

## APPENDIX A

### FINANCIAL INDICATORS GRAPHICALLY PORTRAYED

Description	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Revenues Per Capita</b>	2,803.0	2,796.4	2,938.5	2,954.6	2,995.9	2,985.5	3,056.5	3,116.6	3,330.4	3,240.3	3,463.6
<b>Expenditures Per Capita</b>	2,818.1	2,859.5	2,833.0	2,810.9	2,888.4	2,838.6	2,894.6	2,964.2	3,043.6	3,110.3	3,267.8
(In Constant Dollars)											
<b>Intergovernmental Revenues (without PPTRA)</b>	40.7%	40.8%	40.0%	39.9%	39.5%	39.4%	38.6%	39.9%	41.1%	37.9%	37.2%
<b>Intergovernmental Revenues (PPTRA only)</b>	3.8%	3.7%	3.5%	3.4%	3.3%	3.2%	3.0%	2.9%	2.8%	2.6%	2.4%
<b>Elastic Tax Revenues</b>	9.3%	9.4%	11.8%	11.8%	11.8%	12.1%	11.7%	11.4%	11.1%	12.6%	12.2%
(as a % of Net Operating Revenue)											
<b>Property Tax Revenues (Millions)</b>	325	332	340	347	354	360	377	394	405,028	416,771	464,979
(In Constant Dollars)											
<b>Uncollected Property Tax Revenues</b>	1.4%	1.3%	1.2%	1.2%	1.0%	1.0%	0.8%	0.7%	0.7%	0.7%	0.6%
(as a % of Total Levy)											
<b>User Charge Coverage</b>	51.9%	54.2%	55.4%	53.3%	52.5%	52.9%	49.9%	47.6%	46.8%	55.3%	51.5%
(Revenues/Expenditures)											

<b>Revenue Variance</b>	1.3%	2.4%	4.2%	3.6%	4.0%	4.2%	4.9%	2.2%	7.4%	9.0%	9.6%
(as a % of Net Operating Revenue)											
<b>Employees Per Capita</b>	12.3	12.2	12.1	12.1	12.1	12.2	12.3	12.4	12.8	12.5	12.6
(Employees per thousand population)											
<b>Fringe Benefits</b>	33.9%	34.8%	36.0%	35.8%	35.8%	36.4%	36.6%	37.2%	38.9%	38.2%	38.1%
(as a % of Salaries)											
<b>Operating Surpluses</b>	0.0%	1.7%	3.2%	6.0%	6.1%	6.4%	6.7%	6.2%	11.1%	4.2%	7.1%
(as a % of Net Operating Revenue)											
<b>Enterprise Losses</b>											
(In Constant Dollars)	4.06	1.04	0.71	(1.11)	5.33	5.96	5.93	13.67	9.68	15.82	15.72
<b>Unassigned General Fund Balances</b>	11.8%	11.7%	11.3%	11.2%	11.0%	11.1%	11.0%	10.9%	10.2%	11.3%	10.6%
(as a % of Net Operating Revenue)											
<b>Liquidity</b>	275.5%	279.0%	267.8%	279.3%	294.7%	320.0%	316.5%	254.4%	330.4%	374.5%	382.6%
(Cash & Investments as a % of Current Liabilities)											

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<b>Current Liabilities</b>	10.9%	11.5%	11.4%	10.8%	10.4%	9.8%	9.9%	12.2%	12.1%	10.0%	9.9%
(as a % of Net Operating Revenue)											
<b>Long Term Debt</b>	1.6%	1.4%	1.2%	1.2%	1.3%	1.1%	1.2%	1.4%	1.5%	1.1%	1.0%
(as a % of Assessed Valuation)											
<b>Debt Service</b>	6.3%	5.9%	5.5%	5.2%	5.2%	4.9%	5.2%	5.6%	5.4%	5.4%	5.0%
(as a % of Net Operating Revenue)											
<b>Accumulated Employee Leave Liability</b>	25.1	25.8	26.5	26.2	25.9	25.2	25.1	27.9	30.2	28.4	25.8
(in Days)											
<b>Level of Capital Outlay</b>	3.3%	2.5%	3.3%	2.9%	3.3%	3.4%	3.3%	3.6%	3.5%	4.7%	4.1%
(as a % of Net Operating Expenditures)											
<b>Depreciation</b>	2.7%	2.8%	2.8%	2.8%	2.8%	2.8%	2.7%	2.6%	2.3%	2.3%	2.3%
(Depreciation Expense as a % of Assets)											
<b>Population</b>	318.16	321.37	325.28	329.23	332.37	335.28	339.19	343.26	334.39	341.37	345.73
<b>Per Capita Income (restated)</b>	53.73	57.21	59.67	60.45	62.78	65.07	67.13	66.15	69.74	72.94	74.35

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<b>Public Assistance Recipients (restated for 2016 Trends)</b>	20.4%	20.1%	20.4%	20.6%	20.7%	20.3%	21.4%	23.4%	25.5%	27.8%	30.5%
(as a % of Total Population)											

<b>Property Values</b>	-1.38	1.58	3.55	2.20	2.87	3.03	4.35	7.41	0.39	19.17	4.24
% Change											
Residential	19.39	19.79	20.49	20.93	21.54	22.23	22.95	24.49	25.07	30.20	31.74
Commercial	8.98	8.99	9.31	9.55	9.81	10.09	10.77	11.74	11.39	13.26	13.57
Agricultural	0.28	0.29	0.29	0.28	0.29	0.28	0.29	0.30	0.22	0.24	0.24
(In Constant Dollars)											
Residential Development	68.6%	69.1%	69.1%	69.0%	69.0%	69.1%	68.3%	71.3%	68.7%	69.8%	70.4%
(as a % of Total Property)											
<b>Employment Base</b>											
Local Unemployment Rate	0.048	0.051	0.048	0.038	0.036	0.030	0.027	0.065	0.044	0.029	0.029
Jobs in Community	177,810	177,647	180,877	186,728	189,618	189,572	193,284	192,419	182,508	189,077	187,328
<b>Business Activity - #1</b>											
(In Constant Dollars)											

Retail Sales	53,331	52,251	54,604	56,260	56,930	58,421	57,915	59,106	62,816	68,148	70,982
Annual Business Receipts	27,840	27,475	29,502	30,134	31,193	30,486	32,259	33,504	32,060	35,881	39,153
	2.2%	-1.3%	7.4%	2.1%	3.5%	-2.3%	5.8%	3.9%	-4.3%	11.9%	9.1%
<b>Business Activity - #2</b>											
Market Value of Business Property	8,983.87	8,985.44	9,311.14	9,546.71	9,807.43	10,087.66	10,769.50	11,743.02	11,387.39	13,263.61	13,572.18
Acres Devoted to Business	6,211.00	6,214.00	6,291.00	6,217.00	6,331.00	6,360.00	6,435.00	6,463.19	6,457.44	6,458.44	6,459.44

### GENERAL FINANCIAL AND ECONOMIC DATA

Item	Description	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
1.3	Cash & Short-Term Investments	289,131	318,999	323,342	326,848	347,810	365,651	386,403	394,217	535,392	534,602	592,979
1.4	Accounts Payable	52,155	61,604	58,946	55,431	60,925	60,128	62,176	64,762	67,148	67,167	71,522
1.7	Principle due in 12 months	38,510	38,890	39,255	38,605	41,700	39,845	43,775	67,321	79,305	52,245	54,435
1.8	Other Current Liabilities	14,284	13,853	22,553	22,969	15,405	14,279	16,146	22,883	15,582	23,330	29,049
1.9	Total Current Liabilities	104,950	114,346	120,754	117,005	118,030	114,252	122,098	154,966	162,035	142,742	155,006
1.10	Net Direct Long Term Debt	492,025	454,095	411,405	406,150	464,530	424,685	480,305	593,260	649,040	644,910	590,475
1.1	Cost Depreciable Fixed Assets	1,143,806	1,176,897	1,205,603	1,249,751	1,300,142	1,357,128	1,434,087	1,482,192	1,498,813	1,538,495	1,576,323
1.1	Depreciation Expense	30,993	32,433	34,326	35,573	36,517	37,412	38,905	38,365	35,141	35,114	35,950
1.1	General Fund Operating Surplus	336	17,000	34,246	64,678	69,053	74,332	82,706	78,705	148,514	59,390	110,696
1.2	Enterprise Operating Results	4,400	1,148	782	(1,244)	6,051	6,963	7,041	16,171	11,650	20,429	20,538

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1.2	General Fund Balances	197,540	210,567	224,205	232,416	253,995	279,926	281,896	274,646	413,312	428,223	462,704
1.2	General Fund Assigned Balances	83,364	93,945	104,259	111,167	129,679	150,038	146,258	136,394	276,935	266,493	297,167
1.2	General Fund Unassigned Balances	114,175	116,622	119,946	121,249	124,316	129,887	135,638	138,252	136,377	161,730	165,536
1.2	Uncollected Property Taxes	5,025	4,815	4,645	4,506	3,994	4,046	3,504	3,402	3,485	3,953	3,389
1.20	Full Property Tax Levy	357,613	361,689	373,457	374,674	389,341	409,080	433,550	455,726	479,222	529,024	589,481
2.1	Property Tax Revenues	352,275	367,120	375,685	387,388	402,026	420,786	447,469	466,198	487,532	538,135	607,588
2.2	Committed User Charges	31,336	33,266	33,372	33,680	33,971	38,084	36,866	35,727	31,438	39,688	42,886
2.3	Uncommitted User Charges	3,323	3,379	3,378	3,552	5,678	3,617	3,544	3,151	1,433	2,624	2,305
2.4	Other Revenue greater than 5%	125,872	125,113	158,824	165,920	176,154	182,032	186,844	183,291	188,049	222,553	222,618
2.5	Other Revenue less than 5%	22,343	21,664	25,951	25,143	29,010	27,406	44,323	35,487	26,471	30,378	53,137
2.6	Total Local Operating Revenue	535,150	550,542	597,210	615,683	646,840	671,925	719,046	723,853	734,923	833,377	928,535
2.7	Intergovernmental Operating Revenue	430,280	442,504	460,328	471,181	484,181	497,572	512,094	541,451	605,557	594,845	636,228
2.7	Intergovernmental Operating Revenue (without PPTRA reimbursements)	393,278	405,502	423,327	434,180	447,180	460,570	475,092	504,449	568,555	594,845	636,228
2.10	Gross Operating Revenues	965,430	993,046	1,057,538	1,086,864	1,131,022	1,169,497	1,231,140	1,265,304	1,340,480	1,428,221	1,564,764

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2.1	Net Operating Revenues	965,430	993,046	1,057,538	1,086,864	1,131,022	1,169,497	1,231,140	1,265,304	1,340,480	1,428,221	1,564,764
2.1	Restricted Operating Revenues	353,421	354,991	374,039	375,575	384,747	400,198	418,949	424,529	472,187	497,107	525,351
2.2	Elastic Operating Revenue	90,097	92,893	124,352	128,416	132,959	141,977	143,776	144,266	149,381	179,669	190,736
2.2	Net Operating Revenue Budgeted	953,214	969,062	1,013,213	1,047,214	1,085,742	1,119,821	1,170,974	1,237,845	1,248,356	1,310,707	1,427,162
3.1	Salaries and Wages	495,822	496,472	508,111	526,875	538,928	554,880	577,497	604,277	601,428	654,945	707,428
3.2	Fringe Benefits	167,899	172,540	183,080	188,878	192,860	201,806	211,170	224,655	233,774	250,273	269,394
3.3	Supplies	42,775	48,999	49,833	42,677	41,628	47,488	47,679	41,740	35,597	48,914	54,939
3.4	Services	105,315	144,336	111,340	109,868	118,046	120,684	145,237	121,429	122,399	135,971	151,824
3.5	Capital Outlay <i>(restated for 2017 Trends)</i>	31,748	25,555	33,639	30,132	36,013	37,298	38,276	43,129	42,810	64,180	61,269
3.6	Principal-Long term Debt	38,510	37,615	38,285	38,605	41,700	39,845	43,775	48,870	47,585	52,245	54,435
3.7	Interest-Long term Debt	22,393	21,132	19,392	17,481	17,144	17,143	19,632	21,432	24,395	25,205	23,967
3.8	Total Direct Debt	60,903	58,747	57,677	56,086	58,844	56,988	63,407	70,302	71,980	77,450	78,402
3.9	Other Expenditures	41,361	44,052	49,701	53,866	69,189	59,539	63,631	66,186	101,532	122,870	138,836
3.10	Internal Service Fund Transfers	24,815	24,779	26,177	25,609	34,955	33,250	33,162	31,697	15,538	16,333	18,288
3.11	Total Net Operating Expenditures	970,638	1,015,481	1,019,557	1,033,991	1,090,463	1,111,934	1,165,903	1,203,415	1,225,058	1,370,936	1,480,380
3.12	Number of General Government Employees	3,927	3,927	3,937	3,986	4,032	4,100	4,183	4,245	4,267	4,280	4,355
3.13	Unused Annual Leave (in days)	98,496	101,198	104,232	104,592	104,368	103,290	105,173	118,561	128,738	121,377	112,532

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3.14	Unused Sick Leave (in days)	286,114	290,157	286,638	280,967	275,656	268,414	264,097	259,544	254,976	253,354	248,389
3.15	Expenditures Covered by Charges	60,360	61,408	60,245	63,189	64,717	72,042	73,891	75,045	67,142	71,764	83,355
7.1	Population (Calendar Year)	318,158	321,374	325,283	329,227	332,368	335,283	339,191	343,258	334,389	341,365	345,734
7.3	Total Personal Income (Thous. of \$) - <i>restated</i>	17,095,572	18,387,012	19,409,625	19,902,117	20,865,472	20,865,472	22,006,480	22,707,121	23,321,002	24,899,824	25,796,948
	Per Capita Income - <i>restated</i>	53.73	57.21	59.67	60.451	62.78	65.07	67.13	66.15	69.74	72.94	74.35
7.4	Public Assistance Recipients (restated for 2016 Trends)	64,927	64,583	66,505	67,849	68,693	67,948	72,519	80,277	85,114	N/A	N/A
7.6	Market Value of Property (Mil. of \$)	30,973	32,114	33,295	34,364	35,937	38,083	40,391	42,851	44,307	56,283	59,375
7.7	Assessed Property Values (Mil. of \$)	30,973	32,114	33,295	34,364	35,937	38,083	40,204	42,658	44,118	56,121	59,215
7.8	Market Value- Residential (Mil. of \$)	20,945	21,871	22,670	23,386	24,463	25,966	27,253	28,961	30,180	38,995	41,481
7.9	Market Value- Commercial (Mil. of \$)	9,726	9,929	10,302	10,667	11,140	11,786	12,789	13,889	13,707	17,126	17,735
7.10	Market Value- Agricultural (Mil. of \$)	302	315	323	312	333	330	349	359	261	316	318
7.1	Residential Households (Calendar Year)	131,652	132,363	133,020	134,153	134,747	135,623	136,619	138,219	134,234	135,447	142,187
7.1	Vacancy Rates- Residential (Calendar Year)	2.0%	1.6%	1.4%	1.4%	1.5%	1.6%	1.5%	1.4%	4.6%	2.6%	4.0%



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7.2	Local Unemployment Rate	4.8%	5.1%	4.8%	3.8%	3.6%	3.3%	2.5%	2.8%	4.4%	2.9%	2.9%
7.2	Jobs Within Community	177,810	177,647	180,877	186,728	189,618	189,572	193,284	192,419	182,508	189,077	187,328
7.2	Retail Sales (Thous. of \$)	57,736	57,738	60,414	62,861	64,666	68,256	68,775	69,908	75,613	87,994	92,752
7.2	Annual Business Receipts (Thous. of \$)	30,139	30,361	32,641	33,670	35,432	35,618	38,308	39,627	38,591	46,330	51,162
7.20	Business Acres (Calendar Year)	6,211	6,214	6,291	6,217	6,331	6,360	6,435	6,463	6,457	6,462	6,429
7.21	CPI	233.5	238.3	238.6	241.0	245.0	252.0	256.1	257.8	271.7	296.3	305.1
7.2	CPI-Index	1.0826	1.1050	1.1064	1.1173	1.1359	1.1683	1.1875	1.1827	1.2037	1.2912	1.3067