CITY OF LAKELAND TENNESSEE

ANNUAL BUDGET

FISCAL YEAR 2021

QUALITY VALUE EDUCATION

CITY OF LAKELAND · TENNESSEE
1977

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City Officials

Pictured left to right: Michele Dial, Richard Gonzales, Jr., Mike Cunningham, Wesley Wright, Josh Roman

MAYOR
Mike Cunningham (2022*)

COMMISSIONERS
Josh Roman, Vice Mayor (2020*)
Michele Dial (2022*)
Richard Gonzales, Jr. (2022*)
Wesley Wright (2020*)

CITY JUDGE
Kim Koratsky

CITY ATTORNEY
Will Patterson
Wiseman Bray PLLC

CITY MANAGER
Shane A. Horn

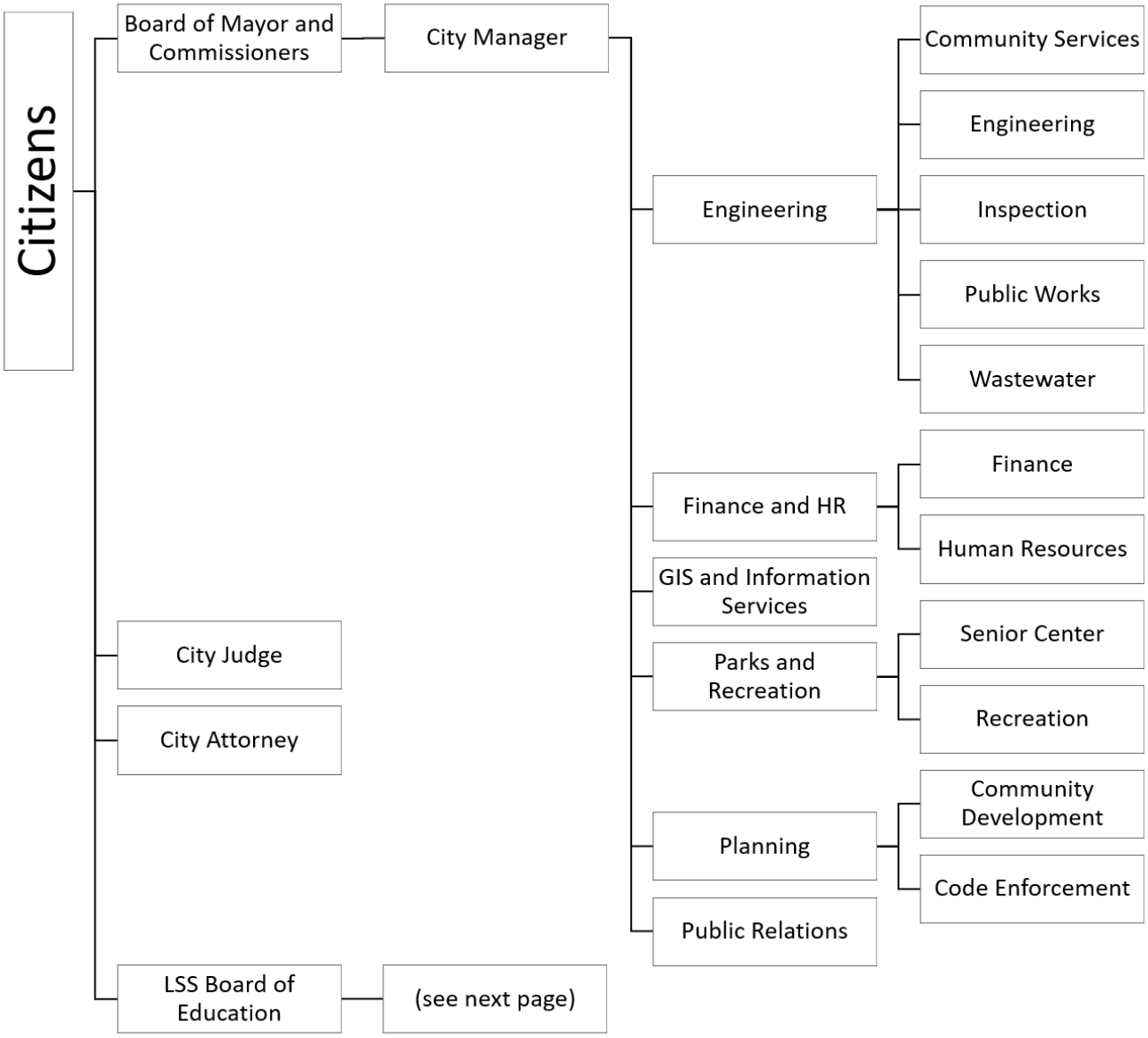
DEPARTMENT DIRECTORS

City Engineer ..... Emily Harrell
Finance and Human Resources Director ..... Michael L. Walker, CPA
GIS and Information Services Director ..... Josh Thompson
Parks and Recreation Director ..... Patrick O'Mara
Planning Director ..... Open

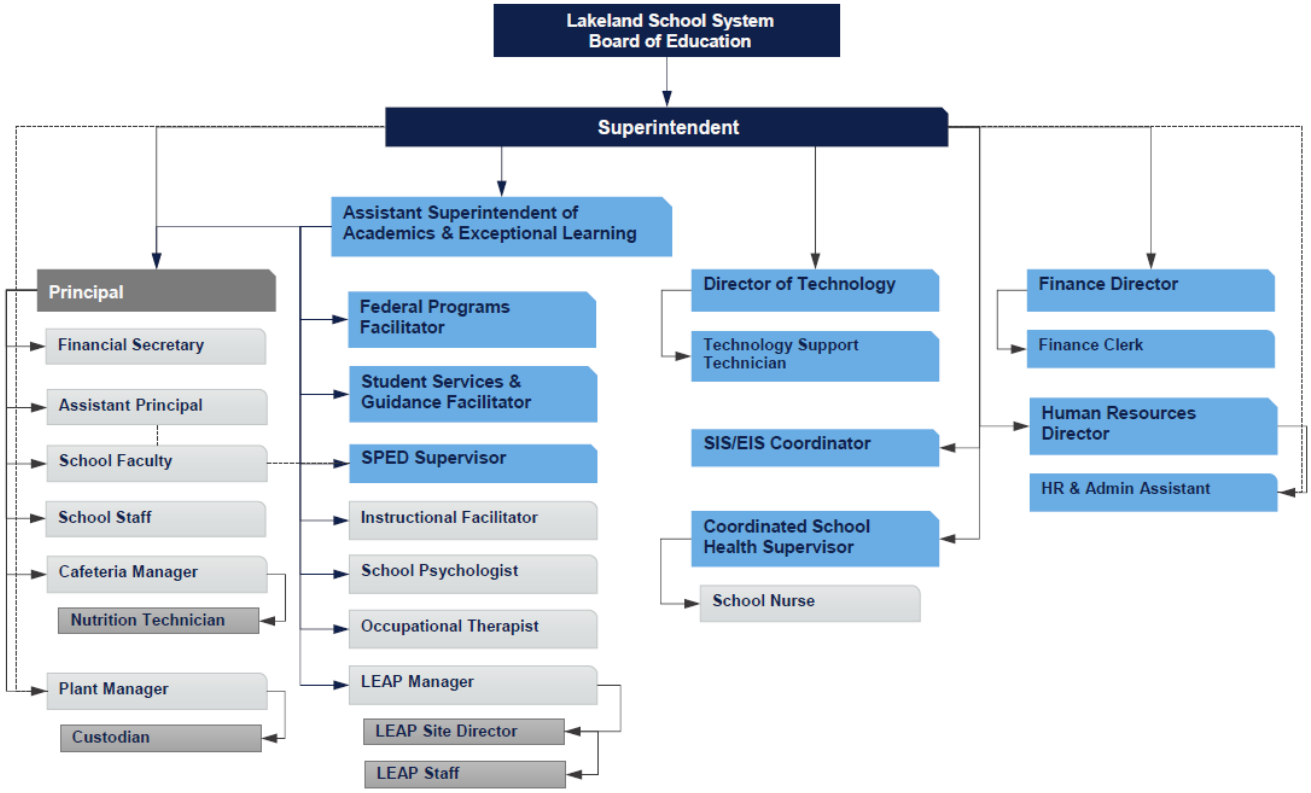
BOARD OF EDUCATION OFFICIALS

Chairman ..... Kevin Floyd
Vice Chairman ..... Laura Harrison
Board Member ..... Jeremy Burnett
Board Member ..... Michelle Childs
Board Member ..... Deborah Thomas
Superintendent ..... William E. Horrell, III
Finance Director ..... Jessie Rosales

Organization Chart



Organization Chart (Continued)



CITY OF
LAKELAND
TENNESSEE

10001 US Highway 70 • Lakeland, TN 38002
Phone: (901) 867-2717 | Fax: (901) 867-2063

June 11, 2020

Citizens of Lakeland,

Every fiscal year the City of Lakeland Board of Commissioners has the honor and responsibility of appropriating funds for the delivery of city services, expansion of needed infrastructure, funding of our award-winning school system, and accomplishment of the city's mission to provide the highest quality of life for our citizens and constituents. For the first time, the City of Lakeland is presenting a comprehensive annual budget that encompasses our strategic vision, sound fiscal policies, capital improvement plan, and planned expenditures while providing our citizens valuable information about our financial direction for the upcoming fiscal year.

The FY2021 Annual Budget is a balanced, fiscally sound budget preserving the city's resources for future needed infrastructure improvements. This is the result of untold hours of collaboration, review, and discussion by the city's leadership as we understand our primary responsibility as elected officials and that of city staff is to manage and utilize resources available to maintain a quality of life that the citizens of Lakeland expect.

The fiscal year 2021 budget provides funding for the continued design and construction of Lakeland School System's new high school, the completion of a new athletic complex, and continued roadway improvements throughout the city. Every aspect of this document has been subjected to thoughtful planning and due diligence and reflects the desire of the Board of Commissioners to maintain and improve the quality of life for our citizens. Being mindful of our responsibility to be good stewards of citizen tax dollars, this budget has been balanced without an increase to our property tax rate.

This annual budget document would not have been possible without the hard work and dedication of the City of Lakeland's faithful and committed team - our city staff. We, as the Board of Commissioners, look forward to the execution of this annual budget under our continued oversight and direction. The Board of Commissioners and I thank each and every one of our staff for their continued support of the City of Lakeland.

Mike Cunningham, *Mayor*
City of Lakeland, Tennessee

Executive Summary

This document represents the City of Lakeland's first comprehensive and robust Annual Budget and represents the results of countless hours of data accumulation and review, financial and operating projections, and coordination between City and Lakeland School System ("LSS") staff and boards. This work was completed in the midst of an unprecedented time in the spring of 2020 as the local, state, national, and global community attempted to respond and project operating budgets in response to any impacts of the outbreak of the novel Coronavirus (COVID-19) pandemic.

The Annual Budget is driven by the City's *Mission*, *Vision Statem*ents, and *Financial Policies*. The short-term factors that affected the development of this Annual Budget included 1) uncertainty over consumer-spending-related revenues due to the COVID-19 pandemic, 2) the mitigation of these uncertainties due to the City's strong fund balance position and planned initial phases of retail developments beginning within the fiscal year, 3) the need for capital infrastructure to support the City's parks and recreation functions, and 4) other budgetary considerations as outlined below. City services are planned and budgeted to meet or exceed the service levels in the currently ending fiscal year, including the addition of additional staff to support the City's vision as a positive business climate to encourage business development (an additional Construction Inspector) and the City's vision to encourage a greater sense of community through improvements to the recreation programs (an additional Recreation Coordinator). This Annual Budget places greater importance on the development of additional recreational facilities and fields than does prior City annual budgets, including the annual budget for fiscal year 2020. Additionally, this Annual Budget appropriates funds for the planned construction of a new high school facility.

To address the short-term factors noted above, and in conjunction with consideration of the long-term financial plan ("LTFP") included in this Annual Budget, the budget is prepared with no planned use of unassigned fund balance in fiscal year 2021. The projects prioritized for the fiscal year included in the *LTFP and CIP* section are funded through current financial resources or committed and assigned fund balance. As more information is available as to the extent and nature of the impact of consumer-spending-related revenues, the City will follow its *Financial Policies* in terms of analyzing the need to amend this budget.

Summary of Budgetary Considerations

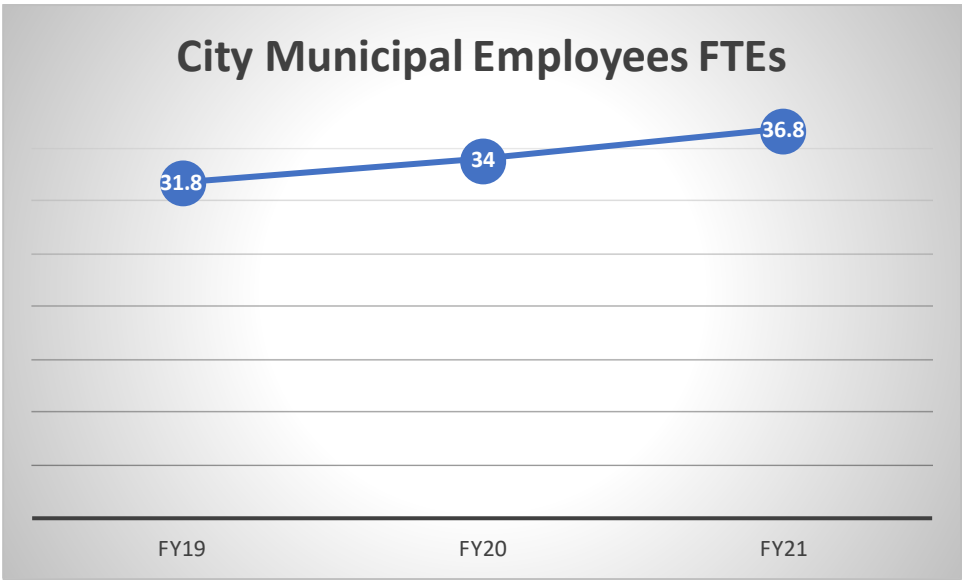
City of Lakeland Funds

The City of Lakeland (the "City") developed its fiscal year 2021 budget with the following underlying assumptions and factors:

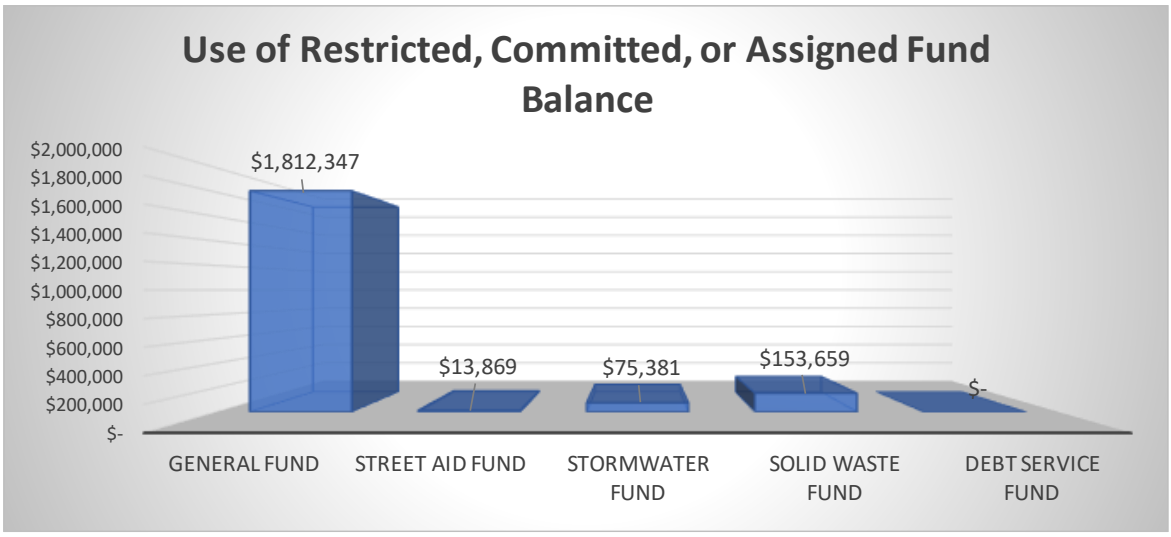
- Personnel costs are budgeted based upon these factors:
  - A City-wide cost-of-living adjustment of two (2) percent for all employees (comparable with prior fiscal years)
  - A one (1) percent merit increase pool to be allocated based upon employee performance and evaluations (comparable with prior fiscal years)
  - A City minimum starting hourly rate of $14 per hour for entry-level positions (an increase of approximately $1 per hour of previous starting rates)
  - Employees are focused upon as a valuable City resource, which includes the appropriation of budgeted funds for training, certifications, and related travel costs
  - Increase in salary levels for certain directors and other roles to ensure Lakeland remains a competitive employer in the local talent and retention market
  - Healthcare costs are budgeted to increase six (6) to seven (7) percent
  - The City-paid portion of medical benefits for employees has been increased to eighty (80) percent for dependent and family coverage to further ensure Lakeland remains a competitive employer in the local talent and retention market
  - The addition of two (2) full-time positions for an additional construction inspector and an additional recreation coordinator
- More information on factors impacting personnel costs can be found in the *Personnel Management* section of this document

Summary of Budgetary Considerations - continued

City of Lakeland Funds - continued



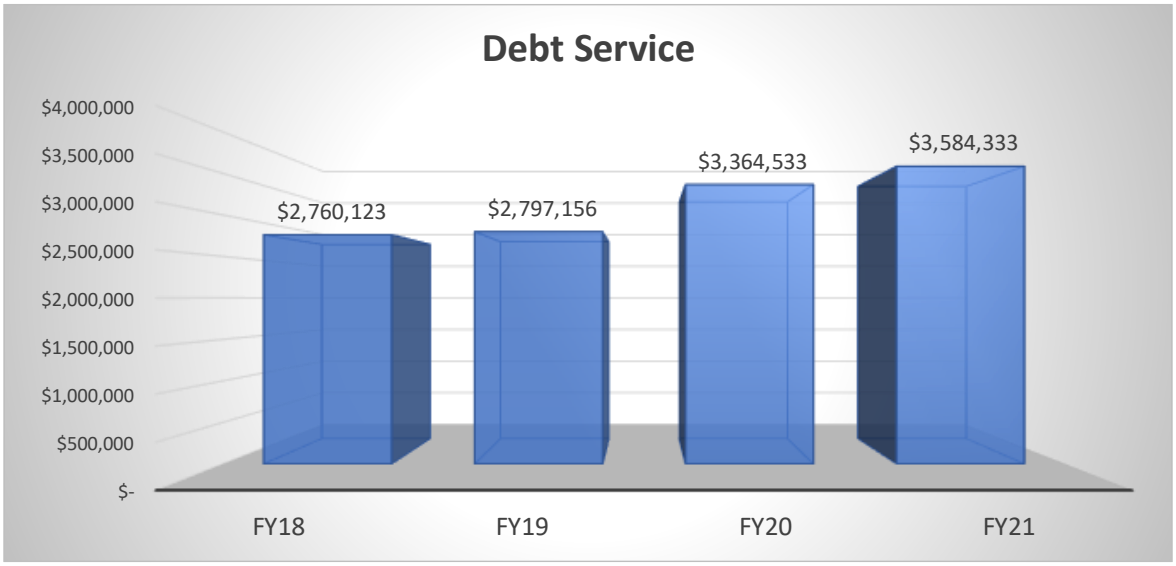
- The City's property tax rate is budgeted to remain at $1.24 per $100 of assessed value
- In certain cases, use of fund balance is planned to facilitate a balanced budget for fiscal year 2021 – yet the City has no planned use of fund balance in fiscal year 2021 from unassigned fund balance reserves
    - Use of fund balance in the General Fund is limited to use for committed or assigned purposes for education funding and planned capital projects, including the use of assigned fund balance for athletic fields
    - Use of restricted and/or committed fund balance from City special revenue funds is for planned capital projects
    - The uses above are all permissible uses of City fund balance outlined in the City's fund balance policy (see *Financial Policies* section of this document)



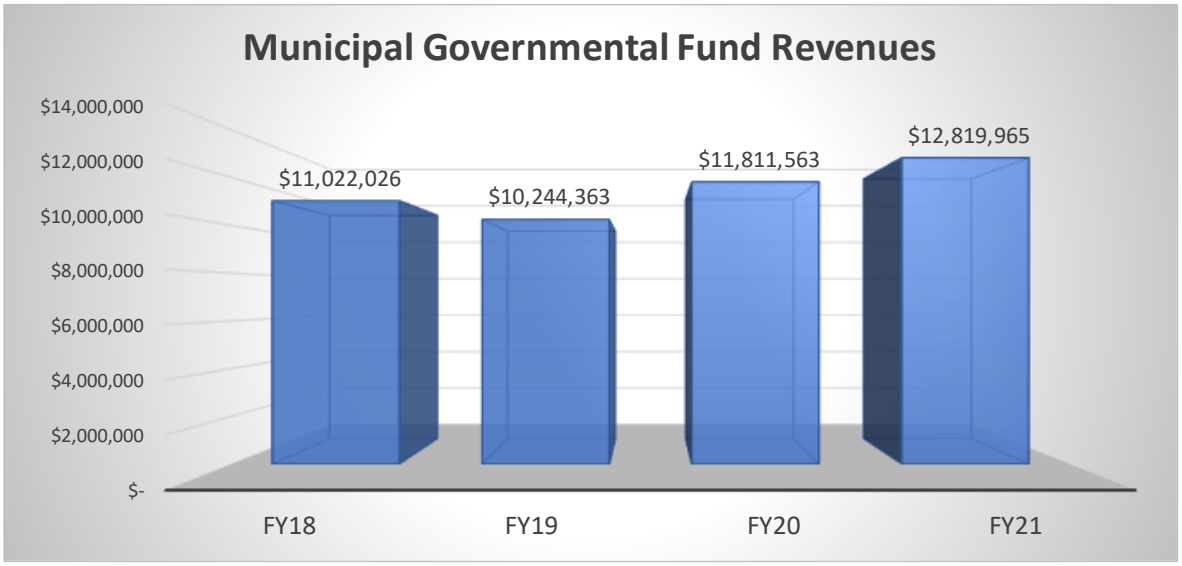
Summary of Budgetary Considerations - continued

City of Lakeland Funds - continued

- No additional debt issuance is anticipated for fiscal year 2021
- Debt service – including principal, interest, and related charges – is anticipated to increase by 6.5 percent during fiscal year 2021



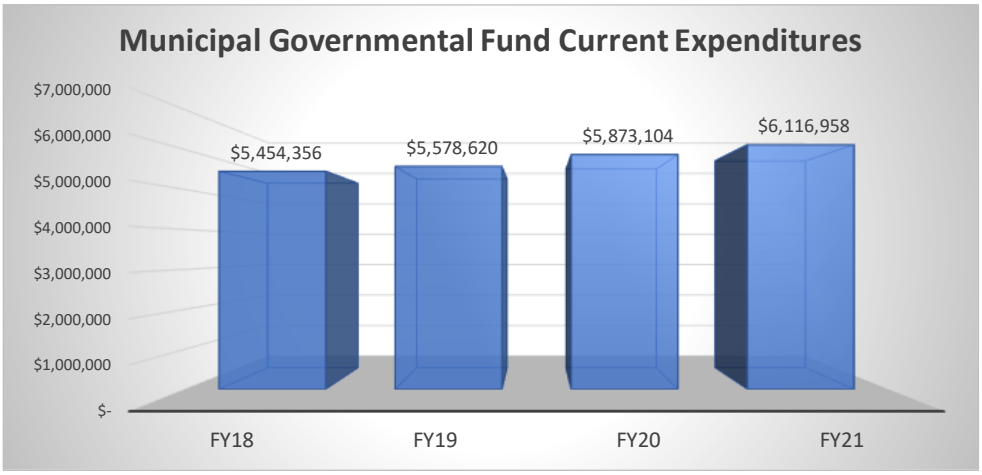
- Resources available to fund fiscal year 2021 appropriations, and the analysis and projection methodology related to their projection, are addressed in the *Revenues and Other Financing Sources* section of this document
- City municipal governmental fund revenues are projected to grow by 8.5 percent in fiscal year 2021



Summary of Budgetary Considerations - continued

City of Lakeland Funds - continued

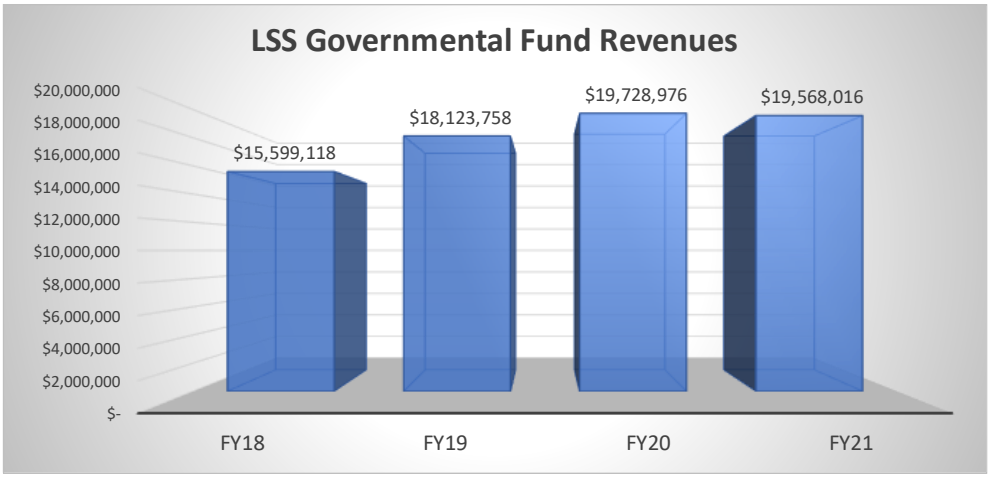
- Appropriated expenditures for capital projects are based upon the City's five-year CIP projections, found in the *LTFP and CIP* section of this document
- Appropriated current expenditures (i.e. not including capital projects and debt service) for City municipal governmental funds are projected to increase by 4.2 percent in fiscal year 2021



LSS Funds

The Lakeland School System ("LSS") developed its fiscal year 2021 budget with the following assumptions:

- 1,900 Students (+120)
  - 1,000 Students at LES
  - 900 Students at LMPS
- 52 Regular Lakeland Elementary School (LES) Teachers (+4)
- 37 (+3) Regular Lakeland Preparatory School (LPS) Teachers
- No requests for additional operational funds from City of Lakeland
- Making budgeted contributions to OPEB fund at $150,000 and supplementing with fund balance
- Increase of LSS General Purpose School Fund total revenues and transfers in from ~$16.48M to ~$17.74M
- Increase across all LSS governmental fund revenues of 0.7 percent for fiscal year 2021



Summary of Budgetary Considerations - continued

LSS Funds - continued

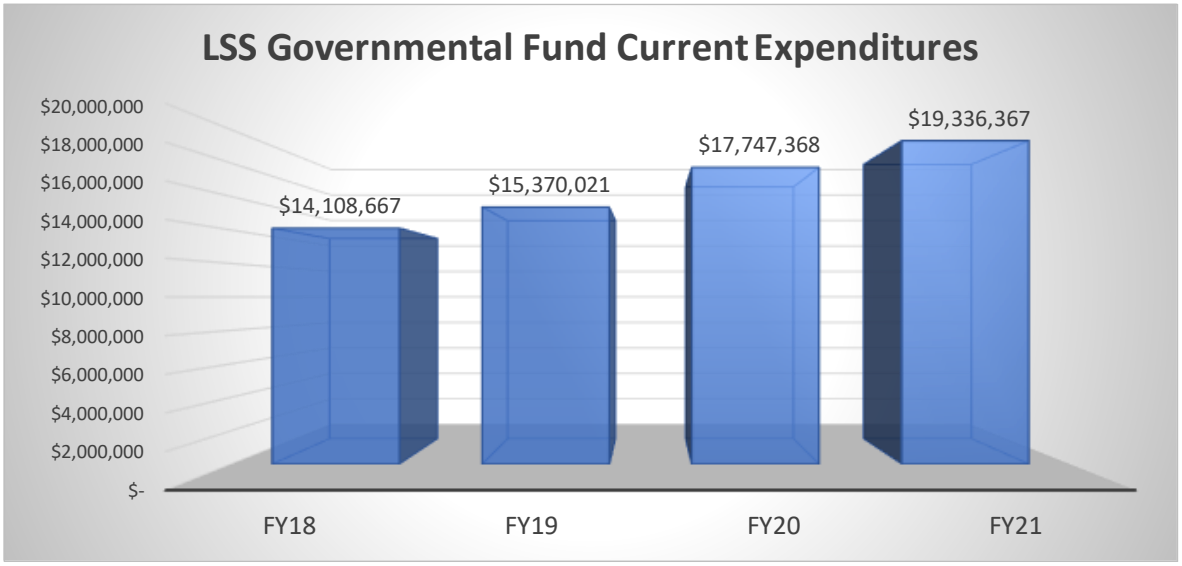
- No blanket increases in salary schedules in anticipation of further revisions to Governor's education budget
- Step increases provided to all employees on step schedules
- Potential bonuses could be evaluated depending on governor's final budget for teacher salaries
- 28% reduction in Sales Tax revenue line item ($700,000)
- Increase in health insurance premiums by 6 percent

The LSS Superintendent presented and the Board of Education of Lakeland School System approved a budget with changes from the fiscal year 2019-2020 budget driven largely by the following enhancements:

- Addition of four Regular Ed Teachers at LES
- Addition of three Regular Ed Teachers at LMPS
- Addition of one Functional Skills Teacher at LES
- Addition of one Regular Ed Assistant at LES
- Increase in hours for Bi-Lingual Facilitator position from 20 hours/week (part time) to 40 hours/week (full time)
- Increase in Substitute Teacher pay from $90 to $110/day
- Creation of Math Interventionist Position to be shared between both schools

- Increased custodial base pay by more than $3/hour and all steps by $1/hour
- Increase in Regular Ed Assistant position pay to $14/hour for Step 0 (Currently $12.82/hour)
- Replacement of Special Education Facilitator Position with Special Education Supervisor Position with administration endorsement
- Creation of new full time HR/Administrative Assistant position to replace the ½ time shared position with the City
- Transition of Technology Support Technician from ½ time shared with the City to full time position
- Significant enhancements to the coaches' stipend list

Current expenditures (excluding capital outlay and debt service) for LSS governmental funds is projected to increase by 8.95 percent for fiscal year 2021.



Reader's Guide to the Fiscal Year 2021 Annual Budget

Introduction

The *Introduction* to the Annual Budget contains useful information about the City's organizational structure, an executive summary of the budget, and useful information regarding the legislative and financial processes for the compilation of the budget. This section also includes other introductory information regarding the City of Lakeland, such as our mission and vision statements.

Budget Summaries

For those looking for a quick overview of the City's plans for fiscal year 2021, the *Budget Summaries* section is a great starting place to understand the projected resources and planned appropriations for the ensuing fiscal year. In this section, the reader will also find useful information regarding revenue projection methods and factors, a breakdown of planned expenditures, and long-term financial plans of the City.

Detailed Line-Item Budgets by Fund

For readers looking to view specific planned appropriations and expenditures by fund, the sections headed *General Fund, LSS General Purpose School Fund, LSS School Capital Projects Fund,* and *Non-Major Appropriated Funds* provide line-by-line detailed revenues, expenditures, and other financing sources and uses for each of the City's municipal and LSS funds.

Other Fund Financial Plans includes the detailed line-item budget for the City's single enterprise fund, the Sewer Fund.

Appendix

In the *Appendix*, the reader will find useful information related to the City of Lakeland's demographic and economic factors, as well as a summary of outstanding debt, a glossary of terms used throughout this Annual Budget document, and the City's financial policies.

Respectfully Submitted,

Shane A. Horn
City Manager

Michael L. Walker, CPA
Finance and Human Resources Director

General Information and Map

History

The City of Lakeland was incorporated in 1977 and is located in the northeast corner of Shelby County in the southwest corner of the State of Tennessee. The history of Lakeland traces back to the mid-1950s, when Louis Garner began construction of "LakeLand," an amusement park centered around a 235-acre man-made lake. The park closed in 1976, however some remnants of the park – a long-gone drag strip and a motorcycle dirt track – can be found throughout the City. Today, Garner Lake endures as the largest lake in Shelby County and hosts some of the most exclusive homes and scenic vistas in West Tennessee.

LakeLand Sky Ride
(photograph by Walter Drissel)

Concept

In a day and age of clear-cut subdivisions and ill-planned, sprawling suburbs, the City of Lakeland retains a focus on quality of life and a commitment toward preserving the environment. The City offers over 124 acres of parks. Our largest park is home to a bustling senior center and a beautiful amphitheater, which hosts an annual outdoor concert series. Lakeland protects its rolling hills and beautiful trees with strict design guidelines, a tree management ordinance, generous conservation easements, and sheltered scenic corridors. Some of the developments devote as much as 40% of their acreage to conservation areas, and integrated pathways allow one to run, walk, and bike throughout the neighborhoods. Lakeland is proud to be certified by **Tree City USA** and is a committed affiliate of **Keep America Beautiful**.

Lakeland Middle Preparatory School

Schools

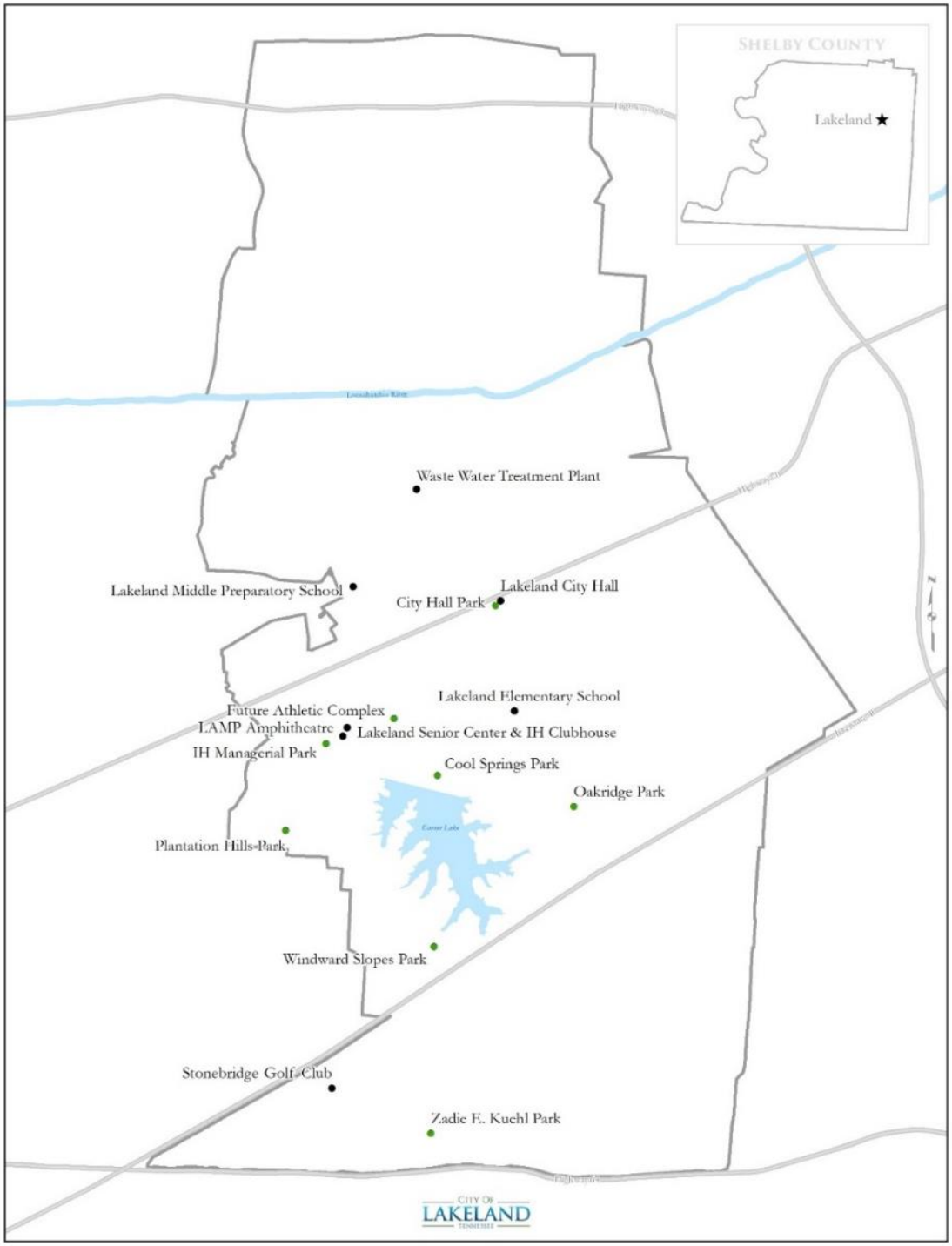
One of the things Lakeland is most proud of is its school system. In 2015, LSS was named an **Exemplary District**, a designation given to only 12 of 142 school systems in the state. This same year, the state of Tennessee awarded Lakeland Elementary School as a **Reward School**, finishing in the top 5% in academic achievement. Our students' TCAP scores ranked #1 in Math, #1 in Reading and Language Arts, and #2 in Science, making us the highest ranked school system in the state of Tennessee. This tradition continues to expand with the recent addition of Lakeland Middle Preparatory School (pictured left), and the planned construction of our new High School.

Activities

Lakeland embraces outdoor activities of all kinds and offers a full range of sports leagues for both youth and adults. Residents and visitors can participate in annual events like the **Lakeland Spring Festival, Lakeland Expo, Rockstock Music Festival, Lakeland Fishing Rodeo, Hot Air Balloon Events,** and **Outdoor Concert Series** held at both the LAMP Amphitheatre and the Delta Blues Winery. Our picturesque city is the proud host of several running events, golf tournaments, and walking events.

Community

In the 1980 census, the population of Lakeland was 612. This number has now grown to an estimated 12,628[1] and continues to grow due to the City's natural amenities and focus on quality as a way of life. Median household income in Lakeland is $102,785 – 111% higher than the Tennessee average. Of those 25 and older, 44.4% are college graduates, 70% greater than the state of Tennessee average. Over 85% of Lakeland residents are homeowners, with the median home value exceeding $302,000 – a growth of 25% in the past 20 years, and nearly double the average for the state of Tennessee.



[1] As of 2018, per https://census.gov

Mission Statement

The mission of the City of Lakeland is to proactively create and maintain a high quality of life for all of its citizens and to continually evolve as a city where people and businesses prefer to reside or visit. Quality of life involves one's perceived satisfaction resulting from many diverse factors including health, family, education, employment, wealth, religious provision, social interaction, environmental surroundings, safety, and respect. In Lakeland, quality is a way of life.

Lakeland School System encourages and supports continuous learning; fosters physical, emotional and intellectual growth; and develops the unique leadership qualities of each individual.

Budget Ordinance 2020-285

ORDINANCE 2020-285
AN ORDINANCE OF THE CITY OF LAKELAND, TENNESSEE
ADOPTING THE ANNUAL BUDGET AND TAX RATE
FOR THE FISCAL YEAR BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021

WHEREAS, *Tennessee Code Annotated* ("T.C.A.") § 9-1-116 requires that all funds of the State of Tennessee and all its political subdivisions shall first be appropriated before being expended and that only funds that are available shall be appropriated; and

WHEREAS, T.C.A. § 6-56-201 et seq (the Municipal Budget Law of 1982) requires the governing body of each municipality to adopt and operate under an annual budget ordinance presenting the minimum information required by said State statute and may not expend any funds regardless of source (except for moneys expended pursuant to a project ordinance or accounted for in a proprietary type fund or a fiduciary type fund that are excluded from the budget ordinance) except in accordance with a budget ordinance in which appropriations may not exceed estimated available funds; and

WHEREAS, the activities in the sewer enterprise proprietary fund type are supported by charges for services and are not in a fund type included in T.C.A. § 6-56-203 (quoted above) yet operate under an annual financial plan; and

WHEREAS, the City Manager, as budget commissioner, has presented the Annual Budget document to the Board of Commissioners prior to May 15th, such document included the appropriated budget schedules, budgetary comparison schedules, long-term financial planning and capital improvements plan documents, and other financial plans, in accordance with City Charter; and

WHEREAS, the Board of Commissioners has published the annual operating budget and budgetary comparisons of the proposed budget with the prior year actual results and current year estimated results in a newspaper of general circulation not less than ten (10) days prior to the meeting wherein the Board will consider final passage of the budget.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COMMISSIONERS OF THE CITY OF LAKELAND, TENNESSEE, AS FOLLOWS:

SECTION 1: That the governing body projects for the fiscal year ending June 30, 2021, anticipated revenues and other financing sources from all sources and appropriates planned expenditures and other financing uses for each appropriated governmental fund type, inclusive of each department, board, office, or other agency of the municipality included therein, presented together with 1) the actual annual revenues, other financing sources, expenditures, and other financing uses of the last preceding fiscal year, 2) the estimated annual results of the same for the current fiscal year, 3) actual or planned addition to or use of fund balance for the three (3) periods presented, and 4) actual and estimated ending fund balances for the three (3) periods presented, as follows:

GENERAL FUND	ACTUAL FY 2019	ESTIMATED FY 2020	BUDGET FY 2021
REVENUES			
Property taxes	$ 4,437,633	$ 4,487,411	$ 4,562,475
Local sales taxes	1,614,229	1,720,380	1,885,399
Intergovernmental	1,571,493	1,611,059	1,530,600
Licenses and permits	184,505	453,265	258,819
Charges for services	244,030	315,600	326,580
Federal, state, and local grants	232,711	1,250,000	2,240,438
Interest income	18,400	23,842	27,000
Other income	42,995	16,500	15,000
Total revenues	8,345,996	9,878,057	10,846,311
EXPENDITURES			
Current			
General government	1,374,835	1,623,546	1,713,917
Community development	602,263	608,662	645,853
Public works	401,566	570,356	571,509
Parks and recreation	542,466	518,793	680,337
Capital outlays	351,554	1,877,647	4,623,000
Total expenditures	3,272,684	5,199,004	8,234,616
Excess of revenues over expenditures	5,073,312	4,679,053	2,611,695
OTHER FINANCING SOURCES (USES)			
Issuance of debt	364,001	43,501,000	-
Transfers in from other funds	-	700,000	706,250
Transfers out	(3,827,085)	(47,523,530)	(5,130,292)
Total other financing sources (uses)	(3,463,084)	(3,322,530)	(4,424,042)
Addition to (use of) fund balance	1,610,228	1,356,523	(1,812,347)
Fund balance, beginning	8,540,296	10,150,524	11,507,047
Fund balance, ending	$ 10,150,524	$ 11,507,047	$ 9,694,700

ORDINANCE 2020-285
AN ORDINANCE OF THE CITY OF LAKELAND, TENNESSEE
ADOPTING THE ANNUAL BUDGET AND TAX RATE
FOR THE FISCAL YEAR BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021

STATE STREET AID FUND	ACTUAL FY 2019	ESTIMATED FY 2020	BUDGET FY 2021
REVENUES			
Intergovernmental	$ 438,663	$ 456,869	$ 464,700
Federal, state, and local grants	9,235	-	-
Total revenues	447,898	456,869	464,700
EXPENDITURES			
Current			
Public works	1,445,067	1,109,963	1,157,348
Capital outlays	45,841	132,000	307,825
Total expenditures	1,490,908	1,241,963	1,465,173
Deficiency of revenues under expenditures	(1,043,010)	(785,094)	(1,000,473)
OTHER FINANCING SOURCES			
Transfers in from other funds	670,804	498,971	986,604
Addition to (use of) fund balance	(372,206)	(286,123)	(13,869)
Fund balance, beginning	672,198	299,992	13,869
Fund balance, ending	$ 299,992	$ 13,869	$ -

STORMWATER FUND	ACTUAL FY 2019	ESTIMATED FY 2020	BUDGET FY 2021
REVENUES			
Charges for services	$ 191,663	$ 192,641	$ 197,000
EXPENDITURES			
Current			
Public works	47,967	75,357	72,381
Capital outlays	214,160	109,643	200,000
Total expenditures	262,127	185,000	272,381
Addition to (use of) fund balance	(70,464)	7,641	(75,381)
Fund balance, beginning	214,602	144,138	151,779
Fund balance, ending	$ 144,138	$ 151,779	$ 76,398

SOLID WASTE FUND	ACTUAL FY 2019	ESTIMATED FY 2020	BUDGET FY 2021
REVENUES			
Charges for services	$ 1,258,728	$ 1,283,996	$ 1,311,954
EXPENDITURES			
Current			
Public works	1,164,456	1,366,427	1,275,613
Capital outlays	-	485,000	190,000
Total expenditures	1,164,456	1,851,427	1,465,613
Addition to (use of) fund balance	94,272	(567,431)	(153,659)
Fund balance, beginning	936,909	1,031,181	463,750
Fund balance, ending	$ 1,031,181	$ 463,750	$ 310,091

ORDINANCE 2020-285
AN ORDINANCE OF THE CITY OF LAKELAND, TENNESSEE
ADOPTING THE ANNUAL BUDGET AND TAX RATE
FOR THE FISCAL YEAR BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021

DEBT SERVICE FUND	ACTUAL FY 2019	ESTIMATED FY 2020	BUDGET FY 2021
REVENUES			
Interest income	$ 78	$ -	$ -
EXPENDITURES			
Debt Service			
Principal	1,884,128	2,001,451	2,085,660
Interest and fiscal charges	913,028	1,363,082	1,498,673
Total expenditures	2,797,156	3,364,533	3,584,333
Deficiency of revenues under expenditures	(2,797,078)	(3,364,533)	(3,584,333)
OTHER FINANCING SOURCES			
Transfers in from other funds	2,626,131	3,284,233	3,584,333
Addition to (use of) fund balance	(170,947)	(80,300)	-
Fund balance, beginning	251,294	80,347	47
Fund balance, ending	$ 80,347	$ 47	$ 47

GENERAL PURPOSE SCHOOL FUND	ACTUAL FY 2019	ESTIMATED FY 2020	BUDGET FY 2021
REVENUES			
Property taxes	$ 4,432,562	$ 5,049,006	$ 5,159,000
Local sales taxes	1,965,534	1,965,534	1,400,000
Intergovernmental	9,243,691	9,845,962	10,532,000
Charges for services	22,463	33,000	35,000
Interest income	2,755	3,400	4,000
Other income	50,425	50,000	50,000
Total revenues	15,717,430	16,946,902	17,180,000
EXPENDITURES			
Current			
Education	13,790,563	16,432,395	17,548,351
Debt Service			
Principal	126,943	-	105,163
Interest and fiscal charges	12,502	-	4,591
Capital outlays	142,848	142,922	75,000
Total expenditures	14,072,856	16,575,317	17,733,105
Excess of revenues over expenditures	1,644,574	371,585	(553,105)
OTHER FINANCING SOURCES			
Issuance of debt	103,482	-	-
Transfers in from other funds	530,150	540,326	559,355
Transfers out	(440,000)	(700,000)	(706,250)
	193,632	(159,674)	(146,895)
Addition to (use of) fund balance	1,838,206	211,911	(700,000)
Fund balance, beginning	4,328,043	6,166,249	6,378,160
Fund balance, ending	$ 6,166,249	$ 6,378,160	$ 5,678,160

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SCHOOL CAPITAL PROJECTS FUND	ACTUAL FY 2019	ESTIMATED FY 2020	BUDGET FY 2021
REVENUES			
Federal, state, and local grants	$ 579,581	$ 1,361,045	$ 500,000
Interest income	81,360	72,098	100,000
Total revenues	660,941	1,433,143	600,000
EXPENDITURES			
Capital outlays	6,504,182	3,277,015	39,618,099
Deficiency of revenues under expenditures	(5,843,241)	(1,843,872)	(39,018,099)
OTHER FINANCING SOURCES			
Transfers out	440,000	43,200,000	-
Addition to (use of) fund balance	(5,403,241)	41,356,128	(39,018,099)
Fund balance, beginning	6,399,350	996,109	42,352,237
Fund balance, ending	$ 996,109	$ 42,352,237	$ 3,334,138

SCHOOL FEDERAL PROJECTS FUND	ACTUAL FY 2019	ESTIMATED FY 2020	BUDGET FY 2021
REVENUES			
Federal, state, and local grants	$ 877,542	$ 705,882	$ 985,586
EXPENDITURES			
Education	882,372	705,882	985,586
Addition to (use of) fund balance	(4,830)	-	-
Fund balance, beginning	43,181	38,351	38,351
Fund balance, ending	$ 38,351	$ 38,351	$ 38,351

SCHOOL NUTRITION FUND	ACTUAL FY 2019	ESTIMATED FY 2020	BUDGET FY 2021
REVENUES			
Charges for services	$ 278,707	$ 248,977	$ 275,000
Federal, state, and local grants	163,180	102,440	154,630
Total revenues	441,887	351,417	429,630
EXPENDITURES			
Education	370,586	421,638	429,630
Addition to (use of) fund balance	71,301	(70,221)	-
Fund balance, beginning	120,515	191,816	121,595
Fund balance, ending	$ 191,816	$ 121,595	$ 121,595

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SCHOOL DISCRETIONARY GRANTS FUND	ACTUAL FY 2019	ESTIMATED FY 2020	BUDGET FY 2021
REVENUES			
Federal, state, and local grants	$ 131,000	$ 108,730	$ 83,000
EXPENDITURES			
Education	131,000	47,862	83,000
Addition to (use of) fund balance	-	60,868	-
Fund balance, beginning	-	-	60,868
Fund balance, ending	$ -	$ 60,868	$ 60,868

SCHOOL LEAP FUND	ACTUAL FY 2019	ESTIMATED FY 2020	BUDGET FY 2021
REVENUES			
Charges for services	$ 294,958	$ 182,902	$ 289,800
EXPENDITURES			
Education	195,500	139,591	289,800
Addition to (use of) fund balance	99,458	43,311	-
Fund balance, beginning	247,645	347,103	390,414
Fund balance, ending	$ 347,103	$ 390,414	$ 390,414

SECTION 2: As of June 30, 2021, the governing body estimates fund balances or deficits for each governmental fund type as follows:

	NONSPENDABLE	RESTRICTED	COMMITTED	ASSIGNED	UNASSIGNED	TOTAL
General Fund	$ -	$ 172,000	$ 744,455	$ 164	$ 8,778,081	$ 9,694,700
State Street Aid Fund	-	-	-	-	-	-
Stormwater Fund	-	76,398	-	-	-	76,398
Solid Waste Fund	-	310,091	-	-	-	310,091
Debt Service Fund	-	-	47	-	-	47
General Purpose School Fund	-	-	-	5,678,160	-	5,678,160
School Capital Projects Fund	-	3,334,138	-	-	-	3,334,138
School Federal Projects Fund	-	38,351	-	-	-	38,351
School Nutrition Fund	-	121,595	-	-	-	121,595
School Discretionary Grants Fund	-	60,868	-	-	-	60,868
School LEAP Fund	-	390,414	-	-	-	390,414
FUND BALANCE AS OF JUNE 30, 2021	$ -	$ 4,503,855	$ 744,502	$ 5,678,324	$ 8,778,081	$ 19,704,762

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SECTION 3: The governing body projects annual operating results and ending net position for the sewer enterprise proprietary fund type for the fiscal year ending June 30, 2021, presented along with the actual operating results and ending net position for the last preceding fiscal year and estimated operating results and ending net position for the current fiscal year, as follows:

SEWER FUND	ACTUAL FY 2019	ESTIMATED FY 2020	PLAN FY 2021
OPERATING REVENUES			
Charges for Services			
Sewer service fees	$ 1,439,376	$ 1,492,611	$ 1,537,200
Service connection fees	135,250	534,700	407,900
Total operating revenues	1,574,626	2,027,311	1,945,100
OPERATING EXPENSES			
Personnel costs	224,218	363,053	357,044
Sewer system administration	441,765	435,850	397,600
Depreciation expense	501,043	500,000	510,000
Total operating expenses	1,167,026	1,298,903	1,264,644
Operating income	407,600	728,408	680,456
NONOPERATING REVENUES (EXPENSES)			
Interest income	12,785	15,951	20,000
Interest and fiscal charges	(113,557)	(110,000)	(145,000)
Net nonoperating revenues (expenses)	(100,772)	(94,049)	(125,000)
Capital contributions - development	852,593	-	653,847
Change in net position	1,159,421	634,359	1,209,303
Net position, beginning	10,216,695	11,376,116	12,010,475
Net position, ending	$ 11,376,116	$ 12,010,475	$ 13,219,778

SECTION 4: That the governing body herein certifies that the condition of its sinking funds, if applicable, are compliant pursuant to its bond covenants, and recognizes that the municipality has outstanding bonded and other indebtedness and annual debt service requirements for fiscal year 2021 as follows:

	ESTIMATED AS OF JUNE 30, 2020	BUDGET DEBT ISSUE PRINCIPAL	BUDGET DEBT SERVICE PRINCIPAL	ESTIMATED AS OF JUNE 30, 2021	BUDGET INTEREST FY 2021
GENERAL OBLIGATIONS					
TN Municipal League Note, Series 2001	$ 644,095	$ -	$ (215,000)	429,095	$ 11,108
TN Municipal League Note, Series 2008	2,738,000	-	(223,000)	2,515,000	54,369
Capital Outlay Note, Series 2015	14,350,000	-	(1,530,000)	12,820,000	699,025
TLDA Construction Loan	1,433,692	-	(62,988)	1,370,704	26,556
Bond Anticipation Note, Series 2019	43,500,000	-	-	43,500,000	674,250
Shelby County Settlement Liability	332,171	-	(54,672)	277,499	1,665
2018 Capital Lease, ARS Education Finance	70,462	-	(70,462)	-	3,727
2019 Capital Lease, Apple, Inc.	34,701	-	(34,701)	-	864
Total general obligations	$ 63,103,121	$ -	$ (2,190,823)	$ 60,912,298	$ 1,471,564
	ESTIMATED AS OF JUNE 30, 2020	**PLAN DEBT ISSUE PRINCIPAL**	**PLAN DEBT SERVICE PRINCIPAL**	**PLAN AS OF JUNE 30, 2021**	**PLAN INTEREST FY 2021**
SEWER FUND OBLIGATIONS					
TN Municipal League Note, Series 2005	$ 3,901,000	$ -	$ (588,000)	$ 3,313,000	$ 81,519
SRF Note Payable	-	5,000,000	-	5,000,000	33,481
Total Sewer Fund obligations	$ 3,901,000	$ 5,000,000	$ (588,000)	$ 8,313,000	$ 115,000

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SECTION 5: That during the ensuing fiscal year the governing body has pending and planned capital projects with proposed funding as follows:

	CIP FY 2021
GOVERNMENTAL FUNDS	
New Canada Road	$ 600,000
Canada Road Pedestrian & Bike Trail Improvements	840,000
Transportation Plan Update	350,000
Memphis-Arlington Athletic Complex	1,000,000
Highway 70 Athletic Fields	1,273,000
Dog Park Project	250,000
Oak Ridge Playground	250,000
Metal Maintenance Building	200,000
Dump/Roll-off Truck	160,000
Misc. Drainage Imrovements	200,000
Recycle Compactor	60,000
Street Aid Paving	800,000
Other equipment and improvements	137,825
High School Project	39,227,288
Athletic Complex	340,811
CIP Consulting	50,000
Total governmental funds CIP	$ 45,738,924
GOVERNMENTAL CIP FUNDING	
Federal, state, and local grants	$ 1,907,000
General Fund general governmental revenues	999,630
General Fund fund balance	1,716,370
State Street Aid Fund gas and motor fuel revenues	121,221
General Fund transfers to State Street Aid Fund	986,604
Stormwater user fees and fund balance	200,000
Solid Waste user fees and fund balance	190,000
LSS Capital Projects Fund revenues	600,000
LSS Capital Projects Fund USDA fund balance	38,369,637
LSS Capital Projects Fund restricted fund balance	648,462
Total governmental CIP funding	$ 45,738,924
ENTERPRISE FUND	
Clear Creek Interceptor	$ 5,000,000
Oliver Creek Interceptor	350,000
Combo Vacuum Truck	400,000
Clear Creek Interceptor Access Road	150,000
Other Light Equipment	100,000
Total enterprise fund CIP	$ 6,000,000
ENTERPRISE CIP FUNDING	
Issuance of Debt	$ 5,000,000
User Fees and Net Position	1,000,000
Total enterprise CIP funding	$ 6,000,000

SECTION 6: No appropriation may be exceeded without an amendment of the budget ordinance as required by T.C.A. § 6-56-208. In addition, no appropriation may be made in excess of available funds except to provide for an actual emergency threatening the health, property, or lives of the inhabitants of the municipality and declared by a two-thirds (2/3) vote of at least a quorum of the governing body in accordance with T.C.A. § 6-56-205.

SECTION 7: Money may be transferred from one appropriation to another in the same fund by the Finance and Human Resources Director, subject to such limitations and procedures as may be set from time to time by the Board of Commissioners, and pursuant to T.C.A. § 6-56-209. Any resulting transfer shall be reported to the governing body at its next regular meeting as a component of the Treasurer's Report and be entered into the minutes.

SECTION 8: This ordinance will be included with and become a component of the Annual Budget document, which is

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encompassed and made a part of this ordinance in whole. This published Annual Budget document, including the detailed financial plans and budgets by fund, showing all anticipated revenues, other financing sources, expenditures, and other financing uses and ending fund balances, as well as personnel levels by fund and function required by T.C.A. § 6-56-206, shall be made available online and in person for public viewing.

SECTION 9: There is hereby levied a property tax of $1.24 per $100 of assessed value on all real and personal property within the City of Lakeland, Tennessee.

SECTION 10: The Annual Budget shall be submitted to the Comptroller of the Treasury of the State of Tennessee (the "Comptroller" or Comptroller's designee) for approval in accordance with T.C.A. § 9-21 et al ("State Statute"), within fifteen (15) days of adoption. This budget shall not become the official budget for the fiscal year until such budget is approved by the Comptroller in accordance with State Statute. If the Comptroller determines that this budget does not comply with State Statute, the governing body shall adjust its estimates or make additional tax levies sufficient to comply with State Statute or as directed by the Comptroller.

SECTION 11: All unencumbered balances of appropriations remaining at the end of the fiscal year shall lapse and revert to the respective fund balances.

SECTION 12: All ordinances or parts of ordinances in conflict with any provision of this ordinance are hereby repealed.

SECTION 13: This ordinance shall take effect July 1, 2020, the public welfare requiring it.

Passed First Reading: May 14, 2020
Publication Date: May 29, 2020
Public Hearing: June 11, 2020
Passed Final Reading: June 11, 2020

Mike Cunningham, *Mayor*

ATTEST:

Debra Murrell,
City Recorder

Basis of Accounting and Budgetary Basis

Lakeland utilizes the "current financial resources" measurement focus and the "modified accrual" basis of accounting for the Annual Budget.

The *current financial resources* measurement focus means that for the budgeted operating statements presented herein, only the sources and uses of available resources for the period of July 1, 2020 to June 30, 2021 are presented. Fund balance is the measurement of available resources as of the end of the fiscal year.

The *modified accrual* basis of accounting means that revenues are recognized as soon as they are both *measurable* and *available* to finance expenditures of the current period. Revenues are considered available when they are –

- collectable within the fiscal year, or
- soon enough after fiscal year end to pay for liabilities of the fiscal year.

Revenues are considered available if they are expected to be collected within 60 days of the end of the fiscal year. The primary sources of revenues for Lakeland are property taxes, sales taxes, and intergovernmental, or State of Tennessee, shared revenues. Licenses and permits, charges for services, fines and forfeitures, and miscellaneous revenues are measurable and available only when cash is expected to be received by Lakeland. Expenditure-driven grants are budgeted as revenue when the qualifying expenditures are expected to be incurred and all other eligibility requirements are expected to be met, and the amount is expected to be received during the fiscal year or within 60 days after June 30th.

Modified Accrual of Revenues

The concept of revenues as available and measurable is best explained in the example of sales taxes. Sales taxes are measurable when a sales transaction occurs in Lakeland in June. The business collecting the sales tax remits them to the State of Tennessee in July. The State then pays Lakeland's share of those taxes to Lakeland in August. Because August is within 60 days of the City's fiscal year end, those taxes are available to fund the fiscal year just ended, and are shown as revenues in this Annual Budget. However, those same transactions have a portion of their sales tax paid to Shelby County in August, and Shelby County then remits the City's proportionate share in September. That sales tax for June transactions is received after the period of availability has ended, and would not be a part of the funding for fiscal year 2020-2021.

Budgetary Basis v. External Reporting Basis

The budgetary basis used in this Annual Budget for fiscal year 2021 is the same basis of accounting used by Lakeland for annual financial reporting of the governmental funds' activities. The budgetary basis is not the same basis of accounting used for external financial reporting of Lakeland's one proprietary fund, the Sewer Fund. For external reporting, the Sewer Fund uses the accrual basis of accounting; however, for this budget document the Sewer Fund's financial plan is presented on the modified accrual basis of accounting.

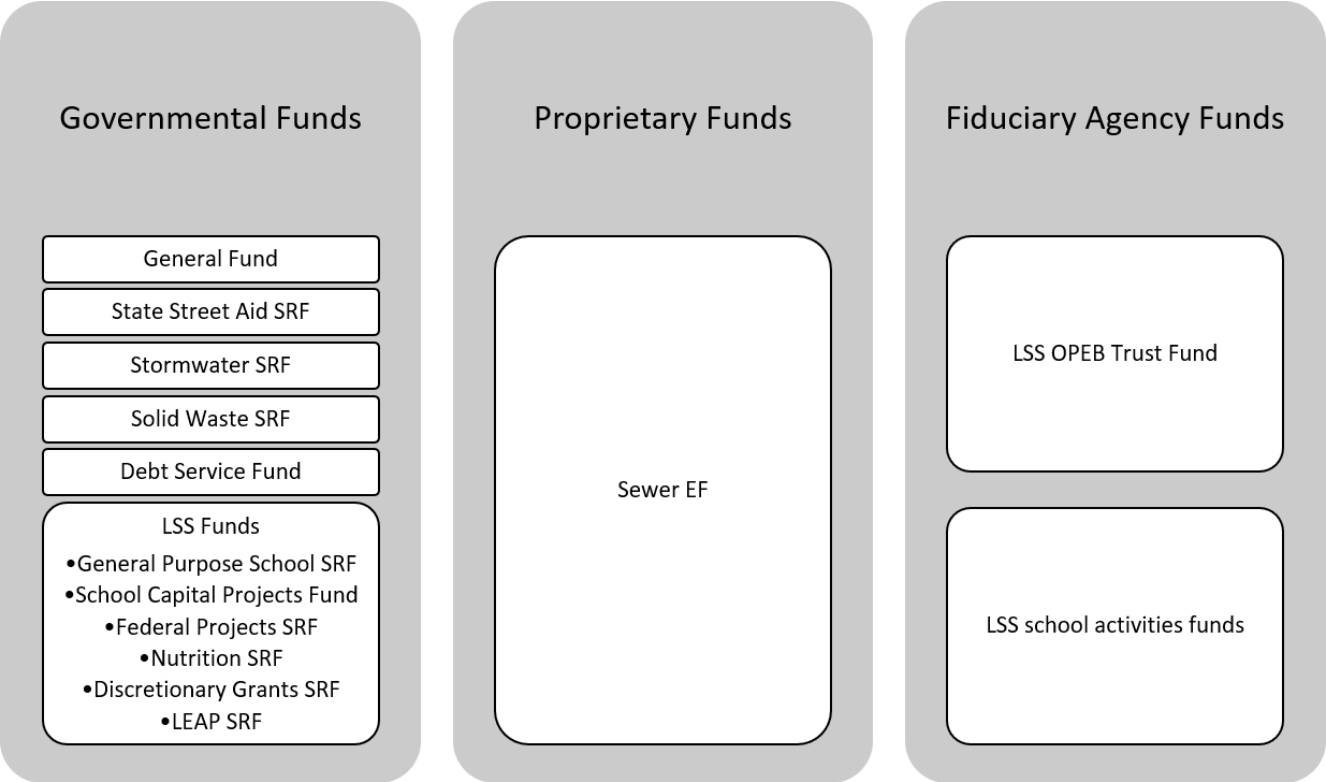
Fund Types

The individual fund is the building block of governmental budgeting, accounting, and reporting. The City of Lakeland has three types of funds – governmental funds, proprietary funds, and fiduciary funds. For budgeting and reporting purposes, certain funds are considered to be major funds due to quantitative or qualitative factors. The Annual Budget classifies each fund as major or non-major based upon the same factors used for this determination in external financial reporting.

Lakeland's Annual Budget reports the financial plans for both appropriated funds (the governmental funds) and non-appropriated funds (the proprietary Sewer enterprise fund). The Annual Budget excludes fiduciary agency funds (the LSS OPEB Trust and school activity funds) for which appropriation is not required. There are 11 governmental funds that require appropriation via Lakeland Ordinance prior to expenditure. The Sewer Fund is presented in the Annual Budget as a means of exercising the City's fiduciary obligation to control the spending within this fund, and as a matter of Lakeland policy.

Fund Types (continued)

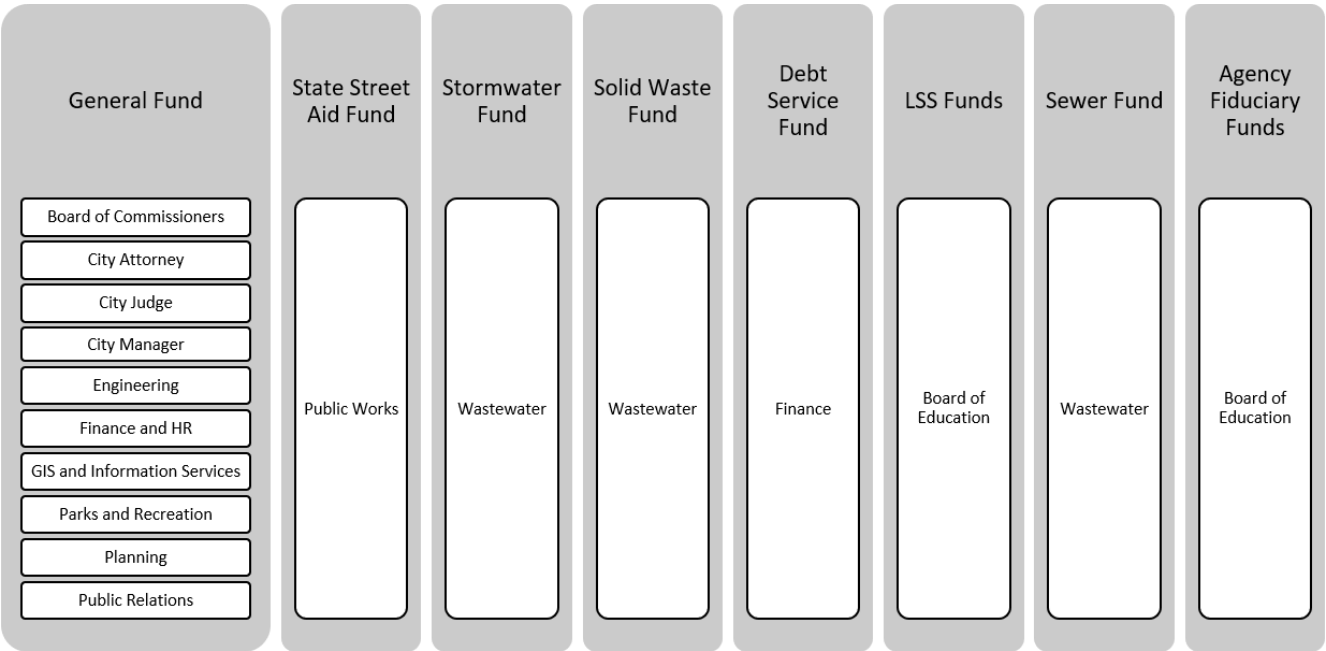
Lakeland's funds are presented by fund type below:



LSS = Lakeland School System; SRF = special revenue fund; EF = enterprise fund

Fund and Department Relationship

The City departments listed in the *Organization Chart* are accounted for in the City's funds as follows (note that some departments are accounted for in multiple funds):



Major Funds

Major funds are funds that meet certain quantitative or qualitative factors. The quantitative factors are that the fund's revenues, expenditures or expenses, assets, or liabilities are greater than 10% of the total for their fund type – governmental or enterprise – and are greater than 5% of the total for both governmental and enterprise funds. The qualitative factors are subject to interpretation and judgment by the City – for example, if a fund has been a major fund in the past but does not meet the qualitative factors for the current fiscal year, the City may choose to continue to report the fund as a major fund. Fiduciary funds are never considered major funds.

Based upon budgeted quantitative results and current qualitative assessment, the City's major governmental and enterprise funds for fiscal year 2021 are as follows.

Major Governmental Funds

- **General Fund** – The primary operating fund of the City and accounts for all financial resources of the general government not specifically provided for in other funds. Most of the essential City services are reported in the General Fund.
- **LSS General Purpose School Fund** – The operating fund of the Lakeland School System and accounts for all general revenues and other receipts that are not allocated by law or contractual agreement to another Lakeland School System fund, such as property tax revenue from Shelby County, Tennessee, Basic Education Program funds, sales tax, etc. General operating expenditures and capital improvement costs that are not paid through other LSS funds are paid from the General Purpose School Fund.
- **LSS School Capital Projects Fund** – This fund accounts for LSS's financing of major capital improvement projects and capital asset purchases.

Major Enterprise Fund

- **Sewer Fund** – Accounts for sewer fees and related operating expenses in connection with the operation of the City's sewer system.

Lakeland's remaining funds are non-major funds.

Appropriated Funds

The State of Tennessee Municipal Budget Law of 1982 (*T.C.A.* 6-56-203 et seq.) states, in part, that "except for moneys expended pursuant to a project ordinance or accounted for in a proprietary type fund or a fiduciary type fund that are excluded from the budget ordinance, all moneys received and expended by a municipality shall be included in a budget ordinance." For the City of Lakeland, this means that the governmental fund types listed above are appropriated funds.

Other Funds

While the Sewer fund is not considered an appropriated fund according to State law, the City includes the annual financial plans for this fund in the Annual Budget.

Budget Process and Calendar

Lakeland's budget process begins with a review of planned financial resources (revenues) and expenditures for the coming fiscal year. Revenues are projected based upon historical actual amounts received and planned increases or decreases in the underlying economic factors that affect each revenue stream. Expenditures are projected based upon historical actual amounts as well as consideration of the staffing and service delivery goals and objectives for the coming fiscal year.

The budget document presented to the Board of Commissioners is the result of extensive planning, research, and analysis. The Annual Budget provides the legislative body and citizens of the City of Lakeland a comprehensive picture of proposed operations for the fiscal year based on these guidelines:

- Highest possible level of service to citizens without impairing the City's sound financial position
- Balanced budgets for each fund wherein total projected revenues, other financing sources, and in some cases use of fund balance equal or exceed each respective fund's anticipated expenditures
- Unrestricted General Fund balance is maintained at a minimum of 30% of anticipated General Fund revenues, plus $1.1 million
- Budgetary control is maintained at the fund level to provide reasonable assurance that budgetary goals are accomplished

Budget Adoption

The City Manager and Finance and Human Resources Director, working closely with the Superintendent and Finance Director of LSS, submit an annual budget to the Board of Commissioners providing a comprehensive financial plan for the upcoming fiscal year. This annual budget is balanced, as noted above, in accordance with T.C.A. requirements.

Public Notice

Publication of the proposed budget in a newspaper of general circulation is published no less than ten days prior to the second reading and final passage of the Annual Budget.

Budget Ordinance

The Board of Commissioners adopts the Annual Budget by ordinance upon two required readings on or before the last day of the preceding fiscal year – in the case of this Annual Budget, on or before June 30, 2020.

Budget Amendments

Subsequent to the approval and second reading of the budget ordinance for the Annual Budget, the Board of Commissioners may amend the legally adopted budget by ordinance, upon two required readings and public comment, when unexpected modifications are required to estimated revenues, other financing sources, expenditures, or other financing uses.

Each appropriated fund's revenue budget is prepared by source, and each appropriated fund's expenditure budget is prepared by fund, with constitutes the legal level of budgetary control. Expenditures may not exceed appropriations at the legal level. Management of the City of Lakeland is authorized to make line-item-detail appropriation transfers within each fund. Such transfers are effected by the Finance and Human Resources Director and reported to the Board of Commissioners at their next regularly scheduled meeting.

Budget Calendar

The budget process begins in January with the distributions of the budget calendar and budget worksheets to department directors. In February the department directors remit their year-end estimates and budget requests for the upcoming year to the Finance and Human Resources Director. Budgets are then reviewed with the City Manager, and ultimately the Board of Commissioners in various budget workshops. Program changes, if any, and capital investment planning is performed at this time as well. During this same time, the LSS Superintendent and Finance Director are also working with the LSS Board of Education on the LSS funds' budgets, which are generally approved by the Board of Education and remitted to the City in April. The detailed fiscal year 2020-2021 budget calendar is on the following page.

BUDGET CALENDAR FOR FISCAL YEAR 2020-2021

DATE	MILESTONE
1.17.2020	Budget worksheets distributed to department directors
2.7.2020	Budget worksheets and narratives due from department directors
2.14.2020	Budget document draft incorporating worksheets and narratives submitted to Board of Commissioners to initiate initial review
2.26.2020	Budget workshops with department directors begins
3.2.2020	Budget revisions made in conjunction with Board of Commissioners, department director, and Finance department input
3.9.2020	Revised budget document submitted to Board of Commissioners
3.23.2020 *Rescheduled to 4.14.2020*	City funds budget workshop
4.6.2020	School budget presented to LSS Board of Education
4.13.2020	School budget approved by LSS Board of Education
4.14.2020	Budget consolidation between City and LSS funds begins
Before 4.30.2020	Consolidated draft Annual Budget document submitted for Board of Commissioners review
5.14.2020	Annual Budget presented for first reading
6.11.2020	Annual Budget presented for final reading
Before 6.30.2020	Budget Ordinance incorporated into Annual Budget and budget submission to State of Tennessee

Vision Statements

The vision statements presented herein are those statements adopted by the City and LSS, guided by the *Mission Statement* included in this Annual Budget. This document serves as a road map for the City's leadership regarding the definition and achievement of a high quality of life for Lakeland's citizens. As many of the factors contained herein are subjective, elements and details of this vision are expected to evolve as the City evolves and are analyzed and evaluated annually as part of the Annual Budget process. The vision statements are meant to provide direction and priority for the ongoing development of operational and capital budgeting considerations, and ultimately action items, for the City of Lakeland's stakeholders.

City of Lakeland

Vision Statement 1: Create a positive business climate to encourage business development

Vision Statement 2: Create a positive residential environment to encourage residential development

Vision Statement 3: Provide an excellent quality of life for our citizens

Vision Statement 4: Plan and provide adequate infrastructure to accommodate and encourage business and residential growth

Vision Statement 5: Encourage a greater sense of community for Lakeland citizens and businesses

Lakeland School System

Vision Statement 6: Students in Lakeland School System will –

- Receive an effective, challenging, and engaging education.
- Feel physically and emotionally safe.
- Communicate effectively and respectfully.
- Make responsible decisions.
- Become adept at using emerging technologies.
- Discover and develop their talents through participation in academic, artistic, athletic, and other extracurricular experiences.
- Become productive and engaged citizens.

Vision Statement 7: Teachers/Staff in Lakeland School System will –

- Respect and develop the emotional, physical, social, and intellectual well being of each child.
- Consider the various learning styles and backgrounds of students.
- Promote character development.
- Research and use innovative teaching strategies.
- Communicate effectively and professionally. Receive an effective, challenging, and engaging education.

Vision Statement 8: Lakeland School System will –

- Attract, develop and retain the best teachers, administrators, and support staff.
- Serve as responsible stewards of financial and physical resources.
- Adopt policies that are in the best interests of students and reflect the values and priorities of the community.
- Collaborate with civic and government organizations for the betterment of the community.

Vision Statement 9: Parents and community members will –

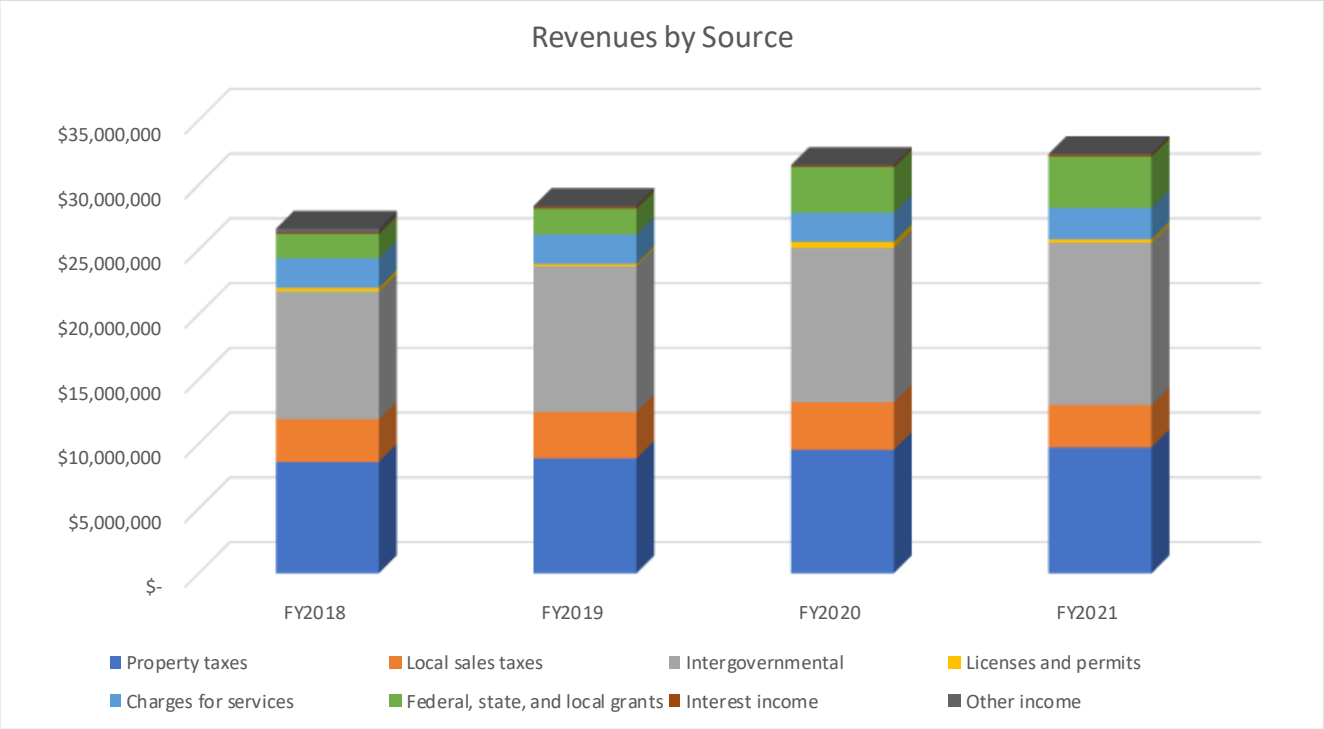
- Actively participate in school functions and events.
- Provide opportunities for community-based learning.
- Support the school with their time, talents, and gifts.
- Realize and appreciate the benefit of a successful school system.

Revenues and Other Financing Sources

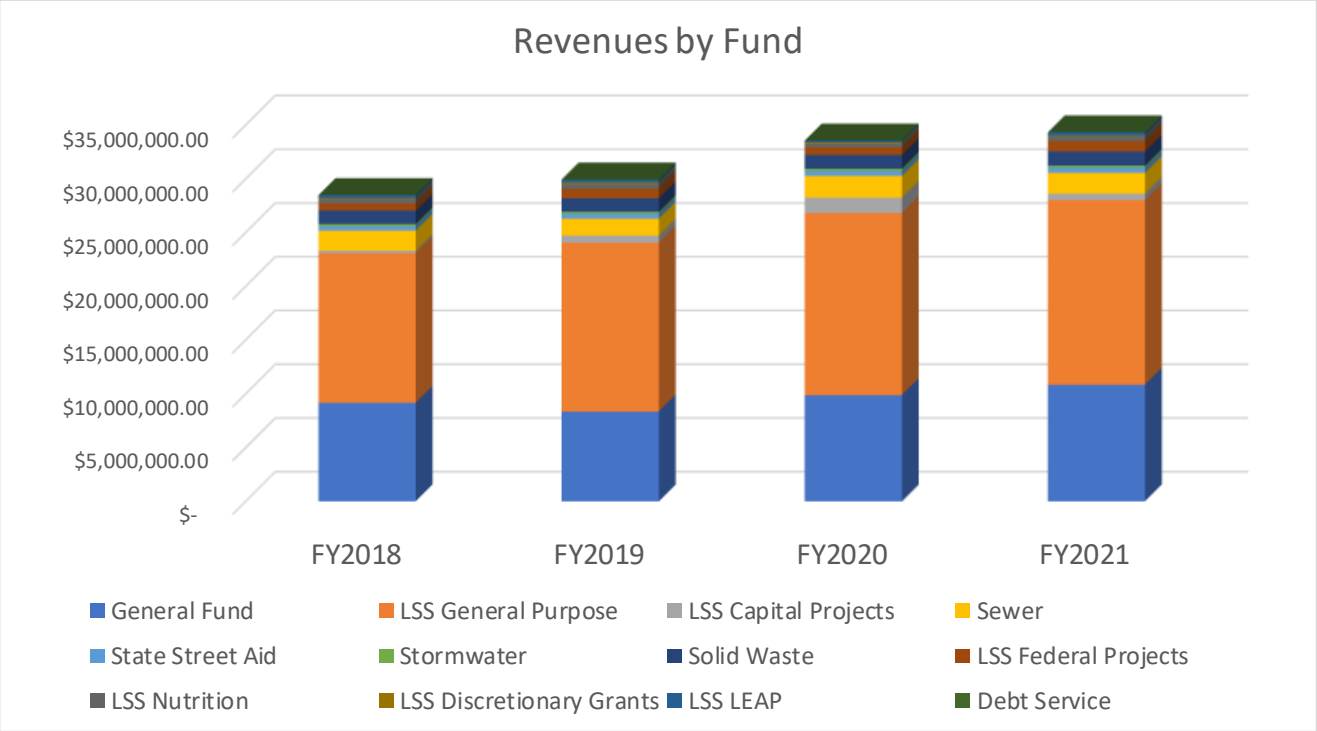
	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
REVENUES					
Property taxes	$ 8,594,724	$ 8,870,195	$ 11,716,916	$ 9,536,417	$ 9,721,475
Local sales taxes	3,305,714	3,579,763	3,297,100	3,685,914	3,285,399
Intergovernmental	9,860,723	11,253,847	11,058,840	11,913,890	12,527,300
Licenses and permits	295,520	184,505	270,215	453,265	258,819
Charges for services	2,263,112	2,290,549	2,243,360	2,257,116	2,435,334
Federal, state, and local grants	1,894,087	1,993,249	4,077,667	3,528,097	3,963,654
Interest income	86,393	102,593	16,700	99,340	131,000
Other income	320,871	93,420	48,000	66,500	65,000
Total revenues	26,621,144	28,368,121	32,728,798	31,540,539	32,387,981
OTHER FINANCING SOURCES					
Issuance of debt	1,185,948	467,483	35,000,000	43,501,000	-
Transfers in from other funds	7,181,395	4,267,085	8,467,312	48,223,530	5,836,542
Total other financing sources	8,367,343	4,734,568	43,467,312	91,724,530	5,836,542
Total revenues and other financing sources	$ 34,988,487	$ 33,102,689	$ 76,196,110	$123,265,069	$ 38,224,523

The table above presents the revenues and other financing sources, by source, for all appropriated (governmental) funds combined for the prior three fiscal years and the budget for fiscal year 2021. The Sewer Fund is not an appropriated fund and therefore is not included in the figures above.

The chart below shows the mix of governmental fund revenues by source for the respective periods above.



The following chart shows revenues by fund, including the Sewer Fund, for the respective periods shown:



Revenue Projections

The specific revenue projections described below represent 91 percent of the total revenues of all appropriated funds. The remaining revenue categories – Licenses and Permits, Charges for Services, Interest, and Other Income – were budgeted based on a combination of trend analysis (with heavy weight given to the most recent three-year period) and specific identification of planned economic developments that would generate City revenues.

Property Taxes

Property taxes are levied as of January 1st of each year to fund the ensuing fiscal year, as they are due by November 1st. Property taxes are considered delinquent if unpaid as of February 28th of the following calendar year. In the preparation of the Annual Budget, property tax revenues are considered from two sources – City of Lakeland property taxes, and Shelby County, Tennessee, property taxes that fund LSS.

City of Lakeland Property Taxes

The City's property tax rate is set annually by ordinance of the Board of Commissioners. For fiscal year 2021 the property tax rate is set at $1.24 per $100 of assessed value (no increase from fiscal year 2020). Property tax revenue projections are based on the property tax rate set as well as the underlying assessed values of taxed property. For the City's property tax revenue projection, the Shelby County Assessor projected a 1.98 percent increase in the underlying assessed values utilized for property tax revenue forecast. The resulting projection was then based on an assumed 99 percent collection rate within fiscal year 2021. Other minor components of property tax revenue, such as delinquent tax collections and penalty income, were projected using the same rate.

LSS Property Taxes

Lakeland School System's share of Shelby County property taxes, local option sales taxes, and wheel taxes are based on the average daily attendance ("ADA") distribution for Lakeland School System in fiscal year 2019-2020.

Local Sales Taxes

Local sales taxes are projected based on a combination of factors. The most significant portions of local sales taxes are LSS's proportional share of the 2.25 percent county sales tax committed for educational purposes and the .50 percent City local option sales tax. Sales taxes are collected by the State and remitted to the City directly (for local option sales tax) and through Shelby County, Tennessee (for county sales taxes).

The projections for local option and County sales taxes are based on the City's trend analysis of the previous 18 months, economic research into spending trends for the coming fiscal year, and on MTAS projections (of these factors, the City selected a median projection rate); plus specific identification of increased sales taxes for the City to be realized through planned commercial developments known as The Lake District and Lakeland Commons. These projections were then tempered due to anticipated spending decreases in the first months of the fiscal year in light of the spring 2020 COVID-19 outbreak and resulting business impact of closures and reduced services.

Other local sales taxes include wholesale beer and liquor taxes, telecom and cable franchise taxes, and other business taxes. These are projected based on the City's trend analysis with the assumption that recent increase percentages in revenues will continue into fiscal year 2021.

Intergovernmental

The primary components of intergovernmental revenues are:

- State of Tennessee shared revenues;
- State basic education funding;
- State gas and motor fuel taxes; and
- Payments in lieu of taxes from other governmental entities.

State Shared Revenues

State shared revenues include the proportional share, generally per capita, allocated to the City of Lakeland by the State of Tennessee. These amounts are projected based upon the City's trend analysis compared to MTAS projections per capita, with significant weight given to the MTAS projections.

Basic Education Funding

The Basic Education Program ("BEP") is the main source of K-12 education funding and distributes over $4.8 billion to public school districts. It has two parts: a state share, and a required local match contributed by local school districts. State and local shares are set based on each county's fiscal capacity, or ability to raise local revenue; counties with higher fiscal capacities receive less state funding and must contribute more local matching dollars than counties with less ability to raise local revenue. The BEP is split into four main categories, which together contain 46 different components that generate funding – for example, teacher salaries or textbooks – but districts have considerable flexibility on how to spend their BEP money. For this reason, the BEP is often referred to as a funding formula, not a spending plan. BEP funding for fiscal year 2021 is based upon guidance received from the Tennessee Department of Education.

Gas and Motor Fuel Taxes

Gas and motor fuel taxes are restricted for spending on street infrastructure expansion and maintenance and are required to be accounted for in a separate special revenue fund, regardless of whether this fund meets the test, per GAAP, for a special revenue fund. The City's State Street Aid fund is primarily supported by transfers from the General Fund, as the City expends more on maintenance of streets than the amounts received from the State. Gas and motor fuel taxes are projected based upon the City's trend analysis compared to MTAS projections per capita, with significant weight given to the MTAS projections.

Payments in Lieu of Taxes

Lakeland receives payments in lieu of taxes from the Tennessee Valley Authority ("TVA"). Revenues are projected based upon the City's trend analysis, with no significant changes expected in fiscal year 2021.

Federal, State, and Local Grants

Federal, state, and local grants are received by both the City of Lakeland and LSS.

City of Lakeland

The grant revenues in the City's General Fund are budgeted based upon the reimbursement rates for grants related to capital projects planned for fiscal year 2021. In the majority of the cases, the grant reimbursement rate through the State of Tennessee (sourced by federal and/or state funds) is 80 percent of the cost of the capital project, based upon the approved grant funding and underlying grant budget.

LSS

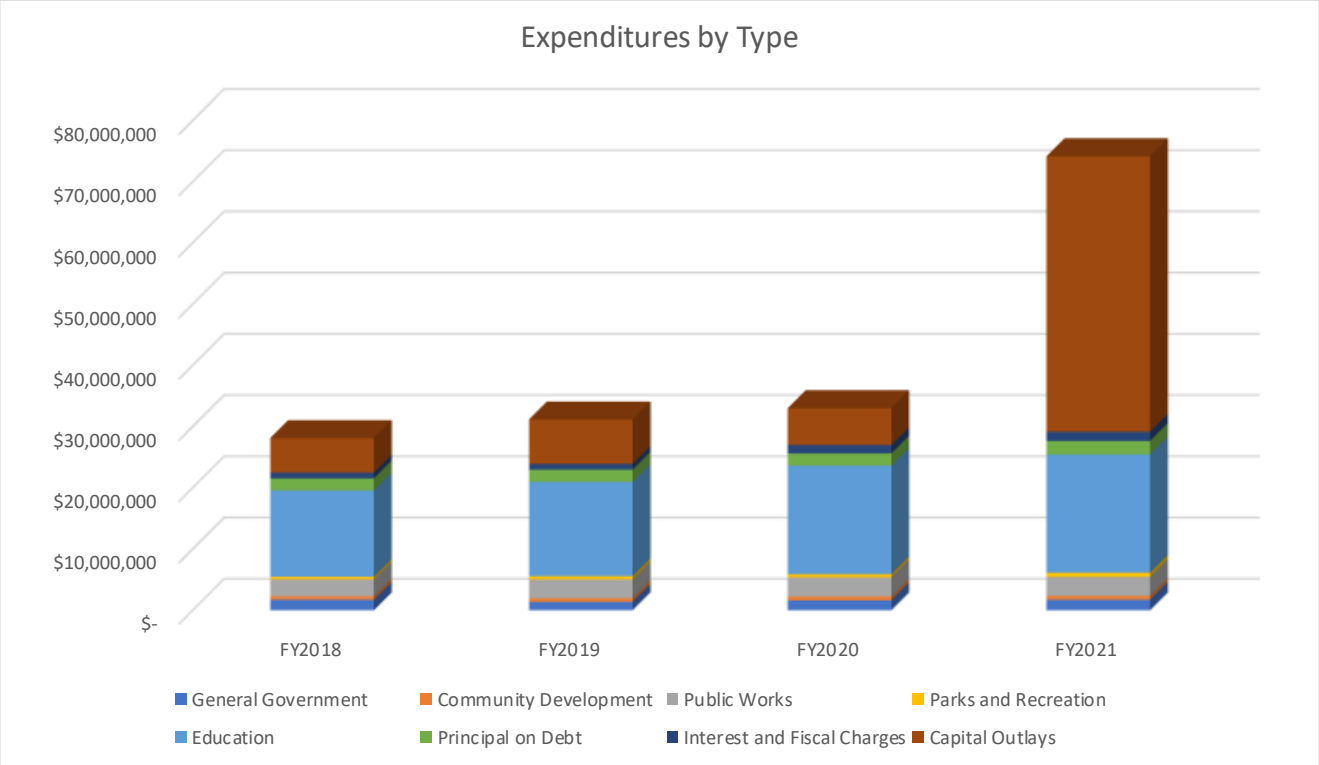
LSS receives both federal and state grant funds which are provided on a reimbursable basis through the Tennessee Department of Education ("TDOE"). These grants are apportioned and monitored by a rigorous and ongoing TDOE process by which grant fund proposals are submitted from school systems, reviewed by state monitors, and reimbursed with appropriate documentation. Federal grants support areas such as special education, education for economically disadvantaged students, and educator professional development. State grants support such areas as school safety and coordinated school health.

Expenditures and Other Financing Uses

	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
EXPENDITURES					
Current					
General government	$ 1,714,322	$ 1,374,835	$ 1,525,927	$ 1,623,546	$ 1,713,917
Community development	543,593	602,263	608,662	608,662	645,853
Public works	2,777,749	3,059,056	2,727,103	3,122,103	3,076,851
Parks and recreation	418,692	542,466	605,393	518,793	680,337
Education	14,108,667	15,370,021	18,037,872	17,747,368	19,336,367
Debt Service					
Principal	1,972,859	2,011,071	4,246,451	2,001,451	2,190,823
Interest and fiscal charges	921,197	925,530	2,513,622	1,363,082	1,503,264
Capital outlays	5,653,520	7,258,585	5,037,565	6,024,227	45,013,924
Total expenditures	28,110,599	31,143,827	35,302,595	33,009,232	74,161,336
OTHER FINANCING USES					
Transfers out	7,181,395	4,267,085	43,459,205	48,223,530	5,836,542
Total expenditues and other financing uses	$ 35,291,994	$ 35,410,912	$ 78,761,800	$ 81,232,762	$ 79,997,878

The table above lists the expenditures by type for all appropriated (governmental) funds, which are combined and presented with actual results from fiscal years 2018 and 2019, estimated results for fiscal year 2020, and the budget for fiscal year 2021.

The chart below further illustrates the City's expenditures by type.



Fund Balances

Fund balance is the term used to describe the equity in governmental funds. Fund balance is the net amount of assets less liabilities and deferred inflows of resources. The City's fund balances are classified into the following categories:

- **Nonspendable** – amounts that cannot be spent because they are either 1) in a non-spendable form, including items not expected to be converted to cash (i.e. inventories and prepaid amounts), or 2) legally or contractually required to be maintained intact (i.e. the principal of a permanent fund).
- **Restricted** – amounts constrained to be used for specific purpose as per external parties, constitutional provision, or enabling legislation.
- **Committed** – amounts constrained to be used for specific purposes by formal action by ordinance adopted by the Board of Commissioners. Amounts classified as committed are not subject to legal enforceability as are restricted sources; however, they cannot be used for any other purpose unless the Board of Commissioners removes or changes the commitment by ordinance.
- **Assigned** – amounts intended to be used by the City for a specific purpose but are neither restricted nor committed. The intent shall be expressed by the Board of Commissioners or a designee authorized by the Board of Commissioners with authority to assign amounts (such as the LSS Board of Education). The nature of the actions necessary to remove or modify as assignment is not as rigid as required under a committed fund balance classification. Amounts in excess of nonspendable, restricted, and committed fund balance in funds other than the General Fund are reported as assigned fund balance.
- **Unassigned** – represents the residual balance available for any purpose in the General Fund or deficit balances in other funds.

The following schedules present the changes in fund balance for each of the City's major governmental funds and the aggregate changes in fund balance for non-major governmental funds. Any changes in fund balance exceeding ten (10) percent are explained for each major governmental fund, and for the non-major governmental funds in the aggregate.

General Fund

	ESTIMATED as of 7/1/2020	INCREASES	DECREASES	BUDGET as of 6/30/2021
Nonspendable	$ -	$ -	$ -	$ -
Restricted	172,000	-	-	172,000
Committed	1,283,802	3,433,733	(3,973,080)	744,455
Assigned	1,273,164	-	(1,273,000)	164
Unassigned	8,778,081	8,118,828	(8,118,828)	8,778,081
Total fund balance	$ 11,507,047	$ 11,552,561	$ (13,364,908)	$ 9,694,700
Change in fund balance	$ (1,812,347)			
Percentage change	-15.75%			

The decrease in fund balance in the General Fund is not expected to be a recurring event and is not expected to have future operating impact upon the City's primary operating fund. The decrease is due to the use of committed and assigned fund balance, set aside by the Board of Commissioners to be used primarily for parks and recreation capital projects, as outlined in the *LTFP and CIP* section of this Annual Budget. This use of fund balance, as noted in the LTFP for the General Fund, will be primarily recovered within five years.

LSS General Purpose School Fund

	ESTIMATED as of 7/1/2020	INCREASES	DECREASES	BUDGET as of 6/30/2021
Nonspendable	$ -	$ -	$ -	$ -
Restricted	-	-	-	-
Committed	-	-	-	-
Assigned	6,378,160	17,739,355	(18,439,355)	5,678,160
Unassigned	-	-	-	-
Total fund balance	$ 6,378,160	$ 17,739,355	$ (18,439,355)	$ 5,678,160
Change in fund balance	$ (700,000)			
Percentage change	-10.97%			

The decrease in fund balance in the LSS General Purpose School Fund is not expected to be a recurring event and is not expected to have future operating impact upon the school system's primary operating fund. The planned use of fund balance is in response to the more conservative revenue projections for fiscal year 2021 in light of the impact of the COVID-19 pandemic on the economy.

LSS School Capital Projects Fund

	ESTIMATED as of 7/1/2020	INCREASES	DECREASES	BUDGET as of 6/30/2021
Nonspendable	$ -	$ -	$ -	$ -
Restricted	42,352,237	600,000	(39,618,099)	3,334,138
Committed	-	-	-	-
Assigned	-	-	-	-
Unassigned	-	-	-	-
Total fund balance	$ 42,352,237	$ 600,000	$ (39,618,099)	$ 3,334,138
Change in fund balance	$ (39,018,099)			
Percentage change	-92.13%			

The change in fund balance for the LSS School Capital Projects Fund is due to the utilization of the 2019 Bond Anticipation Note proceeds (the interim financing of a USDA loan for high school construction) received in fiscal year 2020 for the appropriation of construction and related costs for a high school facility. Remaining restricted fund balance is for use on future planned projects.

Non-Major Appropriated Funds

	ESTIMATED as of 7/1/2020	INCREASES	DECREASES	BUDGET as of 6/30/2021
Nonspendable	$ -	$ -	$ -	$ -
Restricted	1,226,757	3,726,600	(3,955,640)	997,717
Committed	13,916	5,035,637	(5,049,506)	47
Assigned	-	-	-	-
Unassigned	-	-	-	-
Total fund balance	$ 1,240,673	$ 8,762,237	$ (9,005,146)	$ 997,764
Change in fund balance	$ (242,909)			
Percentage change	-19.58%			

The net decrease in fund balance of the non-major appropriated funds is due to the planned use of fund balance for capital outlays in the Stormwater and Solid Waste funds. These uses are allowable uses of fund balance, per the City's Fund Balance Policy. These decreases in fund balance are not anticipated to have an ongoing negative impact on the financial condition of these funds, as these funds typically operate annually on the user fees generated, with minimal or no support from the General Fund.

The City of Lakeland's major funds are described in further detail in the *Basis of Accounting and Budgetary Basis* section beginning on page 25. Details of the line item amounts for each fund are as listed in the *Table of Contents*.

General Fund

The General Fund, fund 110, is the primary operating governmental fund of the City of Lakeland. This fund accounts for revenues and expenditures that are not specifically provided for in other funds. Essential governmental services of the City – general government administration, community development, public works, and parks and recreation – are accounted for in this fund. The use of committed fund balance in the FY2020-2021 budget is related to activities designated for education (and therefore committed to LSS) and the use of previously accumulated fund balance committed for park acquisition that is expected to be used in the coming fiscal year for the construction of an athletic complex. The budget is balanced with respect to unassigned fund balance.

	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
Revenues	$ 9,161,092	$ 8,345,996	$ 12,836,720	$ 9,878,057	$ 10,846,311
Expenditures	(4,922,479)	(3,272,684)	(7,078,338)	(5,199,004)	(8,234,616)
Net	4,238,613	5,073,312	5,758,382	4,679,053	2,611,695
Other Financing Sources	916,008	364,001	35,700,000	44,201,000	706,250
Other Financing Uses	(7,181,395)	(3,827,085)	(42,759,205)	(47,523,530)	(5,130,292)
Net	$ (2,026,774)	$ 1,610,228	$ (1,300,823)	$ 1,356,523	$ (1,812,347)
Addition to (Use of) Fund Balance:					
Nonspendable	$ (18)	$ 69,998	$ (69,998)	$ (69,998)	$ -
Restricted	-	-	-	172,000	-
Committed	93,357	564,175	(1,021,062)	196,192	(539,347)
Assigned	(2,357,726)	(45,135)	(214,835)	1,058,329	(1,273,000)
Unassigned	237,613	1,021,190	5,072	-	-
Change in Fund Balance	$ (2,026,774)	$ 1,610,228	$ (1,300,823)	$ 1,356,523	$ (1,812,347)

Functional Departments in the General Fund

General Government

The General Government function in the General Fund includes government administration, City court, the Board of Commissioners, finance, human resources, and GIS and information systems. All expenditures related to the Board of Commissioners, the City Attorney, the City Judge, the City Manager, Public Relations, Finance and HR, and GIS and Information Services are reported in this functional classification.

Purpose

The purpose of the General Government function is to provide legislative, judiciary, administrative, financial, and technical support to the operation of City government. This is accomplished by providing ongoing and responsive feedback to the needs of citizens, constituents, other City departments, and coordinating governmental agencies.

Performance

For fiscal year 2020, the General Government function worked collective to present, review, and approve balanced operating and capital budgets to continue serving Lakeland citizens at the highest possible level, while reducing the personal property tax rate by $.01. This function also supported the Lakeland School System in the initiative to obtain funding for the future construction of a high school and related athletic fields. Additionally, in fiscal year 2020 the City appointed a new City Judge and obtained an unmodified annual audit opinion for the fiscal year ended June 30, 2019.

VISION REFERENCE	OBJECTIVE	PERFORMANCE MEASURES	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 PROJECTED
Vision Statement 5	Monthly Board of Commissioners meetings on 1st and 2nd Thursday each month and special-called meetings as necessary	Number of meetings held	28	21	24
Vision Statement 5	Adopt annual operating budget by June 30	Budget Ordinance passed on two readings by June 30	Accomplished	Accomplished	Accomplished
Vision Statement 3	Maintain General Fund unassigned fund balance of 25% of annual revenues, plus $1.1 million	Ending unassigned fund balance exceeds 25% of annual revenues, plus $1.1 million	Accomplished	Accomplished	Accomplished

Community Development

Community Development includes engineering, construction inspection, code enforcement, planning, and economic and community development. This function supports the delivery of critically-needed services to residents and businesses in Lakeland, including engineering design for major projects, review and approval of building permits and planned developments, monitoring and enforcement of the City's zoning and other ordinances, and provides staff support for the planning and development boards of the City.

Purpose

To provide staff and resource support for the design, administration, and enforcement of the City's planning, zoning, building, and design codes as well as to work with residential and commercial developers to foster and encourage further quality economic growth in the City of Lakeland.

Performance

In fiscal year 2020, the Community Development function continued to support and encourage major developments planned within the City of Lakeland, including The Lake District, Lakeland Commons, and the ALDI project. Community Development also worked with the Board of Commissioners to present and obtain approval for several municipal code enhancements to further clarify Lakeland's position for current and future developments.

VISION REFERENCE	OBJECTIVE	PERFORMANCE MEASURES	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 PROJECTED
Vision Statement 1 **Vision Statement 2**	Ensure Lakeland regulations support Board objectives and development needs	Ordinance amendments submitted	5	5	5
Vision Statement 1	Continually improve the development review process	Maximum 10-day turnaround for development applications Implement process improvements	Accomplished	Continually Monitored	Continually Monitored

Public Works

The Public Works function in the General Fund is responsible for general grounds, building, and equipment maintenance for City-owned property. The Public Works staff and equipment costs are allocated between the General Fund, the Stormwater Fund, Street Aid Fund, and the Solid Waste Fund on a pro-rata basis determined by the allocable time spent on each functional area.

Purpose

The Public Works department is the City's primary maintenance force for streets, right of way areas, parks and public buildings, equipment, and drainage systems. Non-maintenance activities include residential bulk waste collection, residential leaf collection and managing contracted residential curb-side trash and recycle collection.

Performance

The Public Works Department maintains 74 centerline miles of roadway. Many of the roads are in need of repaving which increases the number of street repairs and patching required by Public Works each year. On average the department conducts 125 street repairs per year. The Public Works Department also maintains the drainage infrastructure and stream crossings to keep them clear of litter and debris and repairing any structural issues. The department also runs the bulk waste collection program averaging 50 collections per week. The City purchased leaf collection equipment in FY2020 to begin a residential leaf collection service for residents in Fall 2020.

VISION REFERENCE	OBJECTIVE	PERFORMANCE MEASURES	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 PROJECTED
Vision Statement 1	Maintain streets to provide safe driving conditions	Centerline miles of roadway	74	74	74
Vision Statement 2	Inspect and repair drainage system to prevent flooding	Number of work orders for drain maintenance	97	150	150
Vision Statement 3	Provide Bulk Waste service for residents	Number of bulk waste collections	1622	2,100	2,400
Vision Statement 3	Provide Leaf Collection service for residents	Number of households on route	0	4,250	4,300

Parks and Recreation

The Parks and Recreation function in the General Fund is responsible for the operations of the International Harvester Managerial Clubhouse, Lakeland Senior Center, The "LAMP" Amphitheater, and youth recreation programming. Current recreation programming includes recreation and competitive youth soccer, flag and tackle football, basketball, cheerleading, and tennis.

Purpose

The Parks and Recreation function supports the health and fitness of the community by providing public spaces and programs to recreate and connect with other citizens of the City of Lakeland. The function provides regular programs for seniors, family events, and youth sports. The function also works interdepartmentally to plan and provide future improvements such as playgrounds and new field infrastructure.

Performance

Parks and Recreation provides year-round programming for a variety of citizens. These programs include sports leagues and instruction for youth. There are 55 weekly senior programs including Bunco, Book Club, Bridge, and regularly scheduled holiday potluck lunches and fundraising dinners. The function also programs and hosts summer music series at the "LAMP"

Amphitheater, as well as several annual special events including the May Fishing Rodeo in partnership with the Tennessee Wildlife Resource Agency and the Lakeland Lions Club, and the Lakeland Christmas Festival.

VISION REFERENCE	OBJECTIVE	PERFORMANCE MEASURES	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 PROJECTED
Vision Statement 3	Provide community engagement to the senior population of Lakeland	Number of attendees at the Senior Center	5032	5500	5750
Vision Statement 3	Provide Youth Recreation Opportunities for residents	Number of enrolled participants	993	614*	1000
Vision Statement 3	Provide Family events	Number of participants	Not available	1250	1500

LSS General Purpose School Fund

Fund 141, the General Purpose School Fund, is established by the Standardized System of Accounting and Reporting developed by the Tennessee Department of Education. These funds, often referred to as "operating funds," are used to fund the activities of Lakeland School System related to the central goals of providing and supporting instruction, student services, facilities maintenance, transportation, student health, and all school board operations.

	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
Revenues	$ 13,933,123	$ 15,717,430	$ 15,935,000	$ 16,946,902	$ 17,180,000
Expenditures	(13,198,497)	(14,072,856)	(16,475,326)	(16,575,317)	(17,733,105)
Net	734,626	1,644,574	(540,326)	371,585	(553,105)
Other Financing Sources	795,905	633,632	540,326	540,326	559,355
Other Financing Uses	-	(440,000)	(700,000)	(700,000)	(706,250)
Net	$ 1,530,531	$ 1,838,206	$ (700,000)	$ 211,911	$ (700,000)
Addition to (Use of) Assigned Fund Balance	$ 1,530,531	$ 1,838,206	$ (700,000)	$ 211,911	$ (700,000)

Functional Departments in the LSS General Purpose School Fund

Education

Lakeland School System, like all Tennessee school systems, is subject to numerous academic and non-academic accountability measures through the TDOE. Per the TDOE website, the state's model is built on multiple indicators that make districts and schools successful, including state test scores and student growth data; English learner performance; low chronic absenteeism and out-of-school suspensions. Based on these accountability measures in the 2018-2019 school year, Lakeland School System was named one of only 21 Exemplary School Districts, the highest designation possible, in the state of Tennessee. In addition, both of Lakeland School System's schools; Lakeland Elementary and Lakeland Middle Preparatory; were named Reward Schools, the highest designation possible for schools.

LSS School Capital Projects Fund

Fund 177, the Capital Projects Fund, is established by the Standardized System of Accounting and Reporting developed by the Tennessee Department of Education. Capital improvements are any expenditure related to land acquisition, construction or renovation of school facilities, or the purchase of equipment that has a life expectancy of 10 years or longer.

	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
Revenues	$ 220,719	$ 660,941	$ 400,000	$ 1,433,143	$ 600,000
Expenditures	(3,423,503)	(6,504,182)	(400,000)	(3,277,015)	(39,618,099)
Net	(3,202,784)	(5,843,241)	-	(1,843,872)	(39,018,099)
Other Financing Sources	3,000,000	440,000	-	43,200,000	-
Other Financing Uses	-	-	-	-	-
Net	$ (202,784)	$ (5,403,241)	$ -	$ 41,356,128	$ (39,018,099)
Addition to (Use of) Restricted Fund Balance	$ (202,784)	$ (5,403,241)	$ -	$ 41,356,128	$ (39,018,099)

Functional Departments in the LSS School Capital Projects Fund

See “Education” in the LSS General Purpose School Fund.

The City of Lakeland's non-major funds are described in greater detail below. Details of the line item amounts for each fund are as listed in the *Table of Contents*.

State Street Aid Fund

Fund 121, the State Street Aid Fund, is a special revenue fund. The fund's status as a special revenue fund is required by the State of Tennessee, due to the inclusion in the fund of intergovernmental revenues from gas and motor fuel state taxes. While the revenues are restricted in terms of purpose, the City of Lakeland expends more funding annually on street repair and maintenance than the per capita allocation from the State of Tennessee, with any remaining fund balance as of the end of each fiscal year being committed by the Board of Commissioners for ongoing street repair and maintenance. Therefore, this fund's budget includes transfers in from Fund 110, the General Fund, for the portion of expenditures that exceed State funding.

	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
Revenues	$ 421,956	$ 447,898	$ 435,051	$ 456,869	$ 464,700
Expenditures	(1,103,481)	(1,490,908)	(901,963)	(1,241,963)	(1,465,173)
Net	(681,525)	(1,043,010)	(466,912)	(785,094)	(1,000,473)
Other Financing Sources	884,058	670,804	466,913	498,971	986,604
Other Financing Uses	-	-	-	-	-
Net	$ 202,533	$ (372,206)	$ 1	$ (286,123)	$ (13,869)
Addition to (Use of) Committed Fund Balance	$ 202,533	$ (372,206)	$ 1	$ (286,123)	$ (13,869)

Functional Departments in the State Street Aid Fund

See "Public Works" in the General Fund.

Stormwater Fund

Fund 416 is the Stormwater Fund, a special revenue fund. Revenues in this fund are generated through the charge to residential customers of a $3.20 monthly stormwater drainage fee. The fiscal year 2020-2021 budget for the Stormwater Fund includes the use of restricted fund balance for capital outlays related to drainage improvements (an allowed use under the City of Lakeland's Fund Balance Policy).

	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
Revenues	$ 190,708	$ 191,663	$ 185,000	$ 192,641	$ 197,000
Expenditures	(149,510)	(262,127)	(185,000)	(185,000)	(272,381)
Net	41,198	(70,464)	-	7,641	(75,381)
Other Financing Sources	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Net	$ 41,198	$ (70,464)	$ -	$ 7,641	$ (75,381)
Addition to (Use of) Restricted Fund Balance	$ 41,198	$ (70,464)	$ -	$ 7,641	$ (75,381)

Functional Departments in the Stormwater Fund

See "Public Works" in the General Fund.

Solid Waste Fund

The Solid Waste Fund, fund 424, is a special revenue fund that accounts for the collection of solid waste disposal fees and related expenditures. The fiscal year 2020-2021 budget for the Solid Waste Fund includes the use of restricted fund balance for capital outlays related to equipment and maintenance (an allowed use under the City of Lakeland's Fund Balance Policy).

	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
Revenues	$ 1,248,110	$ 1,258,728	$ 1,231,560	$ 1,283,996	$ 1,311,954
Expenditures	(1,193,601)	(1,164,456)	(1,796,427)	(1,851,427)	(1,465,613)
Net	54,509	94,272	(564,867)	(567,431)	(153,659)
Other Financing Sources	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Net	$ 54,509	$ 94,272	$ (564,867)	$ (567,431)	$ (153,659)
Addition to (Use of) Restricted Fund Balance	$ 54,509	$ 94,272	$ (564,867)	$ (567,431)	$ (153,659)

Functional Departments in the Solid Waste Fund

See "Public Works" in the General Fund.

LSS Federal Projects Fund

Fund 142, the Federal Projects Fund, is established by the Standardized System of Accounting and Reporting developed by the Tennessee Department of Education. Federal funds and grants must be spent for a specific purpose and are not reflected in the LSS General Purpose School Fund operating budget. These items include such areas as special education, educator professional development, and economically disadvantaged students. The largest item in this category is federal Title I dollars which help support the education of students in poverty.

	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
Revenues	$ 682,621	$ 877,542	$ 941,017	$ 705,882	$ 985,586
Expenditures	(666,705)	(882,372)	(941,017)	(705,882)	(985,586)
Net	15,916	(4,830)	-	-	-
Other Financing Sources	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Net	$ 15,916	$ (4,830)	$ -	$ -	$ -
Addition to (Use of) Restricted Fund Balance	$ 15,916	$ (4,830)	$ -	$ -	$ -

Functional Departments in the LSS Federal Projects Fund

See “Education” in the LSS General Purpose School Fund.

LSS Nutrition Fund

Fund 143, the LSS Nutrition Fund, is established by the Standardized System of Accounting and Reporting developed by the Tennessee Department of Education. These funds consist of both the federally funded USDA school breakfast and lunch programs which reimburse school systems for meals provided to qualifying students, as well as funds generated by "paid" meals from non-qualifying students. Funds are used to pay for food and non-food supplies as well as school nutrition personnel.

	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
Revenues	$ 414,572	$ 441,887	$ 423,130	$ 351,417	$ 429,630
Expenditures	(376,129)	(370,586)	(423,131)	(421,638)	(429,630)
Net	38,443	71,301	(1)	(70,221)	-
Other Financing Sources	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Net	$ 38,443	$ 71,301	$ (1)	$ (70,221)	$ -
Addition to (Use of) Restricted Fund Balance	$ 38,443	$ 71,301	$ (1)	$ (70,221)	$ -

Functional Departments in the LSS Nutrition Fund

See "Education" in the LSS General Purpose School Fund.

LSS Discretionary Grants Fund

Fund 145, the LSS Discretionary Grants Fund, is established by the Standardized System of Accounting and Reporting developed by the Tennessee Department of Education. State funds and grants must be spent for a specific purpose and are not reflected in the LSS General Purpose School Fund operating budget. These items include such state initiatives including coordinated school health, student safety, and specific grants for which systems may apply such as the State Personnel and Development Grant.

	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
Revenues	$ 80,020	$ 131,000	$ 80,020	$ 108,730	$ 83,000
Expenditures	(80,020)	(131,000)	(80,020)	(47,862)	(83,000)
Net	-	-	-	60,868	-
Other Financing Sources	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Net	$ -	$ -	$ -	$ 60,868	$ -
Addition to (Use of) Restricted Fund Balance	$ -	$ -	$ -	$ 60,868	$ -

Functional Departments in the LSS Discretionary Grants Fund

See “Education” in the LSS General Purpose School Fund.

LSS LEAP Fund

Fund 146, the LEAP Fund, is a fund specific to Lakeland School System's in-house before and after care program. LEAP funds are generated by tuition paid by Lakeland parents for before and after care for students at Lakeland Elementary and Lakeland Preparatory schools. These funds are used to provide personnel, resources, and maintenance for the program spaces.

	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
Revenues	$ 268,063	$ 294,958	$ 261,300	$ 182,902	$ 289,800
Expenditures	(236,551)	(195,500)	(261,300)	(139,591)	(289,800)
Net	31,512	99,458	-	43,311	-
Other Financing Sources	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Net	$ 31,512	$ 99,458	$ -	$ 43,311	$ -
Addition to (Use of) Restricted Fund Balance	$ 31,512	$ 99,458	$ -	$ 43,311	$ -

Functional Departments in the LSS LEAP Fund

See "Education" in the LSS General Purpose School Fund.

Debt Service Fund

The Debt Service Fund, fund 210, is the governmental fund through which the City's debt service obligations are accounted. The expenditures, as shown on the detailed line-item budget within this Annual Budget, are for principal and interest and other fiscal charges, and funding for this debt service is provided by transfers from the General Fund.

	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
Revenues	$ 160	$ 78	$ -	$ -	$ -
Expenditures	(2,760,123)	(2,797,156)	(6,760,073)	(3,364,533)	(3,584,333)
Net	(2,759,963)	(2,797,078)	(6,760,073)	(3,364,533)	(3,584,333)
Other Financing Sources	2,771,372	2,626,131	6,760,073	3,284,233	3,584,333
Other Financing Uses	-	-	-	-	-
Net	$ 11,409	$ (170,947)	$ -	$ (80,300)	$ -
Addition to (Use of) Committed Fund Balance	$ 11,409	$ (170,947)	$ -	$ (80,300)	$ -

Functional Departments in the Debt Service Fund

The Debt Service Fund is a governmental fund that accounts for expenditures related to principal and interest and fiscal charges of the City's debt obligations. As such, the functions of this fund are managed by the General Government function of the General Fund.

Other Fund Financial Plans– Summary

The City's proprietary (enterprise) fund is not required by the State of Tennessee to be appropriated, as are governmental funds. However, it is the City's practice to present an annual financial plan for this fund. This annual plan is summarized below.

Sewer Fund

	ACTUAL		PLAN	ESTIMATED	PLAN
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
OPERATING REVENUES					
Charges for Services					
Sewer service fees	$ 1,444,896	$ 1,439,376	$ 1,450,000	$ 1,492,611	$ 1,537,200
Service connection fees	427,350	135,250	534,700	534,700	407,900
Total operating revenues	1,872,246	1,574,626	1,984,700	2,027,311	1,945,100
OPERATING EXPENSES					
Personnel costs	236,514	224,218	363,053	363,053	357,044
Sewer system administration	375,421	441,765	435,850	435,850	397,600
Depreciation expense	489,900	501,043	500,000	500,000	510,000
Equipment	82,016	-	-	-	-
Total operating expenses	1,183,851	1,167,026	1,298,903	1,298,903	1,264,644
Operating income (loss)	688,395	407,600	685,797	728,408	680,456
NONOPERATING REVENUES (EXPENSES)					
Interest income	5,378	12,785	9,000	15,951	20,000
Interest and fiscal charges	(103,853)	(113,557)	(110,000)	(110,000)	(145,000)
Net nonoperating revenues (expenses)	(98,475)	(100,772)	(101,000)	(94,049)	(125,000)
Capital contributions - development	-	852,593	-	-	653,847
Change in net position	$ 589,920	$ 1,159,421	$ 584,797	$ 634,359	$ 1,209,303
OTHER FINANCIAL INFORMATION:					
Capital additions	$ 277,915	$ 1,083,972	$ 1,135,000	$ 835,000	$ 6,653,847
Long-term debt repayment	$ 523,000	$ 544,000	$ 565,000	$ 565,000	$ 588,000
Debt proceeds	$ -	$ -	$ -	$ -	$ 5,000,000
Addition to (use of) cash estimate	$ 278,905	$ 32,492	$ (615,203)	$ (265,641)	$ (522,544)

Functional Departments in the Sewer Fund

The Sewer Fund is an enterprise fund that accounts for the activities of the Sewer Department. The Sewer Department is responsible for maintaining the sewer collection system and operating the Scotts Creek Wastewater Treatment Plant. The Sewer staff and equipment costs are funded solely through the Sewer Enterprise Fund.

Purpose

The Sewer Department maintains the collection system including pipe, manholes, and lift stations. The Department also maintains equipment at the Scotts Creek Wastewater Treatment Plant. The Wastewater Supervisor serves as the certified operator of the plant. Staff also collect samples daily and perform lab work to maintain compliance with the State National Pollutant Discharge Elimination System ("NPDES") Permit as well as Environmental Protection Agency ("EPA") regulations.

Performance

The City performs video inspections on a portion of the collection system every two years. Repairs, as identified in the inspection, are conducted on the year between inspections. Lift Stations are checked daily and require regular maintenance such as cleaning, pump/motor repair, and electrical repair. The Scotts Creek Wastewater plant operation requires daily sampling and lab testing. In addition, the plant requires extensive preventative maintenance and cleaning.

VISION REFERENCE	OBJECTIVE	PERFORMANCE MEASURES	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 PROJECTED
Vision Statement 1	Inspect and maintain sewer collection lines	Linear feet of sewer line inspected/ maintained	10	324	500
Vision Statement 2	Maintain sewer lift stations	Number of lift stations	18	18	18
Vision Statement 3	Operate Wastewater Treatment Plant	Lab testing of samples	365	365	365

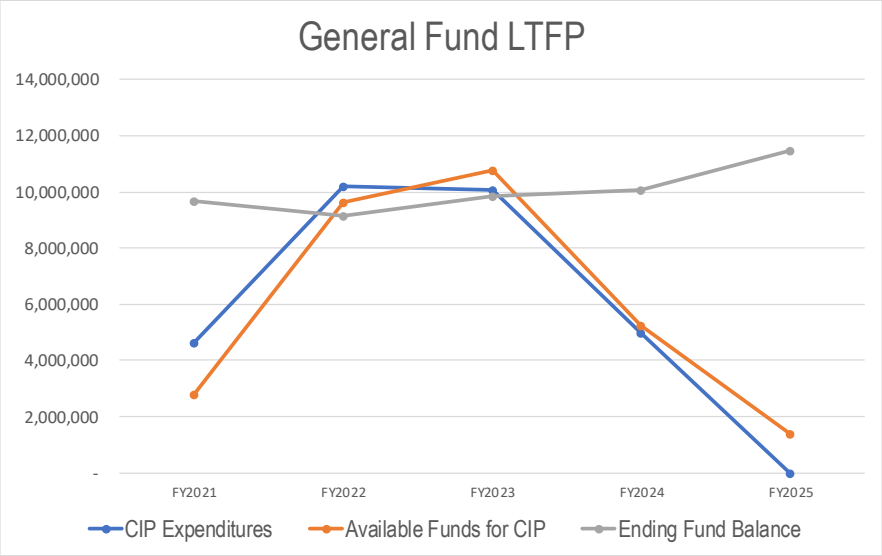
Long-Term Financial Plan ("LTFP")

City policy requires that a LTFP be developed, in conjunction with anticipated changes in City services, long-range vision statements, and needed capital improvements (along with CIP planning), to ensure the City's long-term financial health and stability. The LTFP is required to cover any City fund with a minimum fund balance, or reserve, policy. Currently the General Fund is the only City fund with a minimum fund balance policy requirement.

For the LTFP presented below, the City's revenues and current expenditures are projected based upon a combination of trend analyses and specific identification of changing economic factors (including economic development). The projected change in fund balance before capital and debt activities provides a measure of the available funding, on an annual basis, for CIP plan implementation. The LTFP then outlines the total capital outlays and associated projected grant revenues, and other financing sources and uses that will impact ending fund balance on an annual basis. A significant goal of the LTFP is to ensure that at the end of the five-year plan, projected ending fund balance is maintained at a level compliant with the City's financial policies. The LTFP is the financial synthesis of the City's vision statements – specifically:

Vision Statement	Execution in the LTFP
Vision Statement 1 and Vision Statement 2	The LTFP projects property tax revenues at a modest annual increase, which prevents large swings in the tax rate from year to year, thereby ensuring that Shelby County's lowest municipal property tax rate remains competitive for economic development.
Vision Statement 2	The LTFP analyzes current expenditures, which include City staffing, and planned economic changes and the impact of the CIP on the staff workload to ensure that modifications to the plan are made as needed such that staff resources and training are adequate for the accomplishment of the City's goals.
Vision Statement 3	Capital outlays included in the LTFP are designed to accomplish the goal of creating or improving public facilities, parks and amenities.
Vision Statement 4	The LTFP in conjunction with the CIP process ensures that 1) New Canada Road is a priority for completion and that 2) other needed infrastructure improvements are adequately prioritized and funded.

As shown in the graph below and the plan summary on the following page, the LTFP ensures adequate funds are available for execution of the CIP and that ending fund balance remains in compliance with the City's fund balance policy at the end of the five-year period.



Long-Term Financial Plan ("LTFP") (Continued)

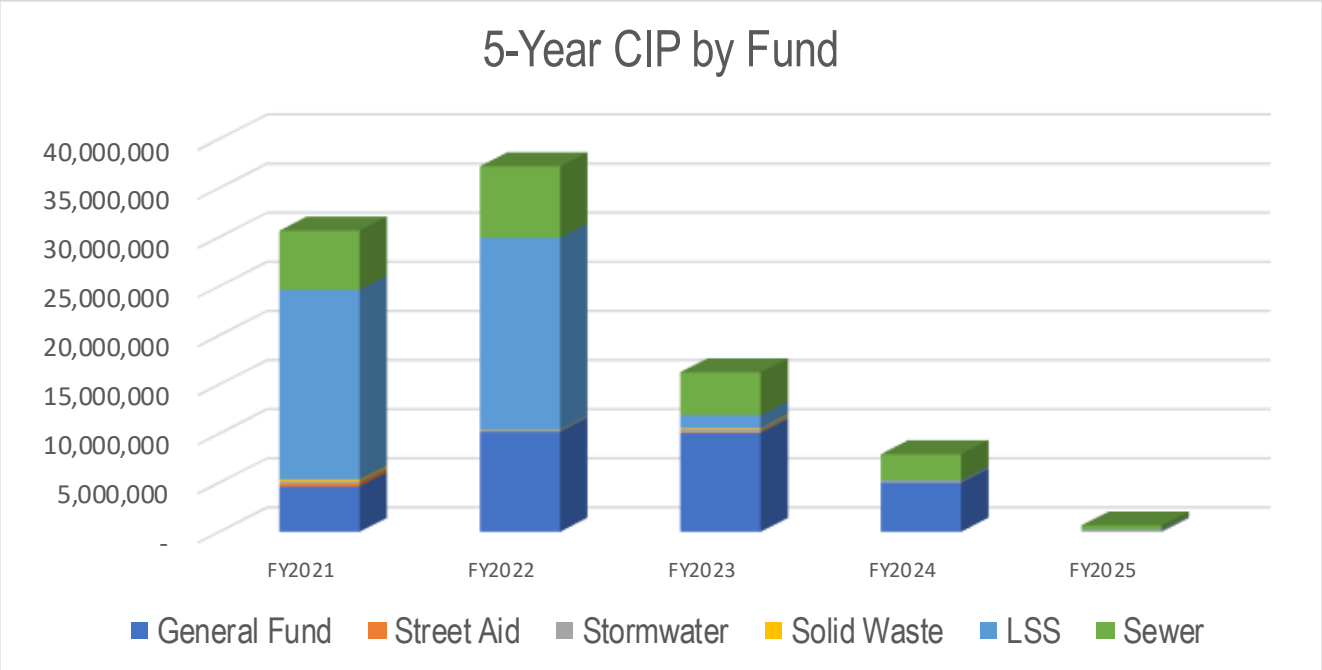
	FY2021	FY2022	FY2023	FY2024	FY2025
GENERAL FUND					
PROJECTED REVENUES	$ 8,939,311	$ 9,479,743	$ 9,709,994	$ 9,946,196	$ 10,188,512
PROJECTED CURRENT EXPENDITURES	(3,611,616)	(3,700,780)	(3,793,488)	(3,889,909)	(3,990,218)
OPERATING TRANSFERS IN (OUT) TO LSS	(553,105)	(569,698)	(586,789)	(604,393)	(622,525)
PROJECTED CHANGE IN FUND BALANCE BEFORE CAPITAL AND DEBT ACTIVITIES	4,774,590	5,209,265	5,329,717	5,451,894	5,575,769
CAPITAL AND DEBT ACTIVITIES					
Capital outlays	(4,623,000)	(10,190,000)	(10,060,000)	(5,000,000)	-
Federal, state, and local grants - Capital related	1,907,000	8,000,000	8,000,000	4,000,000	-
Issuance of debt - USDA G.O. Bond	-	-	55,500,000	-	-
Transfers in from LSS	700,000	700,000	700,000	-	-
Transfers out to SSA for capital and M&O	(986,604)	(676,560)	(724,453)	(641,272)	(621,959)
Transfers out to Debt Service for debt activities	(3,584,333)	(3,588,338)	(58,050,339)	(3,564,324)	(3,581,815)
Total capital and debt activities	(6,586,937)	(5,754,898)	(4,634,792)	(5,205,596)	(4,203,774)
PROJECTED NET CHANGE IN FUND BALANCE	(1,812,347)	(545,633)	694,925	246,298	1,371,995
PROJECTED BEGINNING FUND BALANCE	11,507,047	$ 9,694,700	$ 9,149,067	$ 9,843,992	$ 10,090,290
PROJECTED ENDING FUND BALANCE	$ 9,694,700	$ 9,149,067	$ 9,843,992	$ 10,090,290	$ 11,462,285
5-YEAR INCREASE (DECREASE) IN FUND BALANCE					**$ (44,762)**

Capital Improvements Plan ("CIP")

The CIP is a five-year planning document that prioritizes and plans for needed capital expenditures. A capital expenditure is generally an expenditure of funds for the acquisition or construction of assets with a useful life in excess of one year. Capital expenditures for projects expected to exceed $100,000 in funding must be included in the CIP; however, smaller projects and/or items of equipment may also be included as identified. On the following pages, significant non-recurring capital projects (i.e. those with expected costs greater than $100,000) are individually described and their major funding sources identified.

The schedule on the following page is the City's governmental funds CIP. The CIP for the Sewer Fund is included in the detailed Sewer Fund Financial Plan. On the following pages are summaries by governmental fund, providing project descriptions as well as funding sources and ongoing maintenance and operating ("M&O") costs, as applicable.

CIP expenditures by fund for each of the projected five years is as follows:



Capital Improvements Plan ("CIP") (Continued)

	FY2021	FY2022	FY2023	FY2024	FY2025
GENERAL FUND					
Community Development					
New Canada Road	$ 600,000	$ 10,000,000	$ 10,000,000	$ 5,000,000	$ -
Canada Road Pedestrian & Bike Trail Improvements	840,000	-	-	-	-
Transportation Plan Update	350,000	-	-	-	-
Public Works					
MiniExcavator	-	40,000	-	-	-
Covered Parking/Storage Facility	-	150,000	-	-	-
Skid Steer	-	-	60,000	-	-
Parks and Recreation					
Memphis-Arlington Athletic Complex	1,000,000	-	-	-	-
Highway 70 Athletic Fields	1,273,000	-	-	-	-
Dog Park Project	250,000	-	-	-	-
Oak Ridge Playground	250,000	-	-	-	-
Other improvements	60,000	-	-	-	-
GENERAL FUND TOTAL	4,623,000	10,190,000	10,060,000	5,000,000	-
STREET AID					
Metal Maintenance Building (Shared Cost with Solid Waste)	150,000	-	-	-	-
Dump/Roll-off Truck (Shared Cost with Solid Waste)	80,000	-	-	-	-
Other equipment and improvements	77,825	-	-	-	-
Asphalt Hotbox Swapbody	-	-	65,000	-	-
STREET AID TOTAL	307,825	-	65,000	-	-
STORMWATER					
Misc. Drainage Imrovements	200,000	200,000	200,000	200,000	200,000
Street Sweeper	-	-	180,000	-	-
STORMWATER TOTAL	200,000	200,000	380,000	200,000	200,000
SOLID WASTE					
Metal Maintenance Building (Shared Cost with Street Aid)	50,000	-	-	-	-
Dump/Roll-off Truck (Shared Cost with Street Aid)	80,000	-	-	-	-
Recycle Compactor	60,000	-	-	-	-
Chipper	-	15,000	-	-	-
Knuckleboom Swapbody	-	-	95,000	-	-
SOLID WASTE TOTAL	190,000	15,000	95,000	-	-
LAKELAND SCHOOL SYSTEMS CAPITAL PROJECTS FUND					
High School Project	19,224,819	19,224,819	1,250,000	-	-
Athletic Complex	70,405	270,405	-	-	-
CIP Consulting	50,000	50,000	50,000	50,000	50,000
LSS CAPITAL PROJECTS TOTAL	19,345,224	19,545,224	1,300,000	50,000	50,000
GOVERNMENTAL FUNDS TOTAL CIP	24,666,049	29,950,224	11,900,000	5,250,000	250,000
STREET AID ANNUAL PAVING (M&O Expenditure)	800,000	800,000	800,000	800,000	800,000
GOVERNMENTAL FUNDS TOTAL CAPITAL AND M&O	$ 25,466,049	$ 30,750,224	$ 12,700,000	$ 6,050,000	$ 1,050,000

Capital Improvements Plan ("CIP") (Continued)

The schedule below identifies the planned funding sources for the governmental funds' capital projects identified in the CIP:

	FY2021	FY2022	FY2023	FY2024	FY2025
GOVERNMENTAL FUNDS TOTAL CAPITAL AND M&O	$ 25,466,049	$ 30,750,224	$ 12,700,000	$ 6,050,000	$ 1,050,000
CIP FUNDING SOURCES					
Federal, state, and local grants	$ 1,907,000	$ 8,000,000	$ 8,000,000	$ 4,000,000	$ -
General Fund general governmental revenues	999,630	1,644,367	2,060,000	1,000,000	-
General Fund fund balance	1,716,370	545,633	-	-	-
State Street Aid Fund gas and motor fuel revenues	121,221	123,440	140,547	158,728	178,041
General Fund transfers to State Street Aid Fund	986,604	676,560	724,453	641,272	621,959
Stormwater user fees and fund balance	200,000	200,000	380,000	200,000	200,000
Solid Waste user fees and fund balance	190,000	15,000	95,000	-	-
LSS General Purpose School Fund revenues and fund balance	-	-	1,022,349	50,000	50,000
LSS Capital Projects Fund USDA fund balance	19,224,819	19,144,818	-	-	-
LSS Capital Projects Fund restricted fund balance	120,405	400,406	277,651	-	-
TOTAL CIP FUNDING SOURCES	$ 25,466,049	$ 30,750,224	$ 12,700,000	$ 6,050,000	$ 1,050,000

Significant Non-recurring Capital Projects

PROJECT:	**5-YEAR CIP EXPENDITURES:**
New Canada Road	$25,600,000
	FUNDING SOURCES:
	Grants through the State of Tennessee (80%)
	General Fund general governmental revenues
	General Fund use of fund balance (in FY2022 only)
DESCRIPTION:	
The New Canada Road project consists of the realignment of existing Canada Road between Interstate 40 ("I-40") and Highway 70. The new roadway will be approximately 2.3 miles in length. Project costs include the anticipated remaining costs on this project.	
FUTURE OPERATING BUDGET IMPACT:	
Anticipated operating costs in the near term (next five years) is negligible, and annual paving maintenance and repair costs are not expected to be needed until at least ten years after completion of the roadway.	

Significant Non-recurring Capital Projects (Continued)

PROJECT:	5-YEAR CIP EXPENDITURES:
Canada Road Pedestrian & Bike Trail Improvements	$840,000
	FUNDING SOURCES:
	Grants through the State of Tennessee (80%)
	General Fund general governmental revenues
DESCRIPTION:	
Canada Road Bike and Pedestrian Path project is currently under construction with anticipated completion in Fiscal Year 2021. This project includes completing the connection of the multimodal pathway on Canada Road to connect to the sidewalk installed with the I-40 at Canada Road Interchange project. Also include are 2 gateway signs at the Interchange and various ADA improvements.	
FUTURE OPERATING BUDGET IMPACT:	
Upon completion, annual operating budget impact is not expected to exceed $20,000 - $25,000.	

PROJECT:	5-YEAR CIP EXPENDITURES:
Transportation Plan Update	$350,000
	FUNDING SOURCES:
	Grants through the State of Tennessee (80%)
	General Fund general governmental revenues
DESCRIPTION:	
Transportation Plan Update will update the City's Long-Range Transportation Plan. The last update was conducted in 2009. This document is used by Staff and various Boards and Commissions to ensure adequate transportation systems are being incorporated in new development and capital improvements projects.	
FUTURE OPERATING BUDGET IMPACT:	
There are no anticipated future operating budget impacts from this project.	

PROJECT:	5-YEAR CIP EXPENDITURES:
Covered Parking/Storage Facility	$150,000
	FUNDING SOURCES:
	General Fund general governmental revenues
DESCRIPTION:	
Project is for the purchase, installation, and outfitting of a covered parking and storage facility for the Public Works department.	
FUTURE OPERATING BUDGET IMPACT:	
There are minimal anticipated future operating budget impacts from this project. Within five years following installation, anticipated additional repairs and maintenance should not increase more than two percent related to this project.	

Significant Non-recurring Capital Projects (Continued)

PROJECT:	5-YEAR CIP EXPENDITURES:
Memphis-Arlington Athletic Complex	$1,000,000
	FUNDING SOURCES:
	Grant funding ($475,000)
	General Fund general governmental revenues
	General Fund committed fund balance ($443,370)
DESCRIPTION:	
Originally planned and budgeted as an athletic complex, this project has been modified to include multiple soccer fields and practice areas on the land owned by the City along Memphis-Arlington Road. Remaining budget is for the completion of the construction of these fields.	
FUTURE OPERATING BUDGET IMPACT:	
Upon completion, the parks and recreation budget in the General Fund will be increased to cover additional labor and materials for field maintenance, the full scope of which will be realized beginning in fiscal year 2022 and is covered through the planned increase in parks and recreation expenditures in the LTFP.	

PROJECT:	5-YEAR CIP EXPENDITURES:
Highway 70 Athletic Fields	$1,273,000
	FUNDING SOURCES:
	General Fund assigned fund balance
DESCRIPTION:	
Amounts appropriated for this project are for the planned purchase of land, development of a full development plan and budget, and design and construction of athletic fields on the land planned to be purchased.	
FUTURE OPERATING BUDGET IMPACT:	
Upon completion, the parks and recreation budget in the General Fund will be increased to cover additional labor and materials for field maintenance, the full scope of which will be realized beginning in fiscal year 2022 and is covered through the planned increase in parks and recreation expenditures in the LTFP.	

PROJECT:	5-YEAR CIP EXPENDITURES:
Dog Park Project	$250,000
	FUNDING SOURCES:
	General Fund general governmental revenues
DESCRIPTION:	
The Dog Park Project is for construction of a dog park addition to Zadie Keuhl Memorial Park on 3.6 acres of donated land.	
FUTURE OPERATING BUDGET IMPACT:	
Upon completion, the parks and recreation budget in the General Fund will be increased to cover additional labor and materials for park maintenance, the full scope of which will be realized beginning in fiscal year 2022 and is covered through the planned increase in parks and recreation expenditures in the LTFP.	

PROJECT:	5-YEAR CIP EXPENDITURES:
Oak Ridge Playground	$250,000
	FUNDING SOURCES:
	General Fund general governmental revenues
DESCRIPTION:	
This project is for the design, purchase, and installation of playground equipment at the existing Oak Ridge Park.	
FUTURE OPERATING BUDGET IMPACT:	
Annual operating budget impact is negligible.	

Significant Non-recurring Capital Projects (Continued)

PROJECT:	5-YEAR CIP EXPENDITURES:
Metal Maintenance Building	$200,000
	FUNDING SOURCES:
	General Fund transfers to State Street Aid Fund
	Solid Waste user fees and fund balance
DESCRIPTION:	
This project is for the purchase and assembly of a metal maintenance building, as well as fit-out of the interior once erected, to be used by the public works department in the State Street Aid and Solid Waste funds. The building will be located adjacent to the existing City Hall.	
FUTURE OPERATING BUDGET IMPACT:	
Annual repairs and maintenance expenses are not expected to exceed 5% - 10% of project cost.	

PROJECT:	5-YEAR CIP EXPENDITURES:
Dump/Roll-off Truck	$160,000
	FUNDING SOURCES:
	General Fund transfers to State Street Aid Fund
	Solid Waste user fees and fund balance
DESCRIPTION:	
This project is for the purchase of a Swap Body Dump Truck to be used by public works in the State Street Aid and Solid Waste funds. The truck will also be utilized to transport roll-off containers.	
FUTURE OPERATING BUDGET IMPACT:	
Annual repairs and maintenance expenses are not expected to exceed 5% - 10% of project cost.	

PROJECT:	5-YEAR CIP EXPENDITURES:
Street Sweeper	$180,000
	FUNDING SOURCES:
	Stormwater user fees and fund balance
DESCRIPTION:	
The purchase of a street sweeper is planned for fiscal year 2023 for use in the Stormwater fund to aid in the removal of street debris and improve drainage system functions.	
FUTURE OPERATING BUDGET IMPACT:	
Annual repairs and maintenance expenses are not expected to exceed 5% - 10% of project cost.	

Significant Non-recurring Capital Projects (Continued)

PROJECT:	5-YEAR CIP EXPENDITURES:
High School Project	$39,699,638
	FUNDING SOURCES:
	LSS Capital Projects Fund USDA fund balance (from USDA interim financing proceeds)
	LSS Capital Projects Fund restricted fund balance
	LSS General Purpose School Fund revenues and fund balance
DESCRIPTION:	
This project is for the planned construction of a high school educational facility, including athletic fields, adjacent to the existing LMPS.	
FUTURE OPERATING BUDGET IMPACT:	
LSS General Purpose School Fund revenues and expenditures will increase based upon a phased-in enrollment in the new high school facility. By the time the high school is fully built out and accommodating all four high school grades (9-12), both revenues and expenditures in the fund are anticipated to increase by 40-45 percent.	

PROJECT:	5-YEAR CIP EXPENDITURES:
Athletic Complex (LSS)	$340,810
	FUNDING SOURCES:
	LSS Capital Projects Fund restricted fund balance
	LSS General Purpose School Fund revenues and fund balance
DESCRIPTION:	
This project is to fund the building construction and furniture, fixtures, and equipment of an athletic complex on the existing LMPS campus.	
FUTURE OPERATING BUDGET IMPACT:	
Annual repairs and maintenance expenses are not expected to exceed 5% - 10% of project cost.	

PROJECT:	5-YEAR CIP EXPENDITURES:
CIP Consulting	$250,000
	FUNDING SOURCES:
	LSS Capital Projects Fund restricted fund balance
	LSS General Purpose School Fund revenues and fund balance
DESCRIPTION:	
This project represents the planned consulting fees and related costs for the design and construction phases of the High School and Athletic Complex projects for LSS.	
FUTURE OPERATING BUDGET IMPACT:	
There are no anticipated future operating budget impacts from this project.	

Personnel Management Plan

City staffing levels for fiscal year 2021 are expected to remain stable as compared to prior periods. As noted below, the City expects to add additional Construction Inspector and Recreation Coordinator positions in the ensuing fiscal year, and changes in LSS staffing levels are described further below.

General Government 7.4 FTE's

Staffing in the General Government function includes the City Manager, the Finance and Human Resources Director, and the GIS and Information Systems Director, as well as three (3) full-time and two (2) part-time staff positions. The change from prior periods is due to vacancies and turnover rates in those periods.

Community Development 6.7 FTE's

Community Development staffing includes the City Planner, City Recorder, Code Inspector, and new Construction Inspector position for fiscal year 2021. The staffing level also includes partially-allocated FTE's for the City Engineer and staff engineer and inspector positions. The change from prior periods is due to 1) changes in the allocation rates of certain personnel and 2) the addition of 1 FTE for a new Construction Inspector.

Public Works 18.2 FTE's

Public Works staff are allocated across the General Fund, the State Street Aid Fund, the Stormwater Fund, and the Solid Waste Fund. Sewer Fund Public Works employees are separately assigned and dedicated to the enterprise fund. There is no change in staffing levels of Public Works planned for fiscal year 2021.

Parks and Recreation 4.5 FTE's

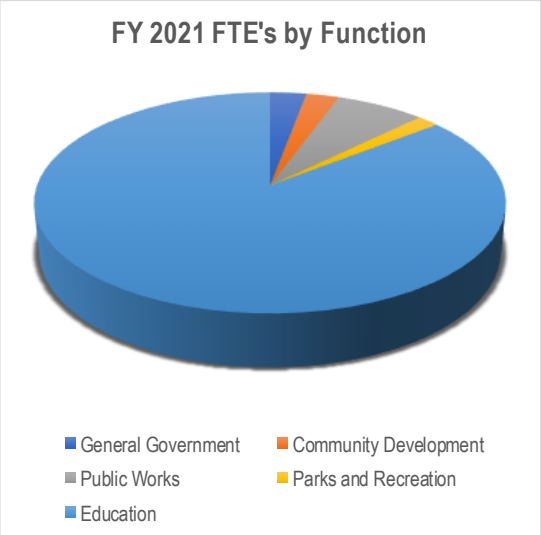
Staffing for Parks and Recreation includes the Parks and Recreation Director, two (2) Recreation Coordinators, part-time Recreation assistants, and the Community Services Representative. The change from prior periods is due to 1) an additional Recreation Coordinator and 2) vacancies and turnover in prior periods.

Education 219.0 FTE's

Education staff are allocated across all LSS funds. Changes for fiscal year 2021 include the addition of seven (7) regular education teachers, one (1) functional skills teacher, three (3) educational support positions, and changes in various part-time to full-time staffing levels.

FTE's by Fund and Function

	ACTUAL FY2018-2019	ESTIMATED FY2019-2020	BUDGET FY2020-2021
CITY FUNDS			
General Fund			
General government	6.7	7.2	7.4
Community development	5.6	5.5	6.7
Public works	6.8	7.2	7.5
Parks and recreation	3.2	2.8	4.5
Total General Fund	22.3	22.7	26.1
State Street Aid Fund			
Public works	4.7	4.0	4.0
Stormwater Fund			
Public works	0.5	0.5	0.5
Solid Waste Fund			
Public works	1.0	2.2	2.2
Sewer Fund			
Public works	3.3	4.6	4.0
TOTAL CITY FUNDS	31.8	34.0	36.8
LSS FUNDS			
General Purpose School Fund			
Education	178.0	190.0	197.0
Federal Projects Fund			
Education	4.0	5.0	6.0
Nutrition Fund			
Education	7.0	7.0	9.0
Discretionary Grants Fund			
Education	1.0	1.0	1.0
LEAP Fund			
Education	4.0	4.0	6.0
TOTAL LSS FUNDS	194.0	207.0	219.0
TOTAL FTE'S	225.8	241.0	255.8



Authorized Pay Plan – City Employees

City employees for fiscal year 2021 will be compensated in accordance with the pay schedule below, developed based upon the calendar year 2020 federal employees pay scale. Part-time positions are adjusted pro-rate based upon this scale. Exceptions to the ranges listed below must be approved by the City Manager.

CITY OF LAKELAND PAY PLAN - FY 2021				
		Based on Federal Pay Scale		
Position	Grade	Minimum	Median	Maximum
Janitor	4	$ 26,915	$ 30,951	$ 34,986
Maintenance Technician I	4	$ 26,915	$ 30,951	$ 34,986
Public Relations Specialist	4	$ 26,915	$ 30,951	$ 34,986
Receptionist/City Court Clerk	4	$ 26,915	$ 30,951	$ 34,986
Wastewater Specialist I	4	$ 26,915	$ 30,951	$ 34,986
Maintenance Technician II	5	$ 30,113	$ 34,629	$ 39,144
Senior Center Manager	5	$ 30,113	$ 34,629	$ 39,144
Engineering Intern	5	$ 30,113	$ 34,629	$ 39,144
Mechanic	6	$ 33,567	$ 38,604	$ 43,641
Operators	6	$ 33,567	$ 38,604	$ 43,641
Recreation Coordinator	6	$ 33,567	$ 38,604	$ 43,641
Community Services Representative	6	$ 33,567	$ 38,604	$ 43,641
Wastewater Specialist II	6	$ 33,567	$ 38,604	$ 43,641
Construction Inspector	6	$ 33,567	$ 38,604	$ 43,641
Code Enforcement Officer	7	$ 37,301	$ 42,897	$ 48,493
Community Development Specialist	7	$ 37,301	$ 42,897	$ 48,493
Finance/Inventory Clerk	7	$ 37,301	$ 42,897	$ 48,493
Human Resources and Payroll Clerk	7	$ 37,301	$ 42,897	$ 48,493
Senior Wastewater Operator	9	$ 45,627	$ 52,470	$ 59,312
Staff Engineer	9	$ 45,627	$ 52,470	$ 59,312
Streets/Drainage Supervisor	9	$ 45,627	$ 52,470	$ 59,312
Chief Inspector	10	$ 50,246	$ 57,781	$ 65,316
Public Works Manager	11	$ 55,204	$ 63,487	$ 71,780
Wastewater Supervisor	11	$ 55,204	$ 63,487	$ 71,780
GIS and Information Systems Director	13	$ 78,681	$ 90,482	$ 102,283
Parks & Recreation Director	13	$ 78,681	$ 90,482	$ 102,283
City Engineer	13	$ 78,681	$ 90,482	$ 102,283
Finance and Human Resources Director	13	$ 78,681	$ 90,482	$ 102,283
Planning Director	13	$ 78,681	$ 90,482	$ 102,283
City Manager	14	$ 92,977	$ 106,925	$ 120,873

Authorized Pay Plan – LSS Employees

LSS employees for fiscal year 2021 will be compensated in accordance with the pay schedules below and on the following pages, listed by type of employee.

LAKELAND SCHOOL SYSTEM TEACHER**

10 month CERTIFIED (7.5 hr)

STEP	B.A. ANNUAL	M.A. or Greater ANNUAL
0	$44,054	$47,069
1	$44,952	$48,025
2	$46,046	$48,874
3	$47,069	$50,072
4	$48,025	$50,685
5	$48,874	$51,685
6	$50,072	$52,159
7	$50,685	$53,203
8	$51,685	$54,650
9	$52,159	$55,965
10	$53,203	$57,299
11	$54,650	$58,545
12	$55,965	$59,884
13	$57,299	$60,482
14	$58,545	$61,081
15	$59,884	$61,921
16	$60,482	$63,067
17	$61,081	$64,234
18	$61,921	$65,422

***These lanes apply to teachers hired in the Lakeland School System AFTER the 2013-2014 school year.*

Authorized Pay Plan – LSS Employees (Continued)

LEGACY TEACHER**

10 month CERTIFIED (7.5 hr)

STEP	B.A. ANNUAL	**M.A. ANNUAL	**M.A. + 45 ANNUAL	**EDS ANNUAL	**EDD ANNUAL
0	$44,054	$47,628	$51,322	$52,044	$53,957
1	$44,952	$48,738	$52,611	$53,344	$55,189
2	$46,046	$49,807	$53,839	$54,569	$56,414
3	$47,069	$50,834	$55,040	$55,774	$57,615
4	$48,025	$51,877	$56,356	$57,094	$58,993
5	$48,874	$52,766	$57,397	$58,099	$60,027
6	$50,072	$54,039	$58,871	$59,581	$61,505
7	$50,685	$54,690	$59,857	$60,601	$62,448
8	$51,685	$55,779	$61,035	$61,800	$63,624
9	$52,159	$56,297	$61,777	$62,528	$64,810
10	$53,203	$57,433	$63,044	$63,769	$65,652
11	$54,650	$58,970	$64,939	$65,628	$67,559
12	$55,965	$60,280	$66,365	$67,125	$68,959
13	$57,299	$61,574	$67,941	$68,662	$70,594
14	$58,545	$62,957	$69,349	$70,112	$71,934
15	$59,884	$64,225	$70,883	$71,634	$73,501
16	$60,482	$64,822	$71,481	$72,233	$74,099
17	$61,081	$65,422	$72,080	$72,830	$74,697
18	$61,921	$66,352	$73,145	$73,912	$75,814

***These lanes (M.A. and higher) only apply to teachers hired at Lakeland Elementary School IN OR PRIOR to the 2013-2014 school year.*

Authorized Pay Plan – LSS Employees (Continued)

10.5 MONTH ANNUALIZED TEACHER

10.5 month CERTIFIED (7.5 hr)

STEP	B.A. ANNUAL	M.A. or Greater ANNUAL
0	$46,257	$49,422
1	$47,199	$50,426
2	$48,348	$51,317
3	$49,422	$52,576
4	$50,426	$53,220
5	$51,317	$54,269
6	$52,576	$54,767
7	$53,220	$55,863
8	$54,269	$57,382
9	$54,767	$58,762
10	$55,863	$60,164
11	$57,382	$61,472
12	$58,762	$62,879
13	$60,164	$63,506
14	$61,472	$64,135
15	$62,879	$65,017
16	$63,506	$66,220
17	$64,135	$67,445
18	$65,017	$68,693

Authorized Pay Plan – LSS Employees (Continued)

10.5 MONTH ANNUALIZED LEGACY TEACHER

10.5 month CERTIFIED (7.5 hr)

STEP	B.A. ANNUAL	M.A. ANNUAL	M.A. + 45 ANNUAL	EDS ANNUAL	EDD ANNUAL
0	$46,257	$50,010	$53,888	$54,645	$56,655
1	$47,199	$51,174	$55,241	$56,011	$57,948
2	$48,348	$52,297	$56,530	$57,297	$59,234
3	$49,422	$53,376	$57,792	$58,562	$60,495
4	$50,426	$54,471	$59,174	$59,948	$61,943
5	$51,317	$55,404	$60,267	$61,004	$63,029
6	$52,576	$56,741	$61,814	$62,560	$64,580
7	$53,220	$57,424	$62,849	$63,631	$65,570
8	$54,269	$58,567	$64,087	$64,889	$66,805
9	$54,767	$59,112	$64,865	$65,654	$68,050
10	$55,863	$60,304	$66,196	$66,957	$68,934
11	$57,382	$61,918	$68,185	$68,909	$70,937
12	$58,762	$63,294	$69,682	$70,481	$72,407
13	$60,164	$64,652	$71,338	$72,095	$74,122
14	$61,472	$66,104	$72,816	$73,617	$75,530
15	$62,879	$67,435	$74,427	$75,215	$77,175
16	$63,506	$68,064	$75,055	$75,844	$77,804
17	$64,135	$68,693	$75,683	$76,471	$78,432
18	$65,017	$69,670	$76,802	$77,607	$79,604

Authorized Pay Plan – LSS Employees (Continued)

12 MONTH ANNUALIZED TEACHER

12 month CERTIFIED (8 hr)

STEP	B.A. ANNUAL	M.A. or Greater ANNUAL
0	$57,270	$61,190
1	$58,437	$62,432
2	$59,860	$63,535
3	$61,190	$65,093
4	$62,432	$65,890
5	$63,535	$67,190
6	$65,093	$67,806
7	$65,890	$69,164
8	$67,190	$71,045
9	$67,806	$72,754
10	$69,164	$74,488
11	$71,045	$76,109
12	$72,754	$77,850
13	$74,488	$78,627
14	$76,109	$79,405
15	$77,850	$80,498
16	$78,627	$81,987
17	$79,405	$83,504
18	$80,498	$85,048

Authorized Pay Plan – LSS Employees (Continued)

12 MONTH ANNUALIZED LEGACY TEACHER

12 month CERTIFIED (8 hr)

STEP	B.A. ANNUAL	M.A. ANNUAL	M.A. + 45 ANNUAL	EDS ANNUAL	EDD ANNUAL
0	$57,269	$61,915	$66,717	$67,655	$70,143
1	$58,436	$63,358	$68,393	$69,346	$71,745
2	$59,859	$64,748	$69,989	$70,939	$73,337
3	$61,189	$66,083	$71,551	$72,504	$74,898
4	$62,431	$67,439	$73,261	$74,220	$76,689
5	$63,535	$68,594	$74,614	$75,528	$78,034
6	$65,092	$70,249	$76,530	$77,453	$79,955
7	$65,889	$71,095	$77,812	$78,779	$81,180
8	$67,188	$72,512	$79,343	$80,338	$82,709
9	$67,805	$73,185	$80,308	$81,286	$84,252
10	$69,163	$74,662	$81,956	$82,897	$85,345
11	$71,043	$76,659	$84,419	$85,316	$87,825
12	$72,752	$78,362	$86,272	$87,262	$89,645
13	$74,487	$80,044	$88,322	$89,259	$91,770
14	$76,107	$81,842	$90,152	$91,144	$93,512
15	$77,848	$83,491	$92,146	$93,122	$95,549
16	$78,625	$84,267	$92,924	$93,901	$96,327
17	$79,404	$85,047	$93,702	$94,678	$97,104
18	$80,496	$86,256	$95,086	$96,083	$98,556

Authorized Pay Plan – LSS Employees (Continued)

SPEECH LANGUAGE PATHOLOGIST

10 month CERTIFIED (7.5 hr)

STEP	B.A. ANNUAL	M.A. ANNUAL	M.A. + 45 ANNUAL	EDS ANNUAL	EDD ANNUAL
0	$45,990	$50,491	$54,094	$54,796	$56,662
1	$46,865	$51,573	$55,350	$56,064	$57,864
2	$47,933	$52,615	$56,546	$57,259	$59,056
3	$48,928	$53,617	$57,715	$58,431	$60,223
4	$49,862	$54,633	$58,999	$59,718	$61,567
5	$50,685	$55,498	$60,011	$60,696	$62,578
6	$51,855	$56,739	$61,448	$62,141	$64,014
7	$52,455	$57,375	$62,017	$63,134	$64,936
8	$53,425	$58,435	$63,559	$64,304	$66,082
9	$53,888	$58,942	$64,280	$65,013	$67,237
10	$54,937	$60,048	$65,515	$66,220	$68,056
11	$56,315	$61,546	$67,363	$68,034	$69,915
12	$57,596	$62,822	$68,753	$69,493	$71,278
13	$58,898	$64,082	$70,289	$70,990	$72,872
14	$60,112	$65,432	$71,662	$72,403	$74,178
15	$61,416	$66,666	$73,153	$73,887	$75,705
16	$61,999	$67,249	$73,738	$74,469	$76,290
17	$62,582	$67,832	$74,320	$75,051	$76,871
18	$63,402	$68,739	$75,358	$76,106	$77,961

Authorized Pay Plan – LSS Employees (Continued)

OCCUPATIONAL THERAPIST
PHYSICAL THERAPIST
10 month CERTIFIED (7.5 hr)

STEP	ANNUAL SALARY
0	$60,535
1	$61,941
2	$63,279
3	$64,587
4	$66,024
5	$67,156
6	$68,764
7	$69,401
8	$71,127
9	$71,934
10	$73,315
11	$75,383
12	$76,939
13	$78,658
14	$80,194
15	$81,863
16	$82,517
17	$83,169
18	$84,331

Authorized Pay Plan – LSS Employees (Continued)

PRINCIPAL
ELEMENTARY & MIDDLE

12 month CERTIFIED (8 hr)

STEP	ANNUAL SALARY
0	$100,441
1	$103,011
2	$105,582
3	$108,164
4	$110,735

ASSISTANT PRINCIPAL

10.5 month CERTIFIED (8 hr)

STEP	ANNUAL SALARY
0	$76,619
1	$78,868
2	$81,117
3	$83,377
4	$85,627

ASSISTANT PRINCIPAL (SCHEDULING)

11 month CERTIFIED (8 hr)

STEP	ANNUAL SALARY
0	$80,268
1	$82,624
2	$84,980
3	$87,347
4	$89,704

Authorized Pay Plan – LSS Employees (Continued)

ASSISTANT SUPERINTENDENT OF ACADEMICS AND EXCEPTIONAL LEARNING

11 month CERTIFIED (8 hr)

STEP	ANNUAL SALARY
0	$89,703
1	$91,048
2	$92,414
3	$93,800
4	$95,208

SPECIAL EDUCATION SUPERVISOR

11 month CERTIFIED (8 hr)

STEP	ANNUAL SALARY
0	$80,086
1	$81,287
2	$82,506
3	$83,744
4	$85,000

Authorized Pay Plan – LSS Employees (Continued)

FINANCE DIRECTOR

12 month CLASSIFIED (8 hr)

STEP	ANNUAL SALARY
0	$74,251
1	$75,364
2	$76,495
3	$77,642
4	$78,807

FINANCE CLERK

12 month CLASSIFIED (8 hr)

STEP	ANNUAL SALARY
0	$50,000
1	$51,000
2	$52,469
3	$53,518
4	$55,000

FINANCIAL SECRETARY

12 month CLASSIFIED (8 hr)

STEP	ANNUAL SALARY
0	$38,547
1	$38,974
2	$39,531
3	$39,979

Authorized Pay Plan – LSS Employees (Continued)

HUMAN RESOURCES DIRECTOR

12 month CLASSIFIED (8 hr)

STEP	ANNUAL SALARY
0	$81,600
1	$82,824
2	$84,066
3	$85,327
4	$86,607

TECHNOLOGY SUPPORT TECHNICIAN

12 month CLASSIFIED (8 hr)

STEP	ANNUAL SALARY
0	$61,200
1	$62,118
2	$63,050
3	$63,996
4	$64,956

COORDINATED SCHOOL HEALTH SUPERVISOR

10.5 month CLASSIFIED (8 hr)

STEP	ANNUAL SALARY
0	$53,346
1	$54,147
2	$54,959
3	$55,783
4	$56,619

Authorized Pay Plan – LSS Employees (Continued)

SCHOOL PSYCHOLOGIST

10.5 month CERTIFIED (8 hr)

STEP	ANNUAL SALARY
0	$78,215
1	$79,388
2	$80,579
3	$81,788
4	$83,015

STUDENT INFORMATION SYSTEM/ EIS COORDINATOR

11 month CLASSIFIED (8 hr)

STEP	ANNUAL SALARY
0	$37,827
1	$38,394
2	$38,970
3	$39,555
4	$40,148

SCHOOL SECURITY OFFICER

10 month CLASSIFIED (7.5 hr)

STEP	ANNUAL SALARY
0	$38,918
1	$39,502
2	$40,094
3	$40,696
4	$41,306

Authorized Pay Plan – LSS Employees (Continued)

HR & ADMINISTRATIVE ASSISTANT

12 month CLASSIFIED (8 hr)

STEP	HOURLY RATE
0	$17.00
1	$17.26
2	$17.51
3	$17.78
4	$18.04

SCHOOL NURSE

10 month CLASSIFIED (7 hr)

STEP	HOURLY RATE
0	$24.16
1	$24.52
2	$24.89
3	$25.26
4	$25.64

BILINGUAL FACILITATOR

10 month CLASSIFIED (7 hr)

STEP	HOURLY RATE
0	$25.50
1	$25.88
2	$26.27
3	$26.66

Authorized Pay Plan – LSS Employees (Continued)

ATTENDANCE OPERATOR & MEDICAL RECORDS CLERK

10.5 month CLASSIFIED (8 hr)

STEP	HOURLY RATE
0	$16.19
1	$16.39
2	$16.61
3	$16.81

SPECIAL EDUCATION CLERICAL

10.5 month CLASSIFIED (8 hr)

STEP	HOURLY RATE
0	$18.39
1	$18.59
2	$18.86
3	$19.07

SPECIAL EDUCATIONAL ASSISTANT

10 month CLASSIFIED (7 hr)

STEP	HOURLY RATE
0	$16.15
1	$16.39
2	$16.61
3	$16.81

Authorized Pay Plan – LSS Employees (Continued)

EDUCATIONAL ASSISTANT

10 month CLASSIFIED (7 hr)

STEP	HOURLY RATE
0	$14.00
1	$14.21
2	$14.42
3	$14.64

CAFETERIA MANAGER

10.5 month CLASSIFIED (8 hr)

STEP	HOURLY RATE
0	$20.33
1	$20.54
2	$20.76
3	$20.96

SCHOOL NUTRITION TECHNICIAN

10 month CLASSIFIED (6.5 hr or PT)

STEP	HOURLY RATE
0	$13.45
1	$13.65
2	$13.86
3	$14.06
4	$14.28

Authorized Pay Plan – LSS Employees (Continued)

PLANT MANAGER

12 month CLASSIFIED (8 hr)

STEP	HOURLY RATE
0	$25.00
1	$25.21
2	$25.43
3	$25.63
4	$25.85

CUSTODIAN

12 month CLASSIFIED (8 hr or PT)

STEP	HOURLY RATE
0	$14.26
1	$14.46
2	$14.66
3	$14.87
4	$15.07

Authorized Pay Plan – LSS Employees (Continued)

L.E.A.P MANAGER

10.5 month CLASSIFIED (8 hr)

STEP	HOURLY RATE
0	$20.33
1	$20.54
2	$20.76
3	$20.96

L.E.A.P SITE DIRECTOR

10 month CLASSIFIED (PT)

HOURLY RATE
$15.71

L.E.A.P STAFF

10 month CLASSIFIED (PT)

POSITION	HOURLY RATE
Certified	$15.76
Classified	$14.71

		ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
		FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
REVENUES						
Property Taxes						
110 R 31111 000 000 00000 000	Real Property Taxes (Current)	$ 1,558,856	$ 1,524,403	$ 3,831,473	$ 1,552,192	$ 1,571,456
110 R 31112 000 000 00000 000	Personal Property Taxes (Current)	19,175	17,787	51,702	18,195	29,356
110 R 31113 000 000 00000 000	Property Tax - Schools	527,636	538,370	540,326	541,305	549,405
110 R 31114 000 000 00000 000	Utility Tax (TPSC)	7,747	6,342	10,000	7,832	8,050
110 R 31115 000 000 00000 000	School Property Tax Reserves	351,758	358,914	360,218	360,581	366,063
110 R 31116 000 000 00000 000	Delinquent Property Tax	12,223	8,609	12,000	12,629	12,980
110 R 31117 000 000 00000 000	Property Tax Penalty & Interest	9,772	9,184	10,000	10,615	10,910
110 R 31118 000 000 00000 000	Special Property Tax - School	1,934,667	1,974,024	1,981,197	1,984,062	2,014,255
Total property taxes		4,421,834	4,437,633	6,796,916	4,487,411	4,562,475
Local Sales Taxes						
110 R 31600 000 000 00000 000	Local Option Sales Tax	772,360	835,377	775,000	905,457	1,029,548
110 R 31610 000 000 00000 000	Local Sales Tax - Schools	339,323	367,118	340,000	398,029	436,930
110 R 31700 000 000 00000 000	Wholesaler Beer Taxes	82,276	89,181	80,000	88,931	89,821
110 R 31720 000 000 00000 000	Wholesale Liquor Tax	2,177	2,163	2,100	2,576	3,000
110 R 31800 000 000 00000 000	Business Taxes	98,175	89,615	85,000	91,947	92,000
110 R 31801 000 000 00000 000	Telecom Sales City	5,443	4,636	2,700	4,839	4,700
110 R 31912 000 000 00000 000	Cable Franchise (5%)	148,500	146,755	151,300	149,032	150,400
110 R 31920 000 000 00000 000	Room Occupancy Tax	47,745	79,384	51,000	79,569	79,000
Total local sales taxes		1,495,999	1,614,229	1,487,100	1,720,380	1,885,399
Intergovernmental						
110 R 33320 000 000 00000 000	TVA Pymt in Lieu of Taxes	309,880	307,247	300,682	359,765	305,500
110 R 33510 000 000 00000 000	State Sales Tax	1,059,342	1,102,437	1,081,410	1,148,554	1,160,000
110 R 33520 000 000 00000 000	State Income Tax (Hall)	135,311	131,374	72,000	72,000	35,000
110 R 33530 000 000 00000 000	TN Beer Tax	10,918	5,754	6,215	5,785	5,600
110 R 33540 000 000 00000 000	TN Mixed Drink Tax	-	-	1,000	-	-
110 R 33552 000 000 00000 000	TN City St & Trans Tax	25,009	24,681	25,482	24,955	24,500
Total intergovernmental		1,540,460	1,571,493	1,486,789	1,611,059	1,530,600
Licenses and Permits						
110 R 32210 000 000 00000 000	Beer Licenses	1,360	1,050	900	900	1,500
110 R 32600 000 000 00000 000	Warning Siren Fees	6,300	1,350	7,100	7,100	4,750
110 R 32608 000 000 00000 000	Certificate Of Occupancy	2,150	3,350	4,500	4,500	4,500
110 R 32610 000 000 00000 000	Building Permit Fee	48,261	64,375	52,500	60,000	85,000
110 R 32611 000 000 00000 000	Insp/Engineer Review Fees	79,000	30,200	85,700	134,000	57,500
110 R 32612 000 000 00000 000	BOA Appeals	1,236	500	800	800	2,000
110 R 32613 000 000 00000 000	Plat/Site Plan Review Fees	6,700	9,275	8,000	8,000	8,000
110 R 32614 000 000 00000 000	Drainage Control Fee	63,000	13,500	55,000	84,200	31,500
110 R 32615 000 000 00000 000	Park Improvement Fees	9,900	2,500	14,200	78,600	9,500
110 R 32616 000 000 00000 000	Cell Tower Fee	-	-	-	2,000	2,000
110 R 32617 000 000 00000 000	Admin Fees For Developments	45,440	11,392	14,300	17,000	9,600
110 R 32690 000 000 00000 000	Natural Resource Inventory	1,607	1,050	3,565	3,565	4,955
110 R 32691 000 000 00000 000	Tree Removal Fee	5,604	1,816	-	10,400	19,114
110 R 32692 000 000 00000 000	GIS Mapping Fees	11,350	9,400	7,250	22,500	4,900
110 R 32693 000 000 00000 000	Tree Bank Contributions	-	-	-	-	-
110 R 32700 000 000 00000 000	Fence Permit	1,460	980	1,300	1,300	1,000
110 R 32701 000 000 00000 000	Sign Permit	1,340	2,290	1,600	1,600	1,600
110 R 32702 000 000 00000 000	Land Disturbance Permit	1,600	22,520	4,000	4,000	2,000
110 R 32703 000 000 00000 000	Accessory Permits	4,500	3,750	5,000	5,000	4,000
110 R 32706 000 000 00000 000	Misc Permits	1,597	1,612	1,500	4,800	1,600
110 R 32707 000 000 00000 000	Street Disturbance Permit	865	295	500	500	500
110 R 32710 000 000 00000 000	TN One Call Fee	2,250	3,300	2,500	2,500	3,300
Total licenses and permits		295,520	184,505	270,215	453,265	258,819
Charges for Services						
110 R 34141 000 000 00000 000	Duplication & Printing	171	-	-	-	-
110 R 34291 000 000 00000 000	Code Enforcement Charges	4,135	-	1,000	-	-
110 R 34312 000 000 00000 000	Payment In Lieu Roads	38,142	-	-	83,000	-

		ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
		FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
REVENUES - continued						
Charges for Services - continued						
110 R 34725 000 000 00000 000	Concessions	$ 527	$ 1,894	$ 3,000	$ 1,500	$ 2,000
110 R 34739 000 000 00000 000	Club House Rental Fee	42,485	28,255	39,000	20,000	30,000
110 R 34740 000 000 00000 000	Parks & Rec Rental Fee	1,805	2,550	2,000	600	2,000
110 R 34741 000 000 00000 000	Developer Fees For Parkland	93,357	16,871	20,000	84,000	57,580
110 R 34742 000 000 00000 000	Soccer Recreation Fees	35,371	94,050	70,000	40,000	100,000
110 R 34743 000 000 00000 000	Youth Baseball Fees	8,825	9,580	10,000	-	10,000
110 R 34744 000 000 00000 000	Youth Basketball Fees	21,833	28,733	33,000	36,500	40,000
110 R 34746 000 000 00000 000	Adult Flag Football	4,693	6,500	9,000	-	10,000
110 R 34748 000 000 00000 000	Tennis Recreation Fees	5,390	7,528	15,000	3,000	10,000
110 R 34749 000 000 00000 000	Adult Basketball	-	-	6,000	-	-
110 R 34750 000 000 00000 000	Tour de Lakeland Fees	-	-	-	-	-
110 R 34751 000 000 00000 000	Youth Football Fees	18,402	17,976	20,000	10,000	25,000
110 R 34752 000 000 00000 000	Youth Cheerleading	8,650	23,089	27,000	27,000	30,000
110 R 34754 000 000 00000 000	Lego Camp	3,250	2,182	-	-	-
110 R 34755 000 000 00000 000	Recreation Camps	-	4,822	10,000	10,000	10,000
110 R 34757 000 000 00000 000	Youth Olympics	-	-	-	-	-
Total charges for services		287,036	244,030	265,000	315,600	326,580
Federal, State, and Local Grants						
110 R 33100 000 000 00000 000	LPRF Grant Revenue	-	-	500,000	25,000	475,000
110 R 33110 000 000 00000 000	Grant Revenue for Zadie Kuehl	-	-	200,000	200,000	-
110 R 33450 000 000 00000 000	FEMA Reimbursement	330,784	-	-	-	-
110 R 33460 000 000 00000 000	New Canada Rd (PIN 107036.00)	146,717	163,284	400,000	320,000	480,000
110 R 33465 000 000 00000 000	EDGE Grant	-	-	-	-	-
110 R 33700 000 000 00000 000	Local Grants	-	10,000	-	-	-
110 R 33710 000 000 00000 000	Shelby County Grant Revenue	-	-	50,000	25,000	25,000
110 R 33803 000 000 00000 000	Dog Park Dash Grant	-	25,000	-	-	-
110 R 33804 000 000 00000 000	LPRF Grant	-	-	-	-	-
110 R 33811 000 000 00000 000	TN Grant Allocation	-	-	-	-	308,438
110 R 36832 000 000 00000 000	Huff n Puff Rd (PIN 115470.00)	333,488	34,427	-	-	-
110 R 36833 000 000 00000 000	Bike Ped Path Grant	20,400	-	1,352,000	680,000	672,000
110 R 36834 000 000 00000 000	ADA Transition Plan	-	-	-	-	-
110 R 36835 000 000 00000 000	Transportation Plan Update	-	-	-	-	280,000
Total federal, state, and local grants		831,389	232,711	2,502,000	1,250,000	2,240,438
Interest Income						
110 R 36100 000 000 00000 000	Interest Earned - Checking	5,085	4,845	4,700	6,134	7,000
110 R 36101 000 000 00000 000	Interest From CD's	4,634	13,555	12,000	17,708	20,000
Total interest income		9,719	18,400	16,700	23,842	27,000
Other Income						
110 R 34756 000 000 00000 000	Keep Lakeland Beautiful	-	-	-	-	-
110 R 35101 000 000 00000 000	Restitution	5,701	-	-	-	-
110 R 35110 000 000 00000 000	City Court Fines & Fees	-	64	-	4,500	1,500
110 R 36330 000 000 00000 000	Sale of Assets	259,970	-	-	-	-
110 R 36335 000 000 00000 000	Insurance Reimbursements	4,031	4,803	4,500	4,500	4,500
110 R 36900 000 000 00000 000	Misc Income/Admin Fees	3,475	30,458	1,000	1,000	1,000
110 R 36901 000 000 00000 000	Donations/Lakeland Activities	3,358	2,625	1,500	1,500	3,000
110 R 36904 000 000 00000 000	Senior Citizens Donations	2,600	3,716	5,000	5,000	5,000
110 R 36906 000 000 00000 000	Parks Fundraisers	-	1,329	-	-	-
Total other income		279,135	42,995	12,000	16,500	15,000
Total revenues		9,161,092	8,345,996	12,836,720	9,878,057	10,846,311
EXPENDITURES						
General Government Expenditures						
110 E 41000 111 000 00000 000	GOV - Salary	93,430	112,249	112,200	112,200	114,444
110 E 41000 121 000 00000 000	GOV - Regular Employee Wages	25,751	36,136	42,581	42,581	45,810
110 E 41000 123 000 00000 000	GOV - Overtime Wages	-	-	-	-	-
110 E 41000 132 000 00000 000	GOV - Bonus Pay	-	-	13,217	31,517	38,107

		ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
		FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
EXPENDITURES - continued						
General Government Expenditures - continued						
110 E 41000 141 000 00000 000	GOV - FICA (Employer's Share)	$ 9,081	$ 11,094	$ 11,841	$ 13,241	$ 13,904
110 E 41000 142 000 00000 000	GOV - Insurance	23,258	19,569	26,150	26,150	26,572
110 E 41000 143 000 00000 000	GOV - Retirement	8,084	4,901	5,610	5,935	6,072
110 E 41000 144 000 00000 000	GOV - HSA Retirement	2,154	-	4,231	4,231	-
110 E 41000 146 000 00000 000	GOV - Work Comp	1,059	1,371	1,630	1,630	1,716
110 E 41000 147 000 00000 000	GOV - Unemployment	-	-	2,500	2,500	-
110 E 41000 148 000 00000 000	GOV - Education/Training	-	5,354	6,000	6,000	5,000
110 E 41000 149 000 00000 000	GOV - Uniforms	266	290	300	300	300
110 E 41000 210 000 00000 000	GOV - Postage	5,357	4,845	6,000	6,000	7,000
110 E 41000 220 000 00000 000	GOV - Printing	10,265	7,853	10,000	10,000	10,000
110 E 41000 230 000 00000 000	GOV - Publicity/Dues	9,597	9,800	10,000	10,000	12,000
110 E 41000 241 000 00000 000	GOV - Electric	14,830	15,329	15,150	15,150	16,000
110 E 41000 242 000 00000 000	GOV - Water	1,070	814	1,000	1,000	1,000
110 E 41000 244 000 00000 000	GOV - Gas/Propane	2,599	2,596	2,750	2,750	3,000
110 E 41000 245 000 00000 000	GOV - Telephone	13,460	8,564	15,000	15,000	14,000
110 E 41000 251 000 00000 000	GOV - Trustee Collection Fees	16,326	17,658	22,000	40,700	22,000
110 E 41000 252 000 00000 000	GOV - Legal Services	131,118	102,614	100,000	100,000	100,000
110 E 41000 252 000 00000 600	GOV - Legal Services - Bonds	331,434	61,287	15,000	15,000	15,000
110 E 41000 253 000 00000 000	GOV - Accounting & Auditing Se	27,500	22,125	32,000	39,700	32,000
110 E 41000 255 000 00000 000	GOV - Data Processing Services	25,366	26,579	26,000	26,000	-
110 E 41000 256 000 00000 000	GOV - Consultant Services	30,550	-	-	-	-
110 E 41000 257 000 00000 000	GOV - Property Tax Commission	88,953	90,413	88,610	88,610	95,000
110 E 41000 259 000 00000 000	GOV - Other Professional Servi	3,814	12,579	15,000	10,300	15,000
110 E 41000 261 000 00000 000	GOV - Repair & Maintenance Veh	-	712	1,750	1,750	1,500
110 E 41000 266 000 00000 000	GOV - Repair & Maintenance Bui	15,183	9,504	35,000	35,000	57,000
110 E 41000 267 000 00000 000	GOV - Repair & Maintenance Plu	210	3,344	3,000	3,000	3,000
110 E 41000 280 000 00000 000	GOV - Travel	109	5,664	4,000	4,000	4,000
110 E 41000 287 000 00000 000	GOV - Meals & Entertainment	3,273	3,096	5,000	5,000	5,000
110 E 41000 290 000 00000 000	GOV - Contracted Service	106,441	53,148	65,000	105,000	105,000
110 E 41000 291 000 00000 000	GOV - Ambulance Service	252,423	250,361	277,000	277,000	260,000
110 E 41000 296 000 00000 000	GOV - Keep Lakeland Beautiful	-	-	12,000	12,000	8,000
110 E 41000 299 000 00000 000	GOV - Contingency	703	1,118	2,000	2,000	14,000
110 E 41000 310 000 00000 000	GOV - Office Supplies & Materi	11,356	9,068	10,000	10,000	10,000
110 E 41000 320 000 00000 000	GOV - Operating Supplies	1,382	2,008	3,500	3,500	3,000
110 E 41000 321 000 00000 000	GOV - Bank Charges	749	483	700	700	500
110 E 41000 331 000 00000 000	GOV - Gas, Oil, Diesel	-	535	1,000	1,000	800
110 E 41000 510 000 00000 000	GOV - Insurance	500	500	500	500	500
110 E 41000 511 000 00000 000	GOV - Insurance On Buildings	12,828	8,883	13,500	13,500	11,000
110 E 41000 513 000 00000 000	GOV - Liability	30,981	34,923	37,000	37,000	38,000
110 E 41000 521 000 00000 000	GOV - Surety Bonds For Officia	1,240	1,125	1,000	1,000	10,000
110 E 41000 720 000 00000 000	St Jude Dream Home	-	10,000	-	11,050	-
110 E 41000 743 000 00000 000	GOV - Bad Debt Expense	5,961	-	-	-	-
110 E 41000 948 000 00000 000	GOV - Computer Upgrades	8,108	9,928	10,000	10,000	-
110 E 41210 111 000 00000 000	CRT - Salary	-	1,327	-	4,500	3,000
110 E 41210 121 000 00000 000	CRT - Regular Employee Wages	68	3,537	3,643	3,643	3,715
110 E 41210 123 000 00000 000	CRT - Overtime Wages	-	2	26	26	26
110 E 41210 141 000 00000 000	CRT - FICA (Employer's Share)	5	318	279	623	519
110 E 41210 142 000 00000 000	CRT - Insurance	-	1,271	3,210	3,210	2,769
110 E 41210 143 000 00000 000	CRT - Retirement	-	177	200	200	186
110 E 41210 146 000 00000 000	CRT - Work Comp	-	7	8	8	7
110 E 41210 148 000 00000 000	CRT - Education/Training	-	396	500	470	500
110 E 41210 255 000 00000 000	CRT - Data Processing	-	-	-	-	100
110 E 41210 318 000 00000 000	CRT- Court Cost Fees	-	-	-	30	100
110 E 41330 111 000 00000 000	BOC - Salary	25,200	25,200	25,200	25,200	25,200
110 E 41330 141 000 00000 000	BOC - FICA (Employer's Share)	1,928	1,928	1,928	1,928	1,928
110 E 41330 146 000 00000 000	BOC - Work Comp	33	33	40	40	40
110 E 41330 148 000 00000 000	BOC - Education/Training	-	840	1,000	1,000	1,000
110 E 41330 287 000 00000 000	BOC - Meals & Entertainment	250	-	-	-	-
110 E 41330 515 000 00000 000	BOC - Professional Liability	-	-	-	-	-

		ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
		FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
EXPENDITURES - continued						
General Government Expenditures - continued						
110 E 41500 111 000 00000 000	FIN - Salary	$ 83,258	$ 74,451	$ 78,540	$ 78,540	$ 85,686
110 E 41500 121 000 00000 000	FIN - Regular Employee Wages	91,497	96,744	120,280	120,280	123,157
110 E 41500 123 000 00000 000	FIN - Overtime Wages	561	338	850	850	870
110 E 41500 141 000 00000 000	FIN - FICA (Employer's Share)	13,596	12,095	15,210	15,210	16,203
110 E 41500 142 000 00000 000	FIN - Insurance	30,560	35,792	61,896	61,896	59,487
110 E 41500 143 000 00000 000	FIN - Retirement	13,091	7,285	9,941	9,941	10,152
110 E 41500 144 000 00000 000	FIN- HSA Retirement	-	-	3,000	3,000	-
110 E 41500 146 000 00000 000	FIN - Work Comp	361	384	416	416	419
110 E 41500 148 000 00000 000	FIN - Education/Training	-	7,651	5,500	5,500	5,500
110 E 41500 230 000 00000 000	FIN - Dues	-	-	500	500	600
110 E 41500 245 000 00000 000	FIN - Telephone	720	600	720	720	720
110 E 41500 280 000 00000 000	FIN - Travel	2,951	3,511	4,500	4,500	4,500
110 E 41500 287 000 00000 000	FIN - Meals & Entertainment	262	146	500	500	500
110 E 41500 290 000 00000 000	FIN - Contracted Service	-	-	-	-	-
110 E 41500 299 000 00000 000	FIN - Contingency	397	-	1,000	1,000	1,000
110 E 41500 331 000 00000 000	FIN - Gas, Oil, Diesel	-	-	-	-	-
110 E 41711 111 000 00000 000	IS - Salary	62,024	63,568	65,150	65,150	80,000
110 E 41711 121 000 00000 000	IS - Regular Employee Wages	-	-	-	-	30,000
110 E 41711 141 000 00000 000	IS - FICA (Employer's Share)	4,699	4,553	4,984	4,984	8,476
110 E 41711 142 000 00000 000	IS - Insurance	10,279	11,619	14,693	14,693	15,307
110 E 41711 143 000 00000 000	IS - Retirement	5,332	2,198	3,257	3,257	3,504
110 E 41711 146 000 00000 000	IS - Work Comp	117	121	136	136	221
110 E 41711 148 000 00000 000	IS - Education/Training	433	-	1,500	1,500	1,500
110 E 41711 235 000 00000 000	IS - Membership/Tuition	-	35	200	200	200
110 E 41711 255 000 00000 000	IS - Data Processing Services	35,837	39,879	25,000	25,000	41,100
110 E 41711 259 000 00000 000	IS - Other Professional Servi	1,000	-	1,500	1,500	46,900
110 E 41711 280 000 00000 000	IS - Travel	2,454	-	3,000	3,000	3,000
110 E 41711 287 000 00000 000	IS - Meals & Entertainment	255	-	450	450	450
110 E 41711 320 000 00000 000	IS - Operating Supplies	385	409	450	450	450
110 E 41711 948 000 00000 000	IS - Computer Upgrades	-	-	-	-	9,700
Total general government expenditures		1,714,322	1,374,835	1,525,927	1,623,546	1,713,917
Community Development Expenditures						
110 E 41670 111 000 00000 000	ENG - Salary	83,258	84,915	29,589	29,589	30,486
110 E 41670 121 000 00000 000	ENG - Regular Employee Wages	466	33,024	17,341	17,341	17,687
110 E 41670 122 000 00000 000	ENG - Temporary Employee Wages	11,887	14,493	15,456	15,456	15,763
110 E 41670 123 000 00000 000	ENG - Overtime Wages	-	317	1,000	1,000	125
110 E 41670 141 000 00000 000	ENG - FICA (Employer's Share)	7,771	10,088	4,773	4,773	4,950
110 E 41670 142 000 00000 000	ENG - Insurance	7,354	12,692	7,351	7,351	7,677
110 E 41670 143 000 00000 000	ENG - Retirement	4,111	5,629	3,119	3,119	3,196
110 E 41670 146 000 00000 000	ENG - Work Comp	3,282	7,412	2,117	2,117	129
110 E 41670 148 000 00000 000	ENG - Education/Training	1,042	2,620	2,000	2,000	2,000
110 E 41670 230 000 00000 000	ENG - Publicity/Dues	810	904	1,000	1,000	1,000
110 E 41670 245 000 00000 000	ENG - Telephone	720	917	1,440	1,440	1,440
110 E 41670 254 000 00000 000	ENG - Arch/Eng/Landscape Serv	8,050	2,508	15,000	15,000	15,000
110 E 41670 259 000 00000 000	ENG - Other Professional Servi	1,595	5,646	2,000	2,000	2,000
110 E 41670 280 000 00000 000	ENG - Travel	1,985	1,993	2,500	2,500	2,500
110 E 41670 287 000 00000 000	ENG - Meals & Entertainment	360	123	500	500	500
110 E 41670 299 000 00000 000	ENG - Contingency	908	1,679	2,500	2,500	2,500
110 E 41670 331 000 00000 000	ENG - Gas, Oil, Diesel	269	187	500	500	500
110 E 41672 121 000 00000 000	INS - Regular Employee Wages	61,917	61,464	76,982	76,982	96,010
110 E 41672 123 000 00000 000	INS - Overtime Wages	544	872	1,000	1,000	556
110 E 41672 141 000 00000 000	INS - FICA (Employer's Share)	4,709	4,406	5,889	5,889	7,479
110 E 41672 142 000 00000 000	INS - Insurance	14,734	15,853	26,620	26,620	16,533
110 E 41672 143 000 00000 000	INS - Retirement	4,449	2,462	3,849	3,849	4,368
110 E 41672 146 000 00000 000	INS - Work Comp	2,447	2,527	3,410	3,410	4,102
110 E 41672 148 000 00000 000	INS - Education/Training	1,011	895	1,000	1,000	1,000
110 E 41672 245 000 00000 000	INS - Telephone	1,086	1,969	2,000	2,000	3,000
110 E 41672 261 000 00000 000	INS - Repair & Maintenance Mot	1,500	719	5,000	5,000	5,000

		ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
		FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
EXPENDITURES - continued						
Community Development Expenditures - continued						
110 E 41672 280 000 00000 000	INS - Travel	$ 270	$ 187	$ 300	$ 300	$ 300
110 E 41672 299 000 00000 000	INS - Contingency	374	21	300	300	300
110 E 41672 326 000 00000 000	INS - Uniforms	342	451	450	450	900
110 E 41672 331 000 00000 000	INS - Gas, Oil, Diesel	3,442	3,118	3,500	3,500	3,500
110 E 41672 341 000 00000 000	INS - Tools	482	674	1,000	1,000	1,000
110 E 41700 111 000 00000 000	PLN - Salary	57,477	45,001	65,453	65,453	61,202
110 E 41700 121 000 00000 000	PLN - Regular Employee Wages	32,295	35,370	33,654	33,654	39,976
110 E 41700 123 000 00000 000	PLN - Overtime Wages	1,070	1,952	1,309	1,309	1,348
110 E 41700 141 000 00000 000	PLN - FICA (Employer's Share)	7,220	5,947	7,582	7,582	7,921
110 E 41700 142 000 00000 000	PLN - Insurance	13,856	14,216	18,139	18,139	23,300
110 E 41700 143 000 00000 000	PLN - Retirement	5,249	4,877	7,142	7,142	5,660
110 E 41700 144 000 00000 000	PLN - HSA Retirement	1,999	754	1,000	1,000	-
110 E 41700 146 000 00000 000	PLN - Work Comp	162	182	207	207	204
110 E 41700 148 000 00000 000	PLN - Education/Training	743	752	2,500	2,500	1,500
110 E 41700 220 000 00000 000	PLN - Printing Binding	286	306	500	500	500
110 E 41700 230 000 00000 000	PLN - Publicity/Dues	799	1,871	2,000	2,000	2,000
110 E 41700 245 000 00000 000	PLN - Telephone	720	420	720	720	720
110 E 41700 254 000 00000 000	PLN - Arch/Eng/Landscape Serv	-	24,315	-	-	-
110 E 41700 259 000 00000 000	PLN - Other Professional Servi	48	-	40,000	40,000	60,000
110 E 41700 280 000 00000 000	PLN - Travel	824	-	1,500	1,500	1,000
110 E 41700 287 000 00000 000	PLN - Meals & Entertainment	-	-	500	500	500
110 E 41700 310 000 00000 000	PLN - Office Supplies	825	-	500	500	500
110 E 41700 331 000 00000 000	PLN - Gas, Oil, Diesel	44	-	250	250	-
110 E 41701 111 000 00000 000	ECD - Salary	22,313	15,000	21,818	21,818	20,401
110 E 41701 121 000 00000 000	ECD - Regular Employee Wages	10,765	11,923	11,218	11,218	11,557
110 E 41701 123 000 00000 000	ECD - Overtime Wages	357	682	436	436	449
110 E 41701 141 000 00000 000	ECD - FICA (Employer's Share)	2,619	1,994	2,527	2,527	2,503
110 E 41701 142 000 00000 000	ECD - Insurance	5,240	4,780	6,948	6,948	8,670
110 E 41701 143 000 00000 000	ECD - Retirement	1,907	1,638	1,652	1,652	1,887
110 E 41701 144 000 00000 000	ECD - HSA Retirement	666	251	500	500	-
110 E 41701 146 000 00000 000	ECD - Work Comp	54	61	69	69	64
110 E 41701 148 000 00000 000	ECD - Education/Training	-	-	500	500	-
110 E 41701 230 000 00000 000	ECD - Publicity/Dues	299	20	200	200	200
110 E 41701 252 000 00000 000	ECD - Legal Services	33,952	33,586	25,000	20,000	20,000
110 E 41701 259 000 00000 000	ECD - Other Professional Servi	38,322	34,500	36,000	41,000	36,000
110 E 41701 299 000 00000 000	ECD - Contingency	181	-	500	500	-
110 E 41701 724 000 00000 000	EDC - Chamber of Commerce	18,000	24,000	24,000	24,000	24,000
110 E 41710 121 000 00000 000	CDE - Regular Employee Wages	41,652	42,690	43,726	43,726	37,086
110 E 41710 123 000 00000 000	CDE - Overtime Wages	49	31	309	309	262
110 E 41710 141 000 00000 000	CDE - FICA (Employer's Share)	3,358	3,257	3,345	3,345	2,886
110 E 41710 142 000 00000 000	CDE - Insurance	563	360	675	675	15,307
110 E 41710 143 000 00000 000	CDE - Retirement	2,084	2,135	2,186	2,186	1,854
110 E 41710 144 000 00000 000	CDE - HSA Retirement	960	980	1,000	1,000	-
110 E 41710 146 000 00000 000	CDE - Work Comp	1,671	1,715	91	91	75
110 E 41710 148 000 00000 000	CDE - Education/Training	-	-	-	-	500
110 E 41710 220 000 00000 000	CDE - Printing	-	540	-	-	-
110 E 41710 235 000 00000 000	CDE - Memberships/Tuition	-	-	-	-	200
110 E 41710 245 000 00000 000	CDE - Telephone	1,032	953	720	720	720
110 E 41710 261 000 00000 000	CDE - Repair & Maintenance Mot	965	2,638	500	500	1,000
110 E 41710 326 000 00000 000	CDE - Uniforms	-	204	300	300	300
110 E 41710 331 000 00000 000	CDE - Gas, Oil, Diesel	1,792	1,597	1,500	1,500	1,600
110 E 41710 341 000 00000 000	CDE - Tools	-	-	500	500	500
Total community development expenditures		543,593	602,263	608,662	608,662	645,853
Public Works Expenditures						
110 E 43000 111 000 00000 000	PW - Salary	58,295	59,209	62,273	62,273	62,508
110 E 43000 121 000 00000 000	PW - Regular Employee Wages	224,234	175,298	215,262	215,262	231,752
110 E 43000 122 000 00000 000	PW - Temporary Employee Wages	-	-	33,280	33,280	34,000
110 E 43000 123 000 00000 000	PW - Overtime Wages	5,191	1,518	5,000	5,000	2,352

		ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
		FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
EXPENDITURES - continued						
Public Works Expenditures - continued						
110 E 43000 141 000 00000 000	PW - FICA (Employer's Share)	$ 24,017	$ 17,462	$ 21,231	$ 21,231	$ 22,916
110 E 43000 142 000 00000 000	PW - Insurance	57,563	49,918	93,587	93,587	74,514
110 E 43000 143 000 00000 000	PW - Retirement	15,836	12,084	13,877	13,877	14,436
110 E 43000 144 000 00000 000	PW - HSA Retirement	570	2,319	2,500	2,500	-
110 E 43000 146 000 00000 000	PW - Work Comp	15,337	18,400	22,689	22,689	20,531
110 E 43000 148 000 00000 000	PW - Education/Training	2,741	945	3,000	3,000	3,000
110 E 43000 230 000 00000 000	PW - Publicity/Dues	-	370	500	500	500
110 E 43000 241 000 00000 000	PW - Electric	3,700	3,702	3,750	3,750	3,750
110 E 43000 245 000 00000 000	PW - Telephone	720	1,533	2,000	2,000	2,000
110 E 43000 254 000 00000 000	PW - Architectural, Engineerin	27,993	17,727	15,000	15,000	15,000
110 E 43000 259 000 00000 000	PW - Other Prof. Services	-	-	21,357	21,357	10,000
110 E 43000 261 000 00000 000	PW - Repair & Maintenance Moto	5,020	4,694	5,000	5,000	9,000
110 E 43000 280 000 00000 000	PW - Travel	1,934	942	2,000	2,000	2,000
110 E 43000 287 000 00000 000	PW - Meals & Entertainment	291	278	300	300	1,000
110 E 43000 290 000 00000 000	PW - Contracted Service	7,529	5,609	10,000	10,000	10,000
110 E 43000 299 000 00000 000	PW - Contingency	93	-	250	250	250
110 E 43000 326 000 00000 000	PW - Uniforms	2,317	2,964	3,500	3,500	3,500
110 E 43000 331 000 00000 000	PW - Gas, Oil, Diesel	8,928	6,573	10,000	10,000	10,000
110 E 43000 333 000 00000 000	PW - Other Equip Parts & Repai	5,945	5,959	6,000	6,000	9,000
110 E 43000 341 000 00000 000	PW - Tools	9,546	8,983	9,000	9,000	18,000
110 E 43000 344 000 00000 000	PW - Safety Supplies	3,569	4,310	4,000	4,000	4,000
110 E 43000 906 000 00000 000	PW - Street Drainage Improveme	147,688	-	-	-	-
110 E 43000 949 000 00000 000	PW - Sirens & Installation	6,034	769	5,000	5,000	7,500
Total public works expenditues		635,091	401,566	570,356	570,356	571,509
Parks and Recreation Expenditures						
110 E 44310 220 000 00000 000	SC - Printing	120	715	-	-	-
110 E 44310 241 000 00000 000	SC - Electric	5,819	5,233	6,000	6,000	6,000
110 E 44310 242 000 00000 000	SC - Water	2,737	2,474	2,750	2,750	2,750
110 E 44310 244 000 00000 000	SC - Gas/Propane	330	337	350	350	350
110 E 44310 245 000 00000 000	SC - Telephone	3,581	3,612	3,600	3,600	3,700
110 E 44310 266 000 00000 000	SC - Repair & Maintenance Buil	860	949	1,300	1,300	20,000
110 E 44310 287 000 00000 000	SC - Meals & Entertainment	4,377	4,892	5,000	5,000	7,500
110 E 44310 290 000 00000 000	SC - Contracted Service	951	1,468	1,500	1,500	3,500
110 E 44310 299 000 00000 000	SC - Contingency	-	34	200	200	1,000
110 E 44310 300 000 00000 000	SC - Office Supplies & Materia	211	151	750	750	750
110 E 44310 320 000 00000 000	SC - Operating Supplies	1,737	986	2,000	2,000	2,000
110 E 44400 461 000 00000 000	REC - Summer Activities	559	(320)	-	-	-
110 E 44400 462 000 00000 000	REC - Youth Soccer	29,536	73,318	70,000	40,000	53,305
110 E 44400 464 000 00000 000	REC - Youth Basketball Expense	21,720	26,082	33,000	20,000	40,000
110 E 44400 465 000 00000 000	REC - Youth Cheerleading	6,993	21,401	27,000	27,000	26,000
110 E 44400 466 000 00000 000	REC - Youth T-Ball	10,712	9,049	10,000	400	10,000
110 E 44400 467 000 00000 000	REC - Youth Tennis	4,189	7,028	15,000	8,000	6,000
110 E 44400 472 000 00000 000	REC - Adult Flag Football	11,070	6,742	9,000	-	10,000
110 E 44400 473 000 00000 000	REC - Adult Basketball	152	-	6,000	-	-
110 E 44400 474 000 00000 000	REC - Tour de Lakeland	-	-	-	-	-
110 E 44400 475 000 00000 000	REC - Youth Football	33,455	18,505	20,000	10,000	25,000
110 E 44400 476 000 00000 000	REC - Recreation Camps	-	4,113	10,000	10,000	10,000
110 E 44400 477 000 00000 000	REC - Concessions	4,508	2,739	3,000	1,000	2,000
110 E 44400 478 000 00000 000	REC - Youth Olympics	-	-	-	-	-
110 E 44400 479 000 00000 000	REC - Lego Camp	2,263	2,845	-	-	-
110 E 44421 241 000 00000 000	IHC - Electric	5,819	5,233	6,500	6,500	6,000
110 E 44421 242 000 00000 000	IHC - Water	3,188	2,474	3,500	3,500	3,500
110 E 44421 244 000 00000 000	IHC - Gas/Propane	330	337	350	350	350
110 E 44421 245 000 00000 000	IHC - Telephone	2,587	2,614	2,650	2,650	800
110 E 44421 259 000 00000 000	IHC - Other Professional Servi	350	1,000	-	-	-
110 E 44421 266 000 00000 000	IHC - Repair & Maintenance Bui	4,441	32,139	35,000	35,000	20,000
110 E 44421 290 000 00000 000	IHC - Contracted Service	1,041	1,637	1,500	1,500	3,000
110 E 44421 299 000 00000 000	IHC - Contingency	500	500	500	500	2,000

		ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
EXPENDITURES - continued						
Parks and Recreation Expenditures - continued						
110 E 44421 320 000 00000 000	IHC - Operating Supplies	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
110 E 44421 455 000 00000 000	IHC - Landscaping	-	2,000	-	-	-
110 E 44421 951 000 00000 000	IHC - Furniture/Fixtures	-	8,665	3,000	3,000	10,000
110 E 44710 111 000 00000 000	PRK - Salary	66,794	63,568	65,150	65,150	80,000
110 E 44710 121 000 00000 000	PRK - Regular Employee Wages	68,255	75,052	74,298	74,298	118,619
110 E 44710 122 000 00000 000	PRK -Temporary Employee Wages	-	-	3,000	3,000	-
110 E 44710 123 000 00000 000	PRK - Overtime Wages	1,897	1,961	2,500	2,500	764
110 E 44710 141 000 00000 000	PRK - FICA (Employer's Share)	10,788	9,794	10,668	10,668	15,405
110 E 44710 142 000 00000 000	PRK - Insurance	24,304	35,310	87,041	87,041	50,369
110 E 44710 143 000 00000 000	PRK - Retirement	6,777	6,855	6,972	6,972	9,930
110 E 44710 146 000 00000 000	PRK - Work Comp	5,337	3,147	3,564	3,564	5,380
110 E 44710 148 000 00000 000	PRK - Education/Training	503	2,059	1,655	1,655	4,000
110 E 44710 220 000 00000 000	PRK - Printing	421	700	-	-	-
110 E 44710 230 000 00000 000	PRK - Publicity/Dues	535	605	600	600	925
110 E 44710 245 000 00000 000	PRK - Telephone	660	720	720	720	2,040
110 E 44710 254 000 00000 000	PRK - Architectural, Engineeri	-	-	9,500	-	-
110 E 44710 280 000 00000 000	PRK - Travel	830	3,515	3,536	3,536	6,500
110 E 44710 287 000 00000 000	PRK - Meals & Entertainment	174	403	689	689	1,600
110 E 44710 290 000 00000 000	PRK - Contracted Service	2,850	3,075	1,500	1,500	3,000
110 E 44710 299 000 00000 000	PRK - Contingency	733	1,494	1,500	1,500	3,000
110 E 44710 320 000 00000 000	PRK - Operating Supplies	3,469	3,565	3,500	3,500	3,500
110 E 44710 325 000 00000 000	PRK - City Sponsored Activitie	-	-	-	-	-
110 E 44710 325 000 00000 110	PRK - Halloween Fest	2,918	3,293	-	-	-
110 E 44710 325 000 00000 114	PRK - Christmas Fest	3,153	3,174	-	-	-
110 E 44710 325 000 00000 116	PRK - Easter Fest	-	-	-	-	-
110 E 44710 325 000 00000 118	PRK - Fishing Rodeo	2,763	2,999	-	-	-
110 E 44710 325 000 00000 119	PRK - Concerts	30,883	20,491	-	-	-
110 E 44710 325 110 00000 000	PRK - Halloween Fest	-	-	4,000	4,000	3,500
110 E 44710 325 112 00000 000	PRK - IH Stage Opening	-	-	3,500	-	-
110 E 44710 325 114 00000 000	PRK - Christmas Fest	-	-	-	3,500	2,500
110 E 44710 325 118 00000 000	PRK - Fishing Rodeo	-	-	2,500	2,500	5,000
110 E 44710 325 119 00000 000	PRK - Concerts	-	-	20,000	20,000	22,000
110 E 44710 326 000 00000 000	PRK - Uniforms	175	300	300	300	300
110 E 44710 331 000 00000 000	PRK - Gas, Oil, Diesel	-	-	-	-	-
110 E 44710 333 000 00000 000	PRK - Other Equip Parts & Repa	2,965	2,985	3,000	3,000	5,500
110 E 44710 341 000 00000 000	PRK - Tools	1,981	3,999	2,250	2,250	2,500
110 E 44710 342 000 00000 000	PRK - Sign Parts & Supplies	2,000	2,000	2,000	2,000	2,000
110 E 44710 452 000 00000 000	PRK - Gravel & Sand	-	487	-	-	5,000
110 E 44710 455 000 00000 000	PRK - Landscaping	-	-	-	9,500	9,500
110 E 44710 461 000 00000 000	PRK - Park Maintenance	11,391	39,963	10,000	10,000	40,000
Total parks and recreation expenditures		418,692	542,466	605,393	518,793	680,337
Capital Outlays						
110 E 41670 771 000 00000 000	ENG - Huff N Puff Improvements	447,318	894	-	-	-
110 E 41670 773 000 00000 000	ENG - New Canada Rd Improvemen	111,547	196,403	500,000	400,000	600,000
110 E 41670 775 000 00000 000	ENG - Beverle Rivera Improveme	904,596	10	-	-	-
110 E 41670 777 000 00000 000	ENG - FEMA Grant	24,634	-	-	-	-
110 E 41670 778 000 00000 000	ENG - Canada Rd Bike Ped Path	25,608	79,112	1,690,000	850,000	840,000
110 E 41670 779 000 00000 000	ENG - I-40 Interchange Fence	58,114	-	-	19,647	-
110 E 41670 780 000 00000 000	ENG - ADA Transition Plan	-	-	70,000	70,000	-
110 E 41670 781 000 00000 000	ENG - Transportation Plan Update	-	-	-	-	350,000
110 E 41672 944 000 00000 000	INS - Capital Outlay - Vehicle	-	-	20,000	20,000	-
110 E 41701 739 000 00000 000	ECD - Gateway Signs Grant	232	-	28,000	28,000	-
110 E 41701 740 000 00000 000	ECD - Economic Dev-Edge Grant	34,101	30,000	-	30,000	-
110 E 42200 900 000 00000 000	FD - Capital Outlay	-	-	-	-	-
110 E 44710 781 000 00000 000	Zadie Kuehl Park Improvements	-	-	200,000	200,000	-
110 E 44710 923 000 00000 000	PRK - Park Development	-	-	-	-	310,000

		ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
		FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
EXPENDITURES - continued						
Capital Outlays - continued						
110 E 44710 924 000 00000 000	Dog Park Project	$ -	$ -	$ -	$ -	$ 250,000
110 E 44710 937 000 00000 000	PRK - Athletic Complex	4,631	45,135	1,260,000	260,000	1,000,000
110 E 44710 969 000 00000 000	PRK - Hwy 70 Fields	-	-	-	-	1,273,000
Total capital outlays		1,610,781	351,554	3,768,000	1,877,647	4,623,000
Total expenditures		4,922,479	3,272,684	7,078,338	5,199,004	8,234,616
Excess (deficiency) of revenues over (under) expenditures		4,238,613	5,073,312	5,758,382	4,679,053	2,611,695
OTHER FINANCING SOURCES (USES)						
Issuance of Debt						
110 R 36934 000 000 00000 000	Interim Financing Proceeds	-	-	35,000,000	43,500,000	-
110 R 36831 000 000 00000 000	TLDA Loan - Beverle Rivera	916,008	364,001	-	1,000	-
Transfers In						
110 R 36968 000 000 00000 000	OFS - Transfer In from LSS	-	-	700,000	700,000	706,250
Transfers Out						
110 E 51621 765 000 00000 000	Operating Trans To State Street	(884,058)	(670,804)	(466,913)	(498,971)	(986,604)
110 E 51623 762 000 00000 000	Operating Trans To LSS	(525,965)	(530,150)	(532,219)	(540,326)	(559,355)
110 E 51630 690 000 00000 000	Operating Transfer To Debt Ser	(2,771,372)	(2,626,131)	(6,760,073)	(3,284,233)	(3,584,333)
110 E 51923 762 000 00000 000	Capital Trans to LSS	(3,000,000)	-	(35,000,000)	(43,200,000)	-
Total other financing sources (uses)		(6,265,387)	(3,463,084)	(7,059,205)	(3,322,530)	(4,424,042)
Net change in fund balance		(2,026,774)	1,610,228	(1,300,823)	1,356,523	(1,812,347)
Fund balance, beginning		10,567,070	8,540,296	10,150,524	10,150,524	11,507,047
Fund balance, ending		$ 8,540,296	$ 10,150,524	$ 8,849,701	$ 11,507,047	$ 9,694,700
Supplemental Information: Fund Balance						
Nonspendable		$ -	$ 69,998	$ -	$ -	$ -
Restricted		-	-	-	172,000	172,000
Committed		523,435	1,087,610	66,548	1,283,802	744,455
Assigned		259,970	214,835	-	1,273,164	164
Unassigned		7,756,891	8,778,081	8,783,153	8,778,081	8,778,081
Ending fund balance		$ 8,540,296	$ 10,150,524	$ 8,849,701	$ 11,507,047	$ 9,694,700

LSS General Purpose School Fund

		ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
		FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
REVENUES						
Property Taxes						
141 R 40110 000 000 00000 000	Current Year Property Tax	$ 3,772,494	$ 3,983,444	$ 4,920,000	$ 4,597,629	$ 4,700,000
141 R 40120 000 000 00000 000	Trustee's Collection - Prior Y	40,788	66,347	-	66,347	67,000
141 R 40130 000 000 00000 000	Chancery & Circuit Court - Pri	17,985	31,973	-	31,973	32,000
141 R 40162 000 000 00000 000	Pilot - Current TPSC	343,232	353,281	-	353,057	360,000
141 R 40163 000 000 00000 000	Delinquent/Other In Lieu of TA	(1,609)	(2,483)	-	-	-
Total property taxes		4,172,890	4,432,562	4,920,000	5,049,006	5,159,000
Local Sales Taxes						
141 R 40210 000 000 00000 000	Local Option Sales Taxes	1,809,715	1,965,534	1,810,000	1,965,534	1,400,000
Total local sales taxes		1,809,715	1,965,534	1,810,000	1,965,534	1,400,000
Intergovernmental						
141 R 40240 000 000 00000 000	Privilege & Wheel Tax	366,935	403,708	-	403,708	410,000
141 R 40270 000 000 00000 000	Business Tax	-	4,612	-	1,560	2,000
141 R 46511 000 000 00000 000	Basic Education Program	7,507,000	8,760,000	9,117,000	9,418,000	10,100,000
141 R 46590 000 000 00000 000	Other State Education Funds	3,850	-	-	2,694	-
141 R 46610 000 000 00000 000	Career Ladder Program	21,012	19,495	20,000	20,000	20,000
141 R 46850 000 000 00000 000	Mixed Drink Tax	-	48	-	-	-
141 R 49950 000 000 00000 000	Shelby County MOE	-	55,828	-	-	-
Total intergovernmental		7,898,797	9,243,691	9,137,000	9,845,962	10,532,000
Charges for Services						
141 R 43517 000 000 00000 000	Tuition - Other	-	-	12,000	13,000	15,000
141 R 44120 000 000 00000 000	Lease/Rentals	7,983	22,463	20,000	20,000	20,000
Total charges for services		7,983	22,463	32,000	33,000	35,000
Interest Income						
141 R 44111 000 000 00000 000	Interest on Checking	1,830	2,359	-	3,400	4,000
141 R 44530 000 000 00000 000	Insurance Recovery	172	396	-	-	-
Total interest income		2,002	2,755	-	3,400	4,000
Other Income						
141 R 44170 000 000 00000 000	Miscellaneous Refunds	41,736	50,425	36,000	50,000	50,000
Total other income		41,736	50,425	36,000	50,000	50,000
Total revenues		13,933,123	15,717,430	15,935,000	16,946,902	17,180,000
EXPENDITURES						
Education Expenditures						
141 E 71100 116 310 00116 000	Teachers	3,375,048	3,112,375	3,556,479	3,503,556	3,950,000
141 E 71100 116 310 02000 000	Teachers	1,400,000	2,151,795	2,450,000	2,418,945	2,810,000
141 E 71100 117 310 00116 000	Career Ladder	13,000	12,000	14,000	12,000	12,000
141 E 71100 117 310 02000 000	Career Ladder	-	1,000	1,000	1,000	1,000
141 E 71100 118 310 00116 000	Extended Contracts	11,800	-	-	-	-
141 E 71100 127 310 00116 000	Instructional Responsibility	112,625	67,807	63,000	-	-
141 E 71100 127 310 02000 000	Instructional Responsibility	-	72,174	77,000	-	-
141 E 71100 163 310 00116 000	Educational Assistants	110,217	69,024	93,000	93,000	121,769
141 E 71100 163 310 02000 000	Educational Assistants	26,233	50,072	56,000	56,000	61,485
141 E 71100 189 310 00116 000	Other Salaries & Wages	(5,271)	-	-	63,000	64,128
141 E 71100 189 310 02000 000	Other Salaries & Wages	-	-	-	77,000	76,982
141 E 71100 195 310 00116 000	Sub Teachers-Certified	42,320	28,355	30,000	30,000	40,000
141 E 71100 198 310 00116 000	Sub Teachers-Non-Certified	65,340	121,320	85,000	85,000	106,000
141 E 71100 201 310 00116 000	Social Security	254,904	197,765	245,000	218,000	268,510
141 E 71100 201 310 02000 000	Social Security	83,926	132,309	160,000	150,000	182,867
141 E 71100 204 310 00116 000	State Retirement	315,683	301,329	400,000	373,000	379,448
141 E 71100 204 310 02000 000	State Retirement	129,578	223,284	285,000	258,000	241,428
141 E 71100 206 310 00116 000	Life Insurance	10,696	9,445	14,000	14,000	14,420
141 E 71100 206 310 02000 000	Life Insurance	4,226	5,869	9,000	9,000	9,420
141 E 71100 207 310 00116 000	Medical Insurance	324,617	337,902	528,700	528,000	600,000
141 E 71100 207 310 02000 000	Medical Insurance	92,014	229,774	356,400	356,400	400,000

		ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
		FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
EXPENDITURES - continued						
Education Expenditures - continued						
141 E 71100 212 310 00116 000	Employer Medicare	$ 50,774	$ 46,868	$ 58,000	$ 50,802	$ 62,262
141 E 71100 212 310 02000 000	Employer Medicare	20,259	31,538	39,000	35,075	42,767
141 E 71100 217 310 00116 000	SRT Rate	-	-	-	18,000	18,540
141 E 71100 217 310 02000 000	SRT Rate	-	-	-	15,000	15,450
141 E 71100 311 310 00116 000	Contracts w Other School Systems	-	-	-	-	165,000
141 E 71100 312 310 00116 000	Contracts w Private Agencies	-	-	-	-	20,000
141 E 71100 312 310 02000 000	Contracts w Private Agencies	-	-	-	-	20,000
141 E 71100 399 310 00116 000	Other Contracted Services	3,264	826	1,500	1,500	2,000
141 E 71100 399 310 02000 000	Other Contracted Services	-	1,250	1,500	1,500	2,000
141 E 71100 429 310 00116 000	Instructional Supplies & Mater	41,083	19,631	22,000	22,120	22,120
141 E 71100 429 310 02000 000	Instructional Supplies & Mater	-	21,059	22,000	2,598	2,598
141 E 71100 449 310 00116 000	Textbooks	150,218	69,243	75,000	76,626	101,626
141 E 71100 449 310 02000 000	Textbooks	-	28,886	30,000	36,542	61,542
141 E 71100 471 310 00116 000	Software	-	-	-	-	31,650
141 E 71100 471 310 02000 000	Software	-	-	-	-	31,650
141 E 71100 499 310 00116 000	Other Supplies & Materials	10,396	6,000	6,000	6,000	8,000
141 E 71100 499 310 02000 000	Other Supplies & Materials	-	4,319	6,000	6,000	8,000
141 E 71100 722 310 00116 000	Reg Inst Equipment	9,169	192	5,000	6,710	7,000
141 E 71100 722 310 02000 000	Reg Inst Equipment	-	-	5,000	37,598	103,750
141 E 71200 116 320 00116 000	Teachers	285,484	297,379	380,000	380,000	349,000
141 E 71200 116 320 02000 000	Teachers	148,846	213,403	230,000	230,000	229,000
141 E 71200 117 320 00116 000	Career Ladder	1,000	12,500	1,000	1,000	1,000
141 E 71200 163 310 02000 000	Educational Assistants	13,122	8,853	-	-	-
141 E 71200 163 320 00116 000	Educational Assistants	240,629	173,986	236,000	236,000	262,000
141 E 71200 163 320 02000 000	Educational Assistants	13,173	125,350	115,000	115,000	95,000
141 E 71200 171 320 01000 000	Speech Pathologist	66,570	65,932	68,000	68,000	70,000
141 E 71200 201 320 00116 000	Social Security	34,223	27,384	34,000	38,192	37,944
141 E 71200 201 320 01000 000	Social Security	-	4,417	5,500	4,216	4,340
141 E 71200 201 320 02000 000	Social Security	10,385	19,276	23,000	21,390	20,088
141 E 71200 204 320 00116 000	State Retirement	50,553	42,723	60,000	57,500	41,621
141 E 71200 204 320 01000 000	State Retirement	-	7,453	9,000	9,000	7,500
141 E 71200 204 320 02000 000	State Retirement	14,947	29,908	36,000	34,500	34,500
141 E 71200 206 320 00116 000	Life Insurance	1,751	1,360	3,000	3,000	5,000
141 E 71200 206 320 01000 000	Life Insurance	-	246	300	300	720
141 E 71200 206 320 02000 000	Life Insurance	548	1,540	2,000	2,000	2,420
141 E 71200 207 320 00116 000	Medical Insurance	103,361	82,295	148,500	148,500	175,000
141 E 71200 207 320 02000 000	Medical Insurance	17,354	60,963	80,000	80,000	84,800
141 E 71200 212 320 00116 000	Employer Medicare	8,004	6,404	11,000	11,000	8,874
141 E 71200 212 320 01000 000	Employer Medicare	-	1,033	1,500	1,500	1,015
141 E 71200 212 320 02000 000	Employer Medicare	2,429	4,508	6,500	6,500	4,698
141 E 71200 217 320 00116 000	SRT Rate	-	-	-	2,500	2,500
141 E 71200 217 320 02000 000	SRT Rate	-	-	-	1,500	1,500
141 E 71200 311 320 00116 000	Contracts W OTR School Systems	14,000	-	-	-	-
141 E 71200 312 320 00116 000	Contracts W Private Agencies	20,000	2,160	27,500	27,500	52,500
141 E 71200 320 000 00116 000	Dues & Memberships	295	-	150	150	150
141 E 71200 320 000 02000 000	Dues & Memberships	-	-	150	150	150
141 E 71200 336 320 00116 000	Maint & Repair-Equipment	-	-	800	800	800
141 E 71200 336 320 02000 000	Dues & Memberships	-	850	800	800	800
141 E 71200 399 320 00116 000	Other Contracted Services	-	875	900	900	900
141 E 71200 429 320 00116 000	Instructional Supplies & Mater	15,927	1,508	7,500	7,500	7,500
141 E 71200 429 320 02000 000	Instructional Supplies & Mater	-	806	7,500	7,500	7,500
141 E 71200 499 320 00116 000	Other Supplies & Materials	2,919	1,950	2,000	2,000	2,000
141 E 71200 499 320 02000 000	Other Supplies & Materials	-	1,124	2,000	2,000	2,000
141 E 71200 725 320 00116 000	Special Education Equipment	5,200	2,275	2,500	2,500	2,500
141 E 71200 725 320 02000 000	Special Education Equipment	-	2,477	2,500	2,500	2,500
141 E 71900 188 000 00000 000	Bonus Pay	84,817	-	-	129,550	-
141 E 71900 188 000 00116 000	Bonus Pay	-	21,200	57,000	21,900	30,000
141 E 71900 188 000 02000 000	Bonus Pay	-	16,475	42,000	14,100	20,000
141 E 71900 189 000 02000 000	Coaching Stipends	10,290	13,788	10,000	10,000	60,000

		ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
EXPENDITURES - continued						
Education Expenditures - continued						
141 E 71900 201 000 00000 000	Social Security	$ 13,984	$ -	$ -	$ 7,083	$ -
141 E 71900 201 000 00116 000	Social Security	-	1,242	6,500	1,358	1,860
141 E 71900 201 000 02000 000	Social Security	-	1,731	5,500	1,494	4,960
141 E 71900 204 000 00000 000	State Retirement	8,369	-	-	11,211	-
141 E 71900 204 000 00116 000	State Retirement	-	2,133	10,500	2,328	3,189
141 E 71900 204 000 02000 000	State Retirement	-	2,924	10,000	2,562	8,504
141 E 71900 212 000 00000 000	Employer Medicare	1,305	-	-	1,784	-
141 E 71900 212 000 00116 000	Employer Medicare	-	291	900	298	435
141 E 71900 212 000 02000 000	Employer Medicare	-	407	800	349	1,160
141 E 71900 217 000 00000 000	SRT Rate	-	-	-	364	364
141 E 71900 217 000 00116 000	SRT Rate	-	-	-	80	80
141 E 71900 217 000 02000 000	SRT Rate	-	-	-	143	143
141 E 72120 131 620 00116 000	Medical Personnel	28,107	33,349	40,000	38,656	35,000
141 E 72120 131 620 02000 000	Medical Personnel	31,687	31,237	40,000	38,656	35,000
141 E 72120 189 620 00116 000	Other Salaries & Wages	35,353	31,473	31,000	30,916	29,000
141 E 72120 189 620 02000 000	Other Salaries and Wages	35,284	31,999	31,000	27,772	29,000
141 E 72120 201 620 00116 000	Social Security	3,473	3,499	6,000	6,000	3,968
141 E 72120 201 620 02000 000	Social Security	3,951	3,922	6,000	6,000	3,968
141 E 72120 204 620 00116 000	State Retirement	4,153	4,296	6,000	6,000	3,000
141 E 72120 204 620 02000 000	State Retirement	3,193	3,162	7,000	7,000	3,200
141 E 72120 206 620 00116 000	Life Insurance	171	195	500	500	920
141 E 72120 206 620 02000 000	Life Insurance	182	197	300	300	720
141 E 72120 207 620 00116 000	Medical Insurance	11,605	13,626	21,600	21,600	22,896
141 E 72120 212 620 00116 000	Employer Medicare	812	818	1,500	1,500	928
141 E 72120 212 620 02000 000	Employer Medicare	924	917	1,500	1,500	928
141 E 72120 399 620 01000 000	Other Contracted Services	-	-	-	6,000	6,000
141 E 72120 499 620 00116 000	Other Supplies & Materials	740	318	1,000	1,000	1,000
141 E 72120 499 620 02000 000	Other Supplies & Materials	-	40	1,000	1,000	1,000
141 E 72120 524 620 00116 000	In-Service/Staff Development	(24)	-	100	100	-
141 E 72120 524 620 02000 000	In-Service/Staff Development	-	-	100	100	-
141 E 72120 735 620 00116 000	Health Equipment	1,400	408	750	750	750
141 E 72120 735 620 02000 000	Health Equipment	-	889	750	750	750
141 E 72120 790 620 00116 000	Other Equipment	4,865	-	2,500	2,500	2,500
141 E 72120 790 620 02000 000	Other Equipment	-	-	2,500	2,500	2,500
141 E 72130 117 330 00116 000	Guidance Personnel	123,181	42,177	-	-	100,000
141 E 72130 117 330 02000 000	Guidance Personnel	68,130	70,079	-	-	140,000
141 E 72130 118 330 01000 000	Instructional Responsibility	125,373	129,175	140,000	140,000	135,000
141 E 72130 123 330 00116 000	Career Ladder	-	-	112,000	112,000	-
141 E 72130 123 330 02000 000	Career Ladder	-	-	137,000	137,000	-
141 E 72130 130 310 01000 000	Social Worker	-	68,681	-	-	-
141 E 72130 201 330 00116 000	Social Security	14,930	6,774	5,000	5,000	6,200
141 E 72130 201 330 01000 000	Social Security	-	7,386	7,000	7,000	8,370
141 E 72130 201 330 02000 000	Social Security	4,186	4,307	4,500	4,500	8,680
141 E 72130 204 330 00116 000	State Retirement	22,763	10,916	8,000	8,000	9,000
141 E 72130 204 330 01000 000	State Retirement	-	13,530	20,000	12,000	9,000
141 E 72130 204 330 02000 000	State Retirement	6,259	7,339	8,000	8,000	9,000
141 E 72130 206 310 01000 000	Life Insurance	-	252	500	500	920
141 E 72130 206 330 00116 000	Life Insurance	676	77	500	500	920
141 E 72130 206 330 01000 000	Life Insurance	-	378	300	300	720
141 E 72130 206 330 02000 000	Life Insurance	207	206	300	300	720
141 E 72130 207 310 01000 000	Medical Insurance	-	-	-	-	9,000
141 E 72130 207 330 00116 000	Medical Insurance	9,113	5,128	9,600	17,600	25,000
141 E 72130 207 330 01000 000	Medical Insurance	-	13,240	21,600	9,600	15,000
141 E 72130 207 330 02000 000	Medical Insurance	-	-	-	10,000	10,600
141 E 72130 212 310 01000 000	Employer Medicare	-	997	1,500	1,500	1,450
141 E 72130 212 330 00116 000	Employer Medicare	3,492	588	1,050	1,050	1,958
141 E 72130 212 330 01000 000	Employer Medicare	-	1,727	3,043	3,043	2,030
141 E 72130 212 330 02000 000	Employer Medicare	979	1,007	1,050	1,050	2,030
141 E 72130 217 330 00116 000	SRT Rate	-	-	-	2,000	2,000

		ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
		FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
EXPENDITURES - continued						
Education Expenditures - continued						
141 E 72130 322 330 00116 000	Evaluation & Testing	$ 16,700	$ 16,497	$ 10,000	$ 10,000	$ 10,000
141 E 72130 322 330 02000 000	Evaluation & Testing	-	2,665	5,000	5,000	5,000
141 E 72130 499 330 00116 000	Other Supplies & Materials	-	2,349	2,500	2,500	2,500
141 E 72130 499 330 02000 000	Other Supplies & Materials	-	625	2,500	2,500	2,500
141 E 72130 524 330 00116 000	In-Service/Staff Development	2,475	1,250	1,250	1,250	1,250
141 E 72130 524 330 02000 000	In-Service/Staff Development	-	1,250	1,250	1,250	1,250
141 E 72130 790 330 00116 000	Other Equipment	-	-	1,500	1,500	1,500
141 E 72130 790 330 02000 000	Other Equipment	-	-	1,500	1,500	1,500
141 E 72210 105 335 01000 000	Supervisor/Director	179,042	205,485	215,000	85,000	66,000
141 E 72210 117 335 00116 000	Carrer Ladder	1,000	1,000	1,000	1,000	1,000
141 E 72210 129 335 00116 000	Librarian(s)	105,809	65,051	67,000	67,000	68,000
141 E 72210 129 335 02000 000	Librarian(s)	-	51,136	55,000	55,000	56,000
141 E 72210 189 335 00116 000	Other Salaries & Wages	-	-	-	70,000	85,000
141 E 72210 189 335 02000 000	Other Salaries & Wages	-	-	-	60,000	70,000
141 E 72210 196 335 01000 000	In-Service Training	-	-	2,000	2,000	2,000
141 E 72210 201 335 00116 000	Social Security	6,404	3,973	5,000	5,000	9,548
141 E 72210 201 335 01000 000	Social Security	10,616	12,137	15,000	15,000	4,092
141 E 72210 201 335 02000 000	Social Security	-	3,047	3,900	3,900	7,812
141 E 72210 204 335 00116 000	State Retirement	9,732	6,918	7,500	7,500	16,370
141 E 72210 204 335 01000 000	State Retirement	16,439	21,517	27,000	24,500	7,016
141 E 72210 204 335 02000 000	State Retirement	-	4,603	5,500	5,500	13,000
141 E 72210 206 335 00116 000	Life Insurance	323	192	500	500	920
141 E 72210 206 335 01000 000	Life Insurance	548	605	1,000	1,000	1,420
141 E 72210 206 335 02000 000	Life Insurance	-	150	500	500	920
141 E 72210 207 335 00116 000	Medical Insurance	8,513	5,506	9,504	9,504	17,068
141 E 72210 207 335 01000 000	Medical Insurance	14,703	18,397	30,000	19,000	-
141 E 72210 207 335 02000 000	Medical Insurance	-	5,506	7,200	18,200	30,000
141 E 72210 212 335 00116 000	Employer Medicare	1,498	929	1,100	1,100	2,233
141 E 72210 212 335 01000 000	Employer Medicare	2,483	2,839	4,000	4,000	957
141 E 72210 212 335 02000 000	Employer Medicare	-	713	-	1,500	1,827
141 E 72210 217 335 02000 000	SRT Rate	-	-	-	1,000	1,000
141 E 72210 355 335 00116 000	Travel	-	789	1,000	1,000	1,000
141 E 72210 355 335 01000 000	Travel	842	141	1,000	1,000	1,000
141 E 72210 355 335 02000 000	Travel	-	305	1,000	1,000	1,000
141 E 72210 432 335 00116 000	Library Books/Media	7,722	4,000	4,000	4,000	4,000
141 E 72210 432 335 02000 000	Library Books/Media	-	3,784	4,000	4,000	4,000
141 E 72210 499 335 00116 000	Other Supplies & Materials	-	1,054	1,100	1,100	1,100
141 E 72210 499 335 02000 000	Other Supplies & Materials	-	99	1,100	1,100	1,100
141 E 72210 524 335 00116 000	In-Service/Staff Development	443	336	500	500	500
141 E 72210 524 335 02000 000	In-Service/Staff Development	-	-	500	500	500
141 E 72210 599 335 00116 000	Other Charges	1,000	-	500	500	500
141 E 72210 599 335 02000 000	Other Charges	-	-	500	500	500
141 E 72220 105 350 01000 000	Supervisor/Director	19,790	20,087	22,000	22,000	108,062
141 E 72220 117 350 01000 000	Career Ladder	-	-	-	-	-
141 E 72220 124 350 01000 000	Psychological Personnel	76,681	76,681	78,000	78,000	81,000
141 E 72220 161 350 01000 000	Secretary(s)	-	-	-	-	-
141 E 72220 162 350 00116 000	Clerical Personnel	-	13,860	34,000	34,000	33,000
141 E 72220 162 350 01000 000	Clerical Personnel	36,620	14,216	-	-	-
141 E 72220 162 350 02000 000	Clerical Personnel	33,910	30,290	33,000	33,000	33,000
141 E 72220 189 350 00116 000	Other Salaries & Wages	-	-	-	-	-
141 E 72220 189 350 01000 000	Other Salaries & Wages	-	5,985	75,000	75,000	-
141 E 72220 201 350 00116 000	Social Security	-	763	2,400	2,400	2,046
141 E 72220 201 350 01000 000	Social Security	7,990	7,147	9,000	9,000	11,722
141 E 72220 201 350 02000 000	Social Security	2,085	1,767	2,200	2,200	2,046
141 E 72220 204 350 00116 000	State Retirement	-	1,317	4,000	4,000	1,500
141 E 72220 204 350 01000 000	State Retirement	12,128	12,052	15,000	15,000	11,000
141 E 72220 204 350 02000 000	State Retirement	1,695	1,457	2,500	2,500	1,700
141 E 72220 206 350 00116 000	Life Insurance	-	34	300	300	720
141 E 72220 206 350 01000 000	Life Insurance	450	364	600	600	1,020

		ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
		FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
EXPENDITURES - continued						
Education Expenditures - continued						
141 E 72220 206 350 02000 000	Life Insurance	$ 83	$ 60	$ 300	$ 300	$ 720
141 E 72220 207 350 00116 000	Medical Insurance	8,319	9,769	8,400	8,400	15,000
141 E 72220 207 350 02000 000	Medical Insurance	-	5,506	11,880	11,880	9,000
141 E 72220 212 350 00116 000	Employer Medicare	-	178	1,000	1,000	479
141 E 72220 212 350 01000 000	Employer Medicare	1,869	1,672	1,700	1,700	2,740
141 E 72220 212 350 02000 000	Employer Medicare	488	413	500	500	479
141 E 72220 399 350 01000 000	Other Contracted Services	22,543	32,943	28,000	28,000	28,000
141 E 72220 499 350 01000 000	Other Supplies & Materials	1,288	596	900	900	900
141 E 72220 524 350 01000 000	In-Service/Staff Development	3,860	1,685	4,000	4,000	4,000
141 E 72250 105 360 01000 000	Supervisor/Director	82,722	83,962	99,000	99,000	100,034
141 E 72250 117 360 01000 000	Carrer Ladder	1,000	500	1,000	1,000	1,000
141 E 72250 189 360 01000 000	Other Salaries & Wages	69,530	85,015	129,000	129,000	135,000
141 E 72250 201 360 01000 000	Social Security	9,278	12,433	16,000	16,000	14,635
141 E 72250 204 360 01000 000	State Retirement	11,079	14,971	20,000	20,000	17,500
141 E 72250 206 360 01000 000	Life Insurance	448	551	1,200	900	1,620
141 E 72250 206 510 01000 000	Life Insurance	-	-	-	-	420
141 E 72250 207 360 01000 000	Medical Insurance	5,391	16,519	24,000	24,000	26,000
141 E 72250 212 360 01000 000	Employer Medicare	2,170	2,908	4,000	4,000	3,422
141 E 72250 312 360 01000 000	Contracts With Private Agencies	-	-	-	-	35,000
141 E 72250 336 360 01000 000	Maint & Repair-Equipment	365	-	500	500	500
141 E 72250 350 360 01000 000	Internet Connectivity	33,884	4,971	7,000	70,000	74,000
141 E 72250 355 360 01000 000	Travel	449	297	1,000	500	500
141 E 72250 399 360 01000 000	Other Contracted Services	122,078	148,240	180,000	110,000	-
141 E 72250 471 360 01000 000	Software	-	-	-	-	30,000
141 E 72250 524 360 01000 000	In-Service/Staff Development	2,400	10,038	5,500	5,000	5,000
141 E 72250 599 360 01000 000	Other Charges	39,392	11,168	110,000	10,000	30,000
141 E 72250 701 360 01000 000	Equipment	6,242	2,369	10,000	10,000	10,000
141 E 72310 118 110 01000 000	Secretary to Board	1,500	2,596	1,500	1,500	1,500
141 E 72310 189 110 01000 000	Other Salaries & Wages	11,835	11,816	12,000	12,000	12,000
141 E 72310 201 110 01000 000	Social Security	819	879	1,000	1,000	837
141 E 72310 204 110 01000 000	State Retirement	75	179	2,000	100	1,435
141 E 72310 206 110 01000 000	Life Insurance	460	442	500	500	920
141 E 72310 207 110 01000 000	Medical Insurance	-	30,248	48,000	48,000	80,000
141 E 72310 212 110 01000 000	Employer Medicare	192	206	250	250	196
141 E 72310 215 000 00000 000	OPEB-GASB Trust	354,500	370,000	150,000	475,000	150,000
141 E 72310 320 110 01000 000	Dues & Memberships	3,316	585	5,000	5,000	5,000
141 E 72310 331 110 01000 000	Legal Services	70,054	56,844	77,000	77,000	80,000
141 E 72310 499 110 01000 000	Other Supplies & Materials	3,000	2,997	5,000	5,000	5,000
141 E 72310 506 110 01000 000	Liability Insurance	9,394	43,226	44,000	44,000	45,000
141 E 72310 508 110 01000 000	Premium on Corporate Surety B	554	557	1,100	623	1,100
141 E 72310 513 110 01000 000	Workmen's Compensation Insuran	29,032	29,263	30,000	26,963	30,000
141 E 72310 524 110 01000 000	In-Service/Staff Development	9,380	9,856	11,000	11,000	12,000
141 E 72310 599 110 01000 000	Other Charges	263,785	163,231	165,000	165,000	10,000
141 E 72320 101 210 01000 000	County Official/Administrative	141,000	152,833	156,060	156,060	159,181
141 E 72320 161 210 01000 000	Secretary(s)	38,232	10,302	11,000	-	-
141 E 72320 188 210 01000 000	Bonus Pay	15,000	-	-	-	-
141 E 72320 201 210 01000 000	Social Security	10,492	9,087	12,000	12,000	9,869
141 E 72320 204 210 01000 000	State Retirement	16,458	17,345	27,000	27,000	27,061
141 E 72320 206 210 01000 000	Life Insurance	535	528	800	800	1,220
141 E 72320 207 210 01000 000	Medical Insurance	27,921	19,861	31,000	31,000	32,860
141 E 72320 208 210 01000 000	Dental Insurance	1,328	1,328	2,000	2,000	2,060
141 E 72320 212 210 01000 000	Employer Medicare	2,880	2,486	2,300	2,300	2,308
141 E 72320 299 210 01000 000	Other Fringe Benefits	8,400	11,488	11,000	16,000	16,000
141 E 72320 320 210 01000 000	Dues & Memberships	620	2,759	3,600	3,600	3,600
141 E 72320 348 210 01000 000	Postal Charges	135	-	-	-	1,500
141 E 72320 355 210 01000 000	Travel	2,374	1,540	1,500	1,500	1,500
141 E 72320 399 210 01000 000	Other Contracted Services	592	589	600	600	600
141 E 72320 435 210 01000 000	Office Supplies	591	593	2,000	2,000	2,500
141 E 72320 524 210 01000 000	In-Service/Staff Development	1,579	4,203	1,600	1,600	2,000

		ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
		FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
EXPENDITURES - continued						
Education Expenditures - continued						
141 E 72320 599 210 01000 000	Other Charges	$ 5,893	$ 1,059	$ 10,500	$ 5,500	$ 5,500
141 E 72320 701 210 01000 000	Administration Equipment	8,143	-	-	-	1,500
141 E 72410 104 215 00116 000	Principal(s)	106,044	108,564	111,000	111,000	113,000
141 E 72410 104 215 02000 000	Principal(s)	100,992	103,512	109,000	109,000	113,000
141 E 72410 117 215 00116 000	Career Ladder	1,000	1,000	1,000	1,000	1,000
141 E 72410 139 215 00116 000	Assistant Principal(s)	161,270	163,475	170,000	170,000	168,000
141 E 72410 139 215 02000 000	Assistant Principal(s)	161,270	164,019	170,000	170,000	180,000
141 E 72410 161 215 00116 000	Secretary(s)	39,033	39,033	45,000	45,000	41,000
141 E 72410 161 215 02000 000	Secretary(s)	31,908	35,932	42,000	42,000	42,000
141 E 72410 162 215 00116 000	Clerical Personnel	28,226	27,687	41,000	41,000	29,000
141 E 72410 162 215 01000 000	Clerical Personnel	-	32,029	39,000	39,000	39,500
141 E 72410 162 215 02000 000	Clerical Personnel	30,391	26,661	31,000	31,000	29,000
141 E 72410 189 215 00116 000	Other Salaries & Wages	4,322	794	8,000	-	-
141 E 72410 201 215 00116 000	Social Security	20,011	20,268	29,000	29,000	21,824
141 E 72410 201 215 01000 000	Social Security	-	1,987	2,500	2,500	2,449
141 E 72410 201 215 02000 000	Social Security	19,132	19,295	24,000	24,000	22,568
141 E 72410 204 215 00116 000	State Retirement	30,554	34,926	40,000	40,000	37,000
141 E 72410 204 215 01000 000	State Retirement	-	1,601	2,500	2,500	2,000
141 E 72410 204 215 02000 000	State Retirement	27,255	31,135	36,000	36,000	25,000
141 E 72410 206 215 00116 000	Life Insurance	1,008	1,006	1,400	1,400	1,820
141 E 72410 206 215 01000 000	Life Insurance	-	92	200	200	620
141 E 72410 206 215 02000 000	Life Insurance	980	974	1,300	1,300	1,720
141 E 72410 207 215 00116 000	Medical Insurance	30,531	34,991	56,000	56,000	47,000
141 E 72410 207 215 02000 000	Medical Insurance	29,471	31,659	54,000	54,000	42,000
141 E 72410 212 215 00116 000	Employer Medicare	4,739	4,740	6,000	6,000	5,104
141 E 72410 212 215 01000 000	Employer Medicare	-	465	1,000	1,000	573
141 E 72410 212 215 02000 000	Employer Medicare	4,475	4,512	6,000	6,000	5,278
141 E 72410 320 215 00116 000	Dues & Memberships	1,108	464	500	500	750
141 E 72410 320 215 02000 000	Dues & Memberships	-	-	500	639	750
141 E 72410 499 000 00116 000	Other Supplies & Materials	20,000	6,190	6,250	6,250	6,250
141 E 72410 499 000 02000 000	Other Supplies & Materials	-	6,316	6,250	6,111	6,111
141 E 72410 524 215 00116 000	In-Service/Staff Development	1,228	1,025	2,000	500	500
141 E 72410 524 215 02000 000	In-Service/Staff Development	-	2,397	2,000	500	500
141 E 72410 701 000 02000 000	Administration Equipment	7,979	719	1,500	-	-
141 E 72410 701 215 00116 000	Administration Equipment	-	-	1,500	-	-
141 E 72510 105 410 01000 000	Supervisor/Director	63,268	60,895	76,495	76,495	74,000
141 E 72510 119 410 01000 000	Accountants/Bookkeepers	18,242	6,984	-	55,000	55,000
141 E 72510 201 410 01000 000	Social Security	3,439	3,444	5,000	8,410	7,998
141 E 72510 204 410 01000 000	State Retirement	3,000	3,045	4,000	6,750	6,500
141 E 72510 206 360 01000 000	Life Insurance	-	-	-	-	420
141 E 72510 206 410 01000 000	Life Insurance	182	180	300	450	870
141 E 72510 207 410 01000 000	Medical Insurance	10,712	12,577	21,600	21,600	36,000
141 E 72510 212 410 01000 000	Employer Medicare	804	806	1,100	1,900	1,871
141 E 72510 312 410 01000 000	Contract With Private Agencies	-	-	-	-	38,000
141 E 72510 399 410 01000 000	Other Contracted Services	32,779	35,682	35,000	35,000	-
141 E 72510 435 410 01000 000	Office Supplies	4,162	1,051	5,000	4,000	4,000
141 E 72510 499 410 01000 000	Other Supplies & Materials	57	149	1,000	1,000	1,000
141 E 72510 524 410 01000 000	In-Service/Staff Development	2,447	2,502	3,000	4,000	4,000
141 E 72510 701 410 01000 000	Administration Equipment	2,030	114	500	500	1,000
141 E 72520 105 510 01000 000	Supervisor/Director	-	59,692	83,000	83,000	86,000
141 E 72520 189 510 01000 000	Other Salaries & Wages	-	-	-	-	37,000
141 E 72520 201 510 01000 000	Social Security	-	3,361	9,700	9,700	7,626
141 E 72520 204 510 01000 000	State Retirement	-	5,671	8,000	8,000	8,000
141 E 72520 206 510 01000 000	Life Insurance	-	192	300	300	720
141 E 72520 207 510 01000 000	Medical Insurance	-	10,901	19,343	19,343	21,000
141 E 72520 210 510 01000 000	Unemployment Compensation	-	-	-	-	1,000
141 E 72520 212 510 01000 000	Employer Medicare	-	786	1,000	1,000	1,784
141 E 72520 312 510 01000 000	Contracts With Private Agencies	-	-	-	-	8,000
141 E 72520 399 510 01000 000	Other Contracted Services	33,460	29,330	36,000	36,000	-

		ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
EXPENDITURES - continued						
Education Expenditures - continued						
141 E 72520 435 510 01000 000	Office Supplies	$ 793	$ 991	$ 2,000	$ 1,800	$ 2,000
141 E 72520 524 510 01000 000	In-Service/Staff Development	1,905	1,340	3,000	3,000	4,000
141 E 72520 599 510 01000 000	Other Charges	211	-	-	200	200
141 E 72520 701 510 01000 000	Administration Equipment	-	700	500	500	2,500
141 E 72610 105 625 00116 000	Supervisor/Director	95,775	49,480	57,000	57,000	60,000
141 E 72610 105 625 02000 000	Supervisor/Director	-	60,956	55,000	55,000	60,000
141 E 72610 160 625 00116 000	Guards	-	-	-	-	41,000
141 E 72610 189 625 00116 000	Other Salaries & Wages	1,985	120,294	145,000	120,000	160,000
141 E 72610 189 625 01000 000	Other Salaries & Wages	207,331	-	-	-	-
141 E 72610 189 625 02000 000	Other Salaries & Wages	-	101,206	145,000	130,000	160,000
141 E 72610 201 625 00116 000	Social Security	-	10,076	13,000	13,000	16,182
141 E 72610 201 625 01000 000	Social Security	16,414	-	-	-	-
141 E 72610 201 625 02000 000	Social Security	-	7,310	13,000	13,000	13,640
141 E 72610 204 625 00116 000	State Retirement	12,623	8,572	10,000	6,500	15,050
141 E 72610 204 625 02000 000	State Retirement	-	4,999	10,000	7,000	13,000
141 E 72610 206 625 00116 000	Life Insurance	-	300	500	500	1,490
141 E 72610 206 625 01000 000	Life Insurance	429	-	-	-	420
141 E 72610 206 625 02000 000	Life Insurance	-	223	500	500	920
141 E 72610 207 625 00116 000	Medical Insurance	14,000	11,012	24,000	16,000	28,000
141 E 72610 207 625 02000 000	Medical Insurance	-	15,275	24,000	14,000	16,000
141 E 72610 212 625 00116 000	Employer Medicare	-	2,356	3,200	3,200	3,785
141 E 72610 212 625 01000 000	Employer Medicare	3,839	-	-	-	-
141 E 72610 212 625 02000 000	Employer Medicare	-	1,710	3,200	3,200	3,190
141 E 72610 312 625 00116 000	Contracts With Private Agencies	-	-	-	-	20,000
141 E 72610 312 625 02000 000	Contracts With Private Agencies	-	-	-	-	20,000
141 E 72610 399 625 00116 000	Other Contracted Services	23,832	23,015	20,000	20,000	-
141 E 72610 399 625 02000 000	Other Contracted Services	-	30,379	20,000	20,000	-
141 E 72610 410 625 00116 000	Custodial Supplies	17,399	6,960	10,000	10,000	10,000
141 E 72610 410 625 02000 000	Custodial Supplies	-	6,107	10,000	10,000	10,000
141 E 72610 415 625 00116 000	Electricity	174,322	119,954	115,000	115,000	115,000
141 E 72610 415 625 02000 000	Electricity	-	100,029	130,000	130,000	130,000
141 E 72610 499 625 00116 000	Other Supplies & Materials	5,929	3,000	5,000	5,000	5,750
141 E 72610 499 625 02000 000	Other Supplies & Materials	-	1,724	5,000	5,000	5,000
141 E 72610 502 625 01000 000	Building and Content Insurance	28,974	-	-	-	-
141 E 72610 524 625 01000 000	In-Service/Staff Development	-	-	-	-	750
141 E 72610 599 625 01000 000	Other Charges	-	613	2,000	-	-
141 E 72620 335 630 00116 000	Maint & Repair-Building	23,674	7,031	10,000	10,000	10,000
141 E 72620 335 630 02000 000	Maint & Repair-Building	-	3,546	10,000	3,000	10,000
141 E 72620 336 630 00116 000	Maint & Repair-Building	-	969	1,500	1,500	1,500
141 E 72620 336 630 02000 000	Maint & Repair-Building	-	127	1,500	1,500	1,500
141 E 72620 399 630 00116 000	Other Contracted Services	14,147	5,921	15,000	15,000	15,000
141 E 72620 399 630 02000 000	Other Contracted Services	15,822	8,284	15,000	15,000	15,000
141 E 72620 499 630 00116 000	Other Supplies & Materials	-	5,785	6,000	6,000	6,000
141 E 72620 499 630 02000 000	Other Supplies & Materials	-	2,543	6,000	6,000	6,000
141 E 72620 717 630 01000 000	Maintenance Equipment	6,110	506	2,500	-	2,500
141 E 72620 717 630 02000 000	Maintenance Equipment	-	-	2,500	-	2,500
141 E 72710 312 635 01000 000	Contracts w Private Agencies	-	-	-	-	738,920
141 E 72710 399 635 01000 000	Other Contracted Services	615,782	691,482	717,400	717,400	-
141 E 72830 189 640 01000 000	Other Salaries & Wages	1,100	31,259	41,000	41,000	-
141 E 72830 201 640 01000 000	Social Security	-	1,465	2,500	2,500	-
141 E 72830 204 640 01000 000	State Retirement	-	1,414	2,000	2,000	-
141 E 72830 206 640 01000 000	Life Insurance	-	74	150	150	-
141 E 72830 207 640 01000 000	Medical Insurance	-	-	21,600	21,600	-
141 E 72830 212 640 01000 000	Employer Medicare	-	343	600	600	-
141 E 72830 499 640 01000 000	Other Supplies & Materials	-	-	-	750	-
141 E 72830 524 640 01000 000	In-Service/Staff Development	-	996	1,500	750	-
Total education expenditures		12,749,262	13,790,563	16,332,404	16,432,395	17,548,351

LSS General Purpose School Fund (Continued)

		ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
		FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
EXPENDITURES - continued						
Debt Service - Principal						
141 E 81300 610 000 00000 001	Principal on 2015 Apple Lease	$ 26,705	$ 29,509	$ -	$ -	$ -
141 E 81300 610 000 00000 002	Principal on 2018 Apple Lease	30,037	35,441	-	-	34,701
141 E 81300 610 000 00000 003	Principal on 2017 Lenovo Lease	73,258	61,993	-	-	70,462
Total debt service - principal		130,000	126,943	-	-	105,163
Debt Service - Interest and Fiscal Charges						
141 E 81300 611 000 00000 001	Interest on 2015 Apple Lease	1,362	1,312	-	-	-
141 E 81300 611 000 00000 002	Interest on 2018 Apple Lease	2,571	-	-	-	864
141 E 81300 611 000 00000 003	Interest on 2017 Lenovo Lease	-	11,190	-	-	3,727
Total debt service - interest and fiscal charges		3,933	12,502	-	-	4,591
Capital Outlays						
141 E 76100 790 810 01000 000	Other Equipment	44,858	10,627	-	-	75,000
141 E 76100 799 810 01000 000	Other Capital Outlay	270,444	132,221	142,922	142,922	-
Total capital outlays		315,302	142,848	142,922	142,922	75,000
Total expenditures		13,198,497	14,072,856	16,475,326	16,575,317	17,733,105
Excess (deficiency) of revenues over (under) expenditures		734,626	1,644,574	(540,326)	371,585	(553,105)
OTHER FINANCING SOURCES (USES)						
Issuance of Debt						
141 R 49001 000 000 00000 000	Other Financing Source	269,940	103,482	-	-	-
Transfers In						
141 R 49800 000 000 00000 000	Operating Transfers	525,965	530,150	540,326	540,326	559,355
Transfers Out						
141 E 99100 590 000 00000 000	Transfers to Other Funds	-	(440,000)	(700,000)	(700,000)	(706,250)
Total other financing sources (uses)		795,905	193,632	(159,674)	(159,674)	(146,895)
Net change in fund balance		1,530,531	1,838,206	(700,000)	211,911	(700,000)
Fund balance, beginning		2,797,512	4,328,043	6,166,249	6,166,249	6,378,160
Fund balance, ending		$ 4,328,043	$ 6,166,249	$ 5,466,249	$ 6,378,160	$ 5,678,160

LSS School Capital Projects Fund

		ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
REVENUES						
Federal, State, and Local Grants						
177 R 44991 000 000 00000 680	Shelby County Capital Funds	$ 147,192	$ 579,581	$ 400,000	$ 1,361,045	$ 500,000
Total federal, state, and local grants		147,192	579,581	400,000	1,361,045	500,000
Interest Income						
177 R 44110 000 000 00000 650	Investment Income	54,474	33,772	-	3,394	-
177 R 44110 000 000 00000 660	Investment Income	19,053	47,588	-	3,704	-
177 R 44110 000 000 00000 670	Investment Income	-	-	-	65,000	100,000
Total interest income		73,527	81,360	-	72,098	100,000
Total revenues		220,719	660,941	400,000	1,433,143	600,000
EXPENDITURES						
Capital Outlays						
177 E 91300 724 000 00000 650	Site Development	105,967	-	-	-	-
177 E 91300 791 000 00000 650	Construction Cost Contingency	28,814	-	-	-	-
177 E 91300 706 000 00000 650	Building Construction	979,353	-	-	-	-
177 E 91300 711 000 00000 650	Furniture & Fixtures	1,639,841	4,000	-	-	-
177 E 91300 304 000 00000 650	Architects	6,758	-	-	-	-
177 E 91300 308 000 00000 650	Consultants	11,700	-	-	-	-
177 E 91300 304 000 00000 651	Architects	102,483	99,386	-	-	-
177 E 91300 308 000 00000 651	Consultants	31,450	11,100	-	-	-
177 E 91300 706 000 00000 651	Building Construction	197,910	3,390,543	-	-	140,811
177 E 91300 711 000 00000 651	Furniture Fixtures & Equipment	-	207,416	200,000	-	200,000
177 E 91300 304 000 00000 660	Architects	142,621	49,886	-	-	-
177 E 91300 308 000 00000 660	Consultants	-	33,300	-	-	-
177 E 91300 706 000 00000 660	Building Construction	-	2,205,282	-	304,500	195,500
177 E 91300 791 000 00000 660	Construction Cost Contingency	-	113,703	-	-	-
177 E 91300 711 000 00000 660	Furniture & Fixtures	-	12,687	-	7,125	112,151
177 E 91300 304 000 00000 670	Architects	-	-	-	1,595,982	133,344
177 E 91300 308 000 00000 670	Consultants	-	-	-	-	-
177 E 91300 706 000 00000 670	Building Construction	-	-	-	-	31,997,660
177 E 91300 711 000 00000 670	Furniture & Fixtures	-	-	-	-	4,500,000
177 E 91300 724 000 00000 670	Site Development	-	-	-	47,500	142,500
177 E 91300 791 000 00000 670	Construction Cost Contingency	-	-	-	-	1,696,133
177 E 91300 304 000 00000 680	Architects	-	-	-	127,159	-
177 E 91300 308 000 00000 680	Consultants	-	-	-	45,000	-
177 E 91300 706 000 00000 680	Building Construction	176,606	376,879	200,000	1,042,591	500,000
177 E 91300 711 000 00000 680	Furniture & Fixtures	-	-	-	107,158	-
Total capital outlays		3,423,503	6,504,182	400,000	3,277,015	39,618,099
Total expenditures		3,423,503	6,504,182	400,000	3,277,015	39,618,099
Excess (deficiency) of revenues over (under) expenditures		(3,202,784)	(5,843,241)	-	(1,843,872)	(39,018,099)
OTHER FINANCING SOURCES (USES)						
Transfers In						
177 R 49800 000 000 00000 660	City of Lakeland Transfer In	3,000,000	440,000	-	-	-
177 R 49800 000 000 00000 670	USDA High School Transfer In From Cit	-	-	-	43,200,000	-
Total other financing sources (uses)		3,000,000	440,000	-	43,200,000	-
Net change in fund balance		(202,784)	(5,403,241)	-	41,356,128	(39,018,099)
Fund balance, beginning		6,602,134	6,399,350	996,109	996,109	42,352,237
Fund balance, ending		$ 6,399,350	$ 996,109	$ 996,109	$ 42,352,237	$ 3,334,138

State Street Aid Fund

	ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
REVENUES					
Intergovernmental					
121 R 33551 000 000 00000 000 TN Gas/Fuel Tax	$ 238,008	$ 235,363	$ 300,185	$ 238,501	$ 237,500
121 R 33553 000 000 00000 000 State Gasoline Inspection Fee	107,996	37,547	47,856	38,014	37,700
121 R 33554 000 000 00000 000 State Emergency Street Fund	70,362	69,572	87,010	70,437	69,500
121 R 33555 000 000 00000 000 TN Gas Improve Tax	-	94,045	-	107,781	120,000
121 R 33593 000 000 00000 000 Excise Tax	1,452	2,136	-	2,136	-
121 R 34311 000 000 00000 000 Street Repair Revenue	3,648	-	-	-	-
Total intergovernmental	421,466	438,663	435,051	456,869	464,700
Federal, State, and Local Grants					
121 R 33191 000 000 00000 000 TEMA/WIND STORM 2017	-	9,235	-	-	-
Total federal, state, and local grants	-	9,235	-	-	-
Interest Income					
121 R 36100 000 000 00000 000 Interest Earned - Checking	490	-	-	-	-
Total interest income	490	-	-	-	-
Total revenues	421,956	447,898	435,051	456,869	464,700
EXPENDITURES					
Public Works Expenditures					
121 E 43100 121 000 00000 000 STR - Regular Employee Wages	115,601	128,414	141,409	141,409	142,799
121 E 43100 123 000 00000 000 STR - Overtime Wages	1,005	408	1,389	1,389	1,461
121 E 43100 132 000 00000 000 STR - Bonus Pay	-	-	1,414	1,414	-
121 E 43100 141 000 00000 000 STR - FICA (Employer's Share)	8,950	9,354	10,818	10,818	11,144
121 E 43100 142 000 00000 000 STR - Insurance	22,666	38,499	41,818	41,818	39,902
121 E 43100 143 000 00000 000 STR - Retirement	8,129	4,377	5,902	5,902	6,648
121 E 43100 144 000 00000 000 STR - HSA Retirement	-	470	1,500	1,500	-
121 E 43100 146 000 00000 000 STR - Work Comp	10,016	10,574	12,413	12,413	12,054
121 E 43100 148 000 00000 000 STR - Education/Training	75	-	1,200	1,200	1,200
121 E 43100 149 000 00000 000 STR - Uniforms	1,414	1,516	1,700	1,700	1,700
121 E 43100 230 000 00000 000 STR - Publicity/Dues/Membershi	1,148	783	1,200	1,200	1,200
121 E 43100 245 000 00000 000 STR - Telephone	-	408	500	500	1,440
121 E 43100 259 000 00000 000 STR - Other Professional Servi	4,931	576	6,000	6,000	6,000
121 E 43100 261 000 00000 000 STR - Repair & Maintenance Mot	7,478	5,317	7,500	7,500	9,000
121 E 43100 264 000 00000 000 STR - Traffic Control Lights	2,514	1,644	2,500	2,500	5,000
121 E 43100 268 000 00000 000 STR - Repair & Maintenance Roa	788,840	1,177,803	450,000	790,000	800,000
121 E 43100 280 000 00000 000 STR - Travel	55	-	500	500	500
121 E 43100 287 000 00000 000 STR - Meals & Entertainment	449	-	400	400	1,000
121 E 43100 299 000 00000 000 STR - Contingency	100	-	500	500	500
121 E 43100 320 000 00000 000 STR - Operating Supplies	1,118	894	1,000	1,000	5,000
121 E 43100 331 000 00000 000 STR - Gas, Oil, Diesel	13,544	19,611	18,000	18,000	18,000
121 E 43100 333 000 00000 000 STR - Other Equip Parts & Repa	1,480	1,981	2,000	2,000	9,000
121 E 43100 341 000 00000 000 STR - Tools	4,489	4,500	4,500	4,500	5,500
121 E 43100 342 000 00000 000 STR - Sign Parts & Supplies	6,501	1,110	5,500	5,500	15,000
121 E 43100 344 000 00000 000 STR - Safety Supplies	305	213	300	300	300
121 E 43100 410 000 00000 000 STR - Concrete / Clay	1,961	1,790	3,000	3,000	3,000
121 E 43100 452 000 00000 000 STR - Gravel & Sand	12,817	11,701	15,000	15,000	15,000
121 E 43100 471 000 00000 000 STR - Asphalt & Asphalt Filler	15,734	22,449	30,000	30,000	40,000
121 E 43100 533 000 00000 000 STR - Machinery & Equip Rental	932	675	2,000	2,000	5,000
Total public works expenditues	1,032,252	1,445,067	769,963	1,109,963	1,157,348

State Street Aid Fund (continued)

	ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
Capital Outlays					
121 E 43100 940 000 00000 000 STR - New Capital Light Equipm	$ 13,227	$ 25,997	$ 12,000	$ 12,000	$ 18,000
121 E 43100 941 000 00000 000 STR - HEAVY EQUIPMENT	39,354	-	-	-	119,825
121 E 43160 241 000 00000 000 STR - Street Lighting-Electri	18,648	19,844	20,000	20,000	20,000
121 E 52115 920 000 00000 000 STR - Building Improvements	-	-	100,000	100,000	150,000
Total capital outlays	71,229	45,841	132,000	132,000	307,825
Total expenditures	1,103,481	1,490,908	901,963	1,241,963	1,465,173
Excess (deficiency) of revenues over (under) expenditures	(681,525)	(1,043,010)	(466,912)	(785,094)	(1,000,473)
OTHER FINANCING SOURCES (USES)					
Transfers In					
121 R 37950 000 000 00000 000 Transfer In from General Fund	884,058	670,804	466,913	498,971	986,604
Total other financing sources (uses)	884,058	670,804	466,913	498,971	986,604
Net change in fund balance	202,533	(372,206)	1	(286,123)	(13,869)
Fund balance, beginning	469,665	672,198	299,992	299,992	13,869
Fund balance, ending	$ 672,198	$ 299,992	$ 299,993	$ 13,869	$ -

Stormwater Fund

	ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
REVENUES					
Charges for Services					
416 R 37000 000 000 00000 000 Residential STW Fees	$ 186,853	$ 188,663	$ 185,000	$ 192,641	$ 197,000
416 R 37002 000 000 00000 000 Stormwater Fines	3,750	3,000	-	-	-
Total charges for services	190,603	191,663	185,000	192,641	197,000
Interest Income					
416 R 36100 000 000 00000 000 Interest Earned - Checking	105	-	-	-	-
Total interest income	105	-	-	-	-
Total revenues	190,708	191,663	185,000	192,641	197,000
EXPENDITURES					
Public Works Expenditures					
416 E 46000 121 000 00000 000 STW - Regular Employee Wages	20,643	20,488	25,661	25,661	32,004
416 E 46000 123 000 00000 000 STW - Overtime Wages	181	291	272	272	186
416 E 46000 132 000 00000 000 STW - Bonus Pay	-	-	257	257	-
416 E 46000 141 000 00000 000 STW - FICA (Employer's Share)	1,570	1,469	1,963	1,963	2,493
416 E 46000 142 000 00000 000 STW - Insurance	4,912	5,284	9,776	9,776	6,865
416 E 46000 143 000 00000 000 STW - Retirement	1,483	821	1,081	1,081	1,456
416 E 46000 144 000 00000 000 STW - HSA Retirement	-	-	-	-	-
416 E 46000 146 000 00000 000 STW - Work Comp	816	842	1,137	1,137	1,367
416 E 46000 148 000 00000 000 STW - Education/Training	-	525	500	500	500
416 E 46000 149 000 00000 000 STW - Uniforms	-	150	200	200	200
416 E 46000 220 000 00000 000 STW - Printing	-	-	3,000	3,000	3,000
416 E 46000 230 000 00000 000 STW - Publicity/Dues	300	700	700	700	700
416 E 46000 232 000 00000 000 STW - Environmental Protection	3,460	3,460	3,460	3,460	3,460
416 E 46000 251 000 00000 000 STW - MLGW Collection Fee	3,978	4,011	3,700	3,700	4,000
416 E 46000 259 000 00000 000 STW - Other Professional Servi	-	-	10,000	10,000	2,500
416 E 46000 280 000 00000 000 STW - Travel	72	134	200	200	200
416 E 46000 287 000 00000 000 STW - Meals & Entertainment	-	191	100	100	100
416 E 46000 290 000 00000 000 STW - Contracted Service	26,047	3,927	5,000	5,000	5,000
416 E 46000 299 000 00000 000 STW - Contingency	-	-	1,000	1,000	1,000
416 E 46000 300 000 00000 000 STW - Office Supplies	-	-	100	100	100
416 E 46000 331 000 00000 000 STW - Gas, Oil, Diesel	1,216	1,039	1,500	1,500	1,500
416 E 46000 341 000 00000 000 STW - Tools	190	220	250	250	250
416 E 46000 454 000 00000 000 STW - Sewer Line Materials	1,816	4,415	5,500	5,500	5,500
Total public works expenditues	66,684	47,967	75,357	75,357	72,381
Capital Outlays					
416 E 46000 900 000 00000 000 STW - Capital Projects	82,826	214,160	109,643	109,643	200,000
Total capital outlays	82,826	214,160	109,643	109,643	200,000
Total expenditures	149,510	262,127	185,000	185,000	272,381
Net change in fund balance	41,198	(70,464)	-	7,641	(75,381)
Fund balance, beginning	173,404	214,602	144,138	144,138	151,779
Fund balance, ending	$ 214,602	$ 144,138	$ 144,138	$ 151,779	$ 76,398

Solid Waste Fund

	ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
REVENUES					
Charges for Services					
424 R 34429 000 000 00000 000 Recycle Rebate/Scrap Metals	$ -	$ 304	$ -	$ -	$ -
424 R 34430 000 000 00000 000 Solid Waste Fees	1,246,393	1,256,679	1,230,060	1,282,496	1,310,454
424 R 34432 000 000 00000 000 Bulk Waste Pickup Fees	1,327	1,745	1,500	1,500	1,500
Total charges for services	1,247,720	1,258,728	1,231,560	1,283,996	1,311,954
Interest Income					
424 R 36100 000 000 00000 000 Interest Earned - Checking	390	-	-	-	-
Total interest income	390	-	-	-	-
Total revenues	1,248,110	1,258,728	1,231,560	1,283,996	1,311,954
EXPENDITURES					
Public Works Expenditures					
424 E 43260 111 000 00000 000 SDW -Salaries	-	-	28,719	28,719	29,589
424 E 43260 121 000 00000 000 SDW - Regular Employee Wages	18,584	45,286	70,238	70,238	69,104
424 E 43260 122 000 00000 000 SDW - Temporary Employee Wages	-	-	49,920	49,920	49,920
424 E 43260 123 000 00000 000 SDW - Overtime Wages	335	413	1,392	1,392	1,466
424 E 43260 132 000 00000 000 SDW - Bonus Pay	-	-	990	990	-
424 E 43260 141 000 00000 000 SDW - FICA (Employer's Share)	1,407	3,290	7,570	7,570	7,737
424 E 43260 142 000 00000 000 SDW - Insurance	5,046	11,344	23,600	23,600	22,618
424 E 43260 143 000 00000 000 SDW - Retirement	1,630	1,854	4,647	4,647	4,811
424 E 43260 144 000 00000 000 SDW - HSA Retirement	-	176	-	-	-
424 E 43260 146 000 00000 000 SDW - Work Comp	35	2,195	4,445	4,445	2,418
424 E 43260 148 000 00000 000 SDW - Education/Training	295	362	650	650	650
424 E 43260 149 000 00000 000 SDW - Uniforms	-	-	400	400	400
424 E 43260 210 000 00000 000 SDW - Postage	-	1,448	2,500	2,500	2,500
424 E 43260 220 000 00000 000 SDW - Printing	-	2,898	3,000	3,000	3,000
424 E 43260 245 000 00000 000 SDW - Telephone/Internet	-	408	500	500	1,000
424 E 43260 251 000 00000 000 SDW - MLGW Collection Fee	25,832	26,578	25,000	25,000	26,000
424 E 43260 259 000 00000 000 SDW - Other Professional Servi	-	4,812	25,000	25,000	10,000
424 E 43260 261 000 00000 000 SDW - Repair & Maintenance Veh	-	587	2,500	2,500	2,500
424 E 43260 280 000 00000 000 SDW - Travel	-	500	500	500	500
424 E 43260 287 000 00000 000 SDW - Meals & Entertainment	9	453	400	400	400
424 E 43260 289 000 00000 000 SDW - Other Contracted Service	3,062	1,725	225,000	270,000	170,000
424 E 43260 290 000 00000 000 SDW - Contracted Service	954,851	1,023,638	813,456	813,456	835,000
424 E 43260 295 000 00000 000 SDW - Litter Control	17,101	21,143	10,000	20,000	25,000
424 E 43260 296 000 00000 000 SDW - Keep Lakeland Beautiful	12,282	10,075	-	-	-
424 E 43260 299 000 00000 000 SDW - Contingency	-	-	1,000	1,000	1,000
424 E 43260 331 000 00000 000 SDW - Gas, Oil, Diesel	3,253	5,271	10,000	10,000	10,000
Total public works expenditues	1,043,722	1,164,456	1,311,427	1,366,427	1,275,613
Capital Outlays					
424 E 43260 941 000 00000 000 SDW - Capital Outlay-Equipment	-	-	220,000	220,000	60,000
424 E 43260 944 000 00000 000 SDW - Capital Outlay - Vehicle	149,879	-	165,000	165,000	80,000
424 E 52115 920 000 00000 000 SDW - Building Improvements	-	-	100,000	100,000	50,000
Total capital outlays	149,879	-	485,000	485,000	190,000
Total expenditures	1,193,601	1,164,456	1,796,427	1,851,427	1,465,613
Net change in fund balance	54,509	94,272	(564,867)	(567,431)	(153,659)
Fund balance, beginning	882,400	936,909	1,031,181	1,031,181	463,750
Fund balance, ending	$ 936,909	$ 1,031,181	$ 466,314	$ 463,750	$ 310,091

LSS Federal Projects Fund

		ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
REVENUES						
Federal, State, and Local Grants						
142 R 47141 000 000 00000 100	Title I - A	$ 369,531	$ 434,791	$ 474,979	$ 343,882	$ 492,987
142 R 47189 000 000 00000 200	Title II	33,477	33,700	49,617	37,564	57,567
142 R 47592 000 000 00000 330	Title III	8,951	12,125	11,607	8,706	13,439
142 R 47147 000 000 00000 410	Safe and Drug-Free Schools - S	-	17,081	18,350	12,250	25,258
142 R 47990 000 000 00000 701	Impact Aid	36,427	21,077	32,000	14,390	32,000
142 R 47591 000 000 00000 890	IDEA Discretionary Supplement	-	3,407	-	3,491	3,491
142 R 47593 000 000 00000 895	SPDG	-	20,000	-	-	-
142 R 47594 000 000 00000 899	IDEA Discretionary PreSchool	-	-	-	20,000	-
142 R 47143 000 000 00000 900	IDEA	228,380	324,748	347,432	263,040	353,757
142 R 47145 000 000 00000 910	IDEA Preschool	5,855	10,613	7,032	2,559	7,087
Total federal, state, and local grants		682,621	877,542	941,017	705,882	985,586
Total revenues		682,621	877,542	941,017	705,882	985,586
EXPENDITURES						
Education Expenditures						
142 E 71100 116 000 00116 100	Teachers	100,315	42,846	47,915	48,880	48,880
142 E 71100 116 000 02000 100	Teachers	-	56,597	58,710	59,890	59,890
142 E 71100 201 000 00116 100	Social Security	5,720	2,803	3,234	3,030	3,030
142 E 71100 201 000 02000 100	Social Security	-	1,960	3,963	3,720	3,720
142 E 71100 204 000 00116 100	State Retirement	9,043	3,265	3,325	3,440	3,440
142 E 71100 204 000 02000 100	State Retirement	-	6,004	6,245	6,370	6,370
142 E 71100 206 000 00116 100	Life Insurance	306	137	160	180	180
142 E 71100 206 000 02000 100	Life Insurance	-	110	250	240	240
142 E 71100 207 000 00116 100	Medical Insurance	16,174	5,506	6,600	6,470	6,470
142 E 71100 207 000 02000 100	Medical Insurance	-	8,601	16,000	15,770	15,770
142 E 71100 212 000 00116 100	Employer Medicare	1,338	656	700	710	710
142 E 71100 212 000 02000 100	Employer Medicare	-	458	855	870	870
142 E 71100 429 000 00116 100	Instructional Supplies & Mater	57,674	24,840	26,062	16,158	40,000
142 E 71100 429 000 02000 100	Instructional Supplies & Mater	-	45,604	40,811	32,053	40,000
142 E 71100 722 000 00116 100	Reg Inst Equipment	82,574	127,821	109,000	67,458	101,781
142 E 71100 722 000 02000 100	Reg Inst Equipment	49,861	32,569	35,180	8,214	30,000
142 E 72130 169 000 01000 100	Bilingual Facilitator	-	5,493	18,300	18,300	18,300
142 E 72130 201 000 01000 100	Social Security	-	559	1,240	1,140	1,140
142 E 72130 212 000 01000 100	Employer Medicare	-	131	290	270	270
142 E 72130 311 000 00116 100	Contracts w Otr School Systems	-	-	3,176	-	8,463
142 E 72130 311 000 02000 100	Contracts w Otr School Systems	-	-	2,705	-	8,463
142 E 72130 399 000 00116 100	Other Contracted Services	8,101	5,952	7,560	1,093	7,000
142 E 72130 399 000 02000 100	Other Contracted Services	-	7,090	6,440	1,093	7,000
142 E 72130 499 000 00116 100	Other Supplies & Materials	6,013	3,916	4,420	992	5,575
142 E 72130 499 000 02000 100	Other Supplies & Materials	-	2,556	5,030	1,037	5,100
142 E 72130 599 000 02000 100	Other Charges	-	2,459	5,000	-	2,500
142 E 72210 524 000 00116 100	In-Service/Staff Development	28,739	22,268	38,039	22,157	40,509
142 E 72210 524 000 02000 100	In-Service/Staff Development	-	21,066	23,767	24,347	24,816
142 E 72710 599 000 02000 100	Other Charges	3,399	3,524	-	-	2,500
142 E 72210 189 000 00116 200	Other Salaries & Wages	13,500	9,000	7,500	7,500	7,499
142 E 72210 189 000 02000 200	Other Salaries & Wages	-	6,000	7,500	7,500	7,500
142 E 72210 201 000 00116 200	Social Security	750	531	830	465	465
142 E 72210 201 000 02000 200	Social Security	-	354	465	465	465
142 E 72210 204 000 00116 200	State Retirement	1,100	941	420	798	798
142 E 72210 204 000 02000 200	State Retirement	-	628	785	798	798
142 E 72210 212 000 00116 200	Employer Medicare	170	124	109	109	109
142 E 72210 212 000 02000 200	Employer Medicare	-	83	109	109	109
142 E 72210 524 000 00116 200	In-Service/Staff Development	17,957	10,705	14,944	7,732	19,912
142 E 72210 524 000 02000 200	In-Service/Staff Development	-	5,334	16,956	12,088	19,912
142 E 71100 429 000 00116 330	Instructional Supplies & Mater	5,192	2,361	2,000	622	3,121
142 E 71100 429 000 02000 330	Instructional Supplies & Mater	-	4,837	2,500	2,862	3,122
142 E 71100 524 000 02000 330	In-Service/Staff Development	3,759	-	-	50	-
142 E 72130 189 000 00116 330	Other Salaries & Wages	-	-	-	500	500

LSS Federal Projects Fund (continued)

		ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
EXPENDITURES - Continued						
Education Expenditures - Continued						
142 E 72130 189 000 02000 330	Other Salaries & Wages	$ -	$ 1,350	$ -	$ 500	$ 500
142 E 72130 201 000 00116 330	Social Security	-	78	-	35	35
142 E 72130 201 000 02000 330	Social Security	-	-	-	35	35
142 E 72130 204 000 00116 330	State Retirement	-	133	-	55	55
142 E 72130 204 000 02000 330	State Retirement	-	-	-	55	55
142 E 72130 212 000 00116 330	Employer Medicare	-	18	-	8	8
142 E 72130 212 000 02000 330	Employer Medicare	-	-	-	8	8
142 E 72130 399 000 00116 330	Other Contracted Services	-	-	553	-	-
142 E 72130 399 000 02000 330	Other Contracted Services	-	-	553	-	-
142 E 72210 524 000 00116 330	In-Service/Staff Development	-	1,861	3,000	1,888	3,000
142 E 72210 524 000 02000 330	In-Service/Staff Development	-	1,487	3,000	2,088	3,000
142 E 71100 429 000 00116 410	Instructional Supplies & Mater	-	1,926	-	2,500	6,598
142 E 72120 399 000 01000 410	Other Contracted Services	-	1,500	1,600	-	2,500
142 E 72120 499 000 01000 410	Other Supplies & Materials	-	5,768	4,000	2,000	4,000
142 E 72130 399 000 00116 410	Other Contracted Services	-	760	900	900	900
142 E 72130 399 000 02000 410	Other Student Support	-	640	850	850	850
142 E 72210 524 000 02000 410	In-Service/Staff Development	-	6,487	11,000	6,000	10,410
142 E 71900 189 000 00000 701	Other Salaries & Wages	-	500	500	500	-
142 E 71900 201 000 00000 701	Social Security	-	31	31	31	-
142 E 71900 204 000 00000 701	State Retirement	-	52	52	52	-
142 E 71900 212 000 00000 701	Employer Medicare	-	7	7	7	-
142 E 72290 399 000 00000 701	Other Contracted Servics	3,886	-	-	-	-
142 E 72290 499 000 00000 701	Other Supplies & Materials	16,900	24,975	31,410	13,800	32,000
142 E 72220 499 000 00000 890	Other Supplies & Materials	-	607	-	691	691
142 E 72220 524 000 00000 890	In-Service/Staff Development	-	2,800	-	2,800	2,800
142 E 71200 429 000 00116 899	Instructional Supplies & Mater	-	15,152	-	8,000	-
142 E 71200 725 000 00116 899	Special Education Equipment	-	4,848	-	12,000	-
142 E 71200 116 000 00116 900	Teachers	-	-	60,707	44,960	44,960
142 E 71200 171 000 00116 900	Speech Pathologist	50,563	51,584	52,567	43,620	53,620
142 E 71200 201 000 00116 900	Social Security	3,030	3,086	7,648	6,120	6,120
142 E 71200 204 000 00116 900	State Retirement	4,459	3,577	12,045	6,930	6,930
142 E 71200 204 000 02000 900	State Retirement	-	-	3,221	-	-
142 E 71200 206 000 00116 900	Life Insurance	154	153	450	500	500
142 E 71200 207 000 00116 900	Medical Insurance	4,568	5,506	15,000	6,470	6,470
142 E 71200 212 000 00116 900	Employer Medicare	709	722	1,646	1,440	1,440
142 E 71200 429 000 00116 900	Instructional Supplies & Mater	27,582	10,907	5,000	258	6,300
142 E 71200 429 000 02000 900	Instructional Supplies & Mater	-	8,795	3,000	2,052	4,200
142 E 71200 499 000 00116 900	Other Supplies & Materials	-	1,200	500	159	500
142 E 71200 499 000 02000 900	Other Supplies & Materials	-	800	500	109	500
142 E 71200 725 000 00116 900	Special Education Equipment	3,368	19,674	5,000	3,618	5,130
142 E 71200 725 000 02000 900	Special Education Equipment	-	9,580	2,500	-	2,600
142 E 72220 131 000 01000 900	Medical Personnel	-	-	-	29,805	55,360
142 E 72220 189 000 00000 900	Other Salaries & Wages	5,054	8,693	10,000	-	-
142 E 72220 189 000 00116 900	Other Salaries & Wages	-	-	27,000	-	-
142 E 72220 189 000 01000 900	Other Salaries & Wages	-	53,954	-	10,000	10,000
142 E 72220 189 000 02000 900	Other Salaries & Wages	-	-	27,000	-	-
142 E 72220 201 000 00000 900	Social Security	312	1,927	620	-	-
142 E 72220 201 000 00116 900	Social Security	-	-	1,922	-	-
142 E 72220 201 000 01000 900	Social Security	-	1,381	-	4,100	4,100
142 E 72220 201 000 02000 900	Social Security	-	-	1,922	-	-
142 E 72220 204 000 00000 900	State Retirement	461	3,075	1,090	-	-
142 E 72220 204 000 00116 900	State Retirement	-	-	3,221	-	-
142 E 72220 204 000 01000 900	State Retirement	-	1,732	-	4,660	4,660
142 E 72220 206 000 00000 900	Life Insurance	15	110	20	-	-
142 E 72220 206 000 00116 900	Life Insurance	-	-	40	-	-
142 E 72220 206 000 01000 900	Life Insurance	-	57	-	250	250
142 E 72220 206 000 02000 900	Life Insurance	-	-	40	-	-
142 E 72220 207 000 01000 900	Medical Insurance	-	13,626	-	15,770	15,770
142 E 72220 212 000 00000 900	Employer Medicare	73	451	145	-	-

LSS Federal Projects Fund (continued)

	ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
EXPENDITURES - Continued					
Education Expenditures - Continued					
142 E 72220 212 000 00116 900 Employer Medicare	$ -	$ -	$ 450	$ -	$ -
142 E 72220 212 000 01000 900 Employer Medicare	-	323	-	970	970
142 E 72220 212 000 02000 900 Employer Medicare	-	-	450	-	-
142 E 72220 312 000 01000 900 Contracts w Private Agencies	-	-	-	69,296	85,000
142 E 72220 399 000 00116 900 Other Contracted Services	113,433	40,514	40,000	-	-
142 E 72220 399 000 02000 900 Other Contracted Services	-	49,543	43,000	-	-
142 E 72220 499 000 00116 900 Other Supplies & Materials	-	5,236	1,000	571	3,600
142 E 72220 499 000 02000 900 Other Supplies & Materials	-	2,712	2,000	1,404	2,400
142 E 72220 524 000 00116 900 In-Service/Staff Development	13,096	10,589	7,000	4,773	17,626
142 E 72220 524 000 01000 900 In-Service/Staff Development	-	2,749	1,000	392	1,000
142 E 72220 524 000 02000 900 In-Service/Staff Development	-	6,985	5,000	4,813	11,751
142 E 72220 790 000 00116 900 Other Equipment	1,502	4,559	2,730	-	1,200
142 E 72220 790 000 02000 900 Other Equipment	-	947	2,000	-	800
142 E 71200 429 000 00116 910 Instructional Supplies & Mater	410	3,504	3,000	487	3,000
142 E 71200 725 000 00116 910 Special Education Equipment	4,000	3,654	1,500	1,140	1,500
142 E 72220 524 000 00116 910 In-Service/Staff Development	1,445	3,798	2,532	932	2,587
Total education expenditures	666,705	882,372	941,017	705,882	985,586
Total expenditures	666,705	882,372	941,017	705,882	985,586
Net change in fund balance	15,916	(4,830)	-	-	-
Fund balance, beginning	27,265	43,181	38,351	38,351	38,351
Fund balance, ending	$ 43,181	$ 38,351	$ 38,351	$ 38,351	$ 38,351

LSS Nutrition Fund

		ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
REVENUES						
Charges for Services						
143 R 43521 000 000 00116 000	Lunch Payment Child	$ 94,982	$ 96,208	$ 95,000	$ 81,732	$ 95,000
143 R 43521 000 000 02000 000	Lunch Payment Child	75,203	88,077	80,000	82,021	80,000
143 R 43522 000 000 00116 000	Lunch Payment Adult	10,274	8,285	10,000	6,646	10,000
143 R 43522 000 000 02000 000	Lunch Payment Adult	3,760	3,439	4,500	4,307	5,000
143 R 43523 000 000 00116 000	Breakfast Income	7,014	7,331	8,000	5,573	8,000
143 R 43523 000 000 02000 000	Breakfast Income	7,384	9,109	7,000	6,764	7,000
143 R 43525 000 000 00116 000	A La Carte Sales	23,643	23,367	24,000	18,785	25,000
143 R 43525 000 000 02000 000	A La Carte Sales	39,447	42,891	40,000	42,999	45,000
143 R 43570 000 000 00000 000	Receipts From Individual Schools	-	-	-	150	-
Total charges for services		261,707	278,707	268,500	248,977	275,000
Federal, State, and Local Grants						
143 R 47111 000 000 00000 000	USDA School Lunch Program	115,180	120,207	105,000	66,539	105,000
143 R 47112 000 000 00116 000	USDA Commodities	17,194	19,882	13,315	13,315	13,315
143 R 47112 000 000 02000 000	USDA Commodities	-	-	13,315	13,315	13,315
143 R 47113 000 000 00000 000	USDA School Breakfast Program	17,873	18,742	20,000	8,262	20,000
143 R 47114 000 000 00000 000	USDA - Other	2,618	4,349	3,000	1,009	3,000
Total federal, state, and local grants		152,865	163,180	154,630	102,440	154,630
Total revenues		414,572	441,887	423,130	351,417	429,630
EXPENDITURES						
Education Expenditures						
143 E 73100 105 735 01000 000	Supervisor/Director	-	10,034	5,000	-	-
143 E 73100 165 735 00116 000	Cafeteria Personnel	44,521	32,354	35,000	34,000	35,000
143 E 73100 165 735 02000 000	Cafeteria Personnel	45,880	30,925	34,000	34,000	35,000
143 E 73100 189 735 00116 000	Other Salaries & Wages	47,409	51,079	57,000	69,000	55,000
143 E 73100 189 735 01000 000	Other Salaries & Wages	-	1,860	2,500	1,697	2,500
143 E 73100 189 735 02000 000	Other Salaries & Wages	36,582	48,375	53,000	32,187	55,000
143 E 73100 201 735 00116 000	Social Security	5,102	4,520	5,530	3,656	7,000
143 E 73100 201 735 01000 000	Social Security	-	733	500	100	500
143 E 73100 201 735 02000 000	Social Security	4,758	4,789	5,456	3,753	7,000
143 E 73100 204 735 00116 000	State Retirement	4,151	3,074	3,400	1,309	3,400
143 E 73100 204 735 01000 000	State Retirement	-	678	500	73	500
143 E 73100 204 735 02000 000	State Retirement	1,367	1,546	3,400	1,541	3,400
143 E 73100 206 735 00116 000	Life Insurance	127	135	200	94	200
143 E 73100 206 735 01000 000	Life Insurance	-	16	100	-	100
143 E 73100 206 735 02000 000	Life Insurance	95	64	200	99	200
143 E 73100 207 735 00116 000	Medical Insurance	8,518	9,769	14,858	10,492	15,000
143 E 73100 207 735 01000 000	Medical Insurance	-	239	500	-	-
143 E 73100 207 735 02000 000	Medical Insurance	11,605	-	10,000	1,177	6,000
143 E 73100 212 735 00116 000	Employer Medicare	1,193	1,057	1,235	855	1,300
143 E 73100 212 735 01000 000	Employer Medicare	-	172	300	23	300
143 E 73100 212 735 02000 000	Employer Medicare	1,113	1,120	1,260	878	1,300
143 E 73100 336 735 00116 000	Maint & Repair-Equipment	240	1,221	2,700	-	2,500
143 E 73100 336 735 02000 000	Maint & Repair-Equipment	-	-	750	-	1,500
143 E 73100 355 735 02000 000	Travel	-	-	250	-	-
143 E 73100 399 735 00116 000	Other Contracted Services	308	200	500	457	500
143 E 73100 399 735 02000 000	Other Contracted Services	-	340	500	400	500
143 E 73100 421 735 00116 000	Food Preparation Supplies	6,592	7,285	6,500	5,176	6,500
143 E 73100 421 735 02000 000	Food Preparation Supplies	5,270	7,170	6,500	4,056	6,500
143 E 73100 422 735 00116 000	Food Supplies	68,936	65,263	69,556	61,688	74,550
143 E 73100 422 735 02000 000	Food Supplies	59,550	60,557	69,556	70,750	74,550
143 E 73100 469 735 00116 000	USDA Commodities	17,469	19,949	13,315	13,315	13,315
143 E 73100 469 735 02000 000	USDA Commodities	-	68	13,315	13,315	13,315
143 E 73100 499 735 00116 000	Other Supplies & Materials	1,108	1,308	1,800	571	1,800
143 E 73100 499 735 02000 000	Other Supplies & Materials	2,647	2,640	1,000	850	1,000
143 E 73100 524 735 00116 000	In-Service/Staff Development	283	-	250	485	1,000
143 E 73100 524 735 02000 000	In-Service/staff Development	55	164	250	414	1,000

LSS Nutrition Fund (continued)

	ACTUAL		ORIG. BUDGET	ESTIMATED	BUDGET
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
EXPENDITURES - Continued					
Education Expenditures - Continued					
143 E 73100 599 735 00116 000 Other Charges	$ 340	$ 466	$ 700	$ 752	$ 700
143 E 73100 599 735 02000 000 Other Charges	80	423	750	503	700
143 E 73100 710 735 00116 000 Food Service Equipment	830	993	500	53,972	500
143 E 73100 710 735 02000 000 Food Service Equipment	-	-	500	-	500
Total education expenditures	376,129	370,586	423,131	421,638	429,630
Total expenditures	376,129	370,586	423,131	421,638	429,630
Net change in fund balance	38,443	71,301	(1)	(70,221)	-
Fund balance, beginning	82,072	120,515	191,816	191,816	121,595
Fund balance, ending	$ 120,515	$ 191,816	$ 191,815	$ 121,595	$ 121,595

LSS Discretionary Grants Fund

	ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
REVENUES					
Federal, State, and Local Grants					
145 R 46980 000 000 00000 420 Safe Schools	$ 7,020	$ 16,570	$ 7,020	$ 35,730	$ 10,000
145 R 46980 000 000 00000 421 School Safety	-	41,430	-	-	-
145 R 46980 000 000 00000 600 Other State Grants	73,000	73,000	73,000	73,000	73,000
Total federal, state, and local grants	80,020	131,000	80,020	108,730	83,000
Total revenues	80,020	131,000	80,020	108,730	83,000
EXPENDITURES					
Education Expenditures					
145 E 72130 309 000 00000 420 Contracts w Govt Agencies	7,020	16,570	7,020	10,000	10,000
145 E 72620 701 000 00000 420 Maintenance of Plant Equipment	-	-	-	-	-
145 E 72620 701 000 00000 421 Administration Equipment	-	41,430	-	-	-
145 E 72120 105 000 01000 600 Supervisor/Director	53,084	53,881	55,783	30,037	55,783
145 E 72120 201 000 01000 600 Social Security	3,295	3,293	3,465	1,813	3,459
145 E 72120 204 000 01000 600 State Retirement	2,654	2,694	2,789	1,502	2,789
145 E 72120 206 000 01000 600 Life Insurance	162	161	250	107	170
145 E 72120 212 000 01000 600 Employer Medicare	770	770	810	424	809
145 E 72120 499 000 01000 600 Other Supplies & Materials	5,768	5,399	3,817	1,220	2,500
145 E 72120 524 000 01000 600 In-Service/Staff Development	2,393	2,802	3,000	1,456	3,000
145 E 72120 790 000 01000 600 Other Equipment	4,874	4,000	3,086	1,303	4,490
Total education expenditures	80,020	131,000	80,020	47,862	83,000
Total expenditures	80,020	131,000	80,020	47,862	83,000
Net change in fund balance	-	-	-	60,868	-
Fund balance, beginning	-	-	-	-	60,868
Fund balance, ending	$ -	$ -	$ -	$ 60,868	$ 60,868

LSS LEAP Fund

	ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
REVENUES					
Charges for Services					
146 R 43520 000 000 01000 000 LEAP Registration	$ -	$ -	$ 6,700	$ 6,645	$ 6,700
146 R 43581 000 000 01000 000 LEAP Fees	268,063	294,958	254,600	176,257	283,100
Total charges for services	268,063	294,958	261,300	182,902	289,800
Total revenues	268,063	294,958	261,300	182,902	289,800
EXPENDITURES					
Education Expenditures					
146 E 72610 415 000 00116 000 Electricity	30,000	15,000	15,000	15,000	15,000
146 E 72610 415 000 02000 000 Electricity	29,422	9,834	10,000	10,000	10,000
146 E 73300 105 000 00116 000 Supervisor/Director	34,728	36,144	35,000	4,842	18,000
146 E 73300 105 000 01000 000 Supervisor/Director	-	-	-	18,095	35,000
146 E 73300 105 000 02000 000 Supervisor/Director	-	-	-	-	18,000
146 E 73300 116 000 00116 000 Teachers (Certified)	19,660	17,397	22,000	10,489	22,000
146 E 73300 169 000 00116 000 LEAP Staff (Non-certified)	60,275	40,420	73,000	26,795	60,000
146 E 73300 169 000 02000 000 LEAP Staff (Non-certified)	20,474	37,243	43,000	22,395	43,000
146 E 73300 189 000 00116 000 Other Salaries & Wages	11,908	12,059	17,000	14,756	17,000
146 E 73300 189 000 01000 000 Other Salaries & Wages	-	-	-	1,188	2,000
146 E 73300 201 000 00116 000 Social Security	6,246	5,085	7,000	2,591	5,000
146 E 73300 201 000 01000 000 Social Security	-	-	-	1,193	2,000
146 E 73300 201 000 02000 000 Social Security	1,187	2,256	4,000	1,348	4,000
146 E 73300 204 000 00116 000 State Retirement	6,566	5,854	8,000	2,327	6,500
146 E 73300 204 000 01000 000 State Retirement	-	-	-	956	1,500
146 E 73300 204 000 02000 000 State Retirement	1,040	1,096	1,000	691	1,000
146 E 73300 206 000 00116 000 Life Insurance	136	132	150	24	100
146 E 73300 206 000 01000 000 Life Insurance	-	-	-	68	200
146 E 73300 206 000 02000 000 Life Insurance	-	-	-	1	100
146 E 73300 207 000 00116 000 Medical Insurance	1,715	1,289	3,000	670	5,000
146 E 73300 212 000 00116 000 Employer Medicare	1,730	1,447	3,000	763	3,000
146 E 73300 212 000 01000 000 Employer Medicare	-	-	-	279	3,000
146 E 73300 212 000 02000 000 Employer Medicare	278	528	2,000	315	3,000
146 E 73300 399 000 00116 000 Other Contracted Services	939	1,841	3,900	982	3,900
146 E 73300 399 000 02000 000 Other Contracted Services	569	29	500	224	500
146 E 73300 422 000 00116 000 Food Supplies	2,609	3,042	4,000	1,824	2,500
146 E 73300 422 000 02000 000 Food Supplies	557	1,420	2,000	952	2,500
146 E 73300 499 000 00116 000 Other Supplies & Materials	1,107	184	2,000	96	500
146 E 73300 499 000 02000 000 Other Supplies & Materials	677	55	500	48	500
146 E 73300 524 000 00116 000 In-Service/Staff Development	-	556	500	567	500
146 E 73300 524 000 02000 000 In-Service/Staff Development	238	-	250	-	500
146 E 73300 599 000 02000 000 Other Charges	117	66	-	-	-
146 E 73300 790 000 00116 000 Equipment	2,175	134	2,000	112	2,000
146 E 73300 790 000 02000 000 Equipment	2,198	2,389	2,500	-	2,000
Total education expenditures	236,551	195,500	261,300	139,591	289,800
Total expenditures	236,551	195,500	261,300	139,591	289,800
Net change in fund balance	31,512	99,458	-	43,311	-
Fund balance, beginning	216,133	247,645	347,103	347,103	390,414
Fund balance, ending	$ 247,645	$ 347,103	$ 347,103	$ 390,414	$ 390,414

Debt Service Fund

	ACTUAL FY2017-2018	ACTUAL FY2018-2019	ORIG. BUDGET FY2019-2020	ESTIMATED FY2019-2020	BUDGET FY2020-2021
REVENUES					
Interest Income					
210 R 36100 000 000 00000 000 Interest Earned - Checking	$ 160	$ 78	$ -	$ -	$ -
Total interest income	160	78	-	-	-
Total revenues	160	78	-	-	-
EXPENDITURES					
Debt Service - Principal					
210 E 49200 621 000 00000 000 Principal - TMBF #50236	194,000	201,000	208,000	208,000	215,000
210 E 49200 622 000 00000 000 Principal - TMBF #50538	195,000	204,000	213,000	213,000	223,000
210 E 49200 623 000 00000 000 Principal -TLDA Beverle Rivera	-	-	71,051	71,051	62,988
210 E 49200 624 000 00000 000 Principal - Shelby County	53,859	54,128	54,400	54,400	54,672
210 E 49200 625 000 00000 000 Principal - 20M CONs, 2015	1,400,000	1,425,000	1,455,000	1,455,000	1,530,000
210 E 49200 628 000 00000 000 Principal - 2019 Loan	-	-	2,245,000	-	-
Total debt service - principal	1,842,859	1,884,128	4,246,451	2,001,451	2,085,660
Debt Service - Interest and Fiscal Charges					
210 E 49400 641 000 00000 000 Interest - 2004 TMBF #50236	15,813	17,389	10,000	15,486	11,108
210 E 49400 642 000 00000 000 Interest - 2008 TMBF #50538	42,881	52,774	40,000	58,881	54,369
210 E 49400 643 000 00000 000 Interest - TLDA Beverle Rivera	10,138	24,155	25,000	27,684	26,556
210 E 49400 644 000 00000 000 Interest - Shelby County Schoo	2,478	2,209	2,209	1,937	1,665
210 E 49400 645 000 00000 000 Interest - 20M CONs, Series 20	816,150	788,150	759,650	764,400	699,025
210 E 49400 648 000 00000 000 Interest - 2019 Loan	-	-	1,639,463	328,494	674,250
210 E 49500 691 000 00000 000 Loan Fees - 2004 TMBF #50236	8,259	7,091	10,000	10,000	6,500
210 E 49500 692 000 00000 000 Loan Fees - 2008 TMBF #50538	20,601	19,426	24,000	24,000	20,000
210 E 49500 693 000 00000 000 Loan Fees - TLDA Beverle River	644	1,534	3,000	3,000	1,600
210 E 49500 694 000 00000 000 COI - BAN Series 2019	-	-	-	128,000	-
210 E 49500 695 000 00000 000 Loan Fees - CON Series 2015	300	300	300	1,200	1,200
210 E 49500 696 000 00000 000 Loan Fees - BAN Series 2019	-	-	-	-	2,400
Total debt service - interest and fiscal charges	917,264	913,028	2,513,622	1,363,082	1,498,673
Total expenditures	2,760,123	2,797,156	6,760,073	3,364,533	3,584,333
Excess (deficiency) of revenues over (under) expenditures	(2,759,963)	(2,797,078)	(6,760,073)	(3,364,533)	(3,584,333)
OTHER FINANCING SOURCES (USES)					
Transfers In					
210 R 37950 000 000 00000 000 Transfer In from General Fund	2,771,372	2,626,131	6,760,073	3,284,233	3,584,333
Total other financing sources (uses)	2,771,372	2,626,131	6,760,073	3,284,233	3,584,333
Net change in fund balance	11,409	(170,947)	-	(80,300)	-
Fund balance, beginning	239,885	251,294	80,347	80,347	47
Fund balance, ending	$ 251,294	$ 80,347	$ 80,347	$ 47	$ 47

Sewer Fund

		ACTUAL FY2017-2018	ACTUAL FY2018-2019	PLAN FY2019-2020	ESTIMATED FY2019-2020	PLAN FY2020-2021
OPERATING REVENUES						
Sewer Service Fees						
412 R 37230 000 000 00000 000	Residential Sewer Fees	$ 1,281,604	$ 1,284,089	$ 1,300,000	$ 1,326,431	$ 1,363,900
412 R 37231 000 000 00000 000	Commercial Sewer Fees	77,110	66,116	68,000	74,351	77,500
412 R 37232 000 000 00000 000	City Of Memphis Sewer Fees	86,182	89,171	82,000	91,829	95,800
Total sewer service fees		1,444,896	1,439,376	1,450,000	1,492,611	1,537,200
Service Connection Fees						
412 R 37233 000 000 00000 000	Sewer Connection Charge	36,750	57,750	94,500	94,500	113,400
412 R 37298 000 000 00000 000	Sewer Development Charges	390,600	77,500	440,200	440,200	294,500
Total service connection fees		427,350	135,250	534,700	534,700	407,900
Total operating revenues		1,872,246	1,574,626	1,984,700	2,027,311	1,945,100
OPERATING EXPENSES						
Personnel Costs						
412 E 43250 111 000 00000 000	SEW - Salaries - Permanent	59,944	61,483	91,507	91,507	94,271
412 E 43250 121 000 00000 000	SEW - Regular Employee	106,484	88,873	137,253	137,253	145,342
412 E 43250 122 000 00000 000	SEW - Temporary Wages	-	5,367	16,000	16,000	-
412 E 43250 123 000 00000 000	SEW - Overtime Wages	3,777	950	1,231	1,231	1,232
412 E 43250 132 000 00000 000	SEW - Bonus Pay	-	-	2,288	2,288	-
412 E 43250 141 000 00000 000	SEW - FICA (Employer's Share)	13,150	11,355	17,500	17,500	18,607
412 E 43250 142 000 00000 000	SEW - Insurance	35,560	34,789	71,901	71,901	72,939
412 E 43250 143 000 00000 000	SEW - Retirement	5,950	9,576	10,471	10,471	11,579
412 E 43250 144 000 00000 000	SEW - HSA Retirement	1,379	2,094	-	-	-
412 E 43250 146 000 00000 000	SEW - Workmen's	6,748	6,965	10,402	10,402	8,574
412 E 43250 148 000 00000 000	SEW - Education/Training	1,843	1,423	2,500	2,500	2,500
412 E 43250 149 000 00000 000	SEW - Uniforms	1,679	1,343	2,000	2,000	2,000
Total personnel costs		236,514	224,218	363,053	363,053	357,044
Sewer System Administration						
412 E 43250 220 000 00000 000	SEW - Printing	602	-	500	500	500
412 E 43250 230 000 00000 000	SEW - Publicity/Dues	445	150	2,000	2,000	2,000
412 E 43250 232 000 00000 000	SEW - Environmental Protection	4,840	4,940	5,000	5,000	5,000
412 E 43250 241 000 00000 000	SEW - Electric	117,657	127,328	115,000	115,000	128,000
412 E 43250 242 000 00000 000	SEW - Water	131	-	150	150	-
412 E 43250 244 000 00000 000	SEW - Gas/Propane	694	936	800	800	800
412 E 43250 245 000 00000 000	SEW - Telephone	9,620	10,411	15,000	15,000	15,000
412 E 43250 251 000 00000 000	SEW - MLGW Collection Fee	29,059	29,012	27,000	27,000	30,000
412 E 43250 252 000 00000 000	SEW - Legal Services	-	-	2,000	2,000	2,000
412 E 43250 253 000 00000 000	SEW - Accounting & Auditing	8,000	8,000	8,000	8,000	8,800
412 E 43250 254 000 00000 000	SEW - Arch/Eng/Landscaping	8,181	-	10,000	10,000	10,000
412 E 43250 259 000 00000 000	SEW - Other Professional	38,639	34,234	50,000	50,000	30,000
412 E 43250 261 000 00000 000	SEW - Repair & Maintenance	2,954	80,980	4,000	4,000	4,000
412 E 43250 266 000 00000 000	SEW - Repair & Maintenance	1,669	1,000	2,000	2,000	2,000
412 E 43250 280 000 00000 000	SEW - Travel	596	1,417	2,500	2,500	2,500
412 E 43250 287 000 00000 000	SEW - Meals & Entertainment	248	453	700	700	1,000
412 E 43250 290 000 00000 000	SEW - Contracted Service	31,494	30,072	55,000	55,000	30,000
412 E 43250 310 000 00000 000	SEW - Office Supplies &	1,322	2,325	3,000	3,000	3,000
412 E 43250 322 000 00000 000	SEW - Chemical, Laboratory,	11,102	9,992	15,000	15,000	10,000
412 E 43250 331 000 00000 000	SEW - Gas, Oil, Diesel	10,632	9,294	10,000	10,000	10,000
412 E 43250 333 000 00000 000	SEW - Other Equipment Parts	49,645	49,188	50,000	50,000	50,000
412 E 43250 341 000 00000 000	SEW - Tools	1,766	1,902	2,000	2,000	2,000
412 E 43250 452 000 00000 000	SEW - Gravel & Sand	5,025	3,427	5,000	5,000	5,000
412 E 43250 454 000 00000 000	SEW - Sewer Line Materials	1,680	2,203	3,000	3,000	3,000
412 E 43250 511 000 00000 000	SEW - Insurance On Buildings	34,163	29,258	35,000	35,000	30,000
412 E 43250 513 000 00000 000	SEW - Liability	3,163	5,243	6,200	6,200	6,000
412 E 43250 515 000 00000 000	SEW - Professional Liability	1,941	-	2,000	2,000	2,000
412 E 43250 533 000 00000 000	SEW - Machinery &	153	-	5,000	5,000	5,000
Total sewer system administration		375,421	441,765	435,850	435,850	397,600

Sewer Fund (continued)

	ACTUAL		PLAN	ESTIMATED	PLAN
	FY2017-2018	FY2018-2019	FY2019-2020	FY2019-2020	FY2020-2021
OPERATING EXPENSES - Continued					
Depreciation Expense					
412 E 43250 950 000 00000 000 SEW - Depreciation Expense	$ 489,900	$ 501,043	$ 500,000	$ 500,000	$ 510,000
Total depreciation expense	489,900	501,043	500,000	500,000	510,000
Equipment					
412 E 43250 953 000 00000 000 SEW - Improvements Other	82,016	-	-	-	-
Total equipment	82,016	-	-	-	-
Total operating expenses	1,183,851	1,167,026	1,298,903	1,298,903	1,264,644
Operating income	688,395	407,600	685,797	728,408	680,456
NONOPERATING REVENUES (EXPENSES)					
Interest Income					
412 R 36100 000 000 00000 000 Interest Earned - Checking	5,378	12,785	9,000	15,951	20,000
Interest and Fiscal Charges					
412 E 43250 611 000 00000 000 SEW - Interest On Long Term	(70,575)	(83,429)	(72,000)	(72,000)	(115,000)
412 E 43250 614 000 00000 000 SEW - Fees (Tml Bond	(33,278)	(30,128)	(38,000)	(38,000)	(30,000)
Net nonoperating revenues (expenses)	(98,475)	(100,772)	(101,000)	(94,049)	(125,000)
Capital Contributions - Development					
412 R 36907 000 000 00000 000 Developer Contributions	-	852,593	-	-	653,847
Change in net position	589,920	1,159,421	584,797	634,359	1,209,303
Net position, beginning	9,626,775	10,216,695	11,376,116	11,376,116	12,010,475
Net position, ending	$ 10,216,695	$ 11,376,116	$ 11,960,913	$ 12,010,475	$ 13,219,778
OTHER FINANCIAL INFORMATION:					
Capital additions	$ 277,915	$ 1,083,972	$ 1,135,000	$ 835,000	$ 6,653,847
Long-term debt repayment	$ 523,000	$ 544,000	$ 565,000	$ 565,000	$ 588,000
Debt proceeds	$ -	$ -	$ -	$ -	$ 5,000,000
Addition to (use of) cash estimate	$ 278,905	$ 32,492	$ (615,203)	$ (265,641)	$ (522,544)

Sewer Fund CIP

The Capital Improvements Plan for the Sewer Fund is prepared in accordance with the City's financial policies and is designed to identify and plan for needed system improvements on a long-term basis. Unlike the CIP projects described for governmental activities, the Sewer Fund CIP is not funded by taxpayers or general governmental revenues, rather by the issuance of utility debt and sewer user fees and reserves. Developer contributions (contributed infrastructure) are not included in the Sewer Fund CIP.

	FY2021	FY2022	FY2023	FY2024	FY2025
SEWER CIP					
Clear Creek Interceptor	$ 5,000,000	$ 5,000,000	$ -	$ -	$ -
Oliver Creek Interceptor	350,000	2,000,000	4,000,000	2,000,000	-
Combo Vacuum Truck	400,000	-	-	-	-
Clear Creek Interceptor Access Road	150,000	-	-	-	-
Other Light Equipment	100,000	-	-	-	-
Sewer CCTV Inspection	-	100,000	-	100,000	-
WWTP Lagoon Sludge Removal	-	150,000	-	-	-
Sewer Line Improvements	-	-	250,000	-	250,000
WWTP Sludge Dumpster Cover	-	-	100,000	-	-
Stonebridge Sanitary Sewer Acquisition (Memphis)	-	-	-	400,000	-
WWTP Headworks Shelter	-	-	-	150,000	-
WWTP UV Disinfection Shelter	-	-	-	-	150,000
SEWER CIP TOTAL	$ 6,000,000	$ 7,250,000	$ 4,350,000	$ 2,650,000	$ 400,000
SEWER CIP FUNDING					
Issuance of Debt	$ 5,000,000	$ 7,000,000	$ 4,000,000	$ 2,000,000	$ -
User Fees and Reserves	1,000,000	250,000	350,000	650,000	400,000
SEWER CIP FUNDING TOTAL	$ 6,000,000	$ 7,250,000	$ 4,350,000	$ 2,650,000	$ 400,000

Demographic and Economic Statistics

The beautiful city of Lakeland, TN is quickly becoming one of the most desirable and most prosperous communities in the Memphis Metro area. Over the past five years, Lakeland has strategically invested in and planned for future growth from both a residential and commercial standpoint. In fact, Single Family Building Permits have increased over 400% over the past three years, with an average new home value of $474,000 (2019). Over 895 additional home lots are currently approved and even more exciting developments are in the process.

Commercial development is also thriving. In 2018, The Lake District and Lakeland Town Square broke ground. Both are unique upscale mixed-use developments, sure to be a catalyst for growth and opportunity for our City.

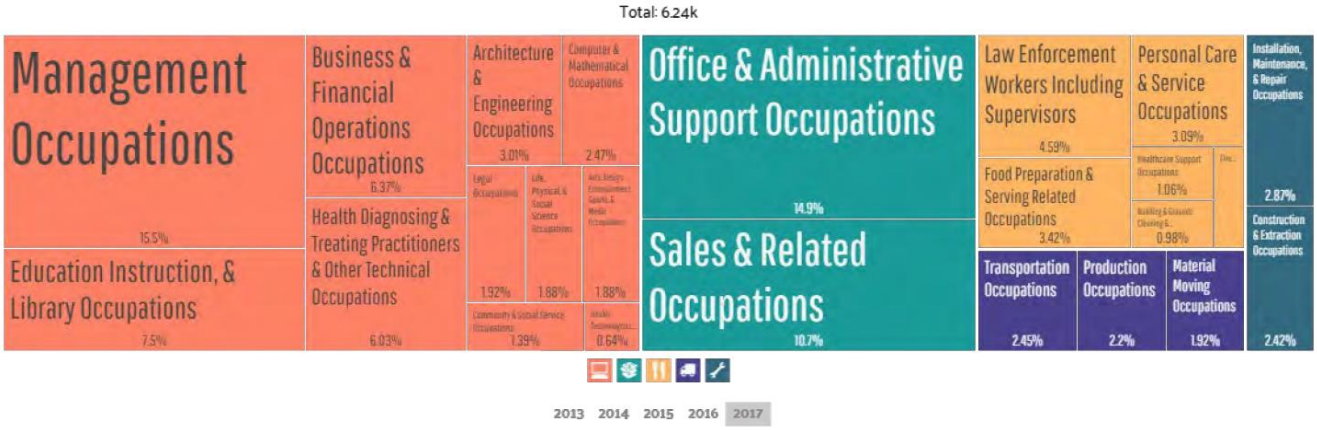
In addition, breaking ground in 2020 is a new Lakeland Preparatory High School, which promises to complete one of the top performing school systems in Tennessee. Lakeland School System currently ranks #1 in TN for Achievement in grades 3-5 and #2 in TN for Achievement in grades 6-8. The new high school will open in August of 2022 and will include a new varsity gym with capacity for 2000, a performing arts auditorium with a capacity for 800, and a full range of academic, athletic, and fine arts facilities.

Lakeland was also awarded a "Most Safe" Crime Rating from Neighborhood Scout and has an overall crime rate that is 49% lower than the national average. These are just a few of a long list of accolades for a flourishing city "Where Quality is a Way of Life".

Principle Employers

Most Common Professions

The most common job groups, by number of people living in Lakeland, TN are Management Occupations (968), Office and Administrative Occupations (932), and Sales and Related Occupations (667). The below chart illustrates the share breakdown of the primary jobs held by residents of Lakeland.



Most Common Employment Sectors

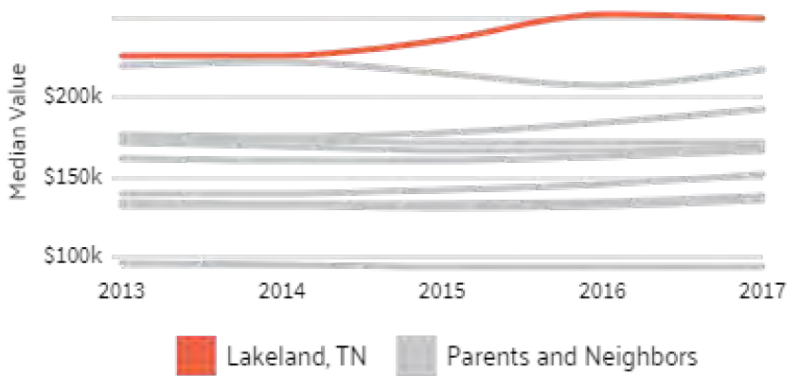
The most common employment sectors for those living in Lakeland are Health Care (911), Transportation and Warehousing (657), and Manufacturing (629). The chart below shares the breakdown of employment sectors in Lakeland.

Miscellaneous Data

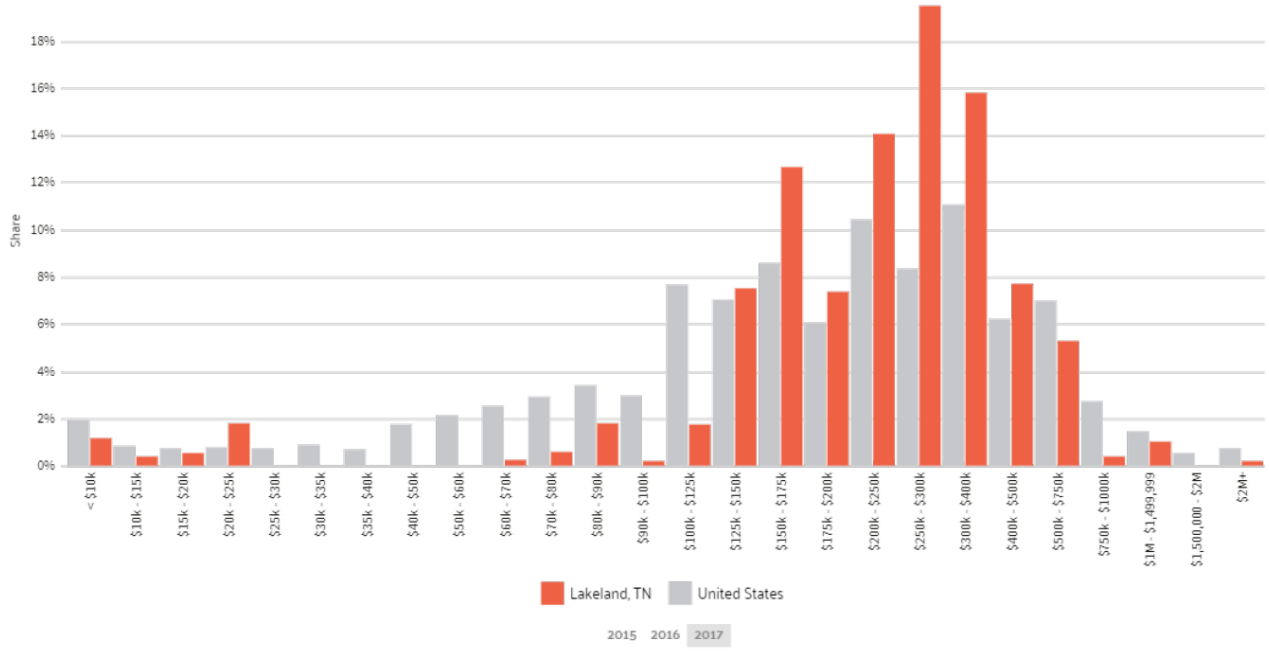
Property Values

The following charts display, first the property value growth rate in Lakeland compared to neighbor geographies, and second the housing unit cost distribution as compared to national averages.

Property Value Growth Rate



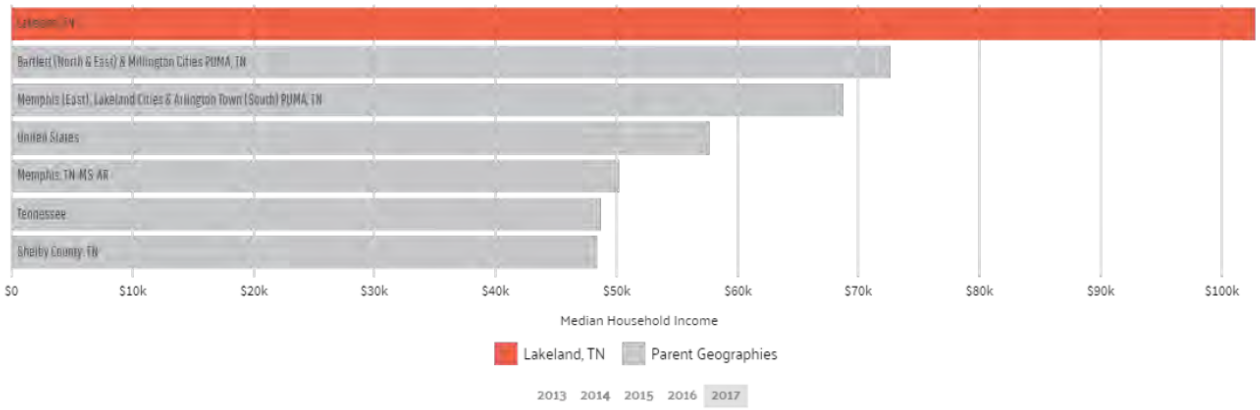
Housing Unit Cost Distribution



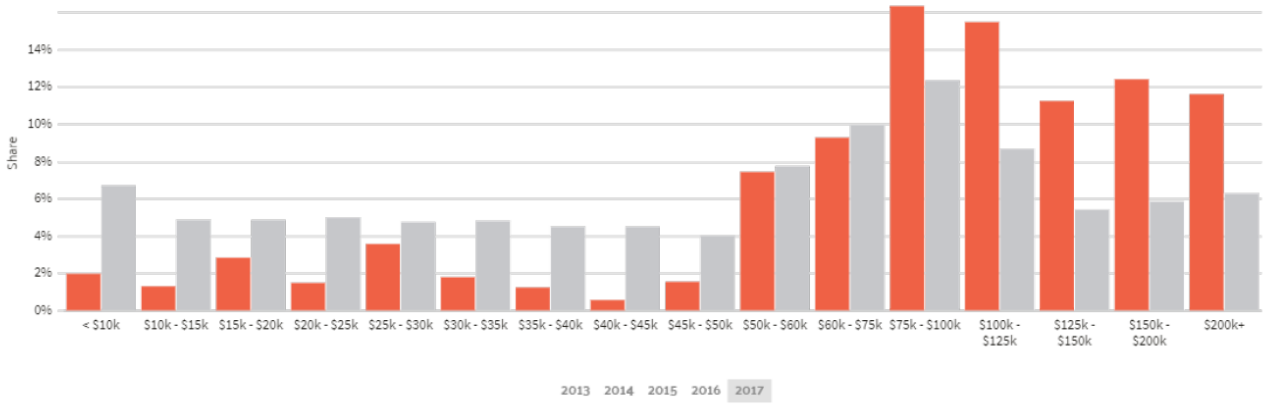
Median Household Income

In 2017, the median household income of the 4270 households in Lakeland grew to $102,785. The following chart displays Lakeland's median Household Income as compared to parent and neighboring communities, as well as to national averages.

Vs. Parent and Neighboring Communities



Vs. National Averages



Census (Demographic) Data

LAKELAND DEMOGRAPHIC PROFILE

Population - 12,623

Median Age - 38.4

Households - 4270

Median Household Income - $102,785 (95% higher than the TN average)

Mean Household Income – $122,003

15 Year Income Growth Rate – 69.8% (second highest in TN)

Median Property Value - $249,700

Rate of Home Ownership – 86.5%

College Graduates (of those 25 yrs. old +) - 44.4%

Graduate Degrees (of those 25% yrs. old+) – 16.2%

Married (of those 15 yrs. old+) – 66%

Race – 81 % White, 9 % Black or African American, 7.4% Asian

Male / Female Ratio – 1:1

Population Density (sq. mile) - 533

Crime Rating – 67% lower than the TN average

Sewer Rates

Rates:

Gallons Used		Rate/ccf
Residential:		
Base - up to 5 ccf.	$	7.00
Additional - 6 - 20 ccf.	$	2.50
Additional - 21+ ccf.	$	0.50
City of Memphis Sewer System Users		
Monthly charge	$	17.25
Commercial:		
Base - up to 30 ccf.	$	60.35
Each additional ccf.	$	1.39

Principal Property Taxpayers

The principal property taxpayers listed below were for the taxes levied in 2019 to fund fiscal year 2020:

Name of Taxpayers	Nature of Property	Tax Year 2019 Levy	Percent of Total Tax Year 2019 Levy	2019 Assessment
Lakeland Apartments TN Assoc LLC	Apartments	$ 153,510	3.41%	$ 12,379,840
CB Associates LLC	Strip center	41,882	0.93%	3,377,560
Lakeland 64 LLC	Fitness center	27,450	0.61%	2,213,720
Music City Publishing LLC	Strip center	25,786	0.57%	2,079,480
Orange Grove Utilities Inc (Walgreens)	Retail pharmacy	22,445	0.50%	1,810,120
Countrybridge Partners LP	Strip center	17,143	0.38%	1,382,520
Highway 64 Center LLC	Strip center	15,844	0.35%	1,277,720
Infinite Wealth Properties USA LLC	Vacant commercial land	10,222	0.23%	824,360
Lake District LLC	Developing commercial property	9,671	0.21%	779,920
Haymarket Gardens LLC	Vacant commercial land	9,118	0.20%	735,320
Total for ten largest taxpayers		333,071	7.40%	26,860,560
Total for all other taxpayers		4,165,459	92.60%	334,117,735
Total		$ 4,498,530	100.00%	$ 360,978,295

Debt Summary

The City of Lakeland does not have a legal debt limit. The information below is provided as additional information related to the City's current debt obligations.

Outstanding Debt

	AS OF JUNE 30, 2018	AS OF JUNE 30, 2019	ESTIMATED AS OF JUNE 30, 2020	BUDGET AS OF JUNE 30, 2021
General Obligation Bonds and Notes Payable:				
TN Municipal League Note, Series 2001				
Variable interest, $3.5 million, maturing 2024	$ 1,053,095	$ 852,095	$ 644,095	$ 429,095
TN Municipal League Note, Series 2008				
Variable interest, $4.5 million, maturing 2030	3,155,000	2,951,000	2,738,000	2,515,000
Capital Outlay Note, Series 2015				
Interest rate 2 - 5 percent, $20 million, maturing 2028	17,230,000	15,805,000	14,350,000	12,820,000
TLDA Construction Loan				
Interest rate 1.89 percent, $1.725 million, maturing 2040	1,127,632	1,490,397	1,433,692	1,370,704
Bond Anticipation Note, Series 2019				
Interest rate 1.55 percent, $43.5 million, maturing 2022	-	-	43,500,000	43,500,000
Other Long-Term Debt:				
Shelby County Settlement Liability				
Discount rate .5 percent, 12 annual installments $56,337	440,698	386,571	332,171	277,499
2017 Capital Lease, ARS Education Finance				
Discount rate 4.11 percent, maturing 2019	32,608	-	-	-
2018 Capital Lease, ARS Education Finance				
Discount rate 5.24 percent, maturing 2021	219,549	136,380	70,462	-
2019 Capital Lease, Apple, Inc.				
Discount rate 2.49 percent, maturing 2021	-	68,560	34,701	-
Total General Obligation Debt	23,258,582	21,690,003	63,103,121	60,912,298
Sewer Utility Fund Note Payable:				
TN Municipal League Note, Series 2005				
Variable interest, $11 million, maturing 2026	5,010,000	4,466,000	3,901,000	3,313,000
Total Debt	$ 28,268,582	$ 26,156,003	$ 67,004,121	$ 64,225,298

Glossary of Terms

Term or Acronym	**Definition**
Accrual Basis	A method of recording revenues and expenditures/expenses as incurred, without regard to the timing of the collection or payment.
Annual Budget	A budget of the revenues and expenditures for the City of Lakeland, Tennessee, for a period from July 1st to June 30th.
Appropriation	Legal authorization granted by the Board of Commissioners to expend funds for specific purposes, typically limited in amount and the timing in which it may be expended.
Assessed Value	The estimate of fair market value assigned to property, generally by the county appraiser.
Balanced Budget	A budget in which the revenues and sources of funds, including fund balance, equal total expenditures.
BOC	Board of Commissioners of the City of Lakeland, Tennessee.
Budget Calendar	The schedule of key dates in the annual budget preparation process.
Capital Expenditure	See "Capital Outlay."
Capital Outlay	Funds expended for the purchase, construction, or extension of the useful life of assets (equipment, land, infrastructure, buildings, vehicles, etc.) that generally have a useful life of more than one year.
Cash Basis	A method of recording revenues when received and expenditures when paid, without regard to the period for the which the payments are due or incurred.
Charges for Services	Fees received from fee-based services.
CIP	Capital Improvement Plan – see further definition in the Financial Policies section.
City	The City of Lakeland, Tennessee.
COVID-19	Refers to the novel Coronavirus public health pandemic experienced in the spring of calendar year 2020.
Debt	An obligation to repay an amount received.
Debt Service	The payments of principal, interest, and fees on loans, notes, or bonds.
Ed	Abbreviation for Education.
EDGE	Short form for the Memphis and Shelby County Economic Development Growth Engine.
EF	Enterprise fund – a proprietary fund type that closely represent a business enterprise in terms of revenue generation and accounting.
Encumbrance	A recorded expenditure commitment that represents a contract to purchase goods or services.
Enterprise Fund	A proprietary fund type that closely represent a business enterprise in terms of revenue generation and accounting.
Expenditure	The cost of goods or services received, without regard to the timing of payment.
Federal	Pertaining to the rules, laws, or regulations of the various governmental oversight agencies of the United States of America.
Fiscal Year	The twelve-month period of the budget cycle – for Lakeland, the period from July 1st to June 30th of the following year.
FTE	Full-time equivalent - typically used in reference to personnel position counts. One full-time equivalent employee typically represents a position responsible for working at least 35 hours in a given week for 52 weeks of the year.
Fund Balance	The term used to describe the equity in governmental funds. Specifically, the difference between the assets, liabilities, and deferred inflows of resources as of a given point in time.
G.O.	General Obligation, generally referring to indebtedness that is owed from the general available funds of the government.
GAAP	Accounting principles generally accepted in the United States of America.
Governmental Fund	A grouping used in accounting for primarily tax-supported activities of a governmental entity. Unlike proprietary funds, any fees charged typically do not fully cover the costs of services provided.

Term or Acronym	**Definition**
	Governmental funds are used to account for activities that support the general population and constituents of the local government.
Governmental Fund	A grouping of accounts and activities focused on the sources, uses, and balances of current financial resources, typically with a budgetary focus.
Grant	A non-exchange transaction in which one entity provides funds to another entity without expectation of reciprocal services rendered or received.
HR	Human resources.
Intergovernmental Revenue	Funds received from a separate governmental entity. Funds transferred between the City of Lakeland and Lakeland School System are not intergovernmental revenues, but rather fund transfers.
Lakeland	The City of Lakeland, Tennessee.
LES	Lakeland Elementary School.
LMPS	Lakeland Middle Preparatory School.
LSS	The Lakeland School System.
LTFP	Long-term financial plan – see further definition in the Financial Policies section.
M	Abbreviation for Million.
Major Fund	A fund meeting the qualitative and/or quantitative requirements, per GAAP, for treatment and separate reporting as a major fund in governmental financial reporting.
Modified Accrual Basis	A method of recording current financial resources (revenues) and expenditures to be paid from current financial resources.
MTAS	The Municipal Technical Advisory Service of the University of Tennessee.
Municipality	The City of Lakeland, Tennessee, unless as otherwise defined in the Annual Budget.
Net Position	The term used to describe the equity in proprietary or enterprise funds. Specifically, the difference between the assets and deferred outflows of resources, and the liabilities and deferred inflows of resources as of a given point in time.
Non-major Fund	A fund that does not meet the qualitative or quantitative requirements, per GAAP, for treatment and separate reporting as a major fund in governmental financial reporting.
OPEB	Post-employment benefits other than pensions. OPEB typically refers to continuing health benefits for retirees of LSS.
Ordinance	A legislative enactment of the Board of Commissioners enforceable within the boundaries of the municipality.
PILOT	Payment in lieu of taxes – a public economic development incentive related to agreed-upon payments to be remitted from an entity in lieu of paying property taxes.
Proprietary Fund	A grouping used in accounting for primarily fee-supported business-like activities of a governmental entity.
Special Revenue Fund	A governmental fund type that is typically identified with a specific revenue stream with commitments or restrictions on use.
SRF	Special revenue fund – a governmental fund type that is typically identified with a specific revenue stream with commitments or restrictions on use.
State	The State of Tennessee.
T.C.A.	Tennessee Code Annotated.
Tax Levy	Total amount of tax to be collected based upon tax rates and assessed values of personal and real property.
TIFF or TIF	Tax increment financing – a public financing method used as a subsidy for economic development activities.
Transfer	The payment or receipt by a fund to or from another fund, without the expectation that the amounts will be repaid.
TVA	The Tennessee Valley Authority.
USDA	United States Department of Agriculture

Financial Policies

1. Governance

1.1. Authority and Adoption

1.1.1. The Board of Commissioners is responsible for legislation, policy formulation, and overall direction setting of the City of Lakeland, Tennessee (the "City"). This includes the approval of financial policies which establish and direct the City's operations. The City Manager is responsible for carrying out the policy directives of the Board of Commissioners and managing the day-to-day operations of the City. The policies contained herein shall be administered on behalf of the Board of Commissioners by the City Manager and the Finance and Human Resources Director.

1.1.2. The financial policies contained herein shall be adopted by resolution of the Board of Commissioners.

1.2. Amendments

1.2.1. As necessary, the City Manager and/or the Finance and Human Resources Director will present recommendations for any amendments, deletions, additions, improvements, or clarifications to these financial policies. For changes to these policies to be effective, the Board of Commissioners must take formal action to do so and adopt a resolution or ordinance, as applicable, in which the policy is amended.

1.2.2. With the formal resolution to adopt the policies contained herein, the following previous resolutions are hereby amended and/or superseded:

1.2.2.1. Resolution 2016/12-103 – *A Resolution Adopting a Revised Debt Management Policy for the City of Lakeland*

1.2.2.2. Resolution 2016/12-104 – *A Resolution Adopting a Fund Balance Policy for the City of Lakeland*

1.2.3. The following financial policies were approved by the Board of Commissioners via Ordinance, and are not amended or superseded by the resolution to adopt this document – amendment of these Ordinances, as and if so desired, shall require the approval of an ordinance by the Board of Commissioners, upon public notice and two readings:

1.2.3.1. Ordinance 06-96 – *An Ordinance of the City of Lakeland Providing Standards for Ethics and the Procedure for Handling Complaints of Alleged Violations*

1.2.3.2. Ordinance 08-124 – *An Ordinance of the City of Lakeland Amending Section 5-101 of the Lakeland City Code to Provide for Official Depositories for City Accounts*

1.2.3.3. Ordinance 08-128 – *An Ordinance Amending Ordinance 07-105 Pertaining to Sanitary Sewer User Rates, Sanitary Sewer Recapture Fees, Stormwater User Fees, and Sanitation Fees* (Remaining un-amended section of Ordinance related to Stormwater User Fees)

1.2.3.4. Ordinance 13-184 – *An Ordinance of the City of Lakeland to Establish a Municipal Purchasing Policy for the City of Lakeland and Amend Purchasing Limits*

1.2.3.5. Ordinance 13-186 – *An Ordinance Establishing Calendar Year 2013 Sanitation Collection Rates for Lakeland Residential Customers*

1.2.3.6. Ordinance 17-249 – *An Ordinance Establishing Sewer User Rates and Sewer Charge Adjustments*

1.2.4. Should the Board of Commissioners approve 1) a resolution or resolutions changing the financial policies contained herein or 2) an ordinance or ordinances changing information in the above section 1.2.3., the City Manager and Finance and Human Resources Director will update this Financial Policies Manual with the approved changes.

1.3. Ethics (Ordinance 06-96)

1.3.1. Applicability

1.3.1.1. This chapter is the code of ethics for personnel of the municipality (the City of Lakeland). It applies to all full-time and part-time elected or appointed officials and employees, whether compensated or not, including those of any separate board, commission, committee, authority, corporation, or other instrumentality appointed or created by the municipality. The words "municipal" and "municipality" include these separate entities.

1.3.2. Definition of "personal interest"

1.3.2.1. For purposes of 1.3.3. and 1.3.4., "personal interest" means:

1.3.2.1.1. Any financial, ownership, or employment interest in the subject of a vote by a municipal board not otherwise regulated by state statutes on conflicts of interests; or

1.3.2.1.2. Any financial, ownership, or employment interest in a matter to be regulated or supervised; or

1.3.2.1.3. Any such financial, ownership, or employment interest of the official's or employee's spouse, parent(s), stepparent(s), grandparent(s), sibling(s), child(ren), or stepchild(ren).

Financial Policies (Continued)

1.3.2.2. The words "employment interest" include a situation in which an official or employee or a designated family member is negotiating possible employment with a person or organization that is the subject of the vote or that is to be regulated or supervised.

1.3.2.3. In any situation in which a personal interest is also a conflict of interest under state law, the provisions of the state law take precedence over the provisions of this chapter.

1.3.3. Disclosure of personal interest by official with vote

1.3.3.1. An official with the responsibility to vote on a measure shall disclose during the meeting at which the vote takes place, before the vote and so it appears in the minutes, any personal interest that affects or that would lead a reasonable person to infer that it affects the official's vote on the measure. In addition, the official may recuse himself or herself from voting on the measure.

1.3.4. Disclosure of personal interest in nonvoting matters

1.3.4.1. An official or employee who must exercise discretion relative to any matter, other than casting a vote, and who has a personal interest in the matter that affects or that would lead a reasonable person to infer that it affects the exercise of the discretion must disclose, when possible, the interest on a form provided by and filed with the recorder.

1.3.5. Acceptance of gratuities, etc.

1.3.5.1. An official or employee may not accept, directly or indirectly, any money, gift, gratuity, or other consideration or favor of any kind from anyone other than the municipality:

1.3.5.1.1. for the performance of an act, or refraining from performance of an act, that he/she would be expected to perform, or refrain from performing, in the regular course of his/her duties; or

1.3.5.1.2. that might reasonably be interpreted as an attempt to influence his/her action, or reward him/her for past action, in executing municipal business.

1.3.6. Use of information

1.3.6.1. Any official or employee may not disclose any information obtained in his/her official capacity or position of employment that is made confidential under state or federal law except as authorized by law.

1.3.6.2. An official or employee may not use or disclose information obtained in his/her official capacity or position of employment with the intent to result in financial gain for himself/herself or any other person or entity.

1.3.7. Use of municipal time, facilities, etc.

1.3.7.1. An official or employee may not use or authorize the use of municipal time, facilities, equipment, or supplies for private gain or advantage to himself/herself.

1.3.7.2. An official or employee may not use or authorize the use of municipal time, facilities, equipment, or supplies for private gain or advantage to any private person or entity, except as authorized by legitimate contract or lease that is determined by the governing body to be in the best interests of the municipality.

1.3.8. Use of position or authority

1.3.8.1. An official or employee may not make or attempt to make private purchases, for cash or otherwise, in the name of the municipality.

1.3.8.2. An official or employee may not use or attempt to use his/her position to secure any privilege or exemption for himself/herself or others that is not authorized by the charter, general law, or ordinance or policy of the municipality.

1.3.9. Outside employment

1.3.9.1. An official or employee may not accept or continue any outside employment if the work unreasonably inhibits the performance of any affirmative duty of the municipal position or conflicts with any provision of the municipality's charter or any ordinance or policy.

1.3.10. Ethics complaints

1.3.10.1. The City Attorney is designated as the ethics officer of the municipality. Upon the written request of an official or employee potentially affected by a provision of this chapter, the City Attorney may render an oral or written advisory ethics opinion based upon this chapter and other applicable law.

1.3.10.2. Except as otherwise provided in this subsection, the City Attorney shall investigate any credible complaint against an appointed official or employee charging any violation of this chapter, or may undertake an investigation on his/her own initiative when he/she acquires information indicating a possible violation and make recommendations for action to end or seek retribution for any activity that, in the attorney's judgment, constitutes a violation of this code of ethics.

Financial Policies (Continued)

1.3.10.3. The City Attorney may request that the governing body hire another attorney, individual, or entity to act as ethics officer when he/she has or will have a conflict of interests in a particular matter.

1.3.10.4. When a complaint of a violation of any provision of this chapter is lodged against a member of the municipality's governing body, the governing body shall either determine that the complaint has merit, determine that the complaint does not have merit, or determine that the complaint has sufficient merit to warrant further investigation. If the governing body determines that a complaint warrants further investigation, it shall authorize an investigation by the City Attorney or another individual or entity chosen by the governing body.

1.3.10.5. The interpretation that a reasonable person in the circumstances would apply shall be used in interpreting and enforcing this code of ethics.

1.3.10.6. When a violation of this code of ethics also constitutes a violation of personnel policy, rule, or regulation or a civil service policy, rule, or regulation, the violation shall be dealt with as a violation of the personnel or civil service provisions rather than as a violation of this code of ethics.

1.3.11. Violations

1.3.11.1. An elected official or appointed member of a separate municipal board, commission, committee, authority, corporation, or other instrumentality who violates any provision of this chapter is subject to punishment as provided by the municipality's charter or other applicable law and in addition is subject to censure by the governing body. An appointed official or an employee who violates any provision of this chapter is subject to disciplinary action.

1.4. Internal Controls and Risk Management

1.4.1. Applicability

1.4.1.1. The internal controls and risk management policies contained in this chapter are designed to undergird all of the City's financial policies, and apply to all City elected or appointed officials, full- or part-time employees, departments, and funds.

1.4.2. Policy

1.4.2.1. The City shall maintain a system of internal control to safeguard its assets against loss, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed managerial policies.

1.4.2.2. The Finance and Human Resources Director shall maintain the City's Internal Control Manual and provide annual updates for approval by resolution of the Board of Commissioners. The Internal Control Manual shall:

1.4.2.2.1. Address the objectives of internal controls, including:

1.4.2.2.1.1. reporting – reliability;

1.4.2.2.1.2. operations – effective and efficient; and

1.4.2.2.1.3. compliance – compliant with applicable laws, regulations, contracts, and grant agreements.

1.4.2.2.2. Address the components of internal controls, including:

1.4.2.2.2.1. the control environment;

1.4.2.2.2.2. risk assessment;

1.4.2.2.2.3. control activities;

1.4.2.2.2.4. information and communications; and

1.4.2.2.2.5. monitoring.

1.4.2.3. Written procedures

1.4.2.3.1. Written procedures will be maintained by the Finance and Human Resources Director for all functions involving the handling of cash and securities. These procedures shall be in compliance with the Internal Control Manual.

1.4.3. Finance department responsibilities

1.4.3.1. The Finance Department shall issue internal control procedures, updated annually, and based upon best practices in internal controls and/or based upon deficiencies that have been identified by City staff or the independent auditors. Finance shall ensure that a good faith effort is made to implement all independent auditor recommendations pertaining to internal control. The Finance Department will administer an "in-house audit" program to regularly and systematically review and monitor internal control procedures and compliance with City charter and state and federal regulations regarding internal controls or financial reporting.

Financial Policies (Continued)

1.4.4. City Manager responsibilities

1.4.4.1. The City Manager is responsible to ensure that internal control procedures developed by the Finance Department and approved by the Board of Commissioners are followed throughout each department of the City.

2. Financial Planning

2.1. Annual Budget

2.1.1. Applicability

2.1.1.1. This chapter is the City's Annual Budget policy. The City's budget policy is driven by the City's charter, from which most of the policy elements were derived.

2.1.1.2. Budget commissioner and fiscal year

2.1.1.2.1. The City Manager shall be budget commissioner.

2.1.1.2.2. The fiscal year of the city shall begin on July 1, unless otherwise provided by ordinance.

2.1.2. Budget process

2.1.2.1. The City Manager shall, on or before May 15 of each year, submit to the Board of Commissioners an estimate of the expenditures and revenue of the City for the ensuing fiscal year. This estimate shall be compiled from detailed information obtained from the several departments.

2.1.2.1.1. The City Manager shall provide an annual budget calendar, to be approved by resolution of the Board of Commissioners, that outlines the necessary steps to prepare the annual budget in accordance with 2.1.2.1. above.

2.1.2.1.2. In addition to revenues and expenditures, the City Manager shall cause to be provided an estimate of other financing sources, other financing uses, and any planned use of fund balance to arrive at a balanced budget for the ensuing fiscal year.

2.1.3. Appropriation ordinance and amendments

2.1.3.1. Upon receipt of the estimate provided for in 2.1.2.1. above, the Board of Commissioners shall prepare a tentative appropriation ordinance.

2.1.3.2. The appropriation ordinance for each fiscal year shall be finally adopted before the first day of the fiscal year.

2.1.3.3. Amendments may be made to the original appropriations ordinance at any time during a current fiscal year; provided, however, that, except for emergency expenditures, increased appropriations may be made only after the City Manager has certified in writing that sufficient unappropriated revenue will be available.

2.1.3.3.1. The City Manager may make line-item-detail appropriation transfers within each fund, which shall be reported to the Board of Commissioners at their subsequent regularly scheduled meeting.

2.1.4. Reversion of appropriations to general fund

2.1.4.1. At the end of each year, all unencumbered balances or appropriations in the treasury shall revert to the general fund and be subject to further appropriations.

2.1.5. Annual operating budget – publication – budgetary comparison

2.1.5.1. The governing body shall publish the annual operating budget and budgetary comparisons of the proposed budget with the prior year's actual figures and the current year's estimated figures, which information shall include the following:

2.1.5.1.1. Revenues and expenditures for the following governmental funds: general, streets/public works, general purpose school, and debt service;

2.1.5.1.2. Revenues for each fund shall be listed separately by local taxes, State of Tennessee, federal government, and other sources;

2.1.5.1.3. Expenditures for each fund shall be listed separately by salaries and other costs;

2.1.5.1.4. Beginning and ending fund balances shall be shown for each fund; and

2.1.5.1.5. The number of full-time equivalent employee positions shall be shown for each fund.

2.1.5.2. The publication shall be in a newspaper of general circulation and shall be published not less than ten (10) days prior to the meeting where the governing body will consider final passage of the budget.

2.2. Long-Term Financial Planning

2.2.1. Applicability

2.2.1.1. This chapter is applicable to all funds with a minimum fund balance requirement set by official action of the Board of Commissioners (see chapter 2.7. Fund Balances).

Financial Policies (Continued)

2.2.2. Purpose

2.2.2.1. The purpose of this policy is to ensure the City's ongoing financial sustainability beyond a single fiscal year budget cycle (see City Charter and chapter 2.1. Annual Budget). Financial sustainability is defined as the City's long-term financial performance and positioning where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to City services.

2.2.3. Definitions and acronyms

2.2.3.1. Business Plan – an operational plan that describes how a given department will accomplish its mission.

2.2.3.2. Capital Improvement Plan ("CIP") – a plan that describes the capital projects and associated funding sources the City intends to undertake in the ensuing fiscal year, plus four additional fiscal years, including the acquisition or construction of capital facilities and assets, and the maintenance thereof.

2.2.3.3. Long-Term Financial Plan ("LTFP") – an investment plan or strategy with a term of usually longer than one year.

2.2.3.4. Program – a set of activities, operations, or organizational units designed and directed to accomplish a specific service objective for a defined set of constituents.

2.2.4. Policy

2.2.4.1. The LTFP process evaluates known internal and external issues impacting the City's financial condition. Such issues are identified, presented, and mitigated when and where possible. The process begins by identifying critical areas which have, or are expected to have, an impact on the financial condition of the City over the next five years. Once the issues are identified, specific goals and objectives are developed for each matter. The LTFP is a constantly changing and moving document which will be routinely updated and presented on an ongoing five-year rolling basis. The LTFP will be incorporated into the City's annual operating budget (see chapter 2.1. Annual Budget) and presented to the Board of Commissioners through the formulation of the Annual Budget. The LTFP is intended to help the City achieve the following:

2.2.4.1.1. ensure the City can attain and maintain financial sustainability;

2.2.4.1.2. ensure the City has sufficient long-term information to guide financial decisions;

2.2.4.1.3. ensure the City has sufficient resources to provide Programs and services to stakeholders;

2.2.4.1.4. ensure potential risks to ongoing operations are identified in the LTFP process and communicated on a regular basis;

2.2.4.1.5. establish mechanisms to identify early warning indicators, and

2.2.4.1.6. identify changes in expenditure or revenue structures needed to deliver services or to meet the goals adopted by the Board of Commissioners.

2.2.4.2. Scope of the Plan

2.2.4.2.1. Timeline – the LTFP will forecast revenues, other financing sources, expenditures, other financing uses, use of fund balance, and ending fund balances at least five years into the future or longer where specific issues call for a longer timeline.

2.2.4.2.2. Analysis – the LTFP will provide meaningful analysis of key trends and conditions, including but not limited to:

2.2.4.2.2.1. Analysis of the affordability of current services, projects, and obligations:

2.2.4.2.2.1.1. An analysis of the City's environment in order to anticipate changes that could impact the City's service and/or financial objectives.

2.2.4.2.2.1.2. Revenue, other financing source, expenditure, and other financing use projections, including the financial sustainability of current service levels over a multi-year period.

2.2.4.2.2.1.3. The affordability of current debt relative to affordability ratios prescribed by City or State of Tennessee law.

2.2.4.2.2.1.4. The affordability of maintaining and replacing the City's current capital assets.

2.2.4.2.2.1.5. The ability to maintain compliance with the Fund Balance policy (chapter 2.7.) within target ranges over a multi-year period.

2.2.4.2.2.1.6. The impact of non-current liabilities on the City's financial position.

2.2.4.2.2.2. Analysis of the affordability of anticipated service expansions or investments in new assets:

Financial Policies (Continued)

2.2.4.2.2.2.1. The operating costs of any new initiatives, projects, or expansion of services where funding has been identified through alternative sources (CIP, grants, debt issuance, etc.) or adopted or approved by the Board of Commissioners through other actions. Service delivery of administrative services and functions shall be included to the extent needed proportionately with the expansion of other services.

2.2.4.2.2.2.2. The affordability of the City's long-term CIP, including operating and maintenance costs for new assets.

2.2.4.2.2.2.3. The affordability of other master plans that call for significant financial investment by the City.

2.2.4.2.2.3. Synthesis of the above to present the City's financial condition:

2.2.4.2.2.3.1. A clear presentation of the resources needed to accomplish the capital improvements identified in the City's CIP and to maintain the existing capital assets.

2.2.4.2.2.3.2. A clear presentation of the resources needed to maintain existing services at their present level in addition to the expansion of services as may have been identified through the analysis described above.

2.2.4.2.2.3.3. Identification of imbalances between the City's current direction and the conditions needed for continued financial health.

2.2.4.2.3. Solution-Driven – the LTFP will identify issues that may challenge the City's continued financial health, and the plan will identify possible solutions. Planning decisions shall be made primarily from a long-term perspective and structural balance is the goal of the planning process. For the purpose of this policy, structural balance means that ending fund balance must meet the minimum levels prescribed in chapter 2.7. Fund Balances.

2.2.4.3. Continuous improvement

2.2.4.3.1. City staff will regularly look for and implement opportunities to improve the quality of the forecasting, analysis, and strategy development that comprises the LTFP. These improvements will primarily be identified through the comparisons of projected performance with actual results.

2.2.4.4. Structural balance

2.2.4.4.1. Long-term structural balance is the goal of long-term financial planning. Should the long-term forecasting and analysis show that the City is not structurally balanced over the five-year projection period, the City Manager will make recommendations for the Board of Commissioners' approval on how the plan can be brought into balance.

2.2.4.5. Non-current liabilities

2.2.4.5.1. The LTFP will address strategies for ensuring that the City's long-term liabilities remain affordable.

2.2.5. Quality control and assurance

2.2.5.1. It is the responsibility of the City Manager and Finance and Human Resources Director to develop procedures providing sufficient guidance to affected City personnel to fulfill the intent of this policy.

2.3. Cash Management and Investments

2.3.1. Applicability

2.3.1.1. This chapter outlines the City's cash management and investment policy in compliance with the requirements of Tennessee Code Annotated ("T.C.A.") § 6-56-106. The City has a responsibility to be a good steward of public resources, and this policy will ensure a reasonably safe and productive investment environment for City resources. The responsibility of oversight of the policy resides with the Board of Commissioners, while the daily operation of the policy, including authority for investing or reinvesting assets, is the responsibility of the City Manager and the Finance and Human Resources Director.

2.3.1.2. This policy shall be operated in conformity with all applicable governing legislation and other legal requirements. In instances where T.C.A. and/or federal requirements are more restrictive than City policy requirements, the more restrictive requirements will be followed.

2.3.1.3. Investment policies of the Lakeland School System ("LSS") and associated funds shall be set by the Lakeland Board of Education, in compliance with other applicable federal and/or State of Tennessee requirements as set forth above.

Financial Policies (Continued)

2.3.2. Scope

2.3.2.1. This policy applies to the investment of all City cash and cash equivalents, including certificates of deposit and other investments allowed for under this policy. This policy does not apply to investment of employee retirement funds nor to investment of LSS funds.

2.3.2.2. This policy applies to investments within both governmental and proprietary funds of the City, and to governmental and business-type activities.

2.3.2.2.1. Pooling of funds

2.3.2.2.1.1. Except for cash in certain restricted and special funds, the City will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies regarding investment pricing, safekeeping, and administration.

2.3.2.2.1.2. Investment income will be allocated to the various funds based on their respective participation and in accordance with accounting principles generally accepted in the United States ("GAAP").

2.3.2.2.1.3. Exclusions: Un-spent proceeds from general obligation municipal bonds or other externally restricted sources of cash and cash equivalents shall not be pooled but maintained in separate depository accounts (see Authorized Financial Institutions and Depositories).

2.3.3. General objectives

2.3.3.1. The primary objectives of investment activities shall be safety, liquidity, and return.

2.3.3.2. Safety –

2.3.3.2.1. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest-rate risk.

2.3.3.2.1.1. Credit risk

2.3.3.2.1.1.1. The City will minimize credit risk, which is the risk of loss of all or part of the investment due to the failure of the security issuer or backer, by:

2.3.3.2.1.1.1.1. limiting investments to the types of securities listed in Suitable and Authorized Investments in this Policy;

2.3.3.2.1.1.1.2. pre-qualifying and conducting ongoing due diligence of the financial institutions and advisers (as applicable) with which the City will do business in accordance with Authorized Financial Institutions and Depositories; and

2.3.3.2.1.1.1.3. diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer and/or financial institutions will be minimized.

2.3.3.2.1.2. Interest-rate risk

2.3.3.2.1.2.1. The City will minimize interest-rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:

2.3.3.2.1.2.1.1. structuring the investment portfolio so that security maturities match cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity; and

2.3.3.2.1.2.1.2. investing operating funds primarily in shorter-term securities or similar investment pools and limiting individual security maturity as well as the average maturity of the portfolio in accordance with the Investment Diversification and Constraints section of this policy.

2.3.3.3. Liquidity

2.3.3.3.1. The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands. As all possible cash demands cannot be anticipated, the portfolio shall also consist largely of funds maintained in active checking accounts or local government investment pools offering same-day liquidity for short-term funds.

2.3.3.4. Return

2.3.3.4.1. The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs.

Financial Policies (Continued)

2.3.3.4.2. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core investments are limited to relatively low-risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:

2.3.3.4.2.1. A security with declining credit may be sold early to minimize loss of principal (if applicable).

2.3.3.4.2.2. Selling a security and reinvesting the proceeds that would improve the quality, yield, or target duration in the portfolio may be undertaken.

2.3.3.4.2.3. Unanticipated liquidity needs of the portfolio require that the security be sold.

2.3.4. Standards of care

2.3.4.1. Prudence - the standard of prudence to be used by investment officials shall be the "uniform prudent investor act" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

2.3.4.2. Ethics and conflicts of interest - officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business, in accordance with applicable laws. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

2.3.4.3. Delegation of authority - authority to manage the investment program in accordance with this policy is granted to the City Manager and Finance and Human Resources Director, hereinafter referred to as “investment officers.” Responsibility for the operation of the investment program is hereby delegated to the investment officers, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this policy. At a minimum, procedures shall include references to the following: safekeeping, delivery vs. payment, investment accounting, repurchase agreements, wire transfer agreements, and collateral/depository agreements. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the investment officers. The investment officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

2.3.5. Authorized financial institutions and depositories

2.3.5.1. Authorized financial institutions and depositories, whether utilized for investment or business checking services, are those that are 1) Tennessee Bank Collateral Pool participants (thereby ensuring funds are adequately collateralized in accordance with T.C.A. requirements) or 2) the State of Tennessee Local Government Investment Pool (“LGIP”).

2.3.5.2. Currently authorized financial institutions utilized by the City are as listed in Ordinance 08-124:

2.3.5.2.1. Trustmark National Bank;

2.3.5.2.2. Regions Bank;

2.3.5.2.3. First Citizens National Bank;

2.3.5.2.4. SunTrust Bank;

2.3.5.2.5. Bank of Bartlett; and

2.3.5.2.6. First Tennessee Bank.

2.3.5.3. The investment officers shall annually verify that City depositories remain participants in the Bank Collateral Pool via the Tennessee Department of Treasury website.

Financial Policies (Continued)

2.3.6. Safekeeping and custody

2.3.6.1. Delivery vs. payment - if authorized by further ordinance, all trades of marketable securities will be executed by delivery vs. payment ("DVP") to ensure that securities are deposited in an eligible custody account prior to the release of funds.

2.3.6.2. Safekeeping - if authorized by further ordinance, securities will be held by an independent third-party custodian selected by the City as with all securities held in the City's name. The safekeeping institution shall annually provide a copy of their most recent report on internal controls (Statement of Auditing Standards No. 70, or SAS 70).

2.3.6.3. Internal controls - the investment officers shall establish a system of internal controls, which shall be documented in writing (see chapter 1.4. Internal Controls and Risk Management). The internal controls shall be reviewed annually by the Board of Commissioners and with the independent auditor. The controls shall be designed to prevent the loss of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees and officers of the City.

2.3.7. Suitable and authorized investments

2.3.7.1. While T.C.A. § 6-56-106 allows for the investment of City funds in several types of investments, for the purposes of this policy investment of City funds is only authorized in demand deposit accounts, including checking accounts and non-negotiable certificates of deposit. Funds held shall be segregated and identified by external restrictions, where applicable.

2.3.7.2. Full collateralization will be required on all demand deposit accounts, including checking accounts and non-negotiable certificates of deposit. Such collateralization is accomplished via the selection of institutions included in 2.3.5.2. above.

2.3.7.3. Repurchase agreements are not authorized.

2.3.8. Investment diversification and constraints

2.3.8.1. To eliminate risk of loss resulting from the overconcentration of assets in a specific maturity, issuer, or class of securities, all cash and cash equivalents in all City funds shall be diversified by investment with the financial institutions listed in 2.3.5.2. above.

2.3.9. Reporting

2.3.9.1. Investment earnings and performance shall be reported monthly to the Board of Commissioners as a component of the Treasurer's Report.

2.4. Capital Projects

2.4.1. Applicability

2.4.1.1. This chapter contains a number of important policy considerations that are the basis for the Capital Improvements Plan ("CIP"). These policies provide guidelines for all financial aspects of the CIP and ultimately affect the project selection process.

2.4.2. Relationship of LTFP to the CIP

2.4.2.1. Virtually all of the projects included in the CIP are based upon formal long-range plans that have been adopted by the Board of Commissioners. This ensures that the CIP, which is the embodiment of the recommendations of these individual planning studies, is responsive to the officially stated direction of the Board of Commissioners as contained in the LTFP and supporting documents.

2.4.3. Establishing CIP priorities

2.4.3.1. The City uses the following basic CIP project prioritization and selection process:

2.4.3.1.1. Each CIP program area establishes criteria to be used in the prioritization of specific projects submitted for funding. These specific criteria are developed in conjunction with Board of Commissioners priorities and input from citizens and associated City boards and commissions (if applicable).

2.4.3.1.2. The Finance Department determines revenue projections available to the non-utility CIP in consultation with various revenue-generating departments and the amount of resources available for new projects.

2.4.3.1.3. The City Manager evaluates the various CIP projects and, in consultation with the City Engineer, selects those with highest priority.

2.4.3.1.4. Within the available funding, the highest priority projects are then selected and funded in the CIP.

Financial Policies (Continued)

2.4.3.1.5. The City Engineer recommends an expenditure plan to the City Manager and Finance and Human Resources Director, which includes all capital costs and any applicable maintenance and operations ("M&O") and/or required short-term financing costs. The City Engineer is responsible for the cost estimates, including future M&O costs related to the implementation of completed projects.

2.4.3.1.6. A preliminary CIP is recommended to the Board of Commissions by the City Manager and Finance and Human Resources Director along with the Annual Budget.

2.4.3.1.7. The Board of Commissioners review the LTFP, the CIP, and the Annual Budget prior to adopting the Annual Budget and establishing related appropriations as a part of the City's annual operating budget process.

2.4.4. Types of projects included in the CIP

2.4.4.1. The CIP will display, to the maximum extent possible, all major capital projects in which the City is involved. While the following criteria may be used as a general guide to distinguish which projects should be included or excluded from the CIP, there are always exceptions which require management's judgment.

2.4.4.2. For purposes of the City's CIP, a CIP project is generally defined to be any project that possesses all of the following characteristics:

2.4.4.2.1. exceeds an estimated cost of $100,000;

2.4.4.2.2. involves totally new physical construction, reconstruction designed to gradually and systematically replace an existing system, replacement of a major component of an existing facility or computer system, or acquisition of land or structures; and

2.4.4.2.3. involves City funding in whole or in part or involves no City funds but is the City's responsibility for implementing (such as a 100%-grant-funded project).

2.4.5. Scoping and costing based on predesign study

2.4.5.1. Some projects are initially proposed and funded only for preliminary engineering and planning work. This funding will not provide any monies to develop final plans, specifications, and estimates to purchase rights-of-way or to construct the projects. However, generally an estimated amount sufficient to cover these costs based on a rough preliminary estimate is earmarked within the program area.

2.4.6. Required project features and financial responsibility

2.4.6.1. If a proposed CIP project will cause a direct impact on other publicly owned facilities, an equitable shared and funded cost plan must be coordinated between the affected program areas.

2.4.7. Predictability of project timing, cost, and scope

2.4.7.1. The predictability of timing and costs of projects is important to specific private developments, such as the provision of street improvements or the extension of major sewer lines or water supply, without which development could not occur. These projects generally involve significant financial contributions from such private development through impact fees, developer extension agreements, developer contributions, and other means. Once a project has been approved by the Board of Commissioners in the CIP, project scheduling is a priority to maintain.

2.4.8. CIP non-utility maintenance and operating ("M&O") costs

2.4.8.1. Non-utility CIP project M&O costs identified in the project description, as approved by the Board of Commissioners, shall have a funding plan. Preferably, operating budget tax sources will not be provided for this purpose. More suitable sources of funding include project-generated revenues, user fees, or other new taxes.

2.4.9. Preference for existing capital infrastructure

2.4.9.1. It is the City's policy to ensure that adequate resources are allocated to preserve the City's existing infrastructure before targeting resources to build new facilities that also have operating and maintenance obligations. This policy addresses the need to protect the City's historical investment in capital facilities and to avoid embarking on a facility enhancement program, which when coupled with the existing facilities requirements, the City cannot afford to adequately maintain.

2.4.10. New facilities should be of high quality, low maintenance, least cost

2.4.10.1. This policy has guided the development and execution of the CIP through an emphasis on lowest life-cycle cost. Projects should only be built if the necessary funding to operate them is provided. Also, priority is given to new facilities that have minimal ongoing maintenance costs so as to limit the impact upon both the CIP and the operating budget.

Financial Policies (Continued)

2.4.11. Public input for capital projects

2.4.11.1. The City makes a serious commitment to public involvement. All of the City's long-range plans have been developed through an extensive citizen involvement program. Citizen involvement occurs at the long-range plan development stage, during CIP review and adoption, during master planning processes, during design and construction of specific projects, and through public processes associated with City boards and commissions. Public hearings are held during the CIP development and approval process to allow the public to comment on the recommended projects. The projects themselves call for an extensive public outreach effort, allowing those most closely effected to influence the design of the projects. While public input is essential to the successful implementation of the CIP, staff and the Board of Commissioners must also remain conscious of the overall effect upon costs when responding to requests of project neighbors.

2.4.12. Basis for project appropriations

2.4.12.1. During the Board of Commissioners' annual CIP review and Annual Budget process, the Board of Commissioners will appropriate the estimated project costs for projects in the CIP to be implemented in the ensuing fiscal year. Subsequent amendments to appropriation levels for changes to the CIP may be approved by the Board of Commissioners – see section 2.1.3. above.

2.4.13. Balanced CIP

2.4.13.1. The CIP is a balanced five-year plan. This means that for the entire five-year period, revenues will be equal to project expenditures in the Plan. It is anticipated that the plan will have more expenditures than revenues in single years of the Plan, but this imbalance will be corrected through the use of interim financing as needed. Any additional financing needed for CIP implementation will be approved by the Board of Commissioners.

2.4.14. Use of debt in the CIP

2.4.14.1. The CIP is viewed as a long-term program that will continually address capital requirements far into the future. The use of debt to fund the CIP shall be limited, and in accordance with chapter 2.5. Debt Management.

2.4.15. CIP plan update and amendment

2.4.15.1. The CIP will be updated at least annually as a part of the City's annual budget process. The Board of Commissioners may amend the CIP at any time if a decision must be made and action must be taken before the next CIP review period. The Board of Commissioners has delegated authority to the City Manager to administratively approve CIP adjustments if their impact is within the current fiscal year, and within the same fund (see policy on budget transfers). All project additions or deletions must be approved by the Board of Commissioners.

2.4.16. Formalization of monetary agreements

2.4.16.1. All agreements between the City and outside jurisdictions shall be in writing specifying the financial terms of the agreement, the length of the agreement, and the timing of any required payments. These agreements shall be reviewed by the City Attorney. Formalization of these agreements will protect the City's interests. Program areas shall make every effort to promptly request any reimbursements that are due the City. Where revenues from outside jurisdictions are ongoing, these requests shall be made at least quarterly, unless alternative arrangements are approved by the City Manager or Board of Commissioners.

2.4.17. Projected grant revenues

2.4.17.1. Grant-funded capital expenditures are budgeted prior to the specific grant award. City overhead or indirect costs for grant-funded programs will be included in all grant proposals, where permitted. With grant-funded capital acquisitions, the City will attempt to recover ongoing M&O costs, and replacement costs associated with the acquisition.

2.4.18. Applicable project charges

2.4.18.1. CIP projects should reflect all costs that can be clearly shown to be necessary and applicable. Staff charges to CIP projects will be limited to time spent actually working on those projects and shall include an overhead factor to cover the applicable portion of that person's operating cost.

Financial Policies (Continued)

2.5. Debt Management

2.5.1. Applicability and purpose

2.5.1.1. The purpose of this chapter is to establish a set of parameters by which debt obligations will be undertaken by the City. This policy reinforces the commitment of the City and its officials to manage the financial affairs of the City so as to minimize risks, avoid conflicts of interest, and ensure transparency while still meeting the City's capital needs. A debt management policy signals to the public and the rating agencies that the City is using a disciplined and defined approach to financing capital needs and fulfills the requirements of the State of Tennessee regarding the adoption of a debt management policy. This policy applies to all debt-related activities of the City without respect to the City fund in which the proceeds will be deposited, or from which debt service will be paid.

2.5.2. Goals and objectives

2.5.2.1. The goal of this policy is to assist decision makers in planning, issuing, and managing debt obligations by providing clear direction as to the steps, substance, and outcomes desired. In addition, greater long-term stability will be generated by the use of consistent guidelines in issuing debt. The City's objectives are to enhance internal financial management by:

2.5.2.1.1. achieving the lowest cost of capital;

2.5.2.1.2. ensuring high credit quality;

2.5.2.1.3. assuring access to capital markets;

2.5.2.1.4. preserving financial flexibility; and

2.5.2.1.5. managing various forms of risk exposure.

2.5.3. Debt and debt types

2.5.3.1. Definition of debt – all obligations of the City to repay, with or without interest, in installments and/or at a later date, some amount of money utilized for the purchase, construction, or operation of City resources. This includes but is not limited to notes, bond issuances, capital leases, and loans of any type (whether from an outside source such as a bank or from another internal fund). When the City determines that the use of debt is appropriate, the types of debt listed herein shall be utilized.

2.5.3.2. The Finance and Human Resources Director shall monitor and report the City's total outstanding debt obligation to the Board of Commissioners (maturities and terms and conditions of all obligations, to ensure compliance). The Finance and Human Resources Director shall also report to the Board of Commissioners any matter that adversely affects the credit or financial integrity of the City.

2.5.3.3. The City will seek to structure debt with level or declining debt service payments over the life of each individual bond issue or loan.

2.5.3.4. As a rule, the City will not backload, use "wrap-around" techniques, balloon payments, or other exotic formats to pursue the financing of projects. When refunding opportunities, natural disasters, other non-general fund revenues, or other external factors occur, the City may utilize non-level debt methods. However, the use of such methods must be thoroughly discussed in a public meeting and the mayor and governing Board of Commissioners must determine such use is justified and in the best interest of the City.

2.5.3.5. Long-term debt

2.5.3.5.1. The City may issue long-term debt at their discretion if the City presumes that capital improvements should not be financed from current revenues or short-term borrowing. Long-term debt shall not be used to finance current operations. Long-term debt may be used for capital purchases or construction identified through the CIP, regional development, transportation, or other master process or plan.

2.5.3.5.2. In accordance with accounting principles generally accepted in the United States ("GAAP") and state law, the maturity of the underlying debt will not be more than the useful life of the assets purchased or built with the debt, not to exceed 30 years; however, an exception may be made with respect to federally-sponsored loans, provided such an exception is consistent with law and accepted practices.

2.5.3.5.3. All costs associated with the initial issuance or incurrent of debt, management, and repayment of debt (including interest, principal, and fees or charges) shall be disclosed prior to action by the Board of Commissioners in accordance with the notice requirements stated above.

Financial Policies (Continued)

2.5.3.5.4. Costs related to the repayment of debt, including liabilities for future years, shall be provided in context of the annual budgets from which such payments will be funded (i.e. General Obligations bonds in context of the General Fund, revenue bonds in context of the dedicated revenue stream and related expenditures, loans, and notes).

2.5.3.5.5. General obligation debt

2.5.3.5.5.1. The City may issue general obligation debt secured by the full faith and credit of the City. The City may also use the general obligation pledge to support other debt issuances, if the additional support improves the economics and complies with this debt management policy.

2.5.3.5.6. Revenue debt

2.5.3.5.6.1. The City may issue revenue bonds secured by the revenues generated from the capital project being financed.

2.5.3.5.7. Bond or note structure

2.5.3.5.7.1. Serial bonds – the City may issue bonds that mature serially.

2.5.3.5.7.2. Term bonds – the City may issue bonds that mature with mandatory sinking funds.

2.5.3.5.7.3. Duration – all debt will be financed for the shortest period of time between the useful life of the asset financed or thirty (30) years.

2.5.3.5.7.4. Capitalized interest – revenue bonds may require the use of capitalized interest to pay debt service until the project begins to generate revenue. Capitalized interest will be calculated from the issuance date to the shortest period of time between three (3) years or the time limit imposed by statute or the internal revenue service ("IRS") code.

2.5.3.5.7.5. Debt structure – debt issuances shall be structured to achieve level debt service or level principal. The use of bullet or balloon maturities should be avoided except in instances where bullets or balloon maturities make existing overall debt service level or to match a specific revenue stream.

2.5.3.5.7.6. Call provisions – long-term debt issuances will include a minimum call feature that is ten (10) years from the date of delivery of such debt.

2.5.3.5.7.7. Original issuance discount/premium – debt with original issuance discount or premium will be permitted.

2.5.3.5.8. Capital leases

2.5.3.5.8.1. The City may issue capital leases to finance projects that amortize in three (3) to seven (7) years.

2.5.3.6. Short-term debt

2.5.3.6.1. Short-term borrowing may be issued in order to finance short-term funding for projects and temporary funding of operational cash flow deficits or anticipated revenues.

2.5.3.6.2. Bond anticipation notes ("BANs"): The City may issue BANs during the construction period of a project or to provide short-term financing for a project. The BANs shall not mature more than six (6) years from the date of issuance. BANs shall mature within six (6) months after substantial completion of the financed project.

2.5.3.6.3. Revenue anticipation notes ("RANs")/tax anticipation notes ("TANs"): The City may issue RANs or TANs to meet cash flow needs as long as the issue fully conforms to federal IRS and state requirements and limitations.

2.5.3.6.4. Intrafund and interfund loans: The City may also issue loans to fund operational deficiencies or to fund capital projects to be paid from the current fiscal year revenues. Loans will not extend beyond twelve (12) months and should only be issued in compliance with state statute.

2.5.3.7. Other short-term debt

2.5.3.7.1. Short-term debt may be used for certain projects and equipment financing as well as for operational borrowing; however, the City will minimize the use of short-term cash flow borrowings by maintaining adequate working capital and close budget management. Short-term debt may be issued when it provides an interest rate advantage or as interim financing until market conditions improve. The City will only issue short-term debt when there is a defined repayment source or amortization of principal.

Financial Policies (Continued)

2.5.4. Issuance process

2.5.4.1. The City is currently rated by Moody's Investor Services ("Moody's"). Moody's has prescribed certain debt metrics to ensure municipalities remain able to service existing debt and afford additional debt, should it be necessary. The City will strive to maximize their rating and minimize their borrowing cost by being mindful of the following metrics when considering the option to issue debt:

2.5.4.1.1. Net Direct Debt / Full Value – 4.00% max allowable

2.5.4.1.2. Net Direct Debt / Operating Revenue – 7.00x max allowable

2.5.4.2. Legal requirements

2.5.4.2.1. BANs, capital outlay notes ("CONs"), grant anticipation notes, RANs, and TANs will be submitted to the State of Tennessee Comptroller's Office, as and if required by T.C.A., and the Board of Commissioners prior to issuance or entering into the obligation. A plan for refunding debt issues will also be submitted to the Comptroller's Office prior to issuance. Capital or equipment leases may be entered into by the Board of Commissioners; however, details on the lease agreement will be forwarded to the Comptroller's Office on the specified form within 45 days. Additionally, the City will adhere to laws and regulations as stipulated by the Controller's Office and submit any additional information that may be required, including but not limited to refunding plans, swap documents, and negotiated sales requests.

2.5.4.2.2. The City shall comply with legal requirements for notice and for public meetings related to debt issuances. All notices shall be posted in the customary and required posting locations, including local newspapers and websites. All costs (including principal, interest, issuance, continuing, or other), terms and life of each debt issue, and a debt service schedule outlining the rate of retirement for the principal amounts shall by clearly presented and disclosed to the citizens, the Board of Commissioners, and other stakeholders in a timely manner. The City will post the Official Statement, or an electronic link to the official statement, of bond or note issuances on the City's website to ensure transparency.

2.5.4.2.3. Method of sale

2.5.4.2.3.1. Competitive sale – long-term debt is awarded to the bidder providing the lowest true interest cost. Competitive sales will be the default method of sale for the City.

2.5.4.2.3.2. Negotiated sale – long-term debt that meets certain criteria may be sold via negotiated sale. Examples of such criteria include:

2.5.4.2.3.2.1. a structure which may require a strong pre-marketing effort (such as a complex transaction or a "story" bond);

2.5.4.2.3.2.2. size of the issue;

2.5.4.2.3.2.3. market volatility;

2.5.4.2.3.2.4. variable rate demand obligations; or

2.5.4.2.3.2.5. proprietary product of a single firm

2.5.4.2.3.3. Private placement – debt purchased directly by a bank with limited marketing efforts will be allowable should it be in the City's best interest.

2.5.5. Interest rates

2.5.5.1. Variable-rate debt

2.5.5.1.1. In order to maintain a predictable debt service burden, the City will give preference to fixed-rate debt but may consider variable-rate debt. The percentage of net variable-rate debt outstanding (excluding debt which has been converted to synthetic fixed-rate debt and debt matched to assets) will not exceed thirty (30) percent of the total outstanding debt. The following circumstance may result in the consideration of issuing variable-rate debt:

2.5.5.1.1.1. Asset-liability matching

2.5.5.1.1.2. Construction funding

2.5.5.1.1.3. Current high interest rates

2.5.5.1.1.4. Variable revenue stream

2.5.5.1.1.5. Adequate safeguards against risk

2.5.5.1.2. The City will annually include in its budget an interest-rate assumption for any outstanding variable-rate debt that takes market fluctuations affecting the rate of interest into consideration.

Financial Policies (Continued)

2.5.5.1.3. Prior to entering into any variable-rate debt obligation that is backed by insurance and secured by a liquidity provider, the Board of Commissioners shall be informed of the potential effect on rates as well as any additional costs that might be incurred should the insurance fail.

2.5.5.1.4. Additionally, prior to entering into any variable-rate debt obligation that is backed by a letter of credit provider, the Board of Commissioners shall be informed of the potential effect on rates as well as any additional costs that might be incurred should the letter of credit fail.

2.5.5.1.5. Lastly, prior to entering into any variable-rate debt obligation, the Board of Commissioners will be informed of any terms, conditions, fees, or other costs associated with the prepayment of variable-rate debt obligations.

2.5.5.1.6. In cases of variable interest or non-specified costs, detailed explanation of the assumptions shall be provided along with the complete estimate of total costs anticipated to be incurred as part of the debt issue.

2.5.5.2. Use of synthetic debt

2.5.5.2.1. The City chooses not to use derivative or other exotic financial structures in the management of the City's debt portfolio.

2.5.5.2.2. Prior to any reversal of this provision, a written management report outlining the potential benefits and consequences of using these structures must be submitted to the Board of Commissioners; and the Board of Commissioners must adopt a specific amendment to this policy concerning the use of derivatives or interest-rate agreements that complies with the State Funding Board Guidelines.

2.5.6. Refinancing debt

2.5.6.1. Refinancing criteria

2.5.6.1.1. The City will refund debt when it is in the best financial interest of the City to do so. The Finance and Human Resources Director shall have the responsibility to analyze outstanding debt for refunding opportunities. The decision to refinance must be explicitly approved by the Board of Commissioners, and all plans for current or advance refunding of debt must be in compliance with state laws and regulations. Examples of reasons to refund debt include:

2.5.6.1.1.1. restructuring to meet unanticipated revenue expectations;

2.5.6.1.1.2. achieve cost savings;

2.5.6.1.1.3. mitigate irregular debt service payments;

2.5.6.1.1.4. release reserve funds; and/or

2.5.6.1.1.5. remove unduly restrictive bond covenants.

2.5.6.1.2. The City establishes a minimum present value savings threshold of three (3) percent of the refunded bond principal amount. The present value savings will be net of all costs related to the refinancing.

2.5.6.2. Term of refunding issues

2.5.6.2.1. The City will refund bonds within the term of the originally issued debt. However, the Finance and Human Resources Director may consider maturity extension, when necessary to achieve a desired outcome, provided such extension is legally permissible. The Finance and Human Resources Director may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed asset and the concept of inter-generational equity should guide this decision.

2.5.6.3. Escrow structuring

2.5.6.3.1. The City shall utilize the most optimal securities available in structuring refunding escrows. In the case of open market securities, a certificate will be provided by a third-party agent, who is not a broker-dealer, stating that the securities were procured through an arms-length, competitive bid process, that such securities were more cost effective than State and Local Government Obligations ("SLGS"), and that the price paid for the securities was reasonable within federal guidelines. Under no circumstances shall an underwriter, agent, or financial advisor sell escrow securities to the City from its own account.

2.5.6.4. Arbitrage

2.5.6.4.1. The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refunding. Any resulting positive arbitrage will be rebated as necessary according to federal guidelines. The City shall consult with persons familiar with the arbitrage rules to determine applicability, legal responsibility, and potential consequences associated with any refunding.

Financial Policies (Continued)

2.5.7. Professional services

2.5.7.1. The City shall require all professionals engaged in the process of issuing debt to clearly disclose all compensation and consideration received related to services provided in the debt issuance process by both the City and the lender or conduit issuer, if any. This includes "soft" costs or compensations in lieu of direct payments.

2.5.7.2. Underwriter

2.5.7.2.1. The underwriter will clearly identify itself in writing (e.g., in a response to a request for proposals or in promotional materials provided to an issuer) as an underwriter and not as a financial advisor from the earliest stages of its relationship with the City with respect to that issue. The underwriter must clarify its primary role as purchaser of securities in an arms-length commercial transaction and that it has financial and other interests that differ from those of the City. The underwriter in a publicly offered, negotiated sale will be required to provide pricing information both as to interest rates and to takedown per maturity to the City (or its designated official) in advance of the pricing of the debt.

2.5.7.2.2. Underwriter selection (negotiated transaction)

2.5.7.2.2.1. The City will select the senior manager (and co-managers, if necessary) for a proposed negotiated sale. Examples of the selection criteria include:

2.5.7.2.2.1.1. the firm's ability and experience in managing complex transactions;

2.5.7.2.2.1.2. prior knowledge and experience with the City;

2.5.7.2.2.1.3. the firm's willingness to risk capital and demonstration of such risk;

2.5.7.2.2.1.4. quality and experience of personnel assigned to the City's engagement;

2.5.7.2.2.1.5. financing plan presented; and

2.5.7.2.2.1.6. underwriting fees.

2.5.7.2.3. Underwriter's discount

2.5.7.2.3.1. The City will evaluate the proposed underwriter's discount against comparable issues in the market. If there are multiple underwriters in the transaction, the City will determine the allocation of fees, if any, with respect to the management fee. The determination will be based upon participation in the structuring phase of the transaction.

2.5.7.2.3.2. All fees and allocation of the management fee will be determined prior to the sale date; a cap on management fee, expenses, and underwriter's counsel may be established by the City. The senior manager shall submit an itemized list of expenses charged to members of the underwriting group. Any additional expenses must be substantiated.

2.5.7.2.4. Evaluation of underwriter performance

2.5.7.2.4.1. The City will evaluate each bond sale after completion to assess:

2.5.7.2.4.1.1. costs of issuance including underwriters' compensation;

2.5.7.2.4.1.2. pricing of the bonds in terms of the overall interest cost and on a maturity-by-maturity basis; and

2.5.7.2.4.1.3. distribution of bonds and sales credits

2.5.7.3. Financial advisor

2.5.7.3.1. The City may select a financial advisor (or advisors) to assist in its debt issuance and debt administration processes. The City will enter into a written agreement with each person or firm serving as financial advisor in debt management and transactions. The financial advisor shall not be permitted to bid on, privately place, or underwrite an issue for which the firm is providing advisory services. Selection of the financial advisor(s) will be based on, but not limited to, the following criteria:

2.5.7.3.1.1. overall quality of the firm's proposal as an indicator of its probability for success;

2.5.7.3.1.2. relevant financial advisor experience with municipal government issuers and the public sector;

2.5.7.3.1.3. indication that the firm has a broadly-based background and is therefore capable of balancing the overall need for continuity and innovation in capital planning and debt financing;

2.5.7.3.1.4. experience and demonstrated success as indicated by its listing of current major clients;

2.5.7.3.1.5. the firm's professional reputation for integrity and compliance with state and federal law; and

2.5.7.3.1.6. independence from municipal bond underwriting, trading, or other clients, activities, or events which could result in a conflict of interest.

Financial Policies (Continued)

2.5.7.3.2. Whether in a competitive sale or negotiated sale, the financial advisor shall not be permitted to bid on, privately place, or underwrite an issue for which they are or have been providing advisory services for the issuance or broker any other debt transactions for the City.

2.5.7.4. Bond or disclosure counsel

2.5.7.4.1. The City shall enter into an engagement letter agreement with each lawyer or law firm representing the City in a debt transaction. (No engagement letter is required for any lawyer who is an employee of the City or lawyer or law firm which is under a general appointment or contract to serve as counsel to the City. The City does not need an engagement letter with counsel not representing the City, such as underwriters' counsel.)

2.5.8. Monitoring and compliance

2.5.8.1. Continuing disclosure

2.5.8.1.1. The City will provide annual financial and economic information to the Electronic Municipal Market Access system ("EMMA") website, which is the official source for municipal disclosures and market data designated by the Securities and Exchange Commission ("SEC") and the State Information Depository ("SID").

2.5.8.1.2. The City will also notify EMMA and SID of any of the following material events:

2.5.8.1.2.1. principal and interest payment delinquencies;

2.5.8.1.2.2. nonpayment-related defaults;

2.5.8.1.2.3. unscheduled draws on bond-related reserves;

2.5.8.1.2.4. unscheduled draws on credit enhancements;

2.5.8.1.2.5. substitution of credit or liquidity providers or the failure of performance on the part of a liquidity provider;

2.5.8.1.2.6. adverse tax opinions or events affecting the tax-exempt status of any bonds;

2.5.8.1.2.7. modifications to rights on bond holders;

2.5.8.1.2.8. bond calls;

2.5.8.1.2.9. defeasances;

2.5.8.1.2.10. matters affecting collateral;

2.5.8.1.2.11. rating changes; or

2.5.8.1.2.12. any additional enumerated events specified in Official Statements.

2.5.8.1.3. The City will also maintain a system of record keeping and reporting which complies with the arbitrage rebate compliance requirements of the federal tax code.

2.5.8.2. Conflicts of interest

2.5.8.2.1. Professionals involved in a debt transaction hired or compensated by the City shall be required to disclose to the City existing client and business relationships between and among the professionals to a transaction (including but not limited to financial advisor, swap advisor, bond counsel, swap counsel, trustee, paying agent, liquidity or credit enhancement provider, underwriter, counterparty, and remarketing agent), as well as conduit issuers, sponsoring organizations, and program administrators. This disclosure shall include that information reasonably sufficient to allow the City to appreciate the significance of the relationships.

2.5.8.2.2. Professionals who become involved in the debt transaction as a result of a bid submitted in a widely and publicly advertised competitive sale conducted using an industry standard, electronic bidding platform are not subject to this disclosure. No disclosure is required that would violate any rule or regulation of professional conduct.

2.5.8.3. Compliance

2.5.8.3.1. The Finance and Human Resources Director is responsible for ensuring compliance with this policy.

Financial Policies (Continued)

2.6. Working Capital (Enterprise Funds)

2.6.1. Applicability

2.6.1.1. This chapter applies to the City's proprietary enterprise fund, the Sewer Fund currently designated as fund number 412. Working capital is an important measure of liquidity in enterprise funds, which include both current and long-term assets and liabilities, as well as deferred outflows of resources and deferred inflows of resources. This policy sets that targets for minimum working capital to be maintained in the City's enterprise fund, both during the annual financial planning process as well as throughout the fiscal year.

2.6.2. Working capital defined

2.6.2.1. Working capital is defined as the enterprise fund's current assets less its current liabilities. Working capital for enterprise funds may provide a measure more comparable to governmental funds' fund balance than does the enterprise fund's net position, which is typically heavily weighted with a net investment in capital assets.

2.6.2.2. Any current assets that are restricted as to use or liquidity shall be excluded from the working capital calculation.

2.6.3. Policy

2.6.3.1. It is the City of Lakeland's policy to maintain working capital in the Sewer Fund equivalent to at least ninety (90) days' worth of annual operating expenses and debt service requirements. While this represents the minimum working capital for the Sewer Fund, it is management's and the Board of Commissioners' desire to maintain a higher level of working capital in most instances.

2.6.3.2. Working capital for the Sewer Fund shall be reported to the Board of Commissioners on a monthly basis by the Finance and Human Resources Director as a component of the Treasurer's Report.

2.6.3.3. Should the working capital in the Sewer Fund fall below the minimum working capital requirement, the City Manager and Finance and Human Resources Director shall present a plan to the Board of Commissioners, for their approval, to raise working capital above the minimum level.

2.6.4. Compliance and reporting

2.6.4.1. The City Manager is responsible for ensuring that the minimum working capital level in maintained in the Sewer Fund. The Finance and Human Resources Director is responsible for calculating, monitoring, and reporting working capital to the City Manager and the Board of Commissioners.

2.7. Fund Balances

2.7.1. Overview and applicability

2.7.1.1. The City is committed to creating, maintaining, and improving a vibrant environment for the residents of the City. To ensure economic viability, the City has established a fund balance policy dedicated to maintaining a reasonable fund balance. An appropriate fund balance should be sufficient to mitigate current and future financial risks. Benefits of a healthy fund balance include reducing the need for urgent and significant tax increases, ensuring timely response to emergency situations or unanticipated events, decreasing the need for short-term financing solutions, exhibiting sound fiscal management by permitting the development of a responsible and responsive long-term financial plan, and, maintaining (or improving) the bond rating, minimizing the cost of financing long-term projects. This policy shall apply to the funds mentioned herein.

2.7.2. Definitions

2.7.2.1. A fund is described as a set of accounts, segregated for specific purposes in accordance with laws or regulations. A Fund Balance is the difference between the assets and the liabilities of a particular fund. Fund balance descriptions can be classified into several different categories:

2.7.2.1.1. Nonspendable – balance is not able to be spent. This category is created by a legal opinion, or by the nature of underlying assets (such as prepaid expenditures and/or deposits).

2.7.2.1.2. Restricted – balance can only be spent for specific purposes stipulated by constitution, external resource providers, or through enabling legislation.

2.7.2.1.3. Committed – balance can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority.

2.7.2.1.4. Assigned – balance of the fund is intended to be used for specific purposes but are not considered restricted or committed.

2.7.2.1.5. Unassigned – all other balances not previously categorized are included in this balance.

Financial Policies (Continued)

2.7.3. Establishing a Policy

2.7.3.1. When establishing a policy, the City considered a number of factors including predictability of revenues and volatility of expenditures; exposure to significant one-time outlays (disasters, immediate capital needs, state budget cuts); potential availability of fund resources from other funds; potential impact on credit ratings; and commitments and assignments.

2.7.3.2. The City has determined that the unassigned General Fund Balance will remain at a level equal to 20-30 percent of General Fund Revenues, with a target of 25 percent, plus $1,100,000 associated with cash flow purposes and exposure to variable rate debt.

2.7.3.3. During the budget process, an annual review of cash flow requirements and appropriate fund balances shall be undertaken to determine if modifications to the fund balance policy are necessary and appropriate. Any proposed amendments to this policy will be presented and voted on by the Commission as referenced herein.

2.7.4. Using Fund Balance

2.7.4.1. The City has decided to limit the use of fund balance to unanticipated expenditures (such as natural disasters or calamities, emergencies, or unexpected liabilities created by new state or federal legislation); specific and reasonable cash flow purposes; grant anticipation reimbursement; new public health and safety needs; service enhancements; early retirement of debt; and one-time capital expenditures that align with essential services. Fund balance should not be used as a long-term approach to balancing the budget or ongoing expenditures.

2.7.5. Replenishing the Fund Balance

2.7.5.1. If the Fund Balance is depleted below the level established by this policy, the City Manager, with consultation from the Finance Director, will develop a plan to replenish the Fund Balance. The plan will be approved by the Commission and should include recommendations for rate, fee or revenue adjustments and expenditure reductions, as necessary. The plan should also be reviewed and modified on an annual basis until the Fund Balance policy level is achieved. Any increase in discretionary expenditures should be limited until the Fund Balance is restored to the policy level.

3. <u>Revenues</u>

3.1. General Revenue Management

3.1.1. Applicability

3.1.1.1. The revenue policies in this chapter are designed to ensure that revenue planning and management is conducted in accordance with City charter and ordinances, as well as state and federal regulations.

3.1.2. General revenue policies

3.1.2.1. Diversified and stable base – the City will seek to maintain a diversified and stable revenue base to reduce the effects of short-term fluctuations in any one revenue source.

3.1.2.2. Current revenues for current users – the City will fund current expenditures with current revenues, avoiding procedures that balance current budgets by postponing needed expenditures, accruing future revenues, or rolling over short-term debt.

3.1.2.3. Interfund transfers and loans

3.1.2.3.1. In order to achieve important public policy goals, the City has established various special revenue, debt service, and enterprise funds to account for revenues whose use should be restricted to certain activities. Accordingly, each fund exists as a separate financing entity from other funds, with its own revenue sources, expenditures, and fund equity (fund balance or net position).

3.1.2.3.2. Any transfers between funds for operating purposes are clearly set forth in the annual budget (see chapter 2.1.). These operating transfers, under which financial resources are transferred from one fund to another, are distinctly different from interfund borrowings, which are usually made for temporary cash flow reasons, and are not intended to result in a transfer of financial resources by the end of the fiscal year. In summary, interfund transfers result in a change in fund equity; interfund borrowings do not, as the intent is to repay the loan in the near term.

Financial Policies (Continued)

3.2. User Fee Cost Recovery Goals

3.2.1. Ongoing review

3.2.1.1. Fees will be reviewed and updated on an ongoing basis to ensure that they keep pace with changes in the service delivery costs as well as changes in methods or levels of service delivery. In instances where State or other regulations limit the level of fees charged for City services, the user fee cost recovery principles may not apply. The budget document will identify where fee levels have been limited and clearly identify the subsidy required due to user fee limitations.

3.2.2. User fee cost recovery levels

3.2.2.1. In setting user fees and cost recovery levels, the following factors will be considered:

3.2.2.1.1. Community-wide versus special benefit – the level of user fee cost recovery should consider the community-wide versus special service nature of the program or activity. The use of general-purpose revenues is appropriate for community-wide services, while user fees are appropriate for services that are of special benefit to easily identified individuals or groups.

3.2.2.1.2. Service recipient versus service driver – after considering community-wide versus special benefit of the service, the concept of service recipient versus service driver should also be considered. For example, it could be argued that the applicant is not the beneficiary of the City's development review efforts; the community is the primary beneficiary. However, the applicant is the driver of development review costs, and as such, cost recovery from the applicant is appropriate.

3.2.2.1.3. Effect of pricing on the demand for services – the level of cost recovery and related pricing of services can significantly affect the demand and subsequent level of services provided. At full cost recovery, this has the specific advantage of ensuring that the City is providing services for which there is genuinely a market that is not overly stimulated by artificially low prices. Conversely, high levels of cost recovery will negatively impact the delivery of services to lower income groups. This negative feature is especially pronounced, and works against public policy, if the services are specifically targeted to low income groups.

3.2.2.1.4. Feasibility of collection and recovery – although it may be determined that a high level of cost recovery may be appropriate for specific services, it may be impractical or too costly to establish a system to identify and charge the user. Accordingly, the feasibility of assessing and collecting charges should also be considered in developing user fees, especially if significant program costs are intended to be financed from that source.

3.2.3. Factors favoring low cost recovery levels

3.2.3.1. Very low cost recovery levels are appropriate under the following circumstances:

3.2.3.1.1. There is no intended relationship between the amount paid and the benefit received.

3.2.3.1.2. Collecting fees is not cost-effective or will significantly impact the efficient delivery of the service.

3.2.3.1.3. There is no intent to cover the cost of the service. Examples may include park shelter and auditorium rental.

3.2.3.1.4. The service is non-recurring, generally delivered on a "peak demand" or emergency basis, cannot reasonably be planned for on an individual basis, and is not readily available from a private sector source. Many public safety services fall into this category.

3.2.3.1.5. Collecting fees would discourage compliance with regulatory requirements and adherence is primarily self-identified, and as such, failure to comply would not be readily detected by the City. Small-scale licenses and permits might fall into this category.

3.2.4. Factors favoring high cost recovery levels

3.2.4.1. The use of service charges as a major source of funding service levels is especially appropriate under the following circumstances:

3.2.4.1.1. The service is similar to services provided through the private sector and private or other public sector alternatives could or do exist for the delivery of the service.

3.2.4.1.2. For requested service that requires added costs, it is intended that there be a direct relationship between the amount paid and the level and cost of the service received. An example is higher fees for utility hookup after normal working hours.

3.2.4.1.3. The service is regulatory in nature and voluntary compliance is not expected to be the primary method of detecting failure to meet regulatory requirements. Building permit, plan checks, and subdivision review fees for large projects would fall into this category.

3.2.5. General concepts regarding the use of service charges

Financial Policies (Continued)

3.2.5.1. The following general concepts will be used in developing and implementing service charges:
- 3.2.5.1.1. Revenues should not exceed the reasonable cost of providing the service.
- 3.2.5.1.2. Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization-wide support costs such as accounting, personnel, data processing, vehicle maintenance, and insurance.
- 3.2.5.1.3. The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.
- 3.2.5.1.4. Rate structures should be sensitive to the "market" for similar services as well as to smaller, infrequent users of the service.
- 3.2.5.1.5. A unified approach should be used in determining cost recovery levels for various programs based on the factors discussed above.

3.2.6. Low cost recovery services

3.2.6.1. Based on the criteria discussed above, the following types of services should have very low cost recovery goals. In selected circumstances, there may be specific activities within the broad scope of services provided that should have user charges associated with them. However, the primary source of funding for the operation as a whole should be general-purpose revenues, not user fees.
- 3.2.6.1.1. Maintaining and developing public facilities that are provided on a uniform, community-wide basis such as streets, parks, and general-purpose buildings.
- 3.2.6.1.2. Providing social service programs and economic development activities.

3.2.7. Recreation programs

3.2.7.1. The following cost recovery policies apply to the City's recreation programs:
- 3.2.7.1.1. Cost recovery for activities directed to adults should be relatively high.
- 3.2.7.1.2. Cost recovery for activities directed to youth and seniors should be relatively low. Although ability to pay may not be a concern for all youth and senior participants, these are desired program activities, and the cost of determining need may be greater than the cost of providing a uniform service fee structure to all participants. Further, there is a community-wide benefit in encouraging high levels of participation in youth and senior recreation activities regardless of financial status.
- 3.2.7.1.3. In those circumstances where services are similar to those provided in the private sector, cost recovery levels should be higher.

3.2.7.2. The City Parks and Recreation Department will work with the Parks Board to review recreation programs and establish specific cost recovery targets for broad program classifications.

3.2.8. Planning programs

3.2.8.1. The following cost recovery policies apply to the current planning programs:
- 3.2.8.1.1. Services provided under this category include:
  - 3.2.8.1.1.1. Planning (planned development permits, tentative tract and parcel maps, rezonings, general plan amendments, variances, use permits).
  - 3.2.8.1.1.2. Building and safety (building permits, structural plan checks, inspections, rental inspections).
  - 3.2.8.1.1.3. Engineering (public improvement plan checks, inspections, subdivision requirements, encroachments).
- 3.2.8.1.2. Cost recovery for these services should generally be very high. In most instances, the City's cost recovery goal should be 100%. Exceptions to this standard include any long-range planning services, as this function is clearly intended to serve the broader community.

3.2.9. Comparability with other communities

3.2.9.1. In setting user fees, the City will consider fees charged by other agencies in accordance with the following criteria:
- 3.2.9.1.1. Surveying other comparable communities provides useful background information in setting fees as they reflect the market for these fees and can assess where the City compares.
- 3.2.9.1.2. If prudently analyzed, they can serve as a benchmark for how cost-effectively the City provides its services.
- 3.2.9.1.3. However, fee surveys should never be the sole or primary criteria in setting City fees as there are many factors that affect how and why other communities have set their fees at their levels. For example:
  - 3.2.9.1.3.1. What level of cost recovery is their fee intended to achieve compared with our cost recovery objectives?

Financial Policies (Continued)

3.2.9.1.3.2. What costs have been considered in computing the fees?
3.2.9.1.3.3. When was the last time that their fees were comprehensively evaluated?
3.2.9.1.3.4. What level of service do they provide compared with our service or performance standards?
3.2.9.1.3.5. Is their rate structure significantly different than ours and what is it intended to achieve?
3.2.9.1.4. These can be very difficult questions to address in fairly evaluating fees among different communities. As such, the comparability of City of Lakeland fees to other communities should be one factor among many that is considered in setting City fees.

3.3. Sewer Fees and Rates

3.3.1. City will set fees and rates for the Sewer utility enterprise fund at levels that fully cover total direct and indirect costs, including operations, capital outlay and improvements, and debt service. The City will model five years of projected revenues and expenses, including capital improvements, and set or modify sewer rates via ordinance of the Board of Commissioners.

3.3.2. Debt service

3.3.2.1. The City will set Sewer enterprise fund rates at levels needed to fully cover debt service requirements as well as operations, maintenance, administration, and capital improvement costs. The ability to afford new debt for enterprise operations will be evaluated as an integral part of the City's rate review and setting process.

3.4. Stormwater Fees and Rates

3.4.1. The stormwater fees and rates are intended to fund operating costs of the Stormwater special revenue fund. Typically, the City will model five years of operating costs in order to recommend changes to stormwater fees to the Board of Commissioners for approval via ordinance. Major capital improvements will typically be funded by other funding sources or accumulated fund balance, if any.

3.5. Solid Waste Fees and Rates

3.5.1. The solid waste fees and rates are intended to fund operating costs of the Solid Waste special revenue fund. Typically, the City will model five years of operating costs in order to recommend changes to solid waste fees to the Board of Commissioners for approval via ordinance. Major capital improvements will typically be funded by other funding sources or accumulated fund balance, if any.

3.6. Grant Funding

3.6.1. The City shall actively seek grant funding to fund both operating and capital expenditures. Prior to acceptance of grant funding, an evaluation of the grant must determine the following:

3.6.1.1. The grant purpose is compatible with City program objectives.
3.6.1.2. The benefits provided by the grant exceed the cost of administration.
3.6.1.3. The grant does not commit the City to long-term tax funded expenditures after the completion of the grant period. The City will evaluate the cost and funding source to determine whether to continue the service when the grant period ends. The decision to continue to fund or discontinue will be made prior to accepting the grant. Alternatively, the City could choose to continue the service with other funding.

3.7. Revenue Distribution

3.7.1. The City recognizes that GAAP discourages the earmarking of General Fund revenues, and accordingly, the practice of designating General Fund revenues for specific programs should be minimized in the City's management of its fiscal affairs. However, certain revenue sources may, from time to time, be committed or assigned via resolution or ordinance of the Board of Commissioners for dedicated expenditure purposes.

3.7.2. State Street Aid Fund

3.7.2.1. The State of Tennessee requires that intergovernmental revenues received by the City for certain state-wide gas and motor fuel taxes be segregated into a separate special revenue fund – the State Street Aid Fund. The revenues received from these taxes are restricted for use on street infrastructure and maintenance. While a special revenue fund with a designated revenue source, the City may from time to time supplement expenditures in this fund through transfers from the General Fund.

Financial Policies (Continued)

4. Resource Management

4.1. Purchasing

4.1.1. Applicability

4.1.1.1. This chapter presents the City's purchasing policy. The City intends to purchase goods and services of high quality consistent with the expected use at the most reasonable cost. The purpose of the City purchasing policy is to provide guidance for all department and purchasing personnel involved in the procurement process. This policy applies to all City personnel involved in the procurement process and to all City purchases in any City fund.

4.1.2. Competitive procurement

4.1.2.1. Purchases less than $2,500 – competitive bids or quotations for the purchase of items which cost less than $2,500 are desirable but not mandatory. All purchases must be authorized by a purchase order approved by the City Manager, unless otherwise specifically exempt.

4.1.2.2. Purchases of $2,500 and above, but less than $10,000 – purchases, leases, and lease purchases of $2,500 and above, and less than $10,000 singly or in the aggregate during any fiscal year and, except as otherwise provided, shall require three (3) competitive bids or quotations, either verbal or written, whenever possible prior to each purchase.

4.1.2.3. Purchases of $10,000 and above

4.1.2.3.1. A description of all projects or purchases, except as otherwise provided in this chapter, which require the expenditure of City funds of $10,000 or more shall be prepared and submitted to the City Manager for authorization to call for bids or proposals.

4.1.2.3.2. The award of purchases, leases, or lease purchases of $10,000 or more shall be authorized by the Board of Commissioners to the lowest and best responsible bidder.

4.1.2.3.3. The City Manager may approve the procurement of goods or services authorized in the annual operating budget, or subsequent budget amendment, and purchases that are routine to City operations provided that the purchase, lease, or lease-purchase does not impose any substantial long-term consequences upon the City

4.1.2.3.4. The transaction involving purchases, leases, or lease-purchases of $10,000 or greater shall be evidenced by written contract.

4.1.2.4. Exceptions

4.1.2.4.1. Upon the written recommendation of the City Manager that it is clearly to the advantage of the City not to contract with competitive bidding, the Board may authorize noncompetitive contracts by resolution adopted unanimously by members present.

4.1.2.4.2. Purchases amounting to $10,000 or greater, which do not require public advertising and sealed bids or proposals, may be allowed only under the following circumstances and, except as otherwise provided herein, when such purchases are authorized by the governing body:

4.1.2.4.2.1. Sole source of supply or proprietary products as determined after complete search by the City Manager or designee, after which the City Manager shall provide notification to the Board.

4.1.2.4.2.2. Emergency expenditures with subsequent approval of the City Manager or designee in accordance with the provisions herein.

4.1.2.4.2.3. Purchases from instrumentalities created by two or more cooperating governments.

4.1.2.4.2.4. Purchases from non-profit corporations whose purpose or one of whose purposes is to provide goods or services specifically to municipalities.

4.1.2.4.2.5. Purchases, leases, or lease-purchases of real property.

4.1.2.4.2.6. Purchases, leases, or lease-purchases from any federal, state, or local governmental unit or agency, of second-hand articles or equipment or other materials, supplies, commodities, and equipment.

4.1.2.4.2.7. Purchases through other units of governments as authorized by T.C.A. 6-56-30 l et seq.

4.1.2.4.2.8. Purchases directed through or in conjunction with the State Department of General Services.

4.1.2.4.2.9. Purchases from Tennessee State industries.

4.1.2.4.2.10. Professional service contracts as provided in T.C.A. 29-20-407.

4.1.2.4.2.11. Tort Liability Insurance as provided in T.C.A. 12-4-407.

4.1.2.4.2.12. Purchases of perishable commodities.

Financial Policies (Continued)

4.1.2.4.2.13. Professional services as provided in Consultant Selection Policy for Projects funded in Whole or in Part with Funds Provided by the Federal Highway Administration or the Tennessee Department of Transportation (Local Government Guidelines Form 1-2)

4.1.2.5. Sealed bids or proposals

4.1.2.5.1. Sealed bids are required on purchases of $10,000.00 or more. Bids must be advertised in a local newspaper of general circulation not less than five days before bid opening date.

4.1.2.5.2. All solicitations of offers shall clearly set forth all requirements which vendors must fulfill and all other factors to be used in evaluating bids, proposals, or statements of qualifications.

4.1.2.5.3. Contracts shall be awarded only to responsible contractors/firms that possess the potential ability to perform successfully under the terms and conditions of the proposed procurement.

4.1.2.6. Recording bids - a summary of bids form should be used to record all bids. The form should be included in the information presented to the Board for consideration of award of the bid. All bids should be opened in public at a specified time. Late bids should not be accepted or opened.

4.1.2.7. Rejection of bids

4.1.2.7.1. The City Manager may reject any and all bids when in the City's best interest. The City shall have the authority to reject any and all bids, parts of all bids, or all bids for any one or more supplies or contractual services included in the proposed contract, when the public interest will be served thereby.

4.1.2.7.2. The City shall not accept the bid of a vendor or contractor who is in default on the payment of any taxes, licenses, fees, or other monies of whatever nature that may be due the City by said vendor or contractor.

4.1.2.8. Electronic bidding, invitations to bid, requests for proposals, and other solicitations

4.1.2.8.1. Any authorized agent purchasing on behalf of the City may satisfy any requirement for mailing by distributing invitations to bid, requests for proposals and other solicitations electronically.

4.1.2.8.2. The authorized agent may receive bids, proposals, and other offers electronically. Small businesses and minority-owned businesses shall not be required to receive or respond to invitations to bid, requests for proposals, or other solicitations electronically as provided in T.C.A 12-3-704.

4.1.2.9. Competitive sealed proposals

4.1.2.9.1. The City may use competitive sealed proposals to purchase goods and services rather than competitive sealed bids when the City Manager or designee, acting under the restrictions and requirements of T.C.A. 12-3-l 0, determines that the use of competitive sealed bidding is either not practicable or not advantageous to the City as provided by the City's Purchasing Policy.

4.1.2.9.2. The following conditions for use apply to purchases where competitive sealed proposals may be used in place of competitive bidding.

4.1.2.9.2.1. Competitive sealed proposals may be used only when qualifications, experience, or competence are more important than price in making the purchase; and

4.1.2.9.2.2. When there is more than one solution to a purchasing issue and the competitive sealed proposals will assist in choosing the best solution; or

4.1.2.9.2.3. When there is no readily identifiable solution to a purchasing issue and the competitive sealed proposals will assist in identifying one or more solutions.

4.1.2.9.3. Adequate public notice of the request for competitive sealed proposals shall be given in the same manner provided by applicable law for competitive sealed bids.

4.1.2.9.4. The award shall be made to the responsible proposer whose proposal the Board determines is the most advantageous to the City, taking into consideration price and the evaluation factors set out in the request for competitive sealed proposals. No other factor may be used in the evaluation.

4.1.2.10. Purchase orders - a pre-numbered Purchase Order form must be submitted prior to the purchase of any item, except as designated by the City Manager or designee, or otherwise provided within the City of Lakeland Purchasing Policy.

4.1.2.11. Purchase authorization by email or telephone - email and phone authorizations may be made in cases where, due to being out of the office, timely authorization is not possible. The City Manager shall appoint the authorizing person.

4.1.2.12. Sole-source and proprietary purchasing - sole-source or proprietary purchasing shall only be used when a vendor providing a good or service is the only source wherein no other acceptable substitutes or alternatives are available.

Financial Policies (Continued)

4.1.2.13. Emergencies

4.1.2.13.1. Emergency purchases are essential purchases to be made only when normal functions and operations of the City would be hampered by purchasing in the regular manner, or where property, equipment, or life are endangered through unexpected circumstances and materials, services, etc., and are needed immediately.

4.1.2.13.2. Competitive procurement according to the guidelines in the City's Purchasing Policy should be used when possible in emergencies.

4.1.2.14. Direct payments - purchases made for recurring services, most notably telephone, internet, and utility services, do not require the use of a purchase order when authorized by the City Manager or designee in advance.

4.1.2.15. Blanket purchase orders - blanket purchase orders may be used in circumstances wherein purchases from vendors are made for small or routine purchases, authorized at the first of each month, provided that the amount is less than $250 per item.

4.1.2.16. Delegated purchasing authority - purchases up to $500 may be authorized by a designated Supervisor. The City Manager may designate the persons who can authorize up to $500 in purchases.

4.1.2.17. Gasoline - the City Manager or designee may authorize the purchase of gasoline for City vehicles at gas stations within the Lakeland City Limits without a Purchase Order.

4.1.2.18. Use of City's credit card and petty cash fund

4.1.2.18.1. Purchases if items that cost less than $40 from businesses that do not issue invoices or have charge accounts may be made by either credit card or withdrawals from the petty cash fund.

4.1.2.18.2. The agent designated by the City Manager is solely responsible for any withdrawals from the petty cash fund.

4.1.2.18.3. Purchases made by credit card must comply with the City's policy governing the use of credit cards.

4.1.2.18.4. The City Manager or designee may authorize the use of debit or purchasing cards, and designate City personnel authorized to make purchases using said debit or purchasing cards in accordance with the same provisions in the City's policy governing the use of credit cards.

4.1.2.19. Invoices

4.1.2.19.1. All invoices for services or products must be signed as received by the person receiving the equipment or service before the City releases funds to a vendor.

4.1.2.19.2. All vendor checks for City purchases shall be mailed to the vendor address on file.

4.1.2.19.3. Exceptions under special circumstances must be approved by the City Manager of designee.

4.1.3. Ethics

4.1.3.1. City employees involved in the procurement process, as in any other area of City operations, shall behave according to the highest ethical and professional standards in their affairs, conducting such business with the utmost concern for and consideration of the public's trust in the City. In accordance with maintaining the public's trust, any ethical impropriety or the perception thereof should be avoided in all business involving the City of Lakeland.

4.1.3.2. As an employee of the City of Lakeland, all City employees shall notify their supervisor as well as the City Manager if the employee has any knowledge of another employee of the City violating any provision of the City's Purchasing Policy or any other unethical or unprofessional behavior immediately upon receiving such information.

4.1.4. Conflict of interest

4.1.4.1. No purchase shall be made from, nor any contract for purchase of services made with any person, firm, or corporation in which any officer or employee of the City has a direct financial interest except when such person, firm, or corporation is the sole source for such goods or services in Shelby County, Tennessee. In such instances, all purchases shall be subject to prior approval by the City Manager, any direct financial interest having been disclosed to the City Manager prior to authorization for the purchase.

4.1.4.2. Any indirect financial relationship with any person, firm, or corporation m which the City purchases goods or services shall be disclosed to the City Manager or designee. No officer or employee of the City shall accept directly or indirectly any fee, rebate, money, or other thing of value from any person, firm, or corporation employed by or doing business with the City, except on behalf of and for the use of the City, or in accordance with the exception herein above set forth.

Financial Policies (Continued)

4.1.5. Responsibility for purchasing and record-keeping.

4.1.5.1. The City Manager or designee shall be responsible for acting in accordance with the City of Lakeland Purchasing Policy, the procedures therein required, and the general law provisions of the Municipal Purchasing Law of 1983, as amended, including keeping and filing required records and reports, as if they were set out herein and made a part the City's Purchasing Policy.

4.2. Human Resource Management

4.2.1. Applicability

4.2.1.1. This chapter provides the City's policy approach to human resource management in terms of regular staffing, temporary staffing, and the use of independent contractors in the City's efforts to ensure quality service delivery in the most efficient and cost-effective manner.

4.2.2. Regular staffing

4.2.2.1. The budget will fully appropriate the resources needed for authorized regular staffing and will limit programs to the regular staffing authorized.

4.2.2.2. Regular employees will be the core work force and the preferred means of staffing ongoing, year-round program activities that should be performed by full- and part-time City employees rather than independent contractors. The City will strive to provide competitive compensation and benefit schedules for its authorized regular work force. Each regular employee will:

4.2.2.2.1. fill an authorized regular position;

4.2.2.2.2. be assigned to an appropriate department and fund; and

4.2.2.2.3. receive salary and benefits (if applicable) consistent with the City's compensation plans.

4.2.2.3. To manage the growth of the regular work force and overall staffing costs, the City will follow these procedures:

4.2.2.3.1. The Board of Commissioners will authorize all regular positions (generally through the Annual Budget process, see chapter 2.1.).

4.2.2.3.2. The City Manager shall approve the hiring of all regular and temporary employees.

4.2.2.3.3. All requests for additional regular positions will include evaluations of:

4.2.2.3.3.1. the necessity, term, and expected results of the proposed job description;

4.2.2.3.3.2. staffing and materials costs including salary, benefits, equipment, uniforms, clerical support, and facilities;

4.2.2.3.3.3. the ability of private industry to provide the proposed service; and

4.2.2.3.3.4. additional revenues or cost savings which may be realized.

4.2.2.4. Periodically, and before any request for additional regular positions, programs will be evaluated to determine if they can be accomplished with fewer regular employees (see chapter 4.3. Productivity).

4.2.3. Temporary staffing

4.2.3.1. The hiring of temporary employees will not be used as an incremental method for expanding the City's regular work force.

4.2.3.2. Temporary employees include all employees other than regular employees, elected or appointed officials, and volunteers. Temporary employees will generally augment regular City staffing as extra-help employees, seasonal employees, contract employees, interns, and/or work-study assistants.

4.2.3.3. The City Manager and department directors will encourage the use of temporary rather than regular employees to meet peak workload requirements, fill interim vacancies, and accomplish tasks where less than full-time year-round staffing is required. Under this guideline, temporary employee hours will generally not exceed fifty (50) percent of a regular full-time position. There may be limited circumstances where the use of temporary employees on an ongoing basis in excess of this target may be appropriate due to unique programming or staffing requirements. However, any such exceptions must be approved by the City Manager.

Financial Policies (Continued)

4.2.3.4. Contract employees are defined as temporary employees with written contracts approved by the City Manager and/or Board of Commissioners who may receive approved benefits depending on hourly requirements and the length of their contract. Contract employees will generally be used for medium-term (generally between six months and two years) projects, programs, or activities requiring specialized or augmented levels of staffing for a specific period. The services of contract employees will be discontinued upon completion of the assigned project, program, or activity. Accordingly, contract employees will not be used for services that are anticipated to be delivered on an ongoing basis, except for as-needed services provided by independent contractors or contract employees filled temporarily by the City Manager due to extended vacancies in critical regular staff roles.

4.2.4. Independent contractors

4.2.4.1. Independent contractors are not City employees. They may be used in two situations:

4.2.4.1.1. Short-term, peak workload assignments to be accomplished using personnel contracted through an outside temporary employment agency ("OEA"). In this situation, it is anticipated that City staff will closely monitor the work of OEA employees and minimal training will be required. However, they will always be considered the employees of the OEA and not the City. All placements through an OEA will be coordinated through the Human Resources Department and subject to the approval of the City Manager and Finance and Human Resources Director.

4.2.4.1.2. Construction of public works or other capital projects and delivery of operating, maintenance, or specialized professional services not routinely performed by City employees. The City Manager may authorize the services of an independent contractor to fill temporary, unexpected, or prolonged vacancies in regular staff roles. Such services will be provided without close supervision by City staff, and the required methods, skills, and equipment will generally be determined and provided by the contractor. Contract awards will be guided by the City's purchasing policy (see chapter 4.1. Purchasing).

4.3. Productivity

4.3.1. Applicability

4.3.1.1. This chapter on productivity is designed to ensure delivery of City services at the highest level of quality while optimizing and managing costs.

4.3.2. Productivity standards

4.3.2.1. The City will constantly monitor and review its methods of operation to ensure that services continue to be delivered in the most cost-effective manner possible. This review process encompasses a wide of productivity issues, including:

4.3.2.1.1. Analyzing systems and procedures to identify and remove unnecessary review requirements.

4.3.2.1.2. Evaluating the ability of new technologies and related capital investments to improve productivity.

4.3.2.1.3. Developing the skills and abilities of all City employees.

4.3.2.1.4. Developing and implementing appropriate methods of recognizing and rewarding exceptional employee performance.

4.3.2.1.5. Evaluating the ability of the private sector to perform the same level of service at a lower cost.

4.3.2.1.6. Periodic formal reviews of operations on a systematic, ongoing basis.

4.3.2.1.7. Maintaining a decentralized approach to managing the City's support service functions. Although some level of centralization is necessary for review and control purposes, decentralization supports productivity by:

4.3.2.1.7.1. encouraging accountability be delegating responsibility to the lowest possible level;

4.3.2.1.7.2. stimulating creativity, innovation, and individual initiative;

4.3.2.1.7.3. reducing the administrative costs of operation by eliminating unnecessary review procedures;

4.3.2.1.7.4. improving the City's ability to respond to changing needs, and identify and implement cost-saving programs; and

4.3.2.1.7.5. assigning responsibility for effective operations and citizen responsiveness to each department.

Financial Policies (Continued)

5. Financial Reporting

5.1. Accounting, Auditing, and Financial Reporting

5.1.1. Applicability

5.1.1.1. This chapter on accounting, auditing, and financial reporting shall apply to all funds and departments of the City of Lakeland.

5.1.2. Policy

5.1.2.1. The City shall maintain a system of financial monitoring, control, and reporting for all operations and funds in order to provide effective means of ensuring that overall City goals and objectives are met.

5.1.2.2. Accounting records and reporting

5.1.2.2.1. The City will maintain its accounting records in accordance with state and federal law and regulations, as well as any specific requirements related to grant agreements. Budgetary reporting will be in accordance with the State's budget laws and regulations. The City will report its financial condition and results of operations in accordance with City charter, state regulations, and GAAP applicable to governments.

5.1.2.2.2. The Finance and Human Resources Director shall report to the Board of Commissioners 1) budget to actual comparisons for each governmental fund and 2) financial plan to actual comparisons for each enterprise fund on a monthly basis in the treasurer's report.

5.1.2.3. Auditing

5.1.2.3.1. The City Manager and Finance and Human Resources Director, with approval by the Board of Commissioners, will contract with an external Certified Public Accountant ("CPA") firm with experience in municipal auditing, and of good reputation, to annually perform the City's financial and compliance audit. Their opinions will be contained in the City's annual audited financial statements or Comprehensive Annual Financial Report ("CAFR"). Results of the annual audit shall be provided to the Board of Commissioners, the State of Tennessee, the Federal Audit Clearinghouse, and any other bodies required by regulation or agreement, in a timely manner and in no wise later than the filing due dates.

5.1.2.4. Excellence in financial reporting

5.1.2.4.1. As an additional independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting. The CAFR will be presented in a way designed to communicate with citizens about the City's financial affairs.

5.1.2.5. Simplified fund structure

5.1.2.5.1. The City shall seek to minimize the number of funds. The funds will be categorized in accordance with GAAP for reporting purposes.

5.1.3. Responsibility for accounting, auditing, and financial reporting

5.1.3.1. The Finance and Human Resources Director shall be responsible for the enforcement of the City's accounting, auditing, and financial reporting policies and establishing and monitoring any related procedures, including retaining and filing related auditing financial reports will all required regulatory bodies.

CITY OF LAKELAND · TENNESSEE
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