

APPENDIX A

FINANCIAL INDICATORS GRAPHICALLY

Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Revenues Per Capita	3,085.3	2,892.9	2,835.5	2,803.0	2,796.4	2,938.5	2,954.6	2,995.9	2,985.5	3,056.5	3,116.6
Expenditures Per Capita	3,115.7	2,890.0	2,850.9	2,818.1	2,859.5	2,833.0	2,810.9	2,888.4	2,838.6	2,894.6	2,964.2
(In Constant Dollars)											
Intergovernmental Revenues (without PPTRA)	39.5%	39.4%	39.7%	40.7%	40.8%	40.0%	39.9%	39.5%	39.4%	38.6%	39.9%
Intergovernmental Revenues (PPTRA only)	3.9%	3.9%	3.9%	3.8%	3.7%	3.5%	3.4%	3.3%	3.2%	3.0%	2.9%
Elastic Tax Revenues	8.8%	9.2%	9.4%	9.3%	9.4%	11.8%	11.8%	11.8%	12.1%	11.7%	11.4%
(as a % of Net Operating Revenue)											
Property Tax Revenues (Millions)	364	338	330	325	332	340	347	354	360	377	394
(In Constant Dollars)											
Uncollected Property Tax Revenues	1.0%	1.1%	1.3%	1.4%	1.3%	1.2%	1.2%	1.0%	1.0%	0.8%	0.7%
(as a % of Total Levy)											
User Charge Coverage	50.6%	52.5%	51.0%	51.9%	54.2%	55.4%	53.3%	52.5%	52.9%	49.9%	47.6%
(Revenues/Expenditures)											

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Revenue Variance		0.2%	1.2%	0.5%	1.3%	2.4%	4.2%	3.6%	4.0%	4.2%	4.9%	2.2%
(as a % of Net Operating Revenue)												
Employees Per Capita		12.7	12.6	12.5	12.3	12.2	12.1	12.1	12.1	12.2	12.3	12.4
(Employees per thousand population)												
Fringe Benefits		32.8%	33.0%	34.5%	33.9%	34.8%	36.0%	35.8%	35.8%	36.4%	36.6%	37.2%
(as a % of Salaries)												
Operating Surpluses		1.6%	1.2%	0.1%	0.0%	1.7%	3.2%	6.0%	6.1%	6.4%	6.7%	6.2%
(as a % of Net Operating Revenue)												
Enterprise Losses		(0.714)	(1.985)	(0.621)	4.064	1.039	0.707	(1.114)	5.327	5.960	5.930	13.672
(In Constant Dollars)												
General Fund Balances		14.3%	14.2%	12.3%	11.8%	11.7%	11.3%	11.2%	11.0%	11.1%	11.0%	10.9%
(as a % of Net Operating Revenue)												
Liquidity		339.4%	335.4%	288.2%	275.5%	279.0%	267.8%	279.3%	294.7%	320.0%	316.5%	254.4%
(Cash & Investments as a % of Current Liabilities)												
Current Liabilities		9.7%	9.8%	11.2%	10.9%	11.5%	11.4%	10.8%	10.4%	9.8%	9.9%	12.2%
(as a % of Net Operating Revenue)												

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Long Term Debt		1.4%	1.6%	1.7%	1.6%	1.4%	1.2%	1.2%	1.3%	1.1%	1.2%	1.3%
(as a % of Assessed Valuation)												
Debt Service		5.8%	5.5%	5.8%	6.3%	5.9%	5.5%	5.2%	5.2%	4.9%	5.2%	5.6%
(as a % of Net Operating Revenue)												
Accumulated Employee Leave Liability		26.0	24.7	25.0	25.1	25.8	26.5	26.2	25.9	25.2	25.1	27.9
(in Days)												
Level of Capital Outlay		3.6%	3.6%	3.6%	3.3%	2.5%	3.3%	2.9%	3.3%	3.4%	3.3%	3.6%
(as a % of Net Operating Expenditures)												
Depreciation		2.8%	2.7%	2.8%	2.7%	2.8%	2.8%	2.8%	2.8%	2.8%	2.7%	2.6%
(Depreciation Expense as a % of Assets)												
Population		307.832	311.726	315.157	318.158	321.374	325.283	329.227	332.368	335.283	339.191	343.258
Per Capita Income (restated)		46.724	49.849	53.016	53.733	57.214	59.670	60.451	62.778	65.072	67.128	66.152
Public Assistance Recipients (restated for 2016 Trends)		17.4%	18.7%	19.1%	20.4%	20.1%	20.4%	20.6%	20.7%	20.3%	21.4%	23.4%
(as a % of Total Population)												

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Property Values	-8.7852	-4.3903	-4.8901	-1.3806	1.5805	3.5468	2.2015	2.8659	3.0295	4.3495	10.1356
(In Constant Dollars)											
Residential	22.263	21.335	19.943	19.348	19.792	20.491	20.930	21.537	22.225	22.950	25.558
Commercial	9.315	8.860	8.775	8.984	8.985	9.311	9.547	9.807	10.088	10.770	11.599
Agricultural	0.326	0.308	0.292	0.279	0.285	0.292	0.279	0.293	0.283	0.294	0.304
Residential Development	70.8%	71.0%	69.8%	68.6%	69.1%	69.1%	69.0%	69.0%	69.1%	68.3%	69.0%
(as a % of Total Property)											
Employment Base											
Local Unemployment Rate	0.0740	0.0630	0.0550	0.0480	0.0510	0.0480	0.0380	0.0360	0.0330	0.0250	0.0280
Jobs in Community	168,142	170,581	174,628	177,810	177,647	180,877	186,728	189,618	189,572	193,284	192,419
Business Activity - #1											
(In Constant Dollars)											
Retail Sales	54,107.23	54,679.24	54,228.28	53,331.99	52,251.09	54,604.94	56,260.49	56,930.63	58,421.94	57,915.42	59,106.34
Annual Business Receipts	27,415.09	26,649.98	27,228.74	27,840.38	27,475.94	29,502.77	30,134.76	31,193.61	30,486.54	32,259.21	33,504.20
	-8.2%	-2.8%	2.2%	2.2%	-1.3%	7.4%	2.1%	3.5%	-2.3%	5.8%	3.9%
Business Activity - #2											
Market Value of Business Property	9,314.60	8,859.95	8,774.94	8,983.87	8,985.44	9,311.14	9,546.71	9,807.43	10,087.66	10,769.50	11,598.81
Acres Devoted to Business	6,393.00	6,064.00	6,189.00	6,211.00	6,214.00	6,291.00	6,217.00	6,331.00	6,360.00	6,435.00	6,463.19

GENERAL FINANCIAL AND ECONOMIC DATA

Item	Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
1.3	Cash & Short-Term Investments	314,414	309,643	308,287	289,131	318,999	323,342	326,848	347,810	365,651	386,403	394,217
1.4	Accounts Payable	48,284	48,717	53,348	52,155	61,604	58,946	55,431	60,925	60,128	62,176	64,762
1.7	Principle due in 12 months	32,810	32,825	38,725	38,510	38,890	39,255	38,605	41,700	39,845	43,775	67,321
1.8	Other Current Liabilities	11,557	10,769	14,881	14,284	13,853	22,553	22,969	15,405	14,279	16,146	22,883
1.9	Total Current Liabilities	92,651	92,311	106,954	104,950	114,346	120,754	117,005	118,030	114,252	122,098	154,966
1.10	Net Direct Long Term Debt	460,535	499,930	533,180	492,025	454,095	411,405	406,150	464,530	424,685	480,305	593,260
1.1	Cost Depreciable Fixed Assets	1,080,905	1,109,368	1,124,786	1,143,806	1,176,897	1,205,603	1,249,751	1,300,142	1,357,128	1,434,087	1,482,192
1.1	Depreciation Expense	30,566	30,439	31,308	30,993	32,433	34,326	35,573	36,517	37,412	38,905	38,365
1.1	General Fund Operating Surplus	15,123	11,751	533	336	17,000	34,246	64,678	69,053	74,332	82,706	78,705
1.2	Enterprise Operating Results	(721)	(2,078)	(661)	4,400	1,148	782	(1,244)	6,051	6,963	7,041	16,171
1.2	General Fund Balances	246,603	230,524	221,639	197,540	210,567	224,205	232,416	253,995	279,926	281,896	274,646
1.2	General Fund Restricted Balances	109,831	96,798	104,751	83,364	93,945	104,259	111,167	129,679	150,038	146,258	136,394
1.2	General Fund Unrestricted Balances	136,771	133,727	116,888	114,175	116,622	119,946	121,249	124,316	129,887	135,638	138,252
1.2	Uncollected Property Taxes	3,604	3,737	4,604	5,025	4,815	4,645	4,506	3,994	4,046	3,504	3,402
1.20	Full Property Tax Levy	365,522	349,269	347,803	357,613	361,689	373,457	374,674	389,341	409,080	433,550	455,726
2.1	Property Tax Revenues	367,444	353,555	351,142	352,275	367,120	375,685	387,388	402,026	420,786	447,469	466,198
2.2	Committed User Charges	30,409	30,207	31,424	31,336	33,266	33,372	33,680	33,971	38,084	36,866	35,727

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2.3	Uncommitted User Charges	3,261	3,321	3,152	3,323	3,379	3,378	3,552	5,678	3,617	3,544	3,151
2.4	Other Revenue greater than 5%	119,791	127,013	129,354	125,872	125,113	158,824	165,920	176,154	182,032	186,844	183,291
2.5	Other Revenue less than 5%	22,822	21,028	21,220	22,343	21,664	25,951	25,143	29,010	27,406	44,323	35,487
2.6	Total Local Operating Revenue	543,727	535,125	536,292	535,150	550,542	597,210	615,683	646,840	671,925	719,046	723,853
2.7	Intergovernmental Operating Revenue	416,038	408,589	414,459	430,280	442,504	460,328	471,181	484,181	497,572	512,094	541,451
2.7	Intergovernmental Operating Revenue (without PPTRA reimbursements)	379,036	371,587	377,457	393,278	405,502	423,327	434,180	447,180	460,570	475,092	504,449
2.10	Gross Operating Revenues	959,765	943,714	950,751	965,430	993,046	1,057,538	1,086,864	1,131,022	1,169,497	1,231,140	1,265,304
2.1	Net Operating Revenues	959,765	943,714	950,751	965,430	993,046	1,057,538	1,086,864	1,131,022	1,169,497	1,231,140	1,265,304
2.1	Restricted Operating Revenues	342,353	334,149	337,442	353,421	354,991	374,039	375,575	384,747	400,198	418,949	424,529
2.2	Elastic Operating Revenue	84,217	87,182	89,098	90,097	92,893	124,352	128,416	132,959	141,977	143,776	144,266
2.2	Net Operating Revenue Budgeted	957,860	932,150	946,188	953,214	969,062	1,013,213	1,047,214	1,085,742	1,119,821	1,170,974	1,237,845
3.1	Salaries and Wages	480,659	472,724	480,853	495,822	496,472	508,111	526,875	538,928	554,880	577,497	604,277
3.2	Fringe Benefits	157,582	156,088	165,696	167,899	172,540	183,080	188,878	192,860	201,806	211,170	224,655
3.3	Supplies	41,682	46,168	43,383	42,775	48,999	49,833	42,677	41,628	47,488	47,679	41,740
3.4	Services	120,657	113,118	109,529	105,315	144,336	111,340	109,868	118,046	120,684	145,237	121,429
3.5	Capital Outlay <i>(restated for 2017 Trends)</i>	35,217	33,920	34,201	31,748	25,555	33,639	30,132	36,013	37,298	38,276	43,129

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3.6	Principal-Long term Debt	34,880	32,300	32,290	38,510	37,615	38,285	38,605	41,700	39,845	43,775	48,870
3.7	Interest-Long term Debt	21,191	19,722	23,035	22,393	21,132	19,392	17,481	17,144	17,143	19,632	21,432
3.8	Total Direct Debt	56,071	52,022	55,325	60,903	58,747	57,677	56,086	58,844	56,988	63,407	70,302
3.9	Other Expenditures	52,285	45,527	43,982	41,361	44,052	49,701	53,866	69,189	59,539	63,631	66,186
3.10	Internal Service Fund Transfers	25,058	23,195	22,949	24,815	24,779	26,177	25,609	34,955	33,250	33,162	31,697
3.1	Total Net Operating Expenditures	969,212	942,761	955,918	970,638	1,015,481	1,019,557	1,033,991	1,090,463	1,111,934	1,165,903	1,203,415
3.1	Number of General Government Employees	3,915	3,927	3,927	3,927	3,927	3,937	3,986	4,032	4,100	4,183	4,245
3.1	Unused Annual Leave (in days)	101,636	96,974	98,048	98,496	101,198	104,232	104,592	104,368	103,290	105,173	118,561
3.1	Unused Sick Leave (in days)	284,267	288,847	292,650	286,114	290,157	286,638	280,967	275,656	268,414	264,097	259,544
3.2	Expenditures Covered by Charges	60,144	57,538	61,630	60,360	61,408	60,245	63,189	64,717	72,042	73,891	75,045
7.1	Population (Calendar Year)	307,832	311,726	315,157	318,158	321,374	325,283	329,227	332,368	335,283	339,191	343,258
7.3	Total Personal Income (Thous. of \$) - restated	14,383,264	15,539,295	16,708,471	17,095,572	18,387,012	19,409,625	19,902,117	20,865,472	20,865,472	22,006,480	22,707,121
	Per Capita Income - restated	46.724	49.849	53.016	53.733	57.214	59.670	60.451	62.778	65.072	67.128	66.152
7.4	Public Assistance Recipients (restated for 2016 Trends)	53,566	58,387	60,188	64,927	64,583	66,505	67,849	68,693	67,948	72,519	80,277
7.6	Market Value of Property (Mil. of \$)	32,239	31,921	30,865	30,973	32,114	33,295	34,364	35,937	38,083	40,391	44,307
7.7	Assessed Property Values (Mil. of \$)	32,239	31,921	30,865	30,973	32,114	33,295	34,364	35,937	38,083	40,204	44,118
7.8	Market Value-Residential (Mil. of \$)	22,497	22,327	21,218	20,945	21,871	22,670	23,386	24,463	25,966	27,253	30,229
7.9	Market Value-Commercial (Mil. of \$)	9,413	9,272	9,336	9,726	9,929	10,302	10,667	11,140	11,786	12,789	13,718

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7.10	Market Value- Agricultural (Mil. of \$)	329	322	311	302	315	323	312	333	330	349	359
7.1	Residential Households (Calendar Year)	129,781	130,482	131,044	131,652	132,363	133,020	134,153	134,747	135,623	136,619	138,219
7.1	Vacancy Rates- Residential (Calendar Year)	1.6%	2.5%	2.4%	2.0%	1.6%	1.4%	1.4%	1.5%	1.6%	1.5%	1.4%
7.2	Local Unemployment Rate	7.4%	6.3%	5.5%	4.8%	5.1%	4.8%	3.8%	3.6%	3.3%	2.5%	2.8%
7.2	Jobs Within Community	168,142	170,581	174,628	177,810	177,647	180,877	186,728	189,618	189,572	193,284	192,419
7.2	Retail Sales (Thous. of \$)	54,677	57,222	57,694	57,736	57,738	60,414	62,861	64,666	68,256	68,775	69,908
7.2	Annual Business Receipts (Thous. of \$)	27,704	27,889	28,969	30,139	30,361	32,641	33,670	35,432	35,618	38,308	39,627
7.20	Business Acres (Calendar Year)	6,393	6,064	6,189	6,211	6,214	6,291	6,217	6,331	6,360	6,435	6,463
7.21	CPI	218.0	225.7	229.5	233.5	238.3	238.6	241.0	245.0	252.0	256.1	257.8
7.2	CPI-Index	1.0105	1.0465	1.0639	1.0826	1.1050	1.1064	1.1173	1.1359	1.1683	1.1875	1.1827