

## City of El Cajon Municipal Analysis

August 2010

### City of El Cajon: General Statistics

**Year of Incorporation:** 1912

**Type of City:** General Law

**Population:** 99,637<sup>1</sup>

**Size of City:** 14.4 square miles

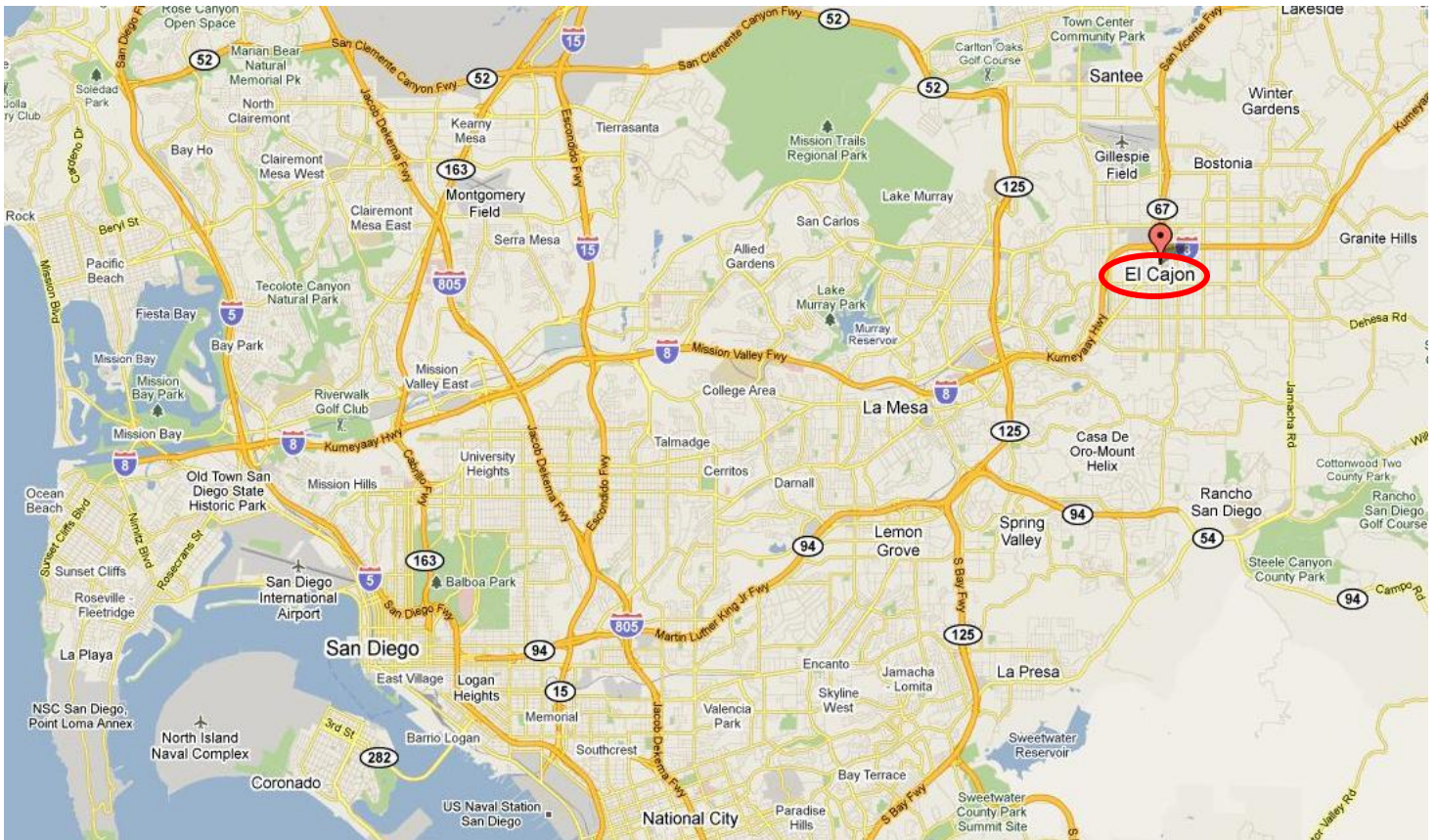
**Median Household Income:** \$35,566<sup>2</sup>

**2011 General Fund Budget:** \$47.1 million

**# of Full Time Employees:** 446.5

**Transient Occupancy Tax rate:** 6.0%

**Sales and Use Tax rate:** 9.75%



Source: Google Maps.

### Key Findings

- In FY 2010, the City experienced a 10.3% decline from their budgeted General Fund revenue of \$52.8 million dollars in to their actual General Fund revenue of \$47.4 million dollars. Through cost-cutting measures, the City decreased the budget shortfall to \$2.86 million, which was made up with reserves.
- The City expects to face a deficit in FY 2011 and plans to use \$3.18 million in reserves to cover the shortfall.
- Since FY 2003, city staffing has decreased 16.43%.
- In July 2009, the City decreased the employer-paid member contributions for all local nonsafety employees. These employees, as of July 2010, began contributing 2% of their salary to their pension costs. Currently members of the City's Firefighters' Associations do not monetarily contribute to their public pension.
- The City's pension costs have increased 267.79% between FY 1999 and FY 2009.

<sup>1</sup> California Department of Finance, 2010 estimate.

<sup>2</sup> U.S. Census Bureau, 1999. Available from <http://quickfacts.census.gov/qfd/states/06/0621712.html>. Accessed on Aug. 25, 2010.

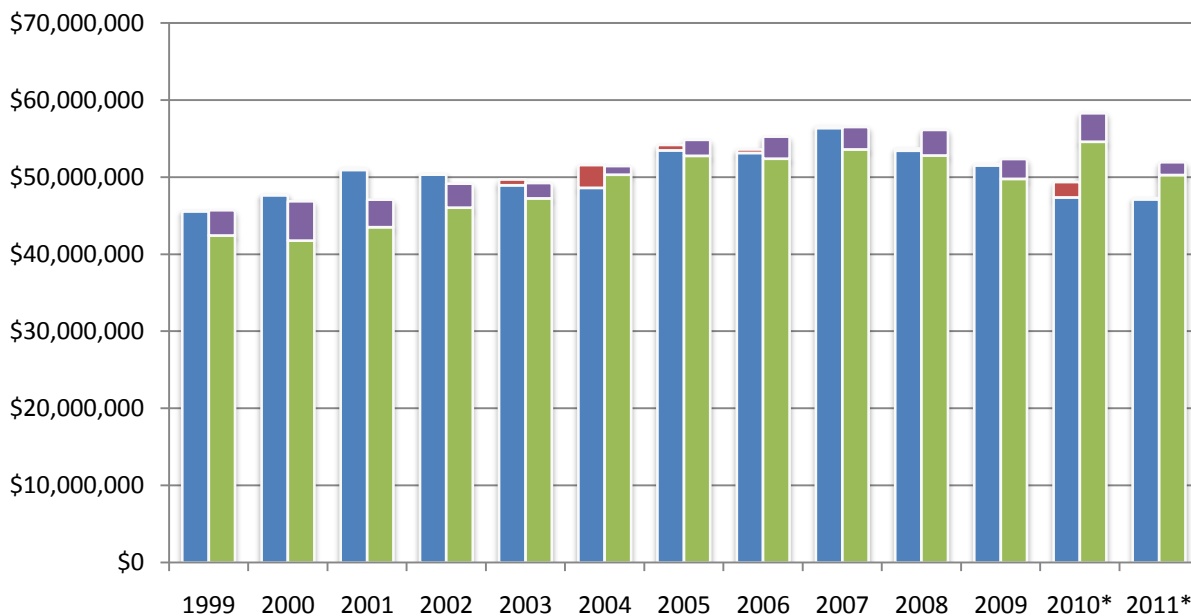
- In October of 2009, the City consolidated fire management services with the cities of La Mesa and Lemon Grove. This consolidation has resulted in an estimated \$500,000 in combined savings for the cities involved.

### General Fund

(Data found in Appendix A)

The following graph outlines General Fund (GF) inflows (revenue plus transfers in) and outflows (expenditures plus transfers out) within the City of El Cajon for the period FY 1999 to FY 2011. Since FY 2007, the City has experienced declining revenues and persistent General Fund operating deficits. The City anticipates that there will be over a \$3 million shortfall in the FY 2011 general fund.

## El Cajon General Fund Inflows and Outflows FY 1999 - FY 2011



Source: FY 1999 - FY 2009 CAFRs, FY 2010 - FY 2011 Budgets; In 2009 Dollars

■ Revenue ■ Transfers In ■ Expenditure ■ Transfers Out

### Reserves

The City of El Cajon's reserve policy specifies that 20% of General Fund operating budget expenditures (including expenditure offsets such as reimbursements) should be maintained as operating reserves, with additional money set aside for budget imbalances. When adjusting for inflation, General Fund reserves peaked in FY 2004, with \$19.56 million, or 42.45% of general fund operating expenditures (excluding expenditure offsets); projected reserves in FY 2011 of \$10.49 million represent 53.62% of the amount held in FY 2004, and only 20.19% of FY 2011 General Fund operating expenditures. With persistent budget shortfalls and lower-than-expected revenues, in FY 2010 the City used \$2,857,095 in reserves, and in FY 2011 plans to use \$3,176,121 in reserves.

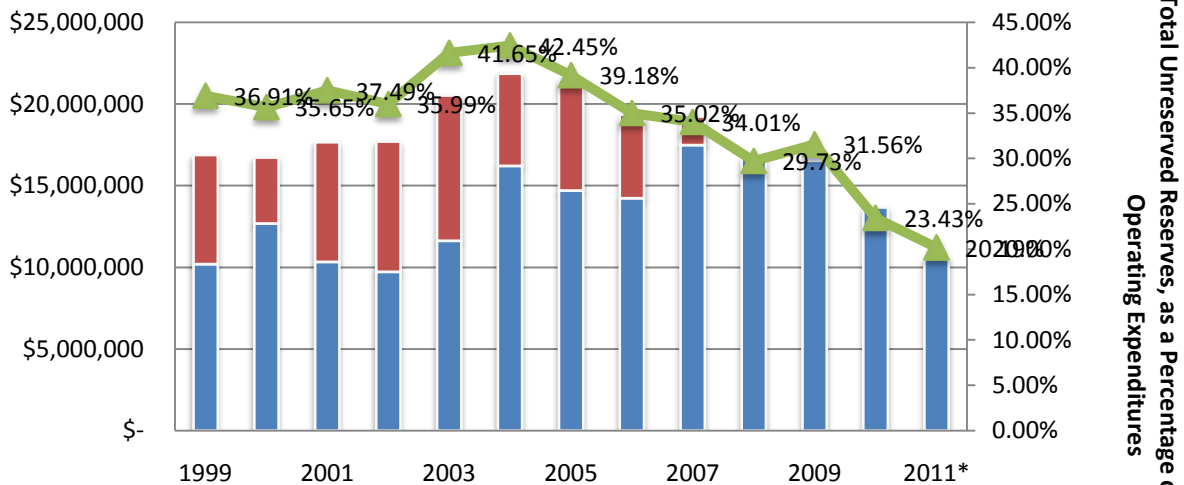
**City of El Cajon General Fund Reserves FY 1999 – FY 2011, (in 2009 dollars)**

Fiscal Year	Unreserved, Designated	Unreserved, Undesignated	Total Unreserved	% Change in Total Unreserved GF Reserves	Unreserved GF Reserves as a % of GF Operating Expenditures (excluding offsets)
1999	\$ 7,275,198	\$ 4,762,140	\$ 12,037,338		36.91%
2000	\$ 9,569,419	\$ 3,045,830	\$ 12,615,249	-0.93%	35.65%
2001	\$ 8,151,191	\$ 5,777,442	\$ 13,928,633	5.56%	37.49%
2002	\$ 7,933,874	\$ 6,524,231	\$ 14,458,105	0.29%	35.99%
2003	\$ 9,849,765	\$ 7,535,412	\$ 17,385,177	15.91%	41.65%
2004	\$ 14,240,978	\$ 4,948,817	\$ 19,189,795	6.49%	42.45%
2005	\$ 13,390,945	\$ 6,168,017	\$ 19,558,962	-1.68%	39.18%
2006	\$ 13,390,945	\$ 4,824,782	\$ 18,215,727	-9.93%	35.02%
2007	\$ 16,841,969	\$ 1,665,317	\$ 18,507,286	-0.67%	34.01%
2008	\$ 16,691,900	\$ -	\$ 16,691,900	-13.16%	29.73%
2009	\$ 16,521,049	\$ -	\$ 16,521,049	-1.01%	31.56%
2010*	\$ 13,663,954	\$ -	\$ 13,663,954	-17.29%	23.43%
2011*	\$ 10,487,833	\$ -	\$ 10,487,833	-23.24%	20.19%

Source: City FY 1999 – FY 2009 CAFRs, FY 2010 – FY 2011 Budgets.

The following graph shows the City of El Cajon’s general reserve funds for the period FY 1999 to FY 2011.

**El Cajon General Fund Reserves  
FY 1999 - FY 2011**



Source: FY 1999 - FY 2009 CAFRs, FY 2010 - FY 2011 Budgets; In 2009 Dollars

- Unreserved, Designated
- Unreserved, Undesignated
- ▲ Total Unreserved Reserves as % of GF operating expenditures

Source: City FY 1999 - FY 2009 CAFRs, FY 2010 – 2011 Budgets; in 2009 Dollars

## General Fund Tax Revenues

(Data found in Appendix B)

In 2008, voters in the City of El Cajon passed Proposition J, a half-cent sales tax increase. With the April 2009 increase in State sales tax of 1%, the sales tax in the City reached 9.75%. El Cajon has the highest sales tax rate in San Diego County—a distinction it shares with the City of National City. In FY 2011, proceeds from Proposition J are projected to bring the city an additional \$6.8 million in revenue.

The following chart represents the City's sources of General Fund revenue and their changes from FY 1999 to FY 2009. The city has six main sources of revenue: Property Taxes, Sales & Use Taxes, Transient Occupancy Tax, Franchise Fees, Property Transfer Taxes & Business Licenses.

**City General Fund Revenues by Source, in 2009 dollars.**

Tax	General Fund Revenue		Overall Change	Percent of Total General Fund Revenue	
	FY 1999	FY 2009		FY 1999	FY 2009
Property	\$ 5,231,159	\$ 19,909,762	280.60%	16.33%	47.37%
Sales & Use	\$ 21,164,031	\$ 15,602,550	-26.28%	66.05%	37.12%
TOT	\$ 1,056,212	\$ 925,865	-12.34%	3.30%	2.20%
Franchise	\$ 3,243,443	\$ 4,603,755	41.94%	10.12%	10.95%
Property Transfer	\$ 293,761	\$ 206,897	-29.57%	0.92%	0.49%
Business Licenses & Other	\$ 1,053,905	\$ 784,047	-25.61%	3.29%	1.87%

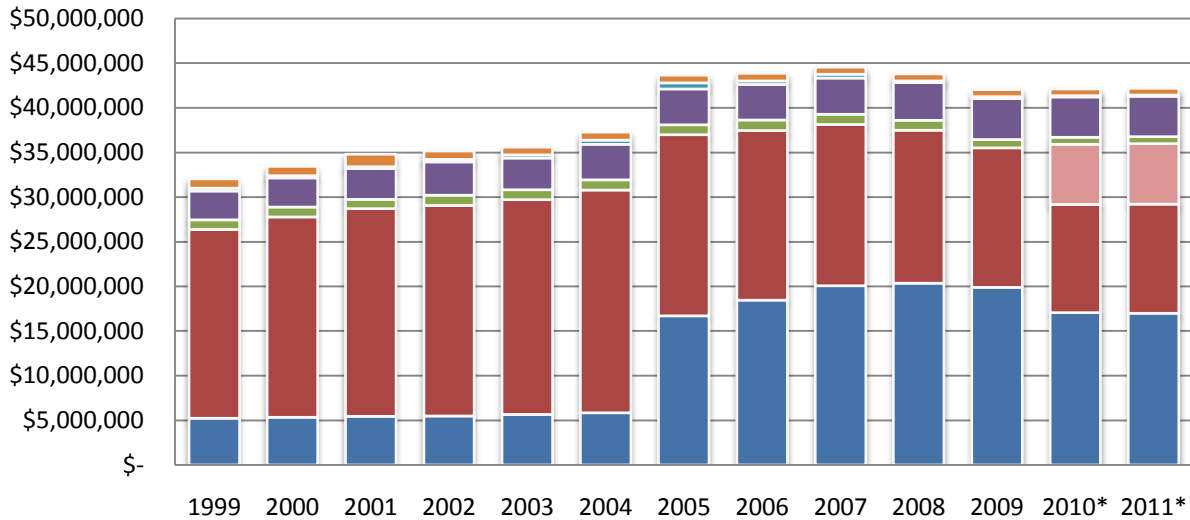
Property taxes and sales and use taxes represent the largest sources of General Fund revenue for the City. In FY 2011, Property taxes are expected to represent 41.04% of General Fund revenue, down from a high of 48.27% in FY 2009. Sales and use taxes will make up 29.45% of General Fund revenue in FY 2011. If the additional revenue from Proposition J is included, then sales taxes make up 45.87% of the City's budget, down from a high of 69.31% in FY 2003. Overall, sales and use taxes have represented one of the more volatile of revenue sources, with decreases as high as -18.71% in 2005 and increases over 20% in 2010 (after the passage of Proposition J). Property transfer taxes have been more volatile, but represent a relatively tiny portion of revenues.

The City also receives General Fund tax revenue from franchise fees, licenses, and transient occupancy taxes (TOT).

Total tax revenue for the City has declined by 5.32% between FY 2007 (when tax revenue reached its inflation-adjusted peak) and FY 2011. Over that same period, property taxes decreased by 15.28%.



## El Cajon General Fund Tax Revenue by Source FY 1999 - FY 2011



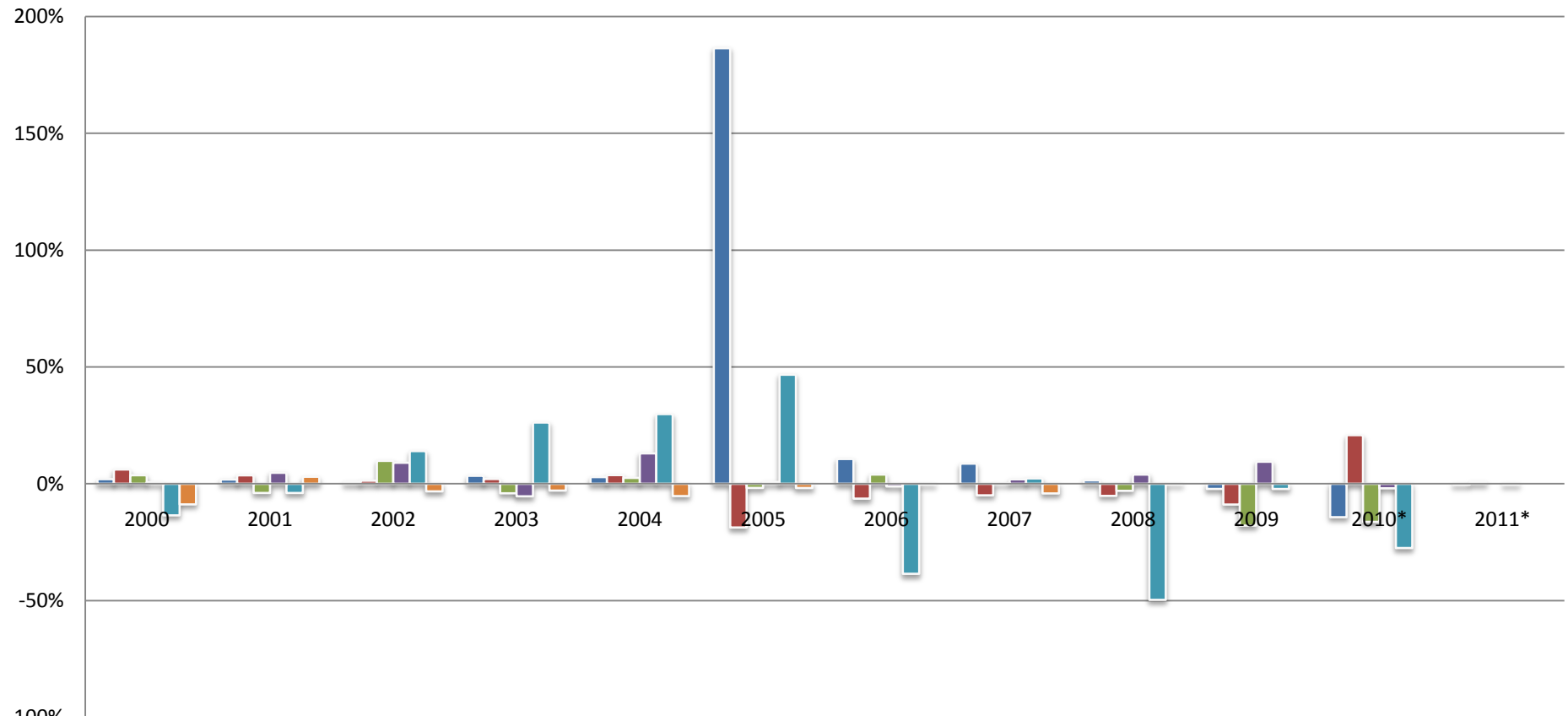
Source: FY 1999 - FY 2007 CAFRs, FY 2008 - FY 2009 Budgets; In 2009 Dollars

- Property
- Sales & Use
- Sales Tax-Proposition J
- TOT
- Franchise
- Property Transfer
- Business Licenses & Other

Source: City FY 1999 - FY 2009 CAFRs, FY 2010 - 2011 Budgets; in 2009 Dollars

The following graph outlines annual percentage changes in the several sources of the City's General Fund tax revenues. Although there was a large spike in property tax revenue in FY 2005, overall sales and use tax revenue has been the City's most volatile source of tax revenue. The City anticipates that sales tax revenue will remain stagnant through at least FY 2011.

## El Cajon Governmental Tax Revenue Growth FY 2000 - FY 2011



Source: FY 1999 - FY 2007 CAFRs, FY 2008 - FY 2009 Budgets; In 2009 Dollars

■ Property   ■ Sales & Use   ■ TOT   ■ Franchise   ■ Property Transfer   ■ Business Licenses & Other

Source: City FY 1999 - FY 2009 CAFRs, FY 2010 - 2011 Budgets; in 2009 Dollars

## General Fund Expenditure Details

(Data found in Appendix C)

The City of El Cajon's General Fund expenditures are broken down into six major categories: General Government, Public Safety, Public Works, Parks & Recreation, Community Development and Debt Service. The following chart details the change in department expenditures from FY 2003 to FY 2009.

**City General Fund Expenditures by Use, 2009 dollars.**

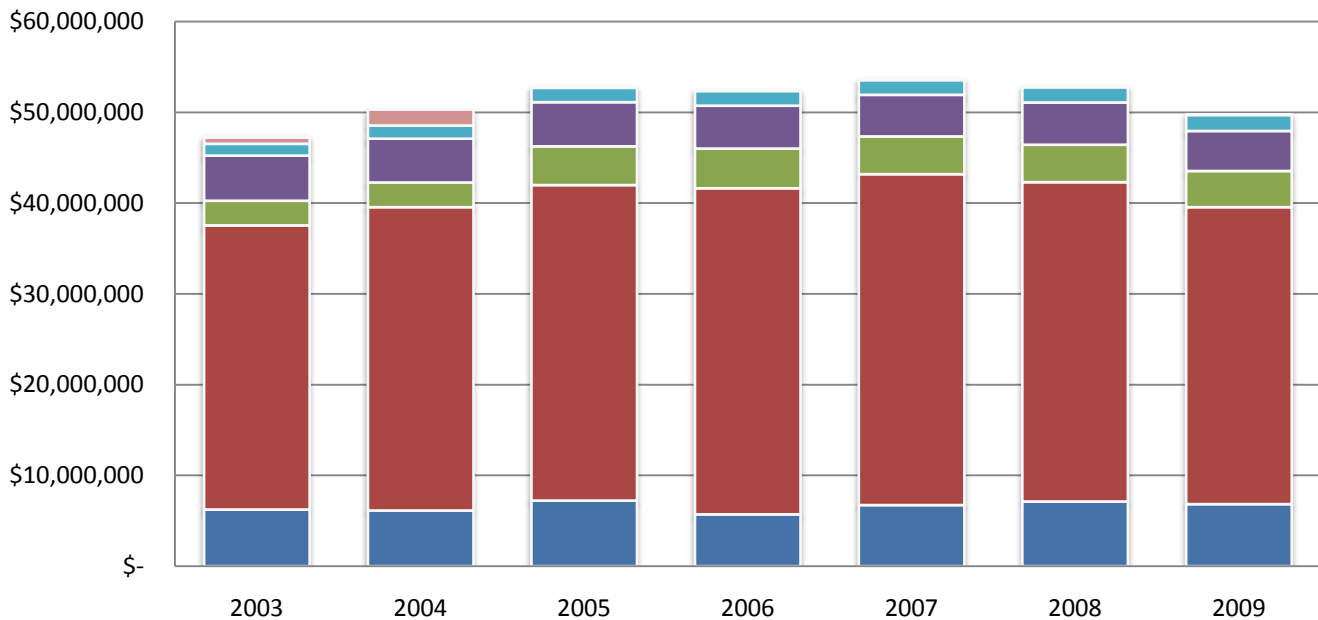
Use	Expenditure		Overall Change	Percent of Total Expenditure	
	FY 2003	FY 2009		FY 2003	FY 2009
General Government	\$ 6,234,928	\$ 6,830,628	9.55%	13.19%	13.72%
Public Safety	\$31,321,848	\$32,733,109	4.51%	66.25%	65.75%
Public Works	\$ 2,688,182	\$ 3,971,477	47.74%	5.69%	7.98%
Parks & Recreation	\$ 5,000,614	\$ 4,421,040	-11.59%	10.58%	8.88%
Community Development	\$ 1,304,531	\$ 1,766,443	35.41%	2.76%	3.55%
Debt Service	\$ 692,693	\$ 61,062	-91.18%	1.47%	0.12%
Other	\$ 32,098	\$ -	- %	0.07%	- %

The City's largest expenditure is **Public Safety**; in FY 2009 Public Safety expenditures made up 65.75% of the City's General Fund expenditures. Public Safety expenditures increased steadily until FY 2007. For years, the City maintained its own fire department until an October 2009 joint powers agreement (JPA) entered into by the cities of La Mesa, El Cajon, and Lemon Grove consolidated management for fire, emergency preparedness, and other related activities. The City estimates that overall, the consolidation has resulted in \$500,000 in combined savings for the cities.

**General Government** is the second largest department, with FY 2009 spending accounting for 13.72% of the General Fund budget.

The following graph outlines the City's General Fund expenditures by department for FY 2003 – FY 2009. Data has been presented only for FY 2003 and after due to a restructuring in how the City classified its expenditures.

## El Cajon General Fund Expenditures by Category FY 2003 - FY 2009



Source: FY 2003 - FY 2009 CAFRs; In 2009 Dollars

- General Government
- Public Safety
- Public Works
- Parks & Recreation
- Community Development
- Debt Service
- Other

### Staffing Levels

(Data found in Appendix D)

Staffing levels in the City of El Cajon reached their peak in FY 2003, with 534.4 Full Time Equivalents (FTEs). With the exception of FY 2009, total staffing has decreased every year since to its current level of 446.5 FTEs. This represents a 16.43% decline in total staffing over the period reviewed. The City has restructured its staffing several times,<sup>3</sup> and as such, these changes have been taken into account for consistency.

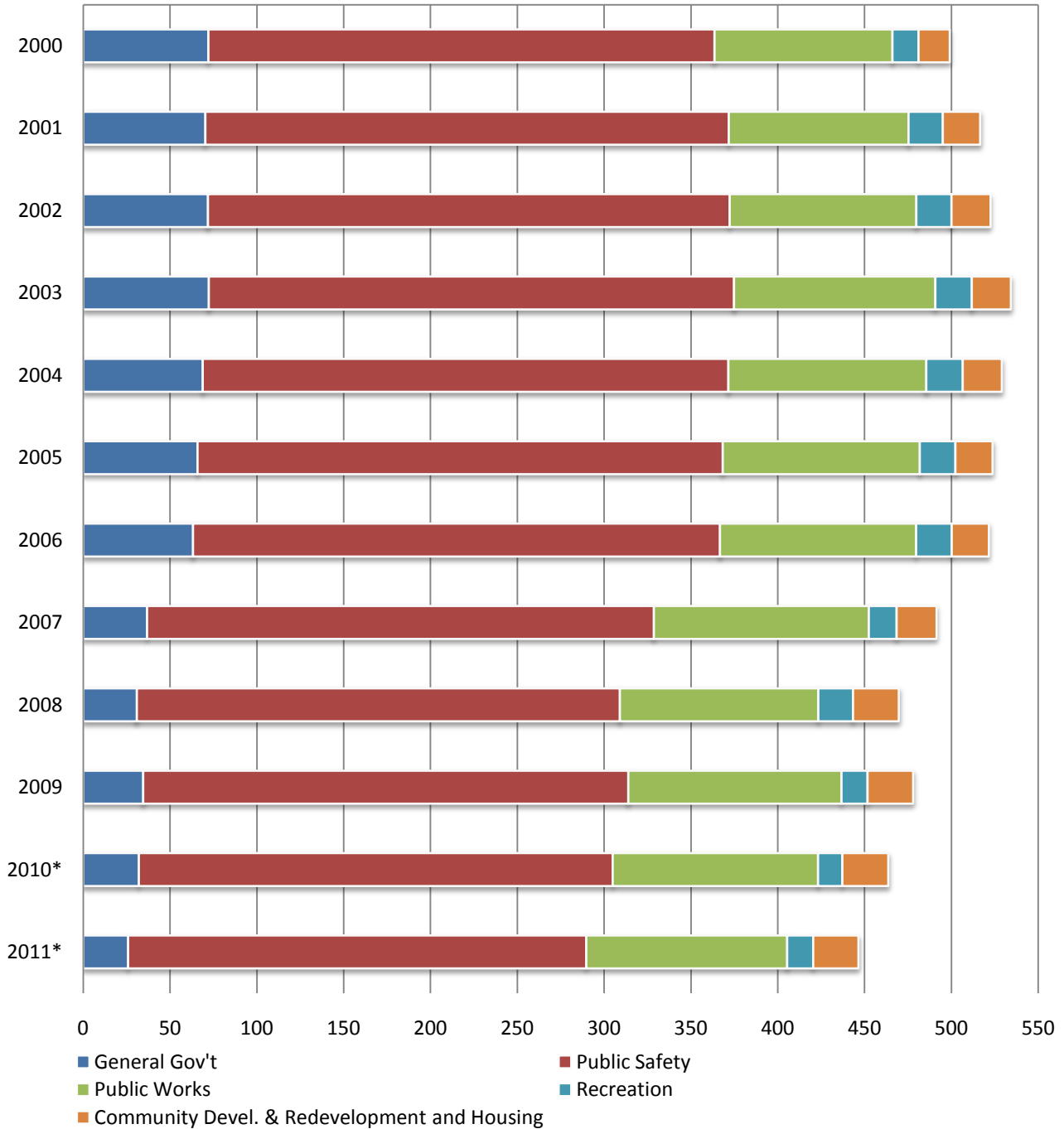
Changes in staffing from FY 2000 to FY 2011 are as follows:

- -46.25 Full-Time Equivalents (FTEs) in General Government
- -27.60 FTEs in Public Safety
- +13.20 FTEs in Public Works
- +8.05 FTEs in Community Development

<sup>3</sup> According to the City's 2009 CAFRs: "In 2004, Information Technologies, Business Services, Facilities Maintenance and Fleet Maintenance became part of Administrative Services. In 2006, Administrative Services became part of the City Manager's department, except Fleet Maintenance, which moved from Administrative Services to Parks. In 2007, Parks became part of Public Works." Due to these changes, Parks (including Fleet Maintenance) has been moved to Public Works for each year.



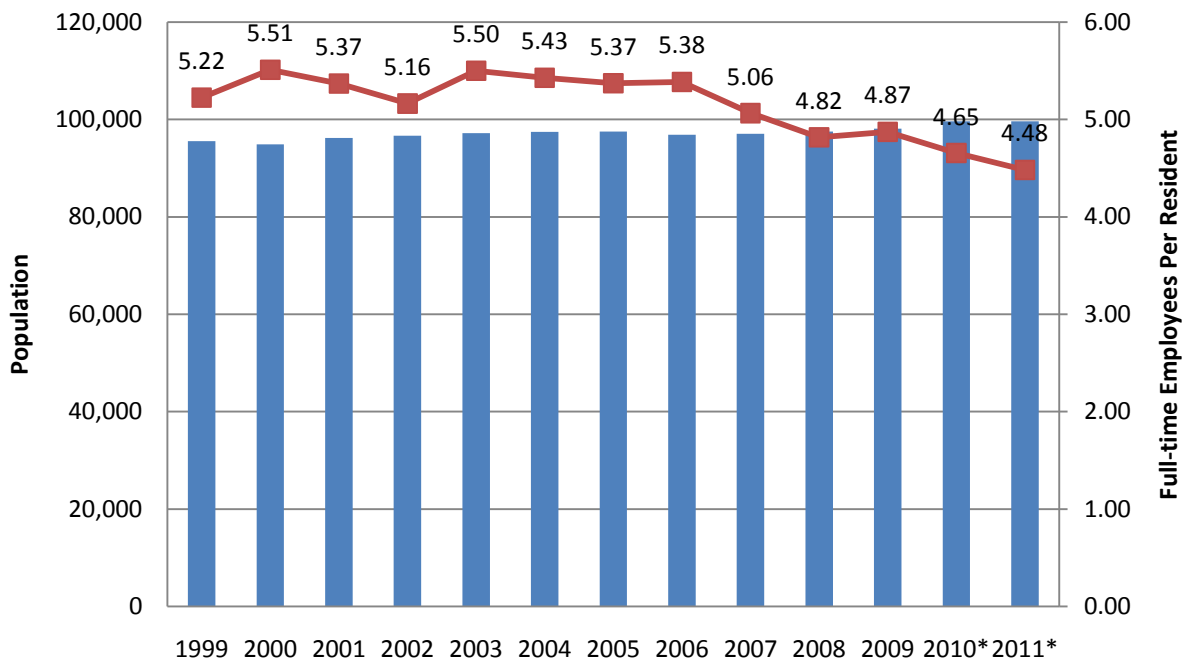
## City of El Cajon Staffing by Service FY 2000 - FY 2011



Source: FY 2003 - FY 2009 CAFRs, FY 2000 - FY 2002 & FY 2010 - FY 2011 Budgets

While population in the City has remained fairly constant, City staffing per capita has fluctuated. Since FY 2003, when the City began experiencing a self-described “fiscal crisis,” staffing per capita has dropped from 5.5 to 4.65.

## El Cajon Staffing vs Population FY 2000 - FY 2009



Source: FY 2000 - FY 2007 CAFRs, FY 2008 - FY 2009 Budgets; In 2009 Dollars

Population Staff per 1000 Residents

### Personnel Costs

The City currently has four Memorandum of Understandings (MOUs) with its various labor groups. These MOUs outline all of the benefits that each group of city employees receive, including salary increases and pension benefits.

Group	Representing	Formula Tier 1	Formula Tier 2	Pickup Rate	Employees Pay	Value of Pick-up Reported	Term of agreement
Mayor and Council	Miscellaneous	3% @ 60, 12 month FAC	N/A	6%	2%	Yes	N/A
El Cajon Firefighters' Association	Safety	3% @ 50, 12 month FAC	N/A	9%	0%	Yes	7/1/2006-6/30/2008
El Cajon Municipal Employees Association	Miscellaneous	3% @ 60, 12 month FAC	N/A	6%	2%	Yes	expires 6/30/2011
El Cajon Mid Management and Professional Employees Group	Miscellaneous	3% @ 60, 12 month FAC	N/A	6%	2%	Yes	expires 6/30/2011
El Cajon Police Officers' Association	Safety	3% @ 50, 12 month FAC	N/A	7%	2%	Yes	no current contract

El Cajon Police Officers' Association Management Group	Safety	3% @ 50, 12 month FAC	3% @ 55, 36 month FAC	7%	2%	Yes	7/1/2010 - 6/30/2011
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The City contributes to the California Public Employees' Retirement System (CalPERS), an agent multiple-employer public employee defined benefit pension plan. PERS provides retirement and personal disability benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. CalPERS acts as a common investment and administrative agent for participating public entities within the State of California.

El Cajon active plan members are "required" by State statute to contribute 8% for miscellaneous and 9% for safety employees of their annual covered salary. The City of El Cajon has nonsafety and police employees paying 2% of their salary toward their pensions, while fire employees are not contributing to their pension. This means that the City picks up 6% of the nonsafety, 7% of police employees' pension costs and the full 9% of the fire employees' pension costs (this is referred to as Employer Paid Member Contributions, or EPMC). The City also reports the value of EPMC as additional compensation to CalPERS for most employees. This additional contribution allows these employees to earn an additional 6% (miscellaneous and police) or 9% (fire) of their highest year's salary toward retirement benefits.

<b>Fire Safety Employee Example</b>	
Single Highest Year Salary	\$100,000
Inclusion of EPMC	\$9,000
Total Calculated Salary	\$109,000
Service Years	30
Benefit Factor	3%
<b>Total Pension Benefit</b>	<b>\$98,100</b>

<b>Miscellaneous Employee Example</b>	
Single Highest Year Salary	\$85,000
Inclusion of EPMC	\$5,100
Total Calculated Salary	\$90,100
Service Years	30
Benefit Factor	3%
<b>Total Pension Benefit</b>	<b>\$80,190</b>

<b>City of El Cajon Employee Retirement Benefits</b>
<b>CalPERS Formula:</b> 3% @ 60 for miscellaneous employees, 3% @ 50 for fire and police (non management), and 3% @ 55 for police management
<b>Employee Contribution:</b> City pays 6% of the employee contribution for miscellaneous members, 7% for all police members and 9% for fire safety (i.e. fire safety employees contribute nothing to their pension plan, while nonsafety employees and police employees contribute 2%)
Single highest year benefit for final compensation for nonsafety employees, police (non management) and fire safety. Average of the highest 36 consecutive months of salary is used for police management employees.
EPMC is reported as income for purposes of calculating compensation at retirement for all employees

A summary of pension costs since FY 1999 is presented in the following table:

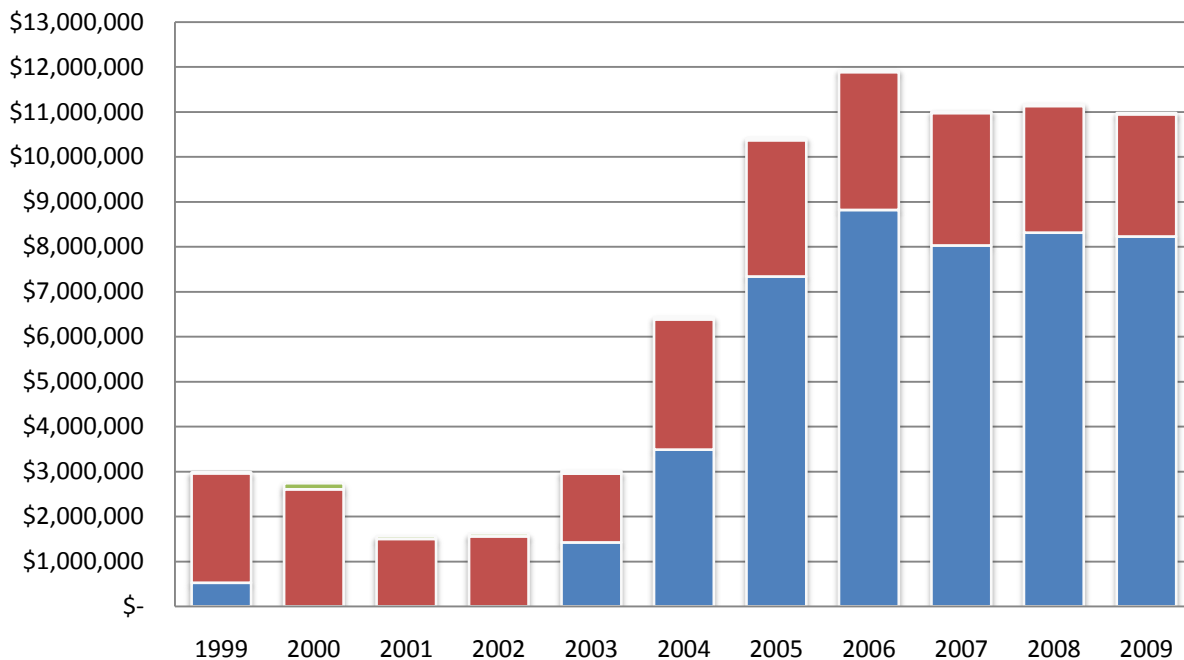
<b>El Cajon Pension Costs, FY 1999 - FY 2009</b>					
<b>(not adjusted for inflation)</b>					
<i>Source: FY 1999 - FY 2009 CAFRs, Public Records Act Requests</i>					
<b>Fiscal Year</b>	<b>Annual Required Contribution (ARC)</b>	<b>EPMC</b>	<b>Defined Contribution (Match Provided)</b>	<b>Total Pension Costs</b>	<b>Ratio of Total Pension Costs to General Fund Expenditures</b>
1999	\$377,339	\$1,735,802	\$15,346	\$2,128,487	6.53%
2000	(\$0)	\$1,962,842	\$107,012	\$2,069,854	5.85%
2001	(\$0)	\$1,183,471	\$50,260	\$1,233,731	3.32%
2002	(\$0)	\$1,273,611	\$50,392	\$1,324,003	3.30%
2003	\$1,205,766	\$1,297,297	\$48,502	\$2,551,565	6.11%
2004	\$3,066,191	\$2,543,159	\$43,845	\$5,653,195	12.51%
2005	\$6,681,942	\$2,763,000	\$40,121	\$9,485,063	19.00%
2006	\$8,306,191	\$2,882,947	\$35,902	\$11,225,040	21.58%
2007	\$7,734,032	\$2,836,001	\$29,320	\$10,599,353	19.48%
2008	\$8,313,300	\$2,824,206	\$32,065	\$11,169,571	19.89%
2009	\$8,226,310	\$2,718,854	\$30,287	\$10,975,451	20.97%

Note: in SDCTA's Updated pension report (released September 2010), defined contribution costs are excluded from total pension costs.

When adjusting for inflation, the city's total pension costs (excluding the defined contribution costs) have increased over 269% between FY 1999 and FY 2009. Over the five year period of FY 2005 - FY 2009, pension costs for the city increased 5.52%. During much of this time, the city's pension fund was super-funded (where assets far exceeded liabilities), which meant that the city had a very low payment on its required contribution to CalPERS. Throughout this time, however, payment toward EPMC did not stop.

Payment toward pensions will continue to consume greater portions of the City's General Fund. This past fiscal year, CalPERS lost nearly 1/3 of its portfolio. These losses, in return, get pushed back onto cities in the coming years through higher rates.

## City of El Cajon Pension Costs FY 1999 - FY 2009



Source: FY 1999 - FY 2009 CAFRs, FY 2010 - FY 2011 Budgets; In 2009 Dollars

■ ARC ■ EPMC ■ Defined Contribution (Match Provided)

For a more comprehensive look at public pensions in the region, please review SDCTA's Phase I report issued in October of 2009.

SDCTA recognizes that while pension costs consume increasing portions of a City's General Fund, total compensation needs to be taken into account as well. SDCTA has reviewed three "typical" positions in city government: firefighter/paramedics, executive assistants, and assistant planners and each of their corresponding monthly salaries.

City	Position	Monthly Salary	Position	Monthly Salary	Position	Monthly Salary
El Cajon	Firefighter/ Paramedic	\$5,919	Executive Assistant	\$5,413	Management Analyst	\$5,413
La Mesa	Firefighter/ Paramedic	\$5,548	Executive Assistant	\$4,974	Management Analyst	\$5,727
Lemon Grove	Firefighter/ Paramedic	\$5,598	Executive Assistant	\$3,807	Management Analyst	\$5,905
National City	Firefighter/ Paramedic	Position not accounted for in survey	Executive Assistant	\$5,091	Management Analyst	\$5,463
Santee	Firefighter/ Paramedic	\$6,300	Executive Assistant	\$5,761	Management Analyst	\$5,994

Source for Firefighter/Paramedic Data: Del Mar Compensation Survey Data (dated thru October 2009).

Source for Executive Assistant Data: Coronado Compensation Survey Data (dated thru April 2009).

Source for Assistant Planner Data: Coronado Compensation Survey Data (dated thru April 2009).



As can be seen in the compensation table, El Cajon pays the second highest for Firefighters/Paramedics and Executive Assistants, but the lowest for Management Analysts among selected neighboring cities.

***Other Long-Term Obligations (governmental only)***

(please see SDCTA 101 on governmental long-term liabilities, available at [www.sdcta.org](http://www.sdcta.org))

In FY 2009, the City of El Cajon's governmental long-term debt amounted to \$100.69 million or \$1,046.05 per capita.

Summary of the changes in long-term liabilities for the fiscal year ended June 30, 2009 is as follows:

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Deletions</u>	<u>Ending Balance</u>	<u>Due Within One Year</u>
<b>Governmental activities</b>					
Compensated absences	\$ 6,817,272	\$ 3,110,339	\$(2,891,426)	\$ 7,036,185	\$1,759,048
Claims payable (Note M)	449,500	963,500	-	1,413,000	353,250
Capital lease	88,903	-	(57,167)	29,736	29,736
Tax allocation refunding bonds:					
2000 bond issue	15,985,000	-	(10,000)	15,975,000	15,000
2005 bond issue	38,475,000	-	(885,000)	37,590,000	905,000
Tax allocation bond	15,490,000	-	(275,000)	15,215,000	285,000
Revenue bond	-	25,195,000	-	25,195,000	-
Notes payable	2,374,000	-	(170,000)	2,204,000	170,000
<b>Subtotal long-term liabilities</b>	<u>79,677,675</u>	<u>29,268,839</u>	<u>(4,288,593)</u>	<u>104,657,921</u>	<u>3,517,032</u>
<b>Less deferred amounts for:</b>					
Issuance discount	(1,246,739)	-	44,526	(1,202,213)	(44,526)
Issuance premium	-	769,983	-	769,983	64,165
<b>Total governmental activities</b>	<u>\$ 78,430,936</u>	<u>\$ 30,038,822</u>	<u>(4,244,067)</u>	<u>\$104,225,691</u>	<u>\$3,536,671</u>

Source: FY 2009 CAFR.

As shown in the figure above, the City's Compensated Absences liability (Employee Leave Benefits Payable) was equal to \$7.04 million as of June 30, 2009.

The City does however have significant liabilities in other areas relating to personnel. This can be seen in the following table:

<b>Debt Type</b>	<b>Amount</b>
Pension Unfunded Liability - Safety	\$39.29 million <sup>5</sup>
Pension Unfunded Liability - Nonsafety	\$26.14 million <sup>6</sup>
Postretirement Healthcare Unfunded Liability <sup>7</sup>	\$3.5 million
<b>Total:</b>	<b>\$68.93 million</b>

<sup>5</sup> As of the June 30, 2008 valuation.

<sup>6</sup> Ibid.

<sup>7</sup> As of the City's July 2007 valuation.

# El Cajon General Fund Inflows and Outflows FY 1999 - FY 2011

Source: FY 1999 - FY 2009 CAFRs, FY 2010 - FY 2011 Budgets; In 2009 Dollars

				Change in CPI					
	Revenues	Transfers In	Total			Revenues	Transfers In	Total	Yearly Change
<b>1999</b>	\$ 32,512,444	\$ 25,425	\$ 32,537,869	0.713253808	<b>1999</b>	\$ 45,583,274	\$ 35,646	\$ 45,618,921	
<b>2000</b>	\$ 35,960,649	\$ 75,476	\$ 36,036,125	0.75453007	<b>2000</b>	\$ 47,659,663	\$ 100,030	\$ 47,759,694	4.69%
<b>2001</b>	\$ 40,222,808	\$ 147,836	\$ 40,370,644	0.78920213	<b>2001</b>	\$ 50,966,421	\$ 187,323	\$ 51,153,744	7.11%
<b>2002</b>	\$ 41,147,284	\$ 34,693	\$ 41,181,977	0.816857225	<b>2002</b>	\$ 50,372,676	\$ 42,471	\$ 50,415,147	-1.44%
<b>2003</b>	\$ 41,492,065	\$ 634,600	\$ 42,126,665	0.847401659	<b>2003</b>	\$ 48,963,870	\$ 748,877	\$ 49,712,748	-1.39%
<b>2004</b>	\$ 42,721,362	\$ 2,563,289	\$ 45,284,651	0.878358856	<b>2004</b>	\$ 48,637,709	\$ 2,918,271	\$ 51,555,979	3.71%
<b>2005</b>	\$ 48,689,893	\$ 660,750	\$ 49,350,643	0.91055434	<b>2005</b>	\$ 53,472,803	\$ 725,657	\$ 54,198,460	5.13%
<b>2006</b>	\$ 50,057,863	\$ 416,766	\$ 50,474,629	0.941511537	<b>2006</b>	\$ 53,167,551	\$ 442,656	\$ 53,610,208	-1.09%
<b>2007</b>	\$ 54,286,971	\$ 227,770	\$ 54,514,741	0.963061873	<b>2007</b>	\$ 56,369,142	\$ 236,506	\$ 56,605,648	5.59%
<b>2008</b>	\$ 53,456,971	\$ 289,068	\$ 53,746,039	1.000177488	<b>2008</b>	\$ 53,447,485	\$ 289,017	\$ 53,736,501	-5.07%
<b>2009</b>	\$ 51,535,630	\$ 185,179	\$ 51,720,809	1	<b>2009</b>	\$ 51,535,630	\$ 185,179	\$ 51,720,809	-3.75%
<b>2010</b>	\$ 47,388,579	\$ 1,972,155	\$ 49,360,734	1	<b>2010</b>	\$ 47,388,579	\$ 1,972,155	\$ 49,360,734	-4.56%
<b>2011</b>	\$ 47,115,400	\$ 162,387	\$ 47,277,787	1	<b>2011</b>	\$ 47,115,400	\$ 162,387	\$ 47,277,787	-4.22%
	Nominal Expenditure			Change in CPI		Real Expenditure			
	Expenditures	Transfers Out	Total			Expenditures	Transfers Out	Total	Yearly Change
<b>1999</b>	\$ 30,282,373	\$ 2,327,004	\$ 32,609,377	0.713253808	<b>1999</b>	\$ 42,456,658	\$ 3,262,519	\$ 45,719,177	
<b>2000</b>	\$ 31,506,815	\$ 3,878,212	\$ 35,385,027	0.75453007	<b>2000</b>	\$ 41,756,871	\$ 5,139,904	\$ 46,896,775	2.58%
<b>2001</b>	\$ 34,353,179	\$ 2,796,033	\$ 37,149,212	0.78920213	<b>2001</b>	\$ 43,528,999	\$ 3,542,860	\$ 47,071,860	0.37%
<b>2002</b>	\$ 37,605,421	\$ 2,561,769	\$ 40,167,190	0.816857225	<b>2002</b>	\$ 46,036,712	\$ 3,136,128	\$ 49,172,840	4.46%
<b>2003</b>	\$ 40,060,824	\$ 1,684,741	\$ 41,745,565	0.847401659	<b>2003</b>	\$ 47,274,894	\$ 1,988,126	\$ 49,263,020	0.18%
<b>2004</b>	\$ 44,192,696	\$ 1,012,289	\$ 45,204,985	0.878358856	<b>2004</b>	\$ 50,312,803	\$ 1,152,478	\$ 51,465,281	4.47%
<b>2005</b>	\$ 48,059,840	\$ 1,867,094	\$ 49,926,934	0.91055434	<b>2005</b>	\$ 52,780,859	\$ 2,050,503	\$ 54,831,361	6.54%
<b>2006</b>	\$ 49,347,873	\$ 2,667,077	\$ 52,014,950	0.941511537	<b>2006</b>	\$ 52,413,455	\$ 2,832,761	\$ 55,246,216	0.76%
<b>2007</b>	\$ 51,645,372	\$ 2,767,367	\$ 54,412,739	0.963061873	<b>2007</b>	\$ 53,626,224	\$ 2,873,509	\$ 56,499,733	2.27%
<b>2008</b>	\$ 52,837,185	\$ 3,306,019	\$ 56,143,204	1.000177488	<b>2008</b>	\$ 52,827,809	\$ 3,305,432	\$ 56,133,241	-0.65%
<b>2009</b>	\$ 49,783,759	\$ 2,556,777	\$ 52,340,536	1	<b>2009</b>	\$ 49,783,759	\$ 2,556,777	\$ 52,340,536	-6.76%
<b>2010</b>	\$ 54,601,196	\$ 3,711,054	\$ 58,312,250	1	<b>2010</b>	\$ 54,601,196	\$ 3,711,054	\$ 58,312,250	11.41%
<b>2011</b>	\$ 50,291,521	\$ 1,660,641	\$ 51,952,162	1	<b>2011</b>	\$ 50,291,521	\$ 1,660,641	\$ 51,952,162	-10.91%

# El Cajon General Fund Tax Revenue by Source FY 1999 - FY 2011

Source: FY 1999 - FY 2009 CAFRs, FY 2010 - FY 2011 Budgets; In 2009 Dollars

Nominal Tax Revenues, Major Sources													
Year	Property	Sales & Use	Sales Tax-Propos	TOT	Franchise	Property Trans	Business Lice	Total			CPI Deflator		
1999	\$ 3,731,144	\$ 15,095,326	\$ -	\$ 753,347	\$ 2,313,398	\$ 209,526	\$ 751,702	\$22,854,443			0.71325381		
2000	\$ 4,025,195	\$ 16,945,984	\$ -	\$ 826,094	\$ 2,463,676	\$ 191,682	\$ 787,198	\$25,239,829			0.75453007		
2001	\$ 4,286,910	\$ 18,366,557	\$ -	\$ 830,082	\$ 2,698,185	\$ 192,589	\$ 1,087,225	\$27,461,548			0.78920213		
2002	\$ 4,476,366	\$ 19,262,471	\$ -	\$ 943,452	\$ 3,044,085	\$ 227,235	\$ 782,356	\$28,735,965			0.81685723		
2003	\$ 4,802,861	\$ 20,390,818	\$ -	\$ 938,829	\$ 2,988,437	\$ 297,538	\$ 740,000	\$30,158,483			0.84740166		
2004	\$ 5,121,158	\$ 21,921,582	\$ -	\$ 997,661	\$ 3,500,702	\$ 400,423	\$ 790,154	\$32,731,680			0.87835886		
2005	\$ 15,206,143	\$ 18,472,188	\$ -	\$ 1,015,956	\$ 3,657,639	\$ 608,903	\$ 792,554	\$39,753,383			0.91055434		
2006	\$ 17,391,878	\$ 17,886,642	\$ -	\$ 1,091,977	\$ 3,739,375	\$ 387,057	\$ 795,641	\$41,292,570			0.94151154		
2007	\$ 19,324,099	\$ 17,391,891	\$ -	\$ 1,119,762	\$ 3,897,928	\$ 405,000	\$ 770,951	\$42,909,631			0.96306187		
2008	\$ 20,361,662	\$ 17,127,144	\$ -	\$ 1,127,839	\$ 4,207,443	\$ 211,639	\$ 786,182	\$43,821,909			1.00017749		
2009	\$ 19,909,762	\$ 15,602,550	\$ -	\$ 925,865	\$ 4,603,755	\$ 206,897	\$ 784,047	\$42,032,876			1		
2010	\$ 17,063,000	\$ 12,100,000	\$ 6,750,000	\$ 775,000	\$ 4,515,000	\$ 150,000	\$ 751,657	\$42,104,657			1		
2011	\$ 17,000,000	\$ 12,200,000	\$ 6,800,000	\$ 775,000	\$ 4,500,000	\$ 150,000	\$ 750,000	\$42,175,000	\$ (0.04)		1		
Real Tax Revenues													
Year	Property	Property Tax Change	As a % of Total Tax Revenue	Sales & Use	Sales & Use Tax Change	As a % of Total Tax Revenue	Sales Tax-Proposition J	Sales Tax-Proposition J Change	As a % of Total Tax Revenue	TOT	TOT Tax Change	As a % of Total Tax Revenue	
1999	\$ 5,231,159		16.33%	\$21,164,031		66.05%	\$0		0.00%	\$ 1,056,212		3.30%	
2000	\$ 5,334,705	1.98%	15.95%	\$22,458,991	6.12%	67.14%	\$0		0.00%	\$ 1,094,846	3.66%	3.27%	
2001	\$ 5,431,954	1.82%	15.61%	\$23,272,310	3.62%	66.88%	\$0		0.00%	\$ 1,051,799	-3.93%	3.02%	
2002	\$ 5,479,986	0.88%	15.58%	\$23,581,197	1.33%	67.03%	\$0		0.00%	\$ 1,154,978	9.81%	3.28%	
2003	\$ 5,667,750	3.43%	15.93%	\$24,062,754	2.04%	67.61%	\$0		0.00%	\$ 1,107,891	-4.08%	3.11%	
2004	\$ 5,830,371	2.87%	15.65%	\$24,957,433	3.72%	66.97%	\$0		0.00%	\$ 1,135,824	2.52%	3.05%	
2005	\$ 16,699,874	186.43%	38.25%	\$20,286,750	-18.71%	46.47%	\$0		0.00%	\$ 1,115,755	-1.77%	2.56%	
2006	\$ 18,472,294	10.61%	42.12%	\$18,997,794	-6.35%	43.32%	\$0		0.00%	\$ 1,159,813	3.95%	2.64%	
2007	\$ 20,065,273	8.62%	45.03%	\$18,058,955	-4.94%	40.53%	\$0		0.00%	\$ 1,162,710	0.25%	2.61%	
2008	\$ 20,358,049	1.46%	46.46%	\$17,124,105	-5.18%	39.08%	\$0		0.00%	\$ 1,127,639	-3.02%	2.57%	
2009	\$ 19,909,762	-2.20%	47.37%	\$15,602,550	-8.89%	37.12%	\$0		0.00%	\$ 925,865	-17.89%	2.20%	
2010	\$ 17,063,000	-14.30%	40.53%	\$12,100,000	-22.45%	28.74%	\$6,750,000		16.03%	\$ 775,000	-16.29%	1.84%	
2011	\$ 17,000,000	-0.37%	40.31%	\$12,200,000	0.83%	28.93%	\$6,800,000	0.74%	16.12%	\$ 775,000	0.00%	1.84%	
<b>Average</b>	<b>\$ 12,503,398</b>	<b>16.77%</b>	<b>30.39%</b>	<b>\$19,528,221</b>	<b>-4.07%</b>	<b>51.22%</b>	<b>\$6,775,000</b>	<b>0.74%</b>	<b>16.08%</b>	<b>\$ 1,049,487</b>	<b>-2.23%</b>	<b>2.72%</b>	

Appendix B

**El Cajon General Fund Tax Revenue by Source FY 1999 - FY 2011, Real Tax Revenues, Cont'd**

Year	Franchise	Franchise Tax Change	As a % of Total Tax Revenue	Property Transfer	Property Transfer Tax Change	As a % of Total Tax Revenue	Business Licenses & Other	Business Licenses & Other Tax Change	As a % of Total Tax Revenue	Total Tax Revenue	Total Tax Revenue Change
1999	\$ 3,243,443		10.12%	\$ 293,761		0.92%	\$ 1,053,905		3.29%	\$ 32,042,511	
2000	\$ 3,265,179	0.67%	9.76%	\$ 254,042	-13.52%	0.76%	\$ 1,043,296	-1.01%	3.12%	\$ 33,451,058	0.043959
2001	\$ 3,418,877	4.71%	9.83%	\$ 244,030	-3.94%	0.70%	\$ 1,377,626	32.05%	3.96%	\$ 34,796,596	4.02%
2002	\$ 3,726,581	9.00%	10.59%	\$ 278,182	14.00%	0.79%	\$ 957,763	-30.48%	2.72%	\$ 35,178,687	1.10%
2003	\$ 3,526,589	-5.37%	9.91%	\$ 351,118	26.22%	0.99%	\$ 873,258	-8.82%	2.45%	\$ 35,589,360	1.17%
2004	\$ 3,985,503	13.01%	10.70%	\$ 455,876	29.84%	1.22%	\$ 899,580	3.01%	2.41%	\$ 37,264,587	4.71%
2005	\$ 4,016,937	0.79%	9.20%	\$ 668,717	46.69%	1.53%	\$ 870,408	-3.24%	1.99%	\$ 43,658,441	17.16%
2006	\$ 3,971,672	-1.13%	9.06%	\$ 411,102	-38.52%	0.94%	\$ 845,068	-2.91%	1.93%	\$ 43,857,742	0.46%
2007	\$ 4,047,433	1.91%	9.08%	\$ 420,534	2.29%	0.94%	\$ 800,521	-5.27%	1.80%	\$ 44,555,425	1.59%
2008	\$ 4,206,696	3.93%	9.60%	\$ 211,601	-49.68%	0.48%	\$ 786,042	-1.81%	1.79%	\$ 43,814,133	-1.66%
2009	\$ 4,603,755	9.44%	10.95%	\$ 206,897	-2.22%	0.49%	\$ 784,047	-0.25%	1.87%	\$ 42,032,876	-4.07%
2010	\$ 4,515,000	-1.93%	10.72%	\$ 150,000	-27.50%	0.36%	\$ 751,657	-4.13%	1.79%	\$ 42,104,657	0.17%
2011	\$ 4,500,000	-0.33%	10.67%	\$ 150,000	0.00%	0.36%	\$ 750,000	-0.22%	1.78%	\$ 42,175,000	0.17%
<b>Average</b>	\$ 3,925,205	2.89%	10.01%	\$ 315,066	-1.36%	0.81%	\$ 907,167	-1.92%	2.38%	\$ 39,270,852	2.43%

## El Cajon General Fund Expenditures by Category FY 1999 - FY 2011

**Source: FY 1999 - FY 2009 CAFRs, FY 2010 - FY 2011 Budgets; In 2009 Dollars**

### Nominal Governmental Expenditures, Major Sources

Year	General Government	Public Safety	Public Works	Parks & Recreation	Community Development	Debt Service	Other	Total	CPI Deflator
1999	\$ 5,979,673	\$ 18,287,385	\$ 2,519,098	\$ 2,882,050	\$ -	\$ -	\$ 614,167	\$ 30,282,373	0.713253808
2000	\$ 5,962,738	\$ 19,439,848	\$ 2,683,756	\$ 3,182,519	\$ -	\$ -	\$ 237,952	\$ 31,506,813	0.75453007
2001	\$ 5,722,013	\$ 21,375,834	\$ 3,065,287	\$ 3,293,713	\$ -	\$ 529,363	\$ -	\$ 33,986,210	0.78920213
2002	\$ 6,923,039	\$ 23,587,422	\$ 2,834,688	\$ 3,682,745	\$ -	\$ 577,527	\$ -	\$ 37,605,421	0.816857225
2003	\$ 5,283,488	\$ 26,542,186	\$ 2,277,970	\$ 4,237,529	\$ 1,105,462	\$ 586,989	\$ 27,200	\$ 40,060,824	0.847401659
2004	\$ 5,394,005	\$ 29,346,886	\$ 2,387,696	\$ 4,243,757	\$ 1,267,647	\$ 1,552,705	\$ -	\$ 44,192,696	0.878358856
2005	\$ 6,569,726	\$ 31,675,694	\$ 3,883,161	\$ 4,407,500	\$ 1,456,434	\$ 67,325	\$ -	\$ 48,059,840	0.91055434
2006	\$ 5,379,635	\$ 33,804,880	\$ 4,116,967	\$ 4,454,006	\$ 1,525,061	\$ 67,324	\$ -	\$ 49,347,873	0.941511537
2007	\$ 6,493,789	\$ 35,109,125	\$ 3,985,640	\$ 4,412,092	\$ 1,577,399	\$ 67,327	\$ -	\$ 51,645,372	0.963061873
2008	\$ 7,120,918	\$ 35,206,184	\$ 4,107,108	\$ 4,659,610	\$ 1,682,303	\$ 61,062	\$ -	\$ 52,837,185	1.000177488
2009	\$ 6,830,628	\$ 32,733,109	\$ 3,971,477	\$ 4,421,040	\$ 1,766,443	\$ 61,062	\$ -	\$ 49,783,759	1
2010	\$ 3,274,789	\$ 33,356,804	\$ 8,814,496	\$ 2,536,468	\$ 1,743,892	\$ -	\$ -	\$ 49,726,449	1
2011	\$ 3,489,152	\$ 34,696,656	\$ 8,818,274	\$ 2,291,042	\$ 1,873,289	\$ -	\$ -	\$ 51,168,413	1



Appendix C

Real Governmental Expenditures												
Year	General Government	General Government Change	As a % of Total Expenditure	Public Safety	Public Safety Change	As a % of Total Expenditure	Public Works	Public Works Change	As a % of Total Expenditure	Parks & Recreation	Parks & Recreation Change	As a % of Total Expenditure
1999	\$ 8,383,654		19.75%	\$ 25,639,379		60.39%	\$ 3,531,840		8.32%	\$4,040,707		9.52%
2000	\$ 7,902,585	-5.74%	18.93%	\$ 25,764,179	0.49%	61.70%	\$ 3,556,858	0.71%	8.52%	\$4,217,882	4.38%	10.10%
2001	\$ 7,250,377	-8.25%	16.84%	\$ 27,085,373	5.13%	62.90%	\$ 3,884,033	9.20%	9.02%	\$4,173,472	-1.05%	9.69%
2002	\$ 8,475,213	16.89%	18.41%	\$ 28,875,820	6.61%	62.72%	\$ 3,470,237	-10.65%	7.54%	\$4,508,432	8.03%	9.79%
2003	\$ 6,234,928	-26.43%	13.19%	\$ 31,321,848	8.47%	66.25%	\$ 2,688,182	-22.54%	5.69%	\$5,000,614	10.92%	10.58%
2004	\$ 6,141,004	-1.51%	12.21%	\$ 33,411,044	6.67%	66.41%	\$ 2,718,360	1.12%	5.40%	\$4,831,462	-3.38%	9.60%
2005	\$ 7,215,084	17.49%	13.67%	\$ 34,787,264	4.12%	65.91%	\$ 4,264,612	56.88%	8.08%	\$4,840,458	0.19%	9.17%
2006	\$ 5,713,828	-20.81%	10.90%	\$ 35,904,903	3.21%	68.50%	\$ 4,372,721	2.54%	8.34%	\$4,730,697	-2.27%	9.03%
2007	\$ 6,742,858	18.01%	12.57%	\$ 36,455,731	1.53%	67.98%	\$ 4,138,509	-5.36%	7.72%	\$4,581,317	-3.16%	8.54%
2008	\$ 7,119,654	5.59%	13.48%	\$ 35,199,936	-3.44%	66.63%	\$ 4,106,379	-0.78%	7.77%	\$4,658,783	1.69%	8.82%
2009	\$ 6,830,628	-4.06%	13.72%	\$ 32,733,109	-7.01%	65.75%	\$ 3,971,477	-3.29%	7.98%	\$4,421,040	-5.10%	8.88%
2010	\$ 3,274,789	-52.06%	6.59%	\$ 33,356,804	1.91%	67.08%	\$ 8,814,496	121.95%	17.73%	\$2,536,468	-42.63%	5.10%
2011	\$ 3,489,152	6.55%	6.82%	\$ 34,696,656	4.02%	67.81%	\$ 8,818,274	0.04%	17.23%	\$2,291,042	-9.68%	4.48%
<b>Average</b>	\$ 6,521,058	-6.36%	13.62%	\$ 31,940,927	2.16%	65.39%	\$ 4,487,383	12.49%	9.18%	\$4,217,875	-3.51%	8.72%

Real Governmental Expenditures, Cont'd											
Year	Community Development	Community Development Change	As a % of Total Expenditure	Debt Service	Debt Service Change	As a % of Total Expenditure	Other	Other Change	As a % of Total Expenditure	Total Expenditure	Total Expenditure Change
1999	\$ -		0.00%	\$ -		0.00%	\$ 861,078		2.03%	\$ 42,456,658	
2000	\$ -		0.00%	\$ -		0.00%	\$ 315,365	-63.38%	0.76%	\$ 41,756,869	-1.65%
2001	\$ -		0.00%	\$ 670,757		1.56%	\$ -		0.00%	\$ 43,064,012	3.13%
2002	\$ -		0.00%	\$ 707,011	5.40%	1.54%	\$ -		0.00%	\$ 46,036,712	6.90%
2003	\$ 1,304,531		2.76%	\$ 692,693	-2.03%	1.47%	\$ 32,098		0.07%	\$ 47,274,894	2.69%
2004	\$ 1,443,199	10.63%	2.87%	\$ 1,767,734	155.20%	3.51%	\$ -		0.00%	\$ 50,312,803	6.43%
2005	\$ 1,599,503	10.83%	3.03%	\$ 73,938	-95.82%	0.14%	\$ -		0.00%	\$ 52,780,859	4.91%
2006	\$ 1,619,801	1.27%	3.09%	\$ 71,506	-3.29%	0.14%	\$ -		0.00%	\$ 52,413,455	-0.70%
2007	\$ 1,637,900	1.12%	3.05%	\$ 69,909	-2.23%	0.13%	\$ -		0.00%	\$ 53,626,224	2.31%
2008	\$ 1,682,004	2.69%	3.18%	\$ 61,051	-12.67%	0.12%	\$ -		0.00%	\$ 52,827,809	-1.49%
2009	\$ 1,766,443	5.02%	3.55%	\$ 61,062	0.02%	0.12%	\$ -		0.00%	\$ 49,783,759	-5.76%
2010	\$ 1,743,892	-1.28%	3.51%	\$ -		0.00%	\$ -		0.00%	\$ 49,726,449	-0.12%
2011	\$ 1,873,289	7.42%	3.66%	\$ -		0.00%	\$ -		0.00%	\$ 51,168,413	2.90%
<b>Average</b>	\$ 1,128,505	4.71%	2.21%	\$ 321,205	5.57%	0.67%	\$ 92,965	-63.38%	0.22%	\$ 48,709,917	1.63%

Appendix D

## El Cajon Staffing by Service FY 2000 - FY 2011

Source: FY 2000 - FY 2009 CAFRs, FY 2010 - FY 2011 Budgets; In 2009 Dollars

Year	General Govt	% Change	% total	Public Safety	% Change	% total	Public Works	% Change	% total	Recreation	% Change	% total	Community Dev. & Redevelopment and Housing	% Change	% total	Total
2000	72.10		14.45%	291.50		58.41%	102.50		20.54%	15.00		3.01%	18.00		3.61%	499.10
2001	70.35	-2.43%	13.62%	301.50	3.43%	58.36%	103.50	0.98%	20.03%	19.75	31.67%	3.82%	21.50	19.44%	4.16%	516.60
2002	71.85	2.13%	13.75%	300.50	-0.33%	57.50%	107.50	3.86%	20.57%	20.25	2.53%	3.87%	22.50	4.65%	4.31%	522.60
2003	72.35	0.70%	13.54%	302.50	0.67%	56.62%	115.95	7.86%	21.70%	21.00	3.70%	3.93%	22.50	0.00%	4.21%	534.30
2004	68.85	-4.84%	13.01%	302.73	0.08%	57.22%	114.00	-1.68%	21.55%	21.00	0.00%	3.97%	22.50	0.00%	4.25%	529.08
2005	65.85	-4.36%	12.57%	302.50	-0.08%	57.76%	113.50	-0.44%	21.67%	20.50	-2.38%	3.91%	21.40	-4.89%	4.09%	523.75
2006	63.25	-3.95%	12.12%	303.50	0.33%	58.18%	113.00	-0.44%	21.66%	20.50	0.00%	3.93%	21.40	0.00%	4.10%	521.65
2007	36.80	-41.82%	7.49%	291.90	-3.82%	59.39%	123.80	9.56%	25.19%	16.00	-21.95%	3.26%	23.00	7.48%	4.68%	491.50
2008	30.90	-16.03%	6.58%	278.20	-4.69%	59.22%	114.30	-7.67%	24.33%	20.00	25.00%	4.26%	26.35	14.57%	5.61%	469.75
2009	34.55	11.81%	7.23%	279.40	0.43%	58.45%	122.80	7.44%	25.69%	15.00	-25.00%	3.14%	26.25	-0.38%	5.49%	478.00
2010	32.05	-7.24%	6.91%	272.90	-2.33%	58.85%	118.30	-3.66%	25.51%	14.00	-6.67%	3.02%	26.45	0.76%	5.70%	463.70
2011	25.85	-19.34%	5.79%	263.90	-3.30%	59.10%	115.70	-2.20%	25.91%	15.00	7.14%	3.36%	26.05	-1.51%	5.83%	446.50
<b>Average</b>	53.73	-7.76%	10.59%	290.92	-0.01	0.58	113.74	1.24%	22.86%	18.17	1.28%	3.62%	23.16	3.65%	4.67%	499.71

### El Cajon Staffing and Population FY 1999 - FY 2011

Year	Population	% Change	Total Staff	Staff per 1000 Residents	% Change
1999	95546.00		499.00	5.22	
2000	94869	-0.71%	522.60	5.51	5.48%
2001	96232	1.44%	516.60	5.37	-2.55%
2002	96676	0.46%	499.10	5.16	-3.83%
2003	97176	0.52%	534.30	5.50	6.50%
2004	97479	0.31%	529.08	5.43	-1.28%
2005	97514	0.04%	523.75	5.37	-1.04%
2006	96881	-0.65%	521.65	5.38	0.25%
2007	97052	0.18%	491.50	5.06	-5.95%
2008	97555	0.52%	469.75	4.82	-4.92%
2009	98133	0.59%	478.00	4.87	1.16%
2010	99637	1.53%	463.70	4.65	-4.46%
2011	99637.00	0.00%	446.50	4.48	-3.71%
<b>Average</b>	97260.54	0.35%	499.66	5.14	-1.20%