

City of Columbia



Five Year Trend Manual FY 2015 - FY 2019

Five Year Trend Manual

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March 17, 2020

Mr. John Glascock
City Manager
City of Columbia
Columbia, Missouri 65201

The City of Columbia Trend manual has been prepared for the period FY 2015 to FY 2019. The purpose of this document is 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 Council, City management, credit rating agencies, and others.

Community Trend Indicators

- Positive trends are observed for: population growth (*average of 1.53% each year*), percent of the population age 17 or under or age 65 or older (*only increased 1.29%*), population density (*increased 3.25%*), median household income in constant dollars (*increased 6.13%*), and the overall unemployment rate (*4.1% for FY 2018 as 2019 is not yet available*).
- Warning trends are observed for median household income by race in constant dollars (*there is still a gap of \$7,600 between Whites and Black or African Americans*), the overall poverty rate (*decreased 10.84% (22.20% in 2018) but is still significantly above state (14.20%) and national (14.10%) poverty rates*), poverty rates by race (*Columbia's poverty rates by race decreased but are still significantly above the state and national poverty rates*), unemployment rates by race (*there is still a gap by race – Whites 3.3% versus Black or African Americans 7.7% for FY 2018*), and jobs in the community (*have decreased a total of 133 jobs over the past five years*).
- There are no negative trends observed for this section.

General Fund Trend Indicators

- Positive trends are observed for revenue surpluses (shortfalls) estimated budget vs actual (*estimates well within a 1.5% tolerance of actual revenues*), LAGERS pension unfunded accrued liability (*has decreased 28.76%*), LAGERS pension funding ratios (*have been above the 80% GASB recommended ratio for the past five years*), liquidity ratio (*continues to be significantly above the 1.0 credit industry benchmark for all of the past five years*), and unassigned cash reserves (*have been above the budgeted cash reserve target for all of the past five years with FY 2019 reserves being \$21,252,305 above the target*).
- There are no warning trends observed for this section.
- Negative trends are observed for general fund revenues per capita in constant dollars

down 11.41%), total tax revenues per capita in constant dollars (down 12.09%), estimated loss in sales tax revenue due to online sales not collecting local sales tax (\$11.6 million over past five years and estimate continued growth in online sales for the foreseeable future), general fund expenditures per capita in constant dollars (decreased 9.32%) and general fund employees per thousand population (down 0.80% while the population increased 5.64%).

Parks and Recreation Indicators

- Positive trend observed for general fund parks operations include the percent of summer CARE placements completing the program (98% for FY 2019 and at or above 95% for all other years) and Recreation Services Fund reserves are above the cash reserve target for FY 2017, FY 2018 and FY 2019.
- A warning trend is observed for the funding level for the CARE program (in FY 2019 less than one third of the applicants that applied were able to be placed).
- Negative trends are observed for general fund parks operations expenses per capita (decreased 13.10%), acres per maintenance employee (increased 5.64% with FY 2019 at 117.62 acres per employee while recommended level is 90 acres per employee), number of trail miles maintained per employee (increased 7.97% with FY 2019 level at 58 miles per employee with the recommended level of 15 miles per employee), estimated loss in parks sales tax revenue due to online sales (five year estimated loss of \$2.9 million with FY 2019 estimated loss being \$701,284. Parks sales tax funding is used to support general fund parks operations, parks capital projects and recreation services operations), and the permanent parks sales tax allocation (for FY 2019 – 103.88% has been allocated and this leaves a shortage of \$111,916 left to allocate in future budgets. Due to low sales tax growth, parks sales tax is not growing at a sufficient rate to add maintenance staff or handle increases in personnel, utility or intragovernmental cost increases which may result in service reductions in the future).

Public Safety Indicators

- Positive trends are observed for citizen satisfaction results in Fire for overall quality of local fire department services (84% in FY 2019) and how quickly fire department responds to emergencies (82% in FY 2019).
- Warning trends are observed in Police fleet maintenance costs (remain high and replacement funding remains below the needed amount), citizen survey results (three of four citizen survey results continue to be in the warning trend range (overall quality of local police services, how quickly police department responds to emergencies and overall feeling of safety in the city), and calls per officer (continue to be the third highest among benchmark cities).
- Negative trends observed in public safety include: expenses per capita for Police in constant dollars (decreased 3.36%), sworn officers per thousand population (decreased 0.75% while population increased 5.64%), Fire expenses per capita in constant dollars (decreased 10.24%), Fire employees per thousand population (decreased 2.65%), unfunded accrued pension liabilities increased in both Police (24.48%) and Fire (27.11%), pension funding ratios for both Police (55.96%) and Fire (56.35%) remain below the GASB recommended funding ratio of 80%, and Police priority one call response time (6.50 minutes) remains the highest among benchmark cities and above the city's goal of 5.00 minutes.

Transportation Indicators

- Some of the positive trends observed in transportation include: Parking Fund indicators for bond debt coverage ratio (*has remained above the 1.10 credit industry benchmark level for all of the past five years*) and reserves above the target for Airport and Parking.
- Some of the warning trends observed in transportation departments include: Street and Engineering expenses per capita in constant dollars (*decreased 3.5% and amount budgeted for maintenance is \$2.0 million short of the amount needed*); citizen satisfaction survey results in Streets and Sidewalks for snow removal on major city streets (66%), and transportation sales tax revenue in constant dollars (*decreased 6.38%*).
- Some of the negative trends observed in transportation departments include: citizen satisfaction for overall condition of city streets (21%), overall condition of city sidewalks (46%), maintenance and repair services for major city streets (36%), maintenance and repair services for neighborhood streets (39%), and snow removal on neighborhood streets (30%); estimated loss in capital improvement sales tax revenues due to online sales (*five year estimated loss of \$2.9 million and FY 2019 estimated loss of \$701,284*); estimated loss in transportation sales tax revenue due to online sales (*five year estimated loss of \$5.8 million and FY 2019 estimated loss of \$1.4 million*), estimated loss of general sales taxes put in the Public Improvement Fund to help fund general government capital projects (*five year estimated loss of \$497,273 and FY 2019 estimated loss of \$120,411*).

Utility Indicators

- Some of the positive trends observed in utility departments include: citizen satisfaction with utility services: water (86%), electric (86%), sewer (89%), residential trash collection services (90%), curbside recycling (88%), and drop-off recycling (89%); and Bond Debt coverage above 1.10 credit rating benchmark: Water (1.63), Electric (2.15), Sewer (1.80), and Solid Waste (7.69).
- Some of the warning trends observed in utility departments include Storm Water reserves (*\$1,561,106 above the target but there is a backlog of capital projects that need to be funded*), Water expenses per capita in constant dollars (*decreased 0.85%*), and Water employees per thousand customers (*increased 1.59% while the number of customers increased 4.22%*).
- Some of the negative trends observed in utility departments include Electric expenses per customer (*down 13.85%*), employees per thousand customers in Electric (*5.64% decrease while number of customers increased 5.06%*) and Sewer (*2.15% decrease while population increased 5.64%*), Sewer expenses per capita in constant dollars (*decreased 7.53%*), average water main replacement rate (*0.19% compared to targeted replacement rate of 1%*), and electric system replacement rate (*0.36% compared to targeted replacement rate of 1%*).

Conclusion

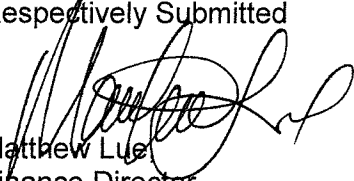
Per capita general fund revenues decreased 11.41% over the past five years. General fund department budgets have been negatively impacted by low and negative growth in several general source revenues including sales taxes (*per capita decreased 10.88%*), telephone gross receipts (*decreased \$1.1 million*) and municipal court fines and fees (*down \$616,875 due to Senate Bill 5*). We expect these areas to continue to decline in the future. Of the total general sources in the general fund, public safety departments receive 68% or \$40.9 million of those sources; therefore, when the sources are not growing at a rate to keep up with increases in

inflation and population growth and when pension, health, and other personnel costs continue to increase, it is challenging for the City to increase resources to these critical areas. Low citizen satisfaction levels with Police and Streets remain and this is tied to an inability to increase funding in these areas. Low sales tax growth also impacts other operations such as transit and airport (*funded by transportation sales tax*), streets (*funded by general sales taxes and transportation sales taxes*), and parks and recreation services (*funded by both general sales tax and parks sales tax*). The City's turnover rate continues to increase due to low raises given over the past ten years and the inability to fund the pay philosophy.

- Utility departments continue to have a strong financial position with the exception of storm water where the revenues are not sufficient to handle the backlog of capital projects. Additional funding needs to be allocated to system replacements in water and electric to increase the replacement rate to 1% of the system each year.





















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

Respectively Submitted



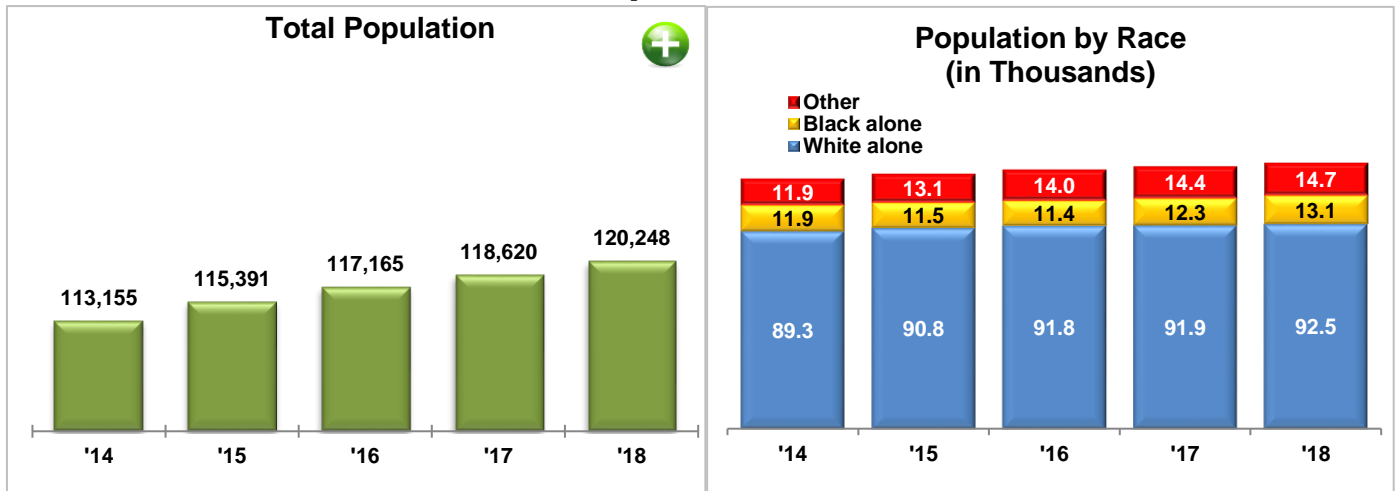
Matthew Lue
Finance Director

Community Trends

Indicator	2018	2019	Comments
Population			A decreasing rate of growth or a sudden increase in population are viewed as warning trends. The City's population increased 6.27% over the past five years with an average growth rate of 1.53% each year. Because American Community Survey data is not available for 2019, this trend looks at the five years from 2014 - 2018. There is no warning trend observed.
Percent of Population Age 17 or Under or Age 65 or Older			An increasing percent of the population who fall in the age groups of 17 or under or 65 or older can indicate an increasing level of needs, both current and future. For the period of 2014 to 2018, this age group percent of the total population increased 1.29% from 27.87% to 28.23%, so there is no warning trend observed.
Population Density			A decreasing population density (fewer people per square mile) is considered to be a warning trend because it indicates an increase in cost for services per household. The city's population density increased 3.25% over the past five years to 1,827 people per square mile. As the density increases, the cost for services (police, fire, street maintenance) per household decrease. There is no warning trend observed.
Median Household Income in Constant Dollars			A declining median household income in constant dollars is considered to be a warning trend because it indicates median household income has not kept pace with inflation and can mean a greater dependency on governmental services. From 2014 to 2018, median household income in constant dollars increased 6.13% so no warning trend is observed.
Median Household Income by Race in Constant Dollars			A significant gap between the median household income by race is considered to be a warning trend because it indicates some members of the community are less able than others to pay taxes which support our community and may have a higher dependency on governmental services. Over the past five years, the gap between median household income in constant dollars by race decreased from \$8,539 to \$7,600 however, the existence of the gap still indicates a warning trend.
Overall Poverty Rate			An increasing poverty rate is considered a warning trend because it can signal a future increase in the level and cost for services since low-income households have relatively higher needs and relatively lower personal wealth. The overall poverty rate for the City decreased 10.84% from 2014 to 2018. The 2018 overall poverty rate of 22.20% for Columbia is significantly higher than the State poverty rate of 14.20% and the National poverty rate of 14.10% so this trend indicates a warning trend.
Poverty Rate by Race			From 2014 to 2018, the poverty rate for Black or African Americans decreased 7.89%. The 2018 City poverty rate for Black or African Americans of 32.7% remains above the State rate of 26.10% and the National poverty rate of 24.20%. From 2014 to 2018, the poverty rate for Whites decreased 11.76%. The 2018 City poverty rate of 19.50% for Whites remains significantly above the State poverty rate of 12.00% and the National poverty rate of 11.60%.
Unemployment Rate			An increasing unemployment rate is considered to be a warning trend as it can be an early warning sign that overall economic activity will decline and governmental revenues may decline. The local unemployment rate was 5.3% in FY 2014 and fell to 4.1% in 2018. Columbia's unemployment rate of 4.1% is lower than the State unemployment rate of 5.10% and the National unemployment rate of 5.90%.
Unemployment By Race			While the unemployment rates for both White and Black or African Americans decreased from 2014 to 2018, there still exists a significant difference between the rates by race. For this reason, a warning trend is observed. In 2018, the unemployment rate for Whites is 3.30% and the unemployment rate for Black or African Americans is 7.70%. It is important to note that there has been a significant decrease in the unemployment rate of Black or African Americans over the past five years (from 13.30% to 7.70%).
Jobs in the Community			There has been an overall decrease in the number of jobs in the community (0.13% decrease) over the past five years, and the number of jobs in 2019 is still 133 below the number there was in 2015.

 Positive Trend  Warning Trend - Monitor Closely  Negative Trend - Action Needed

Population



Positive Trend
 Warning Trend - Monitor Closely
 Negative Trend - Action Needed

A Warning Trend Is Observed When:

There is a decreasing rate of growth or a sudden increase in population

Formulation:

Population (5 year ACS) estimates where available, and estimated population for years beyond the ACS estimate range

Population by Race					
Year	Estimated Population **	Growth Rate	White Alone **	Black Alone **	Other **
2014	113,155		89,322	11,897	11,936
2015	115,391	1.98%	90,781	11,530	13,080
2016	117,165	1.54%	91,759	11,388	14,018
2017	118,620	1.24%	91,851	12,344	14,425
2018	120,248	1.37%	92,458	13,065	14,725
5 Yr % Chg		6.27%	3.51%	9.82%	23.37%
5 Yr Avg Growth Rate		1.53%			

* There is no ACS (American Community Survey) data available for 2019. The other years represent ACS (American Community Survey) five year estimates.

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.

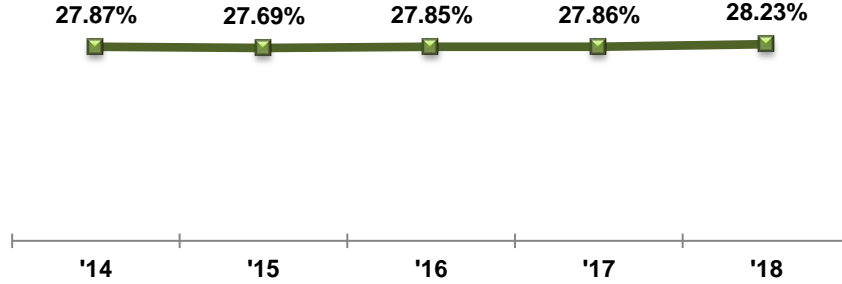
Second, if the out migration is composed of middle and upper income households, then the City is left with a more expensive type of population to service, the poor and the aged, who characteristically rely most heavily on government services. Finally, because of the interrelationship between population levels and other economic and demographic factors, a decline in population tends to have a cumulative negative effect on city revenues; the further the decline, the more adverse the affects on employment, income, housing and business activity.

Analysis: The 2019 population by race information is not available; therefore, this indicator shows 2014 to 2018 as the five year period. The City of Columbia has experienced positive, manageable population growth over the five year period listed with an average growth of 1.53% each year. There are no warning trends associated with this indicator.

Source:

- Population Estimates: U.S. Census Bureau - American Community Survey estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Percent of Population Age 17 and Under or Age 65 and Over



Positive Trend



Warning Trend - Monitor Closely



Negative Trend - Action Needed

A Warning Trend Is Observed When:

The percentage of population age 17 or under or age 65 and older is increasing more than 5% over the period shown

Formulation:

Population Age 17 and under or 65 and older
Total Population

Year	Percent of Population Age 17 and Under *	Percent of Population Age 65 and Older *	Total Percent of Population Age 17 and Under or Age 65 and Older
2014	18.97%	8.90%	27.87%
2015	18.79%	8.90%	27.69%
2016	18.45%	9.40%	27.85%
2017	18.06%	9.80%	27.86%
2018	17.99%	10.24%	28.23%
5 Yr % Chg	(5.17%)	15.06%	1.29%

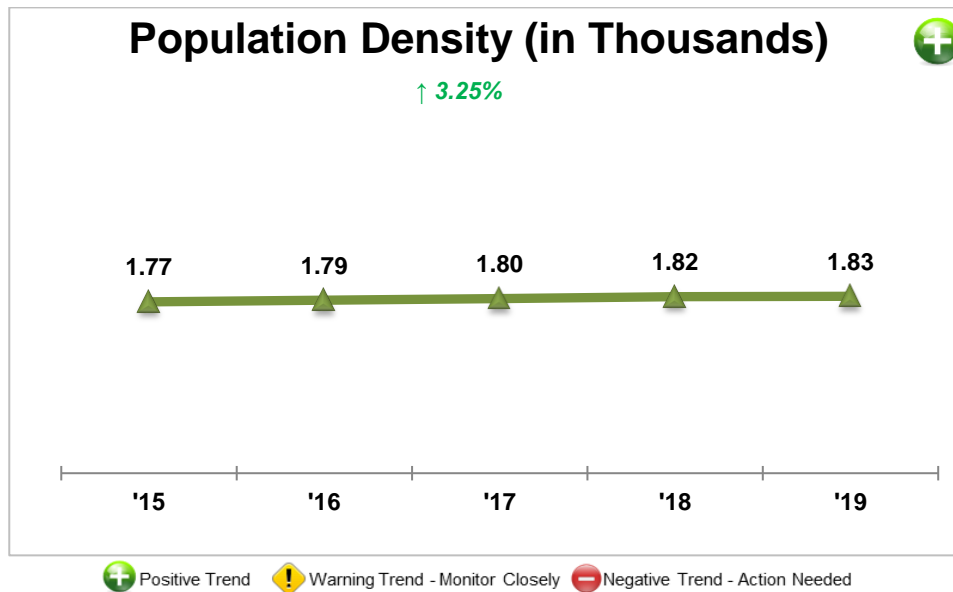
* There is no ACS (American Community Survey) data available for 2019. The other years represent ACS (American Community Survey) five year estimates.

Description: The percentage of individuals living in the community who are age 17 or under or who are age 65 or older is a measure of the community's needs. The indicator helps to assess the level of needs, both current and future. These population groups tend to need more services than the average individual and do not have the income to pay for those services.

Analysis: There is no American Community Survey data available for 2019. This indicator uses 2014 to 2018 as the five year period. During the period shown, there has been an overall increase in the percentage of the population who is age 17 or under or who are age 65 or older, which is a percentage change/ increase of 1.29%; therefore, there are no warning trends associated with this indicator.

Source:

- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml



A Warning Trend Is Observed When:

Population Density is decreasing 5% or more over the period shown

Formulation:

	Year	Estimated Population *	Square Miles	Population Density
	2015	115,391	65.20	1,770
	2016	117,165	65.51	1,789
	2017	118,620	65.77	1,804
	2018	120,248	65.95	1,823
	2019	121,898	66.71	1,827
Population				
Jurisdiction area in square miles	5 Yr % Chg	5.64%	2.32%	3.25%

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

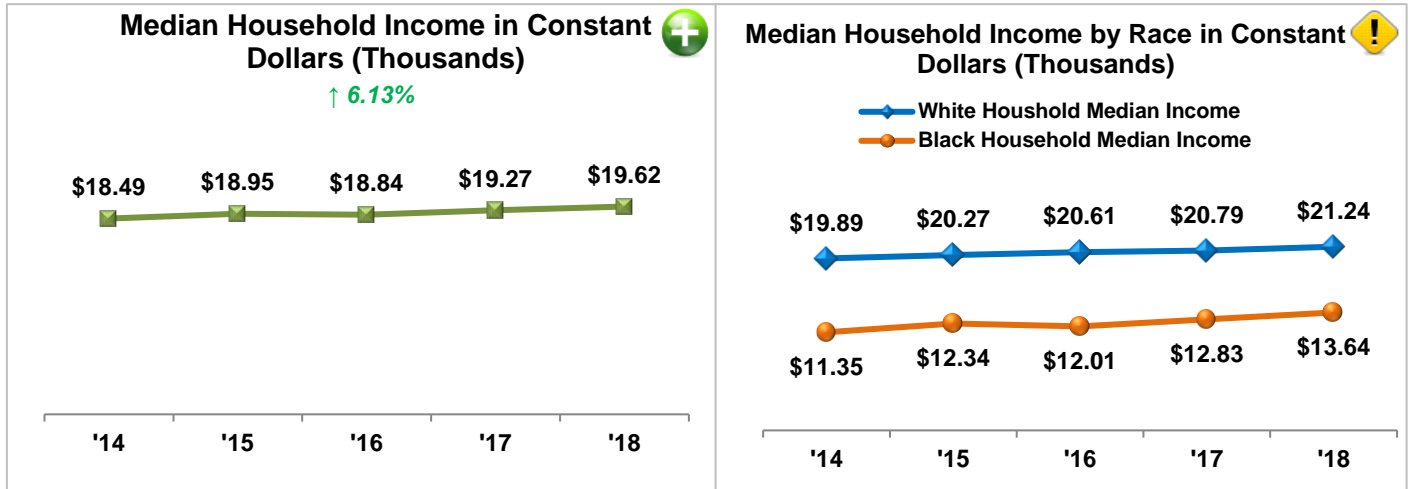
Description: One of the local conditions that affect the production of public goods and services is the population density within the community. This indicator measures the cost of providing services by a municipality or government. Some communities have compact areas with a higher population base. This makes the cost for services such as police, fire, street maintenance, etc. less costly per household.

Analysis: Population density trend is keeping pace with population and has increased by 3.25%. The city is keeping pace with the fundamental services it provides. There are no warning trends observed with this indicator.

Sources:

- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml
- Square miles: GIS Department, City of Columbia
https://www.como.gov/CMS/app_directory/description.php?id=102 (click on the table link to view information back to 1826)

Median Household Income



+ Positive Trend ! Warning Trend - Monitor Closely - Negative Trend - Action Needed

A Warning Trend Is Observed When:	Fiscal Year	Median Household Income *	Consumer Price Index	Median Household Income in Constant Dollars	Columbia's Median Household Income in Constant Dollars by Race		
					White *	Black *	Gap
Median household income in constant dollars is declining	2014	\$43,776	236.74	\$18,491	\$19,885	\$11,346	\$8,539
	2015	\$44,907	237.02	\$18,947	\$20,269	\$12,343	\$7,926
	2016	\$45,221	240.01	\$18,841	\$20,614	\$12,010	\$8,603
	2017	\$47,236	245.12	\$19,271	\$20,787	\$12,832	\$7,955
	2018	\$49,277	251.11	\$19,624	\$21,238	\$13,638	\$7,600
Formulation:	5 Yr % Chg	12.57%	6.07%	6.13%	6.80%	20.21%	(11.01%)
Median household income	5 Yr \$ Chg	\$5,501					
Consumer Price Index							

*ACS (American Community Survey) five year estimates. Race is self-identified

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

Median household income in constant dollars is taken from the American Community Survey using five years estimates. This methodology results in more conservative estimates and a smoother trend line.

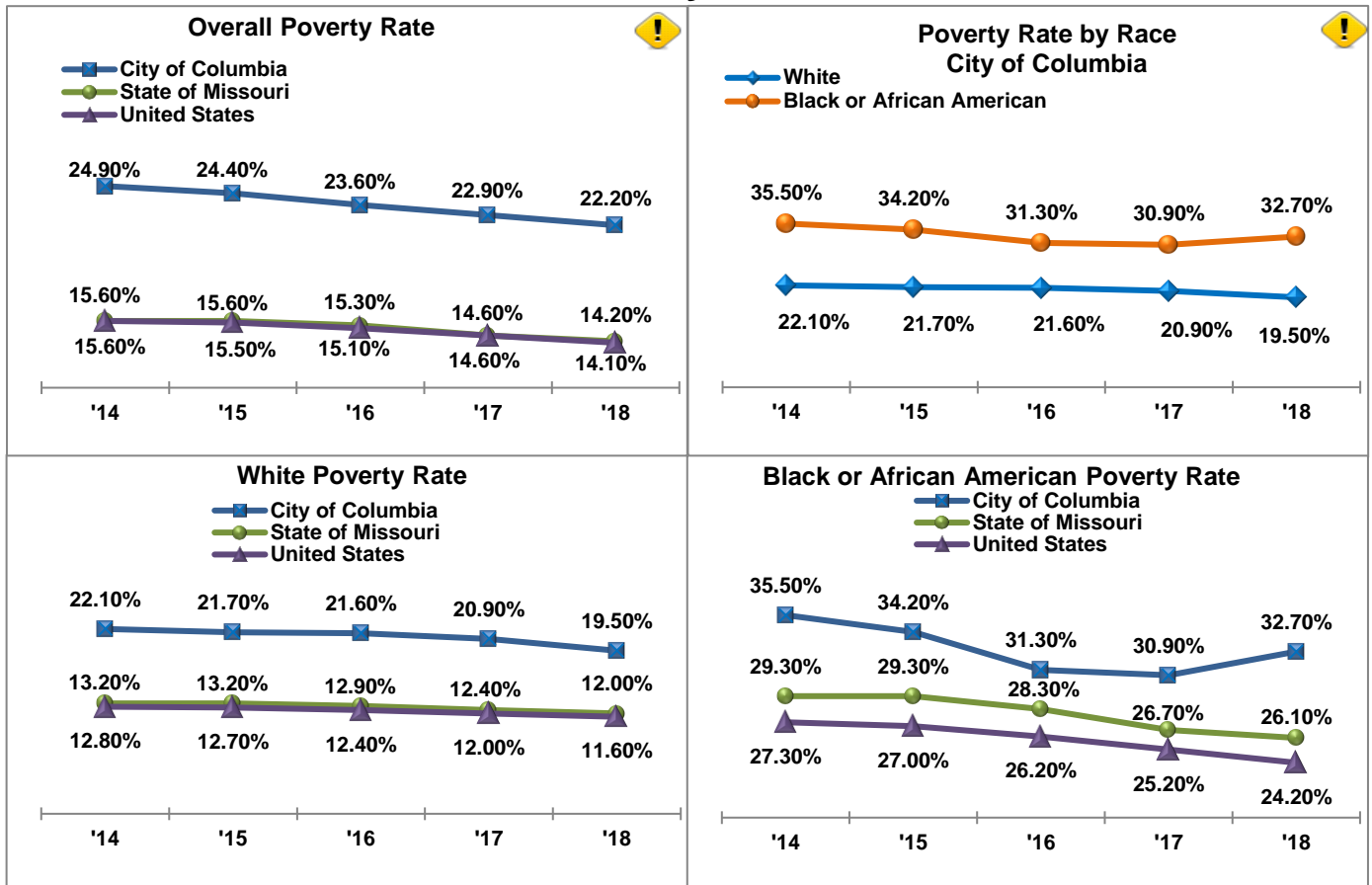
Analysis: The American Community Survey information is not available for 2019. This indicator uses 2014 to 2018 as the five year period. Overall median household income increased by 12.57% for the period shown, median household income in constant dollars increased 6.13% and the inflation rate increased 6.07%.

- This indicates that the growth in median household income has kept pace with the growth of inflation.
- Median household income in constant dollars for white households increased by 6.80%.
- Median household income in constant dollars for black or African American households increased 20.21% and the gap between white and black or African American median household income in constant dollars decreased 11.01%.
- This indicator is considered to be a warning trend due to the gap that exists between median income for white versus black households.

Source:

- US Census Bureau - Five Year American Community Survey (ACS) Estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml
- Consumer Price Index: <http://www.stats.bls.gov>

Poverty Rate



+ Positive Trend
 ! Warning Trend - Monitor Closely
 - Negative Trend - Action Needed

A Warning Trend is Observed When:

Poverty Rate is Increasing

Fiscal Year	Columbia Poverty Rate by Race *			State of Missouri Poverty Rate by Race *			United States Poverty Rate by Race *		
	Overall Rate	White Alone **	Black Alone **	Overall Rate	White Alone **	Black Alone **	Overall Rate	White Alone **	Black Alone **
2014	24.90%	22.10%	35.50%	15.60%	13.20%	29.30%	15.60%	12.80%	27.30%
2015	24.40%	21.70%	34.20%	15.60%	13.20%	29.30%	15.50%	12.70%	27.00%
2016	23.60%	21.60%	31.30%	15.30%	12.90%	28.30%	15.10%	12.40%	26.20%
2017	22.90%	20.90%	30.90%	14.60%	12.40%	26.70%	14.60%	12.00%	25.20%
2018	22.20%	19.50%	32.70%	14.20%	12.00%	26.10%	14.10%	11.60%	24.20%
5 Yr % Chg	(10.84%)	(11.76%)	(7.89%)	(8.97%)	(9.09%)	(10.92%)	(9.62%)	(9.38%)	(11.36%)

*ACS (American Community Survey) five year estimates

** Self identified

Description: An additional indicator to monitor changes in personal income is the poverty rate. Statistics for poverty are taken from the American Community Survey. These figures are calculated using five years of data. This indicator can signal a future increase in the level and cost for services because low-income households have relatively higher needs and relatively lower personal wealth.

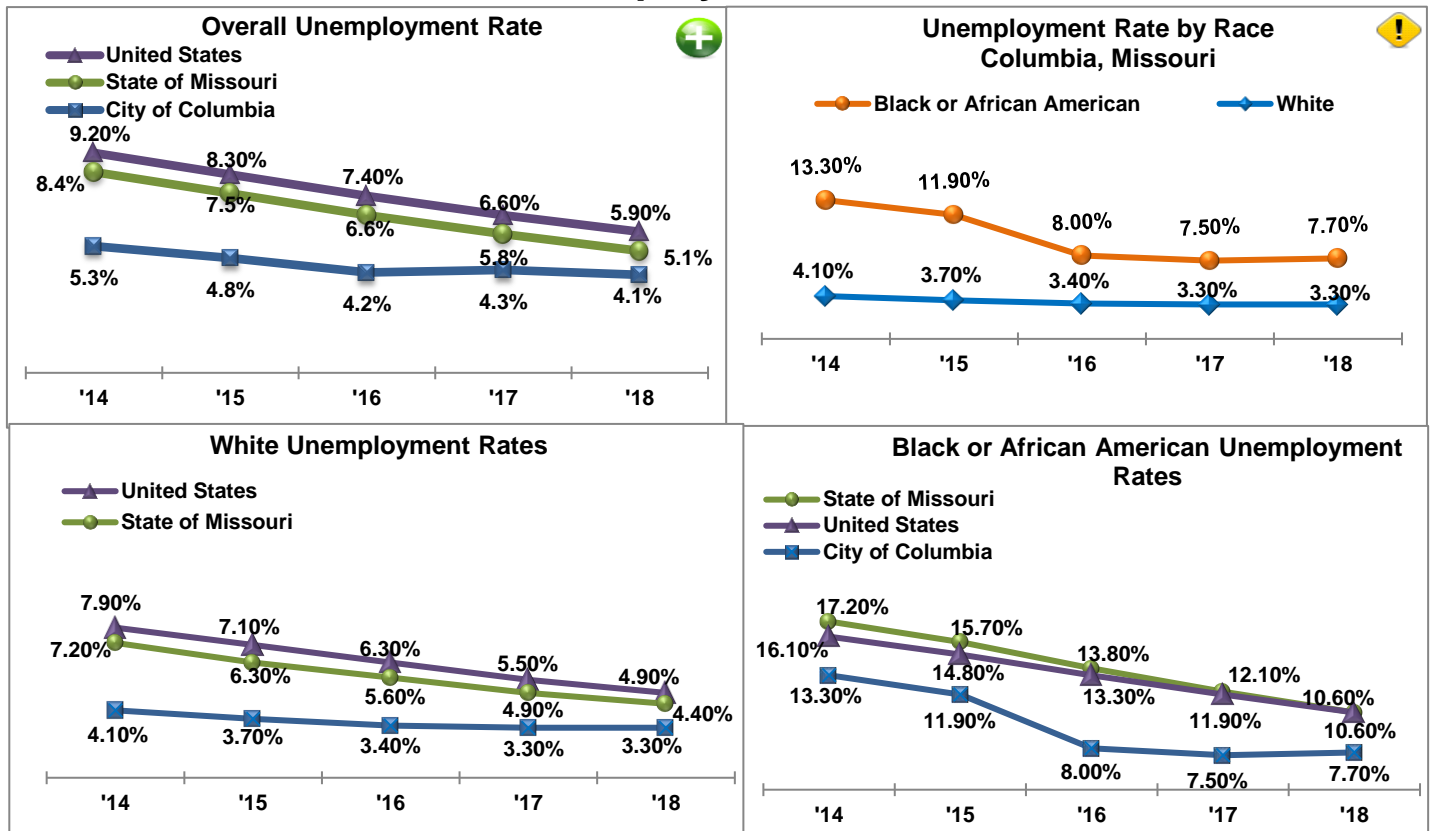
Analysis: Information is available for 2014 to 2018. During this time Columbia's overall poverty rate decreased by 10.84% to 22.20% in 2018. Columbia's overall poverty rate has been significantly above both the Missouri and United States poverty rates for the period shown. This is a warning trend that will need to be closely monitored as an increase in poverty rate can indicate more demand for city services with less income to pay for those services. When examining the poverty rates by race, the poverty rate for whites decreased 11.76% and the poverty rate for Black or African Americans decreased 7.89% for Columbia.

- From FY 2017 to FY 2018 the poverty rate for black or African Americans increased from 30.90% to 32.70%.

Source:

- US Census Bureau - One Year and Five Year American Community Survey Estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Unemployment Rate



+ Positive Trend ! Warning Trend - Monitor Closely - Negative Trend - Action Needed

A Warning Trend is Observed When:

Unemployment rate is Increasing or there is a significant gap of unemployment by race

	City of Columbia Unemployment Rate by Race *			State of Missouri Unemployment Rate by Race *			United States Unemployment Rate by Race *		
	Overall Rate	White Alone **	Black Alone **	Overall Rate	White Alone **	Black Alone **	Overall Rate	White Alone **	Black Alone **
2014	5.30%	4.10%	13.30%	8.40%	7.20%	17.20%	9.20%	7.90%	16.10%
2015	4.80%	3.70%	11.90%	7.50%	6.30%	15.70%	8.30%	7.10%	14.80%
2016	4.20%	3.40%	8.00%	6.60%	5.60%	13.80%	7.40%	6.30%	13.30%
2017	4.30%	3.30%	7.50%	5.80%	4.90%	12.10%	6.60%	5.50%	11.90%
2018	4.10%	3.30%	7.70%	5.10%	4.40%	10.60%	5.90%	4.90%	10.60%
5 Yr % Chg	(22.64%)	(19.51%)	(42.11%)	(39.29%)	(38.89%)	(38.37%)	(35.87%)	(37.97%)	(34.16%)

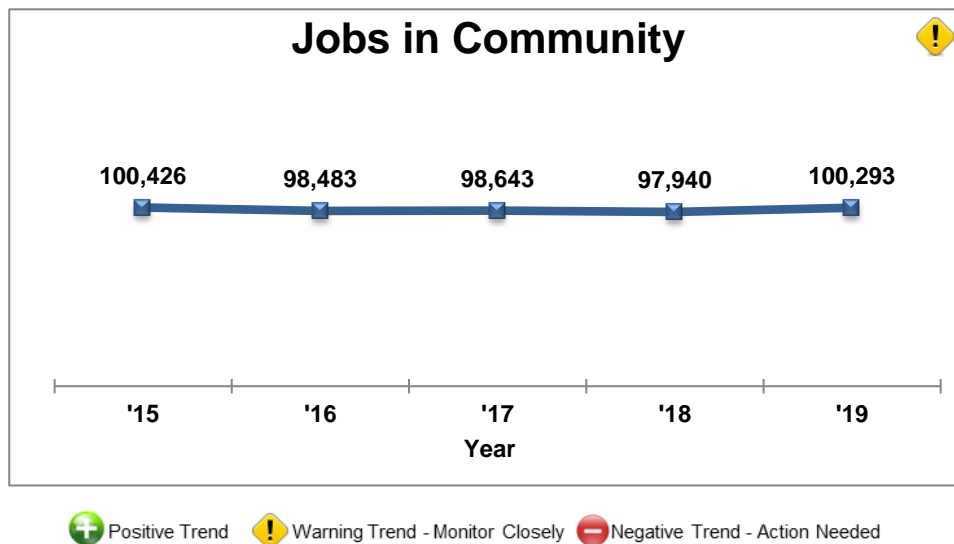
*ACS (American Community Survey) five year estimates

** Self identified

Description: The unemployment rate is directly related to the levels of the business activity and personal income. 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. Statistics for unemployment are taken from the American Community Survey which utilize five years of data and provide a more conservative estimate. An increase in the unemployment rate 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: Information for 2019 is not available. This indicator uses 2014 to 2018 as the most recent five years. The City of Columbia's largest workforce sector is the education, health and social services area which has enabled the City to continue to stay below the national and state unemployment rates. For 2018 the City's overall unemployment rate is 4.1%, compared to the state's rate of 5.1% and the national unemployment rate of 5.9%. While there has been a decrease in unemployment rates for both White and Black or African American residents, there still remains a much higher unemployment rate for Black or African American residents (7.7%) versus White residents (3.3%) in Columbia.

Source: US Census Bureau - Five Year American Community Survey Estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml



	Jobs In Community - Civilian Labor Force	
	Fiscal Year	
	2015	100,426
	2016	98,483
	2017	98,643
	2018	97,940
	2019	100,293
	5 Yr % Chg	(0.13%)

A Warning Trend Is Observed When:
 Number of jobs is Decreasing

Description: Jobs in the community are referred to as the "employment base." 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.



















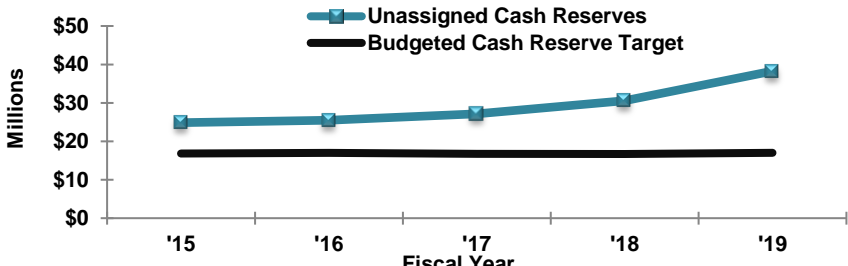
If the employment base is growing, if it is sufficiently diverse to provide against short-run economic fluctuation, or downturn in one sector, and if it provides sufficient income to support the local business community, then it will have a positive influence on the city's financial condition. A decline 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 employment base has been sufficiently diverse to cushion against temporary economic downfalls in any particular sector, and most employment fluctuations have been associated with national manufacturing firms located in Columbia. Such jobs comprise less than 10% of the City's total work force and have been effected by the current economic factors on a national level. The City of Columbia's largest workforce sector is the education, health and social services area. The number of civilian jobs decreased 0.13% during this period and the number of jobs in 2019 and is still 133 jobs below 2015 number of jobs. In addition, with the poverty rate of Columbia being higher than the state or national numbers, there is also concern that jobs in Columbia may not be paying a living wage. These factors indicate a warning trend that should be closely monitored in the future.

Source:

- Bureau of Labor Statistics Website
http://www.bls.gov/eag/eag.mo_columbia_msa.htm - Obtained for the month of November

General Fund Trends

Indicator	2018	2019	Comments																		
General Fund Revenues Per Capita (Constant Dollars)			Revenues per capita in constant dollars decreased 11.41% over the past five years due to growth in online sales (which do not collect local sales taxes), lower telephone gross receipt taxes (due to fewer land line users), lower grant revenues (due to several large grants to fund public safety positions ending), lower Municipal Court fees (due to the passage of Senate Bill 5), and lower Building Permit fees (due to lower number of building permits being issued).																		
Total Tax Revenues Per Capita (Constant Dollars)			Total tax revenues per capita in constant dollars decreased 12.09% over the past five years. Sales tax is the largest portion of tax revenues and the increase in online sales which do not collect local sales tax has lowered the growth in this revenue and will continue to lower the growth in future years. Gross receipt taxes on telephones decreased \$1.1 million over the past five years due to a lower number of land line users.																		
Estimated Loss in Sales Tax Revenue Due to Online Sales			The estimated percent of sales that are conducted online has grown from 7.3% to 10.8% over the past five years. Since online sales do not collect local sales tax, it has been estimated the City lost over \$11.6 million in the general fund over the past ten years. The FY 2019 estimated loss is over \$2.8 million. Public safety receives about 68% of the total general source funding, so this loss to public safety for FY 2019 is estimated to be \$1.9 million which could have been used to support at least sixteen more public safety positions or keep fleet replacements on schedule.																		
Revenue Surpluses (Shortfalls) Estimated Budget vs. Actual			Revenue estimates have been well within a 1.5% tolerance range of actual revenues for the General Fund for all of the past ten years. This illustrates that the current forecasting techniques are producing revenue projections that are substantially better than 98.5% of actual revenues. In FY 2019 actual revenues were 1.20% higher than estimated revenues.																		
Total Expenditures Per Capita (in Constant Dollars)			For the past five years, expenditures per capita (constant dollars) decreased 9.32% while inflation increased 7.86% and population increased 5.64%. A negative trend is observed because the City has not been able to add positions and other funding to critical areas such as public safety and transportation to keep up with growing population and service demands. A negative trend exists when operating expenditures (constant dollars) per capita are decreasing due to low revenue growth because inflation, population, and demand for services increase but the City does not have enough funding to increase expenditures such as additional staff to meet the growing service demands.																		
LAGERS Pension Unfunded Accrued Liability and Pension Funding Ratio			A warning trend exists if the LAGERS pension unfunded accrued liability is increasing or if the pension funding ratio is below 80%. For the past five years the unfunded accrued liability decreased and the pension funding ratio remained above the 80% GASB recommended funding ratio.																		
General Fund Employees Per Thousand Population			For the past five years, employees per thousand population decreased 0.80% while population increased 5.64%. Due to low revenue growth, the City has not been able to add positions to keep up with the growth in the population. This represents a negative trend that needs to be addressed.																		
Liquidity Ratio			The City's general fund liquidity ratio has been significantly above the 1.0 credit industry benchmark for all years shown. There is no warning trend observed for this indicator. The FY 2019 liquidity ratio is 7.46.																		
General Fund Ending Unassigned Cash Reserve			<p>Cash reserves have been above the cash reserve target for all years shown. There is no warning trend observed. FY 2019 ending unassigned cash reserves are \$21,252,305 above the cash reserve target. The significant increase in cash reserves in FY 2019 was due to all unspent general fund savings amounts that had been allocated to general fund departments were moved to Unassigned Fund Balance and are now included in the cash reserves.</p> <div><p>Unassigned Cash Reserves</p><table><caption>Unassigned Cash Reserves Data (Estimated from Graph)</caption><thead><tr><th>Fiscal Year</th><th>Unassigned Cash Reserves (Millions)</th><th>Budgeted Cash Reserve Target (Millions)</th></tr></thead><tbody><tr><td>'15</td><td>~25</td><td>~18</td></tr><tr><td>'16</td><td>~26</td><td>~18</td></tr><tr><td>'17</td><td>~28</td><td>~18</td></tr><tr><td>'18</td><td>~32</td><td>~18</td></tr><tr><td>'19</td><td>~38</td><td>~18</td></tr></tbody></table></div>	Fiscal Year	Unassigned Cash Reserves (Millions)	Budgeted Cash Reserve Target (Millions)	'15	~25	~18	'16	~26	~18	'17	~28	~18	'18	~32	~18	'19	~38	~18
Fiscal Year	Unassigned Cash Reserves (Millions)	Budgeted Cash Reserve Target (Millions)																			
'15	~25	~18																			
'16	~26	~18																			
'17	~28	~18																			
'18	~32	~18																			
'19	~38	~18																			



Positive Trend

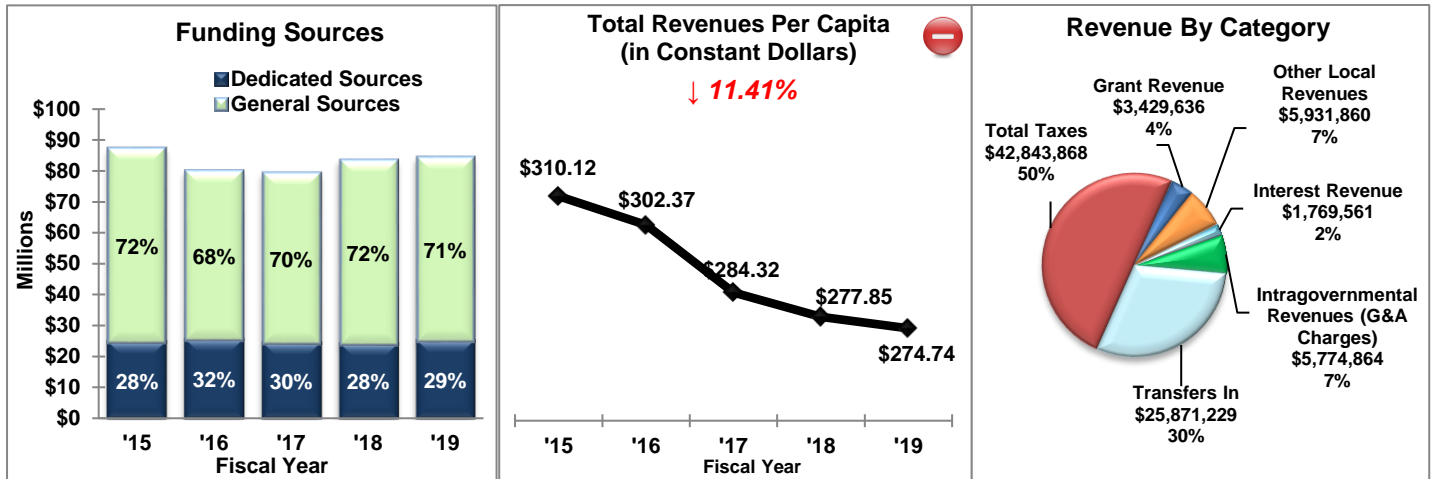


Warning Trend - Monitor Closely



Negative Trend - Action Needed

Total General Fund Revenues



Year	Total Taxes	Grant Revenue	Other Local Revenues	Interest Revenue	Intragovernmental Revenues (G&A Charges)	Transfers In	Appropriated Fund Balance	Total Revenues	Total Revenues Per Capita in Constant Dollars	Per Capita Percent Change Over Previous Year
2015	\$42,769,076	\$5,550,225	\$6,849,789	\$954,208	\$4,247,354	\$23,531,305	\$914,663	\$84,816,620	\$310.12	(0.81%)
2016	\$42,861,992	\$4,119,790	\$7,304,320	\$699,133	\$4,407,469	\$24,987,499	\$649,249	\$85,029,452	\$302.37	(2.50%)
2017	\$42,577,986	\$3,228,182	\$7,133,567	(\$198,858)	\$4,748,750	\$24,679,979	\$500,000	\$82,669,606	\$284.32	(5.97%)
2018	\$43,739,553	\$3,546,635	\$6,562,959	\$184,958	\$4,814,756	\$25,048,909	\$0	\$83,897,770	\$277.85	(2.28%)
2019	\$42,843,868	\$3,429,636	\$5,931,860	\$1,769,561	\$5,774,864	\$25,871,229	\$0	\$85,621,018	\$274.74	(1.12%)
5 Yr % Chg	0.17%	(38.21%)	(13.40%)	85.45%	35.96%	9.94%	(100.00%)	0.95%	(11.41%)	
5 Yr \$ Chg	\$74,792	(\$2,120,589)	(\$917,929)	\$815,353	\$1,527,510	\$2,339,924	(\$914,663)	\$804,398		

Formulation:

Total Revenues (Constant Dollars)
Population

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

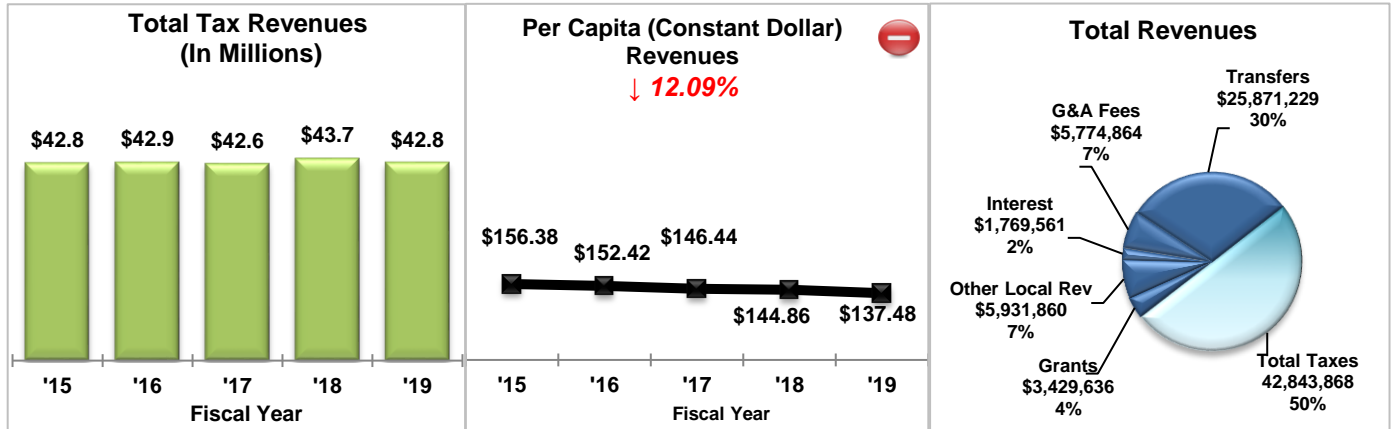
Analysis: Total general fund revenues increased 0.95% or \$804,398 and revenues per capita in constant dollars decreased 11.41% over the past five years.

- Revenues per capita in constant dollars have decreased each year since FY 2015.
- Total taxes, which account for 50% of the general fund revenues increased \$74,792 over the past five years but decreased on a revenue per capita basis in constant dollars by 12.09%. Online sales (which do not collect local sales taxes) continue to increase and this has reduced the growth of sales taxes. In addition, telephone gross receipts taxes decreased \$1.1 million due to fewer people using land lines.
- Grant revenues decreased \$2.1 million. Some of this was due to the transition of the Public Safety Joint Communications (PSJC) operation to the county and the rest was due to lower grants in the Fire Department where a grant to fund four additional fire fighters ended. General sources will continue to fund these fire fighters in the future.
- Other Local Revenues decreased \$917,929 primarily in municipal court fees (which were impacted by Senate Bill 5 in FY 2015 which capped fines and costs for minor traffic offenses, required consideration of a person's ability to pay, prohibited jail sentences for failing to pay, and prevented the court from suspending driver's license for failure to appear or failure to pay a fine for a minor traffic violation) and in building and site fees due to fewer building permits being issued.
- Transfers in increased \$2.3 million primarily due to increased PILOT amounts from Water and Electric as a result of customer growth and rate increases. The transfers from parks sales tax and transportation sales tax, which help to fund our parks and streets operations increased \$546,469 but this increase did not keep pace with increases in inflation and population due to the negative effect of increased online sales.
- Appropriated fund balance decreased as a result of budget cuts made in order to get expenditure growth in line with revenue growth.
- Dedicated funding sources have fluctuated from a high of 32% to a low of 28% over the past five years with FY 2019 at 29%.
- There is a negative trend associated with this indicator, due to revenues per capita decreasing 11.41% over the past five years. Management has responded to this decline by reducing expenditures in an effort to get expenditures more in line with revenues. In future budgets, close monitoring of revenues will continue, expenditures will be reduced, and fees and service charges will be increased as needed.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <https://www.bls.gov/cpi/>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Total Tax Revenues



Trend Key: 5 Year % Change in Revenues Per Capita
 Positive Trend (>0% change) Warning Trend (0% to -5% change) Negative Trend (>-5% change)

Fiscal Year	Property Taxes	Sales Taxes	Other Local Taxes	Total Tax Revenues	Consumer Price Index	Estimated Population **	Tax Revenues Per Capita in Constant Dollars	Per Capita Percent Change Over Previous Year
2015	\$7,572,050	\$22,832,373	\$12,364,653	\$42,769,076	237.02	115,391	\$156.38	(1.64%)
2016	\$7,898,843	\$23,321,470	\$11,641,679	\$42,861,992	240.01	117,165	\$152.42	(2.53%)
2017	\$8,124,534	\$23,306,189	\$11,147,263	\$42,577,986	245.12	118,620	\$146.44	(3.92%)
2018	\$8,402,709	\$23,767,086	\$11,569,758	\$43,739,553	251.11	120,248	\$144.86	(1.08%)
2019	\$8,546,077	\$23,184,765	\$11,113,026	\$42,843,868	255.66	121,898	\$137.48	(5.09%)
5 Yr % Chg	12.86%	1.54%	(10.12%)	0.17%	7.86%	5.64%	(12.09%)	
5 Yr \$ Chg	\$974,027	\$352,392	(\$1,251,627)	\$74,792				

Formulation:

Tax Revenues
 (Constant Dollars)
 Population

Description: Tax revenue accounts for 50% of the total general fund revenue sources. Total tax revenues include sales tax, property taxes, gross receipt taxes and other local taxes. Gross receipt taxes are collected from telephone, natural gas, electric, and cable television. Other local taxes include gasoline, cigarette, and motor vehicle taxes. A decrease in per capita tax revenue in constant dollars may indicate:

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. Appraisal practices which do not reassess property on a frequent enough basis to keep pace with the rate of inflation
4. A sales tax rate so high that consumers shop in other communities
5. Retail outlets relocating outside the community
6. Improper collection of sales tax by retailers
7. A rise in online sales to retailers who do not collect sales tax

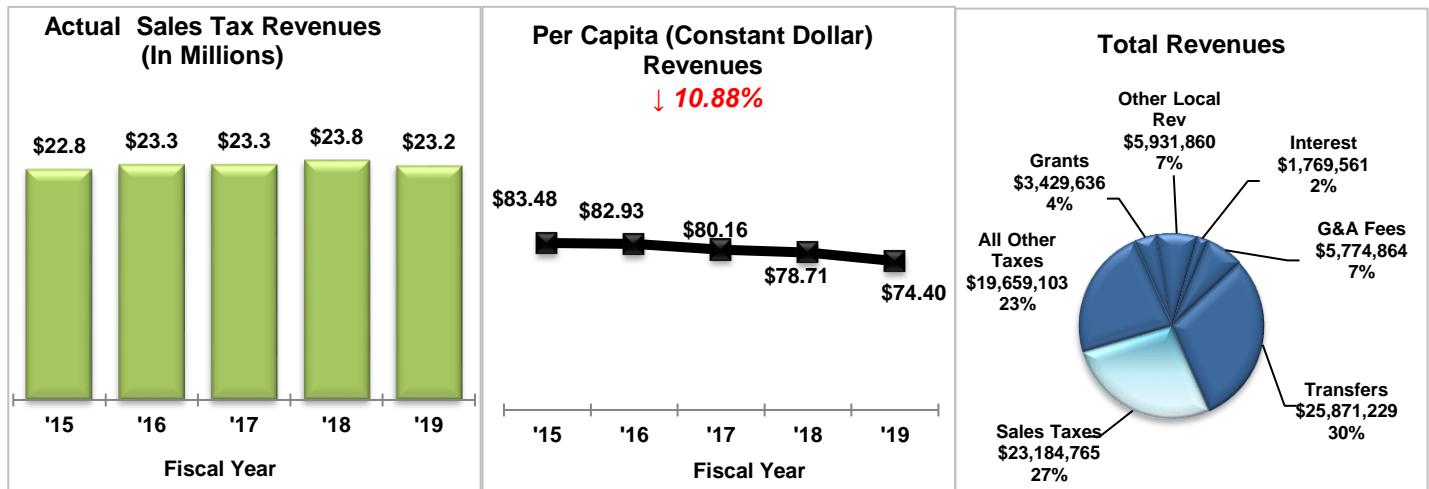
Analysis: For the five year period, total tax revenues increased only \$74,792 or 0.17% while total tax revenue per capita in constant dollars decreased 12.09%. This is a significant concern since tax revenues comprise 50% of the total general fund revenue sources.

- Of the various types of taxes collected, sales taxes are the largest source. During the past five years, sales taxes per capita in constant dollars decreased 10.88% due to the significant growth in online sales taxes which do not collect local sales taxes. It is estimated the general fund has lost over \$11.6 million over the past five years in sales tax revenues due to online sales.
- Other local taxes decreased \$1.25 million over the past five years primarily due to lower gross receipt taxes on telephones as fewer people have land line phone service.
- When tax revenues do not keep up with the growth in inflation and population, it hinders the City's ability to add needed staffing to critical areas such as public safety or to adequately fund street maintenance to ensure the quality of the streets is up to the level citizens expect. Public safety and streets receive about two thirds of the general sources in the general fund.
- The City will need to continue monitoring this trend closely and may need to identify another source of revenue to fund these critical city services.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Sales Tax Revenues



Trend Key: 5 Year % Change in Revenues Per Capita
 Positive Trend (>0% change) Warning Trend (0% to -5% change) Negative Trend (>-5% change)

Fiscal Year	Actual Sales Tax Revenue - General Fund	Consumer Price Index	Sales Taxes (Constant Dollars)	Estimated Population **	Sales Taxes Per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2015	\$22,832,373	237.02	\$9,633,100	115,391	\$83.48	(0.44%)
2016	\$23,321,470	240.01	\$9,716,874	117,165	\$82.93	(0.66%)
2017	\$23,306,189	245.12	\$9,508,073	118,620	\$80.16	(3.34%)
2018	\$23,767,086	251.11	\$9,464,924	120,248	\$78.71	(1.81%)
2019	\$23,184,765	255.66	\$9,068,699	121,898	\$74.40	(5.48%)
5 Yr % Chg	1.54%	7.86%	(5.86%)	5.64%	(10.88%)	
5 Yr \$ Chg	\$352,392					

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: A general sales tax is levied on all persons selling tangible personal property or rendering taxable services on a retail basis within the City limits. The City's entire portion of the tax amounts to a total of 2% gross retail receipts, of which 1% is for City General Revenues, 1/2% is a Transportation Sales Tax, 1/4% is Parks Sales Tax and 1/4% is for Capital Improvement Sales Tax. A portion of the 1% general sales tax is allocated to the General Fund and the rest (4.1% of the 1%) is allocated to capital projects and recorded in the Capital Projects Fund. The table above shows the amount that is allocated to the General Fund.

Analysis: Sales tax revenues in actual dollars increased \$352,392 or 1.54% and per capita sales taxes in constant dollars decreased 10.88%.

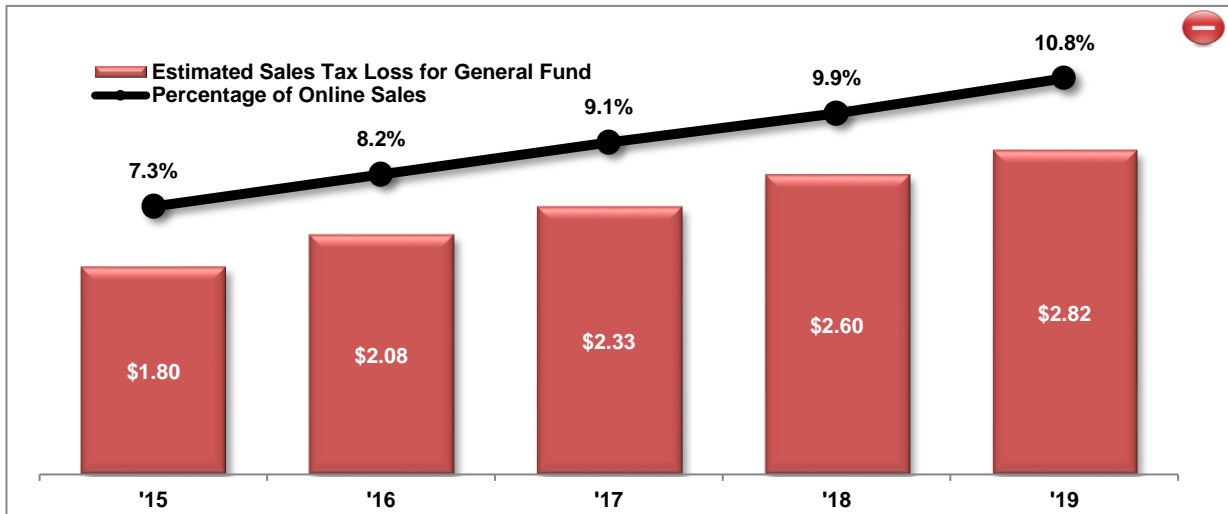
- Sales tax growth has not kept pace with inflation and population changes during this time period.
- The increasing growth in online sales, which are not subject to local sales taxes, have resulted in lower growth in sales tax revenues. It is estimated that online sales accounted for 7.3% of all retail sales in FY 2015 and grew to 10.8% of all retail sales in FY 2019. This equates to an estimated five year loss of \$11.6 million in the general fund, with an estimated loss of sales tax revenue in the general fund for FY 2019 at over \$2.8 million.
- FY 2017 sales taxes were lower than FY 2016 due to the state implementing a new computer system which resulted in \$494,886.65 in payments (that would normally have been recorded in FY 2017) not being recorded until FY 2018 because these were not received until mid-December which was after the accrual period for FY 2017. This resulted in the significant increase in FY 2018 being higher than it normally would have been since this supplemental amount got recorded in FY 2018.
- Sales taxes account for 27% of the general fund revenues which makes this a major revenue source and close monitoring is merited.

Legal Authorizations: Local election: December 15, 1970 ; Ordinance 5276 (1970); pursuant to RSMo 144.010-144.510 ; Ordinance 9478 RSMo 94.600 et. Seq.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index - Bureau of Labor Statistics: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Estimated Loss in Sales Taxes Due to Online Sales



A Warning Trend Is Observed When:

Online sales as a percent of total sales increase

Formulation:

Estimated Dollar Amount of Online Sales multiplied by General Sales Tax Rate

Fiscal Year	Actual Sales Tax Revenue - General Fund	Online Sales as a Percent of Total Retail Sales	Estimated Loss of Sales Tax Revenue: General Fund
2015	\$22,832,373	7.3%	\$1,804,663
2016	\$23,321,470	8.2%	\$2,083,181
2017	\$23,306,189	9.1%	\$2,326,133
2018	\$23,767,086	9.9%	\$2,604,161
2019	\$23,184,765	10.8%	\$2,816,841
5 Yr % Chg	1.54%	47.90%	56.09%
5 Yr \$ Chg	\$352,392		\$11,634,979

Description: The level of online sales can adversely impact a City. Currently, online sales are not subject to local sales taxes, so the City receives a lower amount of sales tax revenue because users choose to shop online instead of at brick and mortar stores. There is also a loss of property taxes as there are fewer brick and mortar stores operating and potentially a loss of jobs in the community. In addition, items ordered online are delivered by trucks that use and cause wear and tear on the streets. All of these factors can cause a significant negative factor for a city who relies on sales tax as a major revenue source.

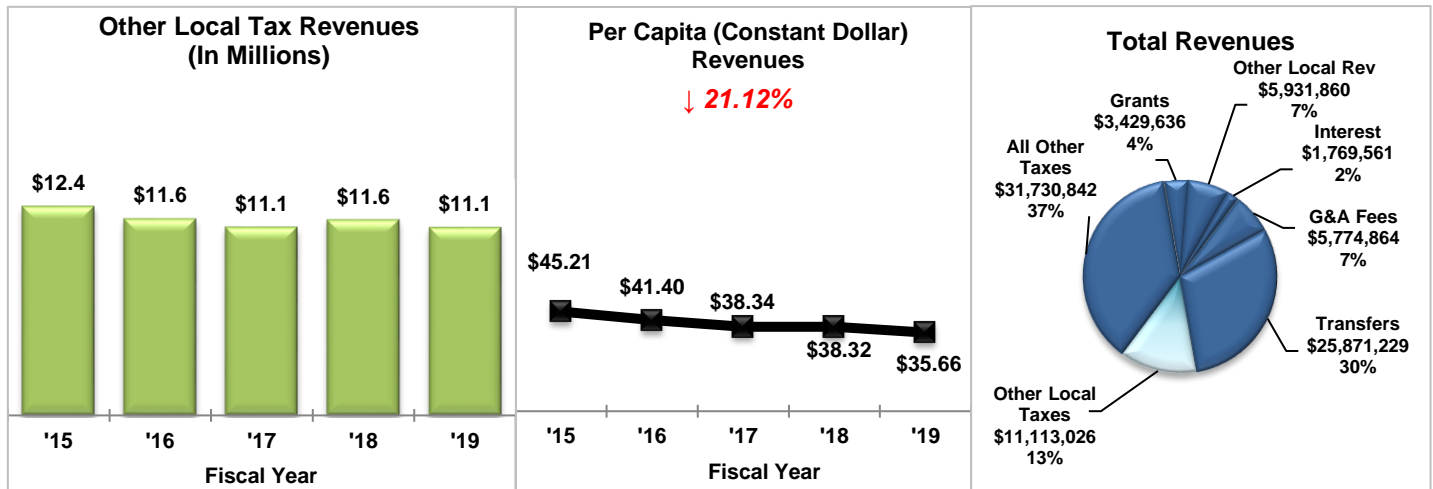
Analysis: Sales taxes are considered to be a major revenue source (27%) for the general fund operations which include major departments such as police, fire, health, and parks and recreation.

- It is estimated that nationally the percent of online sales increased from 7.3% to 10.8% (a percentage change/ increase of 45%) over the past five years. Given the number of college students in the City, Columbia's growth in online sales may have been much higher than the national average.
- It is estimated that the City has lost over \$11.6 million in sales tax revenue in the general fund over the past five years.
- Sales taxes are the primary funding source for public safety departments so this loss has kept the City from being able to add more positions each year to these critical departments or increase the amount of funding available for street maintenance. These two areas continue to be the top two areas that citizens want to see funding added according to annual citizen surveys.
- The prediction for the future is that the percentage of online sales will continue to increase, so the City will need to continue monitoring this indicator closely. The City may need to explore other funding source options in the future to ensure adequate funding of general fund departments.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule
<http://www.como.gov/finance/accounting/financial-reports/>
- Online sales: <http://www.census.gov/retail/#ecommerce>

Other Local Taxes



Fiscal Year	Gasoline Taxes	Cigarette Taxes	Motor Vehicle Taxes	Telephone Gross Receipt Taxes	Natural Gas Gross Receipt Taxes	Cable Franchise Gross Receipt Taxes	Boone Electric Gross Receipt Taxes	Total Other Local Taxes	Other Local Taxes Per Capita (Constant Dollars) **	Per Capita Percent Change Over Previous Year
2015	\$2,896,360	\$564,849	\$1,373,521	\$3,339,520	\$2,797,750	\$299,205	\$1,093,448	\$12,364,653	\$45.21	(5.42%)
2016	\$2,884,004	\$544,198	\$1,400,290	\$3,250,767	\$2,158,176	\$285,960	\$1,118,284	\$11,641,679	\$41.40	(8.43%)
2017	\$2,932,516	\$515,363	\$1,418,526	\$2,695,049	\$2,153,297	\$253,585	\$1,178,927	\$11,147,263	\$38.34	(7.39%)
2018	\$2,905,773	\$466,574	\$1,485,363	\$2,561,028	\$2,609,604	\$269,840	\$1,271,576	\$11,569,758	\$38.32	(0.05%)
2019	\$2,934,503	\$426,647	\$1,461,028	\$2,254,194	\$2,530,838	\$224,335	\$1,281,481	\$11,113,026	\$35.66	(6.94%)
5 Yr % Chg	1.32%	(24.47%)	6.37%	(32.50%)	(9.54%)	(25.02%)	17.20%	(10.12%)	(21.12%)	
5 Yr \$ Chg	\$38,143	(\$138,202)	\$87,507	(\$1,085,326)	(\$266,912)	(\$74,870)	\$188,033	(\$1,251,627)		

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: Other local taxes include gasoline, cigarette, motor vehicle, telephone gross receipt taxes, natural gas gross receipt taxes, cable franchise gross receipt taxes and Boone Electric gross receipt taxes. Cigarette taxes (general source funding) are paid by every person selling, offering, or displaying cigarettes for sale within the City and the tax is ten cents per package. The motor vehicle tax has two components, a sales tax component and a license plate fee component. The motor vehicle sales tax (general funding source) is assessed on the cost of the vehicle and the City's portion is 1.5% or 1 1/2 cents per \$1.00. The gross receipts tax rate is 7% for persons engaged in the business of supplying telephone service, natural gas service, or electric service. Video service providers are imposed a 5% gross receipts tax. All of the telephone, natural gas, and electric gross receipts tax support General Fund operations while approximately 30% of the video service providers gross receipts tax goes to the General Fund and the remainder is allocated to the Community Relations Fund. Telephone and video service provider gross receipts tax growth are best predicted by population growth and the year-to-year relative cost of the service, natural gas and electric gross receipts taxes are more closely correlated to the weather, population growth, and the year-to-year relative cost of service.

Dedicated Funding Sources: Gasoline taxes are dedicated funding sources and they provide funding for the construction and maintenance of highways. The motor vehicle tax license plate fee component (considered a dedicated source for the engineering of streets) varies depending on the total license plate fee, but the City's share is approximately \$12.50 per license plate. The remainder of the other local taxes are considered to be general sources which can be allocated to any general fund budget.

Analysis: For the five year period shown, total other local taxes decreased \$1.25 million or 10.12% and per capita in constant dollar other local taxes decreased 21.12%. These taxes have not kept up with the increase in inflation and population.

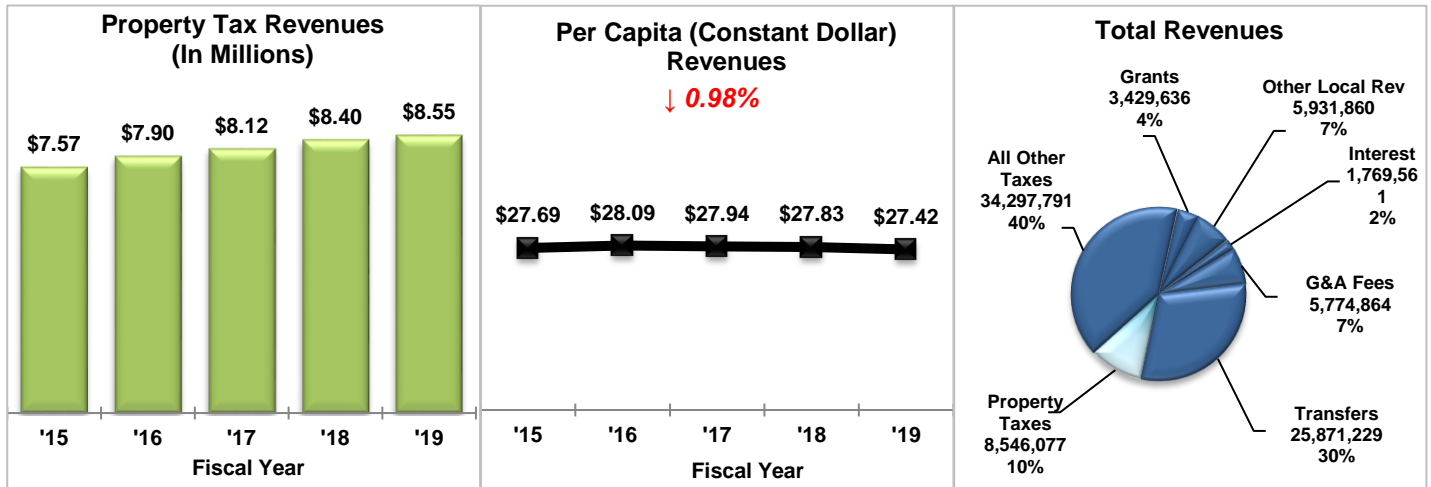
- The largest decreases have been in telephone gross receipt taxes (\$1.1 million) and this is primarily due to a change in use by customers as fewer people utilize land lines. Natural gas gross receipt taxes are heavily weather dependent and can vary from year to year.
- Most of this funding is general funding source which can be allocated to any general fund department. Public safety departments receive the largest percentage of general source funding.

Legal Authorizations: Gasoline: Missouri Constitution, 1945; RSMo 142.009 & 142.803; Cigarette: City Code of Ordinances Chapter 26, Article III pursuant to RSMo 94.110; Current rate Ordinance 6135 State 149.192 RSMo; Motor Vehicle: Missouri Constitution Article IV Section 30(a); Telephone: City Code of Ordinances Chapter 26, Article V, Division 3; Natural Gas: City Code of Ordinances Chapter 26, Article V, Division 2; current rate is in Ordinance 6455; Electric: City Code of Ordinances Chapter 26, Article V, Division 4; Video Service Provider Fee: City Code of Ordinances Chapter 10, Section 10-2

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Property Taxes



Fiscal Year	Actual Property Taxes	Consumer Price Index	Property Taxes (Constant Dollars)	Estimated Population **	Property Taxes per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2015	\$7,572,050	237.02	\$3,194,688	115,391	\$27.69	1.35%
2016	\$7,898,843	240.01	\$3,291,047	117,165	\$28.09	1.44%
2017	\$8,124,534	245.12	\$3,314,513	118,620	\$27.94	(0.53%)
2018	\$8,402,709	251.11	\$3,346,266	120,248	\$27.83	(0.39%)
2019	\$8,546,077	255.66	\$3,342,790	121,898	\$27.42	(1.47%)
5 Yr % Chg	12.86%	7.86%	4.64%	5.64%	(0.98%)	
5 Yr \$ Chg	\$974,027					

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: General Property taxes include the following: real property taxes, individual property taxes, railroad and utility property taxes, financial institutions property taxes, and penalties and interest. Property tax payments are due in full on December 31st. Delinquent taxpayers are penalized by 4% if payment is received in January, and the penalty is increased 2% for each succeeding month until reaching a maximum of 20% (the October subsequent to the due date). Further, the property can be sold if payment is not made within 18 months.

Analysis: Revenues from property taxes increased \$974,027 or 12.86% and property taxes per capita decreased 0.98% for the period shown.

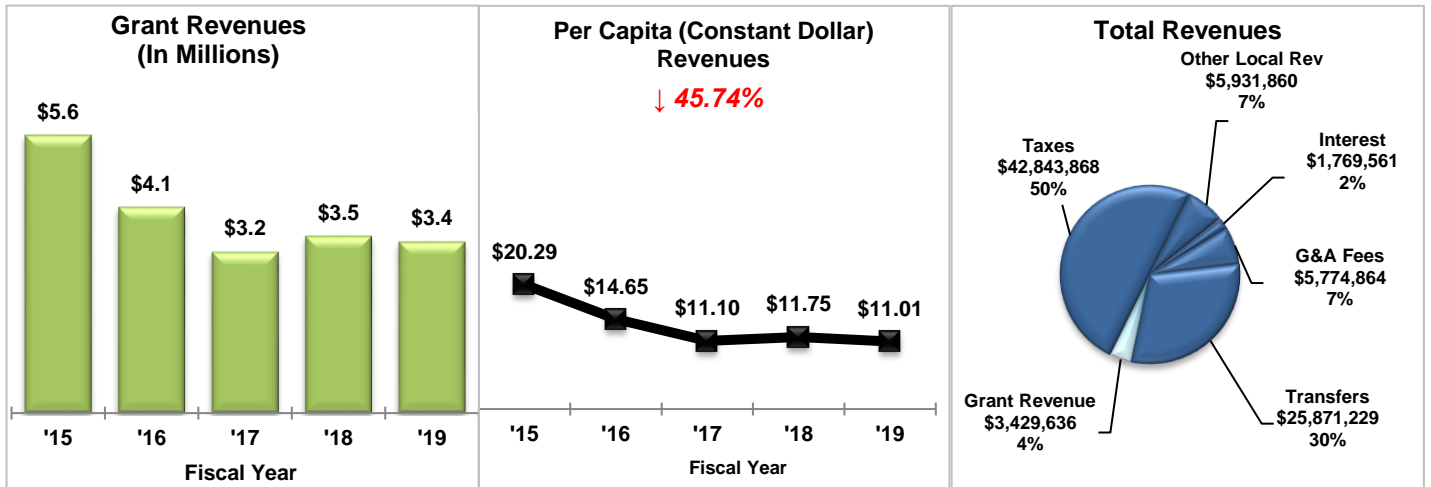
- Property taxes are a general funding source that can be allocated to any department budget.
- The general property tax rate has remained constant at \$0.41 per \$100 assessed valuation since FY 2002, and there has been no general obligation property tax levy.
- Property taxes are approximately 10% of the total General Fund revenue sources.
- There was a decrease in per capital property taxes over the five year period and there has been a lower property taxes per capita in constant dollars for the past three years.

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

Sources:

- City of Columbia Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Grant Revenues



Fiscal Year	Actual Grant Revenues	Consumer Price Index	Grant Revenue (Constant Dollars)	Estimated Population**	Grant Revenues Per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2015	\$5,550,225	237.02	\$2,341,669	115,391	\$20.29	8.39%
2016	\$4,119,790	240.01	\$1,716,508	117,165	\$14.65	(27.80%)
2017	\$3,228,182	245.12	\$1,316,980	118,620	\$11.10	(24.23%)
2018	\$3,546,635	251.11	\$1,412,400	120,248	\$11.75	5.86%
2019	\$3,429,636	255.66	\$1,341,499	121,898	\$11.01	(6.30%)
5 Yr % Chg	(38.21%)	7.86%	(42.71%)	5.64%	(45.74%)	
5 Yr \$ Chg	(\$2,120,589)					

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: Grant revenues include the following: federal grants, state grants and county grants. Federal grants consist of mass transit grants from the Department of Transportation, non-motorized grants, police grants, and stimulus grants. State grants cover diverse local service needs and provide funding for health, transportation, conservation, and police needs. County grants have a purpose of providing basic community services and are a reimbursement to the city for a portion of the functions performed by city employees/operations that also benefit the county which include Joint Communication (911) through (FY 2017), Public Health, Animal Control and notifications of county nuisance abatements. Federal and state grants are often received for a one to three year period with the City having to absorb the costs after the grant timeframe has expired.

Analysis: For the period shown, grant revenues decreased \$2.12 million or 38.21% in actual dollars and 45.74% in per capita constant dollars. Grant revenues account for 4% of total general fund sources and are considered to be dedicated funding sources.

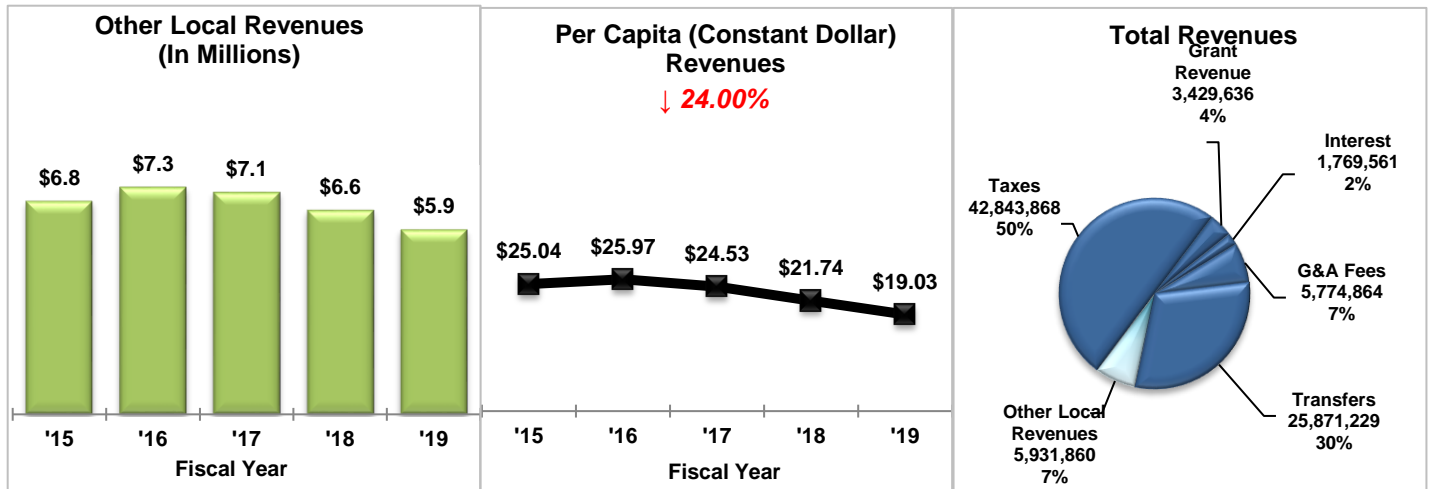
- In FY 2016 grants ended for the purchase of self contained breathing apparatus and funding for the three firefighters. General sources will be used to continue to fund the three firefighters.
- In FY 2017, the decrease in grant revenues was primarily due to a lower funding from the County for the PSJC operation as most of the costs for this operation transitioned over to the County and decrease of grant funds from the State and County governments for the Health Department. A three year Police COPS grant to fund four police officers was obtained, but due to time to hire officers and submit drawdown request, grant revenue will not start until FY 2018.
- FY 2018 grant revenue increased due to the COPS Hiring grant for the Police Department. An extension was approved, so grant funding will occur through part of FY 2020. When the grant expires, the City will fund the cost of these four police officers from general sources.

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

Source:

- City of Columbia Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>

Other Local Revenues



Fiscal Year	Licenses and Permits	Fines	Fees	Misc. Revenue	Total Other Local Revenues	Other Local Revenues (Constant Dollars)	Other Local Revenues Per Capita (Constant Dollars) **	Per Capita Percent Change Over Previous Year
2015	\$1,012,346	\$2,081,131	\$2,511,353	\$1,244,959	\$6,849,789	\$2,889,962	\$25.04	(5.86%)
2016	\$1,031,218	\$1,805,859	\$3,251,931	\$1,215,312	\$7,304,320	\$3,043,340	\$25.97	3.71%
2017	\$1,064,292	\$1,564,041	\$2,915,857	\$1,589,377	\$7,133,567	\$2,910,235	\$24.53	(5.54%)
2018	\$1,044,527	\$1,650,908	\$2,733,690	\$1,133,834	\$6,562,959	\$2,613,611	\$21.74	(11.37%)
2019	\$1,087,577	\$1,266,756	\$2,378,121	\$1,199,406	\$5,931,860	\$2,320,242	\$19.03	(12.47%)
5 Yr % Chg	7.43%	(39.13%)	(5.31%)	(3.66%)	(13.40%)	(19.71%)	(24.00%)	
5 Yr \$ Chg	\$75,231	(\$814,375)	(\$133,232)	(\$45,553)	(\$917,929)			

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: Other local revenues include fines, fees, licenses and permits, fees and service charges, and miscellaneous revenues. Fines 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, court fees, and impoundment fees. License and permit charges for business licenses, animal licenses, and liquor licenses. Fees and service charges are charged for the City's performance of construction inspections, street and sidewalk resurfacing (due to a person excavating them), animal control and health services. Miscellaneous Revenues include property sales, photocopies, auction revenues, and Housing Authority Payment-In-Lieu of Taxes as well as other miscellaneous sources of revenue.

Analysis: Over the past five years other total local revenues in actual dollars decreased \$917,929 or 13.40% and per capita revenues decreased 24.00%.

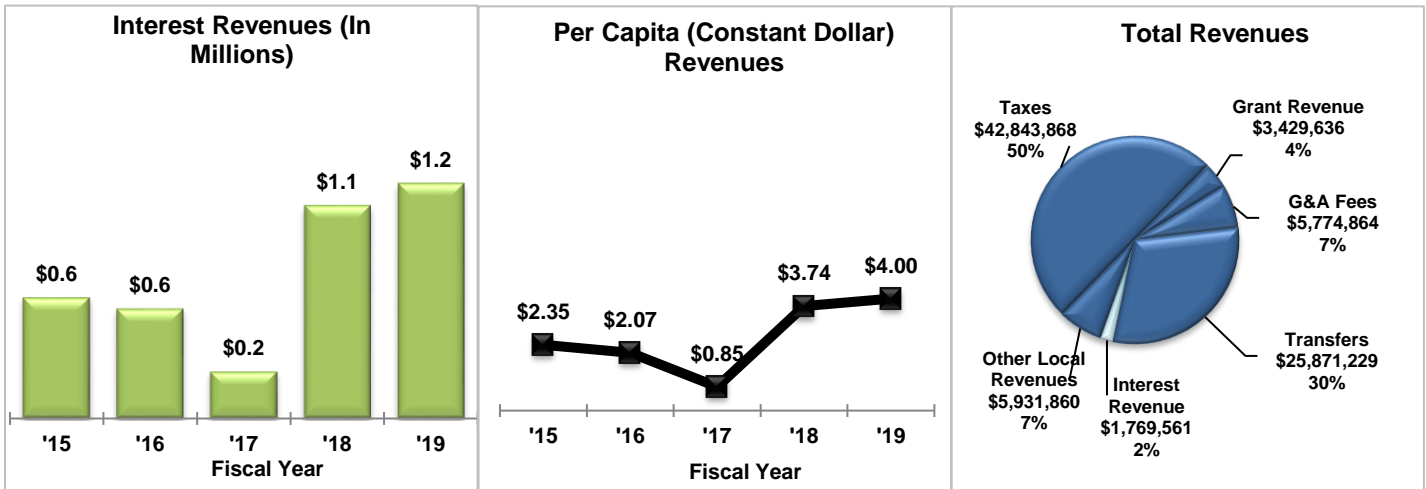
- There were significant reductions in municipal court fines for FY 2016 due to Senate Bill 5 enacted during FY 2015 which capped fines and costs for minor traffic offenses, required consideration of a person's ability to pay, prohibited jail sentences for failing to pay, and the court is no longer able to suspend a driver's license for failure to appear or failure to pay a fine for a minor traffic violation.
- FY 2016 fees reflect an increase in building and site fees due to more permits being issued for construction.
- FY 2017 fees are lower due to fewer building permits issued and lower municipal court fines.
- FY 2018 fees are lower due to fewer building permits issued for construction.
- FY 2019 fees are lower due to lower building permit fee revenue. While the number of permits increased, the valuation of the proposed construction was lower.
- Other local revenues account for 7% of the general fund revenue sources.

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

Source:

- City of Columbia Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>

Interest Revenue



Fiscal Year	Interest Revenue in Annual Financial Statement	Less: GASB 31 Pooled Cash Adj (Mark to Market)	Actual Interest Revenue Earned	Consumer Price Index	Interest Revenue (Constant Dollars)	Estimated Population*	Interest Revenues Per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2015	\$954,208	\$311,800	\$642,408	237.02	\$271,035	115,391	\$2.35	18.09%
2016	\$699,133	\$117,395	\$581,738	240.01	\$242,381	117,165	\$2.07	(11.91%)
2017	(\$198,858)	(\$446,942)	\$248,084	245.12	\$101,209	118,620	\$0.85	(58.94%)
2018	\$184,958	(\$943,168)	\$1,128,126	251.11	\$449,261	120,248	\$3.74	340.00%
2019	\$1,769,561	\$523,198	\$1,246,363	255.66	\$487,514	121,898	\$4.00	6.95%
5 Yr % Chg	85.45%	67.80%	94.01%	7.86%	79.87%	5.64%	70.21%	
5 Yr \$ Chg	\$815,353							

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: Investment revenues on external investments are allocated to the various participating funds based on each fund's ending cash balance each month.

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

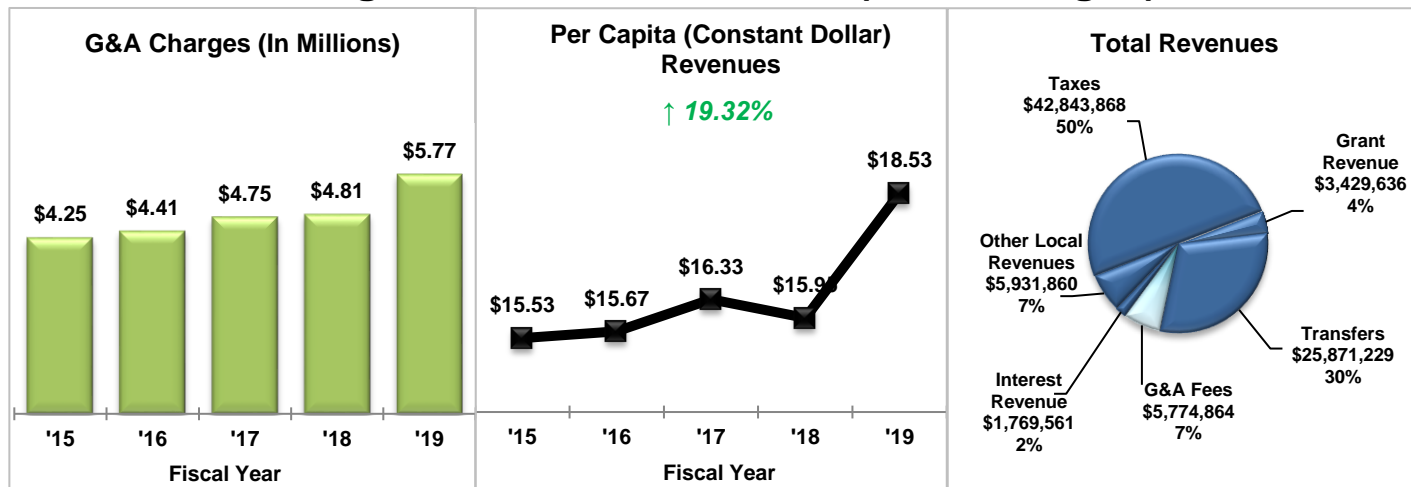
Analysis: Decreases in investment revenues are due to lower rate of return on investments and decreases in market value. Increases are due to increases in rates of return on investments and an increase in market values. The interest revenue number in the financial statements includes the GASB 31 mark to market adjustment which adjusts the actual interest revenue received by an amount to reflect if the investments were sold at the end of the year whether there would have been an increase or decrease. The actual interest revenue column deducts that adjustment out so readers can see the actual interest revenue that has been received in the general fund. For FY 2019, interest revenue made up 2% of the total revenue in the general fund.

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

Sources:

- City of Columbia Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund <http://www.columbia.mo.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Intragovernmental Revenues (G&A Charges)



Fiscal Year	Total Intragovernmental Revenues (G&A Charges)	Consumer Price Index	Estimated Population **	Intragovernmental Revenues Per Capita (Constant Dollars) *	Per Capita Percent Change Over Previous Year
2015	\$4,247,354	237.02	115,391	\$15.53	5.43%
2016	\$4,407,469	240.01	117,165	\$15.67	0.90%
2017	\$4,748,750	245.12	118,620	\$16.33	4.21%
2018	\$4,814,756	251.11	120,248	\$15.95	(2.33%)
2019	\$5,774,864	255.66	121,898	\$18.53	16.18%
5 Yr % Chg	35.96%	7.86%	5.64%	19.32%	
5 Yr \$ Chg	\$1,527,510				

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: Intragovernmental Charges come from General and Administrative (G&A) Charges which are charges for services performed by general fund departments (such as payroll, accounting, human resources, etc.) to departments outside of the general fund. The charges are computed on the basis of an estimated percentage of time the various general fund departments spend providing these services to the other funds. G&A charges help offset costs of services provided by City Council, City Clerk, City Manager, Finance, Human Resources, City Counselor Public Works Administration, and Community Development.

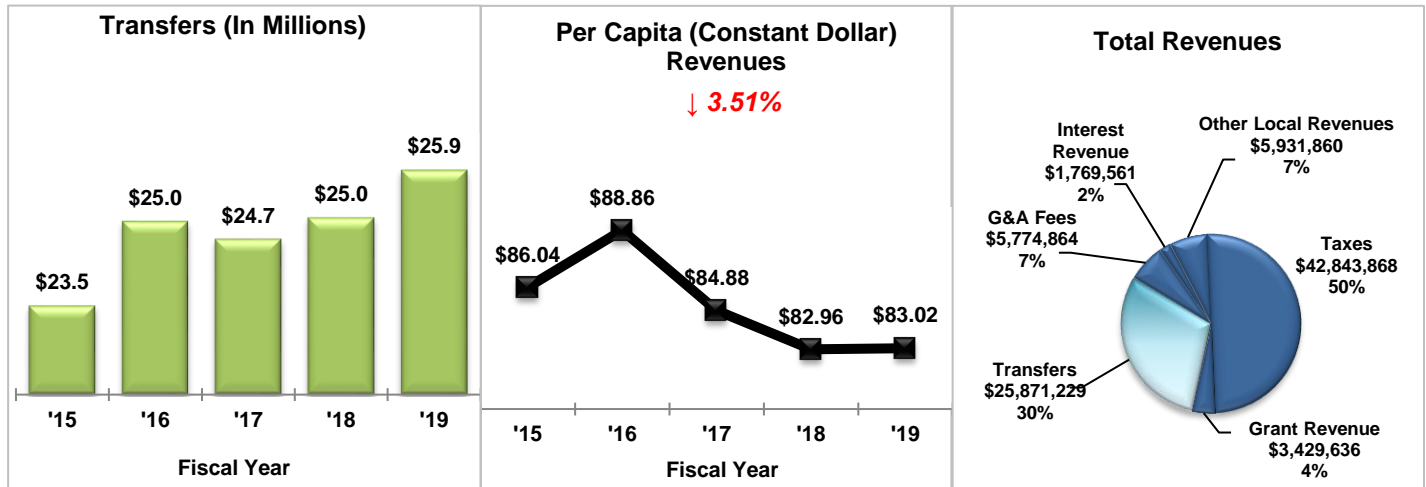
Analysis: Intragovernmental revenues increased in actual dollars by \$1,527,510 or 35.96% and increased in per capita dollars by 19.32% over the past five years.

- During this timeframe the methodology used to calculate these fees has changed which has resulted in higher revenues. This fee is also impacted when new positions are added in the general fund departments whose costs are recovered through the fee as well as increases in personnel costs due to health insurance, pension, and other pay plan changes.

Sources:

- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Transfers



Fiscal Year	Total Water and Electric PILOT Transfers	Transfer From Transportation Sales Tax Fund	Transfer from Parks Sales Tax Fund	All Other Transfers	Total Transfers In	Transfers Per Capita (Constant Dollars)	Per Capita Percent Change Over Previous Year
2015	\$15,223,336	\$5,882,511	\$1,654,212	\$771,246	\$23,531,305	\$86.04	(3.17%)
2016	\$15,746,363	\$5,968,577	\$1,787,726	\$1,484,833	\$24,987,499	\$88.86	3.28%
2017	\$15,859,317	\$5,968,577	\$1,666,820	\$1,185,265	\$24,679,979	\$84.88	(4.48%)
2018	\$16,507,229	\$5,998,276	\$1,746,684	\$796,720	\$25,048,909	\$82.96	(2.26%)
2019	\$16,888,798	\$6,297,974	\$1,785,218	\$899,239	\$25,871,229	\$83.02	0.07%
5 Yr % Chg	10.94%	7.06%	7.92%	16.60%	9.94%	(3.51%)	
5 Yr \$ Chg	\$1,665,462	\$415,463	\$131,006	\$127,993	\$2,339,924		

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

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

Analysis: Transfers increased in actual dollars by \$2.34 million or 9.94% and per capita in constant dollars decreased by 3.51% for the period shown. This means that on-going transfers such as Water and Electric PILOT which are general sources for the general fund as well as transfers from transportation sales tax to support streets and engineering operations and transfers from parks sales tax to support parks operations have not kept up with the growth in inflation and population.

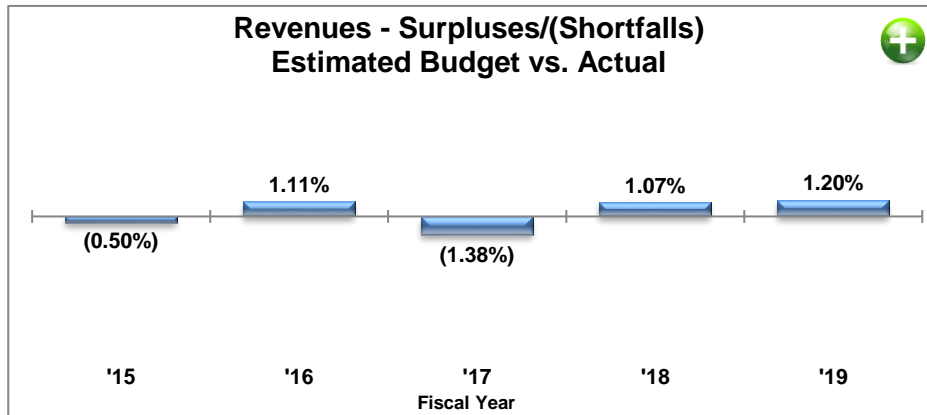
- Transfers in FY 2016 increased for capital projects related to the Records Management System (RMS) in Police, COFERs financial project, to cover parks election costs, and the refinancing of the City Hall debt payment.
- Transfers in FY 2017 decreased \$307,520 due to several one-time transfers in FY 2016 not occurring in FY 2017 (Records Management System, COFERs financial project, parks election costs, and refinancing of City Hall debt payment).
- The transfer from parks sales tax to support the general fund parks operation has increased by \$131,006 over the past five years. As sales tax growth slowed, the City reduced general fund support and increased parks sales tax funding to make up the reduction and pay for any additional positions. While the permanent parks sales tax amount was sufficient to handle these increases over the past five years, nearly all of the permanent parks sales tax has been allocated so there won't be much available in the future to cover increases in park operational costs and cuts to the parks operation may be required. There is also competition for these funds between parks operations and recreation services.
- The transfer from transportation sales to fund streets and engineering has increased \$415,463 over the past five years. The City was able to reallocate some general source funding from the PILOT payment made for the Columbia Energy Center to streets to increase street maintenance efforts; however that funding had to be reduced in FY 2017 to allow for increased funding in public safety. Since the transportation sales tax funding can be used to support either operations or capital for streets, transit, and airport, there is concern that low sales tax growth in the future as well as competing needs for the source may hinder the City's ability to increase this transfer to support and increase support in streets maintenance.
- In FY 2017 the transfer from parks sales tax decreased \$120,906 as FY 2016 included one-time funding of ballot costs for the extension of the temporary parks sales tax. The transfer from the 2006 B S.O. Bonds also decreased due to the refinancing of these bonds to a lower interest rate.
- In FY 2019 the payment-in-lieu-of-taxes from the Water Fund and Electric Fund increased \$381,569.
- Transfers make up 30% of general fund revenue sources.

Legal Authorizations: Annual Budget; Ordinance 016160 for FY 2000

Sources:

- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml 28

General Fund Revenue Trends



Trend Key: Revenue Deficits:

Positive Trend (Rev Deficits < 3% of Est)

Warning Trend (Rev Deficits 3% to 5% of Est)

Negative Trend (Rev Deficits >5% of Est)

Fiscal Year	Total Actual Revenues *	Estimated Budgeted Revenues**	Revenue Surplus or (Deficit)	Surpluses (Deficits) as a
				Percent of Budgeted Revenues
2015	\$84,816,620	\$85,240,423	(\$423,803)	(0.50%)
2016	\$85,029,452	\$84,100,002	\$929,450	1.11%
2017	\$82,669,606	\$83,824,090	(\$1,154,484)	(1.38%)
2018	\$83,897,770	\$83,012,943	\$884,827	1.07%
2019	\$85,621,018	\$84,604,673	\$1,016,345	1.20%

Formulation:

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

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

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

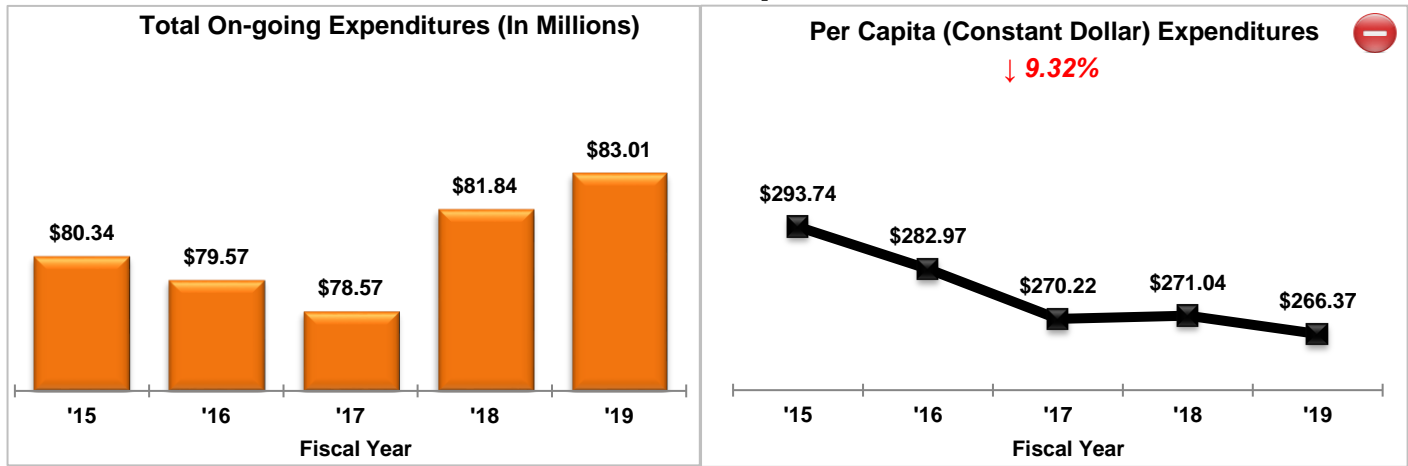
Description: This indicator examines the difference between revenue estimates and revenues actually received during the fiscal year. Major discrepancies that continue year after year can be an indication of an erratic economy, inefficient collection procedures, or inaccurate estimating techniques. It can also be an indication that revenue estimates are being made optimistically high or conservatively low.

Analysis: Revenue estimates have been well within a 1.5% tolerance range of actual revenues for the General Fund for all of the years shown. This illustrates that the current forecasting techniques are producing revenue projections that are substantially better than 98.5% of actual revenues. FY 2019 actual revenues are \$1,016,345 or 1.20% above the estimated budget.

Sources:

- City of Columbia Accounting System
- City of Columbia Adopted Budget
- <http://www.como.gov/finance/accounting/financial-reports/>

General Fund Expenditures



Trend Key: 5 Yr % Chg in Exp Per Capita: Positive Trend (>0% change) Warning Trend (0% to -5% change) Negative Trend (>-5% change)

Fiscal Year	Total Expenditures and Transfers	Less: General Fund Savings spent and one-time use of Fund Balance	Equals: Total On-going Expenditures	Consumer Price Index	Estimated Population **	Per Capita Expenditures in Constant Dollars	Per Capita Percent Change over Previous Year
2015	\$87,243,007	(\$6,904,786)	\$80,338,221	237.02	115,391	\$293.74	0.44%
2016	\$79,972,309	(\$398,564)	\$79,573,745	240.01	117,165	\$282.97	(3.67%)
2017	\$79,259,641	(\$689,134)	\$78,570,507	245.12	118,620	\$270.22	(4.51%)
2018	\$83,424,643	(\$1,584,427)	\$81,840,216	251.11	120,248	\$271.04	0.30%
2019	\$84,341,367	(\$1,329,711)	\$83,011,656	255.66	121,898	\$266.37	(1.72%)
5 Yr % Chg	(3.33%)	(80.74%)	3.33%	7.86%	5.64%	(9.32%)	
5 Yr \$ Chg			\$2,673,435				

Formulation:

$$\frac{\text{Total On-going Expenditures (Constant Dollars)}}{\text{Population}}$$

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: Expenditures per capita in constant dollars reflect changes in expenditures relative to changes in inflation and population. Increasing per capita expenditures above the growth of inflation and population 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. Significant decreases in per capita expenditures may indicate the City's revenue sources are not keeping pace with increases in inflation and population.

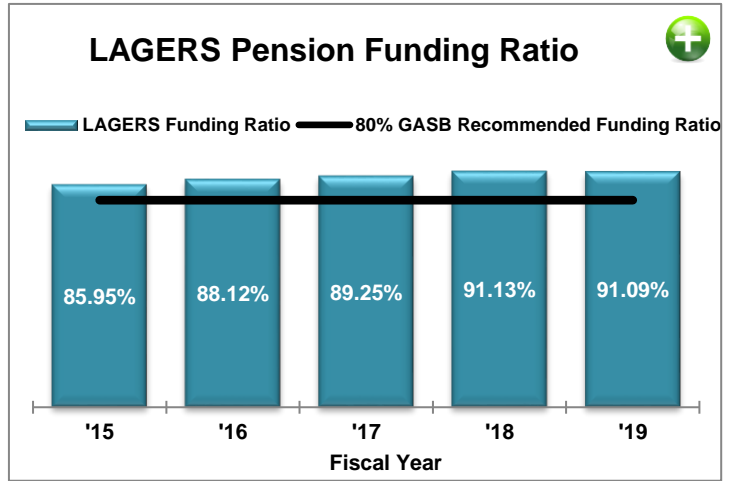
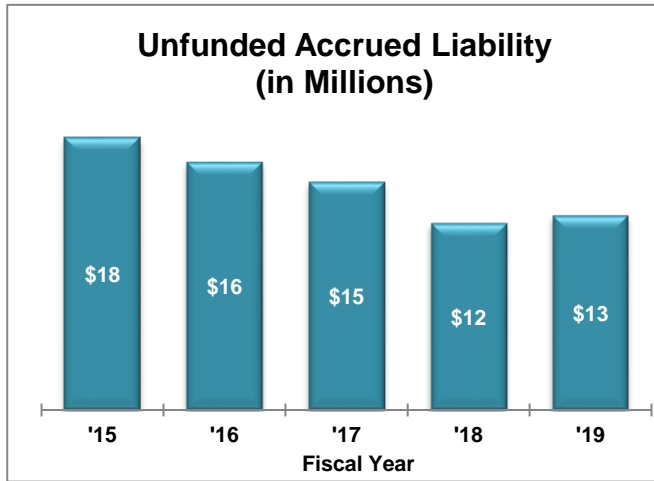
Analysis: For the period shown, total on-going expenditures in actual dollars increased \$2.7 million or 3.33% and per capita expenditures in constant dollars decreased 9.32%. The growth in expenditures is not keeping pace with the growth of inflation and population.

- There has been a significant reduction in sales tax growth over the past five years due to increases in online sales which do not collect local sales taxes. Within the general fund, sales tax receipts account for 27% of all revenue sources, so lower sales tax growth has caused a slower growth in expenditures. This has resulted in lower pay increases for employees and the inability to add positions to keep up with the growth of the population.
- FY 2017 expenditures were \$1 million lower due to \$0.5 million in Police as a result of vacancies during the year and \$0.5 million lower in PSJC due to more of the expenses being transitioned over to the County in FY 2016.
- FY 2019 expenditures increased \$1.2 million. This increase occurred mainly in the Transportation area as Streets and Sidewalks increased \$1,029,711 due to amounts encumbered at the end of FY 2018 that were spent in FY 2019 for street maintenance contractual work and Traffic increased \$230,026.

Sources:

- City of Columbia Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund <http://www.columbiagov.com/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

LAGERS Pension Plan



Trend Key: Positive Trend (Funding Ratio >= 80%) Warning Trend: (Funding Ratio 75%-79%) Negative Trend (Funding Ratio <75%)

Fiscal Year	Entry age Actuarial value of Liability	Less: Actuarial value of assets	Equals: Unfunded Accrued Liability *	Funding Ratio **	Employer's Contribution as a percent of ARC ***
2015	\$128,723,961	\$110,635,335	\$18,088,626	85.95%	100%
2016	\$138,338,738	\$121,905,923	\$16,432,815	88.12%	100%
2017	\$140,589,430	\$125,481,429	\$15,108,001	89.25%	100%
2018	\$139,406,107	\$127,040,030	\$12,366,077	91.13%	100%
2019	\$144,683,391	\$131,796,414	\$12,886,977	91.09%	100%
	5 Yr % Chg 12.40%	5 Yr \$ Chg \$15,959,430	(28.76%) (\$5,201,649)	5.99%	

Formulation:

Entry Age Actuarial Accrued Liability
- Actuarial Value of Assets

Actuarial Value of Assets

Entry Age Actuarial Accrued

Liability

* Pension obligation: Unfunded actuarial accrued liability

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

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

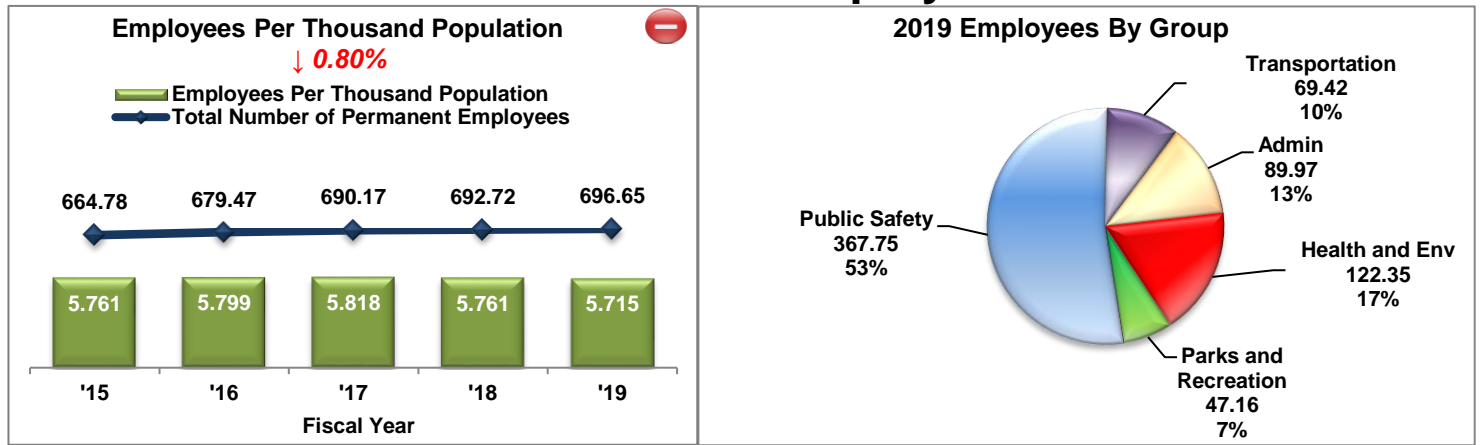
Description: Pension plans represent a significant expenditure obligation for local governments. Generally Accepted Accounting Principles (GAAP) require that the cost of defined benefit pension plans be accrued as an expense by employers, regardless of whether the employer funds the full obligation.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

Analysis: In FY 2009 the value of the assets dropped substantially causing a large increase to the unfunded accrued liability amount. A decision was made to place all personnel hired on or after October 1, 2012 into a plan that requires increased years of service in order to collect full retirement benefits. This has helped to reduce the unfunded accrued liability and increase the funding ratio. The funding ratio is at 91.09% for FY 2019 and is above the GASB recommended level of 80%. The unfunded accrued liability has decreased \$5.2 million or 28.76% over the past five years. The City has fully funded the annual required contribution (ARC) for all years shown.

Sources:

- LAGERS Pension Actuarial Report

General Fund Employees



Trend Key: 5 Year Percent Change in EEs Per Thousand Population
 Positive Trend (\geq % Chg in Population) Warning Trend: (0% up to % Chg in Population) Negative Trend ($<0\%$)

	Fiscal Year	General Fund Employees	Estimated Population *	Employees Per Thousand Population
	2015	664.78	115,391	5.761
	2016	679.47	117,165	5.799
	2017	690.17	118,620	5.818
	2018	692.72	120,248	5.761
	2019	696.65	121,898	5.715
Formulation:				
Number of General Fund Employees	5 Yr % Chg	4.79%	5.64%	(0.80%)
Population (Divided by 1,000)	5 Yr # Chg	31.87		

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description:

Employee per thousand population increases may indicate the operation is becoming more labor intensive, demands for services are rapidly increasing or productivity is declining. Employees per thousand population decreases may indicate the City has not been adding staff to handle the increased demand for services and the level of service may decline as a result.

Analysis:

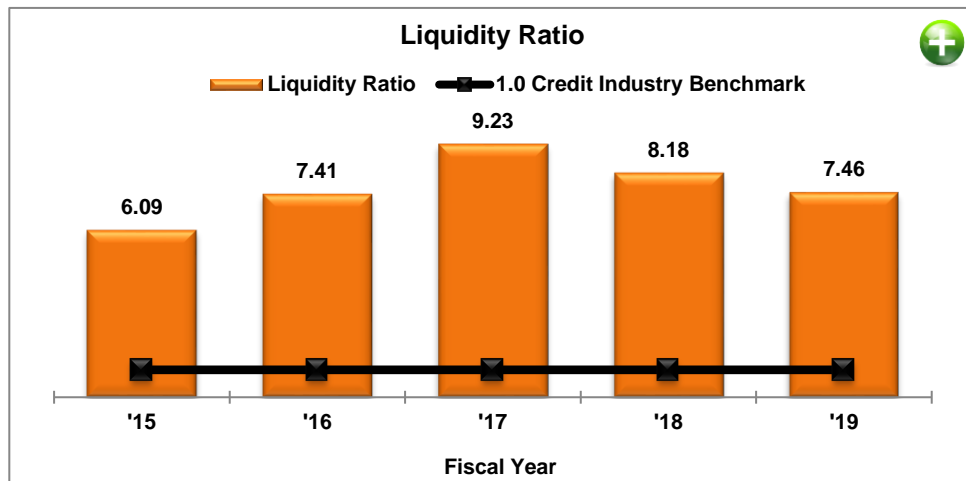
For the five year period shown, the total number of general fund employees increased 31.87 FTE or 4.79%. Employees per thousand population decreased 0.80% while population increased 5.64%. The City has not had sufficient funding to add employees to keep up with population growth and increasing workloads. Below are some of the reasons for lower amounts of funding available to add employees.

- There has been low sales tax growth during the past five years due to increases in online sales which do not collect local sales taxes.
- There have been significant pension cost increases, particularly in police and fire.
- There is a negative trend with this indicator. The City needs to explore other funding sources to be able to add positions to keep up with population and service demand increases in the future.

Sources:

- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml
- City of Columbia Adopted Budget
<http://www.como.gov/finance/accounting/financial-reports/>

Other General Fund Trends



Trend Key: Liquidity Ratio

Positive Trend (> 1.0 for 3 most current years) Warning Trend (>1 for 2 most current years) Negative Trend (<= 1 for most current year)

	Fiscal Year	Net Assets *	Current Liabilities	Liquidity Coverage
				Ratio
Formulation:	2015	45,577,035	\$7,480,190	6.09
	2016	48,994,214	\$6,616,335	7.41
	2017	51,050,398	\$5,532,320	9.23
	2018	52,931,789	\$6,471,686	8.18
	2019	55,595,931	\$7,449,494	7.46

Net Assets
Current Liabilities

* Total Assets less Prepaid Items and Inventory

Description: A good measure of a city's short-run financial condition is its cash position. "Cash position" includes cash, marketable securities, as well as other assets that can quickly be converted into cash. The level of such assets is referred to as liquidity. Liquidity is a measure of a City's ability to pay its short-term obligations. The immediate effect of insufficient liquidity is inability to pay bills in a timely manner. This can jeopardize the City's relationship with its vendors and can reduce the effectiveness and savings of the competitive bidding process associated with purchasing.

Low or steadily declining liquidity can indicate that the city has, or is, overextending itself in the long run. The first sign of a liquidity problem is a cash shortage. A standard ratio of liquidity used to analyze commercial entities is the quick ratio, or "acid test;" that is, cash, marketable securities, and accounts receivable (within 30 days) divided by current liabilities. If the ratio is approaching one, or less than one, the commercial entity is considered to be facing liquidity problems.

Credit Industry Benchmarks:

If the ratio is less than one, it is considered to be a negative factor, but would be mitigated if a prior trend of three years or more indicates that the ratio will exceed one in the following year. A three-year trend of less than one would be considered a negative factor.

Analysis:

The General Fund liquidity ratio has been well over the 1.00 benchmark for the past five years indicating that the City has maintained an adequate level of cash to pay its bills in a timely manner. There is no warning trend for this indicator.

Sources:

- City of Columbia Comprehensive Annual Financial Report (CAFR) - Basic Financial Statements - Balance Sheet - Governmental Funds
<http://www.como.gov/finance/accounting/financial-reports/>

General Fund
Revenues, Expenditures and Changes in Fund Balance

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Revenues:					
Property Taxes	\$7,572,050	\$7,898,843	\$8,124,534	\$8,402,709	\$8,546,077
Sales Taxes	\$22,832,373	\$23,321,470	\$23,306,189	\$23,767,086	\$23,184,765
Gross Receipts & Other Local Taxes*	\$12,364,653	\$11,641,679	\$11,147,263	\$11,569,758	\$11,113,026
Other Local Revenue	\$5,604,830	\$6,089,008	\$5,544,190	\$5,429,125	\$4,732,454
Intragovernmental Revenue	\$4,247,354	\$4,407,469	\$4,748,750	\$4,814,756	\$5,774,864
Grant Revenue	\$5,550,225	\$4,119,790	\$3,228,182	\$3,546,635	\$3,429,636
Interest and Investment Revenue	\$954,208	\$699,133	(\$198,858)	\$184,958	\$1,769,561
Miscellaneous Revenue	\$1,244,959	\$1,215,312	\$1,589,377	\$1,133,834	\$1,199,406
Total Revenues	\$60,370,652	\$59,392,704	\$57,489,627	\$58,848,861	\$59,749,789
Expenditures:					
Personnel Services	\$52,400,649	\$53,766,134	\$53,256,899	\$56,576,791	\$57,317,189
Supplies & Materials	\$7,258,676	\$5,332,465	\$5,576,751	\$4,965,735	\$5,873,336
Travel & Training	\$483,572	\$483,319	\$415,650	\$582,917	\$522,796
Intragovernmental Charges	\$6,567,225	\$7,586,654	\$8,363,868	\$8,281,313	\$8,102,054
Utilities, Services & Other Misc.	\$14,548,386	\$8,777,064	\$8,676,452	\$9,374,760	\$9,289,656
Capital Additions	\$1,611,530	\$1,744,541	\$828,582	\$1,166,247	\$1,067,245
Interest & Lease Payment	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$82,870,038	\$77,690,177	\$77,118,202	\$80,947,763	\$82,172,276
Excess (Deficiency) of Revenues Over Expenditures	(\$22,499,386)	(\$18,297,473)	(\$19,628,575)	(\$22,098,902)	(\$22,422,487)
Other Financing Sources (Uses):					
Transfers In - PILOT from Water and Electric	\$15,223,336	\$15,746,363	\$15,859,317	\$16,507,229	\$16,888,798
Transfers In - Other	\$8,307,969	\$9,241,136	\$8,820,662	\$8,541,680	\$8,982,431
Total Transfers In	\$23,531,305	\$24,987,499	\$24,679,979	\$25,048,909	\$25,871,229
Lease/Bond Proceeds	\$0	\$0	\$0	\$0	\$0
Transfers Out	(\$4,372,969)	(\$2,282,132)	(\$2,141,439)	(\$2,476,880)	(\$2,169,091)
Total Other Financing Sources/(Uses)	\$19,158,336	\$22,705,367	\$22,538,540	\$22,572,029	\$23,702,138
Net Change in Fund Balance	(\$3,341,050)	\$4,407,894	\$2,909,965	\$473,127	\$1,279,651
Fund Balance - Beginning	\$33,845,216	\$30,504,166	\$34,912,060	\$37,822,025	\$38,295,152
Fund Balance - Ending	\$30,504,166	\$34,912,060	\$37,822,025	\$38,295,152	\$39,574,803
Unassigned Fund Balance	\$24,159,186	\$29,245,964	\$28,805,065	\$28,937,833	\$36,737,406

* Gross receipts taxes are collected from telephone, natural gas, electric, and cable television. Other local taxes include gasoline, cigarette, and motor vehicle taxes.

Note: In FY 2019 all unspent general fund savings amounts that were allocated to departments in previous years through the incentive based budgeting program and had been reflected in the Committed Fund Balance, were moved to the Unassigned Fund Balance as the City discontinued this program.

Source:

•City of Columbia Annual Financial Report - Statement of Revenues, Expenditures, and Changes in Fund Balances - Governmental Funds
<http://www.como.gov/finance/accounting/financial-reports/>

General Fund Financial Sources and Uses

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Property Taxes	\$7,572,050	\$7,898,843	\$8,124,534	\$8,402,709	\$8,546,077
Sales Taxes	\$22,832,373	\$23,321,470	\$23,306,189	\$23,767,086	\$23,184,765
Gross Receipts & Other Local Taxes *	\$12,364,653	\$11,641,679	\$11,147,263	\$11,569,758	\$11,113,026
Intragovernmental Revenues **	\$4,247,354	\$4,407,469	\$4,748,750	\$4,814,756	\$5,774,864
Grants	\$5,550,225	\$4,119,790	\$3,228,182	\$3,546,635	\$3,429,636
Interest	\$954,208	\$699,133	(\$198,858)	\$184,958	\$1,769,561
Less: GASB 31 Interest Adjustment	(\$311,800)	(\$117,395)	\$446,942	\$943,168	(\$523,198)
Fees and Service Charges	\$0	\$0	\$0	\$0	\$0
Other Local Revenues ++	\$6,849,789	\$7,304,320	\$7,133,567	\$6,562,959	\$5,931,860
Total Financial Sources Before Transfers In	\$60,058,852	\$59,275,309	\$57,936,569	\$59,792,029	\$59,226,591
Transfers In ^	\$23,531,305	\$24,987,499	\$24,679,979	\$25,048,909	\$25,871,229
Total Financial Sources	\$83,590,157	\$84,262,808	\$82,616,548	\$84,840,938	\$85,097,820
Financial Uses					
Personnel Services	\$52,400,649	\$53,766,134	\$53,256,899	\$56,576,791	\$57,317,189
Supplies & Materials	\$7,258,676	\$5,332,465	\$5,576,751	\$4,965,735	\$5,873,336
Travel & Training	\$483,572	\$483,319	\$415,650	\$582,917	\$522,796
Intragovernmental Charges	\$6,567,225	\$7,586,654	\$8,363,868	\$8,281,313	\$8,102,054
Utilities, Services & Other Misc.	\$14,548,386	\$8,777,064	\$8,676,452	\$9,374,760	\$9,289,656
Interest & Lease Payment	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees					
Transfers Out	\$4,372,969	\$2,282,132	\$2,141,439	\$2,476,880	\$2,169,091
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$1,611,530	\$1,744,541	\$828,582	\$1,166,247	\$1,067,245
Enterprise Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$87,243,007	\$79,972,309	\$79,259,641	\$83,424,643	\$84,341,367
Financial Sources Over (Under) Uses	(\$3,652,850)	\$4,290,499	\$3,356,907	\$1,416,295	\$756,453
Unassigned Fund Balance	\$24,159,186	\$29,245,964	\$28,805,065	\$28,937,833	\$36,737,406
Less: GASB 31 Pooled Cash Adjustment	\$691,543	\$645,023	\$926,809	\$1,632,285	\$1,519,540
Less: IBB+ Amount to be Appropriated	\$0	(\$4,407,894)	(\$2,590,983)	\$0	\$0
Ending Unassigned Cash Reserve	\$24,850,729	\$25,483,093	\$27,140,891	\$30,570,118	\$38,256,946
Total Budgeted Financial Uses	\$84,026,289	\$84,825,464	\$83,751,484	\$83,511,190	\$85,023,203
x Cash Reserve Target%	x 20%	x 20%	x 20%	x 20%	x 20%
Budgeted Cash Reserve Target	\$16,805,258	\$16,965,093	\$16,750,297	\$16,702,238	\$17,004,641
Above/(Below) Cash Reserve Target	\$8,045,471	\$8,518,000	\$10,390,594	\$13,867,880	\$21,252,305

+ IBB = Incentive Based Budgeting

* Gross Receipts taxes are collected on telephone, natural gas, electric (Boone Electric), and Cable Franchise Fees. Other Local Taxes include Cigarette Tax, Gasoline Tax, and Motor Vehicle Tax.

** Intragovernmental Revenues include General and Administrative Charges which are charged to the funds outside of the General Fund for the centralized services that the Administrative Departments provide to those funds (such as payroll, accounts payable, etc.).

^ Transfers include PILOT (Payment-In-Lieu-of-Taxes) which is an amount equal to the gross receipt tax that would be paid by the Water and Electric Fund if they were not a part of the City

++ Other Local Revenues include Licenses and Permits, Fines, and Fees in the General Fund, as well as miscellaneous revenues in all of the other funds.

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Administrative Departments

Description

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

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

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

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

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

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

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

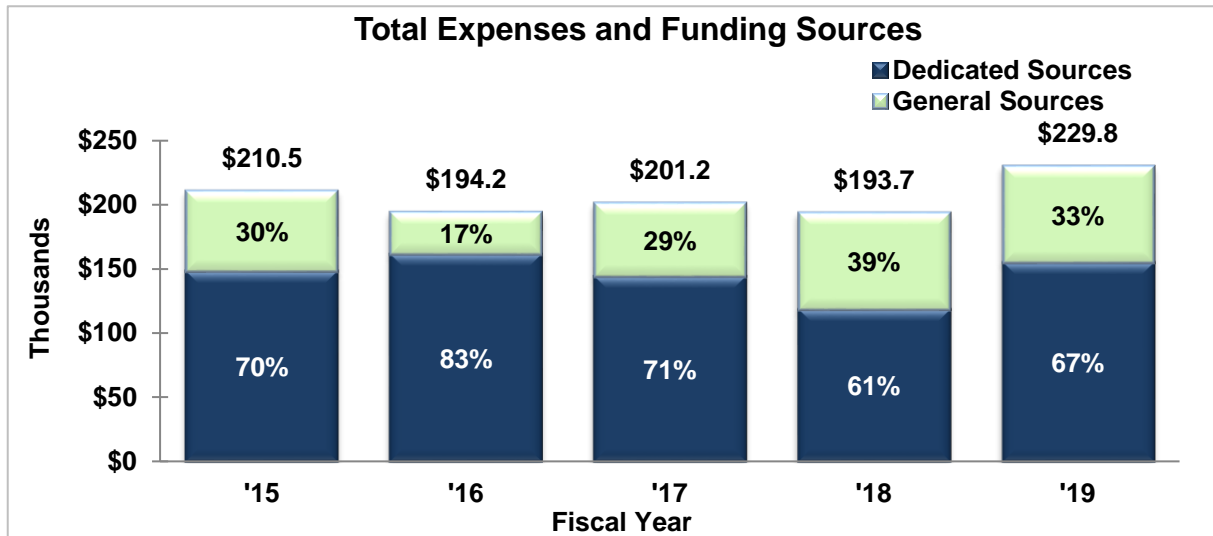
City General - City General accounts for non-departmental expenditures. These include various subsidies and transfers as well as other items which are not related to a specific department. Street Lighting was accounted for in this department until FY 2014. After that it was moved to the Street budget.

Public Works Administration - The Administration section provides management of all divisions and functions of the Department including Transit, Airport, Parking, Custodial and Maintenance Services, Fleet Operations, Public Improvements, and Right-of-Way acquisition. Prior to FY 2017 Sewer, Solid Waste, Storm Water, and GIS were also divisions.

Administrative Capital Projects - General government projects that are not associated with Streets and Sidewalks, Parks and Recreation, or Public Safety, are included in this section.

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

City Council - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$147,618	\$62,896	\$210,514
2016	\$160,968	\$33,222	\$194,190
2017	\$143,658	\$57,529	\$201,187
2018	\$117,991	\$75,685	\$193,676
2019	\$154,297	\$75,522	\$229,819
5 Yr % Chg	4.52%	20.07%	9.17%
5 Yr \$ Chg	\$6,679	\$12,626	\$19,305

Description: The City Council budget includes expenses related to the City Council as well as various Boards and Commissions. Not all boards and commissions expenses are included in this budget. There are no permanent full-time positions allocated. Beginning in FY 2014, the Mayor and City Council members began receiving a stipend. Prior to that time, they did not receive any compensation from the City. The City Council also has an amount allocated each year with is called Council Reserve and that amount is reflected in the City General budget as it takes a vote of Council to allocate this funding either during the budget process or the following fiscal year.

Dedicated Funding Sources: Dedicated sources include General and Administrative Charges, Federal and State Grants, Transfers, and other local revenues which include Advertising Fees (for Board of Adjustment cases) and miscellaneous revenue. General and Administrative Charges are amounts charged to departments outside of the General Fund for services performed by General Fund departments.

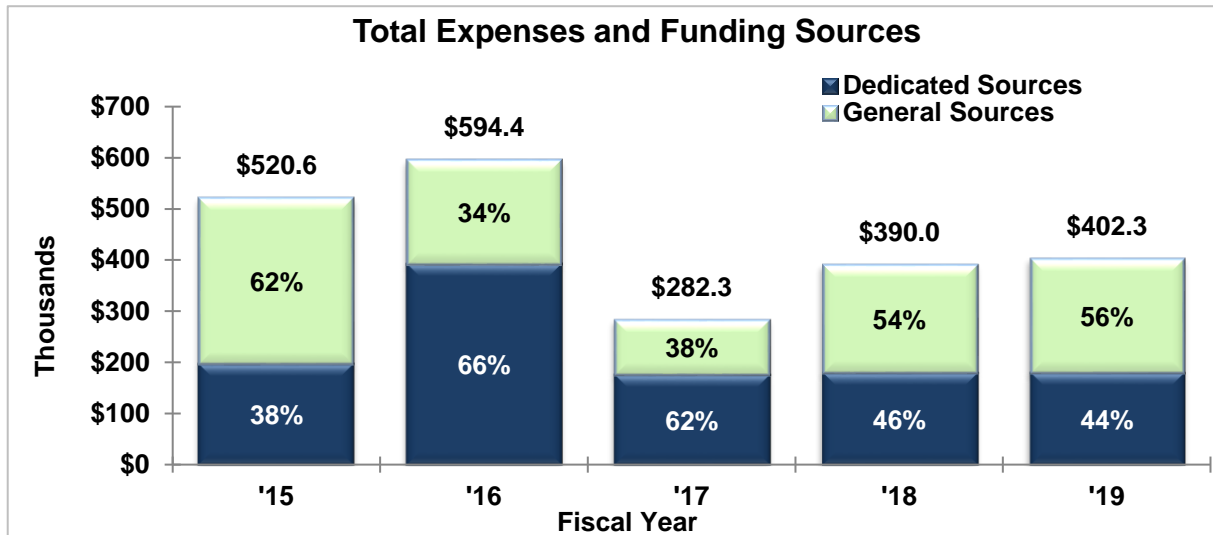
Analysis: Total expenses increased 9.17% over the past five years.

- In FY 2017 expenses include \$12,000 for an architectural survey of the North Central Columbia Neighborhood which was funded by a state grant.
- In FY 2018 expenses were down due to budget cuts and lower intragovernmental charges.
- In FY 2019 expenses include \$19,000 for phase II of a North Central Neighborhood Survey.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund (<http://www.como.gov/finance/accounting/financial-reports/>)
- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

City Clerk - General Fund Budget



	Total		
	Dedicated	Total General	
Fiscal Year	Sources	Sources	Total Expenses
2015	\$196,530	\$324,050	\$520,580
2016	\$390,659	\$203,705	\$594,364
2017	\$174,784	\$107,490	\$282,274
2018	\$178,733	\$211,276	\$390,009
2019	\$178,565	\$223,697	\$402,262
5 Yr % Chg	(9.14%)	(30.97%)	(22.73%)
5 Yr \$ Chg	(\$17,965)	(\$100,353)	(\$118,318)

Description: The City Clerk is a general fund department which includes expenses related to the City Clerk's office and the cost of City elections.

Dedicated Funding Sources: Dedicated sources for this department primarily come from general and administrative charges that are charged to funds outside of the general fund for the services this department provides to them. The revenue sources for this department cover expenses for both the City Clerk's office and election costs.

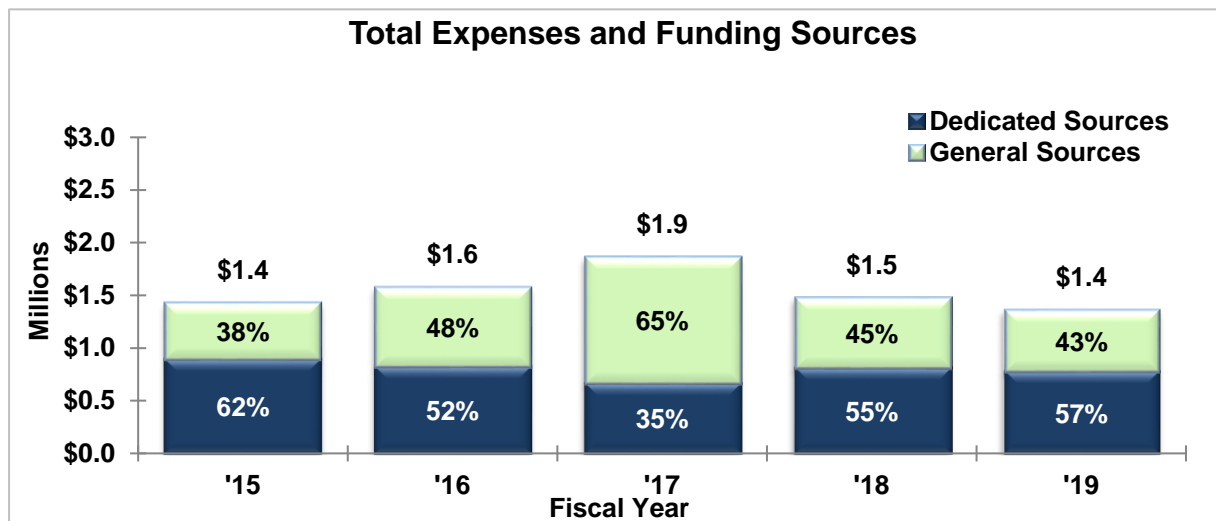
Analysis: Total expenses decreased 22.73% for the period shown.

- The years that show significantly higher expenses are due to election costs. The cost of elections for a given year depends on the number of elections for City issues and the number of entities that have issues on those ballots. This is because election costs are divided among all of the entities with issues on the ballot. The costs are highest when the City is the only entity on the ballot, or when the City has an issue on a ballot that will have high voter turnout, such as higher office election years.
- In FY 2015 election costs included the election for the increase in property tax and development charges/fees in November 2014, council member election and the election for the extension of capital improvement sales tax in August 2015. There was a Water/Electric revenue Bond election in April 2015, however, the costs for that election were paid for by the Water and Electric Utility.
- In FY 2016 election costs included the parks sales tax ballot in November 2015, the Solid Waste ballot in March 2016, the council member election in April 2016 and the ballot in August 2016 to continue charging sales taxes on motor vehicles purchased outside of Missouri, and a temporary increase to the hotel/motel tax to help fund the airport terminal project. Dedicated sources were higher this year due to a transfer from Parks Sales Tax to pay for the November 2015 parks sales tax ballot, from Convention and Visitors Bureau to pay for part of the August 2016 ballot costs related to increasing the hotel/motel taxes by 1% temporarily for the airport terminal project, and Solid Waste related to roll carts.
- In FY 2017 election costs were lower than in FY 2016 as there was only one election in April for City Council members.
- In FY 2018 election costs were higher than in FY 2017 as there was an election for use tax in November 2017 and council member election in April 2018. There was a water bond election in August 2018, however, the costs for that election were paid for by the Water and Electric Utility.
- In FY 2019 expenses increased due to the pay package and intragovernmental charges increases. Election costs in 2019 were only for the council member election in April 2019.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund
<http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates

City Manager - General Fund Budget



Fiscal Year	Total		Total Expenses
	Dedicated Sources	Total General Sources	
2015	886,024	539,903	\$1,425,927
2016	815,147	756,353	\$1,571,500
2017	657,752	1,202,987	\$1,860,739
2018	804,575	671,640	\$1,476,215
2019	769,943	588,605	\$1,358,548
5 Yr % Chg	(13.10%)	9.02%	(4.73%)
5 Yr \$ Chg	(\$116,081)	\$48,702	(\$67,379)

Description: The City Manager budget is a general fund department which includes expenses related to the City Manager's office, Office of Sustainability (FY 2014 - FY 2016), Trust Office (FY 2013 and beyond), COFERS project management (FY 2013 - FY 2016), and the Journey to Excellence budgets (FY 2015 and beyond).

Dedicated Funding Sources: Dedicated sources for this department primarily come from General and Administrative (G&A) Charges which are charges to departments outside of the general fund for services the department provides to them. A second large source of dedicated funding came from transfers from the capital projects fund to pay for a Project Manager position during the Columbia Financial Enterprise Resource Software (COFERS) software implementation project from FY 2013 to FY 2016, a transfer from the Convention and Visitors Bureau to fund an Event Specialist position (FY 2016 - FY 2017), and transfers from other funds to support the Office of Sustainability from savings that have resulted in sustainability projects the office funded in prior years (FY 2014 - FY 2016).

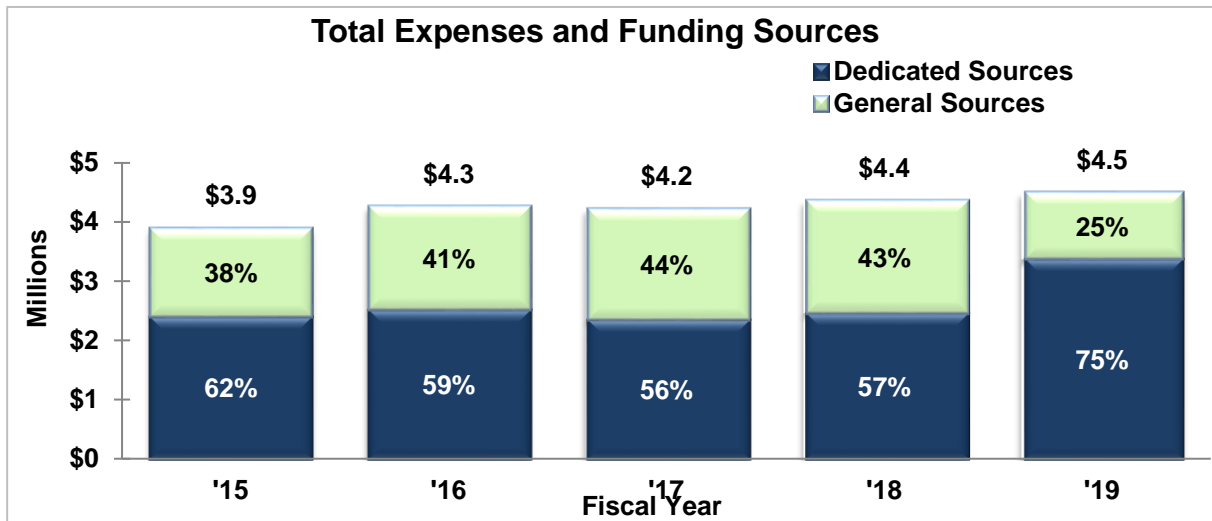
Analysis: For the period shown, total expenses decreased 4.73%. Annual significant increases or decreases are due to several organizational changes within the department.

- For FY 2014 to FY 2016 the Office of Sustainability is reflected in the City Manager's budget. It was moved here from a special revenue fund due to the ending of a federal grant. Part of the costs of the office are offset by transfers from other departments (outside the general fund) that experienced utility savings as a result of the sustainability projects that were funded by the grant. The department kept half of the savings and the Office of Sustainability utilizes the other half to help cover some of their expenses.
- In FY 2016 a Deputy City Manager position (with most of the costs allocated to the utilities) was created and there were increases in self insurance fees related to an increase in claims.
- In FY 2017 City Council voted to use excess general fund reserves (general sources) to provide a one-time contribution of \$500,000 to the Boys and Girls Club gym project.
- In FY 2018 expenses were lower because expenses did not include the \$500,000 contribution to the Boys and Girls Club gym project.
- In FY 2019 expenses were lower in personnel costs as an Event Specialist position was transferred to the Convention & Visitors budget during the year and turnover in the City Manager and Deputy City Manager positions.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund (<http://www.como.gov/finance/accounting/financial-reports/>)
- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Finance Department - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	2,401,136	1,486,431	\$3,887,567
2016	2,519,150	1,736,937	\$4,256,087
2017	2,350,506	1,864,914	\$4,215,420
2018	2,461,180	1,894,690	\$4,355,870
2019	3,367,443	1,120,496	\$4,487,939
5 Yr % Chg	40.24%	(24.62%)	15.44%
5 Yr \$ Chg	\$966,307	(\$365,935)	\$600,372

Description: The Finance Department is a general fund department with areas of operation including administration and budgeting, accounting, purchasing, treasury management, and business license.

Dedicated Funding Sources: The dedicated sources include General and Administrative (G&A) charges, transfers, and other local revenues which include miscellaneous revenue received for sunshine requests and auction revenues. General and Administrative Charges are amounts charged to departments outside of the General Fund for services performed by this department.

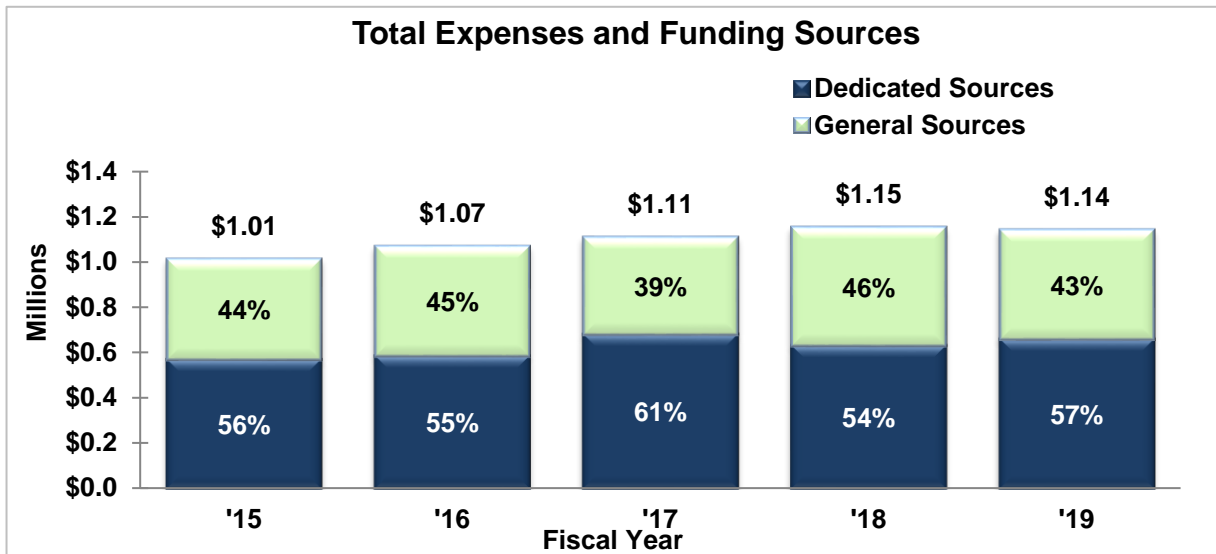
Analysis: Total expenses increased 15.44% for the period shown.

- Positions were added in FY 2015 through FY 2016 in Budgeting and Accounting to handle increasing workloads and to assist with implementation of the new accounting software (COFERS project). The cost of these positions were covered by a transfer from the COFERS project during this timeframe and future costs are partially offset by G&A charges from other departments which reflect the work these positions perform for the departments outside of the general fund and will help the department better manage increases in workload.
- In FY 2017 expenses decreased due to turnover and vacancies in the department.
- In FY 2018 expenses increased due to the pay package approved in the budget.
- In FY 2019 expenses increased by \$132,069 due to spending of general fund savings for technology upgrades, increased intragovernmental charges, and expenses related to the COFERS project that could not be capitalized.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund
<http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Human Resources - General Fund Budget



	Total		
	Dedicated	Total General	
Fiscal Year	Sources	Sources	Total Expenses
2015	567,028	444,866	\$1,011,894
2016	582,531	486,078	\$1,068,609
2017	677,646	431,659	\$1,109,305
2018	627,558	524,442	\$1,152,000
2019	655,503	486,213	\$1,141,716
5 Yr % Chg	15.60%	9.29%	12.83%
5 Yr \$ Chg	\$88,475	\$41,347	\$129,822

Description: Human Resources is a general fund department which assists all departments with classification and compensation, compliance, employee performance, employee relations, labor relations, payroll support, recruitment and hiring.

Dedicated Funding Sources: The dedicated sources primarily include General and Administrative (G&A) Charges and other local revenues which include miscellaneous revenue. General and Administrative Charges are amounts charged to departments outside of the General Fund for services performed by this department.

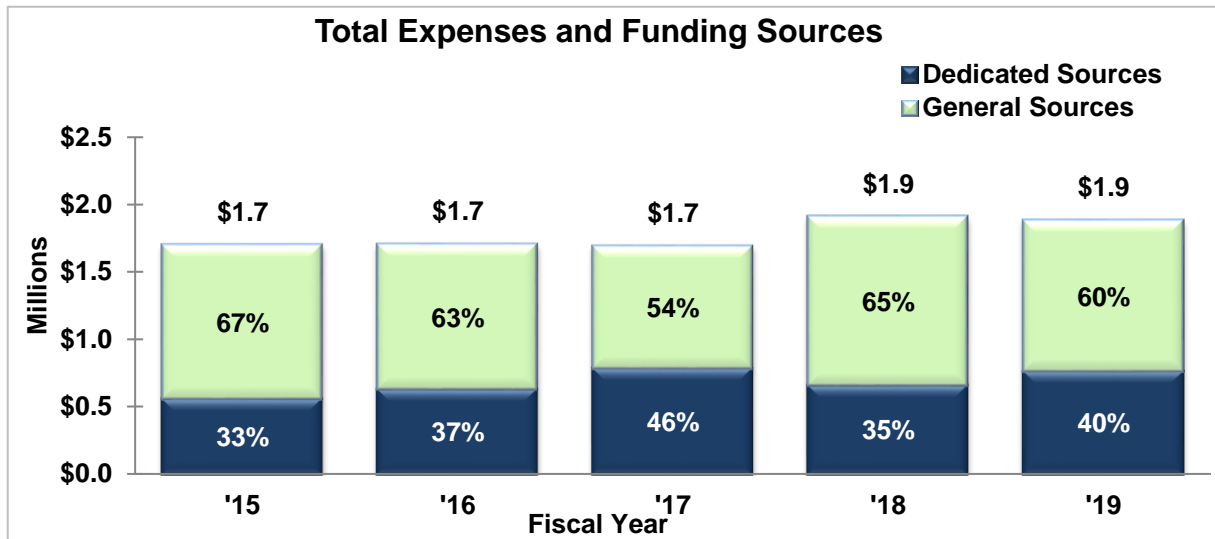
Analysis: For the period shown total expenses increased 12.83%.

- In FY 2017 expenses increased due to intragovernmental charges and advertising expenses for vacant positions.
- In FY 2018 expenses decreased due to lower intragovernmental charges, materials and supplies and training costs.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund
<http://www.como.gov/finance/accounting/financial-reports/>
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- Consumer Price Index: <http://www.stats.bls.gov>
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https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Law Department - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	558,161	1,139,653	\$1,697,814
2016	628,343	1,074,182	\$1,702,525
2017	782,150	905,414	\$1,687,564
2018	658,274	1,249,260	\$1,907,534
2019	760,951	1,118,816	\$1,879,767
5 Yr % Chg	36.33%	(1.83%)	10.72%
5 Yr \$ Chg	\$202,790	(\$20,837)	\$181,953

Description: The Law Department is a general fund department which is charged with managing all litigation in which the City is an interested party, prosecuting municipal ordinance violations, drafting legislation, approving as to form all contracts, deeds, bonds and other documents signed in the name of the city, serving as the American with Disabilities Act (ADA) Coordinator and Human Rights Investigator, providing primary staff support for the Citizen Police Review Board, Disabilities Commission and Commission on Human Rights, providing secondary support to the Planning and Zoning Commission and Board of Adjustment, and advising the City Council, City Boards and Commissions, City Manager, and department directors on legal matters.

Dedicated Funding Sources: The dedicated sources primarily include General and Administrative (G&A) Charges, transfers, and other local revenues (miscellaneous revenue). General and Administrative Charges are amounts charged to departments outside of the General Fund for services performed by this department. The Law Department also serves as the staff liaison for the Columbia Human Rights Commission and receives a transfer from the Community Development Block Grant Fund for housing activities conducted by the commission.

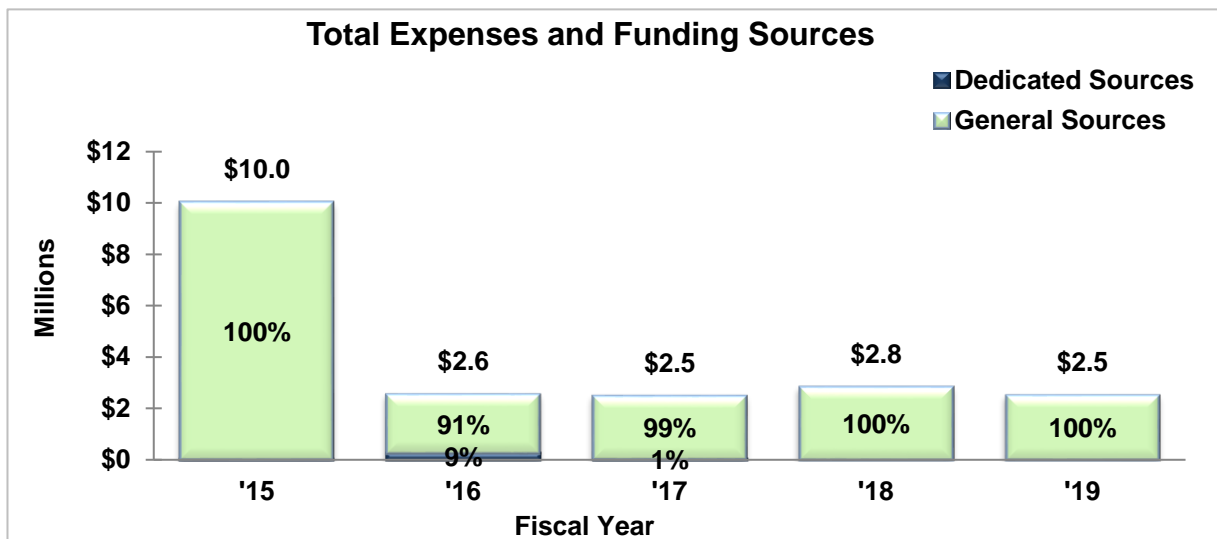
Analysis: Total expenses increased 10.72%. There were several organizational changes that caused this increase.

- FY 2016 expenses increased due to additional litigation costs, costs to transition CodeMaster to Municode Ord Bank to create a permanent online collection of previous ordinances, and additional expenses related to litigation filed by the City in FY 2015 against Spectra Communications, d/b/a CenturyLink, et al. related to recoupment of alleged underpayment of business license taxes.
- FY 2017 expenses decreased due to vacancies within the department.
- FY 2018 expenses increased \$219,970 in part due to the filling of a vacant paralegal position for the full year and the transfer of a position from Municipal court to the Law Department.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund (<http://www.como.gov/finance/accounting/financial-reports/>)
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

City General - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$5,916	\$10,009,300	\$10,015,216
2016	\$241,932	\$2,312,856	\$2,554,788
2017	\$17,086	\$2,471,426	\$2,488,512
2018	\$0	\$2,836,544	\$2,836,544
2019	\$0	\$2,520,945	\$2,520,945
5 Yr % Chg	(100.00%)	(74.81%)	(74.83%)
5 Yr \$ Chg	(\$5,916)	(\$7,488,355)	(\$7,494,271)

Description: City General is a general fund department. This budget includes non-departmental expenses such as subsidies and transfers, TIF fees, Council Reserve, contingency, and other miscellaneous non-programmed expenses.

Dedicated Funding Sources: Dedicated sources of funding includes other local revenues (TIF application fees and CID fees).

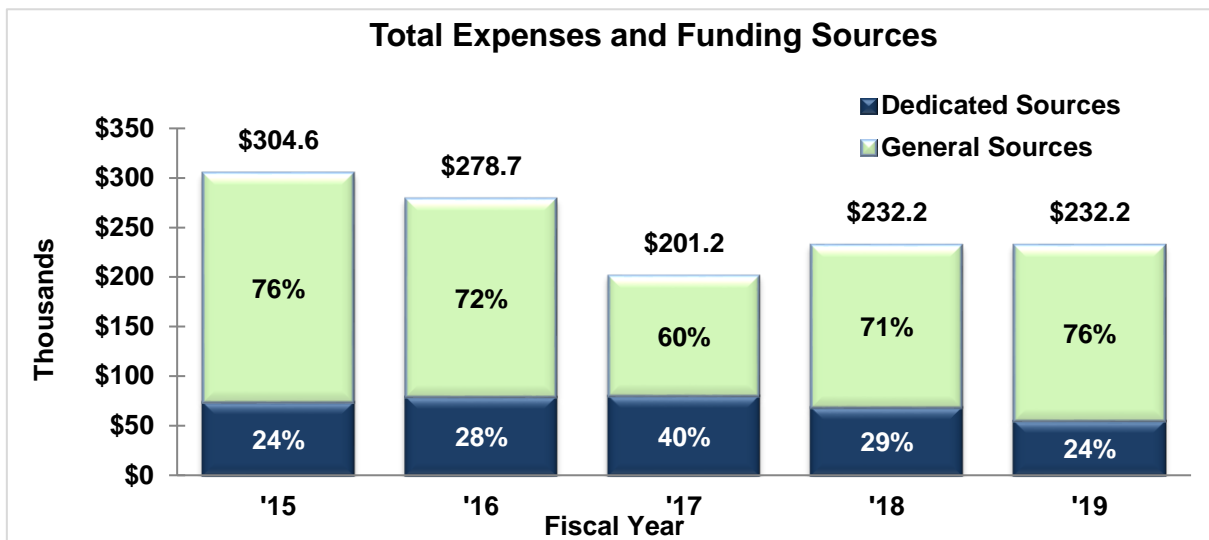
Analysis: Total expenses decreased 74.83%. There were several significant changes in this budget over the past five years.

- In FY 2016 expenses decreased due to no further PILOT payment needed for the CEC and no transfer of general fund balance to the Police and Fire pension fund.
- In FY 2017 expenses decreased due to the refinancing of the 2008B special obligation bonds for the construction, expansion, and renovation of the downtown government center.
- In FY 2018 expenses increased due to a transfer of \$181,375 of Health state CHIP funds to the capital projects fund for current and future building projects at the Sanford-Kimpton Building and replacement of the electronic medical records system used by the Health Department. There was also a transfer of \$160,000 of prior year surplus funds to the capital projects fund to the ERP software replacement project.
- In FY 2019 expenses decreased due to the one-time transfers in FY 2018 that did not occur in FY 2019.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund
<http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>

Public Works Administration - General Fund Budget



Fiscal Year	Total		Total Expenses
	Dedicated Sources	Total General Sources	
2015	\$73,171	\$231,390	\$304,561
2016	\$78,693	\$199,984	\$278,677
2017	\$79,701	\$121,507	\$201,208
2018	\$68,129	\$164,042	\$232,171
2019	\$54,643	\$177,536	\$232,179
5 Yr % Chg	(25.32%)	(23.27%)	(23.77%)
5 Yr \$ Chg	(\$18,528)	(\$53,854)	(\$72,382)

Description: Public Works Administration is a general fund department. This budget provides the management for all of the divisions and functions of the Public Works Department including Transit, Airport, Sewer, Parking, Solid Waste, Storm Water, Custodial and Maintenance Services, Fleet Operations, Public Improvements, and right-of-way acquisition. Sewer, Solid Waste, and Storm Water were moved from Public Works to the Utility Department in FY 2016.

Dedicated Funding Sources: Dedicated funding comes from general and administrative fees which are charged to departments outside the General Fund, other local revenues for copying charges, and auction revenues.

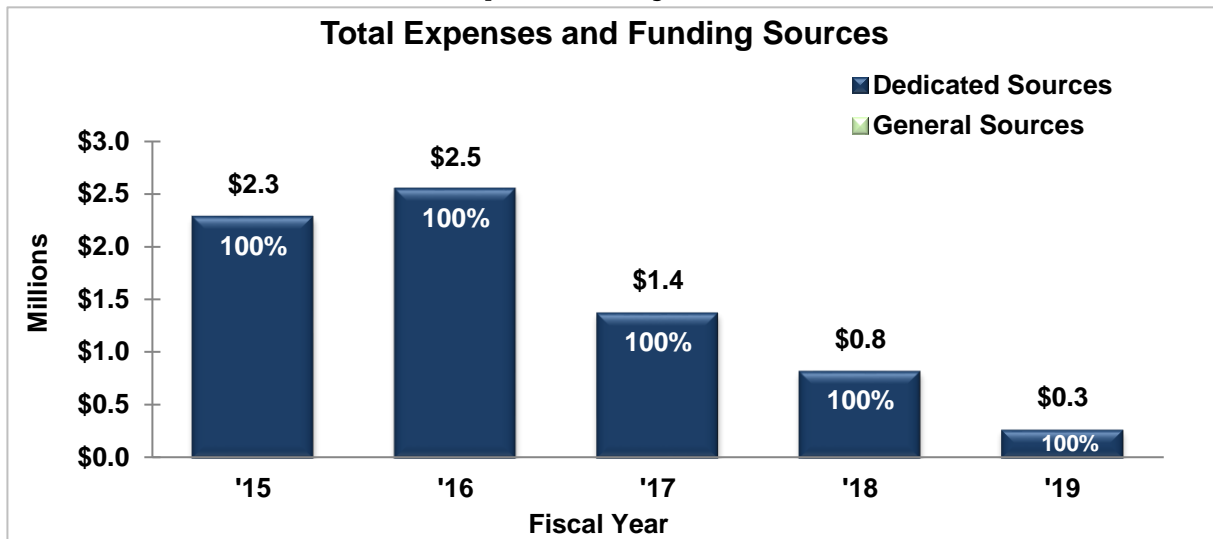
Analysis: Total expenses decreased 23.77% for the period shown. These decreases are due to several organizational changes.

- In FY 2016 expenses decreased as some personnel were moved to the Utilities Department due to a reorganization that moved Sewer, Solid Waste and Storm Water from Public Works to the Utility Department. There was also one position that was moved to Community Relations to centralize the city's communication efforts.
- In FY 2017, expenses decreased due to 0.35 FTE positions being reallocated as part of the reorganization moving Airport to Economic Development. Most general fund budgets were also asked to cut by up to 3% of their budgets.
- In FY 2018 expenses increased due to the reallocation of the Director of Public Works and the Assistant to the Public Works Director from a portion of their salary being charged to Airport and changed to PW Administration.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund
<http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Administrative Capital Projects - Capital Projects Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$2,274,717	\$0	\$2,274,717
2016	\$2,539,332	\$0	\$2,539,332
2017	\$1,364,049	\$0	\$1,364,049
2018	\$808,721	\$0	\$808,721
2019	\$251,555	\$0	\$251,555
5 Yr % Chg	(88.94%)		(88.94%)
5 Yr \$ Chg	(\$2,023,162)	\$0	(\$2,023,162)

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

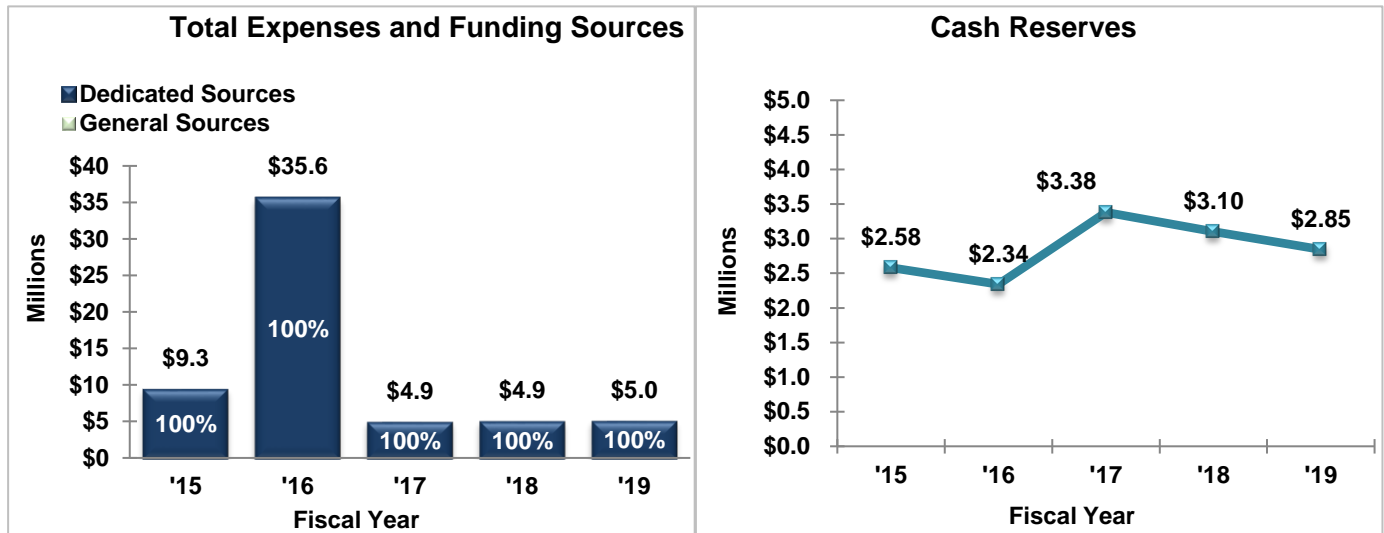
Dedicated Funding Sources: All of the funding is dedicated funding and include transfers from special revenue sources such as the Public Improvement Fund, bond proceeds, and other local revenues.

Analysis: Expenses vary from year to year, dependent on the projects scheduled and funded for that fiscal year. It is customary to have years of lower or higher expenses depending on the number and cost of projects funded.

Sources:

- City of Columbia Accounting System

General Government Debt - Debt Service Funds



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$9,348,502	\$0	\$9,348,502
2016	\$35,576,282	\$0	\$35,576,282
2017	\$4,861,187	\$0	\$4,861,187
2018	\$4,915,850	\$0	\$4,915,850
2019	\$4,979,400	\$0	\$4,979,400

Description: Debt Service Funds are used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special obligation bond principal and interest when the government is obligated in some manner for the payment. Over the past ten years Debt Service Funds have existed for the 2006 SO Bonds, 2007A SO Bonds, 2008B SO Bonds for the downtown government buildings, Lemone Trust Note for the purchase and renovation of the Lemone Industrial Building, Mo Trans Finance Cort to improvement to the Stadium Blvd corridor from Broadway to I-70, and the 2016 SO Refunding Bonds which refinanced the 2008B SO Bonds.

Dedicated Funding Sources: All of the funding is dedicated sources which cannot be allocated for any other purpose. Dedicated funding sources include Lease Payments from IBM, Investment Revenue, and Transfers in from the General Fund and various other funds located in downtown buildings for payment of the 2009B SO bonds, and Lease Bond Proceeds.

Analysis: It is customary to have years where expenses may be higher than normal, dependent on the status of issuance or maturity of bonds.

- In FY 2016, the 2008 S.O. Bond was refinanced to the 2016 S.O. Bond, saving the General Fund \$260,707.

Source:

- City of Columbia Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Governmental Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System

General Government Debt

Revenues, Expenditures, and Changes in Fund Balance

	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019
Revenues:					
Revenue from Other Governmental Units	\$0	\$0	\$188,773	\$0	\$0
Investment Revenue	\$207,051	\$102,692	(\$8,884)	\$12,139	\$96,761
Miscellaneous Revenue	\$1,893,255	\$1,755,731	\$1,779,151	\$1,779,204	\$1,863,400
Total Revenues	\$2,100,306	\$1,858,423	\$1,959,040	\$1,791,343	\$1,960,161
Expenditures:					
Personnel Services	\$0	\$0	\$0	\$0	\$0
Supplies & Materials	\$0	\$0	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental Charges	\$0	\$0	\$0	\$0	\$0
Utilities, Services & Misc.	\$1,449,123	\$601,417	\$516,948	\$576,328	\$635,350
Capital	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$715	\$237,281	\$0	\$0	\$318
Interest Expense	\$1,865,802	\$1,209,593	\$1,049,589	\$915,531	\$774,460
Principal Payments	\$6,032,862	\$8,508,973	\$3,294,650	\$3,423,991	\$3,569,272
Total Expenditures	\$9,348,502	\$10,557,264	\$4,861,187	\$4,915,850	\$4,979,400
Excess (Deficiency) of Revenues Over Expenditures	(\$7,248,196)	(\$8,698,841)	(\$2,902,147)	(\$3,124,507)	(\$3,019,239)
Other Financing Sources (Uses):					
Lease/Bond Proceeds	\$0	\$19,279,838	\$0	\$0	\$0
Payment to Refunded Bond Escrow Agent	\$0	(\$19,039,585)	\$0	\$0	\$0
Transfers In	\$6,399,804	\$9,119,704	\$2,817,713	\$2,798,798	\$2,788,608
Transfers Out	\$0	(\$5,979,433)	\$0	\$0	\$0
Total Other Financing Sources/(Uses)	\$6,399,804	\$3,380,524	\$2,817,713	\$2,798,798	\$2,788,608
Net Change in Fund Balance	(\$848,392)	(\$5,318,317)	(\$84,434)	(\$325,709)	(\$230,631)
Beginning Fund Balance	\$9,528,532	\$8,680,140	\$3,361,823	\$3,277,389	\$2,951,680
Ending Fund Balance	\$8,680,140	\$3,361,823	\$3,277,389	\$2,951,680	\$2,721,049

General Government Debt

Funding Sources and Uses

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Grant Revenue	\$0	\$0	\$188,773	\$0	\$0
Interest	\$207,051	\$102,692	(\$8,884)	\$12,139	\$96,761
Less: GASB 31 Interest Adjustment	(\$81,914)	(\$6,486)	\$26,666	\$50,300	(\$28,422)
Other Local Revenues	\$1,893,255	\$1,755,731	\$1,779,151	\$1,779,204	\$1,863,400
Lease/Bond Proceeds	\$0	\$19,279,838	\$0	\$0	\$0
Total Financial Sources Before Transfers	\$2,018,392	\$21,131,775	\$1,985,706	\$1,841,643	\$1,931,739
Transfers In	\$6,399,804	\$9,119,704	\$2,817,713	\$2,798,798	\$2,788,608
Total Financial Sources	\$8,418,196	\$30,251,479	\$4,803,419	\$4,640,441	\$4,720,347
Financial Uses					
Personnel Services	\$0	\$0	\$0	\$0	\$0
Less: GASB 16 Vacation Liability Adjustment	\$0	\$0	\$0	\$0	\$0
Less: GASB 68 Pension Adjustment	\$0	\$0	\$0	\$0	\$0
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$0	\$0	\$0
Supplies & Materials	\$0	\$0	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental Charges	\$0	\$0	\$0	\$0	\$0
Utilities, Services & Misc.	\$1,449,123	\$601,417	\$516,948	\$576,328	\$635,350
Capital	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$715	\$237,281	\$0	\$0	\$318
Interest Expense	\$1,865,802	\$1,209,593	\$1,049,589	\$915,531	\$774,460
Transfers Out	\$0	\$5,979,433	\$0	\$0	\$0
Payment to refunded bond escrow agent	\$0	\$19,039,585	\$0	\$0	\$0
Principal Payments	\$6,032,862	\$8,508,973	\$3,294,650	\$3,423,991	\$3,569,272
Capital Additions	\$0	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Expenditure Uses	\$9,348,502	\$35,576,282	\$4,861,187	\$4,915,850	\$4,979,400
Increase/(Decrease) to Cash	(\$930,306)	(\$5,324,803)	(\$57,768)	(\$275,409)	(\$259,053)
Cash and Cash Equivalents	\$2,256,217	\$2,021,430	\$3,273,958	\$2,947,123	\$2,717,005
Less: GASB 31 Pooled Cash Adj	\$323,954	\$319,873	\$106,554	\$156,854	\$128,433
Ending Cash Reserves	\$2,580,171	\$2,341,303	\$3,380,512	\$3,103,977	\$2,845,438

Source:

- City of Columbia Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Governmental Funds
<http://www.como.gov/finance/accounting/financial-reports/>

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Health and Environment

Description

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

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

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

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

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

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

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

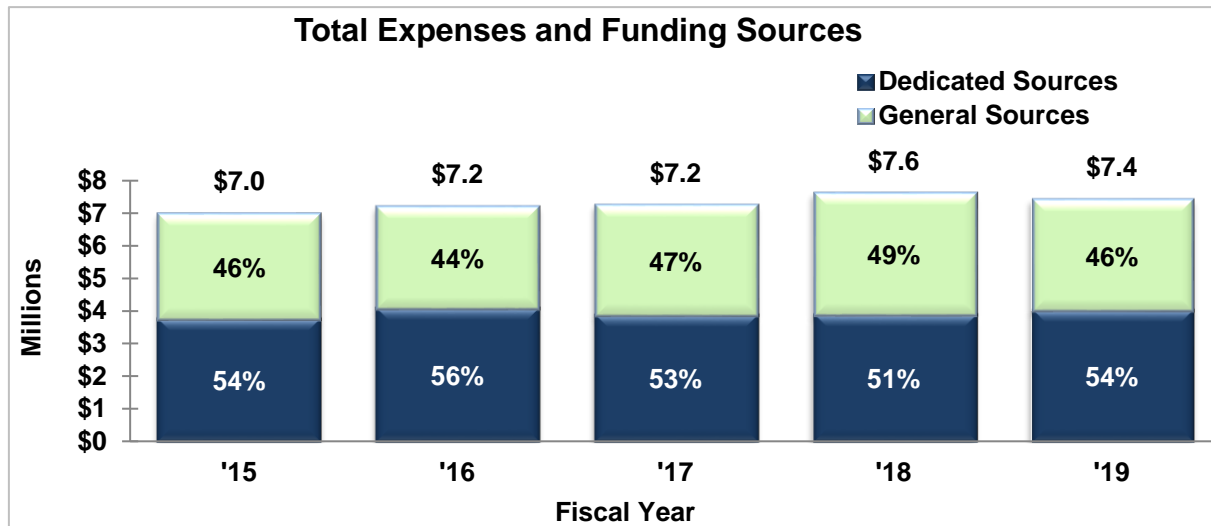
Community Development Block Grant - Community Development Block Grant Fund (CDBG) administers federal funding to improve low to moderate income neighborhoods through improvement of public infrastructure and community facilities, demolition of dilapidated buildings, and construction of replacement housing,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

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

Contributions Fund - Contributions Fund manages donations to support and improve our community.

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Health and Human Services - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$3,728,416	\$3,231,964	\$6,960,380
2016	\$4,057,344	\$3,126,221	\$7,183,565
2017	\$3,848,208	\$3,378,611	\$7,226,819
2018	\$3,858,409	\$3,733,427	\$7,591,836
2019	\$3,992,300	\$3,398,731	\$7,391,031
5 Yr % Chg	7.08%	5.16%	6.19%
5 Yr \$ Chg	\$263,884	\$166,767	\$430,651

Description: The Columbia/Boone County Department of Public Health and Human Services includes the following divisions: Administration, Community Health Promotion, Animal Control, Environmental Public Health, Community Health, WIC, Social Services, Epidemiology Planning and Education and Human Services.

Dedicated Funding Sources: Dedicated funding for this department primarily comes from grants (federal, state, and county); fees and service charges (birth and death certificates, animal control fees, inspection fees, and health fees); other local revenues (Medicaid reimbursement, foundation payments for school based flu clinics, flu donations, etc.); and a transfer from the Utility Customer Services Fund (for utility assistance program expenses).

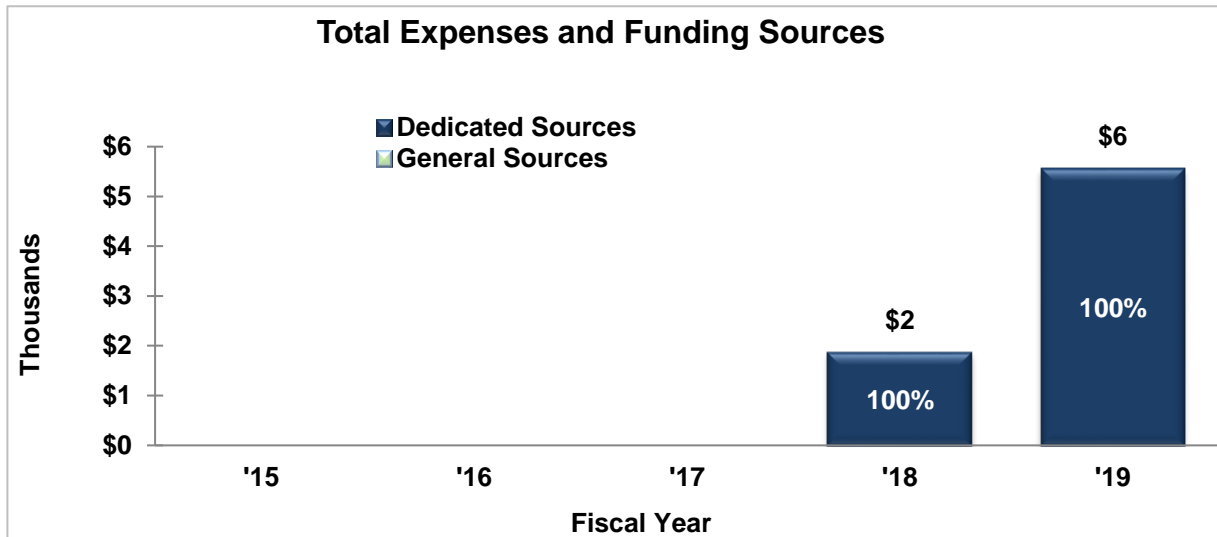
Analysis: For the period shown, total expenses increased \$430,651 or 6.19%.

- In FY 2018, there was an increase in expenses due to repairs to the ceiling and flooring in the Health Building.
- It should be noted that while the graphs show the actual expenses, they do not convey the demand for services. As the economic downturn hit in FY 2009, the need for Public Health and Human Services greatly increased; however the City was not able to fund the increased need.
- Management will need to continue to balance the general revenue sources with the need for these services throughout the general fund functions.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund <http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Health and Human Services Capital Projects - Capital Projects Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$0	\$0	\$0
2016	\$0	\$0	\$0
2017	\$0	\$0	\$0
2018	\$1,856	\$0	\$1,856
2019	\$5,547	\$0	\$5,547
<i>5 Yr % Chg</i>			

Description: Capital projects related to Health and Human Services are accounted for in the Capital Projects Fund.

Dedicated Funding: All of the funding for a specific capital project must be appropriated before the City can enter into a construction contract, even though the actual construction of the project may take several years.

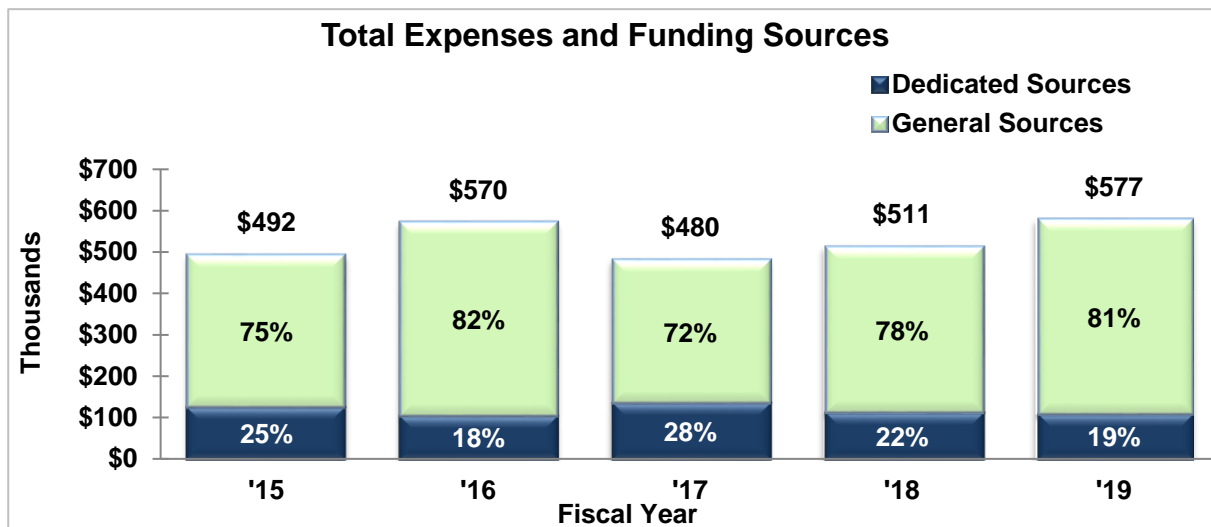
Analysis: The amount of expenses can vary widely from year to year based on the size and timing of construction on projects.

- FY 2018 reflects the beginning of a maintenance project for the health building.

Source:

- City of Columbia Accounting system

Economic Development - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$124,085	\$367,716	\$491,801
2016	\$103,514	\$466,841	\$570,355
2017	\$134,485	\$345,363	\$479,848
2018	\$110,577	\$400,576	\$511,153
2019	\$107,032	\$470,091	\$577,123
5 Yr % Chg	(13.74%)	27.84%	17.35%
5 Yr \$ Chg	-\$17,053	\$102,375	\$85,322

Description: The Department of Economic Development provides the necessary support to encourage and facilitate the growth of the economic base in Columbia. This task includes working with the various local, regional and state economic development agencies, as well as educational institutions in an effort to attract new businesses, retain and expand existing businesses, and foster a stronger entrepreneurial ecosystem for business start-ups and emerging technologies. This department staffs Regional Economic Development Inc. (REDI) which provides additional operating funds.

Dedicated Funding Sources: Dedicated funding for this department primarily comes from other local revenues (reimbursement from REDI for temporary positions) and a transfer from Convention and Visitors Bureau to support economic development activities.

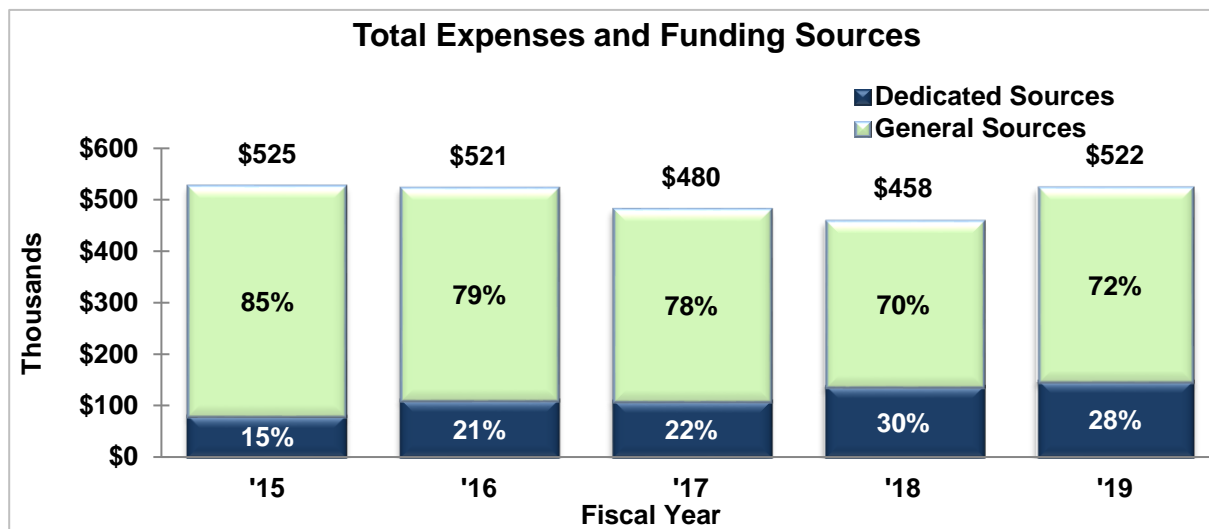
Analysis: For the period shown, total expenses increased \$85,322 or 17.35%.

- In FY 2016, there was a one time expense of \$50,000 from FY 2014 General Funds savings to support Cradle to Career, a local partnership that identifies the best ways to help children and youth learn, graduate, and attain skills needed for lifelong success.
- In FY 2017, an Entrepreneurship Program Coordinator position was added and a reorganization occurred which moved (.5) of the Director position to the Airport budget as the Airport will now come under the purview of Economic Development.
- In FY 2018 the increase is due to a full year of the Entrepreneurship Program Coordinator position that was added in FY 2017 and hired mid year of FY 2017.
- In FY 2019 the increase was due to the movement of Mid Missouri Regional Planning Commission dues from the Community Development budget and a transfer to REDI of \$29,000 for economic development activities.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund <http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Cultural Affairs - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$79,161	\$445,940	\$525,101
2016	\$109,525	\$411,656	\$521,181
2017	\$107,667	\$372,764	\$480,431
2018	\$135,767	\$321,816	\$457,583
2019	\$145,774	\$376,154	\$521,928
5 Yr % Chg	84.15%	(15.65%)	(0.60%)
5 Yr \$ Chg	\$66,613	(\$69,786)	-\$3,173

Description: The Office of Cultural Affairs strives to create an environment where artists and cultural organizations thrive by advancing and supporting the arts and culture for the benefit of the citizens of Columbia. This office includes the following divisions: Administration, Creative Columbia, Diversity Breakfast, and Fundraising.

Dedicated Funding Sources: Dedicated funding for this department primarily comes from fees and service charges (Diversity Breakfast ticket sales), a transfer from Convention and Visitors Bureau (funding for curation of the Maplewood House Museum and the Boone Home Museum), other local revenues (poster party and traffic box art) and a grant (from the Missouri Arts Council).

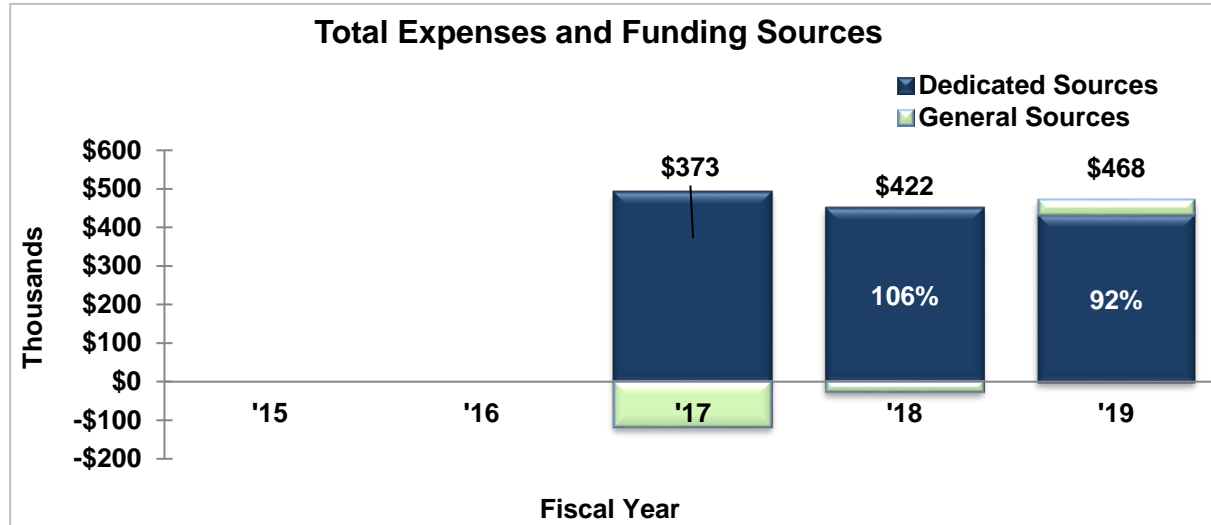
Analysis: For the period shown, total expenses decreased \$3,173 or 0.60%

- In FY 2017 expenses decreased due to vacancies and the reallocation of a 0.25 FTE administrative position to Community Relations to provide clerical help to that department and to reduce general sources allocated to this department.
- In FY 2018 expenses decreased due to vacancies for a portion of the fiscal year.
- In FY 2019 expenses increased due to Convention and Visitor funding being paid to the Columbia Arts Fund.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund <http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Office of Sustainability - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$0	\$0	\$0
2016	\$0	\$0	\$0
2017	\$489,836	(\$117,116)	\$372,720
2018	\$448,305	(\$26,121)	\$422,184
2019	\$428,952	\$39,539	\$468,491
5 Yr % Chg			
5 Yr \$ Chg	\$428,952	\$39,539	\$468,491

Description: The Office of Sustainability is a general fund department that relies on dedicated sources of funding.

The Office of Sustainability was accounted for in a special revenue fund for FY 2010 through FY 2014. During this time, the dedicated funding sources consisted of federal grants (Energy Efficiency and Conservation Block Grant), Transfers (general fund-grant matching and from water, electric, recreation services, transit, sewer, solid waste, and fleet operations for savings generated from sustainability projects funded by the Office of Sustainability, and interest revenue.

As the availability of grant funding decreased, this office was moved to the General Fund in FY 2015 in the City Manager Department. In FY 2017 this division was moved from the City Manager's Office to a separate budget for the purpose of improved coordination of city-wide sustainability efforts.

Dedicated Funding Sources: Dedicated funding for this department comes from transfers for energy improvements made to City facilities, City utility budgets, and a cooperative agreement with the Missouri Department of Conservation.

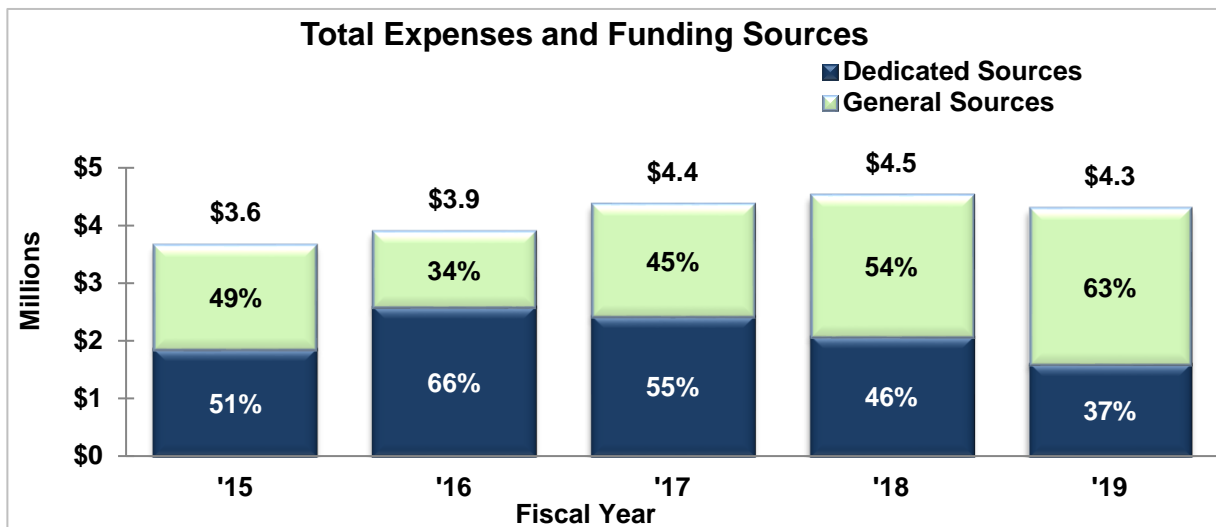
Analysis:

- Expenses increased in FY 2018 and FY 2019 due to development of the Climate Action and Adaptation Plan. These expenses were paid with prior year general fund savings.
- Since this budget is completely funded with transfers and grants, there are times when expenses are less than 100% and transfers into the department are for 100% of expenses. This results in a negative general source amount which is put into the General Fund Balance at the end of the year.

Sources:

- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>

Community Development - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$1,845,708	\$1,803,687	\$3,649,395
2016	\$2,570,347	\$1,313,001	\$3,883,348
2017	\$2,408,719	\$1,944,161	\$4,352,880
2018	\$2,058,920	\$2,448,029	\$4,506,949
2019	\$1,586,667	\$2,694,835	\$4,281,502
5 Yr % Chg	(14.03%)	49.41%	17.32%
5 Yr \$ Chg	(\$259,041)	\$891,148	\$632,107

Description: The Community Development Department includes the following divisions: Planning and Zoning, Building and Site Development, Volunteer Programs, and Neighborhood Services.

Dedicated Funding Sources: Dedicated funding for this department primarily comes from fees and service charges (planning and zoning fees, rental inspection fees, building permit fees, and mechanical license fees); transfers (from Solid Waste to fund solid waste volunteer services program and from CDBG to fund CDBG related inspector work); state planning grants; and other local revenues (nuisance abatement, auction revenues from sale of vehicles that were replaced).

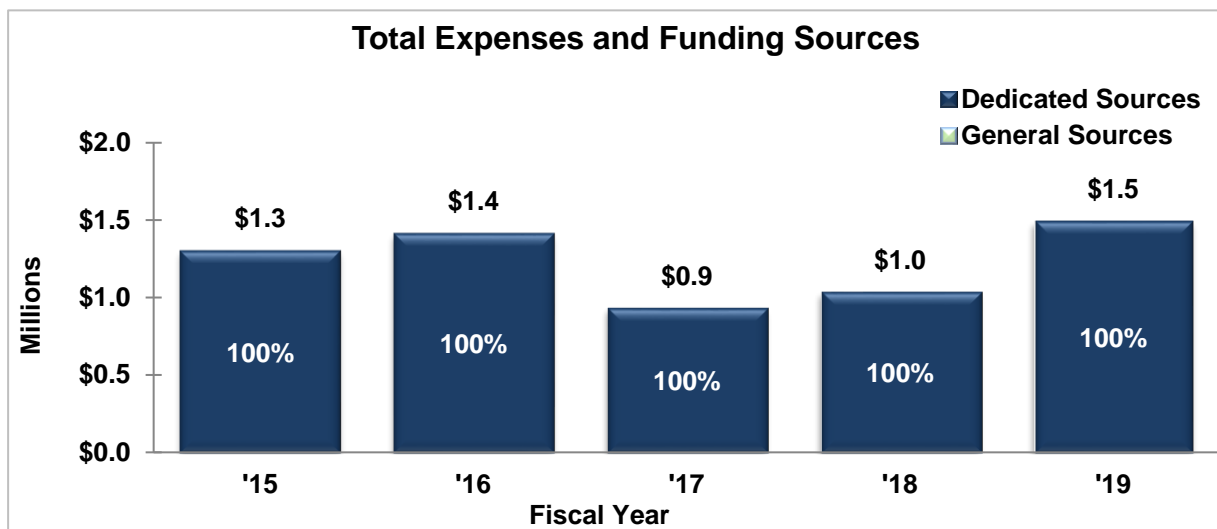
Analysis: For the period shown, total expenses increased \$632,107 or 17.32%. This increase is primarily due to one-time general fund savings which were used by the department in several of the years during this time period.

- In FY 2017 expenses increased due to Council's allocation of \$500,000 FY 2014 GF savings (excess general fund reserves) to the Veterans Welcome Home project.
- In FY 2018 expenses increased due to the pay plan approved with the budget, one-time general fund savings allocations for the Energov software implementation and fleet replacements, and the purchase of property on North Eighth street.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund <http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>

CDBG Fund - Special Revenue Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$1,295,250	\$0	\$1,295,250
2016	\$1,408,499	\$0	\$1,408,499
2017	\$926,428	\$0	\$926,428
2018	\$1,028,444	\$0	\$1,028,444
2019	\$1,486,867	\$0	\$1,486,867
5 Yr % Chg	14.79%		14.79%
5 Yr \$ Chg	\$191,617	\$0	\$191,617

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

The CDBG fund does make transfers out to other funds for various CDBG eligible expenses:

- There are transfers to the Law Department to offset costs for fair housing activities.
- There are transfers to Community Development's Neighborhood Services to pay for CDBG related project costs.
- There are transfers to the Capital Project Fund to pay for CDBG eligible capital projects.

Dedicated Funding Sources: All of the revenues in this fund are considered to be dedicated and cannot be allocated to any other purpose. The dedicated funding sources for this fund include grants (federal block grant and NBRH Stabilization block grants and HOME block grants), interest revenue (for funds that are invested prior to being spent), and miscellaneous revenues (energy audits and program income).

Analysis: For the period shown, total expenses decreased \$191,617 or 14.79%

- The amount of grant funding awarded can vary from year to year based on the funding allocated to the program by the federal government. In FY 2018 and FY 2019, the increase in expenses was due to timing of projects completed within those years.

Expenditures of funds are dependent upon congressional budget approval, HUD's timeliness in awarding grant funds and completion of projects and draw down of funds. Variations in expenses are also impacted by multi-year projects and the size and scope of projects completed within a fiscal year.

The federal budget follows the City's fiscal year of October 1st through September 30th, however the City typically does not receive a full release of funds from HUD until August or September of the fiscal for which the funds are allocated. The City must expend sufficient CDBG funds in order to maintain no more than 1.5 times its annual allocation, and this threshold is tested on November 1st of each year. The City must commit HOME funds to eligible projects through a formal agreement within 2 years of receiving grant funds and projects must be completed within 4 years of the initial funding commitment date.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenses, and Changes in Fund Balance - Nonmajor Special Revenue Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Community Development Block Grant (CDBG) Fund

Revenues, Expenditures, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Revenues:					
Grant Revenue	\$953,946	\$1,711,395	\$1,260,685	\$1,074,442	\$1,156,112
Investment Revenue	\$14,717	\$11,315	\$11,222	\$12,219	\$10,430
Miscellaneous Revenue	\$15,041	\$1,000	\$20,700	\$400	\$400
Total Revenues	\$983,704	\$1,723,710	\$1,292,607	\$1,087,061	\$1,166,942
Expenditures					
Personnel Services	\$193,640	\$225,510	\$243,311	\$240,588	\$260,858
Supplies and Materials	\$13,035	\$5,811	\$2,188	\$1,619	\$2,043
Travel and Training	\$6,350	\$3,640	\$6,057	\$7,507	\$6,398
Intragovernmental	\$244	\$0	\$0	\$0	\$0
Utilities, Services and Miscellaneous	\$946,875	\$881,815	\$593,309	\$657,915	\$1,172,136
Total Expenditures	\$1,160,144	\$1,116,776	\$844,865	\$907,629	\$1,441,435
Excess (Deficiency) of Revenues Over Expenditures Before Transfers	(\$176,440)	\$606,934	\$447,742	\$179,432	(\$274,493)
Other Financing Sources(Uses):					
Transfers In	\$0	\$0	\$0	\$0	\$0
Transfers Out	(\$135,106)	(\$291,723)	(\$81,563)	(\$120,815)	(\$45,432)
Total Other Financing Sources/(Uses)	(\$135,106)	(\$291,723)	(\$81,563)	(\$120,815)	(\$45,432)
Net Change in Fund Balance	(\$311,546)	\$315,211	\$366,179	\$58,617	(\$319,925)
 Fund Balance - Beginning	 \$7,341,203	 \$7,029,657	 \$7,344,868	 \$7,711,047	 \$7,769,664
 Fund Balance - Ending	 \$7,029,657	 \$7,344,868	 \$7,711,047	 \$7,769,664	 \$7,449,739

Community Development Block Grant (CDBG) Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Grant Revenue	\$953,946	\$1,711,395	\$1,260,685	\$1,074,442	\$1,156,112
Interest	\$14,717	\$11,315	\$11,222	\$12,219	\$10,430
Less: GASB 31 Interest Adjustment	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenues	\$15,041	\$1,000	\$20,700	\$400	\$400
Total Financial Sources Before Transfers	\$983,704	\$1,723,710	\$1,292,607	\$1,087,061	\$1,166,942
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$983,704	\$1,723,710	\$1,292,607	\$1,087,061	\$1,166,942
Financial Uses					
Personnel Services	\$193,640	\$225,510	\$243,311	\$240,588	\$260,858
Less: GASB 16 Vacation Liability Adjustment*	\$0	\$0	\$0	\$0	\$0
Less: GASB 68 Pension Adjustment*	\$0	\$0	\$0	\$0	\$0
Supplies and Materials	\$13,035	\$5,811	\$2,188	\$1,619	\$2,043
Travel and Training	\$6,350	\$3,640	\$6,057	\$7,507	\$6,398
Intragovernmental Charges	\$244	\$0	\$0	\$0	\$0
Utilities, Services and Other Misc.	\$946,875	\$881,815	\$593,309	\$657,915	\$1,172,136
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$135,106	\$291,723	\$81,563	\$120,815	\$45,432
Total Financial Uses	\$1,295,250	\$1,408,499	\$926,428	\$1,028,444	\$1,486,867
Financial Sources Over/(Under) Uses	(\$311,546)	\$315,211	\$366,179	\$58,617	(\$319,925)
Cash and Cash Equivalents	\$283,990	\$0	\$4,100	\$283,269	\$37,752
Less: GASB 31 Pooled Cash Adj	\$0	\$0	\$0	\$0	\$0
Ending Cash Reserves	\$283,990	\$0	\$4,100	\$283,269	\$37,752

Ending cash reserves can vary from year to year based on the timing of the drawdown of CDBG funds.

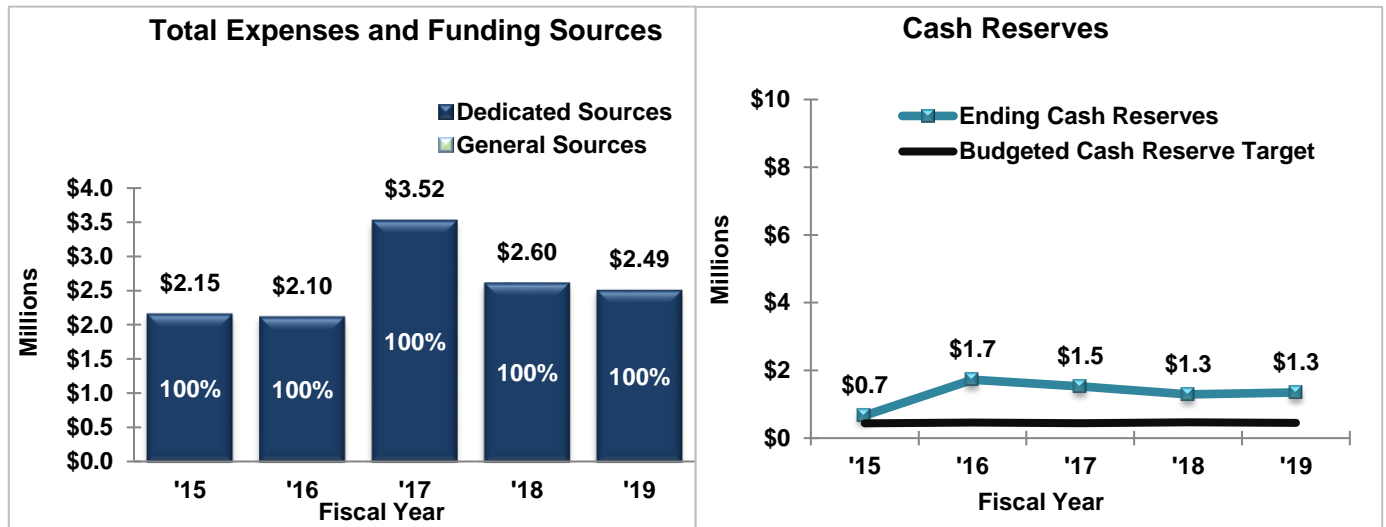
* There are no GASB 16 or GASB 68 Adjustments for special revenue funds

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenditures, and Changes in Fund Balances – Non-Major Special Revenue Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System

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Convention & Visitors Bureau Fund - Special Revenue Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$2,145,438	\$0	\$2,145,438
2016	\$2,104,491	\$0	\$2,104,491
2017	\$3,515,580	\$0	\$3,515,580
2018	\$2,603,077	\$0	\$2,603,077
2019	\$2,493,971	\$0	\$2,493,971
5 Yr % Chg	16.25%		16.25%
5 Yr \$ Chg	\$348,533	\$0	\$348,533

Description: The Convention and Visitor's Bureau promotes Columbia as a meeting, leisure and group tour destination through direct solicitations, tradeshow attendance, advertising and marketing.

Dedicated Funding Sources: All of the funding is considered to be dedicated for tourism related expenses and cannot be allocated for other purposes. The primary funding source for Convention and Visitors Bureau is other local taxes (hotel/motel tax). The City has a 4% hotel/motel tax of which two percent is designated for the enhancement or development of festivals, events, and attractions. The original hotel/motel tax was 2% and was dedicated to operating costs. In 1999 an additional 2% hotel/motel tax was passed with 1% going toward operations and 1% to be used for tourism development funds. At the end of FY 2016, an additional 1% temporary hotel/motel tax (effective January 1, 2017) was passed to help fund airport improvements. The other dedicated funding sources include interest revenue, grants (state grants for marketing), and miscellaneous revenues (reimbursement from the Chamber of Commerce for shared expenses at the Walton Building, sponsorships, and certified tourism ambassador training).

Analysis: For the period shown, total expenses increased 16.25%.

- In FY 2016 expenses include a transfer of \$68,059 to the General Fund to pay for part of the August 2016 special election to temporarily increase the City's lodging tax from 4% to 5% to help fund airport improvements; \$30,000 in transfers to Cultural Affairs for curation of the Maplewood House Museum and the Blind Boone Museum; and an additional tourism services specialist position to help generate local income by attracting youth and amateur athletic events to Columbia.
- In FY 2017 expenses increased in Publishing and Advertising due to a state grant received to increase tourism to the City and a one-time transfer of \$1,000,000 to the Capital Projects Fund to help fund the Sports Field House project.
- In FY 2018 and FY 2019 expenses decreased as there were no significant transfers to the Capital Projects Fund.
- Cash reserves have been above the budgeted cash reserve target for all years shown. The significant increase in FY 2016 was due to an airport revenue guarantee being provided in FY 2013 which was not used and returned to the reserves in FY 2016. The decrease in reserves in FY 2017 was due to an increase in publishing and advertising.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds
- <http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
- https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Convention and Visitors Bureau Fund

Revenues, Expenditures, and Changes in Fund Balance

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Revenues					
Hotel/Motel Tax 3% Operating	\$1,872,254	\$1,916,906	\$2,047,492	\$1,967,403	\$2,048,205
Hotel/Motel Tax 1% Tourism Development Fund	\$624,085	\$638,969	\$682,497	\$655,801	\$682,735
Hotel/Motel Temp. Tax 1% Airport Improvements	\$0	\$0	\$497,149	\$673,663	\$682,735
Grant Revenues	\$84,456	\$52,030	\$123,984	\$61,585	\$92,141
Investment Revenue	\$73,998	\$117,070	(\$25,122)	\$13,266	\$230,520
Miscellaneous Revenue	\$18,404	\$19,272	\$41,431	\$29,978	\$26,736
Total Revenues	\$2,673,197	\$2,744,247	\$3,367,431	\$3,401,696	\$3,763,072
Expenditures					
Personnel Services	\$542,427	\$575,312	\$616,907	\$681,053	\$676,751
Supplies and Materials	\$18,913	\$30,921	\$42,824	\$36,432	\$26,389
Travel and Training	\$24,865	\$27,615	\$16,017	\$18,327	\$18,376
Intragovernmental	\$125,199	\$122,319	\$217,729	\$228,141	\$270,446
Utilities, Services & Other Misc.	\$1,038,838	\$1,064,708	\$1,399,783	\$1,230,348	\$1,271,140
Capital Additions	\$0	\$0	\$0	\$0	\$0
Interest Expense	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,750,242	\$1,820,875	\$2,293,260	\$2,194,301	\$2,263,102
Excess (Deficiency) of Revenues Over Expenditures Before Transfers	\$922,955	\$923,372	\$1,074,171	\$1,207,395	\$1,499,970
Other Financing Sources(Uses):					
Transfers In	\$8,000	\$0	\$4,000	\$0	\$22,021
Transfer to General Fund - CM Spec Events	(\$61,196)	(\$57,057)	(\$59,320)	(\$61,205)	(\$56,383)
Transfer to Gen. Fund - Temp. 1% Hotel/Motel Tax Election	\$0	(\$68,059)	\$0	\$0	\$0
Transfer to Employee Benefit Fund - FY 2019 One time	\$0	\$0	\$0	\$0	(\$2,450)
Transfer to GF for Boards & Commissions	\$0	\$0	\$0	(\$2,000)	(\$2,000)
Transfer to Cultural Affairs - Maplewood & Blind Boone	\$0	(\$30,000)	(\$30,000)	(\$30,000)	(\$30,000)
Transfer to Cultural Affairs - Col. Arts Fund	\$0	\$0	\$0	(\$25,000)	(\$25,000)
Transfers to Economic Development	(\$50,000)	(\$50,000)	(\$75,000)	(\$46,000)	(\$75,000)
Transfer to Capital Project Fund (Walton Bldg)	(\$227,500)	(\$50,000)	(\$30,000)	(\$30,000)	(\$15,000)
Transfer to Transit - Contribution	(\$12,000)	(\$12,000)	(\$12,000)	(\$12,000)	(\$12,036)
Transfer to Airport Fund ++	\$0	\$0	\$0	(\$190,571)	\$0
Transfer to Capital Project Fund (Field House)+	\$0	\$0	(\$1,000,000)	\$0	\$0
Transfer to General Fund (Parks & Rec events)	(\$44,500)	(\$16,500)	(\$16,000)	(\$12,000)	(\$13,000)
Total Transfers Out	(\$395,196)	(\$283,616)	(\$1,222,320)	(\$408,776)	(\$230,869)
Total Other Financing Sources/(Uses)	(\$387,196)	(\$283,616)	(\$1,218,320)	(\$408,776)	(\$208,848)
Net Change in Fund Balance	\$535,759	\$639,756	(\$144,149)	\$798,619	\$1,291,122
Fund Balance - Beginning	\$3,294,012	\$3,829,771	\$4,469,527	\$4,325,378	\$5,123,997
Fund Balance - Ending	\$3,829,771	\$4,469,527	\$4,325,378	\$5,123,997	\$6,415,119

+Planned use of fund balance. The CVB utilized \$1 million of its restricted tourism funds to help pay for the construction of an indoor sports fieldhouse in FY 2017.

++This was to provide the local match for the new Airport Terminal design project.

Convention and Visitors Bureau Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources*					
Hotel/Motel Tax 3% Operating	\$1,872,254	\$1,916,906	\$2,047,492	\$1,967,403	\$2,048,205
Grants	\$84,456	\$52,030	\$123,984	\$61,585	\$92,141
Interest	\$73,998	\$117,070	(\$25,122)	\$13,266	\$230,520
Less: GASB 31 Interest Adjustment	(\$27,026)	(\$5,554)	\$50,080	\$106,477	(\$74,039)
Miscellaneous Revenue	\$18,404	\$19,272	\$41,431	\$29,978	\$26,736
Total Financial Sources Before Transfers	\$2,022,086	\$2,099,724	\$2,237,865	\$2,178,709	\$2,323,563
Transfers In	\$8,000	\$0	\$4,000	\$0	\$22,021
Total Financial Sources (for operations)	\$2,030,086	\$2,099,724	\$2,241,865	\$2,178,709	\$2,345,584
Financial Uses*					
Personnel Services	\$542,427	\$575,312	\$616,907	\$681,053	\$676,751
Less: GASB 16 Vacation Liability Adjustment**	\$0	\$0	\$0	\$0	\$0
Less: GASB 68 Pension Adjustment**	\$0	\$0	\$0	\$0	\$0
Supplies and Materials	\$18,913	\$30,921	\$42,824	\$36,432	\$26,389
Travel and Training	\$24,865	\$27,615	\$16,017	\$18,327	\$18,376
Intragovernmental	\$125,199	\$122,319	\$217,729	\$228,141	\$270,446
Utilities, Services & Other Misc.	\$1,038,838	\$1,064,708	\$1,399,783	\$1,230,348	\$1,271,140
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$395,196	\$283,616	\$1,222,320	\$408,776	\$230,869
Less: Expenses paid from Tourism Dev funds	(\$203,129)	(\$168,199)	(\$1,156,609)	(\$185,306)	(\$390,065)
Less: Transfer of 1% Temp tax to Airport	\$0	\$0	\$0	(\$190,571)	\$0
Total Financial Uses (for operations)	\$1,942,309	\$1,936,292	\$2,358,971	\$2,227,200	\$2,103,906
	86.97%	81.86%	68.52%	81.02%	65.51%
Financial Sources Over/(Under) Uses for Operations	\$87,777	\$163,432	(\$117,106)	(\$48,491)	\$241,678
Unrestricted Cash and Cash Equivalents	\$614,169	\$1,676,940	\$1,430,267	\$1,084,359	\$1,218,683
Less: GASB 31 Pooled Cash Adj	\$53,124	\$47,570	\$97,649	\$204,127	\$130,088
Ending Cash Reserves	\$667,293	\$1,724,510	\$1,527,916	\$1,288,486	\$1,348,771
Budgeted Operating Expenses w/o Depr	\$2,182,781	\$2,276,298	\$2,425,492	\$2,579,278	\$2,530,650
Less: Tourism Development Op-Exp	(\$425,576)	(\$425,576)	(\$425,576)	(\$425,576)	(\$499,571)
Add: Budgeted Interest Expense			\$0	\$0	\$0
Add: Budgeted Bank and Paying Agent Fees			\$0	\$0	\$0
Add: Budgeted Operating Transfers Out	\$175,196	\$206,057	\$1,213,320	\$385,276	\$230,858
Less: Op. Transfers from Tourism Dev Division	(\$12,000)	(\$7,000)	(\$1,007,000)	(\$13,500)	(\$13,500)
Less: Op. Transfer from 1% Temp Airport Tax	\$0	\$0	\$0	(\$190,571)	\$0
Total Budgeted Financial Uses for Operations	\$1,920,401	\$2,049,779	\$2,206,236	\$2,334,907	\$2,248,437
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Budgeted Cash Reserve Target	\$436,556	\$455,260	\$441,247	\$466,981	\$449,687
Above/(Below) Budgeted Cash Reserve Target	\$230,737	\$1,269,250	\$1,086,669	\$821,505	\$899,084

* Only revenues and expenses associated with the Hotel/Motel Tax 3% for operating are included.

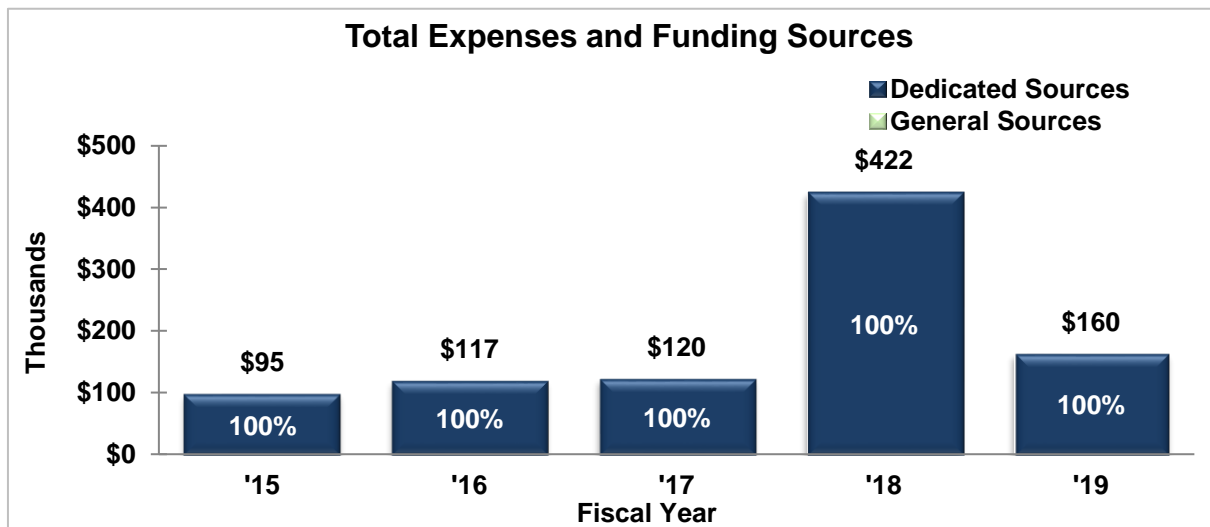
** There are no GASB 16 or GASB 68 Adjustments for special revenue funds

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenditures, and Changes in Fund Balances – Non-Major Special Revenue Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System

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Contributions Fund - *Special Revenue Fund*



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$95,316	\$0	\$95,316
2016	\$116,737	\$0	\$116,737
2017	\$119,507	\$0	\$119,507
2018	\$422,258	\$0	\$422,258
2019	\$160,364	\$0	\$160,364
5 Yr % Chg	68.24%		68.24%

Description: There are three aspects to the Contributions Fund: The Columbia Trust which includes gifts directly to the city, Share the Light, which allows donations to a variety of programs through the utility bill, and the New Century Fund which is a separate 501(c)(3) organization with a board appointment by the City Council. Project numbers are assigned to each donation so the City can ensure it is spent for the intended purpose.

Analysis: The majority of the expenses for this fund are operating transfers of accumulated donated funds to the specific fund or department designated by the donor. Thus the expenses can vary significantly from year to year.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenditures, and Changes in Fund Balances – Non-Major Special Revenue Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System

Contributions Fund

Revenues, Expenditures, and Changes in Fund Balance

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Revenues:					
Grant Revenue	\$0	\$0	\$0	\$0	\$0
Investment Revenue	\$18,295	\$13,151	(\$3,107)	\$3,082	\$28,671
Miscellaneous Revenue	\$88,546	\$118,067	\$104,539	\$438,080	\$121,017
Total Revenues	\$106,841	\$131,218	\$101,432	\$441,162	\$149,688
Expenditures					
Personnel Services	\$0	\$0	\$0	\$0	\$0
Supplies and Materials	\$2,075	\$4,114	\$2,386	\$4,120	\$4,673
Travel and Training	\$2,162	\$2,368	\$767	(\$49)	\$720
Intragovernmental	\$1,110	\$574	\$566	\$551	\$507
Utilities, Services and Miscellaneous	\$19,841	\$13,904	\$14,609	\$37,522	\$12,306
Total Expenditures	\$25,188	\$20,960	\$18,328	\$42,144	\$18,206
Excess (Deficiency) of Revenues Over Expenditures Before Transfers	\$81,653	\$110,258	\$83,104	\$399,018	\$131,482
Other Financing Sources(Uses):					
Transfers In	\$0	\$0	\$6,855	\$35,265	\$9,746
Transfers Out	(\$70,128)	(\$95,777)	(\$101,179)	(\$380,114)	(\$142,158)
Total Other Financing Sources/(Uses)	(\$70,128)	(\$95,777)	(\$94,324)	(\$344,849)	(\$132,412)
Net Change in Fund Balance	\$11,525	\$14,481	(\$11,220)	\$54,169	(\$930)
 Fund Balance - Beginning	 \$597,678	 \$609,203	 \$623,684	 \$612,464	 \$666,633
Fund Balance - Ending	\$609,203	\$623,684	\$612,464	\$666,633	\$665,703

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenditures, and Changes in Fund Balances – Non-Major Special Revenue Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System

Contributions Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Revenue from other govt units	\$0	\$0	\$0	\$0	\$0
Interest	\$18,295	\$13,151	(\$3,107)	\$3,082	\$28,671
Less: GASB 31 Interest Adjustment	(\$6,753)	(\$1,595)	\$7,517	\$15,522	(\$8,415)
Miscellaneous Revenue	\$88,546	\$118,067	\$104,539	\$438,080	\$121,017
Financial Sources Before Transfers	\$100,088	\$129,623	\$108,949	\$456,684	\$141,273
Transfers In	\$0	\$0	\$6,855	\$35,265	\$9,746
Total Financial Sources	\$100,088	\$129,623	\$115,804	\$491,949	\$151,019
Financial Uses					
Personnel Services	\$0	\$0	\$0	\$0	\$0
Less: GASB 16 Vacation Liability Adjustment*	\$0	\$0	\$0	\$0	\$0
Less: GASB 68 Pension Adjustment*	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$2,075	\$4,114	\$2,386	\$4,120	\$4,673
Travel and Training	\$2,162	\$2,368	\$767	(\$49)	\$720
Intragovernmental	\$1,110	\$574	\$566	\$551	\$507
Utilities, Services and Miscellaneous	\$19,841	\$13,904	\$14,609	\$37,522	\$12,306
Interest & Lease Payment	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$70,128	\$95,777	\$101,179	\$380,114	\$142,158
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$0	\$0	\$0	\$0	\$0
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$95,316	\$116,737	\$119,507	\$422,258	\$160,364
Financial Sources Over/(Under) Uses	\$4,772	\$12,886	(\$3,703)	\$69,691	(\$9,345)
Cash Reserves					
Total Fund Balance	\$610,305	\$623,684	\$612,464	\$666,633	\$665,703
Less: GASB 31 Pooled Cash Adjustment	\$25,558	\$23,963	\$31,480	\$47,002	\$38,587
Ending Cash Reserves	\$635,863	\$647,647	\$643,944	\$713,635	\$704,290

* There are no GASB 16 or GASB 68 Adjustments for special revenue funds

Note: The cash reserves calculation has changed from previous year documents.

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Parks and Recreation

Description

The Parks and Recreation Department oversees over 3,400 acres of park land and manages 91 parks and recreation facilities. A wide array of sports, recreation activities, lessons, and special events are available for citizens of all ages. Open space, parks, and trails provide opportunities to enjoy the natural beauty of Columbia. Within this section, there are four budgets which support the parks and recreation activities in the City. Each of these budgets has a separate funding mechanism and are accounted for differently. The Parks and Recreation - General Fund Operations budget is a part of the General Fund, and as such, receives a large portion of its funding from general city funds which are discretionary and can be moved from one department to any other general city funded department. The Recreation Services Fund is classified as an Enterprise Fund and therefore, is to be operated as a business through the charging of fees for services. Funding is all dedicated and cannot be moved to other departments. The Capital Projects Fund reflects the capital projects for Parks and Recreation. Funding cannot be moved to other departments. The Parks Sales Tax Fund is classified as a Special Revenue Fund and the funding received is to be used for parks purposes.

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

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











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

Parks Sales Tax Fund - In November of 2000, the voters of the City of Columbia passed a Local Parks Sales Tax in the amount of a one-quarter of one percent (for five years), and a one-eighth of one percent thereafter, on retail sales made in the City. These funds must be used for parks purposes. The current one-eighth of one percent temporary sales tax was approved for a six year extension by Columbia voters in November, 2015. The six year extension will continue to be used to fund renovation/improvements to existing parks, acquisition/development of parks and additional trails and greenbelts. As a part of the original passage of the parks sales tax, the City made a commitment to the voters to maintain its General Fund support of parks at the FY 2001 budgeted level or above.

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Parks and Recreation Trends

General Fund Budget

Indicator	2018	2019	Comments
Expenses Per Capita			Expenses per capita in constant dollars decreased 13.10% over the past five years while inflation increased 7.86% and population increased 5.64%. Due to low growth in sales taxes, there has not been sufficient funding available to increase this budget to keep up with the growth in inflation and population.
Acres Per Maintenance Employee			For the period shown, the total number of park acres increased by 182 or 5.64%, while the number of park maintenance employees did not increase. The number of acres per maintenance employees increased to 117.62 which is significantly higher than the recommended number of acres per maintenance employee of 90 acres and indicates the City is understaffed by 8.90 employees. A lack of general source funding and slow growth in the permanent parks sales tax has and will continue to make it difficult to add more maintenance positions in the future.
Miles of Trails Per Maintenance Employee			For the period shown, the number of miles of trails increased by 4.28 miles or 7.97%. while the number of trail maintenance employees remained the same at 1.00 FTE. For FY 2019, the number of trail miles per employee is 58.00 which is significantly higher than the recommended number of trail miles per maintenance employee of 15 miles and indicates the City is understaffed by 2.87 employees. In response to this, the City has had to utilize more paved trails versus gravel trails which require less maintenance. Low growth in general source funding and the permanent parks sales tax has and will continue to make it difficult to add more maintenance positions in the future.
Percent of CARE Applicants Placed			Due to a lack of growth in general source funding, the total amount allocated for the CARE program has remained relatively stable during the years shown. The program has been able to fund less than one half of the applicants that apply. In FY 2019 the funding allowed for 32% of the applicants to take part in the program.
Percent of Summer CARE Placements Completing the Program			For the period shown, the percent of CARE placements successfully completing the program has been at or above 95%. For FY 2019, there was a 98% completion rate.



Positive Trend

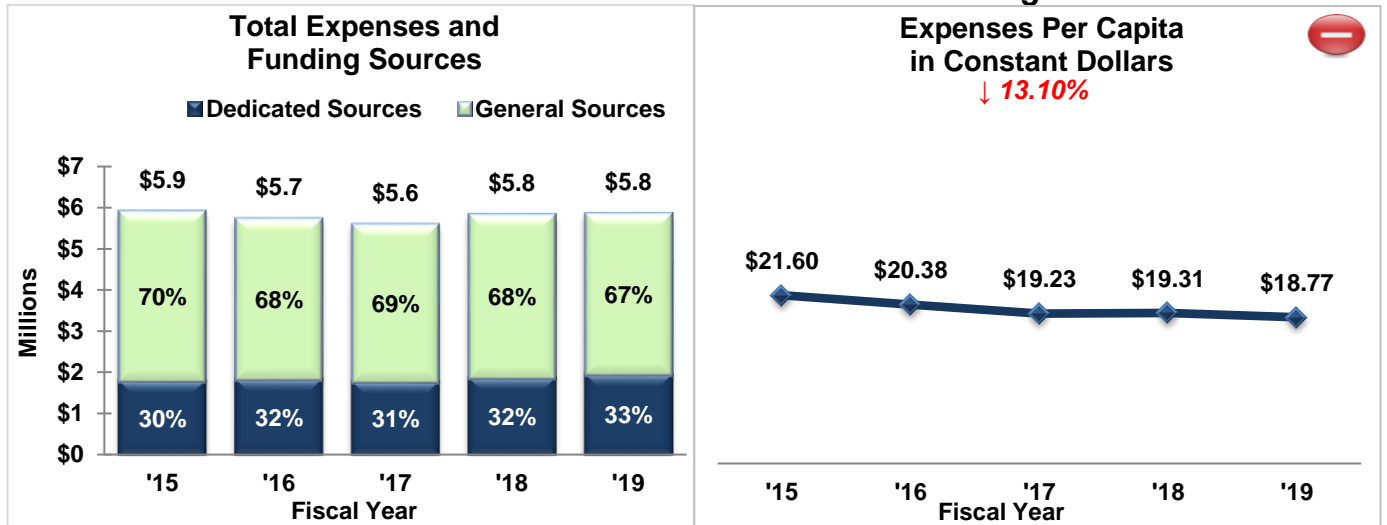


Warning Trend - Monitor Closely



Negative Trend - Action Needed

Parks & Recreation - General Fund Budget



Trend Key: 5 Yr % Chg in Exp Per Capita: Positive Trend (>0% change) Warning Trend (0% to -5% change) Negative Trend (>-5% change)

Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Consumer Price Index	Population**	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous
2015	\$1,774,334	\$4,133,647	\$5,907,981	237.02	115,391	\$21.60	5.11%
2016	\$1,814,649	\$3,915,279	\$5,729,928	240.01	117,165	\$20.38	(5.65%)
2017	\$1,755,493	\$3,836,693	\$5,592,186	245.12	118,620	\$19.23	(5.64%)
2018	\$1,851,400	\$3,980,199	\$5,831,599	251.11	120,248	\$19.31	0.42%
2019	\$1,932,055	\$3,917,317	\$5,849,372	255.66	121,898	\$18.77	(2.80%)
5 Yr % Chg	8.89%	(5.23%)	(0.99%)	7.86%	5.64%	(13.10%)	
5 Yr \$ Chg	\$157,721	-\$216,330	-\$58,609				

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: The Parks and Recreation Department is a general fund department with areas of operation including administration, CARE (Career Awareness and Related Experience), planning and development, and parks management. It is important to examine the trends for actual expenses, constant dollar expenses, and expenses per capita. Constant dollar expenses show the impact inflation has had on the funds allocated (buying power) and expenses per capita take into account both inflation and growth in the population.

Dedicated Funding Sources: Dedicated funding for this department primarily comes from transfers from the Parks Sales Tax Fund. Other dedicated source amounts come from grant revenues and other local revenues which include auction revenues and funding from Boone County Family Resources for the CARE program. When the parks sales tax ballot was passed in FY 2001, the City made a promise to the voters that the amount of general fund support for parks (the amount used to fund Parks and Recreation plus the amount used to subsidize Recreation Services) would not be decreased and the City has kept that promise.

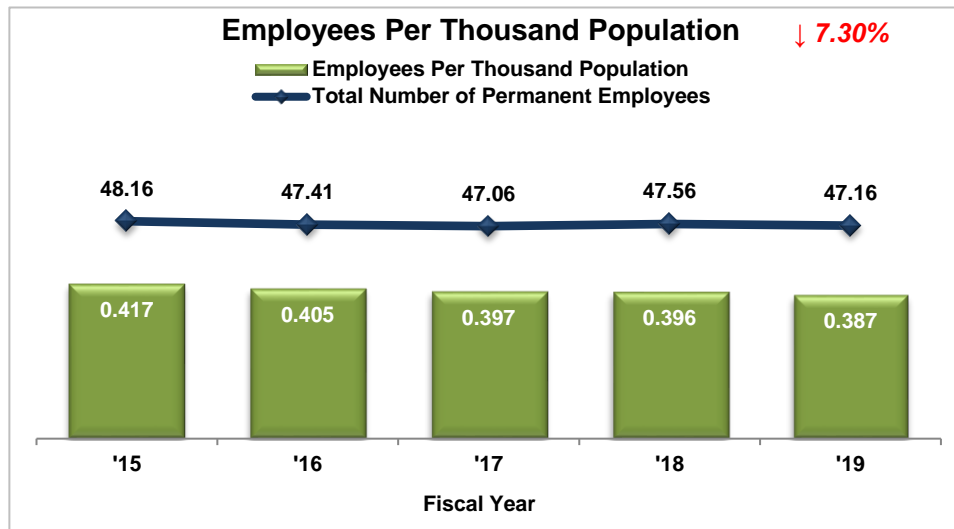
Analysis: For the period shown, total expenses decreased \$58,609 or 0.99% and per capita expenses decreased 13.10%.

- In FY 2016 expenses decreased due to the elimination of a Park Ranger position, a reduction in temporary help funding, and lower fleet replacement funding as a result of necessary budget cuts to balance the general fund.
- In FY 2017 expenses decreased due to budget cuts made including cutting back the Leisure Times publication from three issues annually to two, reducing fuel budgets, and reducing temporary help funding.
- In FY 2018 expenses increased in personnel expenses in CARE for two neighborhood outreach specialists which were funded by one-time general fund savings, the reallocation of a 0.50 FTE Planner from Non-Motorized Grant Fund back to this budget, and increased utility costs of approximately \$23,000 of FY 2017 utilities being charged to FY 2018 due to issues with the new utility software.

Sources:

- City of Columbia Annual Financial Report - Required Supplementary Information - General Fund Budgetary Comparison Schedule
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Parks & Recreation



Trend Key: 5 Year Percent Change in EEs Per Thousand Population

Positive Trend (\geq % Chg in Population)

Warning Trend: (0% up to % Chg in Population)

Negative Trend ($<0\%$)

Fiscal Year	Total Number of Employees	Population**	Employees Per Thousand Population	Change in Number of Positions	Positions Added	Positions Deleted	Positions Reassigned Between Depts
2015	48.16	115,391	0.417				
2016	47.41	117,165	0.405	(0.75)		1.00	(1.75)
2017	47.06	118,620	0.397	(0.35)			(0.35)
2018	47.56	120,248	0.396	0.50			0.50
2019	47.16	121,898	0.387	(0.40)			(0.40)
5 Yr Chg	(2.08%)	5.64%	(7.30%)	(1.00)	0.00	1.00	(2.00)

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: Employees per thousand population increases may indicate the operation is becoming more labor intensive, demands for services are rapidly increasing or productivity is declining. Employees per thousand population decreases may indicate the City has not been adding staff to handle the increased demand for services and the level of service may decline as a result.

Analysis: For the period shown, the total number of employees decreased by 1.00 FTE. Employees per thousand population decreased by 7.30% while population increased 5.64%. All of the positions that were added were funded by the permanent parks sales tax.

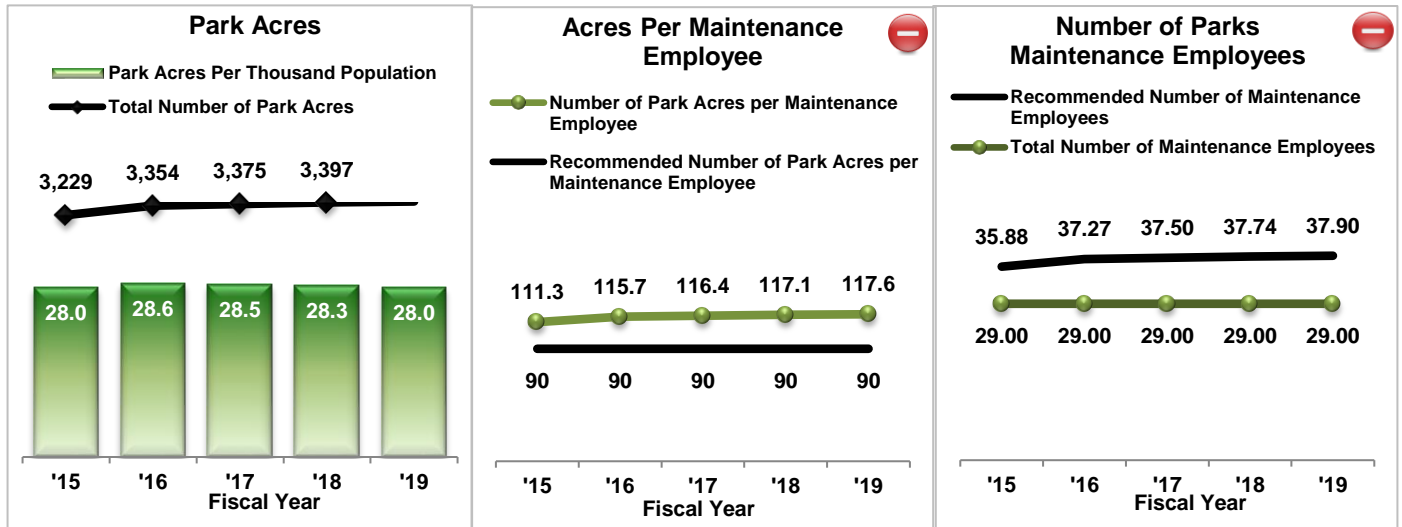
- In FY 2016 a vacant Park Ranger position was deleted due to budget cuts and a 0.25 FTE Planner position was reallocated from the Non-Motorized Grant Fund.
- In FY 2017, a 0.60 FTE Marketing Specialist position was reallocated to Community Relations as part of a reorganization to centralize communications and a 0.25 FTE Planner position was reallocated from the Non-Motorized Grant Fund.
- In FY 2018, the remaining 0.50 FTE Planner was reallocated from the Non-Motorized Grant Fund.
- In FY 2019, a 0.40 FTE Marketing Specialist position was reallocated to Community Relations.

There are future concerns with this indicator because nearly all of the permanent parks sales tax is being allocated and slow growth in the tax (due to increases in online sales which do not collect local sales taxes), along with future increases in operating costs will make it difficult to fund additional positions as the number of park acres increase. Over the past five years the number of park acres increased by 182 and the number of trail miles increased by 4.28 while the number of maintenance employees did not increase. It is estimated that parks maintenance is understaffed by 8.90 FTE and trail maintenance is understaffed by 2.87 FTE.

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>

Parks & Recreation



Fiscal Year	Park Acres	Population**	Park Acres per 1,000 Population	Parks Maintenance		Recommended		Number of Employees Short of Recommended Number
				Number of Employees	Acres per Maint. Employee	Acres per Maint. Employee	Number of Employees	
2015	3,229	115,391	27.98	29.00	111.34	90.00	35.88	6.88
2016	3,354	117,165	28.63	29.00	115.66	90.00	37.27	8.27
2017	3,375	118,620	28.45	29.00	116.38	90.00	37.50	8.50
2018	3,397	120,248	28.25	29.00	117.14	90.00	37.74	8.74
2019	3,411	121,898	27.98	29.00	117.62	90.00	37.90	8.90
5 Yr % Chg	5.64%	5.64%	0.00%	0.00%	5.64%		5.63%	29.36%
5 Yr # Chg	182			0.00				

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: As a part of each extension of the temporary parks sales tax, additional park acres become a part of the city's park system. As those park acres are added, park maintenance staff need to be added in order to ensure they are properly maintained. Two important indicators to monitor are the number of park acres per maintenance employee and the number of maintenance employees. The City has a diverse park system that requires basic core levels of service ranging from natural areas that require quarterly maintenance to highly developed and visited parks that require daily maintenance. It is recommended that the core level of service be kept at 90 acres per maintenance employee to ensure proper maintenance of our growing park system.

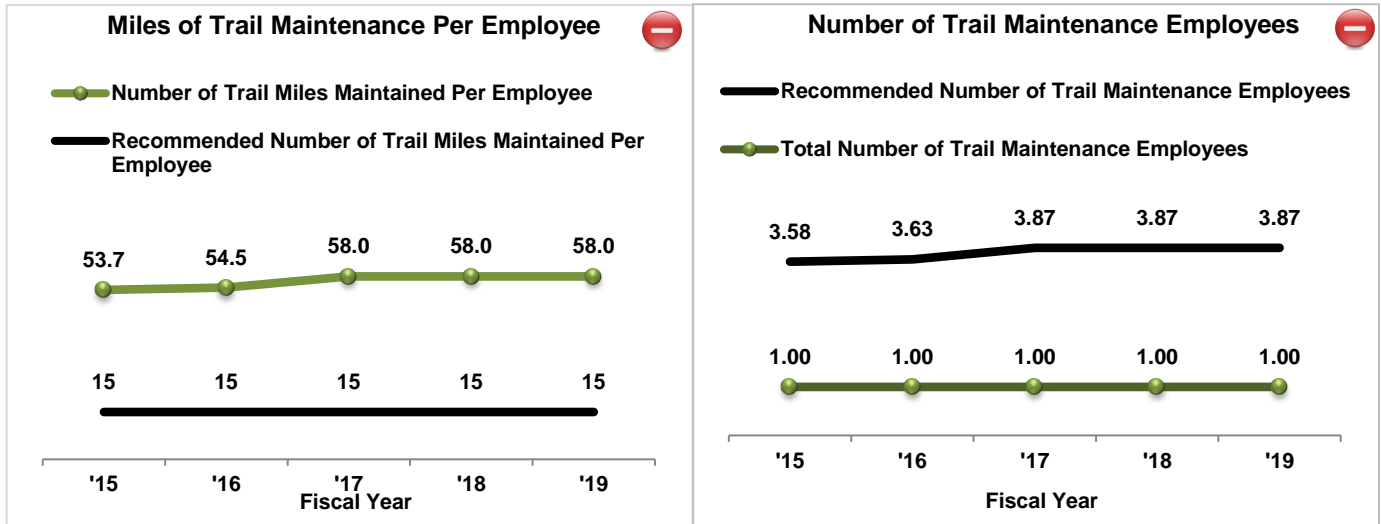
Analysis:

- For the period shown, the total number of park acres increased by 182 or 5.64% while the number of parks maintenance employees have remained the same.
- The number of acres per maintenance employee is 117.62 for FY 2019 while the recommended level is 90 acres per maintenance employee.
- Using the recommended level of 90 acres per maintenance employee, the City is understaffed by 8.90 FTE.
- In FY 2006 there were 89 acres per maintenance employee which was in line with the recommended staffing level. In FY 2007, the City purchased 460 more acres (consisting of Philips Park and Gans Creek Recreation Area) and this increased the acres per maintenance employee to above 100 acres per employee. At the time of the purchase, some of the permanent parks sales tax was used to purchase the Gans property. The department planned to add maintenance employees when the debt was paid off in FY 2011; however, there was an economic downturn in FY 2009 and increases in online sales which do not collect local sales taxes have kept the growth low and only one additional maintenance employee was added.
- As all of the permanent parks sales tax becomes allocated in the next few years, additional sources will need to be identified to add staff to continue maintaining the parks system.

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>

Parks & Recreation



Fiscal Year	Number of Miles	Trail Maintenance		Recommended		Number of Employees Short of Recommended Number
		Number of Employees	Miles per Maint. Employee	Trail Miles Per Maint. Employee	Number of Employees	
2015	53.72	1.00	53.72	15.00	3.58	2.58
2016	54.47	1.00	54.47	15.00	3.63	2.63
2017	58.00	1.00	58.00	15.00	3.87	2.87
2018	58.00	1.00	58.00	15.00	3.87	2.87
2019	58.00	1.00	58.00	15.00	3.87	2.87
5 Yr % Chg	7.97%	0.00%	7.97%	0.00%	7.97%	11.05%
5 Yr # Chg	4.28			0.00		

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: As a part of each extension of the temporary parks sales tax, additional trail miles become a part of the city's trail system. As miles of trails are added, park maintenance staff need to be added in order to ensure they are properly maintained. Two indicators that are important to monitor are the number of trail miles per maintenance employee and the number of trail maintenance employees. It is recommended with the trail system that we have with a mix of trail surfaces (gravel, concrete, and nature) that the city have one maintenance employee for each 15 miles of trails.

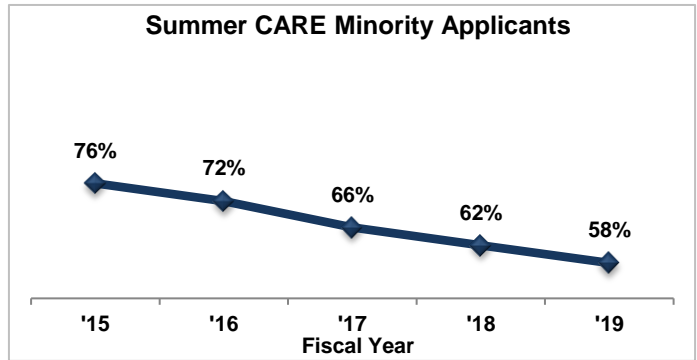
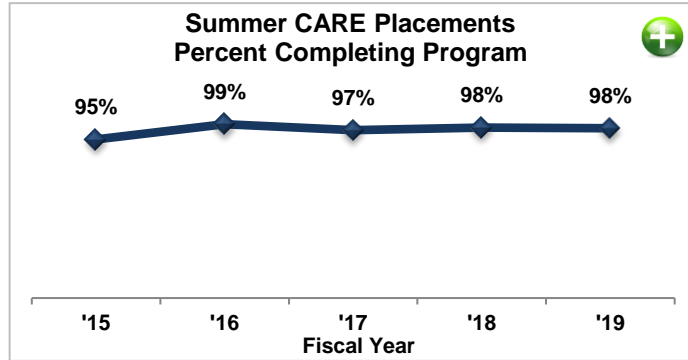
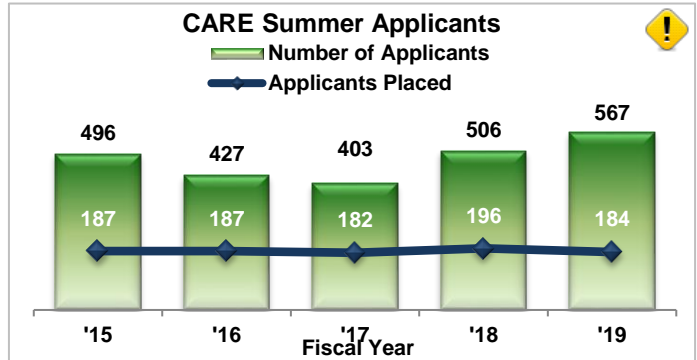
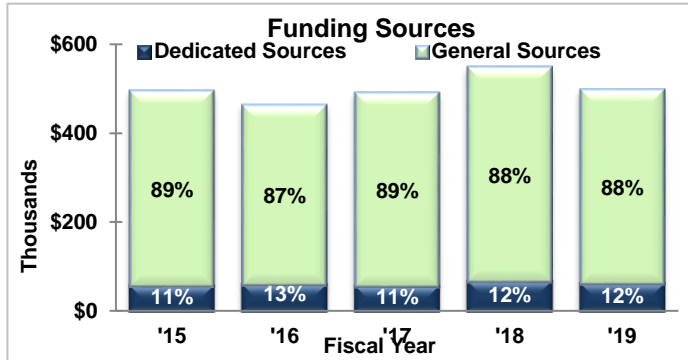
Analysis:

- For the period shown, the total number of trail miles increased by 4.28 miles or 7.97%. The number of trail maintenance employees has remained at 1.00 FTE.
- With a recommended level of one maintenance employee for every 15 miles of trails, the city is understaffed by 2.87 FTE positions
- The permanent parks sales tax was supposed to generate sufficient resources to add maintenance employees over time; however due to the downturn in the economy, the slow growth in sales taxes due to online sales which do not collect local sales taxes, and the increases in other operating costs, the City has not been able to add more staff from the parks sales tax funding or general sources.
- As all of the permanent parks sales tax becomes allocated, additional sources will need to be identified to add staff to continue maintaining the parks system.

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>

Parks & Recreation - CARE Program



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Number of Applicants	# Applicants Placed	Percent Placed	Minority Applicant Percent	# Completed Program	Percent Completed Program	Number of Work Site Partners
2015	\$55,237	\$438,197	\$493,434	496	187	38%	76%	177	95%	99
2016	\$58,344	\$403,102	\$461,446	427	187	44%	72%	185	99%	90
2017	\$54,335	\$434,423	\$488,758	403	182	45%	66%	177	97%	92
2018	\$65,534	\$481,321	\$546,855	506	196	39%	62%	192	98%	104
2019	\$60,068	\$436,165	\$496,233	567	184	32%	58%	180	98%	86
5 Yr % Chg	8.75%	(0.46%)	0.57%	14.31%	(1.60%)				3.35%	

Description: The CARE (Career Awareness and Related Experience) Program hires at-risk 14 to 20 years olds who live in the City of Columbia and/or attend a Columbia school and places them at local businesses (work site partners), where they gain much needed real-world hands-on work experience while getting paid. All of the trainees' wages are paid by the CARE program. The goal of the program is to get the youth ready to enter the workforce and become productive, self-sufficient citizens. Since 1982, the CARE program has provided comprehensive services for Columbia's at-risk youth that include: job readiness training, paid real-world hands-on work experience, mentoring, career exploration, and money management training. There are several programs within CARE that include: an eight-week summer program which allows trainees the opportunity to work for minimum wage for up to 20 hours per week; a program funded by the Boone County Family Resources for Boone County residents with developmental disabilities, and several school year programs (art gallery program, Missouri Option Program partnership, Douglass High School Partner in Education collaboration, and other Columbia Public Schools' cooperative efforts). The summer program is the largest of the programs.

Dedicated Funding Sources: The CARE program is funded primarily from general fund sources with some funding coming from grants, Boone County Family Resources, gallery receipts, and the Office of Cultural Affairs.

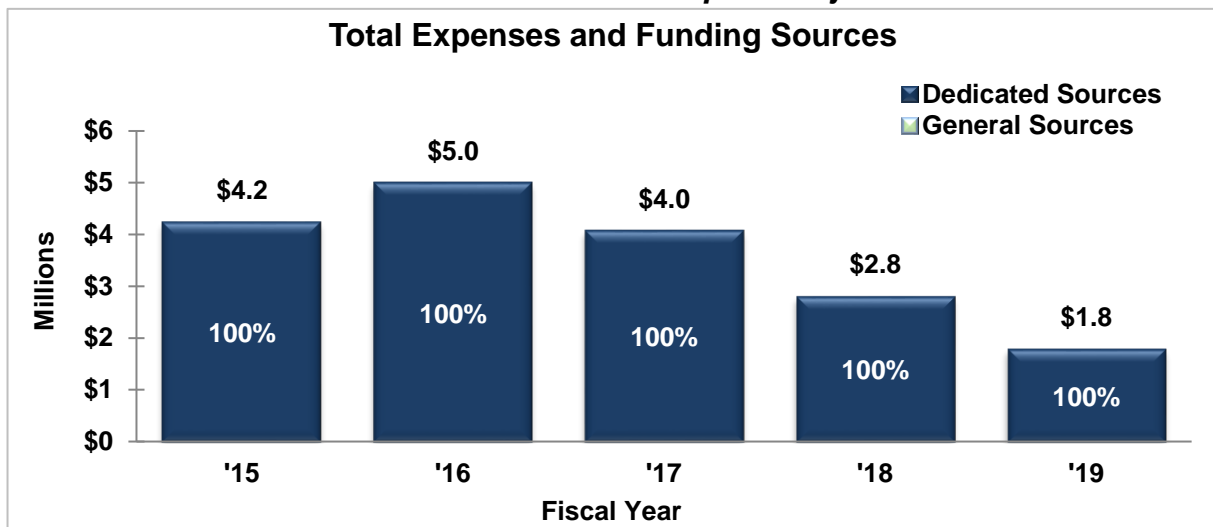
Analysis:

- Of the applicants that apply, the CARE program has only had enough funding to place less than half of the applicants per summer.
- FY 2018 expenses increased due to the addition of two neighborhood outreach specialists which were funded by one-time general fund savings.
- In FY 2019 98% of participants completed the program.
- In FY 2019 there were 86 work site partners that offered trainees work with the various types of work (barbershop/salon, car detailing, childcare center, community center, hospital/health care setting, library, office setting, pet groomer, restaurant, retail store, and school age children programs).
- FY 2019 expenses decreased due to one-time general fund savings in FY 2018 not occurring in FY 2019.
- The CARE Program is impacted more by minimum wage increases than any other General Fund program. Minimum wage increased 12.42% over the past five years (2015 - \$7.65/hr to 2019 - \$8.60/hr).

Sources:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Annual Parks and Recreation report

Parks & Recreation - Capital Projects Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$4,213,044	\$0	\$4,213,044
2016	\$4,970,877	\$0	\$4,970,877
2017	\$4,047,647	\$0	\$4,047,647
2018	\$2,778,161	\$0	\$2,778,161
2019	\$1,763,011	\$0	\$1,763,011
5 Yr % Chg	(58.15%)		(58.15%)

Description: Capital projects for Parks and Recreation include the purchase of land for future parks or trails, field improvements for existing baseball/softball fields, development and construction of neighborhood parks, renovation or construction of park playgrounds, and development and construction of new trails.

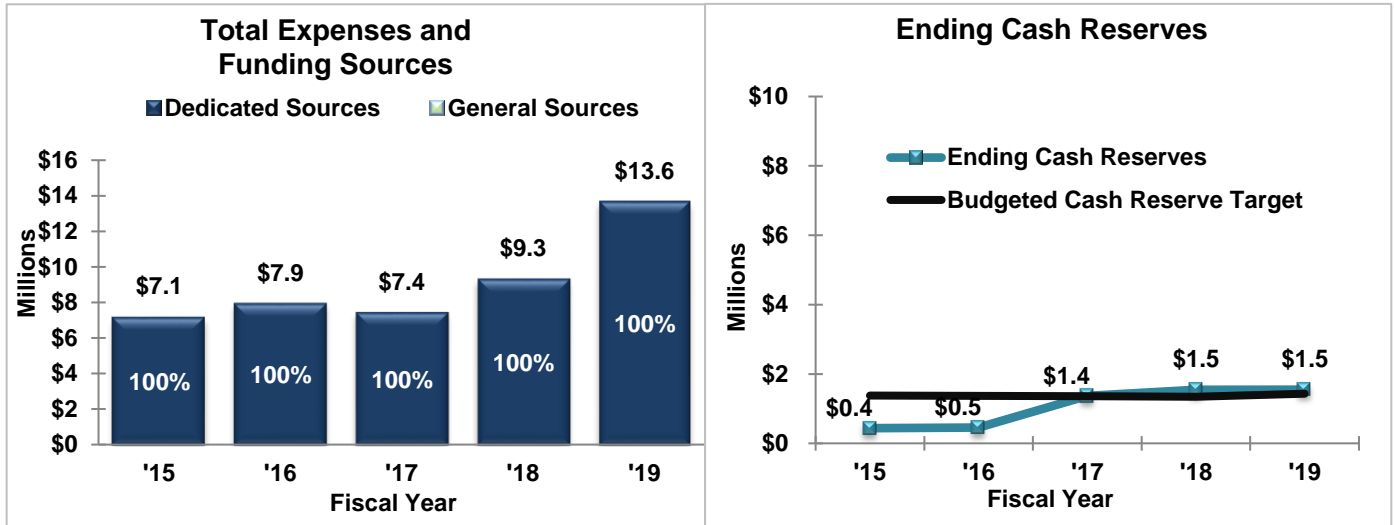
Analysis: The expenses vary widely from year to year depending on the size and timing of the capital projects. All of the funding for a capital project must be appropriated for a capital project before a construction contract can be awarded even though the construction may take place over more than one year. The department has had sufficient parks sales tax receipts to fund all of the voter approved capital projects currently scheduled for completion. In November 2015 voters approved a six year extension of the 1/8th cent temporary parks sales tax.

Sources:

- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

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Recreation Services Fund - Enterprise Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Expenses without Capital Projects	Consumer Price Index	Population**	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous Year
2015	\$7,114,105	\$0	\$7,114,105	\$6,963,841	237.02	115,391	\$25.46	(5.91%)
2016	\$7,881,532	\$0	\$7,881,532	\$7,443,401	240.01	117,165	\$26.47	3.97%
2017	\$7,386,480	\$0	\$7,386,480	\$7,170,993	245.12	118,620	\$24.66	(6.84%)
2018	\$9,263,878	\$0	\$9,263,878	\$7,283,197	251.11	120,248	\$24.12	(2.19%)
2019	\$13,606,443	\$0	\$13,606,443	\$7,311,422	255.66	121,898	\$23.46	(2.74%)
5 Yr % Chg	91.26%		91.26%	4.99%	7.86%	5.64%	(7.86%)	
5 Yr \$ Chg	\$6,492,338	\$0	\$6,492,338	\$347,581				

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: The Recreation Services Fund is an enterprise fund with areas of operation including park services, recreation, and the Recreation Center. It is important to examine the trends for actual expenses (without capital projects), constant dollar expenses, and expenses per capita. Constant dollar expenses show the impact inflation has had on the funds allocated (buying power) and expenses per capita take into account both inflation and growth in the population.

Dedicated Funding Sources: Dedicated funding sources include user fees for the services they offer (which cover about 61% of the non-capital projects costs), interest revenue and subsidies from the General Fund and the Parks Sales Tax.

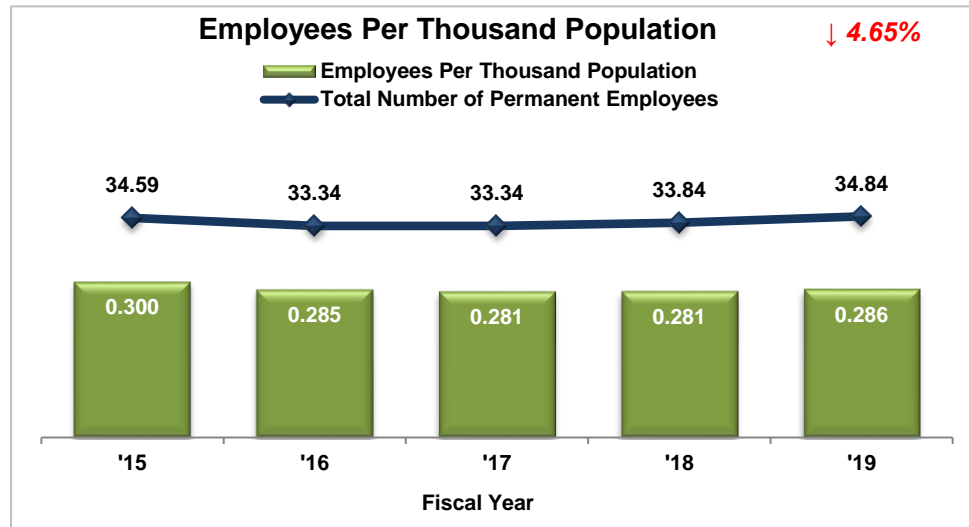
Analysis: For the period shown, total expenses without capital projects increased 4.99% and per capita expenses decreased 7.86%.

- FY 2016 expenses increased due to an 8.8% increase in Intragovernmental charges, scheduled equipment replacement, and golf cart purchases. A vacant Recreation Specialist position was deleted in order to offset some of the increases.
- FY 2017 expenses decreased in utilities due to the installation of LED fixtures at the ARC.
- FY 2018 personnel expenses reflect an increase due to the pay plan adopted with the budget and utilities reflect a \$40,000 increase due to FY 2017 utilities that were charged to FY 2018 due to issues with the new utility software.
- FY 2019 total expenses, including capital projects, include construction contract payments for major, large dollar capital improvement projects such as the Columbia Sports Fieldhouse and the MU Health Care Pavilion.
- Cash reserves have been above the cash reserve target for FY 2017 through FY 2019.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Nonmajor Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Recreation Services Fund



Trend Key: 5 Year Percent Change in EEs Per Thousand Population

Positive Trend (\geq % Chg in Population)

Warning Trend: (0% up to % Chg in Population)

Negative Trend ($<0\%$)

Fiscal Year	Total Number of Employees	Population**	Employees Per Thousand Population	Change in Number of Positions	Positions Added	Positions Deleted	Positions Reassigned Between Depts
2015	34.59	115,391	0.300				
2016	33.34	117,165	0.285	(1.25)		(1.00)	(0.25)
2017	33.34	118,620	0.281				
2018	33.84	120,248	0.281	0.50			0.50
2019	34.84	121,898	0.286	1.00			1.00
5 Yr % Chg	0.72%	5.64%	(4.65%)	0.25	0.00	(1.00)	1.25

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: It is important to monitor the number of employees as well as the employees per thousand population. If employees per thousand population is increasing significantly, it may indicate the operation is becoming more labor intensive, demands for services are rapidly increasing or productivity is declining. If the number of employees per thousand population is declining significantly, it may indicate the City has not been adding staff to handle the increased demand for services and the level of service may decline as a result.

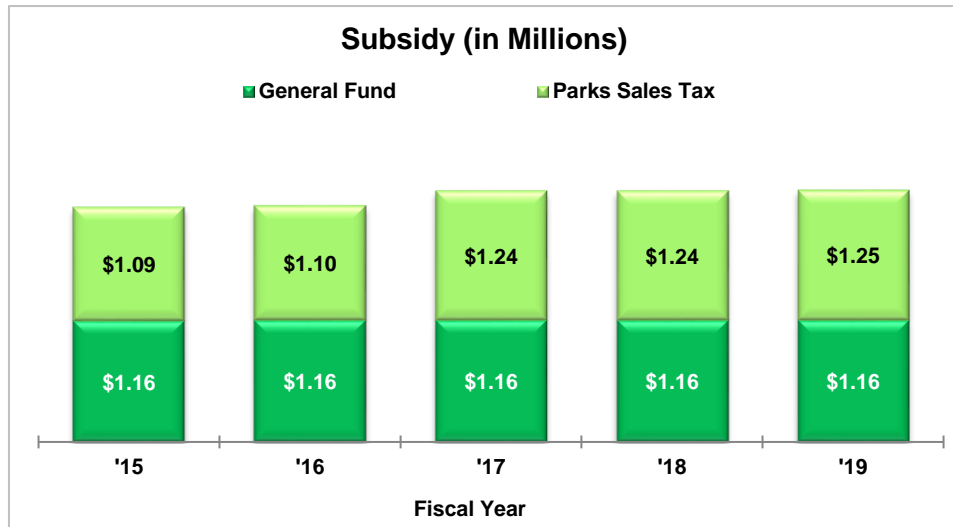
Analysis: For the period shown, the total change in number of employees reflects an increase of 0.25 FTE. Due to the economic downturn and the slow growth in general funding sources such as sales taxes, employees per thousand population decreased 4.65% while population increased 5.64%. The department has responded by eliminating vacant positions in areas where they have not been meeting cost recovery goals. The slow growth of the general sales tax and parks sales tax (due to increasing online sales which do not collect local sales tax) will continue to greatly impact the department's ability to add employees in the future and may result in decreases in services.

- FY 2016 includes 1.00 FTE Recreation Specialist deleted due to budget constraints and 0.50 FTE were reallocated to the Airport to operate concessions at the Airport.
- In FY 2018 0.50 positions were reallocated from Airport concessions.
- In FY 2019 a 1.00 FTE Parks and Grounds Specialist was added to be able to maintain the increasing number of fields and tournaments, as well as the addition of a cross country course.

Sources:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Recreation Services Fund



Fiscal Year	Subsidy - General Fund	Subsidy - Parks Sales Tax	Total Subsidy
2015	\$1,156,910	\$1,091,288	\$2,248,198
2016	\$1,161,910	\$1,102,201	\$2,264,111
2017	\$1,161,910	\$1,242,201	\$2,404,111
2018	\$1,161,910	\$1,242,201	\$2,404,111
2019	\$1,161,910	\$1,247,201	\$2,409,111
5 Yr % Chg	0.43%	14.29%	7.16%
5 Yr \$ Chg	\$5,000	\$155,913	\$160,913

Description: While the Recreation Services Fund charges fees for the many leisure activities they provide, they are not able to set the fees at the level necessary to cover all of their operating expenses. Cost recovery goals have been set for each area (aquatics, golf, community recreation, etc.) and fees are adjusted each year to reach those cost recovery goals. Approximately 33% of funding for recreation services comes from subsidies – one from the general fund and one from the parks sales tax.

Analysis: For the period shown, the total of the two subsidies has increased \$160,913 or 7.16%.

- Most of this increase has come from an increase in the subsidy from parks sales tax as the general fund has not had the funding to provide any significant increases.
- It will be difficult to increase either of these two subsidies in the future unless the sales tax growth rate increases. If the subsidies are not able to increase to help cover future operating cost increases (pension rates, health insurance rates, intragovernmental charges, fuel, etc.), the department may need to reduce or eliminate some of the services it offers.

Sources:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>

Recreation Services Fund

Revenues, Expenses, and Change in Net Position Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
Activity Fees	\$2,820,959	\$2,900,080	\$3,191,828	\$3,080,735	\$3,081,886
User Fees ~	\$130,644	\$120,439	\$130,774	\$124,677	\$111,420
Capital User Fees ~	\$29,507	\$28,428	\$32,998	\$31,938	\$32,547
Golf Course Improvement Fees ~	\$58,677	\$59,040	\$56,338	\$54,616	\$57,015
Rentals	\$599,229	\$623,401	\$737,683	\$731,600	\$729,592
Sales	\$503,622	\$508,459	\$445,370	\$461,880	\$445,235
Other Misc. Operating Revenues	\$2,951	\$4,114	\$4,863	\$2,496	\$4,463
Total Operating Revenues	\$4,145,589	\$4,243,961	\$4,599,854	\$4,487,942	\$4,462,158
Operating Expenses:					
Personnel Services *	\$3,348,047	\$3,635,982	\$3,528,097	\$3,560,188	\$3,514,185
Materials and Supplies	\$1,032,942	\$1,020,471	\$1,076,995	\$1,044,774	\$1,051,417
Travel and Training	\$6,143	\$7,290	\$6,869	\$10,881	\$6,857
Intragovernmental	\$702,872	\$765,058	\$720,729	\$662,742	\$694,702
Utilities, Services and Miscellaneous	\$1,078,671	\$1,131,793	\$1,038,561	\$1,152,024	\$1,110,558
Depreciation	\$680,143	\$688,325	\$719,449	\$726,500	\$728,476
Total Operating Expenses	\$6,848,818	\$7,248,919	\$7,090,700	\$7,157,109	\$7,106,195
Operating Income (Loss)	(\$2,703,229)	(\$3,004,958)	(\$2,490,846)	(\$2,669,167)	(\$2,644,037)
Non-Operating Revenues:					
Investment Revenue	\$50,828	\$35,654	(\$33,772)	(\$23,589)	\$293,766
Rev. from Other Government Units - Oper.	\$0	\$6,470	\$7,328	\$6,622	\$6,391
Rev. from Other Government Units - CIP	\$0	\$0	\$0	\$0	\$75,000
Miscellaneous Revenue - for Oper	\$75,768	\$110,333	\$536,105	\$84,359	\$47,914
Miscellaneous Revenue - CIP	\$0	\$0	\$0	\$0	\$786,500
Total Non-Operating Revenues	\$126,596	\$152,457	\$509,661	\$67,392	\$1,209,571
Non-Operating Expenses:					
Interest Expense	\$4,286	\$2,622	\$928	\$0	\$38,894
Loss on Disposal of Fixed Assets	\$1,199	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$4,723	\$4,395	\$0	\$0	\$0
Total Non-Operating Expenses	\$10,208	\$7,017	\$928	\$0	\$38,894
Total Non-Operating Revenues (Expenses)	\$116,388	\$145,440	\$508,733	\$67,392	\$1,170,677
Income (Loss) Before Transfers	(\$2,586,841)	(\$2,859,518)	(\$1,982,113)	(\$2,601,775)	(\$1,473,360)
Transfers In - Other ^	\$137,448	\$18,436	\$59,761	\$17,000	\$13,000
Transfers In - Subsidy - General Fund	\$1,156,910	\$1,161,910	\$1,161,910	\$1,161,910	\$1,161,910
Transfers In - Subsidy - Parks Sales Tax	\$1,091,288	\$1,102,201	\$1,242,201	\$1,242,201	\$1,247,201
Transfers In - CIP - Parks Sales Tax	\$0	\$80,000	\$1,130,000	\$2,420,000	\$885,000
Transfers In - CIP - CVB ^^	\$0	\$0	\$1,000,000	\$0	\$0
Transfers In - CIP - Capital Projects Fund	\$0	\$0	\$0	\$450,000	\$30,000
Transfers In - CIP - Contributions ^^	\$0	\$0	\$0	\$350,000	\$65,000
Total Transfers In	\$2,385,646	\$2,362,547	\$4,593,872	\$5,641,111	\$3,402,111
Transfers Out - RFUFE/RGCIF/RRCIF to CIP	\$0	\$0	\$0	\$0	\$0
Transfers Out - Other	\$0	(\$90,000)	\$0	\$0	\$0
Total Transfers and Contributions	\$2,385,646	\$2,272,547	\$4,593,872	\$5,641,111	\$3,402,111
Change in Net Position	(\$201,195)	(\$586,971)	\$2,611,759	\$3,039,336	\$1,928,751
Net Position - Beginning **	\$15,297,330	\$15,096,135	\$14,509,164	\$17,161,837	\$20,201,173
Net Position - Ending	\$15,096,135	\$14,509,164	\$17,120,923	\$20,201,173	\$22,129,924

~ These fees are restricted for capital projects

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

^ FY 2015 includes General Fund transfer to project C46071 for ARC Improvements (\$89,050)

^^ FY 2017 includes a one-time contribution for Sports Field House from CVB (\$1,000,000).

^^^ FY 2018 had a one time donation of \$250,000 from Friends of the Farm and \$100,000 from CYBA.

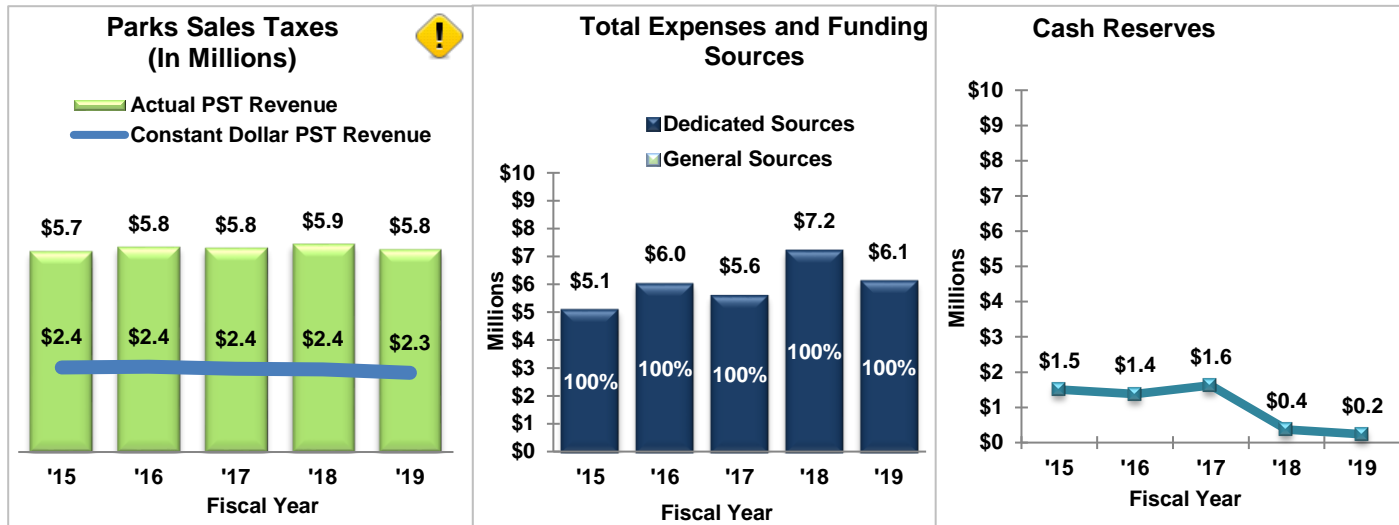
Recreation Services Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources (Unrestricted)					
Interest	\$50,828	\$35,654	(\$33,772)	(\$23,589)	\$293,766
Less: GASB 31 Interest Adjustment	(\$18,328)	(\$5,268)	\$53,465	\$221,750	(\$67,664)
Grants (for Operations only)	\$0	\$6,470	\$7,328	\$6,622	\$6,391
Activity Fees	\$2,820,959	\$2,900,080	\$3,191,828	\$3,080,735	\$3,081,886
Rentals	\$599,229	\$623,401	\$737,683	\$731,600	\$729,592
Sales	\$503,622	\$508,459	\$445,370	\$461,880	\$445,235
Miscellaneous Revenues w/o CIP Restricted Amts	\$78,719	\$114,447	\$540,968	\$86,855	\$52,377
Financial Sources Before Transfers	\$4,035,029	\$4,183,243	\$4,942,870	\$4,565,853	\$4,541,583
Transfers In - Other	\$137,448	\$18,436	\$59,761	\$17,000	\$13,000
Transfers In - Subsidy - General Fund	\$1,156,910	\$1,161,910	\$1,161,910	\$1,161,910	\$1,161,910
Transfers In - Subsidy - Parks Sales Tax	\$1,091,288	\$1,102,201	\$1,242,201	\$1,242,201	\$1,247,201
Total Financial Sources (for operations)	\$6,420,675	\$6,465,790	\$7,406,742	\$6,986,964	\$6,963,694
Financial Uses					
Personnel Services	\$3,348,047	\$3,635,982	\$3,528,097	\$3,560,188	\$3,514,185
Less: GASB 16 Vacation Liability Adjustment	\$1,311	(\$23,740)	\$34,540	(\$14,757)	\$8,475
Less: GASB 68 Pension Adjustment	(\$9,439)	(\$210,550)	(\$125,423)	\$14,399	\$52,097
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$0	\$3,523	(\$6,566)
Materials and Supplies	\$1,032,942	\$1,020,471	\$1,076,995	\$1,044,774	\$1,051,417
Travel and Training	\$6,143	\$7,290	\$6,869	\$10,881	\$6,857
Intragovernmental	\$702,872	\$765,058	\$720,729	\$662,742	\$694,702
Utilities, Services and Miscellaneous	\$1,078,671	\$1,131,793	\$1,038,561	\$1,152,024	\$1,110,558
Interest Expense	\$4,286	\$2,622	\$928	\$0	\$38,894
Bank & Paying Agent Fees	\$4,723	\$4,395	\$0	\$0	\$0
Less: Expenses paid from restricted fees	(\$84,990)	(\$43,433)	(\$71,847)	(\$19,338)	(\$77,224)
Transfers Out - Other	\$0	\$90,000	\$0	\$0	\$0
Principal Payments	\$94,334	\$95,997	\$97,691	\$0	\$749,396
Less: Principal and Interest Payments from restricted fees	(\$98,620)	(\$98,619)	(\$98,619)	\$0	(\$788,290)
Capital Additions	\$104,815	\$97,465	\$79,365	\$126,088	\$166,333
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses (for operations)	\$6,185,095	\$6,474,731	\$6,287,886	\$6,540,524	\$6,520,834
Financial Sources Over/(Under) Uses	\$235,580	(\$8,941)	\$1,118,856	\$446,440	\$442,860
Current Assets	\$2,521,792	\$2,088,379	\$5,050,120	\$10,226,168	\$5,246,586
Less: RFUFE Cash (for Recreation Serv CIP)	(\$261,907)	(\$182,826)	(\$247,626)	(\$338,259)	(\$98,604)
Less: RGCIF Cash (for Golf Course CIP)	(\$84,960)	(\$54,492)	(\$39,854)	(\$46,154)	(\$51,547)
Less: RRCIF Cash (for ARC CIP and Equip)	(\$155,136)	(\$137,700)	(\$65,144)	(\$78,000)	(\$66,647)
Less: GASB 31 Pooled Cash Adj (Mark to Market)	(\$439,147)	(\$444,414)	(\$390,949)	(\$169,200)	(\$236,863)
Less: Cash and marketable sec restricted for CIP	(\$683,975)	(\$482,129)	(\$2,646,617)	(\$7,716,995)	(\$2,220,512)
Less: Current Liabilities	(\$493,275)	(\$361,825)	(\$299,528)	(\$1,576,364)	(\$1,840,631)
Add: Construction contracts payable	\$34,155	\$30,150	\$6,232	\$1,240,431	\$815,095
Ending Cash Reserves	\$437,547	\$455,143	\$1,366,634	\$1,541,627	\$1,546,877
Budgeted Oper Exp w/o Depreciation	\$6,856,606	\$6,854,273	\$6,711,856	\$6,596,250	\$7,075,848
Less: Oper Exp offset by restricted fees	(\$85,261)	(\$84,824)	(\$72,000)	(\$42,000)	(\$70,500)
Add: Budgeted Interest Expense	\$4,286	\$2,622	\$928	\$0	\$38,894
Add: Budgeted Bank and Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Operating Transfers to Other Funds	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Principal Payments	\$94,333	\$95,997	\$97,691	\$0	\$430,118
Less: Principal and Interest Pmts from restricted funds	(\$98,619)	(\$98,619)	(\$98,619)	\$0	(\$469,012)
Add: Budgeted Capital Additions	\$105,201	\$90,535	\$147,000	\$162,700	\$148,500
Add: Budgeted Ent Rev for current Year CIP	\$0	\$0	\$0	\$0	\$0
Total Budgeted Financial Uses	\$6,876,546	\$6,859,984	\$6,786,856	\$6,716,950	\$7,153,848
Less Ent Revenue used for current year CIP	\$0	\$0	\$0	\$0	\$0
Total Budgeted Financial Uses for Operations	\$6,876,546	\$6,859,984	\$6,786,856	\$6,716,950	\$7,153,848
x Cash Reserve %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$1,375,309	\$1,371,997	\$1,357,371	\$1,343,390	\$1,430,770
Add: Ent Rev Budgeted for current year CIP	\$0	\$0	\$0	\$0	\$0
Budgeted Cash Reserve Target	\$1,375,309	\$1,371,997	\$1,357,371	\$1,343,390	\$1,430,770
Above/(Below) Budgeted Cash Reserve Target	(\$937,762)	(\$916,854)	\$9,263	\$198,237	\$116,107

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Parks Sales Tax Fund - Special Revenue Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Parks Sales Tax Revenue	CPI	Parks Sales Tax in Constant Dollars
2015	\$5,055,499	\$0	\$5,055,499	\$5,716,160	237.02	\$2,411,678
2016	\$5,995,993	\$0	\$5,995,993	\$5,837,277	240.01	\$2,432,097
2017	\$5,567,883	\$0	\$5,567,883	\$5,810,923	245.12	\$2,370,644
2018	\$7,182,656	\$0	\$7,182,656	\$5,919,668	251.11	\$2,357,429
2019	\$6,092,969	\$0	\$6,092,969	\$5,772,106	255.66	\$2,257,754
5 Yr % Chg	20.52%		20.52%	0.98%	7.86%	(6.38%)
5 Yr \$ Chg	\$1,037,470	\$0	\$1,037,470	\$55,946		-\$153,924

Description: The Parks Sales Tax Fund transfers funds from the permanent parks sales tax to the General Fund to support parks operations, to the Recreation Services Fund to support those operations, and funds from the temporary parks sales tax to the Capital Projects Fund and Recreation Services Fund to fund voter approved capital projects. The parks sales tax was originally approved by voters in November 2000 and the temporary 1/8th cent parks sales tax is taken to voters to be extended every five or six years with the latest extension approved in November 2015.

Dedicated Funding Sources: The parks sales tax is a dedicated funding source that can only be used to fund parks and recreation related expenses.

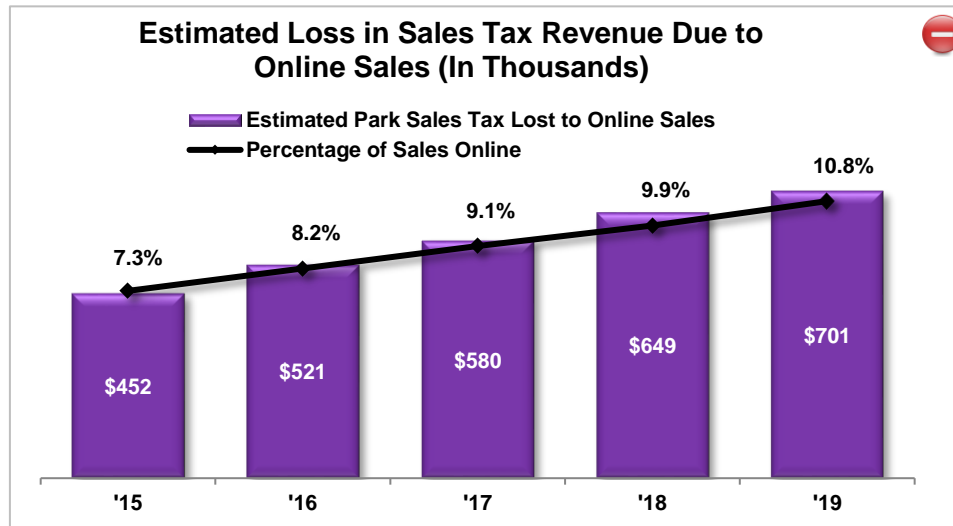
Analysis: Total expenses increased over the past five years by \$1.0 million or 20.52% primarily due to \$696,786 in capital projects funded and \$249,919 in subsidies.

- Parks sales tax receipts increased \$55,946 or 0.98% over the past five years and when adjusted for the increase in inflation, receipts decreased 6.38%. As the growth of online sales (which do not collect local sales taxes) continues to increase, the growth rate of this tax continues to decline.
- In FY 2019 all of the permanent parks tax (103.88%) has been allocated between the General Fund and the Recreation Services Fund. There is concern that the future growth of the permanent parks sales tax will not be sufficient to fund the operating increases (pension, health insurance, intragovernmental charges, utilities) in those operations.
- Reserves have declined over the past five years due to lower growth in tax receipts, increased capital project funding, and increases in subsidies to both the general fund and the recreation services fund.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Nonmajor Special Revenue Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Parks Sales Tax Fund



A Warning Trend Is Observed When:

Online sales as a percent of total sales increase

Formulation:

Estimated Dollar Amount of Online Sales multiplied by Parks Sales Tax Rate

Fiscal Year	Actual Parks Sales Tax Revenue	Online Sales as a Percent of Total Retail Sales	Estimated Loss of Parks Sales Tax Revenue
2015	\$5,716,160	7.3%	\$451,803
2016	\$5,837,277	8.2%	\$521,413
2017	\$5,810,923	9.1%	\$579,974
2018	\$5,919,668	9.9%	\$648,618
2019	\$5,772,106	10.8%	\$701,284
5 Yr % Chg	0.98%	47.90%	55.22%
5 Yr Loss			\$2,903,092

Description: The permanent parks sales tax provides support both to the General Fund's Parks Department and to the Recreation Services Fund. The temporary parks sales tax funds capital projects for Parks and Recreation and Recreation Services. The ability of the City to fund these operations depends heavily on current and future growth of the parks sales tax. Currently online sales are not subject to local sales taxes; therefore, a growth in online sales causes a loss in sales tax revenue for the City. This can and has prohibited the City from adding positions to maintain our growing park system. It can also prevent the City from completing parks capital projects promised on the ballot issue and can result in the City needing to decrease or eliminate certain services if an additional funding source cannot be identified. This indicator attempts to quantify what the annual and five year loss might be from more people shopping online.

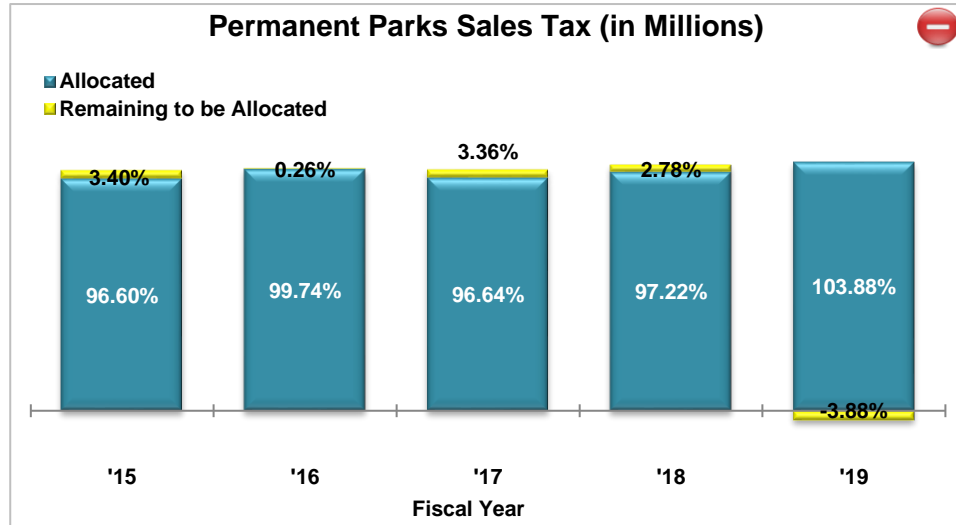
Analysis:

- Data obtained from the www.census.gov website estimate the percentage of all sales that are done online. For the five year period the percentage of online sales has increased from 7.3% in FY 2015 to 10.8% in FY 2019 which is a 47.90% increase.
- Using the actual parks sales tax collections during this same time period, it is estimated that the City has lost over \$2.9 million over the past five years in parks sales tax funding as a result of increasing online sales which do not collect local sales taxes. The City believes this is a conservative estimate.
- In FY 2019, the estimated loss is \$701,284 with approximately one half of the amount attributed to the permanent parks sales tax (which funds operational costs) and the other half of the temporary parks sales tax (which primarily funds capital projects). If the City had those additional funds each year, they could either free up more general sources in the General Fund to go to other departments (police, fire, streets, etc.) and/or additional staff could be added to support the parks operations.
- Since sales tax is a major funding source of parks operations and recreation services, the rising percent of online sales is a negative trend.

Sources:

- City of Columbia Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balance - Nonmajor Special Revenue Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Online sales: <http://www.census.gov/retail/#ecommerce>

Parks Sales Tax Fund



Fiscal Year	Amount Received	Amount Allocated	Amount of Permanent Parks Sales Tax Left to Be Allocated	Percent of Permanent Parks Sales Tax Allocated	Percent Remaining to Be Allocated
2015	\$2,895,816	\$2,797,285	\$98,531	96.60%	3.40%
2016	\$2,918,638	\$2,910,993	\$7,645	99.74%	0.26%
2017	\$2,905,462	\$2,807,883	\$97,579	96.64%	3.36%
2018	\$2,959,834	\$2,877,656	\$82,178	97.22%	2.78%
2019	\$2,886,053	\$2,997,969	(\$111,916)	103.88%	-3.88%
5 Yr % Chg	(0.34%)	7.17%	(213.58%)	7.54%	(213.97%)
5 Yr \$ Chg	(\$9,763)	\$200,684			

Description: The permanent parks sales tax was passed by voters in November, 2000 at one-quarter of one percent (for five years), and one-eighth of one percent thereafter. The collection of this tax commenced on April 1, 2011. Originally this tax was used to fund the purchase of Stephens Lake Park. After that the permanent parks sales tax began supporting the growth of the entire Parks and Recreation Department, including additional staff to maintain the parks as they were added to the system, increases to utilities, training, materials and supplies, and all cost of living increases for the past fifteen years. Operating transfers are used to move part of the funds each year to the parks operations in the general fund, part to the Recreation Services Fund, and a small portion is used to pay some intragovernmental charges.

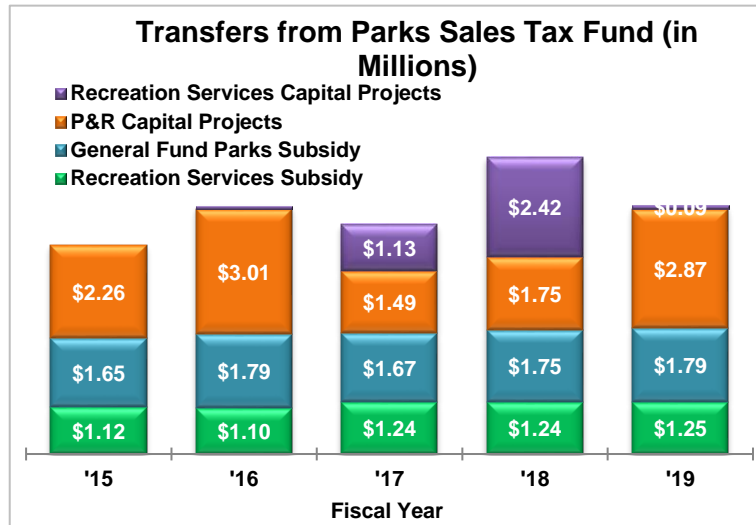
Analysis: For the past five years the amount allocated increased by \$200,684 or 7.17% while the permanent parks sales tax amount received decreased \$9,763. In FY 2019, 103.88% of the permanent parks sales tax has been allocated.

- The subsidy to the General Fund increased \$131,006 and the subsidy to Recreation Services Fund increased \$118,913 over the past five years as this source was used to replace general sources in the Parks budget that were reallocated to other areas. (such as public safety).
- In FY 2016, \$120,905 was used as a one-time expense to pay for the election costs associated with the extension of the temporary parks sales tax.
- Since there has been low general source revenue growth in the general fund and increased transfers have been required from the permanent parks sales tax, there is a big concern that future increases in operating costs will not be able to be funded with the remaining permanent parks sales tax. This will mean that the parks operations and recreation services budgets may need to be cut to get expenses in line with revenues.

Source:

- City of Columbia Accounting System

Parks Sales Tax Fund



Fiscal Year	General Fund Parks Subsidy	Recreation Services Subsidy *	Total Subsidies	Parks and Rec Capital Projects	Recreation Services Capital Projects	Total Capital Project Transfers	Total Transfers Out of Parks Sales Tax
2015	\$1,654,212	\$1,123,288	\$2,777,500	\$2,258,214	\$0	\$2,258,214	\$7,813,214
2016	\$1,787,726	\$1,102,201	\$2,889,927	\$3,005,000	\$80,000	\$3,085,000	\$8,864,854
2017	\$1,666,820	\$1,242,201	\$2,909,021	\$1,490,000	\$1,130,000	\$2,620,000	\$8,438,042
2018	\$1,746,684	\$1,242,201	\$2,988,885	\$1,745,000	\$2,420,000	\$4,165,000	\$10,142,770
2019	\$1,785,218	\$1,247,201	\$3,032,419	\$2,865,000	\$85,000	\$2,950,000	\$9,014,838
5 Yr % Chg	7.92%	11.03%	9.18%	26.87%		30.63%	15.38%
5 Yr \$ Chg	\$131,006	\$123,913	\$254,919	\$606,786	\$85,000	\$691,786	\$1,201,624

* Includes the temporary parks sales tax amounts for equipment replacement and scholarship program.

Description: The Parks Sales Tax Fund serves as a depository for both the permanent and temporary parks sales taxes. Operating transfers are used to move the funds from this fund to the appropriate fund to be spent. The amount of the transfers can vary from year to year as it is common to build up funds over time for capital projects and then appropriate them to be spent in a given year. Debt service needs also vary from year to year depending on the outstanding debt amount and associated principal and interest payments. Parks sales tax funds are also used to subsidize the parks operations in the general fund and recreation services.

Analysis: For the past five years total transfers out of the parks sales tax increased \$1.2 million or 15.32%.

- Transfers from capital projects varied from year to year depending on the timing and size of voter approved projects.
- The subsidy to the General Fund increased \$131,006 and the subsidy to Recreation Services Fund increased \$118,913 over the past five years as this source was used to replace general sources in the Parks budget that were reallocated to other areas. (such as public safety).
- In FY 2017 the \$1,130,000 transfer to Recreation Services provided some of the funds for the Sports Field House.
- In FY 2018 the \$2,420,000 transfer to Recreation Services included funds for the Antimi Sports Complex, the Sports Field House, along with other capital projects.

Source:

- City of Columbia Accounting System

Parks Sales Tax Fund

Revenues, Expenditures, and Changes in Fund Balance

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Revenues:					
Sales Tax	\$5,716,160	\$5,837,277	\$5,810,923	\$5,919,668	\$5,772,106
Investment Revenue	\$31,028	\$3,144	(\$8,904)	\$15,592	\$13,139
Miscellaneous Revenue	\$6,708	\$0	\$0	\$0	\$0
Total Revenues	\$5,753,896	\$5,840,421	\$5,802,019	\$5,935,260	\$5,785,245
Expenditures:					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$19,785	\$21,066	\$38,862	\$28,771	\$110,550
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$19,785	\$21,066	\$38,862	\$28,771	\$110,550
Excess (Deficiency) of Revenues Over Expenditures	\$5,734,111	\$5,819,355	\$5,763,157	\$5,906,489	\$5,674,695
Other Financing Sources (Uses):					
Transfers In	\$0	\$0	\$0	\$0	\$73,422
General Fund Parks Operations	(\$1,654,212)	(\$1,787,726)	(\$1,666,820)	(\$1,746,684)	(\$1,785,218)
Parks CIP	(\$2,258,214)	(\$3,005,000)	(\$1,490,000)	(\$1,745,000)	(\$2,865,000)
Recreation Services Subsidy	(\$1,123,288)	(\$1,102,201)	(\$1,102,201)	(\$1,102,201)	(\$1,102,201)
Transfer to Rec Serv for Annual Equip. Replacement	\$0	\$0	(\$80,000)	(\$80,000)	(\$80,000)
Transfer to Rec Serv for Annual Scholarship Prgrm	\$0	\$0	(\$60,000)	(\$60,000)	(\$65,000)
Recreation Services - CIP	\$0	(\$80,000)	(\$1,130,000)	(\$2,420,000)	(\$85,000)
Transfers Out	(\$5,035,714)	(\$5,974,927)	(\$5,529,021)	(\$7,153,885)	(\$5,982,419)
Total Other Financing Sources/(Uses)	(\$5,035,714)	(\$5,974,927)	(\$5,529,021)	(\$7,153,885)	(\$5,908,997)
Net Change in Fund Balance	\$698,397	(\$155,572)	\$234,136	(\$1,247,396)	(\$234,302)
Fund Balance - Beginning	\$1,447,235	\$2,145,632	\$1,990,060	\$2,224,196	\$976,800
Fund Balance - Ending	\$2,145,632	\$1,990,060	\$2,224,196	\$976,800	\$742,498

Parks Sales Tax Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Sales Taxes	\$5,716,160	\$5,837,277	\$5,810,923	\$5,919,668	\$5,772,106
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Interest Revenue	\$31,028	\$3,144	(\$8,904)	\$15,592	\$13,139
Less: GASB 31 Interest Adjustment	(\$10,495)	\$14,096	\$18,855	\$6,908	\$43
Grants					
Other Local Revenues	\$6,708	\$0	\$0	\$0	\$0
Total Financial Sources Before Transfers	\$5,743,401	\$5,854,517	\$5,820,874	\$5,942,168	\$5,785,288
Transfers In	\$0	\$0	\$0	\$0	\$73,422
Total Financial Sources	\$5,743,401	\$5,854,517	\$5,820,874	\$5,942,168	\$5,858,710
Financial Uses					
Personnel Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$19,785	\$21,066	\$38,862	\$28,771	\$110,550
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$5,035,714	\$5,974,927	\$5,529,021	\$7,153,885	\$5,982,419
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$0	\$0	\$0	\$0	\$0
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$5,055,499	\$5,995,993	\$5,567,883	\$7,182,656	\$6,092,969
Financial Sources Over/(Under) Uses	\$687,902	(\$141,476)	\$252,991	(\$1,240,488)	(\$234,259)
Cash and Cash Equivalents	\$1,306,692	\$1,170,925	\$1,395,683	\$137,185	\$0
Less: GASB 31 Pooled Cash Adj	\$196,445	\$210,541	\$229,397	\$236,305	\$236,348
Ending Cash Reserves	\$1,503,137	\$1,381,466	\$1,625,080	\$373,490	\$236,348

Public Safety Departments

Description

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

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

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

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

























The citizens approved a county 911 tax in April, 2013 which moved the operation to the county once a new center was built in FY 2015. Since that time, operations have transitioned to the county.

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

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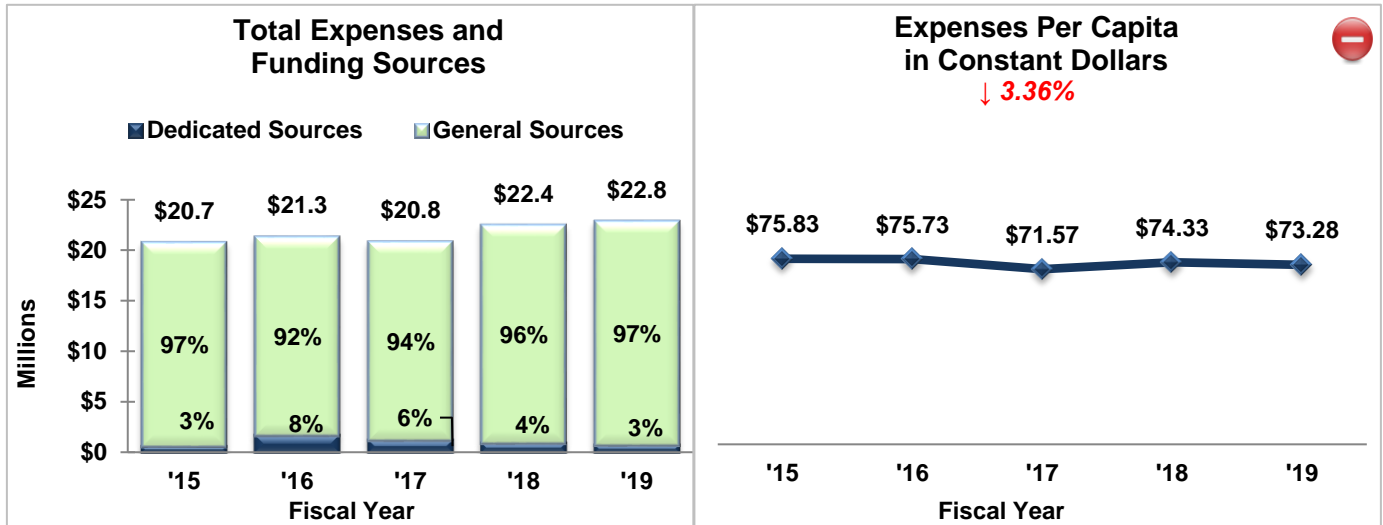
Police Department Trends

General Fund Budget

Indicator	2018	2019	Comments
Expenses Per Capita			Expenses per capita in constant dollars decreased 3.36% over the past five years while inflation increased 7.86% and population increased 5.64%. While 2018 was a warning, this indicator is now a negative trend and needs to be monitored closely.
Police Fleet Replacement and Additions			Due to lower funding available fleet replacement costs have been \$1,373,189 short over the past five years. Replacement funding has been short in all of the past five years and the amount short increased from FY 2018 to FY 2019.
Fleet Maintenance Costs			Fleet maintenance costs have continued to be above \$340,000 for each of the past five years as there has not been a sufficient amount budgeted for fleet replacements.
Sworn Officers Per Thousand Population			There has been an increase of 8.00 FTE sworn officer positions over the past five years; however, sworn officers per thousand population decreased 0.75% while population increased 5.64%. Budget constraints and high pension costs have hindered the City's ability to add more staff during this timeframe.
Unfunded Accrued Pension Liability			The unfunded accrued pension liability increased 24.48% over the past five years. While the City changed all new hires to a different plan in FY 2013 and the City utilized a one-time transfer of excess general fund balance into this fund to help lower the liability in FY 2015, a change in the calculation method in FY 2017, resulted in an overall increase in accrued liabilities over the past five years.
Police Pension Funding Ratio			The FY 2019 funding ratio of 55.96% is just slightly lower than the FY 2015 funding ratio of 56.26%. As this ratio is below the recommended funding ratio of 80%, this is considered to be a negative trend for this period.
Citizen Survey: Overall Quality of Local Police Services			Citizen satisfaction with the overall quality of local police services has fluctuated however the 2019 ratio of 60% is slightly higher than the 2015 ratio of 59%. As this is below 75%, it is still considered to be a warning trend. The City has also remained below state and national rankings during the period.
Citizen Survey: How Quickly Police Department Responds to Emergencies			Citizen satisfaction with how quickly the police department responds to emergencies reflects an overall increase for the past five years from 53% to 57% in FY 2019. As this is below 75%, it is still considered to be a warning trend. The City has also remained below state and national rankings during the period.
Citizen Survey: Overall Feeling of Safety in the City			Citizen satisfaction with feeling safe in the City reflects an overall increase from 54% to 58% in FY 2019. As this is below 75%, it is still considered to be a warning trend. There are no state or national benchmarks available.
Citizen Survey: Satisfaction with Police Efforts to Prevent Crime			Citizen satisfaction with police efforts to prevent crime reflects an overall decrease from 51% to 48% in FY 2019. The City has been below the state and national rankings during the five years reported. Since satisfaction is now below 50%, this indicator has been changed from a warning trend to a negative trend.
Calls for Police Services			The total calls for police service increased 4.40% over the past five years with calendar year 2018 total calls at 81,332; however, the calls per officer of 470.13 continues to be the third highest among benchmark cities.
Priority 1 Call Response Time			The Priority 1 response time dropped from 10.38 in 2015 to 6.50 in 2018; however, it is still the highest response time among benchmark cities. The average response time of benchmark cities is 4.46 minutes and the Police Department has a response time goal of 5 minutes.

 Positive Trend  Warning Trend - Monitor Closely  Negative Trend - Action Needed

Police Department - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Consumer Price Index	Population**	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous Year
2015	\$598,988	\$20,139,868	\$20,738,856	237.02	115,391	\$75.83	7.01%
2016	\$1,680,968	\$19,615,626	\$21,296,594	240.01	117,165	\$75.73	(0.13%)
2017	\$1,203,959	\$19,605,731	\$20,809,690	245.12	118,620	\$71.57	(5.49%)
2018	\$917,107	\$21,527,124	\$22,444,231	251.11	120,248	\$74.33	3.86%
2019	\$717,913	\$22,118,392	\$22,836,305	255.66	121,898	\$73.28	(1.41%)
5 Yr % Chg	19.85%	9.82%	10.11%	7.86%	5.64%	(3.36%)	
5 Yr \$ Chg	\$118,925	\$1,978,524	\$2,097,449				

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: The Police Department is a general fund department with areas of operation including administration, operations, administrative support and operations support. It is important to examine the trends for actual expenses, constant dollar expenses, and expenses per capita. Constant dollar expenses show the impact inflation has had on the funds allocated (buying power) and expenses per capita take into account both inflation and growth in the population.

Dedicated Funding Sources: Dedicated funding includes grant revenues, miscellaneous revenues (reimbursement from school for school resource officers, reimbursement from the University for football game traffic control, photo copies for the public, police training funds, and auction revenues), and other local taxes (gasoline tax).

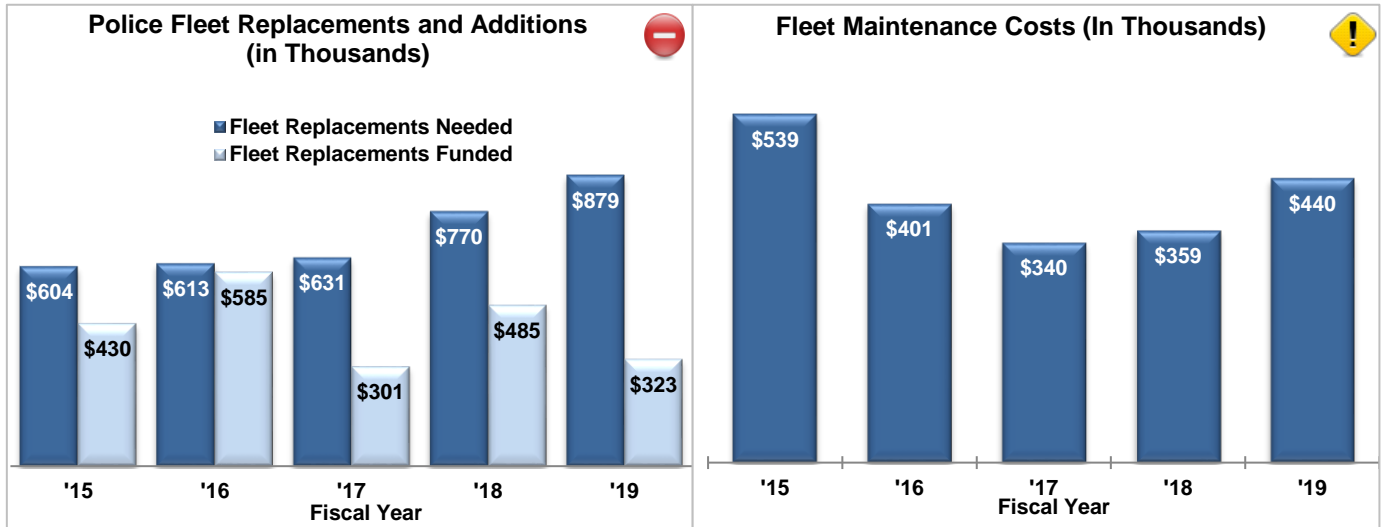
Analysis: For the period shown, total expenses increased \$2.1 million to 10.11% and per capita expenses in constant dollars decreased 3.36%. Due to a decrease in per capita expenses in constant dollars this is considered a negative trend due to the following:

- Due to budget constraints, fleet replacements have been a total of \$1,373,189 short of the amount needed for replacements over the past five years and this has resulted in maintenance costs of more than \$340,000 in all five years.
- Sworn officers per thousand population decreased 0.75% over the past five years indicating the city has not added sworn officer positions to keep up with the growth in the population.
- Citizen survey indicators show satisfaction at or below 60% for overall quality of local police services, satisfaction with how quickly the police department responds to emergencies, overall feeling of safety in the City, and satisfaction with police efforts to prevent crime. In FY 2015, the city utilized focus groups to try to obtain specific reasons for the low satisfaction ratings. Some of the feedback obtained reflected a belief that it takes too long for officers to respond and the city does not have enough officers.
- When comparing the police department to several other benchmark cities, 2018 information shows the City has the third highest calls per officer at 470.13 and the highest priority one call response time at 6.50 minutes.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund <http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Police Department



Fiscal Year	Fleet Replacements Needed	Fleet Replacements Funded	Funding Short of Need	Total Fleet Maintenance Costs
2015	\$604,250	\$429,861	(\$174,389)	\$539,449
2016	\$613,000	\$585,141	(\$27,859)	\$400,771
2017	\$630,500	\$300,517	(\$329,983)	\$340,235
2018	\$770,000	\$485,237	(\$284,763)	\$359,278
2019	\$879,000	\$322,805	(\$556,195)	\$440,477
5 Yr % Chg	45.47%	(24.90%)	218.94%	(18.35%)

Description: Fleet replacements include licensed vehicles with an estimated useful life in excess of one year and an initial cost of \$5,000 or more. It is important to replace worn-out vehicles on a regular basis to minimize maintenance costs and vehicle downtime. In addition, new vehicles are added to the fleet as additional positions are approved. This increases the size of the fleet and the amount needed to adequately fund future fleet replacement needs. When economic downturns occur or budget cuts are needed to balance the general fund, one of the short-term decisions that can be made is to delay the replacement of fleet. When this decision is made, the hope is that the economic downturn or budget cut will be temporary and fleet replacements will be able to resume in the following year.

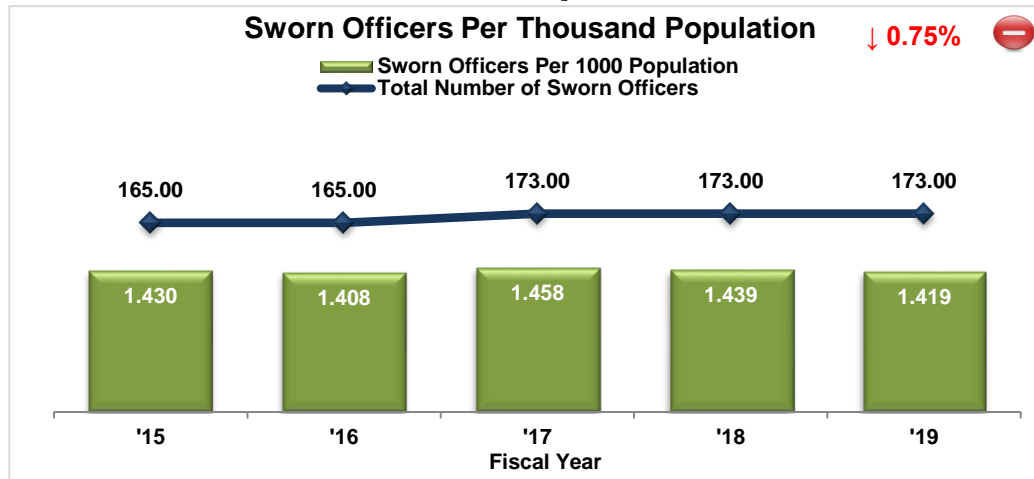
Analysis: For the period shown, total fleet replacements funding has fallen short of the needed amount in all of the past five years, with the total shortage over the five years being \$1,373,189.

- Budget cuts in the general fund resulted in lower amounts of funding being available to replace fleet in all departments.
- Low growth of sales taxes (due to increased online sales which do not collect local sales taxes) is another reason for lower available funding for fleet replacements. Using national average figures for the percentage of online sales, the City estimates it has lost over \$11.6 million in general fund sales taxes over the past five years, with the FY 2019 loss estimated at \$2.8 million. If the City had not lost those funds, the fleet replacement plan could have been adequately funded.
- During this timeframe there have also been significant increases in pension and health insurance costs which have also resulted in fewer resources for fleet replacements.
- Maintenance costs have been over \$340,000 for each of the years shown. When replacements are not funded as needed, more expensive maintenance costs (such as engine or transmission replacements) often occur.
- There is no dedicated funding source for police fleet replacements. The City needs to identify additional resources that can be used to adequately fund the police fleet replacement plan need of at least \$879,000 per year.
- Fleet replacements in FY 2015 - FY 2019 were accomplished through use of one-time general fund savings and reallocation of funding from other operating expenses within the Police budget.

Source:

- City of Columbia Accounting System

Police Department



Trend Key: 5 Year Percent Change in EEs Per Thousand Population
 Positive Trend (\geq % Chg in Population) Warning Trend: (0% up to % Chg in Population) Negative Trend ($<0\%$)

Fiscal Year	Total Number of Sworn Officers	Population**	Sworn Officers Per Thousand Population	Change in Number of Positions	Positions Added	Positions Deleted	Positions Reassigned Between Depts	Explanation
2015	165.00	115,391	1.430					
2016	165.00	117,165	1.408		2.00		(2.00)	ADDED: (2) officers
2017	173.00	118,620	1.458	8.00	8.00			Added: (7) officers and (1) Police Lt.
2018	173.00	120,248	1.439					
2019	173.00	121,898	1.419					
5 Yr Chg	4.85%	5.64%	(0.75%)	8.00	10.00	0.00	(2.00)	

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

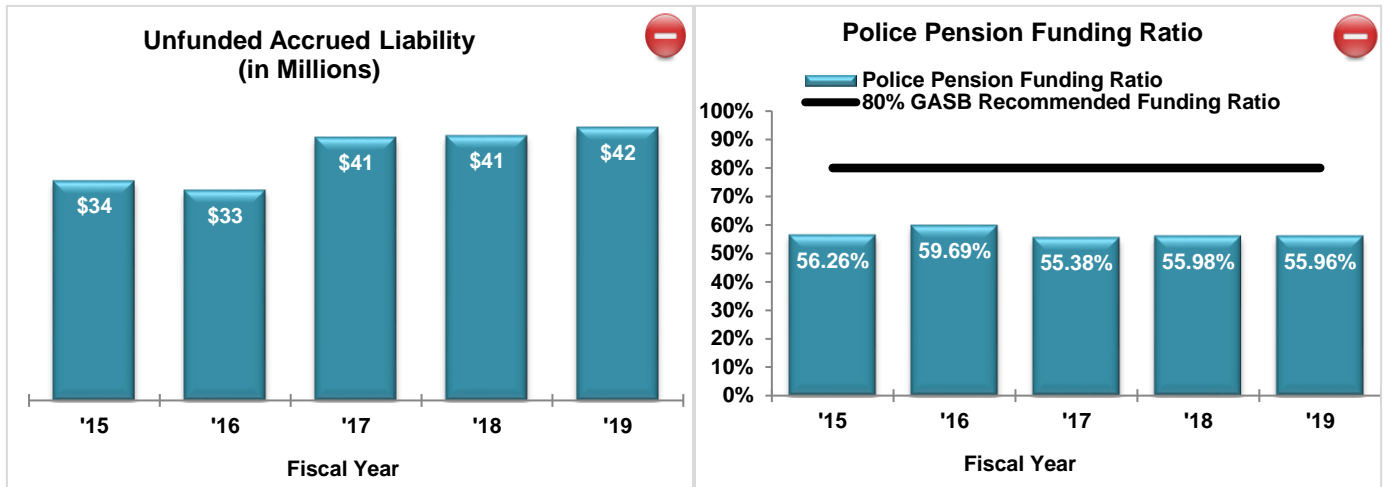
Description: Personnel costs are nearly 80% of total expenses for this department. The sworn officers per thousand population is an important indicator when looking at the increases in positions over time. If employees per thousand population is increasing significantly, it may indicate the operation is becoming more labor intensive, demands for services are rapidly increasing, or productivity is declining. If the number of employees per thousand population is declining significantly, it may indicate the City has not been adding staff to handle the increased demand for services and the level of service may decline as a result.

Analysis: For the five year period shown, the total number of sworn positions increased by 8.00 FTE. Sworn officers per thousand population decreased 0.75% while population increased 5.64%. This indicates the growth of the sworn police department staff has not kept up with the growth in the population for this period. There has been low revenue growth and significant increases in pension costs and health insurance rates. The Police department has added sworn positions over this period to create a Street Crimes Unit and increase community policing efforts. The effects of understaffing can be seen in the low citizen satisfaction survey results and in benchmark ratings with other cities that examine calls per officer and priority one call response times.

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Pension Unfunded Accrued Liability and Funding Ratio: Police (General Fund)



Trend Key: Positive Trend (Funding Ratio \geq 80%) Warning Trend: (Funding Ratio 75%-79%) Negative Trend (Funding Ratio $<$ 75%)

Fiscal Year	Actuarial Value of Assets	Entry Age Actuarial Accrued Liability	Unfunded Accrued Liability (UAL) *	Employer's Funding Ratio **	Employer's Contribution as a percent of ARC ***
2015	\$43,868,797	\$77,970,501	\$34,101,704	56.26%	100%
2016	\$48,364,215	\$81,021,262	\$32,657,047	59.69%	100%
2017	\$50,744,190	\$91,623,783	\$40,879,593	55.38%	100%
2018	\$52,328,979	\$93,482,886	\$41,153,907	55.98%	100%
2019	\$53,940,512	\$96,391,371	\$42,450,859	55.96%	100%
5 Yr % Chg	22.96%	23.63%	24.48%	(0.54%)	

*Pension obligation: Unfunded actuarial accrued liability = Entry age actuarial accrued liability minus actuarial value of assets

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

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

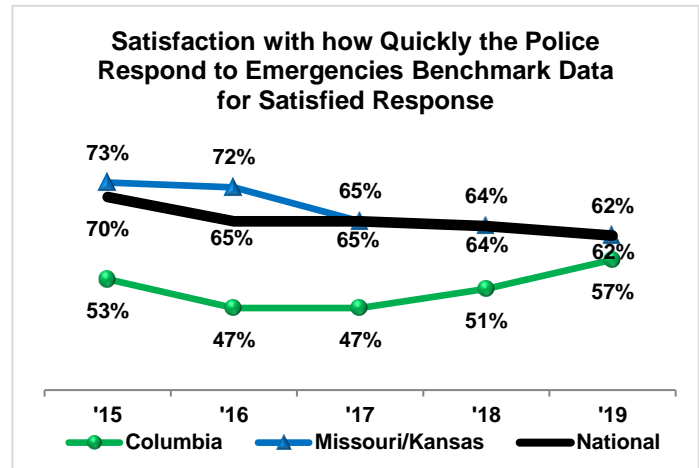
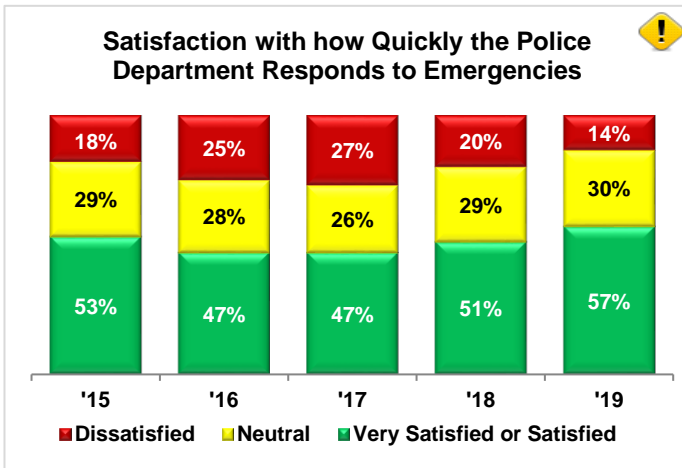
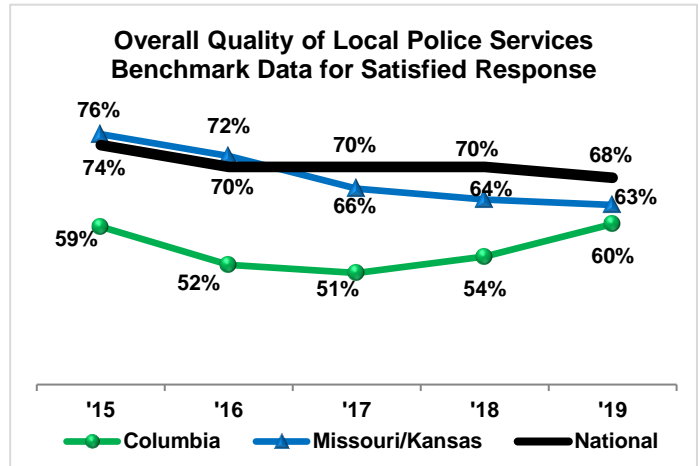
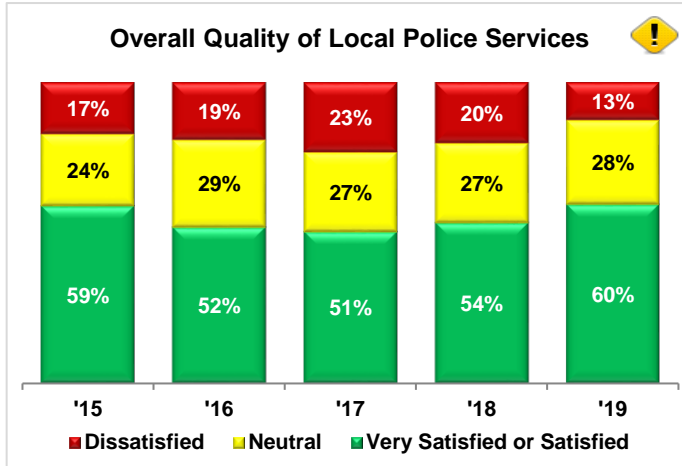
Description: Pension plans represent a significant expenditure obligation for local governments. Generally accepted accounting principles (GAAP) require that the cost of defined benefit pension plans be accrued as an expense by employers, regardless of whether the employer funds the full obligation.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

Analysis: The unfunded accrued liability increased significantly from FY 2009 - FY 2013 due to pension plan changes and investment income earned on pension assets decreasing due to the economic downturn. In FY 2013 different pension plans were created for new hires which have different benefits and years of service requirements than previously hired employees. Over time, these changes will not only stop the growth in unfunded liabilities, but they will begin to decrease them. It is anticipated that this may take up to twenty years to resolve. As the graph above indicates, there was a slowing in the unfunded accrued liability increase since the pension changes were made and FY 2016 shows a decrease in the liability. In FY 2017, changes to the calculation of the accrued liability method resulted in an increase to the liability. The funding ratio has been below the GASB recommended level for all years shown. Changes mentioned above will help to raise the funding ratio to the GASB recommended level in the future. The City has fully funded the annual required contribution (ARC) for all years shown. In FY 2015, the City Council and management made the decision to utilize \$2 million of excess General Fund reserves to make a one-time contribution into the Police and Fire pension fund to lower the police portion of the liability. The funding ratio for FY 2019 is 55.96%.

Sources:

- City of Columbia Police and Firemen's Retirement Fund actuarial report

Police Department



Key: Percent of Customers Very Satisfied or Satisfied in most recent citizen survey:
 Positive (75% - 100% Satisfaction) Warning: (50% - 74% Satisfaction) Negative (<50% Satisfaction)

Description: The City conducts citizen surveys annually to determine what is most important to our citizens and how well we are doing in meeting their needs and expectations. These indicators measure satisfaction with overall police services and how quickly the police department responds to emergencies.

Analysis:

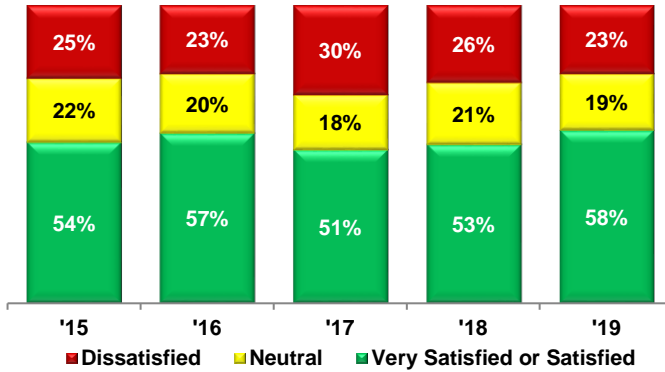
- Both of these indicators reflect a warning trend as satisfaction has been below 75% for all years shown. In looking at benchmark data, the City has been below state and national satisfaction ratings for all years shown.
- In FY 2015, the city utilized a focus group to try to obtain specific reasons for the drop in satisfaction. Some of the feedback obtained reflected a belief that it takes too long for officers to respond and the city does not have enough officers.
- During FY 2015 the city utilized two officers per car in an effort to keep officers safe. There was increasing violence against officers statewide and nationally during this period. In FY 2016 the number of officers per car was reduced from two to one.
- During this time the growth in the city's general sales tax (which is used heavily to fund police) has slowed due to increasing online sales which do not collect local sales taxes. The Police Department does not have any ongoing dedicated sources to fund additional positions and pension increases. The department has dealt with the low number of additional officers by shifting non-sworn officer work to civilian positions and identifying services that they no longer need to offer. Also during this time the growth in pension costs was \$489,799. Both of these factors have limited the city's ability to add more police officers.
- There has been improvement from FY 2018 to FY 2019 in both of these indicators and the city's ratings are more in line with state and national ratios.

Source:

- DirectionFinder Survey by ETC Institute
<http://www.como.gov/survey-results/>

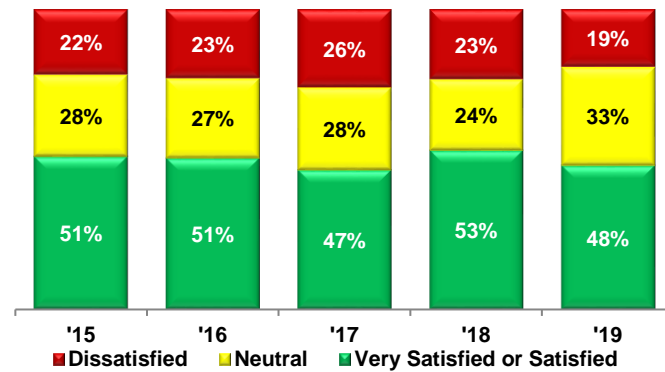
Police Department

Overall Feeling of Safety in the City

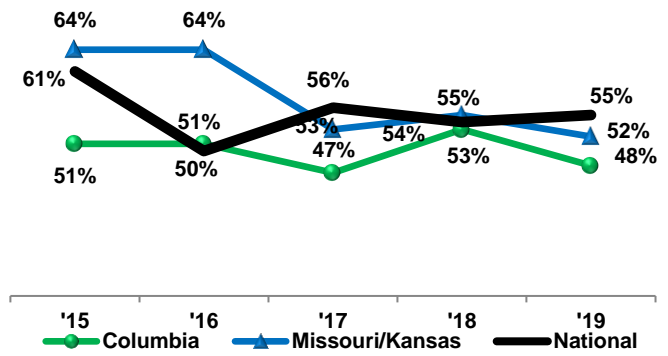


No Benchmark Data Available

Satisfaction with Police Efforts to Prevent Crime



Satisfaction with Crime Prevention Benchmark Data for Satisfied Response



Key: Percent of Customers Very Satisfied or Satisfied in most recent citizen survey:

Positive (75% - 100% Satisfaction)

Warning: (50% - 74% Satisfaction)

Negative (<50% Satisfaction)

Description: The City conducts citizen surveys annually to determine what is most important to our citizens and how well we are doing in meeting their needs and expectations. These indicators measure overall feeling of safety in the city and satisfaction with police efforts to prevent crime.

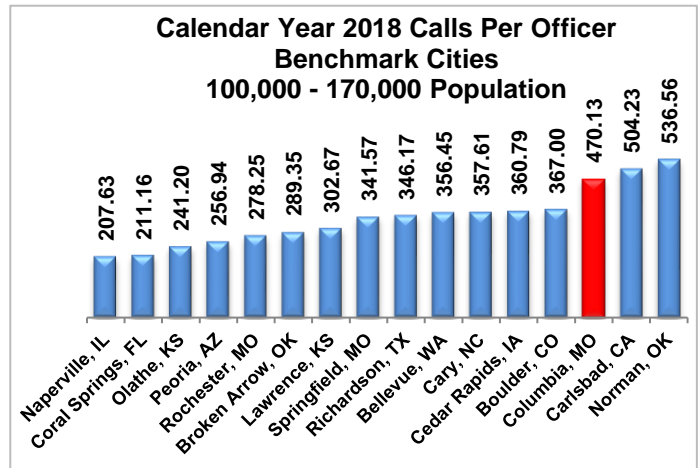
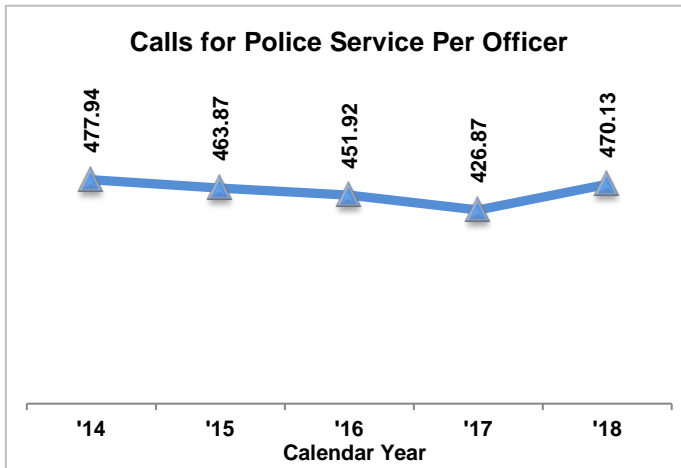
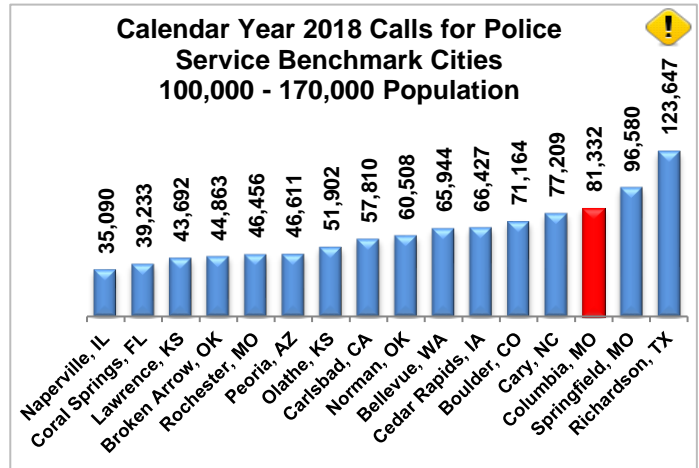
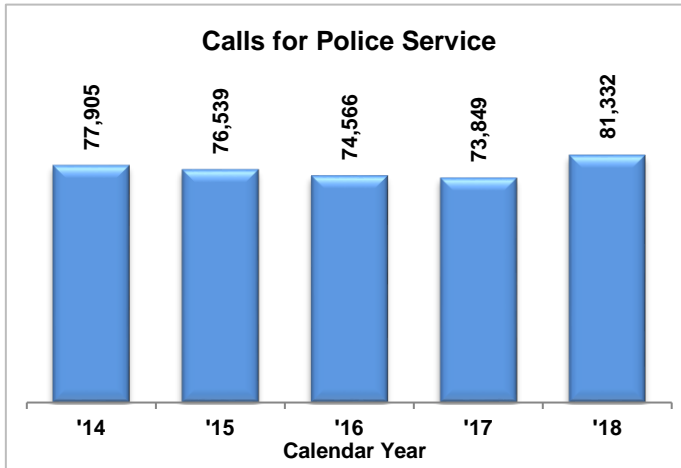
Analysis: Both of these indicators reflect a warning trend as satisfaction has been below 75% for all years shown. In looking at benchmark data for satisfaction with police efforts to prevent crime, the city has been below the state ratings for all years shown and below the national ratings for four out of the past five years.

- In FY 2015, the city utilized a focus group to try to obtain specific reasons for the drop in satisfaction. Some of the feedback obtained indicated an increase in car thefts and break-ins, hearing gunfire in their neighborhood, and fewer police cars out at one time because there are two officers in each car.
- The FY 2015 strategic plan included public safety as one of the strategic areas and three neighborhoods were identified to provide resources in.
- During this time the growth in the city's general sales tax (which is used heavily to fund police) slowed due to increasing online sales which do not collect local sales taxes. Pension increases of \$489,799 over the past five years used up some of the sales tax growth. The Police Department does not have any ongoing dedicated sources to fund additional positions. The department has dealt with the low number of additional officers by shifting non-sworn officer work to civilian positions and identifying services that they no longer need to offer. Both of these factors have limited the city's ability to add more police officers.
- For FY 2019 there was improvement in the overall feeling of safety in the City from 53% to 58%; however, satisfaction with police efforts to prevent crime dropped from 53% in FY 2018 to 48% in FY 2019 and widened the gap between city, state and national satisfaction.

Source:

- DirectionFinder Survey by ETC Institute
<http://www.como.gov/survey-results/>

Police Department



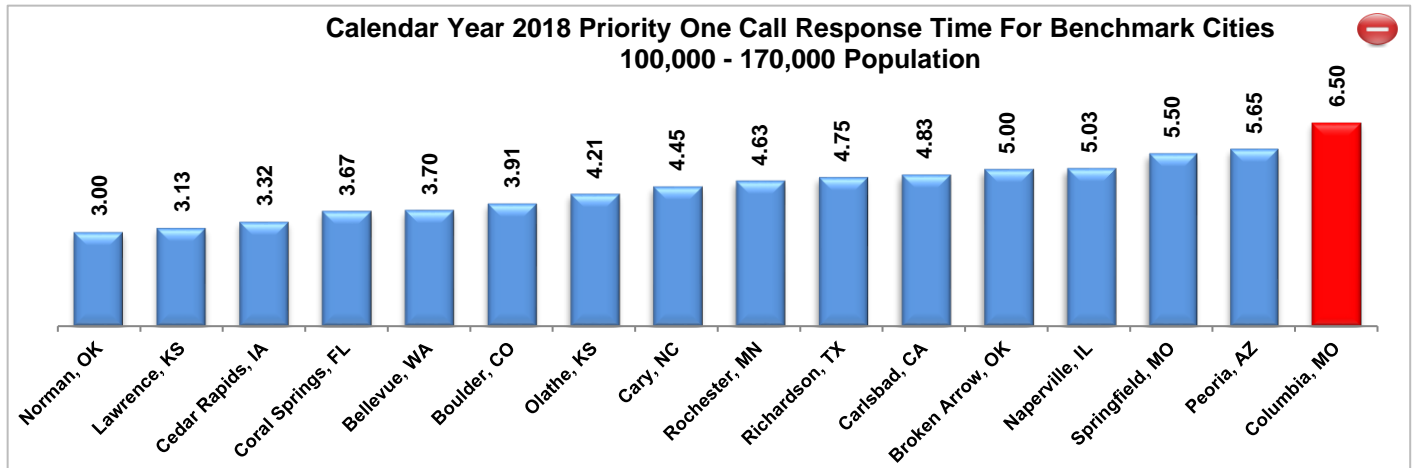
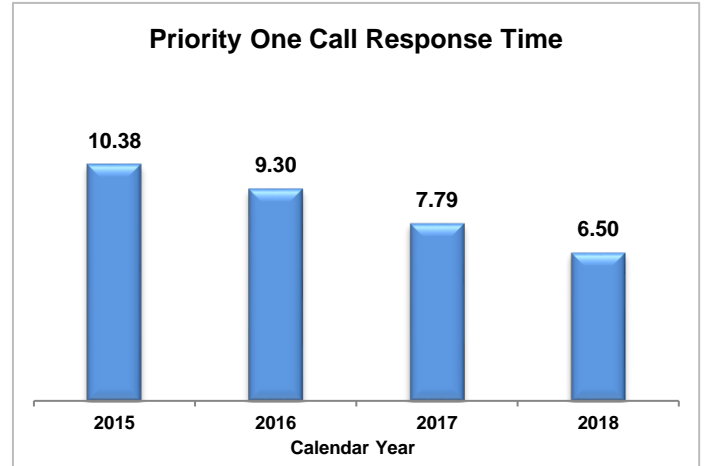
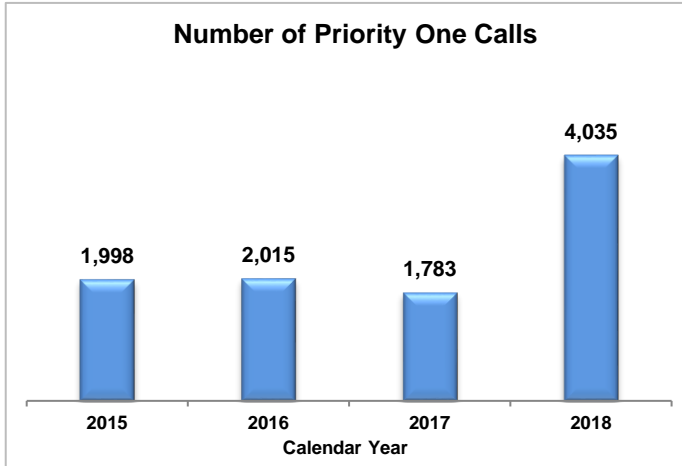
Description: Two indicators that measure the workload for police officers are calls for police service and calls per officer. As each of these indicators increase, it may reveal a need for additional police officers or the response time to citizens will suffer. The City participates in an annual survey of benchmark cities which began in 2011.

Analysis: The benchmark survey data is not available until June of the next year after our fiscal year ends, so this indicator uses 2014 to 2018 as the five year period. For the past five years, the City added 8.00 FTE sworn officer positions which represents a 4.85% increase in staffing but a decrease of 0.75% in sworn officers per thousand population. During this same time the population increased by 5.64%. Staffing increases have not kept up with population growth.

- Calls for police service reflect an overall increase of 7,493 or 6.26%. In a comparison of calendar year 2018 calls for service with benchmark cities with a population between 100,000 and 170,000, Columbia's number of calls of 81,332 ranked the third highest out of 16 cities. It should be noted that in 2018 a new CAD software system was implemented and this is part of the reason for the increase in calls from 2017 to 2018.
- The number of calls for service per police officer reflects a decrease from 477.94 in 2014 to 470.13 in FY 2018. When comparing the City's calls for service per officer for FY 2018 (the latest information available for benchmark cities), the City's 470.13 calls per officer ranked the third highest among the 16 benchmark cities.
- Citizen surveys reveal an overall decrease in the satisfaction with how quickly the police responds to emergencies from 59% in 2014 to 51% in 2018. There was a gain in satisfaction between FY 2017 and FY 2018, from 47% to 51% and from 51% in FY 2018 to 57% in FY 2019. The benchmark data shows Columbia significantly lower than the national and state data.

Sources:
Police Benchmark City Survey

Police Department



Description: Priority one calls are emergency calls for police services which require immediate response and where there is reason to believe that an immediate threat to life exists. The call response time is the amount of time it takes from when the call is received until the officer gets to the emergency after being notified by dispatch. For the City of Columbia, prior to calendar year 2015, the calls were categorized in different priority groups, so we are not able to report yearly call response times prior to 2015.

Analysis:

The benchmark survey data is not available until June of the next year after our fiscal year ends, so this indicator would use 2014 through 2018 as the five year period, however, 2014 is not available so only four years of data are currently shown.

- For calendar year 2018, the City's priority one call response time was 6.50 minutes.
- It should be noted that the City implemented a new CAD software system in 2018 and that is part of the reason for the increased number of priority I calls from 2017 to 2018.
- When compared to other benchmark cities with a population between 100,000 and 170,000 population, Columbia's priority one call response time was the highest of all of the cities. The average response time of all of these cities was 4.46 minutes. The department has a goal of 5 minutes or less for priority one call response.













Sources:

Police Benchmark City Survey

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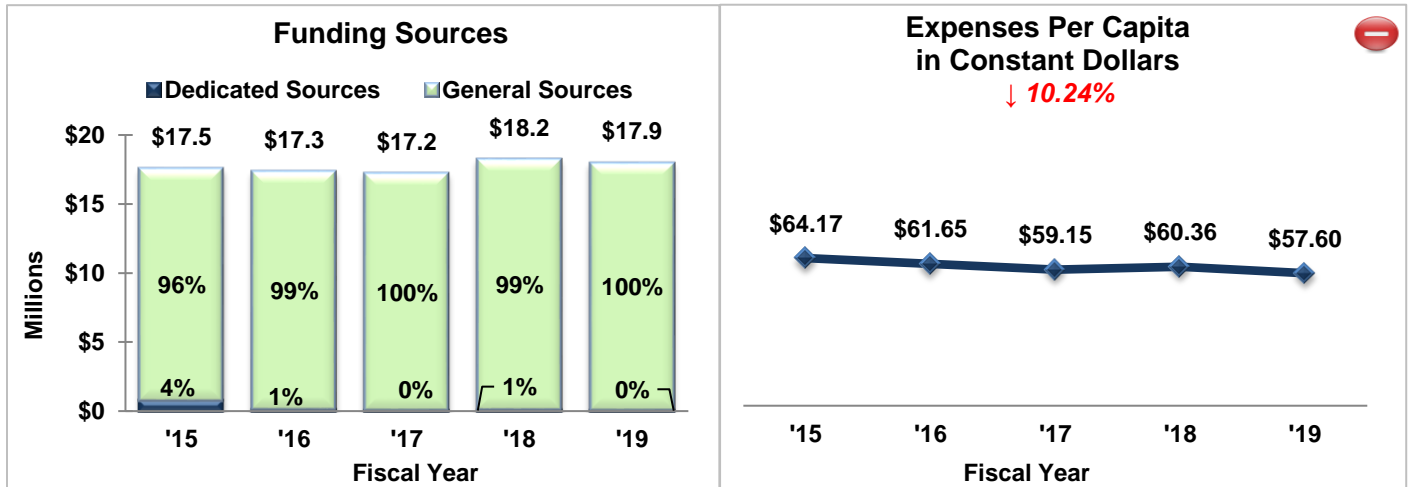
Fire Department Trends

General Fund Budget

Indicator	2018	2019	Comments
Expenses Per Capita			Expenses per capita decreased 10.24% while inflation increased 7.86% and the population increased 5.64%. A total of four positions were added and pension costs increased by \$652,179. As the department is funded almost 100% by general sources, the low growth in sales taxes has prohibited the City from increasing this budget over the past five years to keep up with the growth in inflation and population.
Employees Per Thousand Population			The total number of employees increased by 4.00 FTE. Employees per thousand population decreased 2.65% while population increased 5.64% during this same time. The Fire Department is funded nearly 100% from general sources such as sales tax and the low growth due to increases in online sales which do not collect local sales tax has negatively impacted the City's ability to add more positions during this timeframe.
Unfunded Accrued Pension Liability			Over the past five years, the unfunded accrued pension liability increased \$13.6 million or 27.11%. While the City changed the pension plan for new hires in FY 2013 and the Council utilized \$3 million of excess fund balance to pay down some of the unfunded pension liability in FY 2015, there were changes to the calculation methodology in FY 2017 which caused another large increase. In FY 2019 the unfunded liability increased \$1,818,789.
Fire Pension Funding Ratio			Over the past five years, the funding ratio has been below the Governmental Accounting Standards Board (GASB) recommended funding ratio of 80%. The FY 2019 funding ratio is 56.35% which is just slightly below the FY 2015 funding ratio of 56.63%.
Citizen Survey: Overall Quality of Local Fire Department Services			Citizen satisfaction with the overall quality of local fire services continues to be above 80% for all five years with satisfaction at 84% in FY 2019. When looking at state and national benchmark data, the city falls below the state and national rankings.
Citizen Survey: How Quickly Fire Department Responds to Emergencies			Citizen satisfaction with how quickly the fire department responds to emergencies continues to be above 80% for all five years but does show an overall decrease from 86% in FY 2015 to 82% in FY 2019. When looking at state and national benchmark data, the city is above both the state and national ratings for FY 2019. Due to low growth in sales taxes, the City was not able to fund one additional fire station in the previous ballot issue, but looks to open two additional fire stations in the next few years.

 Positive Trend
  Warning Trend - Monitor Closely
  Negative Trend - Action Needed

Fire Department - General Fund Budget



Trend Key: 5 Yr % Chg in Exp Per Capita: Positive Trend (>0% change) Warning Trend (0% to -5% change) Negative Trend (>-5% change)

Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Consumer Price Index	Population**	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous Year
2015	\$747,282	\$16,801,884	\$17,549,166	237.02	115,391	\$64.17	12.17%
2016	\$117,818	\$17,218,541	\$17,336,359	240.01	117,165	\$61.65	(3.93%)
2017	\$71,843	\$17,127,398	\$17,199,241	245.12	118,620	\$59.15	(4.06%)
2018	\$97,378	\$18,129,799	\$18,227,177	251.11	120,248	\$60.36	2.05%
2019	\$62,132	\$17,887,014	\$17,949,146	255.66	121,898	\$57.60	(4.57%)
5 Yr % Chg	(91.69%)	6.46%	2.28%	7.86%	5.64%	(10.24%)	
5 Yr \$ Chg	(\$685,150)	\$1,085,130	\$399,980				

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: The Fire Department is a general fund department with areas of operation including administration, emergency services, training and fire marshal. It is important to examine the trends for actual expenses, constant dollar expenses, and expenses per capita. Constant dollar expenses show the impact inflation has had on the funds allocated (buying power) and expenses per capita take into account both inflation and growth in the population.

Dedicated Funding Sources: The primary dedicated funding sources are grant revenue, fines for fire alarm violations and miscellaneous revenue (reimbursement from the University of Missouri for shared cost of Asst. Fire Marshal liaison).

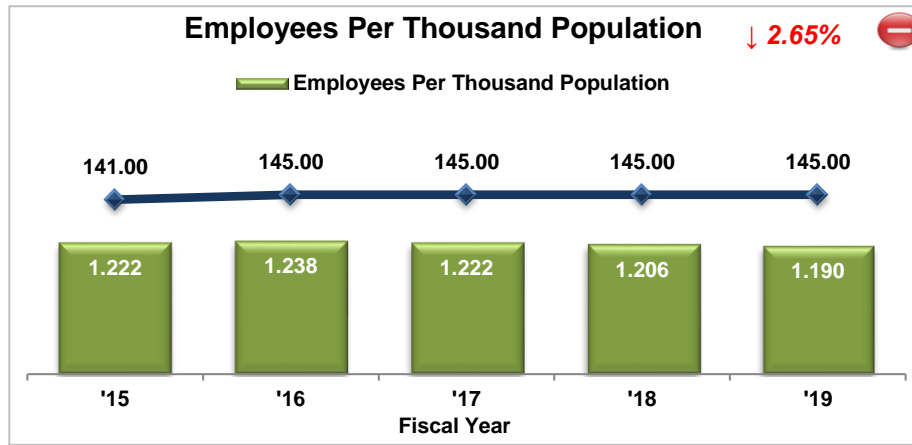
Analysis: For the five year period, total expenses increased \$399,980 or 2.28% and per capita expense decreased 10.24%.

- Personnel costs account for 87% of the total expenses and increases come from the addition of positions and changes in salaries and benefits. During this period of time, pension costs increased \$652,179. The FY 2013 budget addressed the pension issue by placing all new employees into a different pension plan, but it will take a number of years to see lower pension costs result.
- There were no new fire stations opened in the past five years. One additional fire station approved by voters in the 2005 ballot was not able to be built due to an economic downturn which resulted in lower sales tax receipts.
- Due to budget constraints, the City was not able to fully staff station #2 until FY 2015 when (4) Firefighters were added.
- Expenses decreased in FY 2019 by \$278,031 and this was primarily due to intragovernmental charges.
- Close monitoring is needed for this department since it relies so heavily on general sources to ensure fire stations are adequately staffed as they are built.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Fire Department



Trend Key: 5 Year Percent Change in EEs Per Thousand Population
 Positive Trend (\geq % Chg in Population) Warning Trend: (0% up to % Chg in Population) Negative Trend ($<0\%$)

Fiscal Year	Total Number of Employees	Population**	Employees Per Thousand Population	Change in Number of Positions	Positions Added	Positions Deleted	Positions Reassigned Between Depts	Explanation
2015	141.00	115,391	1.222					
2016	145.00	117,165	1.238	4.00	1.00		3.00	ADDED: (1) Firefighter
2017	145.00	118,620	1.222	0.00	4.00		(4.00)	ADDED: (4) Firefighters - Fully staff Station #2
2018	145.00	120,248	1.206					
2019	145.00	121,898	1.190					
5 Yr Chg	2.84%	5.64%	(2.65%)	4.00	5.00	0.00	(1.00)	

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

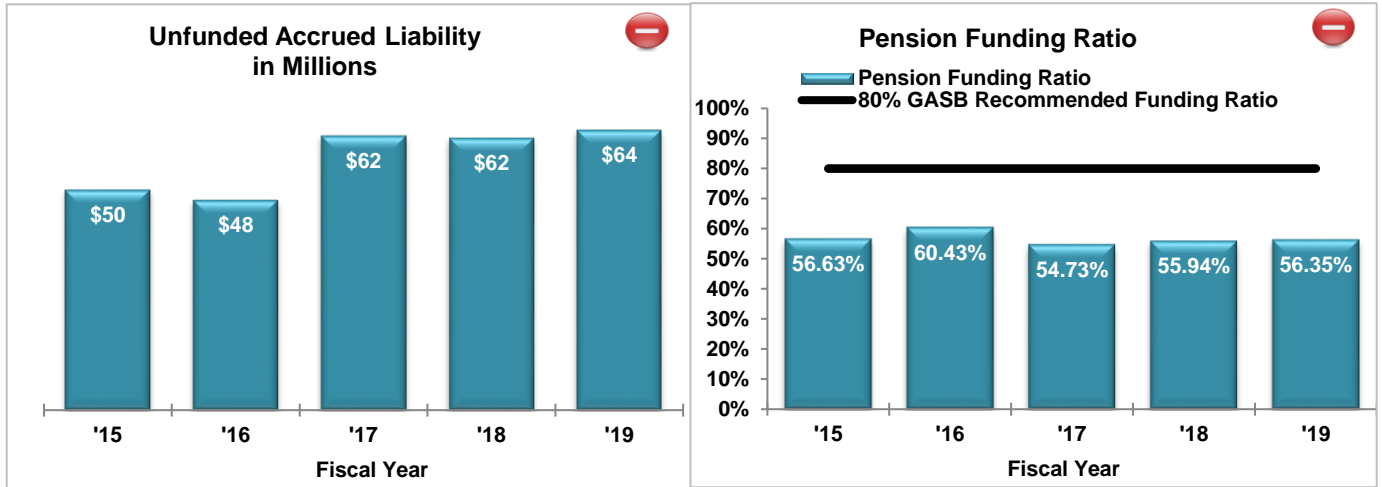
Description: Personnel costs are 87% of total expenses for this department. The employees per thousand population is an important indicator when looking at the increases in positions over time. If employees per thousand population is increasing significantly, it may indicate the operation is becoming more labor intensive, demands for services are rapidly increasing, or productivity is declining. If the number of employees per thousand population is declining significantly, it may indicate the City has not been adding staff to handle the increased demand for services and the level of service may decline as a result.

Analysis: For the period shown, the total number of positions increased by 4.00 FTE. Employees per thousand employees decreased 2.65% while the growth in population was 5.64%. This indicates that the number of employees added has not kept up with the growth in the population for this period. The City has not been able to add positions to keep up with population growth due to lower growth in revenues, such as sales taxes which are a primary funding source, and significant increases in pension costs and health insurance rates. The table above shows the positions that were added over the past five years.

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Fire Department



Trend Key: Positive Trend (Funding Ratio \geq 80%) Warning Trend: (Funding Ratio 75%-79%) Negative Trend (Funding Ratio $<$ 75%)

Fiscal Year	Actuarial Value of Assets	Entry age Actuarial Accrued Liability	Unfunded Accrued Liability (UAL) *	Funding Ratio **	Employer's Contribution as a percent of ARC ***
2015	\$65,440,925	\$115,552,694	\$50,111,769	56.63%	100%
2016	\$72,876,702	\$120,598,202	\$47,721,500	60.43%	100%
2017	\$75,438,867	\$137,828,858	\$62,389,991	54.73%	100%
2018	\$78,564,441	\$140,441,760	\$61,877,319	55.94%	100%
2019	\$82,231,009	\$145,927,117	\$63,696,108	56.35%	100%
5 Yr % Chg	25.66%	26.29%	27.11%	(0.50%)	
5 Yr \$ Chg			\$13,584,339		

*Pension obligation: Unfunded actuarial accrued liability = Entry age actuarial accrued liability minus actuarial value of assets

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

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

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

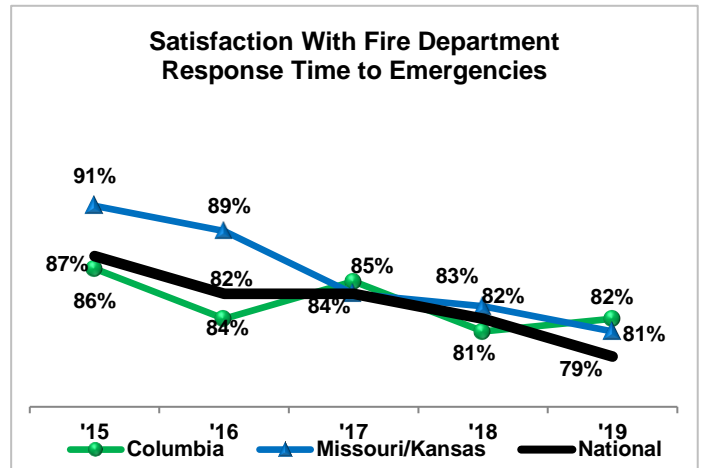
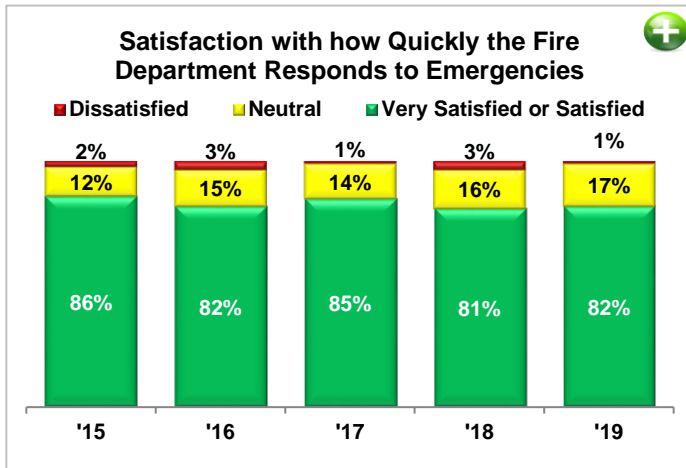
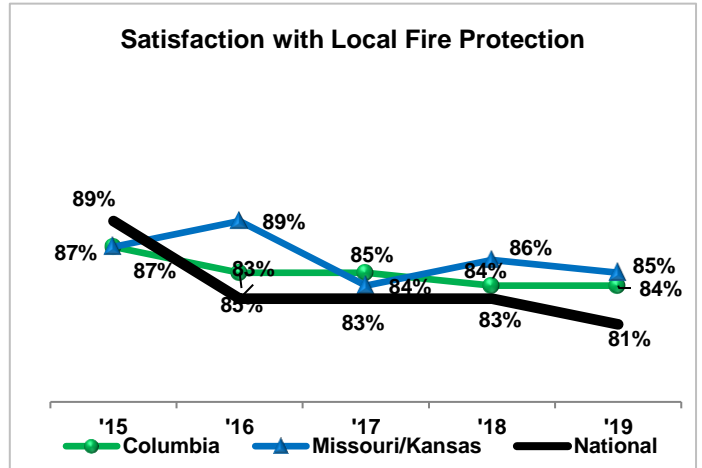
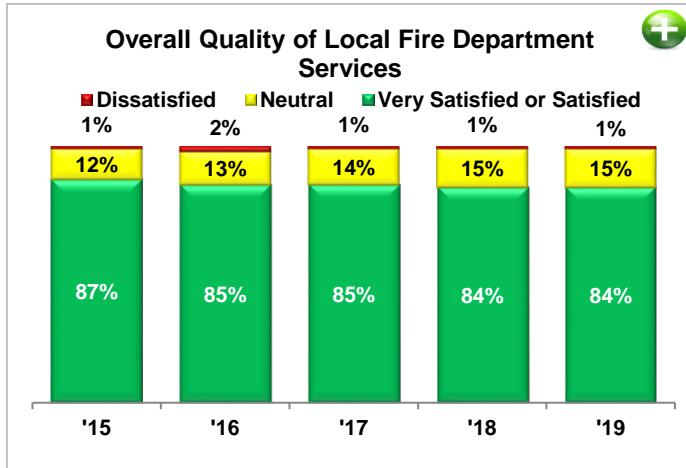
Analysis: The funding ratio has been below the GASB recommended level for all five years. The City has fully funded the annual required contribution (ARC) for all years shown. The unfunded actuarial liability increased significantly from FY 2009 - FY 2013 due to pension plan changes and investment income earned on pension assets decreasing due to the economic downturn. In FY 2013 pension plans were created for new hires that have different benefits and years of service requirements than previously hired employees. Over time, this will not only stop the increase in unfunded accrued actuary liabilities, but will begin to decrease them. It is anticipated that this may take up to twenty years to resolve. In FY 2015, the City Council and management made the decision to utilize \$3 million of excess General Fund reserves to make a one-time contribution into the Police and Fire pension fund to lower the fire portion of the liability. This decreased both the unfunded accrued liability and increased the funding ratio for FY 2016 to 60.43% which is the highest it has been since FY 2011.

As the graph above indicates, there had been a slowing in the increase in the liability since the changes were made until FY 2016. In FY 2017, changes to the calculation method of the accrued liability caused a large increase in the unfunded liability and a decrease in the funding ratio to 54.73%. In FY 2019, the funding ratio increased to 56.35%. Changes mentioned above will help to raise the funding ratio to the GASB recommended level in the future.

Sources:

- City of Columbia Police and Firemen's Retirement Fund actuarial report

Fire Department



Key: Percent of Customers Very Satisfied or Satisfied in most recent citizen survey:
 Positive (75% - 100% Satisfaction) Warning: (50% - 74% Satisfaction) Negative (<50% Satisfaction)

Description: The City conducts citizen surveys annually to determine what is most important to our citizens and how well we are doing in meeting their needs and expectations. These indicators measure overall quality of local fire department services and satisfaction with how quickly the fire department responds to emergencies.

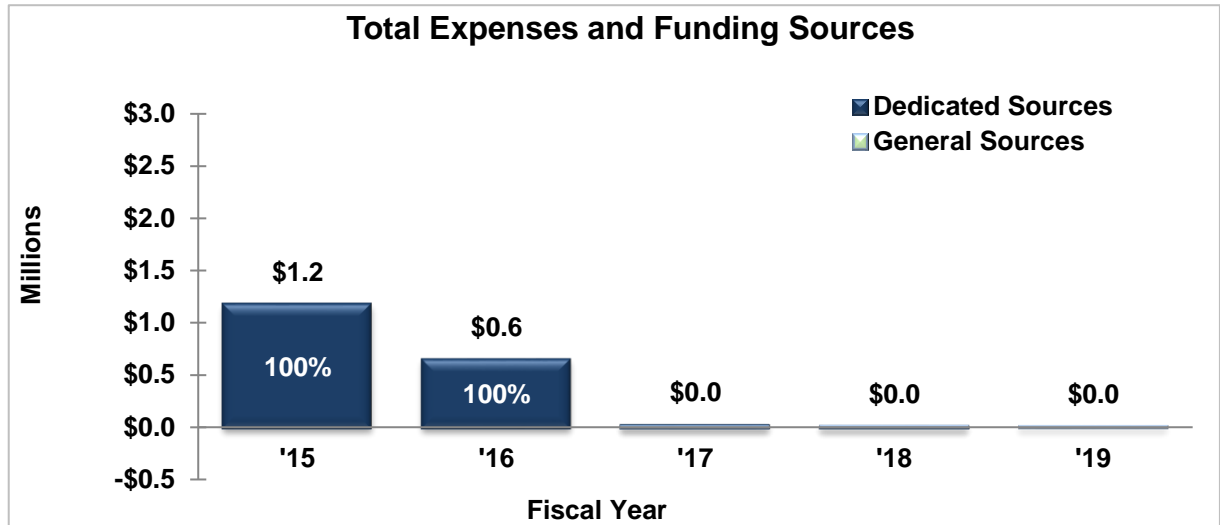
Analysis: The Fire Department continues to have a high satisfaction rating from the citizens on both of these indicators and the trend has been a positive trend for the years shown.

Source:

- DirectionFinder Survey by ETC Institute
<http://www.como.gov/survey-results/>

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Public Safety Joint Communications (PSJC) - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$1,169,397	\$0	\$1,169,397
2016	\$644,560	\$0	\$644,560
2017	\$23,762	-\$1,512	\$22,250
2018	\$38	\$1,385	\$1,423
2019	\$0	-\$232	-\$232
5 Yr Chg	(100.00%)		(100.02%)

Description: The Public Safety Joint Communications Department (PSJC) is a General Fund department which was transitioned over to the County.

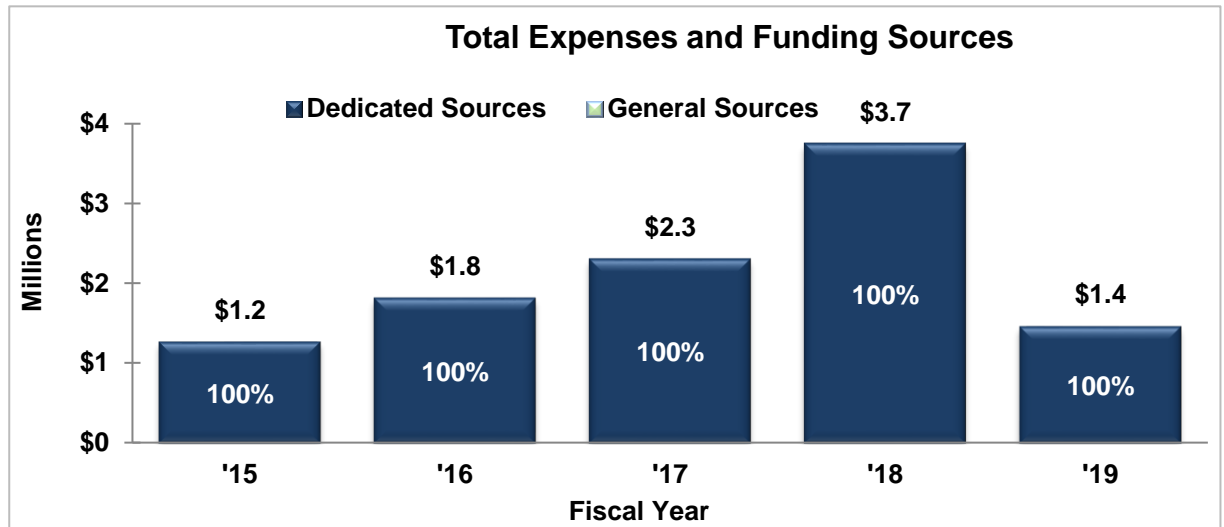
Analysis: The citizens approved a county 911 tax in April 2013 which moved the operation to the county once a new center was built.

- Beginning in January 2013, the county began reimbursing the city for all PSJC related expenses.
- Expenses dropped significantly in FY 2015 due to all of the PSJC personnel being transferred over to the county in January 2015.
- In FY 2016 other expenses were transitioned over to the county.
- The center operated on city property until the new building was constructed and transferred operations to the new county property in FY 2017. In FY 2017 nearly all of the expenses were transitioned over with only the City IT Department still providing some support as hardware and software were transitioned over to a new system.
- In FY 2018, a one-time payment was made to LAGERS for previous year add pays that were not included in the calculation but should have been.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Public Safety Capital Projects - Capital Projects Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$1,245,413	\$0	\$1,245,413
2016	\$1,796,140	\$0	\$1,796,140
2017	\$2,286,742	\$0	\$2,286,742
2018	\$3,729,547	\$0	\$3,729,547
2019	\$1,440,221	\$0	\$1,440,221
5 Yr Chg	15.64%		15.64%

Description: Capital projects for Police, Fire, PSJC and Emergency Management are accounted for in the Capital Projects Fund.

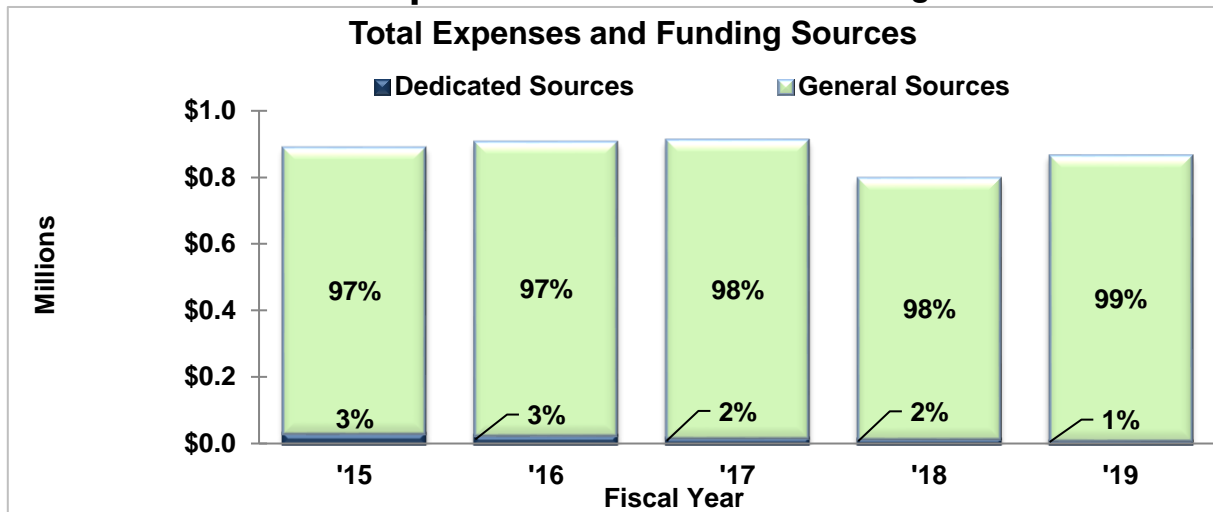
Dedicated Funding Sources: The primary funding sources include operating transfers (capital improvement sales tax) and other local revenues (part of the general sales tax that is designated for capital projects). All of the funding is considered to be dedicated funding.

Analysis: For the period shown, total expenses have varied significantly from year to year due to the cost of the various capital projects being constructed or fire apparatus being purchased.

Sources:

- City of Columbia Accounting System
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Municipal Court - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$30,405	\$857,493	\$887,898
2016	\$24,650	\$880,632	\$905,282
2017	\$16,553	\$894,486	\$911,039
2018	\$14,144	\$782,414	\$796,558
2019	\$9,137	\$854,721	\$863,858
5 Yr Chg	(69.95%)	(0.32%)	(2.71%)
5 Yr \$ Chg	(\$21,268)	(\$2,772)	(\$24,040)

Description: The Municipal Court Department is a general fund department with areas of operation including court and traffic operations.

Dedicated Funding Sources: Dedicated funding for this department primarily comes from other local revenues (bond forfeitures and shoplifters offender program). While the Municipal Court collects a number of fees and fines (municipal court fines, DWI fees, ticket fines, court fees, and parking meter fines), these are all considered to be general sources and are allocated to the various general fund departments.

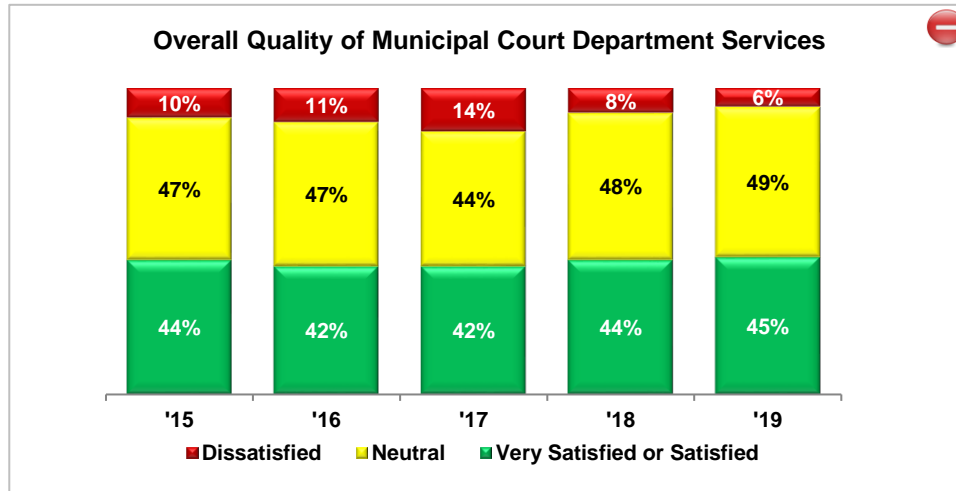
Analysis: For the period shown, total expenses decreased \$24,040 or 2.71%.

- Personnel costs are over 72% of this budget.
- In FY 2018, expenses decreased due to turnover in the department, and the reduction of 2.25 FTE. A 1.00 FTE Probation and Collection Officer was reassigned to a 0.75 FTE Court Services Analyst, one Sr. Administrative Assistant was reallocated to Law and one Sr. Administrative Assistant position was eliminated.
- FY 2019 expenses increased due to the addition of three positions mid year to adopt new Supreme Court rules, one of which now requires a court date for all ordinance violations and the purchase of office furniture and video systems equipment with prior year general fund savings.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Required Supplementary Information - Budgetary Comparison Schedule - General Fund
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Municipal Court



Key: Percent of Customers Very Satisfied or Satisfied in most recent citizen survey:
 Positive (75% - 100% Satisfaction) Warning: (50% - 74% Satisfaction) Negative (<50% Satisfaction)

Fiscal Year	Very Satisfied or		
	Satisfied	Neutral	Dissatisfied
2015	44%	47%	10%
2016	42%	47%	11%
2017	42%	44%	14%
2018	44%	48%	8%
2019	45%	49%	6%

Description: The City conducts citizen surveys annually to determine what is most important to our citizens and how well we are doing in meeting their needs and expectations. These indicators measure overall quality of local fire department services and satisfaction the overall quality of Municipal Court Department Services.

Analysis: The percentage of people satisfied with the services has been below 50% for the period shown which reflects a negative trend. The department made several service improvements in 2015 and 2017 and the 2018 satisfaction level has improved to 44%. The 2019 level improved slightly to 45%.

- There are no state or national benchmark data available for this indicator.
- A wedding docket was added in September, 2015 which is free to the public, and allows equal access to everyone.
- Municipal Court has improved their services in several areas. In March, 2017 the court's office hours were extended (7:30 AM - 5:30 PM) and an additional docket with an available language interpreter was added so there are two dockets of this type per month. On April 5, 2017, the court began offering evening court arraignments on the first and third Wednesday each month with hearings beginning at 5:30 pm.

Source:

- DirectionFinder Survey by ETC Institute
<http://www.como.gov/survey-results/>

Supporting Activity Departments

Description

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

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

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

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

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

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

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

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

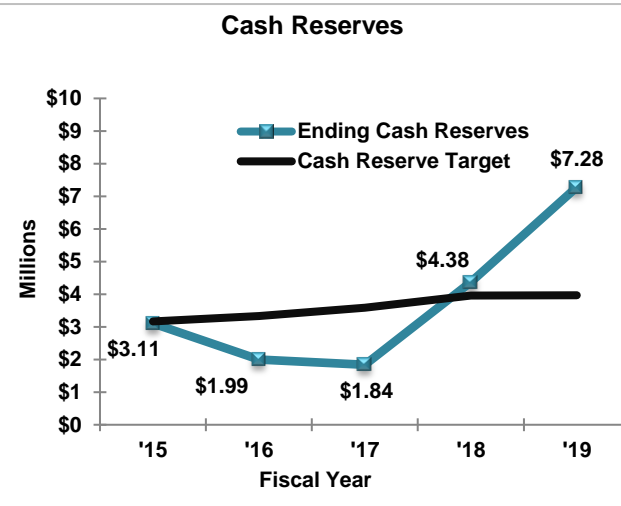
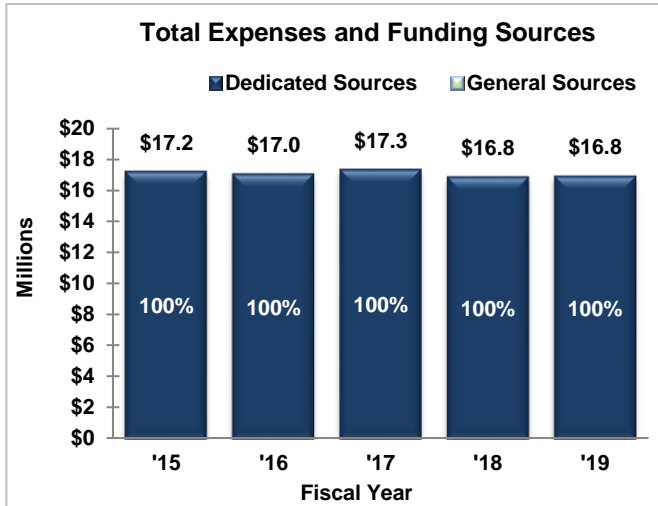
Information Technology Fund - Information Technology (I.T.) is responsible for support and administration of AS/400 midrange computers, a Wide Area Network (WAN), Local Area Networks (LANs), telecommunications (PBX), City's Web-site, personal computers (PCs), and workstations throughout all City departments.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

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

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

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Employee Benefit Fund - Internal Service Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$17,159,382	\$0	\$17,159,382
2016	\$16,989,018	\$0	\$16,989,018
2017	\$17,288,262	\$0	\$17,288,262
2018	\$16,810,304	\$0	\$16,810,304
2019	\$16,844,342	\$0	\$16,844,342
5 Yr % Chg	(1.84%)		(1.84%)
5 Yr \$ Chg	(\$315,040)	\$0	(\$315,040)

Description: The Employee Benefit Fund is an internal service fund that accounts for the transactions and reserves associated with the City's medical, dental, vision, prescription drug, Medicare supplement, life and long-term disability, voluntary benefits, 401(k), Post Employment Health Plan, Cafeteria Plan, City University, Employee Wellness, and Employee Recognition programs for City employees and retirees.

Dedicated Funding Sources: Dedicated funding sources include fees and service charges (insurance premiums for employee and retiree health insurance premiums, and intragovernmental charges to other city departments for employee wellness, City University, and insurance administration).

Analysis: Total expenses decreased 1.84% for the period shown.

- Higher prescription drug costs and claims costs in FY 2015 resulted in a significant premium increase (13.8%) and several plan design changes in FY 2016.
- Due to high medical and prescription drug claims costs in FY 2015 - FY 2017, reserves fell below the budgeted cash reserve target. In FY 2018, medical premiums increased 7% and the city began charging departments an insurance administration fee to help cover the personnel and other expenses which occur in the fund but are not recovered through premium costs. This resulted in reserves being \$419,630 above the target for FY 2018.
- In FY 2018 and FY 2019 lower claims costs and the transferring of all health insurance amounts budgeted in departmental budgets to this fund have resulted in cash reserves above the target.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Internal Service Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Employee Benefit Fund

Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
Fees & Service Charges	\$13,077,185	\$13,140,361	\$14,314,301	\$16,396,198	\$16,561,352
Misc. Operating Revenues	\$2,607,115	\$2,559,323	\$2,732,752	\$2,778,375	\$2,729,177
Total Operating Revenues	\$15,684,300	\$15,699,684	\$17,047,053	\$19,174,573	\$19,290,529
Operating Expenses:					
Personnel Services *	\$1,221,699	\$506,866	\$587,070	\$615,480	\$595,839
Materials and Supplies	\$47,641	\$54,187	\$51,031	\$89,926	\$61,491
Travel and Training	\$7,820	\$18,536	\$28,953	\$22,918	\$41,467
Intragovernmental	\$2,931	\$2,732	\$2,950	\$2,702	\$3,355
Utilities, Services and Miscellaneous	\$15,857,423	\$16,384,829	\$16,585,597	\$16,046,617	\$16,109,529
Depreciation	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$17,137,514	\$16,967,150	\$17,255,601	\$16,777,643	\$16,811,681
Operating Income (Loss)	(\$1,453,214)	(\$1,267,466)	(\$208,548)	\$2,396,930	\$2,478,848
Non-Operating Revenues:					
Investment Revenue	\$135,276	\$67,944	(\$13,268)	\$7,576	\$256,462
Miscellaneous Revenue	\$48,889	\$68,171	\$54,460	\$96,441	\$46,183
Total Non-Operating Revenues	\$184,165	\$136,115	\$41,192	\$104,017	\$302,645
Total Non-Operating Revenues (Expenses)	\$184,165	\$136,115	\$41,192	\$104,017	\$302,645
Income (Loss) Before Transfers	(\$1,269,049)	(\$1,131,351)	(\$167,356)	\$2,500,947	\$2,781,493
Transfers In	\$0	\$0	\$0	\$0	\$245,000
Transfers Out	(\$21,868)	(\$21,868)	(\$32,661)	(\$32,661)	(\$32,661)
Total Net Transfers	(\$21,868)	(\$21,868)	(\$32,661)	(\$32,661)	\$212,339
Change in Net Position	(\$1,290,917)	(\$1,153,219)	(\$200,017)	\$2,468,286	\$2,993,832
Net Position - Beginning **	\$4,444,762	\$3,153,845	\$2,000,626	\$1,810,692	\$4,278,978
Net Position - Ending	\$3,153,845	\$2,000,626	\$1,800,609	\$4,278,978	\$7,272,810

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Employee Benefit Fund Financial Sources and Uses

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Fees & Service Charges	\$13,077,185	\$13,140,361	\$14,314,301	\$16,396,198	\$16,561,352
Misc. Operating Revenues	\$2,607,115	\$2,559,323	\$2,732,752	\$2,778,375	\$2,729,177
Interest	\$135,276	\$67,944	(\$13,268)	\$7,576	\$256,462
Less: GASB 31 Adjustment	(\$51,343)	(\$5,355)	\$30,525	\$78,682	(\$81,691)
Other Local Revenues ++	\$48,889	\$68,171	\$54,460	\$96,441	\$46,183
Total Financial Sources Before Transfers	\$15,817,122	\$15,830,444	\$17,118,770	\$19,357,272	\$19,511,483
Transfers In^	\$0	\$0	\$0	\$0	\$245,000
Total Financial Sources	\$15,817,122	\$15,830,444	\$17,118,770	\$19,357,272	\$19,756,483
Financial Uses					
Personnel Services *	\$1,221,699	\$506,866	\$587,070	\$615,480	\$595,839
Less: GASB 16 Vacation Liability Adjustment	\$989	\$2,568	(\$4,746)	\$1,141	\$1,636
Less: GASB 68 Pension Adjustment	(\$1,922)	(\$42,341)	(\$16,687)	\$6,957	\$10,235
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$0	\$869	(\$1,887)
Materials and Supplies	\$47,641	\$54,187	\$51,031	\$89,926	\$61,491
Travel and Training	\$7,820	\$18,536	\$28,953	\$22,918	\$41,467
Intragovernmental	\$2,931	\$2,732	\$2,950	\$2,702	\$3,355
Utilities, Services and Miscellaneous	\$15,857,423	\$16,384,829	\$16,585,597	\$16,046,617	\$16,109,529
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$21,868	\$21,868	\$32,661	\$32,661	\$32,661
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$0	\$0	\$0	\$0	\$0
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$17,158,449	\$16,949,245	\$17,266,829	\$16,819,271	\$16,854,326
Financial Sources Over/(Under) Uses	(\$1,341,327)	(\$1,118,801)	(\$148,059)	\$2,538,001	\$2,902,157
Current Assets	\$4,491,116	\$3,284,111	\$2,939,171	\$5,149,102	\$8,187,660
Less: GASB 31 Pooled Cash Adj	\$78,871	\$73,516	\$104,041	\$182,723	\$101,031
Less: Current Liabilities	(\$1,460,449)	(\$1,364,007)	(\$1,204,952)	(\$956,562)	(\$1,008,334)
Ending Cash Reserves	\$3,109,538	\$1,993,620	\$1,838,260	\$4,375,263	\$7,280,357
Budgeted Operating Expenses w/o Depreciation	\$15,392,317	\$16,236,324	\$17,502,223	\$18,986,090	\$19,349,942
Add: Operating Transfers to Other Funds	\$21,868	\$21,868	\$32,661	\$32,661	\$32,661
Add: Interest and Other Non-Oper Cash Exp	\$0	\$0	\$0	\$0	\$0
Add: Principal Payments	\$0	\$0	\$0	\$0	\$0
Add: Capital Additions	\$0	\$0	\$0	\$0	\$0
Less: Retiree Medicare Premiums (pass through)	(\$495,720)	(\$195,989)	(\$439,869)	(\$507,221)	(\$516,000)
Less: Cafeteria Plan Claims (pass through)	(\$2,000,000)	(\$2,500,000)	(\$2,500,000)	(\$2,500,000)	(\$2,750,000)
Less: Voluntary Vision Insurance (pass through)	(\$87,500)	(\$114,000)	(\$118,000)	(\$79,000)	(\$112,000)
Less: Voluntary Optional Coverage (pass through)	(\$165,000)	(\$136,000)	(\$130,000)	(\$110,000)	(\$134,000)
Total Budgeted Financial Uses	\$12,665,965	\$13,312,203	\$14,347,015	\$15,822,530	\$15,870,603
x Cash Reserve Target %	x 25%	x 25%	x 25%	x 25%	x 25%
Budgeted Cash Reserve Target	\$3,166,491	\$3,328,051	\$3,586,754	\$3,955,633	\$3,967,651
(**20% for FY 2006 - FY 2014, 25% for FY 2015 - FY 2016)					
Above/(Below) Budgeted Cash Reserve Target	(\$56,953)	(\$1,334,431)	(\$1,748,494)	\$419,630	\$3,312,706

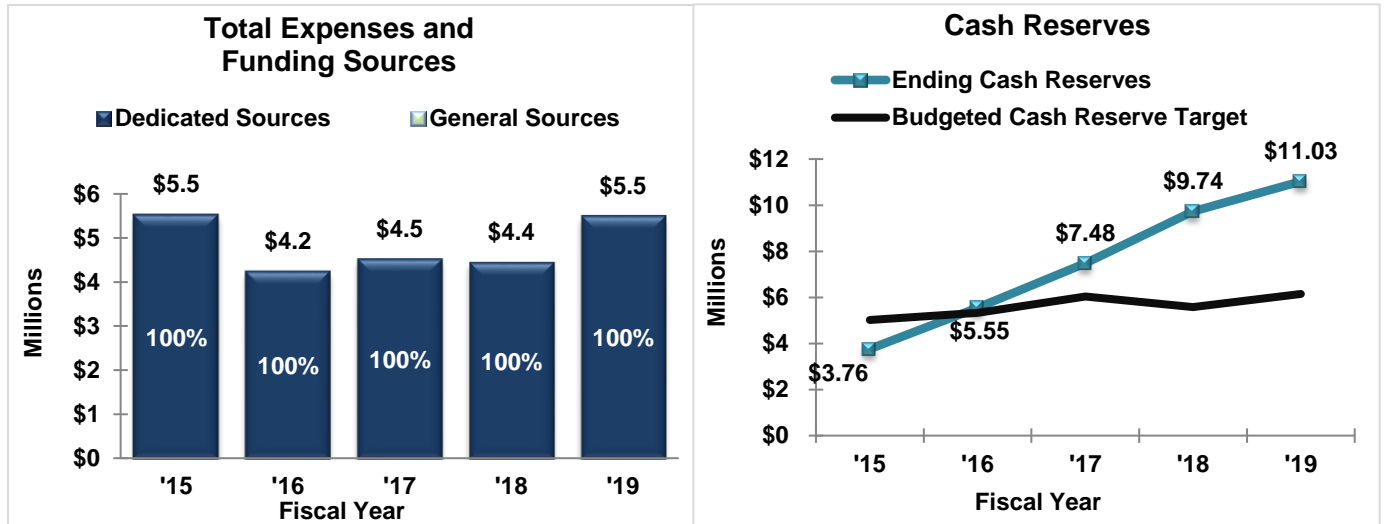
++ Other Local Revenues include investment revenue

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

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

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Self Insurance Reserve Fund - Internal Service Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$5,497,148	\$0	\$5,497,148
2016	\$4,216,427	\$0	\$4,216,427
2017	\$4,488,999	\$0	\$4,488,999
2018	\$4,413,017	\$0	\$4,413,017
2019	\$5,464,842	\$0	\$5,464,842
5 Yr % Chg	(0.59%)		(0.59%)
5 Yr \$ Chg	(\$32,306)	\$0	(\$32,306)

Description: The Self Insurance Fund is an internal service fund that accounts for the transactions and reserves associated with the city's self insurance program. This program provides coverage for the city's workers' compensation and property and casualty claims.

Dedicated Funding Sources: The primary dedicated funding source is self insurance charges that are charged to each fund based on three components: 50% of the cost is based on the department's five year claims cost history; 30% is based on the department's workers' compensation exposure as determined by industry standards and rates based on job duties; and 20% is based on the department's vehicle exposure which is determined by the number and types of vehicles. All of the funding sources for this fund are considered to be dedicated.

Analysis: Total expenses decreased .59% for the period shown.

- The largest expense in this budget is for claims and the amount each year is dependent on the size and number of claims in a given year. This can cause significant fluctuations from year to year.
- In FY 2016 there was a decrease of \$1.1 million in claims costs.
- In FY 2018 insurance premiums were rebid at a lower cost and claims were \$1.8 million below budget.
- In FY 2019 there was an increase of \$980,000 in claims costs, but the costs were still below the budgeted amount which is based on an actuarial study that is prepared each year.
- Cash reserves have been above the budgeted cash reserve target for FY 2016 - FY 2019. Charges to departments will be lowered over the next few years to use down these excess reserves unless claims significantly increase and use down the excess reserves.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position - Internal Service Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Self Insurance Reserve Fund

Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
User Charges	\$5,332,960	\$5,759,704	\$6,220,365	\$6,220,365	\$6,220,367
Total Operating Revenues	\$5,332,960	\$5,759,704	\$6,220,365	\$6,220,365	\$6,220,367
 Operating Expenses:					
Personnel Services *	\$241,627	\$305,138	\$275,024	\$261,749	\$271,209
Materials and Supplies	\$10,108	\$1,807	\$1,795	\$24,016	\$1,314
Travel and Training	\$3,964	\$4,695	\$2,365	\$3,398	\$4,984
Intragovernmental	\$275	\$328	\$354	\$19,782	\$6,355
Utilities, Services and Miscellaneous	\$5,205,329	\$3,868,614	\$4,164,581	\$4,059,192	\$5,136,100
Depreciation	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$5,461,303	\$4,180,582	\$4,444,119	\$4,368,137	\$5,419,962
 Operating Income (Loss)	(\$128,343)	\$1,579,122	\$1,776,246	\$1,852,228	\$800,405
 Non-Operating Revenues:					
Investment Revenue	\$132,548	\$209,784	(\$54,129)	\$41,831	\$696,009
Miscellaneous Revenue	\$114,651	\$63,101	\$42,314	\$44,017	\$67,314
Total Non-Operating Revenues	\$247,199	\$272,885	(\$11,815)	\$85,848	\$763,323
 Non-Operating Expenses:					
Total Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0
 Total Non-Operating Revenues (Expenses)	\$247,199	\$272,885	(\$11,815)	\$85,848	\$763,323
 Income (Loss) Before Transfers	\$118,856	\$1,852,007	\$1,764,431	\$1,938,076	\$1,563,728
 Transfers In	\$0	\$0	\$25,087	\$0	\$0
Transfers Out	(\$35,845)	(\$35,845)	(\$44,880)	(\$44,880)	(\$44,880)
Total Net Transfers	(\$35,845)	(\$35,845)	(\$19,793)	(\$44,880)	(\$44,880)
 Change in Net Position	\$83,011	\$1,816,162	\$1,744,638	\$1,893,196	\$1,518,848
 Net Position - Beginning **	\$4,958,749	\$5,041,760	\$6,857,922	\$8,606,550	\$10,499,746
 Net Position - Ending	\$5,041,760	\$6,857,922	\$8,602,560	\$10,499,746	\$12,018,594

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Self Insurance Reserve Fund

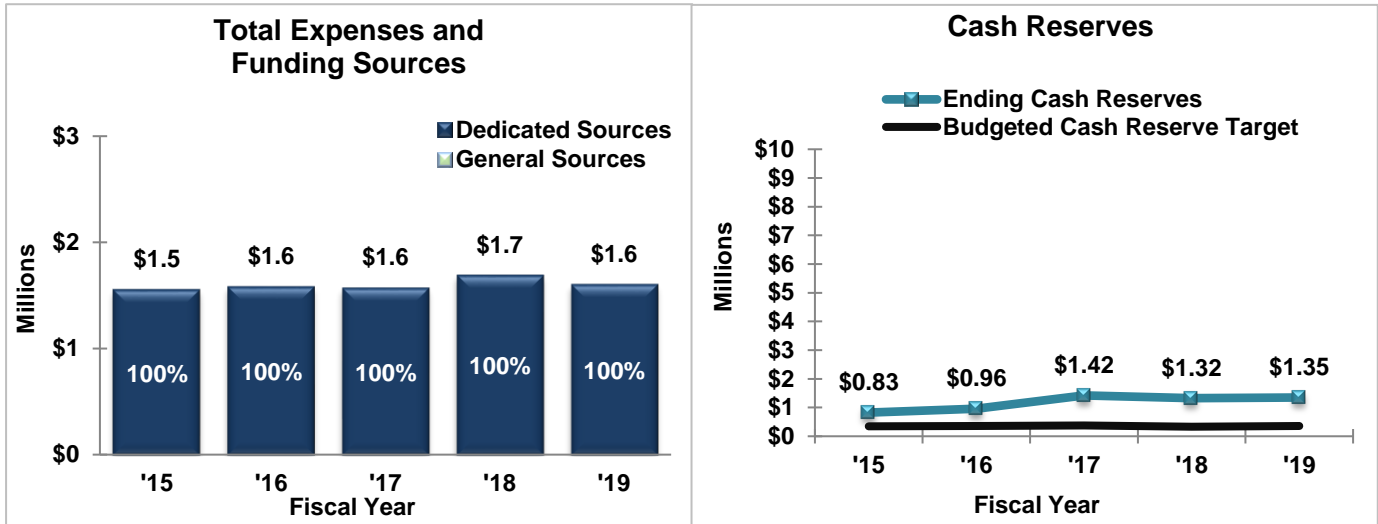
Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Fees and Service Charges	\$5,332,960	\$5,759,704	\$6,220,365	\$6,220,365	\$6,220,367
Interest	\$132,548	\$209,784	(\$54,129)	\$41,831	\$696,009
Less: GASB 31 Interest Adjustment	(\$46,995)	(\$25,472)	\$149,762	\$352,321	(\$210,301)
Miscellaneous Non-Operating Revenue	\$114,651	\$63,101	\$42,314	\$44,017	\$67,314
Total Financial Sources Before Transfers	\$5,533,164	\$6,007,117	\$6,358,312	\$6,658,534	\$6,773,389
Transfers In	\$0	\$0	\$25,087	\$0	\$0
Total Financial Sources	\$5,533,164	\$6,007,117	\$6,383,399	\$6,658,534	\$6,773,389
Financial Uses					
Personnel Services *	\$241,627	\$305,138	\$275,024	\$261,749	\$271,209
Less: GASB 16 Vacation Liability Adjustment	(\$4,372)	\$3,651	(\$2,892)	(\$290)	(\$6,304)
Less: GASB 68 Pension Adjustment	(\$819)	(\$223)	(\$25,221)	\$963	\$4,050
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$0	\$344	(\$747)
Materials and Supplies	\$10,108	\$1,807	\$1,795	\$24,016	\$1,314
Travel and Training	\$3,964	\$4,695	\$2,365	\$3,398	\$4,984
Intragovernmental	\$275	\$328	\$354	\$19,782	\$6,355
Utilities, Services and Miscellaneous	\$5,205,329	\$3,868,614	\$4,164,581	\$4,059,192	\$5,136,100
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$35,845	\$35,845	\$44,880	\$44,880	\$44,880
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$0	\$0	\$0	\$0	\$0
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$5,491,957	\$4,219,855	\$4,460,886	\$4,414,034	\$5,461,841
Financial Sources Over (Under) Uses	\$41,207	\$1,787,262	\$1,922,513	\$2,244,500	\$1,311,548
Current Assets					
Current Assets	\$11,350,414	\$13,334,715	\$14,465,593	\$16,644,404	\$17,647,845
Less: GASB 31 Pooled Cash Adj	\$69,390	\$44,686	\$199,454	\$550,623	\$342,863
Less: Investments <i>(Required to remain self insured)</i>	(\$1,300,767)	(\$1,300,767)	(\$1,298,440)	(\$1,282,534)	(\$1,298,804)
Less: Current Liabilities	(\$2,434,777)	(\$2,302,529)	(\$2,036,919)	(\$2,028,698)	(\$2,252,924)
Less: Non Current Claims Payable	(\$3,922,197)	(\$4,222,387)	(\$3,851,845)	(\$4,148,535)	(\$3,409,457)
Ending Cash Reserves	\$3,762,063	\$5,553,718	\$7,477,843	\$9,735,260	\$11,029,523
Cash Reserve Target:					
Budgeted Insurance Premiums	\$1,402,000	\$1,507,000	\$1,733,050	\$1,374,500	\$1,382,500
Budgeted Claims	\$3,615,364	\$3,815,554	\$4,302,998	\$4,205,131	\$4,764,342
Budgeted Cash Reserve Target	\$5,017,364	\$5,322,554	\$6,036,048	\$5,579,631	\$6,146,842
Above/(Below) Cash Reserve Target	(\$1,255,301)	\$231,164	\$1,441,795	\$4,155,629	\$4,882,681

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

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Custodial and Building Maintenance Fund - Internal Service Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$1,540,889	\$0	\$1,540,889
2016	\$1,569,585	\$0	\$1,569,585
2017	\$1,557,642	\$0	\$1,557,642
2018	\$1,678,464	\$0	\$1,678,464
2019	\$1,590,438	\$0	\$1,590,438
5 Yr % Chg	3.22%		3.22%
5 Yr \$ Chg	\$49,549	\$0	\$49,549

Description: The Custodial and Building Maintenance Department Fund is an internal service fund that provides custodial services to city buildings downtown, along with the Sanford Kimpton (Health), Wabash and Grissum Buildings. Building maintenance services are provided to these facilities as well as the Walton Building, police building, and other city facilities. For downtown City buildings that have multiple departments in them, there is also the allocation of utility bill charges to the various departments in those buildings on the basis of square feet utilized.

Dedicated Funding Sources: Dedicated funding sources include custodial charges, building maintenance charges, utility charges, interest revenue, and miscellaneous revenue. All funding is considered to be dedicated for this fund.

Analysis: Total expenses increased 3.22% during the period shown.

- In FY 2016 expenses increased due to the addition of a maintenance assistant position added and increases in janitorial supply costs.
- In FY 2018 expenses increased due to a facility condition assessment that was completed during the fiscal year.
- Cash reserves have been above the budgeted cash reserve target for the past five years. The primary reason for these excess reserves was due to a large amount of turnover in both the custodial and building maintenance operations. These excess reserves will be used down over the next five years by charging departments a lower amount for custodial and building maintenance services than the actual cost of the operation.

Sources:

- City of Columbia Comprehensive Annual Financial report Combining Statement of Revenues, Expenses, and Changes in Net Position - Internal Service Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Custodial and Building Maintenance Fund Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
Custodial User charges	\$614,251	\$601,652	\$640,759	\$508,122	\$508,122
Bldg. Maint. User Charges	\$679,446	\$665,039	\$789,736	\$651,019	\$728,923
Utility User Charges	\$322,552	\$322,552	\$353,084	\$333,445	\$343,806
Total Operating Revenues	\$1,616,249	\$1,589,243	\$1,783,579	\$1,492,586	\$1,580,851
Operating Expenses:					
Personnel Services *	\$728,290	\$788,506	\$762,534	\$749,638	\$817,048
Materials and Supplies	\$196,734	\$211,632	\$182,479	\$201,481	\$168,431
Travel and Training	\$7,483	\$3,719	\$4,925	\$3,565	\$5,374
Intragovernmental	\$20,864	\$22,383	\$46,184	\$59,480	\$45,139
Utilities, Services and Miscellaneous	\$482,593	\$458,066	\$480,787	\$580,171	\$477,913
Depreciation	\$15,484	\$15,633	\$15,633	\$13,140	\$11,433
Total Operating Expenses	\$1,451,448	\$1,499,939	\$1,492,542	\$1,607,475	\$1,525,338
Operating Income (Loss)	\$164,801	\$89,304	\$291,037	(\$114,889)	\$55,513
Non-Operating Revenues:					
Investment Revenue	\$23,124	\$19,481	(\$7,809)	\$7,881	\$57,539
Miscellaneous Revenue	\$0	\$89	\$0	\$1,161	\$16,019
Total Non-Operating Revenues	\$23,124	\$19,570	(\$7,809)	\$9,042	\$73,558
Loss on Disposal of Assets	\$0	\$0	\$0	\$5,889	\$0
Total Non-Operating Expenses	\$0	\$0	\$0	\$5,889	\$0
Total Non-Operating Revenues (Expenses)	\$23,124	\$19,570	(\$7,809)	\$3,153	\$73,558
Income (Loss) Before Transfers	\$187,925	\$108,874	\$283,228	(\$111,736)	\$129,071
Transfers In	\$0	\$0	\$150,000	\$0	\$0
Transfers Out	(\$69,646)	(\$69,646)	(\$65,100)	(\$65,100)	(\$65,100)
Total Transfers	(\$69,646)	(\$69,646)	\$84,900	(\$65,100)	(\$65,100)
Change in Net Position	\$118,279	\$39,228	\$368,128	(\$176,836)	\$63,971
Net Position - Beginning **	\$1,243,801	\$1,362,080	\$1,401,308	\$1,786,145	\$1,609,309
Net Position - Ending	\$1,362,080	\$1,401,308	\$1,769,436	\$1,609,309	\$1,673,280

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Custodial and Building Maintenance Fund

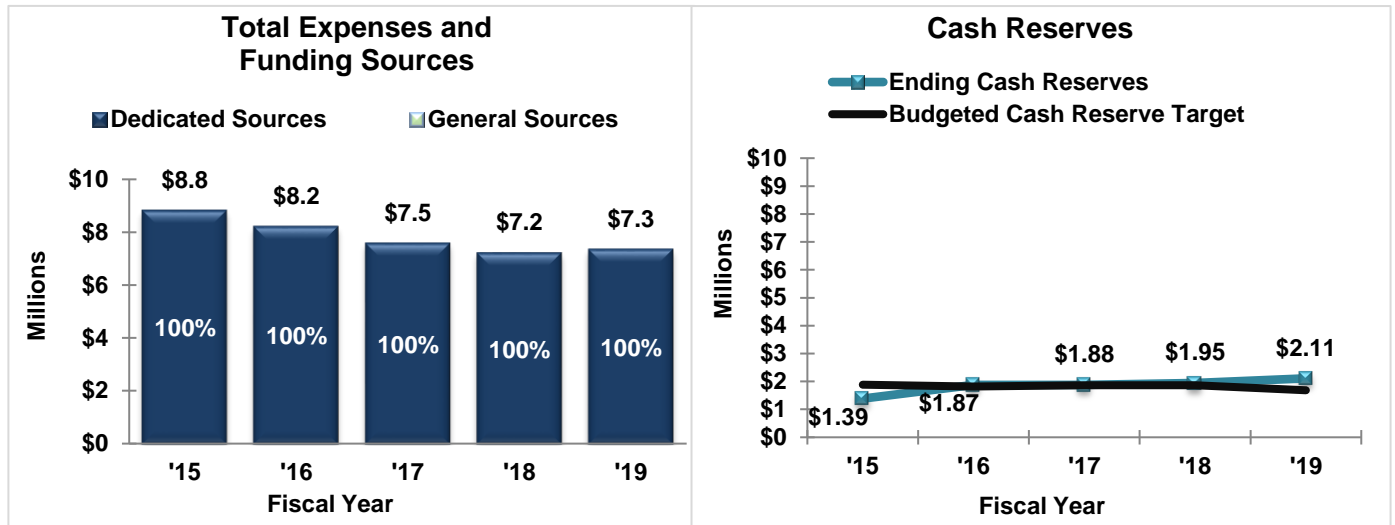
Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Fees and Service Charges	\$1,616,249	\$1,589,243	\$1,783,579	\$1,492,586	\$1,580,851
Interest (w/o GASB 31 Adjustment)	\$23,124	\$19,481	(\$7,809)	\$7,881	\$57,539
Less: GASB 31 Interest Adjustment	(\$8,216)	(\$2,292)	\$17,312	\$33,881	(\$18,130)
Miscellaneous Non-Operating Revenue	\$0	\$89	\$0	\$1,161	\$16,019
Total Financial Sources Before Transfers	\$1,631,157	\$1,606,521	\$1,793,082	\$1,535,509	\$1,636,279
Transfers In	\$0	\$0	\$150,000	\$0	\$0
Total Financial Sources	\$1,631,157	\$1,606,521	\$1,943,082	\$1,535,509	\$1,636,279
Financial Uses					
Personnel Services	\$728,290	\$788,506	\$762,534	\$749,638	\$817,048
Less: GASB 16 Vacation Liability Adjustment	\$3,422	(\$1,388)	(\$386)	(\$5,925)	(\$11,187)
Less: GASB 68 Pension Adjustment	(\$4,518)	(\$80,204)	(\$66,097)	(\$29,883)	\$27,525
Less: GASB 75 Adjustment	\$0	\$0	\$0	\$1,439	(\$2,039)
Materials and Supplies	\$196,734	\$211,632	\$182,479	\$201,481	\$168,431
Travel and Training	\$7,483	\$3,719	\$4,925	\$3,565	\$5,374
Intragovernmental	\$20,864	\$22,383	\$46,184	\$59,480	\$45,139
Utilities, Services and Miscellaneous	\$482,593	\$458,066	\$480,787	\$580,171	\$477,913
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank and Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$69,646	\$69,646	\$65,100	\$65,100	\$65,100
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$19,795	\$0	\$0	\$0	\$0
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$1,524,309	\$1,472,360	\$1,475,526	\$1,625,066	\$1,593,304
Financial Sources Over/(Under) Uses	\$106,848	\$134,161	\$467,556	(\$89,557)	\$42,975
Current Assets	\$895,846	\$1,028,411	\$1,476,454	\$1,362,549	\$1,375,286
Less: GASB 31 Pooled Cash Adj	\$20,566	\$18,275	\$35,586	\$69,467	\$51,337
Less: Current Liabilities**	(\$91,221)	(\$86,699)	(\$89,910)	(\$107,253)	(\$78,803)
Ending Cash Reserves	\$825,191	\$959,987	\$1,422,130	\$1,324,763	\$1,347,820
Budgeted Operating Expenses w/o Depreciation	\$1,629,772	\$1,711,153	\$1,812,326	\$1,595,473	\$1,722,737
Add: Budgeted Operating Transfers to Other Funds	\$69,646	\$69,646	\$65,100	\$65,100	\$65,100
Add: Budgeted Interest Expense	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Principal Payments	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Capital Additions	\$22,500	\$0	\$0	\$0	\$26,721
Total Budgeted Financial Uses	\$1,721,918	\$1,780,799	\$1,877,426	\$1,660,573	\$1,814,558
	x20%	x20%	x20%	x20%	x20%
Budgeted Cash Reserve Target	\$344,384	\$356,160	\$375,485	\$332,115	\$362,912
Above/(Below) Cash Reserve Target	\$480,807	\$603,827	\$1,046,645	\$992,648	\$984,908

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

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Fleet Operations Fund - Internal Service Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Expenses without Capital Projects
2015	\$8,772,581	\$0	\$8,772,581	\$8,652,068
2016	\$8,165,164	\$0	\$8,165,164	\$8,165,164
2017	\$7,537,960	\$0	\$7,537,960	\$7,537,960
2018	\$7,171,316	\$0	\$7,171,316	\$7,171,316
2019	\$7,303,277	\$0	\$7,303,277	\$7,303,277
5 Yr % Chg	(16.75%)		(16.75%)	(15.59%)
5 Yr \$ Chg	(\$1,469,304)	\$0	(\$1,469,304)	(\$1,348,791)

Description: Fleet operations provides preventive maintenance, mechanical repair, repair parts, acquisition support, and fuel for all the vehicles and equipment in the City.

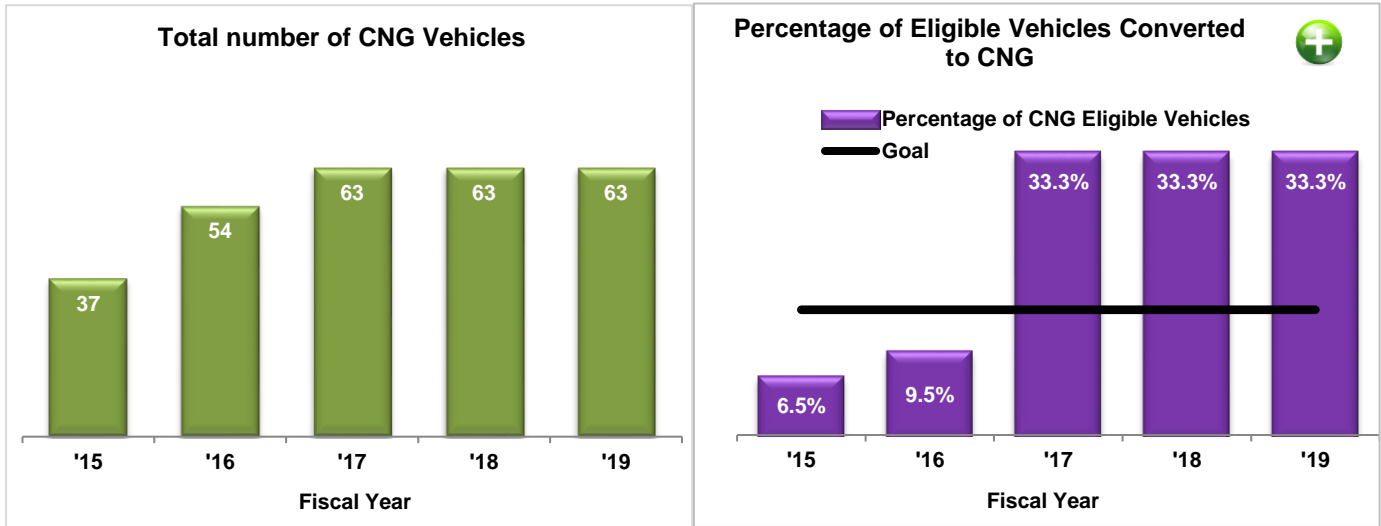
Analysis: For the period shown, total expenses without capital projects decreased \$1.3 million or 15.59%.

- In FY 2015 expenses decreased due to lower fuel costs. One position was added.
- In FY 2016 expenses decreased due to lower fuel costs.
- In FY 2017 expenses decreased due to lower parts expenses.
- In FY 2018 expenses decreased due to lower parts and outside work expenses.
- In FY 2019 expenses increased due to higher parts and outside work expenses.
- Reserves have been slightly above the budgeted cash reserve target since FY 2016.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position - Internal Service Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Fleet Operations Fund



Key: Percent of Eligible Vehicles Converted to CNG

Positive (At or Above 15% Goal)

Warning: (11 - 14.99%)

Negative (<11%)

Fiscal Year	Number of CNG Eligible Vehicles in City Fleet	Number of CNG vehicles Owned by the City	Percent of CNG Eligible Vehicles	CNG Percent Goal	Royalty Received
2015	566	37	6.5%	15%	\$7,854
2016	566	54	9.5%	15%	\$16,283
2017	189	63	33.3%	15%	\$11,390
2018	189	63	33.3%	15%	\$8,892
2019	189	63	33.3%	15%	\$3,522

Description:

The City contracted with Clean Energy to open a compressed natural gas (CNG) facility which opened in August, 2014. The benefits of CNG include reduced fuel costs, lower maintenance costs, and more environmentally friendly operations. The City set a goal of converting 15% of its fleet to CNG. As a part of the agreement, the City agreed to pay Clean Energy if the total number of gasoline gallon equivalents fell below 15,000 per month and the City would receive a royalty if the gasoline gallon equivalents was above 15,000 per month.

Analysis:

The City of Columbia has added 63 CNG vehicles to the fleet since FY 2014. The City reached their 15% goal in FY 2017. The CNG station usage grew steadily through FY 2016. The City has received royalty checks from FY 2015 through FY 2019. Part of the royalties (50%) now go to General Fund since Fleet Operations has been totally reimbursed for the land cost where the CNG facility is located. Lower royalty checks also reflect a lower usage by outside entities due to lower diesel costs and additional CNG stations being added.

During FY 2018, the City was able to utilize the new software to retrieve information regarding CNG vehicles. This has allowed the City the ability to better track CNG vehicles. Prior to FY 2018, a reliable source for this type of information did not exist, and therefore the information for FY 2017 has been restated.

Sources:

- Fleet Operations Department
- Munis system

Fleet Operations Fund

Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
User Charges	\$8,787,919	\$8,251,065	\$7,306,478	\$7,117,542	\$7,283,924
Total Operating Revenues	\$8,787,919	\$8,251,065	\$7,306,478	\$7,117,542	\$7,283,924
Operating Expenses:					
Personnel Services *	\$2,304,057	\$2,501,251	\$2,301,339	\$2,369,038	\$2,347,638
Materials and Supplies	\$5,949,146	\$5,278,507	\$4,588,432	\$4,467,256	\$4,610,912
Travel and Training	\$21,806	\$13,238	\$2,801	\$6,125	\$10,356
Intragovernmental	\$173,369	\$172,703	\$180,476	\$144,269	\$166,640
Utilities, Services and Miscellaneous	\$68,707	\$75,603	\$78,800	\$111,490	\$76,313
Depreciation	\$59,677	\$76,368	\$66,915	\$63,479	\$59,988
Total Operating Expenses	\$8,576,762	\$8,117,670	\$7,218,763	\$7,161,657	\$7,271,847
Operating Income (Loss)	\$211,157	\$133,395	\$87,715	(\$44,115)	\$12,077
Non-Operating Revenues:					
Investment Revenue	\$21,667	\$23,878	(\$7,180)	(\$1,546)	\$38,760
Miscellaneous Revenue	\$107,864	\$73,887	\$64,336	\$62,443	\$115,369
Total Non-Operating Revenues	\$129,531	\$97,765	\$57,156	\$60,897	\$154,129
Non-Operating Expenses:					
Loss on Disposal of Fixed Assets	\$14,174	\$9,920	\$0	\$4,776	\$26,547
Total Non-Operating Expenses	\$14,174	\$9,920	\$0	\$4,776	\$26,547
Total Non-Operating Revenues (Expenses)	\$115,357	\$87,845	\$57,156	\$56,121	\$127,582
Income (Loss) Before Transfers	\$326,514	\$221,240	\$144,871	\$12,006	\$139,659
Transfers In	\$0	\$0	\$0	\$0	\$0
Transfers Out - CIP	\$0	\$0	(\$309,158)	\$0	\$0
Transfers Out - Other	(\$5,625)	(\$5,625)	(\$4,883)	(\$4,883)	(\$4,883)
Transfers Out	(\$5,625)	(\$5,625)	(\$314,041)	(\$4,883)	(\$4,883)
Total Transfers	(\$5,625)	(\$5,625)	(\$314,041)	(\$4,883)	(\$4,883)
Change in Net Position	\$320,889	\$215,615	(\$169,170)	\$7,123	\$134,776
Net Position - Beginning **	\$3,707,364	\$4,028,253	\$4,243,868	\$4,124,547	\$4,131,670
Net Position - Ending	\$4,028,253	\$4,243,868	\$4,074,698	\$4,131,670	\$4,266,446

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Fleet Operations Fund

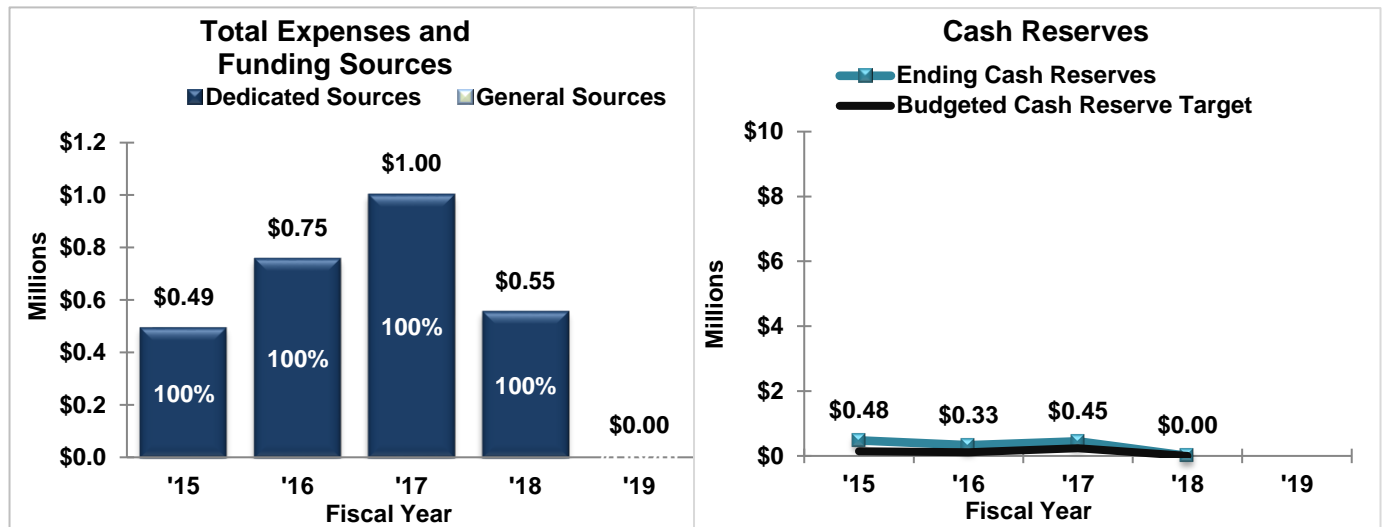
Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Fees and Service Charges	\$8,787,919	\$8,251,065	\$7,306,478	\$7,117,542	\$7,283,924
Interest	\$21,667	\$23,878	(\$7,180)	(\$1,546)	\$38,760
Less: GASB 31 Interest Adjustment	(\$7,983)	(\$3,305)	\$13,768	\$23,922	(\$12,583)
Other Local Revenues ++	\$107,864	\$73,887	\$64,336	\$62,443	\$115,369
Total Financial Sources Before Transfers	\$8,909,467	\$8,345,525	\$7,377,402	\$7,202,361	\$7,425,470
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$8,909,467	\$8,345,525	\$7,377,402	\$7,202,361	\$7,425,470
Financial Uses					
Personnel Services *	\$2,304,057	\$2,501,251	\$2,301,339	\$2,369,038	\$2,347,638
Less: GASB 16 Vacation Liability Adjustment	(\$7,489)	\$1,689	\$10,838	(\$372)	\$3,119
Less: GASB 68 Pension Adjustment	(\$10,486)	(\$218,701)	(\$116,687)	\$12,036	\$50,602
Less: GASB 75 Adjustment	\$0	\$0	\$0	\$4,292	(\$9,324)
Materials and Supplies	\$5,949,146	\$5,278,507	\$4,588,432	\$4,467,256	\$4,610,912
Travel and Training	\$21,806	\$13,238	\$2,801	\$6,125	\$10,356
Intragovernmental	\$173,369	\$172,703	\$180,476	\$144,269	\$166,640
Utilities, Services and Miscellaneous	\$68,707	\$75,603	\$78,800	\$111,490	\$76,313
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees					
Transfers Out	\$5,625	\$5,625	\$4,883	\$4,883	\$4,883
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$55,507	\$31,949	\$5,156	\$0	\$0
Ent. Revenues used for Capital Projects	\$120,513	\$0	\$0	\$0	\$0
Total Financial Uses	\$8,680,755	\$7,861,864	\$7,056,038	\$7,119,017	\$7,261,139
Financial Sources Over (Under) Uses	\$228,712	\$483,661	\$321,364	\$83,344	\$164,331
Current Assets	\$1,954,254	\$2,327,094	\$2,208,681	\$2,364,091	\$2,604,693
Less: GASB 31 Pooled Cash Adj	\$83,657	\$80,352	\$94,120	\$118,042	\$105,459
Less: Current Liabilities	(\$651,645)	(\$532,730)	(\$426,374)	(\$533,734)	(\$600,001)
Ending Cash Reserves	\$1,386,266	\$1,874,716	\$1,876,427	\$1,948,399	\$2,110,151
Budgeted Operating Expenses w/o Depreciation	\$9,351,225	\$9,027,763	\$9,234,839	\$9,327,189	\$8,416,602
Add: Budgeted Operating Transfers to Other Funds	\$5,625	\$5,625	\$4,883	\$4,883	\$4,883
Add: Budgeted Interest Expense	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Principal Payments	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Capital Additions	\$64,000	\$48,300	\$69,280	\$0	\$0
Total Budgeted Financial Uses	\$9,420,850	\$9,081,688	\$9,309,002	\$9,332,072	\$8,421,485
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Budgeted Cash Reserve Target	\$1,884,170	\$1,816,338	\$1,861,800	\$1,866,414	\$1,684,297
Above/(Below) Cash Reserve Target	(\$497,904)	\$58,378	\$14,627	\$81,985	\$425,854

++ Other Local Revenues include miscellaneous revenues

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

Geospatial Information Services (GIS) Fund - Internal Service Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$490,617	\$0	\$490,617
2016	\$754,839	\$0	\$754,839
2017	\$999,808	\$0	\$999,808
2018	\$552,316	\$0	\$552,316
2019	\$0	\$0	\$0
5 Yr % Chg	(100.00%)		(100.00%)
5 Yr \$ Chg	-\$490,617	\$0	-\$490,617

Description: The GIS fund was responsible for developing, coordinating, and supporting the use of geospatial technologies such as computer mapping, geographic information systems, global positioning systems, remote sensing, and the accompanying spatial data across all City departments.

Dedicated Funding Sources: All of the funding was considered to be dedicated and could not be allocated to any other department.

Analysis: Expenses for FY 2019 are zero as the GIS function became a part of the Information Technology Fund.

- FY 2016 expenses increased due to Lidar topos for aerial imagery and mapping.
- FY 2017 expenses increased due to the reallocation of six positions from other departments into the GIS Fund. These personnel are performing dedicated GIS services for other departments within the city in an effort to centralize GIS efforts and provide backup to the departments that utilize GIS services.
- In FY 2018 the GIS Fund was moved to the Information Technology (IT) Fund. Expenses for FY 2018 show the transfer of the fund balance to IT.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Internal Service Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Geospatial Information Services (GIS) Fund

Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
User Charges	\$473,528	\$487,194	\$1,012,122	\$0	
Total Operating Revenues	\$473,528	\$487,194	\$1,012,122	\$0	
Operating Expenses:					
Personnel Services *	\$392,895	\$528,736	\$875,438	\$0	
Materials and Supplies	\$25,651	\$15,660	\$18,762	\$0	
Travel and Training	\$17,615	\$19,387	\$30,125	\$0	
Intragovernmental	\$7,622	\$3,763	\$3,879	\$0	
Utilities, Services and Miscellaneous	\$45,752	\$184,696	\$66,237	\$0	
Depreciation	\$1,082	\$2,597	\$1,255	\$0	
Total Operating Expenses	\$490,617	\$754,839	\$995,696	\$0	
Operating Income (Loss)	(\$17,089)	(\$267,645)	\$16,426	\$0	
					Fund no longer exists
Non-Operating Revenues:					
Investment Revenue	\$13,228	\$8,646	(\$2,559)	\$0	
Revenue from Other Gov Units	\$79,456	\$84,824	\$135,883	\$0	
Miscellaneous Revenue	\$564	\$55	\$4,160	\$0	
Total Non-Operating Revenues	\$93,248	\$93,525	\$137,484	\$0	
Non-Operating Expenses:					
Interest Expense	\$0	\$0	\$0	\$0	
Miscellaneous Expenses	\$0	\$0	\$0	\$0	
Loss on Disposal of Fixed Assets	\$0	\$0	\$4,112	\$0	
Total Non-Operating Expenses	\$0	\$0	\$4,112	\$0	
Total Non-Operating Revenues (Expenses)	\$93,248	\$93,525	\$133,372	\$0	
Income (Loss) Before Transfers	\$76,159	(\$174,120)	\$149,798	\$0	
Capital Contributions	\$0	\$0	\$0	\$0	
Transfers In	\$0	\$0	\$0	\$0	
Transfers Out	\$0	\$0	\$0	(\$552,316)	
Total Transfers and Contributions	\$0	\$0	\$0	(\$552,316)	
Change in Net Position	\$76,159	(\$174,120)	\$149,798	(\$552,316)	
Net Position - Beginning **	\$500,479	\$576,638	\$402,518	\$552,316	
Net Position - Ending	\$576,638	\$402,518	\$552,316	\$0	

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Geospatial Information Services (GIS) Fund

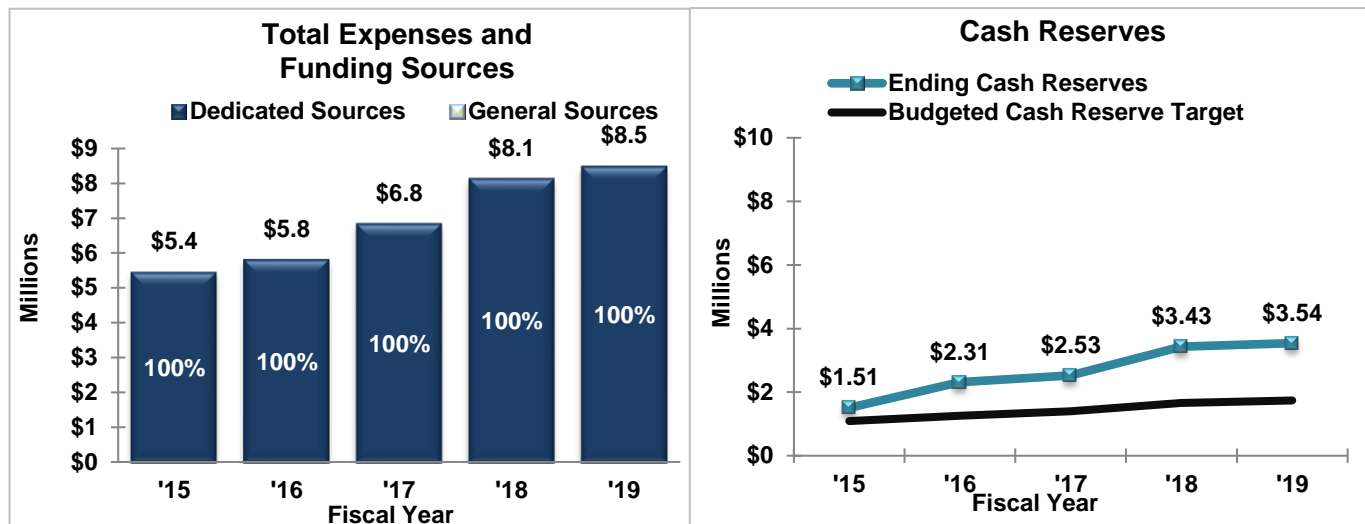
Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Fees and Service Charges	\$473,528	\$487,194	\$1,012,122	\$0	
Interest	\$13,228	\$8,646	(\$2,559)	\$0	
Less: GASB 31 Interest Adjustment	(\$4,479)	(\$1,066)	\$5,258	\$0	
Grants	\$79,456	\$84,824	\$135,883	\$0	
Miscellaneous Revenues	\$564	\$55	\$4,160	\$0	
Financial Sources Before Transfers	\$562,297	\$579,653	\$1,154,864	\$0	
Transfers In	\$0	\$0	\$0	\$0	
Total Financial Sources	\$562,297	\$579,653	\$1,154,864	\$0	
Financial Uses					
Personnel Services **	\$392,895	\$528,736	\$875,438	\$0	Fund no longer exists
Less: GASB 16 Vacation Liability Adjustment	(\$4,993)	(\$13,024)	(\$2,698)	\$0	
Less: GASB 68 Pension Adjustment	(\$1,449)	(\$17,698)	\$30,626	\$0	
Materials and Supplies	\$25,651	\$15,660	\$18,762	\$0	
Travel and Training	\$17,615	\$19,387	\$30,125	\$0	
Intragovernmental	\$7,622	\$3,763	\$3,879	\$0	
Utilities, Services and Miscellaneous	\$45,752	\$184,696	\$66,237	\$0	
Interest and Other Non-Oper Cash Exp	\$0	\$0	\$0	\$0	
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	
Transfers Out	\$0	\$0	\$0	\$552,316	
Principal Payments	\$0	\$0	\$0	\$0	
Capital Additions	\$7,790	\$0	\$5,649	\$0	
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	
Total Financial Uses	\$490,883	\$721,520	\$1,028,018	\$552,316	
Financial Sources Over/(Under) Uses	\$71,414	(\$141,867)	\$126,846	(\$552,316)	
Current Assets	\$560,521	\$375,941	\$486,817	\$0	
Less: GASB 31 Pooled Cash Adj	(\$24)	(\$1,090)	\$4,168	\$0	
Less: Current Liabilities*	(\$82,380)	(\$45,963)	(\$43,129)	\$0	
Projected Ending Cash and Other Reserves	\$478,117	\$328,888	\$447,856	\$0	
Less: Cash Set Aside for GIS Special Projects	\$0	\$0	\$0	\$0	
Ending Cash Reserves	\$478,117	\$328,888	\$447,856	\$0	
Budgeted Oper Exp w/o Depreciation	\$734,272	\$587,312	\$1,165,086	\$0	
Add: Budgeted Operating Transfers to Other Funds	\$0	\$0	\$0	\$0	
Add: Budgeted Interest Expense	\$0	\$0	\$0	\$0	
Add: budgeted Principal Payments	\$0	\$0	\$0	\$0	
Add: Budgeted Capital Additions	\$0	\$0	\$18,000	\$0	
Total Budgeted Financial Uses	\$734,272	\$587,312	\$1,183,086	\$0	
	x 20%	x 20%	x 20%	x 20%	
Budgeted Cash Reserve Target	\$146,854	\$117,462	\$236,617	\$0	
Above/(Below) Cash Reserve Target	\$331,263	\$211,426	\$211,239	\$0	\$0

*FY 2015 was restated for GASB 68 Accounting and Financial Reporting for Pensions.

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Information Technology Fund - Internal Service Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$5,418,020	\$0	\$5,418,020
2016	\$5,787,797	\$0	\$5,787,797
2017	\$6,814,737	\$0	\$6,814,737
2018	\$8,107,785	\$0	\$8,107,785
2019	\$8,461,673	\$0	\$8,461,673
5 Yr % Chg	56.18%		56.18%
5 Yr \$ Chg	\$3,043,653	\$0	\$3,043,653

Description: The Information Technology (IT) department is responsible for the design, implementation and maintenance of the City's computing resources, application development, telephone services, and project management across the city. Beginning in FY 2018, Geospatial Information Services (GIS) is also housed in the IT Fund.

Dedicated Funding Sources: Dedicated funding sources include charges to departments for computer services, computer replacements, telephones, GIS services, grants, interest, and miscellaneous revenue. All of the revenue for this fund is considered to be dedicated.

Analysis: For the past five years, total expenses increased \$3 million or 56.18% due to several organizational changes.

- FY 2016 expenses increased due to maintenance cost for the new COFERS financial project software being implemented as well as the old financial software. The City will continue to pay maintenance costs on the old financial software until all modules have been transitioned over to the new software and a system has been designed to access the old system information.
- FY 2017 expenses increased due to addition of a project management office and the addition of 2 FTE Junior System Administrators which will be paid by Water and Light.
- FY 2018 expenses increased due to the reallocation of the GIS Fund (which includes 12.25 positions) into the IT Fund.
- FY 2019 expenses increased due to three new positions added which are dedicated to Electric Utility to ensure compliance with North American Reliability Corporation Critical Infrastructure Protection (NERC/CIP). This is paid for by Electric through an increase in IT fees as shown in the increase in user charges revenues.
- Reserves have been above the budgeted cash reserve target for all of the last five years. The large increase in reserves in FY 2018 was due to the movement of the reserves from the GIS Fund into this fund. Intragovernmental charges to departments will be adjusted to use down excess reserves over the next five years.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Internal Service Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates

Information Technology Fund

Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
User Charges	\$4,955,094	\$6,211,450	\$6,554,607	\$7,760,319	\$8,281,426
Total Operating Revenues	\$4,955,094	\$6,211,450	\$6,554,607	\$7,760,319	\$8,281,426
Operating Expenses:					
Personnel Services *	\$2,842,126	\$3,099,219	\$3,378,572	\$4,453,060	\$4,389,881
Materials and Supplies	\$302,754	\$576,527	\$673,456	\$752,126	\$839,751
Travel and Training	\$76,068	\$97,820	\$113,210	\$126,305	\$178,798
Intragovernmental	\$12,764	\$16,514	\$9,010	\$34,310	\$33,688
Utilities, Services and Miscellaneous	\$1,270,675	\$1,362,544	\$1,654,857	\$1,953,374	\$1,626,651
Depreciation	\$207,070	\$246,980	\$256,931	\$300,049	\$415,640
Total Operating Expenses	\$4,711,457	\$5,399,604	\$6,086,036	\$7,619,224	\$7,484,409
Operating Income (Loss) *	\$243,637	\$811,846	\$468,571	\$141,095	\$797,017
Non-Operating Revenues:					
Investment Revenue	\$56,352	\$40,823	(\$17,863)	\$4,191	\$155,889
Revenue from Other Gov Units	\$0	\$0	\$145,205	\$176,668	\$60,788
Miscellaneous Revenue	\$10,364	\$4,405	\$11,458	\$32,812	\$10,829
Total Non-Operating Revenues	\$66,716	\$45,228	\$138,800	\$213,671	\$227,506
Non-Operating Expenses:					
Interest Expense	\$864	\$427	\$47	\$0	\$0
Loss on disposal of fixed assets	\$0	\$0	\$9,514	\$3,295	\$0
Total Non-Operating Expenses	\$864	\$427	\$9,561	\$3,295	\$0
Total Non-Operating Revenues (Expenses)	\$65,852	\$44,801	\$129,239	\$210,376	\$227,506
Income (Loss) Before Transfers	\$309,489	\$856,647	\$597,810	\$351,471	\$1,024,523
Transfers In	\$125,217	\$0	\$141,566	\$751,918	\$0
Transfers Out	(\$223,520)	(\$273,520)	(\$232,195)	(\$162,195)	(\$162,195)
Total Transfers	(\$98,303)	(\$273,520)	(\$90,629)	\$589,723	(\$162,195)
Change in Net Position	\$211,186	\$583,127	\$507,181	\$941,194	\$862,328
Net Position - Beginning **	\$2,667,713	\$2,878,899	\$3,462,026	\$4,033,105	\$4,974,299
Net position - Ending	\$2,878,899	\$3,462,026	\$3,969,207	\$4,974,299	\$5,836,627

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Information Technology Fund

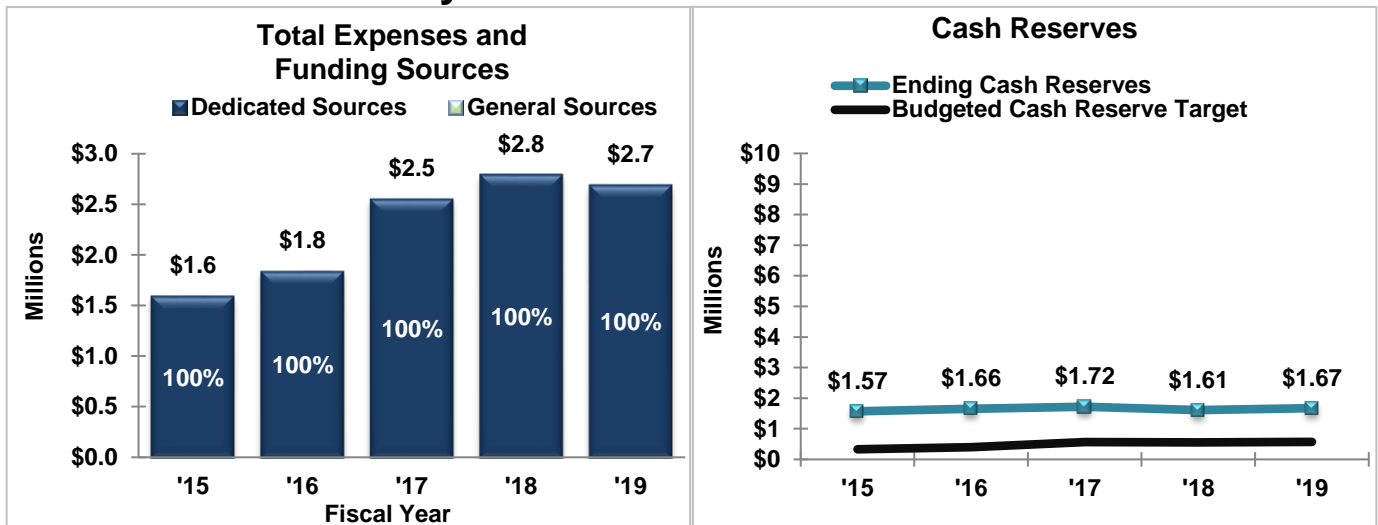
Financial Sources and Uses

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Fees and Service Charges	\$4,955,094	\$6,211,450	\$6,554,607	\$7,760,319	\$8,281,426
Interest	\$56,352	\$40,823	(\$17,863)	\$4,191	\$155,889
Less: GASB 31 Interest Adjustment	(\$21,626)	(\$3,953)	\$39,238	\$94,834	(\$56,484)
Grants	\$0	\$0	\$145,205	\$176,668	\$60,788
Miscellaneous Revenue	\$10,364	\$4,405	\$11,458	\$32,812	\$10,829
Total Financial Sources Before Transfers	\$5,000,184	\$6,252,725	\$6,732,645	\$8,068,824	\$8,452,448
Transfers In	\$125,217	\$0	\$141,566	\$751,918	\$0
Total Financial Sources	\$5,125,401	\$6,252,725	\$6,874,211	\$8,820,742	\$8,452,448
Financial Uses					
Personnel Services *	\$2,842,126	\$3,099,219	\$3,378,572	\$4,453,060	\$4,389,881
Less: GASB 16 Vacation Liability Adjustment	(\$32,415)	(\$3,297)	\$10,906	(\$47,738)	\$4,580
Less: GASB 68 Pension Adjustment	(\$9,332)	(\$179,543)	(\$97,147)	\$28,991	\$95,499
Less: GASB 75 Adjustment	\$0	\$0	\$0	\$5,502	(\$8,800)
Materials and Supplies	\$302,754	\$576,527	\$673,456	\$752,126	\$839,751
Travel and Training	\$76,068	\$97,820	\$113,210	\$126,305	\$178,798
Intragovernmental	\$12,764	\$16,514	\$9,010	\$34,310	\$33,688
Utilities, Services and Miscellaneous	\$1,270,675	\$1,362,544	\$1,654,857	\$1,953,374	\$1,626,651
Interest Expense	\$864	\$427	\$47	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$223,520	\$273,520	\$232,195	\$162,195	\$162,195
Principal Payments	\$94,811	\$24,001	\$10,132	\$0	\$0
Capital Additions	\$482,179	\$114,246	\$486,945	\$323,071	\$815,069
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$5,264,014	\$5,381,978	\$6,472,183	\$7,791,196	\$8,137,312
Financial Sources Over/(Under) Uses	(\$138,613)	\$870,747	\$402,028	\$1,029,546	\$315,136
Current Assets	\$2,055,629	\$2,952,110	\$3,435,834	\$4,101,334	\$4,495,435
Less: GASB 31 Pooled Cash Adj	\$59,634	\$55,681	\$94,920	\$193,922	\$137,437
Less: Current Liabilities *	(\$459,740)	(\$462,741)	(\$603,900)	(\$538,133)	(\$540,611)
Projected Ending Cash and Other Reserves	\$1,655,523	\$2,545,050	\$2,926,854	\$3,757,123	\$4,092,261
Less: Cash Set Aside for GIS Special Projects	\$0	\$0	\$0	(\$8,000)	(\$150,000)
Less: Cash Set Aside for Computer Replacements	(\$148,081)	(\$230,811)	(\$400,222)	(\$322,023)	(\$401,719)
Ending Cash Reserves	\$1,507,442	\$2,314,239	\$2,526,632	\$3,427,100	\$3,540,542
Cash Reserve Target					
Budgeted Oper Exp w/o Depreciation	\$4,835,249	\$5,734,796	\$6,325,523	\$7,535,844	\$8,216,793
Add: Budgeted Operating Transfers to Other Funds	\$223,520	\$273,520	\$232,195	\$162,195	\$162,195
Add: Budgeted Interest Expense	\$864	\$428	\$47	\$94	\$94
Add: budgeted Principal Payments	\$23,564	\$24,001	\$10,132	\$0	\$0
Add: Budgeted Capital Additions	\$366,166	\$241,080	\$444,504	\$580,000	\$308,500
Total Budgeted Financial Uses	\$5,449,363	\$6,273,825	\$7,012,401	\$8,278,133	\$8,687,582
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Budgeted Cash Reserve Target	\$1,089,873	\$1,254,765	\$1,402,480	\$1,655,627	\$1,737,516
Above/(Below) Cash Reserve Target	\$417,569	\$1,059,474	\$1,124,152	\$1,771,473	\$1,803,026

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

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Community Relations Fund - Internal Service Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$1,586,163	\$0	\$1,586,163
2016	\$1,831,047	\$0	\$1,831,047
2017	\$2,542,859	\$0	\$2,542,859
2018	\$2,785,228	\$0	\$2,785,228
2019	\$2,681,252	\$0	\$2,681,252
5 Yr % Chg	69.04%		69.04%
5 Yr \$ Chg	\$1,095,089	\$0	\$1,095,089

Description: The Community Relations Department helps the City Council, City Manager and City agencies with internal and external communications. The service areas include the Community Relations Office, Document Support Services, The City Channel, Event Services, and the Contact Center.

Dedicated Funding Sources: All of the funding sources are dedicated and cannot be allocated to another department. The largest dedicated funding source is fees and service charges which include a fee charged to all of the user departments to support this budget as well as printing and postage charges for items the document support services area processes. Other dedicated sources include a portion of the cable franchise fees received, an operating transfer (from Electric for the printing of the City Source newsletter that is sent to all utility customers), interest revenue, and miscellaneous revenue.

Analysis: For the past five years, total expenses increased \$1.1 million or 69.04% due to several organizational changes.

- In FY 2016 expenses increased due to the addition of 2 positions for the Contact Center and movement of one community relations specialist position from Public Works into the Community Relations Office as a part of a reorganization to centralize communication efforts.
- In FY 2017 expenses increased due to the addition of 7 positions to the Contact Center to handle increases in call volume for the utilities and reallocation of 4.85 positions from other departments into the Community Relations Office as a part of a reorganization to centralize communication efforts.
- In FY 2018 expenses increased in personnel costs due to salary increases, GASB 68 pension adjustment, and the City began transferring all health insurance amounts to the Employee Benefit Fund regardless of vacancies that occurred during the year. This will continue in future years.
- FY 2018 also included expense for renovations and software and these were one time expenses so the 2019 expense was lower.
- Cash reserves have been above the cash reserve target for all years shown. Management plans to use down excess reserves over the next five years by charging departments a lower fee than will cover this department's expenses for each of those years.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Internal Service Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Community Relations Fund

Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
User Charges	\$775,676	\$1,062,903	\$1,925,642	\$1,921,285	\$2,113,667
Gross Receipts Tax	\$698,146	\$667,240	\$591,828	\$606,476	\$526,222
Total Operating Revenues	\$1,473,822	\$1,730,143	\$2,517,470	\$2,527,761	\$2,639,889
Operating Expenses:					
Personnel Services *	\$847,849	\$1,188,187	\$1,605,102	\$1,844,686	\$1,903,349
Materials and Supplies	\$295,568	\$223,150	\$340,695	\$326,885	\$292,734
Travel and Training	\$2,705	\$6,836	\$11,094	\$5,994	\$8,245
Intragovernmental	\$21,806	\$14,727	\$21,104	\$19,990	\$17,979
Utilities, Services and Miscellaneous	\$98,161	\$134,774	\$224,295	\$281,918	\$162,523
Depreciation	\$62,510	\$66,785	\$71,339	\$67,861	\$47,668
Total Operating Expenses	\$1,328,599	\$1,634,459	\$2,273,629	\$2,547,334	\$2,432,498
Operating Income (Loss)	\$145,223	\$95,684	\$243,841	(\$19,573)	\$207,391
Non-Operating Revenues:					
Investment Revenue	\$39,514	\$30,705	(\$9,787)	\$8,260	\$67,894
Miscellaneous Revenue	\$153	\$720	\$243	\$1,371	\$3,453
Total Non-Operating Revenues	\$39,667	\$31,425	(\$9,544)	\$9,631	\$71,347
Non-Operating Expenses:					
Loss on Disposal of Assets	\$8,510	\$4,700	\$0	\$0	\$10,860
Total Non-Operating Expenses	\$8,510	\$4,700	\$0	\$0	\$10,860
Total Non-Operating Revenues (Expenses)	\$31,157	\$26,725	(\$9,544)	\$9,631	\$60,487
Income (Loss) Before Transfers	\$176,380	\$122,409	\$234,297	(\$9,942)	\$267,878
Transfers In	\$155,000	\$50,000	\$50,000	\$50,000	\$50,000
Transfers Out	(\$119,562)	(\$119,562)	(\$237,894)	(\$237,894)	(\$237,894)
Total Transfers	\$35,438	(\$69,562)	(\$187,894)	(\$187,894)	(\$187,894)
Change in Net Position	\$211,818	\$52,847	\$46,403	(\$197,836)	\$79,984
Net Position - Beginning **	\$1,889,842	\$2,101,660	\$2,154,507	\$2,237,363	\$2,039,527
Net Position - Ending	\$2,101,660	\$2,154,507	\$2,200,910	\$2,039,527	\$2,119,511

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

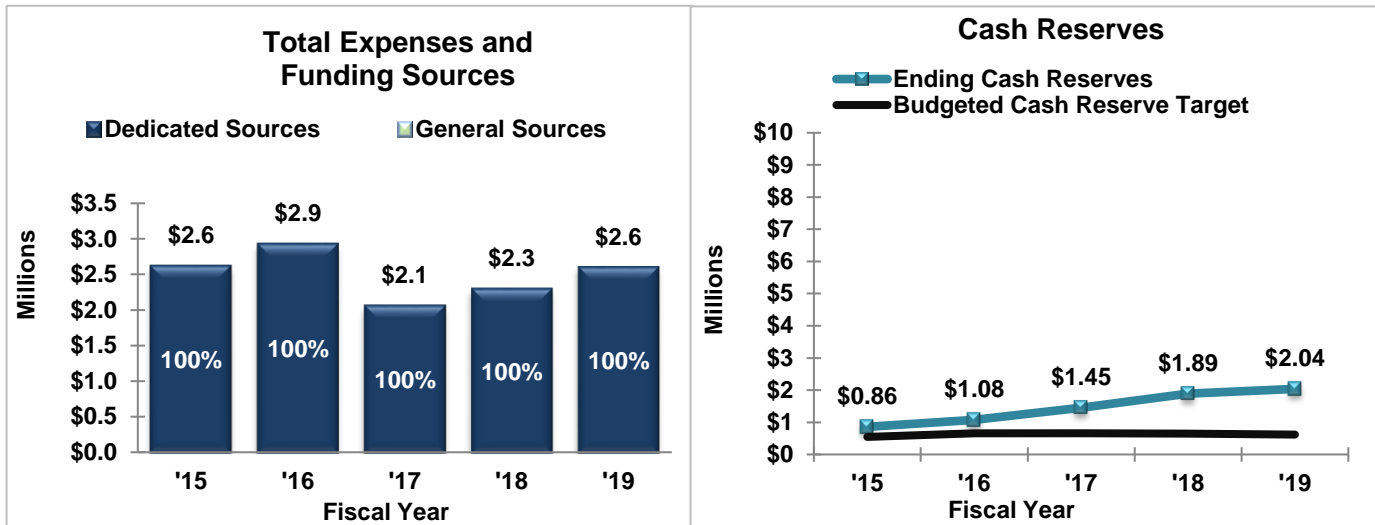
Community Relations Fund Financial Sources and Uses

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Fees and Service Charges	\$775,676	\$1,062,903	\$1,925,642	\$1,921,285	\$2,113,667
Gross Receipts & Other Local Taxes	\$698,146	\$667,240	\$591,828	\$606,476	\$526,222
Interest Revenue	\$39,514	\$30,705	(\$9,787)	\$8,260	\$67,894
Less: GASB 31 Interest Adjustment	(\$14,838)	(\$3,088)	\$19,903	\$38,084	(\$21,690)
Miscellaneous Revenues	\$153	\$720	\$243	\$1,371	\$3,453
Total Financial Sources Before Transfers	\$1,498,651	\$1,758,480	\$2,527,829	\$2,575,476	\$2,689,546
Transfers In	\$155,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Financial Sources	\$1,653,651	\$1,808,480	\$2,577,829	\$2,625,476	\$2,739,546
Financial Uses					
Personnel Services	\$847,849	\$1,188,187	\$1,605,102	\$1,844,686	\$1,903,349
Less: GASB 16 Vacation Liability Adjustment	\$2,461	(\$16,386)	(\$20,274)	(\$1,019)	(\$8,850)
Less: GASB 68 Pension Adjustment	(\$3,929)	(\$28,483)	\$37,578	\$6,993	\$68,695
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$0	\$3,138	(\$3,557)
Materials and Supplies	\$295,568	\$223,150	\$340,695	\$326,885	\$292,734
Travel and Training	\$2,705	\$6,836	\$11,094	\$5,994	\$8,245
Intragovernmental	\$21,806	\$14,727	\$21,104	\$19,990	\$17,979
Utilities, Services and Miscellaneous	\$98,161	\$134,774	\$224,295	\$281,918	\$162,523
Interest Expense	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$119,562	\$119,562	\$237,894	\$237,894	\$237,894
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$129,492	\$72,326	\$31,336	\$0	\$0
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$1,513,675	\$1,714,693	\$2,488,824	\$2,726,479	\$2,679,012
Financial Sources Over/(Under) Uses	\$139,976	\$93,787	\$89,005	(\$101,003)	\$60,534
Current Assets	\$1,664,434	\$1,698,038	\$1,794,035	\$1,659,544	\$1,745,842
Less: GASB 31 Pooled Cash Adj	\$40,357	\$37,269	\$57,172	\$95,255	\$73,566
Less: Current Liabilities *	(\$133,991)	(\$79,609)	(\$131,415)	(\$142,568)	(\$149,360)
Ending Cash Reserves	\$1,570,800	\$1,655,698	\$1,719,792	\$1,612,231	\$1,670,048
Budgeted Oper Exp w/o Depreciation	\$1,467,294	\$1,833,525	\$2,559,189	\$2,527,265	\$2,617,609
Add: Budgeted Oper Transfers to Other Funds	\$119,562	\$119,562	\$237,894	\$237,893	\$237,893
Add: Budgeted Interest Expense	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Principal Payments	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Capital Additions	\$60,999	\$25,000	\$6,375	\$0	\$0
Total Budgeted Financial Uses	\$1,647,855	\$1,978,087	\$2,803,458	\$2,765,158	\$2,855,502
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Budgeted Cash Reserve Target	\$329,571	\$395,617	\$560,692	\$553,032	\$571,100
Above/(Below) Cash Reserve Target	\$1,241,229	\$1,260,081	\$1,159,100	\$1,059,199	\$1,098,948

* In FY 2015 Current Liabilities was restated for GASB 68 Accounting and Financial Reporting for Pensions

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Utility Customer Services Fund - Internal Service Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$2,604,866	\$0	\$2,604,866
2016	\$2,911,902	\$0	\$2,911,902
2017	\$2,051,487	\$0	\$2,051,487
2018	\$2,283,762	\$0	\$2,283,762
2019	\$2,585,561	\$0	\$2,585,561
5 Yr % Chg	(0.74%)		(0.74%)
5 Yr \$ Chg	(\$19,305)	\$0	(\$19,305)

Description: Utility Customer Services (UCS) is the primary interface for the public as it relates to utility services offered by the City. They handle all inquiries and service order requests from customers and related City departments.

Dedicated Funding Sources: All of the funding sources are dedicated and cannot be allocated to another department. Dedicated funding sources include fees and service charges (the amounts charged to water, electric, sewer, solid waste, and storm water for the services UCS provides, collection fees, and convenience fees), other local revenues (penalties paid on late utility payments), and interest revenue.

Analysis: For the past five years, total expenses decreased \$19,305 or 0.74%.

- The City used a third party to allow utility bill payments on the web in FY 2014 through FY 2016 and the City paid a convenience fee to the third party. The amount paid grew to over \$500,000 per year. This fee is represented in the expenses and there is an offsetting revenue where the city charges the customer for the convenience fee paid to the third party for providing the service. In FY 2017, the convenience fees charged by a third party for online utility payments no longer passes thru the City's expenses.
- In FY 2016 two customer service representative positions were added to reduce wait time for customers in person and on the phone and one billing auditor position was added to assist in the examination of the City's growing utility accounts for billing accuracy and ordinance enforcement.
- In FY 2017 and FY 2018 expenses decreased due to changing utility billing software and implementation problems.
- In FY 2019 intragovernmental charges reflect a \$224,039 increase primarily due to increased IT fees as a result of allocating IT staff time directly to UCS and additional software costs due to AMS and Apogee software being installed.
- Reserves have been above the budgeted cash reserve target for all of the past five years. Future intragovernmental charges to the utility departments will be adjusted in order to use down these excess reserves over the next five years.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Internal Service Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Utility Customer Services Fund

Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
User Charges	\$2,293,331	\$2,725,192	\$2,384,700	\$2,653,625	\$2,656,772
Total Operating Revenues	\$2,293,331	\$2,725,192	\$2,384,700	\$2,653,625	\$2,656,772
Operating Expenses:					
Personnel Services *	\$783,935	\$936,214	\$919,628	\$929,673	\$964,809
Materials and Supplies	\$393,609	\$59,904	\$48,244	\$110,334	\$111,032
Travel and Training	\$6,466	\$5,330	\$1,919	\$5,972	\$25,673
Intragovernmental	\$350,813	\$357,287	\$357,437	\$423,121	\$647,160
Utilities, Services and Miscellaneous	\$962,009	\$1,444,957	\$616,259	\$673,948	\$726,170
Depreciation	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$2,496,832	\$2,803,692	\$1,943,487	\$2,143,048	\$2,474,844
Operating Income (Loss)	(\$203,501)	(\$78,500)	\$441,213	\$510,577	\$181,928
Non-Operating Revenues:					
Investment Revenue	\$27,126	\$23,637	(\$8,417)	\$4,671	\$82,513
Miscellaneous Revenue	\$368,135	\$332,948	(\$21,900)	(\$8,192)	\$3,260
Total Non-Operating Revenues	\$395,261	\$356,585	(\$30,317)	(\$3,521)	\$85,773
Non-Operating Expenses:					
Interest Expense	\$0	\$0	\$0	\$0	\$0
Loss on Disposal of Assets	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Revenues (Expenses)	\$395,261	\$356,585	(\$30,317)	(\$3,521)	\$85,773
Income (Loss) Before Transfers	\$191,760	\$278,085	\$410,896	\$507,056	\$267,701
Transfers In	\$0	\$0	\$0	\$50,558	\$0
Transfers Out	(\$108,034)	(\$108,210)	(\$108,000)	(\$140,714)	(\$110,717)
Total Transfers	(\$108,034)	(\$108,210)	(\$108,000)	(\$90,156)	(\$110,717)
Change in Net Position	\$83,726	\$169,875	\$302,896	\$416,900	\$156,984
Net Position - Beginning **	\$1,022,862	\$1,106,588	\$1,276,463	\$1,604,084	\$2,020,984
Net Position - Ending	\$1,106,588	\$1,276,463	\$1,579,359	\$2,020,984	\$2,177,968

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Utility Customer Services Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Fees and Service Charges	\$2,293,331	\$2,725,192	\$2,384,700	\$2,653,625	\$2,656,772
Interest Revenue	\$27,126	\$23,637	(\$8,417)	\$4,671	\$82,513
Less: GASB 31 Interest Adjustment	(\$9,476)	(\$2,784)	\$17,885	\$45,050	(\$26,144)
Grants	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenues	\$368,135	\$332,948	(\$21,900)	(\$8,192)	\$3,260
Total Financial Sources Before Transfers	\$2,679,116	\$3,078,993	\$2,372,268	\$2,695,154	\$2,716,401
Transfers In	\$0	\$0	\$0	\$50,558	\$0
Total Financial Sources	\$2,679,116	\$3,078,993	\$2,372,268	\$2,745,712	\$2,716,401
Financial Uses					
Personnel Services	\$783,935	\$936,214	\$919,628	\$929,673	\$964,809
Less: GASB 16 Vacation Liability Adjustment	(\$3,182)	\$163	\$6,897	\$761	\$7,882
Less: GASB 68 Pension Adjustment	(\$4,202)	(\$50,756)	(\$59,422)	\$17,274	(\$6,591)
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$0	\$2,129	(\$7,886)
Materials and Supplies	\$393,609	\$59,904	\$48,244	\$110,334	\$111,032
Travel and Training	\$6,466	\$5,330	\$1,919	\$5,972	\$25,673
Intragovernmental	\$350,813	\$357,287	\$357,437	\$423,121	\$647,160
Utilities, Services and Miscellaneous	\$962,009	\$1,444,957	\$616,259	\$673,948	\$726,170
Interest Expense	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$108,034	\$108,210	\$108,000	\$140,714	\$110,717
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$0	\$0	\$0	\$0	\$0
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$2,597,482	\$2,861,309	\$1,998,962	\$2,303,926	\$2,578,966
Financial Sources Over/(Under) Uses	\$81,634	\$217,684	\$373,306	\$441,786	\$137,435
Current Assets	\$1,005,831	\$1,214,036	\$1,507,175	\$1,926,493	\$2,098,065
Less: GASB 31 Pooled Cash Adj	\$24,741	\$21,958	\$39,842	\$84,893	\$58,749
Less: Current Liabilities *	(\$171,153)	(\$156,640)	(\$95,475)	(\$120,059)	(\$119,343)
Ending Cash Reserves	\$859,419	\$1,079,354	\$1,451,542	\$1,891,327	\$2,037,471
Budgeted Oper Exp w/o Depreciation	\$2,622,774	\$3,172,819	\$3,190,149	\$3,125,693	\$2,967,307
Add: Budgeted Oper Transfers to Other Funds	\$108,034	\$108,210	\$108,000	\$102,688	\$110,717
Add: Budgeted Interest Expense	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Principal Payments	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Capital Additions	\$0	\$0	\$0	\$0	\$0
Total Budgeted Financial Uses	\$2,730,808	\$3,281,029	\$3,298,149	\$3,228,381	\$3,078,024
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Budgeted Cash Reserve Target	\$546,162	\$656,206	\$659,630	\$645,676	\$615,605
Above/(Below) Cash Reserve Target	\$313,257	\$423,148	\$791,912	\$1,245,651	\$1,421,866

* In FY 2015 Current Liabilities was restated for GASB 68 Accounting and Financial Reporting for Pensions

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Transportation Departments

Description

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

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

Public Works - Streets & Engineering - Streets provides maintenance of 4.5 miles of unimproved streets and 1,334 miles of improved streets, snow removal on all City streets, mechanical and manual street cleaning, mowing of public right-of-ways, and utility service cut repairs. Engineering provides survey, design, contract administration and inspection of various public improvement projects, reviews of subdivision improvements, issuance of permits and inspection of all construction on public right-of-way.

Public Works - Parking Enforcement and Traffic Control - Parking Enforcement administers the parking ordinances of the City via parking control enforcement in the central business district and the metered University streets. Parking Enforcement ensures adequate parking for down- town employees, customers, and businesses. This division works with the City Prosecutor's office, affected businesses, consumers in the identification and mitigation of problematic enforcement zones. The Traffic Maintenance Division fabricates, installs, and maintains approximately 20,000 traffic control and street name signs, paints 1.2 million feet of pavement striping, paints curbs/ crosswalks/ symbols, and provides traffic signal maintenance.

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

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

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

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

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

Capital 1/4 Cent Sales Tax Fund - This fund accounts for the one quarter cent capital improvement sales tax that was passed by voters in 2006 and the current tax will expire on December 31, 2025. This sales tax is used to fund fire trucks and public safety facilities, as well as major street and sidewalk projects. These funds are transferred into Capital Projects Fund to fund specific capital projects.

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



















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

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

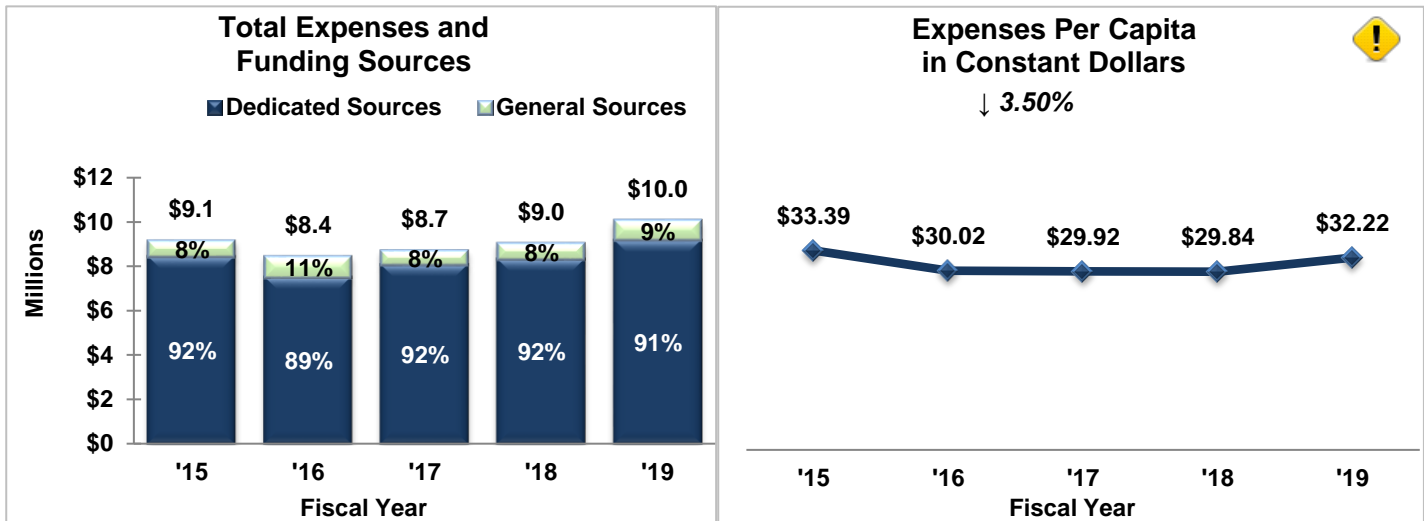
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Streets and Engineering Trends

General Fund Department

Indicator	2018	2019	Comments
Expenses Per Capita in Constant Dollars			Expenses per capita in constant dollars decreased 3.5% over the past five years while inflation increased 7.86% and the population increased 5.64%. Most of the increases in expenses during this time were for organizational changes and did not result in increases in street maintenance funding. Low sales tax growth due to increased online sales, which do not collect local sales tax, continues to hinder the city's ability to increase street maintenance funding.
Employees Per Thousand Population			Over the past five years, the total number of employees increased by 5.91 FTE with two of those positions being dedicated to street maintenance efforts. The remaining employees were reallocated from Sewer for the survey crew due to a reorganization. Employees per thousand population increased 5.75%. Without including the reallocated positions, employees per thousand population decreased 1.14% over the past five years.
Citizen Survey: Overall Condition of City Streets			Citizen satisfaction with the overall condition of city streets decreased from 33% in FY 2016 to 21% in FY 2019. Satisfaction has been below 33% for all years shown. Since satisfaction is below 50%, this is considered a negative trend.
Citizen Survey: Overall Condition of City Sidewalks			Citizen satisfaction with the overall condition of city sidewalks decreased from 50% in FY 2016 to 46% in FY 2019 but has increased slightly since FY 2018 at 44%. Since satisfaction is below 50%, it continues to be a negative trend.
Citizen Survey: Maintenance and Repair Services for Major City Streets			Citizen satisfaction with maintenance and repair services for major city streets decreased from 49% in FY 2016 to 36% in FY 2019. When looking at benchmark data, the City's satisfaction rating is now significantly lower than state ratings and national satisfaction ratings for 2019. It is estimated that the City is underfunding street maintenance by \$2.0 million each year due to the low growth of sales taxes.
Citizen Survey: Maintenance and Repair Services for Neighborhood Streets			Citizen satisfaction with maintenance and repair services for neighborhood streets has decreased from 48% in FY 2017 to 39% FY 2019. When looking at benchmark data, the City's satisfaction rating is significantly lower than both state and national satisfaction ratings.
Citizen Survey: Snow Removal on Major City Streets			Citizen satisfaction with snow removal on major city streets has decreased from 68% in FY 2018 to 66% in FY 2019. When looking at benchmark data, the City's satisfaction rating is above state and national benchmark ratings.
Citizen Survey: Snow Removal on Neighborhood Streets			Citizen satisfaction with snow removal on neighborhood streets has decreased from 32% in FY 2018 to 30% in FY 2019 and continues to be significantly lower than state and national satisfaction ratings. Due to a lack of funding, the city maintains a policy of not utilizing overtime to clear neighborhood streets unless there is four or more inches of snow.
Street Maintenance Effort (In Dollars)			The amount of street maintenance funding budgeted has decreased by \$318,964 over the past five years. The gap between the amount budgeted and the amount needed has increased to \$2.0 million in FY 2019.

Streets and Engineering - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Consumer Price Index	Population**	Per Capita Expenses in Constant Dollars	Per Capita Percent Change over Previous Year
2015	\$8,416,328	\$715,596	\$9,131,924	237.02	115,391	\$33.39	14.08%
2016	\$7,489,231	\$953,508	\$8,442,739	240.01	117,165	\$30.02	(10.09%)
2017	\$8,042,256	\$658,705	\$8,700,961	245.12	118,620	\$29.92	(0.33%)
2018	\$8,288,262	\$722,825	\$9,011,087	251.11	120,248	\$29.84	(0.27%)
2019	\$9,144,529	\$896,269	\$10,040,798	255.66	121,898	\$32.22	7.98%
5 Yr % Chg	8.65%	25.25%	9.95%	7.86%	5.64%	(3.50%)	

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: The Streets and Engineering budget is a General Fund budget that provides street maintenance, street lighting, snow removal, street cleaning, mowing of right-of-ways, utility service cut repairs, survey, design, contract administration, and construction inspection of capital projects for the Public Works Department.

Dedicated Funding Sources: The primary dedicated funding sources are transfers from the transportation sales tax, other local taxes (gasoline taxes), other local revenues (auction revenues and miscellaneous revenues), and fees and service charges (street maintenance and miscellaneous fees).

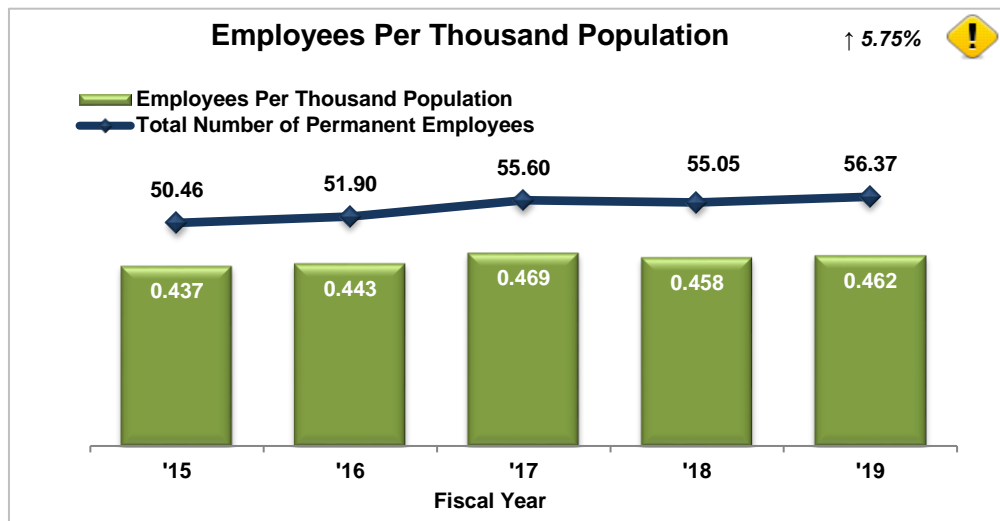
Analysis: For the period shown, total expenses increased 9.95% and per capita expenses decreased 3.50%. The per capita expenses in constant dollars decreased over the period and the amount of funding is still below the amount needed to properly maintain and repair the streets in a timely manner and citizen satisfaction continues to be low; so therefore this trend is considered to be a warning trend. There were also several organizational changes that resulted in increases in this budget that have nothing to do with increasing street maintenance funding.

- Annual citizen surveys reveal citizens are not satisfied with the City's efforts to maintain streets and sidewalks.
- During this timeframe, the number of paved lane miles increased by 60.81 or 4.63% and the maintenance amount budgeted per lane mile in constant dollars decreased 17.44%. The gap between the amount needed to be budgeted for street maintenance and the amount actually budgeted has increased from \$1.1 million in 2015 to \$2.0 million in FY 2019. As this gap increases, it causes deferred major maintenance costs to increase in the future.
- In FY 2016 expenses decreased due to lower fleet replacements and construction materials.
- In FY 2017 expenses increased due to Engineering absorbing 50% of survey crews from Sewer as part of a reorganization, as well as an increase in intragovernmental charges. This resulted in an increase in expenses that had no impact on street maintenance funding.
- In FY 2018 expenses increased for Snow Removal, Street Lighting, and charging Engineering time to Streets and Engineering vs capital projects.
- In FY 2019 expenses increased due to reallocation of positions from Airport and the non-motorized grant into this budget, pay plan costs adopted in the budget, and a one-time transfer mid year from the Transportation Sales Tax fund to increase street maintenance funding.

Sources:

- City of Columbia Annual Financial Report - Required Supplementary Information - General Fund Budgetary Comparison <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Streets and Engineering



Fiscal Years	Total Number of Employees	Population **	Employees Per Thousand Population	Change in Number of Positions	Positions Added	Positions Deleted	Positions Reassigned Between Depts
2015	50.46	115,391	0.437				
2016	51.90	117,165	0.443	1.44	2.00	(0.25)	(0.31)
2017	55.60	118,620	0.469	3.70			3.70
2018	55.05	120,248	0.458	(0.55)			(0.55)
2019	56.37	121,898	0.462	1.32	1.00		0.32
5 Yr Chg	11.71%	5.64%	5.75%	5.91	3.00	(0.25)	3.16

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: Employee per thousand population increases may indicate the operation is becoming more labor intensive, demands for services are rapidly increasing or productivity is declining. Employees per thousand population decreases may indicate the City has not been adding staff to handle the increased demand for services and the level of service may decline as a result.

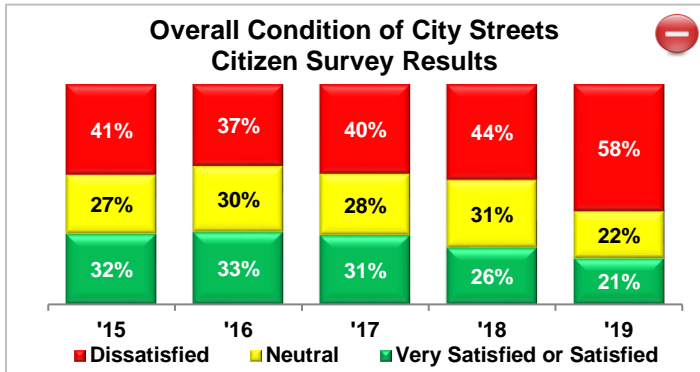
Analysis: For the period shown, there has been a total increase of 5.91 FTE positions. Employees per thousand population increased 5.75% while the population increased 5.64%. Of the increase in positions, 3.70 FTE were reallocated from Sewer due to a reorganization. Without including the reallocated positions, employees per thousand population decreased 1.14% over the past five years. Low sales tax growth continues to hinder the City's ability to add street maintenance employees and funding.

- In FY 2016, two Equipment Operator II positions were added and 0.25 FTE Asst Public Works Director position was deleted.
- In FY 2017, several positions from Sewer, Solid Waste and Storm Water were reallocated to Streets and Engineering due to a reorganization which moved these budgets from the Public Works Department to the Utilities Department.
- In FY 2018 several parts of positions were allocated to the Non-Motorized Grant Fund to inspect projects being constructed. Part of the Director's time was reallocated to the Airport to oversee capital projects.
- In FY 2019 positions were reallocated from airport and non-motorized grants fund and an additional engineer was approved to work on traffic calming projects.

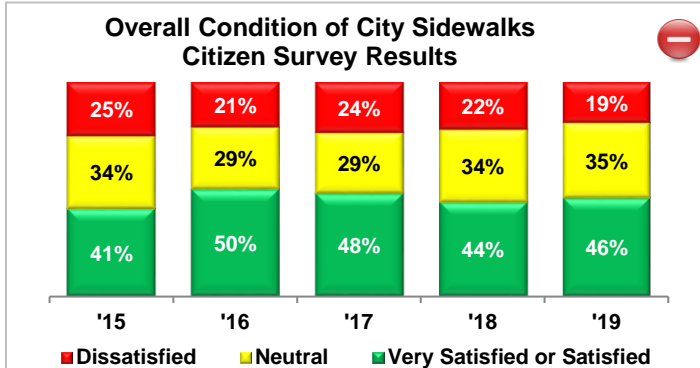
Sources:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

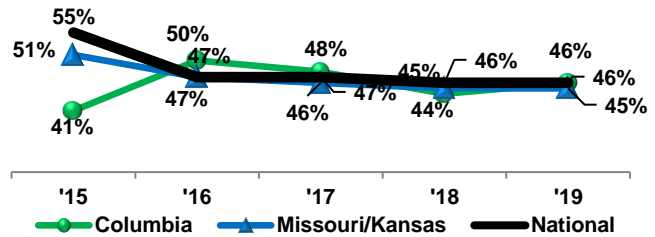
Streets and Engineering



No Benchmark Data Available



**Overall Condition of City Sidewalks
Benchmark Data for Satisfied Response**



Key: Percent of Customers Very Satisfied or Satisfied in most recent citizen survey:

Positive (75% - 100% Satisfaction)

Warning: (50% - 74% Satisfaction)

Negative (<50% Satisfaction)

Description: The City conducts citizen surveys annually to determine what is most important to our citizens and how well we are doing in meeting their needs and expectations. These two indicators show how satisfied citizens are with the overall condition of City streets and sidewalks.

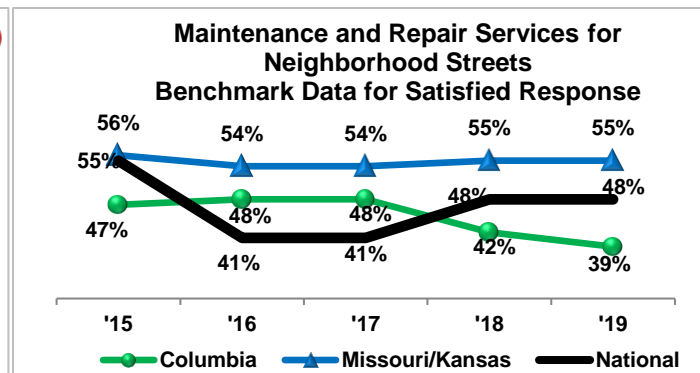
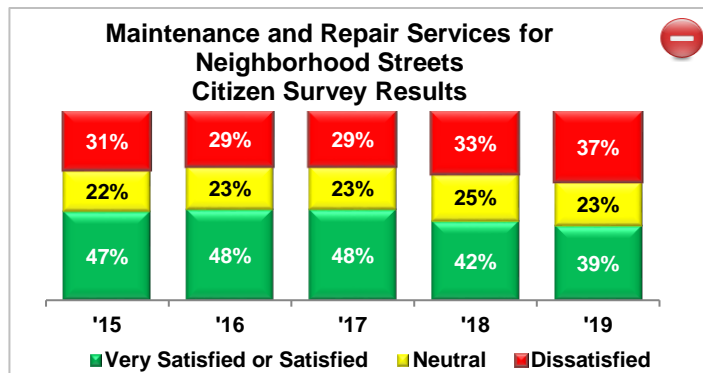
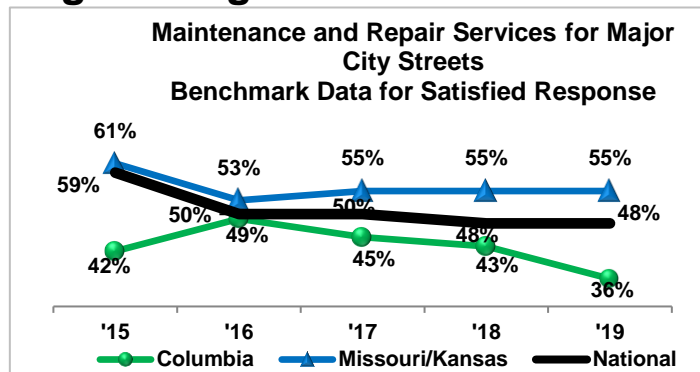
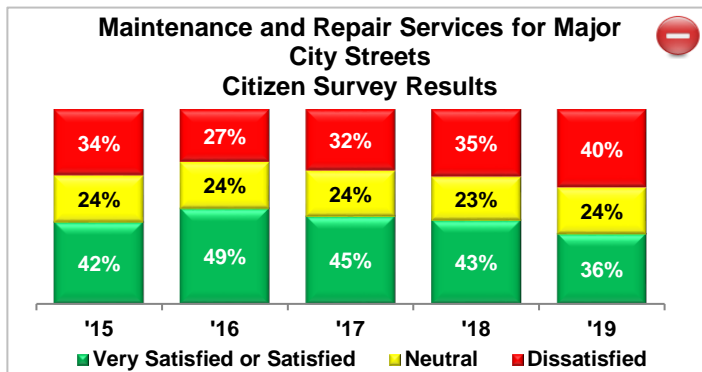
Analysis:

- In the FY 2019 citizen survey other overall condition of city streets was ranked as the third most important priority (behind public safety services and City utility services).
- For FY 2019 satisfaction with streets decreased to an all time low of 21% and satisfaction with sidewalks increased to 46% but both indicators are still below 50% and considered to be a negative trend for the last five years.
- While benchmark data is not available for the overall condition of city streets, it is available for overall condition of city sidewalks. For FY 2019 the city's satisfaction score of 46% was higher than the Missouri/Kansas satisfaction score of 45% and the same as the national satisfaction score of 46%. As the scores of the city, state and national are all below 50%, it indicates that none of the entities are funding sidewalks to the level the public expects. Gaps between sidewalks and sections of sidewalks that have cracked or settled make it difficult for people to utilize the sidewalks.
- Street and sidewalk maintenance is primarily funded by the 1/2 cent transportation sales tax. New street and sidewalk funding comes primarily from the 1/4 cent capital improvement sales tax. Lower sales tax growth due to increasing online sales (which do not collect local sales taxes) has hindered the City's ability to fully fund street and sidewalk maintenance and construction costs. It is estimated that the City is underfunding street maintenance by approximately \$2 million each year.
- The City needs to identify additional revenue sources to better fund streets and sidewalks and improve citizen satisfaction.

Source:

- DirectionFinder Survey by ETC Institute
<http://www.como.gov/survey-results/>

Streets and Engineering



Key: Percent of Customers Very Satisfied or Satisfied in most recent citizen survey:

Positive (75% - 100% Satisfaction)

Warning: (50% - 74% Satisfaction)

Negative (<50% Satisfaction)

Description: The City conducts citizen surveys annually to determine what is most important to our citizens and how well we are doing in meeting their needs and expectations. These two indicators show how satisfied citizens are with maintenance and repair services major streets and neighborhood streets.

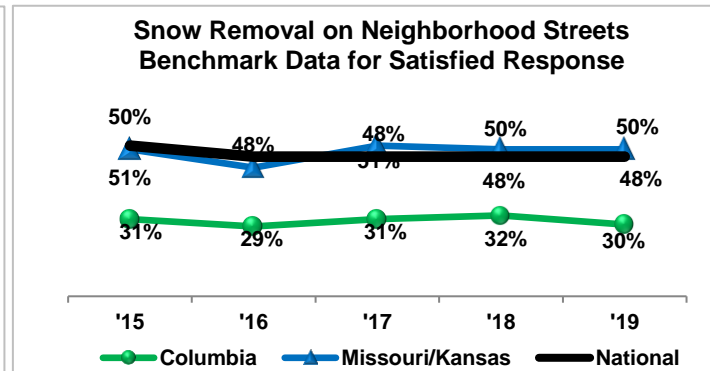
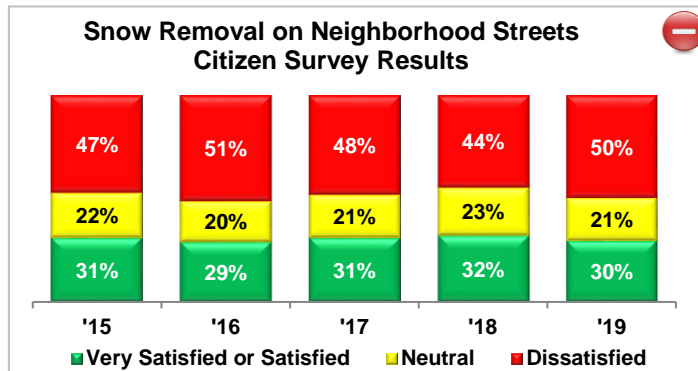
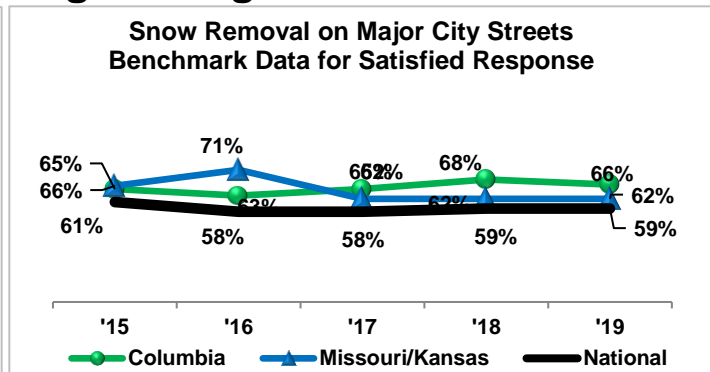
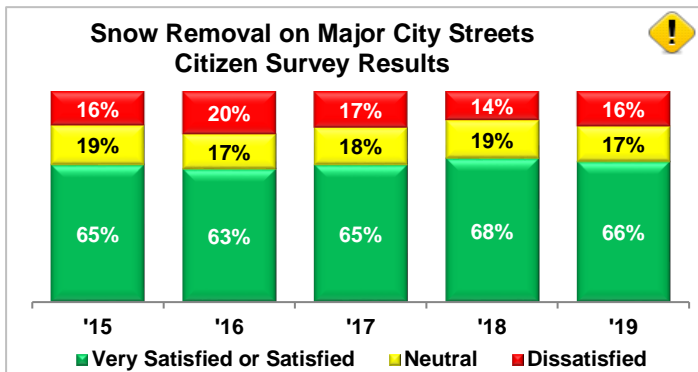
Analysis:

- Satisfaction with maintenance and repair of major city streets and neighborhood streets has been on the decline since FY 2016 and FY 2019 is at 36% for major streets and 39% for neighborhood streets. These ratings are significantly below both state and national ratings.
- Street and sidewalk maintenance is primarily funded by the 1/2 cent transportation sales tax, which is also used to fund transit and airport operations and capital projects. Lower sales tax growth due to increasing online sales (which do not collect local sales taxes) continues to hinder the City's ability to adequately fund street maintenance costs and this results in low citizen satisfaction. The City is not able to fix all of the areas that need to be fixed when the maintenance issues are small and will end up needing to pay for major maintenance later.

Source:

- DirectionFinder Survey by ETC Institute
<http://www.como.gov/survey-results/>

Streets and Engineering



Key: Percent of Customers Very Satisfied or Satisfied in most recent citizen survey:

Positive (75% - 100% Satisfaction)

Warning: (50% - 74% Satisfaction)

Negative (<50% Satisfaction)

Description: The City conducts citizen surveys annually to determine what is most important to our citizens and how well we are doing in meeting their needs and expectations. These two indicators show how satisfied citizens are with snow removal efforts on major city streets vs. neighborhood streets

- The City has divided major roads into various priority groupings. Priority I streets consist of 275 lane miles which are major streets that facilitate access to public transportation, hospitals, fire stations and other public safety needs. City crews work overtime as needed to keep priority one streets passable. Priority II streets are the next streets to be cleared and consist of 191 lane miles which are heavily traveled streets for access to schools and businesses. City crews work overtime as needed to make these streets passable as well.
- The City has a policy of utilizing overtime to clear neighborhood streets when there is four or more inches of snow. For smaller accumulations, City crews will work during regularly scheduled work hours to make neighborhood streets passable, overtime will not be utilized.

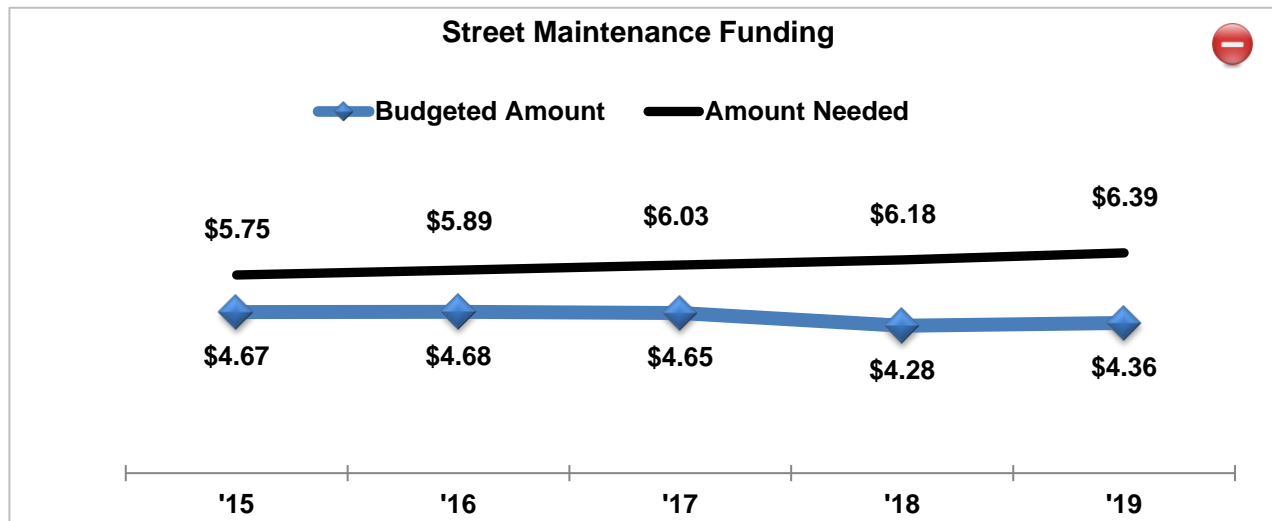
Analysis:

- Satisfaction with snow removal efforts on major city streets has been at or above 63% for all years shown and above state and national benchmark ratings for 2017 through 2019. This is most likely due to the city's policy for use of overtime to make priority streets passable after snow events. This is still considered a warning trend because satisfaction is below 75%.
- Satisfaction with snow removal on neighborhood streets (30% for FY 2019) has been very low and dissatisfaction very high (50% for FY 2019) for all years shown. In addition, Columbia's ratings have been significantly below state and national benchmark ratings for all years shown. Due to a lack of funding, the City had to adopt a policy of only clearing neighborhood streets when there is four or more inches of snow and even then, overtime is not utilized. It will take increased funding for snow removal in order to improve this indicator.

Source:

- DirectionFinder Survey by ETC Institute
<http://www.como.gov/survey-results/>

Streets and Engineering



Fiscal Year	Amount Budgeted for Street Maintenance *	Amount Needed for Material and Contractual Expenditures for Streets and Sidewalk	Gap Between Amount Budgeted and Amount Needed	Consumer Price Index	Constant Dollar Budgeted Expenditures	Constant Dollar Expenditures Needed	Number of Paved Lane Miles	Maintenance Expenditures per Paved Lane Mile in Constant Dollars
2015	\$4,674,201	\$5,748,040	(\$1,073,839)	237.02	\$1,972,070	\$2,425,129	1,314.29	\$1,500
2016	\$4,678,565	\$5,888,855	(\$1,210,290)	240.01	\$1,949,321	\$2,453,587	1,326.29	\$1,470
2017	\$4,645,136	\$6,032,626	(\$1,387,490)	245.12	\$1,895,046	\$2,461,091	1,338.29	\$1,416
2018	\$4,275,084	\$6,183,116	(\$1,908,032)	251.11	\$1,702,495	\$2,462,343	1,351.10	\$1,260
2019	\$4,355,237	\$6,388,781	(\$2,033,544)	255.66	\$1,703,547	\$2,498,966	1,375.10	\$1,239
5 Yr % Chg	(6.82%)	11.15%	89.37%	7.86%	(13.62%)	3.04%	4.63%	(17.44%)
5 Yr \$ Chg	(\$318,964)						60.81	

Warning Trend:

Budgeted maintenance expenses below required maintenance amounts

* Includes personnel, materials, and contractual service costs

Formulation:

Material and Contractual Expend. for Streets
Number of Lane Miles of 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 streets are deteriorating and maintenance costs are being deferred to a future period when costs will be significantly higher.

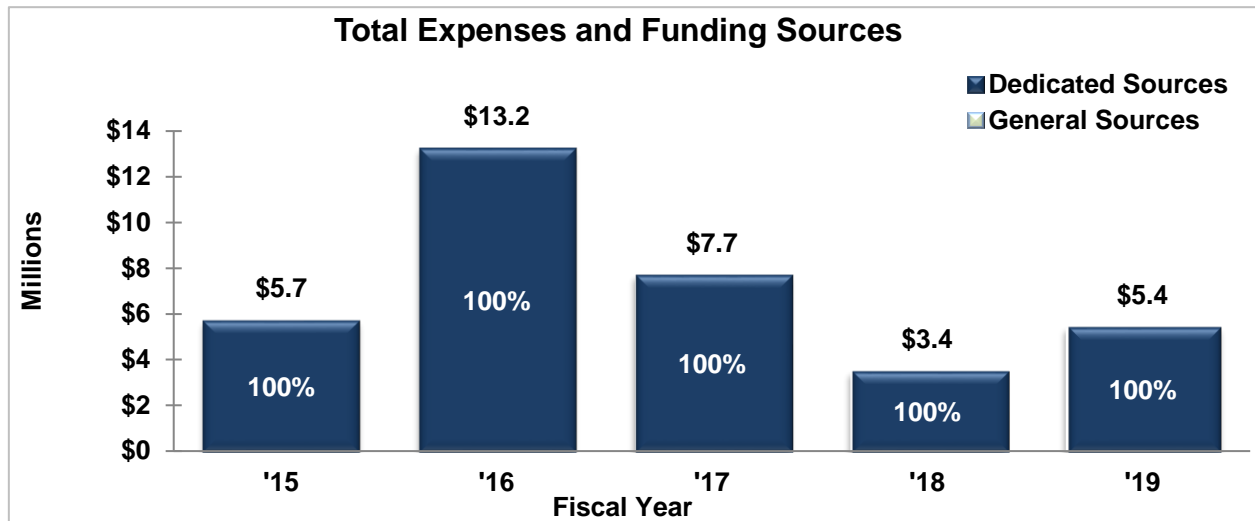
Analysis: For the period shown, maintenance expenditures per lane mile of streets in constant dollars decreased 17.44%. The gap between the amount needed and the amount budgeted increased from \$1.1 million to \$2.0 million. In the FY 2018 budget street maintenance funding was reduced \$306,447 to reallocate the funding to the Police Department to hire three additional Police Officers. As the gap becomes wider between the amount needed and the amount funded, the department defers routine maintenance which causes future major maintenance costs to increase.

In citizen surveys, citizens continue to express their dissatisfaction with the condition of streets. Additional funding needs to be identified to adequately fund our street maintenance program and increase citizen satisfaction.

Sources:

- City of Columbia Annual Budget Document (Demographic Statistics)

Streets and Sidewalks Capital Projects - Capital Projects Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$5,679,002	\$0	\$5,679,002
2016	\$13,195,346	\$0	\$13,195,346
2017	\$7,659,807	\$0	\$7,659,807
2018	\$3,448,172	\$0	\$3,448,172
2019	\$5,385,647	\$0	\$5,385,647
5 Yr % Chg	(5.17%)		(5.17%)

Description: Streets and sidewalks capital project expenses are for new construction of streets and sidewalks as well as major maintenance of concrete streets. An extension of the one quarter cent capital improvement sales tax is taken to the voter every ten years to continue this important funding source for streets and sidewalk capital projects. As projects are approved by voters, each project is given a unique project number that is used to track all of the various funding sources and expenses over the life of the project.

Dedicated Funding Sources: All of the funding comes from dedicated sources which include capital improvement sales tax, special road district taxes, non-motorized grant, transportation sales tax, development fees, and grants. The primary source of funding comes from the temporary one-quarter cent capital improvement sales tax which is extended through passage of a ballot issue every ten years. The current extension was approved in 2015 and will continue through 2025.

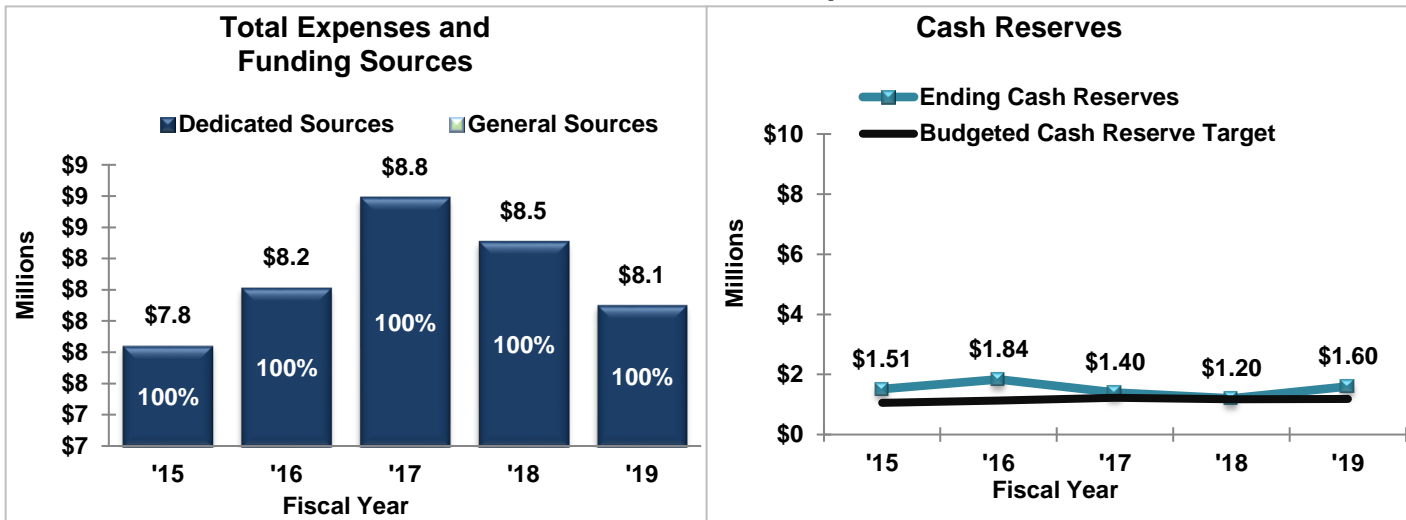
Analysis: The amount of expenses can vary widely from year to year based on the size and timing of construction on projects.

- While the first capital improvement sales tax was passed in April, 1991, the amount (one quarter) has never been increased since that time even though the city's network of roads and sidewalks has greatly increased during that time, construction costs have increased, and the source is also used to fund public safety capital projects.
- There are many projects identified in the City's capital improvement plan that have not been able to be funded because of the limited revenue generated from the capital improvement sales tax. This has greatly impacted the city's ability to maintain and expand streets as is needed and this has resulted in low satisfaction with street and sidewalk condition and maintenance in our citizen surveys.
- The City needs to identify additional revenue sources to be able to adequately fund these infrastructure needs.

Source:

- City of Columbia Accounting system

Transit Fund - Enterprise Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Total Expenses without Capital Projects
2015	\$7,832,107	\$0	\$7,832,107	\$6,815,860
2016	\$8,204,410	\$0	\$8,204,410	\$8,124,503
2017	\$8,780,957	\$0	\$8,780,957	\$8,757,133
2018	\$8,501,820	\$0	\$8,501,820	\$8,441,839
2019	\$8,093,518	\$0	\$8,093,518	\$7,521,020
5 Yr % Chg	3.34%		3.34%	10.35%
5 Yr \$ Chg	\$261,411	\$0	\$261,411	\$705,160

Description: The Transit Fund includes the fixed route, paratransit, and university shuttle areas of operation.

Dedicated Funding Sources: All of the funding for this fund is considered to be dedicated and cannot be used to support other departments. Dedicated funding sources for this fund include fees and service charges, federal grants, operating transfers, interest revenue, capital contributions, and other local revenues. The fees and service charges assessed are not intended to cover the full cost of providing the service. Federal grant funds from the Federal Transit Administration (FTA) help fund operating costs. Operating transfers come primarily from the transportation sales tax, the Convention and Visitors Bureau, and the Parking Fund. Interest revenues are received from investment of the fund's cash. Capital contributions include FTA grant funding and transportation sales tax matching funds for capital projects including the replacement of buses. Other local revenues include miscellaneous and auction revenues.

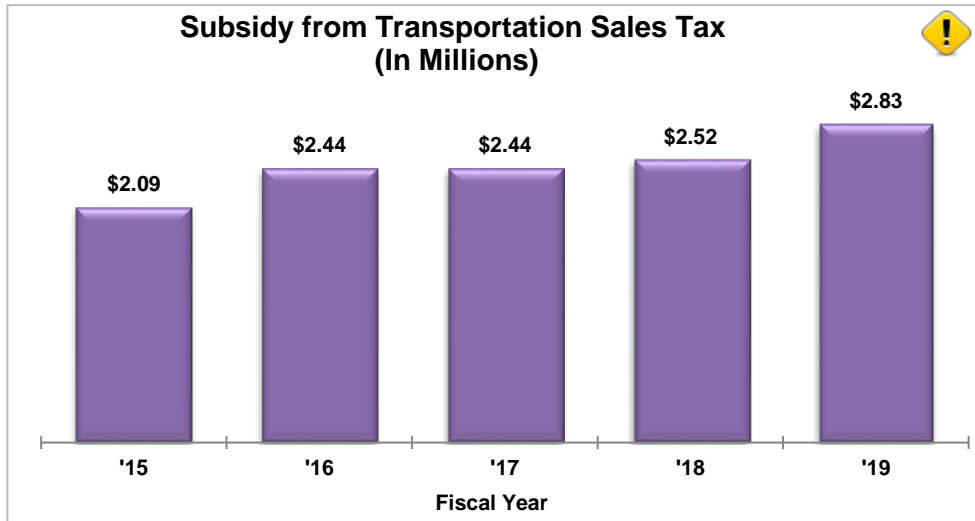
Analysis: For the period shown, total expenses without capital projects increased \$705,160 or 10.35%.

- In FY 2016 expenses increased due to overtime as result of turnover and GASB 68 pension adjustment.
- In FY 2017 expenses increased due to overtime as a result of turnover, intragovernmental charges for contact center taking on calls, fuel, parts, and interest (due to the lease of four electric buses).
- In FY 2018 expenses decreased due to a negative GASB 68 pension adjustment.
- In FY 2019 expenses decreased \$920,819 due to service cuts that were necessary to ensure the financial health of the operation. These cuts included a reduction of one hour of service each day, bus routes were changed to go through the Wabash Station, the number of buses on routes were decreased, Saturday service was reduced and several services for Roots 'N Blues and Ture/False Festival wer eliminated.
- Reserves decreased from FY 2016 to FY 2018 but rebounded some as a result of the service cuts.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenses, and Changes in Fund Net Position - Nonmajor Enterprise Funds
- <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Transit Fund



Fiscal Year	Operating Transfer from Transportation Sales Tax	Less: One-time funding	Operating Subsidy
2015	\$2,091,075	\$0	\$2,091,075
2016	\$2,600,179	\$161,406	\$2,438,773
2017	\$2,438,773	\$0	\$2,438,773
2018	\$2,516,873	\$0	\$2,516,873
2019	\$2,834,131	\$0	\$2,834,131
5 Yr % Chg	35.53%		35.53%
5 Yr \$ Chg	\$743,056	\$0	\$743,056

Description: The City collects a one-half cent sales tax for transportation purposes. These funds are used to support operations and capital projects in the Streets and Engineering, Parking Enforcement and Traffic, Transit, and Airport budgets. Funds are accumulated over time and often used to provide match funding for large capital projects in Transit and Airport.

Analysis: For the period shown the operating subsidy from transportation sales tax to Transit increased \$743,056 or 35.53%.

- In FY 2016 the transfer from Transportation Sales Tax increased \$509,104 due to a one-time transfer of \$161,406 to fund a transit study, \$175,566 increase due to the lease of four electric buses, and \$172,132 due to 50% growth in the Transportation Sales Tax being allocated to Transit.
- In FY 2017, there was no increase to the operating subsidy due to low sales tax growth.
- In FY 2019 the transfer from Transportation Sales Tax increased \$317,258 as the City reallocated capital project funding to operations to improve the financial health of the operation.
- There exists concern that future growth in transportation sales tax will not be high enough to cover future costs in Transit due to increasing online sales which do not collect local sales taxes. Also, Transit competes with Airport and Streets and Sidewalks for this limited funding source.

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports>

Transit Fund

Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
Fares	\$364,270	\$284,594	\$220,108	\$176,640	\$125,362
School Passes	\$39,256	\$48,915	\$34,340	\$13,600	\$14,450
Specials	\$219,346	\$285,419	\$215,952	\$142,744	\$107,510
Paratransit	\$202,576	\$164,523	\$159,471	\$138,677	\$156,493
University Shuttle	\$1,247,925	\$1,247,925	\$1,247,925	\$1,247,925	\$1,247,925
Total Operating Revenues	\$2,073,373	\$2,031,376	\$1,877,796	\$1,719,586	\$1,651,740
Operating Expenses:					
Personnel Services*	\$3,632,846	\$3,958,268	\$3,933,537	\$3,649,823	\$3,574,482
Materials and Supplies	\$1,563,896	\$1,297,631	\$1,455,830	\$1,445,574	\$1,214,583
Travel and Training	\$5,159	\$4,057	\$2,977	\$2,000	\$2,214
Intragovernmental	\$935,504	\$1,051,908	\$1,167,016	\$1,258,485	\$1,389,789
Utilities, Services and Miscellaneous	\$809,151	\$885,830	\$874,412	\$700,228	\$774,947
Depreciation	\$877,416	\$965,977	\$1,244,212	\$1,282,237	\$1,209,396
Total Operating Expenses	\$7,823,972	\$8,163,671	\$8,677,984	\$8,338,347	\$8,165,411
Operating Income (Loss)	(\$5,750,599)	(\$6,132,295)	(\$6,800,188)	(\$6,618,761)	(\$6,513,671)
Non-Operating Revenues:					
Investment Revenue	\$52,590	\$45,067	(\$5,176)	\$22,586	\$77,510
Revenue from Other Gov. Units - Operations	\$2,278,773	\$2,305,196	\$2,471,663	\$2,220,640	\$2,595,594
Miscellaneous Revenue - Operations	\$54,099	\$49,810	\$101,313	\$145,691	\$158,254
Miscellaneous Revenue - CIP	\$0	\$0	(\$22,016)	\$0	\$29,986
Total Non-Operating Revenues	\$2,385,462	\$2,400,073	\$2,545,784	\$2,388,917	\$2,861,344
Non-Operating Expenses:					
Interest Expense	\$0	\$5,189	\$76,783	\$105,259	\$41,457
Loss on Sale/Disposal of Assets	\$5,477	\$32,282	\$21,560	\$56,684	(\$119,416)
Bank and Paying Agent Fees	\$1,128	\$1,738	\$0	\$0	\$3,771
Total Non-Operating Expenses	\$6,605	\$39,209	\$98,343	\$161,943	(\$74,188)
Total Non-Operating Revenues (Expenses)	\$2,378,857	\$2,360,864	\$2,447,441	\$2,226,974	\$2,935,532
Income (Loss) Before Contributions and Transfers	(\$3,371,742)	(\$3,771,431)	(\$4,352,747)	(\$4,391,787)	(\$3,578,139)
Transfers In - TST for CIP	\$524,194	\$294,434	\$314,434	\$275,731	\$0
Transfers In - Subsidy - TST Fd	\$2,091,075	\$2,600,179	\$2,438,773	\$2,516,873	\$2,834,131
Transfers In - General Fd	\$0	\$0	\$69,014	\$20,000	\$0
Transfers In - CVB	\$12,000	\$12,000	\$12,000	\$12,000	\$12,036
Transfers In - Parking Fd	\$270,273	\$270,273	\$270,273	\$270,273	\$270,273
Transfers In - CDBG Fd for CIP	\$0	\$0	\$19,543	\$0	\$0
Transfers In - CIST	\$0	\$140,000	\$140,000	\$0	\$0
Total Transfers In	\$2,897,542	\$3,316,886	\$3,264,037	\$3,094,877	\$3,116,440
Transfers Out - Operating	(\$1,530)	(\$1,530)	(\$1,530)	(\$1,530)	(\$2,295)
Transfers Out - CIP	\$0	\$0	(\$3,100)	\$0	\$0
Total Transfers Out	(\$1,530)	(\$1,530)	(\$4,630)	(\$1,530)	(\$2,295)
Capital Contribution - FTA for CIP	\$878,174	\$22,016	\$0	\$0	\$448,259
Capital Contribution - Other	\$0	\$0	\$0	\$0	\$392,000
Total Capital Contributions	\$878,174	\$22,016	\$0	\$0	\$840,259
Total Transfers and Contributions	\$3,774,186	\$3,337,372	\$3,259,407	\$3,093,347	\$3,954,404
Change in Net Position	\$402,444	(\$434,059)	(\$1,093,340)	(\$1,298,440)	\$376,265
Net Position - Beginning **	\$12,543,874	\$12,946,318	\$12,512,259	\$11,487,230	\$10,188,790
Net Position - Ending	\$12,946,318	\$12,512,259	\$11,418,919	\$10,188,790	\$10,565,055

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Transit Fund

Financial Sources and Uses Statement

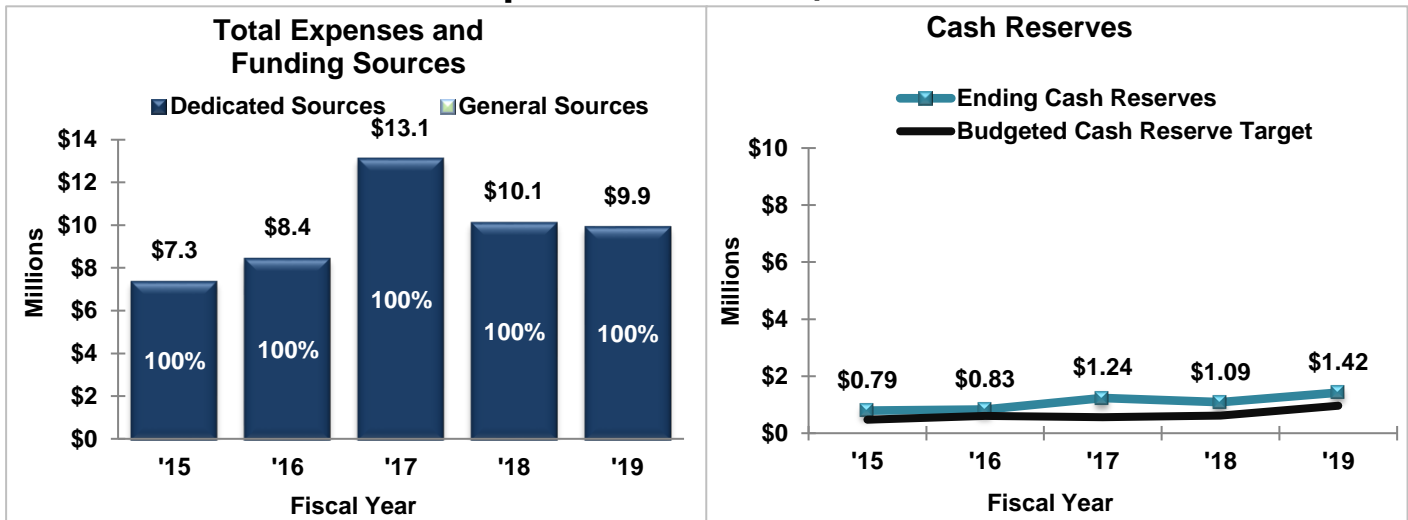
	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources for Operations					
Fares	\$364,270	\$284,594	\$220,108	\$176,640	\$125,362
School Passes	\$39,256	\$48,915	\$34,340	\$13,600	\$14,450
Specials	\$219,346	\$285,419	\$215,952	\$142,744	\$107,510
Paratransit	\$202,576	\$164,523	\$159,471	\$138,677	\$156,493
University Shuttle	\$1,247,925	\$1,247,925	\$1,247,925	\$1,247,925	\$1,247,925
Interest	\$52,590	\$45,067	(\$5,176)	\$22,586	\$77,510
Less: GASB 31 Interest Adjustment	(\$25,430)	(\$8,750)	\$31,729	\$31,074	(\$35,302)
Revenue from Other Gov. Units - Operations	\$2,278,773	\$2,305,196	\$2,471,663	\$2,220,640	\$2,595,594
Miscellaneous Revenue	\$54,099	\$49,810	\$101,313	\$145,691	\$158,254
Total Financial Sources Before Transfers	\$4,433,405	\$4,422,699	\$4,477,325	\$4,139,577	\$4,447,796
Transfers In - Subsidy - TST Fd	\$2,091,075	\$2,600,179	\$2,438,773	\$2,516,873	\$2,834,131
Transfers In - General Fd	\$0	\$0	\$69,014	\$20,000	\$0
Transfers In - CVB	\$12,000	\$12,000	\$12,000	\$12,000	\$12,036
Transfers In - Parking Fd	\$270,273	\$270,273	\$270,273	\$270,273	\$270,273
Total Transfers In	\$2,373,348	\$2,882,452	\$2,790,060	\$2,819,146	\$3,116,440
Total Financial Sources	\$6,806,753	\$7,305,151	\$7,267,385	\$6,958,723	\$7,564,236

Financial Uses for Operations					
Personnel Services	\$3,632,846	\$3,958,268	\$3,933,537	\$3,649,823	\$3,574,482
Less: GASB 16 Vacation Liability Adjustment	(\$1,481)	(\$13,853)	\$1,515	\$2,948	(\$9,280)
Less: GASB 68 Pension Adjustment	(\$14,287)	(\$299,736)	(\$153,829)	\$16,040	\$65,118
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$0	\$5,883	(\$13,214)
Materials and Supplies	\$1,563,896	\$1,297,631	\$1,455,830	\$1,445,574	\$1,214,583
Travel and Training	\$5,159	\$4,057	\$2,977	\$2,000	\$2,214
Intragovernmental	\$935,504	\$1,051,908	\$1,167,016	\$1,258,485	\$1,389,789
Utilities, Services and Miscellaneous	\$809,151	\$885,830	\$874,412	\$700,228	\$774,947
Interest Expense	\$0	\$5,189	\$76,783	\$105,259	\$41,457
Bank and Paying Agent Fees	\$1,128	\$1,738	\$0	\$0	\$3,771
Transfers Out	\$1,530	\$1,530	\$1,530	\$1,530	\$2,295
Principal Payments	\$0	\$47,061	\$267,412	\$363,047	\$207,308
Capital Additions	\$0	\$0	\$27,251	\$0	\$0
Enterprise Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$6,933,446	\$6,939,623	\$7,654,434	\$7,550,817	\$7,253,470
Financial Sources Over/(Under) Uses	(\$126,693)	\$365,528	(\$387,049)	(\$592,094)	\$310,766

Beginning Unassigned Cash Reserve					
Current Assets	\$3,318,888	\$4,446,931	\$4,095,282	\$4,103,437	\$3,792,313
Less: GASB 31 Pooled Cash Adj	\$14,586	\$5,836	\$37,565	\$68,639	\$33,337
Less: Cash Restricted for Capital Projects	(\$1,380,796)	(\$1,770,281)	(\$1,943,260)	(\$1,749,030)	(\$1,685,184)
Less: Current Liabilities	(\$443,688)	(\$848,244)	(\$794,688)	(\$1,226,080)	(\$568,845)
Add: Construction Contracts Payable	\$63	\$1,100	\$4,300	\$5,880	\$30,193
Ending Cash Reserves	\$1,509,053	\$1,835,342	\$1,399,199	\$1,202,846	\$1,601,814

Budgeted Operating Expenses w/o Depr	\$6,472,218	\$6,645,285	\$6,971,572	\$6,628,913	\$6,743,196
Add: Budgeted Interest Expense	\$0	\$65,221	\$154,895	\$151,308	\$139,986
Add: Budgeted Bank and Paying Agent Fees	\$1,500	\$1,500	\$0	\$0	\$0
Add: Budgeted Operating Transfers Out	\$1,530	\$1,530	\$1,530	\$1,530	\$2,295
Add: Budgeted Principal Payments	\$0	\$110,345	\$134,705	\$363,048	\$374,370
Add: Budgeted Capital Additions	\$0	\$0	\$26,000	\$0	\$0
Add: Budgeted Ent Revenue for CIP	\$0	\$0	\$0	\$0	\$0
Less: Budgeted Univ. Shuttle Oper Expenses	(\$1,201,307)	(\$1,185,379)	(\$1,173,201)	(\$1,285,714)	(\$1,638,473)
Total Budgeted Financial Uses	\$5,273,941	\$5,638,502	\$6,115,501	\$5,859,085	\$5,621,374
Less: Ent Rev Budgeted for current year CIP	\$0	\$0	\$0	\$0	\$0
Operational Expenses	\$5,273,941	\$5,638,502	\$6,115,501	\$5,859,085	\$5,621,374
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$1,054,788	\$1,127,700	\$1,223,100	\$1,171,817	\$1,124,275
Add: Ent Rev Budgeted for current year CIP	\$0	\$0	\$0	\$0	\$0
Budgeted Cash Reserve Target	\$1,054,788	\$1,127,700	\$1,223,100	\$1,171,817	\$1,124,275
Above/(Below) Cash Reserve Target	\$454,265	\$707,642	\$176,099	\$31,029	\$477,539

Airport Fund - Enterprise Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Expenses without Capital Projects
2015	\$7,335,295	\$0	\$7,335,295	\$3,469,327
2016	\$8,412,145	\$0	\$8,412,145	\$3,806,446
2017	\$13,080,938	\$0	\$13,080,938	\$3,713,184
2018	\$10,095,338	\$0	\$10,095,338	\$3,810,396
2019	\$9,896,789	\$0	\$9,896,789	\$3,932,669
5 Yr % Chg	34.92%		34.92%	13.36%
5 Yr \$ Chg	\$2,561,494		\$2,561,494	\$463,342

Description: The Airport Fund includes administration, airfield areas, terminal areas, public safety, and snow removal areas of operation.

Dedicated Funding Sources: Dedicated funding sources for this fund include fees and service charges, operating grants, operating transfers, interest revenue, capital contributions, and other local revenues. An operating transfer comes from the transportation sales tax. Interest revenues are received from investment of the fund's cash. Capital contributions include FAA (Federal Aviation Administration) grant funding, Missouri Department of Transportation (MoDOT) and transportation sales tax matching funds for capital projects.

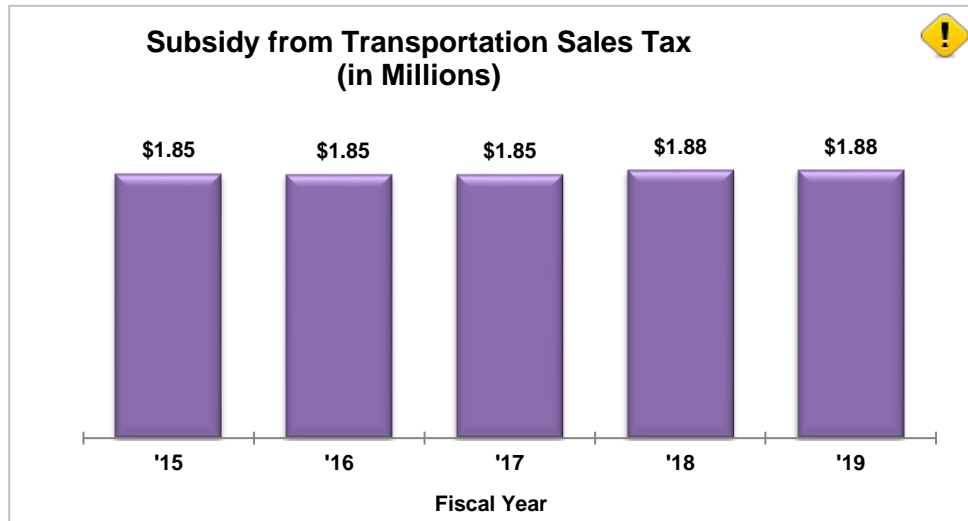
Analysis: For the period shown, total expenses without capital projects increased \$463,342 or 13.36%.

- In FY 2016 expenses increased due to the opening of a concessions area at the airport and capital costs to add a grooming mower and brush hog.
- Reserves have been above the budgeted cash reserve target for all years shown. Reserves are being built up to help fund capital projects related to the new airport terminal.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenses, and Changes in Fund Net Position - Nonmajor Enterprise Funds
- <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Airport Fund



Fiscal Year	Operating Transfer from Transportation Sales Tax	Less: Mid-Year Transfers	Operating Subsidy
2015	\$1,850,818	\$0	\$1,850,818
2016	\$1,855,773	\$8,889	\$1,846,884
2017	\$1,846,884	\$0	\$1,846,884
2018	\$1,889,361	\$12,778	\$1,876,583
2019	\$1,876,583	\$0	\$1,876,583
5 Yr % Chg	1.39%		1.39%
5 Yr \$ Chg			\$25,765

Description: The City collects a one-half cent sales tax for transportation purposes. These funds are used to support operations and capital projects in the Streets and Engineering, Parking Enforcement and Traffic, Transit, and Airport budgets. Funds are accumulated over time and often used to provide match funding for large capital projects in Transit and Airport.

Analysis: For the period shown the operating subsidy from transportation sales tax to Airport increased \$25,765 or 1.39%.

- In FY 2016 there was a mid-year transfer of \$8,889 from the Transportation Sales Tax fund to provide matching funds for an airport grant to increase publishing and advertising.
- In FY 2018 there was a mid-year transfer of \$12,778 to provide grant matching funds for a Missouri Highways and Transportation Commission marketing grant.
- There exists concern that future growth in transportation sales tax will not be high enough (due to increasing online sales which do not collect sales taxes) to cover future costs in Airport as the Airport competes with Transit and Streets and Sidewalks for this limited funding source.

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>

Airport Fund

Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
Concession Sales	\$0	\$41,400	\$36,401	\$44,521	\$29,952
Commissions	\$143,923	\$126,760	\$135,932	\$259,684	\$304,814
Rentals	\$167,086	\$186,686	\$238,306	\$280,405	\$278,543
Landing Fees	\$86,700	\$103,288	\$138,188	\$156,349	\$193,816
Law Enforcement Fees	\$24,805	\$54,295	\$69,792	\$99,072	\$115,378
Passenger Facility Charge	\$271,498	\$200,073	\$343,491	\$488,390	\$529,070
Total Operating Revenues	\$694,012	\$712,502	\$962,110	\$1,328,421	\$1,451,573
Operating Expenses:					
Personnel Services*	\$1,131,008	\$1,326,809	\$1,297,082	\$1,187,179	\$1,117,258
Materials and Supplies	\$197,230	\$211,631	\$180,205	\$214,964	\$205,859
Travel and Training	\$19,864	\$22,694	\$21,628	\$24,881	\$22,190
Intragovernmental	\$298,535	\$354,766	\$401,553	\$381,811	\$466,683
Utilities, Services and Miscellaneous	\$892,153	\$910,202	\$708,256	\$858,030	\$1,014,028
Depreciation	\$831,022	\$863,215	\$1,016,857	\$1,066,064	\$1,073,463
Total Operating Expenses	\$3,369,812	\$3,689,317	\$3,625,581	\$3,732,929	\$3,899,481
Operating Income (Loss)	(\$2,675,800)	(\$2,976,815)	(\$2,663,471)	(\$2,404,508)	(\$2,447,908)
Non-Operating Revenues:					
Investment Revenue	\$163,662	\$39,682	(\$12,442)	\$6,653	\$217,616
Revenue from Other Gov. Units	\$57,870	\$183,558	\$193,880	(\$14,460)	\$116,051
Miscellaneous Revenue	\$9,045	\$67,677	\$27,727	\$39,203	\$40,411
Total Non-Operating Revenues	\$230,577	\$290,917	\$209,165	\$31,396	\$374,078
Non-Operating Expenses:					
Interest Expense	\$99,515	\$86,998	\$3,951	\$3,024	\$2,065
Loss on Disposal of Assets	\$0	\$0	\$0	\$11,209	\$1,123
Total Non-Operating Expenses	\$99,515	\$86,998	\$3,951	\$14,233	\$3,188
Total Nonoperating Revenues (Expenses)	\$131,062	\$203,919	\$205,214	\$17,163	\$370,890
Income (Loss) Before Contributions and Transfers	(\$2,544,738)	(\$2,772,896)	(\$2,458,257)	(\$2,387,345)	(\$2,077,018)
Transfers In - TST for CIP	\$237,577	\$1,327,779	\$438,728	\$2,850,424	\$2,604,977
Transfers In - CVB Hotel Tax for CIP	\$0	\$0	\$0	\$190,571	\$0
Transfers In - Subsidy - TST Fd	\$1,850,818	\$1,855,773	\$1,846,884	\$1,889,361	\$1,876,583
Transfers In - General Fd	\$500,000	\$0	\$20,706	\$0	\$0
Total Transfers In	\$2,588,395	\$3,183,552	\$2,306,318	\$4,930,356	\$4,481,560
Transfers Out	\$0	\$0	\$0	\$0	(\$30,000)
Capital Contribution - FAA for CIP	\$3,316,408	\$4,122,543	\$7,739,853	\$5,596,625	\$4,767,371
Capital Contribution - Other	\$0	\$0	\$144,571	\$741,839	\$505,559
Total Transfers and Contributions	\$5,904,803	\$7,306,095	\$10,190,742	\$11,268,820	\$9,724,490
Change in Net Position	\$3,360,065	\$4,533,199	\$7,732,485	\$8,881,475	\$7,647,472
Net Position - Beginning**	\$26,929,095	\$30,289,160	\$34,822,359	\$42,575,337	\$51,456,812
Net Position - Ending	\$30,289,160	\$34,822,359	\$42,554,844	\$51,456,812	\$59,104,284

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Source:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenses, and Changes in Fund Net Position - Nonmajor Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>

Airport Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources for Operations					
Concession Sales	\$0	\$41,400	\$36,401	\$44,521	\$29,952
Commissions	\$143,923	\$126,760	\$135,932	\$259,684	\$304,814
Rentals	\$167,086	\$186,686	\$238,306	\$280,405	\$278,543
Landing Fees	\$86,700	\$103,288	\$138,188	\$156,349	\$193,816
Passenger Facility Charge	\$271,498	\$200,073	\$343,491	\$488,390	\$529,070
Law Enforcement Fees	\$24,805	\$54,295	\$69,792	\$99,072	\$115,378
Investment Revenue	\$163,662	\$39,682	(\$12,442)	\$6,653	\$217,616
Less: GASB 31 Interest Adjustment	(\$62,163)	\$14,994	\$31,001	\$81,063	(\$79,734)
Revenue from Other Gov. Units	\$57,870	\$183,558	\$193,880	(\$14,460)	\$116,051
Miscellaneous Revenue	\$9,045	\$67,677	\$27,727	\$39,203	\$40,411
Total Financial Sources Before Transfers	\$862,426	\$1,018,413	\$1,202,276	\$1,440,880	\$1,745,917
Transfers In - Subsidy - TST Fd	\$1,850,818	\$1,855,773	\$1,846,884	\$1,889,361	\$1,876,583
Transfers In - General Fd	\$500,000	\$0	\$20,706	\$0	\$0
Total Transfers In	\$2,350,818	\$1,855,773	\$1,867,590	\$1,889,361	\$1,876,583
Total Financial Sources	\$3,213,244	\$2,874,186	\$3,069,866	\$3,330,241	\$3,622,500

Financial Uses for Operations					
Personnel Services	\$1,131,008	\$1,326,809	\$1,297,082	\$1,187,179	\$1,117,258
Less: GASB 16 Vacation Liability Adjustment	(\$7,806)	(\$2,307)	\$4,861	(\$6,719)	\$30,850
Less: GASB 68 Pension Adjustment	(\$4,952)	(\$95,678)	(\$81,466)	\$877	\$17,318
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$0	\$1,765	(\$4,192)
Materials and Supplies	\$197,230	\$211,631	\$180,205	\$214,964	\$205,859
Travel and Training	\$19,864	\$22,694	\$21,628	\$24,881	\$22,190
Intragovernmental	\$298,535	\$354,766	\$401,553	\$381,811	\$466,683
Utilities, Services and Miscellaneous	\$892,153	\$910,202	\$708,256	\$858,030	\$1,014,028
Interest Expense	\$99,515	\$86,998	\$3,951	\$3,024	\$2,065
Transfers Out	\$0	\$0	\$0	\$0	\$30,000
Principal Payments	\$24,291	\$25,155	\$26,049	\$26,976	\$27,936
Capital Additions	\$0	\$30,131	\$83,652	\$63,234	\$0
Ent. Revenues Used for Capital Projects	\$0	\$25,000	\$0	\$0	\$362,990
Total Financial Uses	\$2,649,838	\$2,895,401	\$2,645,771	\$2,756,022	\$3,292,985

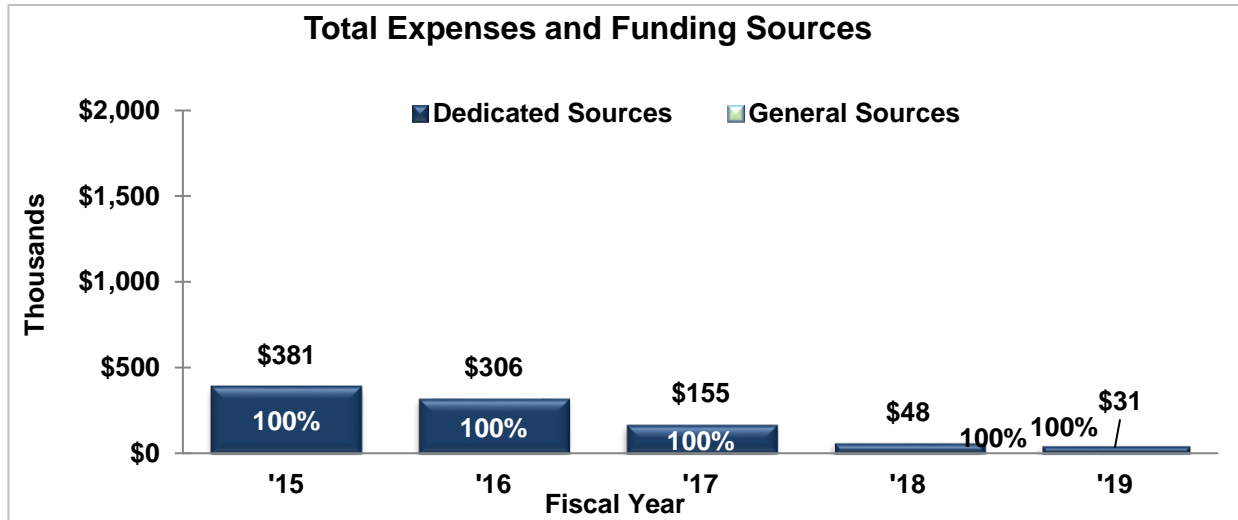
Financial Sources Over/(Under) Uses	\$563,406	(\$21,215)	\$424,095	\$574,219	\$329,515
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Current Assets	\$3,375,344	\$3,423,129	\$2,699,943	\$7,442,052	\$9,960,678
Less: GASB 31 Pooled Cash Adj	\$146,907	\$161,901	\$192,902	\$273,965	\$194,231
Less: Cash Restricted for Capital Projects	(\$2,430,060)	(\$2,491,120)	(\$884,855)	(\$6,421,855)	(\$8,567,868)
Less: Current Liabilities	(\$4,234,323)	(\$628,482)	(\$2,675,408)	(\$488,608)	(\$403,320)
Plus: Construction Contracts Payable	\$2,768,189	\$361,632	\$1,907,195	\$283,386	\$239,534
Plus: Due to Other Funds	\$1,166,500	\$0	\$0	\$0	\$0
Ending Cash Reserves	\$792,557	\$827,060	\$1,239,777	\$1,088,940	\$1,423,255

Budgeted Operating Expenses w/o Depr	\$2,336,171	\$2,813,558	\$2,721,951	\$2,967,952	\$2,942,711
Add: Budgeted Interest Expense	\$5,710	\$4,845	\$3,951	\$3,951	\$2,065
Add: Budgeted Bank and Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Operating Transfers Out	\$0	\$0	\$0	\$0	\$30,000
Add: Budgeted Principal Payments	\$24,291	\$25,155	\$26,049	\$26,976	\$27,935
Add: Budgeted Capital Additions	\$0	\$63,000	\$62,500	\$65,000	\$0
Add: Budgeted Ent Revenue for CIP	\$0	\$25,000	\$0	\$0	\$362,541
Total Budgeted Financial Uses	\$2,366,172	\$2,931,558	\$2,814,451	\$3,063,879	\$3,365,252
Less: Ent Rev Budgeted for current year CIP	\$0	(\$25,000)	\$0	\$0	(\$362,541)
Operational Expenses	\$2,366,172	\$2,906,558	\$2,814,451	\$3,063,879	\$3,002,711
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$473,234	\$581,312	\$562,890	\$612,776	\$600,542
Add: Ent Rev Budgeted for current year CIP	\$0	\$25,000	\$0	\$0	\$362,541
Budgeted Cash Reserve Target	\$473,234	\$606,312	\$562,890	\$612,776	\$963,083

Above/(Below) Cash Reserve Target	\$319,323	\$220,748	\$676,887	\$476,164	\$460,172
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Non-Motorized Grant Fund - Special Revenue Fund



Fiscal Year	Dedicated Funding Sources	General Funding Sources	Total Expenses
2015	\$380,689	\$0	\$380,689
2016	\$306,041	\$0	\$306,041
2017	\$155,365	\$0	\$155,365
2018	\$47,523	\$0	\$47,523
2019	\$30,626	\$0	\$30,626
5 Yr % Chg	(91.96%)		(91.96%)

Description: The Non-Motorized Grant Fund is a special revenue fund used to account for the operating expenses associated with a federal non-motorized grant fund received by the City in FY 2013. Both Public Works and Parks and Recreation staff are assigned to this budget to manage the projects associated with the second round of non-motorized grant funding.

Dedicated Funding Sources: Dedicated funding sources come from the non-motorized grant and all of the funding is dedicated and cannot be used for any other purpose.

Analysis: Personnel costs are the major expenses for this fund. As the projects associated with the grant are completed, less personnel and other operating expenses will be required. The decreases reflected in FY 2016 through FY 2019 are due to the reallocation of several positions back to the operating departments they came from (Engineering and Parks and Recreation) as less engineering and parks planning services are needed.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds <http://www.como.gov/finance/accounting/financial-reports/>

Non-Motorized Grant Fund

Revenues, Expenditures, and Changes in Fund Balance

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Revenues:					
Revenue from other Gov. Units	\$258,382	\$429,602	\$94,589	\$98,675	\$17,831
Total Revenues	\$258,382	\$429,602	\$94,589	\$98,675	\$17,831
 Expenditures:					
Personnel Services	\$281,179	\$261,688	\$121,480	\$37,099	\$27,331
Materials and Supplies	\$11,919	\$12,601	\$19,863	\$7,214	\$3,295
Travel and Training	\$100	\$0	\$50	\$0	\$0
Intragovernmental	\$0	\$0	\$0	\$0	\$0
Utilities, Services and Miscellaneous	\$87,491	\$31,752	\$13,972	\$3,210	\$0
Total Expenditures	\$380,689	\$306,041	\$155,365	\$47,523	\$30,626
 Excess (Deficiency) of Revenues Over Expenditures	(\$122,307)	\$123,561	(\$60,776)	\$51,152	(\$12,795)
 Other Financing Sources (Uses)					
Transfers In	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$0	\$0	\$0	\$0	\$0
Total Other Financing Sources (Uses)	\$0	\$0	\$0	\$0	\$0
 Net Change in Fund Balance	(\$122,307)	\$123,561	(\$60,776)	\$51,152	(\$12,795)
 Fund Balance Beginning	(\$6,166)	(\$128,473)	(\$4,912)	(\$65,688)	(\$14,536)
Fund Balance Ending	(\$128,473)	(\$4,912)	(\$65,688)	(\$14,536)	(\$27,331)

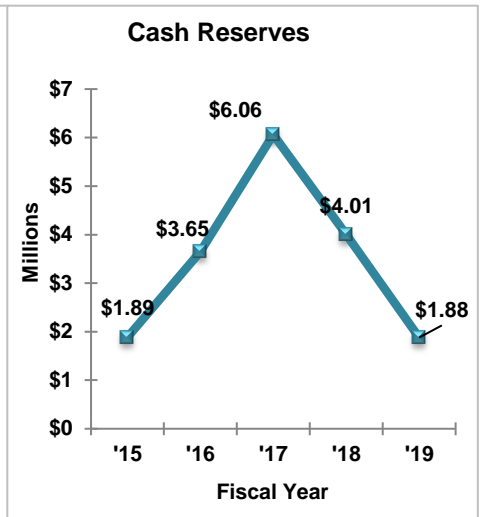
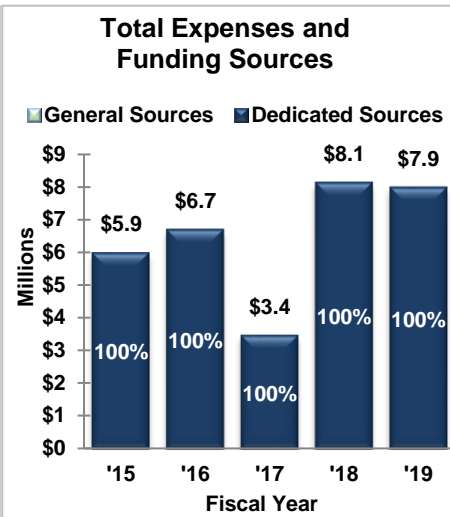
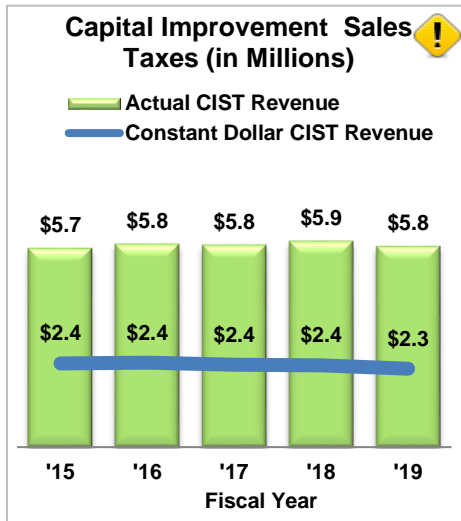
Non-Motorized Grant Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Revenue from other Gov. Units	\$258,382	\$429,602	\$94,589	\$98,675	\$17,831
Total Financial Sources Before Transfers	\$258,382	\$429,602	\$94,589	\$98,675	\$17,831
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$258,382	\$429,602	\$94,589	\$98,675	\$17,831
Financial Uses					
Personnel Services	\$281,179	\$261,688	\$121,480	\$37,099	\$27,331
Materials and Supplies	\$11,919	\$12,601	\$19,863	\$7,214	\$3,295
Travel and Training	\$100	\$0	\$50	\$0	\$0
Intragovernmental	\$0	\$0	\$0	\$0	\$0
Utilities, Services and Miscellaneous	\$87,491	\$31,752	\$13,972	\$3,210	\$0
Transfers Out	\$0	\$0	\$0	\$0	\$0
Interest and Other Non-Oper Cash Exp	\$0	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$0	\$0	\$0	\$0	\$0
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$380,689	\$306,041	\$155,365	\$47,523	\$30,626
Financial Sources Over/(Under) Uses	(\$122,307)	\$123,561	(\$60,776)	\$51,152	(\$12,795)
Cash and Cash Equivalents	\$0	\$0	\$0	\$0	\$0
Less: GASB 31 Pooled Cash Adj	\$0	\$0	\$0	\$0	\$0
Ending Cash Reserves	\$0	\$0	\$0	\$0	\$0

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Capital Improvement Sales Tax Fund - Special Revenue Fund



Fiscal Year	Dedicated Funding Sources	General Funding Sources	Total Expenses	Total Capital Improvement Sales Taxes	CPI	Capital Improvement Sales Taxes In Constant Dollars
2015	\$5,946,848	\$0	\$5,946,848	\$5,715,955	237.02	\$2,411,592
2016	\$6,661,361	\$0	\$6,661,361	\$5,837,471	240.01	\$2,432,178
2017	\$3,420,073	\$0	\$3,420,073	\$5,811,016	245.12	\$2,370,682
2018	\$8,092,991	\$0	\$8,092,991	\$5,919,548	251.11	\$2,357,381
2019	\$7,945,476	\$0	\$7,945,476	\$5,772,107	255.66	\$2,257,754
5 Yr % Chg	33.61%		33.61%	0.98%	7.86%	(6.38%)
5 Yr \$ Chg	\$1,998,628	\$0	\$1,998,628	\$56,152		

Description: Expenses for the Capital Improvement Sales Tax Fund consist primarily of transfers (reflected in the "Other" category) and a small charge for general and administrative fees associated with the investment and accounting activities of the fund. Annually, as a part of the budget process, the capital projects are identified for the next year that will use this funding, and an operating transfer is made from this fund to the capital projects fund for those projects. As with all of our capital projects, the entire construction cost of a project must be appropriated before a construction contract can be awarded even though the actual construction may take more than one year to complete.

Dedicated Funding Sources: All of the funding is dedicated and must be used to fund capital projects for public safety and transportation. It cannot be used to fund operating costs.

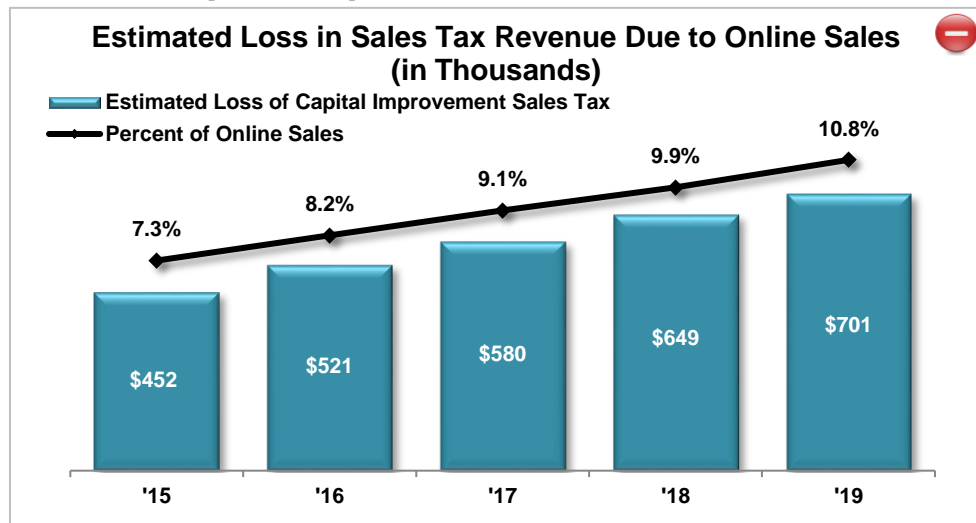
Analysis: Over the past five years, expenses have varied from year to year due to the amount of funding needed for capital projects each year.

- The current capital improvement sales tax extension will fund projects through FY 2025 before another extension will need to be taken to the voters.
- Total Capital Improvement Sales Taxes increased \$56,152 or 0.98% over the past five years and constant dollar sales taxes decreased 6.38% while inflation increased 7.86%. This is primarily due to an increase in online sales which currently do not collect local sales taxes. There is concern that the growth of this revenue will continue to decline and may not generate enough to fully fund all of the capital projects that were included in the 2015 ballot.
- Another concern is public safety and streets and sidewalk capital project needs are higher than the tax is currently generating and this is creating a backlog of projects that cannot be funded. The City needs to identify additional funding sources to adequately fund these increasing capital project needs.
- Cash reserve amounts vary from year to year and are directly impacted by the amount of capital project transfers that are required in a given year. This is a normal occurrence with this type of fund as sales tax receipts are accumulated over time and then transferred out to fund a capital project. All of the construction costs must be appropriated for a project before a construction contract can be awarded. The cash reserve increased in FY 2016 due to the payoff of the FY 2006B SO Revenue Refunding Bonds and unused funds were transferred back to this fund. There is no cash reserve target for this fund as it does not have any significant operating costs it needs to cover. In FY 2017 the cash reserves increased due to lower capital project transfers out and 2018 and 2019 cash reserves have decreased due to higher capital project transfers out.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Capital Improvement Sales Tax Fund



		Actual Capital Improvement Sales	Online Sales as a Percent of Total Retail Sales	Estimated Loss of Sales Tax Revenue: Capital Improvement Sales Tax
A Warning Trend Is Observed When:		Fiscal Year	Tax Revenue	Sales
Online sales as a percent of total sales increases	2015	\$5,715,955	7.3%	\$451,787
	2016	\$5,837,471	8.2%	\$521,430
	2017	\$5,811,016	9.1%	\$579,983
	2018	\$5,919,548	9.9%	\$648,605
	2019	\$5,772,107	10.8%	\$701,284
Formulation:	5 Yr Loss			\$2,903,089
	5 Yr % Chg	0.98%	47.90%	55.22%

Formulation:

Estimated dollar amount of online sales multiplied by capital improvement sales tax rate

Description: The temporary one quarter cent capital improvement sales tax is the primary funding source for public safety and transportation capital projects. The ability of the City to fund these capital projects depends heavily on current and future growth of this tax. Currently online sales are not subject to local sales taxes; therefore, a growth in online sales causes a loss in sales tax revenue for the City. This can cause lower sales tax collections and may result in the City not being able to complete all of the projects identified in the ballot issue. This can also create a future backlog of capital project needs that cannot be funded. This indicator attempts to quantify what the annual and five year loss might be from more people shopping on-line.

Analysis: Data obtained from the www.census.gov website estimates the percentage of all sales that are done online. For the five year period the percentage of online sales increased from 7.3% in FY 2015 to 10.8% in FY 2019. Using the actual capital improvement sales tax collections during this same time period, it is estimated that the City has lost over \$2.9 million in capital improvement sales tax funding as a result of increasing online sales. The City believes this is a conservative estimate given the large college student population in Columbia. In FY 2019, the estimated loss is \$701,284. As online sales continue to increase and the capital improvement sales tax growth declines, this source may fall short of being able to fund the public safety and street and sidewalk capital projects presented to the voters when the ballot was passed and there will be a growing backlog of capital project needs that cannot be funded.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds <http://www.como.gov/finance/accounting/financial-reports/>
- Online sales: <http://www.census.gov/retail/#ecommerce>

Capital Improvement Sales Tax Fund

Revenues, Expenditures, and Changes in Fund Balance

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Revenues:					
Sales Taxes	\$5,715,955	\$5,837,471	\$5,811,016	\$5,919,548	\$5,772,107
Miscellaneous Revenue	\$6,708	\$0	\$0	\$0	\$0
Investment Revenue	\$57,580	\$19,585	(\$36,948)	\$41,921	\$116,956
Total Revenues	\$5,780,243	\$5,857,056	\$5,774,068	\$5,961,469	\$5,889,063
Expenditures:					
Personnel Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$9,466	\$12,117	\$23,573	\$21,991	\$169,585
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$9,466	\$12,117	\$23,573	\$21,991	\$169,585
Excess (Deficiency) of Revenues Over Expenditures	\$5,770,777	\$5,844,939	\$5,750,495	\$5,939,478	\$5,719,478
Other Financing Sources (Uses):					
Transfers In	\$0	\$2,397,948	\$0	\$0	\$0
Transfers Out - Gen Gov't Capital Proj.	(\$5,937,382)	(\$6,509,244)	(\$3,256,500)	(\$8,071,000)	(\$7,775,891)
Transfers Out - Transit Capital Proj.	\$0	(\$140,000)	(\$140,000)	\$0	\$0
Total Transfers Out	(\$5,937,382)	(\$6,649,244)	(\$3,396,500)	(\$8,071,000)	(\$7,775,891)
Total Other Financing Sources (Uses)	(\$5,937,382)	(\$4,251,296)	(\$3,396,500)	(\$8,071,000)	(\$7,775,891)
Net Change in Fund Balance	(\$166,605)	\$1,593,643	\$2,353,995	(\$2,131,522)	(\$2,056,413)
Fund Balance Beginning	\$2,883,920	\$2,717,315	\$4,310,958	\$6,664,953	\$4,533,431
Fund Balance Ending	\$2,717,315	\$4,310,958	\$6,664,953	\$4,533,431	\$2,477,018

Source:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds <http://www.como.gov/finance/accounting/financial-reports/>

Capital Improvement Sales Tax Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Sales Taxes	\$5,715,955	\$5,837,471	\$5,811,016	\$5,919,548	\$5,772,107
Investment Revenue	\$57,580	\$19,585	(\$36,948)	\$41,921	\$116,956
Less: GASB 31 Interest Adjustment	(\$24,441)	\$8,331	\$70,334	\$86,870	(\$22,952)
Miscellaneous Revenue	\$6,708	\$0	\$0	\$0	\$0
Total Financial Sources Before Transfers	\$5,755,802	\$5,865,387	\$5,844,402	\$6,048,339	\$5,866,111
Transfers In	\$0	\$2,397,948	\$0	\$0	\$0
Total Financial Sources	\$5,755,802	\$8,263,335	\$5,844,402	\$6,048,339	\$5,866,111

Financial Uses					
Personnel Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$9,466	\$12,117	\$23,573	\$21,991	\$169,585
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$5,937,382	\$6,649,244	\$3,396,500	\$8,071,000	\$7,775,891
Total Financial Uses	\$5,946,848	\$6,661,361	\$3,420,073	\$8,092,991	\$7,945,476

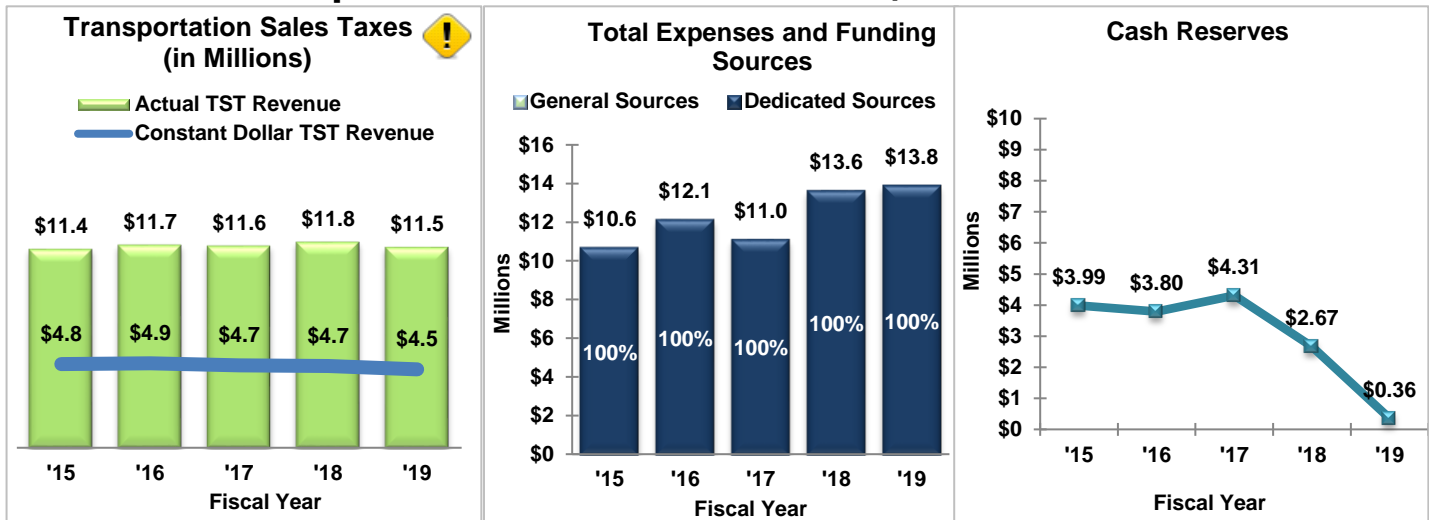
Financial Sources Over/(Under) Uses	(\$191,046)	\$1,601,974	\$2,424,329	(\$2,044,652)	(\$2,079,365)
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Cash and Cash Equivalents	\$1,877,696	\$3,488,154	\$5,828,710	\$3,686,594	\$1,582,094
Less: GASB 31 Pooled Cash Adj	\$10,699	\$162,816	\$233,150	\$320,020	\$297,067
Ending Cash Reserves	\$1,888,395	\$3,650,970	\$6,061,860	\$4,006,614	\$1,879,161

Source:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds <http://www.como.gov/finance/accounting/financial-reports/>

Transportation Sales Tax Fund - Special Revenue Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Total Transportation Sales Tax Revenue	CPI	Transportation Sales Tax in Constant Dollars
2015	\$10,616,239	\$0	\$10,616,239	\$11,432,224	237.02	\$4,823,316
2016	\$12,058,915	\$0	\$12,058,915	\$11,675,199	240.01	\$4,864,464
2017	\$11,031,402	\$0	\$11,031,402	\$11,622,394	245.12	\$4,741,512
2018	\$13,552,707	\$0	\$13,552,707	\$11,839,437	251.11	\$4,714,897
2019	\$13,818,106	\$0	\$13,818,106	\$11,544,593	255.66	\$4,515,657
5 Yr % Chg	30.16%		30.16%	0.98%	7.86%	(6.38%)
5 Yr \$ Chg	\$3,201,867	\$0	\$3,201,867	\$112,369		(\$307,659)

Description: The Transportation Sales Tax Fund is a special revenue fund which accounts for the permanent one-half cent transportation sales tax. The transportation sales tax was passed in April, 1982 and has remained one-half cent since then. Expenses for the Transportation Sales Tax Fund consist primarily of transfers (reflected in the "Other" category) and a small charge for general and administrative fees associated with the investment and accounting activities of the fund. Annually, as a part of the budget process, the operating and capital projects needs for streets, transit, and airport are identified and operating transfers are made from this fund to the respective departmental budgets. The total expenses for a year can vary from the revenue received for the year due to capital project funding needs. With a special revenue fund such as transportation sales tax, balances are often accumulated over time and then used down in a particular year to fund a large capital project.

Dedicated Funding Sources: All of the funding sources are dedicated and can only be used for transportation purposes.

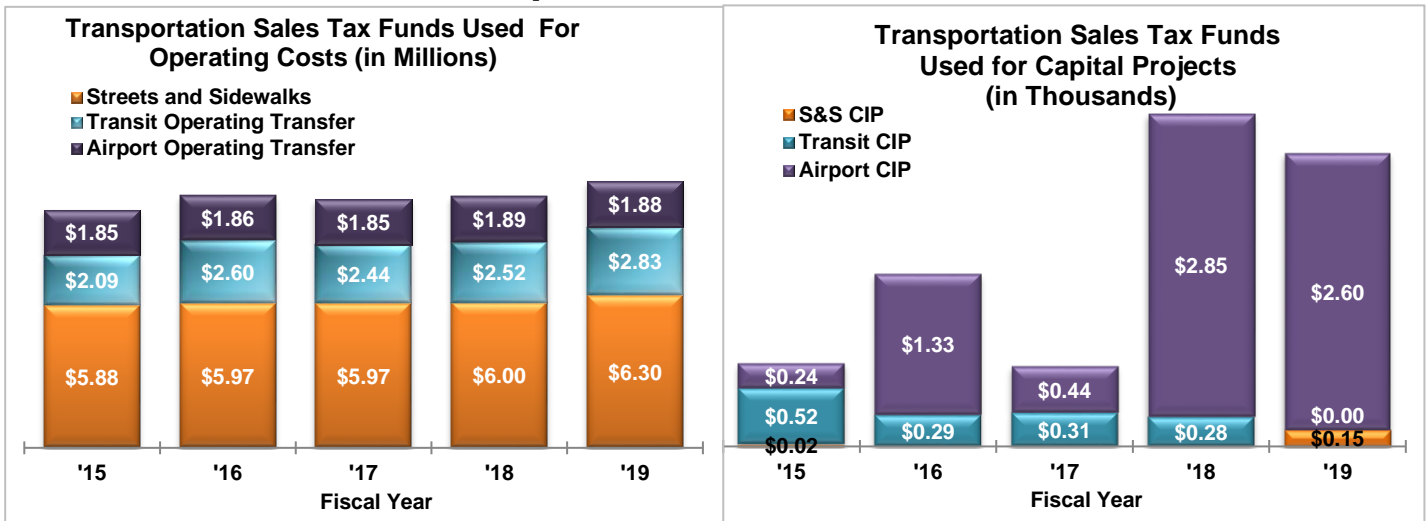
Analysis: Over the past five years, total transportation sales tax revenues increased \$112,369 or 0.98% and constant dollar transportation sales taxes decreased 6.38% while inflation increased 7.86%.

- During this timeframe, operating transfers (to Streets and Sidewalks, Transit, and Airport) increased \$1.2 million or 12.05%. The growth in transportation sales tax revenue has not kept pace with the increased operating transfers to these three areas. There is concern that in future years, the growth will continue to slow and there will not be enough funding to continue to increase (or keep the same level of transfers) to these various operations while will result in a need to reduce costs and services in these operations.
- Reserves vary from year to year based on the growth of sales taxes and the capital project funding needed. It is important to maintain and build up cash in this fund to be able to take advantage of capital project grant matching opportunities as they arise as well as funding for future capital project needs. It is anticipated that a significant amount of transportation sales tax funding will be required to fund capital projects associated with the new airport terminal. There is no cash reserve target for this fund as it does not have any significant operating costs it needs to cover.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Transportation Sales Tax Fund



Fiscal Year	Streets and Sidewalks	Transit Operating Transfer	Airport Operating Transfer	Streets and Sidewalks Capital Projects	Transit Capital Projects	Airport Capital Projects	Total Transfers Out of Transportation Sales Tax Fund
2015	\$5,882,511	\$2,091,075	\$1,850,818	\$20,633	\$524,194	\$237,577	\$10,606,808
2016	\$5,968,577	\$2,600,179	\$1,855,773	\$0	\$294,434	\$1,327,779	\$12,046,742
2017	\$5,968,577	\$2,438,773	\$1,846,884	\$0	\$314,434	\$438,728	\$11,007,396
2018	\$5,998,276	\$2,516,873	\$1,889,361	\$0	\$275,731	\$2,850,424	\$13,530,665
2019	\$6,297,975	\$2,834,131	\$1,876,583	\$150,000	\$0	\$2,604,977	\$13,763,666
5 Yr % Chg	7.06%	35.53%	1.39%	626.99%	(100.00%)	996.48%	29.76%
5 Yr \$ Chg	\$415,464	\$743,056	\$25,765	\$129,367	(\$524,194)	\$2,367,400	\$3,156,858

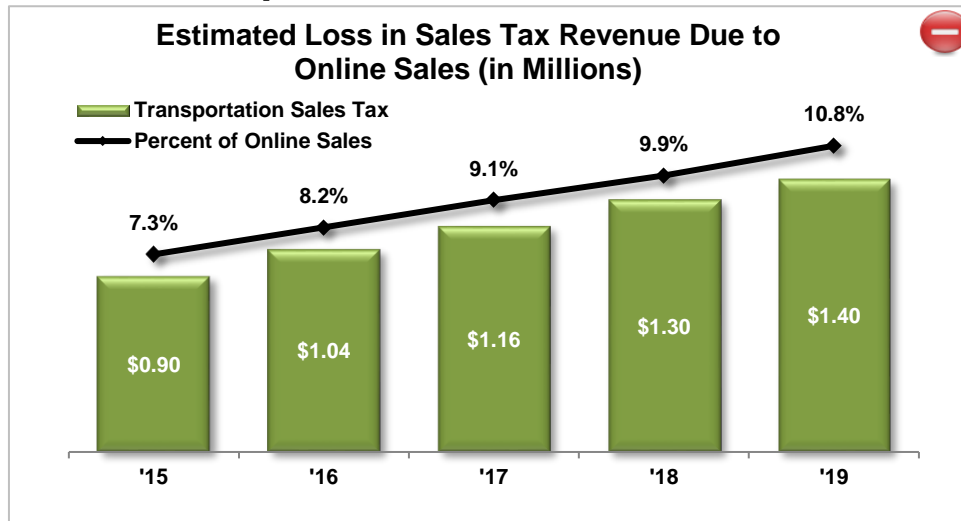
Description: The permanent transportation sales tax is used to fund streets and sidewalks, transit, and airport operations and capital projects. The amount of capital project transfers can vary from year to year based on the size and timing of capital projects. All of the construction costs (or total bus replacement cost) must be appropriated at one time even though the construction or purchase and receipt of the bus may occur over more than one fiscal year.

Analysis: Over the five years, total transfers out of the Transportation Sales Tax Fund increased by \$3.2 million or 29.76%.

- Transfers to the general fund to support streets and sidewalks increased only \$415,464 or 7.06% over the past five years.
- The Transit operating transfer increased \$743,056 or 35.53%. The largest increase occurred in FY 2016 due to the shifting of funds from capital projects to operations as the City started leasing electric buses. This spreads the cost over a longer timeframe (12 years) and allows the City to obtain the buses without having to wait for FTA (Federal Transit Administration) grant funding to be available and awarded. This will help address the large number of buses that need to be replaced since the competitive FTA grant funds have been harder to obtain and it should result in lower fuel and maintenance costs in the future. Other reasons for increases in the Transit operating subsidy have been due to rising fuel, maintenance, and personnel costs as well as an increased demand for transit services from students. The decrease in FY 2017 is due to one-time funding of a transit study in FY 2016. The increase in FY 2019 is due to a one year shift of capital project funding to operations to improve the financial health of the operation.
- Transfers for Transit CIP decreased from FY 2015 to FY 2019 as the City has reallocated some of that funding to operations to pay for leasing electric buses.
- Airport operating transfers increased \$25,765 due to increases in costs related to additional flight service and rising costs.
- Transfers for airport capital projects increased significantly in FY 2018 due to the Runway 2-20 isolated Pavement Remediation project.
- Transfers for streets and sidewalks capital projects stopped in FY 2016 due to slow growth of transportation sales tax and the significant increases in transit and airport needs. In FY 2019 \$150,000 was transferred to streets and sidewalks for the 3rd Avenue Alley project.
- Council set a guideline in FY 2015 that all new growth in transportation sales tax would be allocated as follows: 50% to Transit operations, 25% to airport operations, and 25% to streets and sidewalk operations. A concern with allocating all of the new growth each year instead of allowing it to build up the balance is it may make it more difficult to provide matching funds for large dollar airport and transit capital projects. Currently some of the capital project matching funds are coming from accumulated balances.

Source: City of Columbia Annual Budget (<http://www.como.gov/finance/accounting/financial-reports/>)

Transportation Sales Tax Fund



A Warning Trend Is Observed When:		Actual Transportation Sales Tax Revenue	Online Sales as a Percent of Total Retail Sales	Estimated Loss of Sales Tax Revenue: Transportation Sales Tax
	Fiscal Year			
Online sales as a percent of total sales increase	2015	\$11,432,224	7.3%	\$903,599
	2016	\$11,675,199	8.2%	\$1,042,883
	2017	\$11,622,394	9.1%	\$1,160,002
	2018	\$11,839,437	9.9%	\$1,297,248
	2019	\$11,544,593	10.8%	\$1,402,614
Formulation:				
Estimated Dollar Amount of Online Sales multiplied by Transportation Sales Tax Rate	5 Yr Loss			\$5,806,346
	5 Yr % Chg	0.98%	47.90%	55.23%

Description: The permanent Transportation Sales Tax helps fund streets and sidewalks, transit, and airport. The ability of the City to continue funding and increase funding to these operations depends heavily on current and future growth of this tax. Currently online sales are not subject to local sales taxes; therefore, a growth in online sales causes a loss in sales tax revenue for the City. This can cause lower sales tax collections and may result in the City not being able to adequately fund operational and capital project needs in these three areas. This indicator attempts to quantify what the annual and ten year loss might be from more people shopping online.

Analysis: Data obtained from the www.census.gov website estimate the percentage of all sales that are done online.

- For the five year period the percentage of online sales has increased from 7.3% in FY 2015 to 10.8% in FY 2019 which is a 48% growth.
- Using the actual Transportation Sales Tax collections during this same time period, it is estimated that the City has lost over \$5.8 million in Transportation Sales Tax funding as a result of increasing online sales. The City believes this is a conservative estimate given the large college student population in Columbia.
- For FY 2019, the estimated loss is \$1.4 million. As online sales continue to increase and the Transportation Sales Tax growth declines, this source will fall short of being able to adequately fund all of the operations and capital project needs for the departments it supports (streets, transit, and airport).

Source:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds <http://www.como.gov/finance/accounting/financial-reports/>

Transportation Sales Tax Fund

Revenues, Expenditures, and Changes in Fund Balance

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Revenues:					
Sales Taxes	\$11,432,224	\$11,675,199	\$11,622,394	\$11,839,437	\$11,544,593
Miscellaneous Revenue	\$13,416	\$0	\$0	\$0	\$0
Investment Revenue	\$99,412	\$76,149	(\$22,585)	\$47,351	\$61,080
Total Revenues	\$11,545,052	\$11,751,348	\$11,599,809	\$11,886,788	\$11,605,673
Expenditures:					
Personnel Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$9,431	\$12,173	\$24,006	\$22,042	\$54,440
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$9,431	\$12,173	\$24,006	\$22,042	\$54,440
Excess (Deficiency) of Revenues Over Expenditures	\$11,535,621	\$11,739,175	\$11,575,803	\$11,864,746	\$11,551,233
Other Financing Sources (Uses):					
Transfers In	\$0	\$0	\$0	\$0	\$0
Transfers Out - Subsidy - Transit	(\$2,091,075)	(\$2,600,179)	(\$2,438,773)	(\$2,516,873)	(\$2,834,131)
Transfers Out - CIP Matching Funds - Transit	(\$524,194)	(\$294,434)	(\$314,434)	(\$275,731)	\$0
Transfers Out - Subsidy - Airport	(\$1,850,818)	(\$1,855,773)	(\$1,846,884)	(\$1,889,361)	(\$1,876,583)
Transfers Out - CIP Matching Funds - Airport	(\$237,577)	(\$1,327,779)	(\$438,728)	(\$2,850,424)	(\$2,604,977)
Transfers Out - Streets, Eng & Traffic Related	(\$5,882,511)	(\$5,968,577)	(\$5,968,577)	(\$5,998,276)	(\$6,297,975)
Transfers Out - CIP - Streets and Sidewalks	(\$20,633)	\$0	\$0	\$0	(\$150,000)
Total Transfers Out	(\$10,606,808)	(\$12,046,742)	(\$11,007,396)	(\$13,530,665)	(\$13,763,666)
Total Other Financing Sources (Uses)	(\$10,606,808)	(\$12,046,742)	(\$11,007,396)	(\$13,530,665)	(\$13,763,666)
Net Change in Fund Balance	\$928,813	(\$307,567)	\$568,407	(\$1,665,919)	(\$2,212,433)
Fund Balance Beginning	\$4,625,869	\$5,554,682	\$5,247,115	\$5,815,522	\$4,149,604
Fund Balance Ending	\$5,554,682	\$5,247,115	\$5,815,522	\$4,149,604	\$1,937,171

Source:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds <http://www.como.gov/finance/accounting/financial-reports/>

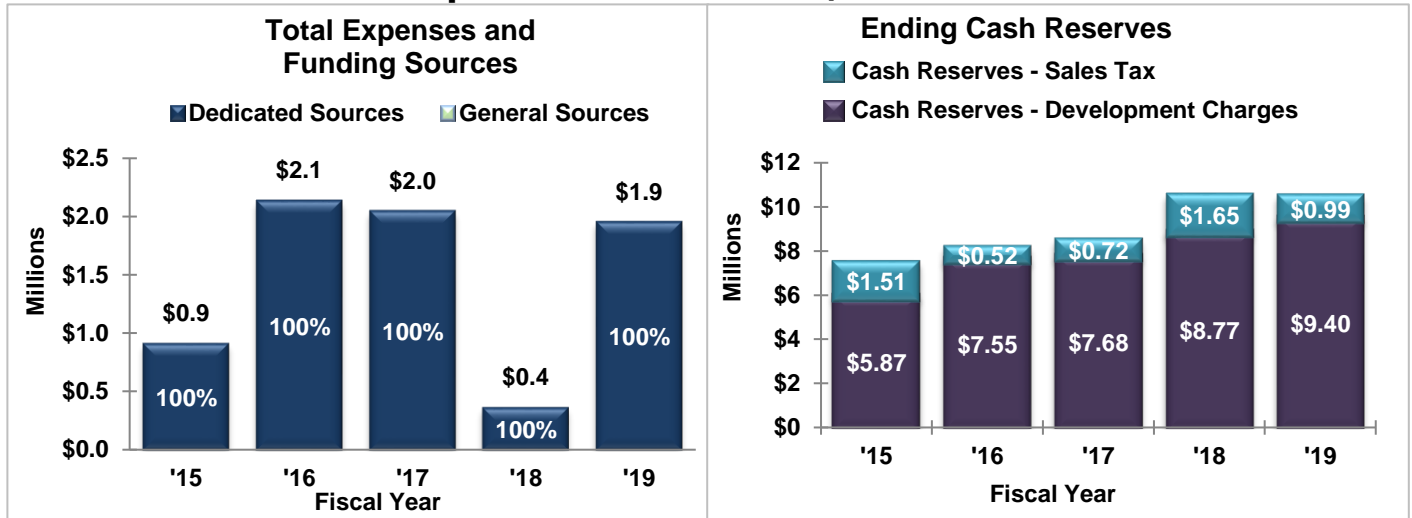
Transportation Sales Tax Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Sales Taxes	\$11,432,224	\$11,675,199	\$11,622,394	\$11,839,437	\$11,544,593
Investment Revenue	\$99,412	\$76,149	(\$22,585)	\$47,351	\$61,080
Less: GASB 31 Interest Adjustment	(\$35,016)	(\$9,968)	\$49,988	\$54,664	(\$2,981)
Miscellaneous Revenue	\$13,416	\$0	\$0	\$0	\$0
Total Financial Sources Before Transfers	\$11,510,036	\$11,741,380	\$11,649,797	\$11,941,452	\$11,602,692
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$11,510,036	\$11,741,380	\$11,649,797	\$11,941,452	\$11,602,692
Financial Uses					
Transfers Out: Streets & Sidewalks					
Street, Engineering & Traffic Operations	\$5,882,511	\$5,968,577	\$5,968,577	\$5,998,276	\$6,297,975
Capital Projects	\$20,633	\$0	\$0	\$0	\$150,000
Total Streets & Sidewalks	\$5,903,144	\$5,968,577	\$5,968,577	\$5,998,276	\$6,447,975
Transfers Out: Transit					
Operating Subsidy	\$2,091,075	\$2,600,179	\$2,438,773	\$2,516,873	\$2,834,131
Matching Funds for Capital Projects	\$524,194	\$294,434	\$314,434	\$275,731	\$0
Total Transit	\$2,615,269	\$2,894,613	\$2,753,207	\$2,792,604	\$2,834,131
Transfers Out: Airport					
Operating Subsidy	\$1,850,818	\$1,855,773	\$1,846,884	\$1,889,361	\$1,876,583
Matching Funds for Capital Projects	\$237,577	\$1,327,779	\$438,728	\$2,850,424	\$2,604,977
Total Airport	\$2,088,395	\$3,183,552	\$2,285,612	\$4,739,785	\$4,481,560
Transfers Out (Operations)	\$9,824,404	\$10,424,529	\$10,254,234	\$10,404,510	\$11,008,689
Transfers Out (CIP)	\$782,404	\$1,622,213	\$753,162	\$3,126,155	\$2,754,977
Personnel Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$9,431	\$12,173	\$24,006	\$22,042	\$54,440
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$10,616,239	\$12,058,915	\$11,031,402	\$13,552,707	\$13,818,106
Financial Sources Over/(Under) Uses	\$893,797	(\$317,535)	\$618,395	(\$1,611,255)	(\$2,215,414)
Cash and Cash Equivalents	\$3,875,093	\$3,693,159	\$4,156,496	\$2,466,550	\$153,053
Less: GASB 31 Pooled Cash Adj	\$111,842	\$101,875	\$151,863	\$206,527	\$203,547
Ending Cash Reserves	\$3,986,935	\$3,795,034	\$4,308,359	\$2,673,077	\$356,600

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Public Improvement Fund - Special Revenue Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$898,206	\$0	\$898,206
2016	\$2,123,978	\$0	\$2,123,978
2017	\$2,035,177	\$0	\$2,035,177
2018	\$350,432	\$0	\$350,432
2019	\$1,941,441	\$0	\$1,941,441
5 Yr % Chg	116.15%		116.15%

Description: Expenses for the Public Improvement Fund consist primarily of transfers (reflected in the “Other” category) and a small charge for general and administrative fees associated with the investment and accounting activities of the fund. Annually, as a part of the budget process, capital projects that will be funded for the next year are identified and operating transfers are made from this fund to the capital projects fund for those projects that will be funded with either development fees or the 4.1% of the 1% general sales tax that is allocated to capital projects. The total expenses for a year can vary from the revenue received for the year due to capital project funding needs. With a special revenue fund such as Public Improvement Fund, balances are often accumulated over time and then used down in a particular year to fund a large capital project.

Dedicated Funding Sources: The Public Improvement Fund is a special revenue fund that accounts for two specific funding sources – a part of the 1% general sales tax that the City allocates to capital projects and development fees collected on new construction within the City. It has been a long-standing practice of allocating a portion of this 1% sales tax to help fund capital project needs for general fund departments such as police and fire, administrative, and streets and sidewalks.

Fiscal Year	General Fund Allocation	Public Improvement Fund Alloc
FY 1989	92.50%	7.50%
FY 1990 – FY 1991	86.79%	13.21%
FY 1992 – FY 2000	91.80%	8.20%
FY 2001 to FY 2019	95.90%	4.10%

Development fees, which are collected on new construction within the City, are restricted to funding construction of arterial and collector streets. In FY 2005, voters approved an increase in development fees from \$0.10 per square foot in FY 2005 to \$0.50 per square foot as a part of the 2005 transportation ballot issue. The increases were phased in over five years. Below is the development fee history with the voter approved increases:

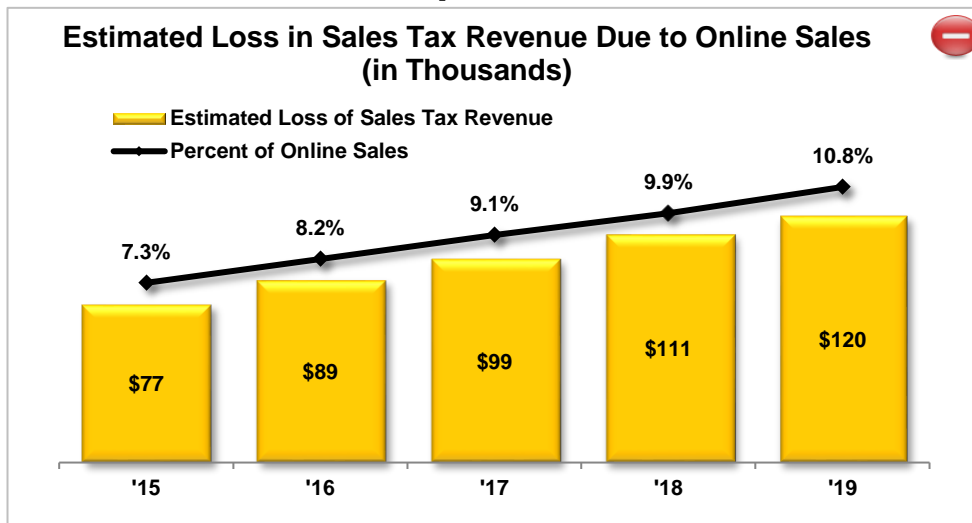
- \$0.15 per square foot for FY 2006 - FY 2007
- \$0.25 per square foot for FY 2008 – FY 2009
- \$0.50 per square foot for FY 2010 to present

Analysis: Over the past five years, total expenses have varied from year to year based on the amount of capital project funding required. All of the construction cost for a project must be appropriated before a construction contract can be awarded even though the actual construction can take more than one year. Reserves reflect an overall increase over the past five years with most of the reserves coming from development charges. The City is building up these reserves to fund several large capital projects that were approved in the 2015 ballot including Discovery Parkway, Gans to New Haven, Nifong - Providence to Forum 4 Lane, and Forum Blvd - Chapel Hill to Woodrail (4 lane).

Sources:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Public Improvement Fund



A Warning Trend Is Observed When:

Online sales as a percent of total sales increase

Formulation:

Estimated Dollar Amount of Online Sales multiplied by general sales tax rate that goes to the Public Improvement Fund (0.041%)

Fiscal Year	Actual Sales Tax Revenue	Online Sales as a Percent of Total Retail Sales	Estimated Loss of Sales Tax Revenue: Public Improvement Fund
2015	\$976,149	7.3%	\$77,154
2016	\$996,320	8.2%	\$88,996
2017	\$995,859	9.1%	\$99,394
2018	\$1,015,949	9.9%	\$111,318
2019	\$991,072	10.8%	\$120,411
5 Yr Loss			\$497,273
5 Yr % Chg	1.53%	47.90%	56.07%

Description:

During the period shown, the Public Improvement Fund received 4.1% of the 1% general sales tax to fund general fund department capital projects such as public safety, transportation, and administrative. The ability of the City to continue funding and increase funding for these capital projects depends heavily on current and future growth of this tax. Currently online sales are not subject to local sales taxes; therefore, a growth in online sales causes a loss in sales tax revenue for the City. This can also create a future backlog of capital project needs that cannot be funded. This indicator attempts to quantify what the annual and five year loss might be from more people shopping online.

Analysis:

Data obtained from the www.census.gov website estimates the percentage of all sales that are done online. For the five year period, the percentage of online sales increased from 7.3% in FY 2015 to 10.8% in FY 2019 which is a 48% increase. Using the actual sales tax collections that were deposited in the Public Improvement Fund during this same time period, it is estimated that the City has lost \$497,273 in this source. The City believes this is a conservative estimate given the large college student population in Columbia. In FY 2019, the estimated loss is \$120,411. As online sales continue to increase and the general sales tax growth declines, this source will fall short of being able to adequately fund the capital project needs for these departments.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds <http://www.como.gov/finance/accounting/financial-reports/>
- Online sales: <http://www.census.gov/retail/#ecommerce>

Public Improvement Fund

Revenues, Expenditures, and Changes in Fund Balance

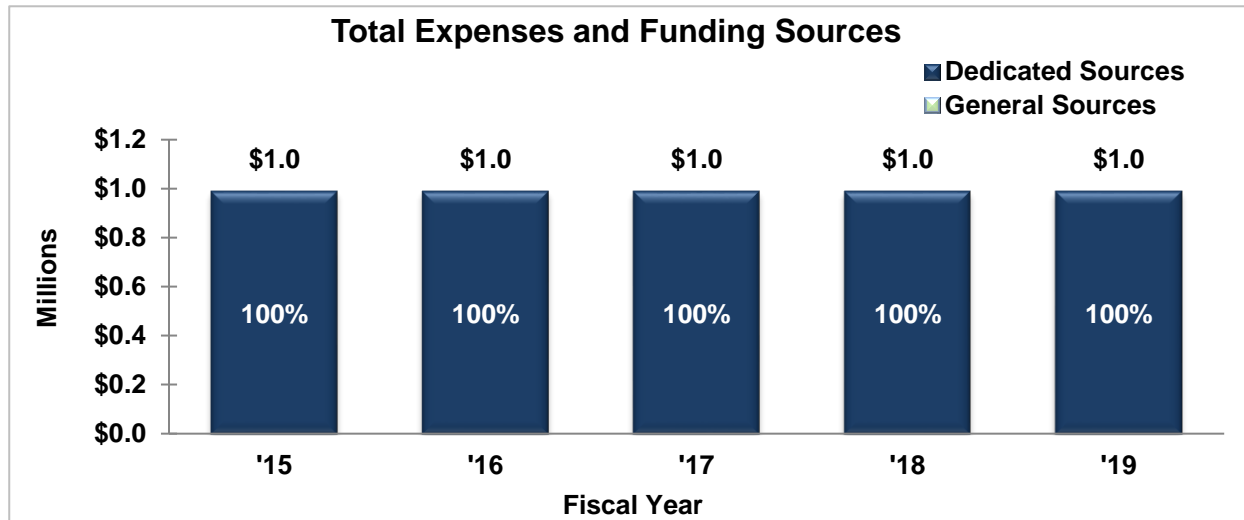
	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
4.1% of 1% General Sales Tax:					
Revenues:					
Sales Taxes	\$976,149	\$996,320	\$995,859	\$1,015,949	\$991,072
Miscellaneous Revenue	\$1,100	\$0	\$0	\$0	\$0
Investment Revenue	\$188,670	\$153,482	(\$44,603)	\$28,752	\$420,224
Total Sales Tax Revenues	\$1,165,919	\$1,149,802	\$951,256	\$1,044,701	\$1,411,296
Expenditures:					
Personnel Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$56,892	\$55,013	\$132,891	\$109,561	\$15,760
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$56,892	\$55,013	\$132,891	\$109,561	\$15,760
Excess (Deficiency) of Revenues Over Expenditures	\$1,109,027	\$1,094,789	\$818,365	\$935,140	\$1,395,536
Other Financing Sources (Uses):					
Transfers In	\$20,000	\$0	\$0	\$0	\$0
Transfers Out	(\$841,314)	(\$823,965)	(\$705,286)	(\$240,871)	(\$1,925,681)
Total Other Financing Sources (Uses)	(\$821,314)	(\$823,965)	(\$705,286)	(\$240,871)	(\$1,925,681)
Net Change in Fund Balance:	\$287,713	\$270,824	\$113,079	\$694,269	(\$530,145)
Development Fees:					
Revenues:					
Fees and service charges (Development Fees)	\$1,176,000	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131
Total Dev. Fee Revenues	\$1,176,000	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131
Expenditures:					
Personnel Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$0	\$0	\$0	\$0	\$0
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0
Excess (Deficiency) of Revenues Over Expenditures	\$1,176,000	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131
Other Financing Sources (Uses):					
Transfers In	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$0	(\$1,245,000)	(\$1,197,000)	\$0	\$0
Total Other Financing Sources (Uses)	\$0	(\$1,245,000)	(\$1,197,000)	\$0	\$0
Net Change in Fund Balance:	\$1,176,000	\$429,275	\$122,207	\$1,115,087	\$631,131
Total Fund					
Total Fund Revenues	\$2,341,919	\$2,824,077	\$2,270,463	\$2,159,788	\$2,042,427
Total Fund Expenditures	\$56,892	\$55,013	\$132,891	\$109,561	\$15,760
Total Fund Revenues Over/(Under) Expenditures	\$2,285,027	\$2,769,064	\$2,137,572	\$2,050,227	\$2,026,667
Total Transfers In	\$20,000	\$0	\$0	\$0	\$0
Total Transfers Out	(\$841,314)	(\$2,068,965)	(\$1,902,286)	(\$240,871)	(\$1,925,681)
Total Other Financing Source (Uses)	(\$821,314)	(\$2,068,965)	(\$1,902,286)	(\$240,871)	(\$1,925,681)
Net Change in Fund Balance	\$1,463,713	\$700,099	\$235,286	\$1,809,356	\$100,986
Fund Balance Beginning	\$5,940,416	\$7,404,129	\$8,104,228	\$8,339,514	\$10,148,870
Fund Balance Ending	\$7,404,129	\$8,104,228	\$8,339,514	\$10,148,870	\$10,249,856

Public Improvement Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
4.1% of 1% General Sales Tax (Can be spent on any general government capital projects (public safety, streets and sidewalks, parks, administrative))					
Financial Sources - Sales Taxes					
Sales Taxes	\$976,149	\$996,320	\$995,859	\$1,015,949	\$991,072
Investment Revenue	\$188,670	\$153,482	(\$44,603)	\$28,752	\$420,224
Less: GASB 31 Interest Adjustment	(\$66,923)	(\$16,391)	\$97,404	\$228,279	(\$126,389)
Miscellaneous Revenue	\$1,100	\$0	\$0	\$0	\$0
Total Financial Sources Before Transfers	\$1,098,996	\$1,133,411	\$1,048,660	\$1,272,980	\$1,284,907
Transfers In	\$20,000	\$0	\$0	\$0	\$0
Total Financial Sources	\$1,118,996	\$1,133,411	\$1,048,660	\$1,272,980	\$1,284,907
Financial Uses					
Intragovernmental Charges	\$56,892	\$55,013	\$132,891	\$109,561	\$15,760
Transfers Out - Debt Payments	\$86,947	\$73,965	\$60,286	\$45,871	\$30,681
Transfers Out - Public Safety Capital Projects	\$0	\$125,000	\$0	\$0	\$1,700,000
Transfers Out - Streets and Sidewalks Capital Pro.	\$129,367	\$0	\$0	\$0	\$0
Transfers Out - Administrative Capital Projects	\$625,000	\$625,000	\$645,000	\$195,000	\$195,000
Total Financial Uses	\$898,206	\$878,978	\$838,177	\$350,432	\$1,941,441
Financial Sources Over/(Under) Uses	\$220,790	\$254,433	\$210,483	\$922,548	(\$656,534)
Cash and Cash Equivalents	\$1,378,302	\$405,982	\$507,365	\$1,214,223	\$677,872
Less: GASB 31 Pooled Cash Adj	\$130,251	\$113,859	\$211,264	\$439,543	\$313,153
Sales Tax Cash Reserves	\$1,508,553	\$519,841	\$718,629	\$1,653,766	\$991,025
Development Fees: (Can only be spent on construction of arterial and collector streets)					
Financial Sources - Development Fees					
Fees and service charges (Development Fees)	\$1,176,000	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131
Total Financial Sources Before Transfers	\$1,176,000	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$1,176,000	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131
Financial Uses					
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$0	\$1,245,000	\$1,197,000	\$0	\$0
Total Financial Uses	\$0	\$1,245,000	\$1,197,000	\$0	\$0
Financial Sources Over/(Under) Uses	\$1,176,000	\$429,275	\$122,207	\$1,115,087	\$631,131
Cash Restricted for Development Charges	\$5,872,855	\$7,547,130	\$7,676,384	\$8,769,354	\$9,400,485
Development Fee Cash Reserves	\$5,872,855	\$7,547,130	\$7,676,384	\$8,769,354	\$9,400,485
Total Fund:					
Development Fees	\$1,176,000	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131
Sales Taxes	\$976,149	\$996,320	\$995,859	\$1,015,949	\$991,072
Investment Revenue	\$188,670	\$153,482	(\$44,603)	\$28,752	\$420,224
Less: GASB 31 Interest Adjustment	(\$66,923)	(\$16,391)	\$97,404	\$228,279	(\$126,389)
Miscellaneous Revenue	\$1,100	\$0	\$0	\$0	\$0
Total Financial Sources Before Transfers	\$2,274,996	\$2,807,686	\$2,367,867	\$2,388,067	\$1,916,038
Transfers In	\$20,000	\$0	\$0	\$0	\$0
Total Financial Sources	\$2,294,996	\$2,807,686	\$2,367,867	\$2,388,067	\$1,916,038
Intragovernmental	\$56,892	\$55,013	\$132,891	\$109,561	\$15,760
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$841,314	\$2,068,965	\$1,902,286	\$240,871	\$1,925,681
Total Financial Uses	\$898,206	\$2,123,978	\$2,035,177	\$350,432	\$1,941,441
Financial Sources Over/ (Under) Uses	\$1,396,790	\$683,708	\$332,690	\$2,037,635	(\$25,403)
Cash and Cash Equivalents	\$1,378,302	\$405,982	\$507,365	\$1,214,223	\$677,872
Less: GASB 31 Pooled Cash Adj	\$130,251	\$113,859	\$211,264	\$439,543	\$313,153
Cash Restricted for Development Charges	\$5,872,855	\$7,547,130	\$7,676,384	\$8,769,354	\$9,400,485
Ending Cash Reserves	\$7,381,408	\$8,066,971	\$8,395,013	\$10,423,120	\$10,391,510

Stadium TDD Fund - *Special Revenue Fund*



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$983,476	\$0	\$983,476
2016	\$983,476	\$0	\$983,476
2017	\$983,476	\$0	\$983,476
2018	\$983,476	\$0	\$983,476
2019	\$983,476	\$0	\$983,476

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

Dedicated Funding Sources: All funding sources are dedicated.

Analysis: Funding of specific Stadium TDD projects began in FY 2010 and continued through FY 2017. The City borrowed \$8.2 million from the Missouri Transportation Finance Corporation to contribute to these projects. Funding received from the Stadium TDD will be used to pay off the loan which ends in FY 2022.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Stadium TDD Fund

Revenues, Expenditures, and Changes in Fund Balance

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Revenues:					
Revenue from other gov. units	\$1,076,495	\$1,035,714	\$994,786	\$1,984,572	\$1,521,117
Investment Revenue	\$6,423	\$8,162	(\$920)	(\$1,262)	\$70,089
Total Revenues	\$1,082,918	\$1,043,876	\$993,866	\$1,983,310	\$1,591,206
Expenditures:					
Personnel Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$0	\$0	\$0	\$0	\$0
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0
Excess (Deficiency) of Revenues Over Expenditures	\$1,082,918	\$1,043,876	\$993,866	\$1,983,310	\$1,591,206
Other Financing Sources (Uses):					
Transfers In	\$0	\$0	\$0	\$0	\$0
Transfers Out	(\$983,476)	(\$983,476)	(\$983,476)	(\$983,476)	(\$983,476)
Total Other Financing Sources (Uses)	(\$983,476)	(\$983,476)	(\$983,476)	(\$983,476)	(\$983,476)
Net Change in Fund Balance	\$99,442	\$60,400	\$10,390	\$999,834	\$607,730
Fund Balance Beginning	\$90,938	\$190,380	\$250,780	\$261,170	\$1,261,004
Fund Balance Ending	\$190,380	\$250,780	\$261,170	\$1,261,004	\$1,868,734

Source:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds <http://www.como.gov/finance/accounting/financial-reports/>

Stadium TDD

Financial Sources and Uses Statement

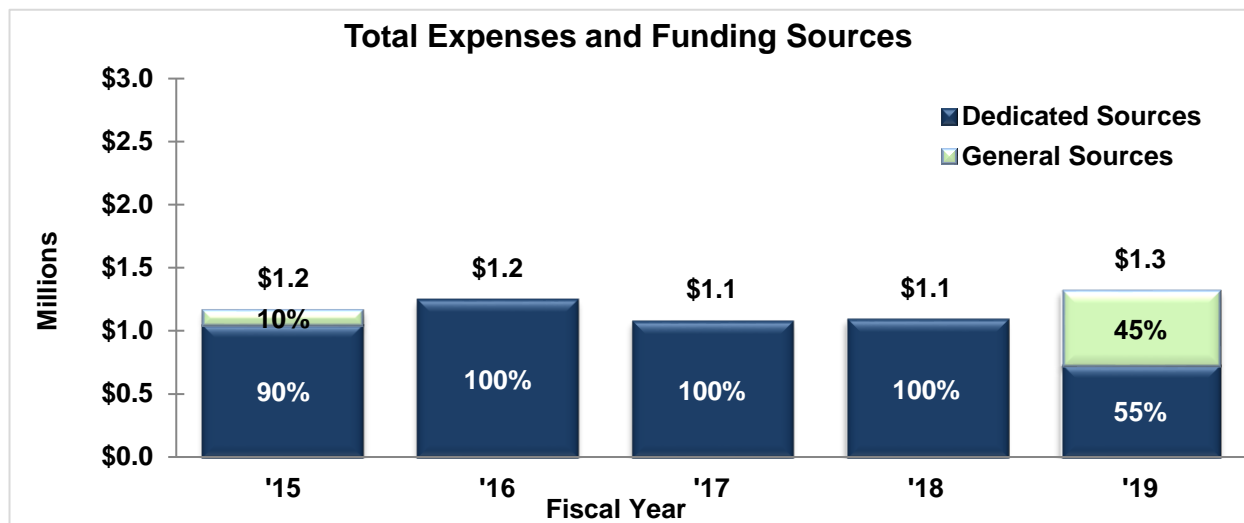
	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Investment Revenue	\$6,423	\$8,162	(\$920)	(\$1,262)	\$70,089
Less: GASB 31 Interest Adjustment	(\$2,428)	(\$3,285)	\$2,948	\$27,098	(\$21,549)
Revenue from other gov. units	\$1,076,495	\$1,035,714	\$994,786	\$1,984,572	\$1,521,117
Total Financial Sources Before Transfers	\$1,080,490	\$1,040,591	\$996,814	\$2,010,408	\$1,569,657
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$1,080,490	\$1,040,591	\$996,814	\$2,010,408	\$1,569,657
Financial Uses					
Personnel Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$0	\$0	\$0	\$0	\$0
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$983,476	\$983,476	\$983,476	\$983,476	\$983,476
Total Financial Uses	\$983,476	\$983,476	\$983,476	\$983,476	\$983,476
Financial Sources Over/(Under) Uses	\$97,014	\$57,115	\$13,338	\$1,026,932	\$586,181
Cash and Cash Equivalents	\$99,351	\$160,708	\$192,846	\$1,191,411	\$1,752,943
Less: GASB 31 Pooled Cash Adj	\$61,605	\$58,320	\$61,269	\$88,367	\$66,818
Ending Cash Reserves	\$160,956	\$219,028	\$254,115	\$1,279,778	\$1,819,761

Source:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds <http://www.como.gov/finance/accounting/financial-reports/>

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Parking Enforcement and Traffic Control - General Fund Budget



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$1,036,972	\$120,063	\$1,157,035
2016	\$1,237,658	\$0	\$1,237,658
2017	\$1,065,367	\$0	\$1,065,367
2018	\$1,078,844	\$0	\$1,078,844
2019	\$718,815	\$590,055	\$1,308,870
5 Yr % Chg	(30.68%)	391.45%	13.12%
5 Yr \$ Chg	(\$318,157)	\$469,992	\$151,835

Description: The Parking Enforcement and Traffic Control budget is a general fund budget that is responsible for administering City parking ordinances via parking control enforcement in the central business district streets, parking lots and garages, residential parking by permit only areas (currently one) and metered streets near the University of Missouri. Parking Enforcement is also responsible for enforcing the parking and loading zone ordinances adopted by the City Council, which seek to ensure adequate parking for downtown employees, customers, and businesses. The Traffic Division fabricates, installs and maintains traffic control and street signs, stripes pavement, paints curbs/crosswalks/symbols and provides traffic signal maintenance. It is important to examine the trends for actual expenses, constant dollar expenses, and expenses per capita. Constant dollar expenses show the impact inflation has had on the funds allocated (buying power) and expenses per capita take into account both inflation and growth in the population.

Dedicated Funding Sources: Dedicated funding for this department primarily comes from an operating transfer from the transportation sales tax. The other local revenues are primarily auction revenues from the sale of vehicles being replaced and miscellaneous revenues. The revenue from parking tickets that are written by the Parking Enforcement Agents are collected by Municipal Court and are considered to be general sources that can be allocated to any department.

Analysis: For the period shown, total expenses increased \$151,835 or 13.12%.

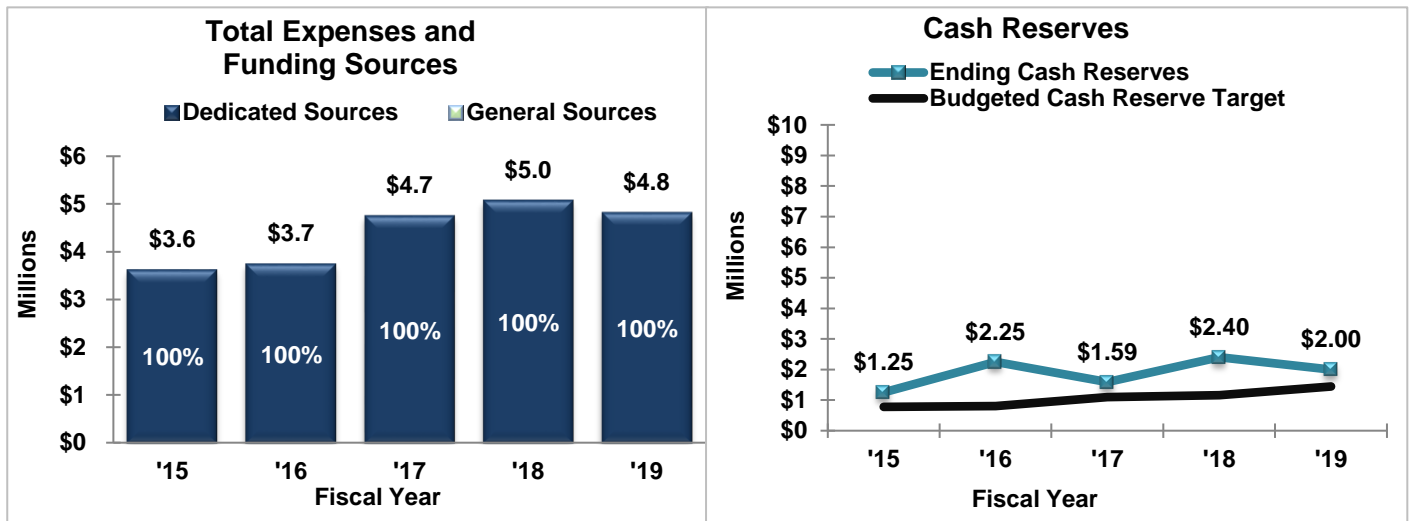
- In FY 2017 expenses decreased due to a decrease in capital additions of \$126,757.
- In FY 2018 expenses increased in intragovernmental charges which were previously charged to the Streets and Engineering department.
- In FY 2019 expenses increased \$230,026 due to items encumbered at the end of previous fiscal year that were paid for in the following year.

Sources:

- City of Columbia Comprehensive Annual Financial Report
- <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

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Parking Fund - Enterprise Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Expenses without Capital Projects
2015	\$3,596,845	\$0	\$3,596,845	\$3,593,504
2016	\$3,717,429	\$0	\$3,717,429	\$3,564,247
2017	\$4,724,016	\$0	\$4,724,016	\$4,307,301
2018	\$5,041,272	\$0	\$5,041,272	\$3,725,969
2019	\$4,785,517	\$0	\$4,785,517	\$3,662,657
5 Yr % Chg	33.05%		33.05%	1.92%
5 Yr \$ Chg	\$1,188,672	\$0	\$1,188,672	\$69,153

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

Dedicated Funding Sources: All of the funding sources for this budget are considered to be dedicated funding sources. Dedicated funding for this department primarily come from parking fees for meters, garages, and reserved lots.

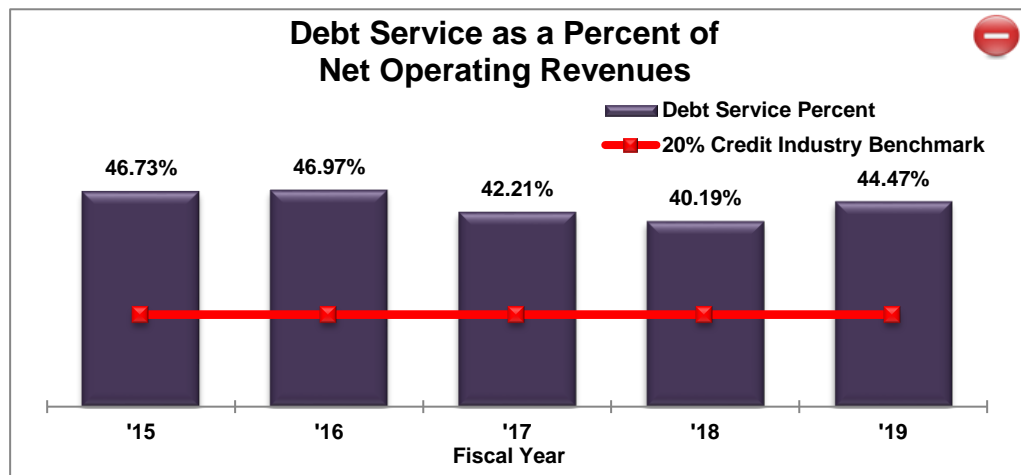
Analysis: For the period shown, total expenses without capital projects increased \$69,153 or 1.92%.

- FY 2017 expenses increased due to replacement of high maintenance, aging parking meters. Parkmobile was expanded to all hourly parking meters after a successful pilot in FY 2016.
- FY 2018 expenses decreased due to the FY 2017 expense of meter replacements and lower interest expense costs due to the way the debt was structured.
- Reserves have been above the target since FY 2015. The fund is building up cash in order to fund a number of capital projects needed in the future.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Non-Major Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Parking Fund



Trend Key: Debt Service as a Percent of Net Operating Revenues

Positive Trend (<20% for last 3 years)

Warning Trend: (>20% for 1-2 of past 3 years)

Negative Trend (>20% for past 3 years)

A Warning Trend Is Observed When:

Debt service as a percentage of net operating revenues is above 20%

Formulation:

Fiscal Year	Debt Service*	Net Operating Revenues **	Debt Service as a percentage of Net Operating Revenues
2015	\$2,217,114	\$4,744,632	46.73%
2016	\$2,118,815	\$4,510,998	46.97%
2017	\$1,964,315	\$4,654,083	42.21%
2018	\$1,959,586	\$4,875,931	40.19%
2019	\$2,171,299	\$4,882,319	44.47%

Debt Service

Net operating revenues

* Debt Services - current principal and interest payment for special obligation bonds and loans (from debt schedules).

** Net Operating Revenue is equal to Operating Revenues plus Interest, Revenue From Other Governmental Units, Miscellaneous Revenue, and Operating Transfers.

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

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

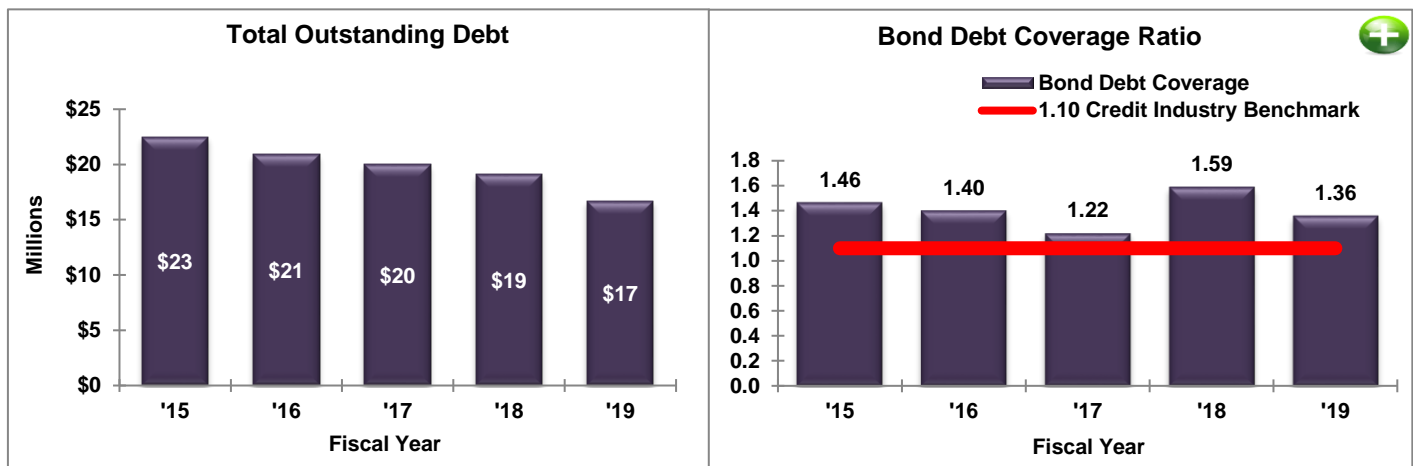
Analysis: For the period shown debt service as a percent of net operating revenues has been significantly above the credit industry benchmark of 20% for all years shown.

- There were two significant infrastructure projects during this time, the Fifth and Walnut Garage and the Short Street Garage construction projects. Debt was issued to fund these construction projects.
- A series of parking meter and permit increases from FY 2014 through FY 2016 will improve this indicator over time. In addition, having the two new garages open for a few years and collecting the permit and meter revenues from those garages is helping the financial condition as well.
- In FY 2018 the debt requirements dropped due to maturing bond issues which will provide further improvement in this indicator.
- In FY 2019 a loan from the Designated Loan Fund for the Short Street Garage was paid off early therefore increasing the 2019 debt service for this one time early payment. The prepayment was approximately \$450,000.

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Non-Major Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>

Parking Fund - Debt



Trend Key: Bond Debt Coverage Ratio

Positive Trend (>1.10 for last 3 years)

Warning Trend: (<1.10 for 1-2 of past 3 years)

Negative Trend (<1.10 for past 3 years)

A Warning Trend Is Observed When:	Formulation:						
	Fiscal Year	Revenue Bonds	Special Obligation Bonds	Total Outstanding Debt	Net Revenue *	Total Bond Debt Payment **	Bond Debt Coverage
Bond Debt Coverage Ratio falls below 1.10	2015	\$0	\$22,500,000	\$22,500,000	\$3,240,857	\$2,217,114	1.46
	2016	\$0	\$20,890,000	\$20,890,000	\$2,960,383	\$2,118,815	1.40
	2017	\$0	\$20,005,000	\$20,005,000	\$2,390,452	\$1,964,315	1.22
	2018	\$0	\$19,095,000	\$19,095,000	\$3,108,279	\$1,959,586	1.59
	2019	\$0	\$16,710,000	\$16,710,000	\$2,947,276	\$2,171,299	1.36

* Net Revenue is equal to Operating Revenues plus Interest, Revenue From Other Governmental Units, Miscellaneous Revenue, and Operating Transfers less Operating Expenses (without Depreciation), Bank and Paying Agent Fees, and Operating Transfers to Other Funds

** Bond Debt Payment includes both Special Obligation Bond Debt Payments and loans (from debt schedules).

Description: The debt coverage ratio is a measure of an entity's ability to meet its annual interest and principal payments. It is calculated by taking the net operating income (operating revenues plus interest, revenue from other governmental units, miscellaneous revenue and operating transfers less operating expenses without depreciation, bank and paying agent fees, and operating transfers to other funds) and dividing it by the total debt service (annual interest plus annual principal payments on long-term debt) for special obligation and revenue bonds. A ratio of less than 1.10 or a declining trend of three or more years is a negative factor and warrants close monitoring. Credit rating firms look at this debt service coverage to determine the fund's financial health and ability to obtain bonds in the future.

Analysis: There have been no years during this timeframe where the bond debt coverage ratio was below 1.10. Fees were increased from FY 2014 through FY 2016 to ensure the bond debt coverage exceeded the 1.10 benchmark.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Non-Major Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>

Parking Fund

Revenues, Expenses, and Changes in Fund Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
Meters	\$1,705,507	\$1,852,318	\$2,078,171	\$2,057,393	\$1,929,133
Garages	\$1,773,358	\$1,742,470	\$1,827,676	\$1,990,984	\$2,079,069
Reserved Lots	\$376,158	\$367,746	\$342,089	\$354,988	\$395,377
Other	\$189,274	\$191,726	\$196,822	\$197,845	\$163,127
Total Operating Revenues	\$4,044,297	\$4,154,260	\$4,444,758	\$4,601,210	\$4,566,706
Operating Expenses:					
Personnel Services*	\$470,607	\$538,910	\$577,901	\$526,782	\$566,636
Supplies & Materials	\$169,036	\$143,274	\$640,580	\$288,516	\$79,672
Travel and Training	\$2,707	\$3,518	\$6,268	\$6,236	\$9,765
Intragovernmental	\$234,440	\$192,011	\$278,484	\$240,828	\$330,629
Utilities, Services & Other Misc.	\$291,287	\$341,260	\$339,007	\$384,373	\$502,061
Depreciation	\$998,746	\$1,003,833	\$1,008,355	\$1,007,839	\$1,013,914
Total Operating Expenses	\$2,166,823	\$2,222,806	\$2,850,595	\$2,454,574	\$2,502,677
Operating Income (Loss)	\$1,877,474	\$1,931,454	\$1,594,163	\$2,146,636	\$2,064,029
Non-Operating Revenues:					
Investment Revenue	\$398,292	\$356,322	\$199,177	\$263,547	\$315,172
Grants	\$0	\$0	\$0	\$0	\$0
Misc. Non-Operating Revenue	\$2,043	\$416	\$10,148	\$11,174	\$441
Misc. Non-Operating Revenue (Cap Proj)	\$0	\$0	\$0	\$0	\$309,077
Total Non-Operating Revenues	\$400,335	\$356,738	\$209,325	\$274,721	\$624,690
Non-Operating Expenses:					
Interest Expense	\$1,034,409	\$961,240	\$945,315	\$912,676	\$685,885
Bank & Paying Agent Fees	\$39,640	\$35,584	\$742	\$554	\$148,267
Loss on Disposal Assets	\$3,405	\$660	\$90,000	\$0	\$0
Total Non-Operating Expenses	\$1,077,454	\$997,484	\$1,036,057	\$913,230	\$834,152
Total Non-Operating Revenues (Expenses)	(\$677,119)	(\$640,746)	(\$826,732)	(\$638,509)	(\$209,462)
Income (Loss) Before Transfers	\$1,200,355	\$1,290,708	\$767,431	\$1,508,127	\$1,854,567
Transfers In	\$300,000	\$0	\$0	\$0	\$0
Transfers Out - Operating	(\$296,058)	(\$296,058)	(\$295,562)	(\$295,563)	(\$298,013)
Transfers Out - CIP	\$0	\$0	(\$125,087)	(\$24,800)	\$0
Total Transfers Out	(\$296,058)	(\$296,058)	(\$420,649)	(\$320,363)	(\$298,013)
Total Transfers	\$3,942	(\$296,058)	(\$420,649)	(\$320,363)	(\$298,013)
Change In Net Position	\$1,204,297	\$994,650	\$346,782	\$1,187,764	\$1,556,554
Net Position - Beginning **	\$14,532,186	\$15,736,483	\$16,731,133	\$17,090,066	\$18,277,830
Net Position - Ending	\$15,736,483	\$16,731,133	\$17,077,915	\$18,277,830	\$19,834,384

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Non-Major Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>

Parking Fund

Financial Sources and Uses Statement

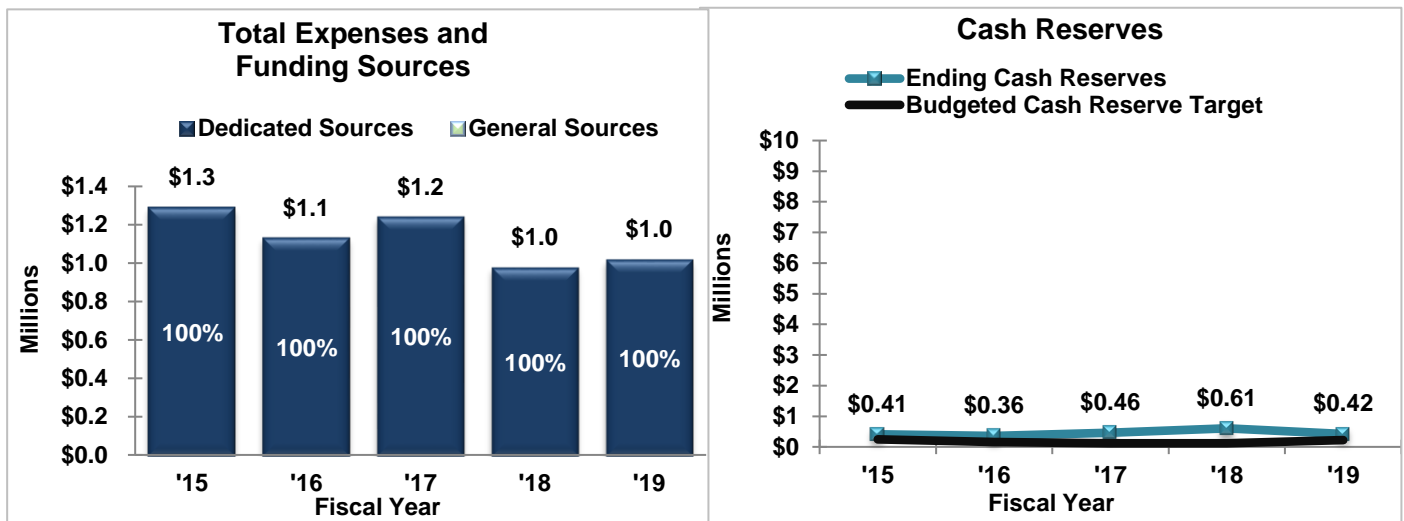
Financial Sources	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Meters	\$1,705,507	\$1,852,318	\$2,078,171	\$2,057,393	\$1,929,133
Garages	\$1,773,358	\$1,742,470	\$1,827,676	\$1,990,984	\$2,079,069
Reserved Lots	\$376,158	\$367,746	\$342,089	\$354,988	\$395,377
Other	\$189,274	\$191,726	\$196,822	\$197,845	\$163,127
Grants	\$0	\$0	\$0	\$0	\$0
Interest Revenue	\$398,292	\$356,322	\$199,177	\$263,547	\$315,172
Less: GASB 31 Interest Adjustment	(\$63,600)	(\$8,180)	\$69,975	\$131,973	(\$60,419)
Miscellaneous Revenue	\$2,043	\$416	\$10,148	\$11,174	\$441
Total Financial Sources Before Transfers	\$4,381,032	\$4,502,818	\$4,724,058	\$5,007,904	\$4,821,900
Transfers In^	\$300,000	\$0	\$0	\$0	\$0
Total Financial Sources	\$4,681,032	\$4,502,818	\$4,724,058	\$5,007,904	\$4,821,900
Financial Uses					
Personnel Services	\$470,607	\$538,910	\$577,901	\$526,782	\$566,636
Less: GASB 16 Vacation Liability Adjustment	(\$8,530)	\$11,006	(\$1,033)	(\$2,631)	(\$580)
Less: GASB 68 Pension Adjustment	(\$2,612)	(\$55,360)	(\$30,124)	\$2,934	\$12,334
Less: GASB 75 Adjustment	\$0	\$0	\$0	\$1,046	(\$2,273)
Supplies & Materials	\$169,036	\$143,274	\$640,580	\$288,516	\$79,672
Travel and Training	\$2,707	\$3,518	\$6,268	\$6,236	\$9,765
Intragovernmental Charges	\$234,440	\$192,011	\$278,484	\$240,828	\$330,629
Utilities, Services & Other Misc.	\$291,287	\$341,260	\$339,007	\$384,373	\$502,061
Interest Expense	\$1,034,409	\$961,240	\$945,315	\$912,676	\$685,885
Bank and Paying Agent Fees	\$39,640	\$35,584	\$742	\$554	\$148,267
Transfers Out	\$296,058	\$296,058	\$295,562	\$295,563	\$298,013
Principal Payments	\$1,174,964	\$1,142,168	\$1,014,411	\$1,041,694	\$1,485,414
Capital Additions	\$53,169	\$47,899	\$0	\$37,802	\$27,815
Ent. Revenues used for Capital Projects	\$0	\$30,000	\$416,715	\$1,315,303	\$1,122,860
Total Financial Uses	\$3,755,175	\$3,687,568	\$4,483,828	\$5,051,676	\$5,266,498
Financial Sources Over/(Under) Financial Uses	\$925,857	\$815,250	\$240,230	(\$43,772)	(\$444,598)
Cash and cash equivalents	\$2,356,756	\$3,280,780	\$3,343,395	\$3,305,360	\$3,158,413
Less: Cash Restricted for Capital Projects	(\$1,427,320)	(\$1,349,955)	(\$2,137,591)	(\$1,294,274)	(\$1,368,325)
Less: Cash Restricted for RPPO program	\$0	\$0	\$0	(\$126,710)	(\$252,146)
Less: GASB 31 Pooled Cash Adjustment	\$323,866	\$315,686	\$385,660	\$517,633	\$457,214
Add: Inventory	\$0	\$0	\$0	\$0	\$0
Ending Cash Reserves	\$1,253,302	\$2,246,511	\$1,591,464	\$2,402,009	\$1,995,156
Budgeted Operating Expenses w/o Depr	\$1,258,412	\$1,316,516	\$1,701,566	\$1,937,513	\$1,964,269
Add: Budgeted Interest Expense	\$1,042,150	\$1,002,241	\$949,904	\$966,699	\$884,292
Add: Budgeted Bank and Paying Agent Fees	\$22,952	\$12,710	\$515	\$515	\$515
Add: Budgeted Operating Transfers Out	\$296,058	\$296,058	\$295,563	\$295,563	\$298,013
Add: Budgeted Principal Payments	\$1,174,964	\$1,217,168	\$1,014,411	\$1,041,694	\$1,069,016
Add: Budgeted Capital Additions	\$101,000	\$51,450	\$20,000	\$42,000	\$7,000
Add: Budgeted Ent Revenue for CIP	\$0	\$30,000	\$300,000	\$300,000	\$600,000
Total Budgeted Financial Uses	\$3,895,536	\$3,926,143	\$4,281,959	\$4,583,984	\$4,823,105
Less: Ent Rev Budgeted for current year CIP	\$0	(\$30,000)	(\$300,000)	(\$300,000)	(\$600,000)
Operational Expenses	\$3,895,536	\$3,896,143	\$3,981,959	\$4,283,984	\$4,223,105
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$779,107	\$779,229	\$796,392	\$856,797	\$844,621
Add: Ent Rev Budgeted for current year CIP	\$0	\$30,000	\$300,000	\$300,000	\$600,000
Budgeted Cash Reserve Target	\$779,107	\$809,229	\$1,096,392	\$1,156,797	\$1,444,621
Above/(Below) Budgeted Cash Reserve Target	\$474,195	\$1,437,282	\$495,072	\$1,245,212	\$550,535

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Non-Major Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>

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Railroad Fund - Enterprise Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Expenses without Capital Projects
2015	\$1,282,645	\$0	\$1,282,645	\$983,603
2016	\$1,123,929	\$0	\$1,123,929	\$1,027,458
2017	\$1,232,139	\$0	\$1,232,139	\$955,495
2018	\$968,837	\$0	\$968,837	\$915,085
2019	\$1,010,367	\$0	\$1,010,367	\$838,110
5 Yr % Chg	(21.23%)		(21.23%)	(14.79%)
5 Yr \$ Chg	(\$272,278)	\$0	(\$272,278)	(\$145,493)

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

Dedicated Funding Sources: All of the funding for this fund is dedicated and comes from switching fees, railcar storage, a subsidy from the utilities, and other miscellaneous revenues.

Analysis: For the period shown, total expenses without capital projects decreased \$145,493 or 14.79%. This is primarily due to lower volume of rail services provided.

- In FY 2016 expenses increased due to an increase in bad debt expense.
- In FY 2017 expenses decreased due to decreases in bad debt expenses and G & A fees. The Railroad was able to attract more users which resulted in higher operating revenues. Transfers in from the utilities were also increased in order to improve the financial condition of this fund.
- In FY 2018 expenses decreased due to decreases in temporary help and equipment rentals.
- While reserves have been above the target since FY 2015, it is primarily due to lower funding of capital projects. Railroad is no longer able to generate sufficient cash to fund all of the capital project needs of the operation. There is a significant amount of infrastructure that must be maintained. The City established a coal surcharge the Electric utility paid to generate some capital project funding; however the Electric utility moved away from the use of coal in 2015. Railroad will need to identify more customers in order to exist in the future.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Non-Major Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Railroad Fund

Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
Switching Fees	\$345,653	\$276,236	\$308,146	\$266,988	\$297,728
Miscellaneous	\$86,232	\$55,579	\$156,390	\$101,101	\$28,902
Total Operating Revenues	\$431,885	\$331,815	\$464,536	\$368,089	\$326,630
Operating Expenses:					
Personnel Services	\$239,845	\$256,335	\$258,233	\$256,970	\$205,421
Supplies & Materials	\$51,346	\$48,461	\$45,466	\$39,271	\$29,645
Travel and Training	\$70	\$0	\$0	\$0	\$38
Intragovernmental Charges	\$90,575	\$85,888	\$59,168	\$57,148	\$72,051
Utilities, Services & Other Misc.	\$108,203	\$157,190	\$123,701	\$118,590	\$114,571
Depreciation	\$470,372	\$459,010	\$451,073	\$428,078	\$404,292
Total Operating Expenses	\$960,411	\$1,006,884	\$937,641	\$900,057	\$826,018
Operating Income/(Loss)	(\$528,526)	(\$675,069)	(\$473,105)	(\$531,968)	(\$499,388)
Non-Operating Revenues:					
Investment Revenue	\$22,239	\$8,173	(\$2,453)	\$1,683	\$18,855
Revenue from Other Gov. Units - Operating	\$0	\$0	\$0	\$0	\$0
Revenue from Other Gov. Units - CIP	\$0	\$0	\$0	\$80,000	\$148,037
Miscellaneous Revenue	\$975	\$13,284	(\$804)	\$6,333	\$150
Total Non-Operating Revenues	\$23,214	\$21,457	(\$3,257)	\$88,016	\$167,042
Non-Operating Expenses:					
Interest Expense	\$23,192	\$20,574	\$17,854	\$15,028	\$12,092
Loss on Disposal of Assets	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$23,192	\$20,574	\$17,854	\$15,028	\$12,092
Total Non-Operating Revenues (Expenses)	\$22	\$883	(\$21,111)	\$72,988	\$154,950
Income (Loss) Before Transfers	(\$528,504)	(\$674,186)	(\$494,216)	(\$458,980)	(\$344,438)
Transfers In - Subsidy	\$150,000	\$150,000	\$347,223	\$217,131	\$100,307
Total Transfers In	\$150,000	\$150,000	\$347,223	\$217,131	\$100,307
Transfers Out	\$0	\$0	\$0	\$0	\$0
Changes in Net Position before Capital Contributions	(\$378,504)	(\$524,186)	(\$146,993)	(\$241,849)	(\$244,131)
Capital Contributions	\$1,172,151	\$0	\$120,278	\$0	\$0
Total Transfers and Contributions	\$1,322,151	\$150,000	\$467,501	\$217,131	\$100,307
Change in Net Position	\$793,647	(\$524,186)	(\$26,715)	(\$241,849)	(\$244,131)
Net Position - Beginning **	\$7,412,228	\$8,205,875	\$7,681,689	\$7,658,601	\$7,416,752
Net Position - Ending	\$8,205,875	\$7,681,689	\$7,654,974	\$7,416,752	\$7,172,621

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Non-Major Enterprise Funds

Railroad Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Switching Fees	\$345,653	\$276,236	\$308,146	\$266,988	\$297,728
User Charges	\$86,232	\$55,579	\$156,390	\$101,101	\$28,902
Interest	\$22,239	\$8,173	(\$2,453)	\$1,683	\$18,855
Less: GASB 31 Interest Adjustment	(\$8,423)	(\$509)	\$5,282	\$11,538	(\$5,257)
Revenue from Other Gov. Units	\$0	\$0	\$0	\$0	\$0
Other Local Revenues ++	\$975	\$13,284	(\$804)	\$6,333	\$150
Financial Sources Before Transfers	\$446,676	\$352,763	\$466,561	\$387,643	\$340,378
Transfers In	\$150,000	\$150,000	\$347,223	\$217,131	\$100,307
Total Financial Sources	\$596,676	\$502,763	\$813,784	\$604,774	\$440,685
Financial Uses					
Personnel Services	\$239,845	\$256,335	\$258,233	\$256,970	\$205,421
Less: GASB 16 Vacation Liability Adjustment	\$3,420	\$1,748	(\$2,895)	\$4,893	\$1,431
Less: GASB 68 Pension Adjustment	\$0	\$0	\$0	\$0	\$0
Less: GASB 75 Other Post Employment Bnft Adj	\$0	\$0	\$0	\$312	\$1,279
Supplies & Materials	\$51,346	\$48,461	\$45,466	\$39,271	\$29,645
Travel and Training	\$70	\$0	\$0	\$0	\$38
Intragovernmental Charges	\$90,575	\$85,888	\$59,168	\$57,148	\$72,051
Utilities, Services & Other Misc.	\$108,203	\$157,190	\$123,701	\$118,590	\$114,571
Interest Expense	\$23,192	\$20,574	\$17,854	\$15,028	\$12,092
Transfers Out	\$0	\$0	\$0	\$0	\$0
Principal Payments	\$68,191	\$70,809	\$73,529	\$76,354	\$79,290
Capital Additions	\$0	\$0	\$0	\$0	\$0
Ent. Revenues used for Capital Projects	\$100,000	\$25,000	\$276,644	\$53,752	\$172,257
Total Financial Uses	\$684,842	\$666,005	\$851,700	\$622,318	\$688,075
Financial Sources Over/(Under)	(\$88,166)	(\$163,242)	(\$37,916)	(\$17,544)	(\$247,390)
Cash and Cash Equivalents					
Cash and Cash Equivalents	\$577,269	\$376,228	\$472,755	\$530,656	\$431,230
Less: GASB 31 Pooled Cash Adjustment	\$3,847	\$3,338	\$8,620	\$20,158	\$14,901
Less: Cash Restricted for Capital Projects	(\$333,971)	(\$169,966)	(\$157,805)	(\$78,996)	(\$154,776)
Add: Inventory	\$158,622	\$147,916	\$136,805	\$133,230	\$131,823
Ending Cash Reserves	\$405,767	\$357,516	\$460,375	\$605,048	\$423,178
Budgeted Operating Expenses w/o Depr					
Budgeted Operating Expenses w/o Depr	\$639,087	\$569,715	\$494,444	\$498,878	\$517,749
Add: Budgeted Interest Expense	\$23,192	\$20,574	\$17,854	\$15,028	\$12,092
Add: Budgeted Bank and Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Operating Transfers Out	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Principal Payments	\$68,191	\$70,809	\$73,529	\$76,354	\$79,290
Add: Budgeted Capital Additions	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Ent Revenue for CIP	\$100,000	\$25,000	\$0	\$0	\$100,000
Total Budgeted Financial Uses	\$830,470	\$686,098	\$585,827	\$590,260	\$709,131
Less: Ent Rev Budgeted for current year CIP	(\$100,000)	(\$25,000)	\$0	\$0	(\$100,000)
Operational Expenses	\$730,470	\$661,098	\$585,827	\$590,260	\$609,131
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$146,094	\$132,220	\$117,165	\$118,052	\$121,826
Add: Ent Rev Budgeted for current year CIP	\$100,000	\$25,000	\$0	\$0	\$100,000
Budgeted Cash Reserve Target	\$246,094	\$157,220	\$117,165	\$118,052	\$221,826
Cash Above/(Below) Cash Reserve Target	\$159,673	\$200,296	\$343,210	\$486,996	\$201,352

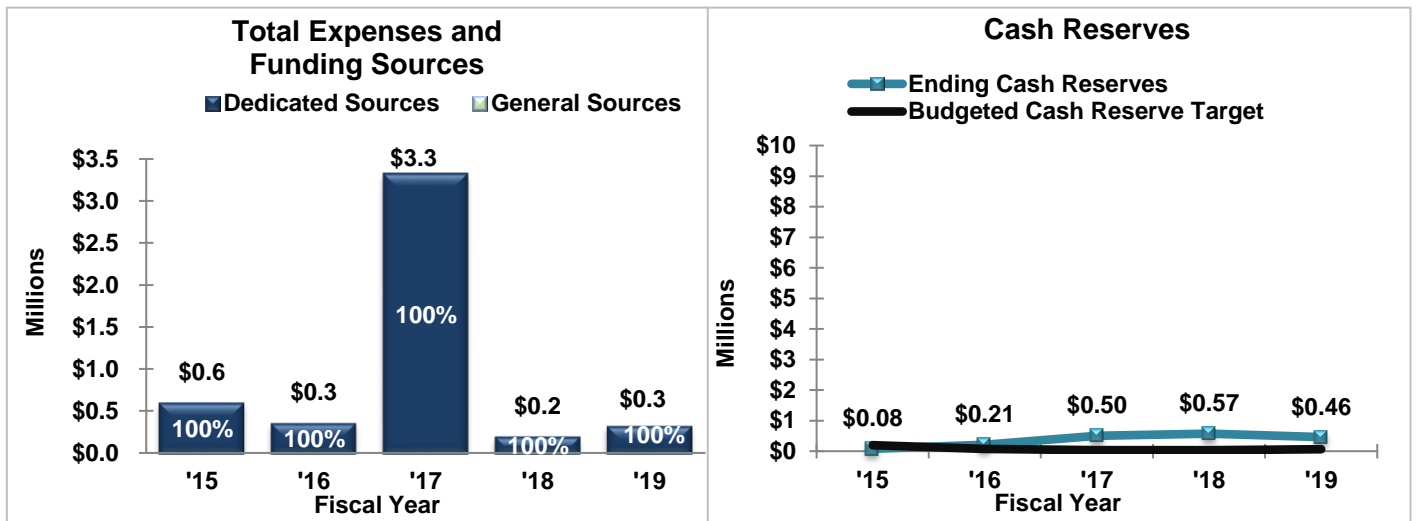
++ Other Local Revenues include miscellaneous revenues

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Non-Major Enterprise Funds and Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>

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Transload Facility Fund - Enterprise Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Expenses without Capital Projects
2015	\$587,257	\$0	\$587,257	\$587,257
2016	\$344,312	\$0	\$344,312	\$344,312
2017	\$3,312,366	\$0	\$3,312,366	\$3,312,366
2018	\$185,491	\$0	\$185,491	\$185,491
2019	\$312,049	\$0	\$312,049	\$312,049
5 Yr % Chg	(46.86%)		(46.86%)	(46.86%)
5 Yr \$ Chg	(\$275,208)	\$0	(\$275,208)	(\$275,208)

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

Dedicated Funding Sources: All of the funding for this fund is dedicated and comes from other utility charges such as warehousing, handling in and out rail, handling in and out truck and trucking services.

Analysis:

- In FY 2017 the Transload Facility was transferred to the Electric Fund due to low activity. Electric will utilize the facility as part of its storeroom operations and Transload will rent floor space from Electric and utilize personnel time when needed.
- In FY 2018, in response to lower customer demand, the operation allocated staff to other functions within Water and Electric to lower their expenses.
- Reserves have been above the target for four of the last five years. Due to low revenues in previous years, personnel building and personnel costs were transitioned to the Electric Fund allowing Electric to rent building space and charge personnel costs to this budget when customer activity occurred. Due to higher revenues in the past two years, personnel and other costs are being able to be charged here.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Non-Major Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Transload Facility Fund

Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
Handling Fees	\$94,222	\$156,337	\$130,460	\$99,315	\$83,659
Warehousing	\$70,702	\$85,285	\$190,842	\$162,217	\$75,031
Services	\$163,800	\$15,071	\$1,620	\$2,138	\$0
Total Operating Revenues	\$328,724	\$256,693	\$322,922	\$263,670	\$158,690
Operating Expenses:					
Personnel Services *	\$179,790	\$98,125	\$99,067	\$106,736	\$130,484
Supplies & Materials	\$10,216	\$4,823	\$1,521	\$554	\$586
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental Charges	\$29,946	\$44,117	\$0	\$545	\$0
Utilities, Services & Other Misc.	\$268,385	\$112,262	\$68,542	\$77,656	\$80,672
Depreciation	\$69,689	\$69,476	\$0	\$0	\$0
Total Operating Expenses	\$558,026	\$328,803	\$169,130	\$185,491	\$211,742
Operating Income/(Loss)	(\$229,302)	(\$72,110)	\$153,792	\$78,179	(\$53,052)
Non-Operating Revenues:					
Investment Revenue	\$3,010	\$1,548	(\$2,939)	\$2,065	\$21,192
Miscellaneous Revenue	\$14,205	\$0	\$0	\$0	\$0
Total Non-Operating Revenues	\$17,215	\$1,548	(\$2,939)	\$2,065	\$21,192
Non-Operating Expenses:					
Interest Expense	\$11,032	\$11,032	\$0	\$0	\$0
Loss on Disposal of Assets	\$13,692	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$24,724	\$11,032	\$0	\$0	\$0
Total Non-Operating Revenues (Expenses)	(\$7,509)	(\$9,484)	(\$2,939)	\$2,065	\$21,192
Income (Loss) Before Transfers	(\$236,811)	(\$81,594)	\$150,853	\$80,244	(\$31,860)
Transfers In	\$125,000	\$208,650	\$2,206,390	\$0	\$0
Transfers Out	(\$4,507)	(\$4,477)	(\$3,143,236)	\$0	(\$100,307)
Total Transfers and Contributions	\$120,493	\$204,173	(\$936,846)	\$0	(\$100,307)
Change In Net Position	(\$116,318)	\$122,579	(\$785,993)	\$80,244	(\$132,167)
Net Position - Beginning **	\$1,320,023	\$1,203,705	\$1,326,284	\$540,291	\$620,535
Net Position - Ending	\$1,203,705	\$1,326,284	\$540,291	\$620,535	\$488,368

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Non-Major Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>

Transload Facility Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Fees and Service Charges	\$328,724	\$256,693	\$322,922	\$263,670	\$158,690
Interest	\$3,010	\$1,548	(\$2,939)	\$2,065	\$21,192
Less: GASB 31 Interest Adjustment	(\$1,067)	\$265	\$5,845	\$12,625	(\$5,734)
Other Local Revenues ++	\$14,205	\$0	\$0	\$0	\$0
Total Financial Sources Before Transfers	\$344,872	\$258,506	\$325,828	\$278,360	\$174,148
Transfers In *	\$125,000	\$208,650	\$0	\$0	\$0
Total Financial Sources	\$469,872	\$467,156	\$325,828	\$278,360	\$174,148
Financial Uses					
Personnel Services	\$179,790	\$98,125	\$99,067	\$106,736	\$130,484
Less: GASB 16 Vacation Liability Adjustment	(\$313)	(\$242)	\$0	\$0	(\$13,029)
Less: GASB 68 Pension Adjustment	(\$819)	(\$16,873)	(\$38,418)	\$0	\$0
Less: GASB 75 Other Post Employment Bnft Adj	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$10,216	\$4,823	\$1,521	\$554	\$586
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$29,946	\$44,117	\$0	\$545	\$0
Utilities, Services and Miscellaneous	\$268,385	\$112,262	\$68,542	\$77,656	\$80,672
Interest	\$11,032	\$11,032	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out *	\$4,507	\$4,477	\$0	\$0	\$100,307
Principal Payments	\$79,676	\$0	\$0	\$0	\$0
Capital Additions	\$7,000	\$0	\$0	\$0	\$0
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$589,420	\$257,721	\$130,712	\$185,491	\$299,020
Financial Sources Over/(Under) Uses	(\$119,548)	\$209,435	\$195,116	\$92,869	(\$124,872)
Cash and Cash Equivalents	\$79,366	\$206,439	\$497,898	\$554,534	\$446,329
Less: GASB 31 Pooled Cash Adjustment	(\$210)	\$55	\$5,900	\$18,526	\$12,792
Add: Inventory	\$0	\$0	\$0	\$0	\$0
Ending Cash Reserves	\$79,156	\$206,494	\$503,798	\$573,060	\$459,121
Budgeted Operating Expenses w/o Depr	\$888,957	\$378,210	\$170,000	\$173,744	\$215,412
Add: Budgeted Interest Expense	\$11,032	\$11,032	\$0	\$0	\$0
Add: Budgeted Bank and Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Operating Transfers Out	\$4,477	\$4,477	\$0	\$0	\$100,307
Add: Budgeted Principal Payments	\$79,676	\$0	\$0	\$0	\$0
Add: Budgeted Capital Additions	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Ent Revenue for CIP	\$0	\$0	\$0	\$0	\$0
Total Budgeted Financial Uses	\$984,142	\$393,719	\$170,000	\$173,744	\$315,719
Less: Ent Rev Budgeted for current year CIP	\$0	\$0	\$0	\$0	\$0
Operational Expenses	\$984,142	\$393,719	\$170,000	\$173,744	\$315,719
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$196,828	\$78,744	\$34,000	\$34,749	\$63,144
Add: Ent Rev Budgeted for current year CIP	\$0	\$0	\$0	\$0	\$0
Budgeted Cash Reserve Target	\$196,828	\$78,744	\$34,000	\$34,749	\$63,144
Above/(Below) Budgeted Cash Reserve Target	(\$117,672)	\$127,750	\$469,798	\$538,311	\$395,977

++ Other Local Revenues include miscellaneous revenues.

* Transfers In and Out do not include transfers that impact fund equity and not cash.

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position
– Non-Major Enterprise Funds and Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>

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Utility Departments

Description

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

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

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

The Water and Electric utilities also pay an amount to the General Fund as a Payment in Lieu of Taxes. This payment, with a legal authorization of City Charter Chapter 99, Article XII Section 102 states that the Water and Electric utilities will pay an amount substantially equivalent to the sum which would be paid in taxes if the utilities were owned privately. The tax is equal to 7% of gross receipts and the property tax equivalent is equal to 33.33% of net fixed assets multiplied by the City rate.

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

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

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







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

Mid Missouri Solid Waste Management District - The Mid-Missouri Solid Waste Management District (MMSWMD) provides planning, technical, and financial support in the area of solid waste management for an eight-county region that includes Audrain, Boone, Callaway, Cole, Cooper, Howard, Moniteau, and Osage.

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Water and Electric Fund Trends

Enterprise Fund

Indicator	2018	2019	Comments
Liquidity Ratio			The liquidity ratio (which measures the fund's short-run financial condition) has been well above the credit industry benchmark of 1.00 for the past five years. The FY 2019 liquidity ratio is 3.54.
Total Debt Service as a percent of Net Operating Revenues			Total debt service as a percent of net operating revenues for the Water and Electric Utility has been significantly below the credit industry negative benchmark of 20% for all of the past five years. The FY 2019 debt service percent is 10.58%.
Total Bond Debt Coverage Ratio			The total bond debt coverage ratio for the Water and Electric Utility has been significantly above the 1.10 credit rating negative benchmark for all of the past five years. The FY 2019 total bond debt coverage ratio is 1.98 and includes both revenue and special obligation bonds.



Positive Trend

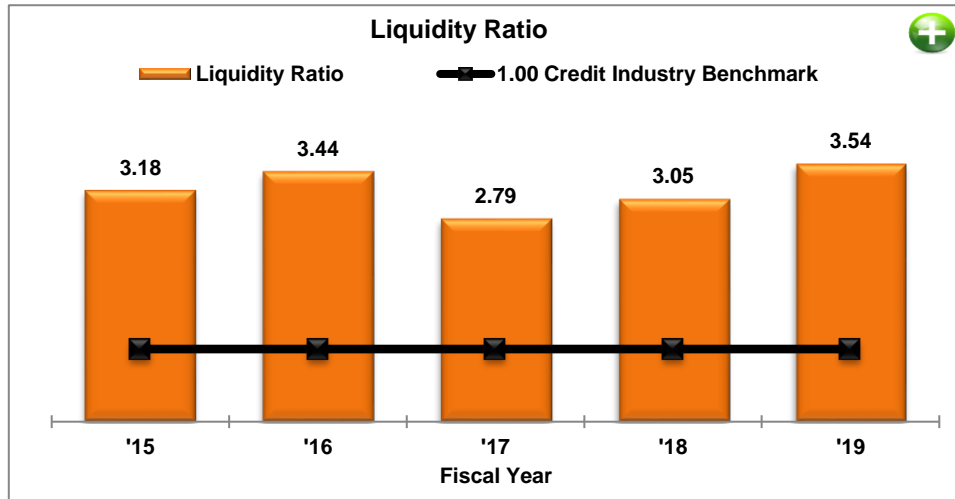


Warning Trend - Monitor Closely



Negative Trend - Action Needed

Water and Electric Fund



A Warning Trend Is Observed When:

Liquidity Coverage Ratio is Below 1.00

Formulation:	Fiscal Year	Current Assets*	Current Liabilities **	Liquidity Coverage Ratio
Cash, Marketable Securities and Accounts Receivable	2015	\$64,701,077	\$20,366,970	3.18
Current Liabilities	2016	\$73,923,809	\$21,504,202	3.44
	2017	\$73,318,483	\$26,320,962	2.79
	2018	\$75,296,656	\$24,649,295	3.05
	2019	\$86,810,729	\$24,535,048	3.54
	5 Yr % Chg	34.17%	20.46%	11.38%

* Less inventory and prepaid items

**Less customer security and escrow deposits

Description: A good measure of a city's short-run financial condition is its cash position. "Cash position" includes cash, marketable securities, as well as other assets that can quickly be converted into cash. The level of such assets is referred to as liquidity. Liquidity is a measure of a City's ability to pay its short-term obligations. The immediate effect of insufficient liquidity is inability to pay bills in a timely manner. This can jeopardize the City's relationship with its vendors and can reduce the effectiveness and savings of the competitive bidding process associated with purchasing.

Low or steadily declining liquidity can indicate that a city has, or is, overextending itself in the long run, the first sign being a cash shortage. A standard ratio of liquidity used to analyze commercial entities is the quick ratio, or "acid test;" that is, cash, marketable securities, and accounts receivable (within 30 days) divided by current liabilities. If the ratio is approaching one, or less than one, the commercial entity is considered to be facing liquidity problems.

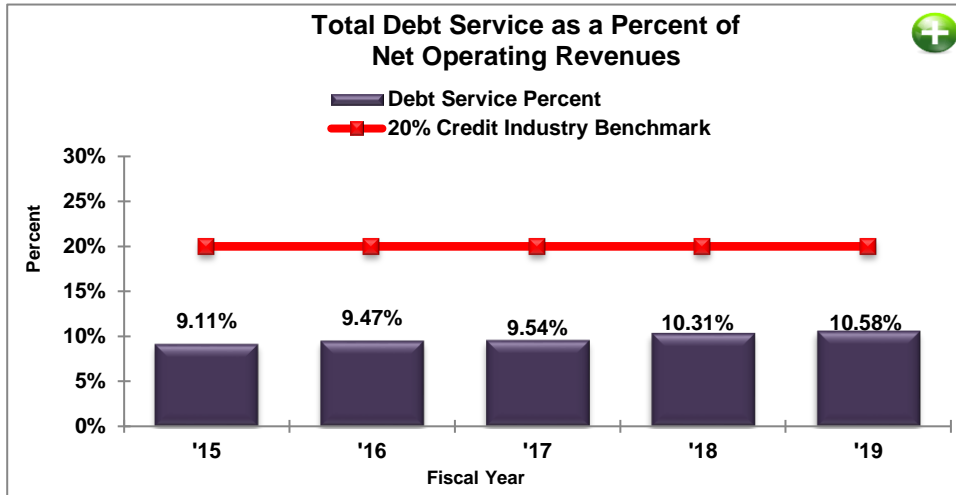
Credit Industry Benchmarks: If the ratio is less than one, it is considered to be a negative factor, but would be mitigated if a prior trend of three years or more indicates that the ratio will exceed one in the following year. A three-year trend of less than one would be considered a negative factor.

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

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Net Position - Proprietary Funds
<http://www.como.gov/finance/accounting/financial-reports/>

Water and Electric Fund



Trend Key: Debt Service as a Percent of Net Operating Revenues

Positive Trend (<20% for last 3 years)

Warning Trend: (>20% for 1-2 of past 3 years)

Negative Trend (>20% for past 3 years)

A Warning Trend Is Observed When:

service

Debt Service as a Percent of Net Operating Revenues

Formulation:

Debt Service

Net operating revenues

Fiscal Year	Debt Service *	Net Operating Revenues**	Debt Service as a Percent of Net Operating Revenues
2015	\$13,919,034	\$152,857,511	9.11%
2016	\$15,084,513	\$159,220,221	9.47%
2017	\$14,908,750	\$156,299,076	9.54%
2018	\$16,897,625	\$163,901,481	10.31%
2019	\$16,900,575	\$159,713,393	10.58%
5 Yr % Chg	21.42%	4.49%	16.21%

* Debt Services - principal and interest payments (from debt schedules)

** Net Operating revenues include operating (without locator fees), investment, revenue from other governmental units, miscellaneous revenue, and operating transfers in.

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

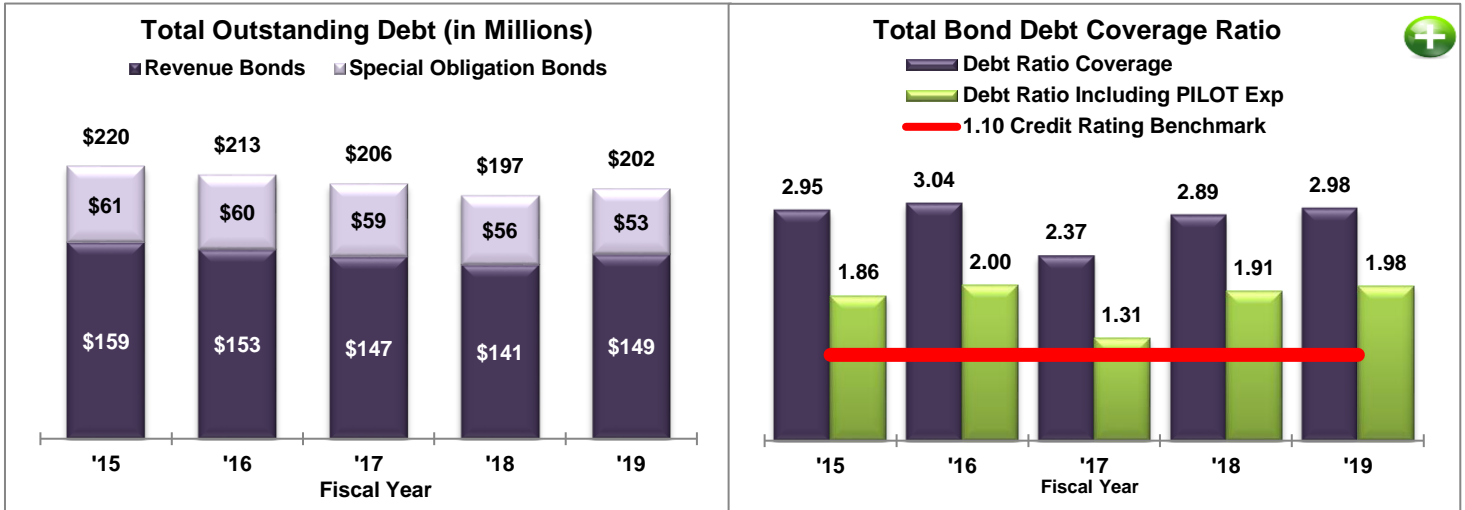
Credit Industry Benchmarks: Debt service exceeding 20% of operating revenues is considered a potential problem. Ten percent is considered acceptable.

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

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Fund Net Position - Proprietary Funds (Major Enterprise Funds)
<http://www.como.gov/finance/accounting/financial-reports/>

Water and Electric Fund



Trend Key: Bond Debt Coverage Ratio

Positive Trend (>1.10 for last 3 years)

Warning Trend: (<1.10 for 1-2 of past 3 years)

Negative Trend (<1.10 for past 3 years)

Fiscal Year	Outstanding Revenue Bonds Balance	Outstanding Special Obligation Bonds Balance	Total Outstanding Debt	Net Revenue *	Total Bond Debt Payment **	Bond Debt Coverage Ratio	PILOT Expense	Net Revenue with PILOT Included	Debt Ratio Including PILOT
2015	\$158,615,000	\$61,340,000	\$219,955,000	\$41,099,423	\$13,919,034	2.95	\$15,223,336	\$25,876,087	1.86
2016	\$152,920,000	\$60,005,000	\$212,925,000	\$45,862,129	\$15,084,513	3.04	\$15,746,363	\$30,115,766	2.00
2017	\$147,230,000	\$58,635,000	\$205,865,000	\$35,369,194	\$14,908,750	2.37	\$15,859,318	\$19,509,876	1.31
2018	\$140,780,000	\$55,735,000	\$196,515,000	\$48,847,236	\$16,897,625	2.89	\$16,507,229	\$32,340,007	1.91
2019	\$149,215,000	\$52,710,000	\$201,925,000	\$50,361,314	\$16,900,575	2.98	\$16,888,799	\$33,472,515	1.98
5 Yr % Chg	(5.93%)	(14.07%)	(8.20%)	22.54%	21.42%	0.92%	10.94%	29.36%	6.54%

* Net Revenue is equal to Operating Revenues (without Locator Fees) plus Interest, Revenue From Other Governmental Units, Miscellaneous Revenue, and Operating Transfers less Operating Expenses (without Depreciation), Bank and Paying Agent Fees, and Operating Transfers to Other Funds

** Bond Debt Payment includes both Special Obligation and Revenue Bond Debt Payments (from debt schedules)

A Warning Trend Is Observed When:

Bond Debt Coverage Ratio falls below 1.10

Formulation:

$$\frac{\text{Operating Revenues} + \text{Interest} + \text{Misc. Revenue} - \text{Operating Expenses}}{\text{Total Bond Debt Payment}}$$

Description: The debt coverage ratio is a measure of an entity's ability to meet its annual interest and principal payments. It is calculated by taking the net operating income (operating revenues less operating expenses) and dividing it by the total debt service (annual interest plus annual principal payments on long-term debt). A ratio of less than 1.10 or a declining trend of three or more years is a negative factor and warrants close monitoring. Credit rating firms look at this debt service coverage to determine the fund's financial health and ability to obtain bonds in the future.

Analysis: Revenue bonds and their related interest are payable solely from the revenues derived from the operation of the enterprise owned by the City. The taxing power of the City is not pledged to secure payment of the bonds and interest.

- While the 1.10 credit rating benchmark generally only applies to revenue bonds, Water and Electric have both revenue bonds and special obligation bonds. For our analysis, we have included the total bond debt payment (on revenue and special obligation bonds).
- For the period shown, the debt coverage ratio has been consistently above the 1.10 level, so there are no warning trends for this indicator.

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Fund Net Position - Proprietary Funds (Major Enterprise Funds)
<http://www.como.gov/finance/accounting/financial-reports/>

Water and Electric Fund

Revenues, Expenses and Changes in Net Position Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues					
Charges for services	\$147,858,493	\$155,054,473	\$150,969,311	\$161,370,461	\$154,193,238
Locator Fees	\$158,660	\$158,420	\$161,278	\$206,506	\$197,644
Total Operating Revenues	\$148,017,153	\$155,212,893	\$151,130,589	\$161,576,967	\$154,390,882
Operating Expenses:					
Personnel Services *	\$18,837,101	\$20,893,364	\$20,613,804	\$19,423,821	\$19,267,128
Power Supply	\$70,248,877	\$69,188,822	\$70,606,865	\$71,064,762	\$66,810,311
Materials and Supplies	\$4,127,264	\$4,751,157	\$4,268,530	\$4,242,149	\$4,110,090
Travel and Training	\$290,399	\$345,893	\$280,191	\$364,420	\$322,360
Intragovernmental	\$5,481,712	\$6,363,710	\$7,799,596	\$8,424,435	\$9,281,411
Utilities, Services and Miscellaneous	\$11,350,496	\$10,822,855	\$14,191,385	\$10,739,043	\$8,539,715
Depreciation	\$14,822,021	\$15,069,433	\$15,608,709	\$15,704,438	\$15,938,027
Total Operating Expenses	\$125,157,870	\$127,435,234	\$133,369,080	\$129,963,068	\$124,269,042
Operating Income (Loss)	\$22,859,283	\$27,777,659	\$17,761,509	\$31,613,899	\$30,121,840
Non-Operating Revenues:					
Revenue From Other Gov. Units	\$11,991	\$0	\$0	\$4,000	\$0
Investment Revenue	\$2,757,064	\$2,328,545	(\$278,807)	\$660,897	\$3,913,914
Miscellaneous Revenue	\$1,726,411	\$1,837,203	\$2,465,336	\$1,866,123	\$1,606,241
Total Non-Operating Revenues	\$4,495,466	\$4,165,748	\$2,186,529	\$2,531,020	\$5,520,155
Non-Operating Expenses:					
Interest Expense	\$6,951,636	\$8,145,632	\$7,798,825	\$7,590,165	\$7,343,005
Bank & Paying Agent Fees (Misc. Expense)	\$623,127	\$4,649	\$8,320	\$2,284	\$345,002
Loss on Sale/Disposal of Fixed Assets	\$59,045	\$761,565	\$1,785,623	\$63,065	\$55,724
Total Non-Operating Expenses	\$7,633,808	\$8,911,846	\$9,592,768	\$7,655,514	\$7,743,731
Total Non-Operating Revenues (Expenses)	(\$3,138,342)	(\$4,746,098)	(\$7,406,239)	(\$5,124,494)	(\$2,223,576)
Income (Loss) Before Contributions and Transfers	\$19,720,941	\$23,031,561	\$10,355,270	\$26,489,405	\$27,898,264
P.I.L.O.T.	(\$15,223,336)	(\$15,746,363)	(\$15,859,318)	(\$16,507,229)	(\$5,240,726)
Transfers Out	(\$799,112)	(\$987,642)	(\$3,161,191)	(\$793,331)	(\$12,324,135)
Total Transfers Out	(\$16,022,448)	(\$16,734,005)	(\$19,020,509)	(\$17,300,560)	(\$17,564,861)
Capital Contributions ^	\$409,131	\$2,300,466	\$175,966	\$1,783,143	\$0
Transfers In	\$503,552	\$0	\$3,143,236	\$0	\$0
Total Transfers and Contributions	(\$15,109,765)	(\$14,433,539)	(\$15,701,307)	(\$15,517,417)	(\$17,564,861)
Change in Net Position	\$4,611,176	\$8,598,022	(\$5,346,037)	\$10,971,988	\$10,333,403
Net Position - Beginning **	\$194,830,032	\$199,441,208	\$208,039,230	\$203,039,285	\$214,011,273
Net Position - Ending	\$199,441,208	\$208,039,230	\$202,693,193	\$214,011,273	\$224,344,676

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

^ FY 2014 and FY 2015 was restated for contributed capital and GASB 68 Accounting and Financial Reporting for Pensions














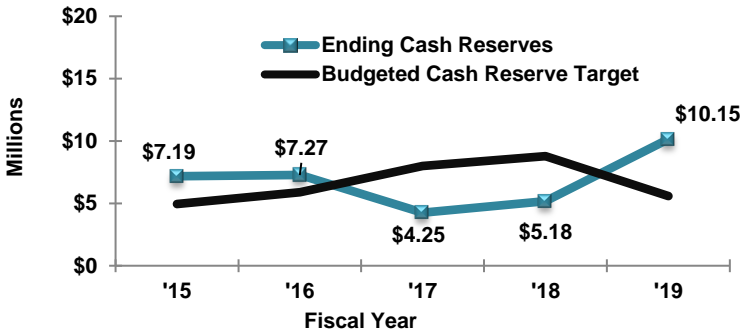
Water and Electric Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources for Operations					
Fees and Service Charges	\$148,017,153	\$155,212,893	\$151,130,589	\$161,576,967	\$154,390,882
Interest Revenue	\$2,757,064	\$2,328,545	(\$278,807)	\$660,897	\$3,913,914
Less: GASB 31 Interest Adjustment	(\$1,031,822)	(\$202,843)	\$1,040,967	\$1,628,968	(\$1,260,231)
Miscellaneous Revenue	\$1,726,411	\$1,837,203	\$2,465,336	\$1,866,123	\$1,606,241
Grants	\$11,991	\$0	\$0	\$4,000	\$0
Total Financial Sources Before Transfers	\$151,480,797	\$159,175,798	\$154,358,085	\$165,736,955	\$158,650,806
Transfers In	\$503,552	\$0	\$0	\$0	\$0
Total Financial Sources	\$151,984,349	\$159,175,798	\$154,358,085	\$165,736,955	\$158,650,806
Financial Uses for Operations					
Personnel Services **	\$18,837,101	\$20,893,364	\$20,613,804	\$19,423,821	\$19,267,128
Less: GASB 16 Vacation Liability Adjustment	(\$47,516)	(\$229,621)	\$169,859	\$33,656	(\$45,644)
Less: GASB 68 Pension Adjustment	(\$192,394)	(\$1,699,454)	(\$1,255,558)	\$40,643	\$516,174
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$0	\$29,802	(\$67,566)
Power Supply	\$70,248,877	\$69,188,822	\$70,606,865	\$71,064,762	\$66,810,311
Materials and Supplies	\$4,127,264	\$4,751,157	\$4,268,530	\$4,242,149	\$4,110,090
Travel and Training	\$290,399	\$345,893	\$280,191	\$364,420	\$322,360
Intragovernmental	\$5,481,712	\$6,363,710	\$7,799,596	\$8,424,435	\$9,281,411
Utilities, Services and Miscellaneous	\$11,350,496	\$10,822,855	\$14,191,385	\$10,739,043	\$8,539,715
Interest Expense	\$6,951,636	\$8,145,632	\$7,798,825	\$7,590,165	\$7,343,005
Bank & Paying Agent Fees (Misc. Expense)	\$623,127	\$4,649	\$8,320	\$2,284	\$345,002
Transfers Out	\$16,022,448	\$16,734,005	\$19,020,509	\$17,300,560	\$17,564,861
Principal Payments	\$6,745,000	\$7,030,000	\$7,060,000	\$9,350,000	\$9,740,000
Capital Additions	\$2,675,313	\$2,262,671	\$1,712,837	\$1,821,978	\$1,399,189
Enterprise Revenues used for Capital Projects	\$5,200,000	\$4,600,000	\$10,050,000	\$9,450,000	\$5,900,000
Total Financial Uses	\$148,313,463	\$149,213,683	\$162,325,163	\$159,877,718	\$151,026,036
Financial Sources Over/(Under) Uses	\$3,670,886	\$9,962,115	(\$7,967,078)	\$5,859,237	\$7,624,770
Cash Reserves					
Cash and cash equivalents	\$42,194,758	\$49,256,229	\$51,039,063	\$51,289,265	\$67,883,340
Less: GASB 31 Pooled Cash Adjustment	\$237,059	\$34,215	\$1,075,182	\$2,704,151	\$1,443,919
Less: Cash Restricted for Capital Projects	(\$21,187,988)	(\$20,237,803)	(\$23,444,894)	(\$21,328,867)	(\$19,972,463)
Add: Inventory	\$7,271,457	\$6,312,335	\$5,628,569	\$6,269,410	\$6,285,751
Ending Cash Reserves	\$28,515,286	\$35,364,976	\$34,297,920	\$38,933,959	\$55,640,547
Budgeted Operating Expenses w/o Depr	\$121,195,341	\$123,237,166	\$121,309,713	\$122,571,748	\$122,670,370
Add: Budgeted Interest Expense	\$7,174,035	\$8,178,130	\$7,849,206	\$7,548,000	\$7,160,575
Add: Budgeted Bank and Paying Agent Fees	\$10,700	\$10,700	\$2,500	\$2,500	\$2,500
Add: Budgeted Operating Transfers Out	\$15,910,112	\$16,407,642	\$18,867,786	\$16,877,801	\$18,261,396
Add: Budgeted Principal Payments	\$7,405,964	\$7,534,423	\$7,060,000	\$9,350,000	\$9,740,000
Add: Budgeted Capital Additions	\$2,573,075	\$2,117,457	\$2,250,000	\$2,383,425	\$264,000
Add: Budgeted Ent Revenue for CIP	\$5,200,000	\$4,300,000	\$7,050,000	\$9,450,000	\$5,900,000
Total Budgeted Financial Uses	\$159,469,227	\$161,785,518	\$164,389,205	\$168,183,474	\$163,998,841
Less: Ent Rev Budgeted for current year CIP	(\$5,200,000)	(\$4,300,000)	(\$7,050,000)	(\$9,450,000)	(\$5,900,000)
Operational Expenses	\$154,269,227	\$157,485,518	\$157,339,205	\$158,733,474	\$158,098,841
	x 20%	x 20%	x 20%	x 20%	x 20%
	\$30,853,845	\$31,497,104	\$31,467,841	\$31,746,695	\$31,619,768
Add: Ent Rev Budgeted for current year CIP	\$5,200,000	\$4,300,000	\$7,050,000	\$9,450,000	\$5,900,000
Budgeted Cash Reserve Target	\$36,053,845	\$35,797,104	\$38,517,841	\$41,196,695	\$37,519,768
Above/(Below) Budgeted Cash Reserve Target	(\$7,538,559)	(\$432,128)	(\$4,219,921)	(\$2,262,736)	\$18,120,779

**FY 2018 Personnel Services was restated for OPEB GASB 75 Accounting and Financial Reporting

Water Fund

Indicator	2018	2019	Comments
Expenses Per Customer in Constant Dollars			Over the past five years, expenses per customer in constant dollars decreased 0.85% while inflation increased 7.86% and the number of customers increased 4.22%.
Employees Per Thousand Customers			Over the past five years, the total number of employees increased by 5.57 FTE. Employees per thousand customers increased 1.59% while the number of customers increased 4.22%.
Citizen Survey: Satisfaction with City Water Service			Citizen satisfaction with water services has varied from 84% to 91% over the past five years with FY 2019 satisfaction at 86%. Since it has been above 75% for the period, it is considered to be a positive trend.
Water Main Replacement Rate			This is a new indicator for FY 2019. It compares the five year average water main replacement rate to a targeted replacement rate of 1%. For the past five years, the average replacement rate has been 0.19% which is significantly below the targeted replacement rate. The utility will need to devote more resources to water main replacements in the future.
Total Debt Service as a percent of Net Operating Revenues			Total debt service as a percent of net operating revenues for the Water Utility has been above the credit industry warning benchmark of 20% for four out of the past five years; however the bond debt coverage ratio has been above 1.10 indicating the fund has had sufficient revenues to make debt payments.
Total Bond Debt Coverage Ratio			The total bond debt coverage ratio for the Water Utility has been significantly above the 1.10 credit rating benchmark for all years shown. The FY 2019 total bond debt coverage ratio is 1.63 and includes both revenue and special obligation bonds.
Ending Cash Reserves			<p style="text-align: center;">Ending Cash Reserves</p>  <p>Because the Water fund has such a significant infrastructure to support, a significant cash reserve target is required. The calculation of this target was adopted by the City Council in a policy in December 2013. This higher target level utilizes a utility basis approach, is widely used in the electric industry, and is part of course work provided by the American Public Power Association.</p> <p>In FY 2019 reserves are \$4.6 million above the target due to several reasons: \$2.9 million in water connection fees were moved from restricted cash to unrestricted cash; there was a 4% water revenue increase that took effect in January of 2019 but no budget amendment was done for that increase; there was a high vacancy rate which resulted in lower personnel costs and capital and maintenance expenses; there were lower amounts for well maintenance, repairs, and hauling of lime softening residuals due to flooding; lower electric expenses at the water treatment plant; and lower enterprise revenue amounts for capital projects due to the passage of the water ballot issue in August 2018.</p>



Positive Trend

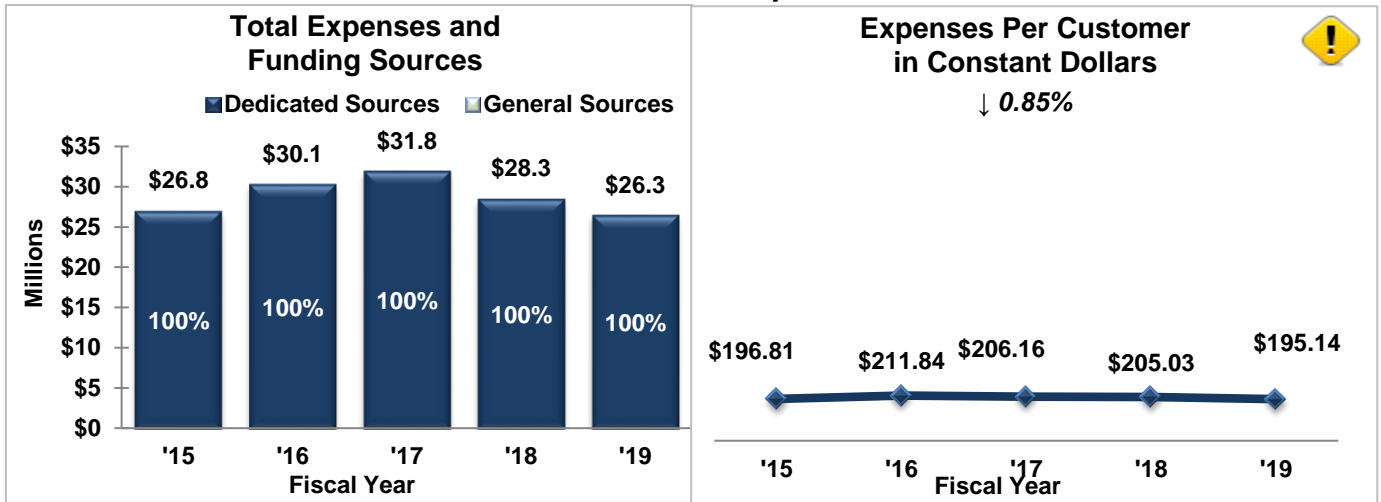


Warning Trend - Monitor Closely



Negative Trend - Action Needed

Water Fund - Enterprise Fund



Trend Key: 5 Yr % Chg in Exp Per Customer: Positive Trend (>0% change) Warning Trend (0% to -5% change) Negative Trend (>-5% change)

Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Expenses without Capital Projects	Consumer Price Index	Number of Customers	Per Customer Expenses in Constant Dollars	Per Customer Percent Change Over Previous Year
2015	\$26,815,965	\$0	\$26,815,965	\$22,354,114	237.02	47,920	\$196.81	(3.80%)
2016	\$30,136,954	\$0	\$30,136,954	\$24,839,248	240.01	48,854	\$211.84	7.64%
2017	\$31,773,280	\$0	\$31,773,280	\$24,864,676	245.12	49,204	\$206.16	(2.68%)
2018	\$28,333,628	\$0	\$28,333,628	\$25,441,573	251.11	49,416	\$205.03	(0.55%)
2019	\$26,318,461	\$0	\$26,318,461	\$24,914,236	255.66	49,940	\$195.14	(4.82%)
5 Yr % Chg	(1.86%)		(1.86%)	11.45%	7.86%	4.22%	(0.85%)	
5 Yr \$ Chg	(\$497,504)	\$0	(\$497,504)	\$2,560,122				

Description: The Water Fund is an enterprise revenue fund department which renders services to the general public on a user-charged basis. The water utility is responsible for the supply of safe drinking water and fire protection service to the City, by providing production, treatment, and distribution systems.

Dedicated Funding Sources: All of the revenues received are dedicated to the department. The dedicated revenues include fees and service charges for water and electric, grant revenue, interest revenue, miscellaneous revenue (auction revenue from fleet items being replaced, fiber optics, and other non-utility income), transfers, and capital contributions. Capital project funding is approved by voters through ballot issues or funded with enterprise revenues.

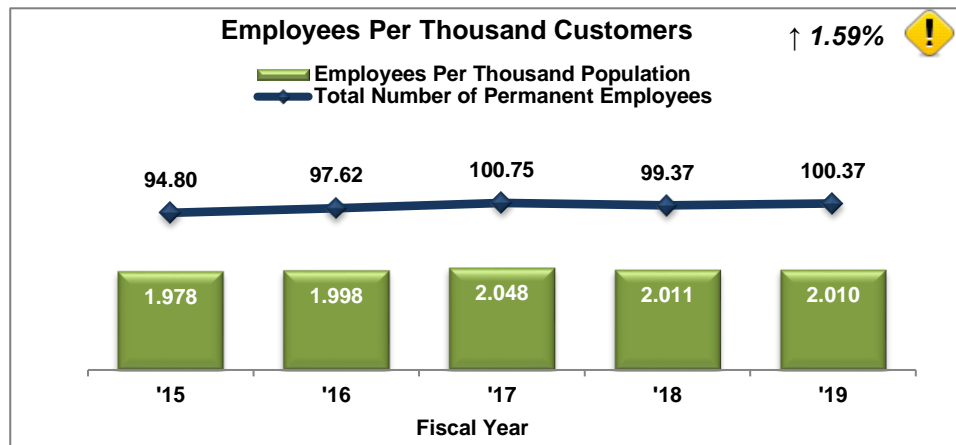
Analysis: For the period shown, total expenses without capital projects increased \$2.6 million or 11.45% while per customer expenses in constant dollars decreased 0.85%.

- In FY 2016 expenses increased due to personnel added to meet safety rules requiring a two person crew for certain service calls.
- In FY 2018 expenses increased due to higher PILOT payments to the General Fund due to the water treatment plant being annexed into the City limits..
- In FY 2019 expenses decreased due to lower personnel costs which resulted from a high vacancy rate, lower electric expenses at the water treatment plant, and lower contractual service costs for hauling lime softening residuals and well maintenance due to flooding.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Fund Net Position - Proprietary Funds (Major Enterprise Funds) <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Water Fund



Trend Key: 5 Year Percent Change in EEs Per Thousand Population

Positive Trend (\geq % Chg in Customers)

Warning Trend: (0% up to % Chg in Customers)

Negative Trend ($<0\%$)

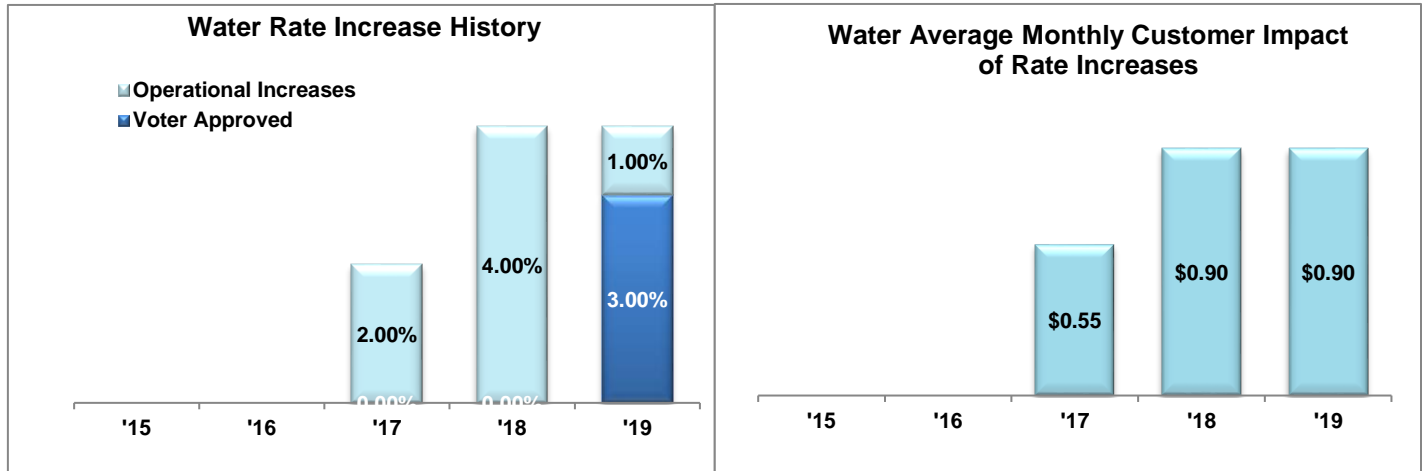
Fiscal Year	Total Number of Employees	Number of Customers	Employees Per Thousand Customers	Change in Number of Positions	Positions Added	Positions Deleted	Positions Reassigned Between Depts
2015	94.80	47,920	1.978				
2016	97.62	48,854	1.998	2.82	4.50	(1.60)	(0.08)
2017	100.75	49,204	2.048	3.13	6.33	(2.00)	(1.20)
2018	99.37	49,416	2.011	(1.38)	2.00	0.00	(3.38)
2019	100.37	49,940	2.010	1.00	0.00	0.00	1.00
5 Yr Chg	5.88%	4.22%	1.59%	5.57	12.83	(3.60)	(3.66)

Analysis:

For the five year period, there has been a total increase of 5.57 FTE. Employees per thousand customers increased 1.59% while the number of customer increased 4.22%.

- In FY 2016 there was a reorganization that moved Sewer, Storm Water, and Solid Waste from Public Works to the Utilities Department. Staff were reallocated between the various utilities to reflect this reorganization.
- In FY 2017, two positions were added (Water Distribution Operator and Foreman) to add a water flushing crew, 0.20 FTE Energy Services Superintendent was deleted and several positions were reallocated to GIS, Sustainability, and Community Relations due to reorganizations.
- In FY 2018, two Water Distribution Operator positions were added to the water flushing crew to ensure compliance with regulations and several positions were reallocated to Electric and Community Relations.
- In FY 2019, there were no additional positions and there were reallocation of positions to and from Electric and to the Transload Facility.

Water Fund



Fiscal Year	Operational Rate Increase	Voter Approved Rate Increase	Average Monthly Customer Impact
2015	0.00%	0.00%	\$0.00
2016	0.00%	0.00%	\$0.00
2017	2.00%	0.00%	\$0.55
2018	4.00%	0.00%	\$0.90
2019	1.00%	3.00%	\$0.90

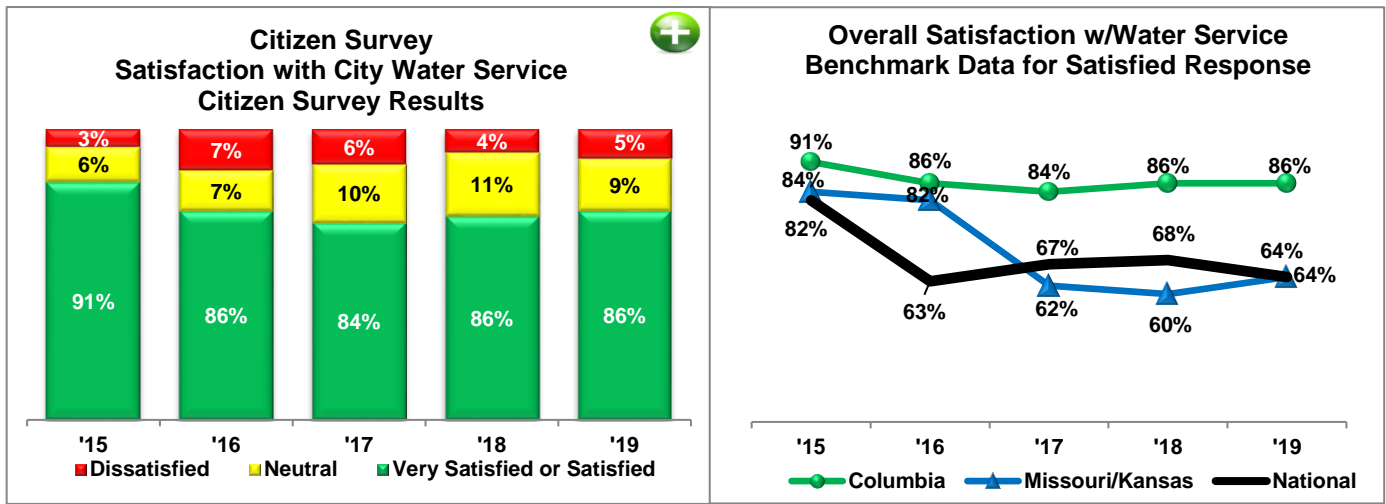
The City of Columbia strives to provide reliable and quality water to our customers. Rates are regularly reviewed and adjusted as needed to cover operating costs. In order to fund capital projects, Water and Light regularly takes a ballot to the citizens to request the ability to issue bonds to fund their significant capital project needs and the ballots identify the future rate increases that will be required to pay back the bonds.

The graph on the right shows the average monthly customer impact of the rate increases. The average monthly water customer impact is based on a usage of 5ccf for 2019.

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>

Water Fund



Fiscal Year	Very Satisfied or Satisfied	Neutral	Dissatisfied
2015	91%	6%	3%
2016	86%	7%	7%
2017	84%	10%	6%
2018	86%	11%	4%
2019	86%	9%	5%

Benchmark Data for Satisfied Responses		
Missouri/		
Columbia	Kansas	National
91%	84%	82%
86%	82%	63%
84%	62%	67%
86%	60%	68%
86%	64%	64%

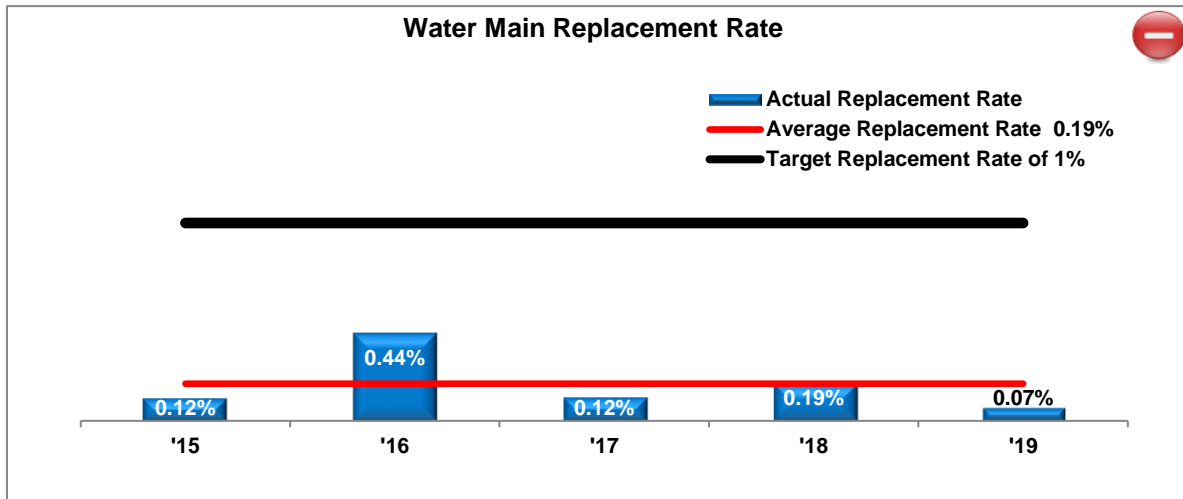
Description: The City conducts citizen surveys annually to determine what is most important to our citizens and how well we are doing in meeting their needs and expectations. This indicator measures satisfaction with the city's water service.

Analysis: For the period shown, citizen satisfaction with city water services reflects a satisfaction rating of over 75% for all years which indicates a positive trend. The percent of citizens dissatisfied with water service decreased from 7% in FY 2016 to 5% in FY 2019. In looking at benchmark data available, the satisfaction with Columbia's water service has been above both the state and national data for all years shown.

Source:

- DirectionFinder Survey by ETC Institute
<http://www.como.gov/survey-results/>

Water Fund



A Warning Trend Is Observed When:

Five year average replacement rate below target replacement rate of 1%

	Fiscal Year	Total Miles of Water Main	Total Miles Added	Total Miles Replaced	Actual Replacement Rate
Formulation:	2015	679.53	6.62	0.79	0.12%
	2016	684.43	4.90	3.04	0.44%
	2017	687.06	2.63	0.82	0.12%
	2018	692.75	5.69	1.32	0.19%
	2019	695.43	2.68	0.47	0.07%
	5 Yr Chg		22.52	6.44	
	5 Yr % Chg	2.34%			
	Average				0.19%

Description: The condition of the City's water utility assets is significant because of the tremendous cost associated with system repair and replacement. Deferral of replacement of these assets and their subsequent deterioration can create a significant unfunded liability for the utility and lead to costly unplanned replacements due to a failure within the system that requires immediate attention. and temporary loss of service for customers.

The City has established a target replacement of one percent of the water mains per year.

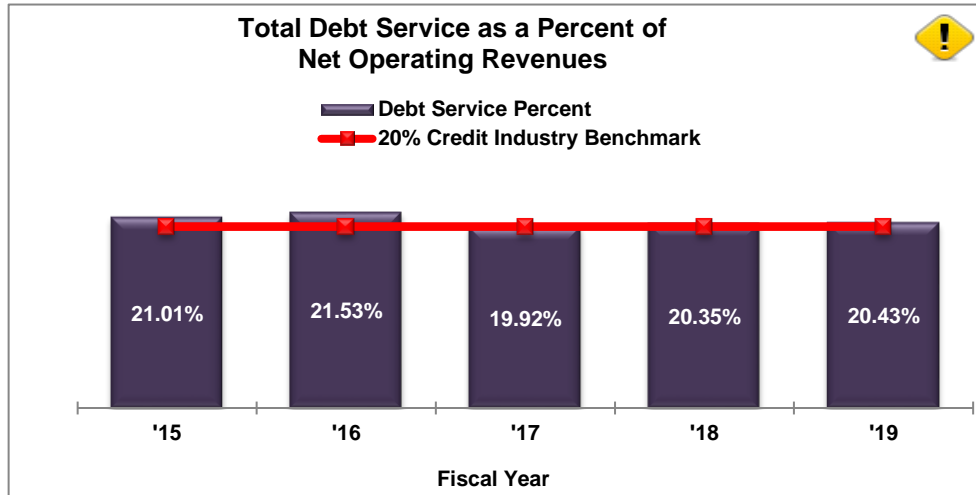
Analysis: The actual replacement rate of water mains can vary from year to year so the city looks at the average replacement rate over the past five years to compare to the targeted replacement rate of 1%.

- The average replacement rate for the past five years is 0.19% which is significantly below the targeted replacement rate of 1%.
- Turnover and vacancies have been a problem in the department which is part of the reason for the lower replacement rates over the past five years.
- The City will need to focus more resources in the coming years to increase the replacement rate up to the targeted replacement rate.

Sources:

- Water Engineering: Annual Fiscal Report

Water Fund



Trend Key: Debt Service as a Percent of Net Operating Revenues and Transfers

Positive Trend (<20% for last 3 years)

Warning Trend: (>20% for 1-2 of past 3 years)

Negative Trend (>20% for past 3 years)

A Warning Trend Is Observed

When:

Debt service as a percentage of net operating revenues is above 20%

Formulation:

Debt Service
Net operating revenues

Fiscal Year	Debt Service*	Net Operating Revenues and Transfers **	Debt Service as a percentage of Net Operating Revenues
2015	\$5,151,881	\$24,522,235	21.01%
2016	\$5,778,052	\$26,837,690	21.53%
2017	\$5,070,534	\$25,449,390	19.92%
2018	\$5,581,674	\$27,433,667	20.35%
2019	\$5,584,589	\$27,338,808	20.43%
5 Yr % Chg	8.40%	11.49%	(2.77%)

* Debt Services - principal and interest payment (on debt schedules)

** Net Operating revenues include operating, investment, revenue from other governmental units, miscellaneous revenue, and operating transfers in.

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

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

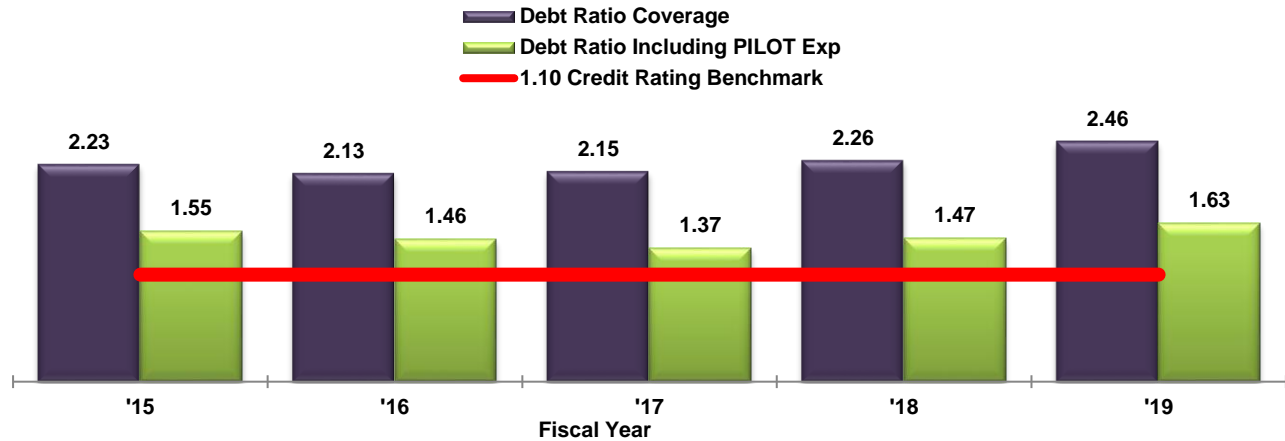
Analysis: In the annual financial report, Water and Electric is one fund but we have split the debt service between water and electric since 2015 for the trend manual. Over the period shown, the Water fund's debt service percentage has been above the credit industry negative benchmark of 20% for four of the past five years; however, the bond debt coverage ratio has been above the 1.10 level for all years indicating the fund has had the ability to meet its annual interest and principal payments for this period.

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Fund Net Position - Proprietary Funds (Major Enterprise Funds)
<http://www.como.gov/finance/accounting/financial-reports/>

Water Fund

Total Bond Debt Coverage Ratio



Trend Key: Bond Debt Coverage Ratio

Positive Trend (>1.10 for last 3 years)

Warning Trend: (<1.10 for 1-2 of past 3 years)

Negative Trend (<1.10 for past 3 years)

Fiscal Year	Net Revenue *	Total Bond Debt Payment **	Bond Debt Coverage Ratio	PILOT Expense	Net Revenue with PILOT Included	Debt Ratio Including PILOT
2015	\$11,474,208	\$5,151,881	2.23	\$3,512,668	\$7,961,540	1.55
2016	\$12,331,398	\$5,778,052	2.13	\$3,899,304	\$8,432,094	1.46
2017	\$10,921,466	\$5,070,534	2.15	\$3,981,315	\$6,940,151	1.37
2018	\$12,642,456	\$5,581,674	2.26	\$4,412,484	\$8,229,972	1.47
2019	\$13,761,757	\$5,584,589	2.46	\$4,671,873	\$9,089,884	1.63
5 Yr % Chg	19.94%	8.40%	10.64%	33.00%	14.17%	5.33%

* Net Revenue is equal to Operating Revenues plus Interest, Revenue From Other Governmental Units, Miscellaneous Revenue, and Operating Transfers less Operating Expenses (without Depreciation), Bank and Paying Agent Fees, and Operating Transfers to Other Funds

** Bond Debt Payment includes both Special Obligation and Revenue Bond Debt Payments

A Warning Trend Is Observed When:

Bond Debt Coverage Ratio falls below 1.10

Formulation:

Net Revenue / Total Debt Payment

Description: The debt coverage ratio is a measure of an entity's ability to meet its annual interest and principal payments. It is calculated by taking the net operating income (operating revenues less operating expenses) and dividing it by the total debt service (annual interest plus annual principal payments on long-term debt). A ratio of less than 1.10 or a declining trend of three or more years is a negative factor and warrants close monitoring. Credit rating firms look at this debt service coverage to determine the fund's financial health and ability to obtain bonds in the future.

Analysis: Revenue bonds and their related interest are payable solely from the revenues derived from the operation of the enterprise owned by the City. The taxing power of the City is not pledged to secure payment of the bonds and interest.

- In the Annual financial report, Water and Electric is one fund but we have split the debt service between water and electric since 2015.
- While the 1.10 credit rating benchmark generally only applies to revenue bonds and doesn't include PILOT transfer cost in the Net Revenue calculation, Water has both revenue bonds and special obligation bonds. For our analysis, we have included the total bond debt payment (on revenue and special obligation bonds) as well as the PILOT transfer costs in the Net Revenue calculation.
- For the period shown, the debt coverage ratio has been consistently above the 1.10 level, so there are no warning trends for this indicator.

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Fund Net Position - Proprietary Funds (Major Enterprise Funds)
<http://www.como.gov/finance/accounting/financial-reports/>

Water Fund

Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues					
Charges for services	\$23,176,746	\$25,855,497	\$25,295,153	\$26,941,092	\$25,900,846
Total Operating Revenues	\$23,176,746	\$25,855,497	\$25,295,153	\$26,941,092	\$25,900,846
Operating Expenses:					
Personnel Services*	\$5,524,652	\$6,146,806	\$6,240,222	\$6,156,788	\$5,886,840
Power Supply	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$1,836,495	\$2,021,316	\$1,811,009	\$1,964,542	\$1,859,217
Travel and Training	\$29,988	\$17,959	\$23,233	\$40,270	\$40,304
Intragovernmental	\$1,915,761	\$2,059,670	\$2,321,865	\$2,448,141	\$2,571,695
Utilities, Services and Miscellaneous	\$3,500,617	\$4,125,811	\$3,928,341	\$4,026,168	\$2,824,933
Depreciation	\$2,964,837	\$3,101,598	\$3,406,141	\$3,590,100	\$3,783,315
Total Operating Expenses	\$15,772,350	\$17,473,160	\$17,730,811	\$18,226,009	\$16,966,304
Operating Income (Loss)	\$7,404,396	\$8,382,337	\$7,564,342	\$8,715,083	\$8,934,542
Non-Operating Revenues:					
Investment Revenue	\$1,125,454	\$702,679	(\$127,384)	\$158,771	\$1,236,623
Miscellaneous Revenue	\$219,103	\$279,514	\$281,621	\$333,804	\$201,339
Total Non-Operating Revenues	\$1,344,557	\$982,193	\$154,237	\$492,575	\$1,437,962
Non-Operating Expenses:					
Interest Expense	\$1,867,682	\$2,304,429	\$2,178,739	\$2,109,137	\$2,152,917
Bank & Paying Agent Fees (Misc. Expense)	\$146,870	\$2,510	\$1,604	\$1,220	\$286,853
Loss on Sale/Disposal of Fixed Assets	\$7,273	\$55,608	\$14,633	\$24,915	\$18,610
Total Non-Operating Expenses	\$2,021,825	\$2,362,547	\$2,194,976	\$2,135,272	\$2,458,380
Total Non-Operating Revenues (Expenses)	(\$677,268)	(\$1,380,354)	(\$2,040,739)	(\$1,642,697)	(\$1,020,418)
Income (Loss) Before Contributions and Transfers	\$6,727,128	\$7,001,983	\$5,523,603	\$7,072,386	\$7,914,124
P.I.L.O.T.	(\$3,512,668)	(\$3,899,304)	(\$3,981,315)	(\$4,412,484)	(\$4,671,873)
Transfers Out	(\$93,644)	(\$132,220)	(\$201,650)	(\$154,082)	(\$107,209)
Total Transfers Out	(\$3,606,312)	(\$4,031,524)	(\$4,182,965)	(\$4,566,566)	(\$4,779,082)
Capital Contributions	\$409,131	\$2,299,716	\$175,966	\$1,783,143	\$0
Transfers In	\$932	\$0	\$0	\$0	\$0
Total Transfers and Contributions	(\$3,196,249)	(\$1,731,808)	(\$4,006,999)	(\$2,783,423)	(\$4,779,082)
Changes in Net Position	\$3,530,879	\$5,270,175	\$1,516,604	\$4,288,963	\$3,135,042

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions







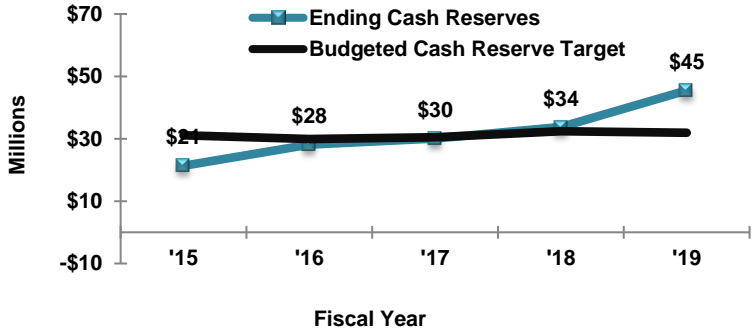
Water Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources for Operations					
Fees and Service Charges	\$23,176,746	\$25,855,497	\$25,295,153	\$26,941,092	\$25,900,846
Interest Revenue	\$1,125,454	\$702,679	(\$127,384)	\$158,771	\$1,236,623
Less: GASB 31 Interest Adjustment	(\$407,124)	(\$66,910)	\$316,191	\$490,970	(\$436,631)
Miscellaneous Revenue	\$219,103	\$279,514	\$281,621	\$333,804	\$201,339
Total Financial Sources Before Transfers	\$24,114,179	\$26,770,780	\$25,765,581	\$27,924,637	\$26,902,177
Transfers In	\$932	\$0	\$0	\$0	\$0
Total Financial Sources	\$24,115,111	\$26,770,780	\$25,765,581	\$27,924,637	\$26,902,177
Financial Uses for Operations					
Personnel Services	\$5,524,652	\$6,146,806	\$6,240,222	\$6,156,788	\$5,886,840
Less: GASB 16 Vacation Liability Adjustment	(\$4,357)	\$68,656	(\$3,171)	\$16,937	(\$3,120)
Less: GASB 68 Pension Adjustment	(\$62,800)	(\$559,312)	(\$415,143)	\$21,325	\$235,956
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$0	\$10,431	(\$22,460)
Materials and Supplies	\$1,836,495	\$2,021,316	\$1,811,009	\$1,964,542	\$1,859,217
Travel and Training	\$29,988	\$17,959	\$23,233	\$40,270	\$40,304
Intragovernmental	\$1,915,761	\$2,059,670	\$2,321,865	\$2,448,141	\$2,571,695
Utilities, Services and Miscellaneous	\$3,500,617	\$4,125,811	\$3,928,341	\$4,026,168	\$2,824,933
Interest Expense	\$1,867,682	\$2,304,429	\$2,178,739	\$2,109,137	\$2,152,917
Bank & Paying Agent Fees (Misc. Expense)	\$146,870	\$2,510	\$1,604	\$1,220	\$286,853
Transfers Out	\$3,606,312	\$4,031,524	\$4,182,965	\$4,566,566	\$4,779,082
Principal Payments	\$2,632,522	\$2,883,369	\$2,696,990	\$3,319,910	\$3,447,520
Capital Additions	\$953,627	\$972,017	\$755,924	\$513,726	\$710,470
Enterprise Revenues used for Capital Projects	\$300,000	\$1,000,000	\$3,000,000	\$3,600,000	\$350,000
Total Financial Uses	\$22,247,369	\$25,074,755	\$26,722,578	\$28,795,161	\$25,120,207
Financial Sources Over/(Under) Uses	\$1,867,742	\$1,696,025	(\$956,997)	(\$870,524)	\$1,781,970
Cash Reserves					
Cash and cash equivalents	\$13,213,336	\$14,068,936	\$13,840,471	\$14,638,571	\$16,594,394
Less: GASB 31 Pooled Cash Adjustment	\$1,091,613	\$1,024,703	\$1,340,893	\$1,831,864	\$1,395,232
Less: Cash Restricted for Capital Projects	(\$8,398,429)	(\$9,142,505)	(\$12,010,111)	(\$12,410,032)	(\$8,940,133)
Add: Inventory	\$1,280,684	\$1,318,521	\$1,080,538	\$1,117,618	\$1,098,528
Ending Cash Reserves	\$7,187,204	\$7,269,655	\$4,251,791	\$5,178,021	\$10,148,021
Budgeted Operating Expenses w/o Depr	14,100,771	15,048,028	15,354,865	15,734,151	15,767,569
Add: Budgeted Interest Expense	2,519,359	2,527,071	2,374,000	2,262,000	2,137,069
Add: Budgeted Bank and Paying Agent Fees	1,700	1,700	2,500	2,500	2,500
Add: Budgeted Operating Transfers Out	3,393,644	3,552,220	3,684,918	3,816,134	4,833,869
Add: Budgeted Principal Payments	2,632,522	2,619,276	2,696,990	3,319,910	3,447,520
Add: Budgeted Capital Additions	592,000	653,000	926,000	793,000	0
Add: Budgeted Ent Revenue for CIP	300,000	1,000,000	3,000,000	3,600,000	350,000
Total Budgeted Financial Uses	\$23,539,996	\$25,401,295	\$28,039,273	\$29,527,695	\$26,538,527
Less: Ent Rev Budgeted for current year CIP	(\$300,000)	(\$1,000,000)	(\$3,000,000)	(\$3,600,000)	(\$350,000)
Operational Expenses	\$23,239,996	\$24,401,295	\$25,039,273	\$25,927,695	\$26,188,527
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$4,647,999	\$4,880,259	\$5,007,855	\$5,185,539	\$5,237,705
Add: Ent Rev Budgeted for current year CIP	\$300,000	\$1,000,000	\$3,000,000	\$3,600,000	\$350,000
Budgeted Cash Reserve Target	\$4,947,999	\$5,880,259	\$8,007,855	\$8,785,539	\$5,587,705
Above/(Below) Budgeted Cash Reserve Target	\$2,239,205	\$1,389,396	(\$3,756,064)	(\$3,607,518)	\$4,560,316

Electric Fund Trends

Enterprise Fund

Indicator	2018	2019	Comments
Expenses Per Customer in Constant Dollars			Over the past five years, expenses per customer in constant dollars decreased 13.85% while inflation increased 7.86% and the number of customers increased 5.06%.
Employees Per Thousand Customers			Over the past five years, the total number of employees decreased by 1.67 FTE. Employees per thousand customers decreased 5.66% while the number of customers increased 5.06%. While positions have been added in some years, the number added did not keep up with the growth in the number of customers.
Citizen Survey: Satisfaction with City Electric Service			Citizen satisfaction with electric services has varied from 85% to 91% with FY 2019 satisfaction at 86%. Since satisfaction has been above 75% for all years, this continues to be a positive trend.
Electric System Replacement Rate			This is a new indicator for FY 2019. It compares the five year average electric system replacement rate to a targeted replacement rate of 1%. For the past five years, the average replacement rate has been 0.36% which is significantly below the targeted replacement rate. The utility will need to devote more resources to electric system replacements in the future.
Total Debt Service as a percent of Net Operating Revenues			Total debt service as a percent of net operating revenues has been significantly below the credit industry benchmark of 20% for all of the past five years. The FY 2019 debt service percent is 8.55%.
Total Bond Debt Coverage Ratio			The total bond debt coverage ratio for the Electric Utility has been above the 1.10 credit rating benchmark for all of the past five years. The FY 2019 total bond debt coverage ratio is 2.15 and includes both revenue and special obligation bonds.
Ending Cash Reserves			<p>Cash Reserves</p>  <p>Because the Electric fund has such a significant infrastructure to support, a significant cash reserve target is required. The calculation of this target was adopted by the City Council in a policy in December 2013. This higher target level utilizes a utility basis approach, is widely used in the electric industry, and is part of course work provided by the American Public Power Association.</p> <p>Reserves at the end of FY 2019 are \$13.6 million above the cash reserve target due to lower power supply expenses as natural gas prices were lower for the majority of the year, lower amount of power purchased from the market by approximately 39,000 MWHs, and lower PILOT transfers to the General Fund due to a decrease in the property tax portion.</p>



Positive Trend

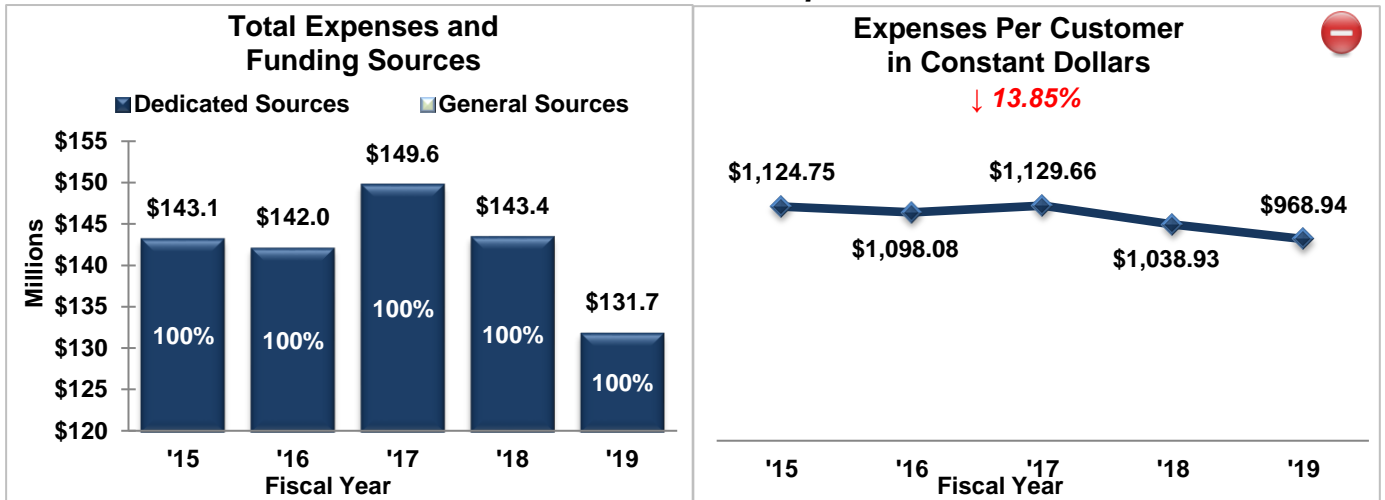


Warning Trend - Monitor Closely



Negative Trend - Action Needed

Electric Fund - Enterprise Fund



Trend Key: 5 Yr % Chg in Exp Per Customer: Positive Trend (>0% change) Warning Trend (0% to -5% change) Negative Trend (>-5% change)

Fiscal Year	Dedicated Sources	General Sources	Total Expenses	Expenses Without Capital Projects	Consumer Price Index	Number of Customers	Per Customer Expenses in Constant Dollars	Per Customer Percent Change Over Previous Year
2015	\$143,094,924	\$0	\$143,094,924	\$129,135,325	237.02	48,440	\$1,124.75	(4.99%)
2016	\$141,956,433	\$0	\$141,956,433	\$130,504,508	240.01	49,518	\$1,098.08	(2.37%)
2017	\$149,648,998	\$0	\$149,648,998	\$138,830,518	245.12	50,137	\$1,129.66	2.88%
2018	\$143,350,135	\$0	\$143,350,135	\$131,299,547	251.11	50,329	\$1,038.93	(8.03%)
2019	\$131,693,416	\$0	\$131,693,416	\$126,062,587	255.66	50,890	\$968.94	(6.74%)
5 Yr % Chg	(7.97%)		(7.97%)	(2.38%)	7.86%	5.06%	(13.85%)	
5 Yr \$ Chg	(\$11,401,508)	\$0	(\$11,401,508)	(\$3,072,738)				

Description: The Electric Fund is an enterprise fund which renders services to the general public on a user-charged basis. The electric utility provides citizens with a safe, reliable, and cost effective electric supply. The department operates and maintains the electric generating and distribution system to serve over 50,000 customers.

Dedicated Funding Sources: All of the revenues received are dedicated to the department. The dedicated revenues include fees and service charges for water and electric, grant revenue, interest revenue, miscellaneous revenue (auction revenue from fleet items being replaced, fiber optics, and other non-utility income), transfers, and capital contributions. Capital project funding is approved by voters through ballot issues.

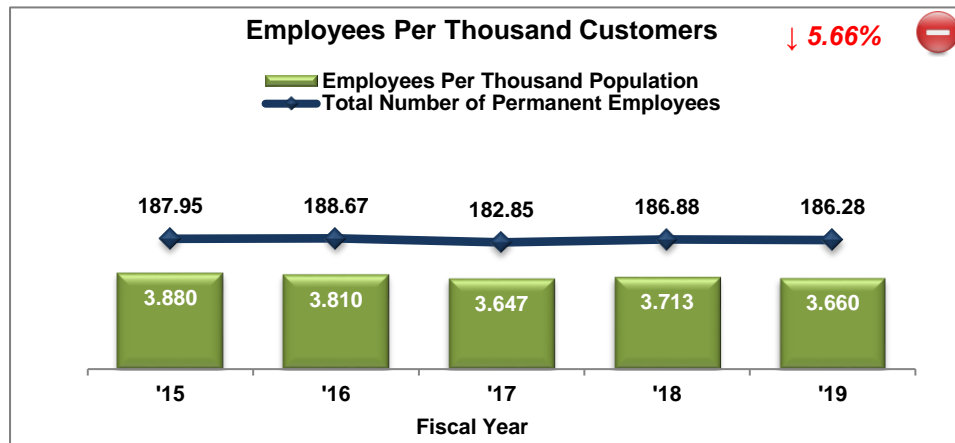
Analysis: For the period shown, total expenses without capital projects decreased \$3.1 million or 2.38% and per customer expenses in constant dollars decreased 13.85%.

- In FY 2016 expenses increased due to a \$1.1 million increase in purchased power costs.
- In FY 2017 expenses increased due to \$1.4 million increase in purchased power costs, \$1.4 increase in intragovernmental charges, and \$4 million increase in contracts with \$2.7 of that total related to the Columbia Energy Center rebuild, which will not be recurring.
- In FY 2018, there was a \$0.5 million increase in purchased power and a \$2.7 million drop in Nonrecurring contracts due to the Columbia Energy Center rebuild, which will not be occurring after FY 2017.
- In FY 2019, expenses decreased in purchased power costs due to lower natural gas prices and a lower amount of power purchased from the market.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Fund Net Position - Proprietary Funds (Major Enterprise Funds) <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Electric Fund



Trend Key: 5 Year Percent Change in EEs Per Thousand Population

Positive Trend (\geq % Chg in Customers) Warning Trend: (0% up to % Chg in Customers) Negative Trend ($<0\%$)

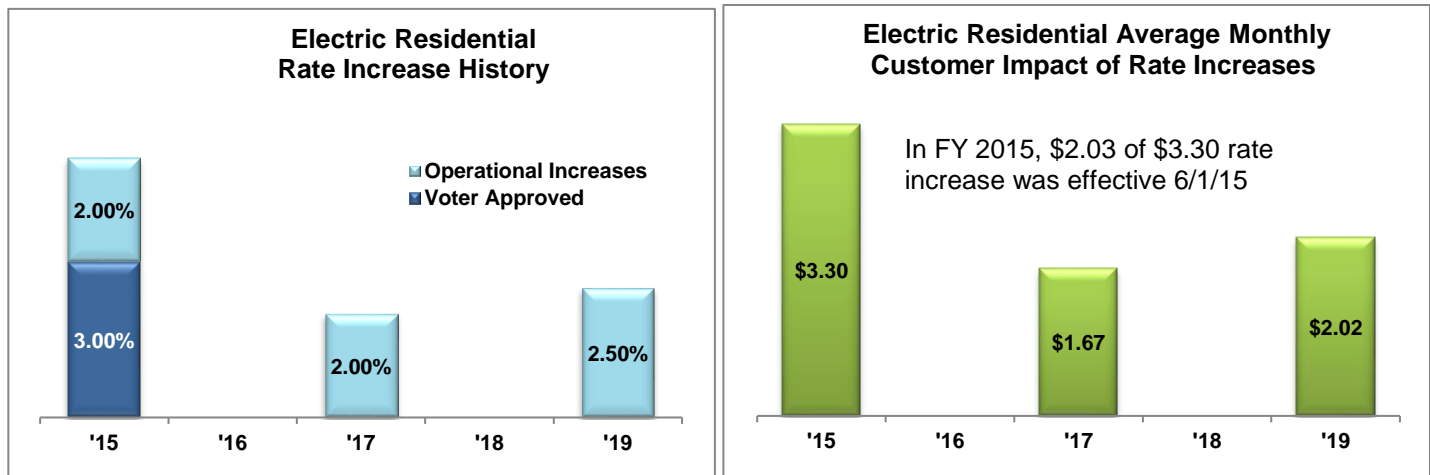
Fiscal Year	Total Number of Employees	Number of Customers	Employees Per Thousand Customers	Change in Number of Positions	Positions Added	Positions Deleted	Positions Reassigned Between Depts
2015	187.95	48,440	3.880				
2016	188.67	49,518	3.810	0.72	2.77	(0.60)	(1.45)
2017	182.85	50,137	3.647	(5.82)	1.00	(0.20)	(6.62)
2018	186.88	50,329	3.713	4.03	1.00	0.00	3.03
2019	186.28	50,890	3.660	(0.60)	0.00	0.00	(0.60)
5 Yr Chg	(0.89%)	5.06%	(5.66%)	(1.67)	4.77	(0.80)	(5.64)

Analysis:

For the five year period, there has been a total decrease of 1.67 FTE. Employees per thousand customers decreased 5.66% while the number of customer increased 5.06%.

- In FY 2016 there was a reorganization that moved Sewer, Storm Water, and Solid Waste from Public Works to the Utilities Department. Staff were reallocated between the various utilities to reflect this reorganization. An Engineering Tech position was added to serve as a full time distribution inspector, a 0.60 Construction Project Supervisor was added to restructure and expand plan reviewing, and two 0.50 FTE utility service workers were added to create an additional service crew.
- In FY 2017 a Utility Service Locator Supervisor position was added, a 0.80 Energy Services Supt position was deleted, and several positions were reallocated to GIS, sustainability and Community Relations as a part of a reorganization.
- In FY 2018, one Engineering Spec/Engineer position was added to address planned capital projects involving upgrades of existing infrastructure such as circuit breakers, substation class transformers, and distribution system automation.
- In FY 2019, there were no additional positions and several parts of positions were reallocated to the Transload Facility.

Electric Fund



Fiscal Year	Operational Rate Increase	Voter Approved Rate Increase	Average Monthly Customer Impact
2015	2.00%	3.00%	\$3.30
2016	0.00%	0.00%	\$0.00
2017	2.00%	0.00%	\$1.67
2018	0.00%	0.00%	\$0.00
2019	2.50%	0.00%	\$2.02

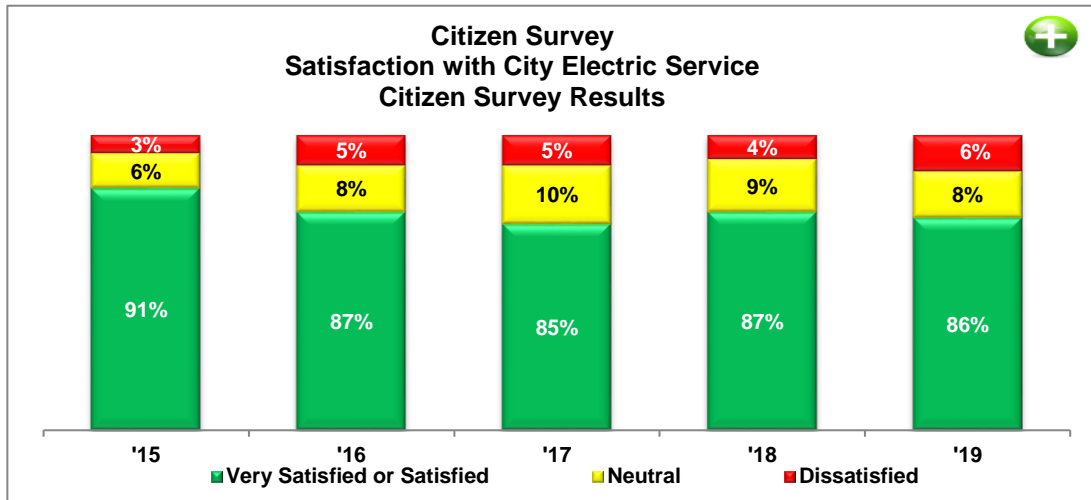
The graph above shows rate increases for the Electric utility over the past five years. The City of Columbia strives to provide reliable and quality electric to our customers. Rates are regularly reviewed and adjusted as needed to cover operating costs. In order to fund capital projects, Water and Light regularly takes a ballot to the citizens to request the ability to issue bonds to fund their significant capital project needs and the ballots identify the future rate increases that will be required to pay back the bonds.

The right graphs shows the average monthly customer impact of the rate increases. The average monthly electric customer impact is based on a use of 782 kWh for 2019.

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>

Electric Fund



Key: Percent of Customers Very Satisfied or Satisfied in most recent citizen survey:
Positive (75% - 100% Satisfaction) Warning: (50% - 74% Satisfaction) Negative (<50% Satisfaction)

Fiscal Year	Very Satisfied or Satisfied	Neutral	Dissatisfied
2015	91%	6%	3%
2016	87%	8%	5%
2017	85%	10%	5%
2018	87%	9%	4%
2019	86%	8%	6%

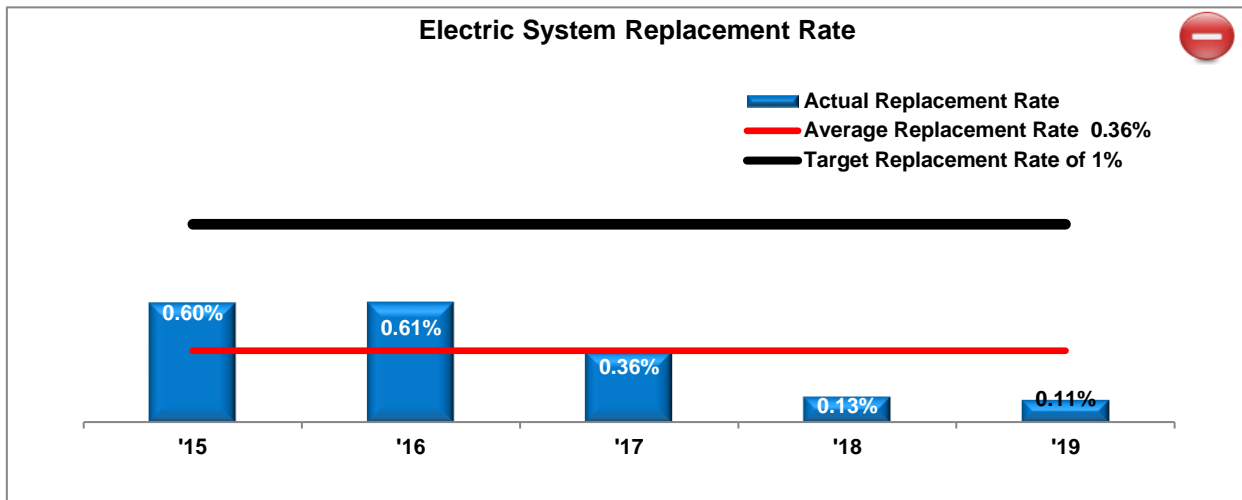
Description: The City conducts citizen surveys annually to determine what is most important to our citizens and how well we are doing in meeting their needs and expectations.

Analysis: For the period shown, citizen satisfaction with city electric services decreased from a high of 91% in FY 2015 to a low of 85% in FY 2017 with FY 2019 at 86%. Dissatisfaction remained fairly consistent within 3% to 6% for all years shown. Since the satisfaction continues to be above 75%, this is still considered to be a positive trend. Since there are very few cities that own and operate their own electric utility, there is no benchmark data available.

Source:

- DirectionFinder Survey by ETC Institute
<http://www.como.gov/survey-results/>

Electric Fund



A Warning Trend Is Observed When:

Five year average replacement rate below target replacement rate of 1%

Formulation:

$$\frac{\text{Total Miles Replaced}}{\text{Total Miles of Electric System}}$$

Fiscal Year	Total Miles of Electric System	Total Miles Added	Total Miles Replaced	Actual Replacement Rate
2015	835.93	8.84	5.02	0.60%
2016	848.42	12.49	5.13	0.61%
2017	852.46	4.04	3.03	0.36%
2018	863.50	11.04	1.11	0.13%
2019	868.48	4.98	0.98	0.11%
5 Yr Inc		41.39	15.28	
5 Yr % Chg	3.89%			
Average				0.36%

Description: The condition of the City's electric system assets is significant because of the tremendous cost associated with system repair and replacement. Deferral of replacement of these assets and their subsequent deterioration can create a significant unfunded liability for the utility and lead to costly unplanned replacements due to a failure within the system that requires immediate attention, and temporary loss of service for customers.

The City has established a target replacement of one percent of the electric system per year.

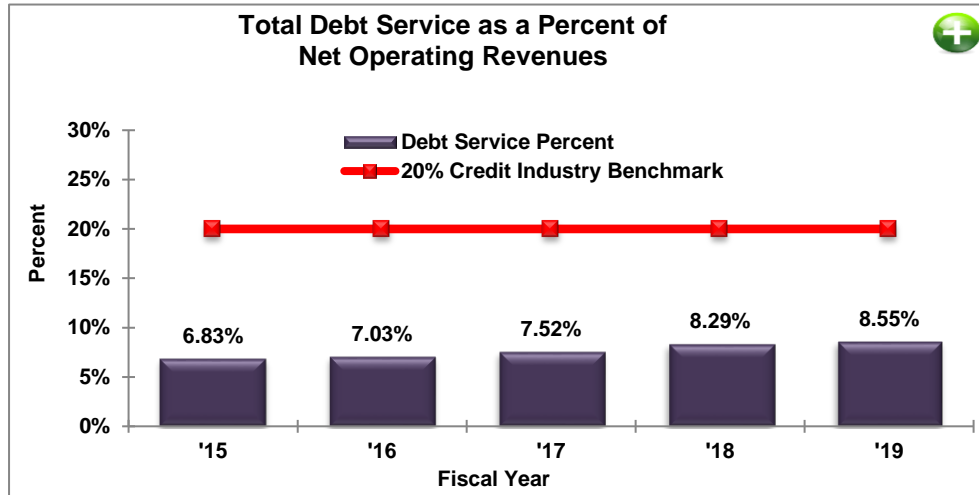
Analysis: The actual replacement rate can vary from year to year so the city looks at the average replacement rate over the past five years to compare to the targeted replacement rate of 1%.

- The average replacement rate for the past five years is 0.36% which is significantly below the targeted replacement rate of 1%.
- The City will need to focus more resources in the coming years to increase the replacement rate up to the targeted replacement rate.

Sources:

- Electric Engineering: Annual Fiscal Report

Electric Fund



Trend Key: Debt Service as a Percent of Net Operating Revenues

Positive Trend (<20% for last 3 years)

Warning Trend: (>20% for 1-2 of past 3 years)

Negative Trend (>20% for past 3 years)

A Warning Trend Is Observed When:

Debt service as a percentage of net operating revenues is above 20%

Formulation:

Debt Service
Net operating revenues

Fiscal Year	Debt Service *	Net Operating Revenues **	Debt Service as a percentage of Net Operating Revenues
2015	\$8,767,153	\$128,335,276	6.83%
2016	\$9,306,461	\$132,382,531	7.03%
2017	\$9,838,216	\$130,849,686	7.52%
2018	\$11,315,951	\$136,467,814	8.29%
2019	\$11,315,986	\$132,374,585	8.55%
5 Yr % Chg	29.07%	3.15%	25.13%

* Debt Services - principal and interest payment (from debt schedules)

** Net Operating revenues include operating revenue (without Locator Fees), Investment, Revenue from Other Governmental Units, Miscellaneous Revenue, and Transfers In.

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

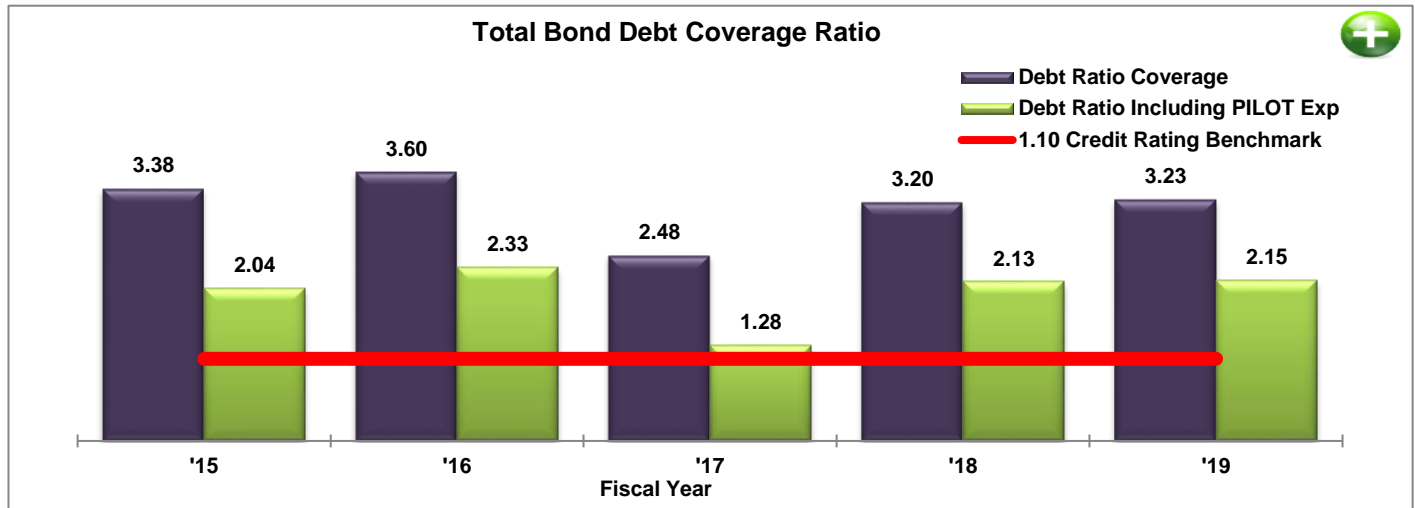
Credit Industry Benchmarks: Debt service exceeding 20% of operating revenues is considered a potential problem. Ten percent is considered acceptable.

Analysis: Over the five year period shown, the Electric fund's debt service percentage has consistently been well below the credit industry benchmark of 20%; therefore, a positive trend is observed.

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Fund Net Position - Proprietary Funds (Major Enterprise Funds)
<http://www.como.gov/finance/accounting/financial-reports/>

Electric Fund



Trend Key: Bond Debt Coverage Ratio

Positive Trend (>1.10 for last 3 years)

Warning Trend: (<1.10 for 1-2 of past 3 years)

Negative Trend (<1.10 for past 3 years)

Fiscal Year	Net Revenue *	Total Bond Debt Payment **	Bond Debt Coverage Ratio	PILOT Expense	Net Revenue with PILOT Included	Debt Ratio Including PILOT
2015	\$29,625,215	\$8,767,153	3.38	\$11,710,668	\$17,914,547	2.04
2016	\$33,530,731	\$9,306,461	3.60	\$11,847,059	\$21,683,672	2.33
2017	\$24,447,728	\$9,838,216	2.48	\$11,878,003	\$12,569,725	1.28
2018	\$36,204,780	\$11,315,951	3.20	\$12,094,745	\$24,110,035	2.13
2019	\$36,599,557	\$11,315,986	3.23	\$12,216,926	\$24,382,631	2.15
5 Yr % Chg	23.54%	29.07%	(4.28%)	4.32%	36.11%	5.45%

* Net Revenue is equal to Operating Revenues (without Locator Fees) plus Interest, Revenue From Other Governmental Units, Miscellaneous Revenue, and Operating Transfers less Operating Expenses (without Depreciation), Bank and Paying Agent Fees, and Operating Transfers to Other Funds

** Bond Debt Payment includes both Special Obligation and Revenue Bond Debt Payments (from debt service schedules)

A Warning Trend Is Observed When:

Bond Debt Coverage Ratio falls below 1.10

Formulation:

Net Revenue / Total Debt Payment

Description: The debt coverage ratio is a measure of an entity's ability to meet its annual interest and principal payments. It is calculated by taking the net operating income (operating revenues less operating expenses) and dividing it by the total debt service (annual interest plus annual principal payments on long-term debt). A ratio of less than 1.10 or a declining trend of three or more years is a negative factor and warrants close monitoring. Credit rating firms look at this debt service coverage to determine the fund's financial health and ability to obtain bonds in the future.

Analysis: Revenue bonds and their related interest are payable solely from the revenues derived from the operation of the enterprise owned by the City. The taxing power of the City is not pledged to secure payment of the bonds and interest.

- While the 1.10 credit rating benchmark generally only applies to revenue bonds, Water has both revenue bonds and special obligation bonds. For our analysis, we have included the total bond debt payment (on revenue and special obligation bonds). In addition, the PILOT transfer expenses, which are generally not included in the Net Revenue calculation, have been included as these costs are viewed as an ongoing cost that must be paid.
- For the period shown, the debt coverage ratio has been consistently above the 1.10 level, so there are no warning trends for this indicator.

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Fund Net Position - Proprietary Funds (Major Enterprise Funds)
<http://www.como.gov/finance/accounting/financial-reports/>

Electric Fund

Revenues, Expenses, and Changes in Net Position Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues					
Charges for services	\$124,681,747	\$129,198,976	\$125,674,158	\$134,429,369	\$128,292,392
Locator Fees	\$158,660	\$158,420	\$161,278	\$206,506	\$197,644
Total Operating Revenues	\$124,840,407	\$129,357,396	\$125,835,436	\$134,635,875	\$128,490,036
Operating Expenses:					
Personnel Services*	\$13,312,449	\$14,746,558	\$14,373,582	\$13,267,033	\$13,380,288
Power Supply	\$70,248,877	\$69,188,822	\$70,606,865	\$71,064,762	\$66,810,311
Materials and Supplies	\$2,290,769	\$2,729,841	\$2,457,521	\$2,277,607	\$2,250,873
Travel and Training	\$260,411	\$327,934	\$256,958	\$324,150	\$282,056
Intragovernmental	\$3,565,951	\$4,304,040	\$5,477,731	\$5,976,294	\$6,709,716
Utilities, Services and Miscellaneous	\$7,849,879	\$6,697,044	\$10,263,044	\$6,712,875	\$5,714,782
Depreciation	\$11,857,184	\$11,967,835	\$12,202,568	\$12,114,338	\$12,154,712
Total Operating Expenses	\$109,385,520	\$109,962,074	\$115,638,269	\$111,737,059	\$107,302,738
Operating Income (Loss)	\$15,454,887	\$19,395,322	\$10,197,167	\$22,898,816	\$21,187,298
Non-Operating Revenues:					
Revenue From Other Gov. Units	\$11,991	\$0	\$0	\$4,000	\$0
Investment Revenue	\$1,631,610	\$1,625,866	(\$151,423)	\$502,126	\$2,677,291
Miscellaneous Revenue	\$1,507,308	\$1,557,689	\$2,183,715	\$1,532,319	\$1,404,902
Total Non-Operating Revenues	\$3,150,909	\$3,183,555	\$2,032,292	\$2,038,445	\$4,082,193
Non-Operating Expenses:					
Interest Expense	\$5,083,954	\$5,841,203	\$5,620,086	\$5,481,028	\$5,190,088
Bank & Paying Agent Fees (Misc. Expense)	\$476,257	\$2,139	\$6,716	\$1,064	\$58,149
Loss on Sale/Disposal of Fixed Assets	\$51,772	\$705,957	\$1,770,990	\$38,150	\$37,114
Total Non-Operating Expenses	\$5,611,983	\$6,549,299	\$7,397,792	\$5,520,242	\$5,285,351
Total Non-Operating Revenues (Expenses)	(\$2,461,074)	(\$3,365,744)	(\$5,365,500)	(\$3,481,797)	(\$1,203,158)
Income (Loss) Before Contributions and Transfers	\$12,993,813	\$16,029,578	\$4,831,667	\$19,417,019	\$19,984,140
P.I.L.O.T.	(\$11,710,668)	(\$11,847,059)	(\$11,878,003)	(\$12,094,745)	(\$12,216,926)
Transfers Out	(\$705,468)	(\$855,422)	(\$2,959,541)	(\$639,249)	(\$568,853)
Total Transfers Out	(\$12,416,136)	(\$12,702,481)	(\$14,837,544)	(\$12,733,994)	(\$12,785,779)
Capital Contributions	\$0	\$750	\$0	\$0	\$0
Transfers In	\$502,620	\$0	\$3,143,236	\$0	\$0
Total Transfers and Contributions	(\$11,913,516)	(\$12,701,731)	(\$11,694,308)	(\$12,733,994)	(\$12,785,779)
Changes in Net Position	\$1,080,297	\$3,327,847	(\$6,862,641)	\$6,683,025	\$7,198,361

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

Electric Fund















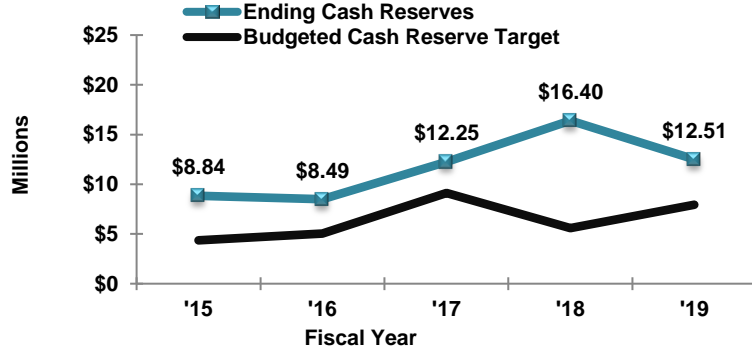
Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources for Operations					
Fees and Service Charges	\$124,840,407	\$129,357,396	\$125,835,436	\$134,635,875	\$128,490,036
Interest Revenue	\$1,631,610	\$1,625,866	(\$151,423)	\$502,126	\$2,677,291
Less: GASB 31 Interest Adjustment	(\$624,698)	(\$135,933)	\$724,776	\$1,137,998	(\$823,600)
Miscellaneous Revenue	\$1,507,308	\$1,557,689	\$2,183,715	\$1,532,319	\$1,404,902
Grants	\$11,991	\$0	\$0	\$4,000	\$0
Total Financial Sources Before Transfers	\$127,366,618	\$132,405,018	\$128,592,504	\$137,812,318	\$131,748,629
Transfers In	\$502,620	\$0	\$0	\$0	\$0
Total Financial Sources	\$127,869,238	\$132,405,018	\$128,592,504	\$137,812,318	\$131,748,629
Financial Uses for Operations					
Personnel Services **	\$13,312,449	\$14,746,558	\$14,373,582	\$13,267,033	\$13,380,288
Less: GASB 16 Vacation Liability Adjustment	(\$43,159)	(\$298,277)	\$173,030	\$16,719	(\$42,524)
Less: GASB 68 Pension Adjustment	(\$129,594)	(\$1,140,142)	(\$840,415)	\$19,318	\$280,218
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$0	\$19,371	(\$45,106)
Power Supply	\$70,248,877	\$69,188,822	\$70,606,865	\$71,064,762	\$66,810,311
Materials and Supplies	\$2,290,769	\$2,729,841	\$2,457,521	\$2,277,607	\$2,250,873
Travel and Training	\$260,411	\$327,934	\$256,958	\$324,150	\$282,056
Intragovernmental	\$3,565,951	\$4,304,040	\$5,477,731	\$5,976,294	\$6,709,716
Utilities, Services and Miscellaneous	\$7,849,879	\$6,697,044	\$10,263,044	\$6,712,875	\$5,714,782
Interest Expense	\$5,083,954	\$5,841,203	\$5,620,086	\$5,481,028	\$5,190,088
Bank & Paying Agent Fees (Misc. Expense)	\$476,257	\$2,139	\$6,716	\$1,064	\$58,149
Transfers Out	\$12,416,136	\$12,702,481	\$14,837,544	\$12,733,994	\$12,785,779
Principal Payments	\$4,112,478	\$4,146,631	\$4,363,010	\$6,030,090	\$6,292,480
Capital Additions	\$1,721,686	\$1,290,654	\$956,913	\$1,308,252	\$688,719
Enterprise Revenues used for Capital Projects	\$4,900,000	\$3,600,000	\$7,050,000	\$5,850,000	\$5,550,000
Total Financial Uses	\$126,066,094	\$124,138,928	\$135,602,585	\$131,082,557	\$125,905,829
Financial Sources Over/(Under) Uses	\$1,803,144	\$8,266,090	(\$7,010,081)	\$6,729,761	\$5,842,800
Cash Reserves					
Cash and cash equivalents	\$28,981,422	\$35,187,293	\$37,198,592	\$36,650,694	\$51,288,946
Less: GASB 31 Pooled Cash Adjustment	(\$854,554)	(\$990,488)	(\$265,711)	\$872,287	\$48,687
Less: Cash Restricted for Capital Projects	(\$12,789,559)	(\$11,095,298)	(\$11,434,783)	(\$8,918,835)	(\$11,032,330)
Add: Inventory	\$5,990,773	\$4,993,814	\$4,548,031	\$5,151,792	\$5,187,223
Ending Cash Reserves	\$21,328,082	\$28,095,321	\$30,046,129	\$33,755,938	\$45,492,526
Budgeted Operating Expenses w/o Depr	107,094,570	108,189,138	105,954,848	106,837,597	106,902,801
Add: Budgeted Interest Expense	4,654,676	5,651,059	5,475,206	5,286,000	5,023,506
Add: Budgeted Bank and Paying Agent Fees	9,000	9,000	0	0	0
Add: Budgeted Operating Transfers Out	12,516,468	12,855,422	15,182,868	13,061,667	13,427,527
Add: Budgeted Principal Payments	4,773,442	4,915,147	4,363,010	6,030,090	6,292,480
Add: Budgeted Capital Additions	1,981,075	1,464,457	1,324,000	1,590,425	264,000
Add: Budgeted Ent Revenue for CIP	4,900,000	3,300,000	4,050,000	5,850,000	5,550,000
Total Budgeted Financial Uses	\$135,929,231	\$136,384,223	\$136,349,932	\$138,655,779	\$137,460,314
Less: Ent Rev Budgeted for current year CIP	(\$4,900,000)	(\$3,300,000)	(\$4,050,000)	(\$5,850,000)	(\$5,550,000)
Operational Expenses	\$131,029,231	\$133,084,223	\$132,299,932	\$132,805,779	\$131,910,314
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$26,205,846	\$26,616,845	\$26,459,986	\$26,561,156	\$26,382,063
Add: Ent Rev Budgeted for current year CIP	\$4,900,000	\$3,300,000	\$4,050,000	\$5,850,000	\$5,550,000
Budgeted Cash Reserve Target	\$31,105,846	\$29,916,845	\$30,509,986	\$32,411,156	\$31,932,063
Above/(Below) Budgeted Cash Reserve Target	(\$9,777,764)	(\$1,821,524)	(\$463,857)	\$1,344,782	\$13,560,463

**FY 2018 Personnel Services was restated for OPEB GASB 75 Accounting and Financial Reporting

Sanitary Sewer Fund Trends

Enterprise Fund

Indicator	2018	2019	Comments
Expenses Per Capita in Constant Dollars			Non-capital project Expenses per capita in constant dollars decreased 7.53% while inflation increased 7.86% and population increased 5.64%.
Employees Per Thousand Population			Over the past five years, the total number of employees increased by 2.80 FTE. Employees per thousand population decreased 2.15% while the population increased 5.64%.
Citizen Survey: Satisfaction with City Sewer Service			Satisfaction for FY 2019 is 89% and has been above 75% (considered positive) for all five years shown. There is no state and national benchmark data available for this indicator.
Liquidity Ratio			The FY 2019 liquidity ratio is 3.43 which is above the credit rating benchmark of 1.00 and has been for all five years.
Total Debt Service as a percent of Net Operating Revenues			The FY 2019 debt service percent of net operating revenues is 33.48% which is above the credit industry benchmark of 20% and has been above that benchmark level for all five years; however the debt coverage ratio has been above 1.10 for all five years which indicates the fund has had sufficient revenue to make the debt payments.
Total Bond Debt Coverage Ratio			The FY 2018 total bond debt coverage ratio for the Sewer Utility is 1.80 which is above the 1.10 credit rating benchmark and has been for all of the past five years.
Ending Cash Reserves			<p>Cash Reserves</p>  <p>The budgeted cash reserve target for this fund includes both the 20% guideline for operational expenses as well as enterprise revenue needed for capital projects.</p> <p>Reserves increased significantly in FY 2018 primarily due to \$3.3 million of previously restricted cash in FY 2017 being changed to unrestricted in FY 2018 due to maintenance on outstanding bonds. Reserves decreased in FY 2019 due to higher capital project funding from enterprise revenues.</p>



Positive Trend

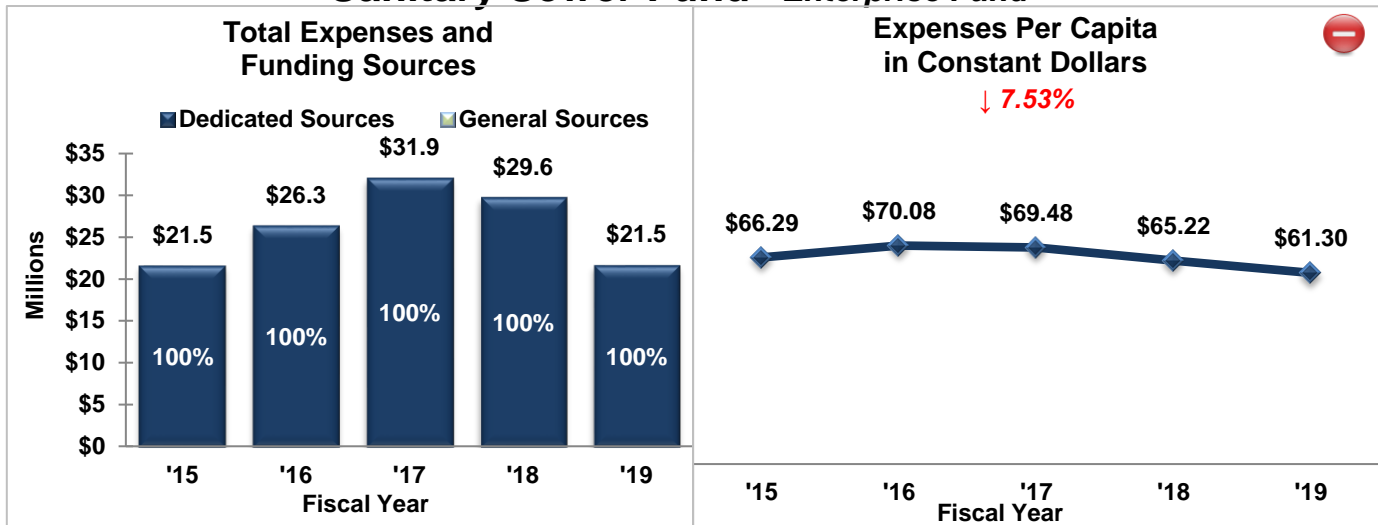


Warning Trend - Monitor Closely



Negative Trend - Action Needed

Sanitary Sewer Fund - Enterprise Fund



Trend Key: 5 Yr % Chg in Exp Per Capita: Positive Trend (>0% change) Warning Trend (0% to -5% change) Negative Trend (>-5% change)

Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Expenses without Capital Projects	Consumer Price Index	Estimated Population**	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous year
2015	\$21,484,157	\$0	\$21,484,157	\$18,129,892	237.02	115,391	\$66.29	(1.12%)
2016	\$26,252,090	\$0	\$26,252,090	\$19,706,693	240.01	117,165	\$70.08	5.72%
2017	\$31,930,122	\$0	\$31,930,122	\$20,202,965	245.12	118,620	\$69.48	(0.86%)
2018	\$29,620,159	\$0	\$29,620,159	\$19,694,531	251.11	120,248	\$65.22	(6.13%)
2019	\$21,524,390	\$0	\$21,524,390	\$19,102,086	255.66	121,898	\$61.30	(6.01%)
5 Yr % Chg	0.19%		0.19%	5.36%	7.86%	5.64%	(7.53%)	
5 Yr \$ Chg	\$40,233	\$0	\$40,233	\$972,194				

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: The Sewer Utility is charged with the responsibility to protect public health and to ensure minimal impact upon the aquatic environment by adequate collection and treatment of wastewater within a regional area including Columbia. The areas of operation include administration, engineering, waste water treatment plant, field operations and maintenance, and line maintenance.

Dedicated Funding Sources: All funding sources for Sewer are considered to be dedicated funding sources. The primary funding source is sewer charges which are part of the monthly City utility bills. Other dedicated sources include investment revenue, miscellaneous revenue (auction revenue from fleet items being replaced, special assessment tax bills), transfers, and capital contributions. Capital projects are funded through voter approved ballot issues and enterprise revenue funds. A combination of revenue and special obligation bonds are used to finance the capital projects approved by the voters.

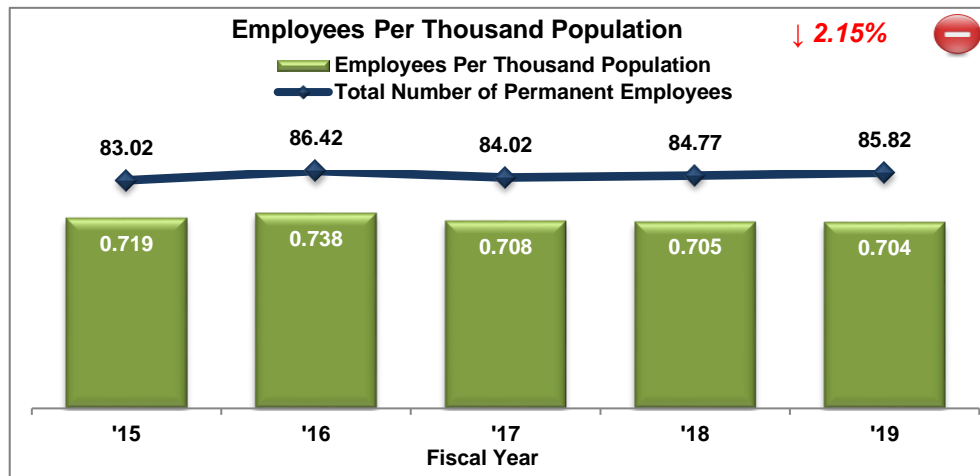
Analysis: For the period shown, total expenses without capital projects increased \$972,194 or 5.36% while per capita expenses in constant dollars decreased 7.53%.

- In FY 2015 expenses increased due to additional operating costs of the waste water treatment plant expansion and the major maintenance plan.
- In FY 2017 expenses increased due to the major maintenance plan.
- in FY 2018 expenses included capital outlays of almost \$500,000 (trucks) and \$442,359 (instruments and apparatus).
- Sewer rates have been adjusted, as necessary, to pay for the debt costs associated with voter approved ballot issues as well as increases in operating costs.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position- Nonmajor Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Sanitary Sewer Fund



Trend Key: 5 Year Percent Change in EEs Per Thousand Population

Positive Trend (\geq % Chg in Population)

Warning Trend: (0% up to % Chg in Population)

Negative Trend ($<0\%$)

Fiscal Year	Total Number of Employees	Population**	Employees Per Thousand Population	Change in Number of Positions	Positions Added	Positions Deleted	Positions Reassigned Between Depts
2015	83.02	115,391	0.719				
2016	86.42	117,165	0.738	3.40	3.00		0.40
2017	84.02	118,620	0.708	(2.40)	0.90		(3.30)
2018	84.77	120,248	0.705	0.75	1.00		(0.25)
2019	85.82	121,898	0.704	1.05	0.80		0.25
5 Yr Chg	3.37%	5.64%	(2.15%)	2.80	5.70	0.00	(2.90)

** Estimated Population: 2014 through 2016 reflect ACS (American Community Survey) five year estimates, and 2018 is an estimate based on the growth between 2016 and 2017.

Description: It is important to monitor the number of employees as well as the employees per thousand population. If employees per thousand population is increasing significantly, it may indicate the operation is becoming more labor intensive, demands for services are rapidly increasing or productivity is declining. If the number of employees per thousand population is declining significantly, it may indicate the City has not been adding staff to handle the increased demand for services and the level of service may decline as a result.

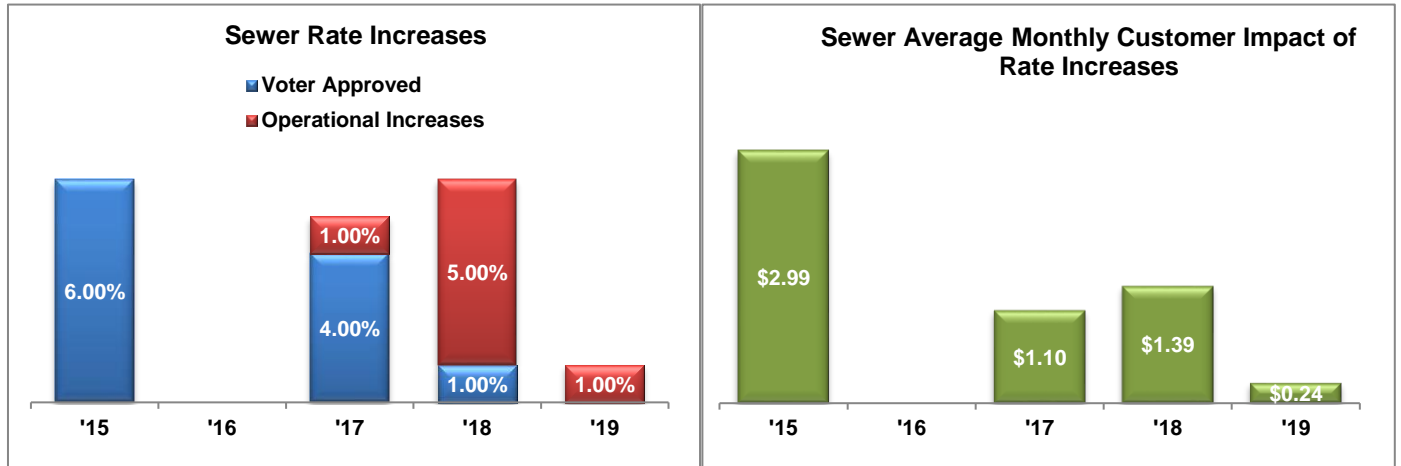
Analysis: For the period shown, the total number of positions increased by 2.80 FTE. Employees per thousand population decreased 2.15% while the population increased 5.64%. Positions were added as a result of the waste water treatment plant expansion with the remaining positions added to address system growth.

- In FY 2016 one custodian and two equipment operators were added due to the waste water treatment plant expansion.
- In FY 2017 a 0.90 FTE Sr Administrative Support Assistant was added with the other 0.10 FTE of the position in Storm Water. The survey crew, which included three positions was reallocated to Streets and Engineering due to a reorganization which separated Sewer from the Public Works Department and made it a part of the Utilities Department.
- In FY 2018 a Jet Lead Operator position was added.
- In FY 2019 a 0.80 FTE Sr Project Compliance Inspector was added to perform contract mgmt and regulatory compliance for construction projects; 0.05 FTE were reallocated to Storm Water and 0.30 FTE were allocated from Utility Customer Services Fund.

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Sanitary Sewer Fund



Fiscal Year	Voter Approved	Operational Increase	Average Monthly Customer Impact
2015	6.00%		\$2.99
2016			
2017	4.00%	1.00%	\$1.10
2018	1.00%	5.00%	\$1.39
2019		1.00%	\$0.24

The graph above shows rate increases for the Sewer utility over the past five years. The City of Columbia strives to provide reliable and quality service to our customers. Rates are regularly reviewed and adjusted as needed to cover operating costs. In order to fund capital projects, the utility takes a ballot to the citizens to request the ability to issue bonds to fund their significant capital project needs and the ballots identify the future rate increases that will be required to pay back the bonds.

The right graphs shows the average monthly customer impact of the rate increases.

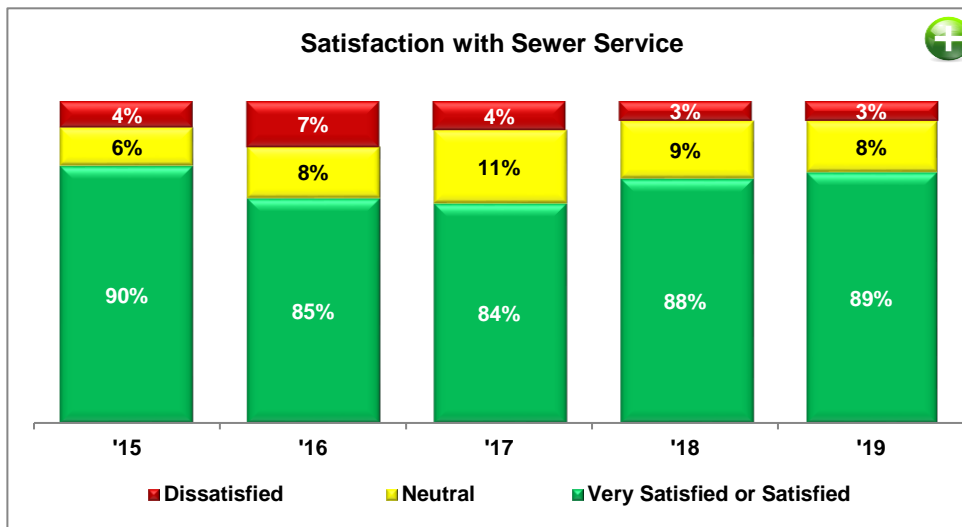
Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>

Sanitary Sewer Fund



Key: Percent of Customers Very Satisfied or Satisfied in most recent citizen survey:
 Positive (75% - 100% Satisfaction) Warning: (50% - 74% Satisfaction) Negative (<50% Satisfaction)

Very Satisfied or			
Fiscal Year	Satisfied	Neutral	Dissatisfied
2015	90%	6%	4%
2016	85%	8%	7%
2017	84%	11%	4%
2018	88%	9%	3%
2019	89%	8%	3%

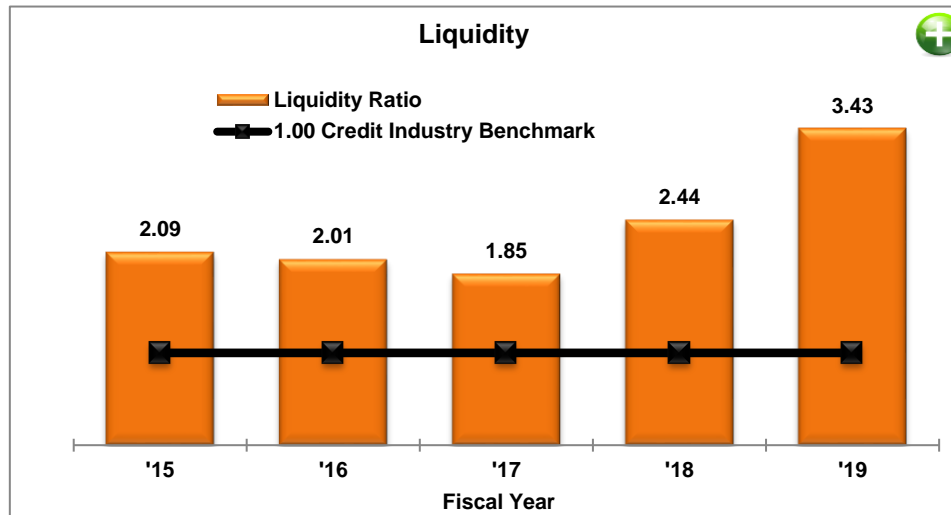
Description: The City conducts citizen surveys annually to determine what is most important to our citizens and how well we are doing in meeting their needs and expectations. This indicator measures how satisfied citizens are with the city's sewer service.

Analysis: For FY 2019, satisfaction is at 89% and for all five years satisfaction has been above 75% so this is viewed as a positive trend. In FY 2019, city utilities ranked third as city services residents think are most important for the city to provide (behind public safety and condition of city streets).

Source:

- DirectionFinder Survey by ETC Institute
<http://www.como.gov/survey-results/>

Sanitary Sewer Fund



A Warning Trend Is Observed When:

Liquidity ratio falls below 1.00

Formulation:

Cash, Marketable Securities
and Accounts Receivable
Current Liabilities

Fiscal Year	Cash Marketable Securities, and Applicable Receivables* less Inventory	Current Liabilities	Liquidity Coverage Ratio
2015	\$18,372,184	\$8,791,527	2.09
2016	\$16,793,023	\$8,354,679	2.01
2017	\$20,513,997	\$11,069,076	1.85
2018	\$21,048,898	\$8,641,675	2.44
2019	\$25,882,515	\$7,553,922	3.43
5 Yr % Chg	40.88%	(14.08%)	63.96%

Ratio Becomes a Negative Factor at: 1.00

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

Description: A good measure of a city's short-run financial condition is its cash position. "Cash position" includes cash, marketable securities, as well as other assets that can quickly be converted into cash. The level of such assets is referred to as liquidity. Liquidity is a measure of a City's ability to pay its short-term obligations. The immediate effect of insufficient liquidity is inability to pay bills in a timely manner. This can jeopardize the City's relationship with its vendors and can reduce the effectiveness and savings of the competitive bidding process associated with purchasing.

Low or steadily declining liquidity can indicate that a city has, or is, overextending itself in the long run, the first sign being a cash shortage. A standard ratio of liquidity used to analyze commercial entities is the quick ratio, or "acid test;" that is, cash, marketable securities, and accounts receivable (within 30 days) divided by current liabilities. If the ratio is approaching one, or less than one, the commercial entity is considered to be facing liquidity problems.

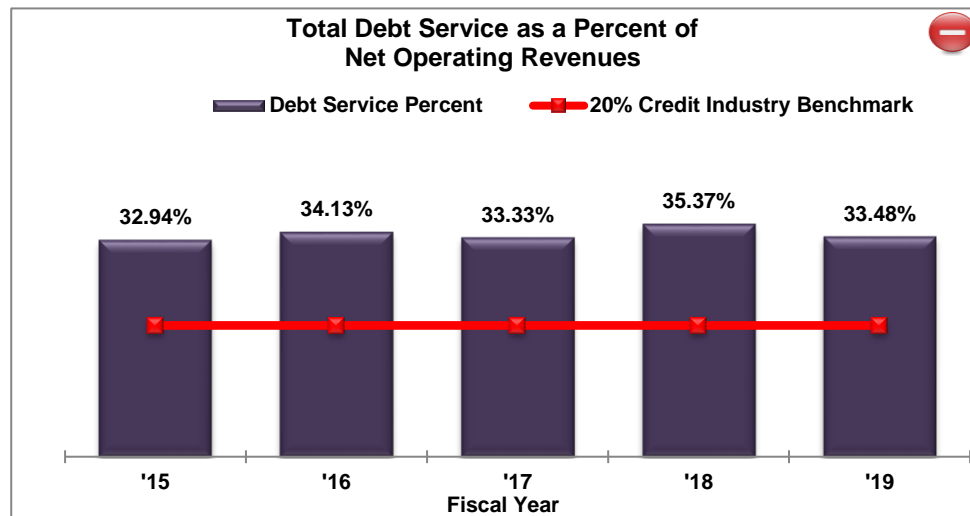
Credit Industry Benchmarks: If the ratio is less than one, it is considered to be a negative factor, but would be mitigated if a prior trend of three years or more indicates that the ratio will exceed one in the following year. A three-year trend of less than one would be considered a negative factor.

Analysis: The liquidity ratio has been above the credit industry benchmark for all years shown so this indicator shows a positive trend.

Source:

- City of Columbia Financial Management Information Supplement Exhibit F-1
<http://www.como.gov/finance/accounting/financial-reports>

Sanitary Sewer Fund



Trend Key: Debt Service as a Percent of Net Operating Revenues

Positive Trend (<20% for last 3 years)

Warning Trend: (>20% for 1-2 of past 3 years)

Negative Trend (>20% for past 3 years)

	Fiscal Year	Debt Service*	Net Operating Revenues **	Debt Service as a Percentage of Net Operating Revenues
A Warning Trend Is Observed When: Debt service as a percentage of net operating revenues is above 20%	2015	\$7,225,182	\$21,933,365	32.94%
	2016	\$8,298,351	\$24,311,706	34.13%
	2017	\$8,270,817	\$24,811,525	33.33%
	2018	\$8,747,866	\$24,730,772	35.37%
	2019	\$8,663,288	\$25,875,510	33.48%
Formulation:				
Debt Service	5 Yr % Chg	19.90%	17.97%	1.64%
Net Operating Revenues				

* Debt Services - principal and interest payment (on debt schedules)

** Net Operating Revenue is equal to Operating Revenues plus Interest, Revenue From Other Governmental Units, Miscellaneous Revenue, and Operating Transfers.

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

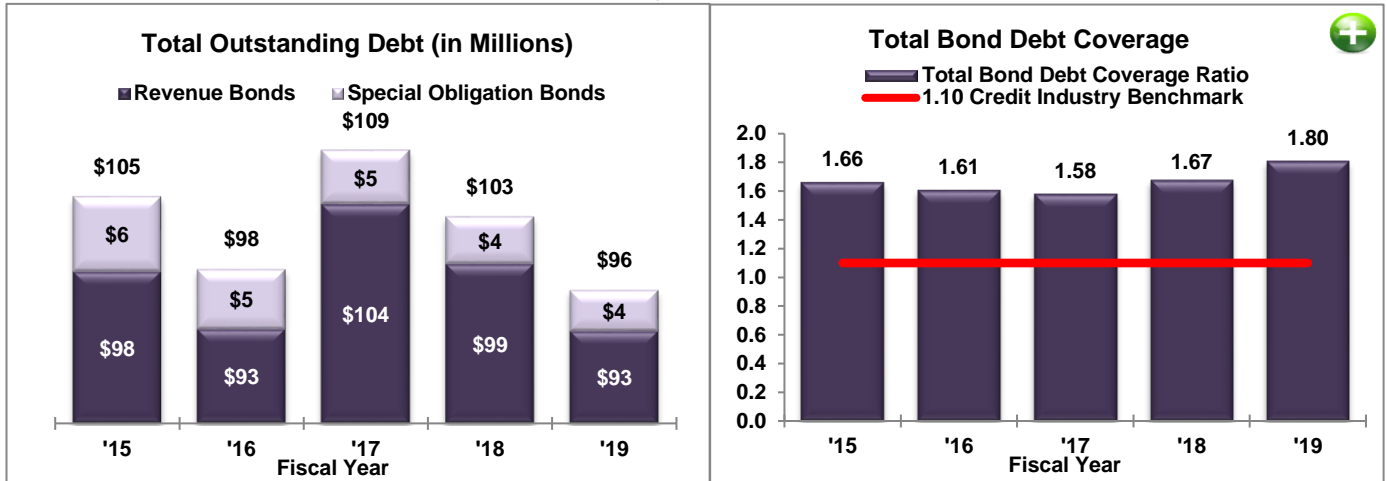
Credit Industry Benchmarks: Debt service exceeding 20% of operating revenues is considered a potential problem. Ten percent is considered acceptable.

Analysis: Over the period shown, the total debt service as a percent of net operating revenues has been over the industry standard for all years; however, the debt coverage ratio has been consistently above the 1.10 level for all years indicating the City increased rates over time to meet the bond debt coverage requirements. Management will continue to closely monitor this indicator to ensure future rate increases are implemented to cover operating increases as well as debt.

Source:

- City of Columbia Financial Management Information Supplement Table 20 and Exhibit F-2
<http://www.como.gov/finance/accounting/financial-reports>

Sanitary Sewer Fund



Fiscal Year	Outstanding Revenue Bonds Balance	Outstanding Special Obligation Bonds Balance	Total Outstanding Debt	Net Revenue*	Total Debt Payment	Total Bond Coverage
2015	\$98,073,000	\$6,475,000	\$104,548,000	\$11,986,279	\$7,225,182	1.66
2016	\$93,127,700	\$5,155,000	\$98,282,700	\$13,320,671	\$8,298,351	1.61
2017	\$103,870,700	\$4,645,000	\$108,515,700	\$13,053,638	\$8,270,817	1.58
2018	\$98,715,700	\$4,105,000	\$102,820,700	\$14,649,466	\$8,747,866	1.67
2019	\$92,941,800	\$3,540,000	\$96,481,800	\$15,634,783	\$8,663,288	1.80

* Net Revenue is equal to Operating Revenues plus Interest Revenue, Misc. Revenue, and Operating Transfers In less Operating Expenses Before Depreciation plus Bank & Paying Agent Fees, and Operating Transfers Out

Description: The debt coverage ratio is a measure of an entity's ability to meet its annual interest and principal payments. It is calculated by taking the net operating income (operating revenues less operating expenses) and dividing it by the total debt service (annual interest plus annual principal payments on long-term debt). A ratio of less than 1.10 or a declining trend of three or more years is a negative factor and warrants close monitoring. Credit rating firms look at this debt service coverage to determine the fund's financial health and ability to obtain bonds in the future.

Analysis: Revenue bonds and their related interest are payable solely from the revenues derived from the operation of the enterprise owned by the City. The taxing power of the City is not pledged to secure payment of the bonds and interest.

- While the 1.10 credit rating benchmark generally only applies to revenue bonds, Sewer has both revenue bonds and special obligation bonds. For our analysis, we have included the total bond debt payment (on revenue and special obligation bonds).
- For the period shown, the debt coverage ratio has been consistently above the 1.10 level which indicates a positive trend.

Source:

- City of Columbia Financial Management Information Supplement Table 20 and Exhibit F-2
<http://www.como.gov/finance/accounting/financial-reports>

Sanitary Sewer Fund

Statement of Revenues, Expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
Sewer Charges	\$17,296,306	\$17,812,957	\$19,304,787	\$19,853,570	\$20,035,921
M.U. Sewer Charges	\$1,332,486	\$1,287,953	\$1,419,354	\$1,442,632	\$1,335,372
Sharecropping	\$10,190	\$5,083	\$16,536	\$17,524	\$11,932
BCRSD Wholesale Revenue	\$788,024	\$892,921	\$935,508	\$997,249	\$995,919
Sewer Connection Fees	\$1,060,495	\$2,415,708	\$2,543,706	\$1,400,000	\$893,800
Other Misc. Operating Revenues	\$110,085	\$212,770	\$226,542	\$307,030	\$340,257
Total Operating Revenues	\$20,597,586	\$22,627,392	\$24,446,433	\$24,018,005	\$23,613,201
Operating Expenses:					
Personnel Services *	\$4,661,774	\$4,822,491	\$4,991,566	\$4,809,377	\$4,863,776
Materials and Supplies	\$1,068,802	\$1,003,936	\$1,153,289	\$1,080,717	\$1,032,715
Travel and Training	\$7,820	\$6,589	\$6,826	\$9,960	\$18,100
Intragovernmental	\$1,614,286	\$1,702,198	\$1,758,934	\$1,920,032	\$2,001,767
Utilities, Services and Miscellaneous	\$1,868,960	\$2,871,992	\$3,299,175	\$1,940,518	\$2,002,671
Depreciation	\$5,048,510	\$5,129,778	\$5,226,145	\$5,195,203	\$5,655,078
Total Operating Expenses	\$14,270,152	\$15,536,984	\$16,435,935	\$14,955,807	\$15,574,107
Operating Income (Loss)	\$6,327,434	\$7,090,408	\$8,010,498	\$9,062,198	\$8,039,094
Non-Operating Revenues:					
Investment Revenue	\$1,300,201	\$1,247,128	\$193,326	\$627,498	\$2,212,616
Miscellaneous Revenue	\$35,578	\$319,263	\$171,766	\$85,269	\$49,693
Revenue from other govt. units	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Revenues	\$1,335,779	\$1,566,391	\$365,092	\$712,767	\$2,262,309
Non-Operating Expenses:					
Interest Expense	\$2,561,784	\$2,568,836	\$2,710,589	\$2,903,929	\$2,744,969
Bank & Paying Agent Fees	\$608,507	\$398,693	\$498,173	\$275,942	\$304,548
Loss on Disposal Assets	\$13,938	\$24,946	\$50,383	\$105,992	\$9,882
Total Non-Operating Expenses	\$3,184,229	\$2,992,475	\$3,259,145	\$3,285,863	\$3,059,399
Total Non-operating Revenues (Expenses)	(\$1,848,450)	(\$1,426,084)	(\$2,894,053)	(\$2,573,096)	(\$797,090)
Income (Loss) Before Contributions and Transfers	\$4,478,984	\$5,664,324	\$5,116,445	\$6,489,102	\$7,242,004
Capital Contribution	\$2,266,627	\$2,584,145	\$2,422,450	\$3,119,150	\$2,211,849
Transfers In	\$0	\$117,923	\$0	\$0	\$0
Transfers Out	(\$116,937)	(\$185,136)	(\$49,924)	(\$44,760)	(\$17,150)
Total Transfers and Contributions	\$2,149,690	\$2,516,932	\$2,372,526	\$3,074,390	\$2,194,699
Change in Net Position	\$6,628,674	\$8,181,256	\$7,488,971	\$9,563,492	\$9,436,703
Net Position - Beginning **	\$153,489,050	\$160,117,724	\$168,298,980	\$175,890,442	\$185,453,934
Net Position - Ending	\$160,117,724	\$168,298,980	\$175,787,951	\$185,453,934	\$194,890,637

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Sanitary Sewer Fund



















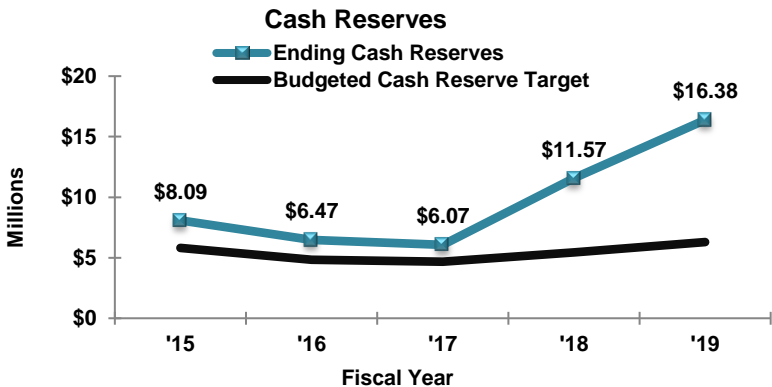
Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Sewer Charges	\$17,296,306	\$17,812,957	\$19,304,787	\$19,853,570	\$20,035,921
M.U. Sewer Charges	\$1,332,486	\$1,287,953	\$1,419,354	\$1,442,632	\$1,335,372
Sharecropping	\$10,190	\$5,083	\$16,536	\$17,524	\$11,932
BCRSD Wholesale Revenue	\$788,024	\$892,921	\$935,508	\$997,249	\$995,919
Sewer Connection Fees	\$1,060,495	\$2,415,708	\$2,543,706	\$1,400,000	\$893,800
Other Misc. Operating Revenues	\$110,085	\$212,770	\$226,542	\$307,030	\$340,257
Interest	\$1,300,201	\$1,247,128	\$193,326	\$627,498	\$2,212,616
Less: GASB 31 Interest Adjustment	(\$222,840)	(\$71,482)	\$588,316	\$998,447	(\$580,868)
Miscellaneous Revenue	\$35,578	\$319,263	\$171,766	\$85,269	\$49,693
Revenue from other govt. units	\$0	\$0	\$0	\$0	\$0
Total Financial Sources Before Transfers	21,710,525	24,122,301	25,399,841	25,729,219	25,294,642
Transfers In	\$0	\$117,923	\$0	\$0	\$0
Total Financial Sources	\$21,710,525	\$24,240,224	\$25,399,841	\$25,729,219	\$25,294,642
Financial Uses					
Personnel Services **	4,661,774	4,822,491	4,991,566	4,809,377	4,863,776
Less: GASB 16 Vacation Liability Adjustment	(\$6,241)	\$6,523	\$12,445	\$9,491	(\$24,289)
Less: GASB 68 Pension Adjustment	(\$22,643)	(\$423,394)	(\$346,811)	\$31,526	\$115,133
Less: GASB 75 Other Post Employment Bnft Adj	\$0	\$0	\$0	\$8,825	(\$18,031)
Materials and Supplies	\$1,068,802	\$1,003,936	\$1,153,289	\$1,080,717	\$1,032,715
Travel and Training	\$7,820	\$6,589	\$6,826	\$9,960	\$18,100
Intragovernmental	\$1,614,286	\$1,702,198	\$1,758,934	\$1,920,032	\$2,001,767
Utilities, Services and Miscellaneous	\$1,868,960	\$2,871,992	\$3,299,175	\$1,940,518	\$2,002,671
Interest Expense	\$2,561,784	\$2,568,836	\$2,710,589	\$2,903,929	\$2,744,969
Bank & Paying Agent Fees	\$608,507	\$398,693	\$498,173	\$275,942	\$304,548
Transfers Out	\$116,937	\$185,136	\$49,924	\$44,760	\$17,150
Principal Payments	\$4,900,545	\$5,500,300	\$5,557,000	\$5,695,000	\$5,738,900
Capital Additions	\$558,574	\$992,098	\$457,961	\$1,408,101	\$451,430
Enterprise Revenues used for Capital Projects	\$194,794	\$689,970	\$4,811,043	\$1,020,000	\$3,175,000
Total Financial Uses	\$18,133,899	\$20,325,368	\$24,960,114	\$21,158,178	\$22,423,839
Financial Sources Over/(Under) Uses	\$3,576,626	\$3,914,856	\$439,727	\$4,571,041	\$2,870,803
Cash Reserves					
Cash and cash equivalents	\$16,458,698	\$14,932,483	\$18,600,017	\$19,110,775	\$24,556,577
Less: Cash Restricted for Capital Projects	(\$8,474,144)	(\$7,220,543)	(\$7,722,395)	(\$5,080,159)	(\$13,829,324)
Less: GASB 31 Pooled Cash Adjustment	\$846,797	\$775,315	\$1,363,631	\$2,362,078	\$1,781,209
Add: Inventory	\$3,717	\$7,577	\$6,617	\$4,847	\$4,492
Ending Cash Reserves	\$8,835,068	\$8,494,832	\$12,247,870	\$16,397,541	\$12,512,954
Budgeted Operating Expenses w/o Depr	\$11,571,583	\$11,817,191	\$12,041,346	\$12,669,878	\$13,677,236
Add: Budgeted Interest Expense	\$2,956,470	\$2,920,344	\$2,713,817	\$3,052,866	\$2,924,388
Add: Budgeted Bank and Paying Agent Fees	\$355,764	\$340,000	\$340,000	\$340,000	\$340,000
Add: Budgeted Operating Transfers Out	\$116,937	\$142,921	\$49,924	\$35,284	\$17,150
Add: Budgeted Principal Payments	\$5,291,700	\$5,505,300	\$5,557,000	\$5,695,000	\$5,738,900
Add: Budgeted Capital Additions	\$538,200	\$972,125	\$847,500	\$1,121,700	\$1,192,500
Add: Budgeted Ent Revenue for CIP	\$194,794	\$689,970	\$4,811,043	\$1,020,000	\$3,175,000
Total Budgeted Financial Uses	\$21,025,448	\$22,387,851	\$26,360,630	\$23,934,728	\$27,065,174
Less: Ent Rev Budgeted for current year CIP	(\$194,794)	(\$689,970)	(\$4,811,043)	(\$1,020,000)	(\$3,175,000)
Operational Expenses	\$20,830,654	\$21,697,881	\$21,549,587	\$22,914,728	\$23,890,174
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$4,166,131	\$4,339,576	\$4,309,917	\$4,582,946	\$4,778,035
Add: Ent Rev Budgeted for current year CIP	\$194,794	\$689,970	\$4,811,043	\$1,020,000	\$3,175,000
Budgeted Cash Reserve Target	\$4,360,925	\$5,029,546	\$9,120,960	\$5,602,946	\$7,953,035
Above/(Below) Cash Reserve Target	\$4,474,143	\$3,465,286	\$3,126,910	\$10,794,595	\$4,559,919

**FY 2018 Personnel Services was restated for OPEB GASB 75 Accounting and Financial Reporting

Solid Waste Fund Trends

Enterprise Fund

Indicator	2018	2019	Comments
Expense Per Capita in Constant Dollars			Expenses per capita in constant dollars decreased 0.06% over the past five years while inflation increased 7.86% and population increased 5.64%.
Employees Per Thousand Population			Over the past five years, the total number of employees increased by 10.86 FTE. Employees per thousand population increased 4.34% while the population increased 5.64%. While there have been a number of temporary positions converted into permanent positions in the last couple of years, there remains an issue with hiring and retaining employees in positions that require a commercial drivers license.
Citizen Survey: Satisfaction with City Residential Trash Collection Service			Citizen satisfaction with residential trash collection services has been over 75% for each of the past five years, with FY 2019 satisfaction at 90%. When compared to state and national benchmark data, the City's satisfaction rating is significantly higher. Since satisfaction has been above 75% for all years it is considered to be a positive trend.
Citizen Survey: Satisfaction with City Curbside Recycling			Citizen satisfaction with curbside recycling has varied from 85% to 92% over the past five years. Satisfaction increased from 85% in FY 2018 to 88% in FY 2019. When compared to state and national benchmark data, the City's satisfaction rating is significantly higher.
Citizen Survey: Satisfaction with City Drop-off Recycling			Citizen satisfaction with drop-off recycling has varied from 81% to 89% over the past five years. Satisfaction increased from 86% in FY 2018 to 89% in FY 2019. There are no state or national benchmark data available.
Liquidity Ratio			The liquidity ratio (which measures the fund's short-run financial condition) has been well above the credit industry benchmark of 1.00 for the past five years. The FY 2019 liquidity ratio is 13.31.
Total Debt Service as a percent of Net Operating Revenues			The total debt service as a percent of net operating revenues for the Solid Waste Utility has been significantly below the credit industry benchmark of 20% for all of the past five years. The FY 2019 debt service percent is 4.68%.
Total Bond Debt Coverage Ratio			The total bond debt coverage ratio for the Solid Waste Utility has been above the 1.10 credit rating benchmark for all of the past five years. The FY 2019 total bond debt coverage ratio is 7.69.
Ending Cash Reserves			<p>Cash Reserves</p>  <p>Cash reserves have been above the budgeted cash reserve target for all of the past five years. Cash reserves decreased from FY 2015 to FY 2017 due to capital projects costs and the GASB 18 adjustment for landfill closure and post-closure fees. In FY 2018 cash reserves rebounded due in part to unexpected coal combustion residual revenues received and a lower GASB 18 adjustment for landfill closure and post-closure fees. Reserves are being built up to fund several significant capital projects in the next five years.</p>



Positive Trend

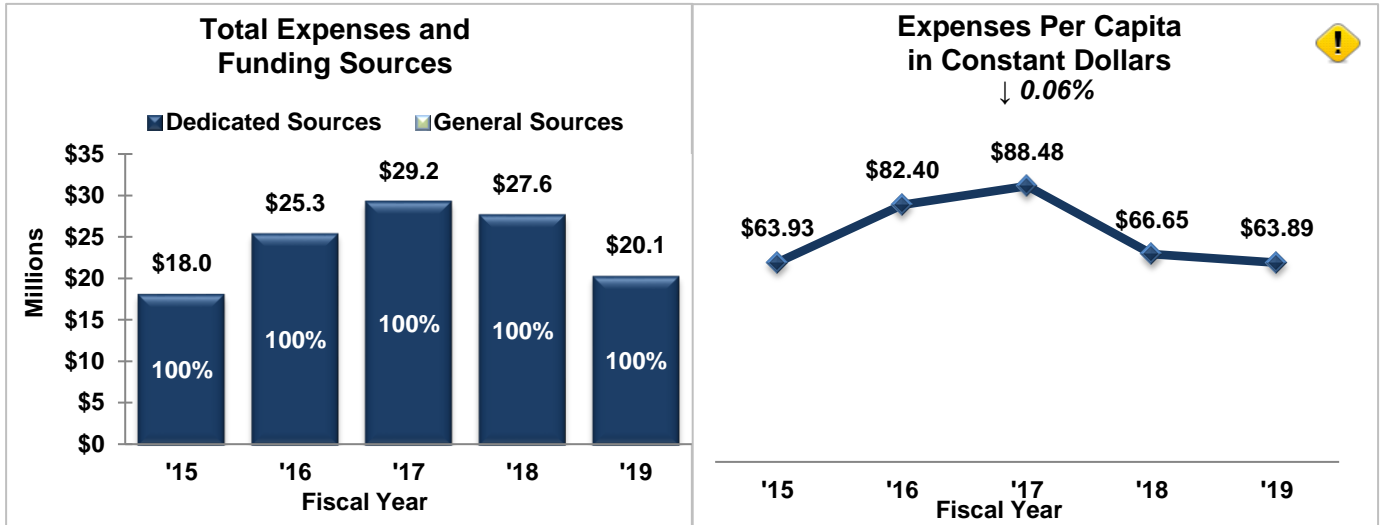


Warning Trend - Monitor Closely



Negative Trend - Action Needed

Solid Waste Fund - Enterprise Fund



Trend Key: 5 Yr % Chg in Exp Per Capita: Positive Trend (>0% change) Warning Trend (0% to -5% change) Negative Trend (>-5% change)

Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Expenses without Capital Projects	Consumer Price Index	Population **	Per Capita Expenses in Constant Dollars	Per Capita Percent Change Over Previous Year
2015	\$17,974,512	\$0	\$17,974,512	\$17,484,400	237.02	115,391	\$63.93	(1.96%)
2016	\$25,271,112	\$0	\$25,271,112	\$23,170,714	240.01	117,165	\$82.40	28.89%
2017	\$29,164,075	\$0	\$29,164,075	\$25,726,790	245.12	118,620	\$88.48	7.38%
2018	\$27,564,458	\$0	\$27,564,458	\$20,126,144	251.11	120,248	\$66.65	(24.67%)
2019	\$20,140,924	\$0	\$20,140,924	\$19,911,136	255.66	121,898	\$63.89	(4.14%)
5 Yr % Chg	12.05%		12.05%	13.88%	7.86%	5.64%	(0.06%)	
5 Yr \$ Chg	\$2,166,412	\$0	\$2,166,412	\$2,426,736				

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: The Solid Waste Fund is dedicated to the management of resources for the protection of public health. The areas of operation include administration, commercial, residential, landfill, university and recycling. In FY 2016, Mid Missouri Solid Waste Management District (MMSWMD) was removed from this fund and established in a separate special revenue fund.

Dedicated Funding Sources: All of the revenues received are dedicated to the department and cannot be used to fund other departments. The primary funding source is fees and service charges for residential and commercial trash and recycling. Other revenues include investment revenue, grant revenue, and miscellaneous revenues (auction revenues from sale of fleet items being replaced). Capital projects are funded primarily through revenues generated by user charges. In FY 2016, Mid Missouri Solid Waste Management District (MMSWMD) was removed from this fund and established in a separate special revenue fund.

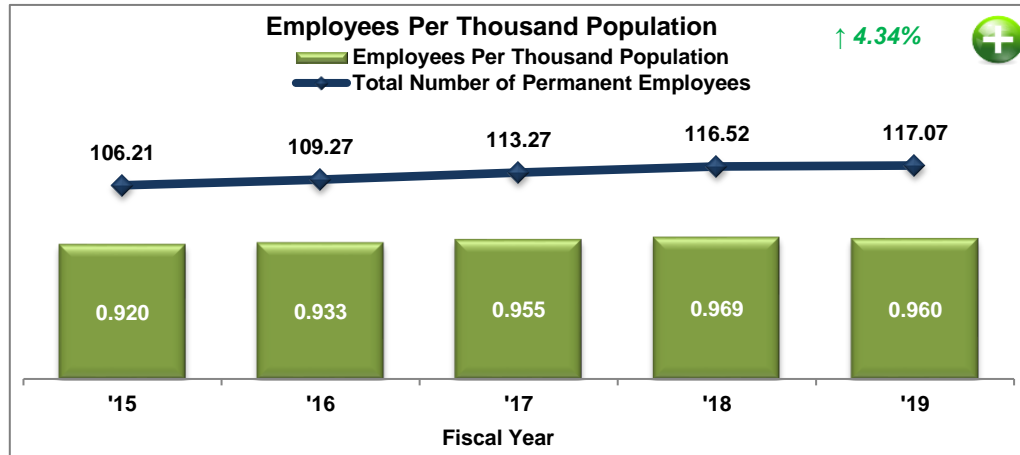
Analysis: For the period shown, expenses without capital projects increased 13.88% while per capita expenses in constant dollars decreased 0.06%.

- To comply with GASB 18 standards, an accounting adjustment was required in FY 2016 and FY 2017 to account for landfill closure and postclosure care costs. This resulted in a substantial increase in utilities, services, and miscellaneous expenses for these years. An adjustment will be made each year moving forward; however, the annual adjustments needed will be substantially lower than the initial amounts. FY 2018 and FY 2019 show a considerable decrease from the two prior years, but falls more in line with FY 2015 prior to the adjustments.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position - Nonmajor Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Solid Waste Fund



Trend Key: 5 Year Percent Change in EEs Per Thousand Population
 Positive Trend (\geq % Chg in Population) Warning Trend: (0% up to % Chg in Population) Negative Trend ($<0\%$)

Fiscal Year	Total Number of Employees	Population**	Employees Per Thousand Population	Change in Number of Positions	Positions Added	Positions Deleted	Positions Reassigned Between Depts
2015	106.21	115,391	0.920				
2016	109.27	117,165	0.933	3.06	5.32	(0.75)	(1.51)
2017	113.27	118,620	0.955	4.00	6.00		(2.00)
2018	116.52	120,248	0.969	3.25	3.00		0.25
2019	117.07	121,898	0.960	0.55	0.50		0.05
5 Yr Chg	10.23%	5.64%	4.34%	10.86	14.82	(0.75)	(3.21)

** 2015 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 is an estimate based on the growth between 2017 and 2018.

Description: It is important to monitor the number of employees as well as the employees per thousand population. If employees per thousand population is increasing significantly, it may indicate the operation is becoming more labor intensive, demands for services are rapidly increasing or productivity is declining. If the number of employees per thousand population is declining significantly, it may indicate the City has not been adding staff to handle the increased demand for services and the level of service may decline as a result.

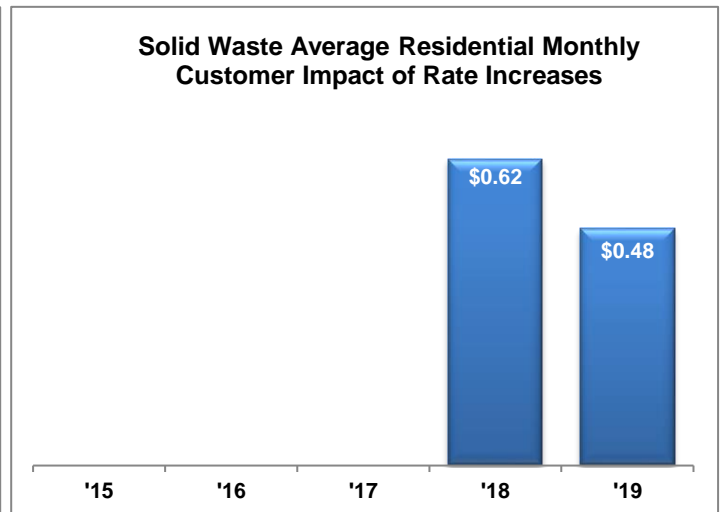
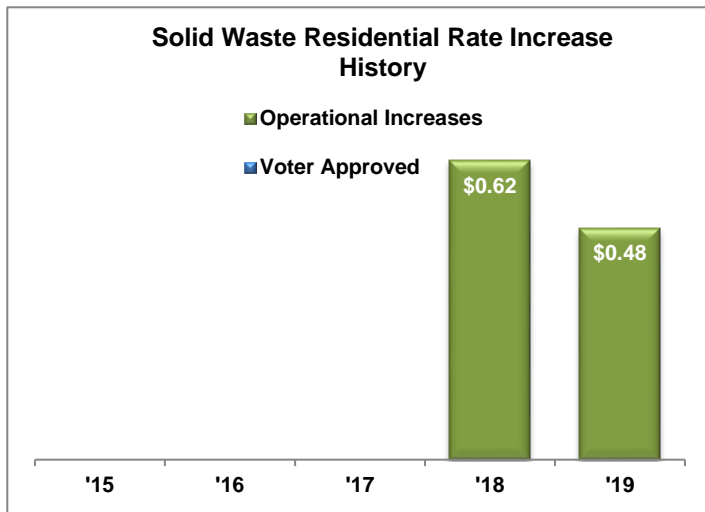
Analysis: For the period shown, the total number of positions increased by 10.86 FTE. Employees per thousand population increased 4.34% while the population increased 5.64%. In FY 2016 there was a reorganization which moved Solid Waste from the Public Works Dept. to the Utilities Department and Mid Missouri Solid Waste District to a separate fund.

- In FY 2016, 5.32 positions were added as positions were converted from temporary to permanent to reduce with retention and lower workers' compensation claims.
- In FY 2017, two Material Handler positions and one Sr Administrative Assistant was added as positions were converted from temporary to permanent and two positions were reallocated to the Mid Missouri Solid Waste Management District Fund, which is a new fund in FY 2017.
- In FY 2018 two Senior Refuse Collectors were converted from temporary to permanent and a Custodian position was added.
- In FY 2019 a 0.50 FTE Sr Refuse Collector was added to provide improved service for the Community Improvement District.

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Solid Waste Fund



Fiscal Year	Voter Approved	Operational Monthly Increase	Average Monthly Customer Impact
2015	0.00%	\$0.00	\$0.00
2016	0.00%	\$0.00	\$0.00
2017	0.00%	\$0.00	\$0.00
2018	0.00%	\$0.62	\$0.62
2019	0.00%	\$0.48	\$0.48

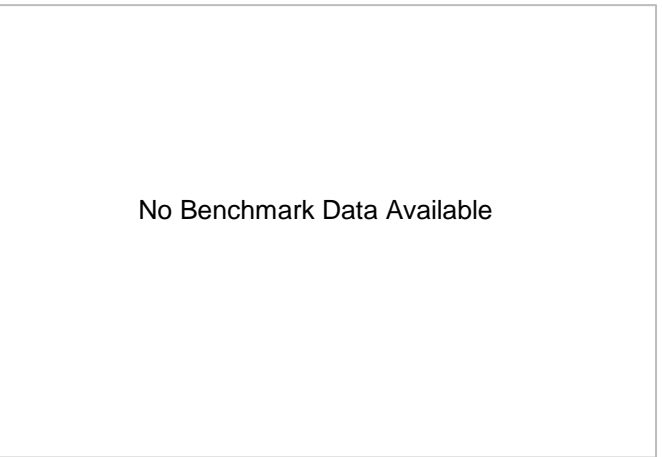
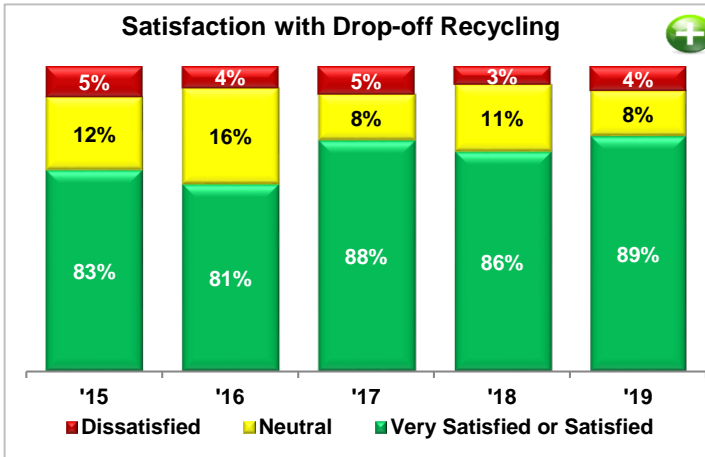
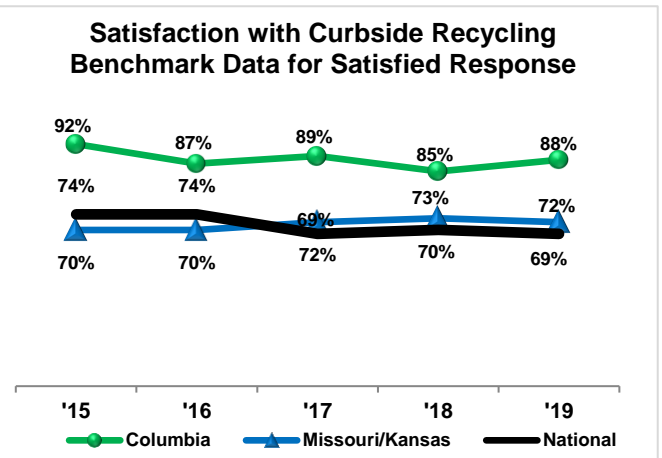
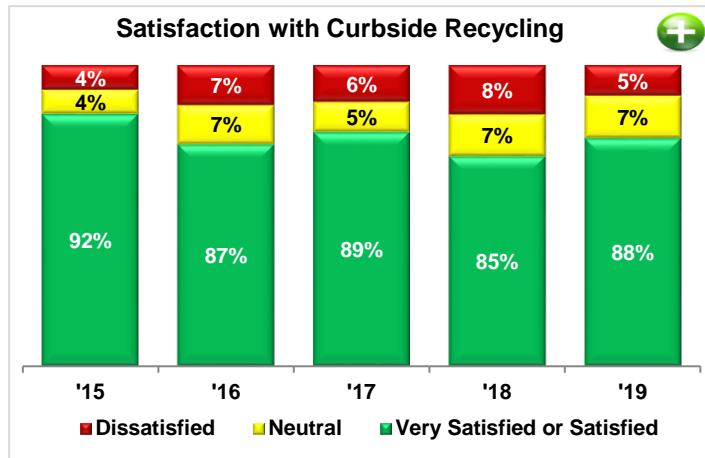
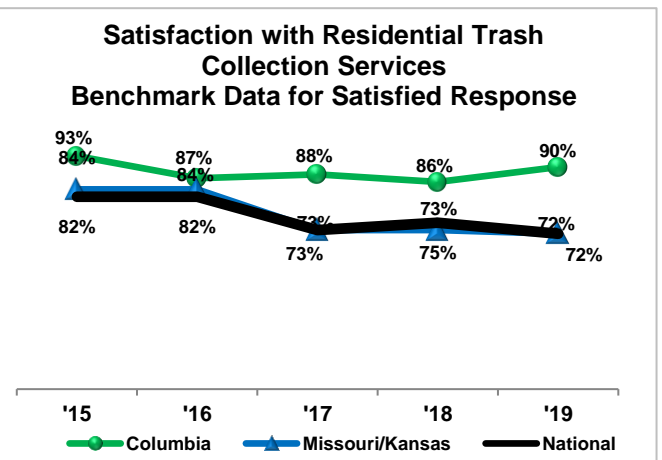
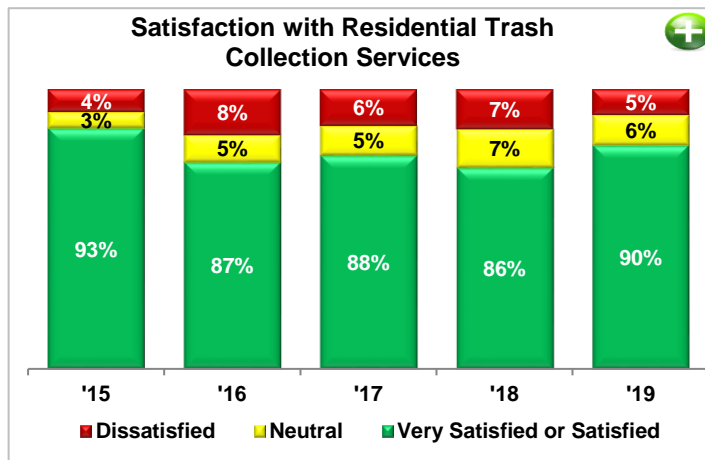
The graph above shows rate increases for the residential customers over the past five years. The City of Columbia strives to provide reliable and quality service to our customers. Rates are regularly reviewed and adjusted as needed to cover operating and capital project costs.

The right graphs shows the average monthly customer impact of the rate increases.

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>

Solid Waste Fund - Citizen Survey Results



Key: Percent of Customers Very Satisfied or Satisfied in most recent citizen survey:
Positive (75% - 100% Satisfaction) Warning: (50% - 74% Satisfaction) Negative (<50% Satisfaction)

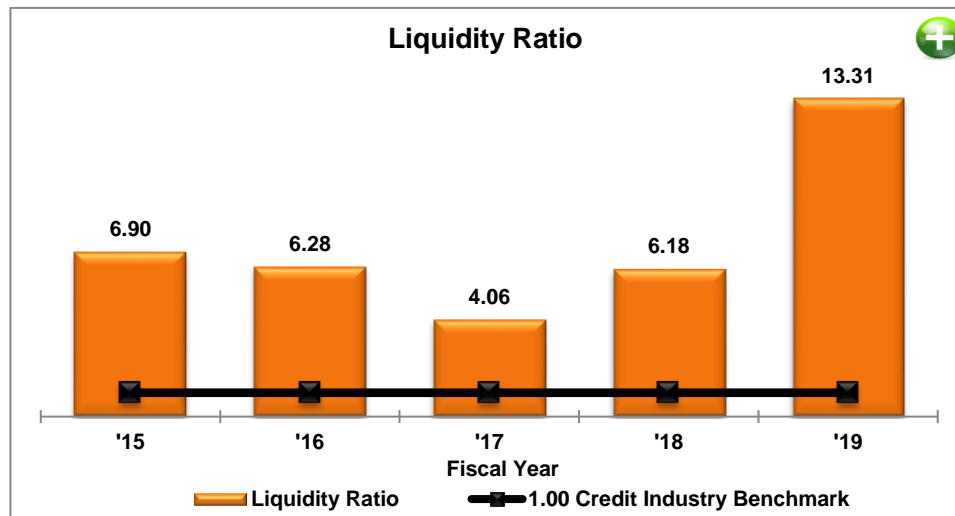
Description: The City conducts citizen surveys annually to determine what is most important to our citizens and how well we are doing in meeting their needs and expectations.

Analysis: For all years shown, the satisfaction with residential trash collection services, curbside recycling, and drop-off recycling has been above 75% so all three indicators exhibit a positive trend. When compared to benchmark data from state and national sources, Columbia's satisfaction rating has been above both the state and national sources for all years shown.

Source:

- DirectionFinder Survey by ETC Institute
<http://www.como.gov/survey-results/>

Solid Waste Fund



A Warning Trend Is Observed When:	Fiscal Year	Cash Marketable Securities, and Applicable Receivables* less Inventory	Current Liabilities	Liquidity Coverage Ratio
Liquidity Coverage Ratio is Below 1.00	2015	\$15,875,505	\$2,300,039	6.90
	2016	\$13,760,200	\$2,192,641	6.28
	2017	\$10,371,175	\$2,557,550	4.06
	2018	\$14,554,003	\$2,354,618	6.18
	2019	\$20,442,100	\$1,535,911	13.31
Formulation:	5 Yr % Chg	28.77%	(33.22%)	92.83%
Cash, Marketable Securities and Accounts Receivable				
Current Liabilities				

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

Description: A good measure of a city's short-run financial condition is its cash position. "Cash position" includes cash, marketable securities, as well as other assets that can quickly be converted into cash. The level of such assets is referred to as liquidity. Liquidity is a measure of a City's ability to pay its short-term obligations. The immediate effect of insufficient liquidity is inability to pay bills in a timely manner. This can jeopardize the City's relationship with its vendors and can reduce the effectiveness and savings of the competitive bidding process associated with purchasing.

Low or steadily declining liquidity can indicate that a city has, or is, overextending itself in the long run, the first sign being a cash shortage. A standard ratio of liquidity used to analyze commercial entities is the quick ratio, or "acid test;" that is, cash, marketable securities, and accounts receivable (within 30 days) divided by current liabilities. If the ratio is approaching one, or less than one, the commercial entity is considered to be facing liquidity problems.

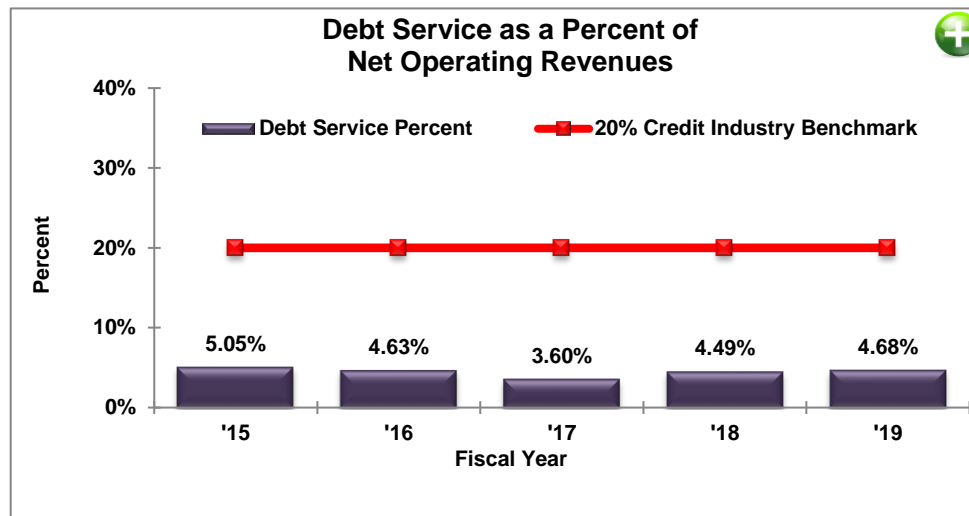
Credit Industry Benchmarks: If the ratio is less than one, it is considered to be a negative factor, but would be mitigated if a prior trend of three years or more indicates that the ratio will exceed one in the following year. A three-year trend of less than one would be considered a negative factor.

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

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Fund Net Position - Proprietary Funds (Major Enterprise Funds)
<http://www.como.gov/finance/accounting/financial-reports/>

Solid Waste Fund



Trend Key: Debt Service as a Percent of Net Operating Revenues

Positive Trend (<20% for last 3 years)

Warning Trend: (>20% for 1-2 of past 3 years)

Negative Trend (>20% for past 3 years)

A Warning Trend Is Observed When:

Debt service as a percentage of net operating revenues is above 20%

Formulation:

Debt Service
Net Operating Revenues

Fiscal Year	Debt Service*	Net Operating Revenues **	Debt Service as a percentage of Net Operating Revenues
2015	\$943,197	\$18,681,095	5.05%
2016	\$945,922	\$20,425,401	4.63%
2017	\$796,484	\$22,136,267	3.60%
2018	\$1,163,478	\$25,912,252	4.49%
2019	\$1,162,654	\$24,823,891	4.68%
5 Yr % Chg	23.27%	32.88%	(7.24%)

* Debt Services - principal and interest payment for revenue bonds, special obligation bonds, and loans (from debt schedules)

** Net Operating revenues include operating, investment, miscellaneous revenue, revenue from other governmental units, and transfers in

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

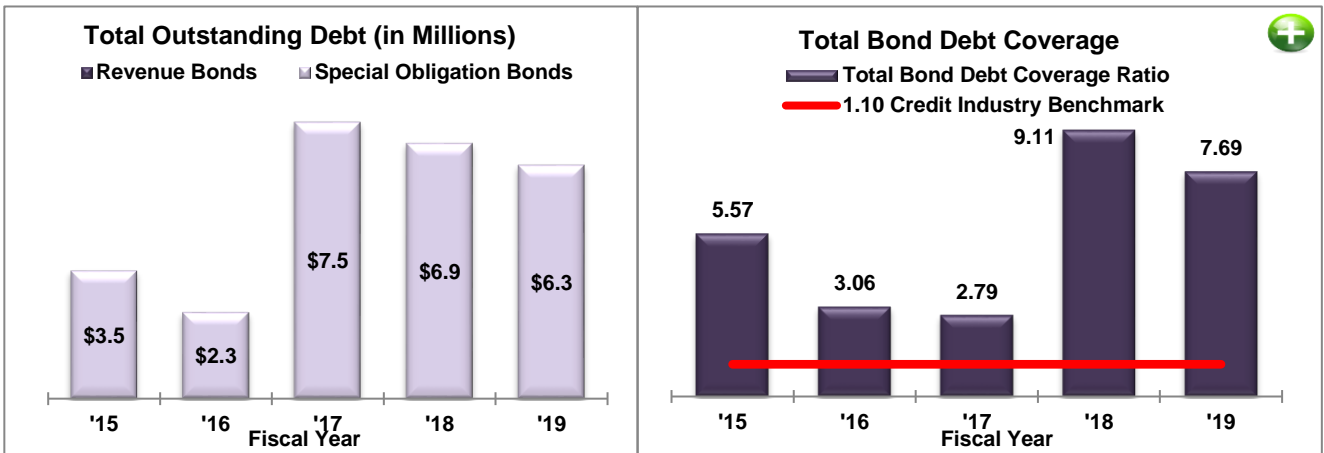
Credit Industry Benchmarks: Debt service exceeding 20% of operating revenues is considered a potential problem. Ten percent is considered acceptable.

Analysis: Over the period shown, the Solid Waste fund's debt service percentage has been significantly below the industry benchmark of 20%. There is no warning trend associated with this indicator.

Source:

- City of Columbia Financial Management Information Supplement Table 20 and Exhibit F-2
<http://www.como.gov/finance/accounting/financial-reports>

Solid Waste Fund



Trend Key: Bond Debt Coverage Ratio

Positive Trend (>1.10 for last 3 years)

Warning Trend: (<1.10 for 1-2 of past 3 years)

Negative Trend (<1.10 for past 3 years)

A Warning Trend Is Observed When:		Outstanding Revenue Bonds	Outstanding Special Obligation Bonds	Total Outstanding Debt		Total Bond Debt Payment**	Revenue Bond Coverage
	Fiscal Year	Balance	Bonds Balance	Debt	Net Revenue *		
Bond Debt Coverage ratio falls below 1.10	2015	\$0	\$3,475,000	\$3,475,000	\$5,256,148	\$943,197	5.57
	2016	\$0	\$2,345,000	\$2,345,000	\$2,897,558	\$945,922	3.06
	2017	\$0	\$7,500,000	\$7,500,000	\$2,220,011	\$796,484	2.79
	2018	\$0	\$6,925,000	\$6,925,000	\$10,598,594	\$1,163,478	9.11
Formulation:	2019	\$0	\$6,335,000	\$6,335,000	\$8,941,813	\$1,162,654	7.69
Net Revenue	5 Yr % Chg		82.30%	82.30%	70.12%	23.27%	38.01%
Total Bond Debt Payment							

* Net Revenue is equal to Net Operating Revenues (Operating Revenues, investment, miscellaneous revenue, revenue from other governmental units, and transfers in) less Net Operating Expenses (Operating Expenses less Depreciation, Interest Exp, Bank and Paying Agent Fees, and Transfers Out).

** Total Bond Debt Payment - principal and interest payment for revenue bonds, special obligation bonds, and loans (from debt schedules)

Description: The debt coverage ratio is a measure of an entity's ability to meet its annual interest and principal payments. It is calculated by taking the net operating income (operating revenues less operating expenses) and dividing it by the total debt service (annual interest plus annual principal payments on revenue bonds). A ratio of less than 1.10 or a declining trend of three or more years is a negative factor and warrants close monitoring. Credit rating firms look at this debt service coverage to determine the fund's financial health and ability to obtain bonds in the future.

Analysis: The City is only required to have a bond debt coverage ratio of 1.10 or higher on revenue bonds; however, special obligation bonds for the Solid Waste fund are treated as revenue bonds and therefore the total bond debt coverage ratio is shown.

- For the period shown, the debt coverage ratio has been consistently above the 1.10 level, so there are no warning trends for this indicator.
- In FY 2017, new special obligation bonds were issued for the construction of Landfill cell 6, increasing the total outstanding bond balance. Payments for these bonds started in FY 2018.

Source:

- City of Columbia Financial Management Information Supplement Table 20 and Exhibit F-2
<http://www.como.gov/finance/accounting/financial-reports>

Solid Waste Fund

Statement of Revenues, expenses, and Changes in Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
Commercial Charges	\$3,066,490	\$4,024,994	\$4,404,819	\$5,156,883	\$5,424,154
Residential Charges	\$8,585,952	\$8,562,233	\$8,750,168	\$9,785,293	\$9,999,378
Roll-Off Service Charges	\$1,452,543	\$1,568,155	\$1,852,333	\$1,728,320	\$2,020,324
Landfill Fees	\$3,036,079	\$3,525,364	\$3,963,920	\$6,874,378	\$4,378,484
University Fees	\$504,636	\$702,366	\$912,066	\$766,189	\$914,210
Recycling	\$1,277,927	\$1,035,321	\$1,604,238	\$1,086,309	\$825,876
Other Misc. Operating Revenues	\$98,618	\$470,915	\$264,218	\$249,335	\$82,155
Total Operating Revenues	\$18,022,245	\$19,889,348	\$21,751,762	\$25,646,707	\$23,644,581
Operating Expenses:					
Personnel Services *	\$5,633,749	\$6,148,634	\$6,098,852	\$5,985,577	\$6,303,145
Materials and Supplies	\$3,795,734	\$3,536,284	\$3,716,481	\$3,881,811	\$4,057,943
Travel and Training	\$5,966	\$8,016	\$8,715	\$18,451	\$9,976
Intragovernmental	\$2,072,096	\$2,344,825	\$2,395,176	\$2,271,527	\$2,455,947
Utilities, Services and Miscellaneous	\$1,794,790	\$5,279,422	\$7,288,120	\$2,850,040	\$2,754,259
Depreciation	\$1,858,164	\$1,945,074	\$2,116,825	\$2,121,608	\$2,031,724
Total Operating Expenses	\$15,160,499	\$19,262,255	\$21,624,169	\$17,129,014	\$17,612,994
Operating Income (Loss)	\$2,861,746	\$627,093	\$127,593	\$8,517,693	\$6,031,587
Non-Operating Revenues:					
Investment Revenue	\$355,053	\$284,960	(\$85,853)	\$110,407	\$909,730
Revenue from Other Gov. Units	\$87,752	\$62,689	\$115,958	\$20,999	\$0
Miscellaneous Revenue	\$216,045	\$188,404	\$354,400	\$134,139	\$269,580
Total Non-Operating Revenues	\$658,850	\$536,053	\$384,505	\$265,545	\$1,179,310
Non-Operating Expenses:					
Interest Expense	\$132,654	\$122,505	\$181,897	\$250,713	\$226,159
Bank & Paying Agent Fees	\$266	\$22,581	\$101,469	\$584	\$584
Loss on Disposal of Fixed Assets	\$337,208	\$534,418	\$85,002	\$138,168	\$60,381
Total Non-Operating Expenses	\$470,128	\$679,504	\$368,368	\$389,465	\$287,124
Total Non-Operating Revenues (Expenses)	\$188,722	(\$143,451)	\$16,137	(\$123,920)	\$892,186
Income (Loss) Before Contributions and Transfers	\$3,050,468	\$483,642	\$143,730	\$8,393,773	\$6,923,773
Capital Contribution	\$0	\$0	\$0	\$0	\$0
Transfers In	\$0	\$0	\$0	\$0	\$0
Transfers Out	(\$122,346)	(\$188,081)	(\$307,443)	(\$305,668)	(\$300,224)
Total Transfers and Contributions	(\$122,346)	(\$188,081)	(\$307,443)	(\$305,668)	(\$300,224)
Change in Net Position	\$2,928,122	\$295,561	(\$163,713)	\$8,088,105	\$6,623,549
Net Position - Beginning **	\$23,639,883	\$26,568,005	\$26,863,566	\$26,840,731	\$34,928,836
Net Position - Ending	\$26,568,005	\$26,863,566	\$26,699,853	\$34,928,836	\$41,552,385

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

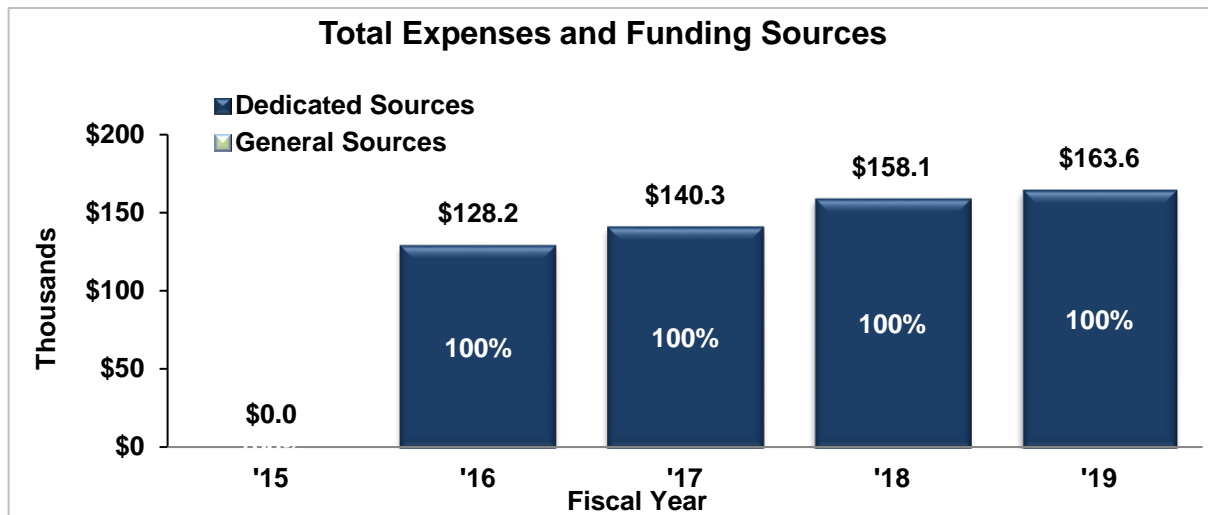
Solid Waste Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Commercial Charges	\$3,066,490	\$4,024,994	\$4,404,819	\$5,156,883	\$5,424,154
Residential Charges	\$8,585,952	\$8,562,233	\$8,750,168	\$9,785,293	\$9,999,378
Roll-Off Service Charges	\$1,452,543	\$1,568,155	\$1,852,333	\$1,728,320	\$2,020,324
Landfill Fees	\$3,036,079	\$3,525,364	\$3,963,920	\$6,874,378	\$4,378,484
University Fees	\$504,636	\$702,366	\$912,066	\$766,189	\$914,210
Recycling	\$1,277,927	\$1,035,321	\$1,604,238	\$1,086,309	\$825,876
Other Misc. Operating Revenues	\$98,618	\$470,915	\$264,218	\$249,335	\$82,155
Interest	\$355,053	\$284,960	(\$85,853)	\$110,407	\$909,730
Less: GASB 31 Interest Adjustment	(\$132,025)	(\$15,530)	\$235,835	\$461,978	(\$293,010)
Grants	\$87,752	\$62,689	\$115,958	\$20,999	\$0
Miscellaneous Non-Operating Revenues	\$216,045	\$188,404	\$354,400	\$134,139	\$269,580
Total Financial Sources Before Transfers	\$18,549,070	\$20,409,871	\$22,372,102	\$26,374,230	\$24,530,881
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$18,549,070	\$20,409,871	\$22,372,102	\$26,374,230	\$24,530,881
Financial Uses					
Personnel Services *	\$5,633,749	\$6,148,634	\$6,098,852	\$5,985,577	\$6,303,145
Less: GASB 16 Vacation Liability Adjustment	(\$10,880)	\$10,812	\$17,879	(\$4,289)	(\$12,982)
Less: GASB 68 Pension Adjustment	(\$28,982)	(\$558,163)	(\$374,890)	\$63,405	\$148,819
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$0	\$12,132	(\$25,755)
Materials and Supplies	\$3,795,734	\$3,536,284	\$3,716,481	\$3,881,811	\$4,057,943
Travel and Training	\$5,966	\$8,016	\$8,715	\$18,451	\$9,976
Intragovernmental	\$2,072,096	\$2,344,825	\$2,395,176	\$2,271,527	\$2,455,947
Utilities, Services and Miscellaneous	\$1,794,790	\$5,279,422	\$7,288,120	\$2,850,040	\$2,754,259
Interest Expense	\$132,654	\$122,505	\$181,897	\$250,713	\$226,159
Bank & Paying Agent Fees	\$266	\$22,581	\$101,469	\$584	\$584
Transfers Out	\$122,346	\$188,081	\$307,443	\$305,668	\$300,224
Principal Payments	\$800,352	\$715,000	\$365,000	\$902,386	\$926,357
Capital Additions	\$1,731,427	\$3,040,874	\$3,426,810	\$2,301,997	\$1,710,794
Enterprise Revenues used for Cap Projects	\$2,258,584	\$880,000	\$645,000	\$1,890,000	\$1,555,000
Total Financial Uses	\$18,308,102	\$21,738,871	\$24,177,952	\$20,730,002	\$20,410,470
Financial Sources Over/(Under) Uses	\$240,968	(\$1,329,000)	(\$1,805,850)	\$5,644,228	\$4,120,411
Cash Reserves					
Cash and cash equivalents	\$13,660,468	\$11,378,346	\$7,643,488	\$12,386,261	\$18,619,176
Less: Cash Restricted for Capital Projects	(\$6,096,618)	(\$5,619,447)	(\$2,467,927)	(\$2,326,936)	(\$3,489,967)
Less: GASB 31 Pooled Cash Adjustment	\$380,243	\$364,713	\$600,548	\$1,062,526	\$769,516
Add: Inventory	\$149,559	\$349,800	\$289,495	\$451,590	\$481,488
Ending Cash Reserves	\$8,093,652	\$6,473,412	\$6,065,604	\$11,573,441	\$16,380,213
Budgeted Operating Expenses w/o Depr	\$15,221,162	\$15,327,349	\$15,788,293	\$16,870,005	\$18,022,771
Add: Budgeted Interest Expense	\$142,845	\$155,927	\$227,774	\$261,092	\$236,597
Add: Budgeted Bank and Paying Agent Fees	\$0	\$0	\$0	\$0	\$300
Add: Budgeted Operating Transfers Out	\$122,346	\$197,331	\$307,443	\$296,546	\$300,224
Add: Budgeted Principal Payments	\$1,031,290	\$1,064,683	\$1,032,201	\$902,386	\$926,057
Add: Budgeted Capital Additions	\$1,311,000	\$3,028,050	\$2,788,300	\$3,139,000	\$4,209,000
Add: Budgeted Ent Revenue for CIP	\$2,258,584	\$880,000	\$645,000	\$1,155,000	\$1,555,000
Total Budgeted Financial Uses	\$20,087,227	\$20,653,340	\$20,789,011	\$22,624,029	\$25,249,949
Less: Ent Rev Budgeted for current year CIP	(\$2,258,584)	(\$880,000)	(\$645,000)	(\$1,155,000)	(\$1,555,000)
Operational Expenses	\$17,828,643	\$19,773,340	\$20,144,011	\$21,469,029	\$23,694,949
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$3,565,729	\$3,954,668	\$4,028,802	\$4,293,806	\$4,738,990
Add: Ent Rev Budgeted for current year CIP	\$2,258,584	\$880,000	\$645,000	\$1,155,000	\$1,555,000
Budgeted Cash Reserve Target	\$5,824,313	\$4,834,668	\$4,673,802	\$5,448,806	\$6,293,990
Cash Above/(Below) Cash Reserve Target	\$2,269,339	\$1,638,744	\$1,391,802	\$6,124,635	\$10,086,223

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

Mid Missouri Solid Waste Management District - *Special Revenue Fund*



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2015	\$0	\$0	\$0
2016	\$128,233	\$0	\$128,233
2017	\$140,263	\$0	\$140,263
2018	\$158,066	\$0	\$158,066
2019	\$163,555	\$0	\$163,555
5 Yr % Chg			

Description: The Mid-Missouri Solid Waste Management District (MMSWMD) provides planning, technical, and financial support in the area of solid waste management for an eight-county region that includes Audrain, Boone, Callaway, Cole, Cooper, Howard, Moniteau, and Osage. This activity was previously contained in the Solid Waste Fund, but was separated in FY 2016.

Dedicated Funding Sources: All revenues for this fund are considered dedicated sources. The primary funding source is a state grant with the City's match coming from a transfer from the Solid Waste Fund.

Analysis:

- This is the fund's fourth year of operations.

Sources:

- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - Nonmajor Special Revenue Funds
- <http://www.como.gov/finance/accounting/financial-reports/>
- Consumer Price Index: <http://www.stats.bls.gov>
- Population Estimates: U.S. Census Bureau - American Community Survey (ACS) population estimates
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Mid Missouri Solid Waste Management District Fund Revenues, Expenditures, and Changes in Fund Balance

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Revenues:					
Revenue From Other Governmental Units	\$0	\$84,023	\$88,419	\$72,265	\$130,373
Investment Revenue	\$0	\$223	\$349	\$814	(\$902)
Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$84,246	\$88,768	\$73,079	\$129,471
Expenditures:					
Personnel Services	\$0	\$108,746	\$104,711	\$125,420	\$125,879
Materials and Supplies	\$0	\$2,795	\$4,009	\$2,428	\$3,348
Travel and Training	\$0	\$335	\$1,205	\$1,623	\$2,909
Intragovernmental	\$0	\$14,868	\$28,041	\$26,313	\$28,622
Utilities, Services and Miscellaneous	\$0	\$1,489	\$2,297	\$2,282	\$2,797
Total Expenditures	\$0	\$128,233	\$140,263	\$158,066	\$163,555
Excess (Deficiency) of Revenues Over Expenditures	\$0	(\$43,987)	(\$51,495)	(\$84,987)	(\$34,084)
Other Financing Sources (Uses):					
Transfers In	\$0	\$48,271	\$46,697	\$46,353	\$57,773
Transfers Out	\$0	\$0	\$0	\$0	\$0
Total Other Financing Sources (Uses)	\$0	\$48,271	\$46,697	\$46,353	\$57,773
Net Change in Fund Balance	\$0	\$4,284	(\$4,798)	(\$38,634)	\$23,689
Fund Balance - Beginning	\$0	\$0	\$4,284	(\$514)	(\$39,148)
Fund Balance - Ending	\$0	\$4,284	(\$514)	(\$39,148)	(\$15,459)

The Fund Balance can be negative due to the timing of drawdown and receipt of grants.

Mid Missouri Solid Waste Management District Fund

Financial Sources and Uses Statement

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Financial Sources					
Grants	\$0	\$84,023	\$88,419	\$72,265	\$130,373
Interest	\$0	\$223	\$349	\$814	(\$902)
Less: GASB 31 Interest Adjustment	\$0	\$11	(\$248)	(\$1,016)	\$432
Other Local Revenues	\$0	\$0	\$0	\$0	\$0
Total Financial Sources Before Transfers	\$0	\$84,257	\$88,520	\$72,063	\$129,903
Transfers In	\$0	\$48,271	\$46,697	\$46,353	\$57,773
Total Financial Sources	\$0	\$132,528	\$135,217	\$118,416	\$187,676

Financial Uses					
Personnel Services	\$0	\$108,746	\$104,711	\$125,420	\$125,879
Less: GASB 16 Vacation Liability Adjustment	\$0	\$0	\$0	\$0	\$0
Less: GASB 68 Pension Adjustment	\$0	\$0	\$0	\$0	\$0
Less: GASB 75 Other Post Employment Bnft Adj	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$2,795	\$4,009	\$2,428	\$3,348
Travel and Training	\$0	\$335	\$1,205	\$1,623	\$2,909
Intragovernmental	\$0	\$14,868	\$28,041	\$26,313	\$28,622
Utilities, Services and Miscellaneous	\$0	\$1,489	\$2,297	\$2,282	\$2,797
Transfers Out	\$0	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$0	\$0	\$0	\$0	\$0
Enterprise Revs used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$0	\$128,233	\$140,263	\$158,066	\$163,555

Financial Sources Over/(Under) Uses	\$0	\$4,295	(\$5,046)	(\$39,650)	\$24,121
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Cash Reserves					
Cash and cash equivalents	\$0	\$7,824	\$0	\$0	\$0
Less: GASB 31 Pooled Cash Adjustment	\$0	\$11	(\$237)	(\$1,253)	(\$821)
Ending Cash Reserves	\$0	\$7,813	(\$237)	(\$1,253)	(\$821)

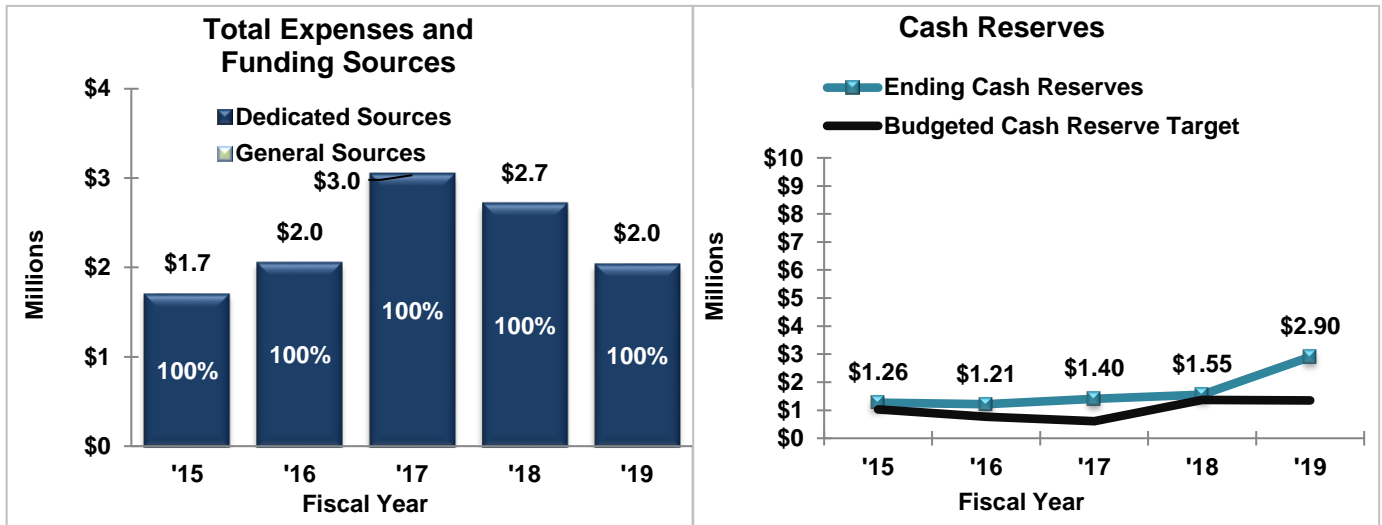
Ending cash reserves can be negative due to the timing of drawdown and receipt of grants.

Source:

- City of Columbia CAFR (Comprehensive Annual Financial Report)
<http://www.como.gov/finance/accounting/financial-reports/>
- City of Columbia Accounting System

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Storm Water Fund - Enterprise Fund



Trend Key: 5 Yr % Chg in Exp Per Capita: Positive Trend (>0% change) Warning Trend (0% to -5% change) Negative Trend (>-5% change)

Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Expenses without Capital Projects
2015	\$1,694,807	\$0	\$1,694,807	\$1,584,078
2016	\$2,046,106	\$0	\$2,046,106	\$1,723,760
2017	\$3,032,801	\$0	\$3,032,801	\$1,871,323
2018	\$2,705,079	\$0	\$2,705,079	\$1,942,308
2019	\$2,026,522	\$0	\$2,026,522	\$1,927,779
5 Yr % Chg	19.57%		19.57%	21.70%
5 Yr \$ Chg	\$331,715	\$0	\$331,715	\$343,701

Description: The Storm Water Fund has the objectives to assure the movement of emergency vehicles during storm runoff events, to protect the public from rapidly flowing storm water runoff or flash floods, to minimize losses and property damage resulting from uncontrolled storm water runoff, and to establish requirements for construction of storm water quality and quantity management facilities in newly developed areas. Storm Water has the following areas of operation: administration, engineering, education and field operations.

Dedicated Funding Sources: The revenues received are dedicated to the department. Primary operating revenue comes from utility charges collected as part of the monthly City utility bill. The Storm Water Utility operates through funding originally approved by voters in April of 1993 with an increase approved by voters in April, 2015. Funding sources include development charges on new construction and Storm Water Utility charges on existing improved properties.

Analysis: For the period shown, total expenses without capital projects increased 21.70%.

- In April 2015, a ballot measure was approved that increased fees to allow for the backlog of maintenance and capital projects to be constructed. It will take many years to generate the amount of revenue needed to fund all identified capital projects.
- Reserves have been above the budgeted cash reserve target line for all of the past five years but there is still some concern that current revenues will not be sufficient to handle the backlog of capital projects that need funding.

Sources:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Non-Major Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>

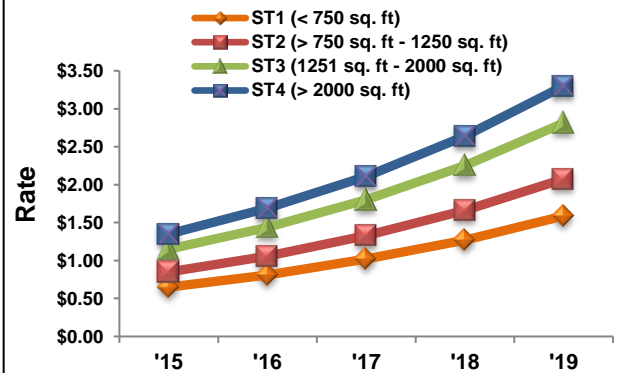
Storm Water Fund

Storm Water Residential Rate Increase History

FY 2019 rates are as follows:

ST1	\$1.59/month/unit	residential < 750 sq. feet
ST2	\$2.08/month/unit	residential 751 - 1250 sq. feet
ST3	\$2.81/month/unit	residential 1251 - 2000 sq. feet
ST4	\$3.30/month/unit	residential over 2000 sq. feet

Storm Water Residential Average Monthly Customer Impact



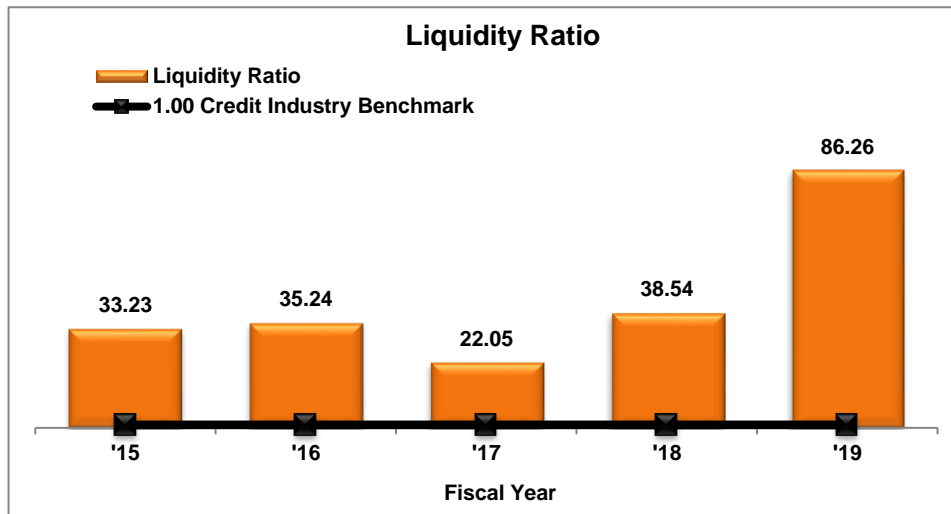
Fiscal Year	Storm Water ST2			
	Storm Water ST1 (< 750 sq. ft.)	(> 750 sq ft and < 1250 sq. ft)	Storm Water ST3 (1251 - 2000)	Storm Water ST4 (> 2000)
2015	\$0.65	\$0.85	\$1.15	\$1.35
2016	\$0.81	\$1.06	\$1.44	\$1.69
2017	\$1.02	\$1.33	\$1.80	\$2.11
2018	\$1.27	\$1.66	\$2.25	\$2.64
2019	\$1.59	\$2.08	\$2.81	\$3.30

The Storm Water Utility operates through funding approved by voters in April 1993 and was increased by voters in 2015. The 2015 ballot includes five years of increases beginning in FY 2016.

Source:

- City of Columbia Annual Budget Document
<http://www.como.gov/finance/accounting/financial-reports/>

Storm Water Fund



A Warning Trend Is Observed When:

Liquidity Coverage Ratio is Below 1.00

Formulation:

Cash, Marketable Securities
and Accounts Receivable

Current Liabilities

Fiscal Year	Cash Marketable Securities, and Applicable Receivables* less Inventory	Current Liabilities	Liquidity Coverage Ratio
2015	\$2,900,462	\$87,286	33.23
2016	\$3,279,668	\$93,072	35.24
2017	\$2,836,795	\$128,674	22.05
2018	\$3,070,300	\$79,673	38.54
2019	\$4,786,410	\$55,486	86.26
5 Yr % Chg	65.02%	(36.43%)	159.60%

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

Description: A good measure of a city's short-run financial condition is its cash position. "Cash position" includes cash, marketable securities, as well as other assets that can quickly be converted into cash. The level of such assets is referred to as liquidity. Liquidity is a measure of a City's ability to pay its short-term obligations. The immediate effect of insufficient liquidity is inability to pay bills in a timely manner. This can jeopardize the City's relationship with its vendors and can reduce the effectiveness and savings of the competitive bidding process associated with purchasing.

Low or steadily declining liquidity can indicate that a city has, or is, overextending itself in the long run, the first sign being a cash shortage. A standard ratio of liquidity used to analyze commercial entities is the quick ratio, or "acid test;" that is, cash, marketable securities, and accounts receivable (within 30 days) divided by current liabilities. If the ratio is approaching one, or less than one, the commercial entity is considered to be facing liquidity problems.

Credit Industry Benchmarks: If the ratio is less than one, it is considered to be a negative factor, but would be mitigated if a prior trend of three years or more indicates that the ratio will exceed one in the following year. A three-year trend of less than one would be considered a negative factor.

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

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Non-Major Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>

Storm Water Fund

Revenues, Expenses, and Changes in Fund Net Position

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Operating Revenues:					
Utility Charges	\$1,273,489	\$1,613,480	\$1,966,084	\$2,387,544	\$3,001,643
Total Operating Revenues	\$1,273,489	\$1,613,480	\$1,966,084	\$2,387,544	\$3,001,643
Operating Expenses:					
Personnel Services*	\$461,159	\$481,402	\$452,058	\$477,827	\$554,076
Materials and Supplies	\$167,723	\$136,037	\$136,560	\$142,835	\$110,399
Travel and Training	\$1,671	\$2,899	\$1,027	\$3,049	\$1,258
Intragovernmental	\$195,904	\$220,600	\$254,874	\$254,426	\$286,305
Utilities, Services and Miscellaneous	\$184,668	\$71,477	\$120,117	\$129,035	\$106,570
Depreciation	\$511,900	\$506,186	\$533,408	\$537,537	\$586,138
Total Operating Expenses	\$1,523,025	\$1,418,601	\$1,498,044	\$1,544,709	\$1,644,746
Operating Income (Loss)	(\$249,536)	\$194,879	\$468,040	\$842,835	\$1,356,897
Non-Operating Revenues:					
Revenue from Other Gov. Units	\$43,271	\$0	\$0	\$0	\$0
Investment Revenue	\$79,525	\$62,993	(\$12,958)	\$17,736	\$156,699
Miscellaneous Revenue	\$23,319	\$12,150	\$42,664	\$10,364	\$21,034
Total Non-Operating Revenues	\$146,115	\$75,143	\$29,706	\$28,100	\$177,733
Non-Operating Expenses:					
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Loss on Disposal of Fixed Assets	\$0	\$15,977	\$14,893	\$0	\$11,718
Total Non-Operating Expenses	\$0	\$15,977	\$14,893	\$0	\$11,718
Total Non-Operating Revenues (Expenses)	\$146,115	\$59,166	\$14,813	\$28,100	\$166,015
Income (Loss) Before Contributions and Transfers	(\$103,421)	\$254,045	\$482,853	\$870,935	\$1,522,912
Capital Contribution	\$76,520	\$0	\$0	\$0	\$0
Transfers In - Operating	\$39,000	\$47,000	\$3,100	\$65,721	\$0
Transfers In - CIP	\$0	\$0	\$0	\$0	\$1,132
Transfers Out	(\$61,053)	(\$182,448)	(\$103,788)	(\$109,845)	(\$117,198)
Total Transfers and Contributions	\$54,467	(\$135,448)	(\$100,688)	(\$44,124)	(\$116,066)
Change in Net Position	(\$48,954)	\$118,597	\$382,165	\$826,811	\$1,406,846
Net Position - Beginning **	\$10,395,870	\$10,346,916	\$10,465,513	\$10,859,539	\$11,686,350
Net Position - Ending	\$10,346,916	\$10,465,513	\$10,847,678	\$11,686,350	\$13,093,196

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment for Pensions

** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Source:

- City of Columbia Comprehensive Annual Financial Report Combining Statement of Revenues, Expenses, and Changes in Net Position – Non-Major Enterprise Funds
<http://www.como.gov/finance/accounting/financial-reports/>

Storm Water Fund

Financial Sources and Uses

Financial Sources	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Utility Charges	\$1,273,489	\$1,613,480	\$1,966,084	\$2,387,544	\$3,001,643
Grants	\$43,271	\$0	\$0	\$0	\$0
Interest	\$79,525	\$62,993	(\$12,958)	\$17,736	\$156,699
Less: GASB 31 Interest Adjustment	(\$27,911)	(\$7,038)	\$31,952	\$63,943	(\$53,639)
Miscellaneous Revenue	\$23,319	\$12,150	\$42,664	\$10,364	\$21,034
Total Financial Sources Before Transfers	\$1,391,693	\$1,681,585	\$2,027,742	\$2,479,587	\$3,125,737
Transfers In	\$39,000	\$47,000	\$3,100	\$65,721	\$0
Total Financial Sources	\$1,430,693	\$1,728,585	\$2,030,842	\$2,545,308	\$3,125,737

Financial Uses	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Personnel Services **	\$461,159	\$481,402	\$452,058	\$477,827	\$554,076
Less: GASB 16 Vacation Liability Adjustment	(\$7,833)	\$4,522	\$8,066	(\$1,743)	(\$1,248)
Less: GASB 68 Pension Adjustment	(\$2,311)	(\$48,406)	(\$37,064)	\$20,951	\$15,210
Less: GASB 75 Other Post Employment Bnft Adj	\$0	\$0	\$0	\$1,021	(\$1,893)
Materials and Supplies	\$167,723	\$136,037	\$136,560	\$142,835	\$110,399
Travel and Training	\$1,671	\$2,899	\$1,027	\$3,049	\$1,258
Intragovernmental	\$195,904	\$220,600	\$254,874	\$254,426	\$286,305
Utilities, Services and Miscellaneous	\$184,668	\$71,477	\$120,117	\$129,035	\$106,570
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$61,053	\$182,448	\$103,788	\$109,845	\$117,198
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$0	\$106,734	\$254,598	\$287,754	\$154,117
Enterprise Revs used for Capital Projects	\$800,000	\$503,321	\$480,221	\$804,940	\$975,000
Total Financial Uses	\$1,862,034	\$1,661,034	\$1,774,245	\$2,229,940	\$2,316,992

Financial Sources Over/(Under) Uses	(\$431,341)	\$67,551	\$256,597	\$315,368	\$808,745
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Cash Reserves	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Cash and cash equivalents	\$2,900,462	\$3,142,877	\$2,647,805	\$2,820,676	\$4,543,829
Less: Cash Restricted for Capital Projects	(\$1,717,243)	(\$2,002,461)	(\$1,352,587)	(\$1,439,222)	(\$1,755,941)
Less: GASB 31 Pooled Cash Adjustment	\$81,120	\$74,082	\$106,034	\$169,977	\$116,338
Add: Inventory	\$0	\$0	\$0	\$0	\$0
Ending Cash Reserves	\$1,264,339	\$1,214,498	\$1,401,252	\$1,551,431	\$2,904,226

Budgeted Operating Expenses w/o Depr	\$992,220	\$1,057,484	\$1,109,374	\$1,410,728	\$1,545,404
Add: Budgeted Interest Expense	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Bank and Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Operating Transfers Out	\$61,053	\$64,525	\$103,788	\$108,514	\$117,198
Add: Budgeted Principal Payments	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Capital Additions	\$77,100	\$214,000	\$158,000	\$292,500	\$178,000
Add: Budgeted Ent Revenue for CIP	\$800,000	\$503,321	\$334,021	\$1,004,940	\$975,000
Total Budgeted Financial Uses	\$1,930,373	\$1,839,330	\$1,705,183	\$2,816,682	\$2,815,602
Less: Ent Rev Budgeted for current year CIP	(\$800,000)	(\$503,321)	(\$334,021)	(\$1,004,940)	(\$975,000)
Operational Expenses	\$1,130,373	\$1,336,009	\$1,371,162	\$1,811,742	\$1,840,602
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$226,075	\$267,202	\$274,232	\$362,348	\$368,120
Add: Ent Rev Budget for Current year CIP	\$800,000	\$503,321	\$334,021	\$1,004,940	\$975,000
Budgeted Cash Reserve Target	\$1,026,075	\$770,523	\$608,253	\$1,367,288	\$1,343,120

Above/(Below) Cash Reserve Target	\$238,264	\$443,975	\$792,999	\$184,143	\$1,561,106
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**FY 2018 Personnel Services was restated for OPEB GASB 75 Accounting and Financial Reporting

Source:

- City of Columbia CAFR (Comprehensive Annual Financial Report)
<http://www.como.gov/finance/accounting/financial-reports>

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