



City of Columbia, Missouri

# Financial Trend Manual Report

For the Fiscal Year Ending September 30, 2023





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June 25, 2024

Mr. De'Carlon Seewood  
City Manager  
City of Columbia  
Columbia, Missouri 65201

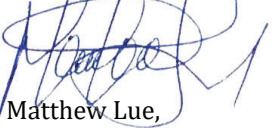
The City of Columbia Trend Manual has been prepared for the FY2019 to FY2023 period. The purpose of this document is to enable the City to better understand the factors that affect the City's financial condition and to present a clear picture of the City's financial strengths and weaknesses for review by the City Manager, Department Directors, Council members, credit rating agencies, and others. The information included in this document comes from the Financial Management Information Supplement (FMIS), which is not an audited report.

This document summarizes the historical trends for each of the City of Columbia's Funds. This trend manual dissects complex financial information into simple income statements. Each income statement includes revenue, expenditure, excess (deficiency) of revenue over expenditures, estimated cash reserve for all funds, and cash in capital projects for each enterprise fund. Additionally, this document contains the total expenditure trend for each department supported by the General Fund. There are four sections by fund type:

1. Governmental Fund
2. Special Revenue Fund
3. Enterprise Fund, and
4. Internal Services Fund

The main objective of this trend manual is to assist policymakers, including City Manager, Department Directors, and City Council members, in making informed financial decisions based on historical evidence. The scope of the financial trend manual is to provide information that will act as a more efficient and better tool for analyzing the current financial and economic trends within the City organization. In-depth analysis will only be provided for revenues and expenditures from FY 2023. For further insight into expenditure and revenue fluctuations from previous years, reference the Trend Manuals from FY 2019 through FY 2022.

Respectively Submitted,



Matthew Lue,  
Finance Director



## GOVERNMENTAL FUND

The general fund is used to account for the operating expenditures for governmental programs and several basic public safety and health-related services provided by the city. The General Fund of a governmental unit is made up of the resources available to maintain necessary functions of city government. The General Fund supports the following departments: City Council, City Clerk and Elections, City General, City Manager, Municipal Court, Human Resources, Law, Cultural Affairs, Community Development, Economic Development, Finance, Fire, Police, Health, Community Services, Divisions of Public Works Administration, Traffic, Streets and Engineering, and beginning in FY 2021, Community Relations, and Facilities Management (previously Custodial & Building Maintenance).

## GENERAL FUND

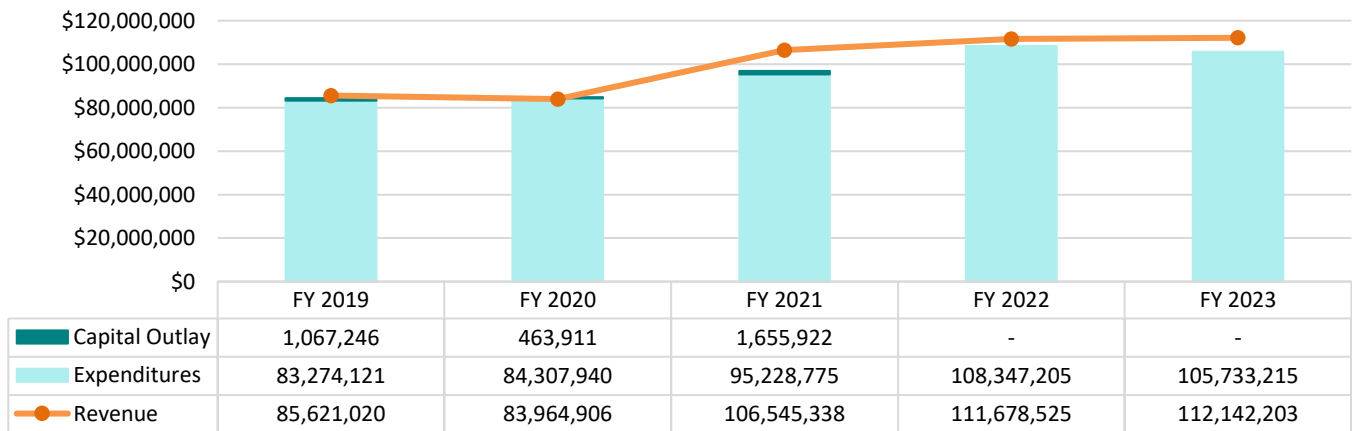
### General Fund

The General Fund is used to finance and account for a large portion of the current operating expenditures and capital outlays (not capital improvements) of the City Government. The General Fund is one of the largest and most important of the City's funds because most governmental programs (Police, Fire, Health, Public Works, Parks, etc.) are generally financed wholly or partially from it. The General Fund has a greater number and variety of revenue sources than any other fund, and its resources typically fund a wider range of activities. These operations can be broken down into six separate functional areas: Administrative, Health and Environment, Parks, Public Safety, Supporting Activities, and Transportation. These departments are primarily funded with general sources. The major revenue sources include Sales & Use Taxes, Payment-in-Lieu-of-Taxes (PILOT), General Administrative, Transfers, Property Taxes, and Other Local Taxes (Gasoline, Telephone, Cable TV, etc.). 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 include 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, animal control, and health services. Miscellaneous Revenues include property sales, photocopies, auction revenue, and Housing Authority Payment-In-Lieu of Taxes, as well as other miscellaneous sources of revenue. Grant revenue includes 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 the purpose of providing basic community services, and they are reimbursed to the City for a portion of the functions performed by City employees/operations that also benefit the county, which include Public Health, Animal Control, and notifications of county nuisance abatements. The capital projects associated with these General Fund departments are accounted for in a separate fund called the Capital Projects Fund and, thus, are not included in the General Fund Summary totals.

### Revenue Analysis

Over last 5-years, total General Fund revenue has increased by 31%. The sales tax and property tax revenue increased by 20.1% and 29.9%, respectively. Since being introduced in FY 2022, Use Tax income has increased by \$3.3 million in FY 2023. The City did not significantly collect fines during the height of the pandemic, and this trend has continued into FY 2023. As a result, the City's fine collection decreased by 65.3% since FY 2019. From FY 2019 to FY 2023, utility (water and electric) related PILOT revenue decreased by 0.77%. Fees and Service Charges increased by 15.4% over the period shown.

**Actual Expenditures & Revenue**



In FY 2021, two funds (Facilities Management and Community Relations) moved into the General Fund, and their corresponding intragovernmental fees were no longer charged to other General Fund departments. This resulted in increasing intragovernmental revenue by \$2.8 million and fees and service charges by \$3 million between FY 2020 and FY 2021. For FY 2023, intragovernmental revenue continued to increase by 1.6 million, while fees and service charges decreased by around \$300,000 from FY 2022. During FY 2021, the Transfers In from Other City Funds increased by approximately \$7 million due to reclassifying funds and increasing transfers from Transportation Sales Tax, as well as a \$2 million transfer from Capital Projects. FY 2022 and FY 2023 have shown a gradual return to normal levels of transfer revenue. Due to low interest rates in recent years, the City incurred a significant loss in Investment Revenue, which dropped around \$900,000 from FY 2020 to FY 2022. This revenue has rebounded significantly in FY 2023, increasing by \$2.5 million, a consequence of the Federal Reserve raising interest rates to combat inflation.

Revenue from other governmental units increased by nearly \$3 million from FY 2019 to FY 2023. Substantial increases in FY 2021 and FY 2022 are due to federal funding obtained through CARES and ARPA. Columbia received \$7.9 million in FY 2021 and \$12.8 million in FY 2022. Due to the end of the federal funding through CARES and ARPA in 2023, the total revenue from other governmental units decreased to \$7.3 million in FY 2023, a 58.75% decrease compared to FY 2022.

Other Local Tax is comprised of: Gasoline, Cigarette, Motor Vehicle, Telephone, Natural Gas, Cable, and Boone Electric Gross Receipts Tax. From FY 2019 to FY 2023, Other Local Tax Revenue has increased by \$2.9 million. In FY 2023, Gasoline Tax revenue increased by \$1 million from FY 2022, representing a significant portion of the increasing local tax revenues. Miscellaneous Revenue is comprised of antenna rent, insurance reimbursements, external CNG sales, school resource program, and Medicaid reimbursement. This revenue remained consistently over a million dollars over the last five years, and has increased by \$1.3 million from FY 2019 to FY 2023.

### Expenditure Analysis

General Fund-related total expenditures increased by \$21,391,848 or 25.4% for the period shown. In FY 2023, total expenditures decreased by \$2.6 million, or 2.4%. Employee Wages and Benefits (combined) increased by \$0.4 million; Miscellaneous Contractual expenditures decreased by \$0.9 million. In FY 2022, capital outlays were moved to Vehicle Equipment and Replacement Fund (VERF). Employee Wages and Benefits increased in FY 2022 as the City made mid-year wage adjustments. The pay package also included retention payments for employees who had remained dedicated to City service during the Covid-19 pandemic. Miscellaneous Contractual expenses decreased partially due to a \$2,000,000 payment for construction on the Missouri River Bridge made in FY 2021 that caused expenditures to be unusually high that year. Compared to FY 2020, Miscellaneous contractual expenditures have increased by \$2 million, in large part due to a \$1.4 million increase in Streets Maintenance expenditures. Transfers out to other city funds increased by \$9.5 million from FY 2021 to FY 2022 and decreased by \$1.1 million in FY 2023. In FY 2022, the creation of a separate VERF fund in Internal Services and the creation of the Parks and Recreation Special Revenue fund in FY 2023 led to these higher transfers. More information on expenditure fluctuations can be found on individual department pages.

*As of the end of FY 2023 General Fund's cash above target was \$21,628,841.*



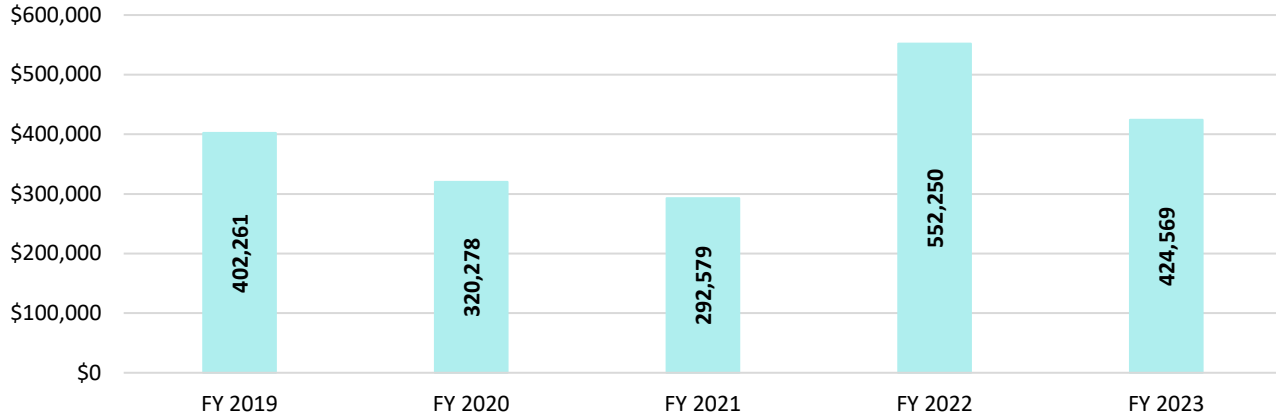
## GENERAL FUND - INCOME STATEMENT

Revenue	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
General Property Taxes	8,546,077	8,947,930	9,146,927	9,335,516	10,266,558
Sales Tax	23,184,765	23,668,382	26,295,876	29,461,437	30,124,725
Use Tax	-	-	-	642,572	3,961,765
Other Local Taxes	11,113,026	10,418,850	11,082,329	12,003,181	14,010,569
Payments in Lieu of Taxes	16,888,798	16,784,702	16,726,267	16,748,503	16,759,394
Licenses and Permits	1,087,577	1,002,066	1,102,948	1,072,953	1,641,351
Fines	1,266,756	802,706	630,988	552,153	439,147
Fees and Service Charges	2,378,122	2,384,529	5,417,389	3,060,416	2,745,429
Intragovernmental Revenue	5,774,864	5,075,091	7,833,897	9,207,929	10,816,875
Revenue from Other Governmental Units	3,429,636	4,059,083	11,705,844	17,810,635	7,347,264
Investment Revenue	1,769,561	877,266	(61,407)	(38,897)	2,493,199
Miscellaneous	1,199,407	1,651,090	1,353,390	1,137,062	2,474,938
Transfers In from Other City Funds	8,982,431	8,292,111	15,310,890	10,685,064	9,060,989
Contribution	-	1,100	-	-	-
<b>Total Revenue:</b>	<b>85,621,020</b>	<b>83,964,906</b>	<b>106,545,338</b>	<b>111,678,525</b>	<b>112,142,203</b>
Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	37,855,698	40,267,610	43,107,732	46,308,930	45,417,603
Employee Benefits	19,461,490	20,862,071	22,233,804	24,080,361	25,399,694
Construction Materials	1,659,813	1,615,871	1,950,534	1,612,088	1,505,250
Operating Supplies	1,706,592	1,271,620	1,578,171	1,762,729	1,509,020
Maintenance and Equipment	2,506,932	2,349,044	2,445,555	3,157,755	2,319,372
Training and Travel	522,797	263,464	265,044	419,457	654,294
Intragovernmental Charges	8,102,054	7,411,937	6,631,838	6,598,770	6,655,800
Utilities	1,439,631	1,364,707	1,790,470	1,861,312	1,630,018
Services and Misc. Charges	2,171,029	2,368,191	2,927,937	2,547,359	2,721,007
Misc. Contractual	5,678,994	4,635,400	9,367,686	7,550,846	6,617,470
Transfers Out to Other City Funds	2,169,091	1,898,027	2,930,005	12,447,597	11,303,687
Capital Outlay	1,067,246	463,911	1,655,922	-	-
<b>Total Expenditures:</b>	<b>84,341,367</b>	<b>84,771,852</b>	<b>96,884,698</b>	<b>108,347,205</b>	<b>105,733,215</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>1,279,653</b>	<b>(806,946)</b>	<b>9,660,641</b>	<b>3,331,321</b>	<b>6,408,988</b>
Estimated Cash Reserve	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Cash and Cash Equivalents	39,386,839	38,465,923	59,332,013	62,760,854	62,634,022
Receivables	7,529,966	8,402,867	18,196,427	8,105,378	8,541,071
GASB 31 Adjustment	1,636,901	1,620,161	2,049,256	2,601,260	2,354,515
Current Liabilities	(7,449,494)	(8,473,497)	(29,598,491)	(34,436,856)	(30,754,124)
<b>Ending Available Cash</b>	<b>41,104,212</b>	<b>40,015,454</b>	<b>49,979,205</b>	<b>39,030,636</b>	<b>42,775,484</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	84,341,367	84,771,852	96,884,698	108,347,205	105,733,215
<b>Total Expenses</b>	<b>84,341,367</b>	<b>84,771,852</b>	<b>96,884,698</b>	<b>108,347,205</b>	<b>105,733,215</b>
Cash Reserve Target (20% of total current year expenses)	16,868,273	16,954,370	19,376,940	21,669,441	21,146,643
<b>Cash above/below Target</b>	<b>24,235,939</b>	<b>23,061,084</b>	<b>30,602,265</b>	<b>17,361,195</b>	<b>21,628,841</b>

## CITY CLERK

The City Clerk is a General Fund department, which includes expenses related to the City Clerk's office and the cost of City elections.

### | City Clerk | Expenditures



### Analysis

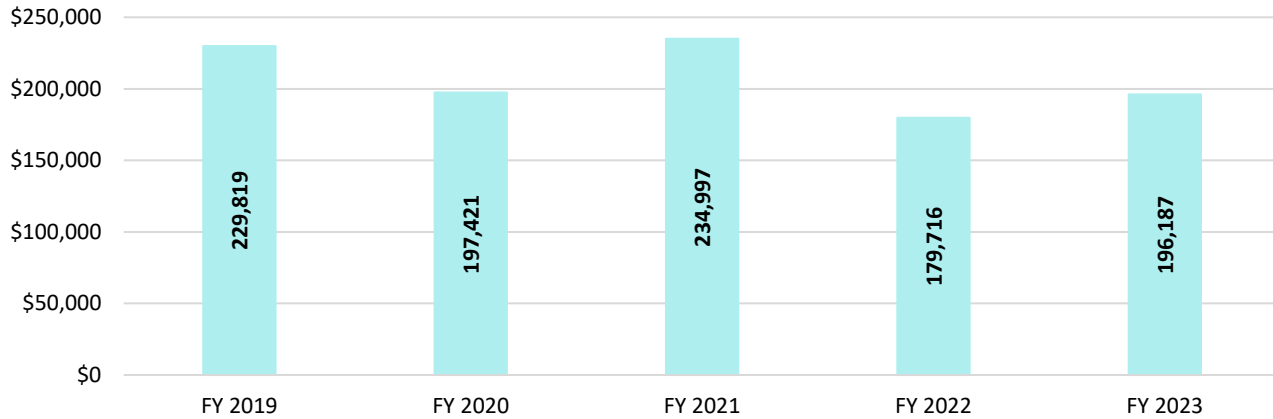
Total expenses increased by \$22,308 or 5.6% over the past five years. The years that show significantly higher expenses are due to election costs. The cost of elections for a given year depends on two factors: the number of city-specific ballot initiatives and higher-turnout elections, such as midterms and presidential elections. Unlike 2022, there was no nationwide election in 2023. Therefore, in FY 2023, costs by the city clerk decreased by 23.1% from FY 2022. FY 2023 includes the cost of the April 2023; issues on this ballot included council member elections, school board member elections, and a recreational marijuana sales tax proposition.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	217,447	197,362	192,071	224,130	256,580
Employee Benefits	70,599	63,022	54,255	70,580	81,155
Construction Materials	50	50	50	150	-
Operating Supplies	544	469	303	353	285
Maintenance and Equipment	268	-	-	1,996	-
Training and Travel	-	-	410	230	45
Intragovernmental Charges	31,050	23,808	17,092	15,338	23,897
Utilities	1,296	858	624	780	936
Services and Misc. Charges	1,671	1,977	2,014	315	325
Misc. Contractual	79,337	32,733	25,761	238,378	61,346
<b>Total Expenditures:</b>	<b>402,261</b>	<b>320,278</b>	<b>292,579</b>	<b>552,250</b>	<b>424,569</b>

## CITY COUNCIL

The City Council budget includes expenses related to the City Council as well as various Boards and Commissions. Not all board and commission expenses are included in this budget. Since the City Councilmembers are elected officials serving a finite term, there are no permanent full-time positions included in the budget. 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 the Council to allocate this funding either during the budget process or the following fiscal year.

### | City Council | Expenditures



### Analysis

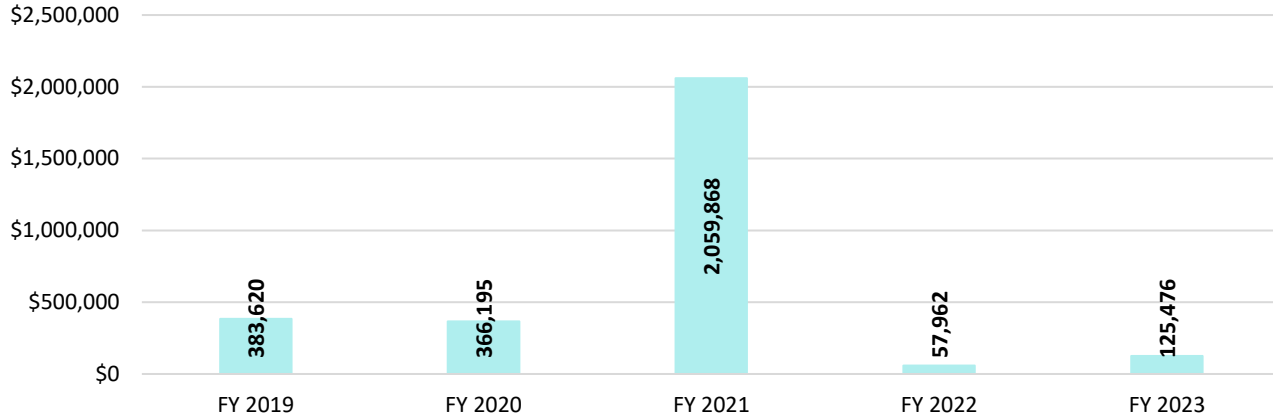
Total expenses decreased by \$33,632 or 14.7% over the past five years. There was a decrease in Intragovernmental Charges after FY 2020, which was largely due to the Custodial and Building Maintenance Fund being eliminated and moved to the General Fund as Facilities Management. With this move to the General Fund, fees for this internal service operation were no longer charged to any departments within the General Fund. In comparison to FY 2022, FY 2023 had a 9.2% increase in expenditures for the City Council, mainly due to a \$26,321 increase in Training and Travel expenses, which provides professional development opportunities for City Councilmembers.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	45,131	46,091	46,937	46,937	47,553
Employee Benefits	8,976	9,049	9,114	9,114	9,342
Operating Supplies	23,449	13,504	13,588	19,093	16,782
Maintenance and Equipment	-	-	35,174	-	285
Training and Travel	22,048	11,780	5,677	1,573	27,894
Intragovernmental Charges	47,697	45,246	13,108	9,019	9,896
Utilities	1,902	1,662	1,423	1,199	2,282
Services and Misc. Charges	36,672	38,100	39,182	52,427	62,017
Misc. Contractual	43,944	31,989	70,795	40,356	20,136
<b>Total Expenditures:</b>	<b>229,819</b>	<b>197,421</b>	<b>234,997</b>	<b>179,716</b>	<b>196,187</b>

## CITY GENERAL

City General is a General Fund department. This budget includes non-departmental expenses such as TIF fees, council reserve, contingency, and other miscellaneous non-programmed-related expenses.

### | City General | Expenditures



### Analysis

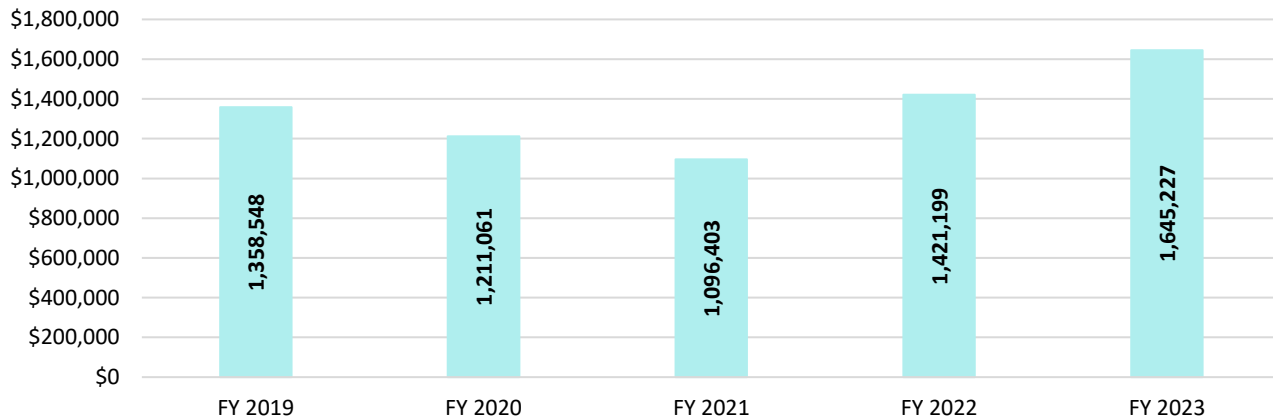
Total expenses over the past five years decreased by \$258,144 or 67.3%. There were minor fluctuations in this budget over the previous four years. In FY 2021, however, Miscellaneous Contractual-related expenditures increased mostly due to a \$2,000,000 payment for the construction of the Missouri River Bridge. Expenditures related to Intragovernmental Charges were removed from FY 2021 onwards. In FY 2022, expenditures fell to their lowest level. There was a rebound in expenditures from FY 2022 to FY 2023 of \$67,514 due to increases in Services and Miscellaneous Charges funding, but City General Expenditures have still decreased significantly over the last five years.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Benefits	25,562	6,662	28,031	21,111	1,399
Intragovernmental Charges	303,781	287,973	-	-	-
Utilities	-	130	-	-	-
Services and Misc. Charges	4,930	49,674	(4,423)	498	91,295
Misc. Contractual	49,348	21,756	2,036,260	36,354	32,782
<b>Total Expenditures:</b>	<b>383,620</b>	<b>366,195</b>	<b>2,059,868</b>	<b>57,962</b>	<b>125,476</b>

## CITY MANAGER

The City Manager's Office is responsible for the general administration of the City of Columbia, an annual statement of City programs and priorities, preparation of the annual budget, five-year Capital Improvements Plan, preparation of Council agendas, 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 the implementation of policies and programs adopted by the Council. The City Manager attends all Council meetings and Council work sessions. The City Manager appoints all officers and employees of the City except for the City Clerk and Municipal Judge. The City Counselor's appointment is subject to City Council approval. The appointment of subordinates is generally delegated to the appropriate Department Director.

### | City Manager | Expenditures



### Analysis

For the period shown, total expenses increased by \$286,679 or 21.1%. Annual increases or decreases in expenditures are due to several organizational changes within the department.

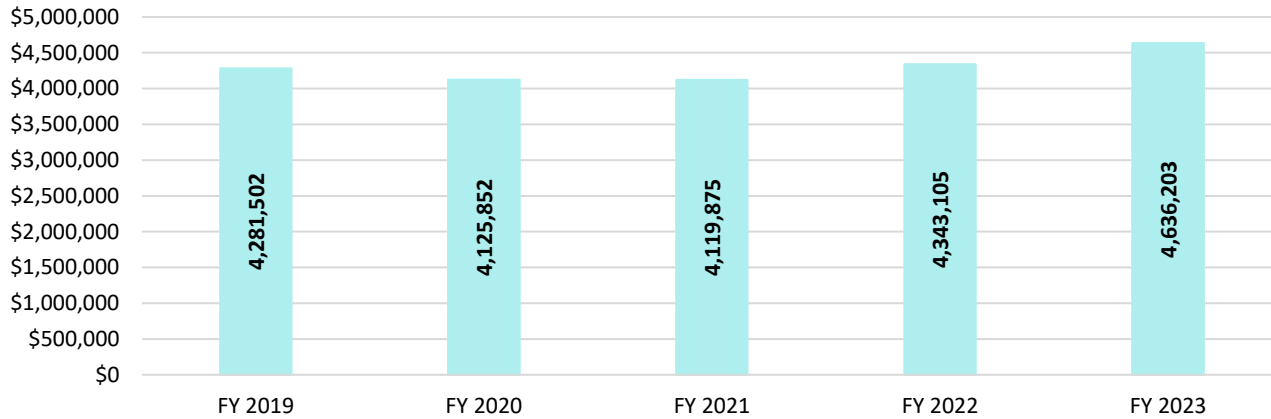
Employee Wages and Benefits decreased in FY 2020 and 2021 due to budget cuts related to the pandemic. The City Manager's Office returned to full staffing in FY 2023, explaining the increased expenditures on wages and benefits. In FY 2022, a significant portion of the Misc. Contractual expenses were related to the recruitment of several department directors. One significant increase from FY 2022 to FY 2023 is found in Training and Travel, where expenses more than doubled due to the additions of three divisions which include the Project Management Office, Communications, and the office of Diversity and Equity Inclusion.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	724,596	582,069	461,448	716,269	868,970
Employee Benefits	183,352	175,984	128,658	196,544	257,521
Construction Materials	50	50	50	-	-
Operating Supplies	21,207	17,840	9,355	23,256	27,079
Maintenance and Equipment	1,712	-	-	6,560	5,235
Training and Travel	13,211	12,202	9,681	30,372	79,647
Intragovernmental Charges	180,772	156,338	60,262	52,401	57,322
Utilities	7,488	4,784	4,498	4,852	5,337
Services and Misc. Charges	63,645	59,861	234,373	84,632	130,933
Misc. Contractual	140,493	201,932	188,078	306,315	213,184
Transfers Out to Other City Funds	22,021	-	-	-	-
<b>Total Expenditures:</b>	<b>1,358,548</b>	<b>1,211,061</b>	<b>1,096,403</b>	<b>1,421,199</b>	<b>1,645,227</b>

## COMMUNITY DEVELOPMENT

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

### | Community Development | Expenditures



### Analysis

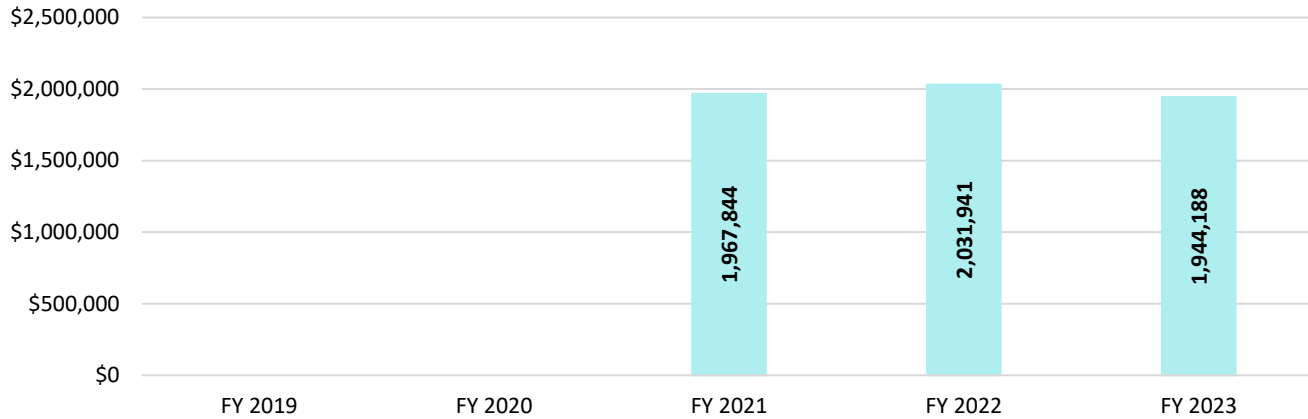
For the period shown, total expenses increased by \$354,701 or 8.3%. A significant portion of the decrease from FY 2019 to FY 2021 is due to changes in how Intragovernmental Charges were calculated. In FY 2021, both Facilities Management and Community Relations were moved to the General Fund, resulting in General Fund departments no longer paying those intragovernmental fees. In FY 2022, expenses were high due to the pay plan approved with the budget. For FY 2023, Miscellaneous Contractual Expenses increased by \$325,831 because of updates to the City's Transportation Plan.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	2,350,435	2,399,591	2,355,555	2,529,562	2,489,096
Employee Benefits	824,427	831,372	802,651	917,132	899,826
Construction Materials	4,711	5,286	2,971	5,621	4,205
Operating Supplies	61,413	47,232	51,699	56,203	45,544
Maintenance and Equipment	30,461	27,757	20,434	33,582	36,259
Training and Travel	47,789	7,480	10,646	11,604	17,762
Intragovernmental Charges	643,670	564,439	407,553	349,499	365,388
Utilities	36,753	29,722	32,589	38,000	40,796
Services and Misc. Charges	98,505	192,135	218,597	197,077	206,671
Misc. Contractual	158,485	8,238	217,181	204,825	530,656
Transfers Out to Other City Funds	-	12,600	-	-	-
Capital Outlay	24,854	-	-	-	-
<b>Total Expenditures:</b>	<b>4,281,502</b>	<b>4,125,852</b>	<b>4,119,875</b>	<b>4,343,105</b>	<b>4,636,203</b>

## COMMUNITY RELATIONS

Community Relations, composed of Communications and Creative Services and the Contact Center, assists the City Council, City Manager, and City agencies with internal and external communications. In recent years, the department's duties have expanded while it has focused more strategically on building citizen trust through effective listening and compassionate response.

### | Community Relations | Expenditures



### Analysis

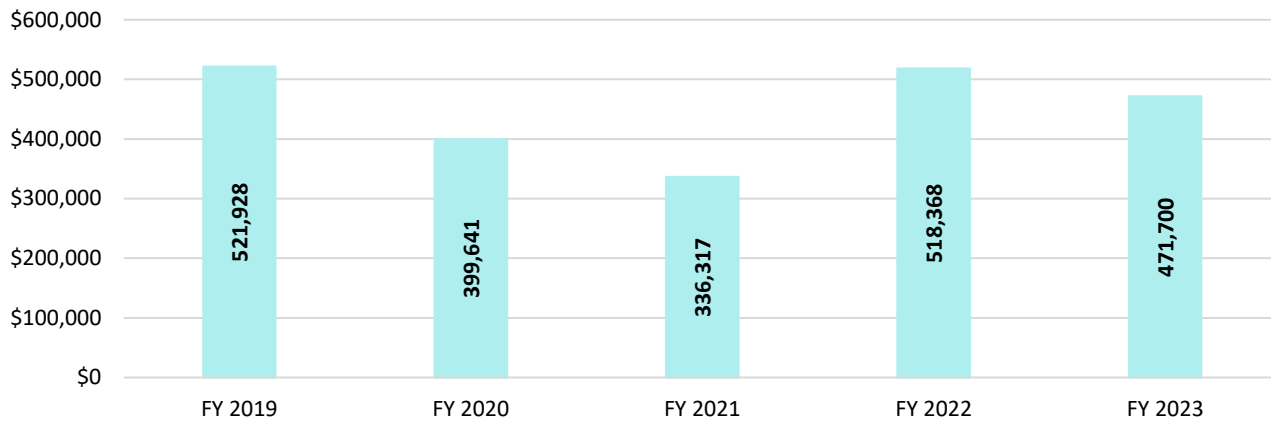
In FY 2021, Community Relations became part of the General Fund. Prior to this, it made up its own fund - the Community Relations Fund. Prior details are on the Community Relations fund page (p. 88). Between FY 2021 and FY 2023, expenditures decreased by \$23,656, or 1.2%. Much of the increase in Intragovernmental Charges is due to IT Support & Maintenance-related expenses. Training and Travel expenditures was one of the only increases for FY 2023 as City employees were once again able to attend professional development functions post-pandemic.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	-	-	931,825	915,964	839,549
Employee Benefits	-	-	359,968	369,364	358,377
Operating Supplies	-	-	41,180	68,858	53,421
Maintenance and Equipment	-	-	141,331	104,500	95,654
Training and Travel	-	-	1,308	1,520	8,641
Intragovernmental Charges	-	-	42,086	212,752	230,247
Utilities	-	-	14,040	13,858	13,130
Services and Misc. Charges	-	-	141,423	43,718	61,972
Misc. Contractual	-	-	56,789	63,514	45,305
Transfers Out to Other City Funds	-	-	237,893	237,893	237,893
<b>Total Expenditures:</b>	-	-	<b>1,967,844</b>	<b>2,031,941</b>	<b>1,944,188</b>

## CULTURAL AFFAIRS

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.

### | Cultural Affairs | Expenditures



### Analysis

For the period shown, total expenses decreased by \$50,228 or 9.6%. The category with the most significant change over the shown period is Miscellaneous Contractual. In FY 2022, OCA received ARPA funds totaling \$150,000, which facilitated the rise in Misc. Contractual cultural events-related expenses that year. Contractual spending decreased by \$64,051 (21.5%) in FY 2023, but continued to be the largest expenditure for the OCA, including new commissions for pieces of art and community functions celebrating the arts.

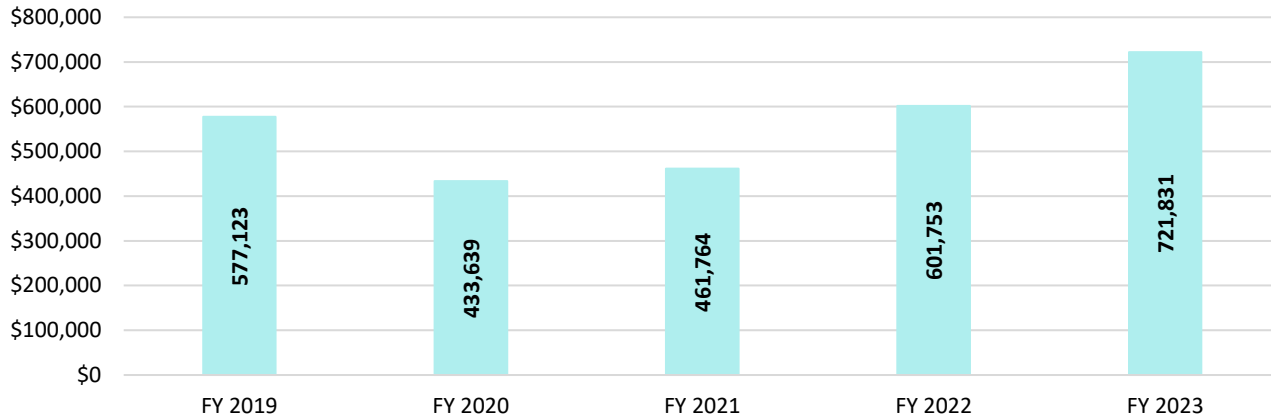
Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	147,741	148,322	120,863	129,848	141,899
Employee Benefits	47,856	49,268	36,358	45,293	48,698
Operating Supplies	7,335	2,681	8,672	4,985	6,589
Maintenance and Equipment	3,260	-	-	-	962
Training and Travel	5,369	120	208	4,704	3,016
Intragovernmental Charges	7,402	8,932	16,059	13,411	14,349
Utilities	9,735	8,496	8,833	8,252	9,236
Services and Misc. Charges	20,496	45,881	9,697	13,315	12,442
Misc. Contractual	262,988	135,943	135,627	298,560	234,509
Transfers Out to Other City Funds	9,746	-	-	-	-
<b>Total Expenditures:</b>	<b>521,928</b>	<b>399,641</b>	<b>336,317</b>	<b>518,368</b>	<b>471,700</b>



## ECONOMIC DEVELOPMENT

The Department of Economic Development provides the necessary support to encourage and facilitate the growth of the economic base in Columbia. Their tasks include 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. Regional Economic Development Inc. (REDI) provides additional operating funds to the department.

### | Economic Development | Expenditures



### Analysis

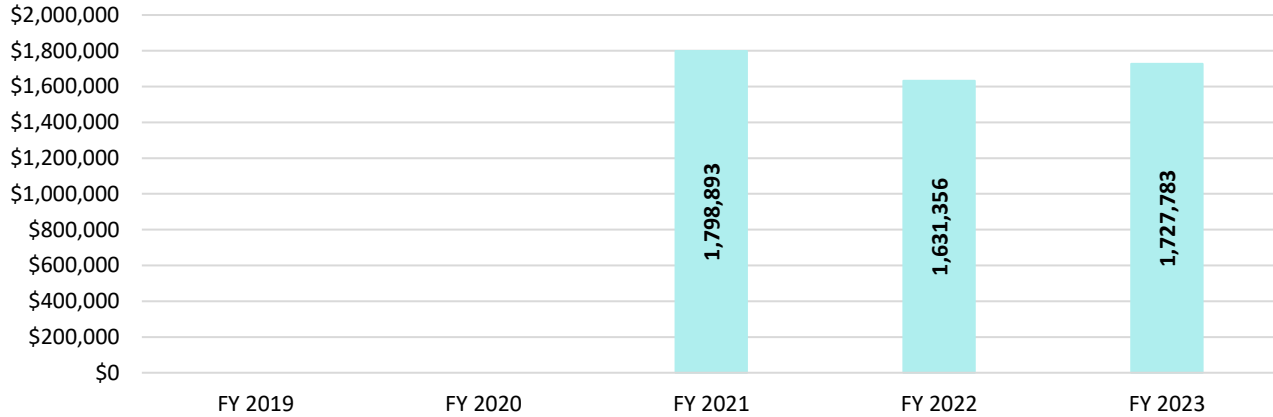
For the period shown, total expenses increased by \$144,708 or 25.1%. In FY 2021, the Supplier Diversity Program transitioned to Economic Development from the City Manager's Office. With the move, the Supplier Diversity Program was supported with an established budget, which is reflected by the increases to various expense categories. There is a continual upward trend in these departments for FY 2023. Expenses for Employee Wages rose due to a staff expansion in the department and was the primary contributor to the increase in expenditures for FY 2022, and this expansion continued into FY 2023, mainly due to the restructuring of contracted employees to city employees.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	318,699	288,078	274,187	360,715	432,202
Employee Benefits	88,096	81,276	75,051	103,992	143,152
Operating Supplies	-	-	1,429	74	560
Maintenance and Equipment	-	-	153	1,282	2,396
Intragovernmental Charges	64,856	49,285	39,844	36,810	42,521
Utilities	-	-	-	(312)	-
Services and Misc. Charges	25,072	15,000	59,100	85,442	101,000
Misc. Contractual	80,400	-	12,000	13,750	-
<b>Total Expenditures:</b>	<b>577,123</b>	<b>433,639</b>	<b>461,764</b>	<b>601,753</b>	<b>721,831</b>

## FACILITIES MANAGEMENT

Facilities Management, formerly Custodial and Building Maintenance Fund, moved in FY 2021 into the General Fund. The department provides facilities management services for the City of Columbia’s occupied buildings. This includes Planning, Design, Construction, Building Maintenance, and Custodial Services. Currently, Maintenance & Custodial services are provided for the following buildings: City Hall, Howard, Gentry, Sanford Kimpton (Health), Wabash (Bus Terminal), Grissum Building, Fleet West, and CDBG (located in the 5th Street Garage). In addition, Facilities Management serves the Walton Building, Police station buildings, and other City facilities.

### | Facilities Management | Expenditures



### Analysis

In FY 2021, the Custodial and Building Maintenance Fund was eliminated, the operation moved to the General Fund and was re-named Facilities Management. A history of this fund can be found on page 82, where expenditure details from FY 2019 and FY 2020 are described in greater detail.

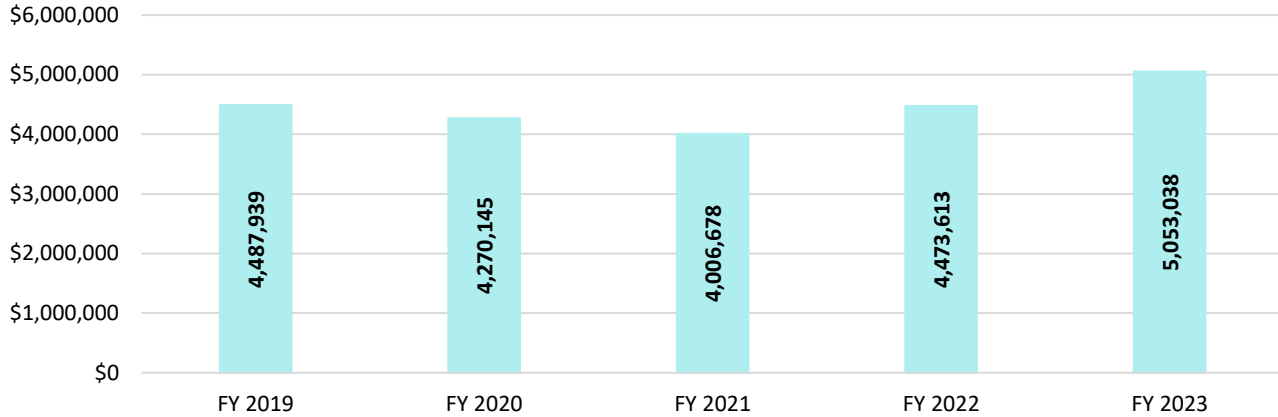
From FY 2021 to FY 2023, total expenses decreased by \$71,110 or 4.0%. Miscellaneous Contractual expenses were higher in FY 2021 than in FY 2022 in part due to necessary elevator maintenance that took place that year. The relatively high level of Services and Miscellaneous Charges expenses in FY 2021 were related to the moving of assets from Custodial and Maintenance Fund to the General Fund. Miscellaneous Contractual expenses once again eclipsed \$100,000 in FY 2023 in order to complete necessary building maintenance, including a pipe break in City Hall and renovations to the Ashley Street Center.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	-	-	642,690	684,621	711,362
Employee Benefits	-	-	229,687	269,532	269,397
Construction Materials	-	-	80,189	65,764	77,400
Operating Supplies	-	-	56,346	70,377	56,661
Maintenance and Equipment	-	-	26,395	25,914	20,538
Training and Travel	-	-	75	196	285
Intragovernmental Charges	-	-	57,495	67,139	66,019
Utilities	-	-	329,488	329,262	343,426
Services and Misc. Charges	-	-	275,616	49,181	68,337
Misc. Contractual	-	-	100,913	69,371	114,356
<b>Total Expenditures:</b>	-	-	<b>1,798,893</b>	<b>1,631,356</b>	<b>1,727,783</b>

## FINANCE

The Finance Department is a General Fund department with areas of operation including administration and economic analysis, budgeting, accounting, purchasing, treasury management, risk management, and business license.

### | Finance | Expenditures



### Analysis

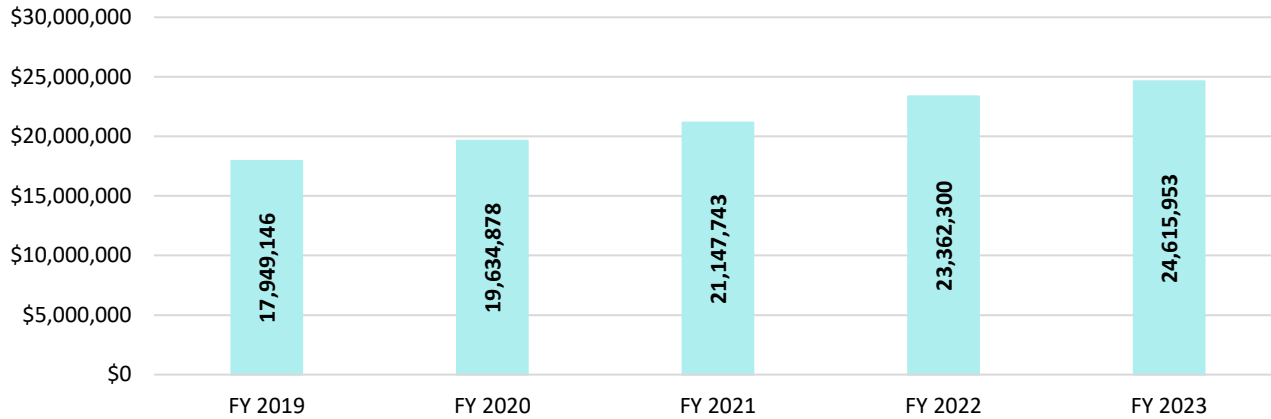
Total expenses increased by \$565,099 or 12.6% for the period shown. In FY 2020, expenses decreased by \$217,794, mostly due to travel restrictions and the citywide mandate to cut 10% from division budgets in response to the COVID-19 pandemic and expected revenue shortfalls. Increases in FY 2022's expenditures were largely a result of the mid-year pay adjustments approved in May 2022. Training and Travel expenditures have steadily increased since FY 2021 due to more opportunities for professional development for employees after the COVID-19 pandemic. An expense that more than doubled (a greater than \$120,000 increase) from FY 2022 to FY 2023 is Miscellaneous Contractual due to the purchase of budget software.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	2,488,399	2,550,198	2,509,937	2,768,997	3,050,951
Employee Benefits	886,304	911,031	895,963	1,034,867	1,099,012
Construction Materials	14	-	-	-	-
Operating Supplies	61,355	50,721	51,562	42,407	38,897
Maintenance and Equipment	76,044	11,730	7,805	31,353	17,155
Training and Travel	26,040	12,628	10,650	46,746	64,896
Intragovernmental Charges	582,100	483,336	275,304	232,385	298,912
Utilities	25,812	17,808	17,238	17,680	18,200
Services and Misc. Charges	221,439	181,783	183,732	178,677	223,780
Misc. Contractual	120,431	50,910	54,488	120,502	241,235
<b>Total Expenditures:</b>	<b>4,487,939</b>	<b>4,270,145</b>	<b>4,006,678</b>	<b>4,473,613</b>	<b>5,053,038</b>

## FIRE

The Fire Department is a General Fund department with areas of operation including administration, emergency services, training, and enforcement. 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 our citizens. By also providing emergency medical, public fire education, fire investigation, and code enforcement services to the public, the Department takes an active role in improving the overall safety of our community.

### | Fire | Expenditures



### Analysis

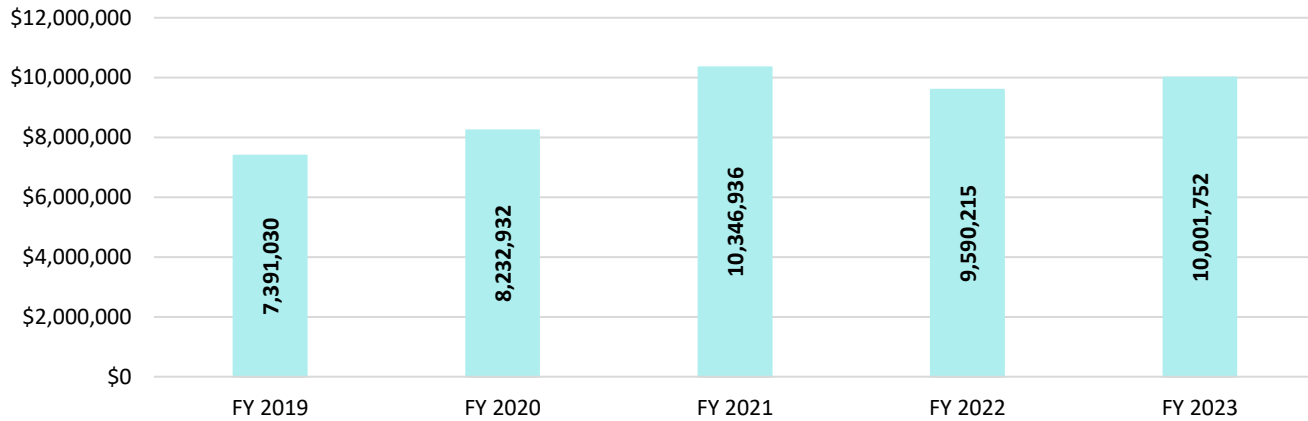
For the five-year period, total expenses increased by \$6.7 million or 37.1%. Employee compensation contributes more than two third of the total expenses. Outside of additions of positions and changes to employee compensation, increases in FY 2022 expenditures result from Maintenance and Equipment expenditures on audiovisual equipment, clothing, uniforms, and other supplies. For the most part, FY 2023 continued many spending trends from previous years, including increases in staffing costs due to the addition of 14 new positions in FY 2023.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	8,999,822	9,919,827	10,459,256	11,561,592	11,958,783
Employee Benefits	6,712,223	7,408,886	7,937,177	8,707,896	9,773,229
Construction Materials	18,370	14,320	14,840	8,259	9,742
Operating Supplies	207,644	171,442	246,952	231,849	237,386
Maintenance and Equipment	406,738	476,396	562,953	951,695	632,302
Training and Travel	42,682	47,456	68,238	59,111	59,541
Intragovernmental Charges	1,102,175	1,047,767	1,289,960	1,184,628	1,290,478
Utilities	199,821	195,834	197,855	209,183	217,439
Services and Misc. Charges	198,993	251,247	219,132	380,960	354,791
Misc. Contractual	60,678	59,540	72,931	67,127	82,262
Capital Outlay	-	42,163	78,449	-	-
<b>Total Expenditures:</b>	<b>17,949,146</b>	<b>19,634,878</b>	<b>21,147,743</b>	<b>23,362,300</b>	<b>24,615,953</b>

## HEALTH AND HUMAN SERVICES

Health and Human Services are jointly managed by the City and Boone County. It includes the following divisions: Administration, Community Health Promotion, Animal Control, Environmental Public Health, Community Health, WIC, Social Services, Epidemiology Planning and Evaluation, Human Services, and Mental Health Collaboration.

### | Health and Human Services | Expenditures



### Analysis

For the period shown, total expenses increased by \$2.6 million, or 35.3%. The most significant increase occurred between FY 2020 and FY 2021 due to the COVID-19 pandemic.

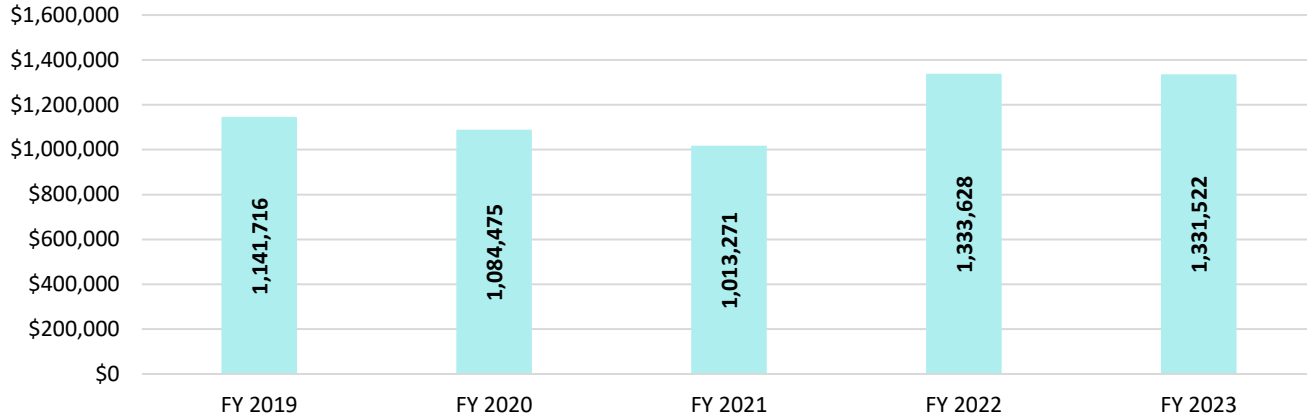
In FY 2021, the department added a large volume of temporary staff to assist with the COVID-19 response - this resulted in increases in Employee Wages and Employee Benefits in FY 2020 and FY 2021. Additionally, beginning in FY 2021, the department created a Mental Health Co-Responder Division. This division is anticipated to work closely with the Columbia Police Department (CPD) in responding to calls for service involving mental health. Decreases in expenditures are related to reductions in temporary staffing and contractual services related to the end of the COVID-19 response in FY 2022, and the roughly \$500,000 increase in FY 2023 demonstrates a more typical annual increase in expenditures. The small increase in Employee Wages and Benefits in FY 2023 is due to the hiring of Social Services Specialists and Disease Intervention Specialists in the Health and Human Services Division.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	3,213,065	3,840,792	4,989,649	4,526,528	4,666,887
Employee Benefits	1,120,341	1,385,752	1,662,175	1,587,625	1,725,561
Construction Materials	275	775	-	-	-
Operating Supplies	295,768	201,446	293,690	200,525	226,538
Maintenance and Equipment	103,152	164,857	83,117	98,860	239,497
Training and Travel	60,075	21,756	23,261	31,833	99,522
Intragovernmental Charges	778,147	643,191	622,794	858,668	972,417
Utilities	104,482	94,367	98,510	92,081	93,629
Services and Misc. Charges	233,287	221,181	225,869	371,927	289,922
Misc. Contractual	1,482,439	1,658,815	2,347,872	1,822,167	1,687,778
<b>Total Expenditures:</b>	<b>7,391,030</b>	<b>8,232,932</b>	<b>10,346,936</b>	<b>9,590,215</b>	<b>10,001,752</b>

## HUMAN RESOURCES

Human Resources is a General Fund department that assists all departments with classification and compensation, compliance, employee performance, employee relations, labor relations, payroll support, recruitment, and hiring.

### | Human Resources | Expenditures



### Analysis

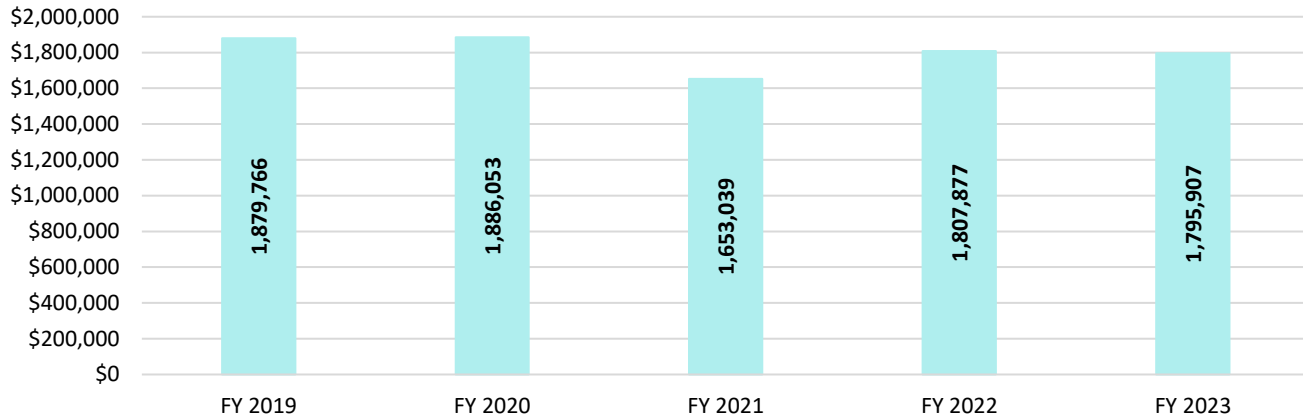
For the period shown, total expenses increased by \$189,806 or 16.6%. In FY 2020, expenses decreased by \$57,241, largely due to decreased advertising costs (a decrease of \$45,720). In FY 2022, overall expenses increased largely due to Classification and Compensation Study-related consulting expenditures accounted for under Misc. Contractual. The increase in employee wage and benefit expenditures in FY 2023 is due to the hiring of an additional employee in this department to meet the need for human resources services in the city government.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	546,078	563,971	597,007	569,974	686,590
Employee Benefits	185,354	183,637	188,248	209,191	246,765
Construction Materials	100	-	50	-	-
Operating Supplies	17,082	14,501	16,257	8,886	13,067
Maintenance and Equipment	13,063	4,613	458	7,471	9,301
Training and Travel	6,728	11,180	5,358	11,187	22,174
Intragovernmental Charges	157,716	148,359	72,617	71,128	79,234
Utilities	5,832	4,056	4,056	4,519	4,259
Services and Misc. Charges	119,296	62,835	86,663	129,567	176,262
Misc. Contractual	90,467	91,322	48,108	321,706	93,871
<b>Total Expenditures:</b>	<b>1,141,716</b>	<b>1,084,475</b>	<b>1,018,820</b>	<b>1,333,628</b>	<b>1,331,522</b>

## LAW

The Law Department, supported by General Fund, is responsible for managing all litigation in which the City has a legal interest or requires legal representation. This can include prosecuting municipal ordinance violations, drafting legislation, approving 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, and 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.

### | Law | Expenditures



### Analysis

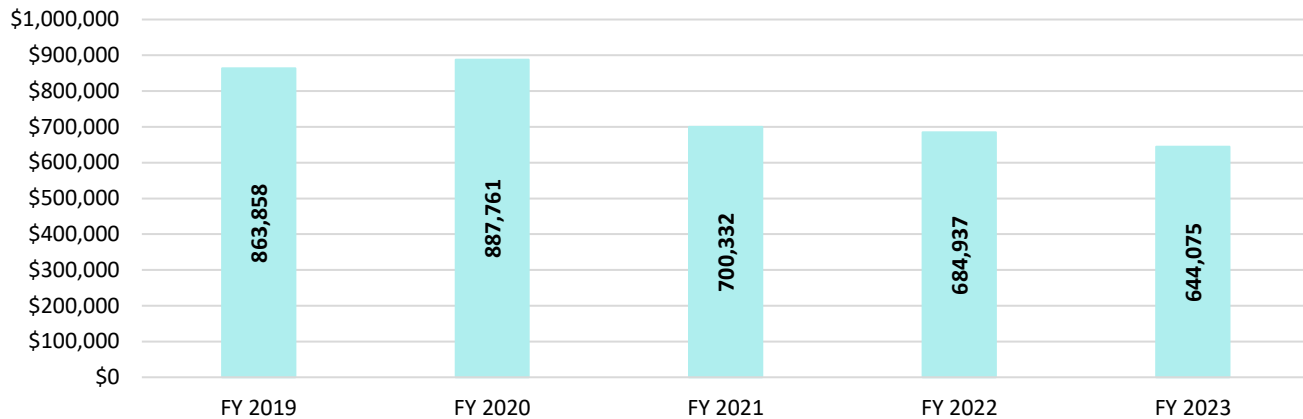
For the period shown, total expenses decreased by \$83,859 or 4.5%. FY 2021 reflects a decrease in total expenses for employee wages and benefits. Employee wages decreased due to the elimination of two positions and less temporary position pay. These cuts were mandated by anticipated decreased revenues to the General Fund because of COVID-19. The increase in expenses in FY 2022 primarily reflects increases in contracted legal services. In FY 2023, employee wage and benefit expenditures returned to pre-pandemic levels. Expenses on contracted legal services decreased by \$214,838 from FY 2022 to FY 2023.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	1,056,512	1,043,670	951,368	998,818	1,123,735
Employee Benefits	360,980	350,114	307,889	329,085	367,386
Operating Supplies	25,896	27,999	29,245	23,128	30,747
Maintenance and Equipment	5,363	-	40	15,000	18,621
Training and Travel	22,672	2,129	4,426	10,856	26,281
Intragovernmental Charges	198,768	171,731	91,895	87,783	99,243
Utilities	7,776	5,902	5,928	5,928	5,928
Services and Misc. Charges	14,443	33,610	61,719	12,006	13,532
Misc. Contractual	187,358	250,898	200,528	325,272	110,434
<b>Total Expenditures:</b>	<b>1,879,766</b>	<b>1,886,053</b>	<b>1,653,039</b>	<b>1,807,877</b>	<b>1,795,907</b>

## MUNICIPAL COURT

The Municipal Court is a General Fund department that includes court and traffic operations. 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.

### | Municipal Court | Expenditures



### Analysis

For the period shown, total expenses decreased by \$219,783 or 25.4%. In FY 2021, expenses decreased in Employee Wages and Intragovernmental Charges. Employee Wages decreased due to the elimination of two positions. These cuts were mandated by anticipated decreased revenues to the General Fund due to COVID-19. The Intragovernmental charges decreased largely due to the Custodial and Building Maintenance fund being eliminated and moved to the General Fund as Facilities Management. FY 2022 and FY 2023 expenses were consistent with FY 2021, continuing a trend of decreasing expenditures. One position was removed in FY 2023, explaining the declining expenditure in employee wages and benefits.

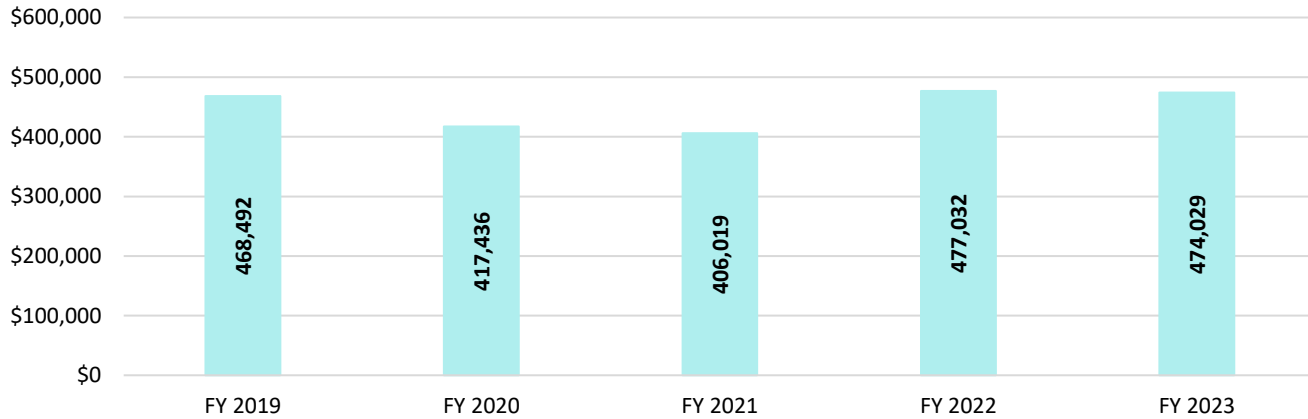
Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	453,856	519,083	424,701	433,444	394,900
Employee Benefits	168,218	198,576	164,411	165,172	159,610
Construction Materials	115	-	-	-	-
Operating Supplies	73,728	25,426	12,487	10,122	10,461
Maintenance and Equipment	3,072	-	-	-	-
Training and Travel	4,928	2,608	3,361	3,428	5,143
Intragovernmental Charges	123,687	107,947	62,301	61,156	57,843
Utilities	9,031	6,889	6,292	5,928	4,576
Services and Misc. Charges	18,692	27,115	26,029	4,811	10,655
Misc. Contractual	1,925	117	750	875	887
Capital Outlay	6,605	-	-	-	-
<b>Total Expenditures:</b>	<b>863,858</b>	<b>887,761</b>	<b>700,332</b>	<b>684,937</b>	<b>644,075</b>



## OFFICE OF SUSTAINABILITY

The Office of Sustainability is a General Fund department that relies on dedicated sources of funding. The office is responsible for facilitating the implementation of the City of Columbia’s Climate Action and Adaptation Plan (CAAP). This is accomplished through support of internally-staffed CAAP teams; education and information programming; and partnerships with community organizations.

### | Office of Sustainability | Expenditures



### Analysis

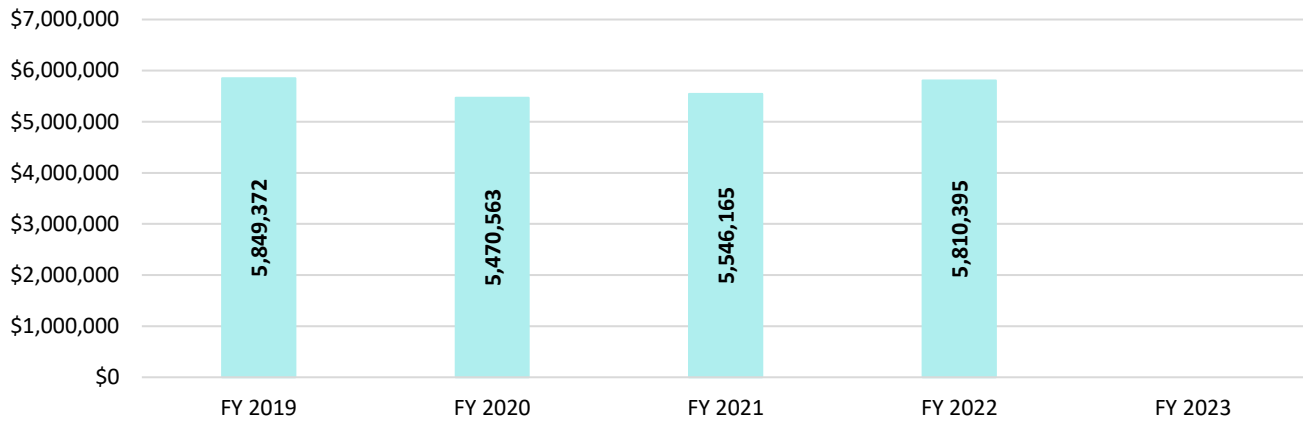
For the period shown, total expenses increased by \$5,537 or 1.2%. In FY 2020, expenses decreased due to budget cuts. FY 2021 reflects a decrease in Employee Wages and Travel and Training related-expenses. These reductions are both due to budget cuts and vacant positions. In FY 2022, expenditures grew due to changes in employee compensation as well as increased consulting and advertising expenses under Misc. Contractual. The Training and Travel expenses in FY 2023 increased (\$6,862 increase) due to Office of Sustainability employees traveling to professional development opportunities, which have returned to pre-pandemic levels.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	273,863	275,766	258,071	287,211	292,342
Employee Benefits	94,578	95,399	91,148	106,957	104,452
Construction Materials	-	147	357	200	-
Operating Supplies	25,680	3,744	4,129	3,056	8,273
Maintenance and Equipment	1,039	973	2,217	3,526	2,515
Training and Travel	6,827	4,986	27	919	7,781
Intragovernmental Charges	12,628	25,148	27,231	15,731	17,682
Utilities	2,649	2,353	2,138	2,745	2,838
Services and Misc. Charges	3,900	5,350	6,107	18,011	12,069
Misc. Contractual	47,326	3,570	14,594	38,675	26,078
<b>Total Expenditures:</b>	<b>468,492</b>	<b>417,436</b>	<b>406,019</b>	<b>477,032</b>	<b>474,029</b>

## PARKS

Parks - General Fund operations accounts for the Parks 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 CARE program. In FY 2023, this fund was merged into the Parks and Recreation – Special Revenue Fund, so expenses for Parks in FY 2023 can be found under the Parks and Recreation division of the Special Revenue Fund (p. 31).

### | Parks | Expenditures



### Analysis

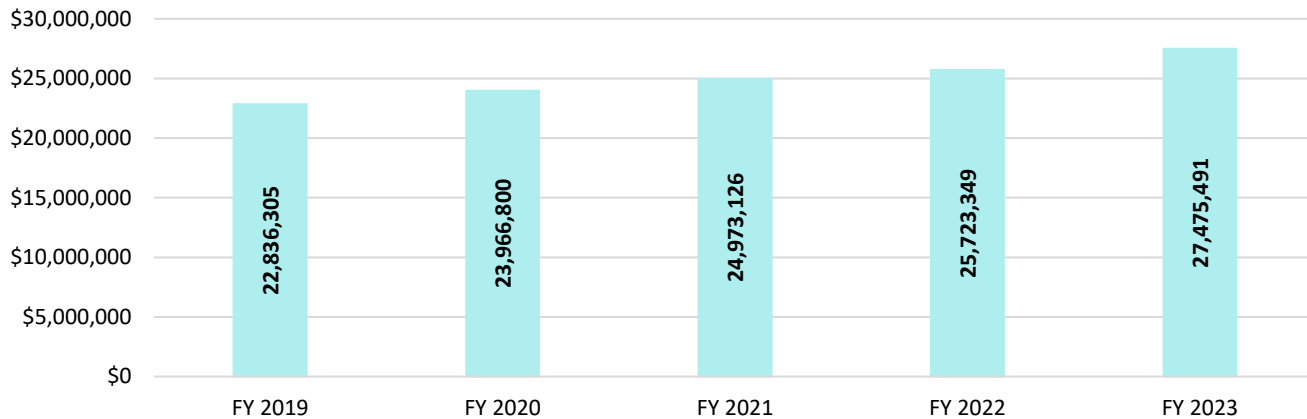
Total expenses decreased by \$38,977 or 0.7% between FY 2019 and FY 2022. In FY 2020, total expenses decreased due to budget cuts. Capital Outlay increased in FY 2020 due to fleet replacements needed for the department. FY 2021 expenses increased primarily due to Construction Materials and Intragovernmental Charges. In FY 2022, expenses increased due to changes in salaries and benefits and increases in operating supplies expenditures. In FY 2023, this division of the General Fund was moved to the Special Revenue Fund, which is why the final expense report is from FY 2022.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	2,850,877	2,572,616	2,610,154	2,884,800	-
Employee Benefits	881,561	823,434	827,183	967,265	-
Construction Materials	229,469	217,307	295,225	239,996	-
Operating Supplies	294,668	226,073	234,917	344,251	-
Maintenance and Equipment	293,793	230,597	281,645	355,152	-
Training and Travel	20,685	12,019	12,659	16,011	-
Intragovernmental Charges	602,380	560,557	624,033	408,485	-
Utilities	262,746	250,449	275,393	324,534	-
Services and Misc. Charges	173,021	209,967	209,826	146,244	-
Misc. Contractual	194,797	138,593	97,358	123,657	-
Capital Outlay	45,377	228,951	77,772	-	-
<b>Total Expenditures:</b>	<b>5,849,372</b>	<b>5,470,563</b>	<b>5,546,165</b>	<b>5,810,395</b>	<b>-</b>

## POLICE

The Police Department is a General Fund department with areas of operation including administration, operations, special services, and investigative operations support. The Police Department serves as the primary law enforcement agency for the City. Its mission is to be a model police organization in partnership with other municipal programs, operating in a participative, team-based environment to deliver quality community-oriented services in a proactive and efficient manner.

### | Police | Expenditures



### Analysis

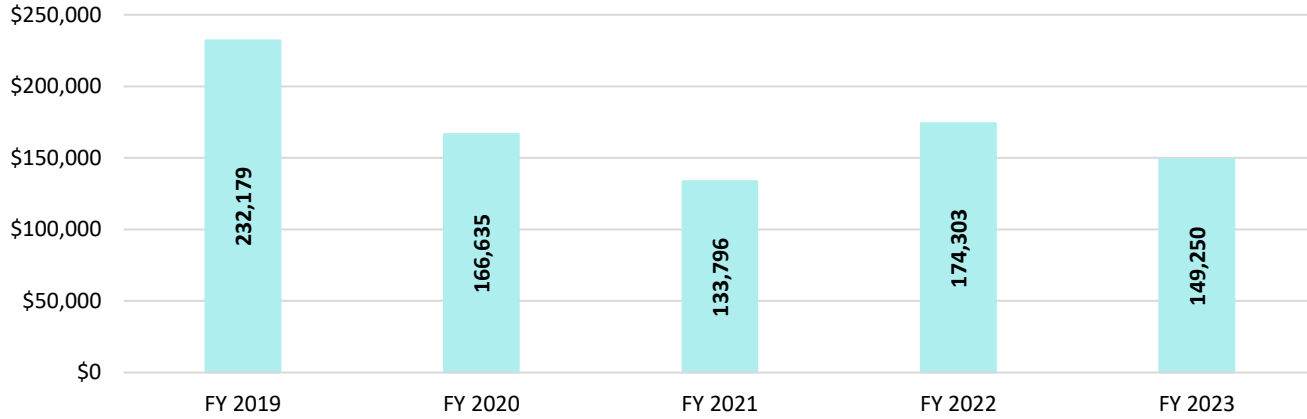
For the period shown, total expenses increased by \$4.6 million or 20.3%. In order to consolidate all commissioned officers into the Police Department, two parks positions and nine Airport positions were reallocated to Police in FY 2020, explaining the increase in expenses reflected in FY 2020. FY 2021 reflects an increase in expenses primarily due to Employee Wages and Benefits and Capital Outlay. The increase in employee wages and benefits was the addition of six positions, and the Capital Outlay related expenses increase was due to multiple fleet replacements needed for the department. Increases in Maintenance and Equipment for FY 2022 were largely due to increased expenses related to body camera purchases. The \$1.7 million increase in employee wages and benefits for FY 2023 was because of the addition of nine new positions. In FY 2023, the Police Department began funding the Columbia Neighborhood Watch program, an additional Miscellaneous Contractual cost.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	11,166,513	12,371,313	12,534,776	13,475,272	14,290,925
Employee Benefits	6,674,816	7,155,157	7,395,035	7,759,544	8,638,626
Construction Materials	171	300	61	-	24
Operating Supplies	384,681	304,523	355,029	420,132	560,308
Maintenance and Equipment	857,583	848,839	765,581	901,368	570,290
Training and Travel	206,977	110,999	90,022	158,689	197,633
Intragovernmental Charges	2,382,044	2,208,853	2,305,485	2,226,623	2,315,197
Utilities	231,939	209,602	223,669	258,186	267,981
Services and Misc. Charges	552,476	603,517	541,189	444,333	460,781
Misc. Contractual	56,301	48,236	67,236	79,201	173,726
Capital Outlay	322,805	105,462	695,043	-	-
<b>Total Expenditures:</b>	<b>22,836,305</b>	<b>23,966,800</b>	<b>24,973,126</b>	<b>25,723,349</b>	<b>27,475,491</b>

## PUBLIC WORKS ADMINISTRATION

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, Facilities Management, Fleet Operations, Public Improvements, and right-of-way acquisition.

### | Public Works Administration | Expenditures



### Analysis

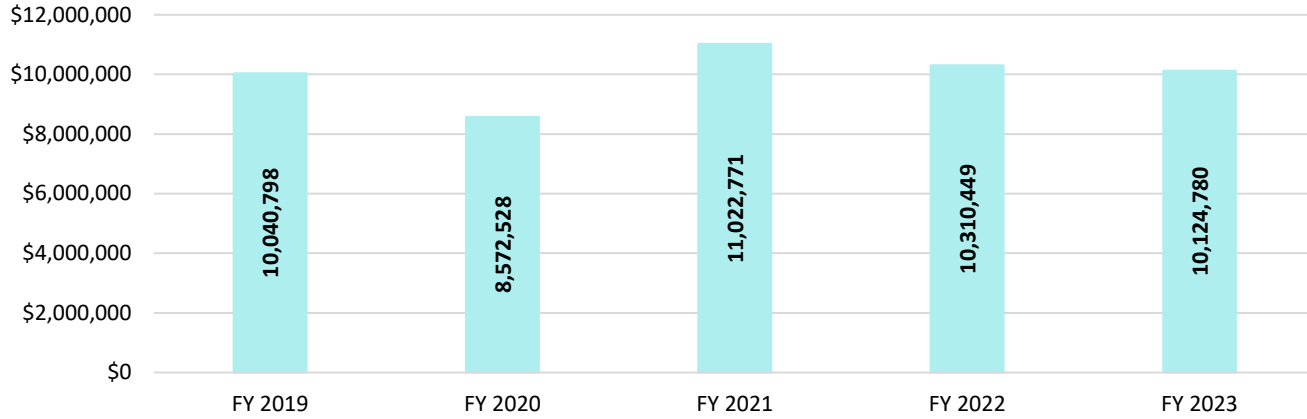
Total expenses decreased by \$82,929 or 35.7% for the period shown. These decreases are due to several organizational changes. In FY 2020, expenses decreased due to budget cuts. FY 2021 reflects a large decrease in Intragovernmental Charges. This was due to the Custodial and Building Maintenance Fund being eliminated and moved to the General Fund as Facilities Management. Most of the increases in FY 2022 expenses can be attributed to the pay package that was approved in May 2022. The largest decrease in expenses for FY 2023 came from employee wages, which is due to restructuring of positions in this department.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	94,974	80,766	72,243	109,599	76,130
Employee Benefits	27,721	27,247	22,969	24,618	25,431
Operating Supplies	6,218	1,923	2,526	4,112	3,794
Maintenance and Equipment	4,153	1,498	105	3,333	3,275
Training and Travel	6,090	492	1,892	453	4,461
Intragovernmental Charges	55,892	47,847	27,871	28,326	32,497
Utilities	4,983	3,535	3,240	2,808	2,808
Services and Misc. Charges	2,584	3,298	2,951	1,054	855
Misc. Contractual	29,563	28	-	-	-
<b>Total Expenditures:</b>	<b>232,179</b>	<b>166,635</b>	<b>133,796</b>	<b>174,303</b>	<b>149,250</b>

## STREETS AND ENGINEERING

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.

### | Streets and Engineering | Expenditures



### Analysis

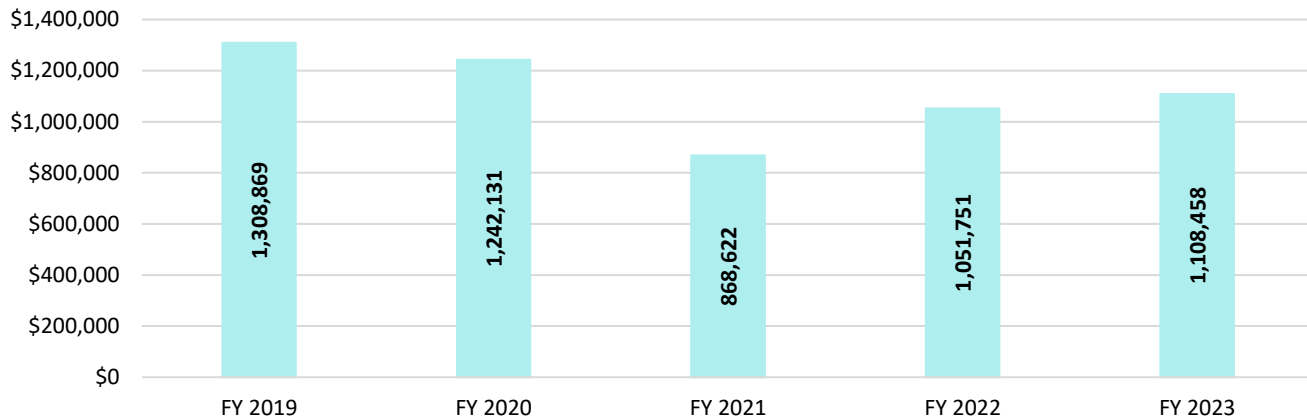
For the period shown, expenditures have increased by \$83,982 or 0.8%. Also, during this timeframe, the number of lane miles maintained by Streets & Engineering has increased by approximately 80 miles to 1,450 miles. The increase in Miscellaneous Contractual expenditures in FY 2021 was due to a number of additional improvement projects, but this expense has decreased in FY 2022 and FY 2023.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	2,412,114	2,383,765	2,318,866	2,707,319	2,811,012
Employee Benefits	893,575	901,900	887,561	1,044,563	1,085,992
Construction Materials	1,003,853	1,021,483	1,320,199	964,325	978,489
Operating Supplies	172,675	145,285	130,048	206,392	152,588
Maintenance and Equipment	669,112	518,226	477,741	550,372	520,762
Training and Travel	22,810	5,364	15,072	28,747	28,883
Intragovernmental Charges	741,292	758,648	520,922	596,223	596,097
Utilities	519,690	520,839	557,188	533,561	588,557
Services and Misc. Charges	364,202	341,145	373,216	319,997	423,821
Misc. Contractual	2,591,618	1,897,677	3,617,299	3,358,948	2,938,579
Capital Outlay	649,858	78,196	804,658	-	-
<b>Total Expenditures:</b>	<b>10,040,798</b>	<b>8,572,528</b>	<b>11,022,771</b>	<b>10,310,449</b>	<b>10,124,780</b>

## TRAFFIC

Traffic Control budget is a General Fund budget. The Traffic Division fabricates, installs and maintains traffic control and street signs, stripes pavement, paints curbs/crosswalks/symbols, and provides traffic signal maintenance.

### | Traffic | Expenditures



### Analysis

For the period shown, total expenses decreased by \$200,411 or 15.3%. Beginning FY 2021, Parking Enforcement & Traffic was split between Streets & Engineering and the Columbia Police Department (CPD). In FY 2022, this division of the General Fund was renamed to Traffic. The largest change in expenditures from FY 2021 to FY 2022 was due to expenses related to Construction Materials, and this increase in construction expenses has continued into FY 2023. Another area of increased expenditures for FY 2023 was Maintenance and Equipment costs. Both are due to the recent increase in inflation.

Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	495,575	484,332	356,128	377,330	278,136
Employee Benefits	207,183	204,303	130,274	140,918	104,762
Construction Materials	402,635	356,154	236,543	327,773	435,390
Operating Supplies	27,248	16,809	18,758	24,670	20,039
Maintenance and Equipment	38,117	63,556	40,407	65,792	144,325
Training and Travel	7,865	266	2,075	1,277	689
Intragovernmental Charges	85,997	72,532	57,926	71,264	86,564
Utilities	7,697	7,424	7,468	8,269	8,659
Services and Misc. Charges	17,706	24,516	15,926	13,167	19,547
Misc. Contractual	1,096	3,102	3,118	21,292	10,347
Capital Outlay	17,749	9,139	-	-	-
<b>Total Expenditures:</b>	<b>1,308,869</b>	<b>1,242,131</b>	<b>868,622</b>	<b>1,051,751</b>	<b>1,108,458</b>



## SPECIAL REVENUE FUND

Special Revenue Funds are used to account for specific revenues that are legally restricted for specific purposes, such as voter-approved sales taxes and federal grants.

**Capital Improvement Sales Tax Fund** - to account for the 1/4 cent sales tax approved by voters in 2015 to be collected until December 2025 for funding of capital improvement projects.

**Community Development Grant Fund** - to account for all federal monies received by the City and disbursed on Community Development Grant projects.

**Transportation Sales Tax Fund** - to account for city enacted sales tax and expenditures for transportation purposes which includes public transportation system, construction and maintenance of streets, roads, bridges and airports to the extent of tax revenues.

**Public Improvement Fund** - to account for and disburse monies the City receives from the city sales tax and development fees. This fund receives a portion of the city sales tax and is allocated for a wide range of public improvements to the City which includes paving/developing and maintaining streets, sidewalks and other projects. Development fees are restricted to construction of collector and arterial streets.

**Convention and Tourism Fund** - to account for the 5% tax levied on the gross daily rental receipts paid by transient guests at hotels or motels. The City uses this revenue for the purpose of promoting convention and tourism and economic development-related activities within the City of Columbia. Twenty percent is to be used for planning, development, and maintenance of the airport terminal.

**Parks and Recreation Fund** - to account for the city-enacted 1/4 percent sales tax and expenditures for funding of local parks and recreational services.



## CAPITAL IMPROVEMENT SALES TAX

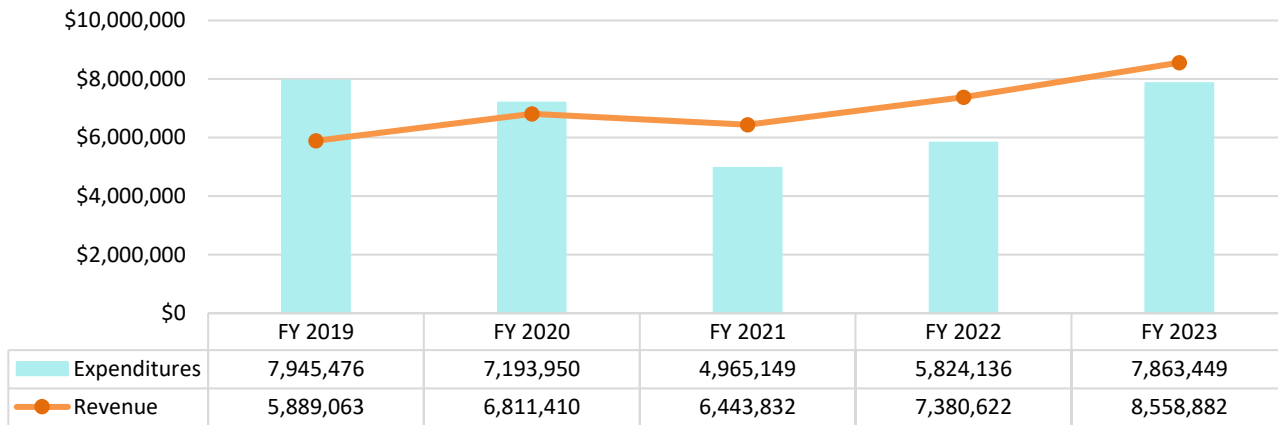
### Capital Improvement Sales Tax Fund

Expenses for the fiscal year 2023 Capital Improvement Sales Tax (CIST) Fund consist solely of transfers. 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 the City 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 generated is dedicated and must be used to fund capital projects for Public Safety and Transportation. It cannot be used to fund operating costs.

**Actual Expenditures & Revenue**



### 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. Overall, expenditures have decreased by \$82,027 or 1.0% over the period shown. The current CIST extension will fund projects through FY 2025 before another extension will need to be presented to the voters.

Total CIST revenue increased in the period shown by \$2,669,820 or 45.3%, steadily increasing over the past five years. The Capital Improvement Use tax income has increased exponentially since being introduced in FY 2022, with revenue increasing by \$850,551 in FY 2023. However, the City may still need additional funding to continue to support rising expenditures, which is why the City Council has voted to hold a special election on August 6, 2024 to extend the Capital Improvement Sales Tax.

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.

*As of the end of FY 2023 Capital Improvement Sales Tax Fund's cash above target was \$4,577,826.*



## CAPITAL IMPROVEMENT SALES TAX - INCOME STATEMENT

<b>Revenue</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Sales Tax	5,772,941	5,777,920	6,444,270	7,222,141	7,375,757
Use Tax	-	-	-	163,921	1,014,472
Investment Revenue	116,957	36,042	(438)	(5,441)	168,653
Miscellaneous	(835)	(2,552)	-	-	-
Transfers In from Other City Funds	-	1,000,000	-	-	-
<b>Total Revenue:</b>	<b>5,889,063</b>	<b>6,811,410</b>	<b>6,443,832</b>	<b>7,380,622</b>	<b>8,558,882</b>
<b>Expenditures</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Intragovernmental Charges	169,585	-	-	-	-
Transfers Out to Other City Funds	7,775,891	7,193,950	4,965,149	5,824,136	7,863,449
<b>Total Expenditures:</b>	<b>7,945,476</b>	<b>7,193,950</b>	<b>4,965,149</b>	<b>5,824,136</b>	<b>7,863,449</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>(2,056,413)</b>	<b>(382,540)</b>	<b>1,478,683</b>	<b>1,556,486</b>	<b>695,433</b>
<b>Estimated Cash Reserve</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Cash and Cash Equivalents	1,582,094	1,186,447	2,528,462	3,854,602	4,490,364
Receivables	894,924	908,032	1,044,700	1,275,046	1,334,717
GASB 31 Adjustment	297,067	296,381	306,199	341,041	325,435
Current Liabilities	-	-	-	-	-
<b>Ending Available Cash</b>	<b>2,774,085</b>	<b>2,390,860</b>	<b>3,879,361</b>	<b>5,470,689</b>	<b>6,150,516</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	7,945,476	7,193,950	4,965,149	5,824,136	7,863,449
<b>Total Expenses</b>	<b>7,945,476</b>	<b>7,193,950</b>	<b>4,965,149</b>	<b>5,824,136</b>	<b>7,863,449</b>
Cash Reserve Target (20% of total current year expenses)	1,589,095	1,438,790	993,030	1,164,827	1,572,690
<b>Cash above/below Target</b>	<b>1,184,990</b>	<b>952,070</b>	<b>2,886,331</b>	<b>4,305,862</b>	<b>4,577,826</b>

## PARKS AND RECREATION

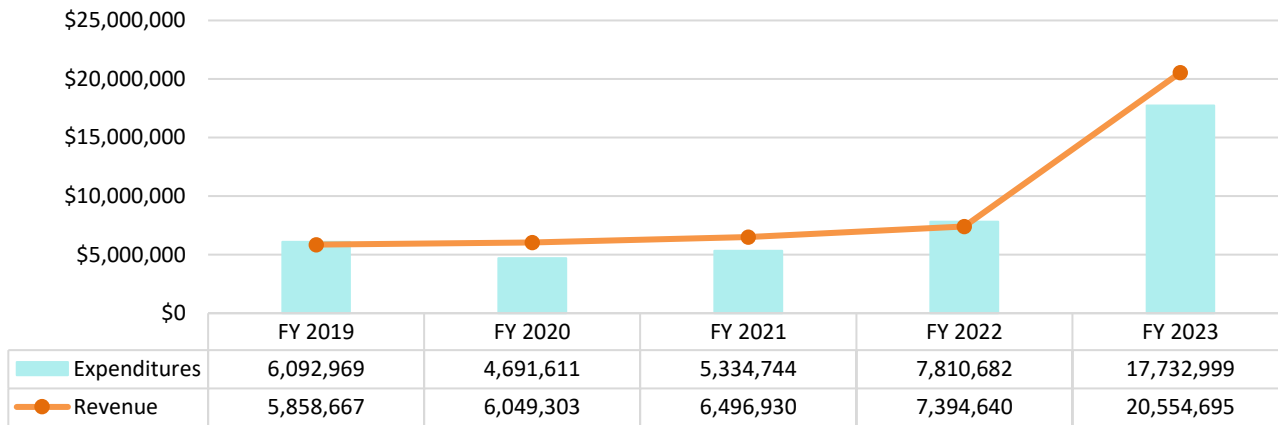
### Parks and Recreation Fund

The Park Sales Tax (PST) was originally approved by voters in November 2000 and the temporary 1/8<sup>th</sup> cent Parks Sales Tax is taken to voters to be extended every five or six years with the latest extension approved in November 2021. Voters approved the renewal of the temporary PST for 10 more years. This fund was previously called the Park Sales Tax Fund, but the addition of other sources of revenue resulted in the name being changed to Parks and Recreation.

### Dedicated Funding Sources

The Parks Sales Tax is a dedicated funding source from the governmental fund that can only be used to fund parks and recreation related expenses. As of FY 2023, the Parks division of the Governmental Fund and the Recreation Services division of the Enterprise Fund were merged into the Parks and Recreation Fund.

**Actual Expenditures & Revenue**



### Analysis

Over the past five years, total expenditures increased by \$11,640,030 and total revenue increased by \$14,696,028. Reserves declined from FY 2019 to FY 2022 due to increased capital project funding, and increases in subsidies to both the General Fund and the Recreation Services fund. Expenditure growth outpaced revenue in FY 2022 resulting in a decrease in cash reserves. Transfers Out increased from FY 2021 to FY 2022 due to an increase in funding for capital projects. The significant increase in both revenue and expenditures in FY 2023 is due to the restructuring of the Parks and Recreation Fund, namely the nearly \$7 million of Transfers In From Other City Funds revenue generated by the consolidation of Parks from the General Fund and Recreation Services from the Enterprise Fund.

*As of the end of FY 2023 Parks and Recreation Fund's cash below target was \$1,022,643.*

## PARKS AND RECREATION - INCOME STATEMENT

<b>Revenue</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Sales Tax	5,772,941	5,802,920	6,444,270	7,222,143	7,375,761
Use Tax	-	-	-	163,921	1,014,472
Fees and Service Charges	-	-	-	-	4,760,332
Revenue from Other Governmental Units	-	-	-	-	8,143
Investment Revenue	13,138	12,550	(245)	7,166	199,078
Miscellaneous	(835)	(2,552)	-	-	253,862
Transfers In from Other City Funds	73,422	236,384	52,906	1,410	6,943,047
<b>Total Revenue:</b>	<b>5,858,667</b>	<b>6,049,303</b>	<b>6,496,930</b>	<b>7,394,640</b>	<b>20,554,695</b>
<b>Expenditures</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Employee Wages	-	-	-	-	6,255,225
Employee Benefits	-	-	-	-	1,747,562
Construction Materials	-	-	-	-	513,858
Operating Supplies	-	-	-	-	708,789
Maintenance and Equipment	-	-	-	-	890,581
Training and Travel	-	-	-	-	24,741
Intragovernmental Charges	110,550	1,833	-	-	987,885
Utilities	-	-	-	-	1,165,837
Services and Misc. Charges	-	-	-	-	324,050
Misc. Contractual	-	-	-	-	646,973
Transfers Out to Other City Funds	5,982,419	4,689,778	5,334,744	7,810,682	4,403,934
Capital Outlay	-	-	-	-	42,802
Debt Service	-	-	-	-	20,764
<b>Total Expenditures:</b>	<b>6,092,969</b>	<b>4,691,611</b>	<b>5,334,744</b>	<b>7,810,682</b>	<b>17,732,999</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>(234,302)</b>	<b>1,357,692</b>	<b>1,162,186</b>	<b>(416,042)</b>	<b>2,821,696</b>
<b>Estimated Cash Reserve</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Cash and Cash Equivalents	-	1,192,343	2,217,853	1,574,344	2,383,172
Receivables	892,019	907,847	1,044,522	1,275,046	1,336,550
GASB 31 Adjustment	236,348	236,099	244,643	258,875	62,715
Current Liabilities	(149,521)	-	-	(3,056)	(1,198,673)
<b>Ending Available Cash</b>	<b>978,846</b>	<b>2,336,289</b>	<b>3,507,018</b>	<b>3,105,209</b>	<b>2,583,764</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	6,092,969	4,691,611	5,334,744	7,810,682	17,712,236
Debt Service Obligations	-	-	-	-	319,800
<b>Total Expenses</b>	<b>6,092,969</b>	<b>4,691,611</b>	<b>5,334,744</b>	<b>7,810,682</b>	<b>18,032,036</b>
Cash Reserve Target (20% of total current year expenses)	1,218,594	938,322	1,066,949	1,562,136	3,606,407
<b>Cash above/below Target</b>	<b>(239,748)</b>	<b>1,397,967</b>	<b>2,440,069</b>	<b>1,543,073</b>	<b>(1,022,643)</b>

## TRANSPORTATION SALES TAX

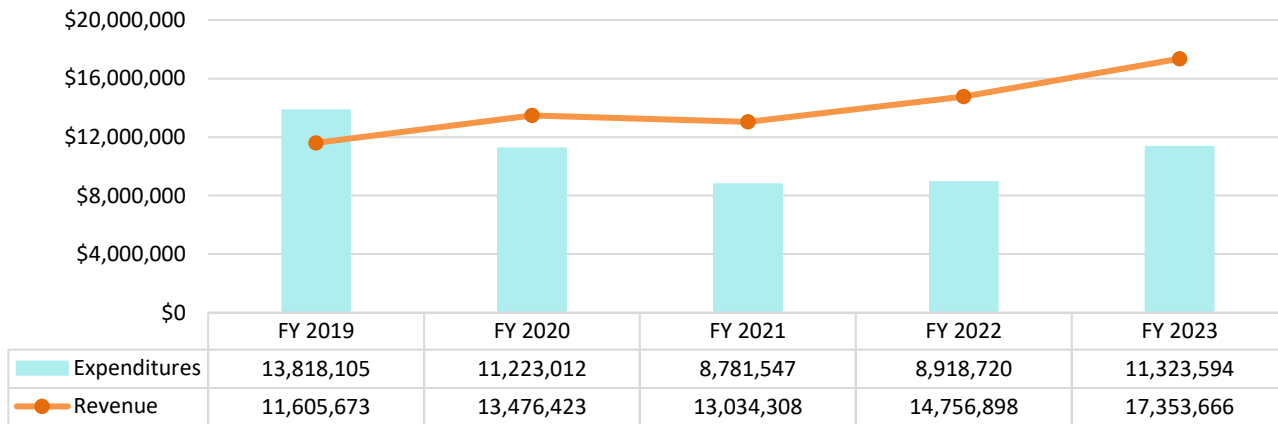
### Transportation Sales Tax

The Transportation Sales Tax (TST) Fund is a special revenue fund that 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 and, until FY 2020, 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 TST, balances are often accumulated over time and then are 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.

**Actual Expenditures & Revenue**



### Analysis

Over the past five years, total Transportation Sales Tax (TST) revenues increased by \$5.7 million or 49.5%. This is largely due to an increase in Sales Tax revenue, as well as the growth of the Use Tax revenue. Over this same period, expenditures decreased by about \$2.5 million, or 18.1%. In FY 2021 and FY 2022, Transfers Out to Other City Funds decreased to around \$9 million due to the addition of CARES federal funding revenue for Airport and Transit, decreasing the need for transfers from the TST Fund. In FY 2023, Transfers Out to Other City Funds returned to FY 2020 levels, increasing by about \$1.4 million from FY 2022 to FY 2023.

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.

*As of the end of FY 2023 Transportation Sales Tax Fund's cash above/below target was \$18,299,124.*

## TRANSPORTATION SALES TAX - INCOME STATEMENT

<b>Revenue</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Sales Tax	11,546,263	11,556,939	12,890,418	14,448,256	14,755,343
Use Tax	-	-	-	327,843	2,028,943
Investment Revenue	61,080	22,411	(4,142)	(19,201)	569,380
Miscellaneous	(1,670)	(5,103)	-	-	-
Transfers In	-	1,902,177	148,033	-	-
<b>Total Revenue:</b>	<b>11,605,673</b>	<b>13,476,423</b>	<b>13,034,308</b>	<b>14,756,898</b>	<b>17,353,666</b>
<b>Expenditures</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Intragovernmental Charges	54,440	-	-	-	-
Transfers Out	13,763,665	11,223,012	8,781,547	8,918,720	11,323,594
<b>Total Expenditures:</b>	<b>13,818,105</b>	<b>11,223,012</b>	<b>8,781,547</b>	<b>8,918,720</b>	<b>11,323,594</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>(2,212,432)</b>	<b>2,253,412</b>	<b>4,252,761</b>	<b>5,838,177</b>	<b>6,030,072</b>
<b>Estimated Cash Reserve</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Cash and Cash Equivalents	153,053	2,375,591	6,352,912	11,730,923	17,630,987
Receivables	1,783,782	1,813,657	2,087,442	2,550,597	2,669,639
GASB 31 Adjustment	203,547	203,619	227,089	330,284	263,217
Current Liabilities	-	-	-	-	-
<b>Ending Available Cash</b>	<b>2,140,382</b>	<b>4,392,867</b>	<b>8,667,443</b>	<b>14,611,804</b>	<b>20,563,843</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	13,818,105	11,223,012	8,781,547	8,918,720	11,323,594
<b>Total Expenses</b>	<b>13,818,105</b>	<b>11,223,012</b>	<b>8,781,547</b>	<b>8,918,720</b>	<b>11,323,594</b>
Cash Reserve Target (20% of total current year expenses)	2,763,621	2,244,602	1,756,309	1,783,744	2,264,719
<b>Cash above/below Target</b>	<b>(623,239)</b>	<b>2,148,265</b>	<b>6,911,134</b>	<b>12,828,060</b>	<b>18,299,124</b>

## PUBLIC IMPROVEMENT FUND

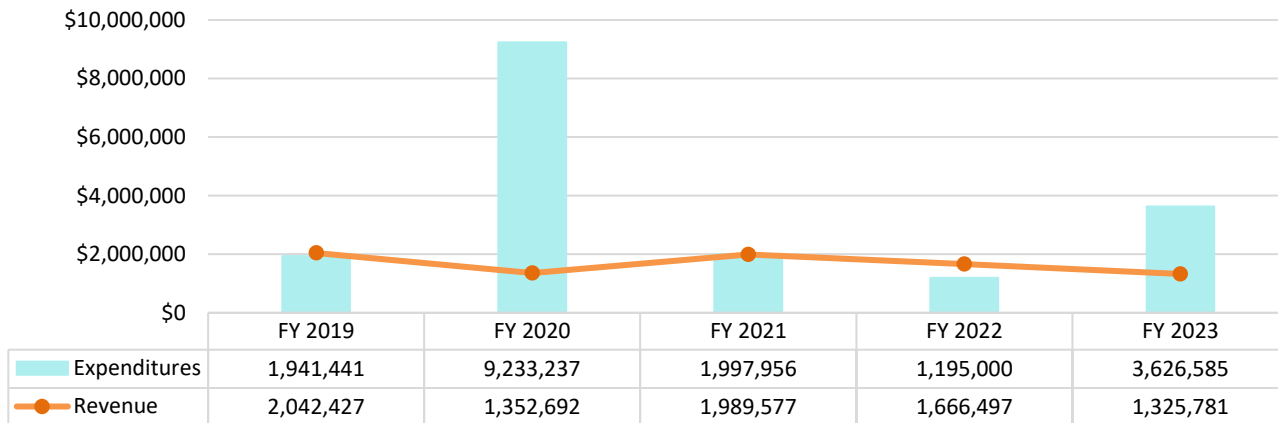
### Public Improvement Fund

Expenses for the Public Improvement Fund (PIF) consist primarily of transfers and a small charge for General and Administrative charges associated with the investment and accounting activities of the fund, which changed in FY 2021. 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 through development fees and the 2% of the 1% general sales tax beginning in FY 2020 (in prior years, it was 4.1% of the 1% general sales tax). 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 in a particular year to fund large capital projects, which occurred in FY 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 portion of the sales tax to help fund capital project needs for General Fund departments such as Public Safety, Administration, and Transportation. Development fees, which are collected on new construction within the City, are restricted to funding the construction of arterial and collector streets.

**Actual Expenditures & Revenue**



### Analysis

For the period shown, total revenue decreased by \$716,646 or 35.1%, while total expenses increased by \$1.7 million or 86.8%. There was a substantial decrease in Fees and Service Charges-related revenue in FY 2022 and continue to fall in FY 2023 due to collection of lower development fees, which is driven by the development-related activities within the City. The increase in expenditures in FY 2023 is a result of the many improvement projects that the City needed funding for at the time, including a new fire station, several sidewalk and road repairs, and improvements to pedestrian signals. This department will need to increase revenue in upcoming years to accommodate the growing list of public improvements needed in Columbia.

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 costs 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 (Ending Available Cash) reflect an overall increase from FY 2019 through FY 2022 and a \$2.3 million decrease in FY 2023, suggesting significant Public Improvements projects were implemented in FY 2023.

*As of the end of FY 2023 Public Improvement Fund's cash above target was \$161,174.*

## PUBLIC IMPROVEMENT FUND - INCOME STATEMENT

<b>Revenue</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Sales Tax	991,215	482,865	536,651	601,254	614,790
Use Tax	-	-	-	13,114	96,121
Fees and Service Charges	631,131	831,716	1,267,119	1,053,518	587,699
Investment Revenue	420,225	38,464	(7,571)	(1,389)	27,171
Miscellaneous	(143)	(352)	-	-	-
Transfers In from Other City Funds	-	-	193,378	-	-
<b>Total Revenue:</b>	<b>2,042,427</b>	<b>1,352,692</b>	<b>1,989,577</b>	<b>1,666,497</b>	<b>1,325,781</b>
<b>Expenditures</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Intragovernmental Charges	15,760	1,833	-	-	-
Transfers Out to Other City Funds	1,925,681	9,231,404	1,997,956	1,195,000	3,626,585
<b>Total Expenditures:</b>	<b>1,941,441</b>	<b>9,233,237</b>	<b>1,997,956</b>	<b>1,195,000</b>	<b>3,626,585</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>100,986</b>	<b>(7,880,545)</b>	<b>(8,379)</b>	<b>471,497</b>	<b>(2,300,804)</b>
<b>Estimated Cash Reserve</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Cash and Cash Equivalents	677,872	1,085,693	897,979	296,936	(59,097)
Receivables	171,499	1,283,618	1,462,952	2,535,493	590,792
GASB 31 Adjustment	313,153	312,210	328,965	353,993	354,866
Current Liabilities	-	-	-	-	(70)
<b>Ending Available Cash</b>	<b>1,162,524</b>	<b>2,681,521</b>	<b>2,689,896</b>	<b>3,186,422</b>	<b>886,491</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	1,941,441	9,233,237	1,997,956	1,195,000	3,626,585
<b>Total Expenses</b>	<b>1,941,441</b>	<b>9,233,237</b>	<b>1,997,956</b>	<b>1,195,000</b>	<b>3,626,585</b>
Cash Reserve Target (20% of total current year expenses)	388,288	1,846,647	399,591	239,000	725,317
<b>Cash above/below Target</b>	<b>774,236</b>	<b>834,874</b>	<b>2,290,305</b>	<b>2,947,422</b>	<b>161,174</b>

## CONVENTION & TOURISM

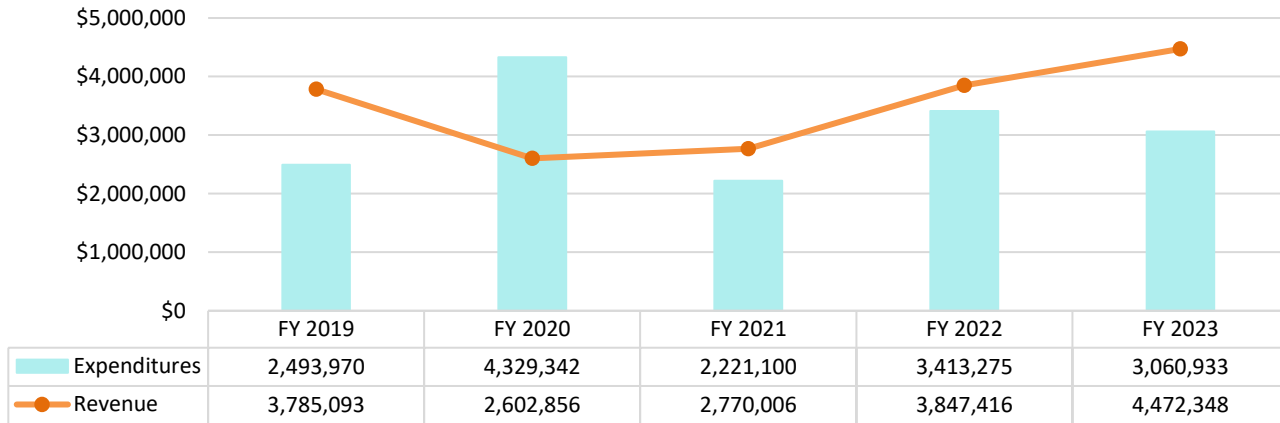
### Tourism

The Convention and Tourism fund promotes Columbia as a meeting, leisure group tour, and sports destination through direct solicitations, tradeshow attendance, advertising, marketing, and public relations.

### Dedicated Funding Sources

All of the funding is considered to be dedicated to tourism related expenses and cannot be allocated for other purposes. The primary funding source for Convention and Tourism is other local taxes (hotel/motel tax). The City has a 5% hotel/motel tax of which 2% 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. At the end of FY 2016, an additional 1% temporary hotel/motel tax (effective Jan. 1, 2017) was passed to help fund airport improvements and is expected to sunset after 23 years. 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).

**Actual Expenditures & Revenue**



### Analysis

For the period shown, total expenses increased by \$566,963 or 22.7%. Revenue also increased during this period by \$687,255 or 18.2%.

In FY 2020, expenses increased due to \$1,959,429 in transfers to the Airport. There were fewer transfers for capital projects in FY 2021, explaining the sharp decline in total expenditures. Expenditures rose again in FY 2022 due to a \$1,000,000 transfer to Recreation Services. The decrease in FY 2023 expenditures reflects a decrease in transfers to other city funds as well as a small decrease in paid positions in this department.

*As of the end of FY 2023 Convention & Tourism Fund's cash above target was \$1,275,043.*

Note: In FY 2022, the title of this fund was Convention and Visitor's Bureau.



## CONVENTION & TOURISM - INCOME STATEMENT

Revenue	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Other Local Taxes	3,413,675	2,194,844	2,601,760	3,628,169	4,026,024
Fees and Service Charges	2,926	1,696	700	400	120
Revenue from Other Governmental Units	92,141	275,283	135,418	171,585	188,390
Investment Revenue	230,520	112,035	6,089	(6,407)	233,778
Miscellaneous	23,810	18,998	26,039	38,199	24,036
Transfers In from Other City Funds	22,021	-	-	15,469	-
<b>Total Revenue:</b>	<b>3,785,093</b>	<b>2,602,856</b>	<b>2,770,006</b>	<b>3,847,416</b>	<b>4,472,348</b>
Expenditures	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Employee Wages	505,467	604,884	575,655	654,341	580,639
Employee Benefits	171,284	206,880	206,575	237,102	210,011
Operating Supplies	23,337	11,512	9,011	7,468	7,013
Maintenance and Equipment	3,052	3,058	1,942	63	690
Training and Travel	18,376	11,739	1,628	9,046	16,056
Intragovernmental Charges	270,446	196,819	168,905	219,113	239,032
Utilities	22,893	20,629	19,811	21,067	22,127
Services and Misc. Charges	846,257	799,150	834,595	781,659	884,504
Misc. Contractual	401,990	400,723	249,503	370,676	349,257
Transfers Out to Other City Funds	230,869	2,073,949	153,474	1,112,740	751,605
<b>Total Expenditures:</b>	<b>2,493,970</b>	<b>4,329,342</b>	<b>2,221,100</b>	<b>3,413,275</b>	<b>3,060,933</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>1,291,123</b>	<b>(1,726,486)</b>	<b>548,906</b>	<b>434,140</b>	<b>1,411,415</b>
Estimated Cash Reserve	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Cash and Cash Equivalents	1,218,683	718,618	621,720	778,563	1,541,047
Receivables	356,477	380,580	352,030	558,950	379,781
GASB 31 Adjustment	130,088	127,842	144,026	190,203	164,700
Current Liabilities	(125,936)	(144,954)	(188,027)	(194,640)	(198,299)
<b>Ending Available Cash</b>	<b>1,579,312</b>	<b>1,082,086</b>	<b>929,749</b>	<b>1,333,076</b>	<b>1,887,229</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	2,493,970	4,329,342	2,221,100	3,413,275	3,060,933
<b>Total Expenses</b>	<b>2,493,970</b>	<b>4,329,342</b>	<b>2,221,100</b>	<b>3,413,275</b>	<b>3,060,933</b>
Cash Reserve Target (20% of total current year expenses)	498,794	865,868	444,220	682,655	612,187
<b>Cash above/below Target</b>	<b>1,080,518</b>	<b>216,218</b>	<b>485,529</b>	<b>650,421</b>	<b>1,275,043</b>

## COMMUNITY DEVELOPMENT BLOCK GRANTS & HOME

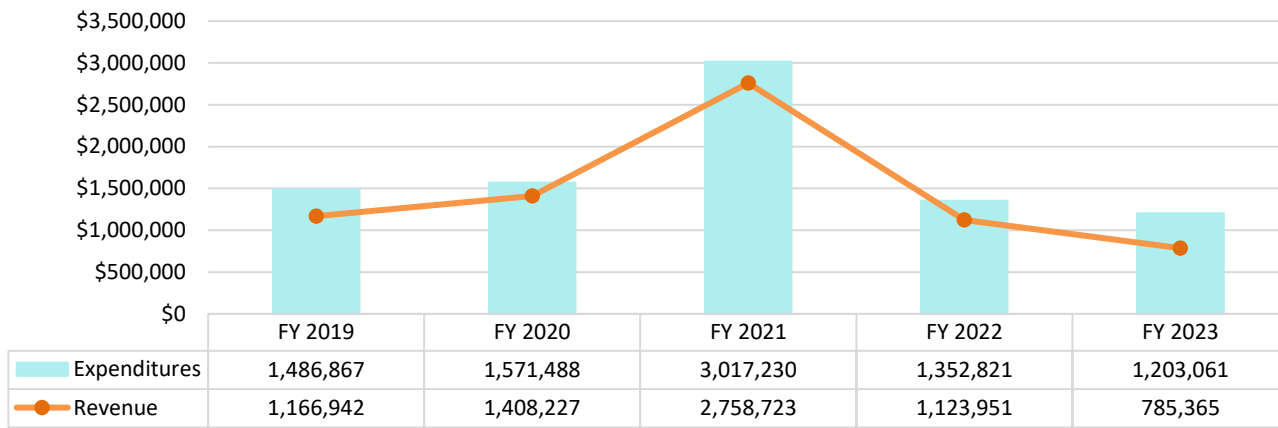
### Community Development Block Grant and HOME

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

### Dedicated Funding Sources

All of the revenue 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 revenue (energy audits and program income).

**Actual Expenditures & Revenue**



### Analysis

For the period shown, total expenses decreased by \$283,801 or 19.1%. Revenue also decreased by \$381,577 or 32.7%. The spike in FY 2021 was due to an increase in both spending and revenue resulting from the COVID-19 pandemic-related grant activities. The only significant increase in expenditures in FY 2023 was in Employee Wages and Benefits due to an increase in staff.

The amount of grant funding awarded can vary from year to year based on the funding allocated to the program by the federal government. Expenditures of funds are dependent upon congressional budget approval, HUD’s timeliness in awarding grant funds and completion of projects and drawdown 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 Oct. 1 through Sept. 30, 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 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.

*As of the end of FY 2023 CDBG and HOME Fund’s cash below target was \$212,592.*

## COMMUNITY DEVELOPMENT BLOCK GRANTS & HOME - INCOME STATEMENT

<b>Revenue</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Revenue from Other Governmental Units	1,156,112	1,397,378	2,748,473	1,094,895	762,713
Investment Revenue	10,429	9,523	10,249	8,686	7,652
Miscellaneous	400	1,326	-	15,000	15,000
Transfers In from Other City Funds	-	-	-	5,369	-
<b>Total Revenue:</b>	<b>1,166,942</b>	<b>1,408,227</b>	<b>2,758,723</b>	<b>1,123,951</b>	<b>785,365</b>
<b>Expenditures</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Employee Wages	189,863	197,504	187,204	174,997	220,481
Employee Benefits	70,996	76,502	74,819	69,306	78,925
Operating Supplies	1,611	5,708	2,787	1,222	1,036
Maintenance and Equipment	432	179	2,405	198	211
Training and Travel	6,398	2,648	900	721	3,062
Intragovernmental Charges	-	-	-	7,165	14,717
Utilities	5,630	4,842	4,667	4,574	4,779
Services and Misc. Charges	20,913	15,886	17,125	(11,134)	(13,674)
Misc. Contractual	1,145,593	1,149,262	2,569,822	1,040,619	841,137
Transfers Out to Other City Funds	45,432	118,956	157,501	65,154	52,387
<b>Total Expenditures:</b>	<b>1,486,867</b>	<b>1,571,488</b>	<b>3,017,230</b>	<b>1,352,821</b>	<b>1,203,061</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>(319,925)</b>	<b>(163,262)</b>	<b>(258,507)</b>	<b>(228,870)</b>	<b>(417,696)</b>
<b>Estimated Cash Reserve</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Cash and Cash Equivalents	37,752	(187,516)	(275,198)	(227,905)	15,950
Receivables	319,139	406,065	445,669	282,855	93,004
Current Liabilities	(20,816)	(112,851)	(92,147)	(53,944)	(80,934)
<b>Ending Available Cash</b>	<b>336,075</b>	<b>105,698</b>	<b>78,324</b>	<b>1,006</b>	<b>28,020</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	1,486,867	1,571,488	3,017,230	1,352,821	1,203,061
<b>Total Expenses</b>	<b>1,486,867</b>	<b>1,571,488</b>	<b>3,017,230</b>	<b>1,352,821</b>	<b>1,203,061</b>
Cash Reserve Target (20% of total current year expenses)	297,373	314,298	603,446	270,564	240,612
<b>Cash above/below Target</b>	<b>38,702</b>	<b>(208,600)</b>	<b>(525,122)</b>	<b>(269,558)</b>	<b>(212,592)</b>

## GENERAL CAPITAL PROJECTS

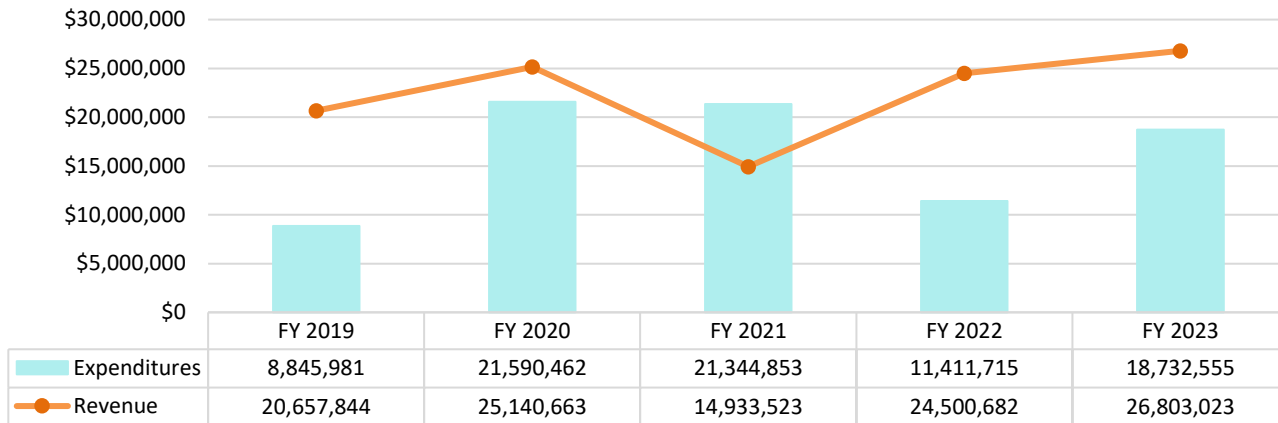
### General Capital Projects

General Government projects include projects that are associated with Streets & Sidewalks, Parks & Recreation, and 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 revenue.

**Actual Expenditures & Revenue**



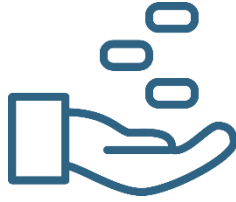
### Analysis

For the period shown, total expenses increased by \$9,886,574. Revenue also increased by \$6,145,179 or 29.7%. The largest expenditure increase for FY 2023 is Miscellaneous Contractual, while Transfers In From Other City Funds significantly increased revenue in 2022 and has continued to increase in FY 2023. These increased monetary transfers from other city departments will fund the capital projects associated with the needs of that department.

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.

## GENERAL CAPITAL PROJECTS - INCOME STATEMENT

Revenue	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Revenue from Other Governmental Units	6,507,941	4,557,568	4,703,500	4,473,022	3,613,982
Investment Revenue	1,918,209	1,292,514	364,186	204,720	2,666,519
Miscellaneous	46,648	737,407	138,423	107,083	218,183
Contribution	146,722	-	280,340	867,454	1,111,726
Transfers In from Other City Funds	12,038,324	18,553,174	9,447,074	18,848,403	19,192,613
<b>Total Revenue:</b>	<b>20,657,844</b>	<b>25,140,663</b>	<b>14,933,523</b>	<b>24,500,682</b>	<b>26,803,023</b>
Expenditures	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Employee Wages	268,492	368,887	332,323	95,921	43,451
Employee Benefits	83,879	112,761	101,754	32,169	15,559
Construction Materials	745,525	851,231	930,968	610,208	835,883
Operating Supplies	8,433	12,941	8,960	9,825	7,252
Maintenance and Equipment	-	-	-	-	373
Utilities	-	-	1,430	356	-
Services and Misc. Charges	1,236,334	350,734	408,138	301,055	839,070
Misc. Contractual	5,654,017	15,073,011	17,488,618	10,281,272	16,796,271
Transfers Out to Other City Funds	150,614	4,394,108	2,067,906	67,410	181,829
Capital Outlay	698,688	426,788	4,757	13,500	12,868
<b>Total Expenditures:</b>	<b>8,845,981</b>	<b>21,590,462</b>	<b>21,344,853</b>	<b>11,411,715</b>	<b>18,732,555</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>11,811,862</b>	<b>3,550,201</b>	<b>(6,411,330)</b>	<b>13,088,967</b>	<b>8,070,468</b>



## ENTERPRISE FUND

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises—some goods and services provided by the city government (such as utilities, public transit, etc.) are funded by fees paid by users of the good or service; or where periodic determination and documentation of net income is necessary for accountability purposes.

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

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

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

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

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

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

**Recreation Services Fund** - to account for revenues and expenses for various recreational services provided by the Parks Department for which participants are charged fees. This fund was eliminated in FY 2022 and reclassified into the Special Revenue Fund as part of the Parks and Recreation Fund.

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

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

**Transload Fund** - to account for revenues and expenses associated with the operation and maintenance of the Transload facility.

## RAILROAD & RELATED CAPITAL IMPROVEMENT PROJECTS

### Railroad

The Railroad Fund is an enterprise fund that 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, rail car storage, a subsidy from the utilities, and other miscellaneous revenue.

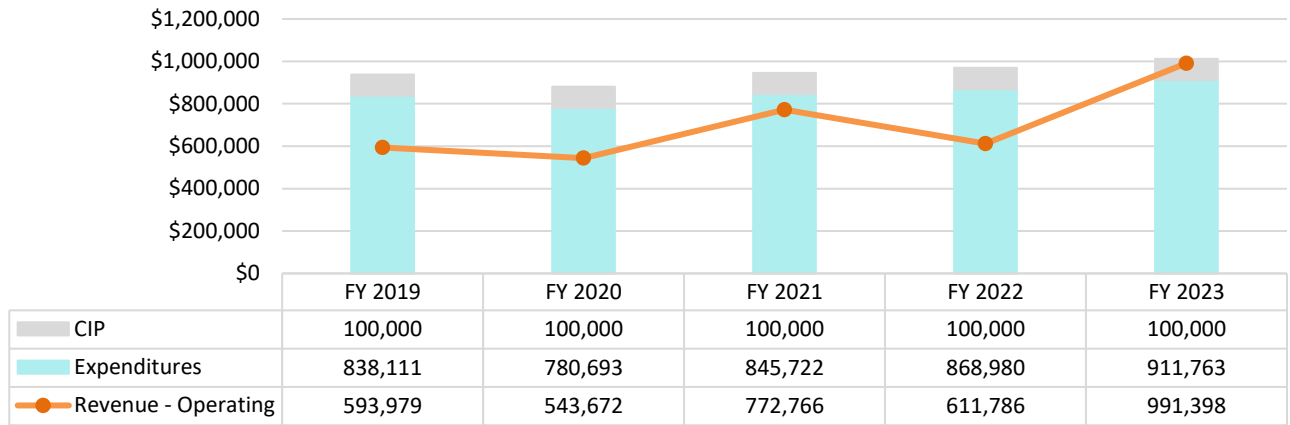
### Capital Improvement Projects (CIP) & Capital Outlay

Railroad has a significant amount of infrastructure that must be maintained and funds four annual maintenance projects with enterprise revenue.

### Dedicated Funding Sources

All of the funding for this fund is dedicated and comes from switching fees, rail car storage, a subsidy from the utilities, and other miscellaneous revenues.

**Actual Expenditures & Revenue**



### Analysis

For the period shown, total expenses increased by \$73,652 or 8.8%. Revenue for this period has also increased \$397,419 or 66.9%. Revenue related to Fees and Service Charges significantly increased in FY 2021, but went back to normal levels in FY 2022. Fluctuation in actual expenses for Employee Wages & Benefits are due to staff vacancies as the Fund has a total of three FTE positions budgeted for the period shown.

Currently, the Railroad Fund is subsidized through transfers from Water, Electric, Sewer, and Storm Water. For FY 2019 and FY 2020, that subsidy was provided by the Transload Fund. The goal of this subsidy is to keep Railroad right at their cash reserve target. In FY 2023, the Columbia Terminal Railroad was awarded a \$328,260 Freight Enhancement Grant by the Missouri Department of Transportation to improve infrastructure, creating a sharp increase in revenue.

*As of the end of FY 2023 Railroad Fund's cash above target was \$229,994 and there was total of \$163,374 restricted cash in capital projects.*

## RAILROAD & CAPITAL IMPROVEMENT PROJECTS - INCOME STATEMENT

Revenue	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Fees and Service Charges	326,630	316,304	423,722	352,876	354,037
Revenue from Other Governmental Units	148,037	-	-	-	328,060
Investment Revenue	18,855	8,752	208	(401)	22,942
Miscellaneous	150	-	-	853	-
Transfers In from Other City Funds	100,307	218,617	348,836	258,458	286,359
<b>Total Revenue:</b>	<b>593,979</b>	<b>543,672</b>	<b>772,766</b>	<b>611,786</b>	<b>991,398</b>
Expenditures	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Employee Wages	137,278	111,734	143,750	165,930	182,943
Employee Benefits	68,143	66,857	77,209	98,387	100,417
Construction Materials	1,519	5,159	1,547	1,298	2,631
Operating Supplies	18,395	15,802	15,832	26,125	24,809
Maintenance and Equipment	9,732	7,713	15,021	445	5,580
Training and Travel	38	38	40	-	-
Intragovernmental Charges	72,051	42,456	59,444	56,681	65,438
Utilities	12,343	12,238	12,603	12,707	13,437
Services and Misc. Charges	102,228	101,523	117,728	114,523	70,406
Misc. Contractual	-	-	-	-	66,516
Depreciation	404,292	408,130	396,677	390,306	379,110
Debt Service*	12,092	9,042	5,872	2,578	477
Total Expenditures:	838,111	780,693	845,722	868,980	911,763
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>(244,131)</b>	<b>(237,021)</b>	<b>(72,956)</b>	<b>(257,194)</b>	<b>79,635</b>
Cash Restricted to CIP+	100,000	100,000	100,000	100,000	100,000

\*Interest & Fiscal Agent Fees only.

+Includes adjustments made during the fiscal year.



## RAILROAD CASH RESERVES AND CASH IN CAPITAL PROJECTS

<b>Estimated Cash Reserve</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Cash and Cash Equivalents	276,454	269,733	427,944	387,257	402,197
Receivables	58,680	67,601	80,896	47,999	62,892
GASB 31 Adjustment	14,901	14,731	17,218	23,443	21,182
Current Liabilities	(130,289)	(150,242)	(153,914)	(56,072)	(48,604)
Next Year CIP	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
<b>Ending Available Cash</b>	<b>119,746</b>	<b>101,823</b>	<b>272,144</b>	<b>302,627</b>	<b>337,667</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	421,726	363,521	443,173	472,640	526,027
Debt Service Obligations	91,382	91,383	91,383	91,383	12,337
<b>Total Expenses</b>	<b>513,108</b>	<b>454,904</b>	<b>534,556</b>	<b>564,023</b>	<b>538,364</b>
Cash Reserve Target (20% of total current year expenses)	102,622	90,981	106,911	112,805	107,673
<b>Cash above/below Target</b>	<b>17,124</b>	<b>10,842</b>	<b>165,233</b>	<b>189,822</b>	<b>229,994</b>

<b>Cash in Capital Projects**</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Bond Funded	-	-	-	-	-
City Funded	154,776	233,966	267,915	346,226	163,374
<b>Total</b>	<b>154,776</b>	<b>233,966</b>	<b>267,915</b>	<b>346,226</b>	<b>163,374</b>

\*\*Cumulative cash at the end of each fiscal year.

## TRANSLOAD & RELATED CAPITAL IMPROVEMENT PROJECTS

### Transload

The Transload Facility Fund is an enterprise fund that 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.

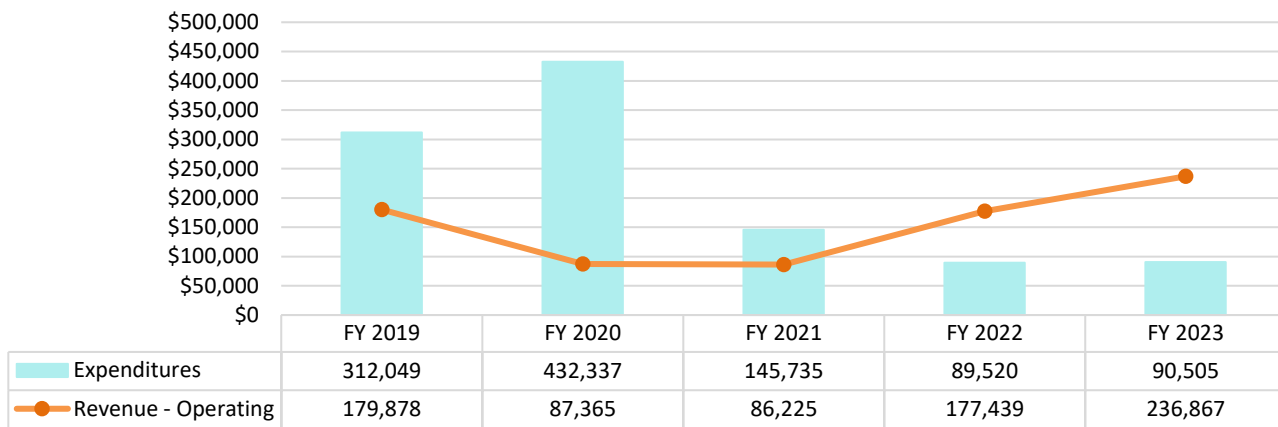
### Capital Improvement Projects (CIP) & Capital Outlay

There were no CIP and capital outlay related expenses in recent years.

### 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.

**Actual Expenditures & Revenue**



### Analysis

For the period shown, revenue increased by \$56,989 or 31.7% and expenditures decreased by \$221,544 or 71.0%. Due to decreased revenue, in FY 2021 additional personnel was moved from Transload to Electric. In FY 2019 and FY 2020, Transload provided an operating subsidy to Railroad via a transfer, explaining the significantly higher expenditures during those fiscal years. In FY 2022, revenue from Fees and Service charges increased and reached pre-COVID era, while expenditures related to Employee Wages and Employee Benefits fell. In FY 2023, Transload Fund expenditures remained low due to no longer providing railroad subsidies, while revenue has continued to increase through Fees and Service Charges as more customers are utilizing the Columbia Terminal Railroad’s storage and shipping facilities.

*As of the end of FY 2023 Transload Fund’s cash above target was \$296,003.*

## TRANSLOAD & CAPITAL IMPROVEMENT PROJECTS - INCOME STATEMENT

Revenue	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Fees and Service Charges	158,687	81,251	85,921	177,549	212,256
Investment Revenue	21,192	6,114	304	(250)	7,724
Miscellaneous	-	-	-	-	16,887
Transfers In from Other City Funds	-	-	-	140	-
<b>Total Revenue:</b>	<b>179,878</b>	<b>87,365</b>	<b>86,225</b>	<b>177,439</b>	<b>236,867</b>
Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	95,952	99,079	43,375	6,011	6,478
Employee Benefits	34,532	35,225	17,533	2,493	2,571
Operating Supplies	586	369	335	1,146	877
Maintenance and Equipment	-	49	-	203	-
Intragovernmental Charges	-	3,599	6,675	4,227	4,871
Services and Misc. Charges	80,672	75,400	77,817	75,428	75,709
Misc. Contractual	-	-	-	13	-
Transfers Out to Other City Funds	100,307	218,617	-	-	-
<b>Total Expenditures:</b>	<b>312,049</b>	<b>432,337</b>	<b>145,735</b>	<b>89,520</b>	<b>90,505</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>(132,171)</b>	<b>(344,972)</b>	<b>(59,510)</b>	<b>87,919</b>	<b>146,363</b>

## TRANSLOAD CASH RESERVES AND CASH IN CAPITAL PROJECTS

<b>Estimated Cash Reserve</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Cash and Cash Equivalents	446,329	103,087	43,371	98,942	246,760
Receivables	49,849	48,037	45,100	75,712	57,184
GASB 31 Adjustment	12,792	12,780	12,915	13,814	12,826
Current Liabilities	(7,810)	(7,730)	(4,587)	(2,851)	(2,666)
<b>Ending Available Cash</b>	<b>501,160</b>	<b>156,174</b>	<b>96,799</b>	<b>185,617</b>	<b>314,104</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	312,049	432,337	145,735	89,520	90,505
<b>Total Expenses</b>	<b>312,049</b>	<b>432,337</b>	<b>145,735</b>	<b>89,520</b>	<b>90,505</b>
Cash Reserve Target (20% of total current year expenses)	62,410	86,467	29,147	17,904	18,101
<b>Cash above/below Target</b>	<b>438,750</b>	<b>69,707</b>	<b>67,652</b>	<b>167,713</b>	<b>296,003</b>

## WATER UTILITY & RELATED CAPITAL IMPROVEMENT PROJECTS

### Water Utility

The Water Fund is an enterprise revenue fund department that renders services to the water utility customers 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.

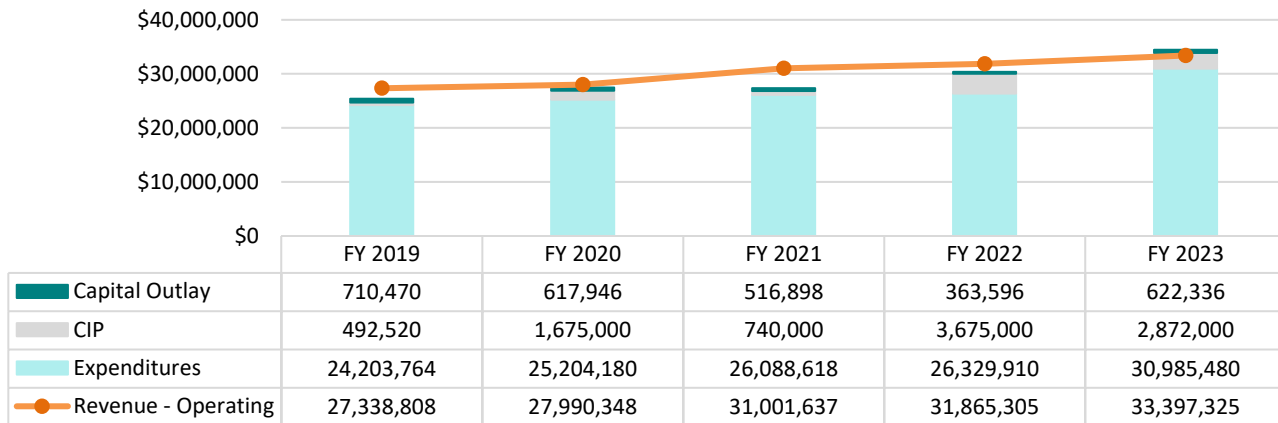
### Capital Improvement Projects (CIP) & Capital Outlay

Funding for the Water CIP program is a combination of revenue bonds and enterprise revenue. This varies based on the size and timing of projects. Capital outlay includes any one-time spending on a tangible asset above \$5,000.

### Dedicated Funding Sources

All of the revenues received are dedicated to the department. The dedicated revenues include fees and service charges for water, grant revenue, interest revenue, miscellaneous revenue (auction revenue from fleet items being replaced), transfers, and capital contributions. Capital project funding is approved by voters through ballot issues or funded with enterprise revenues.

**Actual Expenditures & Revenue**



### Analysis

For the period shown, total expenditures without capital projects increased \$6.7 million or 28.0% and operating revenue reflects an increase of \$6.1 million or 22.2%. In FY 2020 expenses increased due to contractual services for hauling lime softening residuals and well maintenance. FY 2021 revenue reflects a transfer in from the Utility Customer Service fund, which was eliminated and reallocated into the various Utility department budgets. Also, in FY 2021, services and miscellaneous charges and miscellaneous contractual reflect an increase for lime sludge hauling and street repairs. In FY 2022 the Water Utility Fund used \$3.68 million in enterprise revenue for use on Capital Improvement Projects. Utility customer service costs became part of the Water Utility Fund in FY 2022 and were previously part of Internal Services. In FY 2023, Miscellaneous Contractual Expenses increased by \$3.5 million, due in large part to increased lime hauling at the Water Treatment Plant, repairs to wells and maintenance of chlorine equipment. These expenses were transferred in FY 2023 from Services and Miscellaneous Charges to Miscellaneous Contractual, explaining the corresponding \$2 million decrease in Services and Miscellaneous Charges in FY 2023.

*As of the end of FY 2023 Water Utility Fund's cash above target was \$34,879,914 and there was total of \$26,039,216 restricted cash in capital projects.*

## WATER UTILITY & CAPITAL IMPROVEMENT PROJECTS - INCOME STATEMENT

Revenue	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Fees and Service Charges	25,900,847	26,202,239	27,386,063	28,925,976	30,972,221
Revenue from Other Governmental Units	-	16,570	11,267	2,844	-
Investment Revenue	1,236,623	702,959	84,551	(15,802)	1,618,039
Miscellaneous	201,339	308,203	347,212	486,263	355,958
Contribution	-	760,378	952,600	765,638	-
Transfers In from Other City Funds	-	-	442,758	112,543	-
Non Cash Contribution	-	-	-	-	451,107
Misc. Non-Cash Revenue	-	-	1,777,186	1,587,842	-
<b>Total Revenue:</b>	<b>27,338,808</b>	<b>27,990,348</b>	<b>31,001,637</b>	<b>31,865,305</b>	<b>33,397,325</b>
Expenditures	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Employee Wages	4,393,899	4,417,078	4,356,833	4,621,813	5,275,554
Employee Benefits	1,728,895	1,780,450	1,748,681	1,873,956	2,022,853
Construction Materials	471,008	408,202	807,567	864,130	1,412,261
Operating Supplies	1,006,533	1,020,274	1,040,069	1,459,561	1,682,161
Maintenance and Equipment	381,676	325,364	311,756	374,814	331,448
Training and Travel	40,304	20,657	12,085	22,243	30,816
Intragovernmental Charges	2,571,695	2,370,776	2,218,974	2,154,386	2,356,066
Utilities	1,450,877	1,408,022	1,462,882	1,677,622	1,522,296
Services and Misc. Charges	1,392,667	2,021,701	2,992,343	2,760,198	672,568
Misc. Contractual	-	-	535,071	114,362	3,601,705
Transfers Out to Other City Funds	107,209	99,286	211,082	289,438	198,401
PILOT	4,671,873	4,661,099	4,665,820	4,641,952	4,762,708
Depreciation	3,783,315	3,798,960	3,853,561	3,775,701	3,745,978
Debt Service	2,439,769	2,331,323	1,871,894	1,699,735	1,502,241
Misc. Non-Cash Expenditures	(235,956)	540,987	-	-	1,868,424
<b>Total Expenditures:</b>	<b>24,203,764</b>	<b>25,204,180</b>	<b>26,088,618</b>	<b>26,329,910</b>	<b>30,985,480</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>3,135,044</b>	<b>2,786,168</b>	<b>4,913,020</b>	<b>5,535,395</b>	<b>2,411,845</b>
Cash Restricted to CIP	492,520	1,675,000	740,000	3,675,000	2,872,000
Capital Outlay	710,470	617,946	516,898	363,596	622,336

## WATER UTILITY CASH RESERVES AND CASH IN CAPITAL PROJECTS

<b>Estimated Cash Reserve</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Cash and Cash Equivalents	7,654,262	8,334,114	9,069,227	7,646,018	7,532,486
Receivables	3,191,783	3,261,378	3,234,279	3,639,000	4,317,459
GASB 31 Adjustment	1,395,232	1,384,467	1,535,342	1,900,764	1,729,027
Current Liabilities	(1,951,034)	(2,103,236)	(2,176,397)	(2,479,476)	(2,312,738)
Next Year CIP	(1,675,000)	(740,000)	(3,675,000)	(2,500,000)	(1,650,000)
<b>Ending Available Cash</b>	<b>8,615,243</b>	<b>10,136,723</b>	<b>7,987,451</b>	<b>8,206,306</b>	<b>9,616,234</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	18,908,497	19,114,436	20,699,953	21,218,070	24,450,347
Debt Service Obligations	5,887,289	5,923,823	6,165,352	6,173,934	6,191,254
<b>Total Expenses</b>	<b>24,795,786</b>	<b>25,038,259</b>	<b>26,865,305</b>	<b>27,392,004</b>	<b>30,641,601</b>
Cash Reserve Target (20% of total current year expenses)	4,959,157	5,007,652	5,373,061	5,478,401	6,128,320
<b>Cash above/below Target</b>	<b>3,656,086</b>	<b>5,129,071</b>	<b>2,614,390</b>	<b>2,727,905</b>	<b>3,487,914</b>
<b>Cash in Capital Projects</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Bond Funded	16,887,089	15,394,902	13,373,971	12,607,493	11,976,741
City Funded	8,940,133	10,248,680	10,647,432	12,373,913	14,062,475
<b>Total</b>	<b>25,827,222</b>	<b>25,643,582</b>	<b>24,021,403</b>	<b>24,981,406</b>	<b>26,039,216</b>

## ELECTRIC UTILITY & RELATED CAPITAL IMPROVEMENT PROJECTS

### Electric Utility

The Electric Fund is an enterprise fund that renders services to the electric utility customers on a user-charged basis. The electric utility provides citizens with a safe, reliable, and cost-effective electricity supply. The department operates and maintains the electric generating and distribution system.

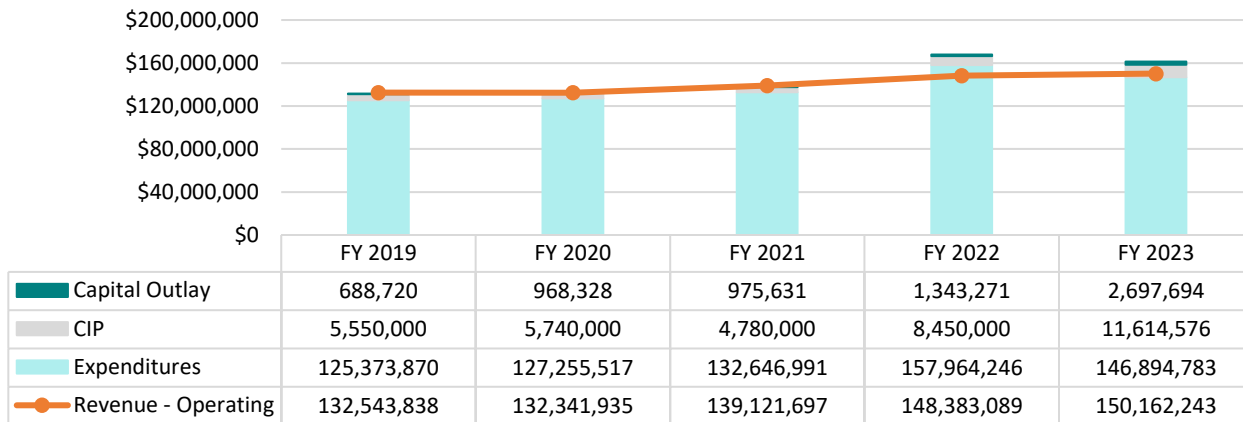
### Capital Improvement Projects (CIP) & Capital Outlay

Funding for the Electric CIP program is a combination of revenue bonds and enterprise revenue. This will vary based on the size and timing of projects. The last multi-year revenue bond was passed by voters in April 2015. Due to the significant delay in the major substation and transmission projects and the requirement to spend down funds from the bond sale, transfers between enterprise funded projects and bond funded projects may be necessary to ensure bond funds are spent within the required period. Capital outlay includes any one-time spending on a tangible asset above \$5,000.

### Dedicated Funding Sources

All of the revenue received are dedicated to the department. The dedicated revenue, include fees and service charges for Electric, interest revenue, miscellaneous revenue (auction revenue from fleet items being replaced, fiber optics, and other non-utility income), and transfers.

**Actual Expenditures & Revenue**



### Analysis

For the period shown, total expenses without capital projects increased by \$21.5 million or 17.2% while revenue without capital projects has increased by \$17.6 million or 13.3%.

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. In FY 2021, the Utility Customer Service (UCS) fund was eliminated and reallocated to the various utility departments, which is reflected in transfers from other city funds. In both FY 2021 and FY 2022, there was an increase in purchased power expenditures as the national electricity price continued to rise. FY 2023 saw a \$5.2 million increase in Miscellaneous Contractual Expenditures due to the reclassification of many Service and Miscellaneous Charges to the Miscellaneous Contractual line item.

*As of the end of FY 2023 Electric Utility Fund's cash above target was \$12,323,285 and there was total of \$35,278,954 restricted cash in capital projects.*



## ELECTRIC UTILITY & CAPITAL IMPROVEMENT PROJECTS - INCOME STATEMENT

Revenue	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Fees and Service Charges	128,490,037	128,949,588	136,322,477	146,231,047	143,362,291
Revenue from Other Governmental Units	-	5,200	2,777	52	-
Investment Revenue	2,677,291	1,609,039	293,055	88,913	3,314,022
Miscellaneous -Operating	1,376,510	1,778,108	1,459,554	1,834,809	2,885,931
Miscellaneous -Capital Projects	28,360	-	116	-	-
Transfers In from Other City Funds	-	-	1,043,833	228,268	600,000
Misc. Non-Cash Revenue	-	-	3,536,479	3,085,789	-
<b>Total Revenue:</b>	<b>132,572,198</b>	<b>132,341,935</b>	<b>142,658,292</b>	<b>151,468,878</b>	<b>150,162,243</b>
Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	10,070,198	10,807,844	10,629,023	11,478,944	12,665,628
Employee Benefits	3,590,309	3,553,823	3,956,258	4,266,176	4,634,169
Construction Materials	642,395	787,621	494,331	984,526	1,234,453
Operating Supplies	817,605	662,407	742,304	684,472	788,719
Maintenance and Equipment	790,876	790,718	906,057	3,336,231	1,324,025
Training and Travel	282,056	263,239	134,588	190,577	207,428
Intragovernmental Charges	6,709,716	6,698,989	6,129,170	5,458,069	5,719,411
Utilities	470,647	419,501	388,763	440,433	350,976
Services and Misc. Charges	5,281,251	6,864,512	8,415,818	8,759,531	3,513,408
Misc. Contractual	-	-	235,322	376,595	5,529,888
Transfers Out to Other City Funds	12,785,779	12,692,215	12,837,455	12,838,470	12,749,892
Purchased Power	66,810,307	65,604,440	71,754,229	93,654,293	79,623,746
Depreciation	12,154,712	12,053,340	11,984,373	11,805,732	11,592,733
Debt Service	5,248,237	5,092,650	4,039,302	3,690,199	3,328,126
Misc. Non-Cash Expenditures	(280,218)	964,218	-	-	3,632,182
<b>Total Expenditures:</b>	<b>125,373,870</b>	<b>127,255,517</b>	<b>132,646,991</b>	<b>157,964,246</b>	<b>146,894,783</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>7,198,328</b>	<b>5,086,419</b>	<b>10,011,301</b>	<b>(6,495,368)</b>	<b>3,267,460</b>
Cash Restricted to CIP	5,550,000	5,740,000	4,780,000	8,450,000	11,614,576
Capital Outlay	688,720	968,328	975,631	1,343,271	2,697,694

## ELECTRIC UTILITY CASH RESERVES AND CASH IN CAPITAL PROJECTS

<b>Estimated Cash Reserve</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Cash and Cash Equivalents	40,256,616	48,435,747	56,844,593	41,229,747	39,961,230
Receivables	15,735,606	14,942,790	13,945,278	14,041,710	17,723,745
GASB 31 Adjustment	48,687	25,245	357,559	1,030,137	677,417
Current Liabilities	(9,029,814)	(8,190,995)	(9,115,007)	(9,491,774)	(13,376,718)
Next Year CIP	(5,740,000)	(4,780,000)	(8,450,000)	(11,426,576)	(4,350,000)
<b>Ending Available Cash</b>	<b>41,271,095</b>	<b>50,432,787</b>	<b>53,582,423</b>	<b>35,383,244</b>	<b>40,635,674</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	108,902,744	110,086,374	117,594,534	143,774,533	131,009,815
Debt Service Obligations	11,540,717	11,680,150	10,726,148	10,545,004	10,552,133
<b>Total Expenses</b>	<b>120,443,461</b>	<b>121,766,524</b>	<b>128,320,682</b>	<b>154,319,537</b>	<b>141,561,948</b>
Cash Reserve Target (20% of total current year expenses)	24,088,692	24,353,305	25,664,136	30,863,907	28,312,390
<b>Cash above/below Target</b>	<b>17,182,403</b>	<b>26,079,482</b>	<b>27,918,287</b>	<b>4,519,337</b>	<b>12,323,285</b>
<b>Cash in Capital Projects</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Bond Funded	14,734,752	13,189,085	12,509,985	11,853,806	11,069,607
City Funded	11,032,330	12,258,735	13,296,555	15,442,464	24,209,347
<b>Total</b>	<b>25,767,082</b>	<b>25,447,820</b>	<b>25,806,540</b>	<b>27,296,270</b>	<b>35,278,954</b>

## RECREATION SERVICES & RELATED CAPITAL IMPROVEMENT PROJECTS

### Recreation Services

The Recreation Services Fund is an enterprise fund with areas of operation including park services, recreation, and the Recreation Center. This fund includes the Recreation Services Division and those costs in the Parks Services Division that 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. This fund was reclassified into the Special Revenue Fund under Parks and Recreation in FY 2023, which is why there is no activity in this fund in FY 2023. Recreation Services information for FY 2023 can be found under the Parks and Recreation Fund (p. 33).

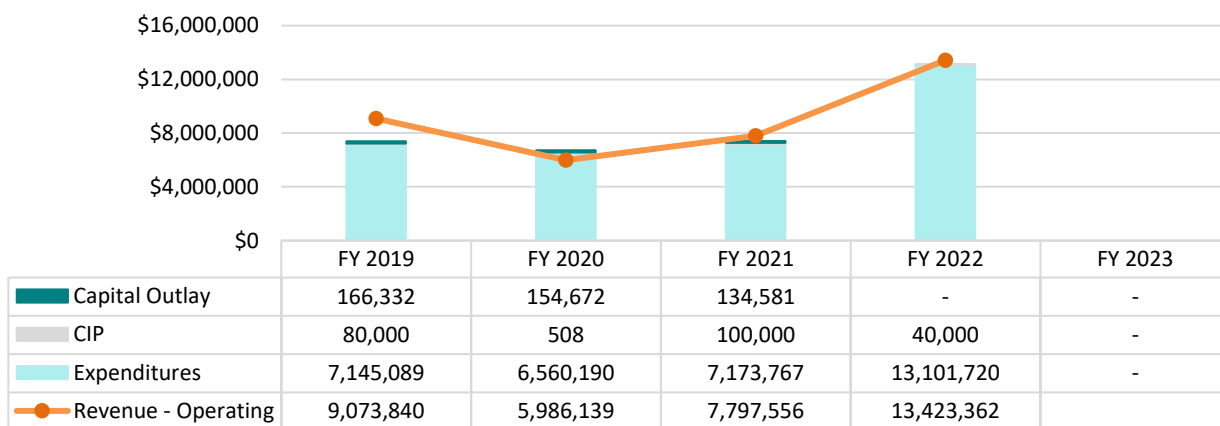
### Capital Improvement Projects (CIP) & Capital Outlay

In addition to recreation activity fees, which fund the partial or total operating cost of a recreation program, the department collects recreation user fees, which are dedicated to capital improvements to recreation facilities, such as pools, athletic fields, golf courses, Activity & Recreation Center (ARC), and other areas where fees are collected. Capital outlay includes any one-time spending on a tangible asset above \$5,000.

### Dedicated Funding Sources

Dedicated funding sources include user fees for the services they offer (which cover about 48% of the costs of the non-capital projects), interest revenue and subsidies from the General Fund and the Parks Sales Tax.

**Actual Expenditures & Revenue**



### Analysis

From FY 2019 to FY 2022, total expenses without capital projects increased by \$6.0 million or 83.4% and total revenue increased by \$4.3 million or 47.9%.

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. In FY 2020, expenses and revenue decreased due to the impacts of COVID-19; facility closings and program cancellations. FY 2021 reflects an increase in Intragovernmental Charges, with the majority of the increase in IT Support and Maintenance. Also in FY 2021, revenue from other governmental units reflects an increase due to state revenue for a capital improvement project. In FY 2022, Recreation Services received \$5.6 million in transfers for Capital Improvement Projects – projects include the Sports Fieldhouse: Phase II.

At the end of FY 2022, \$5.6 million dollars was transferred to the new Parks and Recreation Fund under Special Revenue to reflect the new location of this budgetary information, terminating Recreation Services as an individual enterprise fund.

## RECREATION SERVICES & CAPITAL IMPROVEMENT PROJECTS - INCOME STATEMENT

<b>Revenue</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Fees and Service Charges	4,458,235	3,233,810	3,911,598	4,275,551	-
Revenue from Other Governmental Units-Capital Projects	75,000	-	300,000	135,000	-
Investment Revenue	293,766	73,399	3,695	8,769	-
Miscellaneous-Operating	751,837	66,263	309,540	211,574	-
Miscellaneous-Capital Projects	86,500	-	10,000	-	-
Transfers In from Other City Funds -Operating	2,422,111	2,427,681	2,439,527	2,462,510	-
Transfers In from Other City Funds -Capital Projects	980,000	161,000	360,000	5,995,000	-
Misc. Non Cash Revenue	-	-	463,182	324,398	-
<b>Total Revenue:</b>	<b>9,073,840</b>	<b>5,986,139</b>	<b>7,797,556</b>	<b>13,423,362</b>	<b>-</b>
<b>Expenditures</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Employee Wages	2,868,595	2,579,779	2,681,099	2,822,652	-
Employee Benefits	645,590	783,678	702,898	750,119	-
Construction Materials	164,941	163,094	154,587	206,205	-
Operating Supplies	364,246	298,252	351,719	354,641	-
Maintenance and Equipment	522,229	528,401	390,185	574,603	-
Training and Travel	6,857	6,617	7,240	6,941	-
Intragovernmental Charges	694,702	488,308	576,812	530,296	-
Utilities	699,588	662,144	777,493	822,934	-
Services and Misc. Charges	176,325	119,412	373,426	136,294	-
Misc. Contractual	234,646	158,910	189,971	376,136	-
Transfers Out to Other City Funds	-	-	-	5,559,000	-
Depreciation	728,476	719,290	934,353	935,386	-
Debt Service	38,894	52,306	33,983	26,516	-
<b>Total Expenditures:</b>	<b>7,145,089</b>	<b>6,560,190</b>	<b>7,173,767</b>	<b>13,101,720</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>1,928,751</b>	<b>(574,051)</b>	<b>623,789</b>	<b>321,642</b>	<b>-</b>
Cash Restricted to CIP	80,000	508	100,000	40,000	-
Capital Outlay	166,332	154,672	134,581	-	-

## RECREATION SERVICES CASH RESERVES AND CASH IN CAPITAL PROJECTS

<b>Estimated Cash Reserve</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Cash and Cash Equivalents	2,935,183	2,744,560	2,772,228	2,679,345	-
Receivables	33,670	50,912	3,507	1,832	-
GASB 31 Adjustment	(236,863)	(237,692)	(226,090)	(172,306)	-
Current Liabilities	(398,721)	(386,829)	(475,227)	(429,578)	-
Next Year CIP	508	100,000	-	-	-
<b>Ending Available Cash</b>	<b>2,333,777</b>	<b>2,270,951</b>	<b>2,074,418</b>	<b>2,079,293</b>	<b>-</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	6,544,051	5,943,751	6,324,873	12,139,818	-
Debt Service Obligations	788,290	150,722	370,000	250,855	-
<b>Total Expenses</b>	<b>7,332,341</b>	<b>6,094,473</b>	<b>6,694,873</b>	<b>12,390,673</b>	<b>-</b>
Cash Reserve Target (20% of total current year expenses)	1,466,468	1,218,895	1,338,975	2,478,135	-
<b><i>Cash above/below Target</i></b>	<b><i>867,309</i></b>	<b><i>1,052,056</i></b>	<b><i>735,443</i></b>	<b><i>(398,842)</i></b>	<b><i>-</i></b>
<b>Cash in Capital Projects</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Bond Funded	-	-	-	-	-
City Funded	2,220,512	448,874	1,004,567	1,006,814	-
<b>Total</b>	<b>2,220,512</b>	<b>448,874</b>	<b>1,004,567</b>	<b>1,006,814</b>	<b>-</b>

## PUBLIC TRANSPORTATION & RELATED CAPITAL IMPROVEMENT PROJECTS

### Public Transportation

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

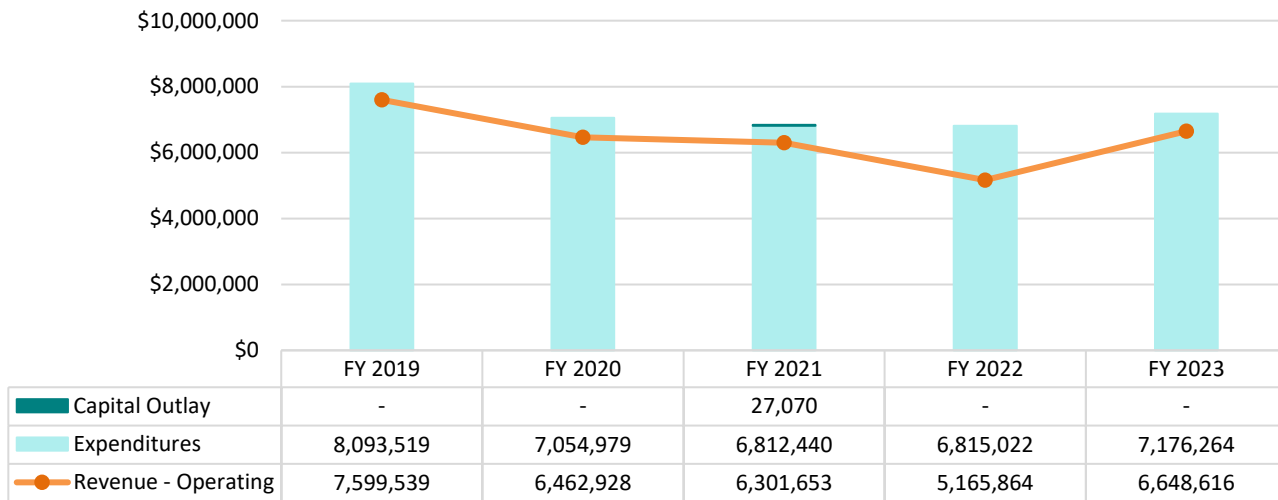
### Capital Improvement Projects (CIP) & Capital Outlay

Public Transit CIP is primarily funded through Federal Transit Administration (FTA) grants, with matching funds provided via Transportation Sales Tax. Major projects during this period include annual bus replacement. Capital outlay includes any one-time spending on a tangible asset over \$5,000.

### 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 revenue. 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 & Visitors Bureau (CVB), and the Parking Fund. Interest revenue are received from the investment of the fund's cash. Other local revenue, include miscellaneous and auction revenue.

**Actual Expenditures & Revenue**



### Analysis

For the period shown, total expenses without capital projects decreased by approximately \$917,255 or 11.3%. During this same period, revenue decreased by \$761,983 or 9%. The decrease in revenue for FY 2022 was largely due to a reduction in FTA grants. Revenue in 2023 increased due to Transfers in from other City Funds – Operating, though expenditures are still outpacing revenue for the Public Transportation Fund.

Beginning in FY 2021, Transit implemented a fare-free public transportation pilot program. As a result, transfers from other City funds were reduced in FY 2021, including transfers from Parking and CVB. Expenditures have steadily increased in FY 2022 and FY 2023.

*As of the end of FY 2023 Public Transportation Fund's cash above target was \$650,490 and there was total of \$2,290,242 restricted cash in capital projects.*

## PUBLIC TRANSPORTATION & CAPITAL IMPROVEMENT PROJECTS - INCOME STATEMENT

<b>Revenue</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Fees and Service Charges	1,651,740	1,195,776	955,396	1,265,540	966,525
Revenue from Other Governmental Units-Operating	2,595,594	2,294,573	4,189,619	3,015,225	2,998,085
Revenue from Other Governmental Units-Capital Projects	840,259	32,949	2,411,690	72,457	2,223,757
Investment Revenue	77,510	68,651	(11,012)	(10,057)	109,611
Miscellaneous-Operating	158,255	101,174	40,901	66,636	39,140
Miscellaneous-Capital Projects	29,986	9,965	15,029	39,012	26,994
Transfers In from Other City Funds -Operating	3,116,440	2,802,755	329,223	258,745	2,535,254
Transfers In from Other City Funds -Capital Projects	-	235,898	361,829	551,251	332,400
Misc. Non-Cash Revenue	-	-	797,526	569,775	-
<b>Total Revenue:</b>	<b>8,469,784</b>	<b>6,741,740</b>	<b>9,090,201</b>	<b>5,828,584</b>	<b>9,231,767</b>
<b>Expenditures</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Employee Wages	2,592,685	2,326,190	2,253,161	2,568,874	2,630,137
Employee Benefits	1,046,915	1,008,452	912,985	1,014,899	1,026,942
Construction Materials	9,973	12	2,257	3,523	2,489
Operating Supplies	508,934	285,879	288,667	442,445	369,587
Maintenance and Equipment	695,676	559,973	499,006	504,947	554,888
Training and Travel	2,214	773	2,348	3,900	1,199
Intragovernmental Charges	1,389,789	1,268,934	980,180	1,044,997	842,900
Utilities	118,004	78,547	103,945	55,588	102,677
Services and Misc. Charges	359,238	226,425	865,751	289,836	281,173
Misc. Contractual	178,288	69,618	8,783	86,568	151,524
Transfers Out to Other City Funds	2,295	2,295	2,295	36,281	43,335
Depreciation	1,209,396	1,044,655	893,062	762,742	720,891
Debt Service	45,229	41,800	-	421	-
Misc. Non-Cash Expenditures	(65,118)	141,426	-	-	448,523
<b>Total Expenditures:</b>	<b>8,093,519</b>	<b>7,054,979</b>	<b>6,812,440</b>	<b>6,815,022</b>	<b>7,176,264</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>376,264</b>	<b>(313,239)</b>	<b>2,277,761</b>	<b>(986,438)</b>	<b>2,055,502</b>
Capital Outlay	-	-	27,070	-	-

## PUBLIC TRANSPORTATION CASH RESERVES AND CASH IN CAPITAL PROJECTS

<b>Estimated Cash Reserve</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Cash and Cash Equivalents	1,586,663	53,967	1,250,797	492,723	1,213,113
Receivables	430,409	2,245,357	724,008	38,875	942,821
GASB 31 Adjustment	33,337	32,016	51,719	76,694	56,044
Current Liabilities	(554,326)	(371,108)	(346,619)	(340,143)	(360,118)
<b>Ending Available Cash</b>	<b>1,496,083</b>	<b>1,960,232</b>	<b>1,679,905</b>	<b>268,149</b>	<b>1,851,860</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	6,904,012	5,827,098	5,946,448	6,051,859	6,006,850
Debt Service Obligations	207,308	-	-	-	-
<b>Total Expenses</b>	<b>7,111,320</b>	<b>5,827,098</b>	<b>5,946,448</b>	<b>6,051,859</b>	<b>6,006,850</b>
Cash Reserve Target (20% of total current year expenses)	1,422,264	1,165,420	1,189,290	1,210,372	1,201,370
<b>Cash above/below Target</b>	<b>73,819</b>	<b>794,812</b>	<b>490,615</b>	<b>(942,223)</b>	<b>650,490</b>

<b>Cash in Capital Projects</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Bond Funded	-	-	-	-	-
City Funded	1,685,184	1,956,587	2,652,063	2,132,983	2,290,242
<b>Total</b>	<b>1,685,184</b>	<b>1,956,587</b>	<b>2,652,063</b>	<b>2,132,983</b>	<b>2,290,242</b>



## REGIONAL AIRPORT & RELATED CAPITAL IMPROVEMENT PROJECTS

### Columbia Regional Airport

The Columbia Regional Airport provides safe and usable facilities for the operation of commercial, general aviation, and military aircraft. It offers access to the national air transportation system and promotes regional economic growth. The Airport Fund includes divisions for administration, airfield areas, terminal areas, public safety, and snow removal areas of operation.

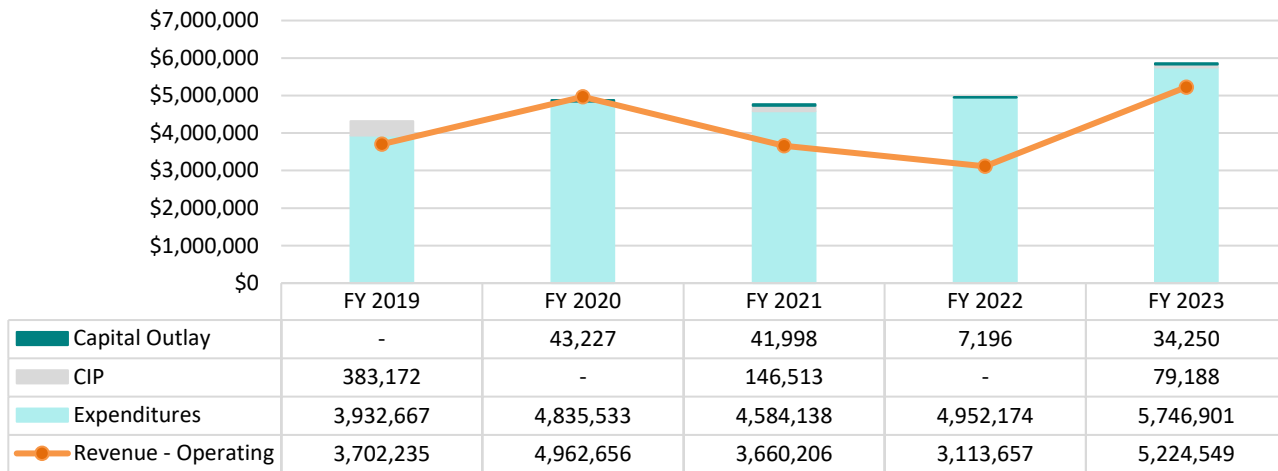
### Capital Improvement Projects (CIP) & Capital Outlay

Major capital projects for the Airport during the period shown include the planning and construction of the new terminal. The bulk of this spending occurred in FY 2020, with CARES Act development funding expediting the timeline. Capital outlay includes any one-time spending on a tangible asset above \$5,000.

### 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 revenue. An operating transfer comes from the Transportation Sales Tax - this is a one-half-cent sales tax for transportation purposes serving capital and operating needs for the Airport, Transit, and Streets & Engineering budgets. Interest revenue 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.

Actual Expenditures & Revenue



### Analysis

For the period shown, expenditures without capital projects and outlay, have increased roughly \$1.8 million or 46.1%. Total operating revenue increased by approximately \$1.5 million or 41.1%. There was a significant increase in Revenue from Other Governmental Units- Capital Projects due to CARES Act funding for the new terminal capital project. CARES Act funds are being utilized towards Airport operations for a period of four years (2020 - 2024). This additional source of temporary revenue means that the Regional Airport Fund will receive less transfers from the Transportation Sales Tax Fund. Even though there was a more than \$2 million increase in Operating Revenue in FY 2023, expenditures without capital projects and outlay are still slightly higher than operating revenue.

In FY 2020, the division of airport security was moved from the Airport to the Columbia Police Department (CPD). This led to an overall decrease in personnel costs, but an increase in Transfers Out to Other City Funds as the cost to cover these positions moved from Airport to CPD. Beginning in FY 2021, the cost to cover airport security was added to Airport's intragovernmental charges, which is reflected in the increase from FY 2020 to FY 2021.

*As of the end of FY 2023 Regional Airport Fund's cash above target was \$3,814,643 and there was total of \$10,136,204 restricted cash in capital projects.*

## REGIONAL AIRPORT & CAPITAL IMPROVEMENT PROJECTS - INCOME STATEMENT

Revenue	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Fees and Service Charges	1,451,574	1,097,963	967,882	1,132,956	1,341,029
Revenue from Other Governmental Units-Operating	116,051	2,099,420	2,257,178	1,795,533	2,235,564
Revenue from Other Governmental Units-Capital Projects	5,272,930	3,061,348	10,959,653	12,477,931	2,510,921
Investment Revenue	217,616	230,290	59,248	69,104	501,258
Miscellaneous - Operating	40,411	27,910	56,442	27,390	10,508
Transfers In from Other City Funds -Operating	1,876,583	1,094,673	235,389	88,674	1,136,190
Transfers In from Other City Funds -Capital Project	2,604,977	6,797,716	145,390	425,102	-
Contribution	-	412,400	84,067	-	-
Misc. Non Cash Revenue	-	-	109,032	103,434	-
<b>Total Revenue:</b>	<b>11,580,142</b>	<b>14,821,720</b>	<b>14,874,281</b>	<b>16,120,124</b>	<b>7,735,470</b>
Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	831,412	360,497	404,374	464,820	536,724
Employee Benefits	303,164	141,151	131,418	150,785	181,192
Construction Materials	71,044	65,351	66,355	130,230	47,473
Operating Supplies	56,780	47,548	47,246	50,391	90,245
Maintenance and Equipment	78,035	103,625	93,313	85,688	47,053
Training and Travel	22,190	11,819	3,647	16,432	24,381
Intragovernmental Charges	466,683	288,583	981,487	1,068,167	1,228,428
Utilities	167,429	155,174	148,316	175,282	237,998
Services and Misc. Charges	739,043	504,665	536,694	667,063	584,519
Misc. Contractual	108,678	56,293	91,644	108,002	263,101
Transfers Out to Other City Funds	30,000	1,711,243	148,033	5,571	98,151
Depreciation	1,073,463	1,103,373	1,641,860	1,770,109	2,114,044
Debt Service	2,065	169,663	289,751	259,635	250,705
Misc. Non-Cash Expenditures	(17,318)	116,547	-	-	42,886
<b>Total Expenditures:</b>	<b>3,932,667</b>	<b>4,835,533</b>	<b>4,584,138</b>	<b>4,952,174</b>	<b>5,746,901</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>7,647,475</b>	<b>9,986,187</b>	<b>10,290,143</b>	<b>11,167,950</b>	<b>1,988,570</b>
Cash Restricted to CIP	383,172	-	146,513	-	79,188
Capital Outlay	-	43,227	41,998	7,196	34,250

## REGIONAL AIRPORT CASH RESERVES AND CASH IN CAPITAL PROJECTS

<b>Estimated Cash Reserve</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Cash and Cash Equivalents	1,128,231	1,886,299	1,885,344	1,831,295	2,467,187
Receivables	264,377	466,662	643,084	197,766	2,050,647
GASB 31 Adjustment	194,231	183,751	262,284	382,491	330,392
Current Liabilities	(174,044)	(118,554)	(111,080)	(164,682)	(213,727)
Next Year CIP	-	(146,513)	-	(79,188)	-
<b>Ending Available Cash</b>	<b>1,412,795</b>	<b>2,271,645</b>	<b>2,679,632</b>	<b>2,167,682</b>	<b>4,634,499</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	2,873,335	3,483,130	2,650,525	2,929,627	3,373,516
Debt Service Obligations	30,000	30,000	278,508	719,468	725,760
<b>Total Expenses</b>	<b>2,903,335</b>	<b>3,513,130</b>	<b>2,929,033</b>	<b>3,649,095</b>	<b>4,099,276</b>
Cash Reserve Target (20% of total current year expenses)	580,667	702,626	585,807	729,819	819,855
<b>Cash above/below Target</b>	<b>832,128</b>	<b>1,569,019</b>	<b>2,093,825</b>	<b>1,437,863</b>	<b>3,814,643</b>

<b>Cash in Capital Projects</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Bond Funded	-	-	9,569,455	4,807,397	-
City Funded	8,567,868	26,461,118	15,264,210	8,673,195	10,136,204
<b>Total</b>	<b>8,567,868</b>	<b>26,461,118</b>	<b>24,833,665</b>	<b>13,480,592</b>	<b>10,136,204</b>

## SANITARY SEWER & RELATED CAPITAL IMPROVEMENT PROJECTS

### Sanitary Sewer

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 city limits and areas outside the City that are connected to the City's system. The areas of operation include administration, engineering, wastewater treatment plant, field operations and maintenance, and line maintenance.

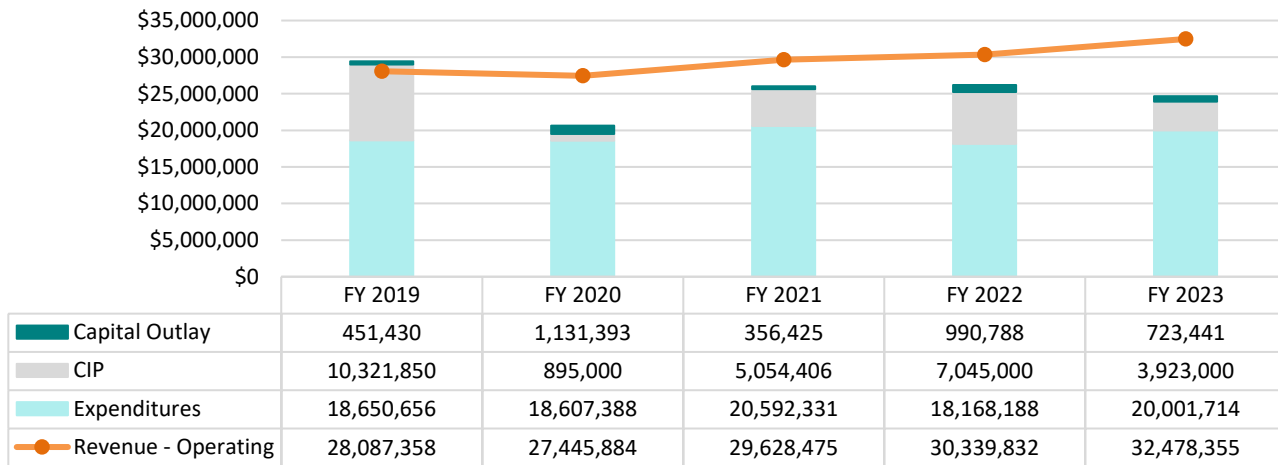
### Capital Improvement Projects (CIP) & Capital Outlay

Voters approved a \$32.3 million revenue bond issue in November 2013 that provides funding for several sewer improvement projects. Projects include Inflow and Infiltration reduction efforts, collection system rehabilitation, Wastewater Treatment Plant digester improvements, private common collector elimination (PCCE), and economic development sewer extensions. Capital outlay includes any one-time spending on a tangible asset above \$5,000.

### Dedicated Funding Sources

All funding sources for Sewer are considered to be dedicated funding sources. The primary funding source is sewer charges that are part of the monthly City utility bills. Other dedicated sources include investment revenue, miscellaneous revenue (auction revenue from fleet items being replaced), and transfers. 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.

**Actual Expenditures & Revenue**



### Analysis

For the period shown, total expenditures increased by \$1.35 million or 7.2% and revenue increased \$4.4 million or 15.6%. Capital improvement projects fluctuate from year to year. Expenditures without Capital Projects had a much smaller fluctuation. Revenue are above operating expenses for the period shown. This excess revenue will continue to help fund capital projects over time. 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. Revenue has continued to increase in FY 2022 and FY 2023 due to the increase of federal interest rates to combat inflation, while expenditures, CIP, and capital outlay have stabilized at around \$25 million combined, which will allow for increased funding to capital projects in FY 2024 and beyond.

*As of the end of FY 2023 Sanitary Sewer Fund's cash above target was \$16,234,472 and there was total of \$21,840,267 restricted cash in capital projects.*

## SANITARY SEWER & CAPITAL IMPROVEMENT PROJECTS - INCOME STATEMENT

Revenue	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Fees and Service Charges	23,613,201	24,067,766	25,336,835	25,756,480	24,957,342
Revenue from Other Governmental Units	-	42,911	-	6,473	-
Investment Revenue	2,212,616	1,039,848	140,815	37,768	2,056,632
Miscellaneous	49,693	107,832	207,694	266,475	254,671
Transfers In	-	-	283,365	82,896	-
Contribution	2,211,849	2,187,526	-	-	-
Misc. Non Cash Revenue	-	-	1,083,473	784,609	-
Non Cash Contribution	-	-	2,576,293	3,405,131	5,209,710
<b>Total Revenue:</b>	<b>28,087,358</b>	<b>27,445,884</b>	<b>29,628,475</b>	<b>30,339,832</b>	<b>32,478,355</b>
Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	3,595,790	3,632,521	3,374,026	3,379,085	3,414,145
Employee Benefits	1,383,120	1,349,406	1,299,402	1,329,941	1,344,669
Construction Materials	446,211	427,008	424,060	410,514	528,745
Operating Supplies	175,523	137,124	161,475	200,709	271,101
Maintenance and Equipment	410,981	311,192	343,198	428,514	450,495
Training and Travel	18,099	4,602	9,826	12,031	20,005
Intragovernmental Charges	2,001,767	1,872,839	2,442,926	2,053,127	2,843,650
Utilities	1,161,816	1,206,388	1,141,105	1,127,435	1,170,718
Services and Misc. Charges	376,705	653,123	2,268,351	669,046	699,811
Misc. Contractual	474,033	340,963	556,864	696,255	830,485
Transfers Out	17,150	7,815	82,246	66,902	73,613
Depreciation	5,655,078	5,901,843	6,253,232	6,032,963	6,139,673
Debt Service	3,049,517	2,503,041	2,235,622	1,761,666	1,597,516
Misc. Non-Cash Expenditures	(115,133)	259,523	-	-	617,089
<b>Total Expenditures:</b>	<b>18,650,656</b>	<b>18,607,388</b>	<b>20,592,331</b>	<b>18,168,188</b>	<b>20,001,714</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>9,436,702</b>	<b>8,838,496</b>	<b>9,036,144</b>	<b>12,171,645</b>	<b>12,476,641</b>
Cash Restricted to CIP	10,321,850	895,000	5,054,406	7,045,000	3,923,000
Capital Outlay	451,430	1,131,393	356,425	990,788	723,441

## SANITARY SEWER CASH RESERVES AND CASH IN CAPITAL PROJECTS

<b>Estimated Cash Reserve</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Cash and Cash Equivalents	10,727,253	15,198,427	17,652,158	18,612,614	21,827,565
Receivables	1,325,938	1,555,598	1,037,718	653,886	1,114,640
GASB 31 Adjustment	1,781,209	1,765,432	1,932,012	2,371,357	2,163,771
Current Liabilities	(617,671)	(679,432)	(560,980)	(548,171)	(772,628)
Next Year CIP	(895,000)	(5,054,406)	(7,045,000)	(3,695,000)	(3,895,000)
<b>Ending Available Cash</b>	<b>12,321,729</b>	<b>12,785,619</b>	<b>13,015,908</b>	<b>17,394,686</b>	<b>20,438,348</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	10,502,743	11,019,279	10,635,355	11,247,806	12,364,184
Debt Service Obligations	8,788,417	8,377,041	8,301,446	7,883,238	7,844,230
<b>Total Expenses</b>	<b>19,176,027</b>	<b>19,655,888</b>	<b>19,849,075</b>	<b>19,131,044</b>	<b>20,208,414</b>
Cash Reserve Target (20% of total current year expenses)	3,835,205	3,931,178	3,969,815	3,826,209	4,203,876
<b>Cash above/below Target</b>	<b>8,486,524</b>	<b>8,854,441</b>	<b>9,046,093</b>	<b>13,568,477</b>	<b>16,234,472</b>
<b>Cash in Capital Projects</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Bond Funded	12,329,210	7,241,887	5,448,464	4,314,351	963,660
City Funded	13,929,324	13,015,086	15,838,922	18,517,609	20,876,607
<b>Total</b>	<b>26,258,534</b>	<b>20,256,973</b>	<b>21,287,386</b>	<b>22,831,960</b>	<b>21,840,267</b>

## PARKING UTILITY & RELATED CAPITAL IMPROVEMENT PROJECTS

### Parking

The Parking Fund is an enterprise fund that operates, maintains and administers six parking facilities, six 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.

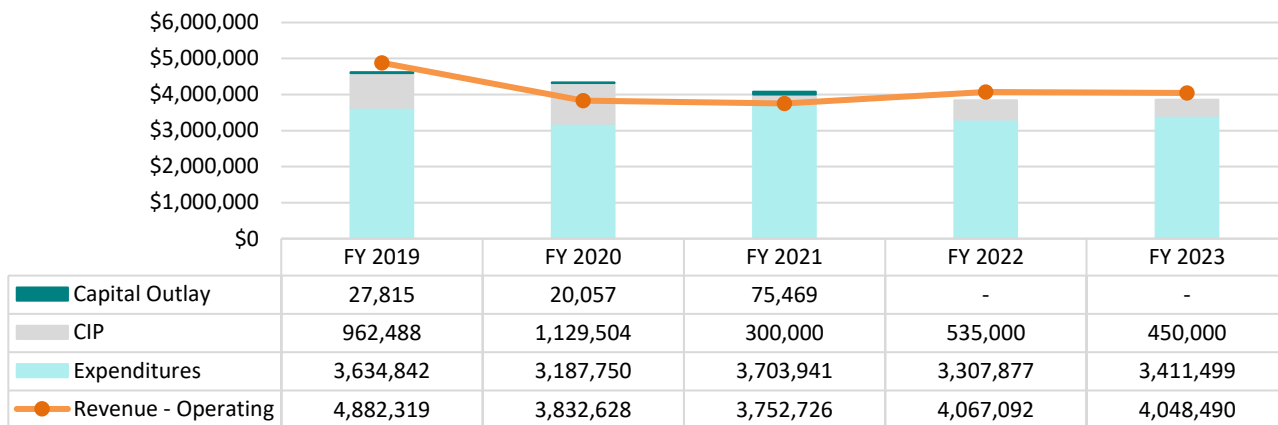
### Capital Improvement Projects (CIP) & Capital Outlay

Capital Improvement Projects (CIP) for the Parking Utility are funded through enterprise revenue. Major CIP during this period include major maintenance and upgrade projects, as well as building assessments. Capital outlay includes any one-time spending on a tangible asset costing over \$5,000.

### Dedicated Funding Sources

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

**Actual Expenditures & Revenue**



### Analysis

For the period shown, total expenses without capital projects decreased by \$223,343 or 6.1%. This is primarily due to reductions in Debt Service. In FY 2021, Intragovernmental Charges increased substantially due to the department paying the Columbia Police Department (CPD) for the cost of Parking Enforcement, payments to Streets & Engineering for parking space maintenance, and an increased General & Administrative fee for costs that were previously not recovered.

Total operating revenue has decreased during the period shown by \$833,828 or 17.1%. This is largely due to the temporary suspension of downtown parking enforcement due to COVID-19, as well as a pilot program in which selected downtown parking spots were designated solely for curbside pick-up or carry out. Since the end of the COVID pandemic, the city has not been fully enforcing fines associated with parking violations.

*As of the end of FY 2023 Parking Utility Fund's cash above target was \$377,301 and there was total of \$2,214,779 restricted cash in capital projects which is solely City funded.*

## PARKING UTILITY & CAPITAL IMPROVEMENT PROJECTS - INCOME STATEMENT

Revenue	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Fees and Service Charges	4,566,705	3,734,516	3,708,230	3,934,983	3,736,263
Revenue from Other Governmental Units	-	-	-	940	6,583
Investment Revenue	315,172	96,691	10,819	116,137	285,516
Miscellaneous-Operating	441	1,421	33,676	-	20,129
Miscellaneous-Capital Projects	309,077	3,439	1,228	4,633	21,463
Transfers In from Other City Funds -Operating	-	-	-	15,032	-
Transfers In from Other City Funds -Capital Projects	-	-	-	500,000	-
Misc. Non Cash Revenue	-	-	162,380	110,480	-
<b>Total Revenue:</b>	<b>5,191,396</b>	<b>3,836,067</b>	<b>3,916,334</b>	<b>4,682,205</b>	<b>4,069,953</b>
Expenditures	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Employee Wages	415,308	416,521	462,103	519,092	494,828
Employee Benefits	163,662	181,676	184,841	217,605	201,068
Construction Materials	26,557	59,992	34,406	35,177	38,780
Operating Supplies	26,245	18,873	17,605	16,750	14,346
Maintenance and Equipment	26,869	83,819	49,614	54,381	48,099
Training and Travel	9,765	2,392	2,647	874	759
Intragovernmental Charges	330,629	292,137	924,794	617,552	599,074
Utilities	133,474	128,745	141,916	125,875	123,991
Services and Misc. Charges	238,050	54,902	92,468	90,626	74,223
Misc. Contractual	130,538	110,560	282,697	166,935	197,388
Transfers Out to Other City Funds	298,013	313,598	25,290	60,590	121,509
Depreciation	1,013,914	1,019,611	1,069,406	1,091,883	1,121,085
Debt Service	834,152	491,561	416,153	310,538	287,326
Misc. Non-Cash Expenditures	(12,334)	13,363	-	-	89,023
<b>Total Expenditures:</b>	<b>3,634,842</b>	<b>3,187,750</b>	<b>3,703,941</b>	<b>3,307,877</b>	<b>3,411,499</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>1,556,553</b>	<b>648,318</b>	<b>212,393</b>	<b>1,374,328</b>	<b>658,454</b>
Cash Restricted to CIP	962,488	1,129,504	300,000	535,000	450,000
Capital Outlay	27,815	20,057	75,469	-	-



## PARKING UTILITY CASH RESERVES AND CASH IN CAPITAL PROJECTS

<b>Estimated Cash Reserve</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Cash and Cash Equivalents	1,790,088	1,416,672	1,412,358	1,569,136	899,492
Receivables	90,622	124,787	150,020	84,701	55,095
GASB 31 Adjustment	457,214	456,091	467,897	506,409	491,580
Current Liabilities	(308,195)	(350,551)	(352,124)	(274,342)	(94,065)
Next Year CIP	(1,129,504)	(300,000)	(535,000)	(450,000)	(300,000)
<b>Ending Available Cash</b>	<b>900,225</b>	<b>1,346,999</b>	<b>1,143,151</b>	<b>1,435,904</b>	<b>1,052,102</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	1,826,925	1,683,272	2,260,216	1,905,456	1,914,065
Debt Service Obligations	2,319,566	1,386,561	1,417,780	1,468,115	1,459,940
<b>Total Expenses</b>	<b>4,146,491</b>	<b>3,069,833</b>	<b>3,677,996</b>	<b>3,373,571</b>	<b>3,374,005</b>
Cash Reserve Target (20% of total current year expenses)	829,298	613,967	735,599	674,714	674,801
<b>Cash above/below Target</b>	<b>70,927</b>	<b>733,032</b>	<b>407,552</b>	<b>761,190</b>	<b>377,301</b>

<b>Cash in Capital Projects</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Bond Funded	-	-	-	-	-
City Funded	1,368,325	1,542,235	1,784,338	2,012,529	2,214,779
<b>Total</b>	<b>1,368,325</b>	<b>1,542,235</b>	<b>1,784,338</b>	<b>2,012,529</b>	<b>2,214,779</b>

## SOLID WASTE & RELATED CAPITAL IMPROVEMENT PROJECTS

### Solid Waste

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, and recycling.

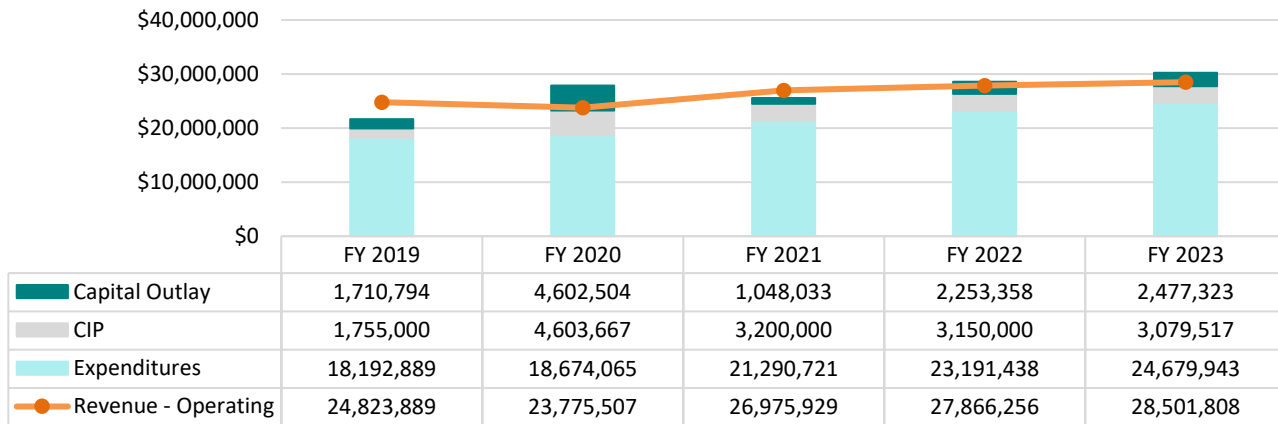
### Capital Improvement Projects (CIP) & Capital Outlay

Capital projects are funded primarily through revenue generated by user charges. FY 2020 reflects an increase in capital projects due to a couple of multi-year major projects including landfill expansion permitting (continuation since FY 2019) and a new bioreactor landfill disposal area within the footprint of the City's existing landfill property. In FY 2020, capital outlay increased and a large part of this was for trucks that were ordered in FY 2019 and not received until FY 2020. This was \$2,325,000 in FY 2020. Capital outlay includes any one-time spending on a tangible asset above \$5,000.

### Dedicated Funding Sources

All of the revenue 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, landfill and recycling. Other revenue includes investment revenue, grant revenue, and miscellaneous revenue (auction revenue from the sale of fleet items being replaced). Capital projects are funded primarily through revenue generated by user charges.

**Actual Expenditures & Revenue**



### Analysis

For the period shown, total expenses without capital projects increased by \$6.5 million or 35.6% and total revenue increased by \$3.7 million or 14.8%. 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, as expenditures including capital projects have outpaced revenues in FY 2022 and FY 2023. Fees and Service Charges also increased in FY 2021 and FY 2022 over the previous years in areas of commercial and refuse charges. FY 2021 reflects an increase in expenses primarily due to the reversal of budget cuts, which included the suspension of curbside recycling due to personnel shortages, and intragovernmental charges. FY 2021 reflects a transfer in from the Utility Customer Service fund, which was eliminated and reallocated into the various Utility department budgets. Increased expenditures in FY 2023 are largely due to a nearly \$1 million increase in Intragovernmental Charges, which are caused by an increase in administrative fees for this fund.

*As of the end of FY 2023 Solid Waste Fund's cash above target was \$17,466,638 and there was total of \$11,485,200 restricted cash in capital projects.*

## SOLID WASTE & CAPITAL IMPROVEMENT PROJECTS - INCOME STATEMENT

<b>Revenue</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Fees and Service Charges	23,644,579	22,892,486	24,926,232	26,443,467	26,452,111
Revenue from Other Governmental Units	(680)	11,571	47,853	97	-
Investment Revenue	909,730	469,919	35,948	(12,579)	1,463,527
Miscellaneous	270,260	401,532	74,289	190,078	586,170
Transfers In from Other City Funds	-	-	283,365	131,740	-
Misc. Non Cash Revenue	-	-	1,608,243	1,113,453	-
<b>Total Revenue:</b>	<b>24,823,889</b>	<b>23,775,507</b>	<b>26,975,929</b>	<b>27,866,256</b>	<b>28,501,808</b>
<b>Expenditures</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Employee Wages	4,691,689	4,728,685	4,912,279	5,389,065	5,204,561
Employee Benefits	1,760,275	1,779,310	1,893,816	2,055,012	1,987,770
Construction Materials	314,942	248,269	287,271	328,328	295,538
Operating Supplies	990,691	827,618	1,004,438	924,678	1,214,377
Maintenance and Equipment	2,752,310	2,202,406	3,129,753	3,568,614	3,384,621
Training and Travel	9,976	952	2,976	8,500	29,142
Intragovernmental Charges	2,455,947	2,361,608	3,451,768	3,575,238	4,544,658
Utilities	206,864	212,772	198,418	191,320	192,702
Services and Misc. Charges	1,667,229	1,947,953	2,024,335	2,639,960	1,981,593
Misc. Contractual	933,096	906,617	853,268	956,941	1,393,937
Transfers Out to Other City Funds	300,224	261,223	330,503	327,588	346,097
Depreciation	2,031,724	2,676,426	3,022,985	3,062,092	3,093,333
Debt Service	226,743	204,333	178,911	164,102	149,075
Misc. Non-Cash Expenditures	(148,819)	315,892	-	-	862,538
<b>Total Expenditures:</b>	<b>18,192,889</b>	<b>18,674,065</b>	<b>21,290,721</b>	<b>23,191,438</b>	<b>24,679,943</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>6,631,000</b>	<b>5,101,443</b>	<b>5,685,208</b>	<b>4,674,818</b>	<b>3,821,865</b>
Cash Restricted to CIP	1,755,000	4,603,667	3,200,000	3,150,000	3,079,517
Capital Outlay	1,710,794	4,602,504	1,048,033	2,253,358	2,477,323

## SOLID WASTE CASH RESERVES AND CASH IN CAPITAL PROJECTS

<b>Estimated Cash Reserve</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Cash and Cash Equivalents	15,129,209	13,444,456	15,634,481	15,909,305	21,210,291
Receivables	1,822,924	2,036,088	1,859,822	1,849,725	2,186,630
GASB 31 Adjustment	769,516	761,632	877,824	1,189,374	1,038,984
Current Liabilities	(854,418)	(1,335,964)	(1,125,202)	(856,195)	(981,910)
Next Year CIP	(4,603,667)	(3,200,000)	(3,150,000)	-	(1,234,038)
<b>Ending Available Cash</b>	<b>12,263,564</b>	<b>11,706,212</b>	<b>14,096,925</b>	<b>18,092,209</b>	<b>22,219,957</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	17,733,655	19,810,313	19,125,655	22,215,614	23,045,772
Debt Service Obligations	1,152,800	1,159,300	1,043,976	719,450	720,825
<b>Total Expenses</b>	<b>18,886,455</b>	<b>20,969,613</b>	<b>20,169,631</b>	<b>22,935,064</b>	<b>23,766,597</b>
Cash Reserve Target (20% of total current year expenses)	3,777,291	4,193,923	4,033,926	4,587,013	4,753,319
<b>Cash above/below Target</b>	<b>8,486,273</b>	<b>7,512,289</b>	<b>10,062,999</b>	<b>13,505,197</b>	<b>17,466,638</b>

<b>Cash in Capital Projects</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Bond Funded	114,448	114,448	114,448	114,448	114,448
City Funded	3,489,967	6,681,504	9,590,572	12,542,606	11,370,752
<b>Total</b>	<b>3,604,415</b>	<b>6,795,952</b>	<b>9,705,020</b>	<b>12,657,054</b>	<b>11,485,200</b>

## STORM WATER & RELATED CAPITAL IMPROVEMENT PROJECTS

### Storm Water

The Storm Water Fund's objectives are 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.

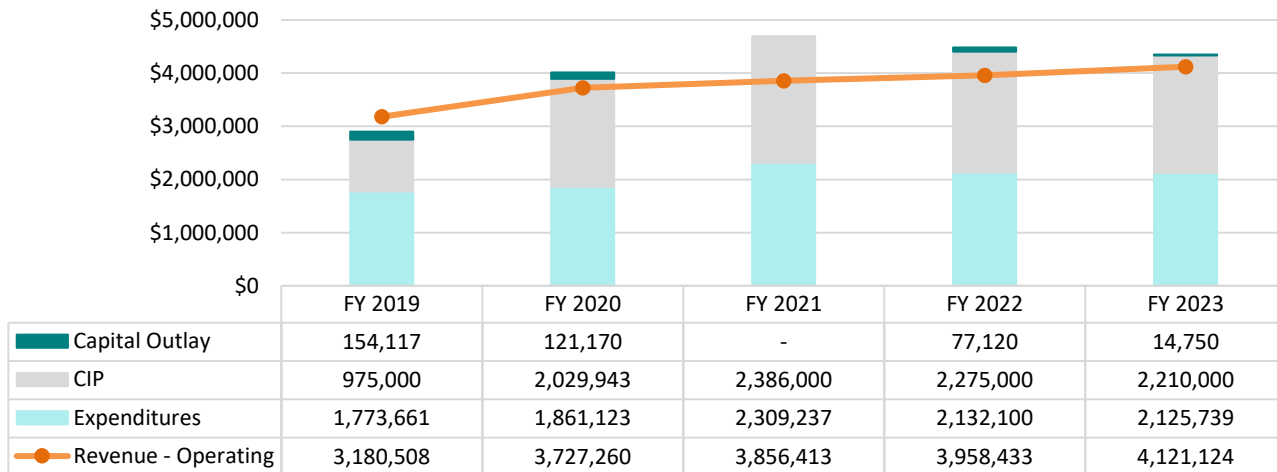
### Capital Improvement Projects (CIP) & Capital Outlay

Major capital projects during the period shown include various culvert and failing infrastructure replacements. Capital outlay includes any one-time spending on a tangible asset above \$5,000.

### Dedicated Funding Sources

The revenue 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 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 properties.

**Actual Expenditures & Revenue**



### Analysis

For the period shown, total expenses without capital projects increased by \$352,078 or 19.9% and total revenue increased by \$940,616 or 29.6%. During this time, fees and service charges increased by \$708,696 or 23.6%.

From FY 2022 to FY 2023, several expenditures decreased substantially, including Intragovernmental Charges, Services and Miscellaneous Charges, and Miscellaneous Contractual expenses. While expenditures have decreased since FY 2021, revenues still need to increase in order to close the gap between expenditures and revenue due to higher CIP costs since FY 2020.

*As of the end of FY 2023 Storm Water Fund's cash above target was \$1,822,954 and there was total of \$6,786,863 restricted cash in capital projects.*

## STORM WATER CAPITAL PROJECT - INCOME STATEMENT

Revenue	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Fees and Service Charges	3,001,643	3,613,993	3,686,147	3,712,574	3,710,339
Revenue from Other Governmental Units	-	-	-	130,779	-
Investment Revenue	156,699	93,811	11,063	(3,649)	369,377
Miscellaneous	21,034	19,457	981	9,170	41,408
Transfers In from Other City Funds -Operating	-	-	17,710	10,440	-
Transfers In from Other City Funds -Capital Projects	1,132	-	-	-	-
Misc. Non Cash Revenue	-	-	140,511	99,118	-
<b>Total Revenue:</b>	<b>3,180,508</b>	<b>3,727,260</b>	<b>3,856,413</b>	<b>3,958,433</b>	<b>4,121,124</b>
Expenditures	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employee Wages	410,752	389,615	410,974	443,514	472,838
Employee Benefits	158,534	153,064	154,837	171,719	184,507
Construction Materials	66,806	57,957	40,495	89,351	87,916
Operating Supplies	19,265	10,882	12,916	20,379	15,418
Maintenance and Equipment	24,329	26,298	33,773	28,597	41,555
Training and Travel	1,258	210	467	(256)	3,396
Intragovernmental Charges	286,305	188,985	159,467	217,609	162,379
Utilities	11,600	8,046	6,555	6,332	5,877
Services and Misc. Charges	52,825	72,550	473,314	58,147	44,618
Misc. Contractual	53,863	187,756	279,706	370,853	239,323
Transfers Out to Other City Funds	117,198	137,685	138,060	150,684	196,893
Depreciation	586,138	600,566	598,672	575,170	599,315
Misc. Non-Cash Expenditures	(15,210)	27,510	-	-	71,703
<b>Total Expenditures:</b>	<b>1,773,661</b>	<b>1,861,123</b>	<b>2,309,237</b>	<b>2,132,100</b>	<b>2,125,739</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>1,406,847</b>	<b>1,866,137</b>	<b>1,547,176</b>	<b>1,826,333</b>	<b>1,995,385</b>
Cash Restricted to CIP	975,000	2,029,943	2,386,000	2,275,000	2,210,000
Capital Outlay	154,117	121,170	-	77,120	14,750

## STORM WATER CASH RESERVES AND CASH IN CAPITAL PROJECTS

<b>Estimated Cash Reserve</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Cash and Cash Equivalents	2,787,888	3,152,622	3,477,267	3,446,703	3,892,868
Receivables	242,581	281,825	234,244	202,608	281,460
GASB 31 Adjustment	116,338	114,263	140,827	215,238	174,467
Current Liabilities	(57,828)	(49,225)	(58,674)	(47,770)	(112,491)
Next Year CIP	(2,029,943)	(2,386,000)	(2,275,000)	(2,210,000)	(2,120,000)
<b>Ending Available Cash</b>	<b>1,059,036</b>	<b>1,113,485</b>	<b>1,518,664</b>	<b>1,606,779</b>	<b>2,116,304</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	1,345,132	1,325,797	1,290,203	1,634,050	1,466,749
<b>Total Expenses</b>	<b>1,345,132</b>	<b>1,325,797</b>	<b>1,290,203</b>	<b>1,634,050</b>	<b>1,466,749</b>
Cash Reserve Target (20% of total current year expenses)	269,026	265,159	258,041	326,810	293,350
<b>Cash above/below Target</b>	<b>790,010</b>	<b>848,326</b>	<b>1,260,623</b>	<b>1,279,969</b>	<b>1,822,954</b>

<b>Cash in Capital Projects</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Bond Funded	-	-	-	-	-
City Funded	1,755,941	3,646,796	4,672,956	5,444,234	6,786,863
<b>Total</b>	<b>1,755,941</b>	<b>3,646,796</b>	<b>4,672,956</b>	<b>5,444,234</b>	<b>6,786,863</b>



## INTERNAL SERVICES

Internal Service Funds are used to account for cost reimbursements between departments within the city government. The purpose of these reimbursements is for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units.

**Custodial and Maintenance Services Fund** - to account for the provision of custodial services and building maintenance used by other City departments. In FY 2021, this fund was eliminated. The operation was moved to the General Fund and renamed as Facilities Management.

**Utility Customer Services Fund** - to account for utility accounts receivable, billing and customer services for Water and Electric, Sanitary Sewer, Solid Waste and Storm Water utilities. In FY 2021, this fund was eliminated. The operation is now split among the various utility fund budgets.

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

**Community Relations Fund** - to account for the provision of printing press, xerox, interdepartmental mail, and postage services to other City departments, and cable television operations. In FY 2021, this fund was eliminated. The operation was moved to the General Fund and intragovernmental charges were eliminated for General Fund departments.

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

**Self-Insurance Reserve Fund** - to account for the reserves established and held in trust for the City's self-insurance program, and to account for the payment of property and casualty losses, and uninsured workers' compensation claims.

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

**Vehicle & Equipment Replacement Fund (VERF)** - created in FY 2022 to ensure adequate funds are available for the replacement of vehicles and equipment, stabilize budgeting for major equipment purchases, and provide sufficient cash flows for the annual purchase of vehicles and equipment greater than or equal to \$5,000.



## EMPLOYEE BENEFIT

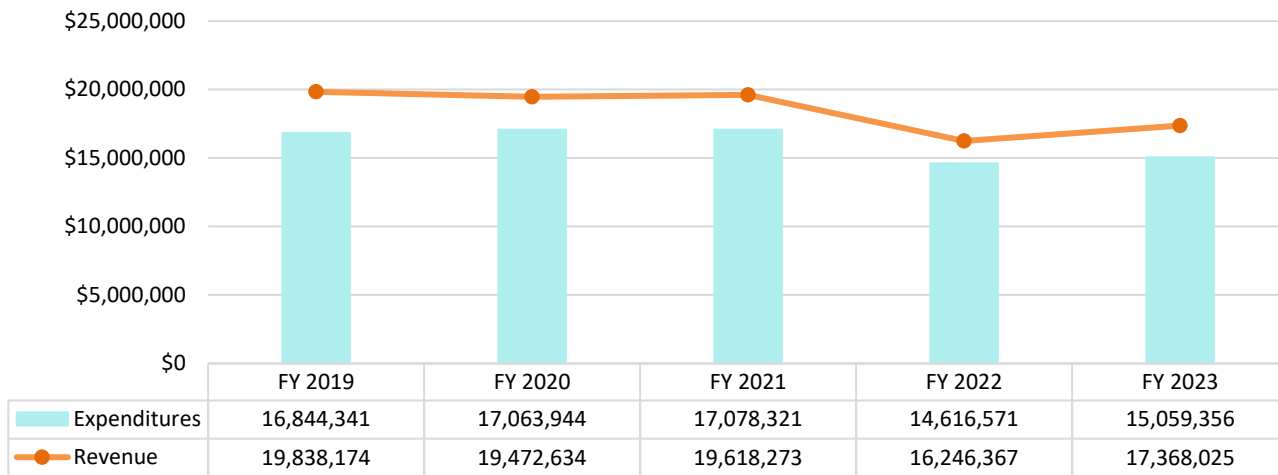
### Employee Benefit

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).

**Actual Expenditures & Revenue**



### Analysis

Total expenses decreased by \$1.78 million or 10.6% for the period shown, while revenue has decreased by \$2.47 million or 12.5%. In 2022 both the revenue and expenses went down. The reduction in FY 2022 Services and Misc. Charges-related expenses was mainly due to lower damage claims. Revenue increased from FY 2022 to FY 2023 by over \$1 million, due in large part to individual \$500,000 increases from two revenue sources: Fees and Service Charges Revenue and Investment Revenue.

*As of the end of FY 2023 Employee Benefit Fund's cash above target was \$14,151,409.*

## EMPLOYEE BENEFIT - INCOME STATEMENT

Revenue	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Fees and Service Charges	16,561,353	16,580,566	19,421,879	16,101,019	16,679,997
Investment Revenue	256,463	164,754	19,423	(4,979)	560,712
Miscellaneous	2,775,359	2,727,314	63,196	63,060	127,316
Transfers In from Other City Funds	245,000	-	-	9,967	-
Misc. Non Cash Revenue	-	-	113,775	77,299	-
<b>Total Revenue:</b>	<b>19,838,174</b>	<b>19,472,634</b>	<b>19,618,273</b>	<b>16,246,367</b>	<b>17,368,025</b>
Expenditures	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Employee Wages	394,794	425,123	421,308	380,890	437,338
Employee Benefits	201,045	259,094	221,203	246,707	274,379
Operating Supplies	59,058	67,694	55,061	9,227	19,887
Maintenance and Equipment	2,433	322	3,045	4,439	1,386
Training and Travel	41,467	31,999	36,250	38,508	28,196
Intragovernmental Charges	3,355	3,285	3,989	35,945	1,685
Utilities	4,064	3,120	3,120	2,657	2,995
Services and Misc. Charges	15,781,064	15,914,435	16,014,109	13,646,618	13,733,813
Misc. Contractual	324,401	326,210	287,576	218,919	527,015
Transfers Out to Other City Funds	32,661	32,661	32,661	32,661	32,661
<b>Total Expenditures:</b>	<b>16,844,341</b>	<b>17,063,944</b>	<b>17,078,321</b>	<b>14,616,571</b>	<b>15,059,356</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>2,993,833</b>	<b>2,408,690</b>	<b>2,539,952</b>	<b>1,629,795</b>	<b>2,308,669</b>

Estimated Cash Reserve	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Cash and Cash Equivalents	7,767,210	10,464,159	12,720,847	14,125,906	16,538,796
Receivables	420,450	233,183	424,522	438,074	504,841
GASB 31 Adjustment	101,031	97,771	135,776	247,354	185,793
Current Liabilities	(148,115)	(212,174)	(141,114)	(38,119)	(66,150)
<b>Ending Available Cash</b>	<b>8,140,576</b>	<b>10,582,939</b>	<b>13,140,031</b>	<b>14,773,215</b>	<b>17,163,280</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	16,844,341	17,063,944	17,078,321	14,616,571	15,059,356
<b>Total Expenses</b>	<b>16,844,341</b>	<b>17,063,944</b>	<b>17,078,321</b>	<b>14,616,571</b>	<b>15,059,356</b>
Cash Reserve Target (20% of total current year expenses)	3,368,868	3,412,789	3,415,664	2,923,314	3,011,871
<b>Cash above/below Target</b>	<b>4,771,708</b>	<b>7,170,150</b>	<b>9,724,367</b>	<b>11,849,901</b>	<b>14,151,409</b>

## SELF-INSURANCE RESERVE

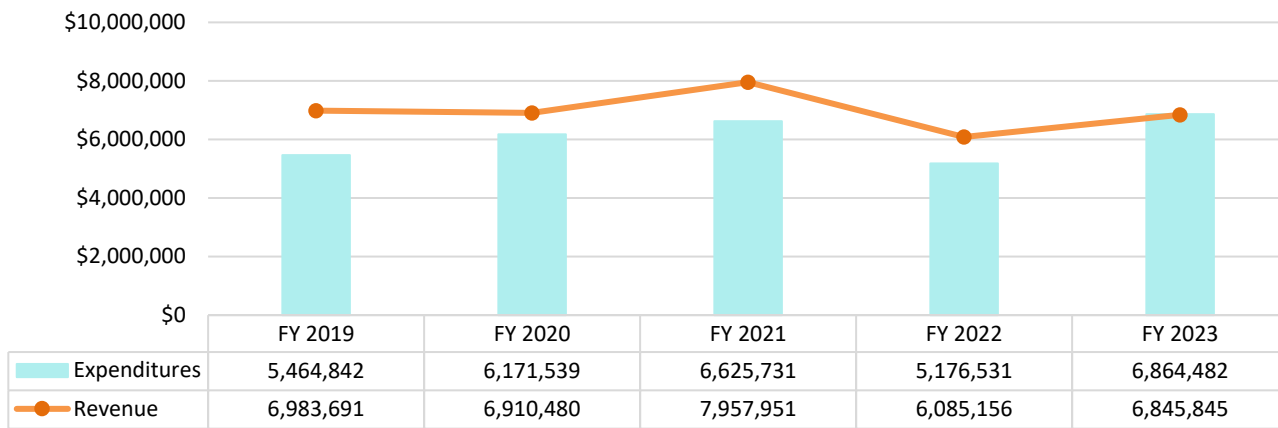
### Self-Insurance Fund

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 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.

**Actual Expenditures & Revenue**



### Analysis

Over the period shown, total expenses increased by \$1.4 million or 25.6% and revenue decreased by \$137,846 or 2.0%. Expenditures and revenues are often unpredictable in this department due to the changing number of claims filed each fiscal year. This can cause significant year to year fluctuations as is evidenced by the \$1.7 million increase in expenditures from FY 2022 to FY 2023.

*As of the end of FY 2023 Self Insurance Fund's cash above target was \$19,063,440.*

## SELF-INSURANCE RESERVE - INCOME STATEMENT

Revenue	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Fees and Service Charges	6,220,367	6,095,960	5,974,041	5,994,399	5,994,611
Investment Revenue	696,009	352,838	24,873	(10,440)	773,195
Miscellaneous	67,315	461,682	1,915,384	65,603	78,039
Transfers In from Other City Funds	-	-	-	5,935	-
Misc. Non-Cash Revenue	-	-	43,653	29,659	-
<b>Total Revenue:</b>	<b>6,983,691</b>	<b>6,910,480</b>	<b>7,957,951</b>	<b>6,085,156</b>	<b>6,845,845</b>
Expenditures	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Employee Wages	209,296	215,155	201,100	211,007	269,127
Employee Benefits	65,964	69,730	68,575	70,826	81,817
Operating Supplies	697	440	689	476	1,172
Maintenance and Equipment	617	1,928	590	13,495	3,122
Training and Travel	4,984	(408)	2,864	4,179	5,288
Intragovernmental Charges	6,355	5,783	5,679	87,369	68,912
Utilities	1,728	1,248	1,248	1,274	1,560
Services and Misc. Charges	4,941,522	5,642,427	6,107,014	4,501,265	6,183,495
Misc. Contractual	192,850	180,346	193,091	241,761	204,419
Transfers Out to Other City Funds	44,880	44,880	44,880	44,880	44,880
Misc. Non-Cash Expenditures	(4,050)	10,009	-	-	691
<b>Total Expenditures:</b>	<b>5,464,842</b>	<b>6,171,539</b>	<b>6,625,731</b>	<b>5,176,531</b>	<b>6,864,482</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>1,518,848</b>	<b>738,941</b>	<b>1,332,220</b>	<b>908,624</b>	<b>(18,637)</b>
Estimated Cash Reserve	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Cash and Cash Equivalents	16,311,463	17,130,451	18,200,046	19,544,281	19,941,275
Receivables	37,578	24,278	16,880	37,206	78,410
GASB 31 Adjustment	342,862	336,939	396,792	570,008	492,267
Current Liabilities	(89,125)	(50,815)	(71,318)	(38,342)	(75,616)
<b>Ending Available Cash</b>	<b>16,602,778</b>	<b>17,440,853</b>	<b>18,542,400</b>	<b>20,113,153</b>	<b>20,436,336</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	5,464,842	6,171,539	6,625,731	5,176,531	6,864,482
<b>Total Expenses</b>	<b>5,464,842</b>	<b>6,171,539</b>	<b>6,625,731</b>	<b>5,176,531</b>	<b>6,864,482</b>
Cash Reserve Target (20% of total current year expenses)	1,092,968	1,234,308	1,325,146	1,035,306	1,372,896
<b>Cash above/below Target</b>	<b>15,509,810</b>	<b>16,206,545</b>	<b>17,217,254</b>	<b>19,077,847</b>	<b>19,063,440</b>

## CUSTODIAL & BUILDING MAINTENANCE

### Custodial & Building Maintenance

The Custodial and Building Maintenance 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 buildings, 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 was eliminated and the operation moves to the General Fund and renamed Facilities Management (located on p. 15). It is still an internal service operation, but it no longer charges fees to General Fund departments as it is now located in that fund.

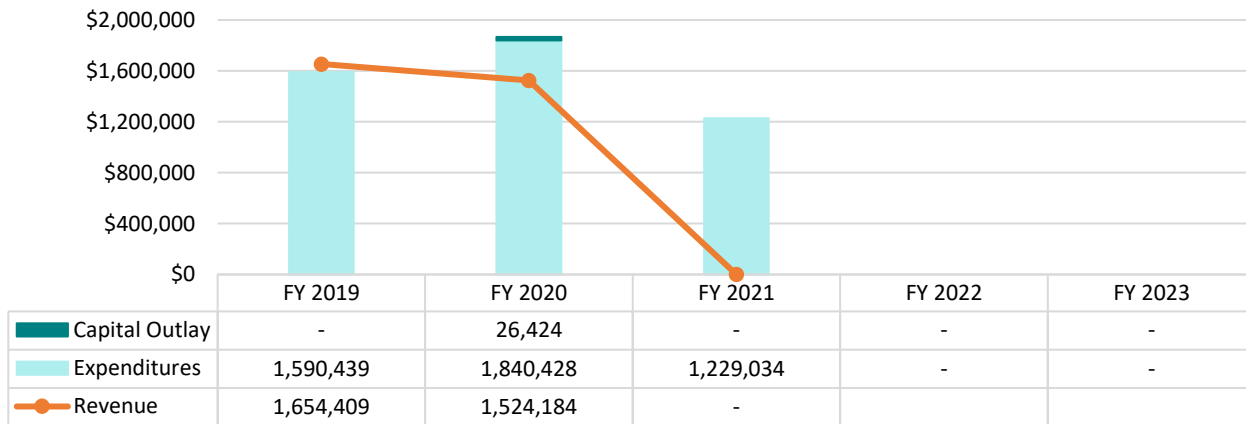
### Capital Improvement Projects (CIP) & Capital Outlay

There were no CIP and capital outlay related expenses in recent years, except for one vehicle purchase in FY 2020. Capital outlay includes any one-time spending on a tangible asset above \$5,000.

### 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 to this fund.

**Actual Expenditures & Revenue**



### Analysis

In FY 2021, the Custodial and Building Maintenance Fund was eliminated. The operations were moved to the General Fund and renamed Facilities Management to more accurately describe their functions. Now that the operation is in the General Fund, there is no longer charges to General Fund departments for these services. In FY 2021, there was a transfer of \$1,229,034 to the General Fund to close out the fund.

## CUSTODIAL & BLDG MAINTENANCE - INCOME STATEMENT

Revenue	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Intragovernmental Revenue	1,580,851	1,495,895	-	-	-
Investment Revenue	57,539	27,242	-	-	-
Miscellaneous	16,019	1,046	-	-	-
<b>Total Revenue:</b>	<b>1,654,409</b>	<b>1,524,184</b>	-	-	-
Expenditures	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Employee Wages	603,914	658,056	-	-	-
Employee Benefits	213,134	323,329	-	-	-
Construction Materials	86,666	76,544	-	-	-
Operating Supplies	64,634	61,590	-	-	-
Maintenance and Equipment	17,132	24,599	-	-	-
Training and Travel	5,374	4,888	-	-	-
Intragovernmental Charges	45,139	54,308	-	-	-
Utilities	336,905	330,669	-	-	-
Services and Misc. Charges	58,990	155,255	-	-	-
Misc. Contractual	82,018	71,661	-	-	-
Transfers Out to Other City Funds	65,100	65,100	1,229,034	-	-
Depreciation	11,433	14,428	-	-	-
<b>Total Expenditures:</b>	<b>1,590,439</b>	<b>1,840,428</b>	<b>1,229,034</b>	-	-
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>63,970</b>	<b>(316,244)</b>	<b>(1,229,034)</b>	-	-
Capital Outlay	-	26,424	-	-	-

## FLEET OPERATIONS

### Fleet Operations

Fleet operations provide preventive maintenance, mechanical repair, repair-parts, and acquisition support for all the City vehicles and equipment as well as fuel for vehicles.

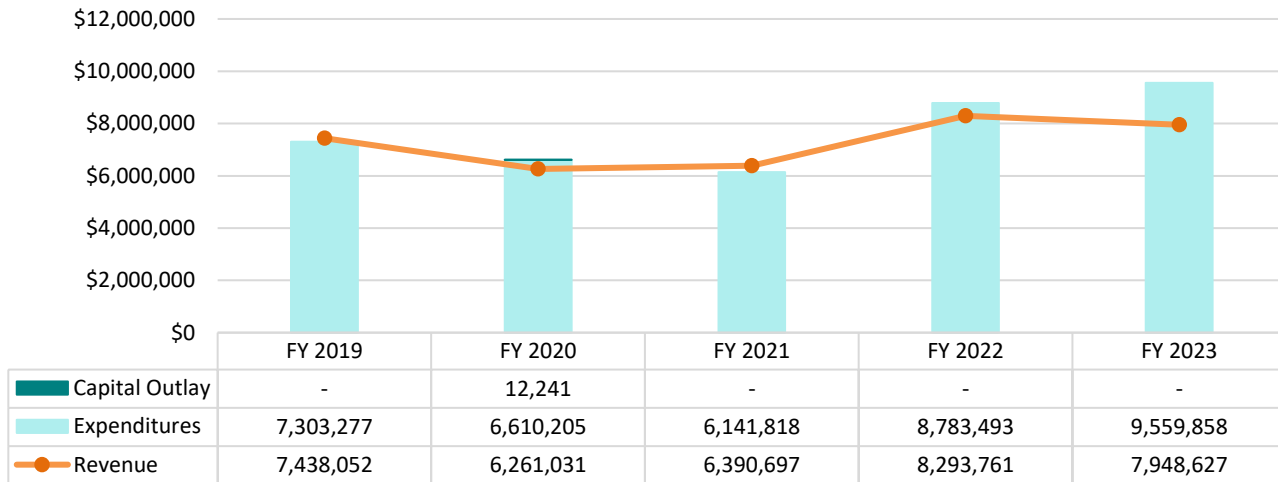
### Capital Improvement Projects (CIP) & Capital Outlay

Capital outlay includes any one-time spending on a tangible asset above \$5,000.

### Dedicated Funding Sources

Fleet operations charge other City departments for the types of supplies and services provided. Unlike the other supporting activity departments, these fees are not reflected in the intragovernmental charge category. Fleet utilizes a mark-up system for parts and fuel to recover the overhead costs of their operation and charges are assessed as the services are used. Labor charges are driven by fluctuations in the market. All of the funding sources for this fund are considered to be dedicated.

**Actual Expenditures & Revenue**



### Analysis

For the period shown, total expenses without capital projects increased by \$2.3 million or 30.9%. This increase is mainly due to increased costs in Maintenance and Equipment, likely due to inflated costs for tools and equipment. Additionally, both Services and Miscellaneous Charges and Miscellaneous Contractual expenses increased in FY 2023.

Revenues decreased slightly in FY 2023, but overall have increased by \$510,575 or 6.9% over the period shown. Fees and Service Charges Revenue has increased by around \$650,000 or 9% over the period shown, due to the hourly fees increasing from \$56 to \$60 per hour in FY 2023. However, revenue will need to increase in FY 2024 and beyond to catch up to steadily increasing expenses such as Employee Wages & Benefits and Maintenance & Equipment.

*As of the end of FY 2023 Fleet Operation Fund's cash below target was \$3,943,283.*

## FLEET OPERATIONS - INCOME STATEMENT

Revenue	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Fees and Service Charges	7,283,924	6,181,407	5,846,401	7,832,564	7,938,626
Revenue from Other Governmental Units	-	1,884	-	-	-
Investment Revenue	38,760	17,951	3,172	3,579	(30,676)
Miscellaneous	115,369	59,789	48,763	72,330	40,677
Transfers In from Other City Funds	-	-	-	40,221	-
Misc. Non Cash Revenue	-	-	492,361	345,067	-
<b>Total Revenue:</b>	<b>7,438,052</b>	<b>6,261,031</b>	<b>6,390,697</b>	<b>8,293,761</b>	<b>7,948,627</b>
Expenditures	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Employee Wages	1,722,058	1,666,049	1,631,726	1,674,115	1,616,155
Employee Benefits	676,182	643,228	617,435	606,655	629,878
Construction Materials	2,382	346	460	5,261	-
Operating Supplies	23,816	16,742	21,904	18,895	27,125
Maintenance and Equipment	4,584,714	3,821,143	3,541,452	5,997,907	6,334,261
Training and Travel	10,356	1,163	2,520	2,759	10,120
Intragovernmental Charges	166,640	201,338	184,956	334,979	405,168
Utilities	59,116	52,386	52,226	60,866	61,590
Services and Misc. Charges	31,958	6,226	17,792	7,593	105,697
Misc. Contractual	11,786	13,504	13,542	19,230	38,727
Transfers Out to Other City Funds	4,883	4,883	4,883	4,883	4,883
Depreciation	59,988	52,311	52,922	50,350	48,208
Misc. Non-Cash Expenditures	(50,602)	130,885	-	-	278,045
<b>Total Expenditures:</b>	<b>7,303,277</b>	<b>6,610,205</b>	<b>6,141,818</b>	<b>8,783,493</b>	<b>9,559,858</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>134,775</b>	<b>(349,174)</b>	<b>248,879</b>	<b>(489,732)</b>	<b>(1,611,231)</b>
Capital Outlay	-	12,241	-	-	-

Estimated Cash Reserve	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Cash and Cash Equivalents	1,471,462	1,288,114	670,803	(285,634)	(1,656,770)
Receivables	8,928	8,461	16,772	26,020	44,825
GASB 31 Adjustment	105,459	105,693	106,181	99,645	97,694
Current Liabilities	(616,756)	(654,110)	(495,058)	(510,922)	(526,702)
<b>Ending Available Cash</b>	<b>969,093</b>	<b>748,158</b>	<b>298,698</b>	<b>(670,891)</b>	<b>(2,040,953)</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	7,243,289	6,570,135	6,088,896	8,733,143	9,511,650
<b>Total Expenses</b>	<b>7,243,289</b>	<b>6,570,135</b>	<b>6,088,896</b>	<b>8,733,143</b>	<b>9,511,650</b>
Cash Reserve Target (20% of total current year expenses)	1,448,658	1,314,027	1,217,779	1,746,629	1,902,330
<b>Cash above/below Target</b>	<b>(479,565)</b>	<b>(565,869)</b>	<b>(919,081)</b>	<b>(2,417,519)</b>	<b>(3,943,283)</b>



## INFORMATION TECHNOLOGY

### Information Technology

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.

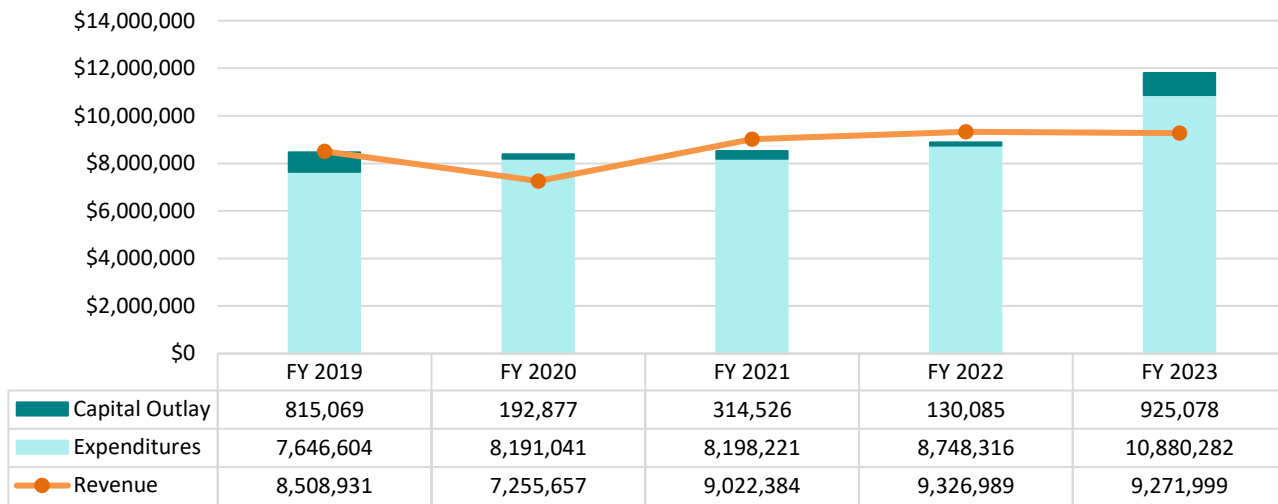
### Capital Improvement Projects (CIP) & Capital Outlay

Capital outlay includes any one-time spending on a tangible asset above \$5,000. Over the period shown, there have been several different capital items purchased such as software upgrades and funding for a data center cooling project.

### 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.

**Actual Expenditures & Revenue**



### Analysis

For the past five years, total expenses increased by \$3.2 million or 42.3% due to several organizational changes. FY 2020 includes pay plan costs, which is reflected in the increase in employee wages and benefits for FY 2020. User fees were reduced in FY 2020 to help improve the financial condition of departments after the negative impacts of COVID-19 on many departments’ revenue, which decreased the fund balance. In FY 2021 Fees and Service Charges increased to meet the expenditures and build back the revenue over expenditures. A more than \$800,000 increase in Services and Miscellaneous Charges expenditures in FY 2023 was due to inflation increasing expenditures over the past year.

Revenue growth has not yet caught up to increasing expenditures, increasing by \$763,068 or 9.0% over the period shown. A more than \$50,000 decrease in revenue occurred from FY 2022 to FY 2023, mostly due to a lack of Transfers in from Other City Funds and Miscellaneous Revenue sources from previous years. As the need for information technology increases in nearly every department of the city government, revenue will have to increase to meet this need.

*As of the end of FY 2023 Information Technology Fund’s cash above target was \$233,172.*

## INFORMATION TECHNOLOGY - INCOME STATEMENT

Revenue	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Fees and Service Charges	8,281,426	6,917,678	8,144,878	8,520,177	9,095,805
Revenue from Other Governmental Units	60,788	112,007	142,688	113,127	71,856
Investment Revenue	155,889	87,521	6,040	1,467	100,663
Miscellaneous	10,829	8,952	1,817	23,301	3,676
Transfers In from Other City Funds	-	129,500	17,000	109,381	-
Misc. Non-Cash Revenue	-	-	709,961	559,535	-
<b>Total Revenue:</b>	<b>8,508,931</b>	<b>7,255,657</b>	<b>9,022,384</b>	<b>9,326,989</b>	<b>9,271,999</b>
Expenditures	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Employee Wages	3,347,722	3,678,313	3,682,182	3,714,478	3,791,347
Employee Benefits	1,137,658	1,189,608	1,184,109	1,274,888	1,271,509
Operating Supplies	9,492	15,060	2,147	16,071	29,404
Maintenance and Equipment	830,259	510,009	608,357	799,861	956,615
Training and Travel	178,798	124,717	85,477	144,295	135,079
Intragovernmental Charges	33,688	29,985	34,990	365,392	423,813
Utilities	231,396	201,842	212,686	246,583	240,701
Services and Misc. Charges	1,229,876	1,538,406	1,650,254	1,517,804	2,341,731
Misc. Contractual	165,379	123,632	91,626	135,882	444,228
Transfers Out to Other City Funds	162,195	162,195	162,195	162,195	415,060
Depreciation	415,640	469,061	484,197	370,867	368,021
Misc. Non-Cash Expenditures	(95,499)	148,212	-	-	462,773
<b>Total Expenditures:</b>	<b>7,646,604</b>	<b>8,191,041</b>	<b>8,198,221</b>	<b>8,748,316</b>	<b>10,880,282</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>862,327</b>	<b>(935,384)</b>	<b>824,162</b>	<b>578,673</b>	<b>(1,608,283)</b>
Capital Outlay	815,069	192,877	314,526	130,085	925,078
Estimated Cash Reserve	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Cash and Cash Equivalents	4,366,720	3,858,272	4,193,270	4,121,809	2,906,128
Receivables	40,824	55,625	45,102	22,396	28,956
GASB 31 Adjustment	137,437	135,406	149,945	187,154	177,371
Current Liabilities	(580,506)	(616,479)	(496,316)	(585,988)	(684,370)
<b>Ending Available Cash</b>	<b>3,964,475</b>	<b>3,432,824</b>	<b>3,892,001</b>	<b>3,745,371</b>	<b>2,428,085</b>
Expenditures exc. Depreciation, Interest Expense, Loss on Disposal, and Misc. Non-Cash Exp.	8,141,532	7,766,645	8,028,550	8,507,534	10,974,566
<b>Total Expenses</b>	<b>8,141,532</b>	<b>7,766,645</b>	<b>8,028,550</b>	<b>8,507,534</b>	<b>10,974,566</b>
Cash Reserve Target (20% of total current year expenses)	1,628,306	1,553,329	1,605,710	1,701,507	2,194,913
<b>Cash above/below Target</b>	<b>2,336,169</b>	<b>1,879,495</b>	<b>2,286,291</b>	<b>2,043,864</b>	<b>233,172</b>

## COMMUNITY RELATIONS

### Community Relations

The Community Relations Department helps the City Council, City Manager, and City departments with internal and external communications. The service areas include the Community Relations Office, Document Support Services, City Channel, Event Services, and Contact Center. In FY 2021, the Community Relations Fund was eliminated and the operation moved to the General Fund (located on p. 12). It is still an internal service operation, but it no longer charges fees to General Fund departments as it is now located in that fund.

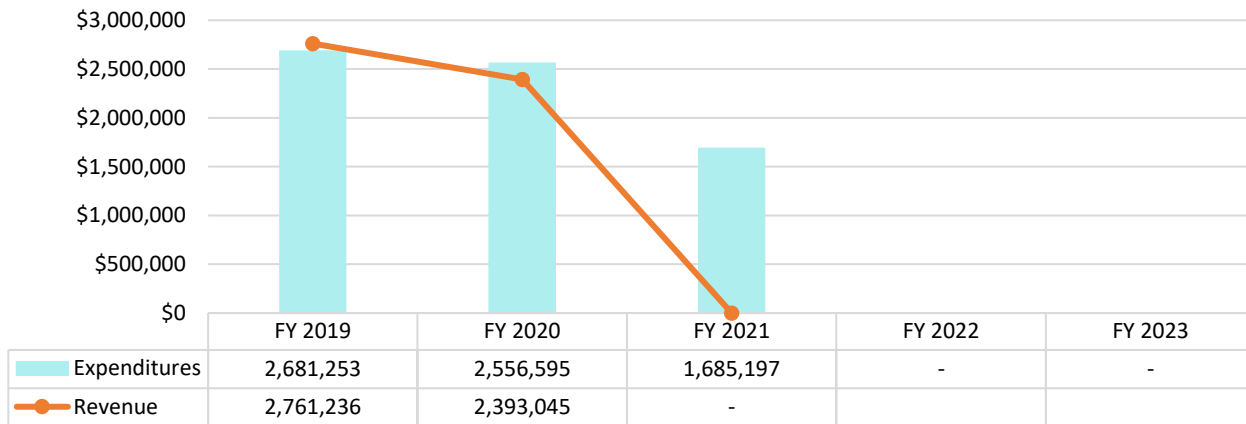
### Capital Improvement Projects (CIP) & Capital Outlay

There were no CIP and capital outlay related expenses in recent years. Capital outlay includes any one-time spending on a tangible asset above \$5,000.

### 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 includes a fee charged to all of the user departments to support Community Relations-related expenses 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 the Utilities for the printing of the City Source newsletter that is sent to all utility customers), interest revenue, and miscellaneous revenue.

**Actual Expenditures & Revenue**



### Analysis

In FY 2021, the Community Relations Fund was eliminated and the operation was moved into the General Fund. Now that the operation is in the General Fund, there is no longer charges to other General Fund departments for these services. There was a transfer of \$1,685,197 to the General Fund in FY 2021 to close out the fund.

## COMMUNITY RELATIONS - INCOME STATEMENT

Revenue	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Other Local Taxes	526,222	479,477	-	-	-
Intragovernmental Revenue	2,113,667	1,823,963	-	-	-
Revenue from Other Governmental Units	-	1,678	-	-	-
Investment Revenue	67,894	34,296	-	-	-
Miscellaneous	3,453	3,631	-	-	-
Transfers In from Other City Funds	50,000	50,000	-	-	-
<b>Total Revenue:</b>	<b>2,761,236</b>	<b>2,393,045</b>	-	-	-
Expenditures	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Employee Wages	1,424,315	1,314,805	-	-	-
Employee Benefits	479,034	612,289	-	-	-
Operating Supplies	138,872	61,375	-	-	-
Maintenance and Equipment	153,861	130,302	-	-	-
Training and Travel	8,245	451	-	-	-
Intragovernmental Charges	17,979	16,685	-	-	-
Utilities	27,612	15,703	-	-	-
Services and Misc. Charges	48,409	38,248	-	-	-
Misc. Contractual	97,362	96,371	-	-	-
Transfers Out to Other City Funds	237,894	237,893	1,685,197	-	-
Depreciation	47,668	32,473	-	-	-
<b>Total Expenditures:</b>	<b>2,681,253</b>	<b>2,556,595</b>	<b>1,685,197</b>	-	-
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>79,983</b>	<b>(163,550)</b>	<b>(1,685,197)</b>	-	-

## UTILITY CUSTOMER SERVICE

### Utility Customer Service

Utility Customer Services (UCS) is the primary interface for the public to communicate with City of Columbia’s utility services. They handle all inquiries and service order requests from customers and related City departments. In FY 2021, UCS was absorbed by the various Utility department funds.

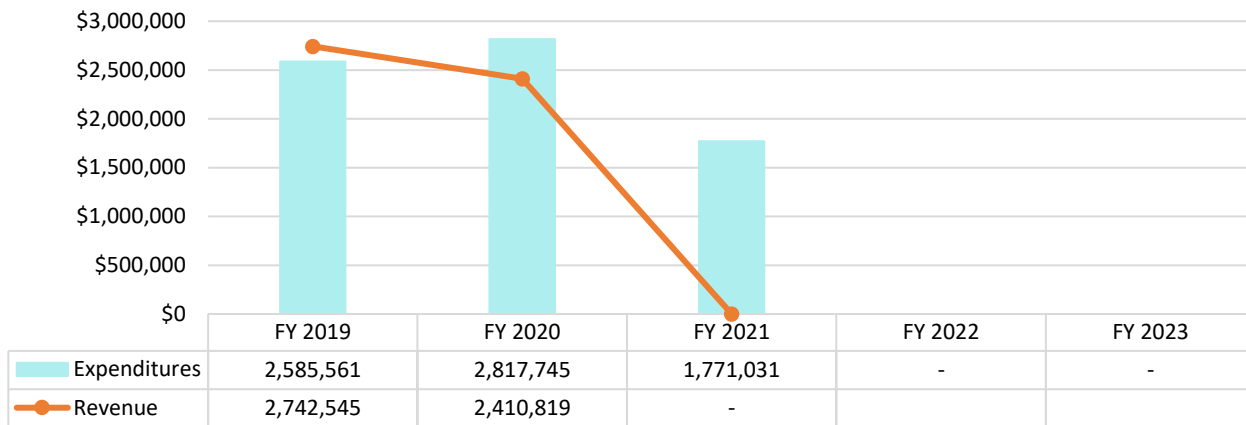
### Capital Improvement Projects (CIP) & Capital Outlay

There were no CIP related expenses in recent years.

### 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.

**Actual Expenditures & Revenue**



### Analysis

In FY 2021, the Utility Customer Service Fund was eliminated and the operation was divided between the various utility fund budgets (Water, Electric, Sewer, Solid Waste, and Storm Water). There was a transfer of \$1,771,031 to the utility funds in FY 2021 to close out the fund.

## UTILITY CUSTOMER SERVICE - INCOME STATEMENT

<b>Revenue</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Fees and Service Charges	316,163	235,509	-	-	-
Intragovernmental Revenue	2,340,609	1,979,000	-	-	-
Revenue from Other Governmental Units	-	1,304	-	-	-
Investment Revenue	82,513	40,766	-	-	-
Miscellaneous	3,260	154,240	-	-	-
<b>Total Revenue:</b>	<b>2,742,545</b>	<b>2,410,819</b>	-	-	-
<b>Expenditures</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Employee Wages	676,607	680,926	-	-	-
Employee Benefits	288,202	317,556	-	-	-
Construction Materials	-	106	-	-	-
Operating Supplies	108,442	112,799	-	-	-
Maintenance and Equipment	2,590	3,980	-	-	-
Training and Travel	25,673	15,324	-	-	-
Intragovernmental Charges	647,160	447,963	-	-	-
Utilities	10,908	7,176	-	-	-
Services and Misc. Charges	240,504	433,160	-	-	-
Misc. Contractual	474,758	558,347	-	-	-
Transfers Out to Other City Funds	110,717	240,407	1,771,031	-	-
<b>Total Expenditures:</b>	<b>2,585,561</b>	<b>2,817,745</b>	<b>1,771,031</b>	-	-
<b>Excess (Deficiency) of Revenue over Expenditures</b>	<b>156,984</b>	<b>(406,926)</b>	<b>(1,771,031)</b>	-	-

## VEHICLE AND EQUIPMENT REPLACEMENT

### Vehicle and Equipment Replacement

In FY 2022, the Vehicle and Equipment Replacement Fund (VERF) was created to facilitate the purchase of all new non-Utility fleet items. In prior years, funding for the replacement of vehicles and equipment was included in individual department budgets. Utility departments each have their own Vehicle & Equipment Replacement Fund (VERF) housed in their individual funds. The VERF ensures adequate funds are available to fund the replacement of vehicles and equipment, stabilizes budgeting for major purchases, and provides sufficient cash flow for annual purchases of equipment.

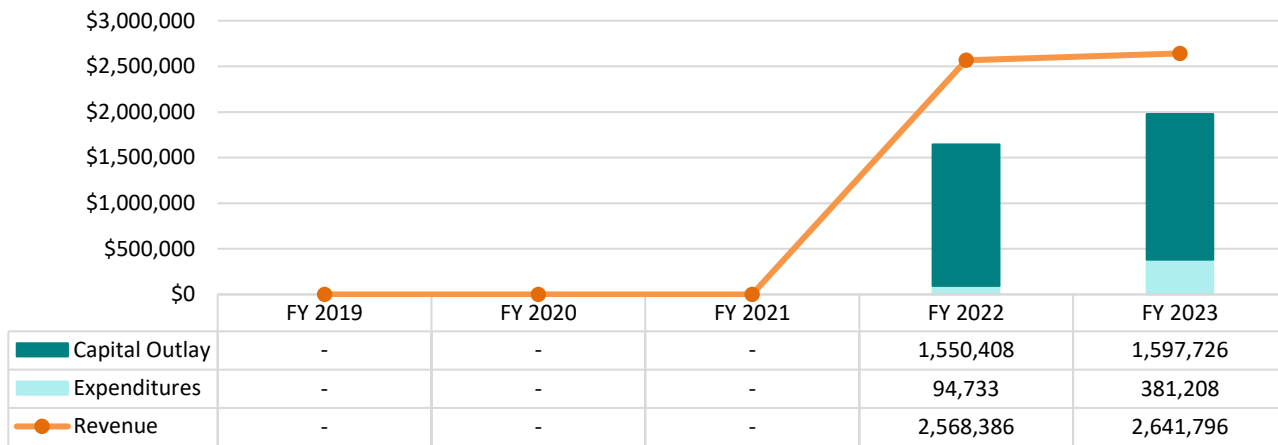
### Capital Improvement Projects (CIP) & Capital Outlay

The purpose of the VERF is to fund purchases of vehicles by reserving funds, using those funds to purchase vehicles, and replenishing the reserves. Nearly all expenses are capital outlay expenses for the purchase of vehicles and fleet equipment.

### Dedicated Funding Sources

All assets purchased through the VERF are approved during the regular budget process prior to purchase. User departments will be charged an annual fee for each fleet asset allocated to their department in the VERF. This fee will provide funds to purchase replacement assets.

**Actual Expenditures & Revenue**



### Analysis

From FY 2022 to FY 2023, expenditures increased by \$286,475, while revenue has increased by \$73,410 or 2.9%. In FY 2022, transfers from non-utility funds totaled approximately \$2.57 million, of which \$2.2 million came from the General Fund. The initial transfers were to build a fund balance. In FY 2022, \$1.55 million was used for the replacement of vehicle and equipment. As this fund continues its transition to Internal Services, expenditures and vehicle purchases remain at lower levels than revenue.

*As of the end of FY 2023 Vehicle and Equipment Replacement Fund's cash above target was \$1,630,193.*

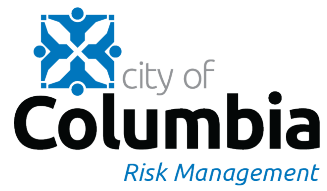
## VEHICLE AND EQUIPMENT REPLACEMENT – INCOME STATEMENT

<b>Revenue</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Investment Revenue	-	-	-	(3,158)	67,135
Miscellaneous	-	-	-	51,797	-
Transfers In from Other City Funds	-	-	-	2,519,747	2,574,661
<b>Total Revenue:</b>	-	-	-	<b>2,568,386</b>	<b>2,641,796</b>
<b>Expenditures</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Operating Supplies	-	-	-	-	25,568
Depreciation	-	-	-	94,733	355,640
<b>Total Expenditures:</b>	-	-	-	<b>94,733</b>	<b>381,208</b>
<b>Excess (Deficiency) of Revenue over Expenditures</b>	-	-	-	<b>2,473,653</b>	<b>2,260,588</b>
Capital Outlay	-	-	-	1,550,408	1,597,726
<b>Estimated Cash Reserve</b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
Cash and Cash Equivalents	-	-	-	1,024,874	2,173,589
GASB 31 Adjustment	-	-	-	11,222	1,261
Current Liabilities	-	-	-	(6,896)	(137,108)
<b>Ending Available Cash</b>	-	-	-	<b>1,029,200</b>	<b>2,037,742</b>
Expenditures excluding Depreciation, Interest Expense, and Loss on Disposal	-	-	-	1,550,408	1,623,294
<b>Total Expenses</b>	-	-	-	<b>1,029,200</b>	<b>2,037,742</b>
Cash Reserve Target (20% of total current year expenses)	-	-	-	205,840	407,548
<b>Cash above/below Target</b>	-	-	-	<b>823,360</b>	<b>1,630,193</b>



# ACRONYMS


ARC	Activity & Recreation Center
ARPA	American Rescue Plan Act
CAAP	Climate Action and Adaptation Plan
CAF	Columbia Arts Foundation
CARE	Career Awareness Related Experience
CARES Act	Coronavirus Aid, Relief and Economic Security
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
CIST	Capital Improvement Sales Tax
COLT	Columbia Terminal Railroad
CPD	Columbia Police Department
CVB	Convention and Visitors Bureau
CNG	Compressed Natural Gas
FAA	Federal Aviation Administration
FTA	Federal Transit Administration
FTE	Full Time Equivalent
GASB	Governmental Accounting Standards Board
GIS	Geospatial Information Services
HOME	HOME Investment Partnership Program
HUD	Department of Housing and Urban Development
IT	Information Technology
MoDOT	Missouri Department of Transportation
NBRH	Neighborhood Stabilization Program
PCCE	Private Common Collector Elimination
PIF	Public Improvement Fund
PILOT	Payment in Lieu of Taxes
PST	Parks Sales Tax
REDI	Regional Economic Development Inc.
TIF	Tax Increment Financing
TST	Transportation Sales Tax
UCS	Utility Customer Services
WIC	Women, Infant, and Children




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CITY OF COLUMBIA, MISSOURI - FINANCIAL TREND MANUAL REPORT 2023

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