#### CITY OF LAFOLLETTE

## MANAGEMENT'S DISCUSSION AND ANALYSIS

The management of the City of LaFollette (the "City"), has provided this narrative overview and analysis of the financial activities of the City for the fiscal year ended June 30, 2018.

## **Financial Highlights**

- The assets of the City exceeded its liabilities at the close of the most recent fiscal year by \$75,249,700.
- The City's total net position increased by \$1,238,643 from the results of its operations. In addition, the City adopted GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions resulting in a restatement (increase) of beginning net position of \$34,712.
- As of the close of the current fiscal year, the City's governmental funds reported combined ending fund balances of \$4,432,314 a decrease of \$1,674,255. Approximately 86% of this total amount or \$3,827,983 is reported as unrestricted fund balances.
- At the end of the current fiscal year, unrestricted fund balance for the general fund was \$3,827,886, or approximately 41% of total general fund expenditures.
- The City's total debt decreased by \$3,875,284 during the current fiscal year.

#### Overview of the Financial Statements

This discussion and analysis is intended to serve as an introduction to the City's basic financial statements. The City's basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This discussion and analysis will focus on the reporting entity because of the component unit's significant relationship with the primary government. The report also contains other supplementary information in addition to the basic financial statements.

**Government-Wide Financial Statements.** The government-wide financial statements are designed to provide readers with a broad overview of the City's financial information, in a manner similar to a private-sector business. Activities are considered either as those of the Primary Government (the government as legally defined) or those of the Component Unit (a legally separate entity for which the primary government is financially accountable).

The statement of net position presents information on all of the City's assets, deferred outflows of resources, liabilities and deferred inflows of resources, with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator as to whether the financial position of the City is improving or deteriorating.

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

Both of the government-wide financial statements distinguish functions of the City that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities of the City include administration and finance, codes administration, police and fire protection, animal and infectious disease control, streets and highways and general public works, fleet maintenance, sanitation, and recreation center and library operations. The business-type activities of the City include the electric department, water department, and emergency communications district. The government-wide financial statements can be found on pages 15 through 17.

The government-wide financial statements include not only the City of LaFollette itself (the primary government), but also the legally separate component unit the City of LaFollette Emergency Communications District.

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

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

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

The City maintains eight individual governmental funds. Information is presented separately in the governmental funds balance sheet and in the governmental funds statement of revenues, expenditures, and changes in fund balances for the general fund, which is considered to be a major fund. Data for the other seven governmental funds is combined into a single, aggregated column. Individual fund data for each of these nonmajor governmental funds is provided in the form of *combining and individual fund schedules* on pages 68 through 73. The basic governmental fund financial statements can be found on pages 18 and 20.

*Proprietary Funds*. Enterprise funds are a type of proprietary fund used to report the same functions presented as business-type activities in the government-wide financial statements. The City uses enterprise funds to account for its electric, water and wastewater operations.

Proprietary funds provide the same type of information as the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the electric, water and wastewater operations, all of which are considered to be major enterprise funds of the City. The basic proprietary fund financial statements can be found on pages 30 through 34.

**Notes to the Financial Statements**. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 35 through 61.

**Other Required Information**. In addition to the basic financial statements and accompanying notes, this report also presents several schedules related to the pension plans and post-retirement benefits on pages 62 through 67 which is required supplementary information.

#### Government-Wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. In the case of the City, assets and deferred outflows exceeded liabilities and deferred inflows by \$75,249,700 at the close of the most recent fiscal year.

The largest portion of the City's net position reflects its net investment in capital assets (e.g., infrastructure, land, buildings, transmission and distribution facilities, machinery, and equipment), less accumulated depreciation and any related debt used to acquire those assets that is still outstanding. The City uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the City's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

## City of Lafollette Condensed Statement of Net Position As of June 30, 2018 and 2017

		Government	I Activities	Business-T	Activities	_	Total Primary Government				
		2018	_	2017	2018		2017	_	2018	_	2017
Assets Current Assets	\$	5,949,774	\$	7,664,880 \$	11,495,757	\$	10,617,426	\$	17,445,531	\$	18,282,306 8,809,267
Restricted Assets Capital Assets, Net		2,355,790 10,473,655		1,958,925 10,518,880	5,141,254 102,724,222		6,850,342 102,767,348		7,497,044 113,197,877	_	113,286,228
Total Assets	-	18,779,219		20,142,685	119,361,233		120,235,116		138,140,452	_	140,377,801
Deferred Outflows of Resources		656,648	-	765,969	155,102		246,798	_	811,750	_	1,012,767
Total Assets and Deferred Outflows of Resources	\$.	19,435,867	\$ =	20,908,654 \$	119,516,335	\$=	120,481,914	\$ =	138,952,202	\$=	141,390,568
Liabilities, Deferred Inflows and Ne	t Po	sition									
Liabilities	•	700 500 1	•	707.005 €	44 400 600	C	11,285,757	<b>σ</b>	12,206,257	Ф	12,073,142
Current Liabilities	\$	766,568	Þ	787,385 \$	11,439,689 44,611,420	Ф	48,338,248	φ	47,662,979	φ	52,145,314
Long-Term Liabilities		3,051,559	-	3,807,066	56,051,109	-	59,624,005	-	59,869,236	-	64,218,456
Total Liabilities	-	3,818,127	-	4,594,451	30,031,109	-	39,024,003	-	39,009,230	-	04,210,400
Deferred Inflows of Resources		3,815,679	_	3,195,767	17,587		0	_	3,833,266	_	3,195,767
Net Position											
Net Investment in Capital Assets		8,607,655		8,363,880	63,846,259		62,012,189		72,453,914		70,376,069
Restricted		542,923		442,278	0		0		542,923		442,278
Unrestricted (Deficit)		2,651,483	_	4,312,278	(398,620)		(1,154,280)	_	2,252,863	_	3,157,998
Total Net Position		11,802,061		13,118,436	63,447,639		60,857,909	_	75,249,700	_	73,976,345
Total Liabilities, Deferred Inflows and Net Position	c	10 425 967 9	¢.	20,908,654 \$	110 516 225	2	120 481 014	2	138 052 202	\$	141,390,568
and Net Fosition	Φ:	19,435,007	Φ=	20,900,004 \$	119,010,000	- <sup>Ψ</sup> =	120,401,314	Ψ=	100,002,202	Ψ=	1-11,000,000

Net investment in capital assets increased \$2,077,845 or approximately 3.0% in 2018 as principal repayments and purchases of new assets exceeded depreciation expense. A small portion of the City's net position (0.7%) represents resources that are subject to external restrictions on how they may be used. Restricted net position increased \$100,645 in the current fiscal year. Unrestricted net position in the governmental activities decreased \$1,660,795 as expenses exceeded revenues. The deficit in unrestricted net position in the business-type activities decreased from \$1,154,280 to \$398,620.

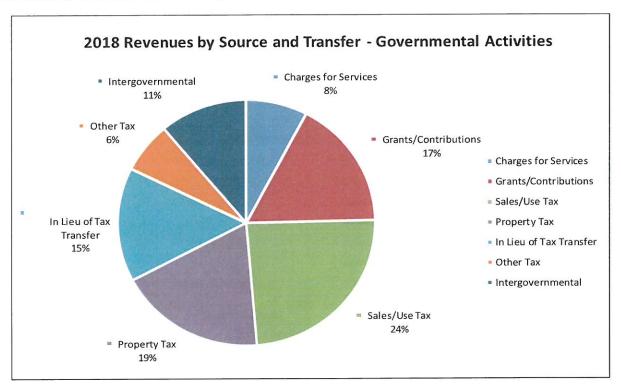
# City of LaFollette Condensed Statement of Activities For the Years Ended June 30, 2018 and 2017

	Governm	Governmental Activities			Business-	e Activities	S =	Total Primary Government				
	2018		2017		2018		2017		2018		2017	
Revenues:		_										
Program Revenues:												
Charges for Services	\$ 646,136	\$	653,951	\$	56,770,781	\$	54,363,049	\$	57,416,917	\$	55,017,000	
Operating Grants and												
Contributions	295,778	66	267,230		0		0		295,778		267,230	
Capital Grants and												
Contributions	1,119,205	0	171,104		0		(152,270)		1,119,205		(152,270)	
General Revenues:												
Property Taxes	1,556,388	6(	1,635,804		0		0		1,556,388		1,635,804	
Other Taxes	2,560,762	8	2,501,275		0		0		2,560,762		2,501,275	
Intergovernmental Revenues	923,967	•00	935,007		0		0		923,967		935,007	
Interest	28,584		15,143		122,037		17,841		150,621		32,984	
Miscellaneous Other Revenues	280,347		315,142		0		0		280,347		315,142	
Total Revenues	7,411,167		6,494,656		56,892,818		54,228,620		64,303,985		60,552,172	
Program Expenses:												
Administration and Finance	1,403,955		1,509,070		0		0		1,403,955		1,509,070	
Codes Administration	6,829	1	4,913		0		0		6,829		4,913	
Police Protection	2,146,492		1,904,459		0		0		2,146,492		1,904,459	
Fire Protection	1,506,894		1,443,957		0		0		1,506,894		1,443,957	
Animal and Infectious	***		15 51									
Disease Control	80,233		73,882		0		0		80,233		73,882	
Streets and Highways and	#####################################		92.50. • 144.86-15.									
General Public Works	3,729,515	i	1,328,699		0		0		3,729,515		1,328,699	
Fleet Maintenance	87,210		92,580		0		0		87,210		92,580	
Sanitation	170,212		230,150		0		0		170,212		230,150	
Recreation Center and Library	783,086		701,271		0		0		783,086		701,271	
Interest on Long-Term Debt	56,826		31,375		0		0		56,826		31,375	
Electric Department	(		0		47,002,472		45,635,785		47,002,472		45,635,785	
Water Department	Č		0		6,616,618		6,542,333		6,616,618		6,542,333	
Emergency Communications												
District	(	)	0		0		0		0		0	
Total Program Expenses	9,971,252		7,320,356	_	53,619,090	- :	52,178,118	•	63,590,342	- :	59,498,474	
Transfers:												
In Lieu of Taxes	1,250,850	<u> </u>	1,237,674	_	(1,250,850)	<u> </u>	(1,237,674)		0		0	
Capital Contributions		<u>)                                    </u>	0	_	525,000	_	781,546		525,000		781,546	
Change in Net Position	(1,309,235	5)	411,974		2,547,878		1,594,374		1,238,643		2,006,348	
Net Position - Beginning of Year	13,118,436	5	12,706,462		60,857,909		59,263,535		73,976,345		71,969,997	
Restatement of Beginning Net Position	(7,140		0		41,852		0		34,712		0	
Net Position - End of Year	\$ 11,802,061	_ \$	13,118,436	\$	63,447,639	_ \$	60,857,909	\$	75,249,700	\$	73,976,345	

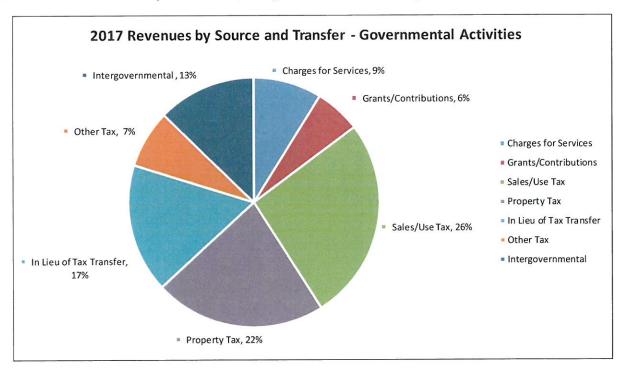
## City of LaFollette's Changes in Net Position

**Governmental Activities.** Governmental activities decreased the City's net position by \$1,309,235 in 2018. The increase in net position from governmental activities in 2017 was \$411,974.

The following graphs show the revenues by source and transfers for the governmental activities (excluding interest income and other miscellaneous revenues):

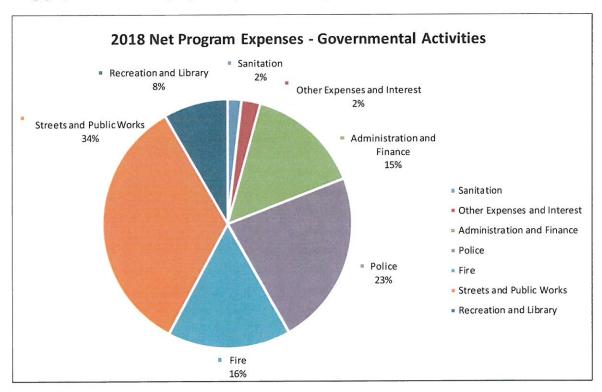


As seen in the chart above, during 2018, local sales and use taxes and property taxes (24% and 19%) represented the largest sources of revenue for the governmental activities, followed grants and contributions 17%, the in lieu of tax transfer from the Electric Department 15%, intergovernmental 11%, charges for services 8%, and other taxes 6%.

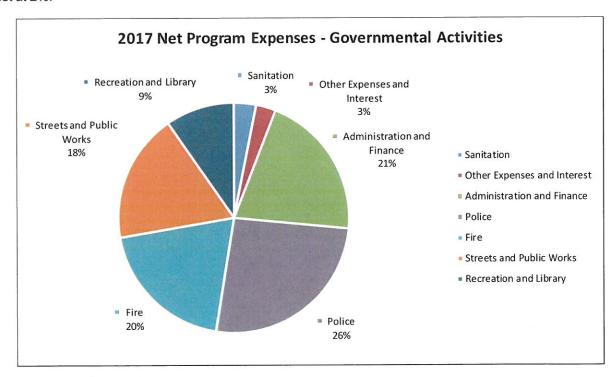


As seen in the chart above, during 2017, local sales and use taxes and property taxes (26% and 22%) represented the largest sources of revenue for the governmental activities, followed by the in lieu of tax transfer from the Electric Department 17%, intergovernmental 13%, charges for services 9%, other tax 7%, and grants and contributions 6%. The chart above excludes interest income and other miscellaneous revenues.

The following graphs show the net program expenses for the governmental activities:



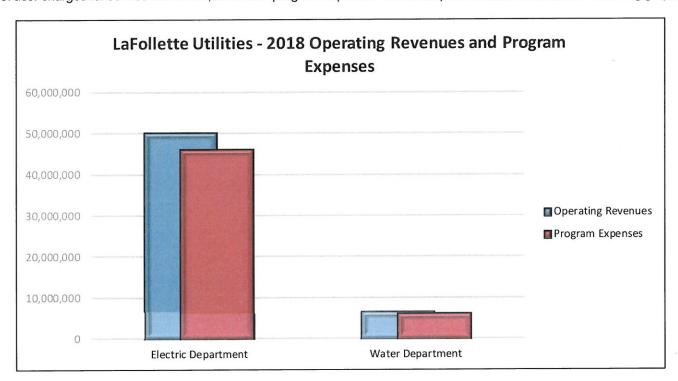
As seen in the chart above, in 2018 streets and public works net program expense comprise 34%, followed by police 23%, fire 16%, administration and finance 15%, sanitation 2%, recreation and library 8%, and other expenses and interest at 2%.



As seen in the chart above, in 2017 police protection net program expenses comprise 26%, followed by administration and finance 21%, fire protection 20%, streets and general public works 18%, recreation and library 9%, sanitation 3%, and other expenses and interest at 3%.

**Business-Type Activities.** Business-type activities increased the City's net position by \$2,547,878 in the current year.

LaFollette Utilities, consisting of the Electric Department and the Water Department, provides electric, water, and wastewater services to customers in Campbell, Claiborne, and Union Counties. Operating revenues, consisting primarily of user charges for services rendered, exceeded program expenses for both departments, as shown in the following graph:



**Discretely Presented Component Unit.** Component units are legally separate organizations for which the primary government is financially accountable. The component unit for the City is City of LaFollette Emergency Communications District (the "District"). A summary of the City's component unit follows:

District's Condensed Statement of Net Postion as of June 30, 2018 and 2017

	As of June 30,								
		2018		2017					
Assets									
Current Assets	\$	959,198	\$	736,048					
Capital Assets, Net		100,343		112,456					
Total Assets	_	1,059,541	_	848,504					
Liabilities and Net Position									
Current Liabilities		2,158		6,604					
Net Position:									
Investment in Capital Assets		100,343		112,456					
Restricted		0		0					
Unrestricted		957,040		729,444					
Total Net Position		1,057,383	_	841,900					
Total Liabilities and Net Postion	\$	1,059,541	\$_	848,504					

#### District's Condensed Statement of Activities for the Years Ended June 30, 2018 and 2017

		For the Years Ended June 30,						
	_	2018		2017				
Operating Revenues	\$	287,455	\$	291,562				
Operating Expenses	_	270,093		239,643				
Operating Income		17,362		51,919				
Nonoperating Revenues		198,121		51,973				
Change in Net Position		215,483		103,892				
Net Position - Beginning of Year	_	841,900		738,008				
Net Postion - End of Year	\$_	1,057,383	\$	841,900				

The District's operating revenues consist primarily of TECB distributions of surcharges and excess revenue. Operating expenses consist primarily of salaries and wages, contracted services, supplies and material, depreciation.

## Financial Analysis of the Government's Funds

The City uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

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

At June 30, 2018, the City's governmental funds reported combined ending fund balances of \$4,432,314, a decrease of \$1,674,255. Approximately 86% of this total amount or \$3,827,983 constitutes unrestricted fund balances, which are available for use at the government's discretion and in accordance with appropriated budgeted amounts. The remainder of fund balance is either non-spendable totaling \$27,923 consisting of gasoline inventory, or restricted totaling \$576,405 to indicate that it is not available for use because it has already been restricted to the funding of activities in certain special revenue funds.

The general fund is the chief operating fund of the City. At June 30, 2018, unrestricted fund balance of the general fund was \$3,827,886. As a measure of the general fund's liquidity, it may be useful to compare unrestricted fund balance to total fund revenues. The Government Finance Officers Association recommends that general-purpose governments maintain unrestricted fund balances in the general fund of no less than 5% to 15% of regular general fund operating revenues. Unrestricted fund balance represents approximately 61% of total general fund revenues.

The fund balance of the City's general fund decreased by \$1,775,455 during the current fiscal year.

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

Unrestricted net position of the Electric Department and Water Department Funds at the end of the year amounted to a deficit of \$398,620. The Electric Department and Water Department continue to minimize their borrowings and use net position to fund capital assets. The total increase in net position for the Electric Department was \$1,917,366 and the total increase for the Water Department was \$630,512. Other factors concerning these funds have already been addressed in the discussion of the business-type activities.

## **General Fund Budgetary Highlights**

Differences between the original budget and the final amended budget totaled a net increase in appropriations of \$981,785 and can be briefly summarized as follows:

- Appropriated an additional \$98,654 primarily for police protection for additional capital outlay not anticipated in original budgeting.
- Appropriated an additional \$248,139 primarily for fire protection capital outlay.
- Appropriated an additional \$244,837 for streets and highways and general public works to fund additional capital outlay and personnel costs not anticipated at the beginning of the year.
- Appropriated an additional \$284,885 for recreation center and library primarily to fund capital outlay not anticipated at the beginning of the year.

Differences between the final amended budget and actual revenues totaled a net unfavorable variance of \$3,130,405 and can be briefly summarized as follows:

- Sales taxes received were more than budget by \$124,812 due to increased consumer spending.
- Grant revenue and contributions were less than budget by \$3,287,249 primarily due to delays in start-up of the Dossett Lane Bridge Project.

Differences between the final amended budget and actual expenditures totaled a net favorable variance of \$4,746,346 and can be briefly summarized as follows:

- Administration and finance expenditures were less than budget by \$546,004 due to appropriated expenditures budgeted but not spent.
- Police protection expenditures were less than budget by \$343,558 due to salaries and benefits and additional expenses budgeted but not spent.
- Fire protection expenditures were less than budget by \$125,899 due to salaries and benefits and additional expenses budgeted but not spent.
- Streets and highways and general public works expenditures were less than budget by \$3,519,775 primarily due to the Dossett Lane Bridge project being delayed.
- Recreation center and library expenditures were less than budgeted by \$131,442 due to appropriated expenditures budgeted but not spent.

#### **Capital Asset and Debt Administration**

Capital Assets. The City's investment in capital assets for its governmental and business-type activities as of the current year end amounts to \$113,197,877 (net of accumulated depreciation). This investment in capital assets includes infrastructure, land and land rights, structures and improvements, poles, towers, transmission and distribution mains, street lighting systems, distribution reservoirs and standpipes, service installations, buildings, improvements, equipment, furniture, fixtures, and vehicles. The total decrease in the City's net capital assets for the current fiscal year was approximately \$88,351.

Major capital asset events for governmental activities during the current fiscal year include various equipment purchases totaling \$164,090 and vehicle purchases totaling \$377,487.

Capital assets, net of depreciation, as of June 30, 2018 and 2017 is as follows:

		Governme	I Activities Business-Type				Activities	Total Primary	overnment		
	-	2018	-	2017	-	2018	_	2017	 2018	_	2017
Land and Land Rights	\$	601,634	\$	577,099	\$	1,244,883	\$	1,140,699	\$ 1,846,517	\$	1,717,798
Land Improvements		951,566		951,566		0		0	951,566		951,566
Governmental Buildings											
and Improvements		3,590,025		3,501,945		0		0	3,590,025		3,501,945
Equipment, Furniture,											
and Fixtures		5,690,666		5,149,089		38,939,525		36,984,997	44,630,191		42,134,086
Infrastructure		14,693,873		14,693,873		0		0	14,693,873		14,693,873
Structures and											
Improvements		0		0		22,414,577		22,343,903	22,414,577		22,343,903
Poles, Towers and											
Transmission Assets		0		0		84,372,662		82,292,678	84,372,662		82,292,678
Street Lighting Systems		0		0		4,145,152		4,036,196	4,145,152		4,036,196
Distribution Reservoirs											
and Standpipes		0		0		2,390,701		2,317,140	2,390,701		2,317,140
Transmission and											
Distribution Mains		0		0		29,864,761		29,856,721	29,864,761		29,856,721
Service Installations		0		0		7,267,461		6,920,513	7,267,461		6,920,513
Construction in											
Progress		266,081		75,417		622,288		853,977	888,369		929,394
Accumulated											
Depreciation		(15,320,190)	)	(14,430,109)		(88,537,788)	_	(83,979,476)	(103,857,978)		(98,409,585)
500 54400 5880 301 010 000	\$	10,473,655	\$	10,518,880	\$	102,724,222	\$_	102,767,348	\$ 113,197,877	\$_	113,286,228

Additional information on the City's capital assets can be found in Note 4 on pages 43 through 45.

**Long-Term Debt.** At the end of the current fiscal year, the City had total debt outstanding of \$45,885,217. Of this amount, \$44,202,768 is owed on general obligation bonds and notes. The remainder of the City's debt (\$1,682,449) represents revenue and tax bonds and notes. The City's long-term debt as of June 30, 2018 and 2017 is as follows:

		Governme	ntal	Activities		Business-T	Activities	<b>Total Primary Government</b>					
	1	2018		2017	_	2018		2017	2018	9	2017		
General Obligation Bonds and Notes Revenue and Tax Bonds	\$	1,866,000	\$	2,155,000	\$	42,336,768	\$	45,891,087	\$ 44,202,768	\$	48,046,087		
and Notes Total	s <sup>-</sup>	1.866.000	- <sub>\$</sub> -	2,155,000	· \$ -	1,682,449 44.019.217	- \$	1,714,414 47,605,501	\$ 1,682,449 45,885,217	\$	1,714,414 49,760,501		

The City's total debt decreased by \$3,875,284 during the current fiscal year as principal payments have been made.

Additional information on the City's long-term debt can be found in Note 5 on pages 45 through 49.

#### **Next Year's Budgets**

The general fund revenue estimates for next year are projected basically at a growth rate of 1%. Using this revenue estimate as a guide, the general fund budget was prepared by funding the necessary operating needs of the various departments. The following items will affect the City's financial statements next year:

- The City anticipates purchasing 2 new SUV's for the Police Department for approximately \$84,000.
- The City anticipates purchasing Fire Department equipment for approximately \$97,000 which includes new bunker gear, air packs, and an ATV with rescue bed.
- The City anticipates purchasing a new sanitation truck for approximately \$135,000.
- The City anticipates purchasing a gator vehicle for the Recreation Department and constructing Pine Park sidewalks for approximately \$16,000.

The Electric Department is not expected to add very many new electric customers over the course of the next fiscal year. Capital improvement plans are being developed for projects to be completed over the next 5 fiscal years.

The Water Department is not expected to add very many new water and wastewater customers over the course of the next fiscal year. Charges for both services will be closely monitored, with changes in rates being recommended as circumstances may dictate.

No other facts, decisions, or conditions are currently known which would have a significant impact on the City's financial position or results of operations during fiscal year 2019.

## **Requests for Additional Information**

This financial report is designed to provide a general overview of the City's financial information. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the City of LaFollette, Office of the City Administrator, 207 South Tennessee Avenue, LaFollette, Tennessee, 37766.

The Electric Department and Water Department also issue separate audited financial statements. Additional information regarding these proprietary funds can be obtained by contacting the General Manager at 302 North Tennessee Avenue, LaFollette, Tennessee 37766. The Emergency Communication District also issues separate audited financial statements and additional information can be obtained by sending a request to the City of LaFollette, Office of the City Administrator, 207 South Tennessee Avenue, LaFollette, Tennessee 37766.