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 1997 - FY 2006.

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

The City's General Fund revenue estimates have consistently been within a 3-5% tolerance range of actual revenues. The FY 2006 Actual Revenues were 3.52% over FY 2006 Budgeted Revenues. The FY 2006 Actual Expenditures were (7.11%) under FY 2006 Budgeted Expenditures. Each year during the budget process, the staff estimates results for the current year. Actual revenues for FY 2006 were 3.04% over estimates utilized in the FY 2007 budget and actual expenditures were (2.72%) 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 increase in fund balance for FY 2006 is a result of minimal increases to department expenditures and a close monitoring of various revenue sources. Over $3.9 million in appropriated fund balance was budgeted for FY 2006 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 $6,911,102 from the General Government. Subsidies and transfers for FY 2006 from the General Fund included $1,652,682 for Recreation Services Fund and $172,000 for Parking Fund. Subsidies from the Transportation Sales Tax Fund include $974,800 into the Airport Fund and $1,600,000 into the Public Transportation Fund. The Railroad Fund received a $130,568 subsidy from the Water and Electric Utility Fund and CDBG (Community Development Block Grant). Recreation Services received $585,000 from the Parks Sales Tax Fund and a large transfer from Capital Improvement Sales Tax in the amount of $2,511,620 for capital projects defined in the ballot issue.

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

Included in this section are summary and individual graphic overview for all Enterprise and Internal Service Funds. These charts indicate Operating Revenues, Operating Expenses, Operating Income, Net Income
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 49.32% to 52.30% during the past ten years. FY 2006 was near the low end of that range at 49.79%. As a result, at times the City's General Fund became more vulnerable to inflation due to expenditures being forced upward while some amounts of revenues were stagnating or declining. However, a recent low inflation environment has reduced this concern. Because of management's close scrutiny of revenues and expenditures, the FY 2006 actual revenues were 3.52% over FY 2006 Budgeted Revenues and 3.04% over Estimated FY 2006 Revenues. 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, even during periods when nationally, we have seen economic factors affecting revenues such as declining interest rates and declining growth in Sales Tax figures across the country. All revenues should be examined very carefully, and future funding strategies developed in order to effectively deal with constraints.

Expenditures:
The General Fund and Enterprise Fund (utilities) activities of the City have consistently expended funds under budget each fiscal year. Fixed costs as a percent of operating expenditures and transfers has slowly declined over the past several years which is a positive trend for the City. Only during 1998-1999 did they raise to around 20%. FY 2006 was at the low end of the range with 11.92%. When examining actual growth for the General Fund, Enterprise Funds and Internal Service Funds, expenditures have increased on average approximately 7.21% each year during the time period. City expenditures continue to be impacted by population growth and federal mandates. Expenditures per capita have only increased slightly. Given the fact that the number of employees per capita and per household fluctuated only slightly from year to year with either slight increases or decreases, it demonstrates that employee growth has not outstripped the growth occurring in the community even though the City has continued to add programs and services. Given the possibility of certain negative trends in revenues caused by economic cycles and other factors, the City should continue to 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. As these balances grow, the City has budgeted the prudent use of fund balance.
Debt Structure:
When examining all trend indicators for this debt category, the City’s debt has remained well below what would normally be considered proportionate to 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 2.23, the City's legal debt margin on general obligation debt is about $293 million, and the general obligation debt per capita is well below $1,200 per capita benchmark which would be considered a negative trend. The City had no outstanding General Obligation Debt for fiscal year 2006.

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 3/4 of the employee’s normal hourly rate for each hour bought back up to 144 hours accrued beyond the required 1,040 hours. 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. Most City employees have a cap on the total vacation hours they may accrue. The average accrued vacation per employee is about 2.22 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 annual review and update capital replacement schedules.

Community Needs and Resources:
When examining all trend indicators for this category, the overall demographic and economic outlook for Columbia is good. Average annual unemployment is less than the national average, property values for residential and commercial properties have increased, growth in the population is increasing gradually, and the level of business activity has increased in terms of new businesses and retail sales. Because sales tax is a major revenue for the general government, the City's business activity must be carefully monitored. In FY 2001 the City's total one percent sales tax reflected a growth of 8.00%, (due to the shift of 4.1% from the Capital Improvement Plan portion to the General Fund portion) while FY 2006 experienced a growth rate of 7.67%, which is 1.51% higher than FY 2005. Although FY 2006 increased, the rate of growth over the past ten years listed has fluctuated causing the City to continue to closely monitor this resource.

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

Respectfully Submitted,

Lori B. Fleming
Director of Finance
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