

# City of Columbia Officials

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## City Manager

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## Director of Finance

Lori B. Fleming

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*City of Columbia  
Columbia, Missouri*

# City of Columbia

## Department of Finance

### Director of Finance

Lori B. Fleming

### Comptroller

Ron Barrett

### Treasurer

Bette Wordelman

### Budget Officer

Laura Peveler

### Accountants

Janet Frazier  
Julie Hickey  
Marcia Machens  
Jane Moulder  
Diane Walls

### Risk Manager

Sarah Perry

### Financial Analyst

Kim Chick

### Business Services Administrator

Janice Finley

### Utility Accounts & Billing Supervisor

Patricia Bollman

### Purchasing Agent

Tony St. Romaine



*City of Columbia  
Columbia, Missouri*

## TRANSMITTAL LETTER

March 15, 2005

Mr. Raymond A. Beck  
City Manager  
City of Columbia  
Columbia, Missouri 65201

This manual is divided into three sections: General Government Section, Enterprise and Internal Service Section, and Financial Trends Section. This manual provides financial information for the ten year period of FY 1995 - FY 2004.

### **General Government Section (Pages 1 – 120)**

The City's General Fund revenue estimates have consistently been within a 3-5% tolerance range of actual revenues. The FY 2004 Actual Revenues were 3.57% over FY 2004 Budgeted Revenues and 1.58% over Estimated FY 2004 Revenues. The FY 2004 Actual Expenditures were (7.61%) under FY 2004 Budgeted Expenditures and (4.17%) under Estimated FY 2004 Expenditures.

There is a graphic overview on page 3 which illustrates the General Fund revenues, expenditures, and unreserved fund balance. During the past ten years the General Fund balance has steadily risen which reflects a positive financial turnaround from the late 90's.. The slight increase in fund balance for FY 2004 is a result of a consistently tighter budget policy. The General Fund balance is well above the 16% of expenditure levels required by Council Policy.

Also included in this section are certain Special Revenues and Trust Funds for the readers' information.

### **Enterprise and Internal Service Funds Section (Pages 121 – 228)**

The Enterprise Funds consist of nine funds: Water and Electric Utility Fund, Sanitary Sewer Utility Fund, Regional Airport Fund, Public Transportation Fund, Solid Waste Utility Fund, Parking Facilities Fund, Recreation Services Fund, Railroad Fund, and Storm Water Utility Fund. The financial condition of the Enterprise Funds taken as a whole is good. The City annually reviews subsidy levels to consider possible rate increases for certain Enterprise funds where appropriate in the next fiscal year.

Certain Enterprise Funds received subsidies and transfers totaling \$6,405,572 from the General Government. Subsidies and transfers for FY 2004 from the General Fund included \$1,520,000 for Recreation Services Fund and \$173,200 for Parking Fund. Subsidies from the Transportation Sales Tax Fund include \$633,465 into the Airport Fund and \$1,600,000 into the Transportation Fund. The Railroad Fund received a \$50,000 subsidy from the Water and Electric Utility Fund. Recreation Services received \$541,000 from the Parks Sales Tax Fund and a large transfer from 99 ¼ Cent Sales Tax in the amount of \$2,478,907 for capital projects defined in the ballot issue.

Internal Service Funds consist of seven funds: Custodial and Maintenance Services Fund; Utility Customer Services Fund; Information Services Fund; Public Communications Fund; Fleet Operations Fund; Employee Benefit Fund; and Self Insurance Reserve Fund. There are no General Government subsidies to Internal Service Funds.

Included in this section are summary and individual graphic overview for all Enterprise and Internal Service Funds. These charts indicate Operating Revenues, Operating Expenses, Operating Income, Net Income (Loss), Net Working Capital, Subsidies, and Retained Earnings for the past ten years.

The International City Management Association (ICMA), under a grant from the National Science Foundation, developed a comprehensive financial trend monitoring system. During FY 1980, the City of Columbia received permission to use the model, and was designated one of 24 test cities under the National Science Foundation grant.

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 with a need to know. The ICMA Financial Trend Monitoring System was modified by the City's Finance Department to apply not only to governmental funds, but also to include 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, and the condition of capital plant.

### **Conclusions of the CFTMS:**

The results of the CFTMS appear favorable based upon financial trend analysis and comparisons which suggest that the "City is in excellent financial condition" as evidenced by the following summary of the major indicator categories. Even though negative trends may exist from time to time, it should be noted that no one negative trend of itself should be reason for undue alarm regarding the City's financial condition.

### **Revenues:**

During the last ten fiscal years, inflation has not eroded revenues per capita stated in constant dollars. When examining the percentage relationship of elastic tax revenues to total operating revenues and transfers of the General Fund, elastic tax revenues have had a percentage that varied from 49.16% to 52.30% during the past ten years. FY 2004 was near the low end of that range at 49.32%. As a result, at times the City's General Fund became more vulnerable to inflation due to expenditures being forced upward while some amounts of revenues were stagnating or declining. However, a recent low inflation environment has reduced this concern. Because of management's close scrutiny of revenues and expenditures, the FY 2004 actual revenues were 3.57% over FY 2004 Budgeted Revenues and 1.58% over Estimated FY 2004 Revenues. The City's revenue estimates have consistently been within a 3-5% tolerance range of actual revenues. In previous years, the City's general revenue base has nevertheless been constrained due to less reliance on property taxes, the loss of Federal Revenue Sharing and other state and federal resources. Nationally, we are seeing other economic factors that may be affecting revenues such as declining interest rates and declining growth in Sales Tax figures across the country. All revenues should be examined very carefully, and future funding strategies developed in order to effectively deal with constraints.

### **Expenditures:**

The General Fund and Enterprise Fund (utilities) activities of the City have consistently expended funds under budget each fiscal year. Fixed costs as a percent of operating expenditures and transfers have ranged from 14.83% to 21.10% for the past ten years. Again, FY 2004 was near the low end of the range with 15.24%. The City experienced a brief increase in the late 90's, however, has consistently been within the listed range. When examining actual growth for the General Fund, Enterprise Funds and Internal Service Funds, expenditures have increased on average approximately 5.07% each year during the time period. City expenditures continue to be impacted by population growth and federal mandates. Expenditures per capita have only increased slightly. Given the fact that the number of employees per capita and per household fluctuated only slightly from year to year with either slight increases or decreases, it demonstrates that employee growth has not outstripped the growth occurring in the community even though the City has continued to add programs and services. Given the possibility of certain negative trends in revenues caused by economic cycles and other factors the City should continue to monitor forecasts of revenues and expenditures.

### **Operating Position:**

When examining all trend indicators of this category, the City's overall operating position has been excellent during the last ten years, especially for most of the City's enterprise operations (utilities). The City has generally 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. In previous years the General Fund experienced negative trends causing deficits, a decline in liquidity, and an intended decline in reserves. During this time period the General Fund Balance has continued to increase reversing negative trends that occurred during the mid-80's. The fund balance, as a percent of the total operating budget, is considerably higher today than it was due to a concentrated effort by management to increase the fund balance.

**Debt Structure:**

When examining all trend indicators for this debt category, the City's debt has remained well below what would normally be considered proportionate to its 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 neither the general government nor the City's enterprise operations (utilities). The debt service coverage ratio for the City's Enterprise Funds is 2.43, the City's legal debt margin on general obligation debt is about \$232 million, and the general obligation debt per capita is well below \$1,200 per capita which would be considered a negative trend. The amount required is less than the amount available therefore making the obligation a negative amount. The City had no outstanding General Obligation Debt for fiscal year 2004.

**Unfunded Liability:**

There are no negative trends associated with this category because the City, by policy, sets up appropriate reserves for payments required in future years. The City has experienced no decreasing value of pension assets as a percent of benefits paid because the City's pension programs are funded as benefits are accrued. Therefore, future costs of benefits are not deferred to future years. In the area of accumulated employee leave, some cities have allowed sick leave, or some portion, to be accrued for pay purposes along with vacation pay. Until 1989, the City's policy had not allowed sick leave to accrue for pay purposes, therefore, no future funding problems existed. A sick leave buyback plan was created in 1989 and changed in FY 1993 requiring employees to accumulate 1,040 hours of sick leave (6 months), to be eligible. Reimbursement is 3/4 of the employee's normal hourly rate for each hour bought back up to 144 hours accrued beyond the required 1,040 hours. Accrued vacation is funded and presents no problem in future years. The average accrued vacation per employee is about 2.12 weeks.

**Condition of Capital Plant:**

The trend indicators of this category show no substantive negative trends. In the short run, some of the trends appear to be irregular, but have remained relatively constant over the last ten years. There has been no steady long-term decline in either capital outlay or maintenance effort for all City funds. The City continues to review and update capital replacement schedules.

**Community Needs and Resources:**

When examining all trend indicators for this category, the overall demographic and economic outlook for Columbia is good. Average annual unemployment is less than one-third the national average, property values for residential and commercial properties have increased, growth in the population is increasing gradually, and the level of business activity has increased in terms of new businesses and retail sales. Because sales tax is a major revenue for the general government, the City's business activity must be carefully monitored. In FY 2001 the City's total one percent sales tax reflected a growth of 8.00%, (due to the shift of 4.1% from the CIP portion to the General Fund portion) while FY 2004 experienced a growth rate of 6.09%, which is 3% higher than FY 2003. Although FY 2004 increased more than expected, the rate of growth over the past ten years listed has fluctuated causing the City to continue to closely monitor this resource.

**Conclusion:**

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

Respectfully Submitted,

Lori B. Fleming  
Director of Finance

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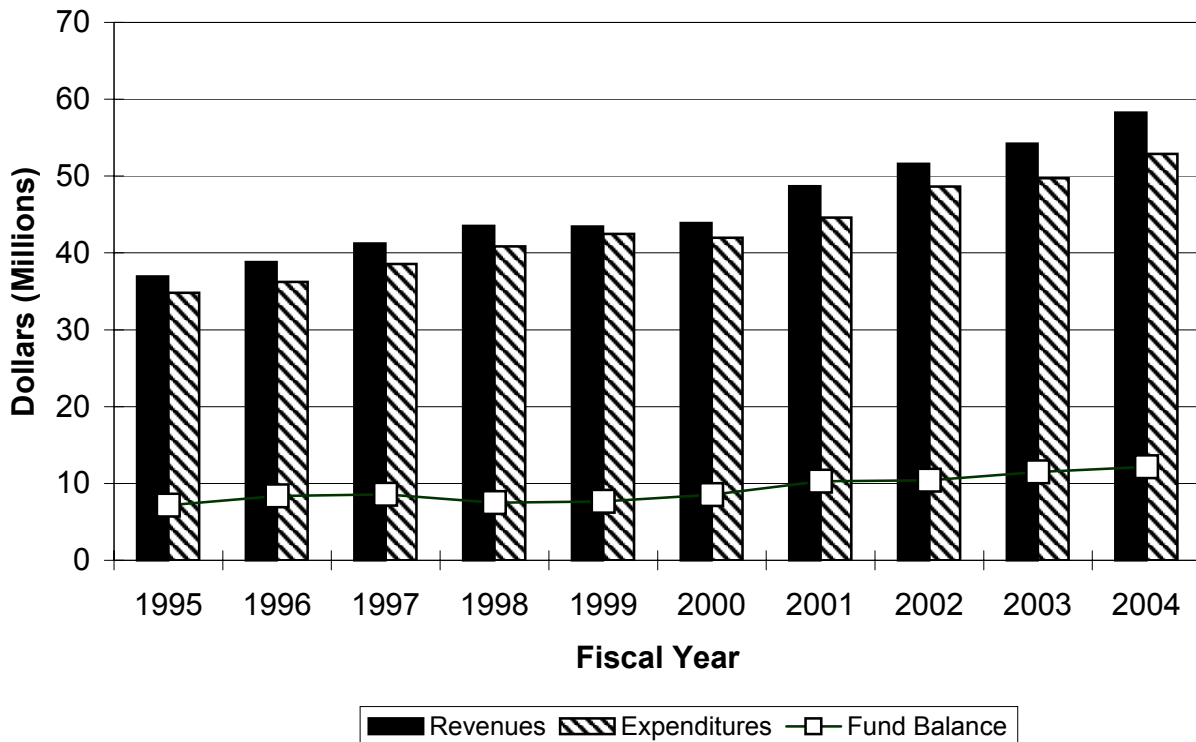
General Government  
Section  
FY 1995 - FY 2004



*City of Columbia*  
*Columbia, Missouri*

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



#### Fiscal Year Collection History:

Fiscal Year	Revenues *	Expenditures**	Unreserved, Undesignated Fund Balance ***	% Increase of Fund Balance Over Previous Year	Average Increase	
1995	\$36,945,336	\$34,831,771	\$7,151,470	7.30%	1 year	7.30%
1996	\$38,794,027	\$36,233,996	\$8,361,444	16.92%	2 year	12.11%
1997	\$41,207,631	\$38,578,207	\$8,560,657	2.38%	3 year	8.87%
1998	\$43,532,800	\$40,870,715	\$7,486,178	(12.55%)	4 year	3.51%
1999	\$43,416,652	\$42,469,418	\$7,673,988	2.51%	5 year	3.31%
2000	\$43,891,836	\$41,975,779	\$8,539,921	11.28%	6 year	4.64%
2001	\$48,665,665	\$44,601,765	\$10,274,719	20.31%	7 year	6.88%
2002	\$51,593,618	\$48,626,769	\$10,429,820	1.51%	8 year	6.21%
2003	\$54,210,002	\$49,723,710	\$11,489,854	10.16%	9 year	6.65%
2004	\$58,238,591	\$52,905,356	\$12,149,115	5.74%	10 year	6.56%

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

\*\* Expenditures & Transfers and Leases. (Encumbrances were included in FY 1995 and prior years)

\*\*\* FY 1994 - FY 1996 do not include Appropriation of Fund Balance. FY 1994 Unreserved, Undesignated Fund Balance was restated, reflecting a reserve for Prepaid Expenses.

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

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

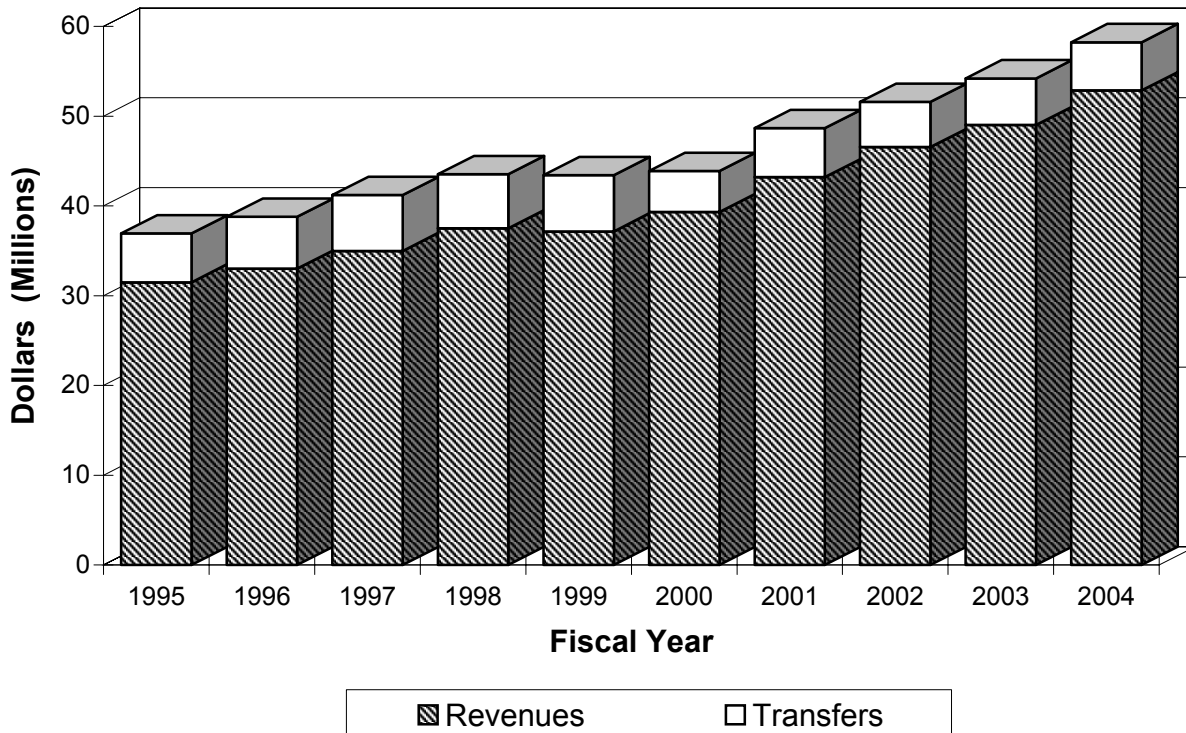
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General Fund Revenues  
Divider

FY 1995 - FY 2004

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## Total General Fund Revenues & Transfers



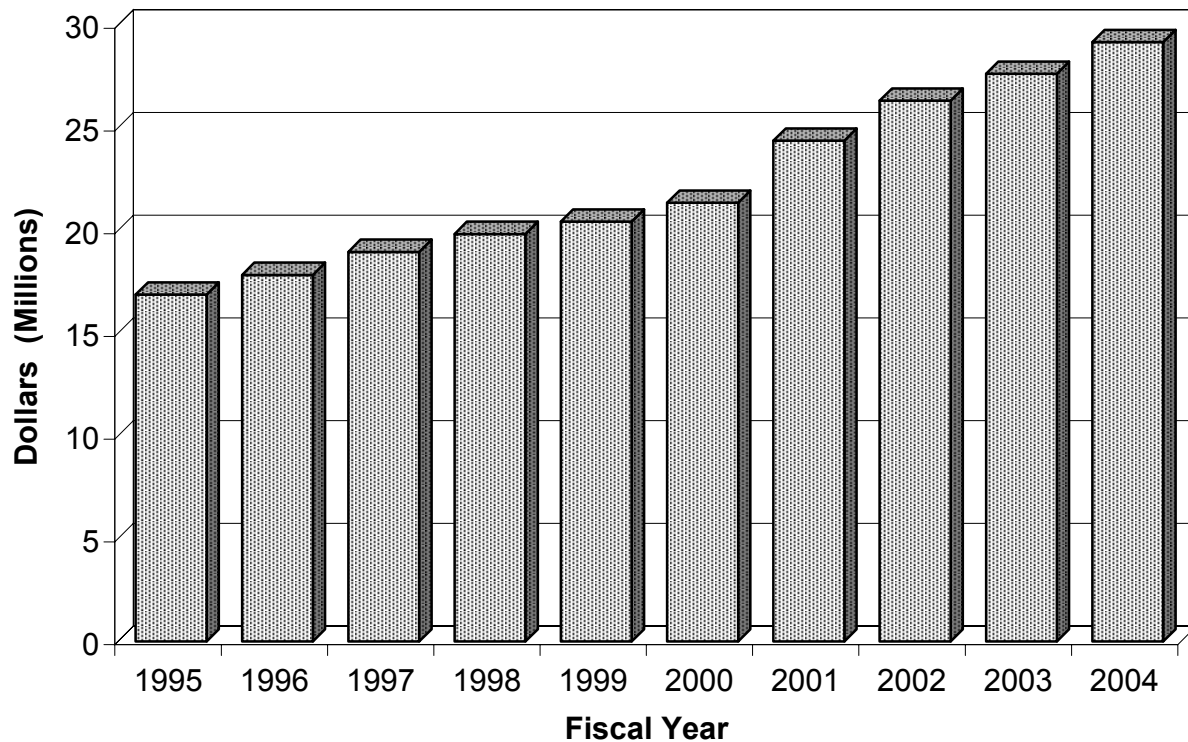
### Fiscal Year Collection History:

Fiscal Year	Revenues Before Transfers	Transfers	Total Revenues	% Increase Over Previous Year	Average Increase	
1995	\$31,498,053	\$5,447,283	\$36,945,336	7.36%	1 year	7.36%
1996	\$33,011,945	\$5,782,082	\$38,794,027	5.00%	2 year	6.18%
1997	\$34,987,693	\$6,219,938	\$41,207,631	6.22%	3 year	6.20%
1998	\$37,499,033	\$6,033,767	\$43,532,800	5.64%	4 year	6.06%
1999	\$37,171,252	\$6,245,400	\$43,416,652	(0.27%)	5 year	4.79%
2000	\$39,336,998	\$4,554,838	\$43,891,836	1.09%	6 year	4.18%
2001	\$43,219,293	\$5,446,372	\$48,665,665	10.88%	7 year	5.13%
2002	\$46,556,019	\$5,037,599	\$51,593,618	6.02%	8 year	5.24%
2003	\$49,012,432	\$5,197,570	\$54,210,002	5.07%	9 year	5.22%
<b>2004</b>	<b>\$52,880,596</b>	<b>\$5,357,995</b>	<b>\$58,238,591</b>	<b>7.43%</b>	<b>10 year</b>	<b>5.45%</b>

Source: Prior to FY 2001 Comprehensive Annual Financial Report: Exhibit B-3

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

## Summary of Taxes



### Fiscal Year Collection History:

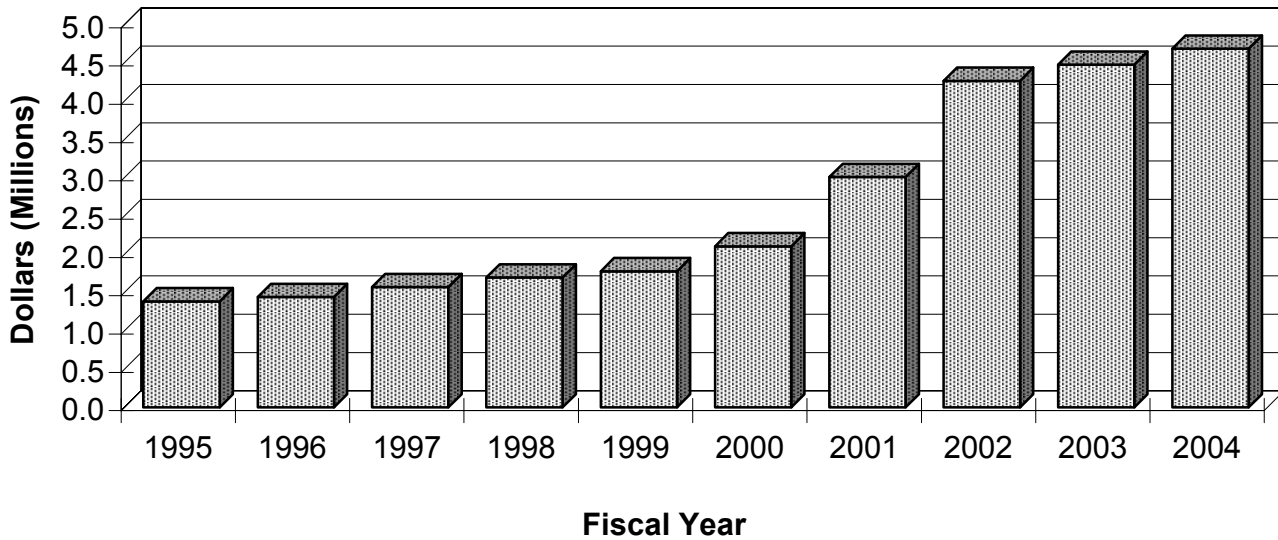
Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$16,881,786	7.38%	1 year	7.38%
1996	\$17,840,539	5.68%	2 year	6.53%
1997	\$18,961,562	6.28%	3 year	6.45%
1998	\$19,835,648	4.61%	4 year	5.99%
1999	\$20,438,923	3.04%	5 year	5.40%
2000	\$21,356,145	4.49%	6 year	5.25%
2001	\$24,378,031	14.15%	7 year	6.52%
2002	\$26,320,332	7.97%	8 year	6.70%
2003	\$27,629,422	4.97%	9 year	6.51%
<b>2004</b>	<b>\$29,170,813</b>	<b>5.58%</b>	<b>10 year</b>	<b>6.42%</b>

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

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

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

## Summary - General Property Tax Revenues



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$1,384,418	6.17%	1 year	6.17%
1996	\$1,441,622	4.13%	2 year	5.15%
1997	\$1,570,154	8.92%	3 year	6.41%
1998	\$1,695,791	8.00%	4 year	6.80%
1999	\$1,777,634	4.83%	5 year	6.41%
2000	\$2,103,145	18.31%	6 year	8.39%
2001	\$3,007,517	43.00%	7 year	13.34%
2002	\$4,263,326	41.76%	8 year	16.89%
2003	\$4,473,073	4.92%	9 year	15.56%
<b>2004</b>	<b>\$4,683,536</b>	<b>4.71%</b>	<b>10 year</b>	<b>14.47%</b>

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

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

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

In FY 2003 the 5% growth was expected since no rate increase occurred.

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

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

## REVENUE DETAIL

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

**Legal Authorization:**

City Ordinance Chapter 26 Section 2

RSMo 137.100

Current Rate - Ordinance 012714

**Responsible Department:** Finance

**Responsible Division:** Accounting

**Description:**

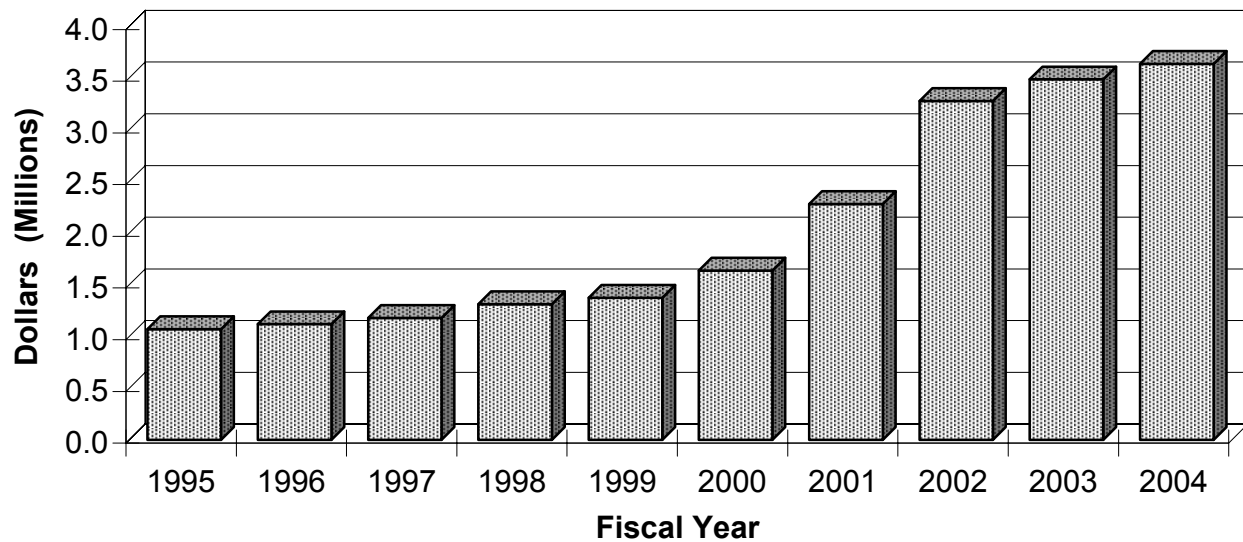
A tax is levied on real properties within Columbia for the support and improvement of the City. Listed below are the millage rates for fiscal years 1976-2002, with the current rate being 41 cents.

**General Fund:**

1976-77	\$0.80
1978-82	\$0.64
1983-85	\$0.31
1986-97	\$0.22
1998-99	\$0.20
2000	\$0.23
2001	\$0.31
2002-04	\$0.41

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

## General Property Tax Revenues - Real Property



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$1,072,198	4.10%	1 year	4.10%
1996	\$1,119,652	4.43%	2 year	4.26%
1997	\$1,179,223	5.32%	3 year	4.62%
1998	\$1,313,855	11.42%	4 year	6.32%
1999	\$1,373,934	4.57%	5 year	5.97%
2000	\$1,637,209	19.16%	6 year	8.17%
2001	\$2,280,387	39.29%	7 year	12.61%
2002	\$3,278,755	43.78%	8 year	16.51%
2003	\$3,487,343	6.36%	9 year	15.38%
<b>2004</b>	<b>\$3,636,886</b>	<b>4.29%</b>	<b>10 year</b>	<b>14.27%</b>

In FY 2003 the 6% growth was expected since no rate increase occurred.

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

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

## Revenue Detail

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

**Legal Authorization:**

City Code of Ordinances Chapter 26 Section 2  
RSMo 137.100  
Current Rate - Ordinance 012714

**Responsible Department:**

Finance

**Responsible Division:**

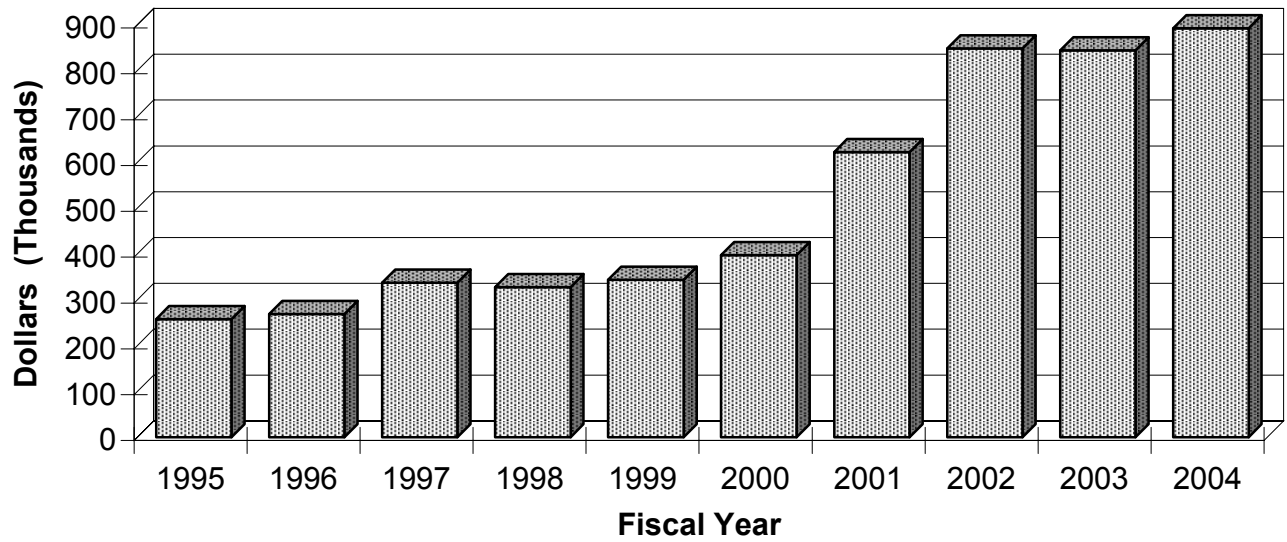
Accounting

**Description:**

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

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

## General Property Tax Revenues - Individual Personal



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$257,867	15.57%	1 year	15.57%
1996	\$269,142	4.37%	2 year	9.97%
1997	\$337,500	25.40%	3 year	15.11%
1998	\$327,755	(2.89%)	4 year	10.61%
1999	\$343,766	4.89%	5 year	9.47%
2000	\$397,536	15.64%	6 year	10.50%
2001	\$622,117	56.49%	7 year	17.07%
2002	\$848,396	36.37%	8 year	19.48%
2003	\$844,197	(0.49%)	9 year	17.26%
<b>2004</b>	<b>\$892,046</b>	<b>5.67%</b>	<b>10 year</b>	<b>16.10%</b>

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

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

## REVENUE DETAIL

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

**Legal Authorization:**

Missouri Constitution, 1945

RSMo 151.100-151.340

RSMo 153.010-153.060

**Responsible Department:**

Finance

**Responsible Division:**

Accounting

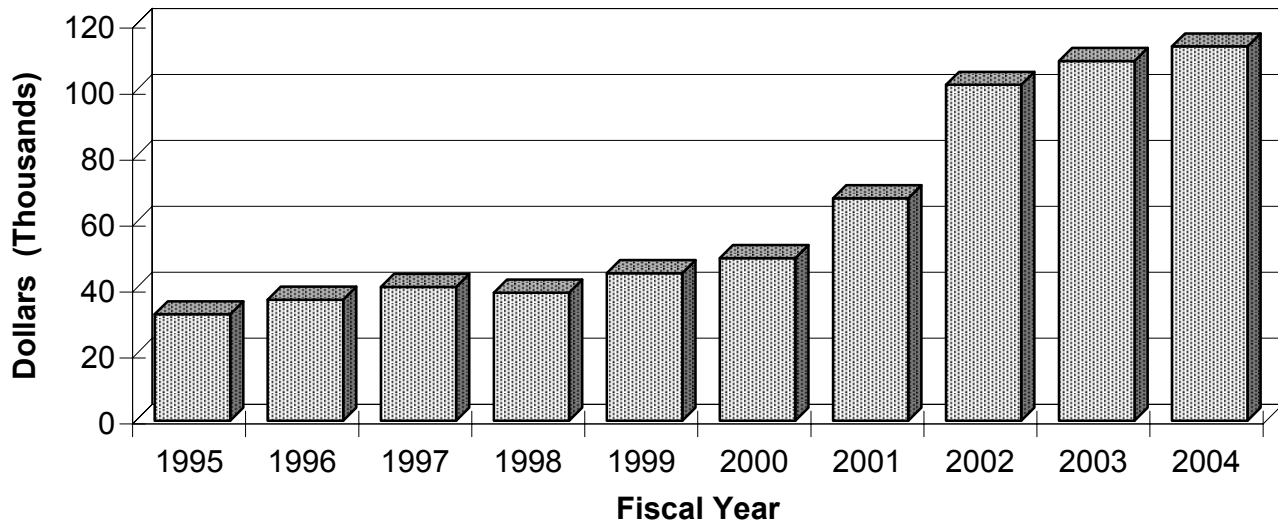
**Description:**

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

### Total City Tax Rate

Year	General Fund	Library Funds	G.O. Bond	Total City Tax Rate
1995	\$0.22	\$0.30	\$0.26	\$0.78
1996	\$0.22	\$0.30	\$0.26	\$0.78
1997	\$0.22	\$0.30	\$0.26	\$0.78
1998	\$0.20	\$0.28	\$0.21	\$0.69
1999	\$0.20	\$0.29	\$0.21	\$0.70
2000	\$0.23	\$0.65	\$0.18	\$1.06
2001	\$0.31	\$0.65	\$0.10	\$1.06
2002	\$0.41	\$0.64	\$0.00	\$1.05
2003	\$0.41	\$0.64	\$0.00	\$1.05
<b>2004</b>	<b>\$0.41</b>	<b>\$0.63</b>	<b>\$0.00</b>	<b>\$1.04</b>

## General Property Tax Revenues - Railroad & Utility



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$32,249	6.76%	1 year	6.76%
1996	\$36,631	13.59%	2 year	10.17%
1997	\$40,565	10.74%	3 year	10.36%
1998	\$38,812	(4.32%)	4 year	6.69%
1999	\$44,675	15.11%	5 year	8.37%
2000	\$49,278	10.30%	6 year	8.70%
2001	\$67,392	36.76%	7 year	12.70%
2002	\$101,837	51.11%	8 year	17.51%
2003	\$109,056	7.09%	9 year	16.35%
<b>2004</b>	<b>\$113,476</b>	<b>4.05%</b>	<b>10 year</b>	<b>15.12%</b>

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

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

## REVENUE DETAIL

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

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

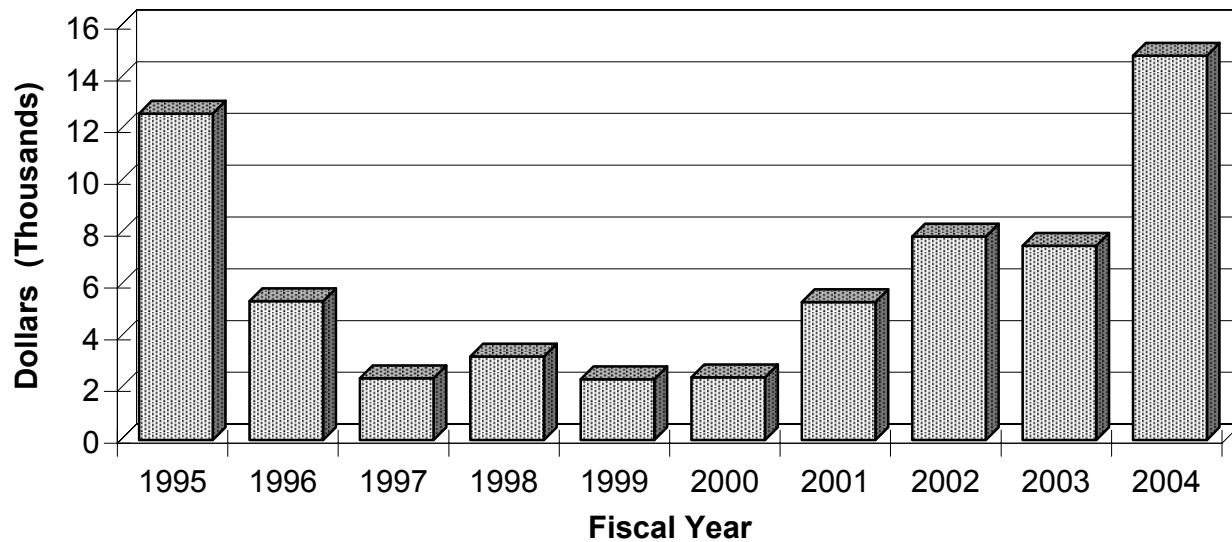
**Responsible Department:** Finance

**Responsible Division:** Accounting

### Description:

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

## General Property Tax Revenues - Financial Institutions



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$12,616	(11.97%)	1 year	(11.97%)
1996	\$5,363	(57.49%)	2 year	(34.73%)
1997	\$2,384	(55.55%)	3 year	(41.67%)
1998	\$3,232	35.57%	4 year	(22.36%)
1999	\$2,355	(27.13%)	5 year	(23.31%)
2000	\$2,426	3.01%	6 year	(18.93%)
2001	\$5,333	119.83%	7 year	0.90%
2002	\$7,867	47.52%	8 year	6.72%
2003	\$7,501	(4.65%)	9 year	5.46%
<b>2004</b>	<b>\$14,850</b>	<b>97.97%</b>	<b>10 year</b>	<b>14.71%</b>

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

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

## REVENUE DETAIL

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

**Legal Authorization:**

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

**Responsible Department:**

Finance

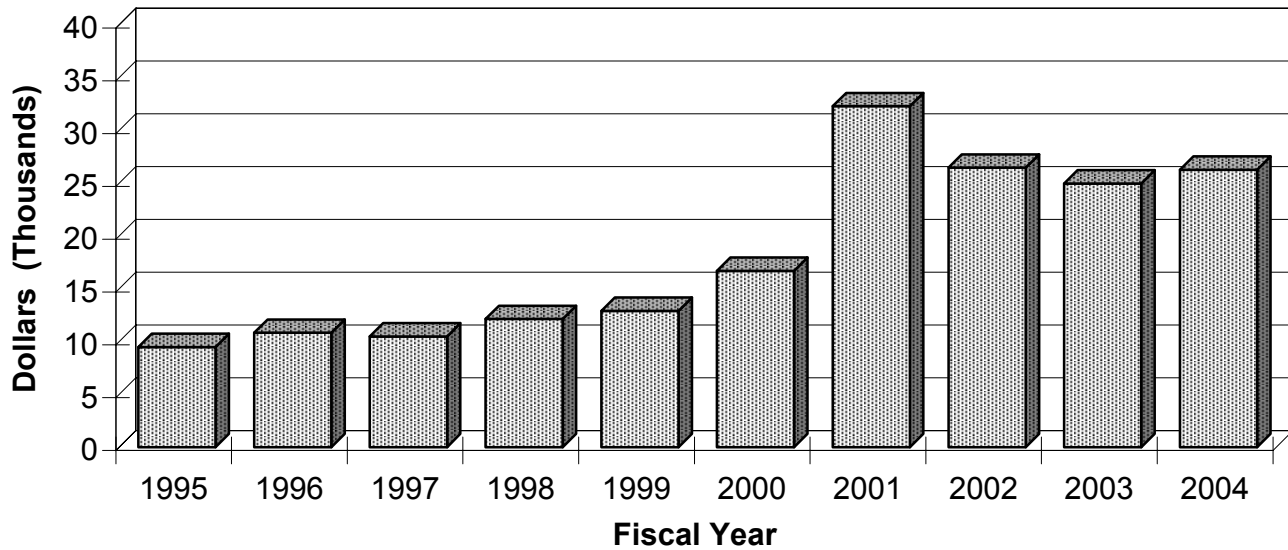
**Responsible Division:**

Accounting

**Description:**

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

## General Property Tax Revenue - Penalties & Interest



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$9,488	50.79%	1 year	50.79%
1996	\$10,834	14.19%	2 year	32.49%
1997	\$10,482	(3.25%)	3 year	20.58%
1998	\$12,137	15.79%	4 year	19.38%
1999	\$12,904	6.32%	5 year	16.77%
2000	\$16,696	29.39%	6 year	18.87%
2001	\$32,288	93.39%	7 year	29.52%
2002	\$26,471	(18.02%)	8 year	23.57%
2003	\$24,976	(5.65%)	9 year	20.33%
<b>2004</b>	<b>\$26,278</b>	<b>5.21%</b>	<b>10 year</b>	<b>18.82%</b>

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

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

## REVENUE DETAIL

**Revenue Item:** Sales Tax

**Legal Authorization:**

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

**Responsible Department:**

Finance

**Responsible Division:**

Treasury Management

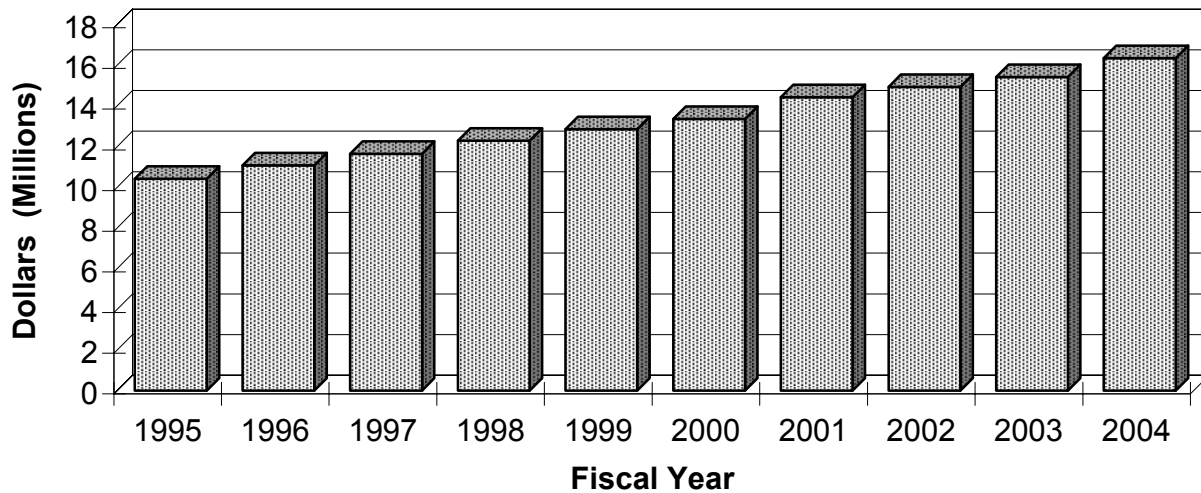
**Description:**

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

<b>Fiscal Year</b>	<b>General Fd. Portion</b>	<b>CIP Portion</b>
FY 1989	92.50%	7.50%
FY 1990 - FY 1991	86.79%	13.21%
FY 1992 - FY 2000	91.80%	8.20%
FY 2001-FY 2004	95.90%	4.10%

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

## Sales Tax Revenues - General Fund Portion



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase
1995	\$10,424,318	7.49%	1 year 7.49%
1996	\$11,085,970	6.35%	2 year 6.92%
1997	\$11,651,707	5.10%	3 year 6.31%
1998	\$12,295,422	5.52%	4 year 6.12%
1999	\$12,869,673	4.67%	5 year 5.83%
2000	\$13,373,604	3.92%	6 year 5.51%
2001	\$14,443,129	8.00%	7 year 5.86%
2002	\$14,946,467	3.48%	8 year 5.57%
2003	\$15,421,714	3.18%	9 year 5.30%
<b>2004</b>	<b>\$16,360,968</b>	<b>6.09%</b>	<b>10 year 5.38%</b>

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

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

During the past 10 years listed, Sales Tax has increased at a decreasingly slower rate. This is in part due to the general economic conditions as well as increasing amounts of internet sales. However, as a City we can not determine the actual impact of Internet sales.

FY 2004 increase was due in part from the local economy recovering from a recent economic downturn.

## Revenue Detail

**Revenue Item:** Sales Tax - Local Use

**Legal Authorization:**

Section 144.748  
RSMo Supp. 2000

**Responsible Department:**

Finance

**Responsible Division:**

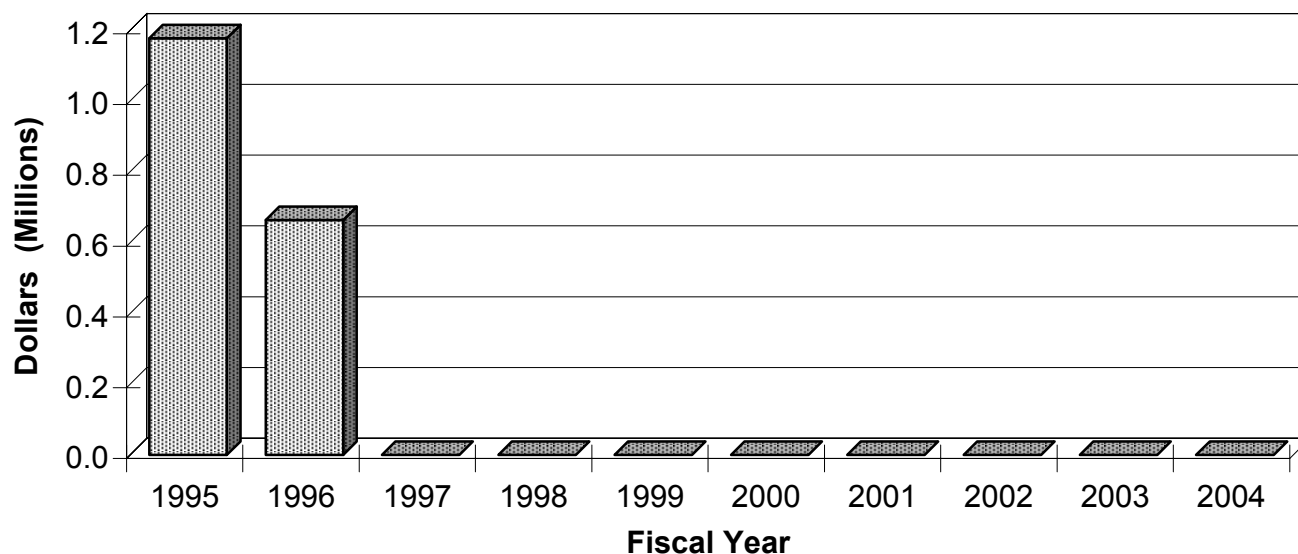
Administration-Accounting

**Description:**

Imposes an additional use tax ("Local Use Tax") of one and one-half percent (1 1/2%) on all transactions subject to tax under Sections 144.600 to 144.745. This 1.5% statewide Local Use Tax is on all sales by out-of-state vendors, including catalog and direct market sales.

On March 26, 1996, the Missouri Supreme Court ruled the Local Use Tax to be unconstitutional.

## Local Use Sales Tax Revenues



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase
1995	\$1,177,656	5.18%	1 year 5.18%
1996	\$663,960	(43.62%)	2 year (19.22%)
1997	\$0	0.00%	3 year (12.81%)
1998	\$0	0.00%	4 year (9.61%)
1999	\$0	0.00%	5 year (7.69%)
2000	\$0	0.00%	6 year (6.41%)
2001	\$0	0.00%	7 year (5.49%)
2002	\$0	0.00%	8 year (4.81%)
2003	\$0	0.00%	9 year (4.27%)
<b>2004</b>	<b>\$0</b>	<b>0.00%</b>	<b>10 year (3.84%)</b>

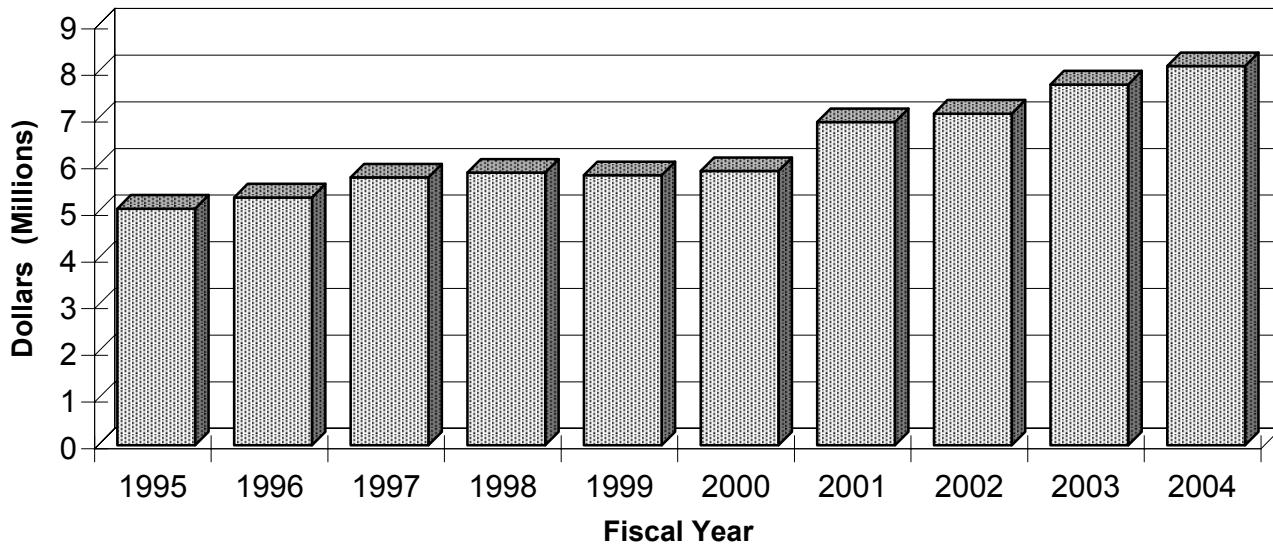
#### Notes:

This revenue is not included in Total General Revenues. The total tax is reflected as Unearned Local Use Tax on Exhibit B-1 in the Annual Financial Report.

In FY 1998 \$1,861,785 was paid back to the State from the Local Use Tax Collected. In FY 1999 \$208,943 was paid back to the State and \$1,980,438 was recognized as revenue in the Public Improvement Fund.

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## Summary - Other Local Tax Revenues



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$5,073,050	7.49%	1 year	7.49%
1996	\$5,312,947	4.73%	2 year	6.11%
1997	\$5,739,701	8.03%	3 year	6.75%
1998	\$5,844,435	1.82%	4 year	5.52%
1999	\$5,791,616	(0.90%)	5 year	4.23%
2000	\$5,879,396	1.52%	6 year	3.78%
2001	\$6,927,385	17.82%	7 year	5.79%
2002	\$7,110,539	2.64%	8 year	5.39%
2003	\$7,734,635	8.78%	9 year	5.77%
<b>2004</b>	<b>\$8,126,309</b>	<b>5.06%</b>	<b>10 year</b>	<b>5.70%</b>

Note:

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

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

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

## REVENUE DETAIL

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

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

**Responsible Department:** Finance

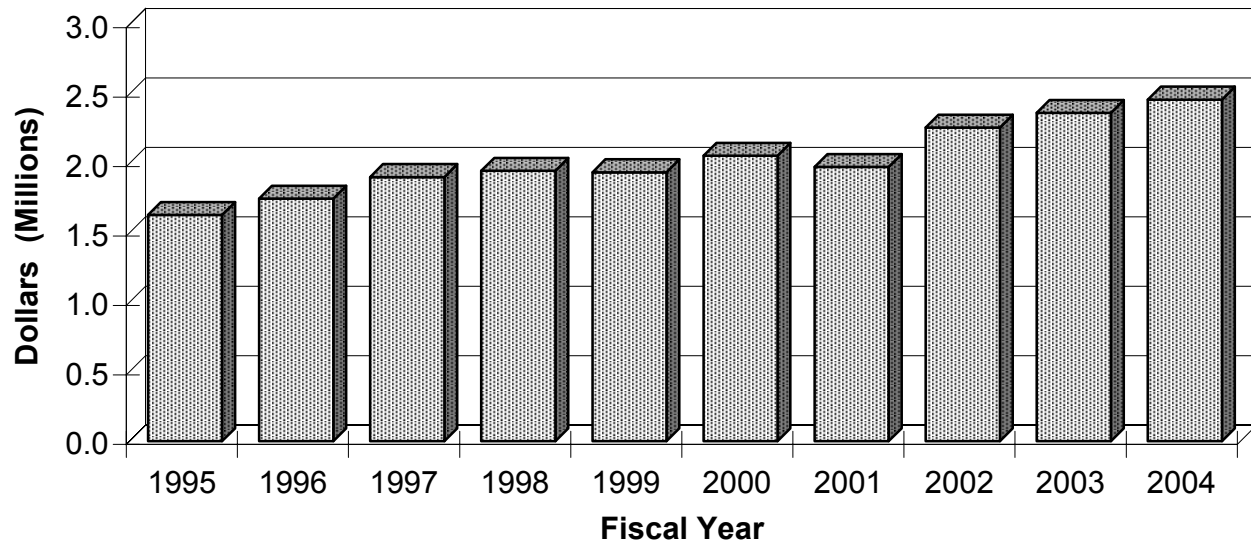
**Responsible Division:** Accounting

### Description:

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

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

## Other Local Tax Revenues - Gasoline Tax



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase
1995	\$1,628,513	8.21%	1 year 8.21%
1996	\$1,747,309	7.29%	2 year 7.75%
1997	\$1,902,337	8.87%	3 year 8.13%
1998	\$1,948,043	2.40%	4 year 6.69%
1999	\$1,936,653	(0.58%)	5 year 5.24%
2000	\$2,055,083	6.12%	6 year 5.39%
2001	\$1,973,776	(3.96%)	7 year 4.05%
2002	\$2,257,462	14.37%	8 year 5.34%
2003	\$2,364,583	4.75%	9 year 5.27%
<b>2004</b>	<b>\$2,459,718</b>	<b>4.02%</b>	<b>10 year 5.15%</b>

#### Notes:

The gasoline tax fluctuates concurrently with the price of gas as it decreases and increases.

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

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

## REVENUE DETAIL

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

**Legal Authorization:**

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

**Responsible Department:**

Finance

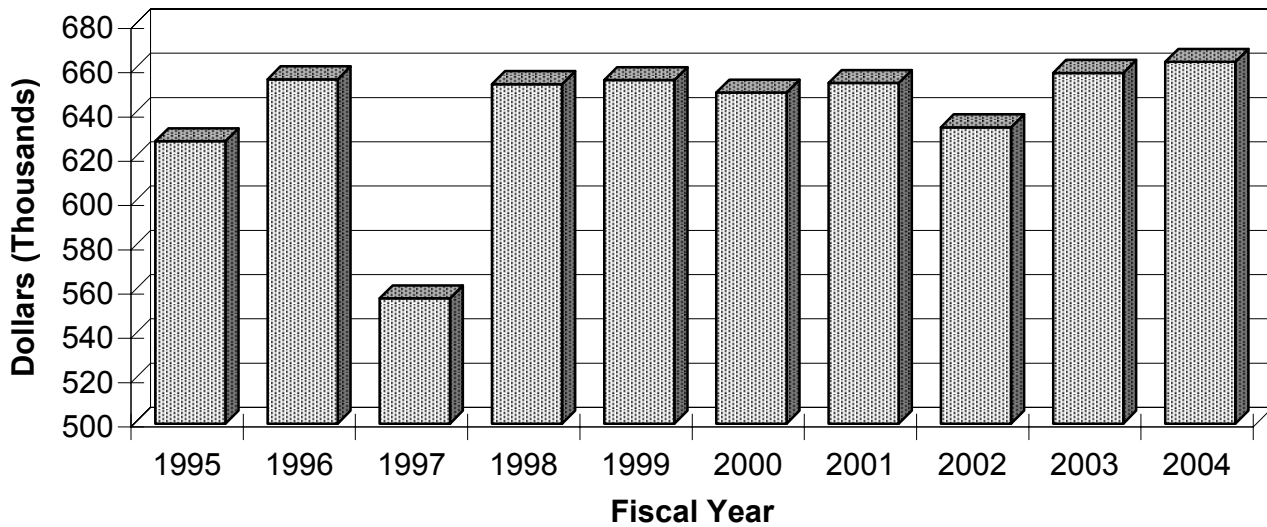
**Responsible Division:**

Business License

**Description:**

Every person selling, offering or displaying cigarettes for sale within the City must pay an occupation tax. The tax, currently ten cents per package, must be paid and the stamps affixed to the packages before the cigarettes are offered or displayed for sale in the City.

## Other Local Tax Revenues - Cigarette Tax



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase
1995	\$627,606	8.57%	1 year 8.57%
1996	\$655,592	4.46%	2 year 6.51%
1997	\$556,629	(15.10%)	3 year (0.69%)
1998	\$653,395	17.38%	4 year 3.83%
1999	\$655,192	0.28%	5 year 3.12%
2000	\$649,580	(0.86%)	6 year 2.46%
2001	\$653,913	0.67%	7 year 2.20%
2002	\$633,852	(3.07%)	8 year 1.54%
2003	\$658,429	3.88%	9 year 1.80%
<b>2004</b>	<b>\$663,467</b>	<b>0.77%</b>	<b>10 year 1.70%</b>

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

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

## REVENUE DETAIL

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

**Legal Authorization:**

Missouri Constitution Article IV  
Section 30(a)

**Responsible Department:**

Finance

**Responsible Division:**

Accounting

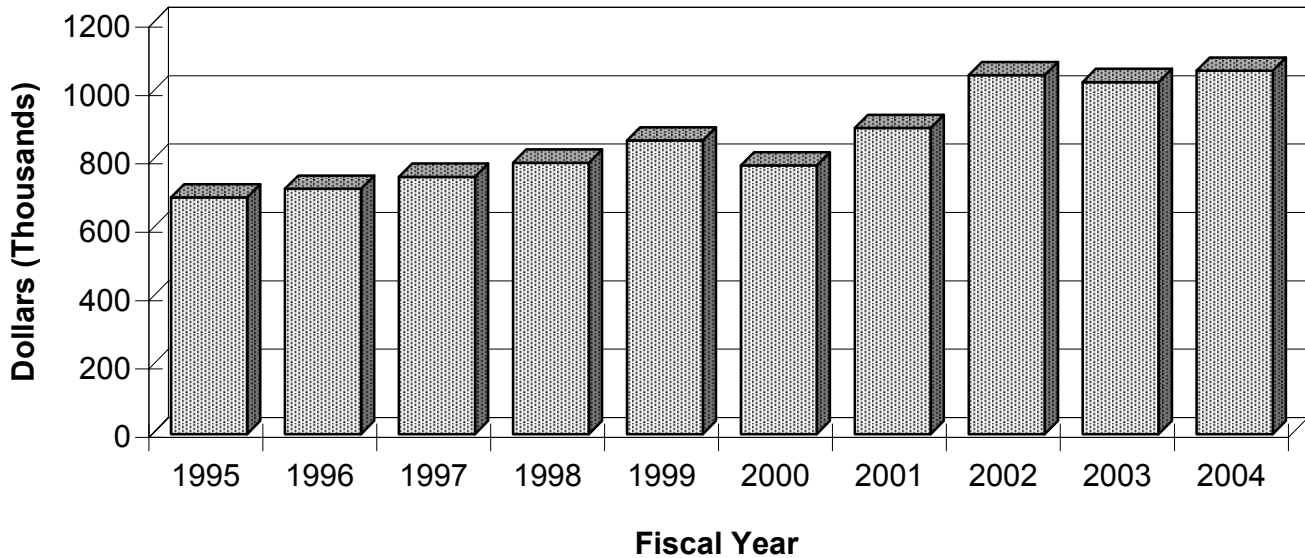
**Description:**

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

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

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

## Other Local Tax Revenues - Motor Vehicle Tax



### Fiscal Year Collection History:

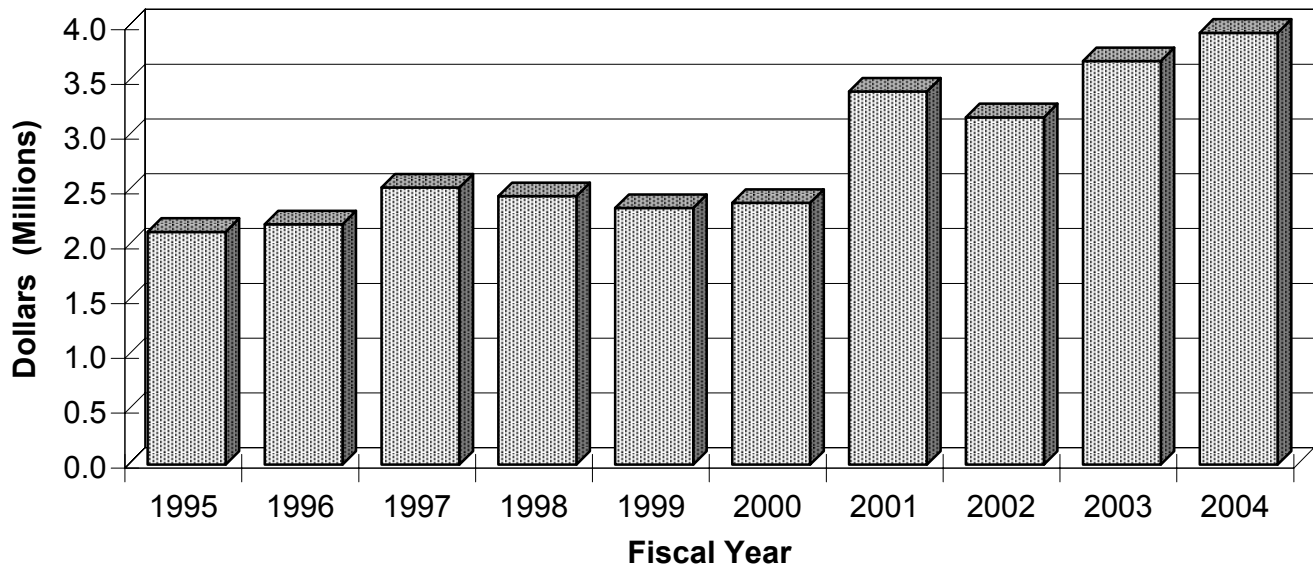
Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$692,355	4.41%	1 year	4.41%
1996	\$717,755	3.67%	2 year	4.04%
1997	\$752,643	4.86%	3 year	4.31%
1998	\$793,847	5.47%	4 year	4.60%
1999	\$858,507	8.15%	5 year	5.31%
2000	\$786,063	(8.44%)	6 year	3.02%
2001	\$895,406	13.91%	7 year	4.58%
2002	\$1,049,616	17.22%	8 year	6.16%
2003	\$1,029,653	(1.90%)	9 year	5.26%
<b>2004</b>	<b>\$1,062,561</b>	<b>3.20%</b>	<b>10 year</b>	<b>5.05%</b>

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

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

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



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase
1995	\$2,124,576	7.66%	1 year 7.66%
1996	\$2,192,291	3.19%	2 year 5.42%
1997	\$2,528,092	15.32%	3 year 8.72%
1998	\$2,449,150	(3.12%)	4 year 5.76%
1999	\$2,341,264	(4.41%)	5 year 3.73%
2000	\$2,388,670	2.02%	6 year 3.44%
2001	\$3,404,290	42.52%	7 year 9.03%
2002	\$3,169,609	(6.89%)	8 year 7.04%
2003	\$3,681,970	16.16%	9 year 8.05%
<b>2004</b>	<b>\$3,940,563</b>	<b>7.02%</b>	<b>10 year 7.95%</b>

Note:

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

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

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

## REVENUE DETAIL

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

**Legal Authorization:**

City Code of Ordinances Chap 26

Article V, Division 3

**Responsible Department:**

Finance

**Responsible Division:**

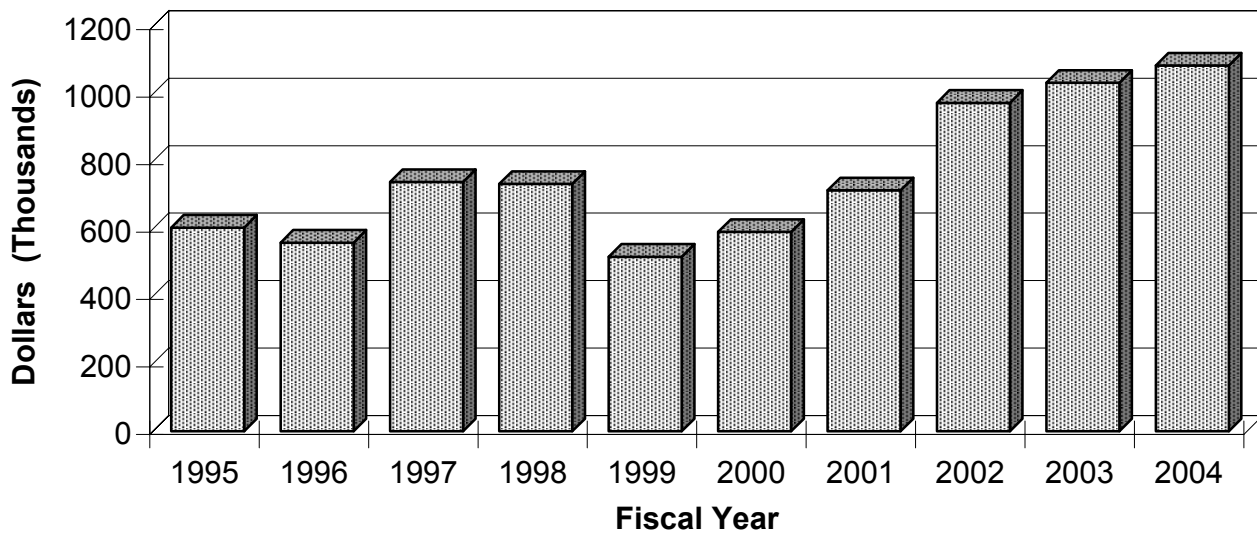
Accounting

**Description:**

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

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

## Gross Receipts Tax Revenues - Telephone



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase
1995	\$603,658	10.61%	1 year 10.61%
1996	\$559,352	(7.34%)	2 year 1.64%
1997	\$739,152	32.14%	3 year 11.80%
1998	\$733,416	(0.78%)	4 year 8.66%
1999	\$517,440	(29.45%)	5 year 1.04%
2000	\$590,842	14.19%	6 year 3.23%
2001	\$714,360	20.91%	7 year 5.75%
2002	\$974,014	36.35%	8 year 9.58%
2003	\$1,033,171	6.07%	9 year 9.19%
<b>2004</b>	<b>\$1,084,378</b>	<b>4.96%</b>	<b>10 year 8.77%</b>

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

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

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

## REVENUE DETAIL

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

**Legal Authorization:**

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

**Responsible Department:**

Finance

**Responsible Division:**

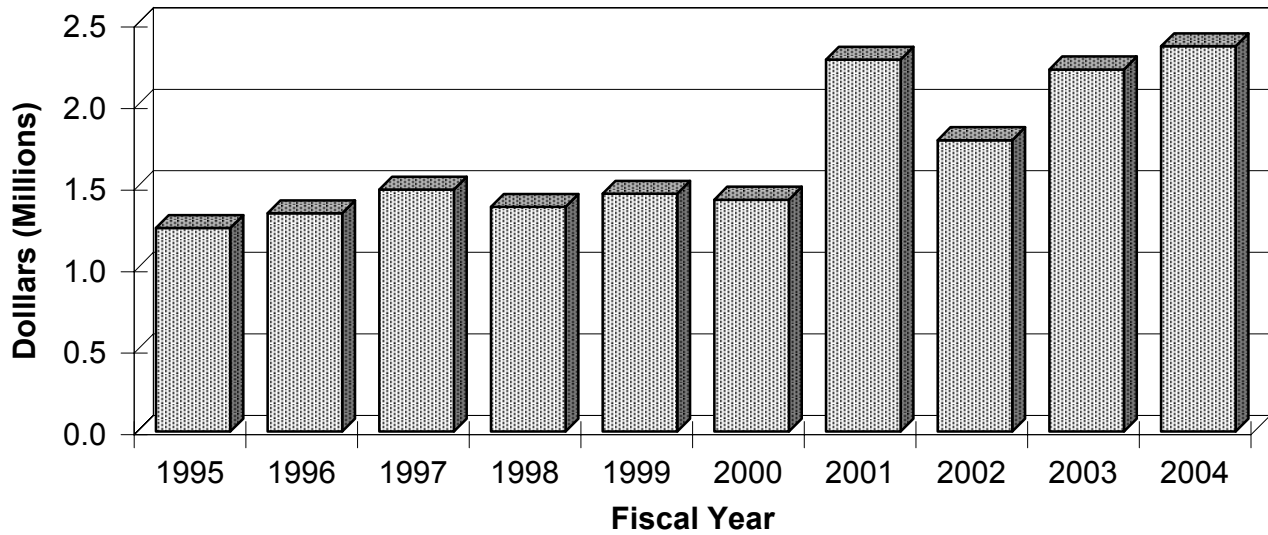
Accounting

**Description:**

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

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

## Gross Receipts Tax Revenues - Natural Gas



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$1,247,894	8.61%	1 year	8.61%
1996	\$1,338,371	7.25%	2 year	7.93%
1997	\$1,483,229	10.82%	3 year	8.89%
1998	\$1,377,692	(7.12%)	4 year	4.89%
1999	\$1,457,694	5.81%	5 year	5.08%
2000	\$1,421,801	(2.46%)	6 year	3.82%
2001	\$2,279,876	60.35%	7 year	11.89%
2002	\$1,786,770	(21.63%)	8 year	7.70%
2003	\$2,220,164	24.26%	9 year	9.54%
<b>2004</b>	<b>\$2,363,134</b>	<b>6.44%</b>	<b>10 year</b>	<b>9.23%</b>

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

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

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

## REVENUE DETAIL

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

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

**Responsible Department:** Finance

**Responsible Division:** Accounting

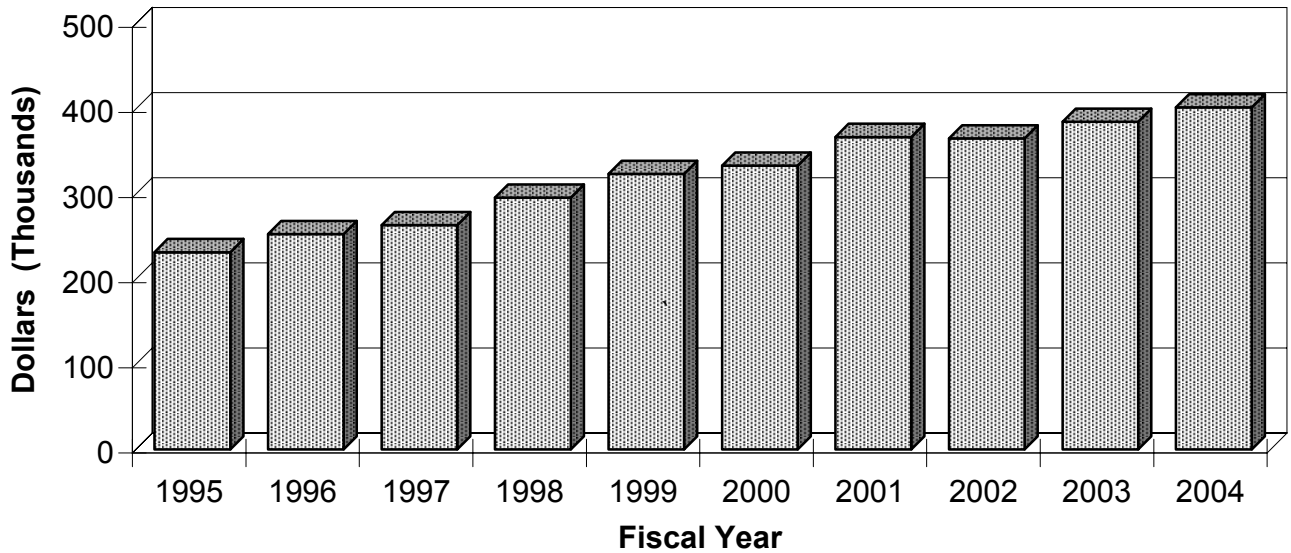
### Description:

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

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

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

## Gross Receipts Tax Revenues - Electric



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase
1995	\$231,958	(2.34%)	1 year (2.34%)
1996	\$253,091	9.11%	2 year 3.39%
1997	\$263,819	4.24%	3 year 3.67%
1998	\$296,150	12.25%	4 year 5.82%
1999	\$323,820	9.34%	5 year 6.52%
2000	\$333,717	3.06%	6 year 5.94%
2001	\$367,321	10.07%	7 year 6.53%
2002	\$365,665	(0.45%)	8 year 5.66%
2003	\$385,035	5.30%	9 year 5.62%
<b>2004</b>	<b>\$402,247</b>	<b>4.47%</b>	<b>10 year 5.51%</b>

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

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

## Revenue Detail

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

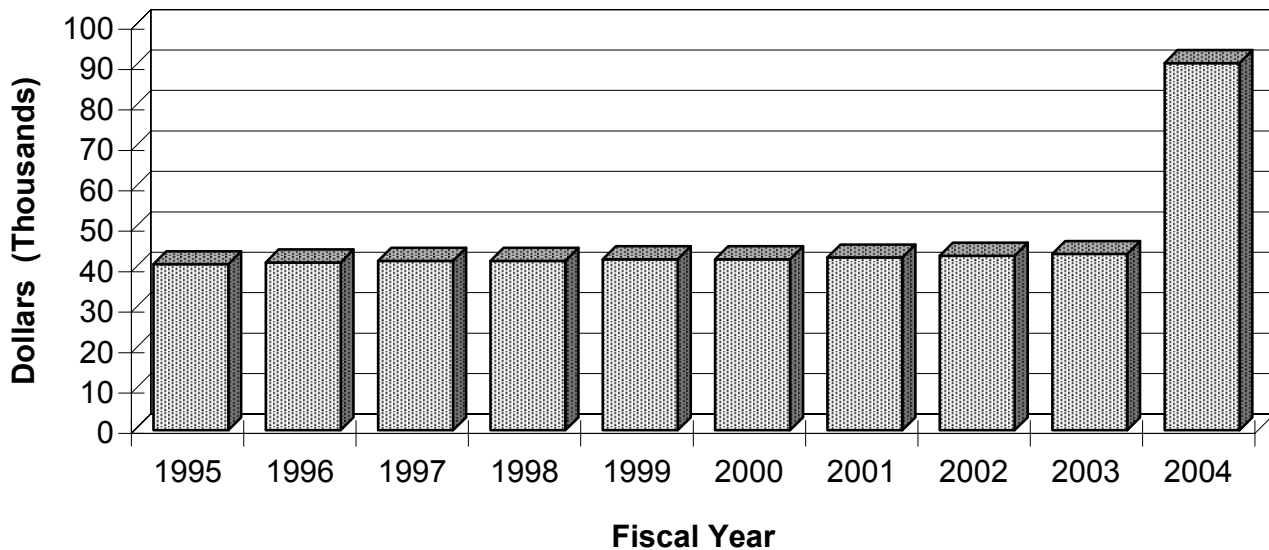
**Legal Authorization:**  
City Code of Ordinances Chap. 10  
Article II Section 172

**Responsible Department:** Finance  
**Responsible Division:** Administration

### Description:

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

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



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$41,066	0.00%	1 year	0.00%
1996	\$41,477	1.00%	2 year	0.50%
1997	\$41,892	1.00%	3 year	0.67%
1998	\$41,892	0.00%	4 year	0.50%
1999	\$42,310	1.00%	5 year	0.60%
2000	\$42,310	0.00%	6 year	0.50%
2001	\$42,733	1.00%	7 year	0.57%
2002	\$43,160	1.00%	8 year	0.62%
2003	\$43,600	1.02%	9 year	0.67%
<b>2004</b>	<b>\$90,804</b>	<b>108.27%</b>	<b>10 year</b>	<b>11.43%</b>

**Note:**

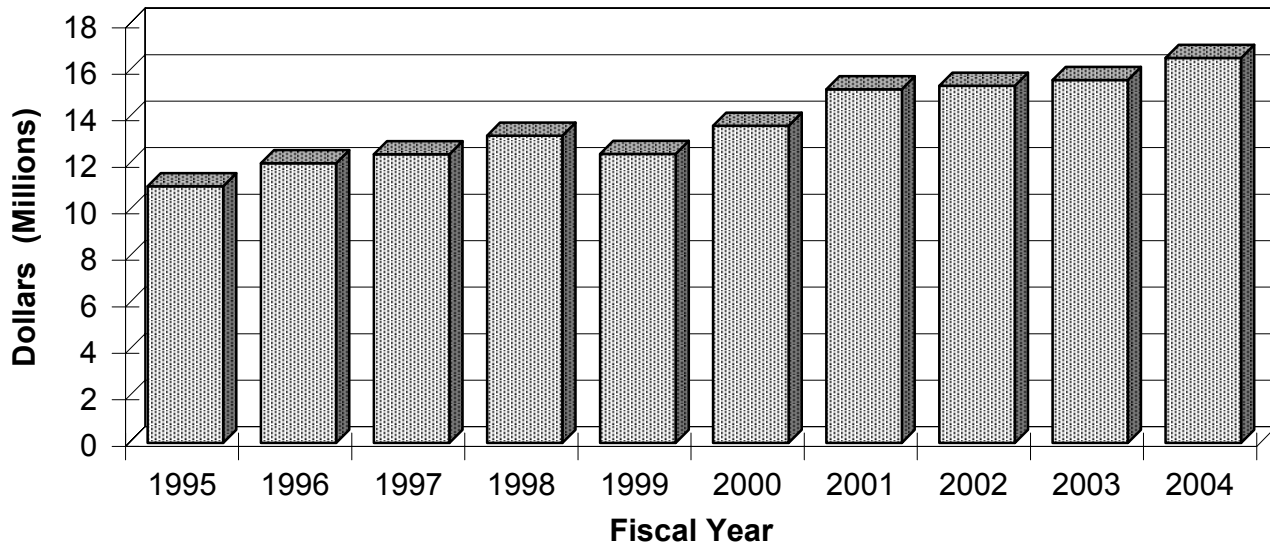
In FY 2004 staff reviewed the allocation of cable franchise fee between the General Fund and the Public Communication Fund and determined that the revenues allocated to the General Fund had not grown at the same pace as the cable tv franchise revenues. The increase in revenues allocated to the General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

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

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

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## Summary - Non-Tax Revenues



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$11,046,493	5.17%	1 year	5.17%
1996	\$12,036,426	8.96%	2 year	7.07%
1997	\$12,420,554	3.19%	3 year	5.77%
1998	\$13,218,585	6.43%	4 year	5.94%
1999	\$12,430,545	(5.96%)	5 year	3.56%
2000	\$13,641,481	9.74%	6 year	4.59%
2001	\$15,217,884	11.56%	7 year	5.58%
2002	\$15,362,358	0.95%	8 year	5.00%
2003	\$15,619,663	1.67%	9 year	4.63%
<b>2004</b>	<b>\$16,567,625</b>	<b>6.07%</b>	<b>10 year</b>	<b>4.78%</b>

**Note:**

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

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

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

## REVENUE DETAIL

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

**Legal Authorization:**

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

**Responsible Department:**

Municipal Court

**Responsible Division:**

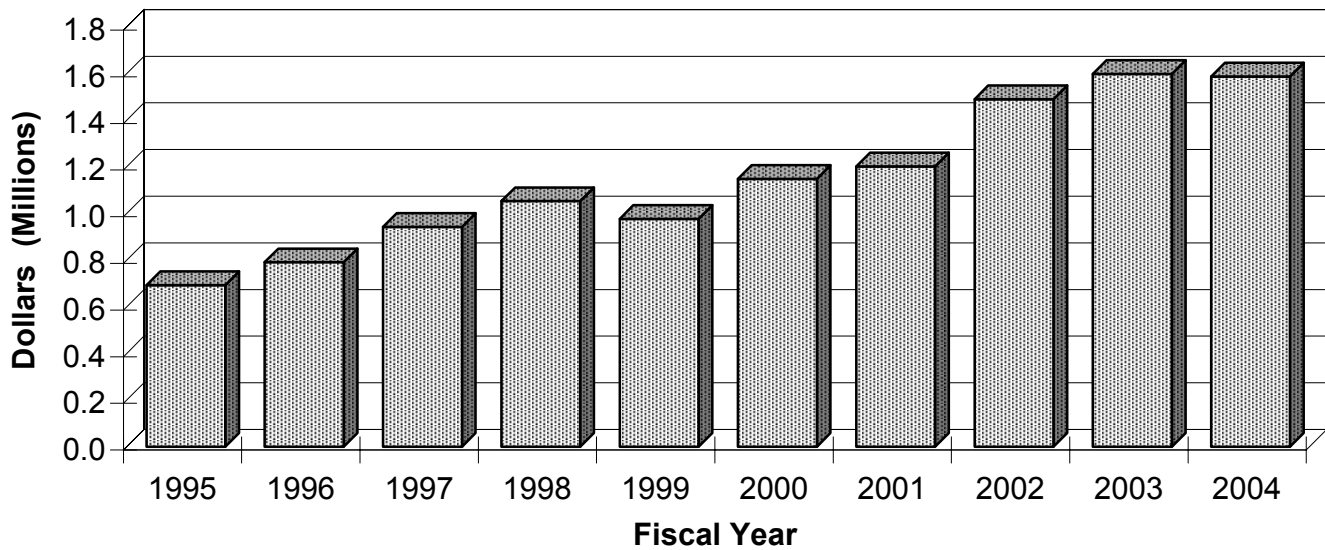
Parking Tickets and  
Court General

**Description:**

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

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

## Non-Tax Revenues - Fines and Court Fees



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$692,382	(5.72%)	1 year	(5.72%)
1996	\$790,333	14.15%	2 year	4.21%
1997	\$941,341	19.11%	3 year	9.18%
1998	\$1,052,303	11.79%	4 year	9.83%
1999	\$976,225	(7.23%)	5 year	6.42%
2000	\$1,147,091	17.50%	6 year	8.27%
2001	\$1,201,343	4.73%	7 year	7.76%
2002	\$1,489,192	23.96%	8 year	9.79%
2003	\$1,597,787	7.29%	9 year	9.51%
<b>2004</b>	<b>\$1,586,050</b>	<b>(0.73%)</b>	<b>10 year</b>	<b>8.48%</b>

#### Notes:

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

FY 2004 decrease is due to the local patrons becoming accustomed to the new hours that were implemented in FY 2002. Park cards will be added in the future to make using parking meters easier.

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

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

## REVENUE DETAIL

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

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

### Description:

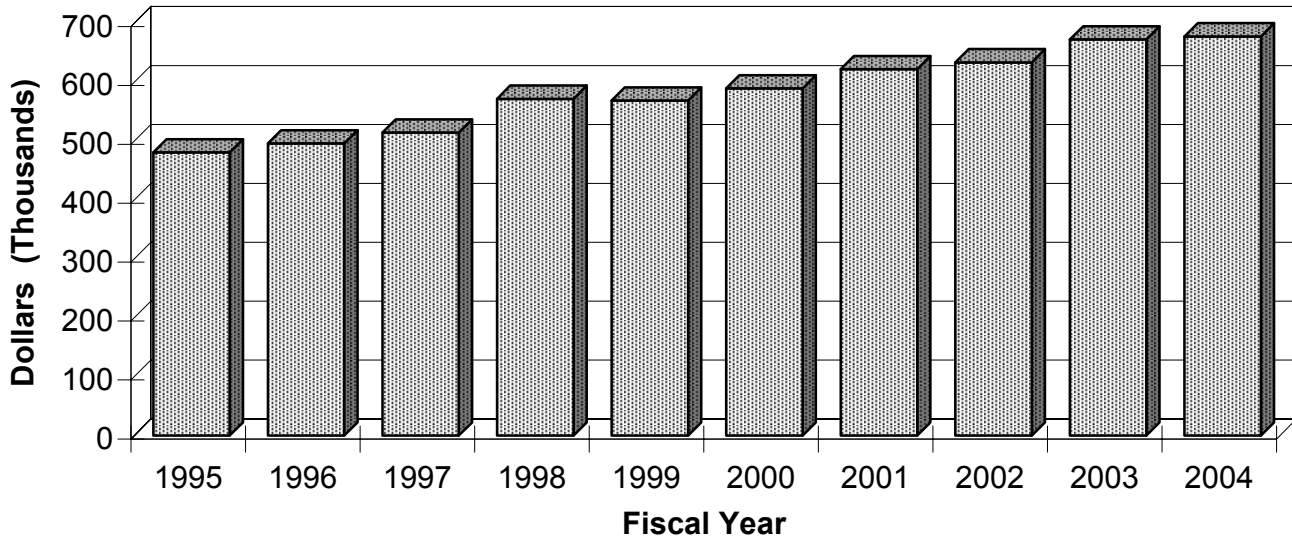
License and permit charges are assessed for various business activities and animal ownership.

Business License accounts have steadily increased since 1978 when the total licenses on file were 2,188. At the close of license year 2004, 4,521 active licenses had been issued. If this trend continues, Columbia will have approximately 4,611 licenses before June 30, 2005.

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

Liquor licenses are associated with a scale of escalating fees, depending on the type of alcoholic beverage served, if a restaurant is operating on Sunday or if sold by the drink as opposed to by the package. Fees fall into a range of \$15.00 to \$750.00. The number of licensed businesses possessing a liquor license has remained constant, between 210 and 230 annually. In FY 2004, 230 accounts were operating in Columbia.

## Non-Tax Revenues - Licenses and Permits



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$480,711	4.01%	1 year	4.01%
1996	\$495,646	3.11%	2 year	3.56%
1997	\$514,179	3.74%	3 year	3.62%
1998	\$571,467	11.14%	4 year	5.50%
1999	\$568,497	(0.52%)	5 year	4.30%
2000	\$589,099	3.62%	6 year	4.18%
2001	\$621,835	5.56%	7 year	4.38%
2002	\$633,493	1.87%	8 year	4.07%
2003	\$672,343	6.13%	9 year	4.30%
<b>2004</b>	<b>\$677,338</b>	<b>0.74%</b>	<b>10 year</b>	<b>3.94%</b>

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

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

## REVENUE DETAIL

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

**Legal Authorization:**

City Code of Ordinances, Chap. 11,  
Article VIII;  
City Code of Ordinances, Chap. 5,  
Article I, Section 5;  
Article III, Section 65;  
City Code of Ordinances, Chap. 11,  
Article I, Section 17;  
Article VIII, Section 278;  
City Code of Ordinances, Chap. 22,  
Article III, Section 108;  
City Code of Ordinances, Chap. 6,  
Section 17, Amendments 112.3;

**Responsible Department:**

Public Works (a) & (b)  
Health (c) & (d)

**Responsible Division:**

Construction Inspection (a)  
Streets and Sidewalks (b)  
Animal Control (d)

**Description:**

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

The major portion of the FY 1995 increase was in the Street Division. This increase is the result of bookkeeping changes whereby the Street Division purchases all material and supplies for work for other departments and divisions, charges the cost to Street Division accounts, and then bills the other department and divisions. In the past, materials and supplies were charged directly to the other departments' accounts instead of being passed through Street Division accounts. The accuracy of the charges have been improved with software programs developed within the Street Division which track the actual expenses more effectively. These are not new revenues because these expenses must be budgeted in the Street Division budget and in other departments' and divisions' budgets. The new system simply shows the same expenses twice with the revenue being the transfer to the Street Division for its expenditures although the revenues go to the General Fund and are not kept by the Street Division.

FY 1998 fees and service charges decreased in the areas of construction inspection, street maintenance and animal control fees.

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

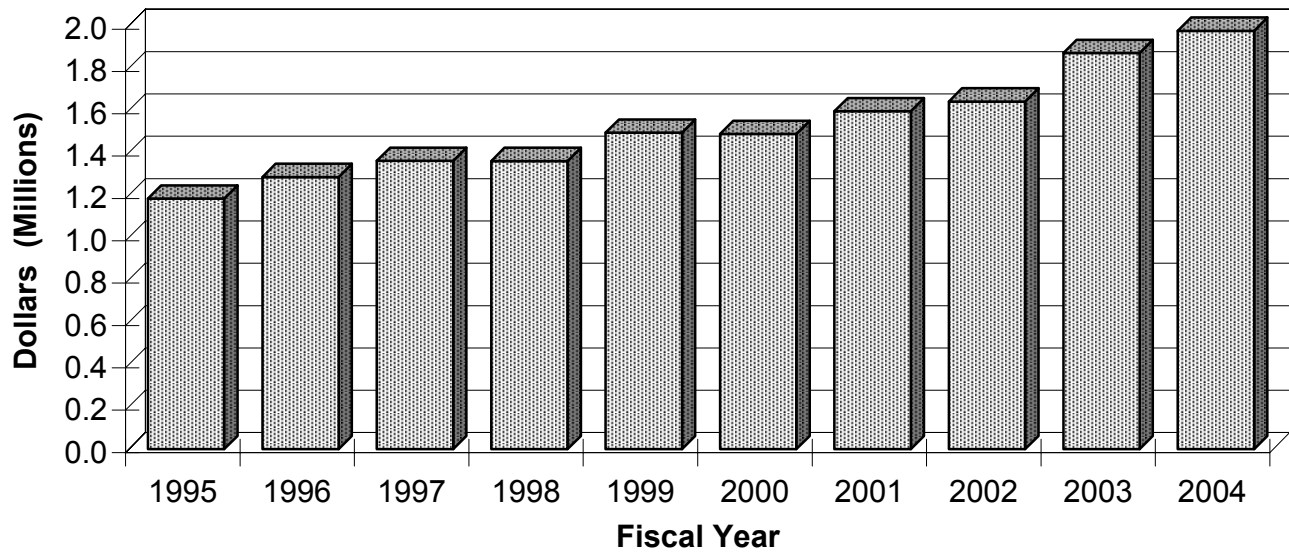
FY 2000 fees and service charges decreased in the areas of construction inspection and health fees.

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

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

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

## Non-Tax Revenues - Fees & Services Charges



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$1,183,415	44.64%	1 year	44.64%
1996	\$1,285,461	8.62%	2 year	26.63%
1997	\$1,361,754	5.94%	3 year	19.73%
1998	\$1,361,560	(0.01%)	4 year	14.80%
1999	\$1,495,551	9.84%	5 year	13.80%
2000	\$1,488,731	(0.46%)	6 year	11.43%
2001	\$1,596,242	7.22%	7 year	10.83%
2002	\$1,642,557	2.90%	8 year	9.84%
2003	\$1,871,284	13.93%	9 year	10.29%
<b>2004</b>	<b>\$1,976,346</b>	<b>5.61%</b>	<b>10 year</b>	<b>9.82%</b>

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

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

## REVENUE DETAIL

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

**Legal Authorization:**

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

**Responsible Department:**

Finance

**Responsible Division:**

Administration and  
Treasury Management

**Description:**

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

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

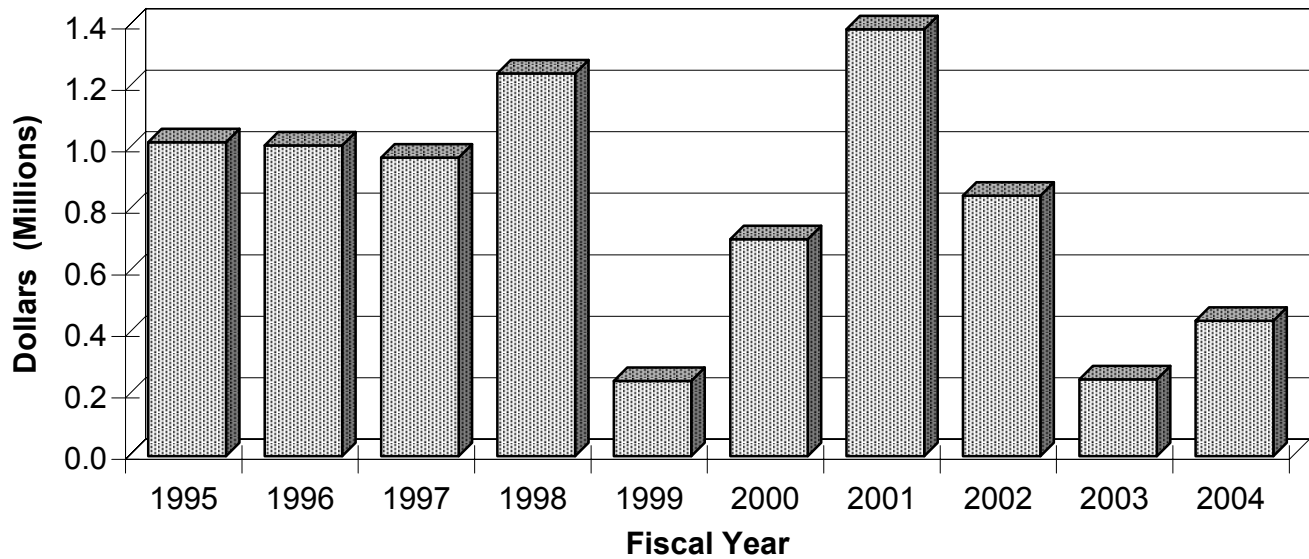
During FY 1993, investment revenue increased because the City was able to realize abnormal amounts of gains due to favorable bond market conditions.

FY 1994 - FY 1997 investment revenue decreased due to lower interest rates and reduced fund balances.

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

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

## Non-Tax Revenues - Investment Revenues



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase
1995	\$1,020,739	(3.76%)	1 year (3.76%)
1996	\$1,009,575	(1.09%)	2 year (2.43%)
1997	\$970,110	(3.91%)	3 year (2.92%)
1998	\$1,244,275	28.26%	4 year 4.87%
1999	\$244,084	(80.38%)	5 year (12.18%)
2000	\$704,762	188.74%	6 year 21.31%
2001	\$1,387,897	96.93%	7 year 32.11%
2002	\$846,240	(39.03%)	8 year 23.22%
2003	\$249,677	(70.50%)	9 year 12.81%
<b>2004</b>	<b>\$440,215</b>	<b>76.31%</b>	<b>10 year 19.16%</b>

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

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

## REVENUE DETAIL

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

**Legal Authorization:**  
Various

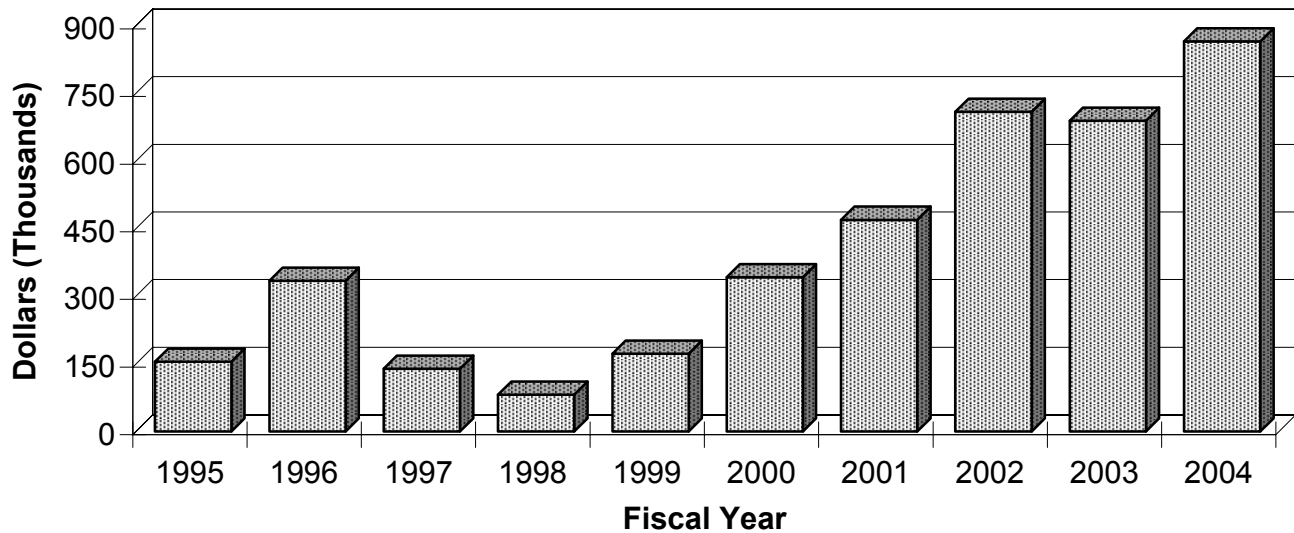
**Responsible Department:** Finance

**Responsible Division:** Accounting

### Description:

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

## Non-Tax Revenues - Miscellaneous Revenue



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$154,533	34.96%	1 year	34.96%
1996	\$333,951	116.10%	2 year	75.53%
1997	\$139,013	(58.37%)	3 year	30.90%
1998	\$81,167	(41.61%)	4 year	12.77%
1999	\$172,401	112.40%	5 year	32.70%
2000	\$341,880	98.31%	6 year	43.63%
2001	\$469,290	37.27%	7 year	42.72%
2002	\$708,479	50.97%	8 year	43.75%
2003	\$688,784	(2.78%)	9 year	38.58%
<b>2004</b>	<b>\$864,558</b>	<b>25.52%</b>	<b>10 year</b>	<b>37.28%</b>

#### Notes:

In FY 1995, FY 2002, and FY 2004 the City auctioned several police vehicles in lieu of trading them in. The proceeds were recorded in Miscellaneous Revenue.

In FY 1996, the City paid off the 1986 Adjustable Rate Lease Certificate of Participation which resulted in \$144,527 of revenue recorded in Miscellaneous Revenue.

In FY 2000, the City received additional revenues in the area of telecommunications and R/W agreements. Police received an additional \$68,800 increase over FY 1999 for the school resource officers.

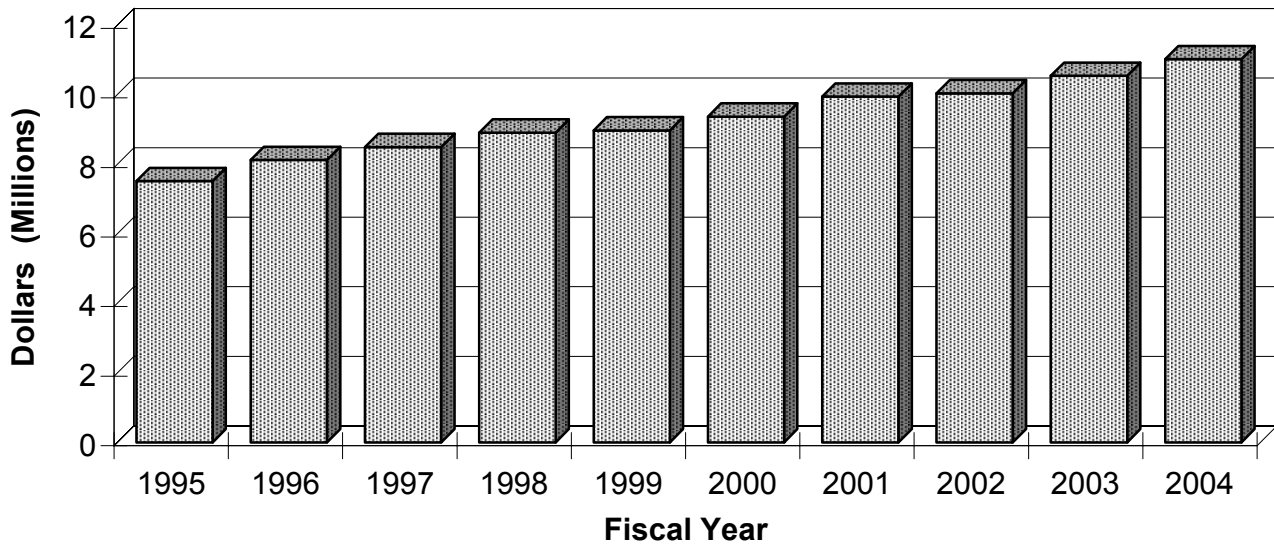
Due to GASB 34, the operating transfer from REDI to the general fund is classified as a miscellaneous revenue beginning in FY 2001.

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

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

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## Summary - Non-Tax Revenues - Intragovernmental Revenues



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase
1995	\$7,514,713	2.75%	1 year 2.75%
1996	\$8,121,460	8.07%	2 year 5.41%
1997	\$8,494,157	4.59%	3 year 5.14%
1998	\$8,907,813	4.87%	4 year 5.07%
1999	\$8,973,787	0.74%	5 year 4.20%
2000	\$9,369,918	4.41%	6 year 4.24%
2001	\$9,941,277	6.10%	7 year 4.51%
2002	\$10,042,397	1.02%	8 year 4.07%
2003	\$10,539,788	4.95%	9 year 4.17%
<b>2004</b>	<b>\$11,023,118</b>	<b>4.59%</b>	<b>10 year 4.21%</b>

**Note:**

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

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

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

## REVENUE DETAIL

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

**Legal Authorization:**

City Charter Chap 99

Article XII, Section 102

Current Tax Rate - Ordinance 6559

**Responsible Department:**

Finance

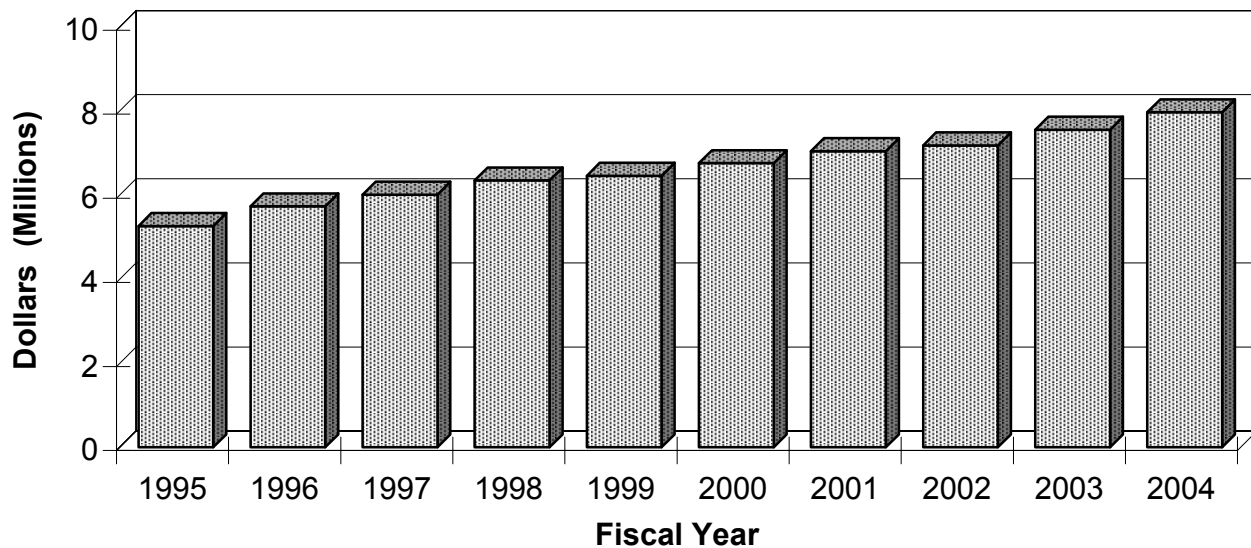
**Responsible Division:**

Accounting

**Description:**

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

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



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$5,263,433	1.42%	1 year	1.42%
1996	\$5,730,627	8.88%	2 year	5.15%
1997	\$6,007,690	4.83%	3 year	5.04%
1998	\$6,346,239	5.64%	4 year	5.19%
1999	\$6,456,024	1.73%	5 year	4.50%
2000	\$6,757,584	4.67%	6 year	4.53%
2001	\$7,044,918	4.25%	7 year	4.49%
2002	\$7,180,013	1.92%	8 year	4.17%
2003	\$7,554,050	5.21%	9 year	4.28%
<b>2004</b>	<b>\$7,970,369</b>	<b>5.51%</b>	<b>10 year</b>	<b>4.41%</b>

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

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

## REVENUE DETAIL

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

**Legal Authorization:**

City Charter, Chap 99

Article V, Section 27

**Responsible Department:**

Finance

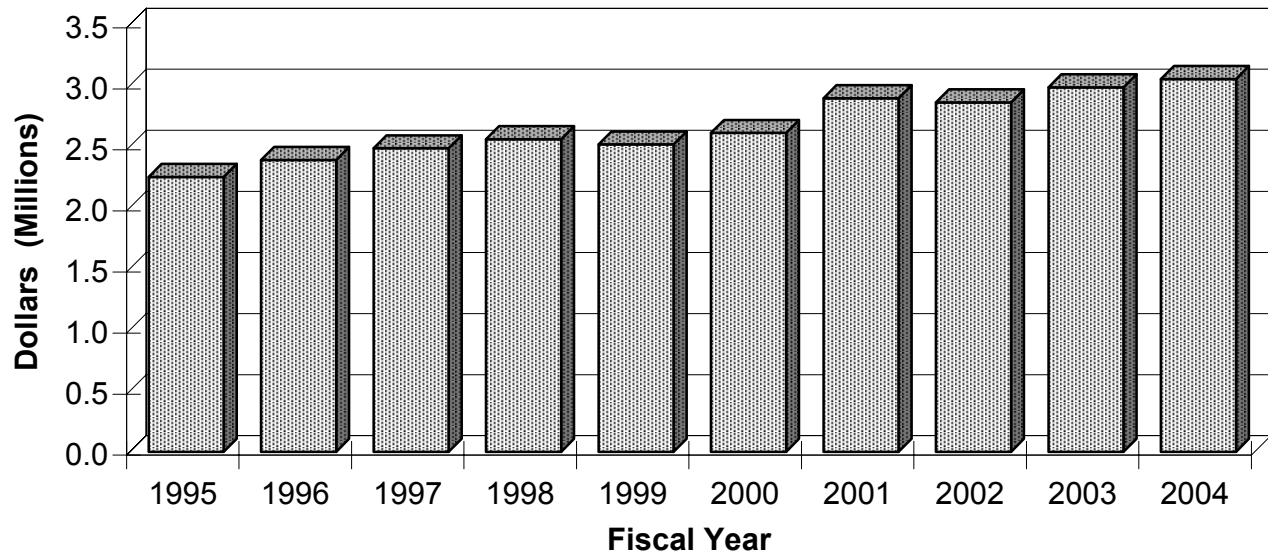
**Responsible Division:**

Accounting

**Description:**

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

## Intragovernmental Revenues - General & Administrative Charges



### Fiscal Year Collection History:

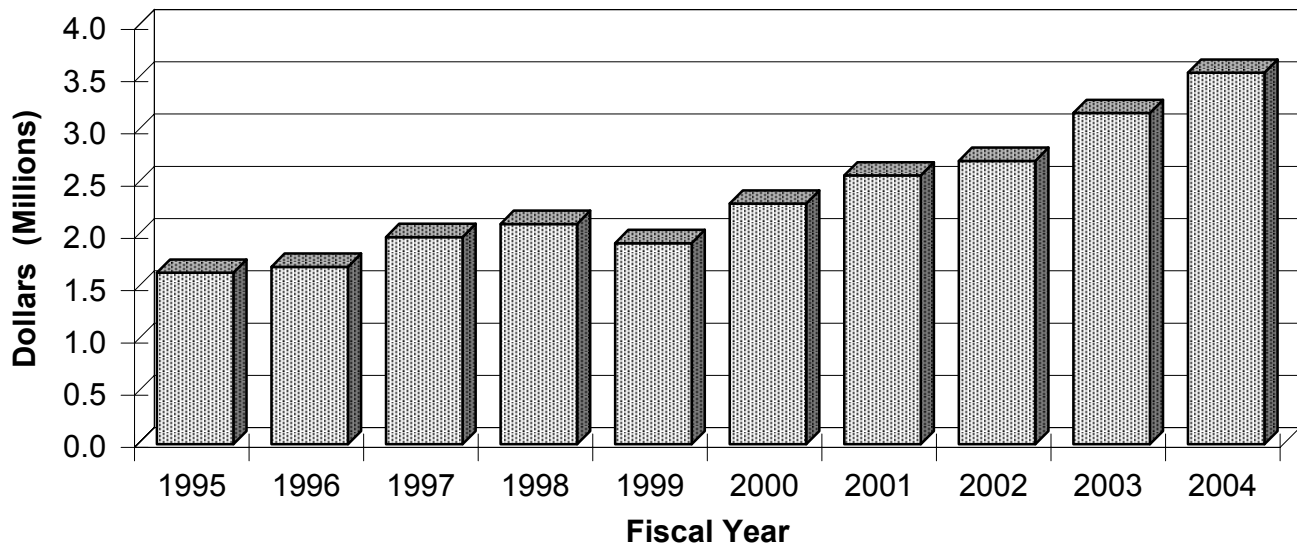
Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase
1995	\$2,251,280	6.00%	1 year 6.00%
1996	\$2,390,833	6.20%	2 year 6.10%
1997	\$2,486,467	4.00%	3 year 5.40%
1998	\$2,561,574	3.02%	4 year 4.80%
1999	\$2,517,763	(1.71%)	5 year 3.50%
2000	\$2,612,334	3.76%	6 year 3.54%
2001	\$2,896,359	10.87%	7 year 4.59%
2002	\$2,862,384	(1.17%)	8 year 3.87%
2003	\$2,985,738	4.31%	9 year 3.92%
<b>2004</b>	<b>\$3,052,749</b>	<b>2.24%</b>	<b>10 year 3.75%</b>

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

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

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## Summary - Intergovernmental Revenues



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$1,640,773	15.35%	1 year	15.35%
1996	\$1,697,273	3.44%	2 year	9.40%
1997	\$1,981,327	16.74%	3 year	11.84%
1998	\$2,106,519	6.32%	4 year	10.46%
1999	\$1,923,160	(8.70%)	5 year	6.63%
2000	\$2,301,247	19.66%	6 year	8.80%
2001	\$2,570,875	11.72%	7 year	9.22%
2002	\$2,710,326	5.42%	8 year	8.74%
2003	\$3,168,318	16.90%	9 year	9.65%
<b>2004</b>	<b>\$3,554,464</b>	<b>12.19%</b>	<b>10 year</b>	<b>9.90%</b>

Note:

Intergovernmental Revenue = Federal, State & Local Grants.

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

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

## REVENUE DETAIL

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

**Legal Authorization:**  
Federal UMTA Act of 1964,  
Section 9;  
City Ordinance 11221

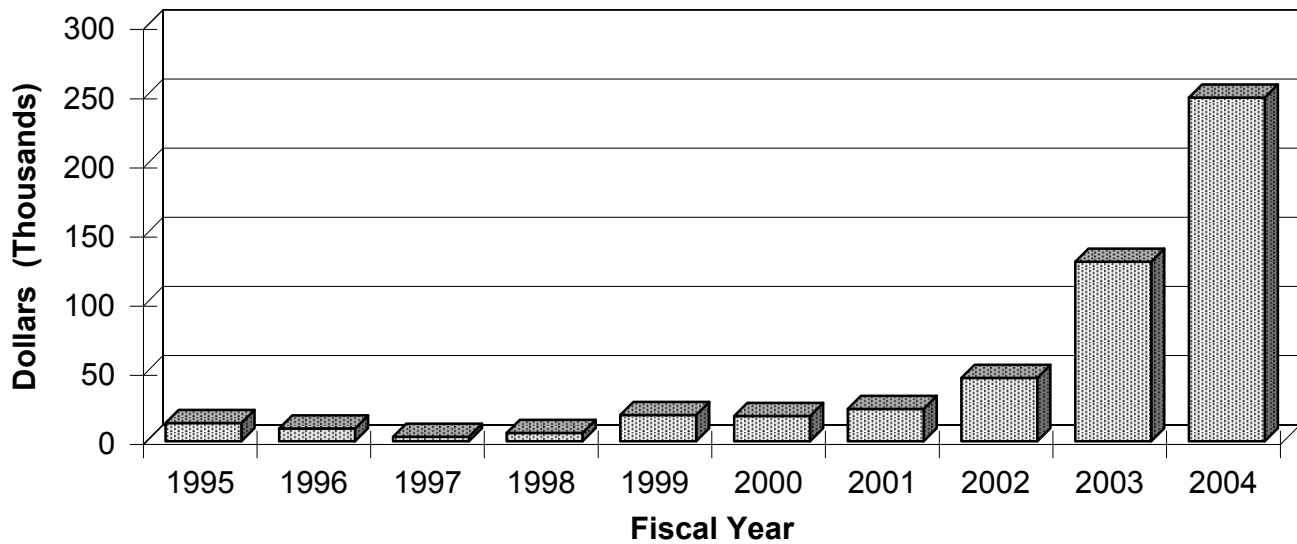
**Responsible Department:** Planning

**Responsible Division:** N/A

### Description:

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

## Intergovernmental Revenues - Federal Grants



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase
1995	\$13,246	15.76%	1 year 15.76%
1996	\$9,187	(30.64%)	2 year (7.44%)
1997	\$3,154	(65.67%)	3 year (26.85%)
1998	\$5,965	89.12%	4 year 2.14%
1999	\$18,917	217.13%	5 year 45.14%
2000	\$18,220	(3.68%)	6 year 37.00%
2001	\$23,302	27.89%	7 year 35.70%
2002	\$45,776	96.45%	8 year 43.30%
2003	\$129,744	183.43%	9 year 58.87%
<b>2004</b>	<b>\$248,469</b>	<b>91.51%</b>	<b>10 year 62.13%</b>

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

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

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

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

## REVENUE DETAIL

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

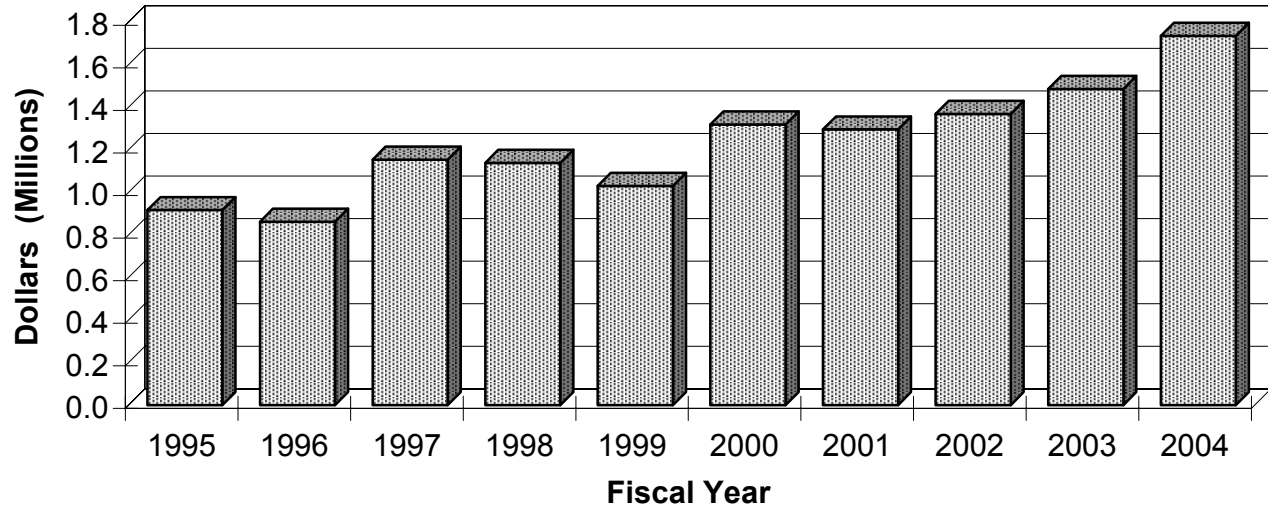
<b>Legal Authorization:</b>	<b>Responsible Department:</b>	Health
(a) & (b) Missouri Constitution RSMo 192.025; Federal: Title VI - Civil Rights Act of 1964	<b>Responsible Division:</b>	Clinic and Nursing
(c) Federal Highway Act, 1973, Section 112; City Ordinance 7965		

### Description:

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

Beginning in FY 1991 the administration of the WIC food contracts changed from the City to the State of Missouri. FY 1993 through FY 1995 Health Grants continued to increase. The Social Services Clinic at Parkade was affiliated with the City for part of FY 1992 through July 1, 1995. At that time, they became the Family Health Center, a private, not-for-profit organization. FY 1996 - FY 2000 reflect increases and/or decreases primarily in the Missouri Department of Transportation Grant, WIC grant, and Police Department grants.

## Intergovernmental Revenues - State Grants



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase
1995	\$916,719	20.23%	1 year 20.23%
1996	\$861,589	(6.01%)	2 year 7.11%
1997	\$1,153,936	33.93%	3 year 16.05%
1998	\$1,138,959	(1.30%)	4 year 11.71%
1999	\$1,030,456	(9.53%)	5 year 7.46%
2000	\$1,318,578	27.96%	6 year 10.88%
2001	\$1,295,502	(1.75%)	7 year 9.08%
2002	\$1,369,015	5.67%	8 year 8.65%
2003	\$1,486,111	8.55%	9 year 8.64%
<b>2004</b>	<b>\$1,736,279</b>	<b>16.83%</b>	<b>10 year 9.46%</b>

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

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

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

## REVENUE DETAIL

**Revenue item:**

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

**Legal Authorization:**

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

**Responsible Department:**

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

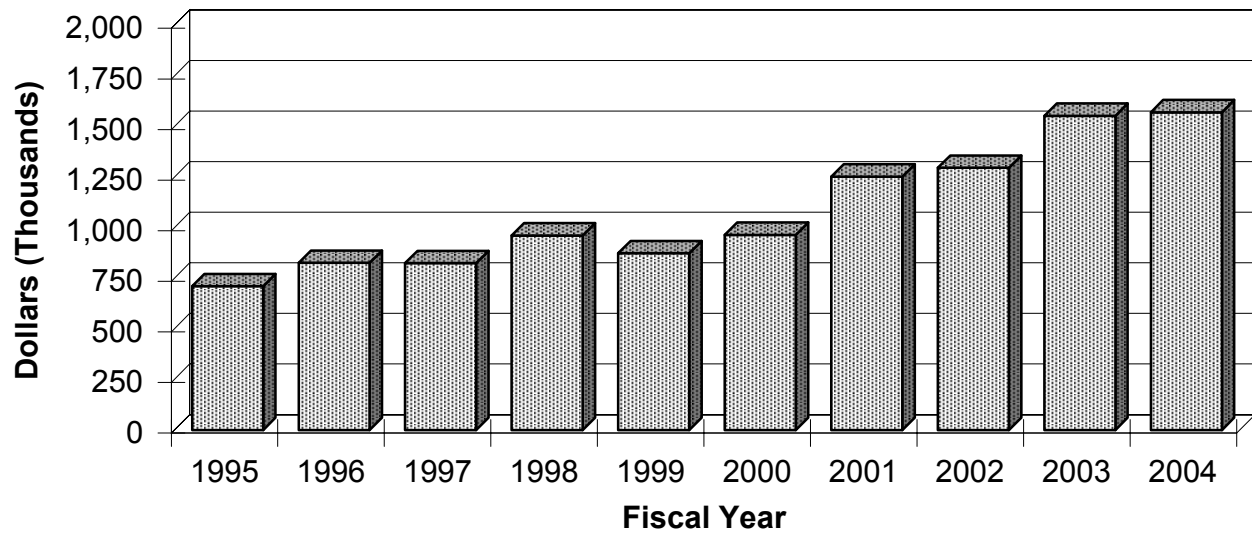
**Responsible Division:**

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

**Description:**

Like state grants, except in a more limited capacity, County grants have a purpose of providing basic community services. Also the grants stimulate City involvement by making grants contingent on more local program initiation.

## Intergovernmental Revenues - County Grants



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$710,808	9.61%	1 year	9.61%
1996	\$826,497	16.28%	2 year	12.94%
1997	\$824,237	(0.27%)	3 year	8.54%
1998	\$961,595	16.66%	4 year	10.57%
1999	\$873,787	(9.13%)	5 year	6.63%
2000	\$964,449	10.38%	6 year	7.25%
2001	\$1,252,071	29.82%	7 year	10.48%
2002	\$1,295,535	3.47%	8 year	9.60%
2003	\$1,552,463	19.83%	9 year	10.74%
<b>2004</b>	<b>\$1,569,716</b>	<b>1.11%</b>	<b>10 year</b>	<b>9.78%</b>

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

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

## REVENUE DETAIL

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

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

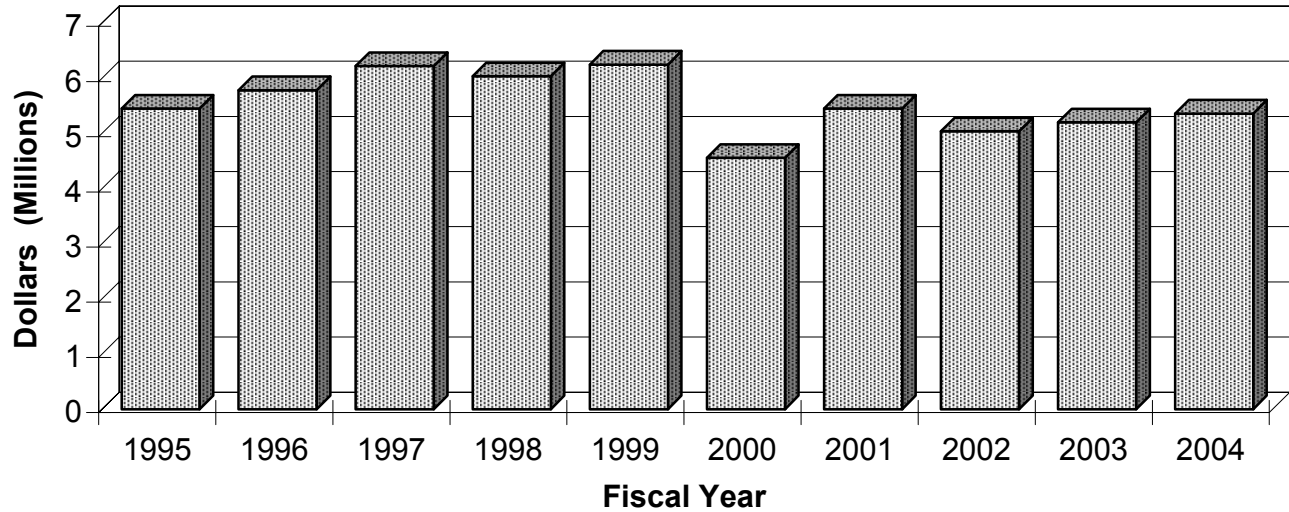
**Responsible Department:** Finance  
**Responsible Division:** Accounting

### Description:

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

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

## Transfers From Other Funds



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$5,447,283	7.97%	1 year	7.97%
1996	\$5,782,082	6.15%	2 year	7.06%
1997	\$6,219,938	7.57%	3 year	7.23%
1998	\$6,033,767	(2.99%)	4 year	4.67%
1999	\$6,245,400	3.51%	5 year	4.44%
2000	\$4,554,838	(27.07%)	6 year	(0.81%)
2001	\$5,446,372	19.57%	7 year	2.10%
2002	\$5,037,599	(7.51%)	8 year	0.90%
2003	\$5,197,570	3.18%	9 year	1.15%
<b>2004</b>	<b>\$5,357,995</b>	<b>3.09%</b>	<b>10 year</b>	<b>1.35%</b>

**Note:**

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

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

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

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

## REVENUE DETAIL

**Revenue Item:** Appropriated Fund Balance

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

**Responsible Division:** Accounting

### Description:

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

<b>Excess (Deficit) Of Revenues Over Expend. Encumbrances (Including Appropriated Fund Balance)</b>					
<b>Year</b>	<b>Fund Balance)</b>	<b>Appro. Fund Balance</b>	<b>Change In Fund Balance</b>	<b>Effect of Encumbrances</b>	<b>Change In Total Fund Balance</b>
1986*	(1,459,950)	93,714	(1,553,664)	146,018	(1,407,646)
1987*	853,981	0	853,981	100,015	953,996
1988	1,372,949	0	1,372,949	(238,904)	1,134,045
1989	1,767,837	0	1,767,837	61,955	1,829,792
1990	1,308,991	405,000	903,991	265,735	1,169,726
1991	1,363,349	1,085,000	278,349	(153,528)	124,821
1992	1,912,140	1,013,000	899,140	178,526	1,077,666
1993	2,196,410	1,065,734	1,130,676	165,380	1,296,056
1994	2,030,710	1,720,602	310,108	432,772	742,880
1995	2,113,565	1,929,001	184,564	(306,820)	(122,256)
1996	2,560,031	1,437,707	1,122,324	0	1,122,324
1997	2,629,424	1,624,250	1,005,174	0	1,005,174
1998	2,662,085	2,338,281	323,804	0	323,804
1999	947,234	2,378,624	(1,431,390)	0	(1,431,390)
2000	1,916,057	2,038,125	(122,068)	0	(122,068)
2001	4,063,900	1,052,503	3,011,397	0	3,011,397
2002	2,966,849	2,163,003	803,846	0	803,846
2003	4,486,292	2,595,029	1,891,263	0	1,891,263
<b>2004</b>	<b>5,333,235</b>	<b>3,587,694</b>	<b>1,745,541</b>	<b>0</b>	<b>1,745,541</b>

\* Notes:

1986 - Fund Balance Restated by: (\$534)

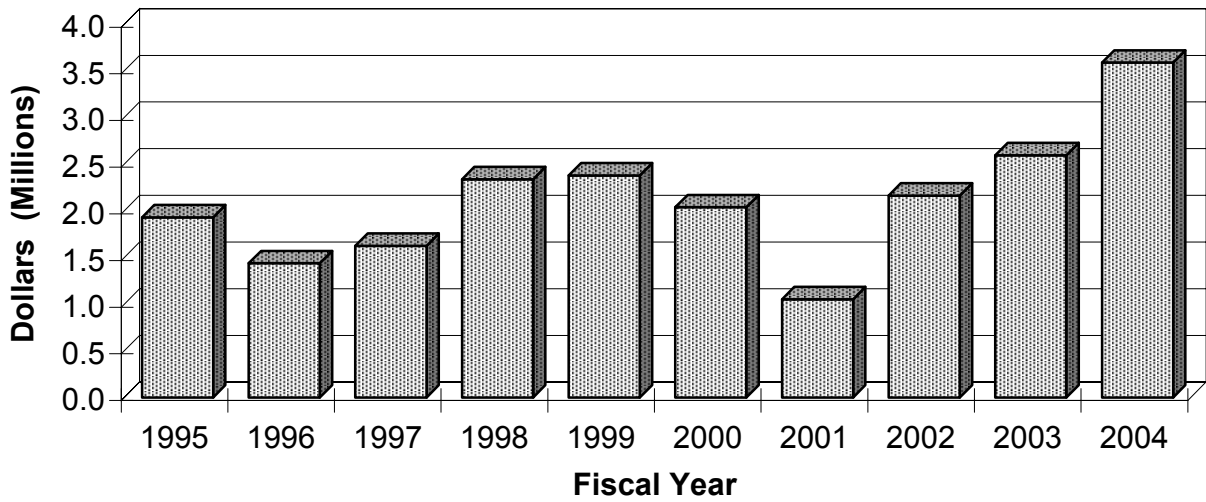
1987 - Equity Transfers: \$241,523

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Appropriated Fund Balance



### Fiscal Year Collection History:

Fiscal Year	Revenue	% Increase Over Previous Year	Average Increase	
1995	\$1,929,001	12.11%	1 year	12.11%
1996	\$1,437,707	(25.47%)	2 year	(6.68%)
1997	\$1,624,250	12.98%	3 year	(0.13%)
1998	\$2,338,281	43.96%	4 year	10.89%
1999	\$2,378,624	1.73%	5 year	9.06%
2000	\$2,038,125	(14.31%)	6 year	5.16%
2001	\$1,052,503	(48.36%)	7 year	(2.48%)
2002	\$2,163,003	105.51%	8 year	11.02%
2003	\$2,595,029	19.97%	9 year	12.01%
<b>2004</b>	<b>\$3,587,694</b>	<b>38.25%</b>	<b>10 year</b>	<b>14.64%</b>

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

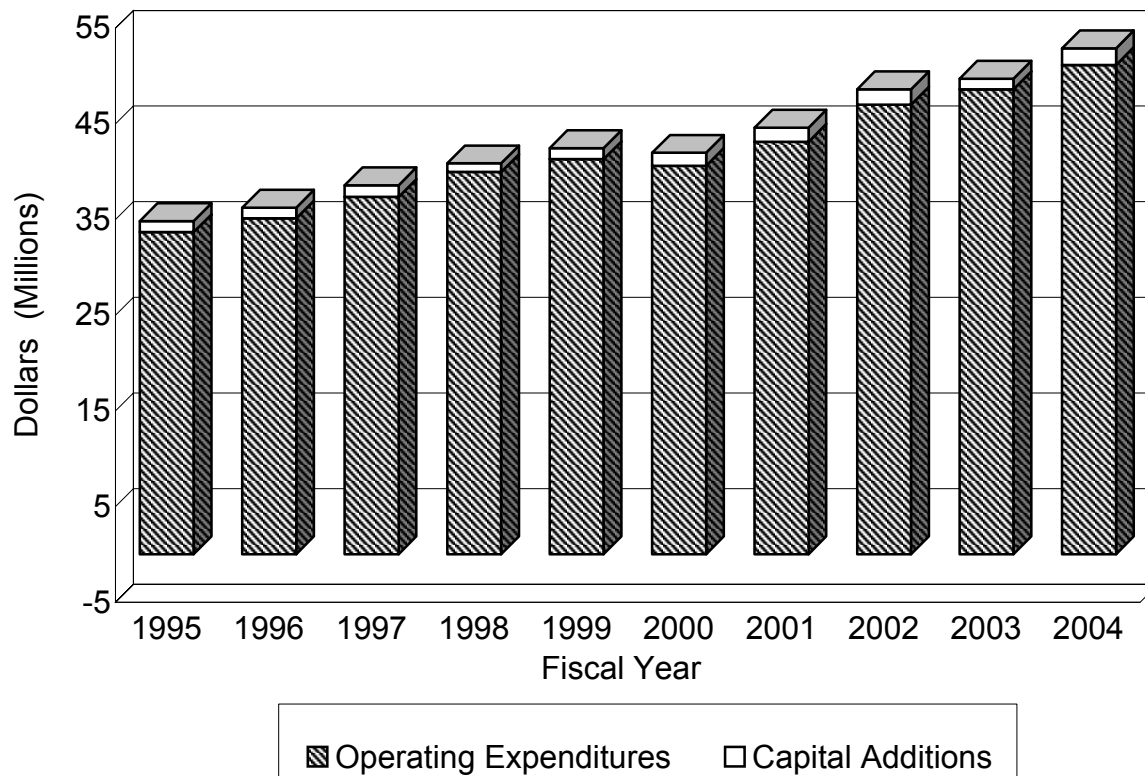
Source: FY 2002 to present Financial Management Information Supplement. Exhibits B-3

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General Fund Expenditure  
Divider  
FY 1995 - FY 2004

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



### Fiscal Year History:

Fiscal Year	Operating Expenditures	Capital Additions	Total Expenditures & Transfers	% Increase Over Previous Year	Average Increase
1995	\$33,675,655	\$1,156,116	\$34,831,771	7.56%	1 year 7.56%
1996	\$35,117,313	\$1,116,683	\$36,233,996	4.03%	2 year 5.79%
1997	\$37,356,387	\$1,221,820	\$38,578,207	6.47%	3 year 6.02%
1998	\$39,978,075	\$892,640	\$40,870,715	5.94%	4 year 6.00%
1999	\$41,314,332	\$1,155,086	\$42,469,418	3.91%	5 year 5.58%
2000	\$40,630,682	\$1,345,097	\$41,975,779	(1.16%)	6 year 4.46%
2001	\$43,137,955	\$1,463,810	\$44,601,765	6.26%	7 year 4.71%
2002	\$47,019,513	\$1,607,256	\$48,626,769	9.02%	8 year 5.25%
2003	\$48,622,029	\$1,101,681	\$49,723,710	2.26%	9 year 4.92%
2004	\$51,162,107	\$1,743,249	\$52,905,356	6.40%	10 year 5.07%

#### Notes:

Expenditures for FY 1994 - FY 1995 include expenditures, encumbrances, and leases.

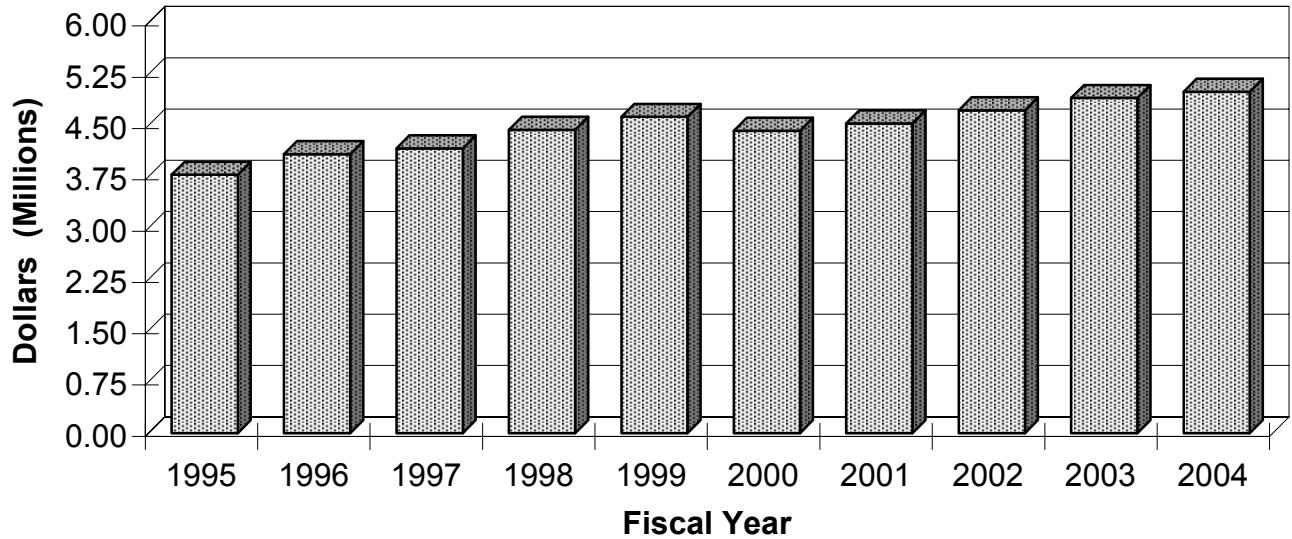
Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

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## Summary - Total Policy Development & Administration Expenditures



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase
1995	\$3,776,573	9.96%	1 year 9.96%
1996	\$4,077,761	7.98%	2 year 8.97%
1997	\$4,163,831	2.11%	3 year 6.68%
1998	\$4,433,157	6.47%	4 year 6.63%
1999	\$4,622,847	4.28%	5 year 6.16%
2000	\$4,421,350	(4.36%)	6 year 4.41%
2001	\$4,527,812	2.41%	7 year 4.12%
2002	\$4,720,235	4.25%	8 year 4.14%
2003	\$4,899,577	3.80%	9 year 4.10%
<b>2004</b>	<b>\$4,991,116</b>	<b>1.87%</b>	<b>10 year 3.88%</b>

#### Notes:

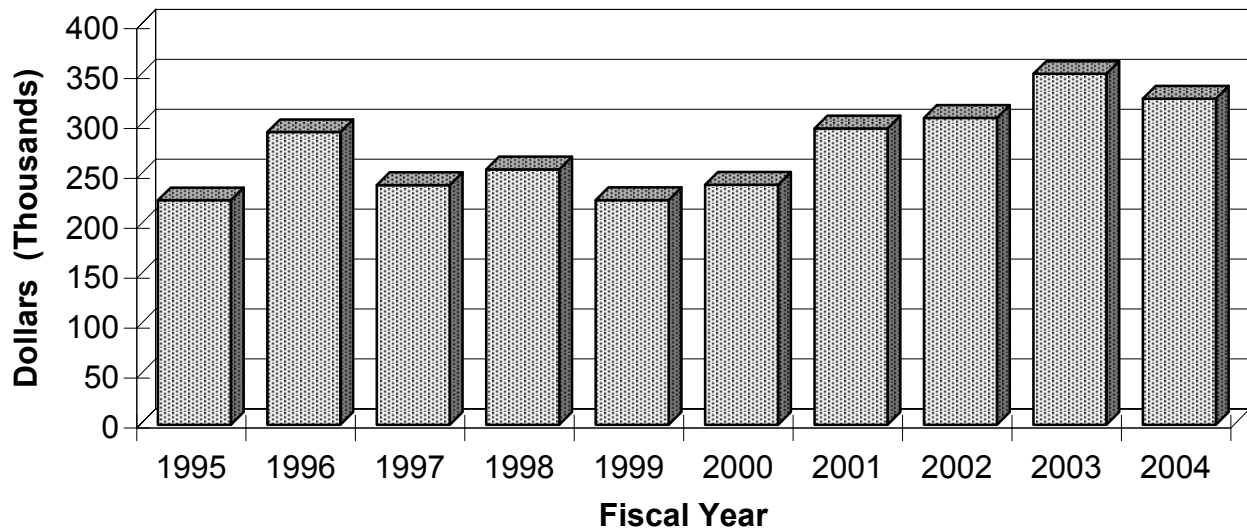
Total Policy Development & Administration Expenditures= Policy Development and Administration Totals in Annual Report less Public Works Admin. plus City Prosecutor.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

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



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$224,893	11.90%	1 year	11.90%
1996	\$293,089	30.32%	2 year	21.11%
1997	\$239,977	(18.12%)	3 year	8.03%
1998	\$255,697	6.55%	4 year	7.66%
1999	\$225,099	(11.97%)	5 year	3.74%
2000	\$240,385	6.79%	6 year	4.25%
2001	\$296,865	23.50%	7 year	7.00%
2002	\$307,360	3.54%	8 year	6.56%
2003	\$351,430	14.34%	9 year	7.43%
<b>2004</b>	<b>\$326,506</b>	<b>(7.09%)</b>	<b>10 year</b>	<b>5.98%</b>

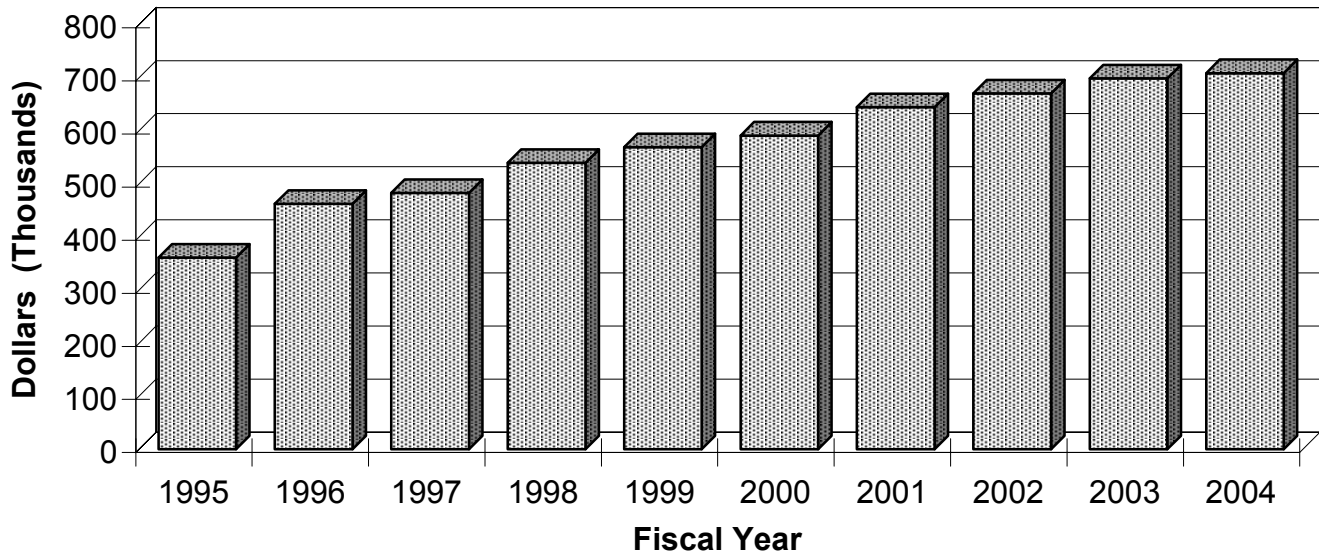
Note:

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Policy Development & Administration Expenditures - City Manager



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$360,638	6.85%	1 year	6.85%
1996	\$462,074	28.13%	2 year	17.49%
1997	\$482,744	4.47%	3 year	13.15%
1998	\$538,920	11.64%	4 year	12.77%
1999	\$568,850	5.55%	5 year	11.33%
2000	\$590,703	3.84%	6 year	10.08%
2001	\$643,987	9.02%	7 year	9.93%
2002	\$669,716	4.00%	8 year	9.19%
2003	\$698,003	4.22%	9 year	8.64%
<b>2004</b>	<b>\$708,180</b>	<b>1.46%</b>	<b>10 year</b>	<b>7.92%</b>

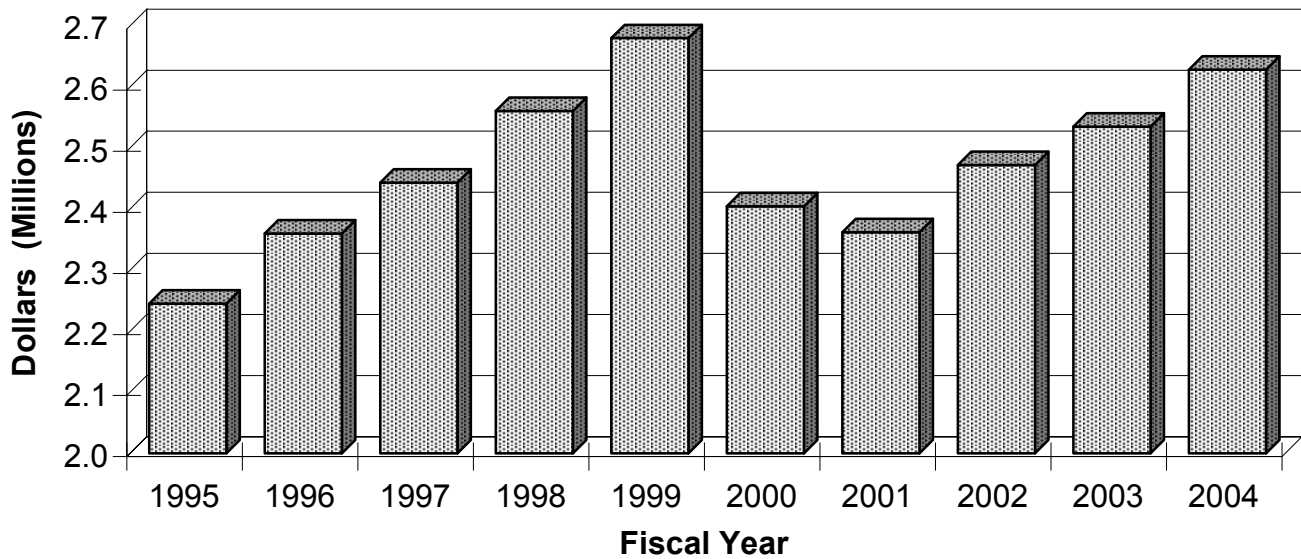
Note:

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Policy Development & Administration Expenditures - Financial Services



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$2,245,261	9.50%	1 year	9.50%
1996	\$2,360,001	5.11%	2 year	7.31%
1997	\$2,443,377	3.53%	3 year	6.05%
1998	\$2,560,872	4.81%	4 year	5.74%
1999	\$2,679,877	4.65%	5 year	5.52%
2000	\$2,404,370	(10.28%)	6 year	2.89%
2001	\$2,362,113	(1.76%)	7 year	2.22%
2002	\$2,472,127	4.66%	8 year	2.53%
2003	\$2,535,027	2.54%	9 year	2.53%
<b>2004</b>	<b>\$2,628,240</b>	<b>3.68%</b>	<b>10 year</b>	<b>2.64%</b>

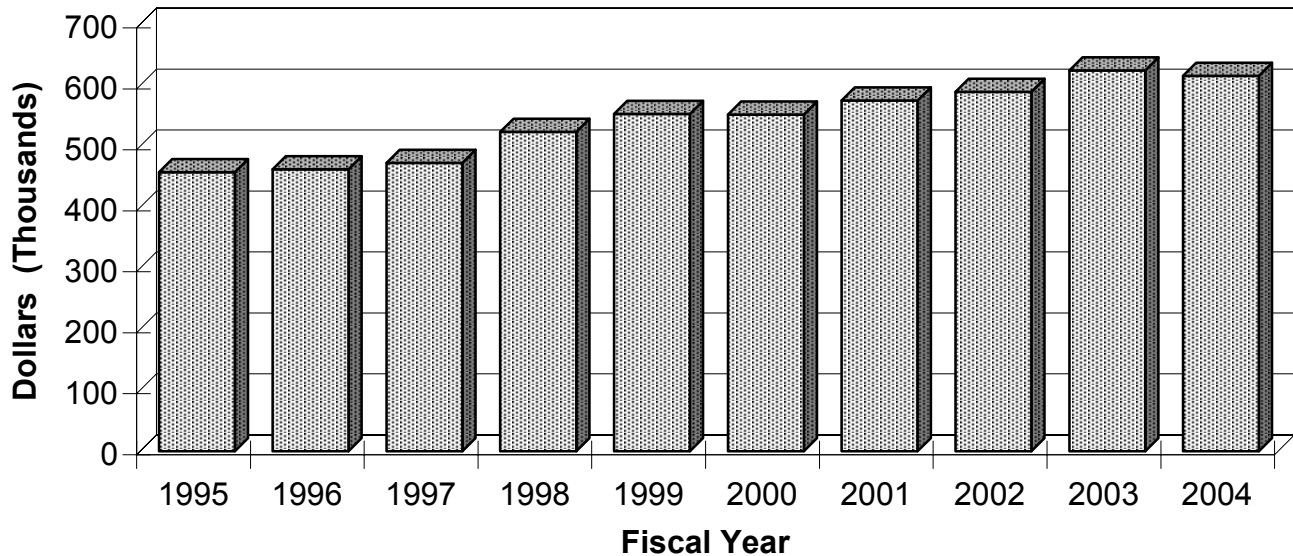
Note:

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Policy & Development & Administration Expenditures - Human Resources



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$457,950	14.02%	1 year	14.02%
1996	\$462,637	1.02%	2 year	7.52%
1997	\$472,871	2.21%	3 year	5.75%
1998	\$524,092	10.83%	4 year	7.02%
1999	\$553,465	5.60%	5 year	6.74%
2000	\$552,301	(0.21%)	6 year	5.58%
2001	\$575,465	4.19%	7 year	5.38%
2002	\$589,588	2.45%	8 year	5.02%
2003	\$624,648	5.95%	9 year	5.12%
<b>2004</b>	<b>\$615,807</b>	<b>(1.42%)</b>	<b>10 year</b>	<b>4.47%</b>

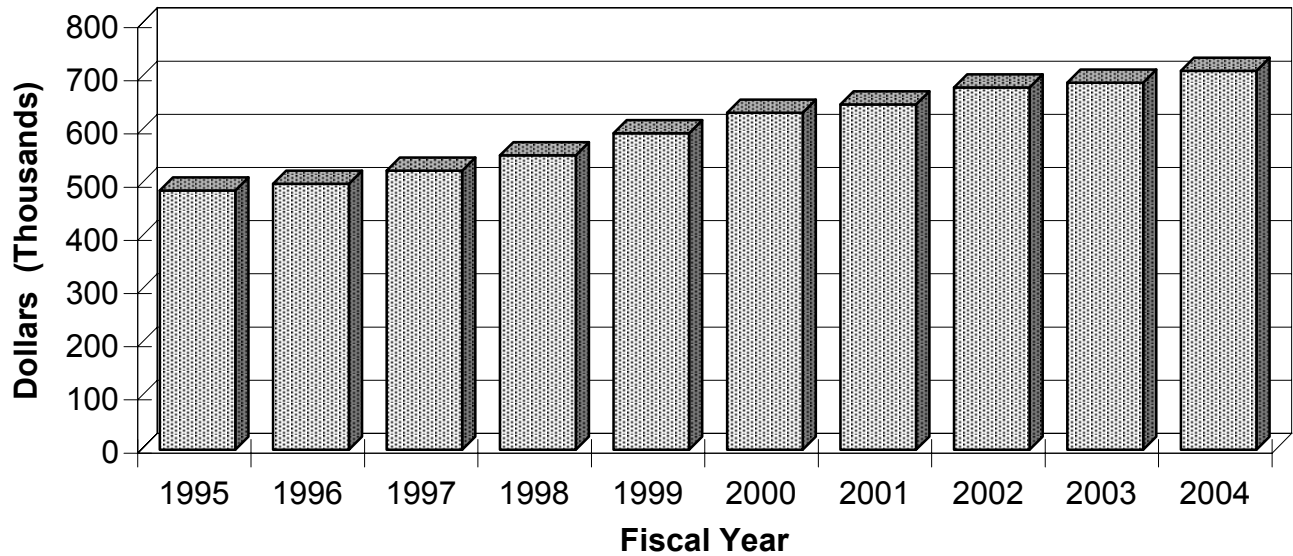
Note:

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Policy Development & Administration Expenditures - Law Department



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$487,831	9.88%	1 year	9.88%
1996	\$499,960	2.49%	2 year	6.18%
1997	\$524,862	4.98%	3 year	5.78%
1998	\$553,576	5.47%	4 year	5.70%
1999	\$595,556	7.58%	5 year	6.08%
2000	\$633,591	6.39%	6 year	6.13%
2001	\$649,382	2.49%	7 year	5.61%
2002	\$681,444	4.94%	8 year	5.53%
2003	\$690,469	1.32%	9 year	5.06%
<b>2004</b>	<b>\$712,383</b>	<b>3.17%</b>	<b>10 year</b>	<b>4.87%</b>

Notes:

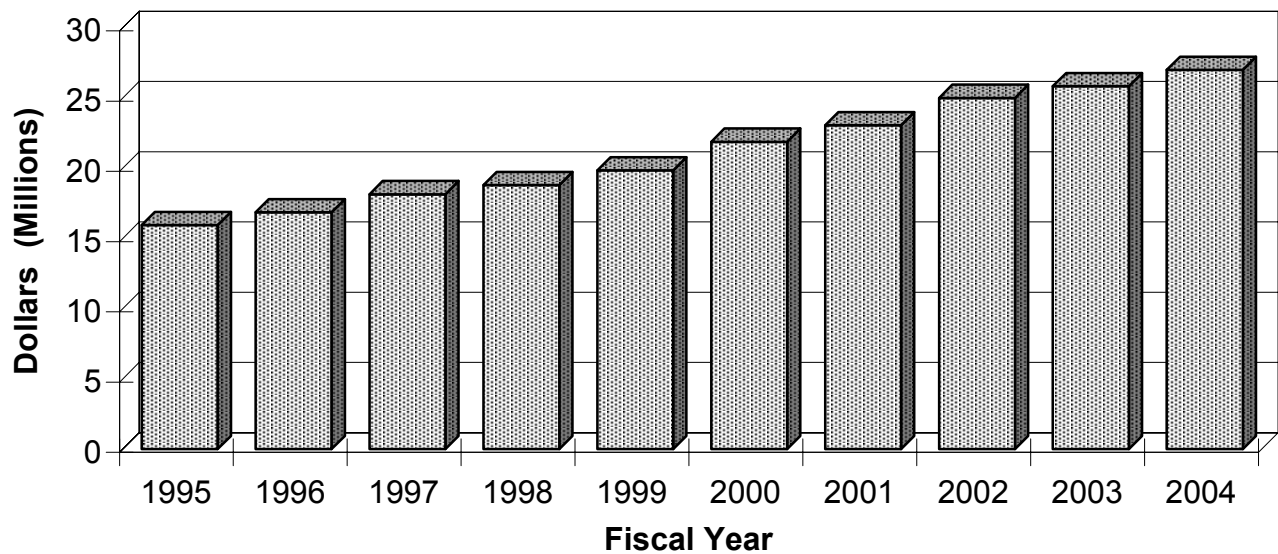
Law Department = City Counselor and City Prosecutor.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Summary - Total Public Safety Expenditures



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$15,946,352	3.58%	1 year	3.58%
1996	\$16,862,285	5.74%	2 year	4.66%
1997	\$18,142,318	7.59%	3 year	5.64%
1998	\$18,792,169	3.58%	4 year	5.12%
1999	\$19,841,584	5.58%	5 year	5.22%
2000	\$21,881,951	10.28%	6 year	6.06%
2001	\$23,052,090	5.35%	7 year	5.96%
2002	\$24,998,627	8.44%	8 year	6.27%
2003	\$25,827,726	3.32%	9 year	5.94%
<b>2004</b>	<b>\$26,997,693</b>	<b>4.53%</b>	<b>10 year</b>	<b>5.80%</b>

**Notes:**

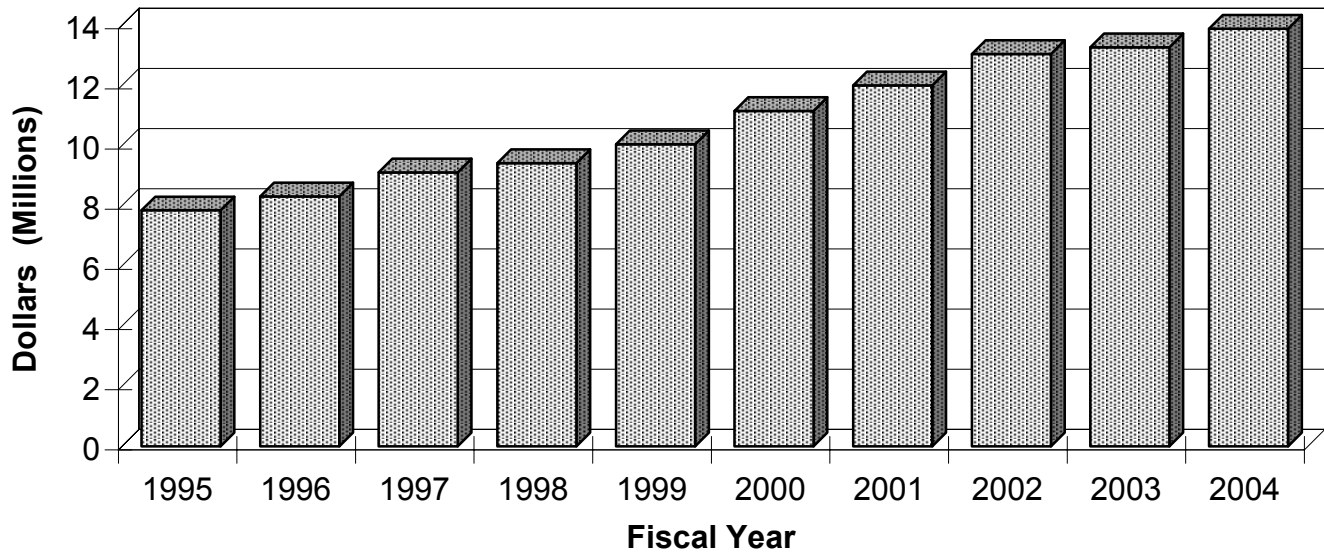
Total Public Safety Expenditures = Total Public Safety amounts in Annual Financial Reports less City Prosecutor.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Public Safety Expenditures - Police Department



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$7,850,846	1.51%	1 year	1.51%
1996	\$8,310,282	5.85%	2 year	3.68%
1997	\$9,115,108	9.68%	3 year	5.68%
1998	\$9,418,276	3.33%	4 year	5.09%
1999	\$10,052,244	6.73%	5 year	5.42%
2000	\$11,149,914	10.92%	6 year	6.34%
2001	\$12,003,622	7.66%	7 year	6.53%
2002	\$13,046,196	8.69%	8 year	6.80%
2003	\$13,272,194	1.73%	9 year	6.23%
<b>2004</b>	<b>\$13,893,140</b>	<b>4.68%</b>	<b>10 year</b>	<b>6.08%</b>

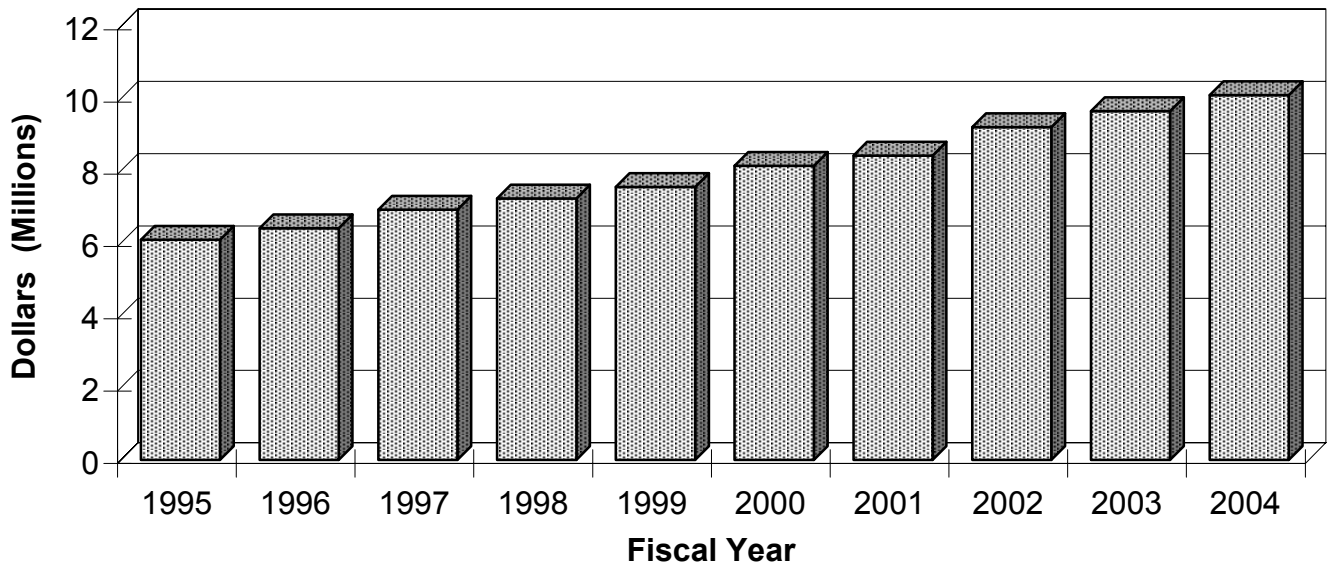
Note:

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Public Safety Expenditures - Fire Department



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$6,095,956	3.94%	1 year	3.94%
1996	\$6,411,263	5.17%	2 year	4.56%
1997	\$6,929,683	8.09%	3 year	5.73%
1998	\$7,233,891	4.39%	4 year	5.40%
1999	\$7,557,246	4.47%	5 year	5.21%
2000	\$8,138,949	7.70%	6 year	5.63%
2001	\$8,422,891	3.49%	7 year	5.32%
2002	\$9,207,194	9.31%	8 year	5.82%
2003	\$9,650,972	4.82%	9 year	5.71%
<b>2004</b>	<b>\$10,097,846</b>	<b>4.63%</b>	<b>10 year</b>	<b>5.60%</b>

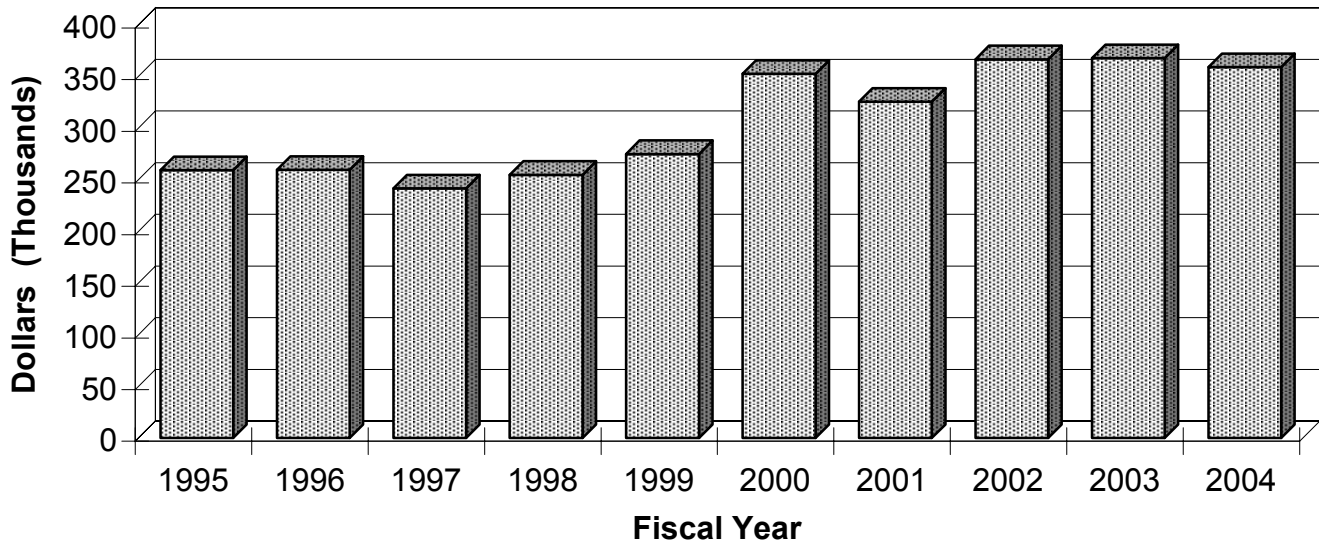
Note:

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Public Safety Expenditures - Animal Control



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase
1995	\$259,246	23.73%	1 year 23.73%
1996	\$259,363	0.05%	2 year 11.89%
1997	\$241,413	(6.92%)	3 year 5.62%
1998	\$254,635	5.48%	4 year 5.58%
1999	\$274,794	7.92%	5 year 6.05%
2000	\$352,432	28.25%	6 year 9.75%
2001	\$325,551	(7.63%)	7 year 7.27%
2002	\$366,441	12.56%	8 year 7.93%
2003	\$367,566	0.31%	9 year 7.08%
<b>2004</b>	<b>\$358,773</b>	<b>(2.39%)</b>	<b>10 year 6.13%</b>

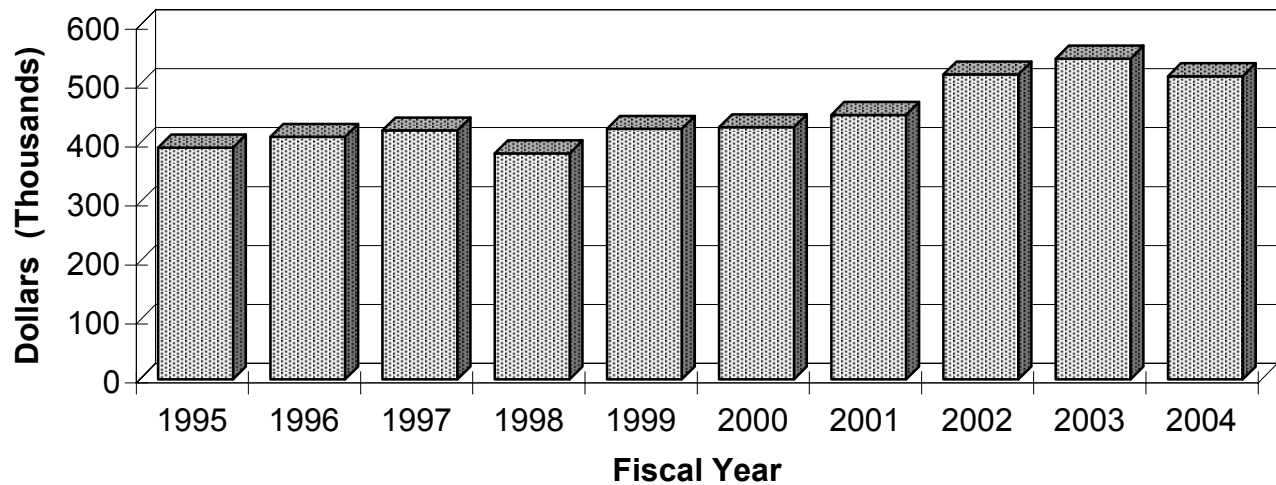
**Note:**

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Public Safety Expenditures - Municipal Court



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$393,768	11.65%	1 year	11.65%
1996	\$411,946	4.62%	2 year	8.13%
1997	\$422,900	2.66%	3 year	6.31%
1998	\$383,971	(9.21%)	4 year	2.43%
1999	\$425,419	10.79%	5 year	4.10%
2000	\$428,253	0.67%	6 year	3.53%
2001	\$449,051	4.86%	7 year	3.72%
2002	\$517,863	15.32%	8 year	5.17%
2003	\$544,800	5.20%	9 year	5.17%
<b>2004</b>	<b>\$514,957</b>	<b>(5.48%)</b>	<b>10 year</b>	<b>4.11%</b>

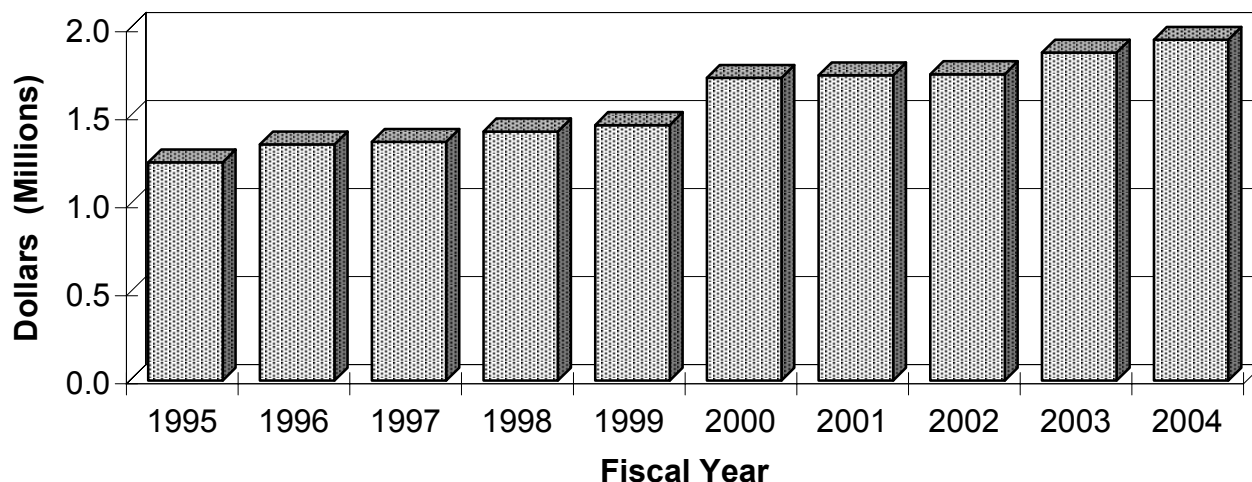
Note:

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Public Safety Expenditures - Joint Communications



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$1,240,490	9.93%	1 year	9.93%
1996	\$1,342,230	8.20%	2 year	9.07%
1997	\$1,356,825	1.09%	3 year	6.41%
1998	\$1,415,871	4.35%	4 year	5.89%
1999	\$1,452,015	2.55%	5 year	5.22%
2000	\$1,720,659	18.50%	6 year	7.44%
2001	\$1,734,541	0.81%	7 year	6.49%
2002	\$1,741,276	0.39%	8 year	5.73%
2003	\$1,864,132	7.06%	9 year	5.88%
<b>2004</b>	<b>\$1,936,965</b>	<b>3.91%</b>	<b>10 year</b>	<b>5.68%</b>

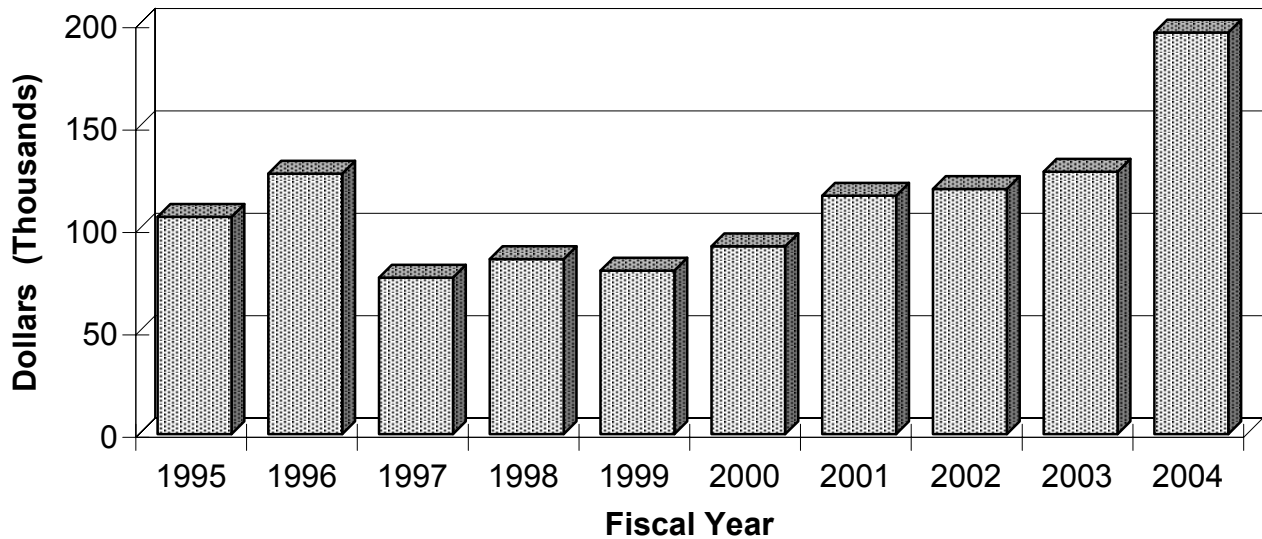
Note:

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Public Safety Expenditures - Emergency Management



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$106,046	0.20%	1 year	0.20%
1996	\$127,201	19.95%	2 year	10.07%
1997	\$76,389	(39.95%)	3 year	(6.60%)
1998	\$85,525	11.96%	4 year	(1.96%)
1999	\$79,866	(6.62%)	5 year	(2.89%)
2000	\$91,744	14.87%	6 year	0.07%
2001	\$116,434	26.91%	7 year	3.90%
2002	\$119,657	2.77%	8 year	3.76%
2003	\$128,062	7.02%	9 year	4.12%
<b>2004</b>	<b>\$196,012</b>	<b>53.06%</b>	<b>10 year</b>	<b>9.02%</b>

Note:

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

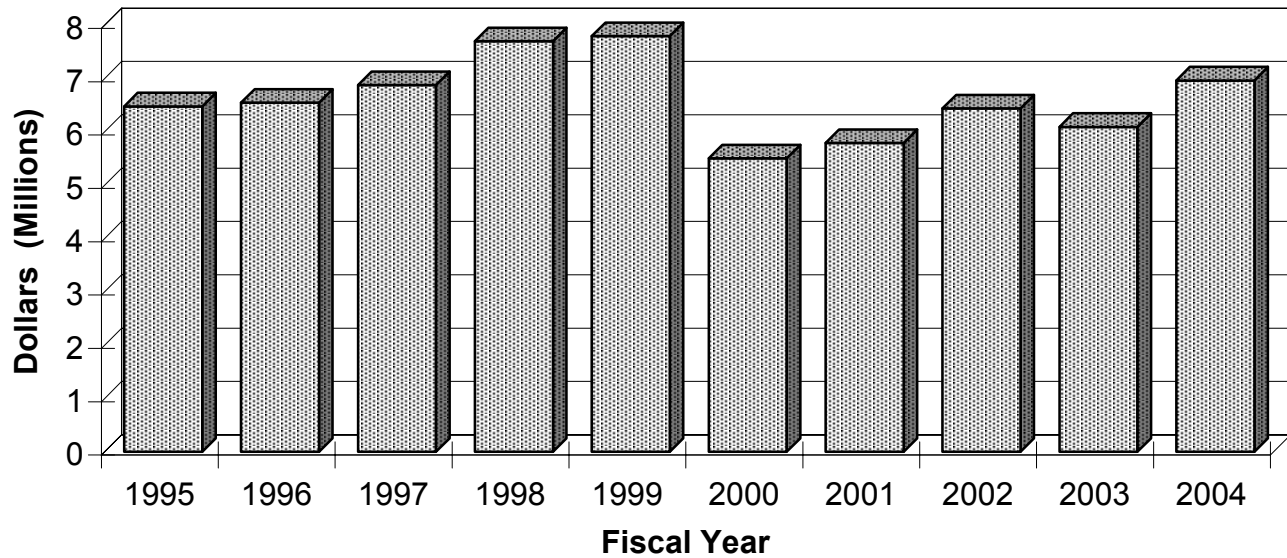
FY 2004 increased for communications, computer and miscellaneous equipment due to a large grant received for Weapons of Mass Destruction (WMD)

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

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

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## Summary - Total Transportation & Public Works Administration Expenditures



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase
1995	\$6,474,338	4.36%	1 year
1996	\$6,545,357	1.10%	2 year
1997	\$6,873,120	5.01%	3 year
1998	\$7,693,539	11.94%	4 year
1999	\$7,793,184	1.30%	5 year
2000	\$5,497,856	(29.45%)	6 year
2001	\$5,785,991	5.24%	7 year
2002	\$6,436,899	11.25%	8 year
2003	\$6,091,173	(5.37%)	9 year
2004	\$6,961,464	14.29%	10 year

#### Notes:

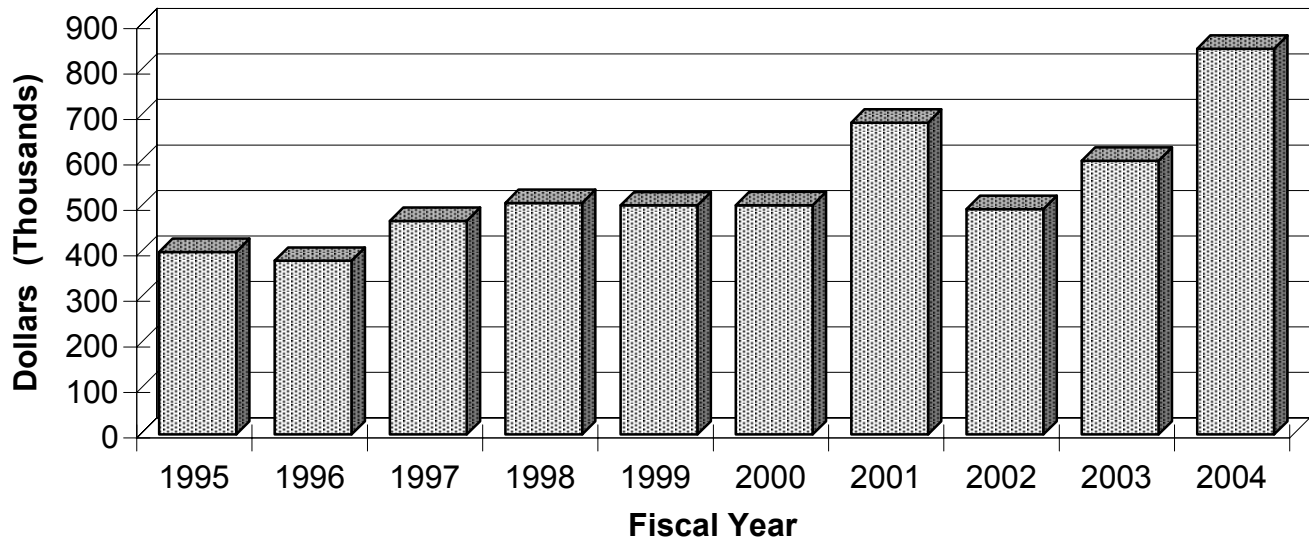
Total Transportation & Public Works Administration Expenditures = Total Transportation in Annual Report plus Airport and Public Transportation Subsidies, and Public Works Administration.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

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



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase
1995	\$401,454	13.96%	1 year
1996	\$382,141	(4.81%)	2 year
1997	\$469,596	22.89%	3 year
1998	\$509,302	8.46%	4 year
1999	\$503,789	(1.08%)	5 year
2000	\$504,077	0.06%	6 year
2001	\$685,637	36.02%	7 year
2002	\$495,522	(27.73%)	8 year
2003	\$601,856	21.46%	9 year
2004	\$848,380	40.96%	10 year

#### Note:

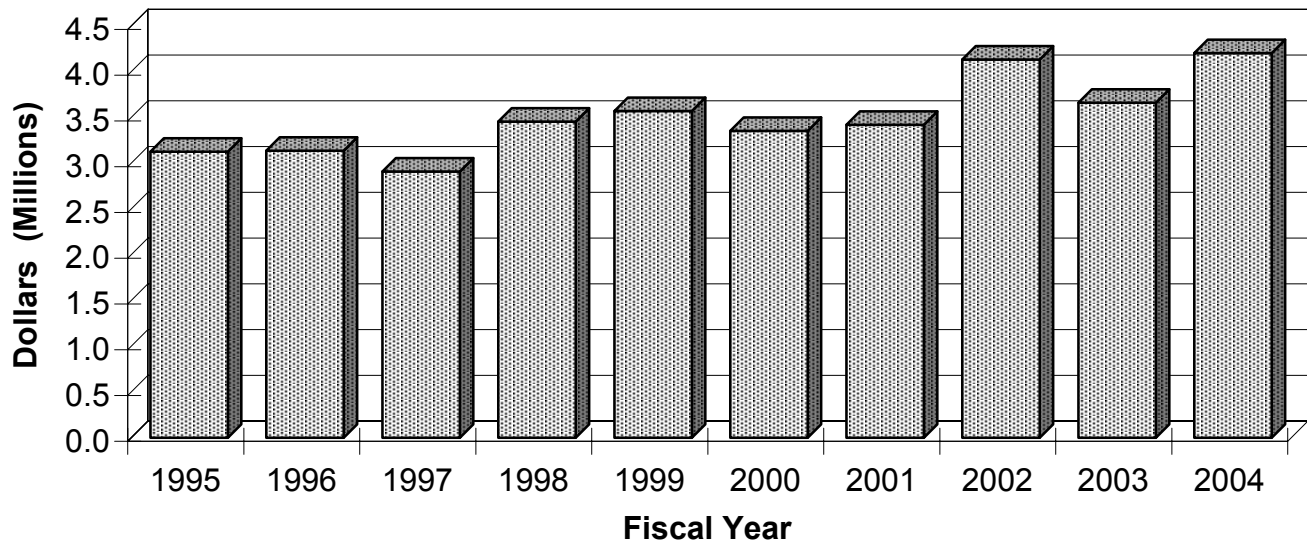
FY 2004 large increase was due to mainly additional personnel for stripping and the purchase of countdown timers and a pedestrian flag system.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

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



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$3,128,161	13.17%	1 year	13.17%
1996	\$3,137,057	0.28%	2 year	6.73%
1997	\$2,910,815	(7.21%)	3 year	2.08%
1998	\$3,457,665	18.79%	4 year	6.26%
1999	\$3,572,996	3.34%	5 year	5.67%
2000	\$3,355,644	(6.08%)	6 year	3.71%
2001	\$3,420,260	1.93%	7 year	3.46%
2002	\$4,136,411	20.94%	8 year	5.64%
2003	\$3,662,559	(11.46%)	9 year	3.74%
<b>2004</b>	<b>\$4,206,153</b>	<b>14.84%</b>	<b>10 year</b>	<b>4.85%</b>

#### Notes:

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

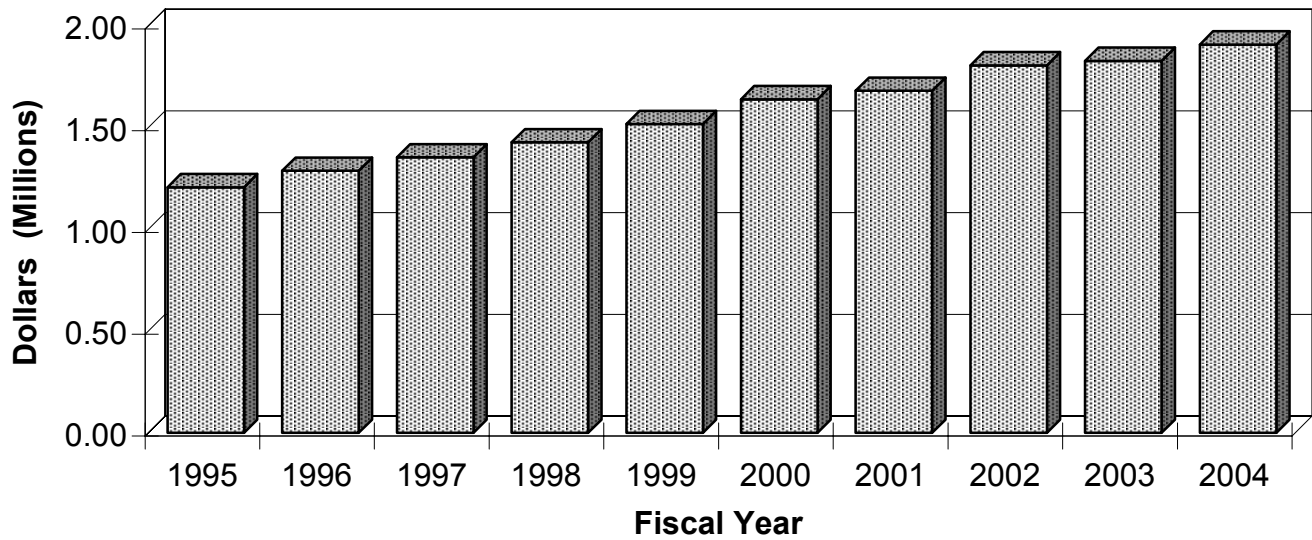
Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

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

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



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$1,205,575	6.05%	1 year	6.05%
1996	\$1,287,011	6.75%	2 year	6.40%
1997	\$1,352,709	5.10%	3 year	5.97%
1998	\$1,426,572	5.46%	4 year	5.84%
1999	\$1,516,399	6.30%	5 year	5.93%
2000	\$1,638,135	8.03%	6 year	6.28%
2001	\$1,680,094	2.56%	7 year	5.75%
2002	\$1,804,966	7.43%	8 year	5.96%
2003	\$1,826,758	1.21%	9 year	5.43%
<b>2004</b>	<b>\$1,906,931</b>	<b>4.39%</b>	<b>10 year</b>	<b>5.33%</b>

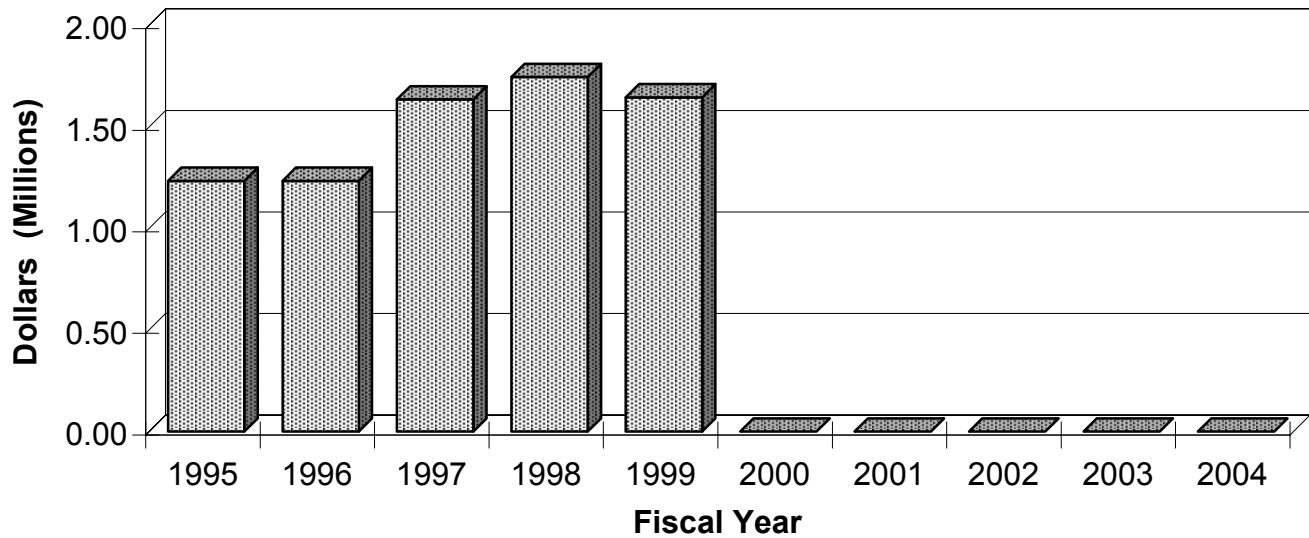
Note:

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

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



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$1,235,000	(16.84%)	1 year	(16.84%)
1996	\$1,235,000	0.00%	2 year	(8.42%)
1997	\$1,636,000	32.47%	3 year	5.21%
1998	\$1,746,000	6.72%	4 year	5.59%
1999	\$1,646,000	(5.73%)	5 year	3.33%
2000	\$0	(100.00%)	6 year	(13.90%)
2001	\$0	0.00%	7 year	(11.91%)
2002	\$0	0.00%	8 year	(10.42%)
2003	\$0	0.00%	9 year	(9.26%)
2004	\$0	0.00%	10 year	(8.34%)

#### Notes:

The increased subsidy in FY 1994 is due in part to acquisition costs of the non-federally funded portion of capital assets.

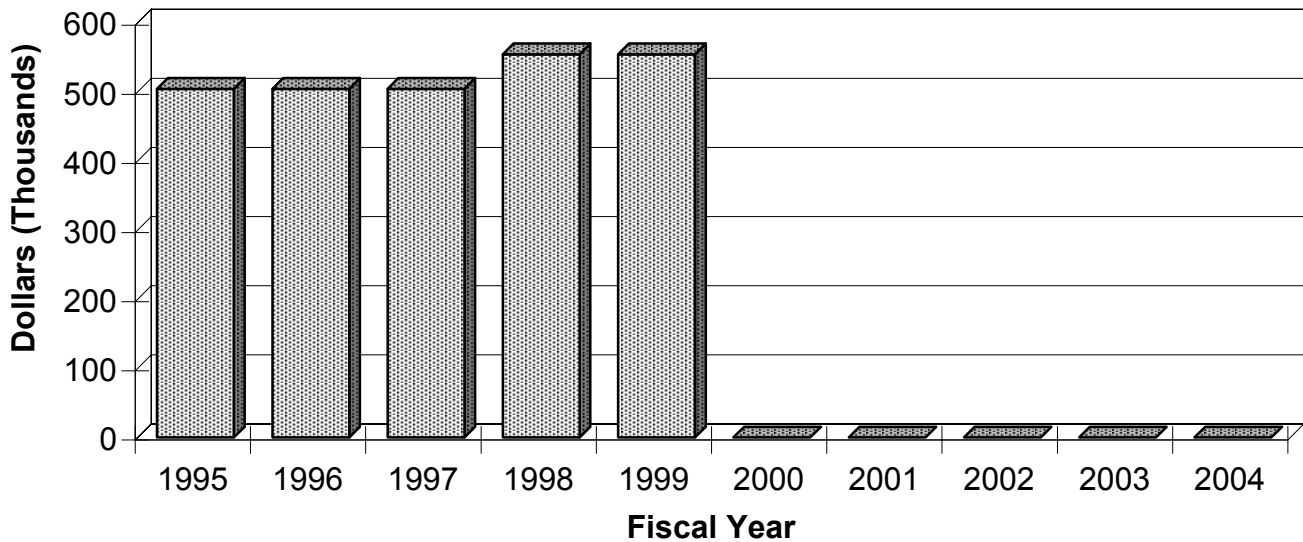
Beginning in FY 2000 the Transportation Subsidy is coming directly from the Transportation Sales Tax Fund instead of being routed from that fund to the General Fund and then into the Transportation Fund.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

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



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$504,148	8.27%	1 year	8.27%
1996	\$504,148	0.00%	2 year	4.14%
1997	\$504,000	(0.03%)	3 year	2.75%
1998	\$554,000	9.92%	4 year	4.54%
1999	\$554,000	0.00%	5 year	3.63%
2000	\$0	(100.00%)	6 year	(13.64%)
2001	\$0	0.00%	7 year	(11.69%)
2002	\$0	0.00%	8 year	(10.23%)
2003	\$0	0.00%	9 year	(9.09%)
<b>2004</b>	<b>\$0</b>	<b>0.00%</b>	<b>10 year</b>	<b>(8.18%)</b>

#### Notes:

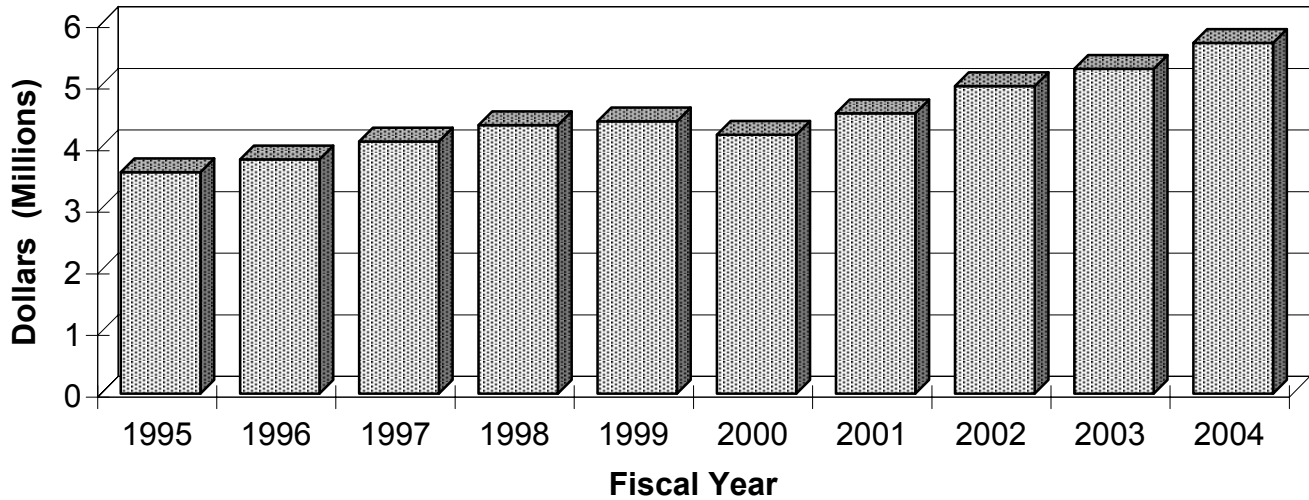
Beginning in FY 2000 the Airport Subsidy is coming directly from the Transportation Sales Tax Fund instead of being routed from that fund to the General Fund and then into the Airport Fund.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Summary - Total Health & Environment Expenditures



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$3,594,331	13.79%	1 year	13.79%
1996	\$3,803,244	5.81%	2 year	9.80%
1997	\$4,095,873	7.69%	3 year	9.10%
1998	\$4,358,874	6.42%	4 year	8.43%
1999	\$4,419,353	1.39%	5 year	7.02%
2000	\$4,202,033	(4.92%)	6 year	5.03%
2001	\$4,549,478	8.27%	7 year	5.49%
2002	\$4,994,058	9.77%	8 year	6.03%
2003	\$5,272,912	5.58%	9 year	5.98%
<b>2004</b>	<b>\$5,692,406</b>	<b>7.96%</b>	<b>10 year</b>	<b>6.18%</b>

#### Notes:

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

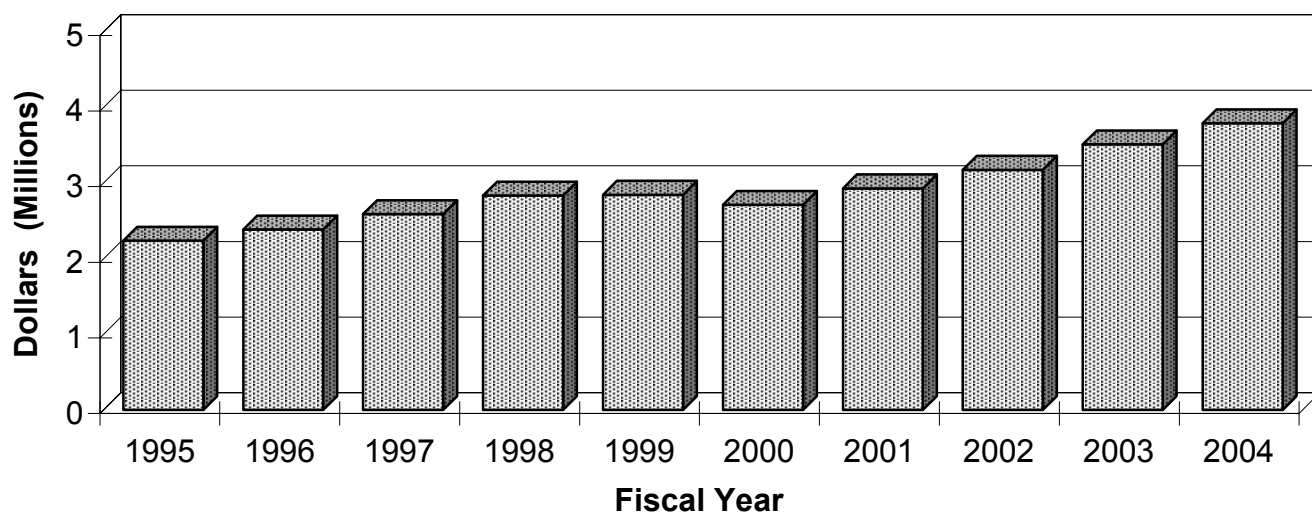
The decrease in FY 2000 was due to the Corrections, School Health, and Parkade programs no longer being administered by the City, and no storm water subsidy was needed.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Health & Environment Expenditures - Health Services



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$2,240,388	14.89%	1 year	14.89%
1996	\$2,388,616	6.62%	2 year	10.75%
1997	\$2,590,232	8.44%	3 year	9.98%
1998	\$2,835,844	9.48%	4 year	9.86%
1999	\$2,847,466	0.41%	5 year	7.97%
2000	\$2,714,873	(4.66%)	6 year	5.86%
2001	\$2,932,152	8.00%	7 year	6.17%
2002	\$3,178,136	8.39%	8 year	6.45%
2003	\$3,513,463	10.55%	9 year	6.90%
<b>2004</b>	<b>\$3,793,586</b>	<b>7.97%</b>	<b>10 year</b>	<b>7.01%</b>

Notes:

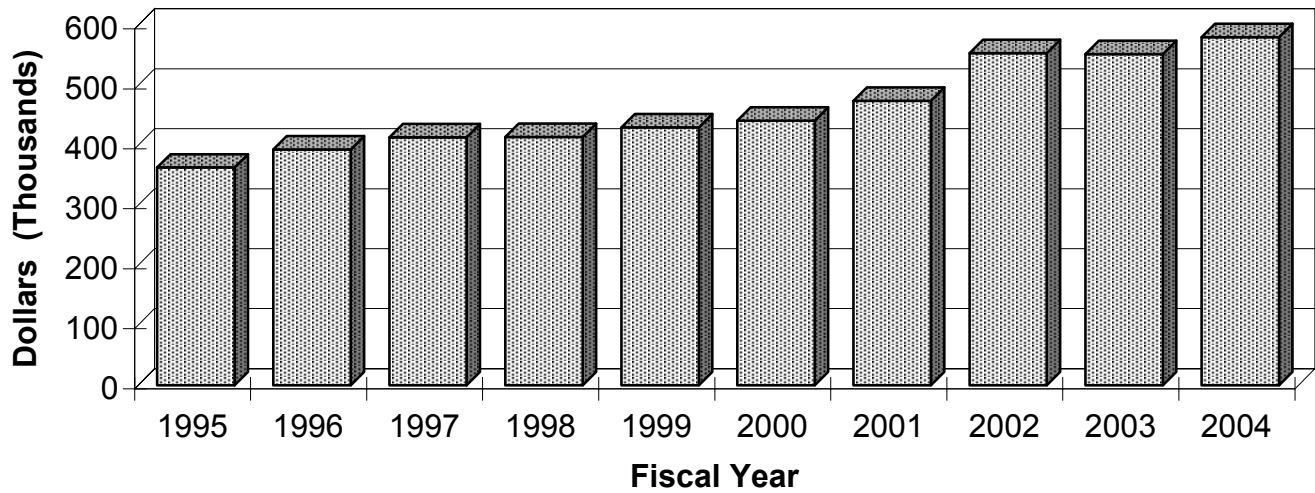
The decrease in FY 2000 was due to the Corrections, School Health, and Parkade programs no longer being administered by the City.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Health & Environment Expenditures - Planning



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$363,250	8.44%	1 year	8.44%
1996	\$393,554	8.34%	2 year	8.39%
1997	\$413,532	5.08%	3 year	7.29%
1998	\$414,113	0.14%	4 year	5.50%
1999	\$430,486	3.95%	5 year	5.19%
2000	\$441,499	2.56%	6 year	4.75%
2001	\$474,359	7.44%	7 year	5.14%
2002	\$554,004	16.79%	8 year	6.59%
2003	\$552,474	(0.28%)	9 year	5.83%
<b>2004</b>	<b>\$580,542</b>	<b>5.08%</b>	<b>10 year</b>	<b>5.75%</b>

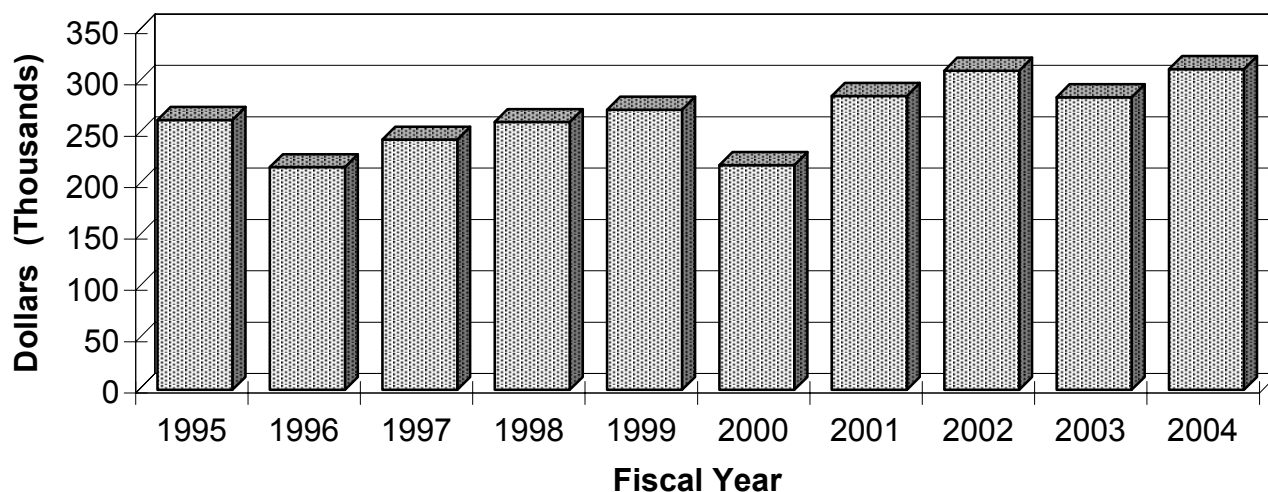
Note:

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Health & Environment Expenditures - Department of Economic Development



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$262,603	14.41%	1 year	14.41%
1996	\$216,732	(17.47%)	2 year	(1.53%)
1997	\$243,472	12.34%	3 year	3.09%
1998	\$260,587	7.03%	4 year	4.08%
1999	\$272,729	4.66%	5 year	4.19%
2000	\$218,824	(19.77%)	6 year	0.20%
2001	\$285,952	30.68%	7 year	4.55%
2002	\$310,546	8.60%	8 year	5.06%
2003	\$284,771	(8.30%)	9 year	3.58%
<b>2004</b>	<b>\$312,088</b>	<b>9.59%</b>	<b>10 year</b>	<b>4.18%</b>

Note:

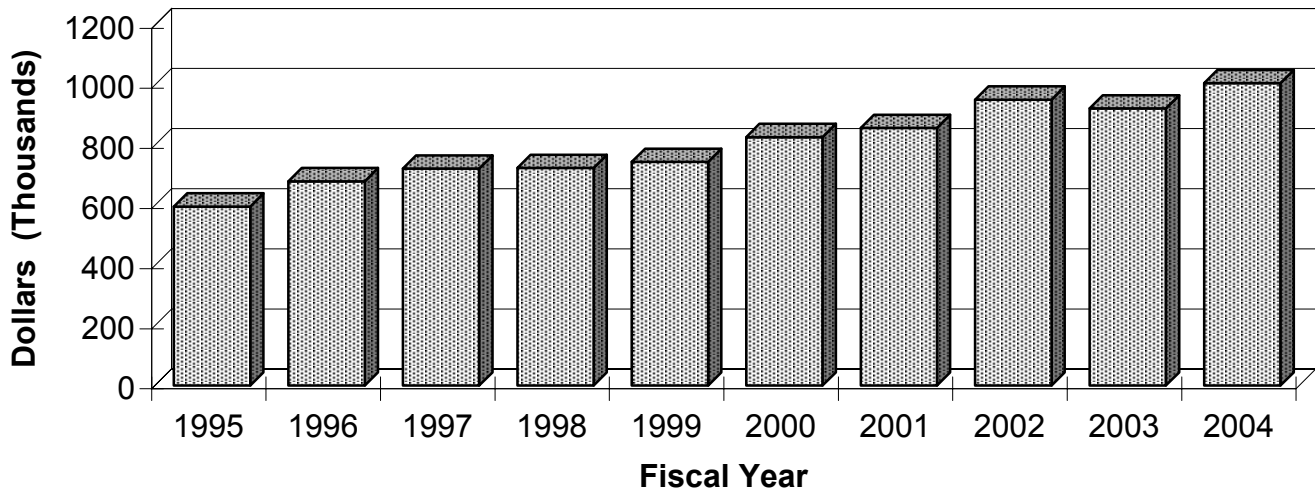
Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

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

## Health & Environment Expenditures - Protective Inspection



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase
1995	\$595,835	14.62%	1 year 14.62%
1996	\$679,937	14.11%	2 year 14.37%
1997	\$721,817	6.16%	3 year 11.63%
1998	\$723,925	0.29%	4 year 8.80%
1999	\$744,267	2.81%	5 year 7.60%
2000	\$826,837	11.09%	6 year 8.18%
2001	\$857,015	3.65%	7 year 7.53%
2002	\$951,372	11.01%	8 year 7.97%
2003	\$922,204	(3.07%)	9 year 6.74%
<b>2004</b>	<b>\$1,006,190</b>	<b>9.11%</b>	<b>10 year 6.98%</b>

Note:

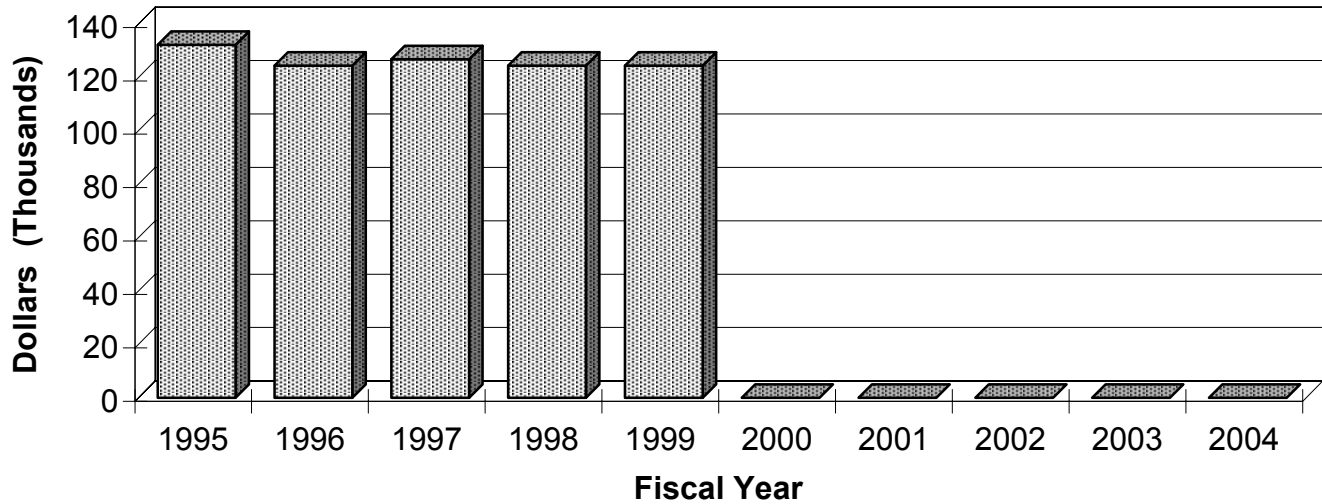
Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

The significant increase in FY 2000 was due to this department paying certain intragovernmental charges (for information support and utilities) that it had not been charged in previous years.

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

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

## Health & Environment Expenditures - Storm Water Fund Subsidy



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase
1995	\$132,255	6.31%	1 year
1996	\$124,405	(5.94%)	2 year
1997	\$126,820	1.94%	3 year
1998	\$124,405	(1.90%)	4 year
1999	\$124,405	0.00%	5 year
2000	\$0	(100.00%)	6 year
2001	\$0	0.00%	7 year
2002	\$0	0.00%	8 year
2003	\$0	0.00%	9 year
<b>2004</b>	<b>\$0</b>	<b>0.00%</b>	<b>10 year</b>

#### Notes:

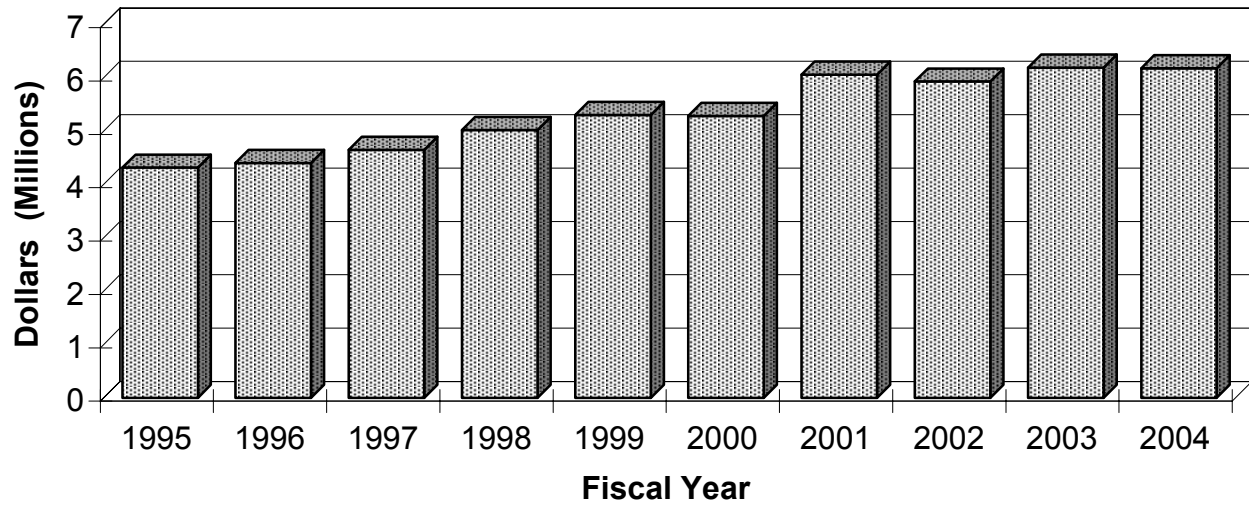
The Storm Water operation no longer requires a General Fund subsidy; therefore, the subsidy was discontinued beginning in FY 2000.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Summary - Total Personal Development Expenditures



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase	
1995	\$4,315,441	18.11%	1 year	18.11%
1996	\$4,400,379	1.97%	2 year	10.04%
1997	\$4,645,777	5.58%	3 year	8.55%
1998	\$5,020,593	8.07%	4 year	8.43%
1999	\$5,303,598	5.64%	5 year	7.87%
2000	\$5,285,646	(0.34%)	6 year	6.50%
2001	\$6,058,226	14.62%	7 year	7.66%
2002	\$5,928,369	(2.14%)	8 year	6.44%
2003	\$6,188,647	4.39%	9 year	6.21%
<b>2004</b>	<b>\$6,174,844</b>	<b>(0.22%)</b>	<b>10 year</b>	<b>5.57%</b>

#### Notes:

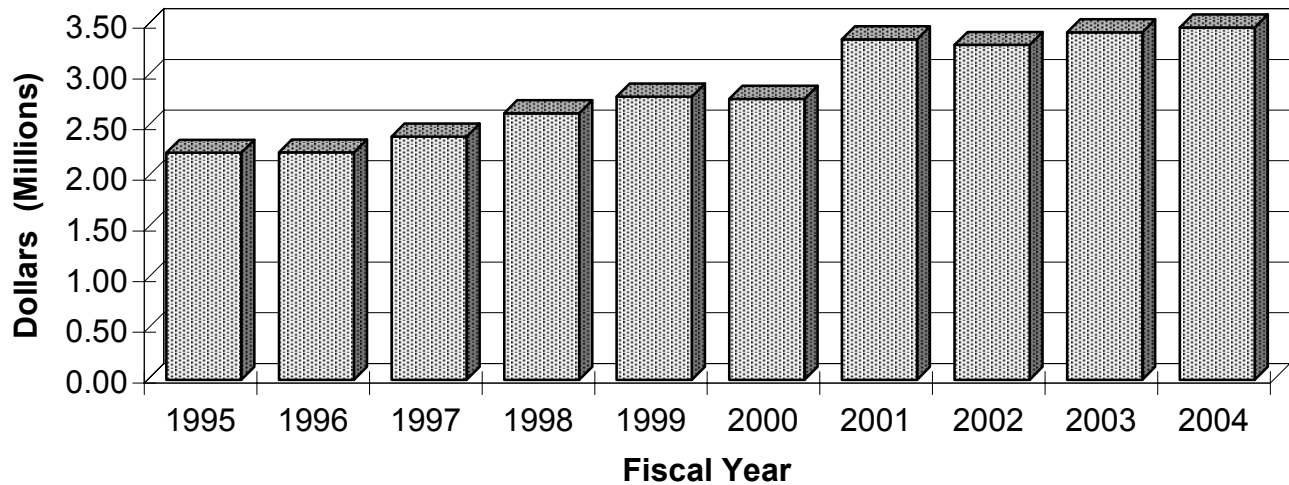
Total Personal Development Expenditures = Total Personal Development in Annual Financial Report plus Recreation Services Subsidy.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Personal Development Expenditures - Parks & Recreation



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase
1995	\$2,239,685	21.82%	1 year
1996	\$2,242,748	0.14%	2 year
1997	\$2,399,735	7.00%	3 year
1998	\$2,629,442	9.57%	4 year
1999	\$2,792,974	6.22%	5 year
2000	\$2,772,592	(0.73%)	6 year
2001	\$3,359,796	21.18%	7 year
2002	\$3,303,209	(1.68%)	8 year
2003	\$3,428,616	3.80%	9 year
<b>2004</b>	<b>\$3,476,623</b>	<b>1.40%</b>	<b>10 year</b>

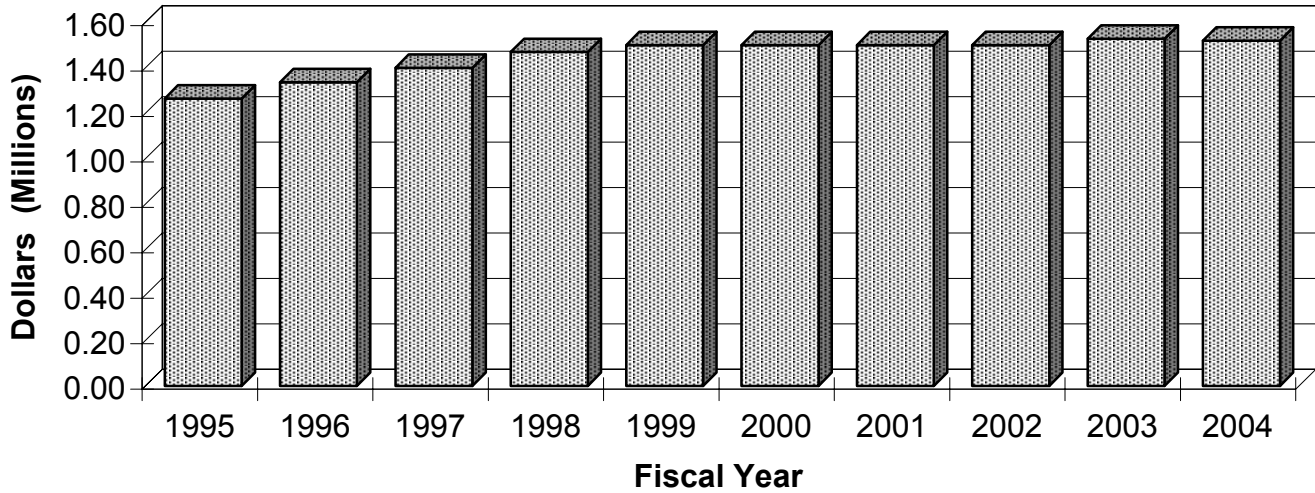
Note:

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Personal Development Expenditures - Recreation Services Subsidy



### Fiscal Year History:

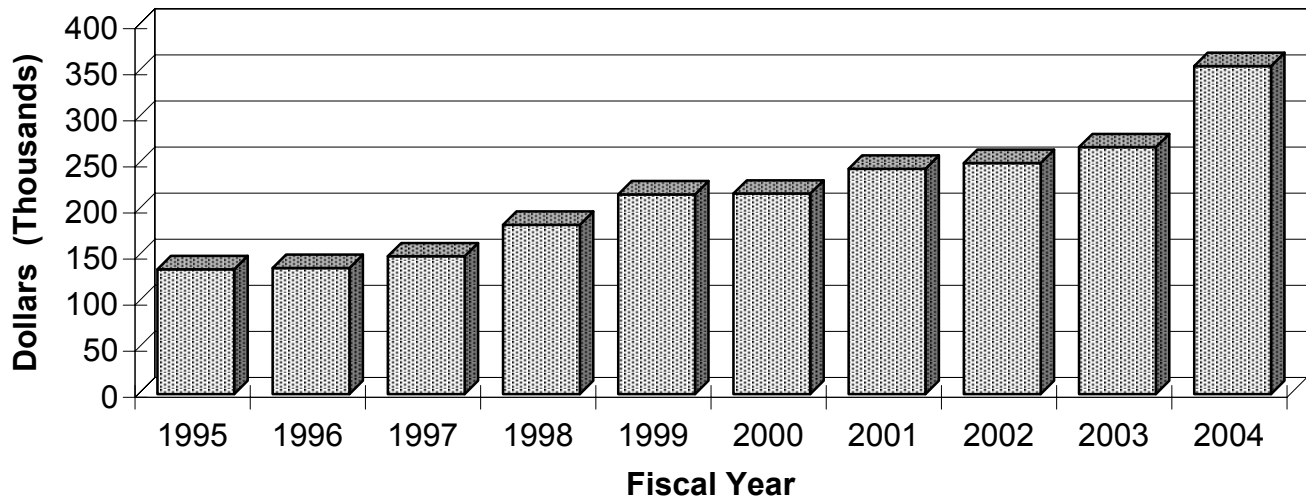
Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase
1995	\$1,264,506	19.16%	1 year
1996	\$1,336,588	5.70%	2 year
1997	\$1,400,000	4.74%	3 year
1998	\$1,470,000	5.00%	4 year
1999	\$1,500,000	2.04%	5 year
2000	\$1,500,000	0.00%	6 year
2001	\$1,500,000	0.00%	7 year
2002	\$1,500,000	0.00%	8 year
2003	\$1,528,200	1.88%	9 year
<b>2004</b>	<b>\$1,520,000</b>	<b>(0.54%)</b>	<b>10 year</b>

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Personal Development Expenditures - Community Services



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase
1995	\$135,543	8.15%	1 year
1996	\$136,741	0.88%	2 year
1997	\$149,460	9.30%	3 year
1998	\$183,636	22.87%	4 year
1999	\$216,746	18.03%	5 year
2000	\$217,550	0.37%	6 year
2001	\$244,508	12.39%	7 year
2002	\$250,771	2.56%	8 year
2003	\$267,900	6.83%	9 year
<b>2004</b>	<b>\$355,964</b>	<b>32.87%</b>	<b>10 year</b>

Note:

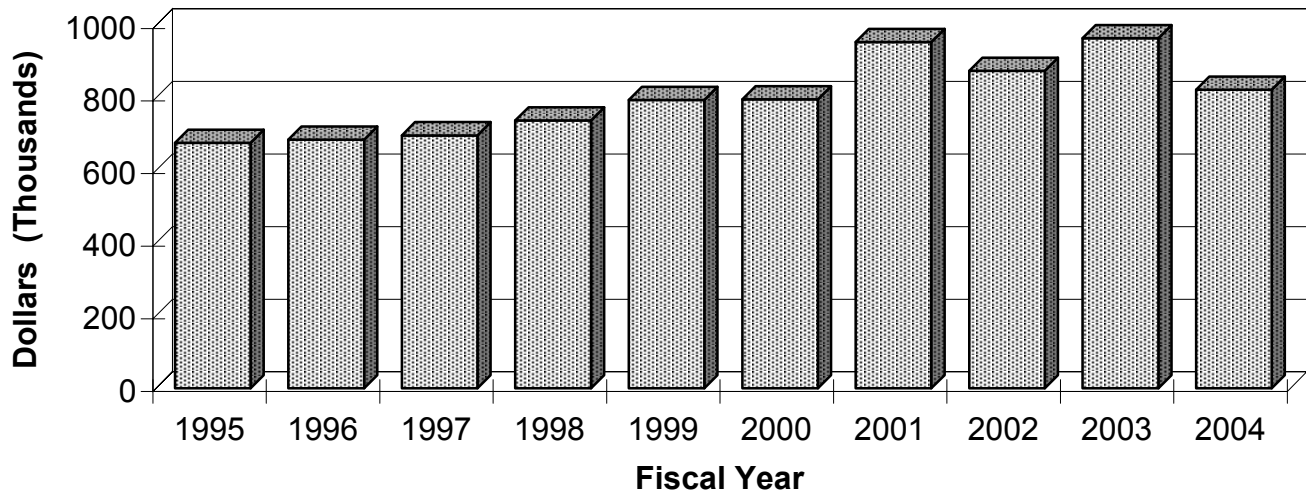
Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

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

## Personal Development Expenditures - Social Assistance



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase
1995	\$675,707	7.49%	1 year
1996	\$684,302	1.27%	2 year
1997	\$696,582	1.79%	3 year
1998	\$737,515	5.88%	4 year
1999	\$793,878	7.64%	5 year
2000	\$795,504	0.20%	6 year
2001	\$953,922	19.91%	7 year
2002	\$874,389	(8.34%)	8 year
2003	\$963,931	10.24%	9 year
2004	\$822,257	(14.70%)	10 year

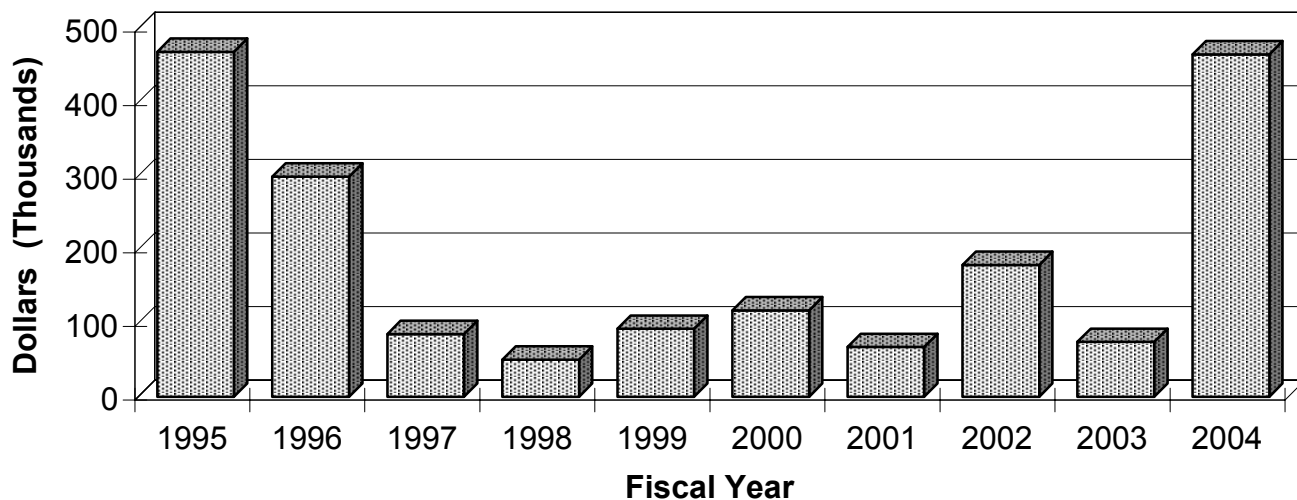
Note:

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Miscellaneous Non-Programmed Activities Expenditures



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase
1995	\$468,788	74.55%	1 year 74.55%
1996	\$299,059	(36.21%)	2 year 19.17%
1997	\$85,298	(71.48%)	3 year (11.04%)
1998	\$50,358	(40.96%)	4 year (18.52%)
1999	\$92,466	83.62%	5 year 1.90%
2000	\$117,467	27.04%	6 year 6.09%
2001	\$67,668	(42.39%)	7 year (0.83%)
2002	\$179,081	164.65%	8 year 19.85%
2003	\$74,660	(58.31%)	9 year 11.17%
<b>2004</b>	<b>\$465,263</b>	<b>523.18%</b>	<b>10 year 62.37%</b>

#### Notes:

The dollars expended as reflected on this expenditure item will fluctuate considerably from year to year due to certain financial transactions occurring within a fiscal year.

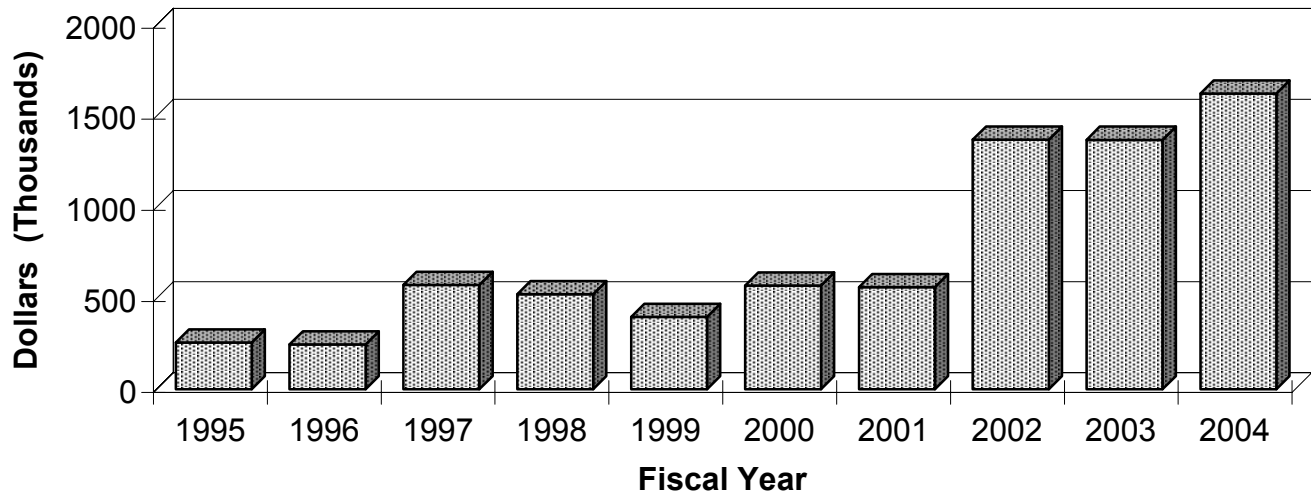
Dollars expended in FY 1995 and in FY 1996 include Interest Expense associated with refinancing escrow account which is offset by Interest Revenue on same.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

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

## Miscellaneous Operating Transfers Expenditures



### Fiscal Year History:

Fiscal Year	Expenditure	% Increase Over Previous Year	Average Increase
1995	\$255,948	(4.46%)	1 year (4.46%)
1996	\$245,911	(3.92%)	2 year (4.19%)
1997	\$571,990	132.60%	3 year 41.41%
1998	\$522,025	(8.74%)	4 year 28.87%
1999	\$396,386	(24.07%)	5 year 18.28%
2000	\$569,476	43.67%	6 year 22.51%
2001	\$560,500	(1.58%)	7 year 19.07%
2002	\$1,369,500	144.34%	8 year 34.73%
2003	\$1,369,015	(0.04%)	9 year 30.87%
2004	\$1,622,570	18.52%	10 year 29.63%

#### Note:

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

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

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

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

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

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

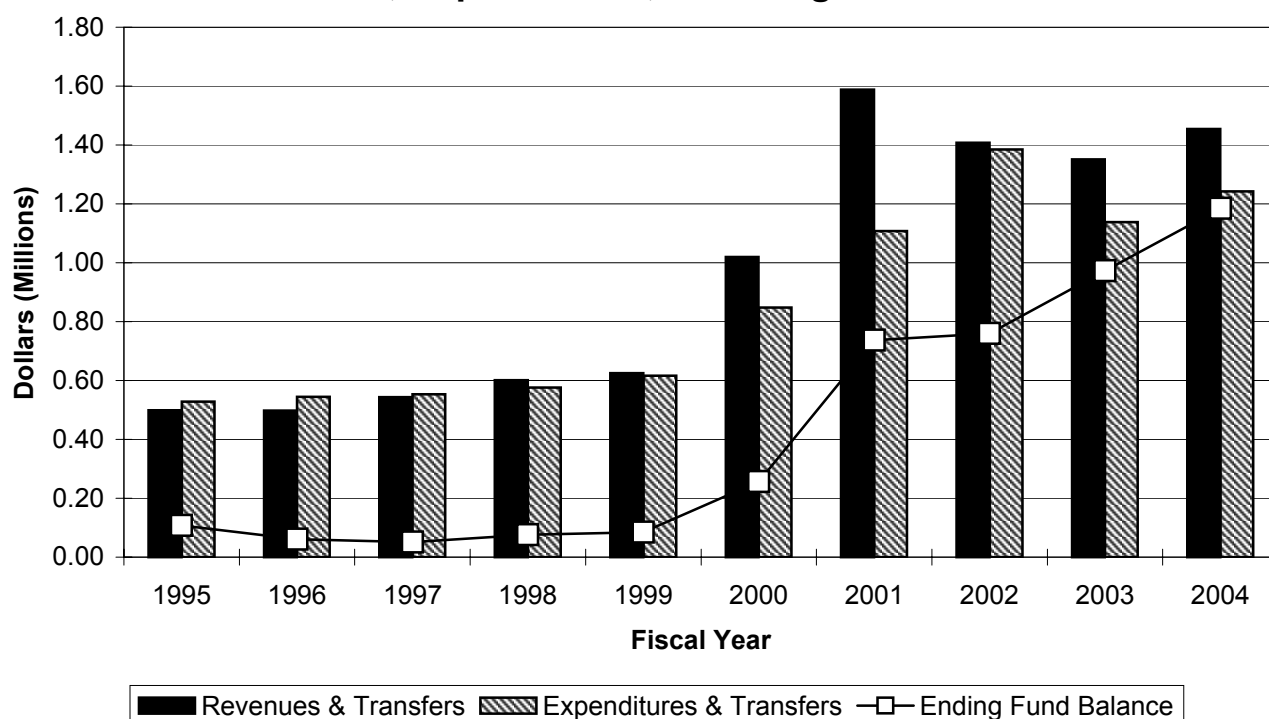
Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

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Other Governmental Funds  
Divider  
FY 1995 - FY 2004

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



### Fiscal Year History:

Fiscal Year	Total Revenues And Transfers	Total Expenditures And Transfers	Ending Fund Balance
1995	\$498,961	\$528,620	\$107,385
1996	\$498,315	\$544,659	\$61,041
1997	\$543,552	\$553,786	\$50,807
1998	\$601,475	\$576,069	\$76,213
1999	\$625,193	\$616,780	\$85,226
2000	\$1,019,235	\$847,519	\$256,942
2001	\$1,587,579	\$1,107,096	\$737,425
2002	\$1,407,429	\$1,385,066	\$759,788
2003	\$1,351,492	\$1,138,044	\$973,236
<b>2004</b>	<b>\$1,454,383</b>	<b>\$1,242,914</b>	<b>\$1,184,705</b>

### Notes:

FY 1998 was restated by \$600 due to a change in accounting principle.

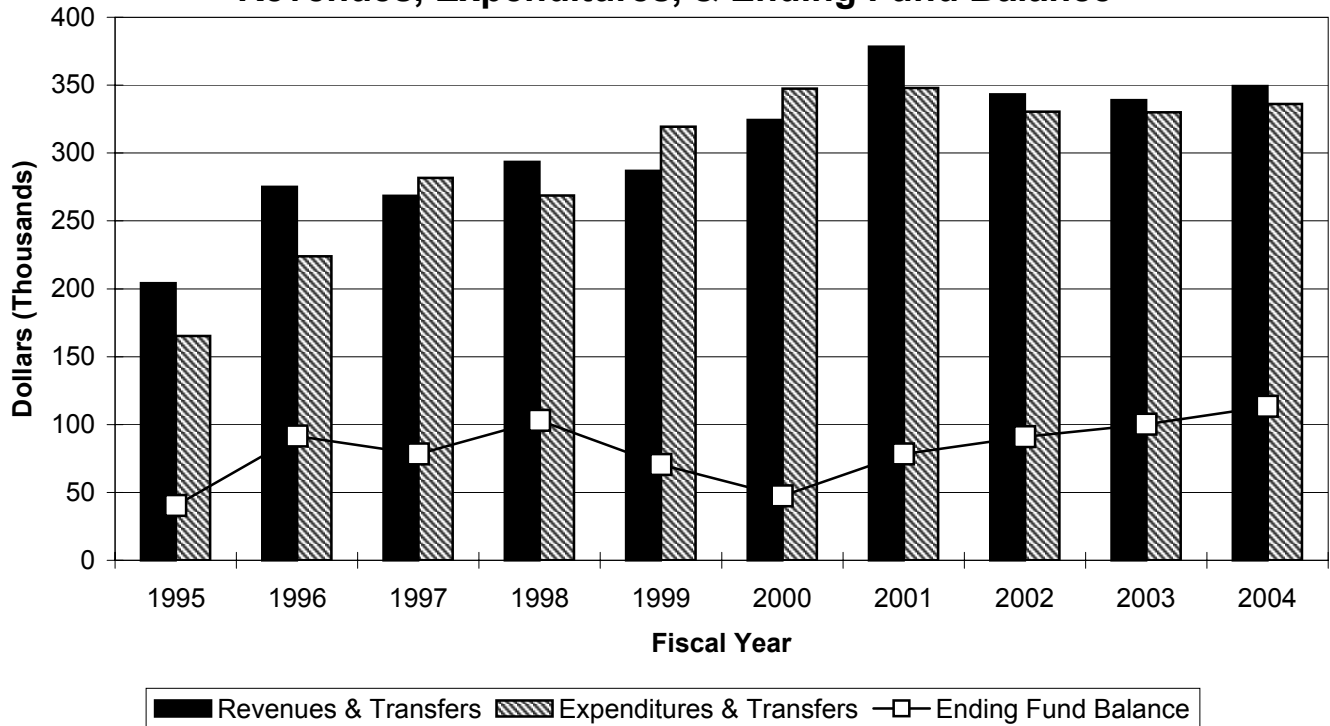
FY 2000 reflects a voter approved 2% hotel tax which increased revenues and expenditures for this fund.

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

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

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

## Cultural Affairs Fund Revenues, Expenditures, & Ending Fund Balance



### Fiscal Year History:

Fiscal Year	Total Revenues And Transfers	Total Expenditures And Transfers	Ending Fund Balance
1995	\$204,163	\$165,181	\$40,330
1996	\$274,992	\$223,942	\$91,380
1997	\$268,495	\$281,642	\$78,233
1998	\$293,554	\$268,752	\$103,035
1999	\$286,919	\$319,477	\$70,477
2000	\$324,304	\$347,516	\$47,265
2001	\$378,216	\$347,978	\$78,295
2002	\$343,246	\$330,490	\$91,051
2003	\$338,947	\$329,912	\$100,086
<b>2004</b>	<b>\$349,436</b>	<b>\$336,174</b>	<b>\$113,348</b>

#### Notes:

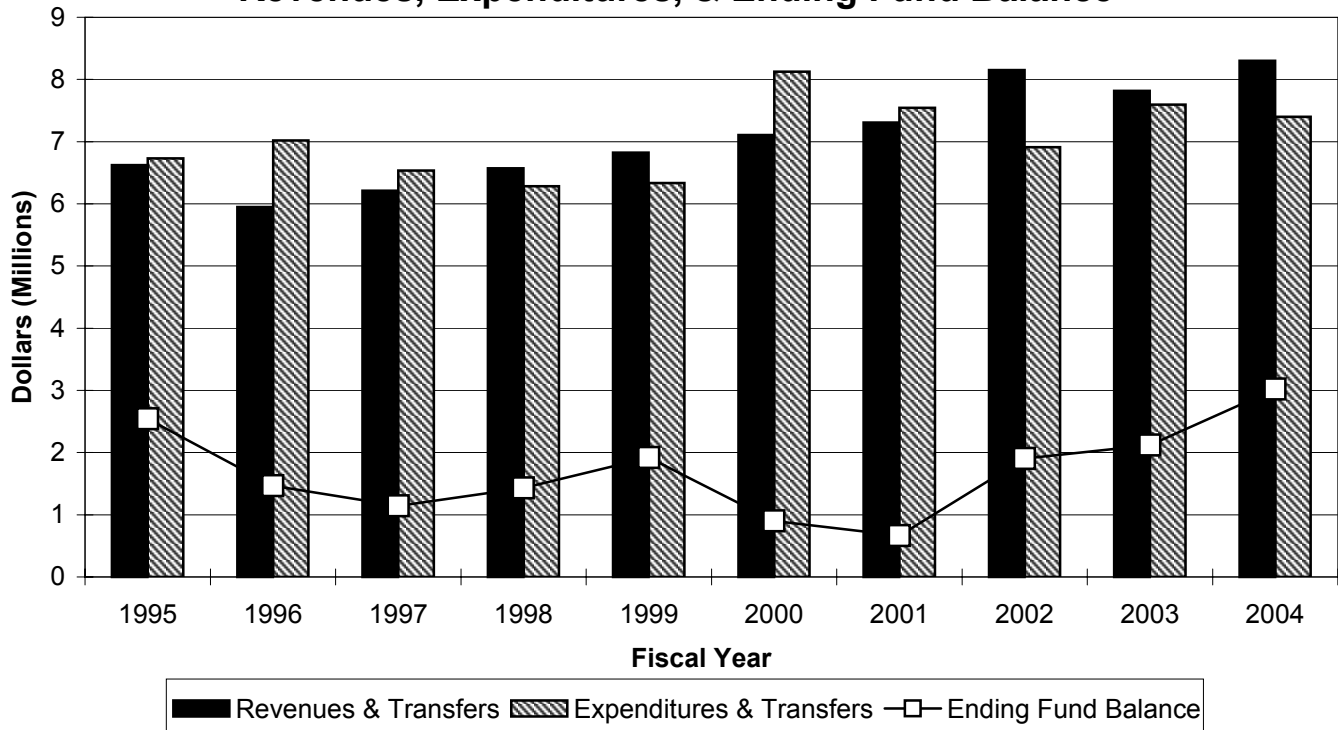
The Cultural Affairs Fund was established in FY 1994. Cultural Affairs revenues and expenditures prior to FY 1994 were reflected in the General Fund.

FY 1998 was restated due to a change in accounting principle.

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

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

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



### Fiscal Year History:

Fiscal Year	Total Revenues And Transfers	Total Expenditures And Transfers	Ending Fund Balance
1995	\$6,624,284	\$6,732,966	\$2,539,575
1996	\$5,948,905	\$7,020,228	\$1,468,252
1997	\$6,209,729	\$6,534,316	\$1,143,665
1998	\$6,571,710	\$6,283,850	\$1,431,525
1999	\$6,822,226	\$6,336,081	\$1,917,670
2000	\$7,107,229	\$8,126,921	\$897,978
2001	\$7,306,430	\$7,541,333	\$663,075
2002	\$8,149,382	\$6,912,889	\$1,902,429
2003	\$7,816,970	\$7,597,235	\$2,122,164
<b>2004</b>	<b>\$8,300,466</b>	<b>\$7,401,513</b>	<b>\$3,021,117</b>

#### Notes:

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

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

FY 1998 was restated due to a change in accounting principle.

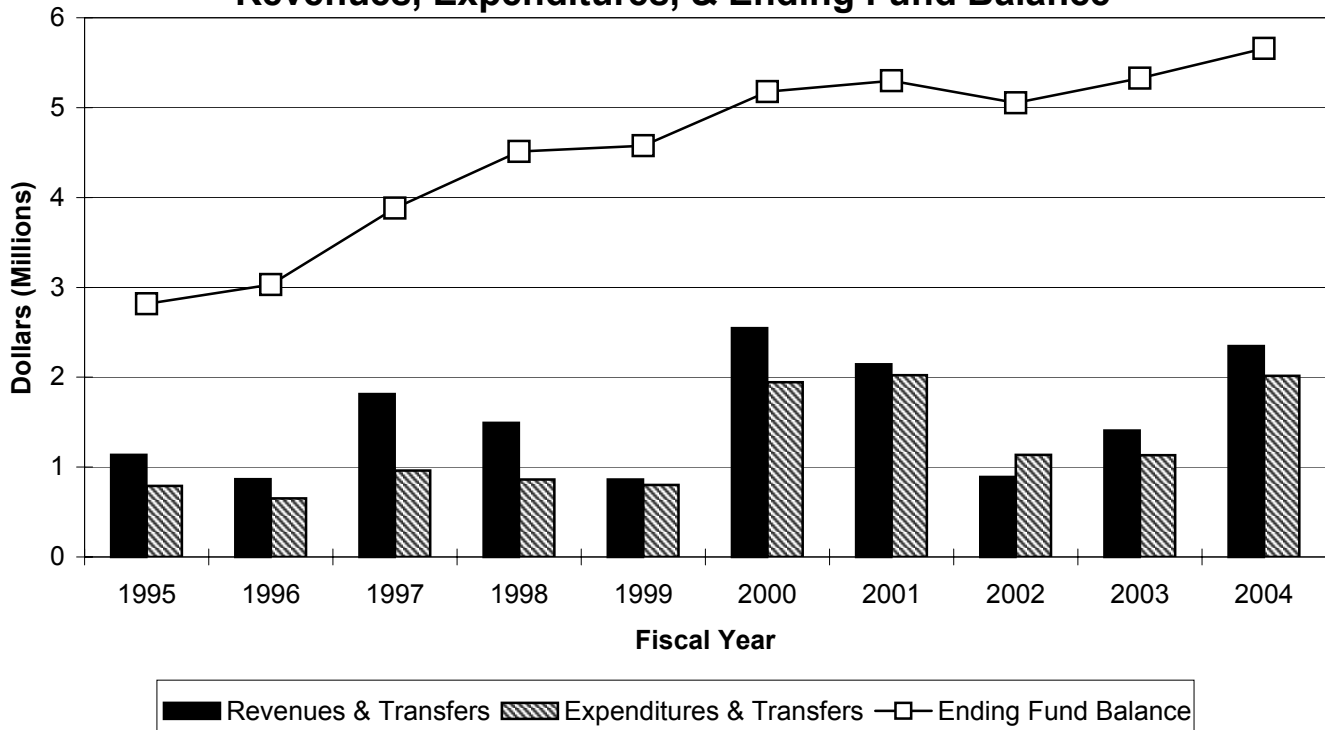
FY 2000 increases due to an increase in equity transfers to Transit and Airport Projects.

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

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

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

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



### Fiscal Year History:

Fiscal Year	Total Revenues And Transfers	Total Expenditures And Transfers	Ending Fund Balance
1995	\$1,136,139	\$789,398	\$2,815,521
1996	\$865,969	\$650,174	\$3,031,316
1997	\$1,811,867	\$961,834	\$3,881,349
1998	\$1,493,514	\$861,655	\$4,513,208
1999	\$863,106	\$802,248	\$4,574,066
2000	\$2,547,608	\$1,943,326	\$5,178,348
2001	\$2,143,596	\$2,022,045	\$5,299,899
2002	\$890,803	\$1,137,453	\$5,053,249
2003	\$1,406,605	\$1,133,638	\$5,326,216
<b>2004</b>	<b>\$2,347,464</b>	<b>\$2,015,442</b>	<b>\$5,658,238</b>

#### Note:

In FY 1996 Community Development Block Grant Fund was re-categorized from a Trust Fund to a Special Revenue Fund.

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

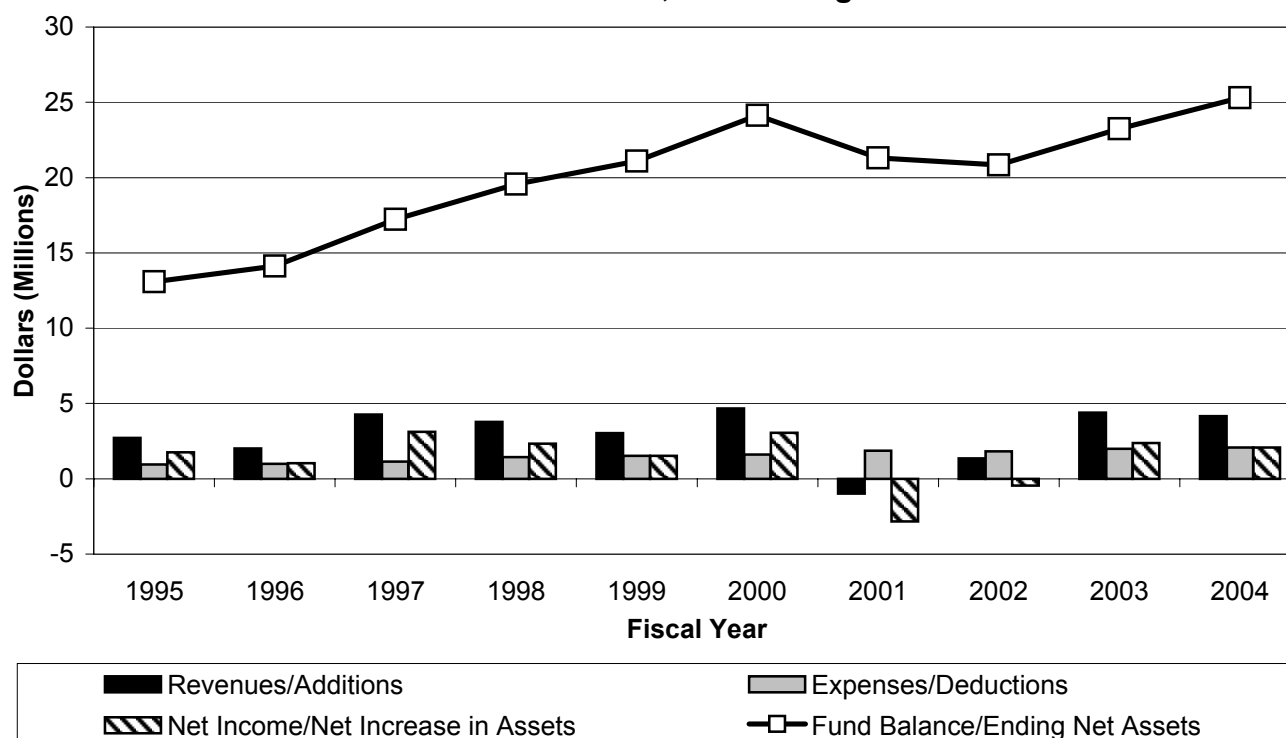
FY 2004 - Two large projects were partially funded using CDBG funds; the new health building and 6th Street Construction.

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

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

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

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



### Fiscal Year History:

Fiscal Year	Additions	Deductions	Net Increase In Plan Assets	Net Assets End Of Year
1995	\$2,705,706	\$942,870	\$1,762,836	\$13,092,788
1996	\$2,012,979	\$985,239	\$1,027,740	\$14,120,528
1997	\$4,263,878	\$1,147,224	\$3,116,654	\$17,237,182
1998	\$3,773,986	\$1,435,195	\$2,338,791	\$19,575,973
1999	\$3,042,546	\$1,528,983	\$1,513,563	\$21,089,536
2000	\$4,668,637	\$1,614,086	\$3,054,551	\$24,144,087
2001	(\$975,978)	\$1,854,380	(\$2,830,358)	\$21,313,729
2002	\$1,362,744	\$1,825,105	(\$462,361)	\$20,851,368
2003	\$4,384,080	\$2,001,710	\$2,382,370	\$23,233,738
2004	\$4,154,755	\$2,077,498	\$2,077,257	\$25,310,995

Beginning in FY 1995, investments are recorded at fair value, and Additions include the net appreciation (depreciation) in fair value of investments.

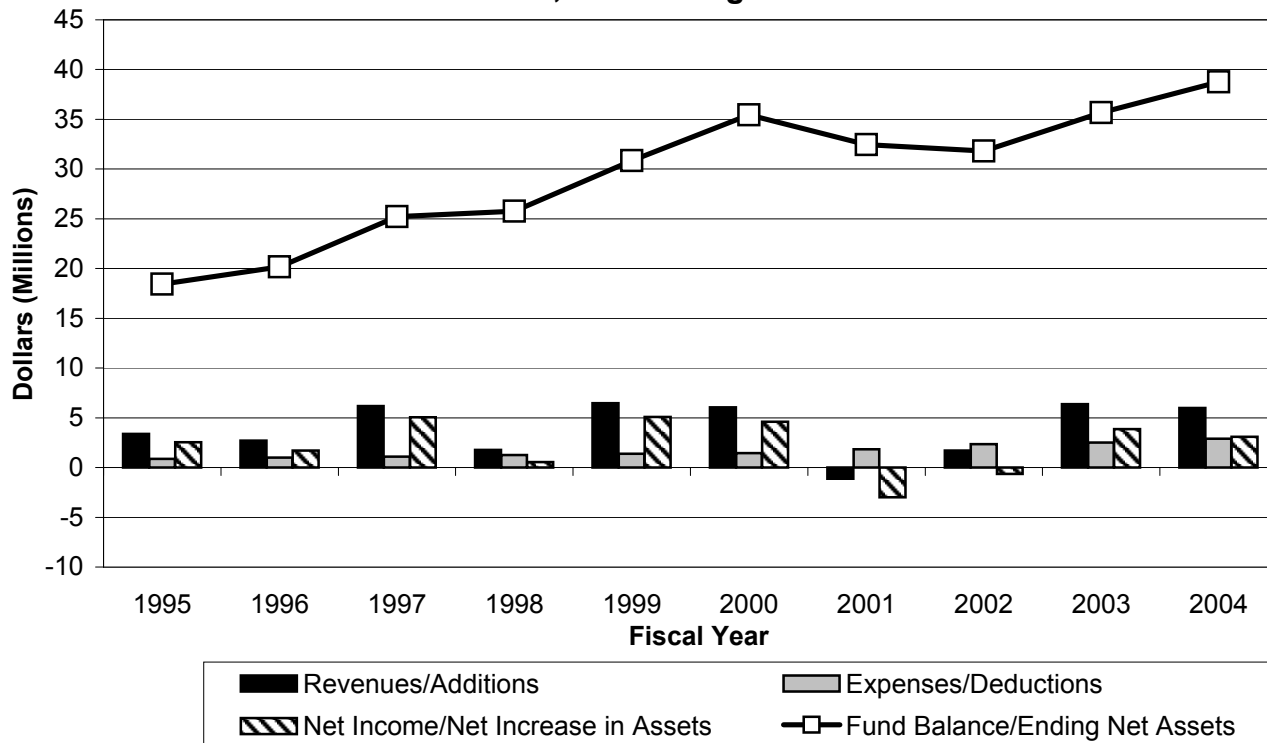
In FY 2001 & FY 2002 a reduction in fair market value was experienced mainly due to market fluctuations.

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

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

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

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



### Fiscal Year History:

Fiscal Year	Additions	Deductions	Net Increase In Plan Assets	Net Assets End Of Year
1995	\$3,388,047	\$855,405	\$2,532,642	\$18,437,796
1996	\$2,708,779	\$988,701	\$1,720,078	\$20,157,874
1997	\$6,169,899	\$1,104,265	\$5,065,634	\$25,223,508
1998	\$1,784,624	\$1,249,971	\$534,653	\$25,758,161
1999	\$6,456,464	\$1,382,473	\$5,073,991	\$30,832,152
2000	\$6,061,266	\$1,459,523	\$4,601,743	\$35,433,895
2001	(\$1,133,940)	\$1,850,438	(\$2,984,378)	\$32,449,517
2002	\$1,714,654	\$2,344,473	(\$629,819)	\$31,819,698
2003	\$6,375,203	\$2,520,165	\$3,855,038	\$35,674,736
2004	\$5,990,018	\$2,902,957	\$3,087,061	\$38,761,797

\* FY 1994 Ending Fund Balance were re-stated by (\$212,278).

\*\* Beginning in FY 1995, investments are recorded at fair value, and Additions include the net appreciations (depreciation) in fair value of investments.

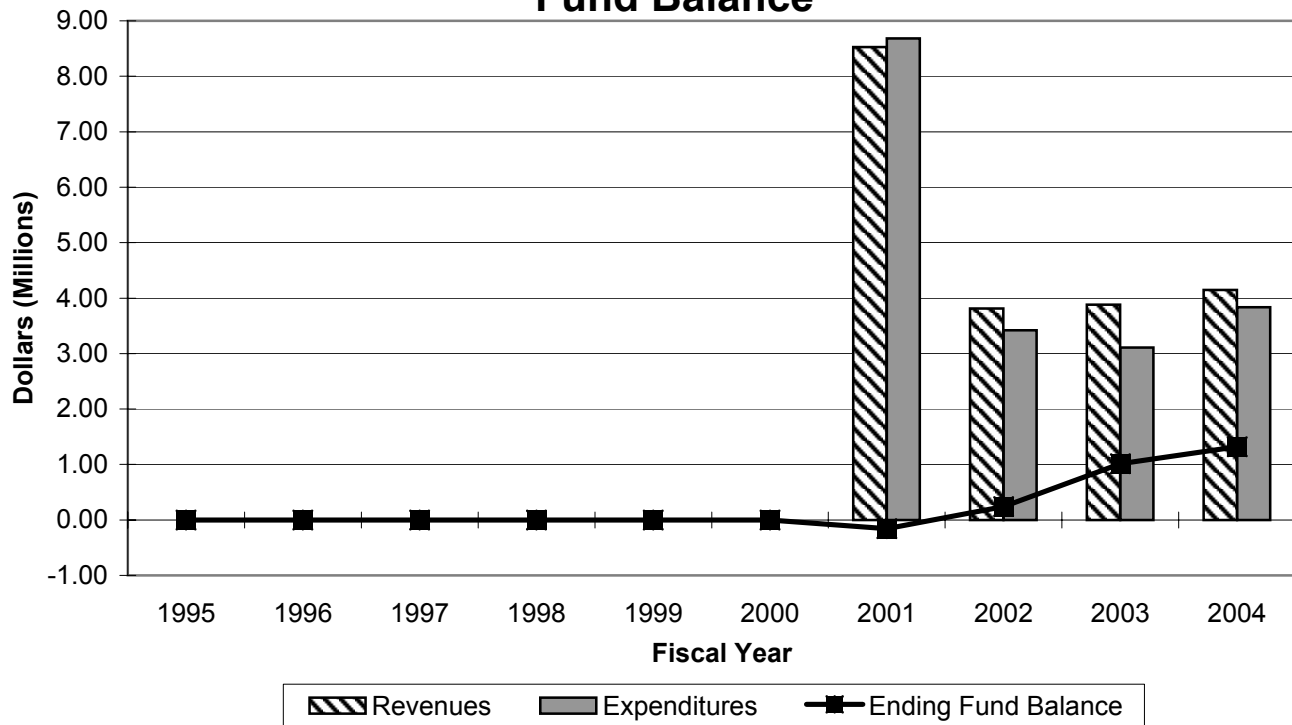
In FY 2001 % FY 2002 a reduction in fair market value was experienced mainly due to market fluctuations.

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

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

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

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



### Fiscal Year History:

Fiscal Year	Total Revenues And Transfers	Total Expenditures And Transfers	Ending Fund Balance
1995	\$0	\$0	\$0
1996	\$0	\$0	\$0
1997	\$0	\$0	\$0
1998	\$0	\$0	\$0
1999	\$0	\$0	\$0
2000	\$0	\$0	\$0
2001	\$8,527,962	\$8,685,091	(\$157,129)
2002	\$3,815,252	\$3,418,250	\$239,873
2003	\$3,881,624	\$3,108,789	\$1,012,708
<b>2004</b>	<b>\$4,144,288</b>	<b>\$3,835,766</b>	<b>\$1,321,230</b>

#### Notes:

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

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

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

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

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# Enterprise Funds

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



*City of Columbia*  
*Columbia, Missouri*

# Enterprise Funds

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

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

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

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

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

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

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

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

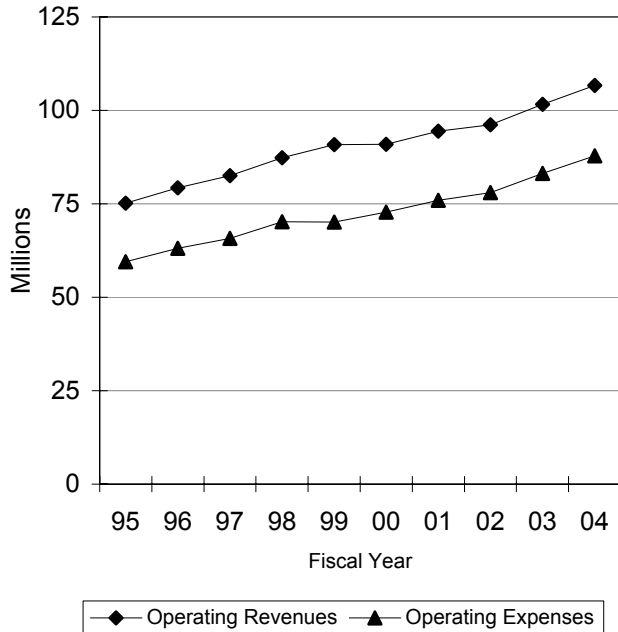
**Storm Water Utility Fund** - to account for storm water funding, implementation of storm water management projects, and provide maintenance to existing drainage facilities.



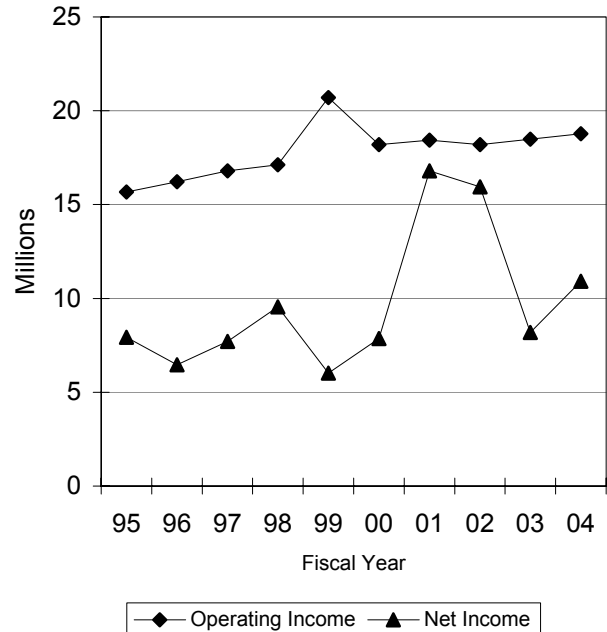
*City of Columbia  
Columbia, Missouri*

## All Enterprise Funds

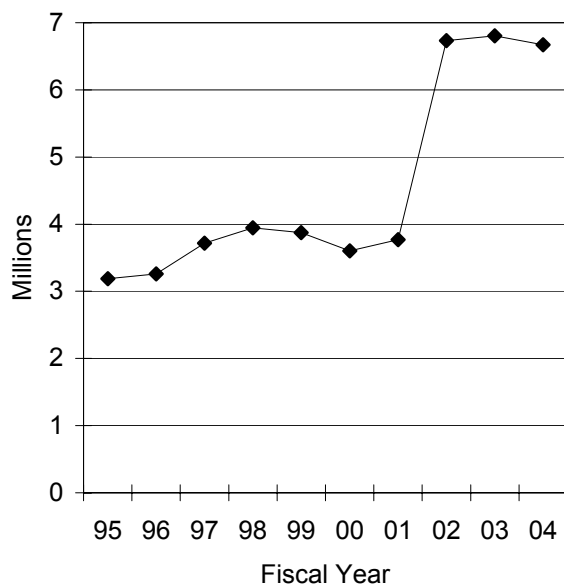
### Operating Revenues and Operating Expenses



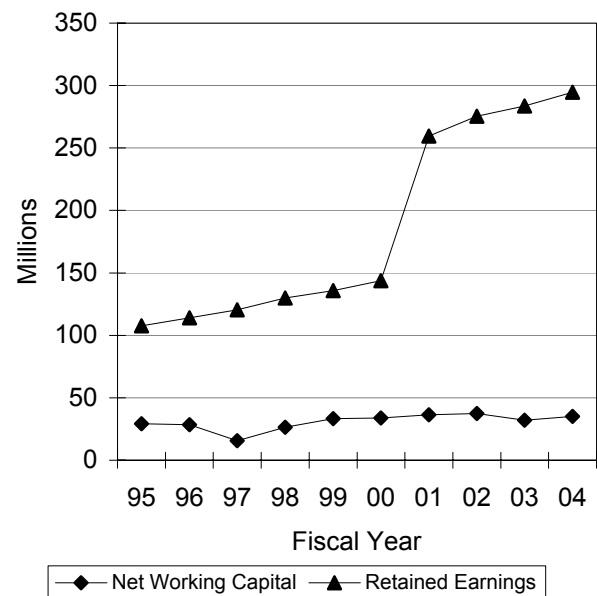
### Operating Income and Net Income



### Subsidies



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



**All Enterprise Funds  
Revenue and Expense Summary**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	75,131,527	79,313,762	82,532,473	87,289,662
Operating Expenses	59,467,216	63,100,339	65,740,827	70,164,531
Operating Income (Loss)	15,664,311	16,213,423	16,791,646	17,125,131
P.I.L.O.T.	(5,263,434)	(5,730,627)	(6,007,690)	(6,346,239)
Depreciation	(6,955,748)	(8,791,551)	(9,596,153)	(10,162,813)
Non-Operating Revenues	4,356,675	3,474,097	4,655,594	7,024,106
Non-Operating Expenses	(4,031,248)	(4,011,898)	(4,345,534)	(4,616,136)
Net Transfers	3,090,694	3,198,711	3,910,154	4,122,785
Capital Contributions	0	0	0	0
Extraordinary Items	(800,000)	0	0	0
Amortization of Contributions	1,870,565	2,115,415	2,297,978	2,395,513
Net Income (Loss) Transferred To Retained Earnings	7,931,815	6,467,570	7,705,995	9,542,347
Net Working Capital	29,217,586	28,511,613	15,681,787	26,453,132
Debt Outstanding	74,714,895	77,733,031	74,611,020	94,495,610
Yearly Debt Service	6,082,659	13,728,013	6,934,009	12,133,944
Subsidies	3,185,909	3,257,641	3,716,820	3,944,405
Change in Accounting Principle	0	0	0	93,702
Retained Earnings/Net Assets End of Period *	107,623,646	114,055,316	120,449,657	129,879,406

**\* Notes:**

FY 1995 - equity transfer to the Capital Projects Fund of \$208,950.

FY 1996 - equity transfers to the Storm Water Utility Fund of \$33,500 and to the Capital Projects Fund of \$2,400.

FY 1997 - equity transfer of \$160,400 from Sewer Utility Fund to Storm Water Utility Fund and Capital Projects.

FY 1998 - equity transfer of \$206,300 from Sewer Utility Fund to Storm Water Utility Fund and Capital Projects.

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

1999	2000	2001	2002	2003	2004
90,809,401	90,927,896	94,412,321	96,150,048	101,630,044	106,644,101
70,102,826	72,732,941	75,972,411	77,958,294	83,150,189	87,876,208
20,706,575	18,194,955	18,439,910	18,191,754	18,479,855	18,767,893
(6,456,024)	(6,757,584)	(7,044,918)	(7,180,013)	(7,554,050)	(7,970,369)
(11,743,786)	(11,027,350)	(11,798,354)	(12,182,670)	(12,979,019)	(13,650,631)
2,317,572	6,540,667	10,586,255	9,230,086	3,952,297	5,886,242
(5,034,542)	(5,259,599)	(6,175,617)	(5,487,074)	(5,485,508)	(5,700,857)
3,868,692	3,726,000	3,889,771	6,839,273	7,076,402	6,984,415
0	0	6,254,799	6,527,174	4,703,521	6,600,749
0	0	0	0	0	0
2,366,466	2,440,581	2,637,056	0	0	0
6,024,953	7,857,670	16,788,902	15,938,530	8,193,498	10,917,442
33,207,175	33,921,510	36,450,776	37,360,110	32,125,910	35,224,483
94,806,573	92,607,044	101,691,052	121,050,271	111,463,351	121,847,962
8,165,984	8,417,399	8,738,157	19,371,579	27,929,434	12,652,480
3,874,405	3,604,000	3,767,771	6,731,143	6,805,695	6,672,272
0	0	99,126,400	0	0	0
135,828,019	143,659,639	259,542,441	275,480,971	283,674,469	294,591,911

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

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

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

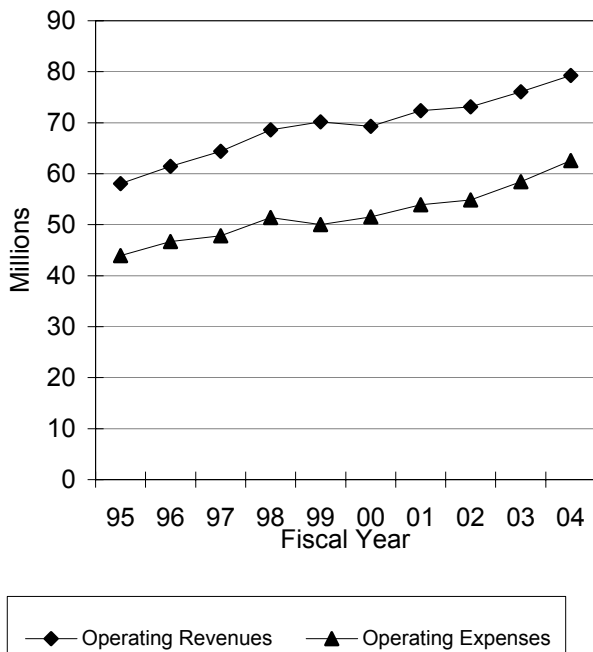
Source: Prior to FY 2002: CAFR Exhibits F-1 and F-2

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

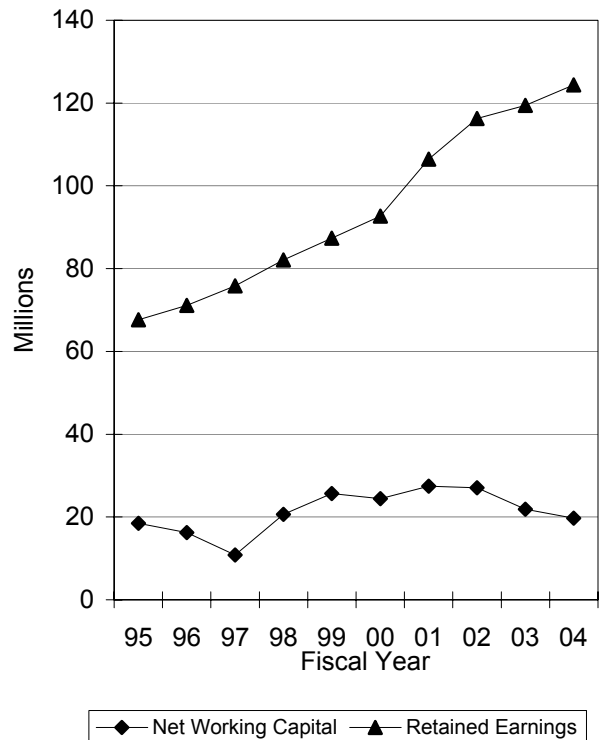
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## Water and Electric Utility Fund

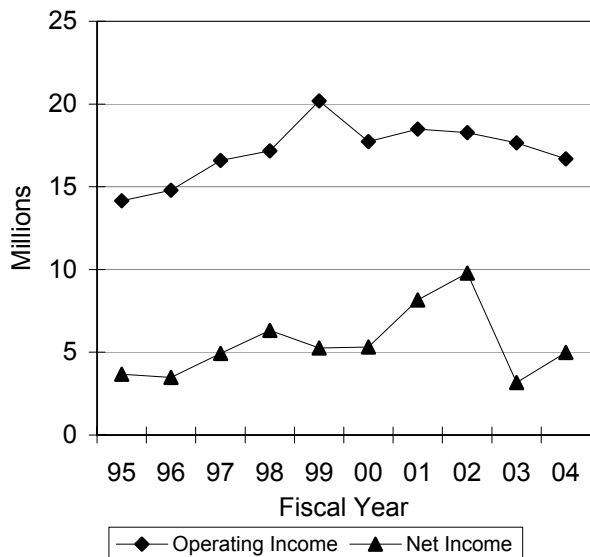
### Operating Revenues and Operating Expenses



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



### Operating Income and Net Income



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	58,060,232	61,469,098	64,378,013	68,573,930
Operating Expenses	43,906,356	46,683,099	47,793,898	51,395,707
Operating Income	14,153,876	14,785,999	16,584,115	17,178,223
P.I.L.O.T.	(5,263,434)	(5,730,627)	(6,007,690)	(6,346,239)
Depreciation	(4,273,052)	(4,966,524)	(5,260,880)	(5,521,155)
Non-Operating Revenues	2,738,456	1,932,590	2,216,383	4,115,268
Non-Operating Expenses	(2,779,641)	(2,462,229)	(2,550,677)	(3,061,320)
Net Transfers	(95,215)	(83,794)	(50,000)	(50,000)
Capital Contributions	0	0	0	0
Extraordinary Items *	(800,000)	0	0	0
Net Income (Loss) Transferred To Retained Earnings	3,680,990	3,475,415	4,931,251	6,314,777
Net Working Capital	18,465,359	16,204,738	10,804,960	20,654,048
Debt Outstanding	52,185,000	50,085,000	47,845,000	68,530,000
Yearly Debt Service **	4,642,021	4,448,762	4,698,276	9,857,356
Change in Accounting Principle	0	0	0	(78,582)
Retained Earnings/Net Assets End of Period ***	67,644,958	71,120,373	75,842,270	82,078,465

**Notes:**

\* In 1995, the Utility lost \$800,000 in clean up costs due to a leaking fuel tank at the Water Treatment Plant.

\*\* Comprised of Revenue Bond Debt Service

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

\*\*\* FY 1995 - Equity Transfer of \$164,929 to the Railroad Fund.

FY 1997 - Operating Revenues were restated in FY 1998 by \$209,354 due to an overestimation of unbilled revenues.

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

1999	2000	2001	2002	2003	2004
70,166,637	69,271,332	72,367,292	73,119,302	76,094,540	79,237,016
49,990,146	51,540,778	53,888,913	54,840,910	58,444,470	62,559,631
20,176,491	17,730,554	18,478,379	18,278,392	17,650,070	16,677,385
(6,456,024)	(6,757,584)	(7,044,918)	(7,180,013)	(7,554,050)	(7,970,369)
(5,754,043)	(5,795,728)	(6,186,871)	(6,314,210)	(6,703,032)	(7,069,962)
709,668	3,583,486	5,742,376	5,181,559	1,544,489	3,153,823
(3,361,129)	(3,384,878)	(3,131,942)	(3,134,933)	(3,232,258)	(3,378,469)
(50,000)	(50,000)	(50,000)	(32,964)	6,274	(13,684)
0	0	344,683	2,976,699	1,466,800	3,592,303
0	0	0	0	0	0
5,264,963	5,325,850	8,151,707	9,774,530	3,178,293	4,991,027
25,672,212	24,466,204	27,463,445	27,081,207	21,909,467	19,692,076
65,960,000	63,205,000	60,310,000	73,765,000	63,805,000	77,215,000
5,888,315	5,942,761	5,853,637	5,366,103	22,088,287	6,677,680
0	0	5,638,502	0	0	0
87,343,428	92,669,278	106,459,487	116,234,017	119,412,310	124,403,337

**Water and Electric Utility Fund  
Enterprise Fund**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
<b>OPERATING REVENUES:</b>				
Water:				
Water Sales	6,415,803	6,938,806	7,863,896	8,269,597
Intragovernmental Sales	61,647	72,796	0	0
Sales to Public Authorities	448,058	426,520	0	0
Miscellaneous	302,370	386,596	408,183	351,809
Electric:				
Residential Sales	18,329,418	19,286,723	20,670,151	21,857,931
Commercial & Industrial	25,847,396	27,617,433	29,091,643	31,493,859
Intragovernmental Sales	572,797	599,686	556,118	603,150
Street Light & Traffic Signs	545,815	566,505	536,747	590,684
Sales to Public Authorities	5,067,336	4,980,484	4,761,721	5,008,500
Miscellaneous	469,592	593,549	489,554	398,400
Total Operating Revenues	58,060,232	61,469,098	64,378,013	68,573,930
<b>OPERATING EXPENSES: *</b>				
Personal services	7,620,334	7,817,060	8,367,941	8,955,972
Materials, Supplies and Power	4,325,674	33,369,766	34,287,470	36,848,903
Travel and Training	54,805	42,535	52,022	40,134
Intragovernmental	0	2,031,183	2,041,444	2,081,288
Utilities, Services and Miscellaneous	31,905,543	3,422,555	3,045,021	3,469,410
Total Operating Expenses	43,906,356	46,683,099	47,793,898	51,395,707
OPERATING INCOME	14,153,876	14,785,999	16,584,115	17,178,223
P.I.L.O.T.	(5,263,434)	(5,730,627)	(6,007,690)	(6,346,239)
DEPRECIATION	(4,273,052)	(4,966,524)	(5,260,880)	(5,521,155)
OPERATING INCOME (LOSS)	4,617,390	4,088,848	5,315,545	5,310,829
<b>NON-OPERATING REVENUES:</b>				
Revenue From Other Gov. Units	235,071	4,285	10,207	6,885
Investment Revenue	1,963,545	1,526,224	1,737,707	3,670,398
Gain on Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	539,840	402,081	468,469	437,985
Total Non-Operating Revenues	2,738,456	1,932,590	2,216,383	4,115,268
<b>NON-OPERATING EXPENSES:</b>				
Loss on Sale/Disposal of Fixed Assets	(2,059)	(24,585)	(6,500)	(2,835)
Interest Expense	(2,633,815)	(2,296,395)	(2,406,062)	(2,847,092)
Miscellaneous Expense	(143,767)	(141,249)	(138,115)	(211,393)
Total Non-Operating Expenses	(2,779,641)	(2,462,229)	(2,550,677)	(3,061,320)
Total Non-Operating Rev.(Expenses)	(41,185)	(529,639)	(334,294)	1,053,948
NET TRANSFERS	(95,215)	(83,794)	(50,000)	(50,000)
INCOME (LOSS) BEFORE EXTRA-ORDINARY ITEM & CAPITAL CONT	4,480,990	3,475,415	4,931,251	6,314,777
Capital Contributions**	0	0	0	0
Extraordinary Item	(800,000)	0	0	0
NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS	3,680,990	3,475,415	4,931,251	6,314,777

\*Beginning in FY 1996, expense categories changed due to the implementation of a new computer system.

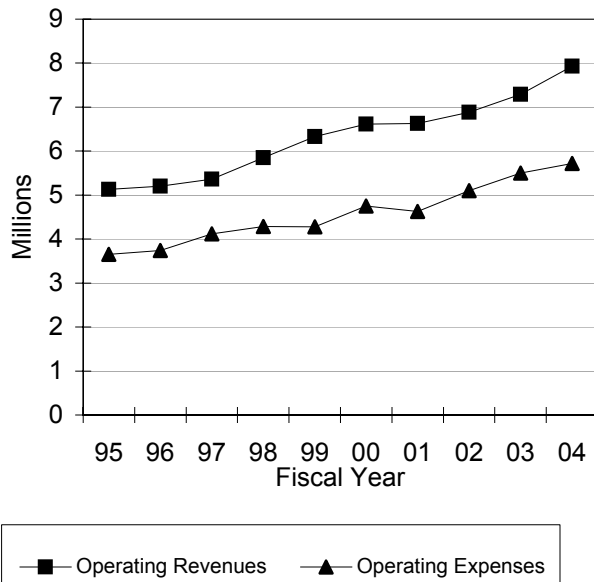
1999	2000	2001	2002	2003	2004
9,346,986	9,677,064	9,560,453	9,897,297	10,591,576	10,633,049
0	0	0	0	0	0
0	0	0	0	0	0
369,327	329,383	335,771	382,914	565,699	717,700
21,754,481	21,254,855	23,442,171	23,356,323	23,952,445	24,503,495
31,783,719	30,771,192	31,298,480	31,588,716	32,607,636	34,774,555
564,832	560,888	568,742	587,509	618,337	639,651
565,322	576,157	593,282	620,382	636,074	601,715
5,264,554	5,613,538	6,201,833	5,622,566	5,989,184	6,289,545
517,416	488,255	366,560	1,063,595	1,133,589	1,077,306
70,166,637	69,271,332	72,367,292	73,119,302	76,094,540	79,237,016
9,424,229	9,647,689	9,917,231	10,378,718	10,405,135	10,730,455
35,062,694	35,388,108	37,768,469	37,561,622	40,531,101	44,445,537
38,244	54,299	58,257	52,540	69,897	90,484
2,136,053	2,227,270	2,266,764	2,318,502	2,357,808	2,221,951
3,328,926	4,223,412	3,878,192	4,529,528	5,080,529	5,071,204
49,990,146	51,540,778	53,888,913	54,840,910	58,444,470	62,559,631
20,176,491	17,730,554	18,478,379	18,278,392	17,650,070	16,677,385
(6,456,024)	(6,757,584)	(7,044,918)	(7,180,013)	(7,554,050)	(7,970,369)
(5,754,043)	(5,795,728)	(6,186,871)	(6,314,210)	(6,703,032)	(7,069,962)
7,966,424	5,177,242	5,246,590	4,784,169	3,392,988	1,637,054
0	0	21,676	0	0	62,100
70,147	2,979,063	4,925,090	3,873,089	896,385	1,144,726
0	0	0	0	0	0
639,521	604,423	795,610	1,308,470	648,104	1,946,997
709,668	3,583,486	5,742,376	5,181,559	1,544,489	3,153,823
(3,015)	(63,408)	(72,928)	(31,100)	(46,697)	(11,978)
(3,175,037)	(3,161,483)	(2,898,191)	(2,939,376)	(3,092,650)	(3,261,533)
(183,077)	(159,987)	(160,823)	(164,457)	(92,911)	(104,958)
(3,361,129)	(3,384,878)	(3,131,942)	(3,134,933)	(3,232,258)	(3,378,469)
(2,651,461)	198,608	2,610,434	2,046,626	(1,687,769)	(224,646)
(50,000)	(50,000)	(50,000)	(32,964)	6,274	(13,684)
5,264,963	5,325,850	7,807,024	6,797,831	1,711,493	1,398,724
0	0	344,683	2,976,699	1,466,800	3,592,303
0	0	0	0	0	0
5,264,963	5,325,850	8,151,707	9,774,530	3,178,293	4,991,027

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

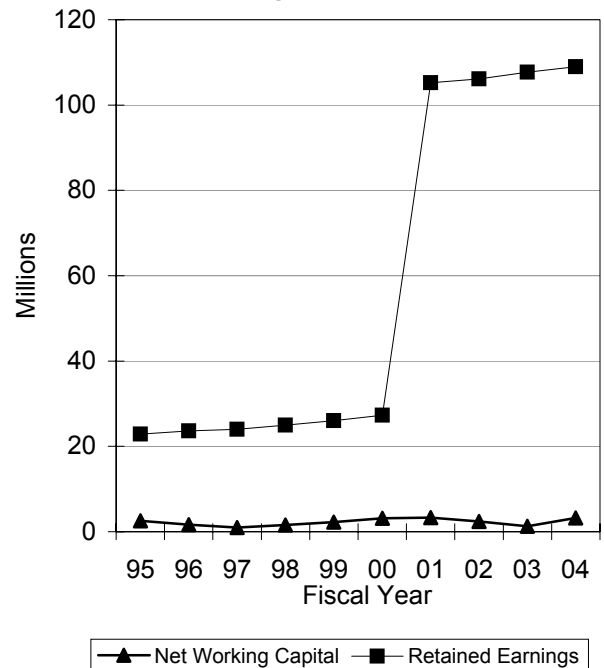
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## Sanitary Sewer Utility Fund

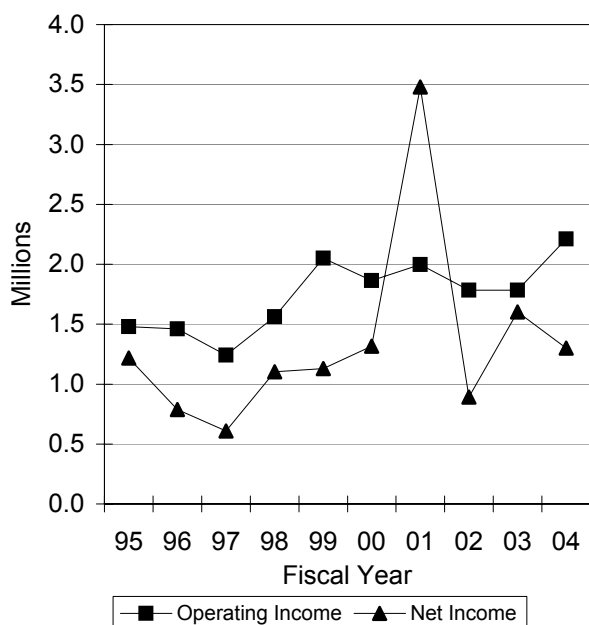
**Operating Revenues and Operating Expenses**



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



**Operating Income and Net Income**



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	5,127,096	5,199,547	5,362,156	5,847,430
Operating Expenses	3,649,102	3,738,545	4,120,262	4,284,596
Operating Income	1,477,994	1,461,002	1,241,894	1,562,834
Depreciation	(1,372,704)	(1,936,948)	(1,959,936)	(2,138,444)
Non-Operating Revenues	566,628	526,851	582,878	869,625
Non-Operating Expenses	(767,935)	(767,949)	(776,552)	(727,581)
Net Transfers	0	18,335	0	0
Capital Contributions	0	0	0	0
Extraordinary Item	0	0	0	0
Amortization of Contributions	1,314,048	1,486,628	1,519,732	1,536,740
Net Income (Loss) Transferred To Retained Earnings	1,218,031	787,919	608,016	1,103,174
Net Working Capital	2,587,029	1,628,434	979,490	1,538,184
Debt Outstanding	12,220,000	11,955,000	11,670,000	11,370,000
Yearly Debt Service *	1,003,913	1,004,477	1,008,894	1,007,204
Change in Accounting Principle	0	0	0	54,211
Retained Earnings/Net Assets End of Period **	22,843,392	23,595,411	23,996,676	24,947,761

Notes:

\* Comprised of Revenue Bond and Leases Debt Service.

\*\* FY 1995 - Equity Transfer to the Capital Projects Fund of \$20,000 and to the Storm Water Utility of \$24,021.

FY 1996 - Equity Transfer to the Capital Projects Fund of \$2,400.

FY 1996 - Equity Transfer from the Capital Projects Fund of \$13,408.

FY 1996 - Equity Transfer to the Storm Water Utility Fund of \$33,500.

FY 1997 - Equity Transfer of \$160,400 to Storm Water Utility Fund and Capital Projects.

1999	2000	2001	2002	2003	2004
6,330,643	6,615,999	6,625,021	6,882,697	7,286,584	7,933,458
4,279,077	4,753,332	4,626,936	5,098,788	5,501,961	5,721,756
2,051,566	1,862,667	1,998,085	1,783,909	1,784,623	2,211,702
(2,132,812)	(2,188,543)	(2,223,419)	(2,373,974)	(2,421,963)	(2,399,346)
422,179	967,506	1,445,387	1,137,629	753,622	859,076
(770,420)	(929,996)	(1,049,811)	(1,204,850)	(1,053,614)	(1,048,209)
0	0	0	(27,400)	(22,969)	2,500
0	0	1,660,780	1,577,820	2,561,259	1,674,440
0	0	0	0	0	0
1,557,844	1,604,232	1,649,584	0	0	0
1,128,357	1,315,866	3,480,606	893,134	1,600,958	1,300,163
2,228,194	3,172,510	3,271,324	2,417,872	1,244,349	3,247,541
14,780,000	15,860,000	17,735,000	21,415,000	24,210,000	23,820,000
1,011,225	1,236,903	1,546,950	10,511,146	1,620,719	1,897,281
0	0	74,440,109	0	0	0
26,027,218	27,323,084	105,211,299	106,104,433	107,705,391	109,005,554

\*\*\* FY 1998 - Equity Transfer of \$206,300 to Storm Water Utility Fund and Capital Projects.

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

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

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

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

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

**Sanitary Sewer Utility Fund  
Enterprise Fund**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
<b>OPERATING REVENUES:</b>				
Sewer Charges	5,127,096	5,199,547	5,362,156	5,847,430
<b>OPERATING EXPENSES: *</b>				
Personal services	1,886,024	1,925,189	2,027,450	2,224,672
Materials and supplies	356,732	521,418	474,468	458,964
Travel and Training	4,553	4,583	5,576	5,540
Intragovernmental	0	629,017	595,416	614,075
Utilities, Services and Miscellaneous	1,401,793	658,338	1,017,352	981,345
Total Operating Expenses	3,649,102	3,738,545	4,120,262	4,284,596
<b>OPERATING INCOME</b>	<b>1,477,994</b>	<b>1,461,002</b>	<b>1,241,894</b>	<b>1,562,834</b>
<b>DEPRECIATION</b>	<b>(1,372,704)</b>	<b>(1,936,948)</b>	<b>(1,959,936)</b>	<b>(2,138,444)</b>
<b>OPERATING INCOME (LOSS)</b>	<b>105,290</b>	<b>(475,946)</b>	<b>(718,042)</b>	<b>(575,610)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	566,628	520,601	503,199	775,151
Miscellaneous Revenue	0	6,250	79,679	94,474
Revenue from other govt. units**	0	0	0	0
Non-Operating Revenues	566,628	526,851	582,878	869,625
<b>NON-OPERATING EXPENSES:</b>				
Loss on Sale/Disposal of Fixed Assets	0	(14,474)	(39,979)	(1,900)
Interest Expense	(755,419)	(740,492)	(724,352)	(707,207)
Miscellaneous Expense	(12,516)	(12,983)	(12,221)	(18,474)
Non-Operating Expenses	(767,935)	(767,949)	(776,552)	(727,581)
<b>Total Non-Operating Rev. (Expenses)</b>	<b>(201,307)</b>	<b>(241,098)</b>	<b>(193,674)</b>	<b>142,044</b>
<b>NET TRANSFERS</b>	<b>0</b>	<b>18,335</b>	<b>0</b>	<b>0</b>
<b>INCOME (LOSS) BEFORE EXTRA-ORDINARY ITEM &amp; CAPITAL CONT</b>	<b>(96,017)</b>	<b>(698,709)</b>	<b>(911,716)</b>	<b>(433,566)</b>
<b>Capital Contributions**</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Extraordinary Item</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Amortization of Contributions</b>	<b>1,314,048</b>	<b>1,486,628</b>	<b>1,519,732</b>	<b>1,536,740</b>
<b>NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>1,218,031</b>	<b>787,919</b>	<b>608,016</b>	<b>1,103,174</b>

\* Beginning in FY 1996, there was a change in expense categories due to the implementation of a new computer system.

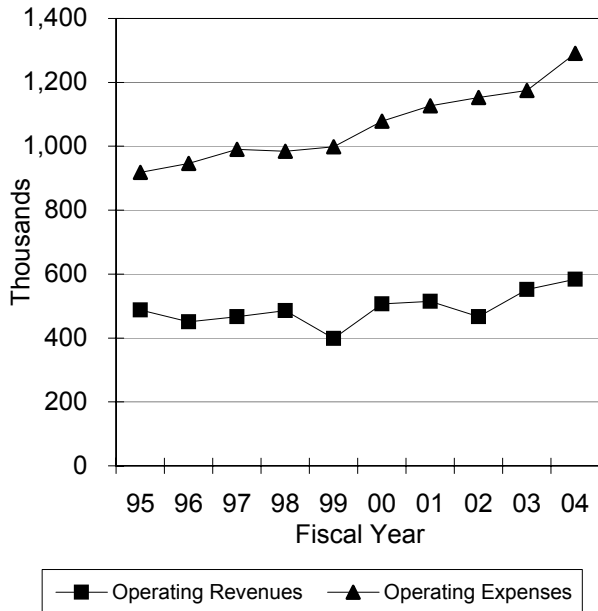
1999	2000	2001	2002	2003	2004
6,330,643	6,615,999	6,625,021	6,882,697	7,286,584	7,933,458
2,317,208	2,386,284	2,489,867	2,690,716	2,775,688	2,864,110
497,659	565,836	583,173	633,410	602,289	569,380
6,782	6,806	7,076	5,643	5,257	4,789
610,363	587,084	750,168	818,649	871,019	852,389
847,065	1,207,322	796,652	950,370	1,247,708	1,431,088
4,279,077	4,753,332	4,626,936	5,098,788	5,501,961	5,721,756
2,051,566	1,862,667	1,998,085	1,783,909	1,784,623	2,211,702
(2,132,812)	(2,188,543)	(2,223,419)	(2,373,974)	(2,421,963)	(2,399,346)
(81,246)	(325,876)	(225,334)	(590,065)	(637,340)	(187,644)
164,545	882,379	1,253,798	1,074,747	637,088	775,540
257,634	79,144	191,589	62,882	7,682	83,338
0	5,983	0	0	108,852	198
422,179	967,506	1,445,387	1,137,629	753,622	859,076
(5,802)	(9,926)	(8,381)	(23,294)	(4,600)	(132,580)
(746,511)	(903,791)	(1,003,502)	(1,118,206)	(980,659)	(835,927)
(18,107)	(16,279)	(37,928)	(63,350)	(68,355)	(79,702)
(770,420)	(929,996)	(1,049,811)	(1,204,850)	(1,053,614)	(1,048,209)
(348,241)	37,510	395,576	(67,221)	(299,992)	(189,133)
0	0	0	(27,400)	(22,969)	2,500
(429,487)	(288,366)	170,242	(684,686)	(960,301)	(374,277)
0	0	1,660,780	1,577,820	2,561,259	1,674,440
0	0	0	0	0	0
1,557,844	1,604,232	1,649,584	0	0	0
1,128,357	1,315,866	3,480,606	893,134	1,600,958	1,300,163

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

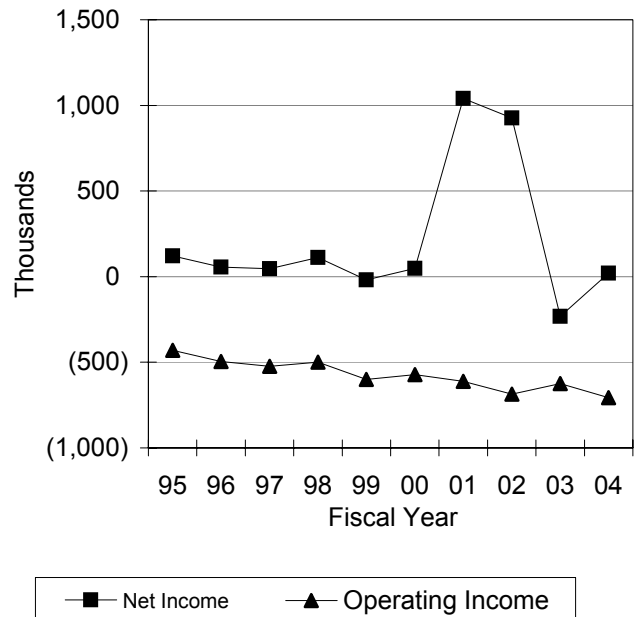
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## Regional Airport Fund

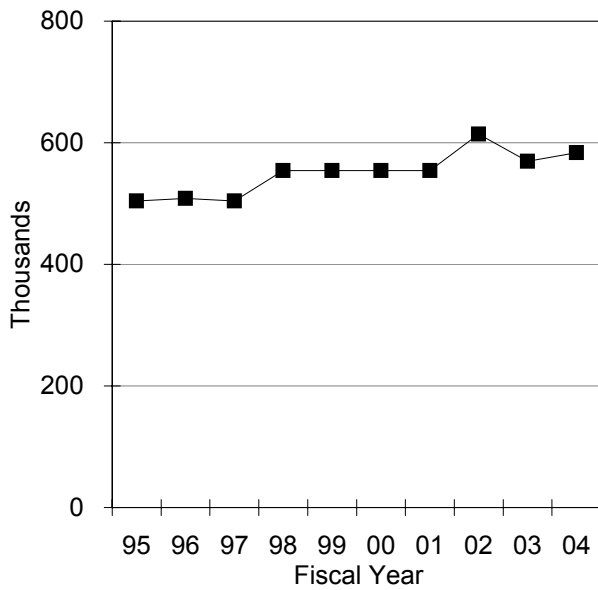
**Operating Revenues and  
Operating Expenses**



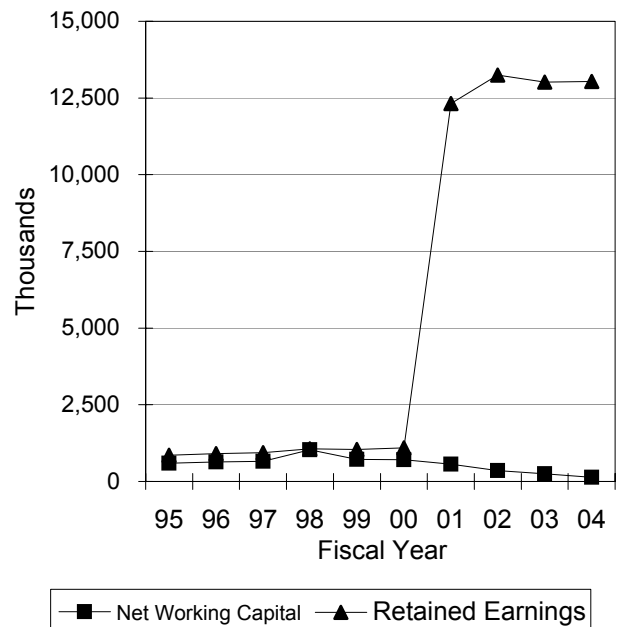
**Operating income and  
Net Income**



**Subsidies**



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



**Regional Airport  
Enterprise Fund  
Revenues and Expenses**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	487,891	450,357	466,508	485,536
Operating Expenses	918,024	946,275	990,453	984,296
Operating Income	(430,133)	(495,918)	(523,945)	(498,760)
Depreciation	(351,260)	(356,045)	(401,545)	(462,649)
Non-Operating Revenues	47,974	48,155	67,107	56,983
Non-Operating Expenses	(1,500)	(45)	(860)	0
Net Transfers	504,148	504,148	504,000	554,000
Capital Contributions	0	0	0	0
Amortization of Contributions	351,260	356,045	401,544	462,649
Net Income (Loss) Transferred To Retained Earnings	120,489	56,340	46,301	112,223
<hr/>				
Net Working Capital	594,214	638,331	661,317	1,027,921
Debt Outstanding	0	0	0	0
Yearly Debt Service*	0	0	0	0
Subsidies	504,148	508,648	504,000	554,000
Change in Accounting Principle	0	0	0	7,554
Retained Earnings/Net Assets End of Period	851,436	907,776	942,314	1,062,091

**Notes:**

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

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

1999	2000	2001	2002	2003	2004
398,765	506,401	514,982	467,031	551,350	583,834
998,413	1,078,897	1,126,672	1,152,644	1,175,054	1,290,668
(599,648)	(572,496)	(611,690)	(685,613)	(623,704)	(706,834)
(402,148)	(413,046)	(432,195)	(434,322)	(483,486)	(493,603)
27,118	66,879	126,351	63,948	12,856	43,164
(100)	0	(20,202)	(14,128)	(12,531)	(24,380)
554,000	554,000	554,000	614,000	701,095	632,492
0	0	992,033	1,383,323	173,376	569,216
402,147	413,047	432,195	0	0	0
(18,631)	48,384	1,040,492	927,208	(232,394)	20,055
719,290	713,506	566,407	356,204	252,101	136,765
0	0	0	0	0	0
0	0	18,557	14,128	145,626	65,147
554,000	554,000	554,000	614,000	569,235	583,465
0	0	10,188,414	0	0	0
1,043,460	1,091,844	12,320,750	13,247,958	13,015,564	13,035,619

**Regional Airport Fund  
Enterprise Fund**

	1995	1996	1997	1998
<b>OPERATING REVENUES: *</b>				
Terminal	289,800	0	0	0
Airfield Areas	168,514	0	0	0
Farm Sharecrop/Income	29,248	0	0	0
Miscellaneous	329	3,673	6,380	6,194
Commissions	0	146,518	160,790	184,146
Rentals	0	177,884	157,565	164,699
Landing Fees	0	87,381	109,752	108,807
Passenger Facility Charge	0	0	0	0
Law Enforcement Fees	0	34,901	32,021	21,690
Total Operating Revenues	487,891	450,357	466,508	485,536
<b>OPERATING EXPENSES: *</b>				
Personal services	530,077	578,258	615,672	661,840
Materials & supplies	99,594	84,039	81,697	68,670
Travel and Training	2,244	2,512	4,275	1,531
Intragovernmental	0	143,551	147,274	138,924
Utilities, Services and Miscellaneous	286,109	137,915	141,535	113,331
Total Operating Expenses	918,024	946,275	990,453	984,296
OPERATING INCOME (LOSS)	(430,133)	(495,918)	(523,945)	(498,760)
DEPRECIATION	(351,260)	(356,045)	(401,545)	(462,649)
OPERATING INCOME (LOSS)	(781,393)	(851,963)	(925,490)	(961,409)
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	47,686	48,071	66,941	56,983
Revenue from Other Gov. Units	0	0	0	0
Miscellaneous Revenue	288	84	166	0
Non-Operating Revenues	47,974	48,155	67,107	56,983
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	0	0	0	0
Loss on Disposal of Fixed Assets	(1,500)	(45)	(860)	0
Miscellaneous Expense	0	0	0	0
Non-Operating Expenses	(1,500)	(45)	(860)	0
Total Non-Operating Rev. (Expenses)	46,474	48,110	66,247	56,983
NET TRANSFERS	504,148	504,148	504,000	554,000
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS & AMORTIZATION	(230,771)	(299,705)	(355,243)	(350,426)
Capital Contributions**				
Amortization of Contributions	351,260	356,045	401,544	462,649
NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS	120,489	56,340	46,301	112,223

\*Beginning in FY 1996, revenue and expense categories changed due to the implementation of a new computer system.

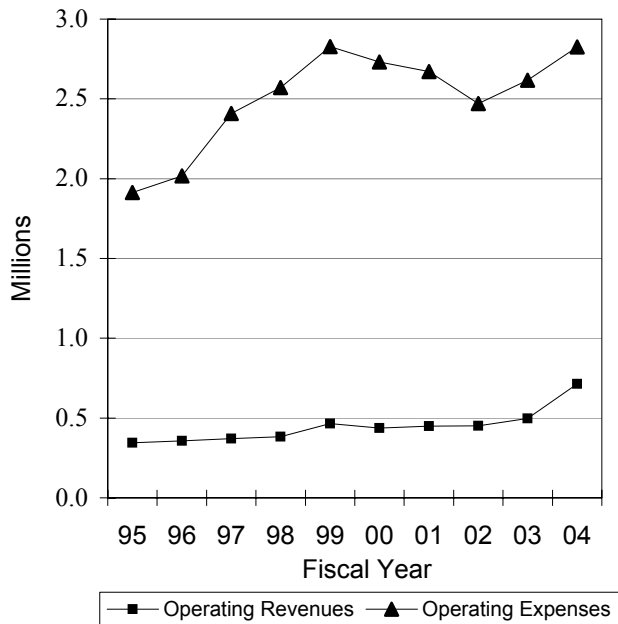
1999	2000	2001	2002	2003	2004
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
138,136	169,148	169,634	140,047	134,082	136,895
142,625	157,199	171,223	192,303	226,609	225,069
106,572	153,143	146,873	115,747	125,407	128,345
0	0	0	0	45,620	77,528
11,432	26,911	27,252	18,934	19,632	15,997
398,765	506,401	514,982	467,031	551,350	583,834
699,993	731,832	760,228	781,626	796,189	825,971
75,890	99,002	96,176	98,430	82,899	105,964
4,420	9,400	4,566	3,669	5,256	4,255
92,890	106,780	114,299	139,067	135,492	139,193
125,220	131,883	151,403	129,852	155,218	215,285
998,413	1,078,897	1,126,672	1,152,644	1,175,054	1,290,668
(599,648)	(572,496)	(611,690)	(685,613)	(623,704)	(706,834)
(402,148)	(413,046)	(432,195)	(434,322)	(483,486)	(493,603)
(1,001,796)	(985,542)	(1,043,885)	(1,119,935)	(1,107,190)	(1,200,437)
20,179	66,224	120,723	59,653	8,868	10,309
0	0	0	0	0	0
6,939	655	5,628	4,295	3,988	32,855
27,118	66,879	126,351	63,948	12,856	43,164
0	0	(18,557)	(14,128)	(10,781)	(7,380)
(100)	0	(1,645)	0	(1,750)	(17,000)
0	0	0	0	0	0
(100)	0	(20,202)	(14,128)	(12,531)	(24,380)
27,018	66,879	106,149	49,820	325	18,784
554,000	554,000	554,000	614,000	701,095	632,492
(420,778)	(364,663)	(383,736)	(456,115)	(405,770)	(549,161)
402,147	413,047	992,033 432,195	1,383,323 0	173,376 0	569,216 0
(18,631)	48,384	1,040,492	927,208	(232,394)	20,055

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

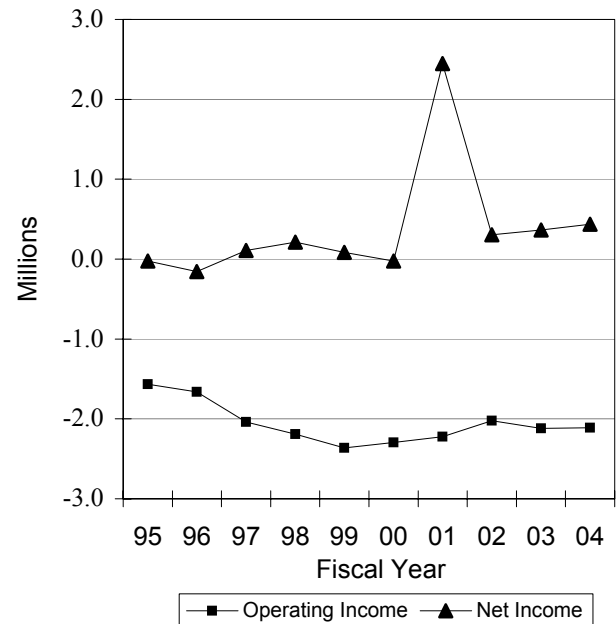
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## Public Transportation Fund

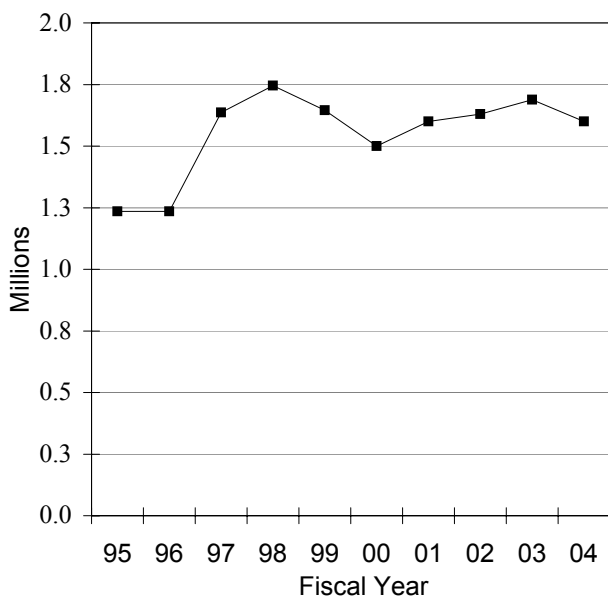
### Operating Revenues and Operating Expenses



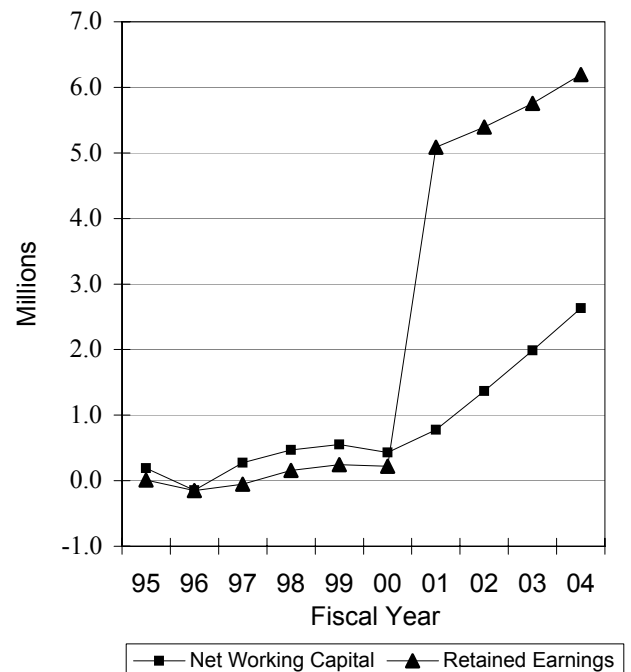
### Operating Income and Net Income



### Subsidies



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



**Public Transportation  
Enterprise Fund  
Revenues and Expenses**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	345,615	356,197	370,408	382,179
Operating Expenses	1,913,551	2,016,544	2,409,209	2,571,574
Operating Income	(1,567,936)	(1,660,347)	(2,038,801)	(2,189,395)
Depreciation	(40,133)	(86,854)	(172,233)	(188,964)
Non-Operating Revenues	306,987	313,830	516,586	653,833
Non-Operating Expenses	0	(45,000)	(4,968)	0
Net Transfers	1,235,000	1,235,000	1,636,000	1,746,000
Capital Contributions	0	0	0	0
Amortization of Contributions	40,133	86,854	172,234	188,964
Net Income (Loss) Transferred To Retained Earnings	(25,949)	(156,517)	108,818	210,438
Net Working Capital	192,135	(146,070)	275,904	468,998
Debt Outstanding	0	0	0	0
Yearly Debt Service	0	0	0	0
Subsidies	1,235,000	1,235,000	1,636,000	1,746,000
Change in Accounting Principle	0	0	0	1,398
Retained Earnings/Net Assets End of Period	8,046	(148,471)	(53,534)	158,302

Notes:

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

1999	2000	2001	2002	2003	2004
466,166	437,330	448,272	450,404	496,636	713,121
2,827,809	2,731,936	2,672,070	2,471,361	2,616,304	2,825,412
(2,361,643)	(2,294,606)	(2,223,798)	(2,020,957)	(2,119,668)	(2,112,291)
(185,311)	(203,960)	(384,958)	(436,631)	(427,720)	(427,020)
801,936	874,314	900,200	1,036,232	1,151,388	1,200,684
(400)	(104,518)	(790,220)	(28,610)	0	0
1,646,000	1,500,000	1,600,000	1,629,617	1,685,503	1,600,000
0	0	3,092,585	123,170	73,954	176,686
185,311	203,960	254,037	0	0	0
85,893	(24,810)	2,447,846	302,821	363,457	438,059
550,122	428,075	778,534	1,366,862	1,987,736	2,631,569
0	0	0	0	0	0
0	0	0	0	0	0
1,646,000	1,500,000	1,600,000	1,629,617	1,688,040	1,600,000
0	0	2,421,752	0	0	0
244,195	219,385	5,088,983	5,391,804	5,755,261	6,193,320

**Public Transportation Fund  
Enterprise Fund**

	1995	1996	1997	1998
<b>OPERATING REVENUES:</b>				
Fares	103,707	116,906	128,619	149,221
School Passes	12,778	8,748	9,190	13,984
Specials	1,345	344	736	1,973
Advertising	0	0	0	0
Univ. of Mo. Shuttle Reimbursement	210,000	210,000	210,000	192,060
Paratransit	17,027	19,284	21,193	24,941
Miscellaneous	758	915	670	0
Total Operating Revenues	345,615	356,197	370,408	382,179
<b>OPERATING EXPENSES: *</b>				
Personal services	1,002,722	1,106,921	1,258,381	1,353,123
Materials and supplies	394,223	347,105	410,377	431,961
Travel and Training	2,663	1,451	1,005	2,269
Intragovernmental	0	276,741	479,387	521,014
Utilities, Services and Miscellaneous	513,943	284,326	260,059	263,207
Total Operating Expenses	1,913,551	2,016,544	2,409,209	2,571,574
OPERATING INCOME (LOSS)	(1,567,936)	(1,660,347)	(2,038,801)	(2,189,395)
DEPRECIATION	(40,133)	(86,854)	(172,233)	(188,964)
OPERATING INCOME (LOSS)	(1,608,069)	(1,747,201)	(2,211,034)	(2,378,359)
<b>NON-OPERATING REVENUES:</b>				
Revenue from Other Gov. Units	278,446	307,351	422,705	664,344
Investment Revenue	21,159	5,527	6,664	(12,367)
Miscellaneous Revenue	7,382	952	87,217	1,856
Non-Operating Revenues	306,987	313,830	516,586	653,833
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	0	0	0	0
Loss on Sale/Disposal of Fixed Assets	0	(45,000)	(4,968)	0
Miscellaneous Expense	0	0	0	0
Non-Operating Expenses	0	(45,000)	(4,968)	0
Total Non-Operating Rev.(Expenses)	306,987	268,830	511,618	653,833
NET TRANSFERS	1,235,000	1,235,000	1,636,000	1,746,000
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS & AMORTIZATION	(66,082)	(243,371)	(63,416)	21,474
Capital Contributions**				
Amortization of Contributions	40,133	86,854	172,234	188,964
NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS	(25,949)	(156,517)	108,818	210,438

\* Beginning in FY 1996, expense categories were changed due to the implementation of a new computer system.

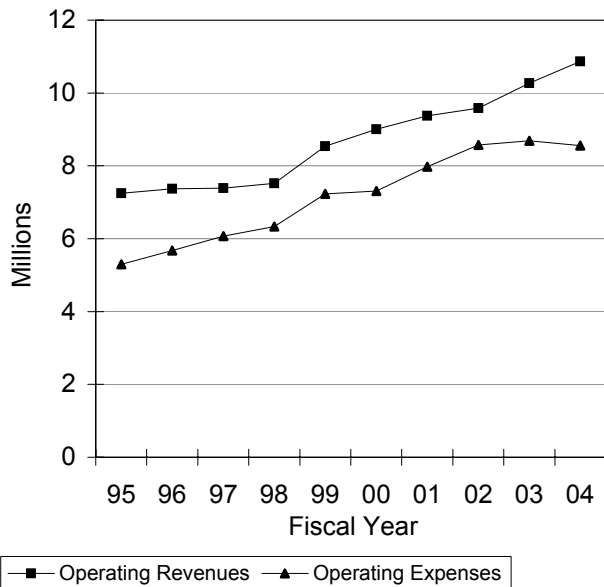
1999	2000	2001	2002	2003	2004
156,233	146,591	151,225	162,719	166,625	154,299
15,378	15,278	15,175	13,945	12,528	7,898
1,822	1,130	1,473	1,564	2,201	3,382
0	0	0	0	0	0
262,320	239,477	251,668	243,202	290,345	523,372
30,413	34,854	28,731	28,974	24,937	24,170
0	0	0	0	0	0
466,166	437,330	448,272	450,404	496,636	713,121
1,518,126	1,528,415	1,585,557	1,577,215	1,559,254	1,626,955
581,887	477,299	413,132	364,206	494,794	582,396
3,403	2,692	3,493	2,000	3,134	3,723
391,512	427,873	408,385	319,679	315,570	333,314
332,881	295,657	261,503	208,261	243,552	279,024
2,827,809	2,731,936	2,672,070	2,471,361	2,616,304	2,825,412
(2,361,643)	(2,294,606)	(2,223,798)	(2,020,957)	(2,119,668)	(2,112,291)
(185,311)	(203,960)	(384,958)	(436,631)	(427,720)	(427,020)
(2,546,954)	(2,498,566)	(2,608,756)	(2,457,588)	(2,547,388)	(2,539,311)
815,540	776,357	809,709	937,884	1,133,823	1,134,518
(14,168)	53,039	77,909	76,713	17,108	61,871
564	44,918	12,582	21,635	457	4,295
801,936	874,314	900,200	1,036,232	1,151,388	1,200,684
0	0	0	(66)	0	0
(400)	(104,518)	(790,220)	(28,544)	0	0
0	0	0	0	0	0
(400)	(104,518)	(790,220)	(28,610)	0	0
801,536	769,796	109,980	1,007,622	1,151,388	1,200,684
1,646,000	1,500,000	1,600,000	1,629,617	1,685,503	1,600,000
(99,418)	(228,770)	(898,776)	179,651	289,503	261,373
185,311	203,960	3,092,585	123,170	73,954	176,686
		254,037	0	0	0
85,893	(24,810)	2,447,846	302,821	363,457	438,059

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

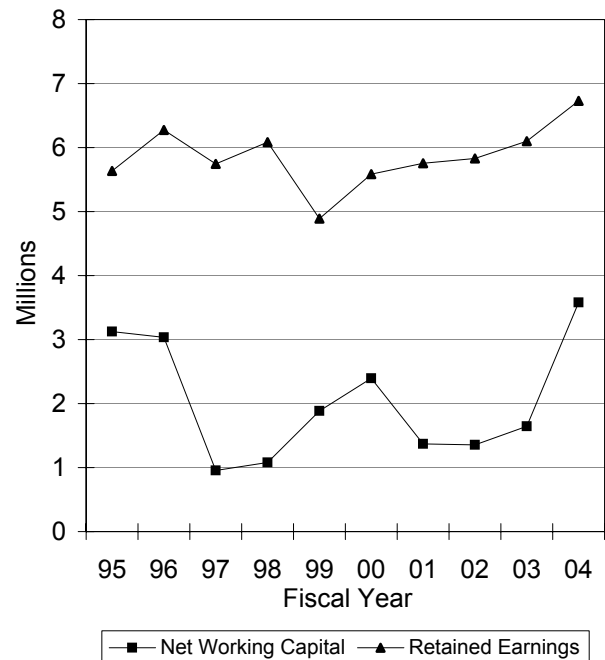
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## Solid Waste Utility Fund

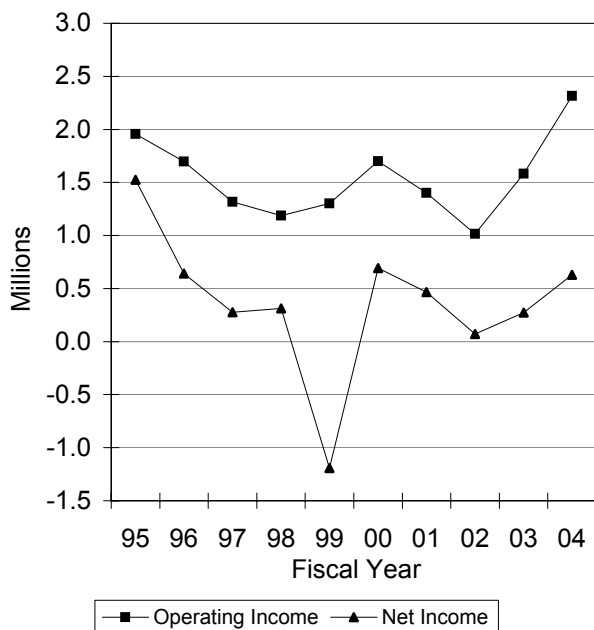
**Operating Revenues and Operating Expenses**



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



**Operating Income and Net Income**



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	7,251,435	7,374,469	7,391,097	7,520,171
Operating Expenses	5,295,114	5,677,887	6,073,985	6,333,879
Operating Income	1,956,321	1,696,582	1,317,112	1,186,292
Depreciation	(501,258)	(902,292)	(1,123,489)	(1,012,430)
Non-Operating Revenues	340,132	224,684	492,449	396,005
Non-Operating Expenses	(269,828)	(338,844)	(409,688)	(256,477)
Net Transfers	0	(39,335)	0	0
Capital Contributions	0	0	0	0
Amortization of Contributions	0	0	0	0
Net Income (Loss) Transferred To Retained Earnings	1,525,367	640,795	276,384	313,390
Net Working Capital	3,123,525	3,034,003	953,552	1,082,380
Debt Outstanding	4,530,000	4,955,000	4,795,000	4,640,000
Yearly Debt Service *	100,920	5,070,574	394,078	404,337
Change in Accounting Principle	0	0	0	26,959
Retained Earnings/Net Assets End of Period **	5,632,520	6,273,315	5,743,047	6,083,396

Notes:

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

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

1999	2000	2001	2002	2003	2004
8,536,242	9,004,209	9,375,858	9,586,988	10,270,718	10,869,103
7,233,621	7,305,601	7,973,904	8,572,860	8,688,487	8,553,306
1,302,621	1,698,608	1,401,954	1,014,128	1,582,231	2,315,797
(2,278,546)	(1,285,397)	(1,375,474)	(1,366,210)	(1,336,859)	(1,596,173)
123,530	556,700	777,426	647,648	269,454	268,035
(339,181)	(276,560)	(383,332)	(381,799)	(405,125)	(494,571)
0	0	0	0	(11,350)	0
0	0	46,988	157,724	175,000	135,000
0	0	0	0	0	0
(1,191,576)	693,351	467,562	71,491	273,351	628,088
1,886,527	2,394,925	1,369,334	1,355,039	1,644,855	3,579,155
4,475,000	4,305,000	4,125,000	8,575,000	8,200,000	7,815,000
406,917	403,457	404,443	502,496	740,071	766,726
0	0	(296,085)	0	0	0
4,891,820	5,585,171	5,756,648	5,828,139	6,101,490	6,729,578

**Solid Waste Utility Fund  
Enterprise Fund**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
<b>OPERATING REVENUES:</b>				
Refuse Collection Charges	5,514,777	5,734,778	5,800,457	5,939,880
Landfill Fees	1,589,368	1,535,107	1,457,934	1,417,487
Refuse Bag Sales	48,794	43,938	44,898	52,054
Mosquito Control	16,363	17,888	22,031	23,069
Miscellaneous	82,133	42,758	65,777	87,681
Total Operating Revenues	7,251,435	7,374,469	7,391,097	7,520,171
<b>OPERATING EXPENSES: *</b>				
Personal services	2,289,550	2,408,235	2,418,513	2,555,748
Materials and supplies	1,356,024	1,366,066	1,579,137	1,559,209
Travel and Training	4,497	7,275	4,925	6,770
Intragovernmental	0	889,693	889,116	923,021
Utilities, Services and Miscellaneous	1,645,043	1,006,618	1,182,294	1,289,131
Total Operating Expenses	5,295,114	5,677,887	6,073,985	6,333,879
OPERATING INCOME (LOSS)	1,956,321	1,696,582	1,317,112	1,186,292
DEPRECIATION	(501,258)	(902,292)	(1,123,489)	(1,012,430)
OPERATING INCOME (LOSS)	1,455,063	794,290	193,623	173,862
<b>NON-OPERATING REVENUES:</b>				
Revenue from Other Gov. Units**	112,994	5,924	32,900	50,480
Investment Revenue	227,100	218,092	230,253	306,806
Miscellaneous Revenue	38	668	229,296	38,719
Non-Operating Revenues	340,132	224,684	492,449	396,005
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	(258,760)	(318,740)	(261,956)	(251,565)
Miscellaneous Expense	(1,719)	(1,730)	(3,157)	(2,912)
Loss on Disposal of Fixed Assets	(9,349)	(18,374)	(144,575)	(2,000)
Non-Operating Expenses	(269,828)	(338,844)	(409,688)	(256,477)
Total Non-Operating Rev.(Expenses)	70,304	(114,160)	82,761	139,528
NET TRANSFERS	0	(39,335)	0	0
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS & AMORTIZATION	1,525,367	640,795	276,384	313,390
Capital Contributions**	0	0	0	0
Amortization of Contributions	0	0	0	0
NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS	1,525,367	640,795	276,384	313,390

\* Beginning in FY 1996, there was a change in expense categories due to the implementation of a new computer system.

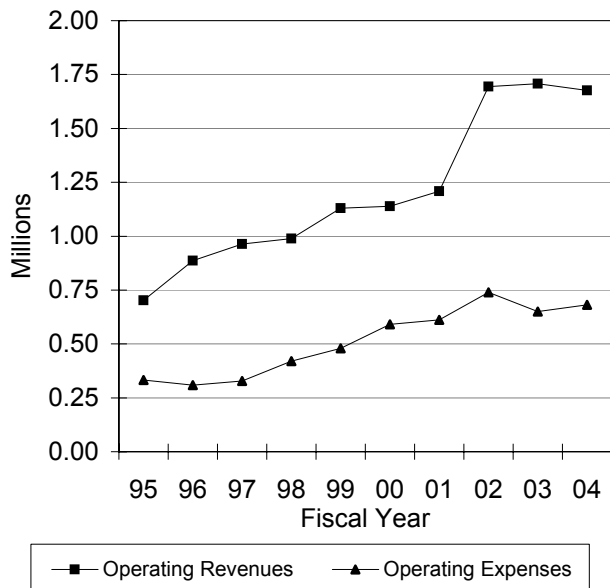
1999	2000	2001	2002	2003	2004
6,914,846	7,108,515	7,304,767	7,559,623	8,130,449	8,499,129
1,441,874	1,648,985	1,925,546	1,907,694	1,885,739	1,841,566
49,076	51,785	41,426	42,535	44,956	40,129
23,453	23,453	23,453	5,863	2,000	0
106,993	171,471	80,666	71,273	207,574	488,279
8,536,242	9,004,209	9,375,858	9,586,988	10,270,718	10,869,103
2,900,938	3,063,074	3,225,922	3,431,959	3,636,230	4,026,598
1,887,459	1,773,193	1,783,372	2,054,842	2,244,794	2,340,083
3,849	7,853	9,396	10,544	6,610	9,030
939,894	902,837	952,009	939,402	984,500	944,695
1,501,481	1,558,644	2,003,205	2,136,113	1,816,353	1,232,900
7,233,621	7,305,601	7,973,904	8,572,860	8,688,487	8,553,306
1,302,621	1,698,608	1,401,954	1,014,128	1,582,231	2,315,797
(2,278,546)	(1,285,397)	(1,375,474)	(1,366,210)	(1,336,859)	(1,596,173)
(975,925)	413,211	26,480	(352,082)	245,372	719,624
51,208	221,425	176,798	61,278	61,686	64,447
51,214	228,296	492,648	498,060	118,537	197,056
21,108	106,979	107,980	88,310	89,231	6,532
123,530	556,700	777,426	647,648	269,454	268,035
(243,869)	(246,425)	(226,209)	(343,590)	(364,973)	(381,522)
(72,062)	(3,023)	(3,063)	(8,389)	(9,042)	(9,018)
(23,250)	(27,112)	(154,060)	(29,820)	(31,110)	(104,031)
(339,181)	(276,560)	(383,332)	(381,799)	(405,125)	(494,571)
(215,651)	280,140	394,094	265,849	(135,671)	(226,536)
0	0	0	0	(11,350)	0
(1,191,576)	693,351	420,574	(86,233)	98,351	493,088
0	0	46,988	157,724	175,000	135,000
0	0	0	0	0	0
(1,191,576)	693,351	467,562	71,491	273,351	628,088

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

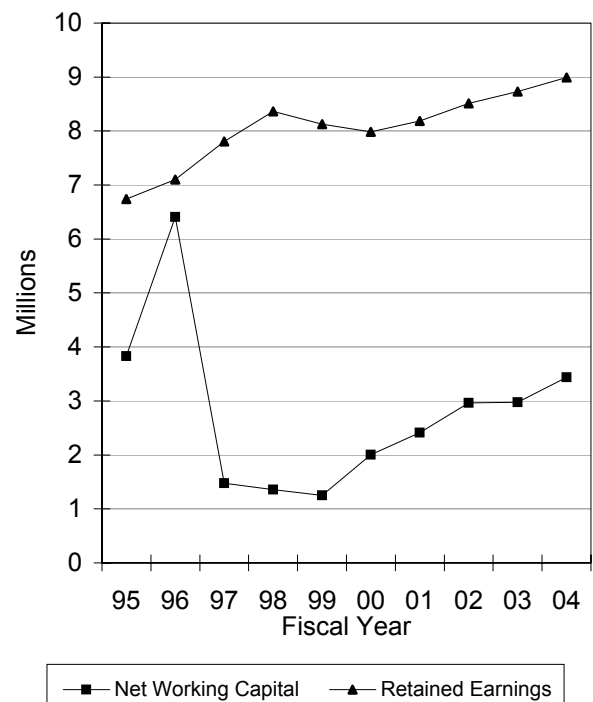
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## Parking Facilities Fund

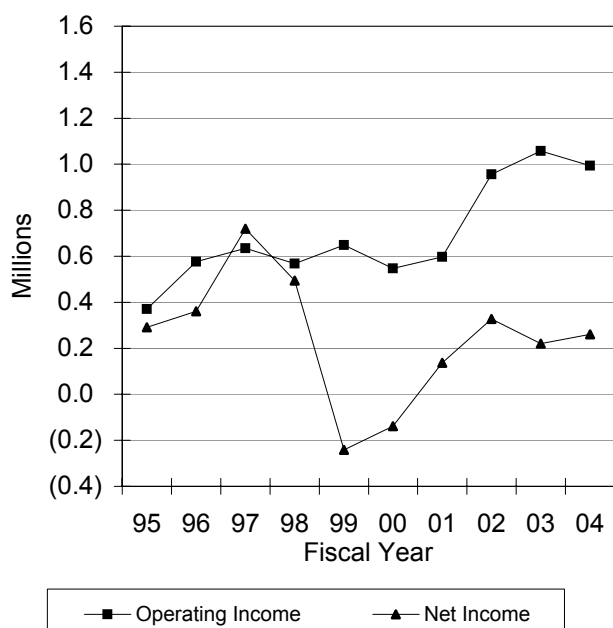
**Operating Revenues and Operating Expenses**



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



**Operating Income and Net Income**



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	702,803	885,931	963,701	988,387
Operating Expenses	331,967	309,216	328,248	419,692
Operating Income	370,836	576,715	635,453	568,695
Depreciation	(131,395)	(192,133)	(194,861)	(413,790)
Non-Operating Revenues	244,353	301,854	617,248	670,873
Non-Operating Expenses	(196,080)	(380,165)	(585,999)	(564,215)
Net Transfers	0	50,364	243,334	228,380
Capital Contributions	0	0	0	0
Amortization of Contributions	3,964	3,964	3,964	3,964
Net Income (Loss) Transferred To Retained Earnings	291,678	360,599	719,139	493,907
Net Working Capital	3,826,741	6,408,861	1,476,008	1,360,090
Debt Outstanding	5,779,895	10,564,448	10,173,489	9,876,971
Yearly Debt Service*	258,121	2,698,824	716,089	837,440
Change in Accounting Principle	0	0	0	64,048
Retained Earnings/Net Assets End of Period **	6,741,460	7,102,059	7,808,438	8,366,393

Notes:

\* Comprised of Revenue Bond and Leases Debt Service.

\*\* FY 1994 - equity transfer to the Transportation Sales Tax Fund of \$187,760.

FY 1997 - equity transfer from the Capital Projects Fund of \$30,000.

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

1999	2000	2001	2002	2003	2004
1,129,415	1,138,465	1,208,867	1,694,281	1,707,745	1,675,667
480,188	591,317	611,500	738,795	650,768	682,007
649,227	547,148	597,367	955,486	1,056,977	993,660
(544,026)	(608,744)	(611,006)	(604,857)	(604,942)	(602,508)
154,263	293,563	491,280	306,055	96,094	156,930
(549,735)	(546,733)	(517,231)	(497,651)	(500,094)	(460,952)
44,287	172,000	172,000	168,494	172,000	173,200
0	0	0	0	0	0
3,964	3,964	3,964	0	0	0
(242,020)	(138,802)	136,374	327,527	220,035	260,330
1,253,082	2,005,300	2,415,423	2,965,009	2,976,436	3,440,935
9,564,842	9,237,044	8,888,515	8,525,000	8,160,000	7,770,000
831,920	831,064	833,934	831,157	823,460	829,881
0	0	61,612	0	0	0
8,124,373	7,985,571	8,183,557	8,511,084	8,731,119	8,991,449

**Parking Facilities Fund  
Enterprise Fund**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
<b>OPERATING REVENUES: *</b>				
Meter Fees	366,080	0	0	0
Hourly Garage Fees	0	0	0	0
Monthly Garage Fees	63,744	0	0	0
Tenth & Cherry Lot	0	0	0	0
Christian Church Lost	6,595	0	0	0
Parking Plaza	134,200	0	0	0
Reserved Lot Rentals	91,011	0	0	0
Miscellaneous	41,173	0	0	0
Meters**	0	484,086	528,041	556,960
Garages**	0	168,846	189,161	217,458
Reserved Lots**	0	215,469	228,084	195,664
SBD Revenue**	0	10,530	10,530	10,530
Other**	0	7,000	7,885	7,775
<b>Total Operating Revenues</b>	<b>702,803</b>	<b>885,931</b>	<b>963,701</b>	<b>988,387</b>
<b>OPERATING EXPENSES: *</b>				
Personal services	142,786	153,768	177,480	221,597
Materials and supplies	19,908	27,518	17,222	27,200
Travel and Training	0	0	0	0
Intragovernmental	0	68,755	71,150	78,601
Utilities, Services and Miscellaneous	169,273	59,175	62,396	92,294
<b>Total Operating Expenses</b>	<b>331,967</b>	<b>309,216</b>	<b>328,248</b>	<b>419,692</b>
<b>OPERATING INCOME (LOSS)</b>	<b>370,836</b>	<b>576,715</b>	<b>635,453</b>	<b>568,695</b>
<b>DEPRECIATION</b>	<b>(131,395)</b>	<b>(192,133)</b>	<b>(194,861)</b>	<b>(413,790)</b>
<b>OPERATING INCOME (LOSS)</b>	<b>239,441</b>	<b>384,582</b>	<b>440,592</b>	<b>154,905</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	242,896	301,843	603,024	625,680
Miscellaneous Revenue	1,457	11	14,224	45,193
Interest Rate Swap Proceeds, Net	0	0	0	0
<b>Non-Operating Revenues</b>	<b>244,353</b>	<b>301,854</b>	<b>617,248</b>	<b>670,873</b>
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	(192,457)	(373,877)	(567,609)	(545,888)
Loss on Sale/Disposal of Fixed Assets	(861)	0	0	0
Miscellaneous Expense	(2,762)	(6,288)	(18,390)	(18,327)
<b>Non-Operating Expenses</b>	<b>(196,080)</b>	<b>(380,165)</b>	<b>(585,999)</b>	<b>(564,215)</b>
<b>Total Non-Operating Rev.(Expenses)</b>	<b>48,273</b>	<b>(78,311)</b>	<b>31,249</b>	<b>106,658</b>
<b>NET TRANSFERS</b>	<b>0</b>	<b>50,364</b>	<b>243,334</b>	<b>228,380</b>
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS &amp; AMORTIZATION</b>	<b>287,714</b>	<b>356,635</b>	<b>715,175</b>	<b>489,943</b>
Capital Contributions				
Amortization of Contributions	3,964	3,964	3,964	3,964
<b>NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>291,678</b>	<b>360,599</b>	<b>719,139</b>	<b>493,907</b>

\* Beginning in FY 1996 there was a change in the revenue and expense categories due to the implementation of a new computer system.

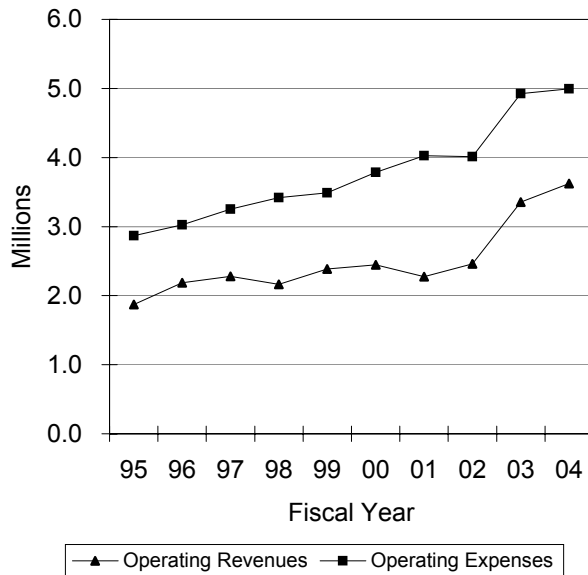
\*\* In FY 1997, Operating Revenue categories changed to the titles marked.

1999	2000	2001	2002	2003	2004
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
534,397	522,005	540,839	815,681	862,751	838,351
348,003	414,337	450,837	586,520	553,347	533,200
228,744	183,613	196,472	266,951	271,269	282,226
0	0	0	0	0	0
18,271	18,510	20,719	25,129	20,378	21,890
1,129,415	1,138,465	1,208,867	1,694,281	1,707,745	1,675,667
262,176	288,943	302,988	303,248	315,735	348,951
53,291	69,999	119,495	204,421	106,340	69,071
0	0	0	0	0	0
69,370	94,283	83,352	115,282	111,322	111,209
95,351	138,092	105,665	115,844	117,371	152,776
480,188	591,317	611,500	738,795	650,768	682,007
649,227	547,148	597,367	955,486	1,056,977	993,660
(544,026)	(608,744)	(611,006)	(604,857)	(604,942)	(602,508)
105,201	(61,596)	(13,639)	350,629	452,035	391,152
146,095	292,245	491,275	305,483	95,399	156,925
8,168	1,318	5	572	695	5
0	0	0	0	0	0
154,263	293,563	491,280	306,055	96,094	156,930
(531,350)	(528,672)	(497,740)	(479,883)	(461,917)	(442,937)
0	0	(461)	0	(20,934)	0
(18,385)	(18,061)	(19,030)	(17,768)	(17,243)	(18,015)
(549,735)	(546,733)	(517,231)	(497,651)	(500,094)	(460,952)
(395,472)	(253,170)	(25,951)	(191,596)	(404,000)	(304,022)
44,287	172,000	172,000	168,494	172,000	173,200
(245,984)	(142,766)	132,410	327,527	220,035	260,330
3,964	3,964	3,964	0	0	0
(242,020)	(138,802)	136,374	327,527	220,035	260,330

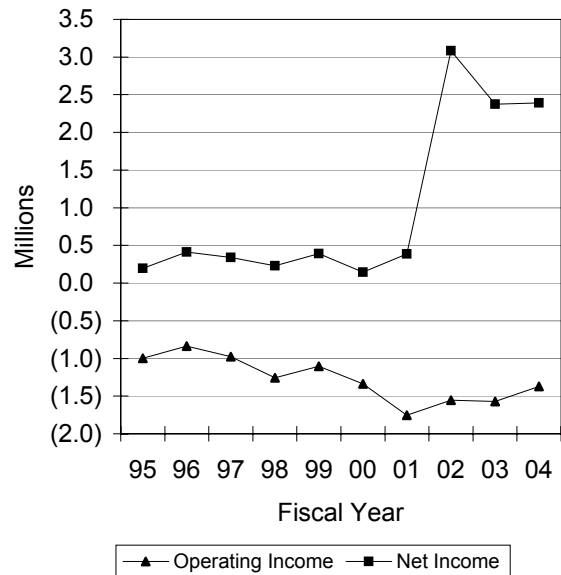
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## Recreation Services Fund

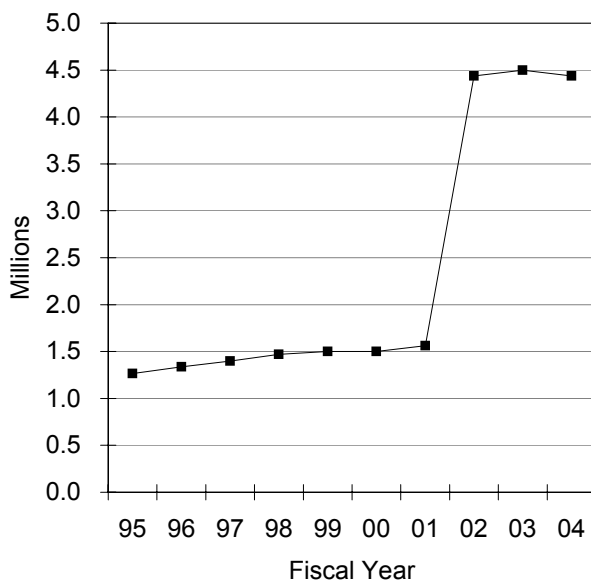
### Operating Revenues and Operating Expenses



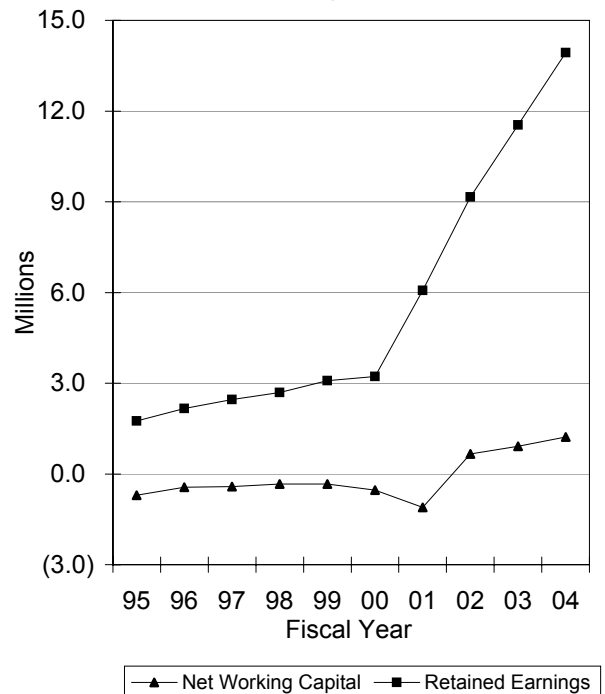
### Operating Income and Net Income



### Subsidies



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



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	1,869,867	2,188,739	2,279,015	2,162,083
Operating Expenses	2,869,046	3,027,029	3,254,793	3,418,998
Operating Income (Loss)	(999,179)	(838,290)	(975,778)	(1,256,915)
Depreciation	(205,613)	(225,055)	(258,251)	(180,448)
Non-Operating Revenues	24,201	9,338	31,390	43,027
Non-Operating Expenses	(16,264)	(11,478)	(10,020)	(2,651)
Net Transfers	1,264,506	1,336,588	1,400,000	1,470,000
Capital Contributions	0	0	0	0
Amortization of Contributions	127,312	141,012	154,608	155,860
Net Income (Loss) Transferred To Retained Earnings	194,963	412,115	341,949	228,873
Net Working Capital	(706,783)	(441,339)	(413,744)	(330,069)
Debt Outstanding	0	0	0	0
Yearly Debt Service*	77,678	77,679	0	0
Subsidies	1,264,506	1,336,588	1,400,000	1,470,000
Change in Accounting Principle	0	0	0	2,798
Retained Earnings/Net Assets End of Period **	1,756,422	2,168,537	2,465,522	2,697,193

Notes:

\* Comprised of Loans and Leases Debt Service

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

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

1999	2000	2001	2002	2003	2004
2,384,975	2,445,387	2,272,753	2,458,986	3,354,222	3,620,897
3,489,980	3,783,524	4,024,306	4,012,458	4,923,816	4,992,364
(1,105,005)	(1,338,137)	(1,751,553)	(1,553,472)	(1,569,594)	(1,371,467)
(171,932)	(220,926)	(240,225)	(216,413)	(507,103)	(569,060)
11,959	37,158	821,390	458,524	65,298	59,156
(9,647)	(16,038)	(278,431)	(214,535)	(273,943)	(283,473)
1,500,000	1,500,000	1,563,771	4,437,526	4,490,374	4,539,907
0	0	47,250	174,083	170,083	17,712
164,272	183,208	226,028	0	0	0
389,647	145,265	388,230	3,085,713	2,375,115	2,392,775
(329,080)	(536,290)	(1,106,960)	659,984	920,196	1,226,225
0	0	10,500,000	8,648,500	6,730,500	4,665,500
0	2,338	74,775	2,128,378	2,451,863	2,332,201
1,500,000	1,500,000	1,563,771	4,437,526	4,498,420	4,438,807
0	0	2,459,767	0	0	0
3,086,840	3,226,055	6,074,052	9,159,765	11,534,880	13,927,655

**Recreation Services Fund  
Enterprise Fund**

	1995	1996	1997	1998
<b>OPERATING REVENUES:</b>				
Fees and Admissions	1,142,716	1,398,537	1,403,581	1,298,594
Facility User Charges	120,397	124,439	121,940	137,884
Youth Capital Improvement Fees	0	0	0	0
Golf Course Improvement Fees	78,095	83,477	115,379	105,105
Miscellaneous	528,659	582,286	638,115	620,500
Total Operating Revenues	1,869,867	2,188,739	2,279,015	2,162,083
<b>OPERATING EXPENSES: *</b>				
Personal services	1,675,368	1,709,305	1,799,980	2,020,005
Materials and supplies	501,363	556,130	609,285	580,497
Travel and Training	3,983	5,875	2,434	3,055
Intragovernmental	0	215,411	264,860	242,715
Utilities, Services and Miscellaneous	688,332	540,308	578,234	572,726
Total Operating Expenses	2,869,046	3,027,029	3,254,793	3,418,998
OPERATING INCOME (LOSS)	(999,179)	(838,290)	(975,778)	(1,256,915)
DEPRECIATION	(205,613)	(225,055)	(258,251)	(180,448)
OPERATING INCOME (LOSS)	(1,204,792)	(1,063,345)	(1,234,029)	(1,437,363)
<b>NON-OPERATING REVENUES:</b>				
Revenue from Other Gov. Units	17,195	4,600	0	0
Gain on sale of fixed assets	0	0	0	0
Investment Revenue	1,195	2,513	26,686	36,135
Miscellaneous Revenue	5,811	2,225	4,704	6,892
Non-Operating Revenues	24,201	9,338	31,390	43,027
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	(7,721)	(2,659)	0	0
Loss on Disposal of Fixed Assets	(2,225)	(188)	(950)	(2,651)
Miscellaneous Expense	(6,318)	(8,631)	(9,070)	0
Non-Operating Expenses	(16,264)	(11,478)	(10,020)	(2,651)
Total Non-Operating Rev. (Expenses)	7,937	(2,140)	21,370	40,376
NET TRANSFERS	1,264,506	1,336,588	1,400,000	1,470,000
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS & AMORTIZATION	67,651	271,103	187,341	73,013
Capital Contributions**	0	0	0	0
Amortization of Contributions	127,312	141,012	154,608	155,860
NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS	194,963	412,115	341,949	228,873

\* Beginning in FY 1996, the expense categories were changed due to the implementation of a new computer system.

1999	2000	2001	2002	2003	2004
1,477,318	1,514,606	1,406,105	1,509,640	2,379,445	2,570,514
124,858	126,399	129,788	129,808	127,236	122,728
0	0	0	994	43,164	68,847
136,753	149,525	154,905	158,183	109,180	115,734
646,046	654,857	581,955	660,361	695,197	743,074
2,384,975	2,445,387	2,272,753	2,458,986	3,354,222	3,620,897
2,119,428	2,228,568	2,384,740	2,384,626	2,915,324	3,031,097
586,045	616,868	619,843	601,962	787,080	742,211
3,240	4,871	5,264	6,181	4,397	7,297
229,375	244,936	266,718	339,386	395,511	404,677
551,892	688,281	747,741	680,303	821,504	807,082
3,489,980	3,783,524	4,024,306	4,012,458	4,923,816	4,992,364
(1,105,005)	(1,338,137)	(1,751,553)	(1,553,472)	(1,569,594)	(1,371,467)
(171,932)	(220,926)	(240,225)	(216,413)	(507,103)	(569,060)
(1,276,937)	(1,559,063)	(1,991,778)	(1,769,885)	(2,076,697)	(1,940,527)
0	0	0	10,000	0	0
0	0	0	0	0	0
4,972	28,842	814,173	443,407	49,370	49,120
6,987	8,316	7,217	5,117	15,928	10,036
11,959	37,158	821,390	458,524	65,298	59,156
(1,364)	(1,902)	(214,014)	(188,944)	(228,262)	(248,454)
(8,283)	(14,136)	(33,112)	0	(3,956)	0
0	0	(31,305)	(25,591)	(41,725)	(35,019)
(9,647)	(16,038)	(278,431)	(214,535)	(273,943)	(283,473)
2,312	21,120	542,959	243,989	(208,645)	(224,317)
1,500,000	1,500,000	1,563,771	4,437,526	4,490,374	4,539,907
225,375	(37,943)	114,952	2,911,630	2,205,032	2,375,063
0	0	47,250	174,083	170,083	17,712
164,272	183,208	226,028	0	0	0
389,647	145,265	388,230	3,085,713	2,375,115	2,392,775

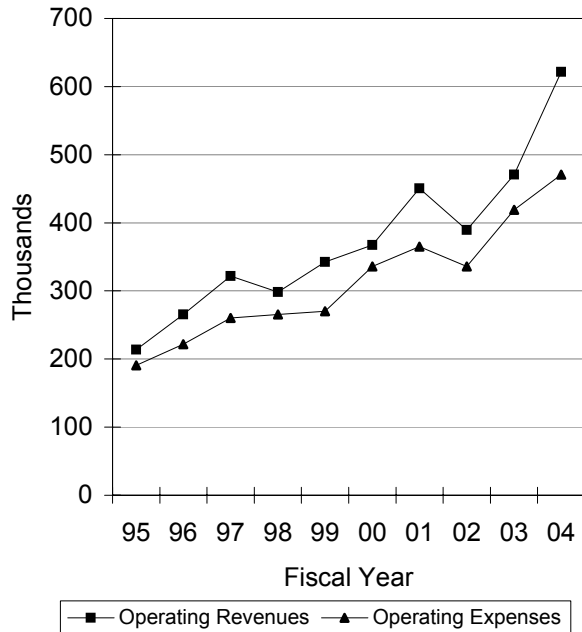
\*\*Beginning in FY 2001 - GASB 33 requires contributions to be shown as revenues on the income statement which affects retained earnings.

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

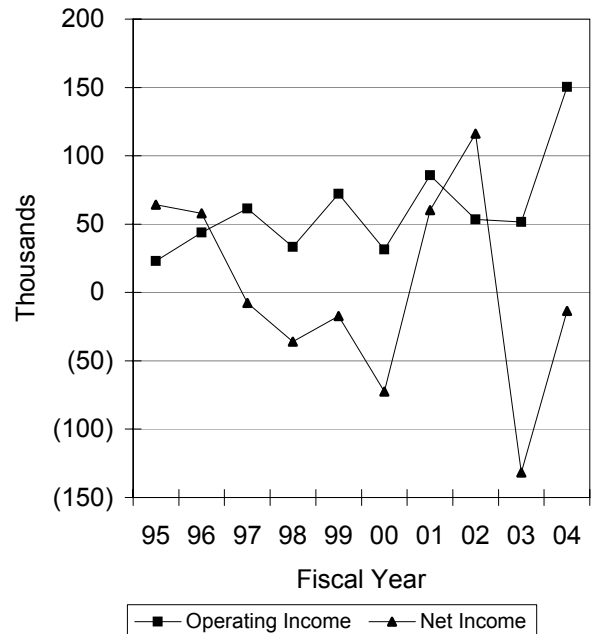
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## Railroad Fund

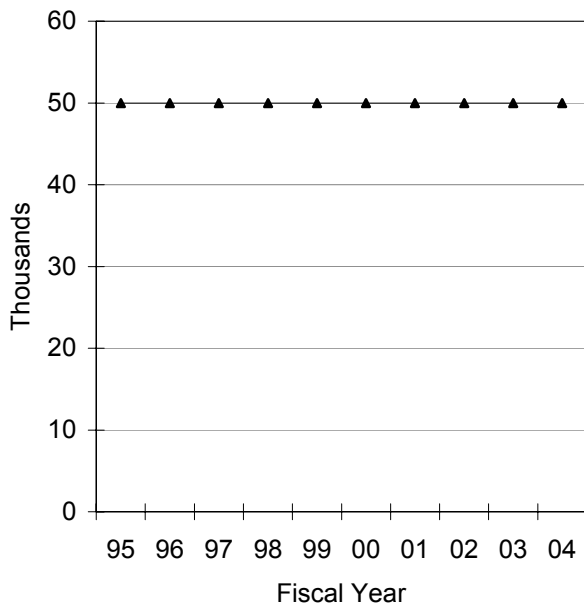
### Operating Revenues and Operating Expenses



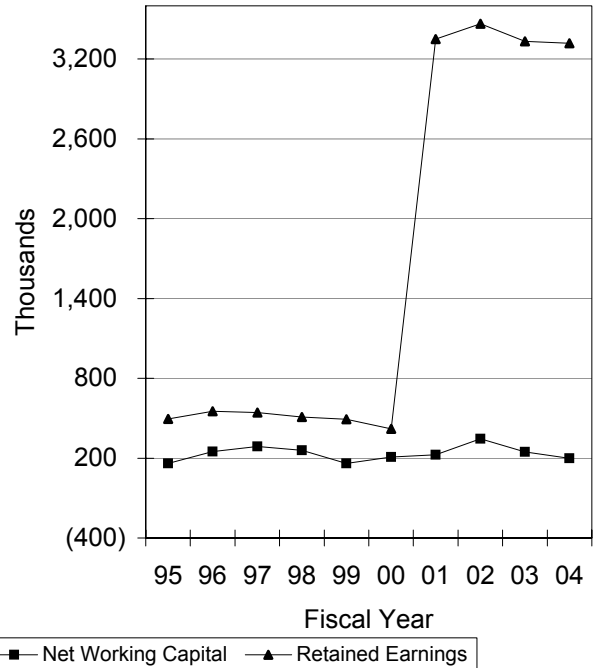
### Operating Income and Net Income



### Subsidies



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



**Railroad Fund  
Enterprise Fund  
Revenues and Expenses**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	213,702	265,596	321,831	298,518
Operating Expenses	190,615	221,746	260,329	265,302
Operating Income	23,087	43,850	61,502	33,216
Depreciation	(40,892)	(67,948)	(137,287)	(145,173)
Non-Operating Revenues	32,133	38,199	23,350	29,827
Non-Operating Expenses	0	(6,188)	(5,270)	(3,892)
Net Transfers	50,000	50,000	50,000	50,000
Capital Contributions	0	0	0	0
Amortization of Contributions	0	0	0	0
Net Income (Loss) Transferred To Retained Earnings	64,328	57,913	(7,705)	(36,022)
<hr/>				
Net Working Capital	159,891	250,579	289,068	259,455
Debt Outstanding	0	173,583	127,531	78,639
Yearly Debt Service	6	427,697	116,672	27,607
Subsidies	50,000	50,000	50,000	50,000
Change in Accounting Principle	0	0	0	2,713
Retained Earnings/Net Assets End of Period**	493,980	551,893	543,683	510,374

**Notes:**

\*\* FY 1994 - Equity Transfer of \$57,200 from the Water and Electric Fund.

FY 1995 - Equity Transfer of \$164,929 from the Water and Electric Fund.

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

1999	2000	2001	2002	2003	2004
342,499	367,302	450,675	389,497	470,738	621,322
270,273	335,902	364,888	336,053	419,246	470,900
72,226	31,400	85,787	53,444	51,492	150,422
(149,867)	(153,163)	(157,521)	(186,072)	(234,319)	(230,810)
14,199	72	22,414	131,829	9,034	27,639
(3,930)	(876)	(2,398)	(7,537)	(7,943)	(10,803)
50,000	50,000	50,000	50,000	50,000	50,000
0	0	61,980	74,509	0	0
0	0	0	0	0	0
(17,372)	(72,567)	60,262	116,173	(131,736)	(13,552)
160,011	208,139	224,555	345,210	246,965	198,962
26,731	0	132,537	121,771	357,851	562,462
27,607	876	5,861	18,171	59,408	83,564
50,000	50,000	50,000	50,000	50,000	50,000
0	0	2,868,009	0	0	0
493,002	420,435	3,348,706	3,464,879	3,333,143	3,319,591

**Railroad Fund  
Enterprise Fund**

	1995	1996	1997	1998
OPERATING REVENUES:				
Switching Fees	202,029	254,582	312,136	281,138
Miscellaneous	11,673	11,014	9,695	17,380
Total Operating Revenues	213,702	265,596	321,831	298,518
OPERATING EXPENSES: *				
Personal services	106,253	119,845	139,156	154,665
Materials and supplies	28,172	31,384	26,743	30,887
Travel and Training	608	594	826	759
Intragovernmental	0	0	0	0
Utilities, Services and Miscellaneous	55,582	69,923	93,604	78,991
Total Operating Expenses	190,615	221,746	260,329	265,302
OPERATING INCOME (LOSS)	23,087	43,850	61,502	33,216
DEPRECIATION	(40,892)	(67,948)	(137,287)	(145,173)
OPERATING INCOME (LOSS)	(17,805)	(24,098)	(75,785)	(111,957)
NON-OPERATING REVENUES:				
Revenue from Other Gov. Units	0	0	0	0
Investment Revenue	32,125	38,137	22,440	27,368
Gain on Sale of Fixed Assets	0	0	0	0
Miscellaneous Revenue	8	62	910	2,459
Non-Operating Revenues	32,133	38,199	23,350	29,827
NON-OPERATING EXPENSES:				
Interest Expense	0	(6,188)	(5,270)	(3,892)
Loss on Disposal of Assets	0	0	0	0
Miscellaneous Expense	0	0	0	0
Non-Operating Expenses	0	(6,188)	(5,270)	(3,892)
Total Non-Operating Rev. (Expenses)	32,133	32,011	18,080	25,935
NET TRANSFERS	50,000	50,000	50,000	50,000
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS & AMORTIZATION	64,328	57,913	(7,705)	(36,022)
Capital Contribution**	0	0	0	0
Amortization of Contributions	0	0	0	0
NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS	64,328	57,913	(7,705)	(36,022)

\* Beginning in FY 1996, there was a change in expense categories due to the implementation of a new computer system.

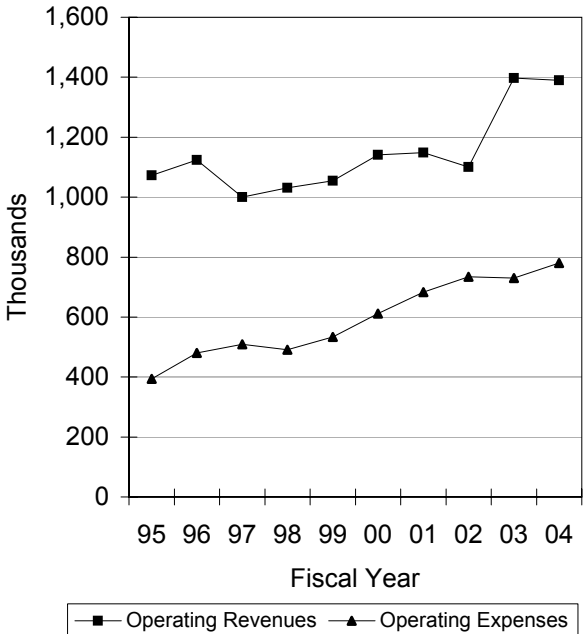
1999	2000	2001	2002	2003	2004
334,575	327,191	386,306	365,907	450,656	610,120
7,924	40,111	64,369	23,590	20,082	11,202
342,499	367,302	450,675	389,497	470,738	621,322
134,436	148,340	157,604	158,539	173,269	220,247
28,344	41,977	40,129	45,215	54,748	70,749
806	894	851	900	1,324	2,478
12,054	18,669	19,783	25,929	36,830	36,467
94,633	126,022	146,521	105,470	153,075	140,959
270,273	335,902	364,888	336,053	419,246	470,900
72,226	31,400	85,787	53,444	51,492	150,422
(149,867)	(153,163)	(157,521)	(186,072)	(234,319)	(230,810)
(77,641)	(121,763)	(71,734)	(132,628)	(182,827)	(80,388)
0	0	0	0	0	0
9,859	(219)	22,407	17,825	6,621	6,606
0	0	0	0	0	0
4,340	291	7	114,004	2,413	21,033
14,199	72	22,414	131,829	9,034	27,639
(2,430)	(876)	(2,398)	(6,816)	(7,943)	(10,803)
(1,500)	0	0	0	0	0
0	0	0	(721)	0	0
(3,930)	(876)	(2,398)	(7,537)	(7,943)	(10,803)
10,269	(804)	20,016	124,292	1,091	16,836
50,000	50,000	50,000	50,000	50,000	50,000
(17,372)	(72,567)	(1,718)	41,664	(131,736)	(13,552)
0	0	61,980	74,509	0	0
0	0	0	0	0	0
(17,372)	(72,567)	60,262	116,173	(131,736)	(13,552)

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

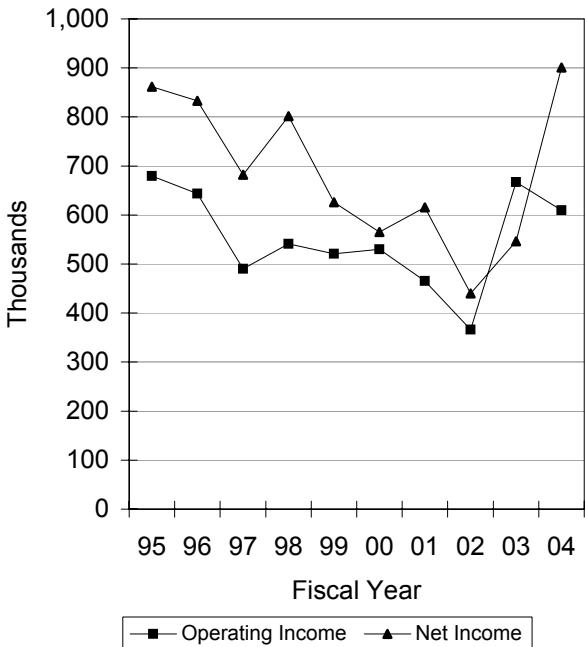
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# Storm Water Utility Fund

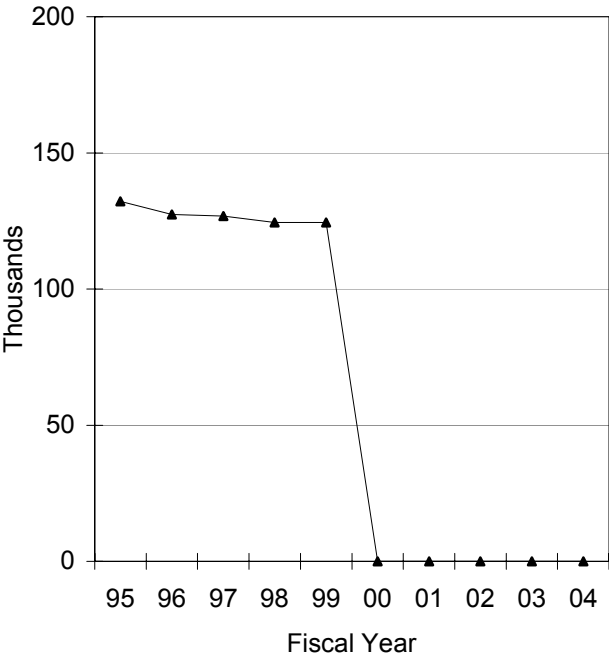
## Operating Revenues and Operating Expenses



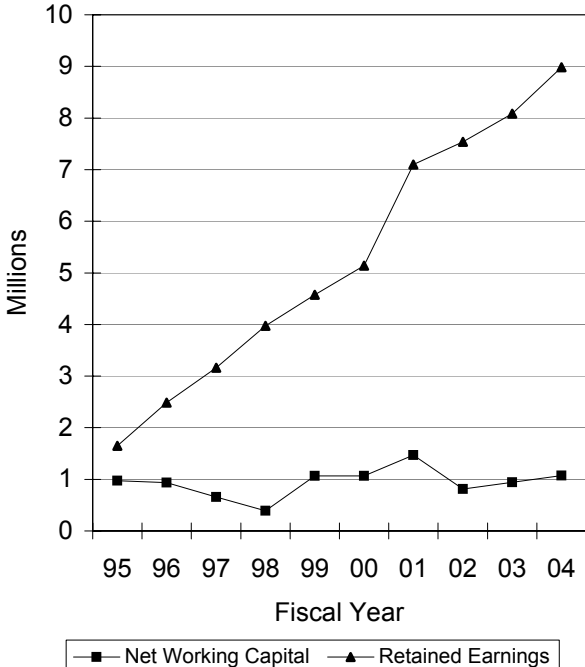
## Operating Income and Net Income



## Subsidies



## Net Working Capital and Retained Earnings/Net Assets



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	1,072,886	1,123,828	999,744	1,031,428
Operating Expenses	393,441	479,998	509,650	490,487
Operating Income (Loss)	679,445	643,830	490,094	540,941
Depreciation	(39,441)	(57,752)	(87,671)	(99,760)
Non-Operating Revenues	55,811	78,596	108,203	188,665
Non-Operating Expenses	0	0	(1,500)	0
Net Transfers	132,255	127,405	126,820	124,405
Capital Contributions	0	0	0	0
Amortization of Contributions	33,848	40,912	45,896	47,336
Net Income (Loss) Transferred To Retained Earnings	861,918	832,991	681,842	801,587
Net Working Capital	975,475	934,076	655,232	392,125
Debt Outstanding	0	0	0	0
Yearly Debt Service	0	0	0	0
Subsidies*	132,255	127,405	126,820	124,405
Change in Accounting Principle	0	0	0	12,603
Retained Earnings/Net Assets End of Period **	1,651,432	2,484,423	3,161,241	3,975,431

**Notes:**

FY 1995 - equity transfer from the Sanitary Sewer Utility Fund of \$24,021.

FY 1999 - equity transfer of \$27,440 to Capital Projects.

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

1999	2000	2001	2002	2003	2004
1,054,059	1,141,471	1,148,601	1,100,862	1,397,511	1,389,683
533,319	611,654	683,222	734,425	730,083	780,164
520,740	529,817	465,379	366,437	667,428	609,519
(125,101)	(157,843)	(186,685)	(249,981)	(259,595)	(262,149)
52,720	160,989	259,431	266,662	50,062	117,735
0	0	(2,050)	(3,031)	0	0
124,405	0	0	0	5,475	0
0	0	8,500	59,846	83,049	435,392
52,928	32,170	71,248	0	0	0
625,692	565,133	615,823	439,933	546,419	900,497
1,066,817	1,069,141	1,468,714	812,723	943,805	1,071,255
0	0	0	0	0	0
0	0	0	0	0	0
124,405	0	0	0	0	0
0	0	1,344,320	0	0	0
4,573,683	5,138,816	7,098,959	7,538,892	8,085,311	8,985,808

**Storm Water Utility Fund  
Enterprise Fund**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
<b>OPERATING REVENUES:</b>				
Utility Charges	0	0	999,744	1,031,428
Residential Utility Charges	305,664	317,169	0	0
Non-residential utility charges	401,886	412,289	0	0
Development charges	353,537	381,939	0	0
Miscellaneous	11,799	12,431	0	0
<b>Total Operating Revenues</b>	<b>1,072,886</b>	<b>1,123,828</b>	<b>999,744</b>	<b>1,031,428</b>
<b>OPERATING EXPENSES: *</b>				
Personal services	241,433	297,311	285,019	305,898
Materials and supplies	56,757	63,767	74,313	58,839
Travel and Training	30	409	249	374
Intragovernmental	0	48,098	51,019	84,834
Utilities, Services and Miscellaneous	95,221	70,413	99,050	40,542
<b>Total Operating Expenses</b>	<b>393,441</b>	<b>479,998</b>	<b>509,650</b>	<b>490,487</b>
<b>OPERATING INCOME (LOSS)</b>	<b>679,445</b>	<b>643,830</b>	<b>490,094</b>	<b>540,941</b>
<b>DEPRECIATION</b>	<b>(39,441)</b>	<b>(57,752)</b>	<b>(87,671)</b>	<b>(99,760)</b>
<b>OPERATING INCOME (LOSS)</b>	<b>640,004</b>	<b>586,078</b>	<b>402,423</b>	<b>441,181</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	55,811	79,352	108,203	188,175
Revenue from Other Gov. Units	0	0	0	0
Miscellaneous Revenue	0	(756)	0	490
<b>Non-Operating Revenues</b>	<b>55,811</b>	<b>78,596</b>	<b>108,203</b>	<b>188,665</b>
<b>NON-OPERATING EXPENSES:</b>				
Loss on disposal of fixed assets	0	0	0	0
Miscellaneous Expense	0	0	(1,500)	0
<b>Non-Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>(1,500)</b>	<b>0</b>
<b>Total Non-Operating Rev. (Expenses)</b>	<b>55,811</b>	<b>78,596</b>	<b>106,703</b>	<b>188,665</b>
<b>NET TRANSFERS</b>	<b>132,255</b>	<b>127,405</b>	<b>126,820</b>	<b>124,405</b>
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS &amp; AMORTIZATION</b>	<b>828,070</b>	<b>792,079</b>	<b>635,946</b>	<b>754,251</b>
Capitla Contributions**	0	0	0	0
Amortization of Contributions	33,848	40,912	45,896	47,336
<b>NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>861,918</b>	<b>832,991</b>	<b>681,842</b>	<b>801,587</b>

\* Beginning in FY 1996, the expense categories were changed due to the implementation of a new computer system.

1999	2000	2001	2002	2003	2004
1,054,059	1,141,471	1,148,601	1,100,862	1,397,511	1,389,683
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
1,054,059	1,141,471	1,148,601	1,100,862	1,397,511	1,389,683
358,558	375,196	410,818	407,901	462,632	446,831
51,625	61,024	52,485	84,745	64,767	92,831
313	483	1,200	125	1,505	1,193
66,283	70,590	86,373	109,091	117,095	119,461
56,540	104,361	132,346	132,563	84,084	119,848
533,319	611,654	683,222	734,425	730,083	780,164
520,740	529,817	465,379	366,437	667,428	609,519
(125,101)	(157,843)	(186,685)	(249,981)	(259,595)	(262,149)
395,639	371,974	278,694	116,456	407,833	347,370
49,730	148,010	253,559	155,322	47,998	63,085
0	0	0	111,340	0	0
2,990	12,979	5,872	0	2,064	54,650
52,720	160,989	259,431	266,662	50,062	117,735
0	0	(2,050)	0	0	0
0	0	0	(3,031)	0	0
0	0	(2,050)	(3,031)	0	0
52,720	160,989	257,381	263,631	50,062	117,735
124,405	0	0	0	5,475	0
572,764	532,963	536,075	380,087	463,370	465,105
0	0	8,500	59,846	83,049	435,392
52,928	32,170	71,248	0	0	0
625,692	565,133	615,823	439,933	546,419	900,497

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

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# Internal Service Funds

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



*City of Columbia*  
*Columbia, Missouri*

# Internal Service Funds

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

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

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

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

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

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

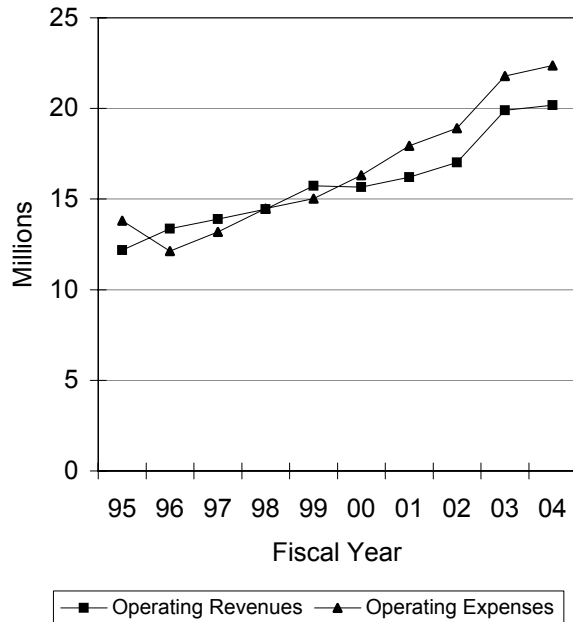
**Employees Benefit Fund** - to account for the City of Columbia's self insurance program for health, disability and life insurance for covered city employees. Other employee benefits accounted for in this fund include; retirement sick leave, medical services, service awards, cafeteria plan and employee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



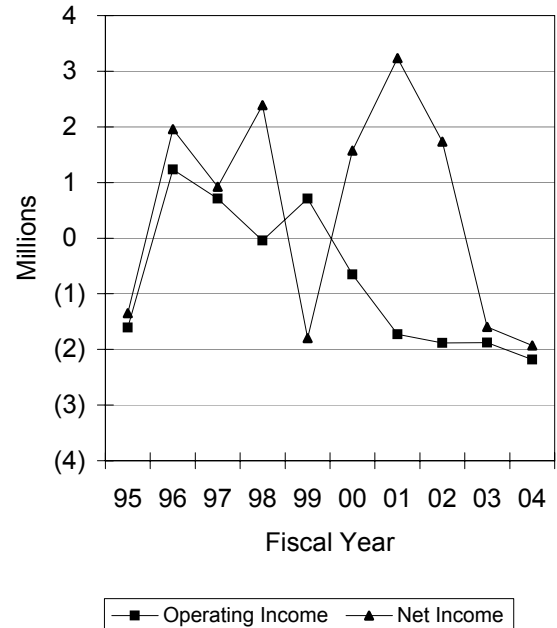
*City of Columbia  
Columbia, Missouri*

## All Internal Service Funds

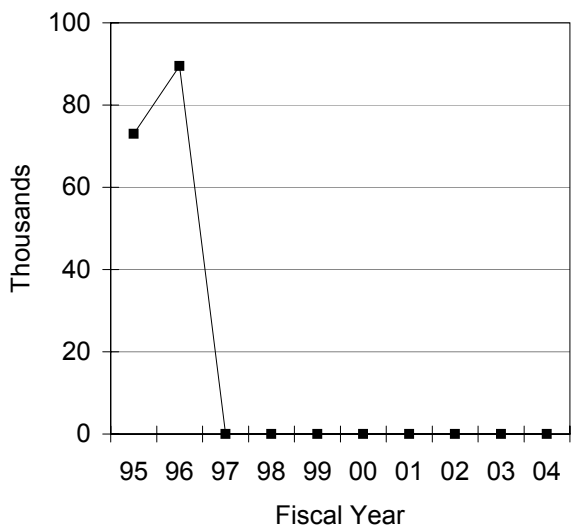
**Operating Revenues and  
Operating Expenses**



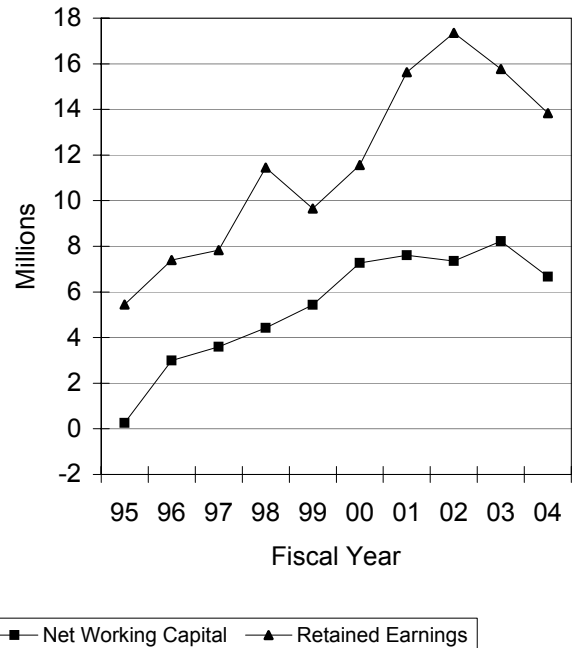
**Operating Income and  
Net Income**



**Subsidies**



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



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	12,190,079	13,367,348	13,890,770	14,435,658
Operating Expenses	13,800,153	12,136,313	13,181,363	14,481,365
Operating Income	(1,610,074)	1,231,035	709,407	(45,707)
Depreciation	(271,559)	(347,399)	(513,622)	(597,133)
Non-Operating Revenues	2,219,081	2,838,070	2,541,095	4,544,537
Non-Operating Expenses	(1,570,408)	(1,573,045)	(1,616,608)	(1,363,539)
Net Transfers	(114,969)	(191,995)	(196,295)	(148,000)
Capital Contributions	0	0	0	0
Net Income (Loss) Transferred To Retained Earnings	(1,347,929)	1,956,666	923,977	2,390,158
Net Working Capital	258,041	2,990,632	3,589,293	4,429,359
Debt Outstanding	29,662,408	29,637,566	30,637,168	30,422,583
Yearly Debt Service	1,610,605	1,571,662	1,647,111	6,176,643
Subsidies	73,000	89,531	0	0
Change in Accounting Principle	0	0	0	0
Retained Earnings/Net Assets End of Period *	5,444,104	7,399,082	7,826,938	11,444,686

\* FY 1996 - equity transfer to the City-County Building Fund of \$1,688.

FY 1997 - equity transfer to other funds of \$378,813 from the Utility Customer Services Fund.

FY 2000 - equity transfer to the CIP Fund for \$19,082 and from the Employee Cafeteria Plan for \$365,389

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

Prior to FY 2003, claims payable was included in current liabilities

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

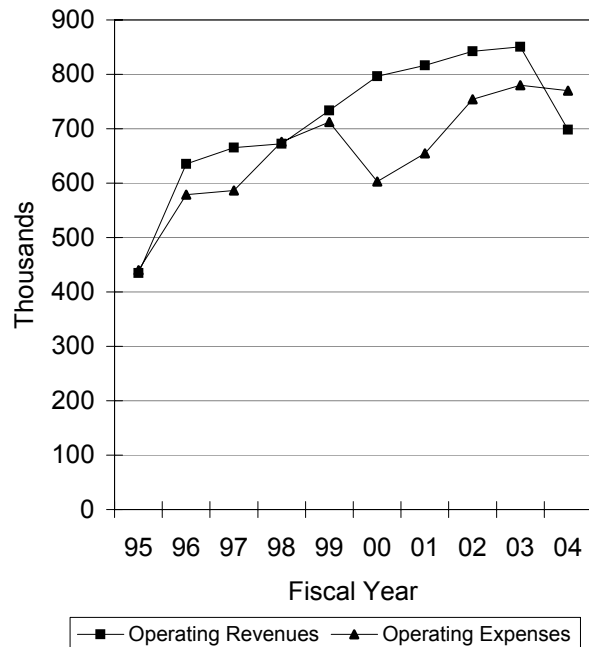
Source: FY 2002 to present Financial Management Information Supplement: The entire G Exhibit

1999	2000	2001	2002	2003	2004
15,735,313	15,664,018	16,203,975	17,015,458	19,905,040	20,186,921
15,023,285	16,318,358	17,931,509	18,901,113	21,783,771	22,367,447
712,028	(654,340)	(1,727,534)	(1,885,655)	(1,878,731)	(2,180,526)
(672,109)	(494,215)	(395,804)	(219,608)	(221,856)	(207,345)
(979,148)	3,793,467	6,233,331	4,489,233	525,930	569,918
(857,147)	(1,091,175)	(876,827)	(636,145)	(7,261)	(5,215)
0	20,000	0	(13,398)	(11,410)	(106,297)
0	0	2,618	0	0	0
(1,796,376)	1,573,737	3,235,784	1,734,427	(1,593,328)	(1,929,465)
5,439,002	7,267,161	7,607,867	7,353,305	8,221,173	6,660,720
25,535,398	25,343,583	25,114,167	0	0	0
1,042,374	1,266,787	1,133,306	25,514,337	6,104	0
0	0	0	0	0	0
0	0	822,112	0	0	0
9,648,310	11,568,354	15,626,250	17,360,677	15,767,349	13,837,884

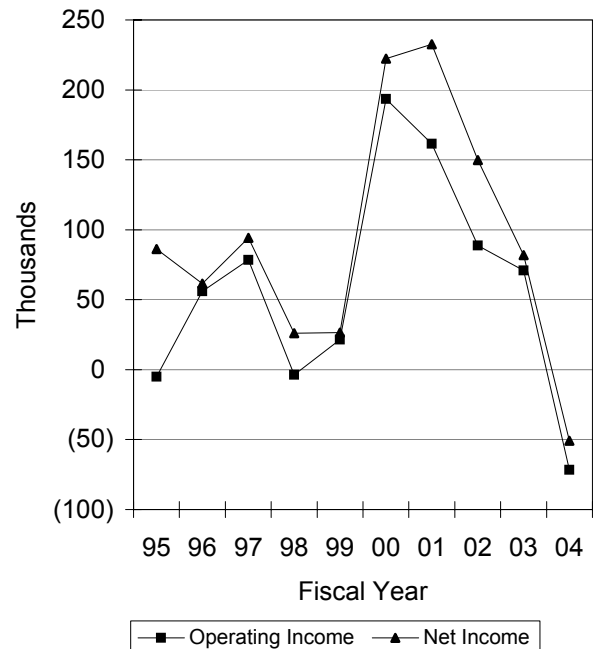
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## Custodial & Maintenance Services Fund

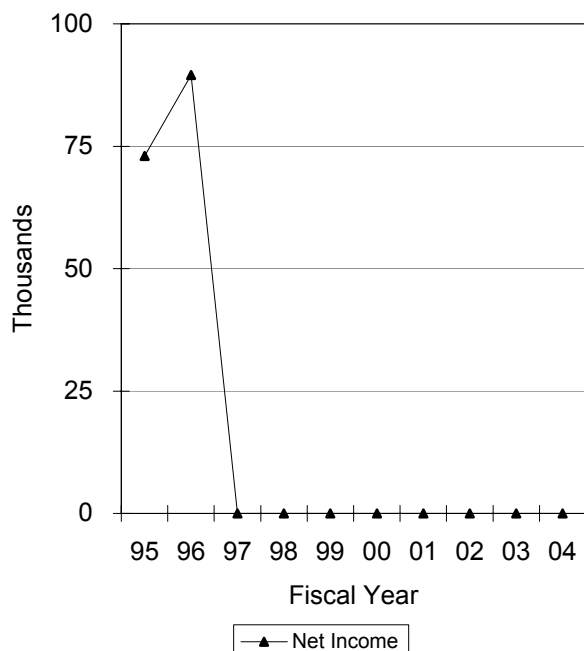
### Operating Revenues and Operating Expenses



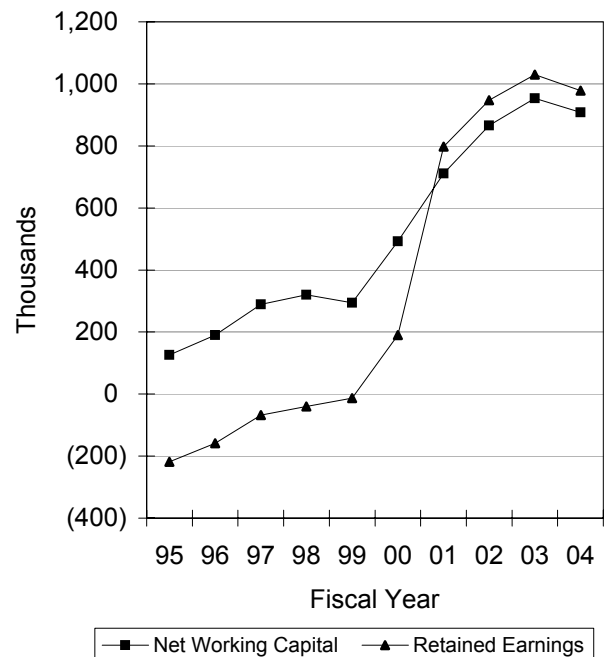
### Operating Income and Net Income



### Subsidies



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



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	434,702	635,025	665,119	672,148
Operating Expenses	439,818	578,982	586,631	675,887
Operating Income	(5,116)	56,043	78,488	(3,739)
Depreciation	(4,691)	(4,919)	(4,443)	(3,025)
Non-Operating Revenues	6,440	10,309	20,233	32,782
Non-Operating Expenses	0	0	0	0
Net Transfers	89,531	0	0	0
Capital Contributions	0	0	0	0
Net Income (Loss)	86,164	61,433	94,278	26,018
<hr/>				
Net Working Capital	125,599	190,262	288,983	320,470
Debt Outstanding	0	0	0	0
Yearly Debt Service*	0	0	0	0
Subsidies	73,000	89,531	0	0
Change in Accounting Principle	0	0	0	0
Retained Earnings/Net Assets**	(218,077)	(158,332)	(68,326)	(39,864)

Notes:

\* Loans Debt Service

In FY 1995 there was a subsidy of \$73,000 and an operating transfer of \$16,531 per Resolution R169.95.

In FY 1996 there was an equity transfer to the City-County Building Fund of \$1,688.

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

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

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

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

1999	2000	2001	2002	2003	2004
733,769	796,279	816,252	842,630	850,841	698,278
712,320	602,743	654,783	753,843	779,957	769,939
21,449	193,536	161,469	88,787	70,884	(71,661)
(3,396)	(4,722)	(6,334)	(5,148)	(5,149)	(5,148)
8,491	33,748	77,895	53,300	16,133	26,082
0	(160)	(425)	(97)	0	0
0	0	0	13,070	0	0
0	0	0	0	0	0
26,544	222,402	232,605	149,912	81,868	(50,727)
294,163	492,566	711,067	866,128	953,145	907,566
0	0	0	0	0	0
0	160	225	97	0	0
0	0	0	0	0	0
0	0	375,052	0	0	0
(13,320)	190,000	797,657	947,569	1,029,437	978,710

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

	1995	1996	1997	1998
OPERATING REVENUES:				
Charges for Services	434,702	635,025	665,119	672,148
OPERATING EXPENSES: *				
Personal services	243,353	272,941	284,493	307,346
Materials and supplies	71,777	62,074	62,012	87,707
Travel and Training	0	0	0	0
Intragovernmental	0	40,782	43,579	43,619
Utilities, Services and Miscellaneous	124,688	203,185	196,547	237,215
Total Operating Expenses	439,818	578,982	586,631	675,887
OPERATING INCOME (LOSS)	-5,116	56,043	78,488	-3,739
DEPRECIATION	(4,691)	(4,919)	(4,443)	(3,025)
OPERATING INCOME (LOSS)	(9,807)	51,124	74,045	(6,764)
NON-OPERATING REVENUES:				
Investment Revenue	6,140	9,657	19,546	32,192
Miscellaneous Revenue	300	652	687	590
Non-Operating Revenues	6,440	10,309	20,233	32,782
NON-OPERATING EXPENSES:				
Loss on Disposal of Fixed Assets	0	0	0	0
Interest Expense	0	0	0	0
Non-Operating Expenses	0	0	0	0
Total Non-Operating Rev. (Expenses)	6,440	10,309	20,233	32,782
NET TRANSFERS	89,531	0	0	0
CAPITAL CONTRIBUTIONS	0	0	0	0
NET INCOME (LOSS)	86,164	61,433	94,278	26,018

\* Beginning in FY 1996, there was a change in expense categories due to the implementation of a new computer system.

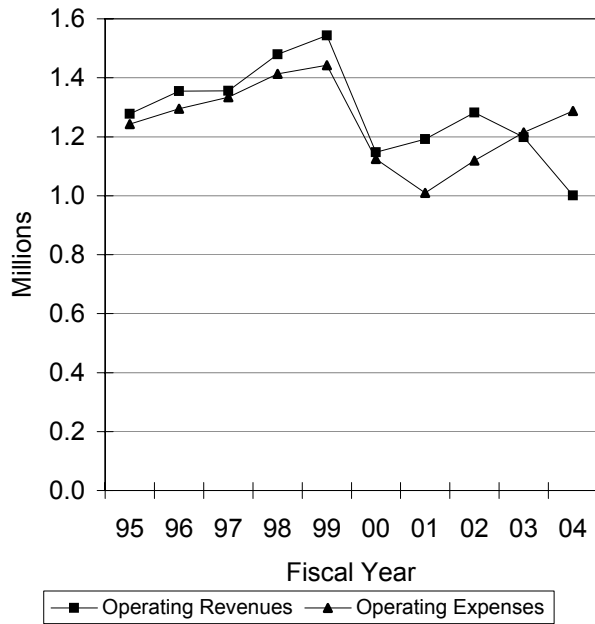
1999	2000	2001	2002	2003	2004
733,769	796,279	816,252	842,630	850,841	698,278
329,287	345,331	338,821	380,367	392,982	401,977
68,587	60,979	79,628	87,909	86,998	85,745
0	0	0	557	666	0
34,420	40,685	43,648	58,641	55,250	64,159
280,026	155,748	192,686	226,369	244,061	218,058
712,320	602,743	654,783	753,843	779,957	769,939
21,449	193,536	161,469	88,787	70,884	(71,661)
(3,396)	(4,722)	(6,334)	(5,148)	(5,149)	(5,148)
18,053	188,814	155,135	83,639	65,735	(76,809)
7,785	33,519	77,246	52,925	15,863	25,897
706	229	649	375	270	185
8,491	33,748	77,895	53,300	16,133	26,082
0	0	(200)	0	0	0
0	(160)	(225)	(97)	0	0
0	(160)	(425)	(97)	0	0
8,491	33,588	77,470	53,203	16,133	26,082
0	0	0	13,070	0	0
0	0	0	0	0	0
26,544	222,402	232,605	149,912	81,868	(50,727)

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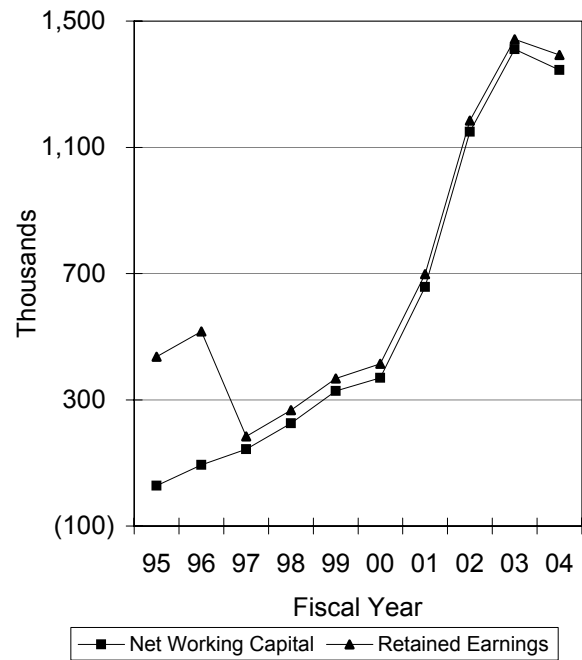


## Utility Customer Services Fund

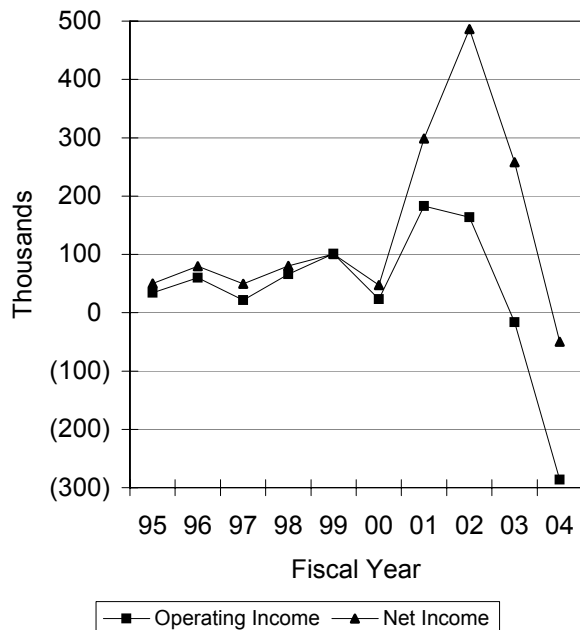
**Operating Revenues and Operating Expenses**



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



**Operating Income and Net Income**



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	1,277,615	1,354,886	1,355,414	1,479,014
Operating Expenses	1,243,297	1,294,757	1,334,079	1,412,945
Operating Income	34,318	60,129	21,335	66,069
Depreciation	(7,341)	(4,733)	(3,005)	(4,310)
Non-Operating Revenues	23,163	24,311	31,336	18,638
Non-Operating Expenses	0	(89)	0	0
Net Transfers	0	0	0	0
Capital Contributions	0	0	0	0
Net Income (Loss)	50,140	79,618	49,666	80,397
Net Working Capital	27,763	93,835	143,623	225,453
Debt Outstanding	0	0	0	0
Yearly Debt Service*	0	0	0	0
Change in Accounting Principle	0	0	0	0
Retained Earnings/Net Assets**	436,484	516,102	184,406	266,840

Notes:

\* Leases Debt Service

\*\* In FY 1997 there was an equity transfer to other funds of \$378,813.

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

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

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

1999	2000	2001	2002	2003	2004
1,543,994	1,147,792	1,192,047	1,282,031	1,198,281	1,001,192
1,442,919	1,124,525	1,009,353	1,118,597	1,214,658	1,287,445
101,075	23,267	182,694	163,434	(16,377)	(286,253)
(3,175)	(3,235)	(3,811)	(2,183)	(3,641)	(5,257)
2,751	27,627	119,657	325,246	280,341	262,100
(158)	(600)	0	0	0	(4,203)
0	0	0	0	(2,105)	(16,297)
0	0	0	0	0	0
100,493	47,059	298,540	486,497	258,218	(49,910)
327,440	369,124	657,659	1,148,839	1,410,698	1,345,247
0	0	0	0	0	0
0	0	0	0	0	0
0	0	(14,940)	0	0	0
367,333	414,392	697,992	1,184,489	1,442,707	1,392,797

**Utility Customer Services Fund  
Internal Service Fund**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
OPERATING REVENUES:				
Charges for Services	1,277,615	1,354,886	1,355,414	1,479,014
OPERATING EXPENSES: *				
Personal services	270,560	284,839	314,127	393,449
Materials and supplies	193,777	204,457	178,781	196,151
Travel and Training	547	119	99	0
Intragovernmental	0	759,096	797,157	798,477
Utilities, Services and Miscellaneous	778,413	46,246	43,915	24,868
Total Operating Expenses	1,243,297	1,294,757	1,334,079	1,412,945
OPERATING INCOME (LOSS)	34,318	60,129	21,335	66,069
DEPRECIATION	(7,341)	(4,733)	(3,005)	(4,310)
OPERATING INCOME (LOSS)	26,977	55,396	18,330	61,759
NON-OPERATING REVENUES:				
Investment Revenue	23,163	24,311	31,336	18,612
Miscellaneous Revenue	0	0	0	26
Non-Operating Revenues	23,163	24,311	31,336	18,638
NON-OPERATING EXPENSES:				
Loss on Disposal of Fixed Assets	0	(89)	0	0
Interest Expense	0	0	0	0
Miscellaneous Expense	0	0	0	0
Non-Operating Expenses	0	(89)	0	0
Total Non-Operating Rev. (Expenses)	23,163	24,222	31,336	18,638
NET TRANSFERS	0	0	0	0
CAPITAL CONTRIBUTIONS	0	0	0	0
NET INCOME (LOSS)	50,140	79,618	49,666	80,397

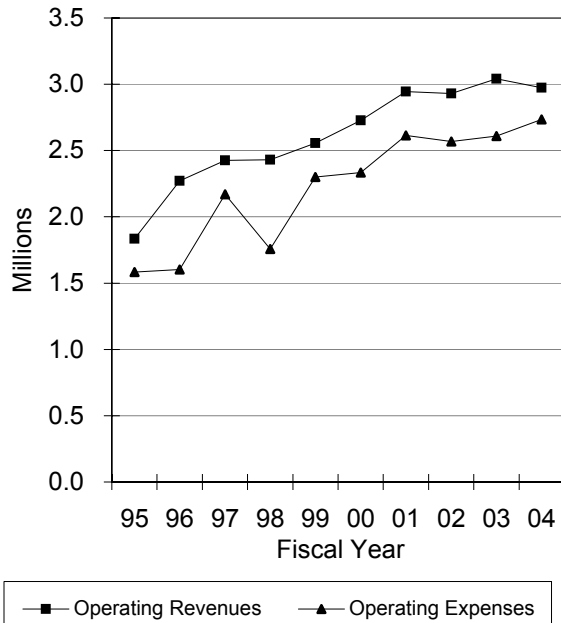
\* Beginning in FY 1996, the expense categories changed due to the implementation of a new computer system.

1999	2000	2001	2002	2003	2004
1,543,994	1,147,792	1,192,047	1,282,031	1,198,281	1,001,192
381,296	404,394	397,364	410,722	435,079	449,334
216,815	223,676	236,086	252,318	241,367	213,625
2,358	3,130	2,572	2,039	5,281	14,350
800,343	446,096	291,796	295,929	315,151	234,861
42,107	47,229	81,535	157,589	217,780	375,275
1,442,919	1,124,525	1,009,353	1,118,597	1,214,658	1,287,445
101,075	23,267	182,694	163,434	(16,377)	(286,253)
(3,175)	(3,235)	(3,811)	(2,183)	(3,641)	(5,257)
97,900	20,032	178,883	161,251	(20,018)	(291,510)
2,695	26,123	61,053	55,193	18,153	32,410
56	1,504	58,604	270,053	262,188	229,690
2,751	27,627	119,657	325,246	280,341	262,100
(158)	(600)	0	0	0	(4,203)
0	0	0	0	0	0
0	0	0	0	0	0
(158)	(600)	0	0	0	(4,203)
2,593	27,027	119,657	325,246	280,341	257,897
0	0	0	0	(2,105)	(16,297)
0	0	0	0	0	0
100,493	47,059	298,540	486,497	258,218	(49,910)

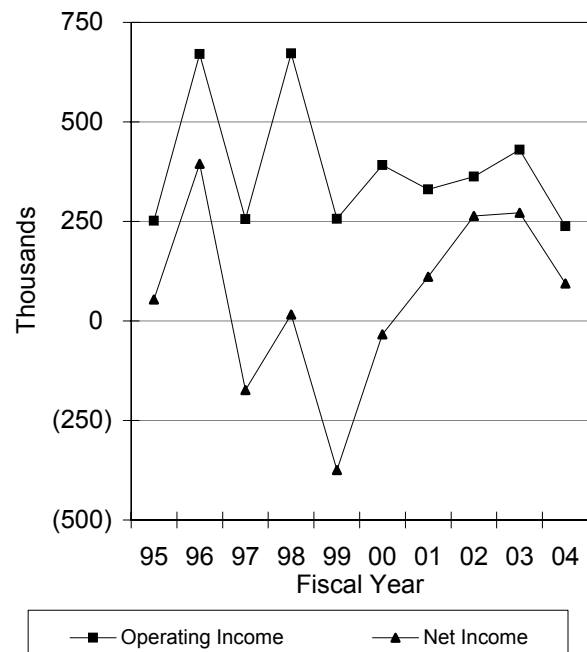
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## Information Services Fund

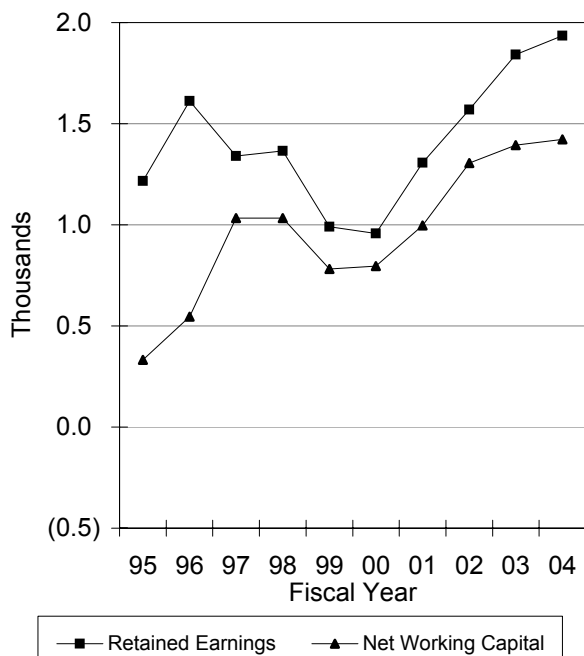
**Operating Revenues and  
Operating Expenses**



**Operating Income and  
Net Income**



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



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	1,834,755	2,272,083	2,425,671	2,429,982
Operating Expenses	1,583,040	1,601,701	2,170,171	1,758,285
Operating Income	251,715	670,382	255,500	671,697
Depreciation	(216,591)	(294,068)	(470,656)	(548,424)
Non-Operating Revenues	26,503	34,877	61,323	121,235
Non-Operating Expenses	(8,153)	(18,227)	(19,405)	(228,788)
Net Transfers	0	2,000	0	0
Capital Contributions	0	0	0	0
Net Income (Loss)	53,474	394,964	(173,238)	15,720
<hr/>				
Net Working Capital	332,933	545,589	1,032,539	1,032,463
Debt Outstanding	24,842	0	999,602	785,017
Yearly Debt Service*	40,637	25,506	100,435	334,311
Subsidies	0	0	0	0
Change in Accounting Principle	0	0	0	0
Retained Earnings/Net Assets	1,216,625	1,611,589	1,340,341	1,365,025

Notes:

Prior to FY 1996, this Fund was called the Data Processing Fund.

\* Comprised of Loans and Leases Debt Service

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

1999	2000	2001	2002	2003	2004
2,555,275	2,726,965	2,944,383	2,931,451	3,040,457	2,973,103
2,299,200	2,335,314	2,613,707	2,569,077	2,610,459	2,735,128
256,075	391,651	330,676	362,374	429,998	237,975
(633,560)	(446,755)	(342,734)	(180,980)	(180,659)	(166,620)
22,874	70,866	133,635	85,725	25,068	42,819
(19,779)	(49,463)	(10,726)	(3,482)	(2,909)	0
0	0	0	0	0	(20,000)
0	0	0	0	0	0
(374,390)	(33,701)	110,851	263,637	271,498	94,174
781,118	795,502	996,059	1,305,337	1,393,443	1,422,531
557,832	366,017	136,601	0	0	0
246,964	241,278	240,142	140,083	2,909	0
0	0	0	0	0	0
0	0	238,603	0	0	0
990,635	956,934	1,306,388	1,570,025	1,841,523	1,935,697

**Information Services Fund  
Internal Service Fund**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
<b>OPERATING REVENUES:</b>				
Charges for Services	1,834,755	2,272,083	2,425,671	2,429,982
<b>OPERATING EXPENSES: *</b>				
Personal services	978,989	975,300	1,025,200	1,077,669
Materials and supplies	96,871	61,424	83,599	90,601
Travel and Training	28,911	22,046	223,973	32,154
Intragovernmental	0	88,109	94,391	98,064
Utilities, Services and Miscellaneous	478,269	454,822	743,008	459,797
Total Operating Expenses	1,583,040	1,601,701	2,170,171	1,758,285
<b>OPERATING INCOME (LOSS)</b>	251,715	670,382	255,500	671,697
<b>DEPRECIATION</b>	(216,591)	(294,068)	(470,656)	(548,424)
<b>OPERATING INCOME (LOSS)</b>	35,124	376,314	(215,156)	123,273
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	26,438	32,058	60,912	120,414
Miscellaneous Revenue	65	2,819	411	821
Non-Operating Revenues	26,503	34,877	61,323	121,235
<b>NON-OPERATING EXPENSES:</b>				
Loss on Disposal of Fixed Assets	(4,051)	(1,116)	(275)	(194,836)
Interest Expense	(3,393)	(9,555)	(19,130)	(33,952)
Miscellaneous Expense	(709)	(7,556)	0	0
Non-Operating Expenses	(8,153)	(18,227)	(19,405)	(228,788)
Total Non-Operating Rev. (Expenses)	18,350	16,650	41,918	(107,553)
<b>NET TRANSFERS</b>	0	2,000	0	0
<b>CAPITAL CONTRIBUTIONS</b>	0	0	0	0
<b>NET INCOME (LOSS)</b>	53,474	394,964	(173,238)	15,720

\* Beginning in FY 1996, there was a change in expense categories due to the implementation of a new computer system.

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

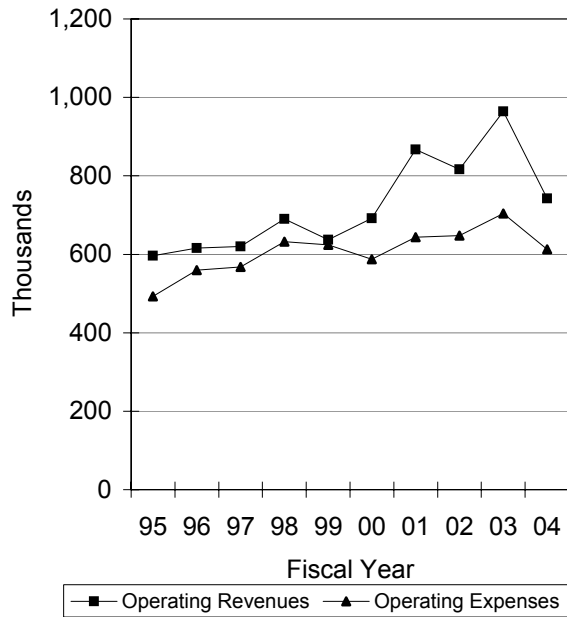
Source: FY 2002 to present Financial Management Information Supplement: The entire G Exhibit

1999	2000	2001	2002	2003	2004
2,555,275	2,726,965	2,944,383	2,931,451	3,040,457	2,973,103
1,284,856	1,272,757	1,306,845	1,390,695	1,437,465	1,511,765
228,365	146,634	172,267	188,869	203,357	278,465
49,581	77,382	55,842	56,351	74,784	48,026
124,692	143,664	374,089	54,181	131,010	115,728
611,706	694,877	704,664	878,981	763,843	781,144
2,299,200	2,335,314	2,613,707	2,569,077	2,610,459	2,735,128
256,075	391,651	330,676	362,374	429,998	237,975
(633,560)	(446,755)	(342,734)	(180,980)	(180,659)	(166,620)
(377,485)	(55,104)	(12,058)	181,394	249,339	71,355
17,392	70,682	133,420	83,286	24,227	41,815
5,482	184	215	2,439	841	1,004
22,874	70,866	133,635	85,725	25,068	42,819
0	0	0	0	0	0
(19,779)	(49,463)	(10,726)	(3,482)	(2,909)	0
0	0	0	0	0	0
(19,779)	(49,463)	(10,726)	(3,482)	(2,909)	0
3,095	21,403	122,909	82,243	22,159	42,819
0	0	0	0	0	(20,000)
0	0	0	0	0	0
(374,390)	(33,701)	110,851	263,637	271,498	94,174

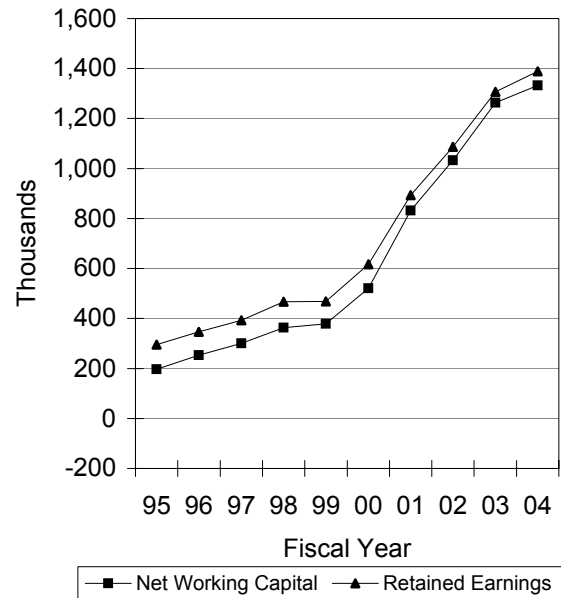
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## Public Communications Fund

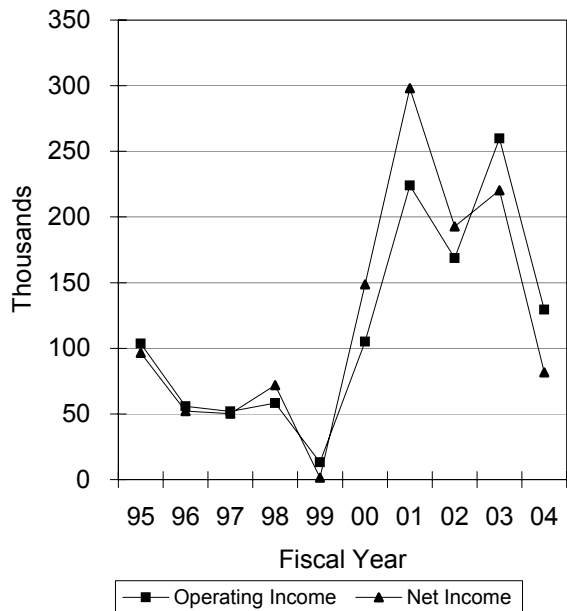
**Operating Revenues and  
Operating Expenses**



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



**Operating Income and  
Net Income**



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	596,086	615,857	620,032	690,287
Operating Expenses	492,413	560,004	568,130	631,966
Operating Income	103,673	55,853	51,902	58,321
Depreciation	(13,483)	(13,372)	(15,323)	(17,344)
Non-Operating Revenues	6,207	9,729	16,315	30,958
Non-Operating Expenses	0	0	(2,691)	0
Net Transfers	0	0	0	0
Capital Contributions	0	0	0	0
Net Income (Loss)	96,397	52,210	50,203	71,935
Net Working Capital	197,012	253,382	300,577	363,285
Debt Outstanding	0	0	0	0
Yearly Debt Service	0	0	0	0
Change in Accounting Principle	0	0	0	0
Retained Earnings/Net Assets*	294,904	347,114	392,726	466,474

Notes:

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

1999	2000	2001	2002	2003	2004
636,843	692,039	867,291	816,879	963,933	742,287
623,679	587,000	643,413	648,123	704,070	612,875
13,164	105,039	223,878	168,756	259,863	129,412
(16,003)	(15,739)	(14,957)	(9,547)	(9,581)	(9,893)
4,466	39,310	89,044	60,151	20,011	32,215
(200)	0	0	0	0	0
0	20,000	0	(26,468)	(50,000)	(70,000)
0	0	0	0	0	0
1,427	148,610	297,965	192,892	220,293	81,734
378,484	521,300	832,180	1,033,242	1,263,116	1,332,891
0	0	0	0	0	0
0	0	0	0	0	0
0	0	(20,653)	0	0	0
467,901	616,511	893,823	1,086,715	1,307,008	1,388,742

**Public Communications Fund  
Internal Service Fund**

	1995	1996	1997	1998
OPERATING REVENUES:				
Charges for Services	596,086	615,857	620,032	690,287
OPERATING EXPENSES: *				
Personal services	171,912	211,125	215,311	241,429
Materials and supplies	205,647	201,336	224,310	254,725
Travel and Training	1,038	1,037	449	975
Intragovernmental	0	33,741	37,791	39,758
Utilities, Services and Miscellaneous	113,816	112,765	90,269	95,079
Total Operating Expenses	492,413	560,004	568,130	631,966
OPERATING INCOME (LOSS)	103,673	55,853	51,902	58,321
DEPRECIATION	(13,483)	(13,372)	(15,323)	(17,344)
OPERATING INCOME (LOSS)	90,190	42,481	36,579	40,977
NON-OPERATING REVENUES:				
Investment Revenue	6,207	9,729	14,912	30,958
Miscellaneous Revenue	0	0	1,403	0
Non-Operating Revenues	6,207	9,729	16,315	30,958
NON-OPERATING EXPENSES:				
Loss on Disposal of Fixed Assets	0	0	(2,691)	0
Interest Expense	0	0	0	0
Miscellaneous Expense	0	0	0	0
Non-Operating Expenses	0	0	(2,691)	0
Total Non-Operating Rev. (Expenses)	6,207	9,729	13,624	30,958
NET TRANSFERS	0	0	0	0
CAPITAL CONTRIBUTIONS	0	0	0	0
NET INCOME (LOSS)	96,397	52,210	50,203	71,935

Notes:

\* Beginning in FY 1996, there was a change in expense categories due to the implementation of a new computer system.

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

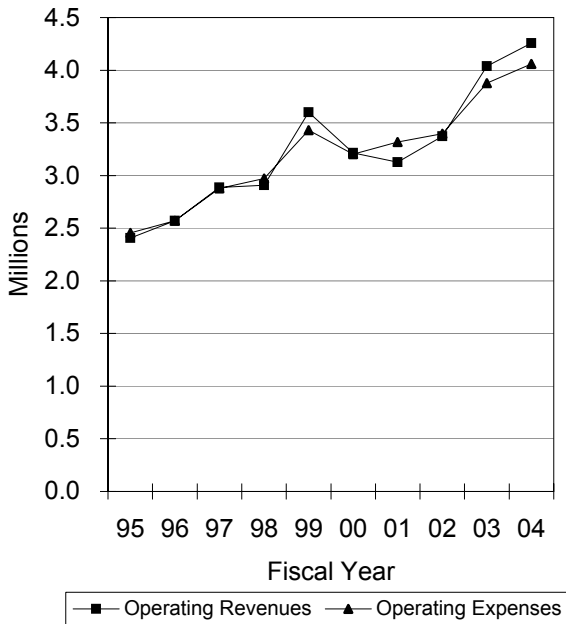
Source: FY 2002 to present Financial Management Information Supplement: The entire G Exhibit

1999	2000	2001	2002	2003	2004
636,843	692,039	867,291	816,879	963,933	742,287
253,717	256,098	274,299	265,138	266,975	278,012
248,197	232,648	258,813	257,698	274,472	183,977
412	298	639	667	364	2,070
39,357	50,320	55,179	48,598	55,068	54,224
81,996	47,636	54,483	76,022	107,191	94,592
623,679	587,000	643,413	648,123	704,070	612,875
13,164	105,039	223,878	168,756	259,863	129,412
(16,003)	(15,739)	(14,957)	(9,547)	(9,581)	(9,893)
(2,839)	89,300	208,921	159,209	250,282	119,519
4,466	38,901	87,394	60,151	19,632	32,210
0	409	1,650	0	379	5
4,466	39,310	89,044	60,151	20,011	32,215
(200)	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
(200)	0	0	0	0	0
4,266	39,310	89,044	60,151	20,011	32,215
0	20,000	0	(26,468)	(50,000)	(70,000)
0	0	0	0	0	0
1,427	148,610	297,965	192,892	220,293	81,734

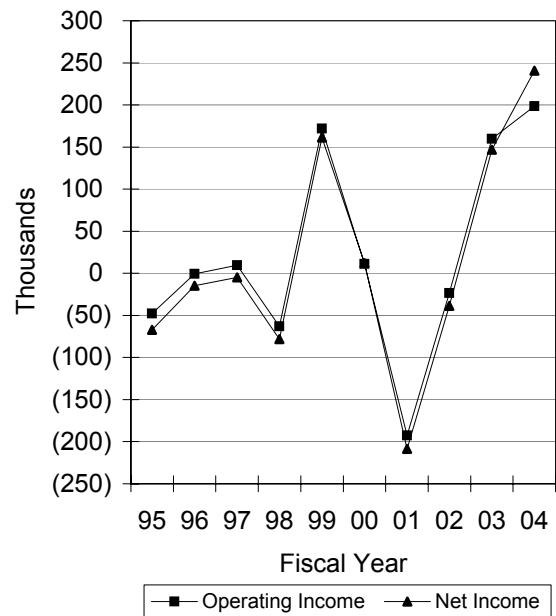
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## Fleet Operations Fund

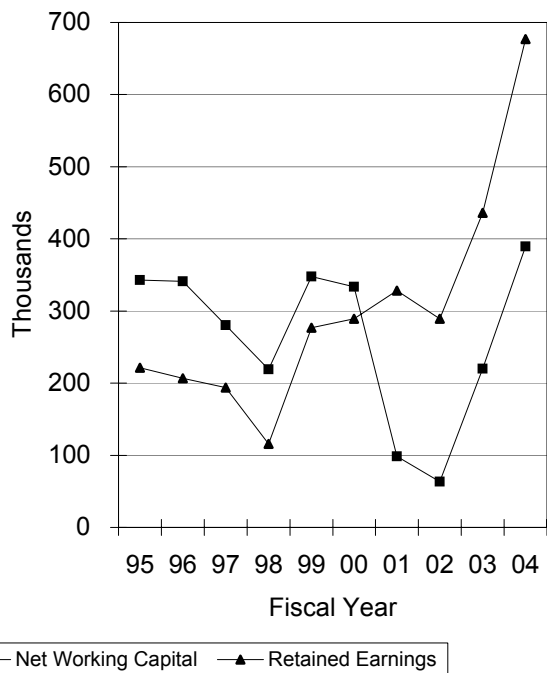
**Operating Revenues and  
Operating Expenses**



**Operating Income and  
Net Income**



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



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	2,407,113	2,569,348	2,887,760	2,907,471
Operating Expenses	2,454,863	2,570,130	2,877,971	2,970,439
Operating Income	(47,750)	(782)	9,789	(62,968)
Depreciation	(21,203)	(21,701)	(17,743)	(24,030)
Non-Operating Revenues	1,991	9,073	6,088	9,304
Non-Operating Expenses	(196)	(1,467)	(3,021)	(560)
Net Transfers	0	0	0	0
Capital Contributions	0	0	0	0
Net Income (Loss)	(67,158)	(14,877)	(4,887)	(78,254)
<hr/>				
Net Working Capital	342,761	341,261	280,303	219,043
Debt Outstanding	0	0	0	0
Yearly Debt Service*	0	0	0	0
Subsidies	0	0	0	0
Change in Accounting Principle	0	0	0	0
Retained Earnings/Net Assets**	221,497	206,620	193,847	115,646

Prior to FY 1997, this Fund was called the Vehicle Maintenance Fund.

\* Leases Debt Service.

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

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

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

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

1999	2000	2001	2002	2003	2004
3,602,113	3,213,538	3,126,508	3,373,731	4,037,178	4,257,163
3,430,054	3,202,400	3,318,954	3,397,107	3,877,383	4,058,657
172,059	11,138	(192,446)	(23,376)	159,795	198,506
(15,975)	(23,365)	(27,329)	(21,750)	(22,826)	(20,427)
5,614	26,152	9,764	16,625	15,071	63,825
(500)	(1,500)	(991)	(10,308)	(4,352)	(1,012)
0	0	0	0	(1,030)	0
0	0	2,618	0	0	0
161,198	12,425	(208,384)	(38,809)	146,658	240,892
347,651	333,494	98,511	63,301	219,850	389,604
0	0	0	0	0	0
0	30,696	32,914	6,469	3,195	0
0	0	0	0	0	0
0	0	247,178	0	0	0
276,844	289,269	328,063	289,254	435,912	676,804

**Fleet Operations Fund  
Internal Service Fund**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
<b>OPERATING REVENUES:</b>				
Charges for Services	2,407,113	2,569,348	2,887,760	2,907,471
<b>OPERATING EXPENSES: *</b>				
Personal services	636,922	681,007	805,935	894,400
Materials and supplies	1,508,975	1,596,594	1,673,083	1,722,697
Travel and Training	645	1,056	772	2,660
Intragovernmental	0	246,527	288,805	338,377
Utilities, Services and Miscellaneous	308,321	44,946	109,376	12,305
Total Operating Expenses	2,454,863	2,570,130	2,877,971	2,970,439
<b>OPERATING INCOME (LOSS)</b>	(47,750)	(782)	9,789	(62,968)
<b>DEPRECIATION</b>	(21,203)	(21,701)	(17,743)	(24,030)
<b>OPERATING INCOME (LOSS)</b>	(68,953)	(22,483)	(7,954)	(86,998)
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	310	106	129	652
Revenue from Other Gov. Units	0	0	0	0
Miscellaneous Revenue	1,681	8,967	5,959	8,652
Non-Operating Revenues	1,991	9,073	6,088	9,304
<b>NON-OPERATING EXPENSES:</b>				
Loss on Disposal of Fixed Assets & Inv.	(196)	(1,467)	(3,021)	(560)
Interest Expense	0	0	0	0
Miscellaneous Expense	0	0	0	0
Non-Operating Expenses	(196)	(1,467)	(3,021)	(560)
<b>Total Non-Operating Rev. (Expenses)</b>	1,795	7,606	3,067	8,744
<b>NET TRANSFERS</b>	0	0	0	0
<b>CAPITAL CONTRIBUTIONS</b>	0	0	0	0
<b>NET INCOME (LOSS)</b>	(67,158)	(14,877)	(4,887)	(78,254)

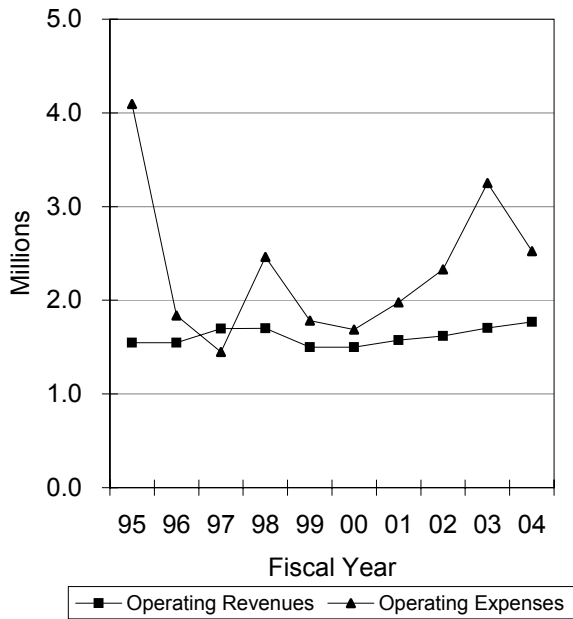
\* Beginning in FY 1996, there was a change in expense categories due to the implementation of a new computer system.

1999	2000	2001	2002	2003	2004
3,602,113	3,213,538	3,126,508	3,373,731	4,037,178	4,257,163
971,700	964,118	1,026,538	1,085,282	1,127,284	1,129,645
2,100,014	1,936,101	1,967,720	1,972,264	2,406,453	2,606,677
4,425	2,216	4,871	5,430	3,843	1,284
300,888	259,187	271,798	292,755	294,515	276,004
53,027	40,778	48,027	41,376	45,288	45,047
3,430,054	3,202,400	3,318,954	3,397,107	3,877,383	4,058,657
172,059	11,138	(192,446)	(23,376)	159,795	198,506
(15,975)	(23,365)	(27,329)	(21,750)	(22,826)	(20,427)
156,084	(12,227)	(219,775)	(45,126)	136,969	178,079
(4,735)	15,092	0	4,018	0	1,721
0	0	0	0	0	3,878
10,349	11,060	9,764	12,607	15,071	58,226
5,614	26,152	9,764	16,625	15,071	63,825
(500)	(1,500)	0	(2,820)	(500)	(1,012)
0	0	(991)	(7,488)	(3,852)	0
0	0	0	0	0	0
(500)	(1,500)	(991)	(10,308)	(4,352)	(1,012)
5,114	24,652	8,773	6,317	10,719	62,813
0	0	0	0	(1,030)	0
0	0	2,618	0	0	0
161,198	12,425	(208,384)	(38,809)	146,658	240,892

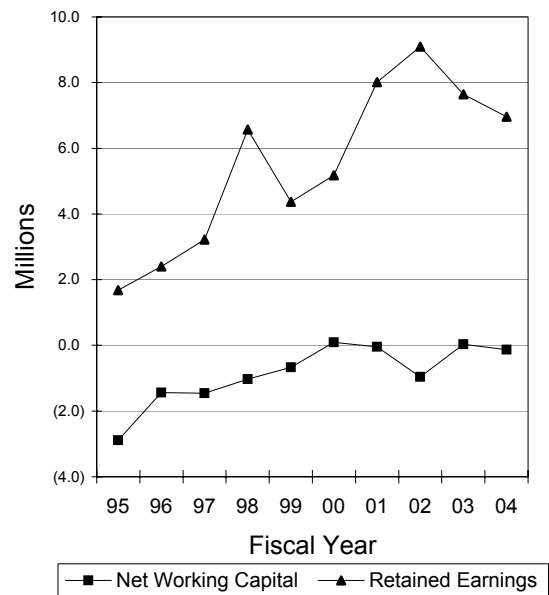
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## Self Insurance Reserve Fund

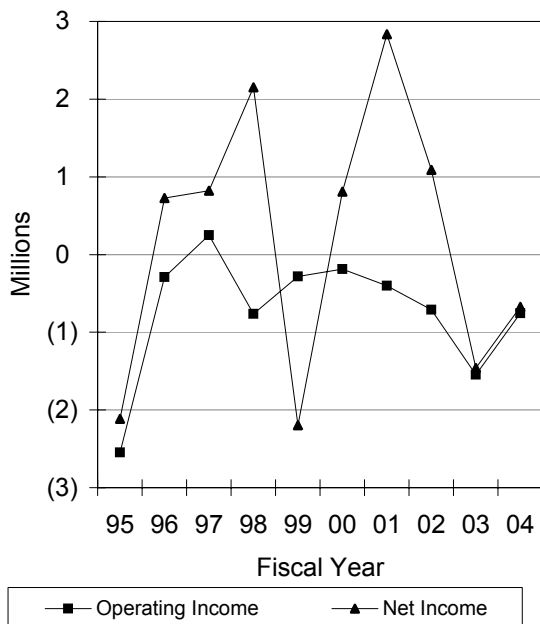
**Operating Revenues and Operating Expenses**



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



**Operating Income and Net Income**



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	1,546,766	1,546,151	1,697,475	1,700,000
Operating Expenses	4,094,161	1,837,691	1,446,799	2,463,809
Operating Income	(2,547,395)	(291,540)	250,676	(763,809)
Depreciation	(8,250)	(8,606)	(2,452)	0
Non-Operating Revenues	2,042,464	2,625,496	2,213,079	4,051,040
Non-Operating Expenses	(1,562,059)	(1,553,262)	(1,591,491)	(1,134,191)
Net Transfers	(40,784)	(45,995)	(48,295)	0
Capital Contributions	0	0	0	0
Net Income (Loss)	(2,116,024)	726,093	821,517	2,153,040
Net Working Capital	(2,892,728)	(1,434,727)	(1,459,948)	(1,026,781)
Debt Outstanding	29,637,566	29,637,566	29,637,566	29,637,566
Yearly Debt Service	1,569,968	1,546,156	1,546,676	5,842,332
Change in Accounting Principle	0	0	0	0
Retained Earnings/Net Assets*	1,675,918	2,402,011	3,223,528	6,568,184

Notes:

The Self Insurance Reserve Fund was established in 1988 as a Trust Fund.

In FY 1996, this fund was changed to an Internal Service Fund.

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

1999	2000	2001	2002	2003	2004
1,500,491	1,500,000	1,575,000	1,620,436	1,705,501	1,769,486
1,784,211	1,686,956	1,977,991	2,329,992	3,252,028	2,524,474
(283,720)	(186,956)	(402,991)	(709,556)	(1,546,527)	(754,988)
0	(399)	(639)	0	0	0
(1,077,848)	2,035,912	4,102,252	2,419,349	88,312	80,119
(836,510)	(1,039,452)	(864,685)	(622,258)	0	0
0	0	0	0	0	0
0	0	0	0	0	0
(2,198,078)	809,105	2,833,937	1,087,535	(1,458,215)	(674,869)
(665,733)	96,071	(46,058)	(965,072)	30,499	(135,794)
24,977,566	24,977,566	24,977,566	0	0	0
795,410	994,653	860,025	25,367,688	0	0
0	0	(3,128)	0	0	0
4,370,106	5,179,211	8,010,020	9,097,555	7,639,340	6,964,471

**Self Insurance Reserve Fund  
Internal Service Fund**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
<b>OPERATING REVENUES:</b>				
Charges for Services	1,546,766	1,546,151	1,697,475	1,700,000
<b>OPERATING EXPENSES: *</b>				
Personal services	32,983	20,495	50,830	71,193
Materials and supplies	2,973	943	1,308	2,981
Travel and Training	0	135	2,024	5,355
Intragovernmental	0	24,331	25,324	26,021
Utilities, Services and Miscellaneous	4,058,205	1,791,787	1,367,313	2,358,259
Total Operating Expenses	4,094,161	1,837,691	1,446,799	2,463,809
<b>OPERATING INCOME (LOSS)</b>	<b>(2,547,395)</b>	<b>(291,540)</b>	<b>250,676</b>	<b>(763,809)</b>
<b>DEPRECIATION</b>	<b>(8,250)</b>	<b>(8,606)</b>	<b>(2,452)</b>	<b>0</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(2,555,645)</b>	<b>(300,146)</b>	<b>248,224</b>	<b>(763,809)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	2,041,289	2,625,496	2,213,079	4,051,040
Miscellaneous Revenue	1,175	0	0	
Net Gain on Sale of Investment	0	0	0	
Non-Operating Revenues	2,042,464	2,625,496	2,213,079	4,051,040
<b>NON-OPERATING EXPENSES:</b>				
Miscellaneous Expenses	0	0	(40,620)	(40,620)
Interest Rate Swap Payments	(352,157)	(400,663)	(390,775)	(27,606)
Interest Expense	(1,209,902)	(1,152,599)	(1,160,096)	(1,065,965)
Non-Operating Expenses	(1,562,059)	(1,553,262)	(1,591,491)	(1,134,191)
<b>Total Non-Operating Rev. (Expenses)</b>	<b>480,405</b>	<b>1,072,234</b>	<b>621,588</b>	<b>2,916,849</b>
<b>NET TRANSFERS</b>	<b>(40,784)</b>	<b>(45,995)</b>	<b>(48,295)</b>	<b>0</b>
<b>CAPITAL CONTRIBUTIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET INCOME (LOSS)</b>	<b>(2,116,024)</b>	<b>726,093</b>	<b>821,517</b>	<b>2,153,040</b>

\* Beginning in FY 1996, the expense categories changed due to the implementation of a new computer system.

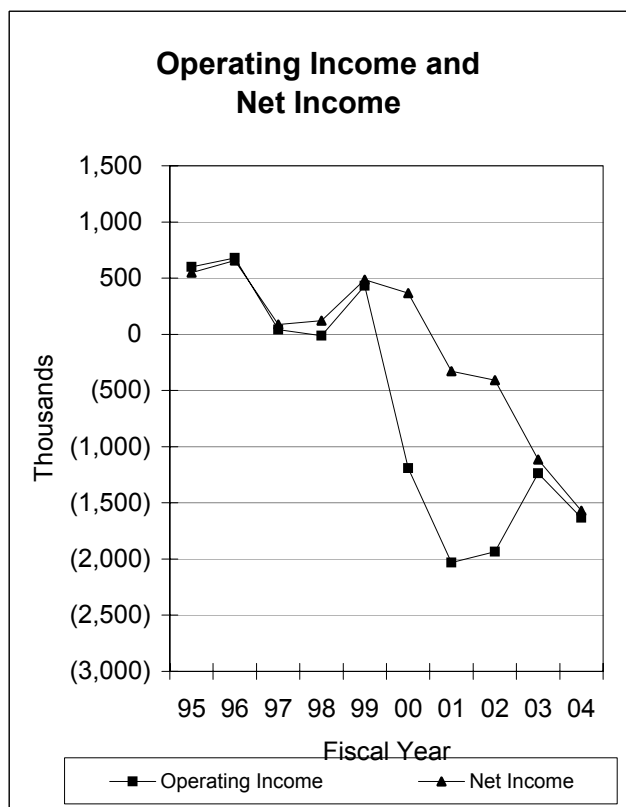
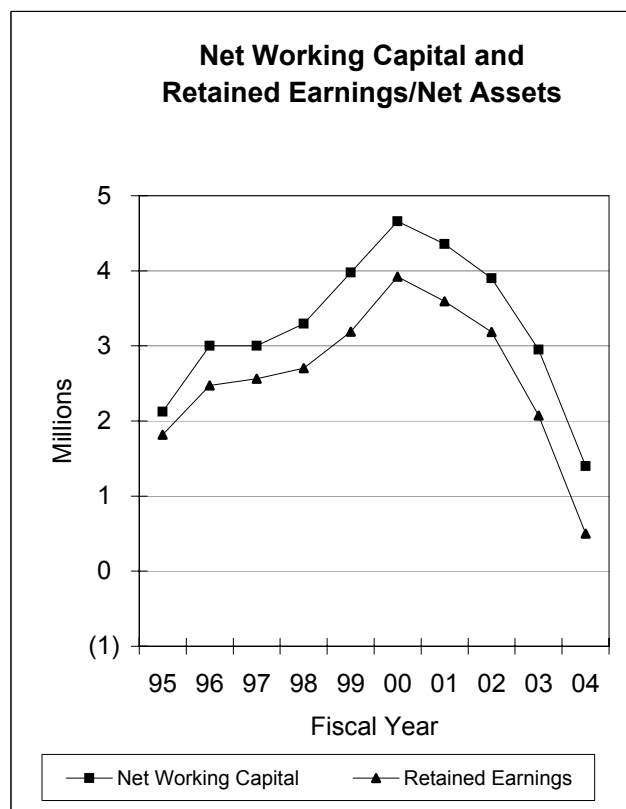
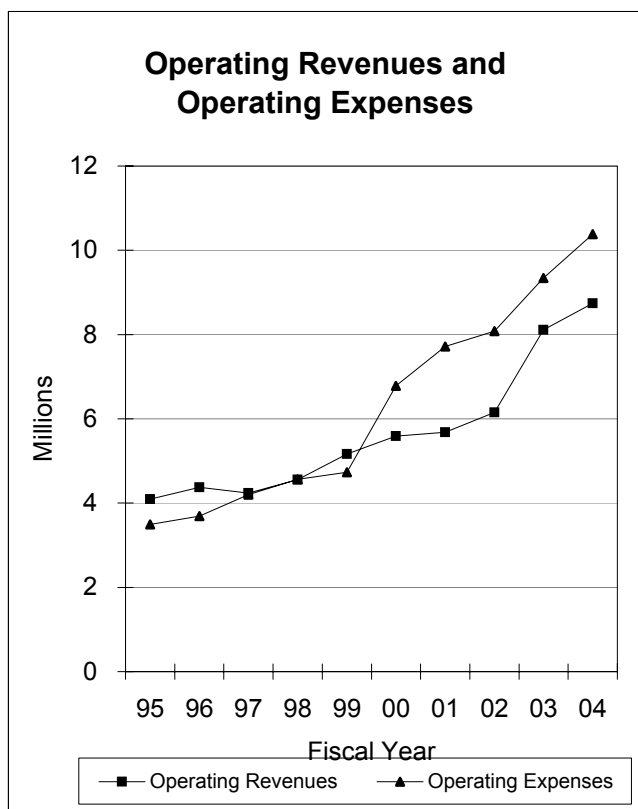
Source: Prior to FY 2002: CAFR Exhibits G-1 and G-2

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

1999	2000	2001	2002	2003	2004
1,500,491	1,500,000	1,575,000	1,620,436	1,705,501	1,769,486
90,763	97,925	95,229	97,612	102,421	111,515
2,335	3,508	5,523	5,312	3,267	3,042
3,903	6,237	4,675	4,646	4,876	3,777
33,955	32,464	39,822	38,299	35,561	28,434
1,653,255	1,546,822	1,832,742	2,184,123	3,105,903	2,377,706
1,784,211	1,686,956	1,977,991	2,329,992	3,252,028	2,524,474
(283,720)	(186,956)	(402,991)	(709,556)	(1,546,527)	(754,988)
0	(399)	(639)	0	0	0
(283,720)	(187,355)	(403,630)	(709,556)	(1,546,527)	(754,988)
(1,077,848)	2,035,912	4,102,252	2,419,349	88,312	80,119
0	0	0	0	0	0
0	0	0	0	0	0
(1,077,848)	2,035,912	4,102,252	2,419,349	88,312	80,119
(40,620)	(40,620)	(40,620)	(270,869)	0	0
0	0	0	0	0	0
(795,890)	(998,832)	(824,065)	(351,389)	0	0
(836,510)	(1,039,452)	(864,685)	(622,258)	0	0
(1,914,358)	996,460	3,237,567	1,797,091	88,312	80,119
0	0	0	0	0	0
0	0	0	0	0	0
(2,198,078)	809,105	2,833,937	1,087,535	(1,458,215)	(674,869)

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## Employee Benefit Fund



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

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
Operating Revenues	4,093,042	4,373,998	4,239,299	4,556,756
Operating Expenses	3,492,561	3,693,048	4,197,582	4,568,034
Operating Income	600,481	680,950	41,717	(11,278)
Depreciation	0	0	0	0
Non-Operating Revenues	112,313	124,275	192,721	280,580
Non-Operating Expenses	0	0	0	0
Net Transfers	(163,716)	(148,000)	(148,000)	(148,000)
Capital Contributions	0	0	0	0
Net Income (Loss)	549,078	657,225	86,438	121,302
Net Working Capital*	2,124,701	3,001,030	3,003,216	3,295,426
Debt Outstanding	0	0	0	0
Yearly Debt Service	0	0	0	0
Change in Accounting Principle	0	0	0	0
Retained Earnings/Net Assets**	1,816,753	2,473,978	2,560,416	2,702,381

Note:

The Employees' Health Plan Fund was originally set up as a Trust Fund.

In FY 1996, this fund was changed to an Internal Service Fund.

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

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

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

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

1999	2000	2001	2002	2003	2004
5,162,828	5,587,405	5,682,494	6,148,300	8,108,849	8,745,412
4,730,902	6,779,420	7,713,308	8,084,374	9,345,216	10,378,929
431,926	(1,192,015)	(2,030,814)	(1,936,074)	(1,236,367)	(1,633,517)
0	0	0	0	0	0
54,504	1,559,852	1,701,084	1,528,837	80,994	62,758
0	0	0	0	0	0
0	0	0	0	41,725	0
0	0	0	0	0	0
486,430	367,837	(329,730)	(407,237)	(1,113,648)	(1,570,759)
3,975,879	4,659,104	4,358,449	3,901,530	2,950,422	1,398,675
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
3,188,811	3,922,037	3,592,307	3,185,070	2,071,422	500,663

**Employee Benefit Fund  
Internal Service Fund**

	1995	1996	1997	1998
OPERATING REVENUES:				
Service Charges	4,093,042	4,373,998	4,239,299	4,556,756
OPERATING EXPENSES: *				
Personal services	0	0	0	34,409
Materials and supplies	1,071	1,701	369	210
Travel and Training	0	0	0	0
Intragovernmental	0	8,487	8,826	9,091
Utilities, Services and Miscellaneous	3,491,490	3,682,860	4,188,387	4,524,324
Total Operating Expenses	3,492,561	3,693,048	4,197,582	4,568,034
OPERATING INCOME (LOSS)	600,481	680,950	41,717	(11,278)
DEPRECIATION	0	0	0	0
OPERATING INCOME (LOSS)	600,481	680,950	41,717	(11,278)
NON-OPERATING REVENUES:				
Investment Revenue	112,313	124,275	192,721	280,580
Miscellaneous Revenue	0	0	0	0
Total Non-Operating Revenues	112,313	124,275	192,721	280,580
NON-OPERATING EXPENSES:				
Total Non-Operating Expenses	0	0	0	0
Total Non-Operating Rev.(Expenses)	112,313	124,275	192,721	280,580
NET TRANSFERS	(163,716)	(148,000)	(148,000)	(148,000)
CAPITAL CONTRIBUTIONS	0	0	0	0
NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS	549,078	657,225	86,438	121,302

\* Beginning in FY 1996, there was a change in expense categories due to the implementation of a new computer system.

1999	2000	2001	2002	2003	2004
5,162,828	5,587,405	5,682,494	6,148,300	8,108,849	8,745,412
84,794	188,477	276,907	233,261	207,555	234,959
1,308	22,412	27,143	34,732	28,868	57,763
0	1,645	1,389	1,926	983	9,107
25,256	31,180	44,282	47,920	46,728	43,569
4,619,544	6,535,706	7,363,587	7,766,535	9,061,082	10,033,531
4,730,902	6,779,420	7,713,308	8,084,374	9,345,216	10,378,929
431,926	(1,192,015)	(2,030,814)	(1,936,074)	(1,236,367)	(1,633,517)
0	0	0	0	0	0
431,926	(1,192,015)	(2,030,814)	(1,936,074)	(1,236,367)	(1,633,517)
54,504	292,186	491,098	254,420	80,994	62,758
0	1,267,666	1,209,986	1,274,417	0	0
54,504	1,559,852	1,701,084	1,528,837	80,994	62,758
0	0	0	0	0	0
54,504	1,559,852	1,701,084	1,528,837	80,994	62,758
0	0	0	0	41,725	0
0	0	0	0	0	0
486,430	367,837	(329,730)	(407,237)	(1,113,648)	(1,570,759)

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# Financial Trends Divider

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

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

### **Purpose of CFTMS**

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

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

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

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

### **Evaluation of CFTMS**

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

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

### **Trend Analysis**

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

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

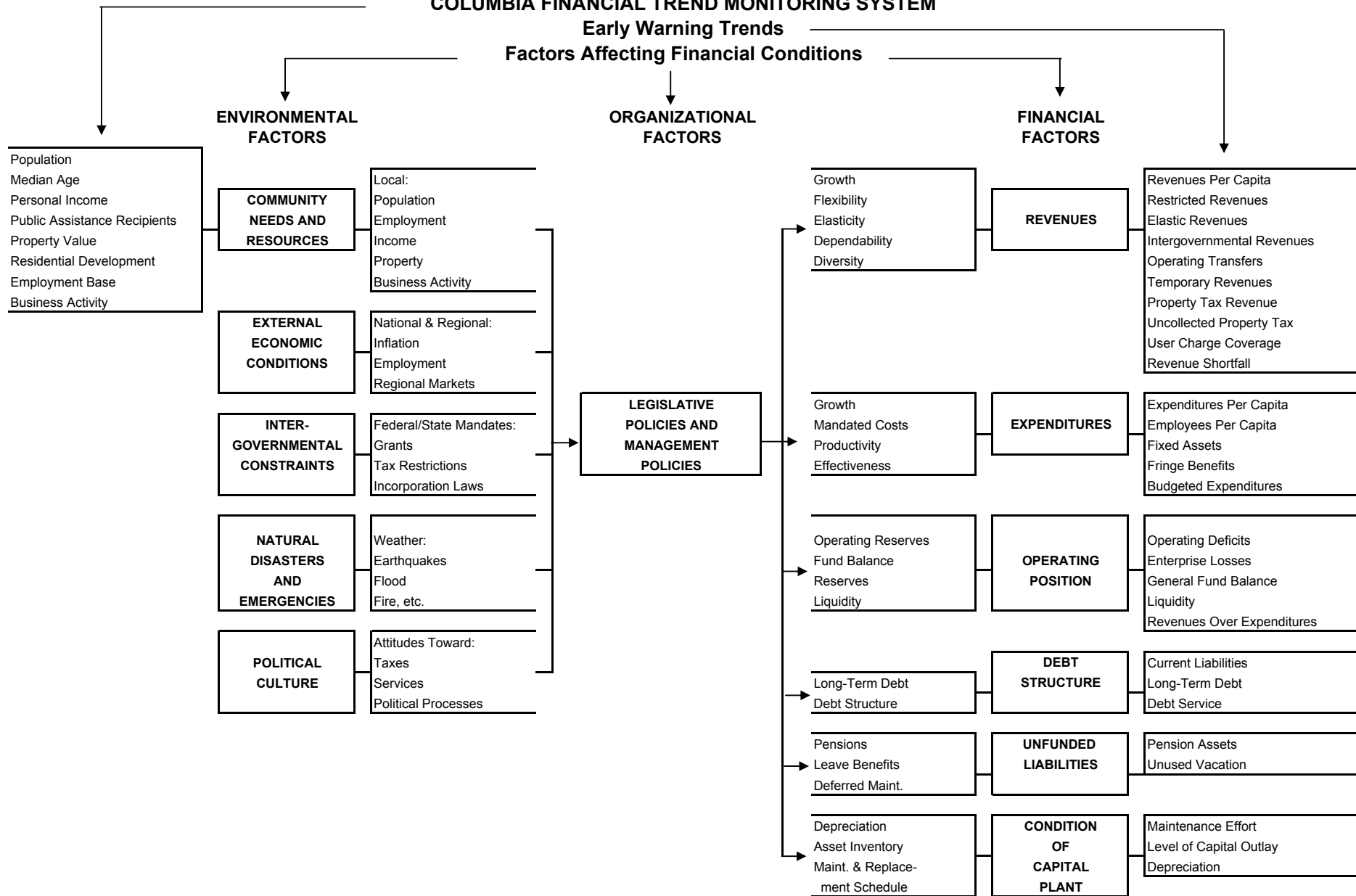
1. How long has the trend been occurring? Is it improving or declining? Most likely the trend does not present an immediate problem if it has shown problems for less than three consecutive years. This depends of course on severity of problem indicated and direction in which trend appears to be heading.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

CHART A:

## COLUMBIA FINANCIAL TREND MONITORING SYSTEM

## Early Warning Trends

## Factors Affecting Financial Conditions



## Evaluation Questions

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

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

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

**Summary FY 1995 - FY 2004**  
**Columbia Financial Trend Monitoring System**

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

**Revenues:**

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

**Expenditures:**

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

**Operating Position:**

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

**Operating Position Continued:**

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

**Unfunded Liabilities:**

24	Pension Assets	+	+	
25	Accumulated Employee Leave	+	+	
26-A	Maintenance Effort: Streets & Sidewalks	+		
26-B	Maintenance Effort: Water & Electric Utilities		+	
27	Capital Outlay: General, Internal Services & Enterprise Funds	Monitor	Monitor	
28	Depreciation: Enterprise & Internal Service Funds		+	

**Summary FY 1995 - FY 2004**  
**Columbia Financial Trend Monitoring System**

Indicator	Description of Indicator	State of Indicator *		
		General Fd/ Gov't Fds	Enterprise/ Internal Fds	Community Needs & Resources

**Community Needs & Resources:**

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

**\* State of Indicator:**

- + Positive Trend
- Negative Trend
- Monitor Indicator Needs to be closely monitored

**SUMMARY TABLE OF INDICATORS AND FORMULAS  
FOR FINANCIAL TRENDS DURING FY 1995 - FY 2004**

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

\*Operating Revenues Budgeted less Actual Operating Revenues

**SUMMARY TABLE OF INDICATORS AND FORMULAS  
FOR FINANCIAL TRENDS DURING FY 1995 - FY 2004**

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

**SUMMARY TABLE OF INDICATORS AND FORMULAS  
FOR FINANCIAL TRENDS DURING FY 1995 - FY 2004**

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

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# The Revenue Indicators

## Numbers 1 - 10

### FY 1995 - FY 2004

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

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



*City of Columbia  
Columbia, Missouri*

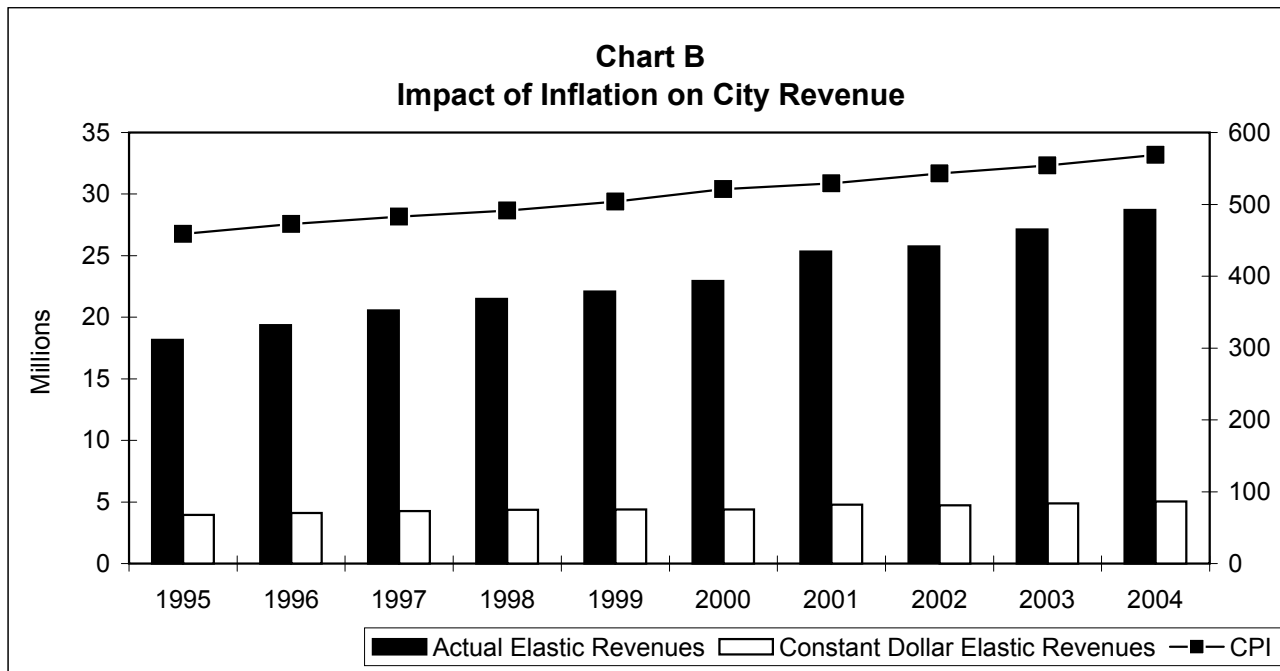
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## THE REVENUE INDICATORS: NUMBERS 1 - 10

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

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

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



### Revenue Data:

Fiscal Year	Actual Elastic Revenues	Consumer Price Index	Constant Dollar Elastic Revenues
1995	\$18,161,721	459.0	\$3,956,802
1996	\$19,365,683	472.7	\$4,096,823
1997	\$20,555,767	483.0	\$4,255,852
1998	\$21,491,528	491.3	\$4,374,421
1999	\$22,079,780	503.9	\$4,381,778
2000	\$22,953,785	521.2	\$4,404,026
2001	\$25,344,212	529.2	\$4,789,156
2002	\$25,754,568	543.2	\$4,741,268
2003	\$27,137,481	554.3	\$4,895,811
<b>2004</b>	<b>\$28,723,843</b>	<b>568.7</b>	<b>\$5,050,790</b>

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

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

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

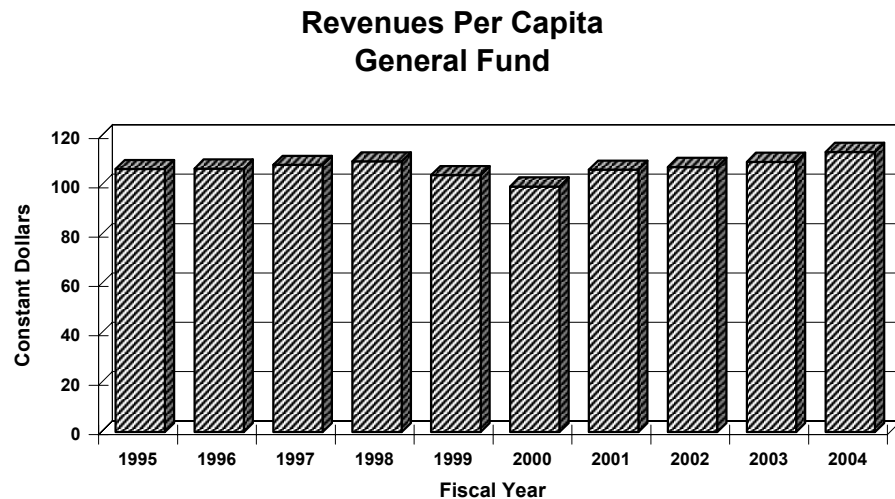
## Indicator 1

### REVENUES PER CAPITA: General Fund

#### Warning Trend:

Decreasing Operating Revenues  
per Capita (Constant Dollars)

#### Formulation:

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


Fiscal Year	Operating Revenues and Transfers *	Consumer Price Index	Operating Revenues & Transfers (Constant Dollars)	Estimated Population	Operating Revenues & Transfers Per Capita in Constant Dollars
1995	\$36,945,336	459.0	\$8,049,093	75,415	\$106.73
1996	\$38,794,027	472.7	\$8,206,902	76,756	\$106.92
1997	\$41,207,631	483.0	\$8,531,601	78,675	\$108.44
1998	\$43,532,800	491.3	\$8,860,737	80,642	\$109.88
1999	\$43,416,652	503.9	\$8,616,125	82,658	\$104.24
2000	\$43,891,836	521.2	\$8,421,304	84,531	\$99.62
2001	\$48,665,665	529.2	\$9,196,082	86,391	\$106.45
2002	\$51,593,618	543.2	\$9,498,089	88,291	\$107.58
2003	\$54,210,002	554.3	\$9,779,903	89,174	\$109.67
2004	\$58,238,591	568.7	\$10,240,653	90,066	\$113.70

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

## Description:

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

**Analysis:**

For the ten year period examined, actual revenues per capita in constant dollars ranged from \$99.62 to \$113.70 fluctuating only slightly. The constant dollar amount for FY 2004 is \$113.70. Because elastic revenues as a percentage of operating revenues and transfers vary from year to year based on weather conditions and sales tax percentage allocations, operating revenues per capita will also vary. The City is not experiencing extensive downward trends in this area.

**Sources:**

- Prior to FY 2002 - City of Columbia Comprehensive Annual Financial Report, Exhibit B-3
  - FY 2002 to present - City of Columbia Financial Management Information Supplement Exhibit B-3
  - City Planning Department
  - Consumer Price Index (Bureau of Labor Statistics Web Site)
  - [www.stats.bls.gov/news.release](http://www.stats.bls.gov/news.release) for the month of December
- 

**Notes:**

## Indicator 2-A

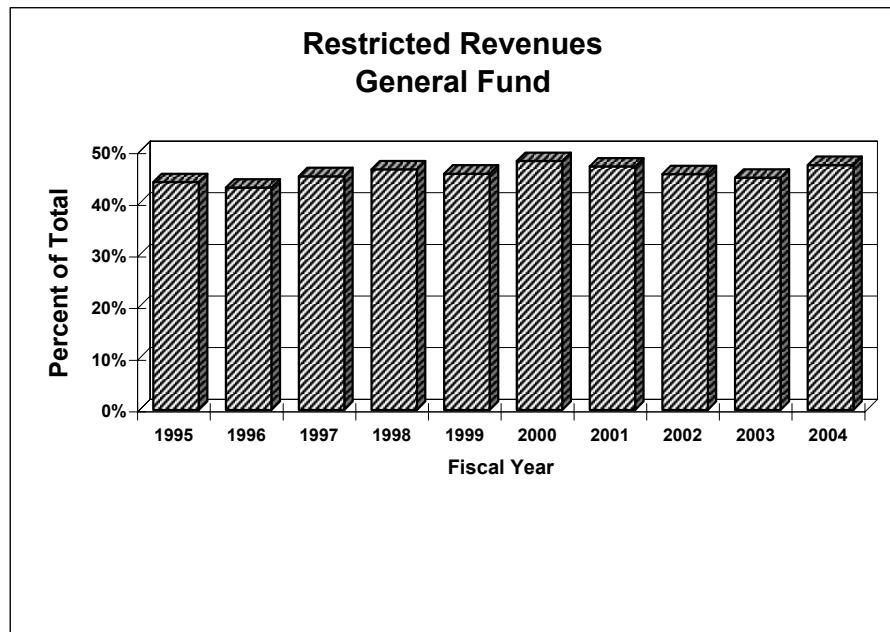
### RESTRICTED REVENUES: Governmental Funds

#### Warning Trend:

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

#### Formulation:

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



Fiscal Year	Governmental Operating Revenues *	Restricted Operating Revenues**	Restricted Revenue As a Percent Of Total
1995	\$47,039,489	\$20,739,723	44.09%
1996	\$49,395,510	\$21,265,854	43.05%
1997	\$53,839,914	\$24,360,135	45.25%
1998	\$58,234,676	\$27,128,486	46.58%
1999	\$56,997,403	\$26,064,588	45.73%
2000	\$63,586,284	\$30,643,741	48.19%
2001	\$71,178,120	\$33,555,981	47.14%
2002	\$72,502,454	\$33,077,225	45.62%
2003	\$74,269,175	\$33,384,673	44.95%
<b>2004</b>	<b>\$82,290,850</b>	<b>\$39,012,130</b>	<b>47.41%</b>

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

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

FY 1995 Operating Revenues and Restricted Operating Revenues were restated in FY 1996 due to the Employees' Health Plan Fund being moved from an Expendable Trust Fund to an Internal Service Fund type and Community Development Grant Fund being moved from an Expendable Trust Fund to a Special Revenue Fund.

## Description:

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

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

## **Analysis:**

For the period examined, restricted operating revenues as a percent of total operating revenues has ranged from 43.05% to 48.19%. Fluctuations, over the past ten years, are attributable to changes in sales tax, library property tax, assessed valuations for property taxes, and capital projects.

In FY 1996, the Self Insurance Reserve Fund and Employee Health Plan Fund were re-categorized from Expendable Trust Funds to Internal Service Funds. This resulted in a decrease in both Governmental Operating Revenues and Restricted Operating Revenues.

## **Sources:**

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

## **Notes:**

## Indicator 2-B

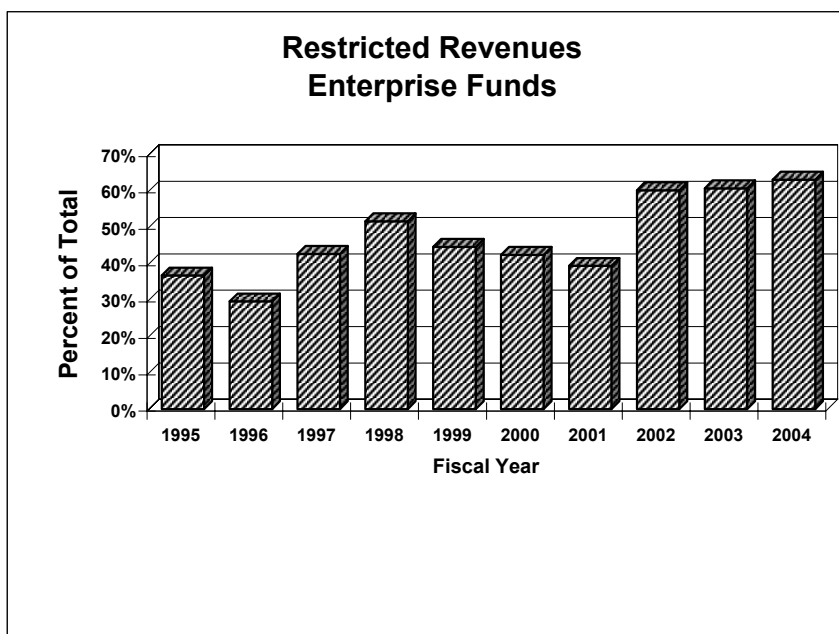
### RESTRICTED REVENUES: Enterprise Funds

#### Warning Trend:

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

#### Formulation:

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



Fiscal Year	Enterprise Operating Revenues *	Restricted Operating Revenues ** Enterprise Funds	Restricted Revenue As a Percent Of Total
1995	\$71,141,566	\$26,156,173	36.77%
1996	\$74,929,045	\$22,204,804	29.63%
1997	\$78,094,967	\$33,346,966	42.70%
1998	\$82,929,918	\$42,863,110	51.69%
1999	\$86,162,937	\$38,477,742	44.66%
2000	\$86,030,005	\$36,510,146	42.44%
2001	\$89,577,038	\$35,288,664	39.39%
2002	\$91,283,268	\$54,977,174	60.23%
2003	\$95,359,587	\$57,942,146	60.76%
2004	\$99,715,244	\$62,934,115	63.11%

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

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

--cash for current bond maturities  
 --cash & marketable securities  
     restricted for capital projects  
 --replacement & renewal account  
 --redemption bond account  
 --interest rate swap reserve  
 --other restricted assets

--revenue bond construction account  
 --revenue bond reserve account  
 --surplus account  
 --contingency account  
 --operation and maintenance account  
 --interest rate swap account  
 --closure & post closure reserve

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

### Description:

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

## Analysis:

For the period shown, restricted revenues as a percent of total revenues have ranged from a low of 29.63% to a high of 63.11%. While this trend on the surface appears to be unfavorable, it has not decreased the Enterprise Fund's flexibility in terms of meeting its operating requirements.

The FY 1995 percentage increased to 36.77% with the FY 1996 percentage decreasing to 29.63% due to reductions in revenue bond construction account and restricted assets for Capital Projects in the Water and Electric Fund. The FY 1997 percentage increased to 42.70% due to significant increases in restricted cash for capital projects in Electric, Solid Waste and Parking Facilities Fund. The FY 1998 percentage increased to 51.69% due to the 1998 Water and Electric Bond Issue. The FY 1999 percentage decreased to 44.66% due to a decrease in the amount of cash restricted for Parking projects and a decrease in Revenue Bonds for water and electric construction. The FY 2000 percentage decreased slightly to 42.44% due to a decrease in the amount of restricted assets for Sewer and Parking. The FY 2001 percentage decreased to 39.39% mainly due to an increase in Water and Electric revenues and a decrease in Water and Electric restricted assets. The FY 2002 percentage increased to 60.23% due to several things; increased restriction of assets in Water and Light for revenue bond construction, additional cash for current bond maturities in Sewer and for capital projects in Solid Waste and Sewer. FY 2003 remained constant with FY 2002 percentage increase. FY 2004 increase is due to Water and Light Bonds for construction.

## Sources:

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

Exhibit F-1: Restricted Operating Revenues:

Use Total Restricted Assets

Less: Customer Sec. & Escrow Accts.

Less: Grants Receivable

Exhibit F-2: Operating Revenues

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

Exhibit F-1: Restricted Operating Revenues:

Use Total Restricted Assets

Less: Customer Sec. & Escrow Accts.

Less: Grants Receivable

Exhibit F-2: Operating Revenues

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## Notes:

### Indicator 3

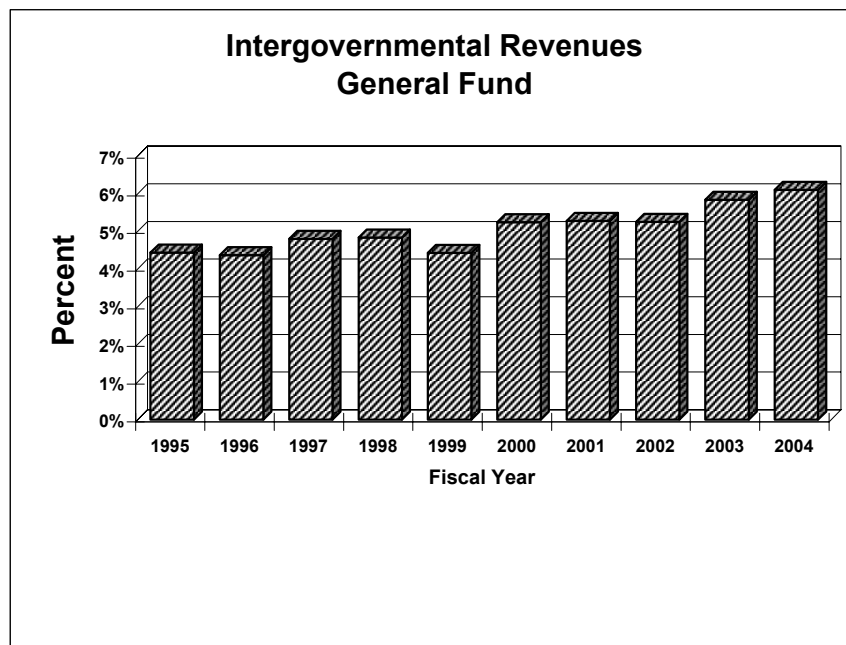
#### INTERGOVERNMENTAL REVENUES: General Fund

#### Warning Trend:

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

#### Formulation:

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



Fiscal Year	Intergovernmental Revenues *	Operating Revenues and Transfers General Fund**	Intergovernmental Revs. as a % of Operating Rev & Trans
1995	\$1,640,773	\$36,945,336	4.44%
1996	\$1,697,273	\$38,794,027	4.38%
1997	\$1,981,327	\$41,207,631	4.81%
1998	\$2,106,519	\$43,532,800	4.84%
1999	\$1,923,160	\$43,416,652	4.43%
2000	\$2,301,247	\$43,891,836	5.24%
2001	\$2,570,875	\$48,665,665	5.28%
2002	\$2,710,326	\$51,593,618	5.25%
2003	\$3,168,318	\$54,210,002	5.84%
<b>2004</b>	<b>\$3,554,464</b>	<b>\$58,238,591</b>	<b>6.10%</b>

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

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

#### Description:

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

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

### **Analysis:**

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

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

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

### **Sources:**

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

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

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### **Notes:**

## Indicator 4

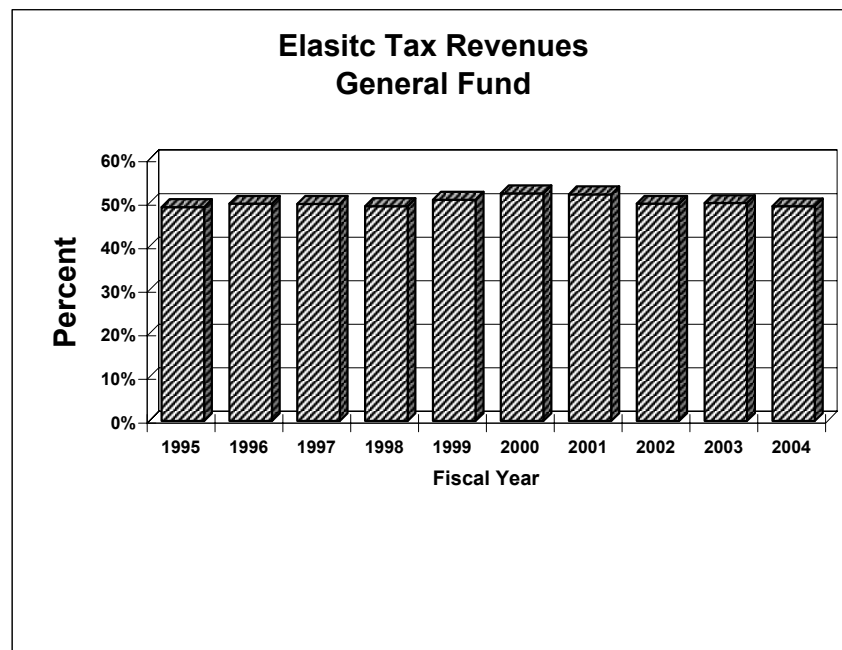
### ELASTIC TAX REVENUES: General Fund

#### Warning Trend:

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

#### Formulation:

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



Fiscal Year	Intergovernmental Revenues *	Operating Revenues and Transfers General Fund**	Intergovernmental Revs. as a % of Operating Rev & Trans
1995	\$18,161,721	\$36,945,336	49.16%
1996	\$19,365,683	\$38,794,027	49.92%
1997	\$20,555,767	\$41,207,631	49.88%
1998	\$21,491,528	\$43,532,800	49.37%
1999	\$22,079,780	\$43,416,652	50.86%
2000	\$22,953,785	\$43,891,836	52.30%
2001	\$25,344,212	\$48,665,665	52.08%
2002	\$25,754,568	\$51,593,618	49.92%
2003	\$27,137,481	\$54,210,002	50.06%
2004	\$28,723,843	\$58,238,591	49.32%

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

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

#### General Fund Elastic Revenues

Fiscal Year	Revenue Increases	Price Index Increases	Elasticity Coefficient
1995	5.682%	2.570%	2.21
1996	6.629%	2.985%	2.22
1997	6.145%	2.179%	2.82
1998	4.552%	1.718%	2.65
1999	2.737%	2.565%	1.07
2000	3.958%	3.433%	1.15
2001	10.414%	1.535%	6.78
2002	1.619%	2.646%	0.61
2003	5.370%	2.043%	2.63
2004	5.846%	2.598%	2.25

**Description:**

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

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

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

**Analysis:**

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

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

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

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

For the period examined, there has been an overall increase in elastic revenues as a percentage of operating revenues and transfers and the elasticity coefficient has been greater than one for all years. One important change in revenues occurred in FY 1992 when the percentage allocations of the sales tax going to General Fund increased from 86.79% to 91.80%. In FY 2001 the percentage allocation to the General Fund Increased from 91.80% to 95.90%.

**Sources:**

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

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**Notes:**

## Indicator 5

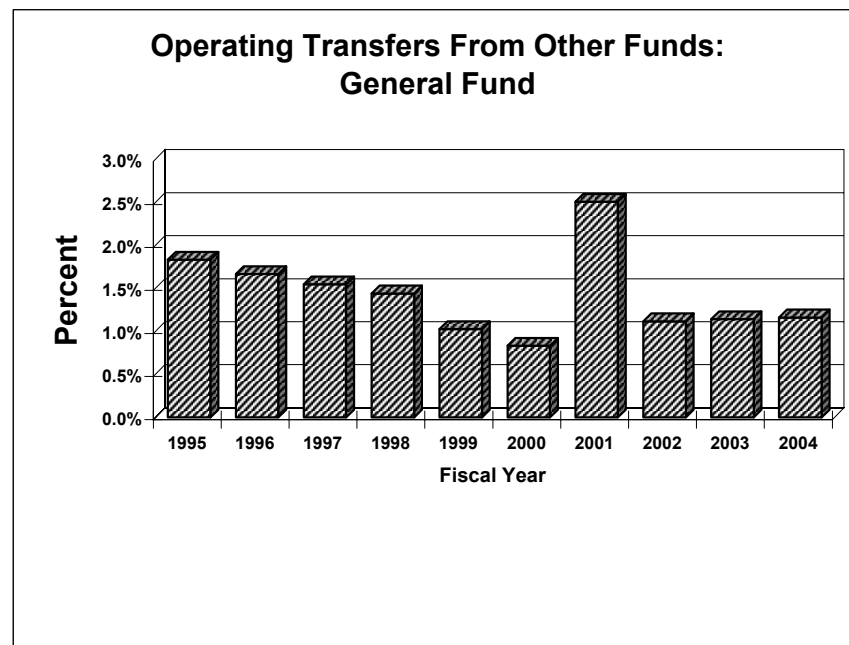
### OPERATING TRANSFERS FROM OTHER FUNDS: General Fund

Warning Trend:

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

### Formulation:

Operating Transfers From Other Funds  
Operating Revenues & Transfers



Fiscal Year	Operating Transfers From Other Funds *	Operating Revenues and Applicable Operating Transfers **	Operating Transfers As a Percentage Of Operating Rev. & Transfers
1995	\$552,523	\$30,121,575	1.83%
1996	\$535,515	\$32,109,753	1.67%
1997	\$524,688	\$33,888,131	1.55%
1998	\$514,337	\$35,675,089	1.44%
1999	\$361,119	\$35,153,747	1.03%
2000	\$313,638	\$37,612,511	0.83%
2001	\$1,083,717	\$43,201,890	2.51%
2002	\$502,083	\$44,895,100	1.12%
2003	\$536,870	\$46,954,273	1.14%
2004	\$580,039	\$49,872,941	1.16%

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

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

### Description:

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

## Description:

Operating Transfers as a percent of Operating Revenues and Transfers have ranged from a low of 0.83% to a high of 2.51% during the period shown.

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

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

In FY 2001 we had an increase in transfers from other funds due to the Parks Sales Tax and the increase in the transfer from Capital Projects Fund.

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

### Sources:

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

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

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### Notes:

Change in REDI from operating transfer to Misc revenues

## Indicator 6

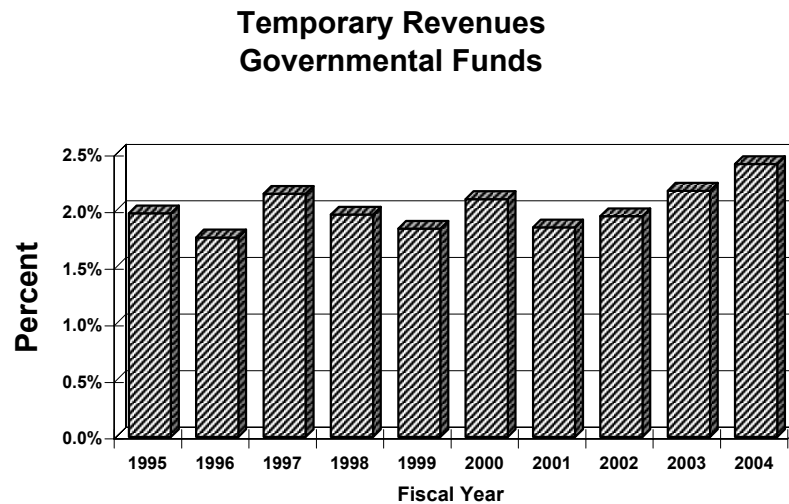
### TEMPORARY REVENUES: Governmental Funds

#### Warning Trend:

Increasing use of Temporary Revenues as a Percentage of Operating Revenues

#### Formulation:

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



Fiscal Year	Temporary Revenues**	Operating Revenues*	Temporary Revenues As a Percent Of Operating Revenues
1995	\$929,965	\$47,039,489	1.98%
1996	\$870,776	\$49,395,510	1.76%
1997	\$1,157,090	\$53,839,914	2.15%
1998	\$1,144,924	\$58,234,676	1.97%
1999	\$1,049,373	\$56,997,403	1.84%
2000	\$1,336,798	\$63,586,284	2.10%
2001	\$1,318,804	\$71,178,120	1.85%
2002	\$1,414,791	\$72,502,454	1.95%
2003	\$1,615,855	\$74,269,175	2.18%
<b>2004</b>	<b>\$1,984,748</b>	<b>\$82,290,850</b>	<b>2.41%</b>

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

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

NOTE: FY 1995 Operating Revenues were restated in FY 1996 due to the re-categorization of certain Expendable Trust Funds to Internal Service Funds. (See indicator 2-A).

#### Description:

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

## **Analysis:**

A warning trend would occur when temporary revenues as a percent of operating revenues were increasing over time. This ten year period shows the use of temporary revenues has ranged from a low of 1.76% to a high of 2.41% with an average of 2.04%. There is no significant increasing trend for this indicator.

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

## **Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit A-2 & B-3
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit A-2 & B-3
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## **Notes:**

## Indicator 7

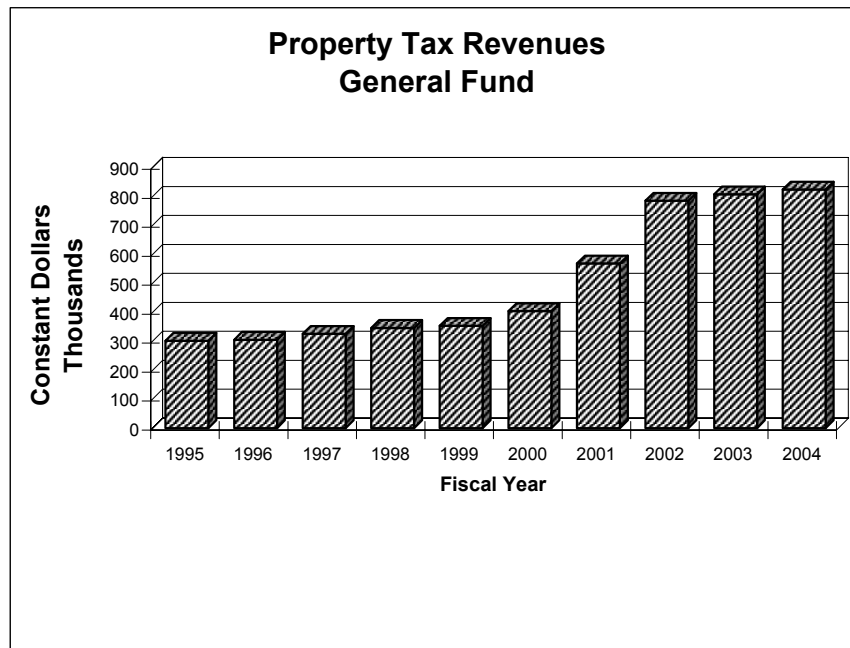
### PROPERTY TAX REVENUES: General Fund

#### Warning Trend:

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

#### Formulation:

Property Tax Revenues  
(constant dollars)



Fiscal Year	Property Tax Revenues	Consumer Price Index	Property Tax Revenues In Constant Dollars
1995	\$1,384,418	459.0	\$301,616
1996	\$1,441,622	472.7	\$304,976
1997	\$1,570,154	483.0	\$325,084
1998	\$1,695,791	491.3	\$345,164
1999	\$1,777,634	503.9	\$352,775
2000	\$2,103,145	521.2	\$403,520
2001	\$3,007,517	529.2	\$568,314
2002	\$4,263,326	543.2	\$784,854
2003	\$4,473,073	554.3	\$806,977
2004	\$4,683,536	568.7	\$823,551

#### Description:

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

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

## **Analysis:**

During the late 1970's the City made a conscious policy to decrease the City's reliance on the property tax. This reduced reliance on property tax as a prime revenue source has been a positive factor in helping the City achieve flexibility by reducing its reliance on inelastic revenues and putting more importance on elastic revenues such as sales tax. For the period shown, the constant dollar property tax revenues ranged from a low of \$301,616 to a high of \$823,551 while the elastic revenues as a percent of total revenues ranged from a low of 49.16% to a high of 52.30%. For the period shown, there has been a steady increase in property tax revenues in constant dollars. Therefore, there is no cause for concern with this revenue indicator. The City of Columbia is currently below the authorized rate of \$0.45. Because the City had GO Debt that was paid off early, a shift was made from Debt to Operations.

## **Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-3
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-3
  - Consumer Price Index (Bureau of Labor Statistics Web Site)
  - [www.stats.bls.gov/news.release](http://www.stats.bls.gov/news.release) for the month of December.
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## **Notes:**

## Indicator 8

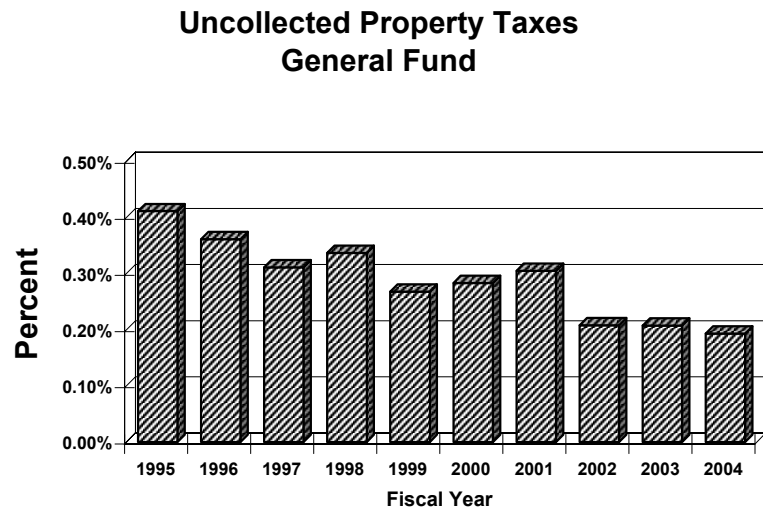
### UNCOLLECTED PROPERTY TAXES: General Fund

#### Warning Trend:

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

#### Formulation:

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



Fiscal Year	Net Current Property Tax Levy	Allowance for Uncollected Property Taxes	Uncollected Property Taxes As A Percent Of Levy
1995	\$1,296,990	\$5,335	0.41%
1996	\$1,396,311	\$5,049	0.36%
1997	\$1,538,931	\$4,789	0.31%
1998	\$1,648,833	\$5,559	0.34%
1999	\$1,717,700	\$4,599	0.27%
2000	\$2,034,745	\$5,764	0.28%
2001	\$2,905,504	\$8,856	0.30%
2002	\$4,127,151	\$8,584	0.21%
2003	\$4,331,540	\$8,988	0.21%
<b>2004</b>	<b>\$4,528,933</b>	<b>\$8,759</b>	<b>0.19%</b>

#### Description:

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

#### Credit Industry Benchmarks:

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

## **Analysis:**

The overall trend displays varying percentages of uncollected property taxes as a percent of levy, however, all of the percentages have remained within credit rating firms' acceptable percentage ranges varying from a low of 0.19% to a high of 0.41%.

1. No heavy reliance on property tax revenues exists. In FY 2004, the allowance for uncollected amount of General Fund property taxes (\$8,759) was only 0.0150% of total revenues (\$58,238,591).
2. Uncollected taxes have not reached levels which the credit industry would view as negative.

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

## **Sources:**

--Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-1 and Table 4

--FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-1 and Table 4

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## **Notes:**

## Indicator 9

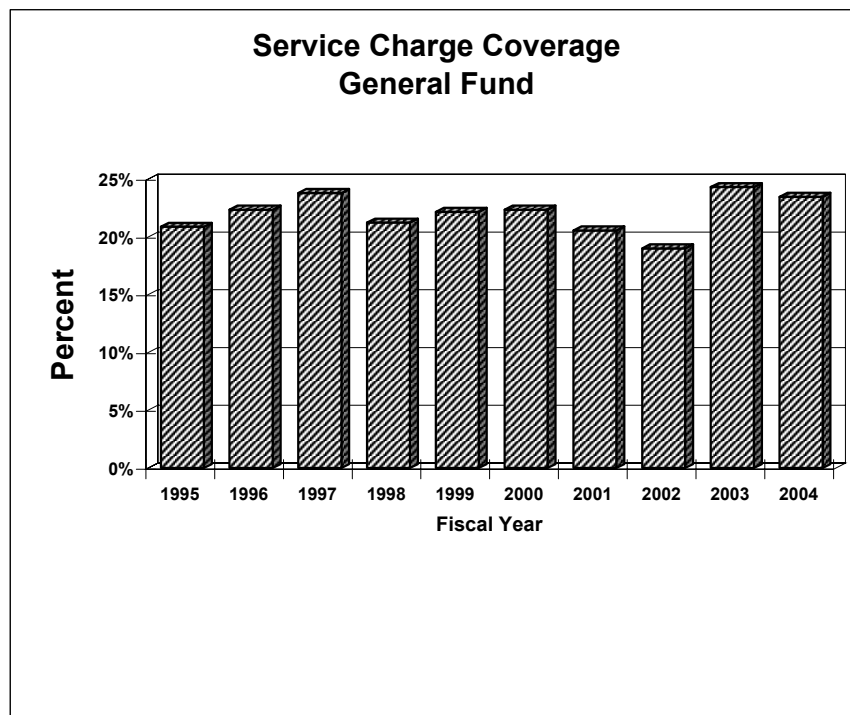
### SERVICE CHARGE COVERAGE: General Fund

#### Warning Trend:

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

#### Formulation:

Rev. from Fees & Service Charges  
Expenditures for Related Services



Fiscal Year	Revenues From Fees and Service Charges*	Expenditures For Related Services**	Service Charge Coverage
1995	\$1,183,415	\$5,664,101	20.89%
1996	\$1,285,461	\$5,745,866	22.37%
1997	\$1,361,754	\$5,716,062	23.82%
1998	\$1,361,560	\$6,404,409	21.26%
1999	\$1,495,551	\$6,740,437	22.19%
2000	\$1,488,731	\$6,653,675	22.37%
2001	\$1,499,947	\$7,291,091	20.57%
2002	\$1,530,462	\$8,046,478	19.02%
2003	\$1,861,424	\$7,649,826	24.33%
<b>2004</b>	<b>\$1,960,986</b>	<b>\$8,349,689</b>	<b>23.49%</b>

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

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

#### Description:

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

## **Analysis:**

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

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

The overall service charge coverage has increased for the period shown. There was slight decrease in FY 1998, but this decrease was not significant enough to indicate a warning trend.

## **Sources:**

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

## **Notes:**

## Indicator 10

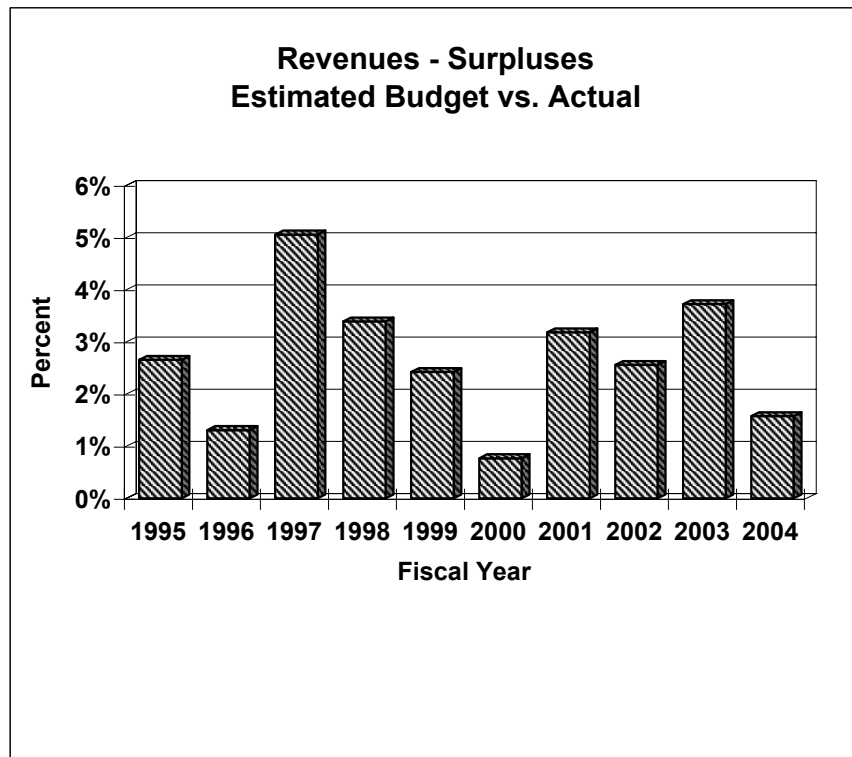
### REVENUES - Surpluses/ Revised Budgeted vs. Actual: General Fund

#### Warning Trend:

Increase in Revenue Deficiencies  
as a Percent of Operating Revenues

#### Formulation:

$$\frac{\text{Revenue Surpluses}}{\text{Estimated Budgeted Revenues and Transfers}}$$



Fiscal Year	Operating Revenues and Transfers *	Revenues Budgeted (Estimated) *	Revenue Surplus Or (Deficit)	Surpluses (Deficits) As a Percent Of Estimated Budget Revenues
1995	\$36,945,336	\$35,989,179	\$956,157	2.66%
1996	\$38,794,027	\$38,292,631	\$501,396	1.31%
1997	\$41,207,631	\$39,222,912	\$1,984,719	5.06%
1998	\$43,532,800	\$42,104,635	\$1,428,165	3.39%
1999	\$43,416,652	\$42,388,967	\$1,027,685	2.42%
2000	\$43,891,836	\$43,556,541	\$335,295	0.77%
2001	\$48,665,665	\$47,163,004	\$1,502,661	3.19%
2002	\$51,593,618	\$50,305,897	\$1,287,721	2.56%
2003	\$54,210,002	\$52,263,300	\$1,946,702	3.72%
2004	\$58,238,591	\$57,334,867	\$903,724	1.58%

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

#### Description:

This indicator examines the difference between revenue estimates and revenues actually received during the fiscal year. Major discrepancies that continue year after year can be an indication of an erratic economy, inefficient collection procedures, or inaccurate estimating techniques. It can also be an indication that revenue estimates are being made optimistically high or conservatively low.

## **Analysis:**

For the period shown, revenue estimates have been well within a 6% tolerance range of actual revenues for the General Fund. This illustrates that the current forecasting techniques are producing revenue projections that are substantially better than 94% of actual revenues. The FY 2004 surplus as a percent of Estimated Budgeted Revenues is at 1.58%

## **Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-3
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-3
  - City of Columbia Annual Budget
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## **Notes:**

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The Expenditure Indicators  
Numbers 11 - 15  
FY 1995 - FY 2004

***Changes in the expenditure patterns can be  
monitored by the use of the following indicators:***

- ▶ Expenditures Per Capita
- ▶ Employees Per Capita
- ▶ Fixed Costs
- ▶ Fringe Benefits
- ▶ Budgeted Expenditures



*City of Columbia  
Columbia, Missouri*

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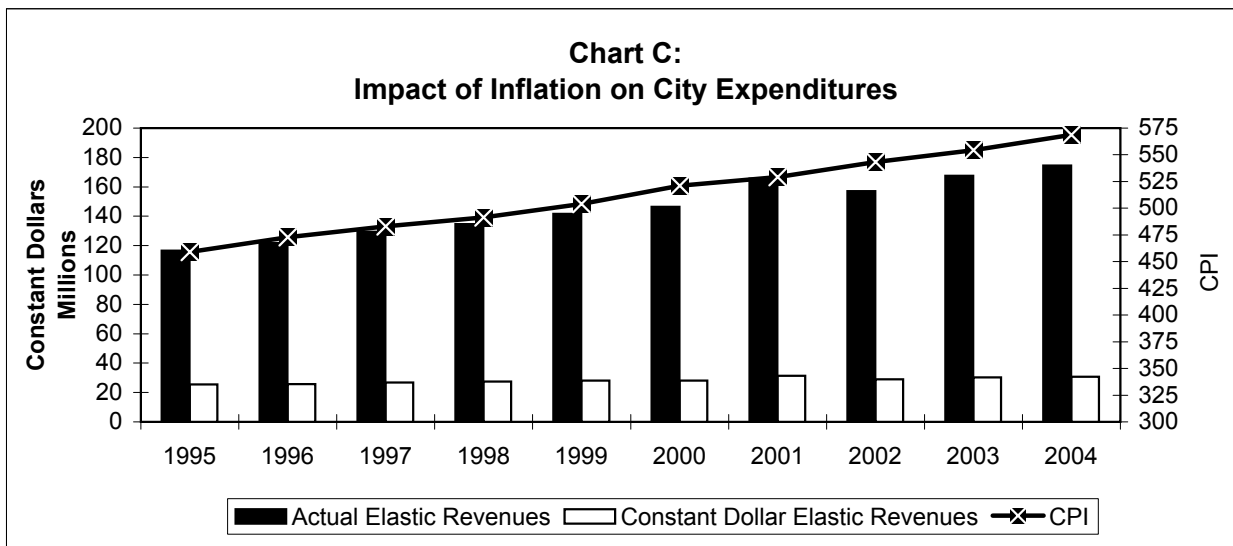
## THE REVENUE INDICATORS: NUMBERS 11 - 15

Expenditures are a rough measure of a city's output effort. Generally, the more a city spends in constant dollars, the more service it is providing or it is providing higher quality service.

Most cities are required to have balanced budgets; however, there are a number of subtle ways to balance an annual budget yet create possible long-run imbalances. Some of the more common ways are to use bond proceeds for operations, defer maintenance, or defer pension funding. In each case, the budget remains balanced, but long-run budgets could be developing deficits.

Expenditures represent a level of "fixed costs", or expenditure flexibility, as well a measure of the city's ability to adjust service levels in relation to changing economies, political, and social conditions. The higher the fixed costs, the smaller the city's ability to make appropriate adjustments. As the percentage of fixed costs increases, the flexibility of spending decreases.

Ideally, a city will have an expenditure growth rate that does not exceed its revenue growth rate and will have maximum spending flexibility to adjust to changing factors. Review of city expenditures can identify certain of the following should they exist: undesired growth in fixed costs, ineffective budgetary controls and decline in personnel productivity.



### Revenue Data:

Fiscal Year	Actual Expenditures*	Consumer Price Index	Constant Dollar Expenditures
1995	\$116,530,722	459.0	\$25,387,957
1996	\$121,837,153	472.7	\$25,774,731
1997	\$129,460,115	483.0	\$26,803,336
1998	\$134,664,830	491.3	\$27,409,898
1999	\$141,670,007	503.9	\$28,114,707
2000	\$146,496,203	521.2	\$28,107,483
2001	\$165,682,699	529.2	\$31,308,144
2002	\$157,112,286	543.2	\$28,923,469
2003	\$167,614,560	554.3	\$30,238,961
<b>2004</b>	<b>\$174,487,034</b>	<b>568.7</b>	<b>\$30,681,736</b>

\* Total Expenditures of all Governmental Fund Types and Expendable Trust Fund Types; and Total Operating Expenses of Proprietary and Fiduciary Fund Types.

NOTE: FY 1995 and FY 1999 (due to 401A being removed) numbers were restated.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

## Indicator 11-A

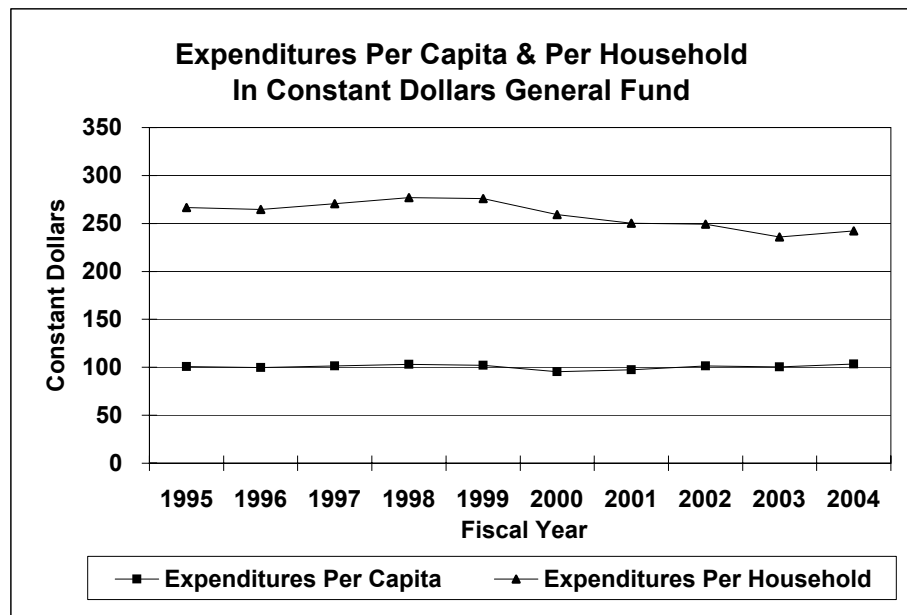
### EXPENDITURES PER CAPITA: General Fund

#### Warning Trend:

Increasing Operating Expenditures  
(constant dollars) per Capita

#### Formulation:

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



Fiscal Year	Operating Expenditures and Transfers *	Consumer Price Index	Constant Dollar Expenditures	Estimated Population	Estimated Households	Per Capita Expenditures In Constant Dollars	Per Household Expenditures In Constant Dollars
1995	\$34,831,771	459.0	\$7,588,621	75,415	28,461	\$100.62	\$266.63
1996	\$36,233,996	472.7	\$7,665,326	76,756	28,985	\$99.87	\$264.46
1997	\$38,578,207	483.0	\$7,987,206	78,675	29,509	\$101.52	\$270.67
1998	\$40,870,715	491.3	\$8,318,892	80,642	30,033	\$103.16	\$276.99
1999	\$42,469,418	503.9	\$8,428,144	82,658	30,557	\$101.96	\$275.82
2000	\$41,975,779	521.2	\$8,053,680	84,531	31,081	\$95.27	\$259.12
2001	\$44,601,765	529.2	\$8,428,149	86,391	33,689	\$97.56	\$250.18
2002	\$48,626,769	543.2	\$8,951,909	88,291	35,916	\$101.39	\$249.25
2003	\$49,723,710	554.3	\$8,970,541	89,174	38,036	\$100.60	\$235.84
2004	\$52,905,356	568.7	\$9,302,858	90,066	38,417	\$103.29	\$242.15

\* Includes Lease Expenses.

Census population numbers for 1996. All other years reflect 1% growth/year.

Consolidated Plan household number for 1999. For the other years, we took the total increase from 1990 to 1999 and divided it up equally among remaining years.

Census numbers were used for 1996 and 2000. All other years reflect 1% growth except 1997-99 which reflect a 2.5% growth rate.

### 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 51.89% and operating expenditures in constant dollars have increased 22.59%, while per capita expenditures in constant dollars have increased 2.65% and per household expenditures in constant dollars have decreased (9.18%). The population and number of households continue to increase and city services continue to grow; however not at a pace beyond the community's ability to pay. Since the overall trend shows a slight increase in per capita and per household expenditures for the period shown, there is no immediate cause for concern with this indicator. The City regularly monitors revenues and expenditures to prevent problems in the future.

## Sources:

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-4
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-4
  - City of Columbia Planning Department
  - Consumer Price Index (Bureau of Labor Statistics Web Site)
  - [www.stats.bls.gov/news.release](http://www.stats.bls.gov/news.release) for the month of December.
  - <http://quickfacts.census.gov/hunits/states/29pl.html>
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## Notes:

## Indicator 11-B

### EXPENSES PER CAPITA: Enterprise Funds

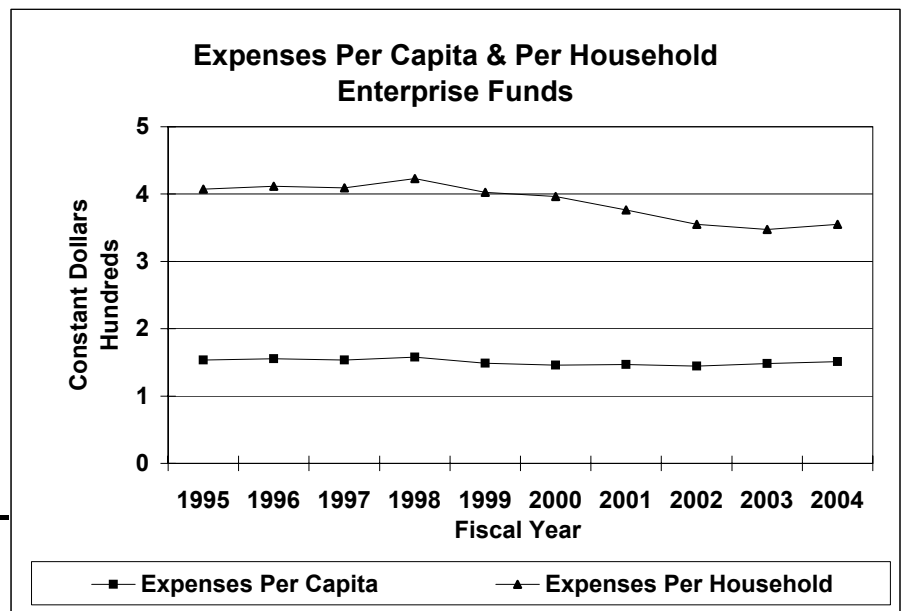
#### Warning Trend:

Increasing Operating Expenses  
(constant dollars) per capita

#### Formulation:

Total Operating Expenses  
(Constant Dollars)

Population



Fiscal Year	Total Operating Expenses *	Consumer Price Index	Constant Operating Expenses	** Estimated Population	*** Estimated Households	Per Capita Expenses In Constant Dollars	Per Household Expenses In Constant Dollars
1995	\$53,182,539	459.0	\$11,586,610	75,415	28,461	\$153.64	\$407.10
1996	\$56,408,747	472.7	\$11,933,308	76,756	28,985	\$155.47	\$411.71
1997	\$58,316,393	483.0	\$12,073,787	78,675	29,509	\$153.46	\$409.16
1998	\$62,433,874	491.3	\$12,707,892	80,642	30,033	\$157.58	\$423.13
1999	\$61,983,032	503.9	\$12,300,661	82,658	30,557	\$148.81	\$402.55
2000	\$64,191,028	521.2	\$12,316,007	84,531	31,081	\$145.70	\$396.26
2001	\$67,101,253	529.2	\$12,679,753	86,391	33,689	\$146.77	\$376.38
2002	\$69,251,353	543.2	\$12,748,776	88,291	35,916	\$144.39	\$354.96
2003	\$73,285,686	554.3	\$13,221,304	89,174	38,036	\$148.26	\$347.60
2004	\$77,516,700	568.7	\$13,630,508	90,066	38,417	\$151.34	\$354.80

\* Operating Expenses: Water, Electric and Sewer Utilities, Solid Waste and Parking Utility.

\*\* Census population numbers for 1996. All other years reflect 1% growth/year.

\*\*\* Consolidated Plan household number for 1999. For the other years, we took the total increase from 1990 to 1999 and divided it up equally among the remaining years.

Census numbers were used for 1996 and 2000. All other years reflect 1% growth except 1997-99 which reflect a 2.5% growth rate.

#### Description:

Enterprise Fund expenses per capita reflect changes relative to changes in varying service demands which would be expected to coincide with population changes. Increasing per capita expenses (in constant dollars) may indicate that the cost of services is outpacing the consumer's ability to pay. It may also be an indication of decreasing productivity, provided that the same levels of services are being delivered.

## Analysis:

For the period shown, operating expenses in actual dollars have increased 45.76% and operating expenses in constant dollars have increased 17.64%, while per capita expenses in constant dollars have decreased (1.50%) and per household expenses in constant dollars have decreased (12.85%). The most accurate analysis of expense requirements might be made on a per household basis rather than per capita basis, as most service expenses are associated with households rather than individuals. Since the amount spent per household has shown no major increase for the period shown, there is no warning trend for this indicator.

## Sources:

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit F-2
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit F-2
  - Sales and Marketing Management (July - August, 1990 - 1995)
  - City of Columbia Planning Department
  - U.S. Census Bureau - 1990 Census
  - Consumer Price Index (Bureau of Labor Statistics Web Site)
  - [www.stats.bls.gov/news.release](http://www.stats.bls.gov/news.release) for the month of December
  - <http://quickfacts.census.gov/hunits/states/29pl.html>
- 

## Notes:

## Indicator 12-A

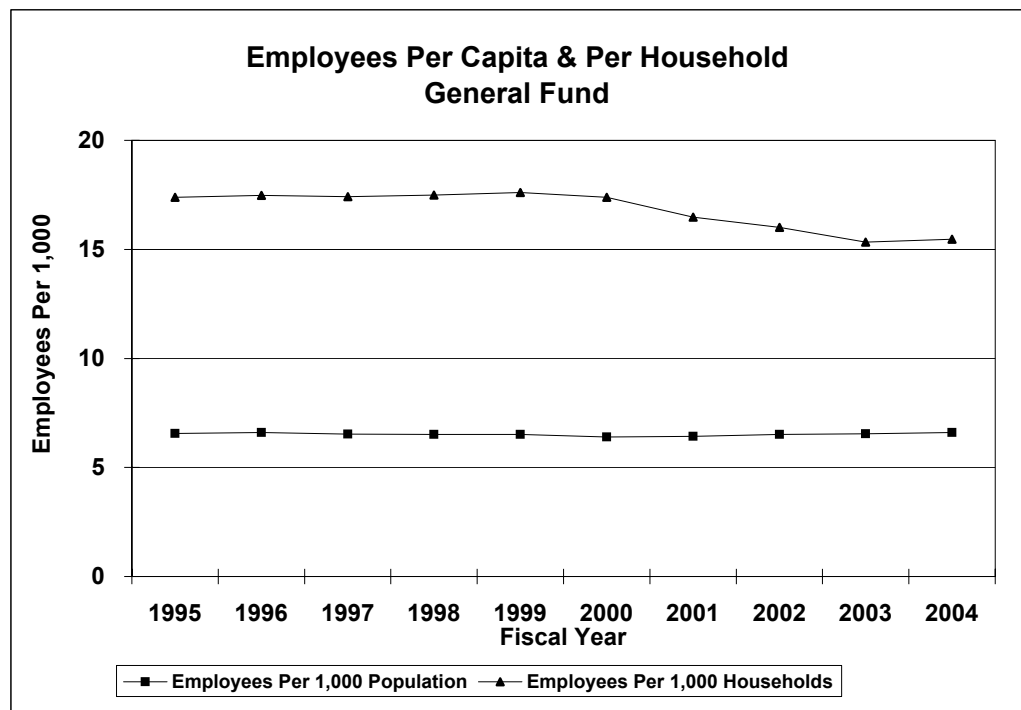
### EMPLOYEES PER CAPITA: General Fund

#### Warning Trend:

Increasing Number of Municipal  
Employees per Capita

#### Formulation:

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



Fiscal Year	General Fund Employees	Estimated Population	Estimated Households	Employees Per Thousand Population	Employees Per Thousand Households
1995	494.76	75,415	28,461	6.56	17.38
1996	506.73	76,756	28,985	6.60	17.48
1997	514.03	78,675	29,509	6.53	17.42
1998	525.35	80,642	30,033	6.51	17.49
1999	538.08	82,658	30,557	6.51	17.61
2000	540.33	84,531	31,081	6.39	17.38
2001	555.33	86,391	33,689	6.43	16.48
2002	575.01	88,291	35,916	6.51	16.01
2003	583.48	89,174	38,036	6.54	15.34
2004	594.18	90,066	38,417	6.60	15.47

Census population numbers for 1996. All other years reflect 1% growth/year.

Census household number for 1990, Consolidated Plan household number for 1999. For the other years, we took the total increase from 1990 to 1999 and divided it up equally among the remaining years.

#### Description:

Because personnel costs are a major portion of General Fund operating expenditures, plotting changes in the number of employees per capita is another way to measure changes in expenditures. A substantial increase in employees per capita might indicate that expenditures are rising faster than revenues, that the City is becoming more labor intensive, services are expanding, or personnel productivity is declining.

## Analysis:

The number of municipal employees per capita has increased 0.56% during the period shown. Assuming that employees per thousand households is the more accurate indicator of service demand, the city has not experienced any substantial increase in employees per thousand households for the period shown. The yearly increases in General Fund employees have been mainly due to new city programs and population growth. This trend warrants close attention to ensure that it does not continue to become a negative factor in future years. It is believed that the number of households are increasing due to more single households being set up, divorce rate increasing, and the elderly living longer.

## Sources:

- City of Columbia Annual Budget
- City of Columbia Planning Department
- <http://quickfacts.census.gov/hunits/states/29pl.html>

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## Notes:

## Indicator 12-B

### EMPLOYEES PER CAPITA: Enterprise Funds and Internal Service Funds

#### Warning Trend:

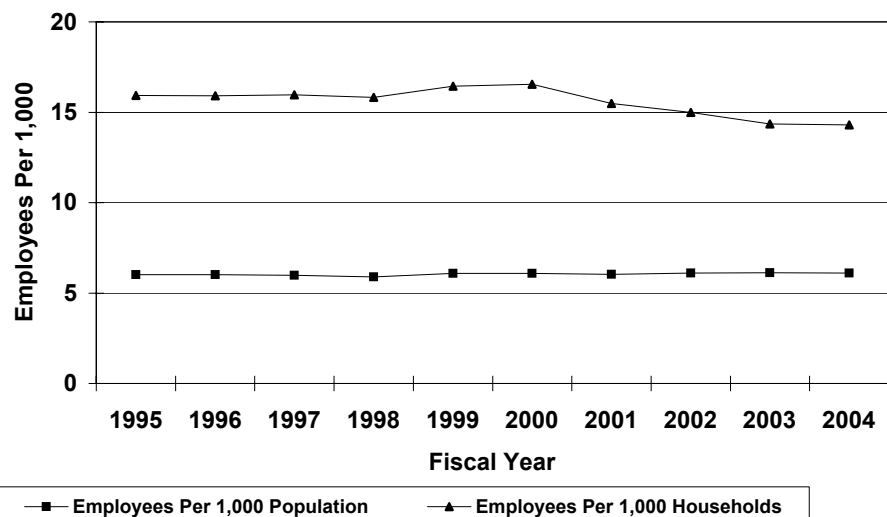
Increasing Number of Municipal  
Employees per Capita

#### Formulation:

Number of Enterprise Fund, Internal  
Service, and Other Fund Employees

Per Thousand Population

### Employees Per Capita & Per Household Enterprise & Internal Service Funds



Fiscal Year	Number Of Enterprise & Internal Service Fund Employees *	** Estimated Population	*** Estimated Households	Employees Per Thousand Population	Employees Per Thousand Households
1995	453.50	75,415	28,461	6.01	15.93
1996	461.35	76,756	28,985	6.01	15.92
1997	471.20	78,675	29,509	5.99	15.97
1998	475.45	80,642	30,033	5.90	15.83
1999	502.62	82,658	30,557	6.08	16.45
2000	514.32	84,531	31,081	6.08	16.55
2001	521.87	86,391	33,689	6.04	15.49
2002	538.34	88,291	35,916	6.10	14.99
2003	546.12	89,174	38,036	6.12	14.36
2004	549.12	90,066	38,417	6.10	14.29

\* These include employees in the enterprise and internal service funds as well as other budgeted employees in special revenue funds, expendable trust funds and non-expendable trust funds.

\*\* Census numbers were used for 1994, 1996 and 2000. All other year reflect 1% growth except 1997-1999 which reflect a 205% growth rate.

\*\*\* Consolidated Plan household number for 1999. For the other years, we took the total increase from 1990 to 1999 and divided it up equally among the remaining years. FY 2000 is a census number.

#### Description:

Personnel costs are not as major a component of expenditures for enterprise and internal service funds as they are for the General Fund, due to their capital intensive nature; however, they are significant enough to warrant close monitoring because of the implications attached to increases in personnel. Increases in the number of employees per capita may indicate that these funds are becoming more labor intensive, that demands for services are rapidly increasing, or productivity is declining.

**Analysis:**

For the period shown, employees per thousand population have increased by 0.09 positions and employees per thousand households have decreased by (1.64) positions. The service efforts of the City's major enterprises are closely related to services offered to households, rendering employees per thousand households as the best indicator because it ensures that employee growth is not out-stripping growth of the community. Since there has not been any substantial increase for the period shown, there is no negative trend for this indicator.

The number of Enterprise and Internal Service Fund employees have increased over the stated period, largely due to new city programs and city growth. Some of the new programs were the result of Federal mandates. The large increase in the number of employees from FY 1998 to FY 1999 is due to the conversion of 26.57 positions from temporary to permanent positions with benefits within the solid waste and public transportation areas. Careful attention should always be given to this trend to ensure that the labor intensiveness of the City's Enterprise and Internal Service operations remain favorable.

**Sources:**

- City of Columbia Annual Budget
- City of Columbia Planning Department
- <http://quickfacts.census.gov/hunits/states/29pl.html>

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**Notes:**

-1.64

## Indicator 13

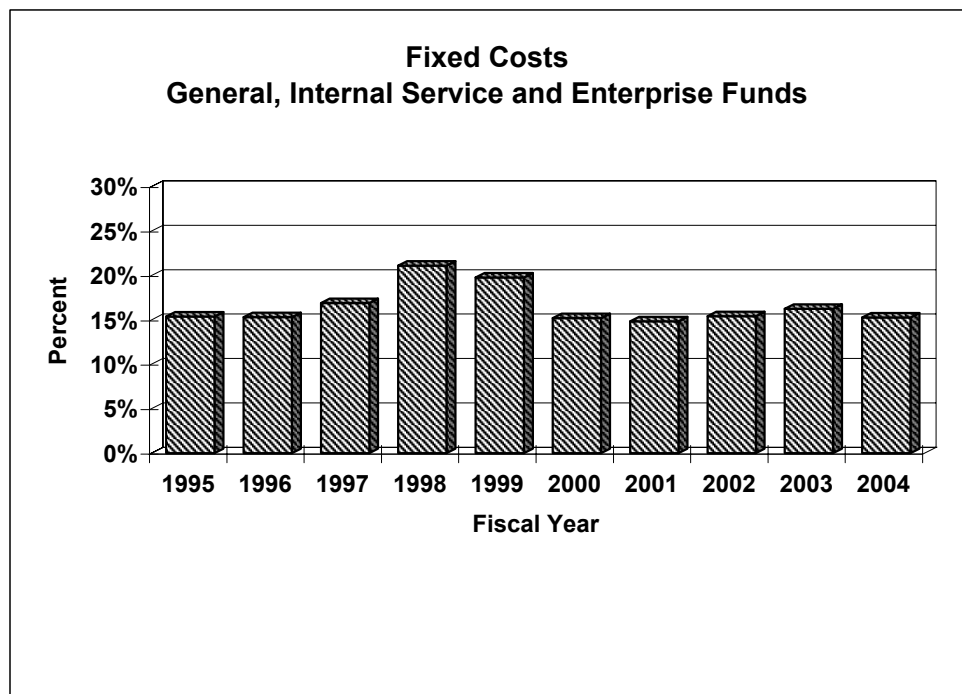
### FIXED COSTS: All Funds

#### Warning Trend:

Increasing Fixed Costs as a Percent of Operating Expenditures and Transfers

#### Formulation:

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



Fiscal Year	Total Fixed Costs *	Operating Expenditures & Transfers **	Fixed Costs As A Percent Of Operating Expenditures
1995	\$16,649,950	\$108,398,855	15.36%
1996	\$17,088,775	\$111,792,272	15.29%
1997	\$19,856,600	\$117,746,692	16.86%
1998	\$26,524,187	\$125,714,611	21.10%
1999	\$25,210,211	\$127,645,529	19.75%
2000	\$19,920,056	\$131,077,078	15.20%
2001	\$20,554,541	\$138,555,685	14.83%
2002	\$22,431,759	\$145,576,514	15.41%
2003	\$25,149,166	\$154,895,715	16.24%
2004	\$24,897,218	\$163,359,965	15.24%

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

\*\* General (including encumbrances through FY 1995), Enterprise, and Internal Service Funds.

NOTE: FY 1995 numbers were restated in FY 1996 due to reorganization of two expendable trust funds to internal service funds: Self Insurance and Employee Health

## Description:

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

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

## Analysis:

The percent of total expenditures which is fixed has ranged from a low of 14.83% to a high of 21.10% for the period shown. The FY 2004 percent of total fixed costs is 15.24%, which is a (1.00%) decrease from FY 2003. This trend illustrates that:

1. The City is remaining flexible, allowing it to respond more effectively to changing economic conditions.
2. Decisions and policies are not being made that would commit large percentages of City funds to fixed or mandatory expenditures.

## Sources:

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibits A-3, F-2, and G-2
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits A-3, F-2, and G-2
    - Operating Expenditures and Transfers To Other Funds
    - Debt Service Footnotes in CAFR on Long-Term Debt
    - (Annual Requirements to Amortize Long-Term Debt and Capital Lease Agreements)
  - Finance Department Payroll Report No. X0008 A (FY 1994 - FY 1997)
  - HTE Payroll Demand Reports #10 and #28 (FY 1998 - FY 2000)
- 

## Notes:

## Indicator 14

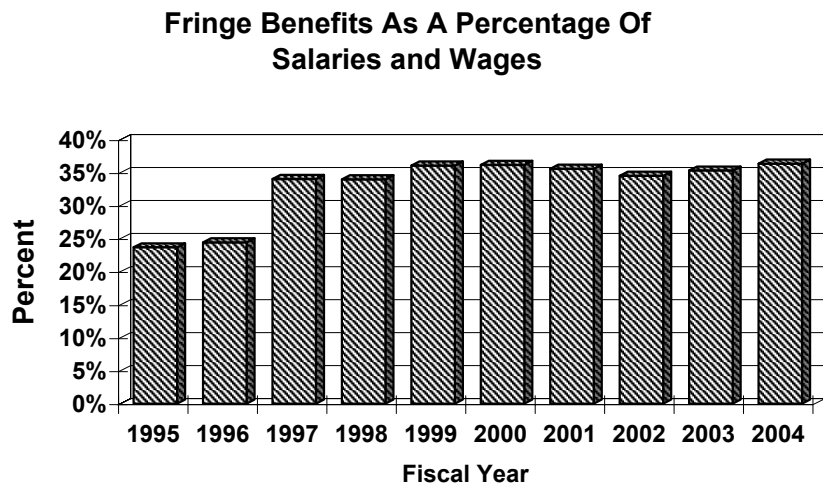
### FRINGE BENEFITS

#### Warning Trend:

Increasing Fringe Benefit Expenditures as a percent of Salaries and Wages

#### Formulation:

$$\frac{\text{Fringe Benefit Expenditures}}{\text{Salaries and Wages}}$$



Fiscal Year	Cost of Fringe Benefits *	Salaries And Wages	Benefits As a Percent Of Salaries & Wages
1995	\$9,772,527	\$41,254,633	23.69%
1996	\$10,667,841	\$43,677,175	24.42%
1997	\$11,852,965	\$34,826,571	34.03%
1998	\$12,652,003	\$37,212,785	34.00%
1999	\$14,134,469	\$39,163,736	36.09%
2000	\$14,632,167	\$40,454,895	36.17%
2001	\$15,157,466	\$42,594,457	35.59%
2002	\$15,572,478	\$45,107,449	34.52%
2003	\$16,485,446	\$46,654,199	35.34%
<b>2004</b>	<b>\$17,675,708</b>	<b>\$48,609,192</b>	<b>36.36%</b>

\* Benefits: LAGERS, Police and Firefighters Retirement Fund, Life and Health Insurance, Social Security, Disability Insurance, Sick Leave Incentive, Deferred Compensation, and Other Benefits. Beginning in FY 1996, Employee Incentives (which is now included in Other Benefits) is included in the cost of fringe benefits.

**NOTE:** A new computer system was implemented in FY 1997 which allowed us the ability to better separate salaries and benefits. Therefore, there is a significant increase in the fringe benefit percentage for that year.

#### Description:

The most common forms of fringe benefits are pension plans and health and life insurance. Together, they can represent a significant cost to the City, often exceeding 25% of salaries and wages. Some benefits, such as life and health insurance, require immediate cash outlays. Some, like pension benefits, can be deferred. Because of the complex nature of the funding and recording of fringe benefits, these costs can inadvertently escalate and place a financial strain on a city -- one that is not readily identifiable.

## Analysis:

Fringe benefits as a percent of salaries and wages have ranged from a low of 23.69% to a high of 36.17%, with FY 2004 being 36.36%. This percentage is an average for all city employees. The salaries and wages figure used in this indicator covers all salaries and wages including seasonal employees who are not eligible for most of the benefits listed in this indicator, i.e., sick leave incentive, insurance, retirement, etc. The percentage maybe higher for certain employee groups who have negotiated fringe benefits in the past.

The most significant change occurred in FY 1997 when we implemented a new computer system which enabled us to better identify and separate benefits from salary items.

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.

Reasons for increases and variances in the past ten years in fringe benefit expenditures as a percent of wages and salaries are due to external factors such as increased employer cost in social security, increases in health insurance costs and workers' compensation. In FY 1992 and FY 1993, the LAGERS contribution rates were increased when the City Council approved the retirement plan change from L3 to L7 and to LT 8, respectively. In doing so, the employees covered under LAGERS realized an increase in future retirement benefits.

In FY 1994, the City adopted the Eighty and Out Plan which allows city employees to retire with full retirement benefits when the sum of their age and years of service total eighty or more. Additionally, both the Police and Firefighters' Retirement Funds received increased contribution rates from the City. In FY 1997, the City changed from the LT 8 plan to the LT 10 plan.

## Sources:

--Finance Department Payroll Report No. X0008A (FY 1994 - FY 1995)

--Finance Department HTE Budget Worksheet "Chart 14" (FY 1996 - present)

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## Notes:

## Indicator 15

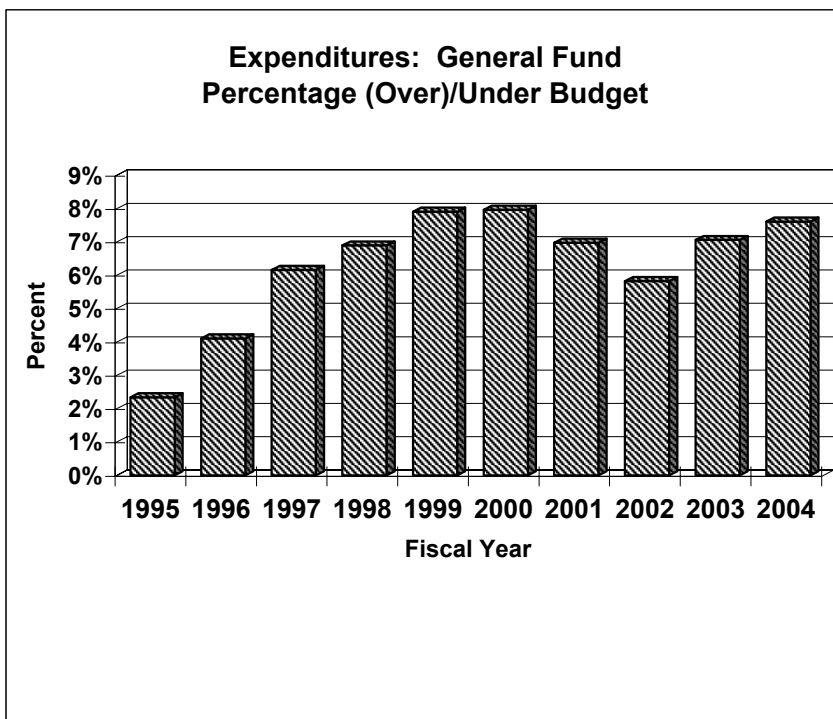
### EXPENDITURES: General Fund Over/Under Budget

#### Warning Trend:

Consecutive Years of Actual Expenditures over Budgeted Expenditures

#### Formulation:

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



Fiscal Year	Actual General Fund Expenditures *	Budgeted Expenditures	Amount (Over)/Under Budget	Percent (Over)/Under Budget
1995	\$34,831,771	\$35,666,666	\$834,895	2.34%
1996	\$36,233,996	\$37,784,424	\$1,550,428	4.10%
1997	\$38,578,207	\$41,109,783	\$2,531,576	6.16%
1998	\$40,870,715	\$43,894,199	\$3,023,484	6.89%
1999	\$42,469,418	\$46,114,525	\$3,645,107	7.90%
2000	\$41,975,779	\$45,605,237	\$3,629,458	7.96%
2001	\$44,601,765	\$47,943,003	\$3,341,238	6.97%
2002	\$48,626,769	\$51,629,227	\$3,002,458	5.82%
2003	\$49,723,710	\$53,496,581	\$3,772,871	7.05%
2004	\$52,905,356	\$57,260,315	\$4,354,959	7.61%

\* Budgeted Expenditures and Encumbrances include all appropriations thru the end of the fiscal year for FY 1990 - FY 1995.

Expenditures for FY 1996 - FY 2004 do NOT include encumbrances.

FY 1996 expenditures were restated in FY 1997.

#### 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 budgeted expenditures for all years except FY 1989. The amount over budget in FY 1989 was primarily due to the expenditures of Miscellaneous Non-Programmed Activities such as interest expense, capital lease additions, etc., which are not budgeted expenditures. Actual expenditures have consistently been under budgeted expenditures for the period shown. This illustrates an on-going effort to produce a reliable and consistent forecast of expenditures. This should be monitored carefully in future years. The City as a whole is making a strong concerted effort to consistently come in at 5-7% under budget in the general fund. Based on the information listed in the graph the city has come under budget ranging from a low of 2.34% to a high of 7.96%

**Sources:**

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

**Notes:**

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Operating Position:  
Numbers 16 - 20  
FY 1995 - FY 2004

***Changes in the operating position can be  
monitored by the use of the following indicators:***

- ▶ Excess of Revenues Over Expenditures
- ▶ Enterprise Retained Earnings/Loss
- ▶ General Fund Balance
- ▶ Liquidity
- ▶ Revenues Over Expenditures/Expenses



*City of Columbia  
Columbia, Missouri*

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## OPERATING POSITION: NUMBERS 16 - 20

Operating position refers to a city's ability to:

- (1) balance its budget on a current basis,
- (2) maintain reserves for emergencies,
- (3) maintain sufficient cash to pay bills on a timely basis (liquidity).

### **Balancing the Current Budget**

During a typical year, a city will usually generate either an operating surplus or an operating deficit. An operating surplus develops when current revenues exceed current expenditures -- a deficit develops when the reverse occurs. An operating surplus or deficit may be created intentionally as a result of a conscious policy decision, or unintentionally because of imprecise revenue and expenditure forecasts.

### **Reserves**

Reserves are built through the accumulation of operating surpluses. Such reserves are maintained to meet various unforeseen contingencies as follow:

- Loss of a revenue source,
- Economic pressures from a downturn in economy,
- Unanticipated expenditures due to losses from a natural disaster not covered by insurance or external aid.

### **Liquidity**

Liquidity refers to the flow of cash in and out of the city treasury. Cities often receive the bulk of their revenues at infrequent intervals during the year. It is to a city's advantage to have good liquidity in the event of an unexpected delay in receipt of revenues, an unexpected decline, or a loss of a revenue source.

An analysis of operating position can identify the following problems should they occur:

- Emergence of deficits,
- Decline in liquidity,
- Unintended decline in reserves.

## Indicator 16

### EXCESS OF REVENUES OVER EXPENDITURES: General Fund

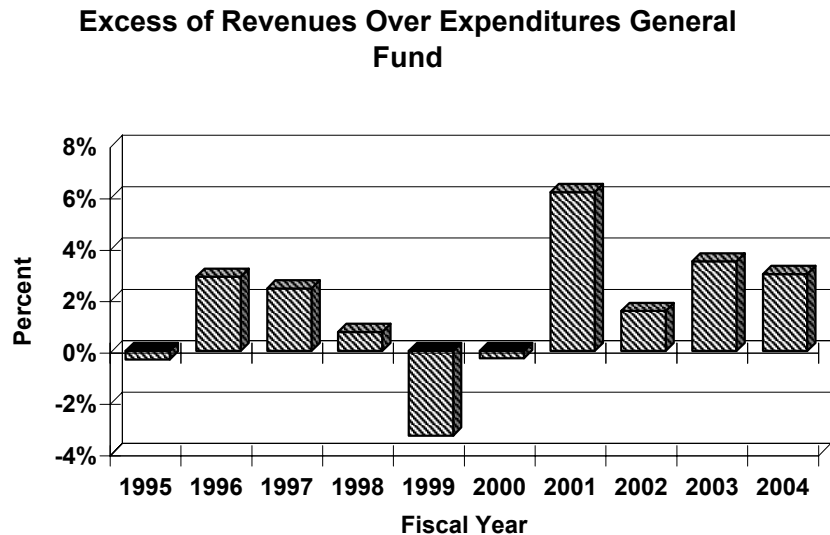
#### Warning Trend:

Increasing Amount of General Fund Operating Deficits as a Percent of Operating Revenues and Transfers

#### Formulation:

General Fund Operating  
(Deficits)/Surpluses

Operating Revenues and  
Transfers



Fiscal Year	General Fund Operating Surplus/(Deficit)*	Operating Revenues & Transfers **	General Fund Operating Surplus/ (Deficit) As A Percentage Of Operating Rev. & Transfers
1995	(\$122,256)	\$36,945,336	-0.33%
1996	\$1,122,324	\$38,794,027	2.89%
1997	\$1,005,174	\$41,207,631	2.44%
1998	\$323,804	\$43,532,800	0.74%
1999	(\$1,431,390)	\$43,416,652	-3.30%
2000	(\$122,068)	\$43,891,836	-0.28%
2001	\$3,011,397	\$48,665,665	6.19%
2002	\$803,846	\$51,593,618	1.56%
2003	\$1,891,263	\$54,210,002	3.49%
<b>2004</b>	<b>\$1,745,541</b>	<b>\$58,238,591</b>	<b>3.00%</b>

\* Not including encumbrances.

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

#### Description:

An operating deficit will occur as operating expenditures exceed operating revenues. However, this does not necessarily mean the budget will be out of balance. Reserves (fund balances) and transfers are sometimes used to cover the difference. Continuing use of reserves and the unjustifiable transfer of funds to balance the deficit may indicate a revenue/expenditure problem.

The existence of an operating deficit in one year is not cause for concern, but frequent and increasing deficits can indicate that current revenues are not supporting current expenditures, and that serious problems may lie ahead.

**Credit Industry Benchmarks:**

A current year operating deficit would be considered a minor warning signal, and the reasons and manner of funding would be carefully examined before it was even considered a negative factor. However, the following situations would be looked at with considerably more attention and would probably be considered negative factors:

1. Two consecutive years of operating fund deficits.
2. A current year deficit greater than the previous year's deficit.
3. A current operating fund deficit in two or more of the last five years.
4. An abnormally large deficit (5% to 10% of operating revenues) in any one year.

**Analysis:**

For the period shown, there have been three years (FY 1995, FY 1999 and FY 2000) where there was a deficit. In FY 1999 there was a planned use of accumulated appropriated fund balance. While the deficit is significant, it should be noted that the amount is still considerably below the amount budgeted for appropriated fund balance (\$2,378,624). For FY 2001 Management worked toward keeping the deficit at a minimum. The appropriated fund balance for FY 2004 is \$ 3,587,694. Therefore, a deficit in one year and a decrease to a smaller deficit amount in the next year is not, in and of itself, considered to be a negative factor. Management and the City Council will continue to closely monitor this indicator. The City is exploring additional avenues for increasing the revenue base.

According to Fiscal and Budget Policies adopted by Council, the City will calculate an unreserved, undesignated fund balance equal to 16% of expenditures for the adopted budget. These funds will be used to avoid cash flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining what is considered an investment grade bond rating capacity

**Sources:**

- Prior to FY 2004 City of Columbia Comprehensive Annual Financial Reports, Exhibits B-2 and B-3
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits B-2 and B-3

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**Notes:**

## Indicator 17

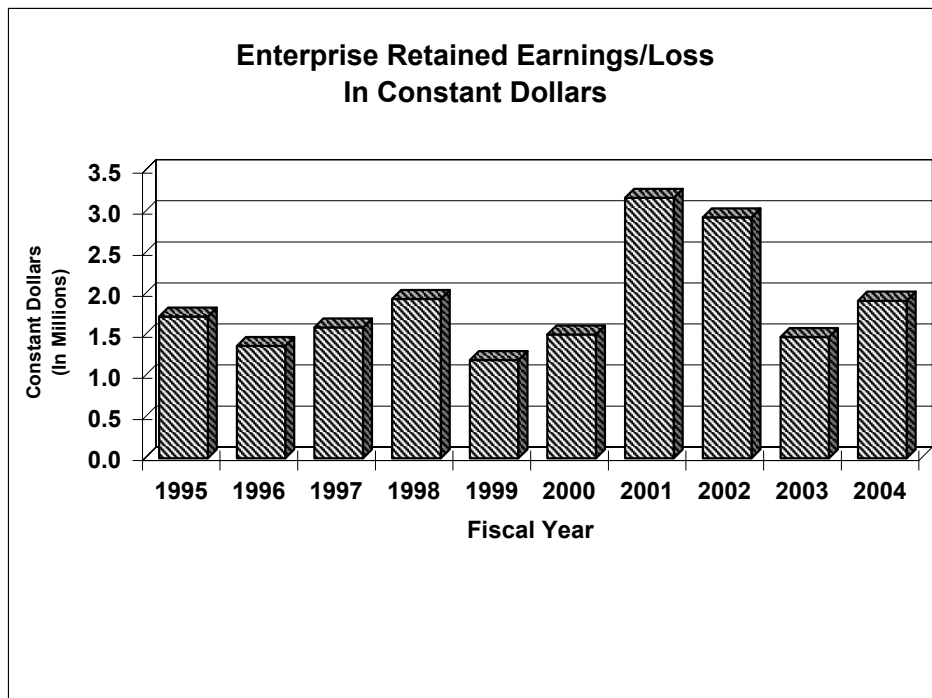
### ENTERPRISE RETAINED EARNINGS/LOSS

#### Warning Trend:

Consistent Enterprise Losses  
(Constant Dollars)

#### Formulation:

Enterprise Retained  
Earnings/Losses  
(constant dollars)



Fiscal Year	Net Income Transferred To Enterprise Fund Retained Earnings *	Consumer Price Index	Enterprise Fund Net Income Transferred To Retained Earnings In Constant Dollars
1995	\$7,931,815	459.0	\$1,728,064
1996	\$6,467,570	472.7	\$1,368,219
1997	\$7,705,995	483.0	\$1,595,444
1998	\$9,542,347	491.3	\$1,942,265
1999	\$6,024,953	503.9	\$1,195,664
2000	\$7,857,670	521.2	\$1,507,611
2001	\$16,788,902	529.2	\$3,172,506
2002	\$15,938,530	543.2	\$2,934,192
2003	\$8,193,498	554.3	\$1,478,170
<b>2004</b>	<b>\$10,917,443</b>	<b>568.7</b>	<b>\$1,919,719</b>

\* Enterprise Operations: Net Income Transferred to Retained Earnings, Water and Electric Utility, Sewer Utility, Airport, PublicTransportation, Solid Waste, Parking Facility, Recreation Services, Railroad, and Storm Water Utility.

\* FY 2001 shows an 8.9 million dollar increase due to GASB 33 requiring for the first time, that contributions be listed on the income statement as revenues.

**NOTE:** FY 1993 and FY 1997 Net Income was restated.

#### Description:

Enterprise losses are a special and highly visible type of operating deficit. Losses indicate problems since enterprises are expected to function as if they were commercially operated as a "for-profit" entity, as opposed to a not-for-profit" entity. In times of economic strain, most cities can usually raise taxes to support general fund programs. For the enterprise fund programs, however, the situation can be different. Administration may raise rates, but find that revenues do not increase accordingly since the user of the service may cut back on use. Enterprises are typically more subject to the market laws of supply and demand.

In addition, enterprise operations are also usually capital intensive and often need to issue Revenue Bonds to finance necessary capital improvements and additions. The interest rates and covenants associated with the issuance of such bonds can be significantly affected by the operating position of the Enterprise.

**Analysis:**

There have not been any Enterprise Losses in constant dollars for the period shown. Therefore, there is no warning trend for this indicator. The decrease in FY 1996 can be attributed to increased amounts of depreciation in major Enterprise Funds such as Water and Electric, Sewer, Solid Waste and Parking Facilities. An increase in FY 1998 and decrease in FY 1999 is primarily due to decreased investment revenue as a result of the adoption of GASB Statement No. 31 which establishes fair value standards for certain investments. The large increase in FY 2001 is due to the adoption of GASB Statement No. 33 which requires all contributions to be recognized as a revenue when reporting on the income statement. Therefore, due to large contributions in the Airport Fund, Sanitary Sewer Fund, and Public Transportation Fund, from other governmental units, the net income transferred to retained earnings increased substantially.

The City's Enterprise operations are in a very strong financial position and appear to be continuing to operate in a similar manner.

This is further evidenced by the following bond ratings:

Water and Electric Utility Revenue Bonds	--"AA" Moodys --"AA" Standard and Poor's
Sewer Utility Revenue Bonds	--"A1" Moodys --"AA-" Standard and Poor's
Parking Revenue Bonds	--NR

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit F-2
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit F-2
- Consumer Price Index (Bureau of Labor Statistics Web Site)
- [www.stats.bls.gov/news.release](http://www.stats.bls.gov/news.release) for the month of December

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**Notes:**

## Indicator 18

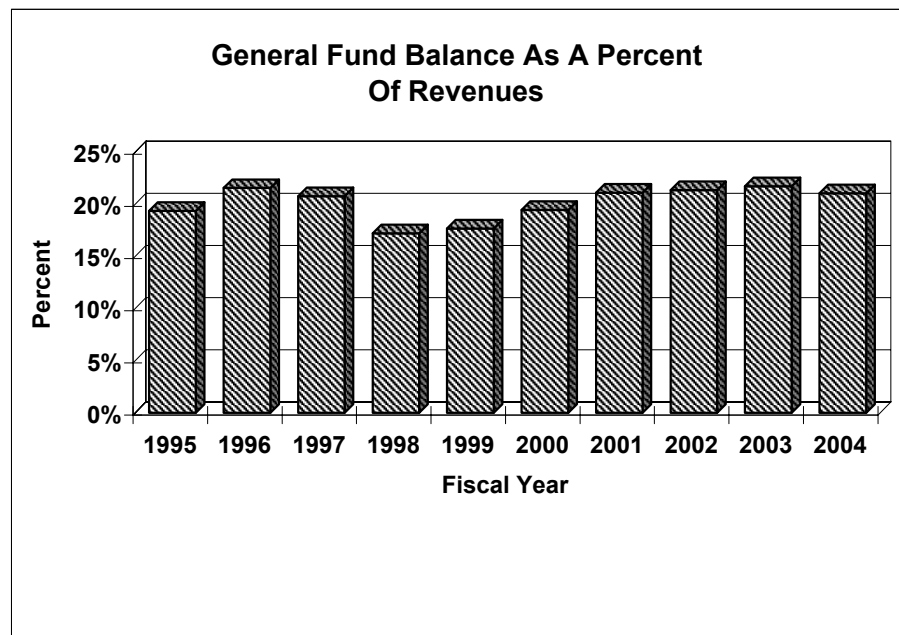
### GENERAL FUND BALANCES

#### Warning Trend:

Declining Unreserved Fund Balance  
of General Fund as a Percent  
of Net Operating Revenues

#### Formulation:

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



Fiscal Year	General Fund Unreserved/ Undesignated Fund Balance	Operating Revenues & Transfers *	Fund Balance As A Percent Of Revenues
1995	\$7,151,470	\$36,945,336	19.4%
1996	\$8,361,444	\$38,794,027	21.6%
1997	\$8,560,657	\$41,207,631	20.8%
1998	\$7,486,178	\$43,532,800	17.2%
1999	\$7,673,988	\$43,416,652	17.7%
2000	\$8,539,921	\$43,891,836	19.5%
2001	\$10,274,719	\$48,665,665	21.1%
2002	\$11,021,979	\$51,593,618	21.4%
2003	\$11,770,085	\$54,210,002	21.7%
2004	<b>\$12,254,834</b>	<b>\$58,238,591</b>	<b>21.0%</b>

Note: Minimum Recommended Level - After evaluating all pertinent factors regarding maintenance of reserve levels, the Finance Department arrived at a figure equaling approximately two month's operating expenditures as a minimum desirable balance. It should be pointed out that much of the evaluation is subjective and that some of the evaluative criteria are highly sensitive to change in national and regional economic factors.

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

#### Description:

Most communities maintain some type of reserves in order to meet unforeseen contingencies. There exist no set rules for determining at what levels these reserves should be maintained. Much depends on such factors as the kind of natural disasters or hardships the City is subject to, the flexibility of the City's revenue base, national economic conditions, and the City's overall financial health.

In evaluating the desirable, or prudent, level at which reserves should be maintained to ensure sufficient flexibility to meet special needs the following should be considered:

1. What is the potential for revenue deficits?
2. What is the degree of reliance on intergovernmental revenues and the likelihood of significant portions of these revenues being discontinued in the short-run?

3. What type of insurance program does the City have?
4. What kind of losses are likely from natural disasters that would be ineligible for federal and state aid?
5. What is the City's short-term and long-term borrowing capability?
6. How much liquidity exists in City funds (see Indicator 19-A)?

**Analysis:**

It has been determined by the City Council and Management that the City of Columbia's level for the unreserved fund balance should be approximately 16% of annual expenditures. The unreserved fund balance for this fund at the end of FY 2004, if actual revenues and expenditures are close to the budgeted amounts, is estimated to be 16.00% of budgeted expenditures not including unrealized gains and losses.

In FY 2004 with actual revenues slightly higher than estimated during budget preparation while expenditures being a great deal less than budgeted, our ending unreserved, undesignated fund balance is \$12,254,834 or 21.04% of FY 2004 total revenues.

**Sources:**

- City of Columbia Annual Budget
- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibits B-1 and B-3
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits B-1 and B-3

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**Notes:**

## Indicator 19-A

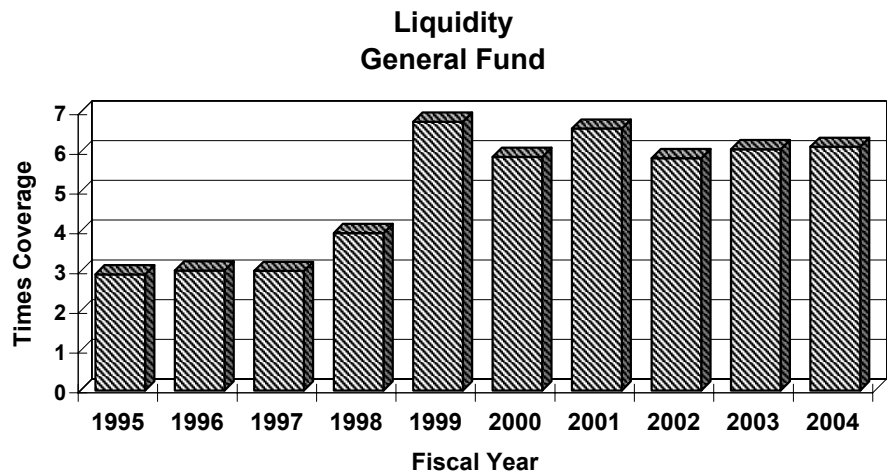
### LIQUIDITY: General Fund

#### Warning Trend:

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

#### Formulation:

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



Fiscal Year	Cash, Marketable Securities, and Applicable Receivables* & Other Assets	Current Liabilities	Cash, Marketable Securities & Receivables Coverage of Current Liabilities
1995	\$14,418,955	\$4,930,131	2.92
1996	\$16,163,531	\$5,352,900	3.02
1997	\$17,699,374	\$5,883,569	3.01
1998	\$16,367,975	\$4,127,156	3.97
1999	\$12,683,412	\$1,873,983	6.77
2000	\$12,876,420	\$2,189,059	5.88
2001	\$16,148,334	\$2,449,578	6.59
2002	\$17,493,126	\$2,990,522	5.85
2003	\$19,626,006	\$3,232,139	6.07
2004	\$21,672,280	\$3,532,872	6.13

Point at Which Ratio Becomes a Negative Factor:

1.00

\* Applicable Receivables: Accounts Receivable, Net Taxes Receivable, Grants Receivable, Accrued Interest, Due from Other Funds, and Loans Receivable.

#### Description:

A good measure of a city's short-run financial condition is its cash position. "Cash position" includes cash, marketable securities, as well as other assets that can quickly be converted into cash. The level of such assets is referred to as liquidity. Liquidity is a measure of a city's ability to pay its short-term obligations. The immediate effect of insufficient liquidity is inability to pay bills in a timely manner. This can jeopardize the city's relationship with its vendors and can reduce the effectiveness and savings of the competitive bidding process associated with purchasing.

Low or steadily declining liquidity can indicate that a city has, or is, overextending itself in the long run, the first sign being a cash shortage. A standard ratio of liquidity used to analyze commercial entities is the quick ratio, or "acid test;" that is, cash, marketable securities, and accounts receivable (within 30 days) divided by current liabilities. If the ratio is approaching one, or less than one, the commercial entity is considered to be facing liquidity problems.

## **Credit Industry Benchmarks:**

If the ratio is less than one, it is considered to be a negative factor, but would be mitigated if a prior trend of three years or more indicates that the ratio will exceed one in the following year. A three-year trend of less than one would be considered a negative factor.

## **Analysis:**

Given credit industry benchmarks which state it is not considered a negative factor unless the ratio drops below one, the City of Columbia's ratios for the period shown are not negative and have ranged from a low of 2.92:1.0 to a high of 6.77:1.0. Cash, Marketable Securities and Applicable Receivables have increased from \$14,418,955 in FY 1995 to \$21,672,280 in FY 2004. The FY 1994 - FY 1996 increases in Current Liabilities are due to Unearned Local Use Tax. Since the Local Use Tax was ruled unconstitutional, the City paid back the Local Use Tax to the state in FY 1998.

## **Sources**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Report, Exhibit B-1
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-1

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## **Notes:**

## Indicator 19-B

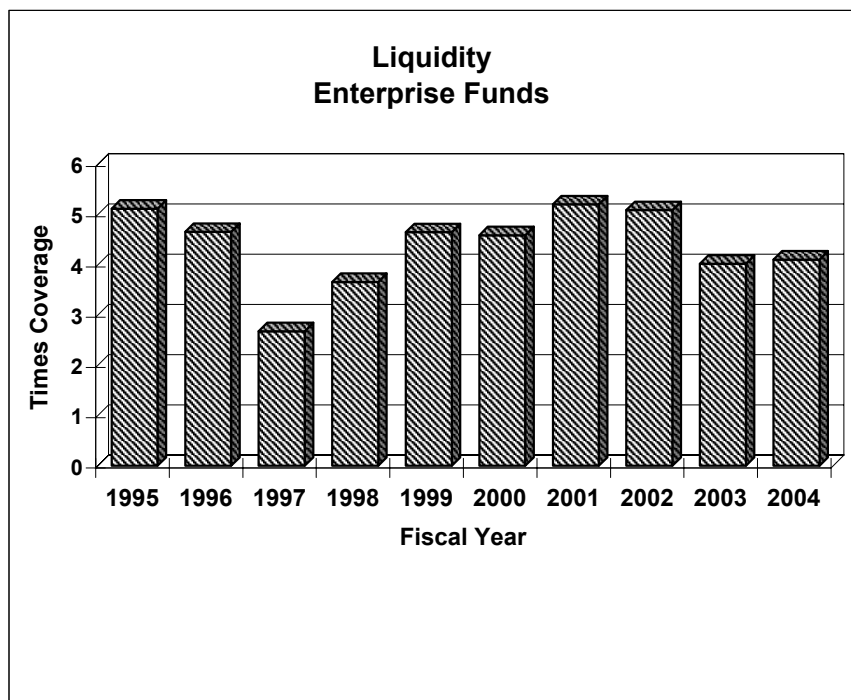
### LIQUIDITY: Enterprise Funds

#### Warning Trend:

Quick Ratio on Current Unrestricted Assets (less inventories) to Current Unrestricted Liabilities of Less than One

#### Formulation:

$$\frac{\text{Current Unrestricted Assets (Less Inventories)}}{\text{Current Unrestricted Liabilities}}$$



Fiscal Year	Current Unrestricted Assets (Less Inventory) *	Current Liabilities	Ratio Of Assets To Liabilities
1995	\$31,623,458	\$6,178,362	5.12
1996	\$30,615,405	\$6,576,293	4.66
1997	\$18,374,184	\$6,862,480	2.68
1998	\$31,240,140	\$8,535,261	3.66
1999	\$37,184,165	\$7,997,785	4.65
2000	\$37,569,623	\$8,187,074	4.59
2001	\$39,800,918	\$7,649,216	5.20
2002	\$41,034,204	\$8,064,656	5.09
2003	\$36,074,250	\$8,967,580	4.02
2004	\$39,537,431	\$9,627,206	4.11

Point at Which Ratio Becomes a Negative Factor:

1.00

\* Total Current Assets less Inventory.

FY 1997 Current Assets were restated in FY 1998.

#### Description:

A good measure of the Enterprise Fund's short-run financial condition is liquidity, or the level of current assets. Current assets are comprised of cash and cash equivalents, as well as receivables expected to be turned into cash within 30 days. Liquidity problems can result in deteriorating vendor relationships if accounts are not paid in a timely manner, as well as poor bond ratings on revenue bonds. Commercial entities measure liquidity by use of the "quick," or "acid ratio," that is, current assets (less inventory) divided by current liabilities. If the ratios approaching, or is less than one to one, the entity is considered to be facing liquidity problems.

**Credit Industry Benchmarks:**

If the ratio is less than "one to one" (1:1), it is considered a negative factor, but would be mitigated if a prior trend of three or more years would indicate that the ratio will exceed one in the following year. A three-year trend of ratios less than one would be considered a decidedly negative factor.

**Analysis:**

Liquidity for the City's Enterprise Funds has ranged from a low of 2.68:1.0 to a high of 5.20:1.0, with the FY 2004 ratio at 4.11:1.0. At no time during the ten-year period did the ratio fall below the 1.0:1.0 mark which is considered a negative factor by the credit rating agencies of the City.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit F-1
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit F-1

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**Notes:**

## Indicator 20-A

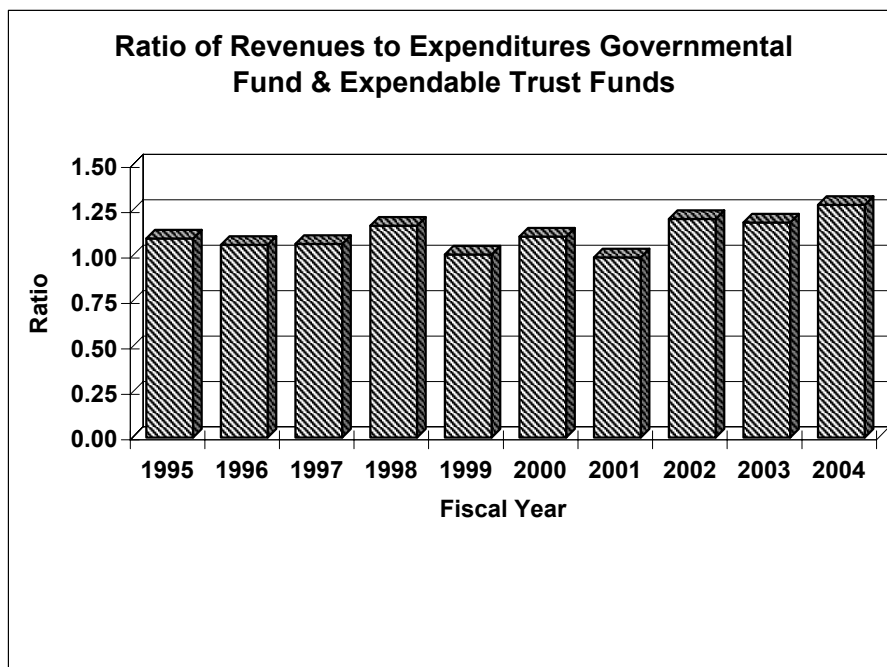
### RATIO OF REVENUES TO EXPENDITURES: Governmental Funds & Expendable Trust Funds

#### Warning Trend:

Declining Ratio of Total Revenues  
To Total Expenditures and/or a Ratio  
of Less Than 1%

#### Formulation:

$$\frac{\text{Total Revenues}}{\text{Total Expenditures}}$$



Fiscal Year	Total Revenues *	Total Expenditures **	Ratio Of Total Revenues To Total Expenditures
1995	\$47,039,489	\$42,923,445	1.10
1996	\$49,395,510	\$46,579,982	1.06
1997	\$53,839,914	\$50,522,829	1.07
1998	\$58,234,676	\$49,927,104	1.17
1999	\$56,997,403	\$56,529,383	1.01
2000	\$63,586,284	\$57,432,697	1.11
2001	\$71,178,120	\$71,764,418	0.99
2002	\$72,502,454	\$60,233,633	1.20
2003	\$74,269,175	\$62,670,872	1.19
<b>2004</b>	<b>\$82,290,850</b>	<b>\$64,233,974</b>	<b>1.28</b>

\* Total Revenues: Governmental Fund Types and Fiduciary Fund Type (Expendable Trust Funds). Total Revenues do not include Operating Transfers, Proceeds of Capital Improvement Bonds, or Appropriation of Prior Year Fund Balance.

\*\* Total Expenditures: Governmental Fund Types and Fiduciary Fund Type (Expendable Trust Funds). Total Expenditures do not include Transfers or Capital Leases.

#### Description:

Total Revenues is the sum of revenues for all governmental and expendable trust funds, while Total Expenditures are the sum of expenditures for all governmental and expendable trust funds. The City of Columbia's General Fund utilizes both Operating Transfers In and Operating Transfers Out. The major Operating Transfers Out of the General Fund subsidize enterprise operations (Public Transportation, Recreation Services, Airport, etc.) which are often privately run in other cities.

The Operating Transfers Into the General Fund represent a reimbursement for services rendered by General Fund departments. These include REDI (for services provided by Economic Development), Public Improvement Fund (for engineering services), Employee Benefit Fund (for Employee Health Wellness services provided by the Health Department), CDBG Fund (for services provided by the Planning Department), and Self Insurance Fund (for services provided by the Finance Department). There are also two special tax revenues (Transportation Sales Tax and Special Road District Tax) which are transferred into the General Fund to cover expenditures for services provided by General Fund departments.

A ratio of less than 1.0 would indicate that a deficit has occurred. However, this does not necessarily mean the budget will be out of balance. Reserves (fund balances) and transfers are sometimes used to cover the difference. Increasing use of transfers and reserves should be closely monitored as it may indicate a revenue/expenditure problem.

## **Analysis:**

The ratio of Total Revenues to Total Expenditures has ranged from a low of 0.99 to a high of 1.28 during the period shown. During this period the ratio has varied by no more than 0.21 from one year to following year. A warning trend would occur if there were several years of ratios less than 1.0 or if the ratio continued to decrease. This would indicate revenues are unable to keep up with increases in expenditures. However, this is not the case as the ratio has been above the 1.0 mark for all of the years studied and the decreases have been minimal.

## **Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit A-2
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit A-2

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## **Notes:**

## Indicator 20-B

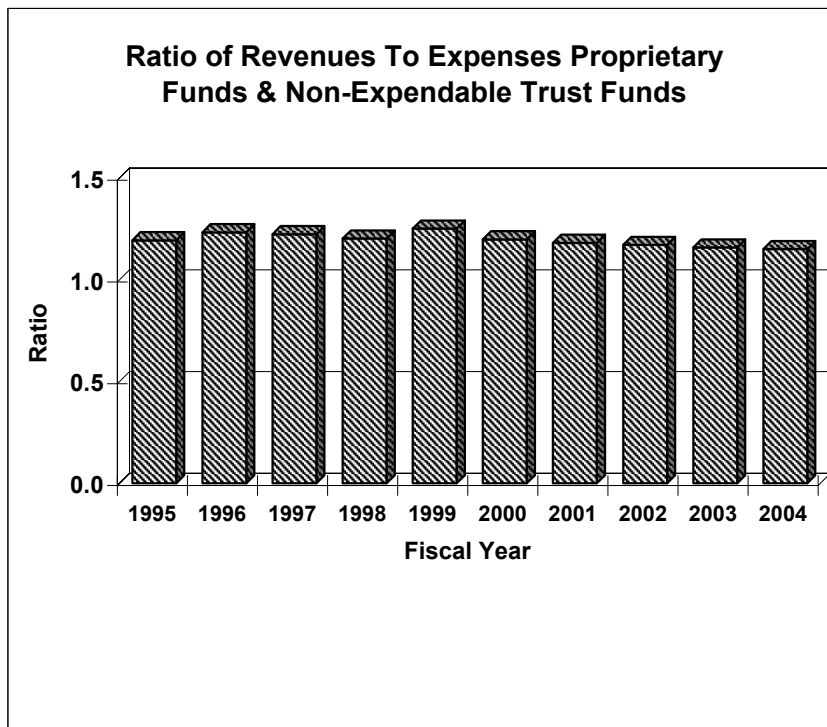
### RATIO OF REVENUES TO EXPENSES Proprietary Funds & Non-Expendable Trust Funds

#### Warning Trend:

Declining Ratio of Total Revenues  
To Total Expenses and/or  
Ratio of Less Than 1%

#### Formulation:

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



Fiscal Year	Operating Revenues *	Operating Expenses **	Ratio Of Total Revenues To Total Expenses
1995	\$87,986,791	\$73,607,277	1.20
1996	\$92,910,623	\$75,257,171	1.23
1997	\$96,705,651	\$78,937,286	1.23
1998	\$102,052,787	\$84,737,726	1.20
1999	\$106,697,535	\$85,140,624	1.25
2000	\$106,865,785	\$89,063,506	1.20
2001	\$111,107,895	\$93,918,281	1.18
2002	\$113,554,108	\$96,878,653	1.17
2003	\$121,739,450	\$104,943,688	1.16
<b>2004</b>	<b>\$127,025,504</b>	<b>\$110,253,060</b>	<b>1.15</b>

\* Operating Revenues: Enterprise, Internal Service Funds and Fiduciary Fund Type (Non-Expendable Trust Funds). Does Not include Operating Transfers, Equity Transfers, or Non-Operating Revenue.

\*\* Operating Expenses: Enterprise, Internal Service Funds and Fiduciary Fund Type (Non-Expendable Trust Funds). Does Not include Operating Transfer: To Other Funds, Equity Transfers To Other Funds, or Non-Operating Expenses.

\*\*\* FY 1997 Operating Revenues were restated in FY 1998 and FY 1999 was restated in FY 2000.

## Description:

Operating Revenues is the sum of all operating revenues for proprietary and non-expendable trust funds, while Operating Expenses is the sum of all operating expenses for all proprietary and non-expendable trust funds. These revenues and expenses do not include non-operating revenues(expenses) nor operating transfers. Since the City of Columbia is a full-service city, it is difficult to find comparable cities with the number and scope of our enterprise operations. A ratio of less than 1% would indicate that a net loss has occurred. In enterprise funds, this net loss would signal problems since they are expected to function as if they were commercially operated as a "for-profit" entity, as opposed to a "not- for-profit" entity.

**Analysis:**

The ratio of Operating Revenues to Operating Expenses has ranged from a low of 1.15 to a high of 1.25 during the period shown. A warning trend would occur if there were several years of ratios less than 1.0 or if the ratio continued to decrease. This would indicate revenues are unable to keep up with increases in expenses. The ratio has been above 1.0 for all years studied and remained relatively stable during that time.

**Sources:**

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

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**Notes:**

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Debt Structure  
Numbers 21 - 23  
FY 1995 - FY 2004

***Changes in the debt structure can be  
monitored by the use of the following indicators:***

- ▶ Current Liabilities
- ▶ General Obligation Long-Term Debt
- ▶ Debt Service



*City of Columbia  
Columbia, Missouri*

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## DEBT STRUCTURE INDICATORS: NUMBERS 21 - 23

Debt structure is important to analyze because debt is an explicit expenditure obligation that must be satisfied when due. Debt is an effective and logical method of financing capital improvements, but its misuse can cause serious financial problems. Even a temporary inability to repay can result in loss of credit rating, increased cost of future borrowing, and loss of autonomy to the state and regulatory bodies.

The most common forms of long-term debt are general obligation and revenue bonds. Even when these types of debt are used exclusively for capital projects, cities need to be careful that their outstanding debt does not exceed their ability to repay as measured by the wealth of the community in the form of property value or personal or business income. Another way to evaluate ability to repay is to consider the amount of principal and interest of debt service that the City is obligated to repay each year.

Under the most favorable circumstances, a city's debt would remain proportionate to its size and tax base; would not extend past the useful life of the facilities which it finances; would not be used as an instrument to balance the operating budget; would not require a repayment schedule that would be an excessive burden on operating expenditures; and would not be at a point which would jeopardize the city's credit rating.

## Indicator 21-A

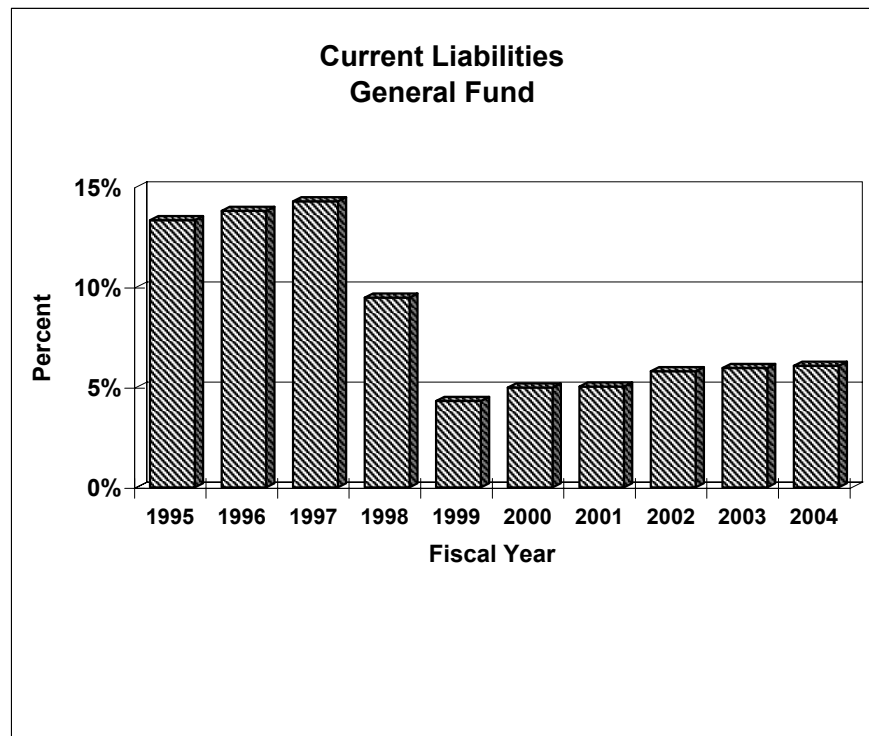
### CURRENT LIABILITIES: General Fund

#### Warning Trend:

Increasing Current Liabilities as a  
Percent of Operating Revenues

#### Formulation:

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



Fiscal Year	Current Liabilities	Operating Revenues & Transfers *	Current Liabilities As A Percentage Of Oper. Rev. & Transfers
1995	\$4,930,131	\$36,945,336	13.34%
1996	\$5,352,900	\$38,794,027	13.80%
1997	\$5,883,569	\$41,207,631	14.28%
1998	\$4,127,156	\$43,532,800	9.48%
1999	\$1,873,983	\$43,416,652	4.32%
2000	\$2,189,059	\$43,891,836	4.99%
2001	\$2,449,576	\$48,665,665	5.03%
2002	\$2,990,522	\$51,593,618	5.80%
2003	\$3,232,139	\$54,210,002	5.96%
<b>2004</b>	<b>\$3,532,872</b>	<b>\$58,238,591</b>	<b>6.07%</b>

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

#### Description:

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

## **Credit Industry Benchmarks:**

The credit industry considers the following as negative factors:

- Short-term debt liability of 5% or more of operating revenues;
- Two years of increasing short-term debt liability.

## **Analysis:**

Current liabilities as a percentage of operating revenues have varied ranging from a low of 4.32 % to a high of 14.28 % during the period shown. The year-to-year variances in the trend are mostly attributable to variations in accrued payroll, deferred revenues, short-term borrowing and accounts payable. The FY 1994 thru FY 1997 Current Liabilities increases are due to the collection of Unearned Local Use Tax, which was under litigation for several years. As of FY 1997, the City had \$4,051,166 in Unearned Local Use Tax. The City set aside these amounts and did not spend the money as some other cities did. The Local Use Tax was ruled unconstitutional and in FY 1998 \$1,861,785 was paid back to the state from the Local Use Tax Collected.

## **Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibits B-1 and B-3
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits B-1 and B-3

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## **Notes:**

## Indicator 21-B

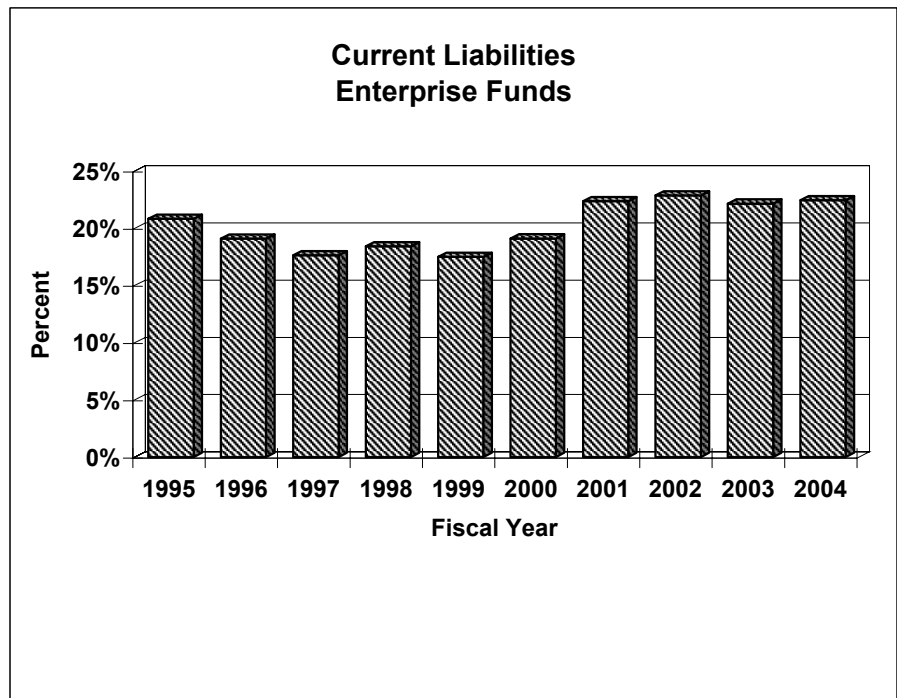
### CURRENT LIABILITIES: Enterprise Funds

#### Warning Trend:

Increasing Current Liabilities as a  
Percent of Operating Revenues

#### Formulation:

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



Fiscal Year	Current Liabilities (Restricted and Unrestricted)	Operating Revenues & Transfers	Current Liabilities As A Percentage Of Oper. Rev. & Transfers
1995	\$16,299,846	\$78,317,436	20.81%
1996	\$15,769,525	\$82,640,102	19.08%
1997	\$15,248,388	\$86,492,627	17.63%
1998	\$16,846,755	\$91,462,447	18.42%
1999	\$16,573,161	\$94,728,093	17.50%
2000	\$18,086,413	\$94,703,896	19.10%
2001	\$21,983,412	\$98,352,092	22.35%
2002	\$23,554,775	\$103,079,659	22.85%
2003	\$24,115,236	\$108,891,356	22.15%
<b>2004</b>	<b>\$25,518,043</b>	<b>\$113,733,174</b>	<b>22.44%</b>

Note: Current Liabilities and Operating Revenues and Transfers for all enterprise funds.

FY 1997 Operating Revenues and Transfers were restated in FY 1998.

#### Description:

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

## Credit Industry Benchmarks:

The credit industry considers the following as negative components of current liabilities:

- Short-term debt outstanding at year's end exceeding 5% of operating revenues;
- Two-year trend of increasing short-term debt outstanding.

## Analysis:

Current liabilities as a percentage of operating revenues have ranged from a low of 17.50% to a high of 22.85% during the period shown. While the percentage has been above 5% for all of the years listed, there have not been any two year trends of increasing short-term debt outstanding. The enterprise operations remain in good financial condition. Current liabilities fluctuate from year to year primarily due to increases or decreases in Accounts Payable, accrued payroll, payroll taxes, and construction contracts payable. Outstanding short-term debt as a percent of operating revenues and transfers for FY 2004 was 0.01%.

### Outstanding Short-Term Debt as a Percent of Operating Revenues and Transfers

---

1995	0.09%	2000	0.03%
1996	0.18%	2001	0.03%
1997	0.19%	2002	0.00%
1998	0.03%	2003	0.01%
1999	0.03%	2004	0.01%

## Sources:

--Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibits F-1 and F-2

Short-Term Debt: Current Liability

Notes Payable

Interest Payable

Loans Payable

Obligations Under Capital Leases

--FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits F-1 and F-2

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## Notes:

## Indicator 22-A

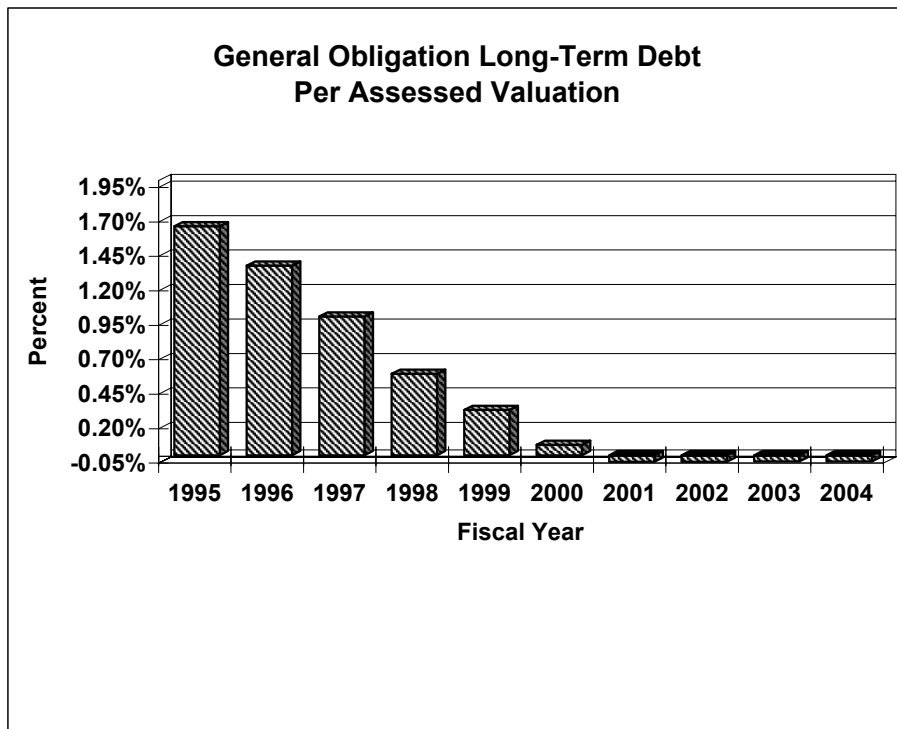
### GENERAL OBLIGATION LONG-TERM DEBT (per assessed valuation)

#### Warning Trend:

Increasing Amount of Net Bonded  
Debt as a Percent of  
Assessed Value

#### Formulation:

$$\frac{\text{General Obligation  
Long-Term Debt}}{\text{Assessed Valuation}}$$



Fiscal Year	Net Outstanding General Obligation Debt *	Assessed Valuation**	Net Outstanding General Obligation Debt As A Percentage Of Assessed Valuation
1995	\$10,095,066	\$607,730,650	1.66%
1996	\$8,841,556	\$643,215,321	1.37%
1997	\$7,018,692	\$697,091,033	1.01%
1998	\$4,892,021	\$827,671,019	0.59%
1999	\$2,865,087	\$870,153,771	0.33%
2000	\$691,359	\$910,755,127	0.08%
2001	(\$449,573)	\$948,632,001	-0.05%
2002	(\$490,238)	1,020,341,889	-0.05%
2003	(\$484,393)	1,068,059,364	-0.05%
2004	(\$493,497)	1,115,649,375	-0.04%

\* Total General Obligation Bond Debt Outstanding less Amount Available in Debt Service Fund.

\*\* FY 1995 and prior years do NOT include State Assessed Value.

#### Description:

General obligation debt is debt for which the City has pledged its full faith-and-credit taxing power. An increase in general obligation debt as a percentage of assessed valuation can indicate that the City's ability to repay is diminishing. Since the City's reliance on property tax revenues is marginal, indicator 22-B may be a more true indication of the impact on citizens of the City's long-term debt.

## Analysis:

The credit industry suggests that outstanding long-term debt does not constitute a cause for concern until it begins to exceed 10% of assessed valuation, that is, assuming that assessed valuation's assessment ratios are higher than what have typically been shown in the State of Missouri. For example, our assessment ratio is 24%. In many states across the country, assessment ratios are much higher, therefore, the credit industry benchmark of 10% would be a valid benchmark. As far as Columbia is concerned, as well as most Missouri municipalities, this is not the case because of the artificially low assessment ratios.

General long-term debt has decreased from 1.66% to -0.05% over the past ten years. The City's percentages have been well within the credit industry benchmarks for all years listed.

The City of Columbia General Obligation Bond Ratings are AA.

## Sources:

--Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Table 5 and Exhibit J-1

--FY 2002 to present City of Columbia Financial Management Information Supplement, Table 5 and Exhibit J-1

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## Notes:

## Indicator 22-B

### GENERAL OBLIGATION LONG-TERM DEBT (per capita)

#### Warning Trend:

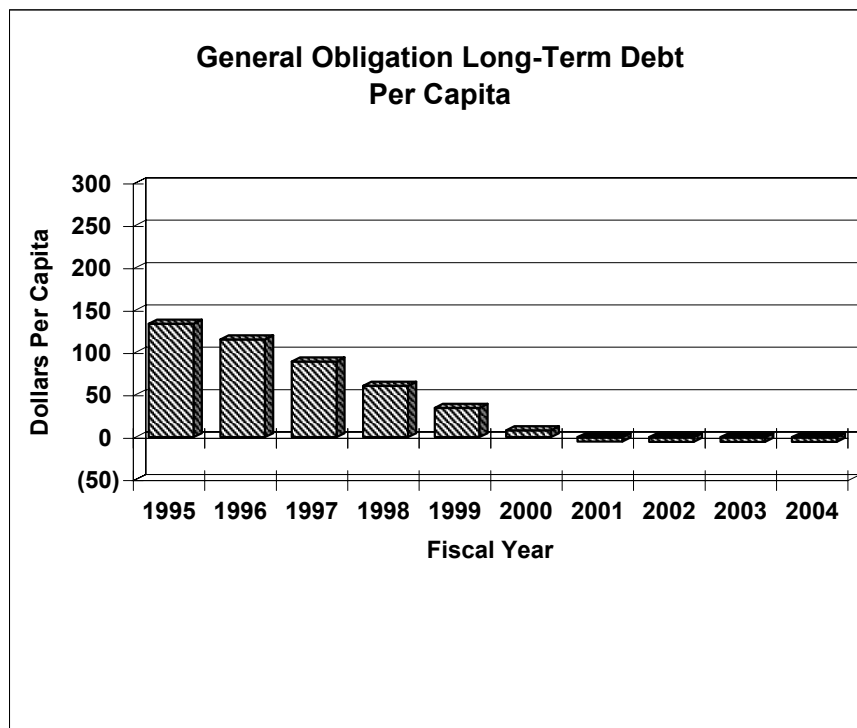
Increasing Amount of Net General  
Obligation Debt Outstanding  
per Capita

#### Formulation:

General Obligation

---

Current Population



Fiscal Year	Net Outstanding General Obligation Debt *	Estimated Population**	Net Outstanding General Obligation Debt Per Capita
1995	\$10,095,066	75,415	\$133.86
1996	\$8,841,556	76,756	\$115.19
1997	\$7,018,692	78,675	\$89.21
1998	\$4,892,021	80,642	\$60.66
1999	\$2,865,087	82,658	\$34.66
2000	\$691,359	84,531	\$8.18
2001	(\$449,573)	86,391	(\$5.20)
2002	(\$490,238)	88,291	(\$5.55)
2003	(\$484,393)	89,174	(\$5.43)
2004	(\$493,497)	90,066	(\$5.48)

\* Total General Obligation Bond Debt Outstanding less Debt Service Fund.

\*\* Census numbers were used for 1996 and 2000. All other years reflect 1% growth except 1997-99 which reflect a 2.5% growth rate.

#### Description:

General obligation debt is where the City has pledged its full-faith-and-credit taxing powers. One way to monitor this obligation is on a per capita basis. This is an especially useful measure for cities that do not rely heavily on the property tax. The per capita measure shows how outstanding debt is changing in relation to changes in population. As population or households increase, it would be expected that capital needs increase, and hence, long-term debt needs would increase.

## **Credit Industry Benchmarks:**

The following are considered warning trends:

- Overall debt exceeding \$1,200 per capita;
- Level of general obligation debt exceeding 90% of amount authorized by law.

## **Analysis:**

General Obligation Bond Debt per capita has decreased from \$133.86 to \$ -5.55 for the period shown. Given the credit industry marks of overall debt not exceeding \$1,200 per capita, the city is well within the industry guidelines and should not be considered a negative factor.

## **Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit J-1
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit J-1
- 

## **Notes:**

## Indicator 23-A

### DEBT SERVICE: General Obligation Bonds

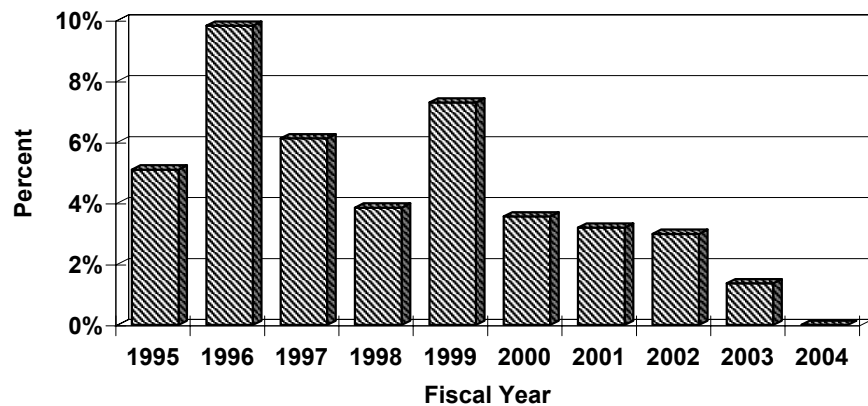
#### Warning Trend:

Increasing Amount of Debt Service  
as a Percent of Operating  
Revenues and Transfers  
of General Fund

#### Formulation:

$$\frac{\text{Net Debt Service}}{\text{Operating Revenues and Transfers}}$$

### Debt Service General Obligation Bonds



Fiscal Year	Net Debt Service *	Operating Revenues & Transfers **	Debt Service As a Percentage Of Revenues
1995	\$1,882,635	\$36,945,336	5.10%
1996	\$3,806,384	\$38,794,027	9.81%
1997	\$2,521,710	\$41,207,631	6.12%
1998	\$1,672,930	\$43,532,800	3.84%
1999	\$3,166,664	\$43,416,652	7.29%
2000	\$1,560,655	\$43,891,836	3.56%
2001	\$1,552,795	\$48,665,665	3.19%
2002	\$1,540,450	\$51,593,618	2.99%
2003	\$738,500	\$54,210,002	1.36%
2004	\$0	\$58,238,591	0.00%

\* Total Debt Service Less Debt Service for Revenue Bonds (includes Interest and Principal).

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

#### Description:

Debt service here is defined as the amount of principal and interest that a city must pay each year on its long-term debt. As debt service increases, it adds to the city's fixed obligations and reduces its expenditure flexibility. Debt service can be a major part of a city's fixed costs, and excessive increases can indicate excessive debt and fiscal strain.

**Credit Industry Benchmarks:**

If debt service on net general obligation debt exceeds twenty percent (20%) of operating revenues, it is considered a potential problem. A level of ten percent (10%) or below is considered good.

**Analysis:**

Debt service on general obligation bond debt have ranged from a low of 0.00% to a high of 9.81% for the period shown. All of the percentages were far less than the 20% mark which is considered a level of potential problem. The increase in FY 1996 was due to an additional payment being made to the 1992 General Obligation Refunding Bonds (Debt Service Fund) above the originally scheduled payment. Thus there is no cause for concern.

For FY 2004 the City of Columbia had no General Obligations Bonds

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-3 and Table 12
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-3 and Table 12

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**Notes:**

## Indicator 23-B

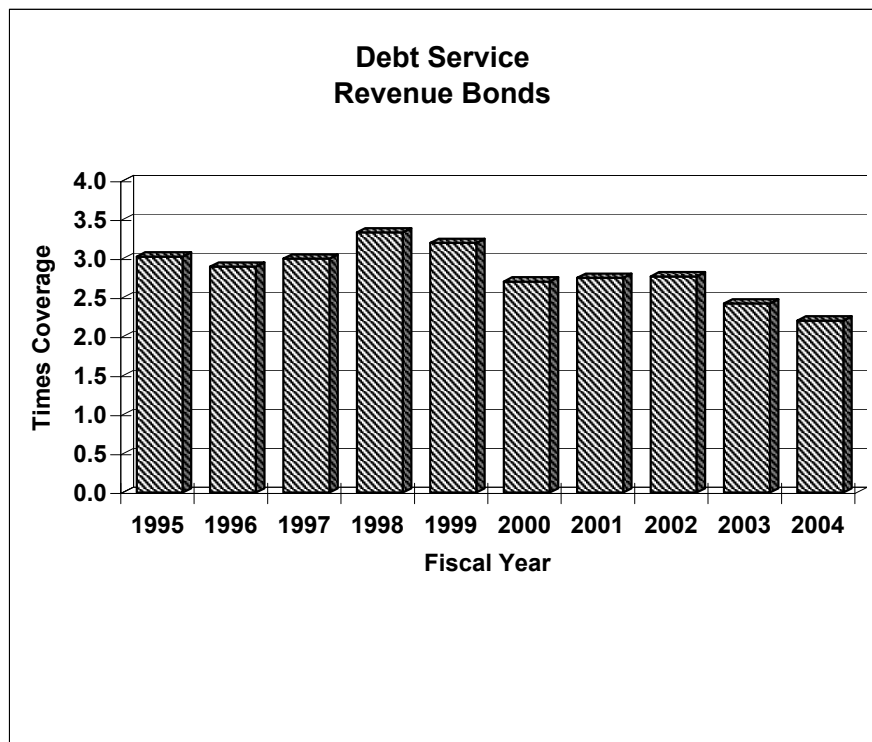
### DEBT SERVICE: Revenue Bonds

#### Warning Trend:

Debt Service Coverage of Less Than  
One for Utilities with  
Revenue Bonds Outstanding

#### Formulation:

$$\frac{\text{Net Operating Revenues}}{\text{Total Debt Service}}$$



Fiscal Year	Debt Service *	Net Revenues **	Debt Service Coverage
1995	\$5,934,689	\$17,959,027	3.03
1996	\$5,810,631	\$16,823,716	2.90
1997	\$6,154,500	\$18,461,462	3.00
1998	\$5,791,419	\$19,309,752	3.33
1999	\$7,148,469	\$22,877,284	3.20
2000	\$7,442,075	\$20,140,369	2.71
2001	\$7,655,133	\$21,073,831	2.75
2002	\$7,560,622	\$20,957,787	2.77
2003	\$8,448,687	\$20,491,670	2.43
<b>2004</b>	<b>\$9,014,478</b>	<b>\$19,882,747</b>	<b>2.21</b>

\* Debt Service: FY 1991 - 1995 comprised of Water and Electric, Sewer, and Solid Waste Funds. FY 1996 - FY 2001 comprised of Water and Electric, Sewer and Parking Facilities. Solid Waste Fund debt was retired during FY 1996.

\*\* Net Operating Revenue: Operating Revenues Less Operating Expenses for Water and Electric, Sewer, and Solid Waste Funds for FY 1991-FY 1995. FY 1996 - FY 2004 was for Water and Electric, Sewer, and Parking Facilities as the Solid Waste Fund debt was retired.

#### Notes:

Point at which Trend becomes a negative factor is 1%.

#### Description:

Debt service is defined as the amount of principal and interest that must be paid each year on long-term debt. Credit rating firms look at debt service coverage by net operating revenues as opposed to debt service as a percent of all operating revenues as is done with General Obligation Debt. A coverage decline below 1.10 is viewed as cause for concern by credit rating firms. In such a case either debt service requirements have become excessive or revenues are not keeping up with expenses.

**Analysis:**

The debt service coverage ratio has remained relatively stable, varying no more than 1.12 percentage points from the highest to the lowest debt service coverage. Therefore, from the credit industry benchmark of debt service coverage with less than one being a negative factor, the utilities are exhibiting a positive trend in this area.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Tables 13 to 15 and Exhibit F-2
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Tables 13 to 15 and Exhibit F-2
- 

**Notes:**

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Unfunded Liabilities  
Numbers 24 - 25  
FY 1995 - FY 2004

***Changes in unfunded liabilities can be  
monitored by the use of the following indicators:***

- ▶ Pension Assets
- ▶ Accumulated Employee Leave



*City of Columbia  
Columbia, Missouri*

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## UNFUNDED LIABILITIES: NUMBERS 24 - 25

An unfunded liability is a liability incurred during the current or a prior year that does not have to be paid until a future year, and for which reserves have not been set aside. Due to their potential magnitude, if these types of obligations are permitted to grow over a long period of time, they can have a substantial affect on a city's financial condition.

Most unfunded liabilities have significant potential because:

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

Examples could be pension liabilities and employee benefit liabilities.

## Indicator 24

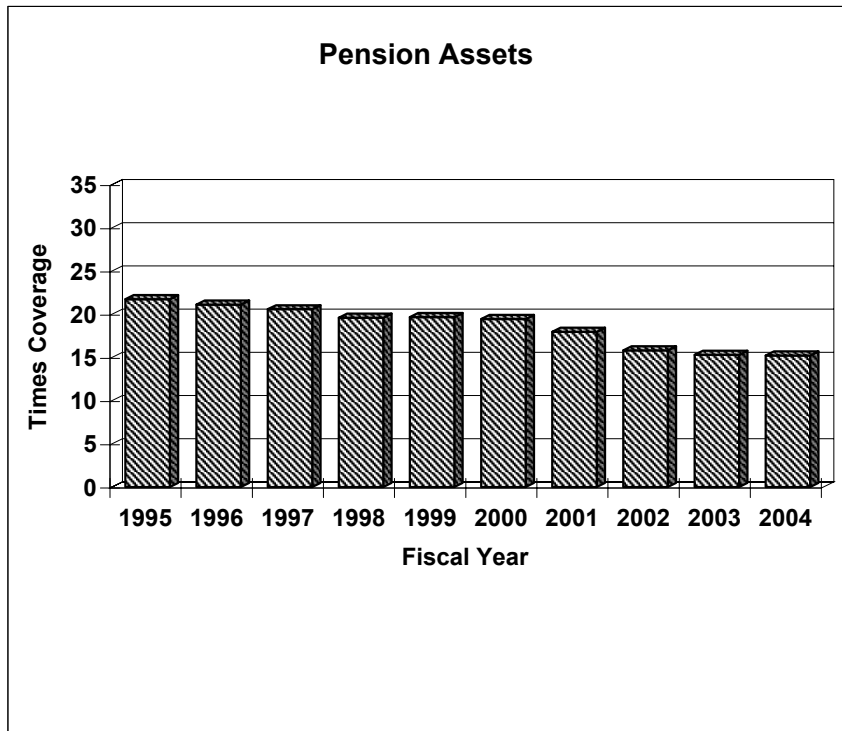
### PENSION ASSETS

#### Warning Trend:

Decreasing Value of Pension Assets  
as a Percentage of Benefits Paid

#### Formulation:

$$\frac{\text{Pension Plan Assets}}{\text{Benefits Paid}}$$



Fiscal Year	Pension Plan Assets *	Benefits Paid	Ratio Of Assets To Benefits Paid
1995	\$61,952,777	\$2,851,733	21.7
1996	\$68,342,986	\$3,237,490	21.1
1997	\$79,080,324	\$3,843,739	20.6
1998	\$87,300,395	\$4,457,749	19.6
1999	\$98,788,558	\$5,021,851	19.7
2000	\$107,833,717	\$5,550,035	19.4
2001	\$116,140,896	\$6,471,052	17.9
2002	\$117,370,785	\$7,420,606	15.8
2003	\$123,638,317	\$8,090,630	15.3
<b>2004</b>	<b>\$136,267,107</b>	<b>\$8,958,846</b>	<b>15.2</b>

\* Pension Assets: LAGERS (Local Governmental Employees Retirement System) and Police and Firefighters' Pension Plan.

FY 1995 Police & Fire Pension assets were restated in FY 1996 to reflect fair market value instead of book value.

#### Description:

Most of a pension plan's assets are held as cash or investments. A steady decline in this ratio may indicate serious problems in the management or design of the pension plan.

## **Analysis:**

"Benefits paid" coverage was more than adequate in all years because both pension programs are funded as benefits are accrued and money put in reserve for when the benefits will have to be paid ("full funding"). Costs of the benefits are not deferred to future years. The analysis of a pension plan is extremely technical and complex. Professional actuaries or independent auditors should be the source used to arrive at definitive conclusions. Such actuarial reports are prepared on a regular basis for both of the City's pension systems.

The ratio of assets to benefits paid remained stable, varying no more than 6.51 between the highest and lowest points in the past ten-year period.

## **Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibits H-1, H-2 (FY 1990 - FY 1995)  
Exhibits H-1, H-2 (FY 1990 - FY 1995) and A-6 (FY 1996 - FY 2002)
  - FY 2002 to present City of Columbia Financial Management Information Supplement, A-6
  - LAGERS Actuarial Reports
- 

## **Notes:**

## Indicator 25

### ACCUMULATED EMPLOYEE LEAVE

#### Warning Trend:

Increasing Amount of Average Vacation  
Accumulated Per Municipal  
Employee

#### Formulation:

Accumulated Hours of  
Employee Leave

---

Number of Municipal  
Employees



Fiscal Year	Accumulated Hours Of Earned Vacation	Number Of Municipal Employees	Hours Of Earned Accumulated Vacation Per Employee
1995	93,622	955.58	97.97
1996	91,230	975.88	93.48
1997	91,817	987.05	93.02
1998	93,015	1,005.90	92.47
1999	85,443	1,040.70	82.10
2000	88,992	1,057.15	84.18
2001	92,731	1,077.20	86.09
2002	93,311	1,113.35	83.81
2003	92,612	1,129.60	81.99
<b>2004</b>	<b>96,729</b>	<b>1,143.30</b>	<b>84.61</b>

#### Description:

Cities usually allow their employees to accumulate some portion of unused vacation and sick leave, which may be paid at termination or retirement. The expenditure liability is rarely funded while it is being accumulated. The benefits become a real cost when the employees are actually paid for their accumulated leave. The amount of this liability should be watched closely, unless such policies begin to contribute to an exaggerated increase in the amount of unfunded liability.

**Analysis:**

Since 1989, management has made a concentrated effort to reduce the accumulated hours of earned vacation. The hours of earned accumulated vacation leave per employee has varied from a high of 97.97 to a low of 81.99 during the period shown, which is a 16.31% decrease.

The FY 2004 figure represents 10.58 work days per employee of accumulated vacation leave. This total translates into 2.12 weeks of leave which is an acceptable number of weeks of accumulated employee vacation leave.

**Sources:**

- City of Columbia Human Resources
- City of Columbia Annual Budget

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**Notes:**

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Condition of Capital Plant:  
Numbers 26 - 28  
FY 1995 - FY 2004

***The condition of capital plant is difficult to monitor;  
nevertheless, changes in condition of capital plant can be  
monitored to a certain extent using the following indicators:***

- ▶ Maintenance Effort
- ▶ Level of Capital Outlay
- ▶ Depreciation



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## CONDITION OF CAPITAL PLANT: NUMBERS 26 - 28

The bulk of a city's wealth is invested in its physical assets such as streets, buildings, utility networks and equipment. Often these assets are not properly maintained or are allowed to become obsolete. This can result in a decrease in the usefulness of the assets, a decline in personnel productivity or an increase in eventual maintenance and replacing costs. Ultimately, this can cause a decline in the attractiveness of the city as a place to live and do business.

Maintenance and replacement is often deferred because it is a relatively painless short-run way to reduce expenditures and ease financial strain. If deferral is continued, however, it can create problems that become exaggerated because of the sums of money invested in capital facilities. Some of the problems associated with deferred maintenance are:

- Creation of safety hazards and other liability exposures that may result;
- Reduction in the residential and business value of the city can result;
- Decreased efficiency of equipment and personnel;
- An increase in the eventual cost of bringing the facility up to shape that would occur, i.e. if the capping of a street were put off so long that the street had to be completely restructured.
- The potential for creating an unfunded liability in the form of a maintenance and replacement backlog.
- Costs will increase in the long run due to inflationary pressures -- especially construction costs.

## Indicator 26-A

### MAINTENANCE EFFORT: Streets and Sidewalks

#### Warning Trend:

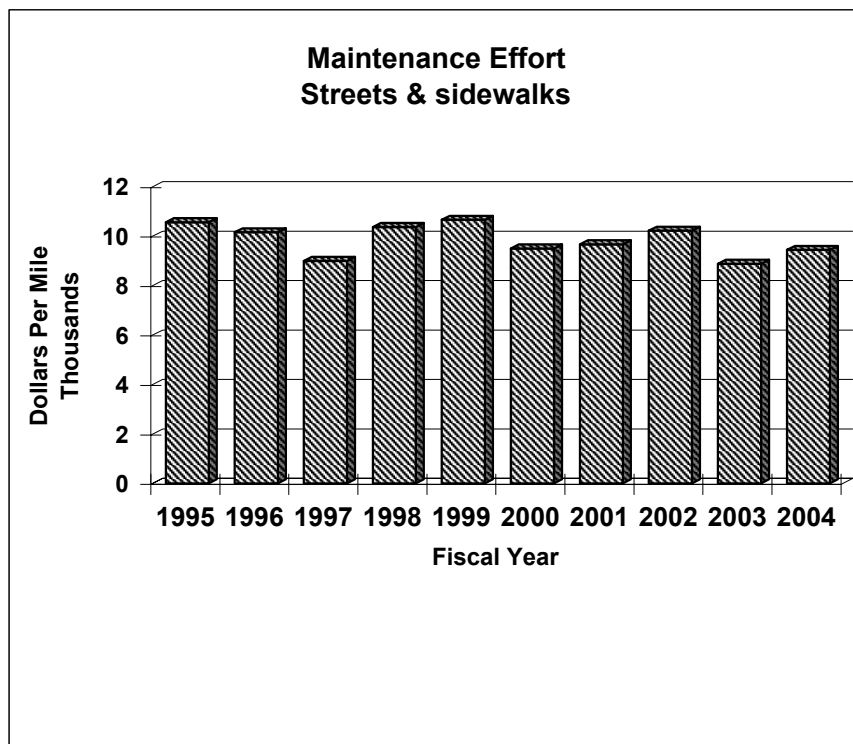
Declining Levels of Expenditures for  
Maintenance of Streets and Sidewalks

#### Formulation:

Maintenance Expenditures  
for Streets

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Number of Miles of Streets



Fiscal Year	Maintenance Expenditures -- Streets & Sidewalks	Number Of Street Miles *	Maintenance Expenditures Per Mile Of Street
1995	\$2,569,335	243.3	\$10,560
1996	\$2,563,818	252.5	\$10,154
1997	\$2,353,097	261.5	\$8,998
1998	\$2,796,407	269.8	\$10,365
1999	\$2,928,402	274.8	\$10,656
2000	\$2,701,814	284.3	\$9,503
2001	\$2,748,729	284.3	\$9,668
2002	\$3,425,456	335.2	\$10,219
2003	\$2,931,440	330.1	\$8,880
<b>2004</b>	<b>\$3,508,103</b>	<b>371.4</b>	<b>\$9,445</b>

\* Street Miles: Improved Streets.

#### Description:

The condition of a city's long-lived assets such as its streets, sidewalks and bridges is significant because of their tremendous costs and the far-reaching implications should they be allowed to decline. The decline of these assets may affect business activity, property value and operating expenditures. Deferral of maintenance on the assets and their subsequent erosion can also create a significant unfunded liability.

Over the long run, maintenance expenditures should remain relatively stable in relation to the amount of assets to be maintained. If in the long run, the ratio between maintenance expenditures and the amount of assets appears to be declining, it may be a sign that the city is deteriorating and maintenance costs are being deferred to a future period when costs will be significantly higher.

## **Analysis:**

For the period shown, maintenance expenditures increased by 36.54% and the number of street miles increased 52.67%. This growth is attributable to new subdivision growth and major annexations into the City. Maintenance expenditures per mile of street have varied yearly with an overall decrease of (10.57%). We will continue to closely monitor this indicator to avoid a negative trend in the future.

## **Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-4
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-4
- City of Columbia Annual Budget Document (Demographic Statistics)

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## **Notes:**

## Indicator 26-B

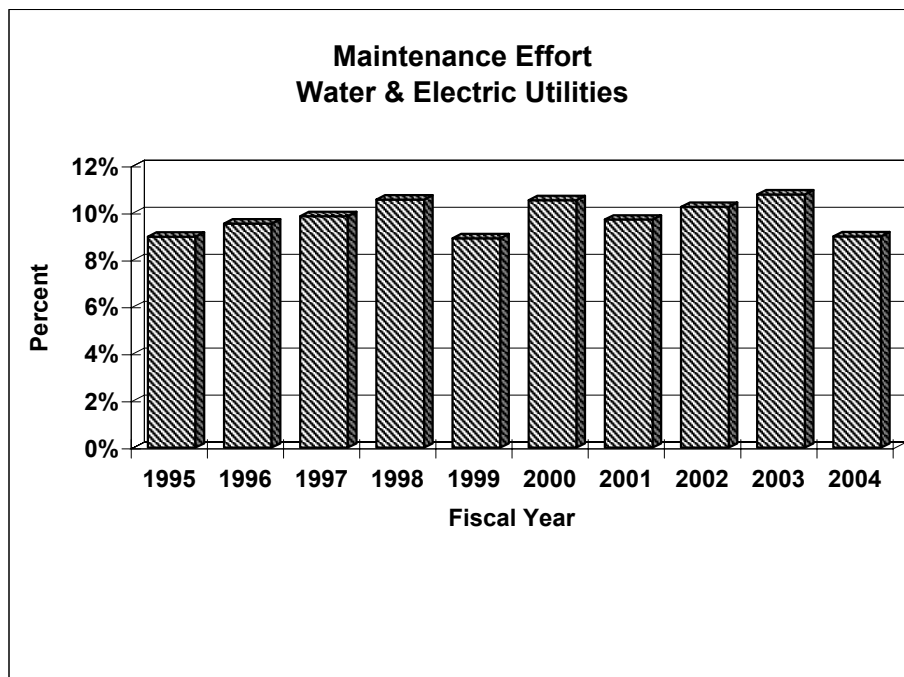
### MAINTENANCE EFFORT: Water & Electric Utilities

#### Warning Trend:

A Declining Level of Maintenance Expenses as a Percent of Total Operating Expenses

#### Formulation:

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



Fiscal Year	Maintenance Expenditures -- Water & Electric	Total Operating Expenses	Maintenance Expenses As A Percent Of Operating Expenses
1995	\$3,944,467	\$43,906,356	8.98%
1996	\$4,453,694	\$46,683,099	9.54%
1997	\$4,709,902	\$47,793,898	9.85%
1998	\$5,430,869	\$51,395,707	10.57%
1999	\$4,457,488	\$49,990,146	8.92%
2000	\$5,428,714	\$51,540,778	10.53%
2001	\$5,234,644	\$53,888,913	9.71%
2002	\$5,618,678	\$54,840,910	10.25%
2003	\$6,300,261	\$58,444,470	10.78%
<b>2004</b>	<b>\$5,627,789</b>	<b>\$62,559,631</b>	<b>9.00%</b>

#### Description:

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

Over the long run, maintenance expenses will likely remain constant, but vary up and down from year to year. If the ratio between maintenance expenses and total expenses is declining in the long run, it may be a sign that the utility's assets are beginning to deteriorate.

If maintenance expenses are being deferred to a future time, then maintenance costs will increase because of inflationary pressures and more advanced asset deterioration which requires more extensive repairs.

**Analysis:**

This indicator has varied from year to year over the last ten years, as might be expected, but does not show a long-term problem. The trend is behaving as would be expected if regular maintenance was being carried on. Specifically, the difference between the high and low percentages for the period shown has not varied more than 1.86 percentage points.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibits F-2, F-4 and F-5
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits F-2, F-4 and F-5

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**Notes:**

## Indicator 27

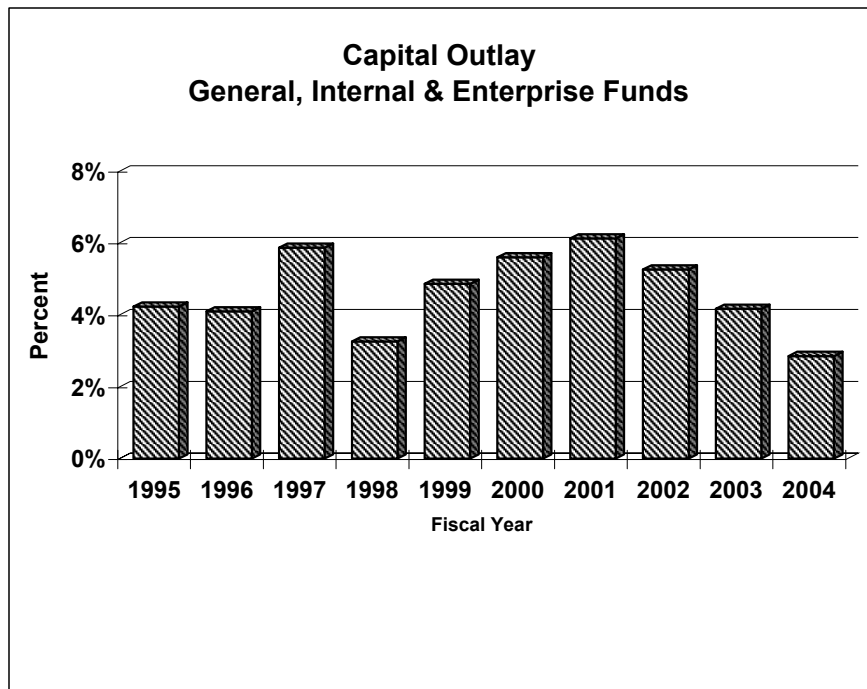
### CAPITAL OUTLAY: General, Internal Service and Enterprise Funds

#### Warning Trend:

A Steady Long-Term Decline in Capital Outlays as a Percent of Operating Expenditures

#### Formulation:

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



Fiscal Year	Total Capital Outlays	Operating Expenditures and Transfers	Capital Outlays As a Percent of Operating Expenditures
1995	4,585,732	108,398,855	4.23%
1996	4,572,428	111,792,272	4.09%
1997	6,903,159	117,746,692	5.86%
1998	4,098,417	125,714,611	3.26%
1999	6,203,040	127,574,128	4.86%
2000	7,340,098	131,077,078	5.60%
2001	8,482,780	138,555,685	6.12%
2002	7,661,414	145,602,982	5.26%
2003	6,448,250	154,895,715	4.16%
<b>2004</b>	<b>4,656,148</b>	<b>163,281,633</b>	<b>2.85%</b>

NOTE: FY 1995 numbers were restated in FY 1996 as Self Insurance and Employee Health Funds were changed from Trust Funds to Internal Service Funds.

#### Description:

The expenditure for operating equipment purchased from the operating budget is usually referred to as capital outlay. Normally, it would include equipment with an estimated useful life in excess of one year, and have an initial cost of a minimum of \$500 (or \$1000 beginning in FY 1998). In FY 2002 the capitalization threshold increased from \$1,000 to \$5,000. Capital outlay does not include capital budget expenditures for construction of capital facilities such as streets or bridges.

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

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

**Analysis:**

There appears to be no long-term decline in capital outlays as a percentage of operating expenditures for all funds considered. The City has not had persistent declines for more than three years, which would indicate that capital outlays are continually being deferred.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports Exhibits B-4, F-2 and G-2
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits B-4, F-2 and G-2
- From YTD appropriation statement - (capital outlays)

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**Notes:**

## Indicator 28

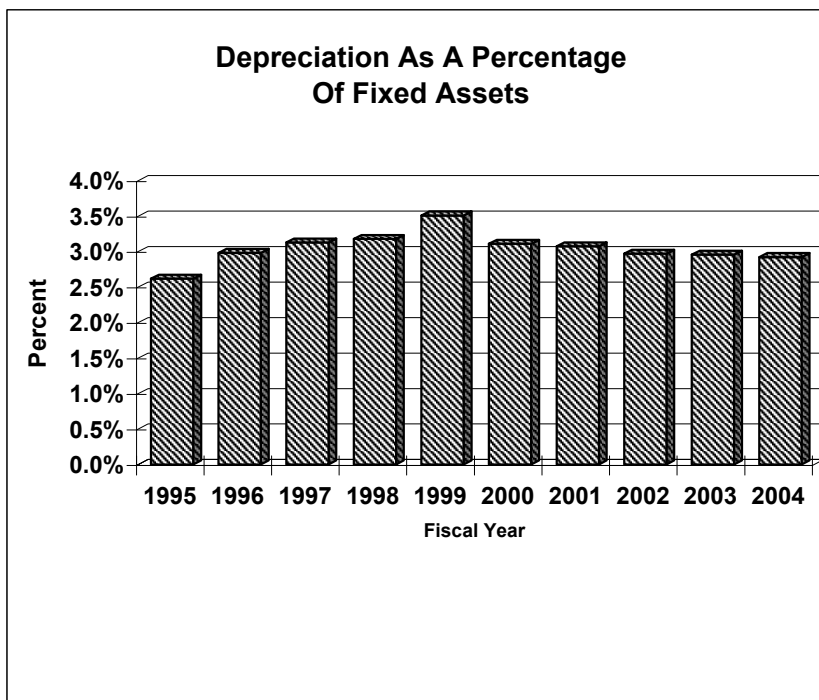
### DEPRECIATION: Enterprise & Internal Service Funds

#### Warning Trend:

Declining Amount of Depreciation  
Expenses as a Percent of Total  
Depreciable Assets for Enterprise Funds  
and Internal Service Funds

#### Formulation:

$$\frac{\text{Depreciation Expense}}{\text{Cost of Depreciable Assets}}$$



Fiscal Year	Depreciation Expense	Cost of Depreciable Assets *	Depreciation As a Percentage Of Asset Value
1995	\$7,227,307	\$276,112,205	2.62%
1996	\$9,138,950	\$306,619,274	2.98%
1997	\$10,109,775	\$323,184,331	3.13%
1998	\$10,759,946	\$338,794,643	3.18%
1999	\$12,415,895	\$353,847,865	3.51%
2000	\$11,521,565	\$370,530,455	3.11%
2001	\$12,194,158	\$396,611,428	3.07%
2002	\$12,402,278	\$417,552,098	2.97%
2003	\$13,200,875	\$446,472,671	2.96%
<b>2004</b>	<b>\$13,857,976</b>	<b>\$474,280,022</b>	<b>2.92%</b>

\* Property, Plant and Equipment.

FY 1997 Cost of Depreciation of Assets were restated in FY 1998 due to a change in the Fixed Asset policy which raised the threshold from \$500 to \$1000 for assets to be depreciated.

#### Description:

Depreciation is the mechanism by which a cost is associated with the use of a fixed asset over its estimated useful life. Depreciation will only be recorded in enterprise and internal service funds. Total depreciation expense typically remains a relatively stable proportion of the cost of the entity's fixed assets. The reason is that older assets, which are fully depreciated, are continually being replaced with newer assets.

If depreciation costs are steadily declining as a percentage of the fixed asset cost, the assets on hand are probably being used beyond their estimated useful lives, and thus are fully depreciated. If the ratio is declining for this reason, it can indicate that the enterprise or internal service funds lack the resources to remain financially solvent.

### **Analysis:**

There appears to be slight yearly variations in the amount of depreciation expressed as a percentage of fixed asset costs for the period shown. Normally, if depreciation costs are steadily declining as a percentage of fixed asset costs, then the assets may have outlived their usefulness and are not being replaced in a timely manner. The percentage has remained relatively stable at around 3.0%.

Therefore, this ratio's variance is of no concern at the present time. FY 1995 depreciation expense and cost of depreciable assets were restated in FY 1996 due to Self-Insurance and Employee Benefit Funds being reported as Internal Service Funds instead of Trust Funds. The increase in FY 1999 is primarily due to increased depreciation expense in the Solid Waste Utility Fund. In FY 2000 depreciation expense increased due to the write off of Cell 2 in Solid Waste - Landfill and the HTE software in Information Services. We will continue to closely monitor this indicator in the future. In FY 2001, Sewer, Airport, Storm Water, Water and Light all had several large projects that were capitalized which significantly increased property, plant and equipment.

### **Sources:**

--Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibits F-1, F-2, G-1 and G-2

--FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits F-1, F-2, G-1 and G-2

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### **Notes:**

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# Community Needs and Resources

Numbers 29 - 36

FY 1995 - FY 2004

***Changes in economic and demographic characteristics are most useful for long-run analysis and can best be monitored by the use of:***

- ▶ Population
- ▶ Median Age
- ▶ Personal Income
- ▶ Public Assistance Recipients
- ▶ Property Value
- ▶ Residential Development
- ▶ Employment Base
- ▶ Business Activity



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## COMMUNITY NEEDS AND RESOURCES: NUMBERS 29 - 36

Community needs and resources encompass economic and demographic characteristics such as population, employment, personal income, property value and business activity. This category treats a city's financial condition and community needs and resources as different sides of the same coin. On one side, they describe the community's wealth and its ability to generate revenues; on the other side, they describe demands which the community will make on local government, i.e. public safety, capital improvements and additions, and social services.

The needs and resources of a community are closely interrelated to one another; changes in one trend affect the other, and the changes are often cumulative. An example of this is the interrelationship and cumulative affects which changes in population can have on the community's needs and resources.

A community which is experiencing a gradual population growth could expect accompanying increases in its business activity. This increase could then create additional jobs which would stimulate retail sales and housing demand. A cycle of events such as this would act to place the finances of the city on solid ground. On the other hand, a declining population accompanied by a decrease in jobs would tend to cause people to look elsewhere for employment, causing further decline in population. As a result, retail sales and housing demand would be expected to suffer a similar decline, further depressing the local economy.

If a city were to experience a decrease in population, it could not balance the loss of revenue by decreasing expenditures by a corresponding reduction. The City must maintain certain levels of service (lighting, streets, police and fire services). Many of these expenditures remain regardless of population decline.

In fact, a city may be forced to raise taxes and rates to make up for lost revenues, placing a larger burden on the remaining population. As economic conditions decline and taxes rise, the city could become a less desirable place to live if the declining cycle continued.

A community's economic and demographic characteristics are sensitive to decisions regarding long-range planning and development. Therefore, this group of indicators should prove valuable by providing information for financial forecasting. In addition, they should also identify policies or practices which need review in order that potential negative trends may be averted before they develop or become serious.

## Indicator 29

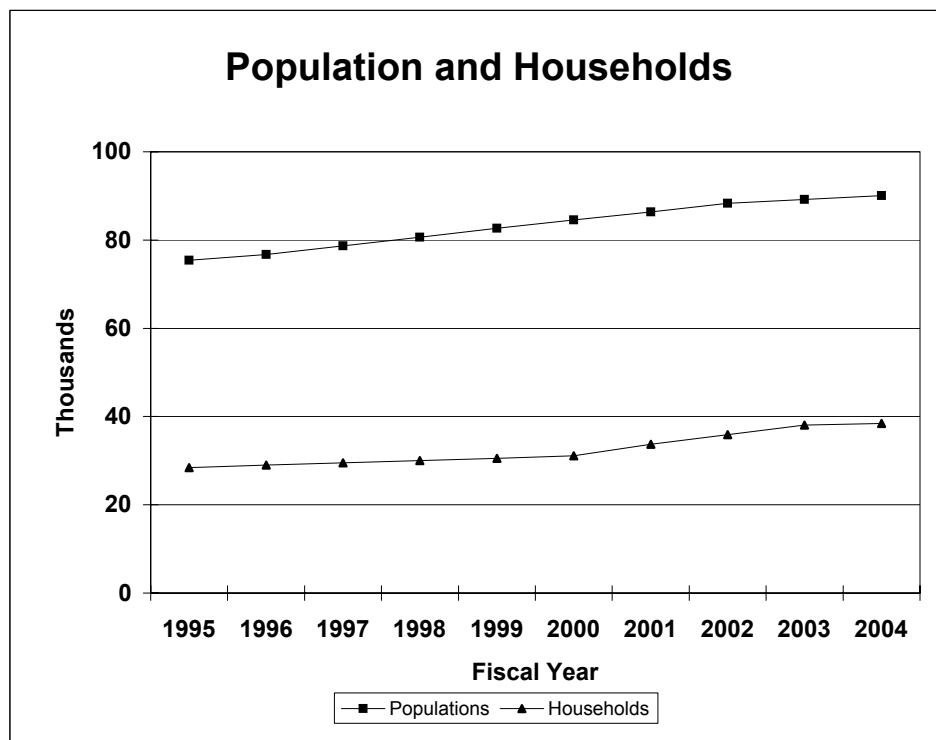
### POPULATION

#### Warning Trend:

A Decreasing Rate of Growth  
or a Sudden Increase in  
Population

#### Formulation:

Population  
Number of Households



Fiscal Year	Estimated Population	Estimated Households
1995	75,415	28,461
1996	76,756	28,985
1997	78,675	29,509
1998	80,642	30,033
1999	82,658	30,557
2000	84,531	31,081
2001	86,391	33,689
2002	88,291	35,916
2003	89,174	38,036
<b>2004</b>	<b>90,066</b>	<b>38,417</b>

Census population numbers for 1996. All other years reflect 1% growth/year.

Consolidated Plan household number for 1999. For the other years, we took the total increase from 1990 to 1999 and divided it up equally among the remaining years.

Census numbers were used for the 1996 and 2000. All other years reflect 1% growth except 1997-99 which reflect a 2.5% growth rate. FY 2001 reflects a 2.2% growth due to new census numbers released in 2000.

#### Description:

The exact relationship between population changes and other economic and demographic factors has not yet been made clear. However, the evidence seems to indicate that changes in population can have a direct effect on city revenues because population levels appear to be at least indirectly related to such issues as employment, income, and property value. Sudden and substantial increases in population can create immediate pressures for new capital outlays on infrastructure, and for higher levels of service. In the case of annexations, where much of the capital infrastructure is already in place, the pressure may not be as great. However, there still may need to be an expansion of operating programs.

A decline in population would, at first glance, appear to relieve the pressure for expenditures because there would be less population to service. In reality, however, a city is rarely able to reduce expenditures in the same proportion as it is losing population -- at least not in the short run. First, many of a city's costs, such as debt service, pension and governmental mandates, are fixed and cannot be reduced in the short run.

Second, if the out migration is composed of middle- and upper-income households, then the city is left with a more expensive type of population to service -- the poor and the aged, who characteristically rely most heavily on government services. Finally, because of the interrelationship between population levels and other economic and demographic factors, a decline in population tends to have a cumulative negative affect on city revenues -- the further the decline, the more adverse the affects on employment, income, housing and business activity.

## **Analysis:**

For the period shown, estimated population has increased 19.43% and the number of estimated households has increased by 34.98%. As has been suggested in other indicators, a study of the number of households may reveal a more accurate reading on certain pressures for City services since service costs to households may be basically the same, regardless of the number of inhabitants. Neither the population nor household growth rates are a cause for concern because neither of them are declining, nor are they increasing substantially. The City uses U.S. Census Bureau counts for the years in which the census is tabulated and estimates the population and number of households in the years between the census.

## **Sources:**

- City of Columbia Planning Department
- <http://quickfacts.census.gov/hunits/states/29pl.html>

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## **Notes:**

## Indicator 30

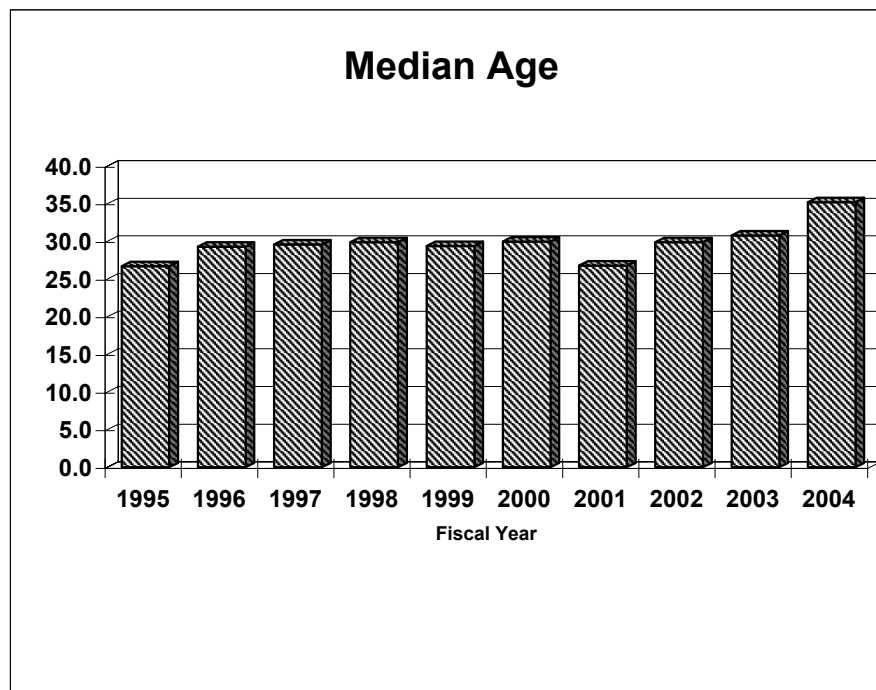
### MEDIAN AGE

#### Warning Trend:

Increasing Median Age  
of Population

#### Formulation:

Median Age of  
Population



Fiscal Year	Median Age
1995	26.7
1996	29.3
1997	29.6
1998	29.9
1999	29.4
2000	30.0
2001	26.8 **
2002	29.9
2003	30.8
2004	35.2 *

\*2004 - Sales and Marketing Management Survey included the Jefferson City data with Columbia data.

#### Description:

As the population changes, the relationships between median age and the other economic and demographic factors are not clear. However, the evidence does indicate that an aging population and a rise in the number of senior citizens can hurt both revenues and expenditures profiles of a city.

Revenues may be affected for two reasons. First, the income of senior citizens is often in the form of Social Security benefits, which are not subject to taxes and therefore could reduce the amount paid to the state, reducing the amount paid by the state to the City in the form of grants etc. Secondly, senior citizens tend to spend less than younger persons.

As the younger age groups leave a community or decrease as a percentage of population, business activity can decrease to a greater proportion. This is especially true if most of the people leaving are between twenty-five and forty years old, since these people usually buy more than those in any other age group. If this age group leaves, it also means the community loses a significant portion of its labor force, and this can create an additional negative effect on the local economy. If the increase in median age is caused by a decrease in families with young children, this can have a favorable affect on city revenues because of reduced need for schools, recreational facilities, and related programs.

### **Analysis:**

For the period shown, the median age has ranged from a low of 26.7 years to a high of 35.2 years, with the current median age at just 29.75 years. A substantial increase in FY 1996 is primarily due to Sales & Marketing Management merging the Survey of Buying Power with their Survey of Media Markets which caused the median age to show a 9.79% increase over FY 1995, thus making comparisons between years difficult.

According to "Sales and Marketing Management," the percent of population in Boone County is broken down by age groups as follows: 18-24 years 18.7%; 25-34 years 15.3%; 35-49 years 21.0%, and 50 and over 22.5%. The trend should be monitored in the future to determine if the trend increase is becoming a matter that warrants concern. However, in Columbia the breakdown is as follows: 18-24 years 24.6%; 25-34 years 16.5%; 35-49 years 18.6%, and 50 and over 20.8%. Since Columbia is home of the University of Missouri, Columbia College, and Stephens College it is apparent that the age group of 18-24 years will continue to remain one of the high age groups in Columbia.

\*\* Census data listed Columbia's average population at 26.8 - For FY 2002 we utilized the results from the "Sales and Marketing Management " magazine.

### **Sources:**

--"Sales and Marketing Management," July or August issues of the Current Fiscal Year - Economic Development

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### **Notes:**

## Indicator 31

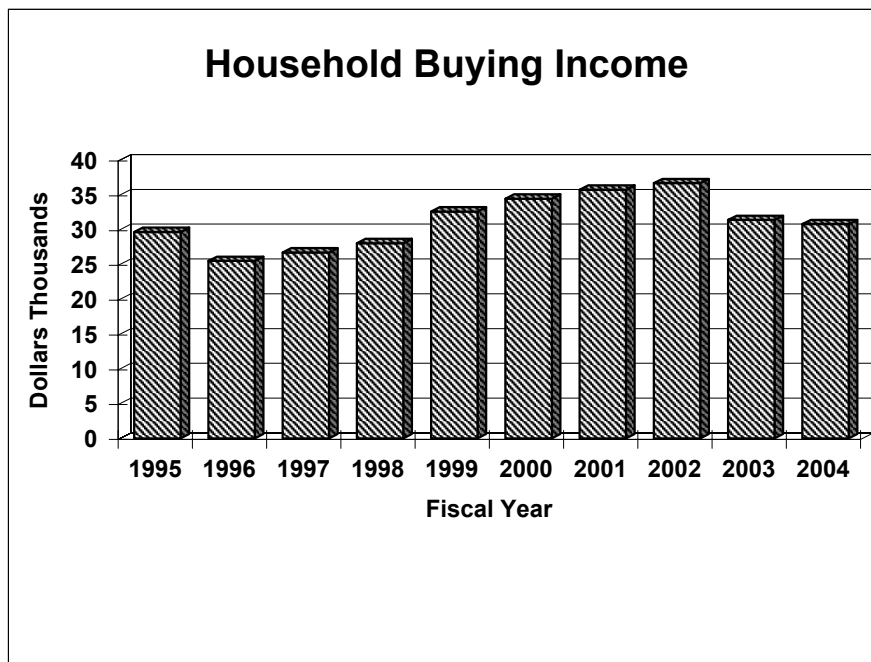
### HOUSEHOLD EFFECTIVE BUYING INCOME

#### Warning Trend:

Decline in the Level of  
Household Income

#### Formulation:

Median Household Effective  
Buying Income



Fiscal Year	Median Household Effective Buying Income
1995	\$29,645
1996	\$25,488
1997	\$26,721
1998	\$28,038
1999	\$32,605
2000	\$34,435
2001	\$35,724
2002	\$36,650
2003	\$31,373
2004	\$30,778

#### Description:

Household income is one measure of a community's ability to pay taxes -- the higher the income, the more property taxes, sales taxes, and business taxes the city can generate. If income is distributed evenly, higher per capita income will usually mean a lower dependency on governmental services such as transportation, health, recreation, and welfare. Credit rating firms use per capita income as an important measure of a city's ability to repay debt.

A decline in per capita income results in loss of consumer purchasing power and can provide advance notice that businesses, especially in the retail sector, will suffer a decline that can ripple through the rest of the city's economy.

**Analysis:**

Effective household buying income has increased by 3.82% for the period listed and ranged from a low of \$25,488 to \$36,650. When examining the data for effective household buying income, it is apparent that this indicator will fluctuate from year-to-year depending upon the percentage of households by effective buying incomes.

There was a substantial decrease in household buying income in FY 1996. This is mainly the result of "Sales & Marketing Management" reformatting its' structure by combining the Survey of Buying Power and the Survey of Media Markets. This makes comparisons with previous years difficult. The increase since the change over in FY 1996 has been 20.80%, thus there is no concern for this indicator. Obviously, if this indicator declined over the next few years, then ramifications could occur for the community, including a decline in property taxes and sales taxes.

**Source:**

--"Sales and Marketing Management," July or August issues of the Current Fiscal Year - Economic Development

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**Notes:**

## Indicator 32

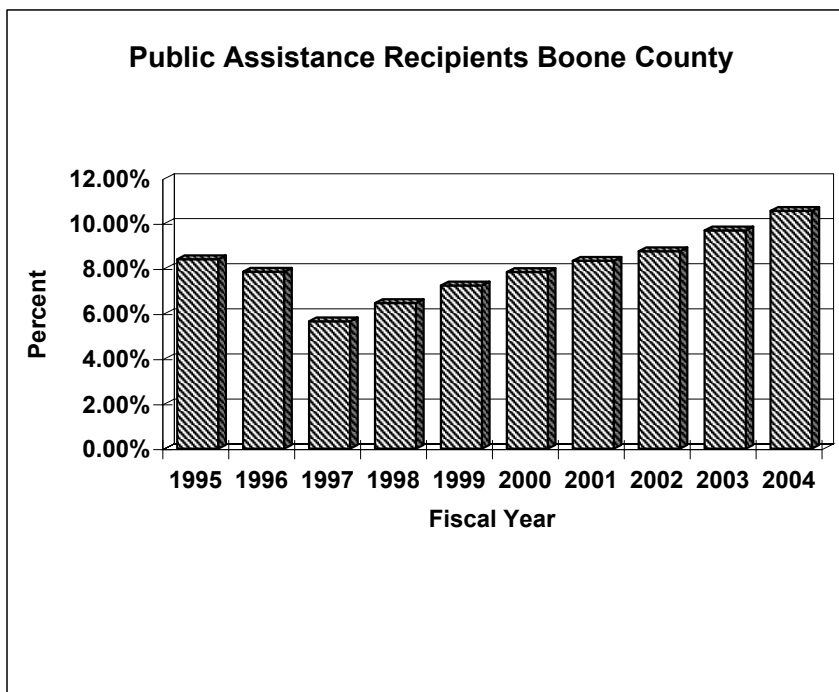
### PUBLIC ASSISTANCE RECIPIENTS

#### Warning Trend:

Increasing Percent of Population  
Receiving Public Assistance

#### Formulation:

$$\frac{\text{Public Assistance Recipients}}{\text{Total Population}}$$



Fiscal Year	Number of Public Assistance Recipients *	Estimated Boone County Population	Percent of Population Receiving Public Assistance
1995	10,315	122,600	8.41%
1996	9,738	123,920	7.86%
1997	7,086	125,159	5.66%
1998	8,179	126,411	6.47%
1999	9,263	127,675	7.26%
2000	10,115	128,951	7.84%
2001	11,298	135,454	8.34%
2002	12,109	138,163	8.76%
2003	13,527	139,545	9.69%
2004	14,891 **	140,940	10.57%

\* Total number of people in Boone County receiving assistance. This does NOT include all food stamp recipients.

\*\* At the time of printing this manual the Division of Family Services had not yet released their FY 2004 annual report, so the FY 2004 numbers are estimates based on average growth over the past several years of data and will be revised when the report is released

#### Description:

An increase in this trend for several consecutive years might be closely associated with a decline in average personal income. The indicator may be used to focus on specific problems associated with growth of low-income families. As with measures of personal income, an increase in the number of public assistance recipients can signal a future increase in the level and unit cost of services because of the relatively higher levels of needs of low-income people, combined with their relative lack of wealth.

**Analysis:**

During the period shown, the number of people requesting public assistance has fluctuated greatly. During FY 1996 and FY 1997 slight decreases were recognized perhaps due to a greater focus on reducing the need for assistance. The percentage of the population receiving public assistance ranged from a low of 5.66% to a high of 10.57% during this period. The public assistance recipients will fluctuate slightly on a yearly basis depending on the number of applications pending.

Food Stamps furnished to households totaled 5,570 in FY 2004 up from 5,185 last year. The food stamp cases in FY 2004 provided food stamps to 12,225 recipients. A portion of the food stamp recipients also receive other public assistance as indicated in the total number of public assistance recipients. Those years that experienced increases in the number of public assistance recipients could have been due to an increase in the number of pregnant women recipients and elderly living longer. Also, Medicaid guidelines were changed whereby more children can be covered.

**Sources:**

- Planning Department, City of Columbia
  - <http://www.dss.state.mo.us/re/pdf/dfsfy02.pdf>
  - <http://www.dss.state.mo.us/re/dfsar.htm>
- 

**Notes:**

## Indicator 33

### PROPERTY VALUE

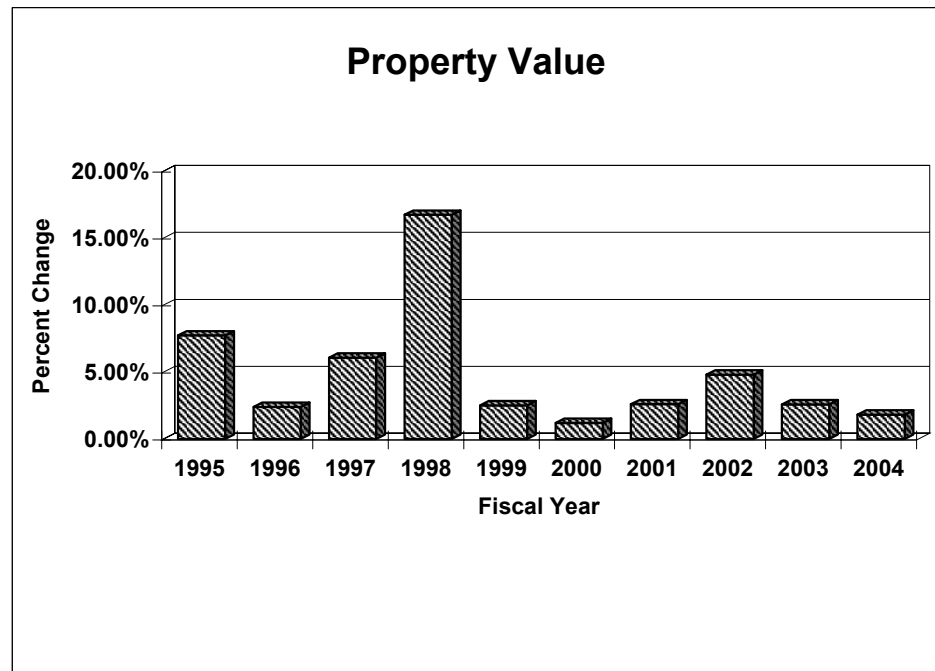
#### Warning Trend:

Declining or Negative Growth  
in Market Value of Residential,  
Commercial and Industrial  
Property

#### Formulation:

Change in  
Property Value  
(constant dollars)

Property Value  
Prior Year  
(constant dollars)



Fiscal Year	Market Value Of Property	Consumer Price Index	Property Value In Constant Dollars	Percentage Change In Property Value (Constant Dollars)
1995	\$2,541,838,871	459.0	\$553,777,532	7.72%
1996	\$2,680,063,838	472.7	\$566,969,291	2.38%
1997	\$2,904,545,971	483.0	\$601,355,273	6.06%
1998	\$3,448,629,246	491.3	\$701,939,598	16.73%
1999	\$3,625,640,713	503.9	\$719,515,918	2.50%
2000	\$3,794,813,029	521.2	\$728,091,525	1.19%
2001	\$3,952,633,338	529.2	\$746,907,282	2.58%
2002	\$4,251,424,537	543.2	\$782,662,838	4.79%
2003	\$4,450,247,350	554.3	\$802,858,984	2.58%
2004	\$4,648,539,062	568.7	\$817,397,408	1.81%

#### Description:

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

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

## **Analysis:**

In FY 1998 there was a general reassessment of all properties. Since a major reassessment was done in FY 1998, the growth in subsequent years has been much smaller. The City continues to experience growth in both commercial and residential areas.

Although the growth fluctuates significantly over time, it is little consequence to the City since it does not rely on property tax revenues as a major source for financing its general government operations.

## **Sources:**

- City of Columbia Comprehensive Annual Financial Reports, Table 5
  - "Monthly Labor Review" CPI
  - <http://stats.bls.gov/news.release/cpi.t01.htm>
- 

## **Notes:**

## Indicator 34

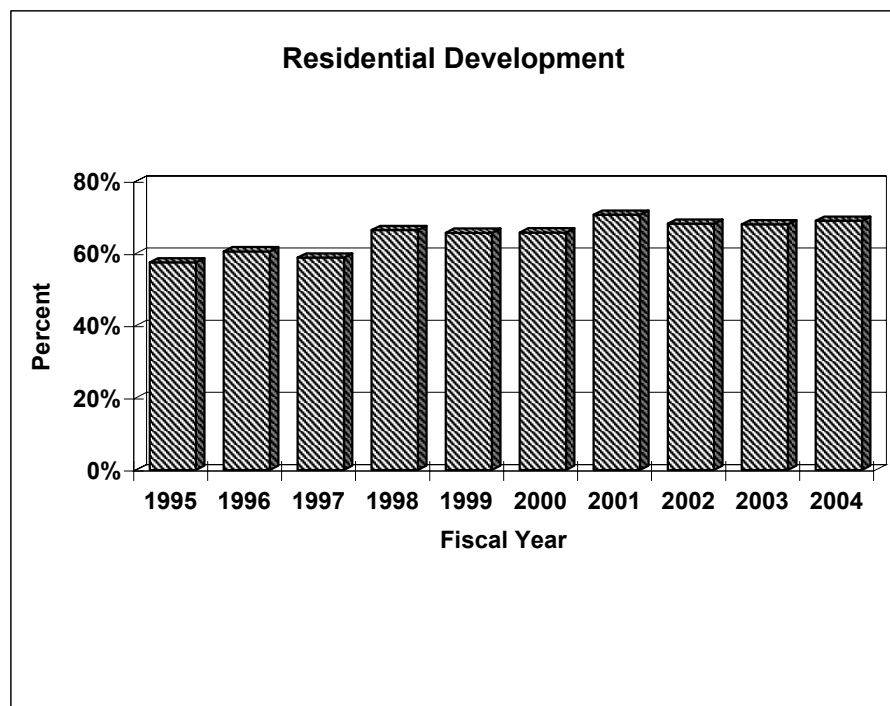
### RESIDENTIAL DEVELOPMENT

#### Warning Trend:

Increasing Market Value of  
Residential Property as a Percent  
Of Total Property Value

#### Formulation:

$$\frac{\text{Market Value of Residential Property}}{\text{Market Value of Total Property}}$$



Fiscal Year	Market Value-- Residential Property	Market Value -- Total Property	Residential Property As a Percent Of Total Property
1995	\$1,461,354,537	\$2,541,838,871	57.49%
1996	\$1,623,920,026	\$2,680,063,838	60.59%
1997	\$1,709,201,716	\$2,904,545,971	58.85%
1998	\$2,291,862,463	\$3,448,629,246	66.46%
1999	\$2,382,605,395	\$3,625,640,713	65.72%
2000	\$2,498,095,647	\$3,794,813,029	65.83%
2001	\$2,795,469,711	\$3,952,633,338	70.72%
2002	\$2,900,971,689	\$4,251,424,537	68.24%
2003	\$3,028,953,300	\$4,450,247,350	68.06%
<b>2004</b>	<b>\$3,209,104,884</b>	<b>\$4,648,539,062</b>	<b>69.03%</b>

#### Description:

Generally speaking, the net cost of servicing residential development is greater than the cost of servicing commercial or industrial development. This is because residential development usually creates more expenditure demands than revenue receipts. The old planning adage is that residential development creates expenditure drains, commercial development pays for itself, and industrial development creates revenue surpluses. Under such a set of circumstances, the ideal condition would be to have sufficient industrial development to offset the costs of residential development.

There are, however, many exceptions. For example, a high-density residential area occupied by middle-aged, wealthy residents, who are heavy consumers, and who look to government for fewer General Fund services can generate more revenue than service costs. In addition, if in new subdivisions, the developer is required to construct the basic infrastructure, the expenditure drain may not occur -- at least in the short run.

## Analysis:

Although industrial development may not cause a drain on service-oriented expenditures, it may tie the community more to national economic trends than is desirable. The City of Columbia, to a certain extent, is insulated from national economic pressures. Although unemployment is less than one third the national average, a significant portion of it is keyed to manufacturing firms who are responding to national economic pressures.

Residential property as a percentage of total property has increased from 57.49% to 69.03% for the period shown as a result of increased commercial development and assessed values. A large portion of the increase in commercial property is from the northwest section of the City including Columbia Mall, Bernadette Square and complex development, State Farm and Shelter Insurance expansion of facilities, and Holiday Inn expansion of facilities. In the northeast, the following business have been constructed since 1990: Sams Wholesale, Home Depot, Lowe's, and Walmart Super Center. In October 2003 Famous Barr opened in the Northwest part of Columba along with Best Buy and Hobby Lobby. Columbia continues to experience considerable residential development in several sections of the City. The net cost of servicing residences is higher than that of commercial property.

## Sources:

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Table 5
- FY 2002 to present City of Columbia Financial Management Information Supplement, Table 5
- Boone County Assessor's Office

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## Notes:

## Indicator 35

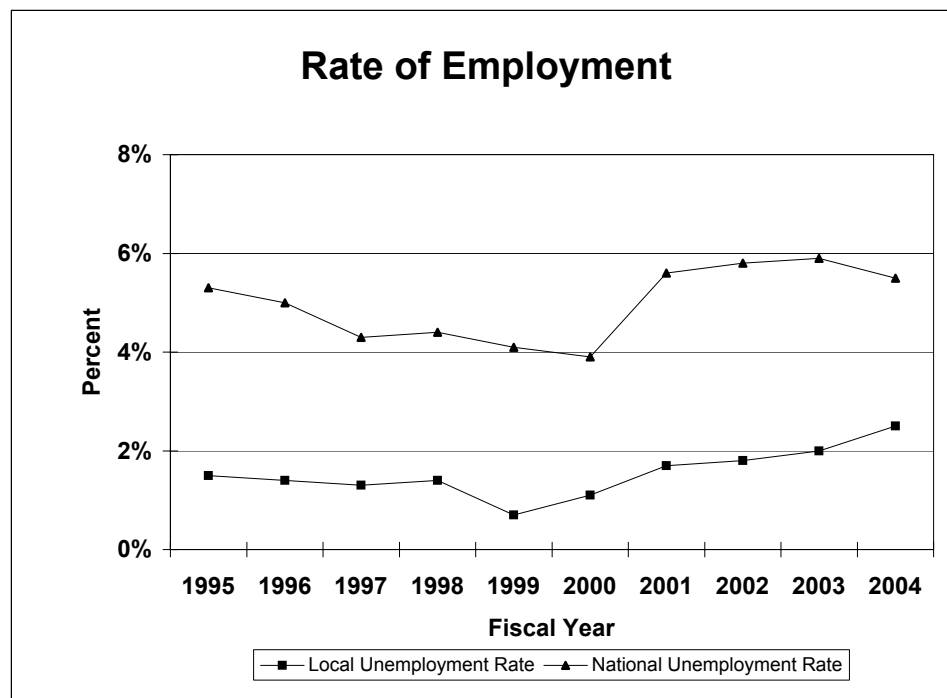
### EMPLOYMENT BASE

#### Warning Trend:

Increasing Rate of Unemployment  
or a Decline in Number of Jobs  
Provided Within the Community

#### Formulation:

Unemployment Rate  
and Number of Jobs  
in the Community



Fiscal Year	Unemployment Rate Local	Unemployment Rate National	Jobs In Community - Civilian Labor Force
1995	1.5%	5.3%	75,684
1996	1.4%	5.0%	78,470
1997	1.3%	4.3%	73,726
1998	1.4%	4.4%	78,108
1999	0.7%	4.1%	83,257
2000	1.1%	3.9%	81,453
2001	1.7%	5.6%	83,744
2002	1.8%	5.8%	85,452
2003	<b>2.0%</b>	<b>5.9%</b>	89,315
<b>2004</b>	<b>2.5%</b>	<b>5.5%</b>	<b>88,800</b>

#### Description:

Unemployment and jobs in the community are considered together because they are closely related; and for purposes of this discussion are referred to as "employment base." In addition, for comparative purposes, the national unemployment rate is included. Employment base is important because it is directly related to the levels of the business activity and personal income. Changes in the number of jobs provided by the community are a measure of and an influence on business activity. Changes in rate of employment of the community's citizens are related to changes in personal income and thus, are a measure of and an influence on the community's ability to support its local business sector.

If the employment base is growing, if it is sufficiently diverse to provide against short-run economic fluctuation, or downturn in one sector, and if it provides sufficient income to support the local business community, then it will have a positive influence on the city's financial condition. A decline in employment base as measured by the number of jobs, or the lack of employment, can be an early warning sign that overall economic activity will decline and thus, that governmental revenues may decline (or at least not increase at the expected rate), particularly sales tax revenues.

### **Analysis:**

The unemployment rate for Columbia has varied significantly from a high of 2.5% to a low of 0.7% while the number of jobs have increased 17.33% for the period shown. This compares to a national unemployment rate in the same period ranging from a high of 5.9% to a low of 3.9%. The City of Columbia's unemployment rate is generally less than one-third of the national unemployment rate.

Although the unemployment base has been sufficiently diverse to cushion against temporary economic downfalls in any particular sector, most employment fluctuations have been associated with national manufacturing firms located in Columbia. Such jobs comprise slightly less than 10% of the City's total work force. However, in future years the City should pay particular attention to its increases in the services industry as any economic downturn could affect that area.

### **Sources:**

- Missouri Division of Employment Security (November Preliminary Report)
  - <http://stats.bls.gov/news.release/laus.nws.htm> - Obtained in Feb 2003
  - <http://stats.bls.gov/news.release/metro.t01.htm>
  - <http://www.works.state.mo.us/lmi/laus/laus9907.txt>
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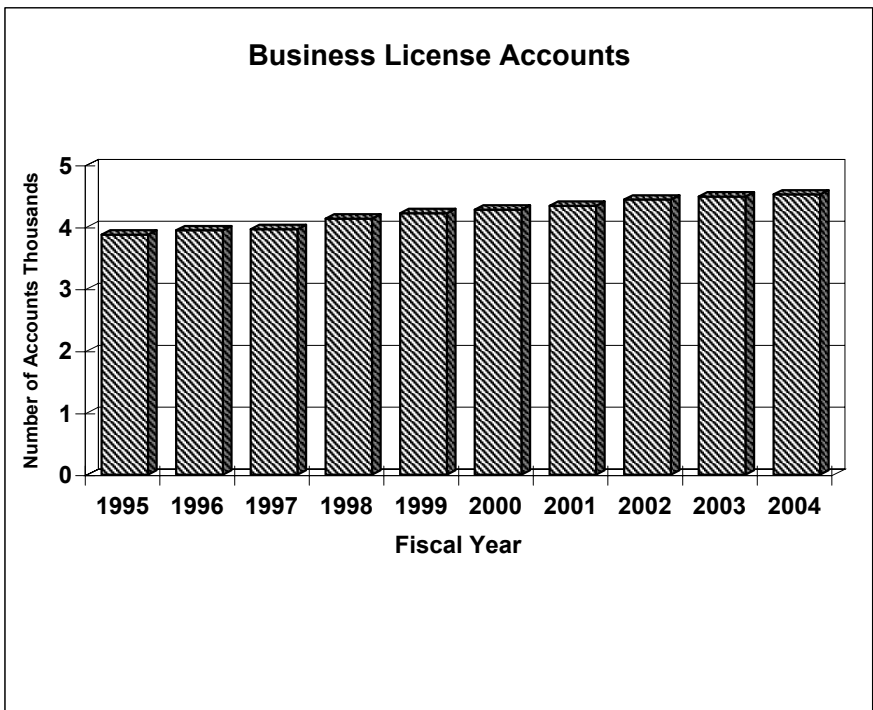
### **Notes:**

## Indicator 36-A

### **BUSINESS ACTIVITY: Business License Accounts on File with the City of Columbia**

#### **Warning Trend:**

Decline in Business  
License Accounts  
Over a Two-Year Period



Fiscal Year	Business License Accounts
1995	3,873
1996	3,943
1997	3,960
1998	4,132
1999	4,220
2000	4,277
2001	4,338
2002	4,439
2003	4,489
2004	4,521

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#### **Description:**

The number of business license accounts can affect the City's financial condition in two ways. First, it can assist prediction of sales tax revenue yields and, second, it is an indication of business activity that could affect other demographic and economic areas, including the employment base, personal income levels and property values. Changes in business license activity tend to be cumulative.

A decline in accounts will tend to have a negative impact on employment base, income and property values. This in turn can create further declines in business activity as allied industries and services are impacted from the loss of business.

**Analysis:**

The number of business license accounts has increased by 16.73% for the period shown. This increase is the result of additional light manufacturing facilities locating in Columbia as well as a large increase in the facilities for retail shopping centers. The City Code relating to home occupations was revised August 19, 1996. This contributed to an increase in the number of home occupations licensed which now total 917. Business License now has a program in place to maintain a more accurate tracking of the number of business licenses, home occupations, liquor licenses etc.

**Source:**

--City of Columbia Finance Department, Business License Division

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**Notes:**

## Indicator 36-B

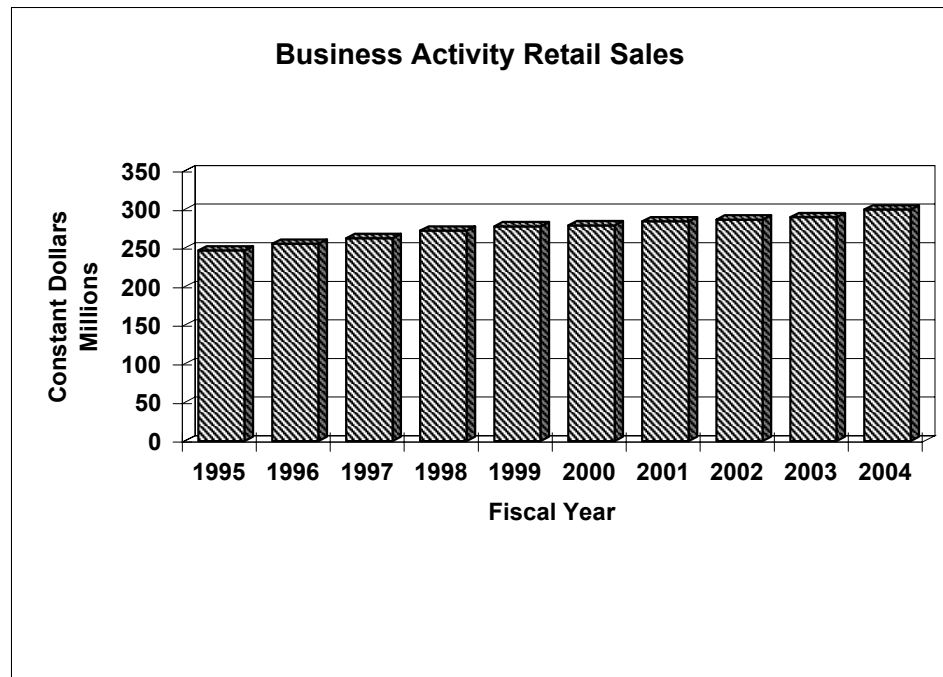
### BUSINESS ACTIVITY: Retail Sales

#### Warning Trend:

Decline in Business Activity as  
Measured by Retail Sales  
(constant dollars)

#### Formulation:

Retail Sales (constant dollars)



Fiscal Year	Estimated Retail Sales	Retail Sales Growth	Consumer Price Index	Retail Sales In Constant Dollars
1995	\$1,133,710,600	8.71%	459.0	\$246,995,773
1996	\$1,207,907,000	6.54%	472.7	\$255,533,531
1997	\$1,269,536,600	5.10%	483.0	\$262,844,017
1998	\$1,339,671,700	5.52%	491.3	\$272,678,954
1999	\$1,402,218,550	4.67%	503.9	\$278,273,179
2000	\$1,457,129,000	3.92%	521.2	\$279,571,949
2001	\$1,505,913,800	3.35%	529.2	\$284,564,210
2002	\$1,558,620,000	3.50%	543.2	\$286,932,990
2003	\$1,608,167,400	3.18%	554.3	\$290,125,816
2004	\$1,706,044,600	6.09%	568.7	\$299,990,258

#### 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 affect is indirect to the extent that changes in retail sales affect other demographic and economic areas such as employment base, personal income, etc. This in turn can create further declines in such business activity.

**Analysis:**

Constant dollar retail sales increased 21.46% for the period shown. This reflects on the ability of the business sector to maintain and increase future retail sales growth. The growth in sales tax has ranged from approximately 3% to 9% for the period shown, however, the yearly increase in sales growth has been getting smaller over time. Some speculate that the growing popularity of internet sales has been hurting local retailers. Therefore, sales tax figures are monitored very closely on a monthly basis.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports
    - Exhibit B-2: General Fund Sales Tax Revenue
    - Exhibit C-3: Public Improvement Sales Tax Revenue
  - FY 2002 to present City of Columbia Financial Management Information Supplement
    - Exhibit B-2: General Fund Sales Tax Revenue
    - Exhibit C-3: Public Improvement Sales Tax Revenue
  - "Monthly Labor Review" (CPI)
- 

**Notes:**

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