

Management's Discussion and Analysis

As management of the Town of Smyrna, Tennessee (the "Town" or the "Town of Smyrna"), we offer readers of the Town's financial statements this narrative overview and analysis of the financial activities of the Town for the fiscal year ended June 30, 2006. The analysis focuses on significant financial position, budget changes and variances from the budget, and specific issues related to funds and the economic factors affecting the Town. Please consider the information presented here in conjunction with our Letter of Transmittal (page i) and the Town's financial statements (beginning on page 12).

Financial Highlights

- The assets of the Town exceeded its liabilities at the close of the most recent fiscal year by \$185,731,833 (net assets). Of this amount, \$35,889,697 (unrestricted net assets) may be used to meet the government's ongoing obligations to citizens and creditors.
- The government's total net assets increased by \$5,011,550.
- As of the close of the current fiscal year, the Town's governmental funds reported combined ending fund balances of \$20,759,727, an increase of \$5,043,669 in comparison with the prior year. Approximately 97% of this total amount, \$20,292,453, is available for spending at the government's discretion (unreserved fund balance).
- At the end of the current fiscal year, unreserved fund balance for the general fund was \$13,420,207, or 67% of total general fund expenditures. This demonstrates the Town's fiscal discipline and places the Town in a strong financial position to meet unexpected emergencies, uncertainties at the State level or the general slowdown in the economy.
- The Town of Smyrna's total debt increased by \$2,092,000 (6%) during the current fiscal year. This was a result of the issuance of \$5,000,000 in new debt and the payment of current debt owed.

Overview of the Financial Statements

This discussion and analysis is intended to serve as an introduction of the Town of Smyrna's basic financial statements. The Town's basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide financial statements. The government-wide financial statements are designed to provide readers with a broad overview of the Town of Smyrna's finances, in a manner similar to a private-sector business.

The statement of net assets presents information on all of the Town's assets and liabilities, with the difference between the two reported as net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the Town of Smyrna is improving or deteriorating.

The statement of activities presents information showing how the government's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions of the Town that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities of the Town include general government, public safety, highways and streets, recreation and community development. The business-type activities of the Town include the Water and Sewer Fund and the Natural Gas Fund.

The government-wide financial statements can be found on pages 12-13 of this report.

Fund financial statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Town, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the Town can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

Governmental funds. Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The Town maintains seven individual governmental funds. 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 the general fund and the capital projects fund, both of which are considered to be major funds. Data from the other five governmental funds are combined into a single, aggregated presentation. Individual fund data for each of these nonmajor governmental funds is provided in the form of combining statements elsewhere in this report.

The basic governmental fund financial statements can be found on pages 14-17 of this report.

Proprietary funds. The Town maintains two different types of proprietary funds. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The Town uses enterprise funds to account for its Water and Sewer Fund and Natural Gas Fund. Internal service funds are an accounting device used to accumulate and allocate costs internally among the Town's various functions. The Town uses an internal service fund to account for its self-insured health insurance. Because this service benefits both governmental and business-type functions, it has been allocated between both governmental activities and business-type activities in the government-wide financial statements.

Proprietary funds provide the same type of information as the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the Water and Sewer Fund and the Natural Gas Fund, both of which are considered to be major funds of the Town. The internal service fund is also presented in the proprietary fund financial statements.

The basic proprietary fund financial statements can be found on pages 18-21 of this report.

Fiduciary funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to support the Town's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

The basic fiduciary fund financial statements can be found on pages 22-23 of this report.

Notes to the financial statements. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 25-42 of this report.

Other information. In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information. The Town of Smyrna adopts an annual appropriated budget for its general fund. Within the required supplementary information, a budget comparison statement has been provided for this fund to demonstrate compliance with the budget. Required supplementary information can be found on pages 43-47 of this report.

The combining statements referred to earlier in connection with nonmajor governmental funds are presented immediately following the required supplementary information. Combining and individual fund statements and schedules can be found on pages 49-54 of this report.

Government-wide Financial Analysis

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. In the case of the Town of Smyrna, assets exceeded liabilities by \$185,731,833 at the close of the most recent fiscal year.

Net Assets - Primary Government June 30

	Governmental Activities		Business-Type Activities		Total	
	2006	2005	2006	2005	2006	2005
Current and Other Assets	\$ 32,844,975	\$ 25,687,535	\$ 24,966,549	\$ 26,426,027	\$ 57,811,524	\$ 52,113,562
Capital Assets	<u>77,312,689</u>	<u>77,786,961</u>	<u>99,168,738</u>	<u>96,956,060</u>	<u>176,481,427</u>	<u>174,743,021</u>
Total Assets	<u>110,157,664</u>	<u>103,474,496</u>	<u>124,135,287</u>	<u>123,382,087</u>	<u>234,292,951</u>	<u>226,856,583</u>
Long-term Liabilities Outstanding	10,821,618	6,396,887	24,566,803	26,750,843	35,388,421	33,147,730
Other Liabilities	<u>10,753,792</u>	<u>9,034,898</u>	<u>2,418,905</u>	<u>3,953,672</u>	<u>13,172,697</u>	<u>12,988,570</u>
Total Liabilities	<u>21,575,410</u>	<u>15,431,785</u>	<u>26,985,708</u>	<u>30,704,515</u>	<u>48,561,118</u>	<u>46,136,300</u>
Net Assets:						
Invested in Capital Assets, net of related debt	68,025,896	72,761,202	74,793,196	77,883,216	142,819,092	150,644,418
Restricted	7,023,044	488,246	-	-	7,023,044	488,246
Unrestricted	<u>13,533,314</u>	<u>14,793,263</u>	<u>22,356,383</u>	<u>14,794,356</u>	<u>35,889,697</u>	<u>29,587,619</u>
Total Net Assets	<u>\$ 88,582,254</u>	<u>\$ 88,042,711</u>	<u>\$ 97,149,579</u>	<u>\$ 92,677,572</u>	<u>\$ 185,731,833</u>	<u>\$ 180,720,283</u>

By far the largest portion of the Town of Smyrna's net assets (76.9 percent) reflects its investment in capital assets (e.g., land, infrastructure, buildings, machinery, and equipment), less any related debt used to acquire those assets that are still outstanding. The Town of Smyrna uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the Town of Smyrna's investment in its 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 used to liquidate these liabilities. An additional portion of the Town's net assets (3.78 percent) represents resources that are subject to external restrictions on how they may be used. These include net assets restricted for capital projects (\$6,330,006), highways and streets (\$592,621) and law enforcement (\$100,417). The remaining balance of unrestricted net assets (\$35,889,697) may be used to meet the government's ongoing obligations to citizens and creditors.

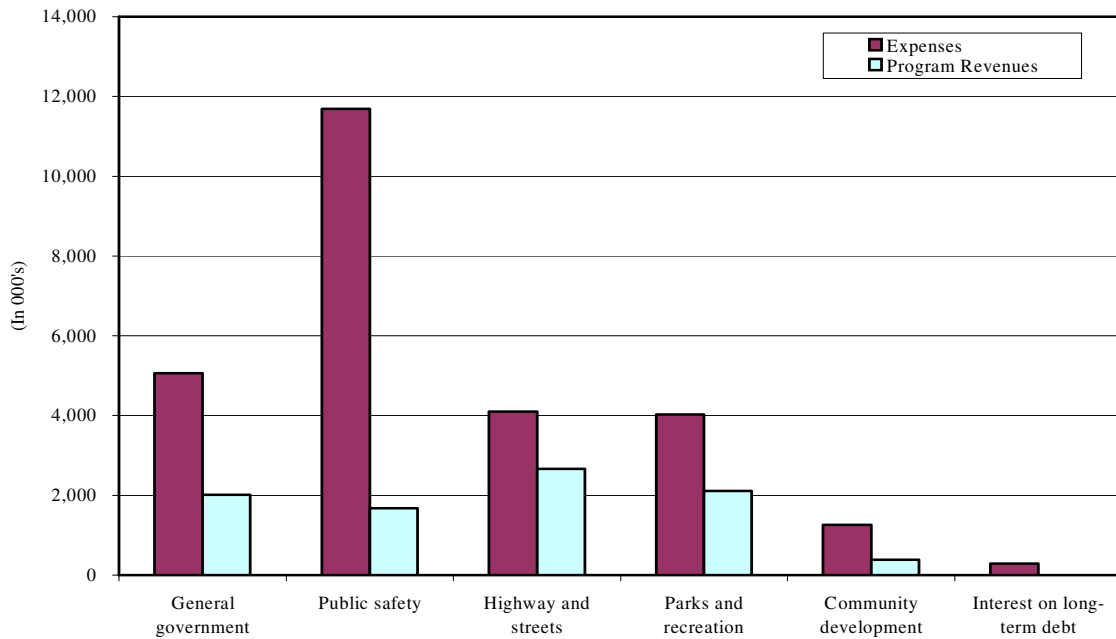
At the end of the current fiscal year, the Town of Smyrna is able to report positive balances in all three categories of net assets, both for the government as a whole, as well as for its separate governmental and business-type activities. The same situation held true for the prior fiscal year.

Governmental activities. Governmental activities increased the Town of Smyrna’s net assets by \$539,543, thereby accounting for 10.8 percent of the total growth in the net assets of the Town of Smyrna. A portion of this increase is due to increases in ongoing revenues have outpaced similar increases in ongoing expenses. Another portion of this increase is due to the increase in interest earned on idle cash. Interest earned increased due to the Town’s agreement with a local bank to increase the rate of return as the federal funds rate increases.

Changes in Net Assets
For the year ended June 30

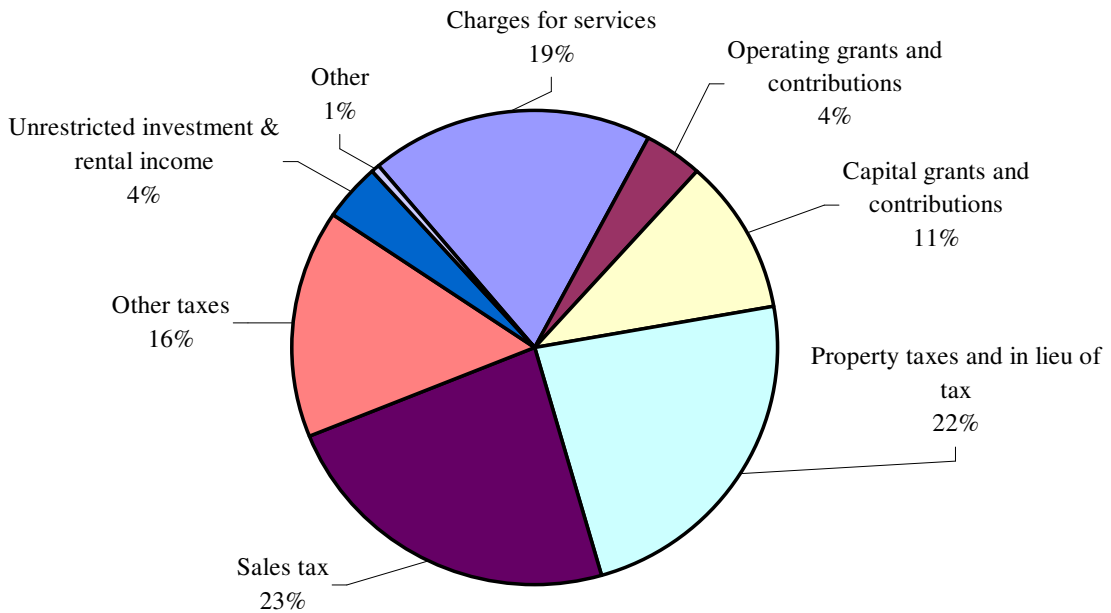
	Governmental Activities		Business-Type Activities		Total	
	2006	2005	2006	2005	2006	2005
Revenues:						
Charges for services	\$ 5,047,100	\$ 5,267,750	\$39,947,203	\$28,082,559	\$ 44,994,303	\$ 33,350,309
Operating grants and contributions	1,009,732	949,548	-	-	1,009,732	949,548
Capital grants and contributions	2,796,879	9,610,453	2,789,526	3,067,064	5,586,405	12,677,517
General revenues:						
Property taxes and in lieu of tax	6,196,997	5,751,277	-	-	6,196,997	5,751,277
Sales tax	6,167,905	5,552,537	-	-	6,167,905	5,552,537
Other taxes	4,149,714	3,629,103	-	-	4,149,714	3,629,103
Gain on sale of capital assets	-	-	-	-	-	-
Unrestricted investment earnings	1,035,367	399,387	587,784	211,475	1,623,151	610,862
Other	133,587	35,937	1,333	-	134,920	35,937
Total Revenues	<u>26,537,281</u>	<u>31,195,992</u>	<u>43,325,846</u>	<u>31,361,098</u>	<u>69,863,127</u>	<u>62,557,090</u>
Expenses:						
General government	5,061,806	5,563,874	-	-	5,061,806	5,563,874
Public safety	11,689,770	10,668,540	-	-	11,689,770	10,668,540
Highway and streets	4,098,322	4,095,570	-	-	4,098,322	4,095,570
Parks and recreation	4,023,565	3,657,874	-	-	4,023,565	3,657,874
Community development	1,259,350	1,271,640	-	-	1,259,350	1,271,640
Interest on long-term debt	290,279	115,232	-	-	290,279	115,232
Water and Sewer	-	-	9,390,817	8,356,911	9,390,817	8,356,911
Natural Gas	-	-	29,037,668	19,591,008	29,037,668	19,591,008
Total expenses	<u>26,423,092</u>	<u>25,372,730</u>	<u>38,428,485</u>	<u>27,947,919</u>	<u>64,851,577</u>	<u>53,320,649</u>
Increase in net assets before transfers	114,189	5,823,262	4,897,361	3,413,179	5,011,550	9,236,441
Transfers	425,354	512,850	(425,354)	(512,850)	-	-
Increase in net assets	539,543	6,336,112	4,472,007	2,900,329	5,011,550	9,236,441
Net assets - beginning	88,042,711	81,706,599	92,677,572	89,777,243	180,720,283	171,483,842
Net assets - ending	<u>\$88,582,254</u>	<u>\$88,042,711</u>	<u>\$97,149,579</u>	<u>\$92,677,572</u>	<u>\$ 185,731,833</u>	<u>\$ 180,720,283</u>

Expenses and Program Revenues – Governmental Activities



As the above graph shows, Public Safety is the largest activity, reflecting the Town’s commitment to a safe community. General Government is the next largest activity, which is responsible for the administration of the government. Highways and Streets was also a substantial activity reflecting the Town’s commitment to safe and adequate roads.

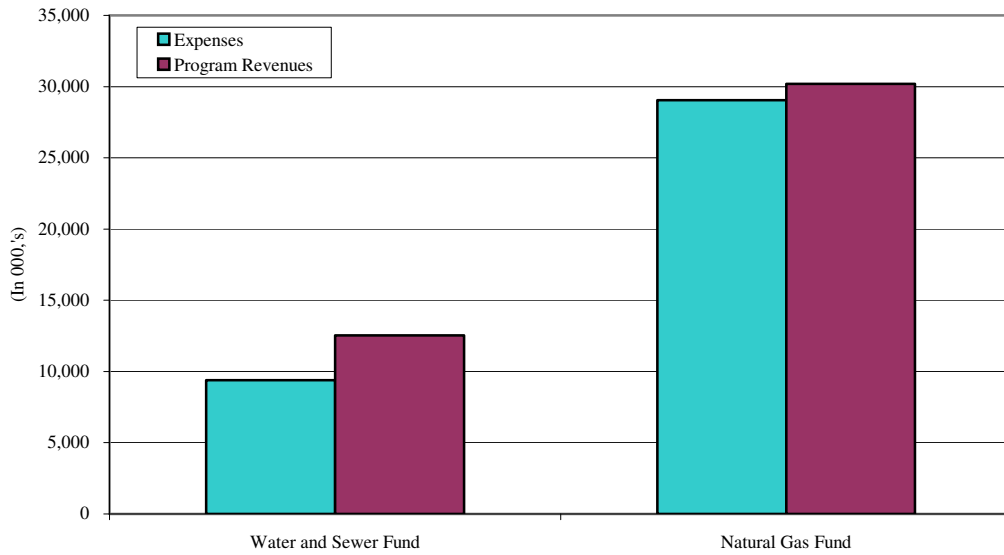
Revenue by Source – Governmental Activities



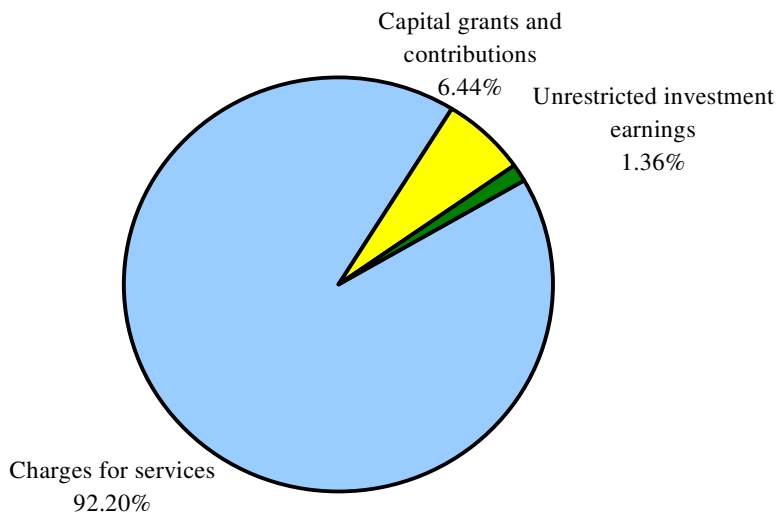
Business-type activities. Business-type activities increased the Town of Smyrna’s net assets by \$4,472,007, accounting for 89 percent of the total growth in the government’s net assets. Key elements of this increase are as follows:

- The Town's Water and Sewer Fund accounts for 68% of the increase in business-type net assets. The change in net assets is a result of a growth in the customer base, an increase in customer rates that was implemented in July 2005 and an increase in interest income. Interest earned increased due to the Town’s agreement with a local bank to increase the rate of return as the federal funds rate increases.

Expenses and Program Revenues – Business-type Activities



Revenues by Source – Business-type Activities



Financial Analysis of the Government's Funds

As noted earlier, the Town of Smyrna uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds. The focus of the Town of Smyrna's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Town's financing requirements. In particular, unreserved fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, the Town's governmental funds reported combined ending fund balances of \$20,759,727, an increase of \$5,043,669 in comparison with the prior year. Approximately 97% of this total amount (\$20,292,453) constitutes unreserved fund balance, which is available for spending at the government's discretion. The remainder of fund balance is reserved to indicate that it is not available for new spending because it has already been committed for notes receivable (\$214,059), project (\$189,485), and prepaid items and inventory (\$63,730).

The general fund is the chief operating fund of the Town of Smyrna. At the end of the current fiscal year, unreserved and undesignated fund balance of the general fund was \$13,420,207, while total fund balance reached \$13,625,490. As a measure of the general fund's liquidity, it may be useful to compare both unreserved fund balance and total fund balance to total fund expenditures. Unreserved fund balance represents 67 percent of total general fund expenditures, while total fund balance represents 68 percent of that same amount.

The fund balance of the Town of Smyrna's general fund increased by \$852,044 during the current fiscal year. Key factors in this growth are as follows:

- Local option sales tax collections increased by \$662,265 during the year, a result of the increase in population of the surrounding area, as well as, commercial business in the Town.
- Real estate tax revenues increased by \$406,321 during the year, a result of an increase in the real estate tax base.
- Interest earned on idle investments increased by \$418,831.
- The general fund transfers out for capital projects decreased by \$627,817.

The capital projects fund has a total fund balance of \$2,435,965, of which \$214,059 is reserved for the noncurrent portion of notes receivable. The net increase in fund balance during the current year in the capital projects fund was \$2,706,244. The key factor in this increase was unexpended proceeds from the \$5,000,000 bond issue that closed during the fiscal year.

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

Unrestricted net assets of the Water and Sewer Fund at the end of the year amounted to \$12,896,428 and those for the Natural Gas Fund amounted to \$9,227,792. The total growth in net assets for the funds was \$3,041,191 and \$1,328,990, respectively. Other factors concerning the finances of these two funds have already been addressed in the discussion of the Town's business-type activities.

General Fund Budgetary Highlights

During the year there was a \$561,505 increase in appropriations between the original and final amended general fund expenditure budget and can be summarized with the following increase:

- \$82,420 supplemental amendment for debt service on the \$5,000,000 general obligation bonds issued during the fiscal year.
- \$479,085 supplemental amendment for travel, training and computer equipment.

The supplemental amendment was funded from additional anticipated revenues of local and state sales taxes and the sale of surplus real property.

Capital Asset and Debt Administration

Capital assets. The Town of Smyrna's investment in capital assets for its governmental and business type activities as of June 30, 2006 amounts to \$176,481,427 (net of accumulated depreciation). This investment in capital assets includes land, buildings and system, improvements, machinery and equipment, park facilities, roads, highways and bridges. The total increase in the Town of Smyrna's investment in capital assets for the current fiscal year was 1 percent (a 0.6 percent decrease for governmental activities and a 2.3 percent increase for business-type activities).

Major capital asset events during the current fiscal year included the following:

- Construction was completed on the olive branch waste water trunk line; resulting in an increase to the utility plant of \$1,178,486 for this project.
- Improvements to Lee Victory Recreation Park included new lighting and fencing, which amounted to \$369,231 for this project as of the close of the fiscal year.
- Construction was completed on the Rock Springs Road Water Tank, resulting in an increase to the utility plant of \$1,226,337 for this project for the year.
- Purchased 8 police patrol vehicles amounting to \$142,918.
- Construction was completed on phase I of Gregory Mill Park, which amounted to \$367,091 for this project as of the close of the fiscal year.
- Construction began on widening Enon Springs Road West; which amounted to \$143,031 for this project as of the close of the fiscal year.
- Construction continued on the Downtown Revitalization project, which amounted to \$262,478 for this project as of the close of the fiscal year.
- A pumper was purchased in the fire department at a cost of \$269,640.
- A vacuum truck and a video truck were purchased in the water and waste water department as costs of \$198,500 and \$124,794, respectively.
- Construction was completed on Motlow College Boulevard; resulting in an increase in infrastructure of \$295,489 for this project.

Capital Assets (net of accumulated depreciation) June 30

	Governmental		Business-type		Total	
	Activities		Activities			
	2006	2005	2006	2005	2006	2005
Land	\$ 2,488,924	\$ 2,488,924	\$ 1,665,090	\$ 1,662,340	\$ 4,154,014	\$ 4,151,264
Buildings and system	5,557,545	6,061,873	95,960,412	92,919,176	101,517,957	98,981,049
Improvements other than buildings	11,377,471	10,129,337	-	-	11,377,471	10,129,337
Machinery and equipment	2,579,466	2,723,994	1,181,788	810,203	3,761,254	3,534,197
Infrastructure	54,172,093	55,333,698	-	-	54,172,093	55,333,698
Construction in progress	1,137,190	1,049,135	361,448	1,564,341	1,498,638	2,613,476
Total Assets, net	<u>\$ 77,312,689</u>	<u>\$77,786,961</u>	<u>\$ 99,168,738</u>	<u>\$96,956,060</u>	<u>\$ 176,481,427</u>	<u>\$174,743,021</u>

Additional information on the Town's capital assets can be found in Note 3 on page 32 of this report.

Long-term debt. At the end of the current fiscal year, the Town of Smyrna had total bonded debt outstanding of \$34,006,000. Of this amount, \$9,305,253 is debt backed by the full faith and credit of the government; \$24,700,747 is debt secured by specified revenue sources, but backed by the taxing authority of the Town (i.e., revenue and tax bonds).

Outstanding Debt
General Obligation and Revenue Bonds
June 30

	Governmental Activities		Business-type Activities		Total	
	2006	2005	2006	2005	2006	2005
General obligation bonds	\$ 9,305,253	\$ 4,985,187	\$ -	\$ -	\$ 9,305,253	\$ 4,985,187
Revenue and tax bonds	-	-	24,700,747	26,928,813	24,700,747	26,928,813
Total	<u>\$ 9,305,253</u>	<u>\$ 4,985,187</u>	<u>\$24,700,747</u>	<u>\$26,928,813</u>	<u>\$34,006,000</u>	<u>\$ 31,914,000</u>

The Town of Smyrna’s total bonded debt increased by \$2,092,000 (6%) during the current fiscal year. This was a result of the issuance of \$5,000,000 in new debt and the payment of current debt owed.

During the year, the Town issued \$5,000,000 of General Obligation Bonds. The bonds were issued for the purpose of funding the construction of various road improvements, the renovation to public buildings for a new justice center, and to purchase various pieces of machinery and equipment.

The Town of Smyrna maintains an “A1” rating from Moody’s Investors Service for its general obligation and revenue and tax bonds debt.

State statutes set no limit for the amount of general obligation debt a governmental entity may issue. However, the Town has established a policy that tax supported debt not exceed 10% of assessed property value. The Town’s tax supported debt is currently at 5.4% of assessed property value.

Additional information on the Town of Smyrna’s long-term debt can be found in Note 6 on pages 34-35 of this report.

Economic Factors and Next Year’s Budgets and Rates

- The unemployment rate for the Town of Smyrna is currently 3.3 percent, which is a decrease from a rate of 4.0 percent a year ago. This compares favorably to the state’s average unemployment rate of 4.3 percent and the national average rate of 4.4 percent.
- Inflationary trends in the region compare favorably to national indices.

These factors were considered in preparing the Town of Smyrna’s budget for the 2007 fiscal year.

During the current fiscal year, unreserved fund balance in the general fund increased to \$13,420,207. The Town of Smyrna appropriated \$883,930 of this amount for spending on one time capital assets in the 2007 fiscal year budget. Should these appropriated amounts be needed for operations, some of the one time capital assets can be rescheduled for future appropriations.

Requests for Information

This financial report is designed to provide a general overview of the Town of Smyrna's finances 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 addressed to:

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Smyrna, Tennessee 37167
E-mail: mark.tucker@townofsmyrna.org