

## **Management's Discussion and Analysis** (Unaudited)

This section of the County's Comprehensive Annual Financial Report presents a narrative overview and analysis of the financial activities of Boone County, Missouri, for the fiscal year ended December 31, 2007. For a complete understanding of the County's financial statements, please read the transmittal letter at the front of this report along with the County's basic financial statements, including the footnotes, which follow the Management's Discussion and Analysis.

Boone County was required to implement the retrospective infrastructure reporting requirements of Governmental Accounting Standards Board Statement No. 34 in fiscal year 2007. As a result of this retrospective implementation, beginning net assets as of January 1, 2007, have been re-stated to include an additional \$43,259,594 associated with infrastructure assets (net of depreciation). To facilitate comparison of capital assets and net assets between fiscal years 2007 and 2006 in this Management's Discussion and Analysis, capital assets and net asset as of December 31 of the previous year have been re-stated to reflect the implementation of retrospective infrastructure reporting. For additional information regarding this re-statement, please refer to footnote 1(q) of the financial statements.

### **Financial Highlights**

- On a government-wide basis, net assets (the amount by which assets exceeded liabilities) at the close of the most recent fiscal year totaled \$118.5 million. Of this amount, approximately \$10.6 million is unrestricted and may be used to meet the government's ongoing obligations to citizens and creditors.
- On a government-wide basis, Boone County's total net assets increased by \$3.1 million or approximately 3% during the fiscal year.
- On a government-wide basis, the cost of the County's governmental activities was \$49.3 million.
- At the close of the current fiscal year, Boone County's governmental funds reported combined ending fund balances of \$31.78 million, an increase of \$5.17 million in comparison with the prior year. A significant portion of the combined ending fund balance, \$20 million, is available for spending at the government's discretion, subject to statutory restrictions applicable to specific funds (i.e., it is *unreserved, undesignated* fund balance).
- At the end of the current fiscal year, unreserved fund balance for the General Fund was \$7.3 million and represents 32% of expenditures. A portion of the unreserved fund balance, approximately \$2.4 million, was appropriated in the Fiscal Year 2008 budget.
- Boone County's total long-term debt decreased by approximately \$348,000. The net decrease is the result of principle repayments exceeding the increase in accrued compensated absence liability.

- General fund revenues totaled \$23.5 million, which fell short of original budgetary estimates by approximately \$545,000 or 2%.
- General fund expenditures were \$23.2 million. On a budgetary basis, the General fund experienced a favorable budgetary variance of \$2.37 million.
- Fund balance in the General Fund decreased by approximately \$469,000, due to the net transfers out of the fund for capital projects.

## Overview of the Financial Statements

This discussion and analysis are intended to serve as an introduction to Boone County's basic financial statements. The County prepares and issues a *Comprehensive Annual Financial Report* (CAFR), which provides extensive financial information beyond the minimum reporting requirements established by generally accepted accounting principles (GAAP). The CAFR consists of the following parts:

- Introductory Section, which includes the transmittal letter and general information;
- Management Discussion and Analysis (MD&A), (this part);
- The Basic Financial Statements, which include the government-wide and the fund financial statements as well as the notes to the basic financial statements;
- Required Supplementary Information, which includes budgetary comparison information for certain major funds and certain other required disclosures;
- Other Supplementary Information, which includes combining statements for non major governmental funds, internal service funds, and fiduciary funds, as well as budgetary comparison schedules for special revenue, debt service, and capital project funds; and,
- Statistical Information

### *Government-wide Financial Statements*

The first set of financial statements is the government-wide statements which report information about the County as a whole. These statements are a result of Governmental Accounting Standards Board (GASB) Statement No. 34 and were new to the County's financial reporting in fiscal year 2003. They provide both long-term and short-term information about the County's overall financial condition. These financial statements are prepared using a full accrual basis of accounting in order to achieve a more corporate, or private-sector type of presentation. The two government-wide statements, **Statement of Net Assets** and **Statement of Activities**, report the County's net assets and how they have changed from the previous year. The County does not provide services through *business-type activities* (such as a public utility); consequently, only *governmental activities* are included in the County's financial statements.

The **Statement of Net Assets** presents information on all of the County's assets and liabilities, with the difference between the two reported as net assets. Increases and decreases in net assets may serve as a useful indicator of whether or not the financial position of the County is improving or deteriorating. The Statement of Net Assets also provides information on unrestricted and restricted net assets and net assets invested in capital assets, net of related debt.

The **Statement of Activities** presents information showing how the County's net assets changed during the most recent fiscal year. All of the current year's revenues and expenses are accounted for in the Statement of Activities regardless of the timing of related cash flows. The Statement of Activities presents the various functions of the County and the degree to which they are supported by charges for services, federal and state grants and contributions, tax revenues, and investment income.

The government-wide financial statements include not only Boone County, Missouri itself (the *primary government*), but also a legally separate hospital board of trustees (a *component unit*) for which Boone County is financially accountable. Financial information for the component unit is reported separately from the financial information of the primary government. The government-wide financial statements do not include any blended component units.

The government-wide financial statements may be found on pages 18-19.

### ***Fund Financial Statements***

The second set of statements is the fund financial statements which provide information about groupings of related accounts which are used to maintain control over resources for specific activities or objectives. The County uses fund accounting to demonstrate compliance with finance-related legal requirements. The fund financial statements provide detailed information about the County's most significant funds – not the County as a whole.

County operations require the use of three kinds of funds:

- ***Governmental Funds.*** Governmental funds reflect how general government services were financed in the short-term as well as what financial resources remain available for future spending to finance County services.

The County maintains numerous individual governmental funds according to their type (general, special revenue, debt service, and capital projects). Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for funds that are considered to be a major fund; financial information for all non-major funds is summarized and presented in a single column. Individual fund data for each of the nonmajor governmental funds is provided in the form of combining statements.

Fund financial statements for governmental funds are prepared using a modified accrual basis of accounting which differs from the full-accrual basis of accounting used to prepare the government-wide financial statements. Because of the resulting differences, a reconciliation of the fund financial statements to the government-wide financial statements is provided.

- ***Proprietary Funds.*** Proprietary funds offer short-term and long-term financial information about the various internal services which the County provides through a business-type operation, using a full accrual basis of accounting. The County does not operate enterprise activities, where the customers are primarily external to the County, such as a public utility. However, the County does operate several internal service

activities, where the customers are internal County departments, such as Facilities Maintenance and Housekeeping and self-insured employee benefits.

- *Fiduciary Funds.* Fiduciary funds are used to account for resources held for the benefit of individuals or entities external to the County. The County's fiduciary responsibilities are summarized and reported by type: pension trust fund, private-purpose trust funds, and agency funds. These assets are restricted as to purpose and use or are being held by the County on behalf of others and do not represent discretionary assets of the County. Therefore, these assets are not presented as a part of the government-wide financial statements.

## Financial Analysis of the County as a Whole

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. The Statement of Activities is used to report changes in net assets resulting from operations of the fiscal year just ended.

### Net Assets

On a government-wide basis, the County's net assets were approximately \$118.48 million at fiscal year end, an increase of \$3.1 million over the previous year, as shown in the table below.

### Boone County, Missouri Schedule of Net Assets As of December 31,

	2007 Governmental Activities	2006 Governmental Activities
<b>Assets:</b>		
Current and other assets	\$ 40,317,505	35,797,199
Capital assets, net	89,507,640	92,123,554
Total assets	129,825,145	127,920,753
<b>Liabilities:</b>		
Long-term debt outstanding	7,581,737	7,929,321
Other Liabilities	3,764,743	4,618,057
Total liabilities	11,346,480	12,547,378
<b>Net Assets:</b>		
Invested in capital assets, net of related debt	84,283,160	86,587,212
Restricted	23,598,191	18,182,305
Unrestricted	10,597,314	10,603,858
Total net assets	\$ 118,478,665	115,373,375

The largest portion of the County's net assets, or approximately 71%, reflects its investment of more than \$84 million in capital assets, less any related outstanding debt used to acquire these assets. The County uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the County's investment in capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources since the capital assets themselves cannot be liquidated for the liabilities.

Included in the County's total net assets is \$23.6 million which represents resources that are subject to external restrictions, including statutory restrictions. Restricted net assets increased by \$5.4 million compared to the previous year; this increase is primarily due to increases in net assets in the County's various statutory special revenue funds and capital project funds. The remaining net assets of \$10.6 million are unrestricted and may be used to meet the government's obligations to citizens and creditors. Unrestricted net assets are essentially unchanged from the prior year.

Taken as whole, the government's net assets increased by \$3.1 million during the fiscal year just ended. This compares to an increase of \$8.2 million for the previous fiscal year. A discussion and analysis of the various factors resulting in this increase are presented in the following section.

### ***Governmental Activities***

The schedule on the following page shows the revenues and expenses for the County's activities for the current fiscal year as compared to the previous fiscal year.

**Boone County, Missouri**  
**Schedule of Changes in Net Assets**  
**For the Fiscal Years Ended December 31,**

	<b>2007</b>	<b>2006</b>
	<b>Governmental</b>	<b>Governmental</b>
	<b>Activities</b>	<b>Activities</b>
<b>Revenues:</b>		
Program revenues:		
Charges for services	\$ 6,023,531	6,581,632
Operating Grants and Contributions	4,664,023	4,174,709
Capital Grants and Contributions	1,049,328	2,306,349
General revenues:		
Property Taxes	4,052,018	3,900,415
Sales Taxes	31,463,171	27,751,933
Franchise and other taxes	222,558	213,759
Investment income	1,640,430	1,311,016
Hospital lease revenue	1,566,918	1,528,104
Gain on sale of capital assets	2,654	37,012
Other	1,759,031	913,564
Total revenues	52,443,662	48,718,493
<b>Expenses:</b>		
Policy and administration	8,351,758	8,235,033
Law enforcement and judicial	18,355,489	16,452,287
Environment, public buildings and infrastructure	19,846,910	13,178,130
Community health and public services	1,316,693	1,171,702
Economic vitality	66,000	66,000
Beautification and recreation	42,141	41,008
Protective inspection	1,082,119	1,039,597
Interest and fiscal charges	277,262	284,280
Total expenses	49,338,372	40,468,037
Change in net assets	3,105,290	8,250,456
Net assets, beginning of year	115,373,375	107,122,919
Net assets, end of year	\$ 118,478,665	115,373,375

The County's total revenue on a government-wide basis was \$52.4 million, an increase of \$3.7 million over the previous fiscal year. The increase is primarily due to capital contributions from donated infrastructure (roads), additional sales tax revenue attributable to a one-fifth cent capital improvement sales tax, and insurance proceeds. All taxes combined comprise 68% of total revenue, with sales tax as the largest single source, accounting for 60% of all County revenue. Sales tax revenue is a primary source of operating revenue to the General Fund, Road and Bridge Fund, Law

Enforcement Services Fund, and the One-Fifth Cent Capital Improvement Fund. Actual sales tax revenue to these funds fell below budget estimates, with actual sales tax growth of less than 1% compared to budgetary growth estimates of 4%. However, as shown above, the total amount of sales tax revenue increased over the prior year, due to the implementation of a 3-year one-fifth cent capital improvement sales tax. Charges for services account for 11.5% of total revenue; grants and other support account for 11% of total revenue. The remaining 9.5% of County revenues are derived from hospital lease revenue, investment income, gains on sale of capital assets, insurance proceeds, and other revenue.

The total cost of all programs and services was \$49.3 million, an increase of approximately \$8.8 million over the previous year. The County's expenses cover a broad range of services typically provided by county government. Environment, Public Buildings, and Infrastructure (primarily road and bridge activities) accounts for 40% of total expense followed by Law Enforcement and Judicial which accounts for 37% of total expenses and Policy and Administration which accounts for 17% of total expenses. These areas also account for the largest burden on general tax revenues in the amount of \$16.7 million, \$14.4 million, and \$4 million, respectively. Total expenses for Environment and Infrastructure reflect an increase over the previous year, attributable to increased depreciation associated with the infrastructure assets included in the retrospective implementation of GASB 34. Depreciation expense recognized on infrastructure assets in 2007 totaled \$6.1 million compared to depreciation expense of \$373,000 reported in 2006.

As previously noted, governmental activities increased the County's net assets by \$3.1 million compared to an increase of \$8.2 million the previous year. Two primary factors contributed to the current year's increase as compared to the previous year's increase.

- A locally approved capital improvement sales tax was authorized by voters and became effective October 1, 2006; however significant expenditures will not be incurred until 2008 and beyond. This results in a temporary increase in net assets.
- During fiscal year 2006, investment in capital assets exceeded the increase in annual depreciation expense and capital asset retirements, thus increasing net assets. This was not the case in fiscal year 2007. As noted above, implementation of the retrospective reporting requirements of GASB 34 resulted in increased infrastructure depreciation expense, which decreased net assets.

## Financial Analysis of the County's Funds

As previously mentioned, the purpose and focus of the County's governmental funds is significantly different than that of the government-wide financial statements. A discussion and analysis of the County's three types of fund financial statements (governmental funds, proprietary funds, and fiduciary funds) is presented below.

### *General Fund and Other Governmental Funds*

The focus of the County's governmental funds is to provide information on the inflows, outflows, and balances of resources that are available for spending as well as to demonstrate compliance with statutory and other legal requirements. As a result, the fund financial statements reflect a *current financial resources* focus rather than a *total economic resources* focus which is used in the government-wide financial statements.

Given the focus of the fund financial statements, an unreserved fund balance may serve as a useful measure of a government's net resources available for funding future services.

At the end of the current fiscal year, the unreserved fund balance of the General Fund was \$7.3 million. As a measure of the General Fund's liquidity, it may be useful to compare this amount to total fund expenditures, for a ratio of 31%, or to total budgeted expenditures, which calculates to 28%. A portion of the unreserved fund balance, approximately \$2.4 million, was appropriated in the Fiscal Year 2008 budget. The total fund balance in the County's General Fund decreased by approximately \$469,000 or by 6%. The decrease in the current fiscal year's fund balance is primarily due to net operating transfers out to other funds, most notably to the capital projects fund.

The total fund balance in the Road and Bridge Fund increased by \$1.69 million, or 24%, to \$8.74 million. This increase is primarily due to favorable spending variances (actual budgetary spending was equal to 76% of budget). Several projects which were included in the FY 2007 budget did not proceed according to schedule and were re-budgeted in FY 2008. Of the total fund balance, the unreserved and undesignated portion was \$7.1 million. A significant portion of this balance, approximately \$5 million, was appropriated in the 2008 budget. The Road and Bridge Fund provides financing for routine road maintenance activities, distributions to local cities and a special road district, as well as various major road improvements.

The fund balance in the Law Enforcement Services Fund decreased by approximately \$168,000 or 10%. This decrease is primarily due to sales tax revenues falling short of budgetary estimates.

The One-Fifth Cent Sales Tax Capital Improvement Fund was newly established in FY 2006 to account for the additional three-year sales tax approved by voters for various capital improvement projects. The resources of this fund are used to finance several capital improvement projects. Several construction contracts were awarded in FY 2007 with additional contracts to be awarded in 2008.

Fund balances in the County's non major governmental funds, all combined, increased by approximately \$416,000 or 7%. The increase is primarily due to revenues exceeding expenditures in the County's special revenue funds, with \$213,000 attributable to the Assessment Fund.

### ***Proprietary Funds***

The County's proprietary funds provide the same type of information found in the government-wide financial statements, but in more detail.

As previously noted, the County does not operate enterprise funds; however it does operate several internal service funds. At the end of the fiscal year, the unrestricted net assets for the County's various internal service funds were as follows:



### ***Fiduciary Funds***

The County maintains a fiduciary fund for the assets of the pension trust fund for Boone County Matching Pension Plan for county employees. At the end of the current fiscal year, the net assets of the pension fund totaled \$1,658,391, representing an increase of \$268,531, or 19%, in total net assets from the previous year. The change is due to employer matching contributions and investment income exceeding benefit distributions.

The County is trustee for two private-purpose trust funds. At the end of the current fiscal year, net assets of the trust funds totaled \$122,461, representing an increase of \$81,268 in net assets from the previous year. The change is primarily due to a large contribution received during the year combined with investment income exceeding distributions.

The County is the custodian of numerous agency funds. The most common use of agency funds is to account for pass-through activity associated with property tax collection and distribution; however, the County administers numerous agency funds for various other purposes such as pass-through criminal costs, inmate funds, and unclaimed fees. Since, by definition, all assets of the agency funds are held for the benefit of other entities (i.e., all assets represent liabilities to the fund), there are no net assets. At the end of the current fiscal year, the combined gross assets of the agency funds totaled over \$133 million.

### ***General Fund Budgetary Highlights***

The final budget for the County's General Fund represents the original budget plus any supplemental appropriations approved during the year, combined with transfers of budgeted funds between departments and accounts. Prior year encumbrances are accounted for as a reservation of fund balance and are not added to the subsequent year's budget. Supplemental appropriations to the General Fund for the year totaled approximately \$316,000 and represent budgetary increases associated with various grants and contracts received during the year. As previously noted, actual revenues fell short of budgetary estimates for the year; however, this was off-set by a favorable spending variance for expenditures. Revenues fell short of budgetary estimates by 2% and expenditures totaled 91% of budget. Appropriate adjustments, if needed, were implemented in the

Fiscal Year 2008 budget process, depending on the causal factors of these variances. However, actual spending in the General Fund is consistently less than budget due to the unspent emergency appropriations and miscellaneous savings across a variety of departments and accounts.

## Capital Assets and Debt Administration

### Capital Assets

The County had invested over \$89.5 million in a broad range of capital assets (net of accumulated depreciation) at the close of the fiscal year. This amount represents a net decrease of approximately \$2.6 million or 2.8%, over last year. Detailed information is provided in the schedule below.

**Boone County, Missouri**  
**Schedule of Changes in Capital Assets,**  
**Net of Accumulated Depreciation**  
**December 31,**

	<b>2007</b>	<b>2006</b>
	<b>Governmental</b>	<b>Governmental</b>
	<b>Activities</b>	<b>Activities</b>
	<hr/>	<hr/>
Land	\$ 6,656,080	6,292,903
Land-Infrastructure	10,275,034	10,238,688
Construction in progress	1,353,838	220,546
Construction in progress- Infrastructure	121,806	134,160
Works of art	120,228	120,228
Buildings and improvements	28,196,962	27,636,930
Vehicles and equipment	5,796,359	5,623,831
Office furniture and equipment	1,050,652	1,122,753
Infrastructure	35,936,681	40,733,515
<b>Total capital assets</b>	<b>\$ <hr/>89,507,640<hr/></b>	<b><hr/>92,123,554<hr/></b>

This year's major capital asset additions included acquisition of land and building (a property adjacent to the Alternative Sentencing Center); routine replacement of vehicles, machinery & equipment; and infrastructure additions, including both constructed and donated infrastructure assets. The decrease in the office furniture/equipment and infrastructure categories is primarily due to annual depreciation.

For government-wide financial presentation, all depreciable capital assets were depreciated from acquisition date to the end of the current fiscal year. Fund financial statements, however, reflect capital asset purchases as expenditures and ignore depreciation. Depreciation expense of \$8.3 million was recognized in the government-wide financial statements for fiscal year 2007; this compares to \$2.2 million for the previous year. As previously noted, the 2007 increase in

depreciation expense is due to the depreciation associated with those infrastructure assets that were included as of January 1, 2007, in the County's financial reports in conjunction with the retrospective implementation of GASB 34.

Capital asset retirements and disposals in the current year totaled approximately \$229,000 (net of accumulated depreciation) and consisted primarily of vehicles, office furniture, and equipment.

Additional information on Boone County's capital assets can be found in note 8 on page 47 of this report.

***Long-term Debt***

The schedule below summarizes the changes in net outstanding debt. As previously noted, the County does not report business type activities; accordingly, all debt is attributable to governmental activities.

**Boone County, Missouri  
Schedule of Changes in Net Outstanding Debt  
December 31,**

	<b>Fiscal Year 2007</b>	<b>Fiscal Year 2006</b>
<b>Governmental Activities</b>		
General Obligation Debt	\$ 542,000	680,000
Special Obligation Debt	6,120,000	6,395,000
Unamortized premiums	61,315	67,154
Accrued compensated absences	858,422	787,167
Total	<u>\$ 7,581,737</u>	<u>7,929,321</u>

At the end of the current fiscal year, the County had long-term liabilities for governmental activities in the amount of \$7.58 million compared to \$7.93 million from the previous year. Of this amount, \$542,000 are general obligation bonds issued for the Neighborhood Improvement District program and are being retired through special assessments; \$6.12 million are special obligation bonds being retired through a combination of general fund appropriations and lease rental revenue; approximately \$61,000 is the result of unamortized premiums; and, approximately \$858,000 is associated with accrued compensated absences. Additional information on Boone County's long-term debt can be found in note 9 on page 49 of this report.

## **Economic Outlook**

The unemployment rate for Boone County remains significantly lower than the state and national averages. Local population growth is stable and continues at a pace faster than the state as a whole. Assessed valuation continues to grow as well; however, the property tax revenue is a very small percentage of the County's overall revenues. Local sales tax is the single most important revenue source to the County and its growth rate declined in 2007. The 2006 annual growth rate for sales tax revenue was approximately 5% compared to the 2007 growth rate of less than 1%. This is the lowest growth rate experienced with this revenue source since its initial approval by voters in the early 1980's. In addition, this is the single largest annual decline ever experienced. Sales tax revenue is inherently volatile, responding very quickly to changing economic conditions, particularly consumer spending. Since sales tax revenue is a significant revenue source to the County, the County is at greater risk in the event of a decline in this revenue source. The current economic environment has resulted in a sudden and significant decline in taxable sales, which is reflected in Table No. 5, *Taxable Sales by Category* (Last Ten Years). This, combined with declining building permit revenue, investment income, and real estate recording fees as well as lagging state reimbursement revenues will present significant budget challenges in the foreseeable future.

## **Requests for Information**

This financial report is designed to provide a general overview of the finances of Boone County, Missouri, for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be directed to the office of Boone County Auditor, Roger B. Wilson Government Center, 801 E. Walnut, Room 205, Columbia, MO 65201.