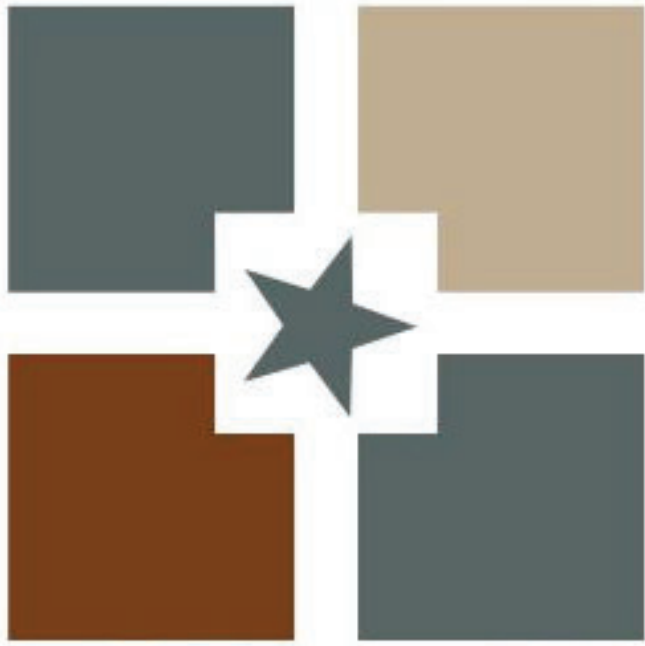


CITY OF COLUMBIA



T E N N E S S E E

POPULAR ANNUAL FINANCIAL REPORT

CITY OF COLUMBIA, TENNESSEE
END OF THE FISCAL YEAR 2022



*"Something good
around every
corner."*



**CHIARA CELADA 974849
SOFIA CUSSOTTO 974807
MARA GRECEANU 974578**

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LETTER FROM THE CFO

We are pleased to present the Popular Annual Financial Report (PAFR) of the City of Columbia for the fiscal year ended June 30, 2022. It is our intent that the report provide Columbia citizens with better access and greater insight into the City's financial activities. Development of the 2022 PAFR follows from the City's commitment to providing outstanding transparency and the highest quality financial reporting.

The report is an overview of the City's financial position and long-standing financial practices. It identifies revenue sources and describes how they are spent in a fiscally responsible manner. The fiscal stability of the City is reflected in its ability to maintain a Aa2 credit rating from Moody's since 2011 and a AA+ from S&P beginning in 2017, reaffirmed in 2020.

Although financial figures in the PAFR come from an audited source, they are presented in a condensed, unaudited format. Having received the PAFR Award for FY 2018, FY 2019, FY 2020, the 2022 PAFR will also be submitted to GFOA for consideration for the award program. Citizens seeking more detailed financial information may view a copy of the audited GAAP-basis financial statements of the 2022 ACFR online at ColumbiaTN.com.

Sincerely,



Thad H. Jablonski,
Chief Financial Officer / Assistant City Manager

DEMOGRAPHICS



2022

**45,792
INHABITANTS**

0-5 y.o. 6-17 y.o. 18-64 y.o. > 65 y.o.



7.5%



26.3%



52.1%



14.1%

The median age in Columbia, TN, is 36.5 years old, continuing to trend downward



53.3%



46.7%



Born in USA



54.1%

Foreign born



4.9%

DEMOGRAPHICS

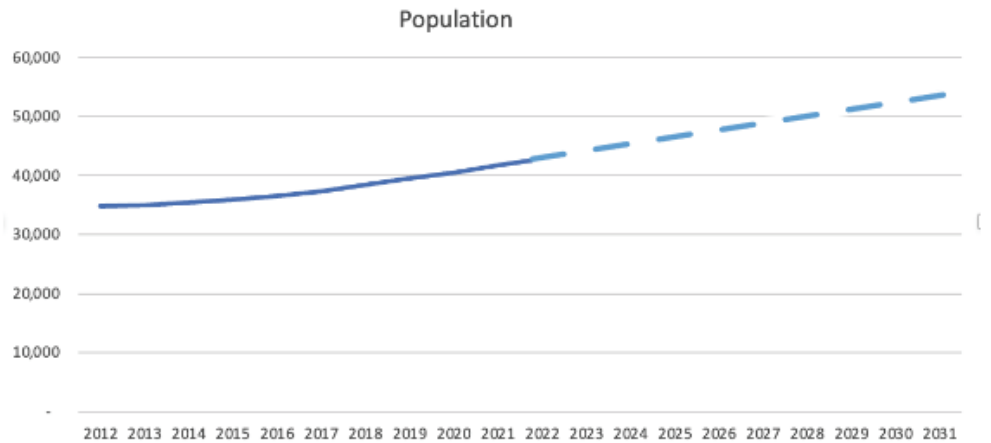


31.54 miles²
Land Area



1259.6
Population / mile²

Over the years,
Columbia's population
is growing as follows



High School graduate
89.8%



Bachelor's degree
20.8%

The main university is
Columbia State
Community College,
(Maury County, TN)

Columbia State Community College awarded 1,045 degrees in 2021 in all undergraduate and graduate programs combined. 58.9% of these degrees were awarded to women, and 41.1% awarded men.

DEMOGRAPHICS



With an average size of 3.09 persons, family households comprise 65.4% of all households in Columbia. The City has 18,335 housing units with an 88.9% occupancy rate, up 11.3% from 2019 according to 2020 data. The median price for housing in Columbia is \$137,800.



16,215
Households

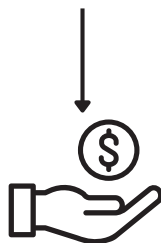
2.46
persons / household



Total Labor Force
66.3%

53.3%

46.7%



Median household income
\$50,892

530 Men-owned

136 Women-owned

88 Minority-owned



920
Firms

Top Employers

Employer	Employees
1. Maury Regional Hospital	2,240
2. Maury County School System	1,713
3. Tennessee Farm Bureau & Affiliates	706
4. Columbia State Community College	515
5. Maury County Government	409
6. City of Columbia	402
7. NHC Healthcare	287
8. Wiremasters Inc.	206
9. Kings Daughter's School	195
10. Sleep Solutions & Services	139

PUBLIC ADMINISTRATION GROUP

The City of Columbia is governed by a seven-member City Council/City Manager which includes a Mayor and Vice Mayor. Voters in each of the five wards elect a Councilmember, and the Mayor and Vice Mayor are elected by voters of the entire city. Each Councilmember serves a four-year term. The City Manager is appointed by the Council and has no term limit.



Chaz Molder:
Mayor



Randy McBroom:
Vice Mayor



Davena Hardison:
Ward 1 Council
Member



Debbie Wiles:
Ward 2 Council
Member



Tony Greene:
Ward 3 Council
Member

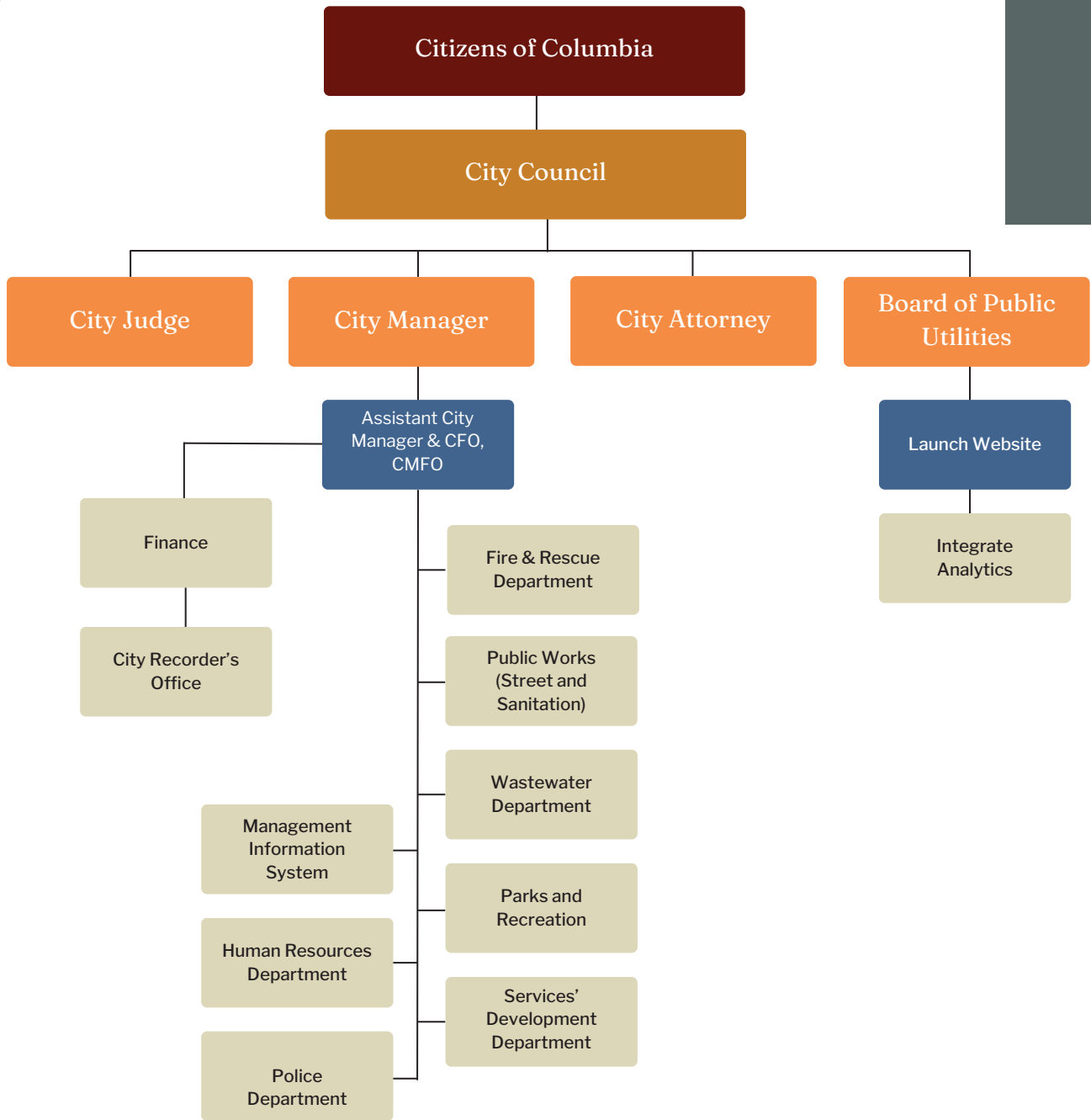


Kenny Marshall:
Ward 4 Council
Member



Danny
Coleman:
Ward 5 Council
Member

ORGANIZATION CHART



SOCIAL MEDIA

[@visitcolumbia](https://www.instagram.com/visitcolumbia)



[City of Columbia, TN - Government](https://www.facebook.com/CityofColumbiaTN)



[Columbia, Tennessee](https://www.x.com/ColumbiaTN)



CITY OF COLUMBIA
TENNESSEE

700 N Garden Street
Columbia, TN 38401
+01 931-560-1500
[Columbia, TN](https://www.columbia-tn.com)

RANKING AND POSITIONING



Government Finance Officers Association

Award for
Outstanding
Achievement in
Popular Annual
Financial Reporting

Presented to

**City of Columbia
Tennessee**

For its Annual Financial Report
For the Fiscal Year Ended

June 30, 2021

Christopher P. Merrill
Executive Director/CEO

The Government Finance Officers Association of the United States and Canada has delivered an award to the City of Columbia for its Popular Annual Financial Reporting for the fiscal year ended June 30, 2021.

At National level

Most Diverse Places to Live in America: 4,179 of 17,927

Places with the Lowest Cost of Living in America: 6,560 of 17,862

Best Places for Young Professionals in America: 9,400 of 17,927

At State level

Most Diverse Places to Live in Tennessee: 21 of 232

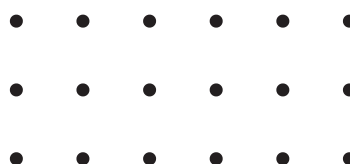
Places with the Lowest Cost of Living in Tennessee: 70 of 232

Best Places for Young Professionals in Tennessee: 166 of 231



VISIT
COLUMBIA
TENNESSEE

Voted as a "Top Ten Best Small Town" by both Southern Living and Country Living.





	Governmental Activities		Business-Type Activities		Total	
	2022	2021	2022	2021	2022	2021
Current and other assets	\$77,477,372	\$60,252,029	\$90,071,871	\$77,466,157	\$167,549,243	\$137,718,186
Capital assets, net of acc. depreciatio	\$76,050,807	\$74,003,274	\$217,108,245	\$217,108,245	\$293,159,052	\$277,956,709
Total assets	\$153,528,179	\$134,255,303	\$307,180,116	\$281,419,592	\$460,708,295	\$415,674,895
Deferred outflows of resource	\$3,880,661	\$8,098,460	\$1,008,141	\$1,699,597	\$4,888,802	\$9,798,057
Current and other liabilities	\$6,574,796	\$2,518,684	\$16,615,745	\$14,476,324	\$23,190,541	\$16,995,008
Long-term liabilities outstanding	\$32,030,896	\$42,793,747	\$33,877,663	\$31,883,673	\$65,908,559	\$74,677,420
Total liabilities	\$38,605,692	\$45,312,431	\$50,493,408	\$46,359,997	\$89,099,100	\$91,672,428
Deferred inflows of resources	\$20,781,254	\$12,436,300	\$3,131,522	\$1,472,041	\$23,912,776	\$13,908,341
Net position:						
Net investment in capital assets	\$63,106,117	\$59,733,813	\$197,980,448	\$179,536,921	\$261,086,565	\$239,270,734
Restricted	\$7,823,074	\$5,484,319	\$3,948,310	\$3,454,641	\$11,771,384	\$8,938,960
Unrestricted	\$27,092,703	\$19,386,900	\$52,643,569	\$52,295,589	\$79,727,272	\$71,682,489
Total net position	\$98,021,894	\$84,605,032	\$254,563,327	\$235,287,151	\$352,585,221	\$319,892,183

As we can observe from the table above, the year 2022 was characterised by an increase in both current and capital assets, which brought about an increase in the total assets by the amount of \$45.033.400.

The deferred outflows of resources have decreased both in the cases of governmental and business-type activities, thus allowing an overall decrease of \$4.909.255 between 2021 and 2022. As regarding the liabilities, a total decrease of \$2.573.328 was registered.

The city of Columbia has seen a huge increase in the net position rising by approximately \$32.6 million and marking a 10.2% increase compared to the preceding year.

An important role in such result was played by the acquisition and the investment in capital assets, as well as by the astute debt management.

Governmental policy underlines the importance of the role of local revenue sources in financing basic public services rather than depending on uncertain federal and state sources. This approach shall ensure greater financial stability and local control over essential service provision.

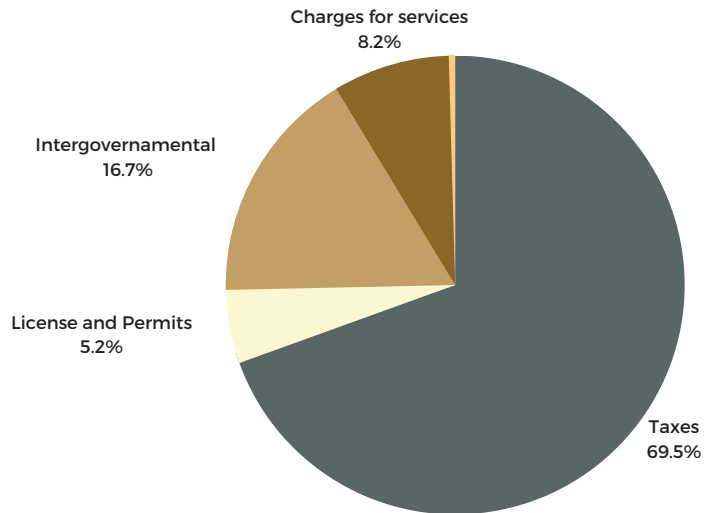
The largest portion of the City's net position, nearly \$261.1 million, or 74.0%, reflects its investment in capital assets (land, machinery, equipment, buildings).

The City shall use these capital assets to provide services to citizens which consequently means that these assets are will not be available for future spending.



REVENUES

For the year 2022, the overall revenues for governmental funds were \$56.9 million. The biggest part was represented by taxes (61.7%). For the second consecutive year local sales taxes surpassed property taxes and became City's major source of revenue. Intergovernmental revenues played also an important role: they account for 14.8% of total revenues and include state taxes, beer and liquor taxes and petroleum special taxes. Other sources were represented by fines, licenses, interests on investments and grants.



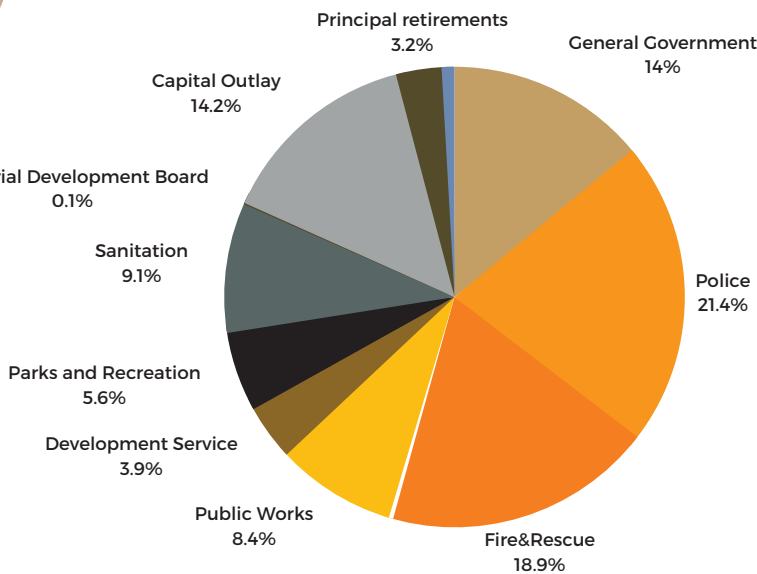
Governmental funds are monetary resources released from the government and used in financing government projects and expenditures.

EXPENDITURES

For the year 2022 overall expenditures amounted to \$44.4 million, underlying an increase of \$1.4 million relatively to the year 2021.

The biggest expenditure was made for the Public Safety : \$9.9 million were spent for the Police Service (21.4%), followed by Fire and Rescue (18.9%). General Government expenditures (14%) occupy the third position followed by Capital Outlay (14.2%) and Sanitation (9.1%). An important part of money was also dedicated to Parks and Recreation as well as for Public Works.

In summary it can be said that all departments managed to maintain low expenditures levels while providing the same services for Columbia City's citizens.



GENERAL FUND

The General Fund increased by \$7.9 million during the Fiscal Year analyzed above. Such result was achieved through the increase in revenues over expenditures and through the cost containment measures implemented by Management. Key factors can be summarized as follows:

- 4.9 million increases in all general funds revenues compared to 2021.
- Taxes in the General Fund increased by \$3,5 million comparing to the previous year.
- Increase of \$1.9 million of the Sales Taxes
- Property Tax collections increased by \$0.6 million.
- Increase of 52.9% of building permit revenue
- Decrease of intragovernmental revenue
- At the end of the year total actual expenditures were 19% less than programmed expenditures
- \$10.2 million in prior year revenue was budgeted from fund balance even if none was used.
- Public Safety still represents the largest slice in expenditures.

REVENUES

Property tax

It includes real property taxes, personal property taxes, penalties and interest on property taxes, Local Sales and Business Taxes, Sales taxes, beer and liquor taxes, gross receipts tax,, penalties and interest, room occupancy tax.

Intergovernmental

Sales taxes, income taxes, beer taxes, liquor taxes, petroleum special taxes. It also includes fines, forfeitures and penalties, traffic and other violations, City Court costs as well as Building permits, electrical and mechanical permits, animal licenses, sign permits.

Charges for Services

Building permits, engineering fees, fire inspections fees, zoning applications, cable television fees.

Other revenues

Donations

EXPENDITURES

General Government

City Council, Legal, Management Information Systems, City Manager's Office, Finance, City Recorder and Personnel

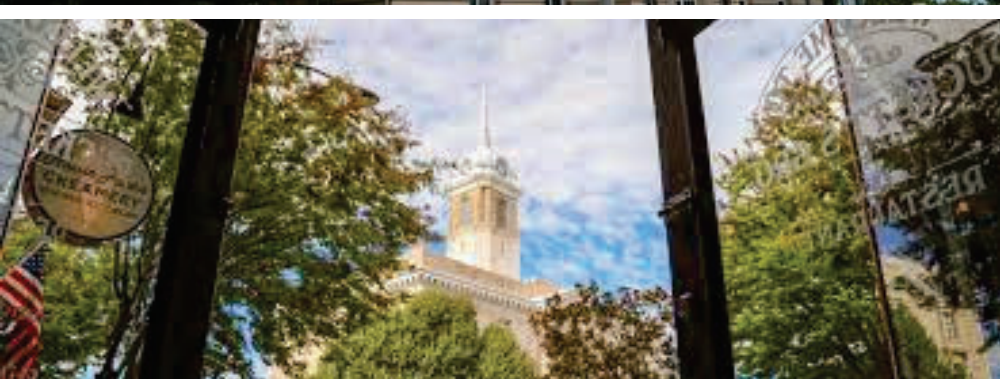
Public Safety

Police, Fire&Rescue, Animal Control and Drug Enforcement Development Services Planning, Engineering and Codes Administration

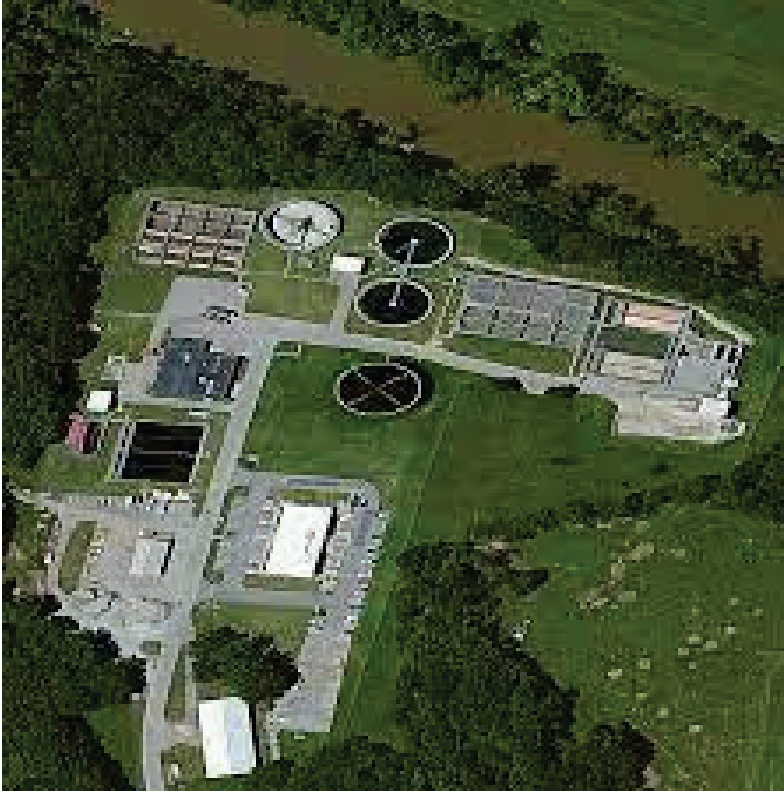
Public Works

Streets and Infrastructures Maintenance, Traffic and Signs

Parks and Recreation



ENTERPRISE FUND



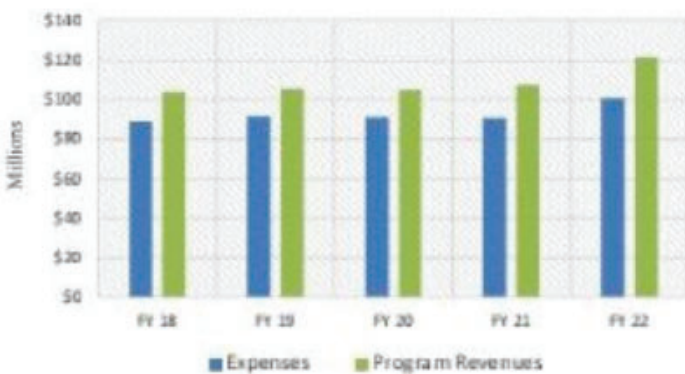
Business-type activities, such as Sewer, Water and Power Funds, are placed in the "Enterprise Fund" category. Those funds are used for the operations which provide services to the citizens.

Enterprise Fund revenues were made up primarily of \$118.4 million in charges for service.

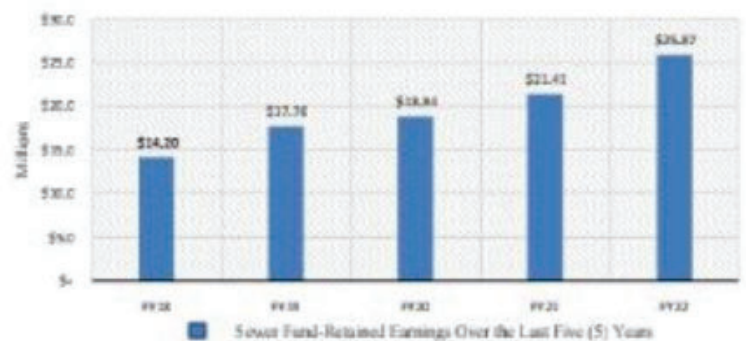
Sewer Fund (Wastewater System) is operated by the City of Columbia as a city department. The department was characterized by an increase of \$4.5 million from the year 2021 in retained earnings.

Wastewater System

PROGRAM REVENUES AND EXPENSES**



SEWER FUND RETAINED EARNINGS***



OUTSTANDING DEBT

During the year 2022 Columbia City's total debt, which consisted mostly of bonds, was characterized by a decrease of \$7.4 million compared to the one of the previous fiscal years, 2021.

General Obligation Bonds account for a big part both in the cases of governmental and business-type activities for the year 2022.

The amount of Revenue and Tax bonds is \$9,670,000, which brings to an overall debt of \$18,300,000 for Business-type activities while the Capital Outlay Notes, \$675,075, contribute to bring the amount of governmental activities of \$12,595,075 for a total outstanding debt of \$30,895,075.

Outstanding Debt

	2022
Governmental:	
General Obligation Bonds	\$ 11,920,000
Capital Outlay Notes	\$ 675,075
Business-Type:	
General Obligation Bonds	\$ 8,630,000
Revenue/Revenue & tax bonds	\$ 9,670,000
Total	\$ 30,895,075

PROTECTING FINANCIAL HEALTH

One of our main objectives is maintaining the financial health of our city

1

Continue strategic plan monitoring execution and demonstration of the its effectiveness in a transparent manner

2

Analysis of financial trends in order to help financial planning

3

Adherence to long-term financial policies

4

Constant attentiveness to the City's stewardship of taxpayer dollars

5

Review and evaluation of the finances done by the Finance Department staff and Management.



MAJOR INITIATIVES

Visit [Columbia's website](#) for more details.

CITY OPENS CALL FOR ARTISTS - PUBLIC SCULPTURE

The city of Columbia is encouraging professional artists to submit their qualifications for the production of outdoor public sculptural installations that will be permanently placed in the Columbia Arts District and in the historic downtown of Columbia, Tennessee. The artwork will play a significant role in the revitalized streetscape in the Columbia Arts District and serve as a city representation in front of City Hall. These public sculptures aim to stimulate the growth of Columbia's tourism, arts, and culture.

PUBLIC EDUCATION

Columbia Fire & Rescue conducts a wide variety of programs in our community to educate the public in fire and accident prevention.

HISTORICAL MARKER UNVEILING CELEBRATES A CENTURY OF TENNESSEE FARM BUREAU IN COLUMBIA

In honor of a century of devoted service to the community, Tennessee Farm Bureau's headquarters will soon have a historical marker installed by the City of Columbia. The Tennessee Farm Bureau is a non-profit organization that works to promote the needs of rural families and farmers in Tennessee. It offers its members a range of services, such as financial planning, insurance, and educational initiatives.



Call for
ARTISTS



MORE INITIATIVES

Visit [Columbia's website](#) for more details.

NEIGHBORHOOD WATCH PROGRAMS

A community Watch program consists in a group of local residents who wish to improve their quality of life and minimize crime in their community by banding together and collaborating with local law enforcement. Groups known as Neighborhood Watch (NW) gather on a regular basis to discuss how to carry out their unique objectives and delegate tasks to group members. This is a chance for us to volunteer and contribute to making our homes and communities safer and more secure. There are benefits that communities have experienced after applying this program.

SHOP WITH A COP

Through a special initiative called "Shop With A Cop," Columbia Police Officers can share Christmas with underprivileged children and families in the city and therefore positively impact the community. Officers and children get a one-on-one Christmas shopping experience that will never be forgotten. In collaboration with the Columbia Police Department (CPD), the local Fraternal Order of Police (FOP) Lodge Number 26 sponsors Shop With A Cop. The main sources of funding for Shop With A Cop are contributions and Columbia's annual fundraising events.



... and MORE

Visit [Columbia's website](#) for more details.

FOG PROGRAM: FATS, OILS AND GREASE

Grease, oils, and fats (FOG) present a serious threat to sewer systems. Actually, more than half of our sewer backups and overflows are caused by large clogs that arise from the combination of FOG and roots in the sewer system. This can result in costly repairs and environmental impacts.

WHAT YOU CAN DO



- Can It! Pour leftover cooled fats, oils, and grease into a sturdy container, like an empty coffee can or jar.
- Scrape It! Scrape out fats, oils and grease residuals from pots, pans, and dishes before washing.
- Trash It! Always put food scraps in the garbage. Liquid foods such as gravy, milkshakes, dressings, etc. go in the garbage too - not the drain!

AVOID

Any discharges that have the potential to damage pipelines, especially those with scorching temperatures.

Pouring eggshells, coffee grinds, and disposable wipes down the pipes in your sink and toilet.

EASEMENT ACCESS

Avoid planting trees on your drain pipes.

If your property has a drainage system, keep it exposed and accessible.

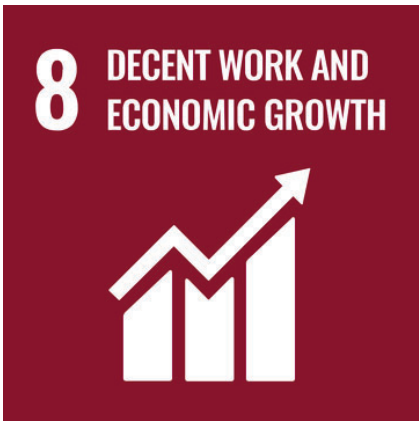
SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The Sustainable Development Goals, or SDGs, are a set of 17 interconnected goals that the United Nations Development Council defined as a strategy "to achieve a more sustainable and better future for all."(Source:) We are also known by the name Agenda 2030, which comes from the title of the plan that aims to transform our world.to

The goals of sustainable development aim to address a wide range of issues related to economic and social development, such as poverty, fame, the right to health and education, access to energy and water, employment, inclusive and sustainable economic growth, climate change and environmental protection, urbanization, production and consumption models, social equality and gender equality, justice, and pace.

Columbia City is committing itself in order to reach these goals, focusing on some particularly.





The City of Columbia is concerned about making sure that all of its workers and potential workers are given equal access and opportunity. Every person has the right to work in a setting that upholds professionalism, encourages equal job opportunities, and forbids illegal discriminatory actions.



The City of Columbia ensures compliance with ADA. The Americans with Disabilities Act (ADA) requires that effective communication and provision of services to people who have disabilities. The ultimate goal is ensuring that people with disabilities can communicate with, receive information from, and convey information to all departments within the City. Moreover, the City promises to provide auxiliary aids and services when needed to communicate effectively with people who have those kind of disabilities.



The City of Columbia incentivise education amongst student's offering careers on Liberal Arts & Sciences, Registered Nursing and General Business Administration & Management at the Columbia State Community College. It is possible for undergraduate student's to recieve financial and through grants or loans.

SDGs

6 CLEAN WATER AND SANITATION



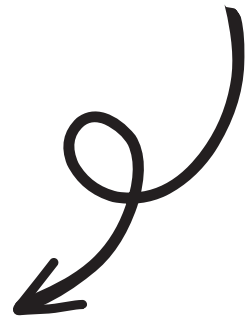
The City of Columbia understands the importance of clean water and how dangerous for its citizen's health dirty waters can be.

Aiming to protect such health, the City has introduced the Wastewater System. It consists of collection and treatment facilities designed to transport and remove contaminants from wastewater produced by users within the service area of Colombia's public sewerage facilities. The funds for the operation of the wastewater system are generated by service fees charged to Columbia Wastewater System customers.

In order to protect sewers and to ensure clean water, the city of Columbia promotes the **FOG Program**.

The acronym stands for Fats, Oils, and Grease. These substances create a huge problem for our sewer pipes.

Our final aim is educating citizens into preventing the accumulation of this type of waste by doing waste sorting





RECYCLE COLUMBIA

YES Cardboard, paper, plastic bottles and cans.	NO Plastic bags, food waste, glass or Styrofoam™.
<small>NO SHREDDED PAPER</small> Clean Paper and Cardboard	Coated Paper Containers
<small>Only #1 and #2 Plastics</small> Empty Plastic Bottles and Jugs	Other Plastics and Styrofoam™
Empty Aluminum and Steel Cans	All Glass, Food, and Yard Waste

The City of Columbia is very much concerned about recycling problems; in fact, the Public Works department offers curbside recycling twice a week relying on the *Republic Service's* initiative of preserving a "Blue Planet ... a cleaner, safer and healthier world where people thrive - not just for today, but for generations to come."

When you sign up and we have recycling cans in stock, we will bring a 96 gallon blue recycling cart to your home. Then, on the day of pickup, simply roll the cart out to the street by 5:00 a.m.



DO NOT bag items!

KEEP IT CLEAN! All items must be free of food and liquids.



Public Works 110 Santa Fe Pike Columbia, TN 38401 (931) 388-8650

2023 Brush, Bulky and Recycling Collection Calendar

January							February							March						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7				1	2	3	4				1	2	3	4
8	9	10	11	12	13	14	5	6	7	8	9	10	11	5	6	7	8	9	10	11
15	16	17	18	19	20	21	12	13	14	15	16	17	18	12	13	14	15	16	17	18
22	23	24	25	26	27	28	19	20	21	22	23	24	25	19	20	21	22	23	24	25
29	30	31					26	27	28					26	27	28	29	30	31	

April							May							June						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1														
2	3	4	5	6	7	8		1	2	3	4	5	6	4	5	6	7	8	9	10
9	10	11	12	13	14	15	7	8	9	10	11	12	13	11	12	13	14	15	16	17
16	17	18	19	20	21	22	14	15	16	17	18	19	20	18	19	20	21	22	23	24
23	24	25	26	27	28	29	21	22	23	24	25	26	27	25	26	27	28	29	30	
30							28	29	30	31										

July							August							September								
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S		
						1				1	2	3	4	5							1	2
2	3	4	5	6	7	8	6	7	8	9	10	11	12	3	4	5	6	7	8	9		
9	10	11	12	13	14	15	13	14	15	16	17	18	19	10	11	12	13	14	15	16		
16	17	18	19	20	21	22	20	21	22	23	24	25	26	17	18	19	20	21	22	23		
23	24	25	26	27	28	29	27	28	29	30	31			24	25	26	27	28	29	30		
30	31																					

October							November							December								
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S		
1	2	3	4	5	6	7					1	2	3	4							1	2
8	9	10	11	12	13	14	5	6	7	8	9	10	11	3	4	5	6	7	8	9		
15	16	17	18	19	20	21	12	13	14	15	16	17	18	10	11	12	13	14	15	16		
22	23	24	25	26	27	28	19	20	21	22	23	24	25	17	18	19	20	21	22	23		
29	30	31					26	27	28	29	30			24	25	26	27	28	29	30		
														31								

Your recycling, brush and bulky item collection day will be the **SAME** day as your trash pickup, but on a bi-weekly basis. Bulky items **MUST** be scheduled no later than 2 p.m. the day **BEFORE** your scheduled collection day.

GREEN = ROUTE A **YELLOW = ROUTE B**

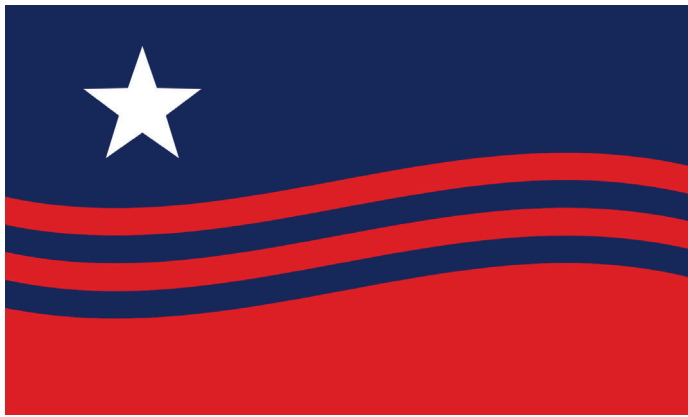
To determine if you are on ROUTE A or ROUTE B, please visit our website at: <https://www.columbiatn.com/DocumentCenter/View/2440/Sanitation-Collection-Street-List-PDF>

You may also like our facebook page at: www.facebook.com/City-of-Columbia-Public-works

Or you can call us at: (931) 388-8650. **HOLIDAYS ARE MARKED IN RED.** No pickup on holidays.

Please have trash cans, recycling, bulky items and brush out by 5:00 a.m. on your pickup days. Please refer to the Public Works website or our Facebook page to view the holiday schedule.

METHODOLOGY



In order to prepare the present Popular Annual Financial Report, the team decided, firstly, to explore the City of Columbia Website with the aim of finding the most recent and updated data regarding demographics, financial statements, city initiatives...

Secondly, we came up with the annual comprehensive financial report from which we got numerical financial data and the certificate of achievement for excellence in financial reporting.

Lastly, we consulted the Popular Financial Report drafted by the Chief Financial Officer and Assistant City Manager





DISSEMINATION

Two ways through which we are intended to promote our *Popular Annual Financial Reporting*

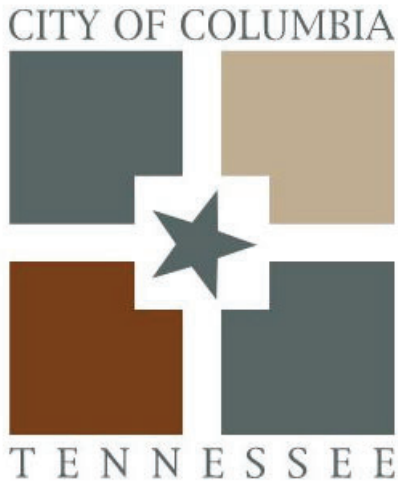
**TAKING INTO
CONSIDERATION
CITY'S SENSIBIIITY
TOWARDS
RECYCLING AND
ENVIRONMENTAL
SUSTAINABILITY**

1. *Collecting email adresses of at least one component for each householding. The Popular Annual Financial Reporting will be sent at the end of the financial year to all the email adresses present in the database.*

2. *Uploading the Popular Annual Financial Report of the official site of the City of Columbia. This way everyone, even non- residents of the City, can consult the document.*

The City has decided not to take into consideration the distribution of the Report through letterboxes since the City is trying to avoid the useless use of paper in order to respond to deforestation problems.

THANK YOU



This work was completed as part of the Public Management course at the School of Advanced Studies (SAA), University of Turin, under the supervision of Prof. Valerio Brescia. The elements presented in this assignment have been developed in accordance with the guidelines defined by Professors Paolo Biancone, Silvana Secinaro, Valerio Brescia, and Davide Calandra.

*"Something good
around every
corner."*

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