



FIVE YEAR TREND MANUAL FY 2016-2020



Five Year Trend Manual

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

The City of Columbia Trend manual has been prepared for the period FY 2016 to FY 2020. 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 1.38% each year), percent of the population age 17 or under or age 65 or older (only increased 0.79%), population density (increased 3.49%), median household income in constant dollars (increased 5.86%), and the overall unemployment rate (4.4% for FY 2019 as 2020 is not yet available).
- Warning trends are observed for median household income by race in constant dollars (there is still a gap of \$9,094 between Whites and Black or African Americans), the overall poverty rate (decreased 10.66% (21.80% in 2019) but is still significantly above state (13.70%) and national (13.40%) poverty rates), poverty rates by race (Columbia's poverty rates by race increased and are still significantly above the state and national poverty rates), unemployment rates by race (there is still a gap by race – Whites 3.4% versus Black or African Americans 9.9% for FY 2019), and jobs in the community (have decreased a total of 159 jobs over the past five years).
- There are no negative trends observed for this section.

General Fund Trend Indicators

- Positive trends are observed for LAGERS pension unfunded accrued liability (it has increased 30.70%, however the 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 2020 reserves being \$19,064,374 above the target).
- There is one warning trend observed for revenue surpluses (shortfalls) estimated budget vs actual (estimates within a 1.5% tolerance of actual revenues with the exception of 2020 when revenues were 3.08% less than estimated revenues – this is partially attributable to COVID-19),
- Negative trends are observed for general fund revenues per capita in constant dollars

down 12.93%), total tax revenues per capita in constant dollars (down 11.47%), estimated loss in sales tax revenue due to online sales not collecting local sales tax (\$13.7 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 6.32%) and general fund employees per thousand population (down 0.64% while the population decreased 5.47%).

Parks and Recreation Indicators

- Positive trend observed for general fund parks operations include the percent of summer CARE placements completing the program (99% for FY 2020 and at or above 95% for all other years) and Recreation Services Fund reserves are above the cash reserve target for all years except FY 2016.
- A warning trend is observed for the funding level for the CARE program (in FY 2020 less than 43.0% of the applicants that applied were able to be placed).
- Negative trends are observed for general fund parks operations expenses per capita (decreased 15.85%), acres per maintenance employee (increased 5.75% with FY 2020 at 118.23 acres per employee while recommended level is 90 acres per employee), number of trail miles maintained per employee (increased 12.91% with FY 2020 level at 61.5 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 \$3.4 million with FY 2020 estimated loss being \$952,517. Parks sales tax funding is used to support general fund parks operations, parks capital projects and recreation services operations). 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), calls per officer (continue to be the second highest among benchmark cities), expenses per capita for Police in constant dollars (decreased 0.78%), sworn officers per thousand population (increased 5.73% while population increased 5.47% however eleven sworn officer positions were just allocated from other departments and did not increase the number of officers on the street) and Fire expenses per capita in constant dollars (decreased 0.15%).
- Negative trends observed in public safety include, Fire employees per thousand population (decreased 3.22%), unfunded accrued pension liabilities increased in both Police (34.29%) and Fire (35.30%), pension funding ratios for both Police (56.18%) and Fire (57.43%) remain below the GASB recommended funding ratio of 80%, and Police priority one call response time (5 minutes, 49 seconds) remains the second 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.
- Some of the warning trends observed in transportation departments include; 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 7.95%).
- Some of the negative trends observed in transportation departments include: Street and Engineering expenses per capita in constant dollars (decreased 10.33% and amount budgeted for maintenance is \$2.3 million short of the amount needed); 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 \$3.4 million and FY 2020 estimated loss of \$948,413); estimated loss in transportation sales tax revenue due to online sales (five year estimated loss of \$6.8 million and FY 2020 estimated loss of \$1.9 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 \$500,835 and FY 2020 estimated loss of \$79,260).

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 (1.32), Electric (1.91), Sewer (1.82), and Solid Waste (7.07).
- Some of the warning trends observed in utility departments include Storm Water reserves (\$1,077,859 above the target but there is a backlog of capital projects that need to be funded), Water expenses per capita in constant dollars (decreased 6.29%), and Water employees per thousand customers (increased 3.20% while the number of customers increased 3.15%).
- Some of the negative trends observed in utility departments include Electric expenses per customer (down 11.84%), employees per thousand customers in Electric (7.52% decrease while number of customers increased 3.64%) and Sewer (8.58% decrease while population increased 5.47%), Sewer expenses per capita in constant dollars (decreased 12.33%), average water main replacement rate (0.16% compared to targeted replacement rate of 1%), and electric system replacement rate (0.34% compared to targeted replacement rate of 1%).

Conclusion

Per capita general fund revenues decreased 12.93% over the past five years. General fund department budgets have been negatively impacted by low and negative growth in several general source revenues like telephone gross receipts (decreased \$1.28 million) and municipal court fines and fees (due to Senate Bill 5). We expect these areas to continue to decline in the future. Of the total general revenue sources, public safety departments receive 68% or \$43.0 million of that revenue. Therefore, when revenue is not growing at a rate to keep up with inflation, population growth, pension benefits, health, and other personnel costs, it is challenging for the City to increase resources to those critical areas. Low citizen satisfaction levels with

Police and Streets remain, and this has been tied to an inability to increase funding in those areas. Declining per capita 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, in part, due to the inability to fund the pay plan 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, and solid waste where a new landfill cell of approximately \$10 million will soon be necessary. 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,
Director of Finance

Community Trends

Indicator	2019	2020	Comments
Population			A decreasing rate of growth or a sudden increase in population are viewed as warning trends. The City's population increased 5.64% over the past five years with an average growth rate of 1.38% each year. Because American Community Survey data is not available for 2020, this trend looks at the five years from 2015 - 2019. 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 2015 to 2019, this age group percent of the total population increased 0.79% from 27.69% to 27.91%, 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 3.49% over the past five years to 1,851 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 2015 to 2019, median household income in constant dollars increased 5.86% 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 increased from \$7,926 to \$9,094.
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 10.66% from 2015 to 2019. The 2019 overall poverty rate of 21.80% for Columbia is significantly higher than the State poverty rate of 13.70% and the National poverty rate of 13.40% so this trend indicates a warning trend.
Poverty Rate by Race			From 2015 to 2019, the poverty rate for Black or African Americans increased 2.63%. The 2019 City poverty rate for Black or African Americans of 35.10% remains above the State rate of 24.70% and the National poverty rate of 23.00%. From 2015 to 2019, the poverty rate for Whites decreased 13.82%. The 2019 City poverty rate of 18.70% for Whites remains significantly above the State poverty rate of 11.70% and the National poverty rate of 11.10%.
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 4.8% in FY 2015 and was 4.4% in 2019. Columbia's unemployment rate of 4.4% is lower than the State unemployment rate of 4.60% and the National unemployment rate of 5.30%.
Unemployment By Race			While the unemployment rates for both White and Black or African Americans decreased from 2015 to 2019, there still exists a significant difference between the rates by race. For this reason, a warning trend is observed. In 2019, the unemployment rate for Whites is 3.40% and the unemployment rate for Black or African Americans is 9.90%. 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 11.90% to 9.90%).
Jobs in the Community			There has been an overall decrease in the number of jobs in the community (0.16% decrease) over the past five years, and the number of jobs in 2020 is still 159 below the number there was in 2016.



Positive Trend

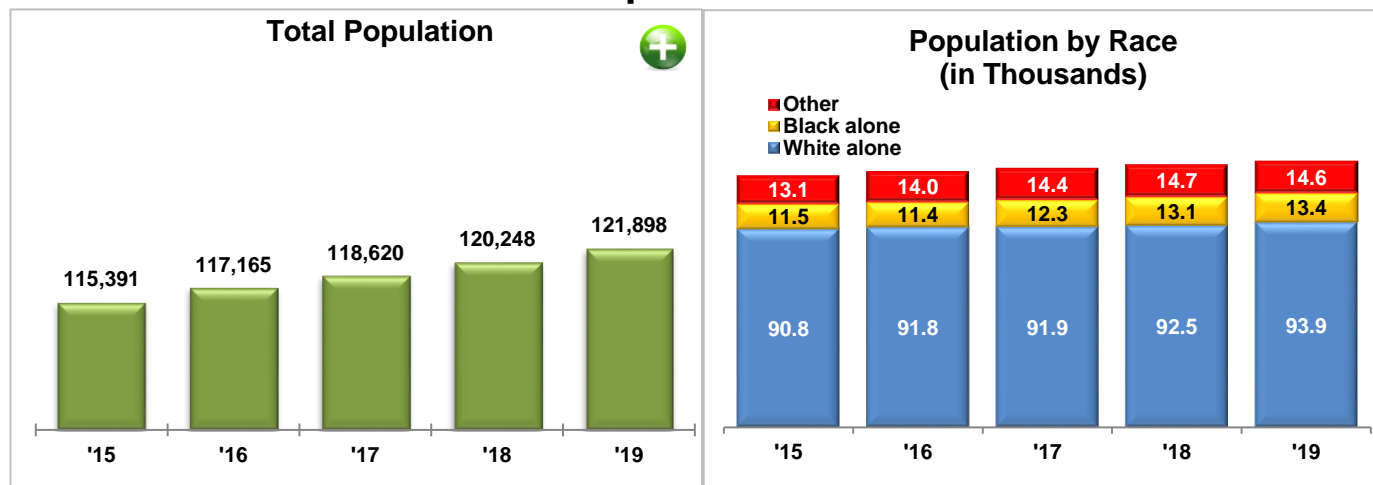


Warning Trend - Monitor Closely



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 **	
2015	115,391		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	
2019	121,898	1.37%	93,861	13,409	14,628	
5 Yr % Chg	5.64%		3.39%	16.30%	11.83%	
5 Yr Avg Growth Rate		1.38%				

* There is no ACS (American Community Survey) data available for 2020. 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.

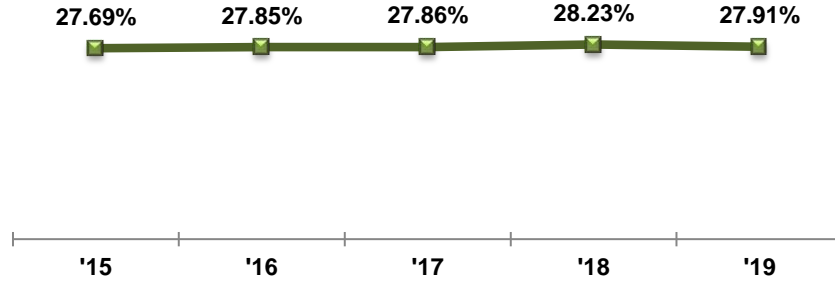
Second, if the out migration is composed of middle and upper income households, then the City is left with a more expensive type of population to service, the poor and the aged, who characteristically rely most heavily on government services. Finally, because of the interrelationship between population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

Analysis: The 2020 population by race information is not available; therefore, this indicator shows 2015 to 2019 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 1.38% 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:	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
The percentage of population age 17 or under or age 65 and older is increasing more than 5% over the period shown	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%
	2019	18.50%	9.41%	27.91%
Formulation:	5 Yr % Chg	(1.54%)	5.73%	0.79%
$\frac{\text{Population Age 17 and under or 65 and older}}{\text{Total Population}}$				

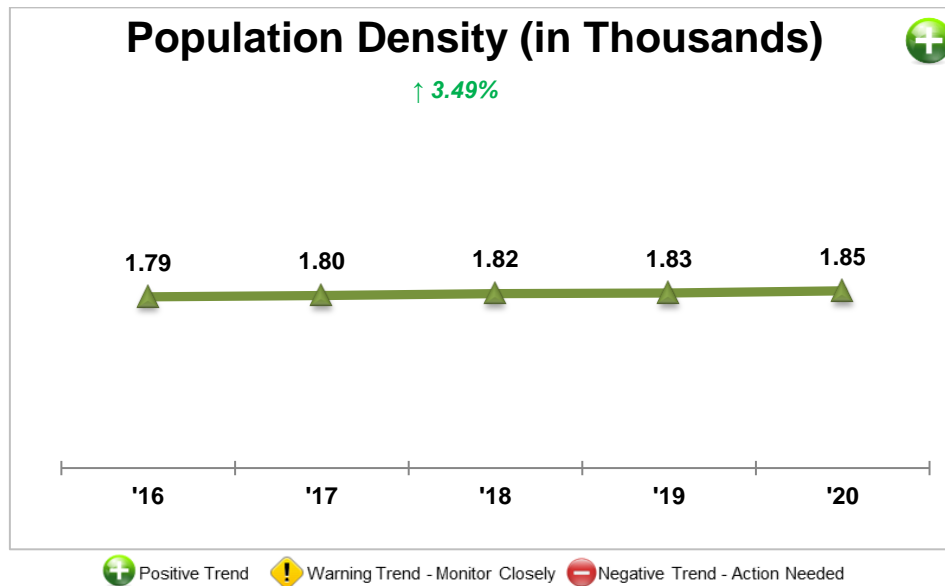
* There is no ACS (American Community Survey) data available for 2020. The other years represent ACS (American Community Survey) five year estimates.

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 2020. This indicator uses 2015 to 2019 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 0.79%; 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
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
2020	123,571	66.76	1,851
Population			
Jurisdiction area in square miles			
5 Yr % Chg		5.47%	3.49%

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth between 2017 and 2018.

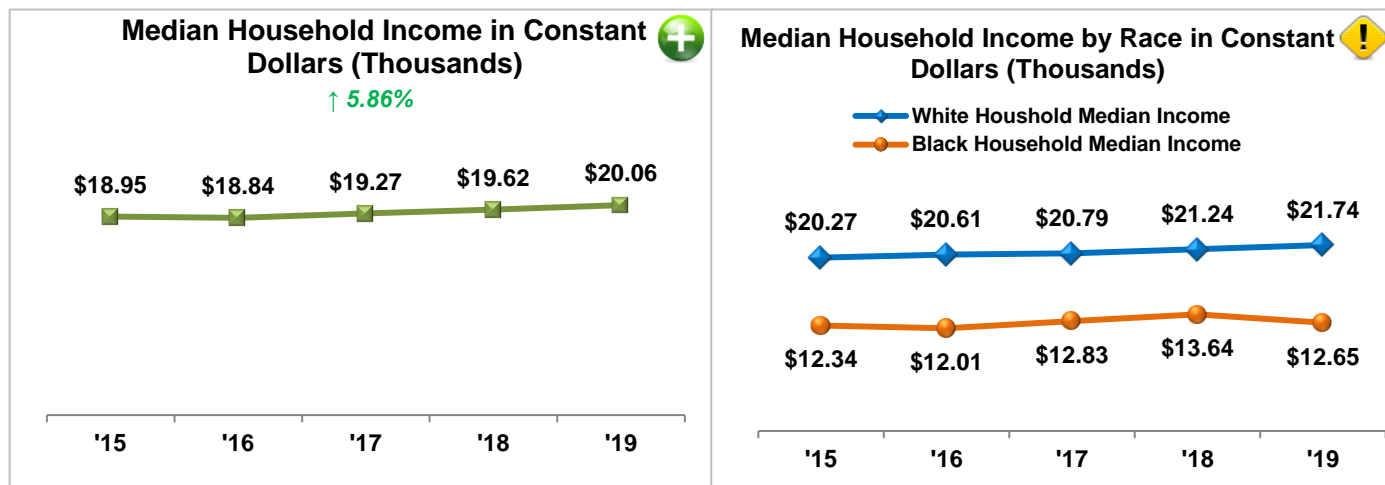
Description: One of the local conditions that affect the production of public goods and services is the population density within the community. This indicator measures the cost of providing services by a municipality or government. Some communities have compact areas with a higher population base. This 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 **3.49%**. 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: IT/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	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
	2019	\$51,276	255.66	\$20,057	\$21,740	\$12,646	\$9,094
Formulation:	5 Yr % Chg	14.18%	7.86%	5.86%	7.26%	2.45%	14.74%
Median household income	5 Yr \$ Chg	\$6,369					
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.

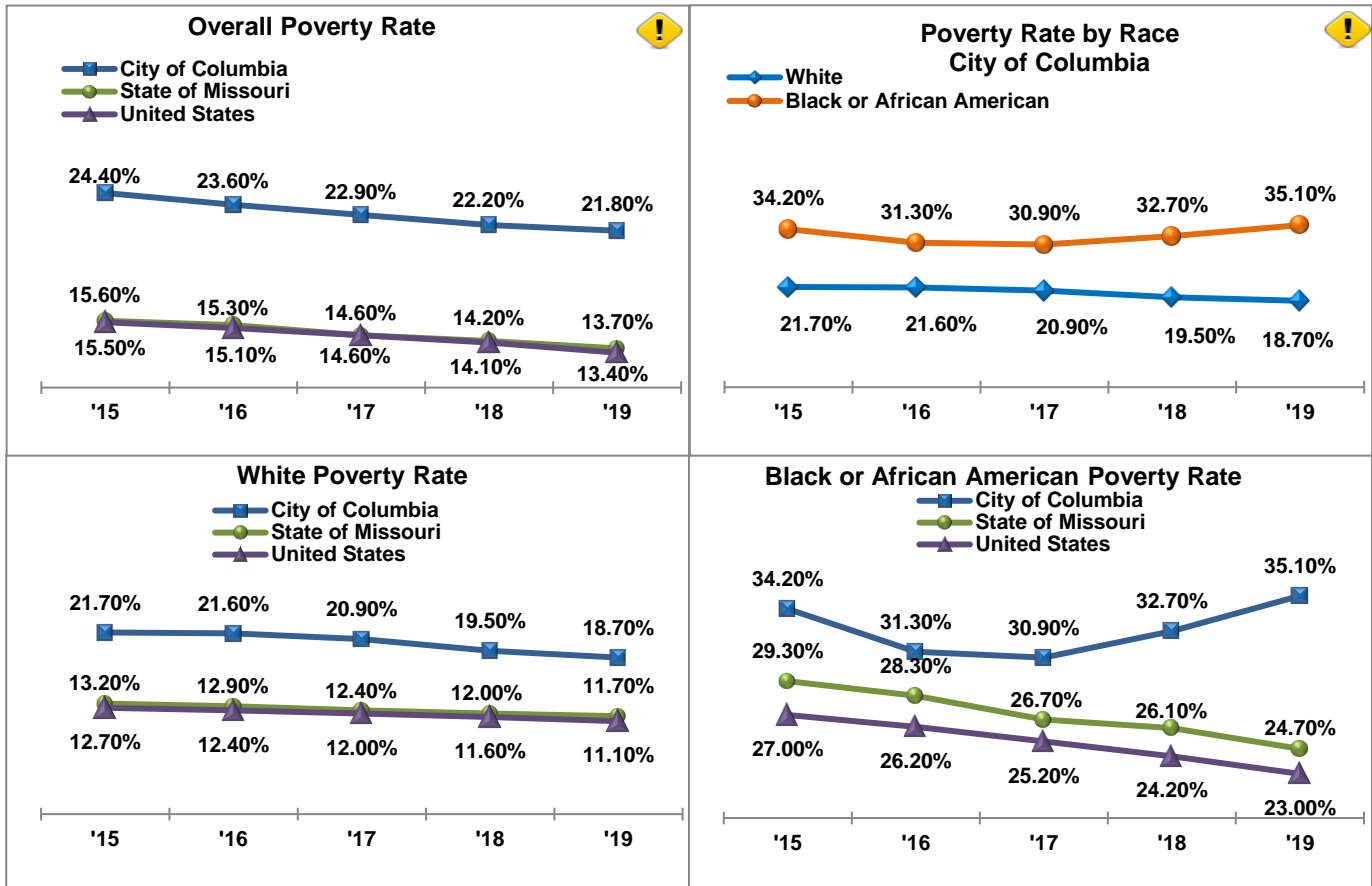
Analysis: The American Community Survey information is not available for 2020. This indicator uses 2015 to 2019 as the five year period. Overall median household income increased by 14.18% for the period shown, median household income in constant dollars increased 5.86% and the inflation rate increased 7.86%.

- 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 7.26%.
- Median household income in constant dollars for black or African American households increased 2.45% and the gap between white and black or African American median household income in constant dollars increased 14.74%.
- 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 **
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%
2019	21.80%	18.70%	35.10%	13.70%	11.70%	24.70%	13.40%	11.10%	23.00%
5 Yr % Chg	(10.66%)	(13.82%)	2.63%	(12.18%)	(11.36%)	(15.70%)	(13.55%)	(12.60%)	(14.81%)

*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.

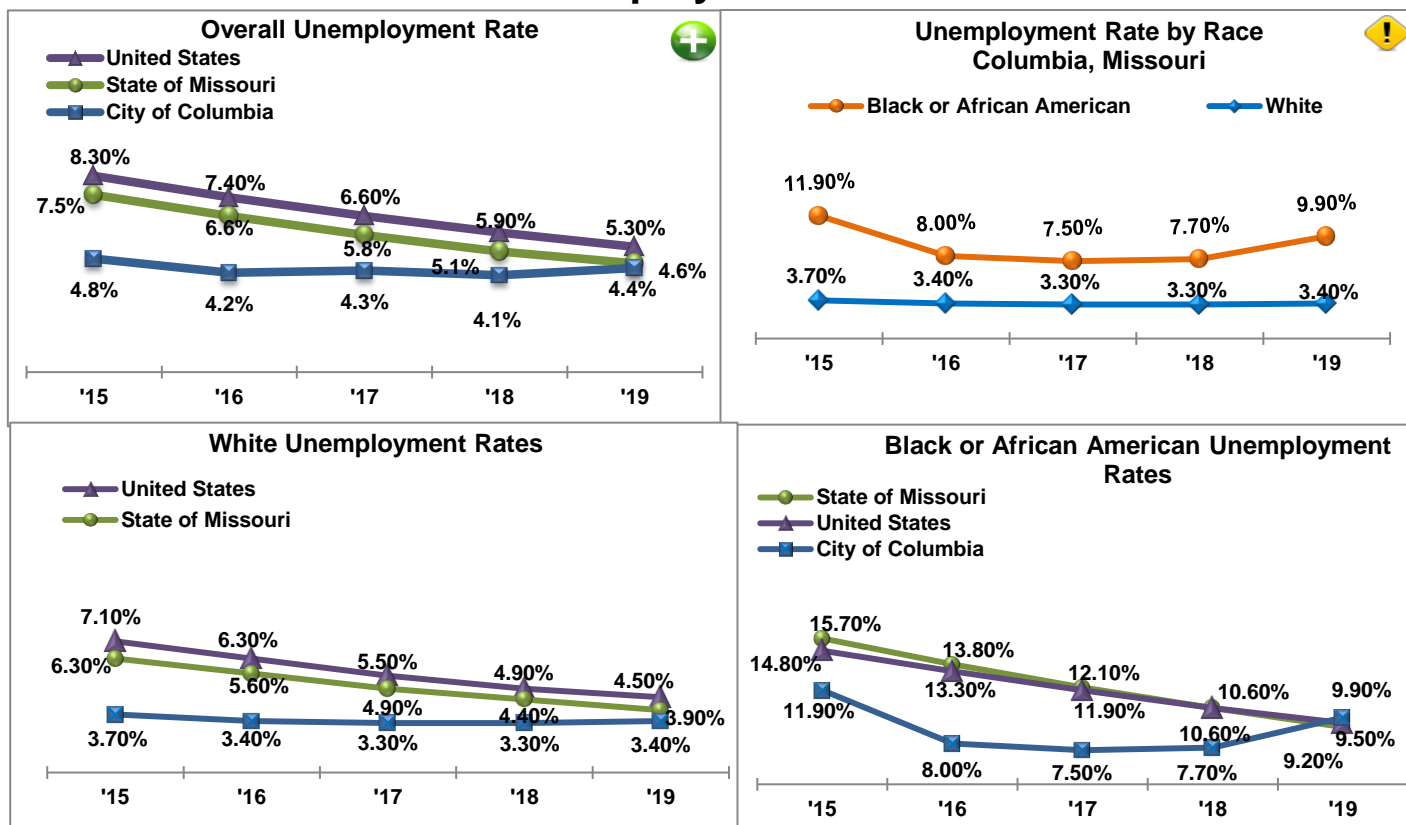
Analysis: Information is available for 2015 to 2019. During this time Columbia's overall poverty rate decreased by 10.66% to 21.8% in 2019. Columbia's overall poverty rate has been significantly above both the Missouri and United States poverty rates for the period shown. This is a warning trend that 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 13.82% and the poverty rate for Black or African Americans increased 2.63% for Columbia.

- From FY 2018 to FY 2019 the poverty rate for black or African Americans increased from 32.70% to 35.10%.

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 **
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%
2019	4.40%	3.40%	9.90%	4.60%	3.90%	9.20%	5.30%	4.50%	9.50%
5 Yr % Chg	(8.33%)	(8.11%)	(16.81%)	(38.67%)	(38.10%)	(41.40%)	(36.14%)	(36.62%)	(35.81%)

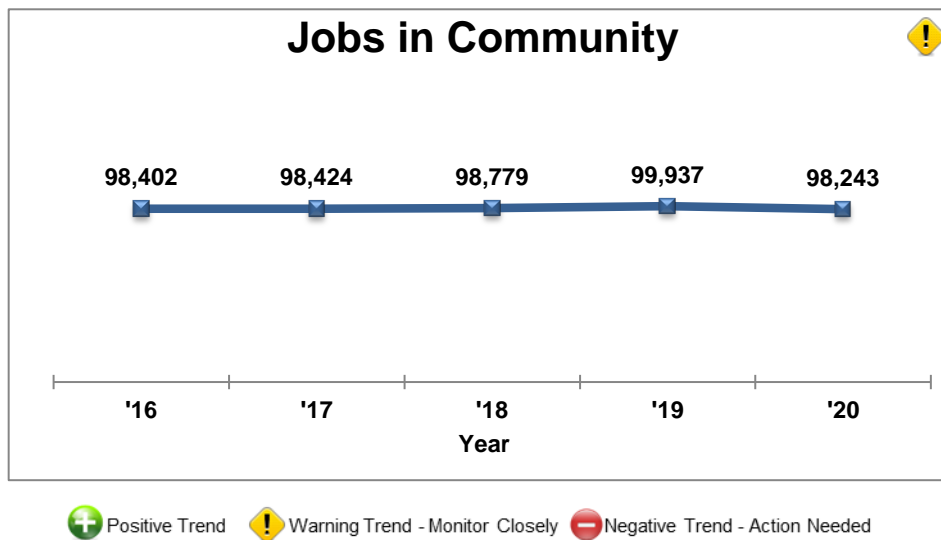
*ACS (American Community Survey) five year estimates

** 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 2020 is not available. This indicator uses 2015 to 2019 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 2019 the City's overall unemployment rate is 4.4%, compared to the state's rate of 4.6% and the national unemployment rate of 5.3%. 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 (9.9%) versus White residents (3.4%) 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		
	Fiscal Year	Force
A Warning Trend Is Observed When: Number of jobs is Decreasing	2016	98,402
	2017	98,424
	2018	98,779
	2019	99,937
	2020	98,243
	5 Yr % Chg	(0.16%)

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.



















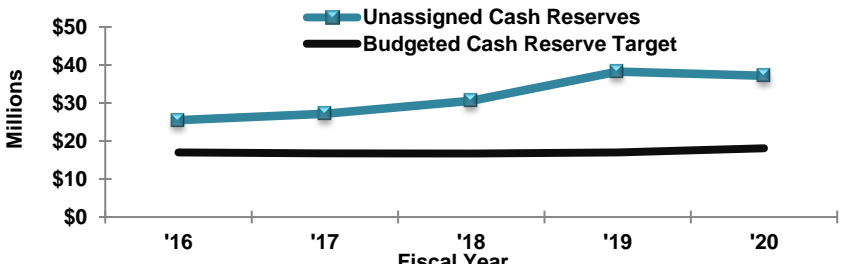
If the employment base is growing, if it is sufficiently diverse to provide against short-run economic fluctuation, or downturn in one sector, and if it provides sufficient income to support the local business community, then it will have a positive influence on the city's financial condition. A decline 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 0.16% during this period and the number of jobs in 2020 and is still 159 jobs below 2016 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 (revisions made to the employment numbers on the BLS site 4/16/21)

General Fund Trends

Indicator	2019	2020	Comments																		
General Fund Revenues Per Capita (Constant Dollars)			Revenues per capita in constant dollars decreased 12.93% 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 11.47% 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 \$1.28 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 8.2% to 14.1% over the past five years. Since online sales do not collect local sales tax, it has been estimated the City lost over \$13.7 million in the general fund over the past five years. The FY 2020 estimated loss is over \$3.8 million. Public safety receives about 68% of the total general source funding, so this loss to public safety for FY 2020 is estimated to be \$2.6 million.																		
Revenue Surpluses (Shortfalls) Estimated Budget vs. Actual			Revenue estimates had been well within a 1.5% tolerance range of actual revenues for the General Fund for all of the past five years until FY 2020. Due to the COVID -19 pandemic in FY 2020, actual revenues were 3.08% less than estimated revenues so there is now a warning for this indicator.																		
Total Expenditures Per Capita (in Constant Dollars)			For the past five years, expenditures per capita (constant dollars) decreased 6.32% while inflation increased 7.54% and population increased 5.47%. 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 and if the pension funding ratio is below 80%. For the past five years the unfunded accrued liability increased but 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 0.64% while population increased 5.47%. 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 2020 liquidity ratio is 6.58.																		
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 2020 ending unassigned cash reserves are \$19,064,374 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> <p style="text-align: center;">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>'16</td><td>~25</td><td>~18</td></tr><tr><td>'17</td><td>~28</td><td>~18</td></tr><tr><td>'18</td><td>~30</td><td>~18</td></tr><tr><td>'19</td><td>~38</td><td>~18</td></tr><tr><td>'20</td><td>~37</td><td>~18</td></tr></tbody></table>	Fiscal Year	Unassigned Cash Reserves (Millions)	Budgeted Cash Reserve Target (Millions)	'16	~25	~18	'17	~28	~18	'18	~30	~18	'19	~38	~18	'20	~37	~18
Fiscal Year	Unassigned Cash Reserves (Millions)	Budgeted Cash Reserve Target (Millions)																			
'16	~25	~18																			
'17	~28	~18																			
'18	~30	~18																			
'19	~38	~18																			
'20	~37	~18																			



Positive Trend

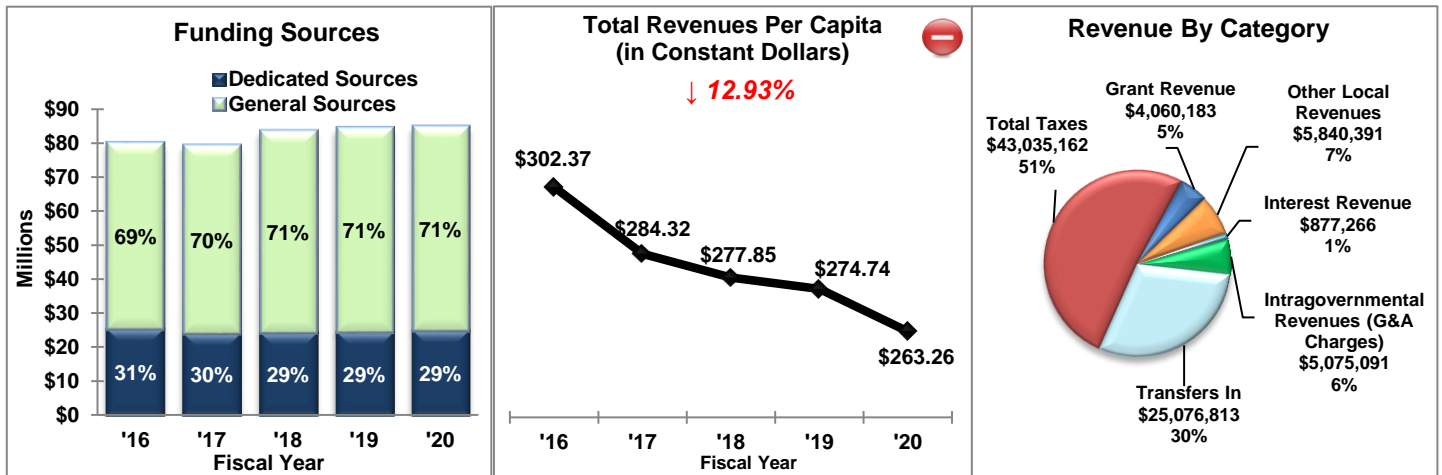


Warning Trend - Monitor Closely



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
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	(2.61%)
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%)
2020	\$43,035,162	\$4,060,183	\$5,840,391	\$877,266	\$5,075,091	\$25,076,813	\$0	\$83,964,906	\$263.26	(4.18%)
5 Yr % Chg	0.40%	(1.45%)	(20.04%)	25.48%	15.15%	0.36%	(100.00%)	(1.25%)	(12.93%)	
5 Yr \$ Chg	\$173,170	(\$59,607)	(\$1,463,929)	\$178,133	\$667,622	\$89,314	(\$649,249)	(\$1,064,546)		

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.

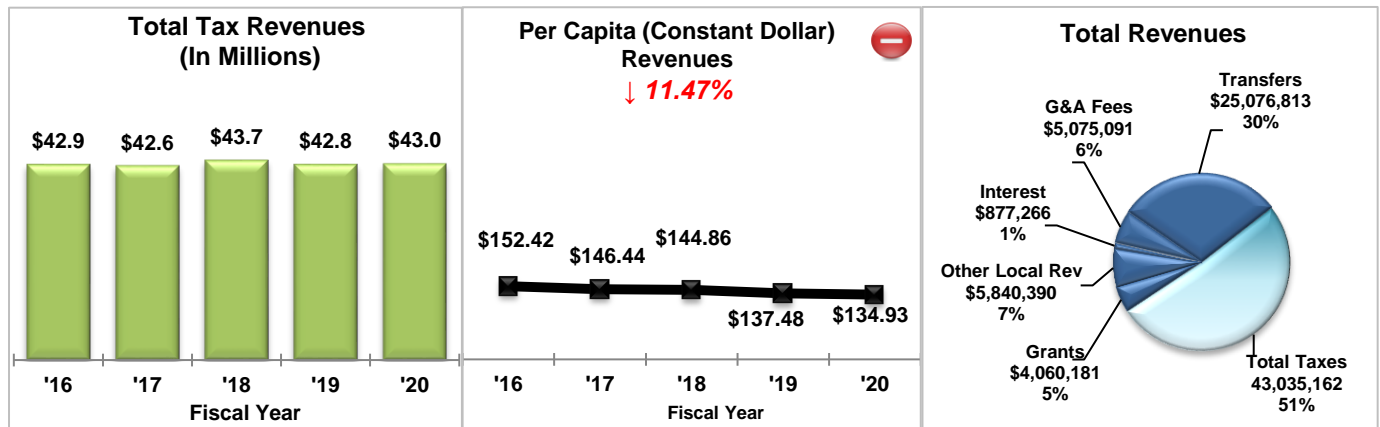
Analysis: Total general fund revenues decreased 1.25% or \$1,064,546 and revenues per capita in constant dollars decreased 12.93% over the past five years.

- Revenues per capita in constant dollars have decreased each year since FY 2016.
- Total taxes, which account for 51% of the general fund revenues increased \$173,170 over the past five years. Online sales (which do not collect local sales taxes) continue to increase and this has reduced the growth of sales taxes.
- Grant revenues decreased \$0.060 million.
- Other Local Revenues decreased \$1,463,929 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 \$0.9 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 decreased \$922,839.
- Appropriated fund balance decreased in FY 2017 as a result of budget cuts made in order to get expenditure growth in line with revenue growth and has been zero for the last three years.
- There is a negative trend associated with this indicator, due to revenues per capita decreasing 12.93% 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
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%)
2020	\$8,947,930	\$23,668,382	\$10,418,850	\$43,035,162	258.11	123,571	\$134.93	(1.85%)
5 Yr % Chg	13.28%	1.49%	(10.50%)	0.40%	7.54%	5.47%	(11.47%)	
5 Yr \$ Chg	\$1,049,087	\$346,912	(\$1,222,829)	\$173,170				

Formulation:

Tax Revenues
 (Constant Dollars)
 Population

Description: Tax revenue accounts for 51% 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

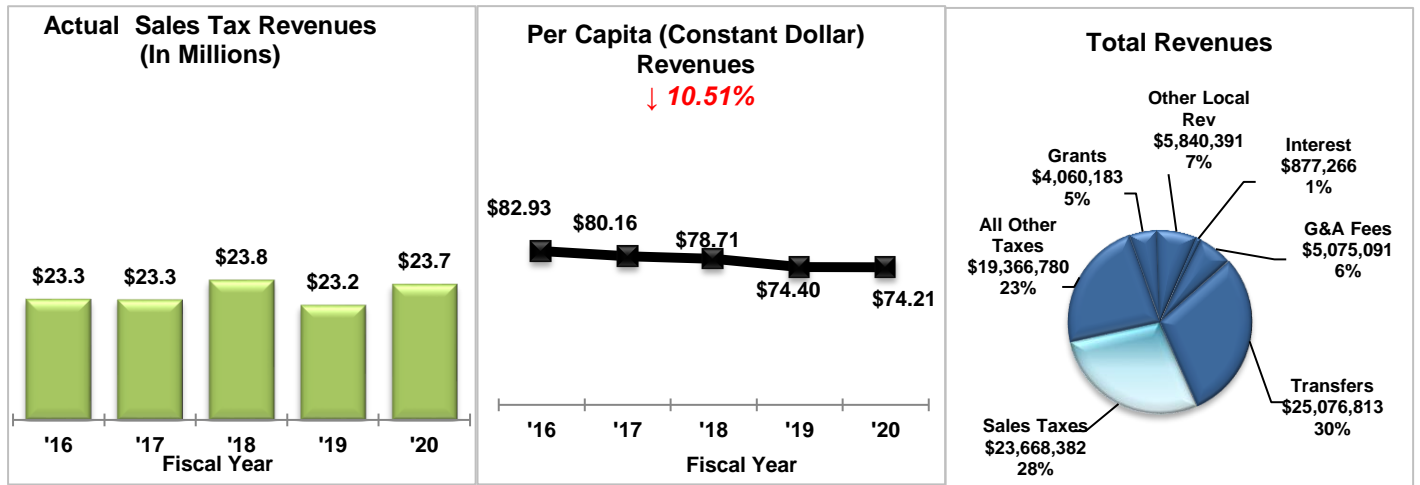
Analysis: For the five year period, total tax revenues increased only \$173,170 or 0.40% while total tax revenue per capita in constant dollars decreased 11.47%. This is a significant concern since tax revenues comprise 51% of the total general fund revenue sources.

- 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 10.51% 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 \$13.7 million over the past five years in sales tax revenues due to online sales.
- Other local taxes decreased \$1.22 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
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%)
2020	\$23,668,382	258.11	\$9,169,882	123,571	\$74.21	(0.26%)
5 Yr % Chg	1.49%	7.54%	(5.63%)	5.47%	(10.51%)	
5 Yr \$ Chg	\$346,912					

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are 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% until FY 2019 and then 2.0% of the 1% in FY 2020) 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 \$346,912 or 1.49% and per capita sales taxes in constant dollars decreased 10.51% over the five years shown.

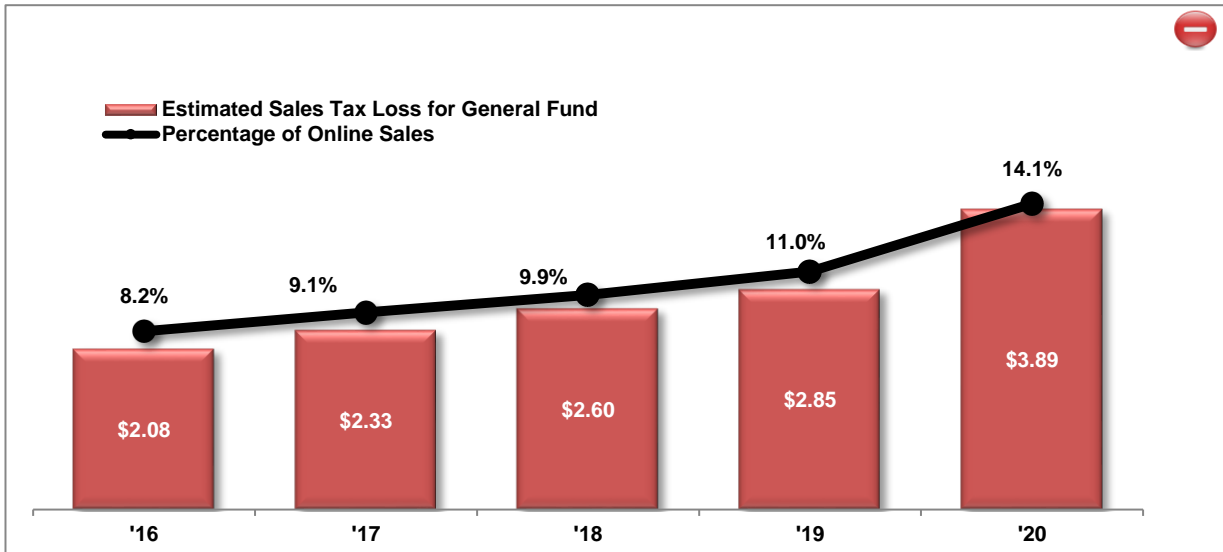
- Sales tax growth has not kept pace with inflation and population changes during this time period.
- The increasing growth in online sales, which are not subject to local sales taxes, have resulted in lower growth in sales tax revenues. It is estimated that online sales accounted for 8.2% of all retail sales in FY 2016 and grew to 14.1% of all retail sales in FY 2020. This equates to an estimated five year loss of \$13.7 million in the general fund, with an estimated loss of sales tax revenue in the general fund for FY 2020 at over \$3.8 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.
- In FY 2020, the amount of the 1% general sales tax that goes to General Fund increased from 95.9% to 98.0%.
- Sales taxes account for 28% 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
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	11.0%	\$2,850,906
2020	\$23,668,382	14.1%	\$3,885,031
5 Yr % Chg	1.49%	71.54%	86.50%
5 Yr \$ Chg	\$346,912		\$13,749,412

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.

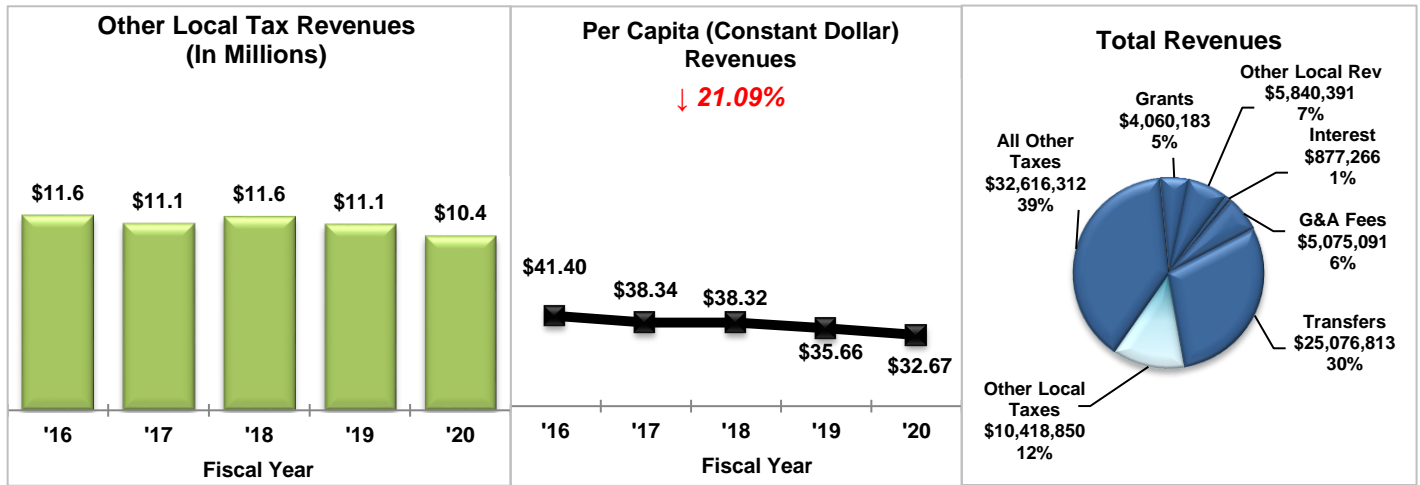
Analysis: Sales taxes are considered to be a major revenue source (28%) for the general fund operations which include major departments such as police, fire, health, and parks and recreation.

- It is estimated that nationally the percent of online sales increased from 8.2% to 14.1% (a percentage change/ increase of 72%) 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 \$13.7 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.
- The percentage of the 1% general sales tax that is allocated to General Fund increased in FY 2020 from 95.9% to 98.0%.

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
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%)
2020	\$2,766,311	\$423,248	\$1,499,082	\$1,966,839	\$2,244,234	\$206,678	\$1,312,458	\$10,418,850	\$32.67	(8.38%)
5 Yr % Chg	(4.08%)	(22.23%)	7.06%	(39.50%)	3.99%	(27.72%)	17.36%	(10.50%)	(21.09%)	
5 Yr \$ Chg	(\$117,693)	(\$120,950)	\$98,792	(\$1,283,928)	\$86,058	(\$79,282)	\$194,174	(\$1,222,829)		

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are 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 \$1.22 million or 10.50% and per capita in constant dollar other local taxes decreased 21.09%. These taxes have not kept up with the increase in inflation and population.

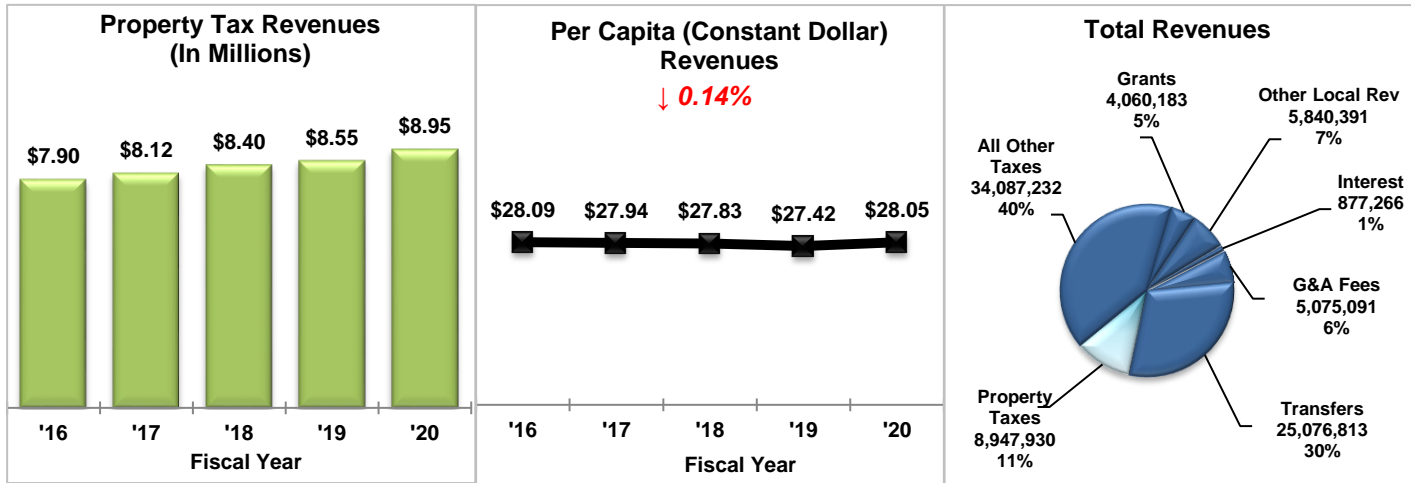
- The largest decreases have been in telephone gross receipt taxes (\$1.28 million) and this is primarily due to a change in use by customers as fewer people utilize land lines. Natural gas gross receipt taxes are heavily weather dependent and can vary from year to year.
- Most of this funding is general 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
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%)
2020	\$8,947,930	258.11	\$3,466,712	123,571	\$28.05	2.30%
5 Yr % Chg	13.28%	7.54%	5.34%	5.47%	(0.14%)	
5 Yr \$ Chg	\$1,049,087					

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are 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 \$1,049,087 or 13.28% and property taxes per capita decreased 0.14% for the period shown.

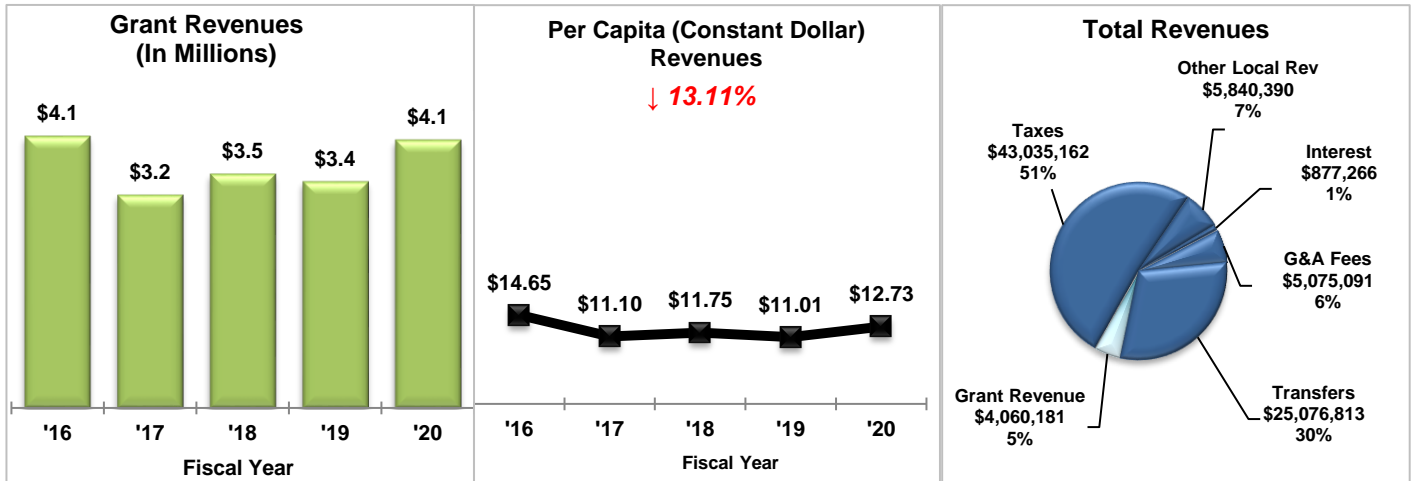
- Property taxes are a general funding source that can be allocated to any department budget.
- The general property tax rate has remained constant at \$0.41 per \$100 assessed valuation since FY 2002, and there has been no general obligation property tax levy.
- Property taxes are approximately 11% 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 higher property taxes per capita in constant dollars in FY 2020 over FY 2019.

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
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%)
2020	\$4,060,181	258.11	\$1,573,043	123,571	\$12.73	15.62%
5 Yr % Chg	(1.45%)	7.54%	(8.36%)	5.47%	(13.11%)	
5 Yr \$ Chg	(\$59,609)					

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 \$0.06 million or 1.45% in actual dollars and 13.11% in per capita constant dollars. Grant revenues account for 5% of total general fund sources and are considered to be dedicated funding sources.

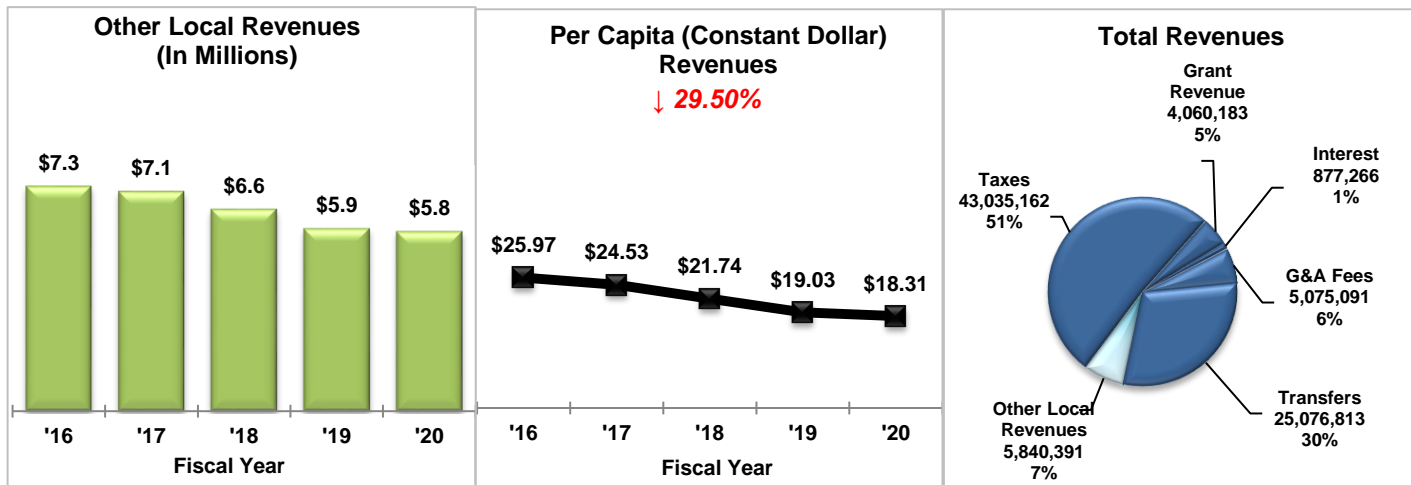
- In FY 2016 grants ended for the purchase of self contained breathing apparatus and funding for the three firefighters. General sources will be used to continue to fund the three firefighters.
- In FY 2017, the decrease in grant revenues was primarily due to a lower funding from the County for the PSJC 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
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%)
2020	\$1,002,066	\$802,706	\$2,384,529	\$1,651,090	\$5,840,391	\$2,262,753	\$18.31	(3.78%)
5 Yr % Chg	(2.83%)	(55.55%)	(26.67%)	35.86%	(20.04%)	(25.65%)	(29.50%)	
5 Yr \$ Chg	(\$29,152)	(\$1,003,153)	(\$867,402)	\$435,778	(\$1,463,929)			

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are 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 \$1,003,153 or 55.55% and per capita revenues decreased 29.50%.

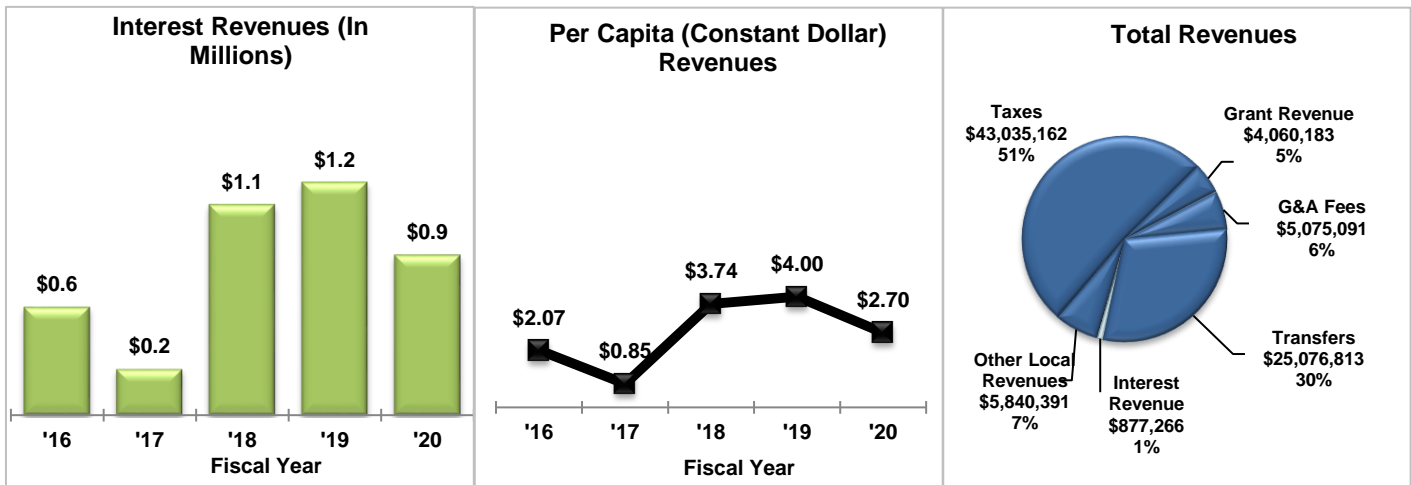
- FY 2016 fees reflect an increase in building and site fees due to more permits being issued for construction.
- FY 2017 fees are lower due to fewer building permits issued and lower municipal court fines.
- FY 2018 fees are lower due to fewer building permits issued for construction.
- FY 2019 fees are lower due to lower building permit fee revenue. While the number of permits increased, the valuation of the proposed construction was lower.
- FY 2020 fines decreased due to stay at home orders related to Covid-19 and miscellaneous revenues increased due to the sale of a fire truck to the City of Fulton and increased CNG royalties (split with Fleet Operations fund).
- 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
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%
2020	\$877,266	\$16,740	\$860,526	258.11	\$333,395	123,571	\$2.70	(32.50%)
5 Yr % Chg	25.48%	(85.74%)	47.92%	7.54%	37.55%	5.47%	30.43%	
5 Yr \$ Chg	\$178,133							

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.

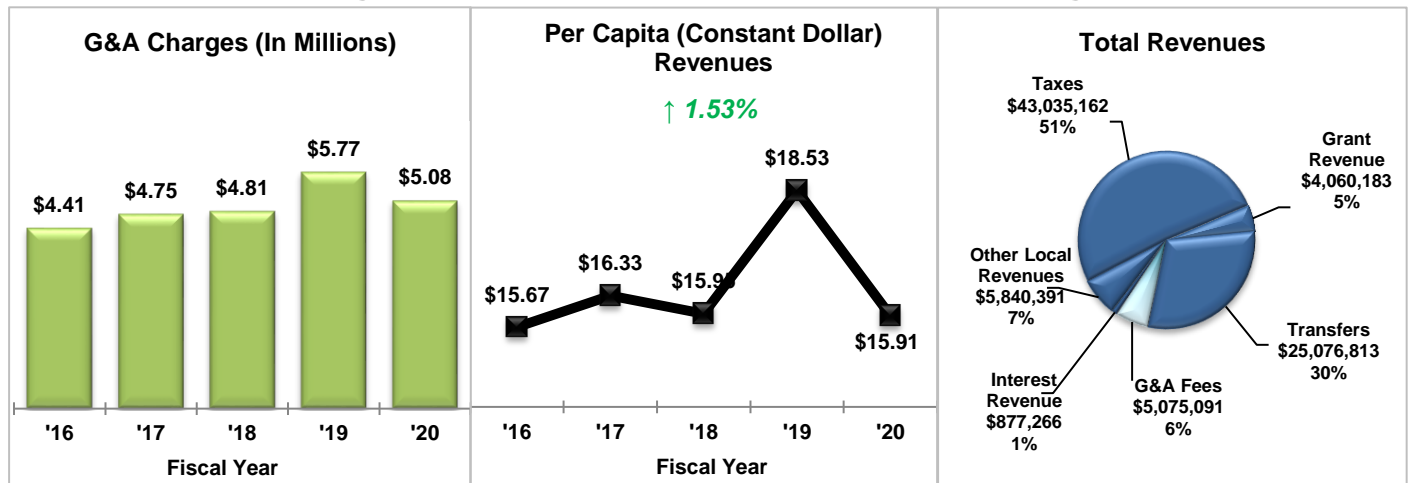
Analysis: Decreases in investment revenues are due to lower rate of return on investments and decreases in market value. Increases are due to increases in rates of return on investments and an increase in market values. The interest revenue number in the financial statements includes the GASB 31 mark 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 2020, interest revenue made up 1% 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.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

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
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%
2020	\$5,075,091	258.11	123,571	\$15.91	(14.14%)
5 Yr % Chg	15.15%	7.54%	5.47%	1.53%	
5 Yr \$ Chg	\$667,622				

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are 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.

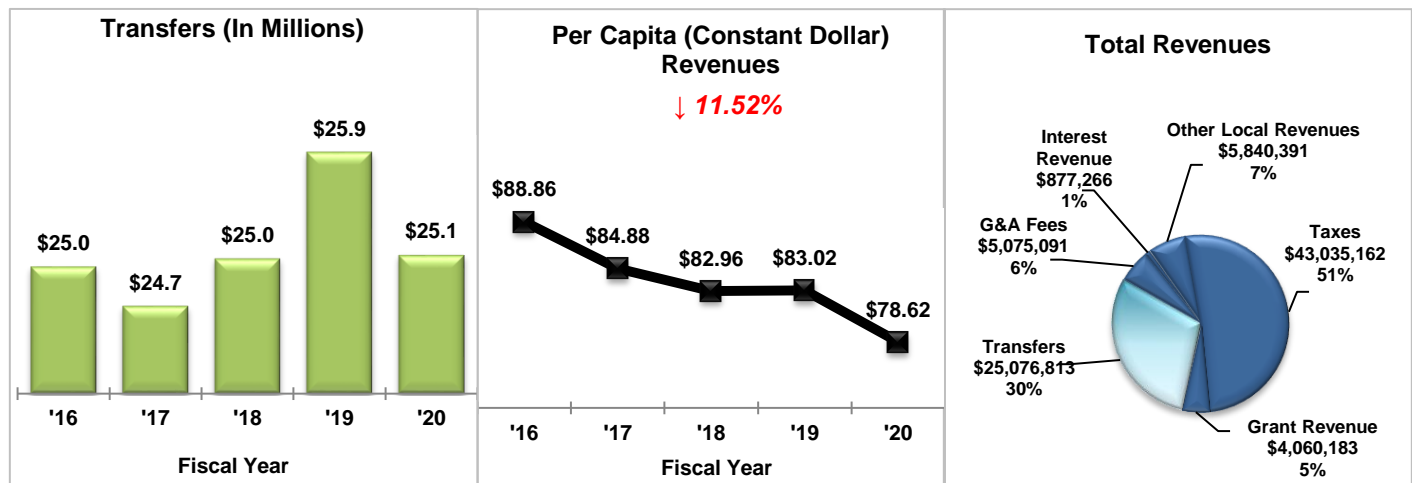
Analysis: Intragovernmental revenues increased in actual dollars by \$667,622 or 15.15% and increased in per capita dollars by 1.53% over the past five years.

- 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
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%
2020	\$16,784,702	\$5,401,105	\$1,432,359	\$1,458,647	\$25,076,813	\$78.62	(5.30%)
5 Yr % Chg	6.59%	(9.51%)	(19.88%)	(1.76%)	0.36%	(11.52%)	
5 Yr \$ Chg	\$1,038,339	(\$567,472)	(\$355,367)	(\$26,186)	\$89,314		

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are 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 \$0.09 million or 0.36% and per capita in constant dollars decreased by 11.52% 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.

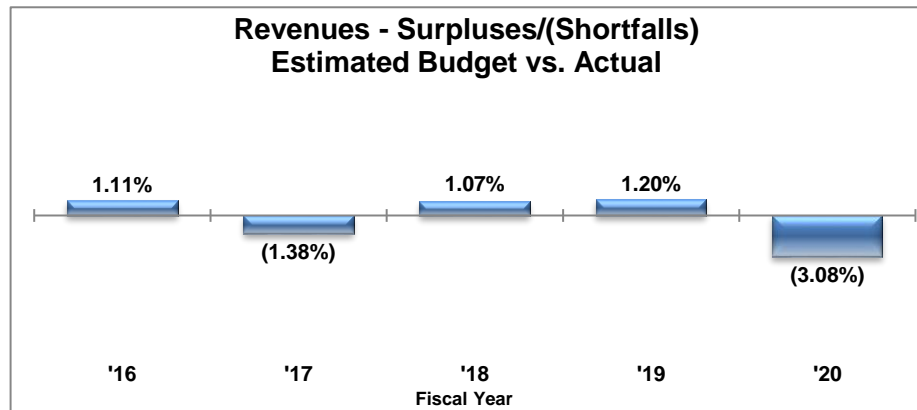
- Transfers in FY 2017 decreased \$307,520 due to several one-time transfers in FY 2016 not occurring in FY 2017 (Records Management System, COFERS financial project, parks election costs, and refinancing of City Hall debt payment).
- The transfer from parks sales tax to support the general fund parks operation has decreased by \$355,367 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 decreased \$567,472 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

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
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%
2020	\$83,964,906	\$86,632,612	(\$2,667,706)	(3.08%)

Formulation:

Revenue Surplus/(Deficit)
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

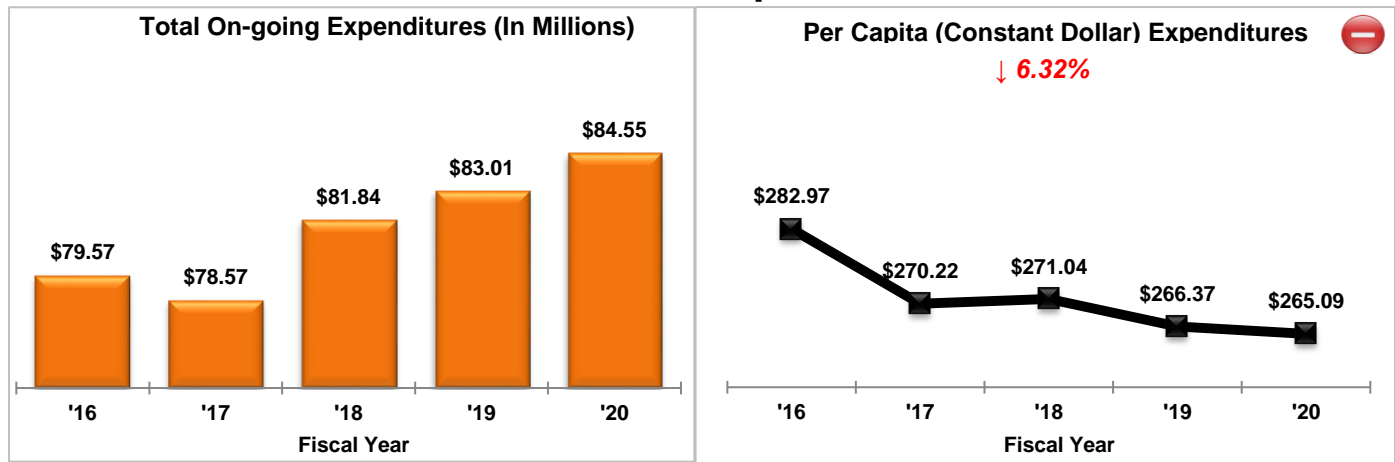
Description: This indicator examines the difference between revenue estimates and revenues actually received during the fiscal year. Major discrepancies that continue year after year can be an indication of an erratic economy, inefficient collection procedures, or inaccurate estimating techniques. It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

Analysis: Revenue estimates had been well within a 1.5% tolerance range of actual revenues for the General Fund for all of the years shown until FY 2020. This illustrates that the current forecasting techniques that are producing revenue projections had been substantially better than 98.5% of actual revenues and the exception in FY 2020 was due to unforeseen circumstances with decreased revenues due to the COVID-19 pandemic.

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
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%)
2020	\$84,771,851	(\$220,722)	\$84,551,129	258.11	123,571	\$265.09	(0.48%)
5 Yr % Chg	6.00%	(44.62%)	6.26%	7.54%	5.47%	(6.32%)	
5 Yr \$ Chg			\$4,977,384				

Formulation:

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

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are 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.

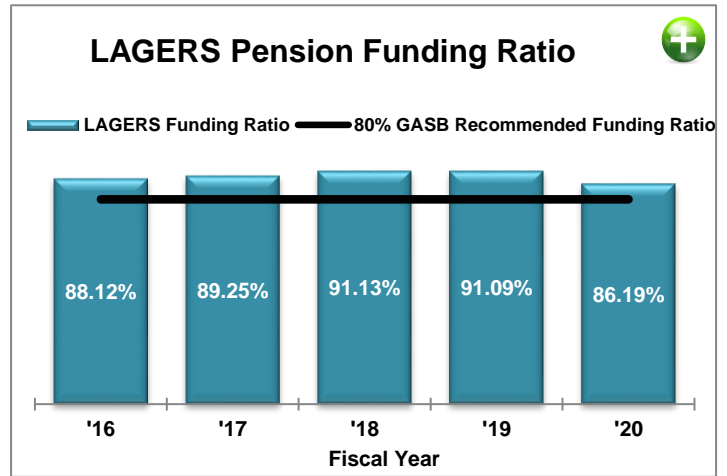
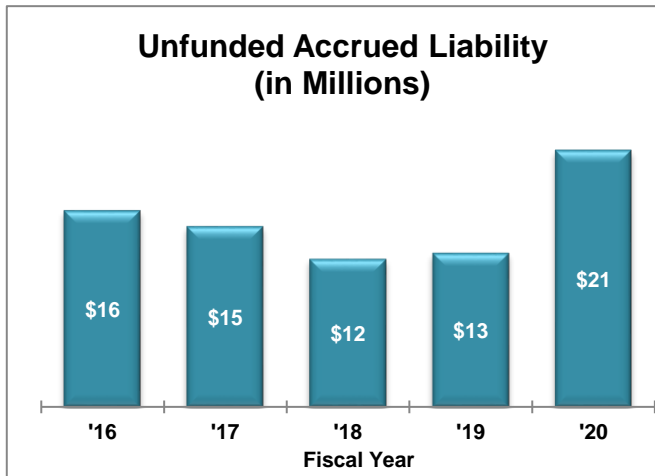
Analysis: For the period shown, total on-going expenditures in actual dollars increased \$4.98 million or 6.26% and per capita expenditures in constant dollars decreased 6.32%. The growth in expenditures is not keeping pace with the growth of inflation and population.

- 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 28% 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 on-going 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.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

LAGERS Pension Plan



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

Fiscal Year	Entry age		Equals: Unfunded Accrued Liability *	Funding Ratio **	Employer's Contribution as a percent of ARC ***
	Actuarial value of Liability	Less: Actuarial value of assets			
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%
2020	\$155,528,975	\$134,050,860	\$21,478,115	86.19%	100%
Entry Age Actuarial Accrued Liability		5 Yr % Chg	12.43%		
- Actuarial Value of Assets		5 Yr \$ Chg	\$17,190,237		

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.

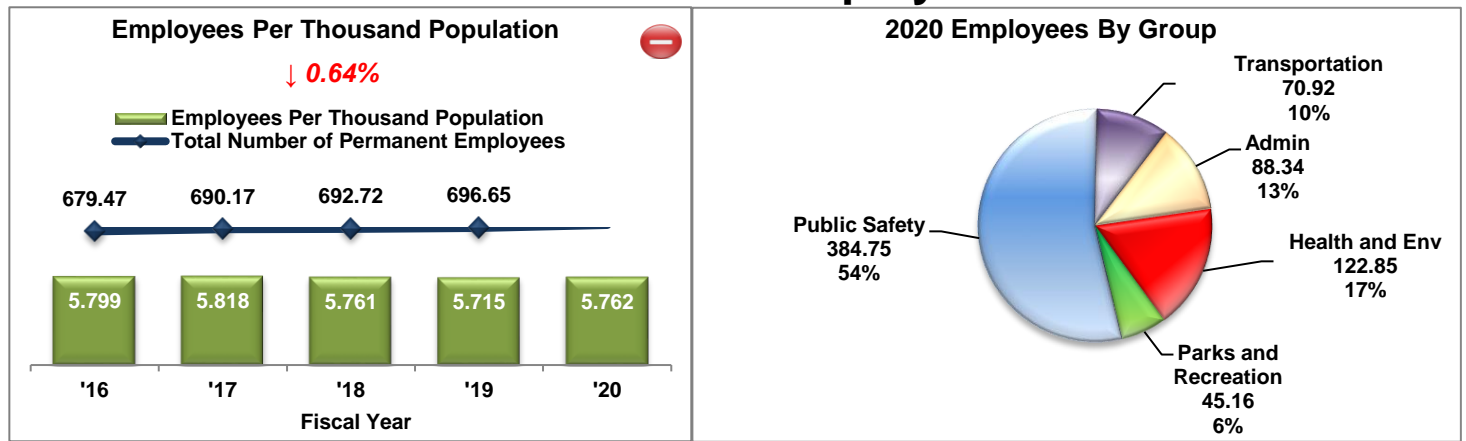
Description: Pension plans represent a significant expenditure obligation for local governments. Generally Accepted Accounting Principles (GAAP) require that the cost of defined benefit pension plans be accrued as an expense by employers, regardless of whether the employer funds the full obligation. 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 86.19% for FY 2020 and is above the GASB recommended level of 80%. The unfunded accrued liability has increased \$5.0 million or 30.70% 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
	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
	2020	712.02	123,571	5.762
Formulation:	5 Yr % Chg	4.79%	5.47%	(0.64%)
Number of General Fund Employees	5 Yr # Chg	32.55		
Population (Divided by 1,000)				

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are 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:

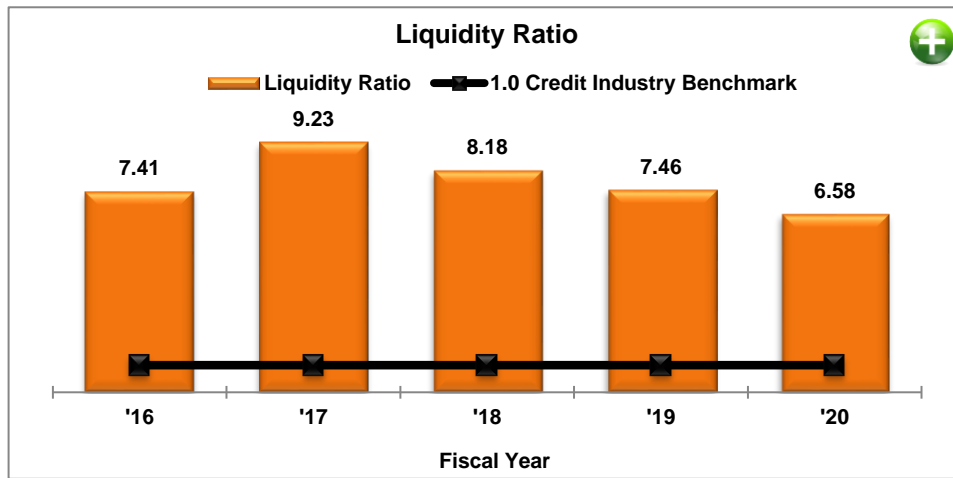
For the five year period shown, the total number of general fund employees increased 32.55 FTE or 4.79%. Employees per thousand population decreased 0.64% while population increased 5.47%. The City has not had sufficient funding to add employees to keep up with population growth and increasing workloads. 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)

			Current	Liquidity	
			Liabilities	Coverage	
Fiscal Year			Net Assets *	Ratio	
Formulation:	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
	2020		55,719,048	\$8,473,497	6.58
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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Revenues:					
Property Taxes	\$7,898,843	\$8,124,534	\$8,402,709	\$8,546,077	\$8,947,930
Sales Taxes	\$23,321,470	\$23,306,189	\$23,767,086	\$23,184,765	\$23,668,382
Gross Receipts & Other Local Taxes*	\$11,641,679	\$11,147,263	\$11,569,758	\$11,113,026	\$10,418,850
Other Local Revenue	\$6,089,008	\$5,544,190	\$5,429,125	\$4,732,454	\$4,189,301
Intragovernmental Revenue	\$4,407,469	\$4,748,750	\$4,814,756	\$5,774,864	\$5,075,091
Grant Revenue	\$4,119,790	\$3,228,182	\$3,546,635	\$3,429,636	\$4,060,183
Interest and Investment Revenue	\$699,133	(\$198,858)	\$184,958	\$1,769,561	\$877,266
Miscellaneous Revenue	\$1,215,312	\$1,589,377	\$1,133,834	\$1,199,406	\$1,651,090
Total Revenues	\$59,392,704	\$57,489,627	\$58,848,861	\$59,749,789	\$58,888,093
Expenditures:					
Personnel Services	\$53,766,134	\$53,256,899	\$56,576,791	\$57,317,189	\$61,129,681
Supplies & Materials	\$5,332,465	\$5,576,751	\$4,965,735	\$5,873,336	\$5,235,286
Travel & Training	\$483,319	\$415,650	\$582,917	\$522,796	\$263,464
Intragovernmental Charges	\$7,586,654	\$8,363,868	\$8,281,313	\$8,102,054	\$7,411,937
Utilities, Services & Other Misc.	\$8,777,064	\$8,676,452	\$9,374,760	\$9,289,656	\$8,369,545
Capital Additions	\$1,744,541	\$828,582	\$1,166,247	\$1,067,245	\$463,911
Interest & Lease Payment	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$77,690,177	\$77,118,202	\$80,947,763	\$82,172,276	\$82,873,824
Excess (Deficiency) of Revenues Over Expenditures	(\$18,297,473)	(\$19,628,575)	(\$22,098,902)	(\$22,422,487)	(\$23,985,731)
Other Financing Sources (Uses):					
Transfers In - PILOT from Water and Electric	\$15,746,363	\$15,859,317	\$16,507,229	\$16,888,798	\$16,784,702
Transfers In - Other	\$9,241,136	\$8,820,662	\$8,541,680	\$8,982,431	\$8,292,111
Total Transfers In	\$24,987,499	\$24,679,979	\$25,048,909	\$25,871,229	\$25,076,813
Lease/Bond Proceeds	\$0	\$0	\$0	\$0	\$0
Transfers Out	(\$2,282,132)	(\$2,141,439)	(\$2,476,880)	(\$2,169,091)	(\$1,898,027)
Total Other Financing Sources/(Uses)	\$22,705,367	\$22,538,540	\$22,572,029	\$23,702,138	\$23,178,786
Net Change in Fund Balance	\$4,407,894	\$2,909,965	\$473,127	\$1,279,651	(\$806,945)
Fund Balance - Beginning	\$30,504,166	\$34,912,060	\$37,822,025	\$38,295,152	\$39,574,803
Fund Balance - Ending	\$34,912,060	\$37,822,025	\$38,295,152	\$39,574,803	\$38,767,858
Unassigned Fund Balance	\$29,245,964	\$28,805,065	\$28,937,833	\$36,737,406	\$35,643,039

* 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Property Taxes	\$7,898,843	\$8,124,534	\$8,402,709	\$8,546,077	\$8,947,930
Sales Taxes	\$23,321,470	\$23,306,189	\$23,767,086	\$23,184,765	\$23,668,382
Gross Receipts & Other Local Taxes *	\$11,641,679	\$11,147,263	\$11,569,758	\$11,113,026	\$10,418,850
Intragovernmental Revenues **	\$4,407,469	\$4,748,750	\$4,814,756	\$5,774,864	\$5,075,091
Grants	\$4,119,790	\$3,228,182	\$3,546,635	\$3,429,636	\$4,060,183
Interest	\$699,133	(\$198,858)	\$184,958	\$1,769,561	\$877,266
Less: GASB 31 Interest Adjustment	(\$117,395)	\$446,942	\$943,168	(\$523,198)	(\$16,740)
Fees and Service Charges	\$0	\$0	\$0	\$0	\$0
Other Local Revenues ++	\$7,304,320	\$7,133,567	\$6,562,959	\$5,931,860	\$5,840,391
Total Financial Sources Before Transfers In	\$59,275,309	\$57,936,569	\$59,792,029	\$59,226,591	\$58,871,353
Transfers In ^	\$24,987,499	\$24,679,979	\$25,048,909	\$25,871,229	\$25,076,813
Total Financial Sources	\$84,262,808	\$82,616,548	\$84,840,938	\$85,097,820	\$83,948,166
Financial Uses					
Personnel Services	\$53,766,134	\$53,256,899	\$56,576,791	\$57,317,189	\$61,129,681
Supplies & Materials	\$5,332,465	\$5,576,751	\$4,965,735	\$5,873,336	\$5,235,286
Travel & Training	\$483,319	\$415,650	\$582,917	\$522,796	\$263,464
Intragovernmental Charges	\$7,586,654	\$8,363,868	\$8,281,313	\$8,102,054	\$7,411,937
Utilities, Services & Other Misc.	\$8,777,064	\$8,676,452	\$9,374,760	\$9,289,656	\$8,369,545
Interest & Lease Payment	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees					
Transfers Out	\$2,282,132	\$2,141,439	\$2,476,880	\$2,169,091	\$1,898,027
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$1,744,541	\$828,582	\$1,166,247	\$1,067,245	\$463,911
Enterprise Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$79,972,309	\$79,259,641	\$83,424,643	\$84,341,367	\$84,771,851
Financial Sources Over (Under) Uses	\$4,290,499	\$3,356,907	\$1,416,295	\$756,453	(\$823,685)
Unassigned Fund Balance	\$29,245,964	\$28,805,065	\$28,937,833	\$36,737,406	\$35,643,039
Less: GASB 31 Pooled Cash Adjustment	\$645,023	\$926,809	\$1,632,285	\$1,519,540	\$1,504,961
Less: IBB+ Amount to be Appropriated	(\$4,407,894)	(\$2,590,983)	\$0	\$0	\$0
Ending Unassigned Cash Reserve	\$25,483,093	\$27,140,891	\$30,570,118	\$38,256,946	\$37,148,000
Total Budgeted Financial Uses	\$84,825,464	\$83,751,484	\$83,511,190	\$85,023,203	\$90,418,132
x Cash Reserve Target%	x 20%	x 20%	x 20%	x 20%	x 20%
Budgeted Cash Reserve Target	\$16,965,093	\$16,750,297	\$16,702,238	\$17,004,641	\$18,083,626
Above/(Below) Cash Reserve Target	\$8,518,000	\$10,390,594	\$13,867,880	\$21,252,305	\$19,064,374

+ 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, and risk management. With the exception of Self Insurance, which is budgeted in an Internal Service Fund, 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.

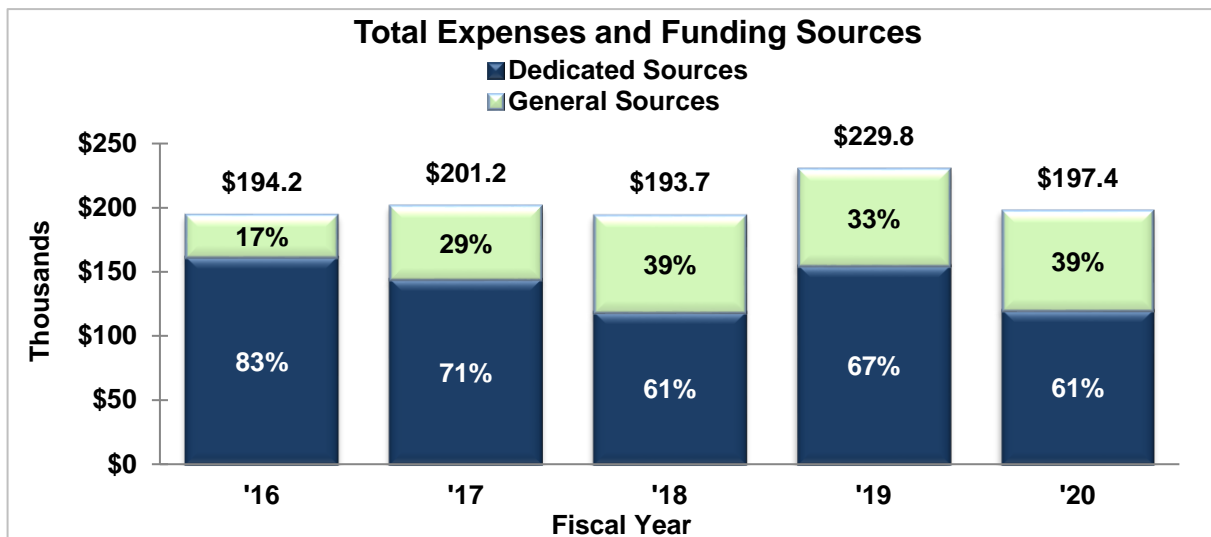
City General - City General accounts for non-departmental expenditures. These include various subsidies and transfers as well as other items which are not related to a specific department.

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
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
2020	\$119,552	\$77,869	\$197,421
5 Yr % Chg	(25.73%)	134.39%	1.66%
5 Yr \$ Chg	(\$41,416)	\$44,647	\$3,231

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 had an amount allocated each year which was called Council Reserve and that amount was 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. This was removed by Council in and for FY 2020.

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.

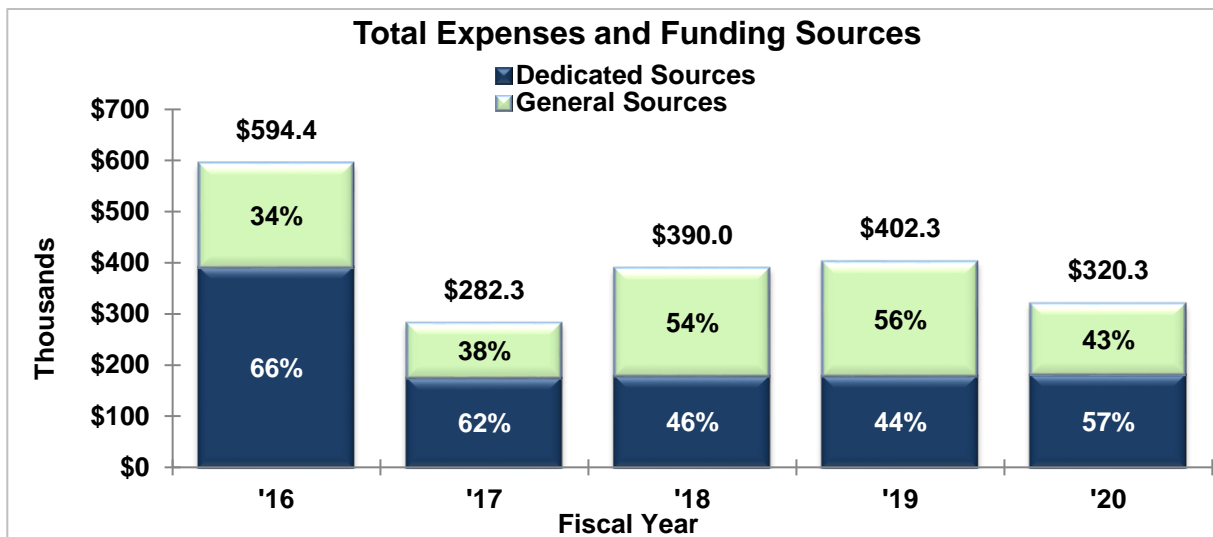
Analysis: Total expenses increased 1.66% over the past five years.

- 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.
- In FY 2020 expenses decreased \$32,398 (14.1%) due to budget cuts.

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



Fiscal Year	Total		Total Expenses
	Dedicated Sources	Total General Sources	
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
2020	\$181,181	\$139,097	\$320,278
5 Yr % Chg	(53.62%)	(31.72%)	(46.11%)
5 Yr \$ Chg	(\$209,478)	(\$64,608)	(\$274,086)

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.

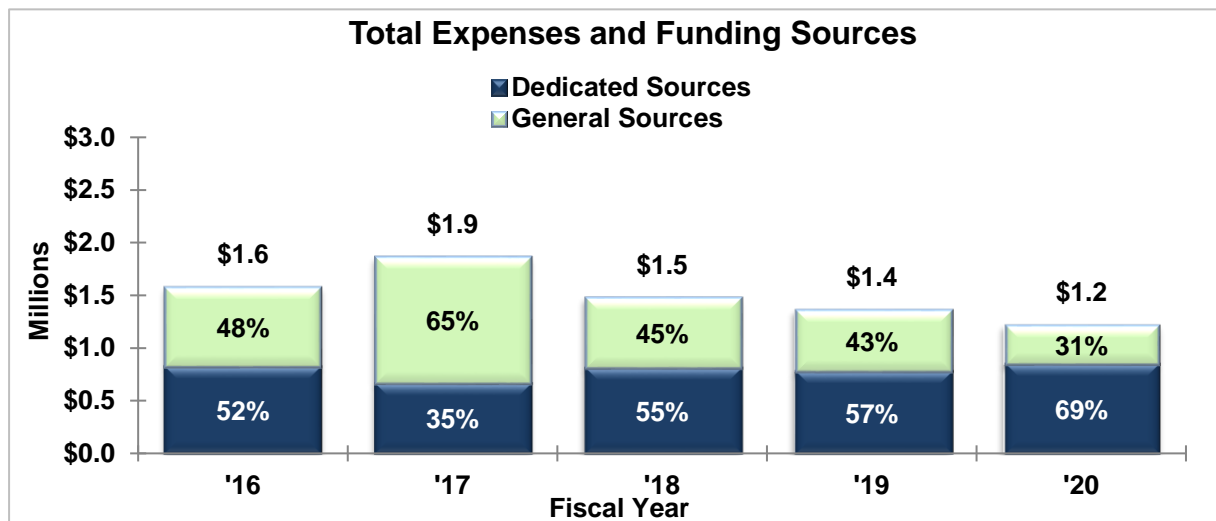
Analysis: Total expenses decreased 46.11% for the period shown.

- 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 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.
- In FY 2020 an election was held in June due to Covid and was for two wards (normally would occur in April). The election expense was almost \$47,000 lower than 2019, which also only had one election but was city-wide for Mayor and also two wards/Council seats.
- FY 2020 expenses were also lower due to a position only filled partially through FY 2020.

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 Manager - General Fund Budget



Fiscal Year	Total		Total Expenses
	Dedicated Sources	Total General Sources	
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
2020	839,863	371,198	\$1,211,061
5 Yr % Chg	3.03%	(50.92%)	(22.94%)
5 Yr \$ Chg	\$24,716	(\$385,155)	(\$360,439)

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).

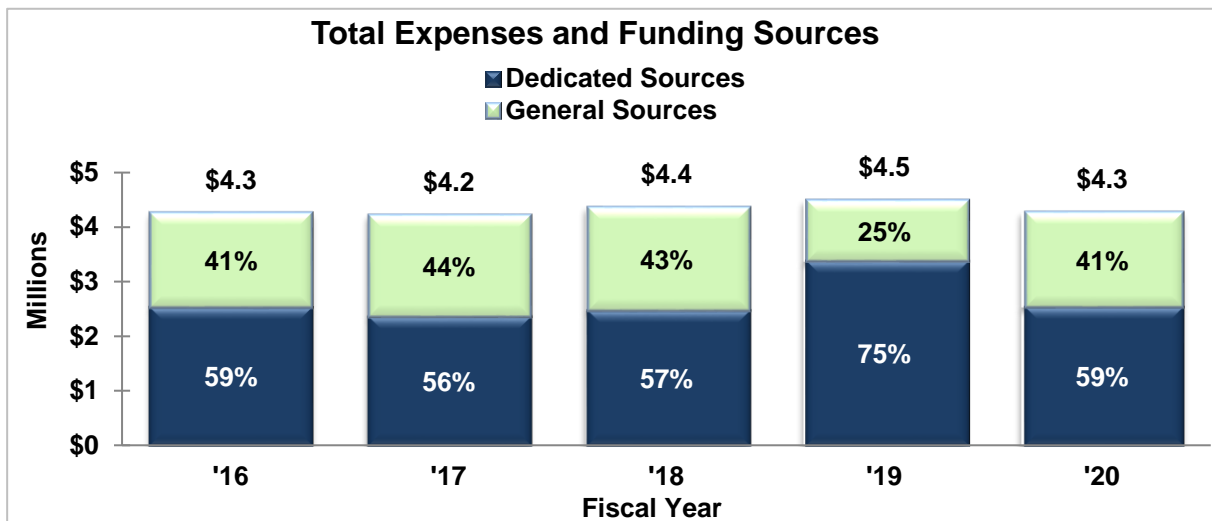
Analysis: For the period shown, total expenses decreased 22.94%. Annual significant increases or decreases are due to several organizational changes within the department.

- 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.
- In FY 2020 personnel services decreased \$149,896 due to budget cuts.

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
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
2020	2,524,965	1,745,180	\$4,270,145
5 Yr % Chg	0.23%	0.47%	0.33%
5 Yr \$ Chg	\$5,815	\$8,243	\$14,058

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

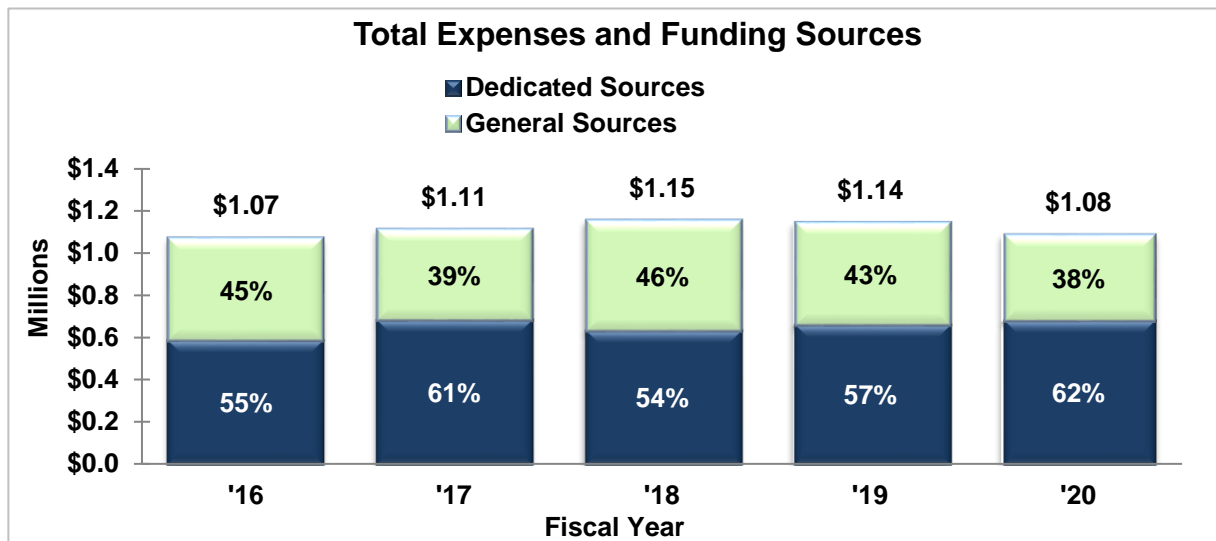
Analysis: Total expenses increased 0.33% for the period shown.

- 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.
- In FY 2020 expenses decreased by \$217,794 mostly due to travel restrictions and the City wide mandate to cut 10% from division budgets in response to the COVID-19 pandemic and expected revenue shortfalls.

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



Fiscal Year	Total		Total Expenses
	Dedicated Sources	Total General Sources	
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
2020	675,670	408,805	\$1,084,475
5 Yr % Chg	15.99%	(15.90%)	1.48%
5 Yr \$ Chg	\$93,139	(\$77,273)	\$15,866

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.

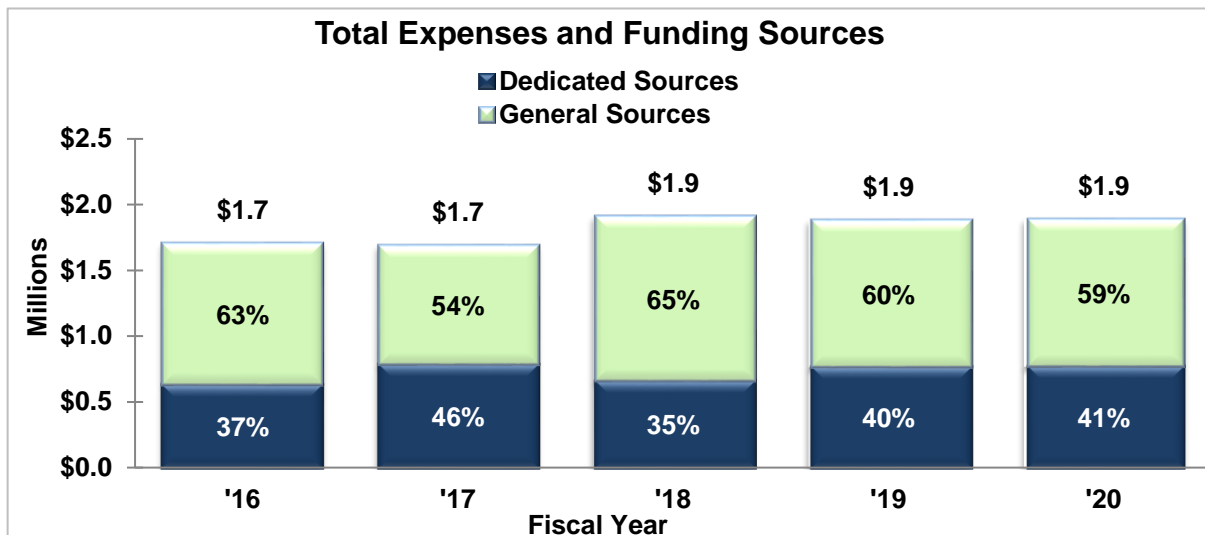
Analysis: For the period shown total expenses increased 1.48%.

- In FY 2017 expenses increased due to intragovernmental charges and advertising expenses for vacant positions.
- In FY 2018 expenses increased due to higher intragovernmental charges, materials and supplies and training costs.
- In FY 2020 expenses decreased by \$57,241 largely due to decreased advertising costs (decrease of \$45,720).

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>
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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
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
2020	767,422	1,118,631	\$1,886,053
5 Yr % Chg	22.13%	4.14%	10.78%
5 Yr \$ Chg	\$139,079	\$44,449	\$183,528

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 prior to FY 2020 received a transfer from the Community Development Block Grant Fund for housing activities conducted by the commission. The transfer to Law did not occur in FY 2020, but the Law Department continues to serve as staff liaison.

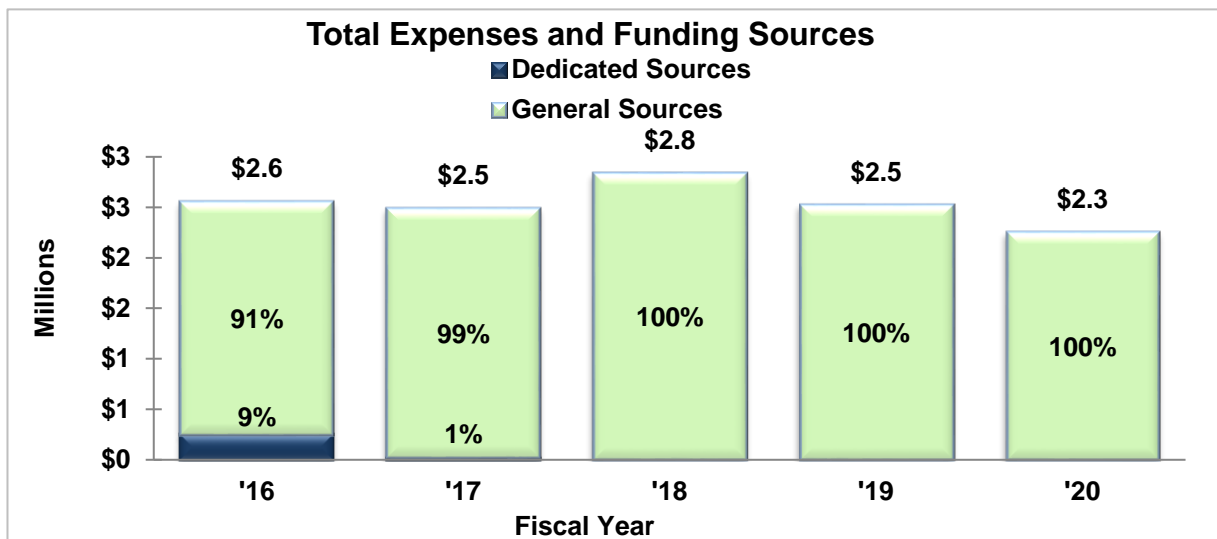
Analysis: Total expenses increased 10.78%. There were several organizational changes that caused this increase.

- 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. The transfer of the position from Municipal Court was required by a Supreme Court mandate related to municipal court operating procedures to separate judiciary functions from executive 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/>)
- 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
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
2020	\$0	\$2,251,621	\$2,251,621
5 Yr % Chg	(100.00%)	(2.65%)	(11.87%)
5 Yr \$ Chg	(\$241,932)	(\$61,235)	(\$303,167)

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).

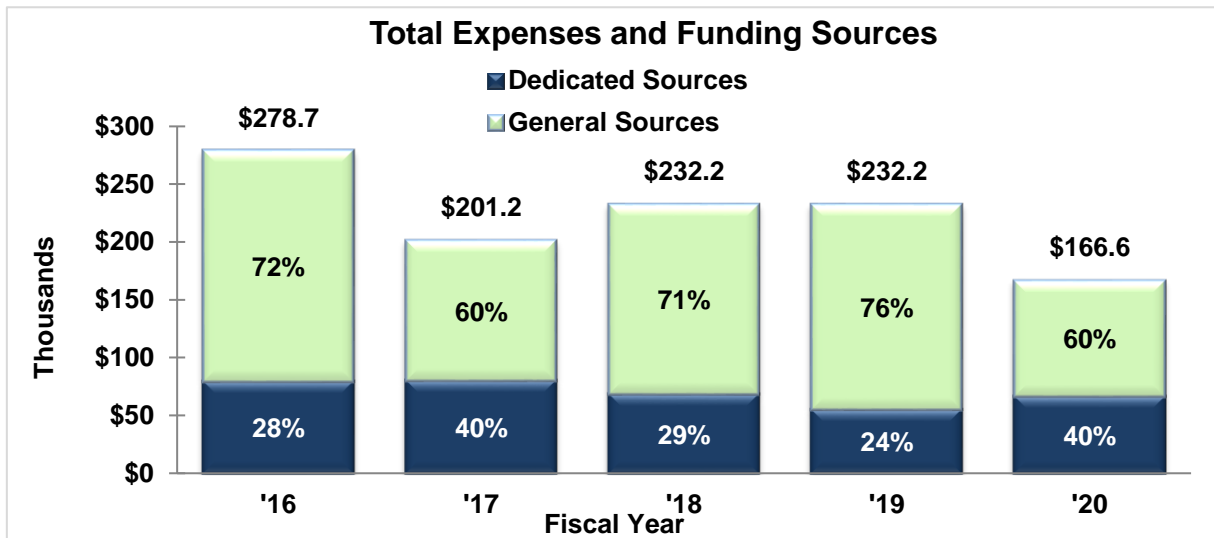
Analysis: Total expenses decreased 11.87%. There were several significant changes in this budget over the past five years.

- 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.
- In FY 2020 expenses decreased due to several transfers that were made in FY 2019 and not in 2020.

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	
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
2020	\$66,033	\$100,602	\$166,635
5 Yr % Chg	(16.09%)	(49.69%)	(40.20%)
5 Yr \$ Chg	(\$12,660)	(\$99,382)	(\$112,042)

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, Parking, 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.

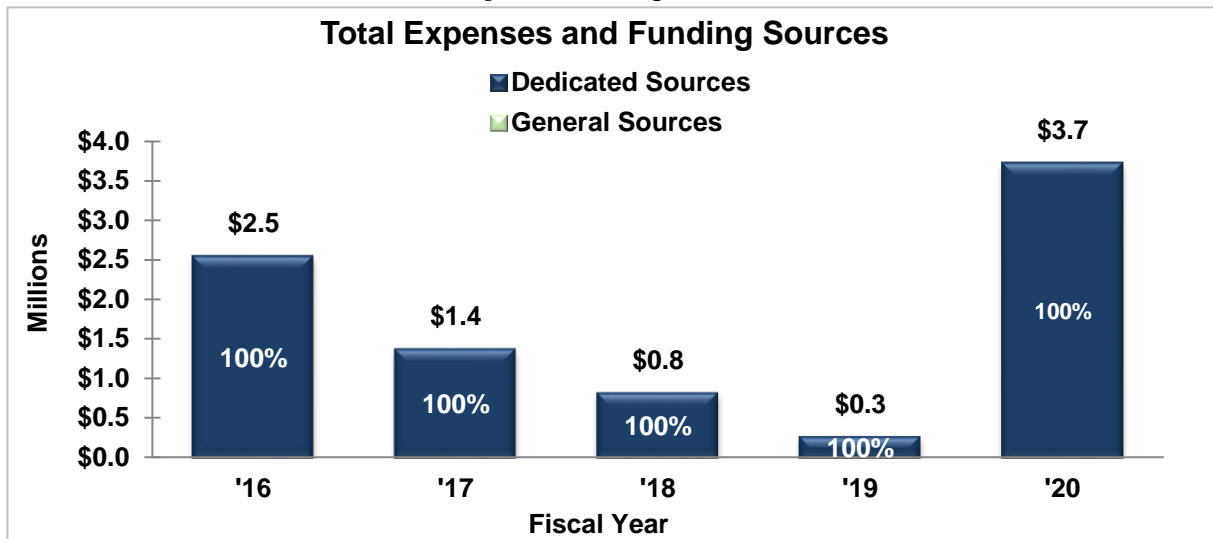
Analysis: Total expenses decreased 40.20% for the period shown. These decreases are due to several organizational changes.

- 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.
- In FY 2020 expenses decreased due to budget cuts.

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
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
2020	\$3,718,161	\$0	\$3,718,161
5 Yr % Chg	46.42%		46.42%
5 Yr \$ Chg	\$1,178,829	\$0	\$1,178,829

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.

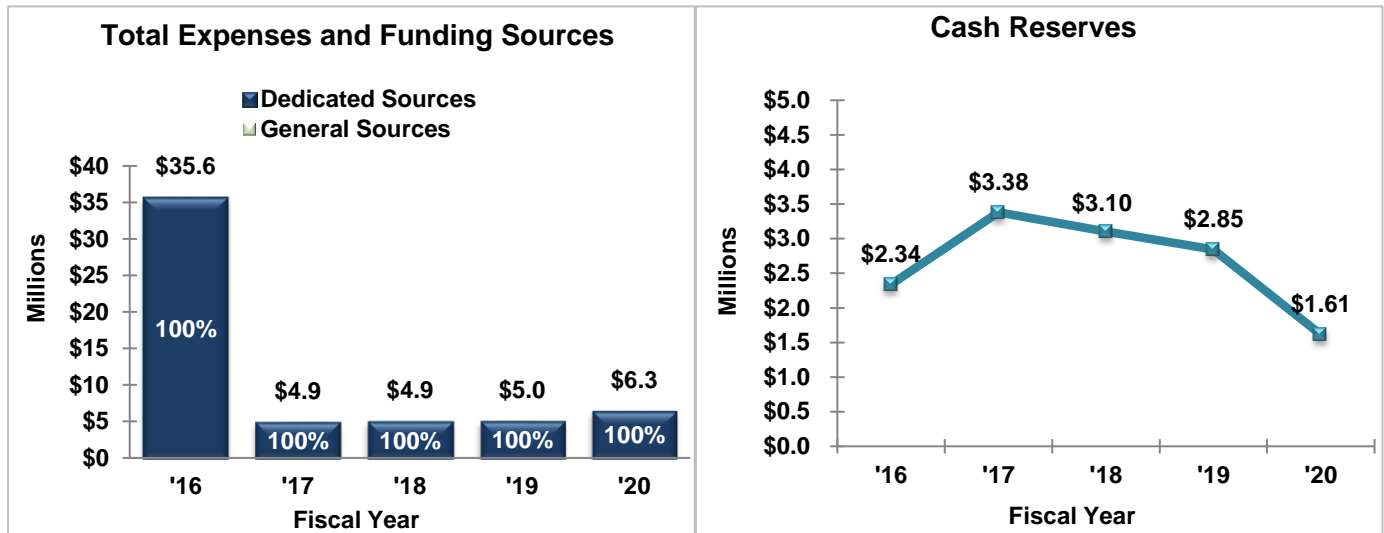
Dedicated Funding Sources: All of the funding is dedicated funding and include transfers from special revenue sources such as the Public Improvement Fund, bond proceeds, and other local revenues.

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
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
2020	\$6,333,704	\$0	\$6,333,704

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 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020
Revenues:					
Revenue from Other Governmental Units	\$0	\$188,773	\$0	\$0	\$0
Investment Revenue	\$102,692	(\$8,884)	\$12,139	\$96,761	\$59,798
Miscellaneous Revenue	\$1,755,731	\$1,779,151	\$1,779,204	\$1,863,400	\$1,881,162
Total Revenues	\$1,858,423	\$1,959,040	\$1,791,343	\$1,960,161	\$1,940,960
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.	\$601,417	\$516,948	\$576,328	\$635,350	\$572,360
Capital	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$237,281	\$0	\$0	\$318	\$318
Interest Expense	\$1,209,593	\$1,049,589	\$915,531	\$774,460	\$621,234
Principal Payments	\$8,508,973	\$3,294,650	\$3,423,991	\$3,569,272	\$5,139,792
Total Expenditures	\$10,557,264	\$4,861,187	\$4,915,850	\$4,979,400	\$6,333,704
Excess (Deficiency) of Revenues Over Expenditures	(\$8,698,841)	(\$2,902,147)	(\$3,124,507)	(\$3,019,239)	(\$4,392,744)
Other Financing Sources (Uses):					
Lease/Bond Proceeds	\$19,279,838	\$0	\$0	\$0	\$0
Payment to Refunded Bond Escrow Agent	(\$19,039,585)	\$0	\$0	\$0	\$0
Transfers In	\$9,119,704	\$2,817,713	\$2,798,798	\$2,788,608	\$3,178,014
Transfers Out	(\$5,979,433)	\$0	\$0	\$0	\$0
Total Other Financing Sources/(Uses)	\$3,380,524	\$2,817,713	\$2,798,798	\$2,788,608	\$3,178,014
Net Change in Fund Balance	(\$5,318,317)	(\$84,434)	(\$325,709)	(\$230,631)	(\$1,214,730)
Beginning Fund Balance	\$8,680,140	\$3,361,823	\$3,277,389	\$2,951,680	\$2,721,049
Ending Fund Balance	\$3,361,823	\$3,277,389	\$2,951,680	\$2,721,049	\$1,506,319

General Government Debt

Funding Sources and Uses

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Grant Revenue	\$0	\$188,773	\$0	\$0	\$0
Interest	\$102,692	(\$8,884)	\$12,139	\$96,761	\$59,798
Less: GASB 31 Interest Adjustment	(\$6,486)	\$26,666	\$50,300	(\$28,422)	(\$19,071)
Other Local Revenues	\$1,755,731	\$1,779,151	\$1,779,204	\$1,863,400	\$1,881,162
Lease/Bond Proceeds	\$19,279,838	\$0	\$0	\$0	\$0
Total Financial Sources Before Transfers	\$21,131,775	\$1,985,706	\$1,841,643	\$1,931,739	\$1,921,889
Transfers In	\$9,119,704	\$2,817,713	\$2,798,798	\$2,788,608	\$3,178,014
Total Financial Sources	\$30,251,479	\$4,803,419	\$4,640,441	\$4,720,347	\$5,099,903
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.	\$601,417	\$516,948	\$576,328	\$635,350	\$572,360
Capital	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$237,281	\$0	\$0	\$318	\$318
Interest Expense	\$1,209,593	\$1,049,589	\$915,531	\$774,460	\$621,234
Transfers Out	\$5,979,433	\$0	\$0	\$0	\$0
Payment to refunded bond escrow agent	\$19,039,585	\$0	\$0	\$0	\$0
Principal Payments	\$8,508,973	\$3,294,650	\$3,423,991	\$3,569,272	\$5,139,792
Capital Additions	\$0	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Expenditure Uses	\$35,576,282	\$4,861,187	\$4,915,850	\$4,979,400	\$6,333,704
Increase/(Decrease) to Cash	(\$5,324,803)	(\$57,768)	(\$275,409)	(\$259,053)	(\$1,233,801)
Cash and Cash Equivalents	\$2,021,430	\$3,273,958	\$2,947,123	\$2,717,005	\$1,505,010
Less: GASB 31 Pooled Cash Adj	\$319,873	\$106,554	\$156,854	\$128,433	\$109,362
Ending Cash Reserves	\$2,341,303	\$3,380,512	\$3,103,977	\$2,845,438	\$1,614,372

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.

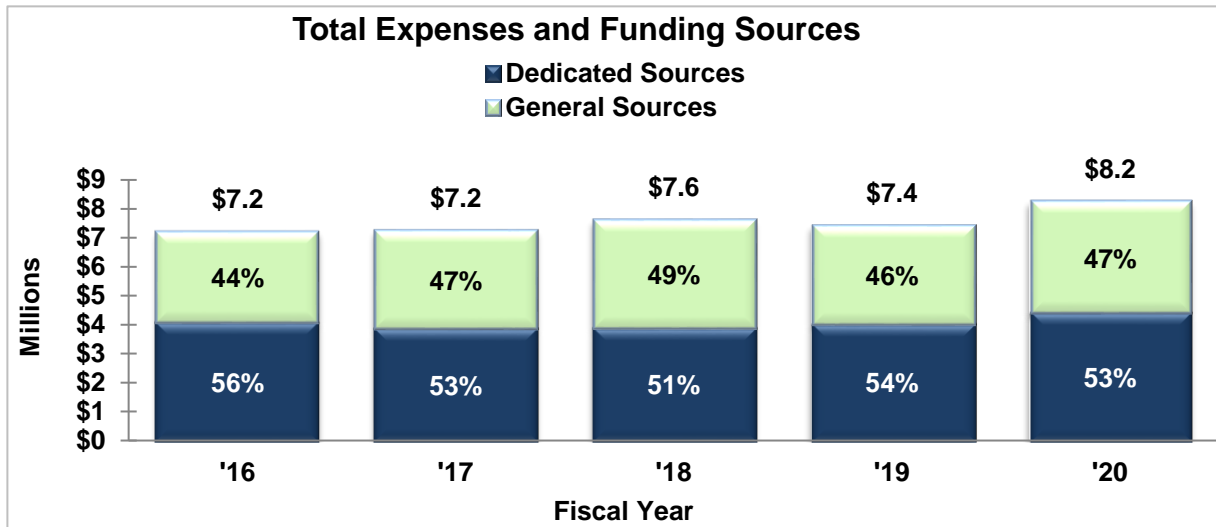
Community Development Block Grant - Community Development Block Grant Fund (CDBG) administers federal funding to improve low to moderate income neighborhoods through improvement of public infrastructure and community facilities, demolition of dilapidated buildings, and construction of replacement housing, 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
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
2020	\$4,381,719	\$3,851,213	\$8,232,932
5 Yr % Chg	7.99%	23.19%	14.61%
5 Yr \$ Chg	\$324,375	\$724,992	\$1,049,367

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 Evaluation, 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).

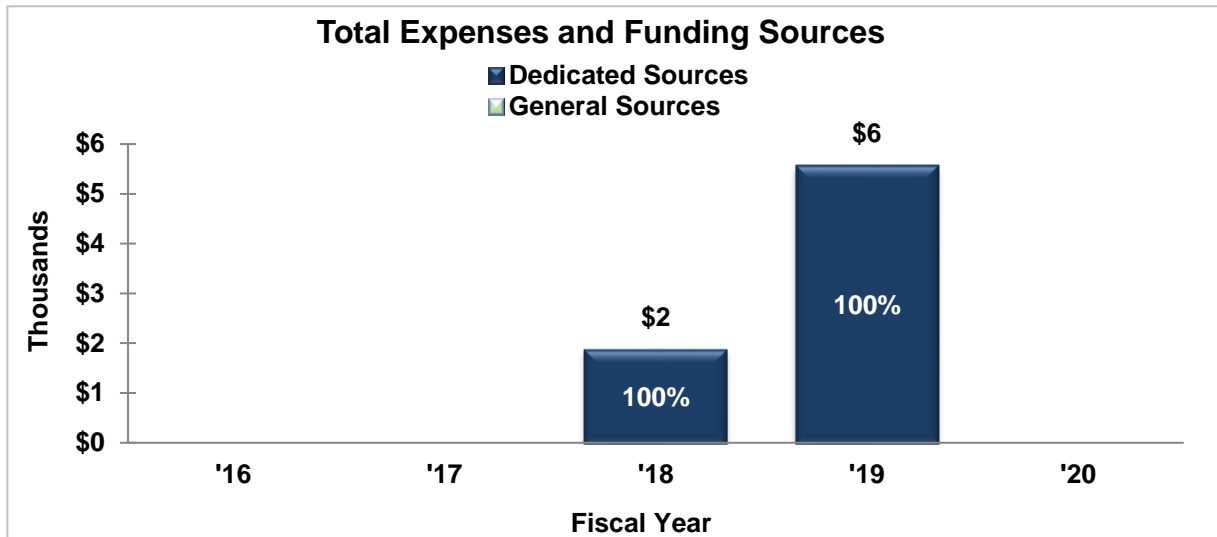
Analysis: For the period shown, total expenses increased \$1,049,367 or 14.61%.

- 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
2016	\$0	\$0	\$0
2017	\$0	\$0	\$0
2018	\$1,856	\$0	\$1,856
2019	\$5,547	\$0	\$5,547
2020	\$0	\$0	\$0
<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.

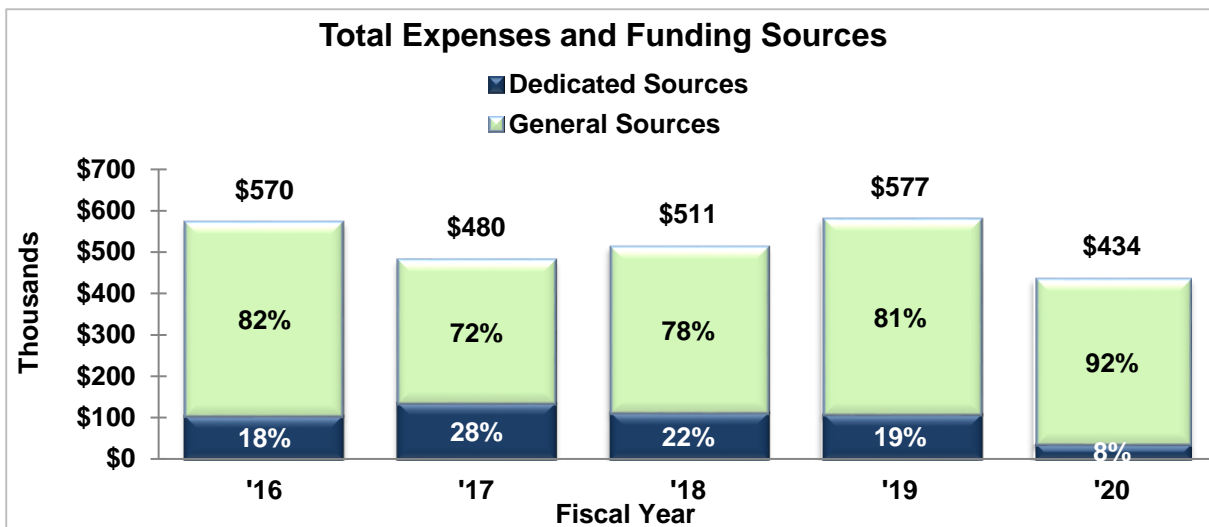
Analysis: The amount of expenses can vary widely from year to year based on the size and timing of construction on projects.

- 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
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
2020	\$34,852	\$398,787	\$433,639
5 Yr % Chg	(66.33%)	(14.58%)	(23.97%)
5 Yr \$ Chg	-\$68,662	-\$68,054	-\$136,716

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.

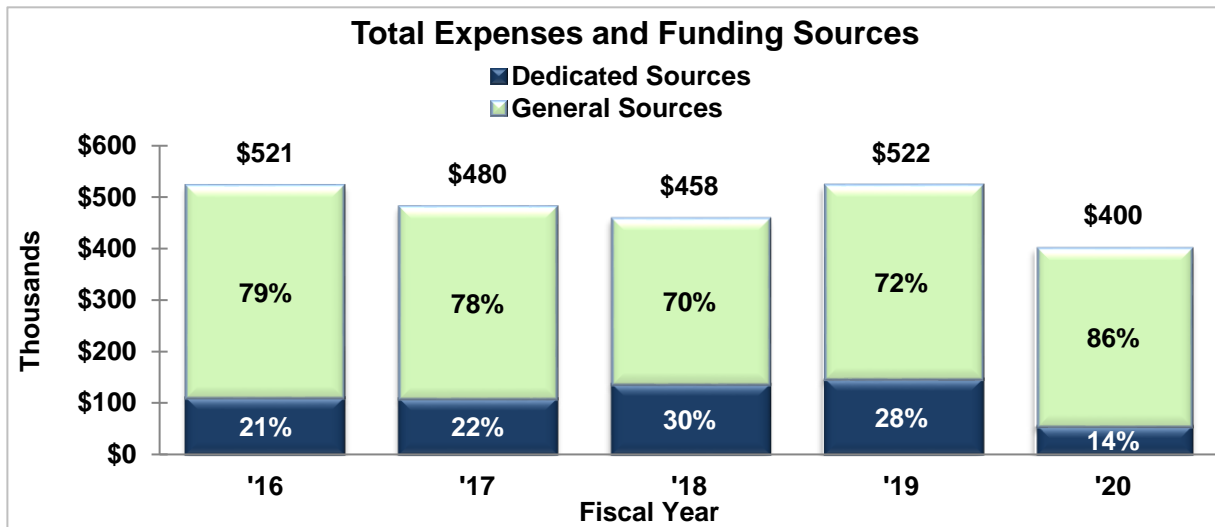
Analysis: For the period shown, total expenses decreased \$136,716 or 23.97%.

- 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.
- In FY 2020 expenses decreased due a reduction in miscellaneous contractual services related to REDI.

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
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
2020	\$53,970	\$345,671	\$399,641
5 Yr % Chg	(50.72%)	(16.03%)	(23.32%)
5 Yr \$ Chg	-\$55,555	(\$65,985)	-\$121,540

Description: The Office of Cultural Affairs (OCA) 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 (CVB) (funding through 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). There was a decrease in FY 2020 as Cultural Affairs will no longer receive transfers from CVB to pay for curation of the Maplewood House and the Blind Boone Home (\$30,000). Instead CVB will pay expenses directly to the Maplewood House and Boone Home. OCA will no longer receive \$25,000 from CVB to send to the Columbia Arts Foundation (CAF) as that will now go directly to the CAF from CVB.

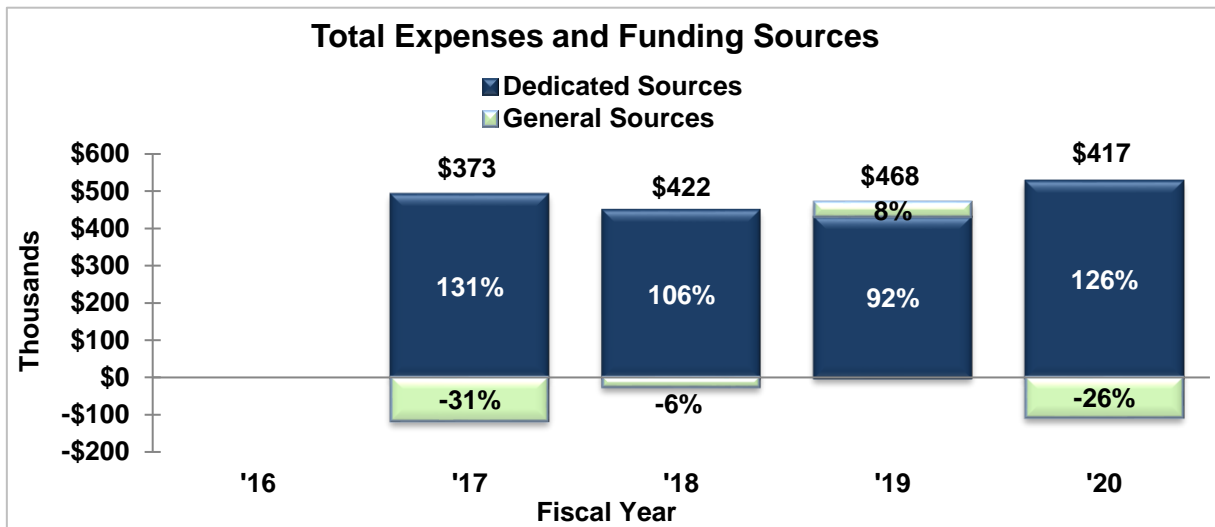
Analysis: For the period shown, total expenses decreased \$121,540 or 23.32%

- 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.
- In FY 2020 expenses decreased due to budget cuts and payments made by CVB that had been made by OCA.

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
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
2020	\$525,574	(\$108,138)	\$417,436
5 Yr % Chg			
5 Yr \$ Chg	\$525,574	(\$108,138)	\$417,436

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.

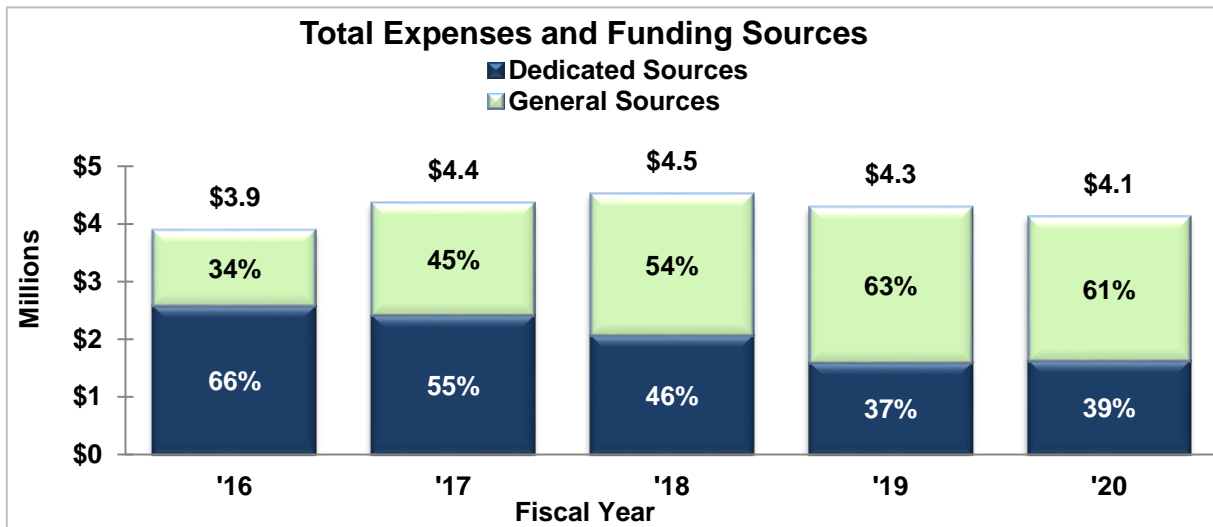
Analysis:

- 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.
- In FY 2020 expenses decreased due to budget cuts.
- 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
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
2020	\$1,622,433	\$2,492,035	\$4,114,468
5 Yr % Chg	(36.88%)	89.80%	5.95%
5 Yr \$ Chg	(\$947,914)	\$1,179,034	\$231,120

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 trade 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).

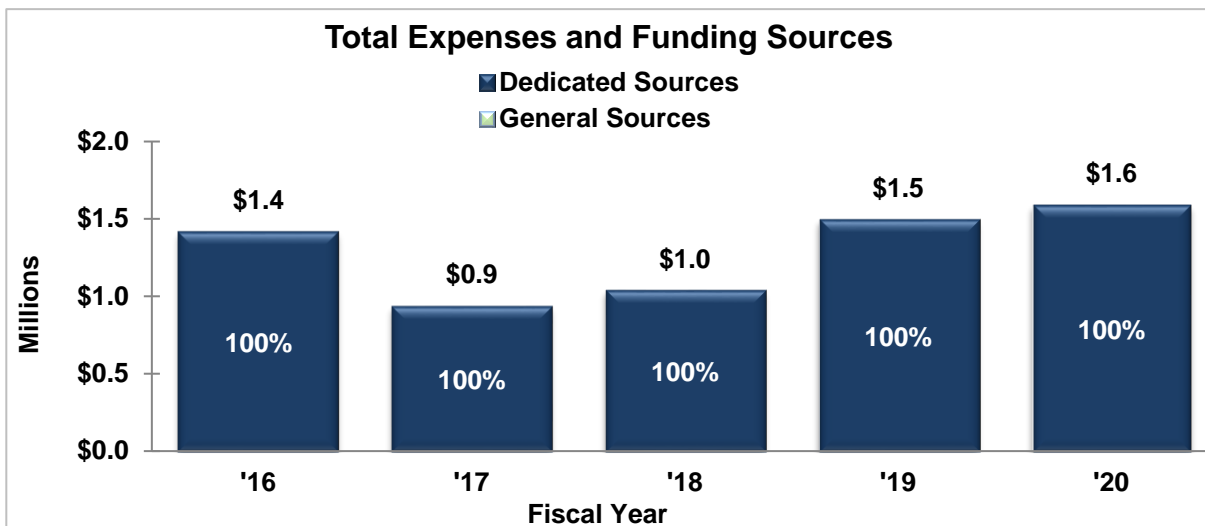
Analysis: For the period shown, total expenses increased \$231,120 or 5.95%. This increase is primarily due to one-time general fund savings which were used by the department in several of the years during this time period.

- 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
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
2020	\$1,579,263	\$0	\$1,579,263
5 Yr % Chg	12.12%		12.12%
5 Yr \$ Chg	\$170,764	\$0	\$170,764

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 increased \$170,764 or 12.12%

- 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Revenues:					
Grant Revenue	\$1,711,395	\$1,260,685	\$1,074,442	\$1,156,112	\$1,397,379
Investment Revenue	\$11,315	\$11,222	\$12,219	\$10,430	\$9,523
Miscellaneous Revenue	\$1,000	\$20,700	\$400	\$400	\$1,326
Total Revenues	\$1,723,710	\$1,292,607	\$1,087,061	\$1,166,942	\$1,408,228
Expenditures					
Personnel Services	\$225,510	\$243,311	\$240,588	\$260,858	\$274,007
Supplies and Materials	\$5,811	\$2,188	\$1,619	\$2,043	\$5,887
Travel and Training	\$3,640	\$6,057	\$7,507	\$6,398	\$2,648
Intragovernmental	\$0	\$0	\$0	\$0	\$0
Utilities, Services and Miscellaneous	\$881,815	\$593,309	\$657,915	\$1,172,136	\$1,169,991
Total Expenditures	\$1,116,776	\$844,865	\$907,629	\$1,441,435	\$1,452,533
Excess (Deficiency) of Revenues Over Expenditures Before Transfers	\$606,934	\$447,742	\$179,432	(\$274,493)	(\$44,305)
Other Financing Sources(Uses):					
Transfers In	\$0	\$0	\$0	\$0	\$7,774
Transfers Out	(\$291,723)	(\$81,563)	(\$120,815)	(\$45,432)	(\$126,730)
Total Other Financing Sources/(Uses)	(\$291,723)	(\$81,563)	(\$120,815)	(\$45,432)	(\$118,956)
Net Change in Fund Balance	\$315,211	\$366,179	\$58,617	(\$319,925)	(\$163,261)
 Fund Balance - Beginning	 \$7,029,657	 \$7,344,868	 \$7,711,047	 \$7,769,664	 \$7,449,739
 Fund Balance - Ending	 \$7,344,868	 \$7,711,047	 \$7,769,664	 \$7,449,739	 \$7,286,478

Community Development Block Grant (CDBG) Fund

Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Grant Revenue	\$1,711,395	\$1,260,685	\$1,074,442	\$1,156,112	\$1,397,379
Interest	\$11,315	\$11,222	\$12,219	\$10,430	\$9,523
Less: GASB 31 Interest Adjustment	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenues	\$1,000	\$20,700	\$400	\$400	\$1,326
Total Financial Sources Before Transfers	\$1,723,710	\$1,292,607	\$1,087,061	\$1,166,942	\$1,408,228
Transfers In	\$0	\$0	\$0	\$0	\$7,774
Total Financial Sources	\$1,723,710	\$1,292,607	\$1,087,061	\$1,166,942	\$1,416,002
Financial Uses					
Personnel Services	\$225,510	\$243,311	\$240,588	\$260,858	\$274,007
Less: GASB 16 Vacation Liability Adjustment*	\$0	\$0	\$0	\$0	\$0
Less: GASB 68 Pension Adjustment*	\$0	\$0	\$0	\$0	\$0
Supplies and Materials	\$5,811	\$2,188	\$1,619	\$2,043	\$5,887
Travel and Training	\$3,640	\$6,057	\$7,507	\$6,398	\$2,648
Intragovernmental Charges	\$0	\$0	\$0	\$0	\$0
Utilities, Services and Other Misc.	\$881,815	\$593,309	\$657,915	\$1,172,136	\$1,169,991
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$291,723	\$81,563	\$120,815	\$45,432	\$126,730
Total Financial Uses	\$1,408,499	\$926,428	\$1,028,444	\$1,486,867	\$1,579,263
Financial Sources Over/(Under) Uses	\$315,211	\$366,179	\$58,617	(\$319,925)	(\$163,261)
Cash and Cash Equivalents	\$0	\$4,100	\$283,269	\$37,752	\$0
Less: GASB 31 Pooled Cash Adj	\$0	\$0	\$0	\$0	\$0
Ending Cash Reserves	\$0	\$4,100	\$283,269	\$37,752	\$0

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

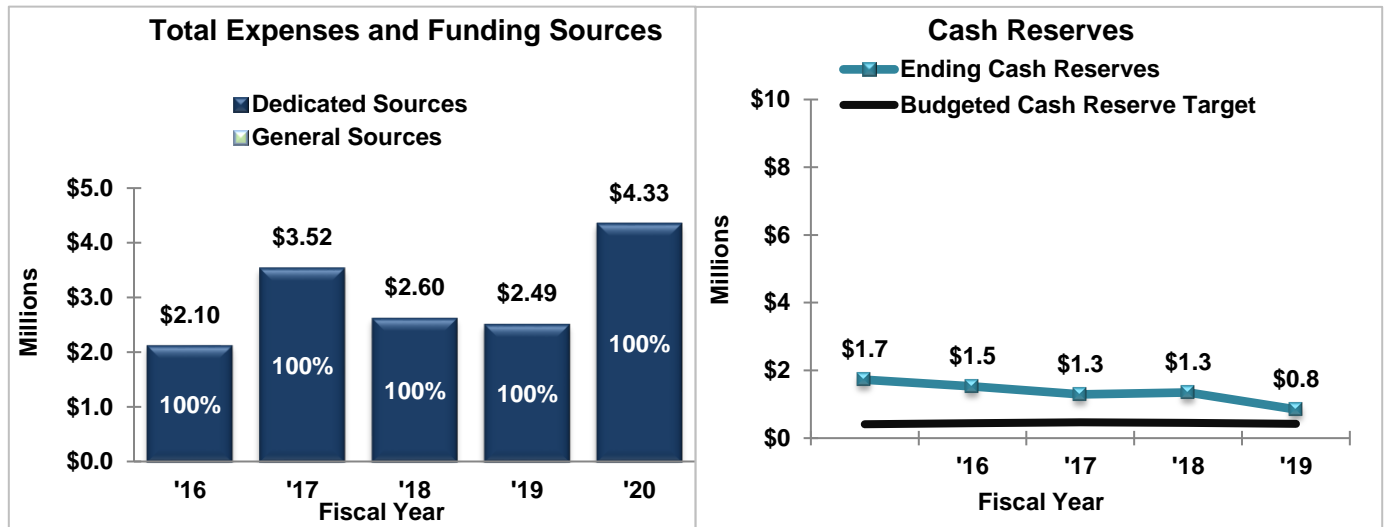
* There are no GASB 16 or GASB 68 Adjustments for special revenue funds

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
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
2020	\$4,329,342	\$0	\$4,329,342
5 Yr % Chg	105.72%		105.72%
5 Yr \$ Chg	\$2,224,851	\$0	\$2,224,851

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 \$2,224,751 or 105.72%.

- 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.
- In FY 2020 expenses increased due to transfers to the Airport of \$1,959,429.
- Cash reserves have been above the budgeted cash reserve target for all years shown. 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Revenues					
Hotel/Motel Tax 3% Operating	\$1,916,906	\$2,047,492	\$1,967,403	\$2,048,205	\$1,316,906
Hotel/Motel Tax 1% Tourism Development Fund	\$638,969	\$682,497	\$655,801	\$682,735	\$438,969
Hotel/Motel Temp. Tax 1% Airport Improvements	\$0	\$497,149	\$673,663	\$682,735	\$438,969
Grant Revenues	\$52,030	\$123,984	\$61,585	\$92,141	\$275,283
Investment Revenue	\$117,070	(\$25,122)	\$13,266	\$230,520	\$112,036
Miscellaneous Revenue	\$19,272	\$41,431	\$29,978	\$26,736	\$20,694
Total Revenues	\$2,744,247	\$3,367,431	\$3,401,696	\$3,763,072	\$2,602,857
Expenditures					
Personnel Services	\$575,312	\$616,907	\$681,053	\$676,751	\$811,764
Supplies and Materials	\$30,921	\$42,824	\$36,432	\$26,389	\$14,570
Travel and Training	\$27,615	\$16,017	\$18,327	\$18,376	\$11,739
Intragovernmental	\$122,319	\$217,729	\$228,141	\$270,446	\$196,819
Utilities, Services & Other Misc.	\$1,064,708	\$1,399,783	\$1,230,348	\$1,271,140	\$1,220,501
Capital Additions	\$0	\$0	\$0	\$0	\$0
Interest Expense	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,820,875	\$2,293,260	\$2,194,301	\$2,263,102	\$2,255,393
Excess (Deficiency) of Revenues Over Expenditures Before Transfers	\$923,372	\$1,074,171	\$1,207,395	\$1,499,970	\$347,464
Other Financing Sources(Uses):					
Transfers In	\$0	\$4,000	\$0	\$22,021	\$0
Transfer to General Fund - CM Spec Events	(\$57,057)	(\$59,320)	(\$61,205)	(\$56,383)	\$0
Transfer to Gen. Fund - Temp. 1% Hotel/Motel Tax Election	(\$68,059)	\$0	\$0	\$0	\$0
Transfer to Employee Benefit Fund - FY 2019 One time	\$0	\$0	\$0	(\$2,450)	\$0
Transfer to GF for Boards & Commissions	\$0	\$0	(\$2,000)	(\$2,000)	(\$2,000)
Transfer to Cultural Affairs - Maplewood & Blind Boone	(\$30,000)	(\$30,000)	(\$30,000)	(\$30,000)	\$0
Transfer to Cultural Affairs - Col. Arts Fund	\$0	\$0	(\$25,000)	(\$25,000)	\$0
Transfers to Economic Development	(\$50,000)	(\$75,000)	(\$46,000)	(\$75,000)	\$0
Transfer to Capital Project Fund (Walton Bldg)	(\$50,000)	(\$30,000)	(\$30,000)	(\$15,000)	(\$90,000)
Transfer to Transit - Contribution	(\$12,000)	(\$12,000)	(\$12,000)	(\$12,036)	(\$14,570)
Transfer to Airport Fund ++	\$0	\$0	(\$190,571)	\$0	(\$1,959,429)
Transfer to Capital Project Fund (Field House)+	\$0	(\$1,000,000)	\$0	\$0	\$0
Transfer to General Fund (Parks & Rec events)	(\$16,500)	(\$16,000)	(\$12,000)	(\$13,000)	(\$7,950)
Total Transfers Out	(\$283,616)	(\$1,222,320)	(\$408,776)	(\$230,869)	(\$2,073,949)
Total Other Financing Sources/(Uses)	(\$283,616)	(\$1,218,320)	(\$408,776)	(\$208,848)	(\$2,073,949)
Net Change in Fund Balance	\$639,756	(\$144,149)	\$798,619	\$1,291,122	(\$1,726,485)
Fund Balance - Beginning	\$3,829,771	\$4,469,527	\$4,325,378	\$5,123,997	\$6,415,119
Fund Balance - Ending	\$4,469,527	\$4,325,378	\$5,123,997	\$6,415,119	\$4,688,634

+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.

++In FY 2018 this was to provide the local match for the new Airport Terminal design project and in FY 2020 for the Terminal project.

Convention and Visitors Bureau Fund

Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources*					
Hotel/Motel Tax 3% Operating	\$1,916,906	\$2,047,492	\$1,967,403	\$2,048,205	\$1,316,906
Grants	\$52,030	\$123,984	\$61,585	\$92,141	\$275,283
Interest	\$117,070	(\$25,122)	\$13,266	\$230,520	\$112,036
Less: GASB 31 Interest Adjustment	(\$5,554)	\$50,080	\$106,477	(\$74,039)	(\$2,246)
Miscellaneous Revenue	\$19,272	\$41,431	\$29,978	\$26,736	\$20,694
Total Financial Sources Before Transfers	\$2,099,724	\$2,237,865	\$2,178,709	\$2,323,563	\$1,722,673
Transfers In	\$0	\$4,000	\$0	\$22,021	\$0
Total Financial Sources (for operations)	\$2,099,724	\$2,241,865	\$2,178,709	\$2,345,584	\$1,722,673
Financial Uses*					
Personnel Services	\$575,312	\$616,907	\$681,053	\$676,751	\$811,764
Less: GASB 16 Vacation Liability Adjustment**	\$0	\$0	\$0	\$0	\$0
Less: GASB 68 Pension Adjustment**	\$0	\$0	\$0	\$0	\$0
Supplies and Materials	\$30,921	\$42,824	\$36,432	\$26,389	\$14,570
Travel and Training	\$27,615	\$16,017	\$18,327	\$18,376	\$11,739
Intragovernmental	\$122,319	\$217,729	\$228,141	\$270,446	\$196,819
Utilities, Services & Other Misc.	\$1,064,708	\$1,399,783	\$1,230,348	\$1,271,140	\$1,220,501
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$283,616	\$1,222,320	\$408,776	\$230,869	\$2,073,949
Less: Expenses paid from Tourism Dev funds	(\$168,199)	(\$1,156,609)	(\$185,306)	(\$390,065)	(\$447,026)
Less: Transfer of 1% Temp tax to Airport	\$0	\$0	(\$190,571)	\$0	(\$1,959,429)
Total Financial Uses (for operations)	\$1,936,292	\$2,358,971	\$2,227,200	\$2,103,906	\$1,922,887
	81.86%	68.52%	81.02%	65.51%	57.55%
Financial Sources Over/(Under) Uses for Operations	\$163,432	(\$117,106)	(\$48,491)	\$241,678	(\$200,214)
Unrestricted Cash and Cash Equivalents	\$1,676,940	\$1,430,267	\$1,084,359	\$1,218,683	\$718,618
Less: GASB 31 Pooled Cash Adj	\$47,570	\$97,649	\$204,127	\$130,088	\$127,842
Ending Cash Reserves	\$1,724,510	\$1,527,916	\$1,288,486	\$1,348,771	\$846,460
Budgeted Operating Expenses w/o Depr	\$2,276,298	\$2,425,492	\$2,579,278	\$2,530,650	\$2,668,376
Less: Tourism Development Op-Exp	(\$425,576)	(\$425,576)	(\$425,576)	(\$499,571)	(\$611,273)
Add: Budgeted Interest Expense			\$0	\$0	\$0
Add: Budgeted Bank and Paying Agent Fees			\$0	\$0	\$0
Add: Budgeted Operating Transfers Out	\$206,057	\$1,213,320	\$385,276	\$230,858	\$652,999
Less: Op. Transfers from Tourism Dev Division	(\$7,000)	(\$1,007,000)	(\$13,500)	(\$13,500)	(\$12,000)
Less: Op. Transfer from 1% Temp Airport Tax	\$0	\$0	(\$190,571)	\$0	(\$609,429)
Total Budgeted Financial Uses for Operations	\$2,049,779	\$2,206,236	\$2,334,907	\$2,248,437	\$2,088,673
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Budgeted Cash Reserve Target	\$409,956	\$441,247	\$466,981	\$449,687	\$417,735
Above/(Below) Budgeted Cash Reserve Target	\$1,314,554	\$1,086,669	\$821,505	\$899,084	\$428,725

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

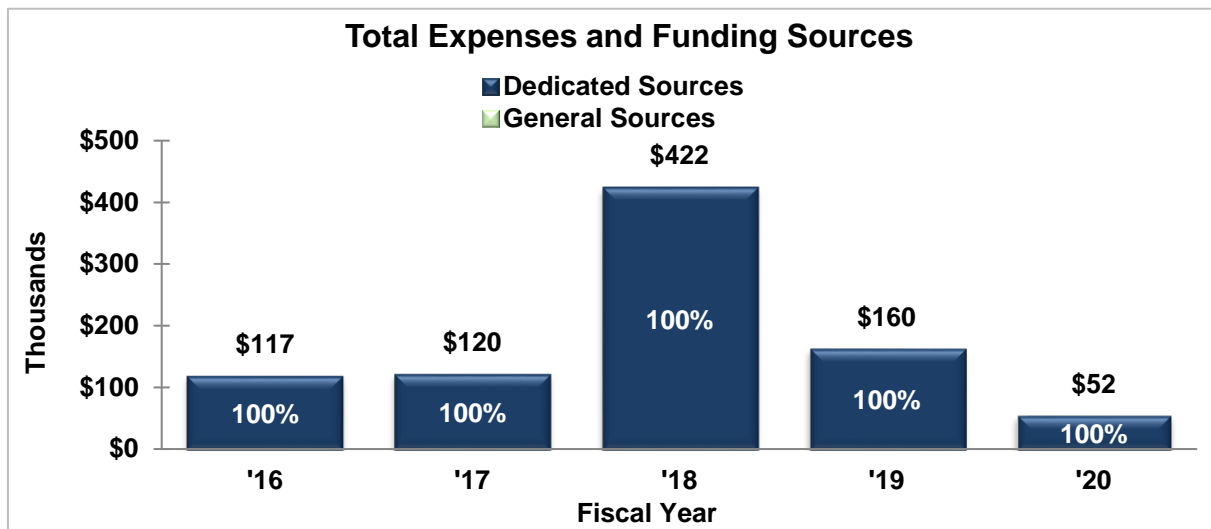
** There are no GASB 16 or GASB 68 Adjustments for special revenue funds

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
2016	\$116,737	\$0	\$116,737
2017	\$119,507	\$0	\$119,507
2018	\$422,258	\$0	\$422,258
2019	\$160,364	\$0	\$160,364
2020	\$52,262	\$0	\$52,262
5 Yr % Chg	(55.23%)		(55.23%)
5 Yr \$ Chg	(\$64,475)	\$0	(\$64,475)

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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Revenues:					
Grant Revenue	\$0	\$0	\$0	\$0	\$0
Investment Revenue	\$13,151	(\$3,107)	\$3,082	\$28,671	\$14,302
Miscellaneous Revenue	\$118,067	\$104,539	\$438,080	\$121,017	\$135,806
Total Revenues	\$131,218	\$101,432	\$441,162	\$149,688	\$150,108
Expenditures					
Personnel Services	\$0	\$0	\$0	\$0	\$3,359
Supplies and Materials	\$4,114	\$2,386	\$4,120	\$4,673	\$3,339
Travel and Training	\$2,368	\$767	(\$49)	\$720	\$253
Intragovernmental	\$574	\$566	\$551	\$507	\$0
Utilities, Services and Miscellaneous	\$13,904	\$14,609	\$37,522	\$12,306	\$19,479
Total Expenditures	\$20,960	\$18,328	\$42,144	\$18,206	\$26,430
Excess (Deficiency) of Revenues Over Expenditures Before Transfers	\$110,258	\$83,104	\$399,018	\$131,482	\$123,678
Other Financing Sources(Uses):					
Transfers In	\$0	\$6,855	\$35,265	\$9,746	\$17,740
Transfers Out	(\$95,777)	(\$101,179)	(\$380,114)	(\$142,158)	(\$25,832)
Total Other Financing Sources/(Uses)	(\$95,777)	(\$94,324)	(\$344,849)	(\$132,412)	(\$8,092)
Net Change in Fund Balance	\$14,481	(\$11,220)	\$54,169	(\$930)	\$115,586
Fund Balance - Beginning	\$609,203	\$623,684	\$612,464	\$666,633	\$665,703
Fund Balance - Ending	\$623,684	\$612,464	\$666,633	\$665,703	\$781,289

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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Revenue from other govt units	\$0	\$0	\$0	\$0	\$0
Interest	\$13,151	(\$3,107)	\$3,082	\$28,671	\$14,302
Less: GASB 31 Interest Adjustment	(\$1,595)	\$7,517	\$15,522	(\$8,415)	(\$265)
Miscellaneous Revenue	\$118,067	\$104,539	\$438,080	\$121,017	\$135,806
Financial Sources Before Transfers	\$129,623	\$108,949	\$456,684	\$141,273	\$149,843
Transfers In	\$0	\$6,855	\$35,265	\$9,746	\$17,740
Total Financial Sources	\$129,623	\$115,804	\$491,949	\$151,019	\$167,583
Financial Uses					
Personnel Services	\$0	\$0	\$0	\$0	\$3,359
Less: GASB 16 Vacation Liability Adjustment*	\$0	\$0	\$0	\$0	\$0
Less: GASB 68 Pension Adjustment*	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$4,114	\$2,386	\$4,120	\$4,673	\$3,339
Travel and Training	\$2,368	\$767	(\$49)	\$720	\$253
Intragovernmental	\$574	\$566	\$551	\$507	\$0
Utilities, Services and Miscellaneous	\$13,904	\$14,609	\$37,522	\$12,306	\$19,479
Interest & Lease Payment	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$95,777	\$101,179	\$380,114	\$142,158	\$25,832
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	\$116,737	\$119,507	\$422,258	\$160,364	\$52,262
Financial Sources Over/(Under) Uses	\$12,886	(\$3,703)	\$69,691	(\$9,345)	\$115,321
Cash Reserves					
Total Fund Balance	\$623,684	\$612,464	\$666,633	\$665,703	\$784,648
Less: GASB 31 Pooled Cash Adjustment	\$23,963	\$31,480	\$47,002	\$38,587	\$38,322
Ending Cash Reserves	\$647,647	\$643,944	\$713,635	\$704,290	\$822,970

* 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 3,500 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, Columbia Sports Fieldhouse, Community Recreation, Aquatics, Golf, Life Enrichment Classes/Special Events, Adapted Recreation/Special Olympics, 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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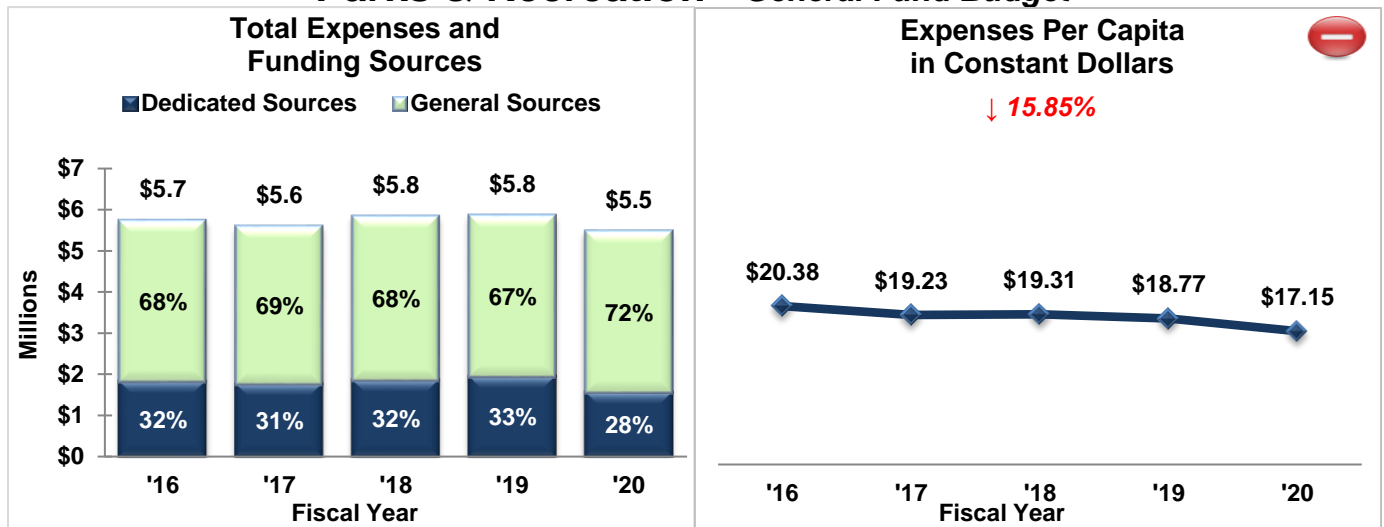
Parks and Recreation Trends

General Fund Budget

Indicator	2019	2020	Comments
Expenses Per Capita			Expenses per capita in constant dollars decreased 15.85% over the past five years while inflation increased 7.54% and population increased 5.47%. 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 193 or 5.75%, while the number of park maintenance employees did not increase. The number of acres per maintenance employees increased to 118.23 which is significantly higher than the recommended number of acres per maintenance employee of 90 acres and indicates the City is understaffed by 9.41 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 7.03 miles or 12.91%. while the number of trail maintenance employees remained the same at 1.00 FTE. For FY 2020, the number of trail miles per employee is 61.50 which is significantly higher than the recommended number of trail miles per maintenance employee of 15 miles and indicates the City is understaffed by 3.10 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 2020 the funding only allowed for 43% 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 2020, there was a 99% 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
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%)
2020	\$1,551,645	\$3,917,702	\$5,469,347	258.11	123,571	\$17.15	(8.63%)
5 Yr % Chg	(14.49%)	0.06%	(4.55%)	7.54%	5.47%	(15.85%)	
5 Yr \$ Chg	-\$263,004	\$2,423	-\$260,581				

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the g

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.

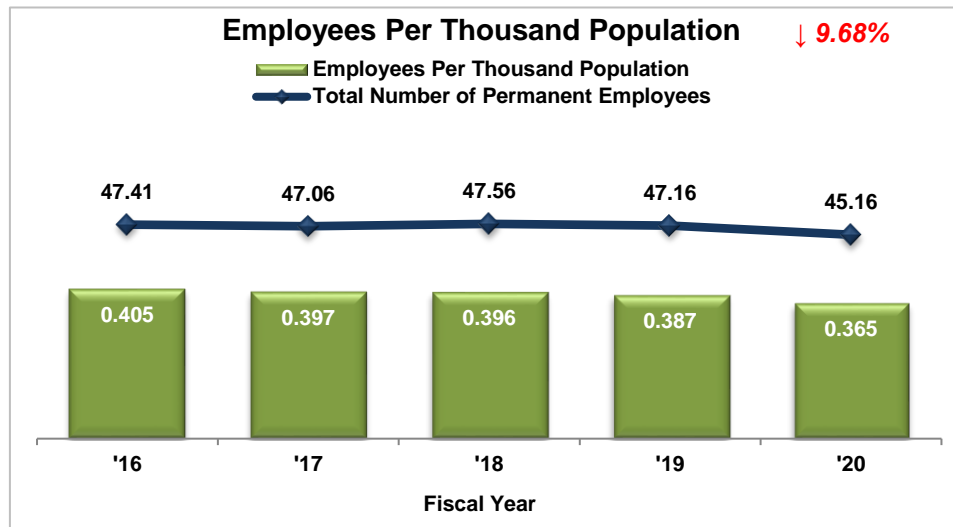
Analysis: For the period shown, total expenses decreased \$260,581 or 4.55% and per capita expenses decreased 15.85%.

- 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.
- In FY 2020 expenses decreased due to budget cuts.

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
2016	47.41	117,165	0.405				
2017	47.06	118,620	0.397	(0.35)		1.00	(1.35)
2018	47.56	120,248	0.396	0.50			0.50
2019	47.16	121,898	0.387	(0.40)			(0.40)
2020	45.16	123,571	0.365	(2.00)			(2.00)
5 Yr Chg	(4.75%)	5.47%	(9.68%)	(2.25)	0.00	1.00	(3.25)

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

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 2.25 FTE. Employees per thousand population decreased by 9.68% while population increased 5.47%. All of the positions that were added were funded by the permanent parks sales tax.

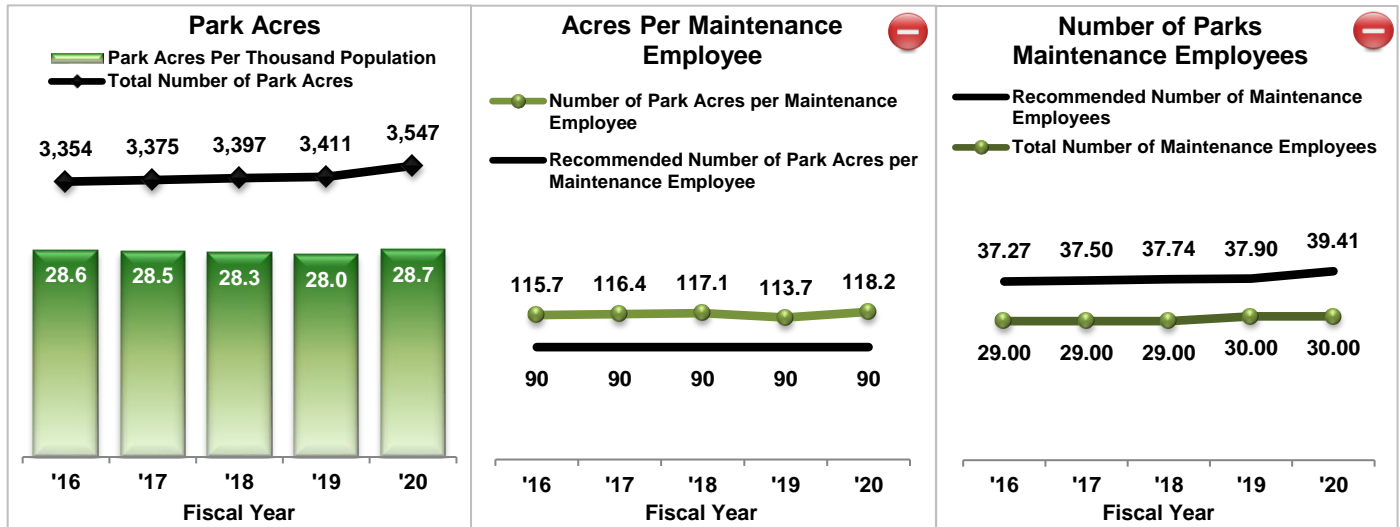
- In FY 2017, a 0.60 FTE Marketing Specialist position was reallocated to Community Relations as part of a reorganization to centralize communications and a 0.25 FTE Planner position was reallocated from the Non-Motorized Grant Fund.
- In FY 2018, the remaining 0.50 FTE Planner was reallocated from the Non-Motorized Grant Fund.
- In FY 2019, a 0.40 FTE Marketing Specialist position was reallocated to Community Relations.
- In FY 2020, a 1.0 FTE Park Ranger position and 1.0 FTE Park Ranger Supervisor were renamed and transferred to the Police Department.

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 193 and the number of trail miles increased by 7.03 while the number of maintenance employees did not increase. It is estimated that parks maintenance is understaffed by 9.41 FTE and trail maintenance is understaffed by 3.10 FTE.

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

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	
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	30.00	113.70	90.00	37.90	7.90
2020	3,547	123,571	28.70	30.00	118.23	90.00	39.41	9.41
5 Yr % Chg	5.75%	5.47%	0.24%	3.45%	2.23%		5.74%	13.78%
5 Yr # Chg	193			1.00				

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

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.

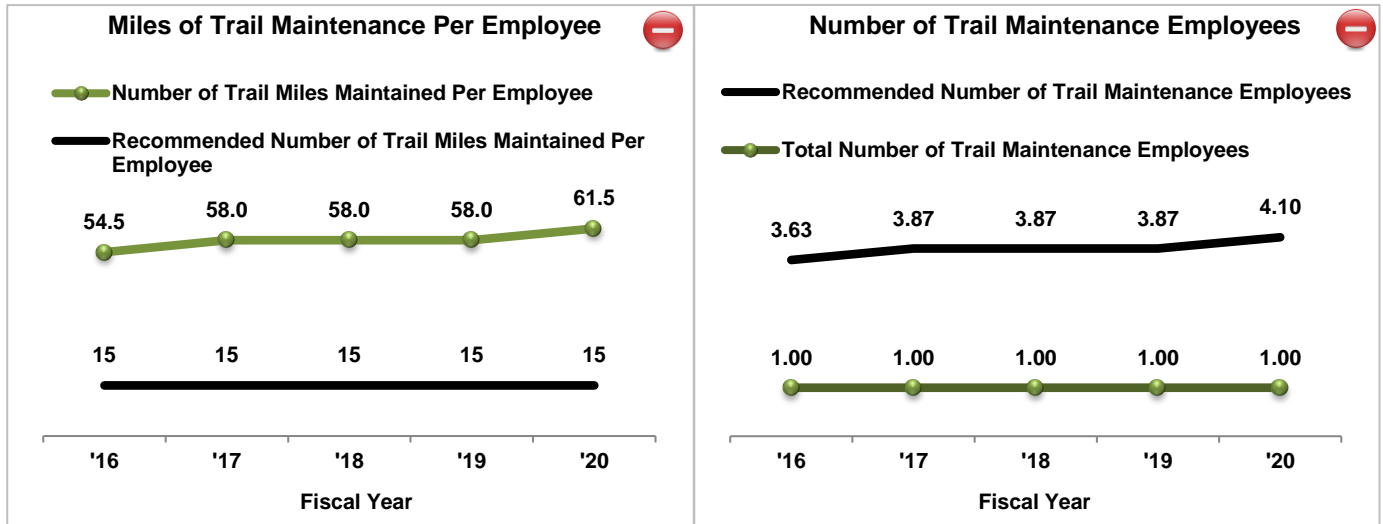
Analysis:

- For the period shown, the total number of park acres increased by 193 or 5.75% while the number of parks maintenance employees have only increased by one over the five year period reported.
- The number of acres per maintenance employee is 118.23 for FY 2020 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 9.41 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	
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
2020	61.50	1.00	61.50	15.00	4.10	3.10
5 Yr % Chg	12.91%	0.00%	12.91%	0.00%	12.91%	17.81%
5 Yr # Chg	7.03			0.00		

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

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.

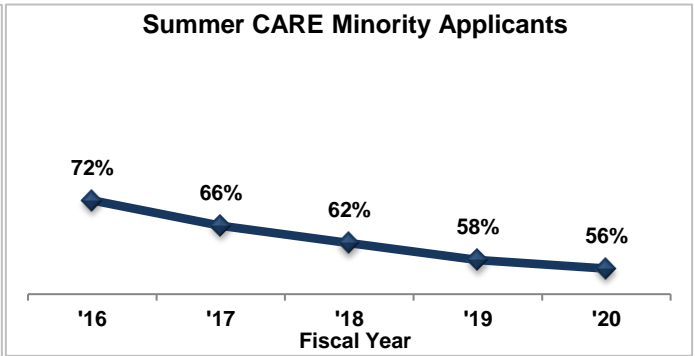
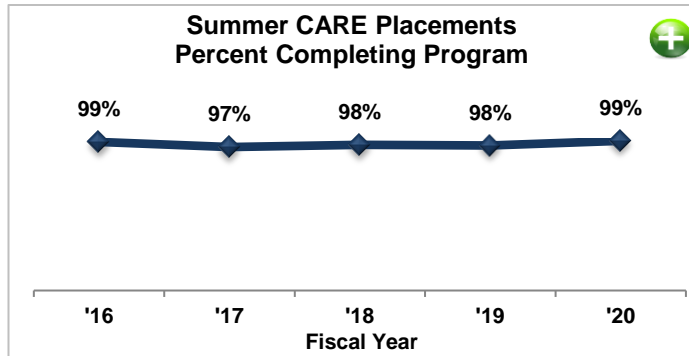
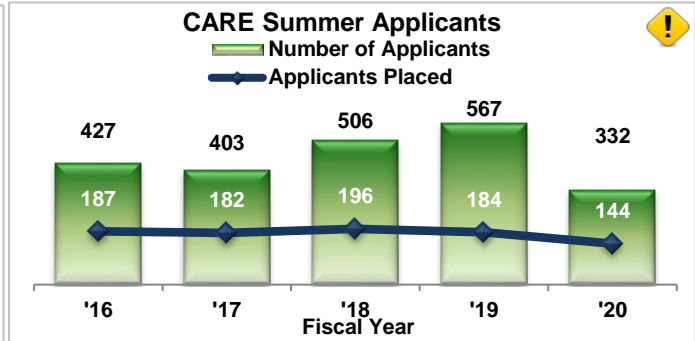
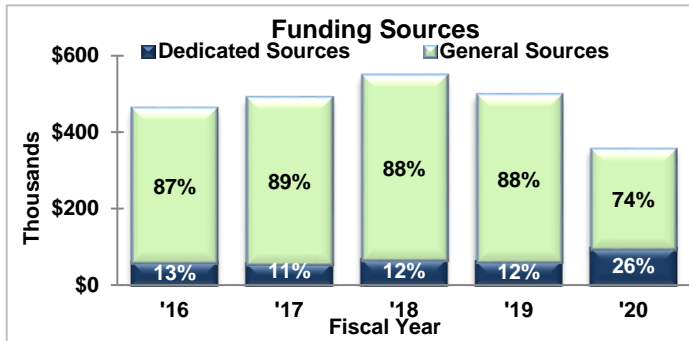
Analysis:

- For the period shown, the total number of trail miles increased by 7.03 miles or 12.91%. 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 3.10 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
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
2020	\$93,656	\$261,241	\$354,897	332	144	43%	56%	143	99%	73
5 Yr % Chg	60.52%	(35.19%)	(23.09%)	(22.25%)	(22.99%)				0.38%	

Description: The City of Columbia's Career Awareness Related Experience (CARE) program hires 14- to 20-year-olds who live in the City of Columbia, MO and/or attend a Columbia, MO school and places them at local businesses, where they gain much needed real-world hands-on work experience while getting paid. One hundred percent of the trainees' wages are paid by CARE, which is administered through the Columbia Parks and Recreation Department.

CARE's goal is for Columbia's youth to be ready to enter the workforce and become productive, self-sufficient citizens. Since 1982, the CARE program has provided comprehensive services for Columbia youth that include job readiness training, paid real-world hands-on work experience, mentoring, soft skill development, and career exploration.

CARE currently has the following three programs:

1. Summer program: CARE's oldest and largest program is its summer program. It is a six-week program in which approximately 125 14- to 20-year-old trainees are hired at \$9.50 per hour to work up to 20 hours per week at local work sites.
2. City Utilities summer internship: CARE program also offers a ten-week internship in which approximately 20 16- to 20-year-old interns are hired at \$10.30 per hour to work up to 28 hours per week for sewer and stormwater, solid waste, water & light, water distribution, or water production.
3. Boone County Family Resources (BCFR) collaboration: CARE provides year-round paid real-world hands-on experience with more specialized support for these BCFR clients. Approximately 10 BCFR trainees are hired at \$9.50 per hour to work up to 20 hours per week at local work sites.

Dedicated Funding Sources: The CARE program is funded primarily from general fund sources with some funding coming from grants and Boone County Family Resources.

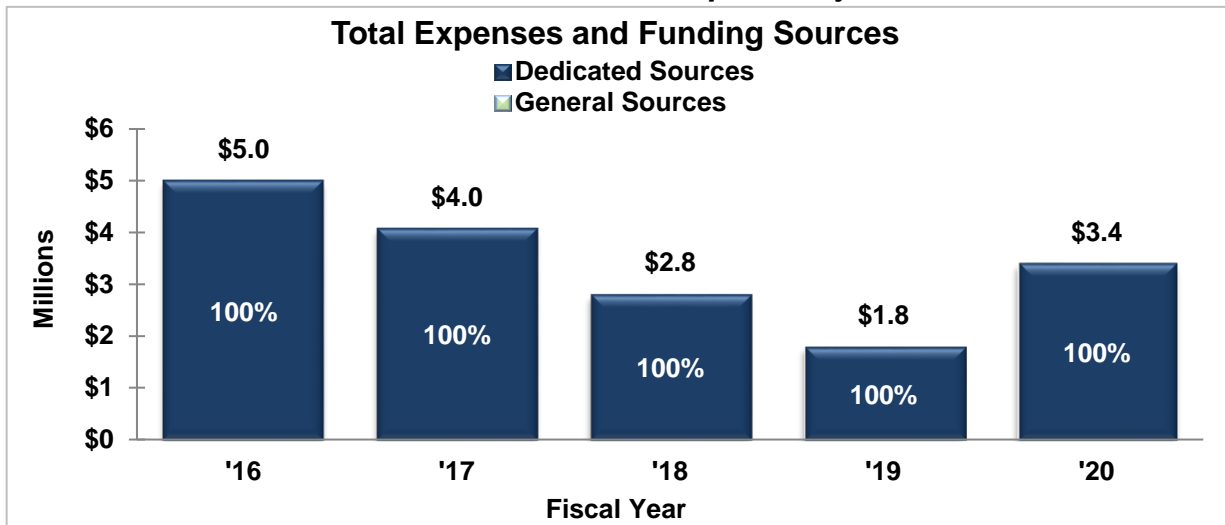
Analysis:

- 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 and 99% completed the program in FY 2020.
- FY 2019 expenses decreased due to one-time general fund savings in FY 2018 not occurring in FY 2019.
- In FY 2020 expenses decreased due to budget cuts; reduction in CARE trainees and elimination of the CARE Art Gallery Summer program.
- The CARE Program is impacted more by minimum wage increases than any other General Fund program because over 60% of its total budget is for part-time temporary staff members. Every time minimum wage goes up, the pay for CARE's trainees, interns, and job coaches goes up correspondingly. Missouri's minimum wage has increased from \$7.65 per hour in 2015 to \$10.30 per hour at present.

Sources:

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

Parks & Recreation - Capital Projects Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
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
2020	\$3,374,586	\$0	\$3,374,586
5 Yr % Chg	(32.11%)		(32.11%)

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.

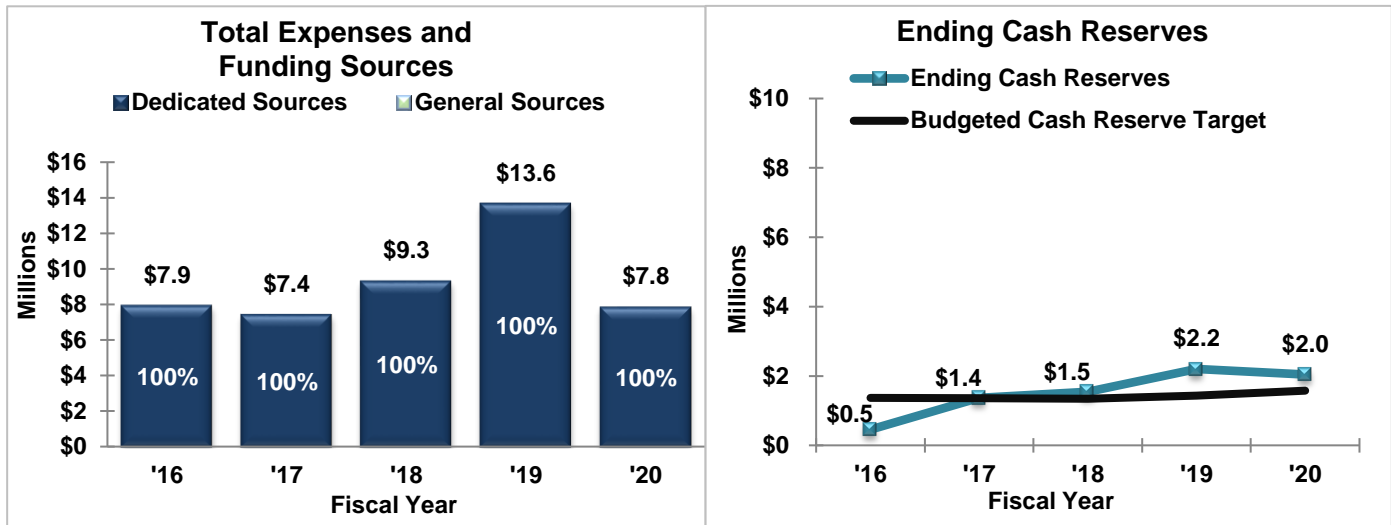
Analysis: The expenses vary widely from year to year depending on the size and timing of the capital projects. All of the funding for a capital project must be appropriated for a capital project before a construction contract can be awarded even though the construction may take place over more than one 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
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%)
2020	\$7,793,773	\$0	\$7,793,773	\$6,715,350	258.11	123,571	\$21.05	(10.27%)
5 Yr % Chg	(1.11%)		(1.11%)	(9.78%)	7.54%	5.47%	(20.48%)	
5 Yr \$ Chg	-\$87,759	\$0	-\$87,759	-\$728,051				

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

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 48% of the non-capital projects costs), interest revenue and subsidies from the General Fund and the Parks Sales Tax.

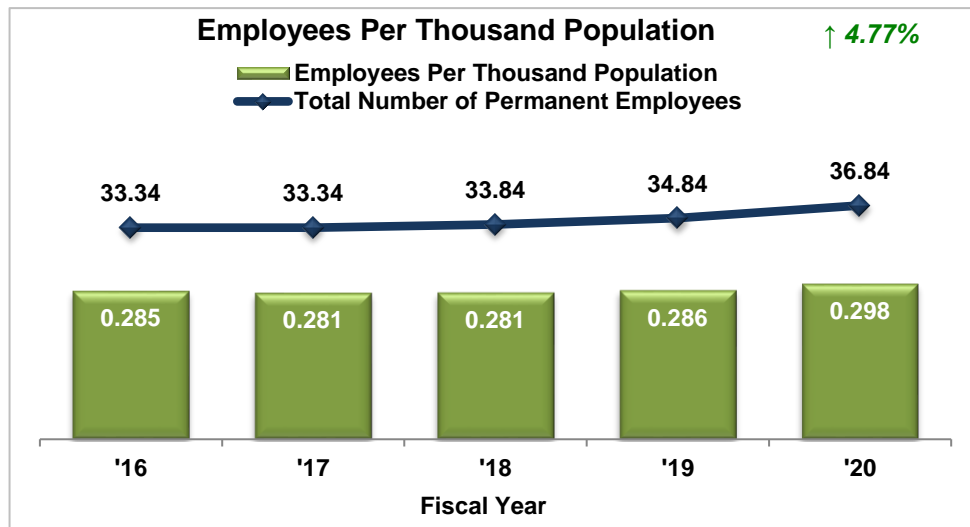
Analysis: For the period shown, total expenses without capital projects decreased 9.78% and per capita expenses decreased 20.48%.

- 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 2020.
- In FY 2020 expenses decreased due to the impacts of COVID 19; facility closings and program cancellations. Despite the challenges faced in 2020, facilities were able to operate with adjustments. Management closely monitored the decline in revenue and reduced expenses (i.e., temporary salaries, program supplies, equipment replacement) accordingly to minimize the impact to the cash reserve balance.

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
2016	33.34	117,165	0.285				
2017	33.34	118,620	0.281			(1.00)	1.00
2018	33.84	120,248	0.281	0.50			(0.50)
2019	34.84	121,898	0.286	1.00			1.00
2020	36.84	123,571	0.298	2.00			2.00 *
5 Yr % Chg	10.50%	5.47%	4.77%	3.50	0.00	(1.00)	3.50

* One position, a Recreation Specialist, was not filled in FY 2020. The loss of revenue because of COVID-19 forced a reduction in expenses and the position was eliminated in FY 2021.

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

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.

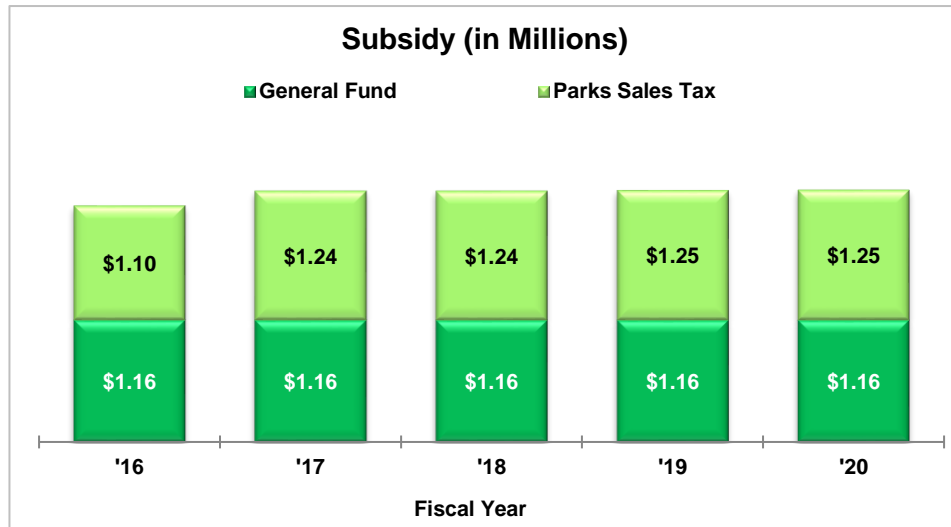
Analysis: For the period shown, the total change in number of employees reflects an increase of 3.50 FTE. Employees per thousand population increased 4.77% while population increased 5.47%. The slow growth of the general sales tax and parks sales tax (due to increasing online sales which do not collect 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.

- 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.
- In FY2020, two new positions were added to the Recreation Services Fund; Custodian and Recreation Specialist. The Custodian was hired to support the new facilities being opened and other rental facilities, reducing the need for temporary janitorial staff. A Recreation Specialist position was added to assist with programming the new cross country course, additional fields and the new sports fieldhouse. The Recreation Specialist (Sports) position was not filled in FY2020 and ultimately eliminated in FY2021. Additional vacancies were also left unfilled during FY2020 to reduce expenses and offset the loss of revenue because of COVID 19.

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
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
2020	\$1,161,910	\$1,252,201	\$2,414,111
5 Yr % Chg	0.00%	13.61%	6.63%
5 Yr \$ Chg	\$0	\$150,000	\$150,000

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 36% 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 \$150,000 or 6.63%.

- 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 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
Activity Fees	\$2,900,080	\$3,191,828	\$3,080,735	\$3,081,886	\$2,049,414
User Fees ~	\$120,439	\$130,774	\$124,677	\$111,420	\$89,217
Capital User Fees ~	\$28,428	\$32,998	\$31,938	\$32,547	\$23,726
Golf Course Improvement Fees ~	\$59,040	\$56,338	\$54,616	\$57,015	\$65,303
Rentals	\$623,401	\$737,683	\$731,600	\$729,592	\$728,898
Sales	\$508,459	\$445,370	\$461,880	\$445,235	\$276,877
Other Misc. Operating Revenues	\$4,114	\$4,863	\$2,496	\$4,463	\$389
Total Operating Revenues	\$4,243,961	\$4,599,854	\$4,487,942	\$4,462,158	\$3,233,824
Operating Expenses:					
Personnel Services *	\$3,635,982	\$3,528,097	\$3,560,188	\$3,514,185	\$3,363,457
Materials and Supplies	\$1,020,471	\$1,076,995	\$1,044,774	\$1,051,417	\$989,747
Travel and Training	\$7,290	\$6,869	\$10,881	\$6,857	\$6,617
Intragovernmental	\$765,058	\$720,729	\$662,742	\$694,702	\$488,308
Utilities, Services and Miscellaneous	\$1,131,793	\$1,038,561	\$1,152,024	\$1,110,558	\$940,465
Depreciation	\$688,325	\$719,449	\$726,500	\$728,476	\$719,290
Total Operating Expenses	\$7,248,919	\$7,090,700	\$7,157,109	\$7,106,195	\$6,507,884
Operating Income (Loss)	(\$3,004,958)	(\$2,490,846)	(\$2,669,167)	(\$2,644,037)	(\$3,274,060)
Non-Operating Revenues:					
Investment Revenue	\$35,654	(\$33,772)	(\$23,589)	\$293,766	\$73,399
Rev. from Other Government Units - Oper.	\$6,470	\$7,328	\$6,622	\$6,391	\$23,985
Rev. from Other Government Units - CIP	\$0	\$0	\$0	\$75,000	\$0
Miscellaneous Revenue - for Oper	\$110,333	\$536,105	\$84,359	\$47,914	\$66,250
Miscellaneous Revenue - CIP	\$0	\$0	\$0	\$786,500	\$0
Total Non-Operating Revenues	\$152,457	\$509,661	\$67,392	\$1,209,571	\$163,634
Non-Operating Expenses:					
Interest Expense	\$2,622	\$928	\$0	\$38,894	\$52,310
Loss on Disposal of Fixed Assets	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$4,395	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$7,017	\$928	\$0	\$38,894	\$52,310
Total Non-Operating Revenues (Expenses)	\$145,440	\$508,733	\$67,392	\$1,170,677	\$111,324
Income (Loss) Before Transfers	(\$2,859,518)	(\$1,982,113)	(\$2,601,775)	(\$1,473,360)	(\$3,162,736)
Transfers In - Other ^	\$18,436	\$59,761	\$17,000	\$13,000	\$13,570
Transfers In - Subsidy - General Fund	\$1,161,910	\$1,161,910	\$1,161,910	\$1,161,910	\$1,161,910
Transfers In - Subsidy - Parks Sales Tax	\$1,102,201	\$1,242,201	\$1,242,201	\$1,247,201	\$1,252,201
Transfers In - CIP - Parks Sales Tax	\$80,000	\$1,130,000	\$2,420,000	\$885,000	\$46,000
Transfers In - CIP - CVB ^^	\$0	\$1,000,000	\$0	\$0	\$0
Transfers In - CIP - Capital Projects Fund	\$0	\$0	\$450,000	\$30,000	\$115,000
Transfers In - CIP - Contributions ^^	\$0	\$0	\$350,000	\$65,000	\$0
Total Transfers In	\$2,362,547	\$4,593,872	\$5,641,111	\$3,402,111	\$2,588,681
Transfers Out - RFUFE/RGCIF/RRCIF to CIP	\$0	\$0	\$0	\$0	\$0
Transfers Out - Other	(\$90,000)	\$0	\$0	\$0	(\$485)
Total Transfers and Contributions	\$2,272,547	\$4,593,872	\$5,641,111	\$3,402,111	\$2,588,196
Change in Net Position	(\$586,971)	\$2,611,759	\$3,039,336	\$1,928,751	(\$574,540)
Net Position - Beginning **	\$15,096,135	\$14,509,164	\$17,161,837	\$20,201,173	\$22,129,924
Net Position - Ending	\$14,509,164	\$17,120,923	\$20,201,173	\$22,129,924	\$21,555,384

~ 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 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.

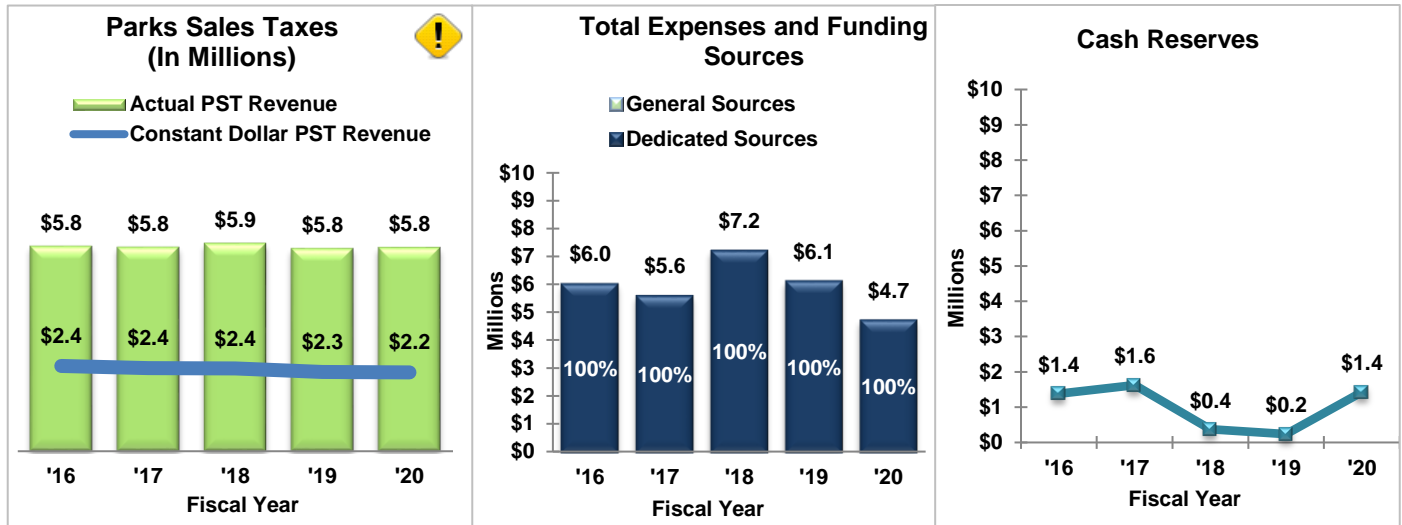
Recreation Services Fund

Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources (Unrestricted)					
Interest	\$35,654	(\$33,772)	(\$23,589)	\$293,766	\$73,399
Less: GASB 31 Interest Adjustment	(\$18,328)	(\$5,268)	\$53,465	(\$67,664)	(\$829)
Grants (for Operations only)	\$6,470	\$7,328	\$6,622	\$6,391	\$23,985
Activity Fees	\$2,900,080	\$3,191,828	\$3,080,735	\$3,081,886	\$2,049,414
Rentals	\$623,401	\$737,683	\$731,600	\$729,592	\$728,898
Sales	\$508,459	\$445,370	\$461,880	\$445,235	\$276,877
Miscellaneous Revenues w/o CIP Restricted Amts	\$114,447	\$540,968	\$86,855	\$52,377	\$66,639
Financial Sources Before Transfers	\$4,170,183	\$4,884,137	\$4,397,568	\$4,541,583	\$3,218,383
Transfers In - Other	\$18,436	\$59,761	\$17,000	\$13,000	\$13,570
Transfers In - Subsidy - General Fund	\$1,161,910	\$1,161,910	\$1,161,910	\$1,161,910	\$1,161,910
Transfers In - Subsidy - Parks Sales Tax	\$1,102,201	\$1,242,201	\$1,242,201	\$1,247,201	\$1,252,201
Total Financial Sources (for operations)	\$6,452,730	\$7,348,009	\$6,818,679	\$6,963,694	\$5,646,064
Financial Uses					
Personnel Services	\$3,635,982	\$3,528,097	\$3,560,188	\$3,514,185	\$3,363,457
Less: GASB 16 Vacation Liability Adjustment	(\$23,740)	\$34,540	(\$14,757)	\$8,475	(\$18,723)
Less: GASB 68 Pension Adjustment	(\$9,439)	(\$210,550)	(\$125,423)	\$52,097	(\$81,946)
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$0	(\$6,566)	(\$5,773)
Materials and Supplies	\$1,020,471	\$1,076,995	\$1,044,774	\$1,051,417	\$989,747
Travel and Training	\$7,290	\$6,869	\$10,881	\$6,857	\$6,617
Intragovernmental	\$765,058	\$720,729	\$662,742	\$694,702	\$488,308
Utilities, Services and Miscellaneous	\$1,131,793	\$1,038,561	\$1,152,024	\$1,110,558	\$940,465
Interest Expense	\$2,622	\$928	\$0	\$38,894	\$52,310
Bank & Paying Agent Fees	\$4,395	\$0	\$0	\$0	\$0
Less: Expenses paid from restricted fees	(\$84,990)	(\$43,433)	(\$71,847)	(\$77,224)	(\$46,974)
Transfers Out - Other	\$90,000	\$0	\$0	\$0	\$485
Principal Payments	\$95,997	\$97,691	\$0	\$749,396	\$98,416
Less: Principal and Interest Payments from restricted fees	(\$98,619)	(\$98,619)	\$0	(\$788,290)	(\$150,726)
Capital Additions	\$97,465	\$79,365	\$126,088	\$166,333	\$154,671
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses (for operations)	\$6,634,285	\$6,231,173	\$6,344,670	\$6,520,834	\$5,790,334
Financial Sources Over/(Under) Uses	(\$181,555)	\$1,116,836	\$474,009	\$442,860	(\$144,270)
Current Assets	\$2,088,379	\$5,050,120	\$10,226,168	\$5,246,586	\$3,394,739
Less: RFUFE Cash (for Recreation Serv CIP)	(\$182,826)	(\$247,626)	(\$338,259)	(\$98,604)	(\$67,755)
Less: RGCIF Cash (for Golf Course CIP)	(\$54,492)	(\$39,854)	(\$46,154)	(\$51,547)	(\$113,879)
Less: RRCIF Cash (for ARC CIP and Equip)	(\$137,700)	(\$65,144)	(\$78,000)	(\$66,647)	(\$44,859)
Less: GASB 31 Pooled Cash Adj (Mark to Market)	(\$444,414)	(\$390,949)	(\$169,200)	(\$236,863)	(\$237,692)
Less: Cash and marketable sec restricted for CIP	(\$482,129)	(\$2,646,617)	(\$7,716,995)	(\$2,220,512)	(\$444,874)
Less: Current Liabilities	(\$361,825)	(\$299,528)	(\$1,576,364)	(\$1,185,345)	(\$514,372)
Add: Construction contracts payable	\$30,150	\$6,232	\$1,240,431	\$815,095	\$73,697
Ending Cash Reserves	\$455,143	\$1,366,634	\$1,541,627	\$2,202,163	\$2,045,005
Budgeted Oper Exp w/o Depreciation	\$6,854,273	\$6,711,856	\$6,596,250	\$7,075,848	\$7,741,236
Less: Oper Exp offset by restricted fees	(\$84,824)	(\$72,000)	(\$42,000)	(\$70,500)	(\$28,000)
Add: Budgeted Interest Expense	\$2,622	\$928	\$0	\$38,894	\$55,171
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	\$95,997	\$97,691	\$0	\$430,118	\$415,816
Less: Principal and Interest Pmts from restricted funds	(\$98,619)	(\$98,619)	\$0	(\$469,012)	(\$470,987)
Add: Budgeted Capital Additions	\$90,535	\$147,000	\$162,700	\$148,500	\$167,000
Add: Budgeted Ent Rev for current Year CIP	\$0	\$0	\$0	\$0	\$0
Total Budgeted Financial Uses	\$6,859,984	\$6,786,856	\$6,716,950	\$7,153,848	\$7,880,236
Less Ent Revenue used for current year CIP	\$0	\$0	\$0	\$0	\$0
Total Budgeted Financial Uses for Operations	\$6,859,984	\$6,786,856	\$6,716,950	\$7,153,848	\$7,880,236
x Cash Reserve %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$1,371,997	\$1,357,371	\$1,343,390	\$1,430,770	\$1,576,047
Add: Ent Rev Budgeted for current year CIP	\$0	\$0	\$0	\$0	\$0
Budgeted Cash Reserve Target	\$1,371,997	\$1,357,371	\$1,343,390	\$1,430,770	\$1,576,047
Above/(Below) Budgeted Cash Reserve Target	(\$916,854)	\$9,263	\$198,237	\$771,393	\$468,958

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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
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
2020	\$4,691,611	\$0	\$4,691,611	\$5,802,920	258.11	\$2,248,235
5 Yr % Chg	(21.75%)		(21.75%)	(0.59%)	7.54%	(7.56%)
5 Yr \$ Chg	-\$1,304,382	\$0	-\$1,304,382	-\$34,357		-\$183,862

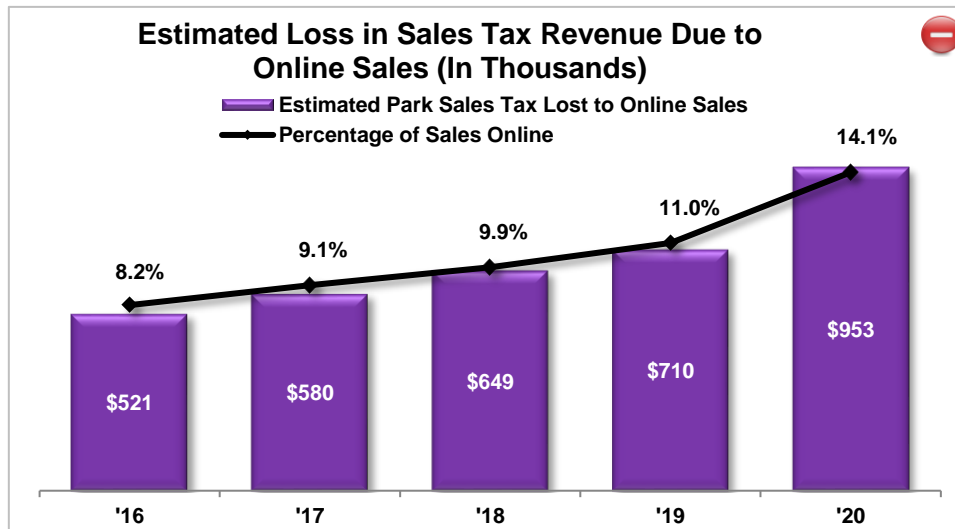
Description: The Parks Sales Tax Fund transfers funds from the permanent parks sales tax to the General Fund to support parks operations, to the Recreation Services Fund to support those operations, and funds from the temporary parks sales tax to the Capital Projects Fund and Recreation Services Fund 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 decreased over the past five years by \$1.3 million or 21.75%. Parks sales tax receipts decreased \$34,357 or 0.59% over the past five years and when adjusted for the increase in inflation, receipts decreased 7.56%. 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

Fiscal Year	Actual Parks Sales Tax Revenue	Online Sales as a Percent of Total Retail Sales	Estimated Loss of Parks Sales Tax Revenue
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	11.0%	\$709,765
2020	\$5,802,920	14.1%	\$952,517
5 Yr % Chg	(0.59%)	71.54%	82.68%
5 Yr Loss			\$3,412,287

Formulation:

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

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.

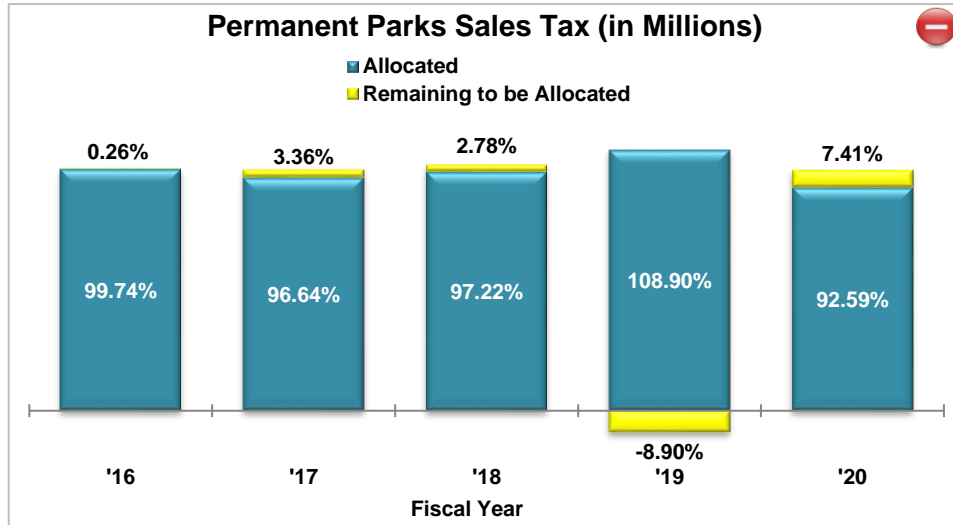
Analysis:

- 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 8.2% in FY 2016 to 14.1% in FY 2020 which is a 71.54% increase.
- Using the actual parks sales tax collections during this same time period, it is estimated that the City has lost over \$3.4 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 2020, the estimated loss is \$952,517 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
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	\$3,142,969	(\$256,916)	108.90%	-8.90%
2020	\$2,901,460	\$2,686,393	\$215,067	92.59%	7.41%
5 Yr % Chg	(0.59%)	(7.72%)	2713.17%	(7.17%)	2729.83%
5 Yr \$ Chg	(\$17,178)	(\$224,600)			

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.

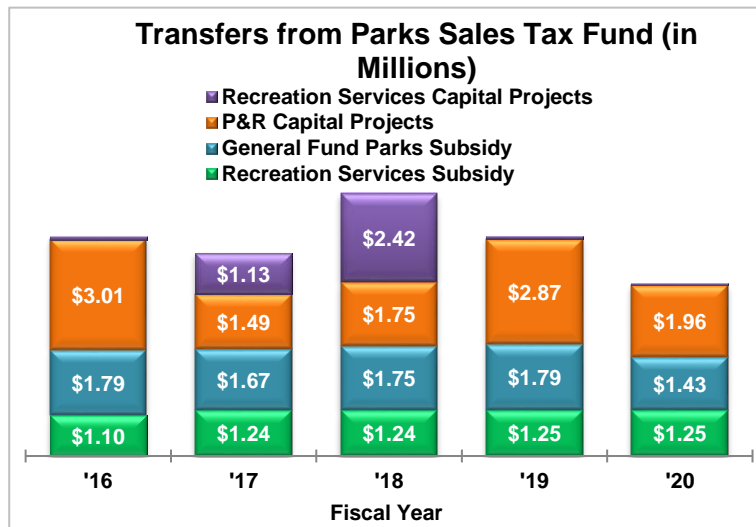
Analysis: For the past five years the amount allocated decreased by \$224,600 or 7.72% while the permanent parks sales tax amount received decreased \$17,178. In FY 2020, 92.59% of the permanent parks sales tax has been allocated.

- 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
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
2020	\$1,432,359	\$1,252,201	\$2,684,560	\$1,959,218	\$46,000	\$2,005,218	\$7,374,338
5 Yr % Chg	(19.88%)	13.61%	(7.11%)	(34.80%)	(42.50%)	(35.00%)	(16.81%)
5 Yr \$ Chg	(\$355,367)	\$150,000	(\$205,367)	(\$1,045,782)	(\$34,000)	(\$1,079,782)	(\$1,490,516)

* 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 decreased \$1.5 million or 16.81%.

- 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 decreased \$355,367 and the subsidy to Recreation Services Fund increased \$150,000 over the past five years.
- 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Revenues:					
Sales Tax	\$5,837,277	\$5,810,923	\$5,919,668	\$5,772,106	\$5,802,920
Investment Revenue	\$3,144	(\$8,904)	\$15,592	\$13,139	\$12,550
Miscellaneous Revenue	\$0	\$0	\$0	\$0	(\$2,552)
Total Revenues	\$5,840,421	\$5,802,019	\$5,935,260	\$5,785,245	\$5,812,918
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	\$21,066	\$38,862	\$28,771	\$110,550	\$1,833
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$21,066	\$38,862	\$28,771	\$110,550	\$1,833
Excess (Deficiency) of Revenues Over Expenditures	\$5,819,355	\$5,763,157	\$5,906,489	\$5,674,695	\$5,811,085
Other Financing Sources (Uses):					
Transfers In	\$0	\$0	\$0	\$73,422	\$236,385
General Fund Parks Operations	(\$1,787,726)	(\$1,666,820)	(\$1,746,684)	(\$1,785,218)	(\$1,432,359)
Parks CIP	(\$3,005,000)	(\$1,490,000)	(\$1,745,000)	(\$2,865,000)	(\$1,959,218)
Recreation Services Subsidy	(\$1,102,201)	(\$1,102,201)	(\$1,102,201)	(\$1,102,201)	(\$1,107,201)
Transfer to Rec Serv for Annual Equip. Replacement	\$0	(\$80,000)	(\$80,000)	(\$80,000)	(\$80,000)
Transfer to Rec Serv for Annual Scholarship Prgrm	\$0	(\$60,000)	(\$60,000)	(\$65,000)	(\$65,000)
Recreation Services - CIP	(\$80,000)	(\$1,130,000)	(\$2,420,000)	(\$85,000)	(\$46,000)
Transfers Out	(\$5,974,927)	(\$5,529,021)	(\$7,153,885)	(\$5,982,419)	(\$4,689,778)
Total Other Financing Sources/(Uses)	(\$5,974,927)	(\$5,529,021)	(\$7,153,885)	(\$5,908,997)	(\$4,453,393)
Net Change in Fund Balance	(\$155,572)	\$234,136	(\$1,247,396)	(\$234,302)	\$1,357,692
Fund Balance - Beginning	\$2,145,632	\$1,990,060	\$2,224,196	\$976,800	\$742,498
Fund Balance - Ending	\$1,990,060	\$2,224,196	\$976,800	\$742,498	\$2,100,190

Parks Sales Tax Fund

Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Sales Taxes	\$5,837,277	\$5,810,923	\$5,919,668	\$5,772,106	\$5,802,920
Property Taxes					
Gross Receipts & Other Local Taxes					
Intragovernmental Revenues					
Interest Revenue	\$3,144	(\$8,904)	\$15,592	\$13,139	\$12,550
Less: GASB 31 Interest Adjustment	\$14,096	\$18,855	\$6,908	\$43	(\$249)
Grants					
Other Local Revenues	\$0	\$0	\$0	\$0	(\$2,552)
Total Financial Sources Before Transfers	\$5,854,517	\$5,820,874	\$5,942,168	\$5,785,288	\$5,812,669
Transfers In	\$0	\$0	\$0	\$73,422	\$236,385
Total Financial Sources	\$5,854,517	\$5,820,874	\$5,942,168	\$5,858,710	\$6,049,054
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	\$21,066	\$38,862	\$28,771	\$110,550	\$1,833
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$5,974,927	\$5,529,021	\$7,153,885	\$5,982,419	\$4,689,778
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	\$5,995,993	\$5,567,883	\$7,182,656	\$6,092,969	\$4,691,611
Financial Sources Over/(Under) Uses	(\$141,476)	\$252,991	(\$1,240,488)	(\$234,259)	\$1,357,443
Cash and Cash Equivalents	\$1,170,925	\$1,395,683	\$137,185	\$0	\$1,192,343
Less: GASB 31 Pooled Cash Adj	\$210,541	\$229,397	\$236,305	\$236,348	\$236,099
Ending Cash Reserves	\$1,381,466	\$1,625,080	\$373,490	\$236,348	\$1,428,442

Public Safety Departments

Description

The City has four departments that are grouped together as Public Safety Departments. These include Police, Fire, 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, a reimbursement from the School District to partially offset the cost of the School Resource Officers (ended in FY 2020) and miscellaneous reimbursements..

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) - 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, the operations shown in the following paragraph have transitioned to the county.

























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.

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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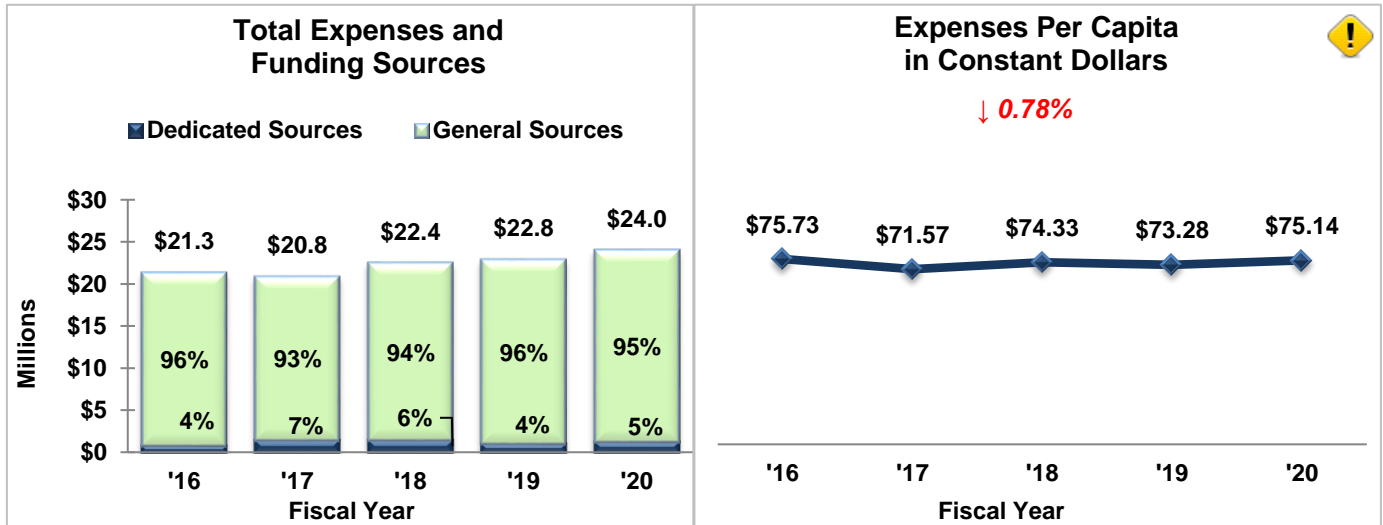
Police Department Trends

General Fund Budget

Indicator	2019	2020	Comments
Expenses Per Capita			Expenses per capita in constant dollars decreased 0.78% over the past five years while inflation increased 7.54% and population increased 5.47%.
Police Fleet Replacement and Additions			Due to lower funding available fleet replacement costs have been \$1,543,838 short over the past five years. Replacement funding has been short in all of the past five years.
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 19.00 FTE sworn officer positions over the past five years and sworn officers per thousand population increased 5.73% while population increased 5.47%. Eleven of these sworn officer positions in FY 2020 were moved from other City departments and did not increase the number of officers on the street.
Unfunded Accrued Pension Liability			The unfunded accrued pension liability increased 34.29% 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 2020 funding ratio of 56.18% is lower than the FY 2016 funding ratio of 59.69%. 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 higher than the 2016 ratio of 52%. 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 47% 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 57% 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 14.69% over the past five years with calendar year 2019 total calls at 87,785; however, the calls per officer of 507.43 continues to be second highest among benchmark cities.
Priority 1 Call Response Time			The Priority 1 response time dropped from 9.18 in 2016 to 5.49 in 2019; however, it is still the second highest response time among benchmark cities. The average response time of benchmark cities is 4.39 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
2016	\$760,255	\$20,536,339	\$21,296,594	240.01	117,165	\$75.73	(0.13%)
2017	\$1,399,157	\$19,410,533	\$20,809,690	245.12	118,620	\$71.57	(5.49%)
2018	\$1,401,610	\$21,042,621	\$22,444,231	251.11	120,248	\$74.33	3.86%
2019	\$958,925	\$21,877,380	\$22,836,305	255.66	121,898	\$73.28	(1.41%)
2020	\$1,187,735	\$22,779,066	\$23,966,801	258.11	123,571	\$75.14	2.54%
5 Yr % Chg	56.23%	10.92%	12.54%	7.54%	5.47%	(0.78%)	
5 Yr \$ Chg	\$427,480	\$2,242,727	\$2,670,207				

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

Description: The Police Department is a general fund department with areas of operation including administration, operations, special services and investigative 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 (ended in FY 2020), photo copies for the public, police training funds, and auction revenues), and other local taxes (gasoline tax).

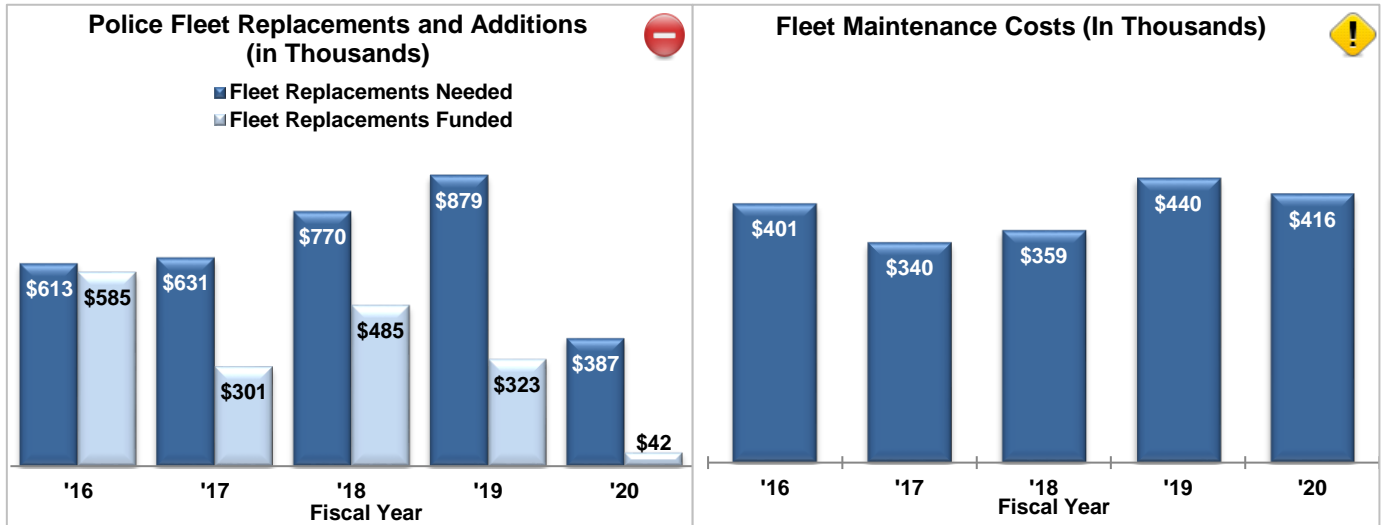
Analysis: For the period shown, total expenses increased \$2.67 million to 12.54% and per capita expenses in constant dollars decreased .78%. Due to a decrease in per capita expenses in constant dollars this is considered a negative trend due to the following:

- Due to budget constraints, fleet replacements have been a total of \$1,543,88 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 increased 5.73% over the past five years.
- 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
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
2020	\$387,000	\$41,962	(\$345,038)	\$416,077
5 Yr % Chg	(36.87%)	(92.83%)	1138.52%	3.82%

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.

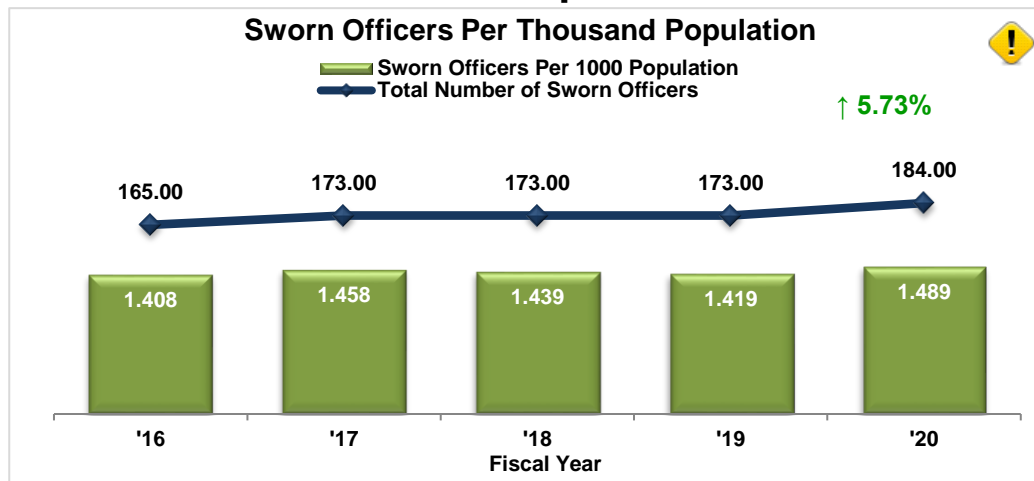
Analysis: For the period shown, total fleet replacements funding has fallen short of the needed amount in all of the past five years, with the total shortage over the five years being \$1,543,838.

- 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 \$13.7 million in general fund sales taxes over the past five years, with the FY 2020 loss estimated at \$3.9 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 \$387,000 per year.
- Fleet replacements in FY 2016 - FY 2020 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
2016	165.00	117,165	1.408					
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					
2020	184.00	123,571	1.489	11.00	11.00			* From other depts
5 Yr Chg	11.52%	5.47%	5.73%	19.00	19.00	0.00	0.00	

* The increase of eleven (11.0) sworn officers in FY 2020 was for Airport Safety officers (9.0) and Park Rangers (2.0). These were moved from other City departments. This did not increase the number of officers on the street as they are dedicated to their respective assignments (Airport and Parks). The actual five year increase for new officers is eight (8.0).

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

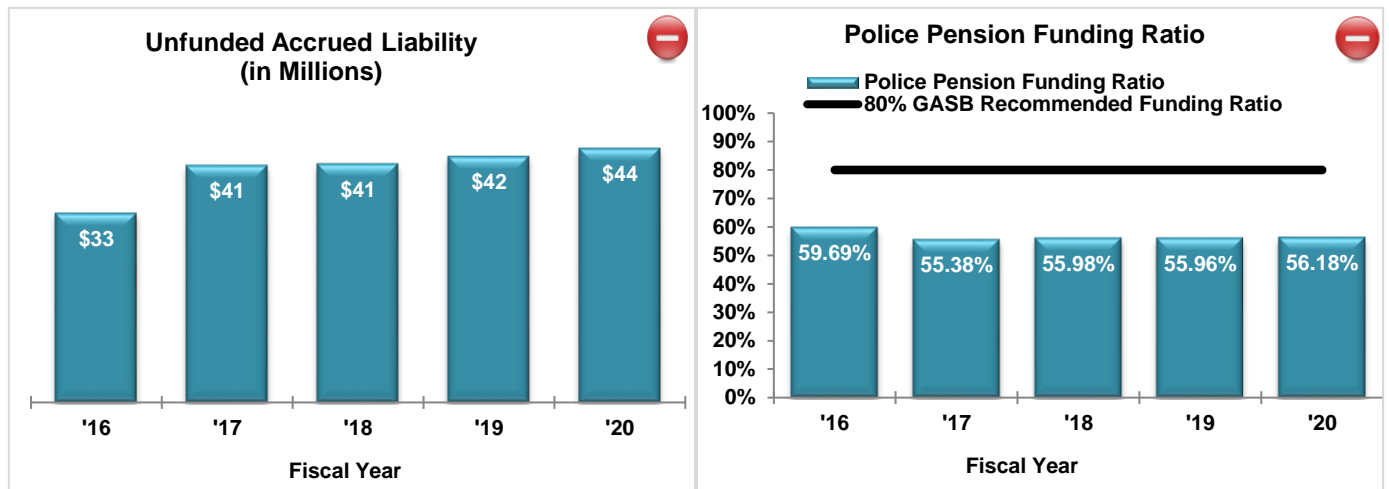
Description: Personnel costs are nearly 80% of total expenses for this department. The sworn officers per thousand population is an important indicator when looking at the increases in positions over time. If employees per thousand population is increasing significantly, it may indicate the operation 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 19.00 FTE. Sworn officers per thousand population increased 5.73% while population increased 5.47%. This indicates the growth of the sworn police department staff has kept up with the growth in the population for this period, but this is still a warning because eleven of the officers were allocated from other departments and did not increase the number of officers on the street. 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 Community Outreach 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 ***
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%
2020	\$56,226,578	\$100,081,780	\$43,855,202	56.18%	100%
5 Yr % Chg	16.26%	23.53%	34.29%	(5.88%)	

*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.

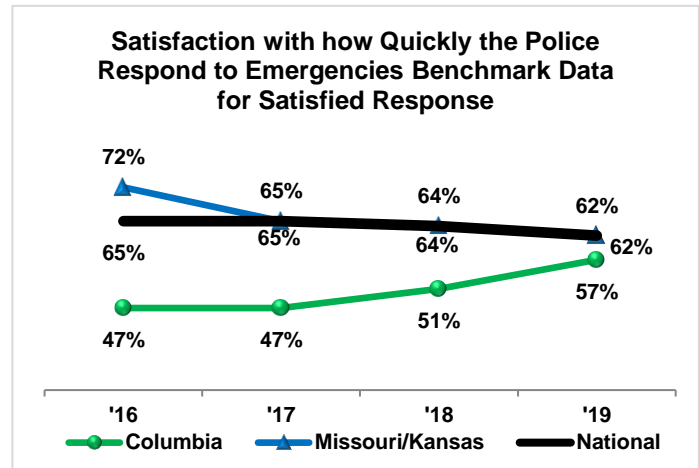
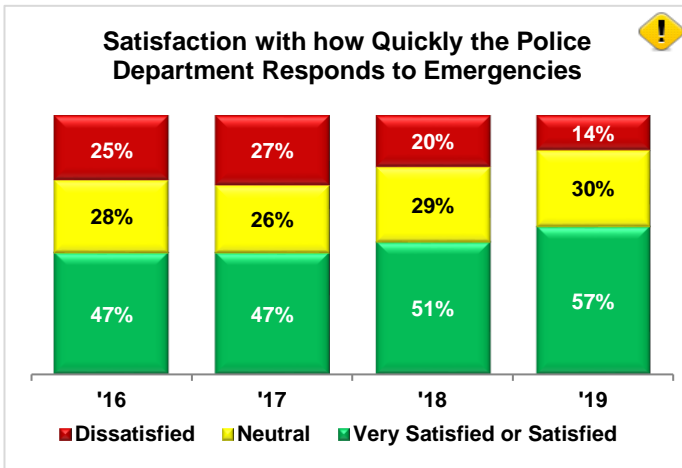
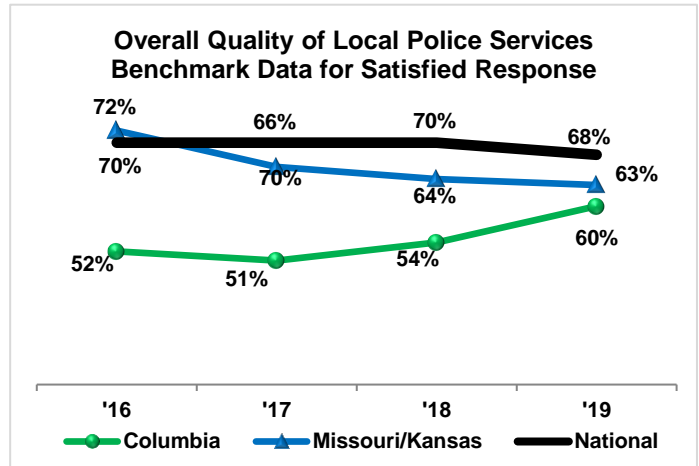
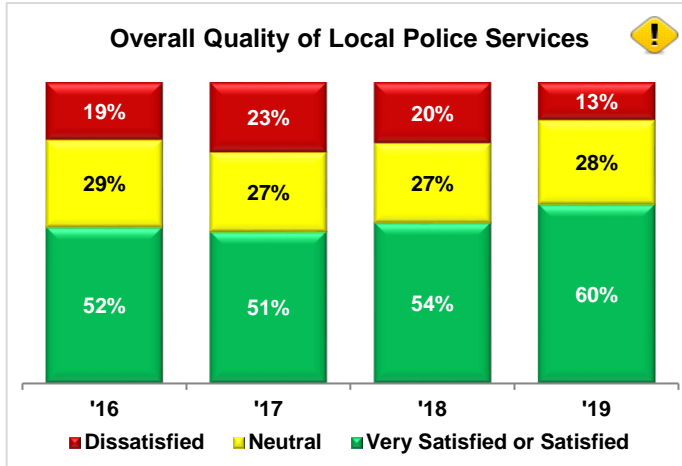
Description: Pension plans represent a significant expenditure obligation for local governments. Generally accepted accounting principles (GAAP) require that the cost of defined benefit pension plans be accrued as an expense by employers, regardless of whether the employer funds the full obligation. 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 had 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 2020 is 56.18%.

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)

In the FY 21 Budget, the City eliminated \$30,000 for the Citizen Survey and it will now be done every other year. Therefore, there is not any updated information for FY 2020.

Description: The City conducts citizen surveys annually (bi-annually beginning in FY 2021) 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:

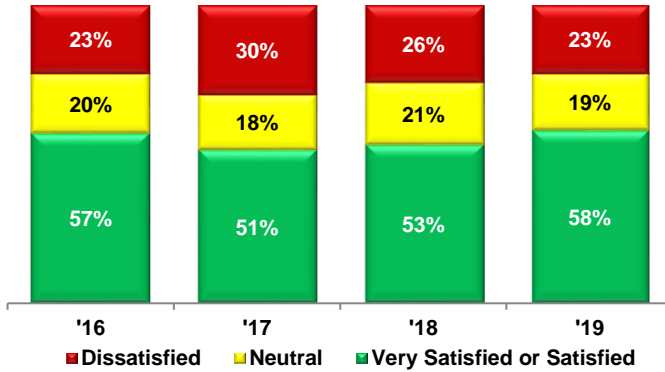
- Both of these indicators reflect a warning trend as satisfaction has been below 75% for all years shown. In looking at benchmark data, the City has been below state and national satisfaction ratings for all years shown.
- In FY 2015, the city utilized a focus group to try to obtain specific reasons 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/>

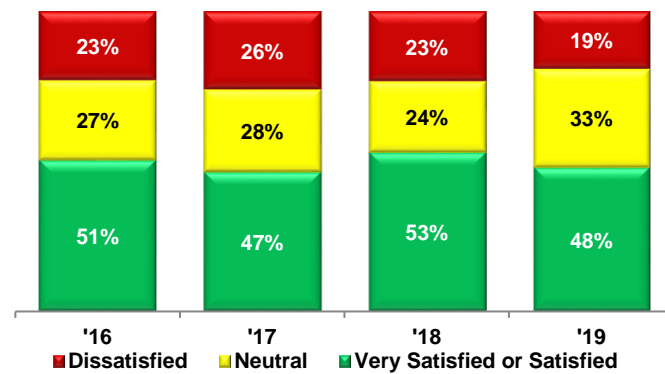
Police Department

Overall Feeling of Safety in the City

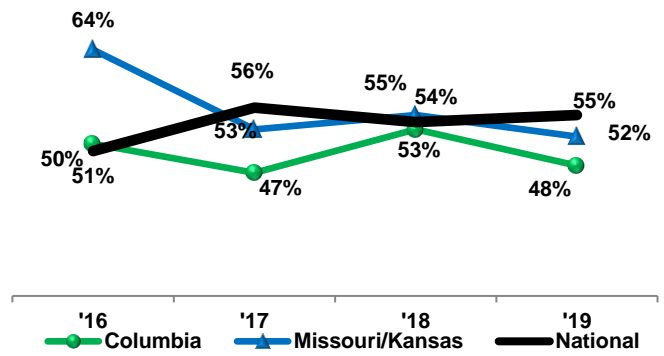


No Benchmark Data Available

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)

In the FY 21 Budget, the City eliminated \$30,000 for the Citizen Survey and it will now be done every other year. Therefore, there is not any updated information for FY 2020.

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.

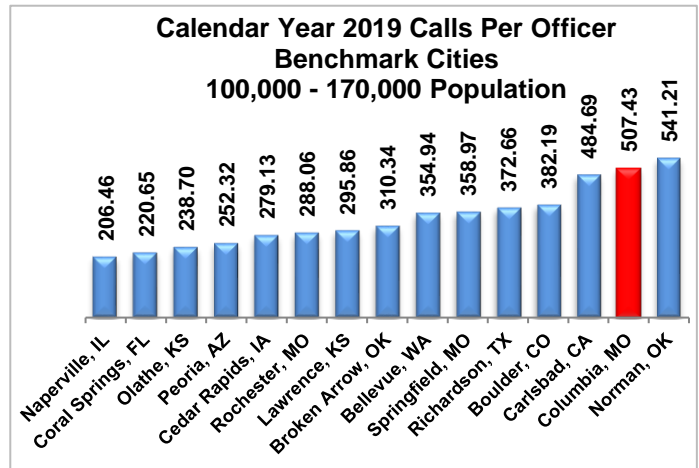
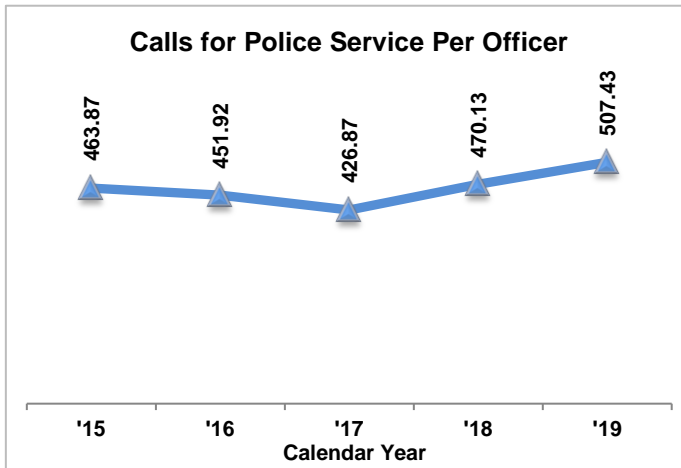
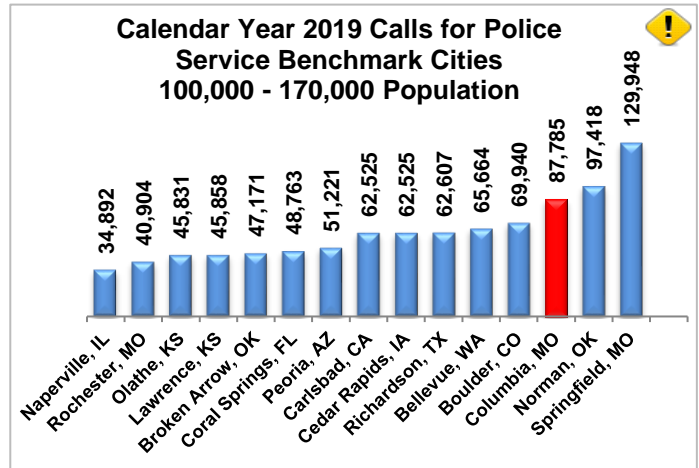
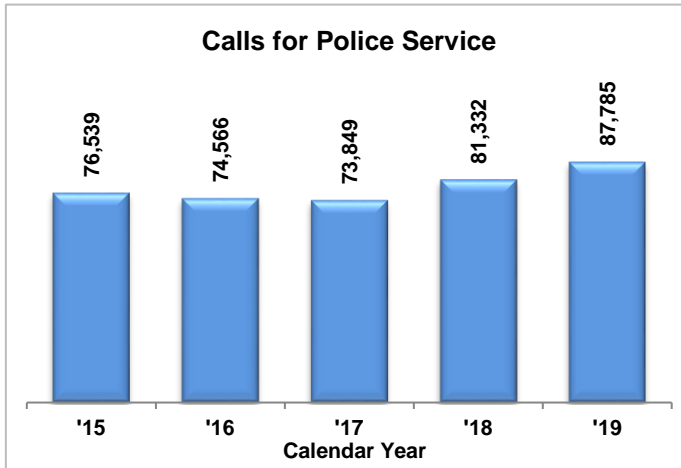
Analysis: Both of these indicators reflect a warning trend as satisfaction has been below 75% for all years shown. In looking at benchmark data for satisfaction with police efforts to prevent crime, the city has been below the state ratings for all years shown and below the national ratings for four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

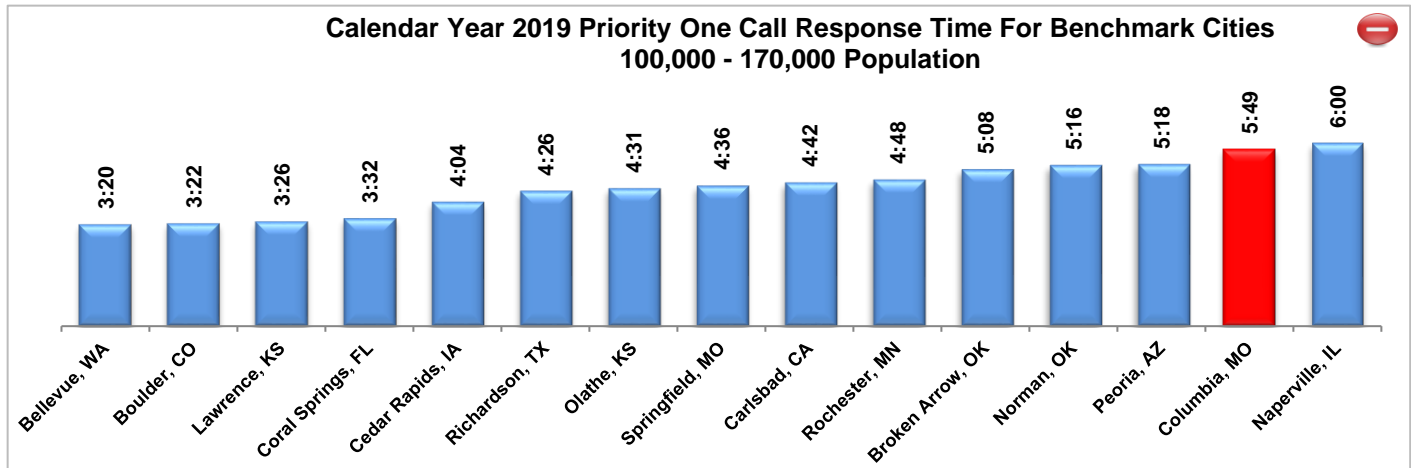
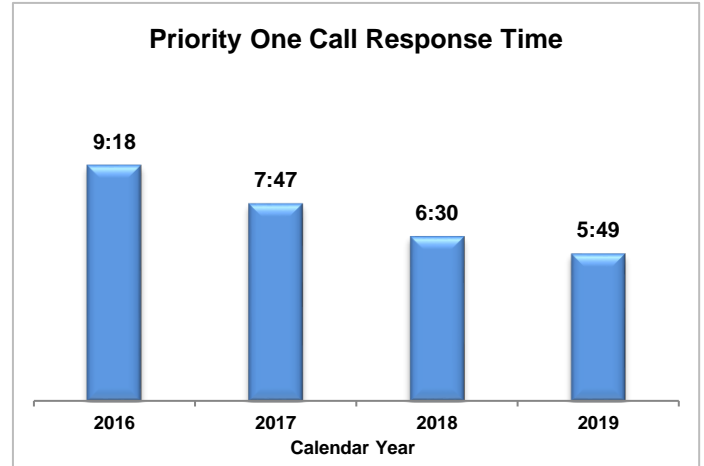
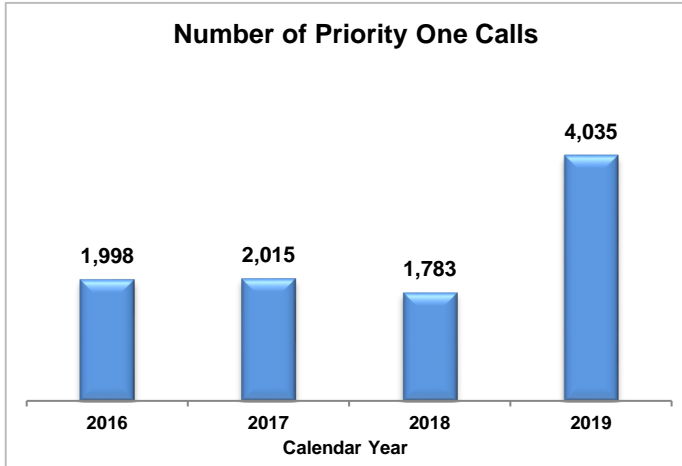
Analysis: The benchmark survey data is not available until June of the next year after our fiscal year ends, so this indicator uses 2015 to 2019 as the five year period. For the past five years, the City added 19.00 FTE sworn officer positions which represents a 11.52% increase in staffing and an increase of 5.73% in sworn officers per thousand population. During this same time the population increased by 5.47%.

- Calls for police service reflect an overall increase of 11,246 or 14.7%. In a comparison of calendar year 2019 calls for service with benchmark cities with a population between 100,000 and 170,000, Columbia's number of calls of 87,785 ranked the third highest out of 15 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 an increase from 463.87 in 2015 to 507.43 in FY 2019. When comparing the City's calls for service per officer for FY 2019 (the latest information available for benchmark cities), the City's 507.43 calls per officer ranked the second highest among the 15 benchmark cities.
- Citizen surveys reveal an overall increase in the satisfaction with how quickly the police respond to emergencies from 47% in 2016 to 57% in 2019. 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

Analysis:

The benchmark survey data is not available until June of the next year after our fiscal year ends, so this indicator would use 2015 through 2019 as the five year period.

- For calendar year 2019, the City's priority one call response time was 5 minutes and 49 seconds.
- 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 second highest of all of the cities. The average response time of all of these cities was 4.33 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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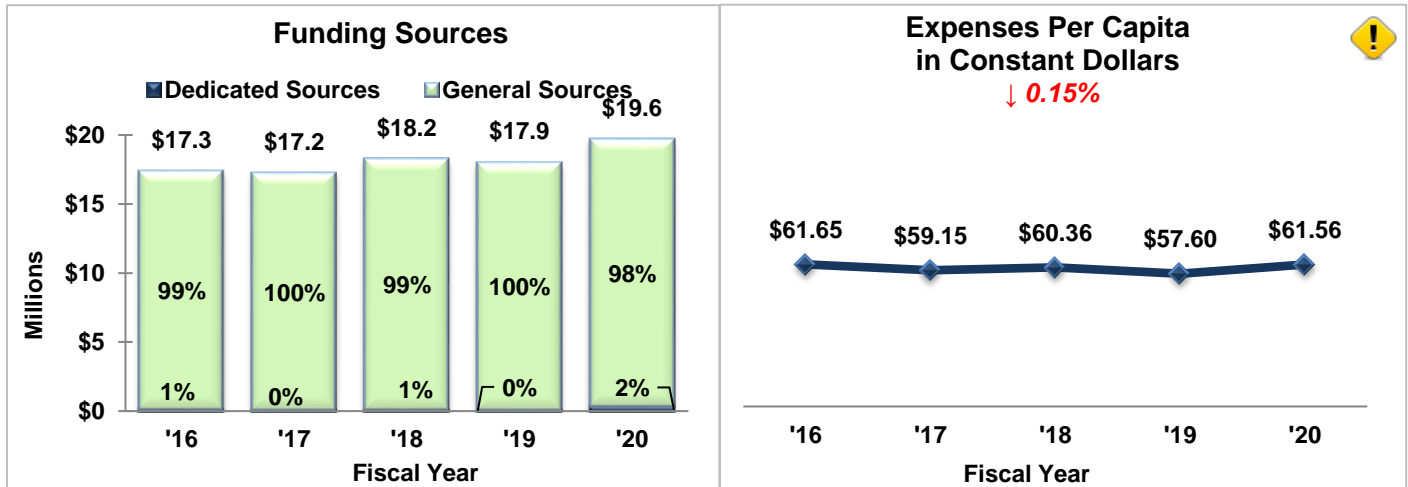
Fire Department Trends

General Fund Budget

Indicator	2019	2020	Comments
Expenses Per Capita			Expenses per capita decreased 0.15% while inflation increased 7.54% and the population increased 5.47%. A total of three positions were added and pension costs increased by \$652,270.
Employees Per Thousand Population			The total number of employees increased by 3.00 FTE. Employees per thousand population decreased 3.22% while population increased 5.47% 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 \$16.8 million or 35.30%. 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 2020 the unfunded liability increased \$870,139.
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 2020 funding ratio is 57.43% which is below the FY 2016 funding ratio of 60.43%.
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 remained relatively the same at 82% in FY 2016 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
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%)
2020	\$327,745	\$19,307,133	\$19,634,878	258.11	123,571	\$61.56	6.88%
5 Yr % Chg	178.18%	12.13%	13.26%	7.54%	5.47%	(0.15%)	
5 Yr \$ Chg	\$209,927	\$2,088,592	\$2,298,519				

0

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

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).

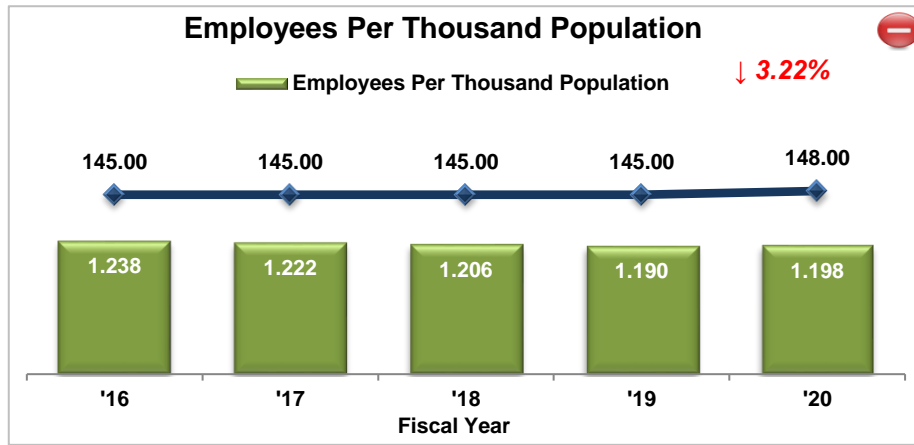
Analysis: For the five year period, total expenses increased \$2,298,519 or 13.26% and per capita expense decreased 0.15%.

- Personnel costs account for 88% 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.
- Expenses increased in FY 20 by \$1,685,732 due to an increase of \$1,616,668 in personal services. The personal services increase was due to three additional firemen being added, pay plan changes and pension costs.
- 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
2016	145.00	117,165	1.238					
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	0.00				
2019	145.00	121,898	1.190	0.00				
2020	148.00	123,571	1.198	3.00	3.00			ADDED: (3) Firefighters - SAFER Grant
5 Yr Chg	2.07%	5.47%	(3.22%)	3.00	7.00	0.00	(4.00)	

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

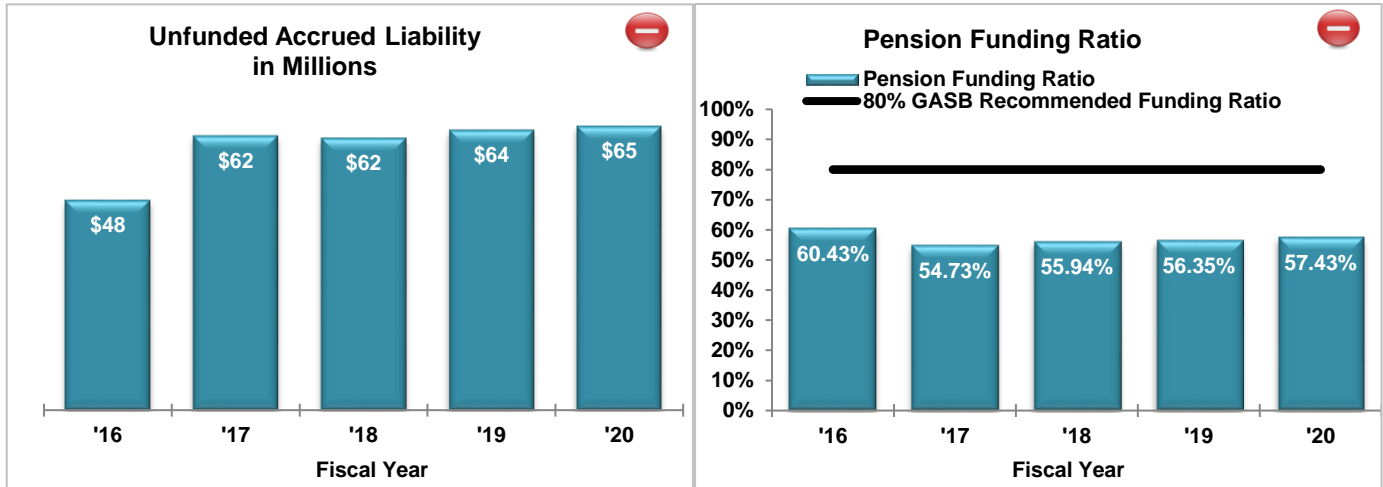
Description: Personnel costs are 88% of total expenses for this department. The employees per thousand population is an important indicator when looking at the increases in positions over time. If employees per thousand population is increasing significantly, it may indicate the operation is becoming 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 3.00 FTE. Employees per thousand employees decreased 3.22% while the growth in population was 5.47%. 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 ***
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%
2020	\$87,096,048	\$151,662,295	\$64,566,247	57.43%	100%
5 Yr % Chg	19.51%	25.76%	35.30%	(4.97%)	
5 Yr \$ Chg			\$16,844,747		

*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%.

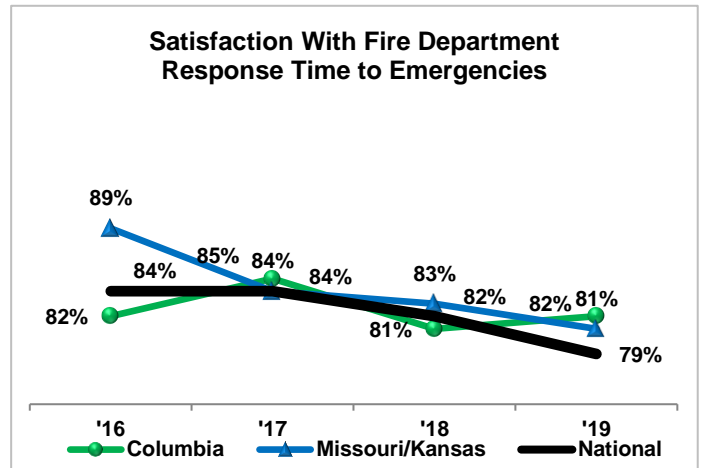
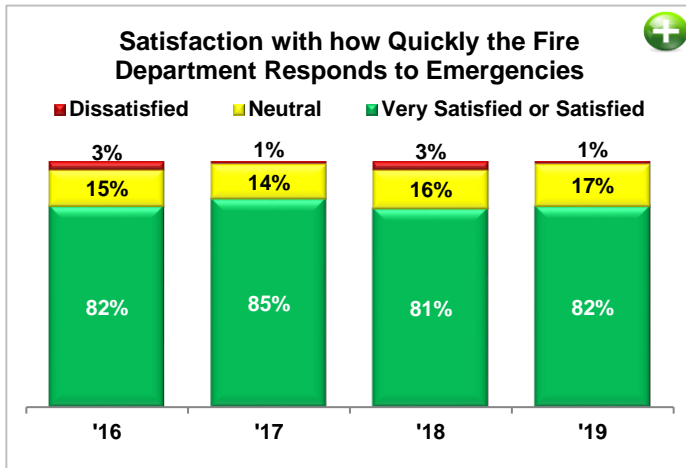
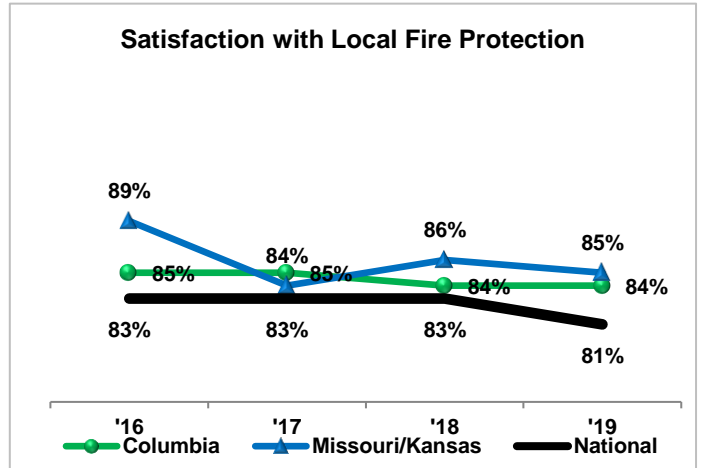
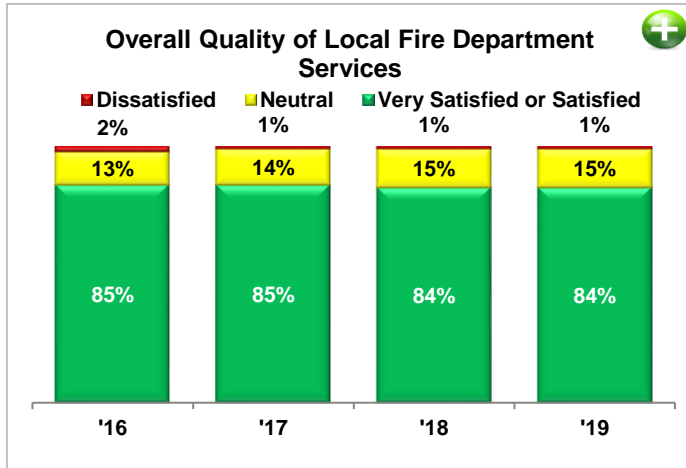
Analysis: The funding ratio has been below the GASB recommended level for all five years. The City has fully funded the annual required contribution (ARC) for all years shown. The unfunded actuarial liability increased significantly from FY 2009 - FY 2013 due to pension plan changes and investment income 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 2020, the funding ratio increased to 57.43%. 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)

In the FY 21 Budget, the City eliminated \$30,000 for the Citizen Survey and it will now be done every other year. Therefore, there is not any updated information for FY 2020.

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.

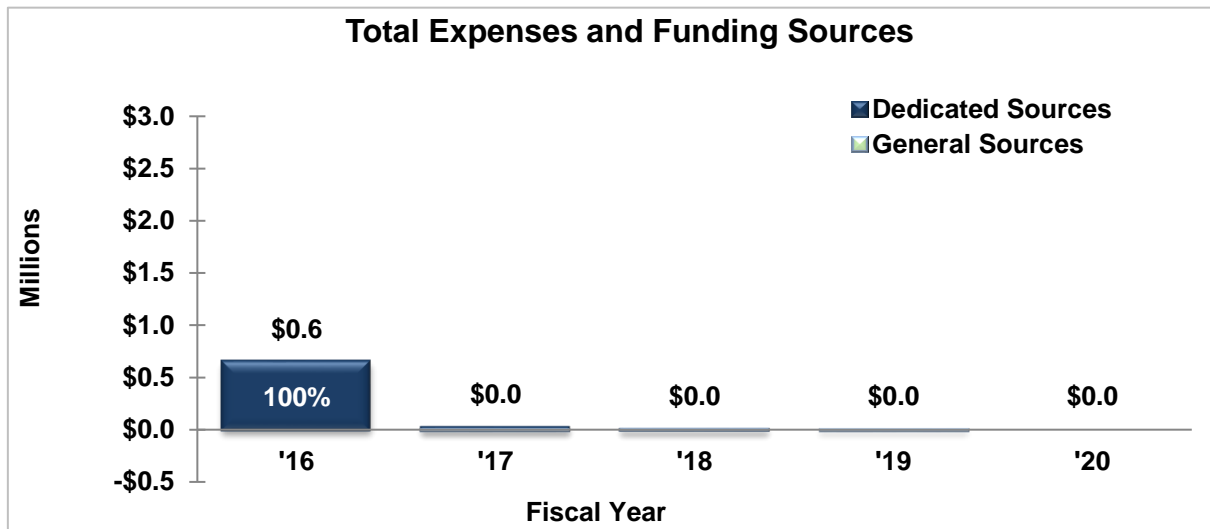
Analysis: The Fire Department continues to have a high satisfaction rating from the citizens on both of these indicators and the trend has been a positive trend for the years shown.

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
2016	\$644,560	\$0	\$644,560
2017	\$23,762	-\$1,512	\$22,250
2018	\$38	\$1,385	\$1,423
2019	\$0	(\$232)	-\$232
2020	\$0	\$0	\$0
5 Yr Chg	(100.00%)		(100.00%)

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

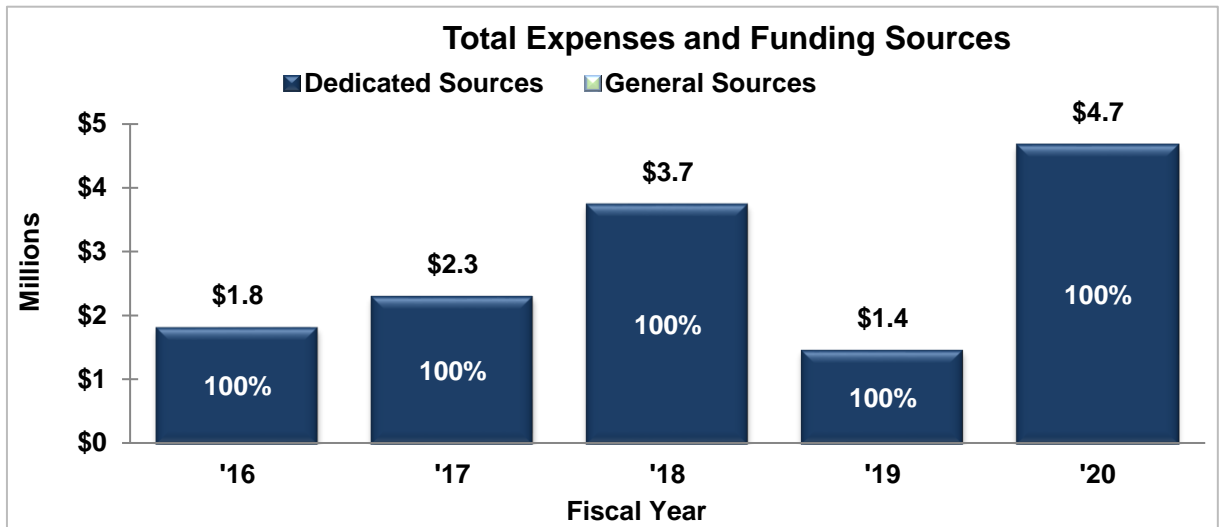
Analysis: The citizens approved a county 911 tax in April 2013 which moved the operation to the county once a new center was built.

- 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
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
2020	\$4,663,433	\$0	\$4,663,433
5 Yr Chg	159.64%		159.64%

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

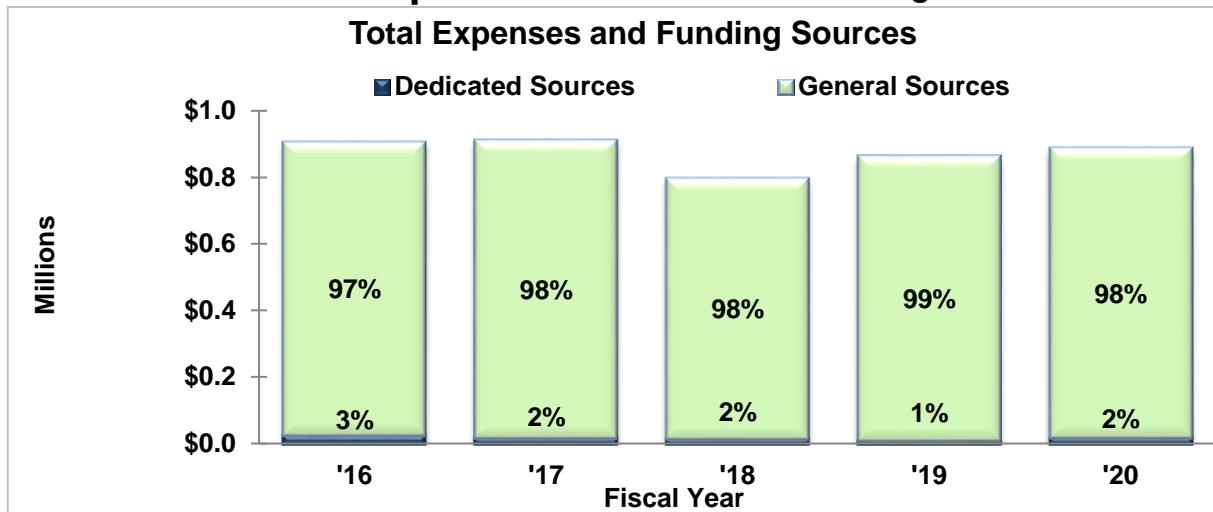
Dedicated Funding Sources: The primary funding sources include operating transfers (capital improvement sales tax) and other local revenues (part of the general sales tax that is designated for capital projects). All of the funding is considered to be dedicated funding.

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
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
2020	\$17,945	\$869,816	\$887,761
5 Yr Chg	(27.20%)	(1.23%)	(1.94%)
5 Yr \$ Chg	(\$6,705)	(\$10,816)	(\$17,521)

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.

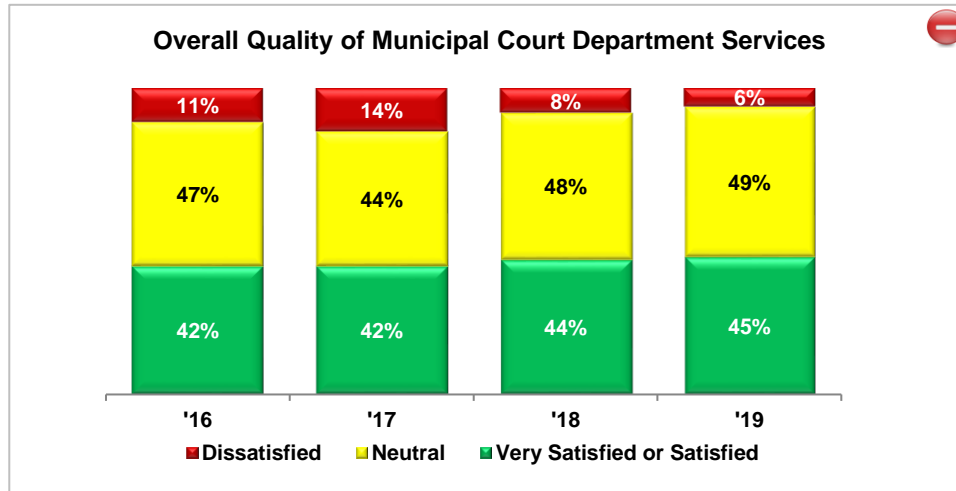
Analysis: For the period shown, total expenses decreased \$17,521 or 1.94%.

- Personnel costs are over 81% 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		
	Very Satisfied	Neutral	Dissatisfied
2016	42%	47%	11%
2017	42%	44%	14%
2018	44%	48%	8%
2019	45%	49%	6%

In the FY 21 Budget, the City eliminated \$30,000 for the Citizen Survey and it will now be done every other year. Therefore, there is not any updated information for FY 2020.

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 and 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 Grissom Building. Building maintenance is provided to these facilities as well as the Walton Building, police buildings (excluding Training Facility) and other City facilities. In FY 2021 the Custodial and Building Maintenance Fund is being eliminated and the operation moves to the General Fund and is renamed Facilities Management. It is still an internal service operation, but it will no longer charge fees to General Fund departments as it is now located in that fund.

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 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. In FY 2018 the GIS Fund was moved to the Information Technology (IT) Fund.

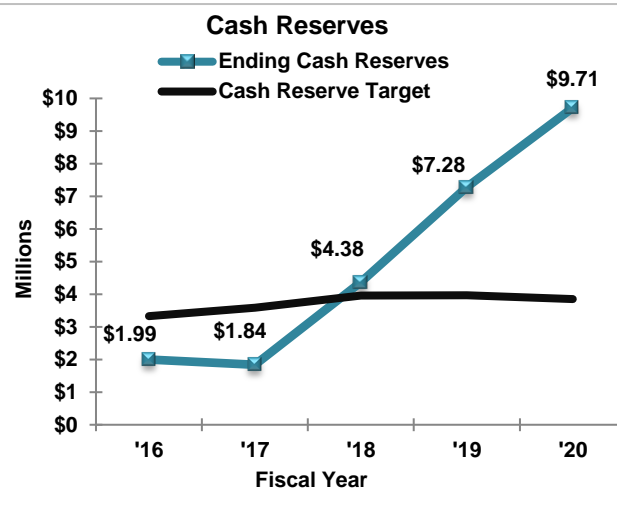
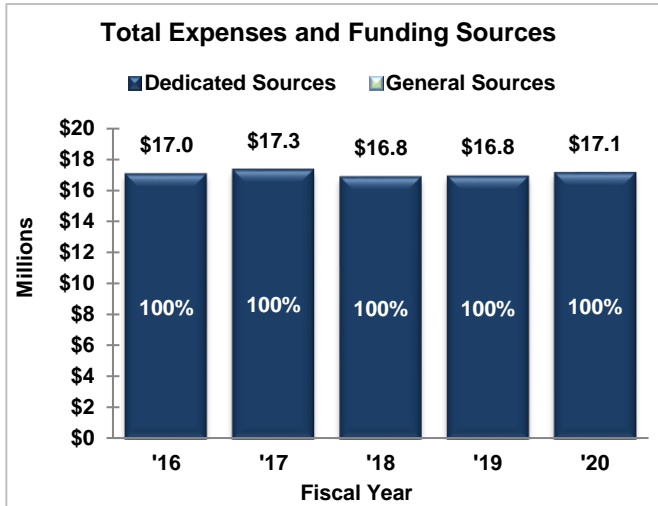
Information Technology Fund - Information Technology (I.T.) is responsible for support and administration of AS/400 midrange computers, a Wide Area Network (WAN), Local Area Networks (LANs), telecommunications (PBX), City's Web-site, personal computers (PCs), and workstations throughout all City departments. 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. In FY 2021 the Community Relations Fund is being eliminated and the operation moves to the General Fund. It is still an internal service operation, but it will no longer charge fees to General Fund departments as it is now located in that fund.

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. In FY 2021, this fund is being eliminated and the services and costs provided have been allocated to the utilities.

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Employee Benefit Fund - Internal Service Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
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
2020	\$17,063,944	\$0	\$17,063,944
5 Yr % Chg	0.44%		0.44%
5 Yr \$ Chg	\$74,926	\$0	\$74,926

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(a) and 457(b), 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 increased 0.44% for the period shown.

- 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 and has increased to \$5,857,433 for FY 2020.
- 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
Fees & Service Charges	\$13,140,361	\$14,314,301	\$16,396,198	\$16,561,352	\$16,580,566
Misc. Operating Revenues	\$2,559,323	\$2,732,752	\$2,778,375	\$2,729,177	\$2,654,195
Total Operating Revenues	\$15,699,684	\$17,047,053	\$19,174,573	\$19,290,529	\$19,234,761
Operating Expenses:					
Personnel Services *	\$506,866	\$587,070	\$615,480	\$595,839	\$684,218
Materials and Supplies	\$54,187	\$51,031	\$89,926	\$61,491	\$68,016
Travel and Training	\$18,536	\$28,953	\$22,918	\$41,467	\$31,999
Intragovernmental	\$2,732	\$2,950	\$2,702	\$3,355	\$3,285
Utilities, Services and Miscellaneous	\$16,384,829	\$16,585,597	\$16,046,617	\$16,109,529	\$16,243,765
Depreciation	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$16,967,150	\$17,255,601	\$16,777,643	\$16,811,681	\$17,031,283
Operating Income (Loss)	(\$1,267,466)	(\$208,548)	\$2,396,930	\$2,478,848	\$2,203,478
Non-Operating Revenues:					
Investment Revenue	\$67,944	(\$13,268)	\$7,576	\$256,462	\$164,754
Miscellaneous Revenue	\$68,171	\$54,460	\$96,441	\$46,183	\$73,119
Total Non-Operating Revenues	\$136,115	\$41,192	\$104,017	\$302,645	\$237,873
Total Non-Operating Revenues (Expenses)	\$136,115	\$41,192	\$104,017	\$302,645	\$237,873
Income (Loss) Before Transfers	(\$1,131,351)	(\$167,356)	\$2,500,947	\$2,781,493	\$2,441,351
Transfers In	\$0	\$0	\$0	\$245,000	\$0
Transfers Out	(\$21,868)	(\$32,661)	(\$32,661)	(\$32,661)	(\$32,661)
Total Net Transfers	(\$21,868)	(\$32,661)	(\$32,661)	\$212,339	(\$32,661)
Change in Net Position	(\$1,153,219)	(\$200,017)	\$2,468,286	\$2,993,832	\$2,408,690
Net Position - Beginning **	\$3,153,845	\$2,000,626	\$1,810,692	\$4,278,978	\$7,272,810
Net Position - Ending	\$2,000,626	\$1,800,609	\$4,278,978	\$7,272,810	\$9,681,500

* 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Fees & Service Charges	\$13,140,361	\$14,314,301	\$16,396,198	\$16,561,352	\$16,580,566
Misc. Operating Revenues	\$2,559,323	\$2,732,752	\$2,778,375	\$2,729,177	\$2,654,195
Interest	\$67,944	(\$13,268)	\$7,576	\$256,462	\$164,754
Less: GASB 31 Adjustment	(\$5,355)	\$30,525	\$78,682	(\$81,691)	(\$3,261)
Other Local Revenues ++	\$68,171	\$54,460	\$96,441	\$46,183	\$73,119
Total Financial Sources Before Transfers	\$15,830,444	\$17,118,770	\$19,357,272	\$19,511,483	\$19,469,373
Transfers In^	\$0	\$0	\$0	\$245,000	\$0
Total Financial Sources	\$15,830,444	\$17,118,770	\$19,357,272	\$19,756,483	\$19,469,373
Financial Uses					
Personnel Services *	\$506,866	\$587,070	\$615,480	\$595,839	\$684,218
Less: GASB 16 Vacation Liability Adjustment	\$2,568	(\$4,746)	\$1,141	\$1,636	(\$3,197)
Less: GASB 68 Pension Adjustment	(\$42,341)	(\$16,687)	\$6,957	\$10,235	(\$23,335)
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$869	(\$1,887)	(\$1,798)
Materials and Supplies	\$54,187	\$51,031	\$89,926	\$61,491	\$68,016
Travel and Training	\$18,536	\$28,953	\$22,918	\$41,467	\$31,999
Intragovernmental	\$2,732	\$2,950	\$2,702	\$3,355	\$3,285
Utilities, Services and Miscellaneous	\$16,384,829	\$16,585,597	\$16,046,617	\$16,109,529	\$16,243,765
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$21,868	\$32,661	\$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	\$16,949,245	\$17,266,829	\$16,819,271	\$16,854,326	\$17,035,614
Financial Sources Over/(Under) Uses	(\$1,118,801)	(\$148,059)	\$2,538,001	\$2,902,157	\$2,433,759
Current Assets	\$3,284,111	\$2,939,171	\$5,149,102	\$8,187,660	\$10,697,342
Less: GASB 31 Pooled Cash Adj	\$73,516	\$104,041	\$182,723	\$101,031	\$97,771
Less: Current Liabilities	(\$1,364,007)	(\$1,204,952)	(\$956,562)	(\$1,008,334)	(\$1,081,930)
Ending Cash Reserves	\$1,993,620	\$1,838,260	\$4,375,263	\$7,280,357	\$9,713,183
Budgeted Operating Expenses w/o Depreciation	\$16,236,324	\$17,502,223	\$18,986,090	\$19,349,942	\$18,901,627
Add: Operating Transfers to Other Funds	\$21,868	\$32,661	\$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)	(\$195,989)	(\$439,869)	(\$507,221)	(\$516,000)	(\$516,000)
Less: Cafeteria Plan Claims (pass through)	(\$2,500,000)	(\$2,500,000)	(\$2,500,000)	(\$2,750,000)	(\$2,750,000)
Less: Voluntary Vision Insurance (pass through)	(\$114,000)	(\$118,000)	(\$79,000)	(\$112,000)	(\$115,000)
Less: Voluntary Optional Coverage (pass through)	(\$136,000)	(\$130,000)	(\$110,000)	(\$134,000)	(\$130,290)
Total Budgeted Financial Uses	\$13,312,203	\$14,347,015	\$15,822,530	\$15,870,603	\$15,422,998
x Cash Reserve Target %	x 25%	x 25%	x 25%	x 25%	x 25%
Budgeted Cash Reserve Target	\$3,328,051	\$3,586,754	\$3,955,633	\$3,967,651	\$3,855,750
(**20% for FY 2006 - FY 2014, 25% for FY 2015 - FY 2016)					
Above/(Below) Budgeted Cash Reserve Target	(\$1,334,431)	(\$1,748,494)	\$419,630	\$3,312,706	\$5,857,433

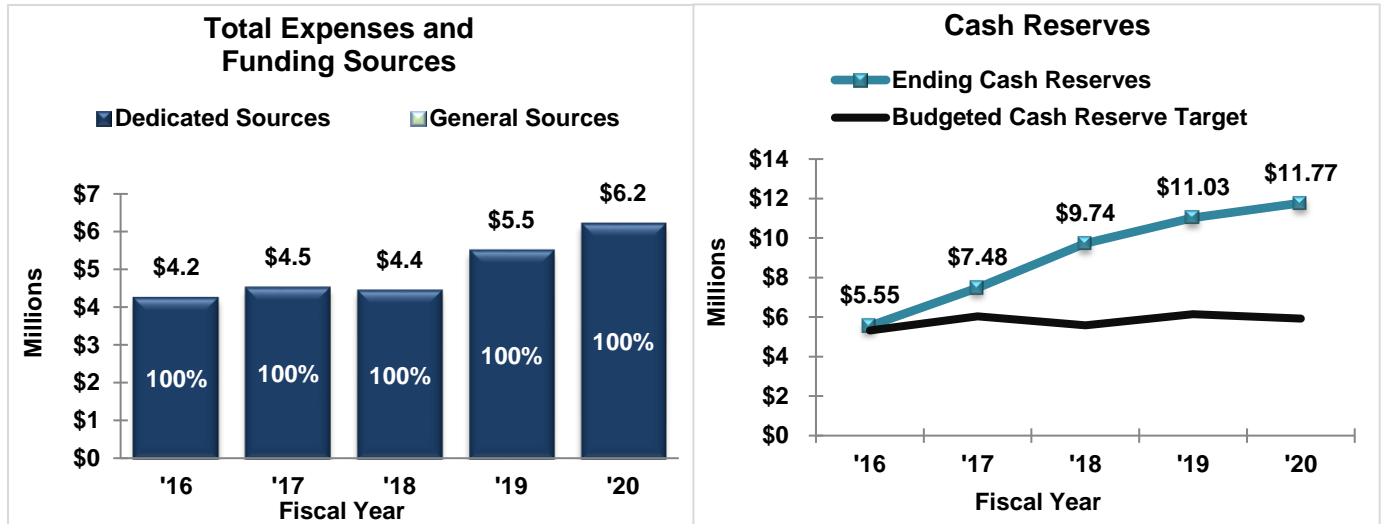
++ Other Local Revenues include investment revenue

^ 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
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
2020	\$6,171,539	\$0	\$6,171,539
5 Yr % Chg	46.37%		46.37%
5 Yr \$ Chg	\$1,955,112	\$0	\$1,955,112

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 increased 46.37% 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 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.
- In FY 2020, there was an increase of \$657,320 in claims costs.
- Cash reserves have been above the budgeted cash reserve target for all years shown. 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
User Charges	\$5,759,704	\$6,220,365	\$6,220,365	\$6,220,367	\$6,095,960
Total Operating Revenues	\$5,759,704	\$6,220,365	\$6,220,365	\$6,220,367	\$6,095,960
 Operating Expenses:					
Personnel Services *	\$305,138	\$275,024	\$261,749	\$271,209	\$294,894
Materials and Supplies	\$1,807	\$1,795	\$24,016	\$1,314	\$2,369
Travel and Training	\$4,695	\$2,365	\$3,398	\$4,984	(\$408)
Intragovernmental	\$328	\$354	\$19,782	\$6,355	\$5,783
Utilities, Services and Miscellaneous	\$3,868,614	\$4,164,581	\$4,059,192	\$5,136,100	\$5,824,021
Depreciation	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$4,180,582	\$4,444,119	\$4,368,137	\$5,419,962	\$6,126,659
 Operating Income (Loss)	\$1,579,122	\$1,776,246	\$1,852,228	\$800,405	(\$30,699)
 Non-Operating Revenues:					
Investment Revenue	\$209,784	(\$54,129)	\$41,831	\$696,009	\$352,838
Miscellaneous Revenue	\$63,101	\$42,314	\$44,017	\$67,314	\$461,682
Total Non-Operating Revenues	\$272,885	(\$11,815)	\$85,848	\$763,323	\$814,520
 Non-Operating Expenses:					
Total Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0
 Total Non-Operating Revenues (Expenses)	\$272,885	(\$11,815)	\$85,848	\$763,323	\$814,520
 Income (Loss) Before Transfers	\$1,852,007	\$1,764,431	\$1,938,076	\$1,563,728	\$783,821
 Transfers In	\$0	\$25,087	\$0	\$0	\$0
Transfers Out	(\$35,845)	(\$44,880)	(\$44,880)	(\$44,880)	(\$44,880)
Total Net Transfers	(\$35,845)	(\$19,793)	(\$44,880)	(\$44,880)	(\$44,880)
 Change in Net Position	\$1,816,162	\$1,744,638	\$1,893,196	\$1,518,848	\$738,941
 Net Position - Beginning **	\$5,041,760	\$6,857,922	\$8,606,550	\$10,499,746	\$12,018,594
 Net Position - Ending	\$6,857,922	\$8,602,560	\$10,499,746	\$12,018,594	\$12,757,535

* 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

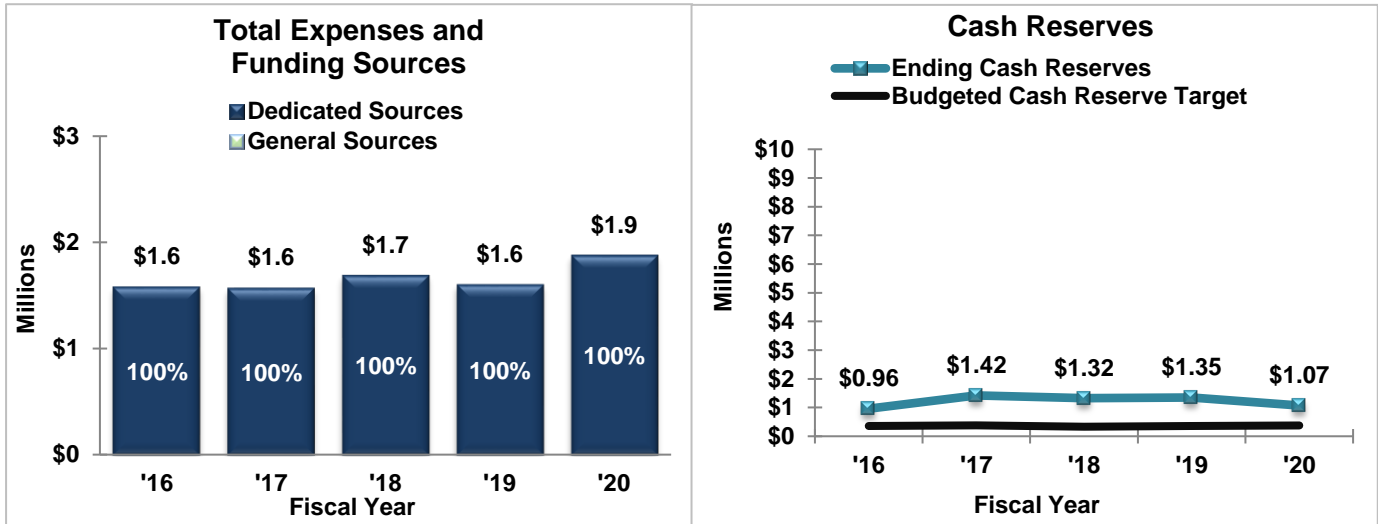
Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Fees and Service Charges	\$5,759,704	\$6,220,365	\$6,220,365	\$6,220,367	\$6,095,960
Interest	\$209,784	(\$54,129)	\$41,831	\$696,009	\$352,838
Less: GASB 31 Interest Adjustment	(\$25,472)	\$149,762	\$352,321	(\$210,301)	(\$6,417)
Miscellaneous Non-Operating Revenue	\$63,101	\$42,314	\$44,017	\$67,314	\$461,682
Total Financial Sources Before Transfers	\$6,007,117	\$6,358,312	\$6,658,534	\$6,773,389	\$6,904,063
Transfers In	\$0	\$25,087	\$0	\$0	\$0
Total Financial Sources	\$6,007,117	\$6,383,399	\$6,658,534	\$6,773,389	\$6,904,063
Financial Uses					
Personnel Services *	\$305,138	\$275,024	\$261,749	\$271,209	\$294,894
Less: GASB 16 Vacation Liability Adjustment	\$3,651	(\$2,892)	(\$290)	(\$6,304)	(\$1,266)
Less: GASB 68 Pension Adjustment	(\$223)	(\$25,221)	\$963	\$4,050	(\$10,009)
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$344	(\$747)	(\$798)
Materials and Supplies	\$1,807	\$1,795	\$24,016	\$1,314	\$2,369
Travel and Training	\$4,695	\$2,365	\$3,398	\$4,984	(\$408)
Intragovernmental	\$328	\$354	\$19,782	\$6,355	\$5,783
Utilities, Services and Miscellaneous	\$3,868,614	\$4,164,581	\$4,059,192	\$5,136,100	\$5,824,021
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$35,845	\$44,880	\$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	\$4,219,855	\$4,460,886	\$4,414,034	\$5,461,841	\$6,159,466
Financial Sources Over (Under) Uses	\$1,787,262	\$1,922,513	\$2,244,500	\$1,311,548	\$744,597
Current Assets	\$13,334,715	\$14,465,593	\$16,644,404	\$17,647,845	\$18,454,638
Less: GASB 31 Pooled Cash Adj	\$44,686	\$199,454	\$550,623	\$342,863	\$336,939
Less: Investments <i>(Required to remain self insured)</i>	(\$1,300,767)	(\$1,298,440)	(\$1,282,534)	(\$1,298,804)	(\$1,299,909)
Less: Current Liabilities	(\$2,302,529)	(\$2,036,919)	(\$2,028,698)	(\$2,252,924)	(\$939,400)
Less: Non Current Claims Payable	(\$4,222,387)	(\$3,851,845)	(\$4,148,535)	(\$3,409,457)	(\$4,777,543)
Ending Cash Reserves	\$5,553,718	\$7,477,843	\$9,735,260	\$11,029,523	\$11,774,725
Cash Reserve Target:					
Budgeted Insurance Premiums	\$1,507,000	\$1,733,050	\$1,374,500	\$1,382,500	\$1,636,262
Budgeted Claims	\$3,815,554	\$4,302,998	\$4,205,131	\$4,764,342	\$4,284,982
Budgeted Cash Reserve Target	\$5,322,554	\$6,036,048	\$5,579,631	\$6,146,842	\$5,921,244
Above/(Below) Cash Reserve Target	\$231,164	\$1,441,795	\$4,155,629	\$4,882,681	\$5,853,481

* 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
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
2020	\$1,866,851	\$0	\$1,866,851
5 Yr % Chg	18.94%		18.94%
5 Yr \$ Chg	\$297,266	\$0	\$297,266

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.

In FY 2021 the Custodial and Building Maintenance Fund is being eliminated and the operation moves to the General Fund and is renamed Facilities Management. It is still an internal service operation, but it will no longer charge fees to General Fund departments as it is now located in that fund.

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 18.94% during the period shown.

- 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. Balances will be moved to General Fund in FY 2021 since the fund is being eliminated.

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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
Custodial User charges	\$601,652	\$640,759	\$508,122	\$508,122	\$472,765
Bldg. Maint. User Charges	\$665,039	\$789,736	\$651,019	\$728,923	\$706,771
Utility User Charges	\$322,552	\$353,084	\$333,445	\$343,806	\$316,359
Total Operating Revenues	\$1,589,243	\$1,783,579	\$1,492,586	\$1,580,851	\$1,495,895
Operating Expenses:					
Personnel Services *	\$788,506	\$762,534	\$749,638	\$817,048	\$981,385
Materials and Supplies	\$211,632	\$182,479	\$201,481	\$168,431	\$162,733
Travel and Training	\$3,719	\$4,925	\$3,565	\$5,374	\$4,888
Intragovernmental	\$22,383	\$46,184	\$59,480	\$45,139	\$54,308
Utilities, Services and Miscellaneous	\$458,066	\$480,787	\$580,171	\$477,913	\$557,585
Depreciation	\$15,633	\$15,633	\$13,140	\$11,433	\$14,428
Total Operating Expenses	\$1,499,939	\$1,492,542	\$1,607,475	\$1,525,338	\$1,775,327
Operating Income (Loss)	\$89,304	\$291,037	(\$114,889)	\$55,513	(\$279,432)
Non-Operating Revenues:					
Investment Revenue	\$19,481	(\$7,809)	\$7,881	\$57,539	\$27,242
Miscellaneous Revenue	\$89	\$0	\$1,161	\$16,019	\$1,046
Total Non-Operating Revenues	\$19,570	(\$7,809)	\$9,042	\$73,558	\$28,288
Loss on Disposal of Assets	\$0	\$0	\$5,889	\$0	\$0
Total Non-Operating Expenses	\$0	\$0	\$5,889	\$0	\$0
Total Non-Operating Revenues (Expenses)	\$19,570	(\$7,809)	\$3,153	\$73,558	\$28,288
Income (Loss) Before Transfers	\$108,874	\$283,228	(\$111,736)	\$129,071	(\$251,144)
Transfers In	\$0	\$150,000	\$0	\$0	\$0
Transfers Out	(\$69,646)	(\$65,100)	(\$65,100)	(\$65,100)	(\$65,100)
Total Transfers	(\$69,646)	\$84,900	(\$65,100)	(\$65,100)	(\$65,100)
Change in Net Position	\$39,228	\$368,128	(\$176,836)	\$63,971	(\$316,244)
Net Position - Beginning **	\$1,362,080	\$1,401,308	\$1,786,145	\$1,609,309	\$1,673,280
Net Position - Ending	\$1,401,308	\$1,769,436	\$1,609,309	\$1,673,280	\$1,357,036

* 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

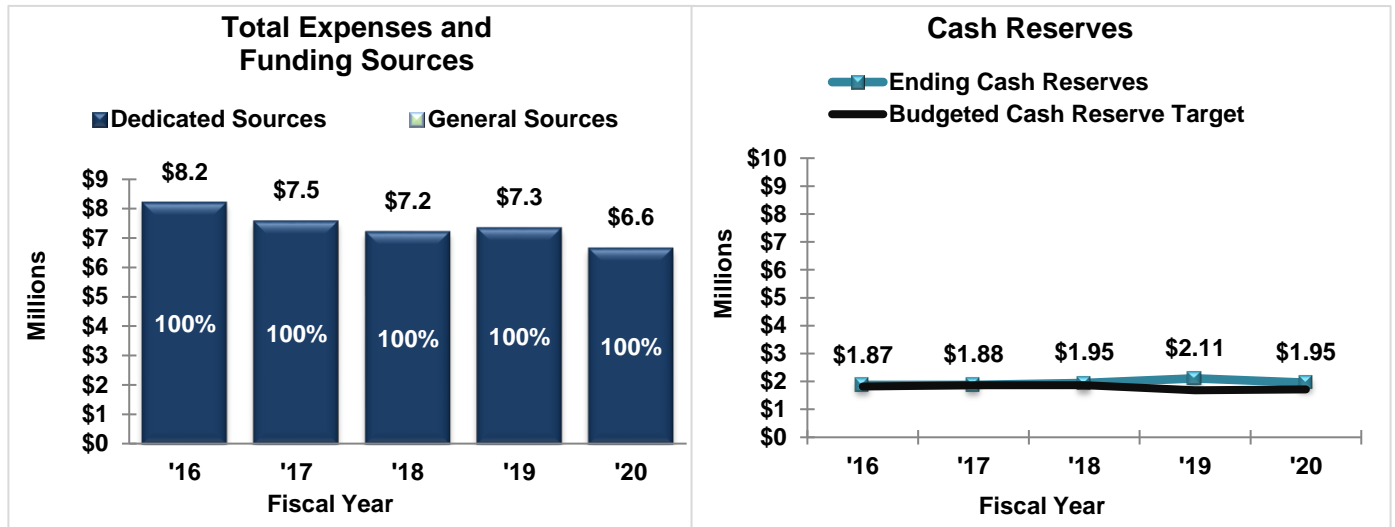
Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Fees and Service Charges	\$1,589,243	\$1,783,579	\$1,492,586	\$1,580,851	\$1,495,895
Interest (w/o GASB 31 Adjustment)	\$19,481	(\$7,809)	\$7,881	\$57,539	\$27,242
Less: GASB 31 Interest Adjustment	(\$2,292)	\$17,312	\$33,881	(\$18,130)	(\$481)
Miscellaneous Non-Operating Revenue	\$89	\$0	\$1,161	\$16,019	\$1,046
Total Financial Sources Before Transfers	\$1,606,521	\$1,793,082	\$1,535,509	\$1,636,279	\$1,523,702
Transfers In	\$0	\$150,000	\$0	\$0	\$0
Total Financial Sources	\$1,606,521	\$1,943,082	\$1,535,509	\$1,636,279	\$1,523,702
Financial Uses					
Personnel Services	\$788,506	\$762,534	\$749,638	\$817,048	\$981,385
Less: GASB 16 Vacation Liability Adjustment	(\$1,388)	(\$386)	(\$5,925)	(\$11,187)	(\$6,777)
Less: GASB 68 Pension Adjustment	(\$80,204)	(\$66,097)	(\$29,883)	\$27,525	(\$41,463)
Less: GASB 75 Adjustment	\$0	\$0	\$1,439	(\$2,039)	(\$3,197)
Materials and Supplies	\$211,632	\$182,479	\$201,481	\$168,431	\$162,733
Travel and Training	\$3,719	\$4,925	\$3,565	\$5,374	\$4,888
Intragovernmental	\$22,383	\$46,184	\$59,480	\$45,139	\$54,308
Utilities, Services and Miscellaneous	\$458,066	\$480,787	\$580,171	\$477,913	\$557,585
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank and Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$69,646	\$65,100	\$65,100	\$65,100	\$65,100
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$0	\$0	\$0	\$0	\$26,424
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$1,472,360	\$1,475,526	\$1,625,066	\$1,593,304	\$1,800,986
Financial Sources Over/(Under) Uses	\$134,161	\$467,556	(\$89,557)	\$42,975	(\$277,284)
Current Assets	\$1,028,411	\$1,476,454	\$1,362,549	\$1,375,286	\$1,112,468
Less: GASB 31 Pooled Cash Adj	\$18,275	\$35,586	\$69,467	\$51,337	\$50,855
Less: Current Liabilities**	(\$86,699)	(\$89,910)	(\$107,253)	(\$78,803)	(\$94,721)
Ending Cash Reserves	\$959,987	\$1,422,130	\$1,324,763	\$1,347,820	\$1,068,602
Budgeted Operating Expenses w/o Depreciation	\$1,711,153	\$1,812,326	\$1,595,473	\$1,722,737	\$1,812,944
Add: Budgeted Operating Transfers to Other Funds	\$69,646	\$65,100	\$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	\$0	\$0	\$0	\$26,721	\$0
Total Budgeted Financial Uses	\$1,780,799	\$1,877,426	\$1,660,573	\$1,814,558	\$1,878,044
	x20%	x20%	x20%	x20%	x20%
Budgeted Cash Reserve Target	\$356,160	\$375,485	\$332,115	\$362,912	\$375,609
Above/(Below) Cash Reserve Target	\$603,827	\$1,046,645	\$992,648	\$984,908	\$692,993

* Beginning in FY 2016, Personnel Services includes the GASB 68 Adjustment 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
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
2020	\$6,622,446	\$0	\$6,622,446	\$6,622,446
5 Yr % Chg	(18.89%)		(18.89%)	(18.89%)
5 Yr \$ Chg	(\$1,542,718)	\$0	(\$1,542,718)	(\$1,542,718)

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

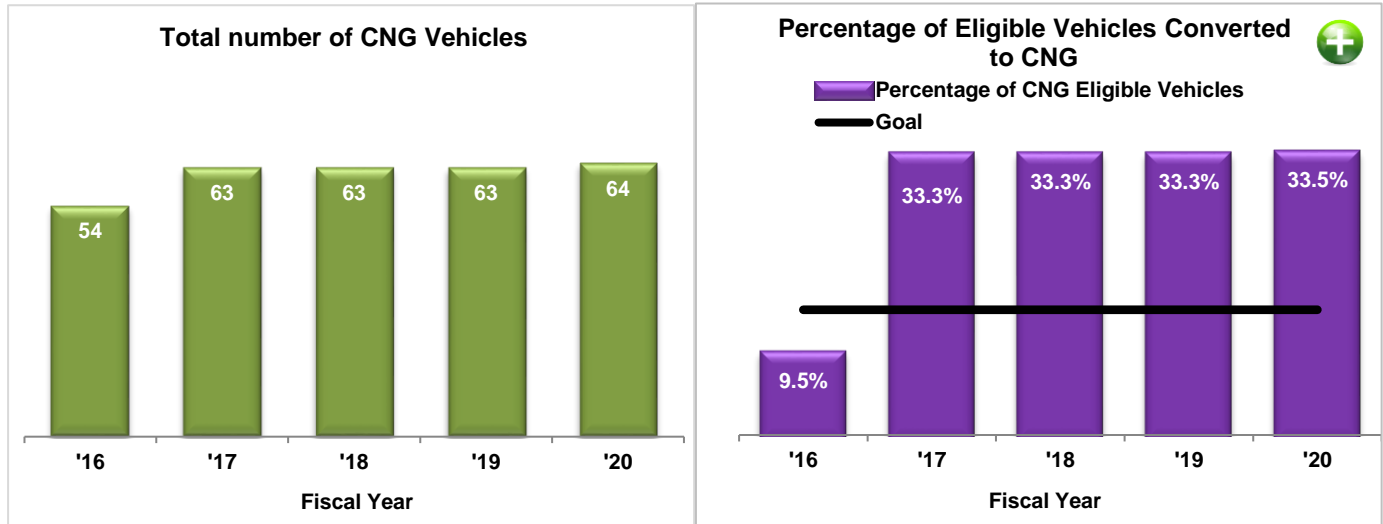
Analysis: For the period shown, total expenses without capital projects decreased \$1.5 million or 18.89%.

- 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.
- in FY 2020 expenses (cost of goods sold) decreased due to lower sales. Operating revenues decreased by 15.14% from \$7,283,924 to \$6,181,407.
- 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
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
2020	191	64	33.5%	15%	\$14,358

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 64 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 2020. 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
User Charges	\$8,251,065	\$7,306,478	\$7,117,542	\$7,283,924	\$6,181,407
Total Operating Revenues	\$8,251,065	\$7,306,478	\$7,117,542	\$7,283,924	\$6,181,407
Operating Expenses:					
Personnel Services *	\$2,501,251	\$2,301,339	\$2,369,038	\$2,347,638	\$2,440,162
Materials and Supplies	\$5,278,507	\$4,588,432	\$4,467,256	\$4,610,912	\$3,838,231
Travel and Training	\$13,238	\$2,801	\$6,125	\$10,356	\$1,163
Intragovernmental	\$172,703	\$180,476	\$144,269	\$166,640	\$201,338
Utilities, Services and Miscellaneous	\$75,603	\$78,800	\$111,490	\$76,313	\$72,117
Depreciation	\$76,368	\$66,915	\$63,479	\$59,988	\$52,311
Total Operating Expenses	\$8,117,670	\$7,218,763	\$7,161,657	\$7,271,847	\$6,605,322
Operating Income (Loss)	\$133,395	\$87,715	(\$44,115)	\$12,077	(\$423,915)
Non-Operating Revenues:					
Revenue from other govt. units	\$0	\$0	\$0	\$0	\$1,884
Investment Revenue	\$23,878	(\$7,180)	(\$1,546)	\$38,760	\$17,951
Miscellaneous Revenue	\$73,887	\$64,336	\$62,443	\$115,369	\$59,789
Total Non-Operating Revenues	\$97,765	\$57,156	\$60,897	\$154,129	\$79,624
Non-Operating Expenses:					
Loss on Disposal of Fixed Assets	\$9,920	\$0	\$4,776	\$26,547	\$0
Total Non-Operating Expenses	\$9,920	\$0	\$4,776	\$26,547	\$0
Total Non-Operating Revenues (Expenses)	\$87,845	\$57,156	\$56,121	\$127,582	\$79,624
Income (Loss) Before Transfers	\$221,240	\$144,871	\$12,006	\$139,659	(\$344,291)
Transfers In	\$0	\$0	\$0	\$0	\$0
Transfers Out - CIP	\$0	(\$309,158)	\$0	\$0	\$0
Transfers Out - Other	(\$5,625)	(\$4,883)	(\$4,883)	(\$4,883)	(\$4,883)
Transfers Out	(\$5,625)	(\$314,041)	(\$4,883)	(\$4,883)	(\$4,883)
Total Transfers	(\$5,625)	(\$314,041)	(\$4,883)	(\$4,883)	(\$4,883)
Change in Net Position	\$215,615	(\$169,170)	\$7,123	\$134,776	(\$349,174)
Net Position - Beginning **	\$4,028,253	\$4,243,868	\$4,124,547	\$4,131,670	\$4,266,446
Net Position - Ending	\$4,243,868	\$4,074,698	\$4,131,670	\$4,266,446	\$3,917,272

* 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

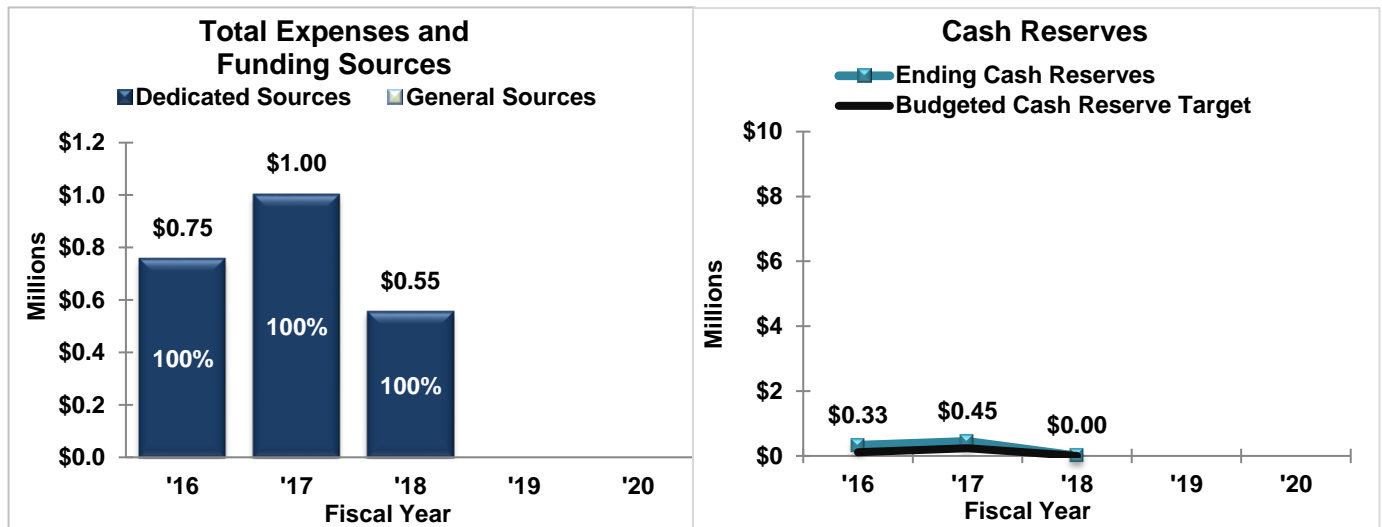
Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Fees and Service Charges	\$8,251,065	\$7,306,478	\$7,117,542	\$7,283,924	\$6,181,407
Interest	\$23,878	(\$7,180)	(\$1,546)	\$38,760	\$17,951
Less: GASB 31 Interest Adjustment	(\$3,305)	\$13,768	\$23,922	(\$12,583)	\$235
Other Local Revenues ++	\$73,887	\$64,336	\$62,443	\$115,369	\$59,789
Total Financial Sources Before Transfers	\$8,345,525	\$7,377,402	\$7,202,361	\$7,425,470	\$6,259,382
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$8,345,525	\$7,377,402	\$7,202,361	\$7,425,470	\$6,259,382
Financial Uses					
Personnel Services *	\$2,501,251	\$2,301,339	\$2,369,038	\$2,347,638	\$2,440,162
Less: GASB 16 Vacation Liability Adjustment	\$1,689	\$10,838	(\$372)	\$3,119	(\$7,966)
Less: GASB 68 Pension Adjustment	(\$218,701)	(\$116,687)	\$12,036	\$50,602	(\$130,885)
Less: GASB 75 Adjustment	\$0	\$0	\$4,292	(\$9,324)	(\$10,637)
Materials and Supplies	\$5,278,507	\$4,588,432	\$4,467,256	\$4,610,912	\$3,838,231
Travel and Training	\$13,238	\$2,801	\$6,125	\$10,356	\$1,163
Intragovernmental	\$172,703	\$180,476	\$144,269	\$166,640	\$201,338
Utilities, Services and Miscellaneous	\$75,603	\$78,800	\$111,490	\$76,313	\$72,117
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees					
Transfers Out	\$5,625	\$4,883	\$4,883	\$4,883	\$4,883
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$31,949	\$5,156	\$0	\$0	\$12,241
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$7,861,864	\$7,056,038	\$7,119,017	\$7,261,139	\$6,420,647
Financial Sources Over (Under) Uses	\$483,661	\$321,364	\$83,344	\$164,331	(\$161,265)
Current Assets	\$2,327,094	\$2,208,681	\$2,364,091	\$2,604,693	\$2,474,465
Less: GASB 31 Pooled Cash Adj	\$80,352	\$94,120	\$118,042	\$105,459	\$105,693
Less: Current Liabilities	(\$532,730)	(\$426,374)	(\$533,734)	(\$600,001)	(\$628,597)
Ending Cash Reserves	\$1,874,716	\$1,876,427	\$1,948,399	\$2,110,151	\$1,951,561
Budgeted Operating Expenses w/o Depreciation	\$9,027,763	\$9,234,839	\$9,327,189	\$8,416,602	\$8,553,871
Add: Budgeted Operating Transfers to Other Funds	\$5,625	\$4,883	\$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	\$48,300	\$69,280	\$0	\$0	\$0
Total Budgeted Financial Uses	\$9,081,688	\$9,309,002	\$9,332,072	\$8,421,485	\$8,558,754
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Budgeted Cash Reserve Target	\$1,816,338	\$1,861,800	\$1,866,414	\$1,684,297	\$1,711,751
Above/(Below) Cash Reserve Target	\$58,378	\$14,627	\$81,985	\$425,854	\$239,810

++ 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
2016	\$754,839	\$0	\$754,839
2017	\$999,808	\$0	\$999,808
2018	\$552,316	\$0	\$552,316
2019	\$0	\$0	\$0
2020	\$0	\$0	\$0
5 Yr % Chg	(100.00%)		(100.00%)
5 Yr \$ Chg	-\$754,839	\$0	-\$754,839

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 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
User Charges	\$487,194	\$1,012,122	\$0		
Total Operating Revenues	\$487,194	\$1,012,122	\$0		
Operating Expenses:					
Personnel Services *	\$528,736	\$875,438	\$0		
Materials and Supplies	\$15,660	\$18,762	\$0		
Travel and Training	\$19,387	\$30,125	\$0		
Intragovernmental	\$3,763	\$3,879	\$0		
Utilities, Services and Miscellaneous	\$184,696	\$66,237	\$0		
Depreciation	\$2,597	\$1,255	\$0		
Total Operating Expenses	\$754,839	\$995,696	\$0		
Operating Income (Loss)	(\$267,645)	\$16,426	\$0	Fund no longer exists	Fund no longer exists
Non-Operating Revenues:					
Investment Revenue	\$8,646	(\$2,559)	\$0		
Revenue from Other Gov Units	\$84,824	\$135,883	\$0		
Miscellaneous Revenue	\$55	\$4,160	\$0		
Total Non-Operating Revenues	\$93,525	\$137,484	\$0		
Non-Operating Expenses:					
Interest Expense	\$0	\$0	\$0		
Miscellaneous Expenses	\$0	\$0	\$0		
Loss on Disposal of Fixed Assets	\$0	\$4,112	\$0		
Total Non-Operating Expenses	\$0	\$4,112	\$0		
Total Non-Operating Revenues (Expenses)	\$93,525	\$133,372	\$0		
Income (Loss) Before Transfers	(\$174,120)	\$149,798	\$0		
Capital Contributions	\$0	\$0	\$0		
Transfers In	\$0	\$0	\$0		
Transfers Out	\$0	\$0	(\$552,316)		
Total Transfers and Contributions	\$0	\$0	(\$552,316)		
Change in Net Position	(\$174,120)	\$149,798	(\$552,316)		
Net Position - Beginning	\$576,638	\$402,518	\$552,316		
Net Position - Ending	\$402,518	\$552,316	\$0		

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

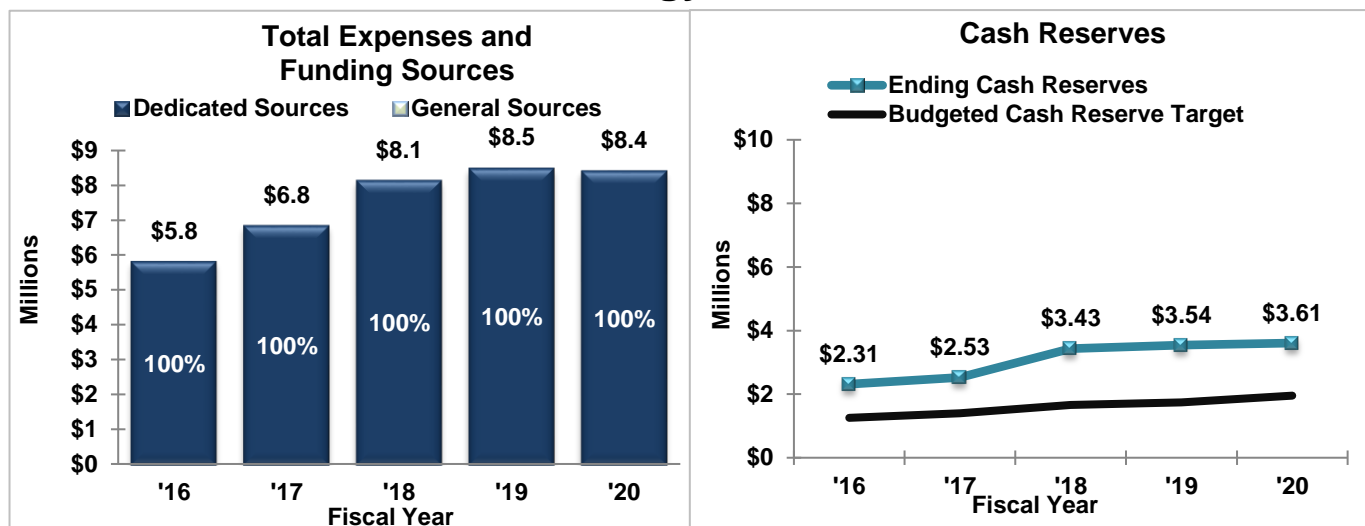
Geospatial Information Services (GIS) Fund

Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Fees and Service Charges	\$487,194	\$1,012,122	\$0		
Interest	\$8,646	(\$2,559)	\$0		
Less: GASB 31 Interest Adjustment	(\$1,066)	\$5,258	\$0		
Grants	\$84,824	\$135,883	\$0		
Miscellaneous Revenues	\$55	\$4,160	\$0		
Financial Sources Before Transfers	\$579,653	\$1,154,864	\$0		
Transfers In	\$0	\$0	\$0		
Total Financial Sources	\$579,653	\$1,154,864	\$0		
Financial Uses					
Personnel Services **	\$528,736	\$875,438	\$0	Fund no	Fund no
Less: GASB 16 Vacation Liability Adjustment	(\$13,024)	(\$2,698)	\$0	longer exists	longer exists
Less: GASB 68 Pension Adjustment	(\$17,698)	\$30,626	\$0		
Materials and Supplies	\$15,660	\$18,762	\$0		
Travel and Training	\$19,387	\$30,125	\$0		
Intragovernmental	\$3,763	\$3,879	\$0		
Utilities, Services and Miscellaneous	\$184,696	\$66,237	\$0		
Interest and Other Non-Oper Cash Exp	\$0	\$0	\$0		
Bank & Paying Agent Fees	\$0	\$0	\$0		
Transfers Out	\$0	\$0	\$552,316		
Principal Payments	\$0	\$0	\$0		
Capital Additions	\$0	\$5,649	\$0		
Ent. Revenues used for Capital Projects	\$0	\$0	\$0		
Total Financial Uses	\$721,520	\$1,028,018	\$552,316		
Financial Sources Over/(Under) Uses	(\$141,867)	\$126,846	(\$552,316)		
Current Assets	\$375,941	\$486,817	\$0		
Less: GASB 31 Pooled Cash Adj	(\$1,090)	\$4,168	\$0		
Less: Current Liabilities*	(\$45,963)	(\$43,129)	\$0		
Projected Ending Cash and Other Reserves	\$328,888	\$447,856	\$0		
Less: Cash Set Aside for GIS Special Projects	\$0	\$0	\$0		
Ending Cash Reserves	\$328,888	\$447,856	\$0		
Budgeted Oper Exp w/o Depreciation	\$587,312	\$1,165,086	\$0		
Add: Budgeted Operating Transfers to Other Funds	\$0	\$0	\$0		
Add: Budgeted Interest Expense	\$0	\$0	\$0		
Add: budgeted Principal Payments	\$0	\$0	\$0		
Add: Budgeted Capital Additions	\$0	\$18,000	\$0		
Total Budgeted Financial Uses	\$587,312	\$1,183,086	\$0		
	x 20%	x 20%	x 20%		
Budgeted Cash Reserve Target	\$117,462	\$236,617	\$0		
Above/(Below) Cash Reserve Target	\$211,426	\$211,239	\$0		

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Information Technology Fund - Internal Service Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
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
2020	\$8,383,918	\$0	\$8,383,918
5 Yr % Chg	44.86%		44.86%
5 Yr \$ Chg	\$2,596,121	\$0	\$2,596,121

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 \$2.6 million or 44.9% due to several organizational changes.

- 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
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Information Technology Fund

Revenues, Expenses, and Changes in Net Position

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
User Charges	\$6,211,450	\$6,554,607	\$7,760,319	\$8,281,426	\$6,917,678
Total Operating Revenues	\$6,211,450	\$6,554,607	\$7,760,319	\$8,281,426	\$6,917,678
 Operating Expenses:					
Personnel Services *	\$3,099,219	\$3,378,572	\$4,453,060	\$4,389,881	\$5,016,133
Materials and Supplies	\$576,527	\$673,456	\$752,126	\$839,751	\$525,069
Travel and Training	\$97,820	\$113,210	\$126,305	\$178,798	\$124,717
Intragovernmental	\$16,514	\$9,010	\$34,310	\$33,688	\$29,985
Utilities, Services and Miscellaneous	\$1,362,544	\$1,654,857	\$1,953,374	\$1,626,651	\$1,863,881
Depreciation	\$246,980	\$256,931	\$300,049	\$415,640	\$469,061
Total Operating Expenses	\$5,399,604	\$6,086,036	\$7,619,224	\$7,484,409	\$8,028,846
 Operating Income (Loss) *	\$811,846	\$468,571	\$141,095	\$797,017	(\$1,111,168)
 Non-Operating Revenues:					
Investment Revenue	\$40,823	(\$17,863)	\$4,191	\$155,889	\$87,521
Revenue from Other Gov Units	\$0	\$145,205	\$176,668	\$60,788	\$112,007
Miscellaneous Revenue	\$4,405	\$11,458	\$32,812	\$10,829	\$8,952
Total Non-Operating Revenues	\$45,228	\$138,800	\$213,671	\$227,506	\$208,480
 Non-Operating Expenses:					
Interest Expense	\$427	\$47	\$0	\$0	\$0
Loss on disposal of fixed assets	\$0	\$9,514	\$3,295	\$0	\$0
Total Non-Operating Expenses	\$427	\$9,561	\$3,295	\$0	\$0
 Total Non-Operating Revenues (Expenses)	\$44,801	\$129,239	\$210,376	\$227,506	\$208,480
 Income (Loss) Before Transfers	\$856,647	\$597,810	\$351,471	\$1,024,523	(\$902,688)
 Transfers In	\$0	\$141,566	\$751,918	\$0	\$129,500
Transfers Out	(\$273,520)	(\$232,195)	(\$162,195)	(\$162,195)	(\$162,195)
Total Transfers	(\$273,520)	(\$90,629)	\$589,723	(\$162,195)	(\$32,695)
 Change in Net Position	\$583,127	\$507,181	\$941,194	\$862,328	(\$935,383)
 Net Position - Beginning **	\$2,878,899	\$3,462,026	\$4,033,105	\$4,974,299	\$5,836,627
Net position - Ending	\$3,462,026	\$3,969,207	\$4,974,299	\$5,836,627	\$4,901,244

* 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

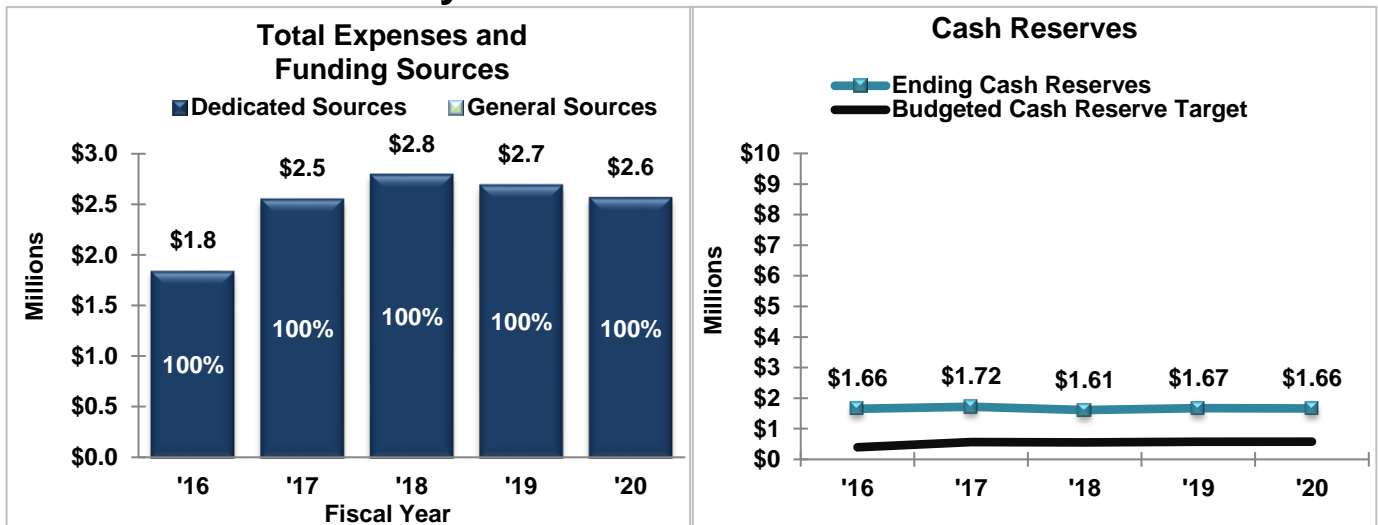
Financial Sources and Uses

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Fees and Service Charges	\$6,211,450	\$6,554,607	\$7,760,319	\$8,281,426	\$6,917,678
Interest	\$40,823	(\$17,863)	\$4,191	\$155,889	\$87,521
Less: GASB 31 Interest Adjustment	(\$3,953)	\$39,238	\$94,834	(\$56,484)	(\$2,031)
Grants	\$0	\$145,205	\$176,668	\$60,788	\$112,007
Miscellaneous Revenue	\$4,405	\$11,458	\$32,812	\$10,829	\$8,952
Total Financial Sources Before Transfers	\$6,252,725	\$6,732,645	\$8,068,824	\$8,452,448	\$7,124,127
Transfers In	\$0	\$141,566	\$751,918	\$0	\$129,500
Total Financial Sources	\$6,252,725	\$6,874,211	\$8,820,742	\$8,452,448	\$7,253,627
Financial Uses					
Personnel Services *	\$3,099,219	\$3,378,572	\$4,453,060	\$4,389,881	\$5,016,133
Less: GASB 16 Vacation Liability Adjustment	(\$3,297)	\$10,906	(\$47,738)	\$4,580	(\$31,009)
Less: GASB 68 Pension Adjustment	(\$179,543)	(\$97,147)	\$28,991	\$95,499	(\$148,212)
Less: GASB 75 Adjustment	\$0	\$0	\$5,502	(\$8,800)	(\$11,155)
Materials and Supplies	\$576,527	\$673,456	\$752,126	\$839,751	\$525,069
Travel and Training	\$97,820	\$113,210	\$126,305	\$178,798	\$124,717
Intragovernmental	\$16,514	\$9,010	\$34,310	\$33,688	\$29,985
Utilities, Services and Miscellaneous	\$1,362,544	\$1,654,857	\$1,953,374	\$1,626,651	\$1,863,881
Interest Expense	\$427	\$47	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$273,520	\$232,195	\$162,195	\$162,195	\$162,195
Principal Payments	\$24,001	\$10,132	\$0	\$0	\$0
Capital Additions	\$114,246	\$486,945	\$323,071	\$815,069	\$192,877
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$5,381,978	\$6,472,183	\$7,791,196	\$8,137,312	\$7,724,481
Financial Sources Over/(Under) Uses	\$870,747	\$402,028	\$1,029,546	\$315,136	(\$470,854)
Current Assets	\$2,952,110	\$3,435,834	\$4,101,334	\$4,495,435	\$4,024,910
Less: GASB 31 Pooled Cash Adj	\$55,681	\$94,920	\$193,922	\$137,437	\$135,406
Less: Current Liabilities *	(\$462,741)	(\$603,900)	(\$538,133)	(\$540,611)	(\$552,905)
Projected Ending Cash and Other Reserves	\$2,545,050	\$2,926,854	\$3,757,123	\$4,092,261	\$3,607,411
Less: Cash Set Aside for GIS Special Projects	\$0	\$0	(\$8,000)	(\$150,000)	\$0
Less: Cash Set Aside for Computer Replacements	(\$230,811)	(\$400,222)	(\$322,023)	(\$401,719)	\$0
Ending Cash Reserves	\$2,314,239	\$2,526,632	\$3,427,100	\$3,540,542	\$3,607,411
Cash Reserve Target					
Budgeted Oper Exp w/o Depreciation	\$5,734,796	\$6,325,523	\$7,535,844	\$8,216,793	\$8,988,900
Add: Budgeted Operating Transfers to Other Funds	\$273,520	\$232,195	\$162,195	\$162,195	\$162,195
Add: Budgeted Interest Expense	\$428	\$47	\$94	\$94	\$0
Add: budgeted Principal Payments	\$24,001	\$10,132	\$0	\$0	\$0
Add: Budgeted Capital Additions	\$241,080	\$444,504	\$580,000	\$308,500	\$613,500
Total Budgeted Financial Uses	\$6,273,825	\$7,012,401	\$8,278,133	\$8,687,582	\$9,764,595
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Budgeted Cash Reserve Target	\$1,254,765	\$1,402,480	\$1,655,627	\$1,737,516	\$1,952,919
Above/(Below) Cash Reserve Target	\$1,059,474	\$1,124,152	\$1,771,473	\$1,803,026	\$1,654,492

* 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		Total Expenses
	Dedicated Sources	Total General Sources	
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
2020	\$2,556,594	\$0	\$2,556,594
5 Yr % Chg	39.62%		39.62%
5 Yr \$ Chg	\$725,547	\$0	\$725,547

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.

In FY 2021 the Community Relations Fund is being eliminated and the operation moves to the General Fund. It is still an internal service operation, but it will no longer charge fees to General Fund departments as it is now located in that fund.

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 \$725,547 or 39.62% due to several organizational changes.

- 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. Three Customer Service Representative II positions were later reassigned as the Sr. Administrative Support Assistance and Web Content Editor.
- 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. One position was deleted as part of the FY 21 budget cuts and this operation will be moved to the General Fund.
- Cash reserves have been above the cash reserve target for all years shown. Balances will be moved to General Fund in FY 2021 since the fund is being eliminated.

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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
User Charges	\$1,062,903	\$1,925,642	\$1,921,285	\$2,113,667	\$1,823,963
Gross Receipts Tax	\$667,240	\$591,828	\$606,476	\$526,222	\$479,477
Total Operating Revenues	\$1,730,143	\$2,517,470	\$2,527,761	\$2,639,889	\$2,303,440
Operating Expenses:					
Personnel Services *	\$1,188,187	\$1,605,102	\$1,844,686	\$1,903,349	\$1,927,093
Materials and Supplies	\$223,150	\$340,695	\$326,885	\$292,734	\$191,677
Travel and Training	\$6,836	\$11,094	\$5,994	\$8,245	\$451
Intragovernmental	\$14,727	\$21,104	\$19,990	\$17,979	\$16,685
Utilities, Services and Miscellaneous	\$134,774	\$224,295	\$281,918	\$162,523	\$150,322
Depreciation	\$66,785	\$71,339	\$67,861	\$47,668	\$32,473
Total Operating Expenses	\$1,634,459	\$2,273,629	\$2,547,334	\$2,432,498	\$2,318,701
Operating Income (Loss)	\$95,684	\$243,841	(\$19,573)	\$207,391	(\$15,261)
Non-Operating Revenues:					
Revenue from other govt. units	\$0	\$0	\$0	\$0	\$1,678
Investment Revenue	\$30,705	(\$9,787)	\$8,260	\$67,894	\$34,296
Miscellaneous Revenue	\$720	\$243	\$1,371	\$3,453	\$3,631
Total Non-Operating Revenues	\$31,425	(\$9,544)	\$9,631	\$71,347	\$39,605
Non-Operating Expenses:					
Loss on Disposal of Assets	\$4,700	\$0	\$0	\$10,860	\$0
Total Non-Operating Expenses	\$4,700	\$0	\$0	\$10,860	\$0
Total Non-Operating Revenues (Expenses)	\$26,725	(\$9,544)	\$9,631	\$60,487	\$39,605
Income (Loss) Before Transfers	\$122,409	\$234,297	(\$9,942)	\$267,878	\$24,344
Transfers In	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Transfers Out	(\$119,562)	(\$237,894)	(\$237,894)	(\$237,894)	(\$237,893)
Total Transfers	(\$69,562)	(\$187,894)	(\$187,894)	(\$187,894)	(\$187,893)
Change in Net Position	\$52,847	\$46,403	(\$197,836)	\$79,984	(\$163,549)
Net Position - Beginning **	\$2,101,660	\$2,154,507	\$2,237,363	\$2,039,527	\$2,119,511
Net Position - Ending	\$2,154,507	\$2,200,910	\$2,039,527	\$2,119,511	\$1,955,962

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

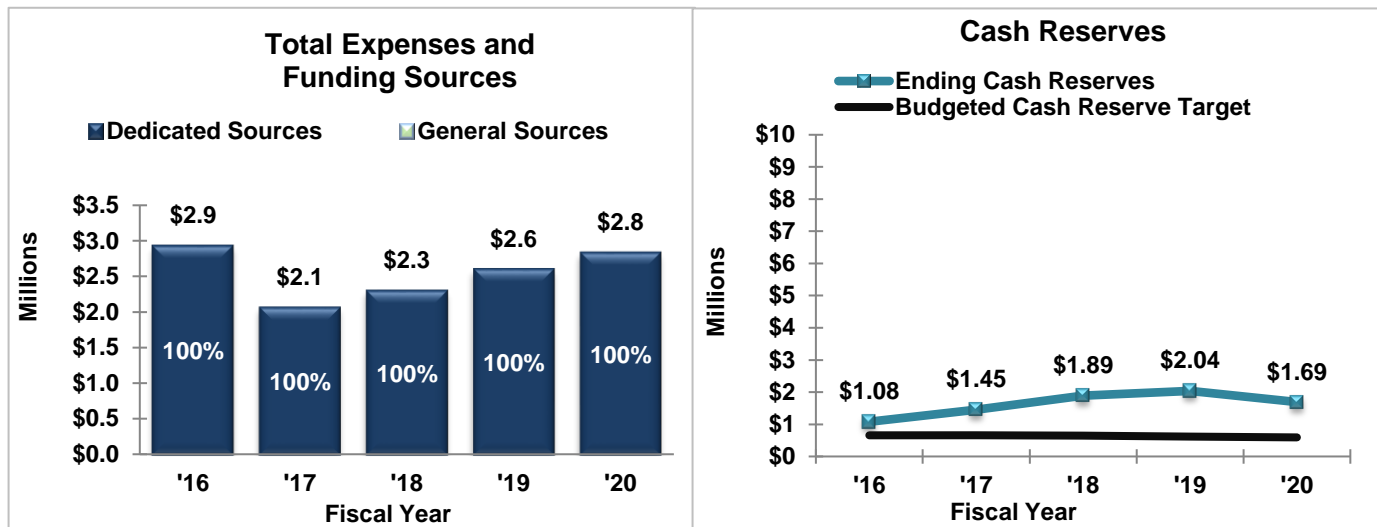
** Net Position - Beginning in FY 2018 was restated for OPEB GASB 75 Accounting and Financial Reporting

Community Relations Fund Financial Sources and Uses

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Fees and Service Charges	\$1,062,903	\$1,925,642	\$1,921,285	\$2,113,667	\$1,823,963
Gross Receipts & Other Local Taxes	\$667,240	\$591,828	\$606,476	\$526,222	\$479,477
Interest Revenue	\$30,705	(\$9,787)	\$8,260	\$67,894	\$34,296
Less: GASB 31 Interest Adjustment	(\$3,088)	\$19,903	\$38,084	(\$21,690)	(\$685)
Grants	\$0	\$0	\$0	\$0	\$1,678
Miscellaneous Revenues	\$720	\$243	\$1,371	\$3,453	\$3,631
Total Financial Sources Before Transfers	\$1,758,480	\$2,527,829	\$2,575,476	\$2,689,546	\$2,342,360
Transfers In	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Financial Sources	\$1,808,480	\$2,577,829	\$2,625,476	\$2,739,546	\$2,392,360
Financial Uses					
Personnel Services	\$1,188,187	\$1,605,102	\$1,844,686	\$1,903,349	\$1,927,093
Less: GASB 16 Vacation Liability Adjustment	(\$16,386)	(\$20,274)	(\$1,019)	(\$8,850)	(\$9,927)
Less: GASB 68 Pension Adjustment	(\$28,483)	\$37,578	\$6,993	\$68,695	(\$106,726)
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$3,138	(\$3,557)	(\$8,719)
Materials and Supplies	\$223,150	\$340,695	\$326,885	\$292,734	\$191,677
Travel and Training	\$6,836	\$11,094	\$5,994	\$8,245	\$451
Intragovernmental	\$14,727	\$21,104	\$19,990	\$17,979	\$16,685
Utilities, Services and Miscellaneous	\$134,774	\$224,295	\$281,918	\$162,523	\$150,322
Interest Expense	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$119,562	\$237,894	\$237,894	\$237,894	\$237,893
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$72,326	\$31,336	\$0	\$0	\$0
Ent. Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$1,714,693	\$2,488,824	\$2,726,479	\$2,679,012	\$2,398,749
Financial Sources Over/(Under) Uses	\$93,787	\$89,005	(\$101,003)	\$60,534	(\$6,389)
Current Assets	\$1,698,038	\$1,794,035	\$1,659,544	\$1,745,842	\$1,694,983
Less: GASB 31 Pooled Cash Adj	\$37,269	\$57,172	\$95,255	\$73,566	\$72,881
Less: Current Liabilities	(\$79,609)	(\$131,415)	(\$142,568)	(\$149,360)	(\$106,385)
Ending Cash Reserves	\$1,655,698	\$1,719,792	\$1,612,231	\$1,670,048	\$1,661,479
Budgeted Oper Exp w/o Depreciation	\$1,833,525	\$2,559,189	\$2,527,265	\$2,617,609	\$2,504,135
Add: Budgeted Oper Transfers to Other Funds	\$119,562	\$237,894	\$237,893	\$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	\$25,000	\$6,375	\$0	\$0	\$150,000
Total Budgeted Financial Uses	\$1,978,087	\$2,803,458	\$2,765,158	\$2,855,502	\$2,892,028
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Budgeted Cash Reserve Target	\$395,617	\$560,692	\$553,032	\$571,100	\$578,406
Above/(Below) Cash Reserve Target	\$1,260,081	\$1,159,100	\$1,059,199	\$1,098,948	\$1,083,073

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Utility Customer Services Fund - Internal Service Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
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
2020	\$2,817,745	\$0	\$2,817,745
5 Yr % Chg	(3.23%)		(3.23%)
5 Yr \$ Chg	(\$94,157)	\$0	(\$94,157)

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 \$94,157 or 3.23%.

- 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.
- In FY 2020, intragovernmental charges decreased \$199,197 due to decreased IT fees. Utilities, services and miscellaneous expense increased \$272,513 largely due to increased credit card fees.
- Reserves have been above the budgeted cash reserve target for all of the past five years. In FY 2021, this fund is being eliminated and the services and costs provided have been allocated to the utilities.

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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
User Charges	\$2,725,192	\$2,384,700	\$2,653,625	\$2,656,772	\$2,214,509
Total Operating Revenues	\$2,725,192	\$2,384,700	\$2,653,625	\$2,656,772	\$2,214,509
Operating Expenses:					
Personnel Services *	\$936,214	\$919,628	\$929,673	\$964,809	\$998,483
Materials and Supplies	\$59,904	\$48,244	\$110,334	\$111,032	\$116,885
Travel and Training	\$5,330	\$1,919	\$5,972	\$25,673	\$15,324
Intragovernmental	\$357,287	\$357,437	\$423,121	\$647,160	\$447,963
Utilities, Services and Miscellaneous	\$1,444,957	\$616,259	\$673,948	\$726,170	\$998,683
Depreciation	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$2,803,692	\$1,943,487	\$2,143,048	\$2,474,844	\$2,577,338
Operating Income (Loss)	(\$78,500)	\$441,213	\$510,577	\$181,928	(\$362,829)
Non-Operating Revenues:					
Revenue from other govt. units	\$0	\$0	\$0	\$0	\$1,304
Investment Revenue	\$23,637	(\$8,417)	\$4,671	\$82,513	\$40,766
Miscellaneous Revenue	\$332,948	(\$21,900)	(\$8,192)	\$3,260	\$154,240
Total Non-Operating Revenues	\$356,585	(\$30,317)	(\$3,521)	\$85,773	\$196,310
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)	\$356,585	(\$30,317)	(\$3,521)	\$85,773	\$196,310
Income (Loss) Before Transfers	\$278,085	\$410,896	\$507,056	\$267,701	(\$166,519)
Transfers In	\$0	\$0	\$50,558	\$0	\$0
Transfers Out	(\$108,210)	(\$108,000)	(\$140,714)	(\$110,717)	(\$240,407)
Total Transfers	(\$108,210)	(\$108,000)	(\$90,156)	(\$110,717)	(\$240,407)
Change in Net Position	\$169,875	\$302,896	\$416,900	\$156,984	(\$406,926)
Net Position - Beginning **	\$1,106,588	\$1,276,463	\$1,604,084	\$2,020,984	\$2,177,968
Net Position - Ending	\$1,276,463	\$1,579,359	\$2,020,984	\$2,177,968	\$1,771,042

* 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Fees and Service Charges	\$2,725,192	\$2,384,700	\$2,653,625	\$2,656,772	\$2,214,509
Interest Revenue	\$23,637	(\$8,417)	\$4,671	\$82,513	\$40,766
Less: GASB 31 Interest Adjustment	(\$2,784)	\$17,885	\$45,050	(\$26,144)	(\$634)
Grants	\$0	\$0	\$0	\$0	\$1,304
Miscellaneous Revenues	\$332,948	(\$21,900)	(\$8,192)	\$3,260	\$154,240
Total Financial Sources Before Transfers	\$3,078,993	\$2,372,268	\$2,695,154	\$2,716,401	\$2,410,185
Transfers In	\$0	\$0	\$50,558	\$0	\$0
Total Financial Sources	\$3,078,993	\$2,372,268	\$2,745,712	\$2,716,401	\$2,410,185
Financial Uses					
Personnel Services	\$936,214	\$919,628	\$929,673	\$964,809	\$998,483
Less: GASB 16 Vacation Liability Adjustment	\$163	\$6,897	\$761	\$7,882	(\$11,687)
Less: GASB 68 Pension Adjustment	(\$50,756)	(\$59,422)	\$17,274	(\$6,591)	(\$49,987)
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$2,129	(\$7,886)	(\$3,894)
Materials and Supplies	\$59,904	\$48,244	\$110,334	\$111,032	\$116,885
Travel and Training	\$5,330	\$1,919	\$5,972	\$25,673	\$15,324
Intragovernmental	\$357,287	\$357,437	\$423,121	\$647,160	\$447,963
Utilities, Services and Miscellaneous	\$1,444,957	\$616,259	\$673,948	\$726,170	\$998,683
Interest Expense	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$108,210	\$108,000	\$140,714	\$110,717	\$240,407
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	\$2,861,309	\$1,998,962	\$2,303,926	\$2,578,966	\$2,752,177
Financial Sources Over/(Under) Uses	\$217,684	\$373,306	\$441,786	\$137,435	(\$341,992)
Current Assets	\$1,214,036	\$1,507,175	\$1,926,493	\$2,098,065	\$1,755,488
Less: GASB 31 Pooled Cash Adj	\$21,958	\$39,842	\$84,893	\$58,749	\$58,115
Less: Current Liabilities	(\$156,640)	(\$95,475)	(\$120,059)	(\$119,343)	(\$125,401)
Ending Cash Reserves	\$1,079,354	\$1,451,542	\$1,891,327	\$2,037,471	\$1,688,202
Budgeted Oper Exp w/o Depreciation	\$3,172,819	\$3,190,149	\$3,125,693	\$2,967,307	\$2,853,593
Add: Budgeted Oper Transfers to Other Funds	\$108,210	\$108,000	\$102,688	\$110,717	\$110,907
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	\$3,281,029	\$3,298,149	\$3,228,381	\$3,078,024	\$2,964,500
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Budgeted Cash Reserve Target	\$656,206	\$659,630	\$645,676	\$615,605	\$592,900
Above/(Below) Cash Reserve Target	\$423,148	\$791,912	\$1,245,651	\$1,421,866	\$1,095,302

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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 was 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 1,389 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 2.0% 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.

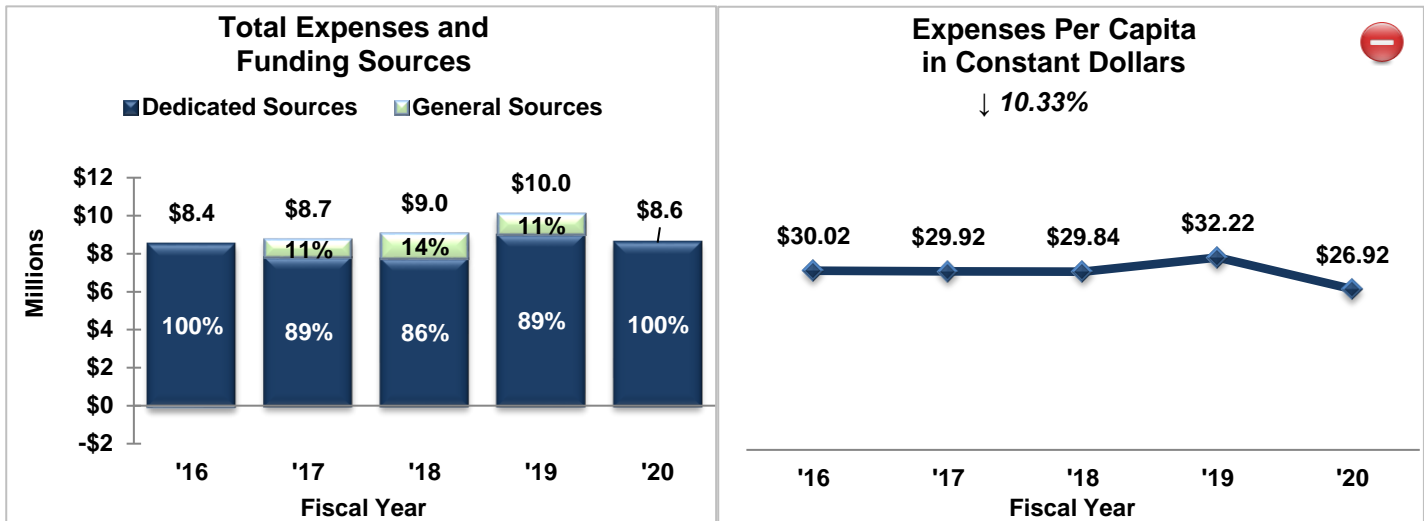
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Streets and Engineering Trends

General Fund Department

Indicator	2019	2020	Comments
Expenses Per Capita in Constant Dollars			Expenses per capita in constant dollars decreased 10.33% over the past five years while inflation increased 7.54% and the population increased 5.47%. 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 5.97 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 5.72%.
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 2016 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 \$452,217 over the past five years. The gap between the amount budgeted and the amount needed has increased to \$2.3 million in FY 2020.

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
2016	\$8,483,929	-\$41,190	\$8,442,739	240.01	117,165	\$30.02	(10.09%)
2017	\$7,775,906	\$925,055	\$8,700,961	245.12	118,620	\$29.92	(0.33%)
2018	\$7,708,040	\$1,303,047	\$9,011,087	251.11	120,248	\$29.84	(0.27%)
2019	\$8,959,834	\$1,080,964	\$10,040,798	255.66	121,898	\$32.22	7.98%
2020	\$8,585,818	\$0	\$8,585,818	258.11	123,571	\$26.92	(16.45%)
5 Yr % Chg	1.20%	(100.00%)	1.69%	7.54%	5.47%	(10.33%)	

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

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).

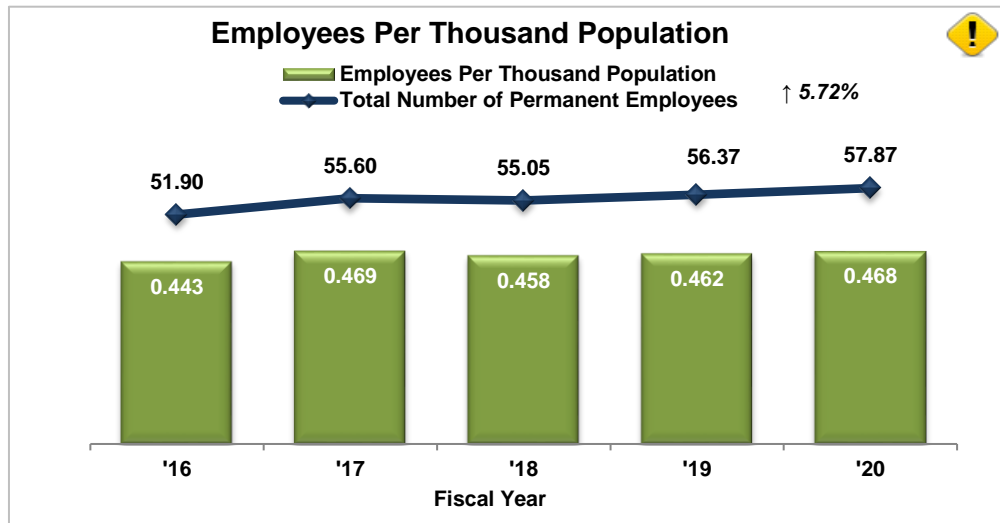
Analysis: For the period shown, total expenses increased 1.69% and per capita expenses decreased 10.33%. The per capita expenses in constant dollars decreased over the period so therefore this trend is considered to be a warning trend.

- 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 62.69 or 4.73% and the maintenance amount budgeted per lane mile in constant dollars decreased 19.79%. The gap between the amount needed to be budgeted for street maintenance and the amount actually budgeted has increased from \$1.2 million in 2016 to \$2.3 million in FY 2020. As this gap increases, it causes deferred major maintenance costs to increase in the future.
- 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
2016	51.90	117,165	0.443				
2017	55.60	118,620	0.469	3.70	2.00	(0.25)	1.95
2018	55.05	120,248	0.458	(0.55)			(0.55)
2019	56.37	121,898	0.462	1.32			1.32
2020	57.87	123,571	0.468	1.50			1.50
5 Yr Chg	11.50%	5.47%	5.72%	5.97	2.00	(0.25)	4.22

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

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.

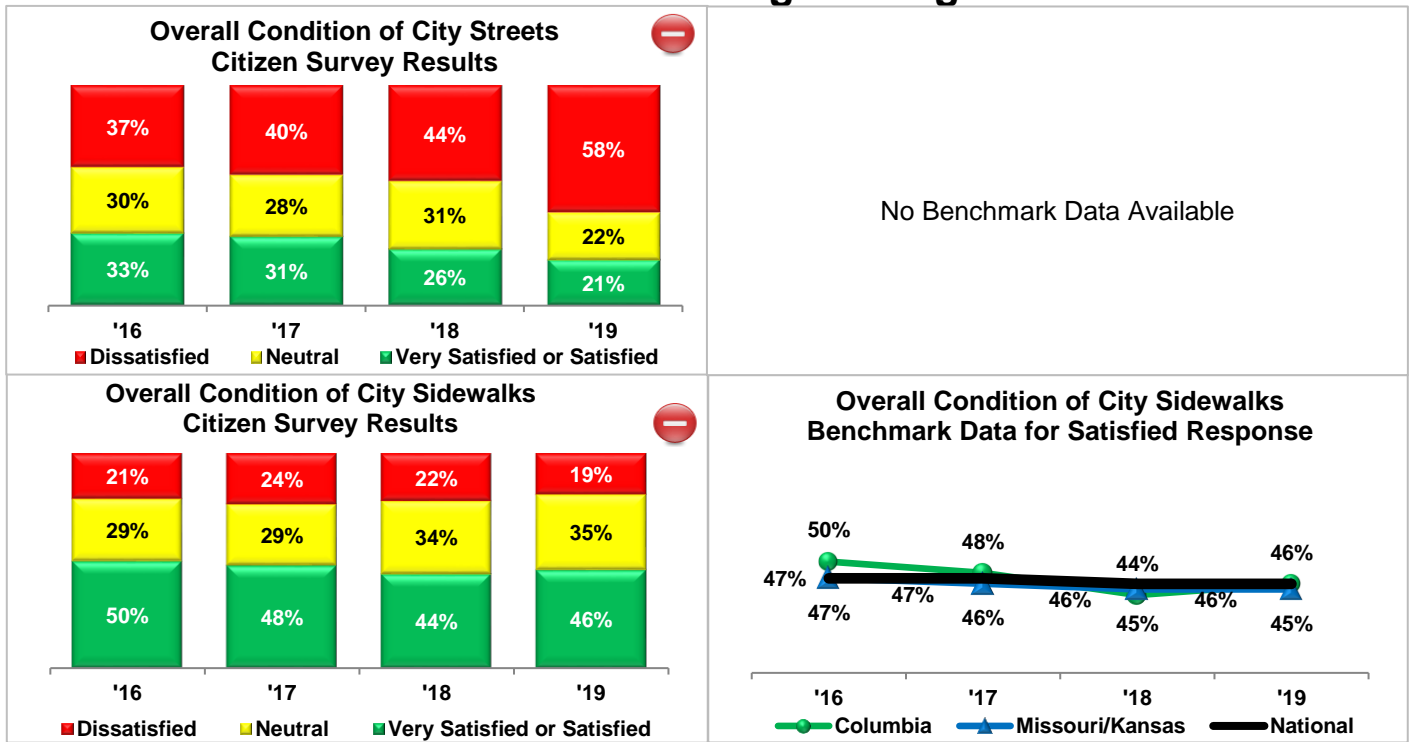
Analysis: For the period shown, there has been a total increase of 5.97 FTE positions. Employees per thousand population increased 5.72% while the population increased 5.47%. Of the increase in positions, 3.70 FTE were reallocated from Sewer due to a reorganization. Low sales tax growth continues to hinder the City's ability to add street maintenance employees and funding.

- 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.
- In FY 2020, 1.40 FTE positions were reallocated from the Non-Motorized Grant Fund as that fund has finished its objectives and 0.10 FTE Sr ASA was reallocated from Parking.

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



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

Positive (75% - 100% Satisfaction)

Warning: (50% - 74% Satisfaction)

Negative (<50% Satisfaction)

In the FY 21 Budget, the City eliminated \$30,000 for the Citizen Survey and it will now be done every other year. Therefore, there is not any updated information for FY 2020.

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.

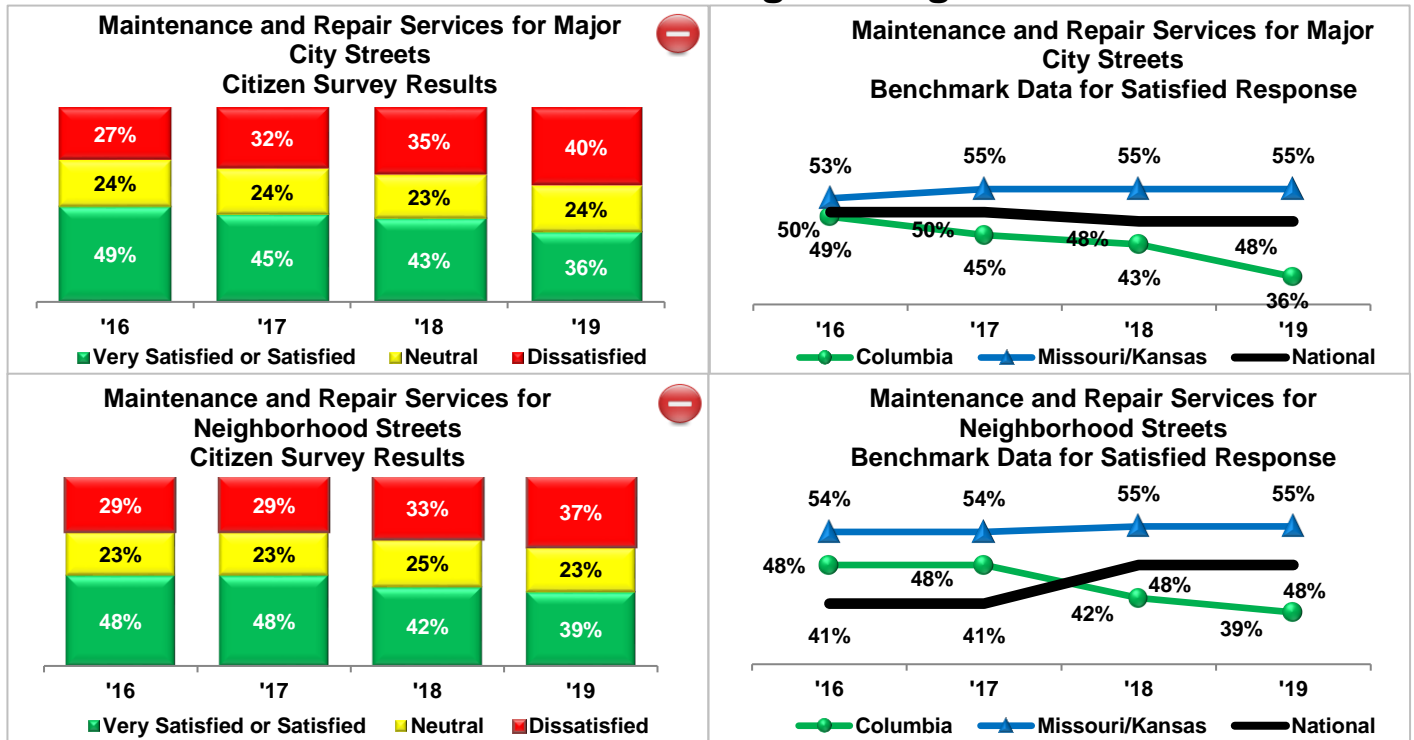
Analysis:

- 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



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In the FY 21 Budget, the City eliminated \$30,000 for the Citizen Survey and it will now be done every other year. Therefore, there is not any updated information for FY 2020.

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.

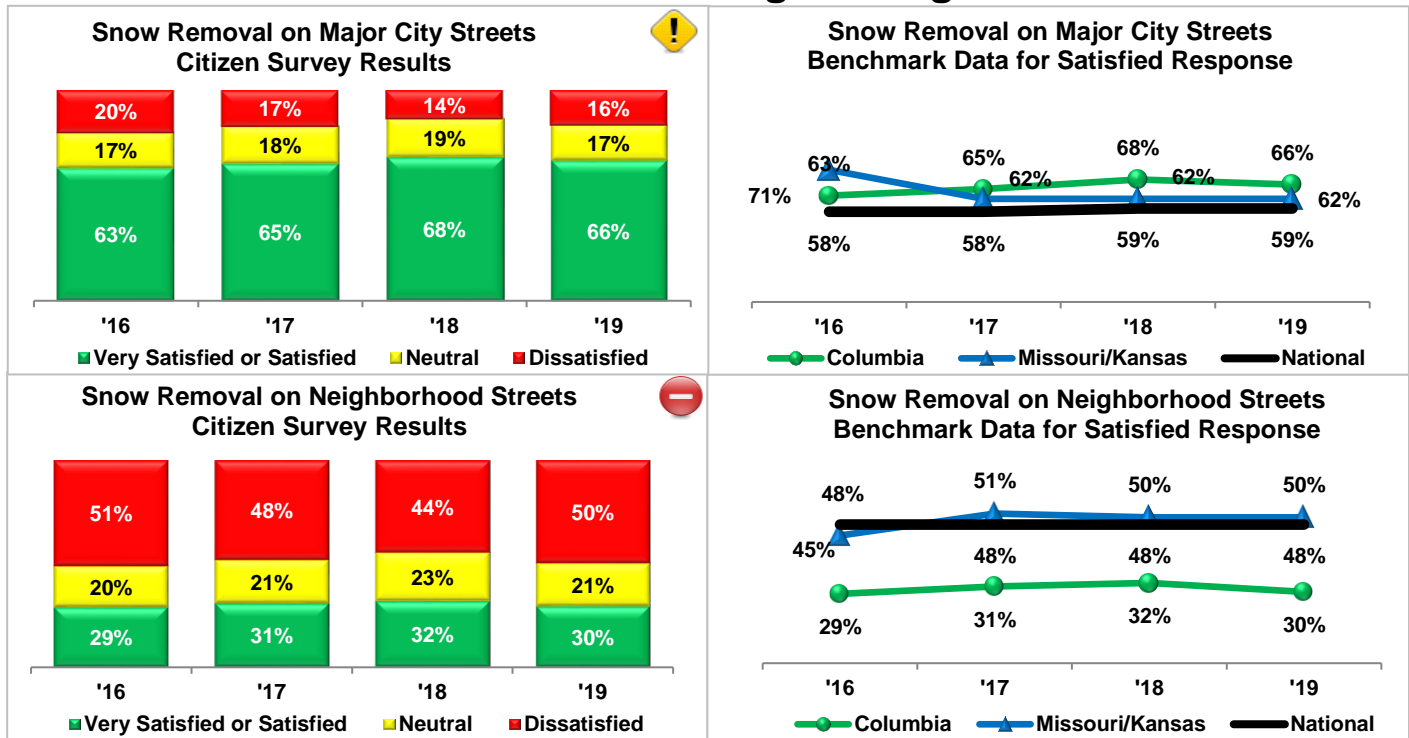
Analysis:

- 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)

In the FY 21 Budget, the City eliminated \$30,000 for the Citizen Survey and it will now be done every other year. Therefore, there is not any updated information for FY 2020.

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.

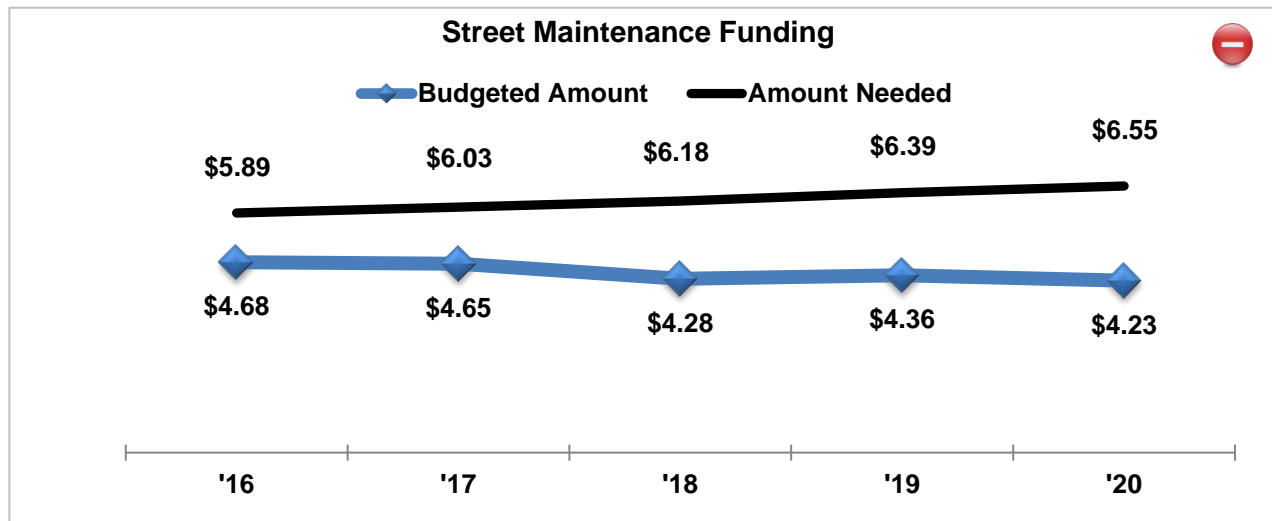
Analysis:

- 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
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
2020	\$4,226,348	\$6,551,541	(\$2,325,193)	258.11	\$1,637,421	\$2,538,275	1,388.98	\$1,179
5 Yr % Chg	(9.67%)	11.25%	92.12%	7.54%	(16.00%)	3.45%	4.73%	(19.79%)
5 Yr \$ Chg	(\$452,217)						62.69	

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.

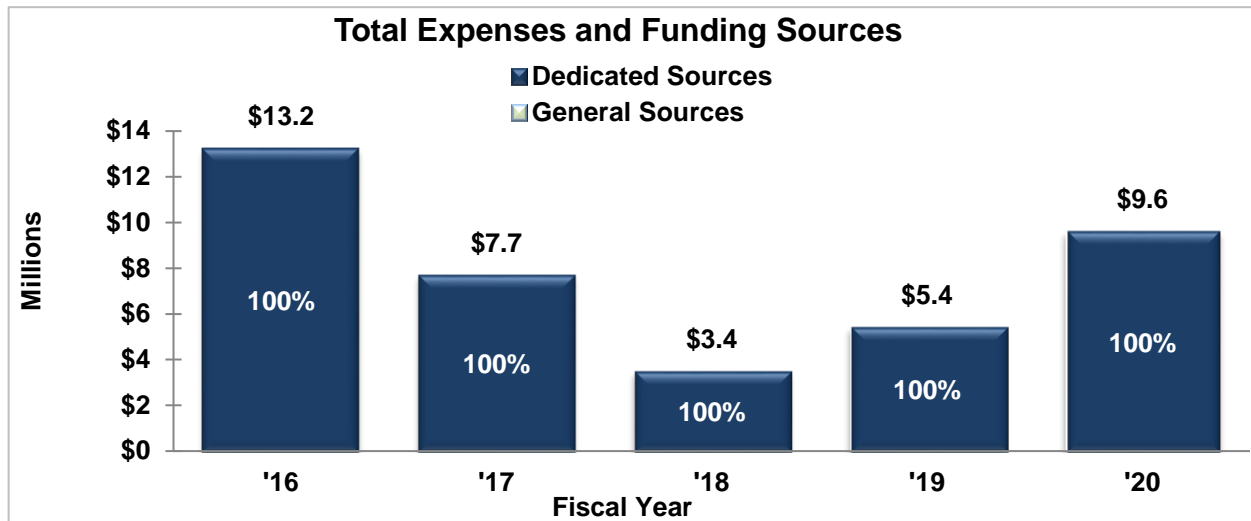
Analysis: For the period shown, maintenance expenditures per lane mile of streets in constant dollars decreased 19.79%. The gap between the amount needed and the amount budgeted increased from \$1.2 million to \$2.3 million. In the FY 2018 budget street maintenance funding was reduced \$370,052 to reallocate 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
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
2020	\$9,560,706	\$0	\$9,560,706
5 Yr % Chg	(27.54%)		(27.54%)

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.

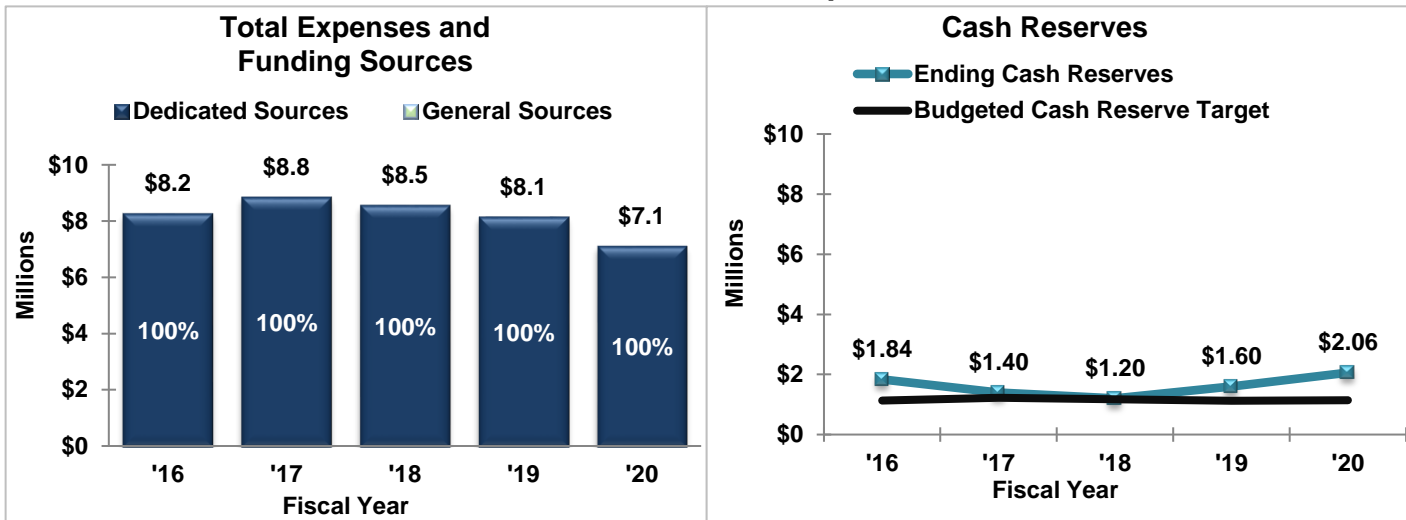
Analysis: The amount of expenses can vary widely from year to year based on the size and timing of construction on projects.

- 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
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
2020	\$7,054,979	\$0	\$7,054,979	\$6,904,930
5 Yr % Chg	(14.01%)		(14.01%)	(15.01%)
5 Yr \$ Chg	(\$1,149,431)	\$0	(\$1,149,431)	(\$1,219,573)

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.

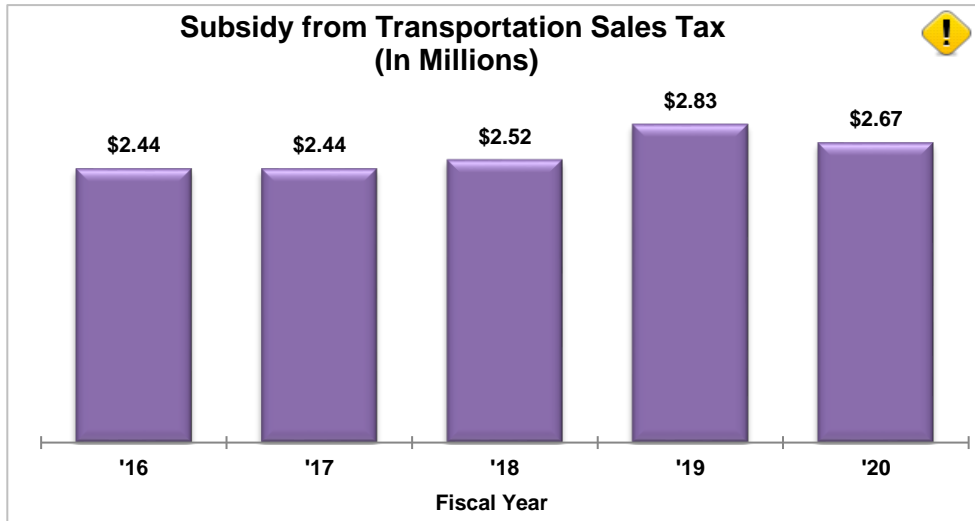
Analysis: For the period shown, total expenses without capital projects decreased \$1,219,573 or 15.01%.

- 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 without capital projects 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.cmo.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
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
2020	\$2,670,043	\$0	\$2,670,043
5 Yr % Chg	2.69%	(100.00%)	9.48%
5 Yr \$ Chg	\$69,864	(\$161,406)	\$231,270

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 \$231,270 or 9.48%.

- 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
Fares	\$284,594	\$220,108	\$176,640	\$125,362	\$49,092
School Passes	\$48,915	\$34,340	\$13,600	\$14,450	\$5,850
Specials	\$285,419	\$215,952	\$142,744	\$107,510	\$64,007
Paratransit	\$164,523	\$159,471	\$138,677	\$156,493	\$78,487
University Shuttle	\$1,247,925	\$1,247,925	\$1,247,925	\$1,247,925	\$998,340
Total Operating Revenues	\$2,031,376	\$1,877,796	\$1,719,586	\$1,651,740	\$1,195,776
Operating Expenses:					
Personnel Services*	\$3,958,268	\$3,933,537	\$3,649,823	\$3,574,482	\$3,476,067
Materials and Supplies	\$1,297,631	\$1,455,830	\$1,445,574	\$1,214,583	\$845,865
Travel and Training	\$4,057	\$2,977	\$2,000	\$2,214	\$773
Intragovernmental	\$1,051,908	\$1,167,016	\$1,258,485	\$1,389,789	\$1,268,934
Utilities, Services and Miscellaneous	\$885,830	\$874,412	\$700,228	\$774,947	\$573,260
Depreciation	\$965,977	\$1,244,212	\$1,282,237	\$1,209,396	\$1,044,655
Total Operating Expenses	\$8,163,671	\$8,677,984	\$8,338,347	\$8,165,411	\$7,209,554
Operating Income (Loss)	(\$6,132,295)	(\$6,800,188)	(\$6,618,761)	(\$6,513,671)	(\$6,013,778)
Non-Operating Revenues:					
Investment Revenue	\$45,067	(\$5,176)	\$22,586	\$77,510	\$68,651
Revenue from Other Gov. Units - Operations	\$2,305,196	\$2,471,663	\$2,220,640	\$2,595,594	\$2,294,573
Miscellaneous Revenue - Operations	\$49,810	\$101,313	\$145,691	\$158,254	\$101,174
Miscellaneous Revenue - CIP	\$0	(\$22,016)	\$0	\$29,986	\$9,965
Total Non-Operating Revenues	\$2,400,073	\$2,545,784	\$2,388,917	\$2,861,344	\$2,474,363
Non-Operating Expenses:					
Interest Expense	\$5,189	\$76,783	\$105,259	\$41,457	\$43,949
Loss on Sale/Disposal of Assets	\$32,282	\$21,560	\$56,684	(\$119,416)	(\$198,670)
Bank and Paying Agent Fees	\$1,738	\$0	\$0	\$3,771	-\$2,149
Total Non-Operating Expenses	\$39,209	\$98,343	\$161,943	(\$74,188)	(\$156,870)
Total Non-Operating Revenues (Expenses)	\$2,360,864	\$2,447,441	\$2,226,974	\$2,935,532	\$2,631,233
Income (Loss) Before Contributions and Transfers	(\$3,771,431)	(\$4,352,747)	(\$4,391,787)	(\$3,578,139)	(\$3,382,545)
Transfers In - TST for CIP	\$294,434	\$314,434	\$275,731	\$0	\$0
Transfers In - Subsidy - TST Fd	\$2,600,179	\$2,438,773	\$2,516,873	\$2,834,131	\$2,670,043
Transfers In - General Fd	\$0	\$69,014	\$20,000	\$0	\$0
Transfers In - CVB	\$12,000	\$12,000	\$12,000	\$12,036	\$14,570
Transfers In - Parking Fd	\$270,273	\$270,273	\$270,273	\$270,273	\$135,137
Transfers In - CDBG Fd for CIP	\$0	\$19,543	\$0	\$0	\$0
Transfers In - CIST	\$140,000	\$140,000	\$0	\$0	\$0
Total Transfers In	\$3,316,886	\$3,264,037	\$3,094,877	\$3,116,440	\$2,819,750
Transfers Out - Operating	(\$1,530)	(\$1,530)	(\$1,530)	(\$2,295)	(\$2,295)
Transfers Out - CIP	\$0	(\$3,100)	\$0	\$0	\$0
Total Transfers Out	(\$1,530)	(\$4,630)	(\$1,530)	(\$2,295)	(\$2,295)
Capital Contribution - FTA for CIP	\$22,016	\$0	\$0	\$448,259	\$32,948
Capital Contribution - Other	\$0	\$0	\$0	\$392,000	\$0
Total Capital Contributions	\$22,016	\$0	\$0	\$840,259	\$32,948
Total Transfers and Contributions	\$3,337,372	\$3,259,407	\$3,093,347	\$3,954,404	\$2,850,403
Change in Net Position	(\$434,059)	(\$1,093,340)	(\$1,298,440)	\$376,265	(\$532,142)
Net Position - Beginning **	\$12,946,318	\$12,512,259	\$11,487,230	\$10,188,790	\$10,565,055
Net Position - Ending	\$12,512,259	\$11,418,919	\$10,188,790	\$10,565,055	\$10,032,913

* 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

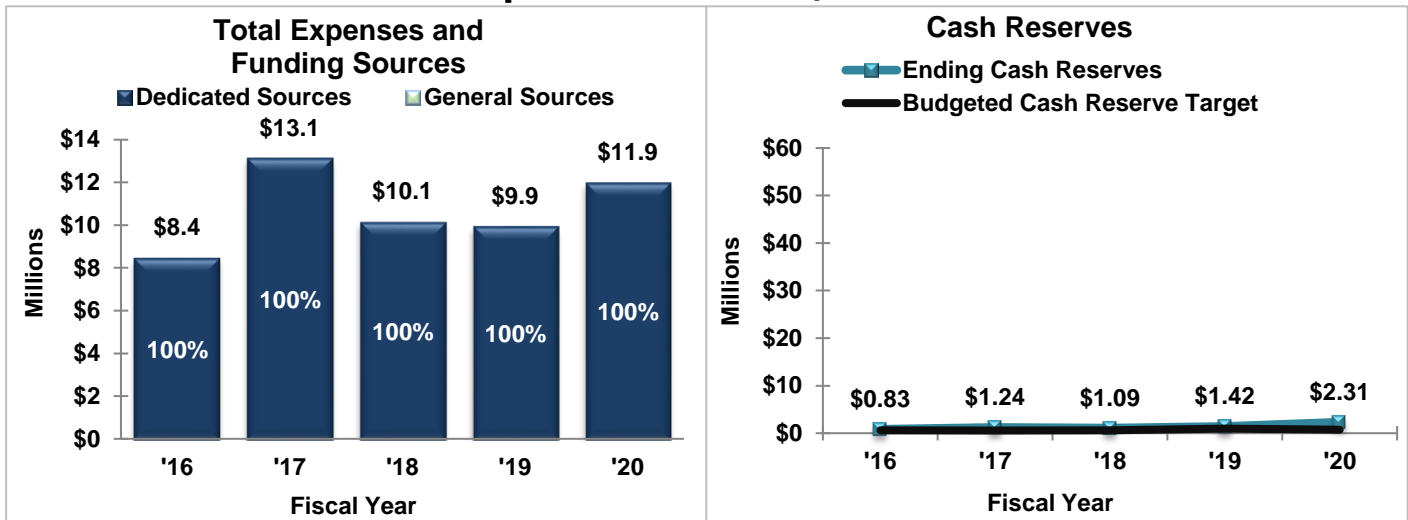
	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources for Operations					
Fares	\$284,594	\$220,108	\$176,640	\$125,362	\$49,092
School Passes	\$48,915	\$34,340	\$13,600	\$14,450	\$5,850
Specials	\$285,419	\$215,952	\$142,744	\$107,510	\$64,007
Paratransit	\$164,523	\$159,471	\$138,677	\$156,493	\$78,487
University Shuttle	\$1,247,925	\$1,247,925	\$1,247,925	\$1,247,925	\$998,340
Interest	\$45,067	(\$5,176)	\$22,586	\$77,510	\$68,651
Less: GASB 31 Interest Adjustment	(\$8,750)	\$31,729	\$31,074	(\$35,302)	(\$1,322)
Revenue from Other Gov. Units - Operations	\$2,305,196	\$2,471,663	\$2,220,640	\$2,595,594	\$2,294,573
Miscellaneous Revenue	\$49,810	\$101,313	\$145,691	\$158,254	\$101,174
Total Financial Sources Before Transfers	\$4,422,699	\$4,477,325	\$4,139,577	\$4,447,796	\$3,658,852
Transfers In - Subsidy - TST Fd	\$2,600,179	\$2,438,773	\$2,516,873	\$2,834,131	\$2,670,043
Transfers In - General Fd	\$0	\$69,014	\$20,000	\$0	\$0
Transfers In - CVB	\$12,000	\$12,000	\$12,000	\$12,036	\$14,570
Transfers In - Parking Fd	\$270,273	\$270,273	\$270,273	\$270,273	\$135,137
Total Transfers In	\$2,882,452	\$2,790,060	\$2,819,146	\$3,116,440	\$2,819,750
Total Financial Sources	\$7,305,151	\$7,267,385	\$6,958,723	\$7,564,236	\$6,478,602

Financial Uses for Operations					
Personnel Services	\$3,958,268	\$3,933,537	\$3,649,823	\$3,574,482	\$3,476,067
Less: GASB 16 Vacation Liability Adjustment	(\$13,853)	\$1,515	\$2,948	(\$9,280)	(\$10,714)
Less: GASB 68 Pension Adjustment	(\$299,736)	(\$153,829)	\$16,040	\$65,118	(\$141,426)
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$5,883	(\$13,214)	(\$10,359)
Materials and Supplies	\$1,297,631	\$1,455,830	\$1,445,574	\$1,214,583	\$845,865
Travel and Training	\$4,057	\$2,977	\$2,000	\$2,214	\$773
Intragovernmental	\$1,051,908	\$1,167,016	\$1,258,485	\$1,389,789	\$1,268,934
Utilities, Services and Miscellaneous	\$885,830	\$874,412	\$700,228	\$774,947	\$573,260
Interest Expense	\$5,189	\$76,783	\$105,259	\$41,457	\$43,949
Bank and Paying Agent Fees	\$1,738	\$0	\$0	\$3,771	(\$2,149)
Transfers Out	\$1,530	\$1,530	\$1,530	\$2,295	\$2,295
Principal Payments	\$47,061	\$267,412	\$363,047	\$207,308	\$0
Capital Additions	\$0	\$27,251	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$6,939,623	\$7,654,434	\$7,550,817	\$7,253,470	\$6,046,495
Financial Sources Over/(Under) Uses	\$365,528	(\$387,049)	(\$592,094)	\$310,766	\$432,107

Beginning Unassigned Cash Reserve					
Current Assets	\$4,446,931	\$4,095,282	\$4,103,437	\$3,792,313	\$4,330,268
Less: GASB 31 Pooled Cash Adj	\$5,836	\$37,565	\$68,639	\$33,337	\$32,016
Less: Cash Restricted for Capital Projects	(\$1,770,281)	(\$1,943,260)	(\$1,749,030)	(\$1,685,184)	(\$1,956,587)
Less: Current Liabilities	(\$848,244)	(\$794,688)	(\$1,226,080)	(\$568,845)	(\$378,314)
Add: Construction Contracts Payable	\$1,100	\$4,300	\$5,880	\$30,193	\$31,838
Ending Cash Reserves	\$1,835,342	\$1,399,199	\$1,202,846	\$1,601,814	\$2,059,221

Budgeted Operating Expenses w/o Depr	\$6,645,285	\$6,971,572	\$6,628,913	\$6,743,196	\$6,497,617
Add: Budgeted Interest Expense	\$65,221	\$154,895	\$151,308	\$139,986	\$128,200
Add: Budgeted Bank and Paying Agent Fees	\$1,500	\$0	\$0	\$0	\$0
Add: Budgeted Operating Transfers Out	\$1,530	\$1,530	\$1,530	\$2,295	\$2,295
Add: Budgeted Principal Payments	\$110,345	\$134,705	\$363,048	\$374,370	\$386,157
Add: Budgeted Capital Additions	\$0	\$26,000	\$0	\$0	\$0
Add: Budgeted Ent Revenue for CIP	\$0	\$0	\$0	\$0	\$0
Less: Budgeted Univ. Shuttle Oper Expenses	(\$1,185,379)	(\$1,173,201)	(\$1,285,714)	(\$1,638,473)	(\$1,331,481)
Total Budgeted Financial Uses	\$5,638,502	\$6,115,501	\$5,859,085	\$5,621,374	\$5,682,788
Less: Ent Rev Budgeted for current year CIP	\$0	\$0	\$0	\$0	\$0
Operational Expenses	\$5,638,502	\$6,115,501	\$5,859,085	\$5,621,374	\$5,682,788
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$1,127,700	\$1,223,100	\$1,171,817	\$1,124,275	\$1,136,558
Add: Ent Rev Budgeted for current year CIP	\$0	\$0	\$0	\$0	\$0
Budgeted Cash Reserve Target	\$1,127,700	\$1,223,100	\$1,171,817	\$1,124,275	\$1,136,558
Above/(Below) Cash Reserve Target	\$707,642	\$176,099	\$31,029	\$477,539	\$922,663

Airport Fund - Enterprise Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses	Expenses without Capital Projects
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
2020	\$11,929,908	\$0	\$11,929,908	\$5,467,360
5 Yr % Chg	41.82%		41.82%	43.63%
5 Yr \$ Chg	\$3,517,763		\$3,517,763	\$1,660,914

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.

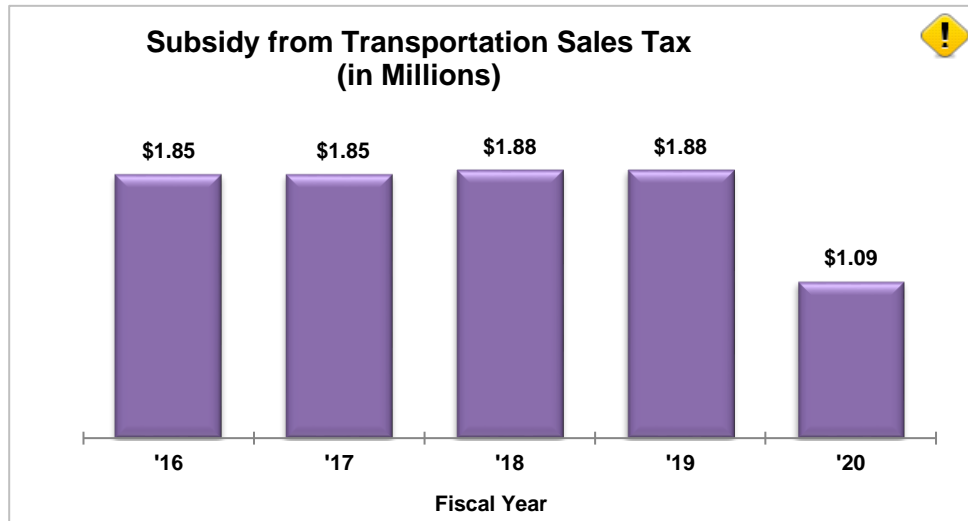
Analysis: For the period shown, total expenses without capital projects increased \$1,660,914 or 43.63%.

- 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
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
2020	\$1,094,673	\$0	\$1,094,673
5 Yr % Chg	(41.01%)	(100.00%)	(40.73%)
5 Yr \$ Chg			(\$752,211)

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 decreased \$752,211 or 40.73%.

- 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.
- In fiscal year 2020 this transfer was reduced mid year due to additional CARES funding recieved for the Airport.
- 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
Concession Sales	\$41,400	\$36,401	\$44,521	\$29,952	\$18,668
Commissions	\$126,760	\$135,932	\$259,684	\$304,814	\$314,324
Rentals	\$186,686	\$238,306	\$280,405	\$278,543	\$233,652
Landing Fees	\$103,288	\$138,188	\$156,349	\$193,816	\$148,687
Law Enforcement Fees	\$54,295	\$69,792	\$99,072	\$115,378	\$61,315
Passenger Facility Charge	\$200,073	\$343,491	\$488,390	\$529,070	\$321,317
Total Operating Revenues	\$712,502	\$962,110	\$1,328,421	\$1,451,573	\$1,097,963
Operating Expenses:					
Personnel Services*	\$1,326,809	\$1,297,082	\$1,187,179	\$1,117,258	\$618,195
Materials and Supplies	\$211,631	\$180,205	\$214,964	\$205,859	\$216,525
Travel and Training	\$22,694	\$21,628	\$24,881	\$22,190	\$11,818
Intragovernmental	\$354,766	\$401,553	\$381,811	\$466,683	\$288,583
Utilities, Services and Miscellaneous	\$910,202	\$708,256	\$858,030	\$1,014,028	\$710,086
Depreciation	\$863,215	\$1,016,857	\$1,066,064	\$1,073,463	\$1,103,373
Total Operating Expenses	\$3,689,317	\$3,625,581	\$3,732,929	\$3,899,481	\$2,948,580
Operating Income (Loss)	(\$2,976,815)	(\$2,663,471)	(\$2,404,508)	(\$2,447,908)	(\$1,850,617)
Non-Operating Revenues:					
Investment Revenue	\$39,682	(\$12,442)	\$6,653	\$217,616	\$230,290
Revenue from Other Gov. Units	\$183,558	\$193,880	(\$14,460)	\$116,051	\$2,099,420
Miscellaneous Revenue	\$67,677	\$27,727	\$39,203	\$40,411	\$107,910
Total Non-Operating Revenues	\$290,917	\$209,165	\$31,396	\$374,078	\$2,437,620
Non-Operating Expenses:					
Interest Expense	\$86,998	\$3,951	\$3,024	\$2,065	\$109,129
	\$0	\$0	\$0	\$0	\$60,534
Loss on Disposal of Assets	\$0	\$0	\$11,209	\$1,123	\$6,047
Total Non-Operating Expenses	\$86,998	\$3,951	\$14,233	\$3,188	\$175,710
Total Non-Operating Revenues (Expenses)	\$203,919	\$205,214	\$17,163	\$370,890	\$2,261,910
Income (Loss) Before Contributions and Transfers	(\$2,772,896)	(\$2,458,257)	(\$2,387,345)	(\$2,077,018)	\$411,293
Transfers In - TST for CIP	\$1,327,779	\$438,728	\$2,850,424	\$2,604,977	\$1,838,287
Transfers In - Capital Projects Fund	\$0	\$0	\$0	\$0	\$3,000,000
Transfers In - CVB Hotel Tax for CIP	\$0	\$0	\$190,571	\$0	\$1,959,429
Transfers In - Subsidy - TST Fd	\$1,855,773	\$1,846,884	\$1,889,361	\$1,876,583	\$1,094,673
Transfers In - General Fd	\$0	\$20,706	\$0	\$0	\$0
Total Transfers In	\$3,183,552	\$2,306,318	\$4,930,356	\$4,481,560	\$7,892,389
Transfers Out	\$0	\$0	\$0	(\$30,000)	(\$2,299,843)
Capital Contribution - FAA for CIP	\$4,122,543	\$7,739,853	\$5,596,625	\$4,767,371	\$2,322,346
Capital Contribution - Other	\$0	\$144,571	\$741,839	\$505,559	\$1,071,402
Total Transfers and Contributions	\$7,306,095	\$10,190,742	\$11,268,820	\$9,724,490	\$8,986,294
Change in Net Position	\$4,533,199	\$7,732,485	\$8,881,475	\$7,647,472	\$9,397,587
Net Position - Beginning**	\$30,289,160	\$34,822,359	\$42,575,337	\$51,456,812	\$59,104,284
Net Position - Ending	\$34,822,359	\$42,554,844	\$51,456,812	\$59,104,284	\$68,501,871

* 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:

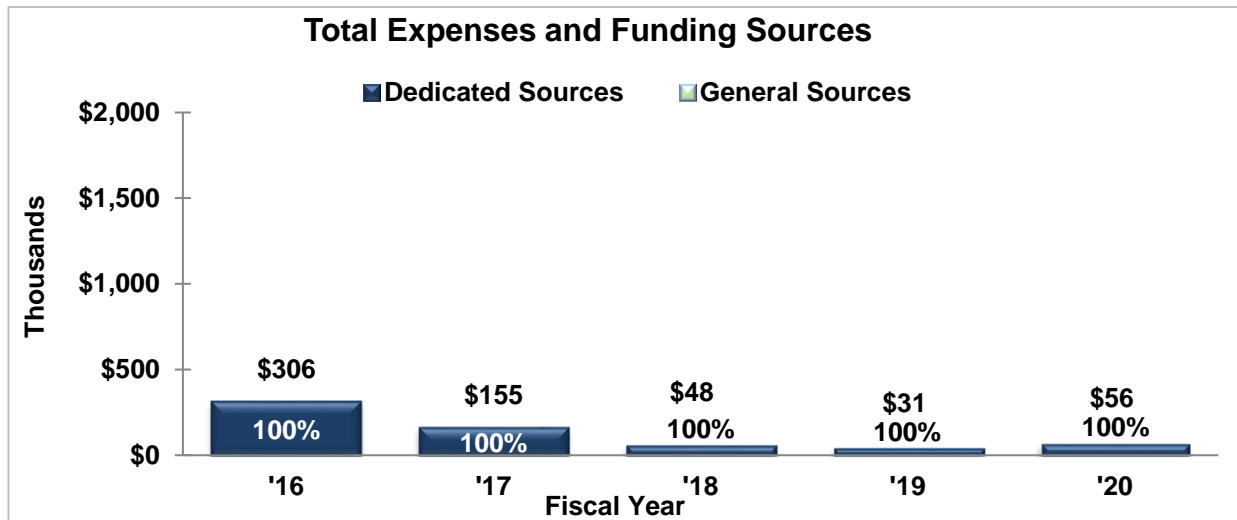
- City of Columbia Comprehensive Annual Financial Report - Combining Statement of Revenues, Expenses, and Changes in Fund Net Position - Nonmajor Enterprise Funds

Airport Fund

Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources for Operations					
Concession Sales	\$41,400	\$36,401	\$44,521	\$29,952	\$18,668
Commissions	\$126,760	\$135,932	\$259,684	\$304,814	\$314,324
Rentals	\$186,686	\$238,306	\$280,405	\$278,543	\$233,652
Landing Fees	\$103,288	\$138,188	\$156,349	\$193,816	\$148,687
Passenger Facility Charge	\$200,073	\$343,491	\$488,390	\$529,070	\$321,317
Law Enforcement Fees	\$54,295	\$69,792	\$99,072	\$115,378	\$61,315
Investment Revenue	\$39,682	(\$12,442)	\$6,653	\$217,616	\$230,290
Less: GASB 31 Interest Adjustment	\$14,994	\$31,001	\$81,063	(\$79,734)	(\$10,480)
Revenue from Other Gov. Units	\$183,558	\$193,880	(\$14,460)	\$116,051	\$2,099,420
Miscellaneous Revenue	\$67,677	\$27,727	\$39,203	\$40,411	\$107,910
Total Financial Sources Before Transfers	\$1,018,413	\$1,202,276	\$1,440,880	\$1,745,917	\$3,525,103
Transfers In - Subsidy - TST Fd	\$1,855,773	\$1,846,884	\$1,889,361	\$1,876,583	\$1,094,673
Transfers In - General Fd	\$0	\$20,706	\$0	\$0	\$0
Total Transfers In	\$1,855,773	\$1,867,590	\$1,889,361	\$1,876,583	\$1,094,673
Total Financial Sources	\$2,874,186	\$3,069,866	\$3,330,241	\$3,622,500	\$4,619,776
Financial Uses for Operations					
Personnel Services	\$1,326,809	\$1,297,082	\$1,187,179	\$1,117,258	\$618,195
Less: GASB 16 Vacation Liability Adjustment	(\$2,307)	\$4,861	(\$6,719)	\$30,850	\$41,451
Less: GASB 68 Pension Adjustment	(\$95,678)	(\$81,466)	\$877	\$17,318	(\$116,547)
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$1,765	(\$4,192)	(\$11,443)
Materials and Supplies	\$211,631	\$180,205	\$214,964	\$205,859	\$216,525
Travel and Training	\$22,694	\$21,628	\$24,881	\$22,190	\$11,818
Intragovernmental	\$354,766	\$401,553	\$381,811	\$466,683	\$288,583
Utilities, Services and Miscellaneous	\$910,202	\$708,256	\$858,030	\$1,014,028	\$710,086
Interest Expense	\$86,998	\$3,951	\$3,024	\$2,065	\$109,129
Transfers Out	\$0	\$0	\$0	\$30,000	\$2,299,843
Principal Payments	\$25,155	\$26,049	\$26,976	\$27,936	\$14,848
Capital Additions	\$30,131	\$83,652	\$63,234	\$0	\$43,227
Ent. Revenues Used for Capital Projects	\$25,000	\$0	\$0	\$362,990	\$0
Total Financial Uses	\$2,895,401	\$2,645,771	\$2,756,022	\$3,292,985	\$4,225,715
Financial Sources Over/(Under) Uses	(\$21,215)	\$424,095	\$574,219	\$329,515	\$394,061
Current Assets	\$3,423,129	\$2,699,943	\$7,442,052	\$9,960,678	\$28,814,079
Less: GASB 31 Pooled Cash Adj	\$161,901	\$192,902	\$273,965	\$194,231	\$183,751
Less: Cash Restricted for Capital Projects	(\$2,491,120)	(\$884,855)	(\$6,421,855)	(\$8,567,868)	(\$26,461,118)
Less: Current Liabilities	(\$628,482)	(\$2,675,408)	(\$488,608)	(\$403,320)	(\$1,523,490)
Plus: Construction Contracts Payable	\$361,632	\$1,907,195	\$283,386	\$239,534	\$1,301,626
Plus: Due to Other Funds	\$0	\$0	\$0	\$0	\$0
Ending Cash Reserves	\$827,060	\$1,239,777	\$1,088,940	\$1,423,255	\$2,314,848
Budgeted Operating Expenses w/o Depr	\$2,813,558	\$2,721,951	\$2,967,952	\$2,942,711	\$3,002,649
Add: Budgeted Interest Expense	\$4,845	\$3,951	\$3,951	\$2,065	\$2,065
Add: Budgeted Bank and Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Operating Transfers Out	\$0	\$0	\$0	\$30,000	\$616,570
Add: Budgeted Principal Payments	\$25,155	\$26,049	\$26,976	\$27,935	\$28,929
Add: Budgeted Capital Additions	\$63,000	\$62,500	\$65,000	\$0	\$43,524
Add: Budgeted Ent Revenue for CIP	\$25,000	\$0	\$0	\$362,541	\$0
Total Budgeted Financial Uses	\$2,931,558	\$2,814,451	\$3,063,879	\$3,365,252	\$3,693,737
Less: Ent Rev Budgeted for current year CIP	(\$25,000)	\$0	\$0	(\$362,541)	\$0
Operational Expenses	\$2,906,558	\$2,814,451	\$3,063,879	\$3,002,711	\$3,693,737
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$581,312	\$562,890	\$612,776	\$600,542	\$738,747
Add: Ent Rev Budgeted for current year CIP	\$25,000	\$0	\$0	\$362,541	\$0
Budgeted Cash Reserve Target	\$606,312	\$562,890	\$612,776	\$963,083	\$738,747
Above/(Below) Cash Reserve Target	\$220,748	\$676,887	\$476,164	\$460,172	\$1,576,101

Non-Motorized Grant Fund - Special Revenue Fund



Fiscal Year	Dedicated Funding Sources	General Funding Sources	Total Expenses
2016	\$306,041	\$0	\$306,041
2017	\$155,365	\$0	\$155,365
2018	\$47,523	\$0	\$47,523
2019	\$30,626	\$0	\$30,626
2020	\$56,147	\$0	\$56,147
5 Yr % Chg	(81.65%)		(81.65%)

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 2020 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Revenues:					
Revenue from other Gov. Units	\$429,602	\$94,589	\$98,675	\$17,831	\$18,028
Total Revenues	\$429,602	\$94,589	\$98,675	\$17,831	\$18,028
 Expenditures:					
Personnel Services	\$261,688	\$121,480	\$37,099	\$27,331	\$56,147
Materials and Supplies	\$12,601	\$19,863	\$7,214	\$3,295	\$0
Travel and Training	\$0	\$50	\$0	\$0	\$0
Intragovernmental	\$0	\$0	\$0	\$0	\$0
Utilities, Services and Miscellaneous	\$31,752	\$13,972	\$3,210	\$0	\$0
Total Expenditures	\$306,041	\$155,365	\$47,523	\$30,626	\$56,147
 Excess (Deficiency) of Revenues Over Expenditures	\$123,561	(\$60,776)	\$51,152	(\$12,795)	(\$38,119)
 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	\$123,561	(\$60,776)	\$51,152	(\$12,795)	(\$38,119)
 Fund Balance Beginning	(\$128,473)	(\$4,912)	(\$65,688)	(\$14,536)	(\$27,331)
Fund Balance Ending	(\$4,912)	(\$65,688)	(\$14,536)	(\$27,331)	(\$65,450)

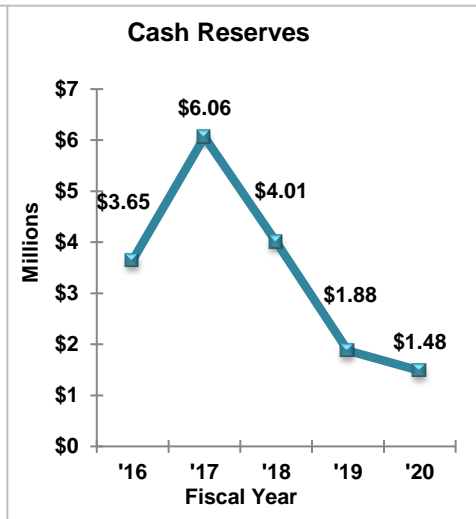
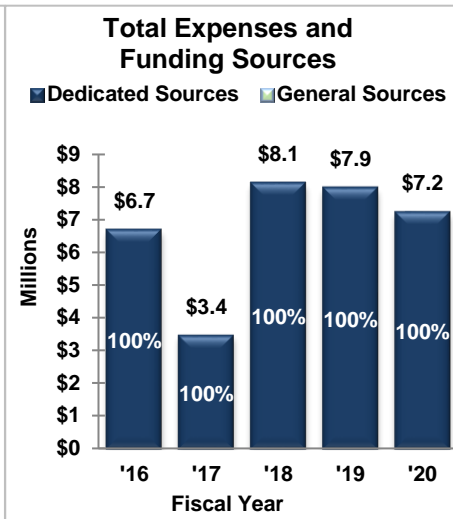
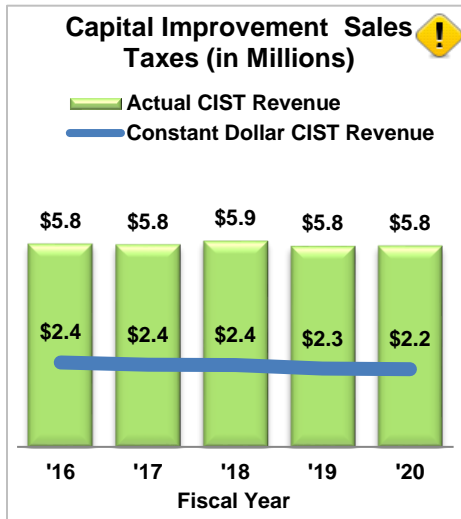
Non-Motorized Grant Fund

Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Revenue from other Gov. Units	\$429,602	\$94,589	\$98,675	\$17,831	\$18,028
Total Financial Sources Before Transfers	\$429,602	\$94,589	\$98,675	\$17,831	\$18,028
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$429,602	\$94,589	\$98,675	\$17,831	\$18,028
Financial Uses					
Personnel Services	\$261,688	\$121,480	\$37,099	\$27,331	\$56,147
Materials and Supplies	\$12,601	\$19,863	\$7,214	\$3,295	\$0
Travel and Training	\$0	\$50	\$0	\$0	\$0
Intragovernmental	\$0	\$0	\$0	\$0	\$0
Utilities, Services and Miscellaneous	\$31,752	\$13,972	\$3,210	\$0	\$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	\$306,041	\$155,365	\$47,523	\$30,626	\$56,147
Financial Sources Over/(Under) Uses	\$123,561	(\$60,776)	\$51,152	(\$12,795)	(\$38,119)
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
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
2020	\$7,193,950	\$0	\$7,193,950	\$5,777,920	258.11	\$2,238,549
5 Yr % Chg	8.00%		8.00%	(1.02%)	7.54%	(7.96%)
5 Yr \$ Chg	\$532,589	\$0	\$532,589	-\$59,551		

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.

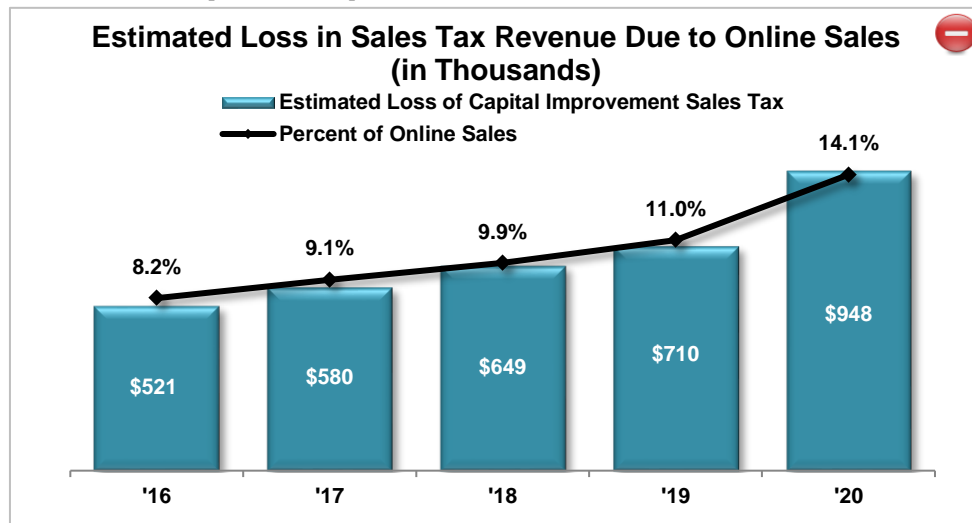
Analysis: Over the past five years, expenses have varied from year to year due to the amount of funding needed for capital projects each year.

- 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 decreased \$59,551 or 1.02% over the past five years and constant dollar sales taxes decreased 7.96% while inflation increased 7.54%. 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, 2019 and 2020 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



A Warning Trend Is Observed When:	Fiscal Year	Actual Capital	Online Sales	Estimated Loss of
		Improvement Sales	as a Percent of	Sales Tax Revenue:
		Tax Revenue	Total Retail	Capital Improvement
			Sales	Sales Tax
Online sales as a percent of total sales increases	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	11.0%	\$709,765
	2020	\$5,777,920	14.1%	\$948,413
Formulation:	5 Yr Loss			\$3,408,196
	5 Yr % Chg	(1.02%)	71.54%	81.89%

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 8.2% in FY 2016 to 14.1% in FY 2020. Using the actual capital improvement sales tax collections during this same time period, it is estimated that the City has lost over \$3.4 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 2020, the estimated loss is \$948,413. 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Revenues:					
Sales Taxes	\$5,837,471	\$5,811,016	\$5,919,548	\$5,772,107	\$5,777,920
Miscellaneous Revenue	\$0	\$0	\$0	\$0	(\$2,552)
Investment Revenue	\$19,585	(\$36,948)	\$41,921	\$116,956	\$36,042
Total Revenues	\$5,857,056	\$5,774,068	\$5,961,469	\$5,889,063	\$5,811,410
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	\$12,117	\$23,573	\$21,991	\$169,585	\$0
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$12,117	\$23,573	\$21,991	\$169,585	\$0
Excess (Deficiency) of Revenues Over Expenditures	\$5,844,939	\$5,750,495	\$5,939,478	\$5,719,478	\$5,811,410
Other Financing Sources (Uses):					
Transfers In	\$2,397,948	\$0	\$0	\$0	\$1,000,001
Transfers Out - Gen Gov't Capital Proj.	(\$6,509,244)	(\$3,256,500)	(\$8,071,000)	(\$7,775,891)	(\$7,193,950)
Transfers Out - Transit Capital Proj.	(\$140,000)	(\$140,000)	\$0	\$0	\$0
Total Transfers Out	(\$6,649,244)	(\$3,396,500)	(\$8,071,000)	(\$7,775,891)	(\$7,193,950)
Total Other Financing Sources (Uses)	(\$4,251,296)	(\$3,396,500)	(\$8,071,000)	(\$7,775,891)	(\$6,193,949)
Net Change in Fund Balance	\$1,593,643	\$2,353,995	(\$2,131,522)	(\$2,056,413)	(\$382,539)
Fund Balance Beginning	\$2,717,315	\$4,310,958	\$6,664,953	\$4,533,431	\$2,477,018
Fund Balance Ending	\$4,310,958	\$6,664,953	\$4,533,431	\$2,477,018	\$2,094,479

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

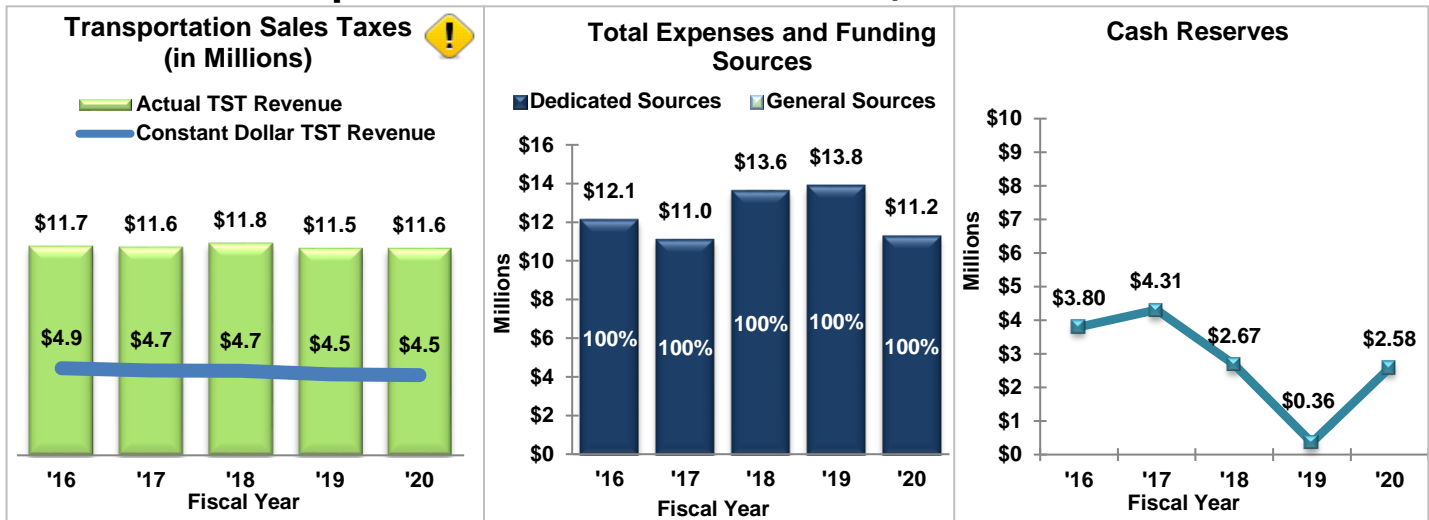
Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Sales Taxes	\$5,837,471	\$5,811,016	\$5,919,548	\$5,772,107	\$5,777,920
Investment Revenue	\$19,585	(\$36,948)	\$41,921	\$116,956	\$36,042
Less: GASB 31 Interest Adjustment	\$8,331	\$70,334	\$86,870	(\$22,952)	(\$686)
Miscellaneous Revenue	\$0	\$0	\$0	\$0	(\$2,552)
Total Financial Sources Before Transfers	\$5,865,387	\$5,844,402	\$6,048,339	\$5,866,111	\$5,810,724
Transfers In	\$2,397,948	\$0	\$0	\$0	\$1,000,001
Total Financial Sources	\$8,263,335	\$5,844,402	\$6,048,339	\$5,866,111	\$6,810,725
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	\$12,117	\$23,573	\$21,991	\$169,585	\$0
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$6,649,244	\$3,396,500	\$8,071,000	\$7,775,891	\$7,193,950
Total Financial Uses	\$6,661,361	\$3,420,073	\$8,092,991	\$7,945,476	\$7,193,950
Financial Sources Over/(Under) Uses	\$1,601,974	\$2,424,329	(\$2,044,652)	(\$2,079,365)	(\$383,225)
Cash and Cash Equivalents	\$3,488,154	\$5,828,710	\$3,686,594	\$1,582,094	\$1,186,447
Less: GASB 31 Pooled Cash Adj	\$162,816	\$233,150	\$320,020	\$297,067	\$296,381
Ending Cash Reserves	\$3,650,970	\$6,061,860	\$4,006,614	\$1,879,161	\$1,482,828

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
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
2020	\$11,223,012	\$0	\$11,223,012	\$11,556,939	258.11	\$4,477,525
5 Yr % Chg	(6.93%)		(6.93%)	(1.01%)	7.54%	(7.95%)
5 Yr \$ Chg	(\$835,903)	\$0	(\$835,903)	(\$118,260)		(\$386,939)

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.

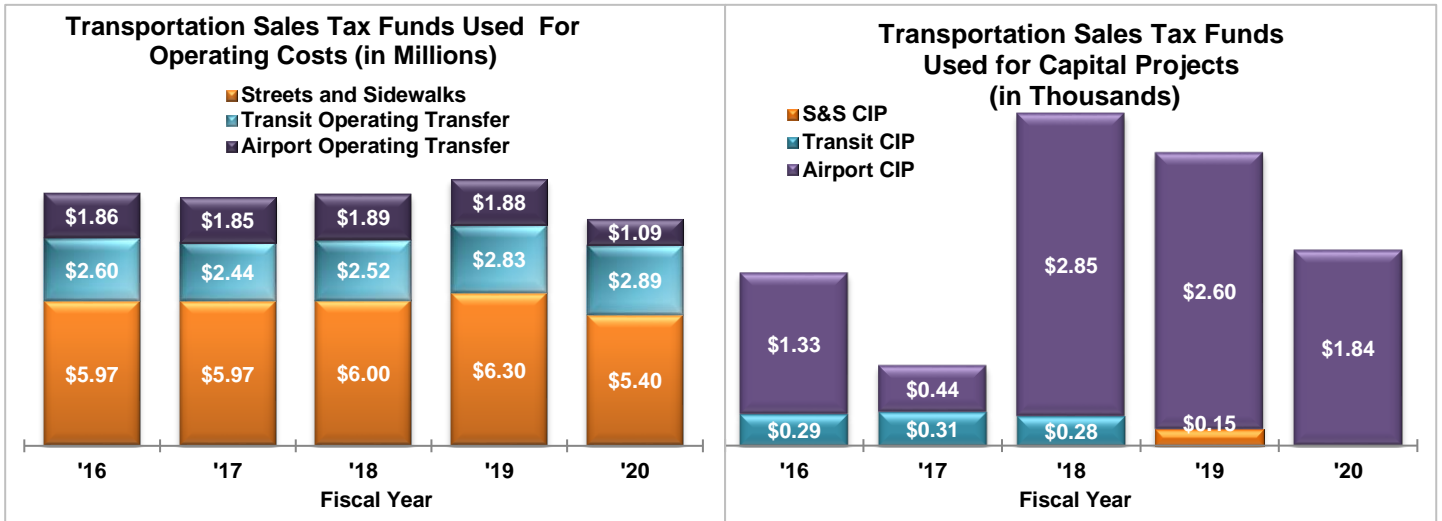
Analysis: Over the past five years, total transportation sales tax revenues decreased \$118,260 or 1.01% and constant dollar transportation sales taxes decreased 7.95% while inflation increased 7.54%.

- During this timeframe, operating transfers (to Streets and Sidewalks, Transit, and Airport) decreased \$1.0 million or 9.98%. 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
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
2020	\$5,401,105	\$2,888,947	\$1,094,673	\$0	\$0	\$1,838,287	\$11,223,012
5 Yr % Chg	(9.51%)	11.11%	(41.01%)		(100.00%)	38.45%	(6.84%)
5 Yr \$ Chg	(\$567,472)	\$288,768	(\$761,100)	\$0	(\$294,434)	\$510,508	(\$823,730)

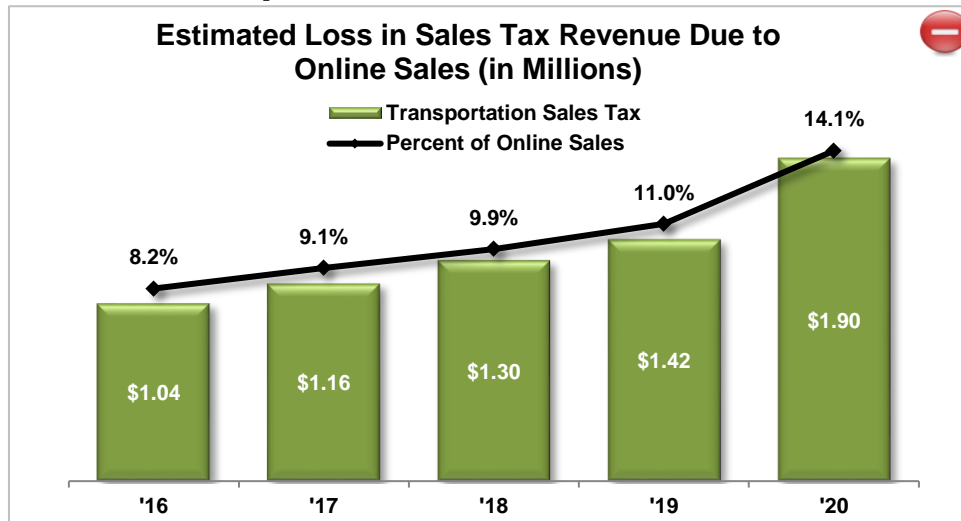
Description: The permanent transportation sales tax is used to fund streets and sidewalks, transit, and airport operations and capital projects. The amount of capital project transfers can vary from year to year based on the size and timing of capital projects. All of the construction costs (or total 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 decreased by \$0.8 million or 6.84%.

- Transfers to the general fund to support streets and sidewalks decreased \$567,472 or 9.51% over the past five years.
- The Transit operating transfer increased \$288,768 or 11.11%. 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 2016 to FY 2019 as the City has reallocated some of that funding to operations to pay for leasing electric buses.
- Airport operating transfers increased \$761,100 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			
	Fiscal Year	Online Sales as a Percent of Total Retail Sales	Estimated Loss of Sales Tax Revenue: Transportation Sales Tax	
Online sales as a percent of total sales increase	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	11.0%	\$1,419,577
	2020	\$11,556,939	14.1%	\$1,897,006
Formulation:	5 Yr Loss			\$6,816,716
	5 Yr % Chg	(1.01%)	71.54%	81.90%
Estimated Dollar Amount of Online Sales multiplied by Transportation Sales Tax Rate				

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 8.2% in FY 2016 to 14.1% in FY 2020 which is a 71.5% growth.
- Using the actual Transportation Sales Tax collections during this same time period, it is estimated that the City has lost over \$6.8 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 2020, the estimated loss is \$1.9 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Revenues:					
Sales Taxes	\$11,675,199	\$11,622,394	\$11,839,437	\$11,544,593	\$11,556,939
Miscellaneous Revenue	\$0	\$0	\$0	\$0	(\$5,103)
Investment Revenue	\$76,149	(\$22,585)	\$47,351	\$61,080	\$22,411
Total Revenues	\$11,751,348	\$11,599,809	\$11,886,788	\$11,605,673	\$11,574,247
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	\$12,173	\$24,006	\$22,042	\$54,440	\$0
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$12,173	\$24,006	\$22,042	\$54,440	\$0
Excess (Deficiency) of Revenues Over Expenditures	\$11,739,175	\$11,575,803	\$11,864,746	\$11,551,233	\$11,574,247
Other Financing Sources (Uses):					
Transfers In	\$0	\$0	\$0	\$0	\$1,902,177
Transfers Out - Subsidy - Transit	(\$2,600,179)	(\$2,438,773)	(\$2,516,873)	(\$2,834,131)	(\$2,888,947)
Transfers Out - CIP Matching Funds - Transit	(\$294,434)	(\$314,434)	(\$275,731)	\$0	\$0
Transfers Out - Subsidy - Airport	(\$1,855,773)	(\$1,846,884)	(\$1,889,361)	(\$1,876,583)	(\$1,094,673)
Transfers Out - CIP Matching Funds - Airport	(\$1,327,779)	(\$438,728)	(\$2,850,424)	(\$2,604,977)	(\$1,838,287)
Transfers Out - Streets, Eng & Traffic Related	(\$5,968,577)	(\$5,968,577)	(\$5,998,276)	(\$6,297,975)	(\$5,401,105)
Transfers Out - CIP - Streets and Sidewalks	\$0	\$0	\$0	(\$150,000)	\$0
Total Transfers Out	(\$12,046,742)	(\$11,007,396)	(\$13,530,665)	(\$13,763,666)	(\$11,223,012)
Total Other Financing Sources (Uses)	(\$12,046,742)	(\$11,007,396)	(\$13,530,665)	(\$13,763,666)	(\$9,320,835)
Net Change in Fund Balance	(\$307,567)	\$568,407	(\$1,665,919)	(\$2,212,433)	\$2,253,412
Fund Balance Beginning	\$5,554,682	\$5,247,115	\$5,815,522	\$4,149,604	\$1,937,171
Fund Balance Ending	\$5,247,115	\$5,815,522	\$4,149,604	\$1,937,171	\$4,190,583

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/>

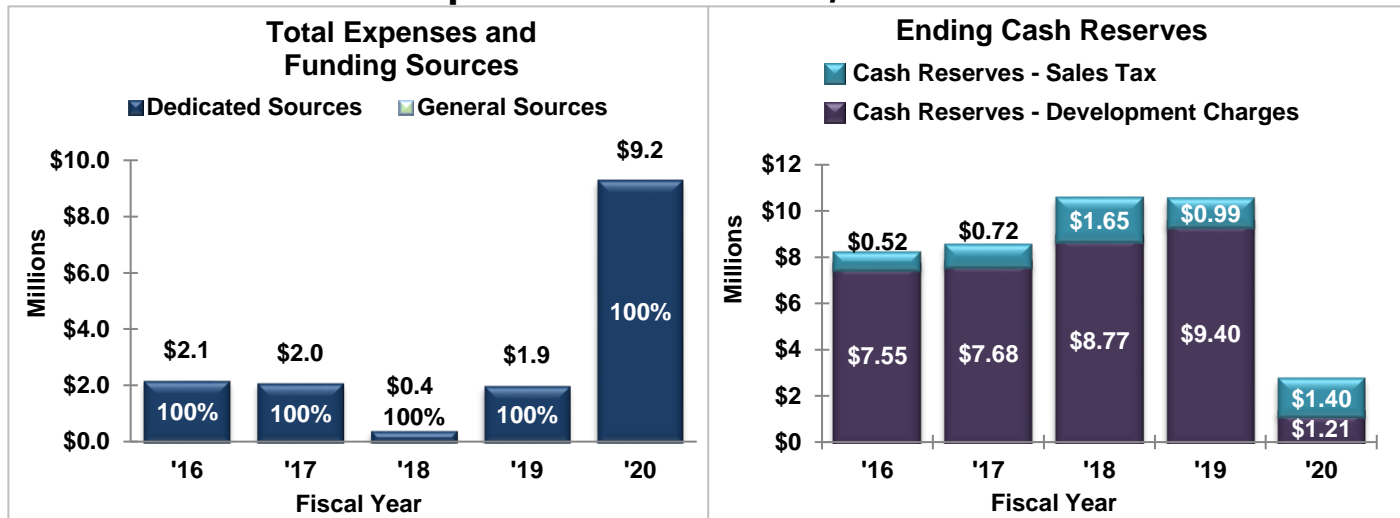
Transportation Sales Tax Fund

Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Sales Taxes	\$11,675,199	\$11,622,394	\$11,839,437	\$11,544,593	\$11,556,939
Investment Revenue	\$76,149	(\$22,585)	\$47,351	\$61,080	\$22,411
Less: GASB 31 Interest Adjustment	(\$9,968)	\$49,988	\$54,664	(\$2,981)	\$72
Miscellaneous Revenue	\$0	\$0	\$0	\$0	(\$5,103)
Total Financial Sources Before Transfers	\$11,741,380	\$11,649,797	\$11,941,452	\$11,602,692	\$11,574,319
Transfers In	\$0	\$0	\$0	\$0	\$1,902,177
Total Financial Sources	\$11,741,380	\$11,649,797	\$11,941,452	\$11,602,692	\$13,476,496
Financial Uses					
Transfers Out: Streets & Sidewalks					
Street, Engineering & Traffic Operations	\$5,968,577	\$5,968,577	\$5,998,276	\$6,297,975	\$5,401,105
Capital Projects	\$0	\$0	\$0	\$150,000	\$0
Total Streets & Sidewalks	\$5,968,577	\$5,968,577	\$5,998,276	\$6,447,975	\$5,401,105
Transfers Out: Transit					
Operating Subsidy	\$2,600,179	\$2,438,773	\$2,516,873	\$2,834,131	\$2,888,947
Matching Funds for Capital Projects	\$294,434	\$314,434	\$275,731	\$0	\$0
Total Transit	\$2,894,613	\$2,753,207	\$2,792,604	\$2,834,131	\$2,888,947
Transfers Out: Airport					
Operating Subsidy	\$1,855,773	\$1,846,884	\$1,889,361	\$1,876,583	\$1,094,673
Matching Funds for Capital Projects	\$1,327,779	\$438,728	\$2,850,424	\$2,604,977	\$1,838,287
Total Airport	\$3,183,552	\$2,285,612	\$4,739,785	\$4,481,560	\$2,932,960
Transfers Out (Operations)	\$10,424,529	\$10,254,234	\$10,404,510	\$11,008,689	\$9,384,725
Transfers Out (CIP)	\$1,622,213	\$753,162	\$3,126,155	\$2,754,977	\$1,838,287
Personnel Services	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$0	\$0
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$12,173	\$24,006	\$22,042	\$54,440	\$0
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$12,058,915	\$11,031,402	\$13,552,707	\$13,818,106	\$11,223,012
Financial Sources Over/(Under) Uses	(\$317,535)	\$618,395	(\$1,611,255)	(\$2,215,414)	\$2,253,484
Cash and Cash Equivalents	\$3,693,159	\$4,156,496	\$2,466,550	\$153,053	\$2,375,591
Less: GASB 31 Pooled Cash Adj	\$101,875	\$151,863	\$206,527	\$203,547	\$203,619
Ending Cash Reserves	\$3,795,034	\$4,308,359	\$2,673,077	\$356,600	\$2,579,210

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Public Improvement Fund - Special Revenue Fund



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
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
2020	\$9,233,238	\$0	\$9,233,238
5 Yr % Chg	334.71%		334.71%

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 (2% of the 1% general sales tax beginning in fiscal year 2020). 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(s), which occurred in fiscal year 2020.

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%
FY 2020	98.00%	2.00%

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:

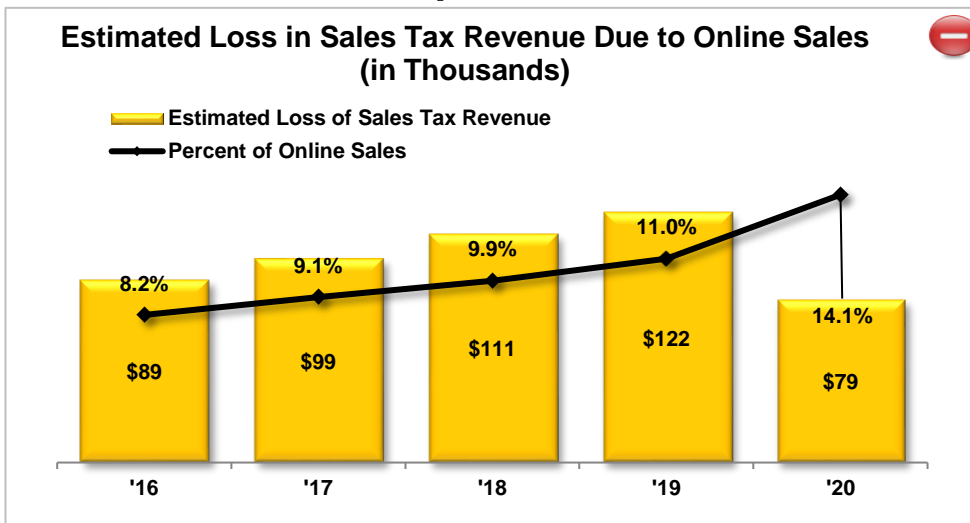
- \$0.15 per square foot for FY 2006 - FY 2007
- \$0.25 per square foot for FY 2008 – FY 2009
- \$0.50 per square foot for FY 2010 to present

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 built 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) and transfers were done for many of these in fiscal year 2020.

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
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	11.0%	\$121,867
2020	\$482,865	14.1%	\$79,260
5 Yr Loss			\$500,835
5 Yr % Chg	(51.54%)	71.54%	(10.94%)

Description:

During the period shown, the Public Improvement Fund received 4.1% of the 1% general sales tax through fiscal year 2019 to fund general fund department capital projects such as public safety, transportation, and administrative. This was reduced to 2% of the 1% general sales tax in fiscal year 2020. 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 8.2% in FY 2016 to 14.1% in FY 2020 which is a 71.5% 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 \$500,835 in this source in the last five years. The City believes this is a conservative estimate given the large college student population in Columbia. In FY 2020, the estimated loss is \$79,260. 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

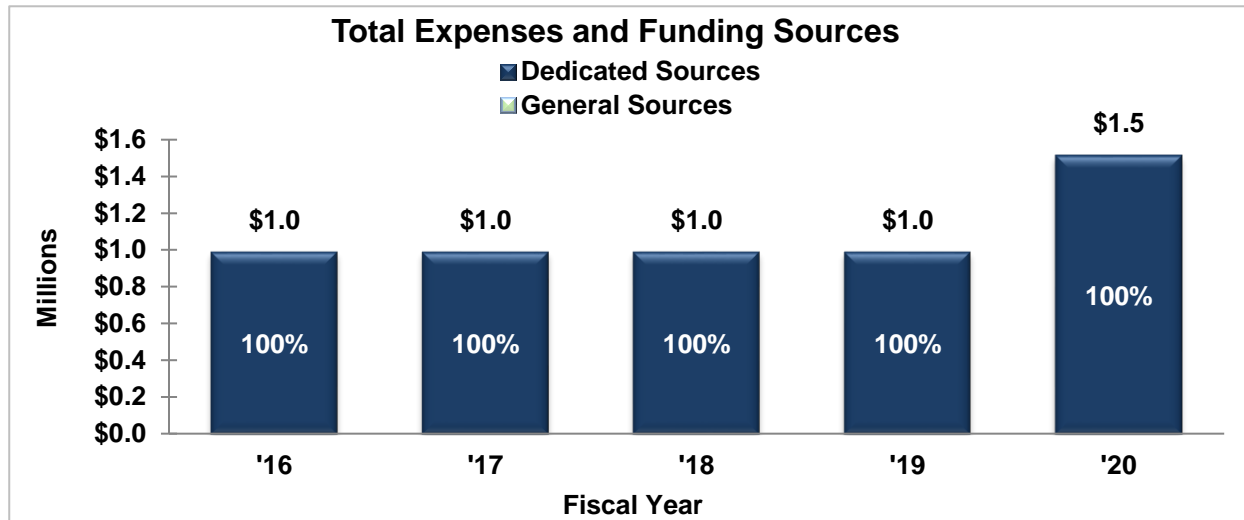
	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
4.1% of 1% General Sales Tax:					
Revenues:					
Sales Taxes	\$996,320	\$995,859	\$1,015,949	\$991,072	\$482,865
Miscellaneous Revenue	\$0	\$0	\$0	\$0	(\$352)
Investment Revenue	\$153,482	(\$44,603)	\$28,752	\$420,224	\$38,464
Total Sales Tax Revenues	\$1,149,802	\$951,256	\$1,044,701	\$1,411,296	\$520,977
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	\$55,013	\$132,891	\$109,561	\$15,760	\$1,833
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$55,013	\$132,891	\$109,561	\$15,760	\$1,833
Excess (Deficiency) of Revenues Over Expenditures	\$1,094,789	\$818,365	\$935,140	\$1,395,536	\$519,144
Other Financing Sources (Uses):					
Transfers In	\$0	\$0	\$0	\$0	\$0
Transfers Out	(\$823,965)	(\$705,286)	(\$240,871)	(\$1,925,681)	(\$204,674)
Total Other Financing Sources (Uses)	(\$823,965)	(\$705,286)	(\$240,871)	(\$1,925,681)	(\$204,674)
Net Change in Fund Balance:	\$270,824	\$113,079	\$694,269	(\$530,145)	\$314,470
Development Fees:					
Revenues:					
Fees and service charges (Development Fees)	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131	\$831,716
Total Dev. Fee Revenues	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131	\$831,716
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	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131	\$831,716
Other Financing Sources (Uses):					
Transfers In	\$0	\$0	\$0	\$0	\$0
Transfers Out	(\$1,245,000)	(\$1,197,000)	\$0	\$0	(\$9,026,731)
Total Other Financing Sources (Uses)	(\$1,245,000)	(\$1,197,000)	\$0	\$0	(\$9,026,731)
Net Change in Fund Balance:	\$429,275	\$122,207	\$1,115,087	\$631,131	(\$8,195,015)
Total Fund					
Total Fund Revenues	\$2,824,077	\$2,270,463	\$2,159,788	\$2,042,427	\$1,352,693
Total Fund Expenditures	\$55,013	\$132,891	\$109,561	\$15,760	\$1,833
Total Fund Revenues Over/(Under) Expenditures	\$2,769,064	\$2,137,572	\$2,050,227	\$2,026,667	\$1,350,860
Total Transfers In	\$0	\$0	\$0	\$0	\$0
Total Transfers Out	(\$2,068,965)	(\$1,902,286)	(\$240,871)	(\$1,925,681)	(\$9,231,405)
Total Other Financing Source (Uses)	(\$2,068,965)	(\$1,902,286)	(\$240,871)	(\$1,925,681)	(\$9,231,405)
Net Change in Fund Balance	\$700,099	\$235,286	\$1,809,356	\$100,986	(\$7,880,545)
Fund Balance Beginning	\$7,404,129	\$8,104,228	\$8,339,514	\$10,148,870	\$10,249,856
Fund Balance Ending	\$8,104,228	\$8,339,514	\$10,148,870	\$10,249,856	\$2,369,311

Public Improvement Fund

Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
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	\$996,320	\$995,859	\$1,015,949	\$991,072	\$482,865
Investment Revenue	\$153,482	(\$44,603)	\$28,752	\$420,224	\$38,464
Less: GASB 31 Interest Adjustment	(\$16,391)	\$97,404	\$228,279	(\$126,389)	(\$944)
Miscellaneous Revenue	\$0	\$0	\$0	\$0	(\$352)
Total Financial Sources Before Transfers	\$1,133,411	\$1,048,660	\$1,272,980	\$1,284,907	\$520,033
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$1,133,411	\$1,048,660	\$1,272,980	\$1,284,907	\$520,033
Financial Uses					
Intragovernmental Charges	\$55,013	\$132,891	\$109,561	\$15,760	\$1,833
Transfers Out - Debt Payments	\$73,965	\$60,286	\$45,871	\$30,681	\$14,674
Transfers Out - Public Safety Capital Projects	\$125,000	\$0	\$0	\$1,700,000	\$0
Transfers Out - Streets and Sidewalks Capital Pro	\$0	\$0	\$0	\$0	\$0
Transfers Out - Administrative Capital Projects	\$625,000	\$645,000	\$195,000	\$195,000	\$190,000
Total Financial Uses	\$878,978	\$838,177	\$350,432	\$1,941,441	\$206,507
Financial Sources Over/(Under) Uses	\$254,433	\$210,483	\$922,548	(\$656,534)	\$313,526
Cash and Cash Equivalents	\$405,982	\$507,365	\$1,214,223	\$677,872	\$1,085,693
Less: GASB 31 Pooled Cash Adj	\$113,859	\$211,264	\$439,543	\$313,153	\$312,210
Sales Tax Cash Reserves	\$519,841	\$718,629	\$1,653,766	\$991,025	\$1,397,903
Development Fees: (Can only be spent on construction of arterial and collector streets)					
Financial Sources - Development Fees					
Fees and service charges (Development Fees)	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131	\$831,716
Total Financial Sources Before Transfers	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131	\$831,716
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131	\$831,716
Financial Uses					
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$1,245,000	\$1,197,000	\$0	\$0	\$9,026,731
Total Financial Uses	\$1,245,000	\$1,197,000	\$0	\$0	\$9,026,731
Financial Sources Over/(Under) Uses	\$429,275	\$122,207	\$1,115,087	\$631,131	(\$8,195,015)
Cash Restricted for Development Charges	\$7,547,130	\$7,676,384	\$8,769,354	\$9,400,485	\$1,205,471
Development Fee Cash Reserves	\$7,547,130	\$7,676,384	\$8,769,354	\$9,400,485	\$1,205,471
Total Fund:					
Development Fees	\$1,674,275	\$1,319,207	\$1,115,087	\$631,131	\$831,716
Sales Taxes	\$996,320	\$995,859	\$1,015,949	\$991,072	\$482,865
Investment Revenue	\$153,482	(\$44,603)	\$28,752	\$420,224	\$38,464
Less: GASB 31 Interest Adjustment	(\$16,391)	\$97,404	\$228,279	(\$126,389)	(\$944)
Miscellaneous Revenue	\$0	\$0	\$0	\$0	(\$352)
Total Financial Sources Before Transfers	\$2,807,686	\$2,367,867	\$2,388,067	\$1,916,038	\$1,351,749
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$2,807,686	\$2,367,867	\$2,388,067	\$1,916,038	\$1,351,749
Intragovernmental	\$55,013	\$132,891	\$109,561	\$15,760	\$1,833
Utilities, Services and Miscellaneous	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$2,068,965	\$1,902,286	\$240,871	\$1,925,681	\$9,231,405
Total Financial Uses	\$2,123,978	\$2,035,177	\$350,432	\$1,941,441	\$9,233,238
Financial Sources Over/ (Under) Uses	\$683,708	\$332,690	\$2,037,635	(\$25,403)	(\$7,881,489)
Cash and Cash Equivalents	\$405,982	\$507,365	\$1,214,223	\$677,872	\$1,085,693
Less: GASB 31 Pooled Cash Adj	\$113,859	\$211,264	\$439,543	\$313,153	\$312,210
Cash Restricted for Development Charges	\$7,547,130	\$7,676,384	\$8,769,354	\$9,400,485	\$1,205,471
Ending Cash Reserves	\$8,066,971	\$8,395,013	\$10,423,120	\$10,391,510	\$2,603,374

Stadium TDD Fund - *Special Revenue Fund*



Fiscal Year	Total Dedicated Sources	Total General Sources	Total Expenses
2016	\$983,476	\$0	\$983,476
2017	\$983,476	\$0	\$983,476
2018	\$983,476	\$0	\$983,476
2019	\$983,476	\$0	\$983,476
2020	\$1,506,949	\$0	\$1,506,949

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 was used to pay off the loan which was to end in FY 2022, but was paid off early in FY 2020.

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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Revenues:					
Revenue from other gov. units	\$1,035,714	\$994,786	\$1,984,572	\$1,521,117	(\$461,821)
Investment Revenue	\$8,162	(\$920)	(\$1,262)	\$70,089	\$18,069
Total Revenues	\$1,043,876	\$993,866	\$1,983,310	\$1,591,206	(\$443,752)

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	\$115,984
Total Expenditures	\$0	\$0	\$0	\$0	\$115,984

Excess (Deficiency) of Revenues Over Expenditures	\$1,043,876	\$993,866	\$1,983,310	\$1,591,206	(\$559,736)
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Other Financing Sources (Uses):					
Transfers In	\$0	\$0	\$0	\$0	\$0
Transfers Out	(\$983,476)	(\$983,476)	(\$983,476)	(\$983,476)	(\$1,390,965)
Total Other Financing Sources (Uses)	(\$983,476)	(\$983,476)	(\$983,476)	(\$983,476)	(\$1,390,965)

Net Change in Fund Balance	\$60,400	\$10,390	\$999,834	\$607,730	(\$1,950,701)
Fund Balance Beginning	\$190,380	\$250,780	\$261,170	\$1,261,004	\$1,868,734
Fund Balance Ending	\$250,780	\$261,170	\$1,261,004	\$1,868,734	(\$81,967)

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

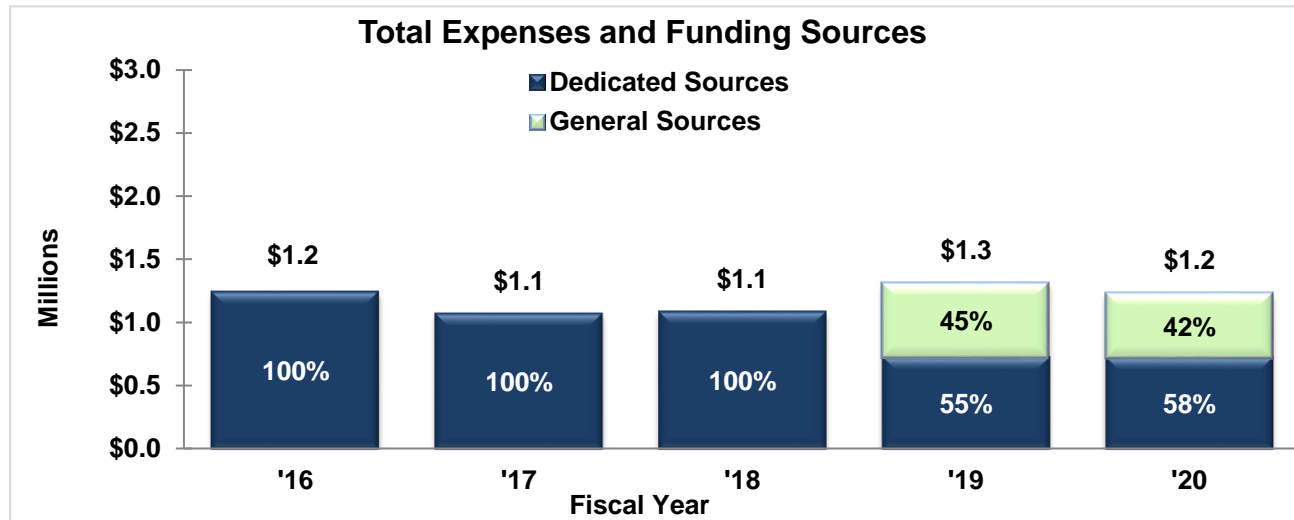
	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Investment Revenue	\$8,162	(\$920)	(\$1,262)	\$70,089	\$18,069
Less: GASB 31 Interest Adjustment	(\$3,285)	\$2,948	\$27,098	(\$21,549)	\$18,130
Revenue from other gov. units	\$1,035,714	\$994,786	\$1,984,572	\$1,521,117	(\$461,821)
Total Financial Sources Before Transfers	\$1,040,591	\$996,814	\$2,010,408	\$1,569,657	(\$425,622)
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$1,040,591	\$996,814	\$2,010,408	\$1,569,657	(\$425,622)
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	\$115,984
Transfers Out	\$983,476	\$983,476	\$983,476	\$983,476	\$1,390,965
Total Financial Uses	\$983,476	\$983,476	\$983,476	\$983,476	\$1,506,949
Financial Sources Over/(Under) Uses	\$57,115	\$13,338	\$1,026,932	\$586,181	(\$1,932,571)
Cash and Cash Equivalents	\$160,708	\$192,846	\$1,191,411	\$1,752,943	\$104,288
Less: GASB 31 Pooled Cash Adj	\$58,320	\$61,269	\$88,367	\$66,818	\$66,818
Ending Cash Reserves	\$219,028	\$254,115	\$1,279,778	\$1,819,761	\$171,106

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
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
2020	\$715,909	\$512,932	\$1,228,841
5 Yr % Chg	(42.16%)		(0.71%)
5 Yr \$ Chg	(\$521,749)	\$512,932	-\$8,817

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 decreased \$8,817 or 0.71%

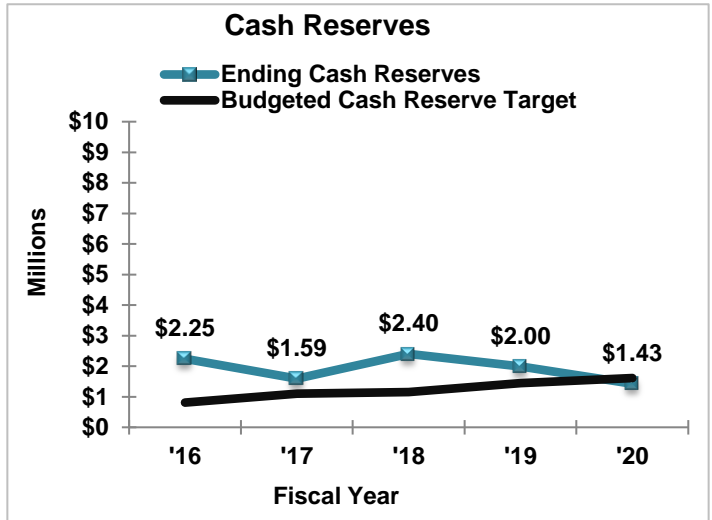
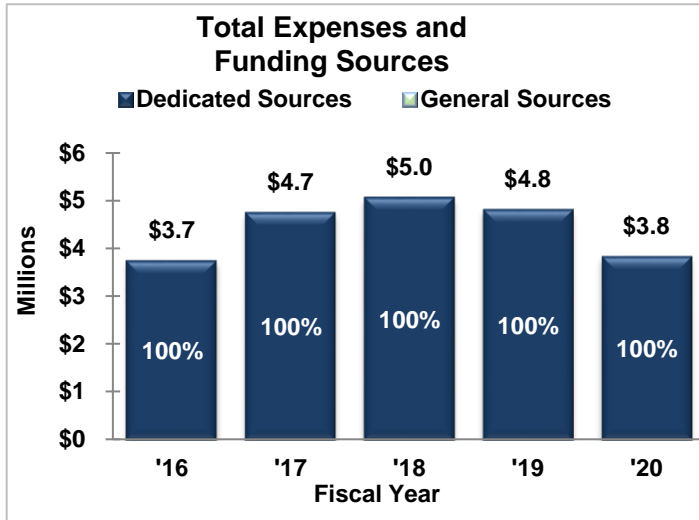
- In FY 2017 expenses decreased due to a decrease in capital additions of \$126,757.
- In FY 2018 expenses increased in intragovernmental charges which were previously charged to the Streets and Engineering department.
- In FY 2019 expenses increased \$230,026 due to items encumbered at the end of previous 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
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
2020	\$3,806,605	\$0	\$3,806,605	\$3,207,807
5 Yr % Chg	2.40%		2.40%	(10.00%)
5 Yr \$ Chg	\$89,176	\$0	\$89,176	-\$356,440

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.

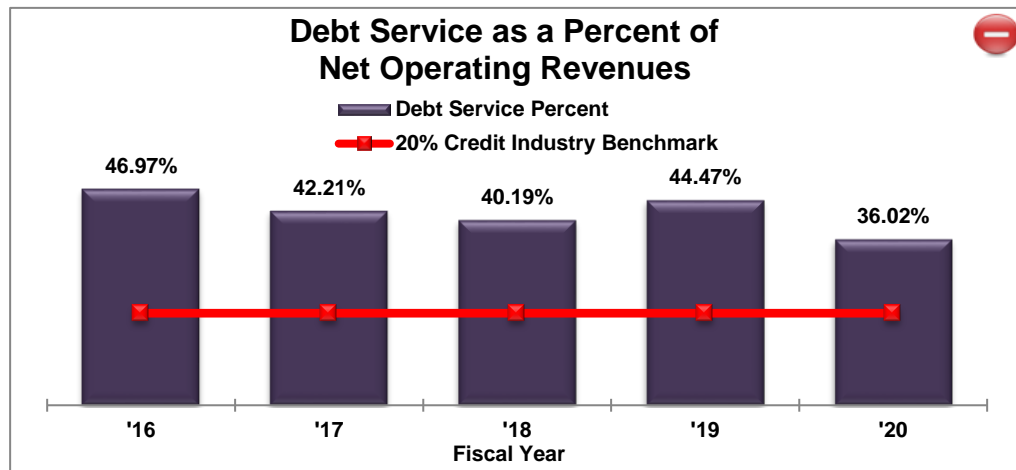
Analysis: For the period shown, total expenses without capital projects increased \$89,176 or 2.40%.

- 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.
- FY 2020 expenses decreased due to budget cuts.
- Reserves have been above the target from FY 2016 to FY 2019.

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:

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

Fiscal Year	Debt Service*	Net Operating Revenues **	Debt Service as a percentage of Net Operating Revenues
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%
2020	\$1,380,454	\$3,832,628	36.02%

* 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.

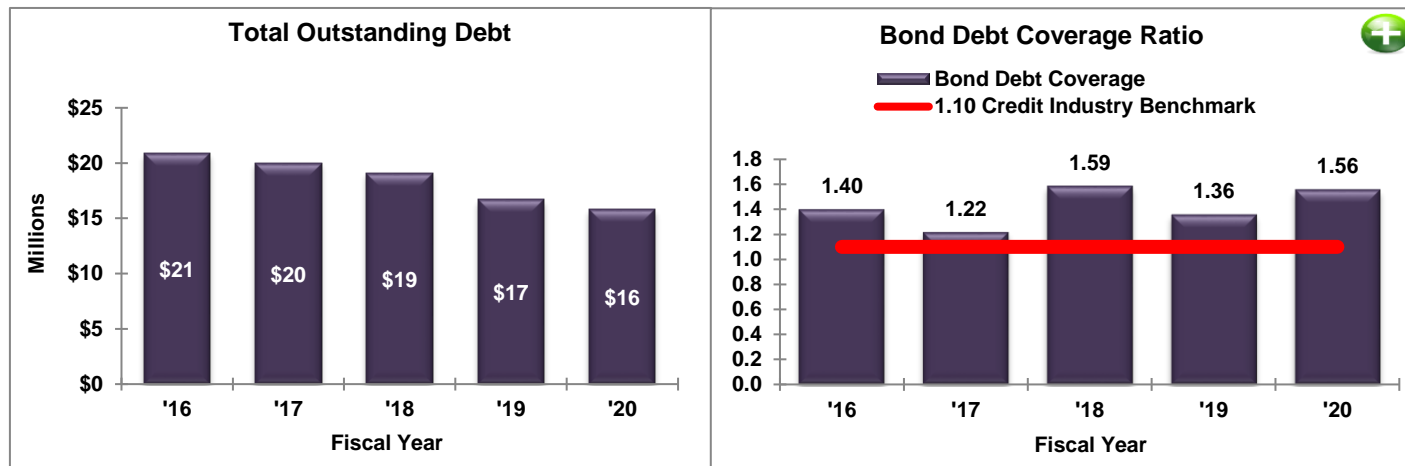
Analysis: For the period shown debt service as a percent of net operating revenues has been significantly above the credit industry benchmark of 20% for all years shown.

- There were two prior significant infrastructure projects where debt was issued to fund these construction projects - the Fifth and Walnut Garage and the Short Street Garage.
- 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	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
	2020	\$0	\$15,815,000	\$15,815,000	\$2,149,944	\$1,380,454	1.56

Net Revenues - Expenses
Total Bond Debt Payment

* 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
Meters	\$1,852,318	\$2,078,171	\$2,057,393	\$1,929,133	\$1,236,717
Garages	\$1,742,470	\$1,827,676	\$1,990,984	\$2,079,069	\$1,944,748
Reserved Lots	\$367,746	\$342,089	\$354,988	\$395,377	\$383,186
Other	\$191,726	\$196,822	\$197,845	\$163,127	\$169,865
Total Operating Revenues	\$4,154,260	\$4,444,758	\$4,601,210	\$4,566,706	\$3,734,516
Operating Expenses:					
Personnel Services*	\$538,910	\$577,901	\$526,782	\$566,636	\$611,559
Supplies & Materials	\$143,274	\$640,580	\$288,516	\$79,672	\$162,684
Travel and Training	\$3,518	\$6,268	\$6,236	\$9,765	\$2,392
Intragovernmental	\$192,011	\$278,484	\$240,828	\$330,629	\$292,137
Utilities, Services & Other Misc.	\$341,260	\$339,007	\$384,373	\$502,061	\$294,207
Depreciation	\$1,003,833	\$1,008,355	\$1,007,839	\$1,013,914	\$1,019,612
Total Operating Expenses	\$2,222,806	\$2,850,595	\$2,454,574	\$2,502,677	\$2,382,591
Operating Income (Loss)	\$1,931,454	\$1,594,163	\$2,146,636	\$2,064,029	\$1,351,925
Non-Operating Revenues:					
Investment Revenue	\$356,322	\$199,177	\$263,547	\$315,172	\$96,691
Grants	\$0	\$0	\$0	\$0	\$0
Misc. Non-Operating Revenue	\$416	\$10,148	\$11,174	\$441	\$1,421
Misc. Non-Operating Revenue (Cap Proj)	\$0	\$0	\$0	\$309,077	\$3,439
Total Non-Operating Revenues	\$356,738	\$209,325	\$274,721	\$624,690	\$101,551
Non-Operating Expenses:					
Interest Expense	\$961,240	\$945,315	\$912,676	\$685,885	\$485,454
Bank & Paying Agent Fees	\$35,584	\$742	\$554	\$148,267	\$6,107
Loss on Disposal Assets	\$660	\$90,000	\$0	\$0	\$0
Total Non-Operating Expenses	\$997,484	\$1,036,057	\$913,230	\$834,152	\$491,561
Total Non-Operating Revenues (Expenses)	(\$640,746)	(\$826,732)	(\$638,509)	(\$209,462)	(\$390,010)
Income (Loss) Before Transfers	\$1,290,708	\$767,431	\$1,508,127	\$1,854,567	\$961,915
Transfers In	\$0	\$0	\$0	\$0	\$0
Transfers Out - Operating	(\$296,058)	(\$295,562)	(\$295,563)	(\$298,013)	(\$313,598)
Transfers Out - CIP	\$0	(\$125,087)	(\$24,800)	\$0	\$0
Total Transfers Out	(\$296,058)	(\$420,649)	(\$320,363)	(\$298,013)	(\$313,598)
Total Transfers	(\$296,058)	(\$420,649)	(\$320,363)	(\$298,013)	(\$313,598)
Change In Net Position	\$994,650	\$346,782	\$1,187,764	\$1,556,554	\$648,317
Net Position - Beginning **	\$15,736,483	\$16,731,133	\$17,090,066	\$18,277,830	\$19,834,384
Net Position - Ending	\$16,731,133	\$17,077,915	\$18,277,830	\$19,834,384	\$20,482,701

* 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

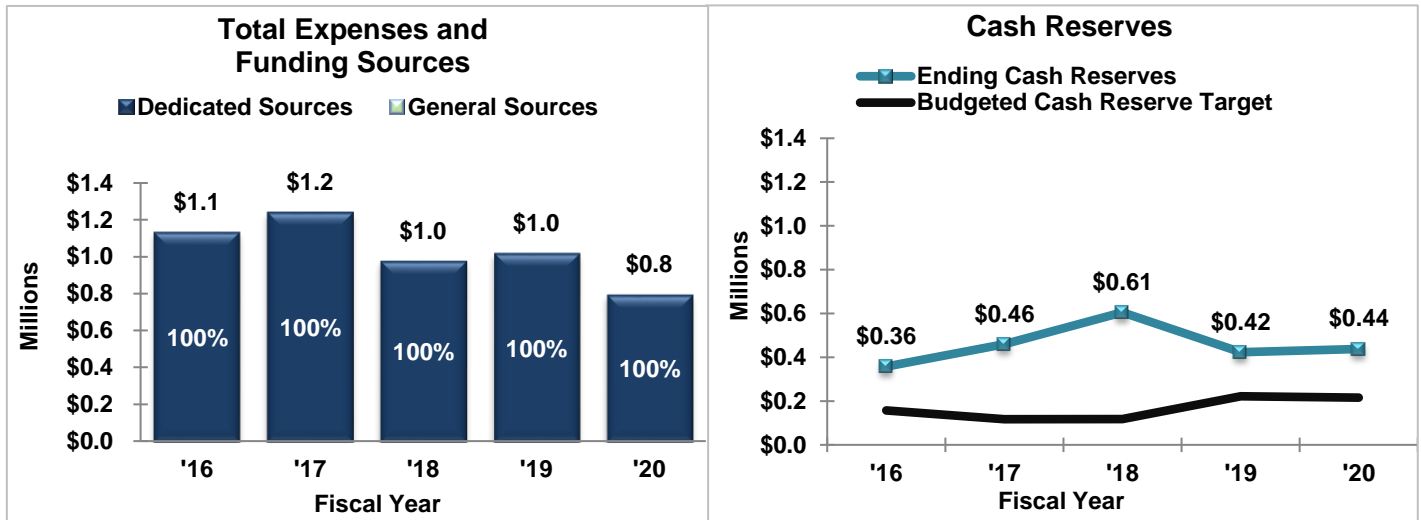
	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Meters	\$1,852,318	\$2,078,171	\$2,057,393	\$1,929,133	\$1,236,717
Garages	\$1,742,470	\$1,827,676	\$1,990,984	\$2,079,069	\$1,944,748
Reserved Lots	\$367,746	\$342,089	\$354,988	\$395,377	\$383,186
Other	\$191,726	\$196,822	\$197,845	\$163,127	\$169,865
Grants	\$0	\$0	\$0	\$0	\$0
Interest Revenue	\$356,322	\$199,177	\$263,547	\$315,172	\$96,691
Less: GASB 31 Interest Adjustment	(\$8,180)	\$69,975	\$131,973	(\$60,419)	(\$1,124)
Miscellaneous Revenue	\$416	\$10,148	\$11,174	\$441	\$1,421
Total Financial Sources Before Transfers	\$4,502,818	\$4,724,058	\$5,007,904	\$4,821,900	\$3,831,504
Transfers In^	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$4,502,818	\$4,724,058	\$5,007,904	\$4,821,900	\$3,831,504
Financial Uses					
Personnel Services	\$538,910	\$577,901	\$526,782	\$566,636	\$611,559
Less: GASB 16 Vacation Liability Adjustment	\$11,006	(\$1,033)	(\$2,631)	(\$580)	\$1,188
Less: GASB 68 Pension Adjustment	(\$55,360)	(\$30,124)	\$2,934	\$12,334	(\$13,363)
Less: GASB 75 Adjustment	\$0	\$0	\$1,046	(\$2,273)	(\$513)
Supplies & Materials	\$143,274	\$640,580	\$288,516	\$79,672	\$162,684
Travel and Training	\$3,518	\$6,268	\$6,236	\$9,765	\$2,392
Intragovernmental Charges	\$192,011	\$278,484	\$240,828	\$330,629	\$292,137
Utilities, Services & Other Misc.	\$341,260	\$339,007	\$384,373	\$502,061	\$294,207
Interest Expense	\$961,240	\$945,315	\$912,676	\$685,885	\$485,454
Bank and Paying Agent Fees	\$35,584	\$742	\$554	\$148,267	\$6,107
Transfers Out	\$296,058	\$295,562	\$295,563	\$298,013	\$313,598
Principal Payments	\$1,142,168	\$1,014,411	\$1,041,694	\$1,485,414	\$895,000
Capital Additions	\$47,899	\$0	\$37,802	\$27,815	\$20,057
Ent. Revenues used for Capital Projects	\$30,000	\$416,715	\$1,315,303	\$1,122,860	\$598,798
Total Financial Uses	\$3,687,568	\$4,483,828	\$5,051,676	\$5,266,498	\$3,669,305
Financial Sources Over/(Under) Financial Uses	\$815,250	\$240,230	(\$43,772)	(\$444,598)	\$162,199
Cash and cash equivalents	\$3,280,780	\$3,343,395	\$3,305,360	\$3,158,413	\$2,958,907
Less: Cash Restricted for Capital Projects	(\$1,349,955)	(\$2,137,591)	(\$1,294,274)	(\$1,368,325)	(\$1,542,235)
Less: Cash Restricted for RPPO program	\$0	\$0	(\$126,710)	(\$252,146)	(\$446,614)
Less: GASB 31 Pooled Cash Adjustment	\$315,686	\$385,660	\$517,633	\$457,214	\$456,091
Add: Inventory	\$0	\$0	\$0	\$0	\$0
Ending Cash Reserves	\$2,246,511	\$1,591,464	\$2,402,009	\$1,995,156	\$1,426,149
Budgeted Operating Expenses w/o Depr	\$1,316,516	\$1,701,566	\$1,937,513	\$1,964,269	\$2,137,550
Add: Budgeted Interest Expense	\$1,002,241	\$949,904	\$966,699	\$884,292	\$530,553
Add: Budgeted Bank and Paying Agent Fees	\$12,710	\$515	\$515	\$515	\$515
Add: Budgeted Operating Transfers Out	\$296,058	\$295,563	\$295,563	\$298,013	\$169,088
Add: Budgeted Principal Payments	\$1,217,168	\$1,014,411	\$1,041,694	\$1,069,016	\$895,000
Add: Budgeted Capital Additions	\$51,450	\$20,000	\$42,000	\$7,000	\$25,000
Add: Budgeted Ent Revenue for CIP	\$30,000	\$300,000	\$300,000	\$600,000	\$860,000
Total Budgeted Financial Uses	\$3,926,143	\$4,281,959	\$4,583,984	\$4,823,105	\$4,617,706
Less: Ent Rev Budgeted for current year CIP	(\$30,000)	(\$300,000)	(\$300,000)	(\$600,000)	(\$860,000)
Operational Expenses	\$3,896,143	\$3,981,959	\$4,283,984	\$4,223,105	\$3,757,706
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$779,229	\$796,392	\$856,797	\$844,621	\$751,541
Add: Ent Rev Budgeted for current year CIP	\$30,000	\$300,000	\$300,000	\$600,000	\$860,000
Budgeted Cash Reserve Target	\$809,229	\$1,096,392	\$1,156,797	\$1,444,621	\$1,611,541
Above/(Below) Budgeted Cash Reserve Target	\$1,437,282	\$495,072	\$1,245,212	\$550,535	(\$185,392)

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
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
2020	\$785,525	\$0	\$785,525	\$780,693
5 Yr % Chg	(30.11%)		(30.11%)	(24.02%)
5 Yr \$ Chg	(\$338,404)	\$0	(\$338,404)	(\$246,765)

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 \$246,765 or 24.02%. This is primarily due to lower intragovernmental charges and a vacant manager position.

- 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.
- In FY 2020 expenses decreased by \$224,842 partly due to decreases in intragovernmental charges and personal services.
- While reserves have been above the target since FY 2016, 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
Switching Fees	\$276,236	\$308,146	\$266,988	\$297,728	\$217,538
Miscellaneous	\$55,579	\$156,390	\$101,101	\$28,902	\$98,764
Total Operating Revenues	\$331,815	\$464,536	\$368,089	\$326,630	\$316,302
Operating Expenses:					
Personnel Services	\$256,335	\$258,233	\$256,970	\$205,421	\$178,592
Supplies & Materials	\$48,461	\$45,466	\$39,271	\$29,645	\$28,674
Travel and Training	\$0	\$0	\$0	\$38	\$38
Intragovernmental Charges	\$85,888	\$59,168	\$57,148	\$72,051	\$42,456
Utilities, Services & Other Misc.	\$157,190	\$123,701	\$118,590	\$114,571	\$113,761
Depreciation	\$459,010	\$451,073	\$428,078	\$404,292	\$408,130
Total Operating Expenses	\$1,006,884	\$937,641	\$900,057	\$826,018	\$771,651
Operating Income/(Loss)	(\$675,069)	(\$473,105)	(\$531,968)	(\$499,388)	(\$455,349)
Non-Operating Revenues:					
Investment Revenue	\$8,173	(\$2,453)	\$1,683	\$18,855	\$8,752
Revenue from Other Gov. Units - Operating	\$0	\$0	\$0	\$0	\$0
Revenue from Other Gov. Units - CIP	\$0	\$0	\$80,000	\$148,037	\$0
Miscellaneous Revenue	\$13,284	(\$804)	\$6,333	\$150	\$0
Total Non-Operating Revenues	\$21,457	(\$3,257)	\$88,016	\$167,042	\$8,752
Non-Operating Expenses:					
Interest Expense	\$20,574	\$17,854	\$15,028	\$12,092	\$9,042
Loss on Disposal of Assets	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$20,574	\$17,854	\$15,028	\$12,092	\$9,042
Total Non-Operating Revenues (Expenses)	\$883	(\$21,111)	\$72,988	\$154,950	(\$290)
Income (Loss) Before Transfers	(\$674,186)	(\$494,216)	(\$458,980)	(\$344,438)	(\$455,639)
Transfers In - Subsidy	\$150,000	\$347,223	\$217,131	\$100,307	\$218,617
Total Transfers In	\$150,000	\$347,223	\$217,131	\$100,307	\$218,617
Transfers Out	\$0	\$0	\$0	\$0	\$0
Changes in Net Position before Capital Contributions	(\$524,186)	(\$146,993)	(\$241,849)	(\$244,131)	(\$237,022)
Capital Contributions	\$0	\$120,278	\$0	\$0	\$0
Total Transfers and Contributions	\$150,000	\$467,501	\$217,131	\$100,307	\$218,617
Change in Net Position	(\$524,186)	(\$26,715)	(\$241,849)	(\$244,131)	(\$237,022)
Net Position - Beginning **	\$8,205,875	\$7,681,689	\$7,658,601	\$7,416,752	\$7,172,621
Net Position - Ending	\$7,681,689	\$7,654,974	\$7,416,752	\$7,172,621	\$6,935,599

** 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Switching Fees	\$276,236	\$308,146	\$266,988	\$297,728	\$217,538
User Charges	\$55,579	\$156,390	\$101,101	\$28,902	\$98,764
Interest	\$8,173	(\$2,453)	\$1,683	\$18,855	\$8,752
Less: GASB 31 Interest Adjustment	(\$509)	\$5,282	\$11,538	(\$5,257)	(\$169)
Revenue from Other Gov. Units	\$0	\$0	\$0	\$0	\$0
Other Local Revenues ++	\$13,284	(\$804)	\$6,333	\$150	\$0
Financial Sources Before Transfers	\$352,763	\$466,561	\$387,643	\$340,378	\$324,885
Transfers In	\$150,000	\$347,223	\$217,131	\$100,307	\$218,617
Total Financial Sources	\$502,763	\$813,784	\$604,774	\$440,685	\$543,502
Financial Uses					
Personnel Services	\$256,335	\$258,233	\$256,970	\$205,421	\$178,592
Less: GASB 16 Vacation Liability Adjustment	\$1,748	(\$2,895)	\$4,893	\$1,431	(\$1,800)
Less: GASB 68 Pension Adjustment	\$0	\$0	\$0	\$0	\$0
Less: GASB 75 Other Post Employment Bnft Adj	\$0	\$0	\$312	\$1,279	(\$1,036)
Supplies & Materials	\$48,461	\$45,466	\$39,271	\$29,645	\$28,674
Travel and Training	\$0	\$0	\$0	\$38	\$38
Intragovernmental Charges	\$85,888	\$59,168	\$57,148	\$72,051	\$42,456
Utilities, Services & Other Misc.	\$157,190	\$123,701	\$118,590	\$114,571	\$113,761
Interest Expense	\$20,574	\$17,854	\$15,028	\$12,092	\$9,042
Transfers Out	\$0	\$0	\$0	\$0	\$0
Principal Payments	\$70,809	\$73,529	\$76,354	\$79,290	\$82,341
Capital Additions	\$0	\$0	\$0	\$0	\$0
Ent. Revenues used for Capital Projects	\$25,000	\$276,644	\$53,752	\$172,257	\$4,832
Total Financial Uses	\$666,005	\$851,700	\$622,318	\$688,075	\$456,900
Financial Sources Over/(Under)	(\$163,242)	(\$37,916)	(\$17,544)	(\$247,390)	\$86,602
Cash and Cash Equivalents	\$376,228	\$472,755	\$530,656	\$431,230	\$503,699
Less: GASB 31 Pooled Cash Adjustment	\$3,338	\$8,620	\$20,158	\$14,901	\$14,731
Less: Cash Restricted for Capital Projects	(\$169,966)	(\$157,805)	(\$78,996)	(\$154,776)	(\$233,966)
Add: Inventory	\$147,916	\$136,805	\$133,230	\$131,823	\$153,800
Ending Cash Reserves	\$357,516	\$460,375	\$605,048	\$423,178	\$438,264
Budgeted Operating Expenses w/o Depr	\$569,715	\$494,444	\$498,878	\$517,749	\$485,242
Add: Budgeted Interest Expense	\$20,574	\$17,854	\$15,028	\$12,092	\$9,042
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	\$70,809	\$73,529	\$76,354	\$79,290	\$82,341
Add: Budgeted Capital Additions	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Ent Revenue for CIP	\$25,000	\$0	\$0	\$100,000	\$100,000
Total Budgeted Financial Uses	\$686,098	\$585,827	\$590,260	\$709,131	\$676,625
Less: Ent Rev Budgeted for current year CIP	(\$25,000)	\$0	\$0	(\$100,000)	(\$100,000)
Operational Expenses	\$661,098	\$585,827	\$590,260	\$609,131	\$576,625
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$132,220	\$117,165	\$118,052	\$121,826	\$115,325
Add: Ent Rev Budgeted for current year CIP	\$25,000	\$0	\$0	\$100,000	\$100,000
Budgeted Cash Reserve Target	\$157,220	\$117,165	\$118,052	\$221,826	\$215,325
Cash Above/(Below) Cash Reserve Target	\$200,296	\$343,210	\$486,996	\$201,352	\$222,939

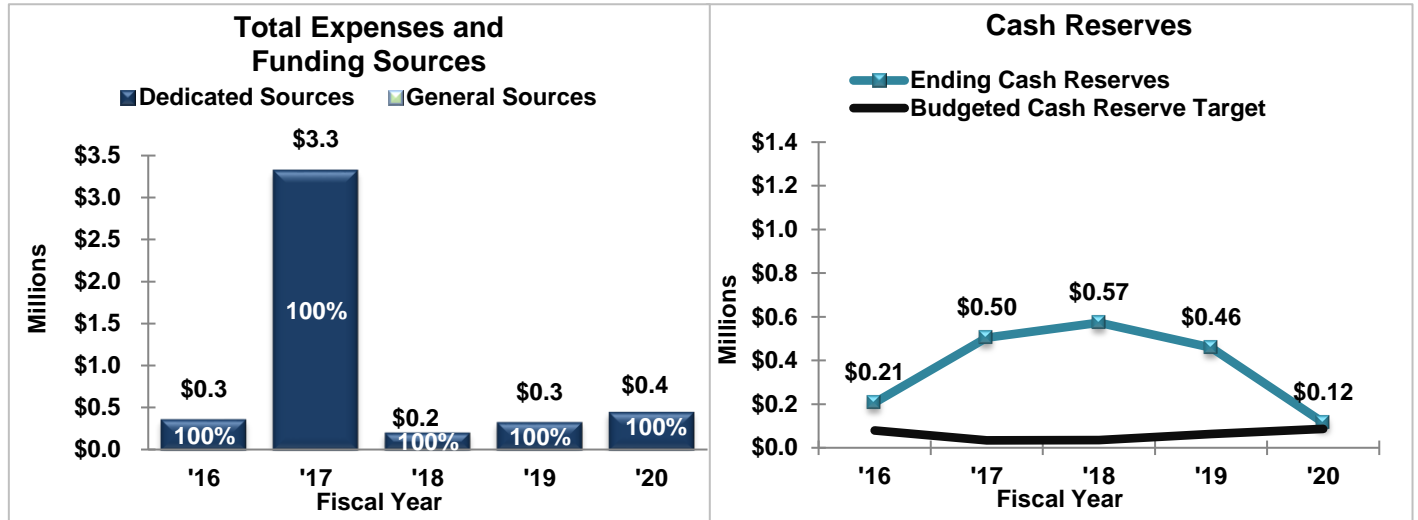
++ Other Local Revenues include miscellaneous revenues

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
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
2020	\$432,338	\$0	\$432,338	\$432,338
5 Yr % Chg	25.57%		25.57%	25.57%
5 Yr \$ Chg	\$88,026	\$0	\$88,026	\$88,026

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.

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 all of the last five years. Due to low revenues in previous years, 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.

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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
Handling Fees	\$156,337	\$130,460	\$99,315	\$83,659	\$41,433
Warehousing	\$85,285	\$190,842	\$162,217	\$75,031	\$39,818
Services	\$15,071	\$1,620	\$2,138	\$0	\$0
Total Operating Revenues	\$256,693	\$322,922	\$263,670	\$158,690	\$81,251
Operating Expenses:					
Personnel Services *	\$98,125	\$99,067	\$106,736	\$130,484	\$134,304
Supplies & Materials	\$4,823	\$1,521	\$554	\$586	\$418
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental Charges	\$44,117	\$0	\$545	\$0	\$3,599
Utilities, Services & Other Misc.	\$112,262	\$68,542	\$77,656	\$80,672	\$75,400
Depreciation	\$69,476	\$0	\$0	\$0	\$0
Total Operating Expenses	\$328,803	\$169,130	\$185,491	\$211,742	\$213,721
Operating Income/(Loss)	(\$72,110)	\$153,792	\$78,179	(\$53,052)	(\$132,470)
Non-Operating Revenues:					
Investment Revenue	\$1,548	(\$2,939)	\$2,065	\$21,192	\$6,114
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Revenues	\$1,548	(\$2,939)	\$2,065	\$21,192	\$6,114
Non-Operating Expenses:					
Interest Expense	\$11,032	\$0	\$0	\$0	\$0
Loss on Disposal of Assets	\$0	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$11,032	\$0	\$0	\$0	\$0
Total Non-Operating Revenues (Expenses)	(\$9,484)	(\$2,939)	\$2,065	\$21,192	\$6,114
Income (Loss) Before Transfers	(\$81,594)	\$150,853	\$80,244	(\$31,860)	(\$126,356)
Transfers In	\$208,650	\$2,206,390	\$0	\$0	\$0
Transfers Out	(\$4,477)	(\$3,143,236)	\$0	(\$100,307)	(\$218,617)
Total Transfers and Contributions	\$204,173	(\$936,846)	\$0	(\$100,307)	(\$218,617)
Change In Net Position	\$122,579	(\$785,993)	\$80,244	(\$132,167)	(\$344,973)
Net Position - Beginning **	\$1,203,705	\$1,326,284	\$540,291	\$620,535	\$488,368
Net Position - Ending	\$1,326,284	\$540,291	\$620,535	\$488,368	\$143,395

* 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Fees and Service Charges	\$256,693	\$322,922	\$263,670	\$158,690	\$81,251
Interest	\$1,548	(\$2,939)	\$2,065	\$21,192	\$6,114
Less: GASB 31 Interest Adjustment	\$265	\$5,845	\$12,625	(\$5,734)	(\$12)
Other Local Revenues ++	\$0	\$0	\$0	\$0	\$0
Total Financial Sources Before Transfers	\$258,506	\$325,828	\$278,360	\$174,148	\$87,353
Transfers In *	\$208,650	\$2,206,390	\$0	\$0	\$0
Total Financial Sources	\$467,156	\$2,532,218	\$278,360	\$174,148	\$87,353
Financial Uses					
Personnel Services	\$98,125	\$99,067	\$106,736	\$130,484	\$134,304
Less: GASB 16 Vacation Liability Adjustment	(\$242)	\$0	\$0	(\$13,029)	\$0
Less: GASB 68 Pension Adjustment	(\$16,873)	(\$38,418)	\$0	\$0	\$0
Less: GASB 75 Other Post Employment Bnft Adj	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$4,823	\$1,521	\$554	\$586	\$418
Travel and Training	\$0	\$0	\$0	\$0	\$0
Intragovernmental	\$44,117	\$0	\$545	\$0	\$3,599
Utilities, Services and Miscellaneous	\$112,262	\$68,542	\$77,656	\$80,672	\$75,400
Interest	\$11,032	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out *	\$4,477	\$3,143,236	\$0	\$100,307	\$218,617
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	\$257,721	\$3,273,948	\$185,491	\$299,020	\$432,338
Financial Sources Over/(Under) Uses	\$209,435	(\$741,730)	\$92,869	(\$124,872)	(\$344,985)
Cash and Cash Equivalents	\$206,439	\$497,898	\$554,534	\$446,329	\$103,087
Less: GASB 31 Pooled Cash Adjustment	\$55	\$5,900	\$18,526	\$12,792	\$12,780
Add: Inventory	\$0	\$0	\$0	\$0	\$0
Ending Cash Reserves	\$206,494	\$503,798	\$573,060	\$459,121	\$115,867
Budgeted Operating Expenses w/o Depr	\$378,210	\$170,000	\$173,744	\$215,412	\$214,585
Add: Budgeted Interest Expense	\$11,032	\$0	\$0	\$0	\$0
Add: Budgeted Bank and Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Operating Transfers Out	\$4,477	\$0	\$0	\$100,307	\$218,617
Add: Budgeted Principal Payments	\$0	\$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	\$393,719	\$170,000	\$173,744	\$315,719	\$433,202
Less: Ent Rev Budgeted for current year CIP	\$0	\$0	\$0	\$0	\$0
Operational Expenses	\$393,719	\$170,000	\$173,744	\$315,719	\$433,202
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$78,744	\$34,000	\$34,749	\$63,144	\$86,640
Add: Ent Rev Budgeted for current year CIP	\$0	\$0	\$0	\$0	\$0
Budgeted Cash Reserve Target	\$78,744	\$34,000	\$34,749	\$63,144	\$86,640
Above/(Below) Budgeted Cash Reserve Target	\$127,750	\$469,798	\$538,311	\$395,977	\$29,227

++ 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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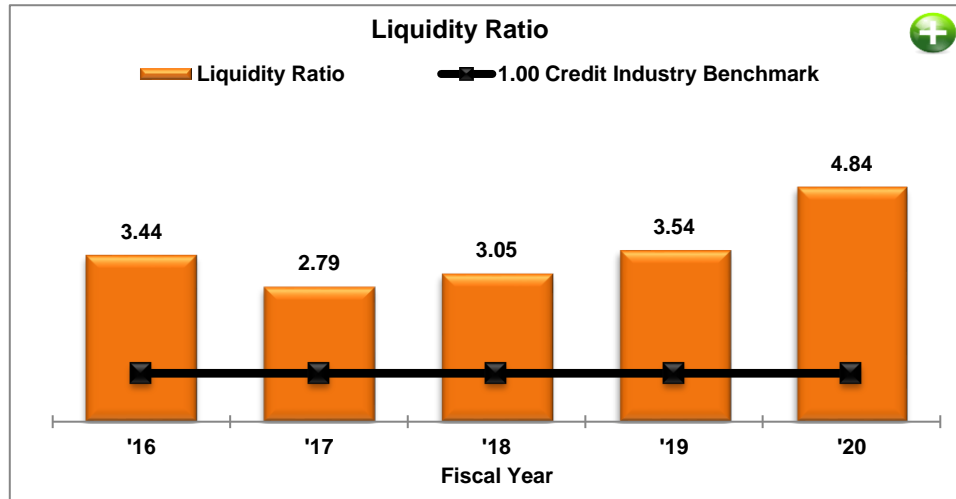
Water and Electric Fund Trends

Enterprise Fund

Indicator	2019	2020	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 2020 liquidity ratio is 4.84.
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 10.75%.
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 2020 total bond debt coverage ratio is 1.71 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	2016	\$73,923,809	\$21,504,202	3.44
Current Liabilities	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
	2020	\$97,481,444	\$20,135,402	4.84
	5 Yr % Chg	31.87%	(6.37%)	40.83%

* 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.

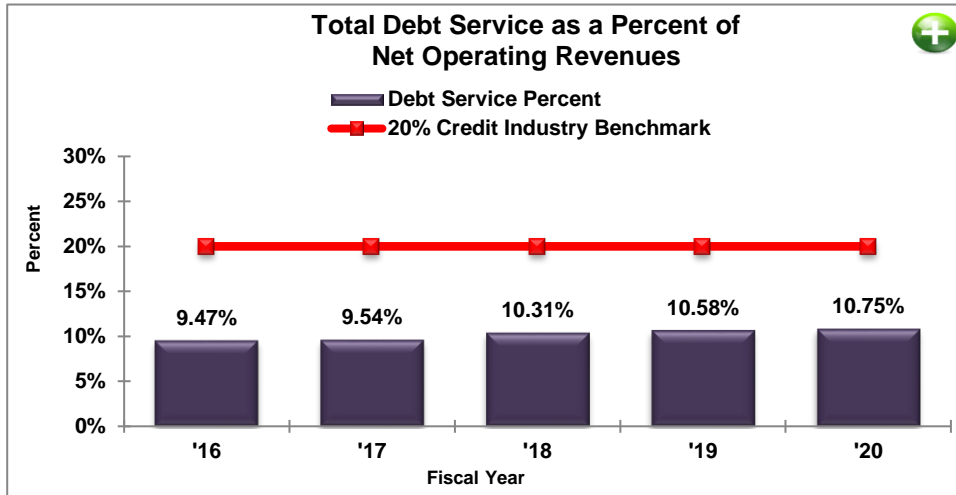
Credit Industry Benchmarks: If the ratio is less than one, it is considered to be a negative factor, but would be mitigated if a prior trend of three years or more indicates that the ratio will exceed one in the following year. A three-year trend of less than one would be considered a negative factor.

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

Fiscal Year	Debt Service *	Net Operating Revenues**	Debt Service as a Percent of Net Operating Revenues
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	\$159,685,033	10.58%
2020	\$17,132,851	\$159,350,331	10.75%
5 Yr % Chg	13.58%	0.08%	13.49%

Formulation:

Debt Service

Net operating revenues

* 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.

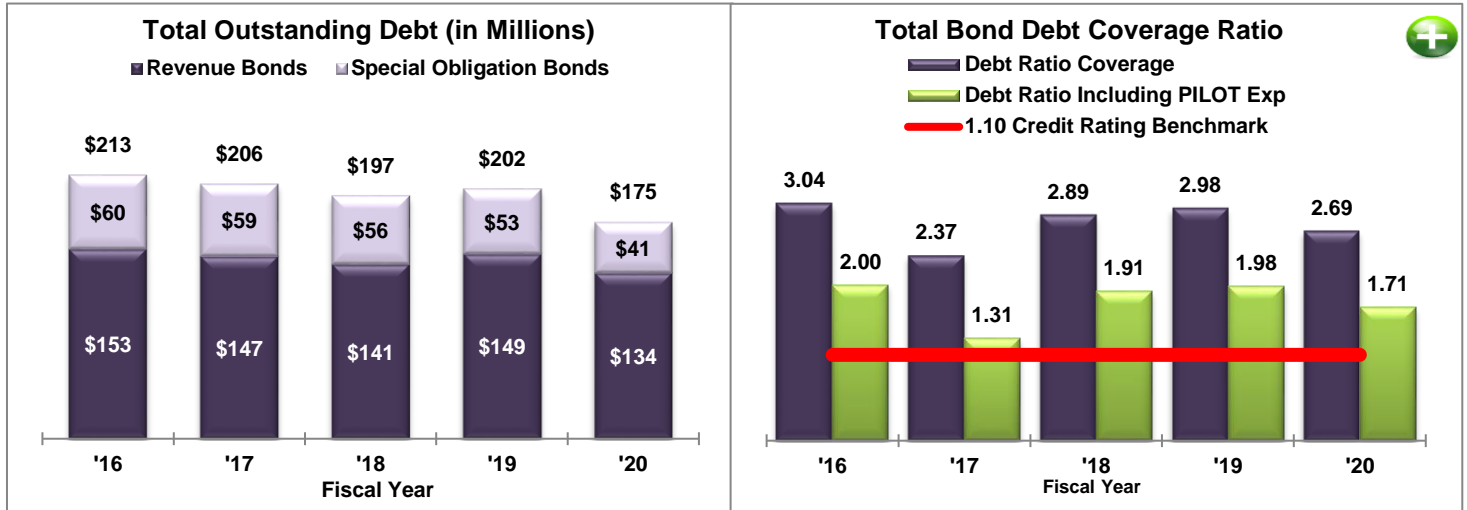
Credit Industry Benchmarks: Debt service exceeding 20% of operating revenues is considered a potential problem. Ten percent is considered acceptable.

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
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	\$50,332,984	\$16,900,575	2.98	\$16,888,829	\$33,444,155	1.98
2020	\$133,935,000	\$41,105,000	\$175,040,000	\$46,029,138	\$17,132,851	2.69	\$16,784,702	\$29,244,436	1.71
5 Yr % Chg	(12.41%)	(31.50%)	(17.79%)	0.36%	13.58%	(11.63%)	6.59%	(2.89%)	(14.50%)

* 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.
- Total Outstanding Debt for FY 2020 decreased \$26,885,000. Besides regular principal payments made during the year, two bond refundings also occurred that reduced the total debt. In October of 2019, the City issued \$70,445,000 of Water and Electric System Revenue Refunding Bonds. These bonds were issued for the refunding of the 2009A Water and Electric System Revenue Bonds (\$15,170,000 outstanding 9/30/19) and the refunding of the 2011A Water and Electric System Refunding and improvement Revenue Bonds (\$67,185,000 outstanding 9/30/19). In September of 2020, the City issued \$41,105,000 of Special Obligation Electric Utility Bonds. These bonds were issued for the refunding of the 2012D and the 2012E Electric special obligation bonds (\$19,325,000 and \$33,385,000 outstanding 9/30/19 respectively).

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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues					
Charges for services	\$155,054,473	\$150,969,311	\$161,370,461	\$154,193,238	\$154,946,821
Locator Fees	\$158,420	\$161,278	\$206,506	\$197,644	\$205,006
Total Operating Revenues	\$155,212,893	\$151,130,589	\$161,576,967	\$154,390,882	\$155,151,827
Operating Expenses:					
Personnel Services *	\$20,893,364	\$20,613,804	\$19,423,821	\$19,267,128	\$22,064,400
Power Supply	\$69,188,822	\$70,606,865	\$71,064,762	\$66,810,311	\$65,604,440
Materials and Supplies	\$4,751,157	\$4,268,530	\$4,242,149	\$4,110,090	\$3,994,587
Travel and Training	\$345,893	\$280,191	\$364,420	\$322,360	\$283,895
Intragovernmental	\$6,363,710	\$7,799,596	\$8,424,435	\$9,281,411	\$9,069,765
Utilities, Services and Miscellaneous	\$10,822,855	\$14,191,385	\$10,739,043	\$8,539,715	\$10,650,056
Depreciation	\$15,069,433	\$15,608,709	\$15,704,438	\$15,938,027	\$15,852,300
Total Operating Expenses	\$127,435,234	\$133,369,080	\$129,963,068	\$124,269,042	\$127,519,443
Operating Income (Loss)	\$27,777,659	\$17,761,509	\$31,613,899	\$30,121,840	\$27,632,384
Non-Operating Revenues:					
Revenue From Other Gov. Units	\$0	\$0	\$4,000	\$0	\$21,770
Investment Revenue	\$2,328,545	(\$278,807)	\$660,897	\$3,913,914	\$2,311,996
Miscellaneous Revenue - Operations	\$1,837,203	\$2,465,336	\$1,866,123	\$1,577,881	\$2,086,314
Miscellaneous Revenue - CIP	\$0	\$0	\$0	\$28,360	\$0
Total Non-Operating Revenues	\$4,165,748	\$2,186,529	\$2,531,020	\$5,520,155	\$4,420,080
Non-Operating Expenses:					
Interest Expense	\$8,145,632	\$7,798,825	\$7,590,165	\$7,343,005	\$6,437,821
Bank & Paying Agent Fees (Misc. Expense)	\$4,649	\$8,320	\$2,284	\$345,002	\$986,152
Loss on Sale/Disposal of Fixed Assets	\$761,565	\$1,785,623	\$63,065	\$55,724	\$63,683
Total Non-Operating Expenses	\$8,911,846	\$9,592,768	\$7,655,514	\$7,743,731	\$7,487,656
Total Non-Operating Revenues (Expenses)	(\$4,746,098)	(\$7,406,239)	(\$5,124,494)	(\$2,223,576)	(\$3,067,576)
Income (Loss) Before Contributions and Transfers	\$23,031,561	\$10,355,270	\$26,489,405	\$27,898,264	\$24,564,808
P.I.L.O.T.	(\$15,746,363)	(\$15,859,318)	(\$16,507,229)	(\$16,888,829)	(\$16,784,702)
Transfers Out	(\$987,642)	(\$3,161,191)	(\$793,331)	(\$676,032)	(\$667,898)
Total Transfers Out	(\$16,734,005)	(\$19,020,509)	(\$17,300,560)	(\$17,564,861)	(\$17,452,600)
Capital Contributions	\$2,300,466	\$175,966	\$1,783,143	\$0	\$760,378
Transfers In	\$0	\$3,143,236	\$0	\$0	\$0
Total Transfers and Contributions	(\$14,433,539)	(\$15,701,307)	(\$15,517,417)	(\$17,564,861)	(\$16,692,222)
Change in Net Position	\$8,598,022	(\$5,346,037)	\$10,971,988	\$10,333,403	\$7,872,586
Net Position - Beginning **	\$199,441,208	\$208,039,230	\$203,039,285	\$214,011,273	\$224,344,676
Net Position - Ending	\$208,039,230	\$202,693,193	\$214,011,273	\$224,344,676	\$232,217,262

* 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















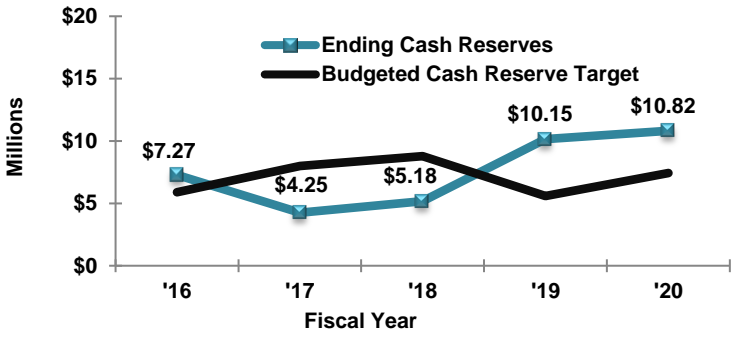
Water and Electric Fund

Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources for Operations					
Fees and Service Charges	\$155,212,893	\$151,130,589	\$161,576,967	\$154,390,882	\$155,151,827
Interest Revenue	\$2,328,545	(\$278,807)	\$660,897	\$3,913,914	\$2,311,996
Less: GASB 31 Interest Adjustment	(\$202,843)	\$1,040,967	\$1,628,968	(\$1,260,231)	(\$34,206)
Miscellaneous Revenue	\$1,837,203	\$2,465,336	\$1,866,123	\$1,577,881	\$2,086,314
Grants	\$0	\$0	\$4,000	\$0	\$5,200
Total Financial Sources Before Transfers	\$159,175,798	\$154,358,085	\$165,736,955	\$158,622,446	\$159,521,131
Transfers In	\$0	\$3,143,236	\$0	\$0	\$0
Total Financial Sources	\$159,175,798	\$157,501,321	\$165,736,955	\$158,622,446	\$159,521,131
Financial Uses for Operations					
Personnel Services **	\$20,893,364	\$20,613,804	\$19,423,821	\$19,267,128	\$22,064,400
Less: GASB 16 Vacation Liability Adjustment	(\$229,621)	\$169,859	\$33,656	(\$45,644)	(\$139,582)
Less: GASB 68 Pension Adjustment	(\$1,699,454)	(\$1,255,558)	\$40,643	\$516,174	(\$1,505,205)
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$29,802	(\$67,566)	(\$60,232)
Power Supply	\$69,188,822	\$70,606,865	\$71,064,762	\$66,810,311	\$65,604,440
Materials and Supplies	\$4,751,157	\$4,268,530	\$4,242,149	\$4,110,090	\$3,994,587
Travel and Training	\$345,893	\$280,191	\$364,420	\$322,360	\$283,895
Intragovernmental	\$6,363,710	\$7,799,596	\$8,424,435	\$9,281,411	\$9,069,765
Utilities, Services and Miscellaneous	\$10,822,855	\$14,191,385	\$10,739,043	\$8,539,715	\$10,650,056
Interest Expense	\$8,145,632	\$7,798,825	\$7,590,165	\$7,343,005	\$6,437,821
Bank & Paying Agent Fees (Misc. Expense)	\$4,649	\$8,320	\$2,284	\$345,002	\$986,152
Transfers Out	\$16,734,005	\$19,020,509	\$17,300,560	\$17,564,861	\$17,452,600
Principal Payments	\$7,030,000	\$7,060,000	\$9,350,000	\$9,740,000	\$10,180,000
Capital Additions	\$2,262,671	\$1,712,837	\$1,821,978	\$1,399,189	\$1,586,275
Enterprise Revenues used for Capital Projects	\$4,600,000	\$10,050,000	\$9,450,000	\$5,900,000	\$7,325,000
Total Financial Uses	\$149,213,683	\$162,325,163	\$159,877,718	\$151,026,036	\$153,929,972
Financial Sources Over/(Under) Uses	\$9,962,115	(\$4,823,842)	\$5,859,237	\$7,596,410	\$5,591,159
Cash Reserves					
Cash and cash equivalents	\$49,256,229	\$51,039,063	\$51,289,265	\$67,883,340	\$79,277,277
Less: GASB 31 Pooled Cash Adjustment	\$34,215	\$1,075,182	\$2,704,151	\$1,443,919	\$1,409,712
Less: Cash Restricted for Capital Projects	(\$20,237,803)	(\$23,444,894)	(\$21,328,867)	(\$19,972,463)	(\$22,507,415)
Add: Inventory	\$6,312,335	\$5,628,569	\$6,269,410	\$6,285,751	\$6,337,128
Ending Cash Reserves	\$35,364,976	\$34,297,920	\$38,933,959	\$55,640,547	\$64,516,702
Budgeted Operating Expenses w/o Depr	\$123,237,166	\$121,309,713	\$122,571,748	\$122,670,370	\$130,095,158
Add: Budgeted Interest Expense	\$8,178,130	\$7,849,206	\$7,548,000	\$7,160,575	\$7,177,782
Add: Budgeted Bank and Paying Agent Fees	\$10,700	\$2,500	\$2,500	\$2,500	\$2,500
Add: Budgeted Operating Transfers Out	\$16,407,642	\$18,867,786	\$16,877,801	\$18,261,396	\$18,342,480
Add: Budgeted Principal Payments	\$7,534,423	\$7,060,000	\$9,350,000	\$9,740,000	\$10,180,000
Add: Budgeted Capital Additions	\$2,117,457	\$2,250,000	\$2,383,425	\$264,000	\$3,666,000
Add: Budgeted Ent Revenue for CIP	\$4,300,000	\$7,050,000	\$9,450,000	\$5,900,000	\$7,325,000
Total Budgeted Financial Uses	\$161,785,518	\$164,389,205	\$168,183,474	\$163,998,841	\$176,788,920
Less: Ent Rev Budgeted for current year CIP	(\$4,300,000)	(\$7,050,000)	(\$9,450,000)	(\$5,900,000)	(\$7,325,000)
Operational Expenses	\$157,485,518	\$157,339,205	\$158,733,474	\$158,098,841	\$169,463,920
	x 20%	x 20%	x 20%	x 20%	x 20%
	\$31,497,104	\$31,467,841	\$31,746,695	\$31,619,768	\$33,892,784
Add: Ent Rev Budgeted for current year CIP	\$4,300,000	\$7,050,000	\$9,450,000	\$5,900,000	\$7,325,000
Budgeted Cash Reserve Target	\$35,797,104	\$38,517,841	\$41,196,695	\$37,519,768	\$41,217,784
Above/(Below) Budgeted Cash Reserve Target	(\$432,128)	(\$4,219,921)	(\$2,262,736)	\$18,120,779	\$23,298,918

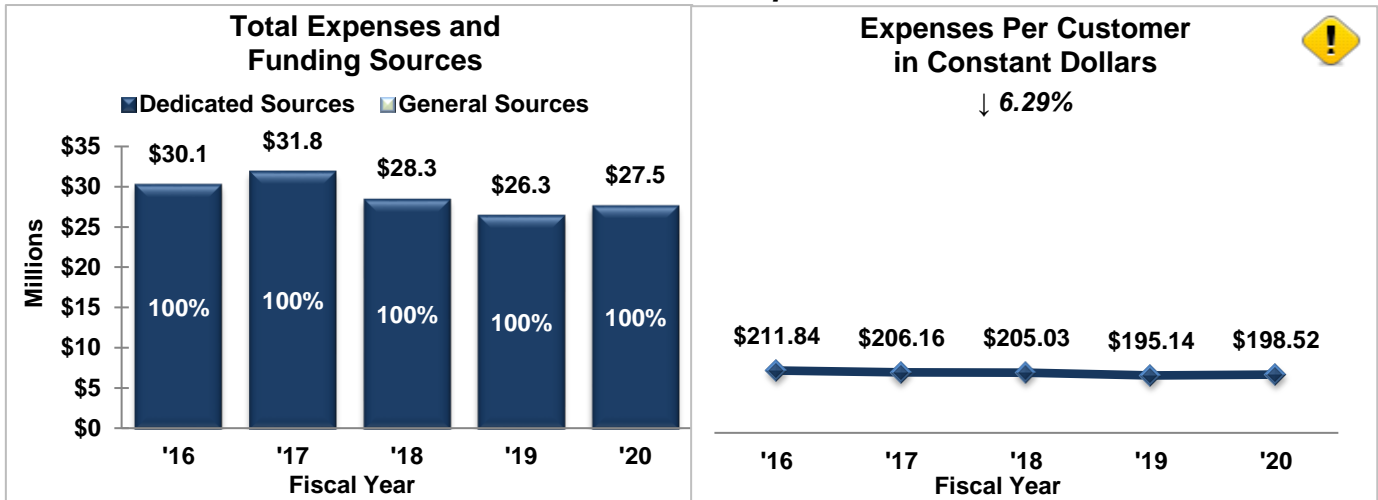
**FY 2018 Personnel Services was restated for OPEB GASB 75 Accounting and Financial Reporting

Water Fund

Indicator	2019	2020	Comments																		
Expenses Per Customer in Constant Dollars			Over the past five years, expenses per customer in constant dollars decreased 6.29% while inflation increased 7.54% and the number of customers increased 3.15%.																		
Employees Per Thousand Customers			Over the past five years, the total number of employees increased by 6.30 FTE. Employees per thousand customers increased 3.20% while the number of customers increased 3.15%.																		
Citizen Survey: Satisfaction with City Water Service			Citizen satisfaction with water services has varied from 84% to 86% over the past four 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 0.16% 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 2020 total bond debt coverage ratio is 1.32 and includes both revenue and special obligation bonds.																		
Ending Cash Reserves			<div><div><div>Ending Cash Reserves</div><div><table><caption>Ending Cash Reserves Data (Millions)</caption><thead><tr><th>Fiscal Year</th><th>Ending Cash Reserves</th><th>Budgeted Cash Reserve Target</th></tr></thead><tbody><tr><td>'16</td><td>\$7.27</td><td>\$6.00</td></tr><tr><td>'17</td><td>\$4.25</td><td>\$8.00</td></tr><tr><td>'18</td><td>\$5.18</td><td>\$9.00</td></tr><tr><td>'19</td><td>\$10.15</td><td>\$5.50</td></tr><tr><td>'20</td><td>\$10.82</td><td>\$7.50</td></tr></tbody></table></div></div><div><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. FY 2020 reserves remain at \$3.4 million above the target due to a reduction in projects due to COVID-19 and media replacements in the filters at the Water Treatment plant did not occur. There was also two bond refundings that occurred during the fiscal year and capital additions came in under budget.</p></div></div>	Fiscal Year	Ending Cash Reserves	Budgeted Cash Reserve Target	'16	\$7.27	\$6.00	'17	\$4.25	\$8.00	'18	\$5.18	\$9.00	'19	\$10.15	\$5.50	'20	\$10.82	\$7.50
Fiscal Year	Ending Cash Reserves	Budgeted Cash Reserve Target																			
'16	\$7.27	\$6.00																			
'17	\$4.25	\$8.00																			
'18	\$5.18	\$9.00																			
'19	\$10.15	\$5.50																			
'20	\$10.82	\$7.50																			

 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
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%)
2020	\$27,509,529	\$0	\$27,509,529	\$25,822,130	258.11	50,395	\$198.52	1.73%
5 Yr % Chg	(8.72%)		(8.72%)	3.96%	7.54%	3.15%	(6.29%)	
5 Yr \$ Chg	(\$2,627,425)	\$0	(\$2,627,425)	\$982,882				

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.

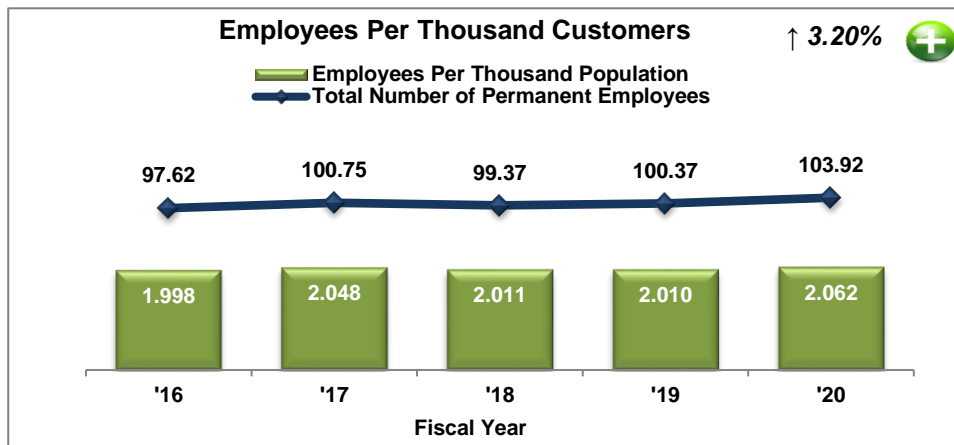
Analysis: For the period shown, total expenses without capital projects increased \$982,882 or 3.96% while per customer expenses in constant dollars decreased 6.29%.

- 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.
- In FY 2020 expenses increased due to contractual services for hauling lime softening residuals and well maintenance that were not done in FY 2019 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 ($<0\%$)

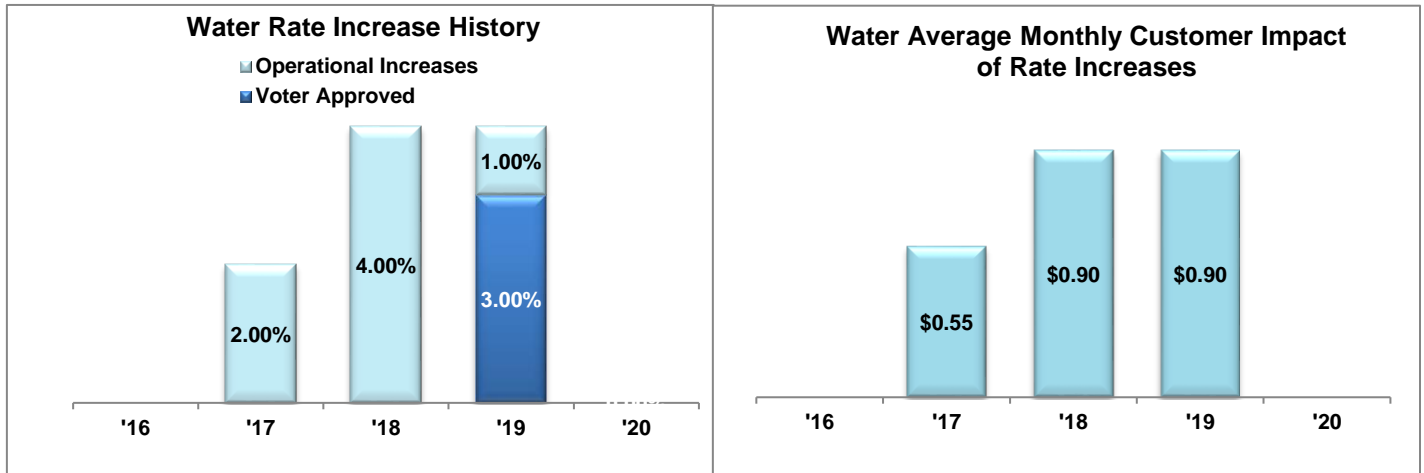
Fiscal Year	Total Number of Employees	Number of Customers	Employees Per Thousand Customers	Change in Number of Positions	Positions Added	Positions Deleted	Positions Reassigned Between Depts
2016	97.62	48,854	1.998				
2017	100.75	49,204	2.048	3.13	6.33	(2.00)	(1.20)
2018	99.37	49,416	2.011	(1.38)	2.00	0.00	(3.38)
2019	100.37	49,940	2.010	1.00	0.00	0.00	1.00
2020	103.92	50,395	2.062	3.55	0.00	0.00	3.55
5 Yr Chg	6.45%	3.15%	3.20%	6.30	8.33	(2.00)	(0.03)

Analysis:

For the five year period, there has been a total increase of 6.30 FTE. Employees per thousand customers increased 3.20% while the number of customers increased 3.15%.

- 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.
- In FY 2020, there was one ASA added to replace a temporary position at the water plant; two water distribution operators were added in the Fire Hydrant and Valve Oper Programs to ensure we meet DNR requirements; .05 Asst Director was reallocated from UCS; and a 1.0 lab tech was added and a .50 lab supervisor was removed.

Water Fund



Fiscal Year	Operational Rate Increase	Voter Approved Rate Increase	Average Monthly Customer Impact
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
2020	0.00%	0.00%	\$0.00

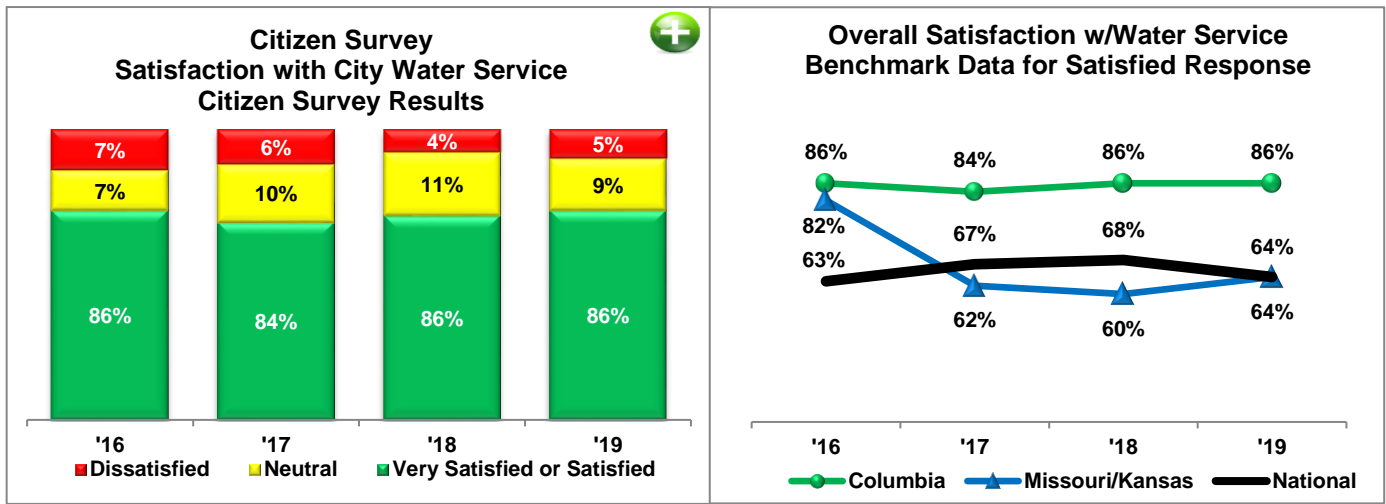
The City of Columbia strives to provide reliable and quality water to our customers. Rates are regularly reviewed and adjusted as needed to cover operating costs. In order to fund capital projects, Water and Light regularly takes a ballot to the citizens to request the ability to issue bonds to fund 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
2016	86%	7%	7%
2017	84%	10%	6%
2018	86%	11%	4%
2019	86%	9%	5%

Benchmark Data for Satisfied Responses		
	Missouri/Kansas	National
Columbia	86%	82%
	84%	67%
	86%	60%
	86%	64%

In the FY 21 Budget, the City eliminated \$30,000 for the Citizen Survey and it will now be done every other year. Therefore, there is not any updated information for FY 2020.

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.

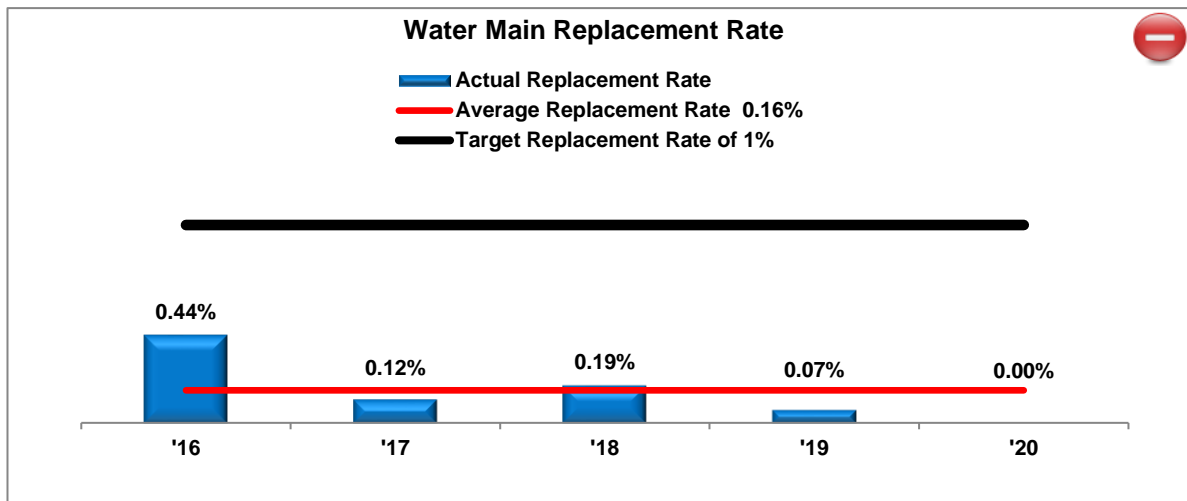
Analysis: For the period shown, citizen satisfaction with city water services reflects a satisfaction rating of over 75% for all years which indicates a positive trend. The percent of citizens dissatisfied with water service decreased from 7% in FY 2016 to 5% in FY 2019. In looking at benchmark data available, the satisfaction with Columbia's water service has been above both the state and national data for all years shown.

- Citizen survey was not completed in 2020

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:	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%
	2020	697.50	2.07	0.00	0.00%
	5 Yr Chg		17.97	5.65	
	5 Yr % Chg	1.91%			
	Average				0.16%

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.

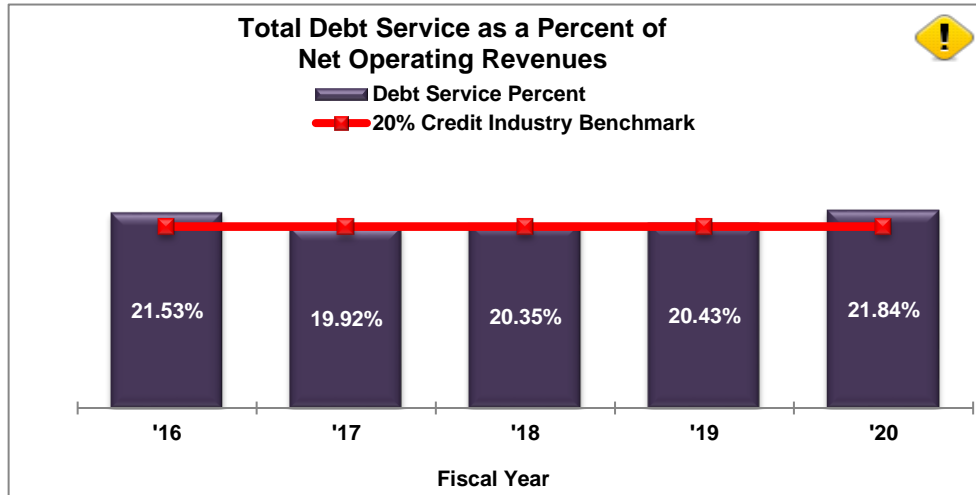
Analysis: The actual replacement rate of water mains can vary from year to year so the city looks at the average replacement rate over the past five years to compare to the targeted replacement rate of 1%.

- The average replacement rate for the past five years is 0.16% 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
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%
2020	\$5,943,418	\$27,213,401	21.84%
5 Yr % Chg	2.86%	1.40%	1.44%

* 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.

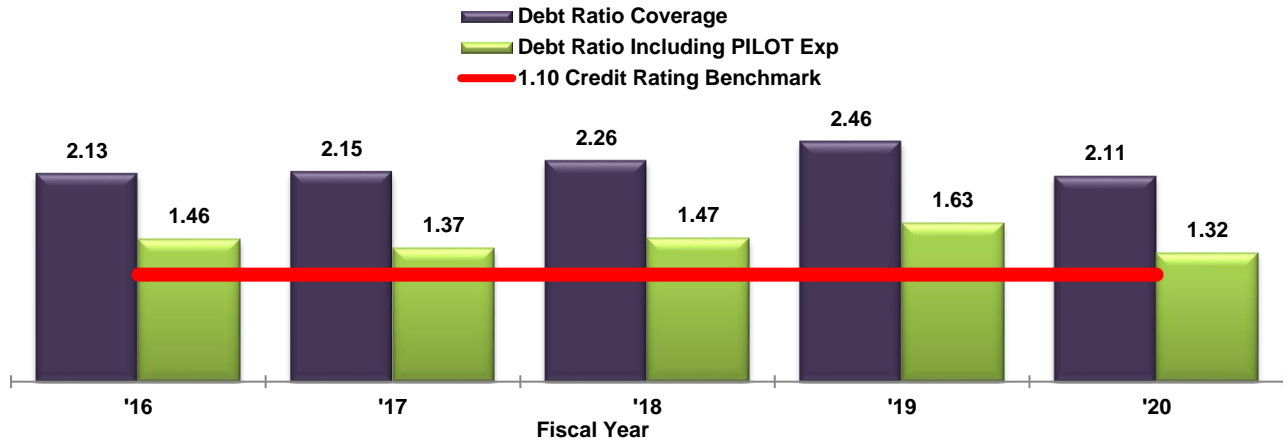
Analysis: In the annual financial report, Water and Electric is one fund but we have split the debt service between water and electric since 2015 for the trend manual. Over the period shown, the Water fund's debt service percentage has been above the credit industry negative benchmark of 20% for four 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
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
2020	\$12,522,519	\$5,943,418	2.11	\$4,661,099	\$7,861,420	1.32
5 Yr % Chg	1.55%	2.86%	(1.28%)	19.54%	(6.77%)	(9.36%)

* 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 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues					
Charges for services	\$25,855,497	\$25,295,153	\$26,941,092	\$25,900,846	\$26,202,238
Total Operating Revenues	\$25,855,497	\$25,295,153	\$26,941,092	\$25,900,846	\$26,202,238
Operating Expenses:					
Personnel Services*	\$6,146,806	\$6,240,222	\$6,156,788	\$5,886,840	\$6,738,510
Power Supply	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$2,021,316	\$1,811,009	\$1,964,542	\$1,859,217	\$1,753,841
Travel and Training	\$17,959	\$23,233	\$40,270	\$40,304	\$20,657
Intragovernmental	\$2,059,670	\$2,321,865	\$2,448,141	\$2,571,695	\$2,370,777
Utilities, Services and Miscellaneous	\$4,125,811	\$3,928,341	\$4,026,168	\$2,824,933	\$3,393,310
Depreciation	\$3,101,598	\$3,406,141	\$3,590,100	\$3,783,315	\$3,798,960
Total Operating Expenses	\$17,473,160	\$17,730,811	\$18,226,009	\$16,966,304	\$18,076,055
Operating Income (Loss)	\$8,382,337	\$7,564,342	\$8,715,083	\$8,934,542	\$8,126,183
Non-Operating Revenues:					
Investment Revenue	\$702,679	(\$127,384)	\$158,771	\$1,236,623	\$702,959
Miscellaneous Revenue	\$279,514	\$281,621	\$333,804	\$201,339	\$308,204
Revenue From Other Gov. Units	\$0	\$0	\$0	\$0	\$16,570
Total Non-Operating Revenues	\$982,193	\$154,237	\$492,575	\$1,437,962	\$1,027,733
Non-Operating Expenses:					
Interest Expense	\$2,304,429	\$2,178,739	\$2,109,137	\$2,152,917	\$2,016,822
Bank & Paying Agent Fees (Misc. Expense)	\$2,510	\$1,604	\$1,220	\$286,853	\$314,501
Loss on Sale/Disposal of Fixed Assets	\$55,608	\$14,633	\$24,915	\$18,610	\$36,420
Total Non-Operating Expenses	\$2,362,547	\$2,194,976	\$2,135,272	\$2,458,380	\$2,367,743
Total Non-Operating Revenues (Expenses)	(\$1,380,354)	(\$2,040,739)	(\$1,642,697)	(\$1,020,418)	(\$1,340,010)
Income (Loss) Before Contributions and Transfers	\$7,001,983	\$5,523,603	\$7,072,386	\$7,914,124	\$6,786,173
P.I.L.O.T.	(\$3,899,304)	(\$3,981,315)	(\$4,412,484)	(\$4,671,873)	(\$4,661,099)
Transfers Out	(\$132,220)	(\$201,650)	(\$154,082)	(\$107,209)	(\$99,286)
Total Transfers Out	(\$4,031,524)	(\$4,182,965)	(\$4,566,566)	(\$4,779,082)	(\$4,760,385)
Capital Contributions	\$2,299,716	\$175,966	\$1,783,143	\$0	\$760,378
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Transfers and Contributions	(\$1,731,808)	(\$4,006,999)	(\$2,783,423)	(\$4,779,082)	(\$4,000,007)
Changes in Net Position	\$5,270,175	\$1,516,604	\$4,288,963	\$3,135,042	\$2,786,166

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















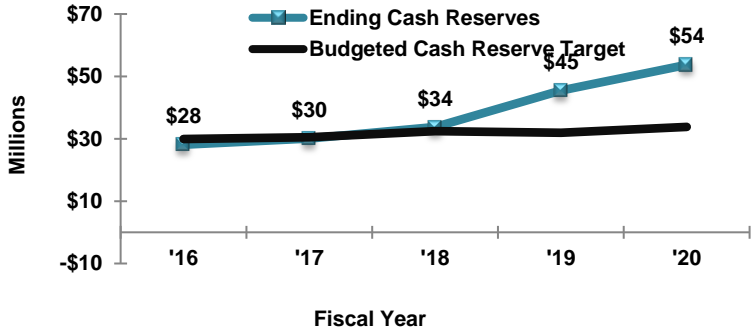
Water Fund

Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources for Operations					
Fees and Service Charges	\$25,855,497	\$25,295,153	\$26,941,092	\$25,900,846	\$26,202,238
Interest Revenue	\$702,679	(\$127,384)	\$158,771	\$1,236,623	\$702,959
Less: GASB 31 Interest Adjustment	(\$66,910)	\$316,191	\$490,970	(\$436,631)	(\$10,765)
Miscellaneous Revenue	\$279,514	\$281,621	\$333,804	\$201,339	\$308,204
Total Financial Sources Before Transfers	\$26,770,780	\$25,765,581	\$27,924,637	\$26,902,177	\$27,202,636
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$26,770,780	\$25,765,581	\$27,924,637	\$26,902,177	\$27,202,636
Financial Uses for Operations					
Personnel Services	\$6,146,806	\$6,240,222	\$6,156,788	\$5,886,840	\$6,738,510
Less: GASB 16 Vacation Liability Adjustment	\$68,656	(\$3,171)	\$16,937	(\$3,120)	(\$37,261)
Less: GASB 68 Pension Adjustment	(\$559,312)	(\$415,143)	\$21,325	\$235,956	(\$540,987)
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$10,431	(\$22,460)	(\$18,560)
Materials and Supplies	\$2,021,316	\$1,811,009	\$1,964,542	\$1,859,217	\$1,753,841
Travel and Training	\$17,959	\$23,233	\$40,270	\$40,304	\$20,657
Intragovernmental	\$2,059,670	\$2,321,865	\$2,448,141	\$2,571,695	\$2,370,777
Utilities, Services and Miscellaneous	\$4,125,811	\$3,928,341	\$4,026,168	\$2,824,933	\$3,393,310
Interest Expense	\$2,304,429	\$2,178,739	\$2,109,137	\$2,152,917	\$2,016,822
Bank & Paying Agent Fees (Misc. Expense)	\$2,510	\$1,604	\$1,220	\$286,853	\$314,501
Transfers Out	\$4,031,524	\$4,182,965	\$4,566,566	\$4,779,082	\$4,760,385
Principal Payments	\$2,883,369	\$2,696,990	\$3,319,910	\$3,447,520	\$3,592,500
Capital Additions	\$972,017	\$755,924	\$513,726	\$710,470	\$617,947
Enterprise Revenues used for Capital Projects	\$1,000,000	\$3,000,000	\$3,600,000	\$350,000	\$1,675,000
Total Financial Uses	\$25,074,755	\$26,722,578	\$28,795,161	\$25,120,207	\$26,657,442
Financial Sources Over/(Under) Uses	\$1,696,025	(\$956,997)	(\$870,524)	\$1,781,970	\$545,194
Cash Reserves					
Cash and cash equivalents	\$14,068,936	\$13,840,471	\$14,638,571	\$16,594,394	\$18,582,794
Less: GASB 31 Pooled Cash Adjustment	\$1,024,703	\$1,340,893	\$1,831,864	\$1,395,232	\$1,384,467
Less: Cash Restricted for Capital Projects	(\$9,142,505)	(\$12,010,111)	(\$12,410,032)	(\$8,940,133)	(\$10,248,680)
Add: Inventory	\$1,318,521	\$1,080,538	\$1,117,618	\$1,098,528	\$1,099,692
Ending Cash Reserves	\$7,269,655	\$4,251,791	\$5,178,021	\$10,148,021	\$10,818,273
Budgeted Operating Expenses w/o Depr	15,048,028	15,354,865	15,734,151	15,767,569	16,775,823
Add: Budgeted Interest Expense	2,527,071	2,374,000	2,262,000	2,137,069	2,442,928
Add: Budgeted Bank and Paying Agent Fees	1,700	2,500	2,500	2,500	2,500
Add: Budgeted Operating Transfers Out	3,552,220	3,684,918	3,816,134	4,833,869	5,088,346
Add: Budgeted Principal Payments	2,619,276	2,696,990	3,319,910	3,447,520	3,592,500
Add: Budgeted Capital Additions	653,000	926,000	793,000	0	839,000
Add: Budgeted Ent Revenue for CIP	1,000,000	3,000,000	3,600,000	350,000	1,675,000
Total Budgeted Financial Uses	\$25,401,295	\$28,039,273	\$29,527,695	\$26,538,527	\$30,416,097
Less: Ent Rev Budgeted for current year CIP	(\$1,000,000)	(\$3,000,000)	(\$3,600,000)	(\$350,000)	(\$1,675,000)
Operational Expenses	\$24,401,295	\$25,039,273	\$25,927,695	\$26,188,527	\$28,741,097
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$4,880,259	\$5,007,855	\$5,185,539	\$5,237,705	\$5,748,219
Add: Ent Rev Budgeted for current year CIP	\$1,000,000	\$3,000,000	\$3,600,000	\$350,000	\$1,675,000
Budgeted Cash Reserve Target	\$5,880,259	\$8,007,855	\$8,785,539	\$5,587,705	\$7,423,219
Above/(Below) Budgeted Cash Reserve Target	\$1,389,396	(\$3,756,064)	(\$3,607,518)	\$4,560,316	\$3,395,054

Electric Fund Trends

Enterprise Fund

Indicator	2019	2020	Comments
Expenses Per Customer in Constant Dollars			Over the past five years, expenses per customer in constant dollars decreased 11.84% while inflation increased 7.54% and the number of customers increased 3.64%.
Employees Per Thousand Customers			Over the past five years, the total number of employees decreased by 7.84 FTE. Employees per thousand customers decreased 7.52% while the number of customers increased 3.64%. 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 87% 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 0.34% 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 2020 debt service percent is 8.47%.
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 2020 total bond debt coverage ratio is 1.91 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

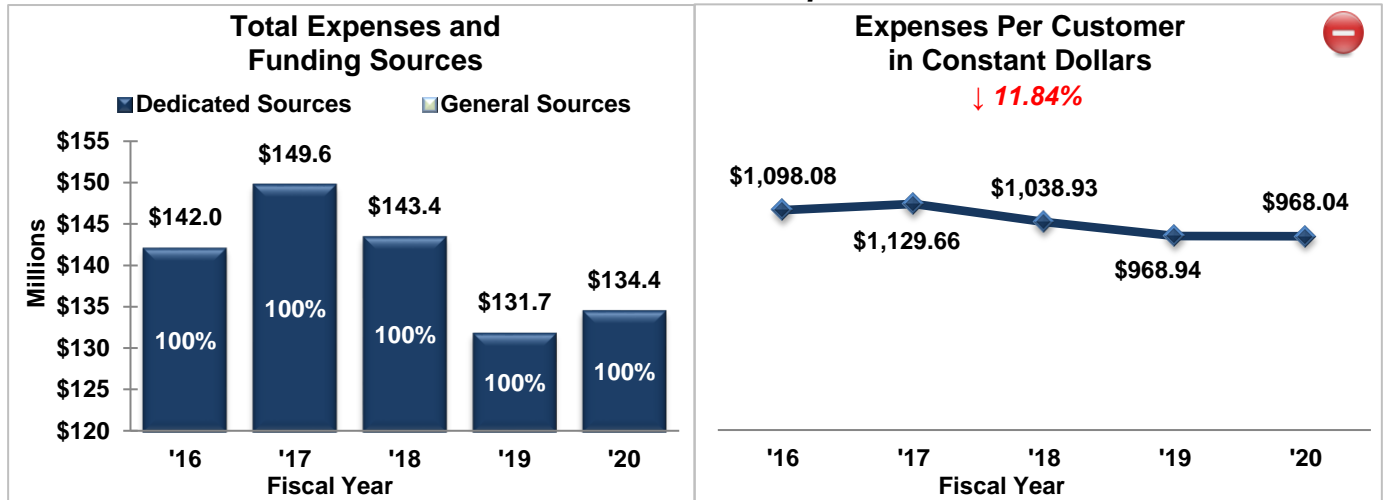


Warning Trend - Monitor Closely



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
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%)
2020	\$134,393,039	\$0	\$134,393,039	\$128,223,844	258.11	51,318	\$968.04	(0.09%)
5 Yr % Chg	(5.33%)		(5.33%)	(1.75%)	7.54%	3.64%	(11.84%)	
5 Yr \$ Chg	(\$7,563,394)	\$0	(\$7,563,394)	(\$2,280,664)				

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 covered by enterprise funds or approved by voters through ballot issues.

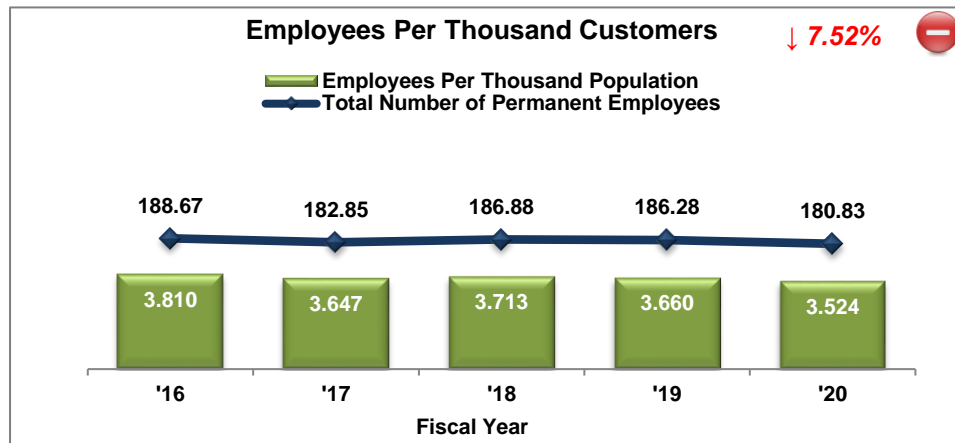
Analysis: For the period shown, total expenses without capital projects decreased \$2.3 million or 1.75% and per customer expenses in constant dollars decreased 11.84%.

- In FY 2017 expenses increased due to \$1.4 million increase in purchased power costs, \$1.174 million 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.
- In FY 2020, expenses increased due to more personnel time worked on maintenance versus capital projects, increased tree trimming, integrated electric resources and master plan process, and generator work at the landfill gas plant.

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 ($<0\%$)

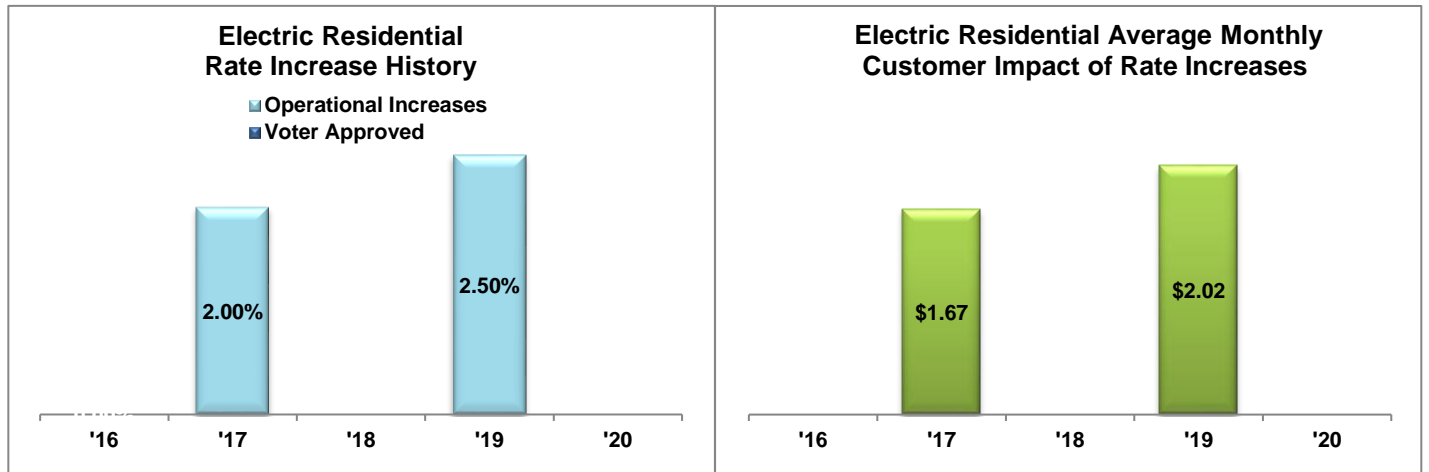
Fiscal Year	Total Number of Employees	Number of Customers	Employees Per Thousand Customers	Change in Number of Positions	Positions Added	Positions Deleted	Positions Reassigned Between Depts
2016	188.67	49,518	3.810				
2017	182.85	50,137	3.647	(5.82)	1.00	(0.20)	(6.62)
2018	186.88	50,329	3.713	4.03	1.00	0.00	3.03
2019	186.28	50,890	3.660	(0.60)	0.00	0.00	(0.60)
2020	180.83	51,318	3.524	(5.45)	0.00	0.00	(5.45)
5 Yr Chg	(4.16%)	3.64%	(7.52%)	(7.84)	2.00	(0.20)	(9.64)

Analysis:

For the five year period, there has been a total decrease of 7.84 FTE. Employees per thousand customers decreased 7.52% while the number of customer increased 3.64%.

- 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. Mid year there was an elimination of (2) Apprentice Lineworkers and (1) Line Foreman to allow for an increase to the pay grade for Line Foremen.
- In FY 2020, there was a Rate Analyst position reallocated to Sewer, Solid Waste and Storm Water, a NERC Compliance Officer moved to IT and a Lab Tech reallocated to Water.

Electric Fund



Fiscal Year	Operational Rate Increase	Voter Approved Rate Increase	Average Monthly Customer Impact
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
2020	0.00%	0.00%	\$0.00

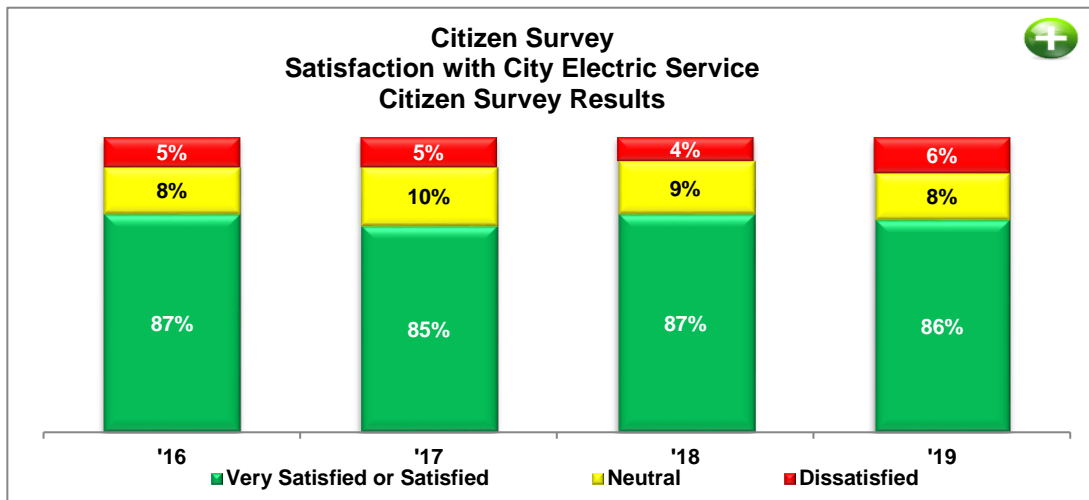
The graph above shows rate increases for the Electric utility over the past five years. The City of Columbia strives to provide reliable and quality electric to our customers. Rates are regularly reviewed and adjusted as needed to cover operating costs. In order to fund capital projects, Water and Light 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
2016	87%	8%	5%
2017	85%	10%	5%
2018	87%	9%	4%
2019	86%	8%	6%

In the FY 21 Budget, the City eliminated \$30,000 for the Citizen Survey and it will now be done every other year. Therefore, there is not any updated information for FY 2020.

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.

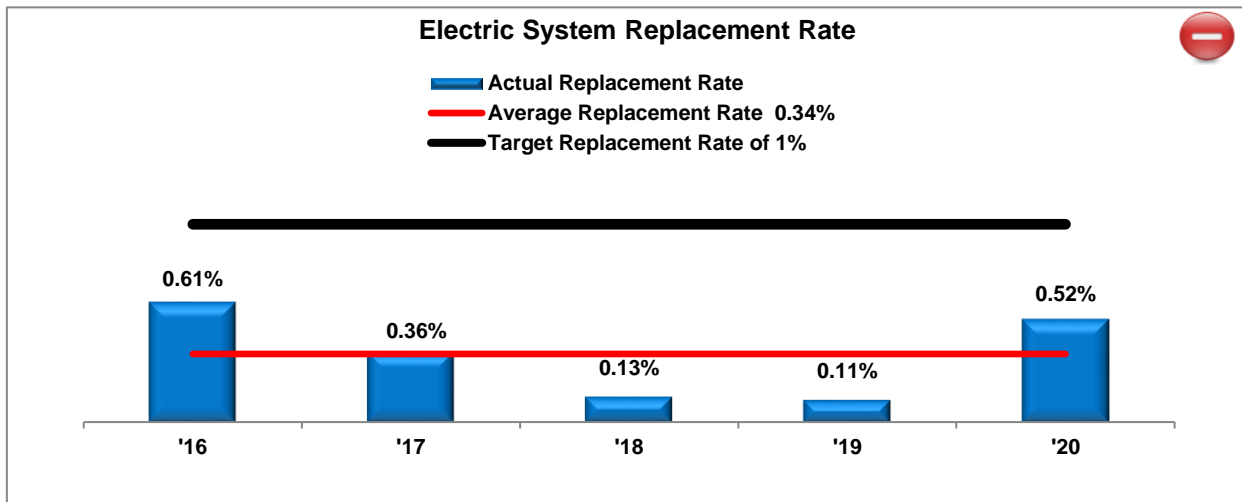
Analysis: For the period shown, citizen satisfaction with city electric services decreased from a high of 87% in FY 2016 to a low of 85% in FY 2017 with FY 2019 at 86%. Dissatisfaction remained fairly consistent within 4% to 6% for all years shown. Since the satisfaction continues to be above 75%, this 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.

- Citizen surveys were not completed in FY 2020

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
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%
2020	876.57	8.09	4.55	0.52%
5 Yr Inc		40.64	14.80	
5 Yr % Chg	3.32%			
Average				0.34%

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.

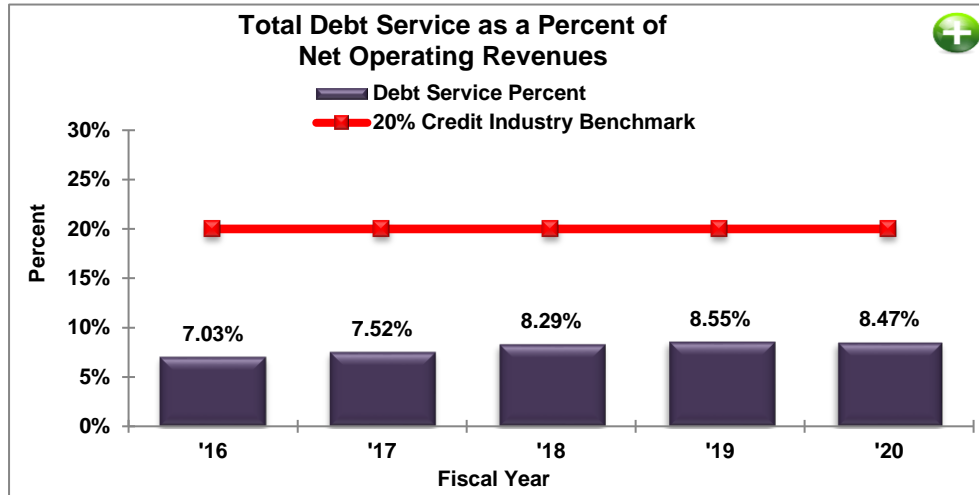
Analysis: The actual replacement rate can vary from year to year so the city looks at the average replacement rate over the past five years to compare to the targeted replacement rate of 1%.

- The average replacement rate for the past five years is 0.34% 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
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	\$132,346,225	8.55%
2020	\$11,189,433	\$132,136,930	8.47%
5 Yr % Chg	20.23%	(0.19%)	20.46%

* 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.

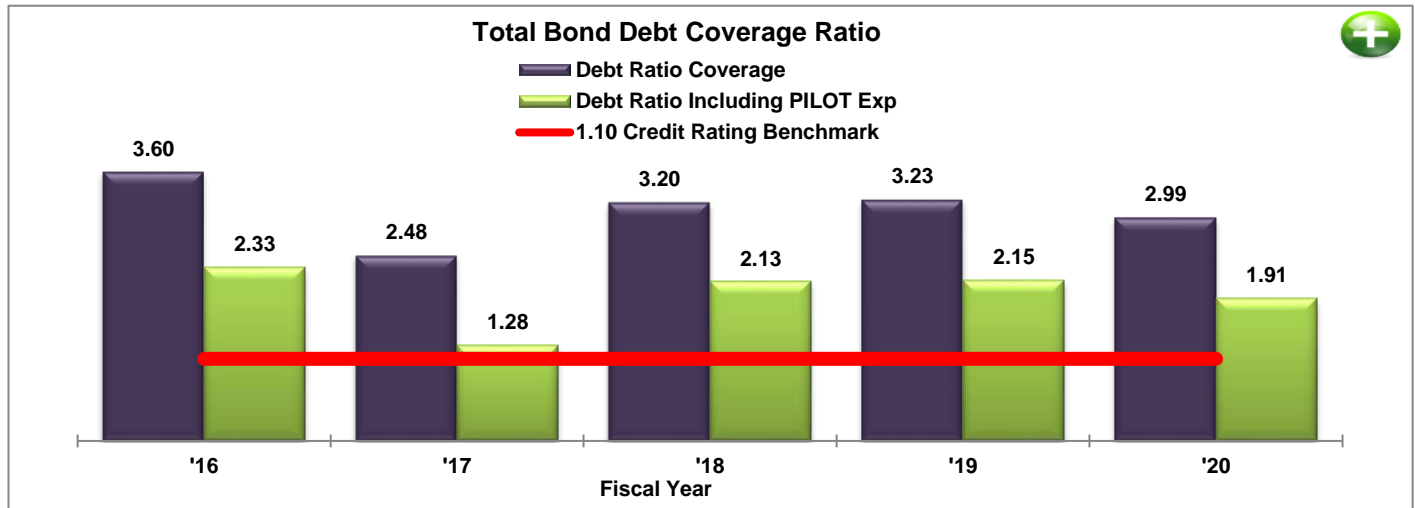
Credit Industry Benchmarks: Debt service exceeding 20% of operating revenues is considered a potential problem. Ten percent is considered acceptable.

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
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	\$36,571,227	\$11,315,986	3.23	\$12,216,956	\$24,354,271	2.15
2020	\$33,506,619	\$11,189,433	2.99	\$12,123,603	\$21,383,016	1.91
5 Yr % Chg	(0.07%)	20.23%	(16.89%)	2.33%	(1.39%)	(17.98%)

* 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues					
Charges for services	\$129,198,976	\$125,674,158	\$134,429,369	\$128,292,392	\$128,744,583
Locator Fees	\$158,420	\$161,278	\$206,506	\$197,644	\$205,006
Total Operating Revenues	\$129,357,396	\$125,835,436	\$134,635,875	\$128,490,036	\$128,949,589
Operating Expenses:					
Personnel Services*	\$14,746,558	\$14,373,582	\$13,267,033	\$13,380,288	\$15,325,890
Power Supply	\$69,188,822	\$70,606,865	\$71,064,762	\$66,810,311	\$65,604,440
Materials and Supplies	\$2,729,841	\$2,457,521	\$2,277,607	\$2,250,873	\$2,240,746
Travel and Training	\$327,934	\$256,958	\$324,150	\$282,056	\$263,238
Intragovernmental	\$4,304,040	\$5,477,731	\$5,976,294	\$6,709,716	\$6,698,988
Utilities, Services and Miscellaneous	\$6,697,044	\$10,263,044	\$6,712,875	\$5,714,782	\$7,256,746
Depreciation	\$11,967,835	\$12,202,568	\$12,114,338	\$12,154,712	\$12,053,340
Total Operating Expenses	\$109,962,074	\$115,638,269	\$111,737,059	\$107,302,738	\$109,443,388
Operating Income (Loss)	\$19,395,322	\$10,197,167	\$22,898,816	\$21,187,298	\$19,506,201
Non-Operating Revenues:					
Revenue From Other Gov. Units	\$0	\$0	\$4,000	\$0	\$5,200
Investment Revenue	\$1,625,866	(\$151,423)	\$502,126	\$2,677,291	\$1,609,037
Miscellaneous Revenue - Operations	\$1,557,689	\$2,183,715	\$1,532,319	\$1,376,542	\$1,778,110
Miscellaneous Revenue - CIP	\$0	\$0	\$0	\$28,360	\$0
Total Non-Operating Revenues	\$3,183,555	\$2,032,292	\$2,038,445	\$4,082,193	\$3,392,347
Non-Operating Expenses:					
Interest Expense	\$5,841,203	\$5,620,086	\$5,481,028	\$5,190,088	\$4,420,999
Bank & Paying Agent Fees (Misc. Expense)	\$2,139	\$6,716	\$1,064	\$58,149	\$671,651
Loss on Sale/Disposal of Fixed Assets	\$705,957	\$1,770,990	\$38,150	\$37,114	\$27,263
Total Non-Operating Expenses	\$6,549,299	\$7,397,792	\$5,520,242	\$5,285,351	\$5,119,913
Total Non-Operating Revenues (Expenses)	(\$3,365,744)	(\$5,365,500)	(\$3,481,797)	(\$1,203,158)	(\$1,727,566)
Income (Loss) Before Contributions and Transfer	\$16,029,578	\$4,831,667	\$19,417,019	\$19,984,140	\$17,778,635
P.I.L.O.T.	(\$11,847,059)	(\$11,878,003)	(\$12,094,745)	(\$12,216,956)	(\$12,123,603)
Transfers Out	(\$855,422)	(\$2,959,541)	(\$639,249)	(\$568,823)	(\$568,612)
Total Transfers Out	(\$12,702,481)	(\$14,837,544)	(\$12,733,994)	(\$12,785,779)	(\$12,692,215)
Capital Contributions	\$750	\$0	\$0	\$0	\$0
Transfers In	\$0	\$3,143,236	\$0	\$0	\$0
Total Transfers and Contributions	(\$12,701,731)	(\$11,694,308)	(\$12,733,994)	(\$12,785,779)	(\$12,692,215)
Changes in Net Position	\$3,327,847	(\$6,862,641)	\$6,683,025	\$7,198,361	\$5,086,420

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

Electric Fund















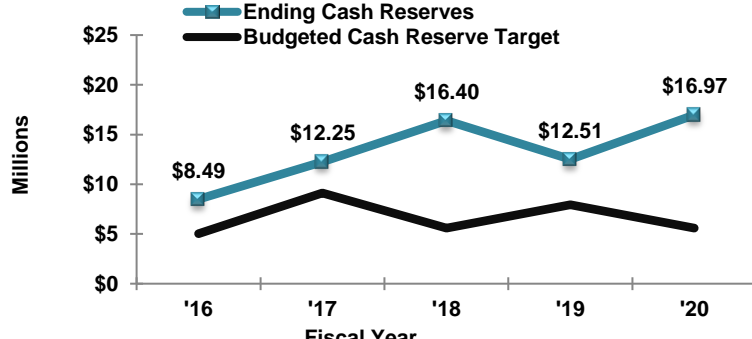
Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources for Operations					
Fees and Service Charges	\$129,357,396	\$125,835,436	\$134,635,875	\$128,490,036	\$128,949,589
Interest Revenue	\$1,625,866	(\$151,423)	\$502,126	\$2,677,291	\$1,609,037
Less: GASB 31 Interest Adjustment	(\$135,933)	\$724,776	\$1,137,998	(\$823,600)	(\$23,441)
Miscellaneous Revenue	\$1,557,689	\$2,183,715	\$1,532,319	\$1,376,542	\$1,778,110
Grants	\$0	\$0	\$4,000	\$0	\$5,200
Total Financial Sources Before Transfers	\$132,405,018	\$128,592,504	\$137,812,318	\$131,720,269	\$132,318,495
Transfers In	\$0	\$3,143,236	\$0	\$0	\$0
Total Financial Sources	\$132,405,018	\$131,735,740	\$137,812,318	\$131,720,269	\$132,318,495
Financial Uses for Operations					
Personnel Services **	\$14,746,558	\$14,373,582	\$13,267,033	\$13,380,288	\$15,325,890
Less: GASB 16 Vacation Liability Adjustment	(\$298,277)	\$173,030	\$16,719	(\$42,524)	(\$102,321)
Less: GASB 68 Pension Adjustment	(\$1,140,142)	(\$840,415)	\$19,318	\$280,218	(\$964,218)
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$19,371	(\$45,106)	(\$41,672)
Power Supply	\$69,188,822	\$70,606,865	\$71,064,762	\$66,810,311	\$65,604,440
Materials and Supplies	\$2,729,841	\$2,457,521	\$2,277,607	\$2,250,873	\$2,240,746
Travel and Training	\$327,934	\$256,958	\$324,150	\$282,056	\$263,238
Intragovernmental	\$4,304,040	\$5,477,731	\$5,976,294	\$6,709,716	\$6,698,988
Utilities, Services and Miscellaneous	\$6,697,044	\$10,263,044	\$6,712,875	\$5,714,782	\$7,256,746
Interest Expense	\$5,841,203	\$5,620,086	\$5,481,028	\$5,190,088	\$4,420,999
Bank & Paying Agent Fees (Misc. Expense)	\$2,139	\$6,716	\$1,064	\$58,149	\$671,651
Transfers Out	\$12,702,481	\$14,837,544	\$12,733,994	\$12,785,779	\$12,692,215
Principal Payments	\$4,146,631	\$4,363,010	\$6,030,090	\$6,292,480	\$6,587,500
Capital Additions	\$1,290,654	\$956,913	\$1,308,252	\$688,719	\$968,328
Enterprise Revenues used for Capital Projects	\$3,600,000	\$7,050,000	\$5,850,000	\$5,550,000	\$5,650,000
Total Financial Uses	\$124,138,928	\$135,602,585	\$131,082,557	\$125,905,829	\$127,272,530
Financial Sources Over/(Under) Uses	\$8,266,090	(\$3,866,845)	\$6,729,761	\$5,814,440	\$5,045,965
Cash Reserves					
Cash and cash equivalents	\$35,187,293	\$37,198,592	\$36,650,694	\$51,288,946	\$60,694,483
Less: GASB 31 Pooled Cash Adjustment	(\$990,488)	(\$265,711)	\$872,287	\$48,687	\$25,245
Less: Cash Restricted for Capital Projects	(\$11,095,298)	(\$11,434,783)	(\$8,918,835)	(\$11,032,330)	(\$12,258,735)
Add: Inventory	\$4,993,814	\$4,548,031	\$5,151,792	\$5,187,223	\$5,237,436
Ending Cash Reserves	\$28,095,321	\$30,046,129	\$33,755,938	\$45,492,526	\$53,698,429
Budgeted Operating Expenses w/o Depr	108,189,138	105,954,848	106,837,597	106,902,801	113,319,335
Add: Budgeted Interest Expense	5,651,059	5,475,206	5,286,000	5,023,506	4,734,854
Add: Budgeted Bank and Paying Agent Fees	9,000	0	0	0	0
Add: Budgeted Operating Transfers Out	12,855,422	15,182,868	13,061,667	13,427,527	13,254,134
Add: Budgeted Principal Payments	4,915,147	4,363,010	6,030,090	6,292,480	6,587,500
Add: Budgeted Capital Additions	1,464,457	1,324,000	1,590,425	264,000	2,827,000
Add: Budgeted Ent Revenue for CIP	3,300,000	4,050,000	5,850,000	5,550,000	5,650,000
Total Budgeted Financial Uses	\$136,384,223	\$136,349,932	\$138,655,779	\$137,460,314	\$146,372,823
Less: Ent Rev Budgeted for current year CIP	(\$3,300,000)	(\$4,050,000)	(\$5,850,000)	(\$5,550,000)	(\$5,650,000)
Operational Expenses	\$133,084,223	\$132,299,932	\$132,805,779	\$131,910,314	\$140,722,823
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$26,616,845	\$26,459,986	\$26,561,156	\$26,382,063	\$28,144,565
Add: Ent Rev Budgeted for current year CIP	\$3,300,000	\$4,050,000	\$5,850,000	\$5,550,000	\$5,650,000
Budgeted Cash Reserve Target	\$29,916,845	\$30,509,986	\$32,411,156	\$31,932,063	\$33,794,565
Above/(Below) Budgeted Cash Reserve Target	(\$1,821,524)	(\$463,857)	\$1,344,782	\$13,560,463	\$19,903,864

**FY 2018 Personnel Services was restated for OPEB GASB 75 Accounting and Financial Reporting

Sanitary Sewer Fund Trends

Enterprise Fund

Indicator	2019	2020	Comments
Expenses Per Capita in Constant Dollars			Non-capital project Expenses per capita in constant dollars decreased 12.33% while inflation increased 7.54% and population increased 5.47%.
Employees Per Thousand Population			Over the past five years, the total number of employees decreased by 3.10 FTE. Employees per thousand population decreased 8.58% while the population increased 5.47%.
Citizen Survey: Satisfaction with City Sewer Service			Satisfaction for FY 2019 is 89% and has been above 75% (considered positive) for all four years shown. There is no state and national benchmark data available for this indicator.
Liquidity Ratio			The FY 2019 liquidity ratio is 3.77 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 2020 debt service percent of net operating revenues is 32.34% 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 2020 total bond debt coverage ratio for the Sewer Utility is 1.82 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. Cash reserves for 2020 had a large increase partially due to lower capital expenditures, lower operational expenses due to COVID-19 and budget cuts.</p>



Positive Trend

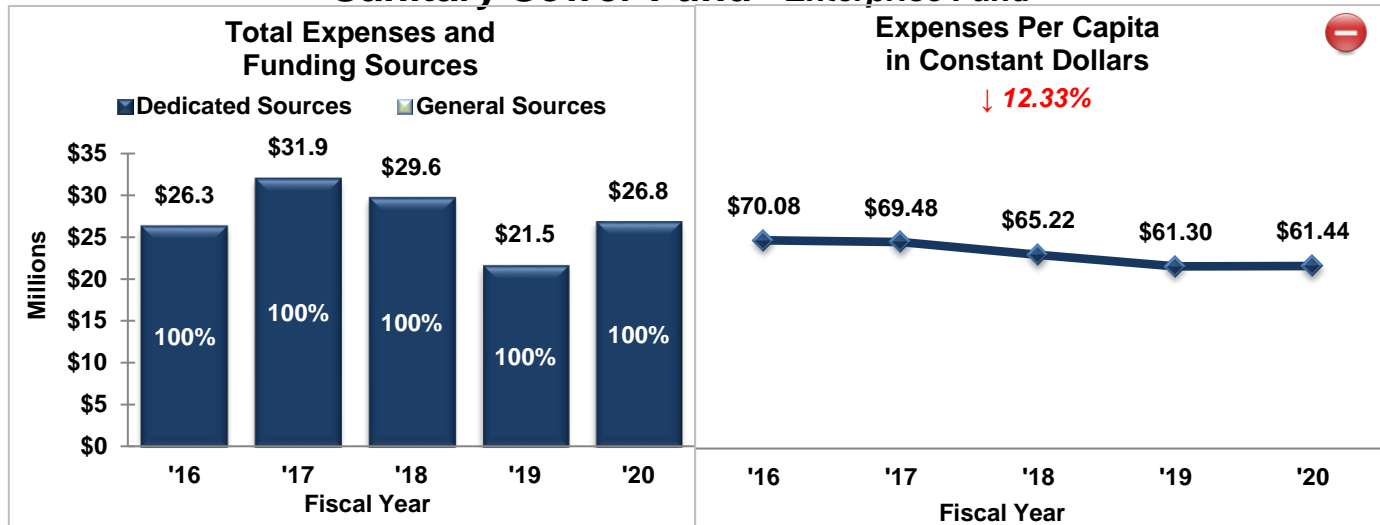


Warning Trend - Monitor Closely



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
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%)
2020	\$26,770,042	\$0	\$26,770,042	\$19,597,487	258.11	123,571	\$61.44	0.23%
5 Yr % Chg	1.97%		1.97%	(0.55%)	7.54%	5.47%	(12.33%)	
5 Yr \$ Chg	\$517,952	\$0	\$517,952	-\$109,206				

0

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

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 for properties within the City of Columbia corporate limits and areas outside the City that can be feasibly connected to the City's system. 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.

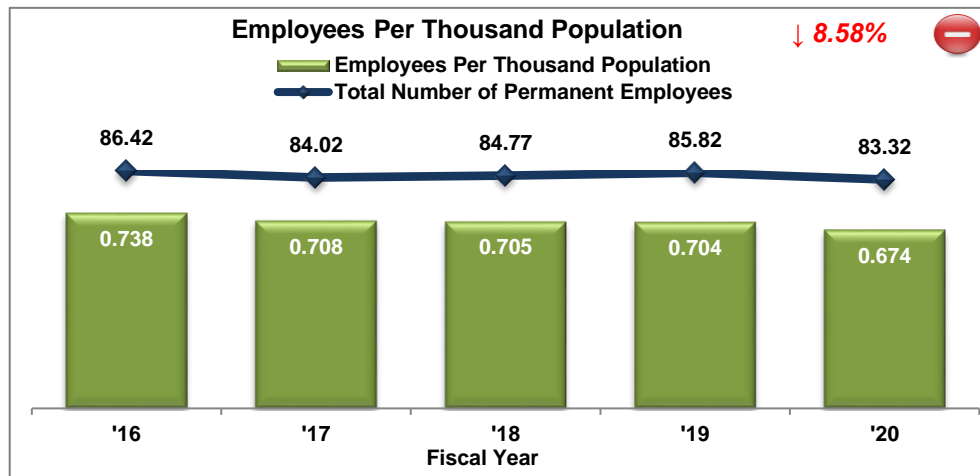
Analysis: For the period shown, total expenses without capital projects decreased \$109,206 or 0.55% while per capita expenses in constant dollars decreased 12.33%.

- 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).
- Fluctuations in Total Expenses between FY 18, FY 19 and FY 20 are largely attributable to capital improvement projects which vary from year to year. Expenses without Capital Projects had a much smaller fluctuation.
- 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
2016	86.42	117,165	0.738				
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
2020	83.32	123,571	0.674	(2.50)	0.00	(3.00)	0.50
5 Yr Chg	(3.59%)	5.47%	(8.58%)	(3.10)	2.70	(3.00)	(2.80)

** 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.

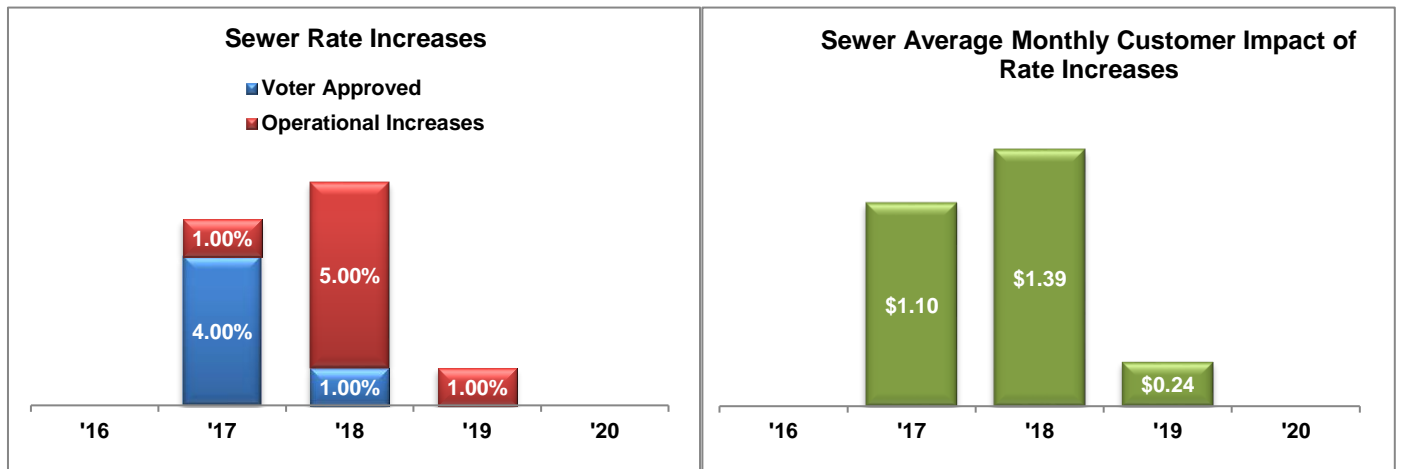
Analysis: For the period shown, the total number of positions increased by 3.10 FTE. Employees per thousand population decreased 8.58% while the population increased 5.47%. Positions were added as a result of the waste water treatment plant expansion with the remaining positions added to address system 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.
- In FY 2020, a 0.45 FTE Rate Analyst was reallocated from Electric to reflect time spent in Sewer; a 0.05 FTE Assistant Director City Utilities was reallocated from UCS (Billing Auditors moved); a 1.00 FTE Engineering Tech vacant position was deleted due to budget cuts to help fund the pay plan; a 1.00 FTE Sr Equipment Operator vacant position was deleted due to budget cuts to help fund the pay plan; and a 1.00 FTE Sr ASA vacant position was deleted due to budget cuts to help fund the pay plan

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
2016			
2017	4.00%	1.00%	\$1.10
2018	1.00%	5.00%	\$1.39
2019		1.00%	\$0.24
2020			

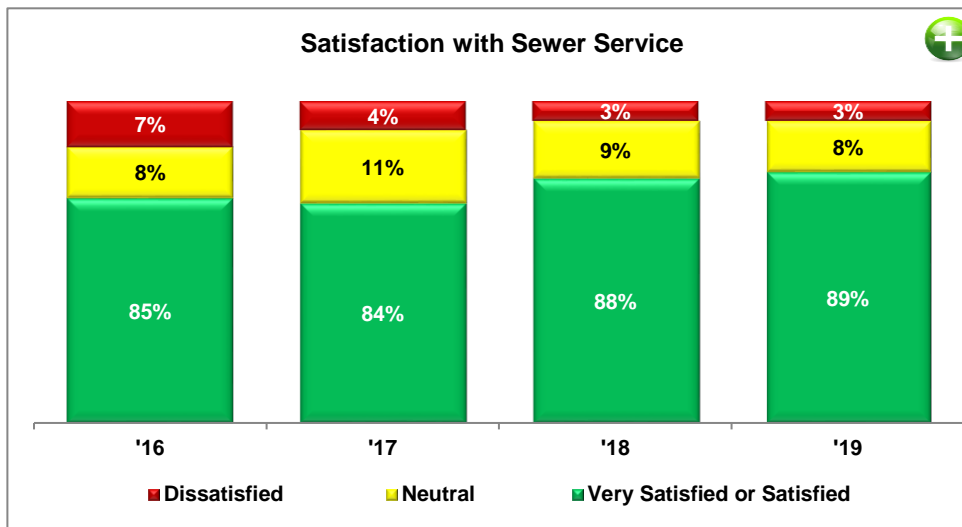
The graph above shows rate increases for the Sewer utility over the past five years. The City of Columbia strives to provide reliable and quality service to our customers. Rates are regularly reviewed and adjusted as needed to cover operating costs. In order to fund capital projects, the utility takes 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/>

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
2016	85%	8%	7%
2017	84%	11%	4%
2018	88%	9%	3%
2019	89%	8%	3%

In the FY 21 Budget, the City eliminated \$30,000 for the Citizen Survey and it will now be done every other year. Therefore, there is not any updated information for FY 2020.

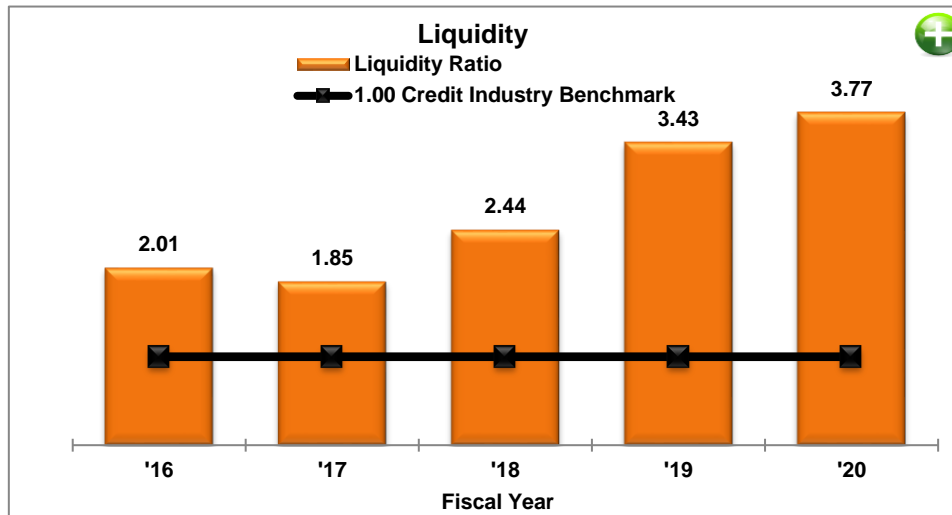
Description: The City conducts citizen surveys annually to determine what is most important to our citizens and how well we are doing in meeting their needs and expectations. This indicator measures how satisfied citizens are with the city's sewer service.

Analysis: For FY 2019, satisfaction is at 89% and for all four 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
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
2020	\$29,769,111	\$7,906,655	3.77
5 Yr % Chg	77.27%	(5.36%)	87.32%

* 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.

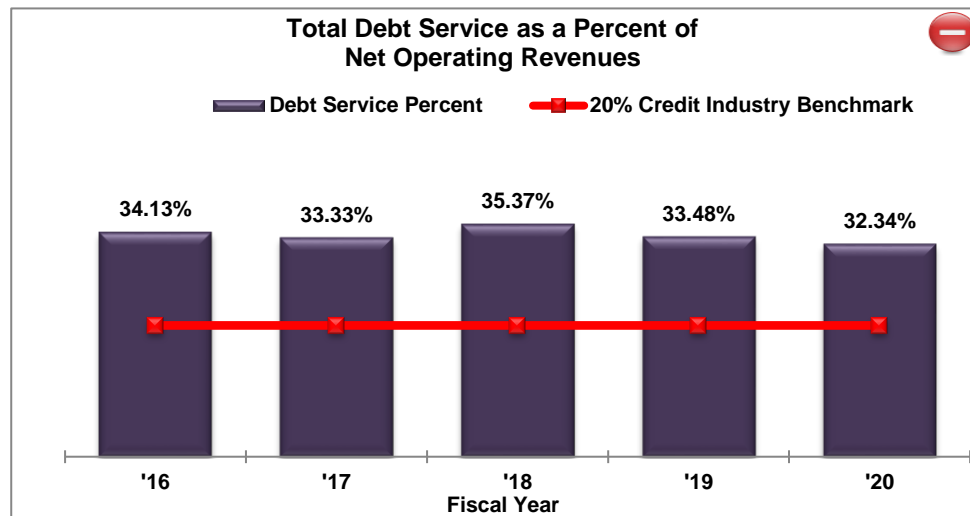
Credit Industry Benchmarks: If the ratio is less than one, it is considered to be a negative factor, but would be mitigated if a prior trend of three years or more indicates that the ratio will exceed one in the following year. A three-year trend of less than one would be considered a negative factor.

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%	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%
	2020	\$8,168,708	\$25,258,357	32.34%
Formulation:				
Debt Service	5 Yr % Chg	(1.56%)	3.89%	(5.25%)
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.

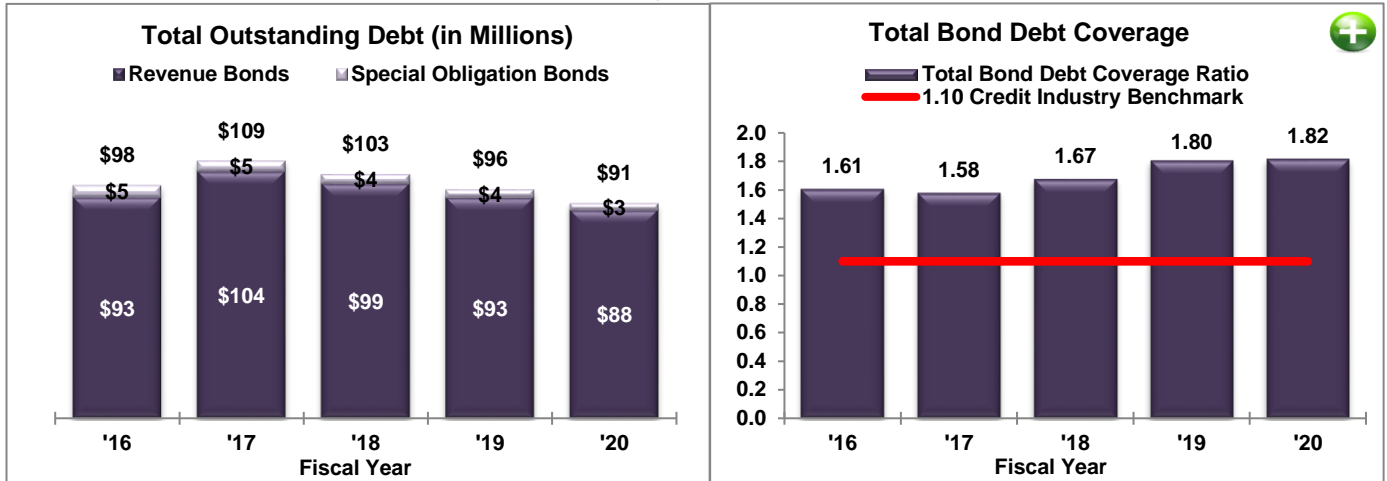
Credit Industry Benchmarks: Debt service exceeding 20% of operating revenues is considered a potential problem. Ten percent is considered acceptable.

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
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
2020	\$87,647,800	\$2,960,000	\$90,607,800	\$14,840,009	\$8,168,708	1.82

* 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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
Sewer Charges	\$17,812,957	\$19,304,787	\$19,853,570	\$20,035,921	\$20,202,406
M.U. Sewer Charges	\$1,287,953	\$1,419,354	\$1,442,632	\$1,335,372	\$1,255,602
Sharecropping	\$5,083	\$16,536	\$17,524	\$11,932	\$3,086
BCRSD Wholesale Revenue	\$892,921	\$935,508	\$997,249	\$995,919	\$924,275
Sewer Connection Fees	\$2,415,708	\$2,543,706	\$1,400,000	\$893,800	\$1,237,200
Other Misc. Operating Revenues	\$212,770	\$226,542	\$307,030	\$340,257	\$445,197
Total Operating Revenues	\$22,627,392	\$24,446,433	\$24,018,005	\$23,613,201	\$24,067,766
Operating Expenses:					
Personnel Services *	\$4,822,491	\$4,991,566	\$4,809,377	\$4,863,776	\$5,241,450
Materials and Supplies	\$1,003,936	\$1,153,289	\$1,080,717	\$1,032,715	\$875,192
Travel and Training	\$6,589	\$6,826	\$9,960	\$18,100	\$4,602
Intragovernmental	\$1,702,198	\$1,758,934	\$1,920,032	\$2,001,767	\$1,872,839
Utilities, Services and Miscellaneous	\$2,871,992	\$3,299,175	\$1,940,518	\$2,002,671	\$2,145,556
Depreciation	\$5,129,778	\$5,226,145	\$5,195,203	\$5,655,078	\$5,760,550
Total Operating Expenses	\$15,536,984	\$16,435,935	\$14,955,807	\$15,574,107	\$15,900,189
Operating Income (Loss)	\$7,090,408	\$8,010,498	\$9,062,198	\$8,039,094	\$8,167,577
Non-Operating Revenues:					
Investment Revenue	\$1,247,128	\$193,326	\$627,498	\$2,212,616	\$1,039,848
Miscellaneous Revenue	\$319,263	\$171,766	\$85,269	\$49,693	\$107,832
Revenue from other govt. units	\$0	\$0	\$0	\$0	\$42,911
Total Non-Operating Revenues	\$1,566,391	\$365,092	\$712,767	\$2,262,309	\$1,190,591
Non-Operating Expenses:					
Interest Expense	\$2,568,836	\$2,710,589	\$2,903,929	\$2,744,969	\$2,232,102
Bank & Paying Agent Fees	\$398,693	\$498,173	\$275,942	\$304,548	\$270,894
Loss on Disposal Assets	\$24,946	\$50,383	\$105,992	\$9,882	\$55,094
Total Non-Operating Expenses	\$2,992,475	\$3,259,145	\$3,285,863	\$3,059,399	\$2,558,090
Total Non-operating Revenues (Expenses)	(\$1,426,084)	(\$2,894,053)	(\$2,573,096)	(\$797,090)	(\$1,367,499)
Income (Loss) Before Contributions and Transfers	\$5,664,324	\$5,116,445	\$6,489,102	\$7,242,004	\$6,800,078
Capital Contribution	\$2,584,145	\$2,422,450	\$3,119,150	\$2,211,849	\$1,258,474
Transfers In	\$117,923	\$0	\$0	\$0	\$0
Transfers Out	(\$185,136)	(\$49,924)	(\$44,760)	(\$17,150)	(\$7,815)
Total Transfers and Contributions	\$2,516,932	\$2,372,526	\$3,074,390	\$2,194,699	\$1,250,659
Change in Net Position	\$8,181,256	\$7,488,971	\$9,563,492	\$9,436,703	\$8,050,737
Net Position - Beginning **	\$160,117,724	\$168,298,980	\$175,890,442	\$185,453,934	\$195,678,396
Net Position - Ending	\$168,298,980	\$175,787,951	\$185,453,934	\$194,890,637	\$203,729,133

* 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

The beginning net position was restated for \$787,759 in FY 2020 as a result of two capital assets (pump stations) that had been contributed to the City in 2012 and 2015 but not recorded in the prior years' financial statements.

Sanitary Sewer Fund

Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Sewer Charges	\$17,812,957	\$19,304,787	\$19,853,570	\$20,035,921	\$20,202,406
M.U. Sewer Charges	\$1,287,953	\$1,419,354	\$1,442,632	\$1,335,372	\$1,255,602
Sharecropping	\$5,083	\$16,536	\$17,524	\$11,932	\$3,086
BCRSD Wholesale Revenue	\$892,921	\$935,508	\$997,249	\$995,919	\$924,275
Sewer Connection Fees	\$2,415,708	\$2,543,706	\$1,400,000	\$893,800	\$1,237,200
Other Misc. Operating Revenues	\$212,770	\$226,542	\$307,030	\$340,257	\$445,197
Interest	\$1,247,128	\$193,326	\$627,498	\$2,212,616	\$1,039,848
Less: GASB 31 Interest Adjustment	(\$71,482)	\$588,316	\$998,447	(\$580,868)	(\$15,777)
Miscellaneous Revenue	\$319,263	\$171,766	\$85,269	\$49,693	\$107,832
Revenue from other govt. units	\$0	\$0	\$0	\$0	\$42,911
Total Financial Sources Before Transfers	24,122,301	25,399,841	25,729,219	25,294,642	25,242,580
Transfers In	\$117,923	\$0	\$0	\$0	\$0
Total Financial Sources	\$24,240,224	\$25,399,841	\$25,729,219	\$25,294,642	\$25,242,580
Financial Uses					
Personnel Services **	4,822,491	4,991,566	4,809,377	4,863,776	5,241,450
Less: GASB 16 Vacation Liability Adjustment	\$6,523	\$12,445	\$9,491	(\$24,289)	\$14,201
Less: GASB 68 Pension Adjustment	(\$423,394)	(\$346,811)	\$31,526	\$115,133	(\$259,523)
Less: GASB 75 Other Post Employment Bnft Adj	\$0	\$0	\$8,825	(\$18,031)	(\$20,691)
Materials and Supplies	\$1,003,936	\$1,153,289	\$1,080,717	\$1,032,715	\$875,192
Travel and Training	\$6,589	\$6,826	\$9,960	\$18,100	\$4,602
Intragovernmental	\$1,702,198	\$1,758,934	\$1,920,032	\$2,001,767	\$1,872,839
Utilities, Services and Miscellaneous	\$2,871,992	\$3,299,175	\$1,940,518	\$2,002,671	\$2,145,556
Interest Expense	\$2,568,836	\$2,710,589	\$2,903,929	\$2,744,969	\$2,232,102
Bank & Paying Agent Fees	\$398,693	\$498,173	\$275,942	\$304,548	\$270,894
Transfers Out	\$185,136	\$49,924	\$44,760	\$17,150	\$7,815
Principal Payments	\$5,500,300	\$5,557,000	\$5,695,000	\$5,738,900	\$5,874,000
Capital Additions	\$992,098	\$457,961	\$1,408,101	\$451,430	\$1,131,393
Enterprise Revenues used for Capital Projects	\$689,970	\$4,811,043	\$1,020,000	\$3,175,000	\$895,000
Total Financial Uses	\$20,325,368	\$24,960,114	\$21,158,178	\$22,423,839	\$20,284,830
Financial Sources Over/(Under) Uses	\$3,914,856	\$439,727	\$4,571,041	\$2,870,803	\$4,957,750
Cash Reserves					
Cash and cash equivalents	\$14,932,483	\$18,600,017	\$19,110,775	\$24,556,577	\$28,213,513
Less: Cash Restricted for Capital Projects	(\$7,220,543)	(\$7,722,395)	(\$5,080,159)	(\$13,829,324)	(\$13,015,086)
Less: GASB 31 Pooled Cash Adjustment	\$775,315	\$1,363,631	\$2,362,078	\$1,781,209	\$1,765,432
Add: Inventory	\$7,577	\$6,617	\$4,847	\$4,492	\$4,633
Ending Cash Reserves	\$8,494,832	\$12,247,870	\$16,397,541	\$12,512,954	\$16,968,492
Budgeted Operating Expenses w/o Depr	\$11,817,191	\$12,041,346	\$12,669,878	\$13,677,236	\$13,740,706
Add: Budgeted Interest Expense	\$2,920,344	\$2,713,817	\$3,052,866	\$2,924,388	\$2,759,426
Add: Budgeted Bank and Paying Agent Fees	\$340,000	\$340,000	\$340,000	\$340,000	\$340,000
Add: Budgeted Operating Transfers Out	\$142,921	\$49,924	\$35,284	\$17,150	\$7,815
Add: Budgeted Principal Payments	\$5,505,300	\$5,557,000	\$5,695,000	\$5,738,900	\$5,874,000
Add: Budgeted Capital Additions	\$972,125	\$847,500	\$1,121,700	\$1,192,500	\$795,220
Add: Budgeted Ent Revenue for CIP	\$689,970	\$4,811,043	\$1,020,000	\$3,175,000	\$895,000
Total Budgeted Financial Uses	\$22,387,851	\$26,360,630	\$23,934,728	\$27,065,174	\$24,412,167
Less: Ent Rev Budgeted for current year CIP	(\$689,970)	(\$4,811,043)	(\$1,020,000)	(\$3,175,000)	(\$895,000)
Operational Expenses	\$21,697,881	\$21,549,587	\$22,914,728	\$23,890,174	\$23,517,167
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$4,339,576	\$4,309,917	\$4,582,946	\$4,778,035	\$4,703,433
Add: Ent Rev Budgeted for current year CIP	\$689,970	\$4,811,043	\$1,020,000	\$3,175,000	\$895,000
Budgeted Cash Reserve Target	\$5,029,546	\$9,120,960	\$5,602,946	\$7,953,035	\$5,598,433
Above/(Below) Cash Reserve Target	\$3,465,286	\$3,126,910	\$10,794,595	\$4,559,919	\$11,370,059

**FY 2018 Personnel Services was restated for OPEB GASB 75 Accounting and Financial Reporting

Solid Waste Fund Trends

Enterprise Fund

Indicator	2019	2020	Comments																		
Expense Per Capita in Constant Dollars			Expenses per capita in constant dollars decreased 11.43% over the past five years while inflation increased 7.54% and population increased 5.47%.																		
Employees Per Thousand Population			Over the past five years, the total number of employees increased by 9.30 FTE. Employees per thousand population increased 2.89% while the population increased 5.47%. 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 four 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 89% over the past four 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 four 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 2020 liquidity ratio is 11.40.																		
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 2020 debt service percent is 4.91%.																		
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 2020 total bond debt coverage ratio is 7.07.																		
Ending Cash Reserves			<div><p>Cash Reserves</p><table><thead><tr><th>Fiscal Year</th><th>Ending Cash Reserves</th><th>Budgeted Cash Reserve Target</th></tr></thead><tbody><tr><td>'16</td><td>\$6.47</td><td>\$4.50</td></tr><tr><td>'17</td><td>\$6.07</td><td>\$4.50</td></tr><tr><td>'18</td><td>\$11.57</td><td>\$5.00</td></tr><tr><td>'19</td><td>\$16.38</td><td>\$6.00</td></tr><tr><td>'20</td><td>\$14.74</td><td>\$8.50</td></tr></tbody></table><p>Cash reserves have been above the budgeted cash reserve target for all of the past five years. In FY 2018 cash reserves increased due in part to unexpected coal combustion residual revenues received and a lower GASB 18 adjustment for landfill closure and post-closure fees. Reserves were built up to fund several significant capital projects in the next five years and part of that was used in FY 2020.</p></div>	Fiscal Year	Ending Cash Reserves	Budgeted Cash Reserve Target	'16	\$6.47	\$4.50	'17	\$6.07	\$4.50	'18	\$11.57	\$5.00	'19	\$16.38	\$6.00	'20	\$14.74	\$8.50
Fiscal Year	Ending Cash Reserves	Budgeted Cash Reserve Target																			
'16	\$6.47	\$4.50																			
'17	\$6.07	\$4.50																			
'18	\$11.57	\$5.00																			
'19	\$16.38	\$6.00																			
'20	\$14.74	\$8.50																			



Positive Trend

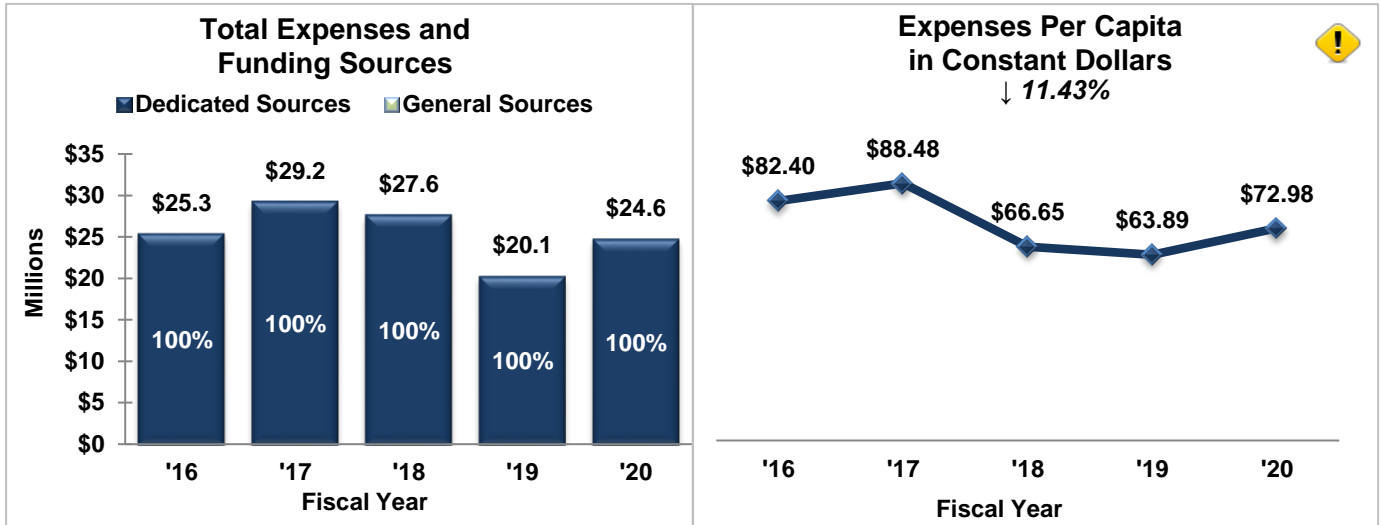


Warning Trend - Monitor Closely



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
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%)
2020	\$24,620,456	\$0	\$24,620,456	\$23,276,576	258.11	123,571	\$72.98	14.23%
5 Yr % Chg	(2.57%)		(2.57%)	0.46%	7.54%	5.47%	(11.43%)	
5 Yr \$ Chg	-\$650,656	\$0	-\$650,656	\$105,862				

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

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.

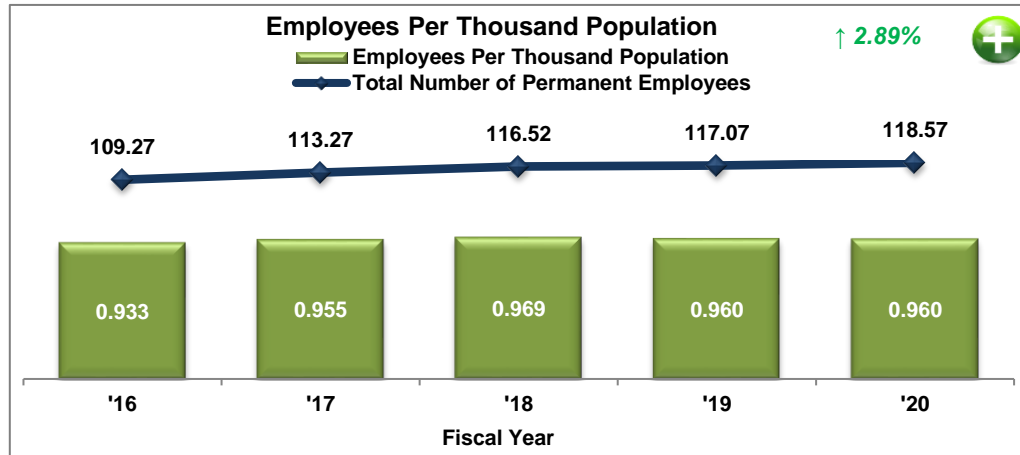
Analysis: For the period shown, expenses without capital projects increased 0.46% while per capita expenses in constant dollars decreased 11.43%.

- 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.
- In FY 2020 total expenses increased \$4,479,532 over FY 2019. A large part of this was for trucks which were ordered in FY 2019 and not received until FY 2020. This was \$2,325,000 in FY 2020.

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
2016	109.27	117,165	0.933				
2017	113.27	118,620	0.955	4.00	5.32	(0.75)	(0.57)
2018	116.52	120,248	0.969	3.25	6.00		(2.75)
2019	117.07	121,898	0.960	0.55	3.00		(2.45)
2020	118.57	123,571	0.960	1.50	0.50		1.00
5 Yr Chg	8.51%	5.47%	2.89%	9.30	14.82	(0.75)	(4.77)

0

** 2016 through 2018 reflect ACS (American Community Survey) five year estimates, and 2019 and 2020 are an estimate based on the growth.

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.

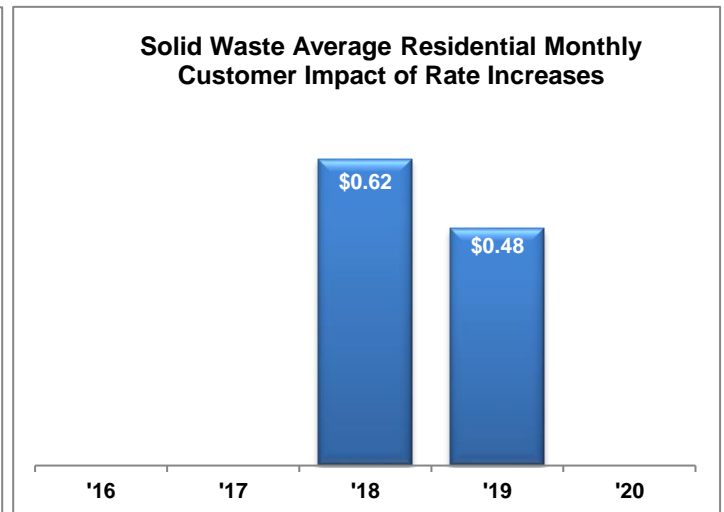
Analysis: For the period shown, the total number of positions increased by 9.30 FTE. Employees per thousand population increased 2.89% while the population increased 5.47%. In FY 2016 there was a reorganization which moved Solid Waste from the Public Works Dept. to the Utilities Department and Mid Missouri 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
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
2020	0.00%	\$0.00	\$0.00

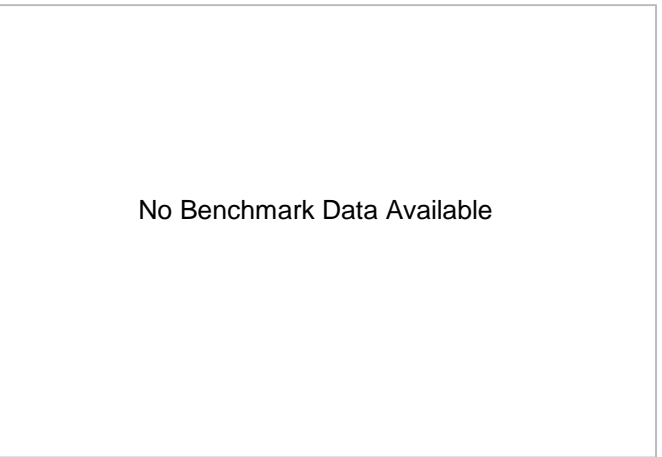
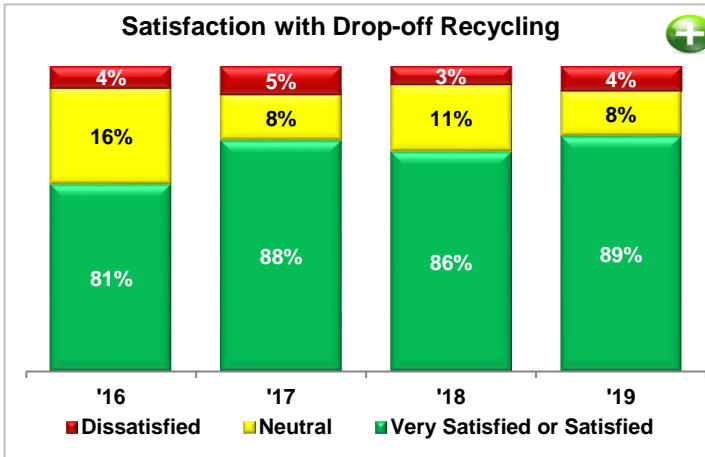
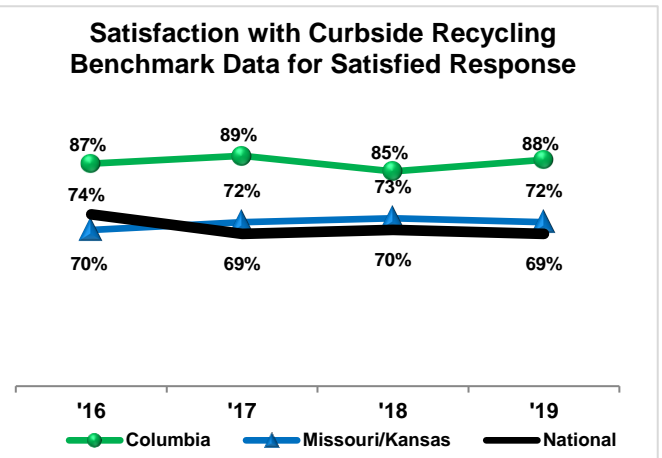
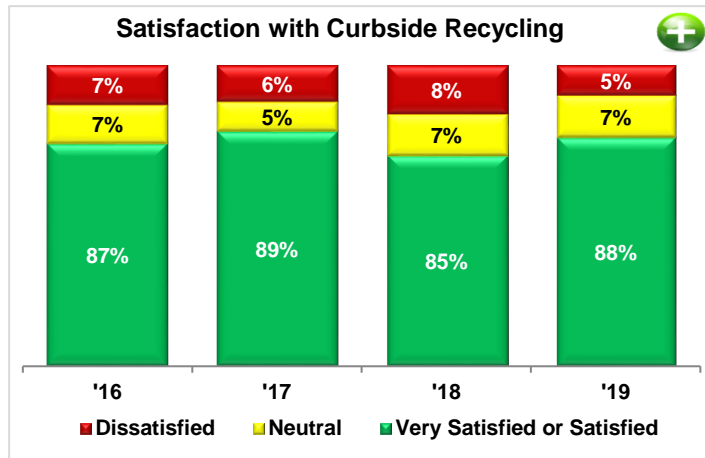
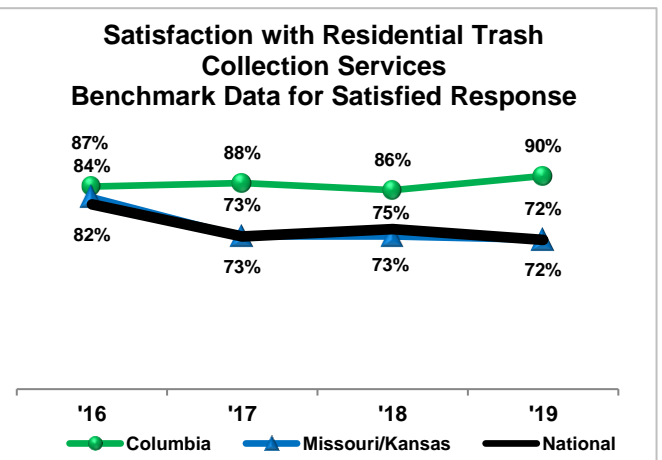
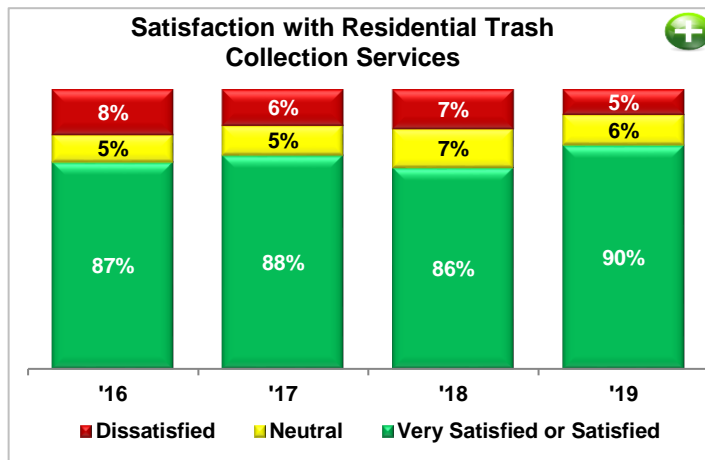
The graph above shows rate increases for the residential customers over the past five years. The City of Columbia strives to provide reliable and quality service to our customers. Rates are regularly reviewed and adjusted as needed to cover operating and capital project costs.

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)

In the FY 21 Budget, the City eliminated \$30,000 for the Citizen Survey and it will now be done every other year. Therefore, there is not any updated information for FY 2020.

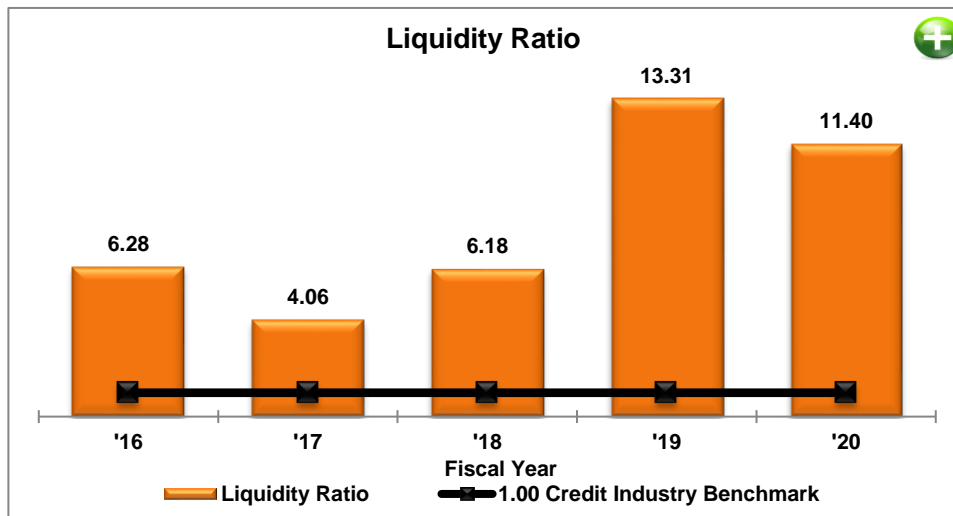
Description: The City conducts citizen surveys annually to determine what is most important to our citizens and how well we are doing in meeting their needs and expectations.

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:	Cash Marketable Securities, and Applicable Receivables*				Liquidity Coverage Ratio
	Fiscal Year	less Inventory	Current Liabilities		
Liquidity Coverage Ratio is Below 1.00	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
	2020	\$22,162,048	\$1,943,533		11.40
Formulation:	5 Yr % Chg	61.06%	(11.36%)		81.70%
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.

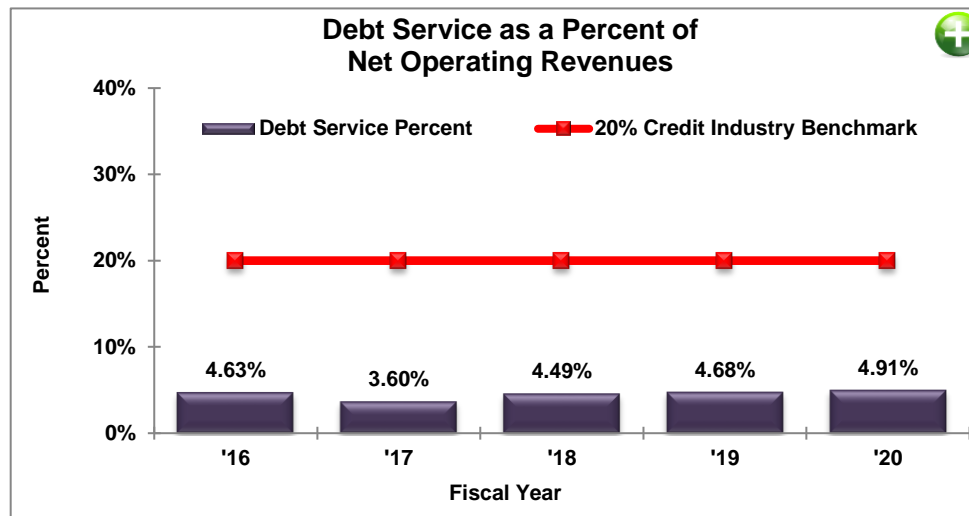
Credit Industry Benchmarks: If the ratio is less than one, it is considered to be a negative factor, but would be mitigated if a prior trend of three years or more indicates that the ratio will exceed one in the following year. A three-year trend of less than one would be considered a negative factor.

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:

	Fiscal Year	Debt Service*	Net Operating Revenues **	Debt Service as a percentage of Net Operating Revenues
	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%
	2020	\$1,166,279	\$23,775,507	4.91%
	5 Yr % Chg	23.30%	16.40%	5.92%

* 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.

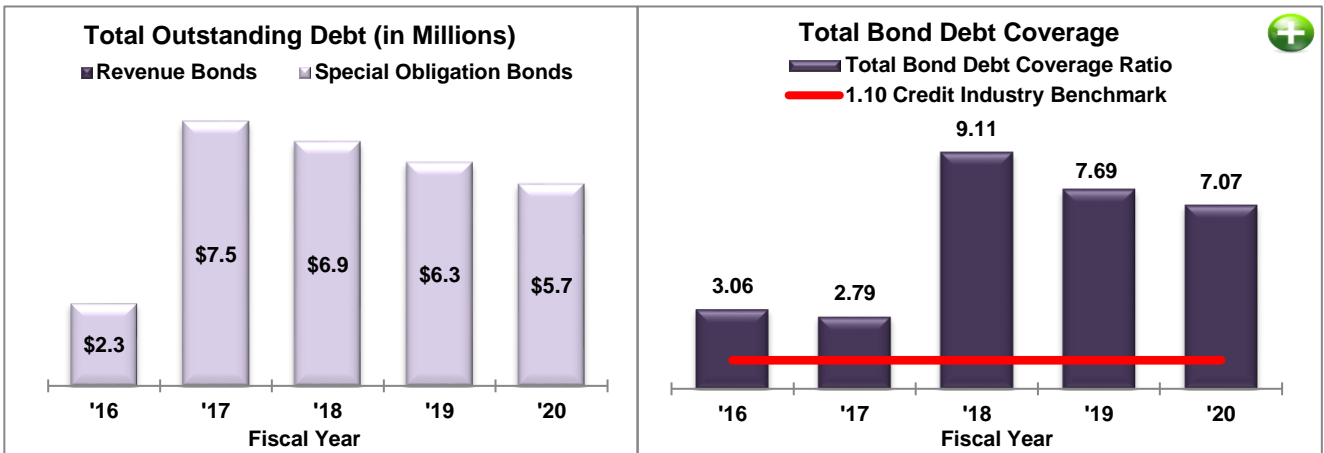
Credit Industry Benchmarks: Debt service exceeding 20% of operating revenues is considered a potential problem. Ten percent is considered acceptable.

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 Balance	Outstanding Special Obligation Bonds Balance	Total Outstanding Debt		Total Bond Debt Payment**	Revenue Bond Coverage
	Fiscal Year				Net Revenue *		
Bond Debt Coverage ratio falls below 1.10	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
	2019	\$0	\$6,335,000	\$6,335,000	\$8,941,813	\$1,162,654	7.69
	2020	\$0	\$5,725,000	\$5,725,000	\$8,248,222	\$1,166,279	7.07
Formulation:							
Net Revenue	5 Yr % Chg		144.14%	144.14%	184.66%	23.30%	130.88%
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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
Commercial Charges	\$4,024,994	\$4,404,819	\$5,156,883	\$5,424,154	\$6,590,121
Residential Charges	\$8,562,233	\$8,750,168	\$9,785,293	\$9,999,378	\$10,114,261
Roll-Off Service Charges	\$1,568,155	\$1,852,333	\$1,728,320	\$2,020,324	\$749,288
Landfill Fees	\$3,525,364	\$3,963,920	\$6,874,378	\$4,378,484	\$4,139,013
University Fees	\$702,366	\$912,066	\$766,189	\$914,210	\$376,244
Recycling	\$1,035,321	\$1,604,238	\$1,086,309	\$825,876	\$716,912
Other Misc. Operating Revenues	\$470,915	\$264,218	\$249,335	\$82,155	\$206,647
Total Operating Revenues	\$19,889,348	\$21,751,762	\$25,646,707	\$23,644,581	\$22,892,486
Operating Expenses:					
Personnel Services *	\$6,148,634	\$6,098,852	\$5,985,577	\$6,303,145	\$6,823,887
Materials and Supplies	\$3,536,284	\$3,716,481	\$3,881,811	\$4,057,943	\$3,278,294
Travel and Training	\$8,016	\$8,715	\$18,451	\$9,976	\$952
Intragovernmental	\$2,344,825	\$2,395,176	\$2,271,527	\$2,455,947	\$2,361,608
Utilities, Services and Miscellaneous	\$5,279,422	\$7,288,120	\$2,850,040	\$2,754,259	\$2,797,737
Depreciation	\$1,945,074	\$2,116,825	\$2,121,608	\$2,031,724	\$2,676,426
Total Operating Expenses	\$19,262,255	\$21,624,169	\$17,129,014	\$17,612,994	\$17,938,904
Operating Income (Loss)	\$627,093	\$127,593	\$8,517,693	\$6,031,587	\$4,953,582
Non-Operating Revenues:					
Investment Revenue	\$284,960	(\$85,853)	\$110,407	\$909,730	\$469,918
Revenue from Other Gov. Units	\$62,689	\$115,958	\$20,999	\$0	\$11,571
Miscellaneous Revenue	\$188,404	\$354,400	\$134,139	\$269,580	\$401,532
Total Non-Operating Revenues	\$536,053	\$384,505	\$265,545	\$1,179,310	\$883,021
Non-Operating Expenses:					
Interest Expense	\$122,505	\$181,897	\$250,713	\$226,159	\$200,756
Bank & Paying Agent Fees	\$22,581	\$101,469	\$584	\$584	\$3,584
Loss on Disposal of Fixed Assets	\$534,418	\$85,002	\$138,168	\$60,381	\$269,605
Total Non-Operating Expenses	\$679,504	\$368,368	\$389,465	\$287,124	\$473,945
Total Non-Operating Revenues (Expenses)	(\$143,451)	\$16,137	(\$123,920)	\$892,186	\$409,076
Income (Loss) Before Contributions and Transfers	\$483,642	\$143,730	\$8,393,773	\$6,923,773	\$5,362,658
Capital Contribution	\$0	\$0	\$0	\$0	\$0
Transfers In	\$0	\$0	\$0	\$0	\$0
Transfers Out	(\$188,081)	(\$307,443)	(\$305,668)	(\$300,224)	(\$261,223)
Total Transfers and Contributions	(\$188,081)	(\$307,443)	(\$305,668)	(\$300,224)	(\$261,223)
Change in Net Position	\$295,561	(\$163,713)	\$8,088,105	\$6,623,549	\$5,101,435
Net Position - Beginning **	\$26,568,005	\$26,863,566	\$26,840,731	\$34,928,836	\$41,552,385
Net Position - Ending	\$26,863,566	\$26,699,853	\$34,928,836	\$41,552,385	\$46,653,820

* 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

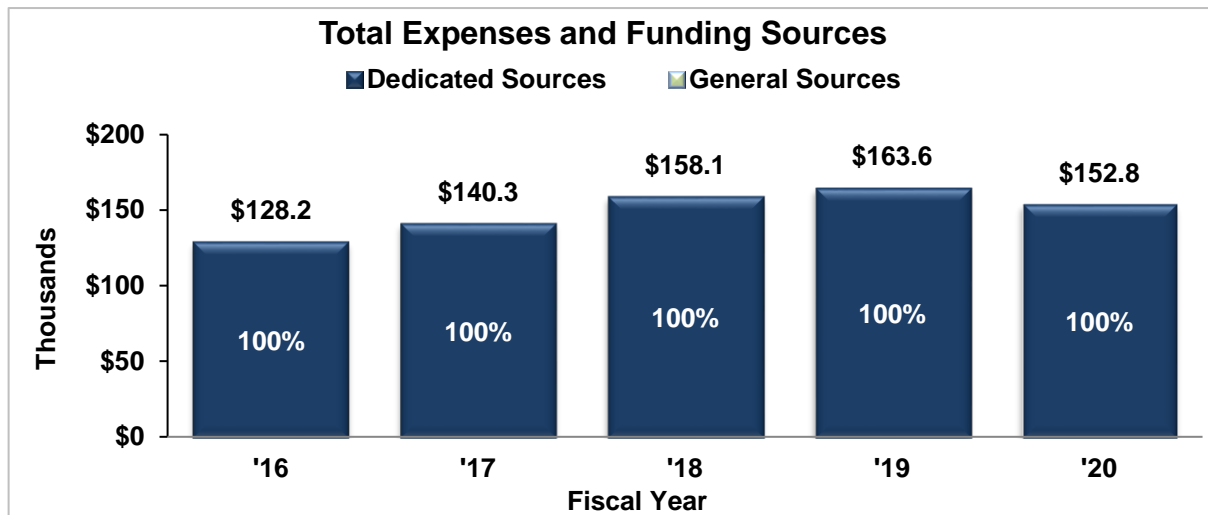
Solid Waste Fund

Financial Sources and Uses Statement

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Commercial Charges	\$4,024,994	\$4,404,819	\$5,156,883	\$5,424,154	\$6,590,121
Residential Charges	\$8,562,233	\$8,750,168	\$9,785,293	\$9,999,378	\$10,114,261
Roll-Off Service Charges	\$1,568,155	\$1,852,333	\$1,728,320	\$2,020,324	\$749,288
Landfill Fees	\$3,525,364	\$3,963,920	\$6,874,378	\$4,378,484	\$4,139,013
University Fees	\$702,366	\$912,066	\$766,189	\$914,210	\$376,244
Recycling	\$1,035,321	\$1,604,238	\$1,086,309	\$825,876	\$716,912
Other Misc. Operating Revenues	\$470,915	\$264,218	\$249,335	\$82,155	\$206,647
Interest	\$284,960	(\$85,853)	\$110,407	\$909,730	\$469,918
Less: GASB 31 Interest Adjustment	(\$15,530)	\$235,835	\$461,978	(\$293,010)	(\$7,884)
Grants	\$62,689	\$115,958	\$20,999	\$0	\$11,571
Miscellaneous Non-Operating Revenues	\$188,404	\$354,400	\$134,139	\$269,580	\$401,532
Total Financial Sources Before Transfers	\$20,409,871	\$22,372,102	\$26,374,230	\$24,530,881	\$23,767,623
Transfers In	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$20,409,871	\$22,372,102	\$26,374,230	\$24,530,881	\$23,767,623
Financial Uses					
Personnel Services *	\$6,148,634	\$6,098,852	\$5,985,577	\$6,303,145	\$6,823,887
Less: GASB 16 Vacation Liability Adjustment	\$10,812	\$17,879	(\$4,289)	(\$12,982)	(\$13,012)
Less: GASB 68 Pension Adjustment	(\$558,163)	(\$374,890)	\$63,405	\$148,819	(\$315,892)
Less: GASB 75 OPEB Adjustment	\$0	\$0	\$12,132	(\$25,755)	(\$23,949)
Materials and Supplies	\$3,536,284	\$3,716,481	\$3,881,811	\$4,057,943	\$3,278,294
Travel and Training	\$8,016	\$8,715	\$18,451	\$9,976	\$952
Intragovernmental	\$2,344,825	\$2,395,176	\$2,271,527	\$2,455,947	\$2,361,608
Utilities, Services and Miscellaneous	\$5,279,422	\$7,288,120	\$2,850,040	\$2,754,259	\$2,797,737
Interest Expense	\$122,505	\$181,897	\$250,713	\$226,159	\$200,756
Bank & Paying Agent Fees	\$22,581	\$101,469	\$584	\$584	\$3,584
Transfers Out	\$188,081	\$307,443	\$305,668	\$300,224	\$261,223
Principal Payments	\$715,000	\$365,000	\$902,386	\$926,057	\$954,967
Capital Additions	\$3,040,874	\$3,426,810	\$2,301,997	\$1,710,794	\$4,602,504
Enterprise Revenues used for Cap Projects	\$880,000	\$645,000	\$1,890,000	\$1,555,000	\$4,110,000
Total Financial Uses	\$21,738,871	\$24,177,952	\$20,730,002	\$20,410,170	\$25,042,659
Financial Sources Over/(Under) Uses	(\$1,329,000)	(\$1,805,850)	\$5,644,228	\$4,120,711	(\$1,275,036)
Cash Reserves					
Cash and cash equivalents	\$11,378,346	\$7,643,488	\$12,386,261	\$18,619,176	\$20,125,960
Less: Cash Restricted for Capital Projects	(\$5,619,447)	(\$2,467,927)	(\$2,326,936)	(\$3,489,967)	(\$6,681,504)
Less: GASB 31 Pooled Cash Adjustment	\$364,713	\$600,548	\$1,062,526	\$769,516	\$761,632
Add: Inventory	\$349,800	\$289,495	\$451,590	\$481,488	\$531,781
Ending Cash Reserves	\$6,473,412	\$6,065,604	\$11,573,441	\$16,380,213	\$14,737,869
Budgeted Operating Expenses w/o Depr	\$15,327,349	\$15,788,293	\$16,870,005	\$18,022,771	\$18,538,432
Add: Budgeted Interest Expense	\$155,927	\$227,774	\$261,092	\$236,597	\$211,312
Add: Budgeted Bank and Paying Agent Fees	\$0	\$0	\$0	\$300	\$300
Add: Budgeted Operating Transfers Out	\$197,331	\$307,443	\$296,546	\$300,224	\$293,473
Add: Budgeted Principal Payments	\$1,064,683	\$1,032,201	\$902,386	\$926,057	\$954,967
Add: Budgeted Capital Additions	\$3,028,050	\$2,788,300	\$3,139,000	\$4,209,000	\$3,092,000
Add: Budgeted Ent Revenue for CIP	\$880,000	\$645,000	\$1,155,000	\$1,555,000	\$4,110,000
Total Budgeted Financial Uses	\$20,653,340	\$20,789,011	\$22,624,029	\$25,249,949	\$27,200,484
Less: Ent Rev Budgeted for current year CIP	(\$880,000)	(\$645,000)	(\$1,155,000)	(\$1,555,000)	(\$4,110,000)
Operational Expenses	\$19,773,340	\$20,144,011	\$21,469,029	\$23,694,949	\$23,090,484
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$3,954,668	\$4,028,802	\$4,293,806	\$4,738,990	\$4,618,097
Add: Ent Rev Budgeted for current year CIP	\$880,000	\$645,000	\$1,155,000	\$1,555,000	\$4,110,000
Budgeted Cash Reserve Target	\$4,834,668	\$4,673,802	\$5,448,806	\$6,293,990	\$8,728,097
Cash Above/(Below) Cash Reserve Target	\$1,638,744	\$1,391,802	\$6,124,635	\$10,086,223	\$6,009,772

* 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
2016	\$128,233	\$0	\$128,233
2017	\$140,263	\$0	\$140,263
2018	\$158,066	\$0	\$158,066
2019	\$163,555	\$0	\$163,555
2020	\$152,772	\$0	\$152,772
5 Yr % Chg	19.14%		19.14%

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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Revenues:					
Revenue From Other Governmental Units	\$84,023	\$88,419	\$72,265	\$130,373	\$98,738
Investment Revenue	\$223	\$349	\$814	(\$902)	(\$177)
Miscellaneous	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$84,246	\$88,768	\$73,079	\$129,471	\$98,561
Expenditures:					
Personnel Services	\$108,746	\$104,711	\$125,420	\$125,879	\$125,855
Materials and Supplies	\$2,795	\$4,009	\$2,428	\$3,348	\$1,118
Travel and Training	\$335	\$1,205	\$1,623	\$2,909	\$100
Intragovernmental	\$14,868	\$28,041	\$26,313	\$28,622	\$25,013
Utilities, Services and Miscellaneous	\$1,489	\$2,297	\$2,282	\$2,797	\$686
Total Expenditures	\$128,233	\$140,263	\$158,066	\$163,555	\$152,772
Excess (Deficiency) of Revenues Over Expenditures	(\$43,987)	(\$51,495)	(\$84,987)	(\$34,084)	(\$54,211)
Other Financing Sources (Uses):					
Transfers In	\$48,271	\$46,697	\$46,353	\$57,773	\$58,922
Transfers Out	\$0	\$0	\$0	\$0	\$0
Total Other Financing Sources (Uses)	\$48,271	\$46,697	\$46,353	\$57,773	\$58,922
Net Change in Fund Balance	\$4,284	(\$4,798)	(\$38,634)	\$23,689	\$4,711
Fund Balance - Beginning	\$0	\$4,284	(\$514)	(\$39,148)	(\$15,459)
Fund Balance - Ending	\$4,284	(\$514)	(\$39,148)	(\$15,459)	(\$10,748)

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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Grants	\$84,023	\$88,419	\$72,265	\$130,373	\$98,738
Interest	\$223	\$349	\$814	(\$902)	(\$177)
Less: GASB 31 Interest Adjustment	\$11	(\$248)	(\$1,016)	\$432	\$17
Other Local Revenues	\$0	\$0	\$0	\$0	\$0
Total Financial Sources Before Transfers	\$84,257	\$88,520	\$72,063	\$129,903	\$98,578
Transfers In	\$48,271	\$46,697	\$46,353	\$57,773	\$58,922
Total Financial Sources	\$132,528	\$135,217	\$118,416	\$187,676	\$157,500
Financial Uses					
Personnel Services	\$108,746	\$104,711	\$125,420	\$125,879	\$125,855
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	\$2,795	\$4,009	\$2,428	\$3,348	\$1,118
Travel and Training	\$335	\$1,205	\$1,623	\$2,909	\$100
Intragovernmental	\$14,868	\$28,041	\$26,313	\$28,622	\$25,013
Utilities, Services and Miscellaneous	\$1,489	\$2,297	\$2,282	\$2,797	\$686
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	\$128,233	\$140,263	\$158,066	\$163,555	\$152,772
Financial Sources Over/(Under) Uses	\$4,295	(\$5,046)	(\$39,650)	\$24,121	\$4,728
Cash Reserves					
Cash and cash equivalents	\$7,824	\$0	\$0	\$0	\$0
Less: GASB 31 Pooled Cash Adjustment	\$11	(\$237)	(\$1,253)	(\$821)	\$804
Ending Cash Reserves	\$7,835	(\$237)	(\$1,253)	(\$821)	\$804

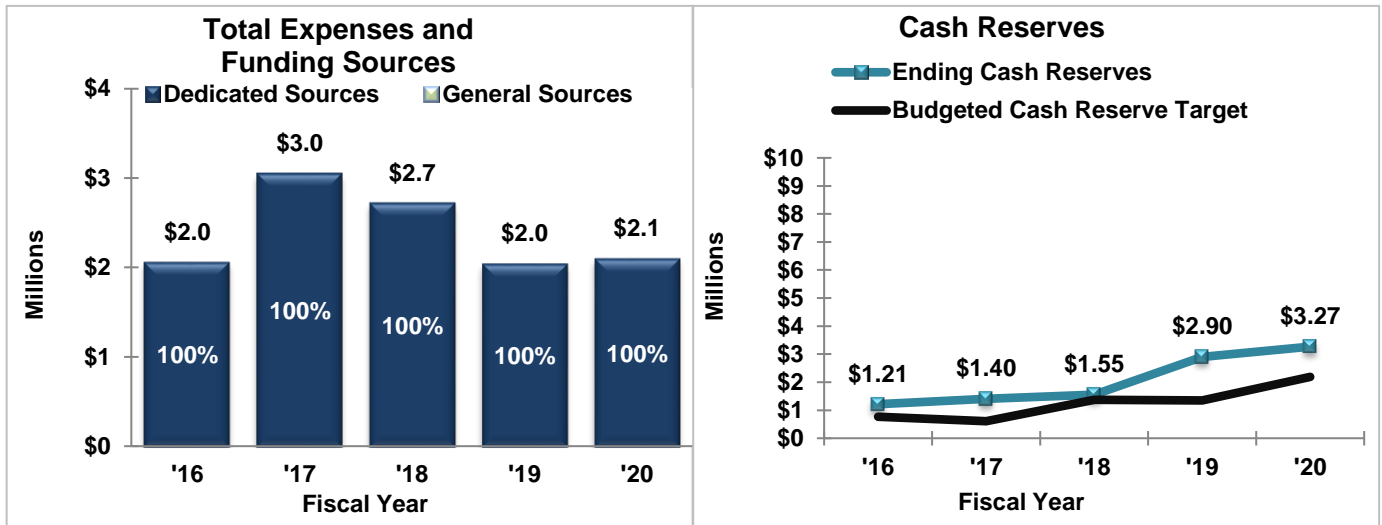
Ending cash reserves can be negative due to the timing of drawdown and receipt of grants.

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
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
2020	\$2,082,506	\$0	\$2,082,506	\$1,982,292
5 Yr % Chg	1.78%		1.78%	15.00%
5 Yr \$ Chg	\$36,400	\$0	\$36,400	\$258,532

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, 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 15.00%.

- 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/>

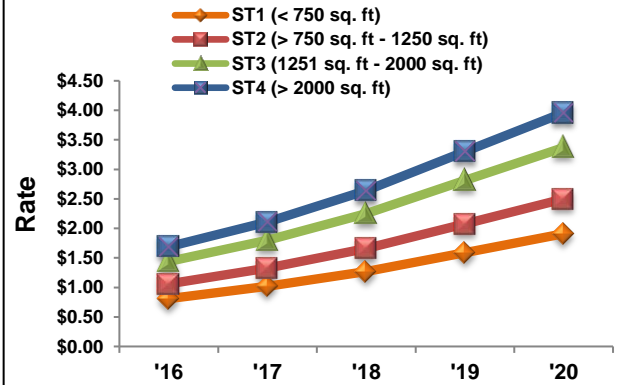
Storm Water Fund

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



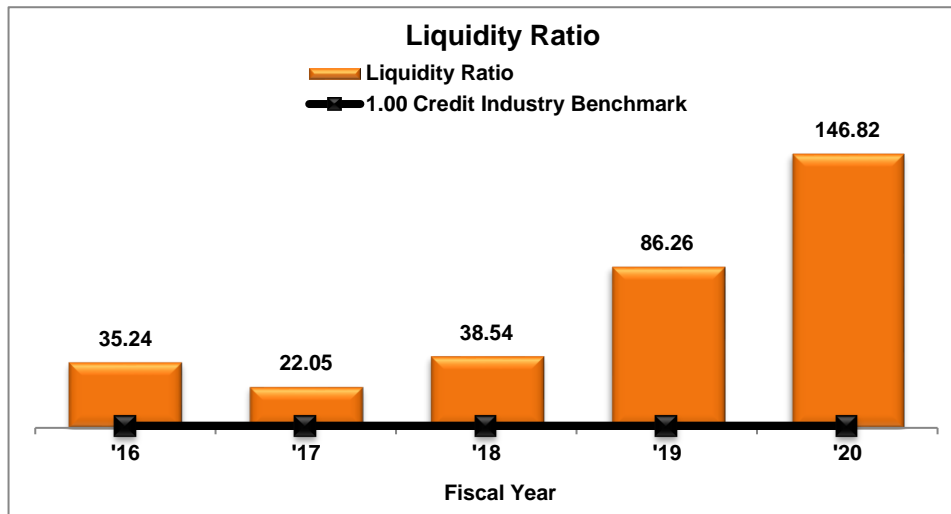
Fiscal Year	Storm Water ST2			
	Storm Water ST1 (< 750 sq. ft.)	(> 750 sq ft and < 1250 sq. ft)	Storm Water ST3 (1251 - 2000)	Storm Water ST4 (> 2000)
2016	\$0.81	\$1.06	\$1.44	\$1.69
2017	\$1.02	\$1.33	\$1.80	\$2.11
2018	\$1.27	\$1.66	\$2.25	\$2.64
2019	\$1.59	\$2.08	\$2.81	\$3.30
2020	\$1.91	\$2.50	\$3.37	\$3.96

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
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
2020	\$7,081,243	\$48,231	146.82
5 Yr % Chg	115.91%	(48.18%)	316.65%

* *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 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Operating Revenues:					
Utility Charges	\$1,613,480	\$1,966,084	\$2,387,544	\$3,001,643	\$3,613,993
Total Operating Revenues	\$1,613,480	\$1,966,084	\$2,387,544	\$3,001,643	\$3,613,993
Operating Expenses:					
Personnel Services*	\$481,402	\$452,058	\$477,827	\$554,076	\$570,189
Materials and Supplies	\$136,037	\$136,560	\$142,835	\$110,399	\$95,136
Travel and Training	\$2,899	\$1,027	\$3,049	\$1,258	\$210
Intragovernmental	\$220,600	\$254,874	\$254,426	\$286,305	\$188,984
Utilities, Services and Miscellaneous	\$71,477	\$120,117	\$129,035	\$106,570	\$239,931
Depreciation	\$506,186	\$533,408	\$537,537	\$586,138	\$600,566
Total Operating Expenses	\$1,418,601	\$1,498,044	\$1,544,709	\$1,644,746	\$1,695,016
Operating Income (Loss)	\$194,879	\$468,040	\$842,835	\$1,356,897	\$1,918,977
Non-Operating Revenues:					
Revenue from Other Gov. Units	\$0	\$0	\$0	\$0	\$0
Investment Revenue	\$62,993	(\$12,958)	\$17,736	\$156,699	\$93,811
Miscellaneous Revenue	\$12,150	\$42,664	\$10,364	\$21,034	\$19,457
Total Non-Operating Revenues	\$75,143	\$29,706	\$28,100	\$177,733	\$113,268
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	\$15,977	\$14,893	\$0	\$11,718	\$28,421
Total Non-Operating Expenses	\$15,977	\$14,893	\$0	\$11,718	\$28,421
Total Non-Operating Revenues (Expenses)	\$59,166	\$14,813	\$28,100	\$166,015	\$84,847
Income (Loss) Before Contributions and Transfers	\$254,045	\$482,853	\$870,935	\$1,522,912	\$2,003,824
Capital Contribution	\$0	\$0	\$0	\$0	\$0
Transfers In - Operating	\$47,000	\$3,100	\$65,721	\$0	\$0
Transfers In - CIP	\$0	\$0	\$0	\$1,132	\$0
Transfers Out	(\$182,448)	(\$103,788)	(\$109,845)	(\$117,198)	(\$137,685)
Total Transfers and Contributions	(\$135,448)	(\$100,688)	(\$44,124)	(\$116,066)	(\$137,685)
Change in Net Position	\$118,597	\$382,165	\$826,811	\$1,406,846	\$1,866,139
Net Position - Beginning **	\$10,346,916	\$10,465,513	\$10,859,539	\$11,686,350	\$13,093,196
Net Position - Ending	\$10,465,513	\$10,847,678	\$11,686,350	\$13,093,196	\$14,959,335

* 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

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Financial Sources					
Utility Charges	\$1,613,480	\$1,966,084	\$2,387,544	\$3,001,643	\$3,613,993
Grants	\$0	\$0	\$0	\$0	\$0
Interest	\$62,993	(\$12,958)	\$17,736	\$156,699	\$93,811
Less: GASB 31 Interest Adjustment	(\$7,038)	\$31,952	\$63,943	(\$53,639)	(\$2,075)
Miscellaneous Revenue	\$12,150	\$42,664	\$10,364	\$21,034	\$19,457
Total Financial Sources Before Transfers	\$1,681,585	\$2,027,742	\$2,479,587	\$3,125,737	\$3,725,186
Transfers In	\$47,000	\$3,100	\$65,721	\$0	\$0
Total Financial Sources	\$1,728,585	\$2,030,842	\$2,545,308	\$3,125,737	\$3,725,186

Financial Uses					
Personnel Services **	\$481,402	\$452,058	\$477,827	\$554,076	\$570,189
Less: GASB 16 Vacation Liability Adjustment	\$4,522	\$8,066	(\$1,743)	(\$1,248)	\$12,594
Less: GASB 68 Pension Adjustment	(\$48,406)	(\$37,064)	\$20,951	\$15,210	(\$27,510)
Less: GASB 75 Other Post Employment Bnft Adj	\$0	\$0	\$1,021	(\$1,893)	(\$2,093)
Materials and Supplies	\$136,037	\$136,560	\$142,835	\$110,399	\$95,136
Travel and Training	\$2,899	\$1,027	\$3,049	\$1,258	\$210
Intragovernmental	\$220,600	\$254,874	\$254,426	\$286,305	\$188,984
Utilities, Services and Miscellaneous	\$71,477	\$120,117	\$129,035	\$106,570	\$239,931
Interest Expense	\$0	\$0	\$0	\$0	\$0
Bank & Paying Agent Fees	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$182,448	\$103,788	\$109,845	\$117,198	\$137,685
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$106,734	\$254,598	\$287,754	\$154,117	\$121,170
Enterprise Revs used for Capital Projects	\$503,321	\$480,221	\$804,940	\$975,000	\$1,829,943
Total Financial Uses	\$1,661,034	\$1,774,245	\$2,229,940	\$2,316,992	\$3,166,239

Financial Sources Over/(Under) Uses	\$67,551	\$256,597	\$315,368	\$808,745	\$558,947
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Cash Reserves					
Cash and cash equivalents	\$3,142,877	\$2,647,805	\$2,820,676	\$4,543,829	\$6,799,418
Less: Cash Restricted for Capital Projects	(\$2,002,461)	(\$1,352,587)	(\$1,439,222)	(\$1,755,941)	(\$3,646,796)
Less: GASB 31 Pooled Cash Adjustment	\$74,082	\$106,034	\$169,977	\$116,338	\$114,263
Add: Inventory	\$0	\$0	\$0	\$0	\$0
Ending Cash Reserves	\$1,214,498	\$1,401,252	\$1,551,431	\$2,904,226	\$3,266,885

Budgeted Operating Expenses w/o Depr	\$1,057,484	\$1,109,374	\$1,410,728	\$1,545,404	\$1,533,729
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	\$64,525	\$103,788	\$108,514	\$117,198	\$137,685
Add: Budgeted Principal Payments	\$0	\$0	\$0	\$0	\$0
Add: Budgeted Capital Additions	\$214,000	\$158,000	\$292,500	\$178,000	\$124,000
Add: Budgeted Ent Revenue for CIP	\$503,321	\$334,021	\$1,004,940	\$975,000	\$1,829,943
Total Budgeted Financial Uses	\$1,839,330	\$1,705,183	\$2,816,682	\$2,815,602	\$3,625,357
Less: Ent Rev Budgeted for current year CIP	(\$503,321)	(\$334,021)	(\$1,004,940)	(\$975,000)	(\$1,829,943)
Operational Expenses	\$1,336,009	\$1,371,162	\$1,811,742	\$1,840,602	\$1,795,414
x Cash Reserve Target %	x 20%	x 20%	x 20%	x 20%	x 20%
Cash Reserve Target for Operations	\$267,202	\$274,232	\$362,348	\$368,120	\$359,083
Add: Ent Rev Budget for Current year CIP	\$503,321	\$334,021	\$1,004,940	\$975,000	\$1,829,943
Budgeted Cash Reserve Target	\$770,523	\$608,253	\$1,367,288	\$1,343,120	\$2,189,026

Above/(Below) Cash Reserve Target	\$443,975	\$792,999	\$184,143	\$1,561,106	\$1,077,859
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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.cmo.como.gov/finance/accounting/financial-reports>