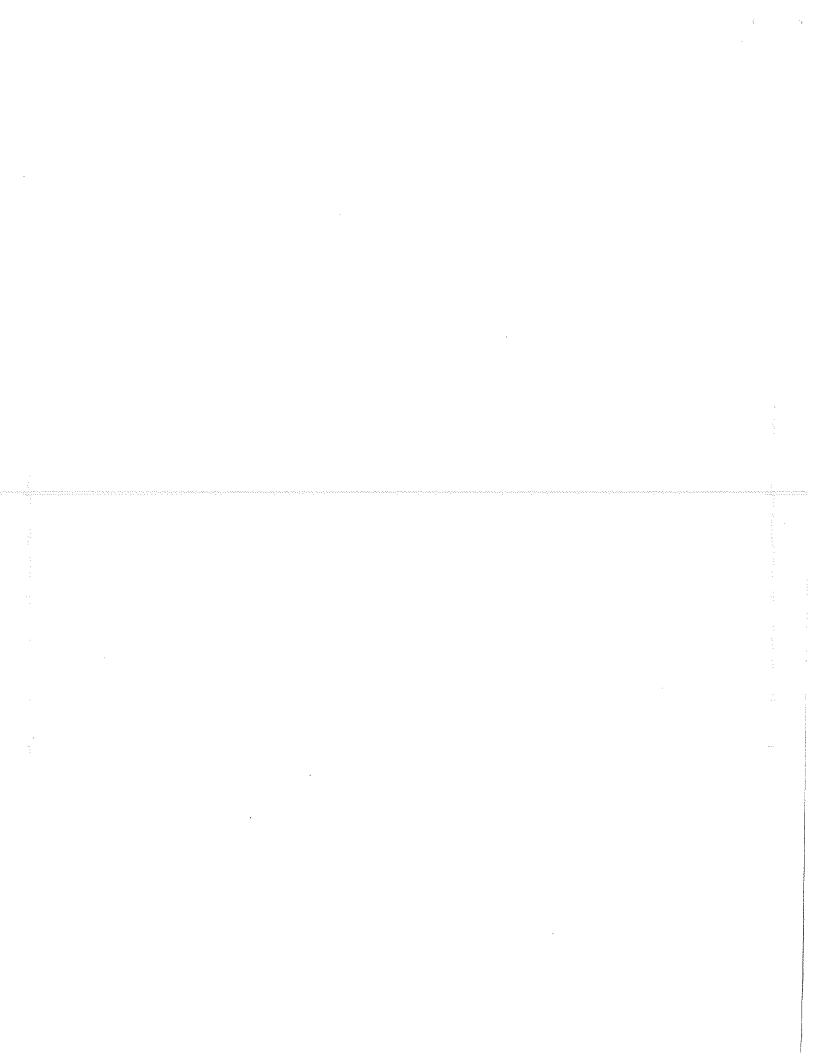
ANNUAL FINANCIAL REPORT

Year Ended June 30, 2004

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ANNUAL FINANCIAL REPORT

Year Ended June 30, 2004

CONTENTS

	Page
INDEPENDENT AUDITOR'S REPORT	1
MANAGEMENT'S DISCUSSION AND ANALYSIS	2
BASIC FINANCIAL STATEMENTS	
GOVERNMENT WIDE STATEMENTS	
Statement of Net Assets	9
Statement of Activities	10
FUND FINANCIAL STATEMENTS	
Balance Sheet - Governmental Funds	11
Statement of Revenues, Expenditures and	
Changes in Fund Balances-Governmental funds	12
Reconciliation of the Statement Revenues, Expenditures and Changes in	
Fund Balances of Governmental Funds to the Statement of Activities	13
Statement of Revenues, Expenditures and Changes in	
Fund Balances-Budget and Actual - General Fund	14
Statement of Revenues, Expenditures and Changes in	
Fund Balances-Budget and Actual - Municipal Road Aid Fund	15
Statement of Net Assets - Proprietary funds	16
Statement of Revenues, Expenses and Changes	.0
in Fund Net Assets - Proprietary Funds	17
Statement of Cash Flows - Proprietary Funds	18
Notes to Financial Statements	20
	20
REPORT ON COMPLIANCE AND ON INTERNAL CONTROL OVER	
FINANCIAL REPORTING BASED ON AN AUDIT OF FINANCIAL	
STATEMENTS PERFORMED IN ACCORDANCE WITH	
GOVERNMENT AUDITING STANDARDS	31

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INDEPENDENT AUDITOR'S REPORT

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The Honorable William Cull, Mayor and Members of the City Council City of Dry Ridge, Kentucky

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of City of Dry Ridge, Kentucky, as of and for the year ended June 30, 2004, which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of City of Dry Ridge, Kentucky, management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Dry Ridge, Kentucky, as of June 30, 2004, and the respective changes in financial position and cash flows, where applicable, thereof for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The management's discussion and analysis and budgetary comparison information on pages 2 through 8, are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the supplementary information. However, we did not audit the information and express no opinion on it.

In accordance with Government Auditing Standards, we have also issued a report dated May 10, 2005 on our consideration of the City's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grants. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be read in conjunction with this report in considering the results of our audit.

May 10, 2005

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MANAGEMENT'S DISCUSSION AND ANALYSIS (UNAUDITED)

Our discussion and analysis of City of Dry Ridge, Kentucky's financial performance provides an overview of the City's financial activities for the fiscal year ended June 30, 2004. Please read it in conjunction with the City's basic financial statements, which begin on page 9.

Financial Highlights

The assets of the City exceeded its liabilities at the close of the most recent year by \$4,093,151 (net assets).

As of the close of the current fiscal year, the City's governmental funds reported combined ending fund balances of \$1,276,247. This was an increase of \$303,492 in comparison to the prior year.

At the end of the current fiscal year, unreserved fund balance for the general fund was \$1,251,938 or 98% of the total general fund expenditures.

USING THIS ANNUAL REPORT

This annual report consists of a series of financial statements. The Statement of Net Assets and the Statement of Activities (on page 9 and 10) provide information about the activities of the City as a whole and present a longer-term view of the City's finances. Fund financial statements start on page 11. For governmental activities, these statements tell how these services were financed in the short term as well as what remains for future spending. Fund financial statements also report the City's operations in more detail than the government-wide statements by providing information about the City's most financially significant funds.

Reporting the City as a Whole

The Statement of Net Assets and the Statement of Activities

One of the most important questions asked about the City's finances is "Is the City as a whole better off or worse off as a result of the years activities?" The Statement of Net Assets and the Statement of Activities report information about the City as a whole and about its activities in a way that helps answer this question. These statements include all assets and liabilities using the accrual basis of accounting, which is similar to the accounting used by most private-sector companies. Accrual of the current year's revenues and expenses are taken into account regardless of when cash is received or paid.

These two statements report the City's net assets and changes in them. You can think of the City's net assets, the difference between assets, what the citizens own, and liabilities, what the citizens owe, as one way to measure the City's financial health, or financial position. Over time, increases or decreases in the City's net assets are one indicator of whether its financial health is improving or deteriorating. You will need to consider other non-financial factors, however, such as changes in the City's property tax base, income tax base, and the condition of the City's capital assets (roads, buildings, and equipment) to assess the overall health of the City.

In the Statement of Net assets and the Statement of Activities, we divide the City into two kinds of activities:

- Governmental activities: most of the City's basic services are reported here, including
 the street maintenance, parks and recreation, and general administration. Income
 taxes, property taxes, and state and federal grants finance most of these activities.
- Business-type activities: the City charges a fee to customers to help it cover all or
 most of the cost of certain services it provides. The City's water and sewer sales and
 service operations are reported in this activity.

Reporting the City's Most Significant Funds

Fund Financial Statements

Our analysis of the City's major funds begins on page 5. The fund financial statements begin on page 11 and provide detailed information about the most significant funds – not the City as a whole. Some funds are required to be established by the State law. However, the City Council establishes many other funds to help it control and manage money for particular purposes or to show that it is meeting legal responsibilities for grant funds (Ex. Municipal Road Aid Fund). The City's two kinds of funds, governmental and proprietary, use different accounting approaches.

Governmental funds: Most of the City's basic services are reported in governmental funds, which focus on how money flows into and out of those funds and the balances left at year-end that are available for spending. These funds are reported using an accounting method called modified accrual accounting, which measures cash and all other financial assets that can readily be converted to cash. The governmental fund statements provided a detailed short-term view of the City's general government operations and the basic services it provides. Governmental fund information helps you determine whether there are more or fewer financial resources that can be spent in the near future to finance the City's programs. We describe the relationship (or differences) between governmental activities (reported in the Statement of Net Assets and the Statement of Activities) and governmental funds in a reconciliation beside the fund financial statements.

Proprietary Funds: When the City charges customers for the full cost of the services it provides whether to outside customers or to other units of the City, these services are reported in proprietary funds. Proprietary funds are reported in the same way that all activities are reported in the Statement of Net Assets and the Statement of Activities. In fact, the City's enterprise funds (a component of proprietary funds) are the same as the business-type activities we report in the government-wide statements but provide more detail and additional information, such as cash flows, for proprietary funds.

THE CITY AS A WHOLE

For the year ended June 30, 2004, net assets changed as follows:

	_	Governmental Activities	_	Business-type Activities	Total
Beginning net assets Increase (decrease) in net assets Ending net assets	\$ - \$_	1,483,603 429,512 1,913,115	\$ -	1,937,240 242,796 2,180,036	\$ 3,420,843 672,308 4,093,151

The schedule above shows an increase of 29% for governmental activities and an increase of 13% for business-type activities resulting due to annual revenues exceeding annual expenses.

Governmental Activities

To aid in the understanding of the Statement of Activities some additional explanation is given. Of particular interest is the format that is significantly different than a typical Statement of Revenues, Expenses, and Changes in Fund Balances. You will notice that expenses are listed in the first column with revenues from that particular program reported to the right. The result is a net (expense)/revenue. The reason for this kind of format is to highlight the relative financial burden of each of the functions on the City's taxpayers.

Business-type Activities

In reviewing the net (expense)/revenue, the water sales and service function showed net operating income for the year of \$12,155. This function also had \$241,350 in capital contributions and \$10,709 in net non-operating expenses.

THE CITY'S FUNDS

GENERAL FUND BUDGETARY HIGHLIGHTS

The current year budget relied on the expectation of increases in property taxes and licenses and permits. The actual results were in line with budgeted expectations. Actual revenue categories exceeded budgeted amounts by \$218 thousand. Actual expenditures were \$95 thousand under budgeted amounts. As a result, the City ended the year with a fund balance that was \$313 thousand more than what was budgeted.

The following schedule presents a summary of general and special revenue fund revenues and expenditures for the fiscal year ended June 20, 2004, and the amount and percentage of increases and decreases in relation to the prior year.

Revenues		FYE 2004 Amount	Percent of Total	Increase (Decrease) From FYE 03	Percent Increase (Decrease)
Taxes	\$	369,156	23.19% \$	18,500	5.01%
Licenses and permits		719,081	45.18%	71,656	9.96%
Intergovernmental		246,936	15.51%	146,882	59.48%
Charges for services		233,359	14.66%	(414)	-0.18%
Fines and forfeitures		4,805	0.30%	2,705	100.00%
Interest		13,962	0.88%	1,165	8.34%
Miscellaneous		4,395	0.28%	(3,699)	-84.16%
Total revenues	\$	1,591,694	100.00% \$	236,795	

The decrease in charges for services is the result of a decrease in squad run fees.

The decrease in miscellaneous income is the result of a decrease in miscellaneous receipts.

Expenditures		FYE 2004 Amount	Percent of Total	Increase (Decrease) From FYE 03	Percent Increase (Decrease)
General government Police Fire Public works Recreation Debt service Capital outlay	\$	176,584 300,000 496,383 86,435 32,210 20,536 170,745	13.76% 23.38% 38.69% 6.74% 2.51% 1.60% 13.31%	\$ (326) 4,188 92,398 (17,263) 30,143 (25,759) 87,236	-0.18% 1.40% 18.61% -19.97% 93.58% -125.43% 51.09%
Total Expenditures	\$_	1,282,893	100.00%	\$ 170,617	

General government expenditures decreased as a result of lower professional fees in the current year.

Police expenditures increased as a result of higher fees for the inter-local agreement in the current year.

Fire expenditures increased as a result of increased personnel costs in the current-year.

Public works expenditures decreased as a result of lower repair and maintenance costs in the current year.

Recreation expenditures increased as a result of increased park maintenance costs in the current year.

Debt service expenditures decreased as a result of debt balances being lower in the current year.

Capital outlay expenditures increased as a result of increased purchases of capital equipment in the current year.

CAPITAL ASSET AND DEBT ADMINISTRATION

Capital Assets

At the end of 2004, the city had \$5.1 million invested in a broad range of capital assets, including buildings, park facilities, roads, and the utility system. This amount represents a net increase of \$650 thousand or 14.5%, over last year.

		Governn Activi			Busin Ac	ess- tiviti	• •
	_	2004	2003		2004		2003
Land	\$	35,000	35,000	\$ _	2,000	- \$ -	2,000
Buildings		451,008	451,008		_	•	_
Utility system		•••	-		3,660,466		3,206,634
Infrastructure		27,450	-		_		0,200,001
Improvements		1,332			_		_
Vehicles		591,367	471,732		_		_
Equipment		182,885	138,605		114,365		111,296
Furniture & fixtures		9,923	9,425		,		111,270
Totals	\$ =	1,298,965	1,105,770	\$_	3,776,831	\$_	3,319,930
This year's major additions included:	F	Pumper truck		_		· _	110.40
, and the same of		•	rauconto			\$	119,635
		Jtility system imp nfrastructure	overnerus				453,832
							22,450
		lew computers				_	14,489
	Į.	otal				\$_	610,406

Debt

At year-end, the City had \$478 thousand in outstanding debt compared to \$294 thousand last year. That is an increase of 63% as shown in the following table.

	 Governm Activiti		Busines Activ	• •	Total	s
	 2004	2003	2004	2003	2004	2003
Kentucky Infrastructure				-		
Authority						
(backed by fee revenues) Rural development bond	\$ - \$	- \$	242,001 \$	252,876 \$	242,001 \$	252,876
(backed by fee revenues)	-	-	209,000	-	209,000	_
Capital lease	 27,155	41,241	-	_	27,155	41,241
Totals	\$ 27,155 \$	41,241 \$	451,001 \$	252,876 \$	478,156 \$	294,117

CONTACTING THE CITY'S FINANCIAL MANAGEMENT

This financial report is designed to provide our citizens, taxpayers, customers, and creditors with a general overview of the City's finances and to show the City's accountability for the money it receives. If you have questions about this report or need additional financial information, contact the City Clerk/Treasurer at 31 Broadway, Dry Ridge, Kentucky.

William Cull Mayor

8

STATEMENT OF NET ASSETS

June 30, 2004

			Prim	ary Governme	ent	
	C	Sovernmental Activities	В	usiness-type Activities		Total
ASSETS						
Current Assets:					1	
Cash and cash equivalents	\$	1,027,098	\$	442,291	\$	1,469,389
Receivables		267,100	*	136,114	"	403,214
Prepaid insurance		61,924		,	1	61,924
Due from other funds		-		17,967		17,967
Capital assets:				.,,,,,,,,,,,		17,707
Land		35,000		2,000		37,000
Buildings		451,008	l	2,000		451,008
Utility system		-		3,660,466		3,660,466
Infrastructure		27,450		2,000,100		27,450
Improvements		1,332		_		1,332
Vehicles		591,367		_		591,367
Equipment	Ì	182,885		114,365		297,250
Furniture & fixtures		9,923	ĺ		1	9,923
Less accumulated depreciation		(646,249)		(1,638,760)	1	(2,285,009
TOTAL ASSETS		2,008,838	-	2,734,443	<u> </u>	4,743,281
LIABILITIES						
Current liabilities:						
Accounts payable	ļ	39,090		75.026	1	114.106
Accrued liabilities	l	11,511		75,036		114,126
Customer deposits		11,511		13,224 38,600		24,735
Due to other funds		17,967		36,000		38,600
Noncurrent liabilities:		17,907		-	ĺ	17,967
Due within one year		17,837		11,880		20.717
Due in more than one year		9,318		-	ĺ	29,717
TOTAL LIABILITIES	-	95,723		415,617 554,357		424,935
	-	73,723	_	334,337		650,080
NET ASSETS						
Invested in capital assets, net of related debt		625,561		1,710,574		2,336,135
Restricted for:	İ	040,001		1,710,274		4,550,155
Special revenue		24,309		_		24,309
Unrestricted		1,263,245		469,462		•
TOTAL NET ASSETS	\$ -	1,913,115	\$	2,180,036	φ.	1,732,707
	Ψ ==	1,213,113	Φ ==	4,100,030	\$:	4,093,151

				1
		-		
			,	A. (
				-

CITY OF DRY RIDGE, KENTUCKY BALANCE SHEET GOVERNMENTAL FUNDS June 30, 2004 Municipal Total General Aid Governmental Fund Fund **Funds ASSETS** Cash and cash equivalents \$ 1,002,789 24,309 1,027,098 \$ Taxes receivable 183,786 183,786 Other receivables 83,314 83,314 Prepaid insurance 61,924 61,924 TOTAL ASSETS 1,331,813 24,309 1,356,122 LIABILITIES AND FUND BALANCES Liabilities: Accounts payable \$ 39,090 \$ 39,090 Accrued liabilities 11,511 11,511 Due to other funds 17,967 17,967 Deferred revenue 11,307 11,307 Total liabilities 79,875 79,875 Fund balances: Unreserved, reported in: General fund 1,251,938 1,251,938 Municipal aid fund 24,309 24,309 Total fund balances 1,251,938 24,309 1,276,247. TOTAL LIABILITIES AND FUND BALANCES 1,331,813 24,309 Amounts reported for governmental activities in the statement of net assets are different because: Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds. 652,716 Other long-term assets are not available to pay for current-period expenditures and therefore, are deferred in the funds. 11,307 Long-term liabilities are not due and payable in the current period and therefore are not reported in the funds. (27, 155)Net assets of governmental activities.

1,913,115

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES GOVERNMENTAL FUNDS

For the Year Ended June 30, 2004

				T		50.52	
			General Fund		Municipal Aid Fund		Total Governmental Funds
REVENUES						T	
Taxes							
Licenses and permits		1 \$,		-	\$	369,156
Intergovernmental		ĺ	719,081		-	ĺ	719,081
Charges for services			246,936		29,686	l	276,622
Fines and forfeitures			233,359		-		233,359
Interest			4,805		-		4,805
Miscellaneous		İ	13,962		199		14,161
TOTAL REVENUES			4,395	_	-]	4,395
TO THE REVENOIS			1,591,694	_	29,885]	1,621,579
EXPENDITURES						İ	
Current:						ĺ	
General government			156.504	1		44,554	
Police			176,584		-		176,584
Fire	,		300,000		-		300,000
Public works			496,383		-		496,383
Streets			86,435	l	-		86,435
Recreation			22.210	1	12,744		12,744
Debt service principal			32,210		- [32,210
Debt service interest	•		18,426 2,110		-		18,426
Capital outlay			170,745		22.450		2,110
TOTAL EXPENDITURES	* * *		1,282,893	ļ	22,450		193,195
			1,202,093		35,194		1,318,087
Excess (deficiency) of revenues	4.4						
over (under) expenditures			308,801		(5 200)		202 402
			300,001		(5,309)		303,492
Net change in fund balances			308,801		(5,309)		303,492
Fund balances - beginning			943,137		29,618		972,755
		-		•	27,010	-	712,133
Fund balances - ending		\$ =	1,251,938	\$ _	24,309	\$ =	1,276,247
		<u> </u>				-	

RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES For the Year Ended June 30, 2004

For the Year Ended June 30, 2004 Amounts reported for governmental activities in the statement of activities (page 10) are different because: Net change in fund balances - total governmental fund (page 12) \$ 303,492 Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. This is the amount by which capital outlays exceeded depreciation in the current period 107,594 The issuance of long-term debt (e.g., bonds, leases_provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the current financial resources of governmental funds. Neither transaction, however, has any effect on net assets. This amount is the net effect of these differences in the treatment of long-term debt and related items. 18,426 Change in net assets of governmental activities 429,512

GENERAL FUND

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES -BUDGET AND ACTUAL

For the Year Ended June 30, 2004

	********************	000.000.000.000.000.000	093	ns reas dropped and a				
								Variance with
							1	Final Budget -
	<u> </u>	Budgete	d A	Amounts	_	Actual		Positive
		Original	+	Final	_	Amounts	\perp	(Negative)
REVENUES								
Taxes:	İ		ı					
Property	s	335,700	1	\$ 361,100			١.	
Licenses and permits	"	600,000		,	1 -	369,156	\$	0,000
Intergovernmental		373,100	1	615,000	Į.	719,081		104,081
Charges for services		,		178,200		246,936	1	68,736
Fines and forfeitures	İ	202,000		202,000	1	233,359		31,359
Interest		4,700	1	4,700		4,805	1	105
Miscellaneous		9,500		10,000		13,962		3,962
TOTAL REVENUES		1,000	-	2,900		4,395		1,495
TO THE KEY PENOLS		1,526,000	-	1,373,900	↓ .	1,591,694]	217,794
EXPENDITURES							l	
Current:			ı				}	
General government		195,825		206,025		100.004	l	
Police		300,000	İ	,		176,584		29,441
Fire	İ	669,915		300,000		300,000		-
Public works		103,400		528,850	ĺ	496,383		32,467
Recreation		20,000	ļ	103,400		86,435		16,965
Debt service principal		20,000		48,000		32,210		15,790
Debt service interest		- ,		19,000		18,426		574
Capital outlay		170.026		2,100		2,110		(10)
TOTAL EXPENDITURES	-	170,835		170,835	_	170,745		90
The state of the s	-	1,459,975		1,378,210	_	1,282,893	_	95,317
Excess (deficiency) of revenues		İ]
over (under) expenditures		66.026		44.040				į
··· (····, ····p·····ana)	-	66,025		(4,310)	_	308,801	_	313,111
Net change in fund balances		66,025		(4,310)		308,801		212.11.
	į	33,323		(4,510)		300,001		313,111
Fund balances - beginning	<u> </u>	943,137		943,137		943,137		
Fund balances - ending	_				-		_	
and parances - challk	\$	1,009,162	\$	938,827	\$_	1,251,938	\$	313,111
					_		===	

MUNICIPAL ROAD AID FUND

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES -BUDGET AND ACTUAL

For the Year Ended June 30, 2004

						Variance with
		n i i				Final Budget -
		Budgetee	i Ar		Actual	Positive
		Original		Final	Amounts	(Negative)
REVENUES						
Intergovernmental	\$	25,000	\$	25,000	\$ 29,686	\$ 4,686
Interest		500		500	199	(301
TOTAL REVENUES		25,500		25,500	29,885	4,385
EXPENDITURES						
Current:						
Streets		16,050		16,050	12,744	2 200
Capital outlay		22,450		22,450	22,450	3,306
TOTAL EXPENDITURES		38,500		38,500	35,194	3,306
Excess (deficiency) of revenues						
over (under) expenditures		(13,000)		(13,000)	(5,309)	7,691
			•			
Net change in fund balances		(12.000)		(4.2.2.2.)		ameidi ame
iver enauge in fund officies		(13,000)		(13,000)	(5,309)	7,691
Fund balances - beginning		29,618		29,618	29,618	distribute tijk Heliotop
9 15 1 W 4 H	-		-			1.1.11.11.11.11
Fund balances - ending	\$ <u>_</u>	16,618	\$	16,618	\$ 24,309	\$ 7,691
:			-			

STATEMENT OF NET A PROPRIETARY FUND	GE, KENTUCKY ASSETS	
June 30, 2004		
ASSETS		
Current Assets:		
Cash and cash equivalents		
Accounts receivable		\$ 442,29
Due from general fund		136,064
Total current assets		17,967 596,322
Noncurrent assets:		
Capital assets:		
Land		2,000
Utility system		3,660,466
Equipment		114,365
Less accumulated depreciation Total capital assets (net of	on ·	(1,638,760
accumulated deprecation)		
Total noncurrent assets		2,138,071 2,138,071
		- 1 2 13X 071
		2,130,071
TOTAL ASSETS	e e e e e e e e e e e e e e e e e e e	
IOTAL ASSETS JABILITIES Current liabilities: Accounts payable		2,734,393
JABILITIES Current liabilities: Accounts payable Accrued liabilities		2,734,393
IABILITIES Current liabilities: Accounts payable Accrued liabilities Accrued interest payable		2,734,393 75,036 6,696
IABILITIES Current liabilities: Accounts payable Accrued liabilities Accrued interest payable Customer deposits	testi – Alasi Lington – Alasi	2,734,393
ABILITIES Current liabilities: Accounts payable Accrued liabilities Accrued interest payable Customer deposits Bonds payable - current		2,734,393 75,036 6,696 6,528 38,600 11,880
IABILITIES Current liabilities: Accounts payable Accrued liabilities Accrued interest payable Customer deposits	testi – Alasi Lington – Alasi	2,734,393 75,036 6,696 6,528 38,600
IABILITIES Current liabilities: Accounts payable Accrued liabilities Accrued interest payable Customer deposits Bonds payable - current	testi – Alasi Lington – Alasi	2,734,393 75,036 6,696 6,528 38,600 11,880
Current liabilities: Accounts payable Accrued liabilities Accrued interest payable Customer deposits Bonds payable - current Total current liabilities	testi – Alasi Lington – Alasi	2,734,393 75,036 6,696 6,528 38,600 11,880 138,740
ACCOUNTS payable Accrued liabilities Accrued liabilities Accrued interest payable Customer deposits Bonds payable - current Total current liabilities	testi – Alasi Lington – Alasi	2,734,393 75,036 6,696 6,528 38,600 11,880
Current liabilities: Accounts payable Accrued liabilities Accrued interest payable Customer deposits Bonds payable - current Total current liabilities Noncurrent liabilities: Bonds payable	testi – Alasi Lington – Alasi	2,734,393 75,036 6,696 6,528 38,600 11,880 138,740 415,617
Current liabilities: Accounts payable Accrued liabilities Accrued interest payable Customer deposits Bonds payable - current Total current liabilities Noncurrent liabilities: Bonds payable Total noncurrent liabilities OTAL LIABILITIES		2,734,393 75,036 6,696 6,528 38,600 11,880 138,740 415,617 415,617
ACCOUNTS payable Accounts payable Accrued liabilities Accrued interest payable Customer deposits Bonds payable - current Total current liabilities Noncurrent liabilities: Bonds payable Total noncurrent liabilities OTAL LIABILITIES ET ASSETS Invested in capital assets, net of a		2,734,393 75,036 6,696 6,528 38,600 11,880 138,740 415,617 415,617
Current liabilities: Accounts payable Accrued liabilities Accrued interest payable Customer deposits Bonds payable - current Total current liabilities Noncurrent liabilities: Bonds payable Total noncurrent liabilities OTAL LIABILITIES		2,734,393 75,036 6,696 6,528 38,600 11,880 138,740 415,617 415,617 554,357

CITY OF DRY RIDGE, KENTUCKY STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS PROPRIETARY FUND For the Year Ended June 30, 2004 Operating revenues: Sewer service 529,854 Water service 352,380 Water station 11,057 Waste collection 39,821 Miscellaneous 6,584 Total operating revenues 939,696 Operating expenses: Cost of sales and services 838,764 Depreciation 88,777 Total operating expenses 927,541 Operating income (loss) 12,155 Nonoperating revenues (expenses): Interest income 5,937 Interest expense (16,646)Total nonoperating revenues (expenses) (10,709)Income (loss) before contributions 1,446 Capital contributions 241,350 Change in net assets 242,796 Total net assets - beginning 1,937,240 Total net assets - ending 2,180,036

CITY OF DRY RIDGE, KENTUCKY STATEMENT OF CASH FLOWS PROPRIETARY FUND For the Year Ended June 30, 2004	
CASH FLOWS FROM OPERATING ACTIVITIES Receipts from customers and users Payments to suppliers Payments to employees NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES	\$ 934,544 (633,990) (206,423) 94,131
Bond proceeds Capital contributions Purchases of capital assets Principal paid on capital debt Interest paid on capital debt NET CASH PROVIDED (USED) BY CAPITAL AND RELATED FINANCING ACTIVITIES	209,000 241,350 (456,901) (10,875) (16,646) (34,072)

CITY OF DRY RIDGE, KENTUCKY STATEMENT OF CASH FLOWS PROPRIETARY FUND For the Year Ended June 30, 2004		
CASH FLOWS FROM INVESTING ACTIVITIES	F	
Interest income		5.027
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES		5,937 5,937
Net increase in cash		65,996
Cash - beginning of period		376,295
		370,293
Cash - end of period	\$	442,291
Reconciliation of operating income to net cash		
provided (used) by operating activities		
Operating income (loss)	8	12,155
Adjustments to reconcile operating income	P	12,133
to net cash provided (used) by		
operating activities:		
Depreciation expense		88,777
Change to beginning net assets		13,179
(Increase) decrease in accounts receivable		(7,501)
(Increase) decrease in due from other funds		(17,967)
Increase (decrease) in accounts payable		4,391
Increase (decrease) in acrrued liabilities		(1,153)
Increase (decrease) in customer deposits		2,350
Increase (decrease) in due to other funds		(100)
Total adjustments	•	81,976
let cash provided by operating activities	\$	94,131
. 1	=	

NOTES TO FINANCIAL STATEMENTS

June 30, 2004

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the City of Dry Ridge, Kentucky, have been prepared in conformity with generally accepted accounting principles (GAAP) as applied to government units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The significant accounting policies of the City are described below.

Financial Reporting Entity

The City of Dry Ridge is a municipal corporation governed by an elected Mayor and sixmember City Council. As required by generally accepted accounting principles, these financial statements present all activities for which the City is considered to be financially accountable.

Government-wide Financial Statements

The government-wide financial statements (i.e., the statement of net assets and the statement of changes in net assets) report information on all of the non-fiduciary activities of the City. For the most part, the effect of inter-fund activity has been removed from these statements. Governmental activities, which are normally supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support.

The statement of activities demonstrates the degree to which direct expenses of a given function are offset by program revenues. Direct expenses are those clearly identifiable with a specific function. Program revenues include 1) charges to customers or applicants who purchase, use or directly benefit from goods, services or privileges provided by a given function or segment and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

Amounts paid to acquire capital assets are capitalized as assets in the government-wide financial statements, rather than reported as an expenditure. Proceeds of long-term debt are recorded as a liability in the government-wide financial statements, rather than as other financing sources. Amounts paid to reduce long-term indebtedness of the City are reported as a reduction of the related liability, rather than as an expenditure.

Measurement focus, basis of accounting and financial statement presentation

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting as are the proprietary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

NOTES TO FINANCIAL STATEMENTS

June 30, 2004

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay the liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

The City reports on the following funds:

The general fund is the City's primary operating fund. It accounts for all financial resources of the general government, except for those required to be accounted for in another fund.

The special revenue is used to account for the proceeds of specific revenue sources that are restricted to expenditures for specific purposes.

The City reports on the following proprietary fund:

The proprietary fund accounts for the activities of the City's water and sewer sales and services function.

Proprietary funds distinguish operating revenues and expenses from non-operating revenues and expenses. Operating revenues and expenses generally result from providing services in connection with a proprietary fund's principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Assets, liabilities and net assets or equity

Cash and Cash Equivalents

Cash and cash equivalents including demand deposits as well as short-term investments with an initial maturity date within three months of the date acquired by the City. The City is authorized by state statute to invest in:

- 1. Obligations of the United States and of its agencies and instrumentalities.
- 2. Certificates of deposit.
- 3. Banker's acceptances.
- 4. Commercial paper.
- 5. Bonds of other states or local governments.
- 6. Mutual funds

NOTES TO FINANCIAL STATEMENTS

June 30, 2004

Property Tax Receivable

Property taxes are levied as of November 1 values assessed on January 1. The billings are considered past due 60 days after the respective tax billing date at which time the applicable property is subject to lien, and penalties and interest are assessed.

Short-Term Inter-fund Receivables/Payables

During the course of operation, numerous transactions occur between individual funds for goods provided or services rendered. These receivables and payables are classified as "due from/to other funds" on the balance sheet. Short-term inter-fund loans are classified as "inter-fund receivables/payables".

Fixed Assets

General capital assets are those assets not specifically related to activities reported in the propriety fund. These assets are reported in the governmental activities column of the government-wide statement of net assets. Capital assets used by the proprietary fund are reported in the business type activities column of the government-wide statement of net assets.

The accounting and reporting treatment applied to capital assets associated with a fund are determined by its measurement focus. General capital assets are long-lived assets of the City as a whole. When purchased, such assets are recorded as expenditures in the governmental funds and capitalized (recorded and accounted for) in the General Fixed Asset Account Group. Infrastructure such as street, traffic signals and signs are capitalized. The valuation basis for general capital assets are historical costs, or where historical cost is not available, estimated historical cost based on replacement cost.

Capital assets used in operations are depreciated over their estimated useful lives using the straight-line method in the government-wide financial statements. Depreciation is charged as an expense against operations and accumulated depreciation is reported on the respective balance sheet. The range of lives used for depreciation purposes for each fixed asset class are as follows:

Buildings	40 years
Public Domain Infrastructure	40 years
Improvements	10 years
Vehicles	7 years
Machinery & Equipment	5 years
Furniture & Fixtures	5 years

NOTES TO FINANCIAL STATEMENTS

June 30, 2004

Compensated Absences

Vested or accumulated vacation leave that is expected to be liquidated with expendable available financial resources is reported as an expenditure and a fund liability of the governmental fund that will pay it. Vacation pay and sick pay (for qualifying employees) is accrued when incurred and reported as a fund liability.

Long-term Obligations

The accounting treatment of long-term debt depends on whether the assets are used in governmental fund operations or proprietary fund operations and whether they are reported in the government-wide or fund financial statements.

In the government-wide financial statements, and proprietary fund types in the fund financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities or proprietary fund type statement of net assets.

Long-term debt for governmental funds is not reported as liabilities in the fund financial statements. The debt proceeds are reported as revenue and payment of principle and interest reported as expenditures. The accounting for the proprietary fund is the same in the fund statements as it is in the government-wide statements.

Fund Equity

Net assets is the difference between assets and liabilities. Net assets invested in capital assets, net of related debt are capital assets, less accumulated depreciation and any outstanding debt related to the acquisition, construction or improvement of those assets.

In the fund financial statements, government funds report reservations of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose. Designations of fund balance represent tentative management plans that are subject to change.

Revenues, Expenditures and Expenses

Operating Revenues and Expenses

Operating revenues and expenses for the proprietary fund are those that result from providing services and producing and delivering goods and/or services. It also includes all revenue and expenses net related to capital and related financing, non-capital financing or investing activities.

CITY OF DRY RIDGE, KENTUCKY NOTES TO FINANCIAL STATEMENTS June 30, 2004

Inter-fund Transactions

Quasi-external transactions are accounted for as revenues, expenditures or expenses. Transactions that constitute reimbursements to a fund for expenditures/expenses initially made from it that are properly applicable to another fund, are recorded as expenditures/expenses in the reimbursing fund and as reductions of expenditures/expenses in the fund that is reimbursed.

Use of Estimates

Management uses estimates and assumptions in preparing financial statements. These estimates and assumptions affect the reported amounts of assets and liabilities, the disclosures of contingent assets and liabilities, and the reported revenues and expenditures. Actual results could differ from those estimates.

NOTE B - STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY

The City follows these procedures in establishing the budgetary data reflected in the financial statements:

- A. In accordance with City ordinance prior to June 1, the Mayor submits to the City Council, a proposed operating budget for the fiscal year commencing the following July 1. The operating budget includes proposed expenditures and the means of financing them for the upcoming year.
- B. A public meeting is conducted to obtain taxpayer comment.
- C. Prior to June 30, the budget is legally enacted through passage of an ordinance.
- D. The Mayor is required by Kentucky Revised Statute to present a quarterly report to the City Council explaining any variance from the approved budget.
- E. Appropriations continue in effect until a new budget is adopted.

CITY OF DRY RIDGE, KENTUCKY NOTES TO FINANCIAL STATEMENTS June 30, 2004

NOTE C - DEPOSITS

The City maintains deposits with financial institutions insured by the Federal Deposit Insurance Corporation (FDIC). As allowed by law, the depository bank should pledge securities along with FDIC insurance at least equal to the amount on deposit at all times.

As of June 30, the City had cash and cash equivalents of \$1,469,389.

NOTE D - CAPITAL ASSETS AND DEPRECIATION

Capital assets activity for the year ended June 30, 2004 was as follows:

	_	Balance June 30, 2003		Additions		Retirements/ Deletions		Balance June 30, 2004
Governmental activities:			,				•	, CONTROL OF THE PARTY OF THE P
Land	\$	35,000	\$		\$	-	\$	35,000
Buildings		451,008		~		-		451,008
Infrastructure		•		27,450		-		27,450
Improvements		-		1,332				1,332
-Vehicles		471,732		119,635		-	**************************************	591,367
Equipment		138,605		44,280		_		182,885
Furniture & fixtures		9,425		498		**	1.	9,923
Subtotal		1,105,770		193,195		. <u>-</u>		1,298,965
Accumulated depreciation	า:		: -		•			1 1 1 1
Buildings		(241,250)		(11,275)		_		(252,525)
Infrastructure				(574)		-		(574)
Improvements	77.	-		(40)				(40)
Vehicles	•	(247,943)		(41,637)		_		(289,580)
Equipment		(67,289)	•	(30,101)				(97,390)
Furniture & fixtures	s	(4,166)		(1,974)				(6,140)
Subtotal		(560,648)	_	(85,601)	_	_	-	(646,249)
Net capital assets	\$	545,122	\$_	107,594	\$ _	Wilders and the second	\$_	652,716

CITY OF DRY RIDGE, KENTUCKY NOTES TO FINANCIAL STATEMENTS June 30, 2004

Depreciation was charged to functions as follows:

Governmental activities:

General Government	\$	9.730
Fire	т	56,575
Public Works		12,523
Parks		,
Total Government activities depreciation expense	_	6,773
rotal covariation activities deplediction expense	\$	85,601

The following is a summary of changes in fixed assets in the proprietary fund:

Business-type activities;	_	Balance June 30, 2003	Additions	- ,	Retirements Deletions	s/	Balance June 30, 2004
Not being depreciated							i Table 1
Land	\$	2,000 \$	_	\$	_	¢	2,000
Subtotal	•	2,000	-	Ψ.	MATERIAL STATES	Ψ	
Other capital assets:							2,000
Utility system		3,206,634	453,832	ujinanovoje.		216696169 -	3,660,466
Equipment	:	111,296	3,069		, 1,13		· · · · · · · · · · · · · · · · · · ·
Subtotal Subtotal		3,319,930	456,901	-			3,776,831
Accumulated depreciation	-			.			3,776,031
Utility system		(1,489,507)	(81,344)		· · · · · · · · · · · · · · · · · · ·		(1,570,851)
Equipment		(60,476)	(7,433)				(67,909)
Subtotal		(1,549,983)	(88,777)		_	•	(1,638,760)
The sett Nick a south of the set	<u>.</u>	4,410,241		_		•	
Net capital assets	,\$ <u></u>	1,769,947 \$	368,124	\$ _	- Hitchard Control of the Control of	\$.	2,138,071
•							

NOTES TO FINANCIAL STATEMENTS

June 30, 2004

NOTE E - LONG-TERM DEBT

Bonds payable – enterprise funds

The City has the following bonds payable in connection with water and sewer line improvements. Revenues from the water and sewer system are pledged for the payment of the principal and interest on the notes.

Date of	Interest	Maturity		Balance
Issuance	Rate	Date		06/30/2004
07/01/1993	5.200%	07/01/2016	\$	242,001
09/25/2003	3.500%	01/01/2043		209,000
			4	451,001

The following is a schedule of future debt service requirements to maturity at June 30, 2004:

Year ended	KIA BO	DNC	RURAL DEVI	ELOPMENT.	
June 30,	Principal	Interest	Principal	Interest	
2005	11,880	12,161	a emi sirii io c	3,658	
2006	12,654	11,497	2,000	7,315	
2007	13,569	10,777	2,100	7,245	
2008	14,540	9,997	2,200	7,172	
2009	14,412	9,178	2,300	7,095	
2010-2014	86,274	31,766	13,300	34,185	
2015-2019	88,672	5,661	16,900	31,612	
2020-2024	A TO A STATE OF	Contract than	21,500	28,350	
2025-2029	milan zoroś 50 i	nemalite (Evalo	27,200	24,213	
2030-2034		-	34,600	18,953	
2035-2039	do ad your it	iformatic whi	43,700	12,299	
2040-2044	inektor kenti	ulsville Road, I	43,200	3,857	
Total	242,001	91,037	209,000	185,954	
	CONTRACTOR OF THE PARTY OF THE	PERSONAL PROPERTY AND ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDRESS OF THE PERSON ADDR			

Capital Leases

The City has entered into lease agreements for financing the acquisition and construction of various fixed assets. The assets recorded under capital leases include \$143,100 in machinery and equipment.

These lease agreements qualify as capital leases for accounting purposes (titles transfer at the end of the lease terms) and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception.

NOTES TO FINANCIAL STATEMENTS

June 30, 2004

The following is a schedule of the future minimum lease payments under these capital leases, and the present value of the net minimum lease payments at June 30, 2004.

	Year Ended		
1,(6.4.18	June 30		Amount
	2005	n Dia	18,957
	2006	n siir d	9,479
Total minin	num lease payments		28,436
Less amoui interest	nt representing	6,00 0016 Xxa	(1,281)
	ue of future lease payments	\$_	27,155

NOTE F - CLAIMS AND JUDGMENTS

Amounts received or receivable from grantor agencies are subject to audit and adjustment by grantor agencies, principally the federal government. Any disallowed claims including amounts already collected, may constitute a liability of the applicable funds. The amounts, if any, of expenditures which may be disallowed by the grantor cannot be determined at this time although the City expects such amounts, if any, to be immaterial.

NOTE G - EMPLOYEE RETIREMENT SYSTEM

County Employees Retirement System (CERS)

City employees who work at least 100 hours per month participate in the County Employees Retirement System (CERS). Under the provision of Kentucky Revised Statute 61.645, the Board of Trustees of Kentucky Retirement Systems administers the CERS.

The plan issues separate financial statements, which may be obtained by request from Kentucky Retirement Systems, 1260 Louisville Road, Frankfort, Kentucky 40601.

Plan Description – CERS is a cost-sharing multiple-employer defined benefit pension plan that cover substantial all regular full-time members employed in positions of each county and school board, and any additional eligible local agencies electing to participate in the System. The plan provides for retirement, disability, and death benefits to plan members. Retirement benefits may be extended to beneficiaries of plan members under certain circumstances. Cost-of-living (COLA) adjustments are provided at the discretion of the state legislature.

NOTES TO FINANCIAL STATEMENTS

June 30, 2004

Non-hazardous Contributions – For the year ended June 30, 2004, plan members were required to contribute 5% of their annual creditable compensation. Participating employers were required to contribute at an actuarially determined rate. Per Kentucky Revised Statute Section 61.565(3), normal contribution and past service contribution rates shall be determined by the Board on the basis of an annual valuation last preceding July 1 of a new biennium. The board may amend contribution rates as of the first day of July of the second year of a biennium, if it is determined on the basis of a subsequent actuarial valuation that amended contribution rates are necessary to satisfy requirements determined in accordance with actuarial bases adopted by the Board. For the year ended June 30, 2004, participating employers contributed 7.34% of each employee's creditable compensation. The actuarially determined rate set by the Board for the year ended June 30, 2004 was 7.34% of creditable compensation. Administrative costs of Kentucky Retirement System are financed through employer contributions and investment earnings.

Hazardous Contributions – For the year ended June 30, 2004, plan members were required to contribute 8% of their annual creditable compensation. The state was required to contribute at an actuarially determined rate. Per Kentucky Revised Statute Section 61.565(3), normal contribution and past service contribution rates shall be determined by the Board on the basis of an annual valuation last preceding the July 1 of a new biennium. The Board may amend contribution rates as of the first day of July of the second year of a biennium, if it is determined on the basis of a subsequent actuarial valuation that amended contribution rates are necessary to satisfy requirements determined in accordance with actuarial bases adopted by the Board. For the year ended June 30, 2004, participating employers contributed 18.51% of each employee's creditable compensation. The actuarially determined rate set by the Board for the year ended June 30, 2004 was 18.51% of creditable compensation. Administrative costs of KRS are financed through employer contributions and investment earnings.

The required contribution and the actual percentage contributed for the City the current and previous two years are as follows:

Year	Contribution	Contributed
2004	\$ 58,655	100%
2003	\$ 46,286	100%
2002	\$ 38,600	100%

NOTE H - CONTINGENT LIABILITIES

The City is a defendant in various lawsuits. Although the outcome of these lawsuits is not presently determinable, in the opinion of the City's Attorney the resolution of these matters will not have a material adverse effect on the financial condition of the government.

CITY OF DRY RIDGE, KENTUCKY NOTES TO FINANCIAL STATEMENTS

June 30, 2004

NOTE I - RISK MANAGEMENT

The City is exposed to various risks of losses related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees, and natural disasters. The City has obtained insurance coverage through a commercial insurance company. In addition, the City has effectively managed risk through various employee education and prevention programs through the efforts and cooperation of its risk manager and department heads. All risk general liability management activities are accounted for in the General Fund. Expenditures and claims are recognized when probable that a loss has occurred and the amount of loss can be reasonably estimated.

The City Attorney estimates that the amount of actual potential claims against the City as of June 30, 2004, will not materially affect the financial condition of the City. Therefore, the General Fund contains no provision for estimated claims. No claim has exceeded insurance coverage amounts in the past three fiscal years.

NOTE J - FRAUD

Subsequent to the current financial statement date, irregularities were discovered in the financial records of the City Clerk's Office. An investigation by our Certified Public Accountants disclosed that an employee of the City had misappropriated funds amounting to \$83,357 over a three year period. A criminal investigation led to a plea bargaining arrangement that included full restitution of the embezzled funds and an additional payment to reimburse the city for accounting and legal costs. The total payment recovered by the city on December 2, 2004 amounted to \$105,089. The city recorded a receivable as of June 30, 2004 in the General Fund in the amount of \$83,357.

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REPORT ON COMPLIANCE AND ON INTERNAL CONTROL OVER FINANCIAL REPORTING BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

The Honorable William Cull, Mayor and Members of City Council City of Dry Ridge, Kentucky

We have audited the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of City of Dry Ridge, Kentucky (the City), as of and for the year ended June 30, 2004, which collectively comprise the City's basic financial statements and have issued our report thereon dated May 10, 2005. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States,

Internal Control Over Financial Reporting

In planning and performing our audit, we considered the City's internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinions on the financial statements and not to provide an opinion on the internal control over financial reporting. However, we noted certain matters involving the internal control over financial reporting and its operation that we consider to be reportable conditions. Reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control over financial reporting that, in our judgment, could adversely affect the City's ability to record, process, summarize, and report financial data consistent with the assertions of management in the financial statements. Reportable conditions are described below.

Documentation of Accounting Policies and Procedures

Background

Communication is an essential component of a comprehensive framework of internal controls. One method of communication that is particularly effective for controls over accounting and financial reporting is the formal documentation of accounting policies and procedures. A well-designed and properly maintained system of documenting accounting policies and procedures enhances both accountability and consistency. The resulting documentation also can serve as a useful training tool for staff.

Recommendation

Every City should document its accounting policies and procedures. Traditionally, such documentation has taken the form of an accounting policies and procedures manual. Accounting policies and procedures should be promulgated by an appropriate level of management to emphasize their importance and authority. The documentation of accounting policies and procedures should be updated periodically according to a predetermined schedule. Changes in policies and procedures that occur between these periodic reviews should be updated in the documentation promptly as they occur. A specific employee should be assigned the duty of overseeing this process. Management is responsible for ensuring that this duty is performed consistently. The documentation of accounting policies and procedures should be readily available to all employees who need it. It should delineate the authority and responsibility of all employees, especially the authority to authorize transactions and the responsibility for the safekeeping of assets and records. Likewise, the documentation of accounting policies and procedures should indicate which employees are to perform which procedures. Procedures should be described as they are actually intended to be performed rather than in some idealized form. Also, the documentation of accounting policies and procedures should explain the design and purpose of control-related procedures to increase employee understanding of and support for controls.

Enhancing Management Involvement with Internal Control

Background

While a City's independent auditors and similar outside parties often can provide valuable assistance to management in meeting its internal control related responsibilities, their contribution can never be a substitute for management's direct and informed involvement with internal control. Ultimately, it is the responsibility of appropriate elected officials to ensure that the managers who report to them fulfill their responsibility for implementing and maintaining a sound and comprehensive framework of internal control.

Recommendation

We recommend that the City Clerks and appropriate elected officials obtain the information and training needed to meaningfully take responsibility for internal control. In particular, they should obtain a sound understanding of the essential components of a comprehensive framework of internal control. They also should ensure that all employees responsible in any way for internal control receive the information and training they need to fulfill their particular responsibilities. Documented internal control procedures should include some practical means for lower level employees to report instances of management override of controls that could be indicative of fraud.

We further recommend that management periodically evaluate relevant internal control procedures to satisfy themselves that those procedures 1) are adequately designed to achieve their intended purpose, 2) have actually been implemented, and 3) continue to function as designed. Evaluations should also encompass the effectiveness and timeliness of the City's response to indications of potential control weaknesses generated by internal control procedures. In addition, we recommend that upon completion of any evaluation of internal control procedures management determine what specific actions are necessary to remedy any disclosed weaknesses. A corrective action plan with an appropriate timetable should be adopted. There should be follow-up on the corrective action plan to ensure that it has been fully implemented on a timely basis.

Use a Lockbox System

Currently, most tax and customer payments are received by employees in the City Clerk's office, who process and deposit them. To more effectively manage cash, we suggest that a lockbox system be established for as many revenue sources as possible. This process, while perhaps somewhat more costly in terms of bank charges, is more efficient and will insure maximum cash control and the timely deposit of all taxpayer and customer remittances.

Segregation of Duties: Cash Disbursements, Payroll, General Ledger, and Bank Reconciliation

Due to the limited number of people working in the office, many critical duties are combined and given to the available employees. Presently, a single individual prepares and signs checks, reconciles bank accounts, performs all payroll duties as well as maintains the general ledger. To the extent possible, duties should be segregated to serve as a check and balance on the employee's integrity and to maintain the best control system possible.

Cash Management

While clearly there generally exists an excess of cash balances, there are currently no plans in place that could take advantage of this situation. Our review of the year end cash balances and related activity indicated that management could much more effectively control and manage cash, which would result in an improved utilization of the City's funds and earnings from this practice. The following procedures are suggestions on how to improve this area:

- Cash-flow analysis should be prepared and reviewed periodically by management.
- Immediate and long-term cash needs should be forecasted and updated periodically based upon management's review and changing conditions.
- Excess cash on hand should be used to reduce the City's outstanding debt or be invested in short-term investments.

Consider Using an Outside Payroll Service

Currently, the City's payroll is prepared internally by the accounting department by using the payroll system included in the accounting software. We recommend that an outside payroll service be considered so that the administrative time, which includes preparing the payroll and filing the quarterly and year-end reports, could be better utilized in other areas. Since payroll is one of the largest city expenses it is important that a segregation of duties be maintained.

A material weakness is a reportable condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements caused by error or fraud in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. Our consideration of the internal control over financial reporting would not necessarily disclose all matters in the internal control that might be reportable conditions and, accordingly, would not necessarily disclose all reportable conditions that are also considered to be material weaknesses. However, we believe none of the reportable conditions described above is a material weakness.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the City's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

This report is intended for the information of the Mayor, City Council and management. However, this report is a matter of public record and its distribution is not limited.

Husle & Hund

May 10, 2005