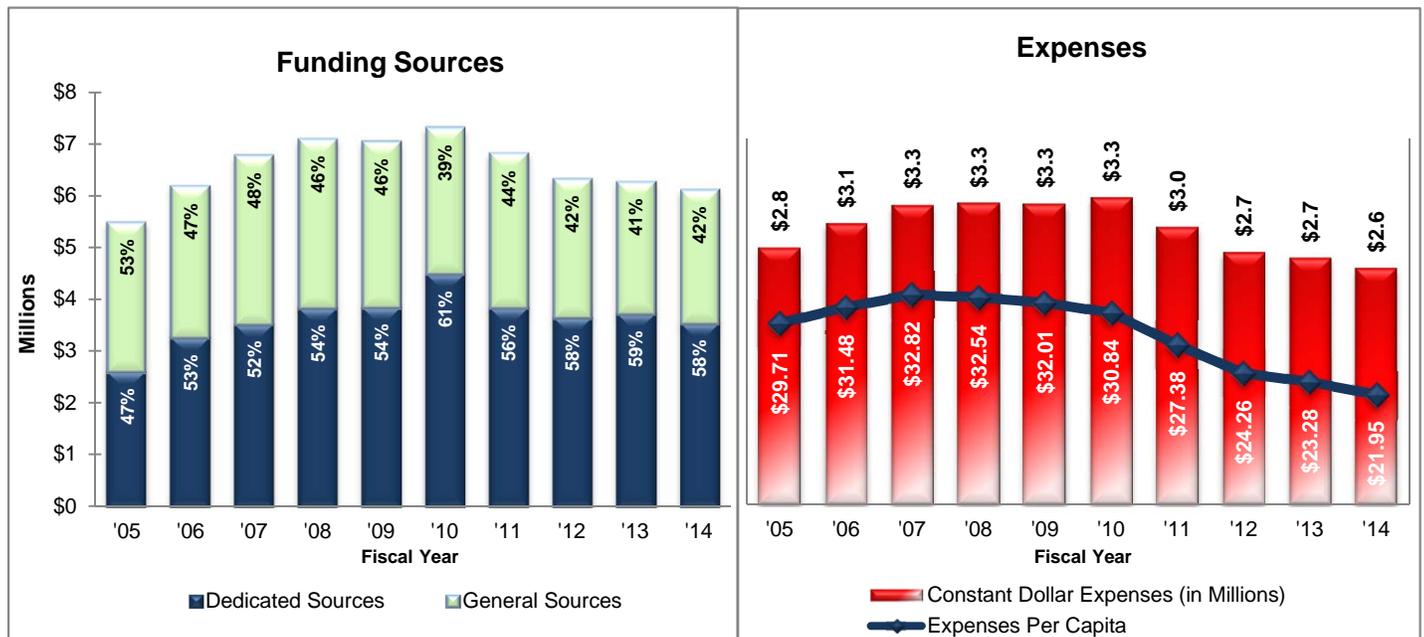
Funding Sources



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 Over Previous Year
2005	\$2,591,017	\$2,875,850	\$5,466,867	195.30	\$2,799,215	94,211	\$29.71	(3.44%)
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%)
10 Yr % Chg	35.81%	(10.28%)	11.56%	21.22%	(7.97%)	24.58%	(26.12%)	

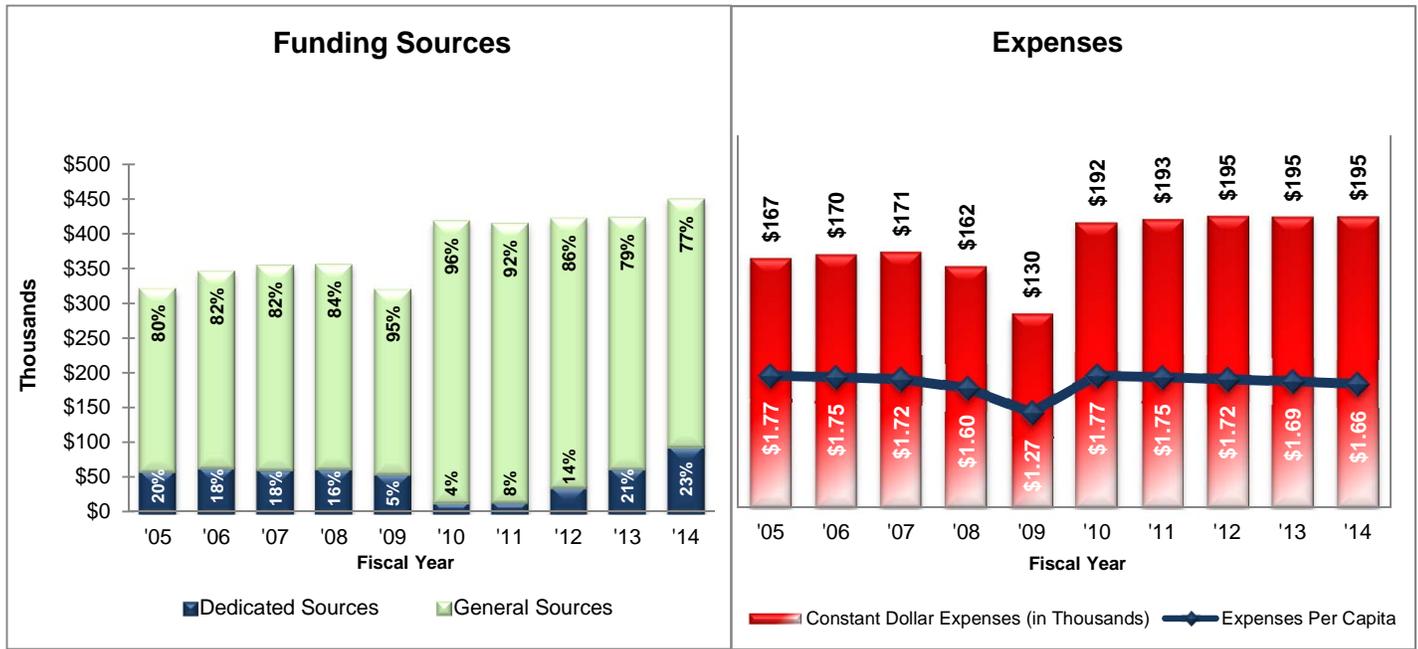
Description:

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 67% of the dedicated funding sources.

Analysis:

For the ten year period shown, total expenses increased 11.56%, expenses in constant dollar have decreased 7.97%, and per capita expenses in constant dollars decreased 26.12%. 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 are 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.

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 Over Previous Year
2005	\$64,804	\$261,472	\$326,276	195.30	\$167,064	94,211	\$1.77	(1.67%)
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%)
10 Yr % Chg	66.61%	35.37%	41.57%	21.22%	16.79%	24.58%	(6.21%)	

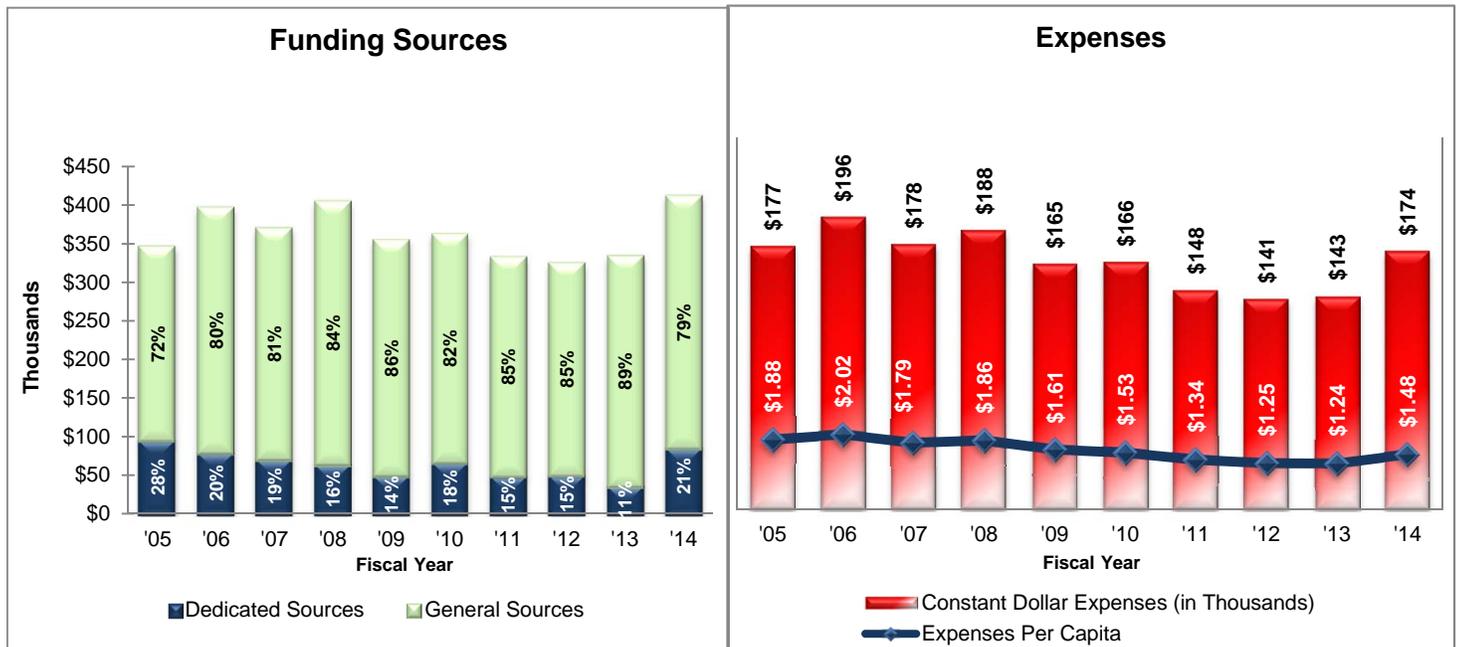
Description:

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 two years the department has received \$50,000 in funding from the Convention and Visitors Fund.

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 Over Previous Year
2005	\$95,040	\$250,521	\$345,561	195.30	\$176,939	94,211	\$1.88	(3.09%)
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%
10 Yr % Chg	(10.50%)	30.03%	18.88%	21.22%	(1.93%)	24.58%	(21.28%)	

Description:

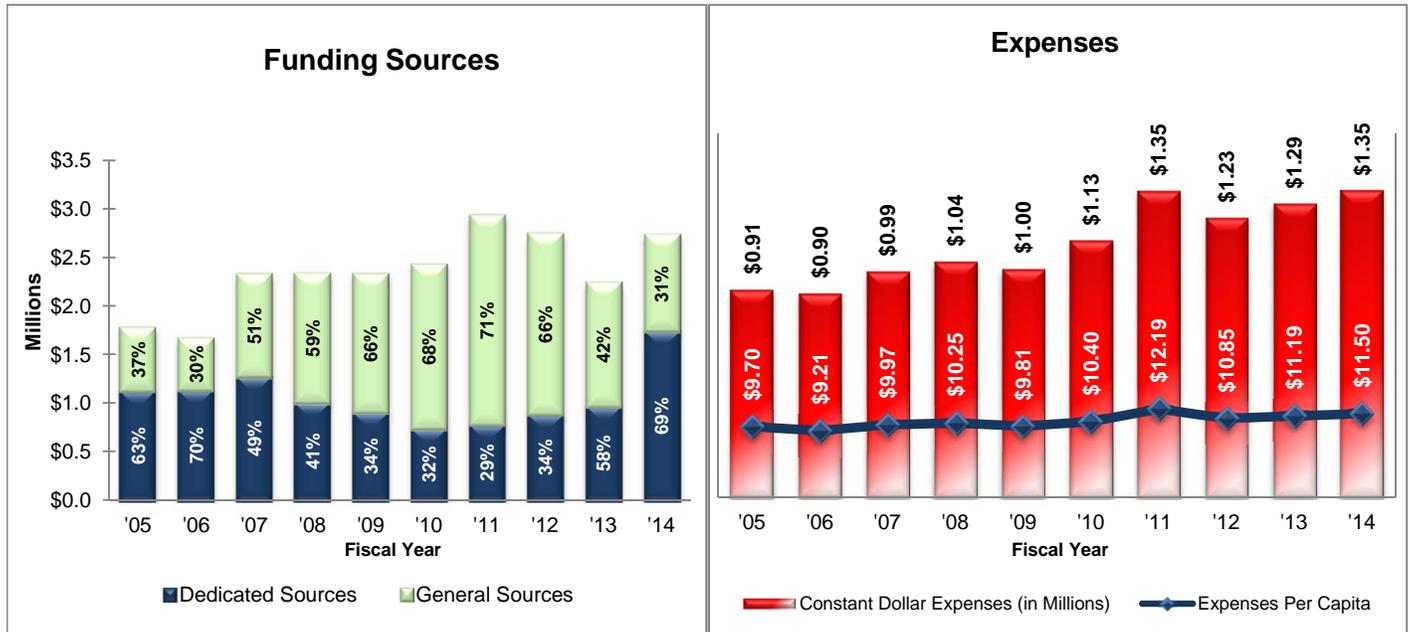
The Office of Cultural Affairs creates an environment where artists and cultural organizations thrive by advancing and supporting the arts for the benefit of the citizens of Columbia.

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 18.88%; however, the constant dollar expense decrease by 1.93% and per capita expenses in constant dollars decreased 21.28%. 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. Management continues to identify 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 Over Previous Year
2005	\$1,130,980	\$653,087	\$1,784,067	195.30	\$913,501	94,211	\$9.70	5.90%
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%
10 Yr % Chg	94.81%	51.93%	79.12%	21.22%	47.76%	24.58%	18.56%	

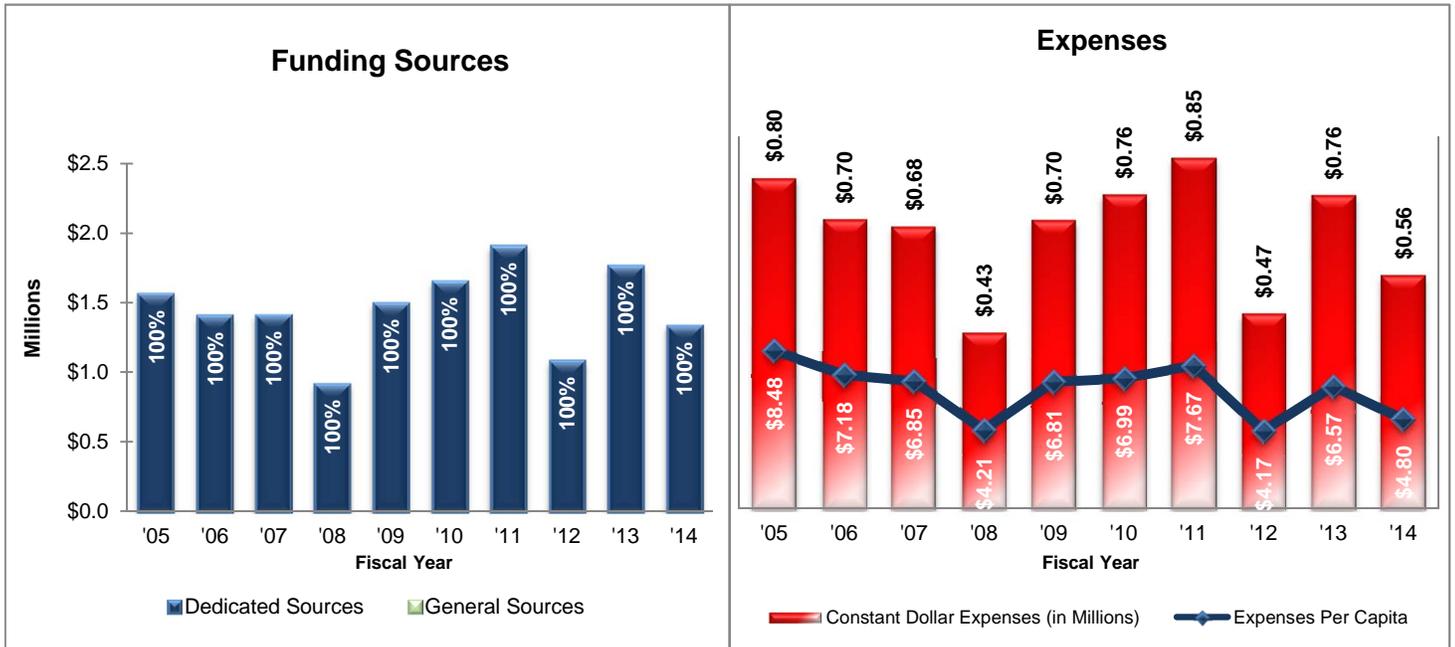
Description:

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 79.12% while constant dollars have increased 47.76% and per capita expenses have increased 18.56% 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 slowly decreased from FY 2007 to FY 2011 due to the economic downturn, a slight growth occurred during FY 2012, and a significant increase from FY 2013 to FY 2014 due to an increase in permit fees. 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 downturn. Beginning in FY 2013, Building and Site development fees will be adjusted 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.

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 Over Previous Year
2005	\$1,560,967	\$0	\$1,560,967	195.30	\$799,266	94,211	\$8.48	(27.09%)
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%)
10 Yr % Chg	(14.54%)		(14.54%)	21.22%	(29.50%)	24.58%	(43.40%)	

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:

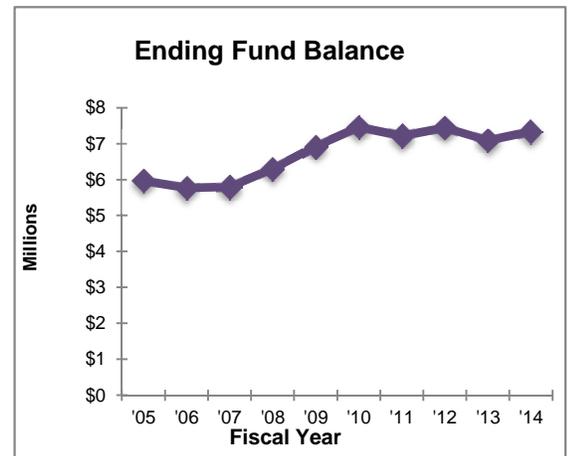
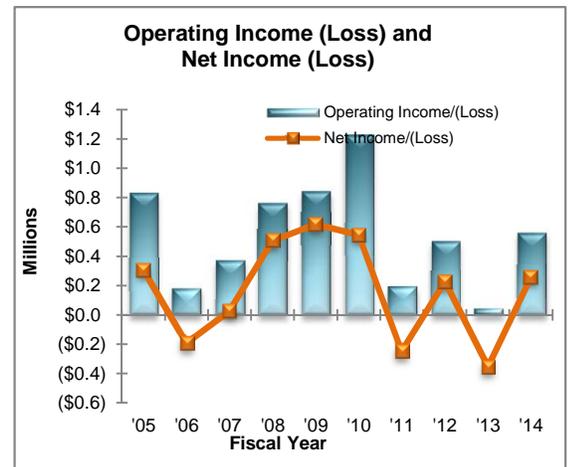
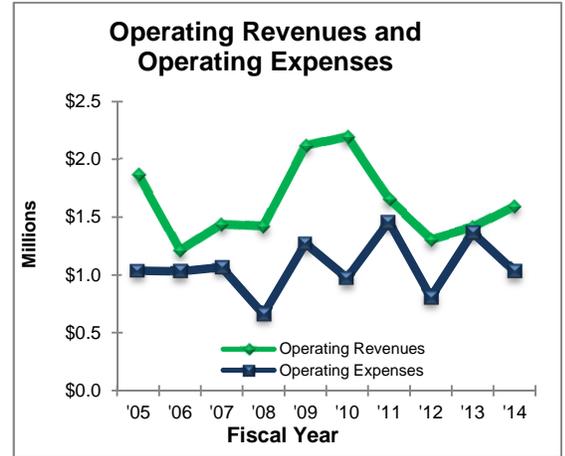
This fund is a special revenue fund which means that all of the expenses are tied directly to a dedicated revenue source. The amount available varies from year to year based on the funding allocated to the program by the federal government through a competitive process. A warning trend is warranted as 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 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Grant Revenue	\$1,854,105	\$1,200,041	\$1,425,777	\$1,409,404	\$2,101,208
Investment Revenue	\$12,082	\$12,129	\$11,735	\$11,152	\$12,394
Miscellaneous Revenue	\$160	\$85	\$10	\$100	\$50
Total Operating Revenues	\$1,866,347	\$1,212,255	\$1,437,522	\$1,420,656	\$2,113,652
Operating Expenses:					
Personal Services	\$234,631	\$261,293	\$273,025	\$285,269	\$277,214
Materials and Supplies	\$10,137	\$8,703	\$8,018	\$5,921	\$8,190
Travel and Training	\$1,352	\$1,512	\$247	(\$966)	(\$335)
Intragovernmental	\$31,780	\$34,202	\$35,839	\$36,708	\$38,539
Utilities, Services and Miscellaneous	\$758,403	\$726,267	\$748,793	\$333,348	\$948,920
Total Operating Expenses	\$1,036,303	\$1,031,977	\$1,065,922	\$660,280	\$1,272,528
Excess (Deficiency) of Revenues Over Expenditures	\$830,044	\$180,278	\$371,600	\$760,376	\$841,124
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0
Operating Transfer To Other Funds	(\$524,664)	(\$374,614)	(\$345,043)	(\$254,792)	(\$222,202)
Total Other Financing Sources (Uses)	(\$524,664)	(\$374,614)	(\$345,043)	(\$254,792)	(\$222,202)
Excess (Deficiency) of Revenues And Other Financing Sources Over Expenditures and Other Financing Uses	\$305,380	(\$194,336)	\$26,557	\$505,584	\$618,922
Fund Balance Beginning of Year	\$5,658,238	\$5,963,618	\$5,769,282	\$5,795,839	\$6,301,423
Fund Balance End of Year	\$5,963,618	\$5,769,282	\$5,795,839	\$6,301,423	\$6,920,345

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$2,186,039	\$1,640,043	\$1,293,436	\$1,396,420	\$1,577,512
\$12,066	\$14,787	\$14,375	\$13,492	\$12,748
\$100	\$700	\$39	\$0	\$0
\$2,198,205	\$1,655,530	\$1,307,850	\$1,409,912	\$1,590,260
\$326,363	\$329,735	\$232,925	\$211,706	\$184,601
\$8,876	\$3,808	\$3,970	\$5,238	\$5,064
\$1,558	\$261	\$2,000	\$285	\$727
\$42,466	\$66,061	\$0	\$0	\$0
\$593,606	\$1,059,458	\$567,810	\$1,148,704	\$840,816
\$972,869	\$1,459,323	\$806,705	\$1,365,933	\$1,031,208
\$1,225,336	\$196,207	\$501,145	\$43,979	\$559,052
\$0	\$0	\$0	\$0	\$0
(\$681,391)	(\$445,787)	(\$276,404)	(\$398,455)	(\$302,824)
(\$681,391)	(\$445,787)	(\$276,404)	(\$398,455)	(\$302,824)
\$543,945	(\$249,580)	\$224,741	(\$354,476)	\$256,228
\$6,920,345	\$7,464,290	\$7,214,710	\$7,439,451	\$7,084,975
\$7,464,290	\$7,214,710	\$7,439,451	\$7,084,975	\$7,341,203



Community Development Block Grant (CDBG) Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$1,854,105	\$1,200,041	\$1,425,777	\$1,409,404	\$2,101,208
Interest (w/o GASB 31 Adjustment)	\$12,082	\$12,129	\$11,735	\$11,152	\$12,394
Fees and Service Charges					
Other Local Revenues ++	\$160	\$85	\$10	\$100	\$50
	\$1,866,347	\$1,212,255	\$1,437,522	\$1,420,656	\$2,113,652
Other Funding Sources/Transfers^	\$0	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$1,866,347	\$1,212,255	\$1,437,522	\$1,420,656	\$2,113,652
Financial Uses					
Operating Expenses	\$1,036,303	\$1,031,977	\$1,065,922	\$660,280	\$1,272,528
Operating Transfers to Other Funds	\$524,664	\$374,614	\$345,043	\$254,792	\$222,202
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	\$1,560,967	\$1,406,591	\$1,410,965	\$915,072	\$1,494,730
Financial Sources Over/ (Under) Financial Uses	\$305,380	(\$194,336)	\$26,557	\$505,584	\$618,922
Ending Cash and Other Resources #	\$0	\$58,675	\$25,717	\$95,272	\$43,269

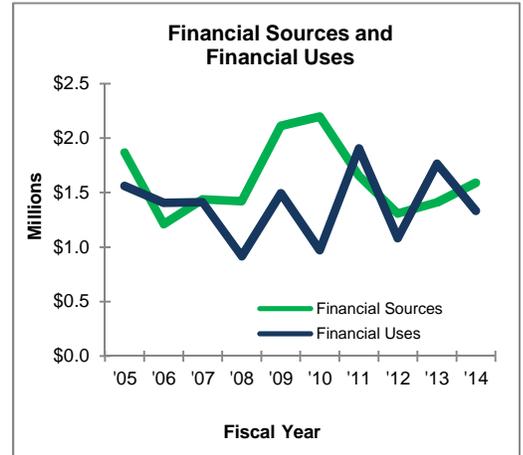
Ending Cash and Other Resources is equal to cash and cash equivalents

++ Other Local Revenues include miscellaneous revenues.

^ Other Funding Sources and Transfers do not include Capital Contributions.

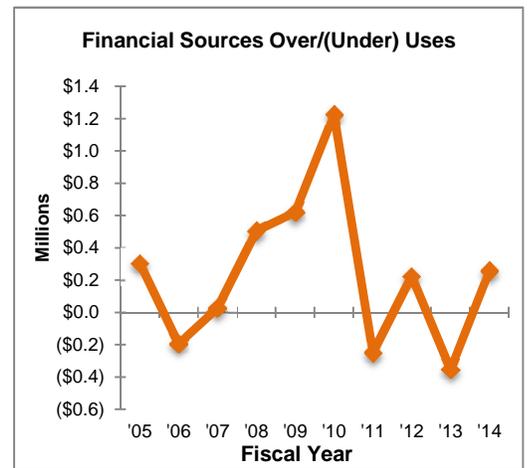
Financial Sources and Uses Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$2,186,039	\$1,640,043	\$1,293,436	\$1,396,420	\$1,577,512
\$12,066	\$14,787	\$14,375	\$13,492	\$12,748
\$100	\$700	\$39	\$0	\$0
\$2,198,205	\$1,655,530	\$1,307,850	\$1,409,912	\$1,590,260
\$0	\$0	\$0	\$0	\$0

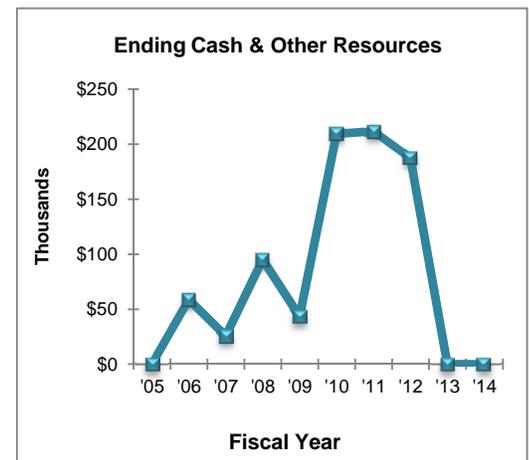


\$2,198,205	\$1,655,530	\$1,307,850	\$1,409,912	\$1,590,260
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\$972,869	\$1,459,323	\$806,705	\$1,365,933	\$1,031,208
\$0	\$445,787	\$276,404	\$398,455	\$302,824
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$972,869	\$1,905,110	\$1,083,109	\$1,764,388	\$1,334,032



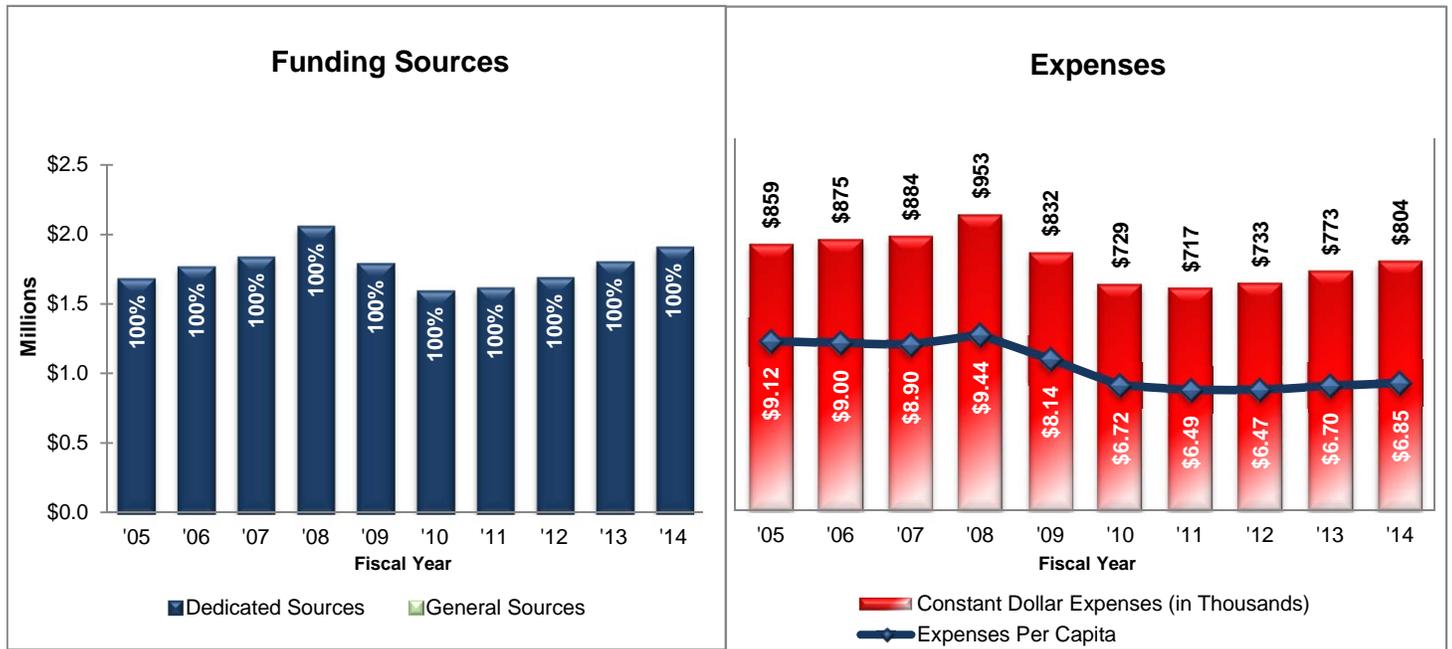
\$1,225,336	(\$249,580)	\$224,741	(\$354,476)	\$256,228
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\$209,367	\$211,767	\$187,530	\$0	\$0
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Health and Environment - Convention & Visitors Bureau Fund



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 Over Previous Year
2005	\$1,677,167	\$0	\$1,677,167	195.30	\$858,764	94,211	\$9.12	27.20%
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%
10 Yr % Chg	13.47%		13.47%	21.22%	(6.39%)	24.58%	(24.89%)	

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:

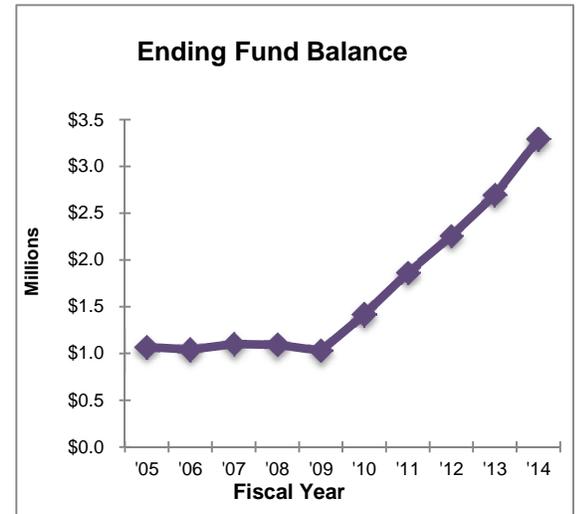
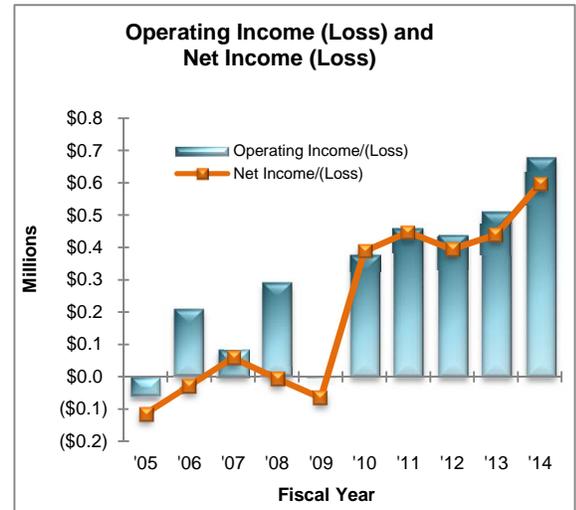
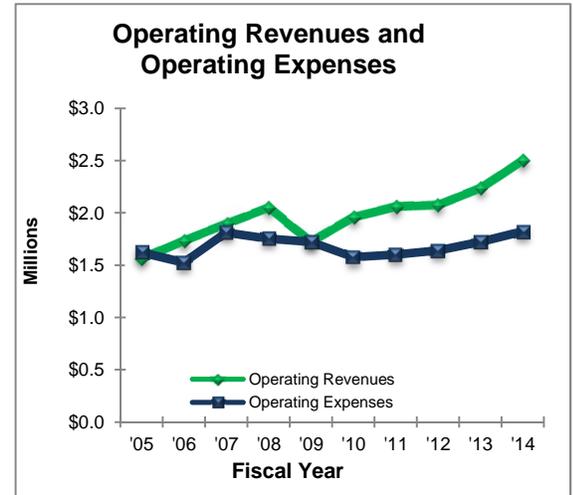
Total expenses have increased 13.47%, while expenses in constant dollars have decreased 6.39% and per capita expenses have decreased 24.89% for the period shown. The decrease that began in FY 2009 and continued through FY 2012 was due to the downturn in the economy. As revenues from the hotel/motel tax decreased, the department reduced their expenditures accordingly. Ending fund balance has increased over the ten year period. Cash and other resources has steadily increased 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. Even with the substantial decrease in ending cash and other resources remains above the 20% cash reserve target. There are no warning trends observed for this fund.

Convention and Visitors Bureau Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Other Local Taxes	\$1,514,327	\$1,676,228	\$1,771,438	\$1,963,322	\$1,658,366
Grant Revenue	\$0	\$0	\$0	\$0	\$0
Investment Revenue	\$29,059	\$43,851	\$67,970	\$54,530	\$42,336
Miscellaneous Revenue	\$18,430	\$15,428	\$52,381	\$28,087	\$19,936
Total Operating Revenues	\$1,561,816	\$1,735,507	\$1,891,789	\$2,045,939	\$1,720,638
Operating Expenses:					
Personal Services	\$424,063	\$452,303	\$454,389	\$486,331	\$546,488
Materials and Supplies	\$55,214	\$61,513	\$50,171	\$52,171	\$31,924
Travel and Training	\$6,967	\$6,536	\$7,607	\$9,689	\$5,477
Intragovernmental	\$56,152	\$59,509	\$69,828	\$77,145	\$89,651
Interest & Lease Payment	\$152				
Capital Additions					
Utilities, Services and Miscellaneous	\$1,079,014	\$945,070	\$1,228,613	\$1,128,509	\$1,049,262
Total Operating Expenses	\$1,621,562	\$1,524,931	\$1,810,608	\$1,753,845	\$1,722,802
Excess (Deficiency) of Revenues Over Expenditures	(\$59,746)	\$210,576	\$81,181	\$292,094	(\$2,164)
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0
Operating Transfer To Other Funds	(\$55,605)	(\$238,946)	(\$22,400)	(\$298,021)	(\$63,096)
Restructuring of Financing	\$0	\$0	\$0	\$0	\$0
Total Otr. Financing Sources (Uses)	(\$55,605)	(\$238,946)	(\$22,400)	(\$298,021)	(\$63,096)
Excess (Deficiency) of Revenues & Other Financing Sources Over Expenditures and Other Financing Uses	(\$115,351)	(\$28,370)	\$58,781	(\$5,927)	(\$65,260)
Fund Balance Beg of Year	\$1,184,705	\$1,069,354	\$1,040,984	\$1,099,765	\$1,093,838
Fund Balance End of Year	\$1,069,354	\$1,040,984	\$1,099,765	\$1,093,838	\$1,028,578

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$1,897,885	\$1,952,631	\$2,006,968	\$2,153,251	\$2,365,746
\$0	\$50,462	\$21,209	\$90,435	\$78,756
\$45,917	\$39,444	\$27,496	(\$29,296)	\$33,615
\$12,091	\$16,253	\$21,104	\$19,951	\$21,504
<u>\$1,955,893</u>	<u>\$2,058,790</u>	<u>\$2,076,777</u>	<u>\$2,234,341</u>	<u>\$2,499,621</u>
\$564,149	\$511,156	\$518,080	\$504,225	\$557,147
\$33,723	\$33,718	\$22,128	\$48,388	\$24,567
\$6,087	\$7,688	\$9,826	\$10,467	\$7,919
\$104,081	\$106,752	\$116,187	\$116,404	\$113,773
<u>\$869,872</u>	<u>\$940,454</u>	<u>\$972,950</u>	<u>\$1,044,394</u>	<u>\$1,118,466</u>
<u>\$1,577,912</u>	<u>\$1,599,768</u>	<u>\$1,639,171</u>	<u>\$1,723,878</u>	<u>\$1,821,872</u>
<u>\$377,981</u>	<u>\$459,022</u>	<u>\$437,606</u>	<u>\$510,463</u>	<u>\$677,749</u>
\$22,503	\$0	\$0	\$5,000	\$0
(\$12,000)	(\$12,000)	(\$43,470)	(\$76,200)	(\$81,220)
\$0	\$0	\$0	\$0	\$0
<u>\$10,503</u>	<u>(\$12,000)</u>	<u>(\$43,470)</u>	<u>(\$71,200)</u>	<u>(\$81,220)</u>
<u>\$388,484</u>	<u>\$447,022</u>	<u>\$394,136</u>	<u>\$439,263</u>	<u>\$596,529</u>
\$1,028,578	\$1,417,062	\$1,864,084	\$2,258,220	\$2,697,483
<u>\$1,417,062</u>	<u>\$1,864,084</u>	<u>\$2,258,220</u>	<u>\$2,697,483</u>	<u>\$3,294,012</u>



Convention and Visitors Bureau Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes	\$1,514,327	\$1,676,228	\$1,771,438	\$1,963,322	\$1,658,366
Intragovernmental Revenues					
Grants	\$0	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$38,925	\$45,351	\$59,091	\$49,070	\$27,738
Fees and Service Charges					
Other Local Revenues ++	\$18,430	\$15,428	\$52,381	\$28,087	\$19,936
	\$1,571,682	\$1,737,007	\$1,882,910	\$2,040,479	\$1,706,040
Other Funding Sources/Transfers^	\$0	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$1,571,682	\$1,737,007	\$1,882,910	\$2,040,479	\$1,706,040

Financial Uses					
Operating Expenses	\$1,621,562	\$1,524,931	\$1,810,608	\$1,753,845	\$1,722,802
Operating Transfers to Other Funds	\$55,605	\$238,946	\$22,400	\$298,021	\$63,096
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	\$1,677,167	\$1,763,877	\$1,833,008	\$2,051,866	\$1,785,898

Financial Sources Over/ (Under) Financial Uses	(\$105,485)	(\$26,870)	\$49,902	(\$11,387)	(\$79,858)
Ending Cash and Other Resources #	\$463,235	\$613,388	\$830,721	\$641,845	\$591,097
Cash Reserve Target (20% of Fin.Uses)	\$335,433	\$352,775	\$366,602	\$410,373	\$357,180
Cash Above/(Below) Cash Reserve Target	\$127,802	\$260,613	\$464,119	\$231,472	\$233,917

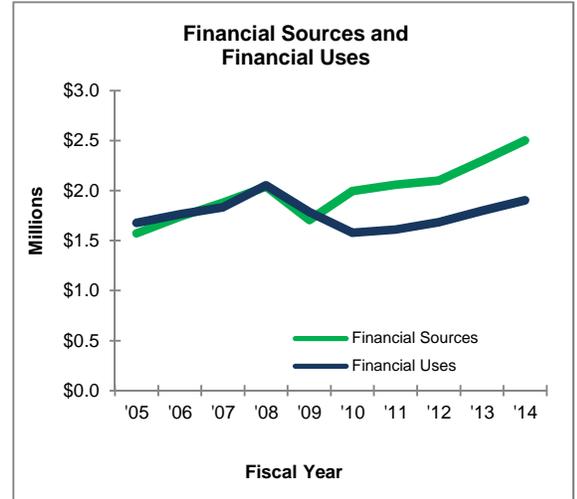
Ending Cash and Other Resources is equal to unrestricted cash and cash equivalents

++ Other Local Revenues include miscellaneous revenues in all of the other funds.

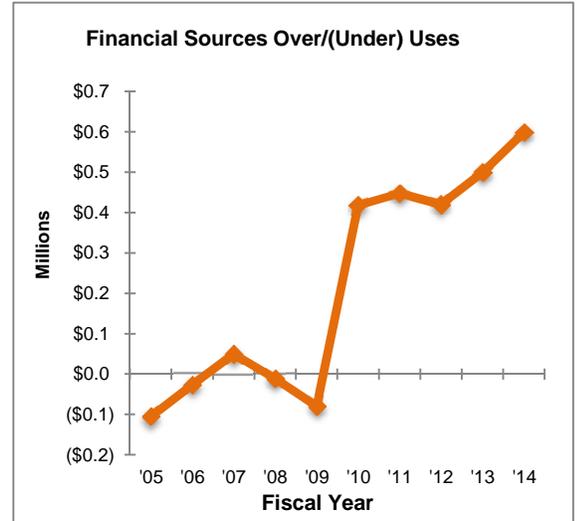
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses Statement

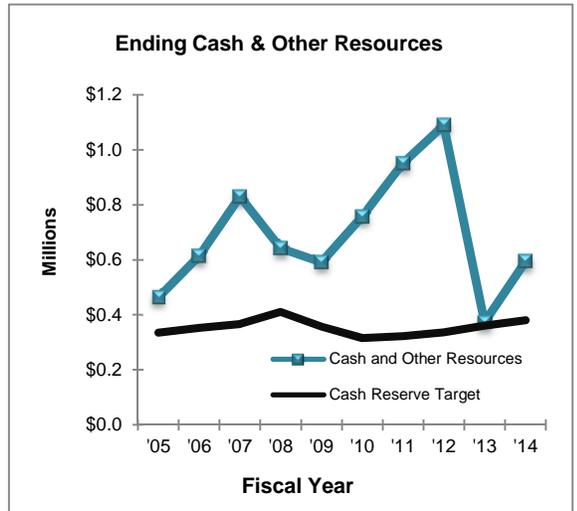
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$1,897,885	\$1,952,631	\$2,006,968	\$2,153,251	\$2,365,746
\$0	\$50,462	\$21,209	\$90,435	\$78,756
\$63,035	\$40,187	\$53,194	\$30,919	\$35,972
\$12,091	\$16,253	\$21,104	\$19,951	\$21,504
\$1,973,011	\$2,059,533	\$2,102,475	\$2,294,556	\$2,501,978
\$22,503	\$0	\$0	\$5,000	\$0
\$1,995,514	\$2,059,533	\$2,102,475	\$2,299,556	\$2,501,978



\$1,577,912	\$1,599,768	\$1,639,171	\$1,723,878	\$1,821,872
\$0	\$12,000	\$43,470	\$76,200	\$81,220
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$1,577,912	\$1,611,768	\$1,682,641	\$1,800,078	\$1,903,092

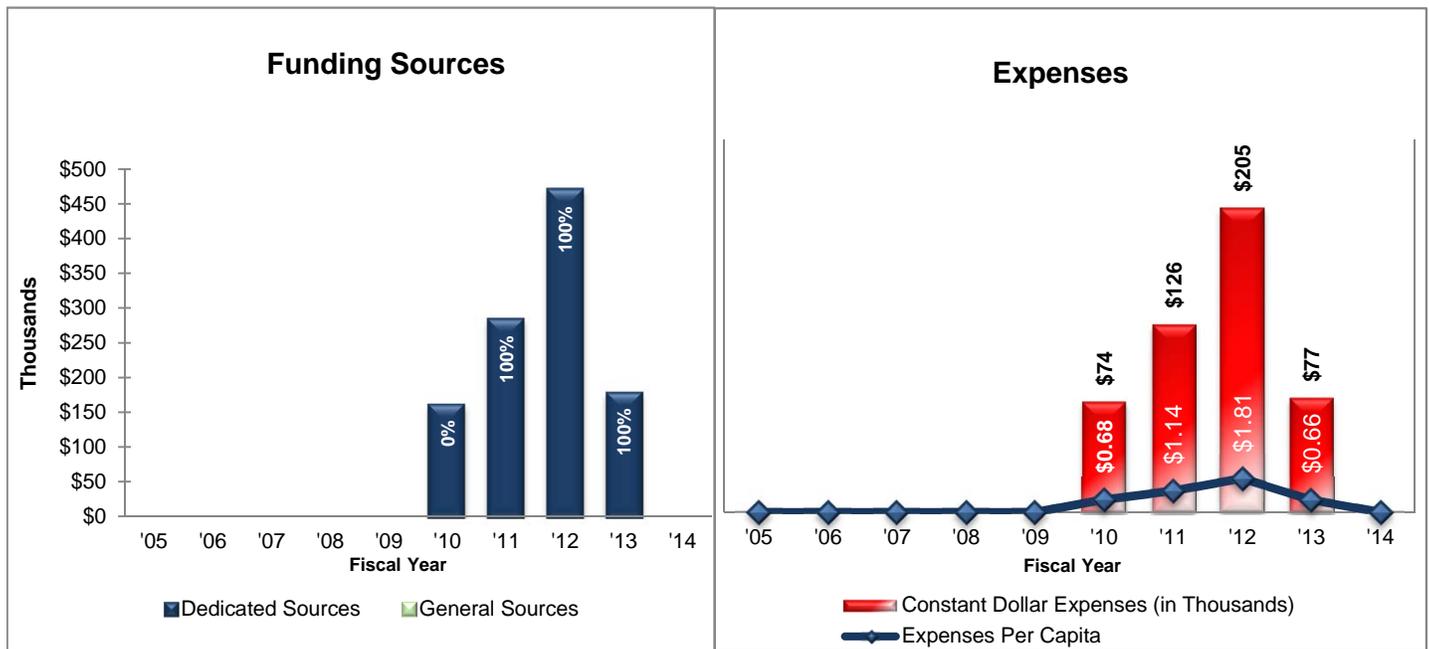


\$417,602	\$447,765	\$419,834	\$499,478	\$598,886
\$756,848	\$951,525	\$1,089,246	\$373,232	\$594,478
\$315,582	\$322,354	\$336,528	\$360,016	\$380,618
\$441,266	\$629,171	\$752,718	\$13,216	\$213,860



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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 Over Previous Year
2005	\$0	\$0	\$0	195.30	\$0	94,211	\$0.00	
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	58.77%
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%)
<i>10 Yr % Chg</i>				21.22%		24.58%		

Description:

The Office of Sustainability was established in FY 2010. Initial funding for the office came from the Energy Efficiency and Conservation Block Grant (EECBG) and a local match provided by the General Fund. Energy efficient projects have been planned and completed. The annual savings of these projects will be split between the departments that benefit from the projects and the Office of Sustainability. Management has moved Sustainability within the City Managers operations for FY 2014.

Analysis:

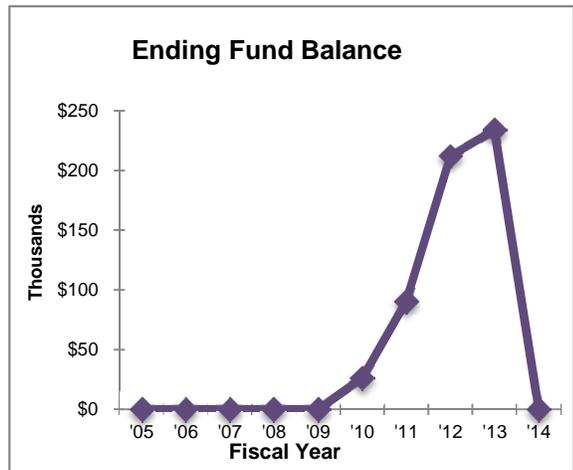
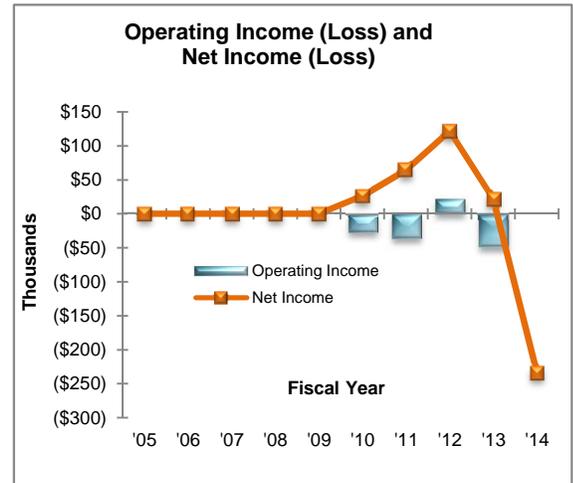
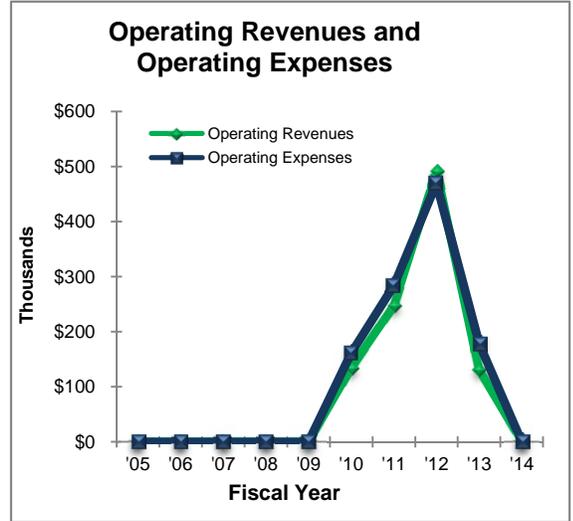
Staff and consultants were hired in FY 2010 to assess the city facilities and identify potential for retrofitting to achieve green house gas, energy and other sustainable targeted reduction goals. Energy usage was gathered for all of the facilities so comparisons could be made after improvements. Savings 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 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Other Local Taxes	\$0	\$0	\$0	\$0	\$0
Grant Revenue	\$0	\$0	\$0	\$0	\$0
Investment Revenue	\$0	\$0	\$0	\$0	\$0
Miscellaneous 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
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$0	\$0	\$0	\$0	\$0
Excess (Deficiency) of Revenues Over Expenditures	\$0	\$0	\$0	\$0	\$0
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0
Operating Transfer To Other Funds	\$0	\$0	\$0	\$0	\$0
Total Otr. Financing Sources (Uses)	\$0	\$0	\$0	\$0	\$0
Excess (Deficiency) of Revenues & Other Financing Sources Over Expenditures and Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Fund Balance Beg of Year	\$0	\$0	\$0	\$0	\$0
Fund Balance End of Year	\$0	\$0	\$0	\$0	\$0

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$0	\$0
\$132,998	\$246,318	\$489,526	\$133,730	\$0
\$1,537	\$1,502	\$2,008	(\$3,130)	\$0
\$0	\$0	\$0	\$0	\$0
\$134,535	\$247,820	\$491,534	\$130,600	\$0
\$41,547	\$64,326	\$87,659	\$69,185	\$0
\$1,310	\$18,820	\$542	\$49,534	\$0
\$1,889	\$376	\$994	\$1,381	\$0
\$25,300	\$14,189	\$5,706	\$15,601	\$0
\$91,318	\$185,777	\$353,816	\$42,773	\$0
\$0	\$0	\$21,030	\$0	\$0
\$161,364	\$283,488	\$469,747	\$178,474	\$0
(\$26,829)	(\$35,668)	\$21,787	(\$47,874)	\$0
\$53,024	\$100,000	\$100,000	\$69,352	\$0
\$0	\$0	\$0	\$0	(\$233,792)
\$53,024	\$100,000	\$100,000	\$69,352	(\$233,792)
\$26,195	\$64,332	\$121,787	\$21,478	(\$233,792)
\$0	\$26,195	\$90,527	\$212,314	\$233,792
\$26,195	\$90,527	\$212,314	\$233,792	\$0



Office of Sustainability Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes	\$0	\$0	\$0	\$0	\$0
Intragovernmental Revenues					
Grants	\$0	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$0	\$0	\$0	\$0	\$0
Fees and Service Charges					
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
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

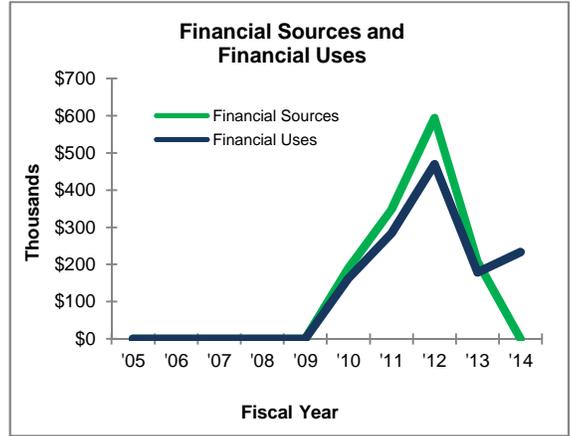
Ending Cash and Other Resources is equal to cash and cash equivalents

++ Other Local Revenues include miscellaneous revenues in all of the other funds.

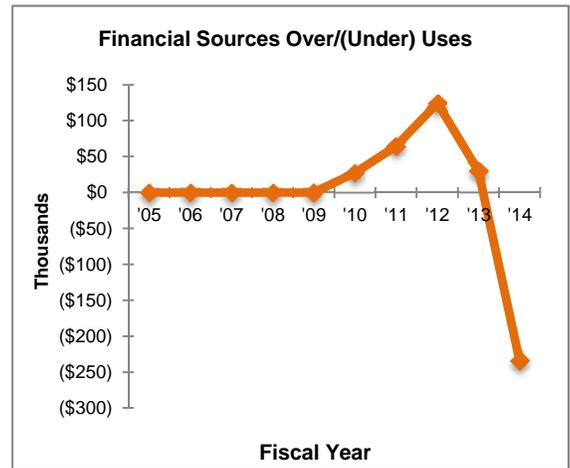
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses Statement

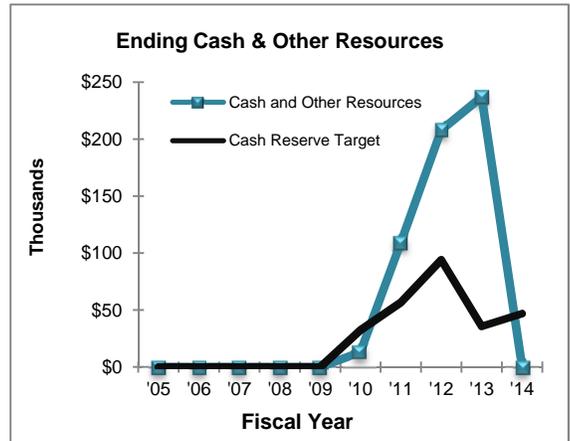
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$0	\$0
\$132,998	\$246,318	\$489,526	\$133,730	\$0
\$2,635	\$1,568	\$4,451	\$4,883	\$0
\$0	\$0	\$0	\$0	\$0
\$135,633	\$247,886	\$493,977	\$138,613	\$0
\$53,024	\$100,000	\$100,000	\$69,352	\$0
\$188,657	\$347,886	\$593,977	\$207,965	\$0



\$161,364	\$283,488	\$469,747	\$178,474	\$0
\$0	\$0	\$0	\$0	\$233,792
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$161,364	\$283,488	\$469,747	\$178,474	\$233,792

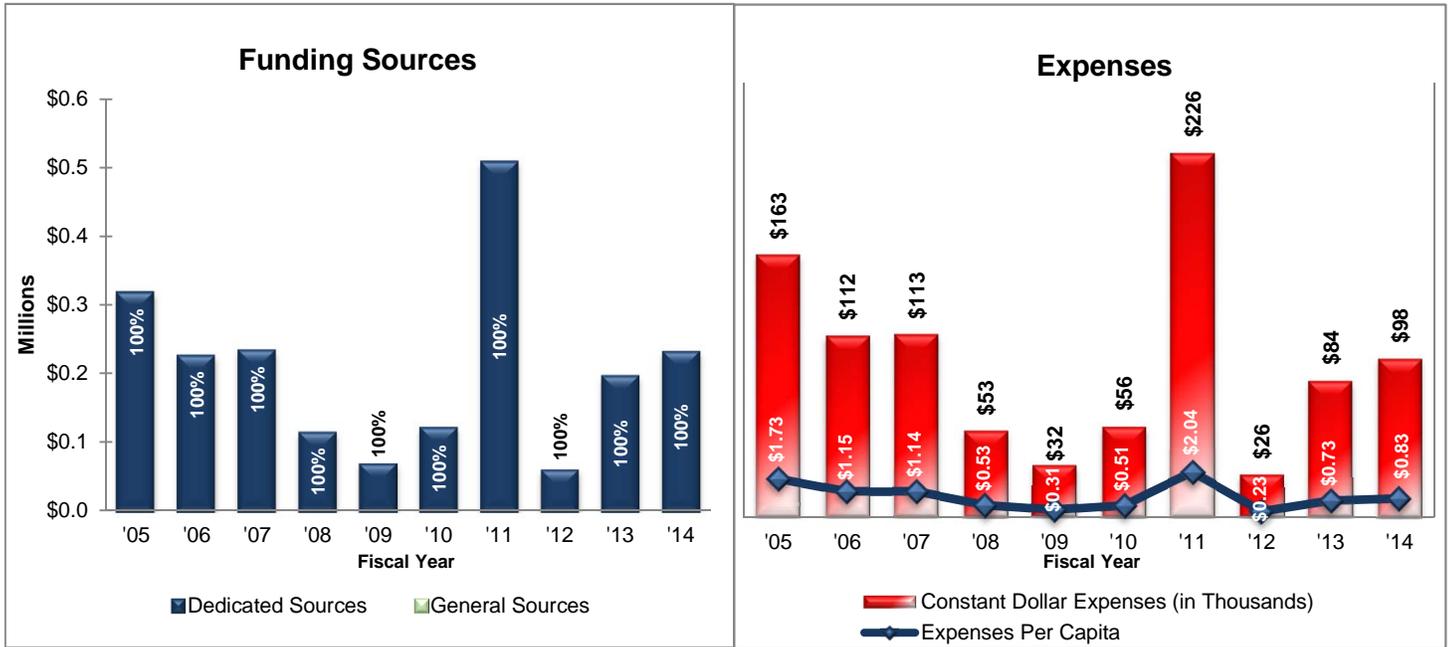


\$27,293	\$64,398	\$124,230	\$29,491	(\$233,792)
\$12,998	\$109,077	\$207,975	\$236,905	\$0
\$32,273	\$56,698	\$93,949	\$35,695	\$46,758
(\$19,275)	\$52,379	\$114,026	\$201,210	(\$46,758)



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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 Over Previous Year
2005	\$317,835	\$0	\$317,835	195.30	\$162,742	94,211	\$1.73	27.21%
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%
10 Yr % Chg	(27.06%)		(27.06%)	21.22%	(39.82%)	24.58%	(52.02%)	

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.

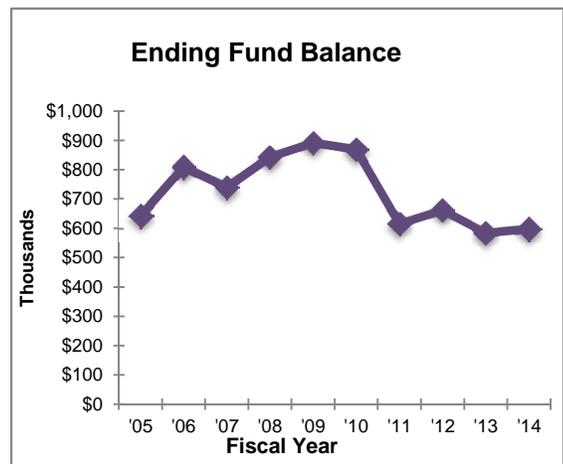
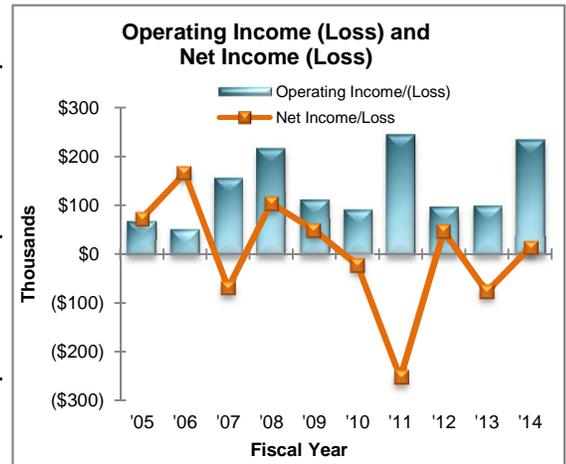
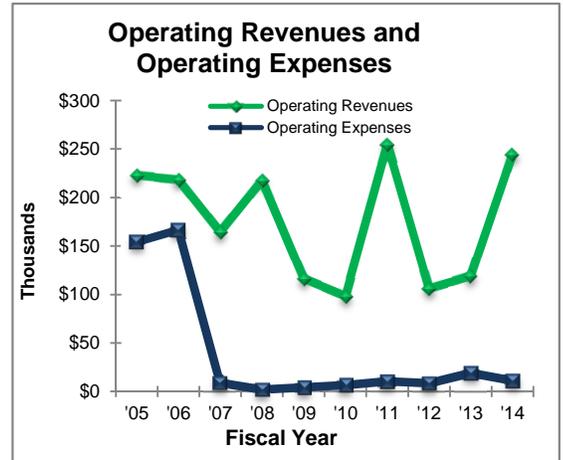
Contributions Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Other Local Taxes	\$0	\$0	\$0	\$0	\$0
Revenue from other govt. units	\$0	\$2,855	\$0	\$0	\$0
Investment Revenue	\$18,099	\$31,767	\$42,674	\$39,264	\$42,572
Miscellaneous Revenue	\$204,205	\$184,012	\$121,681	\$178,515	\$73,629
Total Operating Revenues	\$222,304	\$218,634	\$164,355	\$217,779	\$116,201
Operating Expenses:					
Personal Services	\$104,208	\$115,699	\$0	\$0	\$0
Materials and Supplies	\$25,634	\$21,385	\$649	\$713	\$1,594
Travel and Training	\$144	\$646	\$0	\$0	\$0
Intragovernmental	\$19,188	\$21,122	\$7,716	\$895	\$555
Utilities, Services and Miscellaneous	\$5,059	\$7,810	\$354	\$417	\$2,216
Total Operating Expenses	\$154,233	\$166,662	\$8,719	\$2,025	\$4,365
Excess (Deficiency) of Revenues Over Expenditures	\$68,071	\$51,972	\$155,636	\$215,754	\$111,836
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	\$168,017	\$173,480	\$0	\$0	\$0
Operating Transfer To Other Funds	(\$163,602)	(\$59,343)	(\$225,514)	(\$112,125)	(\$63,655)
Total Otr. Financing Sources (Uses)	\$4,415	\$114,137	(\$225,514)	(\$112,125)	(\$63,655)
Excess (Deficiency) of Revenues & Other Financing Sources Over Expenditures and Other Financing Uses	\$72,486	\$166,109	(\$69,878)	\$103,629	\$48,181
Fund Balance Beg of Year	\$570,948	\$643,434	\$809,543	\$739,665	\$843,294
Fund Balance End of Year	\$643,434	\$809,543	\$739,665	\$843,294	\$891,475

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

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$36,468	\$18,325	\$10,379	(\$7,932)	\$10,992
<u>\$61,926</u>	<u>\$236,175</u>	<u>\$95,978</u>	<u>\$126,862</u>	<u>\$233,873</u>
\$98,394	\$254,500	\$106,357	\$118,930	\$244,865
\$0	\$0	\$0	\$0	\$0
\$1,738	\$4,897	\$2,340	\$3,512	\$2,737
\$0	\$0	\$0	\$2,600	\$2,148
\$538	\$522	\$3,703	\$663	\$3,712
<u>\$4,422</u>	<u>\$5,069</u>	<u>\$2,355</u>	<u>\$12,167</u>	<u>\$2,660</u>
\$6,698	\$10,488	\$8,398	\$18,942	\$11,257
<u>\$91,696</u>	<u>\$244,012</u>	<u>\$97,959</u>	<u>\$99,988</u>	<u>\$233,608</u>
\$0	\$0	\$0	\$0	\$0
(\$114,603)	(\$497,389)	(\$51,177)	(\$177,305)	(\$220,586)
<u>(\$114,603)</u>	<u>(\$497,389)</u>	<u>(\$51,177)</u>	<u>(\$177,305)</u>	<u>(\$220,586)</u>
(\$22,907)	(\$253,377)	\$46,782	(\$77,317)	\$13,022
\$891,475	\$868,568	\$615,191	\$661,973	\$584,656
<u>\$868,568</u>	<u>\$615,191</u>	<u>\$661,973</u>	<u>\$584,656</u>	<u>\$597,678</u>



Contributions Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes	\$0	\$0	\$0	\$0	\$0
Intragovernmental Revenues					
Revenue from other govt units	\$0	\$2,855	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$23,962	\$32,931	\$37,118	\$34,474	\$28,746
Fees and Service Charges					
Other Local Revenues ++	\$204,205	\$184,012	\$121,681	\$178,515	\$73,629
	\$228,167	\$219,798	\$158,799	\$212,989	\$102,375
Other Funding Sources/Transfers^	\$168,017	\$173,480	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$396,184	\$393,278	\$158,799	\$212,989	\$102,375
Financial Uses					
Operating Expenses	\$154,233	\$166,662	\$8,719	\$2,025	\$4,365
Operating Transfers to Other Funds	\$163,602	\$59,343	\$225,514	\$112,125	\$63,655
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	\$317,835	\$226,005	\$234,233	\$114,150	\$68,020
Financial Sources Over/ (Under) Financial Uses	\$78,349	\$167,273	(\$75,434)	\$98,839	\$34,355
Ending Cash and Other Resources #	\$643,434	\$809,543	\$739,665	\$843,260	\$877,615

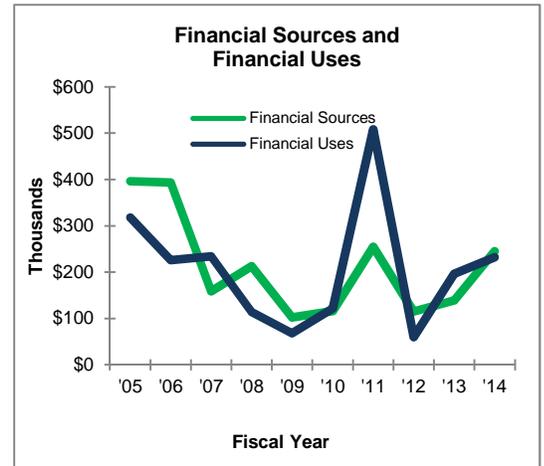
Ending Cash and Other Resources is equal to Assigned Fund Balance

++ Other Local Revenues include miscellaneous revenues in all of the other funds.

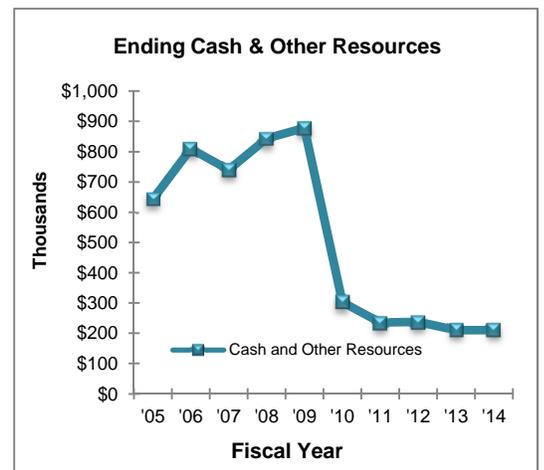
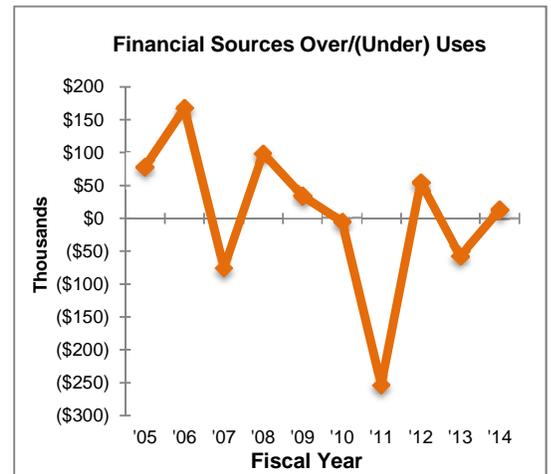
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$54,170	\$18,556	\$18,534	\$12,071	\$11,072
\$61,926	\$236,175	\$95,978	\$126,862	\$233,873
\$116,096	\$254,731	\$114,512	\$138,933	\$244,945
\$0	\$0	\$0	\$0	\$0
\$116,096	\$254,731	\$114,512	\$138,933	\$244,945



\$6,698	\$10,488	\$8,398	\$18,942	\$11,257
\$114,603	\$497,389	\$51,177	\$177,305	\$220,586
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$121,301	\$507,877	\$59,575	\$196,247	\$231,843
(\$5,205)	(\$253,146)	\$54,937	(\$57,314)	\$13,102
\$302,914	\$235,750	\$237,732	\$210,857	\$210,592



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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.

Capital Projects Fund

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

Parks Sales Tax Fund

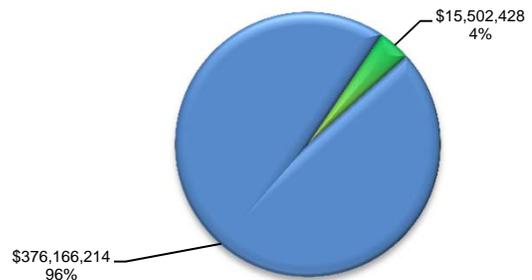
In November of 2000, the voters of the City of Columbia passed a Local Parks Sales Tax in the amount of a one-quarter of one percent (for five years), and a one-eighth of one percent thereafter, on retail sales made in the City. These funds must be used for parks purposes. The current one-eighth of one 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. This section begins on page .

Parks & Recreations - General Fund Operations

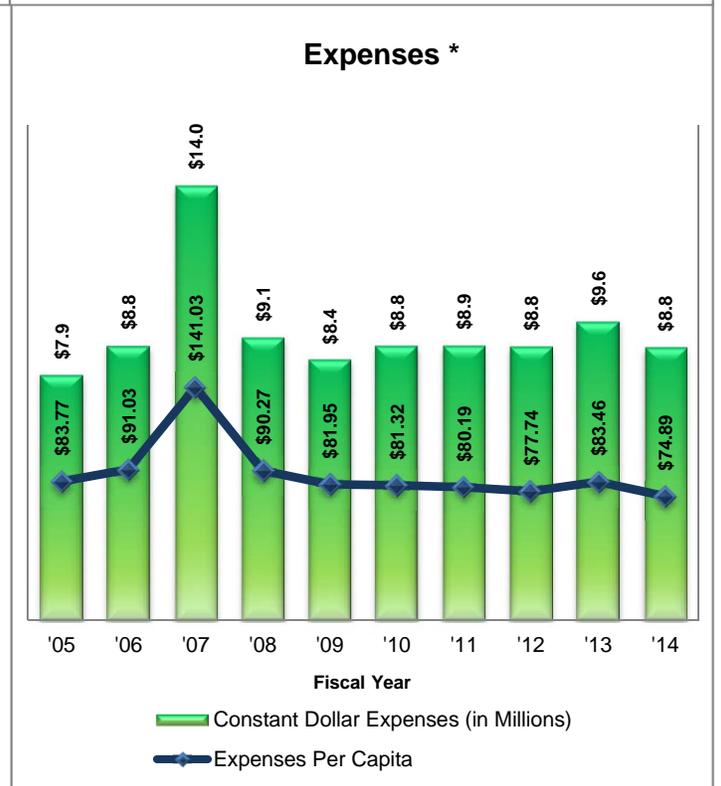
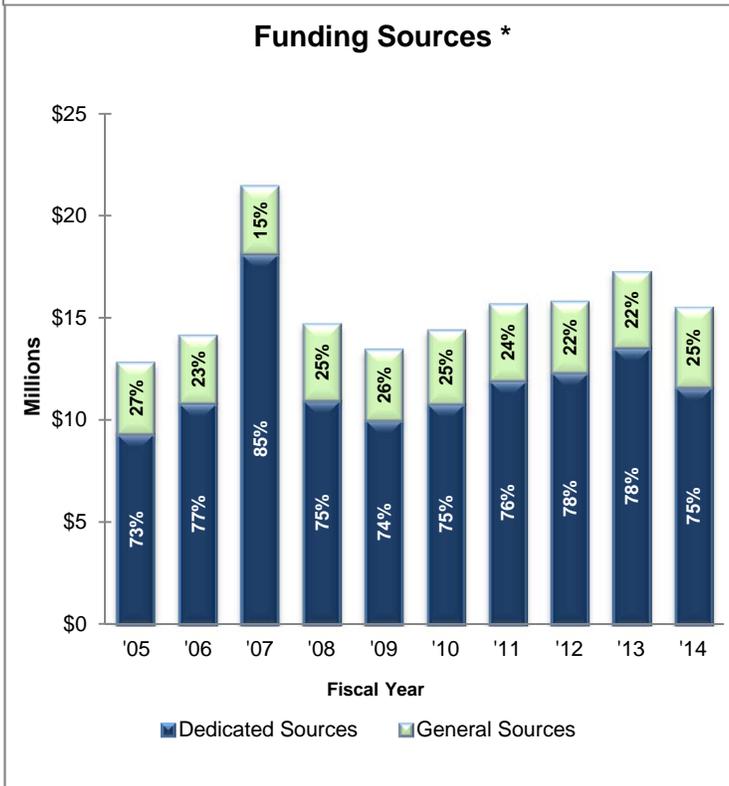
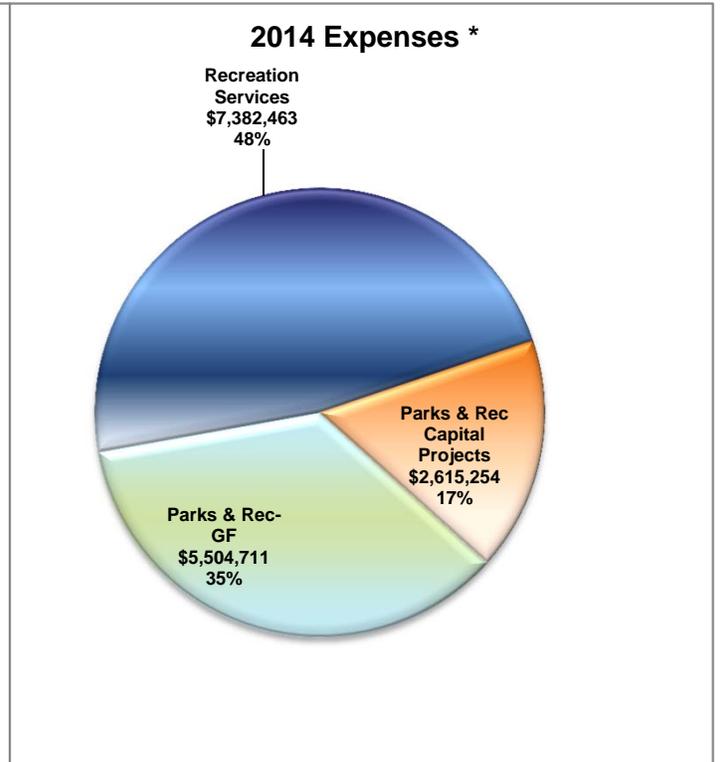
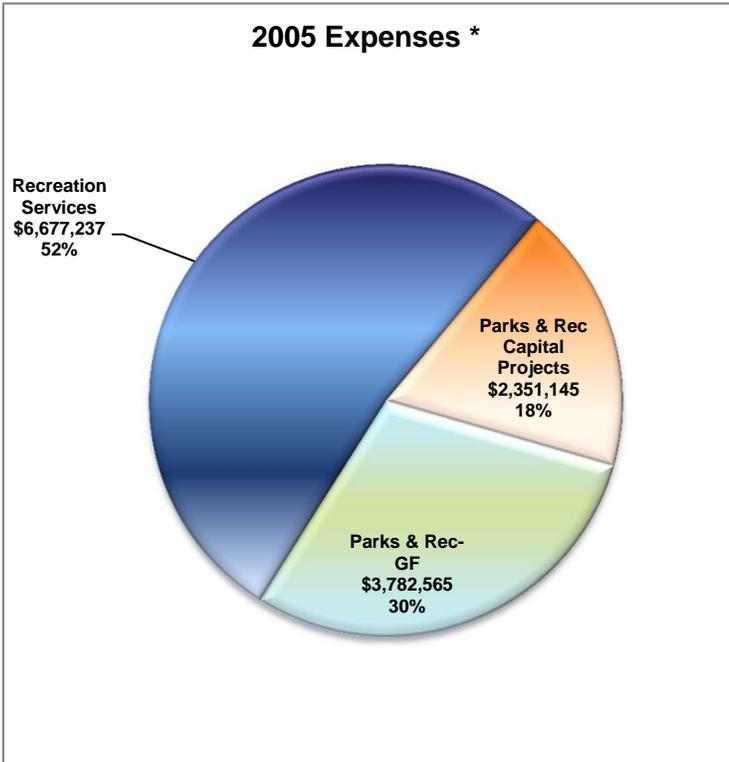
This budget accounts for the parks and recreation program areas that do not have revenue producing capabilities. This includes Administration, a portion of Park Planning and Development, a portion of Park Management and Operations, and the C.A.R.E. program.

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.



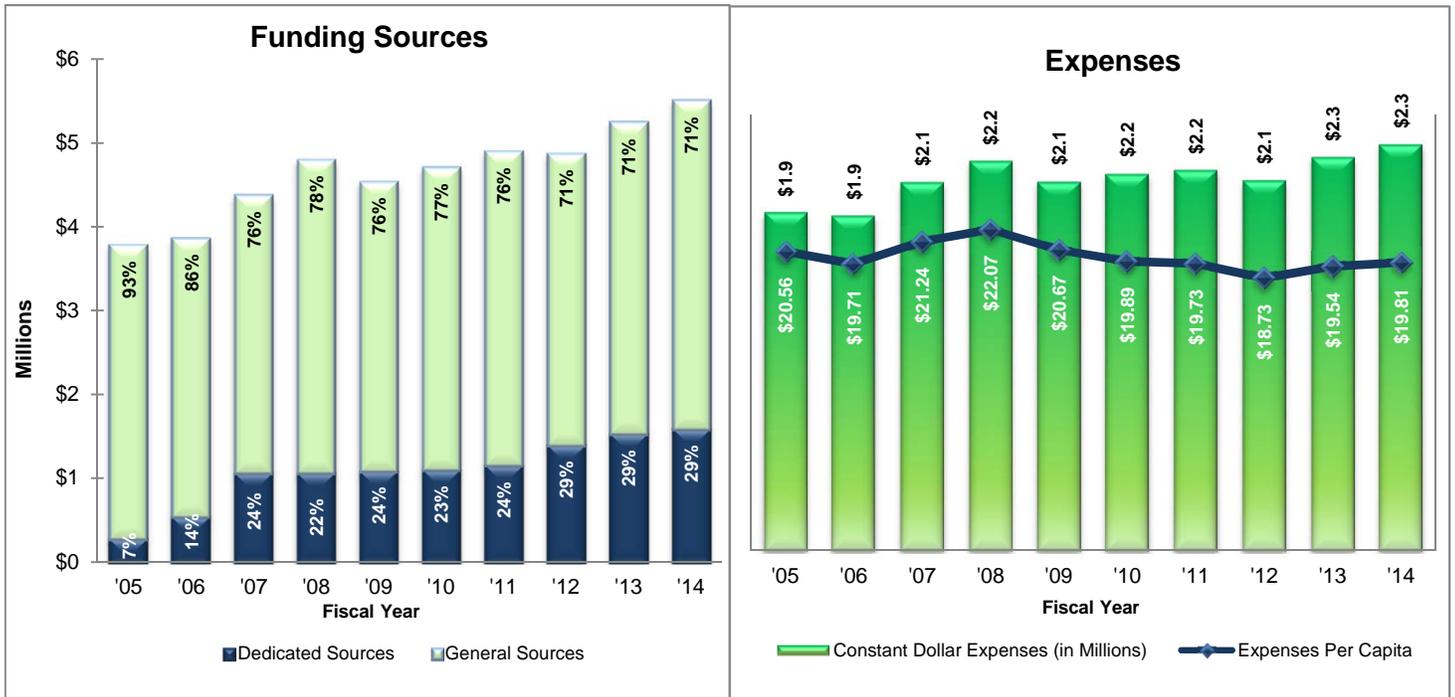
Parks & Recreation Departments - Summary



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 are 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 Over Previous Year
2005	\$278,503	\$3,504,062	\$3,782,565	195.30	\$1,936,797	94,211	\$20.56	2.44%
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%
10 Yr % Chg	469.28%	11.85%	45.53%	21.22%	20.05%	24.58%	(3.65%)	

Description:

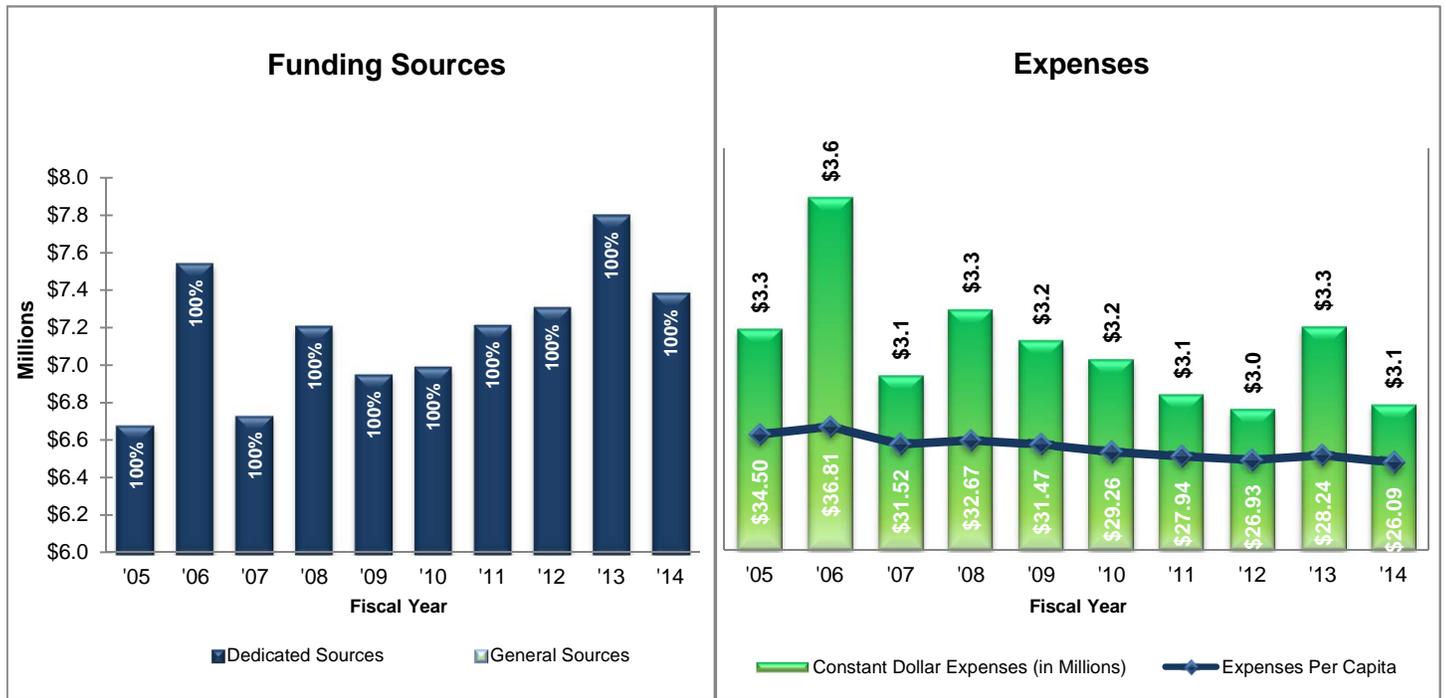
The Parks and Recreation Department has areas of operation which include Administration, Career Awareness & Related Experience (CARE) Program, Planning and Development and Parks Management. The primary dedicated funding source is from Parks Sales Tax.

Analysis:

For the ten year period total expenses have increased 45.53% while constant dollar expenses have increased 20.05% and per capita expenses in constant dollars have decreased 3.65%. Increases in FY 2007 were due to fleet replacement needs and 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.

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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 Over Previous Year
2005	\$6,347,794	329,443	6,677,237	195.30	\$3,250,279	94,211	\$34.50	2.04%
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%)
10 Yr % Chg	14.18%	(59.24%)	10.56%	21.22%	(5.80%)	24.58%	(24.38%)	

Description:

The Recreation Services Department is an enterprise fund department which 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 14.18% and total expenses have increased 10.56% while constant dollar expenses have decreased 5.8% and expenses per capita have decreased 24.58% for the period shown. The increase in FY 2013 is due to the operating transfer to the capital improvement project to purchase and renovate 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 many other areas competing for the resources.

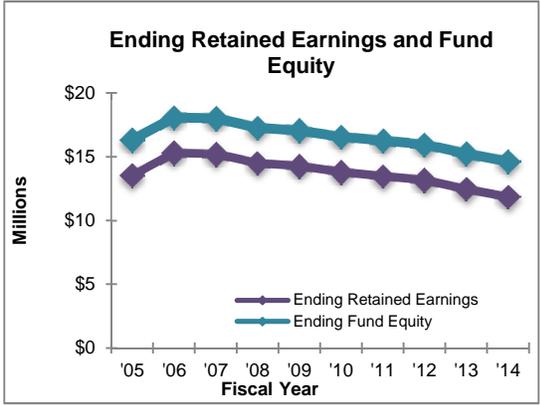
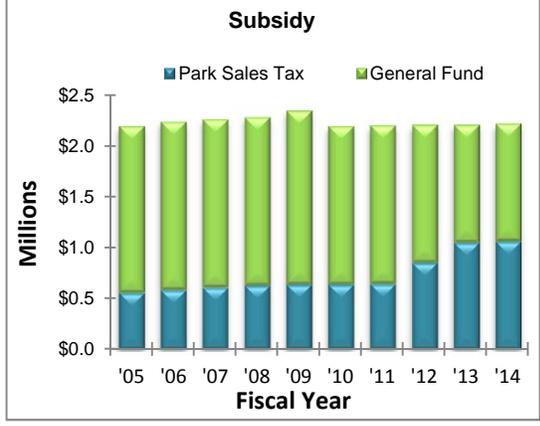
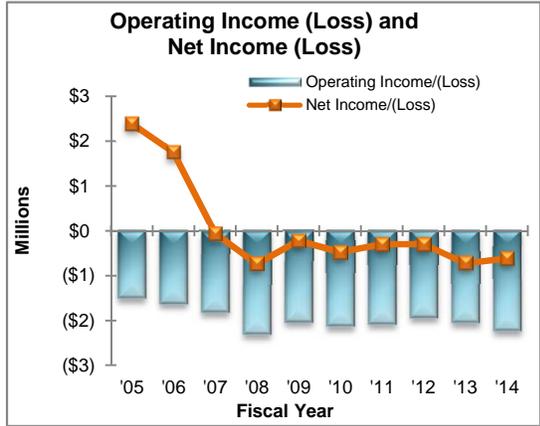
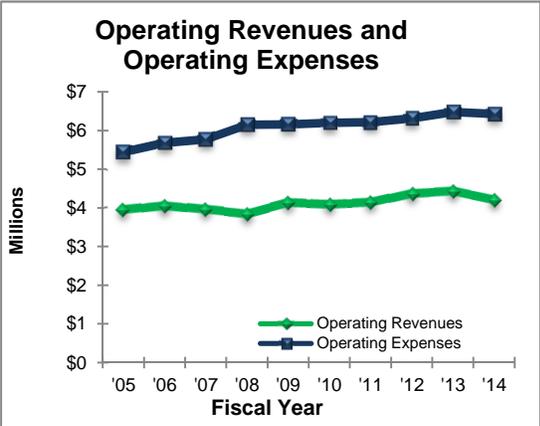
The gap between operating revenues and operating expenses has continued to increase. Net income, ending fund balance, and ending cash and other reserves have decreased. The fund has been depleting cash. The FY 2014 ending cash is below the cash reserve target. Management will need to closely monitor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

Recreation Services Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Activity Fees	\$2,857,434	\$2,901,910	\$2,848,413	\$2,689,577	\$2,876,307
User Fees	\$126,822	\$135,481	\$123,830	\$124,603	\$127,090
Capital User Fees	\$61,634	\$60,877	\$52,914	\$82,560	\$67,979
Golf Course Improvement Fees	\$114,044	\$123,460	\$145,950	\$134,315	\$149,554
Rentals	\$361,920	\$417,269	\$429,651	\$452,712	\$483,261
Sales	\$416,555	\$455,382	\$398,115	\$421,965	\$415,421
Other Misc. Operating Revenues	\$1,805	(\$44,939)	(\$46,087)	(\$57,551)	\$994
Total Operating Revenues	\$3,940,214	\$4,049,440	\$3,952,786	\$3,848,181	\$4,120,606
Operating Expenses:					
Personal Services	\$3,241,613	\$3,304,991	\$3,423,264	\$3,569,204	\$3,529,001
Materials and Supplies	\$790,676	\$884,351	\$855,125	\$888,424	\$862,468
Travel and Training	\$9,627	\$6,697	\$9,619	\$9,020	\$8,544
Intragovernmental	\$447,194	\$466,717	\$529,767	\$584,611	\$611,460
Utilities, Services and Miscellaneous	\$952,177	\$1,013,739	\$952,248	\$1,095,224	\$1,146,489
Total Operating Expenses	\$5,441,287	\$5,676,495	\$5,770,023	\$6,146,483	\$6,157,962
Operating Income (Loss) Before Depreciation	(\$1,501,073)	(\$1,627,055)	(\$1,817,237)	(\$2,298,302)	(\$2,037,356)
Depreciation	(\$582,687)	(\$567,095)	(\$571,206)	(\$608,303)	(\$616,795)
Operating Income	(\$2,083,760)	(\$2,194,150)	(\$2,388,443)	(\$2,906,605)	(\$2,654,151)
Non-Operating Revenues:					
Revenue from Other Gov. Units	\$0	\$0	\$0	\$0	\$0
Investment Revenue	\$57,452	\$110,035	\$136,798	\$101,535	\$100,321
Miscellaneous Revenue	\$9,818	\$8,522	\$9,310	\$14,491	\$15,678
Total Non-Operating Revenues	\$67,270	\$118,557	\$146,108	\$116,026	\$115,999
Non-Operating Expenses:					
Interest Expense	\$89,906	\$57,811	\$28,497	\$23,632	\$18,539
Loss on Disposal of Fixed Assets	\$0	\$4,059	\$16,985	\$0	\$0
Miscellaneous Expense	\$151,858	\$54,254	\$46,380	\$26,357	\$30,414
Total Non-Operating Expenses	\$241,764	\$116,124	\$91,862	\$49,989	\$48,953
Operating Transfers:					
Operating Transfers From Other Funds	\$2,490,439	\$2,511,620	\$16,000	\$41,408	\$18,525
Operating Transfers To Other Funds	(\$31,062)	(\$804,300)	(\$1,500)	(\$220,355)	\$0
Subsidy - General Fund	\$1,635,510	\$1,652,682	\$1,652,510	\$1,652,510	\$1,705,910
Subsidy - Park Sales Tax	\$557,230	\$585,000	\$610,000	\$628,300	\$637,725
Total Operating Transfers	\$4,652,117	\$3,945,002	\$2,277,010	\$2,101,863	\$2,362,160
Net Income (Loss) Before Capital Contribution	\$2,393,863	\$1,753,285	(\$57,187)	(\$738,705)	(\$224,945)
Capital Contribution	\$0	\$0	\$0	\$0	\$0
Net Income (Loss)	\$2,393,863	\$1,753,285	(\$57,187)	(\$738,705)	(\$224,945)
Amortization of Contributions	\$0	\$0	\$0	\$0	\$0
Net Income/(Loss) Transferred to Fund Equity	\$2,393,863	\$1,753,285	(\$57,187)	(\$738,705)	(\$224,945)
Beginning Retained Earnings	\$11,147,957	\$13,541,820	\$15,295,105	\$15,237,918	\$14,499,213
Ending Retained Earnings	\$13,541,820	\$15,295,105	\$15,237,918	\$14,499,213	\$14,274,268
Total Contributed Capital	\$2,779,698	\$2,779,698	\$2,779,698	\$2,779,698	\$2,779,698
Ending Fund Equity	\$16,321,518	\$18,074,803	\$18,017,616	\$17,278,911	\$17,053,966

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$2,898,624	\$2,905,049	\$2,965,148	\$3,021,816	\$2,805,283
\$120,985	\$123,756	\$122,772	\$125,761	\$123,514
\$66,011	\$73,569	\$71,861	\$72,274	\$64,769
\$127,061	\$127,215	\$139,040	\$124,675	\$114,825
\$489,565	\$521,579	\$605,416	\$591,022	\$574,965
\$372,834	\$380,157	\$457,958	\$494,315	\$520,481
\$4,634	\$5,571	\$11,571	\$0	\$1,433
\$4,079,714	\$4,136,896	\$4,373,766	\$4,429,863	\$4,205,270
\$3,455,672	\$3,482,233	\$3,482,678	\$3,514,414	\$3,450,989
\$889,678	\$914,745	\$990,093	\$1,019,827	\$1,055,803
\$6,159	\$5,626	\$4,325	\$5,357	\$6,110
\$672,126	\$695,221	\$677,500	\$716,514	\$690,490
\$1,173,805	\$1,115,115	\$1,156,886	\$1,217,511	\$1,223,429
\$6,197,440	\$6,212,940	\$6,311,482	\$6,473,623	\$6,426,821
(\$2,117,726)	(\$2,076,044)	(\$1,937,716)	(\$2,043,760)	(\$2,221,551)
(\$619,955)	(\$618,723)	(\$632,575)	(\$641,449)	(\$669,669)
(\$2,737,681)	(\$2,694,767)	(\$2,570,291)	(\$2,685,209)	(\$2,891,220)
\$0	\$0	\$0	\$0	\$0
\$87,750	\$54,333	\$29,070	(\$29,556)	\$30,128
\$24,925	\$38,590	\$29,201	\$73,786	\$65,296
\$112,675	\$92,923	\$58,271	\$44,230	\$95,424
\$13,207	\$7,625	\$1,901	\$0	\$5,809
\$0	\$7,182	\$0	\$7,083	\$1,298
\$33,322	\$37,743	\$41,949	\$3,865	(\$352)
\$46,529	\$52,550	\$43,850	\$10,948	\$6,755
\$22,500	\$151,575	\$49,000	\$74,571	\$17,000
(\$25,000)	\$0	\$0	(\$352,287)	(\$49,079)
\$1,556,910	\$1,556,910	\$1,356,910	\$1,156,910	\$1,156,910
\$637,725	\$644,105	\$850,105	\$1,050,105	\$1,060,606
\$2,192,135	\$2,352,590	\$2,256,015	\$1,929,299	\$2,185,437
(\$479,400)	(\$301,804)	(\$299,855)	(\$722,628)	(\$617,114)
\$0	\$0	\$0	\$0	\$0
(\$479,400)	(\$301,804)	(\$299,855)	(\$722,628)	(\$617,114)
\$0	\$0	\$0	\$0	\$0
(\$479,400)	(\$301,804)	(\$299,855)	(\$722,628)	(\$617,114)
\$14,274,268	\$13,794,868	\$13,493,064	\$13,193,209	\$12,470,581
\$13,794,868	\$13,493,064	\$13,193,209	\$12,470,581	\$11,853,467
\$2,779,698	\$2,779,698	\$2,779,698	\$2,779,698	\$2,779,698
\$16,574,566	\$16,272,762	\$15,972,907	\$15,250,279	\$14,633,165



Recreation Services Fund

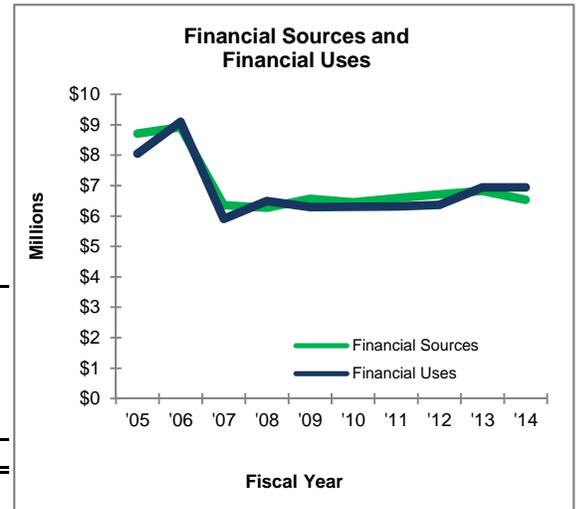
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$0	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$77,866	\$113,077	\$118,363	\$90,079	\$65,480
Fees and Service Charges	\$3,940,214	\$4,049,440	\$3,952,786	\$3,848,181	\$4,120,606
Other Local Revenues ++	\$9,818	\$8,522	\$9,310	\$14,491	\$15,678
	\$4,027,898	\$4,171,039	\$4,080,459	\$3,952,751	\$4,201,764
Other Funding Sources/Transfers^	\$4,683,179	\$4,749,302	\$2,278,510	\$2,322,218	\$2,362,160
Total Financial Sources: Less Appropriated Fund Balance	\$8,711,077	\$8,920,341	\$6,358,969	\$6,274,969	\$6,563,924
Financial Uses					
Operating Expenses	\$5,441,287	\$5,676,495	\$5,770,023	\$6,146,483	\$6,157,962
Operating Transfers to Other Funds	\$31,062	\$804,300	\$1,500	\$220,355	\$0
Interest and Other Non-Oper Cash Exp	\$241,764	\$112,065	\$74,877	\$49,989	\$48,953
Principal Payments	\$2,288,057	\$2,457,114	\$0	\$0	\$0
Capital Additions	\$50,994	\$49,462	\$60,965	\$77,548	\$85,464
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$8,053,164	\$9,099,436	\$5,907,365	\$6,494,375	\$6,292,379
Financial Sources Over/ (Under) Uses	\$657,913	(\$179,095)	\$451,604	(\$219,406)	\$271,545
Current Assets	\$1,841,191	\$2,178,597	\$2,526,513	\$2,191,343	\$2,294,980
Less: Current Liabilities	\$320,760	\$335,347	\$393,578	\$342,397	\$407,786
Ending Cash and Other Resources	\$1,520,431	\$1,843,250	\$2,132,935	\$1,848,946	\$1,887,194
Total Financial Uses	\$8,053,164	\$9,099,436	\$5,907,365	\$6,494,375	\$6,292,379
Cash Reserve Target (20% Fin. Uses)	\$1,610,633	\$1,819,887	\$1,181,473	\$1,298,875	\$1,258,476
Cash Above/(Below) Cash Reserve Target	(\$90,202)	\$23,363	\$951,462	\$550,071	\$628,718

++ Other Local Revenues include miscellaneous revenues

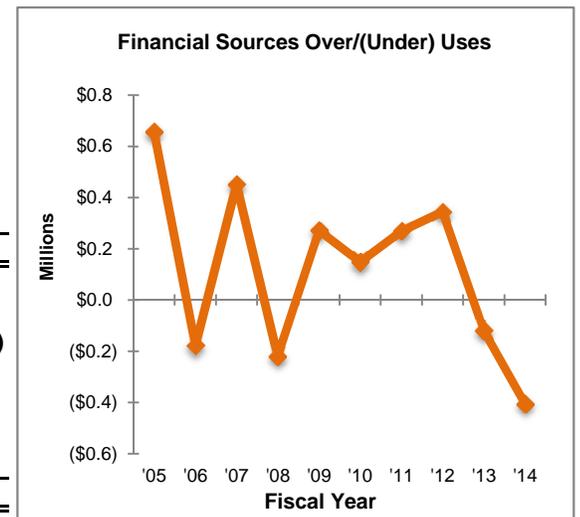
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$0	\$0
\$129,756	\$55,228	\$53,783	\$37,809	\$30,790
\$4,079,714	\$4,136,896	\$4,373,766	\$4,429,863	\$4,205,270
\$24,925	\$38,590	\$29,201	\$73,786	\$65,296
\$4,234,395	\$4,230,714	\$4,456,750	\$4,541,458	\$4,301,356
\$2,217,135	\$2,352,590	\$2,256,015	\$2,281,586	\$2,234,516
\$6,451,530	\$6,583,304	\$6,712,765	\$6,823,044	\$6,535,872

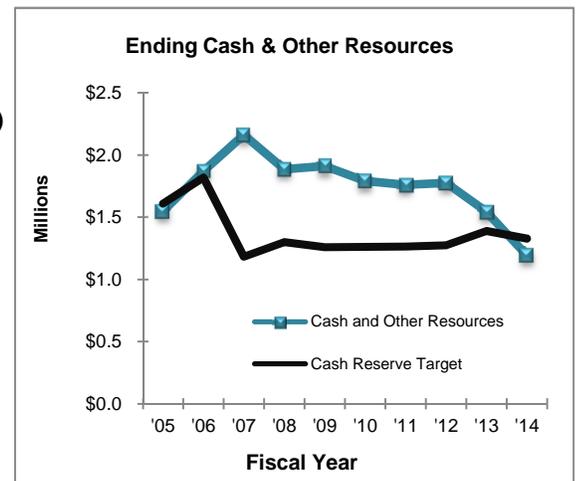


\$6,197,440	\$6,212,940	\$6,311,482	\$6,473,623	\$6,426,821
\$25,000	\$0	\$0	\$352,287	\$49,079
\$46,529	\$45,368	\$43,850	\$10,948	\$6,755
\$0	\$0	\$0	\$0	\$61,978
\$34,032	\$56,892	\$13,387	\$104,652	\$95,865
\$0	\$0	\$0	\$0	\$0
\$6,303,001	\$6,315,200	\$6,368,719	\$6,941,510	\$6,640,498



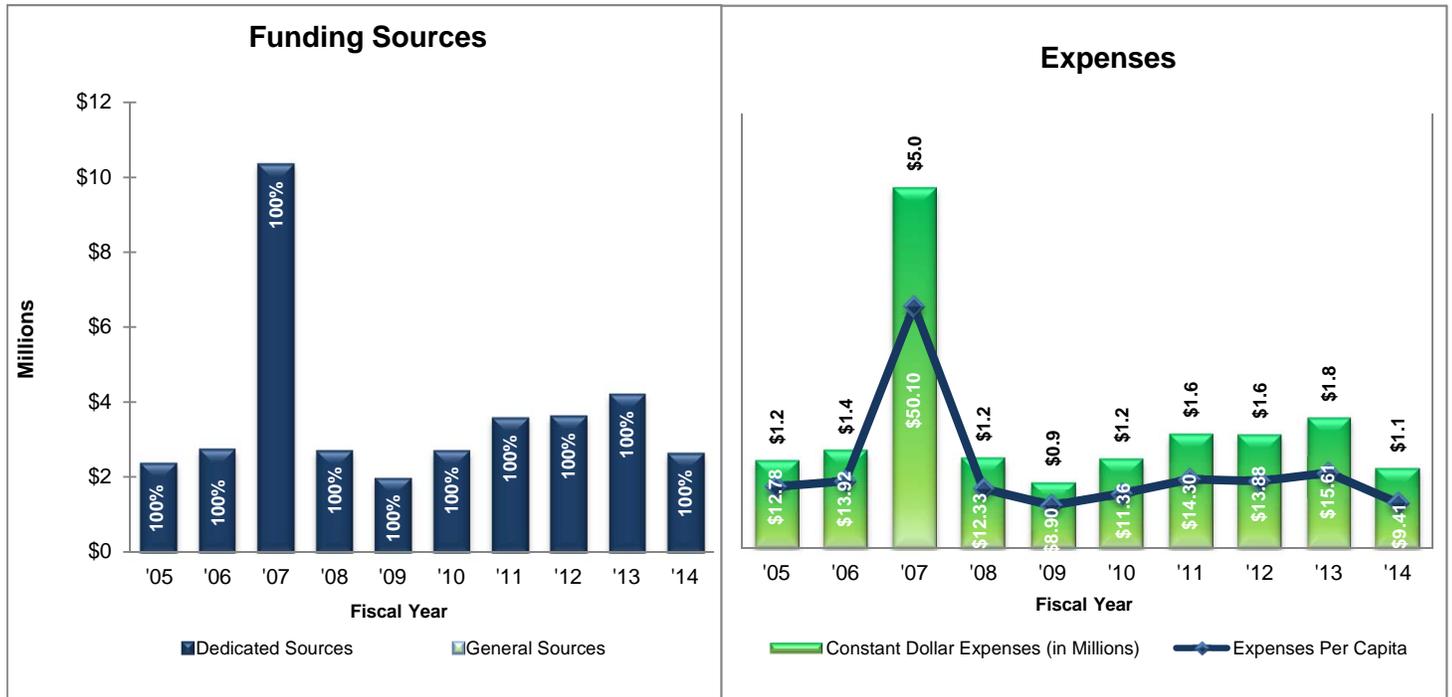
\$148,529	\$268,104	\$344,046	(\$118,466)	(\$104,626)
\$2,172,185	\$2,143,137	\$2,210,046	\$2,013,830	\$1,684,500
\$402,972	\$402,997	\$463,247	\$506,469	\$520,427
\$1,769,213	\$1,740,140	\$1,746,799	\$1,507,361	\$1,164,073

\$6,303,001	\$6,315,200	\$6,368,719	\$6,941,510	\$6,640,498
\$1,260,600	\$1,263,040	\$1,273,744	\$1,388,302	\$1,328,100
\$508,613	\$477,100	\$473,055	\$119,059	(\$164,027)



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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 Over Previous Year
2005	\$2,351,145	\$0	\$2,351,145	195.30	\$1,203,863	94,211	\$12.78	170.19%
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%)
10 Yr % Chg	11.23%		11.23%	21.22%	(8.24%)	24.58%	(26.37%)	

Description:

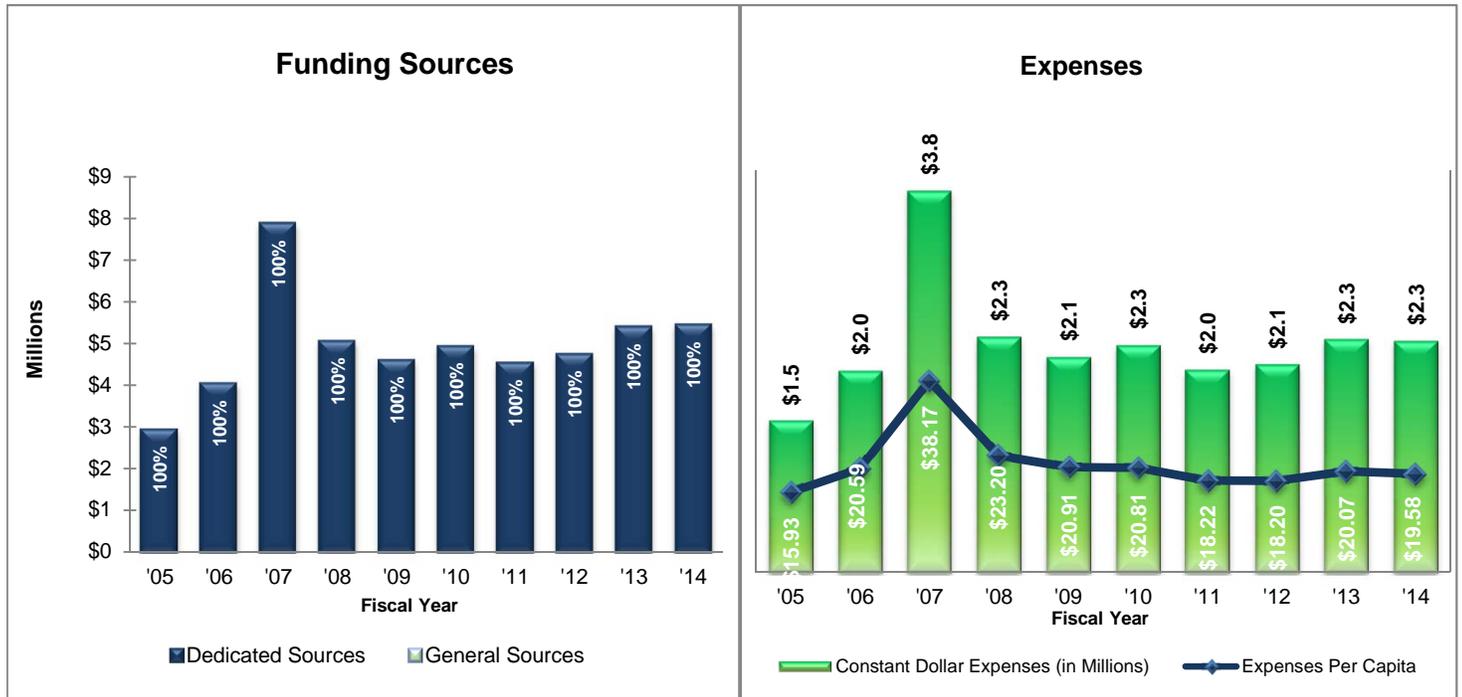
Capital projects for Parks and Recreation include the purchase of land for future parks or trails, field improvements for existing baseball/softball fields, development and construction of neighborhood parks, renovation or construction of park playgrounds, and development and construction of new trails. 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 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. The next ballot issue will occur in November 2015. 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 Over Previous Year
2005	\$2,930,147	\$0	\$2,930,147	195.30	\$1,500,331	94,211	\$15.93	(28.05%)
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%)
10 Yr % Chg	85.63%		85.63%	21.22%	53.13%	24.58%	22.91%	

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 which is voted on every five 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. 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 which are accounted for in special revenue funds, it is common to build up funds over time and then transfer the funds 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.

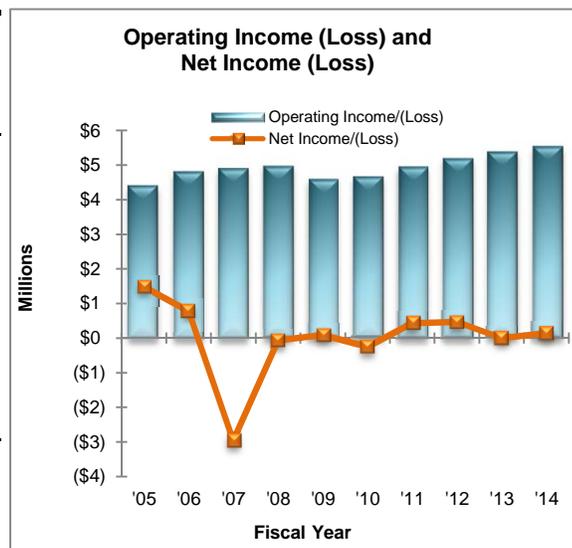
From FY 2007 to FY 2010, there was a significant decrease in ending fund balance and ending cash and other resources. This is normal and expected with this type of fund. Ending fund balance and ending cash and other resources balance remained almost unchanged for the period FY 2012 to FY 2014. Since half of the parks sales tax is temporary, it is anticipated that those funds will be appropriated and expended by the time the temporary tax expires.

Parks Sales Tax Fund

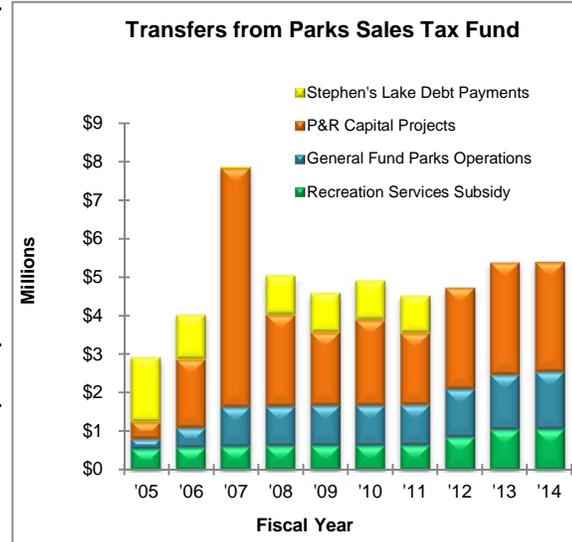
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Revenues:					
Sales Tax	\$4,366,793	\$4,694,127	\$4,745,782	\$4,965,703	\$4,599,880
Investment Revenue	\$46,010	\$119,906	\$161,656	\$11,050	\$1,096
Total Revenues	\$4,412,803	\$4,814,033	\$4,907,438	\$4,976,753	\$4,600,976
Expenditures:					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$1,287	\$1,393	\$1,710	\$1,801	\$989
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,287	\$1,393	\$1,710	\$1,801	\$989
Excess (Deficiency) of Revenues Over Expenditures	\$4,411,516	\$4,812,640	\$4,905,728	\$4,974,952	\$4,599,987
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	\$0	\$2,586	\$0	\$0	\$80,000
Stephen's Lake Debt Payments	(\$1,668,250)	(\$1,155,312)	(\$38,233)	(\$1,014,696)	(\$1,016,837)
General Fund Parks Operations	(\$253,380)	(\$511,505)	(\$1,030,000)	(\$1,030,000)	(\$1,045,000)
Parks CIP	(\$450,000)	(\$1,780,963)	(\$6,185,000)	(\$2,370,000)	(\$1,890,000)
Recreation Services Subsidy	(\$557,230)	(\$585,000)	(\$610,000)	(\$628,300)	(\$637,725)
Total Oper. Transfers To Other Funds	(\$2,928,860)	(\$4,032,780)	(\$7,863,233)	(\$5,042,996)	(\$4,589,562)
Total Otr. Financing Sources (Uses)	(\$2,928,860)	(\$4,030,194)	(\$7,863,233)	(\$5,042,996)	(\$4,509,562)
Excess (Deficiency) of Revenues Over Expenditures	\$1,482,656	\$782,446	(\$2,957,505)	(\$68,044)	\$90,425
Beginning Fund Balance	\$1,321,230	\$2,803,886	\$3,586,332	\$628,827	\$560,783
Ending Fund Balance	\$2,803,886	\$3,586,332	\$628,827	\$560,783	\$651,208

Net Income Statement

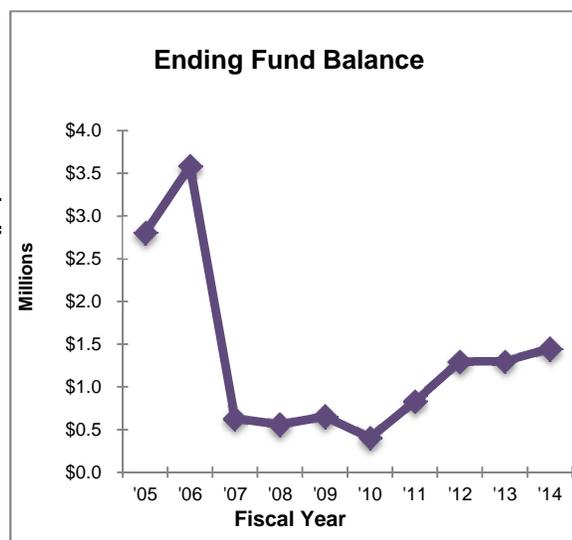
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$4,674,563	\$4,949,003	\$5,193,354	\$5,398,029	\$5,576,587
\$0	\$9,140	\$4,566	(\$8,160)	\$9,991
<u>\$4,674,563</u>	<u>\$4,958,143</u>	<u>\$5,197,920</u>	<u>\$5,389,869</u>	<u>\$5,586,578</u>
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$8,865	\$805	\$945	\$812	\$44,114
\$0	\$0	\$0	\$0	\$0
<u>\$8,865</u>	<u>\$805</u>	<u>\$945</u>	<u>\$812</u>	<u>\$44,114</u>



\$4,665,698	\$4,957,338	\$5,196,975	\$5,389,057	\$5,542,464
\$0	\$0	\$0	\$0	\$0
(\$1,017,287)	(\$971,213)	\$0	\$0	\$0
(\$1,045,000)	(\$1,055,450)	(\$1,253,912)	(\$1,421,499)	(\$1,486,437)
(\$2,215,000)	(\$1,855,000)	(\$2,627,240)	(\$2,916,820)	(\$2,848,000)
(\$637,725)	(\$644,105)	(\$850,105)	(\$1,050,105)	(\$1,060,606)
<u>(\$4,915,012)</u>	<u>(\$4,525,768)</u>	<u>(\$4,731,257)</u>	<u>(\$5,388,424)</u>	<u>(\$5,395,043)</u>
<u>(\$4,915,012)</u>	<u>(\$4,525,768)</u>	<u>(\$4,731,257)</u>	<u>(\$5,388,424)</u>	<u>(\$5,395,043)</u>



(\$249,314)	\$431,570	\$465,718	\$633	\$147,421
\$651,208	\$401,894	\$833,464	\$1,299,182	\$1,299,815
<u>\$401,894</u>	<u>\$833,464</u>	<u>\$1,299,182</u>	<u>\$1,299,815</u>	<u>\$1,447,236</u>



Parks Sales Tax Fund

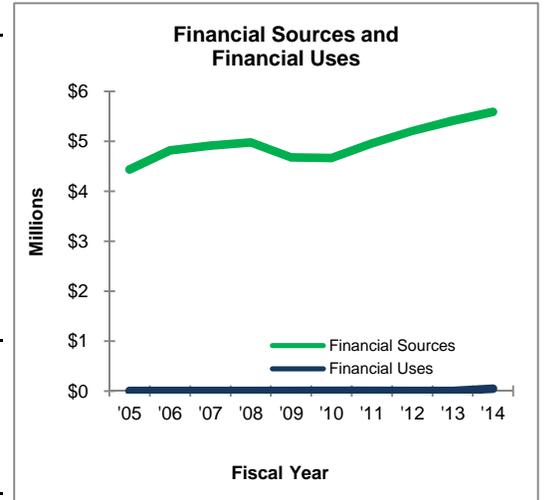
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes	\$4,366,793	\$4,694,127	\$4,745,782	\$4,965,703	\$4,599,880
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants					
Interest (w/o GASB 31 Adjustment)	\$67,992	\$123,644	\$166,377	\$10,833	(\$1,932)
Fees and Service Charges					
Other Local Revenues					
	\$4,434,785	\$4,817,771	\$4,912,159	\$4,976,536	\$4,597,948
Other Funding Sources/Transfers^	\$0	\$2,586	\$0	\$0	\$80,000
Total Financial Sources: Less Appropriated Fund Balance	\$4,434,785	\$4,820,357	\$4,912,159	\$4,976,536	\$4,677,948
Financial Uses					
Operating Expenses	\$1,287	\$1,393	\$1,710	\$1,801	\$989
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	\$1,287	\$1,393	\$1,710	\$1,801	\$989
Financial Sources Over/ (Under) Financial Uses	\$4,433,498	\$4,818,964	\$4,910,449	\$4,974,735	\$4,676,959
Ending Cash and Other Resources #	\$2,370,408	\$3,138,468	\$167,111	\$0	\$0

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

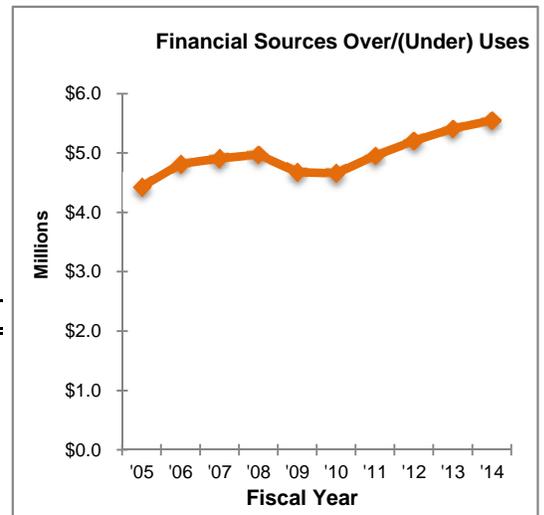
^ Other Funding Sources and Transfers do not include Capital Contributions

Financial Sources and Uses

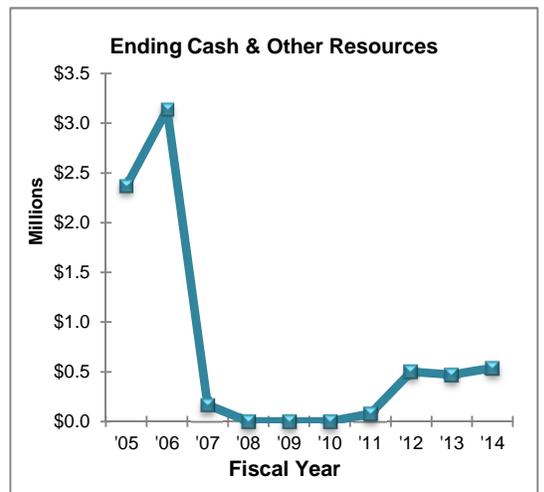
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$4,674,563	\$4,949,003	\$5,193,354	\$5,398,029	\$5,576,587
(\$11,906)	\$9,026	\$12,316	\$13,474	\$11,547
\$4,662,657	\$4,958,029	\$5,205,670	\$5,411,503	\$5,588,134
\$0	\$0	\$0	\$0	\$0
\$4,662,657	\$4,958,029	\$5,205,670	\$5,411,503	\$5,588,134



\$8,865	\$805	\$945	\$812	\$44,114
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$8,865	\$805	\$945	\$812	\$44,114



\$4,653,792	\$4,957,224	\$5,204,725	\$5,410,691	\$5,544,020
\$0	\$76,931	\$501,026	\$470,629	\$539,139



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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)

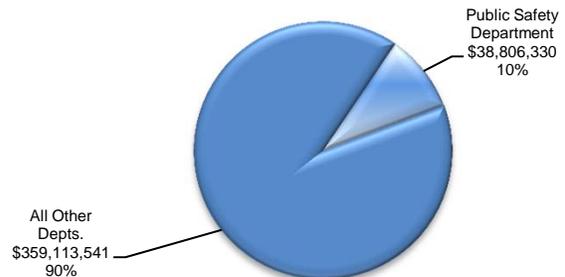
Public Safety Joint Communications (PSJC) operates the 9-1-1 Operations Center which handles all of the 9-1-1 emergency calls as well as the non-emergency calls for the Columbia/Boone County area. PSJC currently dispatches for ten user agencies in our area which include the Columbia Fire Department, 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.

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.

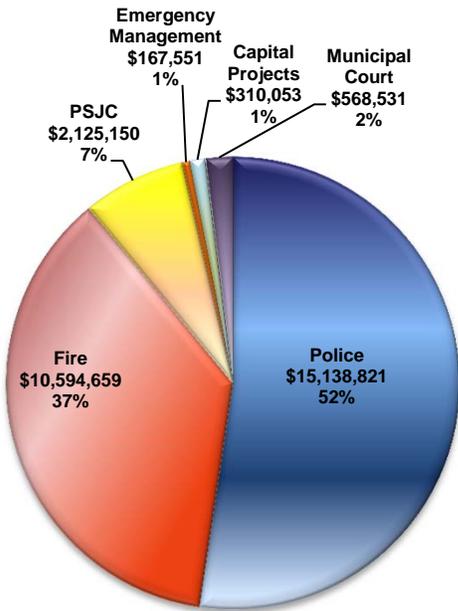
Municipal Court

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.

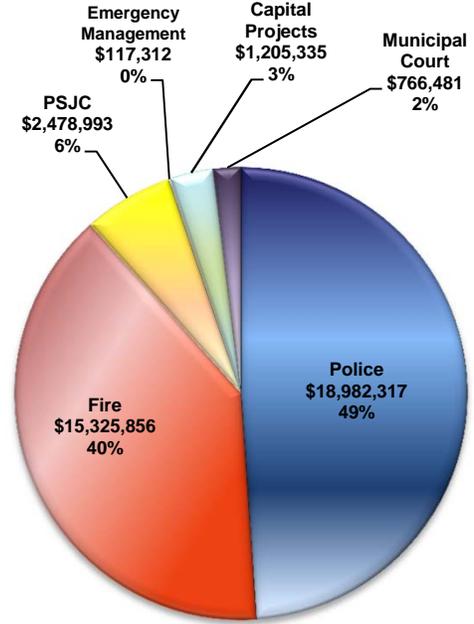


Public Safety Departments - Summary

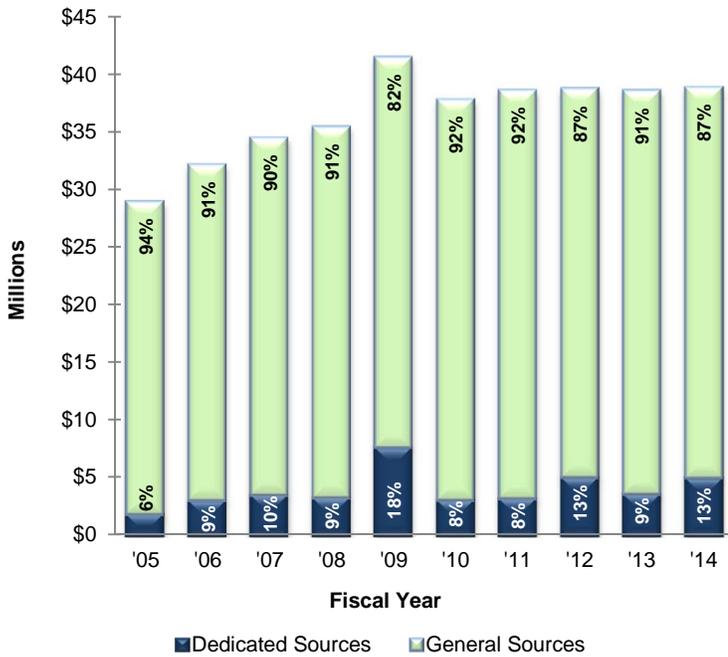
2005 Expenses



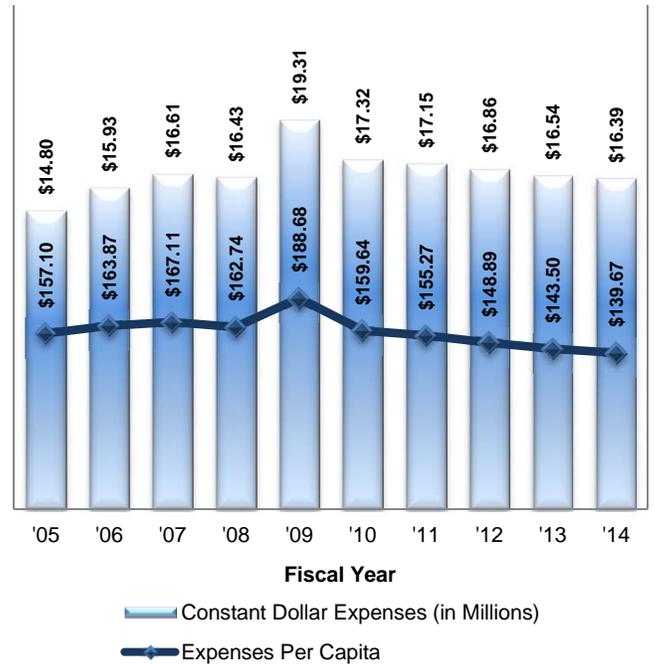
2014 Expenses



Funding Sources

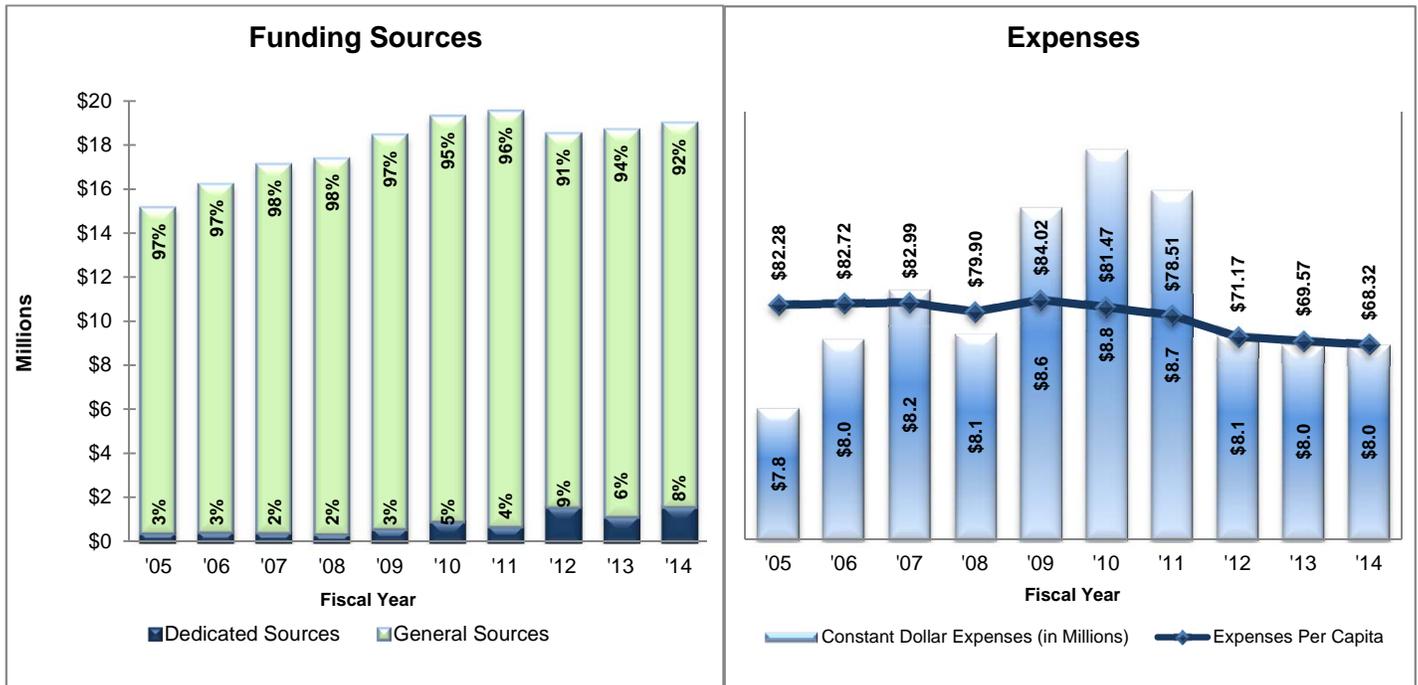


Expenses



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 Over Previous Year
2005	\$409,057	\$14,729,764	\$15,138,821	195.30	\$7,751,572	94,211	\$82.28	2.61%
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%)
10 Yr % Chg	290.77%	18.02%	25.39%	21.22%	3.44%	24.58%	(16.97%)	

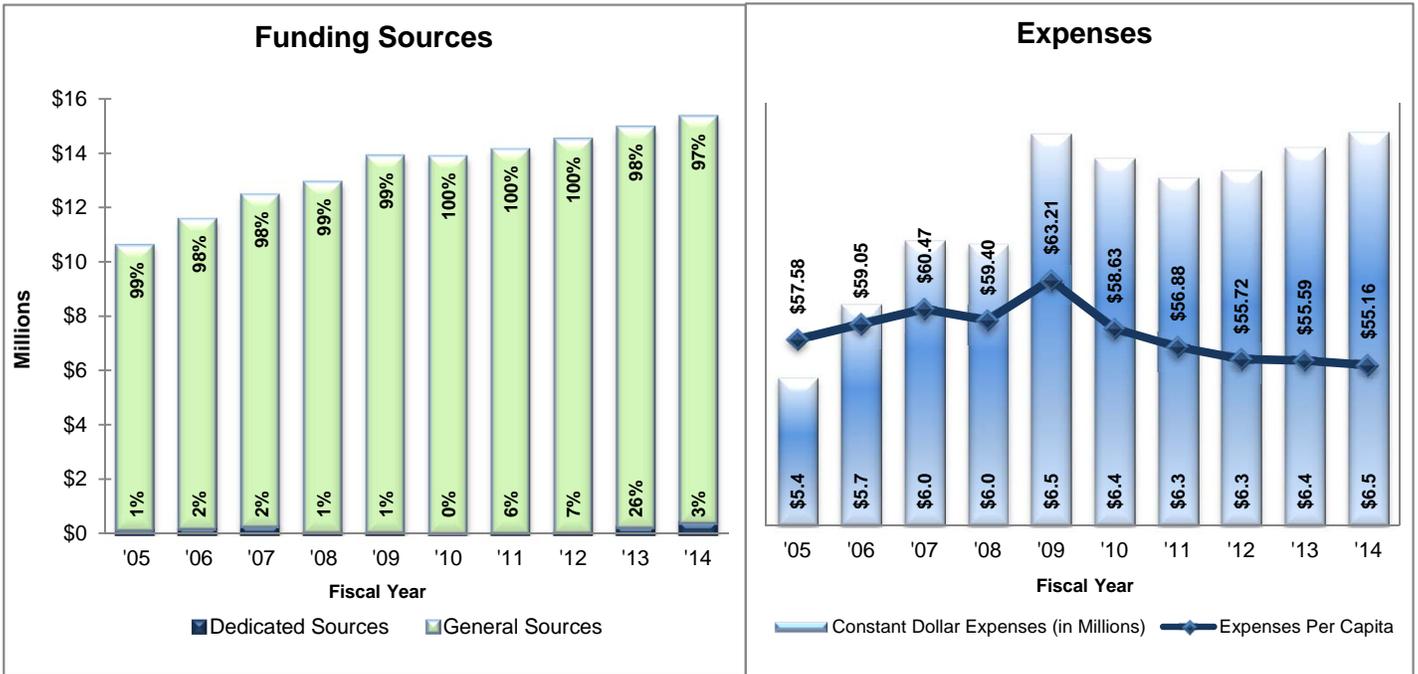
Description:

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 25.39% and constant dollar expenses have increased 3.44% and per capita expenses have decreased 16.97%. 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. 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.

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 Over Previous Year
2005	\$149,037	\$10,445,622	\$10,594,659	195.30	\$5,424,813	94,211	\$57.58	(1.22%)
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%)
10 Yr % Chg	188.88%	42.60%	44.66%	21.22%	19.34%	24.58%	(4.20%)	

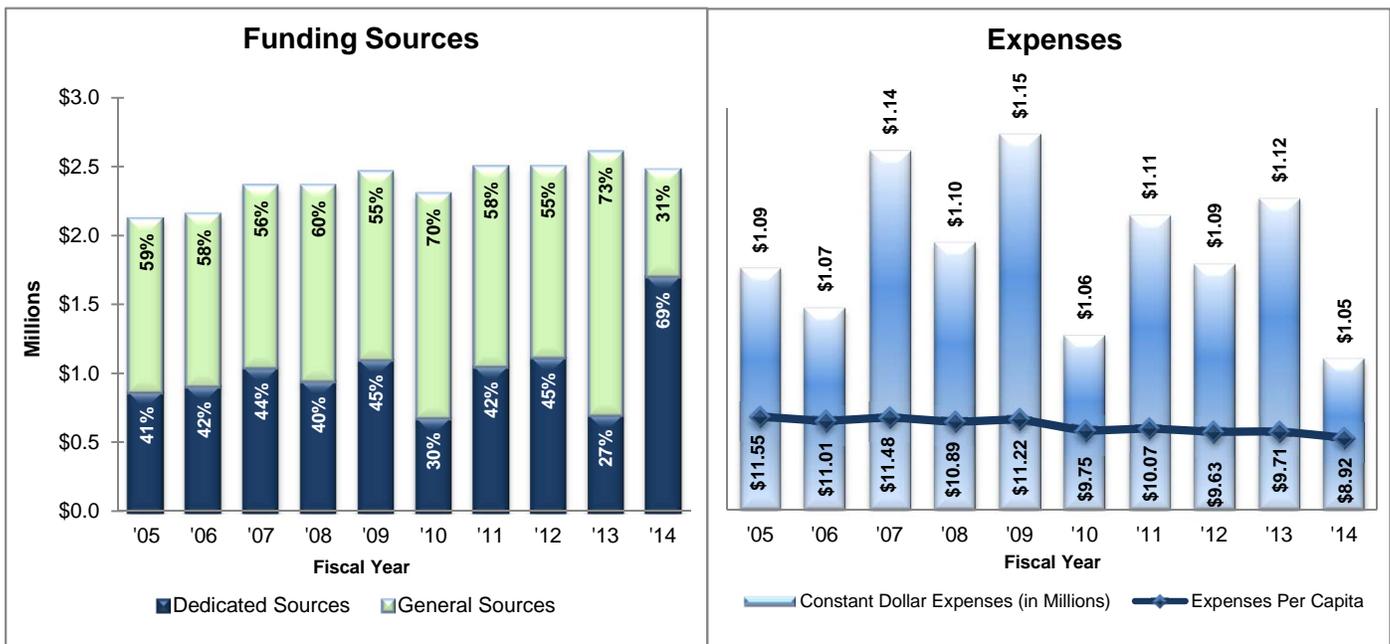
Description:

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 44.66% while constant dollar expenses have increased 19.34% and per capita expense have decreased 4.20%. Personnel costs account for nearly 90% 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. 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.

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 Over Previous Year
2005	\$868,262	\$1,256,888	\$2,125,150	195.30	\$1,088,146	94,211	\$11.55	3.31%
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%)
10 Yr % Chg	96.13%	(38.26%)	16.65%	21.22%	(3.77%)	24.58%	(22.77%)	

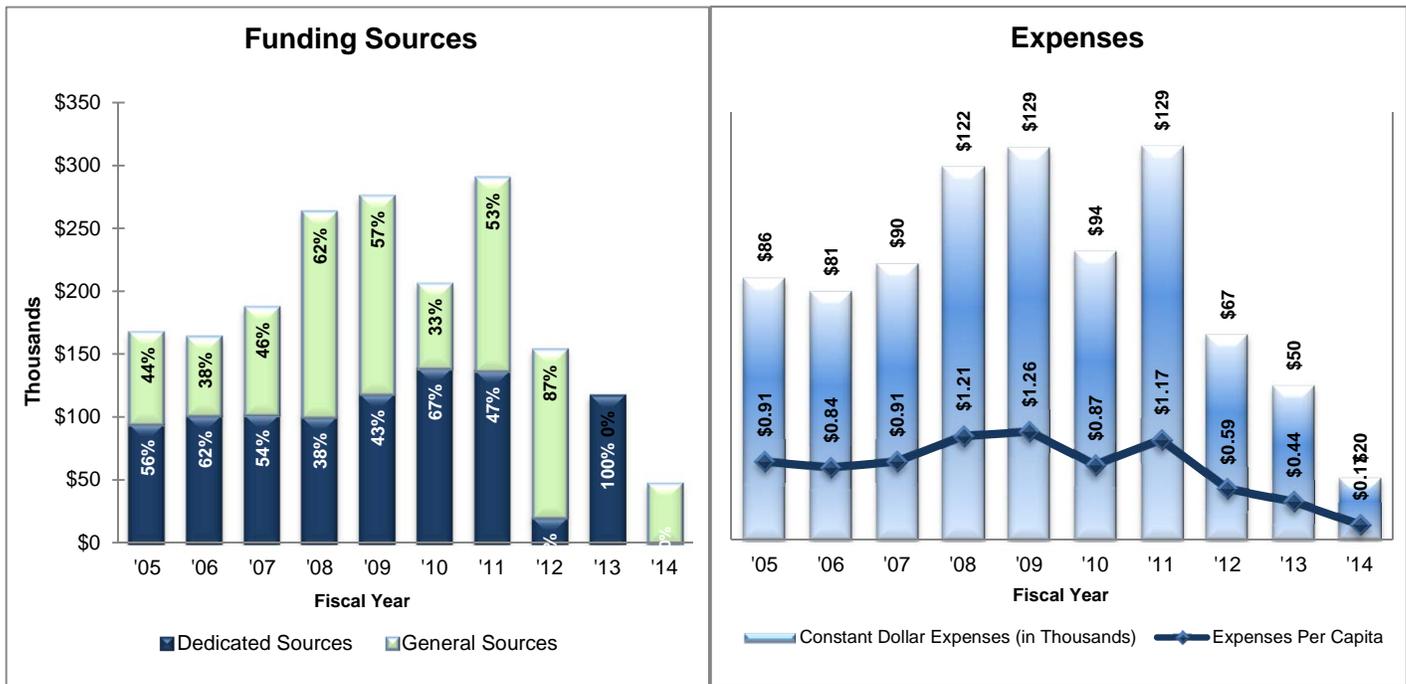
Description:

The Public Safety Joint Communications Department is a General Fund department which receives the majority of its funding from general revenue sources. Dedicated funding comes from grant revenues with the majority coming from user agencies that reimburse the City for services performed.

Analysis:

For the ten year period, total expenses increase 16.65%, while constant dollar expense decreased 3.77% and expenses per capita decreased 22.77%. The citizens passed 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. The personnel will transfer 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 Over Previous Year
2005	\$94,188	\$73,363	\$167,551	195.30	\$85,792	94,211	\$0.91	(19.47%)
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%)
10 Yr % Chg	(100.00%)	(35.46%)	(71.74%)	21.22%	(76.69%)	24.58%	(81.32%)	

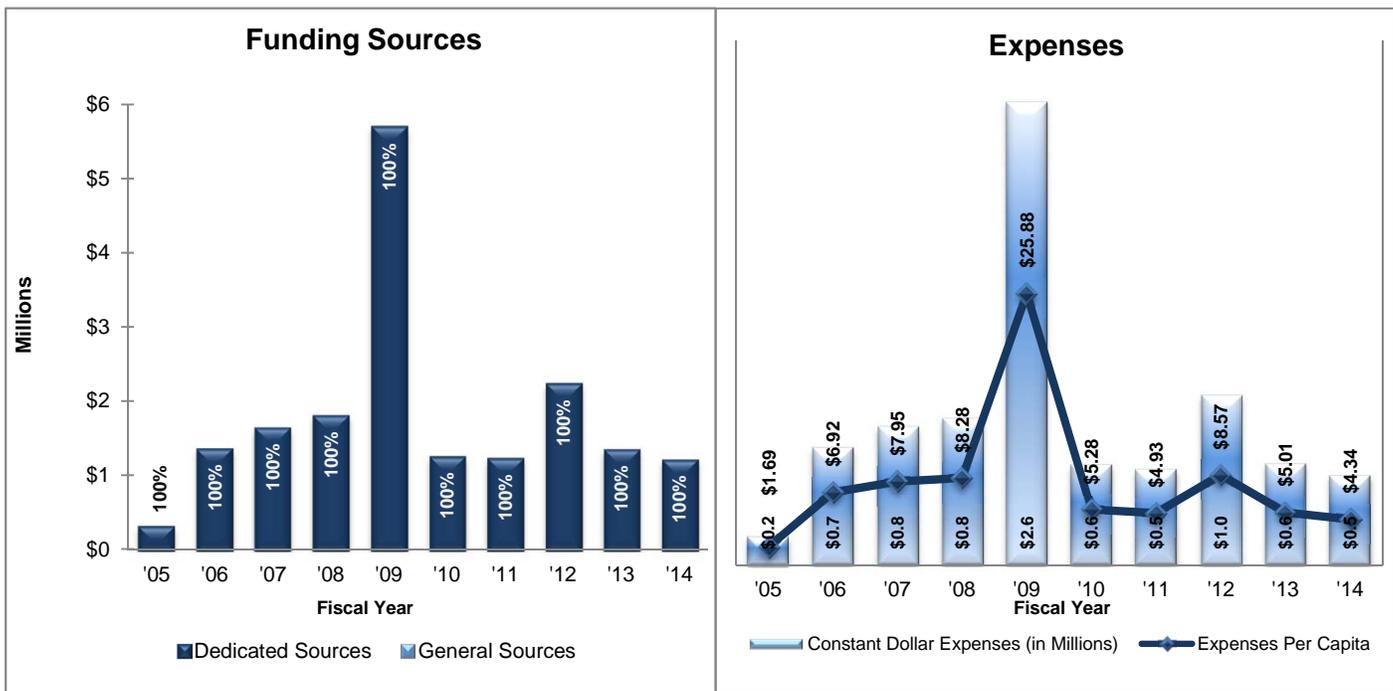
Description:

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 Over Previous Year
2005	\$310,053	\$0	\$310,053	195.30	\$158,757	94,211	\$1.69	(82.04%)
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%)
10 Yr % Chg	288.75%		288.75%	21.22%	220.70%	24.58%	156.80%	

Description:

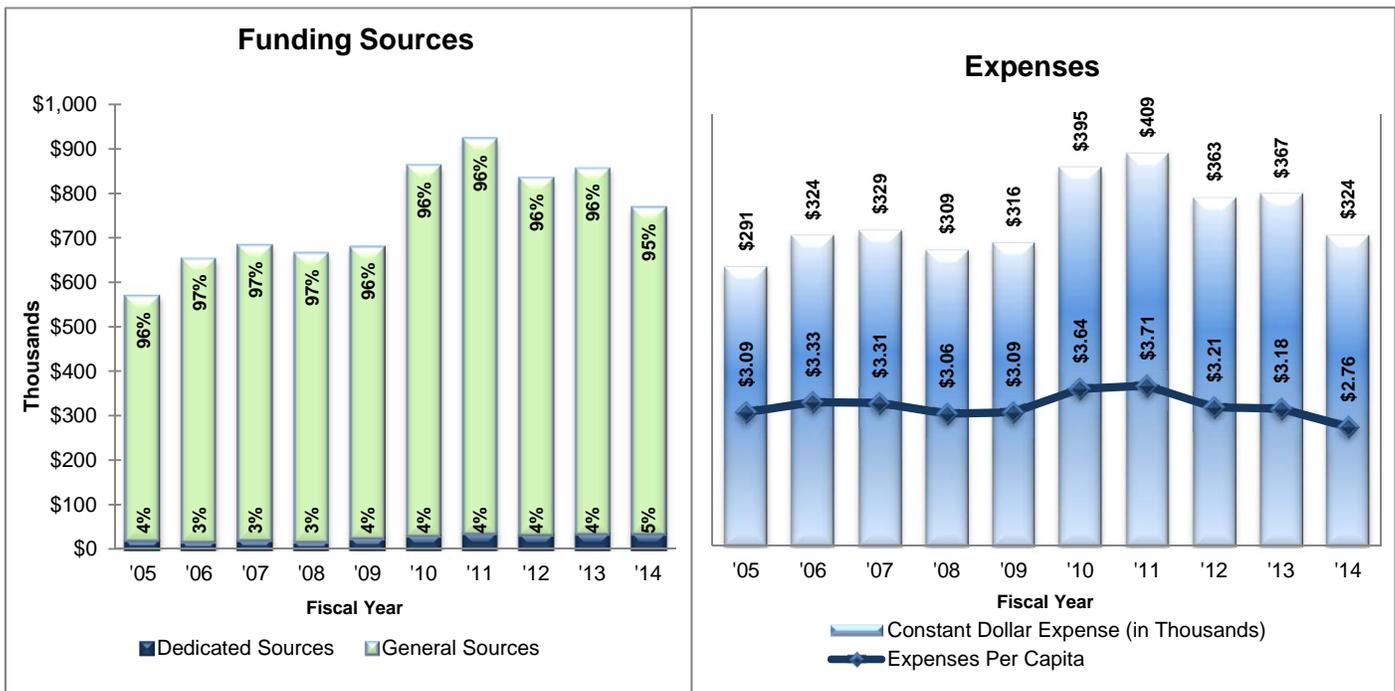
Capital Projects for Police, Fire, Joint Communications and Emergency Management are accounted for within the Capital Projects Fund. Funding for public safety capital projects comes primarily from capital improvement sales tax funds which are approved by the voters every ten years.

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. The current capital improvement sales tax expires December 31, 2015. A new list of public safety and street projects will be taken to the voters to approve another ten year extension of the sales tax in August 2015.

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 current ten year extension. As a result, one new fire station will not be built and the corresponding additional fire apparatus will not be purchased. A future concern is the amount of funding generated by the quarter cent sales tax may not be sufficient to handle the growing need for funding for Police, Fire, and Streets and Sidewalk capital projects. Management will need to explore additional revenue sources in the future.

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 Over Previous Year
2005	\$20,264	\$548,267	\$568,531	195.30	\$291,107	94,211	\$3.09	4.04%
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%)
10 Yr % Chg	74.22%	33.36%	34.82%	21.22%	11.22%	24.58%	(10.68%)	

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 34.82% while constant dollar expenses have increased 11.22%, and per capita expenses have decreased 10.68%. 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.



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

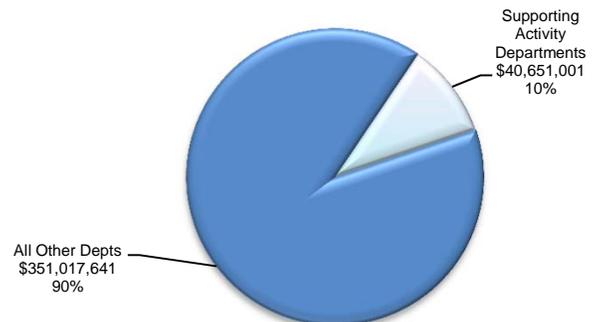
Information Technologies (I.T.) is responsible for support and administration of AS/400 midrange computers, a Wide Area Network (WAN), Local Area Networks (LANs), telecommunications (PBX), City's Web-site, personal computers (PCs), and workstations throughout all City departments. I.T. provides systems 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.

Public Communications Fund

The Public Communications 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.

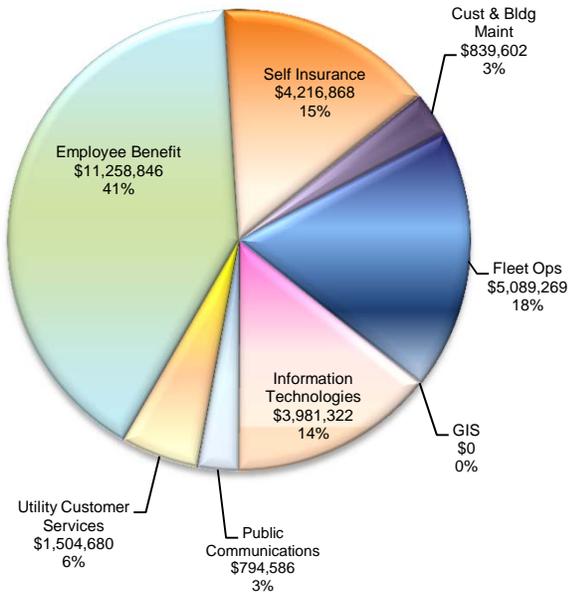
Utility Customer Services Fund

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.

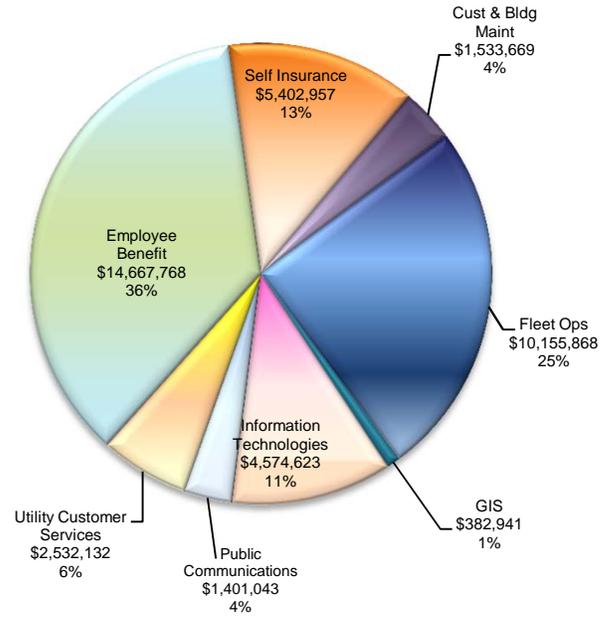


Supporting Activity Departments - Summary

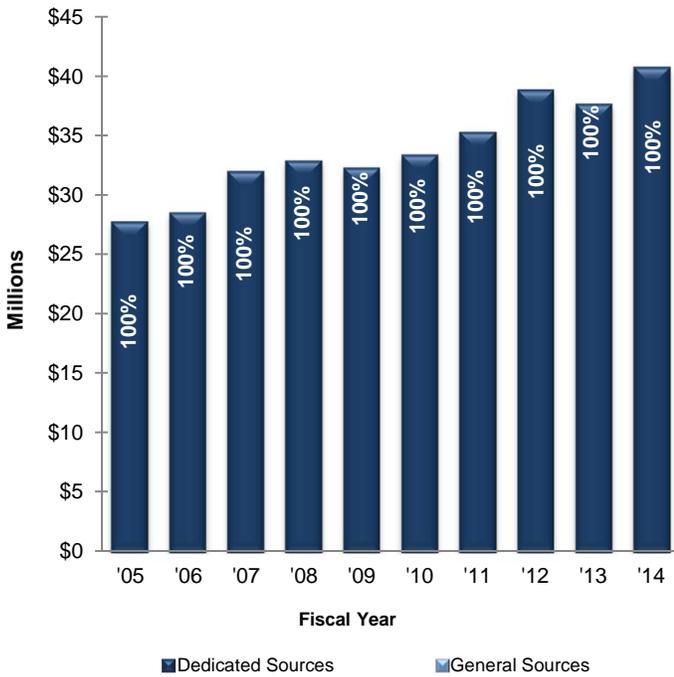
2005 Expenses



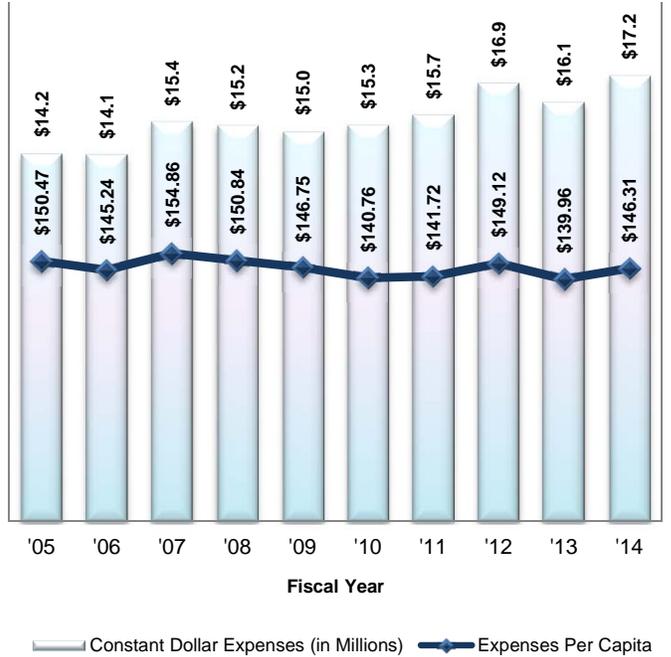
2014 Expenses



Funding Sources



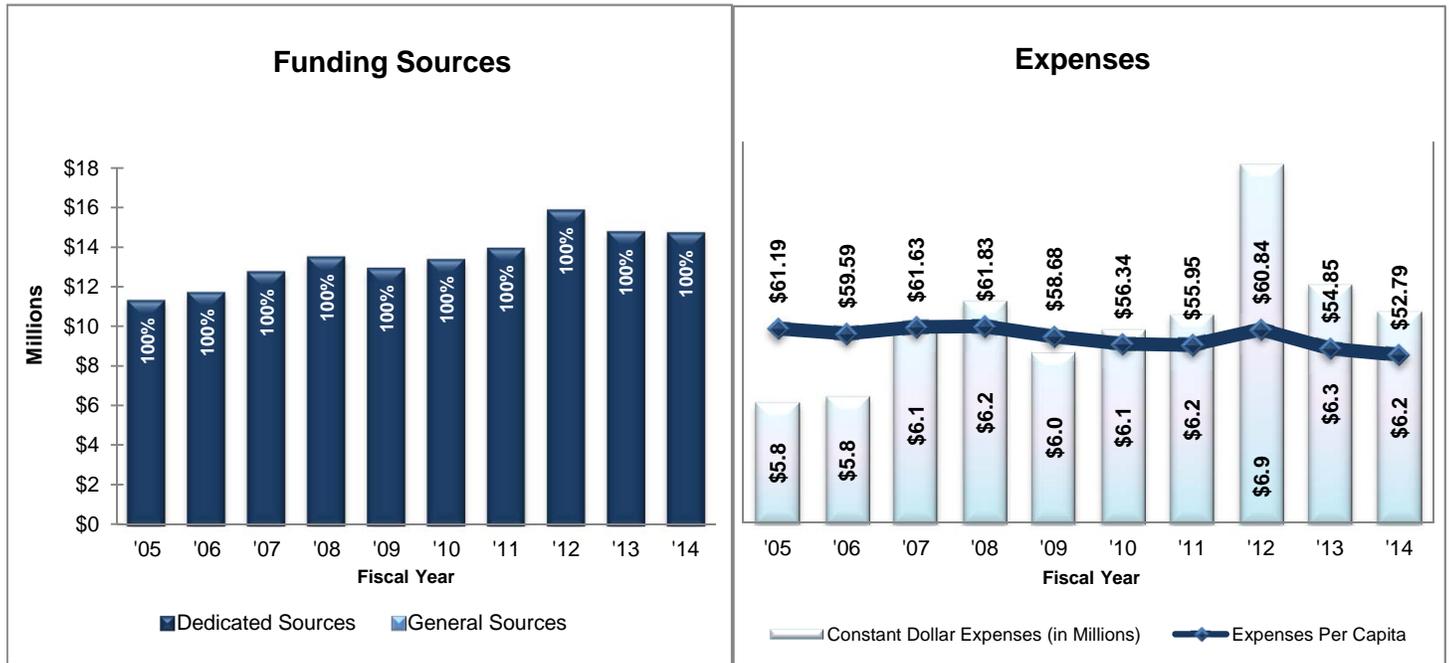
Expenses



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 Over Previous Year
2005	\$11,258,846	\$0	\$11,258,846	195.30	\$5,764,898	94,211	\$61.19	2.14%
2006	\$11,677,908	\$0	\$11,677,908	201.60	\$5,792,613	97,202	\$59.59	(2.61%)
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%)
<i>10 Yr % Chg</i>	<i>30.28%</i>		<i>30.28%</i>	<i>21.22%</i>	<i>1.41%</i>	<i>24.58%</i>	<i>(13.73%)</i>	

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:

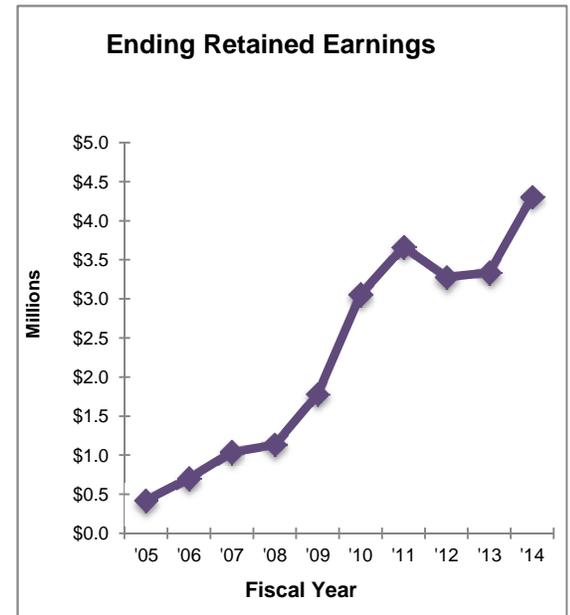
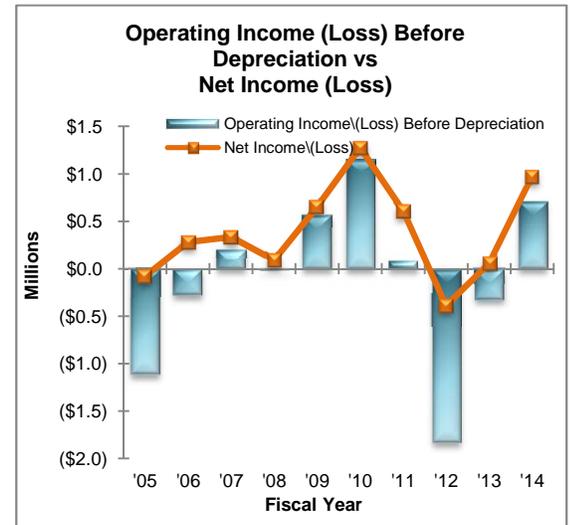
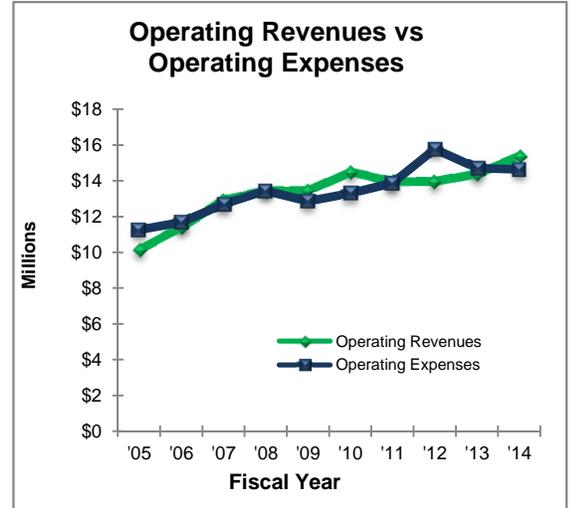
For the past ten years, total expenses have increased 30.28% while constant dollar expenses have increased 7.47% and expenses per capita have decreased 13.73%. The increases have been due to increases in claims costs and insurance premiums; however, in FY 2013 medical and prescription drug claims decreased. Management has increased contributions into Health Savings Accounts for employees who move to the high deductible health plans and this has resulted in more employees moving to these plans and lower claims costs for the city. The City U, a training program open to all city employees began mid-FY 2013. Fund balance and ending cash and other resources have increased. Ending cash and other resources has been above the cash reserve target since FY 2010.

Employee Benefit Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Fees & Service Charges	\$8,454,859	\$9,508,522	\$10,706,134	\$10,692,775	\$10,748,645
Misc. Operating Revenues	\$1,698,866	\$1,894,676	\$2,201,546	\$2,742,204	\$2,683,204
Total Operating Revenues	\$10,153,725	\$11,403,198	\$12,907,680	\$13,434,979	\$13,431,849
Operating Expenses:					
Personal Services	\$210,010	\$244,345	\$231,655	\$232,381	\$251,714
Materials and Supplies	\$22,281	\$33,812	\$22,334	\$36,741	\$30,403
Travel and Training	\$641	\$637	\$474	\$588	\$2,427
Intragovernmental	\$41,982	\$44,770	\$50,698	\$56,312	\$66,506
Utilities, Services and Miscellaneous	\$10,981,307	\$11,353,058	\$12,394,415	\$13,116,818	\$12,508,223
Total Operating Expenses	\$11,256,221	\$11,676,622	\$12,699,576	\$13,442,840	\$12,859,273
Operating Income (Loss) Before Depreciation	(\$1,102,496)	(\$273,424)	\$208,104	(\$7,861)	\$572,576
Depreciation	\$0	\$0	\$0	\$0	\$0
Operating Income (Loss)	(\$1,102,496)	(\$273,424)	\$208,104	(\$7,861)	\$572,576
Non-Operating Revenues:					
Investment Revenue	\$26,778	\$53,206	\$77,316	\$90,109	\$96,684
Miscellaneous Revenue	\$0	\$1,804	\$5,337	\$6,729	\$4,883
Total Non-Operating Revenues	\$26,778	\$55,010	\$82,653	\$96,838	\$101,567
Operating Transfers:					
Operating Transfer From Other Funds	\$1,000,565	\$500,134	\$45,400	\$0	\$0
Operating Transfers To Other Funds	(\$2,625)	(\$1,286)	\$0	\$0	(\$21,916)
Total Operating Transfers	\$997,940	\$498,848	\$45,400	\$0	(\$21,916)
Net Income (Loss) Before Capital Contribution	(\$77,778)	\$280,434	\$336,157	\$88,977	\$652,227
Capital Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss)	(\$77,778)	\$280,434	\$336,157	\$88,977	\$652,227
Amortization of Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss) Transferred To Retained Earnings	(\$77,778)	\$280,434	\$336,157	\$88,977	\$652,227
Beginning Retained Earnings	\$500,663	\$422,885	\$703,319	\$1,039,476	\$1,128,453
Ending Retained Earnings	\$422,885	\$703,319	\$1,039,476	\$1,128,453	\$1,780,680
Contributed Capital	\$0	\$0	\$0	\$0	\$0
Ending Fund Equity	\$422,885	\$703,319	\$1,039,476	\$1,128,453	\$1,780,680

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$11,541,769	\$11,701,901	\$11,695,396	\$11,976,757	\$12,780,901
\$2,930,210	\$2,259,706	\$2,252,634	\$2,406,825	\$2,564,784
<u>\$14,471,979</u>	<u>\$13,961,607</u>	<u>\$13,948,030</u>	<u>\$14,383,582</u>	<u>\$15,345,685</u>
\$342,593	\$379,592	\$410,213	\$571,218	\$1,014,935
\$15,828	\$18,158	\$65,246	\$83,125	\$73,125
\$520	\$3,297	\$1,954	\$9,383	\$15,127
\$70,203	\$68,681	\$436	\$858	\$465
<u>\$12,878,981</u>	<u>\$13,407,214</u>	<u>\$15,292,915</u>	<u>\$14,042,077</u>	<u>\$13,533,181</u>
<u>\$13,308,125</u>	<u>\$13,876,942</u>	<u>\$15,770,764</u>	<u>\$14,706,661</u>	<u>\$14,636,833</u>
\$1,163,854	\$84,665	(\$1,822,734)	(\$323,079)	\$708,852
\$0	\$0	\$0	\$0	\$0
<u>\$1,163,854</u>	<u>\$84,665</u>	<u>(\$1,822,734)</u>	<u>(\$323,079)</u>	<u>\$708,852</u>
\$126,386	\$102,554	\$67,959	(\$58,820)	\$82,618
\$7,072	\$446,239	\$1,412,204	\$405,409	\$214,259
<u>\$133,458</u>	<u>\$548,793</u>	<u>\$1,480,163</u>	<u>\$346,589</u>	<u>\$296,877</u>
\$0	\$0	\$0	\$55,000	\$0
(\$21,868)	(\$21,868)	(\$46,767)	(\$21,868)	(\$30,935)
<u>(\$21,868)</u>	<u>(\$21,868)</u>	<u>(\$46,767)</u>	<u>\$33,132</u>	<u>(\$30,935)</u>
\$1,275,444	\$611,590	(\$389,338)	\$56,642	\$974,794
\$0	\$0	\$0	\$0	\$0
<u>\$1,275,444</u>	<u>\$611,590</u>	<u>(\$389,338)</u>	<u>\$56,642</u>	<u>\$974,794</u>
\$0	\$0	\$0	\$0	\$0
<u>\$1,275,444</u>	<u>\$611,590</u>	<u>(\$389,338)</u>	<u>\$56,642</u>	<u>\$974,794</u>
\$1,780,680	\$3,056,124	\$3,667,714	\$3,278,376	\$3,335,018
<u>\$3,056,124</u>	<u>\$3,667,714</u>	<u>\$3,278,376</u>	<u>\$3,335,018</u>	<u>\$4,309,812</u>
\$0	\$0	\$0	\$0	\$0
<u>\$3,056,124</u>	<u>\$3,667,714</u>	<u>\$3,278,376</u>	<u>\$3,335,018</u>	<u>\$4,309,812</u>



Employee Benefit Fund

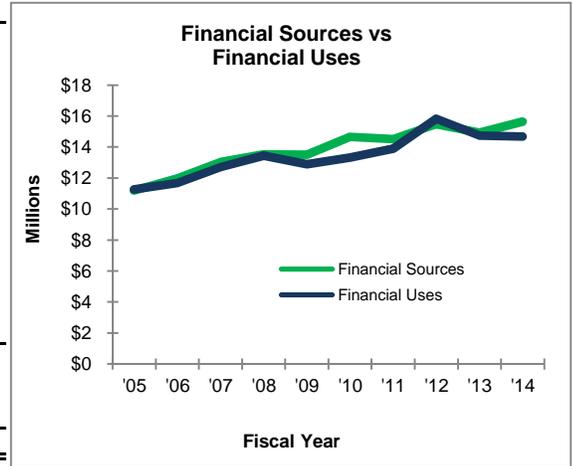
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$0	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$38,259	\$55,289	\$64,440	\$79,901	\$61,850
Fees and Service Charges	\$10,153,725	\$11,403,198	\$12,907,680	\$13,434,979	\$13,431,849
Other Local Revenues ++	\$0	\$1,804	\$5,337	\$6,729	\$4,883
	\$10,191,984	\$11,460,291	\$12,977,457	\$13,521,609	\$13,498,582
Other Funding Sources/Transfers^	\$1,000,565	\$500,134	\$45,400	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$11,192,549	\$11,960,425	\$13,022,857	\$13,521,609	\$13,498,582
Financial Uses					
Operating Expenses	\$11,256,221	\$11,676,622	\$12,699,576	\$13,442,840	\$12,859,273
Operating Transfers to Other Funds	\$2,625	\$1,286	\$0	\$0	\$21,916
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	\$11,258,846	\$11,677,908	\$12,699,576	\$13,442,840	\$12,881,189
Financial Sources Over/ (Under) Financial Uses	(\$66,297)	\$282,517	\$323,281	\$78,769	\$617,393
Current Assets	\$1,613,738	\$1,784,884	\$2,206,686	\$2,290,500	\$2,621,217
Less: Current Liabilities	\$231,374	\$196,735	\$280,123	\$213,636	\$160,581
Ending Cash and Other Resources #	\$1,382,364	\$1,588,149	\$1,926,563	\$2,076,864	\$2,460,636
Cash Reserve Target (20% of Fin. Uses)	\$2,251,769	\$2,335,582	\$2,539,915	\$2,688,568	\$2,576,238
Cash Above/(Below) Cash Reserve Target	(\$869,405)	(\$747,433)	(\$613,352)	(\$611,704)	(\$115,602)

++ Other Local Revenues include miscellaneous revenues

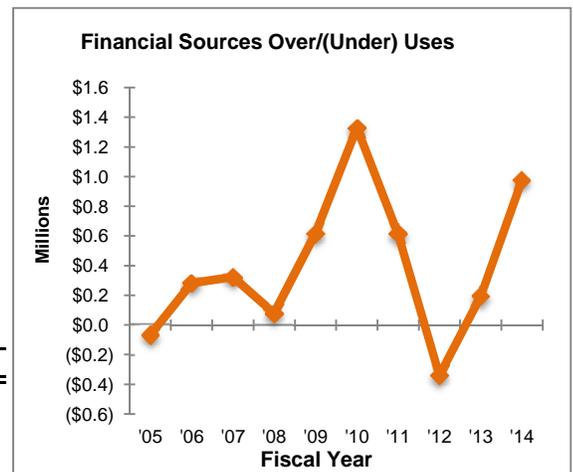
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$0	\$0
\$180,132	\$104,401	\$118,398	\$78,526	\$82,760
\$14,471,979	\$11,701,901	\$11,695,396	\$11,976,757	\$12,780,901
\$7,072	\$2,705,945	\$3,664,838	\$2,812,234	\$2,779,043
\$14,659,183	\$14,512,247	\$15,478,632	\$14,867,517	\$15,642,704
\$0	\$0	\$0	\$55,000	\$0
\$14,659,183	\$14,512,247	\$15,478,632	\$14,922,517	\$15,642,704

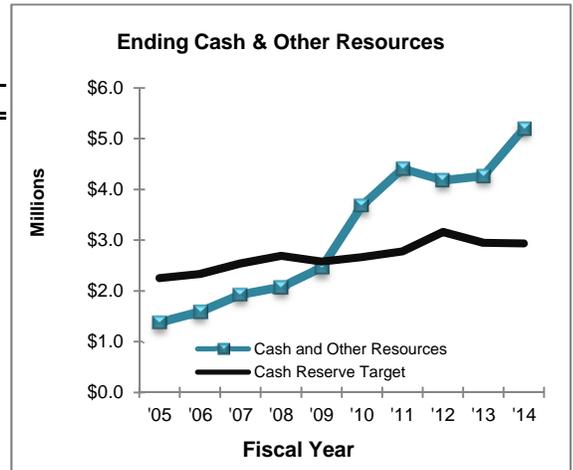


\$13,308,125	\$13,876,942	\$15,770,764	\$14,706,661	\$14,636,833
\$21,868	\$21,868	\$46,767	\$21,868	\$30,935
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$13,329,993	\$13,898,810	\$15,817,531	\$14,728,529	\$14,667,768



\$1,329,190	\$613,437	(\$338,899)	\$193,988	\$974,936
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\$3,987,690	\$4,696,711	\$4,505,052	\$4,529,009	\$5,495,134
\$304,165	\$285,301	\$326,663	\$266,091	\$293,822
\$3,683,525	\$4,411,410	\$4,178,389	\$4,262,918	\$5,201,312

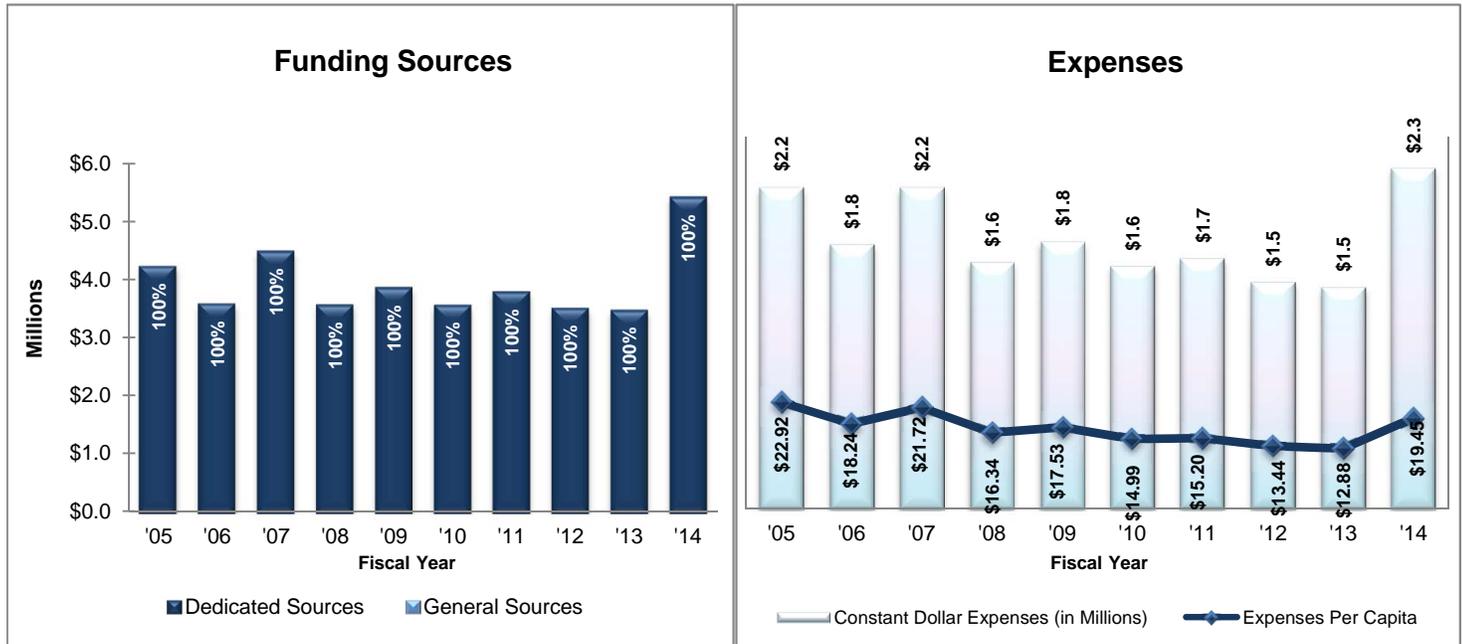


\$2,665,999	\$2,779,762	\$3,163,506	\$2,945,706	\$2,933,554
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\$1,017,526	\$1,631,648	\$1,014,883	\$1,317,212	\$2,267,758
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Supporting Activity - Self Insurance Reserve Fund



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 Over Previous Year
2005	\$4,216,868	\$0	\$4,216,868	195.30	\$2,159,175	94,211	\$22.92	57.29%
2006	\$3,574,115	\$0	\$3,574,115	201.60	\$1,772,875	97,202	\$18.24	(20.42%)
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%
10 Yr % Chg	28.13%		28.13%	21.22%	5.70%	24.58%	(15.14%)	

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 which 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:

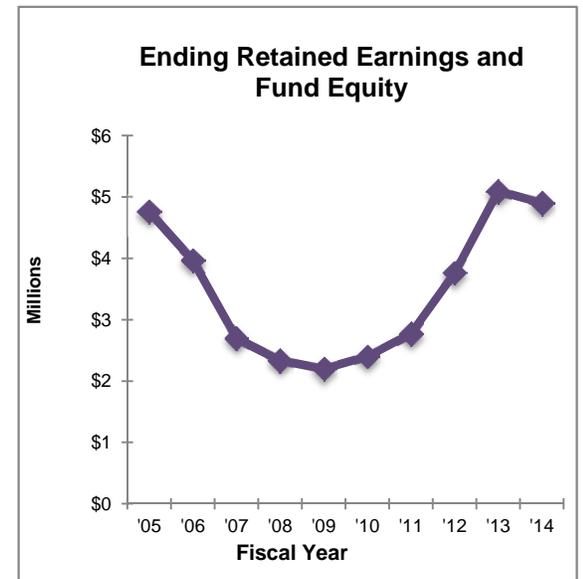
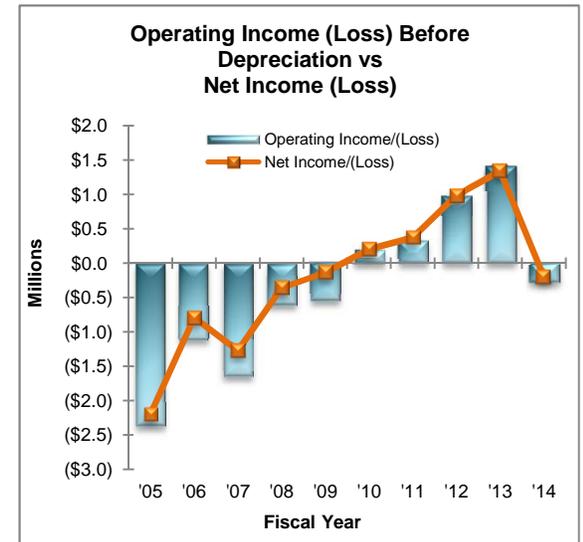
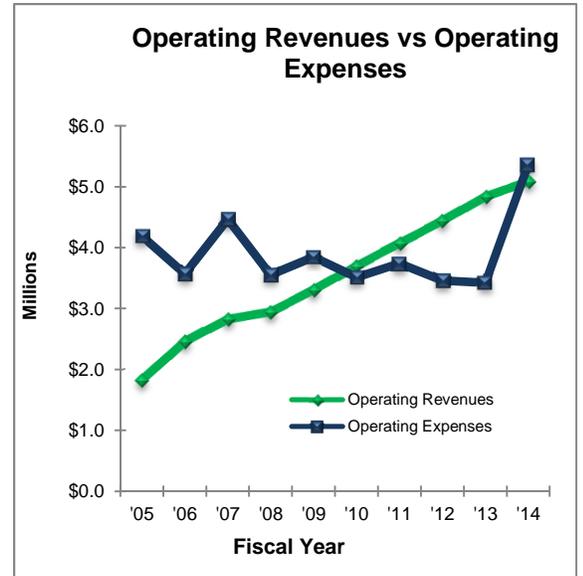
For the ten year period, total expenses have increase 28.13%, while constant dollar expenses have increased 21.22% and expenses per capita have decreased 15.14%. The increases and decreases over the ten year period are due to the fluctuation in the number and size of claims as well as increase in insurance premiums. Management closely monitors this fund to ensure the fund is properly funded and premium and claim cost increases are minimized. Fund balance decreased from FY 2005 to FY 2009, but has been increasing each year since then. Ending cash and other resources has been above the cash reserve target since FY 2008.

Self Insurance Reserve Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
User Charges	\$1,825,032	\$2,455,498	\$2,828,610	\$2,944,239	\$3,303,866
Misc. Operating Revenue	\$0	\$0	\$0	\$0	\$0
Total Operating Revenues	\$1,825,032	\$2,455,498	\$2,828,610	\$2,944,239	\$3,303,866
Operating Expenses:					
Personal Services	\$114,288	\$119,931	\$174,017	\$187,252	\$194,436
Materials and Supplies	\$3,635	\$2,674	\$2,924	\$2,571	\$8,402
Travel and Training	\$3,196	\$4,800	\$5,910	\$3,629	\$4,524
Intragovernmental	\$25,323	\$26,217	\$31,923	\$41,220	\$42,797
Utilities, Services and Miscellaneous	\$4,045,176	\$3,413,637	\$4,255,250	\$3,317,226	\$3,597,705
Total Operating Expenses	\$4,191,618	\$3,567,259	\$4,470,024	\$3,551,898	\$3,847,864
Operating Income (Loss) Before Depreciation	(\$2,366,586)	(\$1,111,761)	(\$1,641,414)	(\$607,659)	(\$543,998)
Depreciation	(\$5,500)	(\$6,000)	(\$6,000)	(\$500)	\$0
Operating Income (Loss)	(\$2,372,086)	(\$1,117,761)	(\$1,647,414)	(\$608,159)	(\$543,998)
Non-Operating Revenues:					
Investment Revenue	\$169,881	\$289,590	\$374,810	\$248,164	\$79,260
Revenue from Other Gov Units	\$0	\$36,322	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$325,876
Total Non-Operating Revenues	\$169,881	\$325,912	\$374,810	\$248,164	\$405,136
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	(\$1,750)	(\$856)	\$0	\$0	\$0
Total Operating Transfers	(\$1,750)	(\$856)	\$0	\$0	\$0
Net Income (Loss) Before Capital Contribution	(\$2,203,955)	(\$792,705)	(\$1,272,604)	(\$359,995)	(\$138,862)
Capital Contributions	(\$2,203,955)	(\$792,705)	(\$1,272,604)	(\$359,995)	(\$138,862)
Net Income (Loss)	(\$2,203,955)	(\$792,705)	(\$1,272,604)	(\$359,995)	(\$138,862)
Amortization of Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss) Transferred To Retained Earnings	(\$2,203,955)	(\$792,705)	(\$1,272,604)	(\$359,995)	(\$138,862)
Beginning Retained Earnings	\$6,964,471	\$4,760,516	\$3,967,811	\$2,695,207	\$2,335,212
Ending Retained Earnings	\$4,760,516	\$3,967,811	\$2,695,207	\$2,335,212	\$2,196,350
Contributed Capital	\$0	\$0	\$0	\$0	\$0
Ending Fund Equity	\$4,760,516	\$3,967,811	\$2,695,207	\$2,335,212	\$2,196,350

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$3,700,336	\$4,070,362	\$4,436,696	\$4,837,151	\$5,082,233
\$0	\$0	\$0	\$0	\$0
<u>\$3,700,336</u>	<u>\$4,070,362</u>	<u>\$4,436,696</u>	<u>\$4,837,151</u>	<u>\$5,082,233</u>
\$191,810	\$197,613	\$195,056	\$225,730	\$229,936
\$7,273	\$5,184	\$5,810	\$7,456	\$6,635
\$4,870	\$4,005	\$1,421	\$9,799	\$2,401
\$41,994	\$52,460	\$251	\$255	\$304
<u>\$3,263,884</u>	<u>\$3,480,603</u>	<u>\$3,255,191</u>	<u>\$3,179,191</u>	<u>\$5,123,105</u>
<u>\$3,509,831</u>	<u>\$3,739,865</u>	<u>\$3,457,729</u>	<u>\$3,422,431</u>	<u>\$5,362,381</u>
\$190,505	\$330,497	\$978,967	\$1,414,720	(\$280,148)
\$0	\$0	\$0	\$0	\$0
<u>\$190,505</u>	<u>\$330,497</u>	<u>\$978,967</u>	<u>\$1,414,720</u>	<u>(\$280,148)</u>
\$19,603	\$29,159	\$4,348	(\$68,887)	\$67,741
\$0	\$0	\$0	\$30,099	\$0
\$31,419	\$47,500	\$37,956	\$0	\$55,258
<u>\$51,022</u>	<u>\$76,659</u>	<u>\$42,304</u>	<u>(\$38,788)</u>	<u>\$122,999</u>
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
\$0	\$0	\$0	\$0	\$0
(\$35,845)	(\$35,845)	(\$35,845)	(\$35,845)	(\$40,576)
<u>(\$35,845)</u>	<u>(\$35,845)</u>	<u>(\$35,845)</u>	<u>(\$35,845)</u>	<u>(\$40,576)</u>
\$205,682	\$371,311	\$985,426	\$1,340,087	(\$197,725)
<u>\$205,682</u>	<u>\$371,311</u>	<u>\$985,426</u>	<u>\$1,340,087</u>	<u>(\$197,725)</u>
\$0	\$0	\$0	\$0	\$0
<u>\$205,682</u>	<u>\$371,311</u>	<u>\$985,426</u>	<u>\$1,340,087</u>	<u>(\$197,725)</u>
\$2,196,350	\$2,402,032	\$2,773,343	\$3,758,769	\$5,098,856
<u>\$2,402,032</u>	<u>\$2,773,343</u>	<u>\$3,758,769</u>	<u>\$5,098,856</u>	<u>\$4,901,131</u>
\$0	\$0	\$0	\$0	\$0
<u>\$2,402,032</u>	<u>\$2,773,343</u>	<u>\$3,758,769</u>	<u>\$5,098,856</u>	<u>\$4,901,131</u>



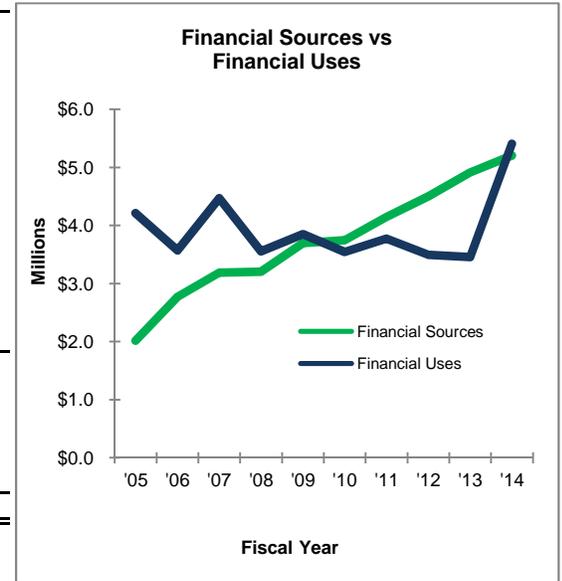
Self Insurance Reserve Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$0	\$36,322	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$189,187	\$279,809	\$361,484	\$258,756	\$64,983
Fees and Service Charges	\$1,825,032	\$2,455,498	\$2,828,610	\$2,944,239	\$3,303,866
Other Local Revenues ++	\$0	\$0	\$0	\$0	\$325,876
	\$2,014,219	\$2,771,629	\$3,190,094	\$3,202,995	\$3,694,725
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$2,014,219	\$2,771,629	\$3,190,094	\$3,202,995	\$3,694,725
Financial Uses					
Operating Expenses	\$4,191,618	\$3,567,259	\$4,470,024	\$3,551,898	\$3,847,864
Operating Transfers to Other Funds	\$1,750	\$856	\$0	\$0	\$0
Interest and Other Non-Oper Cash Exp	\$0	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$18,000	\$0	\$0	\$0	\$0
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$4,211,368	\$3,568,115	\$4,470,024	\$3,551,898	\$3,847,864
Financial Sources Over/ (Under) Financial Uses	(\$2,197,149)	(\$796,486)	(\$1,279,930)	(\$348,903)	(\$153,139)
Current Assets	\$2,132	(\$209)	\$340,352	\$1,270,547	\$895,769
Less: Current Liabilities	\$116,985	\$173,563	\$34,838	\$197,382	\$19,727
Ending Cash and Other Resources #	(\$114,853)	(\$173,772)	\$305,514	\$1,073,165	\$876,042
Cash Reserve Target (Claims Amount)	\$842,274	\$2,527,169	\$3,368,668	\$2,582,911	\$2,628,868
Cash Above/(Below) Cash Reserve Target	(\$957,127)	(\$2,700,941)	(\$3,063,154)	(\$1,509,746)	(\$1,752,826)

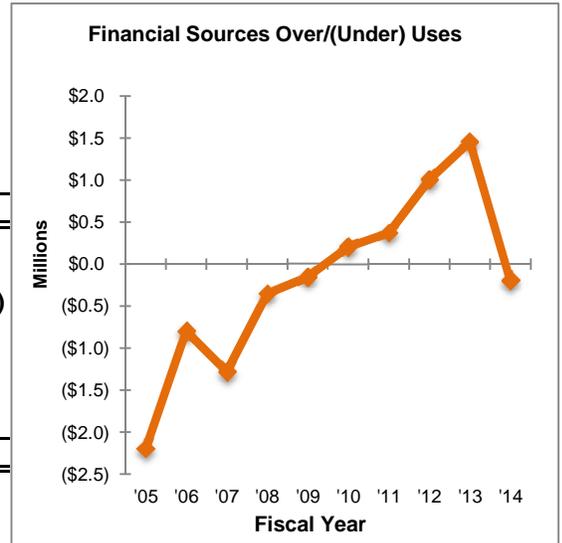
++ Other Local Revenues include Miscellaneous Revenue.

Financial Sources and Uses

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$30,099	\$0
\$14,911	\$29,850	\$25,715	\$45,573	\$65,304
\$3,700,336	\$4,070,362	\$4,436,696	\$4,837,151	\$5,082,233
\$31,419	\$47,500	\$37,956	\$0	\$55,258
\$3,746,666	\$4,147,712	\$4,500,367	\$4,912,823	\$5,202,795
\$0	\$0	\$0	\$0	\$0
\$3,746,666	\$4,147,712	\$4,500,367	\$4,912,823	\$5,202,795

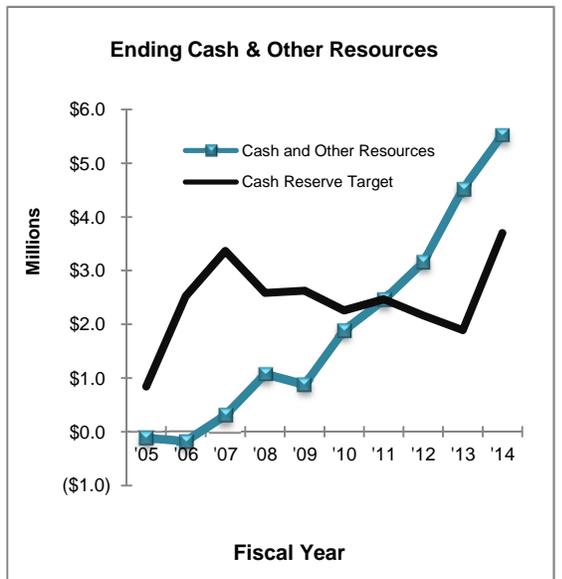


\$3,509,831	\$3,739,865	\$3,457,729	\$3,422,431	\$5,362,381
\$35,845	\$35,845	\$35,845	\$35,845	\$40,576
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$3,545,676	\$3,775,710	\$3,493,574	\$3,458,276	\$5,402,957



\$200,990	\$372,002	\$1,006,793	\$1,454,547	(\$200,162)
\$1,909,181	\$2,488,274	\$3,183,829	\$4,559,945	\$5,562,545
\$24,795	\$34,366	\$25,868	\$35,892	\$35,699
\$1,884,386	\$2,453,908	\$3,157,961	\$4,524,053	\$5,526,846

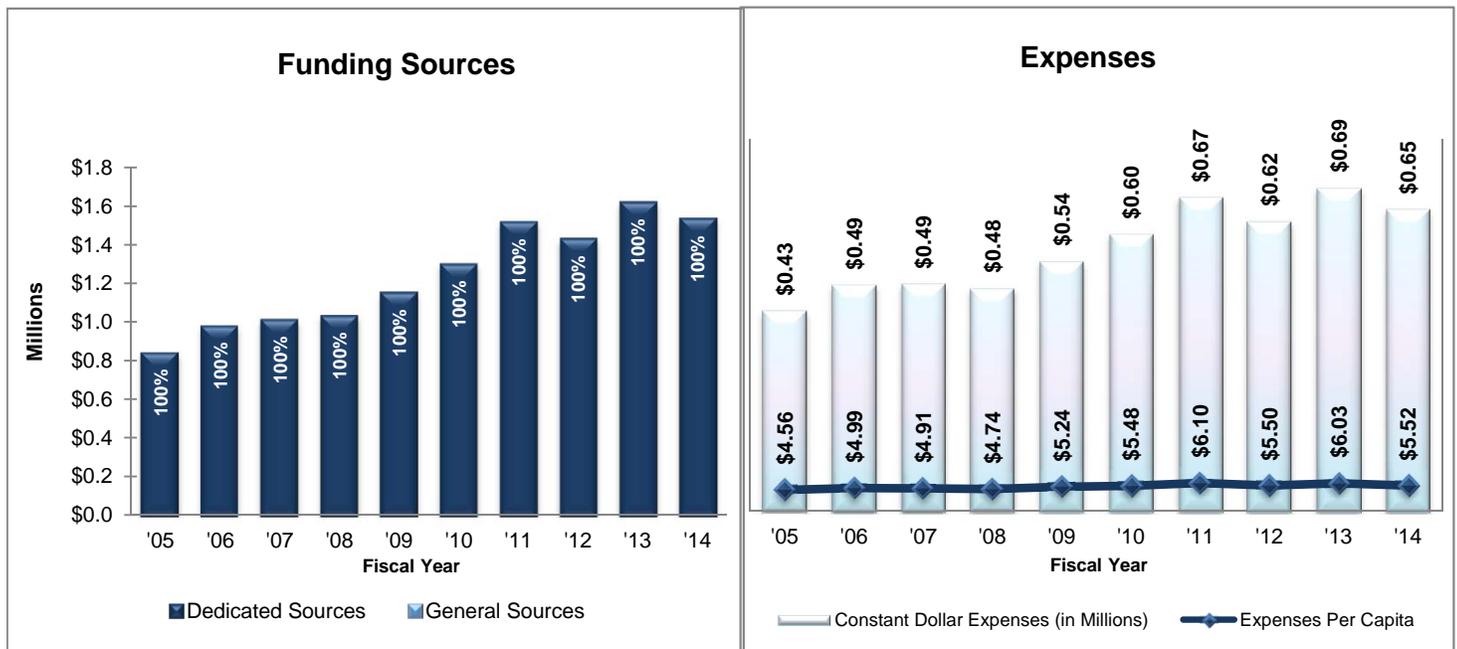
\$2,261,340	\$2,468,169	\$2,164,134	\$1,888,957	\$3,698,037
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(\$376,954)	(\$14,261)	\$993,827	\$2,635,096	\$1,828,809
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Supporting Activity - Custodial and Building Maintenance Fund



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 Over Previous Year
2005	\$839,602	\$0	\$839,602	195.30	\$429,904	94,211	\$4.56	1.92%
2006	\$977,808	\$0	\$977,808	201.60	\$485,024	97,202	\$4.99	9.43%
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%)
10 Yr % Chg	82.67%		82.67%	21.22%	50.69%	24.58%	21.05%	

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:

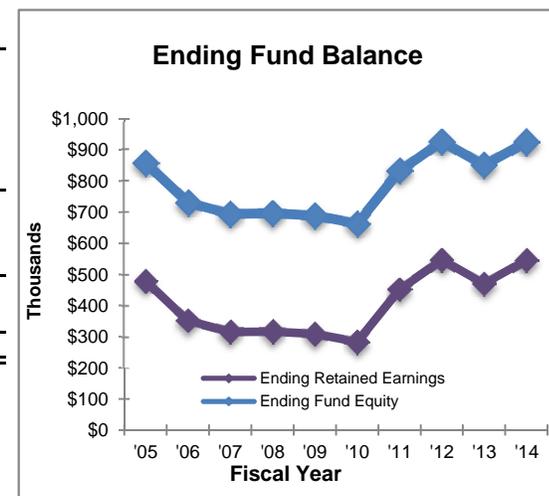
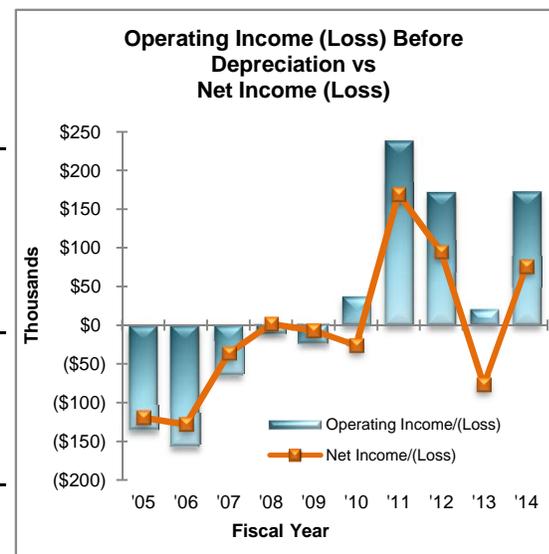
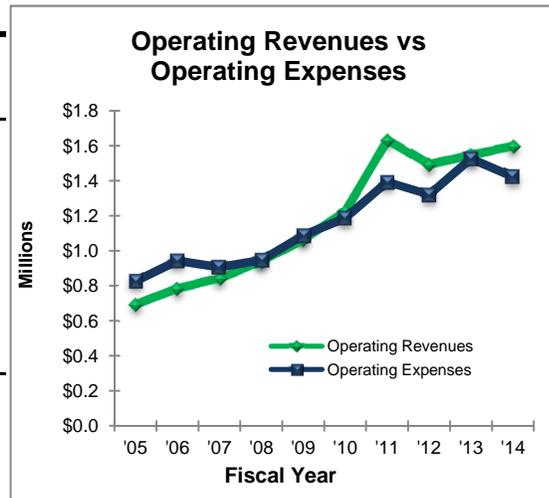
For the ten year period, total expenses increased 82.67%, constant dollar expenses increased 50.69%, and expenses per capita increased 21.05%. Most of this increase occurred because the department started cleaning additional buildings. In FY 2009, custodial services were added to the Wabash (Transit) building and increased at the Grissum Building. In FY 2010, Custodial and Building Maintenance services were increased in the addition and renovation of the Daniel Boone Building. Three positions were added as a result of the expanded square footage for custodial and building maintenance. 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 has been above the cash reserve guideline for all years shown.

Custodial and Building Maintenance Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Custodial User charges	\$217,874	\$257,091	\$288,963	\$331,130	\$470,096
Bldg. Maint. User Charges	\$474,305	\$529,899	\$553,589	\$605,979	\$595,336
Total Operating Revenues	\$692,179	\$786,990	\$842,552	\$937,109	\$1,065,432
Operating Expenses:					
Personal Services	\$449,029	\$487,239	\$482,649	\$514,538	\$605,294
Materials and Supplies	\$82,462	\$123,231	\$104,212	\$105,922	\$129,656
Travel and Training	\$0	\$457	\$0	\$1,477	\$508
Intragovernmental	\$60,903	\$71,203	\$76,180	\$82,511	\$77,000
Utilities, Services and Miscellaneous	\$234,556	\$260,759	\$243,647	\$243,251	\$276,012
Total Operating Expenses	\$826,950	\$942,889	\$906,688	\$947,699	\$1,088,470
Operating Income (Loss) Before Depreciation	(\$134,771)	(\$155,899)	(\$64,136)	(\$10,590)	(\$23,038)
Depreciation	(\$4,777)	(\$4,826)	(\$8,708)	(\$10,905)	(\$12,656)
Operating Income (Loss) *	(\$139,548)	(\$160,725)	(\$72,844)	(\$21,495)	(\$35,694)
Non-Operating Revenues:					
Investment Revenue	\$25,970	\$32,869	\$35,900	\$27,742	\$24,642
Revenue from Other Gov Units	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$2,119	\$4,079	\$2,001	\$3,450	\$4,175
Total Non-Operating Revenues	\$28,089	\$36,948	\$37,901	\$31,192	\$28,817
Non-Operating Expenses:					
Interest Expense	\$0	\$0	\$0	\$0	\$0
Loss on Disposal of Assets	\$0	\$0	\$0	\$0	\$0
Miscellaneous Expenses	\$0	\$0	\$1,600	\$8,164	\$0
Total Non-Operating Expenses	\$0	\$0	\$1,600	\$8,164	\$0
Operating Transfers:					
Operating Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$7,875)	(\$4,493)	\$0	\$0	\$0
Total Operating Transfers	(\$7,875)	(\$4,493)	\$0	\$0	\$0
Net Income (Loss) Before Capital Contribution	(\$119,334)	(\$128,270)	(\$36,543)	\$1,533	(\$6,877)
Capital Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss)	(\$119,334)	(\$128,270)	(\$36,543)	\$1,533	(\$6,877)
Amortization of Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss) Transferred To Retained Earnings	(\$119,334)	(\$128,270)	(\$36,543)	\$1,533	(\$6,877)
Beginning Retained Earnings	\$598,710	\$479,376	\$351,106	\$314,563	\$316,096
Ending Retained Earnings	\$479,376	\$351,106	\$314,563	\$316,096	\$309,219
Contributed Capital	\$380,000	\$380,000	\$380,000	\$380,000	\$380,000
Ending Fund Equity	\$859,376	\$731,106	\$694,563	\$696,096	\$689,219

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$469,995	\$589,484	\$561,513	\$597,241	\$604,860
\$754,689	\$1,041,921	\$931,281	\$950,267	\$991,142
\$1,224,684	\$1,631,405	\$1,492,794	\$1,547,508	\$1,596,002
\$600,807	\$731,465	\$688,227	\$759,390	\$715,387
\$156,594	\$168,836	\$188,054	\$226,922	\$222,679
\$1,255	\$2,376	\$1,631	\$7,310	\$6,955
\$95,478	\$114,380	\$62,441	\$61,757	\$60,979
\$333,492	\$376,823	\$381,051	\$471,574	\$417,513
\$1,187,626	\$1,393,880	\$1,321,404	\$1,526,953	\$1,423,513
\$37,058	\$237,525	\$171,390	\$20,555	\$172,489
(\$13,209)	(\$15,813)	(\$17,358)	(\$19,647)	(\$16,266)
\$23,849	\$221,712	\$154,032	\$908	\$156,223
\$19,975	\$14,760	\$10,404	(\$9,105)	\$13,115
\$0	\$0	\$0	\$0	\$0
\$0	\$4,119	\$12	\$2,946	\$0
\$19,975	\$18,879	\$10,416	(\$6,159)	\$13,115
\$0	\$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
(\$69,646)	(\$69,646)	(\$69,646)	(\$69,646)	(\$93,890)
(\$69,646)	(\$69,646)	(\$69,646)	(\$69,646)	(\$93,890)
(\$25,822)	\$169,046	\$94,802	(\$76,858)	\$75,448
\$0	\$0	\$0	\$0	\$0
(\$25,822)	\$169,046	\$94,802	(\$76,858)	\$75,448
\$0	\$0	\$0	\$0	\$0
(\$25,822)	\$169,046	\$94,802	(\$76,858)	\$75,448
\$309,219	\$283,397	\$452,443	\$547,245	\$470,387
\$283,397	\$452,443	\$547,245	\$470,387	\$545,835
\$380,000	\$380,000	\$380,000	\$380,000	\$380,000
\$663,397	\$832,443	\$927,245	\$850,387	\$925,835



Custodial and Building Maintenance Fund

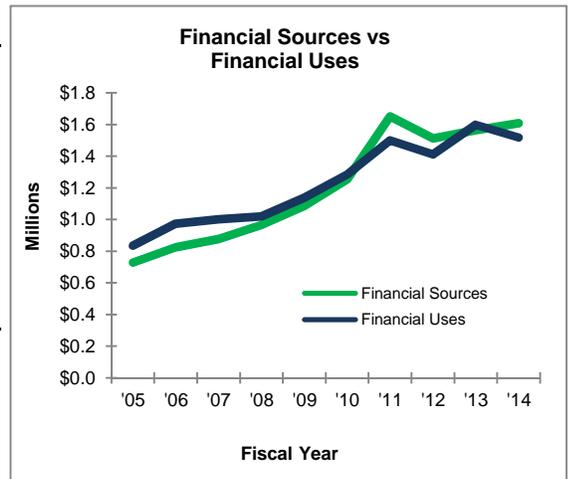
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants					
Interest (w/o GASB 31 Adjustment)	\$33,217	\$33,746	\$31,383	\$24,547	\$16,855
Fees and Service Charges	\$692,179	\$786,990	\$842,552	\$937,109	\$1,065,432
Other Local Revenues ++	\$2,119	\$4,079	\$2,001	\$3,450	\$4,175
	\$727,515	\$824,815	\$875,936	\$965,106	\$1,086,462
Other Funding Sources/Transfers^	\$0	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$727,515	\$824,815	\$875,936	\$965,106	\$1,086,462
Financial Uses					
Operating Expenses	\$826,950	\$942,889	\$906,688	\$947,699	\$1,088,470
Operating Transfers to Other Funds	\$7,875	\$4,493	\$0	\$0	\$0
Interest and Other Non-Oper Cash Exp	\$0	\$0	\$1,600	\$8,164	\$0
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$0	\$25,600	\$93,820	\$63,283	\$49,735
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$834,825	\$972,982	\$1,002,108	\$1,019,146	\$1,138,205
Financial Sources Over/ (Under) Financial Uses	(\$107,310)	(\$148,167)	(\$126,172)	(\$54,040)	(\$51,743)
Current Assets	\$831,688	\$704,986	\$617,417	\$583,332	\$515,703
Less: Current Liabilities	\$40,640	\$62,982	\$95,469	\$104,064	\$83,822
Ending Cash and Other Resources #	\$791,048	\$642,004	\$521,948	\$479,268	\$431,881
Cash Reserve Target (20% of Fin. Uses)	\$166,965	\$194,596	\$200,422	\$203,829	\$227,641
Cash Above/(Below) Cash Reserve Target	\$624,083	\$447,408	\$321,526	\$275,439	\$204,240

++ Other Local Revenues include miscellaneous revenues

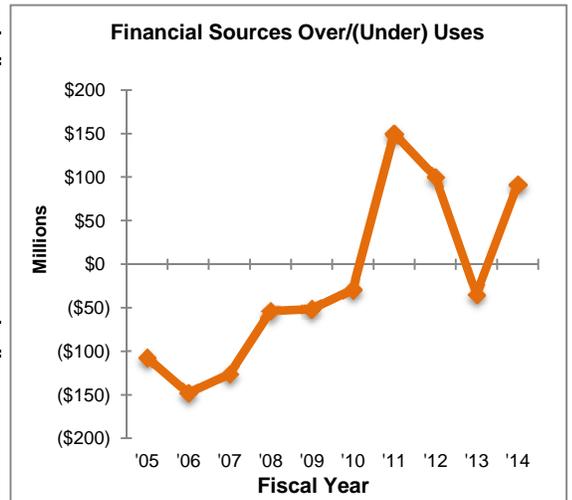
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

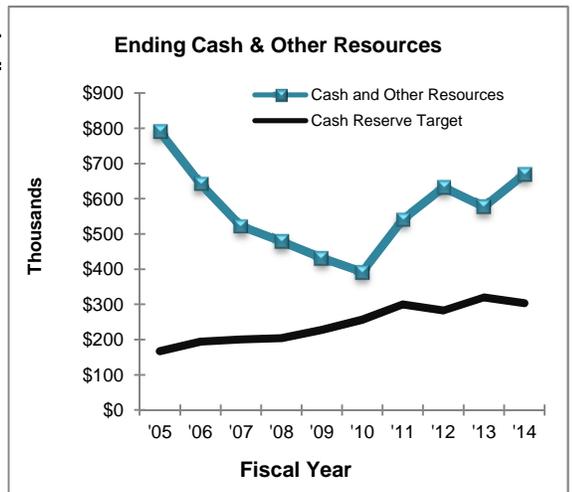
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$30,713	\$15,025	\$19,047	\$13,747	\$13,139
\$1,224,684	\$1,631,405	\$1,492,794	\$1,547,508	\$1,596,002
\$0	\$4,119	\$12	\$2,946	\$0
\$1,255,397	\$1,650,549	\$1,511,853	\$1,564,201	\$1,609,141
\$0	\$0	\$0	\$0	\$0



Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$1,187,626	\$1,393,880	\$1,321,404	\$1,526,953	\$1,423,513
\$69,646	\$69,646	\$69,646	\$69,646	\$93,890
\$0	\$1,899	\$0	\$1,961	\$0
\$0	\$0	\$0	\$0	\$0
\$27,069	\$35,184	\$20,569	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$1,284,341	\$1,500,609	\$1,411,619	\$1,598,560	\$1,517,403
(\$28,944)	\$149,940	\$100,234	(\$34,359)	\$91,738
\$467,374	\$618,252	\$731,873	\$693,416	\$811,445
\$75,175	\$76,938	\$98,968	\$115,761	\$142,076
\$392,199	\$541,314	\$632,905	\$577,655	\$669,369

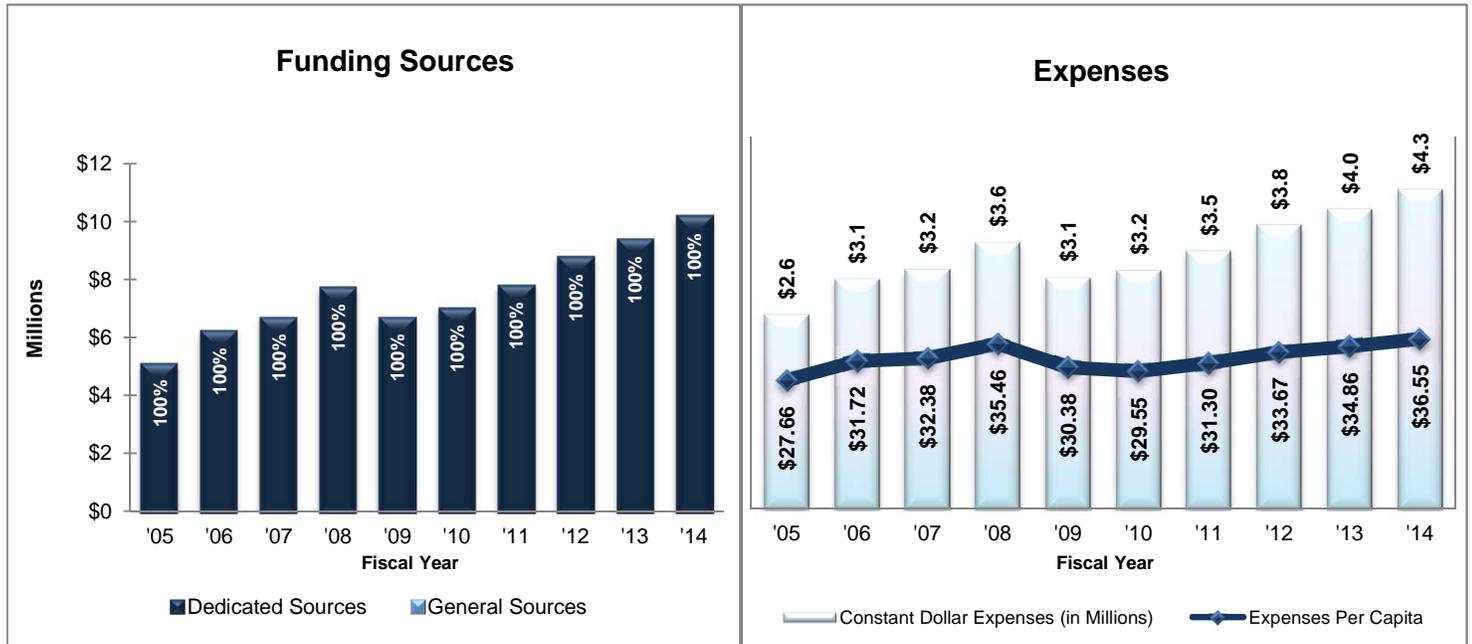


\$256,868	\$300,122	\$282,324	\$319,712	\$303,481
\$135,331	\$241,192	\$350,581	\$257,943	\$365,888



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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 Over Previous Year
2005	\$5,087,500	\$1,769	\$5,089,269	195.30	\$2,605,873	94,211	\$27.66	14.84%
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%
10 Yr % Chg	88.42%	32123.57%	99.55%	21.22%	64.62%	24.58%	32.14%	

Description:

The Fleet Operation 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 which is charged to departments based on usage of fleet goods and services.

Analysis:

For the ten year period, total expenses increased 99.55%, while constant dollar expenses increased 64.62% and expenses per capita increased 32.14%. During this time period, fuel costs have more than tripled and costs of sending equipment out for repair 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 operations.

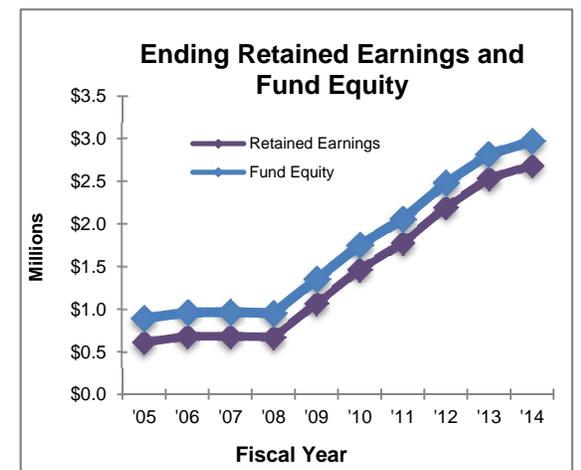
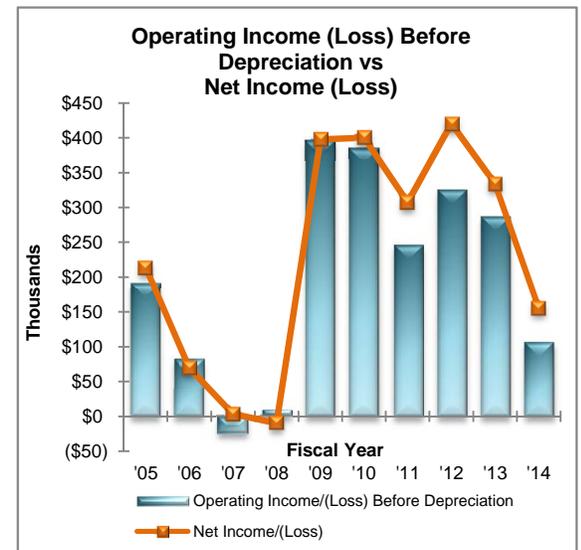
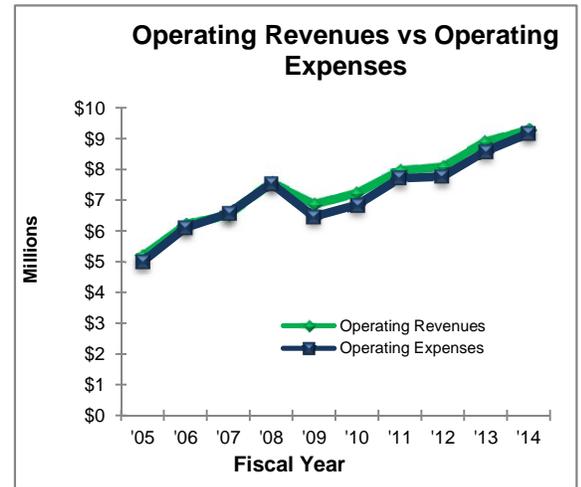
The Fleet Operations Fund experienced decreasing amounts of net income for the period of FY 2005 to FY 2007 and a net loss in FY 2008. However, net income has been positive for the period FY 2009 to FY 2014 after a third shift was added to the operation. Ending fund balance has significantly increased during the past ten years. Ending cash and other resources was below the cash reserve target for the first seven years, above the guideline for FY 2012, and fell below in FY 2013 and FY 2014. This decrease in FY 2013 and FY 2014 is due primarily to large cash outlays needed to fund capital project costs to build a fleet management building for Parks and Recreation, purchase land for a CNG facility, and to fund costs associated with the COFER project, which will replace the city's accounting software. Management reviews rates annually and will work to move the ending cash balances to the cash reserve target in the next five years.

Fleet Operations Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
User Charges	\$5,185,497	\$6,176,095	\$6,535,915	\$7,557,805	\$6,856,593
Total Operating Revenues	\$5,185,497	\$6,176,095	\$6,535,915	\$7,557,805	\$6,856,593
Operating Expenses:					
Personal Services	\$1,216,157	\$1,340,996	\$1,471,985	\$1,480,502	\$1,569,904
Materials and Supplies	\$3,464,512	\$4,411,974	\$4,724,760	\$5,630,020	\$4,435,386
Travel and Training	\$2,978	\$1,655	\$2,775	\$5,669	\$2,177
Intragovernmental	\$253,573	\$286,711	\$308,365	\$363,753	\$400,745
Utilities, Services and Miscellaneous	\$55,960	\$52,982	\$51,567	\$67,957	\$50,959
Total Operating Expenses	\$4,993,180	\$6,094,318	\$6,559,452	\$7,547,901	\$6,459,171
Operating Income (Loss) Before Depreciation					
	\$192,317	\$81,777	(\$23,537)	\$9,904	\$397,422
Depreciation					
	(\$19,971)	(\$20,555)	(\$24,264)	(\$25,514)	(\$26,579)
Operating Income (Loss)	\$172,346	\$61,222	(\$47,801)	(\$15,610)	\$370,843
Non-Operating Revenues:					
Investment Revenue	\$5,070	\$18,630	\$24,063	\$18,414	\$21,410
Revenue from Other Gov Units	\$29,928	\$11,309	\$0	\$0	\$0
Miscellaneous Revenue	\$26,673	\$35,336	\$68,107	\$63,936	\$40,925
Total Non-Operating Revenues	\$61,671	\$65,275	\$92,170	\$82,350	\$62,335
Non-Operating Expenses:					
Interest Expense	\$0	\$5,213	\$4,135	\$3,018	\$1,862
Loss on disposal of fixed assets	\$0	\$0	\$0	\$0	\$0
Miscellaneous Expenses	\$0	\$1,911	\$4,428	\$1,305	\$0
Total Non-Operating Expenses	\$0	\$7,124	\$8,563	\$4,323	\$1,862
Operating Transfers:					
Operating Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$20,038)	(\$49,544)	(\$32,394)	(\$72,042)	(\$33,667)
Total Operating Transfers	(\$20,038)	(\$49,544)	(\$32,394)	(\$72,042)	(\$33,667)
Net Income (Loss) Before Capital Contribution					
	\$213,979	\$69,829	\$3,412	(\$9,625)	\$397,649
Capital Contributions					
Capital Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss)	\$213,979	\$69,829	\$3,412	(\$9,625)	\$397,649
Amortization of Contributions					
	\$0	\$0	\$0	\$0	\$0
Net Income (Loss) Transferred To Retained Earnings					
	\$213,979	\$69,829	\$3,412	(\$9,625)	\$397,649
Beginning Retained Earnings					
	\$395,099	\$609,078	\$678,907	\$682,319	\$672,694
Ending Retained Earnings	\$609,078	\$678,907	\$682,319	\$672,694	\$1,070,343
Contributed Capital					
	\$281,705	\$281,705	\$281,705	\$281,705	\$281,705
Ending Fund Equity	\$890,783	\$960,612	\$964,024	\$954,399	\$1,352,048

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$7,228,728	\$7,954,852	\$8,088,141	\$8,878,315	\$9,274,757
\$7,228,728	\$7,954,852	\$8,088,141	\$8,878,315	\$9,274,757
\$1,578,543	\$1,698,651	\$1,789,772	\$1,935,106	\$2,164,313
\$4,767,766	\$5,517,620	\$5,749,497	\$6,407,329	\$6,724,131
\$3,056	\$1,781	\$225	\$300	\$3,098
\$439,199	\$438,607	\$160,568	\$172,843	\$197,221
\$53,443	\$51,843	\$62,634	\$75,867	\$79,203
\$6,842,007	\$7,708,502	\$7,762,696	\$8,591,445	\$9,167,966
\$386,721	\$246,350	\$325,445	\$286,870	\$106,791
(\$37,234)	(\$37,180)	(\$38,606)	(\$46,569)	(\$46,803)
\$349,487	\$209,170	\$286,839	\$240,301	\$59,988
\$28,401	\$26,422	\$18,333	(\$22,879)	\$11,318
\$0	\$0	\$0	\$0	\$0
\$60,932	\$78,239	\$118,607	\$121,547	\$154,406
\$89,333	\$104,661	\$136,940	\$98,668	\$165,724
\$665	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$7,700	\$119,431
\$0	\$3,275	\$0	\$0	\$0
\$665	\$3,275	\$0	\$7,700	\$119,431
\$0	\$0	\$0	\$8,134	\$110,000
(\$38,194)	(\$3,330)	(\$3,330)	(\$5,349)	(\$60,240)
(\$38,194)	(\$3,330)	(\$3,330)	\$2,785	\$49,760
\$399,961	\$307,226	\$420,449	\$334,054	\$156,041
\$0	\$0	\$0	\$0	\$0
\$399,961	\$307,226	\$420,449	\$334,054	\$156,041
\$0	\$0	\$0	\$0	\$0
\$399,961	\$307,226	\$420,449	\$334,054	\$156,041
\$1,070,343	\$1,470,304	\$1,777,530	\$2,197,979	\$2,532,033
\$1,470,304	\$1,777,530	\$2,197,979	\$2,532,033	\$2,688,074
\$281,705	\$281,705	\$281,705	\$281,705	\$281,705
\$1,752,009	\$2,059,235	\$2,479,684	\$2,813,738	\$2,969,779



Fleet Operations Fund

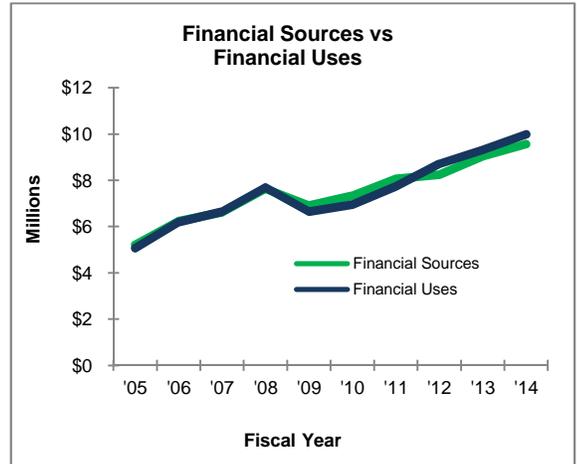
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants					
Interest (w/o GASB 31 Adjustment)	\$8,929	\$19,335	\$20,486	\$15,402	\$13,274
Fees and Service Charges	\$5,185,497	\$6,176,095	\$6,535,915	\$7,557,805	\$6,856,593
Other Local Revenues ++	\$26,673	\$35,336	\$68,107	\$63,936	\$40,925
	\$5,221,099	\$6,230,766	\$6,624,508	\$7,637,143	\$6,910,792
Other Funding Sources/Transfers^	\$0	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$5,221,099	\$6,230,766	\$6,624,508	\$7,637,143	\$6,910,792
Financial Uses					
Operating Expenses	\$4,993,180	\$6,094,318	\$6,559,452	\$7,547,901	\$6,459,171
Operating Transfers to Other Funds	\$20,038	\$49,544	\$32,394	\$72,042	\$33,667
Interest and Other Non-Oper Cash Exp	\$0	\$7,124	\$8,563	\$4,323	\$1,862
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$54,311	\$36,966	\$46,788	\$49,949	\$83,416
Ent. Revenues used for Capital Projects	\$1,769	\$7,387	\$0	\$10,275	\$65,033
Total Financial Uses	\$5,069,298	\$6,195,339	\$6,647,197	\$7,684,490	\$6,643,149
Financial Sources Over/ (Under) Financial Uses	\$151,801	\$35,427	(\$22,689)	(\$47,347)	\$267,643
Current Assets	\$926,519	\$973,056	\$1,034,578	\$1,171,746	\$1,154,078
Less: Current Liabilities	\$359,043	\$357,638	\$437,249	\$617,448	\$324,000
Ending Cash and Other Resources #	\$567,476	\$615,418	\$597,329	\$554,298	\$830,078
Cash Reserve Target (20% of Fin. Uses)	\$1,013,860	\$1,239,068	\$1,329,439	\$1,536,898	\$1,328,630
Cash Above/(Below) Cash Reserve Target	(\$446,384)	(\$623,650)	(\$732,110)	(\$982,600)	(\$498,552)

++ Other Local Revenues include miscellaneous revenues

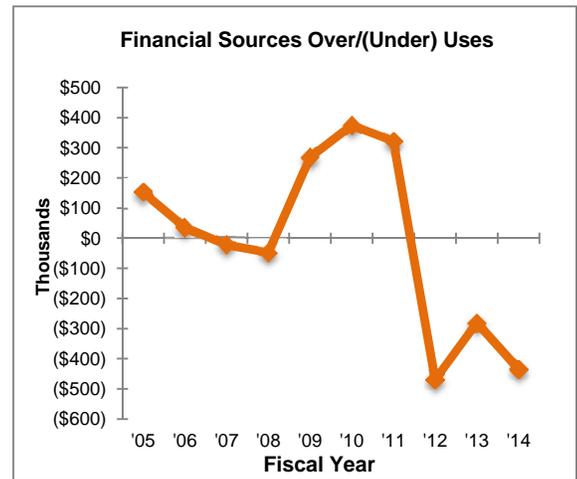
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

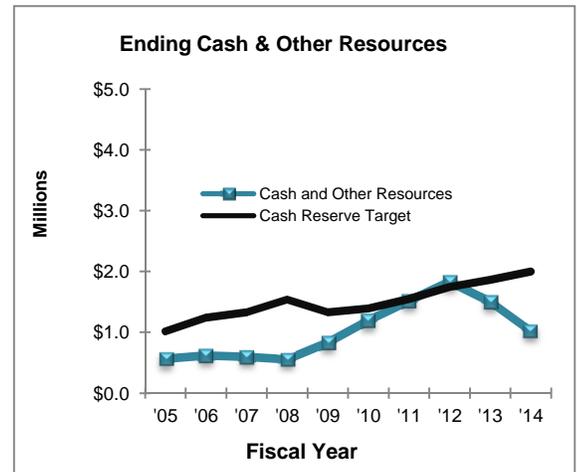
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$38,270	\$26,976	\$36,676	\$26,935	\$15,010
\$7,228,728	\$7,954,852	\$8,088,141	\$8,878,315	\$9,274,757
\$60,932	\$78,239	\$118,607	\$121,547	\$154,406
\$7,327,930	\$8,060,067	\$8,243,424	\$9,026,797	\$9,444,173
\$0	\$0	\$0	\$8,134	\$110,000
\$7,327,930	\$8,060,067	\$8,243,424	\$9,034,931	\$9,554,173



\$6,842,007	\$7,708,502	\$7,762,696	\$8,591,445	\$9,167,966
\$38,194	\$3,330	\$3,330	\$5,349	\$60,240
\$665	\$3,275	\$0	\$7,700	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$7,175	\$97,790	\$24,167	\$191,393
\$72,620	\$15,987	\$850,000	\$687,278	\$570,035
\$6,953,486	\$7,738,269	\$8,713,816	\$9,315,939	\$9,989,634
\$374,444	\$321,798	(\$470,392)	(\$281,008)	(\$435,461)
\$1,693,424	\$1,971,429	\$2,292,507	\$2,314,564	\$1,754,958
\$498,771	\$452,258	\$463,973	\$814,295	\$734,864
\$1,194,653	\$1,519,171	\$1,828,534	\$1,500,269	\$1,020,094

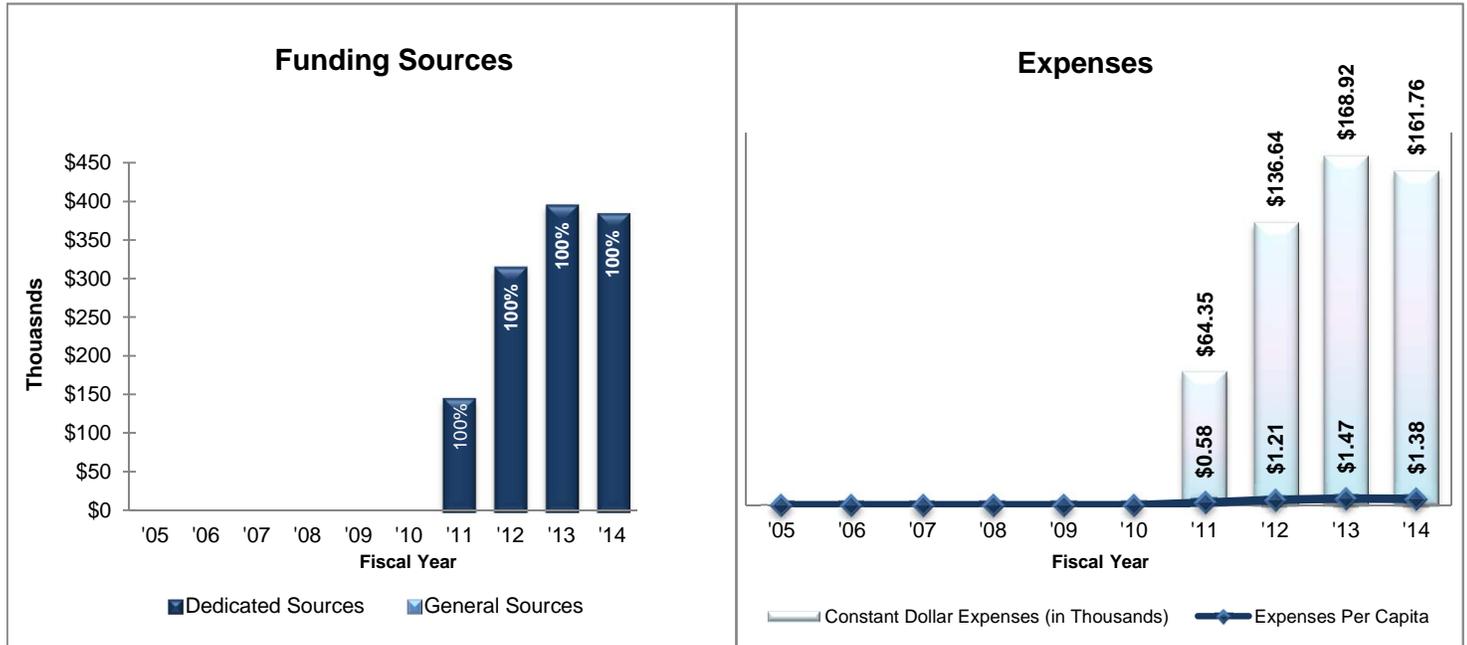


\$1,390,697	\$1,547,654	\$1,742,763	\$1,863,188	\$1,997,927
(\$196,044)	(\$28,483)	\$85,771	(\$362,919)	(\$977,833)



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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 Over Previous Year
2005	\$0	\$0	\$0	195.30	\$0	94,211	\$0.00	
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%)
<i>10 Yr % Chg</i>				21.22%		24.58%		

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:

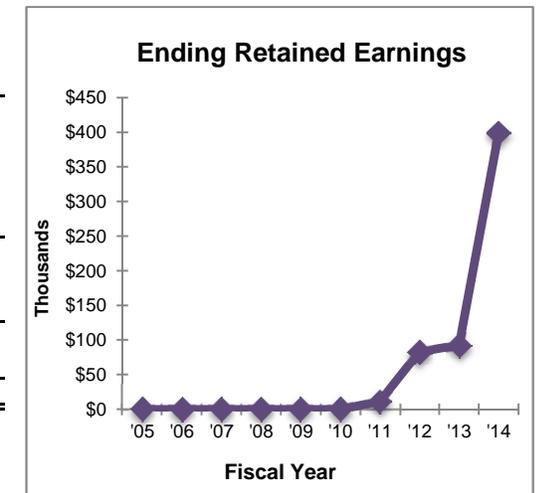
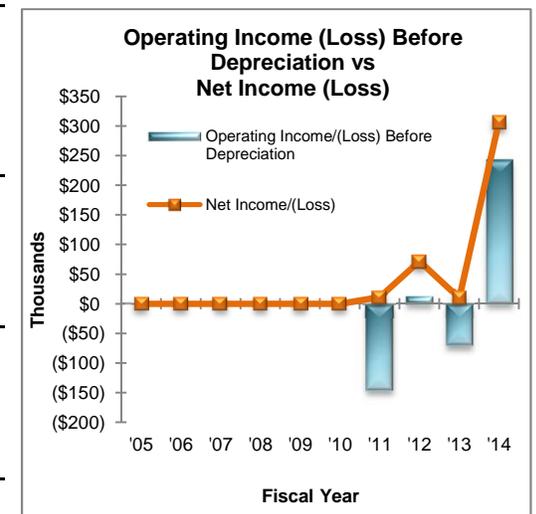
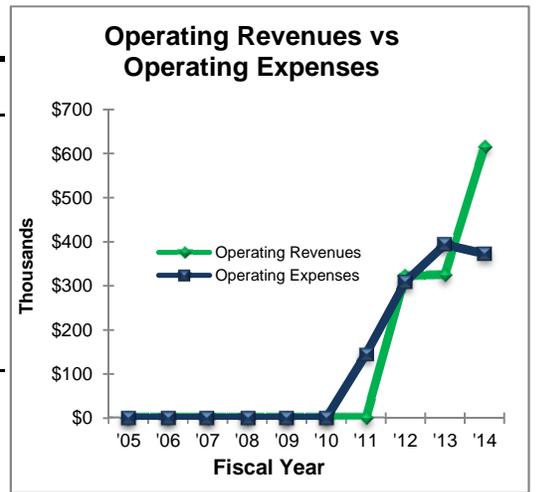
The GIS Fund was established mid-year FY 2011 when expenses were moved from the Information Technologies Department and the City Manager's budget into the newly established fund. FY 2012 reflects a full year's cost for the department. The significant increase in net income for FY 2014 is due to the collection of fees from departments to cover aerial image, topographic and planimetric data collection costs; however, due to coordination with several agencies outside of the City, the contract for these services was not awarded until FY 2015.

Geospatial Information Services (GIS) Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
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
Contributed Capital	\$0	\$0	\$0	\$0	\$0
Ending Fund Equity	\$0	\$0	\$0	\$0	\$0

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$322,004	\$324,130	\$615,315
\$0	\$0	\$322,004	\$324,130	\$615,315
\$0	\$134,899	\$282,449	\$332,502	\$330,490
\$0	\$4,578	\$13,149	\$12,515	\$16,992
\$0	\$3,115	\$9,558	\$10,675	\$11,670
\$0	\$0	\$447	\$3,786	\$6,440
\$0	\$2,156	\$3,631	\$34,031	\$6,965
\$0	\$144,748	\$309,234	\$393,509	\$372,557
\$0	(\$144,748)	\$12,770	(\$69,379)	\$242,758
\$0	\$0	\$0	\$0	\$0
\$0	(\$144,748)	\$12,770	(\$69,379)	\$242,758
\$0	\$884	\$578	(\$2,020)	\$4,282
\$0	\$20,865	\$62,847	\$81,046	\$69,373
\$0	\$0	\$0	\$0	\$15
\$0	\$21,749	\$63,425	\$79,026	\$73,670
\$0	\$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
\$0	\$0	\$0	\$0	\$0
\$0	\$11,097	\$71,707	\$9,647	\$306,044
\$0	\$0	\$0	\$0	\$0
\$0	\$11,097	\$71,707	\$9,647	\$306,044
\$0	\$0	\$11,097	\$82,804	\$92,451
\$0	\$11,097	\$82,804	\$92,451	\$398,495
\$0	\$0	\$0	\$0	\$0
\$0	\$11,097	\$82,804	\$92,451	\$398,495



Geospatial Information Services (GIS) Fund

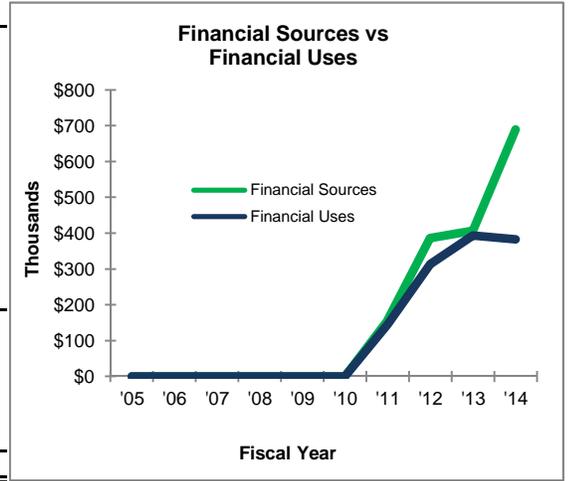
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$0	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$0	\$0	\$0	\$0	\$0
Fees and Service Charges	\$0	\$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

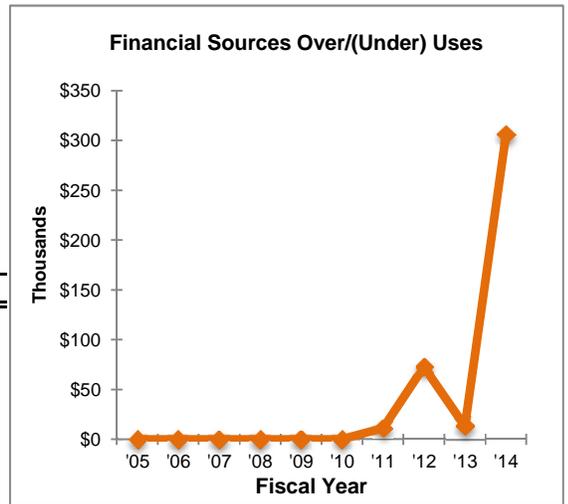
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

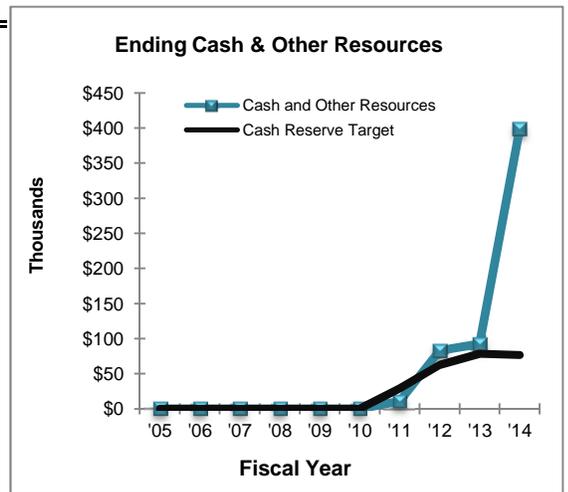
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$20,865	\$62,847	\$81,046	\$69,373
\$0	\$901	\$1,499	\$1,349	\$4,430
\$0	\$0	\$322,004	\$324,130	\$615,315
\$0	\$0	\$0	\$0	\$15
\$0	\$21,766	\$386,350	\$406,525	\$689,133
\$0	\$134,096	\$0	\$0	\$0
\$0	\$155,862	\$386,350	\$406,525	\$689,133



\$0	\$144,748	\$309,234	\$393,509	\$372,557
\$0	\$0	\$4,488	\$0	\$10,384
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$144,748	\$313,722	\$393,509	\$382,941
\$0	\$11,114	\$72,628	\$13,016	\$306,192
\$0	\$32,211	\$110,579	\$119,858	\$439,859
\$0	\$21,114	\$27,775	\$27,407	\$41,364
\$0	\$11,097	\$82,804	\$92,451	\$398,495

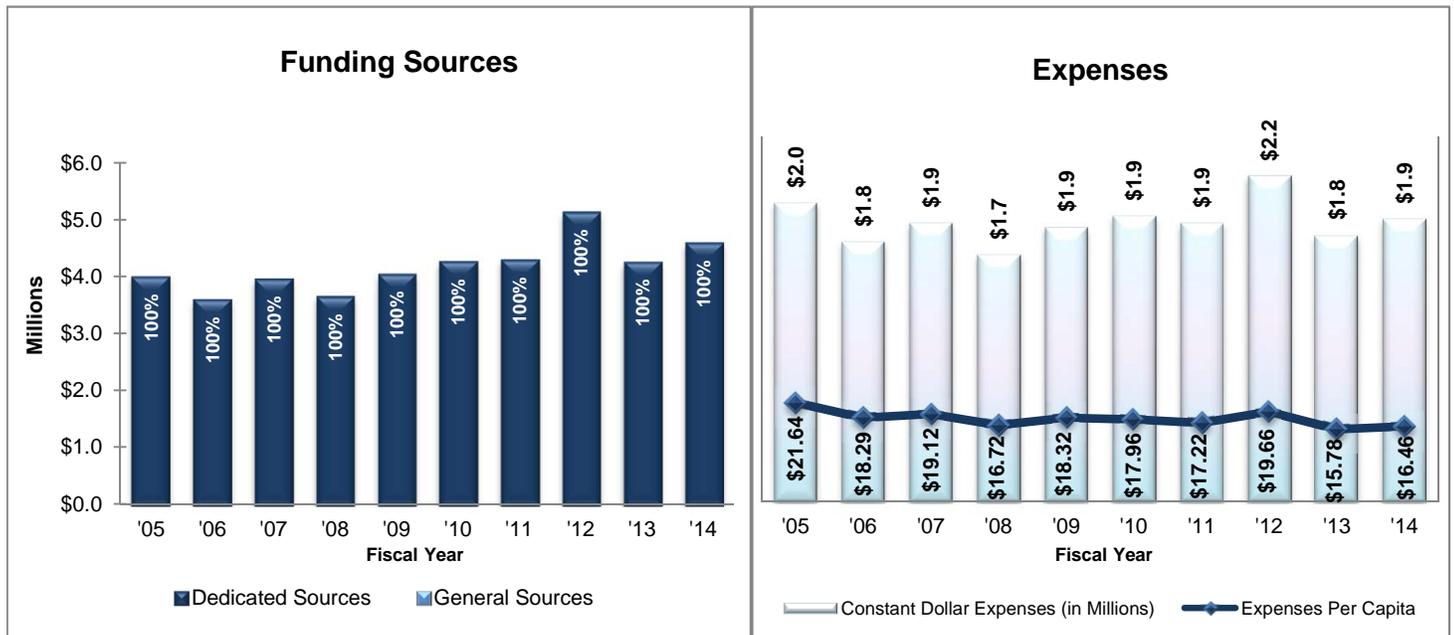


\$0	\$28,950	\$62,744	\$78,702	\$76,588
\$0	(\$17,853)	\$20,060	\$13,749	\$321,907



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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 Over Previous Year
2005	\$3,981,322	\$0	\$3,981,322	195.30	\$2,038,567	94,211	\$21.64	18.89%
2006	\$3,583,593	\$0	\$3,583,593	201.60	\$1,777,576	97,202	\$18.29	(15.48%)
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%
10 Yr % Chg	14.90%		14.90%	21.22%	(5.21%)	24.58%	(23.94%)	

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:

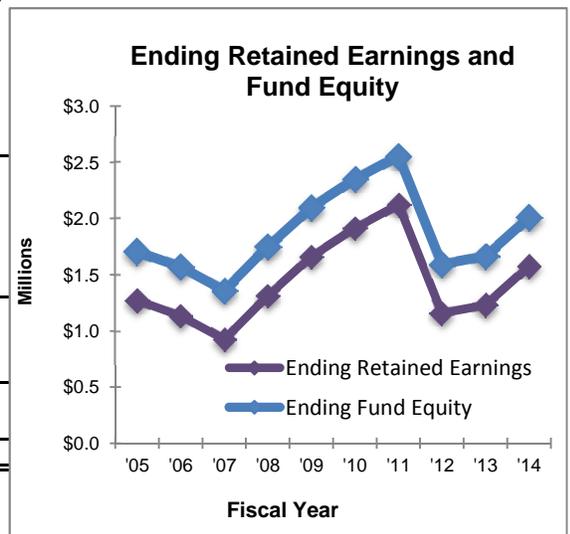
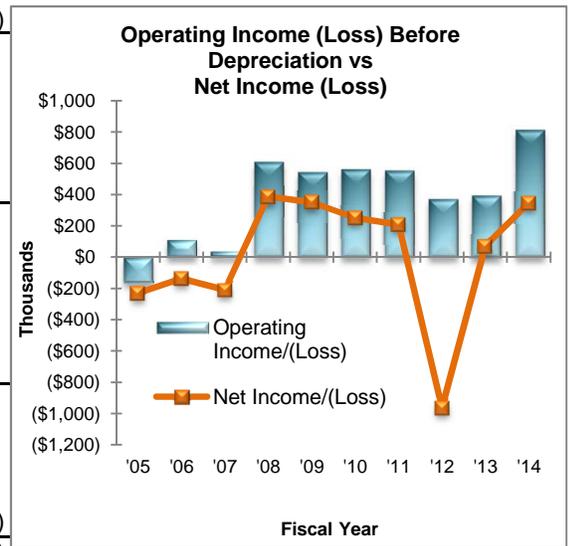
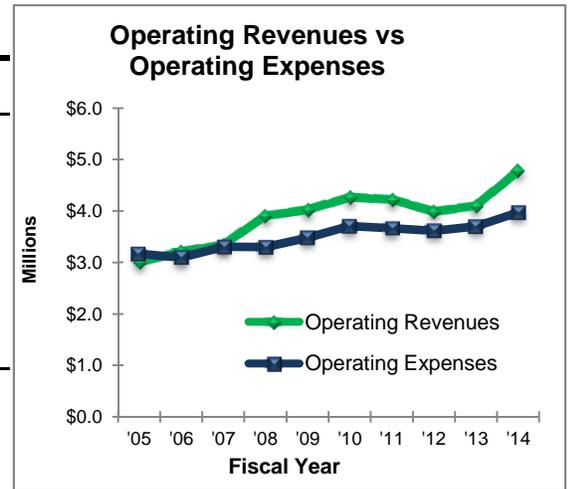
For the ten year period, total expenses have increased 14.90% while constant dollar expenses decreased 5.21% and per capita expenses in constant dollars decreased 23.94%. There was a net loss for the period of FY 2005 - FY 2007 due to a management decision to use up excess fund balance as is a common practice with internal service fund departments. For the period FY 2008 - FY 2011 and FY 2013 - FY 2014 there was a net income and fund balance increase. 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 and has seen significant growth from FY 2012 through FY 2014. The increase in FY 2013 was the addition of four permanent positions mid-year. One position was an Assistant IT Director and the remaining three positions were added to provide 24/7 support for technology needs in the Water and Light

Information Technologies Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
User Charges	\$3,000,680	\$3,204,108	\$3,338,801	\$3,904,424	\$4,018,240
Total Operating Revenues	\$3,000,680	\$3,204,108	\$3,338,801	\$3,904,424	\$4,018,240
Operating Expenses:					
Personal Services	\$1,611,520	\$1,729,822	\$1,852,157	\$1,953,762	\$2,092,835
Materials and Supplies	\$448,726	\$373,172	\$374,892	\$302,611	\$294,492
Travel and Training	\$53,822	\$58,565	\$51,224	\$46,562	\$38,988
Intragovernmental	\$114,608	\$127,653	\$139,761	\$149,538	\$166,848
Utilities, Services and Miscellaneous	\$940,535	\$804,315	\$885,255	\$846,561	\$884,273
Total Operating Expenses	\$3,169,211	\$3,093,527	\$3,303,289	\$3,299,034	\$3,477,436
Operating Income (Loss) Before Depreciation	(\$168,531)	\$110,581	\$35,512	\$605,390	\$540,804
Depreciation	(\$250,971)	(\$285,048)	(\$307,015)	(\$273,532)	(\$274,092)
Operating Income (Loss) *	(\$419,502)	(\$174,467)	(\$271,503)	\$331,858	\$266,712
Non-Operating Revenues:					
Investment Revenue	\$33,688	\$43,372	\$52,951	\$52,361	\$77,002
Revenue from Other Gov Units	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$32,116	\$3,663	\$9,682	\$2,678	\$7,987
Total Non-Operating Revenues	\$65,804	\$47,035	\$62,633	\$55,039	\$84,989
Non-Operating Expenses:					
Interest Expense	\$0	\$0	\$0	\$0	\$0
Loss on disposal of fixed assets	\$0	\$0	\$0	\$0	\$0
Miscellaneous Expenses	\$17,636	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$17,636	\$0	\$0	\$0	\$0
Operating Transfers:					
Operating Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$18,988)	(\$9,498)	\$0	\$0	\$0
Total Operating Transfers	(\$18,988)	(\$9,498)	\$0	\$0	\$0
Net Income (Loss) Before Capital Contribution	(\$390,322)	(\$136,930)	(\$208,870)	\$386,897	\$351,701
Capital Contributions	\$160,224	\$0	\$0	\$0	\$0
Net Income (Loss)	(\$230,098)	(\$136,930)	(\$208,870)	\$386,897	\$351,701
Amortization of Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss) Transferred To Retained Earnings	(\$230,098)	(\$136,930)	(\$208,870)	\$386,897	\$351,701
Beginning Retained Earnings	\$1,500,934	\$1,270,836	\$1,133,906	\$925,036	\$1,311,933
Ending Retained Earnings	\$1,270,836	\$1,133,906	\$925,036	\$1,311,933	\$1,663,634
Contributed Capital	\$434,763	\$434,763	\$434,763	\$434,763	\$434,763
Ending Fund Equity	\$1,705,599	\$1,568,669	\$1,359,799	\$1,746,696	\$2,098,397

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$4,264,037	\$4,215,966	\$3,983,822	\$4,092,766	\$4,781,757
\$4,264,037	\$4,215,966	\$3,983,822	\$4,092,766	\$4,781,757
\$2,292,441	\$2,348,757	\$2,313,828	\$2,431,106	\$2,660,086
\$304,149	\$260,285	\$444,564	\$387,969	\$370,291
\$38,159	\$22,172	\$8,112	\$29,389	\$35,610
\$175,351	\$199,010	\$11,297	\$11,594	\$11,124
\$893,948	\$834,408	\$836,695	\$840,982	\$896,060
\$3,704,048	\$3,664,632	\$3,614,496	\$3,701,040	\$3,973,171
\$559,989	\$551,334	\$369,326	\$391,726	\$808,586
(\$223,969)	(\$189,288)	(\$180,121)	(\$182,118)	(\$188,747)
\$336,020	\$362,046	\$189,205	\$209,608	\$619,839
\$84,789	\$58,686	\$16,862	(\$27,958)	\$27,814
\$0	\$5,000	\$0	\$0	\$0
\$4,699	\$2,290	\$7,574	\$5,278	\$922
\$89,488	\$65,976	\$24,436	(\$22,680)	\$28,736
\$0	\$0	\$906	\$1,660	\$1,373
\$0	\$0	\$2,974	\$0	\$0
\$762	\$0	\$0	\$0	\$0
\$762	\$0	\$3,880	\$1,660	\$1,373
\$0	\$0	\$0	\$80,576	\$0
(\$173,520)	(\$219,518)	(\$1,173,520)	(\$194,520)	(\$301,022)
(\$173,520)	(\$219,518)	(\$1,173,520)	(\$113,944)	(\$301,022)
\$251,226	\$208,504	(\$963,759)	\$71,324	\$346,180
\$0	\$0	\$0	\$0	\$0
\$251,226	\$208,504	(\$963,759)	\$71,324	\$346,180
\$0	\$0	\$0	\$0	\$0
\$251,226	\$208,504	(\$963,759)	\$71,324	\$346,180
\$1,663,634	\$1,914,860	\$2,123,364	\$1,159,605	\$1,230,929
\$1,914,860	\$2,123,364	\$1,159,605	\$1,230,929	\$1,577,109
\$434,763	\$434,763	\$434,763	\$434,763	\$434,763
\$2,349,623	\$2,558,127	\$1,594,368	\$1,665,692	\$2,011,872



Information Technologies Fund

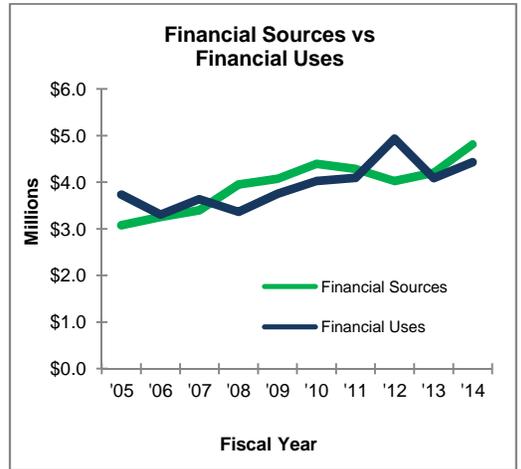
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$0	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$44,051	\$45,229	\$46,046	\$43,642	\$48,736
Fees and Service Charges	\$3,000,680	\$3,204,108	\$3,338,801	\$3,904,424	\$4,018,240
Other Local Revenues ++	\$32,116	\$3,663	\$9,682	\$2,678	\$7,987
	\$3,076,847	\$3,253,000	\$3,394,529	\$3,950,744	\$4,074,963
Other Funding Sources/Transfers^	\$0	\$0	\$0	\$0	\$0
Total Financial Sources: Less					
Appropriated Fund Balance	\$3,076,847	\$3,253,000	\$3,394,529	\$3,950,744	\$4,074,963
Financial Uses					
Operating Expenses	\$3,169,211	\$3,093,527	\$3,303,289	\$3,299,034	\$3,477,436
Operating Transfers to Other Funds	\$18,988	\$9,498	\$0	\$0	\$0
Interest and Other Non-Oper Cash Exp	\$17,636	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$524,516	\$195,520	\$330,647	\$61,408	\$271,084
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$3,730,351	\$3,298,545	\$3,633,936	\$3,360,442	\$3,748,520
Financial Sources Over/ (Under) Financial Uses	(\$653,504)	(\$45,545)	(\$239,407)	\$590,302	\$326,443
Current Assets	\$1,327,084	\$1,239,498	\$937,066	\$1,517,184	\$1,832,773
Less: Current Liabilities	\$390,559	\$350,375	\$287,229	\$268,325	\$229,206
Ending Cash and Other Resources	\$936,525	\$889,123	\$649,837	\$1,248,859	\$1,603,567
Cash Reserve Target (20% Fin. Uses)	\$746,070	\$659,709	\$726,787	\$672,088	\$749,704
Cash Above/(Below) Cash Reserve Target	\$190,455	\$229,414	(\$76,950)	\$576,771	\$853,863

++ Other Local Revenues include miscellaneous revenues

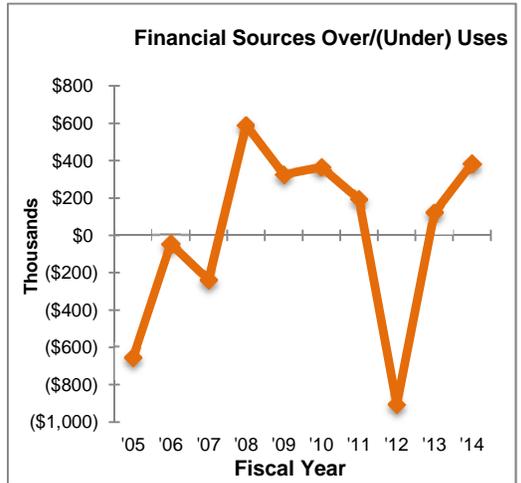
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

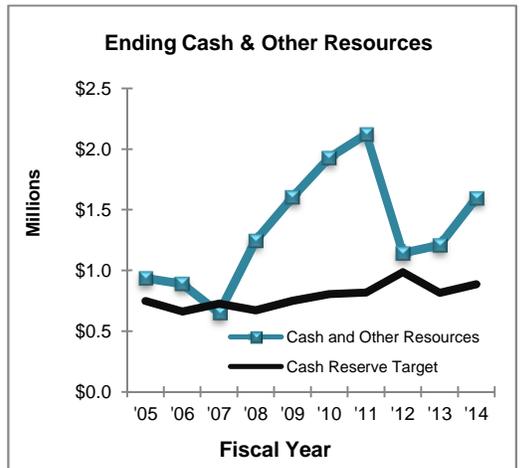
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$5,000	\$0	\$0	\$0
\$123,519	\$59,720	\$34,156	\$25,936	\$28,624
\$4,264,037	\$4,215,966	\$3,983,822	\$4,092,766	\$4,781,757
\$4,699	\$2,290	\$7,574	\$5,278	\$922
\$4,392,255	\$4,282,976	\$4,025,552	\$4,123,980	\$4,811,303
\$0	\$0	\$0	\$80,576	\$0
\$4,392,255	\$4,282,976	\$4,025,552	\$4,204,556	\$4,811,303



\$3,704,048	\$3,664,632	\$3,614,496	\$3,701,040	\$3,973,171
\$173,520	\$219,518	\$1,173,520	\$194,520	\$301,022
\$762	\$0	\$3,880	\$1,660	\$1,373
\$0	\$0	\$0	\$26,741	\$41,265
\$147,796	\$205,026	\$140,024	\$158,471	\$110,310
\$0	\$0	\$0	\$0	\$0
\$4,026,126	\$4,089,176	\$4,931,920	\$4,082,432	\$4,427,141



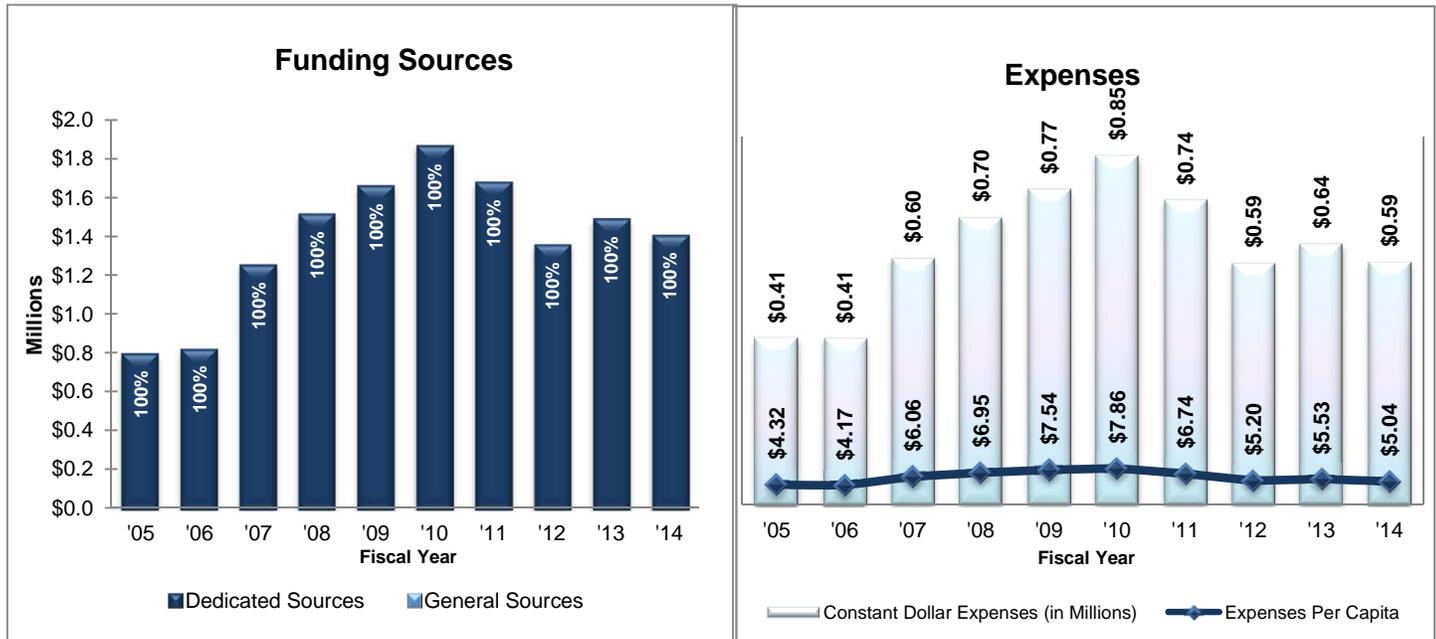
\$366,129	\$193,800	(\$906,368)	\$122,124	\$384,162
\$2,299,730	\$2,398,096	\$1,462,099	\$1,603,210	\$2,018,092
\$370,976	\$276,576	\$319,316	\$393,170	\$420,550
\$1,928,754	\$2,121,520	\$1,142,783	\$1,210,040	\$1,597,542



\$805,225	\$817,835	\$986,384	\$816,486	\$885,428
\$1,123,529	\$1,303,685	\$156,399	\$393,554	\$712,114

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Supporting Activity - Public Communications 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 Over Previous Year
2005	\$794,586	\$0	\$794,586	195.30	\$406,854	94,211	\$4.32	4.73%
2006	\$817,559	\$0	\$817,559	201.60	\$405,535	97,202	\$4.17	(3.47%)
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%)
10 Yr % Chg	76.32%		76.32%	21.22%	45.46%	24.58%	16.67%	

Description:

The Public Communications 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 76.32% while constant dollar expenses increased 45.46% and per capita expenses in constant dollars increased 16.67%. In FY 2007 the City Channel operation was moved into this fund from the Electric Fund, a Neighborhood Specialist position was transferred in from the Planning department, and a Communication Director position was added. 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 intragovernmental charges. The increase in FY 2013 was the addition of two customer service representatives for the new Contact Center.

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.

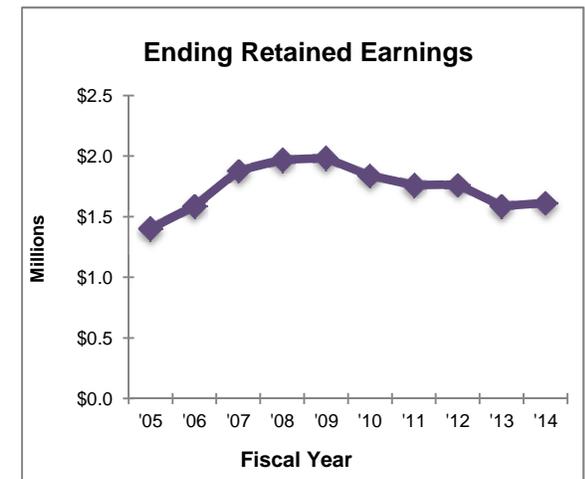
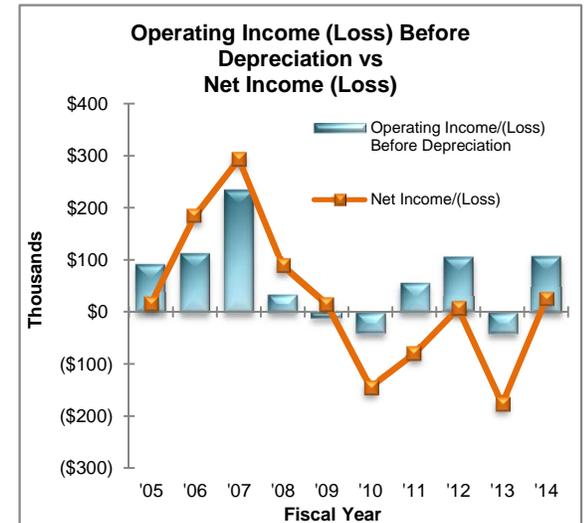
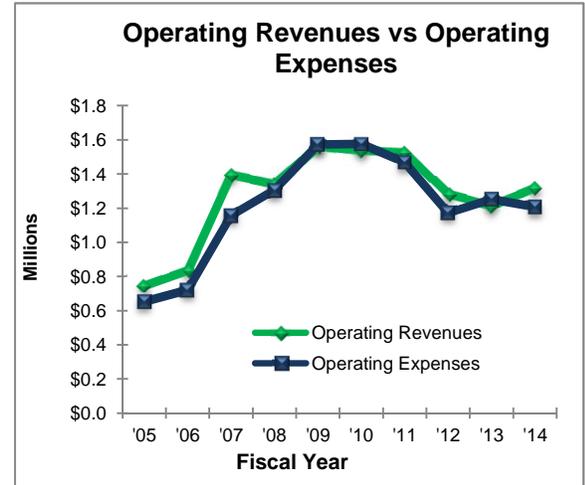
Public Communications Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
User Charges	\$744,265	\$833,749	\$1,391,457	\$779,936	\$828,042
Gross Receipts Tax	\$0	\$0	\$0	\$560,108	\$733,726
Total Operating Revenues	\$744,265	\$833,749	\$1,391,457	\$1,340,044	\$1,561,768
Operating Expenses:					
Personal Services	\$302,288	\$401,829	\$672,556	\$798,942	\$856,419
Materials and Supplies	\$216,078	\$185,006	\$234,625	\$240,945	\$203,369
Travel and Training	\$982	\$2,390	\$2,553	\$2,088	\$5,421
Intragovernmental	\$56,281	\$71,529	\$137,269	\$171,248	\$161,801
Utilities, Services and Miscellaneous	\$76,450	\$60,123	\$110,438	\$92,492	\$345,294
Total Operating Expenses	\$652,079	\$720,877	\$1,157,441	\$1,305,715	\$1,572,304
Operating Income (Loss) Before Depreciation	\$92,186	\$112,872	\$234,016	\$34,329	(\$10,536)
Depreciation	(\$8,196)	(\$27,447)	(\$34,325)	(\$27,934)	(\$39,805)
Operating Income (Loss) *	\$83,990	\$85,425	\$199,691	\$6,395	(\$50,341)
Non-Operating Revenues:					
Investment Revenue	\$36,946	\$54,633	\$83,175	\$81,981	\$75,338
Revenue from Other Gov Units	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$26	\$3,590	\$153	\$91	\$6,430
Total Non-Operating Revenues	\$36,972	\$58,223	\$83,328	\$82,072	\$81,768
Non-Operating Expenses:					
Interest Expense	\$0	\$0	\$0	\$0	\$0
Miscellaneous Expenses	\$0	\$0	\$0	\$0	\$16,722
Total Non-Operating Expenses	\$0	\$0	\$0	\$0	\$16,722
Operating Transfers:					
Operating Transfer From Other Funds	\$0	\$110,075	\$10,262	\$0	\$0
Operating Transfers To Other Funds	(\$105,250)	(\$69,235)	\$0	\$0	\$0
Total Operating Transfers	(\$105,250)	\$40,840	\$10,262	\$0	\$0
Net Income (Loss) Before Capital Contribution	\$15,712	\$184,488	\$293,281	\$88,467	\$14,705
Capital Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss)	\$15,712	\$184,488	\$293,281	\$88,467	\$14,705
Amortization of Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss) Transferred To Retained Earnings	\$15,712	\$184,488	\$293,281	\$88,467	\$14,705
Beginning Retained Earnings	\$1,388,742	\$1,404,454	\$1,588,942	\$1,882,223	\$1,970,690
Ending Retained Earnings	\$1,404,454	\$1,588,942	\$1,882,223	\$1,970,690	\$1,985,395
Contributed Capital	\$0	\$0	\$0	\$0	\$0
Ending Fund Equity	\$1,404,454	\$1,588,942	\$1,882,223	\$1,970,690	\$1,985,395

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

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$893,516	\$865,918	\$617,723	\$569,313	\$624,446
\$643,931	\$659,982	\$659,801	\$644,257	\$691,368
<u>\$1,537,447</u>	<u>\$1,525,900</u>	<u>\$1,277,524</u>	<u>\$1,213,570</u>	<u>\$1,315,814</u>
\$805,571	\$784,063	\$715,072	\$748,742	\$872,256
\$249,337	\$209,983	\$199,849	\$203,483	\$207,395
\$2,774	\$294	\$2,395	\$6,449	\$3,349
\$186,934	\$196,261	\$9,231	\$9,001	\$49,434
\$332,030	\$278,377	\$244,770	\$285,370	\$75,952
<u>\$1,576,646</u>	<u>\$1,468,978</u>	<u>\$1,171,317</u>	<u>\$1,253,045</u>	<u>\$1,208,386</u>
(\$39,199)	\$56,922	\$106,207	(\$39,475)	\$107,428
(\$48,234)	(\$55,153)	(\$52,372)	(\$52,568)	(\$53,385)
<u>(\$87,433)</u>	<u>\$1,769</u>	<u>\$53,835</u>	<u>(\$92,043)</u>	<u>\$54,043</u>
\$60,593	\$36,922	\$22,216	(\$15,846)	\$23,339
\$0	\$0	\$0	\$0	\$0
\$2,126	\$115	\$52	\$122	\$36,630
<u>\$62,719</u>	<u>\$37,037</u>	<u>\$22,268</u>	<u>(\$15,724)</u>	<u>\$59,969</u>
\$0	\$0	\$0	\$0	\$0
\$535	\$0	\$0	\$0	\$0
<u>\$535</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
\$0	\$0	\$50,000	\$50,000	\$50,000
(\$119,563)	(\$119,562)	(\$119,562)	(\$119,562)	(\$139,272)
<u>(\$119,563)</u>	<u>(\$119,562)</u>	<u>(\$69,562)</u>	<u>(\$69,562)</u>	<u>(\$89,272)</u>
(\$144,812)	(\$80,756)	\$6,541	(\$177,329)	\$24,740
\$0	\$0	\$0	\$0	\$0
<u>(\$144,812)</u>	<u>(\$80,756)</u>	<u>\$6,541</u>	<u>(\$177,329)</u>	<u>\$24,740</u>
\$0	\$0	\$0	\$0	\$0
<u>(\$144,812)</u>	<u>(\$80,756)</u>	<u>\$6,541</u>	<u>(\$177,329)</u>	<u>\$24,740</u>
\$1,985,395	\$1,840,583	\$1,759,827	\$1,766,368	\$1,589,039
\$1,840,583	\$1,759,827	\$1,766,368	\$1,589,039	\$1,613,779
\$0	\$0	\$0	\$0	\$0
<u>\$1,840,583</u>	<u>\$1,759,827</u>	<u>\$1,766,368</u>	<u>\$1,589,039</u>	<u>\$1,613,779</u>



Public Communications Fund

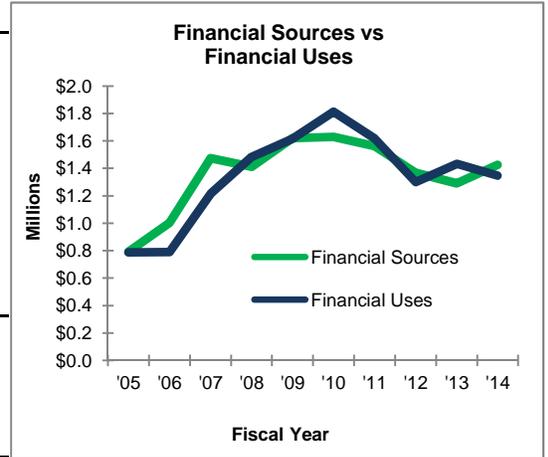
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes	\$0	\$0	\$0	\$560,108	\$733,726
Intragovernmental Revenues					
Grants	\$0	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$48,149	\$56,448	\$71,658	\$72,574	\$51,478
Fees and Service Charges	\$744,265	\$833,749	\$1,391,457	\$779,936	\$828,042
Other Local Revenues ++	\$26	\$3,590	\$153	\$91	\$6,430
	\$792,440	\$893,787	\$1,463,268	\$1,412,709	\$1,619,676
Other Funding Sources/Transfers^	\$0	\$110,075	\$10,262	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$792,440	\$1,003,862	\$1,473,530	\$1,412,709	\$1,619,676
Financial Uses					
Operating Expenses	\$652,079	\$720,877	\$1,157,441	\$1,305,715	\$1,572,304
Operating Transfers to Other Funds	\$105,250	\$69,235	\$0	\$0	\$0
Interest and Other Non-Oper Cash Exp	\$0	\$0	\$0	\$0	\$16,722
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$29,061	\$0	\$56,420	\$177,480	\$26,229
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$786,390	\$790,112	\$1,213,861	\$1,483,195	\$1,615,255
Financial Sources Over/ (Under) Financial Uses	\$6,050	\$213,750	\$259,669	(\$70,486)	\$4,421
Current Assets	\$1,395,902	\$1,486,376	\$1,751,023	\$1,853,221	\$1,750,634
Less: Current Liabilities	\$68,164	\$56,778	\$50,240	\$213,515	\$68,416
Ending Cash and Other Resources	\$1,327,738	\$1,429,598	\$1,700,783	\$1,639,706	\$1,682,218
Cash Reserve Target (20% of Fin. Uses)	\$157,278	\$158,022	\$242,772	\$296,639	\$323,051
Cash Above/(Below) Cash Reserve Target	\$1,170,460	\$1,271,576	\$1,458,011	\$1,343,067	\$1,359,167

++ Other Local Revenues include miscellaneous revenues

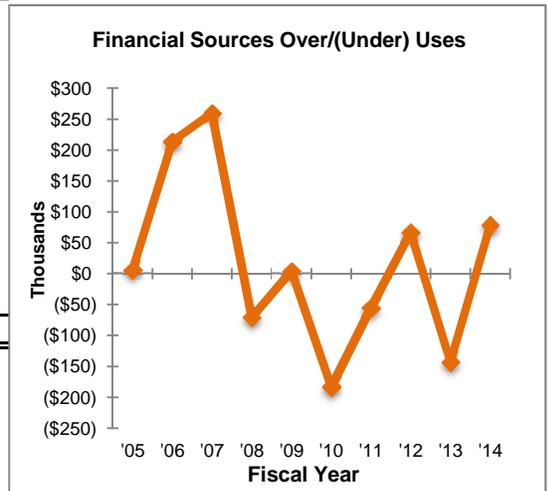
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

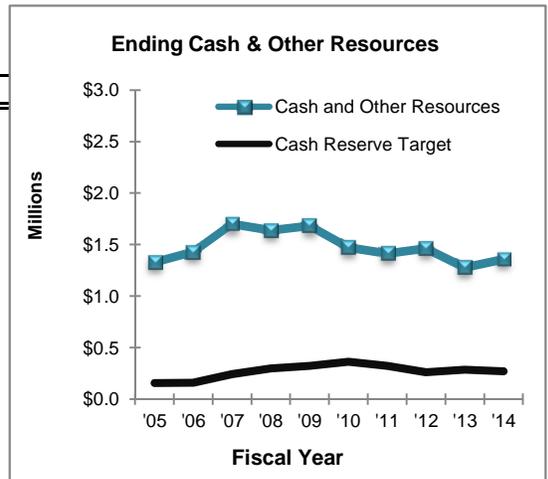
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$643,931	\$659,982	\$659,801	\$644,257	\$691,368
\$0	\$0	\$0	\$0	\$0
\$89,622	\$37,468	\$39,482	\$26,637	\$23,705
\$893,516	\$865,918	\$617,723	\$569,313	\$624,446
\$2,126	\$115	\$52	\$122	\$36,630
\$1,629,195	\$1,563,483	\$1,317,058	\$1,240,329	\$1,376,149
\$0	\$0	\$50,000	\$50,000	\$50,000
\$1,629,195	\$1,563,483	\$1,367,058	\$1,290,329	\$1,426,149



\$1,576,646	\$1,468,978	\$1,171,317	\$1,253,045	\$1,208,386
\$119,563	\$119,562	\$119,562	\$119,562	\$139,272
\$535	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$115,677	\$30,614	\$9,380	\$60,465	\$0
\$0	\$0	\$0	\$0	\$0
\$1,812,421	\$1,619,154	\$1,300,259	\$1,433,072	\$1,347,658



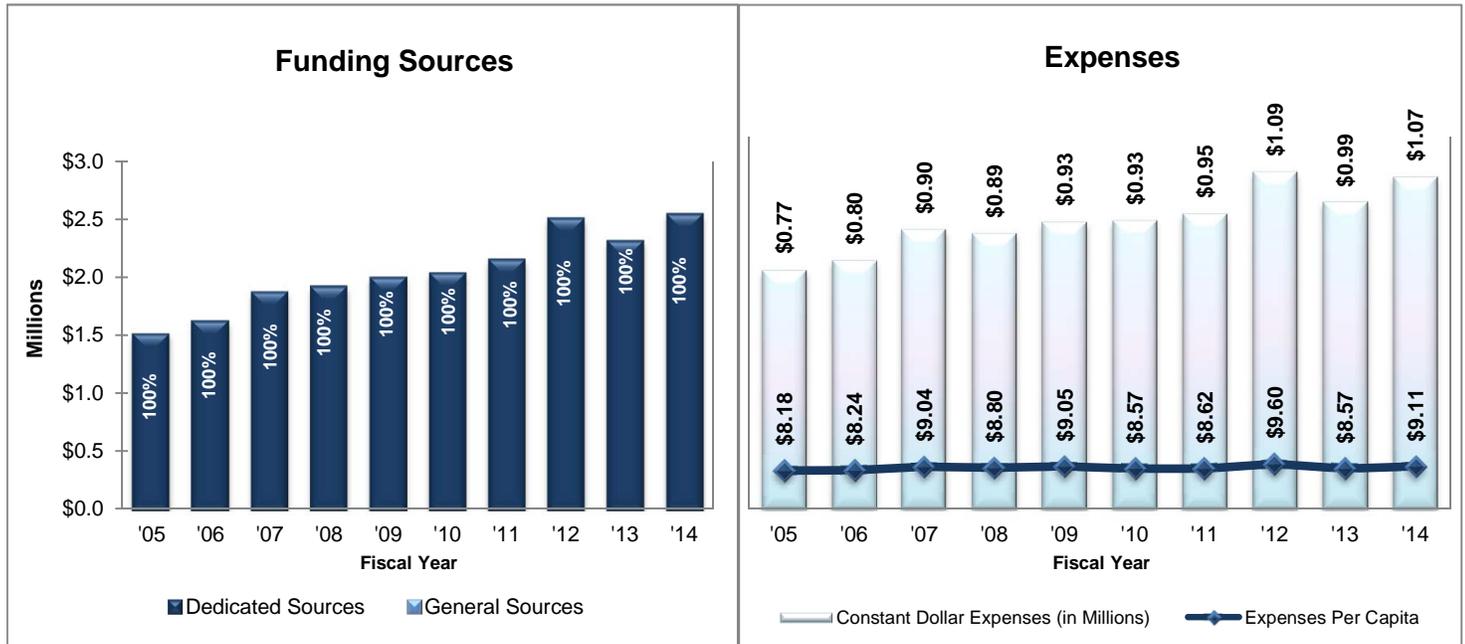
\$1,566,472	\$1,495,182	\$1,565,450	\$1,415,458	\$1,511,693
\$95,975	\$80,902	\$101,637	\$136,870	\$154,980
\$1,470,497	\$1,414,280	\$1,463,813	\$1,278,588	\$1,356,713



\$362,484	\$323,831	\$260,052	\$286,614	\$269,532
\$1,108,013	\$1,090,449	\$1,203,761	\$991,974	\$1,087,181

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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 Over Previous Year
2005	\$1,504,680	\$0	\$1,504,680	195.30	\$770,445	94,211	\$8.18	5.90%
2006	\$1,614,039	\$0	\$1,614,039	201.60	\$800,615	97,202	\$8.24	0.73%
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%
10 Yr % Chg	68.28%		68.28%	21.22%	38.83%	24.58%	11.37%	

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 68.28%, while constant dollar expenses have increased 38.83% and expenses per capita have increased 11.37%. Increases have been due to rising fees associated with increased credit card usage by customers during this time. Also, the population has increased 24.58% and this has led to a greater demand on staff and management and has resulted in the addition of 2.30 FTE positions. Postage rate and bad debt expense increases also contributed to overall expense increases.

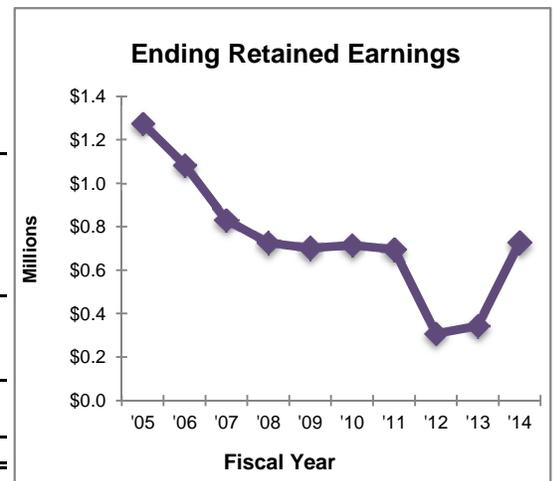
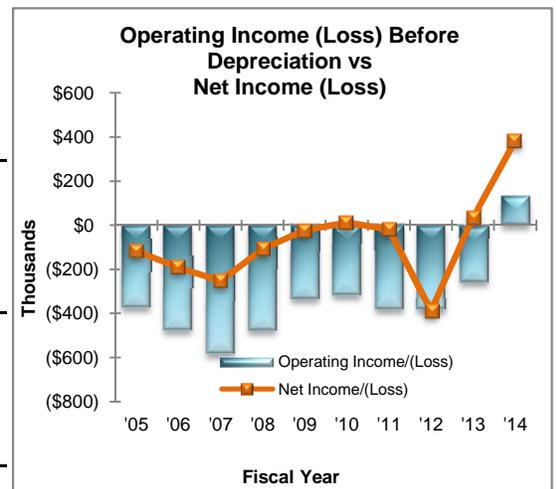
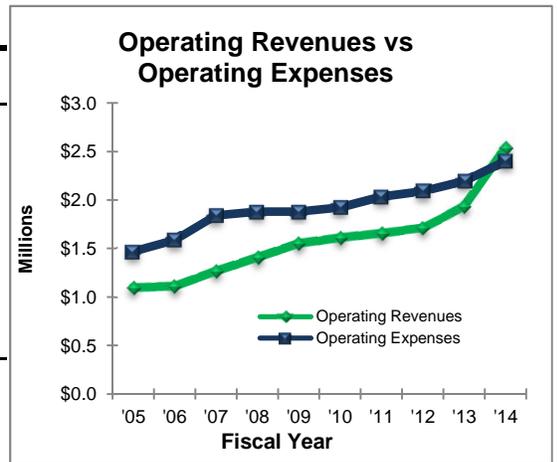
Net losses were recorded for the period FY 2005 and FY 2009. These were planned uses of fund balance by management in order to use down cash balances which had built up over time. This is a common practice in internal service funds. Ending cash and other resources has decreased for most of the period 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 paying agent fees and bad debt expenses. In FY 2014 ending cash is above the cash reserve target.

Utility Customer Services Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
User Charges	\$1,097,137	\$1,110,856	\$1,262,348	\$1,405,466	\$1,548,814
Total Operating Revenues	\$1,097,137	\$1,110,856	\$1,262,348	\$1,405,466	\$1,548,814
Operating Expenses:					
Personal Services	\$458,878	\$499,209	\$545,859	\$577,883	\$602,772
Materials and Supplies	\$242,950	\$273,063	\$281,369	\$312,945	\$357,531
Travel and Training	\$14,553	\$8,579	\$14,273	\$1,292	\$2,080
Intragovernmental	\$253,722	\$260,182	\$303,026	\$372,163	\$357,759
Utilities, Services and Miscellaneous	\$497,315	\$542,566	\$695,754	\$615,000	\$561,179
Total Operating Expenses	\$1,467,418	\$1,583,599	\$1,840,281	\$1,879,283	\$1,881,321
Operating Income (Loss) Before Depreciation	(\$370,281)	(\$472,743)	(\$577,933)	(\$473,817)	(\$332,507)
Depreciation	(\$10,465)	(\$9,007)	(\$6,924)	(\$449)	\$0
Operating Income (Loss)	(\$380,746)	(\$481,750)	(\$584,857)	(\$474,266)	(\$332,507)
Non-Operating Revenues:					
Investment Revenue	\$32,889	\$43,394	\$47,279	\$33,654	\$31,305
Revenue from Other Gov Units	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$258,107	\$268,924	\$300,405	\$365,938	\$384,332
Total Non-Operating Revenues	\$290,996	\$312,318	\$347,684	\$399,592	\$415,637
Non-Operating Expenses:					
Interest Expense	\$0	\$0	\$0	\$0	\$0
Miscellaneous Expenses	\$0	\$0	\$0	\$20,705	\$0
Total Non-Operating Expenses	\$0	\$0	\$0	\$20,705	\$0
Operating Transfers:					
Operating Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$26,797)	(\$21,433)	(\$16,297)	(\$11,870)	(\$106,034)
Total Operating Transfers	(\$26,797)	(\$21,433)	(\$16,297)	(\$11,870)	(\$106,034)
Net Income (Loss) Before Capital Contribution	(\$116,547)	(\$190,865)	(\$253,470)	(\$107,249)	(\$22,904)
Capital Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss)	(\$116,547)	(\$190,865)	(\$253,470)	(\$107,249)	(\$22,904)
Amortization of Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss) Transferred To Retained Earnings	(\$116,547)	(\$190,865)	(\$253,470)	(\$107,249)	(\$22,904)
Beginning Retained Earnings	\$1,392,797	\$1,276,250	\$1,085,385	\$831,915	\$724,666
Ending Retained Earnings	\$1,276,250	\$1,085,385	\$831,915	\$724,666	\$701,762
Contributed Capital	\$0	\$0	\$0	\$0	\$0
Ending Fund Equity	\$1,276,250	\$1,085,385	\$831,915	\$724,666	\$701,762

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$1,606,295	\$1,656,480	\$1,708,122	\$1,936,701	\$2,533,217
\$1,606,295	\$1,656,480	\$1,708,122	\$1,936,701	\$2,533,217
\$601,989	\$627,854	\$642,038	\$681,052	\$700,819
\$319,681	\$308,312	\$314,851	\$333,677	\$342,407
\$6,234	\$0	\$1,817	\$0	\$2,278
\$392,572	\$319,125	\$358,538	\$358,095	\$351,226
\$600,848	\$780,044	\$772,672	\$821,223	\$1,006,108
\$1,921,324	\$2,035,335	\$2,089,916	\$2,194,047	\$2,402,838
(\$315,029)	(\$378,855)	(\$381,794)	(\$257,346)	\$130,379
\$0	\$0	\$0	\$0	\$0
(\$315,029)	(\$378,855)	(\$381,794)	(\$257,346)	\$130,379
\$28,582	\$19,894	\$6,806	(\$6,896)	\$11,166
\$0	\$0	\$0	\$0	\$0
\$405,238	\$447,288	\$393,299	\$407,465	\$371,882
\$433,820	\$467,182	\$400,105	\$400,569	\$383,048
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
(\$106,288)	(\$106,288)	(\$406,294)	(\$108,034)	(\$129,294)
(\$106,288)	(\$106,288)	(\$406,294)	(\$108,034)	(\$129,294)
\$12,503	(\$17,961)	(\$387,983)	\$35,189	\$384,133
\$0	\$0	\$0	\$0	\$0
\$12,503	(\$17,961)	(\$387,983)	\$35,189	\$384,133
\$0	\$0	\$0	\$0	\$0
\$12,503	(\$17,961)	(\$387,983)	\$35,189	\$384,133
\$701,762	\$714,265	\$696,304	\$308,321	\$343,510
\$714,265	\$696,304	\$308,321	\$343,510	\$727,643
\$0	\$0	\$0	\$0	\$0
\$714,265	\$696,304	\$308,321	\$343,510	\$727,643



Utility Customer Services Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
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)	\$42,491	\$44,617	\$41,713	\$29,837	\$21,246
Fees and Service Charges	\$1,097,137	\$1,110,856	\$1,262,348	\$1,405,466	\$1,548,814
Other Local Revenues ++	\$258,107	\$268,924	\$300,405	\$365,938	\$384,332
	\$1,397,735	\$1,424,397	\$1,604,466	\$1,801,241	\$1,954,392
Other Funding Sources/Transfers^	\$0	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$1,397,735	\$1,424,397	\$1,604,466	\$1,801,241	\$1,954,392
Financial Uses					
Operating Expenses	\$1,467,418	\$1,583,599	\$1,840,281	\$1,879,283	\$1,881,321
Operating Transfers to Other Funds	\$26,797	\$21,433	\$16,297	\$11,870	\$106,034
Interest and Other Non-Oper Cash Exp	\$0	\$0	\$0	\$20,705	\$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	\$1,494,215	\$1,605,032	\$1,856,578	\$1,911,858	\$1,987,355
Financial Sources Over/ (Under) Financial Uses	(\$96,480)	(\$180,635)	(\$252,112)	(\$110,617)	(\$32,963)
Current Assets	\$1,300,815	\$1,106,836	\$863,644	\$805,012	\$764,512
Less: Current Liabilities	\$61,650	\$49,529	\$52,883	\$80,346	\$62,750
Ending Cash and Other Resources #	\$1,239,165	\$1,057,307	\$810,761	\$724,666	\$701,762
Cash Reserve Target (20% Fin. Uses)	\$298,843	\$321,006	\$371,316	\$382,372	\$397,471
Cash Above/(Below) Cash Reserve Target	\$940,322	\$736,301	\$439,445	\$342,294	\$304,291

++ Other Local Revenues include miscellaneous revenues

^ Other Funding Sources and Transfers do not include Capital Contributions.

Funding Sources and Uses

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$0	\$0
\$42,226	\$20,202	\$11,309	\$8,134	\$11,953
\$1,606,295	\$1,656,480	\$1,708,122	\$1,936,701	\$2,533,217
\$405,238	\$447,288	\$393,299	\$407,465	\$371,882
\$2,053,759	\$2,123,970	\$2,112,730	\$2,352,300	\$2,917,052
\$0	\$0	\$0	\$0	\$0

\$2,053,759	\$2,123,970	\$2,112,730	\$2,352,300	\$2,917,052
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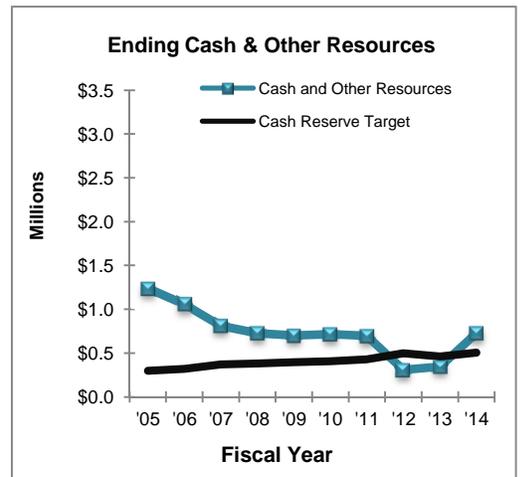
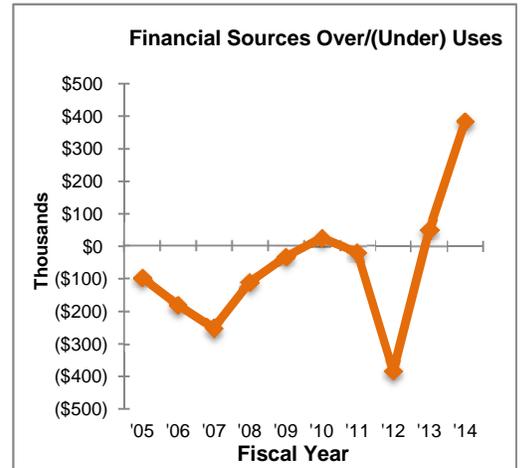
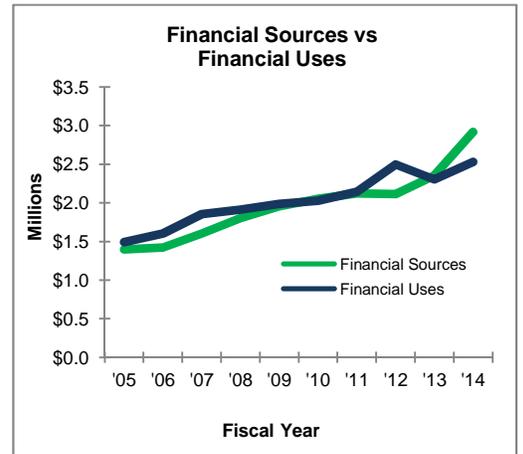
\$1,921,324	\$2,035,335	\$2,089,916	\$2,194,047	\$2,402,838
\$106,288	\$106,288	\$406,294	\$108,034	\$129,294
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$2,027,612	\$2,141,623	\$2,496,210	\$2,302,081	\$2,532,132

\$26,147	(\$17,653)	(\$383,480)	\$50,219	\$384,920
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\$786,210	\$815,531	\$422,936	\$467,384	\$925,794
\$71,945	\$119,227	\$114,615	\$123,874	\$198,151
\$714,265	\$696,304	\$308,321	\$343,510	\$727,643

\$405,522	\$428,325	\$499,242	\$460,416	\$506,426
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\$308,743	\$267,979	(\$190,921)	(\$116,906)	\$221,217
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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 downtown 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

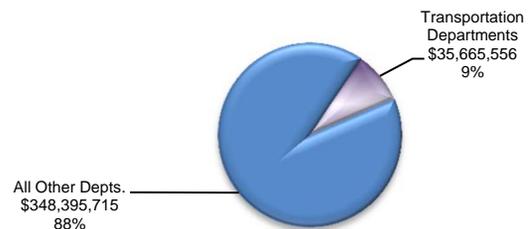
This fund accounts for the portion of the 1% general sales tax that is dedicated to the Capital Improvement Plan. Currently 4.1% of the amount of general sales taxes is dedicated to fund capital projects. These funds are transferred into the Capital Projects Fund to fund specific projects.

County Revenue

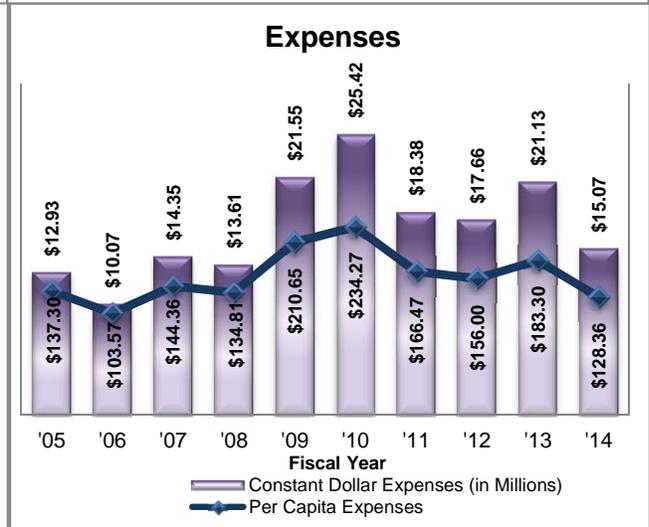
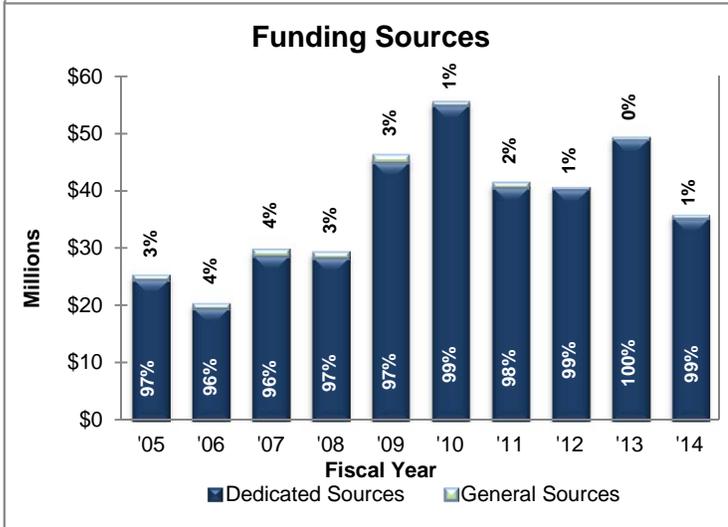
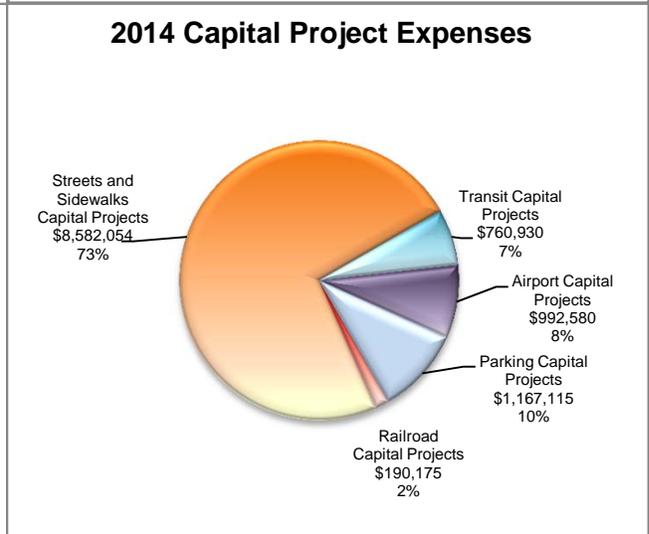
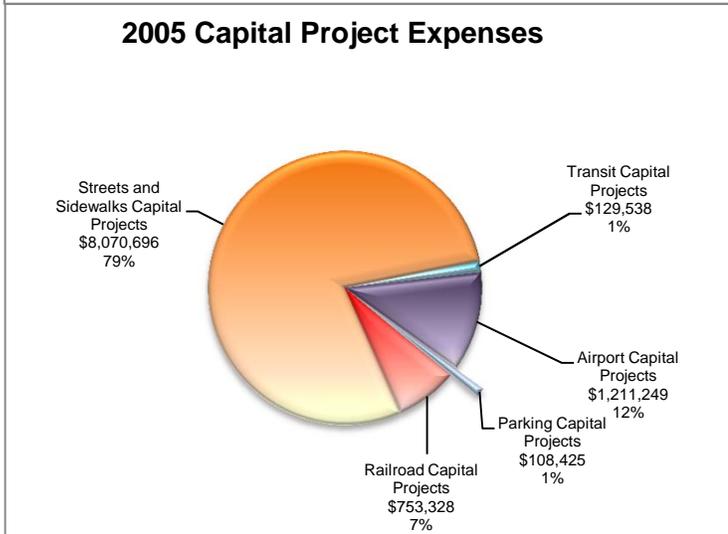
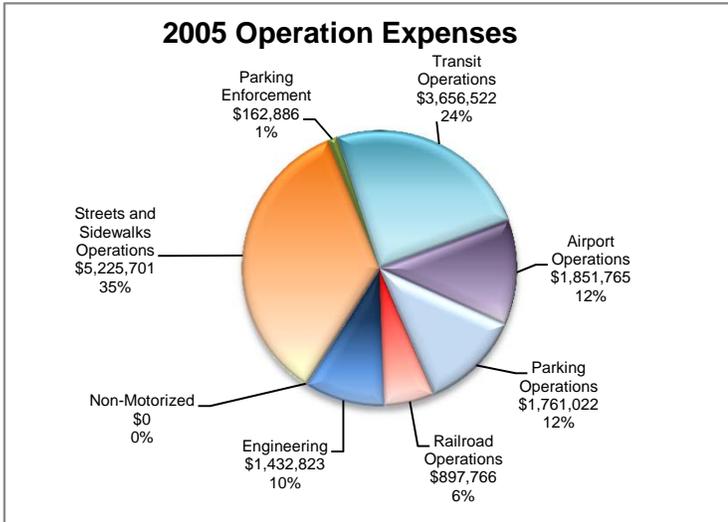
This fund accounted for the road and bridge tax revenues collected by Boone County and shared with the City. The city no longer uses this separate fund. FY 2011 was the last year the fund was used.

Stadium TDD

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



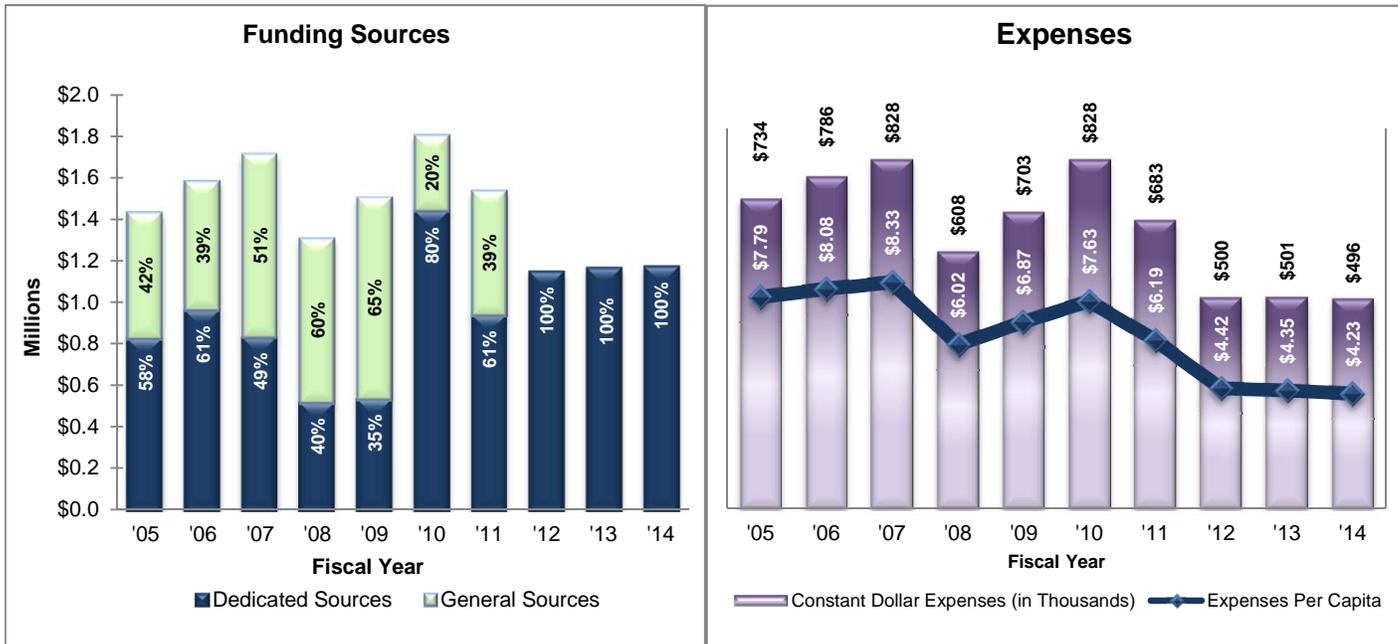
Transportation Departments - Summary



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 Over Previous Year
2005	\$826,439	\$606,384	\$1,432,823	195.30	\$733,653	94,211	\$7.79	(4.18%)
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%)
10 Yr % Chg	42.11%	(100.00%)	(18.04%)	21.22%	(32.38%)	24.58%	(45.70%)	

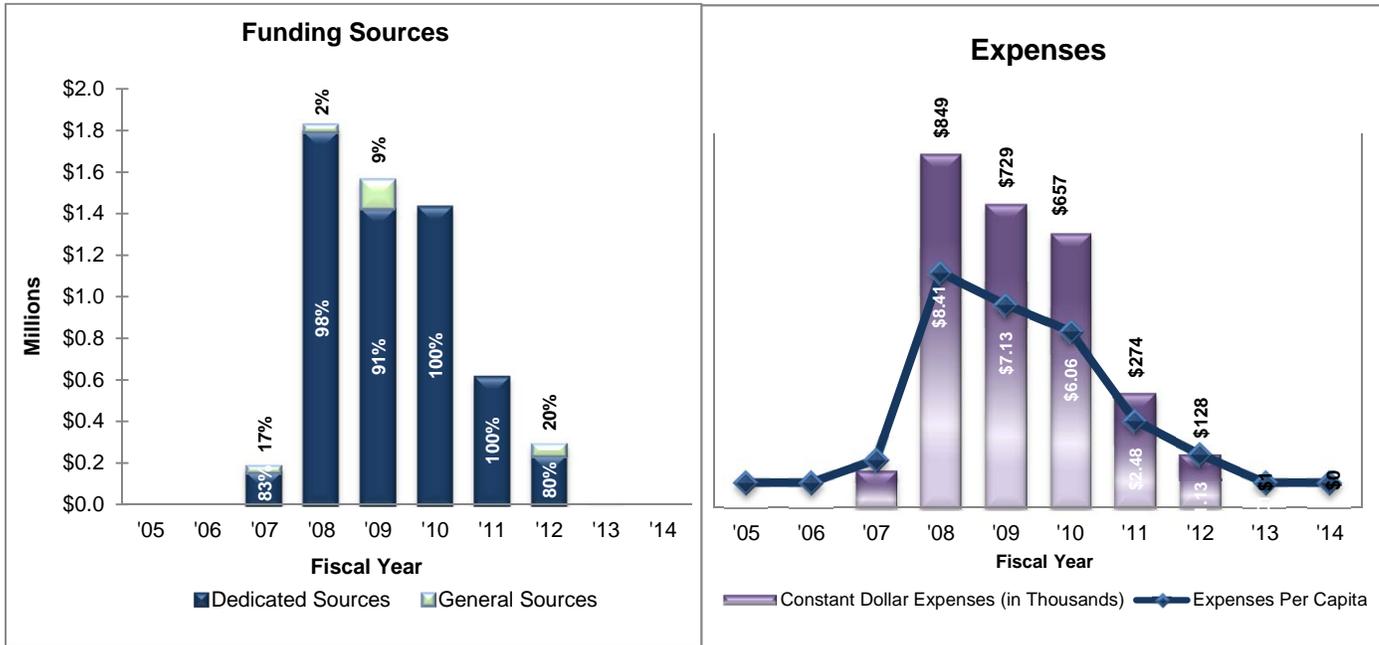
Description:

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 18.04%, constant dollar expenses decreased 32.38%, and per capita constant dollar expenses decreased 45.70%. 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 because if the time is not charged to the Capital Projects Fund, it increases the amount of general revenue sources needed in this department. This, in turn, decreases the general revenue sources that can be allocated to the other departments within the General Fund.

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 Over Previous Year
2005	\$0	\$0	\$0	195.30	\$0	94,211	\$0.00	
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	
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%)
10 Yr % Chg				21.22%		24.58%		

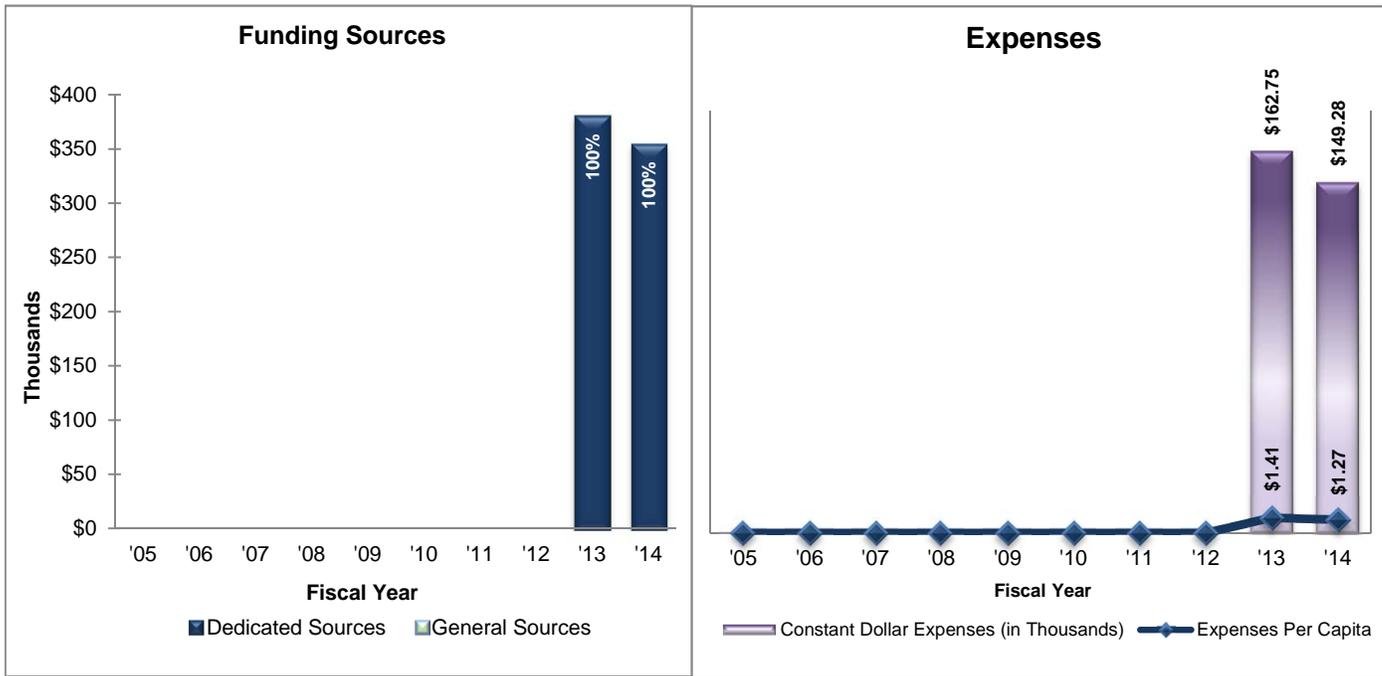
Description:

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 a 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 Over Previous Year
2005	\$0	\$0	0	195.30	\$0	94,211	\$0.00	
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%)
10 Yr % Chg				21.22%		24.58%		

Description:

The Non-Motorized Grant Section (GetAbout 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:

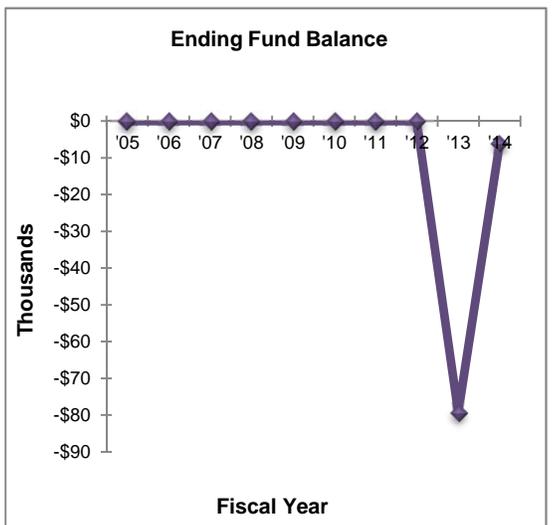
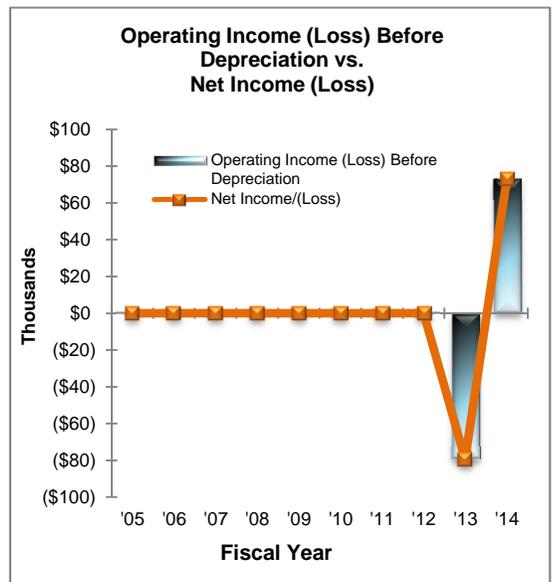
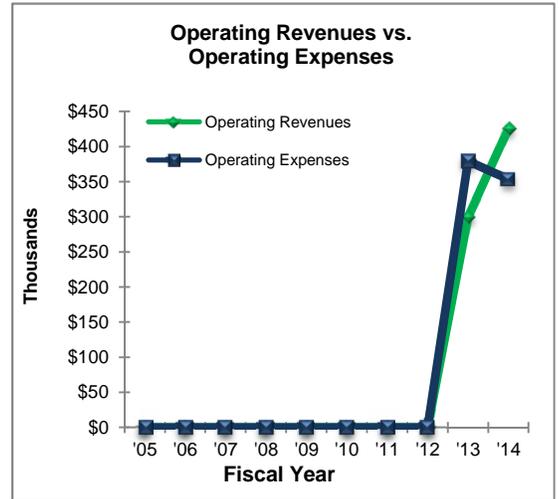
The first grant funds were received in FY 2007 and were recorded in the General Fund (see previous section). However, when an additional grant was received, it was decided to record these funds in a special revenue fund. Revenue was first recorded in this fund in FY 2013. The negative net income in FY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

Non-Motorized Grant Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
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 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$299,819	\$426,558
\$0	\$0	\$0	\$299,819	\$426,558
\$0	\$0	\$0	\$320,403	\$315,181
\$0	\$0	\$0	\$39,432	\$13,291
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$235
\$0	\$0	\$0	\$19,295	\$24,706
\$0	\$0	\$0	\$379,130	\$353,413
\$0	\$0	\$0	(\$79,311)	\$73,145
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	(\$79,311)	\$73,145
\$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
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	(\$79,311)	\$73,145
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	(\$79,311)	(\$6,166)



Non-Motorized Grant Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
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

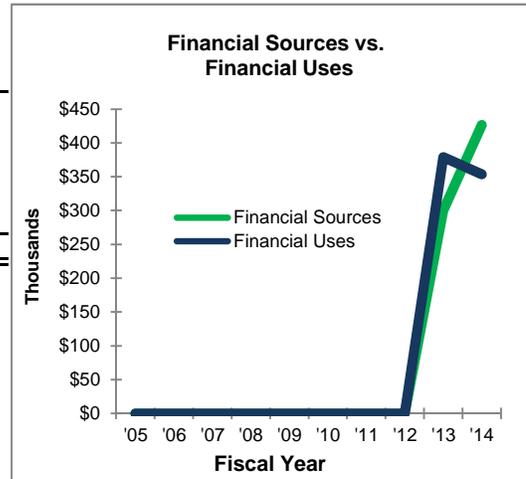
Ending Cash and Other Resources is equal to cash and cash equivalents.

++ Other Local Revenues include miscellaneous revenues

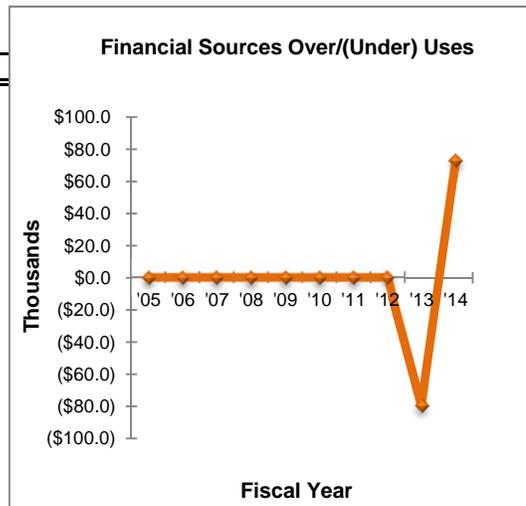
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$299,819	\$426,558
\$0	\$0	\$0	\$299,819	\$426,558
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$299,819	\$426,558

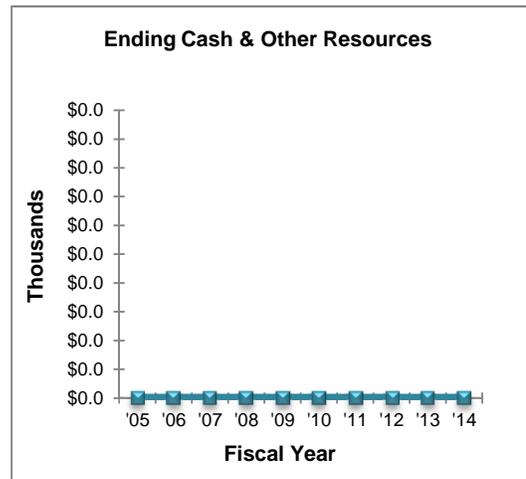


\$0	\$0	\$0	\$379,130	\$353,413
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$379,130	\$353,413



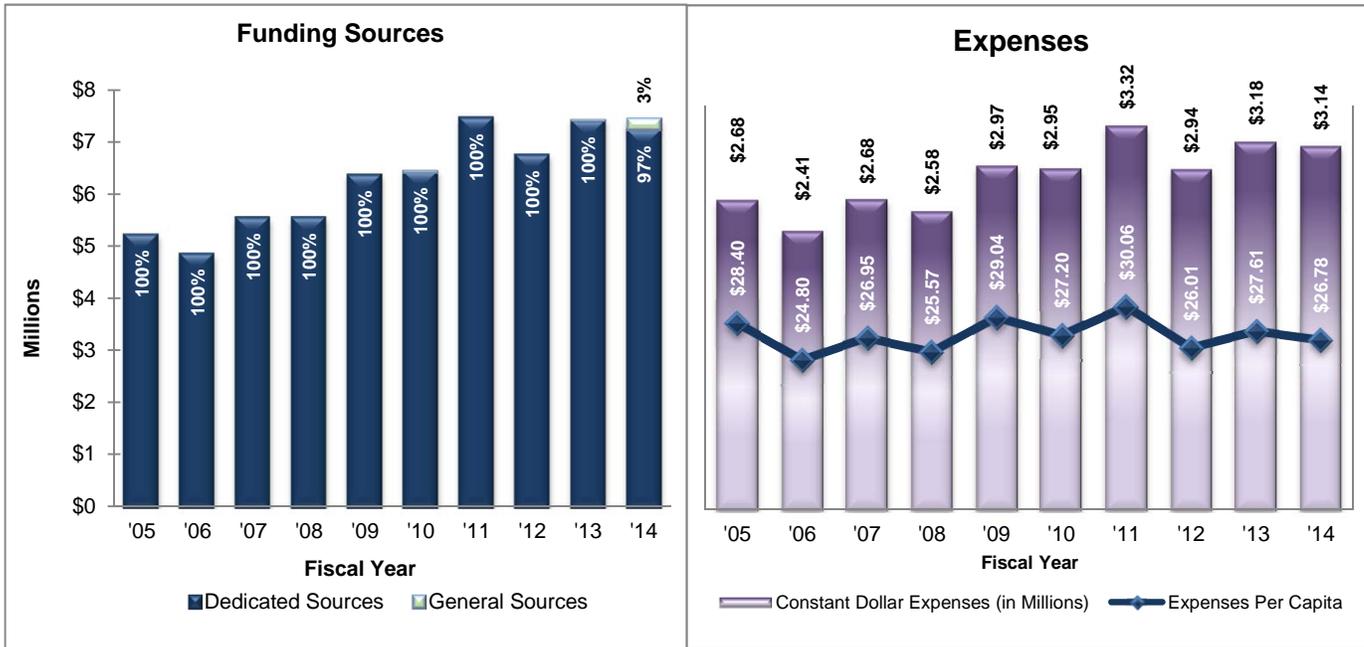
\$0 **\$0** **\$0** **(\$79,311)** **\$73,145**

\$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 Over Previous Year
2005	\$5,225,701	\$0	\$5,225,701	195.30	\$2,675,730	94,211	\$28.40	17.07%
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%)
10 Yr % Chg	38.50%		42.41%	21.22%	17.48%	24.58%	(5.70%)	

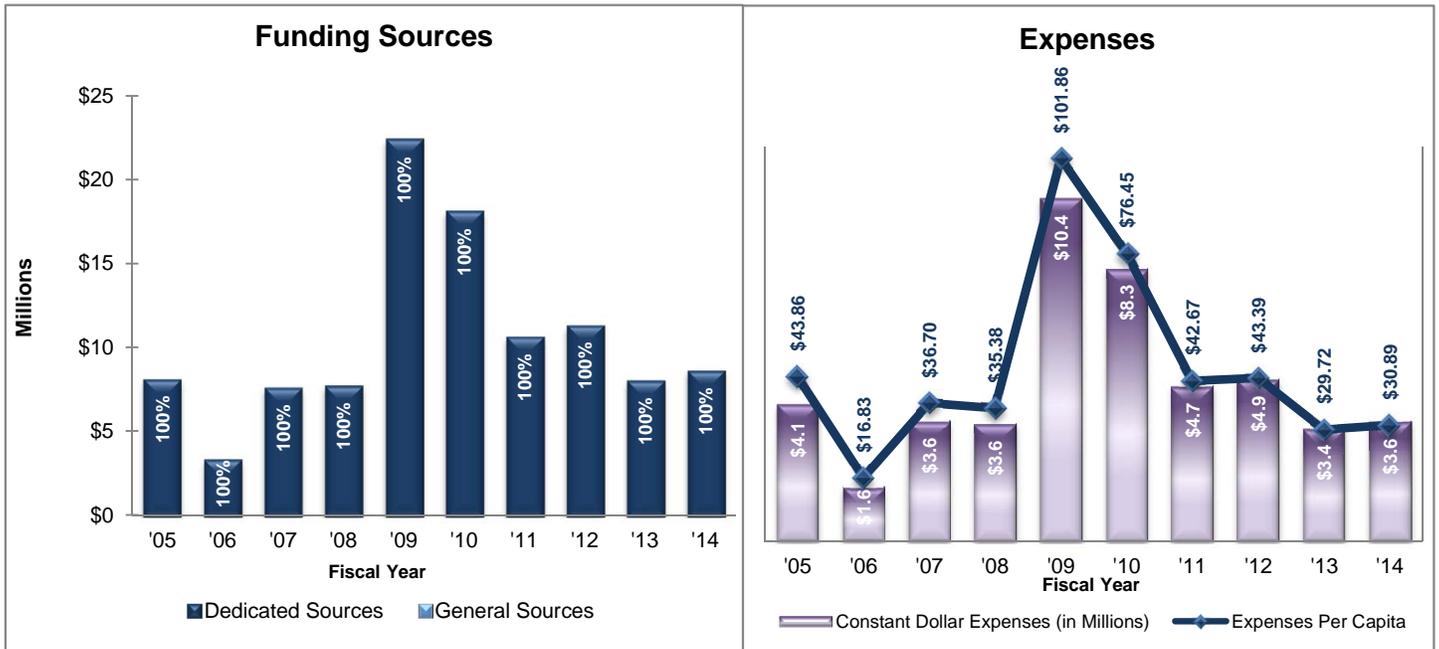
Description:

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 42.41%, constant dollar expenses increased 17.48%, and per capita constant dollar expenses decreased 5.70%. During this time, the number of street miles have increased 28% and the cost of materials have increased significantly as well. Management has been slowly increasing the street maintenance budget, but there is still not adequate funding allocated. It has been estimated that at FY 2015 funding levels, it would take 52 years to resurface every road in Columbia. Citizen surveys have revealed dissatisfaction with current street conditions; however, funding sources such as Transportation Sales Tax are also used to subsidize the transit and airport operations, as well as, provide matching funds for capital grants in those operations. 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 Over Previous Year
2005	\$8,070,696	\$0	\$8,070,696	195.30	\$4,132,461	94,211	\$43.86	96.42%
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%
10 Yr % Chg	6.34%		6.34%	21.22%	(12.28%)	24.58%	(29.57%)	

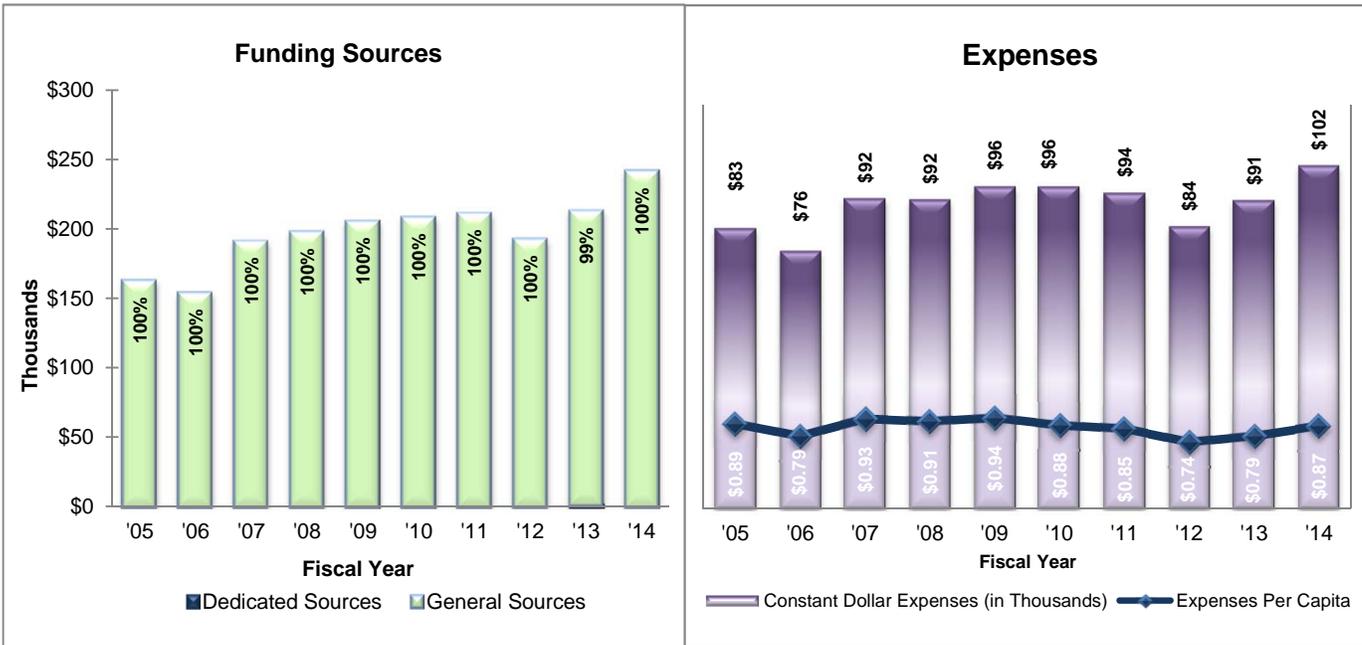
Description:

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 2005 and will continue through 2015.

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. The City is on course to complete all of the 2005 ballot issue projects before the next ballot issue. Due to the economic downturn, the capital improvement sales tax receipts did not come in as was projected. However, other sources have been 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, will not be built as a result of the lower receipts. The next capital quarter-cent renewal ballot issue will occur in August, 2015.

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 Over Previous Year
2005	\$0	\$162,886	\$162,886	195.30	\$83,403	94,211	\$0.89	0.00%
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%
10 Yr % Chg		48.28%	48.28%	21.22%	22.32%	24.58%	(2.25%)	

Description:

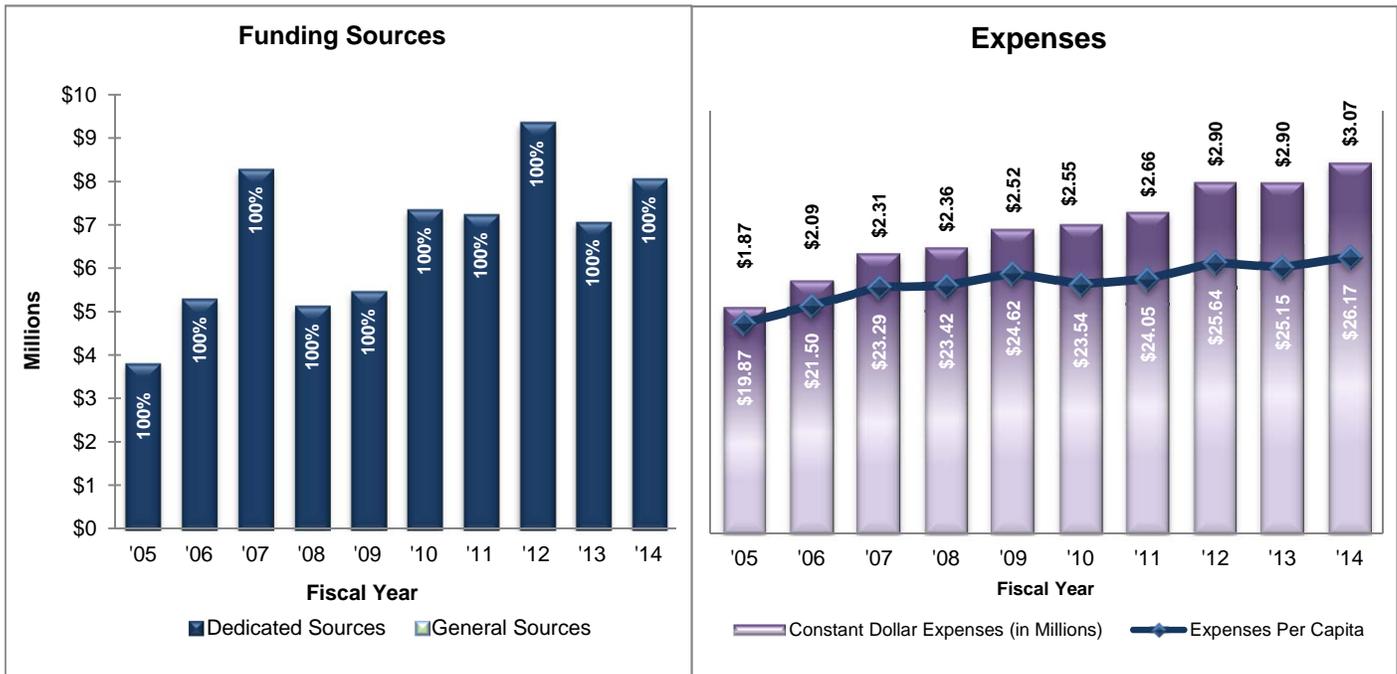
Parking Enforcement is a General Fund department responsible for administering City parking ordinances via parking control enforcement in the central business district and metered University streets. There are no dedicated sources for this department.

Analysis:

For the ten year period, total expenses increased 48.28%, constant dollar expenses increased 22.32% and per capita constant dollar expenses decreased 2.25%. 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 custodial and building maintenance charge increases.

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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 Over Previous Year
2005	\$3,656,522	\$129,538	3,786,060	195.30	\$1,872,259	94,211	\$19.87	5.86%
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%
10 Yr % Chg	98.89%	487.42%	112.19%	21.22%	64.08%	24.58%	31.71%	

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 FTA grants with local match funds from transportation sales tax.

Analysis:

For the ten year period, total expenses without capital projects increased 98.89%, constant dollar expenses increased 64.08% and expenses per capita increased 31.71%. On the operations side, the primary increase has been associated with rising fuel costs. 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.

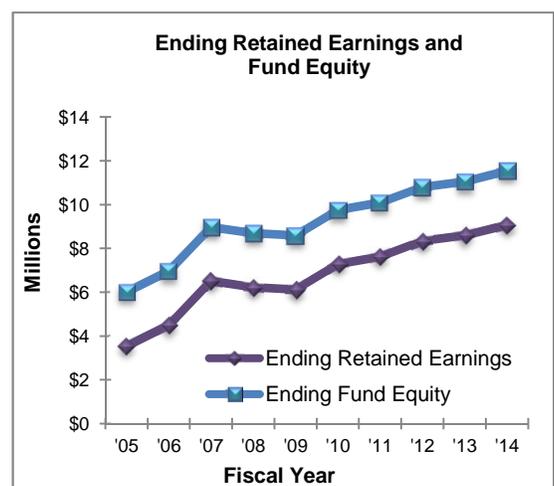
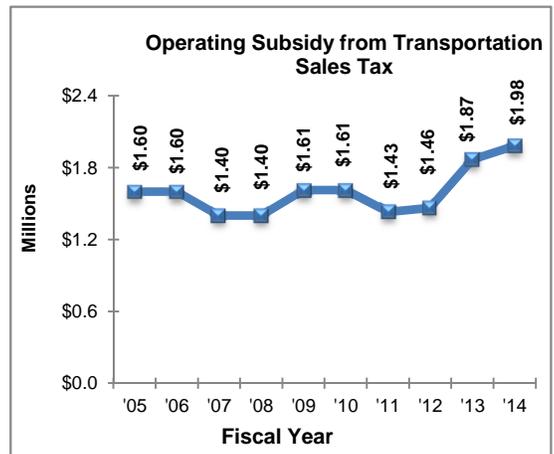
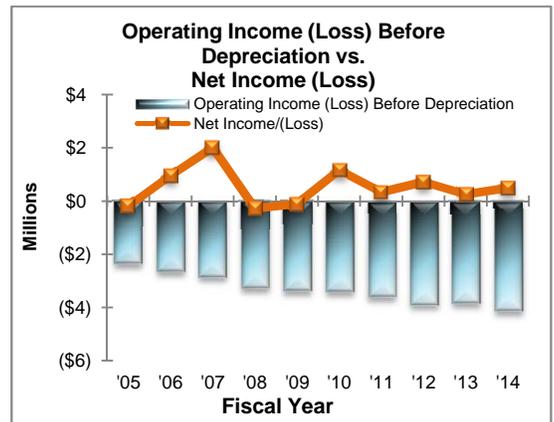
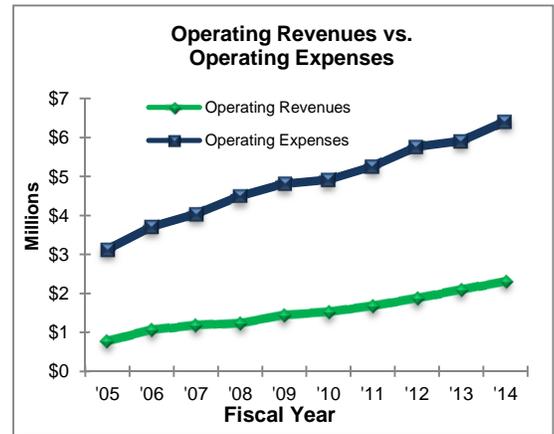
Ending cash and other resources have been declining for the period FY 2006 - FY 2012, but have been increasing for FY 2013 - FY 2014. The FY 2014 ending cash and other resources is slightly above the cash reserve target.

Transit Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Fares	\$157,439	\$172,888	\$181,823	\$194,618	\$350,126
School Passes	\$11,765	\$14,158	\$11,550	\$12,698	\$19,643
Specials	\$3,008	\$3,024	\$40,809	\$16,449	\$3,367
Paratransit	\$23,978	\$22,166	\$23,583	\$95,760	\$131,283
University Shuttle	\$583,136	\$842,760	\$914,330	\$920,730	\$943,197
FastCAT	\$0	\$0	\$0	\$0	\$0
Total Operating Revenues	\$779,326	\$1,054,996	\$1,172,095	\$1,240,255	\$1,447,616
Operating Expenses:					
Personal Services	\$1,835,880	\$2,027,007	\$2,245,296	\$2,342,259	\$2,601,527
Materials and Supplies	\$674,648	\$929,436	\$1,040,820	\$1,289,385	\$1,066,246
Travel and Training	\$2,763	\$1,448	\$2,986	\$3,310	\$4,469
Intragovernmental	\$328,186	\$349,425	\$381,065	\$461,526	\$587,287
Utilities, Services and Miscellaneous	\$285,080	\$397,196	\$360,452	\$405,785	\$545,870
Total Operating Expenses	\$3,126,557	\$3,704,512	\$4,030,619	\$4,502,265	\$4,805,399
Operating Income (Loss) Before Depreciation	(\$2,347,231)	(\$2,649,516)	(\$2,858,524)	(\$3,262,010)	(\$3,357,783)
Depreciation	(\$422,403)	(\$417,617)	(\$461,392)	(\$560,983)	(\$567,229)
Operating Income (Loss)	(\$2,769,634)	(\$3,067,133)	(\$3,319,916)	(\$3,822,993)	(\$3,925,012)
Non-Operating Revenues:					
Investment Revenue	\$84,370	\$127,074	\$140,865	\$107,903	\$109,543
Revenue from Other Gov. Units	\$833,769	\$1,536,792	\$1,240,975	\$1,354,013	\$1,828,755
Miscellaneous Revenue	\$2,378	\$1,341	\$18,052	\$39,334	\$41,205
Total Non-Operating Revenues	\$920,517	\$1,665,207	\$1,399,892	\$1,501,250	\$1,979,503
Non-Operating Expenses:					
Interest Expense	\$0	\$3,475	\$2,757	\$2,012	\$1,241
Loss on Sale/Disposal of Fixed Assets	\$13,216	\$0	\$6,724	\$4,235	\$8,469
Miscellaneous Expense	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$13,216	\$3,475	\$9,481	\$6,247	\$9,710
Operating Transfers:					
Operating Subsidy from TST Fd	\$1,600,000	\$1,600,000	\$1,400,000	\$1,400,000	\$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	\$0	\$1,000	\$0	\$0
Operating Transfers To Other Funds	(\$28,088)	(\$58,133)	(\$222,529)	(\$21,673)	(\$22,444)
Total Operating Transfers	\$1,571,912	\$1,541,867	\$1,178,471	\$1,378,327	\$1,590,056
Net Income (Loss) Before Capital Contribution	(\$290,421)	\$136,466	(\$751,034)	(\$949,663)	(\$365,163)
Capital Contribution - TST for CIP	\$0	\$0	\$0	\$631,400	\$167,118
Capital Contribution - FTA for CIP	\$104,638	\$824,357	\$2,757,874	\$33,572	\$91,968
Capital Contribution - Other	\$0	\$0	\$0	\$7,200	\$0
Total Capital Contributions	\$104,638	\$824,357	\$2,757,874	\$672,172	\$259,086
Net Income (Loss)	(\$185,783)	\$960,823	\$2,006,840	(\$277,491)	(\$106,077)
Amortization of Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss) Transferred To Retained Earnings	(\$185,783)	\$960,823	\$2,006,840	(\$277,491)	(\$106,077)
Beginning Retained Earnings	\$3,727,211	\$3,541,428	\$4,502,251	\$6,509,091	\$6,231,600
Ending Retained Earnings	\$3,541,428	\$4,502,251	\$6,509,091	\$6,231,600	\$6,125,523
Contributed Capital	\$2,466,109	\$2,466,109	\$2,466,109	\$2,466,109	\$2,466,109
Ending Fund Equity	\$6,007,537	\$6,968,360	\$8,975,200	\$8,697,709	\$8,591,632

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$320,446	\$334,667	\$333,983	\$555,482	\$537,567
\$34,570	\$67,835	\$98,425	\$55,334	\$65,646
\$29,497	\$132,105	\$249,497	\$189,418	\$194,201
\$140,007	\$137,842	\$196,271	\$173,276	\$190,668
\$993,181	\$999,484	\$984,497	\$1,024,960	\$1,247,925
\$0	\$0	\$11,199	\$81,595	\$64,551
\$1,517,701	\$1,671,933	\$1,873,872	\$2,080,065	\$2,300,558
\$2,624,376	\$2,736,307	\$2,826,526	\$3,040,968	\$3,322,279
\$1,183,595	\$1,359,299	\$1,475,285	\$1,469,645	\$1,532,446
\$6,667	\$2,760	\$6,617	\$2,853	\$1,657
\$581,009	\$632,827	\$894,677	\$856,331	\$918,771
\$519,575	\$527,307	\$564,529	\$542,900	\$644,697
\$4,915,222	\$5,258,500	\$5,767,634	\$5,912,697	\$6,419,850
(\$3,397,521)	(\$3,586,567)	(\$3,893,762)	(\$3,832,632)	(\$4,119,292)
(\$607,602)	(\$651,035)	(\$769,966)	(\$782,721)	(\$727,661)
(\$4,005,123)	(\$4,237,602)	(\$4,663,728)	(\$4,615,353)	(\$4,846,953)
\$104,103	\$67,132	\$28,016	\$8,324	\$22,015
\$1,524,937	\$1,456,756	\$1,586,935	\$2,050,092	\$2,395,221
\$45,424	\$49,984	\$50,297	\$65,823	\$149,873
\$1,674,464	\$1,573,872	\$1,665,248	\$2,124,239	\$2,567,109
\$443	\$0	\$0	\$0	\$0
\$23,863	\$64,502	\$49,114	\$42,796	\$12,234
\$0	\$567	\$1,519	\$1,689	\$1,449
\$24,306	\$65,069	\$50,633	\$44,485	\$13,683
\$1,612,500	\$1,428,625	\$1,464,184	\$1,866,813	\$1,980,913
\$0	\$0	\$28,666	\$2,000	\$0
\$0	\$0	\$7,470	\$12,000	\$12,000
\$0	\$0	\$200,000	\$0	\$292,177
\$0	\$0	\$0	\$0	\$0
(\$23,243)	\$0	(\$75,969)	(\$552)	(\$111,345)
\$1,589,257	\$1,428,625	\$1,624,351	\$1,880,261	\$2,173,745
(\$765,708)	(\$1,300,174)	(\$1,424,762)	(\$655,338)	(\$119,782)
\$69,304	\$650,630	\$27,000	\$665,758	\$0
\$1,744,189	\$983,225	\$2,118,556	\$238,505	\$608,742
\$112,000	\$0	\$0	\$0	\$0
\$1,925,493	\$1,633,855	\$2,145,556	\$904,263	\$608,742
\$1,159,785	\$333,681	\$720,794	\$248,925	\$488,960
\$0	\$0	\$0	\$0	\$0
\$1,159,785	\$333,681	\$720,794	\$248,925	\$488,960
\$6,125,523	\$7,285,308	\$7,618,989	\$8,339,783	\$8,588,708
\$7,285,308	\$7,618,989	\$8,339,783	\$8,588,708	\$9,077,668
\$2,466,109	\$2,466,109	\$2,466,109	\$2,466,109	\$2,466,109
\$9,751,417	\$10,085,098	\$10,805,892	\$11,054,817	\$11,543,777



Transit Fund

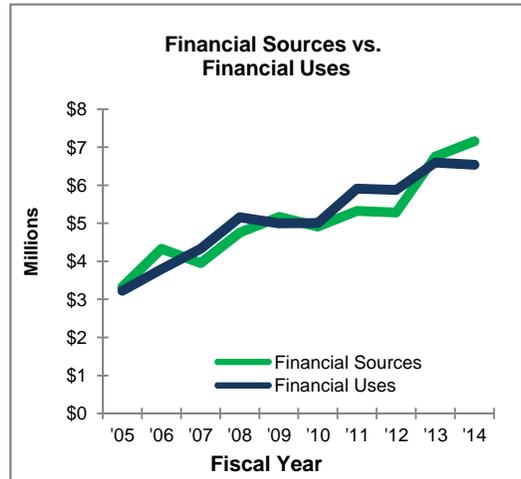
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$833,769	\$1,536,792	\$1,240,975	\$1,354,013	\$1,828,755
Interest (w/o GASB 31 Adjustment)	\$110,354	\$131,753	\$124,291	\$93,899	\$70,725
Fees and Service Charges	\$779,326	\$1,054,996	\$1,172,095	\$1,240,255	\$1,447,616
Other Local Revenues ++	\$2,378	\$1,341	\$18,052	\$39,334	\$41,205
	\$1,725,827	\$2,724,882	\$2,555,413	\$2,727,501	\$3,388,301
Operating Subsidy from TST Fd	\$1,600,000	\$1,600,000	\$1,400,000	\$1,400,000	\$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	\$0	\$1,000	\$0	\$0
Capital Contribution - TST for CIP	\$0	\$0	\$0	\$631,400	\$167,118
Total Other Funding Sources/Transfers^	\$1,600,000	\$1,600,000	\$1,401,000	\$2,031,400	\$1,779,618
Total Financial Sources: Less Appropriated Fund Balance	\$3,325,827	\$4,324,882	\$3,956,413	\$4,758,901	\$5,167,919
Financial Uses					
Operating Expenses	\$3,126,557	\$3,704,512	\$4,030,619	\$4,502,265	\$4,805,399
Operating Transfers to Other Funds	\$28,088	\$58,133	\$222,529	\$21,673	\$22,444
Interest and Other Non-Oper Cash Exp	\$0	\$3,475	\$2,757	\$2,012	\$1,241
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$66,258	\$28,553	\$74,485	\$0	\$0
Transportation Sales Tax Used for Cap Projects	\$0	\$0	\$0	\$631,400	\$167,118
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$3,220,903	\$3,794,673	\$4,330,390	\$5,157,350	\$4,996,202
Financial Sources Over/ (Under) Financial Uses	\$104,924	\$530,209	(\$373,977)	(\$398,449)	\$171,717
Current Assets	\$2,278,649	\$2,726,397	\$2,086,531	\$1,759,219	\$2,047,410
Less: Current Liabilities	\$105,982	\$154,106	\$157,997	\$173,502	\$209,436
Ending Cash and Other Resources	\$2,172,667	\$2,572,291	\$1,928,534	\$1,585,717	\$1,837,974
Total Financial Uses without TST for CIP	\$3,220,903	\$3,794,673	\$4,330,390	\$4,525,950	\$4,829,084
Cash Reserve Target (20% of Fin. Uses)	\$644,181	\$758,935	\$866,078	\$905,190	\$965,817
Cash Above/(Below) Cash Reserve Target	\$1,528,486	\$1,813,356	\$1,062,456	\$680,527	\$872,157

++ Other Local Revenues include Miscellaneous Revenues

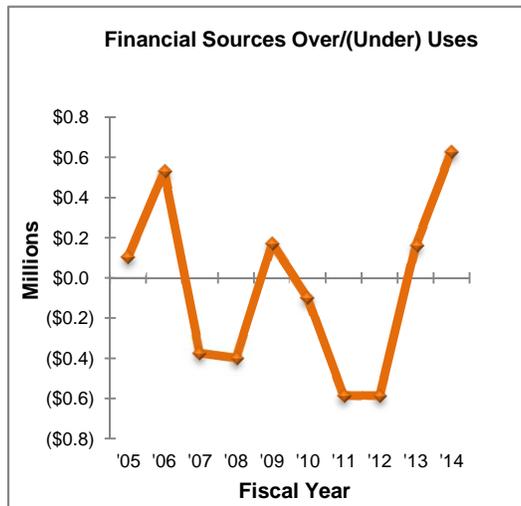
^ Other Funding Sources and Transfers do not include Capital Contributions or local match funds for capital project grants

Financial Sources and Uses

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$1,524,937	\$1,456,756	\$1,586,935	\$2,050,092	\$2,395,221
\$141,724	\$68,341	\$46,863	\$14,795	\$28,528
\$1,517,701	\$1,671,933	\$1,873,872	\$2,080,065	\$2,300,558
\$45,424	\$49,984	\$50,297	\$65,823	\$149,873
\$3,229,786	\$3,247,014	\$3,557,967	\$4,210,775	\$4,874,180
\$1,612,500	\$1,428,625	\$1,464,184	\$1,866,813	\$1,980,913
\$0	\$0	\$28,666	\$2,000	\$0
\$0	\$0	\$7,470	\$12,000	\$12,000
\$0	\$0	\$200,000	\$0	\$292,177
\$0	\$0	\$0	\$0	\$0
\$69,304	\$650,630	\$27,000	\$665,758	\$0
\$1,681,804	\$2,079,255	\$1,727,320	\$2,546,571	\$2,285,090
\$4,911,590	\$5,326,269	\$5,285,287	\$6,757,346	\$7,159,270

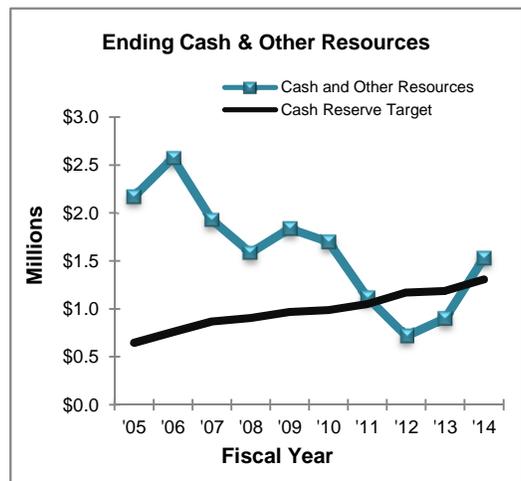


\$4,915,222	\$5,258,500	\$5,767,634	\$5,912,697	\$6,419,850
\$23,243	\$0	\$75,969	\$552	\$111,345
\$443	\$567	\$1,519	\$1,689	\$1,449
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$13,000	\$0
\$69,304	\$650,630	\$27,000	\$665,758	\$0
\$0	\$0	\$0	\$0	\$0
\$5,008,212	\$5,909,697	\$5,872,122	\$6,593,696	\$6,532,644



(\$96,622)
(\$583,428)
(\$586,835)
\$163,650
\$626,626

\$1,955,455	\$1,354,813	\$1,047,827	\$2,301,260	\$1,996,979
\$259,183	\$239,806	\$334,237	\$1,399,489	\$467,096
\$1,696,272	\$1,115,007	\$713,590	\$901,771	\$1,529,883



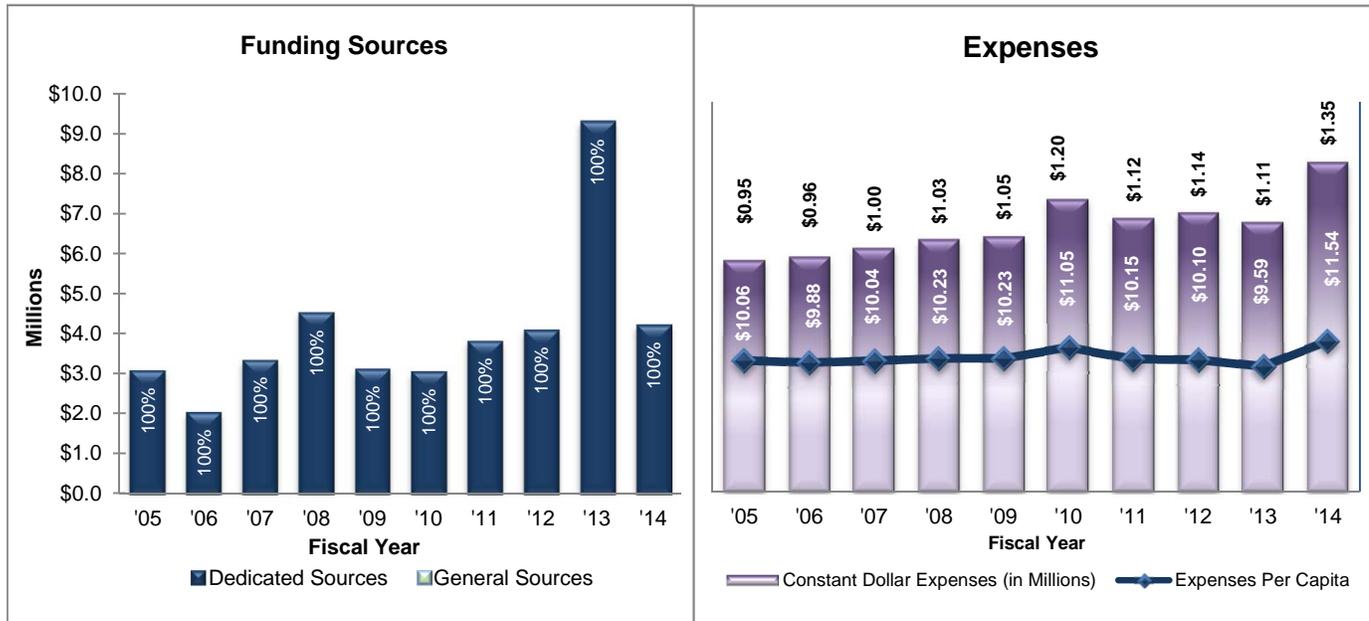
\$4,938,908
\$5,259,067
\$5,845,122
\$5,927,938
\$6,532,644

\$987,782
\$1,051,813
\$1,169,024
\$1,185,588
\$1,306,529

\$708,490
\$63,194
(\$455,434)
(\$283,817)
\$223,354

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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 Over Previous Year
2005	\$1,851,765	\$1,211,249	\$3,063,014	195.30	\$948,164	94,211	\$10.06	(4.73%)
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%
10 Yr % Chg	73.08%	(18.05%)	37.04%	21.22%	42.78%	24.58%	14.71%	

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 FAA grants with local match funds coming from the transportation sales tax.

Analysis:

For the ten year period, total expenses without capital projects increased 73.08%, constant dollar expenses increased 42.78% and expenses per capita increased 14.71%. 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.

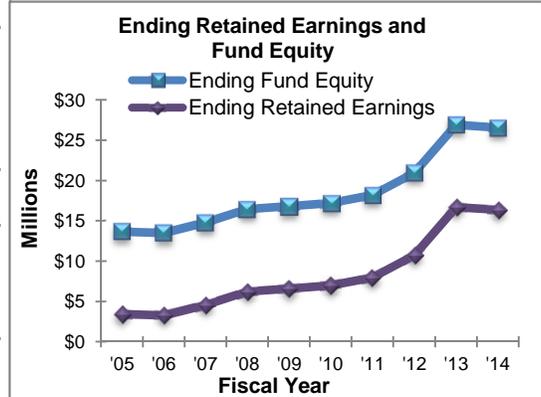
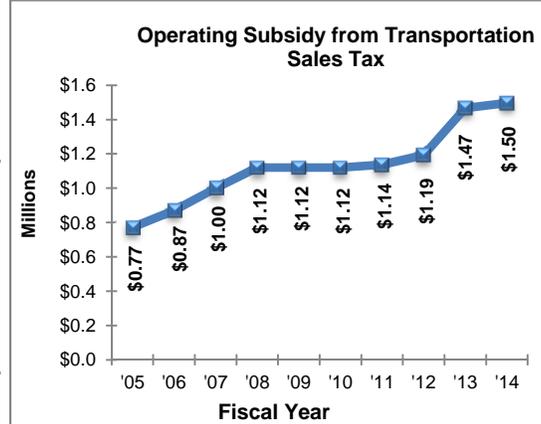
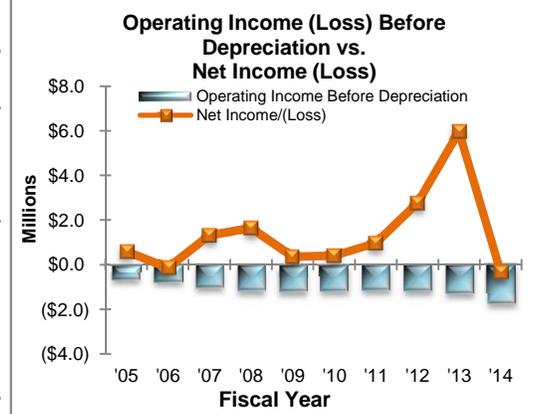
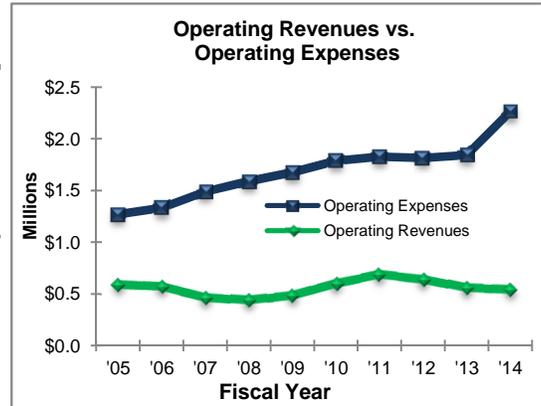
There are some areas of concern for this fund. The gap between operating expenses and operating revenues has continued to increase during this period. The subsidy from Transportation Sales Tax has more than doubled. Future increases in the subsidy from Transportation Sales Tax are contingent upon the growth of sales tax receipts as well as competing needs from Transit and Streets and Sidewalks. Ending cash and other resources is below the 20% cash reserve target in FY 2014. 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.

Airport Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Commissions	\$122,916	\$123,717	\$90,754	\$106,282	\$103,789
Rentals	\$235,421	\$246,548	\$216,908	\$166,432	\$176,668
Landing Fees	\$129,831	\$118,932	\$104,865	\$112,017	\$54,476
Passenger Facility Charge	\$82,223	\$67,435	\$40,965	\$44,471	\$115,439
Law Enforcement Fees	\$17,803	\$15,170	\$8,562	\$5,778	\$31,612
Total Operating Revenues	\$588,194	\$571,802	\$462,054	\$434,980	\$481,984
Operating Expenses:					
Personal Services	\$846,688	\$892,534	\$929,131	\$986,345	\$1,019,399
Materials and Supplies	\$108,449	\$107,684	\$147,218	\$133,528	\$137,758
Travel and Training	\$4,332	\$14,197	\$14,524	\$10,754	\$12,595
Intragovernmental	\$140,504	\$144,112	\$153,594	\$170,863	\$216,504
Utilities, Services and Miscellaneous	\$168,606	\$173,089	\$242,406	\$288,250	\$289,082
Total Operating Expenses	\$1,268,579	\$1,331,616	\$1,486,873	\$1,589,740	\$1,675,338
Operating Income (Loss) Before Depreciation	(\$680,385)	(\$759,814)	(\$1,024,819)	(\$1,154,760)	(\$1,193,354)
Depreciation	(\$539,664)	(\$582,429)	(\$577,367)	(\$512,932)	(\$557,328)
Operating Income (Loss)	(\$1,220,049)	(\$1,342,243)	(\$1,602,186)	(\$1,667,692)	(\$1,750,682)
Non-Operating Revenues:					
Investment Revenue	\$8,961	\$14,851	\$37,490	\$39,773	\$34,252
Revenue from Other Gov. Units	\$0	\$0	\$7,717	\$0	\$44,895
Miscellaneous Revenue	\$11,820	\$8,321	\$6,425	\$17,580	\$7,126
Total Non-Operating Revenues	\$20,781	\$23,172	\$51,632	\$57,353	\$86,273
Non-Operating Expenses:					
Interest Expense	\$4,726	\$1,950	\$86	\$0	\$0
Loss on Disposal of Fixed Assets	\$0	\$0	\$0	\$4,500	\$0
Miscellaneous Expense	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$4,726	\$1,950	\$86	\$4,500	\$0
Operating Transfers:					
Operating Subsidy from TST Fd	\$770,970	\$869,000	\$1,000,000	\$1,120,250	\$1,120,250
Operating Transfer - Capital Proj Fd	\$0	\$0	\$0	\$0	\$0
Operating Transfer - General Fd	\$0	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$14,000)	(\$6,848)	\$0	\$0	\$0
Total Operating Transfers	\$756,970	\$862,152	\$1,000,000	\$1,120,250	\$1,120,250
Net Income (Loss) Before Capital Contributions	(\$447,024)	(\$458,869)	(\$550,640)	(\$494,589)	(\$544,159)
Capital Contribution - TST for CIP	\$50,000	\$105,800	\$719,000	\$79,750	\$227,000
Capital Contribution - FAA for CIP	\$993,279	\$205,665	\$1,144,507	\$2,056,127	\$673,145
Capital Contribution - Other	\$9,327	\$0	\$0	\$0	\$0
Total Capital Contributions	\$1,052,606	\$311,465	\$1,863,507	\$2,135,877	\$900,145
Net Income (Loss)	\$605,582	(\$147,404)	\$1,312,867	\$1,641,288	\$355,986
Amortization of Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss) Transferred To Retained Earnings	\$605,582	(\$147,404)	\$1,312,867	\$1,641,288	\$355,986
Beginning Retained Earnings	\$2,816,851	\$3,422,433	\$3,275,029	\$4,587,896	\$6,229,184
Ending Retained Earnings	\$3,422,433	\$3,275,029	\$4,587,896	\$6,229,184	\$6,585,170
Contributed Capital	\$10,218,769	\$10,218,769	\$10,218,769	\$10,218,769	\$10,218,769
Ending Fund Equity	\$13,641,202	\$13,493,798	\$14,806,665	\$16,447,953	\$16,803,939

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$138,349	\$179,774	\$131,665	\$119,152	\$137,923
\$188,903	\$192,656	\$194,289	\$169,100	\$111,817
\$75,515	\$73,570	\$78,491	\$58,458	\$66,872
\$149,241	\$184,035	\$183,238	\$188,283	\$223,928
\$47,796	\$54,596	\$54,487	\$20,722	\$0
\$599,804	\$684,631	\$642,170	\$555,715	\$540,540
\$1,007,184	\$1,016,958	\$958,842	\$1,044,365	\$1,080,374
\$125,340	\$144,721	\$167,151	\$189,417	\$227,185
\$20,286	\$16,359	\$14,049	\$11,820	\$11,442
\$225,170	\$205,758	\$229,924	\$228,877	\$317,864
\$408,656	\$442,811	\$443,285	\$368,192	\$627,819
\$1,786,636	\$1,826,607	\$1,813,251	\$1,842,671	\$2,264,684
(\$1,186,832)	(\$1,141,976)	(\$1,171,081)	(\$1,286,956)	(\$1,724,144)
(\$610,086)	(\$640,160)	(\$679,402)	(\$693,737)	(\$882,378)
(\$1,796,918)	(\$1,782,136)	(\$1,850,483)	(\$1,980,693)	(\$2,606,522)
\$45,986	\$38,928	\$27,177	(\$82,825)	\$111,524
\$50,767	\$175,350	\$156,512	\$62,270	\$67,930
\$5,697	\$12,340	\$14,597	\$17,476	\$12,192
\$102,450	\$226,618	\$198,286	(\$3,079)	\$191,646
\$0	\$4,347	\$8,127	\$7,349	\$6,544
\$92,225	\$0	\$0	\$5,159	\$0
\$0	\$0	\$0	\$0	\$0
\$92,225	\$4,347	\$8,127	\$12,508	\$6,544
\$1,120,250	\$1,136,500	\$1,192,230	\$1,466,075	\$1,495,737
\$350,000	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$45,588	\$0
\$0	(\$41,407)	(\$125,215)	\$0	(\$25,229)
\$1,470,250	\$1,095,093	\$1,067,015	\$1,511,663	\$1,470,508
(\$316,443)	(\$464,772)	(\$593,309)	(\$484,617)	(\$950,912)
\$371,417	\$189,695	\$2,108,232	\$482,535	\$100,875
\$347,028	\$1,090,044	\$1,254,533	\$5,962,889	\$516,482
\$0	\$163,392	\$0	\$0	\$0
\$718,445	\$1,443,131	\$3,362,765	\$6,445,424	\$617,357
\$402,002	\$978,359	\$2,769,456	\$5,960,807	(\$333,555)
\$0	\$0	\$0	\$0	\$0
\$402,002	\$978,359	\$2,769,456	\$5,960,807	(\$333,555)
\$6,585,170	\$6,987,172	\$7,965,531	\$10,734,987	\$16,695,794
\$6,987,172	\$7,965,531	\$10,734,987	\$16,695,794	\$16,362,239
\$10,218,769	\$10,218,769	\$10,218,769	\$10,218,769	\$10,218,769
\$17,205,941	\$18,184,300	\$20,953,756	\$26,914,563	\$26,581,008



Airport Fund

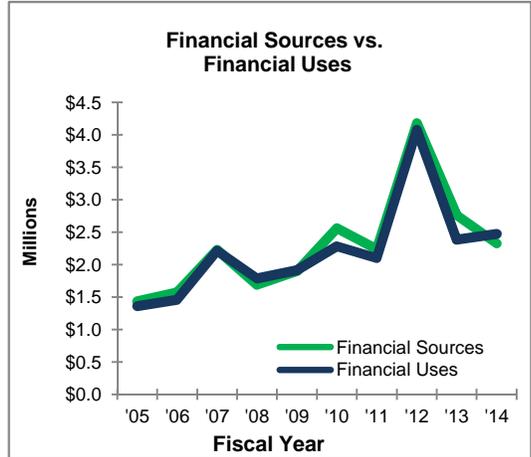
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$0	\$0	\$7,717	\$0	\$44,895
Interest (w/o GASB 31 Adjustment)	\$10,581	\$15,586	\$32,326	\$34,503	\$19,791
Fees and Service Charges	\$588,194	\$571,802	\$462,054	\$434,980	\$481,984
Other Local Revenues ++	\$11,820	\$8,321	\$6,425	\$17,580	\$7,126
	\$610,595	\$595,709	\$508,522	\$487,063	\$553,796
Operating Subsidy from TST Fd	\$770,970	\$869,000	\$1,000,000	\$1,120,250	\$1,120,250
Operating Transfer - Capital Proj Fd	\$0	\$0	\$0	\$0	\$0
Operating Transfer - General Fd	\$0	\$0	\$0	\$0	\$0
Capital Contribution - TST for CIP	\$50,000	\$105,800	\$719,000	\$79,750	\$227,000
Total Other Funding Sources/Transfers^	\$820,970	\$974,800	\$1,719,000	\$1,200,000	\$1,347,250
Total Financial Sources: Less Appropriated Fund Balance	\$1,431,565	\$1,570,509	\$2,227,522	\$1,687,063	\$1,901,046
Financial Uses					
Operating Expenses	\$1,268,579	\$1,331,616	\$1,486,873	\$1,589,740	\$1,675,338
Operating Transfers to Other Funds	\$14,000	\$6,848	\$0	\$0	\$0
Interest and Other Non-Oper Cash Exp	\$4,726	\$1,950	\$86	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$24,796	\$13,684	\$5,513	\$117,864	\$13,382
Transportation Sales Tax Used for Cap Proj	\$50,000	\$105,800	\$719,000	\$79,750	\$227,000
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$1,362,101	\$1,459,898	\$2,211,472	\$1,787,354	\$1,915,720
Financial Sources Over/ (Under) Financial Uses	\$69,464	\$110,611	\$16,050	(\$100,291)	(\$14,674)
Current Assets	\$145,578	\$243,600	\$312,892	\$244,839	\$243,614
Less: Current Liabilities	\$104,065	\$121,045	\$125,345	\$148,811	\$146,543
Ending Cash and Other Resources	\$41,513	\$122,555	\$187,547	\$96,028	\$97,071
Total Financial Uses w/o TST for CIP	\$1,312,101	\$1,354,098	\$1,492,472	\$1,707,604	\$1,688,720
Cash Reserve Target (20% of Fin. Uses)	\$262,420	\$270,820	\$298,494	\$341,521	\$337,744
Cash Above/(Below) Cash Reserve Target	(\$220,907)	(\$148,265)	(\$110,947)	(\$245,493)	(\$240,673)

++Other Local Revenues include Miscellaneous Revenues

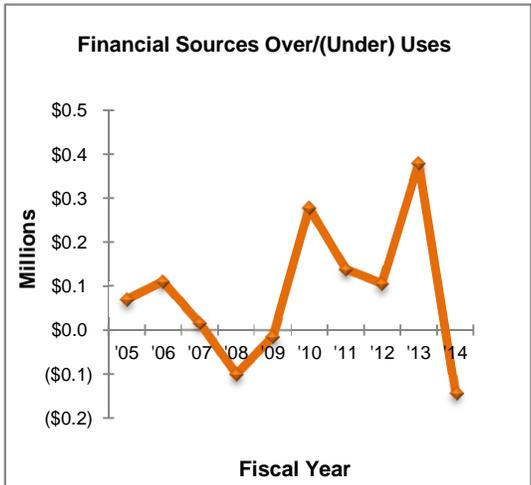
^ Other Funding Sources and Transfers do not include Capital Contributions or local match funds for FAA capital grant projects

Financial Sources and Uses

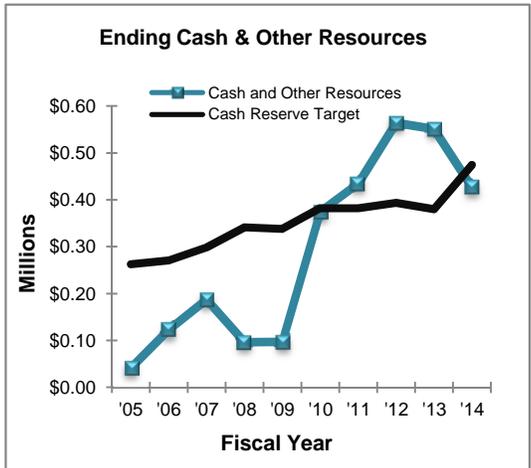
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$50,767	\$175,350	\$156,512	\$62,270	\$67,930
\$62,374	\$39,725	\$67,787	\$132,323	\$111,056
\$599,804	\$684,631	\$642,170	\$555,715	\$540,540
\$5,697	\$12,340	\$14,597	\$17,476	\$12,192
\$718,642	\$912,046	\$881,066	\$767,784	\$731,718
\$1,120,250	\$1,136,500	\$1,192,230	\$1,466,075	\$1,495,737
\$350,000	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$45,588	\$0
\$371,417	\$189,695	\$2,108,232	\$482,535	\$100,875
\$1,841,667	\$1,326,195	\$3,300,462	\$1,994,198	\$1,596,612



Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$2,560,309	\$2,238,241	\$4,181,528	\$2,761,982	\$2,328,330
\$1,786,636	\$1,826,607	\$1,813,251	\$1,842,671	\$2,264,684
\$0	\$41,407	\$125,215	\$0	\$25,229
\$0	\$4,347	\$8,127	\$7,349	\$6,544
\$0	\$0	\$21,873	\$22,651	\$23,456
\$124,271	\$7,978	\$0	\$27,500	\$26,206
\$371,417	\$189,695	\$2,108,232	\$482,535	\$100,875
\$0	\$30,000	\$0	\$0	\$25,000
\$2,282,324	\$2,100,034	\$4,076,698	\$2,382,706	\$2,471,994

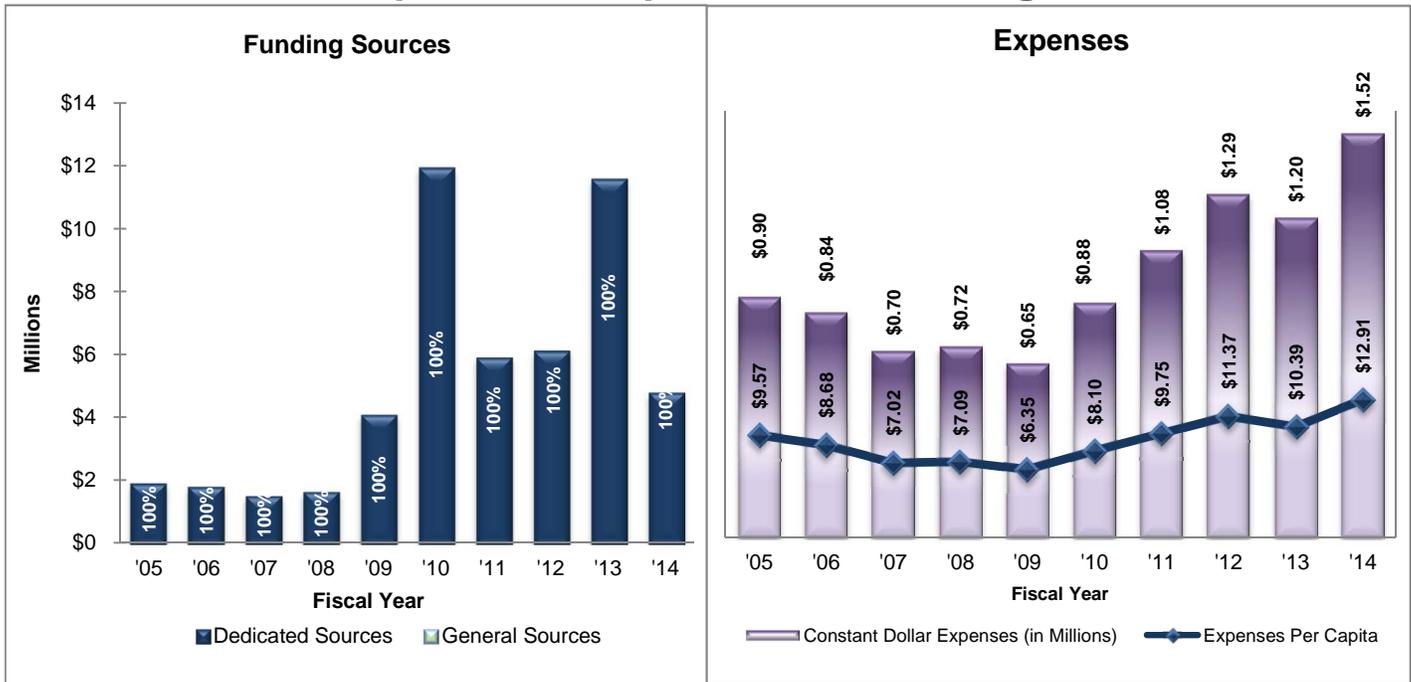


\$277,985	\$138,207	\$104,830	\$379,276	(\$143,664)
\$533,337	\$635,129	\$752,371	\$766,016	\$690,673
\$158,541	\$200,653	\$188,440	\$214,832	\$263,872
\$374,796	\$434,476	\$563,931	\$551,184	\$426,801
\$1,910,907	\$1,910,339	\$1,968,466	\$1,900,171	\$2,371,119
\$382,181	\$382,068	\$393,693	\$380,034	\$474,224
(\$7,385)	\$52,408	\$170,238	\$171,150	(\$47,423)



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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 Over Previous Year
2005	\$1,761,022	\$108,425	\$1,869,447	195.30	\$901,701	94,211	\$9.57	(5.06%)
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%
10 Yr % Chg	103.74%	976.43%	154.36%	21.22%	68.08%	24.58%	34.90%	

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 103.74%, constant dollar expenses increased 68.08%, and constant dollar expenses per capita increased 34.9%. 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.

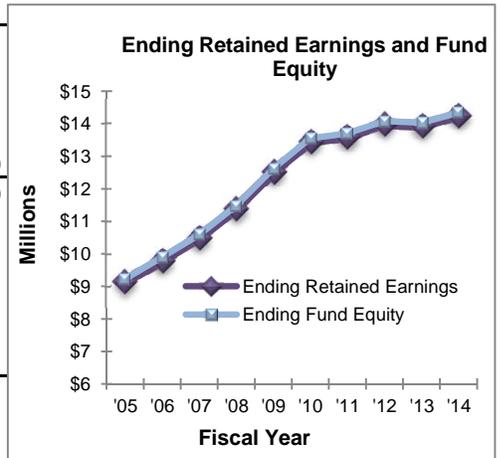
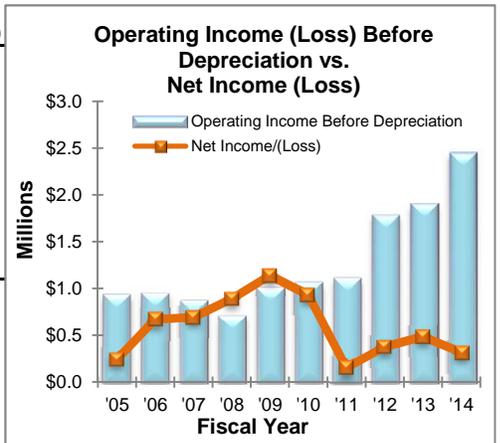
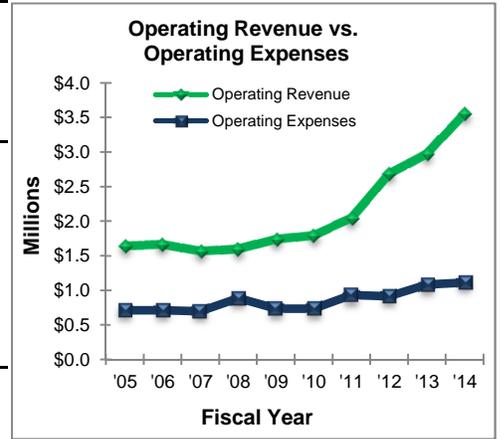
Net income decreased from FY 2010 to FY 2011 due to the debt payments. The total bond debt coverage ratio which includes special obligation bonds fell below the 1.10 ratio for FY 2010, FY 2011, and FY 2013 but is above for FY 2014. The 1.10 ratio is only for revenue bonds. Parking rates were increased in FY 2011, FY 2013, and FY 2014. The increase in capital projects is due to the Short Street Garage project. The Short Street Garage opened later than expected, which caused a delay in cash flow. The cash flow is expected to improve in the next few years with the garage open full-time, decreasing interest payments, and planned fee increases.

Parking Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Meters	\$853,756	\$840,036	\$763,910	\$768,578	\$845,149
Garages	\$511,797	\$523,751	\$515,521	\$554,811	\$609,166
Reserved Lots	\$255,992	\$272,741	\$259,605	\$247,688	\$260,398
Other	\$20,189	\$21,109	\$23,074	\$22,861	\$22,381
Total Operating Revenues	\$1,641,734	\$1,657,637	\$1,562,110	\$1,593,938	\$1,737,094
Operating Expenses:					
Personal Services	\$356,720	\$348,362	\$372,554	\$355,588	\$377,892
Materials and Supplies	\$101,513	\$95,340	\$61,000	\$147,721	\$52,770
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$101,940	\$111,486	\$85,622	\$101,625	\$114,530
Utilities, Services and Miscellaneous	\$150,193	\$155,389	\$176,325	\$281,979	\$186,015
Total Operating Expenses	\$710,366	\$710,577	\$695,501	\$886,913	\$731,207
Operating Income (Loss) Before Depreciation	\$931,368	\$947,060	\$866,609	\$707,025	\$1,005,887
Depreciation	(\$605,161)	(\$513,044)	(\$377,637)	(\$275,805)	(\$279,179)
Operating Income (Loss)	\$326,207	\$434,016	\$488,972	\$431,220	\$726,708
Non-Operating Revenues:					
Investment Revenue	\$181,165	\$297,791	\$411,526	\$387,519	\$646,192
Revenue from Other Gov. Units	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$5,029	\$206,790	\$5,000	\$265,994	\$11,991
Interest Rate Swap Proceeds, Net	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Revenues	\$186,194	\$504,581	\$416,526	\$653,513	\$658,183
Non-Operating Expenses:					
Interest Expense	\$422,651	\$334,757	\$283,813	\$264,613	\$277,836
Loss on Sale/Disposal of Fixed Assets	\$0	\$95,787	\$0	\$0	\$1,326
Amortization	\$16,793	\$9,180	\$5,374	\$5,374	\$6,349
Bank & Paying Agent Fees	\$1,151	\$945	\$96	\$0	\$0
Total Non-Operating Expenses	\$440,595	\$440,669	\$289,283	\$269,987	\$285,511
Operating Transfers:					
Operating Transfer From Other Funds	\$174,000	\$172,000	\$76,000	\$75,000	\$75,000
Operating Transfers To Other Funds	(\$4,900)	(\$2,397)	\$0	\$0	(\$36,924)
Total Operating Transfers	\$169,100	\$169,603	\$76,000	\$75,000	\$38,076
Net Income (Loss) Before Capital Contribution	\$240,906	\$667,531	\$692,215	\$889,746	\$1,137,456
Capital Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss)	\$240,906	\$667,531	\$692,215	\$889,746	\$1,137,456
Amortization of Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss) Transferred To Retained Earnings	\$240,906	\$667,531	\$692,215	\$889,746	\$1,137,456
Beginning Retained Earnings	\$8,903,290	\$9,144,196	\$9,811,727	\$10,503,942	\$11,393,688
Ending Retained Earnings	\$9,144,196	\$9,811,727	\$10,503,942	\$11,393,688	\$12,531,144
Contributed Capital	\$88,159	\$88,159	\$88,159	\$88,159	\$88,159
Ending Fund Equity	\$9,232,355	\$9,899,886	\$10,592,101	\$11,481,847	\$12,619,303

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$870,500	\$1,024,626	\$1,330,065	\$1,421,225	\$1,531,286
\$604,896	\$700,065	\$927,999	\$1,136,484	\$1,485,710
\$298,230	\$287,240	\$352,213	\$305,996	\$363,531
\$23,001	\$27,004	\$78,126	\$113,454	\$170,589
\$1,796,627	\$2,038,935	\$2,688,403	\$2,977,159	\$3,551,116
\$373,242	\$409,599	\$413,597	\$473,769	\$481,599
\$54,779	\$208,388	\$82,435	\$223,539	\$150,113
\$0	\$50	\$0	\$398	\$0
\$117,340	\$129,861	\$152,417	\$167,192	\$197,996
\$188,659	\$181,466	\$262,388	\$216,087	\$280,030
\$734,020	\$929,364	\$910,837	\$1,080,985	\$1,109,738
\$1,062,607	\$1,109,571	\$1,777,566	\$1,896,174	\$2,441,378
(\$278,649)	(\$498,761)	(\$687,041)	(\$703,113)	(\$947,839)
\$783,958	\$610,810	\$1,090,525	\$1,193,061	\$1,493,539
\$919,891	\$477,194	\$369,398	\$224,526	\$319,589
\$0	\$31,844	\$0	\$0	\$0
\$407	\$391	\$150,534	\$8,916	\$1,118
\$0	\$0	\$0	\$0	\$0
\$920,298	\$509,429	\$519,932	\$233,442	\$320,707
\$692,742	\$913,019	\$973,885	\$935,792	\$1,012,519
\$25,840	\$0	\$2,090	\$2,049	\$152,822
\$17,075	\$17,075	\$52,794	\$0	\$0
\$640	\$345	\$3,977	\$11,535	\$25,450
\$736,297	\$930,439	\$1,032,746	\$949,376	\$1,190,791
\$0	\$0	\$0	\$12,000	\$0
(\$37,162)	(\$37,162)	(\$202,220)	(\$2,220)	(\$307,997)
(\$37,162)	(\$37,162)	(\$202,220)	\$9,780	(\$307,997)
\$930,797	\$152,638	\$375,491	\$486,907	\$315,458
\$0	\$0	\$0	\$0	\$0
\$930,797	\$152,638	\$375,491	\$486,907	\$315,458
\$0	\$0	\$0	\$0	\$0
\$930,797	\$152,638	\$375,491	\$486,907	\$315,458
\$12,531,144	\$13,461,941	\$13,614,579	\$13,458,011 *	\$13,944,918
\$13,461,941	\$13,614,579	\$13,990,070	\$13,944,918	\$14,260,376
\$88,159	\$88,159	\$88,159	\$88,159	\$88,159
\$13,550,100	\$13,702,738	\$14,078,229	\$14,033,077	\$14,348,535



* FY2013 Ending Retained Earnings was restated due to GASB 65.

Parking Fund

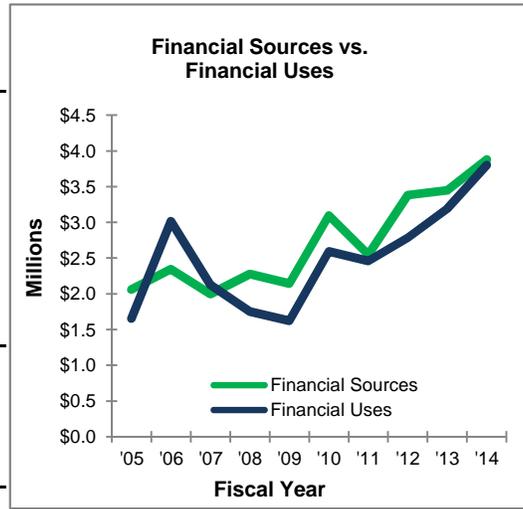
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$0	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$236,893	\$307,422	\$355,608	\$341,378	\$321,293
Fees and Service Charges	\$1,641,734	\$1,657,637	\$1,562,110	\$1,593,938	\$1,737,094
Other Local Revenues ++	\$5,029	\$206,790	\$5,000	\$265,994	\$11,991
	\$1,883,656	\$2,171,849	\$1,922,718	\$2,201,310	\$2,070,378
Other Funding Sources/Transfers^	\$174,000	\$172,000	\$76,000	\$75,000	\$75,000
Total Financial Sources: Less Appropriated Fund Balance	\$2,057,656	\$2,343,849	\$1,998,718	\$2,276,310	\$2,145,378
Financial Uses					
Operating Expenses	\$710,366	\$710,577	\$695,501	\$886,913	\$731,207
Operating Transfers to Other Funds	\$4,900	\$2,397	\$0	\$0	\$36,924
Interest and Other Non-Oper Cash Exp	\$423,802	\$335,702	\$283,909	\$264,613	\$277,836
Principal Payments	\$405,000	\$425,000	\$460,000	\$490,000	\$515,000
Capital Additions	\$0	\$34,678	\$84,544	\$108,648	\$62,115
Ent. Revenues used for Capital Projects	\$108,000	\$1,508,200	\$600,000	\$0	\$0
Total Financial Uses	\$1,652,068	\$3,016,554	\$2,123,954	\$1,750,174	\$1,623,082
Financial Sources Over/ (Under) Financial Uses	\$405,588	(\$672,705)	(\$125,236)	\$526,136	\$522,296
Cash and Cash Equivalents	\$3,853,374	\$3,941,007	\$4,470,468	\$5,267,017	\$2,855,701
Less: GASB 31 Pooled Cash Adj	(\$14,218)	(\$23,849)	\$32,070	\$78,211	\$403,109
Plus: Inventory	\$0	\$0	\$0	\$0	\$0
Ending Cash and Other Resources	\$3,867,592	\$3,964,856	\$4,438,398	\$5,188,806	\$2,452,592
Total Financial Uses	\$1,652,068	\$3,016,554	\$2,123,954	\$1,750,174	\$1,623,082
Less: Ent Rev used for current year CIP	(\$108,000)	(\$1,508,200)	(\$600,000)	\$0	\$0
Expenses for Operations	\$1,544,068	\$1,508,354	\$1,523,954	\$1,750,174	\$1,623,082
20% Guideline for Operational Expenses	\$308,814	\$301,671	\$304,791	\$350,035	\$324,616
Add: Ent Rev for next year CIP	\$1,508,200	\$600,000	\$0	\$0	\$466,200
Cash Reserve Target	\$1,817,014	\$901,671	\$304,791	\$350,035	\$790,816
Cash Above/(Below) Cash Reserve Target	\$2,050,578	\$3,063,185	\$4,133,607	\$4,838,771	\$1,661,776

++ Other Local Revenues includes miscellaneous Revenues

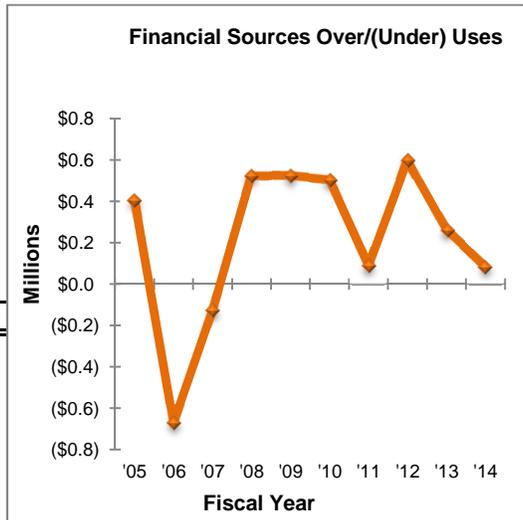
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

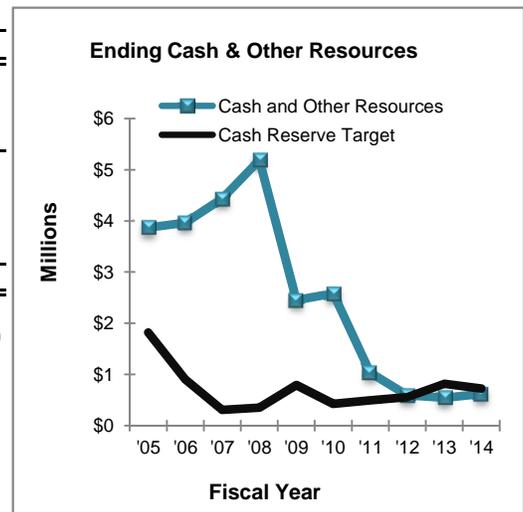
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$31,844	\$0	\$0	\$0
\$1,297,810	\$479,302	\$542,609	\$451,885	\$329,567
\$1,796,627	\$2,038,935	\$2,688,403	\$2,977,159	\$3,551,116
\$407	\$391	\$150,534	\$8,916	\$1,118
\$3,094,844	\$2,550,472	\$3,381,546	\$3,437,960	\$3,881,801
\$0	\$0	\$0	\$12,000	\$0
\$3,094,844	\$2,550,472	\$3,381,546	\$3,449,960	\$3,881,801



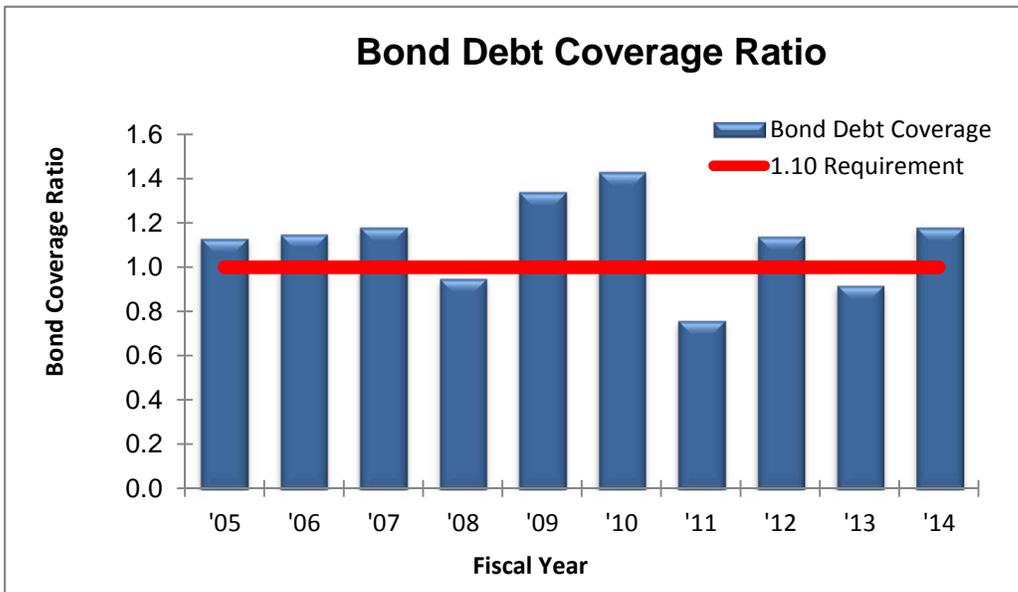
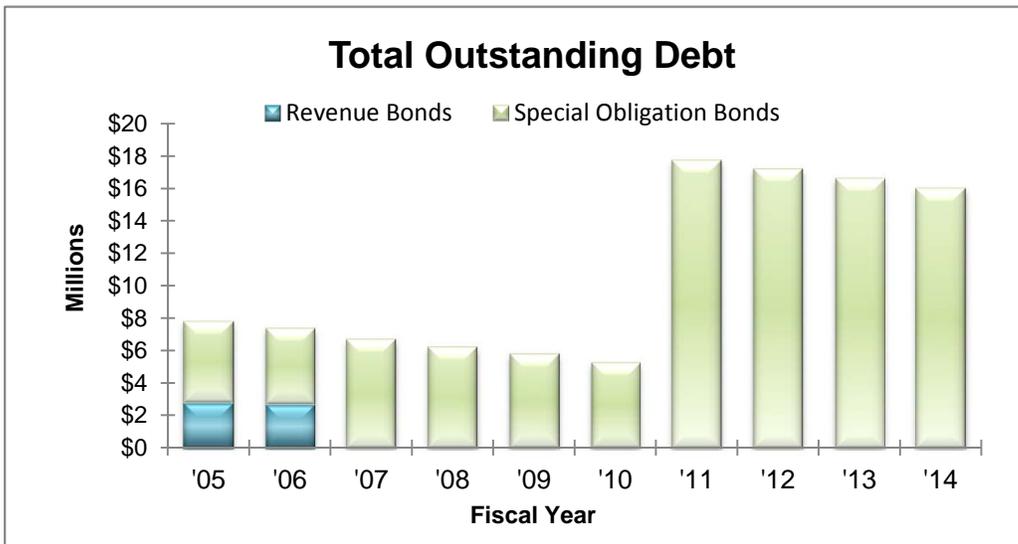
\$734,020	\$929,364	\$910,837	\$1,080,985	\$1,109,738
\$37,162	\$37,162	\$202,220	\$2,220	\$307,997
\$693,382	\$913,364	\$977,862	\$947,327	\$1,037,969
\$530,000	\$555,000	\$570,000	\$1,105,670	\$1,132,799
\$130,524	\$26,905	\$123,476	\$53,506	\$31,622
\$466,200	\$0	\$0	\$0	\$180,000
\$2,591,288	\$2,461,795	\$2,784,395	\$3,189,708	\$3,800,125



\$503,556	\$88,677	\$597,151	\$260,252	\$81,676
\$2,605,044	\$1,059,489	\$442,304	\$165,105	\$228,134
\$25,190	\$23,082	(\$150,129)	(\$377,487)	(\$387,466)
\$0	\$0	\$0	\$0	\$0
\$2,579,854	\$1,036,407	\$592,433	\$542,592	\$615,600
\$2,591,288	\$2,461,795	\$2,784,395	\$3,189,708	\$3,800,125
(\$466,200)	\$0	\$0	\$0	(\$180,000)
\$2,125,088	\$2,461,795	\$2,784,395	\$3,189,708	\$3,620,125
\$425,018	\$492,359	\$556,879	\$637,942	\$724,025
\$0	\$0	\$0	\$180,000	\$0
\$425,018	\$492,359	\$556,879	\$817,942	\$724,025
\$2,154,836	\$544,048	\$35,554	(\$275,350)	(\$108,425)



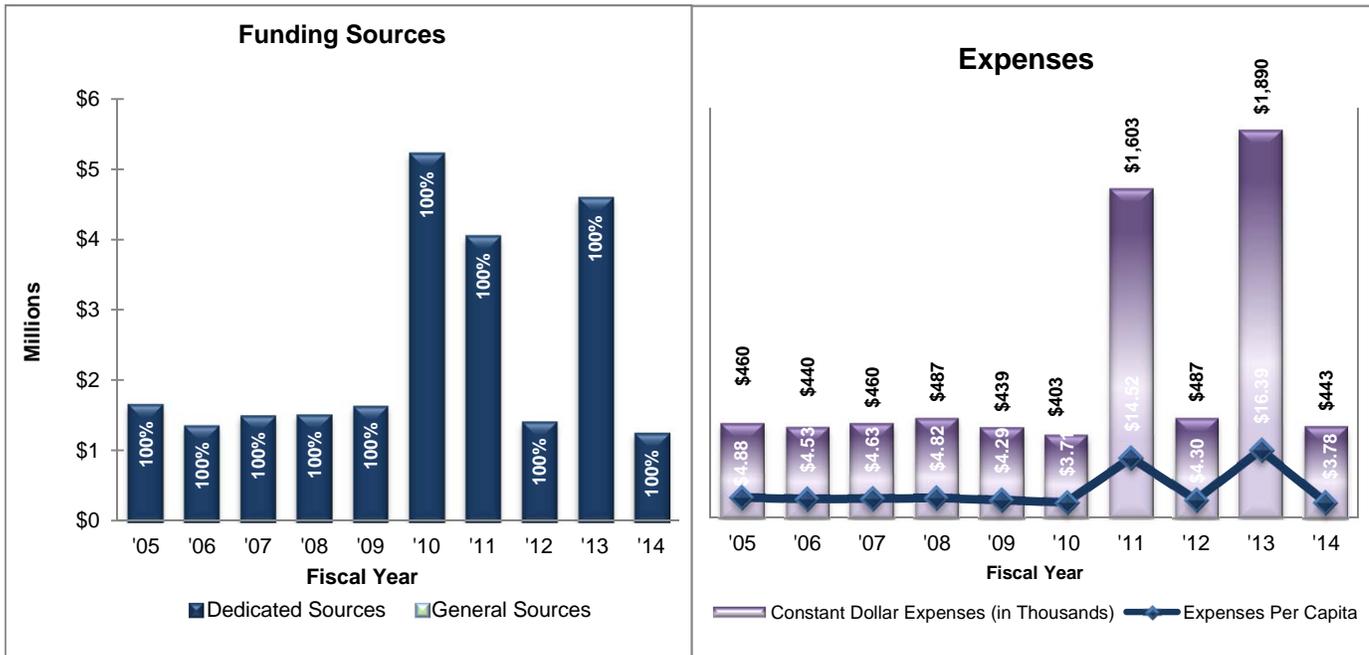
Parking Fund - Debt



Fiscal Year	Total Outstanding Debt	Net Revenue *	Total Debt Payment	Bond Debt Coverage
2005	\$7,365,000	\$931,368	\$824,904	1.13
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

* 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 Over Previous Year
2005	\$897,766	\$753,328	\$1,651,094	195.30	\$459,686	94,211	\$4.88	18.73%
2006	\$887,557	\$460,074	\$1,347,631	201.60	\$440,256	97,202	\$4.53	(7.17%)
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%)
10 Yr % Chg	16.90%	(74.76%)	(24.92%)	21.22%	(3.56%)	24.58%	(22.54%)	

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:

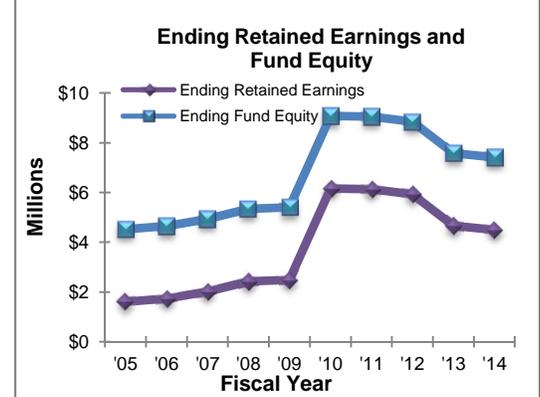
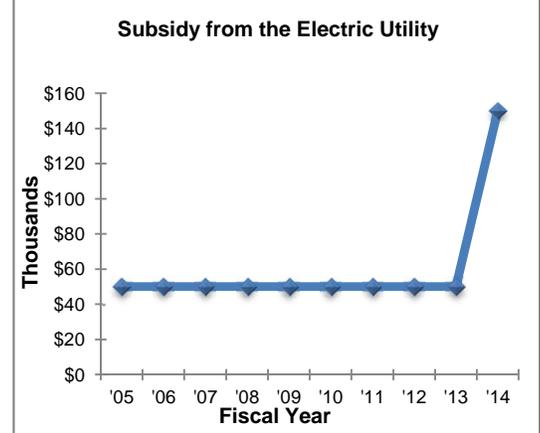
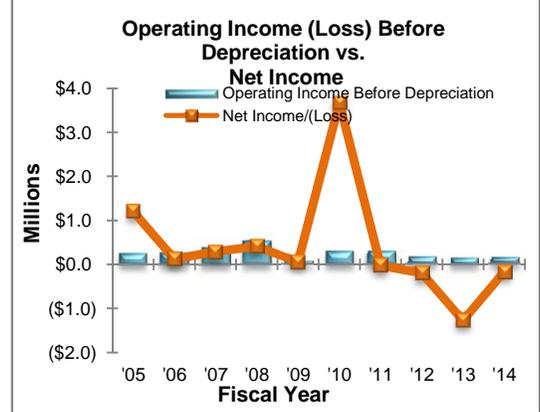
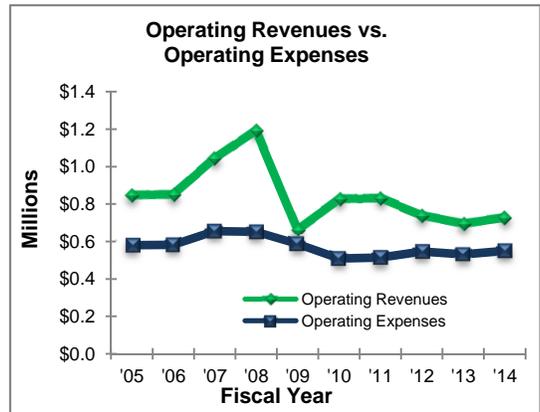
Constant dollar expenses and expenses per capita remained relatively stable from FY 2005 to FY 2010. There was a sharp increase in FY 2011 due to an entry made to transfer the Transload Facility out of the Railroad Fund. This was a one-time expense. Operating revenues decreased sharply in FY 2009 due to the economic slowdown and have shown only modest overall growth from FY 2010-FY 2014. 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, more funding is needed on an annual basis. There is future concern that if the Electric utility moves away from the use of coal, the Railroad will cease to be financially able to operate. Expenses without capital increased significantly in FY 2013 due to a one-time operating transfers to the Transload Facility Fund.

Railroad Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Switching Fees	\$826,523	\$837,911	\$941,334	\$872,306	\$458,206
Miscellaneous	\$20,806	\$13,477	\$101,036	\$317,720	\$204,543
Total Operating Revenues	\$847,329	\$851,388	\$1,042,370	\$1,190,026	\$662,749
Operating Expenses:					
Personal Services	\$244,736	\$234,821	\$257,720	\$263,468	\$236,095
Materials and Supplies	\$87,234	\$115,492	\$108,691	\$122,846	\$101,555
Travel and Training	\$789	\$3,066	\$4,062	\$4,041	\$3,986
Intragovernmental	\$48,152	\$53,972	\$70,462	\$85,693	\$72,155
Utilities, Services and Miscellaneous	\$199,704	\$174,691	\$214,651	\$176,468	\$174,079
Total Operating Expenses	\$580,615	\$582,042	\$655,586	\$652,516	\$587,870
Operating Income/(Loss) Before Depreciation	\$266,714	\$269,346	\$386,784	\$537,510	\$74,879
Depreciation	(\$253,616)	(\$275,151)	(\$273,176)	(\$294,827)	(\$318,463)
Operating Income/(Loss)	\$13,098	(\$5,805)	\$113,608	\$242,683	(\$243,584)
Non-Operating Revenues:					
Investment Revenue	\$23,363	\$13,627	\$24,435	\$25,793	\$22,017
Revenue from Other Gov. Units	\$0	\$0	\$0	\$0	\$0
Gain on Sale of Fixed Assets	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$4,265	\$11,905	\$4,457	\$26,528	\$4,545
Total Non-Operating Revenues	\$27,628	\$25,532	\$28,892	\$52,321	\$26,562
Revenue from Other Gov. Units					
Non-Operating Expenses:					
Interest Expense	\$31,830	\$28,652	\$25,349	\$32,245	\$35,328
Loss on Disposal of Assets	\$0	\$0	\$0	\$1,172	\$0
Miscellaneous Expense	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$31,830	\$28,652	\$25,349	\$33,417	\$35,328
Operating Transfers:					
Operating Transfer From Other Funds	\$1,027,031	\$80,568	\$14,829	\$107,399	\$0
Operating Transfers To Other Funds	(\$3,500)	(\$1,712)	\$0	(\$11,096)	\$0
Subsidy	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Operating Transfers	\$1,073,531	\$128,856	\$64,829	\$146,303	\$50,000
Net Income (Loss) Before Capital Contribution	\$1,082,427	\$119,931	\$181,980	\$407,890	(\$202,350)
Capital Contributions	\$123,672	\$0	\$107,000	\$0	\$258,450
Net Income (Loss)	\$1,206,099	\$119,931	\$288,980	\$407,890	\$56,100
Amortization of Contributions					
Net Income (Loss) Transferred To Retained Earnings	\$1,206,099	\$119,931	\$288,980	\$407,890	\$56,100
Beginning Retained Earnings	\$403,410	\$1,609,509	\$1,729,440	\$2,018,420	\$2,426,310
Ending Retained Earnings	\$1,609,509	\$1,729,440	\$2,018,420	\$2,426,310	\$2,482,410
Contributed Capital	\$2,916,181	\$2,916,181	\$2,916,181	\$2,916,181	\$2,916,181
Ending Fund Equity	\$4,525,690	\$4,645,621	\$4,934,601	\$5,342,491	\$5,398,591

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$579,110	\$598,258	\$536,133	\$610,117	\$584,224
\$245,362	\$230,335	\$202,052	\$86,523	\$142,417
\$824,472	\$828,593	\$738,185	\$696,640	\$726,641
\$193,003	\$195,273	\$215,822	\$234,718	\$227,746
\$85,133	\$106,800	\$103,340	\$91,186	\$88,728
\$2,051	\$3,580	\$2,630	\$1,754	\$2,665
\$77,080	\$73,781	\$77,280	\$82,019	\$86,814
\$151,402	\$134,426	\$147,201	\$121,504	\$143,886
\$508,669	\$513,860	\$546,273	\$531,181	\$549,839
\$315,803	\$314,733	\$191,912	\$165,459	\$176,802
(\$332,494)	(\$526,438)	(\$539,507)	(\$461,528)	(\$468,059)
(\$16,691)	(\$211,705)	(\$347,595)	(\$296,069)	(\$291,257)
\$5,756	\$41,940	\$10,573	(\$5,467)	\$10,295
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$9,239	\$119,998	\$120,758	\$16,229	\$0
\$14,995	\$161,938	\$131,331	\$10,762	\$10,295
\$34,883	\$45,325	\$32,917	\$28,137	\$25,712
\$0	\$0	\$0	\$0	\$0
\$2,403	\$0	\$0	\$0	\$0
\$37,286	\$45,325	\$32,917	\$28,137	\$25,712
\$0	\$2,521,152	\$0	\$2,364,556	\$0
\$0	(\$2,521,152)	\$0	(\$3,373,850)	(\$5,913)
\$50,000	\$50,000	\$50,000	\$50,000	\$150,000
\$50,000	\$50,000	\$50,000	(\$959,294)	\$144,087
\$11,018	(\$45,092)	(\$199,181)	(\$1,272,738)	(\$162,587)
\$3,667,275	\$17,299	\$0	(\$2,357)	\$0
\$3,678,293	(\$27,793)	(\$199,181)	(\$1,275,095)	(\$162,587)
\$3,678,293	(\$27,793)	(\$199,181)	(\$1,275,095)	(\$162,587)
\$2,482,410	\$6,160,703	\$6,132,910	\$5,933,729	\$4,658,634
\$6,160,703	\$6,132,910	\$5,933,729	\$4,658,634	\$4,496,047
\$2,916,181	\$2,916,181	\$2,916,181	\$2,916,181	\$2,916,181
\$9,076,884	\$9,049,091	\$8,849,910	\$7,574,815	\$7,412,228



Railroad Fund

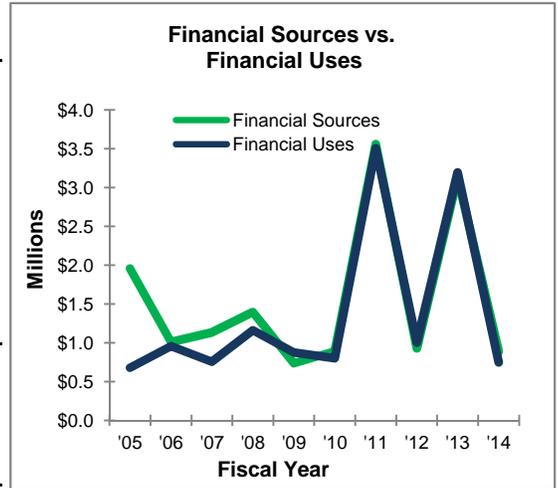
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$0	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$26,330	\$14,060	\$19,932	\$23,159	\$17,389
Fees and Service Charges	\$847,329	\$851,388	\$1,042,370	\$1,190,026	\$662,749
Other Local Revenues ++	\$4,265	\$11,905	\$4,457	\$26,528	\$4,545
	\$877,924	\$877,353	\$1,066,759	\$1,239,713	\$684,683
Other Funding Sources/Transfers^	\$1,077,031	\$130,568	\$64,829	\$157,399	\$50,000
Total Financial Sources: Less Appropriated Fund Balance	\$1,954,955	\$1,007,921	\$1,131,588	\$1,397,112	\$734,683
Financial Uses					
Operating Expenses	\$580,615	\$582,042	\$655,586	\$652,516	\$587,870
Operating Transfers to Other Funds	\$3,500	\$1,712	\$0	\$11,096	\$0
Interest and Other Non-Oper Cash Exp	\$31,830	\$28,652	\$25,349	\$32,245	\$35,328
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$28,205	\$0	\$0	\$56,772	\$0
Ent. Revenues used for Capital Projects	\$35,000	\$345,400	\$75,000	\$407,500	\$250,000
Total Financial Uses	\$679,150	\$957,806	\$755,935	\$1,160,129	\$873,198
Financial Sources Over/ (Under) Financial Uses	\$1,275,805	\$50,115	\$375,653	\$236,983	(\$138,515)
Cash and Cash Equivalents	\$265,929	\$194,747	\$403,514	\$112,858	\$142,539
Less: GASB 31 Pooled Cash Adj	(\$2,374)	(\$2,807)	\$1,696	\$4,330	\$8,958
Plus: Inventory	\$99,036	\$47,660	\$70,493	\$236,967	\$177,229
Ending Cash and Other Resources	\$367,339	\$245,214	\$472,311	\$345,495	\$310,810
Total Financial Uses	\$679,150	\$957,806	\$755,935	\$1,160,129	\$873,198
Less: One-time expenses related to Transload	(\$3,500)	(\$1,712)	\$0	(\$11,096)	\$0
Less: Ent Rev used for current year CIP	(\$35,000)	(\$345,400)	(\$75,000)	(\$407,500)	(\$250,000)
Operational Expenses	\$640,650	\$610,694	\$680,935	\$741,533	\$623,198
20% Guideline for Operational Expenses	\$128,130	\$122,139	\$136,187	\$148,307	\$124,640
Add: Ent Rev for next year CIP	\$345,400	\$75,000	\$407,500	\$250,000	\$200,000
Cash Reserve Target	\$473,530	\$197,139	\$543,687	\$398,307	\$324,640
Cash Above/(Below) Cash Reserve Target	(\$106,191)	\$48,075	(\$71,376)	(\$52,812)	(\$13,830)

++ Other Local Revenues include miscellaneous revenues

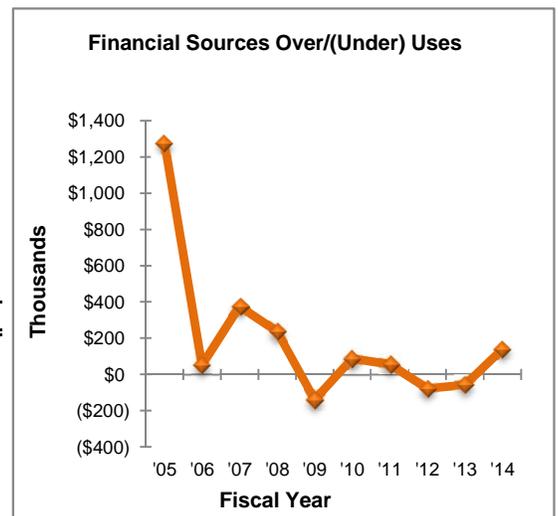
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$0	\$0
\$5,896	\$42,168	\$17,186	\$8,206	\$10,868
\$824,472	\$828,593	\$738,185	\$696,640	\$726,641
\$9,239	\$119,998	\$120,758	\$16,229	\$0
\$839,607	\$990,759	\$876,129	\$721,075	\$737,509
\$50,000	\$2,571,152	\$50,000	\$2,414,556	\$150,000
\$889,607	\$3,561,911	\$926,129	\$3,135,631	\$887,509

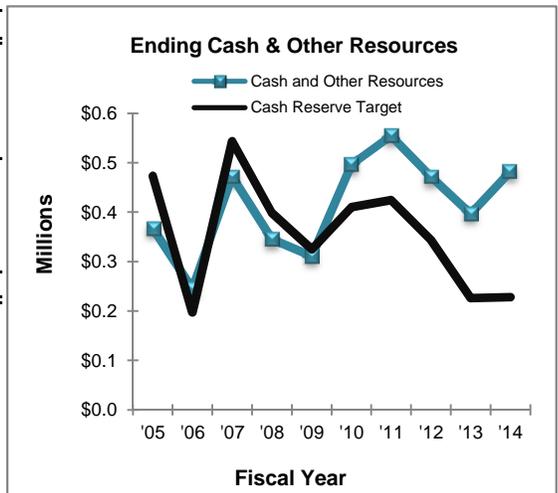


\$508,669	\$513,860	\$546,273	\$531,181	\$549,839
\$0	\$2,521,152	\$0	\$2,364,556	\$5,913
\$37,286	\$45,325	\$32,917	\$28,137	\$25,712
\$56,500	\$136,767	\$139,404	\$63,246	\$65,671
\$0	\$0	\$0	\$7,596	\$0
\$200,000	\$290,000	\$285,000	\$200,000	\$100,000
\$802,455	\$3,507,104	\$1,003,594	\$3,194,716	\$747,135



\$87,152	\$54,807	(\$77,465)	(\$59,085)	\$140,374
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\$279,619	\$413,945	\$311,543	\$160,510	\$311,760
\$8,818	\$8,590	\$1,977	(\$11,696)	(\$12,270)
\$225,615	\$149,136	\$162,558	\$224,661	\$158,529
\$496,416	\$554,491	\$472,124	\$396,867	\$482,559



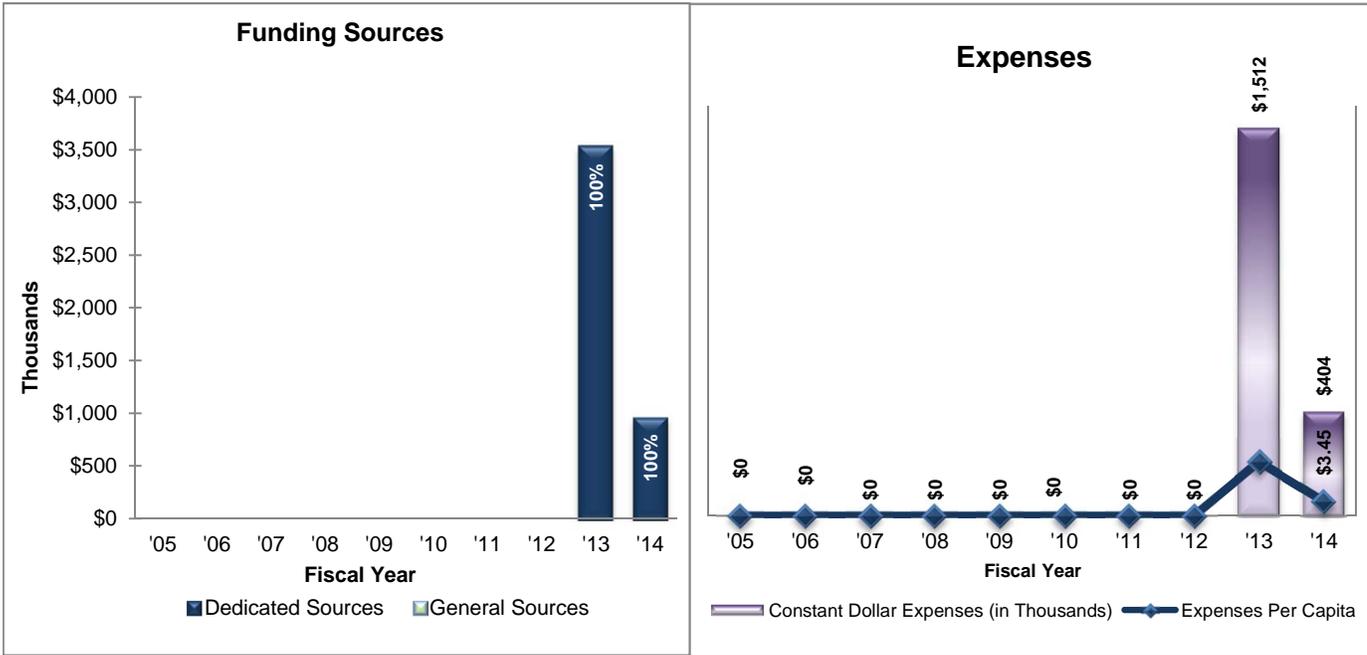
\$802,455	\$3,507,104	\$1,003,594	\$3,194,716	\$747,135
\$0	(\$2,521,152)	\$0	(\$2,364,556)	(\$5,913)
(\$200,000)	(\$290,000)	(\$285,000)	(\$200,000)	(\$100,000)
\$602,455	\$695,952	\$718,594	\$630,160	\$641,222

\$120,491	\$139,190	\$143,719	\$126,032	\$128,244
\$290,000	\$285,000	\$200,000	\$100,000	\$100,000
\$410,491	\$424,190	\$343,719	\$226,032	\$228,244

\$85,925	\$130,301	\$128,405	\$170,835	\$254,315
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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 Over Previous Year
2005	\$0	\$0	\$0	195.30	\$0	94,211	\$0.00	
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%)
<i>10 Yr % Chg</i>				21.22%		24.58%		

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.

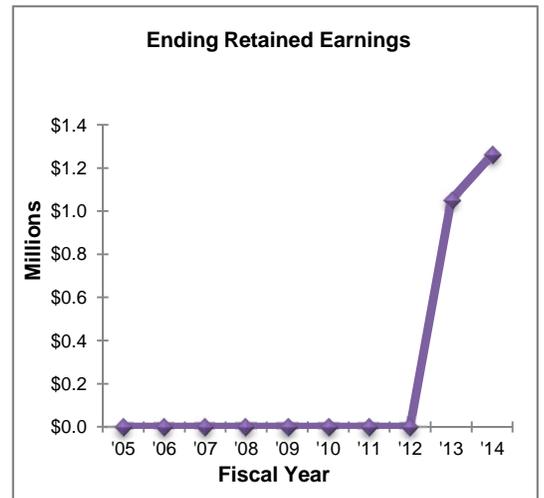
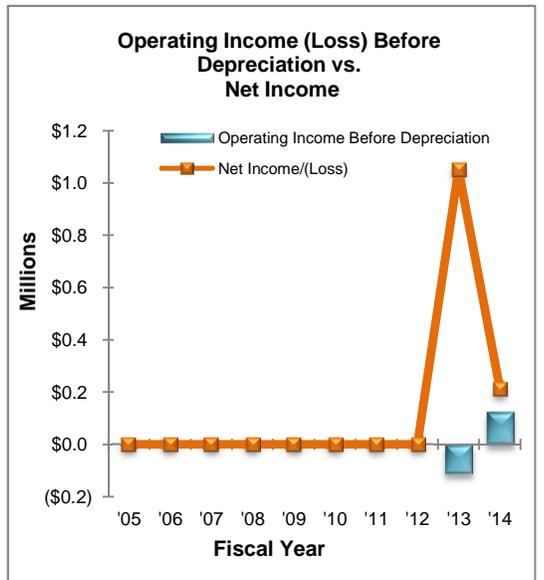
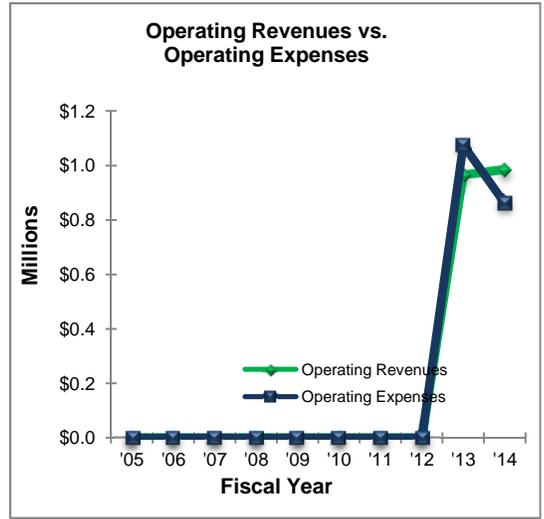
Transfers to other funds decreased dramatically from FY 2013 to FY 2014 due to the transfer of the Transload Facility Loan that was previously in the Railroad fund for FY 2011 and FY 2012.

Transload Facility Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
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 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$965,853	\$984,884
\$0	\$0	\$0	\$965,853	\$984,884
\$0	\$0	\$0	\$185,988	\$184,503
\$0	\$0	\$0	\$8,262	\$17,986
\$0	\$0	\$0	\$48	\$2,232
\$0	\$0	\$0	\$432	\$28,911
\$0	\$0	\$0	\$880,769	\$628,106
\$0	\$0	\$0	\$1,075,499	\$861,738
\$0	\$0	\$0	(\$109,646)	\$123,146
\$0	\$0	\$0	(\$69,476)	(\$72,516)
\$0	\$0	\$0	(\$179,122)	\$50,630
\$0	\$0	\$0	\$376	(\$58)
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$56,826	\$9,364
\$0	\$0	\$0	\$57,202	\$9,306
\$0	\$0	\$0	\$11,823	\$11,428
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$3,960
\$0	\$0	\$0	\$11,823	\$15,388
\$0	\$0	\$0	\$3,548,850	\$175,000
\$0	\$0	\$0	(\$2,364,556)	(\$7,694)
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$1,184,294	\$167,306
\$0	\$0	\$0	\$1,050,551	\$211,854
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$1,050,551	\$211,854
\$0	\$0	\$0	\$1,050,551	\$211,854
\$0	\$0	\$0	\$0	\$1,050,551
\$0	\$0	\$0	\$1,050,551	\$1,262,405
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$1,050,551	\$1,262,405



Transload Facility Fund

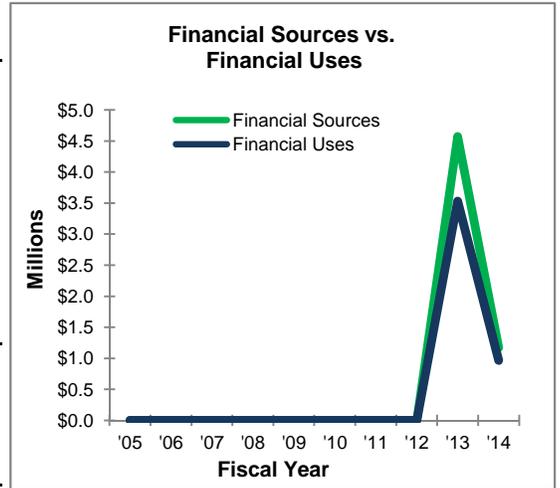
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$0	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$0	\$0	\$0	\$0	\$0
Fees and Service Charges	\$0	\$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

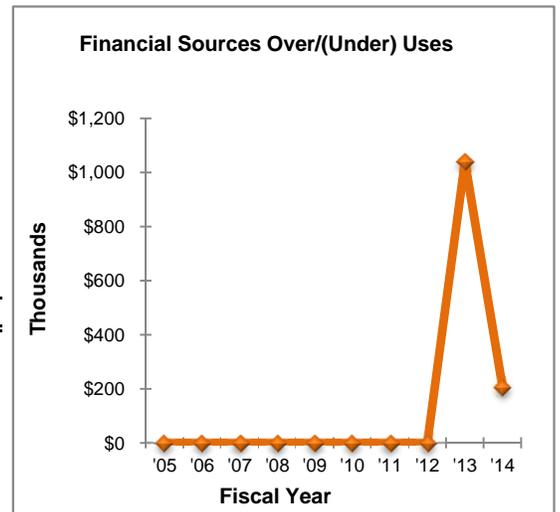
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	(\$88)	\$1,263
\$0	\$0	\$0	\$965,853	\$984,884
\$0	\$0	\$0	\$56,826	\$9,364
\$0	\$0	\$0	\$1,022,591	\$995,511
\$0	\$0	\$0	\$3,548,850	\$175,000
\$0	\$0	\$0	\$4,571,441	\$1,170,511

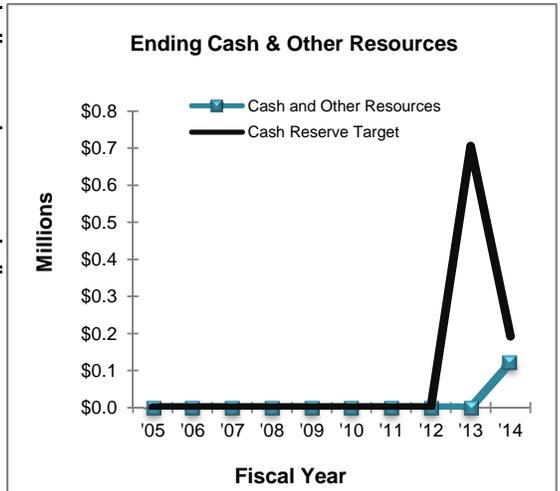


\$0	\$0	\$0	\$1,075,499	\$861,738
\$0	\$0	\$0	\$2,364,556	\$7,694
\$0	\$0	\$0	\$11,823	\$15,388
\$0	\$0	\$0	\$78,886	\$79,280
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$3,530,764	\$964,100



\$0	\$0	\$0	\$1,040,677	\$206,411
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\$0	\$0	\$0	\$0	\$120,460
\$0	\$0	\$0	\$0	(\$857)
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$121,317



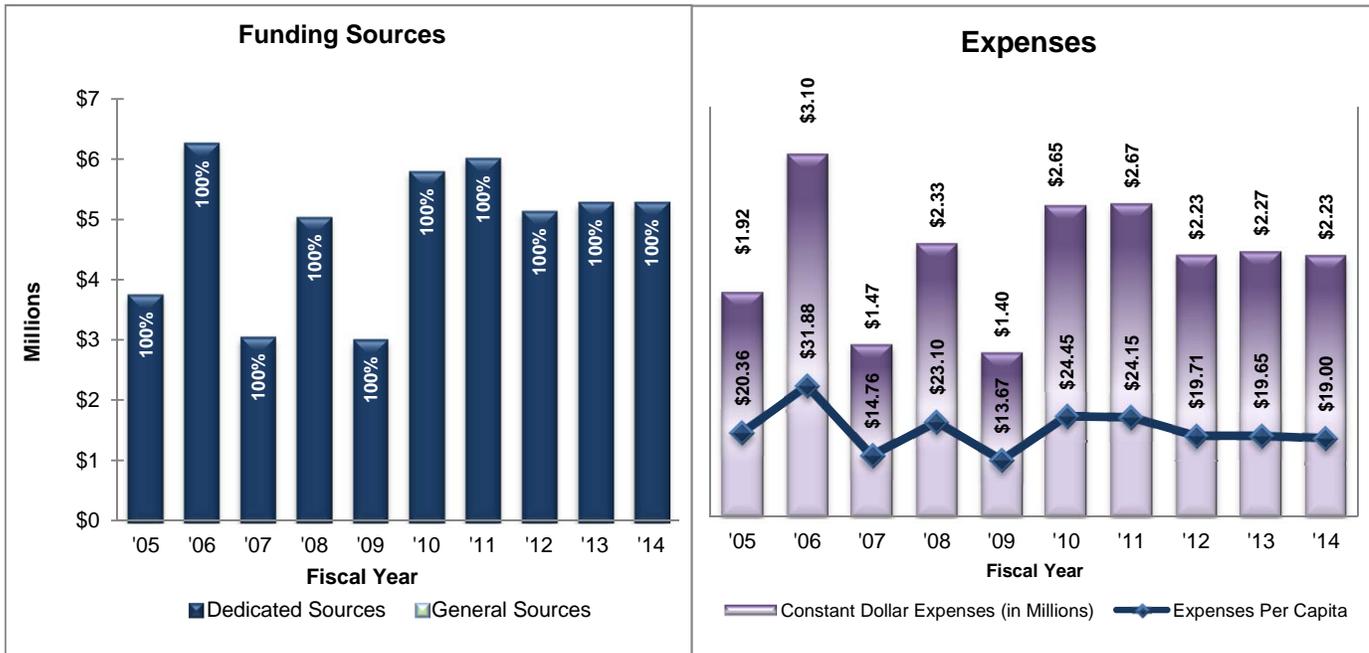
\$0	\$0	\$0	\$3,530,764	\$964,100
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$3,530,764	\$964,100

\$0	\$0	\$0	\$706,153	\$192,820
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$706,153	\$192,820

\$0	\$0	\$0	(\$706,153)	(\$71,503)
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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 Over Previous Year
2005	\$3,745,587	\$0	3,745,587	195.30	\$1,917,863	94,211	\$20.36	(24.34%)
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%)
10 Yr % Chg	40.92%		40.92%	21.22%	16.25%	24.58%	(6.68%)	

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:

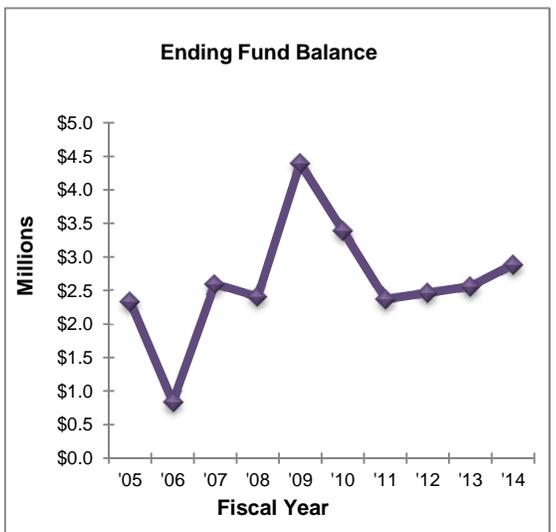
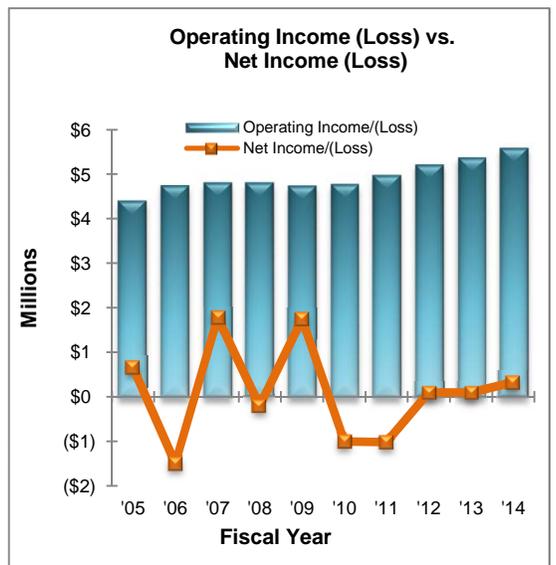
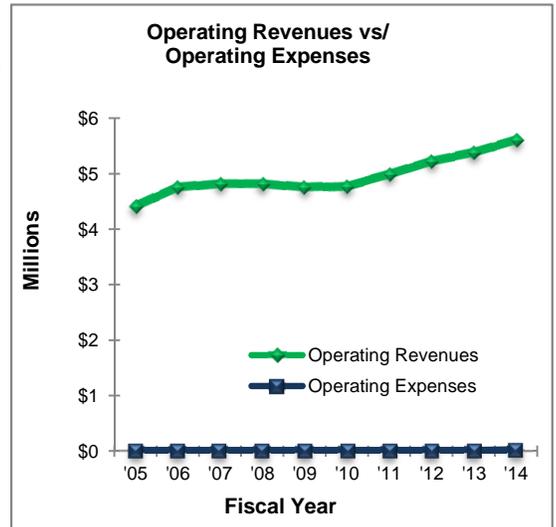
Expenses can vary greatly from year to year, depending on the number and amount of capital project funding required. The City must appropriate all funding for a project before a construction contract can be awarded or a fire apparatus can be purchased, even though the construction or purchase may take 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, additional funding was identified to complete all projects. However, in the Fire Department, there will not be sufficient funding to pay for one additional fire station and the corresponding fire apparatus. The next capital improvement sales tax ballot issue will be in August, 2015.

Capital Improvement Sales Tax Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Revenues:					
Sales Tax	\$4,371,729	\$4,698,274	\$4,747,346	\$4,727,958	\$4,599,952
Investment Revenue	\$35,798	\$51,103	\$69,360	\$89,766	\$147,163
Total Revenues	\$4,407,527	\$4,749,377	\$4,816,706	\$4,817,724	\$4,747,115
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	\$4,407,527	\$4,749,377	\$4,816,706	\$4,817,724	\$4,747,115
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$3,745,587)	(\$6,248,100)	(\$3,040,875)	(\$5,022,750)	(\$3,000,625)
Total Other Financing Sources (Uses)	(\$3,745,587)	(\$6,248,100)	(\$3,040,875)	(\$5,022,750)	(\$3,000,625)
Excess (Deficiency) of Revenues Over Expenditures	\$661,940	(\$1,498,723)	\$1,775,831	(\$205,026)	\$1,746,490
Beginning Fund Balance	\$1,676,185	\$2,338,125	\$823,405	\$2,615,233	\$2,648,494
Ending Fund Balance	\$2,338,125	\$839,402	\$2,599,236	\$2,410,207	\$4,394,984

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$4,674,637	\$4,949,012	\$5,196,536	\$5,399,873	\$5,576,735
\$104,237	\$34,450	\$20,647	(\$28,668)	\$26,066
<u>\$4,778,874</u>	<u>\$4,983,462</u>	<u>\$5,217,183</u>	<u>\$5,371,205</u>	<u>\$5,602,801</u>
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$11,051
\$0	\$0	\$0	\$0	\$0
<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$11,051</u>
<hr/>				
\$4,778,874	\$4,983,462	\$5,217,183	\$5,371,205	\$5,591,750
\$0	\$0	\$0	\$0	\$0
(\$5,784,926)	(\$6,000,250)	(\$5,124,238)	(\$5,276,875)	(\$5,267,250)
<u>(\$5,784,926)</u>	<u>(\$6,000,250)</u>	<u>(\$5,124,238)</u>	<u>(\$5,276,875)</u>	<u>(\$5,267,250)</u>
<hr/>				
(\$1,006,052)	(\$1,016,788)	\$92,945	\$94,330	\$324,500
\$4,394,984	\$3,388,932	\$2,372,144	\$2,465,089	\$2,559,419
<u>\$3,388,932</u>	<u>\$2,372,144</u>	<u>\$2,465,089</u>	<u>\$2,559,419</u>	<u>\$2,883,919</u>



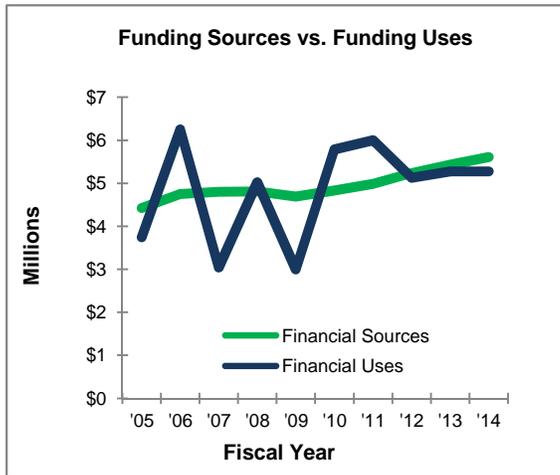
Capital Improvement Sales Tax Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes	\$4,371,729	\$4,698,274	\$4,747,346	\$4,727,958	\$4,599,952
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants					
Interest (w/o GASB 31 Adjustment)	\$53,243	\$50,864	\$54,120	\$78,782	\$89,082
Fees and Service Charges					
Other Local Revenues					
	\$4,424,972	\$4,749,138	\$4,801,466	\$4,806,740	\$4,689,034
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$4,424,972	\$4,749,138	\$4,801,466	\$4,806,740	\$4,689,034
Financial Uses					
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Operating Transfers to Other Funds	\$3,745,587	\$6,248,100	\$3,040,875	\$5,022,750	\$3,000,625
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	\$3,745,587	\$6,248,100	\$3,040,875	\$5,022,750	\$3,000,625
Financial Sources Over/ (Under) Financial Uses	\$679,385	(\$1,498,962)	\$1,760,591	(\$216,010)	\$1,688,409
Ending Cash and Other Resources #	\$1,905,604	\$400,539	\$2,147,573	\$1,952,527	\$3,725,279

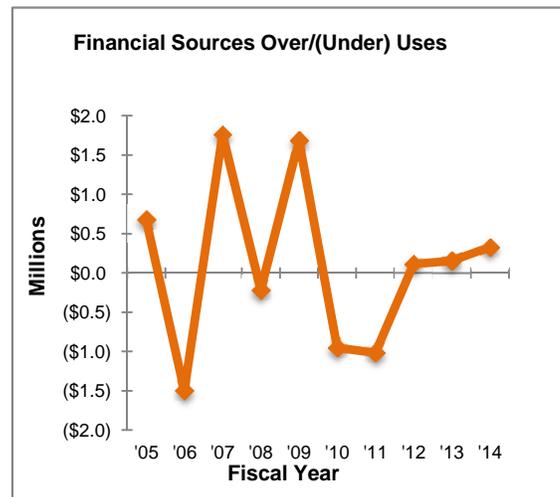
Ending Cash and Other Resources is equal to cash and cash equivalents

Financial Sources and Uses

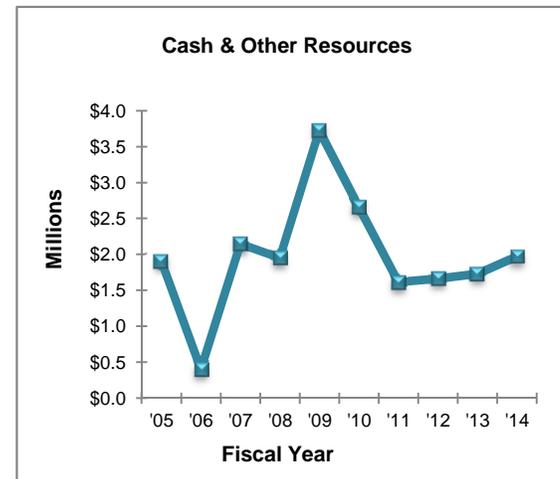
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$4,674,637	\$4,949,012	\$5,196,536	\$5,399,873	\$5,576,735
\$155,547	\$35,134	\$40,664	\$28,874	\$31,956
\$4,830,184	\$4,984,146	\$5,237,200	\$5,428,747	\$5,608,691
\$0	\$0	\$0	\$0	\$0
\$4,830,184	\$4,984,146	\$5,237,200	\$5,428,747	\$5,608,691



\$0	\$0	\$0	\$0	\$11,051
\$5,784,926	\$6,000,250	\$5,124,238	\$5,276,875	\$5,267,250
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$5,784,926	\$6,000,250	\$5,124,238	\$5,276,875	\$5,278,301

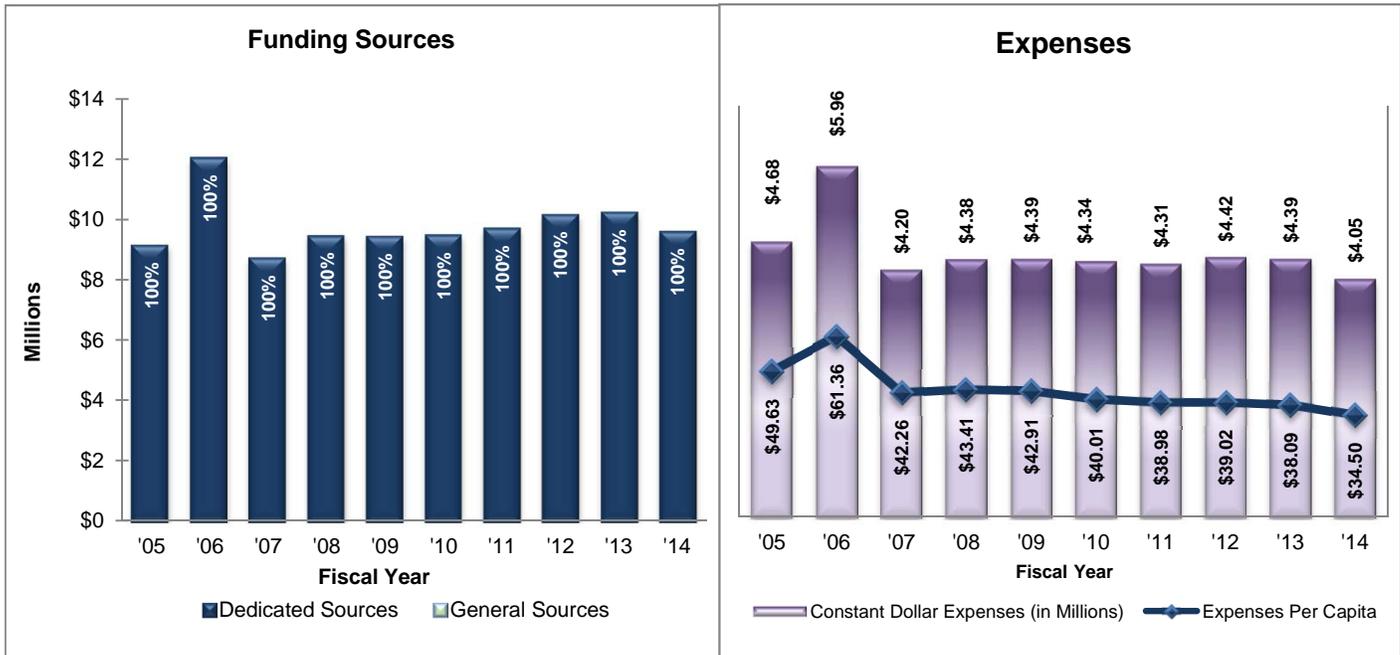


(\$954,742)	(\$1,016,104)	\$112,962	\$151,872	\$330,390
\$2,662,622	\$1,612,806	\$1,664,984	\$1,727,871	\$1,973,060



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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 Over Previous Year
2005	\$9,131,067	\$0	\$9,131,067	195.30	\$4,675,406	94,211	\$49.63	16.18%
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	\$9,586,535	\$0	\$9,586,535	236.74	\$4,049,394	117,364	\$34.50	(9.43%)
10 Yr % Chg	4.99%		4.99%	21.22%	(13.39%)	24.58%	(30.49%)	

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 activities, fund various road projects, and pay for street and sidewalk related activities in the General Fund. The transportation sales tax receipts are deposited into this fund. Then, transfers are made 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:

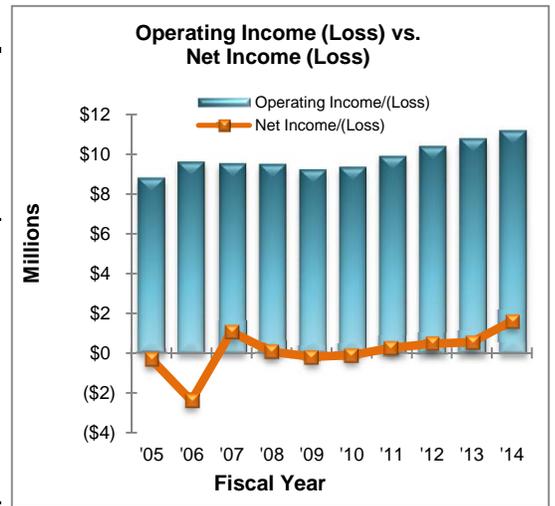
For the ten year period, total expenses increased 3.35%, constant dollar expenses decreased 14.74%, and expenses per capita decreased 31.57%. In FY 2006, the significant increase was due to a one-time transfer to the Capital Projects Fund to pay for the Gans Rd @ 63 Interchange capital project. Subsidies to Transit have increased to \$1.98 million in FY 2014 from \$1.8 million in FY 2013. 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. 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 construction of new streets. 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.

Transportation Sales Tax Fund

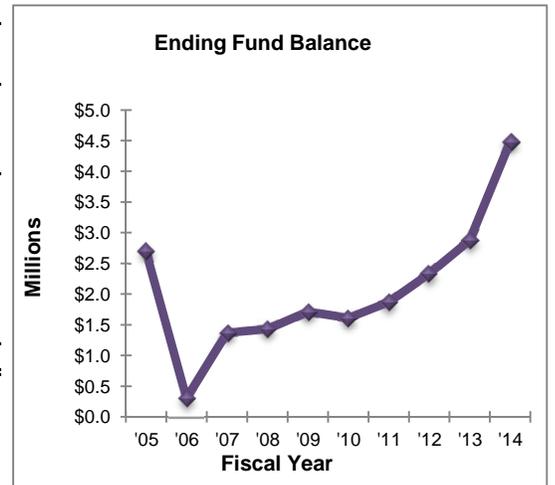
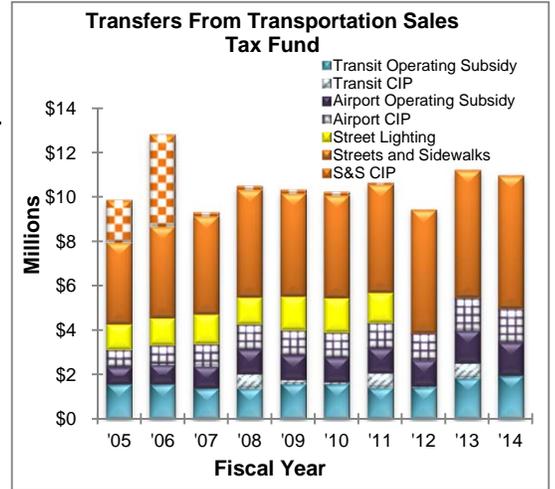
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Revenues:					
Sales Tax	\$8,743,716	\$9,396,971	\$9,495,176	\$9,456,240	\$9,200,210
Revenues from other governmental units	\$0	\$140,000	\$0	\$0	\$0
Investment Revenue	\$65,794	\$74,349	\$28,481	\$43,291	\$26,860
Total Revenues	\$8,809,510	\$9,611,320	\$9,523,657	\$9,499,531	\$9,227,070
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					
	\$8,809,510	\$9,611,320	\$9,523,657	\$9,499,531	\$9,227,070
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	\$0	\$16,900	\$251,802	\$0	\$0
Operating Subsidy - Transit	(\$1,600,000)	(\$1,600,000)	(\$1,400,000)	(\$1,400,000)	(\$1,612,500)
CIP Matching Funds - Transit	\$0	\$0	\$0	(\$631,400)	(\$167,118)
Operating Subsidy - Airport	(\$770,970)	(\$869,000)	(\$1,000,000)	(\$1,120,250)	(\$1,120,250)
CIP Matching Funds - Airport	(\$50,000)	(\$105,800)	(\$419,000)	(\$79,750)	(\$227,000)
Street Lighting	(\$1,136,569)	(\$1,209,260)	(\$1,314,054)	(\$1,209,260)	(\$1,508,578)
Streets and Sidewalks	(\$3,671,528)	(\$4,115,120)	(\$4,425,946)	(\$4,852,940)	(\$4,633,922)
CIP - Streets and Sidewalks	(\$1,902,000)	(\$4,125,500)	(\$150,000)	(\$145,000)	(\$150,000)
Total Operating Transfers To Other Func	(\$9,131,067)	(\$12,024,680)	(\$8,709,000)	(\$9,438,600)	(\$9,419,368)
Total Other Financing Sources (Uses)	(\$9,131,067)	(\$12,007,780)	(\$8,457,198)	(\$9,438,600)	(\$9,419,368)
Excess (Deficiency) of Revenues Over Expenditures					
	(\$321,557)	(\$2,396,460)	\$1,066,459	\$60,931	(\$192,298)
Beginning Fund Balance	\$3,021,117	\$2,699,560	\$303,100	\$1,369,559	\$1,907,207
Ending Fund Balance	\$2,699,560	\$303,100	\$1,369,559	\$1,430,490	\$1,714,909

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$9,349,477	\$9,898,088	\$10,393,186	\$10,800,210	\$11,153,372
\$0	\$0	\$0	\$0	\$0
\$11,518	\$6,142	\$9,084	(\$25,970)	\$32,907
\$9,360,995	\$9,904,230	\$10,402,270	\$10,774,240	\$11,186,279
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$10,947
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$10,947



\$9,360,995	\$9,904,230	\$10,402,270	\$10,774,240	\$11,175,332
\$0	\$41,407	\$201,184	\$0	\$0
(\$1,612,500)	(\$1,428,625)	(\$1,464,184)	(\$1,866,813)	(\$1,980,913)
(\$69,304)	(\$650,630)	(\$27,000)	(\$665,758)	\$0
(\$1,120,250)	(\$1,136,500)	(\$1,192,230)	(\$1,466,075)	(\$1,495,737)
(\$371,417)	(\$189,695)	(\$1,912,043)	(\$482,535)	(\$100,875)
(\$1,525,731)	(\$1,339,925)	\$0	\$0	\$0
(\$4,616,769)	(\$4,864,000)	(\$5,527,430)	(\$5,727,430)	(\$5,977,430)
(\$150,000)	(\$75,000)	(\$20,633)	(\$20,633)	(\$20,633)
(\$9,465,971)	(\$9,684,375)	(\$10,143,520)	(\$10,229,244)	(\$9,575,588)
(\$9,465,971)	(\$9,642,968)	(\$9,942,336)	(\$10,229,244)	(\$9,575,588)
(\$104,976)	\$261,262	\$459,934	\$544,996	\$1,599,744
\$1,714,909	\$1,609,933	\$1,871,195	\$2,331,129	\$2,876,125
\$1,609,933	\$1,871,195	\$2,331,129	\$2,876,125	\$4,475,869



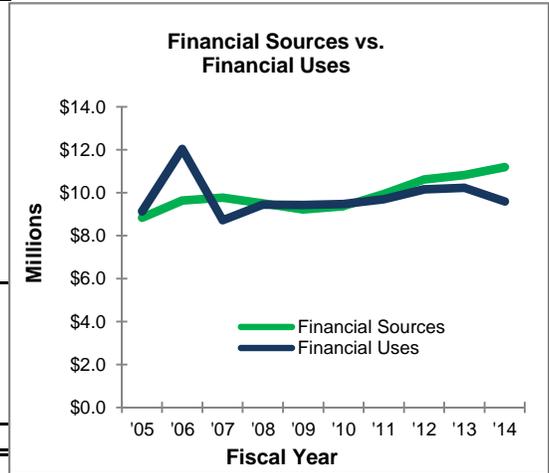
Transportation Sales Tax Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes	\$8,743,716	\$9,396,971	\$9,495,176	\$9,456,240	\$9,200,210
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$0	\$140,000	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$82,909	\$72,610	\$24,714	\$39,799	\$19,380
Fees and Service Charges					
Other Local Revenues					
	\$8,826,625	\$9,609,581	\$9,519,890	\$9,496,039	\$9,219,590
Other Funding Sources/Transfers	\$0	\$16,900	\$251,802	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$8,826,625	\$9,626,481	\$9,771,692	\$9,496,039	\$9,219,590
Financial Uses					
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Operating Transfers to Other Funds	\$9,131,067	\$12,024,680	\$8,709,000	\$9,438,600	\$9,419,368
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	\$9,131,067	\$12,024,680	\$8,709,000	\$9,438,600	\$9,419,368
Financial Sources Over/ (Under) Financial Uses	(\$304,442)	(\$2,398,199)	\$1,062,692	\$57,439	(\$199,778)
Ending Cash and Other Resources #	\$1,841,321	\$0	\$447,293	\$509,994	\$393,841

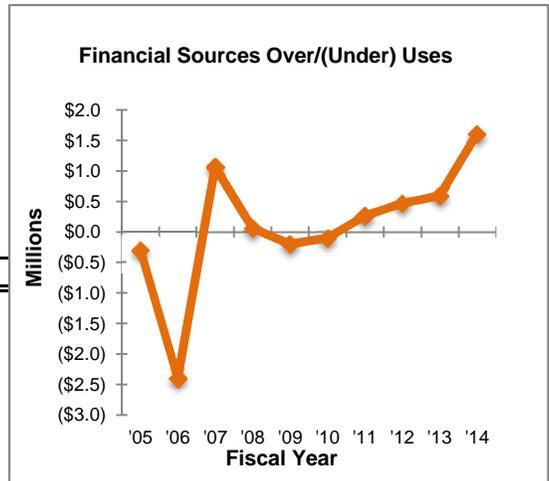
Ending Cash and Other Resources is equal to cash and cash equivalents

Financial Sources and Uses

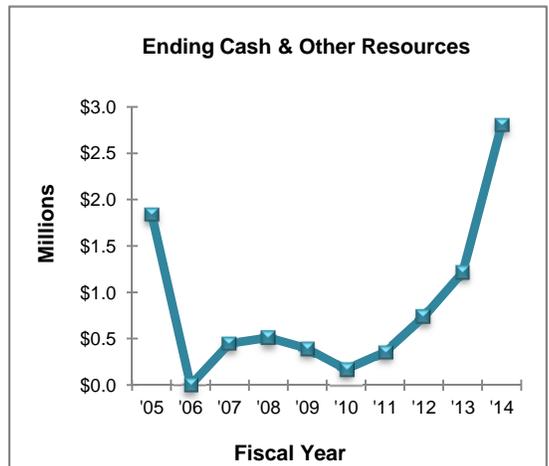
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$9,349,477	\$9,898,088	\$10,393,186	\$10,800,210	\$11,153,372
\$0	\$0	\$0	\$0	\$0
\$18,061	\$6,355	\$18,773	\$18,770	\$36,604
\$9,367,538	\$9,904,443	\$10,411,959	\$10,818,980	\$11,189,976
\$0	\$41,407	\$201,184	\$0	\$0
\$9,367,538	\$9,945,850	\$10,613,143	\$10,818,980	\$11,189,976



\$0	\$0	\$0	\$0	\$10,947
\$9,465,971	\$9,684,375	\$10,143,520	\$10,229,244	\$9,575,588
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$9,465,971	\$9,684,375	\$10,143,520	\$10,229,244	\$9,586,535

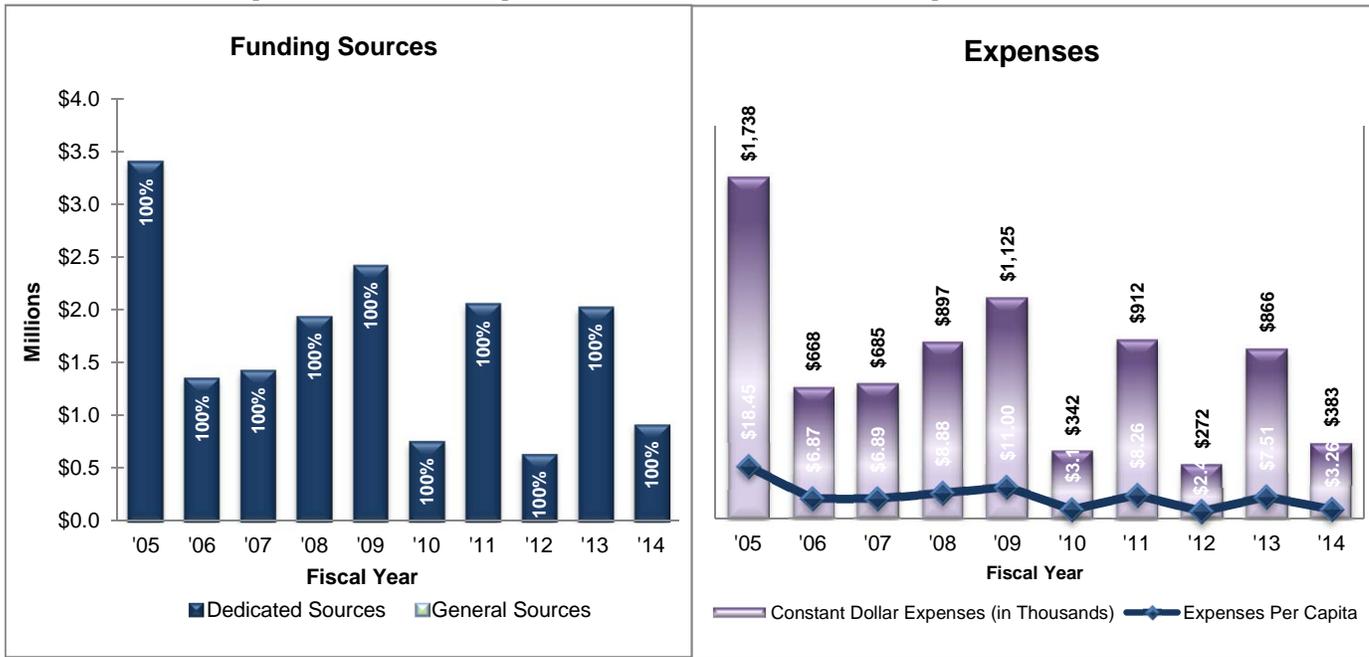


(\$98,433)	\$261,475	\$469,623	\$589,736	\$1,603,441
\$168,871	\$357,453	\$735,817	\$1,217,687	\$2,806,720



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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 Over Previous Year
2005	\$3,395,058	\$0	\$3,395,058	195.30	\$1,738,381	94,211	\$18.45	455.72%
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%)
10 Yr % Chg	(73.32%)		(73.32%)	21.22%	(77.99%)	24.58%	(82.33%)	

Description:

The Public Improvement Fund (PIF) is a special revenue fund that accounts for 4.16% of the city's 1% general sales tax. These funds are used for general government capital projects. Sales tax receipts are deposited and accumulated in this fund and then annually are transferred to the Capital Projects Fund.

Analysis:

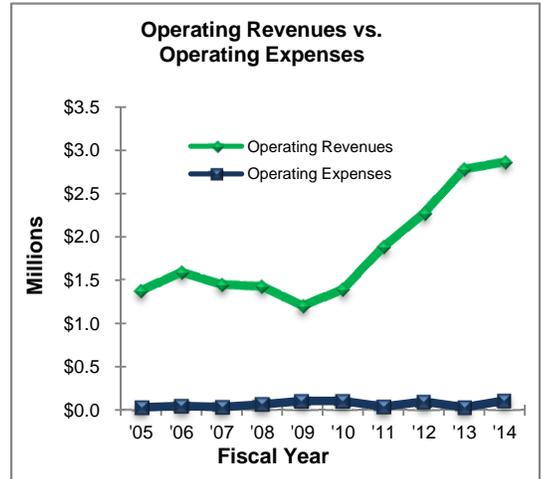
The amounts can vary greatly from year to year and are dependent upon the number and total project cost of the capital projects. In FY 2005 the significant increase was to help fund the Chapel Hill Road Extension and Southampton Rd (Nifong to St. Farm) capital projects. In FY 2011, the increase was to help fund the Rolling Hills Road, as well as, the Avenue of the Columns capital projects. In FY 2013 the increase was to help fund Scott Blvd Phase 2.

Public Improvement Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Revenues:					
Sales Tax	\$742,558	\$799,542	\$810,040	\$810,059	\$787,815
Fees and service charges	\$543,214	\$676,880	\$485,742	\$524,511	\$368,592
Investment Revenue	\$87,162	\$112,667	\$149,799	\$93,543	\$43,881
Total Revenues	\$1,372,934	\$1,589,089	\$1,445,581	\$1,428,113	\$1,200,288
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	\$33,558	\$46,169	\$35,539	\$62,742	\$105,947
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$2,768	\$838
Total Expenditures	\$33,558	\$46,169	\$35,539	\$65,510	\$106,785
Excess (Deficiency) of Revenues Over Expenditures	\$1,339,376	\$1,542,920	\$1,410,042	\$1,362,603	\$1,093,503
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	\$0	\$909	\$0	\$7,721	\$0
Operating Transfers To Other Funds	(\$3,361,500)	(\$1,300,000)	(\$1,385,241)	(\$1,865,228)	(\$2,307,300)
Total Other Financing Sources (Uses)	(\$3,361,500)	(\$1,299,091)	(\$1,385,241)	(\$1,857,507)	(\$2,307,300)
Excess (Deficiency) of Revenues Over Expenditures	(\$2,022,124)	\$243,829	\$24,801	(\$494,904)	(\$1,213,797)
Beginning Fund Balance	\$4,508,305	\$2,486,181	\$2,730,010	\$2,754,811	\$2,301,210
Ending Fund Balance	\$2,486,181	\$2,730,010	\$2,754,811	\$2,259,907	\$1,087,413

Net Income Statement

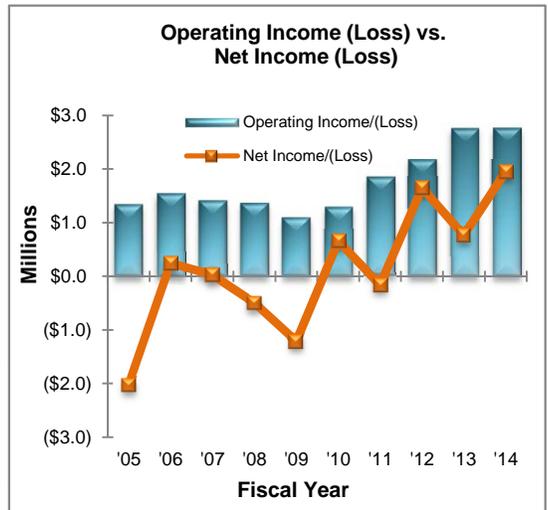
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$803,520	\$850,439	\$890,999	\$924,650	\$960,435
\$549,524	\$1,010,246	\$1,350,027	\$1,926,001	\$1,814,988
\$46,691	\$26,933	\$27,897	(\$71,541)	\$85,733
\$1,399,735	\$1,887,618	\$2,268,923	\$2,779,110	\$2,861,156
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$106,684	\$39,122	\$96,979	\$32,728	\$107,240
\$3	\$0	(\$3)	\$0	\$0
\$106,687	\$39,122	\$96,976	\$32,728	\$107,240



\$1,293,048	\$1,848,496	\$2,171,947	\$2,746,382	\$2,753,916
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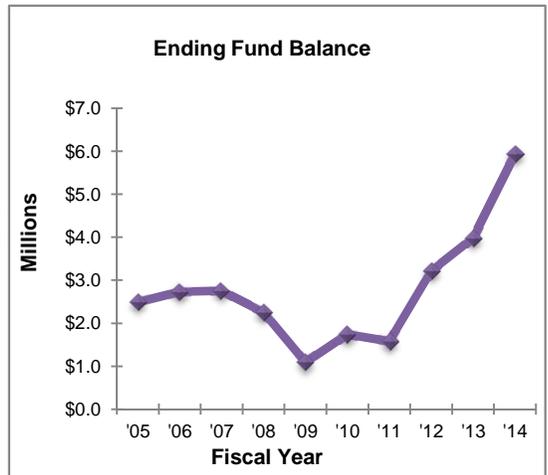
\$0	\$0	\$0	\$0	\$0
(\$638,500)	(\$2,012,542)	(\$526,415)	(\$1,984,697)	(\$798,632)
(\$638,500)	(\$2,012,542)	(\$526,415)	(\$1,984,697)	(\$798,632)

\$654,548	(\$164,046)	\$1,645,532	\$761,685	\$1,955,284
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\$1,087,413	\$1,741,961	\$1,577,915	\$3,223,447	\$3,985,132
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\$1,741,961	\$1,577,915	\$3,223,447	\$3,985,132	\$5,940,416
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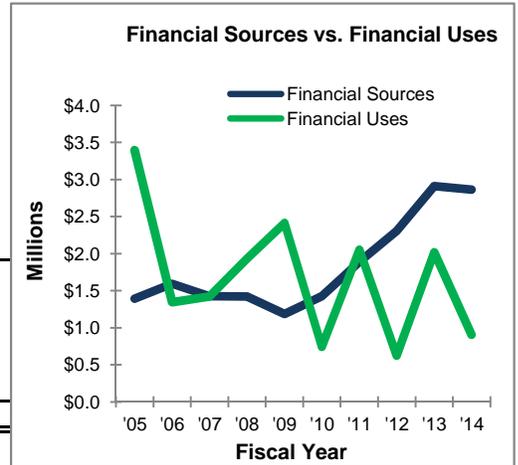
Public Improvement Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes	\$742,558	\$799,542	\$810,040	\$810,059	\$787,815
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants					
Interest (w/o GASB 31 Adjustment)	\$108,058	\$116,344	\$129,830	\$81,045	\$28,414
Fees and Service Charges	\$543,214	\$676,880	\$485,742	\$524,511	\$368,592
Other Local Revenues					
	\$1,393,830	\$1,592,766	\$1,425,612	\$1,415,615	\$1,184,821
Other Funding Sources/Transfers	\$0	\$909	\$0	\$7,721	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$1,393,830	\$1,593,675	\$1,425,612	\$1,423,336	\$1,184,821
Financial Uses					
Operating Expenses	\$33,558	\$46,169	\$35,539	\$65,510	\$106,785
Operating Transfers to Other Funds	\$3,361,500	\$1,300,000	\$1,385,241	\$1,865,228	\$2,307,300
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	\$3,395,058	\$1,346,169	\$1,420,780	\$1,930,738	\$2,414,085
Financial Sources Over/ (Under) Financial Uses	(\$2,001,228)	\$247,506	\$4,832	(\$507,402)	(\$1,229,264)
Cash and Cash Equivalents	\$1,103,811	\$1,368,729	\$1,276,978	\$1,375,763	\$942,953
Cash Restricted for Development Charges	\$1,271,389	\$1,254,619	\$1,386,613	\$803,858	\$30,446
Projected Ending Cash #	\$2,375,200	\$2,623,348	\$2,663,591	\$2,179,621	\$973,399

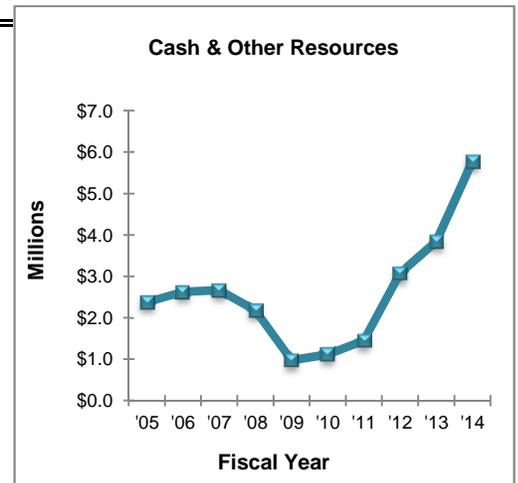
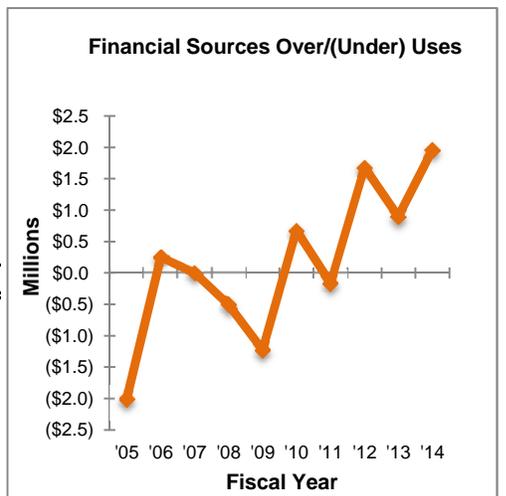
Ending Cash and Other Resources is equal to cash and cash equivalents and cash restricted for development charges

Financial Sources and Uses

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$803,520	\$850,439	\$890,999	\$924,650	\$960,435
\$72,311	\$27,635	\$63,850	\$60,692	\$87,011
\$549,524	\$1,010,246	\$1,350,027	\$1,926,001	\$1,814,988
\$1,425,355	\$1,888,320	\$2,304,876	\$2,911,343	\$2,862,434
\$0	\$0	\$0	\$0	\$0
\$1,425,355	\$1,888,320	\$2,304,876	\$2,911,343	\$2,862,434

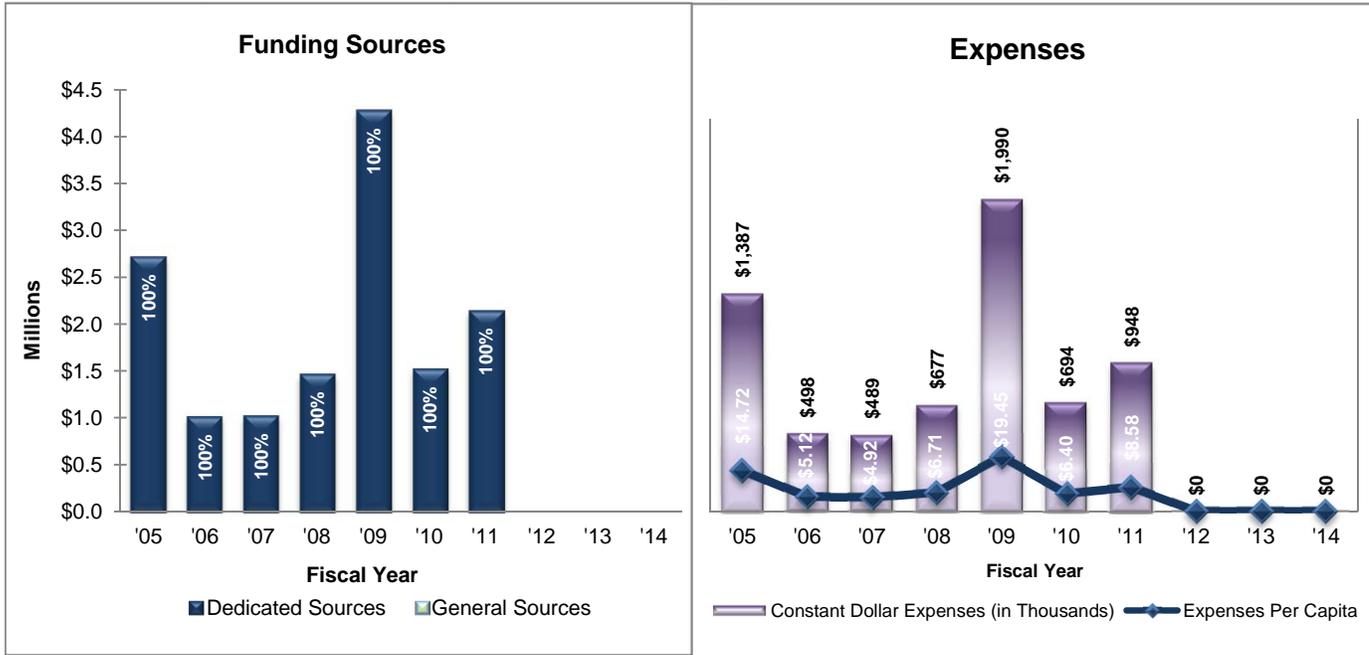


\$106,687	\$39,122	\$96,976	\$32,728	\$107,240
\$638,500	\$2,012,542	\$526,415	\$1,984,697	\$798,632
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$745,187	\$2,051,664	\$623,391	\$2,017,425	\$905,872
\$680,168	(\$163,344)	\$1,681,485	\$893,918	\$1,956,562
\$535,415	\$456,891	\$741,875	\$955,314	\$1,076,162
\$579,970	\$990,216	\$2,340,242	\$2,881,867	\$4,696,855
\$1,115,385	\$1,447,107	\$3,082,117	\$3,837,181	\$5,773,017



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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 Over Previous Year
2005	\$2,708,425	\$0	\$2,708,425	195.30	\$1,386,802	94,211	\$14.72	143.71%
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	
10 Yr % Chg	(100.00%)		(100.00%)	21.22%	(100.00%)	24.58%	(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:

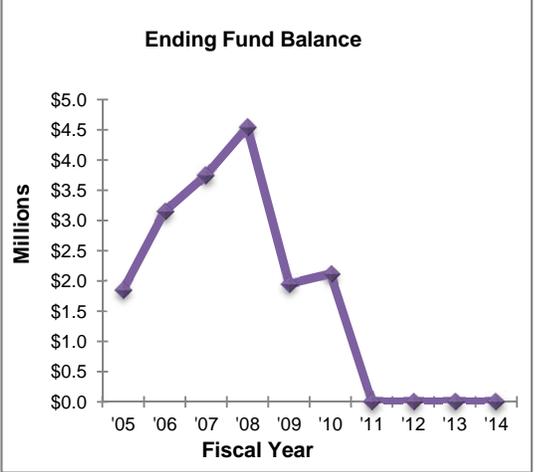
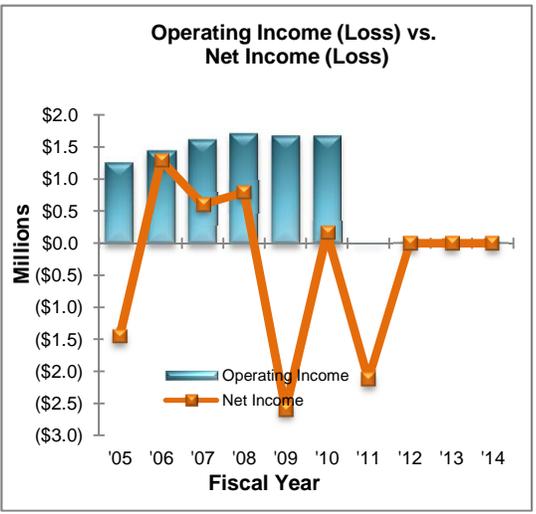
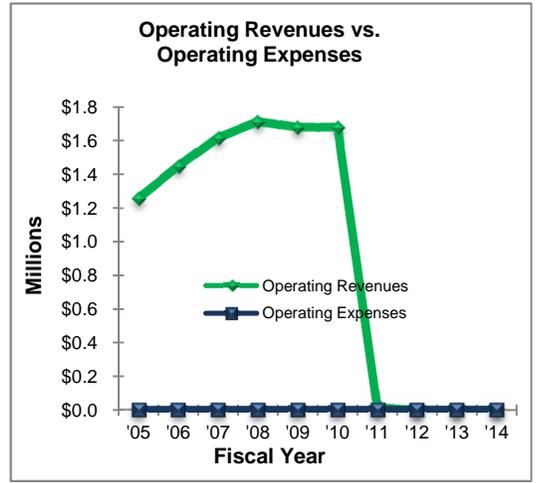
The expenses can vary greatly from year to year depending on the number and total cost of capital projects that need to be funded. In accordance with Governmental Accounting Standards Board Pronouncement 54, this fund no longer qualifies for presentation in the Comprehensive Annual Financial Report as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

Special Road District Tax Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Revenues:					
Revenue from Other Gov. Units	\$1,238,934	\$1,396,555	\$1,498,042	\$1,593,079	\$1,649,274
Fees and service charges					
Investment Revenue	\$19,401	\$47,790	\$117,938	\$118,924	\$27,923
Total Revenues	\$1,258,335	\$1,444,345	\$1,615,980	\$1,712,003	\$1,677,197
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	\$1,258,335	\$1,444,345	\$1,615,980	\$1,712,003	\$1,677,197
Other Financing Sources (Uses):					
Operating Transfer From Other Funds		\$853,234		\$538,500	
Operating Transfers To Other Funds	(\$2,708,425)	(\$1,003,425)	(\$1,013,425)	(\$1,458,425)	(\$4,268,925)
Total Other Financing Sources (Uses)	(\$2,708,425)	(\$150,191)	(\$1,013,425)	(\$919,925)	(\$4,268,925)
Excess (Deficiency) of Revenues Over Expenditures	(\$1,450,090)	\$1,294,154	\$602,555	\$792,078	(\$2,591,728)
Beginning Fund Balance	\$3,308,181	\$1,858,091	\$3,149,884	\$3,754,800	\$4,546,878
Ending Fund Balance	\$1,858,091	\$3,152,245	\$3,752,439	\$4,546,878	\$1,955,150

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$1,657,715	\$0	\$0	\$0	\$0
\$19,688	\$13,471	\$0	\$0	\$0
<u>\$1,677,403</u>	<u>\$13,471</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
\$0	\$0	\$0	\$0	\$0
<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<u>\$1,677,403</u>	<u>\$13,471</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
(\$1,513,425)	(\$2,132,599)	\$0	\$0	\$0
<u>(\$1,513,425)</u>	<u>(\$2,132,599)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
\$163,978	(\$2,119,128)	\$0	\$0	\$0
\$1,955,150	\$2,119,128	\$0	\$0	\$0
<u>\$2,119,128</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>



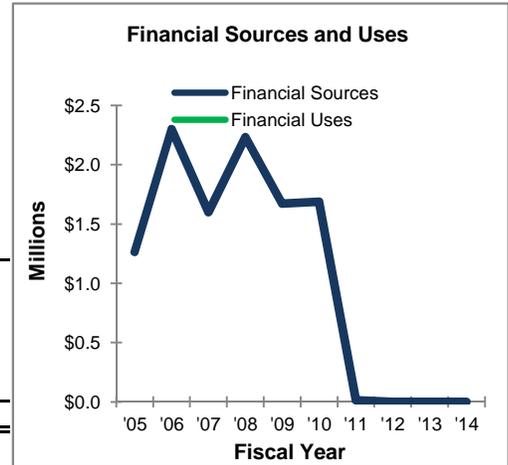
Special Road District Tax Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$1,238,934	\$1,396,555	\$1,498,042	\$1,593,079	\$1,649,274
Interest (w/o GASB 31 Adjustment)	\$24,792	\$50,510	\$101,837	\$102,253	\$23,810
Fees and Service Charges	\$0	\$0	\$0	\$0	\$0
Other Local Revenues					
	\$1,263,726	\$1,447,065	\$1,599,879	\$1,695,332	\$1,673,084
Other Funding Sources/Transfers	\$0	\$853,234	\$0	\$538,500	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$1,263,726	\$2,300,299	\$1,599,879	\$2,233,832	\$1,673,084
Financial Uses					
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Operating Transfers to Other Funds	\$2,708,425	\$1,003,425	\$1,013,425	\$1,458,425	\$4,268,925
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	\$2,708,425	\$1,003,425	\$1,013,425	\$1,458,425	\$4,268,925
Financial Sources Over/ (Under) Financial Uses	(\$1,444,699)	\$1,296,874	\$586,454	\$775,407	(\$2,595,841)
Projected Ending Cash and Other Resources	\$616,889	\$1,750,249	\$2,249,014	\$2,950,177	\$305,147

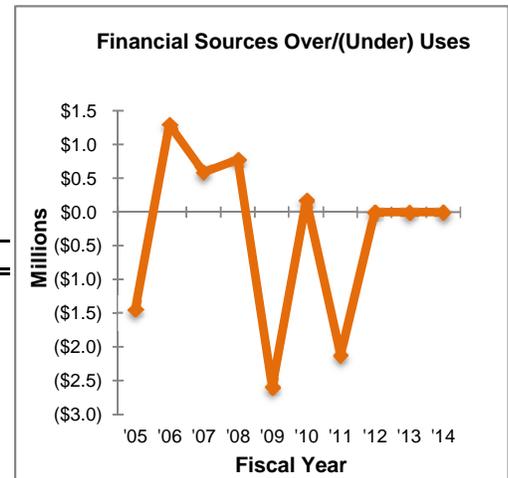
Ending Cash and Other Resources is equal to cash and cash equivalents

Financial Sources and Uses

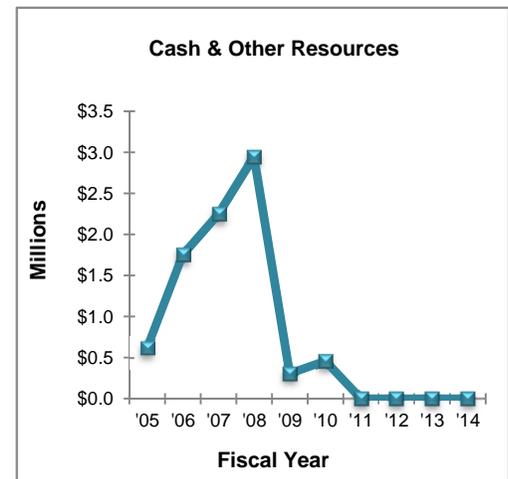
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$1,657,715	\$0	\$0	\$0	\$0
\$29,943	\$13,471	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$1,687,658	\$13,471	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$1,687,658	\$13,471	\$0	\$0	\$0



\$0	\$0	\$0	\$0	\$0
\$1,513,425	\$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
\$1,513,425	\$2,132,599	\$0	\$0	\$0

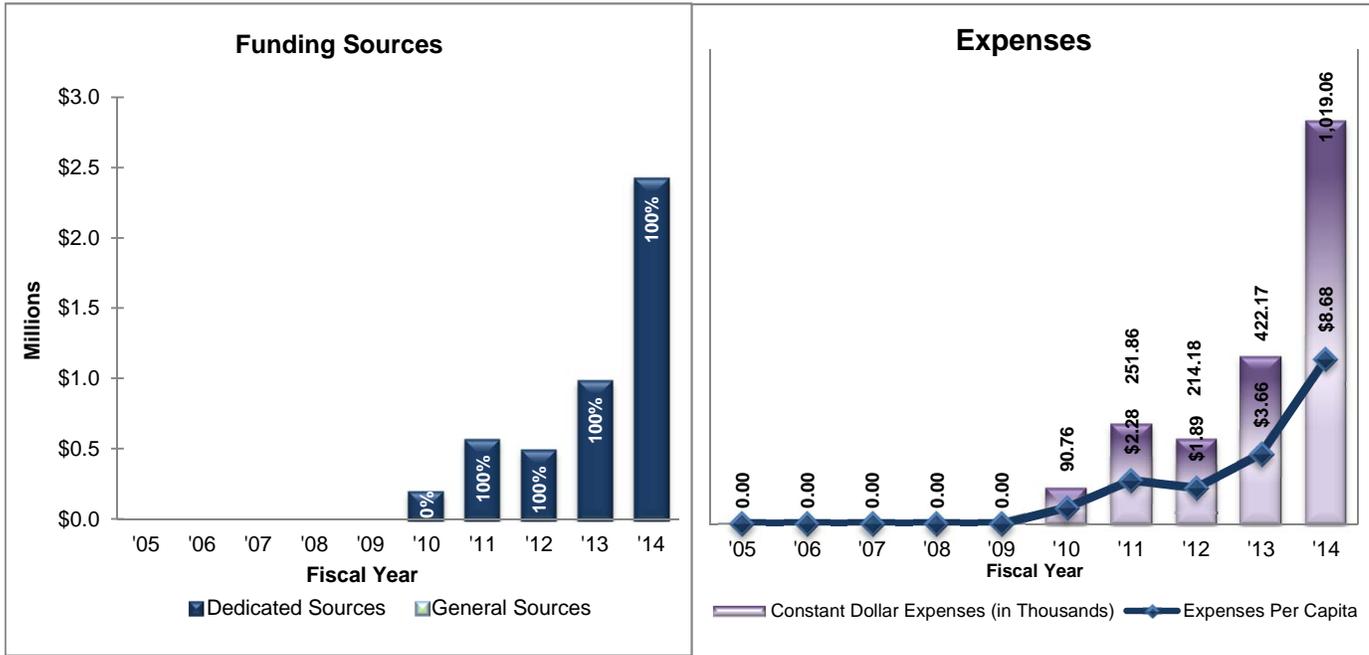


\$174,233	(\$2,119,128)	\$0	\$0	\$0
\$460,419	\$0	\$0	\$0	\$0



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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
2005	\$0	\$0	\$0	195.30	\$0	94,211	\$0.00
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
10 Yr % Chg				21.22%		24.58%	

Description:

The Stadium TDD Fund is a special revenue fund that accounts for sales tax receipts from the Stadium Transportation Development District (TDD) from 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:

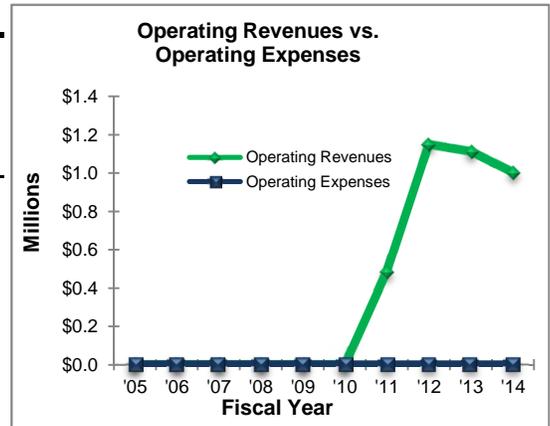
Funding of specific Stadium TDD projects began in FY 2010 and will continue through FY 2016. The City borrowed \$8.2 million from the Missouri Transportation Finance Corporation to contribute to these projects. The funds will be paid back until the loan matures in 2022.

Stadium TDD Fund

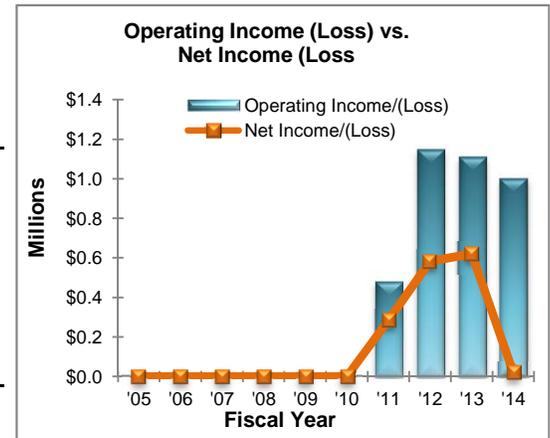
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Revenues:					
Sales Tax	\$0	\$0	\$0	\$0	\$0
Fees and service charges	\$0	\$0	\$0	\$0	\$0
Investment Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Expenditures:					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$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	\$0
Other Financing Sources (Uses):					
Operating Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	\$0	\$0	\$0	\$0	\$0
Total Other Financing Sources (Uses)	\$0	\$0	\$0	\$0	\$0
Excess (Deficiency) of Revenues Over Expenditures	\$0	\$0	\$0	\$0	\$0
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0

Net Income Statement

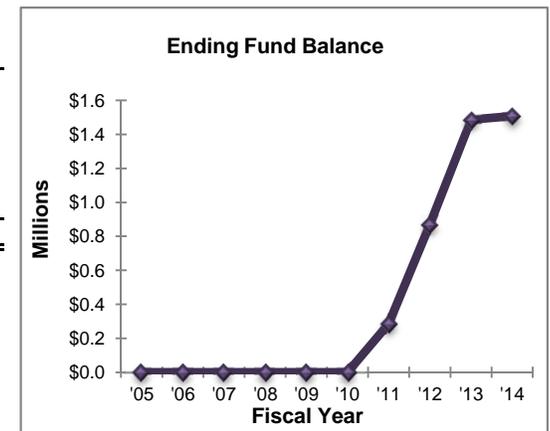
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$0	\$0
\$477,076	\$1,137,603	\$1,096,445	\$1,025,335	\$991,860
\$5,667	\$11,822	\$15,338	(\$22,481)	\$4,448
\$482,743	\$1,149,425	\$1,111,783	\$1,002,854	\$996,308
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$1,429,048
\$0	\$0	\$0	\$0	\$1,429,048



\$482,743	\$1,149,425	\$1,111,783	\$1,002,854	(\$432,740)
\$0	\$0	\$0	\$0	\$0
(\$197,900)	(\$566,536)	(\$491,739)	(\$983,476)	(\$983,476)
(\$197,900)	(\$566,536)	(\$491,739)	(\$983,476)	(\$983,476)



\$284,843	\$582,889	\$620,044	\$19,378	(\$1,416,216)
\$0	\$284,843	\$867,732	\$1,487,776	\$1,507,154
\$284,843	\$867,732	\$1,487,776	\$1,507,154	\$90,938



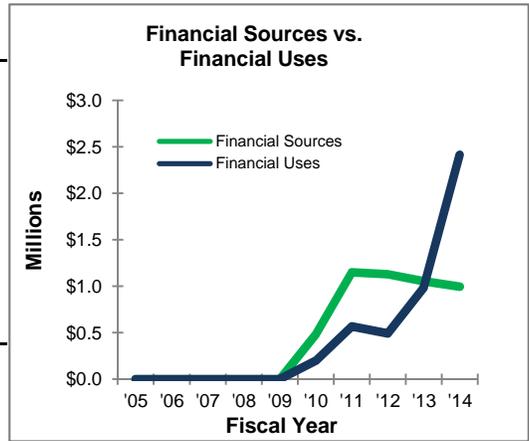
Stadium TDD

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes	\$0	\$0	\$0	\$0	\$0
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					
Other Local Revenues					
	\$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

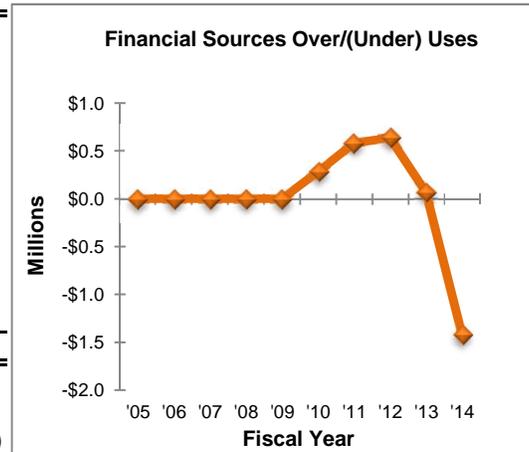
Ending Cash and Other Resources is equal to cash and cash equivalents

Financial Sources and Uses

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$0	\$0	\$0
\$477,076 \$4,016	\$1,137,603 \$12,172	\$1,096,445 \$31,789	\$1,025,335 \$26,548	\$991,860 \$4,303
\$481,092	\$1,149,775	\$1,128,234	\$1,051,883	\$996,163
\$0	\$0	\$0	\$0	\$0
\$481,092	\$1,149,775	\$1,128,234	\$1,051,883	\$996,163

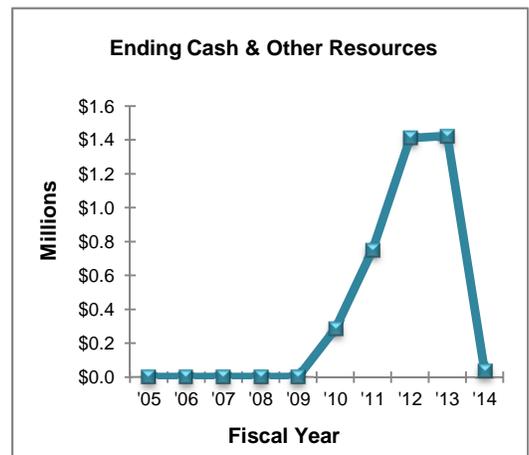


\$0	\$0	\$0	\$0	\$1,429,048
\$197,900	\$566,536	\$491,739	\$983,476	\$983,476
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$197,900	\$566,536	\$491,739	\$983,476	\$2,412,524



\$283,192 \$583,239 \$636,495 \$68,407 (\$1,416,361)

\$284,207 \$749,881 \$1,411,173 \$1,423,753 \$36,647



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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

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

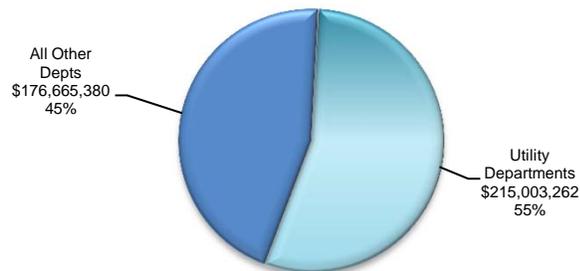
Sanitary Sewer Utility Fund accounts for the provision of sanitary sewer services to the residents of the City and a limited number of customers outside the city limits. All activities necessary to provide such services are accounted for this fund.

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.

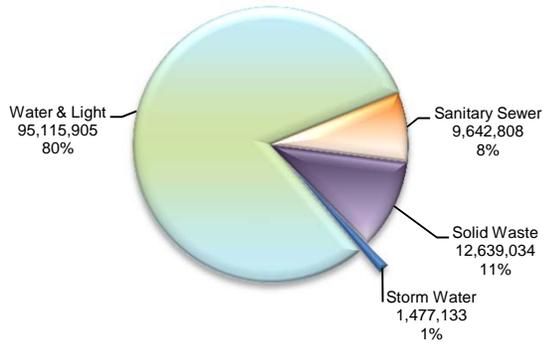
Storm Water Utility Fund

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

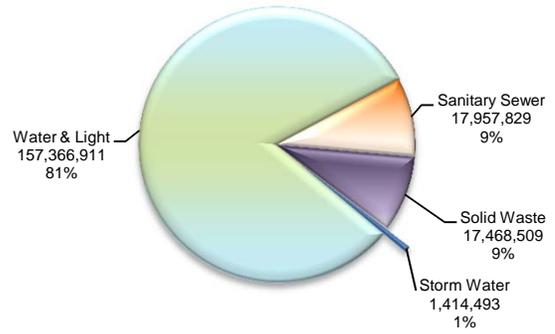


Utility Departments - Summary

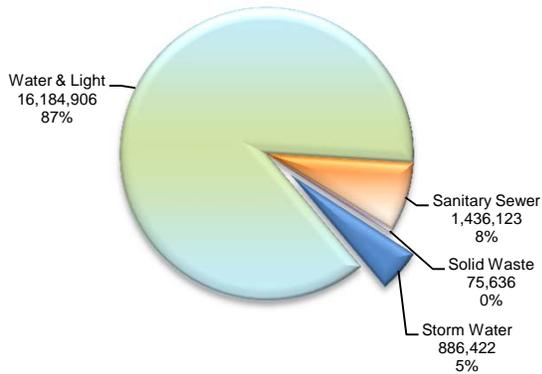
2005 Operation Expenses



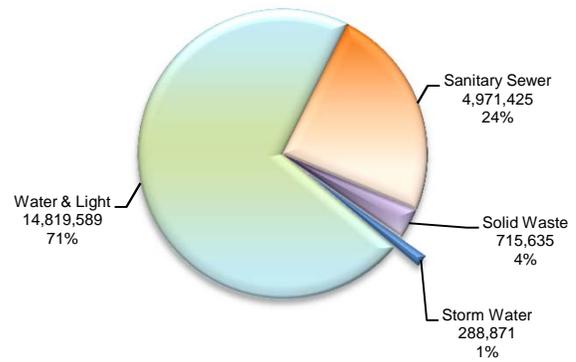
2014 Operation Expenses



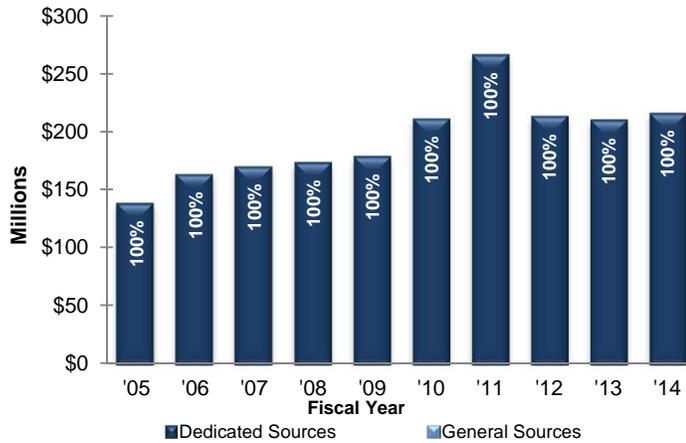
2005 Capital Project Expenses



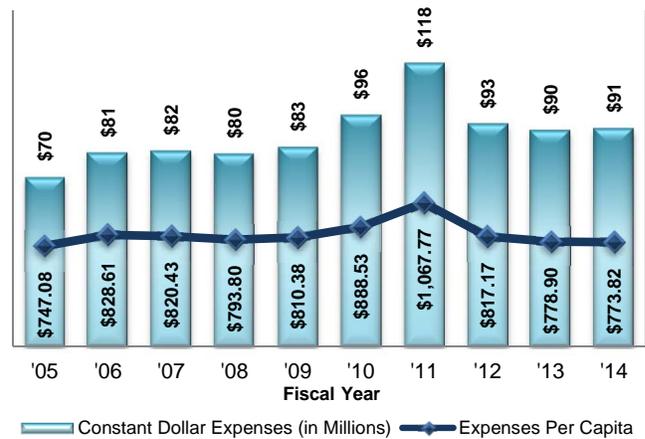
2014 Capital Project Expenses



Funding Sources

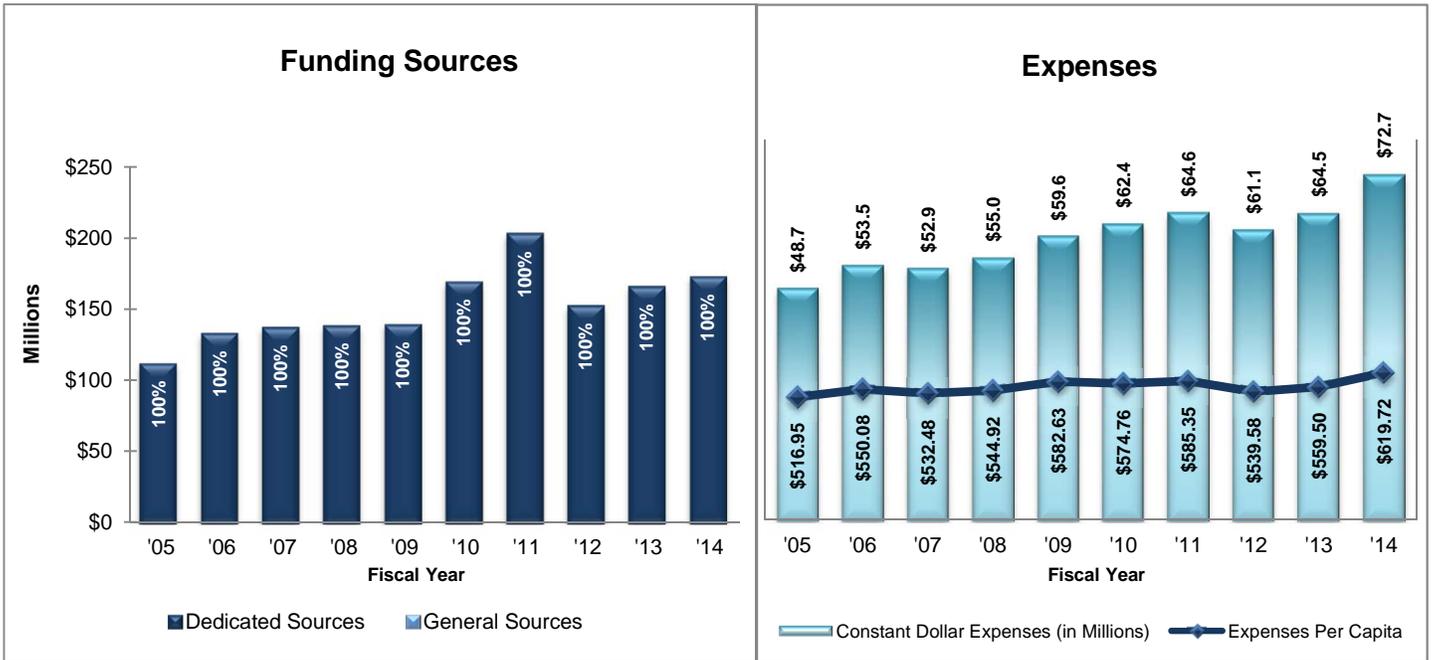


Expenses



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 over Previous Year
2005	\$95,115,905	\$16,184,906	\$111,300,811	195.30	\$48,702,460	94,211	\$516.95	8.76%
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	\$72,732,322	117,364	\$619.72	10.76%
<i>10 Yr % Chg</i>	<i>65.45%</i>	<i>(8.44%)</i>	<i>54.70%</i>	<i>21.22%</i>	<i>49.34%</i>	<i>24.58%</i>	<i>19.88%</i>	

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 are approved by the voters through ballot issues.

Analysis:

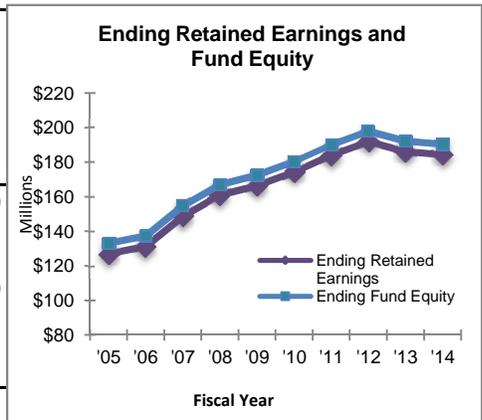
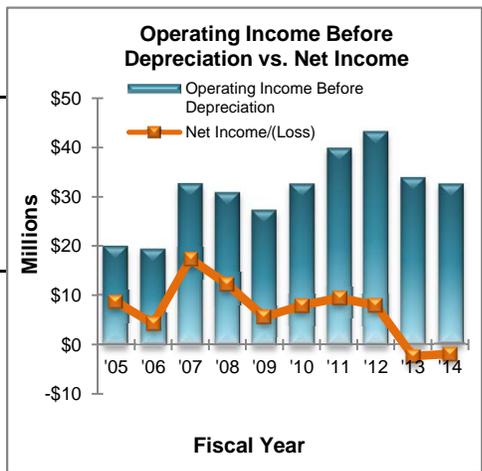
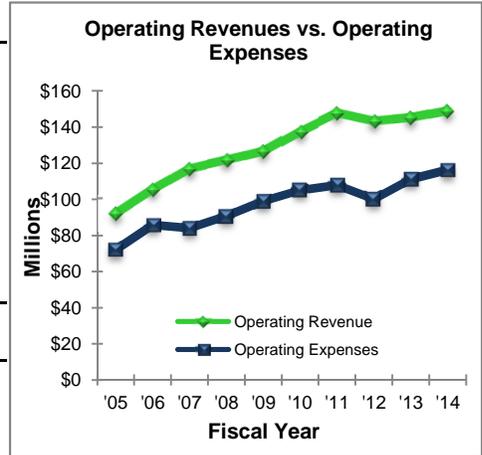
For the ten year period, there has been an overall increase in total expenses of 65.45%, constant dollar expenses of 49.30%, and per capita expenses of 19.84%. Ballot issues have been passed to provide funding for capital projects. Rates have been adjusted, as necessary, to provide funding for debt costs 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 above the cash reserve target for FY 2007 to FY 2012 and was below in FY 2013 and FY 2014 due to a decrease in cash and marketable securities, an increase in total expenditures and capital project costs.

Water and Electric Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues					
Charges for services	\$92,127,894	\$105,384,237	\$116,758,098	\$121,609,839	\$126,435,095
Total Operating Revenues	\$92,127,894	\$105,384,237	\$116,758,098	\$121,609,839	\$126,435,095
Operating Expenses:					
Personal Services	\$11,554,038	\$12,341,605	\$13,550,405	\$14,586,460	\$15,470,692
Power Supply	\$50,449,894	\$61,544,668	\$56,526,459	\$62,680,572	\$67,413,243
Materials and Supplies	\$2,771,107	\$3,345,538	\$3,903,338	\$3,468,296	\$3,799,915
Travel and Training	\$102,500	\$145,322	\$158,173	\$163,010	\$157,122
Intragovernmental	\$2,310,173	\$2,588,286	\$2,939,461	\$3,202,345	\$3,442,442
Utilities, Services and Miscellaneous	\$4,864,443	\$5,939,068	\$6,977,341	\$6,622,912	\$8,810,612
Total Operating Expenses	\$72,052,155	\$85,904,487	\$84,055,177	\$90,723,595	\$99,094,026
Operating Income (Loss) Before PILOT and Depreciation	\$20,075,739	\$19,479,750	\$32,702,921	\$30,886,244	\$27,341,069
P.I.L.O.T.	(\$8,694,081)	(\$9,284,728)	(\$10,309,306)	(\$11,215,634)	(\$11,481,441)
Operating Income (Loss) Before Depreciation	\$11,381,658	\$10,195,022	\$22,393,615	\$19,670,610	\$15,859,628
Depreciation	(\$7,631,416)	(\$8,113,052)	(\$8,680,523)	(\$9,606,528)	(\$10,350,644)
Operating Income (Loss)	\$3,750,242	\$2,081,970	\$13,713,092	\$10,064,082	\$5,508,984
Non-Operating Revenues:					
Revenue From Other Gov. Units	\$0	\$0	\$0	\$17,645	\$9,043
Investment Revenue	\$1,488,102	\$2,059,054	\$3,912,379	\$3,734,576	\$4,280,043
Miscellaneous Revenue	\$5,686,053	\$1,426,077	\$3,549,245	\$3,524,266	\$1,700,815
Total Non-Operating Revenues	\$7,174,155	\$3,485,131	\$7,461,624	\$7,276,487	\$5,989,901
Non-Operating Expenses:					
Interest Expense	\$3,504,906	\$3,457,288	\$5,189,803	\$5,621,734	\$5,940,890
Bank & Paying Agent Fees	\$2,743	\$2,858	\$2,370	\$2,934	\$9,808
Loss on Sale/Disposal of Fixed Assets	\$3,303	\$27,648	\$15,240	\$48,339	\$67,698
Amortization	\$61,300	\$66,471	\$89,108	\$94,839	\$91,714
Miscellaneous Expense	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$3,572,252	\$3,554,265	\$5,296,521	\$5,767,846	\$6,110,110
Operating Transfers:					
Operating Transfers From Other Funds	\$100,000	\$66,667	\$0	\$3,375	\$0
Operating Transfers To Other Funds	(\$1,259,521)	(\$256,846)	(\$109,700)	(\$50,000)	(\$50,000)
Total Operating Transfers	(\$1,159,521)	(\$190,179)	(\$109,700)	(\$46,625)	(\$50,000)
Net Income (Loss) Before Capital Contributions	\$6,192,624	\$1,822,657	\$15,768,495	\$11,526,098	\$5,338,775
Capital Contributions*	\$2,496,160	\$2,394,574	\$1,629,383	\$719,869	\$268,382
Net Income (Loss) Transferred To Retained Earnings	\$8,688,784	\$4,217,231	\$17,397,878	\$12,245,967	\$5,607,157
Beginning Retained Earnings	\$118,289,949	\$126,978,733	\$131,195,964	\$148,593,842	\$160,839,809
Ending Retained Earnings	\$126,978,733	\$131,195,964	\$148,593,842	\$160,839,809	\$166,446,966
Contributed Capital	\$6,113,389	\$6,113,389	\$6,113,389	\$6,113,389	\$6,113,389
Ending Fund Equity	\$133,092,122	\$137,309,353	\$154,707,231	\$166,953,198	\$172,560,355

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$137,633,839	\$147,684,732	\$143,300,497	\$145,158,216	\$148,900,970
\$137,633,839	\$147,684,732	\$143,300,497	\$145,158,216	\$148,900,970
\$15,786,287	\$16,287,042	\$16,900,564	\$17,683,212	\$17,997,352
\$73,683,788	\$72,897,808	\$60,996,422	\$71,243,814	\$75,835,651
\$3,751,927	\$3,991,128	\$4,337,961	\$6,094,755	\$5,082,026
\$145,826	\$142,566	\$192,922	\$205,917	\$251,736
\$3,680,680	\$4,010,294	\$4,188,348	\$4,584,566	\$5,361,852
\$7,911,844	\$10,485,159	\$13,422,215	\$11,375,054	\$11,707,308
\$104,960,352	\$107,813,997	\$100,038,432	\$111,187,318	\$116,235,925
\$32,673,487	\$39,870,735	\$43,262,065	\$33,970,898	\$32,665,045
(\$12,680,470)	(\$14,091,375)	(\$14,170,229)	(\$14,497,510)	(\$15,002,555)
\$19,993,017	\$25,779,360	\$29,091,836	\$19,473,388	\$17,662,490
(\$10,997,082)	(\$12,367,555)	(\$13,942,019)	(\$14,074,857)	(\$14,406,827)
\$8,995,935	\$13,411,805	\$15,149,817	\$5,398,531	\$3,255,663
\$8,312	\$1,166	\$219,339	\$89,395	\$13,600
\$3,742,207	\$2,392,204	\$1,809,660	(\$891,394)	\$1,793,720
\$1,453,678	\$1,449,881	\$1,965,260	\$1,921,585	\$1,779,130
\$5,204,197	\$3,843,251	\$3,994,259	\$1,119,586	\$3,586,450
\$6,384,864	\$7,307,055	\$8,776,992	\$8,338,802	\$7,543,885
\$10,954	\$2,906	\$3,217	\$319,518	\$9,376
\$57,779	\$16,276	\$26,649	\$79,613	\$199,817
\$101,596	\$139,914	\$206,801	\$177,887	\$0
\$0	\$0	\$0	\$0	\$0
\$6,555,193	\$7,466,151	\$9,013,659	\$8,915,820	\$7,753,078
\$0	\$2,521,152	\$0	\$0	\$0
(\$50,000)	(\$3,033,475)	(\$2,262,324)	(\$821,774)	(\$1,919,444)
(\$50,000)	(\$512,323)	(\$2,262,324)	(\$821,774)	(\$1,919,444)
\$7,594,939	\$9,276,582	\$7,868,093	(\$3,219,477)	(\$2,830,409)
\$327,405	\$174,619	\$141,672	\$877,298	\$937,939
\$7,922,344	\$9,451,201	\$8,009,765	(\$2,342,179)	(\$1,892,470)
\$166,446,966	\$174,369,310	\$183,820,511	\$188,462,312	\$186,120,133
\$174,369,310	\$183,820,511	\$191,830,276	\$186,120,133	\$184,227,663
\$6,113,389	\$6,113,389	\$6,113,389	\$6,113,389	\$6,113,389
\$180,482,699	\$189,933,900	\$197,943,665	\$192,233,522	\$190,341,052



Water and Electric Fund

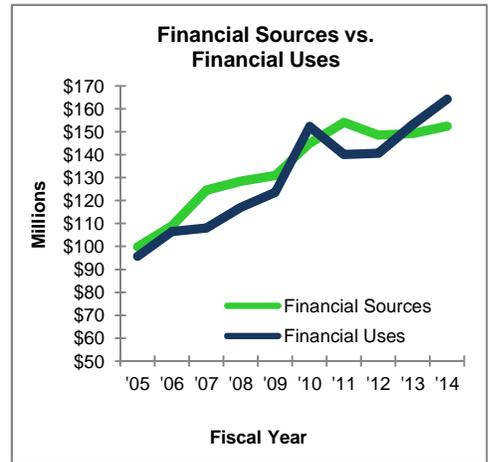
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$0	\$0	\$0	\$17,645	\$9,043
Interest (w/o GASB 31 adjustment)	\$1,928,717	\$2,188,202	\$4,251,801	\$3,275,126	\$2,767,739
Fees and Service Charges	\$92,127,894	\$105,384,237	\$116,758,098	\$121,609,839	\$126,435,095
Other Local Revenues ++	\$5,686,053	\$1,426,077	\$3,549,245	\$3,524,266	\$1,700,815
	\$99,742,664	\$108,998,516	\$124,559,144	\$128,426,876	\$130,912,692
Other Funding Sources/Transfers^	\$100,000	\$66,667	\$0	\$3,375	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$99,842,664	\$109,065,183	\$124,559,144	\$128,430,251	\$130,912,692
Financial Uses					
Operating Expenses	\$72,052,155	\$85,904,487	\$84,055,177	\$90,723,595	\$99,094,026
Operating Transfers to Other Funds	\$1,259,521	\$256,846	\$109,700	\$50,000	\$50,000
Interest and Other Non-Oper Cash Exp	\$12,201,730	\$12,744,874	\$15,501,479	\$16,840,302	\$17,432,139
Principal Payments	\$3,870,000	\$575,000	\$3,595,000	\$3,755,000	\$3,875,000
Capital Additions	\$1,906,480	\$680,482	\$1,274,798	\$1,103,822	\$814,877
Enterprise Revenues used for Capital Projects	\$4,350,000	\$6,365,000	\$3,523,000	\$4,560,000	\$2,318,500
Total Financial Uses	\$95,639,886	\$106,526,689	\$108,059,154	\$117,032,719	\$123,584,542
Financial Sources Over/ (Under) Financial Uses	\$4,202,778	\$2,538,494	\$16,499,990	\$11,397,532	\$7,328,150
Cash and cash equivalents	\$13,189,524	\$14,439,395	\$23,400,818	\$35,958,288	\$43,716,502
Less: GASB 31 Adjustment	\$2,887,938	\$2,758,790	\$3,222,337	\$3,681,788	\$5,194,092
Plus: Inventory	\$5,765,568	\$8,316,681	\$7,775,957	\$7,380,281	\$7,286,572
Ending Cash and Other Resources	\$16,067,154	\$19,997,286	\$27,954,438	\$39,656,781	\$45,808,982
Total Financial Uses	\$95,639,886	\$106,526,689	\$108,059,154	\$117,032,719	\$123,584,542
Less: Ent Rev used for current year CIP	(\$4,350,000)	(\$6,365,000)	(\$3,523,000)	(\$4,560,000)	(\$2,318,500)
Operational Expenses	\$91,289,886	\$100,161,689	\$104,536,154	\$112,472,719	\$121,266,042
20% Guideline for Operational Expenses	\$18,257,977	\$20,032,338	\$20,907,231	\$22,494,544	\$24,253,208
Add: Ent Rev for next year CIP	\$6,365,000	\$3,523,000	\$4,560,000	\$2,318,500	\$23,455,876
Cash Reserve Target	\$24,622,977	\$23,555,338	\$25,467,231	\$24,813,044	\$47,709,084
Cash Above/(Below) Cash Reserve Target	(\$8,555,823)	(\$3,558,052)	\$2,487,207	\$14,843,737	(\$1,900,102)

++ Other Local Revenues include miscellaneous revenues

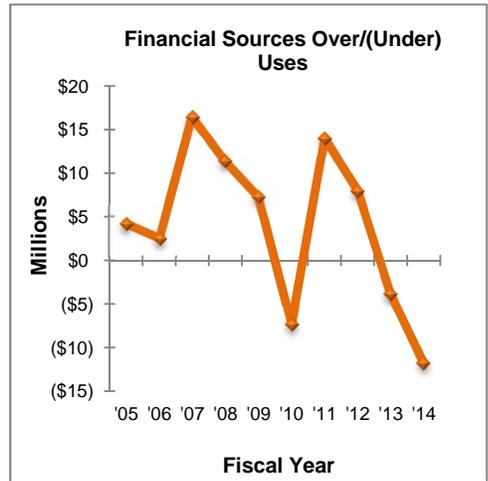
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

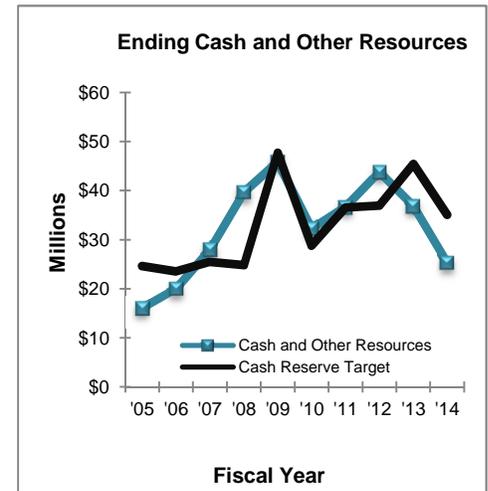
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$8,312	\$1,166	\$219,339	\$89,395	\$13,600
\$5,877,617	\$2,435,792	\$3,092,673	\$2,111,300	\$1,791,988
\$137,633,839	\$147,684,732	\$143,300,497	\$145,158,216	\$148,900,970
\$1,453,678	\$1,449,881	\$1,965,260	\$1,921,585	\$1,779,130
\$144,973,446	\$151,571,571	\$148,577,769	\$149,280,496	\$152,485,688
\$0	\$2,521,152	\$0	\$0	\$0



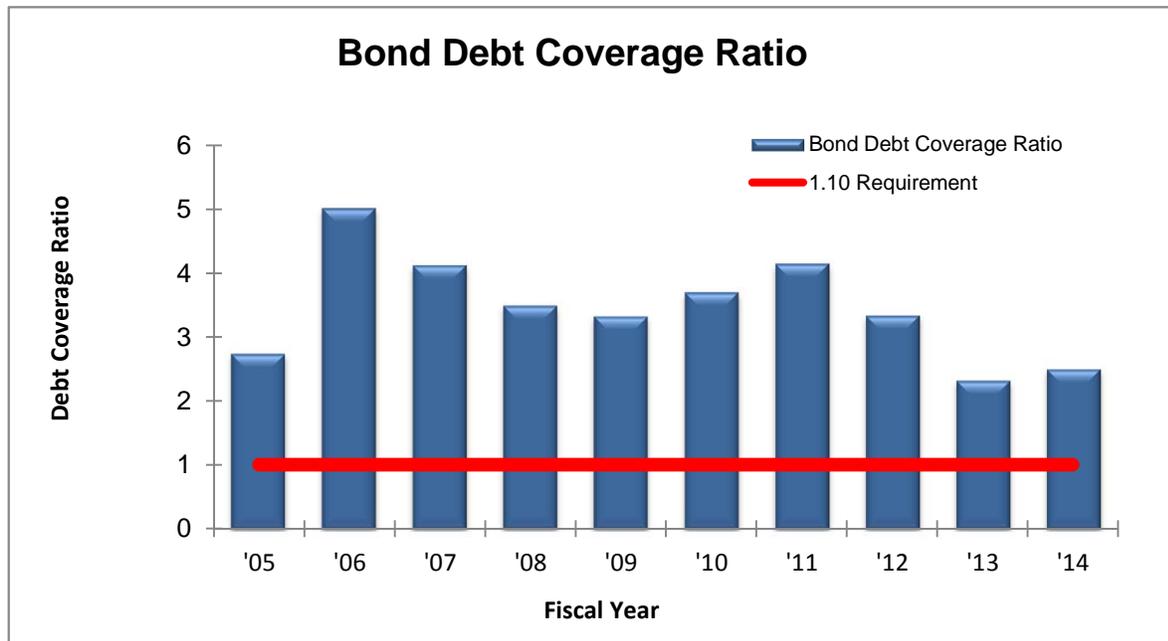
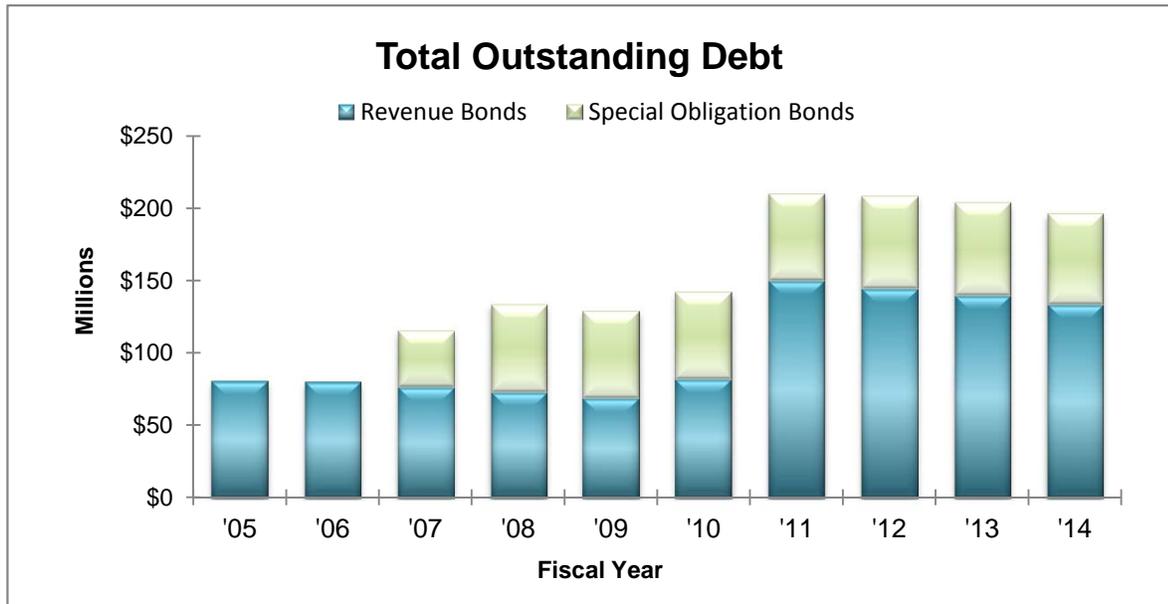
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$144,973,446	\$154,092,723	\$148,577,769	\$149,280,496	\$152,485,688
\$104,960,352	\$107,813,997	\$100,038,432	\$111,187,318	\$116,235,925
\$50,000	\$3,033,475	\$2,262,324	\$821,774	\$1,919,444
\$19,076,288	\$21,401,336	\$22,950,438	\$23,155,830	\$22,555,816
\$4,020,000	\$4,175,000	\$5,360,000	\$6,545,000	\$6,665,000
\$738,669	\$638,615	\$843,998	\$755,916	\$2,049,082
\$23,455,876	\$3,000,000	\$9,155,000	\$10,625,000	\$14,819,589
\$152,301,185	\$140,062,423	\$140,610,192	\$153,090,838	\$164,244,856



(\$7,327,739)	\$14,030,300	\$7,967,577	(\$3,810,342)	(\$11,759,168)
\$27,978,533	\$32,749,841	\$38,624,482	\$28,176,899	\$16,347,393
\$3,058,683	\$3,015,095	\$1,732,082	(\$1,270,612)	(\$1,268,880)
\$7,314,220	\$6,968,737	\$6,947,949	\$7,414,147	\$7,695,025
\$32,234,070	\$36,703,483	\$43,840,349	\$36,861,658	\$25,311,298
\$152,301,185	\$140,062,423	\$140,610,192	\$153,090,838	\$164,244,856
(\$23,455,876)	(\$3,000,000)	(\$9,155,000)	(\$10,625,000)	(\$14,819,589)
\$128,845,309	\$137,062,423	\$131,455,192	\$142,465,838	\$149,425,267
\$25,769,062	\$27,412,485	\$26,291,038	\$28,493,168	\$29,885,053
\$3,000,000	\$9,155,000	\$10,625,000	\$16,946,000	\$5,200,000
\$28,769,062	\$36,567,485	\$36,916,038	\$45,439,168	\$35,085,053
\$3,465,008	\$135,998	\$6,924,311	(\$8,577,510)	(\$9,773,755)



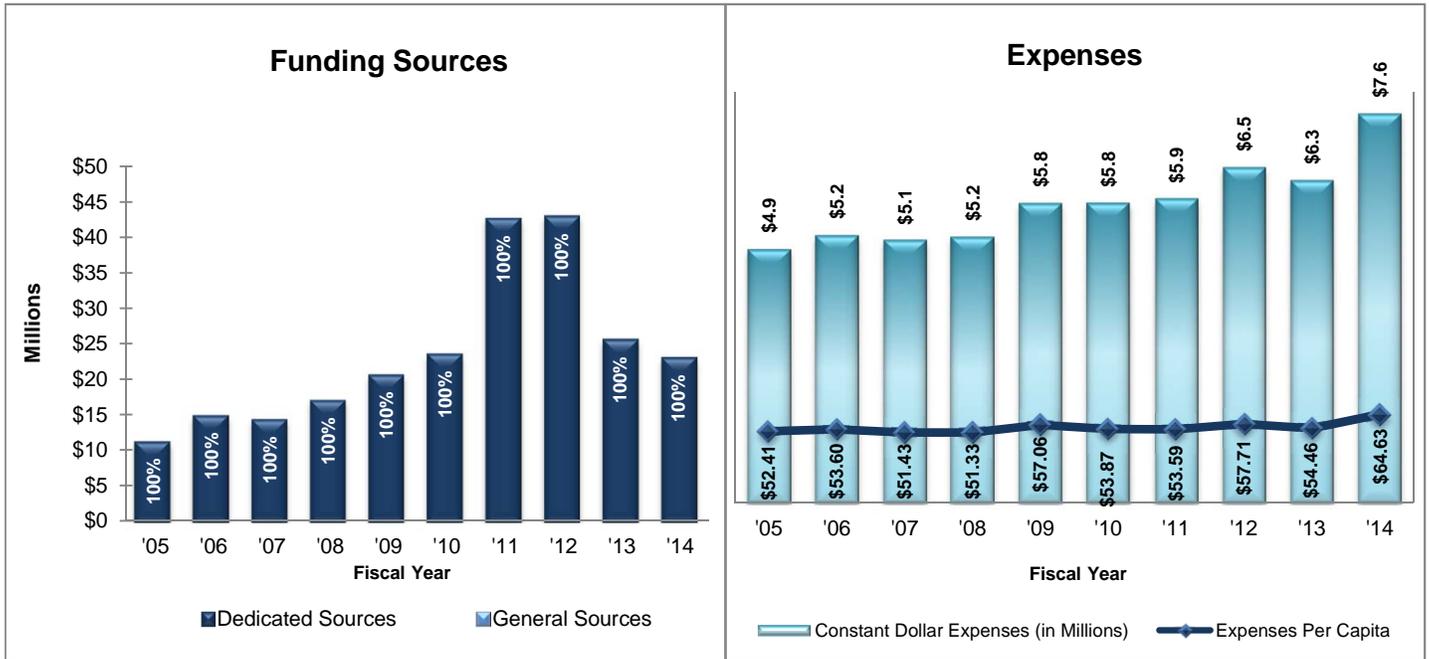
Water and Electric - Debt



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	\$133,385,000	\$62,655,000	\$196,040,000	\$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 Over Previous year
2005	\$9,642,808	\$1,436,123	\$11,078,931	195.30	\$4,937,434	94,211	\$52.41	(3.29%)
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%
10 Yr % Chg	86.23%	246.17%	106.96%	21.22%	53.63%	24.58%	23.32%	

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:

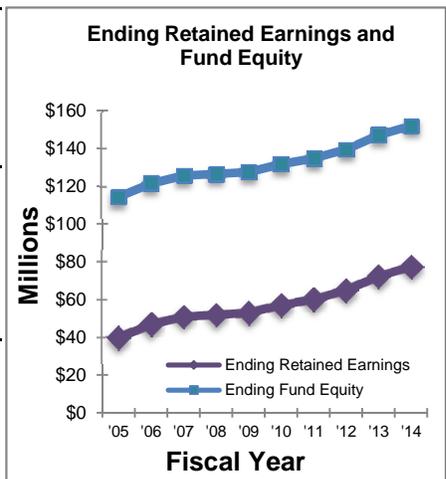
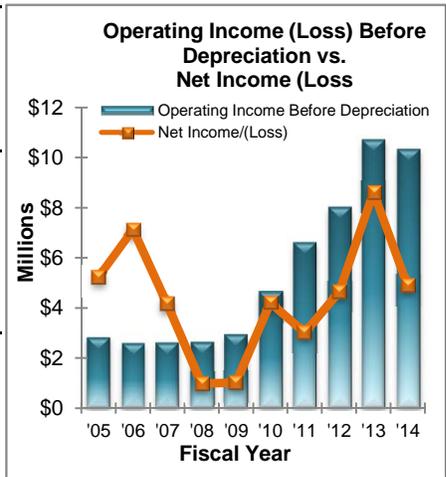
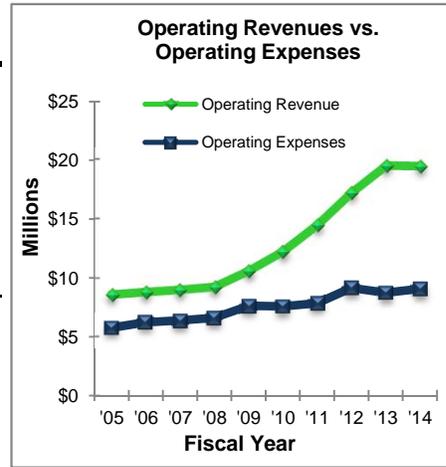
Total expenses without capital projects have increased 86.23%, total expenses have increased 106.96%, constant dollar expenses have increased 53.63% and per capita expenses in constant dollars have increased 23.32%. Significant capital project funding was used in FY 2009 to FY 2014. The largest amounts 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 for FY 2012 to FY 2014.

Sanitary Sewer Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Sewer Charges	\$6,841,726	\$7,105,977	\$7,293,855	\$7,862,551	\$8,985,051
M.U. Sewer Charges	\$560,576	\$563,449	\$590,125	\$638,831	\$743,167
Sharecropping	\$9,447	\$3,591	\$2,240	\$3,460	\$2,519
BCRSD Wholesale Revenue	\$180,715	\$189,150	\$219,319	\$252,494	\$356,845
Sewer Connection Fees	\$688,855	\$740,668	\$737,984	\$336,556	\$341,017
Other Misc. Operating Revenues	\$314,376	\$228,896	\$180,378	\$157,743	\$173,206
Total Operating Revenues	\$8,595,695	\$8,831,731	\$9,023,901	\$9,251,635	\$10,601,805
Operating Expenses:					
Personal Services	\$2,911,573	\$3,088,911	\$3,128,554	\$3,371,752	\$3,610,527
Materials and Supplies	\$645,281	\$623,616	\$749,772	\$564,284	\$616,056
Travel and Training	\$5,901	\$6,566	\$6,450	\$5,588	\$5,673
Intragovernmental	\$837,057	\$891,821	\$922,872	\$1,002,222	\$1,126,719
Utilities, Services and Miscellaneous	\$1,353,582	\$1,610,544	\$1,587,987	\$1,652,986	\$2,278,204
Total Operating Expenses	\$5,753,394	\$6,221,458	\$6,395,635	\$6,596,832	\$7,637,179
Operating Income Before Depreciation	\$2,842,301	\$2,610,273	\$2,628,266	\$2,654,803	\$2,964,626
Depreciation	(\$2,472,558)	(\$2,580,915)	(\$2,696,801)	(\$2,901,725)	(\$2,992,160)
Operating Income (Loss)	\$369,743	\$29,358	(\$68,535)	(\$246,922)	(\$27,534)
Non-Operating Revenues:					
Investment Revenue	\$783,223	\$1,083,624	\$1,289,960	\$1,081,944	\$1,044,175
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0
Revenue from other govt. units	\$24,552	\$265,754	\$274,733	\$15,914	\$205,356
Total Non-Operating Revenues	\$807,775	\$1,349,378	\$1,564,693	\$1,097,858	\$1,249,531
Non-Operating Expenses:					
Interest Expense	\$911,328	\$1,143,528	\$1,173,189	\$1,286,978	\$1,247,763
Bank & Paying Agent Fees	\$60,840	\$59,282	\$64,713	\$61,314	\$65,465
Loss on Disposal Assets	\$1,500	\$87,124	\$13,319	\$12,801	\$8,546
Amortization	\$29,573	\$32,084	\$34,461	\$36,179	\$36,477
Total Non-Operating Expenses	\$1,003,241	\$1,322,018	\$1,285,682	\$1,397,272	\$1,358,251
Operating Transfers:					
Operating Transfers From Other Funds	\$0	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$89,210)	(\$51,552)	(\$32,633)	(\$5,419)	(\$5,611)
Total Operating Transfers	(\$89,210)	(\$51,552)	(\$32,633)	(\$5,419)	(\$5,611)
Net Income (Loss) Before Capital Contribution	\$85,067	\$5,166	\$177,843	(\$551,755)	(\$141,865)
Capital Contribution	\$5,163,026	\$7,121,802	\$3,979,760	\$1,529,073	\$1,161,889
Net Income (Loss)	\$5,248,093	\$7,126,968	\$4,157,603	\$977,318	\$1,020,024
Amortization of Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss) Transferred To Retained Earnings	\$5,248,093	\$7,126,968	\$4,157,603	\$977,318	\$1,020,024
Beginning Retained Earnings	\$34,356,414	\$39,604,507	\$46,731,475	\$50,889,078	\$51,866,396
Ending Retained Earnings	\$39,604,507	\$46,731,475	\$50,889,078	\$51,866,396	\$52,886,420
Contributed Capital	\$74,649,140	\$74,649,140	\$74,649,140	\$74,649,140	\$74,649,140
Ending Fund Equity	\$114,253,647	\$121,380,615	\$125,538,218	\$126,515,536	\$127,535,560

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$10,334,824	\$12,231,613	\$14,546,688	\$15,882,910	\$15,966,163
\$853,886	\$879,131	\$1,236,140	\$1,387,655	\$1,414,095
\$6,577	\$4,482	\$6,936	\$6,859	\$4,372
\$444,828	\$521,449	\$612,667	\$711,732	\$800,746
\$417,561	\$658,613	\$584,505	\$1,299,248	\$1,070,284
\$171,012	\$175,027	\$186,678	\$176,954	\$138,858
\$12,228,688	\$14,470,315	\$17,173,614	\$19,465,358	\$19,394,518
\$3,971,309	\$4,047,769	\$4,269,354	\$4,297,452	\$4,435,161
\$616,791	\$630,081	\$718,133	\$712,241	\$1,073,279
\$13,321	\$5,505	\$15,694	\$9,824	\$5,111
\$1,207,322	\$1,268,244	\$1,456,517	\$1,429,382	\$1,506,702
\$1,767,960	\$1,898,728	\$2,686,257	\$2,302,042	\$2,049,173
\$7,576,703	\$7,850,327	\$9,145,955	\$8,750,941	\$9,069,426
\$4,651,985	\$6,619,988	\$8,027,659	\$10,714,417	\$10,325,092
(\$3,073,225)	(\$3,101,607)	(\$3,233,811)	(\$3,394,659)	(\$4,989,043)
\$1,578,760	\$3,518,381	\$4,793,848	\$7,319,758	\$5,336,049
\$1,308,221	\$959,841	\$800,366	\$207,098	\$925,701
\$0	\$0	\$0	\$0	\$831,553
\$172,125	\$141,961	\$435,804	\$26,148	\$0
\$1,480,346	\$1,101,802	\$1,236,170	\$233,246	\$1,757,254
\$1,759,110	\$1,594,062	\$1,723,130	\$1,697,631	\$2,317,366
\$66,155	\$65,769	\$69,777	\$245,328	\$336,496
\$2,625	\$22,232	\$232,392	\$7,090	\$385,420
\$56,347	\$55,969	\$65,396	\$0	\$0
\$1,884,237	\$1,738,032	\$2,090,695	\$1,950,049	\$3,039,282
\$0	\$42	\$100,000	\$0	\$0
(\$122,365)	(\$241,094)	(\$116,555)	(\$116,693)	(\$580,268)
(\$122,365)	(\$241,052)	(\$16,555)	(\$116,693)	(\$580,268)
\$1,052,504	\$2,641,099	\$3,922,768	\$5,486,262	\$3,473,753
\$3,161,872	\$377,075	\$717,299	\$3,124,466	\$1,415,970
\$4,214,376	\$3,018,174	\$4,640,067	\$8,610,728	\$4,889,723
\$0	\$0	\$0	\$0	\$0
\$4,214,376	\$3,018,174	\$4,640,067	\$8,610,728	\$4,889,723
\$52,886,420	\$57,100,796	\$60,118,970	\$63,746,232 *	\$72,356,960
\$57,100,796	\$60,118,970	\$64,759,037	\$72,356,960	\$77,246,683
\$74,649,140	\$74,649,140	\$74,649,140	\$74,649,140	\$74,649,140
\$131,749,936	\$134,768,110	\$139,408,177	\$147,006,100	\$151,895,823



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

Sanitary Sewer Fund

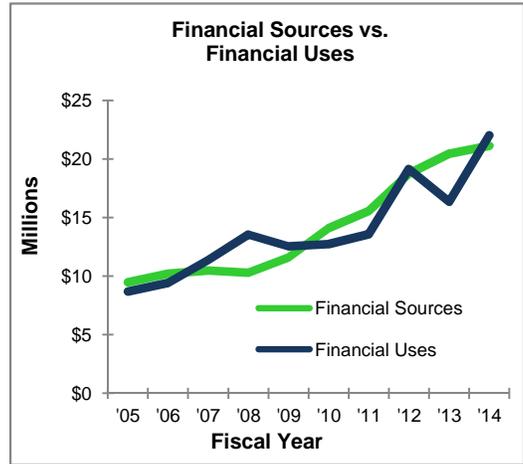
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants					
Interest (w/o GASB 31 adjustment)	\$873,829	\$1,109,400	\$1,183,445	\$1,025,261	\$792,224
Fees and Service Charges	\$8,595,695	\$8,831,731	\$9,023,901	\$9,251,635	\$10,601,805
Other Local Revenues ++	\$24,552	\$265,754	\$274,733	\$15,914	\$205,356
	\$9,494,076	\$10,206,885	\$10,482,079	\$10,292,810	\$11,599,385
Other Funding Sources/Transfers^	\$0	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$9,494,076	\$10,206,885	\$10,482,079	\$10,292,810	\$11,599,385
Financial Uses					
Operating Expenses	\$5,753,394	\$6,221,458	\$6,395,635	\$6,596,832	\$7,637,179
Operating Transfers to Other Funds	\$89,210	\$51,552	\$32,633	\$5,419	\$5,611
Interest and Other Non-Oper Cash Exp	\$972,168	\$1,202,810	\$1,237,902	\$1,348,292	\$1,313,228
Principal Payments	\$1,245,000	\$1,280,000	\$1,590,000	\$1,640,000	\$1,765,000
Capital Additions	\$324,405	\$327,757	\$187,208	\$258,417	\$533,109
Ent Revenues used for Capital Projects	\$316,390	\$352,307	\$1,935,000	\$3,706,253	\$1,290,000
Total Financial Uses	\$8,700,567	\$9,435,884	\$11,378,378	\$13,555,213	\$12,544,127
Financial Sources Over/ (Under) Financial Uses	\$793,509	\$771,001	(\$896,299)	(\$3,262,403)	(\$944,742)
Cash and cash equivalents	\$3,646,601	\$4,249,874	\$4,424,841	\$2,043,464	\$1,490,774
Less: GASB 31 Adjustment	(\$94,740)	(\$120,515)	(\$14,000)	\$42,682	\$294,633
Plus: Inventory	\$0	\$0	\$0	\$0	\$0
Ending Cash and Other Resources	\$3,741,341	\$4,370,389	\$4,438,841	\$2,000,782	\$1,196,141
Total Financial Uses	\$8,700,567	\$9,435,884	\$11,378,378	\$13,555,213	\$12,544,127
Less: Ent Rev used for current year CIP	(\$316,390)	(\$352,307)	(\$1,935,000)	(\$3,706,253)	(\$1,290,000)
Operational Expenses	\$8,384,177	\$9,083,577	\$9,443,378	\$9,848,960	\$11,254,127
20% Guideline for Operational Expenses	\$1,676,835	\$1,816,715	\$1,888,676	\$1,969,792	\$2,250,825
Add: Ent Rev for next year CIP	\$352,307	\$1,935,000	\$3,706,253	\$1,290,000	\$1,321,500
Cash Reserve Target	\$2,029,142	\$3,751,715	\$5,594,929	\$3,259,792	\$3,572,325
Cash Above/(Below) Cash Reserve Target	\$1,712,199	\$618,674	(\$1,156,088)	(\$1,259,010)	(\$2,376,184)

++ Other Local Revenues include miscellaneous revenues

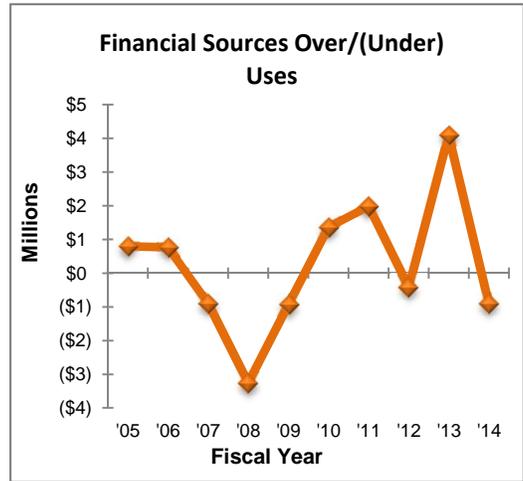
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

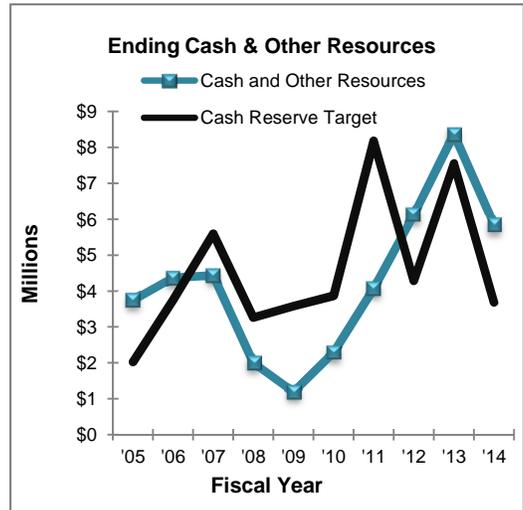
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$1,701,839	\$966,376	\$1,033,937	\$960,524	\$902,822
\$12,228,688	\$14,470,315	\$17,173,614	\$19,465,358	\$19,394,518
\$172,125	\$141,961	\$435,804	\$26,148	\$831,553
\$14,102,652	\$15,578,652	\$18,643,355	\$20,452,030	\$21,128,893
\$0	\$42	\$100,000	\$0	\$0
\$14,102,652	\$15,578,694	\$18,743,355	\$20,452,030	\$21,128,893



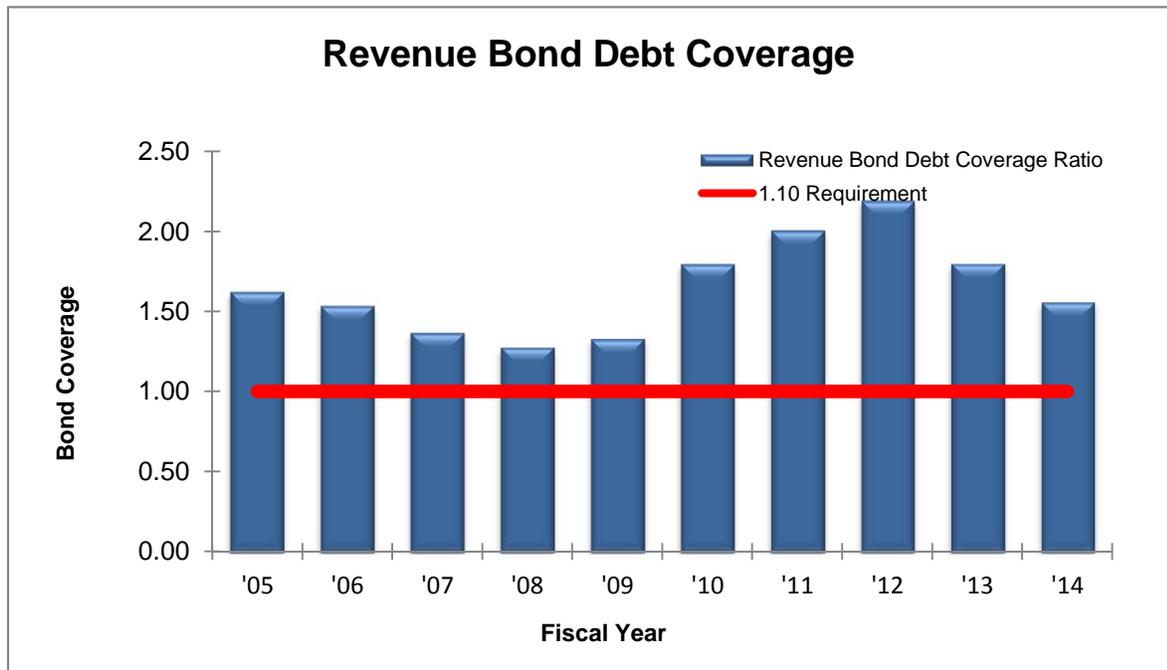
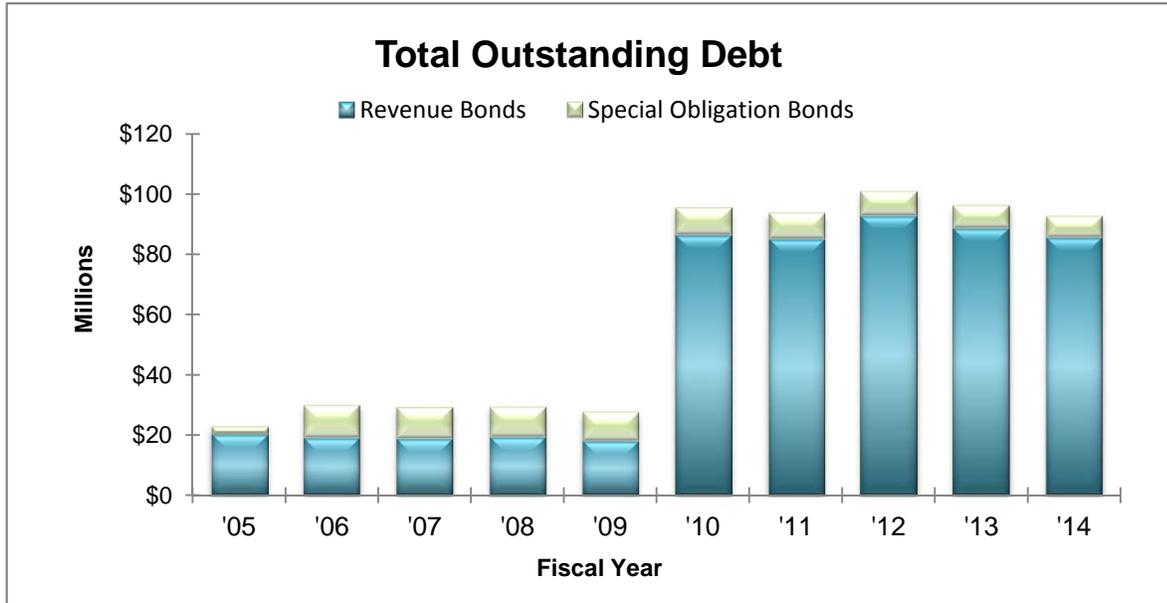
\$7,576,703	\$7,850,327	\$9,145,955	\$8,750,941	\$9,069,426
\$122,365	\$241,094	\$116,555	\$116,693	\$580,268
\$1,825,265	\$1,659,831	\$1,792,907	\$1,942,959	\$2,653,862
\$1,805,000	\$1,875,000	\$1,915,000	\$3,521,500	\$4,840,600
\$88,135	\$381,238	\$415,390	\$413,908	\$279,810
\$1,321,500	\$1,581,500	\$5,780,000	\$1,603,000	\$4,601,138
\$12,738,968	\$13,588,990	\$19,165,807	\$16,349,001	\$22,025,104



\$1,363,684	\$1,989,704	(\$422,452)	\$4,103,029	(\$896,211)
\$2,187,742	\$3,963,011	\$5,788,837	\$7,279,170	\$4,770,571
(\$98,985)	(\$105,520)	(\$339,091)	(\$1,092,516)	(\$1,069,637)
\$0	\$0	\$0	\$0	\$0
\$2,286,727	\$4,068,531	\$6,127,928	\$8,371,686	\$5,840,208
\$12,738,968	\$13,588,990	\$19,165,807	\$16,349,001	\$22,025,104
(\$1,321,500)	(\$1,581,500)	(\$5,780,000)	(\$1,603,000)	(\$4,601,138)
\$11,417,468	\$12,007,490	\$13,385,807	\$14,746,001	\$17,423,966
\$2,283,494	\$2,401,498	\$2,677,161	\$2,949,200	\$3,484,793
\$1,581,500	\$5,780,000	\$1,603,000	\$4,601,138	\$194,794
\$3,864,994	\$8,181,498	\$4,280,161	\$7,550,338	\$3,679,587
(\$1,578,267)	(\$4,112,967)	\$1,847,767	\$821,348	\$2,160,621



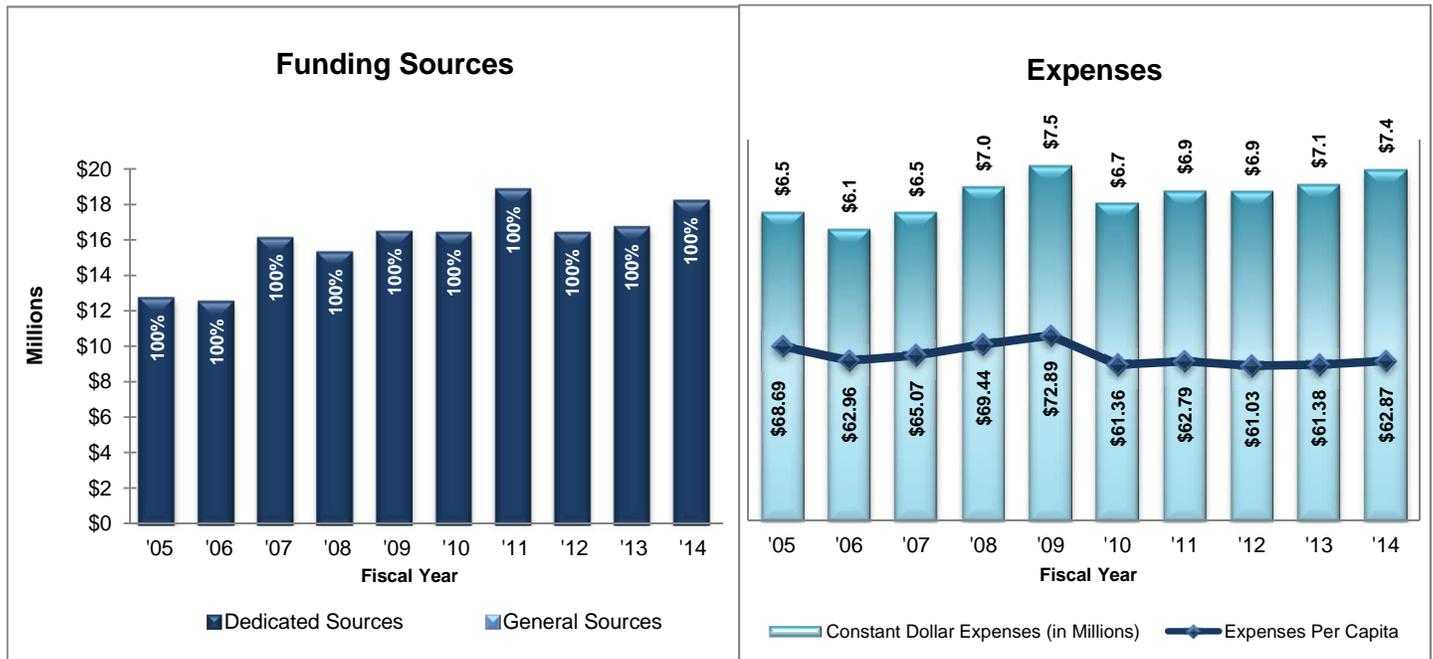
Sewer Fund - Debt



Fiscal Year	Outstanding Revenue Bonds Balance	Outstanding Special Obligation Bonds Balance	Total Outstanding Debt	Net Revenue *	Total Revenue Bond Debt Payment	Revenue Bond Coverage
'05	\$20,200,000	\$2,375,000	\$22,575,000	\$3,625,524	\$2,239,648	1.62
'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

* 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 Over Previous Year
2005	\$12,639,034	\$75,636	\$12,714,670	195.30	\$6,471,600	94,211	\$68.69	1.99%
2006	\$12,338,503	\$161,106	\$12,499,609	201.60	\$6,120,289	97,202	\$62.96	(8.34%)
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%
10 Yr % Chg	38.21%	846.16%	43.02%	21.22%	14.02%	24.58%	(8.47%)	

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:

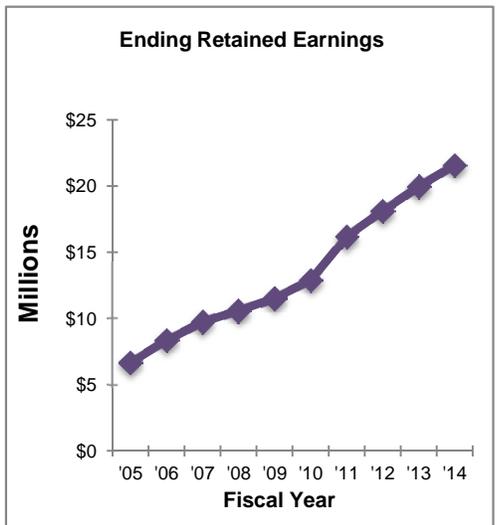
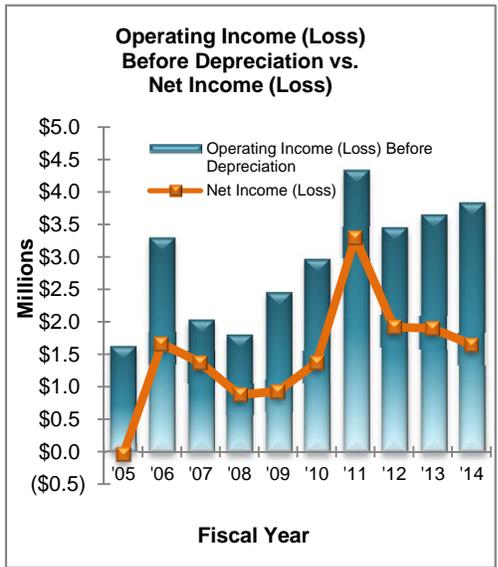
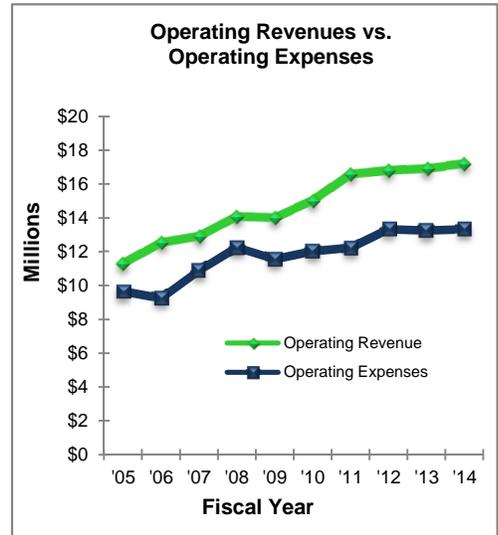
For the ten year period, total expenses have increased 43.02%, while constant dollar expenses have increased 14.02% and per capita expenses in constant dollars have decreased 8.47%. Capital project funding has varied from year to year with larger amounts occurring in FY 2007, FY 2010 and FY 2011 for 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 and FY 2010 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 about \$1 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 20% cash guideline 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 is being 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 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Commercial Charges	\$1,861,313	\$1,899,322	\$1,924,981	\$1,964,440	\$2,591,909
Residential Charges	\$5,050,827	\$5,252,631	\$6,278,011	\$7,231,408	\$7,479,681
Roll-Off Service Charges	\$1,403,562	\$1,392,837	\$1,401,766	\$1,341,094	\$1,279,006
Landfill Fees	\$1,956,415	\$2,917,768	\$2,268,586	\$2,264,198	\$1,854,569
Larvaciding Fees	\$0	\$0	\$0	\$0	\$0
University Fees	\$366,237	\$340,521	\$367,115	\$371,434	\$408,615
Recycling	\$626,496	\$614,919	\$568,533	\$780,139	\$385,700
Other Misc. Operating Revenues	\$21,915	\$124,373	\$111,168	\$117,418	\$23,393
Total Operating Revenues	\$11,286,765	\$12,542,371	\$12,920,160	\$14,070,131	\$14,022,873
Operating Expenses:					
Personal Services	\$4,186,070	\$4,443,090	\$4,545,160	\$4,898,953	\$5,055,126
Materials and Supplies	\$2,624,450	\$3,397,600	\$3,539,303	\$3,853,432	\$3,260,574
Travel and Training	\$9,565	\$12,061	\$10,816	\$11,255	\$14,740
Intragovernmental	\$986,430	\$1,035,774	\$1,142,210	\$1,315,003	\$1,510,940
Utilities, Services and Miscellaneous	\$1,845,012	\$351,325	\$1,639,355	\$2,177,494	\$1,717,915
Total Operating Expenses	\$9,651,527	\$9,239,850	\$10,876,844	\$12,256,137	\$11,559,295
Operating Income (Loss) Before Depreciation	\$1,635,238	\$3,302,521	\$2,043,316	\$1,813,994	\$2,463,578
Depreciation	(\$1,626,027)	(\$1,738,054)	(\$1,170,783)	(\$1,337,885)	(\$1,554,389)
Operating Income (Loss)	\$9,211	\$1,564,467	\$872,533	\$476,109	\$909,189
Non-Operating Revenues:					
Investment Revenue	\$69,811	\$403,735	\$545,535	\$440,787	\$421,142
Revenue from Other Gov. Units	\$230,167	\$136,365	\$249,233	\$180,990	\$143,772
Miscellaneous Revenue	\$50,734	\$47,275	\$91,662	\$149,549	\$71,615
Total Non-Operating Revenues	\$350,712	\$587,375	\$886,430	\$771,326	\$636,529
Non-Operating Expenses:					
Interest Expense	\$363,934	\$372,296	\$332,877	\$320,203	\$320,839
Bank & Paying Agent Fees	\$557	\$412	\$332	\$261	\$261
Loss on Disposal of Fixed Assets	\$84,523	\$46,449	\$20,265	\$47,690	\$260,557
Amortization	\$8,461	\$9,009	\$9,284	\$9,284	\$9,284
Total Non-Operating Expenses	\$457,475	\$428,166	\$362,758	\$377,438	\$590,941
Operating Transfers:					
Operating Transfer From Other Funds	\$5,500	\$0	\$0	\$27,461	\$0
Operating Transfers To Other Funds	(\$67,594)	(\$59,274)	(\$24,229)	(\$21,673)	(\$22,444)
Total Operating Transfers	(\$62,094)	(\$59,274)	(\$24,229)	\$5,788	(\$22,444)
Net Income (Loss) Before Capital Contribution	(\$159,646)	\$1,664,402	\$1,371,976	\$875,785	\$932,333
Capital Contributions	\$115,000	\$0	\$0		
Amortization of Contributions	\$0	\$0	\$0	\$0	\$0
Net Income (Loss) Transferred To Retained Earnings	(\$44,646)	\$1,664,402	\$1,371,976	\$875,785	\$932,333
Beginning Retained Earnings	\$6,726,984	\$6,682,338	\$8,346,740	\$9,718,716	\$10,594,501
Ending Retained Earnings	\$6,682,338	\$8,346,740	\$9,718,716	\$10,594,501	\$11,526,834
Contributed Capital	\$2,594	\$2,594	\$2,594	\$2,594	\$2,594
Ending Fund Equity	\$6,684,932	\$8,349,334	\$9,721,310	\$10,597,095	\$11,529,428

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$2,818,165	\$2,852,573	\$2,830,371	\$2,855,816	\$3,040,896
\$7,510,391	\$8,192,574	\$8,234,003	\$8,412,648	\$8,533,326
\$1,323,361	\$1,421,878	\$1,615,960	\$1,497,833	\$1,358,314
\$2,004,019	\$2,112,347	\$2,401,091	\$2,627,122	\$2,791,298
\$0	\$0	\$0	\$0	\$0
\$454,795	\$467,455	\$459,789	\$466,975	\$467,650
\$788,294	\$1,393,217	\$1,109,800	\$982,099	\$920,897
\$100,365	\$142,191	\$137,797	\$70,569	\$59,627
\$14,999,390	\$16,582,235	\$16,788,811	\$16,913,062	\$17,172,008
\$5,118,640	\$5,189,434	\$5,279,743	\$5,447,918	\$5,392,825
\$3,636,512	\$3,664,555	\$3,972,604	\$4,017,754	\$4,182,887
\$18,165	\$7,508	\$10,694	\$5,904	\$6,193
\$1,563,944	\$1,707,480	\$1,964,554	\$1,908,105	\$2,032,656
\$1,685,869	\$1,673,207	\$2,100,531	\$1,878,667	\$1,715,767
\$12,023,130	\$12,242,184	\$13,328,126	\$13,258,348	\$13,330,328
\$2,976,260	\$4,340,051	\$3,460,685	\$3,654,714	\$3,841,680
(\$1,732,158)	(\$1,594,182)	(\$1,564,768)	(\$1,450,307)	(\$1,823,319)
\$1,244,102	\$2,745,869	\$1,895,917	\$2,204,407	\$2,018,361
\$379,732	\$256,151	\$126,452	(\$167,562)	\$203,499
\$139,682	\$179,684	\$139,645	\$105,366	\$122,406
\$63,994	\$146,209	\$53,905	\$197,970	\$70,094
\$583,408	\$582,044	\$320,002	\$135,774	\$395,999
\$297,794	\$307,298	\$255,571	\$186,490	\$161,240
\$394	\$310	\$408	\$270	\$286
\$112,506	\$78,089	\$19,935	\$234,608	\$14,925
\$9,284	\$9,300	\$8,924	\$0	\$0
\$419,978	\$394,997	\$284,838	\$421,368	\$176,451
\$0	\$0	\$0	\$0	\$0
(\$34,343)	(\$11,101)	(\$11,101)	(\$15,415)	(\$587,908)
(\$34,343)	(\$11,101)	(\$11,101)	(\$15,415)	(\$587,908)
\$1,373,189	\$2,921,815	\$1,919,980	\$1,903,398	\$1,650,001
\$0	\$371,275	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$1,373,189	\$3,293,090	\$1,919,980	\$1,903,398	\$1,650,001
\$11,526,834	\$12,900,023	\$16,193,113	\$18,049,800 *	\$19,953,198
\$12,900,023	\$16,193,113	\$18,113,093	\$19,953,198	\$21,603,199
\$2,594	\$2,594	\$2,594	\$2,594	\$2,594
\$12,902,617	\$16,195,707	\$18,115,687	\$19,955,792	\$21,605,793



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

Solid Waste Utility Fund

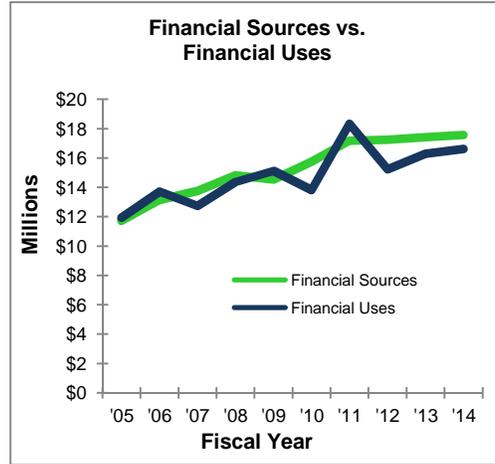
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$230,167	\$136,365	\$249,233	\$180,990	\$143,772
Interest (w/o GASB 31 adjustment)	\$136,614	\$418,605	\$483,266	\$388,528	\$292,851
Fees and Service Charges	\$11,286,765	\$12,542,371	\$12,920,160	\$14,070,131	\$14,022,873
Other Local Revenues ++	\$50,734	\$47,275	\$91,662	\$149,549	\$71,615
	\$11,704,280	\$13,144,616	\$13,744,321	\$14,789,198	\$14,531,111
Other Funding Sources/Transfers^	\$5,500	\$0	\$0	\$27,461	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$11,709,780	\$13,144,616	\$13,744,321	\$14,816,659	\$14,531,111
Financial Uses					
Operating Expenses	\$9,651,527	\$9,239,850	\$10,876,844	\$12,256,137	\$11,559,295
Operating Transfers to Other Funds	\$67,594	\$59,274	\$24,229	\$21,673	\$22,444
Interest and Other Non-Oper Cash Exp	\$364,491	\$372,708	\$333,209	\$320,464	\$321,100
Principal Payments	\$402,400	\$420,000	\$519,099	\$529,098	\$540,000
Capital Additions	\$836,411	\$873,159	\$974,815	\$1,104,415	\$2,272,941
Enterprise Revenues used for Capital Projects	\$615,000	\$2,745,000	\$0	\$120,000	\$405,000
Total Financial Uses	\$11,937,423	\$13,709,991	\$12,728,196	\$14,351,787	\$15,120,780
Financial Sources Over/ (Under) Financial Uses	(\$227,643)	(\$565,375)	\$1,016,125	\$464,872	(\$589,669)
Cash and cash equivalents	\$2,266,199	\$3,030,191	\$3,472,574	\$4,568,970	\$3,804,085
Less: GASB 31 Adjustment	(\$61,291)	(\$76,161)	(\$13,892)	\$38,367	\$166,659
Plus: Inventory	\$218,183	\$172,694	\$267,137	\$100,472	\$246,545
Ending Cash and Other Resources	\$2,545,673	\$3,279,046	\$3,753,603	\$4,631,075	\$3,883,971
Total Financial Uses	\$11,937,423	\$13,709,991	\$12,728,196	\$14,351,787	\$15,120,780
Less: Ent Rev used for current year CIP	(\$615,000)	(\$2,745,000)	\$0	(\$120,000)	(\$405,000)
Operational Expenses	\$11,322,423	\$10,964,991	\$12,728,196	\$14,231,787	\$14,715,780
20% Guideline for Operational Expenses	\$2,264,485	\$2,192,998	\$2,545,639	\$2,846,357	\$2,943,156
Add: Ent Rev for next year CIP	\$2,745,000	\$0	\$120,000	\$405,000	\$589,000
Cash Reserve Target	\$5,009,485	\$2,192,998	\$2,665,639	\$3,251,357	\$3,532,156
Cash Above/(Below) Cash Reserve Target	(\$2,463,812)	\$1,086,048	\$1,087,964	\$1,379,718	\$351,815

++ Other Local Revenues include miscellaneous revenues

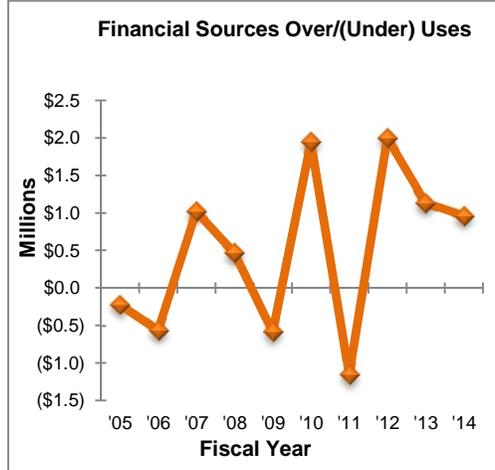
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$139,682	\$179,684	\$139,645	\$105,366	\$122,406
\$550,402	\$260,232	\$250,257	\$206,997	\$209,310
\$14,999,390	\$16,582,235	\$16,788,811	\$16,913,062	\$17,172,008
\$63,994	\$146,209	\$53,905	\$197,970	\$70,094
\$15,753,468	\$17,168,360	\$17,232,618	\$17,423,395	\$17,573,818
\$0	\$0	\$0	\$0	\$0



\$15,753,468	\$17,168,360	\$17,232,618	\$17,423,395	\$17,573,818
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\$12,023,130	\$12,242,184	\$13,328,126	\$13,258,348	\$13,330,328
\$34,343	\$11,101	\$11,101	\$15,415	\$587,908
\$298,188	\$307,608	\$255,979	\$186,760	\$161,526
\$560,000	\$580,000	\$615,000	\$655,000	\$680,000
\$307,274	\$1,355,868	\$676,735	\$1,338,188	\$1,550,503
\$589,000	\$3,830,000	\$350,000	\$833,123	\$300,000
\$13,811,935	\$18,326,761	\$15,236,941	\$16,286,834	\$16,610,265

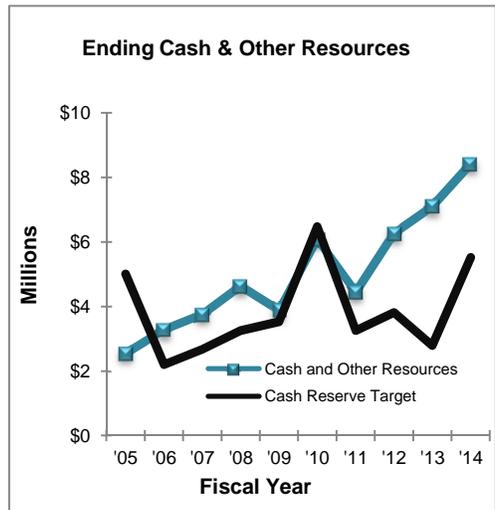
\$1,941,533	(\$1,158,401)	\$1,995,677	\$1,136,561	\$963,553
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\$6,011,938	\$4,304,245	\$6,035,284	\$6,468,800	\$7,703,540
(\$4,012)	(\$8,093)	(\$131,898)	(\$506,458)	(\$512,269)
\$76,822	\$135,515	\$96,997	\$120,032	\$198,045
\$6,092,772	\$4,447,853	\$6,264,179	\$7,095,290	\$8,413,854

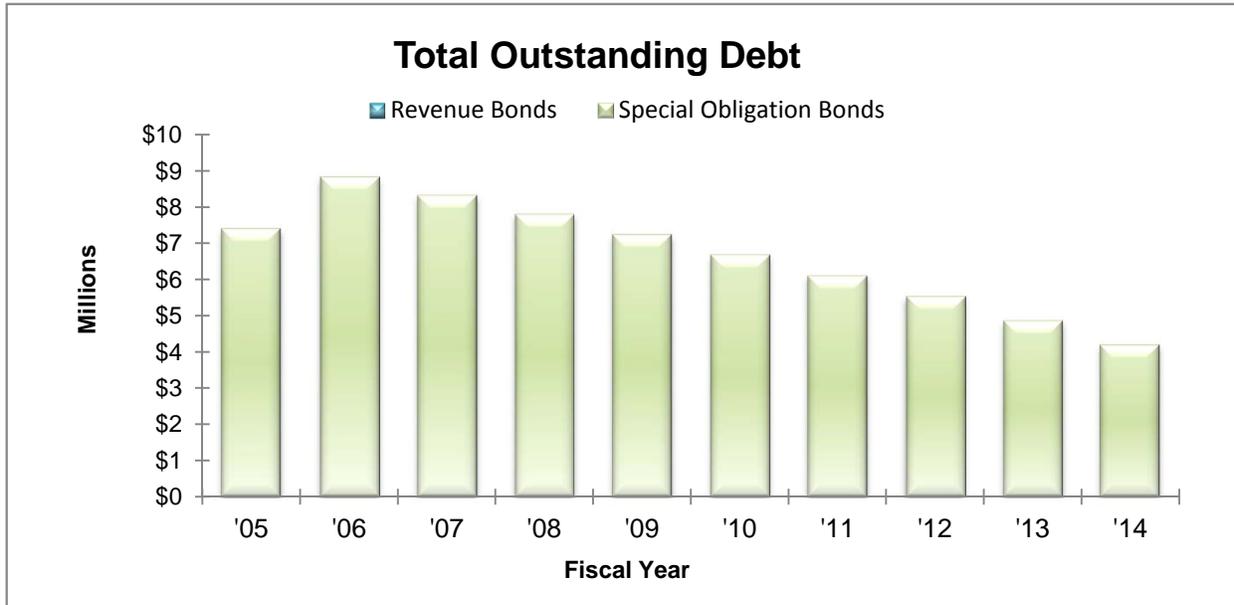
\$13,811,935	\$18,326,761	\$15,236,941	\$16,286,834	\$16,610,265
(\$589,000)	(\$3,830,000)	(\$350,000)	(\$833,123)	(\$300,000)
\$13,222,935	\$14,496,761	\$14,886,941	\$15,453,711	\$16,310,265

\$2,644,587	\$2,899,352	\$2,977,388	\$3,090,742	\$3,262,053
\$3,830,000	\$350,000	\$833,123	(\$300,000)	\$2,258,584
\$6,474,587	\$3,249,352	\$3,810,511	\$2,790,742	\$5,520,637

(\$381,815)	\$1,198,501	\$2,453,668	\$4,304,548	\$2,893,217
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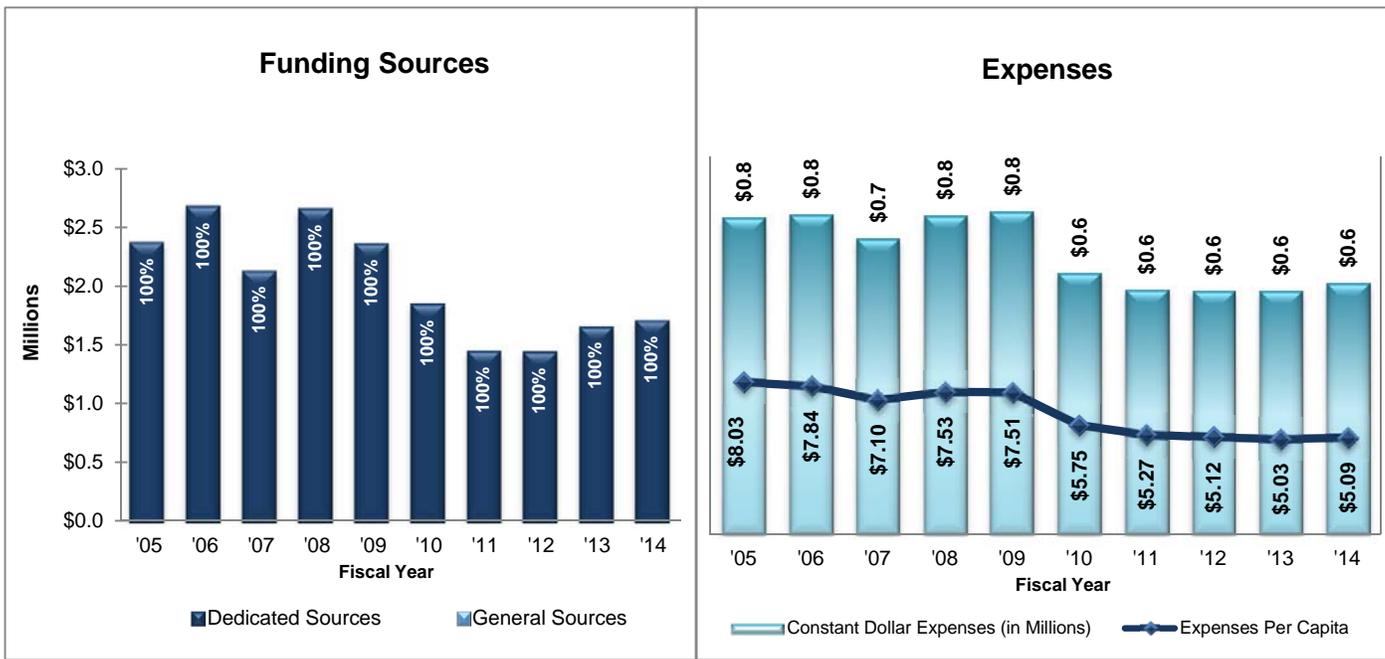
Solid Waste Fund - Debt



Fiscal Year	Outstanding Debt *
'05	\$7,410,000
'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

* 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 Over Previous Year
2005	\$1,477,133	\$886,422	\$2,363,555	195.30	\$756,341	94,211	\$8.03	33.47%
2006	\$1,536,851	\$1,133,769	\$2,670,620	201.60	\$762,327	97,202	\$7.84	(2.37%)
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%
10 Yr % Chg	(4.24%)	(67.41%)	(27.93%)	21.22%	(21.00%)	24.58%	(36.61%)	

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:

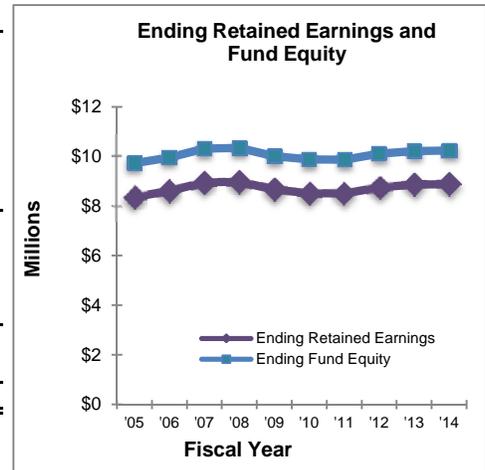
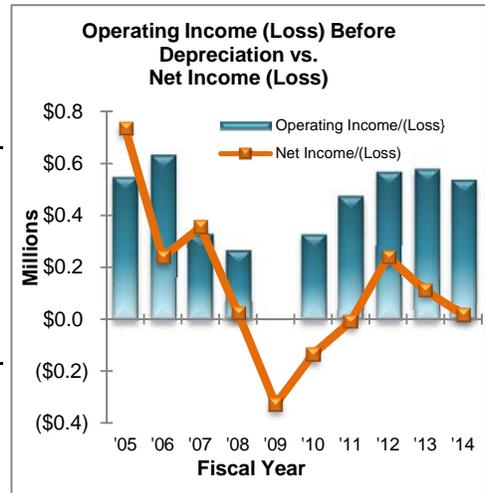
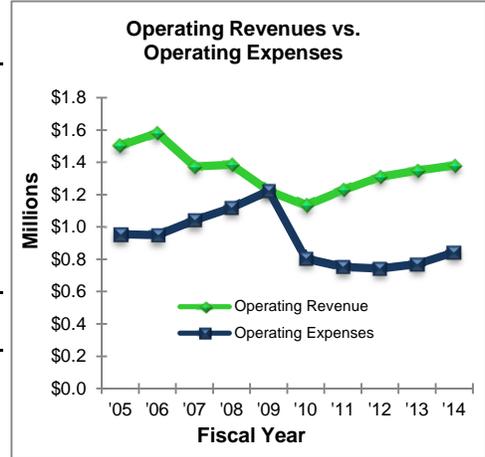
For the ten year period, total expenses without capital projects decreased 4.24%, constant dollar expenses decreased 21%, and per capita expenses decreased 36.61%. The Storm Water Utility operates through funding approved by voters in April of 1993. Funding sources include development charges on new construction and Storm Water Utility charges on existing improved properties. There have been no rate increases since the fund began. While the number of storm water projects identified has continued to increase, the utility does not have a funding mechanism in place to meet the need. The need is so great because a large number of underground pipes have reached the end of their useful life. Some have been in use far beyond their useful life and have failed, requiring emergency contracts to repair. The solution to the problem consists almost entirely of funding capital improvements to replace the old pipes with new pipes. Ending cash and other resources has remained above the cash reserve target from FY 2009 to FY 2014. 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 projects that have been identified. A ballot issue is planned for April, 2015. If this is approved, the City will have a funding mechanism to pay for the infrastructure needs of this utility..

Storm Water Fund

	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Operating Revenues:					
Utility Charges	\$1,503,957	\$1,582,718	\$1,374,743	\$1,385,779	\$1,223,104
Total Operating Revenues	\$1,503,957	\$1,582,718	\$1,374,743	\$1,385,779	\$1,223,104
Operating Expenses:					
Personal Services	\$599,598	\$640,134	\$713,039	\$722,666	\$708,906
Materials and Supplies	\$79,656	\$82,542	\$96,517	\$90,760	\$104,689
Travel and Training	\$1,560	\$2,171	\$1,577	\$162	\$1,340
Intragovernmental	\$126,194	\$141,660	\$180,368	\$208,416	\$245,945
Utilities, Services and Miscellaneous	\$147,459	\$83,103	\$50,844	\$96,847	\$162,255
Total Operating Expenses	\$954,467	\$949,610	\$1,042,345	\$1,118,851	\$1,223,135
Operating Income (Loss) Before Depreciation	\$549,490	\$633,108	\$332,398	\$266,928	(\$31)
Depreciation	(\$318,826)	(\$348,398)	(\$391,515)	(\$417,367)	(\$426,176)
Operating Income (Loss)	\$230,664	\$284,710	(\$59,117)	(\$150,439)	(\$426,207)
Non-Operating Revenues:					
Revenue from Other Gov. Units	\$16,037	\$33,801	\$149,384	\$35,859	\$0
Investment Revenue	\$90,646	\$130,602	\$143,403	\$110,695	\$71,223
Miscellaneous Revenue	\$82,677	\$28,853	\$15,173	\$11,299	\$3,668
Total Non-Operating Revenues	\$189,360	\$193,256	\$307,960	\$157,853	\$74,891
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	\$4,551	\$17,556	\$0	\$3,280	\$0
Amortization	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$4,551	\$17,556	\$0	\$3,280	\$0
Operating Transfers:					
Operating Transfer From Other Funds	\$130,000	\$0	\$81,250	\$0	\$0
Operating Transfers To Other Funds	(\$7,814)	(\$221,287)	\$0	\$0	\$0
Total Operating Transfers	\$122,186	(\$221,287)	\$81,250	\$0	\$0
Net Income (Loss) Before Capital Contribution	\$537,659	\$239,123	\$330,093	\$4,134	(\$351,316)
Capital Contributions	\$198,613	\$0	\$24,440	\$20,520	\$23,163
Net Income (Loss) Transferred To Retained Earnings	\$736,272	\$239,123	\$354,533	\$24,654	(\$328,153)
Beginning Retained Earnings	\$7,628,662	\$8,364,934	\$8,604,057	\$8,958,590	\$8,983,244
Ending Retained Earnings	\$8,364,934	\$8,604,057	\$8,958,590	\$8,983,244	\$8,655,091
Contributed Capital	\$1,357,146	\$1,357,146	\$1,357,146	\$1,357,146	\$1,357,146
Ending Fund Equity	\$9,722,080	\$9,961,203	\$10,315,736	\$10,340,390	\$10,012,237

Net Income Statement

Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$1,133,294	\$1,227,591	\$1,310,722	\$1,349,435	\$1,380,594
\$1,133,294	\$1,227,591	\$1,310,722	\$1,349,435	\$1,380,594
\$353,877	\$356,534	\$342,571	\$353,153	\$344,250
\$134,785	\$104,670	\$180,283	\$140,585	\$129,321
\$179	\$1,193	\$4,799	\$2,118	\$4,395
\$206,437	\$164,306	\$155,412	\$173,753	\$204,049
\$109,126	\$124,863	\$58,993	\$100,531	\$160,911
\$804,404	\$751,566	\$742,058	\$770,140	\$842,926
\$328,890	\$476,025	\$568,664	\$579,295	\$537,668
(\$482,032)	(\$497,069)	(\$507,878)	(\$501,547)	(\$501,248)
(\$153,142)	(\$21,044)	\$60,786	\$77,748	\$36,420
\$0	\$0	\$61,082	\$129,011	\$3,381
\$57,936	\$36,605	\$24,420	(\$35,215)	\$46,502
\$4,994	\$17,225	\$6,247	\$989	\$1,111
\$62,930	\$53,830	\$91,749	\$94,785	\$50,994
\$0	\$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
(\$61,053)	(\$61,053)	(\$61,053)	(\$61,053)	(\$70,319)
(\$61,053)	(\$42,433)	\$88,947	(\$61,053)	(\$70,319)
(\$151,265)	(\$9,647)	\$238,682	\$110,788	\$17,095
\$16,311	\$0	\$0	\$0	\$0
(\$134,954)	(\$9,647)	\$238,682	\$110,788	\$17,095
\$8,655,091	\$8,520,137	\$8,510,490	\$8,749,172	\$8,859,960
\$8,520,137	\$8,510,490	\$8,749,172	\$8,859,960	\$8,877,055
\$1,357,146	\$1,357,146	\$1,357,146	\$1,357,146	\$1,357,146
\$9,877,283	\$9,867,636	\$10,106,318	\$10,217,106	\$10,234,201



Storm Water Fund

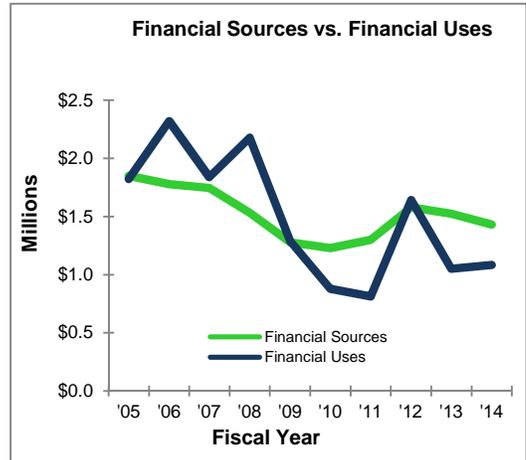
	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009
Financial Sources					
Sales Taxes					
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Grants	\$16,037	\$33,801	\$149,384	\$35,859	\$0
Interest (w/o GASB 31 adjustment)	\$117,932	\$133,716	\$124,148	\$100,021	\$50,516
Fees and Service Charges	\$1,503,957	\$1,582,718	\$1,374,743	\$1,385,779	\$1,223,104
Other Local Revenues ++	\$82,677	\$28,853	\$15,173	\$11,299	\$3,668
	\$1,720,603	\$1,779,088	\$1,663,448	\$1,532,958	\$1,277,288
Other Funding Sources/Transfers^	\$130,000	\$0	\$81,250	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$1,850,603	\$1,779,088	\$1,744,698	\$1,532,958	\$1,277,288
Financial Uses					
Operating Expenses	\$954,467	\$949,610	\$1,042,345	\$1,118,851	\$1,223,135
Operating Transfers to Other Funds	\$7,814	\$221,287	\$0	\$0	\$0
Interest and Other Non-Oper Cash Exp	\$0	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$191,475	\$0	\$29,140	\$97,758	\$0
Enterprise Revs used for Capital Projects	\$667,186	\$1,148,120	\$768,000	\$962,000	\$65,000
Total Financial Uses	\$1,820,942	\$2,319,017	\$1,839,485	\$2,178,609	\$1,288,135
Financial Sources Over/ (Under) Financial Uses	\$29,661	(\$539,929)	(\$94,787)	(\$645,651)	(\$10,847)
Cash and cash equivalents	\$1,363,226	\$921,687	\$658,402	\$350,013	\$527,880
Less: GASB 31 Adjustment	(\$18,903)	(\$22,017)	(\$2,763)	\$7,911	\$28,618
Plus: Inventory	\$0	\$0	\$0	\$0	\$0
Ending Cash and Other Resources	\$1,382,129	\$943,704	\$661,165	\$342,102	\$499,262
Total Financial Uses	\$1,820,942	\$2,319,017	\$1,839,485	\$2,178,609	\$1,288,135
Less: Ent Rev used for current year CIP	(\$667,186)	(\$1,148,120)	(\$768,000)	(\$962,000)	(\$65,000)
Operational Expenses	\$1,153,756	\$1,170,897	\$1,071,485	\$1,216,609	\$1,223,135
20% Guideline for Operational Expenses	\$230,751	\$234,179	\$214,297	\$243,322	\$244,627
Add: Ent Rev for next year CIP	\$1,148,120	\$768,000	\$962,000	\$65,000	\$0
Cash Reserve Target	\$1,378,871	\$1,002,179	\$1,176,297	\$308,322	\$244,627
Cash Above/(Below) Cash Reserve Target	\$3,258	(\$58,475)	(\$515,132)	\$33,780	\$254,635

++ Other Local Revenues include miscellaneous revenues

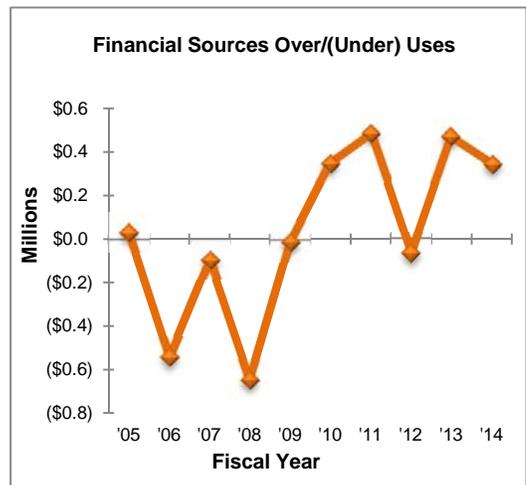
^ Other Funding Sources and Transfers do not include Capital Contributions.

Financial Sources and Uses

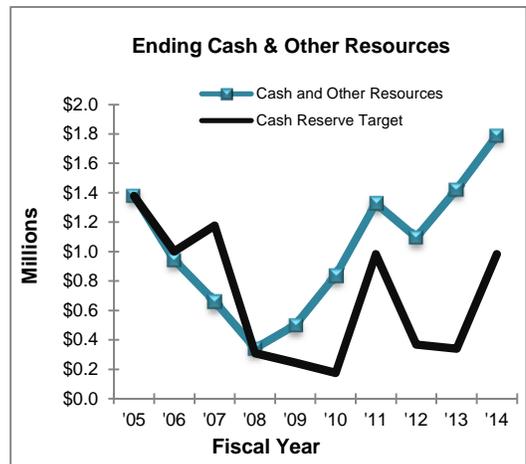
Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014
\$0	\$0	\$61,082	\$129,011	\$3,381
\$90,403	\$37,236	\$49,361	\$44,681	\$46,216
\$1,133,294	\$1,227,591	\$1,310,722	\$1,349,435	\$1,380,594
\$4,994	\$17,225	\$6,247	\$989	\$0
\$1,228,691	\$1,282,052	\$1,427,412	\$1,524,116	\$1,430,191
\$0	\$18,620	\$150,000	\$0	\$0
\$1,228,691	\$1,300,672	\$1,577,412	\$1,524,116	\$1,430,191



\$804,404	\$751,566	\$742,058	\$770,140	\$842,926
\$61,053	\$61,053	\$61,053	\$61,053	\$70,319
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0
\$12,967	\$0	\$18,144	\$17,000	\$0
\$0	\$0	\$820,000	\$203,685	\$170,000
\$878,424	\$812,619	\$1,641,255	\$1,051,878	\$1,083,245



\$350,267	\$488,053	(\$63,843)	\$472,238	\$346,946
\$835,682	\$1,324,665	\$1,066,884	\$1,314,571	\$1,680,960
(\$3,849)	(\$4,480)	(\$29,421)	(\$109,317)	(\$109,031)
\$0	\$0	\$0	\$0	\$0
\$839,531	\$1,329,145	\$1,096,305	\$1,423,888	\$1,789,991



\$878,424	\$812,619	\$1,641,255	\$1,051,878	\$1,083,245
\$0	\$0	(\$820,000)	(\$203,685)	(\$170,000)
\$878,424	\$812,619	\$821,255	\$848,193	\$913,245
\$175,685	\$162,524	\$164,251	\$169,639	\$182,649
\$0	\$820,000	\$203,685	\$170,000	\$800,000
\$175,685	\$982,524	\$367,936	\$339,639	\$982,649
\$663,846	\$346,621	\$728,369	\$1,084,249	\$807,342

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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:

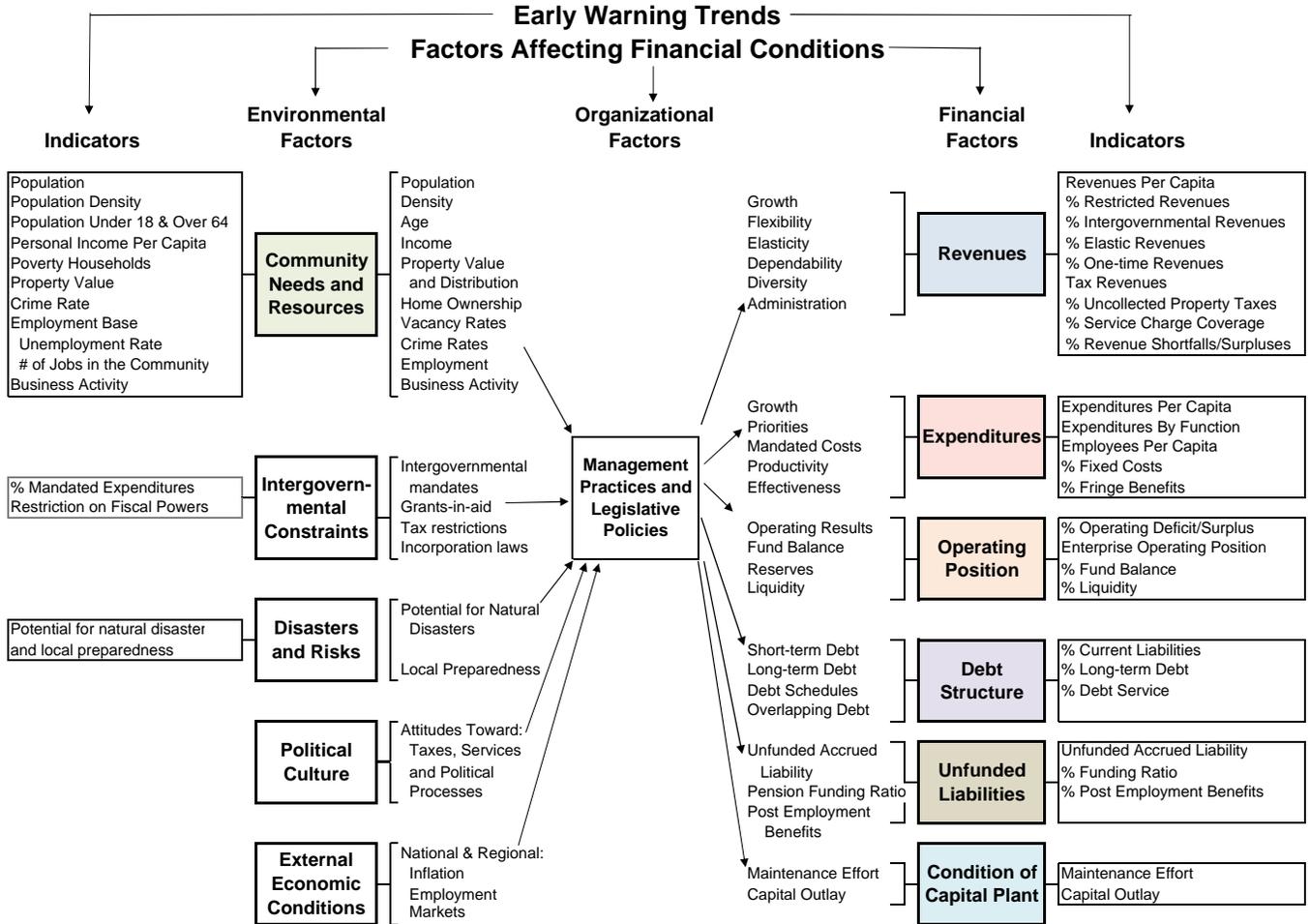
1. Examine the magnitude and acceleration of a trend
2. Compare with other trends
3. Compare trends to credit industry benchmarks
4. Determine whether a trend indicates a real or potential problem
5. Identify possible causes of a problem.

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**



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 environment?	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?
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FY 2014 Columbia Financial Trend Monitoring System - At A Glance

Revenue 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 Charges		—
Revenue Surpluses/(Shortfalls): Estimated vs Actual - General Fund		—
Expenditure Indicators		
Expenditures Per Capita: General Fund		—
Expenses Per Capita: Utilities		—
Expenditures By Function: General Fund		—
Employees Per Thousand Population: General Fund		—
Employees Per Thousand Population: Utilities		—
Fixed Costs: General Fund		—
Fixed Costs: Utilities		—
Fringe Benefits: General Fund		—
Fringe Benefits: Utilities		—
Expenditures (Over)/Under Budget: General Fund		—

Operating Position Indicators		
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: Storm Water		—
Liquidity: Parking		↓
Debt Structure Indicators		
Current Liabilities: General Fund		—
Current Liabilities: Water and Electric		—
Current Liabilities: Sewer		—
Current Liabilities: Storm Water		↑
Current Liabilities: Solid Waste		—
Current Liabilities: Parking		—
Debt Service: Water and Electric		—
Debt Service: Sewer		—
Debt Service: Parking		—

Changes from previous year

↑ Improved from previous year

↓ Declined from previous year

— No Change from previous year

FY 2014 Columbia Financial Trend Monitoring System - At A Glance

Unfunded Liability 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		
Post Employment Benefits: General Fund		
Post Employment Benefits: All Other Funds		

Condition of Capital Plant Indicators

Maintenance Effort: Streets and Sidewalks		
Maintenance Effort: Electric Utility		
Maintenance Effort: Water Utility		
Capital Outlay: General Fund		
Capital Outlay: Water and Electric		
Capital Outlay: Sewer		
Capital Outlay: Solid Waste		
Capital Outlay: Storm Water		

Community Needs and Resources

Population		
Population Density		
Population : Over 64 and Under 18		
Personal Income Per Capita		
Poverty Households		
Property Value		
Crime Rate: Clearance Rate and Violent Crime		
Employment Base		
Business Activity: Retail Sales and Business Licenses		

Changes from previous year



Improved from previous year

Declined from previous year

No Change from previous year



Revenue Indicators



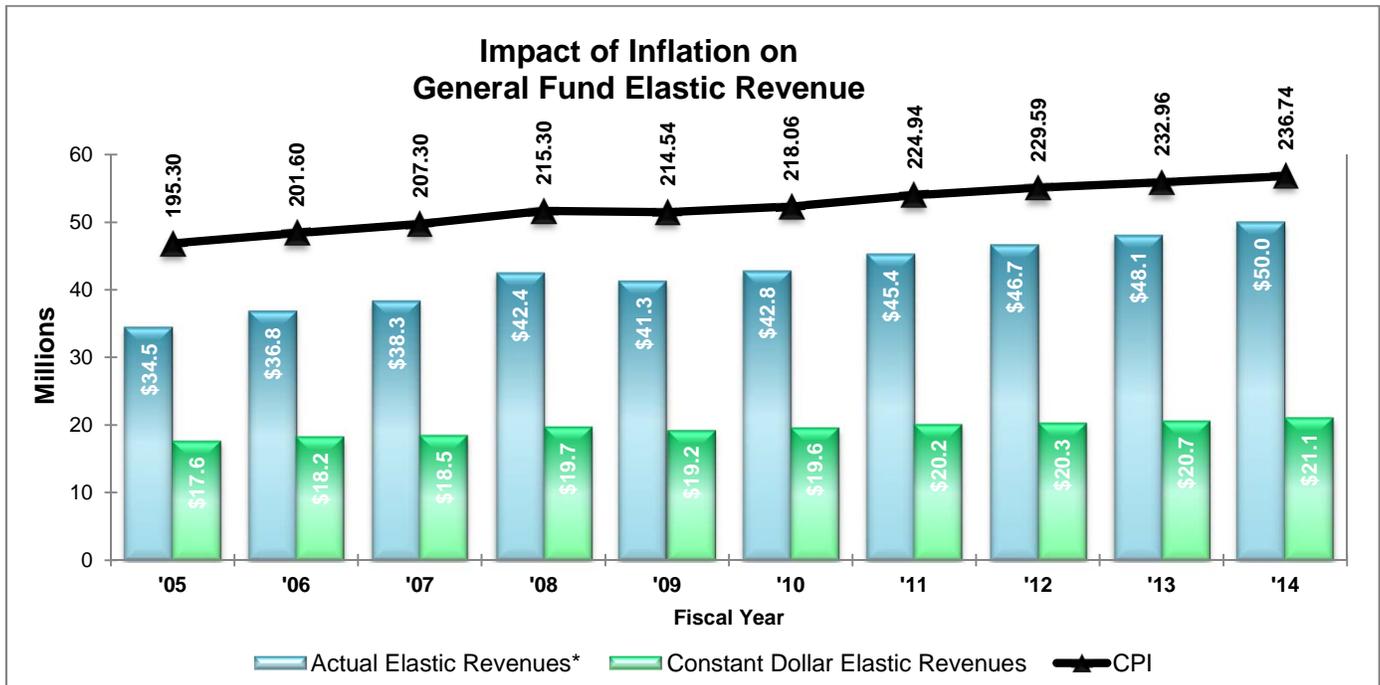
Revenues determine the capacity of a city to provide services. Important issues to consider are growth, diversity, reliability, flexibility and administration. Under ideal conditions, revenues would expand in relation to inflation and increased expenditure pressures. They would be flexible enough to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

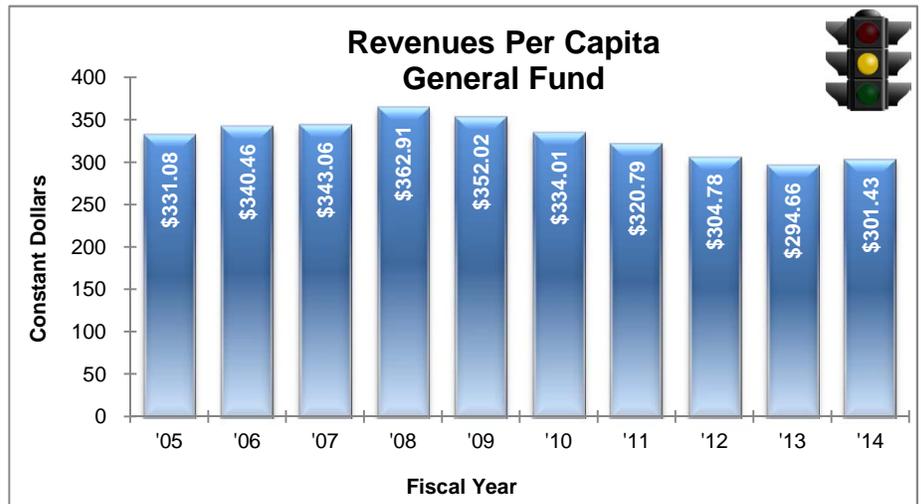
General Fund

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
2005	\$60,917,104	195.30	\$31,191,554	94,211	\$331.08
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
10 Yr % Chg	37.48%	21.22%	13.42%	24.58%	(8.96%)

* 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 have 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. 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

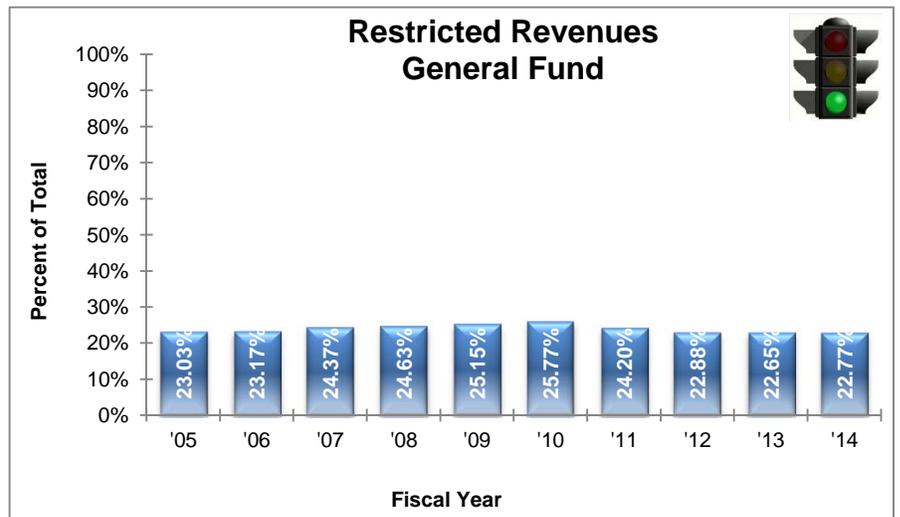
**Restricted Revenues:
General Fund**

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
2005	\$60,917,104	\$14,028,013	23.03%
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%
<i>10 Yr % Chg</i>	<i>37.48%</i>	<i>35.97%</i>	<i>(1.10%)</i>

* 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

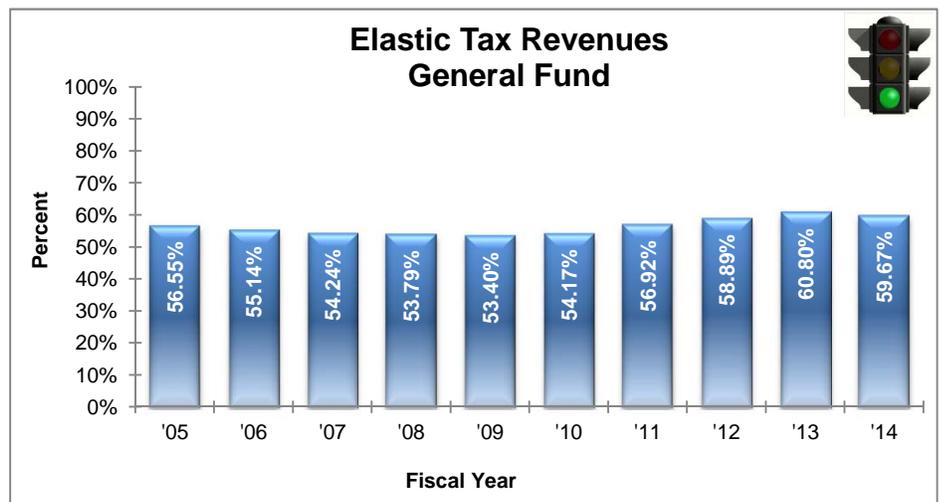
Elastic Tax Revenues: General Fund

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
2005	\$34,450,651	\$60,917,104	56.55%
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%
<i>10 Yr % Chg</i>	<i>45.06%</i>	<i>37.48%</i>	<i>5.51%</i>

* 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

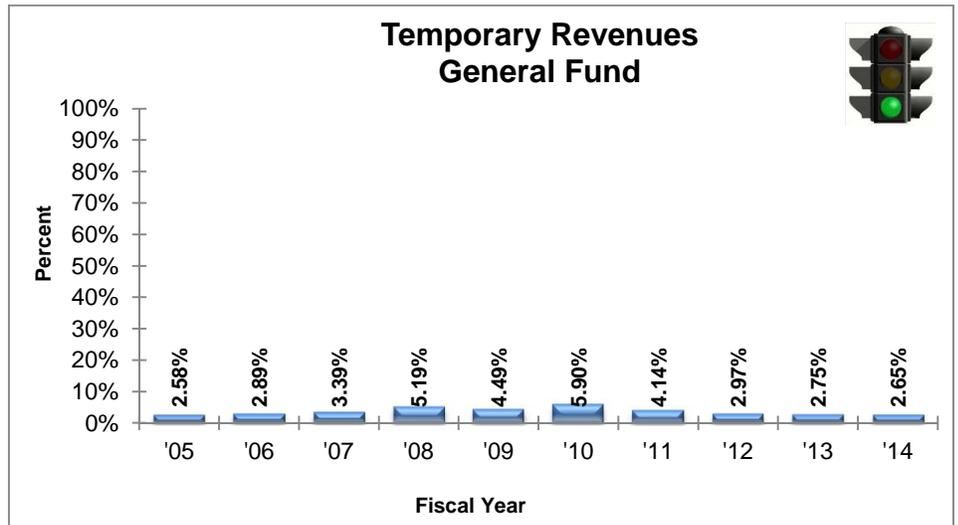
**Temporary Revenues:
General Fund**

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
2005	\$1,570,008	\$60,917,104	2.58%
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%
<i>10 Yr % Chg</i>	<i>41.55%</i>	<i>37.48%</i>	<i>2.96%</i>

* 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

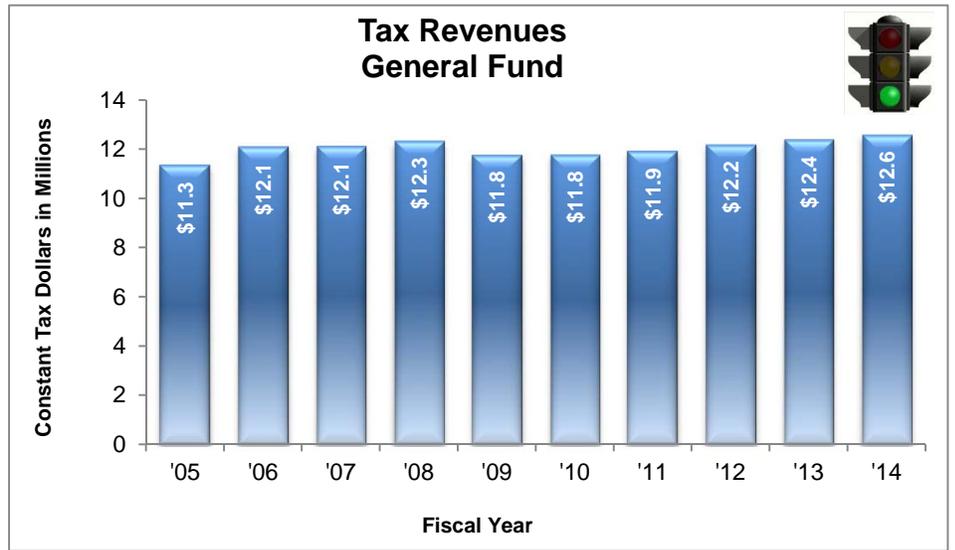
**Tax Revenues:
General Fund**

Warning Trend:

Declining or negative growth in tax revenue (constant dollars)

Formulation:

Tax Revenues (Constant Dollars)



Fiscal Year	Tax Revenues*	Consumer Price Index	Tax Revenues in Constant Dollars
2005	\$22,159,560	195.30	\$11,346,421
2006	\$24,401,059	201.60	\$12,103,700
2007	\$25,115,933	207.30	\$12,115,742
2008	\$26,558,220	215.30	\$12,335,276
2009	\$25,240,145	214.54	\$11,764,938
2010	\$25,687,727	218.06	\$11,780,335
2011	\$26,768,020	224.94	\$11,900,124
2012	\$27,938,463	229.59	\$12,168,850
2013	\$28,855,988	232.96	\$12,386,671
2014	\$29,782,242	236.74	\$12,580,148
<i>10 Yr % Chg</i>	<i>34.40%</i>	<i>21.22%</i>	<i>10.87%</i>

* 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. Is the sales tax rate so high it is encouraging consumers to shop in other communities?
2. Are retail outlets relocating outside the community?
3. Are retailers properly collecting sales tax?

Analysis:

During the late 1970's the City made a conscious policy decision to decrease the City's reliance on property tax. This reduced reliance on property tax as a prime revenue source has been a positive factor in helping the City achieve flexibility by reducing its reliance on inelastic revenues and putting more importance on elastic revenues such as sales tax.

The decrease in FY 2009 was due to a downturn in the economy which impacted sales tax. FY 2011 - FY 2014 shows a slight increase in constant dollar tax revenues. Because sales taxes are a major revenue source for the General Fund, management monitors this revenue on a monthly basis, and expenditures are adjusted quarterly if the City does not meet its sales tax projections.

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

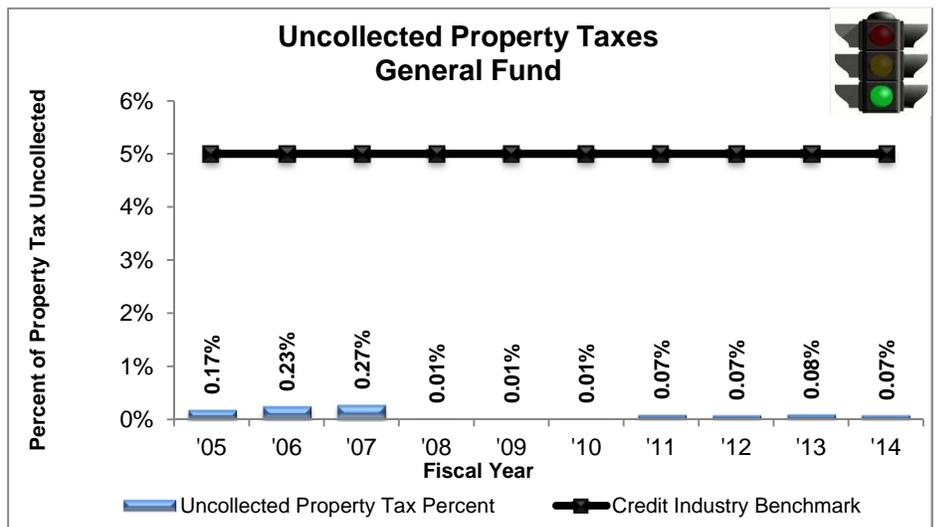
Uncollected Property Taxes: General Fund

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
2005	\$4,790,935	\$8,181	0.17%
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%
<i>10 Yr % Chg</i>	<i>52.77%</i>	<i>(36.34%)</i>	<i>(58.33%)</i>

*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 below 0.3% which is 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

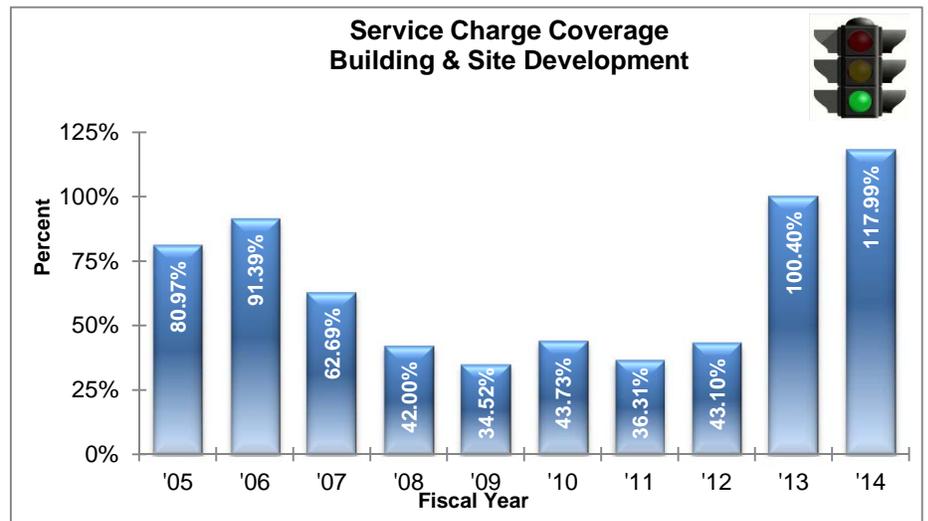
Service Charge Coverage: General Fund Building and Site Development

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
2005	\$746,393	\$921,782	80.97%
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%
<i>10 Yr % Chg</i>	<i>91.34%</i>	<i>31.31%</i>	<i>45.71%</i>

* Fees and Service Charges: Protective Inspection thru 2008, Building and Site Development 2009-present Revenues include Building, mechanical, plumbin 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 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.

Sources:

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

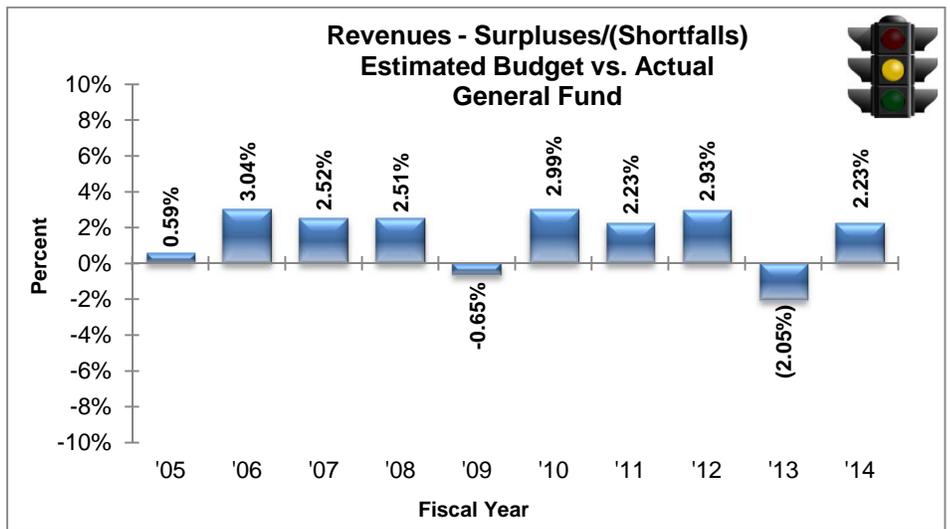
**Revenue Surpluses/
(Shortfalls): Estimated
Revenues vs. Actual
Revenues - General Fund**

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
2005	\$60,917,104	\$60,560,264	\$356,840	0.59%
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%
10 Yr % Chg	37.48%	35.28%	410.94%	277.68%

* 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 revenue 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 2014 actual revenues are 2.23% above the estimated revenues. Three areas significantly higher than estimated were in other local taxes (natural gas and gasoline tax), sales tax, and miscellaneous revenues (auction revenues, medicaid reimbursements). The city monitors general fund estimates closely following economic trends, weather conditions and actual grant receipts.

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.

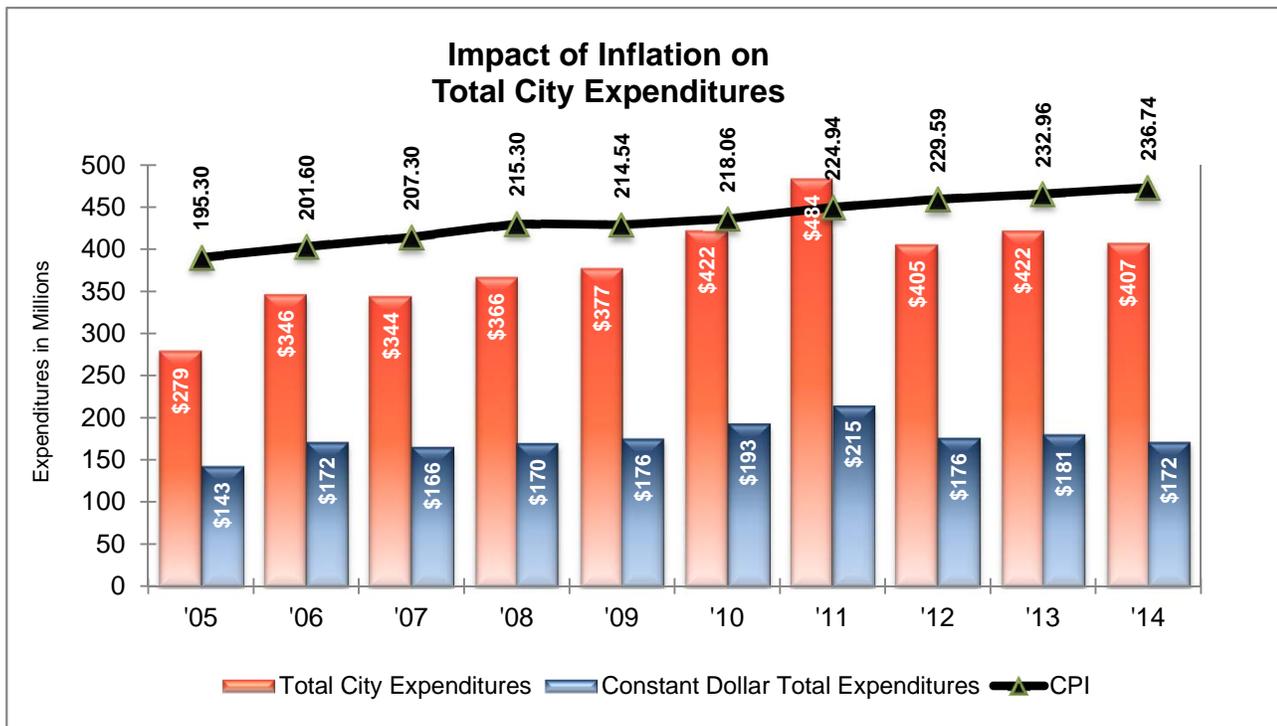
Most cities are required to have balanced budgets; however, there are a number of subtle ways to balance an annual budget yet create possible long-run imbalances. Some of the more common ways are to use bond proceeds for operations, defer maintenance, or defer pension funding. In each case, the budget 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: General Fund
- Employees Per Thousand Population: Utilities
- Fixed Costs: General Fund
- Fixed Costs: Utilities
- Expenditures Over/Under Budget: General Fund



Expenditures Per Capita:

General Fund

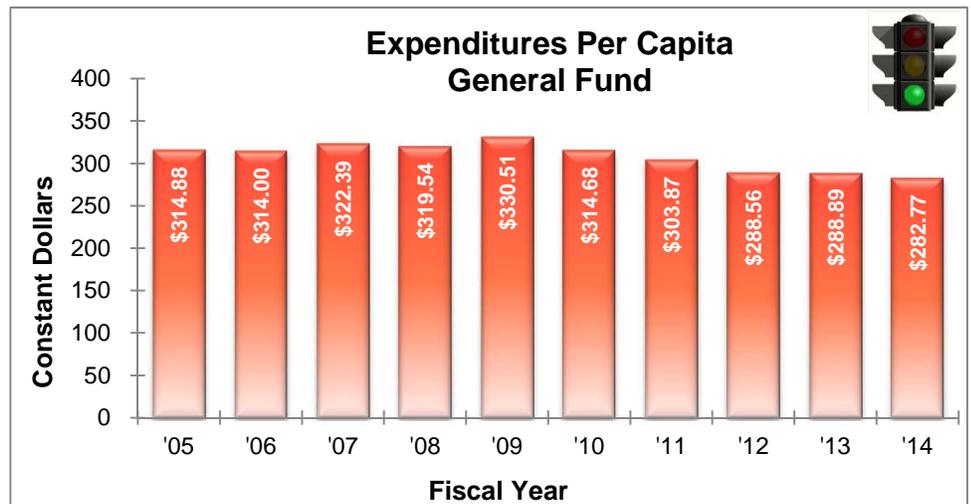
Warning Trend:

Increasing operating expenditures (constant dollars) per capita

Formulation:

Operating Expenditures (Constant Dollars)

Population



Fiscal Year	Operating Expenditures *	Consumer Price Index	Constant Dollar Expenditures	Estimated Population**	Per Capita Expenditures In Constant Dollars
2005	\$57,935,849	195.30	\$29,665,053	94,211	\$314.88
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
10 Yr % Chg	35.61%	21.22%	11.87%	24.58%	(10.20%)

* 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 35.61% and operating expenditures in constant dollars have increased 11.87%, while per capita expenditures in constant dollars have decreased 10.20%. 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. 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>

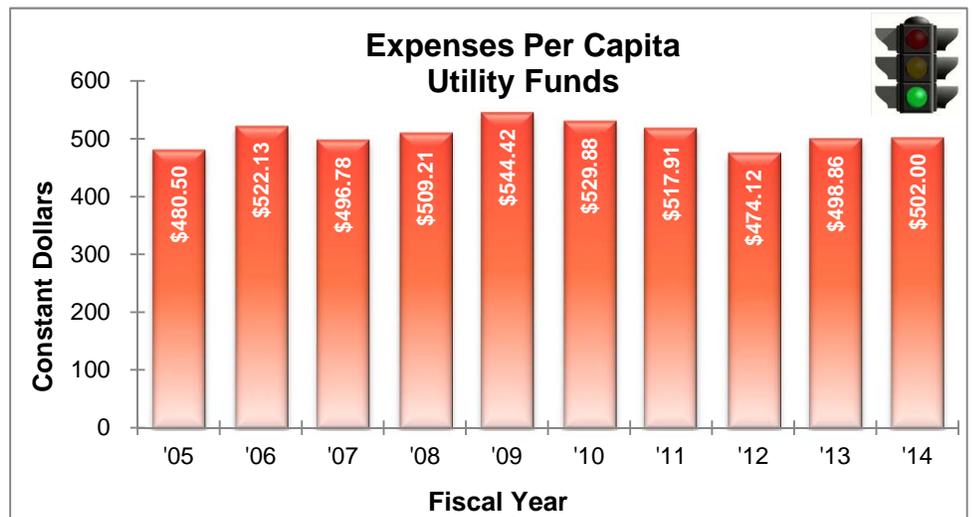
Expenses per Capita: Utilities

Warning Trend:

Increasing operating expenses (constant dollars) per capita

Formulation:

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



Fiscal Year	Utility Operating Expenses*	Consumer Price Index	Constant Dollar Expenses	Estimated Population	Per Capita Expenses In Constant Dollars
2005	88,409,025	195.30	\$45,268,318	94,211	\$480.50
2006	102,315,405	201.60	\$50,751,689	97,202	\$522.13
2007	102,370,001	207.30	\$49,382,538	99,405	\$496.78
2008	110,704,415	215.30	\$51,417,962	100,976	\$509.21
2009	119,513,635	214.54	\$55,707,703	102,324	\$544.42
2010	125,364,589	218.06	\$57,491,924	108,500	\$529.88
2011	128,658,075	224.94	\$57,196,873	110,438	\$517.91
2012	123,254,571	229.59	\$53,684,643	113,230	\$474.12
2013	133,966,747	232.96	\$57,506,330	115,276	\$498.86
2014	139,478,605	236.74	\$58,916,366	117,364	\$502.00
10 Yr % Chg	57.77%	21.22%	30.15%	24.58%	4.47%

* Operating expenses do not include: Interest expense, Loss on Disposal of Assets, Miscellaneous Expense and Transfers From Other Funds.
Utility Funds include: Water, Electric, Sewer, Solid Waste and Storm Water.

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.

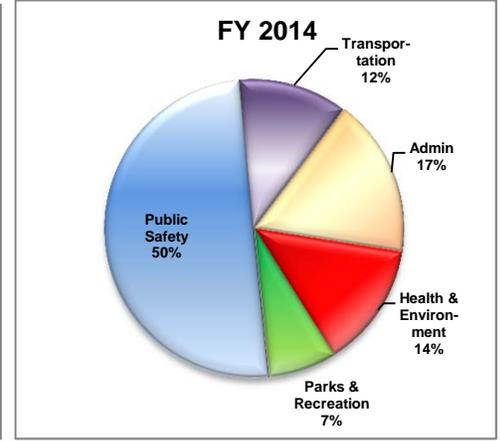
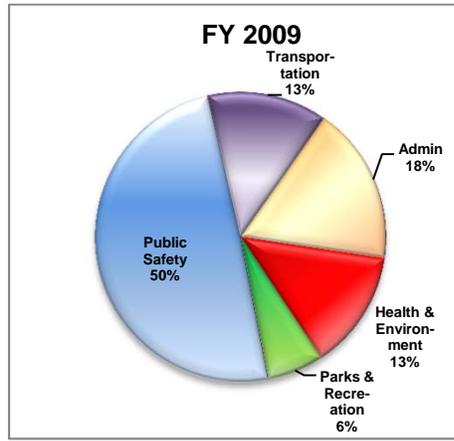
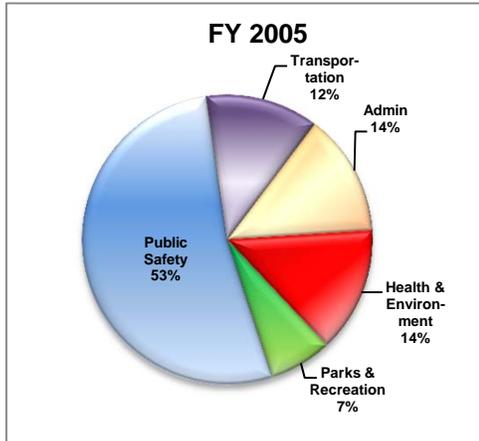
Analysis:

For the period shown operating total operating expenses have increased 57.77%, expenditures in constant dollars have increased 30.15% and per capita expenditures in constant dollars have increased 4.47%. The increase in operating expenses is primarily due to the increase in purchased power costs in the Electric utility where the costs have increased \$34 million in the past ten years. 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:

General Fund Operating Expenditures By Function
Total Net Operating Expenditures

General Fund Function	Operating Expenditures FY 2005	Operating Expenditures FY 2009	Operating Expenditures FY 2014
Administrative	\$7,444,079	\$12,743,883	\$12,934,637
Health & Environment	\$7,577,210	\$9,611,615	\$10,167,119
Parks & Recreation	\$3,782,565	\$4,536,529	\$5,504,711
Public Safety	\$28,594,712	\$35,737,255	\$37,600,995
Transportation	\$6,821,410	\$9,650,943	\$8,857,612
	\$54,219,976	\$72,280,225	\$75,065,074

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:

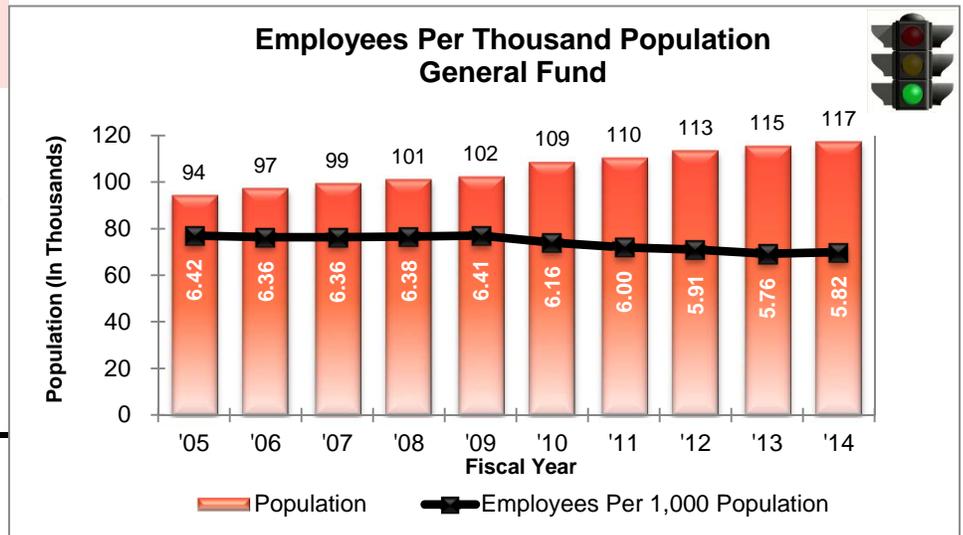
- City of Columbia Financial Management Information Supplement - FMIS
- City of Columbia Annual Adopted Budget Documents

Employees Per Thousand Population: General Fund

Warning Trend:

Increasing number of municipal employees per thousand population

Formulation:

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


Fiscal Year	General Fund Employees	Estimated Population	Employees Per Thousand Population
2005	605.03	94,211	6.42
2006	618.58	97,202	6.36
2007	632.04	99,405	6.36
2008	644.49	100,976	6.38
2009	656.10	102,324	6.41
2010	668.55	108,500	6.16
2011	662.48	110,438	6.00
2012	669.40	113,230	5.91
2013	664.35	115,276	5.76
2014	683.14	117,364	5.82
<i>10 Yr % Chg</i>	<i>12.91%</i>	<i>24.58%</i>	<i>(9.36%)</i>

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:

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. There is no warning trend observed for this indicator.

Sources:

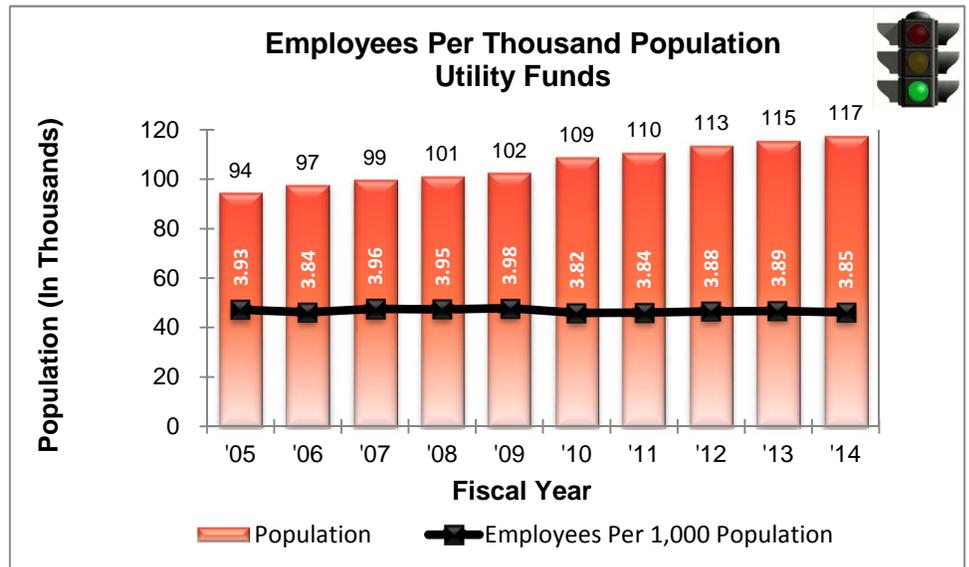
- City of Columbia Annual Budget
- <http://www.census.gov/popest/data/intercensal/cities/files/SUB-EST00INT.csv>

Employees Per Thousand Population: Utility Funds

Warning Trend:

Increasing number of municipal employees per thousand population

Formulation:

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


Fiscal Year	Utility Fund Employees	Estimated Population	Employees Per Thousand Population
2005	370.02	94,211	3.93
2006	373.52	97,202	3.84
2007	393.61	99,405	3.96
2008	398.61	100,976	3.95
2009	407.35	102,324	3.98
2010	415.00	108,500	3.82
2011	423.92	110,438	3.84
2012	439.25	113,230	3.88
2013	448.65	115,276	3.89
2014	451.45	117,364	3.85
10 Yr % Chg	22.01%	24.58%	(2.06%)

Census numbers were used for 2010. The remaining year populations are census and City of Columbia (GIS dept) estimates.
Utility Funds include: Water, Electric, Sewer, Solid Waste and Storm Water.

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 experienced an overall decrease. 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. Since there has not been any substantial increase for the period listed, 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>

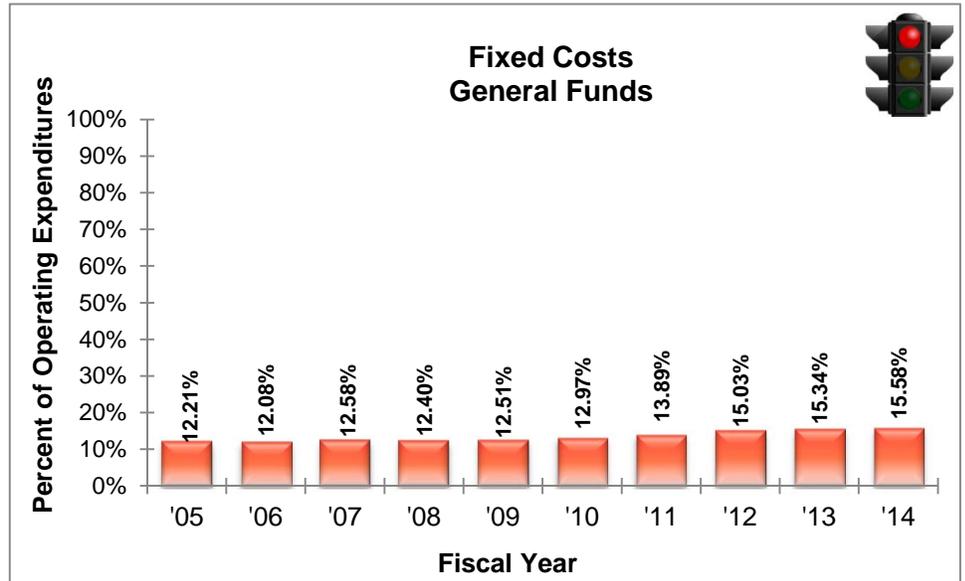
**Fixed Costs:
General Funds**

Warning Trend:

Increasing fixed costs as a percent of operating expenditures and transfers

Formulation:

$$\frac{\text{Fixed Costs}}{\text{Operating Expenditures}}$$



Fiscal Year	Total Fixed Costs *	Operating Expenditures **	Fixed Costs As A Percent Of Operating Expenditures
2005	\$7,073,207	\$57,935,849	12.21%
2006	\$7,434,156	\$61,530,716	12.08%
2007	\$8,354,517	\$66,433,679	12.58%
2008	\$8,614,440	\$69,468,759	12.40%
2009	\$9,075,762	\$72,554,174	12.51%
2010	\$9,654,382	\$74,450,327	12.97%
2011	\$10,485,532	\$75,487,905	13.89%
2012	\$11,274,967	\$75,016,214	15.03%
2013	\$11,902,412	\$77,581,172	15.34%
2014	\$12,237,925	\$78,565,522	15.58%
<i>10 Yr % Chg</i>	<i>73.02%</i>	<i>35.61%</i>	<i>27.59%</i>

* Fixed Costs: City's Pension Contributions, Debt Service & Lease Costs, Salaries of Key Personnel and Insurance Costs.

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

Description:

The operating expenditures of every city are partly composed of expenditures over which the City has little short-run control. These expenditures are referred to as "mandatory," or "fixed" costs. They include expenditures to which the City has some type of legal commitment such as debt service, pension benefits, insurance, and salaries of certain key City officials.

The level of fixed costs is important because the higher the level, the less flexibility the City has to adjust its budget in response to changing economic conditions. This is especially important during periods of financial retrenchment since many of the City's expenditures cannot be reduced; therefore, levels of service may suffer.

Analysis:

Fixed costs as a percent of operating expenditures has increased every year since FY 2008. A key component of this increase has been the rising pension and health insurance costs. A pension plan solution was implemented in FY 2013 which places employees hired after October 1, 2012 into a different pension plan. This solution will help to reduce the city's unfunded liability portion of the pension plan. Over time fixed costs as a percent of operating expenditures will be reduced.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS
- City of Columbia payroll division
- HTE Payroll Demand Reports #10 and #28

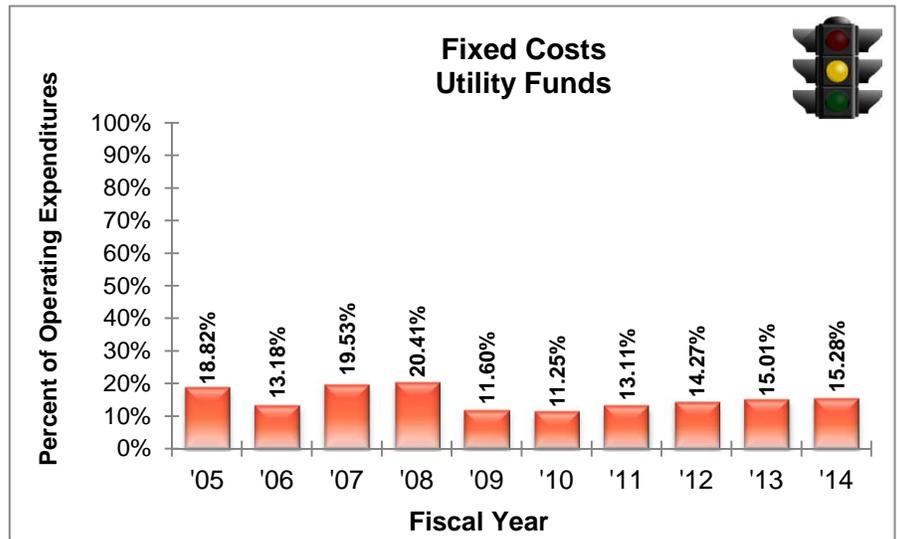
**Fixed Costs:
Utility Funds**

Warning Trend:

Increasing fixed costs as a percent of operating expenditures and transfers

Formulation:

$$\frac{\text{Fixed Costs}}{\text{Operating Expenditures}}$$



Fiscal Year	Total Fixed Costs *	Operating Expenditures **	Fixed Costs As A Percent Of Operating Expenditures
2005	\$16,774,742	\$89,119,391	18.82%
2006	\$13,578,439	\$103,025,982	13.18%
2007	\$20,131,580	\$103,065,502	19.53%
2008	\$22,773,134	\$111,591,328	20.41%
2009	\$13,942,643	\$120,244,842	11.60%
2010	\$14,182,226	\$126,098,609	11.25%
2011	\$16,982,915	\$129,587,439	13.11%
2012	\$17,719,387	\$124,165,408	14.27%
2013	\$20,268,543	\$135,047,732	15.01%
2014	\$21,482,050	\$140,588,343	15.28%
<i>10 Yr % Chg</i>	<i>28.06%</i>	<i>57.75%</i>	<i>(18.82%)</i>

* Fixed Costs: City's Pension Contributions, Debt Service & Lease Costs, Salaries of Key Personnel and Insurance Costs.

** Total Operating Expenditures for Water, Electric, Sewer, Solid Waste, Storm Water and Parking

Utility Funds include: Water, Electric, Sewer, Solid Waste and Storm Water.

Description:

The operating expenditures of every city are partly composed of expenditures over which the City has little short-run control. These expenditures are referred to as "mandatory," or "fixed" costs. They include expenditures to which the City has some type of legal commitment such as debt service, pension benefits, insurance, and salaries of certain key City officials.

The level of fixed costs is important because the higher the level, the less flexibility the City has to adjust its budget in response to changing economic conditions. This is especially important during periods of financial retrenchment since many of the City's expenditures cannot be reduced; therefore, levels of service may suffer.

Analysis:

Fixed costs as a percent of operating expenditures decreased beginning in FY 2009. As a result of the economic downturn, the City has been able to refinance many of the outstanding debt issues at much lower interest rates and interest costs have been greatly reduced. Although there is no warning trend observed for this indicator, the indicator is increasing since FY 2009 which warrants close monitoring in the future.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS
- Debt Service Footnotes in CAFR on Long-Term Debt
- Annual Requirements to Amortize Long-Term Debt and Capital Lease Agreements
- HTE Payroll Demand Reports #10 and #28

Fringe Benefits:

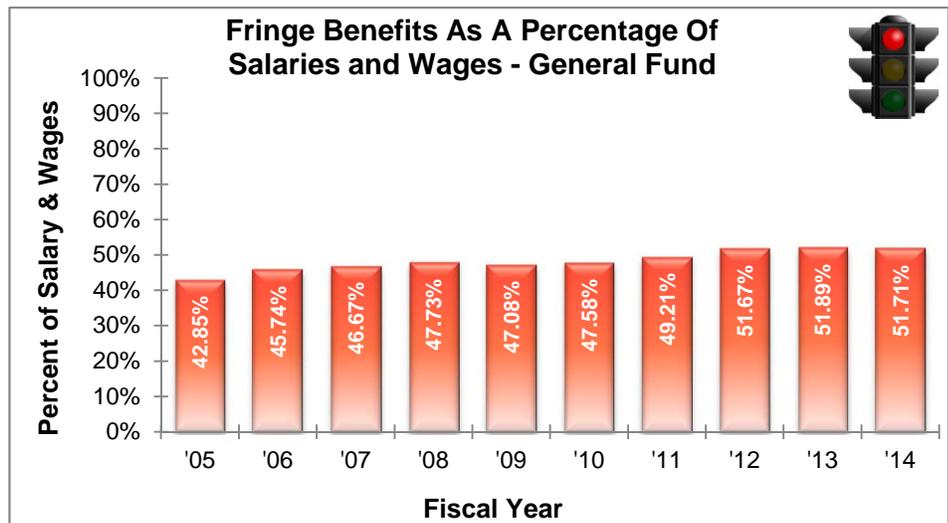
General Fund

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
2005	\$11,493,666	\$26,820,342	42.85%
2006	\$12,622,350	\$27,593,115	45.74%
2007	\$14,032,492	\$30,064,808	46.67%
2008	\$14,656,614	\$30,707,290	47.73%
2009	\$15,185,797	\$32,253,082	47.08%
2010	\$15,643,756	\$32,882,153	47.58%
2011	\$16,362,929	\$33,251,616	49.21%
2012	\$17,207,284	\$33,299,072	51.67%
2013	\$17,399,540	\$33,533,382	51.89%
2014	\$17,564,652	\$33,966,214	51.71%
<i>10 Yr % Chg</i>	<i>52.82%</i>	<i>26.64%</i>	<i>20.67%</i>

* Benefits: LAGERS, Police and Firefighters Retirement Fund, 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. 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 salaries and wages figure used in this indicator covers all salaries and wages including seasonal employees who are not eligible for most of the benefits listed in this indicator, i.e., sick leave incentive, insurance, retirement, etc. The percentage may be higher for certain employee groups who have negotiated fringe benefits in the past or whose pension amounts have increased significantly during the timeframe listed.

Certain factors such as increases or decreases in pension contributions; cost of social security; health insurance costs; and workers' compensation have had an impact on the City's cost of fringe benefits and caused these amounts to vary from year to year.

- FY 2002: an enhancement occurred to the Police and Fire Pension
- FY 2003: City changed from the LT 10 plan to the L-6 plan in the LAGERS pension
- FY 2005: increases in health insurance and the fire and police pension
- FY 2006: increases in health insurance and the fire pension
- FY 2007 and FY 2008: increases in health insurance and the fire/police pensions.

Pension costs have increased at a significant rate for the past several years as salaries remained relatively stable. A pension plan solution was implemented in FY 2013 which will place new hires beginning on Oct 1, 2012 into different pension plans from current employees. Over time this percent will decrease.

Sources:

- Finance Department HTE Budget Worksheet Chart 14

Fringe Benefits:

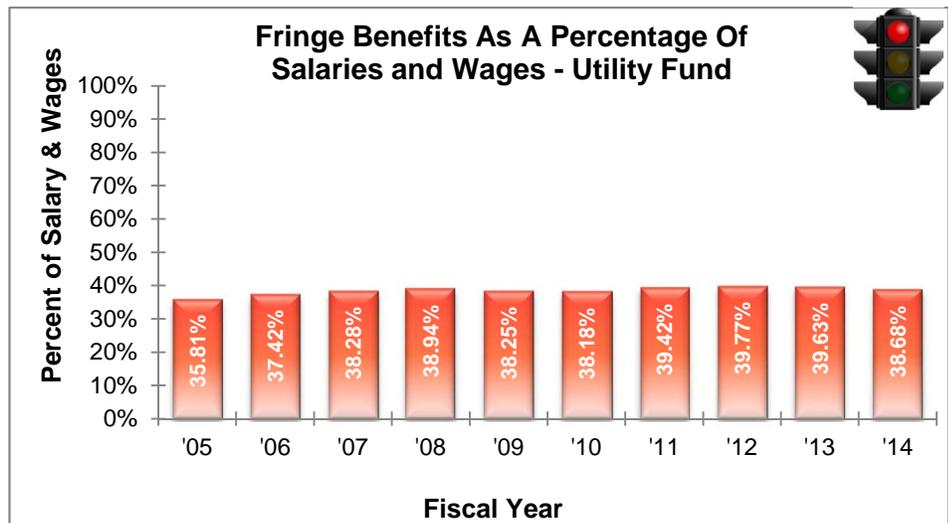
Utility Fund

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
2005	\$5,537,582	\$15,465,922	35.81%
2006	\$6,074,789	\$16,235,535	37.42%
2007	\$6,541,464	\$17,089,746	38.28%
2008	\$7,186,384	\$18,457,078	38.94%
2009	\$7,451,449	\$19,481,409	38.25%
2010	\$7,548,624	\$19,773,061	38.18%
2011	\$7,903,339	\$20,050,975	39.42%
2012	\$8,196,824	\$20,612,392	39.77%
2013	\$8,504,859	\$21,461,865	39.63%
2014	\$8,377,211	\$21,656,821	38.68%
<i>10 Yr % Chg</i>	<i>51.28%</i>	<i>40.03%</i>	<i>8.03%</i>

* Benefits: LAGERS, Police and Firefighters Retirement Fund, Life and Health Insurance, Social Security, Disability Insurance, Sick Leave Incentive, Deferred Compensation, and Other Benefits (which include service awards, safety awards and retirement sick leave payments)
 Utility Funds include: Water, Electric, Sewer, Solid Waste and Storm Water.

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 salaries and wages figure used in this indicator covers all salaries and wages including seasonal employees who are not eligible for most of the benefits listed in this indicator, i.e., sick leave incentive, insurance, retirement, etc. The percentage may be higher for certain employee groups who have negotiated fringe benefits in the past.

Certain factors such as increases or decreases in pension contributions; cost of social security; health insurance costs; and workers' compensation have had an impact on the City's cost of fringe benefits and caused these amounts to vary from year to year.

FY 2003: City changed from the LT 10 plan to the L-6 plan in the LAGERS pension

FY 2007 and FY 2008: increases in health insurance.

Pension costs have increased at a significant rate for the past several years as salaries remained relatively stable. The City implemented a pension solution in FY 2013 which places new hires beginning October 1, 2012 into different pension plans from current employees. Over time this percent will decrease.

Sources:

- Finance Department HTE Budget Worksheet Chart 14

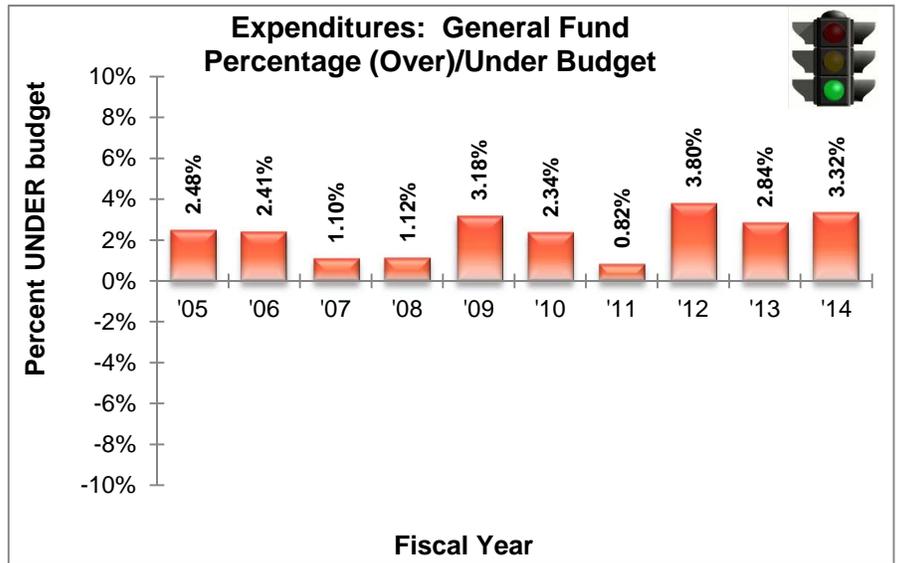
Expenditures (Over)/Under Budget: General Fund

Warning Trend:

Consecutive years of actual expenditures over budgeted expenditures

Formulation:

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



Fiscal Year	Operating Expenditures*	Budgeted Expenditures**	Amount (Over)/Under Budget	Percent (Over)/Under Budget
2005	\$57,935,849	\$59,408,227	\$1,472,378	2.48%
2006	\$61,530,716	\$63,049,422	\$1,518,706	2.41%
2007	\$66,433,679	\$67,171,337	\$737,658	1.10%
2008	\$69,468,759	\$70,258,112	\$789,353	1.12%
2009	\$72,554,174	\$74,933,880	\$2,379,706	3.18%
2010	\$74,450,327	\$76,232,748	\$1,782,421	2.34%
2011	\$75,487,905	\$76,114,775	\$626,870	0.82%
2012	\$75,016,214	\$77,979,472	\$2,963,258	3.80%
2013	\$77,581,172	\$79,852,405	\$2,271,233	2.84%
2014	\$78,565,522	\$81,262,646	\$2,697,124	3.32%
10 Yr % Chg	35.61%	36.79%	83.18%	33.92%

* 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.

Management has begun a plan to reduce budgeted expenses down to the level of budgeted revenues so no appropriated fund balance will be needed to close the gap between revenues and expenses. This plan was implemented with the FY 2014 budget. It is anticipated that the percentage under budget will decrease as a result of this change. There is no warning trend observed with this indicator.

Sources:

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

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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

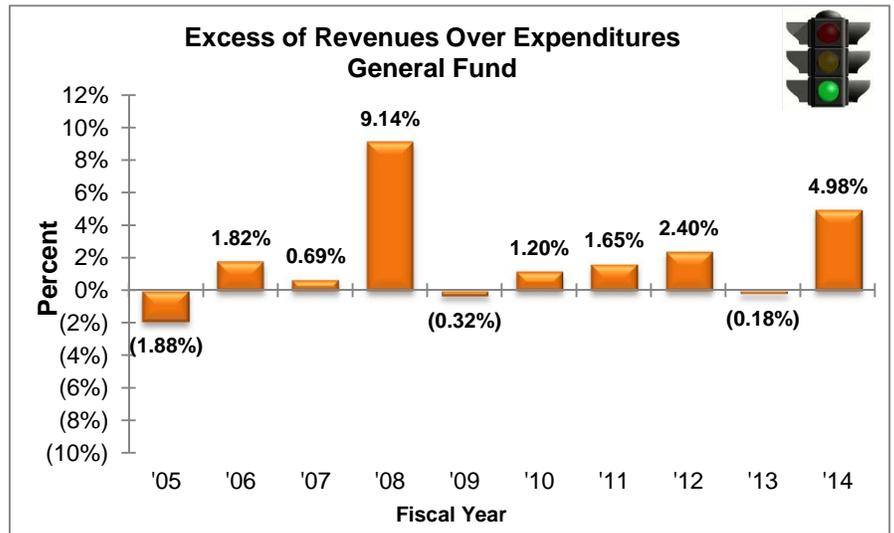
Excess of Revenues Over Expenditures: General Fund

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)*	Operating Revenues **	General Fund Operating Surplus/ (Deficit) As A Percentage Of Operating Revenues
2005	(\$1,147,015)	\$60,917,104	(1.88%)
2006	\$1,213,384	\$66,716,295	1.82%
2007	\$487,116	\$70,693,991	0.69%
2008	\$7,214,312	\$78,898,068	9.14%
2009	(\$247,378)	\$77,275,976	(0.32%)
2010	\$945,091	\$79,023,392	1.20%
2011	\$1,313,361	\$79,689,322	1.65%
2012	\$1,903,482	\$79,233,087	2.40%
2013	(\$143,533)	\$79,129,363	(0.18%)
2014	\$4,166,988	\$83,750,410	4.98%
Notes:	10 Yr % Chg	(463.29%)	37.48%
			(364.24%)

* 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 three years (FY 2005, FY 2009 and FY 2013) where there was a deficit. For each 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 and departments being fiscally responsible with their budgets, and revenues coming in higher than budget.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

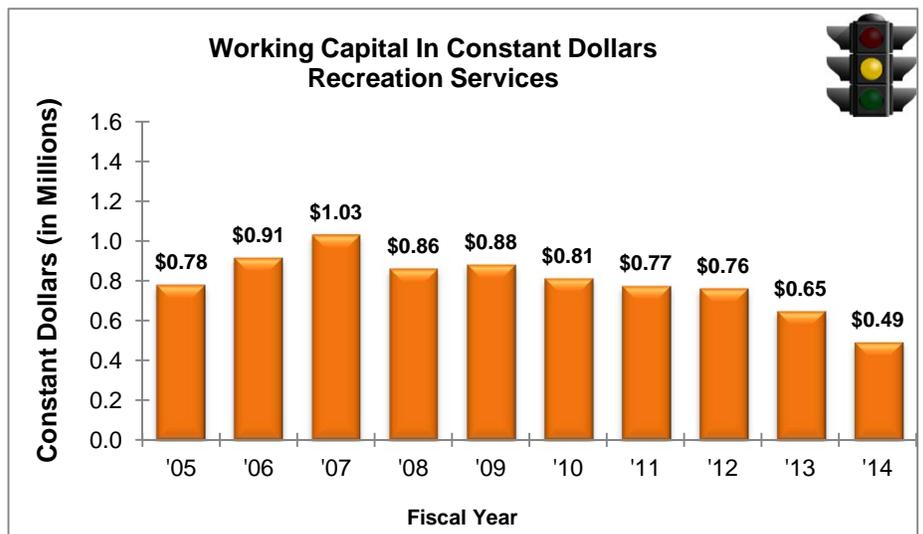
**Enterprise Operating Position:
Recreation Services**

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)
2005	\$1,520,411	195.30	\$778,500
2006	\$1,843,250	201.60	\$914,311
2007	\$2,132,935	207.30	\$1,028,912
2008	\$1,848,946	215.30	\$858,765
2009	\$1,887,194	214.54	\$879,659
2010	\$1,769,213	218.06	\$811,357
2011	\$1,740,140	224.94	\$773,605
2012	\$1,746,799	229.59	\$760,834
2013	\$1,507,361	232.96	\$647,047
2014	\$1,164,073	236.74	\$491,709
10 Yr % Chg	(23.44%)	21.22%	(36.84%)

**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 increased from FY 2004 to FY 2007 and decreased from FY 2009 to FY 2014. The City utilizes cost recovery goals for various recreational activities; 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 to provide these services, there is a larger need for those two resources to cover the increase or cash reserves will be reduced. Management will need to annually review the cost recovery by activity and either raise fees, cut activities, or increase the use of subsidy. This indicator is exhibiting a warning trend because the last several years indicated decreases in the amount of working capital and because the sources that subsidize this operation (general sources and parks sales tax) have many competing needs.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position:

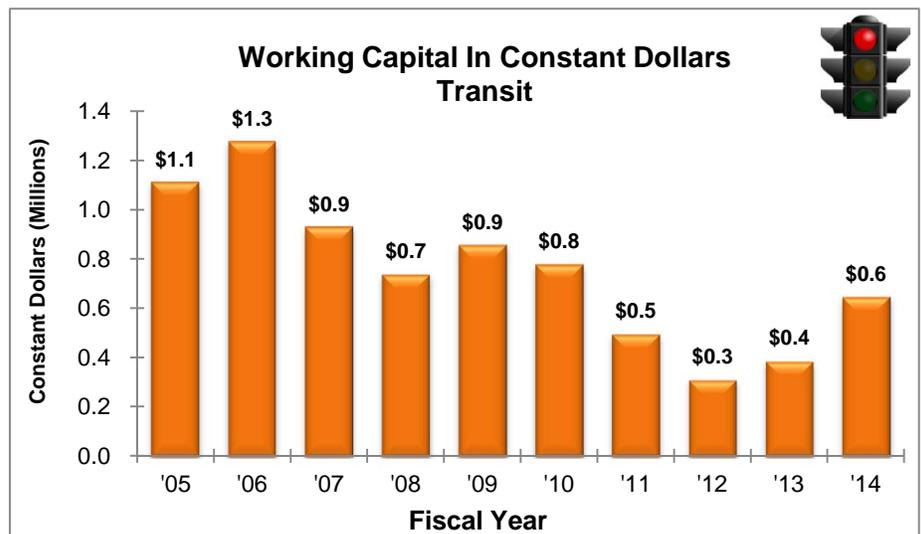
Transit

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)
2005	\$2,172,667	195.30	\$1,112,477
2006	\$2,572,291	201.60	\$1,275,938
2007	\$1,928,534	207.30	\$930,311
2008	\$1,585,717	215.30	\$736,505
2009	\$1,837,974	214.54	\$856,717
2010	\$1,696,272	218.06	\$777,907
2011	\$1,115,007	224.94	\$495,693
2012	\$713,590	229.59	\$310,811
2013	\$901,771	232.96	\$387,093
2014	\$1,529,883	236.74	\$646,229
10 Yr % Chg	(29.59%)	21.22%	(41.91%)

*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:

The transit systems working capital has experienced an overall decrease from FY 2006 through FY 2012 with a small increase in FY 2013 and FY 2014. There are two main contributing factors to this decrease. First, fuel costs have more than tripled during this timeframe. The Transit operation uses a significant amount of fuel and thus rises in fuel costs significantly impact the costs. The City is unable to raise fare prices enough to cover these increases. Second, there has been increased demand for transit services by college students living off campus. This demand has resulted in operating more buses to large complexes and increasing the hours of operation for these routes.

The Transit operation is subsidized by the 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.

Management has been evaluating other partnership possibilities to provide the funding to keep this operation going and improve the service to our customers.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position:

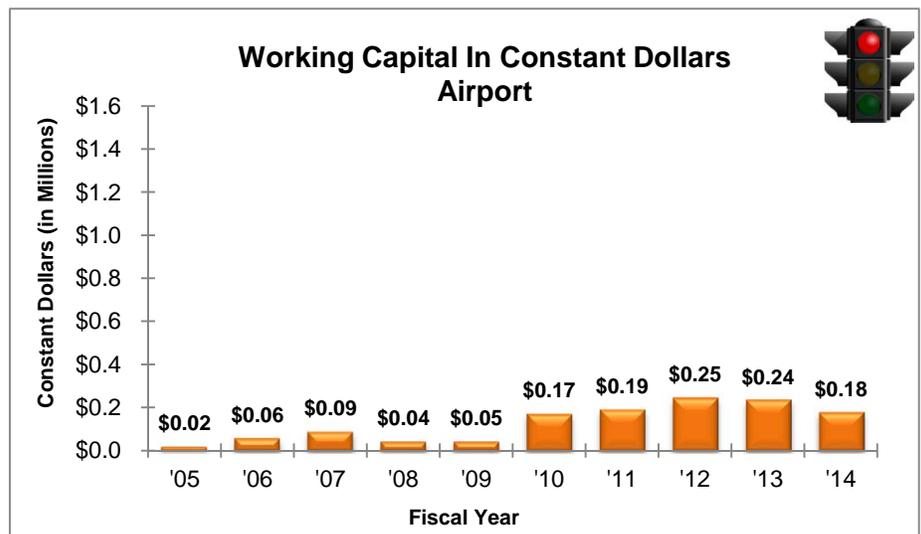
Airport

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)
2005	\$41,513	195.30	\$21,256
2006	\$122,555	201.60	\$60,791
2007	\$187,547	207.30	\$90,471
2008	\$96,028	215.30	\$44,601
2009	\$97,071	214.54	\$45,247
2010	\$374,796	218.06	\$171,881
2011	\$434,476	224.94	\$193,153
2012	\$563,931	229.59	\$245,625
2013	\$551,184	232.96	\$236,600
2014	\$426,801	236.74	\$180,283
10 Yr % Chg	928.11%	21.22%	748.15%

*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 has remained stable during the period shown; however, the amount of the 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 infrastructure 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 the both 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 to fund 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.

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

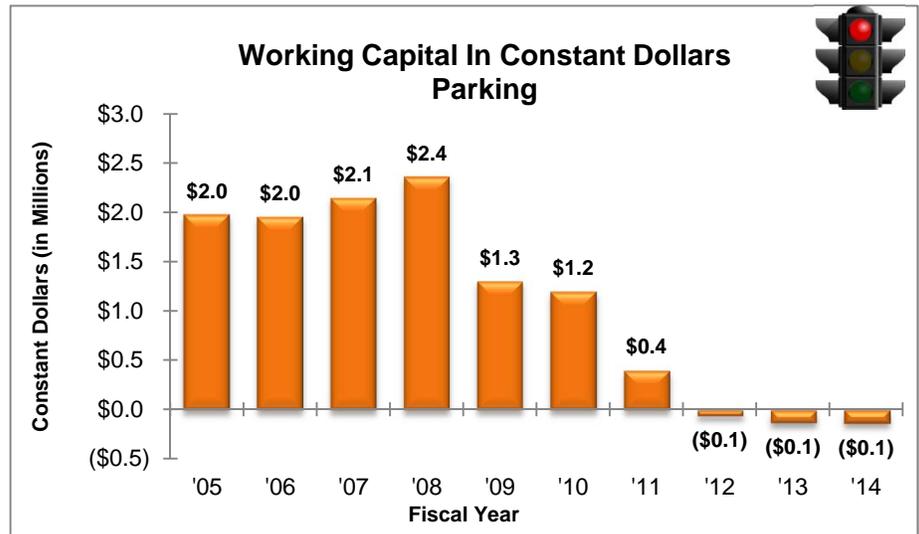
Enterprise Operating Position:
Parking

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
2005	\$3,866,726	195.30	\$1,979,890
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	(\$324,981)	236.74	(\$137,273)
10 Yr % Chg	(108.40%)	21.22%	(106.93%)

*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.

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Analysis:

Working capital decreased from FY 2009 to FY 2014 due to two significant infrastructure projects (the Fifth and Walnut Garage and the Short Street Garage). In FY 2012, FY 2013 and FY 2014 there is also unearned revenue for future rent payments by REDI. As the garages are in operation and revenues are collected from rate increases, debt payments decrease and the unearned revenue decreases, the working capital position will improve.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position:

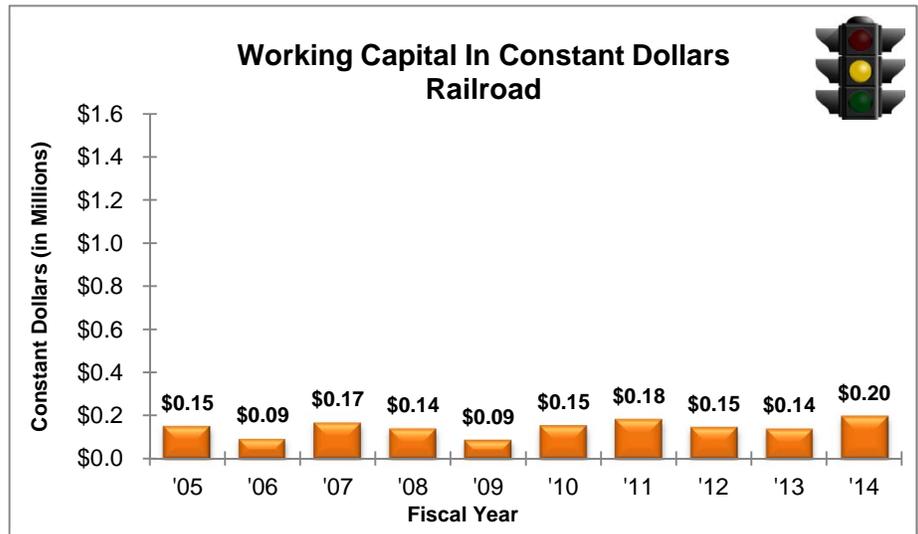
Railroad

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)
2005	\$295,803	195.30	\$151,461
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
10 Yr % Chg	58.50%	21.22%	30.75%

*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.

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Analysis:

The Railroad operation has a significant amount of infrastructure. However, the operation does not generate enough working capital to adequately fund infrastructure replacement. The City established a coal surcharge the Electric utility pays which generates some funding for infrastructure replacement; however more funding is needed on an annual basis. Therefore, this indicator exhibits a warning trend that needs to be closely monitored in the future.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position:

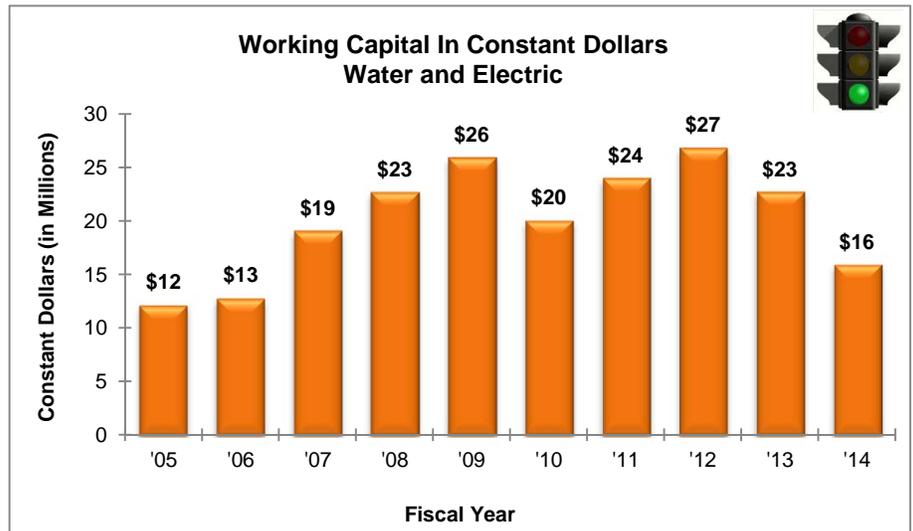
Water and Electric

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)
2005	\$23,684,415	195.30	\$12,127,197
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	\$37,710,151	236.74	\$15,928,931
10 Yr % Chg	59.22%	21.22%	31.35%

*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 reached a high of \$27 million in FY 2012 and has declined in FY 2013 and FY 2014. 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 Light has 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 2014, the cash reserve target is \$35,085,053 and the cash reserve is \$25,311,298 resulting in the utility being \$9,773,755 below the cash reserve target. 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:

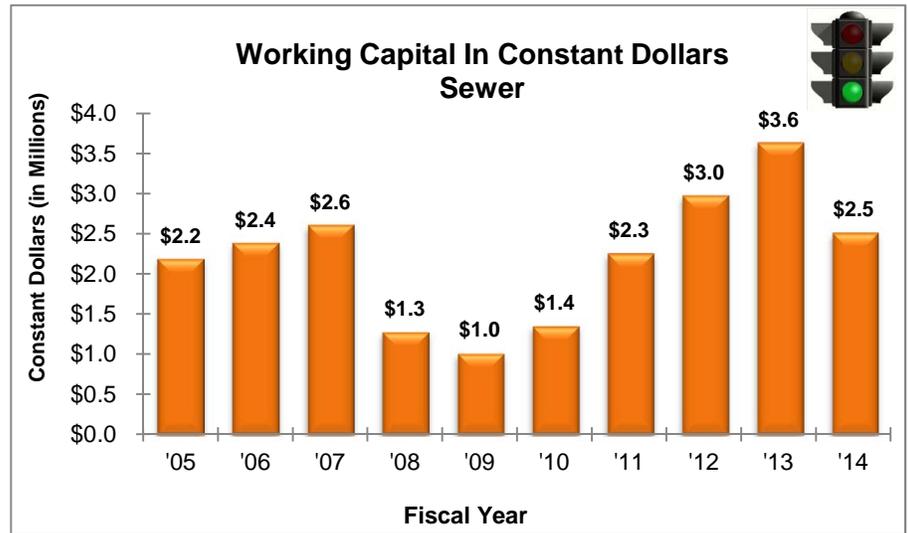
Sewer

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)
2005	\$4,266,785	195.30	\$2,184,734
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	\$5,948,419	236.74	\$2,512,638
<i>10 Yr % Chg</i>	<i>39.41%</i>	<i>21.22%</i>	<i>15.01%</i>

*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 rose to \$3.6 million in FY 2013 and has decreased to \$2.5million in FY 2014. 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)
2005	\$2,944,330	195.30	\$1,507,593
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	\$8,579,416	236.74	\$3,623,982
10 Yr % Chg	191.39%	21.22%	140.38%

*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. There are a number of significant capital projects planned in the next ten years which will greatly deplete cash in this fund. A cost of service study is being completed in FY 2015 which will provide management with options for adjusting rates and structuring debt to meet these future operating and infrastructure needs.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

Enterprise Operating Position:

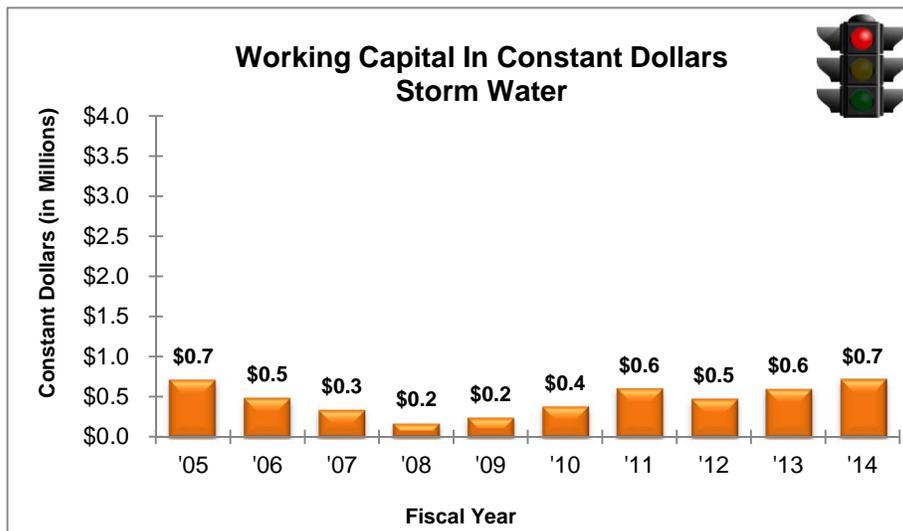
Storm Water

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)
2005	\$1,389,599	195.30	\$711,520
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	\$1,702,597	236.74	\$719,184
10 Yr % Chg	22.52%	21.22%	1.08%

*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. There are 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 is a huge list of infrastructure replacement needs and not enough funding to replace them.

There is a significant warning trend observed with this indicator because of the large amount of funding needed for infrastructure replacement and the working capital not being sufficient to fund those replacements. In April 2015, the voters will be asked to approved a ballot issue with fee increases to fund these necessary infrastrucutre improvements.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

Fund Balance:

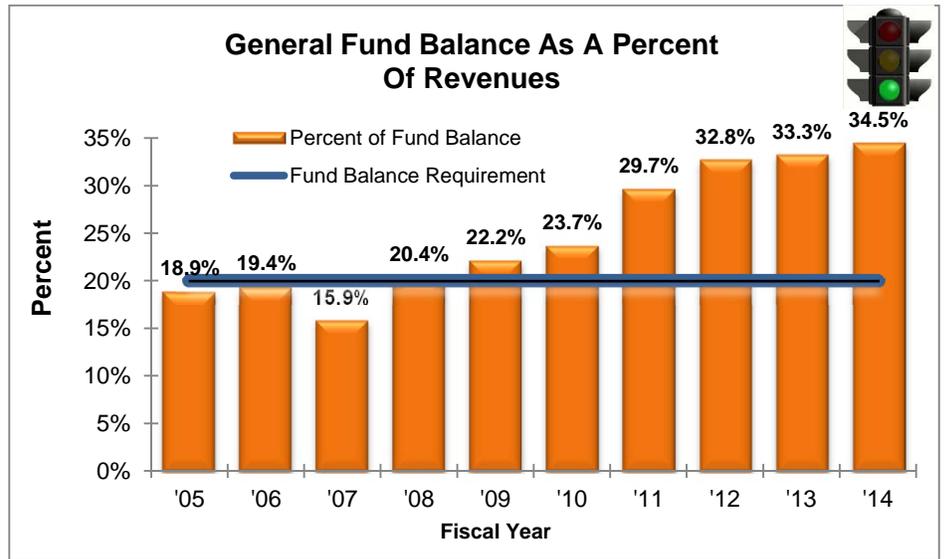
General Fund

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
2005	\$11,522,093	\$60,917,104	18.9%
2006	\$12,953,572	\$66,716,295	19.4%
2007	\$11,242,815	\$70,693,991	15.9%
2008	\$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%
Note:	10 Yr % Chg	37.48%	82.37%

* 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:

The Council has recently 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 2005 to FY 2007 are the only years the fund balance percentage was lower than the new 20% requirement. FY 2011 to FY 2014 are significantly above the minimum requirement; therefore, there is no warning trend observed with this indicator.

Sources:

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

Liquidity:

General Fund

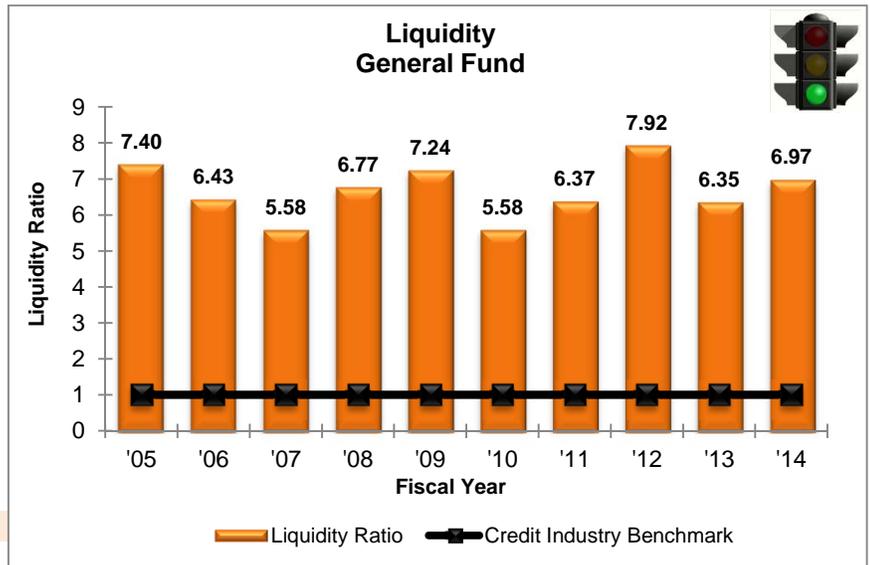
Warning Trend:

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
2005	\$19,646,262	\$2,653,869	7.40
2006	\$21,561,281	\$3,355,504	6.43
2007	\$22,776,172	\$4,083,279	5.58
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
10 Yr % Chg	103.76%	116.54%	(5.90%)

* 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. There is no warning trend for this indicator.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

Liquidity:
Water & Electric

Warning Trend:

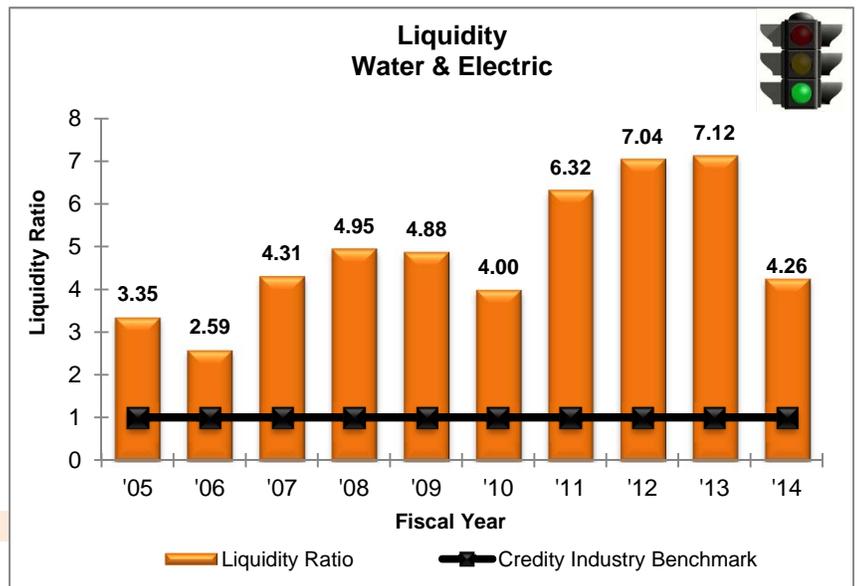
Quick Ratio on Cash, Marketable Securities and Accounts Receivable to Current Liabilities of Less than One

Formulation:

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
2005	\$25,543,464	\$7,624,617	3.35
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	\$9,202,522	4.26
10 Yr % Chg	53.49%	20.69%	27.17%

* 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

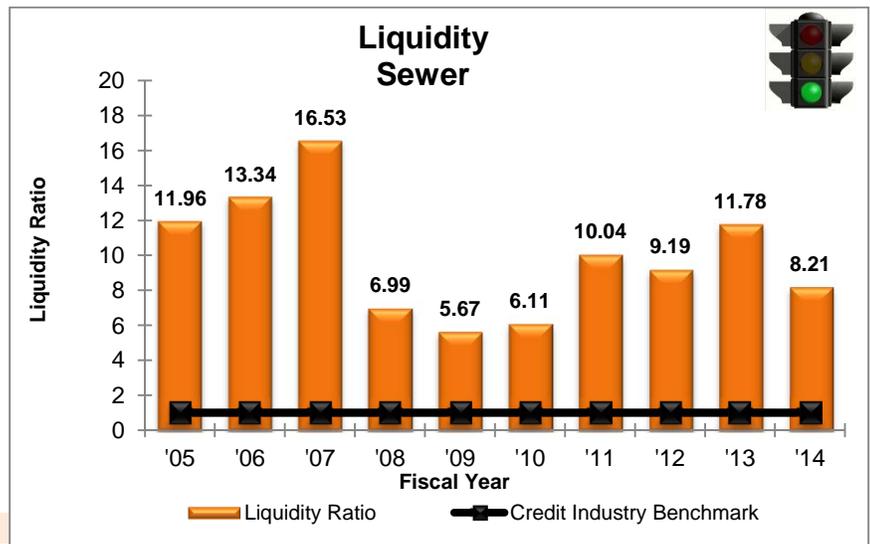
Warning Trend:

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
2005	\$4,656,202	\$389,417	11.96
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	\$822,326	8.21
10 Yr % Chg	44.98%	111.17%	(31.34%)

* 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
2005	\$3,547,061	\$820,914	4.32
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	\$1,517,893	6.52
10 Yr % Chg	179.08%	84.90%	50.94%

* 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

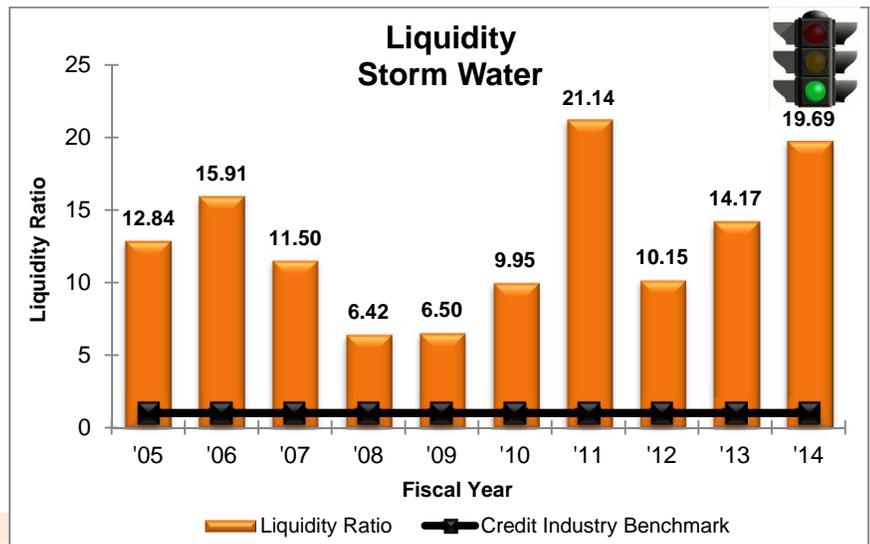
Warning Trend:

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
2005	\$1,506,958	\$117,359	12.84
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	\$91,089	19.69
10 Yr % Chg	19.03%	(22.38%)	53.35%

* 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

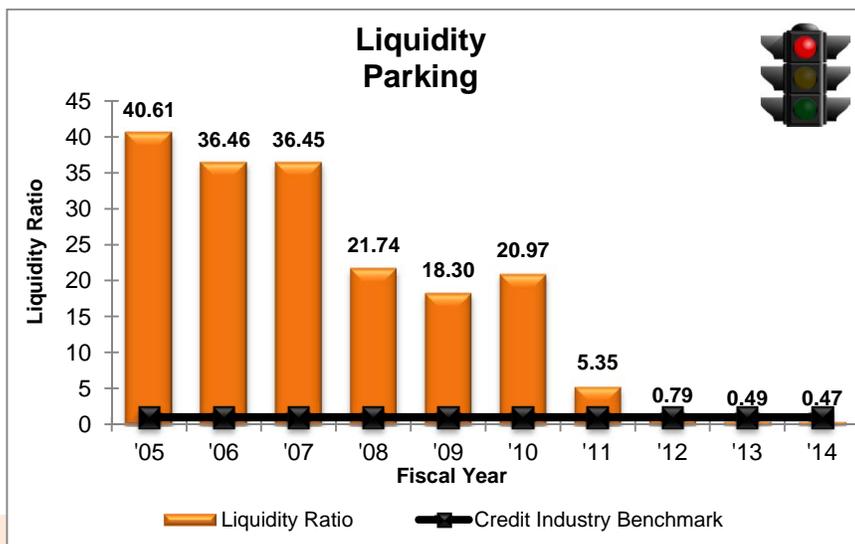
Warning Trend:

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
2005	\$3,964,347	\$97,621	40.61
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	\$621,843	0.47
10 Yr % Chg	(92.56%)	537.00%	(98.83%)

* 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 has been well above 1.00 for seven of the past ten years. The FY 2012 to FY 2014 liquidity ratio fell below the industry benchmark due to an increase in cash used for the Short Street garage project coupled with unearned revenue for future rent payments by REDI. Three consecutive years below the benchmark is a warning trend for this indicator, management will need to keep a close eye on parking activities.

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:

- Current Liabilities: General Fund
- Current Liabilities: Water and Electric
- Current Liabilities: Sewer
- Current Liabilities: Storm Water
- Current Liabilities: Solid Waste
- Current Liabilities: Parking
- Debt Service: Water and Electric
- Debt Service: Sewer
- Debt Service: Parking

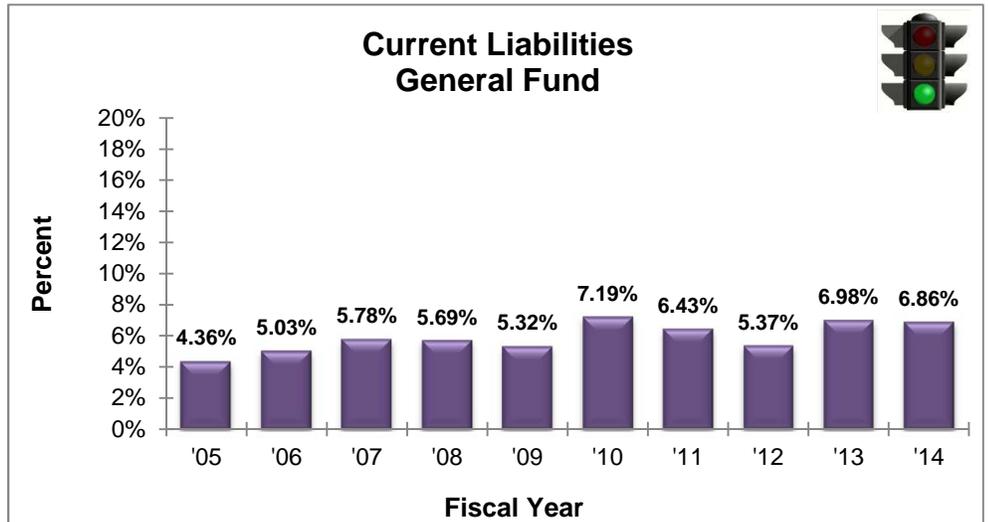
**Current Liabilities:
General Fund**

Warning Trend:

Increasing Current Liabilities as a Percent of Operating Revenues

Formulation:

$$\frac{\text{Current Liabilities}}{\text{Operating Revenues}}$$



Fiscal Year	Current Liabilities	Operating Revenues *	Current Liabilities As A Percentage Of Operating Revenues
2005	\$2,653,869	\$60,917,104	4.36%
2006	\$3,355,504	\$66,716,295	5.03%
2007	\$4,083,279	\$70,693,991	5.78%
2008	\$4,493,036	\$78,898,068	5.69%
2009	\$4,107,855	\$77,275,976	5.32%
2010	\$5,685,015	\$79,023,392	7.19%
2011	\$5,122,677	\$79,689,322	6.43%
2012	\$4,252,393	\$79,233,087	5.37%
2013	\$5,526,315	\$79,129,363	6.98%
2014	\$5,746,651	\$83,750,410	6.86%
<i>10 Yr % Chg</i>	<i>116.54%</i>	<i>37.48%</i>	<i>57.50%</i>

* Operating Revenues: General Fund Revenues plus Operating Transfers from Other Funds and Appropriated Fund Balance

Description:

Current liabilities are defined as the sum of all liabilities which come due within a one-year period. Current liabilities could include short-term debt, the current portion of long-term debt, accounts payable, accrued payroll and other current liabilities.

Analysis:

Current liabilities as a percentage of operating revenues have remained below 7.5% for the ten year period shown. Although FY 2010 increased to 7.19% it still fell below 7.5%. There is no debt obligations outstanding for the general fund. There is no warning trend observed for this indicator.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

Current Liabilities:

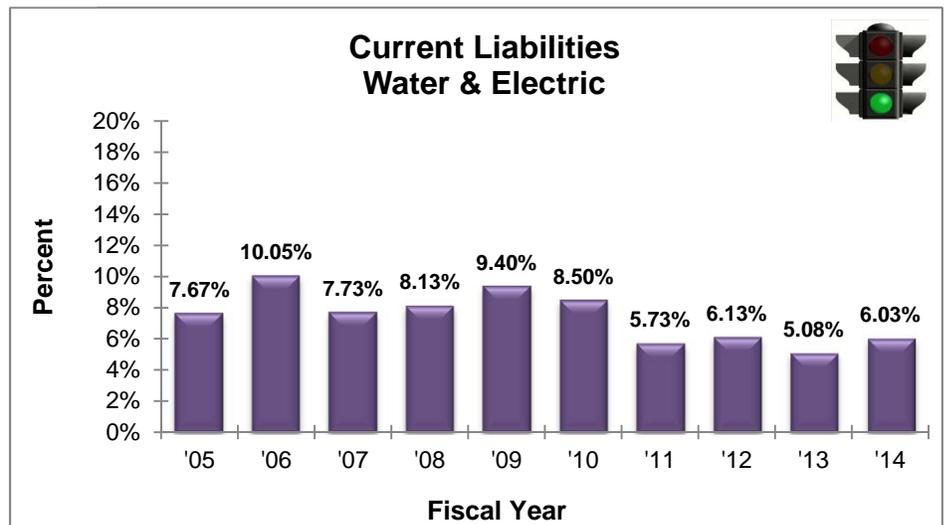
Water and Electric

Warning Trend:

Increasing Current Liabilities as a Percent of Operating Revenues

Formulation:

$$\frac{\text{Current Liabilities}}{\text{Operating Revenues}}$$



Fiscal Year	Current Liabilities	Operating Revenues *	Current Liabilities As A Percentage Of Operating Revenues
2005	\$7,624,617	\$99,402,019	7.67%
2006	\$10,950,131	\$108,936,035	10.05%
2007	\$9,600,094	\$124,219,722	7.73%
2008	\$10,474,515	\$128,889,701	8.13%
2009	\$12,444,248	\$132,424,996	9.40%
2010	\$12,136,685	\$142,838,036	8.50%
2011	\$8,826,725	\$154,049,135	5.73%
2012	\$9,023,722	\$147,294,756	6.13%
2013	\$7,429,016	\$146,277,802	5.08%
2014	\$9,202,522	\$152,487,420	6.03%
10 Yr % Chg	20.69%	53.40%	(21.32%)

* Operating Revenues: Operating, investment, and miscellaneous revenues and transfers

Description:

Current liabilities are defined as the sum of all liabilities which come due within a one-year period. Current liabilities could include short-term debt, the current portion of long-term debt, accounts payable, accrued payroll and other current liabilities.

Analysis:

The percentage of liabilities to operating revenues has been below 10% for all years except FY 2006. There has been a declining trend since FY 2009. There is no warning trend associated with this indicator.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

Current Liabilities:

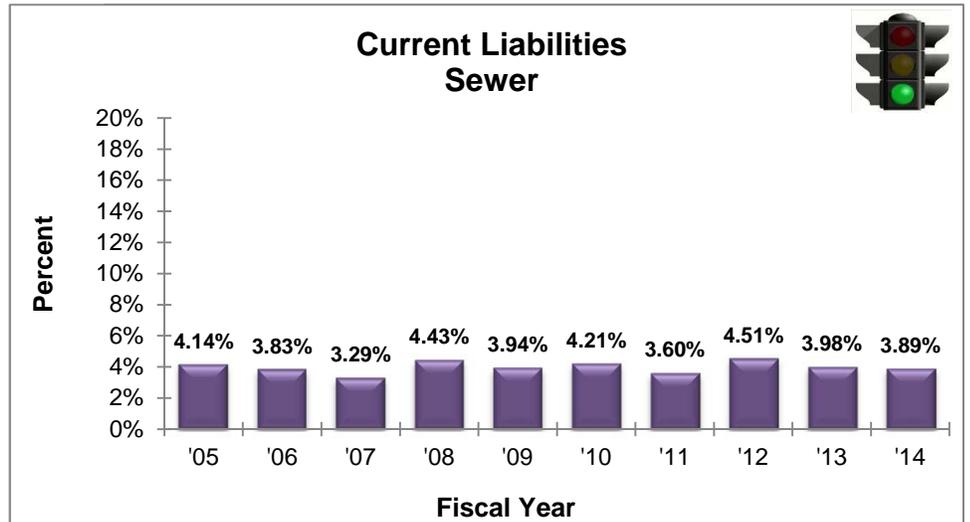
Sewer

Warning Trend:

Increasing Current Liabilities as a Percent of Operating Revenues

Formulation:

$$\frac{\text{Current Liabilities}}{\text{Operating Revenues}}$$



Fiscal Year	Current Liabilities	Operating Revenues *	Current Liabilities As A Percentage Of Operating Revenues
2005	\$389,417	\$9,403,470	4.14%
2006	\$390,153	\$10,181,109	3.83%
2007	\$348,231	\$10,588,594	3.29%
2008	\$458,747	\$10,349,493	4.43%
2009	\$466,472	\$11,851,336	3.94%
2010	\$576,728	\$13,709,034	4.21%
2011	\$560,560	\$15,572,159	3.60%
2012	\$834,296	\$18,509,784	4.51%
2013	\$784,484	\$19,698,604	3.98%
2014	\$822,326	\$21,151,772	3.89%
10 Yr % Chg	111.17%	124.94%	(6.12%)

* Operating Revenues: Operating, investment, and miscellaneous revenues and transfers

Description:

Current liabilities are defined as the sum of all liabilities which come due within a one-year period. Current liabilities could include short-term debt, the current portion of long-term debt, accounts payable, accrued payroll and other current liabilities.

Analysis:

The percentage of current liabilities to operating revenues has been below 8% for the ten year period shown. Further, the percent has remained under 5% for the ten year period shown. Therefore, there is no warning trend observed for this indicator.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

Current Liabilities:

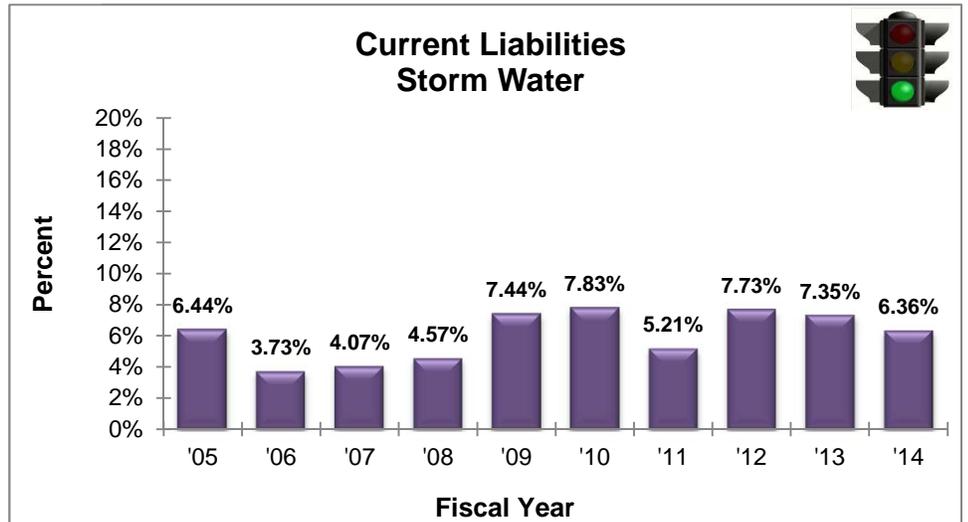
Storm Water

Warning Trend:

Increasing Current Liabilities as a Percent of Operating Revenues

Formulation:

$$\frac{\text{Current Liabilities}}{\text{Operating Revenues}}$$



Fiscal Year	Current Liabilities	Operating Revenues *	Current Liabilities As A Percentage Of Operating Revenues
2005	\$117,359	\$1,823,317	6.44%
2006	\$66,277	\$1,775,974	3.73%
2007	\$67,449	\$1,656,224	4.07%
2008	\$70,488	\$1,543,632	4.57%
2009	\$96,583	\$1,297,995	7.44%
2010	\$93,718	\$1,196,224	7.83%
2011	\$67,792	\$1,300,041	5.21%
2012	\$120,054	\$1,552,471	7.73%
2013	\$106,159	\$1,444,220	7.35%
2014	\$91,089	\$1,431,588	6.36%
10 Yr % Chg	(22.38%)	(21.48%)	(1.15%)

* Operating Revenues: Operating, investment, and miscellaneous revenues and transfers

Description:

Current liabilities are defined as the sum of all liabilities which come due within a one-year period. Current liabilities could include short-term debt, the current portion of long-term debt, accounts payable, accrued payroll and other current liabilities.

Analysis:

The percentage of current liabilities to operating revenues has been below 8% for the ten year period shown. The percentage dropped from 7.35% in FY 2013 to 6.36% in FY 2014. This trend should continue to be monitored to ensure it does not become a negative trend.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

Current Liabilities:

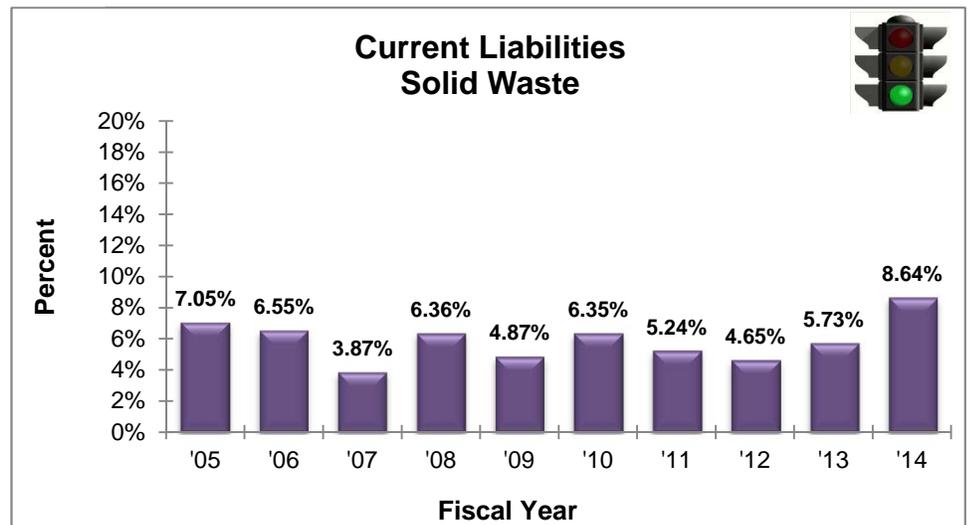
Solid Waste

Warning Trend:

Increasing Current Liabilities as a Percent of Operating Revenues

Formulation:

Current Liabilities
Operating Revenues



Fiscal Year	Current Liabilities	Operating Revenues *	Current Liabilities As A Percentage Of Operating Revenues
2005	\$820,914	\$11,642,977	7.05%
2006	\$860,552	\$13,129,746	6.55%
2007	\$534,944	\$13,806,590	3.87%
2008	\$945,517	\$14,868,918	6.36%
2009	\$713,632	\$14,659,402	4.87%
2010	\$988,849	\$15,582,798	6.35%
2011	\$899,357	\$17,164,279	5.24%
2012	\$794,824	\$17,108,813	4.65%
2013	\$977,084	\$17,048,836	5.73%
2014	\$1,517,893	\$17,568,007	8.64%
10 Yr % Chg	84.90%	50.89%	22.54%

* Operating Revenues: Operating, investment, and miscellaneous revenues and transfers

Description:

Current liabilities are defined as the sum of all liabilities which come due within a one-year period. Current liabilities could include short-term debt, the current portion of long-term debt, accounts payable, accrued payroll and other current liabilities.

Analysis:

The percentage of current liabilities to operating revenues has been below 7.5% for nine of the ten years shown. A significant increase occurred in FY 2014 due to the increased accounts payable liability. There have not been three consecutive years of increases; therefore there is no warning trend observed with this indicator.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

Current Liabilities:

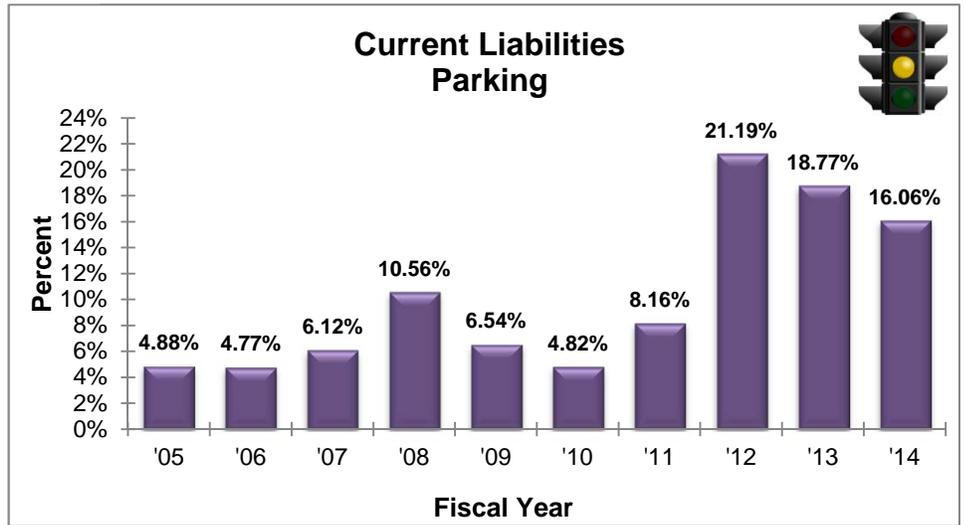
Parking

Warning Trend:

Increasing Current Liabilities as a Percent of Operating Revenues

Formulation:

$$\frac{\text{Current Liabilities}}{\text{Operating Revenues}}$$



Fiscal Year	Current Liabilities	Operating Revenues *	Current Liabilities As A Percentage Of Operating Revenues
2005	\$97,621	\$2,001,928	4.88%
2006	\$111,375	\$2,334,218	4.77%
2007	\$125,667	\$2,054,636	6.12%
2008	\$245,273	\$2,322,451	10.56%
2009	\$161,597	\$2,470,277	6.54%
2010	\$131,031	\$2,716,925	4.82%
2011	\$207,854	\$2,548,364	8.16%
2012	\$679,926	\$3,208,335	21.19%
2013	\$604,743	\$3,222,601	18.77%
2014	\$621,843	\$3,871,823	16.06%
10 Yr % Chg	537.00%	93.40%	229.36%

* Operating Revenues: Operating, investment, and miscellaneous revenues and transfers

Description:

Current liabilities are defined as the sum of all liabilities which come due within a one-year period. Current liabilities could include short-term debt, the current portion of long-term debt, accounts payable, accrued payroll and other current liabilities.

Analysis:

The percent of current liabilities to operating revenues has been above 10% for FY 2008 and FY 2012 - FY 2014. FY 2011 - FY 2014 current liabilities include unearned revenue for future rent from REDI. This liability will decrease each year until all of the rent has been recognized.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS

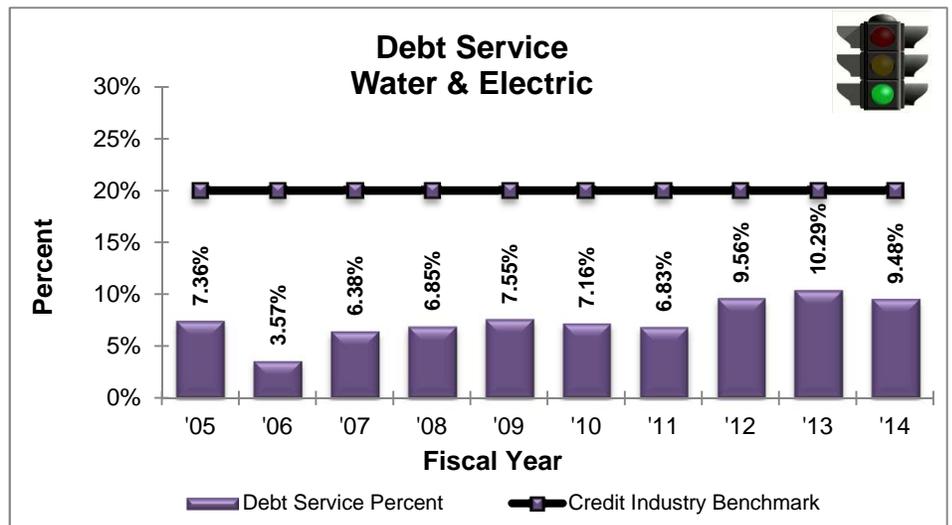
Debt Service: Water and Electric

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
2005	\$7,319,264	\$99,402,019	7.36%
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%
10 Yr % Chg	97.61%	53.40%	28.81%

* 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:

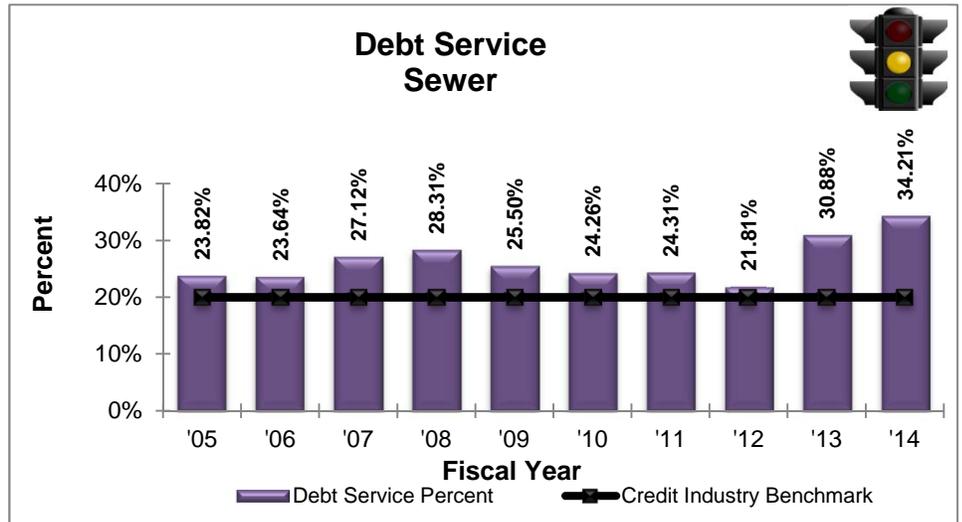
Sewer

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
2005	\$2,239,648	\$9,403,470	23.82%
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%
10 Yr % Chg	223.07%	124.94%	43.63%

* 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. Beginning in FY 2015 the payments will decrease which will improve the financial condition in future years. 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

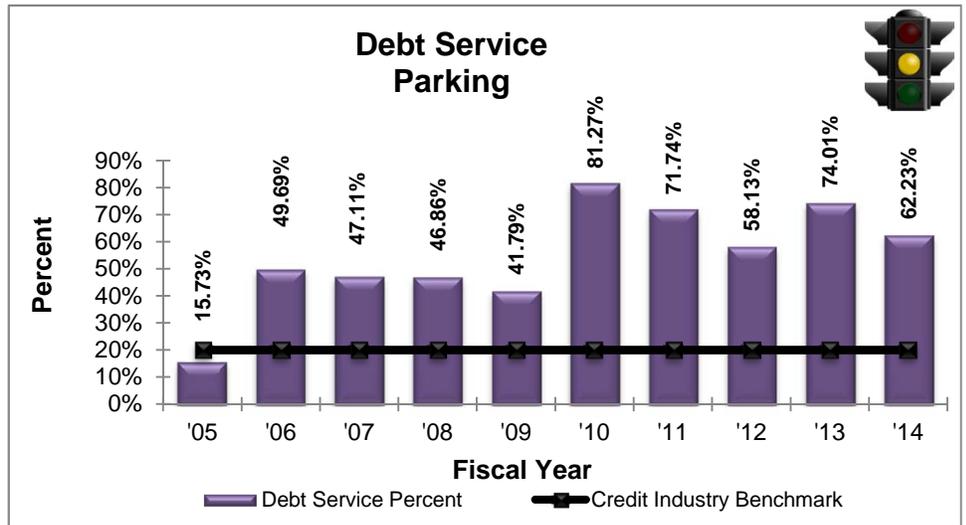
**Debt Service:
Parking**

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
2005	\$258,224	\$1,641,734	15.73%
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%
10 Yr % Chg	755.77%	116.30%	295.64%

* 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 their financial position in future years. Parking rate increases in the past few years will also help to improve this indicator.

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

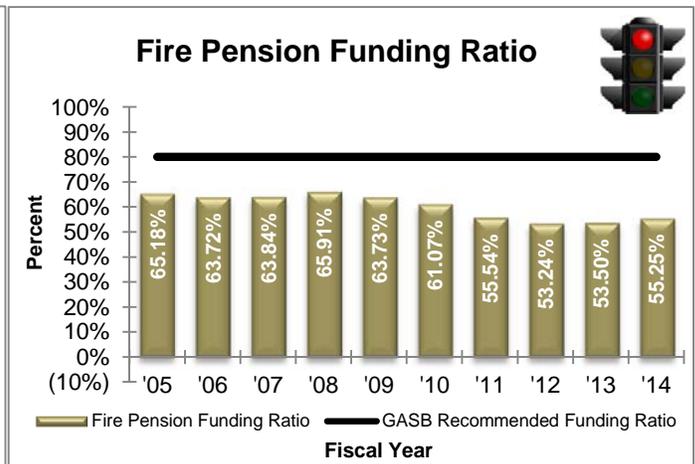
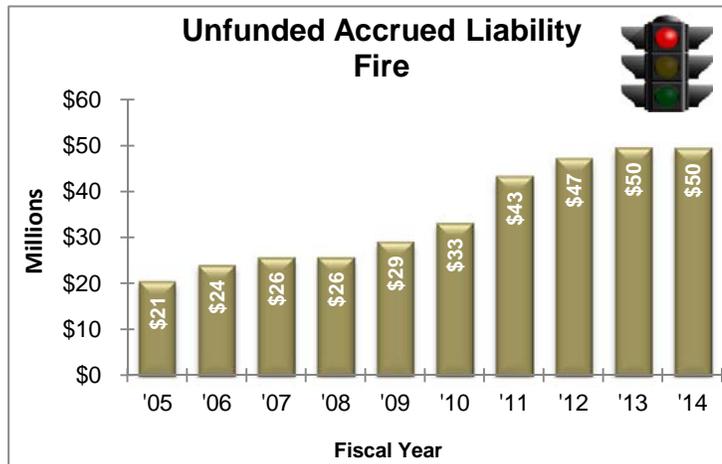
An analysis of a government's unfunded liabilities can answer the following questions:

- 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 ***
2005	\$38,790,024	\$59,513,851	\$20,723,827	65.18%	100%
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%
10 Yr % Chg	57.75%	86.11%	139.18%	(15.24%)	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:

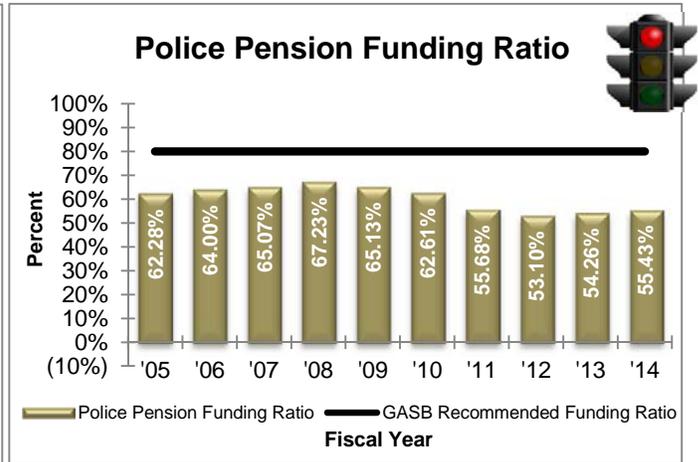
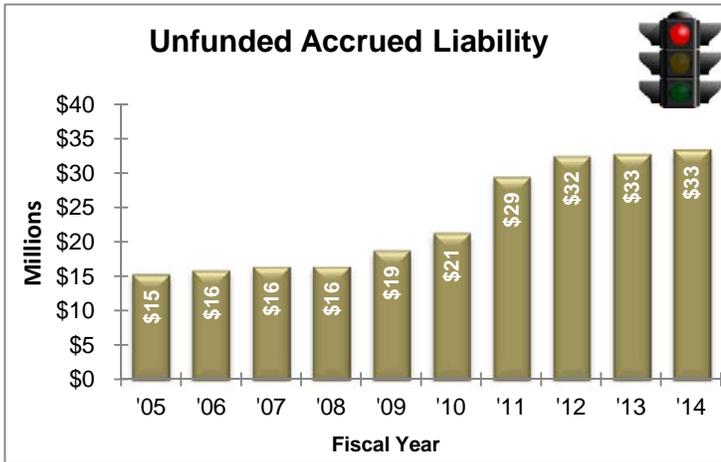
The unfunded actuarial liability has increased significantly from FY 2005 - FY 2013 due to pension plan changes and investment income earned on pension assets decreasing due to the economic downturn. In FY 2013 pension plans were created for new hires that have different benefits and years of service requirements than current employees. As a result, the city will begin to see decreases in the unfunded liability, but this will occur slowly. For FY 2014, the unfunded accrued liability is slightly lower than the FY 2013 amount.

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. The funding ratio has increased slightly for FY 2014.

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 ***
2005	\$25,325,718	\$40,664,190	\$15,338,472	62.28%	100%
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%
10 Yr % Chg	64.12%	84.42%	117.94%	(11.01%)	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:

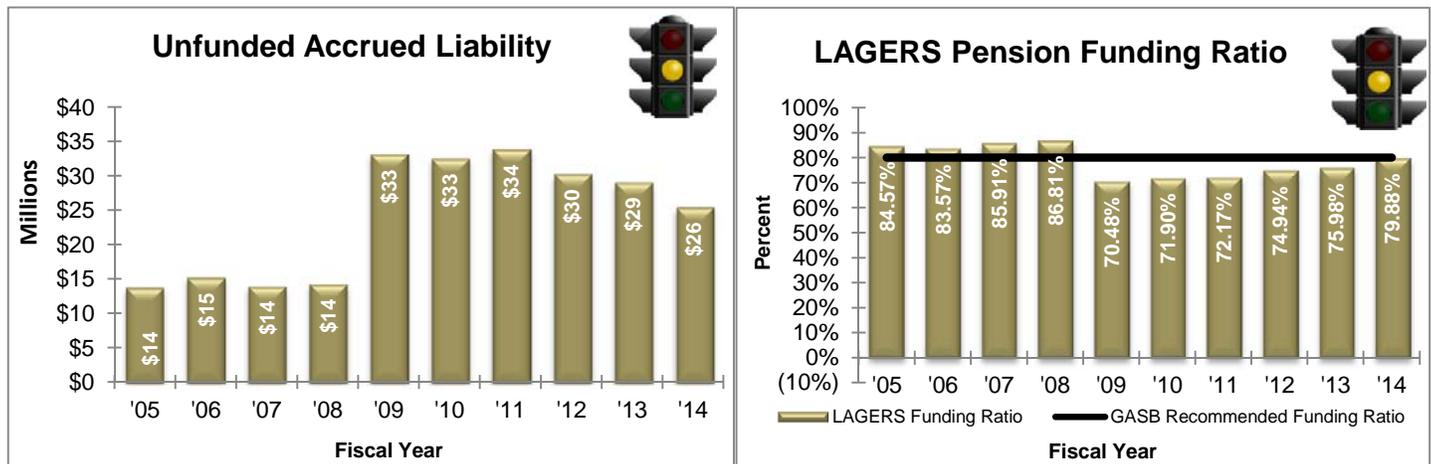
The unfunded accrued liability has increased significantly from FY 2005 - FY 2013 due to pension plan changes and investment income earned on pension assets decreasing due to the economic downturn. In FY 2013 pension plans were created for new hires that have different benefits and years of service requirements than current employees. As a result, the city will begin to see decreases in the unfunded liability, but this will occur slowly. In FY 2014, the unfunded accrued liability increased slightly from the FY 2013 amount.

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. The FY 2014 funding ratio is slightly higher than the FY 2013 ratio.

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 ***
2005	\$76,251,746	\$90,165,333	\$13,913,587	84.57%	100%
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%
10 Yr % Chg	32.92%	40.71%	83.44%	(5.54%)	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 continue 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 will begin to see slight decreases in the unfunded liability amount. The FY 2014 unfunded accrued liability has decreased 12.4% from the FY 2013 amount.

The funding ratio was above the GASB recommended level from FY 2004 to FY 2008. It has been below the recommended level for the past three years. Changes mentioned above will help to raise the City's funding ratio back up to the GASB recommended level in the future. The City has fully funded the annual required contribution (ARC) for all years shown. The FY 2014 funding ratio is 5.13% higher than FY 2013 and it is just below the GASB recommended funding ratio.

Sources:

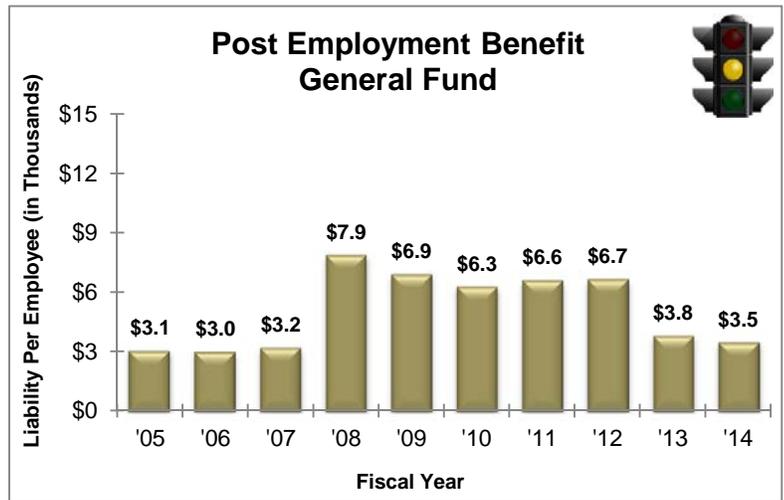
- City of Columbia Financial Management Information Supplement - FMIS
- HTE report - for salary expenditures only (Chart 14)

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	Total Liability for Post Employment Benefits*	Number of General Fund Employees	Total Post Employment Liability Per Employee
2005	\$1,857,376	605.03	\$3,070
2006	\$1,864,558	618.58	\$3,014
2007	\$2,040,365	632.04	\$3,228
2008	\$5,084,759	644.49	\$7,890
2009	\$4,533,144	656.10	\$6,909
2010	\$4,215,401	668.55	\$6,305
2011	\$4,388,703	662.48	\$6,625
2012	\$4,466,853	669.40	\$6,673
2013	\$2,549,816	664.35	\$3,838
2014	\$2,381,505	683.14	\$3,486
10 Yr % Chg	28.22%	12.91%	13.56%

*Total liability for post employment benefits includes: unused sick leave, unused vacation leave, unused floating holidays and the unfunded liability for retiree health insurance. At the time of production the OPEB report was not finalized to 2011 numbers were used.

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 City does have a sick leave buyback program which allows employees to sell back unused sick leave hours above 1,040 (required to maintain) up to a maximum of 144 hours per year at 50% of their salary. At retirement, employees can sell unused sick leave at \$2/hour which is put into an HSA type account and can be used by the retiree to pay insurance premiums. 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. The retiree portion of this liability was eliminated when the City stopped subsidizing retiree health care premiums in FY 2014.

Sources:

- City of Columbia Financial Management Information Supplement - FMIS
- City of Columbia Accounting Department

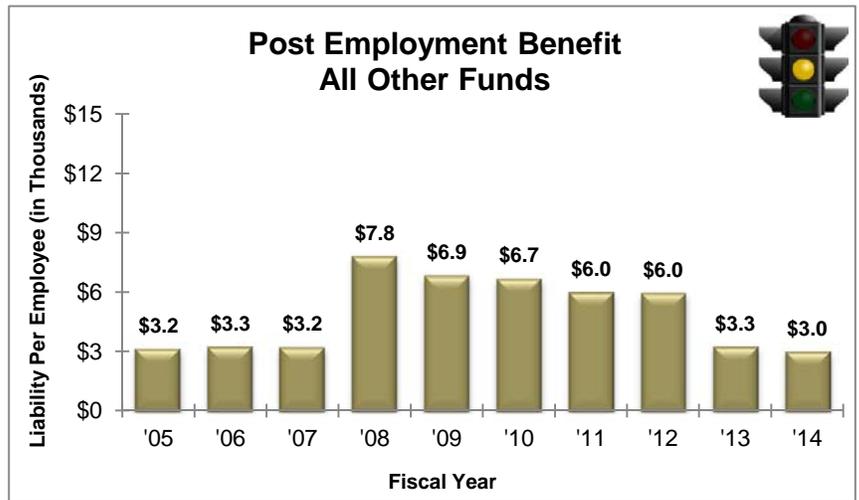
Post Employment Benefits: All Other Funds

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	Total Liability for Post Employment Benefits*	Number of Employees Excluding General Fund	Total Post Employment Liability Per Employee
2005	\$1,789,397	562.52	\$3,181
2006	\$1,875,449	573.67	\$3,269
2007	\$1,922,326	591.80	\$3,248
2008	\$4,743,316	604.96	\$7,841
2009	\$4,268,525	622.35	\$6,859
2010	\$4,226,071	629.40	\$6,714
2011	\$3,907,472	648.47	\$6,026
2012	\$3,964,470	662.30	\$5,986
2013	\$2,259,121	690.15	\$3,273
2014	\$2,132,933	704.01	\$3,030
10 Yr % Chg	19.20%	25.15%	(4.76%)

*Total liability for post employment benefits includes: unused sick leave, unused vacation leave, unused floating holidays and the unfunded liability for retiree health insurance. At the time of production the OPEB report was not finalized to 2011 numbers were used.

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 City does have a sick leave buyback program which allows employees to sell back unused sick leave hours above 1,040 (required to maintain) up to a maximum of 144 hours per year at 50% of their salary. At retirement, employees can sell unused sick leave at \$2/hour which is put into an HSA type account and can be used by the retiree to pay insurance premiums. 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. The retiree portion of this liability was eliminated when the City stopped subsidizing retiree health care premiums in FY 2014.

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
- Capital Outlay: General Fund
- Capital Outlay: Water and Electric
- Capital Outlay: Sewer
- Capital Outlay: Solid Waste
- Capital Outlay: Storm Water

Maintenance Effort: Streets and Sidewalks

Warning Trend:

Declining levels of expenditures for maintenance of streets and sidewalks

Formulation:

$$\frac{\text{Maintenance Expenditures for Streets}}{\text{Number of Miles of Streets}}$$



Fiscal Year	Maintenance Expenditures Streets & Sidewalks	Consumer Price Index	Constant Dollar Expenditures	Number Of Paved Street Miles	Maintenance Expend. Per Mile Of Street in Constant Dollars
2005	\$4,356,869	195.30	\$2,230,860	390.50	\$5,713
2006	\$4,128,593	201.60	\$2,047,913	399.00	\$5,133
2007	\$4,726,116	207.30	\$2,279,844	426.00	\$5,352
2008	\$4,918,815	215.30	\$2,284,601	450.67	\$5,069
2009	\$5,645,317	214.54	\$2,631,396	465.34	\$5,655
2010	\$5,580,104	218.06	\$2,559,023	465.30	\$5,500
2011	\$6,477,737	224.94	\$2,879,775	489.66	\$5,881
2012	\$5,885,474	229.59	\$2,563,471	500.30	\$5,124
2013	\$6,602,798	232.96	\$2,834,305	504.60	\$5,617
2014	\$6,587,263	236.74	\$2,782,488	507.20	\$5,486
10 Yr % Chg	51.19%	21.22%	24.73%	29.88%	(3.97%)

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:

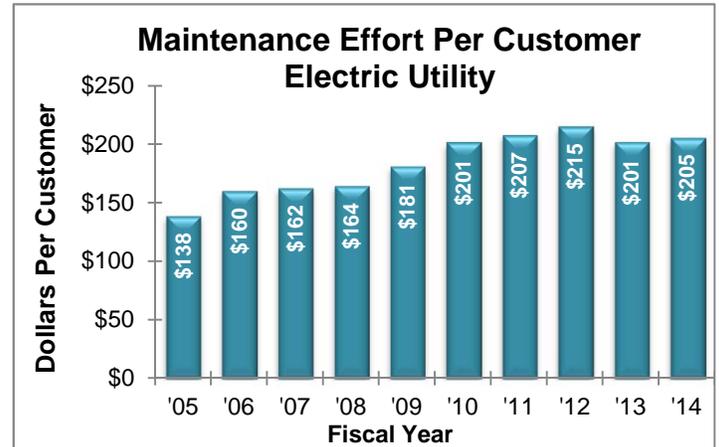
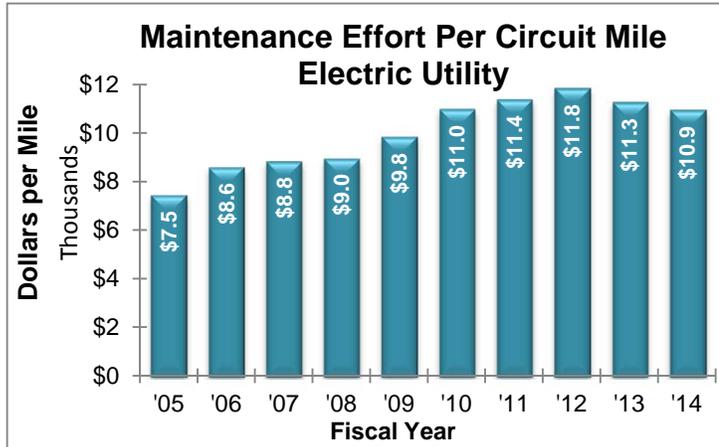
For the period shown, maintenance expenditures per mile of street in constant dollar have remained relatively stable. However, there is not adequate funding available for street maintenance. It has been estimated that at FY 2015 funding levels, it would take 52 years to resurface every road in the City. 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 Financial Management Information Supplement - FMIS
- City of Columbia Annual Budget Document (Demographic Statistics)

Maintenance Effort:

Electric Utility



	Fiscal Year	O & M	Circuit Miles	Number of Customers	O & M Costs	O & M Costs
		Expenditures Electric*			Per Circuit Mile	Per Customer
Warning Trend: A declining level of maintenance expenses as a cost per circuit miles or cost per customer	2005	\$5,623,333	754	40,653	\$7,458	\$138
	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
Formulation:	2009	\$8,121,285	825	44,940	\$9,844	\$181
Expenses for Maintenance	2010	\$9,094,557	828	45,232	\$10,984	\$201
Total Operating Expenses	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
	10 Yr % Chg	74.61%	18.97%	17.93%	46.77%	48.06%

*O & M - Operations and Maintenance for Transmission and Distribution

Description:

The condition of the City's Electric utilities assets is significant because of the tremendous cost associated with system repair and replacement. Deferral of essential repairs and maintenance to these assets and their subsequent deterioration can create a significant unfunded liability for the utilities.

Over the long run, maintenance expenses will likely remain constant, but vary up and down from year to year. If the ratio between maintenance expenses and 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:

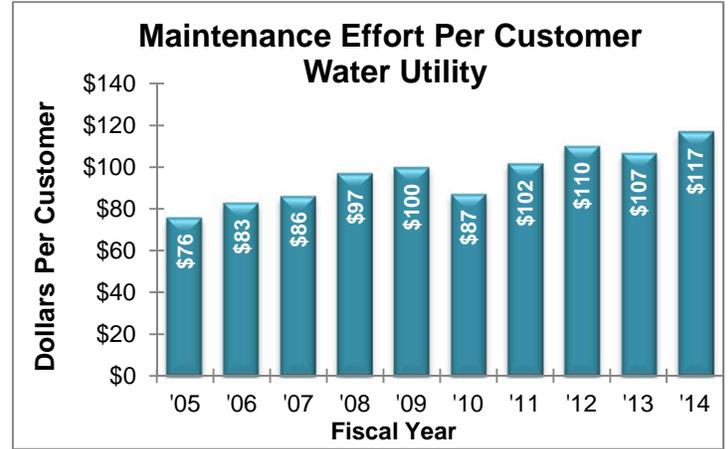
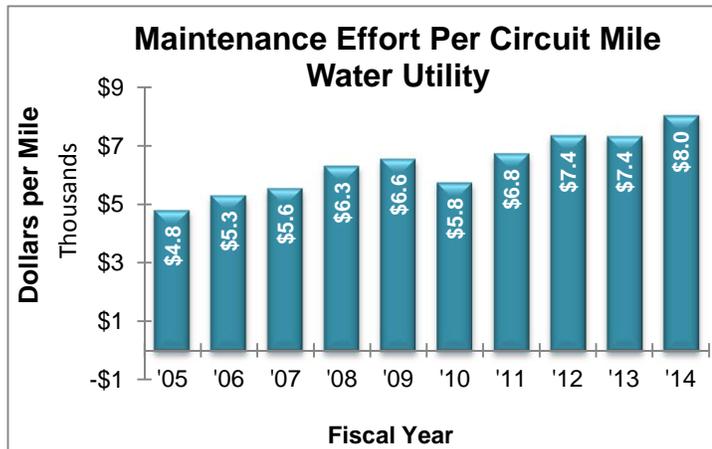
There have been increases in both the maintenance effort per circuit mile and the maintenance effort per customer for the ten year period shown. The City has a high reliability rate with its electric service to customers. There are no warning trends observed with this indicator.

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:

$\frac{\text{Expenses for Maintenance}}{\text{Total Operating Expenses}}$

Fiscal Year	O & M Expenditures Electric*	Circuit Miles	Number of Customers	O & M Per Circuit Mile	O & M Per Customer
2005	\$3,039,904	630	40,148	\$4,825	\$76
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
10 Yr % Chg	82.44%	9.37%	18.30%	66.82%	54.22%

*O & M - Operations and Maintenance for Transmission and Distribution

Description:

The condition of the City's Water utilities assets is significant because of the tremendous cost associated with system repair and replacement. Deferral of essential repairs and maintenance to these assets and their subsequent deterioration can create a significant unfunded liability for the utilities.

Over the long run, maintenance expenses will likely remain constant, but vary up and down from year to year. If the ratio between maintenance expenses and 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

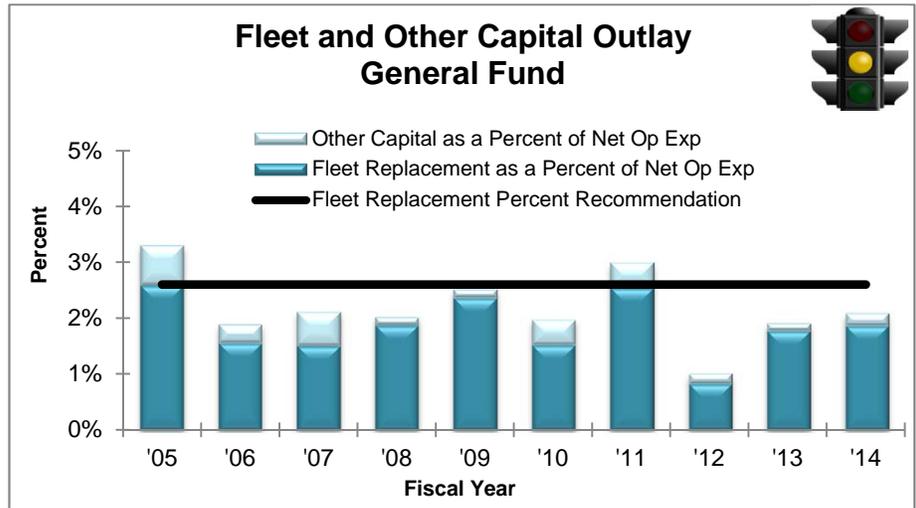
**Capital Outlay:
General Fund**

Warning Trend:

A three or more year decline in capital outlay from operating funds as a percentage of net operating expenditures

Formulation:

$$\frac{\text{Capital Outlay}}{\text{Net Operating Expenditures}}$$



Fiscal Year	Fleet Replacement Capital Outlay	Other Capital Outlay	Total Capital Outlay	Net Operating Expenditures *	Fleet Replacement Percent of Net Op Exp	Other Capital As a Percent of Net Op Exp	Total Capital As a Percent of Net Op Exp
2005	\$1,498,626	\$413,075	\$1,911,701	\$57,935,849	2.59%	0.71%	3.30%
2006	\$959,954	\$204,896	\$1,164,850	\$61,530,716	1.56%	0.33%	1.89%
2007	\$1,004,792	\$399,573	\$1,404,365	\$66,433,679	1.51%	0.60%	2.11%
2008	\$1,300,344	\$100,730	\$1,401,074	\$69,468,759	1.87%	0.15%	2.02%
2009	\$1,716,435	\$108,593	\$1,825,028	\$72,554,174	2.37%	0.15%	2.52%
2010	\$1,134,966	\$338,531	\$1,473,497	\$74,450,327	1.52%	0.45%	1.98%
2011	\$1,918,189	\$343,160	\$2,261,349	\$75,487,905	2.54%	0.45%	3.00%
2012	\$630,026	\$135,484	\$765,510	\$75,016,214	0.84%	0.18%	1.02%
2013	\$1,380,138	\$101,918	\$1,482,056	\$77,581,172	1.78%	0.13%	1.91%
2014	\$1,470,329	\$173,739	\$1,644,068	\$78,565,522	1.87%	0.22%	2.09%
10 Yr % Chg	(1.89%)	(57.94%)	(14.00%)	35.61%	(27.65%)	(68.98%)	(36.58%)

* Net operating expenditures include operating expenditures and transfers to other funds.

Description:

The expenditure for operating equipment purchased from the operating budget is usually referred to as capital outlay. Capital outlays refer to equipment with an estimated useful life in excess of one year and an initial cost of a minimum of \$5,000. Capital outlay does not include capital budget expenditures for construction of capital facilities such as streets or bridges as those are classified as capital projects.

The purpose of capital outlay in the operating budget is to replace worn-out equipment or add new equipment to enhance operations on a regular basis. The level of capital outlay is a rough indicator of whether or not the City's stock of equipment is being maintained in good condition. However, this does not account for the adequacy of routine repair and maintenance. Over a number of years, the relationship between capital outlay needs and operating expenditures should remain about the same.

If the ratio is declining in the short-run (one to three years), it could mean that the City's needs have temporarily been satisfied since most equipment lasts more than one year. If the decline persists for more than three (3) years, it may indicate that capital outlays are being deferred. Such a practice can result in the use of obsolete or inefficient equipment and the creation of future unfunded liabilities.

Analysis:

Given the type, replacement schedule and replacement cost of rolling stock in the General Fund, a recommended level of replacement would be 2.6% of net operating expenditures. During FY 2006-FY 2008, FY 2010, FY 2012-FY 2014, there was significantly lower capital outlay purchased due to a variety of reasons; economic downturn, rising personnel costs associated with pension and health insurance and minimal resources available for replacements. The FY 2011 amount is above the recommended level; however, FY 2012 - FY 2014 fall below the recommended percentage. Management will need to fund capital outlay at the recommended level in the future to ensure timely replacement of rolling stock and other capital outlay items and keep repair costs low.

Sources:

- From HTE appropriation statement (report: Chart 27)

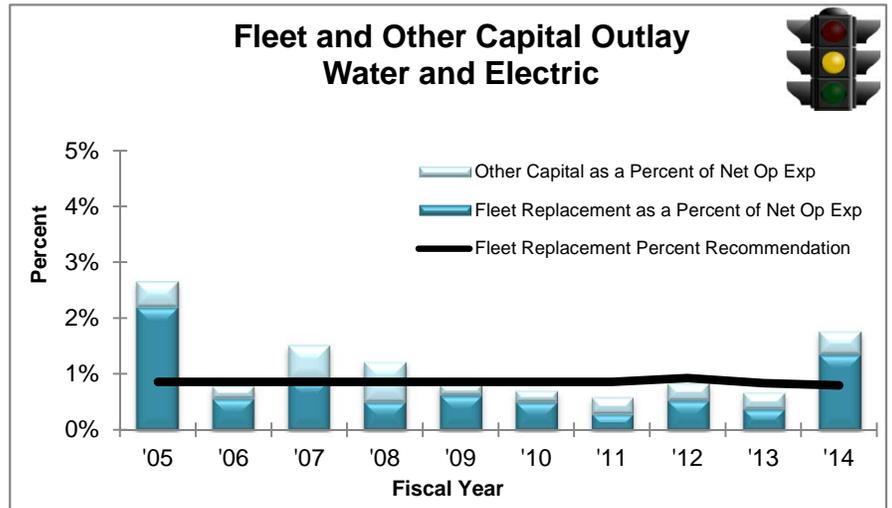
Capital Outlay: Water and Electric

Warning Trend:

A three or more year decline in capital outlay from operating funds as a percentage of net operating expenditures

Formulation:

$$\frac{\text{Capital Outlays from Operating Funds}}{\text{Net Operating Expenditures}}$$



Fiscal Year	Fleet Replacement Capital Outlay	Other Capital Outlay	Total Capital Outlays	Net Operating Expenditures *	Fleet Replacement Percent of Net Op Exp	Other Capital As a Percent of Net Op Exp	Total Capital As a Percent of Net Op Exp
2005	\$1,576,337	\$330,143	\$1,906,480	\$72,052,155	2.19%	0.46%	2.65%
2006	\$488,746	\$191,736	\$680,482	\$85,904,487	0.57%	0.22%	0.79%
2007	\$755,992	\$518,806	\$1,274,798	\$84,055,177	0.90%	0.62%	1.52%
2008	\$461,507	\$642,315	\$1,103,822	\$90,732,595	0.51%	0.71%	1.22%
2009	\$621,462	\$193,415	\$814,877	\$99,094,026	0.63%	0.20%	0.82%
2010	\$534,259	\$204,410	\$738,669	\$104,960,352	0.51%	0.19%	0.70%
2011	\$317,971	\$320,644	\$638,615	\$107,813,998	0.29%	0.30%	0.59%
2012	\$535,135	\$308,863	\$843,998	\$100,038,432	0.53%	0.31%	0.84%
2013	\$424,227	\$331,689	\$755,916	\$111,187,318	0.38%	0.30%	0.68%
2014	\$1,572,353	\$476,729	\$2,049,082	\$116,235,925	1.35%	0.41%	1.76%
10 Yr % Chg	(0.25%)	44.40%	7.48%	61.32%	(38.17%)	(10.49%)	(33.38%)

Description:

The expenditure for operating equipment purchased from the operating budget is usually referred to as capital outlay. Capital outlays refer to equipment with an estimated useful life in excess of one year and an initial cost of a minimum of \$5,000. Capital outlay does not include capital budget expenditures for construction of capital facilities such as streets or bridges as those are classified as capital projects.

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If the ratio is declining in the short-run (one to three years), it could mean that the City's needs have temporarily been satisfied since most equipment lasts more than one year. If the decline persists for more than three (3) years, it may indicate that capital outlays are being deferred. Such a practice can result in the use of obsolete or inefficient equipment and the creation of future unfunded liabilities.

Analysis:

A review of the rolling stock for the Water and Electric Utility recommends a capital outlay amount of approximately 0.80% of net operating expenditures. Given this recommendation, the past five out of six years has fallen below this level; therefore, close monitoring of this indicator is warranted.

Sources:

- From HTE appropriation statement (report: Chart 27)

Capital Outlay:

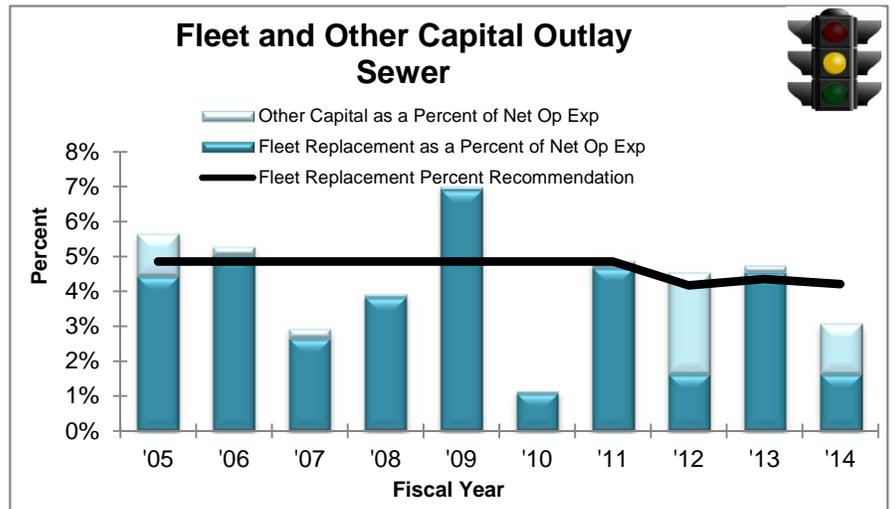
Sewer

Warning Trend:

A three or more year decline in capital outlay from operating funds as a percentage of net operating expenditures

Formulation:

$$\frac{\text{Capital Outlays from Operating Funds}}{\text{Net Operating Expenditures}}$$



Fiscal Year	Fleet Replacement Capital Outlay	Other Capital Outlay	Total Capital Outlays	Net Operating Expenditures	Fleet Replacement Percent of Net Op Exp	Other Capital As a Percent of Net Op Exp	Total Capital As a Percent of Net Op Exp
2005	\$254,849	\$69,556	\$324,405	\$5,750,876	4.43%	1.21%	5.64%
2006	\$312,761	\$14,996	\$327,757	\$6,221,458	5.03%	0.24%	5.27%
2007	\$169,374	\$17,834	\$187,208	\$6,395,635	2.65%	0.28%	2.93%
2008	\$253,269	\$5,148	\$258,417	\$6,596,832	3.84%	0.08%	3.92%
2009	\$528,103	\$5,006	\$533,109	\$7,637,179	6.91%	0.07%	6.98%
2010	\$83,085	\$5,050	\$88,135	\$7,576,703	1.10%	0.07%	1.16%
2011	\$366,974	\$14,264	\$381,238	\$7,850,327	4.67%	0.18%	4.86%
2012	\$149,046	\$266,344	\$415,390	\$9,145,955	1.63%	2.91%	4.54%
2013	\$396,908	\$17,000	\$413,908	\$8,750,941	4.54%	0.19%	4.73%
2014	\$147,832	\$131,978	\$279,810	\$9,069,426	1.63%	1.46%	3.09%
10 Yr % Chg	(41.99%)	89.74%	(13.75%)	57.71%	(63.22%)	20.32%	(45.31%)

Description:

The expenditure for operating equipment purchased from the operating budget is usually referred to as capital outlay. Capital outlays refer to equipment with an estimated useful life in excess of one year and an initial cost of a minimum of \$5,000. Capital outlay does not include capital budget expenditures for construction of capital facilities such as streets or bridges as those are classified as capital projects.

The purpose of capital outlay in the operating budget is to replace worn-out equipment or add new equipment to enhance operations on a regular basis. The level of capital outlay is a rough indicator of whether or not the City's stock of equipment is being maintained in good condition. However, this does not account for the adequacy of routine repair and maintenance. Over a number of years, the relationship between capital outlay needs and operating expenditures should remain about the same.

If the ratio is declining in the short-run (one to three years), it could mean that the City's needs have temporarily been satisfied since most equipment lasts more than one year. If the decline persists for more than three (3) years, it may indicate that capital outlays are being deferred. Such a practice can result in the use of obsolete or inefficient equipment and the creation of future unfunded liabilities.

Analysis:

A review of the rolling stock for this utility suggests an annual capital outlay of 4.20% of net operating expenditures as a recommended level. There were five years of the past ten where that level occurred. In FY 2010, the amount was significantly less, but the percent was increased to the recommended level in FY 2011-FY 2013. FY 2014 decreased significantly due to fewer fleet and other capital outlay requests. Management will need to closely monitor this indicator in the future to ensure proper funding for capital outlay.

Sources:

- From HTE appropriation statement (report: Chart 27)

Capital Outlay:

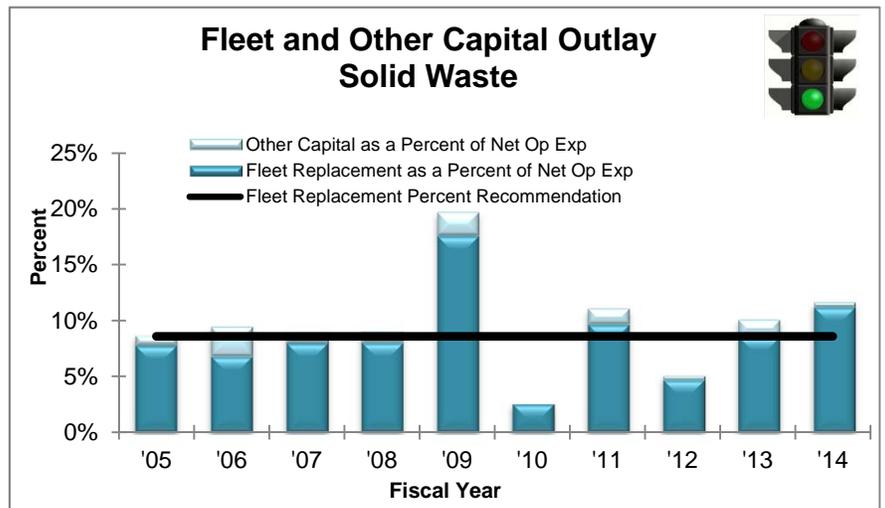
Solid Waste

Warning Trend:

A three or more year decline in capital outlay from operating funds as a percentage of net operating expenditures

Formulation:

$$\frac{\text{Capital Outlays from Operating Funds}}{\text{Net Operating Expenditures}}$$



Fiscal Year	Fleet Replacement Capital Outlay	Other Capital Outlay	Total Capital Outlays	Net Operating Expenditures	Fleet Replacement Percent of Net Op Exp	Other Capital As a Percent of Net Op Exp	Total Capital As a Percent of Net Op Exp
2005	\$750,780	\$85,631	\$836,411	\$9,651,527	7.78%	0.89%	8.67%
2006	\$628,324	\$244,835	\$873,159	\$9,239,850	6.80%	2.65%	9.45%
2007	\$869,214	\$105,601	\$974,815	\$10,876,844	7.99%	0.97%	8.96%
2008	\$983,754	\$120,661	\$1,104,415	\$12,256,137	8.03%	0.98%	9.01%
2009	\$2,029,731	\$243,210	\$2,272,941	\$11,559,295	17.56%	2.10%	19.66%
2010	\$307,274	\$0	\$307,274	\$12,023,130	2.56%	0.00%	2.56%
2011	\$1,182,812	\$173,056	\$1,355,868	\$12,242,184	9.66%	1.41%	11.08%
2012	\$630,421	\$46,314	\$676,735	\$13,328,126	4.73%	0.35%	5.08%
2013	\$1,137,553	\$200,635	\$1,338,188	\$13,258,348	8.58%	1.51%	10.09%
2014	\$1,492,594	\$57,909	\$1,550,503	\$13,330,328	11.20%	0.43%	11.63%
10 Yr % Chg	98.81%	(32.37%)	85.38%	38.12%	43.94%	(51.04%)	34.22%

Description:

The expenditure for operating equipment purchased from the operating budget is usually referred to as capital outlay. Capital outlays refer to equipment with an estimated useful life in excess of one year and an initial cost of a minimum of \$5,000. Capital outlay does not include capital budget expenditures for construction of capital facilities such as streets or bridges as those are classified as capital projects.

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Analysis:

Minimal capital outlay was approved in FY 2010 due to the cost of implementing and opening the bioreactor cell 5. The FY 2012 level was significantly below the recommended level. The City will need to closely monitor this indicator in the future to ensure proper funding.

Sources:

- From HTE appropriation statement (report: Chart 27)

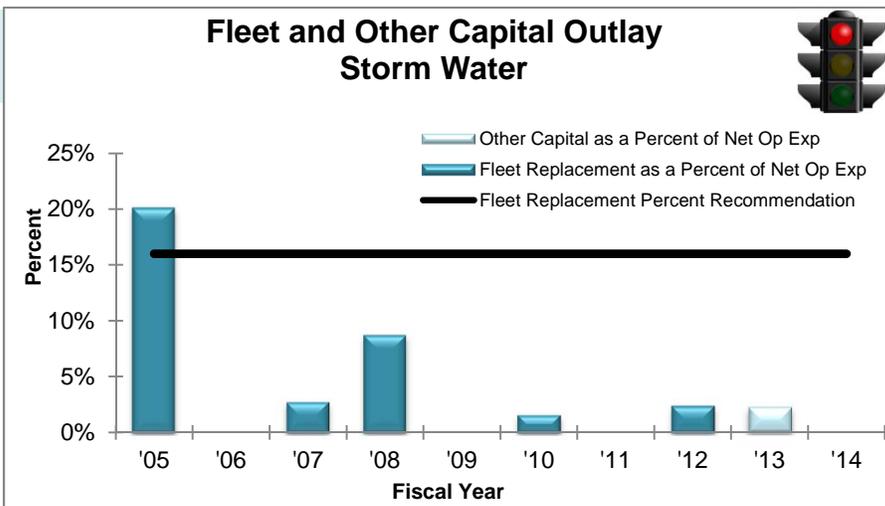
**Capital Outlay:
Storm Water**

Warning Trend:

A three or more year decline in capital outlay from operating funds as a percentage of net operating expenditures

Formulation:

$$\frac{\text{Capital Outlays from Operating Funds}}{\text{Net Operating Expenditures}}$$



Fiscal Year	Fleet Replacement Capital Outlay	Other Capital Outlay	Total Capital Outlays	Net Operating Expenditures	Fleet Replacement Percent of Net Op Exp	Other Capital As a Percent of Net Op Exp	Total Capital As a Percent of Net Op Exp
2005	\$191,475	\$0	\$191,475	\$954,467	20.06%	0.00%	20.06%
2006	\$0	\$0	\$0	\$949,610	0.00%	0.00%	0.00%
2007	\$29,140	\$0	\$29,140	\$1,042,345	2.80%	0.00%	2.80%
2008	\$97,758	\$0	\$97,758	\$1,118,851	8.74%	0.00%	8.74%
2009	\$0	\$0	\$0	\$1,223,135	0.00%	0.00%	0.00%
2010	\$12,967	\$0	\$12,967	\$804,404	1.61%	0.00%	1.61%
2011	\$0	\$0	\$0	\$751,566	0.00%	0.00%	0.00%
2012	\$18,144	\$0	\$18,144	\$742,058	2.45%	0.00%	2.45%
2013	\$0	\$17,000	\$17,000	\$770,140	0.00%	2.21%	2.21%
2014	\$0	\$0	\$0	\$842,926	0.00%	0.00%	0.00%
10 Yr % Chg	(100.00%)		(100.00%)	(11.69%)	(100.00%)		(100.00%)

Description:

The expenditure for operating equipment purchased from the operating budget is usually referred to as capital outlay. Capital outlays refer to equipment with an estimated useful life in excess of one year and an initial cost of a minimum of \$5,000. Capital outlay does not include capital budget expenditures for construction of capital facilities such as streets or bridges as those are classified as capital projects.

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Analysis:

The utility is not generating enough revenues to ensure the timely replacement of its capital items. Management will need to closely monitor this trend and look for ways to increase revenues for this utility.

Sources:

- From HTE appropriation statement (report: Chart 27)

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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
- Personal Income Per Capita
- Poverty Households
- Crime Rate: Clearance Rates and Violent Crimes vs. National Rate
- Employment Base
- Business Activity: Retail Sales and Business Licenses

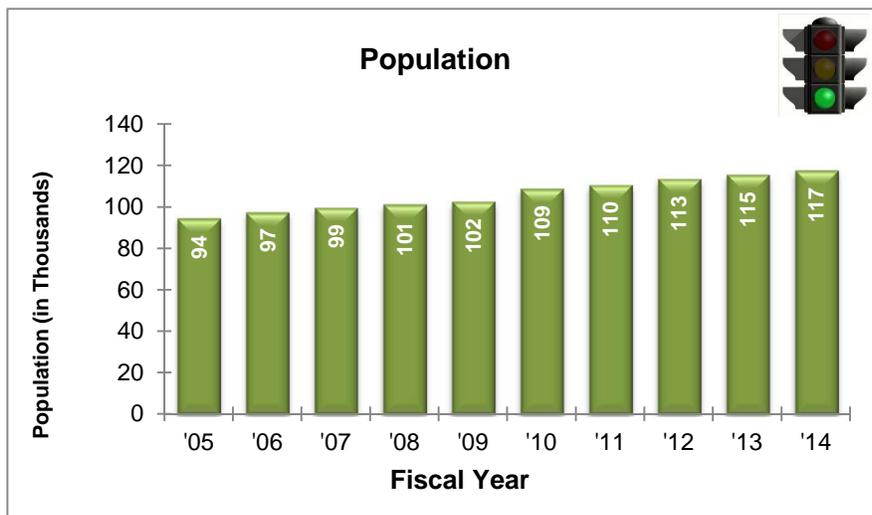
Population

Warning Trend:

A decreasing rate of growth or a sudden increase in population

Formulation:

Population



Fiscal Year	Estimated Population	Growth Rate
2005	94,211	2.72%
2006	97,202	3.17%
2007	99,405	2.27%
2008	100,976	1.58%
2009	102,324	1.33%
2010	108,500	6.04%
2011	110,438	1.79%
2012	113,230	2.53%
2013	115,276	1.81%
2014	117,364	1.81%
<i>10 Yr % Chg</i>		24.58%

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
- GIS department, City of Columbia
- website - <http://factfinder.census.gov> (using Columbia Missouri)

Population Density

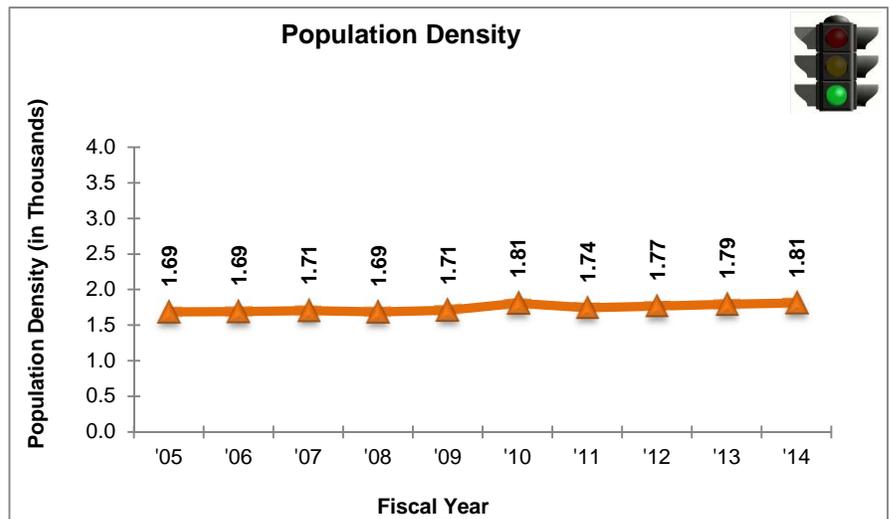
Warning Trend:

Decreasing population density

Formulation:

Population

 Jurisdiction area in square miles



Fiscal Year	Estimated Population	Square Miles	Population Density
2005	94,211	55.87	1,686
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
<i>10 Yr % Chg</i>	<i>24.58%</i>	<i>15.88%</i>	<i>7.51%</i>

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

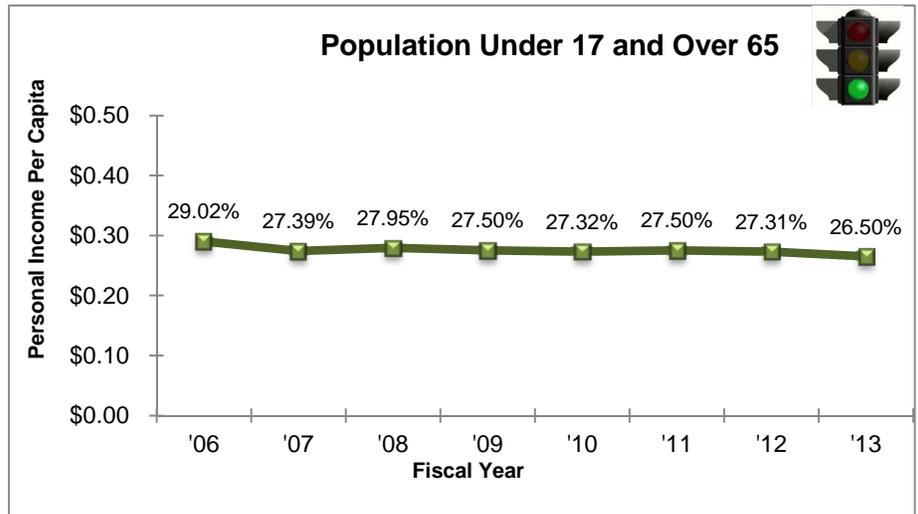
**Population:
Over 65 and under 17**

Warning Trend:

Increasing percentage of population under 17 or over 65

Formulation:

$$\frac{\text{Population under 17 or over 65}}{\text{Population}}$$



Fiscal Year	Total			Total Population	Population under 17	Population over 65
	Percent of Population under 17	Percent of Population over 65	Percent of Population <17 or >65			
2005	19.36%	8.68%	28.04%	94,211	18,239	8,178
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	N/A*	N/A*	0.00%	117,364	N/A*	N/A*
				18.59%	2.26%	20.86%

* FY 2014 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 need more services than the average individual.

Analysis:

Information is available for FY 2005 to FY 2013. During this period, there has been no significant increase in these age groups. Therefore, there are no warning trends associated with this indicator.

Sources:

- U.S. Census Bureau and the GIS Department, City of Columbia
- website - <http://factfinder.census.gov> (using Columbia Missouri)

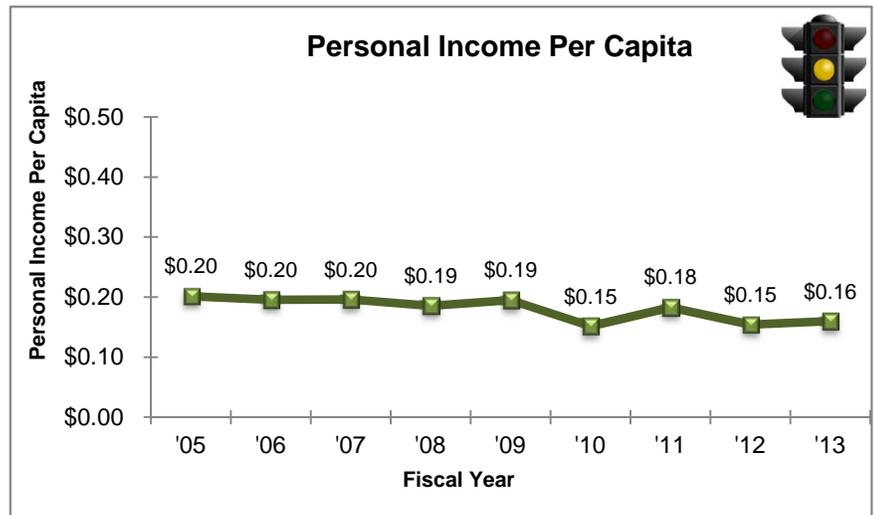
Personal Income Per Capita

Warning Trend:

Decline in the level, or growth rate of personal income per capita (Constant Dollars)

Formulation:

$$\frac{\text{Median income (constant dollars)}}{\text{Population}}$$



Fiscal Year	Median Household Income	Consumer Price Index	Personal Income in Constant Dollars	Population	Personal Income Per capita (constant dollars)
2005	\$37,051	195.30	\$18,971	94,211	\$0.20
2006	\$38,260	201.60	\$18,978	97,202	\$0.20
2007	\$40,347	207.30	\$19,463	99,405	\$0.20
2008	\$40,326	215.30	\$18,730	100,976	\$0.19
2009	\$42,800	214.54	\$19,950	102,324	\$0.19
2010	\$35,793	218.06	\$16,415	108,500	\$0.15
2011	\$45,427	224.94	\$20,195	110,438	\$0.18
2012	\$40,118	229.59	\$17,474	113,230	\$0.15
2013	\$42,898	232.96	\$18,414	115,276	\$0.16
2014	N/A*	236.74	N/A*	117,364	N/A*
<i>10 Yr % Chg</i>		<i>21.22%</i>		<i>24.58%</i>	

* FY 2014 estimates not available at the time of printing

Description:

Personal income per capita is one measure of a community's ability to pay taxes: the higher the per capita income the more property tax and sales tax can be generated by the community. If income is more evenly distributed a higher per capita income will usually mean less dependency on governmental services such as transportation, recreation, and welfare. Credit rating firms use per capita income as an important measure of a local government's ability to pay on debt.

Analysis:

Personal income per capita has decreased 20% over the past nine years. The significant decrease in FY 2010 is a result of the higher unemployment rate due to the economic downturn which began in FY 2009. FY 2013 does show some improvement but it is still much lower than the FY 2005 amount. This indicator should be monitored closely in the future.

Sources:

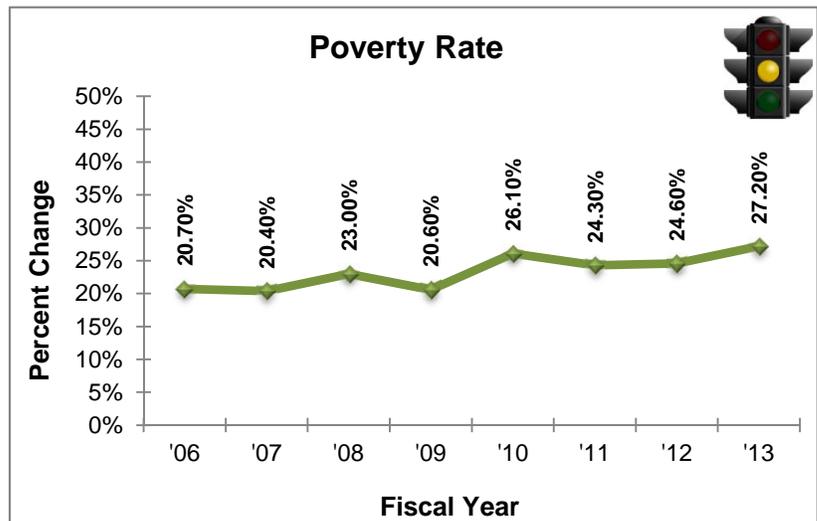
- Monthly Labor Review" (CPI)
- US Census Bureau - ACS and ACS - 1 estimates
- GIS Department, City of Columbia

Poverty Rate

Warning Trend:

Increasing poverty rate

Formulation: Poverty Rate



Fiscal Year	Poverty Rate
2005	20.30%
2006	20.70%
2007	20.40%
2008	23.00%
2009	20.60%
2010	26.10%
2011	24.30%
2012	24.60%
2013	27.20%
2014	N/A*

* FY 2014 estimates not available at the time of printing

10 Yr % Chg

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 2005 to FY 2013. During this time the poverty rate has had an overall increase of 34%. This is a warning trend that will need to be closely monitored as the increase in poverty rate can create more demand for city services with no income to pay for those services.

Sources:

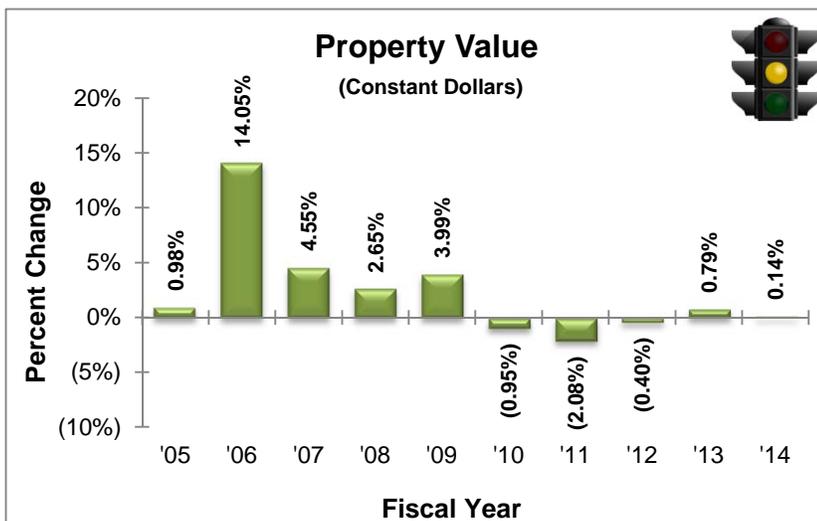
- US Census Bureau
- GIS Department, City of Columbia

Property Value

Warning Trend:

Declining or negative growth in market value of residential, commercial and industrial property

Formulation:

$$\frac{\text{Change in Property Value (Constant Dollars)}}{\text{Property Value Prior Year (Constant Dollars)}}$$


Fiscal Year	Total Market Value Of Property	Consumer Price Index	Property Value In Constant Dollars	Percentage Change In Property Value (Constant Dollars)
2005	\$4,853,192,612	195.30	\$2,484,993,657	0.98%
2006	\$5,713,406,342	201.60	\$2,834,030,924	14.05%
2007	\$6,141,975,733	207.30	\$2,962,844,058	4.55%
2008	\$6,548,424,667	215.30	\$3,041,492,532	2.65%
2009	\$6,785,163,254	214.54	\$3,162,700,725	3.99%
2010	\$6,830,813,429	218.06	\$3,132,595,952	(0.95%)
2011	\$6,899,642,329	224.94	\$3,067,339,292	(2.08%)
2012	\$7,013,851,058	229.59	\$3,054,946,234	(0.40%)
2013	\$7,172,767,546	232.96	\$3,078,969,585	0.79%
2014	\$7,299,460,971	236.74	\$3,083,323,887	0.14%
<i>10 Yr % Chg</i>	<i>50.41%</i>	<i>21.22%</i>	<i>24.08%</i>	<i>(85.57%)</i>

Description:

Property value is important to cities who rely heavily on the property tax as a substantial portion of their revenue. If a city does not lower or increase its tax rate, then the higher the aggregate property value, the greater the revenues produced. Cities experiencing population and economic growth will likely see a growth in property values -- at least in the short run. This is because in the short run the supply of housing is fixed, and the increase in demand due to growth will force prices up. The reverse tends to be true for declining areas.

The extent to which declining property value (constant dollars) affects city revenues depends on the City's reliance on the property tax.

Analysis:

In calendar year 2005 there was a general reassessment of all properties. When major reassessments occur, the growth in subsequent years will generally be much smaller. The City continues to experience growth in both commercial and residential areas. While the market value of property increased in FY 2010 thru FY 2014 the adjustment for inflation caused the property value in constant dollars to decrease.

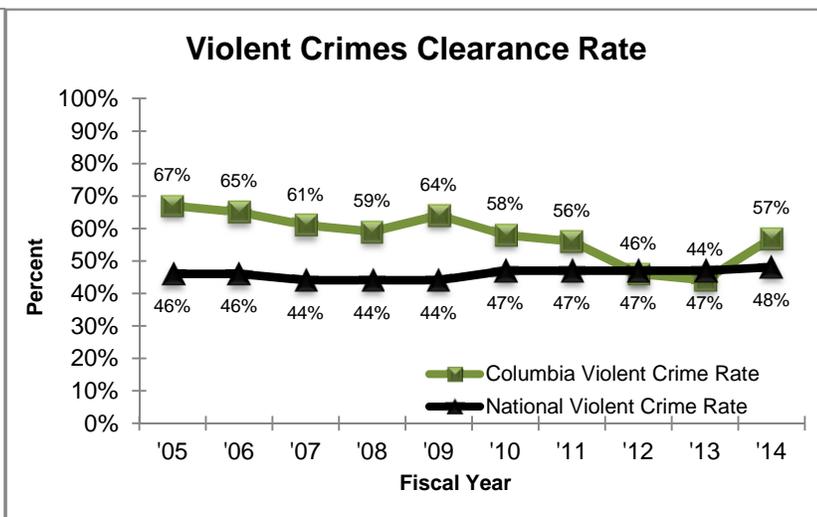
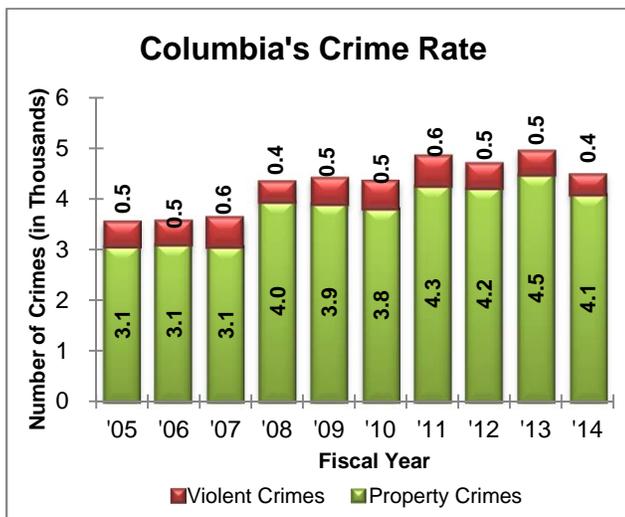
Although the growth fluctuates significantly over time, it is of little consequence to the City as it does not rely on property tax revenues as a major source for financing its general government operations. This source makes up approximately 9% of general fund revenue sources. The general property tax 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. The general property tax rate is just slightly below the levy allowed.

The City will continue to closely monitor this revenue source.

Sources:

- Columbia 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.

Crime Rate



	Fiscal Year	Number of Violent Crimes	Number of Property Crimes	Total Number of Crimes	Columbia's Violent Crimes Clearance Rate	National Violent Crimes Clearance Rate
Warning Trend: Increasing crime rate	2005	478	3,067	3,545	67.0%	46.0%
	2006	459	3,105	3,564	65.0%	46.0%
	2007	567	3,063	3,630	61.0%	44.0%
	2008	387	3,951	4,338	59.0%	44.0%
Formulation: Crime rate	2009	501	3,906	4,407	64.0%	44.0%
	2010	530	3,816	4,346	58.0%	47.0%
	2011	583	4,263	4,846	56.0%	47.0%
	2012	476	4,221	4,697	46.0%	47.0%
	2013	457	4,482	4,939	44.0%	47.0%
	2014	385	4,092	4,477	57.0%	48.1%
	<i>10 Yr % Chg</i>		<i>(19.46%)</i>	<i>33.42%</i>	<i>26.29%</i>	<i>(14.93%)</i>

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.

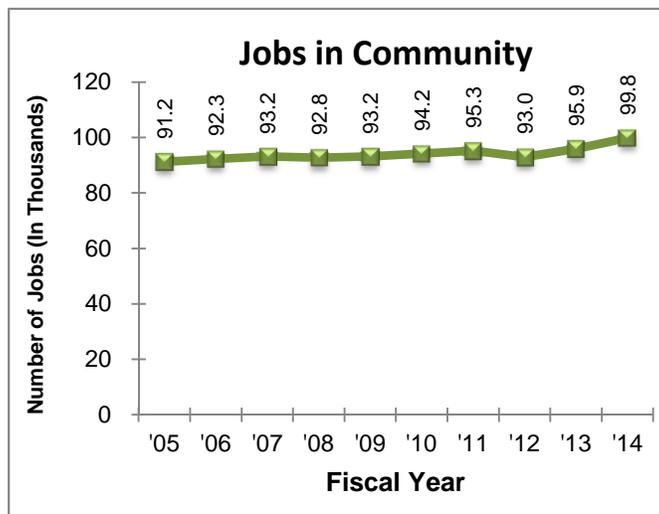
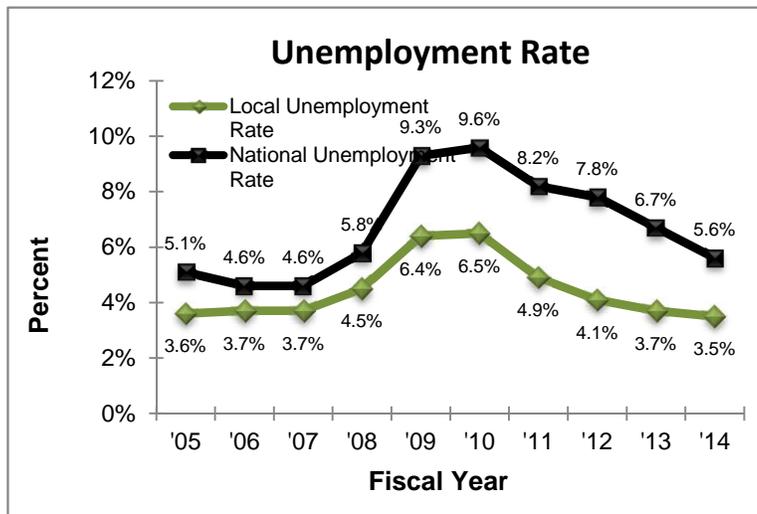
Analysis:

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 25%, the number of square miles has increased 16%, and the number of sworn officers has increased 20%. 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
2005	3.6%	5.1%	91,210
2006	3.7%	4.6%	92,316
2007	3.7%	4.6%	93,159
2008	4.5%	5.8%	92,777
2009	6.4%	9.3%	93,236
2010	6.5%	9.6%	94,216
2011	4.9%	8.2%	95,300
2012	4.1%	7.8%	93,000
2013	3.7%	6.7%	95,900
2014	3.5%	5.6%	99,829
<i>10 Yr % Chg</i>	<i>(2.78%)</i>	<i>9.80%</i>	<i>9.45%</i>

* All figures have been restated to reflect annual amounts for each year reported by the Bureau of Labor

FY 2013 figures reflective of June 2014 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.

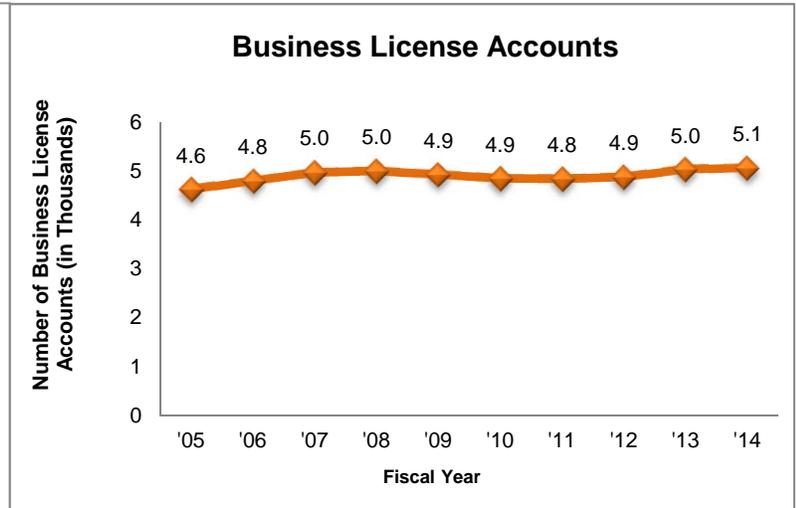
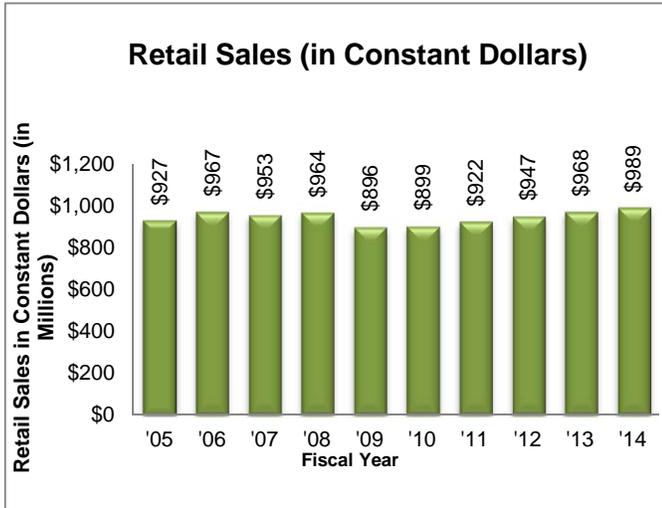
Analysis:

The current economic factors have had an impact on the economy in Columbia. Although the unemployment base has been sufficiently diverse to cushion against temporary economic downfalls in any particular sector, most employment fluctuations have been associated with national manufacturing firms located in Columbia. Such jobs comprise 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. The number of civilian jobs have increased 9% during this period.

Sources:

- Missouri Division of Employment Security (November Preliminary Report)
- Website - <http://stats.bls.gov/news.release/laus.nws.htm> - Obtained in the month of December
- Website - http://www.bls.gov/eag/eag.mo_columbia_msa.htm

Business Activity: Retail Sales and Business Licenses



	Fiscal Year	Estimated Retail Sales	Retail Sales Growth	Consumer Price Index	Retail Sales In Constant Dollars	Business License Accounts
Warning Trend: Decline in business activity as measured by retail sales (Constant Dollars) or a reduction in the number of business licenses	2005	\$1,811,119,300	6.16%	195.30	\$927,352,432	4,627
	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
	<i>10 Yr % Chg</i>	<i>29.33%</i>	<i>(37.30%)</i>	<i>21.22%</i>	<i>6.69%</i>	<i>9.60%</i>

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 29.33% and retail sales in constant dollars have increased 6.69% over the ten year period. Sales tax figures continue to be closely monitored on a monthly basis. Retail sales were extremely sluggish from FY 2009 through FY 2010. The city experienced what appears to be a slight increase in sales in the local economy for FY 2011 through FY 2014, however, City staff continue to be cautious with estimates and actual expenditures while monitoring this activity.

The number of business license accounts has increased by 9.60% for the period shown although there has been a slight decline between FY 2009 and FY 2011. An increase has occurred in FY 2012 through FY 2014. This increase is the result of additional light manufacturing facilities locating in Columbia, growth in locally owned businesses and small retail shops. The total number of home occupations licensed in FY 2013 was 957 compared to the total number of home occupations in FY 2014 which is 874. This is a decrease of 9% 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