



THE  
PERFORMETER®

A Financial Statement Analysis of  
The City of Duncan, Oklahoma  
As of and for the year ended December 31, 2015



Crawford & Associates, P.C.

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## What is a Performer<sup>®</sup>?

An analysis that takes governmental financial statements and converts them into useful and understandable measures of financial performance

Financial ratios and a copyrighted analysis methodology are used to arrive at an overall rating of 1-10

The overall reading is a barometer of the City's financial health and performance

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## How to Use the Performer<sup>®</sup>

Use the individual ratios to identify financial warning signs – the ratios are combined into three categories

Financial position ratios – that measure financial health at year end

Financial performance ratios - that measure changes in financial position from the prior year

Financial capability ratios - that measure the ability to raise revenue or issue debt in the future, if needed

Use the overall rating as a collective benchmark of financial health and success of the City as a whole

Use the comparisons to prior years to monitor trends in financial indicators

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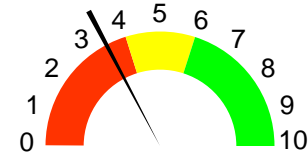
## Limitations of the Performer<sup>®</sup>

The Performer<sup>®</sup> should not be used as the only source of financial information to evaluate financial health and performance

The analysis is an overall rating of the City as a whole and not of specific activities, funds or units

The Performer<sup>®</sup> is based on Crawford & Associates' professional judgment and is limited as to its intended use

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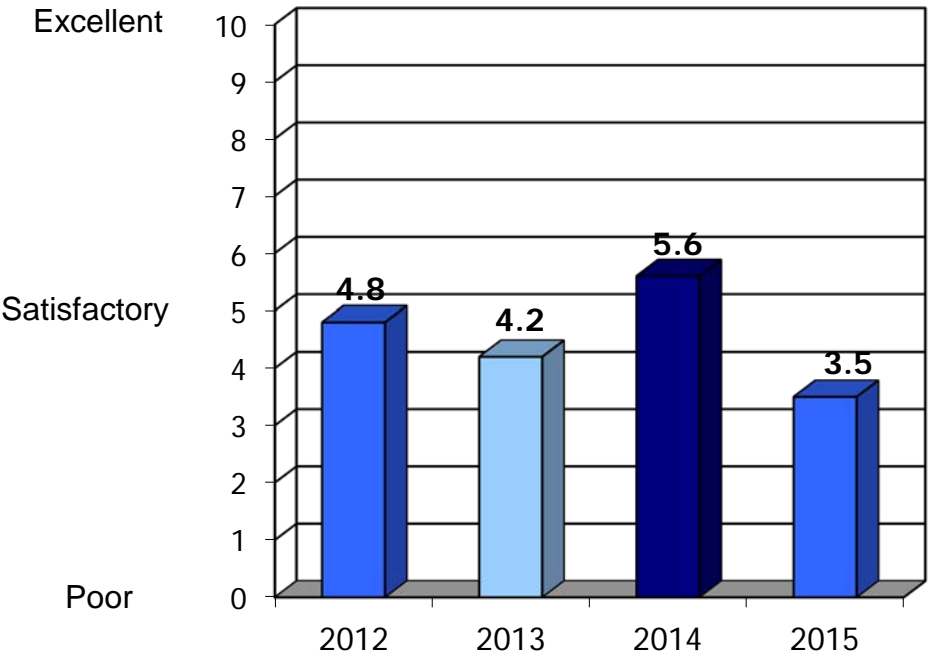


# Performer® Reading

For the 2015 fiscal year, the readings by ratio category were as follows:

Financial Position	0.5
Financial Performance	3.1
Financial Capability	8.1

Overall Reading

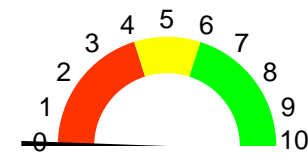


The strongest component of the ratings for the 2015 fiscal year was the City's financial capability. The City's financial position at December 31, 2015 reflects a poor rating of less than 1, while the City's financial performance scored a below satisfactory 3.1. The 2015 overall reading of **3.5** indicates the evaluator's opinion that Duncan's overall financial health remains well below satisfactory, and is a sharp decline from the overall rating of the prior year.

# Performer<sup>®</sup> Ratios

## Financial Position Ratios

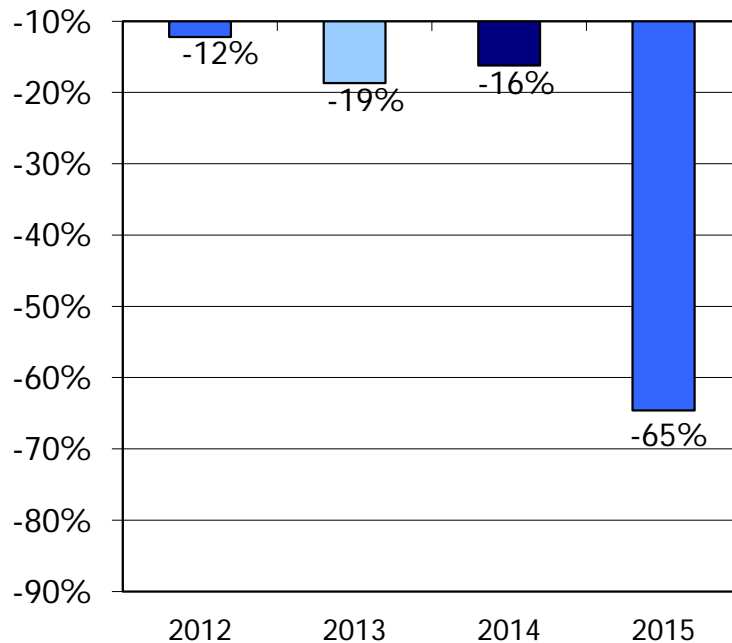
Unrestricted Net Position	How do our total rainy day funds look?
General Fund Unassigned Fund Balance	How does our General Fund unassigned fund balance carryover position look?
Capital Asset Condition	How much life do we still have left in our capital assets?
Non-Uniformed Employee Pension Plan Funding	Will our non-uniform employees be happy with us when they retire?
Assets to Debt	Who really owns the City?
Current Ratio	Will our employees and vendors be pleased with our ability to pay them on time?
Quick Ratio	How is our short-term cash position?



# Level of Unrestricted Net Position

How do our total rainy day funds look?

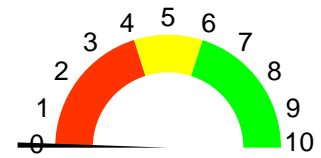
Unrestricted Net Position (Deficit) as a Percentage of Annual Revenues



The level of total unrestricted net position is an indication of the amount of unexpended and available resources the City has in all funds combined at a point in time to fund emergencies, shortfalls or other unexpected needs. In our model, 50% is considered excellent, while 30% is considered a desired minimum.

For the year ended December 31, 2015, the City's total unrestricted net position was actually in a deficit that approximated \$33.0 million or 64.6% of annual total revenues. This is a very unhealthy position for the City to be in, and declined significantly from the prior year due to the City implementing new pension accounting standards that required the City to report certain net pension liabilities for the first time in their Statement of Net Position.

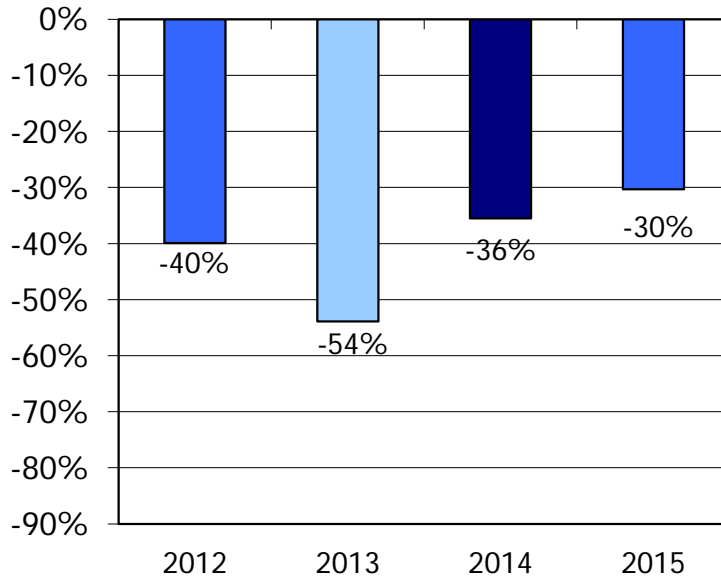
2012	2013	2014	2015
-12.2%	-18.7%	-16.2%	-64.6%



# Level of General Fund Unassigned Fund Balance

How does our General Fund unassigned fund balance carryover position look?

General Fund Unassigned Fund Balance (Deficit) as a Percentage of Annual Revenues

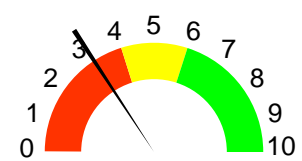


The level of unassigned fund balance is an indication of the amount of unexpended, unencumbered and available resources the City has at a point in time to carryover into the next fiscal year to fund budgetary emergencies, shortfalls or other unexpected needs. In our model, 10% is considered a minimum responsible level, while 30% is considered desirable.

For the year ended December 31, 2015, the City's unassigned fund balance of the General Fund amounted to a deficit of approximately \$4.0 million or 30.3% of annual General Fund revenues. Although an improvement from the ratios of the prior years, this remains a very unhealthy position for the City's General fund to be in.

2012	2013	2014	2015
-39.9%	-53.9%	-35.5%	-30.3%

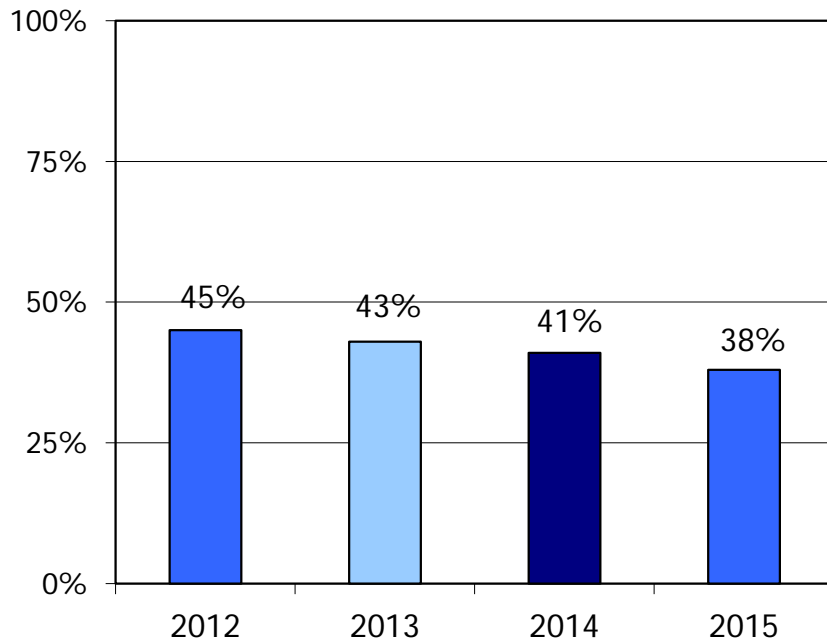




# Capital Asset Condition

How much useful life do we have left in our capital assets?

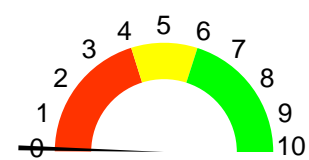
Percentage of Capital Assets' Useful Life Remaining



The capital asset condition ratio compares depreciable capital assets cost to accumulated depreciation to determine the overall percentage of useful life remaining. A low percentage could indicate an upcoming need to replace a significant amount of capital assets.

At December 31, 2015, the City's depreciable capital assets amounted to \$273.1 million while accumulated depreciation totaled \$168.4 million. This indicates that, on average, the City's capital assets have a little more than one-third (38%) of their useful lives remaining. This is a below satisfactory financial indicator in our model and indicates the City is not yet replacing capital assets by the end of their normal useful lives.

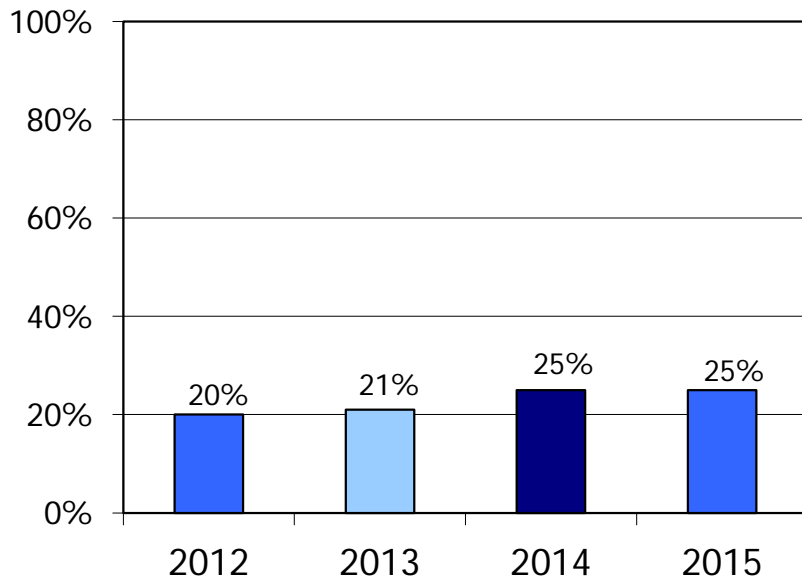
2012	2013	2014	2015
45%	43%	41%	38%



# Non-Uniformed Employee Pension Plan Funding Ratio

Will we be able to pay our employees when they retire?

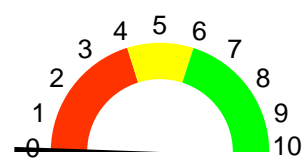
Pension Plan Net Position as a Percentage of Total Pension Liability



The pension funding ratio compares the City's non-uniformed pension plan net position to the total pension liability for pension benefits. A percentage less than 100% indicates the plan is underfunded at the valuation date.

At December 31, 2015, the City's pension plan net position was 25% of the total pension liability, indicating the plan was approximately one-quarter funded from an actuarial accounting perspective at the last valuation date. Although consistent with the prior year, this remains an very unfavorable ratio.

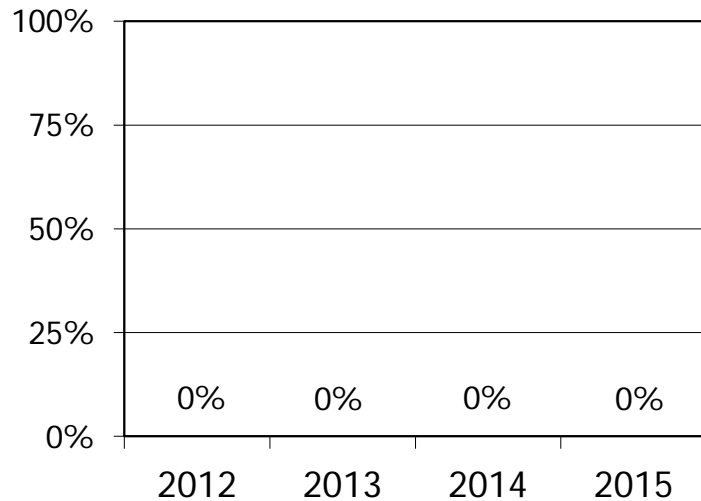
2012	2013	2014	2015
20%	21%	25%	25%



# OPEB Plan Funding Ratio

Will we be able to pay for retiree health care in the future?

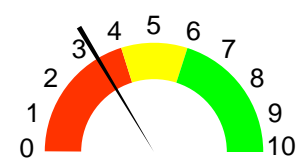
Percentage of OPEB Accrued Liability That Is Advance Funded



The OPEB funding ratio compares the actuarial value of any retiree healthcare plan assets set aside in trusts for future benefits with the actuarial accrued liability for plan benefits. An “actuarial fully advance funded” plan would reflect a funding percentage of 100%. Whereas a “pay-as-you-go” plan would report a funding percentage of 0%. The City has adopted a pay-as-you-go funding strategy for the OPEB benefits.

An accounting standard implemented in 2009 requires certain future retiree post employment healthcare costs to be recognized while the employee is providing service. The City has adopted a pay-as-you-go plan. As a result, there are no plan assets to offset the actuarial accrued liability of approximately \$11.1 million, and the ability to pay for these future benefits will be dependent on future resources and appropriations made to fund these costs.

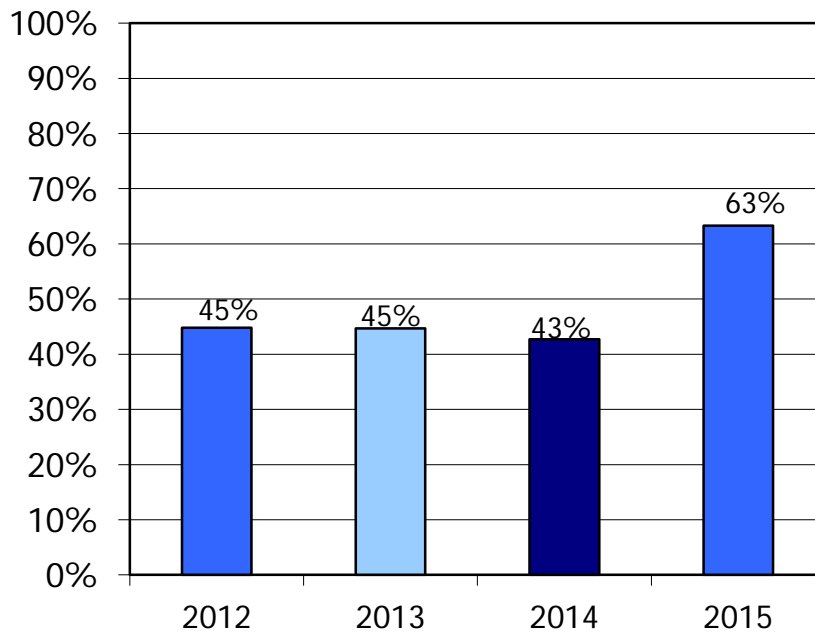
2012	2013	2014	2015
0%	0%	0%	0%



# Assets to Debt

Who really owns the City?

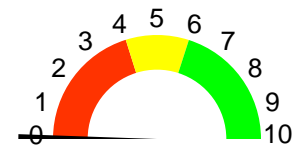
Percentage of Debt in Assets



The assets to debt ratio measures the extent to which the City had funded its assets with debt. The higher the percentage, the more equity the City has in its assets.

At December 31, 2015, nearly two-thirds (63.3%) of the City's \$142.0 million of total assets were funded with debt or other obligations. This is considered a below satisfactory financial indicator and indicates that for each dollar of City assets owned, it owes 63 cents of that dollar to others, leaving a 37% equity in such assets. The significant change from the prior year is the result of the City's implementation of new GASB pension accounting standards that required the City to record their net pension liabilities for the first time.

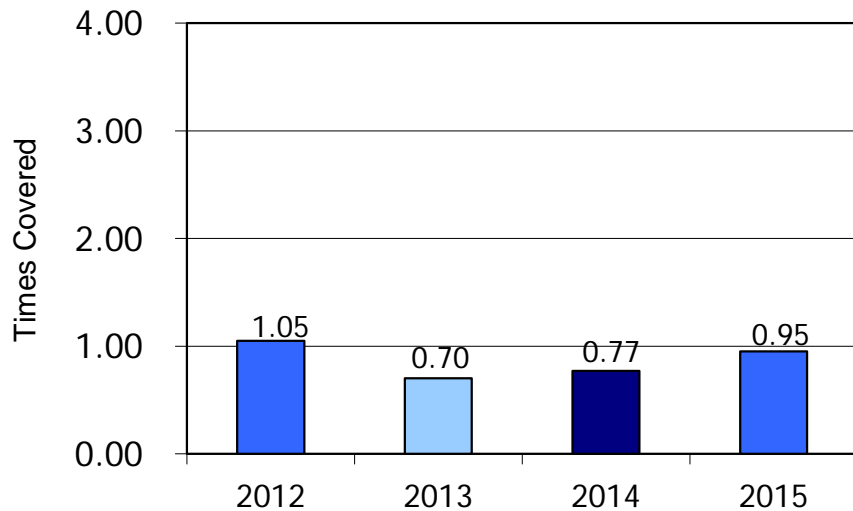
2012	2013	2014	2015
44.8%	44.7%	42.7%	63.3%



# Current Ratio

Will our employees and vendors be pleased with our ability to pay them on time?

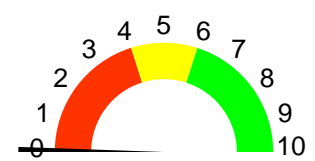
Current Assets Compared to Current Liabilities



The current ratio is one measure of the City's ability to pay its short-term obligations. The current ratio compares total current assets and liabilities. A current ratio of 2.00 to 1 indicates a satisfactory current liquidity and an ability to meet the short-term obligations. In this analysis, only the operating funds are used, i.e., the General Fund and the City's proprietary funds.

At December 30, 2015 the City had a ratio of operational funds current assets to current liabilities of 0.95 to 1. This indicates that the City had nearly one times the amount of operational funds current assets needed to pay equivalent current liabilities. This is considered to be a very unfavorable indicator of liquidity, and may be indicative of potential cash flow issues.

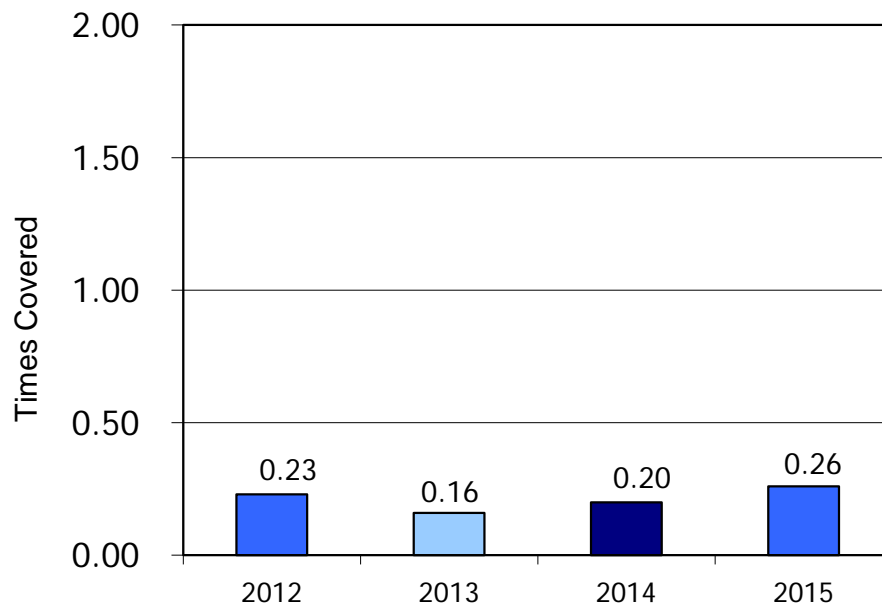
2012	2013	2014	2015
1.05	0.70	0.77	0.95



# Quick Ratio

How is our short-term cash position?

Cash and Cash Equivalents Compared to Current Operating Liabilities



The quick ratio is another, more conservative, measure of the City's ability to pay its short-term operating obligations. The quick ratio compares total cash and short-term investments to current liabilities. A quick ratio of 1.00 to 1 indicates adequate current liquidity and an ability to meet the short-term obligations with cash. In this analysis, only the operating funds are used, i.e., the General Fund and the City's proprietary funds.

At December 31, 2015, the City had a ratio of operational cash and cash equivalents to current operating liabilities of 0.26 to 1. This indicates that the City had approximately a little over one-quarter times the minimum amount of cash and cash equivalents needed to pay short-term operating obligations at year end. This is considered a very unfavorable ratio in our model and is indicative of potential cash flow issues.

2012	2013	2014	2015
0.23	0.16	0.20	0.26

# Financial Position Ratios

## Summary and Comparison to Prior Years

Ratio	FY 2012	FY 2013	FY 2014	FY 2015
Unrestricted Net Position	-12.2%	-18.7%	-16.2%	-64.6%*
General Fund Unassigned Fund Balance	-39.9%	-53.9%	-35.5%	-30.3%
Capital Asset Condition	45%	43%	41%	38%
Non-Uniformed Employee Pension Plan Funding	20%	21%	25%	25%
OPEB Plan Funding	0%	0%	0%	0%
Assets to Debt	44.8%	44.7%	42.7%	63.3%*
Current Ratio	1.05	0.70	0.77	0.95
Quick Ratio	0.23	0.16	0.20	0.26
<b>Financial Position Performer Score</b>	<b>0.69</b>	<b>0.66</b>	<b>0.64</b>	<b>0.53</b>

\* Ratio impacted significantly by the adoption of new GASB pension standards

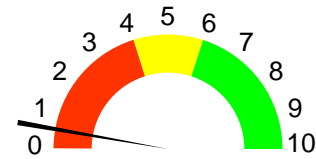
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# Performer<sup>®</sup> Ratios

## Financial Performance Ratios

Change in Net Position	Did our overall financial condition improve, decline, or remain steady from the past year?
Interperiod Equity	Who paid for the costs of current year services – current, past, or future tax and rate payers?
BTA Self-Sufficiency	Did current year business-type activities, such as utilities, pay for themselves?
Debt Service Coverage	Were our revenue bond investors pleased with our ability to pay them on time?
Sales Tax Growth	What is the state of our local economy?

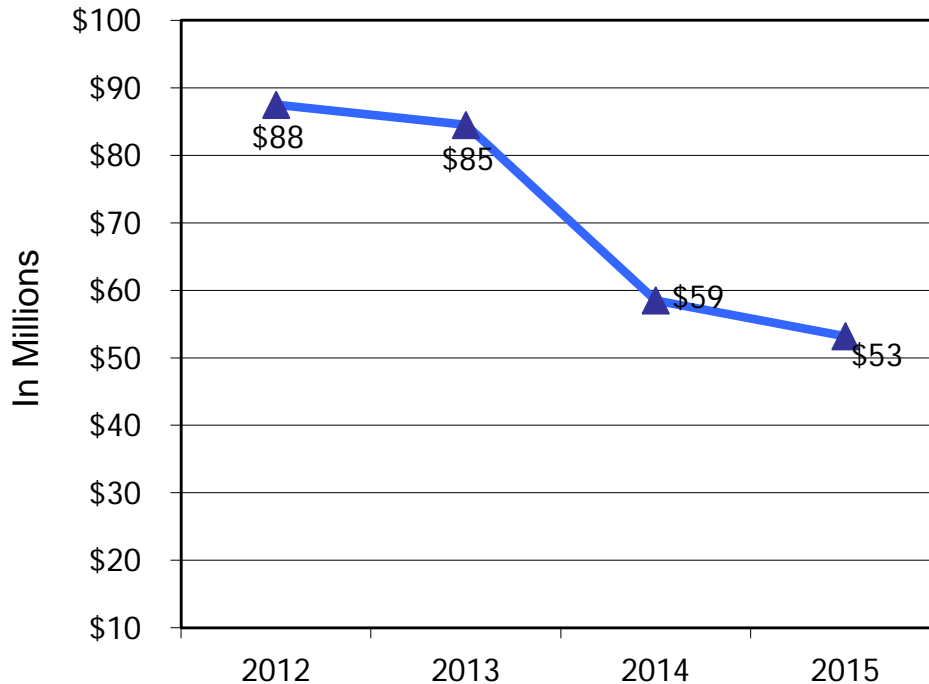




# Change in Net Position

Did our overall financial condition improve, decline or remain steady from the past year?

**Net Position at Year End**

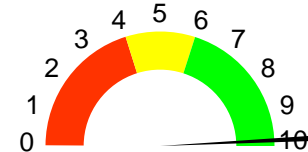


Net position include all assets and deferred outflows, and all liabilities and deferred inflows of the City, except for fiduciary funds held for the benefit of others. It is measured as the difference between total assets and deferred outflows, including capital assets, and total liabilities and deferred inflows, including long-term debt. Net position increases as a result of earning more revenue than expenses incurred in the fiscal year.

For the year ended December 31, 2015, total net position decreased by \$5.3 million, or 9.0% from the prior year. Governmental activities net position decreased by \$3.4 million, while business-type activities net position decreased by \$1.9 million.

2012	2013	2014	2015
-1.9%	-4.5%	+1.4%*	-9.0%

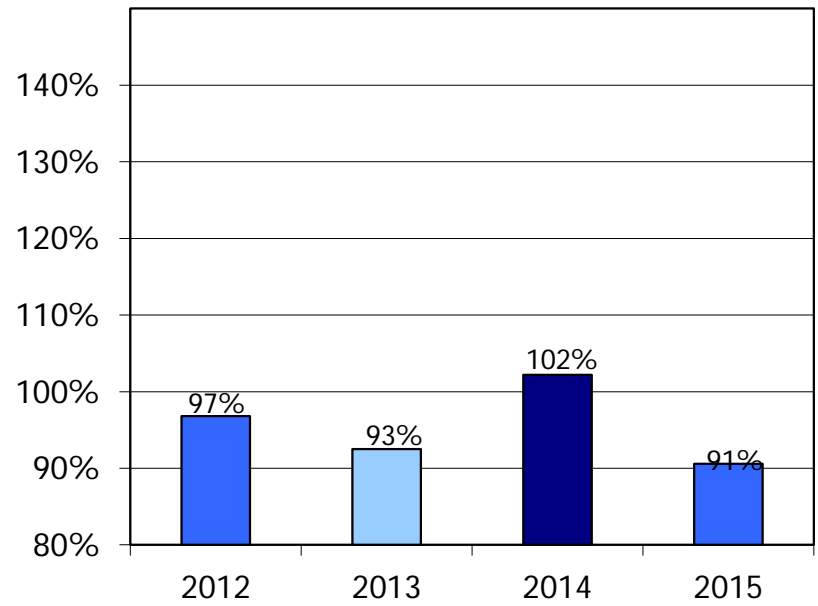
\* Restated for pension accounting standards changes; true percentage change in net position was actually -37.9%



# Interperiod Equity

Who paid for the costs of current year services – current, past or future tax and rate payers?

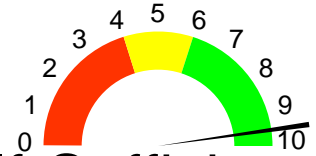
Current Year Revenues as a Percentage of Current Year Costs



Interperiod equity is achieved when the cost of current services are paid by current year tax and rate payers. When current year costs are subsidized by prior year resources carried over or from debt proceeds, it can be said that interperiod equity was not achieved, and either past or future tax and rate payers helped fund the costs of current year services.

For the year ended December 31, 2015, the City's total costs were only 90.6% funded by current year tax and rate payers with current year revenues, generating a level of 90.6% of current year costs. This means that the City needed to use carryover balances or debt proceeds in order to fully fund current year costs.

2012	2013	2014	2015
96.8%	92.5%	102.2%	90.6%



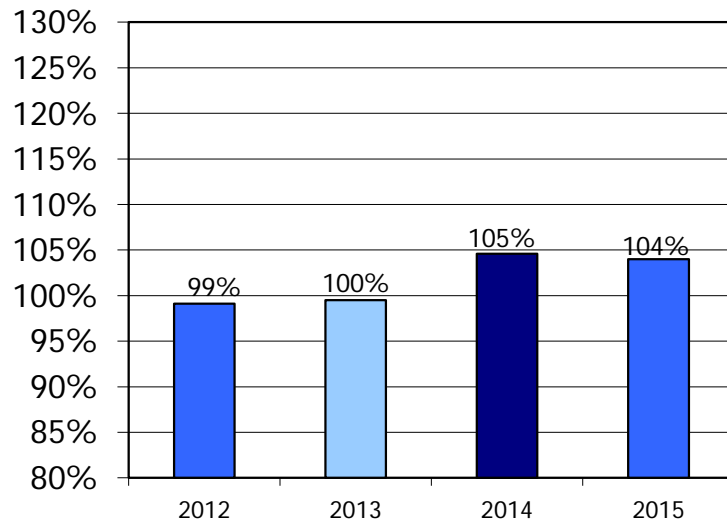
# BTA Self-Sufficiency

Did current year business-type activities, such as utilities, pay for themselves?

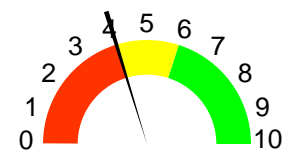
The self-sufficiency ratio indicates the level at which business-type activities (utilities) covered their current costs with current year revenues, without having to rely on subsidies or use of prior year reserves.

For the year ended December 31, 2015, the City's business-type activities were 104% self-sufficient in total. This indicates that all of the current year costs were funded by current year revenues in addition to generating some additional resources. This ratio is consistent with the prior year.

Percentage of BTA Expenses Covered By BTA Revenues



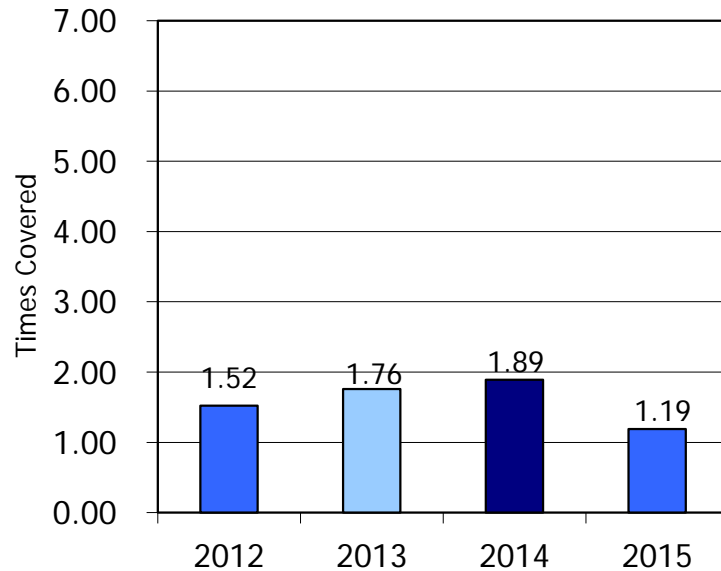
2012	2013	2014	2015
99.1%	99.5%	104.6%	104%



# Debt Service Coverage

Were our revenue bond investors pleased with our ability to pay them on time?

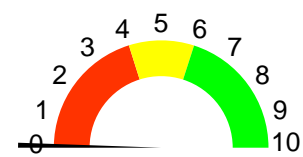
Number of Times Net Pledged Revenues Cover Annual Debt Service



The debt service coverage ratio compares the City's debt service requirements on revenue bonds to the net operating cash generated by the revenue streams pledged for payment. A debt service ratio of greater than 1.00 indicates a sufficient ability to make the debt service payments from net revenue from operations.

For the year ended December 31, 2015, the City experienced a slightly less than satisfactory debt service coverage ratio of 1.19, a significant decrease from the ratio in the prior year. This indicates the City generated nearly one and one-fifth times the amount of cash necessary to pay the debt service requirements on its revenue bonds and notes.

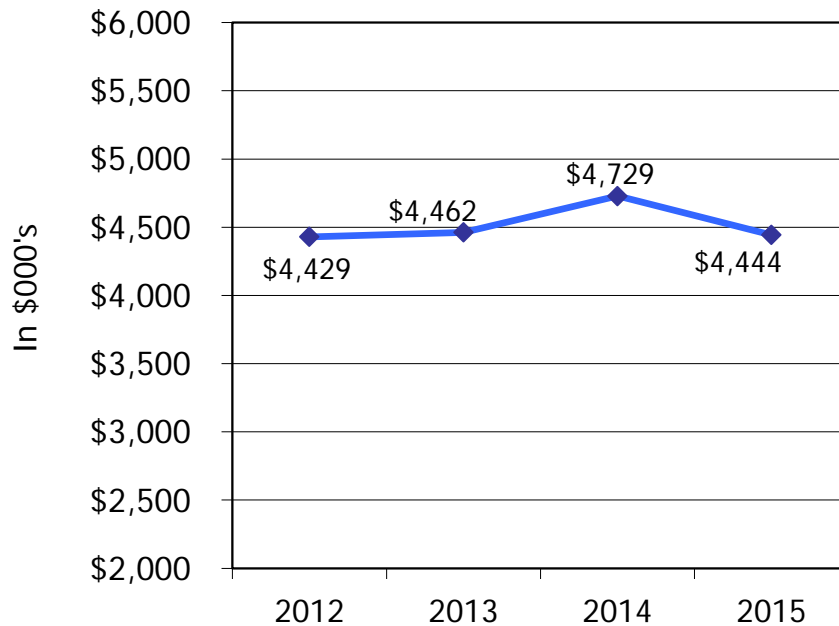
2012	2013	2014	2015
1.52	1.76	1.89	1.19



# Sales Tax Growth

What is the state of our local economy?

Sales Revenue  
per One-Cent Tax



Due to the inability of Oklahoma municipalities to levy a property tax for operations, the City is highly dependent on sales tax revenue to fund its general governmental activities.

Sales tax growth is a measure of the state of our local economy by comparing revenue collected to the prior year in terms of the change per one-cent tax.

For the year ended December 31, 2015, the City experienced a decrease in sales tax collections per one-cent in the amount of \$285,590 or -6.0% from the prior year. The Sales Tax Rate of 3.50% was in effect for the entire year.

2012	2013	2014	2015
+5.5%	+0.7%	+6.0%	-6.0%

# Financial Performance Ratios

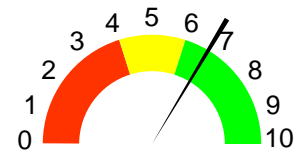
## Summary and Comparison to Prior Years

Ratio	FY 2012	FY 2013	FY 2014	FY 2015
Change in Net Position	-1.9%	-4.5%	+1.4%	-9.0%
Interperiod Equity	96.8%	92.5%	102.2%	90.6%
BTA Self Sufficiency	99.1%	99.5%	104.6%	104%
Debt Service Coverage	1.52	1.76	1.89	1.19
Sales Tax Growth	+5.5%	+0.7%	+6.0%	-6.0%
<b>Financial Performance Performer Score</b>	<b>7.0</b>	<b>5.2</b>	<b>8.9</b>	<b>3.1</b>

# Performer<sup>®</sup> Ratios

## Financial Capability Ratios

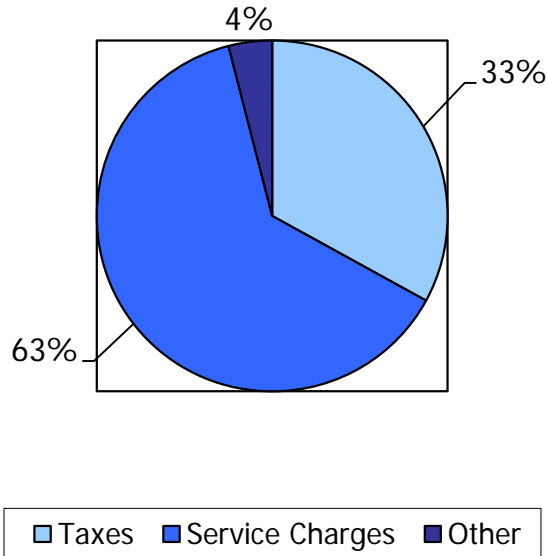
Revenue Dispersion	How much of our revenue is beyond our direct control?
Debt Service Load	How heavily is our budget loaded with payments to retire long-term debt?
Bonded Debt Per Capita	What is the debt burden on our property tax payers?
Legal Debt Limit Remaining	Will we be legally able to issue more long-term debt if needed?
Property Taxes Per Capita	Will our citizens be willing to approve property tax increases if needed?
Local Sales Tax Rate	Will our citizens be willing to approve sales tax increases if needed?



# Revenue Dispersion

How heavily are we relying on revenue sources beyond our direct control?

2015 Revenue Percentages by Source

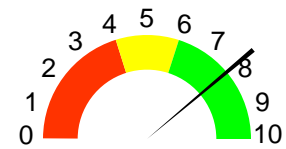


The percentage dispersion of revenue by source indicates how dependent the City is on certain types of revenue. The more dependent the City is on revenue sources beyond its direct control, such as taxes requiring voter approval or revenues from other governments such as grants, the less favorable the dispersion.

For the year ended December 31, 2015, the City had direct control over 63% (service charges) of its revenues. This ratio indicates the City has limited exposure, as do most cities, to financial difficulties due to reliance (37%) on taxes that require voter approval and on grants, contributions and other revenue.

2012	2013	2014	2015
60%	62%	59%	63%

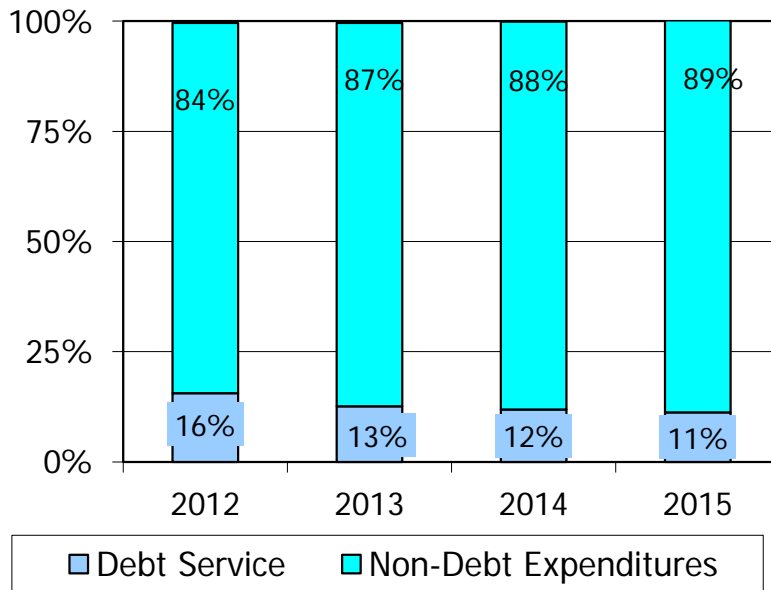




# Debt Service Load

How much of our annual budget is loaded with disbursements to pay off long-term debt?

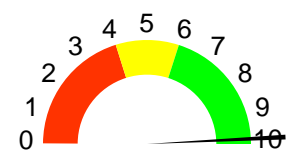
Percentage of Debt Service and Non-Debt Expenditures



The debt service load ratio measures the extent to which the City's non-capital expenditures City-wide were comprised of debt service payments on long-term debt.

For the year ended December 31, 2015, the City's total non-capital expenditures amounted to \$51.8 million of which \$5.8 million (or 11.2%) were payments for principal and interest on long-term debt. In our model, this is a well above satisfactory financial indicator and indicates that for every dollar the City spent on non-capital items, only 11 cents of that dollar was used for debt service.

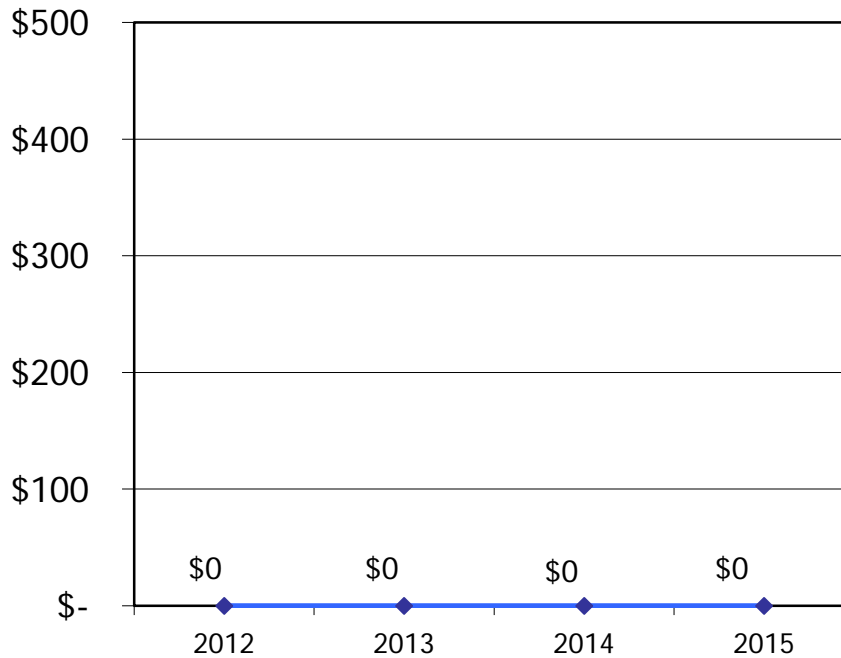
2012	2013	2014	2015
15.6%	12.6%	11.9%	11.2%



# Bonded Debt Per Capita

What is the debt burden on our property tax payers?

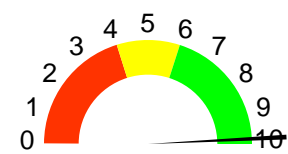
General Bonded Debt Per Capita



The financial ratio of general bonded debt per capita is an indication of the City's debt burden on its citizens and other taxpayers related to general obligation debt payable from property taxes. The ratio does not consider debt payable from enterprise activities or alternate revenues.

For the year ended December 31, 2015, the City continued to have no general obligation bonded debt outstanding. Therefore, it has no general bonded debt burden on its citizens and taxpayers.

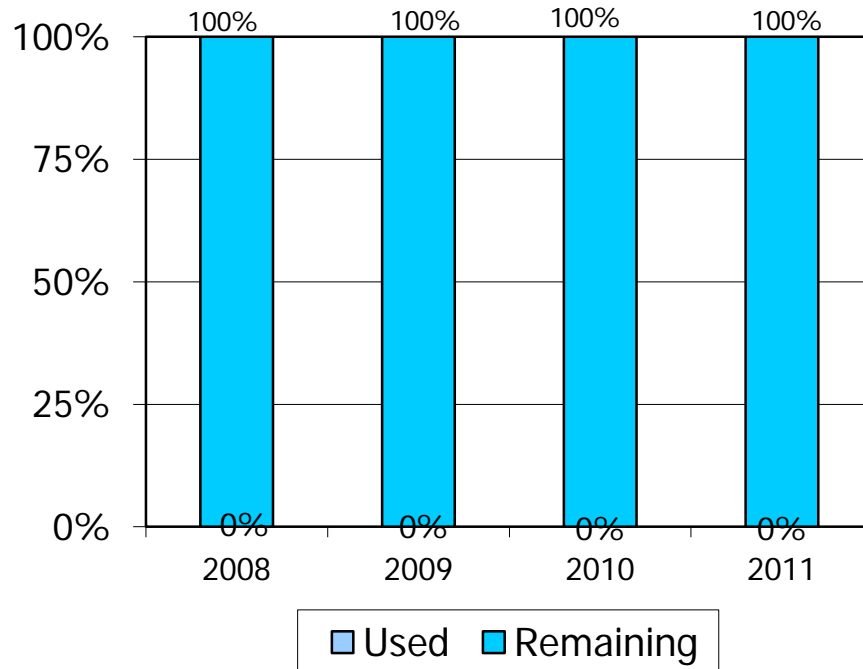
2012	2013	2014	2015
\$0	\$0	\$0	\$0



# Legal Debt Limit Remaining

Will we be legally able to issue more long-term debt, if needed?

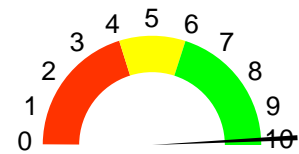
Percentage of Legal Debt Limit Used Versus Remaining



Oklahoma law limits certain types of general obligation debt to no more than 10% of the City's net assessed valuation of taxable property.

For the year ended December 31, 2015, the City continued to have no general obligation debt applicable to this legal debt limit. This means that at December 31, 2015, the City had 100% of its general bonded debt legal limit remaining.

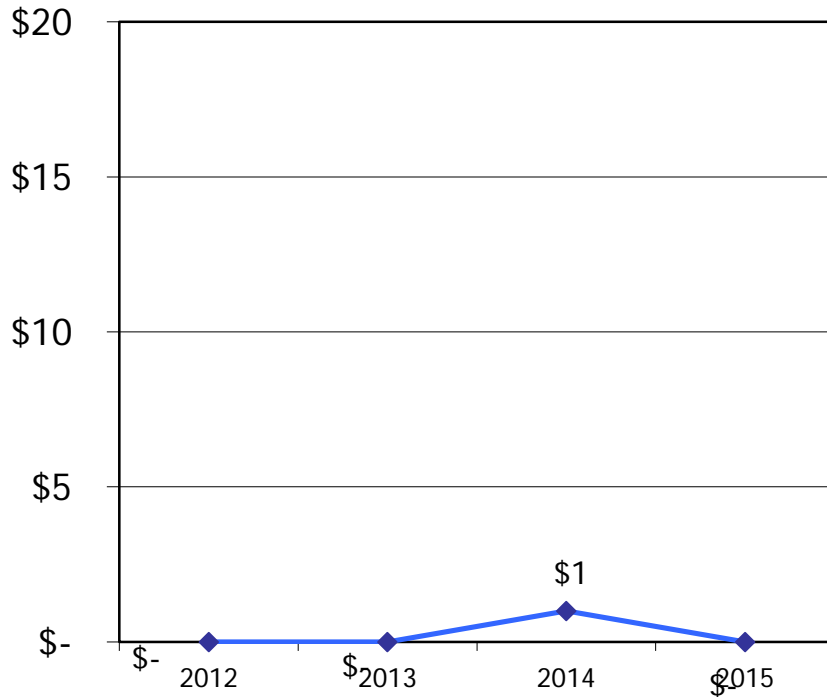
2012	2013	2014	2015
100%	100%	100%	100%



# Property Taxes Per Capita

Will our citizens be willing to approve property tax increases, if needed?

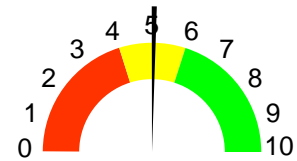
Total Property Taxes Per Capita



The financial ratio of property taxes per capita is an indication of the City's property tax burden on its citizens and other taxpayers. Constitutionally, Oklahoma municipalities may only levy a property tax to retire general obligation bonded debt and judgments.

For the year ended December 31, 2015, the City had no general obligation bond debt service or judgments outstanding, and therefore, had no property tax levied in 2015. This is an excellent indicator of financial capability in our model.

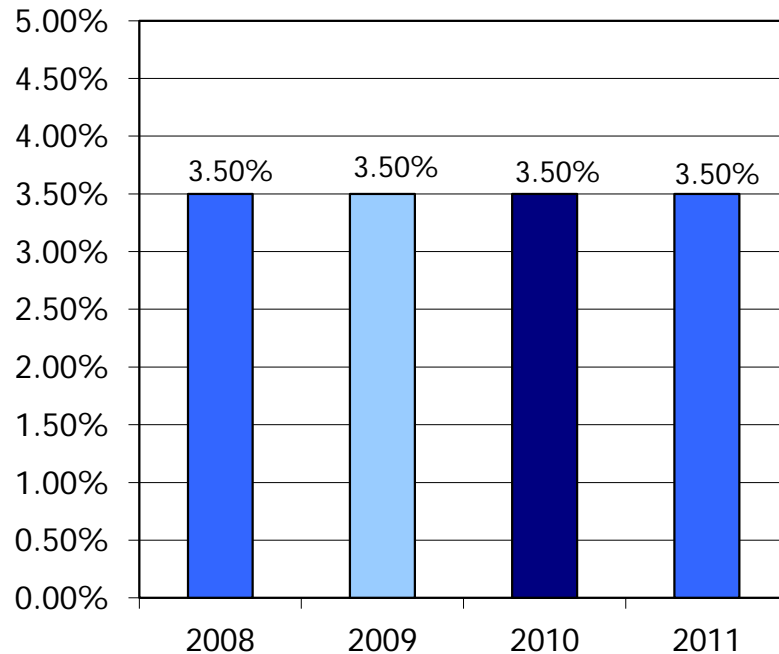
2012	2013	2014	2015
\$0	\$0	\$1	\$0



# Local Sales Tax Rate

Will our citizens be willing to approve sales tax increases, if needed?

Sales Tax Rate



For Oklahoma municipalities, sales tax is the primary source of funding for general government operations. Sales tax rates cannot be increased without voter approval. In our model, a 2% tax rate is considered excellent from the financing margin perspective, while 5% rate is considered a high rate and therefore weak in terms of increase ability margin.

For the year ended December 31, 2015, the City's sales tax rate in effect was 3.50%.

	2012	2013	2014	2015
Rate	3.50%	3.50%	3.50%	3.50%
Taxes in 000s	\$15,501	\$15,616	\$16,552	\$15,552

# Financial Capability Ratios

## Summary and Comparison to Prior Years

Ratio	FY 2012	FY 2013	FY 2014	FY 2015
Revenue Dispersion	59.8%	62.3%	59.3%	63.0%
Debt Service Load	15.6%	12.6%	11.9%	11.2%
General Bonded Debt per Capita	\$0	\$0	\$0	\$0
Remaining Legal Debt Margin	100%	100%	100%	100%
Property Taxes per Capita	\$0	\$0	\$1	\$0
Sales Tax Rate	3.50%	3.50%	3.50%	3.50%
<b>Financial Capability Performer Score</b>	<b>7.7</b>	<b>7.9</b>	<b>8.0</b>	<b>8.1</b>

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# Thank You

We would like to commend and thank the City of Duncan management, its governing body and audit committee for allowing us to present this financial analysis. We hope it continues to serve as a useful and understandable compliment to your annual financial report.

Visit our website at [crawfordcpas.com](http://crawfordcpas.com) for other useful tools for state and local governments.

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