



# SUN'N LAKE

FLORIDA'S CENTERPIECE  
COMMUNITY



# Adopted **BUDGET** *2020-2021*





## HOW TO USE THIS DOCUMENT

The Sun 'n Lake Improvement District's annual budget is divided into various sections. To better understand the information that is provided, please refer to the descriptions of each section below.

### INTRODUCTORY SECTION

This section contains the mission and historical summary of the Sun 'n Lake Improvement District. Also included are brief biographies of the currently elected Board of Supervisors and District Manager, along with the manager's annual budget message and detailed budget overview.

### GENERAL BUDGET INFORMATION

Included in this section are the authorizing resolutions for the budget, Board approved assessment rates for the current fiscal year, budget summary with supporting graphs, significant financial policies, and the organizational chart.

### ADOPTED BUDGETS BY FUND

This section provides detailed information about the operating budgets of each major Fund which includes departmental itemization. The District has adopted a General Fund, Utility Fund, and Golf Fund for Fiscal Year 2019 - 2020.

### 5 YEAR CAPITAL PLAN

This section presents the 5-year capital improvement plan. This plan is intended to account for all major capital purchases and projects.

### APPENDIX

This section contains demographic information on the District and a glossary of terms to help in understanding the terminology in the budget.

**[This page is intentionally left blank.]**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Sun 'n Lake of Sebring Improvement District**

**Florida**

For the Fiscal Year Beginning

**October 1, 2019**

*Christopher P. Morill*

Executive Director



# TABLE OF CONTENTS

## **Introduction**

About Sun 'n Lake .....	6
Elected Officials and Staff.....	7
Board of Supervisors .....	8
District Manager.....	10
Budget Message.....	11
Budget Overview .....	12

## **General Budget Information**

Budget Policies .....	23
Budget Calendar.....	24
Significant Financial Policies .....	26
Resolution 2020-09/25-29.....	27
Assessment Rates .....	31
Golf Rates .....	32
Recreation Rates .....	34
Budget Summary – All Funds.....	35
Full and Part-Time Budgeted Positions.....	38
Organizational Chart.....	39

## **General Fund**

General Fund Revenues .....	41
General Fund Expenditures:	
Administration .....	42
Community Services .....	43
Recreation Services .....	44
Finance.....	45
Code Enforcement .....	46
Public Safety – Security .....	47
Buildings & Grounds.....	48
Roads & Drainage .....	49



## TABLE OF CONTENTS (CONTINUED)

### **General Fund Expenditures (Continued):**

Equipment & Vehicle Maintenance .....	50
Capital Projects & Equipment .....	51
Contingency & Transfers .....	52

### **Utility Fund**

Utility Fund Revenues.....	54
Utility Fund Expenses:	
Customer Service .....	55
Operations.....	56
Capital Projects & Equipment.....	58
Contingency & Transfers .....	59

### **Golf Fund**

Golf Fund Revenues	
Membership & Golf .....	61
Food & Beverage .....	62
Non-Operating Revenues & Cost of Sales .....	63
Golf Fund Expenditures	
Operating Labor & Payroll .....	64
Golf Operations.....	65
General & Administrative .....	66
Golf Course Maintenance .....	67
Food & Beverage .....	68
Sales & Marketing/Leases & Other .....	69
Capital Projects & Equipment.....	70

### **Five Year Capital Plan**

General Fund Five-Year Capital Plan .....	73
Utility Fund Five-Year Capital Plan.....	74
Golf Fund Five-Year Capital Plan .....	75

### **Appendix**

Glossary of Terms .....	76
Geographical Location .....	82



## ABOUT SUN 'N LAKE

### Mission

*Sun 'n Lake of Sebring Improvement District is a self-governing, financially sound community providing protection, governmental services and recreational facilities for its residents.*

### History & Highlights

Sun 'n Lake of Sebring Improvement District was created by Highlands County through Ordinance 74-4 on April 16, 1974.

Sun 'n Lake of Sebring Improvement District ("District") is an Independent Special District which has an elected governing body. The District Board of Supervisors is comprised of five board members. The board has enacted comprehensive policies, procedures and rules to guide the District's operations.

The District is approximately 12 square miles and has grown from what was known as a wilderness forty years ago to around 10,500 residents, both permanent and seasonal. The District, as founded, comprised 25 units; Units 1-16 were platted in 1971 and Units 17-25 were platted in 1973. It originally contained 19,213 residential & commercial lots, however, due to replating, vacated and conservation sites; there are currently only 12,391 lots. Of these, approximately 3,600 have been developed for residential use. There are also numerous commercially developed properties, including a 150-room hotel, a state of the art 149-bed hospital, and a 55+ manufactured housing community with approximately 1,000 home sites and an RV park.

The District's two 18-hole golf courses and Island View Restaurant are the centerpieces of Sun 'n Lake. The golf courses and restaurant are collectively known as the Sun 'n Lake Golf Club.

The District maintenance fee, billed to each property owner in November, covers services such as security, recreation, community facilities maintenance, street lighting, street repaving and maintenance, sidewalks, landscaping and beautification, drainage improvements, code enforcement and general administration.

Water and wastewater services are provided to all commercial customers and to the majority of residential properties within the District. The operation of our water plant and two wastewater treatment plants are maintained and monitored by in-house staff 24 hours a day, 7 days a week.



## ELECTED OFFICIALS & STAFF

### **Board of Supervisors**

Neal Hotelling, President  
Mike Gilpin, Vice-President  
Joe Branson  
Raymond Brooks  
Craig Herrick

### **General Manager**

Tanya Cannady, CPA, CDM

### **Management Team**

Omar DeJesus, CPA, CGFO, Finance Director  
Ariel Fells, Community Services Director  
Michael Hurley, Facilities & Security Director  
Mike LaMere, General Manager, Sun 'n Lake Golf Club



## BOARD OF SUPERVISORS



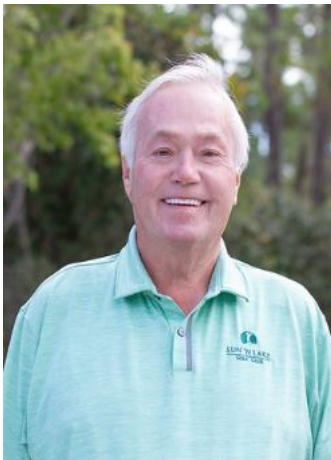
### **Neal Hotelling, President**

Popular Seat

Appointed: January 11, 2019

Term of Office: January 2019 – January 2022

Supervisor Hotelling has served the residents of Sun 'n Lake as a Board member since 2018 and serves as the liaison for the marketing committee. Neal has been a full-time resident of the District since 2015 with his wife Bettina. With 27 years in management at the Pebble Beach Company, Neal places strategic emphasis on financial/business reporting. His interests include historical research, genealogy, and studying the Bible.



### **Mike Gilpin, Vice-President**

Landowner Seat

Appointed: January 22, 2016

Term of Office: January 2020 - January 2024

Supervisor Gilpin has served the residents of Sun 'n Lake as a Board member since 2016 and served as the Vice-President in 2016 and President in 2017. Mike has served as the liaison on pertaining to discussion involving County owned properties due to escheatment.

He and his wife have been full-time residents since 2014 and has taken community involvement in participating in Community Committees, such as the MGA. Mike served his Country under the United States Navy branch. He offers management expertise, as well as provides an entrepreneurial perspective after being a long-term business owner.



### **Joseph "Joe" Branson**

Popular Seat

Appointed: August 25, 2017

Term of Office: August 2017 - January 2021

President Branson has served the residents of Sun 'n Lake as a Board member since 2017 and held the position of Vice-President in 2018. President Branson has served as the liaison for the Clubhouse/Kitchen expansion project.

After 3 years as a full-time resident and 9-year property owner in the District, Joe is a strong promotor of community safety and policy enforcement. Joe's diverse experience includes management, procurement and contracting, and real estate.



## BOARD OF SUPERVISORS



### Raymond "Ray" Brooks

Popular Seat

Appointed: September 22, 2017

Term of Office: September 2017 - January 2021

Supervisor Brooks has served the residents of Sun 'n Lake as a Board member since 2017 and has served as the liaison for the marketing committee and golf committee.

Ray has been a full-time resident of the District since 2011 with his wife Pamela. During his tenure, Ray has taken the initiative on several projects including District's long-term capital plan and recreational amenity expansion. He holds a Bachelor's degree in Business from Indiana State University which led to a successful career in retail.



### Craig Herrick

Landowner Seat

Appointed: January 24, 2020

Term of Office: January 2020 - January 2024

Supervisor Herrick has served the residents of Sun 'n Lake as a Board member since 2020 and has been a resident since 2016 with his wife, Sherry.

Since his commencement in District governance, Craig has taken involvement in both strategic community and restaurant growth marketing. With over 37 years of service in management with Caterpillar, Inc., Craig brings a diverse background specialized in Labor Relations and Purchase.

His interests include golfing, fishing, dancing and spending time with family and friends.





## TANYA CANNADY, CPA, CDM GENERAL MANAGER

Tanya Cannady serves as General Manager of the Sun 'n Lake of Sebring Improvement District. Cannady has been employed with the District for ten years, first serving as the Finance Director for five years. She was then appointed as the General Manager in June 2015. Cannady has served as a Certified Public Accountant (CPA) in Florida for over 20 years and earned her Certified District Manager (CDM) Certification in 2017 through Florida State University and the Florida Association of Special Districts. She is considered a “local”, graduating from Sebring High School in 1989 and earning her Bachelor of Science Degree from the University of Central Florida with a major in Accounting.

Prior to joining the District in 2011, Cannady worked for a local firm managing and performing governmental audits. Additionally, she was employed as an internal auditor for a local government and was Vice-President for a local retail business where she managed the financial operations for many years. Cannady is a member of the Florida Association of Special Districts and Florida Government Finance Officers Association. Cannady served as a member of the Highlands County Recreation and Parks Advisory Committee (RPAC), Insurance Committee, and Local Mitigation Strategy (LMS) Working Group.



In her personal time, Cannady's interest include spending time with her family, traveling, playing tennis, and golfing.



## BUDGET MESSAGE

October 1, 2020

Board of Supervisors & Property Owners:

I am pleased to present the Fiscal Year (FY) 2020-2021 Adopted Budget which is produced utilizing the highest principles of governmental budgeting in accordance with the Government Finance Officers Association (GFOA). While the annual planning and development of a balanced fiscally sound budget is a major accomplishment for the Board of Supervisors and District staff; this year even more so due to the social and economic impacts from the COVID-19 pandemic.

With all of the glooming uncertainties, the District was able to conservatively realize a surplus budget that incorporates necessary funding for capital enhancements that will continue to protect and improve the Sun 'n Lake community. The overall \$11.3 million budget incorporates and builds on the established multiyear strategic plan which provides the prioritization and necessary resource allocations of anticipated projects and improvements. A committed emphasis on proactive planning and strategic adjusting will be key as we continue to navigate through both positive and negative ripple effects from the pandemic. Targeted community marketing will be a primary focus as increased demand in land sales and housing development have become more prevalent with developers. The ability to stimulate and promote community growth provides the greatest long-term financial outlook to position Sun 'n Lake as a great place to Live, Work, & Play.

I am appreciative of our elected officials, management team, and staff's continuous dedication to public service by showing true courage in times of uncertainty and often times putting the needs of the Community above their own. I remain committed to ensuring that our residents and guests receive dependable high-quality services and look forward to an exciting new year.

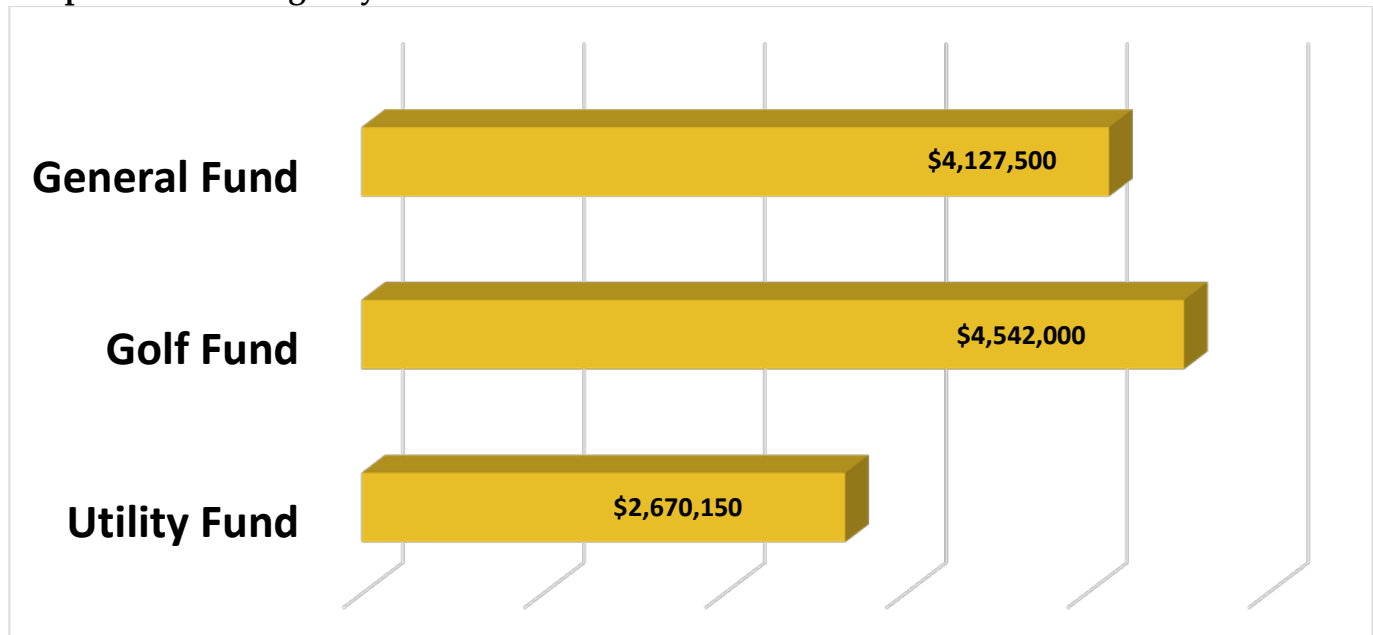
Respectfully submitted,

Tanya Cannady, CPA, CDM  
General Manager

## BUDGET OVERVIEW

This document includes an overall \$11,339,650 budget, comprised of the following three funds; the General Fund, Golf Fund, and Utility Fund, as well as all necessary interfund transfers or reserve funding required to balance the budgets. The final budget covers the fiscal period of October 1, 2020 through September 30, 2021 and its primary function is to serve as the financial guide for accomplishing the daily operations and capital improvement projects. The budget includes aspects of the updated multiyear strategic plan, which recognizes the financial challenges of prioritization of major capital projects and improvements.

**Graph 1: Total Budget by Fund**



### Comparison to Fiscal Year 2020 Adopted Budget

The FY2021 adopted budget is only 1% higher than the originally adopted FY2020 budget. Overall service rates including assessments and utilities received no increases. Personnel and operating cost also remained fairly consistent for all funds from year to year with no major fluctuations. While seemingly mirroring images, the current budget includes a surplus savings of \$100,000 and no reserve requirements while the FY20 budget needed reserve funding in the amount \$43,500.



## BUDGET OVERVIEW (CONTINUED)

### Fund Balance/Reserves

The FY2021 budget consist of a more conservative financial approach in terms of reserve funding with no needed requirement to balance the budget. It was a major Board initiative to provide a balanced budget strictly on operational revenues. Typically, reserve funding is used to offset the operational deficiency associated with capital projects and equipment purchases. The District reserves at the end of FY19 were \$8,048,280.

The ending reserve analysis shown in the table below is prepared by management staff and depicts that year over year ending reserves have remained fairly constant. This continues to showcase the District's overall strong financial stability by its ability to maintain satisfactory reserves while still addressing major infrastructure and capital initiatives. The ending reserves for FY20 are projected to increase by an estimated \$150,000. Final FY20 figures are not available at the time of the preparation of this document as the year end closing has not occurred. The following table provides a historical depiction of the District's reserves balance for the General Fund and Utility Fund not including any investments in capital assets:

**Table 1: Ending Reserve Analysis FY15-19**

	FY2015	FY2016	FY2017	FY2018	FY2019
<b><u>General Fund</u></b>					
Unassigned	\$3,767,908	\$4,048,037	\$4,323,079	\$2,424,300	\$2,708,544
Assigned	\$774,153	\$271,550	\$131,000	\$1,944,197	\$602,250
Nonspendable	\$3,590	\$2,461	\$0	\$0	\$4,440
<b>TOTAL</b>	<b>\$4,545,651</b>	<b>\$4,322,048</b>	<b>\$4,454,079</b>	<b>\$4,368,497</b>	<b>\$3,315,234</b>
<b><u>Utility Fund</u></b>					
Unrestricted	\$852,276	\$641,648	\$857,203	\$1,124,763	\$892,619
Restricted for Capital Projects	\$3,077,429	\$3,431,586	\$2,701,469	\$2,782,118	\$3,387,863
Restricted for Impact Fees	\$721,639	\$476,454	\$378,964	\$412,564	\$452,564
<b>TOTAL</b>	<b>\$4,651,344</b>	<b>\$4,549,688</b>	<b>\$3,937,636</b>	<b>\$4,319,445</b>	<b>\$4,733,046</b>
<b>Overall Total</b>	<b>\$9,196,995</b>	<b>\$8,871,736</b>	<b>\$8,391,715</b>	<b>\$8,687,942</b>	<b>\$8,048,280</b>



### Five Year Capital Plan and Projections

The District develops and forecasts capital projects for a five-year period in order to monitor the expected impacts on Reserves. As noted in Table 2, the projected ending reserves total \$8,186,185 at the end of fiscal year 2020 consistent with the projection referenced in the reserve section on the prior page. Updating our capital project plan and long-term projections allows both management and the Board of Supervisors to plan and prioritize projects accordingly to ensure that the District remains in a strong financial position. Based on the current five-year capital plan, there is a surplus reserve trend through FY 2025 due to the Board removing all major capital projects with an estimate cost over \$500,000. A goal for the District is to find new and increase existing revenue streams in order to create an excess for savings primarily through stimulating community growth which in turns increases the tax revenues.

**Table 2: Five Year Capital Plan & Ending Reserve Balance Forecast**

	CY Projection	Upcoming 5 Year Plan Summary				
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
General Fund Capital	320,130	137,500	125,000	180,000	125,000	150,000
Utility Fund Capital	558,275	522,000	315,000	160,000	155,000	53,000
Golf Fund Capital	789,312	547,000	407,500	370,000	355,000	180,000
<b>Total Capital</b>	<b>\$ 1,667,717</b>	<b>\$ 1,206,500</b>	<b>\$ 847,500</b>	<b>\$ 710,000</b>	<b>\$ 635,000</b>	<b>\$ 383,000</b>
Excess(Deficit) over CAP Allowance	137,906	60,000	329,000	466,500	541,500	793,500
<b>Ending Reserve Balance</b>	<b>\$ 8,186,185</b>	<b>\$ 8,246,185</b>	<b>\$ 8,575,185</b>	<b>\$ 9,041,685</b>	<b>\$ 9,583,185</b>	<b>\$ 10,376,685</b>

### Debt

As a result of the District's ability to maintain sufficient reserve balances, it has been able to pay for major capital expenditures from operating revenues and reserves allowing it not to incur any debt related to capital improvement projects.

The idea of strategic debt utilization for the major capital projects which have been removed from the 5-year capital plan continues to be a possible alternative and a discussion item for the Board of Supervisors. In hindsight, the District has always taken a conservative approach and avoided the use of long-term debt financing by all means possible.

## **What is Government Fund Accounting & Budgeting?**

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The District, like other State and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The District has three fund categories: Governmental, Enterprise, and Capital Improvement.

### **Governmental Funds**

**General Fund** – The General Fund is the principal fund of the District and is used to account for resources traditionally associated with government, which are not required to be accounted for in another fund. This fund includes eight departments that provide operation critical services to the residents, such as administration, security, recreation, and road/drainage maintenance.

### **Revenues and Other Sources**

General Fund activities are funded primarily by District Non-Ad Valorem Assessments, licenses and permits fees, and charges for services which include recreational amenity fees and interest earnings. General Fund budgeted revenues totaled \$4,127,500, which is a \$162,500 or 3.8% decrease from last year's total of \$4,290,000.

As a governmental entity, property taxes and assessments comprise the largest operating revenue source for General Fund operations. The FY20 assessment revenues are projected to total \$3.25 million which is a \$125,000 less than the allocated budget of \$3.325 million. The FY20 assessment billings utilized for the second consecutive year the reduced assessment rates structure proposed by GAI consultants and Board of Supervisors with no adjustments. After eight straight years of no increases or structure changes in assessment rates, the FY19 were expected to increase collection ratios by decreasing certain land categories. The primary changes included reductions to the vacant land categories, as well as, elimination of all acreage properties. While collection rates have not increased yet, this is still the forecasted outcome as more land sales and development occurs. Management reduced the FY21 budget to \$3,325,000 due to forecasted collections of delinquent accounts and County issued land sales now being on the rolls.

Typically, prior year reserves are included to balance the budget although not the case for FY21. This year there were no necessary prior year's fund balance/reserves needed to balance the budget in comparison to FY2020 budgeted reserve requirement total of \$315,000. In contrast, the FY21 budget provides a surplus of \$100,000 which has been allocated for savings for Capital Projects.

## BUDGET OVERVIEW (CONTINUED)

### Expenditures & Capital Outlay

The **Administration department** is responsible for implementing the mission of the District, which is to be a self-governing community providing governmental services, public safety and recreational facilities for all residents. Additional responsibilities include establishing standard operating procedures and innovative approaches that continuously improve departmental management and employee supported services through the District, operations in the general government, the water and sewer utility fund as well as oversight of the management team for the golf and restaurant operation.

The budget remained fairly consistent with budgeted expenses totaling \$451,950. Operational expenses decreased by roughly 17% or \$91,935 largely in relation to the elimination of a forecasted management position. A large portion of legal foreclosure expense was reduced in FY21 due to new collection procedures being implemented. Also included is one capital expenditures totaling \$7,500 to an upgrade to the District's computer servers.

The **Community Services department** prepares and provides all aspects of community promotions and public relation materials. Marketing campaigns, social media content and community events are all functions organized and planned by this department.

This year's budget incurred a decrease of \$21,175 mostly due to a reduced Marketing & Advertising allocation. The marketing campaign includes a new landing webpage, potential billboard locations, and year-round targeted digital imprints. In consecutive years, there were no capital request by this department for FY21.

The **Recreation Services department** staffs and maintains all of the District amenities and buildings which include a multi-use community center with kitchen, stage and library, a fitness corner, lagoon pool with zero entry design, racquet club facility which includes pickleball and shuffleboard, and all public playgrounds.

The overall FY21 budget increased by 117% or \$51,500. Operationally the department increased staffing and services with the addition of 8 new shuffleboard courts and a part-time employee to help maintain the racquet club facility. There was no capital project request incorporated into the proposed budget. A recreational master plan is being developed in order to assess the communities needs and necessary funding requirements.

The **Finance department** has an overall mission to ensure accurate recording and reporting of the District financial activities and to ensure that District funds are expended in a manner that follows all Generally Accepted Accounting Principals (GAAP) and the Government Accounting Standards Board (GASB).

## BUDGET OVERVIEW (CONTINUED)

All collection and reporting functions including assessments, utility billing, payroll, accounts payable, bank reconciliations, and investment strategies are primary duties of this department.

The budgeted expenditures remained consistent with an overall decrease of \$4,150. There was no capital request by this department for FY21.

The **Code Enforcement and Security department** seeks to enhance neighborhoods and residents' health, security, safety and general welfare through an efficient and effective security and code enforcement program. It is responsible for the supervision and enforcement of the District's maintenance standards set by the Board of Supervisors. This includes the issuance of notices and citations as deemed necessary by a third-party Special Magistrate.

The year over year budgets remained consistent with an overall 5% increase or \$14,700. Additional labor funding was provided to ensure adequate coverage to provide 24/7 monitoring. The Security department did not request any appropriations for capital expenditures as they received a new vehicle in FY20. On average, the Security department travels 65,000 miles a year while servicing the residents on a 24/7 basis.

There were no changes in the **Building & Grounds department** which is responsible for the maintenance and upkeep of all District buildings and common areas. An overall budget decrease of \$3,050 was proposed. There were no capital projects proposed.

The **Roads & Drainage department** is the largest District department in terms of personnel and departmental budgets. The Roads department is responsible for the upkeep of all District roadways and drainage swales which includes mowing, edging, street sign replacement and filing in potholes.

This department experienced a 5% decrease from the prior year budget or \$65,903. There were no major changes to personnel or operational services. Road paving funding decreased by \$53,828 in comparison to the prior year based on the numerous projects completed and enhanced preventative maintenance being performed. Capital equipment was budgeted for a total of \$130,000 which includes a new tractor, skidsteer, and a mulching head attachment. This is an increase from the prior year's total capital expenditure in the amount of \$38,902.

There were no changes in the **Equipment & Vehicle Maintenance department** which is comprised of one lead mechanic who oversees the repairs and record keeping for all District equipment. There was no capital request by this department for FY20.

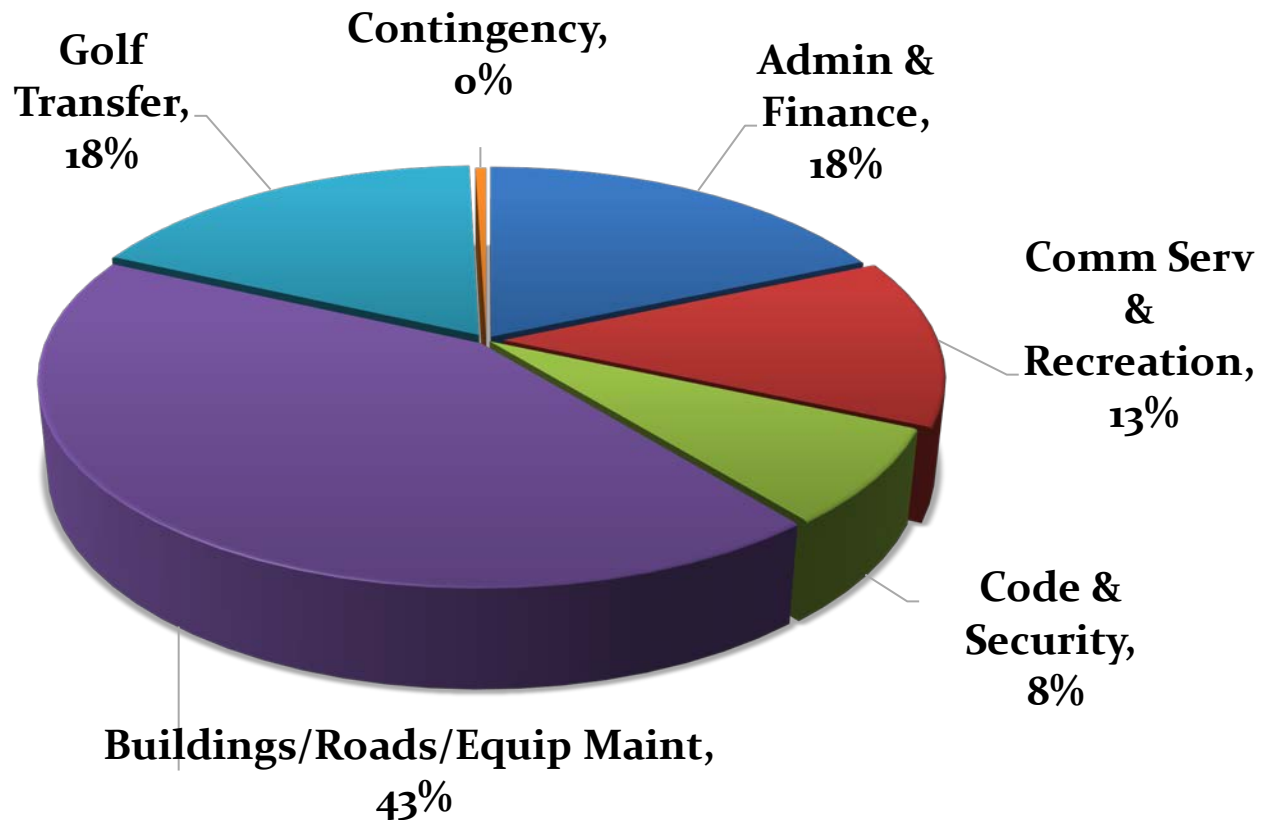
## BUDGET OVERVIEW (CONTINUED)

The **Reserve for Contingency** is set at \$19,350 which is a \$435 increase from the prior year budget. This continues to meet the District policy requirement of a contingency greater than .5% of the total expenditures, less charge backs, debt service, inter-fund transfers and capital expenditures.

**Transfer out to the Golf Fund** for operational deficit subsidy includes a reduced proposal at \$180,000 in contrast to last year which had a \$222,500 allocation.

**Golf Capital** expenditures are proposed by the Golf Fund but paid for by the District General Fund. The FY21 proposals total \$547,000 which is higher than the prior year total budget of \$438,460. Included in the proposals are new Aqua Tees for the Turtle Run Golf Course with an estimated cost of \$120,000, new lithium golf cart lease with a 3 year payment of \$140,000 and the continuation of the four year John Deere Equipment lease payment of \$172,000.

**Graph 2: General Fund Summary**



## BUDGET OVERVIEW (CONTINUED)

**Golf Fund** – The Golf Fund is the governmental fund with the largest overall budget and accounts for the golf operations of both courses and the Island View Restaurant. Operations continue to be managed by Billy Casper Golf, a contracted independent third-party management company. The overall objective continues to emphasize a commitment to quality service levels to the members, residents and guest of the community while elevating the course conditions.

### Revenues

The Golf Fund revenues are budgeted at \$4,542,000, which is a \$140,750 increase from the FY2020 budget. The cost of providing both golf and restaurant services are recovered primarily through user charges.

**Golf Operating** revenues make up for \$2,471,000 of the \$4,542,000. This is a \$41,000 projected budget increase over last year's budgeted revenues. Budgeted membership revenues increased by \$40,000 based on current year actuals along with consideration for increased rates. The current membership count is 352 memberships while the revenue projections include a total of 314 memberships for the upcoming year. A major goal for the club for FY20 was to increase membership numbers by offering a 50% off promotional discount to all 1<sup>st</sup> time members which turned out to be a successful venture.

**Restaurant** revenues account for \$1,344,000 which is a decrease of \$25,000 in comparison to the prior year budget due to the conservative forecast as a result of the impacts from COVID. A new kitchen, increased menu and larger dining room space are major influences in terms of attracting a broader clientele. First class service and affordable quality food are the main values residents can count on when visiting the Island View Restaurant.

The remaining \$727,000 is funded by the General Fund by means of the annual subsidy and golf capital allowance. The annual General Fund subsidy has been budgeted at \$180,000 to offset the operational deficit. The Golf Capital allowance from the General fund for FY21 totals \$547,000.

### Expenditures & Capital Outlay

Total Operating Expenses for both Golf and Restaurant amount to \$3,995,000 with the exclusion of capital expenditures which include the equipment and golf cart leases. This is an overall \$26,250 decrease in contrast to the prior year budget. **Golf Operational** expenses increased by \$6,630 for a total amount of \$2,378,460 while **Restaurant Operational** expenses decreased by \$32,880 for a total amount of \$1,616,540.



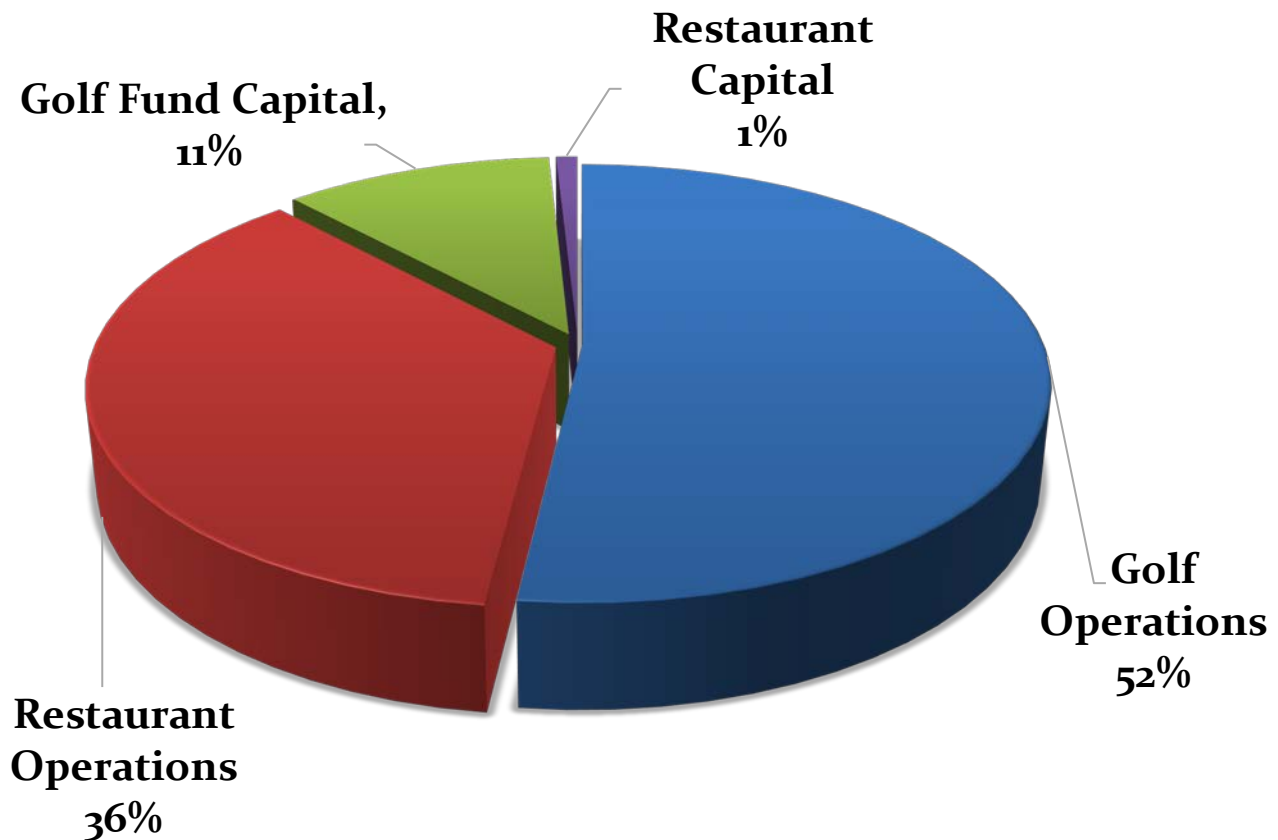
## BUDGET OVERVIEW (CONTINUED)

While the major fluctuations are a result of forecasting a fully operational restaurant with no COVID restrictions again, additional emphasis was reflected on the following main factors:

- ❖ Emphasis on member satisfaction with increases in spending and member focused events
- ❖ Increased Food & Beverage Labor to enhance customer experience
- ❖ Additional golf course improvements including the proposed Aqua Tee project

**Golf Capital outlay** amounted to a total of \$547,000 this year in contrast to the \$380,000 included in the FY20 originally adopted budget. Of the \$547,000; \$507,000 is attributed to Golf Operations and \$40,000 to Restaurant Operations. Included in this amount is the addition of a full Aqua Tee project for Turtle Run for \$120,000 of the total projected capital outlay. Also included is the Golf Course Equipment which is a four-year lease agreement in the amount of \$172,000 and a new Lithium Golf Cart Fleet lease in the amount of \$140,000. Other smaller projects include the relocation of the short game practice area, banquet room furniture, and golf course improvements such as cart path and bulkhead repairs.

**Graph 3: Golf Fund Summary**



## **Proprietary Fund**

**Utility Fund** – The Utility Fund is the only proprietary fund, which falls under the enterprise fund subcategory. An enterprise fund is used to report the same functions presented as business-type activities in the government-wide financial statements. The District uses an enterprise fund to account for the operations of the water and sewer utility services within the District.

### **Revenues**

Overall utility revenues from the sale of water and sewer services are expected to increase 2% in comparison to the FY20 budget. There were no proposed utility rate increases by the Board of Supervisors for the FY21 budget as a balanced budget was able to be accomplished with current rates.

The overall revenues are budget at \$2,670,150 which is an 2% increase or \$56,650 in contrast to the FY20 budget. Increased construction trends continue to provide additional funding by means of impact and connection service fees.

Lastly, there was zero **prior year reserve funding** necessary to balance the budget for FY21.

### **Expenses and Capital Outlay**

The **Customer Service department** oversees the processing and collection of the monthly utility billing which includes work order processing for all necessary repairs or troubleshooting. Additionally, they also handle all payment processing related to the annual assessment billings and special events.

This department has a decrease of 2% or \$5,800 in total expenses when compared to last year's budget. The majority of the impact is a result of employee wage and benefit savings due to a large plan renewal proposal. There was no capital request by this department for FY21.

The **Utility Operations department** provides safe drinking water for the entire Sun 'n Lake community and maintains this critical asset to the strictest standards set by the State of Florida Department of Environment Protection in compliance with the Department of Health. In addition, the division maintains governmental standards for reporting water and waste water laboratory data, ensures compliance with new permitting procedures, and maintains current testing procedures and proper licensing. Maintenance of the water and wastewater systems are in accordance with state policies by using up to date technology and equipment to protect the groundwater source that the community survives upon.

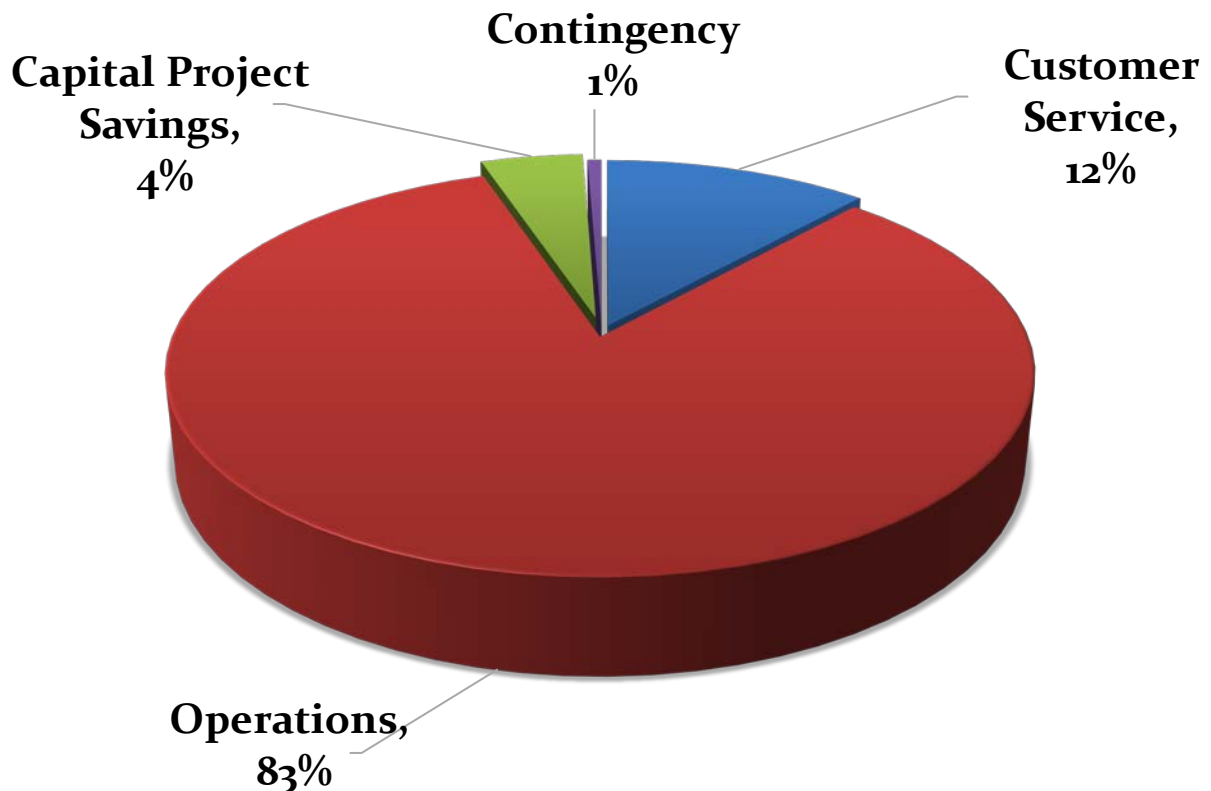
## BUDGET OVERVIEW (CONTINUED)

This year's total expense budget increased approximately 6% or \$75,555 from the prior year's budget. There were no major staffing or operational changes. Additional funding was allocated for repairs & maintenance and meter replacements due to the increased demand in new construction.

**Capital Outlay** for the current year included a total budget amount of \$392,000 in comparison to FY20's budgeted total of \$658,147. Included in this amount is the liftstation electrical rehabilitation project for various locations in the amount of \$75,000, new high service pumps for the water plant in the amount of \$75,000, an automated interconnect valve in the amount of \$45,000, Equipment in the amount of \$72,000, and Phase 1 of the gravity sewer line Infiltration Study in the amount of \$125,000.

Under the **Reserves & Contingency**; \$470,000 was allocated as a Transfer Out to the General Fund and the remaining \$100,000 was set aside for savings in the Capital Improvement Fund. A small reserve for unforeseen contingencies balances the budget in the amount of \$13,625.

**Graph 4: Utility Fund Summary**





## BUDGET POLICIES

The financial policies of Sun 'n Lake of Sebring Improvement District set forth the basic framework for the overall fiscal management of the District. The Board is responsible for ensuring prudent fiscal management of the District. The budget will provide adequate funding for operations/maintenance and replacement of capital items. (Policy D-1001)

- ❖ As a local government within the State of Florida, Sun 'n Lake adopts its budget pursuant to Chapter 200, Florida Statutes, which mandates adoption of a balanced budget, that is sources of funds must equal uses of funds. District policy states that all current expenditures will be paid with current revenues and the District will avoid budgetary procedures that balance expenditures at the expense of meeting future years' expense. (Policy D-1002)
- ❖ The Finance Director, on behalf of the District Manager, is responsible for preparation of the annual budget. The Board shall hold public hearings, with required advertisements per Florida Law, on the proposed budget prior to final action. The annual maintenance assessment rates shall be established at the time of the budget adoption. (Policy D-1003)
- ❖ The annual budget is adopted by the Board of Supervisors after extensive review and evaluation of budget proposals from the various District departments to determine the funding level necessary to provide municipal services. Final adoption must be enacted by a majority vote on a formal resolution. (Policy D-1004)
- ❖ The operating budgets are adopted annually at the fund level on a modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues and other financial resources are recognized when they become available to finance expenditures of the current period. Available means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred with certain exceptions. The modified accrual basis is also used for the audited financial statements with the exception of the Utility Fund, which utilizes full accrual accounting.
- ❖ Budgetary control through the fiscal year is maintained through monitoring encumbrances of estimated purchase amounts. Encumbrances for goods or services not received by year-end lapse and must be re-budgeted in the following year. Any increase, decrease, or transfer greater than \$25,000 between funds within the annual budget must be approved by a budget amendment through formal resolution.

# BUDGET CALENDAR

## 2020

January							February							March						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4							1	1	2	3	4	5	6	7
5	6	7	8	9	10	11	2	3	4	5	6	7	8	8	9	10	11	12	13	14
12	13	14	15	16	17	18	9	10	11	12	13	14	15	15	16	17	18	19	20	21
19	20	21	22	23	24	25	16	17	18	19	20	21	22	22	23	24	25	26	27	28
26	27	28	29	30	31		23	24	25	26	27	28	29	29	30	31				
April							May							June						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4						1	2		1	2	3	4	5	6
5	6	7	8	9	10	11	3	4	5	6	7	8	9	7	8	9	10	11	12	13
12	13	14	15	16	17	18	10	11	12	13	14	15	16	14	15	16	17	18	19	20
19	20	21	22	23	24	25	17	18	19	20	21	22	23	21	22	23	24	25	26	27
26	27	28	29	30			24	25	26	27	28	29	30	28	29	30				
July							August							September						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4							1		1	2	3	4	5	
5	6	7	8	9	10	11	2	3	4	5	6	7	8	6	7	8	9	10	11	12
12	13	14	15	16	17	18	9	10	11	12	13	14	15	13	14	15	16	17	18	19
19	20	21	22	23	24	25	16	17	18	19	20	21	22	20	21	22	23	24	25	26
26	27	28	29	30	31		23	24	25	26	27	28	29	27	28	29	30			
							30	31												

DATE	BUDGET PHASE
<b>March 3, 2020</b>	<b>Budget Kick-Off</b> This is the annual date where the Finance Director notifies all Department Heads and Supervisors that it's time to start preparing and planning their budgets for the upcoming fiscal year.
<b>April 13, 2020</b>	<b>Operating Budget Requests Due to General Manager</b> Each Supervisor and Department Head will submit their preliminary budgets to the Finance Director and General Manager for initial review. Finance Director will then notate new initiatives and compile all of the departments into the master document.
<b>April 13-17, 2020</b>	<b>General Manager Meeting with Departments</b> After reviewing each proposal, the General Manager will meet individually with each department to discuss the goals and objectives for the upcoming year to ensure that the budget reflects them accordingly. Any internal amendments will be made during this process.
<b>April 24, 2020</b>	<b>1st Workshop - 5 Year Capital</b> The first workshop is a comprehensive review of the needs and prioritization of major capital expenditures over the next 5 years for all funds and departments. Items considered include Infrastructure, Equipment, and Amenity Upgrades.
<b>May 8, 2020</b>	<b>1st Workshop - Golf Fund Only</b> The Golf Fund is typically presented during the first workshop on a standalone basis. The Golf Fund is generally the most time consuming as it involves the discussion of membership and public rates, revenue forecast, and expected objectives for the management company who oversees operations.
<b>May 22, 2020</b>	<b>1st Workshop - General &amp; Utility Funds</b> The General & Utility Funds are presented together to finalize the 1st workshops. During this meeting, the full budget surplus or deficit is presented, assessment and utility rates are discussed, and all capital proposals are presented.
<b>June 5, 2020</b>	<b>2nd Workshop - 5 Year Capital</b> The second capital workshop is tailored to balancing the budget allowances based on the 1st workshop budget proposals with all of the capital needs identified in the 1st workshop. The Board at this point will have a good basis on whether reserves will be required.
<b>June 26, 2020</b>	<b>2nd Workshop - All Funds</b> The second workshop includes all revisions by Board consensus during the first workshops.
<b>July 24, 2020</b>	<b>3rd Workshop - All Funds</b> This workshop includes any revisions from the second workshop from the residents on the rates being approved.
<b>August 28, 2020</b>	<b>4th Workshop - All Funds</b> <b>Public Hearing/Adoption - Recreation and Golf Rates</b> This workshop includes any revisions from the third workshop. Public Hearings are required in order to adopt governmental fees per Florida Statutes. The intent is for the Board of Supervisors to get feedback from the residents on the rates being approved. A public hearing is in order to adopt the District Recreation and Golf Rates.
<b>September 11, 2020</b>	<b>Public Hearing - Tentative Budget Adoption</b> The tentative adoption is the final workshop to discuss and make changes by the Board before final approval is obtained.
<b>September 25, 2020</b>	<b>Public Hearing - Final Budget Adoption</b> Per Florida Statute, the final budget for the upcoming fiscal year must be approved prior to September 30th. Typically there are no changes at this stage in the process.





## SIGNIFICANT FINANCIAL POLICIES

### ACCOUNTING SYSTEM (D-1005)

The District uses a system of accounts as established by Florida Law.

### INTERIM FINANCIAL REPORTING (D-1006)

The Board of Supervisors will be provided monthly budget reports comparing actual versus budgeted revenue and expense activity. The District shall establish and maintain accounts according to standard accounting practices.

### ANNUAL AUDIT (D-1007)

The accounting system and financial practices of the District shall be audited by an independent CPA as required by Florida Law.

### PLANNING AND CAPITAL IMPROVEMENT POLICY (D-1009)

The District will develop a Five Year plan for capital improvements and update it annually. The District will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with the new capital improvements will be projected and include in operating budget forecasts.

### PURCHASING THRESHOLDS (D-1010, 2-1, D&E)

Purchases \$25,000 or more require Board approval unless specifically exempt herein. An item that has been approved during the budgeting process does not qualify for this exemption and still needs to be brought to the Board for purchasing approval. Purchases **estimated to cost in excess of \$25,000** must go through the competitive bid process or Request for Proposal (RFP) unless specifically exempted herein and approved by the Board of Supervisors.

### FINANCIAL RESERVE POLICY (D-1016)

On an annual basis, after the year-end audit has been completed, the staff shall produce a schedule of all fund surpluses and deficits, with projections of reserve requirements and a plan for the use of an excess surplus for the current year.

### WORKING CAPITAL (D-1017)

The General Fund unappropriated fund balance will be maintained in an amount greater than or equal to seventeen percent (17%) of the annual General Fund Budget. This amount approximates 50 days of working capital. The District shall include in the General Fund operating budget annually a contingency account equal to .5% of the General Fund total expenditures, less charge backs, debt service, inter-fund transfers and capital expenditures. This contingency will expire at the end of each fiscal year and balances will not be brought forward.

## RESOLUTION 2020-09/25-29

### RESOLUTION NO. 2020-09/25-29

**A RESOLUTION OF THE SUN 'N LAKE OF SEBRING IMPROVEMENT DISTRICT TO ESTABLISH AND ADOPT THE FINAL BUDGET FOR THE 2020-2021 FISCAL YEAR BASED ON THE ESTIMATE OF REVENUES AND EXPENDITURES FOR THE DISTRICT'S GENERAL, UTILITY, GOLF AND CAPITAL PROJECT FUNDS; CONFIRMING THE ANNUAL OPERATION & MAINTENANCE ASSESSMENT RATES; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE**

**WHEREAS**, the Sun 'n Lake of Sebring Improvement District (hereinafter "District") was created by Ordinance Number 74-4, Highlands County, Florida, as codified at Section 9-81, et seq., Code of Ordinances, Highlands County, Florida, as amended from time to time (hereinafter "Enabling Act"); and

**WHEREAS**, pursuant to Section 9-99 of the Enabling Act, the District has full authority for the establishment of District projects and finances, and the Board of Supervisors has exclusive jurisdiction and control over all the projects of the District and of the budget and finances of the District; and

**WHEREAS**, the 2020-2021 fiscal year Operating Budget based on the requirement for expenditures and other uses of all District Operating Funds, as well as the estimate of the revenues and other sources of income, has been prepared by the General Manager of the Sun 'n Lake of Sebring Improvement District and submitted to the Board of Supervisors; and

**WHEREAS**, the Board of Supervisors initially discussed the proposed annual budget for the 2020-2021 fiscal year at the September 25, 2020 regularly scheduled meeting of the Board of Supervisors, with additional discussions being held at the regularly scheduled meetings of the Board of Supervisors on May 8, 2020, May 22, 2020, June 5, 2020, June 26, 2020; and advertised public hearing workshops were held on July 24, 2020 and August 28, 2020; and

**WHEREAS**, a duly noticed public hearing on the tentative budget was held at the September 11, 2020 meeting of the Board of Supervisors; and

**WHEREAS**, the Board of Supervisors received and reviewed recommendations and comments by the public in the development of the 2020-2021 tentative budget; and

**WHEREAS**, any typographical corrections from the proposed tentative budget document were printed in the adopted tentative budget; and

**WHEREAS**, resolution 2020-09/11-26 approving the tentative budget was adopted by the Board of Supervisors following the public hearing; and

**WHEREAS**, the operation and maintenance assessments for the 2020-2021 fiscal year were adopted pursuant to Resolution 2018-08/23-28 and require no revisions based on the final budget; and

**WHEREAS**, the Board of Supervisors has reviewed the final budget attached hereto as Exhibit A and determined that it is in the best interests of the District to adopt the final budget.

**NOW THEREFORE BE IT RESOLVED** by the Board of Supervisors of the Sun 'n Lake of Sebring Improvement District as follows:

1. That the "WHEREAS" clauses above are true and correct and incorporated herein by reference.

2. That the Final 2020-2021 Fiscal Year Budgets for the General Fund, Utility Fund, Golf and Capital Project Funds of the Sun 'n Lake of Sebring Improvement District for the fiscal year beginning October 1, 2020 and ending September 30, 2021, as set forth in detail in Exhibit A attached hereto, and by this reference made a part hereof, be and the same is hereby approved, adopted and accepted as the District Final Budget for the 2020-2021 fiscal year.

3. That the sums as set forth in the attached Exhibit A will be appropriated out of the total Operating Budget to the District operating funds, departments and divisions, for the 2020-2021 fiscal year.

4. That District personnel are directed to post the final adopted budget on the District's official website within thirty (30) days as required by §189.016(4), Florida Statutes.

5. That the proposed operation and maintenance assessments adopted per Resolution 2018-08/23-28 at the 8/23/19 Board meeting and attached hereto as Exhibit B are hereby reaffirmed.

**[SIGNATURES ON FOLLOWING PAGE]**



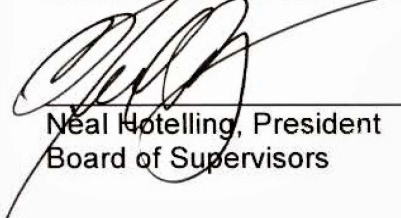
6. That all resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of such conflict.

7. That if any clause, section, other part or application of this resolution is held by any court of competent jurisdiction to be unconstitutional or invalid, in part or application, it shall not affect the validity of the remaining portions or applications of this resolution.

8. That this resolution shall become effective immediately upon its passage and adoption.

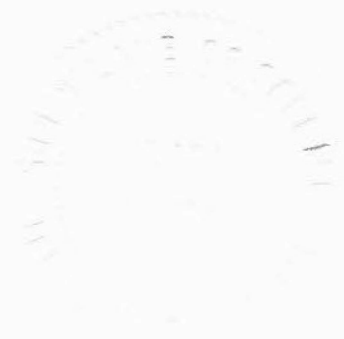
**APPROVED AND ADOPTED** by the Board of Supervisors of the Sun 'n Lake of Sebring Improvement District of Highlands County, Florida, this 25<sup>TH</sup> day of September, 2020.

**SUN 'N LAKE OF SEBRING  
IMPROVEMENT DISTRICT**

  
\_\_\_\_\_  
Neal Hotelling, President  
Board of Supervisors

Attest:   
Christian Hardman, Board Secretary

( S E A L )



**[This page is intentionally left blank.]**



## 2020-2021 DISTRICT ASSESSMENT RATES

Property Type	Description	Rate
Lots		
	Unimproved lot	\$140.00
	Lot with road/drainage	\$350.00
*Acreage will be assessed on a 3.5 lot equivalent fact		
Residential Properties		
	Single family	\$700.00
	Condominium	\$700.00
	Multi-family <10 units	\$700.00
	Time share	\$700.00
	Miscellaneous	\$700.00
Additional for Lots on the Golf Course		\$70.00
Commercial Properties		
	Retirement Home (per room)	\$385.00
	Stores, 1 story	\$686.00
	Community shopping	\$917.00
	Office building, one story	\$791.00
	Multi-story, non-professional	\$791.00
	Professional building	\$1,281.00
	Financial institution	\$707.00
	Vehicle sales/service /rent	\$735.00
	Park lots, mobile home lots	\$518.00
	Golf courses	\$518.00
	Hotel (Per Room)	\$385.00
	Mixed Use (Per Unit)	\$385.00
	Light manufacturing	\$686.00
	*Churches	\$651.00
	Utilities	\$308.00
	Warehousing/distribution	\$903.00
	Industrial storage	\$518.00
	Private School	\$581.00
	Private Hospitals:	\$385.00
Tanglewood Special Purpose User Rate		\$818.00

\*Churches assessed at 25% of the approved rate.



## 2020-2021 GOLF RATES

<b>Golf Membership</b>	
Super Senior Over 90 Single	\$ 998.52
Single Over 85 Years Old	\$ 2,329.88
Family Over 85 Years Old	\$ 3,209.52
Single Over 80 Years Old	\$ 2,662.72
Family Over 80 Years Old	\$ 3,613.69
Single Over 50 Years Old	\$ 3,328.40
Family Over 50 Years Old	\$ 4,754.85
Single Executive Age 50 and Under	\$ 1,830.62
Family Executive Age 50 and Under	\$ 2,615.17
Junior Executive 18 Years to 25 Years Old	\$ 824.99
Youth Membership Under 18 Years Old	\$ 329.99
3-Month Single Seasonal (Oct 1st - May 30th) *	\$ 1,997.04
5-Month Single Seasonal (Oct 1st - May 30th) *	\$ 2,496.30
Summer Single (May 1st - Sept 30th) *	\$ 824.99
Cart Storage	\$ 500.00
Resident Card (Sun 'n Lake Residents Only)	\$ 10.00

<b>Driving Range</b>	
Unlimited Use (Members Only)	\$ 175.00
Large Range Bucket	\$ 12.00
Medium Range Bucket	\$ 9.00
Small Range Bucket	\$ 6.00
<b>Bucket Card</b>	Buy \$100 and We Load \$125 (\$25 Savings)
<b>Discounts</b>	Buy \$175 and We Load \$225 (\$50 Savings)
	Buy \$250 and We Load \$325 (\$75 Savings)

Member Trail Fees		
	Single	Family
Non-Cart Owner	\$400	\$500
*Non-Cart Trail Fee Included In These Memberships		
Cart Owner	Fee Built Into Membership	

**2020-2021**  
**GOLF RATES (CONTINUED)**

<b>Hotel Stay</b>				
	<b>Nov.</b>	<b>Dec. - Apr.</b>	<b>May - Sep.</b>	<b>Oct.</b>
<b>18 Holes</b>	\$ 40	\$ 49	\$ 29	\$ 35
<b>Replay</b>	\$ 27	\$ 32	\$ 20	\$ 24

<b>Resident/Member Guest</b>				
	<b>Nov.</b>	<b>Dec. - Apr.</b>	<b>May - Sep.</b>	<b>Oct.</b>
<b>18 Holes</b>	\$ 39	\$ 45	\$ 26	\$ 32
<b>9 Holes</b>	\$ 24	\$ 29	\$ 17	\$ 20
<b>Replay</b>	\$ 22	\$ 28	\$ 18	\$ 20

<b>Off Street</b>				
	<b>Nov.</b>	<b>Dec. - Apr.</b>	<b>May - Sep.</b>	<b>Oct.</b>
<b>18 Holes</b>	\$ 50	\$ 62	\$ 35	\$ 40
<b>9 Holes</b>	\$ 30	\$ 39	\$ 19	\$ 25
<b>Replay</b>	\$ 28	\$ 33	\$ 22	\$ 25

<b>USGA Handicap Service</b>	\$ 32
------------------------------	-------

<b>Banquet Rates</b>	
Banquet Facility (Sun N Lake Resident)	\$ 500.00
Banquet Facility (Non-Resident)	\$ 600.00
Main Dining Room (Sun N Lake Resident)	\$ 1,000.00
Main Dining Room (Non-Resident)	\$ 1,500.00
Entire Facility (Sun N Lake Resident)	\$ 2,000.00
Entire Facility (Non-Resident)	\$ 2,500.00

## 2020-2021 RECREATION RATES

M E M B E R S H I P S	All Inclusive Membership (Pool, Fitness Corner and Racquet Club)			
	Resident Only: Annual Individual Membership			\$275
	Resident Only: Annual Family Membership			\$375
	Pool Facility			
	Resident Rates		Non-Resident Rates	
	Annual Membership Individual	\$125	Annual Membership Individual	N/A
	Annual Membership Family	\$225	Annual Membership Family	N/A
	Daily: Age 2 & Under	Free	Daily: Age 2 & Under	Free
	Daily: Age 3 & Older	\$5	Daily: Age 3 & Older	\$15
	Pool Cabana Rental: \$5 Per Hour (Max of 2 Hours on Busy Days)			
	Racquet Club			
	Resident Rates		Non-Resident Rates	
	Annual Membership Individual	\$125	Annual Membership Individual	\$175
	Annual Membership Family	\$175	Annual Membership Family	\$425
	Fitness Corner		Resident: Annual Individual Membership	\$125

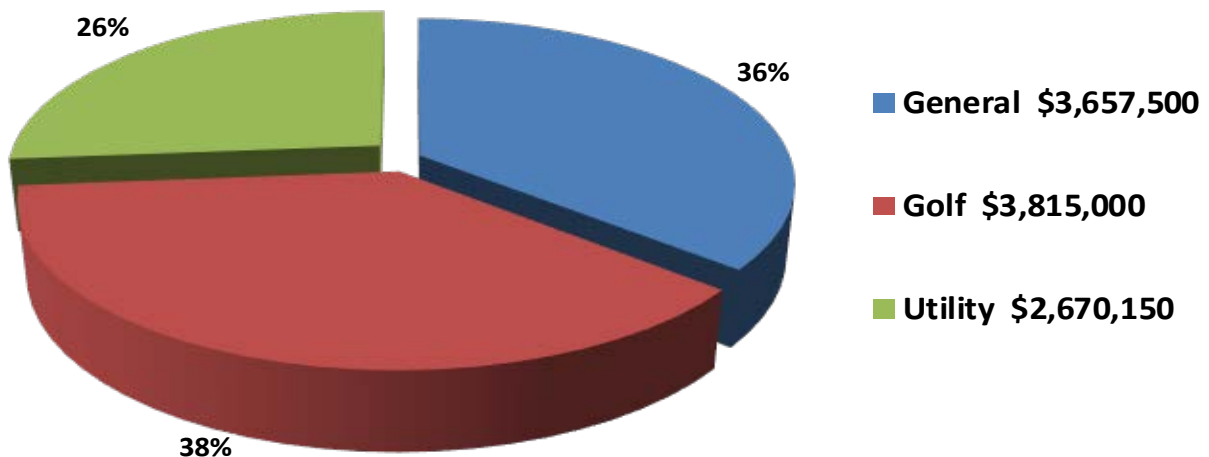
R E N T A L S	Community Center Rental			
	Resident Rates		Non-Resident Rates	
	Rental Rate	\$400	Rental Rate	\$950
	Deposit	\$300	Deposit	\$300
	Pavilion Rental			
	Resident Rates		Non-Resident Rates	
	Rental Rate	\$35	Rental Rate	\$200
	Deposit	\$100	Deposit	\$250

## BUDGET SUMMARY - ALL FUNDS

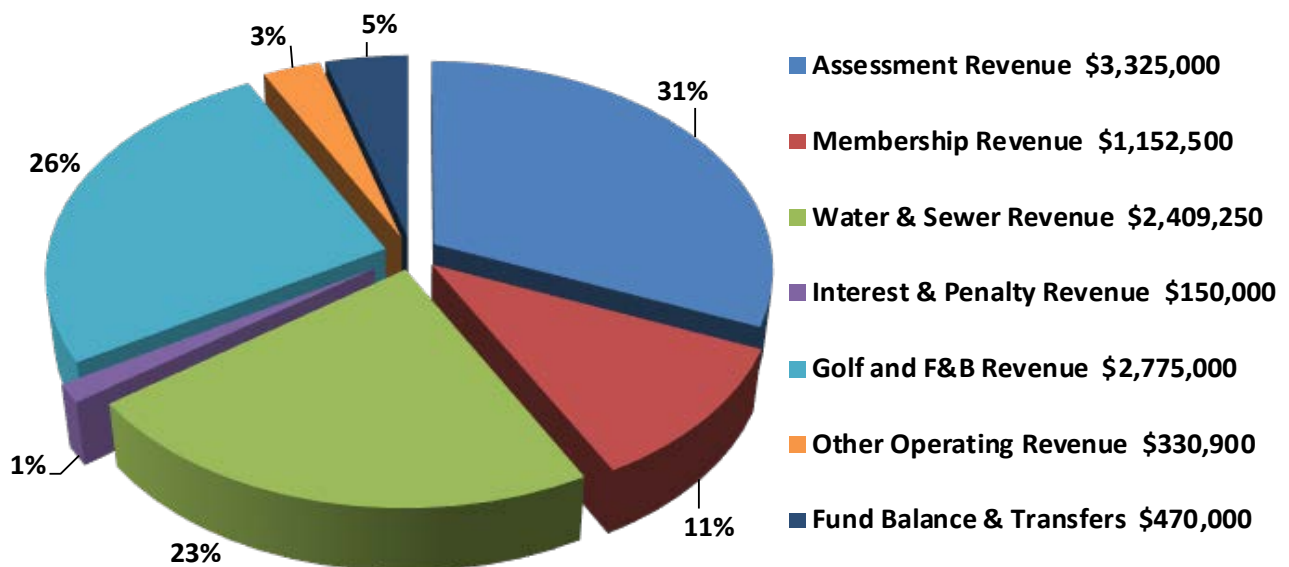
	General Fund	Utility Fund	Golf Fund	Totals
<b>REVENUES AND OTHER SOURCES</b>				
Assessments	\$ 3,325,000	\$ -	\$ -	\$ 3,325,000
Penalty on Assessments	45,000	-	-	45,000
Charges for Billing Services	14,000	-	-	14,000
Pool and Fitness Memberships	112,500	-	-	112,500
Investment Earnings	50,000	-	-	50,000
Miscellaneous General Revenues	111,000	-	-	111,000
Charges for Water and Sewer Services	-	2,409,250	-	2,409,250
Other Income	-	205,900	-	205,900
Investment Earnings	-	55,000	-	55,000
Golf Memberships and Course Fees	-	-	2,471,000	2,471,000
Food and Beverage	-	-	1,344,000	1,344,000
Funding from Reserves	-	-	-	-
Transfers	470,000	-	727,000	1,197,000
<b>Total Revenue and Other Sources</b>	<b>\$ 4,127,500</b>	<b>\$ 2,670,150</b>	<b>\$ 4,542,000</b>	<b>\$ 11,339,650</b>
<b>EXPENDITURES BY COST CENTER</b>				
Administration	\$ 451,950	\$ -	\$ -	\$ 451,950
Community Services	198,625	-	-	198,625
Recreation	346,575	-	-	346,575
Finance	301,550	-	-	301,550
Code Enforcement	99,400	-	-	99,400
Security	209,725	-	-	209,725
Buildings and Grounds	302,000	-	-	302,000
Roads and Drainage	1,256,125	-	-	1,256,125
Equipment & Vehicle Maintenance	77,700	-	-	77,700
Customer Service	-	257,400	-	257,400
Utility Operations	-	1,437,125	-	1,437,125
Contingency	19,350	13,625	-	32,975
CIP Savings	-	100,000	-	100,000
Golf Operations	-	-	2,378,460	2,378,460
Restaurant Operations	-	-	1,616,540	1,616,540
Capital Outlay	137,500	392,000	547,000	1,076,500
Transfers	727,000	470,000	-	1,197,000
<b>Total Expenditures by Cost Center</b>	<b>\$ 4,127,500</b>	<b>\$ 2,670,150</b>	<b>\$ 4,542,000</b>	<b>\$ 11,339,650</b>

## BUDGET SUMMARY - ALL FUNDS

### Total Revenues by Fund

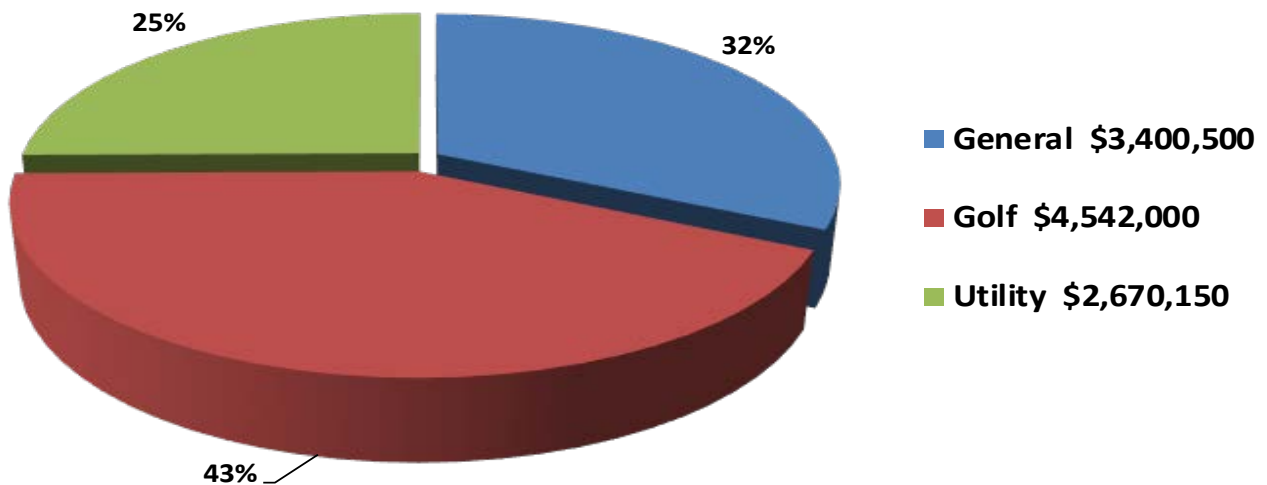


### Revenues by Category

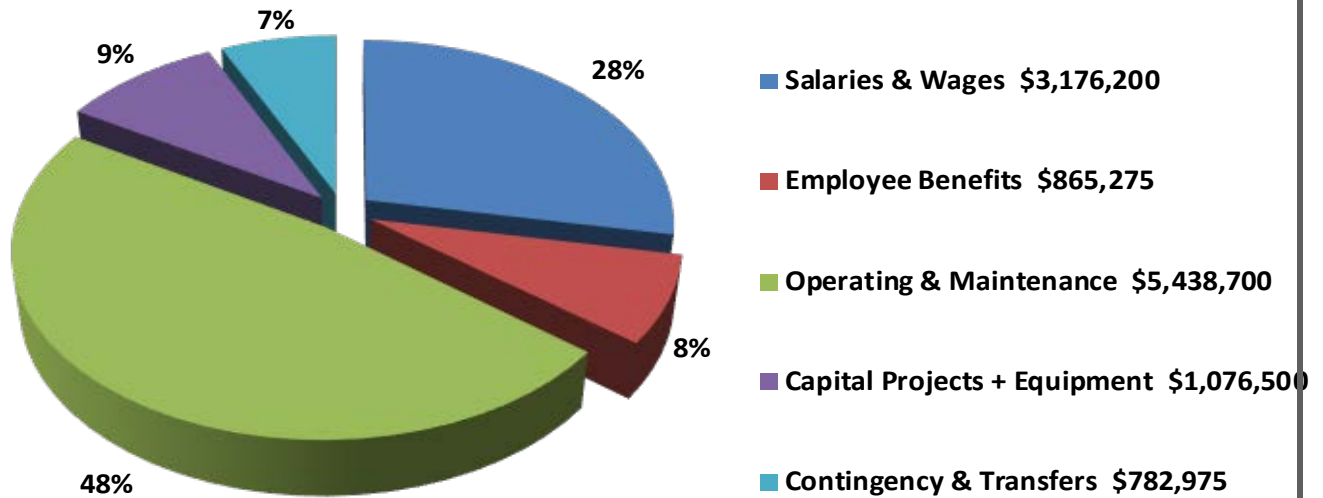


## BUDGET SUMMARY - ALL FUNDS

### Total Expenditures by Fund



### Total Expenditures by Category

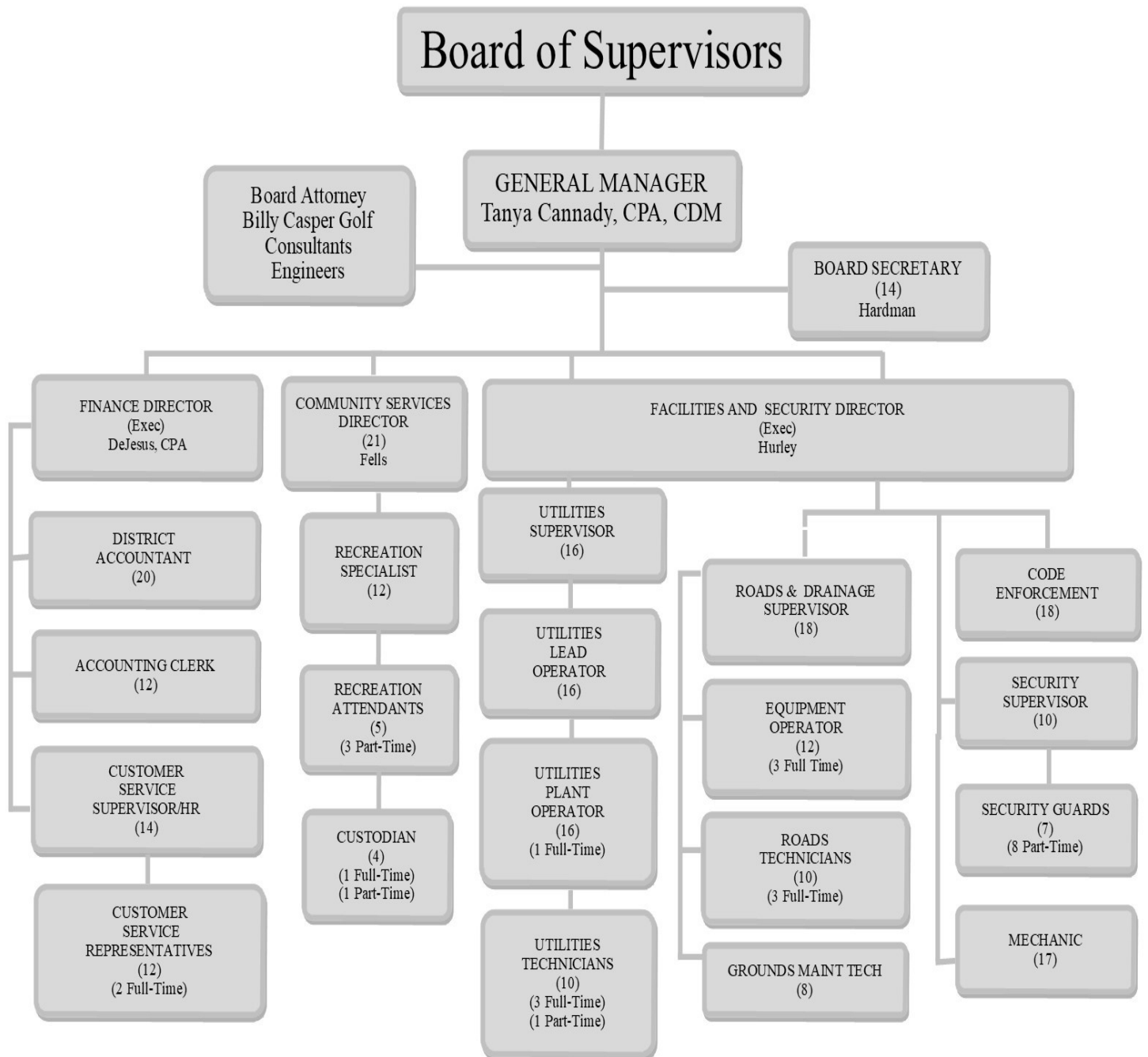


## FULL AND PART-TIME BUDGETED POSITIONS FOR GENERAL AND UTILITY FUNDS

Position Title	FY 21 General Fund		FY 21 Utility Fund		FY 21	FY 20	FY 19
	Full Time	Part Time	Full Time	Part Time	Total	Total	Total
<b>Administration</b>							
General Manager	0.5		0.5		1.0	1.0	1.0
Project Manager					-	1.0	-
Board Secretary	1.0				1.0	1.0	1.0
<b>Community Services</b>							
Community Services Director	1.0				1.0	1.0	1.0
<b>Recreation Services</b>							
Recreation Specialist	1.0				1.0	1.0	1.0
Recreation Custodian		1.0			1.0	-	-
Recreation Attendants		3.0			3.0	3.0	5.0
<b>Finance/UTS Customer Service</b>							
Finance Director	0.8		0.2		1.0	1.0	1.0
District Accountant	0.8		0.2		1.0	1.0	1.0
Accounting Clerk	0.8		0.2		1.0	1.0	1.0
Customer Service Supervisor/HR	0.2		0.8		1.0	1.0	1.0
Customer Service Representative	0.2		0.8		1.0	1.0	1.0
Customer Service Representative	0.2		0.8		1.0	1.0	1.0
<b>Code Enforcement</b>							
Code Enforcement Officer	1.0				1.0	1.0	1.0
<b>Public Safety - Security</b>							
Facilities & Security Director	0.75		0.25		1.0	1.0	1.0
Security Supervisor	1.0				1.0	1.0	1.0
Security Guards		8.0			8.0	8.0	8.0
<b>Buildings/Grounds</b>							
Custodian	1.0				1.0	1.0	1.0
Grounds/Building Maintenance	1.0				1.0	1.0	1.0
<b>Roads &amp; Drainage</b>							
Roads Supervisor	1.0				1.0	1.0	1.0
Equipment Operators	3.0				3.0	3.0	3.0
Road Technicians	3.0				3.0	3.0	3.0
<b>Equipment &amp; Vehicle Maintenance</b>							
Mechanic	1.0				1.0	1.0	1.0
<b>Utilities Operations</b>							
Operations & Plant Supervisor			1.0		1.0	1.0	1.0
Lead Operator			1.0		1.0	1.0	1.0
Utilities Plant Operator			1.0		1.0	2.0	1.0
Utilities Techs			3.0	1.0	4.0	2.0	4.0
<b>Total</b>					<b>42.0</b>	<b>41.0</b>	<b>43.0</b>

Of the 42 total positions, 29 are full-time and 13 are part-time.

# ORGANIZATIONAL CHART



(#) Indicates Pay Grade





## General Fund

Administration

Community Services

Recreation

Finance

Code Enforcement

Public Safety - Security

Buildings & Grounds Maintenance

Road & Drainage Maintenance

Equipment & Vehicle Maintenance

## GENERAL FUND REVENUES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
REVENUES AND OTHER SOURCES					
001-3191000	Assessments-Maint. Fees	\$ 3,241,941	\$ 3,200,000	\$ 3,325,000	\$ 3,325,000
001-3198000	Phase V Collection Fees	8,471	8,400	10,000	9,000
001-3198100	Unit 16 A&C Collection Fees	4,759	5,500	4,500	5,000
001-3200000	Licenses & Permits	7,875	14,500	2,500	9,500
001-3313000	FEMA Reimbursement	218,471	-	-	-
001-3313100	Insurance Reimbursement	37,135	2,700	-	-
001-3371000	Local Government Unit Grant	-	95,000	95,000	-
001-3425500	Code Enforcement Violations	11,165	6,000	10,000	7,500
001-3472000	Memberships	53,101	43,500	48,500	95,000
001-3472100	Pool Admission Revenue	14,059	9,500	15,000	17,500
001-3472500	Miscellaneous Pool Revenue	625	500	500	-
001-3472600	Tennis Admission Revenue	1,172	1,600	1,500	-
001-3474000	Special Events	28,873	5,500	32,000	32,000
001-3491000	Newsletter Advertising	2,369	4,500	2,000	2,000
001-3492000	Event Sponsors	875	-	-	-
001-3495000	GPS Advertising Revenue	-	-	-	-
001-3610000	Interest Income	82,726	45,000	75,000	50,000
001-3621000	Community Center Fees	12,795	6,000	15,000	15,000
001-3645000	Land Sales	-	23,500	-	-
001-3680000	Penalty Income	48,290	41,000	60,000	45,000
001-3694000	Reimbursement for Legal Svcs	56,428	14,500	25,000	25,000
001-3699000	Miscellaneous Revenue	10,334	14,500	35,000	20,000
Total Operating Revenues		3,841,464	3,541,700	3,756,500	3,657,500
001-3810000	Transfer In	-	650,000	151,853	470,000
001-3849000	Prior Years Fund Balance/Reserves	-	-	919,935	-
TOTAL REVENUES AND OTHER SOURCES		\$ 3,841,464	\$ 4,191,700	\$ 4,828,288	\$ 4,127,500

## GENERAL FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
ADMINISTRATION EXPENDITURES					
001-512-1200	Salaries & Wages	\$ 87,217	\$ 88,000	\$ 124,385	\$ 88,650
001-512-1250	Salaries - Board Members	18,000	17,400	18,000	18,000
001-512-2100	FICA	8,033	8,800	10,950	8,250
001-512-2200	Retirement Contributions	5,078	7,600	9,550	7,400
001-512-2300	Life & Health Insurance	17,185	19,500	28,500	20,150
001-512-2400	Insurance - Workmen's Comp	2,017	2,150	2,500	2,500
001-512-2500	Unemployment Comp	4,480	-	5,000	2,500
001-512-3110	Legal Fees - General	40,972	56,000	60,000	60,000
001-512-3113	Legal Fees - Foreclosures & Liens	101,941	40,000	80,000	55,000
001-512-3120	Engineering Fees	16,308	21,000	30,000	30,000
001-512-3130	IT Support	13,231	24,500	20,000	25,000
001-512-3140	Consultants Fees	27,489	32,500	50,000	35,000
001-512-4010	Travel & Training	1,710	3,200	5,000	5,000
001-512-4100	Telephone	5,940	6,000	7,500	7,000
001-512-4130	Postage	2,048	1,200	3,000	2,000
001-512-4300	Utilities	11,945	12,000	14,000	12,500
001-512-4400	Rentals & Leases	8,683	8,700	10,000	9,000
001-512-4500	Insurance - Property/Liab	15,267	18,500	21,000	21,000
001-512-4700	Printing & Stationery	1,393	1,000	2,500	2,500
001-512-4800	Legal Advertising	2,649	2,400	5,000	2,500
001-512-4810	Promotions	1,275	6,250	3,500	6,000
001-512-4900	Miscellaneous	-	-	-	-
001-512-4910	Hurricane Expenses	-	-	-	-
001-512-5100	Office Expense	16,430	23,500	25,000	25,000
001-512-5210	Gasoline & Oil	-	-	-	-
001-512-5220	Uniforms	1,299	1,500	1,500	1,500
001-512-5400	Dues & Subscriptions	5,144	5,100	7,000	5,500
001-512-6100	Land Acquisition	-	-	-	-
TOTAL ADMINISTRATION		\$ 415,733	\$ 406,800	\$ 543,885	\$ 451,950



## GENERAL FUND EXPENDITURES

	2018-2019	2019-2020	2019-2020	2020-2021
		ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	BUDGET	BUDGET
<b>COMMUNITY SERVICES</b>				
001-513-1200	Salaries & Wages	\$ 51,231	\$ 41,500	\$ 54,150
001-513-2100	FICA	3,790	3,200	4,150
001-513-2200	Retirement Contributions	2,561	2,500	3,250
001-513-2300	Life and Health Insurance	14,047	14,000	14,750
001-513-2400	Insurance - Workmen's Comp	2,017	2,300	2,500
001-513-4010	Travel and Training	142	450	1,000
001-513-4100	Telephone/Communications	899	800	1,500
001-513-4130	Postage	-	-	500
001-513-4500	Insurance Property/Liability	2,181	2,700	3,000
001-513-4700	Printing and Stationery	14,828	14,000	22,000
001-513-4800	Advertising & Marketing	42,850	75,000	75,000
001-513-4810	Promotions	35,979	24,000	33,500
001-513-5100	Office Expense	2,383	2,200	3,500
001-513-5200	Operating Supplies	-	-	-
001-513-5400	Dues and Subscriptions	300	550	1,000
<b>TOTAL COMMUNITY SERVICES</b>		<b>\$ 173,208</b>	<b>\$ 183,200</b>	<b>\$ 219,800</b>
				<b>\$ 198,625</b>



## GENERAL FUND EXPENDITURES

	2018-2019	2019-2020	2019-2020	2020-2021
		ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET
<b>RECREATION SERVICES</b>				
001-515-1200	Salaries & Wages	\$ 99,001	\$ 65,000	\$ 92,475
001-515-2100	FICA	7,341	5,000	7,100
001-515-2200	Retirement Contributions	2,298	1,700	2,000
001-515-2300	Life and Health Insurance	14,043	14,000	11,500
001-515-2400	Insurance - Workman's Comp	2,017	2,200	2,500
001-515-3130	IT Support	3,654	5,350	4,500
001-515-3400	Janitorial Services	19,657	20,000	20,000
001-515-3450	Contractual Instructors	10,574	15,000	10,000
001-515-4010	Travel & Training	1,163	500	500
001-515-4100	Telephone	7,460	7,900	8,000
001-515-4130	Postage	182	175	500
001-515-4300	Utilities - Recreation	16,250	17,500	18,000
001-515-4350	Utilities - Community Center	13,117	12,000	15,000
001-515-4500	Insurance - Property/Liab	4,362	5,500	6,000
001-515-4630	Facilities Repair & Maint	37,795	27,500	30,000
001-515-4635	Pool Replacement Parts	6,103	3,900	2,500
001-515-4640	Landscaping Maintenance	8,182	7,500	7,500
001-515-4810	Special Events	30,224	26,000	35,000
001-515-5100	Office Expense	11,980	11,000	8,000
001-515-5200	Operating Supplies	-	-	-
001-515-5210	Chemicals	5,698	7,000	7,500
001-515-5220	Uniforms	367	300	500
001-515-5230	Waste Removal	4,921	5,000	5,500
001-515-5276	License & Permits	360	360	500
<b>TOTAL RECREATION SERVICES</b>		<b>\$ 306,749</b>	<b>\$ 260,385</b>	<b>\$ 295,075</b>
				<b>\$ 346,575</b>

## GENERAL FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
		ESTIMATED AMENDED ADOPTED			
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
FINANCE					
001-516-1200	Salaries & Wages	\$ 143,557	\$ 147,000	\$ 147,100	\$ 154,300
001-516-2100	FICA	10,247	10,800	11,300	11,850
001-516-2200	Retirement Contributions	7,123	8,500	8,850	9,250
001-516-2300	Life & Health Insurance	36,743	40,500	44,500	42,500
001-516-2400	Insurance - Workman's Comp	2,017	2,150	2,500	2,500
001-516-3130	IT Support	13,486	15,500	20,000	20,000
001-516-3200	Accounting/Auditing Fees	10,750	10,750	10,750	10,750
001-516-4010	Travel & Training	5,376	7,300	7,500	7,500
001-516-4100	Telephone	1,262	1,200	1,400	1,400
001-516-4130	Postage	4,442	5,000	8,500	6,500
001-516-4500	Insurance Property/Liability	2,181	2,300	3,000	3,000
001-516-4930	Real Estate Taxes	14,608	14,500	17,500	17,500
001-516-5100	Office Expense	12,348	13,000	13,000	13,000
001-516-5400	Dues & Subscriptions	1,130	1,250	1,500	1,500
TOTAL FINANCE		\$ 265,271	\$ 279,750	\$ 297,400	\$ 301,550

## GENERAL FUND EXPENDITURES

	2018-2019	2019-2020	2019-2020	2020-2021
		ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET
<b>CODE ENFORCEMENT</b>				
001-521-1200	Salaries & Wages	\$ 53,343	\$ 54,600	\$ 54,350
001-521-2100	FICA	3,802	3,850	4,175
001-521-2200	Retirement Contributions	2,120	3,050	3,300
001-521-2300	Life & Health Insurance	17,470	17,000	17,250
001-521-2400	Insurance - Workman's Comp	2,017	2,100	2,500
001-521-3410	Special Magistrate	1,334	2,500	5,000
001-521-4010	Travel & Training	1,420	550	2,000
001-521-4100	Telephone	374	500	500
001-521-4130	Postage	628	550	500
001-521-4500	Insurance - Property/Liab	2,181	2,500	3,000
001-521-4630	Repairs & Maintenance	165	950	2,500
001-521-5200	Operating Supplies	3,862	2,700	3,500
001-521-5210	Gasoline & Oil	1,007	750	1,000
001-521-5220	Uniforms	195	245	300
001-521-5400	Dues & Subscriptions	35	75	150
<b>TOTAL CODE ENFORCEMENT</b>		<b>\$ 89,956</b>	<b>\$ 91,920</b>	<b>\$ 100,025</b>





## GENERAL FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
PUBLIC SAFETY - SECURITY					
001-529-1200	Salaries & Wages	\$ 152,964	\$ 135,000	\$ 112,650	\$ 144,925
001-529-2100	FICA	11,599	10,750	8,750	11,100
001-529-2200	Retirement Contributions	2,575	2,900	3,300	3,400
001-529-2300	Life & Health Insurance	12,718	16,000	16,250	16,000
001-529-2400	Insurance - Workman's Comp	4,034	4,400	5,000	5,000
001-529-3250	Contract Labor	8,100	8,100	19,450	4,800
001-529-4010	Travel & Training	-	350	1,000	500
001-529-4100	Telephone	1,084	1,000	1,500	1,500
001-529-4500	Insurance - Property/Liab	2,181	2,500	3,000	3,000
001-529-4630	Repairs & Maintenance	8,391	2,300	5,000	2,500
001-529-5100	Office Expense	1,711	1,800	2,500	2,500
001-529-5200	Operating Supplies	-	-	-	-
001-529-5210	Gasoline & Oil	14,803	11,500	15,000	13,500
001-529-5220	Uniforms	1,754	400	1,000	1,000
TOTAL PUBLIC SAFETY - SECURITY		\$ 221,915	\$ 197,000	\$ 194,400	\$ 209,725



## GENERAL FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
<b>BUILDING/GROUND MAINTENANCE</b>					
001-540-1200	Salaries & Wages	\$ 77,776	\$ 77,250	\$ 78,800	\$ 80,050
001-540-2100	FICA	5,467	5,500	6,000	6,150
001-540-2200	Retirement Contributions	3,829	4,500	4,750	4,800
001-540-2300	Life & Health Insurance	27,816	33,555	25,000	33,500
001-540-2400	Insurance - Workman's Comp	2,017	2,200	2,500	2,500
001-540-3250	Contract Labor	36,071	35,000	35,000	35,000
001-540-4100	Telephone	752	750	1,000	1,000
001-540-4300	Utilities	13,866	13,500	16,500	16,000
001-540-4500	Insurance - Property/Liab	4,362	5,200	6,000	6,000
001-540-4600	Repairs & Maintenance	65,392	43,000	60,000	55,000
001-540-4650	Maintenance - Landscaping	20,738	17,000	15,000	15,000
001-540-5200	Operating Supplies	10,198	17,000	15,000	15,000
001-540-5210	Gasoline & Oil	1,039	1,000	6,000	1,000
001-540-5220	Uniforms	644	1,000	1,000	1,000
001-540-5227	Chemicals	21,310	13,000	17,500	15,000
<b>TOTAL BUILDINGS/GROUND MAINT.</b>		<b>\$ 304,589</b>	<b>\$ 280,455</b>	<b>\$ 305,050</b>	<b>\$ 302,000</b>

## GENERAL FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
ROAD & DRAINAGE MAINTENANCE					
001-541-1200	Salaries & Wages	\$ 275,281	\$ 273,000	\$ 275,500	\$ 277,075
001-541-2100	FICA	20,282	20,150	21,050	21,150
001-541-2200	Retirement Contributions	9,244	12,500	16,500	16,750
001-541-2300	Life & Health Insurance	77,844	89,000	102,250	93,250
001-541-2400	Insurance - Workman's Comp	12,103	12,750	15,000	15,000
001-541-3120	Engineering Fees	65,160	47,500	50,000	50,000
001-541-4100	Telephone	5,337	5,500	6,000	6,000
001-541-4300	Utilities - Street Lights	64,993	60,000	70,000	65,000
001-541-4400	Rentals & Leases	15,995	6,500	10,000	10,000
001-541-4500	Insurance - Property/Liab	8,724	11,000	12,000	12,000
001-541-4600	Repairs & Maintenance	74,772	63,000	80,000	75,000
001-541-5200	Operating Supplies	16,614	16,000	17,500	17,500
001-541-5210	Gasoline & Oil	21,255	17,000	20,000	20,000
001-541-5220	Uniforms	2,905	2,400	2,400	2,400
001-541-5300	Road Materials & Supplies	20,158	16,000	20,000	25,000
001-541-5301	Street Light Installation	-	-	-	-
001-541-5321	Drainage Maintenance	364,482	185,000	200,000	200,000
001-541-6300	Roads & Sidewalks	301,057	402,577	403,828	350,000
TOTAL ROAD & DRAINAGE MAINT.		\$ 1,356,207	\$ 1,239,877	\$1,322,028	\$1,256,125

## GENERAL FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
EQUIPMENT & VEHICLE MAINTENANCE					
001-549-1200	Salaries & Wages	\$ 40,716	\$ 41,315	\$ 41,750	\$ 43,000
001-549-2100	FICA	3,007	3,000	3,200	3,300
001-549-2200	Retirement Contributions	2,023	2,400	2,500	2,600
001-549-2300	Life & Health Insurance	9,306	11,000	11,750	12,000
001-549-2400	Insurance - Workman's Comp	2,017	2,100	2,500	2,500
001-549-4100	Telephone	-	100	300	300
001-549-4500	Insurance - Property/Liab	2,181	2,800	3,000	3,000
001-549-5200	Operating Supplies	9,041	12,000	10,000	10,000
001-549-5210	Gasoline & Oil	-	-	-	-
001-549-5220	Uniforms	163	250	1,000	1,000
TOTAL EQUIPMENT & VEHICLE MAINT.		\$ 68,453	\$ 74,965	\$ 76,000	\$ 77,700

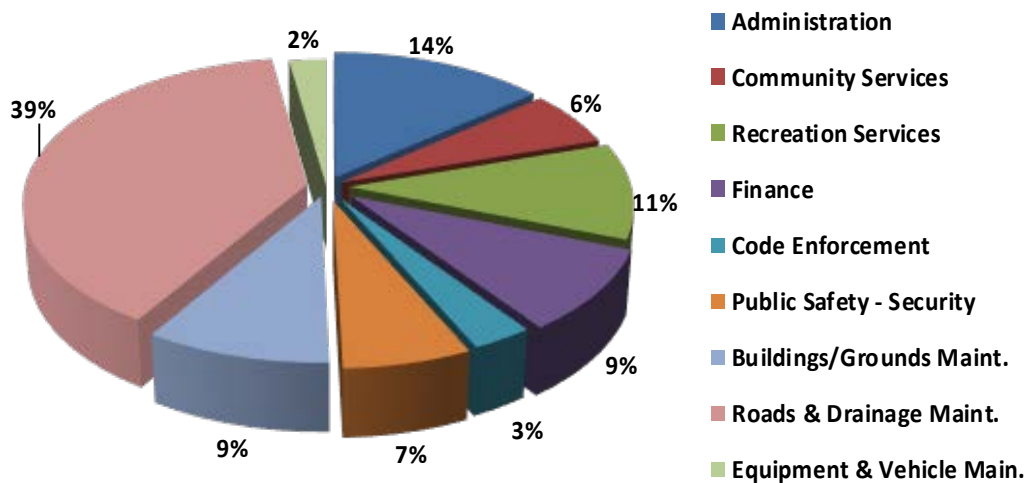
## GENERAL FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
CAPITAL OUTLAY					
001-512-6400	Administration Capital	35,252	5,500	45,000	7,500
	Server & Firebox Upgrades	7,500			
001-515-6400	Recreation Capital	19,562	229,932	230,000	-
001-529-6400	Security Capital	-	24,426	25,000	-
001-540-6200	Buildings Capital	-	21,370	35,000	-
001-541-6400	Roads/Drainage Capital	77,328	38,902	34,000	130,000
	Equipment	130,000			
001-589-8220	Golf Capital Outlay	556,785	366,988	438,460	547,000
TOTAL CAPITAL OUTLAY		\$ 688,928	\$ 687,118	\$ 807,460	\$ 684,500

## GENERAL FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
CONTINGENCY & TRANSFERS					
001-589-8100	Reserve for Contingency	\$ -	\$ -	\$ 18,915	\$ 19,350
001-589-8210	Transfer Out - Golf Operating	272,686	310,000	222,250	180,000
001-589-9100	Transfer Out - Capital Improv Fund	731,033	422,324	426,000	-
TOTAL CONTINGENCY/TRANSFERS		\$ 1,003,719	\$ 732,324	\$ 667,165	\$ 199,350
TOTAL EXPENDITURES		\$ 4,894,728	\$ 4,433,794	\$ 4,828,288	\$ 4,127,500
REVENUES OVER/(UNDER) EXPENDITURES		\$ (1,053,263)	\$ (242,094)	\$ -	\$ -

## General Fund Budget by Department





## Utility Fund

Customer Service

Water and Sewer Utility Operations





## UTILITY FUND REVENUES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
REVENUES and OTHER SOURCES					
402-3433000	Metered Irrig Sales - Water	\$ 9,459	\$ 8,900	\$ 9,250	\$ 9,250
402-3433100	Metered Sales - Water	971,841	1,005,000	975,000	1,000,000
402-3433150	Impact Fees - Water	13,600	14,000	10,000	12,000
402-3433200	Backflow Sales	12,975	15,000	16,750	15,585
402-3435000	Metered Sales - Sewer	1,274,560	1,450,000	1,385,000	1,400,000
402-3435050	Impact Fees - Sewer	26,400	28,000	20,000	24,000
402-3436000	Miscellaneous Service Rev.	70,707	70,000	65,000	70,000
402-3436100	Connection Fees	63,700	52,500	50,000	41,415
402-3436200	Meter Setting Fees	10,370	29,675	6,500	26,150
402-3610000	Interest Income	78,313	55,000	60,000	55,000
402-3695000	Late Penalty Income	15,388	14,150	15,000	15,000
402-3699000	Miscellaneous Revenues	1,200	16,000	1,000	1,750
TOTAL OPERATING REVENUES		2,548,513	2,758,225	2,613,500	2,670,150
402-3810000	Transfer In	-	-	-	-
402-3849000	Prior Years Reserve	-	-	-	-
TOTAL REVENUES AND OTHER SOURCES		\$ 2,548,513	\$ 2,758,225	\$ 2,613,500	\$ 2,670,150



## UTILITY FUND EXPENSES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
CUSTOMER SERVICE					
402-536-1200	Salaries & Wages	\$ 106,838	\$ 108,500	\$ 112,025	\$ 117,175
402-536-2100	FICA	7,444	7,800	8,550	8,900
402-536-2200	Retirement Contributions	5,102	6,200	6,700	7,000
402-536-2300	Life & Health Insurance	33,122	34,500	45,250	35,000
402-536-2400	Insurance - Worker Comp	2,017	2,250	2,500	2,500
402-536-3130	IT Support	16,912	19,000	17,500	20,500
402-536-4100	Telephone	1,623	1,750	2,000	2,000
402-536-4130	Postage	16,115	17,000	18,500	18,500
402-536-4300	Utilities	2,793	2,800	4,000	4,000
402-536-4400	Rentals & Leases	9,458	11,000	15,000	13,500
402-536-4500	Insurance - Prop/Liab	1,624	1,700	1,875	1,875
402-536-4630	Repairs & Maint. - Mueller	-	4,750	7,500	5,000
402-536-4950	Bad Debts	-	200	1,000	500
402-536-5100	Office Expense	19,546	17,800	20,500	20,500
402-536-5200	Operating Supplies	-	-	-	-
402-536-5220	Uniforms	350	300	300	450
TOTAL CUSTOMER SERVICE		\$ 222,943	\$ 235,550	\$ 263,200	\$ 257,400



## UTILITY FUND EXPENSES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
OPERATIONS					
402-538-1200	Salaries & Wages	\$ 348,565	\$ 325,000	\$ 397,245	\$ 375,000
402-538-2100	FICA	25,741	24,000	30,500	28,750
402-538-2200	Retirement Contributions	8,542	18,750	25,950	24,500
402-538-2300	Life & Health Insurance	73,808	71,000	102,000	90,000
402-538-2400	Insurance - Workers Comp	8,069	8,400	10,000	10,000
402-538-3120	Engineering Fees	62,443	35,000	60,000	75,000
402-538-3130	IT Support	1,783	4,000	5,000	5,000
402-538-3200	Accounting/Auditing Fees	10,750	10,750	10,750	10,750
402-538-4010	Travel & Training	6,758	3,900	10,000	7,500
402-538-4100	Telephone	9,545	11,000	10,000	12,000
402-538-4300	Utilities	137,218	138,000	140,000	140,000
402-538-4400	Equipment Rental	1,637	2,000	5,000	5,000
402-538-4500	Insurance - Property/Liab	38,340	38,700	35,625	40,625
402-538-4610	Lift Station/Manhole Repairs	12,375	88,000	90,000	100,000
402-538-4620	Valve Replacements/Hydrant	-	12,500	-	30,000
402-538-4630	Repairs & Maint.- Water	149,476	115,000	115,000	100,000
402-538-4635	Repairs & Maint.- Sewer	175,057	60,000	60,000	85,000
402-538-4685	Vehicle Maintenance	-	-	-	15,000
402-538-5100	Office Expense	9,815	7,000	7,500	8,500
402-538-5210	Gasoline & Oil	18,786	16,800	15,000	17,500

Continued on next page



## UTILITY FUND EXPENSES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
OPERATIONS - Continued					
402-538-5215	Operating Supplies - Water	18,762	14,000	17,500	17,000
402-538-5216	Operating Supplies - Sewer	19,818	22,000	25,000	25,000
402-538-5217	Meters & Low Pressure Pumps	-	35,000	40,000	62,000
402-538-5218	Testing - Water	3,938	4,200	5,500	5,000
402-538-5219	Testing - Sewer	19,368	18,800	22,500	25,000
402-538-5220	Uniforms	6,280	7,800	4,000	9,000
402-538-5225	Chemicals - Water	19,148	18,000	25,000	25,000
402-538-5226	Chemicals - Sewer	58,497	38,000	40,000	40,000
402-538-5230	Waste Removal	5,257	5,500	7,500	7,500
402-538-5251	Sludge Hauling	48,999	30,000	40,000	35,000
402-538-5276	Licenses & Permits	-	-	5,000	5,000
402-538-5400	Dues & Subscriptions	956	1,300	-	1,500
TOTAL OPERATIONS		\$ 1,299,730	\$ 1,184,400	\$ 1,361,570	\$ 1,437,125



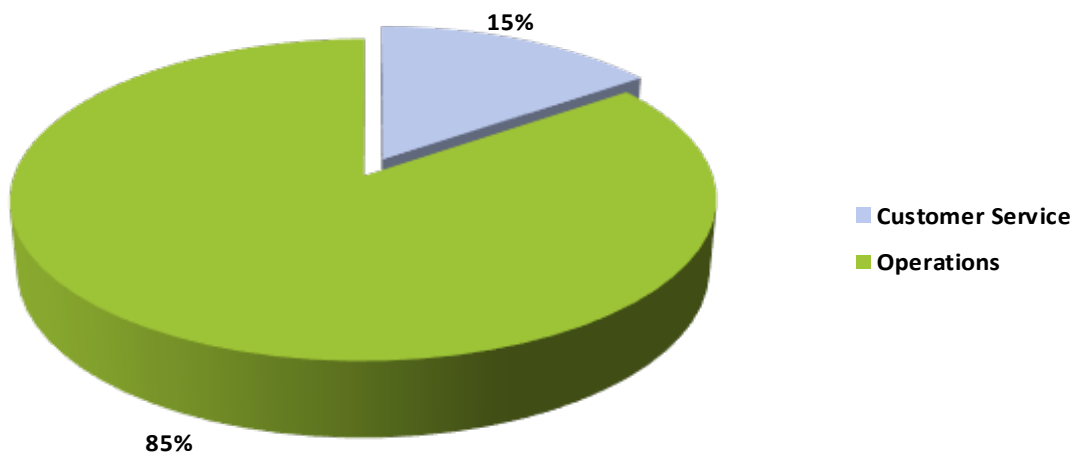
## UTILITY FUND EXPENSES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
CAPITAL PROJECTS & EQUIPMENT					
<u>Customer Service</u>					
402-536-6400	Equipment	12,422	-	-	-
<u>Operations</u>					
402-538-6300	Improvements Other than Bld	388,681	53,210	-	-
402-538-6303	Improv - SCADA Unit 4 & 23	18,350	19,500	13,147	-
402-538-6308	Unit 23 Piping	-	95,000	120,000	-
402-538-6310	Pond Percolation	19,600	-		
402-538-6311	Lift Station Repairs	33,236	-	-	-
402-538-6312	Unit 4 Surge Tank Upgrades	120,568	3,000	-	-
402-538-6313	Liftstation Grinders	-	105,000	105,000	-
402-538-6314	Matanzas Wet Well	19,390	315,000	320,000	-
402-538-6315	Infiltration Line Repairs	-	-	-	125,000
402-538-6316	Liftstation Rehabilitation	-	-	-	75,000
402-538-6317	High Service Pumps	-	-	-	75,000
402-538-6318	Interconnect Automatic Valve	-	-	-	45,000
402-538-6400	Equipment	-	97,565	100,000	72,000
TOTAL EQUIPMENT & PROJECTS		\$ 612,246	\$ 688,275	\$ 658,147	\$ 392,000

## UTILITY FUND EXPENSES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
CONTINGENCY, NON-OPERATING					
402-589-8100	Reserve For Contingency	\$ -	\$ -	\$ 3,730	\$ 13,625
402-589-8110	Reserve For CIP	-	-	175,000	100,000
402-589-8200	Transfers Out - CIP	-	-	-	-
402-589-8210	Transfer Out	-	650,000	151,853	470,000
TOTAL CONTINGENCY, NON-OPERATING		\$ -	\$ 650,000	\$ 330,583	\$ 583,625
TOTAL UTILITY FUND EXPENSES		\$ 2,134,920	\$ 2,758,225	\$ 2,613,500	\$ 2,670,150
REVENUE OVER/(UNDER) EXPENSES		\$ 413,593	\$ -	\$ -	\$ -

### Utility Fund Budget by Department





## Golf Fund







## GOLF FUND REVENUES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
Membership Revenue					
650-002-10-420005	Dues	\$ 641,822	\$ 751,000	\$ 665,000	\$ 705,000
2004-50-000	Cart Fees - Trail	337,025	355,000	335,000	335,000
Total Membership Revenue		978,847	1,106,000	1,000,000	1,040,000
Golf Revenue					
Greens Fees					
2001-50-000	Green Fees	1,018,666	894,000	1,025,000	1,020,000
Total Greens Fees		1,018,666	894,000	1,025,000	1,020,000
Merchandise Revenue					
2200-50-000	Merchandise Sales	332,737	318,000	331,000	333,000
Total Merchandise Revenue		332,737	318,000	331,000	333,000
Driving Range Revenue					
2007-50-000	Driving Range Income	62,140	60,000	60,000	64,000
Total Driving Range Revenue		62,140	60,000	60,000	64,000
Other Golf Revenue:					
	Cart Storage/HCP/Rental Clubs	16,103	12,000	14,000	14,000
Total Other Golf Revenue		16,103	12,000	14,000	14,000
Total Membership and Golf Revenue		\$ 2,408,493	\$ 2,390,000	\$ 2,430,000	\$ 2,471,000



## GOLF FUND REVENUES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
Food & Beverage Revenue					
3001-80-000	Food Sales- On Course	\$ 6,932	\$ 5,000	\$ 8,000	\$ 9,000
3003-80-000	Food Sales-Banquets	327,650	205,000	395,000	365,000
3004-80-000	Food Sales-Restaurants	439,007	402,000	566,000	560,000
3101-80-000	Beverage (non-alcoholic) On Course	9,853	8,000	9,000	10,000
3104-80-000	Beverage (non-alcoholic) Restaurant	27,403	18,000	33,000	32,000
Food & Soft Drinks Revenue		810,845	638,000	1,011,000	976,000
3201-80-000	Alc Sales (Beer)-On Course	26,973	23,000	24,000	28,000
3203-80-000	Alc Sales (Beer)-Banquets	5,876	4,000	7,000	6,000
3204-80-000	Alc Sales (Beer)-Restaurants	82,384	74,000	101,000	101,000
3208-80-000	Alc Sales (Wine)-Banquets	11,345	10,000	14,000	14,000
3209-80-000	Alc Sales (Wine)-Restaurant	51,142	42,000	55,000	57,000
3211-80-000	Alc Sales (Liquor)-On Course	11,179	10,000	9,000	12,000
3213-80-000	Alc Sales (Liquor)-Banquet	25,332	12,000	35,000	30,000
3214-80-000	Alc Sales (Liquor)-Restaurant	84,445	72,000	95,000	102,000
Beverages (Alcohol)		298,677	247,000	340,000	350,000
Other F&B Revenue	Gratuities & Room Charges	13,138	8,000	18,000	18,000
Total Food & Beverage Revenue		\$ 1,122,659	\$ 893,000	\$ 1,369,000	\$ 1,344,000



## GOLF FUND REVENUES & COST OF SALES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
Non-Operating Revenue					
650-002-90-420850	Assessment Recreation	\$ 272,686	\$ 250,000	\$ 222,250	\$ 180,000
650-002-90-420851	Capital & Capital Equipment	556,785	366,988	438,460	547,000
Total Non-Operating Revenue		829,472	616,988	660,710	727,000
TOTAL REVENUES		\$ 4,360,623	\$ 3,899,988	\$ 4,459,710	\$ 4,542,000
Cost of Sales:					
650-002-20-542300	COS - Merchandise	\$ 228,992	\$ 224,000	\$ 234,000	\$ 234,000
Total COS Merch		228,992	224,000	234,000	234,000
650-002-50-542410	COS - Food & Beverage	267,356	225,000	367,000	355,000
650-002-50-542545	COS - Alcohol Beverages	123,769	118,000	127,500	132,000
Total COS F&B		391,125	343,000	494,500	487,000
Total Cost of Sales		\$ 620,117	\$ 567,000	\$ 728,500	\$ 721,000
Total Gross Margin		\$ 3,740,506	\$ 3,332,988	\$ 3,731,210	\$ 3,821,000

## GOLF FUND EXPENDITURES

ACCOUNT NUMBER	DESCRIPTION	2018-2019	2019-2020	2019-2020	2020-2021
		ESTIMATED	AMENDED	ADOPTED	
		ACTUAL	ACTUAL	BUDGET	BUDGET
<b>Operating Labor:</b>					
	Golf Operations Labor	\$ 219,175	\$ 209,000	\$ 225,000	\$ 245,000
	General and Administrative Labor	188,160	176,000	200,000	192,000
	Golf Course Maintenance Labor	682,639	476,000	631,550	615,000
	Food and Beverage Labor	517,925	490,000	550,000	540,000
	Sales & Marketing Labor	63,959	41,000	62,000	60,000
<b>Total Operating Labor</b>		<b>\$ 1,671,858</b>	<b>\$ 1,392,000</b>	<b>\$ 1,668,550</b>	<b>\$ 1,652,000</b>
<b>Payroll Costs:</b>					
	Total Payroll Taxes	\$ 145,212	\$ 132,000	\$ 159,000	\$ 151,000
	Total Medical/Health Benefits	86,651	83,000	90,000	90,000
	Insurance - Workers Comp	26,694	21,000	30,000	30,000
<b>Total Payroll Costs</b>		<b>\$ 258,557</b>	<b>\$ 236,000</b>	<b>\$ 279,000</b>	<b>\$ 271,000</b>



## GOLF FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
Golf Operations					
6001-50-000	Utilities-Electric	\$ 10,448	\$ 11,250	\$ 11,000	\$ 8,000
6004-50-000	Phone-Cell	1,100	1,200	1,200	1,200
6101-50-000	Supplies	9,527	12,000	14,000	12,000
6113-50-000	Supplies (Scorecards and Pencils)	-	2,400	-	2,500
6202-50-000	Equip Maint/Repair - Fix	-	-	-	-
6204-50-000	Cart Repairs	2,153	500	2,000	500
6606-50-000	Travel/Education	1,126	1,000	1,800	1,400
6607-50-000	Uniforms	2,543	3,000	3,000	3,000
6608-50-000	Vehicle Mileage Expense	161	400	400	400
6802-50-000	Golf Cart Rental	1,900	1,900	1,650	2,100
8012-50-000	Chamber / Organization Dues	2,331	1,850	1,850	1,850
8110-50-000	Subscriptions	1,358	1,250	1,000	1,050
9000-50-000	Miscellaneous	905	-	2,000	1,000
9001-50-000	Driving Range Supplies (Balls)	5,998	1,400	4,500	4,500
9002-50-000	Handicap	6,446	8,300	6,400	8,500
Total Golf Operating		\$ 45,996	\$ 46,450	\$ 50,800	\$ 48,000

## GOLF FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
General & Administrative					
6001-70-000	Utilities-Electric	\$ 37,389	\$ 42,000	\$ 39,000	\$ 43,000
6002-70-000	Utilities-Gas/Propane	7,108	9,000	10,250	10,000
6004-70-000	Phone - Cell	3,044	2,400	2,400	2,400
6005-70-000	Phone - Telco	2,965	3,400	3,700	3,600
6101-70-000	Supplies	589	1,600	800	800
6103-70-000	Supplies-Office	16,778	12,000	16,500	15,000
6201-70-000	Building Maint and Repair	21,203	27,000	20,000	20,000
6202-70-000	Equip Maint/Repair-Fix	10,765	7,000	7,500	7,500
6203-70-000	Equip Maint/Repair-Prevent	1,355	3,100	2,500	2,500
6303-70-000	Bank Fees	2,354	3,500	3,500	3,500
6305-70-000	Credit Card Fees	43,263	45,000	45,000	45,000
6307-70-000	Legal/Accounting/Professional	4,301	3,500	4,500	4,500
6313-70-000	BCG Management	120,000	120,000	120,000	120,000
6314-70-000	Payroll Processing	28,100	30,000	30,000	30,000
6404-70-000	Clubhouse Cleaning Service	4,160	-	-	-
6405-70-000	Garbage Removal	8,391	7,300	11,000	8,000
6406-70-000	Pest Control	4,061	3,700	2,800	3,400
6407-70-000	Security	313	400	2,400	500
6501-70-000	IT Support	8,185	15,000	14,000	9,000
6503-70-000	Software	4,869	1,300	-	-
6504-70-000	Internet Access/VPN	6,043	6,000	6,000	6,000
6506-70-000	POS System Hardware	11,827	8,000	3,500	10,500
6601-70-000	Education	4,225	1,600	1,500	1,500
6602-70-000	Employee Meals	4,867	3,000	6,000	3,500
6603-70-000	Employee Testing-Hiring	204	600	750	750
6604-70-000	Relocation Expense	-	-	-	-
6605-70-000	Training/Staff Development	8,586	5,000	5,000	5,000
6606-70-000	Travel/Education	-	-	-	-
6608-70-000	Vehicle Mileage Expense	1,083	600	600	600
6610-70-000	Management Travel-Corp Staff	2,250	1,500	2,900	2,700
8001-70-000	Advertising (Print)	-	-	-	-
8012-70-000	Chamber/Organization Dues	1,228	300	-	300
7404-70-000	Taxes-Personal Property	(1,142)	3,600	3,000	3,400
9000-70-000	Miscellaneous	2,254	300	1,000	600
9008-70-000	Copier Fax/Lease	3,085	3,700	3,000	3,700
9009-70-000	Postage	2,696	3,600	2,400	2,700
9017-70-000	Fed-Ex/Courier	-	-	-	-
Total General & Administrative		\$ 376,400	\$ 375,000	\$ 371,500	\$ 369,950



## GOLF FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
Golf Course Maintenance					
6001-60-000	Utilities-Electric	\$ 49,397	\$ 50,000	\$ 54,000	\$ 53,000
6004-60-000	Phone - Cell	950	1,500	1,500	1,500
6102-60-000	Supplies-Cleaning	884	-	-	400
6106-60-000	Supplies-Landscape	25,607	22,000	21,000	24,000
6107-60-000	Supplies-Course	15,046	14,000	15,000	12,000
6108-60-000	Supplies-Shop	14,134	7,000	13,000	13,000
6201-60-000	Building Maint and Repair	447	1,000	1,000	1,200
6202-60-000	Equip Maint/Repair-Fix	32,309	18,000	22,000	24,000
6205-60-000	Irrigation Repairs	7,165	10,000	12,000	18,200
6402-60-000	Outside Services	19,454	170,000	35,000	33,000
6405-60-000	Garbage Removal	4,292	1,200	4,000	2,000
6605-60-000	Training/Staff Development	1,997	700	3,500	3,000
6607-60-000	Uniforms	8,279	7,000	10,500	7,500
6608-60-000	Vehicle Mileage Expense	804	600	600	600
6801-60-000	Equipment Rental	2,620	9,000	3,000	4,000
7001-60-000	Chemicals-Fungicides	29,342	24,000	35,000	35,000
7002-60-000	Chemicals-Herbicides	43,357	24,000	32,000	35,500
7003-60-000	Chemicals-Insecticides	13,572	14,000	22,000	22,000
7004-60-000	Chemicals-Growth Regulators	5,480	6,000	10,000	10,000
7005-60-000	Chemicals-Wetting Agents	7,364	6,000	15,000	16,000
7008-60-000	Fertilizers-Fairways / Roughs	80,038	73,000	100,000	111,500
7009-60-000	Fertilizers-Greens	29,843	51,000	50,000	55,000
7010-60-000	Fertilizers-Tees	8,005	7,000	15,000	15,500
7012-60-000	Pre-Emergents	8,138	10,000	25,000	29,000
7102-60-000	Sand-Top Dressing greens/tees	25,186	15,000	22,500	25,500
7103-60-000	Seed	5,934	24,000	17,500	25,000
7104-60-000	Sod/Sprigs	10,441	1,000	3,500	3,500
7105-60-000	Water/Soil Testing	100	1,000	1,000	500
7106-60-000	Bahia Grass	-	-	500	500
7205-60-000	Gas Diesel	50,892	40,000	40,000	39,500
8012-60-000	Chamber/Organization Dues	735	1,000	2,000	1,000
9000-60-000	Miscellaneous	10,878	6,000	15,000	14,400
9007-60-000	Small Equipment/Hand Tools	5,125	6,000	6,000	5,750
Total Golf Course Maintenance		\$ 517,815	\$ 621,000	\$ 608,100	\$ 642,550



## GOLF FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
Food & Beverage					
6002-80-000	Utilities-Gas/Propane	\$ 1,830	\$ -	\$ -	\$ -
6004-80-000	Phone - Cell	100	800	1,200	1,200
6112-80-000	Supplies-Kitchen	47,570	64,000	46,000	48,000
6202-80-000	Equip Maint/Repair-Fix	16,975	20,000	12,000	20,000
6301-80-000	Licenses, Fees, and Permits	4,815	2,700	2,500	2,600
6409-80-000	Linen/Laundry	22,383	20,000	24,000	24,000
6601-80-000	Education	4,714	2,100	1,800	1,800
6602-80-000	Employee Meals	4,908	3,000	4,000	4,000
6605-80-000	Training/Staff Development	2,313	2,600	3,000	3,000
6607-80-000	Uniforms	3,378	5,000	4,000	4,000
6801-80-000	Equipment Rental	313	400	2,000	500
9000-80-000	Miscellaneous	3,101	2,000	1,500	1,500
9013-80-000	Entertainment-Outside	10,283	6,000	18,000	15,000
9014-80-000	Glassware/China/Silver	13,054	8,000	8,000	8,000
Total Food & Beverage		\$ 135,736	\$ 136,600	\$ 128,000	\$ 133,600

## GOLF FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
Sales & Marketing					
6004-75-000	Phone - Cell	\$ 850	\$ 1,200	\$ 1,200	\$ 600
8001-75-000	Advertising (Print)	20,905	25,000	30,000	25,000
8002-75-000	SEO/Online Reputation Mgmt	-	-	5,000	-
8003-75-000	Advertising (Electronic)	7,518	5,300	-	-
8006-75-000	Broadcast E-mail	-	-	5,000	-
8007-75-000	Web Site	1,616	2,000	2,500	2,000
8008-75-000	Graphic Design	4,331	3,600	5,500	3,600
8009-75-000	Collateral Materials	5,755	5,000	7,000	5,000
8012-75-000	Chamber/Organization Dues	625	150	-	-
8013-75-000	Special Promotions / Events	22,154	20,000	30,000	22,000
8014-75-000	Membership Programs	26,912	30,000	35,000	30,000
8015-75-000	Sales Management	3,895	3,200	2,000	3,000
8018-75-000	CX Evaluations-Mystery Shops	1,289	1,000	2,400	1,200
Total Sales & Marketing		\$ 95,850	\$ 96,450	\$ 125,600	\$ 92,400
Leases & Other					
7304-80-000	FF&E and Other Equipment Leases	\$ 6,293	\$ 3,500	\$ 4,200	\$ 3,500
7405-70-000	Insurance - P and C	41,240	38,000	32,000	40,000
7401-70-000	Taxes - Real Estate	51	21,000	25,000	21,000
Total Leases & Other		\$ 47,584	\$ 62,500	\$ 61,200	\$ 64,500
Total Operating Expenditures		\$ 3,149,796	\$ 2,966,000	\$ 3,292,750	\$ 3,274,000

## GOLF FUND EXPENDITURES

		2018-2019	2019-2020	2019-2020	2020-2021
			ESTIMATED	AMENDED	ADOPTED
ACCOUNT NUMBER	DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
Capital Outlay		\$ 556,785	\$ 366,988	\$ 438,460	\$ 547,000
Equipment	172,000				
100 Golf Cart Lease	140,000				
Building & Golf:					
Aqua Tee Project	120,000				
Golf Course Improvements	40,000				
Short Game Practice Area	35,000				
Clubhouse Updates & FFE	40,000				
Contingency		\$ -	\$ -	\$ -	\$ -
Total Expenditures		\$ 3,706,581	\$ 3,332,988	\$ 3,731,210	\$ 3,821,000
Net Income		\$ 33,925	\$ -	\$ -	\$ -



## Five-Year Capital Plan

General Fund

Utility Fund

Golf Fund

**[This page is intentionally left blank.]**

## GENERAL FUND 5-YEAR CAPITAL PLAN

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
<b><u>Administration</u></b>					
512-6400					
Workstation & Printer Upgrades	7,500	40,000	10,000	-	
Server & Firebox Upgrade	-	-	15,000	-	
<b>Total Adminstration</b>	<b>7,500</b>	<b>40,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>
<b><u>Security</u></b>					
529-6400					
Equipment/Vehicle	-	-	25,000	-	
<b>Total Security</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>
<b><u>Roads &amp; Drainage</u></b>					
541-6400					
Equipment	130,000	85,000	130,000	125,000	150,000
<b>Total Roads &amp; Sidewalks</b>	<b>130,000</b>	<b>85,000</b>	<b>130,000</b>	<b>125,000</b>	<b>150,000</b>
<b>Total General Fund</b>	<b>\$ 137,500</b>	<b>\$ 125,000</b>	<b>\$ 180,000</b>	<b>\$ 125,000</b>	<b>\$ 150,000</b>

## UTILITY FUND 5-YEAR CAPITAL PLAN

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
<b><u>Customer Service</u></b>					
536-6400					
Server & Firebox Upgrades	\$ -	\$ 25,000	\$ -	\$ -	
<b>Total Customer Service</b>	-	25,000	-	-	-
<b><u>Water &amp; Sewer Operations</u></b>					
538-6300/6400					
Smoke Test	125,000	-	-	-	-
Lift Station Repairs	75,000	65,000	40,000	40,000	-
High Service Pumps	75,000	-	-	-	-
Interconnect Automatic Valve	45,000	-	-	-	-
Asbestos Water Line	-	300,000	300,000	300,000	300,000
Force Main Redirection	-	150,000	-	-	-
<b><u>538-6400 Equipment</u></b>					
Generator Replacement Plan	50,000	45,000	45,000	40,000	18,000
Survey Cart	22,000	-	-	-	-
Utility Truck(s)	-	30,000	-	-	35,000
Utility Trash Pumps	-	-	75,000	75,000	
<b>Total Water &amp; Sewer Operations</b>	392,000	590,000	460,000	455,000	353,000
<b>Total Utility Fund</b>	\$ 392,000	\$ 615,000	\$ 460,000	\$ 455,000	\$ 353,000





## GOLF FUND 5-YEAR CAPITAL PLAN

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
<b><u>Golf &amp; Restaurant</u></b>					
Equipment Replacements	\$ 172,000	\$ 172,000	\$ 180,000	\$ 180,000	\$ 180,000
100 Golf Cart Lease (w/ Trade In)	140,000	140,000	140,000	-	-
Golf Course Improvements	160,000	15,000	35,000	175,000	-
Clubhouse Updates & Furniture	40,000	55,000	-	-	-
Short Game Practice Area	35,000	-	-	-	-
Kitchen Equipment	-	25,500	15,000	-	-
<b>Total Golf &amp; Restaurant</b>	<b>\$ 547,000</b>	<b>\$ 407,500</b>	<b>\$ 370,000</b>	<b>\$ 355,000</b>	<b>\$ 180,000</b>



## GLOSSARY

**Accrual** - Revenues are recognized when earned and expenses are recognized when they are incurred.

**Adopted Budget** - Financial plan of revenues and expenditures for a fiscal year as approved by the Board of Supervisors.

**Amendment** – Changes to the adopted budget increasing total appropriations, which requires the approval of the Board of Supervisors. The transfer of appropriations between Departments, or across Funds, withdrawal from reserves, the creation/deletion of positions or a change that effects the level of service or programs maintained by a Department.

**Appropriation** - Funds authorized by the Board of Supervisors to spend public funds for a specific purpose.

**Assessment** – A charge levied in a specifically defined geographical area of property owners which have been identified as having received a direct benefit from an improvement or maintenance

**Balanced Budget** – A budget in which total estimated revenues and balances brought forward equal total expenditures and reserves.

**Bond** - Written promise to pay a sum of money on a specific date at a specific interest rate as detailed in a bond ordinance.

**Budget** - An annual plan adopted by the Board of Supervisors, which grants authority for expenditures and projects revenues in the current year.

**Budget Deficit** - A budget in which expenditures exceed the planned or projected funds available.

**Budget Document** - Official written statement of the annual fiscal year financial plan.

## GLOSSARY

**Budget Hearing** - Public Hearing conducted to consider and adopt the annual budget.

**Capital Assets** - Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations, cost more than \$5,000 and have useful lives extending beyond a single reporting period

**Capital Improvement Budget** - The adopted capital improvement plan for the upcoming fiscal year.

**Capital Improvement Plan (CIP)** – A CIP is a systematic plan for providing infrastructure improvements within a prioritized framework over a fixed period of time. The District's CIP is based on a five year period of time.

**Charges for Service** - User charges for services provided by the District to those specifically benefiting from those services.

**Debt Service** – Expense incurred related to repayment of debt obligations such as principal and interest.

**Debt Service Requirement** - Amount of money required to pay on outstanding debt and required contribution to accumulate money for future retirement of bonds.

**Department** – A major unit of the District with responsibility for a service or an operation or for a group of related operations.

**Encumbrance** - The amount of money committed for the payment of goods and services not yet received or paid for.

**Enterprise Fund** - A fund designated for activities that is primarily supported by user charges. The Utility Fund is an example.

## GLOSSARY

**Expenditure** - The total amount of funds paid out by a government to acquire various goods and services.

**Fiscal Year** - The twelve-month period which applies to the Annual Budget (October 1st to September 30th).

**Full-Time Position** - Position that qualifies for full District benefits and regularly scheduled for 40 hours per week.

**Fund** - A set of interrelated accounts to record assets, liabilities, revenues, and expenditures associated with a specific purpose, or with a common revenue source.

**Fund Balance** - A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds.

**GAAP** - Generally Accepted Accounting Principles as determined through common practice or as promulgated by the Government Accounting Standards Board, Financial Accounting Standards Board or various other accounting standard setting bodies.

**General Fund** - A fund used to account for all general-purpose activities of the District supported by assessments and other non-dedicated revenues such as license and permit fees. Unless there is a legal, contractual or managerial requirement for separate accounting, all activities of the unit are recorded in the General Fund.

**Goal** - Statement that describes the purpose toward which an endeavor is directed.

**Impact fee** - An estimated cost of providing needed improvement, or additions to public infrastructure systems depleted by development.

## GLOSSARY

**Modified Accrual** - Revenues are recognized when they become measurable and available. Expenditures are generally recognized when the related fund liability is incurred. An exception to this general rule is principal and interest on general long-term debt, which is recognized when due except for the accrual of certain principal and interest in the Debt Service Funds for which financial resources have been provided during the current year for payment due early in the following year.

**Objective** - A simply stated, readily measurable statement of aim or expected accomplishment within the fiscal year. A good statement of objectives should simply be a specific standard of performance for a given program:

1. An operational objective focuses on service delivery.
2. A managerial objective focuses on those aspects of management that help staff achieve operational objectives; i.e., staff training, work plan development, etc.

**Operating Expenditures** – Expenditures for goods and services, which primarily benefit the current period and are not defined as personal services or capital outlay. Some examples include contractual services, supplies, utilities, etc.

**Ordinance** - A formal legislative enactment by the governing board of a municipality.

**Other Expenditures** - Expenditures that are not personnel, operating or capital related, such as transfers or debt service.

**Part-Time Position** – Position, which is regularly scheduled less than 40 hours per week. Benefits are pro-rated - sick and vacation time only.

**Personal Services** - All costs directly associated with employees - salaries, fringe benefits, etc.

## GLOSSARY

**Prior Year Surplus** – Revenues in excess of expenditures in previous year that are available for appropriation in the current year. Can also be defined as current assets less current liabilities at fiscal year-end.

**Proprietary Funds** – Funds operated like a private business and charges user fees, includes Enterprise.

**Purchase Order** - A document that authorizes the delivery of specified merchandise or the rendering of certain services, establishes their cost, and creates a commitment on both the provider and receiver of the product or service.

**Recurring Expenditure** – A good or service that is expected to continue again in the next fiscal year or on a continuing annual basis, such as personnel salaries, utility payments, office space rentals, etc.

**Requisition** - A document generated by individual District Departments requesting goods or services.

**Reserves** – An accumulation of a fund's revenues in excess of expenditures over time. This is similar to retained earnings as used for corporations.

**Reserve for Encumbrances** - A reserve account that represents open encumbered contracts and purchase orders.

**Resolution** - An expression of a governing body concerning matters of administration, an expression of temporary character, or a provision for the disposition of a particular item of the administrative business of the governing body.

**Revenue** - Money that a government receives as income.

**Revenue Reserves** – Amount that reduces total revenues estimated that is set aside as a safe guard in the event that the revenues are not collected as planned.



## GLOSSARY

**Special District** - A local unit of special purpose, as opposed to general purpose, government within a limited boundary created by general law, special act, local ordinance, or by rule of the Governor and Cabinet. The special purpose or purposes of special districts are implemented by specialized functions and related prescribed powers. “Dependent Special District” means a special district that meets at least one of the following criteria:

- (a) The membership of its governing body is identical to that of the governing body of a single county or a single municipality.
- (b) The governing body of a single county or a single municipality appoints all members of its governing body.
- (c) During their unexpired terms, members of the special district’s governing body are subject to removal at will by the governing body of a single county or a single municipality.
- (d) The district has a budget that requires approval through an affirmative vote or can be vetoed by the governing body of a single county or a single municipality.

“Independent Special District” means a special district that is not a dependent special district defined above.

**Statute** - A written law enacted by a duly organized and constituted legislative body.

**Surplus** - Excess of projected revenues over planned expenditures.

**Tangible Personal Property** - All assets used in a business that are subject to an ad valorem assessment, i.e. furniture, tools, machinery, equipment - whatever is used to generate income.

**User Charges** - The payment of a fee for direct receipt of a public service by the party benefiting from the service.



## GEOGRAPHICAL LOCATION

### HIGHLANDS COUNTY, FL

