This manual is divided into three sections: General Government Section, Enterprise and Internal Service Section, and Financial Trends Section. This manual provides financial information for the ten year period of FY 2001 - FY 2010.

**General Government Section (Pages 1 – 118)**

The City's General Fund revenue estimates have consistently been within a 1-3% tolerance range of actual revenues given recent economic indicators. The FY 2010 Actual Expenditures were (10.84%) under FY 2010 Budgeted Expenditures due to continued cost containment measures requested by the City Manager and approved by the City Council. Each year during the budget process, the staff estimates results for the current year. Actual revenues for FY 2010 were 2.99% over estimates utilized in the FY 2011 budget and actual expenditures were (0.82%) under estimates.

There is a graphic overview on page 3 which illustrates the General Fund revenues, expenditures, and unreserved fund balance. During the past ten years the General Fund balance has steadily risen which reflects a positive financial trends. The slight increase in undesignated, unreserved fund balance for FY 2010 is a result of the City Council’s long term fiscal plan to reduce the designated use in the 2011 budget so it will be available in the 2012 and 2013 budgets. Nearly $3.6 million in appropriated fund balance was budgeted for FY 2010 which was a decrease from the previous year’s appropriation. The General Fund balance is well above the 16% of expenditure levels required by Council Policy.

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

**Enterprise and Internal Service Funds Section (Pages 119 – 226)**

The Enterprise Funds consist of nine funds: Water and Electric Utility Fund, Sanitary Sewer Utility Fund, Regional Airport Fund, Public Transportation Fund, Solid Waste Utility Fund, Parking Facilities Fund, Recreation Services Fund, Railroad Fund, and Storm Water Utility Fund. The financial condition of the Enterprise Funds taken as a whole remains sound. As a part of the budget process, an annual review of financial condition and forecasting is performed to determine any rate changes for these utilities.

Certain Enterprise Funds received subsidies and transfers totaling $5,102,410 from the General Government. Subsidies and transfers for FY 2010 from the General Fund included $1,556,910 for Recreation Services Fund. Subsidies from the Transportation Sales Tax Fund include $1,841,667 into the Airport Fund and $1,681,804 into the Public Transportation Fund. The Railroad Fund received a $50,000 subsidy from the Electric Utility Fund for capital projects. Recreation Services received $637,725 from the Parks Sales Tax Fund and transfers from the Contributions Fund and other sources in the amount of $22,500 for various projects.

Internal Service Funds consist of seven funds: Custodial and Maintenance Services Fund; Utility Customer Services Fund; Information Services Fund; Public Communications Fund; Fleet Operations Fund; Employee Benefit Fund; and Self Insurance Reserve Fund. There are no General Government subsidies to Internal Service Funds.
Included in this section are summary and individual graphic overview for all Enterprise and Internal Service Funds. These charts indicate Operating Revenues, Operating Expenses, Operating Income, Net Income (Loss), Net Working Capital, Subsidies, and Retained Earnings for the past ten years.

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

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

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

Revenues:
During the last ten fiscal years, inflation has not eroded revenues per capita stated in constant dollars. When examining the percentage relationship of elastic tax revenues to total operating revenues and transfers of the General Fund, elastic tax revenues have had a percentage that varied from 47.94% to 52.27% during the past ten years. FY 2008 was the low end of the range at 47.58%. As a result, at times the City's General Fund became more vulnerable to inflation due to expenditures being forced upward while some amounts of revenues were stagnating or declining. The City's revenue estimates have consistently been within a 5% tolerance range of actual revenues. During this ten year period, the City's revenue base has remained fairly stable prior to FY 2007. In FY 2010 sales tax figures increased slightly over management estimates. The city continues to take proactive measures to weather the current economic conditions that are prevalent across the country. All revenues continue to be examined very carefully, and future funding strategies have been implemented in an effort to deal with constraints.

Expenditures:
The General Fund and Enterprise Fund (utilities) activities of the City have consistently expended funds under budget each fiscal year. Fixed costs as a percent of operating expenditures and transfers has slowly declined over the past several years which is a positive trend for the City. Only recently has the trend started to increase slightly, which the city will continue to monitor and manage. When examining actual growth for the General Fund, Enterprise Funds and Internal Service Funds, expenditures have increased on average approximately 7.82% each year during the time period. Cost per capita expenditures continue to be impacted by population growth and federal mandates. Expenditures per capita have only increased slightly. Given the fact that the number of employees per capita and per household fluctuated only slightly from year to year with either slight increases or decreases, it demonstrates that employee growth has not outstripped the growth occurring in the community even though the City has continued to add programs and services. Given the possibility of certain negative trends in revenues caused by economic cycles and other factors, the City should continue to closely monitor forecasts of revenues and expenditures.

Operating Position:
When examining all trend indicators of this category, the City's overall operating position has been excellent during the last ten years. The City has been able to balance its budget on a current basis, maintain reserves for
emergencies, and maintain sufficient cash to pay bills on a timely basis. The fund balance, as a percent of the
total operating budget, is adequate today and this is due to a concentrated effort by management.

Debt Structure:
When examining all trend indicators for this debt category, the City's debt has remained well below what would
normally be considered proportionate to a city of this size and tax base. The City's debt practices have not
extended past the useful life of the capital facilities it finances. The City has not used debt as an instrument to
balance the operating budgets, and the City requirements for repaying its debt have not been an excessive burden
on operating expenditures for neither the general government nor the City's enterprise operations (utilities). The
debt service coverage ratio for the City's Enterprise Funds is 2.75, the City's legal debt margin on general
obligation debt is about $330 million, and the general obligation debt per capita is well below $1,200 per capita
benchmark which would be considered a negative trend. However, significant debt was issued in FY 2009 which
may cause this trend to go down slightly. Currently, the City has no outstanding General Obligation Debt for fiscal
year 2010.

Unfunded Liability:
There are no negative trends associated with this category because the City, by policy, sets up appropriate
reserves for payments required in future years. The City has experienced a slight decrease in value of pension
assets as a percent of benefits paid due to market conditions and benefit enhancements. However this is not
considered a negative trend because the City's pension programs are fully funded in accordance with the annual
actuarial studies. Therefore, future costs of benefits are not deferred to future years. In the area of accumulated
employee leave, some cities have allowed sick leave, or some portion, to be accrued for pay purposes along with
vacation pay. Until 1989, the City's policy had not allowed sick leave to accrue for pay purposes, therefore, no
future funding problems existed. A sick leave buyback plan was created in 1989 and changed in FY 1993
requiring employees to accumulate 1,040 hours of sick leave (6 months), to be eligible. Reimbursement is 50% of
the employee's normal hourly rate for each hour bought back up to 144 hours accrued beyond the required 1,040
hours. As a part of the budget process, the City estimates the amount of sick leave that may be paid out and that
amount is budgeted in the various departments. This helps to lower the unfunded liability. Accrued vacation is
funded and presents no problem in future years. All classified city employees have a cap on the total vacation
hours they may accrue. The average accrued vacation per employee is about 2.40 weeks which has remained
constant over the past few years.

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

Community Needs and Resources:
When examining all trend indicators for this category, the overall demographic and economic outlook for Columbia
is good. Average annual unemployment continues to be less than the national average, property values for
residential and commercial properties are stable, and growth in the population is increasing gradually. The level of
business activity has fluctuated slightly in terms of new businesses and retail sales for from FY 2008 – FY 2010.
Because sales tax is a major revenue source for the general government, the City's business activity must be
carefully monitored. The growth rate for FY 2009 was negative for the first time in the 10 year span provided in
the document and only increased by about 2.0% for FY 2010. Management anticipates growth to be only about
1% during FY 2011. The city is currently taking steps to ensure expenditures do not exceed the funds available.
The fluctuating growth rate over the past ten years listed has caused the City to continue to closely monitor this
resource.

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

Respectfully Submitted,

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