



Fiscal Year 2014 Budget

CITY OF GERMANTOWN

FISCAL YEAR 2014

BUDGET

July 1, 2013 – June 30, 2014



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Germantown

Tennessee

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Merrill *Jeffrey R. Egan*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Germantown, Tennessee for its annual budget for the fiscal year beginning July 1, 2012.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

READER'S GUIDE

The budget document is organized in 11 sections.

Introduction. Separate letters from the Mayor and the City Administrator, transmitting the FY14 Budget document. General information about the City. The Board of Mayor and Aldermen's Policy Agenda, listing major objectives. City Financial Policies, a guide in preparation and management of the Budget.

Budget Summaries. An overview of the FY14 Budget. Total expenditure overview and summaries by major category and by cost center in six major operating funds: General, Utility, Germantown Athletic Club, Great Hall, Sanitation and Stormwater. Graphs/charts of revenues and expenditures, CIP projects, Infrastructure Replacement Program (IRP) lists, personnel staffing, special revenue funds, internal service funds and fiduciary funds.

General Government. Operating budget for several departments including Administration, Finance, Procurement and General Services, Fleet Services, Economic Development. Specific cost centers and program description including overview, mission and FY14 objectives, performance measurements, budget category summary, personnel projections and category explanations. (Basic department and cost center information also found in other sections).

Public Safety. Information about operation budgets for the Police Department, Automated Enforcement, Drug Asset Forfeiture, Federal Asset Forfeiture, Fire Department and Ambulance.

Transportation and Environment. Operating Budget for all transportation and environment cost centers, including Public Services, State Street Aid, and Animal Control.

Sanitation. Information for the operating budget for the Sanitation Fund, an enterprise fund and incorporating the cost for both the collection and disposal of solid waste.

Stormwater Management. Information for the operating budget for the Stormwater Management Fund, an enterprise fund.

Community Services. Information about the operating budgets for Parks and Recreation, Library Services, Pickering Center, Cultural Arts and Municipal Schools. In addition, budgets are included for Germantown Athletic Club and the Great Hall, both enterprise funds.

Utilities. Information about operating budgets for all utility cost centers, including Water Operations, Sewer Operations, Sewage Treatment and Utility Debt Service.

Capital Improvements Program Summary. General overview of the CIP, divided in five categories: General Government, Major Roads, Intersections/Other/Drainage, Parks, Germantown Athletic Club and Utilities. (Complete listing of 2014 projects and five-year CIP projection in Budget Summary section).

Revenues and Other Information. Specific information regarding revenue sources for General Fund and five enterprise funds. Significant accounting principles and policies followed by the City in the administration and development of the budget. Glossary of governmental budgeting and accounting terms.

TABLE OF CONTENTS

INTRODUCTION

Reader's Guide..... I
 Table of Contents..... II
 Mayor's Letter..... 1
 City Administrator's Letter..... 2
 General Information and Statistical Data..... 15
 Location Map..... 15
 Organization Chart..... 19
 City Officials Roster..... 20
 Philosophy Statement..... 21
 2013-2 Budget Ordinance..... 22
 FY14 Policy Agenda and Performance
 Measurement..... 24
 Financial Policies..... 32
 Condensed Budget Calendar..... 44

BUDGET SUMMARIES

Total Expenditure Budget..... 46
 General Fund Budget..... 50
 Utility Fund Budget..... 54
 Athletic Club Fund Budget..... 58
 Great Hall Fund Budget..... 62
 Sanitation Fund Budget..... 66
 Stormwater Management Fund 68
 Capital Projects Summary..... 70
 Infrastructure Replacement
 Program Summary..... 73
 Discussion of General Fund Reserves..... 77
 Budget Projection Summaries..... 79
 Personnel and Staffing..... 100

GENERAL GOVERNMENT

Aldermen..... 103
 Court..... 105
 Administration..... 107
 Human Resources..... 113
 Information Technology..... 115
 Germantown Performing Arts Centre..... 117
 Financial Services..... 119
 Procurement..... 121
 Allocated Expenses..... 123
 General Debt Service..... 125
 Economic and Community Development..... 127
 Budget and Performance..... 131
 Facility Services..... 133
 Fleet Services 137

PUBLIC SAFETY

Police..... 143
 Automated Enforcement..... 147
 Drug Asset Forfeiture..... 149
 Federal Asset Forfeiture..... 151
 Fire..... 153
 Ambulance..... 155

TRANSPORTATION & ENVIRONMENT

Public Services..... 159
 State Street Aid..... 163
 Animal Control..... 165

SANITATION

Sanitation Fund..... 169

STORMWATER MANAGEMENT

Stormwater Management Fund..... 171

COMMUNITY SERVICES

Parks and Recreation..... 175
 Recreation..... 179
 Cultural Arts Projects..... 181
 Pickering Center..... 183
 Library Services..... 185
 The Farm 189
 Municipal Schools..... 191

GERMANTOWN ATHLETIC CLUB FUND..... 195
 GREAT HALL FUND..... 201

UTILITIES

Utility Debt Service..... 207
 Water Operations..... 209
 Sewer Operations..... 213
 Sewage Treatment..... 215

CAPITAL IMPROVEMENTS PROGRAM..... 217

REVENUES & OTHER INFORMATION

Revenues..... 234
 Significant Accounting Policies..... 259
 Glossary of Terms..... 264
 City of Germantown Citizen Boards..... 269



CITY OF GERMANTOWN TENNESSEE

1930 South Germantown Road • Germantown, Tennessee 38138-2815
Phone (901) 757-7200 Fax (901) 757-7292 www.germantown-tn.gov

May 2013

Board of Mayor and Aldermen
Financial Advisory Commission
City of Germantown, Tennessee

Since its adoption in 2005, the City's Vision 2020 plan and its vision, goals and strategies have been central to the development of each annual budget. The Vision defines the actions that enable Germantown's transition from the growth/development mode to sustainability, promoting preservation, reinvestment and redevelopment toward assuring a property tax base that appreciates and provides adequate revenues to fund municipal services. In recent years, the budget has also been driven by our commitment to "the triple bottom line", the economic, environmental and social sustainability of our community.

While directed toward the long-term viability of municipal governance and character, numerous initiatives and innovations undertaken by the City the past several years have been effective in controlling and even reducing the cost of services while assuring the quality and scope we believe our citizens expect and require. Despite those continuing efforts, a combination of circumstances require a property tax rate increase of 44.5 cents for the FY14 general fund and capital fund budgets; it is projected to produce adequate revenues through FY18. Major factors include:

- Reappraisal by the County Assessor's Office last year reduced the property tax base throughout Shelby County, including Germantown. To restore property tax revenues to FY13 levels calls for 9.5 cents of the total increase.
- The recovery of local option sales tax revenues from lows in 2008 has stalled, coming in 5% lower in FY13 than in FY12. Flatter sales tax revenues statewide have diminished the per capita allocation to Germantown. Consequently, sales tax that once funded nearly 20% of the general fund is now at about 16%, shifting more burden to the property tax.
- Decline in revenues the past couple years placed greater reliance on the reserve fund. A portion of the tax rate increase sustains the reserve balance at an average of 40% over the next five years.

On the expenditure side, the budget encompasses a wide range of services for safety and security, modest infrastructure, improvement, fiscal soundness and sustaining the character of the community. It enables in-house ambulance service to improve response time and quality of care while reducing cost. It reflects cost reductions in every department, including employee health care. The required City funding of the proposed municipal school district is identified within the general fund but is borne by revenues from the .5 cent local option sales tax approved in 2012.

The FY14 budget reflects the Board's thoughtful and careful decisions about services and infrastructure investment, the Financial Advisory Commission's diligent examination of revenue and expense projections and the professional staff's daily stewardship of citizen tax dollars. Driven by conservative fiscal policies, the City continues to merit the triple-A bond ratings of both Moody's and Standard & Poor's, established in FY94 and most recently reaffirmed during FY12.

A handwritten signature in cursive script that reads "Sharon Goldsworthy".

Sharon Goldsworthy, Mayor



CITY OF GERMANTOWN TENNESSEE

1930 South Germantown Road • Germantown, Tennessee 38138-2815
Phone (901) 757-7200 Fax (901) 757-7292 www.germantown-tn.gov

May 2013

Board of Mayor and Aldermen
Financial Advisory Commission
City of Germantown, Tennessee

This letter transmits the Budget for the fiscal year beginning July 1, 2013. In setting the City's annual financial and spending plan, the adoption of the Budget is the most significant action taken by the Board of Mayor and Aldermen each year. It authorizes the allocation of resources and establishes the direction for programs and services for our "triple-A" rated city for the coming year and the five-year planning period.

THE FISCAL YEAR 2014 BUDGET

The FY14 Budget is balanced and totals \$71.3 million for all funds with the City's General Fund totaling \$40.7 million. The balanced budget is the result of ongoing departmental cost control, efficiency measures implemented even before the start of the recession and a property tax increase of \$0.445. This tax increase is designed to last five years and is necessary to ensure our financial health as the recovery continues to gather strength.

Germantown's strong management practices allowed the City to respond quickly to the financial crisis through programs such as managed competition, public private partnerships and the use of process improvement such as LEAN to produce cost savings and greater efficiencies. Our strategic planning process and strong financial policies allowed the City to anticipate changes in the economic climate and make retrenchment decisions based on strategic choices and sound financial practices. However the "new normal", as many economists have described the post recession era, requires that cities make a fundamental shift in their approach to managing resources and controlling costs. To that end, the FY14 budget and five-year financial plan contains the following short and long-term cost control initiatives to manage this property tax adjustment.

1. The FY14 General Fund Budget is 2.6% less than current year, excluding transfers to other funds.
2. All identified budget reductions in FY14 are sustainable over the five-year planning period with no decrease in core service levels.
3. New Third Party Administrator for self-insured health fund with great medical discounts
4. Mandatory mail order for all maintenance prescription drugs
5. Elimination of spousal coverage in health fund for all new employees
6. Increase in co-pay and premiums
7. Reduction of Medicare supplement funded through OPEB
8. Change in actuarial assumption for defined benefit retirement plan based on later retirement trend
9. Initiate new pension plan for new employees hired after July 1, 2013 to minimize City's financial risk

Collectively these cost savings measures produced \$2.6 million in savings in the FY14 budget and helped to minimize the impact of this property tax adjustment. The FY14 budget also contains several strategic opportunities to help jump start our own local economy and enhance service levels.

These strategic opportunities include:

1. Implementation of the economic development strategic plan in an effort to increase the local sales tax base and diversify our revenues



CITY OF GERMANTOWN TENNESSEE

1930 South Germantown Road • Germantown, Tennessee 38138-2815
Phone (901) 757-7200 Fax (901) 757-7292 www.germantown-tn.gov

2. The development of a local municipal school system for the City to enhance the quality of life for our residents and boost property values
3. The deployment of an in-house ambulance program under the fire department to improve response times and provide service quality enhancements.

PUBLIC POLICY

Adoption of the budget remains by far one of the most significant actions taken by the BMA each year. It authorizes the allocation of resources and establishes direction for programs and services for the coming year and during the five-year planning period.

The annual budget represents the culmination of hours of analysis and hundreds of recommendations on how best to respond to needs of the community in accordance with resources available, established policies and sound administrative practices. The annual budget builds upon prior budgets, staff objectives and action plans, citizen feedback and the Germantown Vision 2020 Plan.

Administration employs certain funding priorities in developing the annual budget. These funding priorities include a commitment to an operationally balanced budget, which includes the necessary supplies and tools to address the goals and objectives identified in Vision 2020; a fiscally balanced budget, with no use of one-time revenues to fund ongoing city operations; a programmatically balanced budget, which achieves parity between operations and support activities; full cost accounting and fee collection where possible and a commitment to funding capital projects based upon the City's established financial policies. When structuring the budget document, one of the administration's overarching goals is to produce a document that is user friendly and provides sufficient policy and financial information to give an accurate description of the City's financial health and stability.

The BMA realizes that sustainability requires a shift in orientation and how civic affairs are managed. The strategic vision and planning process focus on influencing the future rather than simply adapting to it by aligning organizational resources to bridge the gap between present conditions and the envisioned future.

Through the adoption of the Vision 2020 plan, a platform was developed for the City to transform the workforce into a high performing organization and implement best practices for service delivery. In the consideration and adoption of the City's annual budget, the administration routinely presents a balanced budget for the year under consideration in a five-year financial plan based upon various planning scenarios and financial assumptions. Administration addresses current and long-term financial obligations of the community through the following measures.

FISCAL ACCOUNTABILITY

Fiscal accountability is achieved through development and adoption of the annual budget and long-range financial plan. This action authorizes the allocation of resources and establishes direction for programs and services for the coming year and for the five-year planning period. The budget process and development begins with the annual Board of Mayor and Aldermen retreat when high priority items and policy decisions are included in budget deliberations. The actual development of the budget relies on the expertise and professionalism of a highly trained staff in cooperation with the 22-member Financial Advisory Commission (FAC), a volunteer commission appointed by the BMA. These appointed residents, with extensive experience in the financial sector, volunteer their time to work with City staff on every aspect of the budget and financial policies before recommending to the BMA the budget adoption and passage. Believing that a budget is more than simply a series of numbers, graphs and statistics, the City works hard to ensure that the document is easy to understand and that residents have a clear picture of how tax dollars are used. Prior to budget adoption, a budget in brief brochure is mailed to every resident. The document highlights key revenues, expenditures and capital projects and includes an invitation to attend the public hearing on the budget where residents can express concerns, raise specific issues or give support. Once adopted, the budget is placed on the City's website.

Throughout the fiscal year finance and Budget and Performance prepares and disseminates monthly financial reports to the city administrator, the BMA and every City department. The report provides information on key revenue and expenditures and highlights any variance requiring examination. Residents have access to this information via the City's website.

Fiscal accountability is also achieved each time the City enters the bond market to issue debt for capital projects. As stated in the profile, Germantown is one of only 66 cities with a Triple A bond rating from both Moody's and Standard & Poors. Both agencies

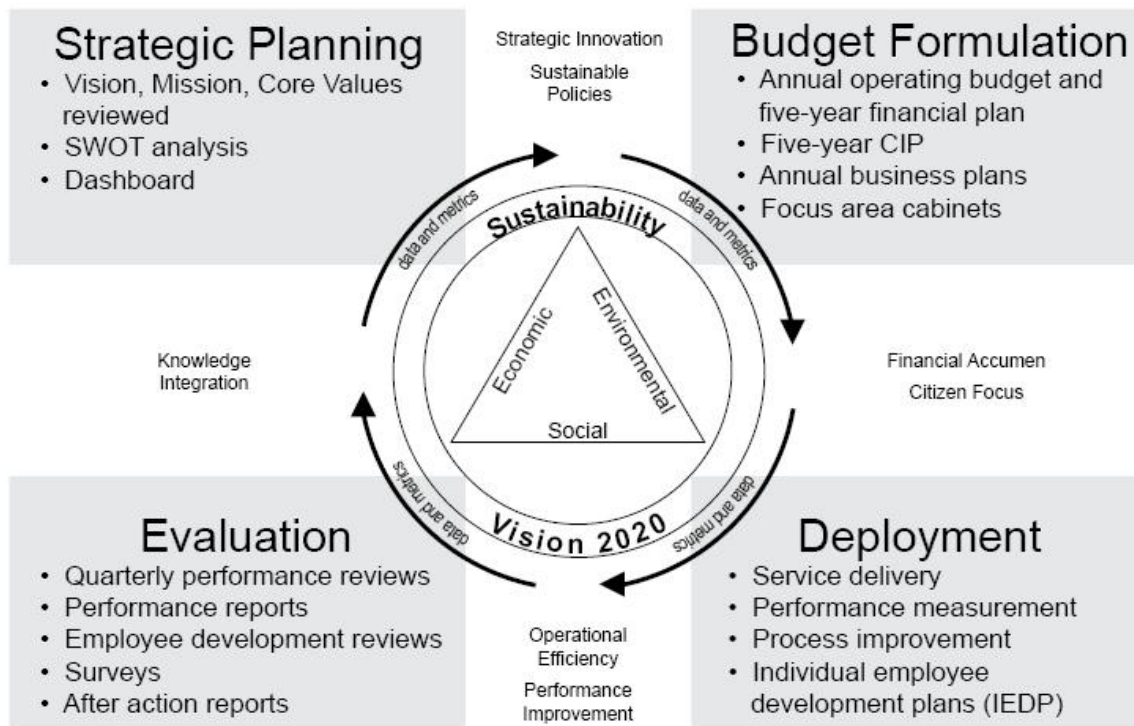
conduct an extensive review of the City's finances and provide full disclosure to the bond buyer as to the fiscal health and stability of the City. These agencies last visited the City prior to a bond sale September 2011. Following two days of staff presentations on strategic planning and fiscal accountability the City was reaffirmed triple A by both agencies.

At the end of each fiscal year the City conducts an annual audit. Records for every fund are audited by an independent audit firm that tests and reviews supporting evidences and financial statements. This independent audit has produced a clean unqualified opinion for the past 20 years on the overall fiscal health of the City.

The audit report is presented to an audit commission consisting of Germantown residents for review prior to submission to the Board of Mayor and Aldermen. Since 1982 the City has received the GFOA award for excellence in financial reporting every year. The purpose of the award is to encourage local governments to go beyond the minimum requirements of generally accepted accounting principles and to prepare comprehensive financial reports that provide true transparency and full disclosure.

The City also prepares and distributes to all residents a popular annual financial report (PAFR). The PAFR is prepared using information from the City's audit and annual financial report and is presented in a format that is easily understood by the general public. The City has also received the GFOA award for excellence for the material presented in the PAFR for the past five years. A copy of the PAFR is available on the City's website.

STRATEGIC PLANNING



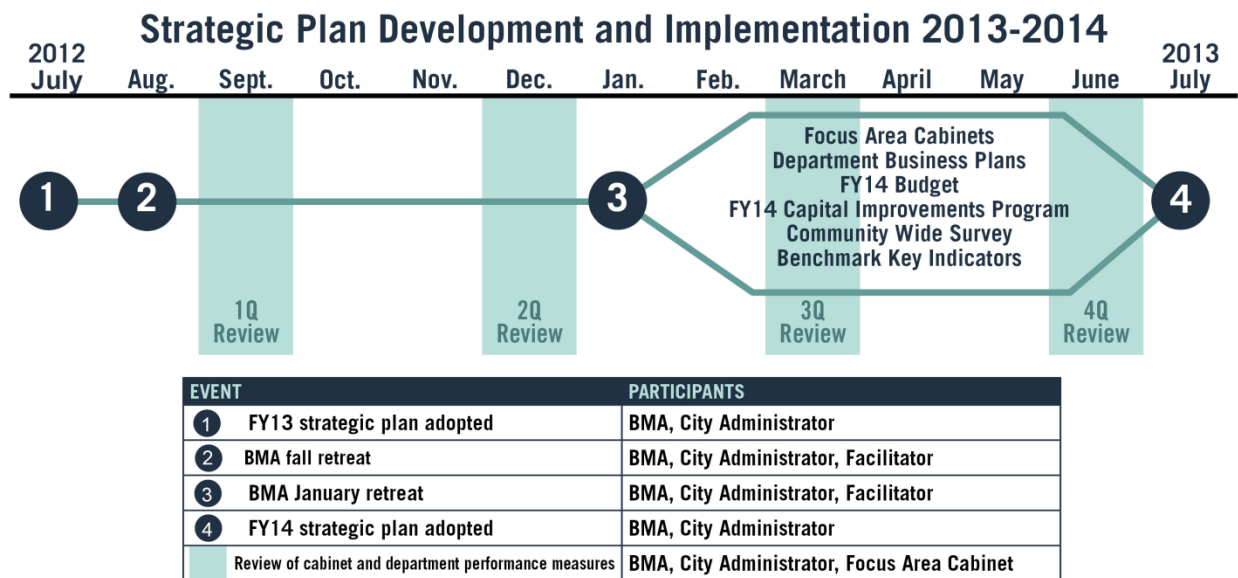
Strategic Planning and Performance Improvement Model

Figure 1

Since the adoption of Vision 2020 in 2005, the BMA has conducted an annual retreat each January to test the validity and relevance of the vision and refocus goals and objectives. Beginning in 2011, the BMA and city administrator expanded the strategic planning model to include an additional retreat held in July. Participants in this process include the BMA and City staff. A professional facilitator ensures the process stays on track and helps build consensus. This annual strategic planning process ensures that the BMA and City staff stay focused on the vision, mission and core values of the organization. Results from the retreat are used to create focus area cabinet, departmental business plans, the annual Budget, five-year financial plan and five-

year CIP. These plans are based on the triple bottom line (Economic, Environmental, and Social Sustainability) and are driven by key indicators with progress measured by the achievement of performance measures.

Core competencies were established during the initial Vision 2020 process and are refined during the January retreat. Strategic challenges and opportunities are identified in one of five focus areas based on the BMA's policy agenda. Vision 2020 is a long-range planning document based on annual goals, objectives and performance metrics designed to measure progress toward stated goals and key indicators. Leaders look to the future and a sustainable Germantown based on the triple bottom line. This approach is integrated throughout the strategic planning process. A systems approach is followed based on the understanding that systems are cyclical not linear. This approach takes a long term perspective with clear annual targets and indicators. It also provides for evaluation and feedback throughout the 12-month planning period to address unanticipated consequences, blind spots or variances. Through an understanding and analysis of this knowledge base, progress is measured toward the long range vision of sustainability and we are able to close the system loop and refocus strategic planning efforts each year during the retreat held in January and July. Figure 1 represents the critical steps involved in the strategic planning process.



The Vision 2020 strategic plan is defined by value based principles that describe the preferred future for the next eight years. Strategic planning culminating during the annual January retreat provides the BMA and City staff the opportunity to focus outcome based objectives over the next twelve months. This provides both the structure and context for knowledge integration, one of the City's core competencies. It transforms the organization and creates opportunities for performance improvement. Knowledge generated through strategic planning and performance improvement model is the result of a collaborative effort citywide. This process, outlined in Figure 2 constitutes the basis for the City's sustainable competitive advantage.

Figure 2

The Vision 2020 goals established by the Board of Mayor and Aldermen during the retreat forms the focus areas. Focus areas are designed to ensure that the policies and priorities identified by the Board are incorporated into the annual Budget and addressed during this fiscal year. A complete outline of the five focus areas, supporting policy agenda and performance measures follows this Budget transmittal letter. Vision 2020 goals identified by the Board of Mayor and Aldermen this year include the following:

Public Safety

- Safest City in the southeast
- Proactive approach to community safety
- Effective emergency response
- Safe buildings and homes
- Top quality police and fire workforce

Board of Mayor and Aldermen
Financial Advisory Commission
May 2013

Community Vitality

- Germantown – the preferred place to live
- Enhanced residential neighborhoods
- Development consistent with Germantown character
- Connectivity and ease of movement
- Beautiful community

Quality of Life

- Vibrant community
- Lifelong learning
- Parks, green spaces and natural areas
- Recreation and entertainment opportunities
- Cultural arts and enrichment
- Personal wellness of residents

City Services and Finances

- Financial sustainability
- Services excellence
- Services valued by our customers
- Services delivered in most cost effective manner
- Civic Involvement

Environmental Quality

- Pure water
- Reduced energy consumption
- Waste reduction and resource recovery
- Stormwater pollution prevention

REVENUE PROJECTIONS

Concurrent with the adoption of the budget, the Board of Mayor and Aldermen adopts a property tax rate. The budget for FY14 has a property adjustment of \$0.445 resulting in a new property tax rate of \$1.93. With this increase property taxes generated in Germantown comprise about 64% of overall General Fund operating revenues.

However, the uncertain economic times required an in-depth review of all revenue assumptions in formulating the budget. Additionally, a thorough expense review was conducted and included local issues of growth, new operating services, neighborhood preservation and quality of life.

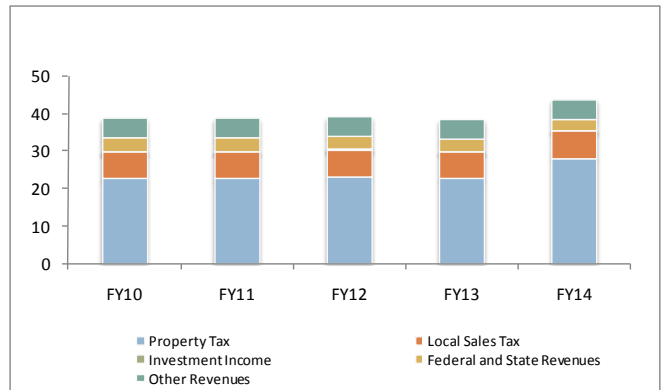
- The State Economy – The slow economic recovery continued to impact cities across the state during FY13. Rising gasoline prices are impacting Tennessee harder than most states because it relies so heavily on revenue from sales taxes of other consumer goods and services. The sales tax is elastic and more sensitive to economic shifts.
- The Local Economy – Germantown tends to follow the dynamic fluctuations of the national economy. FY13 is anticipated to be lower than budget and local sales are projected to remain flat in FY14 over FY13 estimate.
- Hall Income Tax -- This tax is collected by the state as a tax on income from dividends and interest on out of state investments and allocated to the City at 3/8 of the amount collected from Germantown residents.

GENERAL FUND

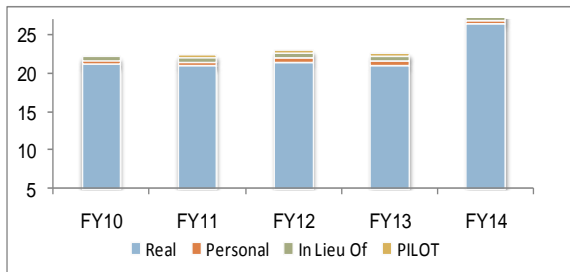
REVENUES:

The General Fund revenues include property tax, local sales tax, investment income and other revenues. **The property tax consistently remains one of the most stable sources of revenue in our community.** Other revenue sources are subject to some degree of fluctuation in economic cycles, and have decreased from FY09 levels. The new property tax rate of \$1.93 per \$100 assessed value, compared to \$1.485 in FY13, accounts for the increase in property taxes shown in the graph.

\$ MILLIONS



\$ MILLIONS



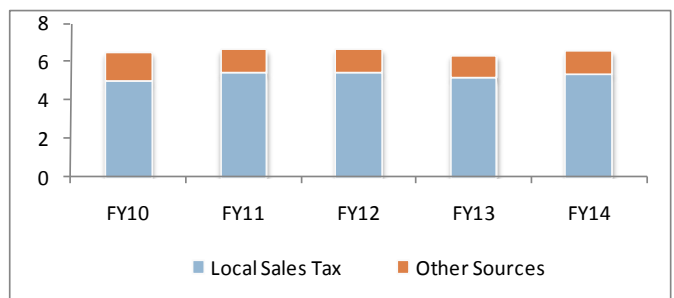
PROPERTY TAXES

The new proposed property tax rate for the City of Germantown is \$1.93 per \$100 of assessed valuation. In the FY14 budget, real, personal, in-lieu-of-property taxes and PILOT are projected to generate approximately \$28.0 million, 64% of the total revenue budget for the City.

LOCAL SALES TAXES

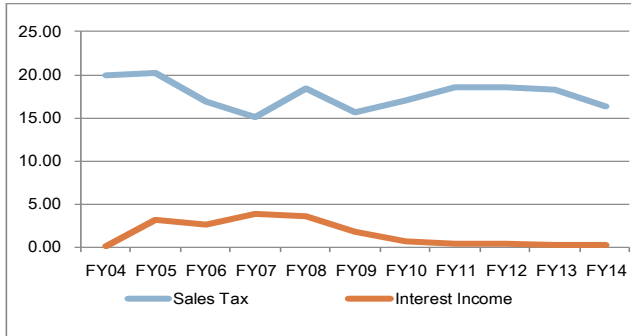
Local sales tax collections contribute 16% of the total revenue for the operations of the City. This category includes the local sales tax, the wholesale beer tax, the wholesale liquor tax, gross receipts business taxes and hotel/motel occupancy tax. The FY14 Budget anticipates \$7.1 million in local sales tax revenue.

\$ MILLIONS



**SALES TAX REVENUE AND INTEREST INCOME
 AS % OF GENERAL FUND REVENUES**

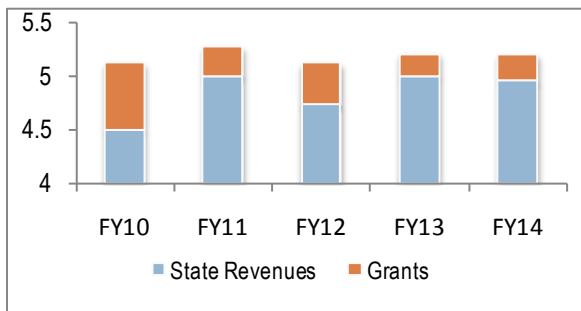
PERCENT



INTEREST INCOME

Interest on the City's investments contributes less than 1% of total revenues for the City of Germantown. The FY14 Budget projects income from investments at \$78,960. Both the State of Tennessee and the City of Germantown have regulations regarding authorized investments. The level of interest income fluctuates depending on interest rates and amount of funds held in reserve.

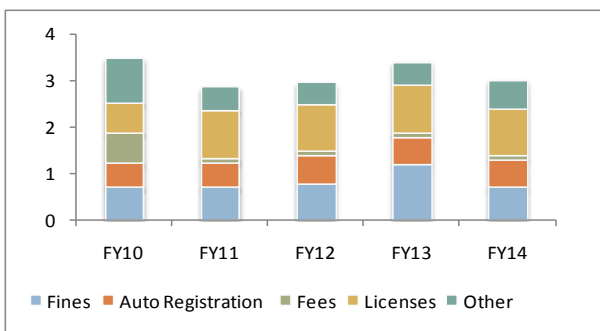
\$ MILLIONS



STATE REVENUES AND GRANTS

State shared revenues and state and federal grants make up 13% of the total fund sources for the City. This area includes state allocations for income tax, sales tax, beer tax, liquor tax, and City street and transportation tax allocation. In Germantown, state shared revenues are projected to be \$5.2 million in FY14. With the exception of the income and excise tax, state revenues are allocated on a per capita basis with Germantown's population at 40,123 with a Special Census in 2012. This source of revenue fluctuates depending on the statewide economy and certified population counts.

\$ MILLIONS



OTHER LOCAL REVENUE SOURCES

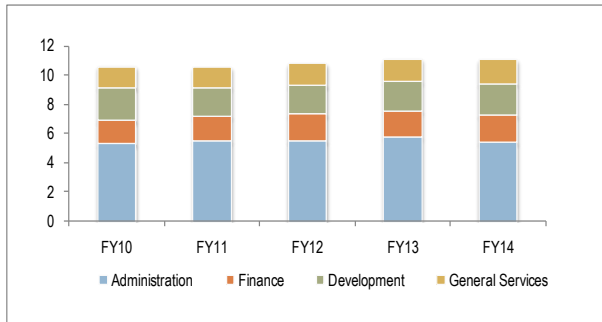
Other local revenue sources generate approximately 7% of the overall revenue for the City. This category includes automobile registration fees, local cable franchise fees, city court fees and an assortment of other smaller fees collected by municipalities. Licenses and fees are a fairly stable source of revenue for the City. However, revenues are budgeted to increase in FY14 with projections of \$3.2 million from fees.

More detailed information about each revenue category is provided under the “Revenues and Other Information” tab in the latter part of the document.

EXPENDITURES

The City’s fiscal year spending plan emphasizes a long-term goal of maintaining financial stability. All expenditures reflect the spending priorities established by the Board of Mayor and Aldermen and strict adherence to the financial policies that provide a framework for allocating resources. (The Board’s Policy Agenda for fiscal year 2014 and an overview of the Financial Policies as adopted by the Board of Mayor and Aldermen are provided following this section.)

\$ MILLIONS



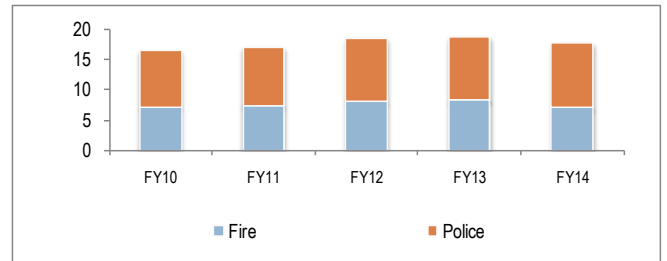
GENERAL GOVERNMENT EXPENDITURES

General government includes the Departments of Aldermen, Administration, Economic & Community Development, Human Resources, Information Technology, Germantown Performing Arts Centre, General Services, Budget and Performance, City Court, Procurement, and Finance. FY14 expenditures for these functions decreased by \$22,300 or 0.2% from the FY13 estimate.

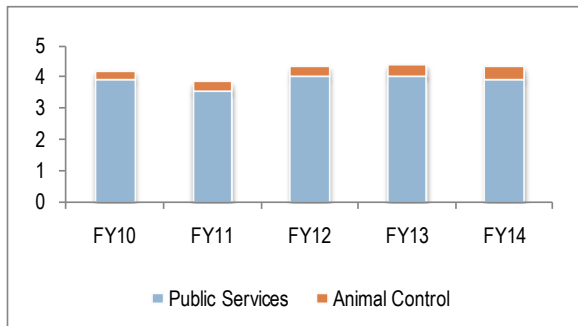
PUBLIC SAFETY EXPENDITURES

Total expenditures for Police and Fire Departments decrease by \$1,027,000 or 5.4% from the FY13 estimate. During the past five years, public safety costs have raised primarily due to the additional safety personnel and ancillary costs. FY14 shows a decrease over FY13 estimate due primarily to the cost associated with EMS service being moved to an Ambulance service cost center in FY14. Plus, in the Fire Department, FY13 higher cost associated with a federal grant.

\$ MILLIONS



\$ MILLIONS



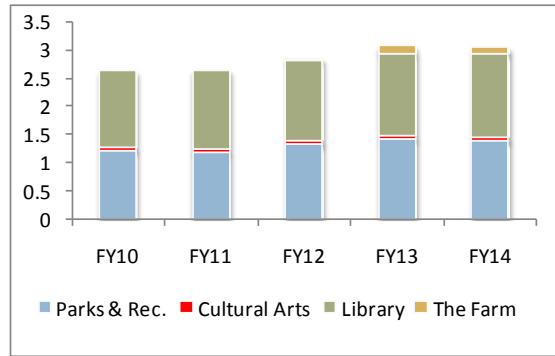
TRANSPORTATION AND ENVIRONMENT EXPENDITURES

The category includes the Department of Public Services and Animal Control. Total FY14 expenditures for this category decreased by \$65,100 or 1.5% from the FY13 estimate. FY14 expenses are less than FY13 estimate due to a reduction in contract maintenance.

COMMUNITY SERVICES EXPENDITURES

The category includes the Parks and Recreation Department, Library Services, the Farm, and Cultural Arts. The FY14 expenditures decreased by \$16,300 or 0.5% above the FY13 estimate. This decrease is due to a number of donation received in FY13 for the Farm Park.

\$ MILLIONS



SUMMARY OF FY14 APPROVED EXPENDITURE HIGHLIGHTS

TOTAL BUDGET - GENERAL FUND

(in thousands)

	Original Budget FY13	Estimated FY13	Budget FY14	Variance - Est. FY13 Budget FY14	% Variance Estimated FY13	% Variance Budget FY14
Operating Budget*	40,456	39,386	40,715	1,330	-3.4%	-3.3%
Capital	-	-	-	-	0.0%	0.0%
Total	40,456	39,386	40,715	1,330	-3.4%	-3.3%

TOTAL BUDGET - ALL FUNDS

(in thousands)

	Original Budget FY13	Estimated FY13	Budget FY14	Variance - Est. FY13 Budget FY14	% Variance Estimated FY13	% Variance Budget FY14
Operating Budget*	61,259	61,040	62,903	1,864	-3.1%	-3.0%
Capital	14,057	8,759	8,407	(352)	-4.0%	-4.2%
Total	75,316	69,799	71,310	1,512	2.2%	2.1%

BY PROGRAM:	Increase (in thousands)	Percent of Total	Percent Inc. to Estimate
Community Services	\$ (16)	-1.1%	-0.5%
General Debt Service	56	3.7%	1.7%
General Government	(22)	-1.5%	-0.2%
Transportation & Environment	(65)	-4.3%	-1.5%
Athletic Club	(315)	-20.9%	-6.8%
Great Hall	(108)	-7.1%	-19.6%
Contingencies	-	0.0%	0.0%
Other Programs	2,381	157.7%	24.1%
Public Safety	(1,027)	-67.9%	-5.4%
Sanitation	146	9.6%	4.2%
Stormwater	66	4.4%	6.7%
Utilities	416	27.5%	4.4%
TOTAL	\$ 1,512	100.0%	2.2%

BY CATEGORY:			
Personnel	\$ 2,142	141.7%	6.7%
Debt Service	17	1.0%	0.5%
Contingencies	-	0.0%	0.0%
Communications	32	2.1%	6.3%
Rents	360	23.8%	88.2%
Contract Services	107	7.0%	2.3%
Professional Fees	(620)	-41.0%	-15.7%
Supplies	107	7.1%	4.8%
Capital Outlay	279	18.5%	22.6%
All Other Categories	(912)	-60.2%	-4.3%
TOTAL	\$ 1,512	100.0%	2.2%

* Includes Capital Outlay and Infrastructure.

While the entire subsequent year's balance sheets are not presented in this document, the most critical aspect of the City's balance sheets – fund balance – is presented in the budget projection summaries in the following section. General Fund fund balance as of June 30, 2012 totaled \$16.7 million. The underlying purpose and rationale for these reserves are described in the Financial Policies contained in this section of the document.

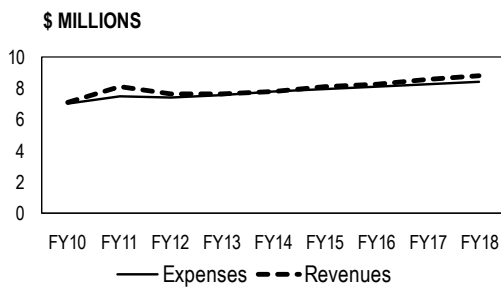
Following a review of the Financial Policies with the Financial Advisory Commission and the Board of Mayor and Aldermen, the Financial Policies were updated as detailed in this section of the Budget.

UTILITY FUND

REVENUE AND EXPENSES:

Utility rates were decreased in the FY09 Budget for the Utility Fund. This decrease was recommended to promote equity to the users, since the existing rate structure has built up an excessive working capital during drought years. The base rate is budgeted to remain the same to help avoid future revenue shortfalls during rainy years.

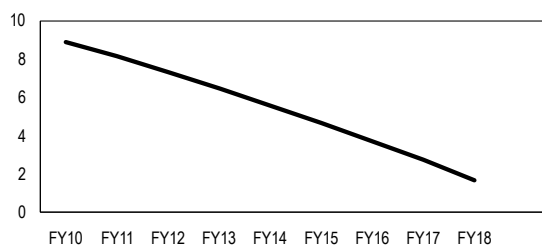
**UTILITY FUND
 REVENUES OVER EXPENSES**



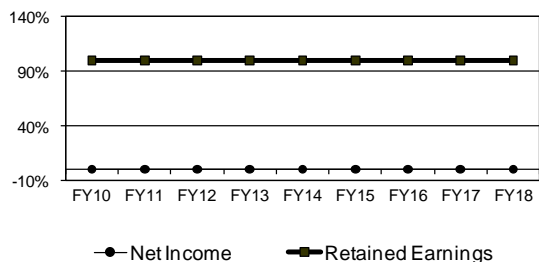
The chart on the left graphically illustrates the revenue and expenditure trends over a 9-year planning period. Utility revenues and expenses reflect the fluctuation common to a Utility Fund.

Outstanding Utility Debt of \$5.5 million at the start of FY14 is comprised of two bond issues. This chart displays Outstanding Utility Debt at the beginning of each fiscal year. In FY09 a bond issue totaling \$5.0 million was issued to support the expansion of the Johnson Road Water Plant and water storage. The one bond issue in FY98, refunded in 2006, totaling \$8.025 million was mainly to support the construction of a new water treatment plant. The five-year planning period does not anticipate a bond issuance.

OUTSTANDING UTILITY DEBT



**UTILITY DEBT
 SERVICE COVERAGE**



The debt service coverage graph shows the ratio of operating income and retained earnings to debt service (the number of times operating income and retained earnings covers bonded debt service). Debt service coverage is the principal ratio used to assess utility debt capacity. As shown in the graph, the ratio for operating income coverage is fairly stable. FY14 and the projected plan period show a healthy fund. The retained earnings ratio illustrates the strong financial stability of the Utility Fund.

Although the major rating agencies consider 2.4 an appropriate debt coverage ratio, Germantown’s strong financial foundations, coupled with its high levels of working capital maintained in the Utility Fund, provide additional protection against unexpected operating costs and declines in revenues between periodic rate adjustments.

FY14 CAPITAL BUDGET

The FY14 Capital Budget totals \$8,407,000. There is no transfer to capital projects from the General Fund in FY14. Those projects incorporated in the CIP are consistent with the Board of Mayor and Aldermen’s Policy Agenda and funding priorities.

The FY14 CIP demonstrates a significant level of spending due mainly to the funding for several road and drainage improvement projects. Details on these and other CIP projects and their impact on operations in this Budget and future years are contained under the tab *Capital Improvements Program*. The following chart illustrates the impact of drawdown on General Fund reserves over the planning period for the CIP.

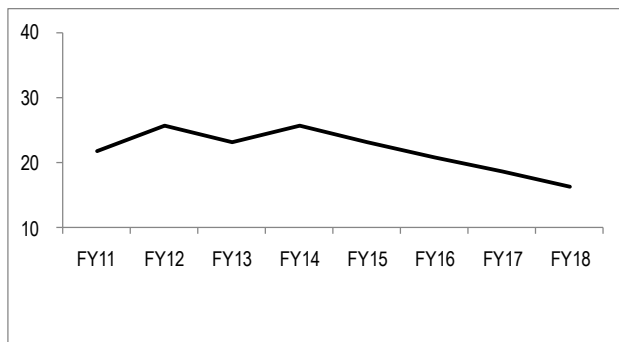
DEBT ANALYSIS

In the State of Tennessee, there is no legal debt limit.

The Outstanding General Obligation Debt chart depicts the level of indebtedness over an 8-year period. In FY10 \$9.635 million of G.O. debt was issued. Of this amount, \$6.0 million was new debt and \$3.635 million was the refunding of Bond Series 2000 and 2002. In addition, in FY12 \$6.025 million of G.O. debt was issued. The five-year planning period anticipates the following bond issuances: \$3.5 million of new debt and \$5.5 million in refunding for FY14.

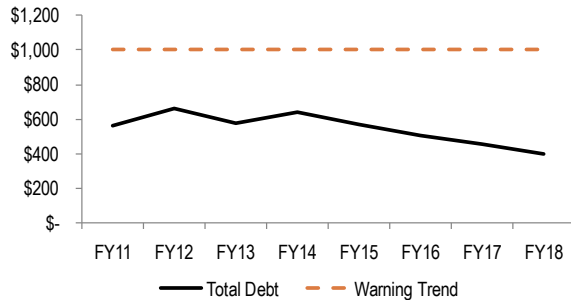
OUTSTANDING G.O. DEBT

\$ MILLIONS



G.O. DEBT PER CAPITA

\$ PER CAPITA



Rating agencies generally consider \$1,000 per capita to be the upper limit for a triple-A rating. Even with the anticipated issuance of debt in the outer years, Germantown maintains a debt level below the upper limit.

GERMANTOWN ATHLETIC CLUB FUND

The Germantown Athletic Club begins FY14 with a planned business development approach. Increased competition and an aging facility have resulted in a strong focus on membership retention. Streamlining programs and membership fees, enhancing marketing and communications, along with a “back to basics” approach of services, is planned to build membership and fiscal soundness. This business plan shows the financial improvement anticipated for the forecast period. In addition, the operations of the Great Hall were separated from the Germantown Athletic Club in FY10, thus allowing each facility to focus on its business objectives.

GREAT HALL FUND

In the FY10 Budget the Great Hall & Conference Center was separated from the Germantown Athletic Club Fund and a new enterprise fund was created for the Great Hall. This separation was done to better identify the profitability of operations for each of these funds. The Great Hall & Conference Center focuses on providing 8,000 square feet of rental facility space ideal to accommodate meetings, weddings and receptions.

SANITATION FUND

The FY14 Budget for the Sanitation Fund reflects costs of the third year of a five year contract with option to renew an additional five years for collection with Republic Services and landfill disposal with Waste Management. The revenue side includes a rate that remains the same as last year for solid waste collection in FY14. The contract includes backdoor household trash collection with curbside option, weekly recyclables collection with incentive program and unlimited resident generated yard debris collection and composing.

STORMWATER MANAGEMENT FUND

In the FY11 Budget a Stormwater Management Fund was created due to a federal mandate for municipalities to manage stormwater runoff. This fund provides citizens with improved health and safety, protection of property value, and cleaner and safer streets.

SPECIAL THANKS:

The FY14 Budget could not have been prepared without the combined efforts of staff, the Financial Advisory Commission, the Personnel Advisory Commission and the Board of Mayor and Aldermen. I want to express my appreciation to all of those who have worked to produce the FY14 Budget and Capital Improvements Program, and in particular, I want to thank the Office of Budget and Performance.

Sincerely,

Patrick J. Lawton
City Administrator

GENERAL INFORMATION AND STATISTICAL DATA

Germantown is located in southeast Shelby County. It is one of six municipalities adjacent to Memphis, Tennessee.

GERMANTOWN'S EARLY HISTORY

Germantown began in 1833 as the hamlet of Pea Ridge. In 1836 it was renamed Germantown, probably because the earliest settlers were of German heritage. By 1841, the City of Germantown was chartered. It met with a modest amount of prosperity when a plank road was built in 1849 and the railroad came through in 1852. It suffered setbacks in the 1860s when part of the City was destroyed during the Civil War and during the yellow fever epidemics of the 1870s.

GERMANTOWN'S POPULATION PATH

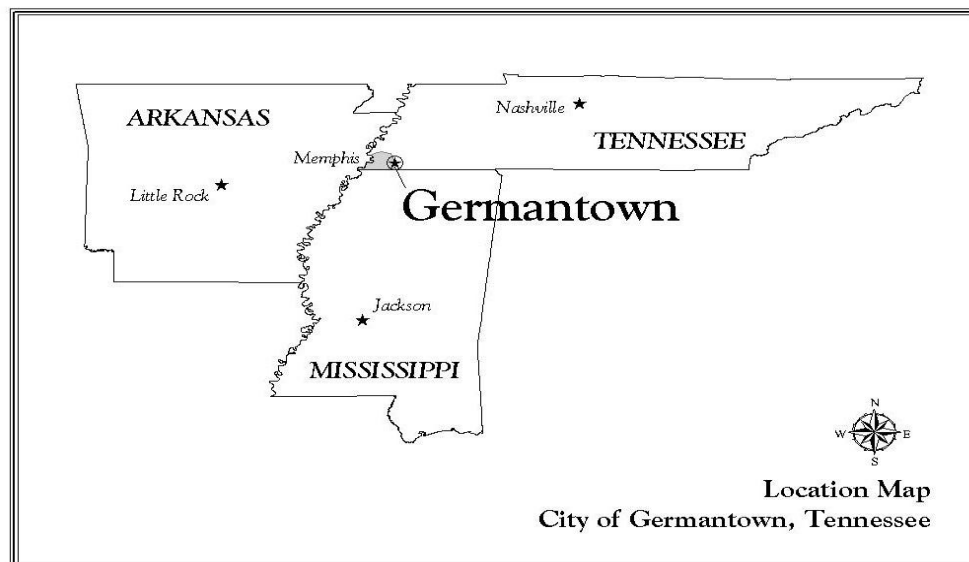
In 1960, the City had 1,101 residents. In the 1970s, Germantown began to grow rapidly and by 1980 the population had grown to 20,459. Today, the City's population is 40,123 per 2012 Special Census. The City is primarily residential in character, but continues to expand in commercial businesses and professional services.

GERMANTOWN DEMOGRAPHICS

Population	40,123*	Education (persons 25 years of age or older)	
Male	48.4%	High School graduate or higher	98%
Female	51.6%	Bachelor's degree or higher	63%
Age		Occupation	
Under 5 years	4.9%	Management, professional, and related occupations	60.8%
5 to 19 years	21.2%	Sales and office occupations	24.2%
20 to 44 years	22.8%	Service occupations	7.2%
45 to 64 years	35.0%	Production, transportation, and material moving occupations	5.1%
65 years and older	16.1%	Farming, fishing, and forestry occupations	2.7%
Race		Other	
White	88.1%	Homeownership rate	89%
Black or African American	3.6%	Number of households	14,407
Asian	5.5%	Median household income	113,535
Hispanic or Latino	1.8%	Median value of owner-occupied housing units	284,400
Other	1.0%	Per capita money income	54,229
		Average family size	3.0

Unless otherwise indicated, statistics are from 2010 Federal Census.

*Per 2012 certified Special Census



GENERAL INFORMATION AND STATISTICAL DATA

2012 PRINCIPLE PROPERTY TAXPAYERS

Taxpayer	Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
The Village at Germantown Inc.	\$ 14,686,400	1	0.98%
DMASC 2006-CD2 Wyndhurst Place LLC	7,200,000	2	0.48%
Germantown Village Square Joint Venture	7,100,000	3	0.48%
Vinyards Apartments Inc.	6,398,880	4	0.43%
Senter Crook Taylor Et Al	5,808,360	5	0.39%
UT Medical Group, Inc.	5,135,520	6	0.34%
SWC Poplar FHI Partners LLC	4,696,640	7	0.31%
Methodist Hospital of Memphis	4,210,920	8	0.28%
Brook Chase Apartments LL	4,178,800	9	0.28%
BIC-MTS Partners (PSO)	4,080,000	10	0.27%
Belz Investment Company (PSO)	-	-	-
Sheriff LLC	-	-	-
Tennessee Germantown LP	-	-	-
Cary R. Califf (Tr)	-	-	-
Totals	\$ 63,495,520		4.24%

2012 PRINCIPAL EMPLOYERS

	Employees	Rank	Percentage of Total County Employment
Methodist Le Bonheur Hospital - Germantown	1,277	1	0.22%
Shelby County School System - Germantown Schools	636	2	0.11%
City of Germantown	367	3	0.06%
Campbell Clinic	350	4	0.06%
Orgill, Inc.	330	5	0.06%
O.R. Nurses	328	6	0.06%
ThyssenKrupp Elevator Manufacturing Inc.	300	7	0.05%
Baptist Rehabilitation - Germantown	205	8	0.04%
El Porton	200	9	0.03%
Schnucks			
Stern Cardiovascular	150	10	0.03%

AMENITIES

A total of 27 parks allow for a park within walking distance of every residence. The community has more than 700 acres of parkland. More than 11.4 miles of greenway links parkland and neighborhoods.

Under the umbrella of the Shelby County School System, two high schools, two middle schools and four elementary schools serve Germantown. The City also has three private and four specialty schools.

The Community Library was constructed in 1996, the Regional History and Genealogy Center opened in FY07. The Germantown Performing Arts Centre (GPAC) is an acoustically-perfect 800-seat theater featuring top artists from around the world. The Germantown Athletic Club is an 118,000 square foot indoor athletic complex that opened in 1989 and expanded in 2003 to include two outdoor pools. The Great Hall & Conference Center is an 8,000 square feet rental facility space that is ideal to accommodate meetings, weddings and receptions.

GERMANTOWN'S STATUS

Germantown is one of a few cities in the nation possessing a triple-A bond rating from both Moody's and Standard & Poor's. It has the lowest crime rate for any city its size in the State of Tennessee and the police and fire departments have average emergency response time of five minutes. The parks and recreation department is nationally accredited. The Arbor Day Foundation has designed Germantown a "Tree City USA" for 22 consecutive years.

GERMANTOWN'S GOVERNMENT

The City of Germantown operates under a Mayor-Aldermanic form of government. The mayor and five aldermen are elected for four year terms and are part-time positions. The Board of Mayor and Aldermen is the legislative and policy-making body of the City. The mayor does not vote except to break a tie. By charter, the mayor is the chief administrative officer; however, oversight of day-to-day management is assigned to a professional city administrator, appointed by the mayor but subject to board approval.

More than 200 citizens annually volunteer their time, expertise and energy in service on the City's 20-plus advisory commissions and boards. Most appointments, made by the mayor and aldermen each December, are for one year terms; most groups meet monthly. Their responsibilities range from recommendations on City government matters and community interests to identifying opportunities, challenges and solutions to conducting special activities. The commissions are Audit, Beautification, Design Review, Economic Development, Education, Environmental, Financial, Athletic Club, Great Hall, Historic, Industrial Development, Neighborhood Preservation, Parks and Recreation, Personnel, Planning, Public Safety Education, Retirement Plan Administration, Other Postemployment Benefits, Senior Citizens, and Telecommunications. The boards are Zoning Appeals, Industrial Development and Library.

GERMANTOWN AT A GLANCE

**City of Germantown, Tennessee
Miscellaneous Statistical Data**

City Stats:

Date Originally Chartered	1841
Date of Incorporation	1903
Form of Government	Mayor-Aldermanic
Area	19.8 sq. miles
Miles of Streets	206
Number of Street Lights	5,122

Fire Protection:

Number of Stations	4
Number of Regular Firefighters	71
Number of Volunteer Firefighters	25
Insurance Service Office Rating	Class III

Police Protection:

Number of Regular Police Officers	86
Number of Reserve Police Officers	30

Recreation and Culture:

Number of Parks	27
Acreage	748
Number of Libraries	2
	(Germantown Community Library and Genealogy Center)
Volumes	143,520

Education (1) :

Number of Schools	8 (Shelby County)
Number of Students	8,499

Water System:

Number of Consumers	13,820
Miles of Water Main	208
Well Capacity	25 million gallons per day
Treatment Plant Capacity	24 million gallons per day
Storage Capacity	7.875 million gallons
Average Daily Consumption	7.500 million gallons
Peak Day Pumpage	15.120 million gallons
Residential Rate in Force	\$6.75 for first 5,000 gallons (minimum) \$1.65 per additional 1,000 gallons up to 15,000 gallons \$1.90 per additional 1,000 gallons up to 50,000 gallons \$2.40 per 1,000 gallons thereafter

Sewer System:

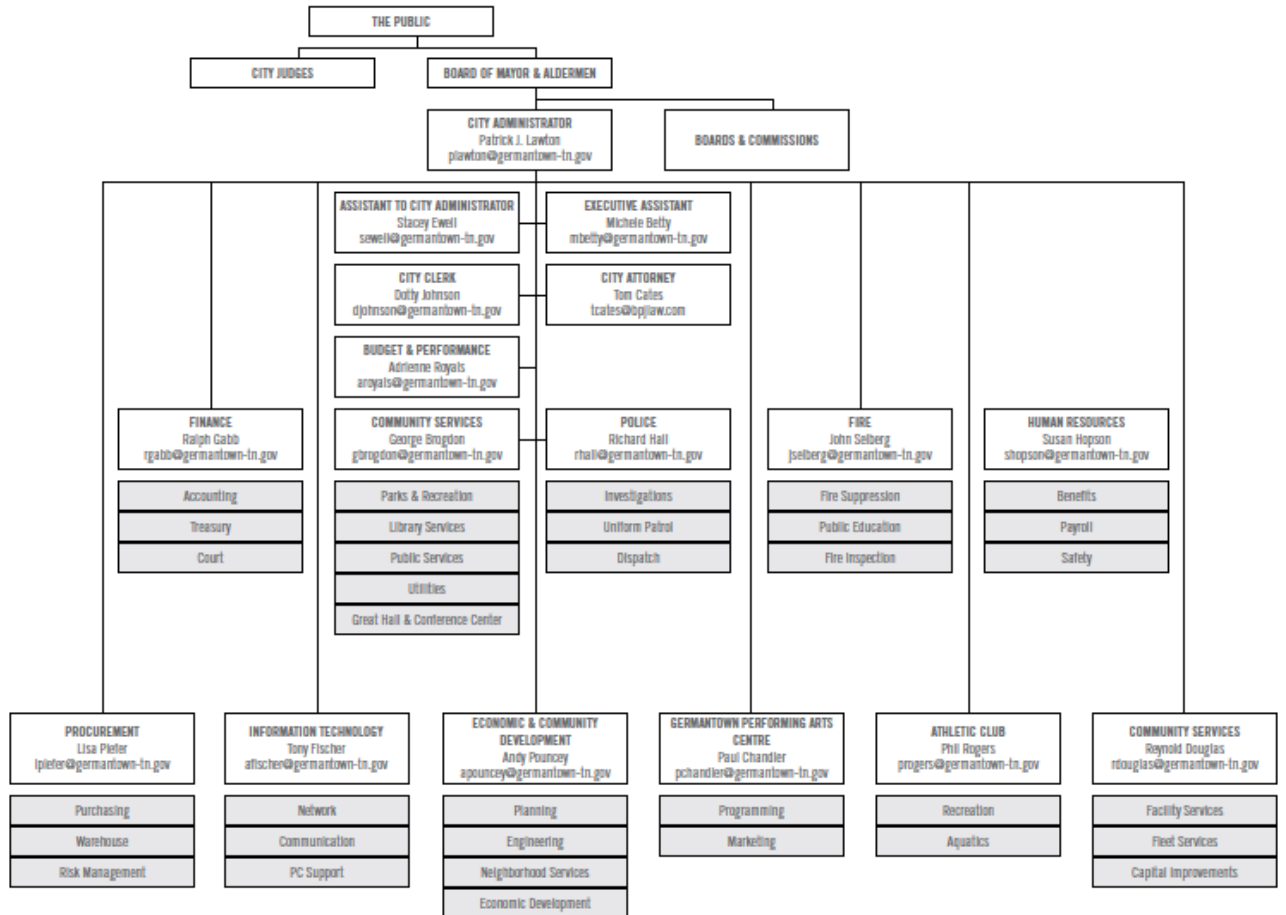
Number of Consumers	13,800
Miles of Sewer Main	211
Treatment	Provided by City of Memphis
Residential Rate in Force	\$3.90 for first 3,000 gallons (minimum) \$1.53 per additional 1,000 gallons (\$3.90 minimum and \$31.20 maximum)

CONTACT INFORMATION

For further information, please contact:
City of Germantown
1930 South Germantown Road
Germantown, Tennessee 38138
901-757-7200
www.germantown-tn.gov

CITY OF GERMANTOWN, TENNESSEE

Organization Chart



LIST OF CITY OFFICIALS

**CITY OF GERMANTOWN
CITY OFFICIALS**

MAYOR

Honorable Sharon Goldsworthy (2014*)



ALDERMEN

Greg Marcom (Vice Mayor – 2014*)

Rocky Janda (2016*)



Mike Palazzolo (2016*)



Forrest Owens (2016*)



John Drinnon (2014*)



CITY ADMINISTRATOR

Patrick J. Lawton

CITY ATTORNEY

C. Thomas Cates

CITY JUDGES

Bob Brannon
Raymond S. Clift

EXECUTIVES

Community Services Division Director.....	George Brogdon
Economic and Community Development Director.....	G. Andrew Pouncey
Fire Chief.....	John M. Selberg
Police Chief.....	Richard Hall
General Services Director.....	Reynold Douglas
Human Resources Director.....	Susan Hopson
Finance Director.....	Ralph J. Gabb
Procurement Director.....	Lisa Piefer
Parks and Recreation Director.....	Pam Beasley
Library Services Director.....	Vacant
Public Services Director.....	Bo Mills
Information Technology Director	Tony Fischer
Germantown Athletic Club Director	Phil Rogers

BUDGET PREPARATION STAFF

Sr. Budget and Performance Analyst.....	Sherry Rowell
Sr. Budget and Performance Analyst	Adrienne Royals
Capital Improvements Projects Manager.....	Rodney "Butch" Eder

*(Date elected term expires)

City of Germantown Core Values

We, the Germantown Managers and Employees,

Strive for **S**ERVICE Excellence

PRODUCE “A+” Results

Take the **I**NITIATIVE

Are **R**ESPONSIBLE

Are **I**NNOVATIVE

Practice **T**EAMWORK

The **S.P.I.R.I.T.** of Germantown

ORDINANCE NO. 2013 - 2

AN ORDINANCE TO ADOPT THE 2013 - 2014 BUDGET

WHEREAS, the City of Germantown desires to ordain its budget for the fiscal year July 1, 2013 through June 30, 2014; and

WHEREAS, by charter, of the City of Germantown, the Board of Mayor and Aldermen is required to fix and determine an annual budget setting forth all income and expenditures containing total revenues and available funds and total expended; prohibiting against exceeding appropriations and a line item financial plan;

BE IT ORDAINED by the City of Germantown, that its budget for the fiscal year July 1, 2013 through June 30, 2014, is the following:

SECTION

- 6-801 Revenues/Expenditures
- 6-802 Expenditure Appropriations
- 6-803 Expenditure of Donations and Grants
- 6-804 Line Item
- 6-805 Effective Date

Section 6-801 Revenue/Expenditures

A. Total Revenues and Available Funds

General Fund Revenues		\$44,039,000
Special Revenue Funds Revenues		5,004,192
Intergovernmental Revenues		1,468,000
Contributions		-
Utility Fund Revenues		7,831,200
Germantown Athletic Club Fund Revenues		3,883,872
Great Hall Fund Revenues		305,678
Sanitation Fund Revenues		3,548,850
Stormwater Management Fund Revenues		1,057,300

Decreases (Increases) in Fund Balances:

General Fund		(3,323,585)
Special Revenue Funds		(334,681)
Capital Projects Funds		5,153,267
Utility Fund		2,053,501
Internal Service Funds		-
Germantown Athletic Club Fund		440,887
Great Hall Fund		136,295
Sanitation Fund		51,534
Stormwater Management Fund		(4,933)
TOTAL		<u>\$71,310,377</u>

B. Expenditures

General Fund		\$40,715,415
Special Revenue Funds		4,669,511
Capital Projects Funds		6,621,267
Utility Fund		9,884,701
Internal Service Funds		-
Germantown Athletic Club Fund		4,324,759
Great Hall Fund		441,973
Sanitation Fund		3,600,384
Stormwater Management Fund		1,052,367
TOTAL		<u>\$71,310,377</u>

Section 6-802 Expenditure Appropriations

No expenditure listed above may be exceeded without appropriate ordinance action to amend the budget, except as provided in the following section. Such action shall fully describe all changes to the budget and shall include the sources of revenue to finance the expenditure.

Section 6-803 Expenditure of Donations and Grants

In the event funds are donated or contributed to the City or the City receives grants, revenue projections and expenditure appropriations may be increased by resolution of the Board of Mayor and Aldermen to the extent of the amount of funds received.

Section 6-804 Line Item Financial Plan Required

A detailed line item financial plan shall be prepared in support of the budget. The financial plan shall be used as guidance and generally followed in implementing the budget.

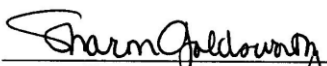
Section 6-805 Effective Date

This Ordinance shall take effect July 1, 2013, the public welfare requiring it.

First Reading: May 13, 2013

Second Reading: June 10, 2013

Third Reading: June 24, 2013


Sharon Goldsworthy, Mayor


Betty Johnson
City Clerk/Recorder

City Services and Finance

The City of Germantown has significant physical assets including streets, utility system for water and sewer, drainage system, City Hall and adjacent buildings, fire stations, Germantown Athletic Club, Community Library, parks, streetscapes, medians and others. This City infrastructure is aging which means increased maintenance levels and costs. In addition, the city has future infrastructure needs such as additional fire stations and upgrade and expansion of parks. The quality of the City infrastructure impacts the city's quality of life, community vitality and community safety. The City must have long-term sustainable revenues to support defined services and service levels. Balancing current needs with future obligations, the city performs a wide variety of services in order to sustain consistent performance.

Goals

- Financial sustainability
- Service excellence
- Services valued by customers
- Services delivered in the most cost effective manner
- Civic involvement

Key Indicators

- Citizen satisfaction
- Fiscal health

Strategic Objective	Performance Measure	Target
Future of PEG programming	Funds received on a quarterly basis	Increase PEG money
Review the development of local first purchasing policy	Number of local suppliers	2% increase compared to FY13
Develop a government service fellows program	Utilize interns from local universities	Create program by June 30, 2014
Establish municipal school system	Monitor and establish frame work for municipal school system	Perform all steps required to establish municipal school system by August 2014
Maintain sufficient funds to meet financial obligation	Pension obligations as a percentage of salaries and wages	12% of payroll or less
Maintain Triple A bond rating	Dual Triple A bond rating	Maintain dual Triple A bond rating
Monitor department budgeted expenses and revenues	Monthly budget reports – budget vs. actual	Stay within 1% of budget
Maintain financial reserves	General fund unassigned fund balance as a percentage of total fund balance	10%
Grow a diverse and balanced tax base	Property, sales, federal and state taxes	Increase sales tax revenues as a percentage of overall revenues compared to FY13
Provide timely response to customer needs	Service request acknowledged in one business day	>98%
Provide services that are valued by our customers	Community survey rating on overall job of providing high quality services (Q1)	>85% somewhat or very satisfied
Improve service delivery and cost effectiveness	Community survey rating for overall value of city services for my tax dollar (Q6)	Increase by 1% those answering somewhat or very satisfied

Community Vitality

Neighborhood preservation, development consistent with Germantown’s character and well maintained public infrastructure help define community vitality. The City strives to maintain the quality of existing residential and commercial areas through strong property maintenance codes and a dependable and well maintained system infrastructure. Value is placed also on new growth and development consistent with Germantown codes through the adherence to exemplary planning and design standards.

Goals

- Germantown is the preferred place to live
- Enhanced residential neighborhoods
- Development and redevelopment consistent
- Connectivity and ease of movement

Key Indicators

- Home ownership
- Citizen satisfaction
- Property values
- Infrastructure condition
- Business vitality

Strategic Objective	Performance Measure	Target
Homes are owner occupied	Percentage of single family homes which are owner-occupied	94% of single family homes are owner occupied
Creation of performance standards for economic development strategic plan	Establish local performance measures that will assist in setting both short- and long-term targets for improvement	Five performance measures identified and reported by June 30, 2014
Increase property values	Develop recommendations to maintain/increase property values	A minimum of four recommendations implemented by June 30, 2014
Develop Medical Corridor Directory	Provide citizens with a searchable, online medical directory for Germantown	Directory online by June 30, 2014
Proactive code compliance	Fairness and consistency of code and ordinance enforcement (Q20)	72% of community survey respondents report being somewhat or very satisfied
Promote Smart Growth Development in Central Business District (CBD)	Market and implement elements of Smart Growth Plan for CBD	Complete by June 30, 2014
Review Land Use Plan / Develop Small Area Plan for each Economic Development Node	Create small area plans for Western Gateway and Wolf River Boulevard nodes	Complete two small area plans by June 30, 2014
Review master road plan including bike paths	Update city-wide transportation master plan	50% completion By June 30, 2014
Develop stormwater master plan	Completion of initial city-wide drainage assessment	Completed by June 30, 2014
Well maintained infrastructure	Satisfaction with cleanliness and maintenance of city (Q19)	93% somewhat or very satisfied

Environmental Quality

The environmental quality plan is designed to provide a comprehensive approach to protect the natural resources of our community. The goals and objectives identified in the plan reflect the ideal future we strive to achieve. These include the implementation of energy conservation practices, reduction of solid and hazardous waste and the protection of the water supply. Many of these goals are the result of proactive planning practices and others are mandated by federal and state law.

Goals

- Reduce energy consumption
- Pure water
- Waste reduction and resource recovery
- Stormwater pollution prevention
- Enhance natural resources management

Key Indicators

- CO2 emissions
- Drinking water quality index
- Refuse reduction
- Wolf River quality index

Strategic Objective	Performance Measure	Target
Reduce CO2 emissions	Reduce kilowatt usage	1% reduction compared to FY13
Reduce CO2 emissions	Fuel usage	1% reduction compared to FY13
Reduce CO2 emissions	Natural gas usage	1% reduction in cubic column feet usage compared to FY13
Meet or exceed state and federal drinking water standards	Continued water quality with no major violations	score 97% or above on state bi-annual water quality report
Monitor ground water quality and quantity	State of Tennessee drinking water standards	Quality meets or exceeds all PMCL and SMCL standards
Develop strategy for compliance with backflow prevention project	Reporting participation	Increase reporting participation compared to FY13 to greater than 60%
Sanitary sewer inspections and maintenance	Sewer main backups	Fewer sewer main line backups than reported in FY13
Develop strategy to increase residential recycling rate	Pounds of recyclables collected per household and residential participation rate	408 lbs per household per year (102/qtr) and 68% participation rate
Develop strategy to reduce volume of waste entering landfill	Tons of refuse collected per account	.97 tons per year (485 pounds per household per
Develop stormwater pollution prevention program	Reduction in pollutant loading	1% reduction compared to FY13

Quality of Life

The foundation of a strong community exists in Germantown as a result of common community values and natural assets. Residents take ownership of the community and contribute time and resources to community betterment. The City’s top quality parks, preserved open spaces and natural areas provide a beautiful setting for residents to live, work, relax and play. A wide variety of leisure and cultural activities are available through Germantown Community Library Germantown Athletic club and the Germantown Performing Arts Centre. The ultimate goal is to add value to the lives of Germantown residents.

Goals

- Vibrant community
- Lifelong learning
- Parks, green spaces and natural areas

Key Indicators

- Resident participation
- Community investment
- Citizen satisfaction

Strategic Objective	Performance Measure	Target
Review boards and commissions	Completion of review	Complete by June 30, 2014
Synthetic field turf feasibility study	Feasibility study completed, recommendations presented and budget request prepared (if appropriate)	Complete by February 1, 2014
Healthy initiative for residents	Develop and implement Healthy Germantown initiative	Launch Healthy Germantown initiative by April 1, 2014
Develop Charity Horse Show arena as GPAC venue	Present an outdoor concert	Summer 2014
Expand Germantown Animal Shelter in phase	Develop five-year plan for animal shelter expansion	Five-year plan complete by June 30, 2013
Examine the need to expand GPAC	Assess feasibility of GPAC expansion	Consensus on plans by June 30, 2014
Examine the need to physically expand Germantown Community Library	Determine the demand for expansion	Consensus and conclusion by June 30, 2014
Develop plan and cost analysis for GAC renovations	Completion of design and architecture plans for Germantown Athletic Club improvements	Complete by February 1, 2014
Provide opportunities for businesses, organizations and residents to contribute resources	Sponsorship and in-kind donations	Increase contributed resources over FY13 by 2.5% which would generate \$974,331 donated to the City of Germantown for FY14
Provide opportunities for businesses, organizations and residents to contribute resources	Number of volunteer hours	Increase volunteers hours by 5% over FY13

POLICY AGENDA AND PERFORMANCE MEASUREMENT – FY14

Benchmark with exceptional libraries: Develop a process to benchmark the Germantown Community Library with public peer libraries statewide	Evaluate Germantown Community Library using typical public library measurements based on annual Tennessee Public Library Survey results/findings	Rank in the top ten public libraries in Tennessee by HAPLR
Increase survey response rate	Meet or exceed Parks and Recreation FY13 survey response rate	30% or higher response rate
Total program participation	Parks and Recreation program participation level	25,000 or more participants annually
Increase number of Germantown residents attending GPAC events	Number of patrons who are Germantown residents	2% increase over FY13
Survey GPAC patrons to determine program satisfaction	Patron satisfaction with GPAC programs	85% of survey respondents report being satisfied with GPAC programs
Survey parks and recreation participants to determine satisfaction levels	Level of overall satisfaction reported by Parks and Recreation participants	90% or higher
Maintain the use of the parks, playgrounds, and athletic fields rating index	Community survey satisfaction rating for “maintenance of city parks and open spaces” (Q49)	93% of respondents report being somewhat or very satisfied

Public Safety

Germantown residents enjoy a low crime rate and affordable homeowner and business insurance premiums due to the efforts of the police and fire departments. Both departments have excellent emergency response times and provide enhanced services in addition to traditional public safety services. The public safety plan focuses on sustaining Germantown as a safe community with an approach to public safety that incorporates essential emergency services tailored to the community’s risk.

Goals

- Safest city in southeast
- Proactive approach to community safety
- Effective emergency response
- Safe buildings and homes

Key Indicators

- Low crime rate
- Citizen satisfaction
- Fire service index

Strategic Objective	Performance Measure	Target
Implement Fire Department ambulance service	Ambulance response time, customer satisfaction and revenue collection	Maintain response time of seven minutes or less 90% of the time Obtain 65% revenue on billing Maintain customer satisfaction rating of 98% somewhat or very satisfied
Review need for fifth fire station	Fire Department response time for northwestern quadrant	Maintain response time of 6.5 minutes 90% of the time to western areas of the City
Fire Department response	Fire department response time	First unit arrives on scene in 6.5 minutes or less 90% of the time
Effective emergency medical response	Cardiac arrest survival rate	> 30%
Fire safe commercial properties	Commercial inspection violations corrected within 90 days	> 90%
Fully staffed fire department	Percent of vacant positions	0% vacancy rate

POLICY AGENDA AND PERFORMANCE MEASUREMENT – FY14

It is not enough to simply provide good customer service; the City of Germantown continually strives to improve overall value to its citizens. Business planning is a basic step to understanding how departments operate and provides a framework to examine alternatives to “business as usual”. Performance measures are the core of any results-based business planning and budgeting system. Thus, the City’s business planning process has a specific focus on performance measurement linking to the desired outcomes and performance measures in the City’s Strategic Plan. Departments monitor the need for change in performance measures as their operating environment evolves. Results-based business planning and budgeting is a process that directly connects resource allocations to specific measurable outcomes. Budgets are used to drive the progress and leverage accountability, rather than maintaining the status quo. This system provides policy makers with the tools they need to respond more effectively to what the community wants, as well as provide them with the political support that is needed to make tough choices.

The City of Germantown’s performance management and strategic planning approach consists of identifying organizational strategies based on the Board of Mayor and Aldermen’s focus areas, then translating the strategy through Key Business Units. Performance measures are reviewed during the budget process to ensure that target goals are current with the BMA Policy Agenda. Changes were made to reflect each department’s evaluation of past service results and new program changes. Performance measures are reported quarterly along with a year-end report summarizing the fiscal year’s performance on an annual basis, which is distributed to elected officials and all levels of city management. These reports spotlight the level of service and allow for appropriate changes in staffing, funding allocations and delivery of service levels. In addition to these yearly reports, the City produces a PAFR to inform citizens about financial indicators and performance.

Performance Measures are included in each department section. The chart below and on the following page lists the Focus Area performance measures for each of the BMA long-range goals. During FY10 the City contracted with ICMA (International City/County Management Association) to train our staff in developing meaningful performance measures that are used to benchmark with other comparable cities across the country.

Long-Range Focus Area Goals	Performance Measure	Target	FY13 Results
City Services and Finance			
	Maintain Balance Budget	Yes	Yes
	Maintain Triple A Bond Rating	Yes	Yes
	Fiscal Health: General Fund Reserves Compared to Fiscal Year	40%	48%
	Departmental Expenses Compared to Budget - % Below Budget	100%	100%
	Percent of Property Tax Base as a % per Categories	58%	59%
	Percent of Customer Request Acknowledge in 1 business day	98%	99%
	Satisfaction Rating from Citizen Survey	85%	84%
	Response Rate to Overall Value of Services in Citizen Survey	85%	83%
	Number of Workplace Injuries that Result in Worker's Compensation Claim	35	33
	Commission Turnover Rate	25%	28%
	General Fund Unassigned Fund Balance	15%	15%
	Increase Number of Open City Hall Users	50%	39%
Environmental Quality			
	Annual Reduction Electrical Usage Consumption	-1%	-9%
	Annual Reduction Gas Usage Consumption	-1%	53%
	Annual Reduction Gasoline and Diesel Fuel Consumption	-3%	-2%
	State Annual Water Quality Report Compliance Rate	99%	98%
	Number of Residential Backflow Prevention Devices Tested	70%	52%
	Landfill Tonnage Reduction	-5%	-3.5%
	Percent Increase of Household Participation in Recycling	5%	-4%
	Wolf River Water Quality Index	Good	Fair

POLICY AGENDA AND PERFORMANCE MEASUREMENT – FY14

Long-Range Focus Area Goals	Performance Measure	Target	FY13 Results
Quality of Life			
	IMLA Index	Top 5 in TN	4th in TN
	Park Accreditation	Achieved	Achieved
	Percent of Parks in Good or Excellent Condition	90%	87%
	Citizen Satisfaction with Park Programs	80%	93%
	Patron Satisfaction with GPAC Season	80%	90%
	GAC Retention Rate	58%	60%
	Increase Number of Residents Attending GPAC Events	2%	1%
	Increase Participants in Park Programs	1%	1%
	Increase Monetary Value of Donations	2%	-9%
	Increase Number of Service Hours Donated to City	3%	26%
Community Vitality			
	Percent of Homes that are Owner Occupied	95%	93%
	Change in Residential Property Valuation	3%	-4%
	Change in Price per Square Foot in Residential Sales	3%	<1%
	Annual Street Condition Survey	80%	82%
	Satisfaction with City Services	85%	84%
	Citizen Survey: Responsiveness to Citizens	85%	82%
	Citizen Survey: Efficiency	85%	83%
	Online Customer Service Center Satisfaction	> 4.3	4.1
Public Safety			
	Percent of Part 1 Crimes Cleared	90%	95%
	Citizen Survey: Level of Safety While Walking in Neighborhood	90%	92%
	Uniform Crime Rate as Reported by Selected Cities	Lowest	2nd Lowest
	Cardiac Survival Rate	30%	27%
	Fire: First Unit Arrives on Scene within Six and Half Minutes or Less	90%	80%
	Percent of Fire Code Violations Corrected within 90 Days	90%	90%
	Police: Four Minutes of Less Response Time for Emergencies	95%	100%
	Percent of Customer Rating on Fire Services	90%	99%

FINANCIAL POLICIES

By resolution of the Board of Mayor and Aldermen on June 28, 2004 the following policies were adopted to provide guidance to Administration in budgeting, long-range planning and financial management of the City's operations designation for the General Fund fund balance.

I. Operating Budget

The operating budget will be based on the principle of financing current expenditures with current revenues or accumulated reserves. Operating expenditures will not be directly supported by debt or federal and state transfer proceeds. Expenditures shall include adequate funding for retirement systems and adequate maintenance and replacement of capital and operating assets. Budgeted expenditures shall reflect the City's perceived needs and desires of the community based on current surveys and long-range planning.

The budget will also be based on generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board. The budget basis will conform to the accounting policies contained in the Comprehensive Annual Financial Report, Note 1 – Summary of Significant Accounting Policies.

The form of the budget will include five-year projections of revenues and expenditures based on a program orientation, which includes measurement of performance, full cost absorption, adequate provisions for debt service and depreciation where applicable. The budget presentation will include analyses of cash flow, capital position and debt capacity.

Semiannually, there will be a comprehensive review of the operations to date in comparison to the existing budget. Projections of remaining revenues and expenditures for the year will be made and reviewed by the City Administrator, Mayor, and the Financial Advisory Commission and appropriate adjustments will be recommended to the Board of Mayor and Aldermen.

II. Revenues

The operating budget will be developed with the objective of funding all well justified program goals, while avoiding major per capita tax increases. The City will strive to diversify the revenue base, reducing its dependency on property taxes and intergovernmental transfers.

The City will maximize the availability of revenue proceeds through aggressive collection and investment policies and proper timing of cash disbursements.

User fees will be developed and continually reviewed to ensure that they recover the cost of services that are not universal to all taxpayers. In Proprietary Funds, user fees will provide full coverage of direct and indirect costs including depreciation. In the Recreation Fund and the Pickering Center Fund, user fees will be maintained at a level to cover operating costs.

III. Fund Balance

General Fund:

The operating budget will provide funding of commitments necessary to the continued financial health of the City. In compliance with generally accepted accounting principles, the following four areas are defined as Commitments of the General Fund fund balance in the City's financial statements.

Emergencies and Catastrophes – provide funds to meet major, unforeseen, infrequent, catastrophic or emergency requirements, and are to be maintained at a level of \$900,000. This amount also provides funding of a risk management program, whereby the City obtains insurance contracts for catastrophic losses, but maintains relatively high deductible or retention limits on operating equipment and maintains no insurance contracts on certain exposures.

Infrastructure Replacement – commits the following year's funding for the replacement, reconstruction or refurbishment of City assets consisting of, but not limited to, city buildings, parks, streets, curbs, and sidewalks and operating equipment on a pay-as-you-go basis.

Tax Anticipation – supplements operating cash flows to avoid liquidity problems, which might necessitate the issuance of Tax Anticipation Notes. The funding commitment is to be maintained at a level of one-third of property tax revenues for the following year.

Debt Service – establishes a funding commitment to meet total debt service requirements for the following year.

Utility Fund:

The operating budget will provide funding of certain reserves considered necessary to the continued financial health of the Utility Fund. These two reserves are reflected in the City's annual budget as unrestricted net assets of the Utility Fund.

Operations – the unallocated cash balance in the Utility Fund will be maintained at a 90 day reserve level, not including debt service. This level was established to ensure reserves equal to three months of operating expenditures to meet cash flow requirements.

Debt Service – the unallocated cash balance in the Utility Fund will maintain debt service coverage of two years of annual debt service.

IV. **Capital Improvements Program**

The Capital Improvements Program (CIP) will reflect a consensus of the perceived needs and desires of the community based on current surveys and long-range planning. The CIP will be cognizant of the financial impact on the applicable fiscal year and the City's past, present and future goals. The CIP will generally address those capital projects used for the acquisition or construction of major capital facilities.

The City will update and adopt annually a six-year CIP, including the annual Capital Improvements Budget (CIB) and a five year projection of capital needs and expenditures which details the estimated cost, description and anticipated funding sources for capital projects. Projections may be made for future projects exceeding the six-year CIP timeframe. The plan will include costs that have been estimated including consideration for inflation. The inflation rate will be determined annually in the budget process and will be disclosed in the capital budget report.

The first year of the six-year CIP will be the basis of formal fiscal year appropriations during the annual budget process. As part of the annual budget process, the CIP will be evaluated and adjusted with changes in priorities. The Mayor and City Administrator will review the CIP quarterly and if new project needs arise during the year, a budget adjustment identifying both the funding sources and project appropriations must be presented to the Board of Mayor and Aldermen (BMA) for approval. The approval must occur before active progress is made on the planning, design, or construction of the project. Projects may be granted exceptions as to promptly resolve any dangers to the community.

Projects involving development contracts brought before the Board of Mayor and Aldermen for approval during the operating year will identify proposed sources of funding and impacts to CIP funding, in particular, the General Fund Operating Reserves.

Each capital project will have a "sunset provision" enforced at the end of the fiscal year, which can only be lifted by resolution adopted by the Board of Mayor and Aldermen.

Projects will be monitored to ensure compliance with CIP Policy and Procedures. Projects will be entered into a timeline to produce a CIP schedule. Post-project evaluation reports will be used to determine the successfulness of a project.

A contingency amount of \$250,000 will be budgeted annually to meet minor, additional needs not specifically provided for in the current capital budget. The contingency amount is budgeted in the CIP Contingency Account. The Financial Advisory Commission and the Board of Mayor and Aldermen will review this fixed level of funding annually.

Evaluation Criteria

In order for a project to be considered in the CIP, an application shall be submitted for evaluation. A CIP Committee will be developed to assist in the review of project applications. The CIP Committee will use the following criteria to evaluate each capital project:

FINANCIAL POLICIES

1. Conforms to the City's Strategic Plan
2. Supports the BMA Policy as adopted in January of each year
3. Promotes safety and security
4. Requirements to meet federal or state mandates
5. Savings in operating, capital spending or energy consumption
6. Impacts to future operating costs
7. Enhances economic development or adds to the tax base
8. Availability of federal or state funding assistance
9. Deferring will have possible significant implications for the community
10. Maintains a current level of service
11. Relates to another high priority project or is a continuation of a project currently under way
12. Improves the quality of existing services to safety
13. Replaces or maintains a capital asset
14. Creates a disruption or inconvenience to citizens
15. Benefits a large amount of stakeholders
16. Carries risk or uncertainty
17. Protects or contributes to the history of the City

Financing

The two basic approaches to funding capital projects are pay-as-you-go and pay-as-you-use. Pay-as-you-go means paying for the capital project out of current revenues at the time of expenditure. Pay-as-you-use means borrowing to finance the expenditure with debt service payments generated from revenues raised through the useful life of the project. The CIP will use a combination of these two financing methods. Capital projects are funded through bonds, reserves, grants, developer contributions and other governmental sources. The average maturity of general obligation bonds will be at or below 20 years. Pay-as-you-go financing for capital projects must account for at least 25% of capital plan funding.

The City will maintain its physical assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of capital plant and equipment from current revenues where possible. Future maintenance or replacement costs will be factored into future years CIP as a result of the entry of a new project.

The Capital Improvements Program (CIP) will reflect a consensus of the perceived needs and desires of the community based on current surveys and long-range planning. The City will develop and maintain a CIP to control capital projects over a six-year planning period coordinated with the operating budget.

The CIP will be designed to protect the City's investments in capital and operating assets through timely and adequate maintenance and replacement of those assets. The Mayor and City Administrator will review the CIP quarterly and recommendations for amendments will be made to the Board of Mayor and Aldermen. Projects involving development contracts brought before the Board of Mayor and Aldermen for approval during the operating year will identify possible sources of funding and impacts to CIP funding, in particular, General Fund Operating Reserves. The CIP will monitor projects in progress to ensure timely completion or the substitution of alternative projects.

V. **Debt Management and Investment Polices**

Debt will be used to finance long-lived capital and operating assets within the constraints of maintaining or improving bond ratings and debt service quality.

Debt management will provide for the protection of bond ratings, the maintenance of adequate debt service reserves, compliance with debt instrument provisions and appropriate disclosures to investors, underwriters and rating agencies.

Investments of the City will be made and collateralized in accordance with Tennessee Code Annotated.

Investment management will strive to maximize investment return on the City's funds through pooling of funds where permitted, frequent market analysis; cash forecasting procedures and competitive bidding.

A separate detailed investment policy "Policy Letter No. 27" has been revised and made current by the subcommittee of the citizen based Financial Advisory Commission for the city during calendar year 2004. The policy letter addresses in greater detail the administrative involvement into City investments. The policy defines appropriate criteria guidelines for the selection of financial institutions and investment instruments as authorized under Tennessee Code, staying mindful of cash flows and investment risk when matching length of maturities.

Types and Use of Debt

Uses of Debt

To ensure sustainability, City staff identifies new construction projects, infrastructure replacement or major asset acquisitions through its multi-year Capital Improvements Program (CIP). This process of long-term planning is performed in conjunction with the annual budget process and reflects the Board's visions and goals for capital improvements to the City. Early identification of future capital needs allows the City more time to assess various financial alternatives and to plan the use of debt financing more effectively.

The City will assess all financial alternatives for funding capital improvements, but initially, pay-as-you-go financing will be considered before issuing any debt. Pay-as-you-go financing may include: current revenues and unreserved fund balances; grants from federal, state and other sources; private sector or developer contributions; public/private partnerships; leasing payments. Once the City has determined the available "pay-as-you-go" funding, the City may consider debt to finance the balance of approved capital projects.

When debt financing is considered, the City's policy is to issue debt for the acquisition or construction of major capital assets or infrastructure with a useful life of not less than ten (10) years. With the exception of unanticipated capital expenditures, the acquisitions or projects financed with debt will be well identified and analyzed in the CIP. Projects eligible for funding with debt include, but are not limited to, libraries, public streets and bridges, administrative facilities and equipment, public safety facilities and equipment, parks and recreational facilities, storm water drainage and treatment facilities and drinking water treatment and distribution facilities.

Under certain circumstances, the City's financial interests will best be served by the prepayment or refinancing of existing debt. Because many factors could influence this decision, the City's staff and advisors will periodically (at least annually) review all outstanding debt to determine refunding or prepayment opportunities. In general, refundings (or debt prepayments) will be considered if and when there is a net economic benefit from the transaction. Subject to a review of the transaction by the Tennessee Comptroller's office (Division of Local Finance), targeted savings (net of all transaction costs) for advance refundings will be a net present value savings of a least four percent (4%) of the refunded debt. Notwithstanding the targeted savings, other factors will be considered on a case-by-case basis to determine if a refund, prepayment or other modification of existing debt is warranted or will be beneficial to the City.

Types of Debt

When the City's determines that the use of debt is appropriate for funding, the form of the debt will be evaluated according to the criteria for various types of debt. The typical types of debt financing are listed in order as most commonly used by the City and are described herein:

General Obligation Bonds. The City may issue general obligation bonds to finance approved capital projects that otherwise lack a dedicated revenue stream from operations. This long-term debt has the "full faith, credit and taxing power" of the City pledged to the repayment of the bonds and typically has the lowest interest cost for long-term capital. Generally, this debt will be issued for capital projects with a useful life of at least ten (10) years and a combined cost (for the funded projects) of at least three million dollars (\$3,000,000). [Note: It is intended that any issuances of debt refunding bonds be combined with general obligation bonds (or revenue bonds, described below) in order to meet the targeted \$3 million minimum issuance and to maximize the value of the issuance costs.]

Revenue Bonds. The City may issue revenue bonds to finance approved capital projects (equipment and facilities) that have a useful life of at least ten (10) years and have a dedicated revenue stream as part of a separate enterprise fund (e.g., Utility Fund). It is fully intended that the debt will be repaid by the revenue generated by the enterprise fund. However, the revenue bonds may be issued with the City's "full faith" backing as approved by the Board of Mayor and Aldermen based on economic and financial considerations.

Special Assessment and Incremental Tax Revenue Bond. Specific to projects under the City's Public Private Partnership Policy or other economic development initiative, the City may issue special assessment or incremental tax revenue bonds as part of the financing of the overall development project. Generally, these projects will be of significant size and scope encompassing major capital developments so that issued debt will be at least five million dollars (\$5,000,000) with the useful lives of assets not less than twenty (20) years. It is intended and expected that any special assessment or incremental tax revenue bonds will be issued by a separate legal entity such as the Industrial Development Board (IDB) of the City of Germantown, Tennessee (a public benefit corporation chartered under Tennessee law) but will not be issued with the City's "full faith" backing. Any bonds issued by the IDB will be subject to approval by the Board of Mayor and Aldermen, therefore it is intended that the IDB will be subject to the general guidelines and procedures included in this Debt Policy.

Capital Outlay Notes. Under the provisions of T.C.A. Section 9-21-101 et seq., the City may issue capital outlay notes, a simpler and usually less expensive form of general obligation debt that is often structured as a loan from local banks. Subject to approval by an agency of the Tennessee Comptroller's Office, this debt funding may be provided for approved capital equipment and projects with a useful life between three (3) and twelve (12) years and a total project cost of not more than three million dollars (\$3,000,000).

Other Financing Types. If it is determined in the best interest of the City after consulting with financial advisors, appropriate commissions or other stakeholders, and subject to required approvals by the City's Board, the City may issue other forms of debt (including capital lease or installment financing). This section is not intended to circumvent the issuance process for other types of debt funding but merely recognizes that a simpler type of debt may be more cost effective under certain circumstances. Debt obligations of this type will not exceed two million dollars (\$2,000,000) during a fiscal year with a maximum term not to exceed six (6) years.

Debt Limits and Affordability

Consistent with the stated objectives of this Debt Policy financial and economic indicators have been devised to reasonably measure the City's debt capacity and establish maximum debt limits or limits of affordability. While recognizing the City's need to access debt capital under a wide variety of obligations or changing circumstances, it is fully intended that the indicators of affordability provide measures that reflect the constantly changing dynamics of the population, the tax base and the economic environment. Likewise, it is intended that these measures are viewed and projected in conjunction with the City's Capital Improvement Program in order to identify potential limitations or an unfavorable impact on future operations.

The following benchmarks (financial or economic indicators) are devised to establish not only limits on the total debt but also the City's ability to repay outstanding debt over future periods. These limits of affordability include:

1. **Net Debt Service to General Fund Expenditures** – a measure of the debt service as a percent of the City's total operating expense.

A percent not to exceed: 12%

Net Debt Service will include all debt service costs (principal and interest) related to general obligation or other secured debt (but not including business enterprise debt with proven revenues) paid from the City's general fund.

2. **Direct Debt to Assessed Property Value** – a measure of the debt liability to the City's total assessed values for property taxes.

A percent not to exceed: 4%

Direct Debt will include all general obligation debt and any business enterprise debt secured by the City's taxing authority.

3. **Direct Debt Per Capita** – a measure of debt liability to the City's population.

An amount not to exceed: \$1,500

Direct Debt will include all general obligation debt and any business enterprise debt secured by the City's taxing authority.

4. **Per Capita Debt to Per Capita Income** – a measure of the debt liability for the City's population as a percent to their annual income.

A percent not to exceed: 3%

Per capita income from published sources and Direct Debt Per Capita calculated above.

Notwithstanding the measures established herein, this policy ultimately seeks to maintain the highest credit quality (triple-A) established by the national rating agencies due to easier access to capital and the lower overall cost for debt. Recognizing that these same measures are utilized by the rating agencies, the City's policy will be adapted to ensure that its debt limits and measures of affordability do not exceed the levels necessary to maintain the highest quality rating for its debt.

This policy requires that these measures and limits of affordability be fully analyzed when evaluating the issuance of new or refunding debt in order to determine the financial impact of the additional debt on future periods. The analysis described herein will be made part of the information or presentations provided to the Financial Advisory Commission (FAC) and the Board of Mayor and Aldermen as outlined in this policy.

Periodic monitoring and reporting of these debt measures will also be performed as part of the City's annual budget preparation. During the annual budget process, the fiscal year budget information presented for review to the Financial Advisory Commission and the Board of Mayor and Aldermen will include the current and projected analysis of these debt measures.

Debt Issuance Process

Once the City determine that debt will be utilized to fund an approved capital project or acquisition, the Finance Director and City Treasurer will assemble the staff resources and service professionals needed to prepare, analyze, document and close the debt transaction. The type, complexity, and size of the debt to be issued will determine the staff requirements and service professionals required. The various considerations that must be addressed at the onset to ensure the proper planning and execution of the debt issuance process are discussed herein.

Timing of the Transaction

The City will determine the optimal timing for issuing or placing the debt based on the requirements identified in the CIP, the funding forecast developed in the budgeting process, and the actual cash flow projected for the construction or acquisition of the capital asset. Once the targeted debt issue date is determined, the City Treasurer will determine the necessary lead times to identify the type of debt to be issued, engage the appropriate professionals, analyze payment structure and estimated rates, and then schedule the various commission, public and Board presentations. Timing of the debt issuance will ultimately be determined by mandated public notice and necessary Board approvals.

Sale Method or Placement

Competitive Sale

The City believes that the competitive sale process is the best tool for obtaining the lowest interest rates and terms for the issued debt. Therefore the City will always use the competitive sale process to sell its general obligation or revenue bonds (including capital outlay notes), except in situations where (1) existing disruptions in the national capital markets make it unlikely the City will receive at least three (3) reasonable bids for its bonds, or (2) the general obligation debt is in the form of a loan agreement through a federal or state sponsored loan program.

Negotiated Sale

Notwithstanding the strong preference for issuing debt using the competitive process, the City recognizes that some debt is best sold through negotiation. In such instances, the City shall assess the following circumstances or conditions when considering a negotiated sale: (1) express statutory authority; (2) a structure which may

require a strong pre-marketing effort such as a complex transaction or new credit; (3) size of the issue; (4) market volatility; and (5) variable rate pricing. To ensure full transparency of any debt issuance, the use of the negotiated sale process will not reduce the analysis of the transaction by staff and professionals nor limit the public information and participation during the debt approval process.

Private Placement

For certain capital transactions, the City may elect to privately place the debt issued as part of the transaction (e.g. installment transactions or capital leases). Such placement will be acceptable if the method clearly demonstrates that such transaction will be in the best interest of the City due to cost savings or other favorable transaction terms.

Use of Professionals

As part of the debt issuance process, the City will engage the services of knowledgeable professionals to analyze and advise City staff about optimizing the outcome of the transaction and clearing all the legal hurdles. Due to the infrequency of issuing new debt, the City will maintain its expertise in the credit markets by retaining professionals who stay well-informed about industry trends and about the City's visions and finances. The Professional Services section this policy will more fully describe the details of the relationship with the professionals named herein.

City Attorney

The City Attorney will review, advise, and prepare debt-related documents on behalf of the City for simple borrowings that do not involve the public debt market. In the case of debt structures that directly access the public debt market, the City Attorney will provide support to staff and bond counsel about the City's legal status and authority for issuing the debt. In addition, the City Attorney will provide an opinion that the debt was issued within the applicable debt limitations set by State law or the City's charter, that the City has taken all steps necessary to authorize the sale and issuance of debt, and that the debt is a valid and binding obligation of the City (if applicable).

Bond Counsel

For all sales of debt in the public debt market, the City will engage a specialized bond counsel with specific experience in the issuance of municipal debt. The bond counsel will prepare all legal documents related to the issuance of the public debt including the legal documents necessary for the City to authorize the issuance of debt. In addition, the bond counsel must be fully competent to provide an unqualified opinion as to the tax-exempt or tax credit status of applicable debt issued and to prepare, review, or comment on all disclosure documents and regulatory forms or applications associated with the transaction.

Financial Advisor

For all debt transactions in excess of \$1 million or for all sales of debt in the public debt market, the City will select a financial advisory firm to assist in the issuance and administration of the City's debt. The firm selected to serve as financial advisor will provide objective advice and analysis, maintain the confidentiality (to the extent permitted by law) of the City's financial plans and be free from any conflict of interest as defined in this Debt Policy and Tennessee statutes. Further, the City's financial advisor will not underwrite or participate in any syndicates in the sale of the debt.

Underwriters

In a **competitive** sale of debt, the City and its financial/legal advisors will set the business and legal terms for the financing and then take public bids from qualified underwriters in a generally accepted auction setting. The firm (or syndicate) that submits the lowest true-interest-cost bid will be awarded the bonds and serve as underwriter (or senior manager of the syndicate).

In the case of a negotiated sale of debt, the City will first select a firm to market its debt from a pool of qualified underwriters. The City's appointment will be based upon a competitive evaluation of objective criteria, which may include the firm's performance in the City's past competitive sales of debt. The City's selection of the underwriter will be subject to review and recommendation by the Financial Advisory Commission (FAC) and approval by the Board.

Registration/Escrow Agent

In the case of debt issued in the public debt market, the City will designate a bond registrar and paying agent (known at the "Registration Agent") to maintain books and records necessary for the registration, record-keeping

and transfer of bonds on behalf of the City. In addition, the Registration Agent will act as pay agent for the City and will be authorized to make all payments of principal, interest, and redemption premium, if any, with respect to the issued bonds.

In the case of debt that is issued for the purpose of refunding currently outstanding bonds at the time of debt issue or in the near future, the City will designate an agent (known as the "Escrow Agent") to hold funds in escrow for the express purpose of performing the refunding. The City and Escrow Agent will enter into an agreement (the "Escrow Agreement") that authorizes the Escrow Agent to perform duties on behalf of the City with respect to the acquisition and payment for the refund bonds.

Board Approval

All debt financing that constitutes an obligation beyond one fiscal year will be presented for review by the FAC as described in this policy. At the completion of the FAC's review of the proposed debt issuance, and with the FAC recommendation, the debt transaction will be presented to the Board for approval of the resolutions required to authorize the debt issuance. In the absence of a quorum of the FAC, the Finance Director may present the transaction directly to the Board for consideration.

Compliance Reporting

It is the City's intent to provide a high level of transparency in all of its financial dealings, including debt management. Consistent with past practice, the City will issue on a timely basis and make widely available all financial reports including the annual budget, the Comprehensive Annual Financial Report (CAFR), the Popular Annual Financial Report (PAFR), and the Capital Improvements Program Report (CIP). In addition, as part of the issuance of debt in the public markets, the City covenants and agrees that it will comply with and carry out all of the provisions of the continuing disclosure certificate, which includes providing annual reports to national repositories and issuing material event notices in accordance with SEC Rule 15c2-12.

Terms of the Debt Issue

During the course of issuing debt, the City will endeavor to structure the terms and conditions of each debt transaction to achieve a low cost of capital and to preserve the City's overall financial flexibility. Maintaining financial flexibility enables the City to readily access and restructure its financing at a low cost. (Likewise, the City can avoid financial distress in the face of negative shocks or readily fund capital investments when opportunities arise.) *Adherence to the policies in this section is not intended to override the requirement that the City stay within the overall limits of the entire debt portfolio addressed in Debt Limits and Affordability.* However, the policies herein will address the individual components of all financing that have the most immediate impact on the City's credit rating and debt service payments.

Maximum Maturity

All capital improvements financed through the issuance of debt will be financed for a period not to exceed the useful life of the improvements, but in no event will the term of the debt financing exceed twenty (20) years.

As part of this process to determine the maximum maturity of a debt issue, the City must consider the need to allocate the capital burden to upcoming generations (i.e. future fiscal periods) as opposed to funding from currently available sources. The City will measure the future financial impact of the financing's debt service (principal and interest) by projecting the estimated percentage of the future budgets dedicated to total debt service. Analysis of the future debt capacity will be performed in order to assess the City's commitment to a pay-as-you-go budget allocation for capital projects.

Maturity Schedule

Debt issuance will be planned to achieve relatively level debt service for each individual debt issue, while still matching debt service to the useful life of projects financed. The terms and life of each debt issue, including the detail of expected principal and interest payments, will be prominently disclosed when terms of the issued debt are published or otherwise made available to the public (through websites, e-mails, or other electronic means).

The City will avoid the use of bullet or balloon maturities except in those rare instances where these maturities serve to make existing overall debt service level or match a specific income stream. Any deferral of principal

payment or backloading must be explicitly disclosed and justified, including disclosure of the justification or recommendation made by the Financial Advisor for the principal deferral.

Interest Rates

To maintain a predictable level of debt service and to avoid future uncertainty, the City will issue debt that carries a fixed interest rate.

Under certain limited conditions, the City may consider variable rate debt subject to additional analysis and recommendations by the Financial Advisor that the tradeoff between costs and risks is not unreasonable. Further, the City will employ cost effective measures (rate swaps, credit enhancements, etc.) to minimize risks associated with variable rate debt. If utilized, the total amount of variable rate debt issued will not exceed twenty-five percent (25%) of the City's total outstanding debt at the time of issue.

Bond Coupon Rate

For most bond issuances, the City's will set interest rates so that each bond maturity in a bond issue eligible for early redemption is priced between 95% and 110% of par.

In certain market conditions, bonds issued with a deep discount may provide the City with a lower cost of borrowing. Subject to additional analysis and recommendations by the Financial Advisor, the City will assess the value and effect on any refinancing opportunities as a result of accepting lower-than-market coupons.

Call Features

In many cases, it is the City's policy to include a call feature at a date no earlier than ten (10) years from the date of the original bond issuance. Subject to additional analysis and recommendations by the Financial Advisor, the City will assess the value of including a call option relative to the lower interest rate associated with non-callable bonds.

Credit Enhancement Facilities

Historically, the City has avoided the use of credit enhancement (insurance or letters of credit) because of its strong financial position and excellent standing with the national rating agencies. However, the City will consider the use of credit enhancements on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when clearly demonstrable savings can be shown shall an enhancement be considered.

Issuance Cost

As part of the Capital Improvements Program (CIP), the City regularly evaluates future capital project needs and the methods for financing them, including the use of debt financing. The City's policy is to reasonably coordinate new bond issues to that multiple projects can be accommodated in a single borrowing to reduce issuance costs per dollar of debt issued. Total issuance costs will be evaluated and disclosed during all phases of the debt issue process.

Professional Services

The City will engage and utilize professional services as necessary to supplement the skills and expertise in the Financial Services Division or to meet regulatory requirements related to the issuance of debt. The selection or hiring of professionals will not be based on competitive bids but will be determined on the basis of recognized competence and integrity in their field of expertise.

The Director of the Financial Services Division will determine the criteria for selecting professionals to be utilized in the debt issuance process. The selection criteria will include, but not be limited to, recognized professional expertise, depth of transaction experience, and the opportunity to bring current best industry practices to the City. Using the defined selection criteria, the Finance Director and Treasurer will interview eligible persons or groups and make specific recommendations to the Division Director for qualified professionals. The City Administrator will concur on all professionals selected by the Division Director.

All professionals engaged in the City's process of issuing debt will affirm, acknowledge or disclose the following statements or information in an engagement letter, professional services agreement, or a separate writing provided as a matter of record to the City:

- The professional will clearly disclose all compensation and consideration received (or to be received) as related to services provided in the debt issuance process by the City and the lender or conduit issuer, if any. This includes “soft” costs or compensation in lieu of direct payments.
- The professional will acknowledge receipt of this Debt Management Policy and will adhere to the standards and guidelines contained herein.
- The professional will acknowledge receipt of and familiarity with the details of the “Code of Ethical Conduct for Officials of the City of Germantown” and the “Code of Ethical Conduct for City Employees of the City of Germantown.”
- The professional will affirm that they have disclosed any existing client and business relationships as described in this Policy (Conflicts of Interest).

Any exceptions, either by the professional or the City, to this Policy or other policies and procedures indicated above, must be clearly disclosed in the engagement letter, professional services agreement, or a separate writing. The City Administrator will determine if the exception requires removal of the professional from the debt transaction or if the exception requires any further disclosure.

Specific to certain professionals are the following requirements:

Legal Counsel. An engagement letter (or professional services agreement) will be required from each lawyer or law firm that represents or provides services to the City in a debt transaction. (This requirement does not apply to the City Attorney or to counsel not directly representing the City, such as underwriters’ counsel.)

Financial Advisor. A professional services agreement or other form of written agreement (engagement letter) will be provided by each person or firm serving as financial advisor in a debt management role or in a debt transaction.

In the sale of the City’s debt instruments, whether in a competitive or negotiated transaction, the financial advisor will not be permitted to bid on, privately place or underwrite an issue for which they have been providing advisory services.

Underwriter. If the City engages an underwriter in a sale transaction, the underwriter will be required to clearly identify itself in writing (in its proposal, in its bid, or in its submitted promotional materials) as an underwriter and not as a financial advisor. This disclosure will occur at the earliest stages of the relationship with the debt issue.

The underwriter will clarify that its primary role as a purchaser of securities in an arm’s-length commercial transaction has financial and other interests that differ from those of the City.

Additionally, if the debt is offered in a publicly offered, negotiated sale, the underwriter will be required to provide pricing information (both as to interest rates and takedown per maturity) to the Financial Services Director in advance of the pricing of the debt.

Conflicts of Interest

The City of Germantown operates as a public trust, which is subject to scrutiny by and is accountable to its residents and members of the public. Consequently, a fiduciary duty exists between the City’s officers/employees and the public which carries with it a broad and unbending duty of loyalty and fidelity. Those officers and employees are responsible for administering the affairs of the City honestly and prudently. They will exercise the utmost good faith in all transactions involved in their duties, and they will not use their positions with the City or knowledge gained there from for their personal benefit.

Separate from this Policy, the City’s officers (who include elected officials and members appointed to commission or boards) and all City employees are subject to strict Codes of Ethical Conduct. These Codes include very detailed standards that prohibit the officer or employee from knowingly engaging in activities that would lead to a conflict of interest with the City. By reference, the City’s existing Codes of Ethical Conduct as applicable to officer or employee conflicts of interest in debt transactions are applicable to the administration of this Policy.

FINANCIAL POLICIES

Likewise, all professionals involved in a debt transaction who have been hired or compensated by the City are required to disclose to the City any existing client and business relationships between and among the professionals to a transaction (including but not limited to financial advisor, swap advisor, bond counsel, swap counsel, trustee, paying agent, underwriter, counterparty, and remarketing agent), as well as conduit issuers, sponsoring organizations and program administrators. This written disclosure will include information reasonably sufficient to allow the City to appreciate the significance of the relationships.

[NOTE: Professionals who become involved in the debt transaction as a result of a bid submitted in a widely and publicly advertised competitive sale conducted using an industry standard, electronic bidding platform are not subject to this disclosure. No disclosure is required that would violate any rule or regulation of professional conduct. However, subject to regulatory agency rules or industry guidelines, these same professionals are required to exercise due care and proper conduct in the debt transaction process.]

Therefore, all parties to the debt transaction must be free from conflicts of interest that could adversely influence their judgment, objectivity or fiduciary duty on behalf of the City. Likewise, all parties must be aware that even the appearance of a conflict of interest can weaken or damage the public trust.

Basis of Budgeting

The City does not distinguish between Basis of Budgeting and Basis of Accounting, as reflected in the City's Comprehensive Annual Financial Report (CAFR). The principles set forth as the Basis of Accounting are strictly observed in the budgetary process.

The City budget is prepared on a modified accrual basis of accounting except for encumbrances. Unencumbered appropriations lapse at the end of each fiscal year, with encumbered appropriations being carried forward to the next year.

The budgetary process for the City of Germantown begins in January with the Board of Mayor and Aldermen's annual retreat where its policy agenda is set for the upcoming fiscal year. Early in January, a budget manual is distributed to all departments and divisions, which outlines the budget calendar, submission dates, performance measurement requirements and parameters for budget requests. Six months of actual data for the current fiscal year is given as a basis for departments to submit their estimates for the current fiscal year end. Departments are required to complete their budgetary requests for the new fiscal year and include justifications for any infrastructure, capital and program change requests. The Office of Budget and Performance staff works with departments in reviewing personnel needs. The city administration reviews all requests on the timeframe as identified in the annual budget calendar. All funds, capital programs, infrastructure replacement programs and staffing are presented to the City's Financial Advisory Commission (FAC). The FAC is composed of citizens who volunteer to serve on the Commission on an annual basis and whose background is within the financial services discipline. The final component of the budgetary process is highlighted in a work session with the Board of Mayor and Aldermen. The Proposed Budget is then presented to the Board of Mayor and Aldermen for adoption through three readings, including a public hearing. Prior to the public hearing, a Budget In Brief brochure is mailed to all citizens. The brochure highlights the major capital and operating projects in the proposed Budget along with a letter from the Mayor.

Budgetary Control

Formal budgetary accounting is used as a management control for all funds of the City. Budgetary controls are exercised both at the departmental level, with the adoption of the budget, and at the line item level through accounting controls. Additionally, budgetary control is maintained at the program level by the individual departments, acting in conjunction with the Department of Finance and General Services. The latter has a Office of Budget & Performance to execute budgetary controls.

Under provisions of the City's charter, the Board of Mayor and Aldermen annually enact by ordinance the operating budgets of the general, special revenue, capital projects, enterprise and internal service funds, which cannot exceed appropriation except by approval of the governing body. An annual budget for the capital projects is adopted by individual funds. The total budgets of these funds constitute legal spending limits, requiring ordinance amendment. Transfers within the funds are accomplished by resolution of the Board of Mayor and Aldermen to authorize expenditures of various grants received and to adjust the individual fund budgets as required within the total dollar limitations of the budget ordinance. The Mayor may approve transfers between categories within a cost center without the governing body's approval. The Board must approve other transfers or requests for additional funds. Thus, departmental or cost center appropriations comprise a legal spending limit for governmental fund types, except for capital projects funds for which the project length financial plans are adopted. The City disperses its capital projects fund monies to various projects, which may cause a deficit within the project. However, the City adopts a positive Capital

FINANCIAL POLICIES

Improvements Program where funds can be transferred within the fund with appropriate approval from the governing body. Supplemental appropriations were required during the year and the accompanying budgetary data has been revised for amendments authorized by resolution during the year. The basis of accounting applied to budgetary data presented is consistent with the appropriate basis of accounting for each fund type.

The Capital Projects Funds account for the receipt and disbursement of all resources used in the acquisition and construction of capital facilities where the construction period is expected to exceed one year, other than those financed entirely by Proprietary Fund Types. The primary funding sources are debt proceeds and General Fund transfers. The facilities constructed and assets acquired become a part of the City's fixed assets and are, therefore, recorded in the General Fixed Assets Account Group. The residual equity in Capital Projects Funds, if any, is returned to the General Fund upon completion of the project. The following funds are included in this grouping.

The Major Roads Fund includes projects that create, widen or improve roads or intersections. In addition, this fund provides safe and reasonable access to the commercial developments while maintaining a reasonable level of service for traffic using the roadways.

The Intersections & Other Fund includes additional intersections and signals for the city or the improvement of the existing ones. The major purpose of this fund is to provide safe and orderly movement of traffic.

The Fire Fund contains major objective is to provide adequate fire protection to the city and to maintain the Class 3 insurance rating. The major projects in this fund include the construction of new fire stations, the remodeling or expansion of existing fire stations and major equipment purchases.

The Parks Improvements Fund is needed to meet the intensified demand for additional parkland. In addition, growth and development of new parkland is needed to keep pace with the 2004 Plan for parks and recreation.

The Drainage Projects Fund includes projects that will provide adequate water supply for existing and future population requirements. In addition, this fund consists of sewer projects, such as the provision of sanitary sewers, which are needed when properties are annexed into the City.

The General Government Projects Fund includes miscellaneous projects needed to meet individual departmental demands. The major projects in this fund include the remodeling or expansion of City owned buildings as well as community use buildings and property.

FY14 BUDGET CALENDAR

January

- 1/04/13 Budget Material distributed to Departments
- 1/14/13 **Board Meeting** - Budget Calendar review and approval by the Board of Mayor and Aldermen
- 1/29/13 **Financial Advisory Commission – First Meeting:** Introduction, BMA Retreat overview, FY13 Update

February

- 2/04/13 Capital Improvements Program (CIP) applications due to CIP Manager
- 2/04/13 FY14 Budget materials – Revenues and Expenditures - due to Office of Budget and Performance (General Fund, Enterprise Funds, Special Revenue Funds, Internal Service Funds, Infrastructure Replacement Program, and Change Request Forms)
- 2/12/13 **Financial Advisory Commission – Second Meeting:** Financial Policies, Fiscal Indicators
- 2/15/13 Vehicle and equipment replacement schedule review with City Administrator
- 2/19-3/1/13 FY14 Budget review with departments

March

- 3/19/13 **Financial Advisory Commission – Third Meeting:** Review of FY14 Budget Enterprise Funds (Utility, Germantown Athletic Club, Great Hall, Stormwater and Sanitation)

April

- 4/02/13 **Financial Advisory Commission – Fourth Meeting:** Review of Capital Improvements Program and Infrastructure Replacement Program
- 4/04/13 Board of Mayor and Aldermen – work session on CIP
- 4/12/13 Proposed FY14 Budget and Capital Plan delivered to Department Directors for final comment and review
- 4/16/13 **Financial Advisory Commission – Fifth Meeting:** Review of FY14 Special Revenue Funds
- 4/30/13 **Financial Advisory Commission – Sixth Meeting:** Review of FY14 General Fund Revenues, Property Tax Rate, and General Fund Expenditures

May

- 5/02/13 Proposed FY14 Budget delivered to Board of Mayor and Aldermen
Budget in Brief prepared
- 5/08/13 Board of Mayor and Aldermen work session on FY14 Budget
- 5/13/13 **Board Meeting - First Reading on FY14 Budget Ordinance 2013-2**
Schedule meetings with Chamber, Homeowner Associations and Civic Clubs;
Distribute *Budget in Brief*, Press Conference; Neighborhood News (Budget and Property Tax Rate)
- 5/15/13 Document printing RFP due to Purchasing

June

- 6/10/13 **Board Meeting - Public Hearing on FY14 Budget; Second Reading on FY14 Budget Ordinance 2013-2**
- 6/24/13 **Board Meeting - Third and Final Reading on FY14 Budget Ordinance 2013-2**

This section consists of summaries of the FY14 Budget by major category and by cost center in the six major operating funds: General, Utility, Germantown Athletic Club, Great Hall, Sanitation and Stormwater. It also contains pie charts of General Revenues and Expenditures, CIP Project Listings, Personnel Staffing Schedule, Special Revenue Funds, Internal Service Funds and Fiduciary Funds.

TOTAL EXPENDITURE BUDGET – The schedule, which appears on the next two pages, summarizes revenues and expenditures for all fund types by category or nature of revenue and expenditure for FY14. It is compared to the estimated total for FY13. The significant totals are carried forward to the City Administrator’s transmittal letter in analyzing major changes in operating and capital expenditures. The impact to fund balance is also provided. Pie charts illustrate revenues and expenses by General Fund, Utility Fund, Germantown Athletic Club Fund, Great Hall Fund, Sanitation Fund, Stormwater Fund and Special Revenue Fund.

GENERAL FUND – The summary of the General Fund Budget is on pages 50 and 51. The details of General and Special Revenues are found in the last section of the document. Expenditures are summarized by cost center and grouped by program. General Fund expenditures that include engineering, public services and information technology services are charged to the Utility Fund, which is reimbursed by the expense reimbursement line of the General Fund Budget Summary. Three years of history, including FY13 and five years of projections including FY14, are presented. The bottom line in this schedule is the ending fund balance for each of the fiscal years. A detail of the General Fund’s fund balance is outlined in this section under the heading Discussion of General Fund Reserves.

The General Fund Summary reflects the carry forward resources from prior year revenues, which carries forward prior year expenditure obligations. This change accounts for the variance between ending and beginning fund balance figures.

PIE CHARTS – Pie charts are presented for General Fund Revenues and Expenditures in order to demonstrate the proportional relationships of the General Fund Budget. Beneath the pie charts are comparative summaries of major categories of revenues and expenditures by program. Similar pie charts are presented for the Utility Fund, the Germantown Athletic Club and the Great Hall Fund.

UTILITY FUND – GERMANTOWN ATHLETIC CLUB FUND – GREAT HALL FUND – SANITATION FUND – STORMWATER MANAGEMENT FUND – These Fund Summaries are presented in the same columnar format as the General Fund Summary. The summaries are designed to accomplish four objectives: 1) to provide a Net Operating Income amount; 2) to provide a projection of Working Capital; 3) to project Fund Equity; and 4) to project Total Net Assets. Revenues are detailed in the last section of this document. Operating Expenditures, including depreciation and interest on indebtedness, are subtracted from Total Revenues to arrive at Net Operating Income. Other adjustments to income, including depreciation and capital outlays, are added to or deducted from Net Operating Income to arrive at an estimation of cash flows. Working capital is defined as current assets less current liabilities at June 30 of each fiscal year. Components of fund equity at each of the fiscal year-ends are also described in these summaries. Contributed Capital in the Utility Fund does not include fees paid to the City by developers for infrastructure constructed by the City, but generally represents subdivision and project water and sewer lines installed by developers.

List of Major Funds

<i>Governmental</i>		<i>Proprietary</i>		<i>Fiduciary</i>
General Fund	General	Utility Fund	Enterprise	Pension Fund Trust Fund
Recreation Fund	Special	Germantown Athletic Club Fund	Enterprise	OPEB Fund Trust Fund
State Street Aid Fund	Special	Great Hall Fund	Enterprise	
Automated Enforcement	Special	Sanitation Fund	Enterprise	
Drug Asset Forfeiture	Special	Stormwater Fund	Enterprise	
Federal Asset Forfeiture	Special	Health Fund	Internal Service	
Pickering Fund	Special	Fleet Services	Internal Service	
Ambulance Fund	Special	Allocated Expenses	Internal Service	
Municipal Schools Fund	Special			
Capital Improvements Fund	Capital			

TOTAL EXPENDITURE BUDGET

	General Fund	Utility Fund	Germantown Athletic Club	Great Hall Fund	Sanitation Fund	Stormwater Fund
REVENUES:						
Property Taxes	\$ 27,953,919	-	-	-	-	-
Sales Taxes	7,141,498	-	-	-	-	-
Federal and State Revenues	5,212,261	-	-	-	3,800	-
Metered Water Sales	-	4,760,000	-	-	-	-
Sewer Service Fees	-	2,700,000	-	-	-	-
Membership Fees	-	-	3,075,000	-	-	-
Aquatics Revenues	-	-	160,500	-	-	-
Business Revenues	-	-	-	305,678	-	-
Personal Training	-	-	369,460	-	-	-
Sanitation Fees	-	-	-	-	3,402,600	-
State Gasoline Tax Allocation	-	-	-	-	-	-
Automated Enforcement Revenues	-	-	-	-	-	-
Drug Enforcement Revenues	-	-	-	-	-	-
Federal Asset Forfeiture Revenues	-	-	-	-	-	-
Pickering Complex Revenues	-	-	-	-	-	-
Transport Fee	-	-	-	-	-	-
Non Transport Fee	-	-	-	-	-	-
Education Sales Tax	-	-	-	-	-	-
Recreation Revenues	-	-	-	-	-	-
Stormwater Fee	-	-	-	-	-	1,051,800
Other Revenues	3,202,362	353,000	272,262	-	140,000	5,500
Investment Income	78,960	18,200	6,650	-	2,450	-
Funds from Prior Periods	450,000	-	-	-	-	-
FY13 Total Revenues:	44,039,000	7,831,200	3,883,872	305,678	3,548,850	1,057,300
Expenditures/Expenses by Category:						
Personnel	26,775,244	1,729,740	1,679,212	171,674	95,707	607,178
Communications	341,147	73,600	10,000	950	17,350	5,500
Utilities	1,167,904	753,100	359,175	41,928	927	-
Professional	2,172,551	110,500	538,468	62,700	-	20,000
Grants	176,175	-	-	-	-	-
Other Maintenance	2,014,374	90,000	132,000	75,200	-	65,000
Vehicle Maintenance	-	-	-	-	-	-
Street Maintenance	-	-	-	-	-	238,549
Mains Maintenance	-	141,000	-	-	-	-
Supplies	1,444,733	229,800	201,750	21,625	29,000	31,000
Contract Services	-	1,200,000	-	-	3,457,400	-
Insurance	81,500	10,000	-	-	-	-
Rent	115,539	1,100	183,000	85,222	-	-
Debt Service	3,431,492	200,700	26,698	10,382	-	-
Capital Outlay	814,000	-	-	-	-	-
Depreciation	-	1,702,500	644,157	52,221	-	9,200
Contingency	-	-	-	-	-	-
Operating Transfer	1,920,000	-	200,000	(120,000)	-	-
Allocation/PILOT	1,210,313	1,572,661	89,566	22,071	-	35,940
Expense Reimbursement	(949,557)	-	-	-	-	-
FY13 Total Expenditures/Expenses	40,715,415	7,814,701	4,064,026	423,973	3,600,384	1,012,367
Excess (Deficit)/Income (Loss)	3,323,585	16,499	(180,154)	(118,295)	(51,534)	44,933
Fund Balance/Net Assets:						
Beg. Fund Bal./Net Assets	15,078,436	46,502,536	13,375,542	212,725	553,675	361,328
Transfer to CIP/IRP	(1,750,000)	-	-	-	-	-
End Fund Bal./Net Assets	\$ 16,652,021	46,519,035	13,195,388	94,431	502,141	406,261
Capital Outlay/Infrastructure/CIP	-	2,070,000	260,733	18,000	-	40,000

COMPARISON TO PRIOR YEAR'S BUDGET

ALL FUNDS:	BUDGET FY13	BUDGET FY14	CHANGE	% CHANGE
Operating Budget*	\$ 61,259,208	62,903,377	1,644,169	2.7%
Capital Budget	14,056,500	8,407,000	(5,649,500)	-40.2%
TOTAL BUDGET	\$ 75,315,708	71,310,377	(4,005,331)	-5.3%

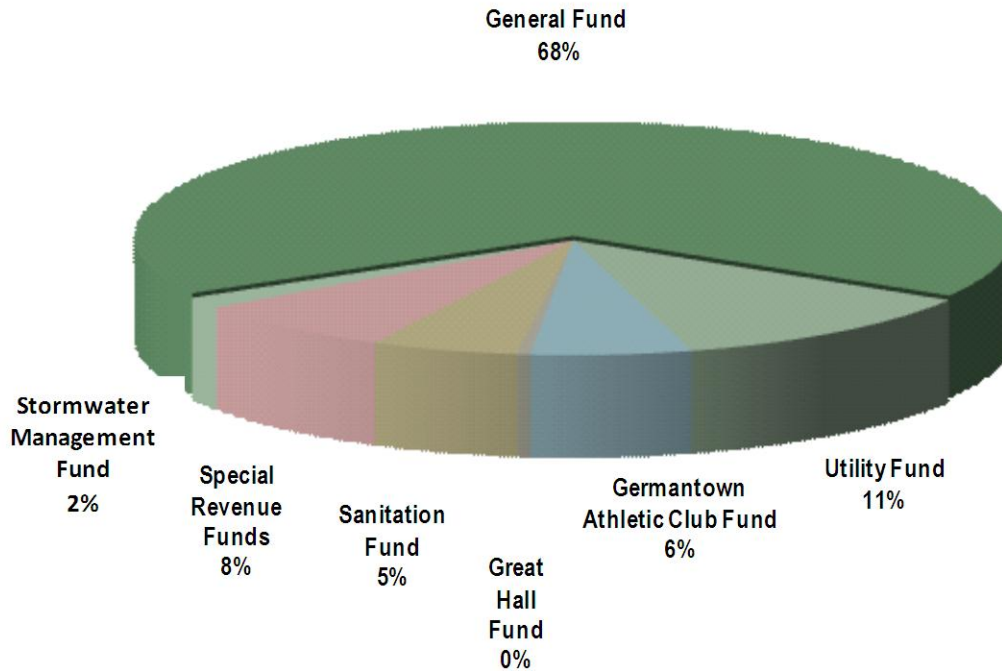
* Includes Capital Outlay and Infrastructure.

TOTAL EXPENDITURE BUDGET

	Special Revenue	Veh. Maint./ Alloc.	Capital Projects	Total	FY14	Increase/ Decrease	Estimated FY13	Actual FY12
REVENUES:								
Property Taxes	\$ -	-	-	27,953,919	23.7%	22,596,079	22,956,559	
Sales Taxes	-	-	-	7,141,498	2.5%	6,964,550	7,243,462	
Federal and State Revenues	-	-	-	5,216,061	-0.1%	5,221,648	5,127,593	
Metered Water Sales	-	-	-	4,760,000	3.1%	4,617,065	4,568,200	
Sewer Service Fees	-	-	-	2,700,000	4.7%	2,577,639	2,664,844	
Membership Fees	-	-	-	3,075,000	-0.4%	3,087,000	2,998,150	
Aquatics Revenues	-	-	-	160,500	-4.5%	168,097	160,691	
Business Revenues	-	-	-	305,678	-18.4%	374,747	322,192	
Personal Training	-	-	-	369,460	51.6%	243,627	-	
Sanitation Fees	-	-	-	3,402,600	-0.2%	3,408,600	3,420,784	
State Gasoline Tax Allocation	1,054,031	-	-	1,054,031	0.4%	1,049,970	1,010,038	
Automated Enforcement Revenues	225,000	-	-	225,000	416.1%	43,600	254,845	
Drug Enforcement Revenues	350,000	-	-	350,000	40.0%	250,000	220,399	
Federal Asset Forfeiture Revenues	50,000	-	-	50,000	0.0%	50,000	-	
Pickering Complex Revenues	65,000	-	-	65,000	6.6%	61,000	61,485	
Transport Fee	704,108	-	-	704,108	0.0%	-	-	
Non Transport Fee	58,354	-	-	58,354	0.0%	-	-	
Education Sales Tax	2,269,000	-	-	2,269,000	0.0%	1,688,000	-	
Recreation Revenues	225,199	-	-	225,199	8.8%	207,077	179,715	
Stormwater Fee	-	-	-	1,051,800	3.3%	1,017,771	1,037,363	
Other Revenues	-	-	-	3,973,124	-2.2%	4,062,034	4,205,270	
Investment Income	3,500	-	-	109,760	0.1%	109,662	99,670	
Funds from Prior Periods	-	-	-	450,000	-	450,000	-	
FY13 Total Revenues:	5,004,192	-	-	65,670,092	12.7%	58,248,166	56,812,905	
Expenditures/Expenses by Category:								
Personnel	2,625,076	601,599	-	34,285,429	6.7%	32,143,540	31,364,662	
Communications	90,765	1,630	-	540,942	6.3%	508,734	349,831	
Utilities	867,475	9,785	-	3,200,294	6.3%	3,010,675	2,952,492	
Professional	439,211	-	-	3,343,430	-15.7%	3,963,808	3,407,161	
Grants	148,000	-	-	324,175	-51.3%	665,586	665,547	
Other Maintenance	9,600	108,600	-	2,494,774	-2.2%	2,550,720	2,129,108	
Vehicle Maintenance	-	120,500	-	120,500	7.6%	112,000	126,605	
Street Maintenance	985,000	-	-	1,223,549	-36.4%	1,923,531	1,612,259	
Mains Maintenance	-	-	-	141,000	17.0%	120,500	124,071	
Supplies	350,669	31,145	-	2,339,722	4.8%	2,233,036	1,934,407	
Contract Services	-	-	-	4,657,400	2.3%	4,550,879	4,491,565	
Insurance	35,566	752,300	-	879,366	0%	871,151	776,627	
Rent	381,576	1,700	-	768,137	88.2%	408,154	444,399	
Debt Service	-	-	-	3,669,272	0.5%	3,651,901	3,402,136	
Capital Outlay	702,000	-	-	1,516,000	22.6%	1,236,748	1,160,900	
Depreciation	-	33,647	-	2,441,725	2.1%	2,392,639	2,279,249	
Contingency	-	-	-	-	0%	-	-	
Operating Transfer	(2,000,000)	-	-	-	0%	-	600,000	
Allocation	34,573	(1,660,906)	-	1,304,218	16.8%	1,116,837	1,340,157	
Expense Reimbursement	-	-	-	(949,557)	-0.9%	(958,356)	(966,527)	
FY13 Total Expenditures/Expenses	4,669,511	-	-	62,300,378	3.0%	60,502,083	57,594,649	
Excess (Deficit)/Income (Loss)	334,681	-	-					
Fund Balance/Retained Earnings:								
Beg. Fund Bal./Retained Earnings	1,337,379	35,000	-					
Transfer to CIP/IRP	-	-	-					
End Fund Bal./Ret. Earnings	\$ 1,672,061	35,000	-					
Capital Outlay/Infrastructure/CIP	-	-	6,621,267					
COMPARISON TO PRIOR YEAR'S BUDGET								
GENERAL FUND:	BUDGET FY13	BUDGET FY14	CHANGE	% CHANGE				
Operating Budget*	\$ 40,455,599	40,715,415	259,816	0.6%				
Capital Budget	-	-	-	0.0%				
TOTAL BUDGET	\$ 40,455,599	40,715,415	259,816	0.6%				

* Includes Capital Outlay and Infrastructure.

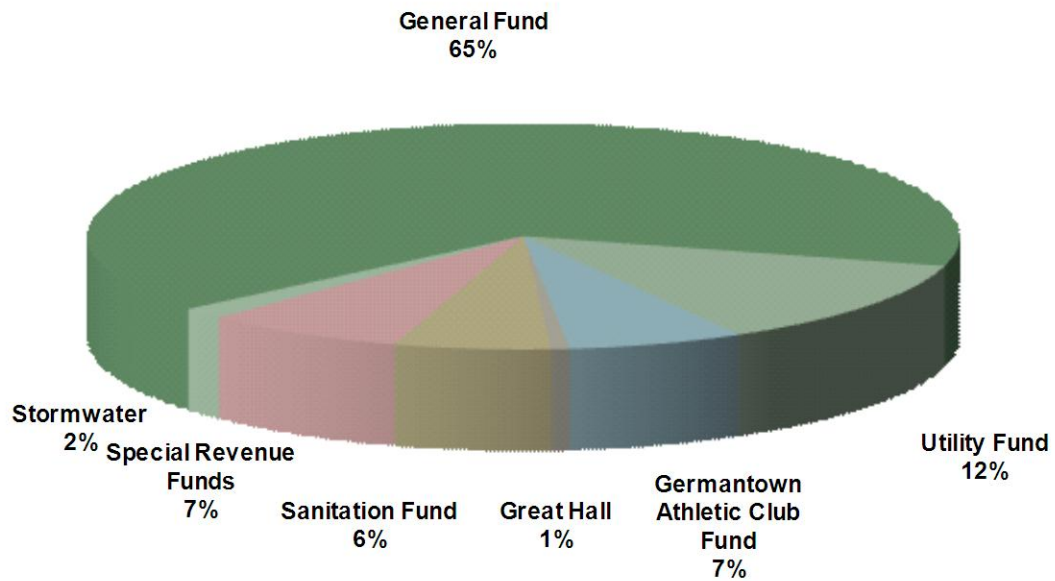
ALL FUND REVENUES FY14



ALL FUND REVENUES (\$000)

	2013 ESTIMATED		2014 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 38,654	66%	\$ 44,039	68%
Utility Fund	7,600	13%	7,831	11%
Germantown Athletic Club Fund	3,774	6%	3,884	6%
Great Hall	296	1%	306	0%
Sanitation Fund	3,555	6%	3,549	5%
Special Revenue Funds	3,351	6%	5,004	8%
Stormwater Management Fund	1,018	2%	1,057	2%
TOTAL REVENUES	\$ 58,248	100%	\$ 65,670	100%

ALL FUND EXPENSES FY14



ALL FUND EXPENDITURES (\$000)

	2013 ESTIMATED		2014 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 39,386	65%	\$ 40,715	65%
Utility Fund	7,540	12%	7,815	12%
Germantown Athletic Club Fund	4,503	7%	4,064	7%
Great Hall	521	1%	424	1%
Sanitation Fund	3,455	6%	3,600	6%
Special Revenue Funds	4,155	7%	4,670	7%
Stormwater	952	2%	1,012	2%
TOTAL EXPENDITURES	\$ 60,512	100%	\$ 62,300	100%

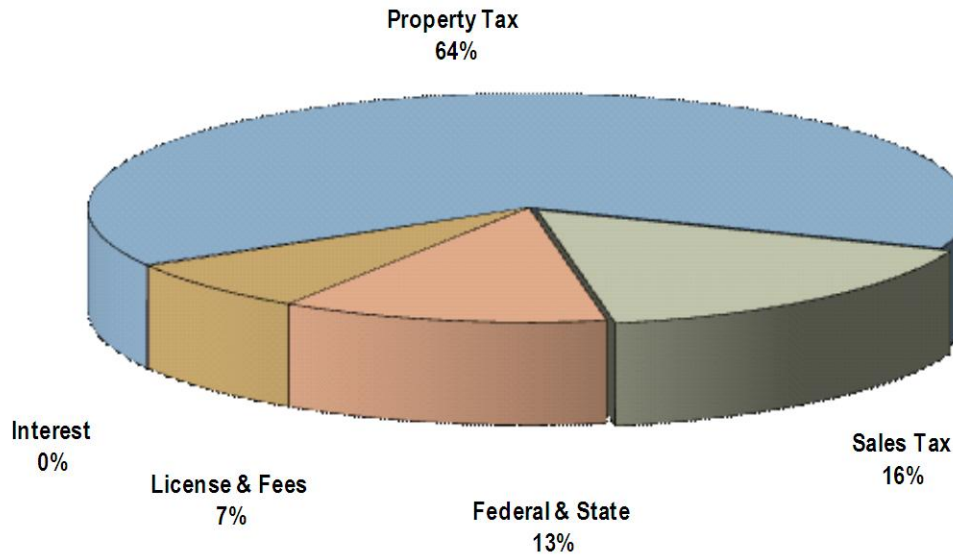
GENERAL FUND BUDGET SUMMARY

REVENUES:	Actual FY11	Actual FY12	Original FY13 Budget
Property Taxes	\$ 22,409,252	22,956,559	23,288,252
Sales Taxes	7,144,712	7,243,462	7,431,188
Federal and State Revenues	5,285,289	5,127,593	5,609,352
Other Revenues	3,637,898	3,542,787	3,635,645
Investment Income	129,276	80,250	101,960
Funds from Prior Periods	-	-	450,000
TOTAL GENERAL FUND REVENUES	38,606,427	38,950,651	40,516,397
EXPENDITURES:			
General Government:			
Aldermen	172,664	178,861	231,312
Civic Support	299,078	-	-
City Court	599,685	575,194	655,529
Administration	1,662,063	1,811,585	1,681,567
Germantown Performing Arts Centre	1,005,716	1,072,355	1,047,337
Information Technology	995,780	1,135,005	1,398,783
Human Resources	722,761	726,830	697,764
Finance	1,430,319	1,514,692	1,533,185
Procurement	-	-	-
Community Development	1,993,034	1,957,858	1,981,220
General Services	1,360,868	1,499,834	1,612,724
Budget & Performance	272,681	291,923	275,472
Total General Government	10,514,649	10,764,137	11,114,893
Public Safety:			
Police	9,797,471	10,701,927	11,091,482
Fire	7,458,971	8,045,972	7,917,192
Total Public Safety	17,256,442	18,747,899	19,008,674
Transportation & Environment:			
Public Services	3,553,043	3,990,230	4,049,158
Animal Control	285,146	329,733	342,470
Total Transportation & Environment	3,838,189	4,319,963	4,391,628
Community Services:			
Parks & Recreation	1,165,966	1,318,417	1,509,673
The Farm	-	17,711	108,931
Genealogy Center	66,035	64,813	68,580
Library Services	1,352,205	1,357,682	1,418,752
Cultural Arts Programs	47,434	71,292	100,587
Total Community Services	2,631,640	2,829,915	3,206,523
General Debt Service	3,017,142	3,063,525	3,375,748
Other Expenditures:			
Transfer to Great Hall Fund	525,000	-	-
Transfer to Municipal Schools Fund	-	-	-
Transfer to (from) Germantown Athletic Club Fund	300,000	-	-
Transfer to Ambulance	-	-	-
Transfer to Automated Enforcement	3,000	-	-
Transfer to State Street Aid	1,100,000	500,000	325,000
Transfer to Stormwater Management	-	-	-
Contingencies	-	-	50,000
Expense Reimbursement	(1,071,730)	(966,527)	(1,016,867)
Roll Forward Enc.- Prior Year	450,000	450,000	450,000
Roll Forward Enc.- Next Year	(450,000)	(450,000)	(450,000)
TOTAL GENERAL FUND EXPENDITURES	38,114,332	39,258,912	40,455,599
Excess of Revenues Over/(Under) Expenditures	\$ 492,095	(308,261)	60,798
Fund Balance - Beginning	22,409,653	19,826,748	16,323,095
Transfer to Capital Projects	(3,075,000)	(2,808,000)	-
CIP Reserve Increase (Decrease)	-	-	-
Prior Period Adjustment	-	-	-
Fund Balance - Ending	\$ 19,826,748	16,710,487	16,383,893

GENERAL FUND BUDGET SUMMARY

	Estimate FY13	Budget FY14	Projected			
			FY15	FY16	FY17	FY18
\$	22,596,079	27,953,919	28,192,362	28,588,484	29,115,170	29,717,109
	6,964,550	7,141,498	7,279,923	7,415,815	7,554,374	7,695,653
	5,217,848	5,212,261	5,308,381	5,394,380	5,438,760	5,483,817
	3,344,015	3,202,362	3,108,925	3,169,079	3,234,406	3,301,466
	81,140	78,960	94,080	113,200	119,040	132,160
	450,000	450,000	450,000	450,000	450,000	450,000
	38,653,632	44,039,000	44,433,671	45,130,958	45,911,750	46,780,206
	241,448	229,690	232,768	235,984	240,118	244,039
	-	-	-	-	-	-
	653,610	661,349	683,489	700,439	719,240	738,712
	1,537,521	1,155,897	1,258,519	1,282,812	1,340,507	1,337,339
	1,037,118	1,108,507	1,143,418	1,175,062	1,208,195	1,242,898
	1,595,508	1,606,499	1,599,104	1,618,815	1,647,637	1,669,657
	677,777	656,491	681,072	699,173	719,030	739,340
	1,532,360	908,505	953,850	975,565	1,000,298	1,024,384
	-	688,813	732,035	751,668	773,123	795,243
	1,999,051	2,138,929	2,201,195	2,031,034	2,089,529	2,181,737
	1,544,206	1,634,270	1,832,924	1,903,300	1,810,618	1,858,351
	258,823	266,160	276,387	283,693	291,619	299,825
	11,077,421	11,055,109	11,594,762	11,657,544	11,839,913	12,131,525
	10,629,767	10,861,843	11,214,697	11,654,282	11,788,251	12,070,919
	8,303,672	7,044,573	7,230,679	7,403,030	7,859,058	7,927,687
	18,933,439	17,906,416	18,445,376	19,057,312	19,647,309	19,998,606
	4,030,901	3,928,868	4,391,057	4,290,741	4,339,953	4,562,577
	342,359	379,246	419,987	405,691	416,772	428,511
	4,373,260	4,308,114	4,811,044	4,696,431	4,756,726	4,991,088
	1,408,175	1,378,182	1,396,066	1,428,070	1,519,808	1,580,731
	137,189	108,931	111,217	113,515	115,973	118,466
	63,189	67,689	67,905	67,843	69,381	70,904
	1,379,971	1,411,214	1,438,717	1,478,129	1,519,022	1,560,894
	71,647	77,826	77,826	77,872	78,058	78,106
	3,060,171	3,043,842	3,091,732	3,165,429	3,302,241	3,409,101
	3,375,748	3,431,492	3,145,048	2,847,599	2,834,774	2,452,049
	-	120,000	180,000	180,000	180,000	180,000
	-	100,000	-	-	-	-
	(850,000)	(200,000)	-	-	-	-
	49,000	1,000,000	600,000	550,000	500,000	500,000
	125,000	150,000	50,000	50,000	50,000	50,000
	200,000	750,000	1,100,000	1,100,000	1,100,000	1,100,000
	-	-	-	-	-	-
	-	-	-	-	-	-
	(958,356)	(949,557)	(970,041)	(990,502)	(1,013,448)	(1,036,076)
	450,000	450,000	450,000	450,000	450,000	450,000
	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
	39,385,683	40,715,415	42,047,921	42,313,812	43,197,514	43,776,294
\$	(732,051)	3,323,585	2,385,750	2,817,146	2,714,236	3,003,912
	16,260,487	15,078,436	16,202,021	17,129,771	16,865,917	18,856,153
	-	(1,750,000)	(1,008,000)	(1,397,000)	-	-
	-	-	-	(1,234,000)	(274,000)	(274,000)
	-	-	-	-	-	-
\$	15,528,436	16,652,021	17,579,771	17,315,917	19,306,153	21,586,065

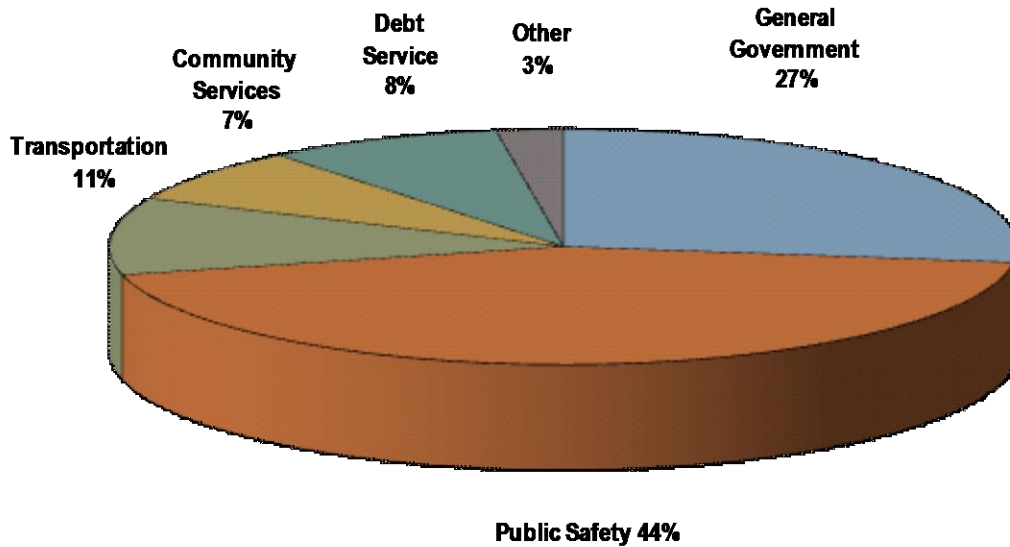
GENERAL FUND REVENUES FY14



GENERAL FUND REVENUES (\$000)

	2013 ESTIMATED		2014 BUDGET	
	Amount	Percent	Amount	Percent
Property Taxes	\$ 22,596	59%	\$ 27,954	64%
Sales Taxes	6,965	18%	7,141	16%
Federal & State Revenues	5,218	14%	5,212	13%
License, Fees & Other	3,344	9%	3,203	7%
Investment Income	81	0%	79	0%
TOTAL REVENUES	\$ 38,204	100%	\$ 43,589	100%

GENERAL FUND EXPENDITURES FY14



GENERAL FUND EXPENDITURES (\$000)

	2013 ESTIMATED		2014 BUDGET	
	Amount	Percent	Amount	Percent
General Government	\$ 11,077	28%	\$ 11,055	27%
Public Safety	18,933	48%	17,906	44%
Transportation	4,373	11%	4,308	11%
Community Services	3,060	8%	3,044	7%
Debt Services	3,376	9%	3,431	8%
Other Expenses (Reimb.)	(1,433)	-4%	971	3%
TOTAL EXPENDITURES	\$ 39,386	100%	\$ 40,715	100%

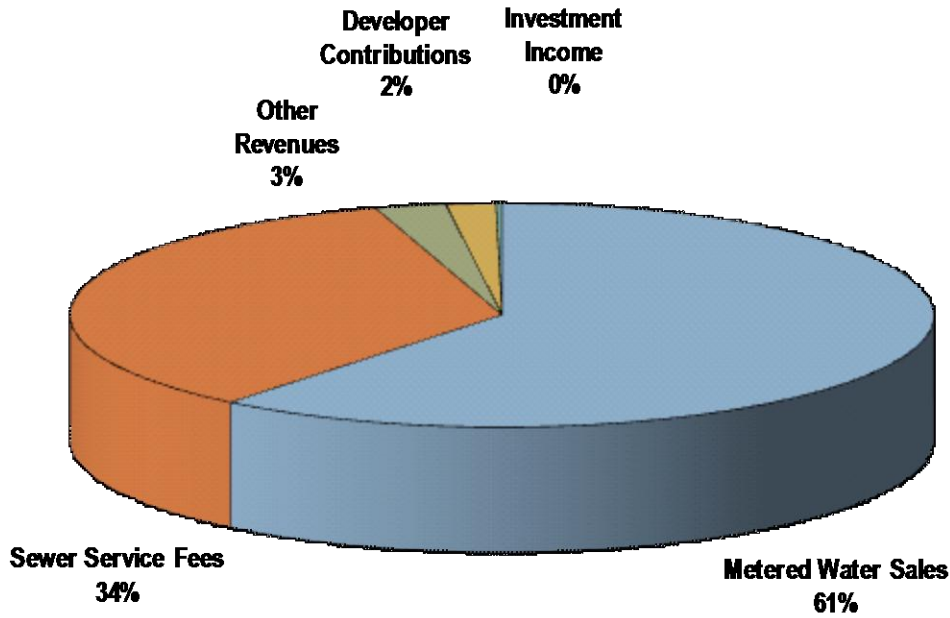
UTILITY FUND BUDGET SUMMARY

	Actual FY11	Actual FY12	Budget FY13
OPERATING REVENUES			
Metered Water Sales	\$ 4,951,857	4,568,200	5,000,000
Sewer Service Fees	2,744,814	2,664,844	2,900,000
Other Revenue	199,880	238,761	175,000
Total Operating Revenues	7,896,551	7,471,805	8,075,000
OPERATING EXPENSES			
Water	4,505,456	4,403,073	4,769,913
Sewer	1,592,611	1,534,342	1,675,305
Sewage Treatment	1,097,830	1,151,178	1,200,000
Total Operating Expenses	7,195,897	7,088,593	7,645,218
OPERATING INCOME	700,654	383,212	429,782
NONOPERATING REVENUES (EXPENSES)			
Contributions from Developers	171,857	116,797	200,000
Investment Income	27,830	12,185	25,480
Gain/loss on disposal of assets	-	-	-
Utility Debt Service	(290,811)	(290,811)	(233,713)
Net Non-Operating Revenues (Expenses)	(91,124)	(161,829)	(8,233)
NET INCOME	609,530	221,383	421,549
Other Receipts			
Debt Proceeds	-	-	-
Depreciation	1,650,287	1,644,791	1,764,725
Total Other Receipts	1,650,287	1,644,791	1,764,725
Other Expenditures			
Bonds Payable	855,000	880,000	880,000
Major Construction	633,238	2,293,723	1,338,000
Infrastructure (Water & Sewer)	199,596	496,047	540,000
Total Other Expenditures	1,687,834	3,669,770	2,758,000
Working Capital - Beginning	4,755,388	5,155,514	1,950,692
Working Capital - Ending	5,155,514	3,235,121	1,178,966
Contributed Capital	17,833,462	17,833,462	17,833,462
Retained Earnings Reserved for:			
Emergencies	600,000	600,000	600,000
Contingencies	51,000	51,000	51,000
Capital Replacement	800,000	800,000	800,000
Total Reserved	1,451,000	1,451,000	1,451,000
Retained Earnings Unreserved	26,938,745	27,160,128	27,642,267
Retained Earnings at Beginning of Year	27,780,215	28,389,745	28,671,718
Retained Earnings at End of Year	28,389,745	28,611,128	29,093,267
Total Net Assets - Beginning	45,613,686	46,223,216	46,505,198
Total Net Assets - Ending	\$ 46,223,216	46,444,609	46,926,747

UTILITY FUND BUDGET SUMMARY

	Estimate FY13	Budget FY14	Projected			
			FY15	FY16	FY17	FY18
\$	4,617,065	4,760,000	4,855,200	4,952,304	5,101,350	5,203,377
	2,577,639	2,700,000	2,750,000	2,805,000	2,861,100	2,918,322
	247,490	208,000	211,860	238,974	261,308	264,462
	7,442,194	7,668,000	7,817,060	7,996,278	8,223,759	8,386,161
	4,554,180	4,769,566	4,827,183	4,938,483	5,056,043	5,176,492
	1,571,712	1,644,435	1,750,681	1,743,863	1,794,278	1,811,212
	1,181,979	1,200,000	1,236,000	1,272,000	1,308,000	1,344,000
	7,307,871	7,614,001	7,813,864	7,954,347	8,158,321	8,331,704
	134,323	53,999	3,196	41,932	65,438	54,457
	140,000	145,000	245,000	245,000	345,000	345,000
	17,317	18,200	25,220	29,120	34,320	42,900
	-	-	-	-	-	-
	(233,713)	(200,700)	(165,688)	(128,050)	(87,550)	(45,350)
	(76,396)	(37,500)	104,533	146,070	291,770	342,550
	57,927	16,499	107,729	188,002	357,208	397,007
	-	-	-	-	-	-
	1,673,700	1,702,500	1,710,400	1,718,400	1,734,800	1,743,100
	1,673,700	1,702,500	1,710,400	1,718,400	1,734,800	1,743,100
	880,000	920,000	955,000	990,000	1,035,000	1,075,000
	1,303,560	1,525,000	-	-	350,000	1,135,000
	625,458	545,000	395,000	400,000	470,000	430,000
	2,809,018	2,990,000	1,350,000	1,390,000	1,855,000	2,640,000
	3,235,121	2,017,730	601,729	824,858	1,096,260	988,267
	2,017,730	601,729	824,858	1,096,260	988,267	143,374
	17,833,462	17,833,462	17,833,462	17,833,462	17,833,462	17,833,462
	600,000	600,000	600,000	600,000	600,000	600,000
	51,000	51,000	51,000	51,000	51,000	51,000
	800,000	800,000	800,000	800,000	800,000	800,000
	1,451,000	1,451,000	1,451,000	1,451,000	1,451,000	1,451,000
	27,218,055	27,234,554	27,342,283	27,530,285	27,887,492	28,284,499
	28,611,128	28,669,055	28,685,554	28,793,283	28,981,285	29,338,492
	28,669,055	28,685,554	28,793,283	28,981,285	29,338,492	29,735,499
	46,444,609	46,502,536	46,519,035	46,626,764	46,814,766	47,171,973
\$	46,502,536	46,519,035	46,626,764	46,814,766	47,171,973	47,568,980

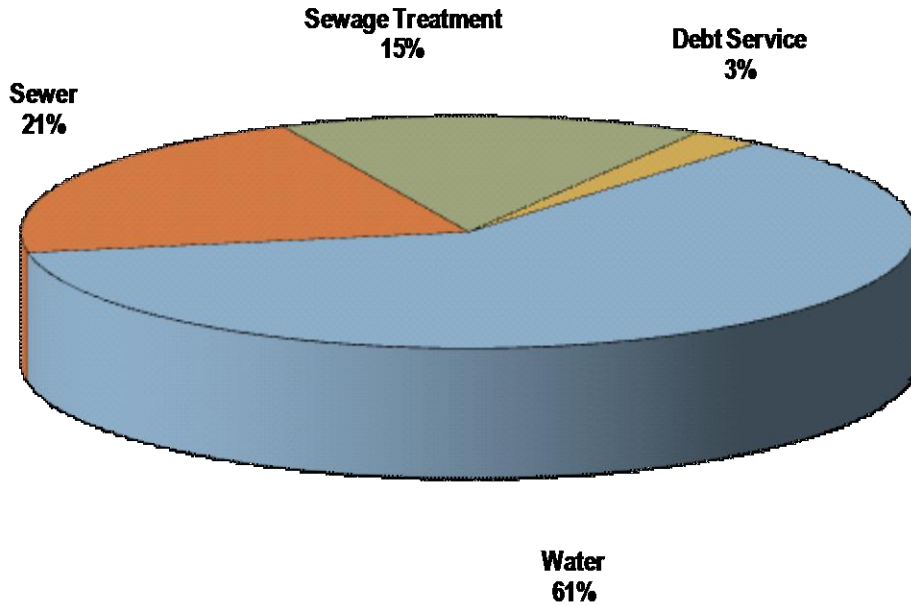
UTILITY FUND REVENUES FY14



UTILITY FUND REVENUES (\$000)

	2013 ESTIMATED		2014 BUDGET	
	Amount	Percent	Amount	Percent
Metered Water Sales	\$ 4,617	61%	\$ 4,760	61%
Sewer Service Fees	2,578	34%	2,700	34%
Other Revenue	247	3%	208	3%
Contributions from Developers	140	2%	145	2%
Investment Income	17	0%	18	0%
TOTAL REVENUES	\$ 7,599	100%	\$ 7,831	100%

UTILITY FUND EXPENDITURES FY14



UTILITY FUND EXPENDITURES (\$000)

	2013 ESTIMATED		2014 BUDGET	
	Amount	Percent	Amount	Percent
Water	\$ 4,554	60%	\$ 4,770	61%
Sewer	1,572	21%	1,644	21%
Sewage Treatment	1,182	16%	1,200	15%
Utility Debt Service	234	3%	201	3%
TOTAL EXPENDITURES	\$ 7,542	100%	\$ 7,815	100%

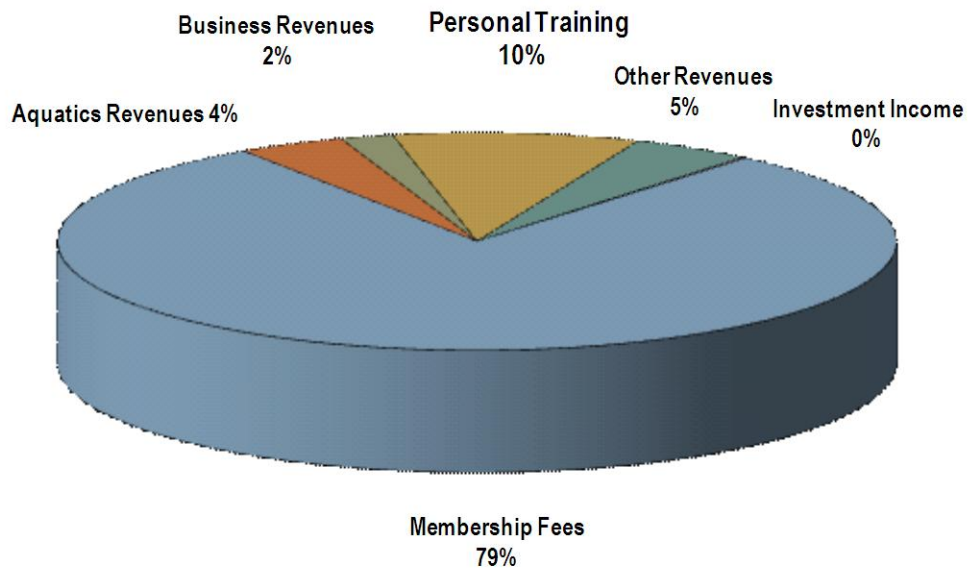
GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY

	Actual FY11	Actual FY12	Budget FY13
OPERATING REVENUES			
Membership Fees	\$ 2,769,712	2,998,150	3,000,000
Aquatics Revenues	130,273	160,691	150,000
Business Revenues	79,222	79,222	79,222
Personal Training Revenues	357,232	274,561	334,000
Other Revenues	180,852	197,291	176,500
TOTAL OPERATING REVENUES	3,517,291	3,709,915	3,739,722
OPERATING EXPENSES			
Recreation	2,664,495	2,706,222	2,839,106
Personal Training	-	-	-
Aquatics	821,261	837,719	875,698
TOTAL OPERATING EXPENSES	3,485,756	3,543,941	3,714,804
OPERATING INCOME	31,535	165,974	24,918
NONOPERATING REVENUES (EXPENSES)			
Investment Income	7,111	3,130	6,370
Interest Payment	(37,754)	(34,416)	(30,557)
Contribution from (to) other funds	1,110,000	-	-
Total	1,079,357	(31,286)	(24,187)
NET INCOME (LOSS)	1,110,892	134,688	731
Other Receipts			
Depreciation	573,441	586,210	629,342
Total Other Receipts	573,441	586,210	629,342
Other Expenditures			
Debt Payable	125,000	125,000	125,000
Infrastructure	-	7,979	-
Other Assets	488,000	132,004	140,000
Total Other Expenditures	613,000	264,983	265,000
NET CHANGE IN WORKING CAPITAL	1,071,333	455,915	365,073
Working Capital - Beginning	(65,545)	1,005,788	1,185,567
Working Capital - Ending	1,005,788	1,461,703	1,550,640
Retained Earnings at Beginning of Year	1,763,552	2,874,444	2,862,816
Retained Earnings at End of Year	2,874,444	3,009,132	2,863,547
Total Net Assets-Beginning	12,858,815	13,969,707	13,958,079
Total Net Assets-Ending	\$ 13,969,707	14,104,395	13,958,810

GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY

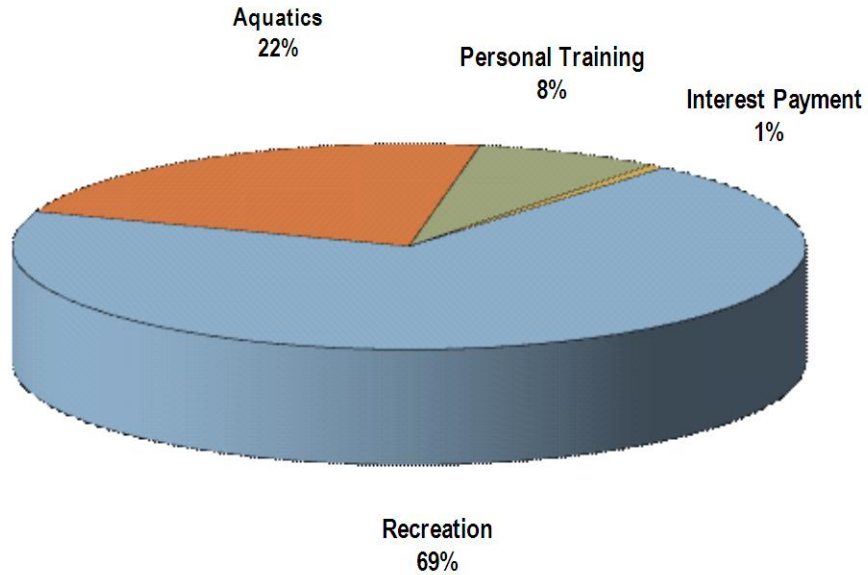
Estimate FY13	Budget FY14	Projected			
		FY15	FY16	FY17	FY18
\$ 3,087,000	3,087,000	3,120,990	3,322,122	3,358,776	3,395,964
168,097	160,500	162,908	165,351	167,831	170,349
79,222	79,222	79,222	79,222	79,222	79,222
243,627	369,460	395,322	415,088	435,843	457,635
189,867	181,040	186,174	191,158	196,701	202,462
3,767,813	3,877,222	3,944,616	4,172,941	4,238,373	4,305,632
2,569,271	2,679,881	2,732,387	2,813,684	2,899,422	2,967,347
200,383	292,685	296,148	300,632	305,415	310,385
852,923	864,762	880,334	897,765	916,178	935,101
3,622,577	3,837,328	3,908,869	4,012,082	4,121,015	4,212,833
145,236	39,894	35,746	160,860	117,357	92,798
6,468	6,650	9,215	10,640	12,540	15,675
(30,557)	(26,698)	(22,896)	(19,224)	(15,624)	(12,024)
(850,000)	(200,000)	-	-	-	-
(874,089)	(220,048)	(13,681)	(8,584)	(3,084)	3,651
(728,853)	(180,154)	22,065	152,276	114,273	96,449
636,157	644,157	649,371	669,371	689,371	689,371
636,157	644,157	649,371	669,371	689,371	689,371
125,000	125,000	125,000	125,000	125,000	125,000
-	-	-	-	-	-
136,954	260,733	1,000,000	1,000,000	-	-
261,954	385,733	1,125,000	1,125,000	125,000	125,000
(354,650)	78,269	(453,563)	(303,353)	678,645	660,821
1,461,703	1,107,053	1,185,322	731,759	428,406	1,107,051
1,107,053	1,185,322	731,759	428,406	1,107,051	1,767,872
3,009,132	2,280,279	2,100,125	2,122,191	2,274,467	2,388,740
2,280,279	2,100,125	2,122,191	2,274,467	2,388,740	2,485,189
14,104,395	13,375,542	13,195,388	13,217,454	13,369,730	13,484,003
\$ 13,375,542	13,195,388	13,217,454	13,369,730	13,484,003	13,580,452

GERMANTOWN ATHLETIC CLUB FUND REVENUES FY14



	2013 ESTIMATED		2014 BUDGET	
	Amount	Percent	Amount	Percent
Membership Fees	\$ 3,087	82%	\$ 3,087	79%
Aquatics Revenues	168	4%	161	4%
Business Revenues	79	2%	79	2%
Personal Training	244	6%	369	10%
Other Revenues	190	6%	181	5%
Investment Income	6	0%	7	0%
TOTAL REVENUES	\$ 3,774	100%	\$ 3,884	100%

GERMANTOWN ATHLETIC CLUB FUND EXPENDITURES FY14



GAC FUND EXPENDITURES (\$000)

	2013 ESTIMATED		2014 BUDGET	
	Amount	Percent	Amount	Percent
Recreation	\$ 2,569	71%	\$ 2,680	69%
Aquatics	853	23%	865	22%
Personal Training	200	5%	293	8%
Interest Payment	31	1%	26	1%
TOTAL EXPENDITURES	\$ 3,653	100%	\$ 3,864	100%

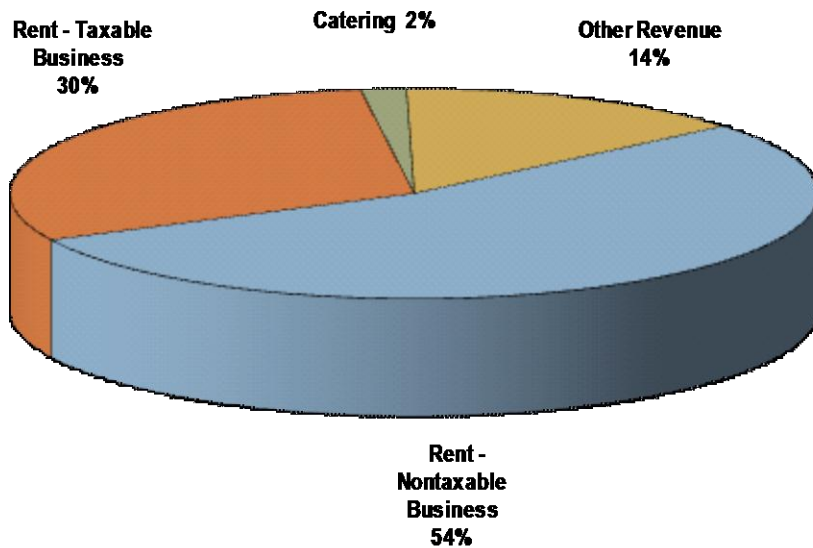
GREAT HALL FUND BUDGET SUMMARY

	Actual FY11	Actual FY12	Budget FY13
OPERATING REVENUES			
Rent - Taxable Business	\$ 97,282	132,253	126,000
Rent - Nontaxable Business	55,385	77,882	68,250
Other Revenue	14,766	30,781	27,825
Catering Revenue	2,454	2,054	2,125
TOTAL OPERATING REVENUES	169,887	242,970	224,200
OPERATING EXPENSES			
Communications	771	925	1,000
Allocations	55,263	54,539	56,458
Other Maint	25,718	50,089	32,000
Personnel	150,642	163,519	169,529
Professional Fees	102,183	57,764	51,300
Insurance	-	-	-
Supplies	10,250	22,208	14,200
Utilities	40,193	39,342	41,728
Rent	84,423	85,759	81,622
Grants	-	-	-
Depreciation	3,904	17,835	51,750
TOTAL OPERATING EXPENSES	473,347	491,980	499,587
OPERATING INCOME	(303,460)	(249,010)	(275,387)
NONOPERATING REVENUES (EXPENSES)			
Investment Income	-	-	-
Interest Payment	(15,926)	(13,384)	(11,883)
Contribution from other funds	915,101	-	-
Total	899,175	(13,384)	(11,883)
NET INCOME (LOSS)	595,715	(262,394)	(287,270)
Other Receipts			
Depreciation	3,904	17,835	51,750
Total Other Receipts	3,904	17,835	51,750
Other Expenditures			
Debt Payable	-	-	-
Infrastructure	262,717	138,054	43,000
Other Assets	-	-	20,000
Total Other Expenditures	262,717	138,054	63,000
NET CHANGE IN WORKING CAPITAL	336,902	(382,613)	(298,520)
Working Capital - Beginning	109,940	446,842	41,217
Working Capital - Ending	446,842	64,229	(257,303)
Retained Earnings at Beginning of Year	104,424	700,139	419,436
Retained Earnings at End of Year	700,139	437,745	132,166
Total Net Assets-Beginning	104,424	700,139	419,436
Total Net Assets-Ending	\$ 700,139	437,745	132,166

GREAT HALL FUND BUDGET SUMMARY

Estimate FY13	Budget FY14	Projected			
		FY15	FY16	FY17	FY18
\$ 159,000	164,500	189,175	198,634	208,565	218,994
89,160	92,200	106,030	111,332	116,898	122,743
42,000	43,400	49,910	52,406	55,026	57,777
5,365	5,578	6,414	6,735	7,072	7,425
295,525	305,678	351,529	369,106	387,561	406,939
790	950	950	950	950	950
34,314	22,071	22,512	22,512	22,512	22,512
57,112	75,200	76,712	78,253	80,014	81,815
168,752	171,674	175,878	181,013	186,558	192,296
57,700	62,700	63,954	65,233	66,538	67,868
776	-	-	-	-	-
15,482	21,625	17,469	17,574	17,693	17,815
40,928	41,928	41,136	41,959	42,798	43,655
84,422	85,222	85,222	85,343	85,480	85,621
-	-	-	-	-	-
48,386	52,221	59,121	65,121	65,121	65,121
508,662	533,591	542,954	557,958	567,665	577,654
(213,137)	(227,913)	(191,425)	(188,853)	(180,104)	(170,715)
-	-	-	-	-	-
(11,883)	(10,382)	(8,904)	(7,476)	(6,076)	(4,676)
-	120,000	180,000	180,000	180,000	180,000
(11,883)	109,618	171,096	172,524	173,924	175,324
(225,020)	(118,296)	(20,329)	(16,329)	(6,180)	4,609
48,386	52,221	59,121	65,121	65,121	65,121
48,386	52,221	59,121	65,121	65,121	65,121
-	-	-	-	-	-
19,648	18,000	60,000	-	-	-
9,710	-	-	-	-	-
29,358	18,000	60,000	-	-	-
(205,992)	(84,074)	(21,208)	48,793	58,941	69,730
64,229	(141,763)	(225,837)	(247,045)	(198,252)	(139,311)
(141,763)	(225,837)	(247,045)	(198,252)	(139,311)	(69,581)
437,745	212,725	94,430	74,101	57,772	51,592
212,725	94,430	74,101	57,772	51,592	56,200
437,745	212,725	94,430	74,101	57,772	51,592
\$ 212,725	94,430	74,101	57,772	51,592	56,200

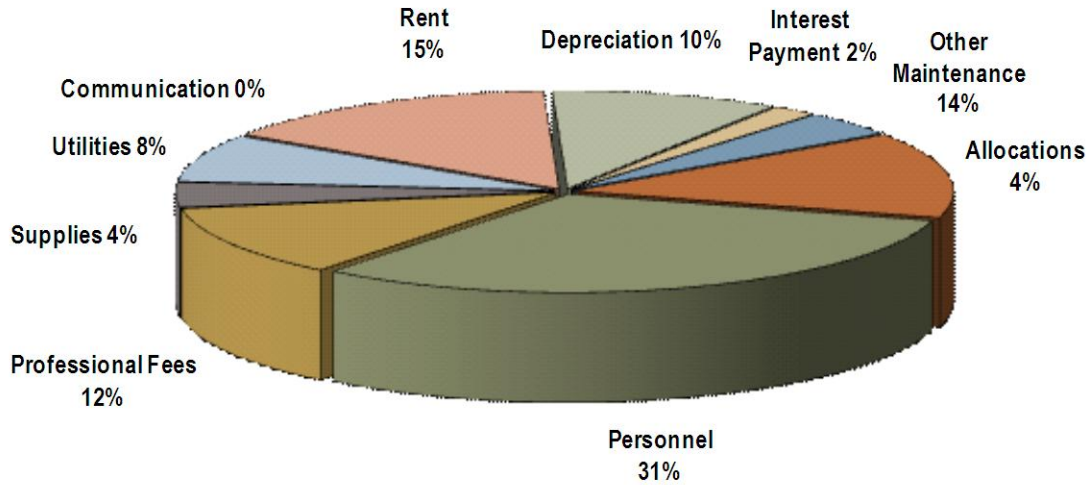
GREAT HALL FUND REVENUES FY14



GREAT HALL FUND REVENUES (\$000)

	2013 ESTIMATED		2014 BUDGET	
	Amount	Percent	Amount	Percent
Rent - Taxable Business	\$ 159	54%	\$ 165	54%
Rent - Nontaxable Business	89	30%	92	30%
Catering Revenue	5	2%	6	2%
Other Revenue	42	14%	43	14%
Investment Income	-	-	-	-
TOTAL REVENUES	\$ 296	100%	\$ 306	100%

GREAT HALL FUND EXPENDITURES FY14



GREAT HALL FUND EXPENDITURES (\$000)

	2013 ESTIMATED		2014 BUDGET	
	Amount	Percent	Amount	Percent
Allocations	\$ 34	7%	22	4%
Other Maintenance	57	11%	75	14%
Personnel	170	33%	172	31%
Professional Fees	59	11%	63	12%
Communication	1	0%	1	0%
Supplies	15	3%	22	4%
Utilities	41	8%	42	8%
Rent	84	16%	85	15%
Depreciation	48	9%	52	10%
Interest Payment	12	2%	10	2%
TOTAL EXPENDITURES	\$ 521	100%	544	100%

SANITATION FUND BUDGET SUMMARY

	Actual FY11	Actual FY12	Budget FY13
OPERATING REVENUES			
Sanitation Fees	\$ 3,816,627	3,420,784	3,395,312
Grants	-	4,928	5,000
Recycling Reimbursement	88,863	69,177	84,000
Other Revenues	39,009	35,529	35,000
TOTAL OPERATING REVENUES	3,944,499	3,530,418	3,519,312
OPERATING EXPENSES			
Communication	8,781	1,808	15,100
Other Maintenance	-	-	-
Personnel	41,232	44,831	51,269
Professional Fees	15,356	-	-
Supplies	25,969	20,984	28,500
Utilities	1,518	1,519	1,339
Depreciation	-	-	-
Contract Services	3,904,493	3,340,387	3,417,000
TOTAL OPERATING EXPENSES	3,997,349	3,409,529	3,513,208
OPERATING INCOME	(52,850)	120,889	6,104
NONOPERATING REVENUES (EXPENSES)			
Investment Income	2,094	1,172	2,450
Operating Transfer	-	-	-
Total Nonoperating Revenues	2,094	1,172	2,450
NET INCOME/(LOSS)	(50,756)	122,061	8,554
Other Receipts			
Depreciation	-	-	-
NET CHANGE IN WORKING CAPITAL	(50,756)	122,061	8,554
Working Capital Fund - Beginning	312,342	261,586	361,913
Working Capital Fund - Ending	261,586	383,647	370,467
Total Retained Earnings - Beginning	381,696	330,940	431,268
Total Retained Earnings - Ending	\$ 330,940	453,001	439,822
Total Net Assets-Beginning	381,696	330,940	431,268
Total Net Assets-Ending	\$ 330,940	453,001	439,822

SANITATION FUND BUDGET SUMMARY

	Estimate FY13	Budget FY14	FY15	FY16	FY17	FY18
\$	3,408,600	3,402,600	3,410,382	3,418,117	3,425,851	3,436,047
	3,800	3,800	4,500	4,500	4,500	4,500
	105,000	105,000	100,000	100,000	100,000	100,000
	35,662	35,000	34,000	33,000	32,000	32,000
	3,553,062	3,546,400	3,548,882	3,555,617	3,562,351	3,572,547
	13,900	17,350	5,100	24,600	6,700	7,200
	-	-	-	-	-	-
	47,367	95,707	99,256	98,757	103,344	108,387
	-	-	-	-	20,000	-
	23,500	29,000	35,000	35,000	35,000	35,000
	900	927	955	983	1,013	1,043
	-	-	-	-	-	-
	3,368,900	3,457,400	3,548,016	3,660,206	3,780,862	3,925,777
	3,454,567	3,600,384	3,688,327	3,819,546	3,946,919	4,077,407
	98,495	(53,984)	(139,445)	(263,929)	(384,568)	(504,860)
	2,179	2,450	3,395	3,920	4,620	5,775
	-	-	-	-	-	-
	2,179	2,450	3,395	3,920	4,620	5,775
	100,674	(51,534)	(136,050)	(260,009)	(379,948)	(499,085)
	-	-	-	-	-	-
	100,674	(51,534)	(136,050)	(260,009)	(379,948)	(499,085)
	383,647	484,321	432,787	296,737	36,728	(343,219)
	484,321	432,787	296,737	36,728	(343,219)	(842,304)
	453,001	553,675	502,141	366,091	106,082	(273,865)
\$	553,675	502,141	366,091	106,082	(273,865)	(772,950)
	453,001	553,675	502,141	366,091	106,082	(273,865)
\$	553,675	502,141	366,091	106,082	(273,865)	(772,950)

STORMWATER MANAGEMENT FUND BUDGET

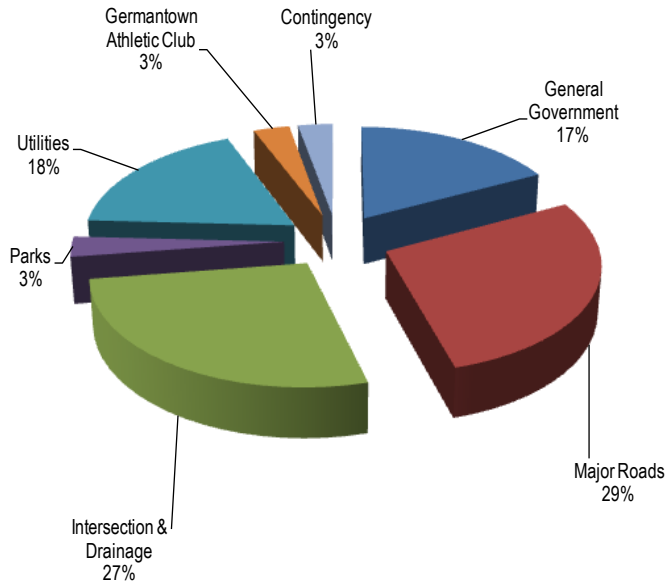
	Actual FY11	Actual FY12	Budget FY13
OPERATING REVENUES			
Stormwater Management Fee	\$ 902,228	1,030,452	1,085,000
Stormwater Permits	2,150	6,911	3,900
TOTAL OPERATING REVENUES	904,378	1,037,363	1,088,900
OPERATING EXPENSES			
Communication	1,447	772	5,500
Other Maintenance	36,636	40,395	65,000
Personnel	479,898	593,249	592,929
Professional Fees	13,927	4,088	40,000
Supplies	13,735	21,014	40,800
Utilities	-	-	-
Roads and Mains	187,727	180,868	235,000
Allocations	30,611	41,805	29,547
Depreciation	-	-	3,000
TOTAL OPERATING EXPENSES	763,981	882,191	1,011,776
OPERATING INCOME	140,397	155,172	77,124
NONOPERATING REVENUES (EXPENSES)			
Investment Income	-	-	-
Operating Transfer	-	-	-
Total Nonoperating Revenues	-	-	-
NET INCOME/(LOSS)	140,397	155,172	77,124
Other Receipts			
Depreciation	-	-	3,000
Total Other Receipts	-	-	3,000
Other Expenditures			
Other Assets	-	-	60,000
Total Other Expenditures	-	-	60,000
NET CHANGE IN WORKING CAPITAL	140,397	155,172	20,124
Working Capital Fund - Beginning	-	140,397	222,687
Working Capital Fund - Ending	140,397	295,569	242,811
Total Retained Earnings - Beginning	-	140,397	222,687
Total Retained Earnings - Ending	\$ 140,397	295,569	299,811
Total Net Assets-Beginning	-	140,397	222,687
Total Net Assets-Ending	\$ 140,397	295,569	299,811

STORMWATER MANAGEMENT FUND BUDGET

Estimate	Budget	Projected				
		FY13	FY14	FY15	FY16	FY17
\$	1,010,571	1,051,800	1,072,836	1,094,293	1,116,179	1,138,502
	7,200	5,500	5,500	5,500	5,500	5,500
	1,017,771	1,057,300	1,078,336	1,099,793	1,121,679	1,144,002
	2,370	5,500	5,600	5,703	5,808	5,915
	39,988	65,000	66,625	68,291	69,998	71,748
	603,967	607,178	627,171	650,969	675,961	701,965
	9,500	20,000	20,000	20,000	20,200	20,200
	26,731	31,000	31,825	32,704	33,608	34,538
	-	-	-	-	-	-
	229,896	238,549	244,513	250,626	256,891	263,313
	38,810	35,940	29,735	30,787	31,995	33,126
	750	9,200	9,200	9,200	9,200	6,200
	952,012	1,012,367	1,034,669	1,068,278	1,103,661	1,137,005
	65,759	44,933	43,667	31,515	18,018	6,997
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	65,759	44,933	43,667	31,515	18,018	6,997
	750	9,200	9,200	9,200	9,200	6,200
	750	9,200	9,200	9,200	9,200	6,200
	34,000	40,000	70,000	-	40,000	55,000
	34,000	40,000	70,000	-	40,000	55,000
	32,509	14,133	(17,133)	40,715	(12,782)	(41,803)
	295,569	328,078	342,211	325,078	365,793	353,011
	328,078	342,211	325,078	365,793	353,011	311,208
	295,569	361,328	406,261	449,928	481,443	499,461
\$	361,328	406,261	449,928	481,443	499,461	506,458
	295,569	361,328	406,261	449,928	481,443	499,461
\$	361,328	406,261	449,928	481,443	499,461	506,458

CAPITAL IMPROVEMENTS PROGRAM

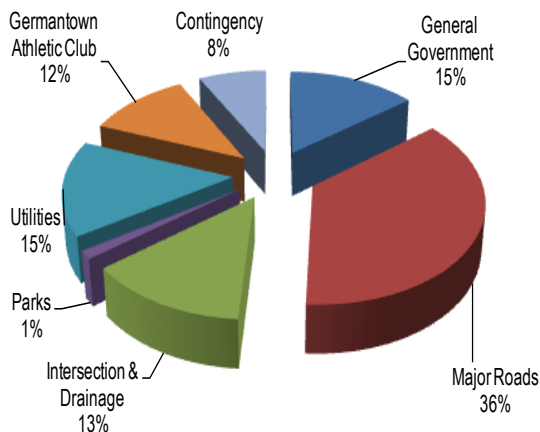
The Capital Improvements Program (CIP) is a plan for capital expenditures over a fixed period of several years. The CIP identifies capital projects, the expected beginning and ending for each project, the funds to be expended each year and the method of financing projects. The six-year program is based on available fiscal resources and established community priorities. The CIP is updated annually as each year is lifted from the capital budget and included in the City's current year budget appropriations. The impact of the CIP to operations can be seen in the General Fund, the Germantown Athletic Club Fund and Utility Fund summaries as transfers to CIP and Debt Service and in project detail found under the CIP tab.



(\$000)	FY14 CIP
General Government	\$ 1,470
Major Roads	2,373
Intersection & Drainage	2,273
Parks	255
Utilities	1,525
Germantown Athletic Club	261
Contingency	250
TOTAL	\$ 8,407

The six-year CIP total has increased over last year's total. Approximately \$3,500,000 in General Obligation (G.O.) and Revenue Bond funding is identified in the six-year planning period. The City's long-range strategic plan calls for funding of general government projects in the future through the use of G.O. debt.

Contributions from intergovernmental sources will total \$2,500,000 during the next six years. The Board of Mayor and Aldermen and City Administration have worked closely with state officials to obtain funding for costly street and intersection improvements. The success of the Board's efforts created valuable funding opportunities for other projects.



(\$000)	6-YEAR CIP
General Government	\$ 2,830
Major Roads	7,032
Intersection & Drainage	2,625
Parks	255
Utilities	3,010
Germantown Athletic Club	2,261
Contingency	1,500
TOTAL	\$ 19,513

CIP IMPACT ON OPERATING BUDGET

CIP projects can affect the City's Operating Budget by increasing or decreasing expenditures and sometimes by increasing revenues. Projects that replace or rehabilitate existing facilities, like asphalt overlays, may decrease the cost of maintaining the system. Projects that build completely new infrastructure, such as a new park, will usually increase expenditures since more staff may be needed to operate and maintain the facility. A new facility, such as a recreation center, may increase the City's revenue by offering a new service that may generate new customers. The fiscal impact on general operations for each individual FY14 project is provided under the Capital Improvements Program tab.

CAPITAL IMPROVEMENTS PROGRAM

CITY OF GERMANTOWN Capital Improvements Program - 2013 to 2019

(in thousands)	EXPENDITURES								FUNDING SOURCES				STATE & FEDERAL
	FY13	TOTAL	FY14	FY15	FY16	FY17	FY18	FY19	Reserves	Grants	Bonds	Hall	PROJECTS
GENERAL GOVERNMENT:													
Animal Shelter Expansion	-	300	300	-	-	-	-	-	-	-	-	300	-
Ambulance	-	528	528	-	-	-	-	-	-	-	528	-	-
Fire 100ft Platform	-	1,360	-	-	-	-	-	1,360	1,360	-	-	-	-
Fire Station 3 - Renovation	60	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Maintenance Shop - Construction	1,651	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Maintenance Shop - FF&E	-	309	309	-	-	-	-	-	-	-	-	309	-
Germantown Center Complex Generator	365	-	-	-	-	-	-	-	-	-	-	-	-
Germantown Library - Roof	-	100	100	-	-	-	-	-	-	-	-	100	-
GPAC Renovation - Phase I	73	-	-	-	-	-	-	-	-	-	-	-	-
GPAC Floor Restoration	-	183	183	-	-	-	-	-	-	-	-	183	-
Fire Station 1 Renovation	-	50	50	-	-	-	-	-	-	-	-	50	-
Public Safety Radio System	2,038	-	-	-	-	-	-	-	-	-	-	-	-
Small Area Plan Development	108	-	-	-	-	-	-	-	-	-	-	-	-
Total General Government:	4,295	2,830	1,470	-	-	-	-	1,360	1,360	-	528	942	-
MAJOR ROADS:													
Forest Hill Irene Safety Improv Design*	-	60	-	300	-	-	-	-	-	-	-	60	240
Forest Hill Irene Safety Improv Construction*	-	600	-	-	3,000	-	-	-	360	-	-	240	2,400
Farmington Blvd Rehabilitation Phase II	131	-	-	-	-	-	-	-	-	-	-	-	-
Forest Hill Widening Design*	-	50	-	250	-	-	-	-	-	-	-	50	200
Forest Hill Widening Construction*	-	600	-	-	3,000	-	-	-	600	-	-	-	2,400
Gtown Rd - Stout/City Limits*	40	40	2,140	-	-	-	-	-	-	-	-	40	2,100
Gtown Rd Realignment - Design*	-	26	130	-	-	-	-	-	-	-	26	-	104
Gtown Rd Realignment - ROW*	-	480	-	2,400	-	-	-	-	-	-	-	480	1,920
Gtown Rd Realignment - Constr*	-	700	-	-	3,500	-	-	-	-	-	-	700	2,800
Germantown Road Streetscape	-	88	88	-	-	-	-	-	-	70	-	18	-
Wolf River Milling and Paving*	-	280	1,400	-	-	-	-	-	-	-	-	280	1,120
Poplar Avenue Culvert - Phase II	-	768	768	-	-	-	-	-	-	768	-	-	-
Poplar Avenue Culvert - Phase III	-	600	600	-	-	-	-	-	-	600	-	-	-
Poplar Avenue Culvert - Phase IV	-	600	-	600	-	-	-	-	-	600	-	-	-
Poplar Avenue Culvert - Phase V	-	600	-	-	600	-	-	-	-	600	-	-	-
Poplar Avenue Culvert - Phase V	-	600	-	-	-	600	-	-	-	600	-	-	-
McVay Rd Design	-	21	105	-	-	-	-	-	-	-	-	21	84
McVay Rd ROW	-	54	-	270	-	-	-	-	-	-	-	54	216
McVay Rd Constr	-	315	-	-	1,575	-	-	-	-	-	-	315	1,260
Poplar Ave - Miller Farms/Dogwood	340	-	-	-	-	-	-	-	-	-	-	-	-
Wolf River Blvd. - Design/Construction	740	-	-	-	-	-	-	-	-	-	-	-	-
Wolf River Blvd. Closeout*	135	550	2,750	-	-	-	-	-	-	-	550	-	2,200
Total Major Roads:	1,386	7,032	2,373	1,244	2,815	600	-	-	960	3,238	576	2,258	17,044
* State funding is excluded in totals.													
INTERSECTIONS & OTHER:													
ITS Transportation System	-	90	90	-	-	-	-	-	-	-	-	90	-
Bicycle Facilities Program	-	50	50	-	-	-	-	-	-	-	-	50	-
Medical Center Transportation Plan	70	-	-	-	-	-	-	-	-	-	-	-	-
RR Crossing - West St./Poplar Pike	-	30	30	-	-	-	-	-	-	30	-	-	-
School Zone Improvements	-	54	54	-	-	-	-	-	-	-	-	54	-
Wolf River/Gtown Rd Impr- Design*	-	30	150	-	-	-	-	-	30	-	-	-	120
Wolf River/Gtown Rd Impr- ROW*	-	90	-	450	-	-	-	-	-	-	-	90	360
Wolf River/Gtown Rd Impr- Constr.*	-	142	-	-	710	-	-	-	-	-	-	142	568
Traffic Signal Backup Battery	-	120	-	24	24	24	24	24	96	-	-	24	-
Total Intersections/Other:	70	606	254	114	166	24	24	24	126	30	-	450	1,048
* State funding is excluded in totals.													
DRAINAGE:													
Lateral D - Farmington Culvert Protection*	-	399	1,140	-	-	-	-	-	-	-	399	-	741
Lateral D & E - Design	138	-	-	-	-	-	-	-	-	-	-	-	-
Lateral D & E - Construction	-	920	920	-	-	-	-	-	-	-	920	-	-
Lateral D - Bank Stabilization	-	400	400	-	-	-	-	-	-	-	400	-	-
Lateral F - Construction	132	-	-	-	-	-	-	-	-	-	-	-	-
Lateral G - Construction	812	-	-	-	-	-	-	-	-	-	-	-	-
Lateral G Flood Control - Design	-	300	300	-	-	-	-	-	-	-	300	-	-
Lateral G Flood Control - Construction	-	-	-	-	-	-	-	-	-	-	-	-	-
West Street/RR Culvert	22	-	-	-	-	-	-	-	-	-	-	-	-
Kirby Hills Drainage	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Drainage:	1,104	2,019	2,019	-	-	-	-	-	-	-	2,019	-	741
* State funding is excluded in totals.													

CAPITAL IMPROVEMENTS PROGRAM

(in thousands)	EXPENDITURES								FUNDING SOURCES				STATE & FEDERAL PROJECTS
	FY13	TOTAL	FY14	FY15	FY16	FY17	FY18	FY19	Reserves	Grants	Bonds	Hall	
PARKS:													
Bobby Lanier Park	270	-	-	-	-	-	-	-	-	-	-	-	-
Germantown Station Lake Refurb	-	135	135	-	-	-	-	-	-	-	130	5	-
Farmington Park - Field Renovation	-	120	120	-	-	-	-	-	-	-	120	-	-
Total Parks:	270	255	255	-	-	-	-	-	-	-	250	5	-
GERMANTOWN ATHLETIC CLUB FUND:													
GAC Renovation	-	2,000	-	1,000	1,000	-	-	-	2,000	-	-	-	-
Renovation Design	-	261	261	-	-	-	-	-	261	-	-	-	-
Indoor Pool Surface	87	-	-	-	-	-	-	-	-	-	-	-	-
Ultraviolet Sanitation	50	-	-	-	-	-	-	-	-	-	-	-	-
Total GAC Fund:	137	2,261	261	1,000	1,000	-	-	-	2,261	-	-	-	-
UTILITY FUND:													
Blue Grass Lift Station - Refurbishment	-	275	275	-	-	-	-	-	275	-	-	-	-
Germantown Road South - Sewer	-	50	50	-	-	-	-	-	50	-	-	-	-
Germantown Road South - Water	-	200	200	-	-	-	-	-	200	-	-	-	-
N Johnson Lift Station Rerouting	-	-	-	-	-	-	-	-	-	-	-	-	-
Farm Park Sewer	250	-	-	-	-	-	-	-	-	-	-	-	-
Miller Farms Sewer Lift Station - PH 2	1,015	-	-	-	-	-	-	-	-	-	-	-	-
Southern Ave WTP Aeration Towers	124	1,000	1,000	-	-	-	-	-	1,000	-	-	-	-
Water Tower Replacement-Southern	-	1,485	-	-	-	1,485	-	-	1,485	-	-	-	-
Total Utility Fund:	1,389	3,010	1,525	-	-	1,485	-	-	3,010	-	-	-	-
CONTINGENCY:													
Total Contingency:	-	1,500	250	250	250	250	250	250	1,250	-	-	250	-
CIP SUMMARY													
General Government	4,295	2,830	1,470	-	-	-	-	1,360	-	-	-	-	-
Major Roads	1,386	7,032	2,373	1,244	2,815	600	-	-	-	-	-	-	-
Intersec/Other/Drainage	1,174	2,625	2,273	114	166	24	24	24	-	-	-	-	-
Parks	270	255	255	-	-	-	-	-	-	-	-	-	-
Utilities	1,389	3,010	1,525	-	-	1,485	-	-	-	-	-	-	-
Germantown Athletic Club	137	2,261	261	1,000	1,000	-	-	-	-	-	-	-	-
Contingency	-	1,500	250	250	250	250	250	250	-	-	-	-	-
Total CIP:	8,651	19,513	8,407	2,608	4,231	2,359	274	1,634	-	-	-	-	-
FUNDING SUMMARY													
Reserves: General	7,125	3,666	250	-	1,234	274	274	1,634	-	-	-	-	-
Utility	1,389	3,010	1,525	-	-	1,485	-	-	-	-	-	-	-
Germantown Athletic Club	137	2,261	261	1,000	1,000	-	-	-	-	-	-	-	-
Intergovernmental/Grant:	-	3,268	1,468	600	600	600	-	-	-	-	-	-	-
Bonds: General	-	3,403	3,403	-	-	-	-	-	-	-	-	-	-
Utility	-	-	-	-	-	-	-	-	-	-	-	-	-
Hall: General	-	3,905	1,500	1,008	1,397	-	-	-	-	-	-	-	-
Total Funding:	8,651	19,513	8,407	2,608	4,231	2,359	274	1,634	-	-	-	-	-

INFRASTRUCTURE REPLACEMENT PROGRAM - 2014 to 2023

City of Germantown
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL
(in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY13	Estimate FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	10 YEAR TOTAL
GENERAL FUND:													
BUILDING IMPROVEMENTS:													
FACILITIES MANAGEMENT:													
Library Carpet	-	-	-	-	75	-	-	-	-	-	-	-	75
Library Paint	-	-	-	-	60	-	-	-	-	-	-	-	60
HVAC - Municipal Center	-	-	-	50	-	-	-	-	-	-	-	-	50
FS3 Shower	-	-	25	-	-	-	-	-	-	-	-	-	25
Air Handler - Police	100	63	-	-	-	-	-	-	-	-	-	-	-
Economic Community Development Roof	25	25	-	-	-	-	-	-	-	-	-	-	-
Flooring - Municipal Center	60	-	-	60	-	-	-	-	-	-	-	-	60
TOTAL FACILITIES MAINT.	185	88	25	110	135	-	-	-	-	-	-	-	270
TOTAL BUILDING IMPROVEMENTS	185	88	25	110	135	-	-	-	-	-	-	-	270
VEHICLE EQUIPMENT:													
GPAC:													
Main Lift	-	-	10	-	-	-	-	-	-	-	-	-	10
TOTAL GPAC	-	-	10	-	-	-	-	-	-	-	-	-	10
Parks:													
Projector	18	-	-	-	-	-	-	-	-	-	-	-	0
TOTAL PARKS	18	-	-	-	-	-	-	-	-	-	-	-	0
FIRE:													
Power Hawk	-	-	-	-	15	-	15	-	-	-	-	-	30
Defibrillators	99	99	99	-	-	-	-	-	-	-	-	-	99
Safety Rails - Training Building	-	-	15	-	-	-	-	-	-	-	-	-	15
Hurst Tool	-	-	-	35	-	-	-	-	-	-	-	-	35
Fire Hose Replacement	-	-	27	-	-	-	-	-	-	-	-	-	27
Thermal Imaging Detectors	-	-	-	-	19	-	20	-	-	-	-	-	39
Emergency Warning Siren Controller	-	-	-	-	-	246	130	-	-	-	-	-	376
TOTAL FIRE	99	99	141	35	34	246	165	-	-	-	-	-	621
POLICE:													
AFIS Livescan Fingerprint Workstation	-	-	-	-	-	-	-	-	-	-	-	-	-
In-Car Video Systems - Police Vehicles	60	58	35	30	30	30	-	-	-	-	-	-	125
TOTAL POLICE	60	58	35	30	30	30	-	-	-	-	-	-	125
TOTAL OTHER EQUIPMENT	159	157	186	65	64	276	165	-	-	-	-	-	756
PUBLIC SERVICE AND GROUNDS:													
Turf Vac	-	-	30	-	-	-	-	-	-	-	-	-	30
Z-Trak Mower	16	16	-	35	-	-	-	-	20	-	-	-	55
Ingersoll Rand Roller	-	-	-	60	60	-	-	-	-	-	-	-	120
Toro workman	-	-	-	-	-	-	-	-	-	-	25	-	25
Backhoe	-	-	-	-	-	-	-	-	-	-	200	-	200
Top Dresser	-	-	-	25	-	-	-	-	-	-	-	-	25
Grasshopper Mower	-	-	-	-	32	-	-	-	-	-	-	-	32
Field Rake	-	-	-	30	-	15	-	-	17	-	20	-	82
Material Loader	-	-	-	75	-	-	-	-	-	-	-	-	75
Tractor	-	-	-	-	-	-	-	52	-	-	-	-	52
TOTAL MAINTENANCE EQUIPMENT	16	16	30	225	92	15	-	52	37	-	245	-	696

INFRASTRUCTURE REPLACEMENT PROGRAM - 2014 to 2023

City of Germantown
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL
 (in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY13	Estimate FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	10 YEAR TOTAL
AUTOS AND TRUCKS:													
ADMINISTRATION:													
Charger	-	-	-	-	-	30	-	-	-	-	-	-	30
TOTAL ADMINISTRATION	-	-	-	-	-	30	-	-	-	-	-	-	30
ANIMAL CONTROL:													
Ford Ranger	-	-	-	25	-	-	-	-	-	-	-	-	25
TOTAL ANIMAL CONTROL	-	-	-	25	-	-	-	-	-	-	-	-	25
FACILITIES MANAGEMENT:													
Dodge 2500 w/ Service Body	30	29	-	-	-	-	-	-	-	-	-	35	35
Ford F-250 Pickup	-	-	-	-	-	-	-	90	-	-	-	-	90
Chevy S-10	-	22	-	-	-	-	-	-	-	30	-	-	30
TOTAL FACILITIES MAINT.	30	51	-	-	-	-	-	90	-	30	-	35	155
DEVELOPMENT:													
Chevy S-10	-	-	-	-	-	-	-	-	-	-	25	-	25
Ford Ranger	-	-	-	30	-	-	30	-	-	30	-	-	90
TOTAL DEVELOPMENT	-	3	-	30	-	-	30	-	-	30	25	-	115
PUBLIC SERVICE AND GROUNDS:													
Dodge 2500 Pickup	-	-	-	-	-	-	35	65	-	-	-	-	100
Ford F-350 w/ Service Body	-	-	-	-	-	-	45	-	90	-	-	-	135
Ford F-450 Dump Truck	-	-	-	-	-	45	45	-	-	-	-	-	90
Ford F-750 Flat Bed	-	-	-	-	-	75	-	-	-	-	-	-	75
Ford F-250 Crew Cab	-	-	-	-	-	40	35	-	-	-	-	-	75
Ford Expedition	30	-	-	-	-	-	35	35	-	-	-	30	100
Ford F-450 Crew Cab	-	-	-	-	-	-	50	55	-	-	-	-	105
Ford F-350 Extended Cab	-	-	-	45	-	-	30	-	-	-	45	-	120
Sterling Dump Truck	-	-	-	-	120	-	-	120	130	-	-	-	370
TOTAL PUBLIC SVCS.	30	-	-	45	120	160	275	275	220	-	45	30	1,170
FINANCE:													
Dodge Pickup Truck	25	20	-	-	-	-	-	-	-	-	-	-	-
TOTAL FINANCE	25	20	-	-	-	-	-	-	-	-	-	-	-
FIRE:													
Ford F-350	-	-	-	-	-	-	-	45	-	-	-	-	45
Impala	-	-	-	-	-	30	-	-	-	-	-	-	30
Ford Expedition	-	-	-	40	-	40	-	-	-	50	-	40	170
Chevy Tahoe	35	42	-	-	-	-	-	-	50	-	-	-	50
TOTAL FIRE	35	42	-	40	-	70	-	45	50	50	-	40	295
PARKS AND RECREATION:													
Dodge Dakota	-	-	-	-	-	-	30	-	-	-	-	-	30
Ford Explorer	-	-	-	-	-	-	-	28	-	-	-	-	28
Ford Escape	28	19	-	-	-	-	28	-	-	-	-	-	28
Ford Ranger	-	-	-	-	-	-	28	-	-	-	-	-	28
TOTAL PARKS AND REC.	28	19	-	-	-	-	86	28	-	-	-	-	114
POLICE:													
Police Fleet - Chevy Tahoes - (8)	437	433	288	-	216	72	74	80	520	320	160	80	1,810
Police Fleet - F-350	-	-	-	-	-	-	-	-	-	45	-	-	45
Police Fleet - Impala	-	-	-	90	60	30	-	-	-	100	126	35	441
Police Fleet - Dodge Charger	-	-	-	72	-	-	-	-	-	80	-	-	152
Police Fleet - Ford Explorer	28	23	-	-	-	31	-	40	40	30	-	-	141
Police Fleet - Chevrolet Malibu	-	-	-	-	-	-	30	-	-	-	-	-	30
TOTAL POLICE	465	456	288	162	276	133	104	120	560	575	286	115	2,619
TOTAL AUTOS & TRUCKS	613	591	288	302	396	393	495	558	830	685	356	220	4,523

INFRASTRUCTURE REPLACEMENT PROGRAM - 2014 to 2023

City of Germantown
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL
 (in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY13	Estimate FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	10 YEAR TOTAL
COMPUTER EQUIPMENT:													
INFORMATION TECHNOLOGY:													
City Hall Server	-	-	11	-	-	-	-	-	-	-	-	-	11
Council Chamber Sound System	-	-	-	40	-	-	-	-	-	-	-	-	40
Computers	50	-	80	65	65	65	65	65	65	65	65	65	665
TOTAL I.T.	50	-	91	105	65	65	65	65	65	65	65	65	716
TOTAL COMPUTER EQUIPMENT	50	-	91	105	65	65	65	65	65	65	65	65	716
COMPUTER SOFTWARE:													
INFORMATION TECHNOLOGY:													
RecTrac Upgrade	-	-	13	13	13	13	13	13	13	13	13	-	117
TOTAL I.T.	-	-	13	13	13	13	13	13	13	13	13	-	117
TOTAL COMPUTER SOFTWARE	-	-	13	13	13	13	13	13	13	13	13	-	117
OTHER ASSETS:													
PARKS													
Youth Fishing Lake	-	-	15	-	-	-	-	-	-	-	-	-	15
Scoreboards - all fields	37	41	-	-	-	59	-	-	-	-	-	-	59
Trail Security Camera - Greenway	9	9	9	-	-	-	-	-	-	-	-	-	9
Holiday Tree	40	24	-	-	-	-	-	-	-	-	-	-	-
TOTAL PARKS	86	74	24	-	-	59	-	-	-	-	-	-	68
PUBLIC SERVICES:													
Cameron Brown Ballfields	200	194	-	-	-	-	-	-	-	-	-	-	-
Greenbelt and Poplar Estate Walking Trails	-	-	26	-	-	-	-	-	-	-	-	-	26
Volleyball Court Borders	-	-	13	-	-	-	-	-	-	-	-	-	13
Tennis Court Refurbishment at Riverdale	-	-	18	-	-	-	-	-	-	-	-	-	18
Split Rail Fencing	-	-	52	-	-	-	-	-	-	-	-	-	52
Pour in Place Playground at Franklin	-	-	48	-	-	-	-	-	-	-	-	-	48
TOTAL PUBLIC SERVICES	200	194	157	-	-	-	-	-	-	-	-	-	157
TOTAL OTHER ASSETS	286	268	181	-	-	59	-	-	-	-	-	-	225
TOTAL GENERAL FUND	1,309	1,120	814	820	765	821	738	688	945	763	679	285	7,303
PICKERING CENTER FUND:													
BUILDING IMPROVEMENTS:													
Park Lighting	-	-	-	-	-	-	-	-	-	-	-	-	-
Exterior Lighting	25	25	-	-	-	-	-	-	-	-	-	-	-
Kitchen Improvements	25	25	-	-	-	-	-	-	-	-	-	-	-
TOTAL PICKERING FUND	50	50	-	-	-	-	-	-	-	-	-	-	-
RECREATION FUND:													
OTHER ASSETS:													
Tennis Courts	50	-	-	-	-	-	-	-	-	-	-	-	-
Baseball Awning	45	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL RECREATION FUND	95	-	-	-	-	-	-	-	-	-	-	-	-
STORMWATER FUND:													
MAINTENANCE EQUIPMENT:													
Tarco Leaf Vac	-	-	40	-	-	40	-	-	-	-	-	-	80
Skid Loader	-	-	-	50	-	-	-	-	-	-	-	-	50
Kubota Mower	-	-	-	20	-	-	-	-	-	-	-	-	20
Compact Excavator	60	34	-	-	-	-	-	-	-	-	-	-	-
TOTAL MAINTENANCE EQUIPMENT	60	34	40	70	-	40	-	-	-	-	-	-	150
AUTO & TRUCKS:													
Ford F-450 Truck	-	-	-	-	-	-	55	-	-	55	-	-	110
TOTAL AUTOS & TRUCKS	-	-	-	-	-	-	55	-	-	55	-	-	110
TOTAL STORMWATER FUND	60	34	40	70	-	40	55	-	-	55	-	-	260
GREAT HALL FUND:													
OTHER EQUIPMENT:													
Upgrade Audio/Visual Components	20	10	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER EQUIPMENT	20	10	-	-	-	-	-	-	-	-	-	-	630
BUILDING IMPROVEMENTS:													
Portable Dance Floor	11	10	-	-	-	-	-	-	-	-	-	-	-
Carpet	17	-	18	60	-	-	-	-	-	-	-	-	-
Signage	15	10	-	-	-	-	-	-	-	-	-	-	-
TOTAL BUILDING IMPROVEMENTS	43	20	18	60	-	-	-	-	-	-	-	-	-
TOTAL GREAT HALL FUND	63	30	18	60	-	-	-	-	-	-	-	-	630

INFRASTRUCTURE REPLACEMENT PROGRAM - 2014 to 2023

City of Germantown
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL
 (in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY13	Estimate FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	10 YEAR TOTAL
UTILITY FUND:													
LINES, WELLS AND STATION IMPROVEMENTS:													
SEWER:													
Sewer Lift Station Rewiring	10	10	-	-	-	-	-	-	-	-	-	-	-
Maintenance of Sewer Collection System	250	250	300	300	300	300	300	300	300	300	300	300	3,000
TOTAL SEWER	260	260	300	300	300	300	300	300	300	300	300	300	3,000
WATER:													
Water Mains Maintenance	100	100	100	-	-	-	-	-	-	-	-	-	100
Maintenance of Water WellField System	20	20	20	20	20	20	20	20	20	20	20	20	200
TOTAL WATER	120	120	120	20	20	20	20	20	20	20	20	20	300
TOTAL LINES, WELLS & STATION IMPROVEMENTS	380	380	420	320	320	320	320	320	320	320	320	320	3,300
MAINTENANCE EQUIPMENT:													
SEWER:													
Backhoe	90	-	-	-	-	-	-	-	-	-	-	-	-
Ford 750 Sewer Flush Truck	-	-	-	-	-	-	150	-	-	-	-	-	150
Ingersoll Rand Compressor	-	-	-	-	35	-	-	-	-	-	-	-	35
TOTAL SEWER	90	-	-	-	35	-	150	-	-	-	-	-	185
WATER:													
Backhoe	-	-	125	-	-	-	-	-	-	-	-	-	125
Excavator	-	-	-	-	-	-	-	-	-	250	-	-	250
TOTAL WATER	-	-	125	-	-	-	-	-	-	250	-	-	375
TOTAL MAINTENANCE EQUIPMENT	90	-	125	-	35	-	150	-	-	250	-	-	560
AUTOS AND TRUCKS:													
SEWER:													
Chevy 3500 Pickup	-	-	-	35	-	-	-	-	-	-	-	-	35
Dodge 2500 Pickup	-	-	-	-	-	-	30	-	-	-	-	-	30
Ford F-350 Crew Cab	-	-	-	-	35	50	-	-	-	-	40	-	125
Ford F-450 Truck	-	-	-	-	-	-	-	-	55	-	-	-	55
TOTAL SEWER	-	-	-	35	35	50	30	-	55	-	40	-	245
WATER:													
Chevy 1500 Pickup	25	18	-	-	-	-	-	-	-	-	-	-	-
Ford F-150 Truck	-	-	-	-	-	30	-	35	-	-	-	-	65
Dodge Ram Pick-up	-	-	-	30	-	-	-	-	-	-	-	-	30
Dodge Dakota Pick-up	-	-	-	-	-	25	30	-	30	-	-	-	85
Ford F-350 Crew Cab	-	-	-	-	-	-	40	-	-	-	-	-	40
Ford Explorer	-	-	-	-	-	-	-	-	30	-	-	-	30
Ford Ranger	25	18	-	-	-	-	-	-	30	-	-	-	30
TOTAL WATER	50	36	-	30	-	55	70	35	90	-	-	-	280
TOTAL AUTOS & TRUCKS	50	36	-	65	35	105	100	35	145	-	40	-	525
COMPUTER EQUIPMENT:													
WATER:													
Handheld computers	20	16	-	-	-	-	-	-	-	-	-	-	-
TOTAL WATER	20	16	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPUTER EQUIPMENT	20	16	-	-	-	-	-	-	-	-	-	-	-
TOTAL UTILITY FUND	540	432	545	385	390	425	570	355	465	570	360	320	4,385
VEHICLE MAINTENANCE FUND:													
AUTOS AND TRUCKS:													
Dodge 2500 Pick-up	-	-	-	-	-	30	-	-	-	-	-	-	30
Dodge Pick-up	-	-	-	-	-	30	-	-	-	-	-	-	30
Ford Fusion	-	-	-	-	-	-	-	-	-	-	30	-	30
Taurus	-	-	-	-	-	30	-	-	-	-	-	-	30
Ford Crown Vic	25	17	-	-	-	-	-	-	-	-	-	28	28
TOTAL AUTOS & TRUCKS	25	17	-	-	-	90	-	-	-	-	30	28	148
OTHER ASSETS:													
Warehouse Shelving	25	25	-	-	-	-	-	-	-	-	-	-	-
Daewoo Forklift	-	-	-	-	50	-	-	-	-	-	-	-	50
Fuel System Upgrade	40	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER ASSETS	65	25	-	-	50	-	-	-	-	-	-	-	50
TOTAL VEHICLE MAINT. FUND	90	42	-	-	50	90	-	-	-	-	30	28	198
GRAND TOTAL - ALL FUNDS	2,207	1,708	1,417	1,335	1,205	1,376	1,363	1,043	1,410	1,388	1,069	633	12,776

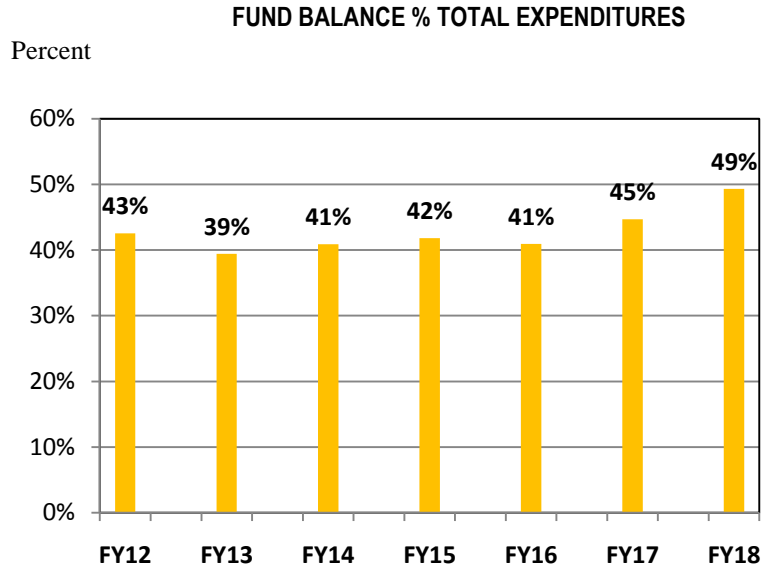
DISCUSSION OF GENERAL FUND RESERVES

During the City's high growth period, excess revenues over expenditures were used for capital projects not funded by bond proceeds. In the past several years, General Fund reserves were used to fund a significant portion of the capital projects. Beginning in FY04, revenues from the Hall Income and Excise Tax were earmarked to fund capital projects due to the uncertainty of this revenue source for operational funding. The drawdown of reserves, including Hall, for the five-year planning period is as follows.

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>
CIP \$	-	1,750,000	1,008,000	2,631,000	274,000	274,000

ANALYSIS OF FUND BALANCE

The chart at the right illustrates the impact of the draw downs on the City's General Fund fund balance:

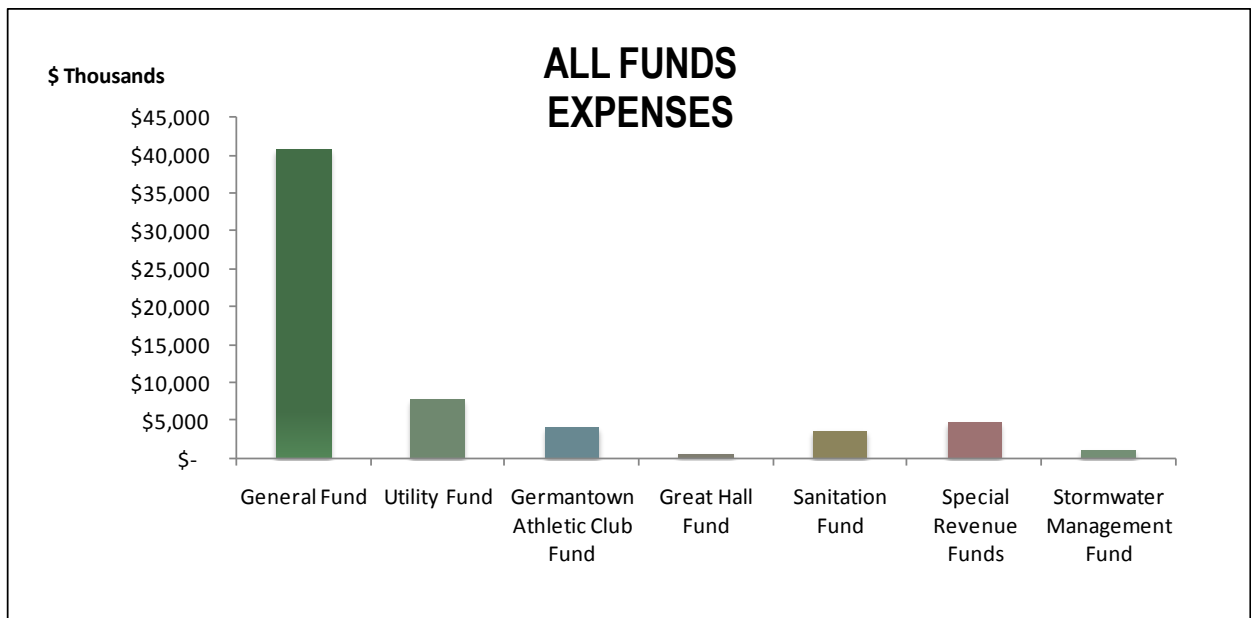
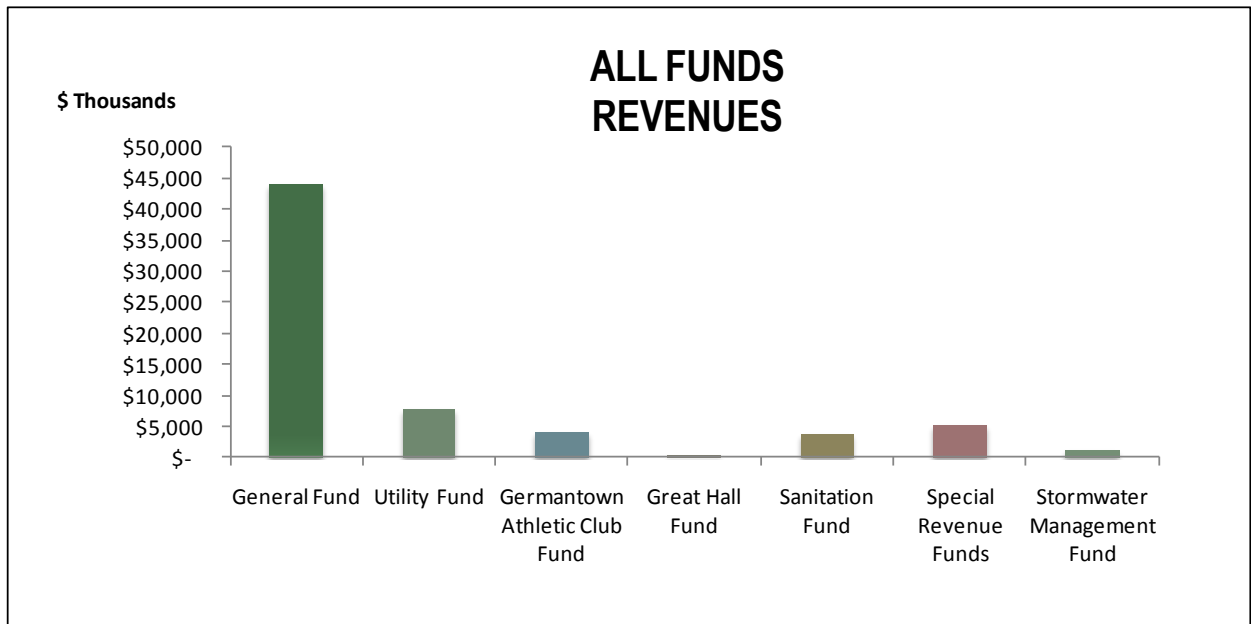


	Actual FY12	Estimated FY13	Budget FY14	Projected			
				FY15	FY16	FY17	FY18
Nonspendable	\$ 1,073,255	948,255	823,255	698,255	573,255	448,255	323,255
Restricted:							
Committed Emergencies & Catastrophes	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Committed Capital Asset Repl. Infrastructure	1,250,000	814,000	820,000	765,000	821,000	738,000	688,000
Committed Tax Anticipation	7,254,159	8,620,609	8,695,648	8,820,713	8,990,444	9,181,793	9,346,793
Committed General Debt	3,374,248	3,431,492	3,145,048	2,847,599	2,834,774	2,452,049	1,823,399
Committed Contingencies	50,000	-	-	-	-	-	-
Assigned	325,000	253,860	279,265	294,530	83,853	249,507	667,768
Unassigned	2,483,825	383,592	1,988,805	3,253,674	3,112,591	5,336,549	7,836,850
Total Fund Balance	16,710,487	15,528,436	16,652,021	17,579,771	17,315,917	19,306,153	21,586,065
Operating Expenditures	\$ 39,258,912	39,385,683	40,715,415	42,047,921	42,313,812	43,197,514	43,776,294
Fund Balance as % of Expenditures	43%	39%	41%	42%	41%	45%	49%



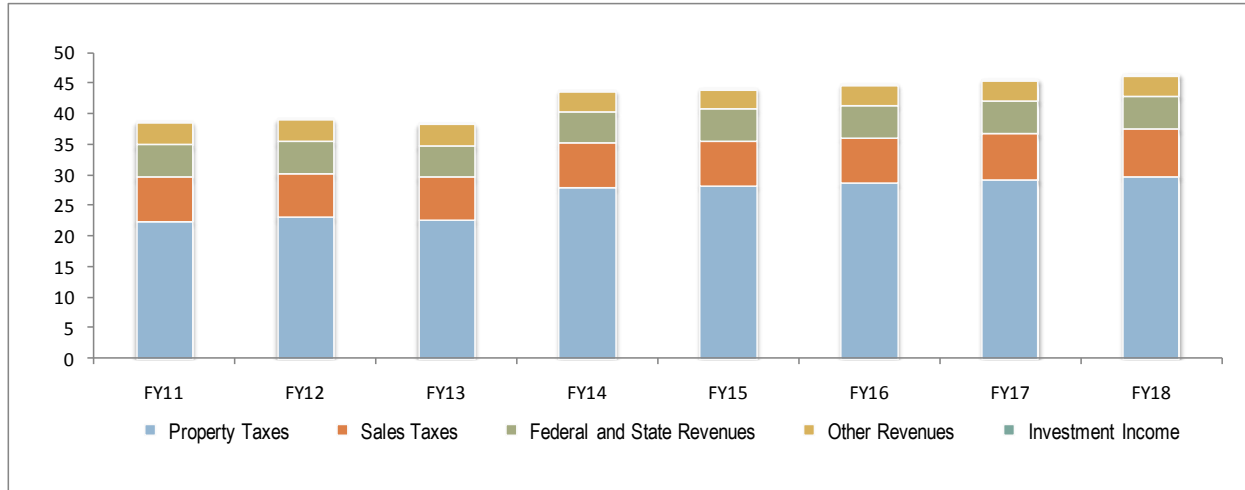
The two charts below illustrate revenues and expenses for all major funds. The section following these charts consist of budget projection summaries of revenues and expenditures by major categories, along with fund balances as of June 30, for the fiscal years 2011–2018. The graphs illustrate 8 years of information. This data is provided for the General Fund, Utility Fund, Germantown Athletic Club Fund, Great Hall Fund, Sanitation Fund, Stormwater Management Fund, Special Revenue Funds, Internal Service Funds and Pension, OPEB, and Health Funds.

Following the budget projection summaries is a description of personnel costs with a comparison of staffing levels between FY13 and FY14.



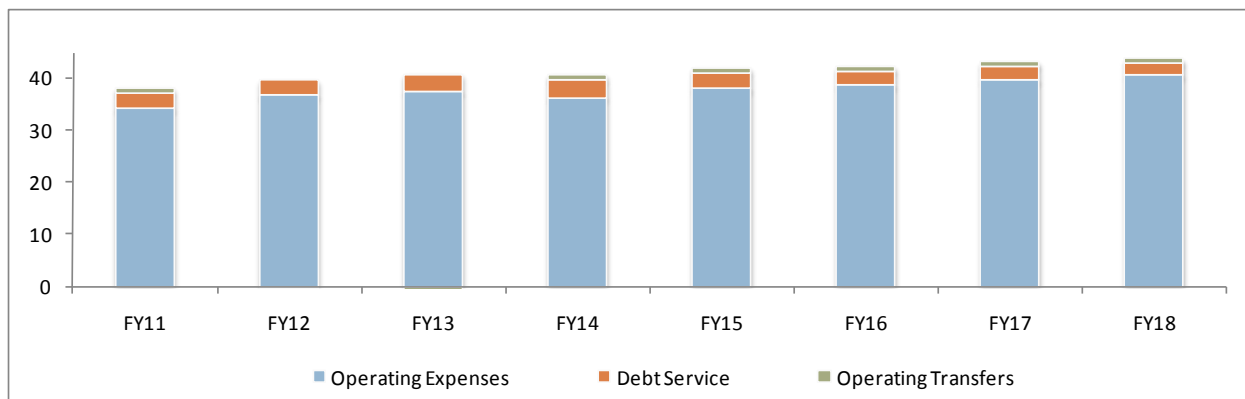
GENERAL FUND REVENUES

\$ Millions



GENERAL FUND EXPENDITURES

\$ Millions



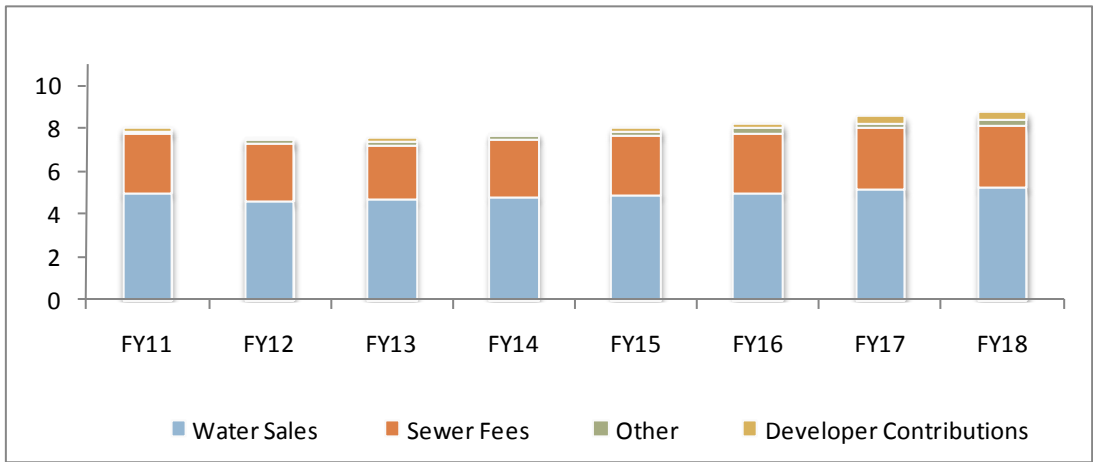
GENERAL FUND

BUDGET PROJECTION SUMMARY

(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
GENERAL REVENUES:									
Auto Registration	\$ 538	609	583	642	595	894	911	930	948
Court Fines	417	498	580	413	412	688	703	719	735
Franchise Fees	0	0	-	-	-	564	581	599	617
Grants	15	11	15	24	11	250	250	250	250
Interest	3	3	3	3	3	54	63	74	92
Licenses	1,030	1,006	1,040	1,022	1,015	167	168	172	175
Other Income	1,820	1,309	1,582	1,429	1,344	836	855	861	867
Property Taxes	22,210	22,745	23,088	22,365	27,750	28,192	28,588	29,115	29,717
Sales Taxes	7,358	7,701	7,634	7,154	7,316	7,280	7,416	7,554	7,696
State Taxes	5,216	5,069	5,540	5,152	5,145	5,058	5,144	5,189	5,234
Fund From Prior	-	-	450	450	450	450	450	450	450
REVENUE TOTAL	38,606	38,951	40,516	38,654	44,039	44,434	45,131	45,912	46,780
EXPENDITURE BY CATEGORY:									
Personnel	25,115	26,590	26,936	26,651	26,775	27,990	28,783	29,598	30,489
Communication	280	274	423	404	341	343	344	348	352
Prof. Fees	2,763	2,600	2,471	2,744	2,173	2,294	2,139	2,186	2,226
Other Maint.	1,536	1,769	2,072	2,098	2,014	2,042	2,070	2,109	2,142
Supplies	1,299	1,370	1,493	1,516	1,445	1,446	1,476	1,509	1,542
Insurance	95	114	82	106	82	82	82	82	82
Rent	60	62	120	107	116	116	116	116	116
Allocations	1,252	1,256	1,323	1,251	1,210	1,368	1,472	1,426	1,469
Capital Outlay	369	923	1,250	1,144	814	959	768	824	741
Road & Mains	-	-	-	-	-	-	-	-	-
Contingency	-	-	50	-	-	-	-	-	-
Grants	439	646	480	366	176	253	254	256	258
Debt Service	3,017	3,064	3,376	3,376	3,431	3,145	2,848	2,835	2,452
Operating Transfers	1,928	500	325	(476)	1,920	1,930	1,880	1,830	1,830
Sanitation	-	-	-	-	-	-	-	-	-
Expense Reimburs.	(1,072)	(967)	(1,017)	(958)	(950)	(970)	(991)	(1,013)	(1,036)
Roll Fwd. Enc. - Prior Yr.	-	-	450	450	450	450	450	450	450
Roll Fwd. Enc. - Next Yr.	-	-	(450)	(450)	(450)	(450)	(450)	(450)	(450)
Utilities	1,033	1,057	1,073	1,057	1,168	1,052	1,072	1,093	1,114
EXPENDITURE TOTAL	38,114	39,259	40,456	39,386	40,715	42,048	42,314	43,198	43,776
Excess (Deficit)	492	(308)	61	(732)	3,324	2,386	2,817	2,714	3,004
FUND BALANCE									
Beginning	22,409	19,826	16,323	16,260	15,078	16,202	17,130	16,866	18,856
Transf. to CIP	(3,075)	(2,808)	-	-	(1,750)	(1,008)	(1,397)	-	-
Transf. to Infrs.	-	-	-	-	-	-	-	-	-
CIP Res Inc (Dec)	-	-	-	-	-	-	(1,234)	(274)	(274)
Prior Period Adjustment	-	-	-	-	-	-	-	-	-
Ending	\$ 19,826	16,710	16,384	15,528	16,652	17,580	17,316	19,306	21,586

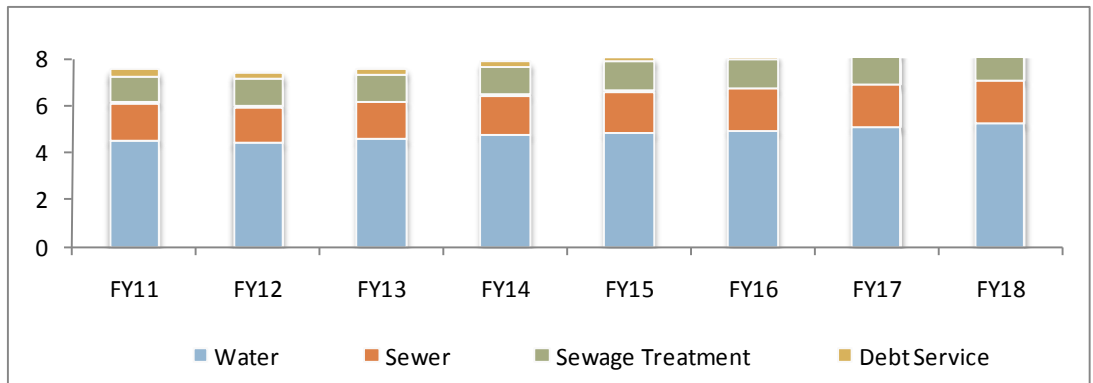
UTILITY REVENUES

\$ Millions



UTILITY EXPENDITURES

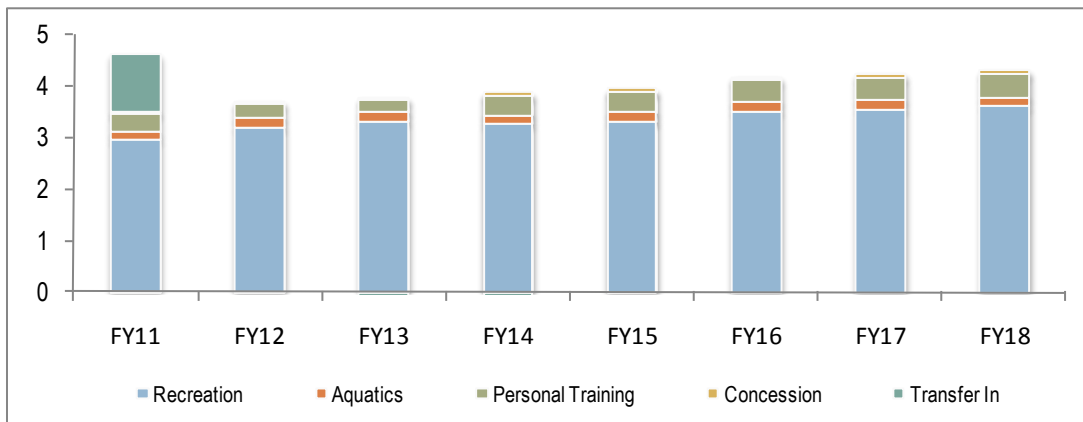
\$ Millions



(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
REVENUES:									
Allocations	\$ 19	-	-	-	-	-	-	-	-
Installation Charges	90	160	90	158	123	125	145	151	153
Interest	28	12	25	17	18	25	29	34	43
Contrib. Developers	172	117	200	140	145	245	245	345	345
Other Income	14	13	15	16	14	14	20	35	35
Sewer Fees	2,745	2,665	2,900	2,578	2,700	2,750	2,805	2,861	2,918
Water Sales	5,029	4,634	5,070	4,691	4,832	4,928	5,026	5,176	5,280
TOTAL REVENUES	8,096	7,601	8,300	7,600	7,831	8,087	8,270	8,603	8,774
EXPENSES BY CATEGORY:									
Allocations	1,174	1,076	1,159	1,038	1,078	1,198	1,197	1,247	1,271
Communication	66	69	86	69	74	75	77	79	81
Debt Service	291	291	234	234	201	166	128	88	45
Depreciation	1,650	1,645	1,765	1,674	1,703	1,710	1,718	1,735	1,743
Other Maintenance	131	67	90	90	90	96	98	101	103
Personnel	1,608	1,662	1,685	1,727	1,730	1,784	1,852	1,923	1,998
Professional Fees	82	68	91	95	111	56	56	56	56
Rents	-	0	1	0	1	1	1	1	1
Insurance	7	0	10	9	10	10	10	10	10
Mains Maintenance	111	124	165	121	141	145	148	152	156
Contract Services	1,098	1,151	1,200	1,182	1,200	1,236	1,272	1,308	1,344
Supplies	156	158	242	182	230	235	241	247	253
Utilities	747	691	755	734	753	768	784	799	815
PILOT	366	376	398	387	494	500	500	500	500
TOTAL EXPENSES	7,487	7,378	7,879	7,540	7,815	7,980	8,082	8,246	8,377
NET INCOME (LOSS)	609	222	422	60	16	108	188	357	397
RETAINED EARNINGS:									
Beginning	27,779	28,388	28,670	28,610	28,670	28,686	28,794	28,982	29,339
Ending	<u>\$ 28,388</u>	<u>28,610</u>	<u>29,092</u>	<u>28,670</u>	<u>28,686</u>	<u>28,794</u>	<u>28,982</u>	<u>29,339</u>	<u>29,736</u>
Capital Outlay	\$ 833	2,790	1,878	1,929	2,070	395	400	820	1,565

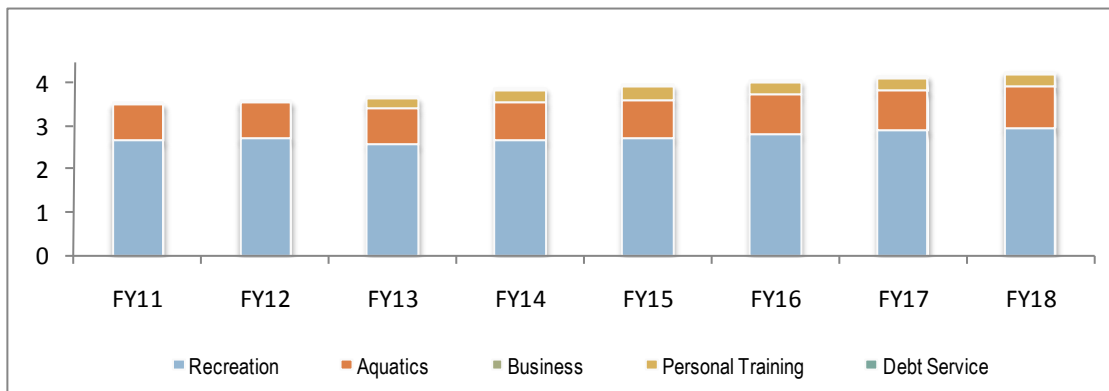
GERMANTOWN ATHLETIC CLUB REVENUES

\$ Millions



GERMANTOWN ATHLETIC CLUB EXPENDITURES

\$ Millions

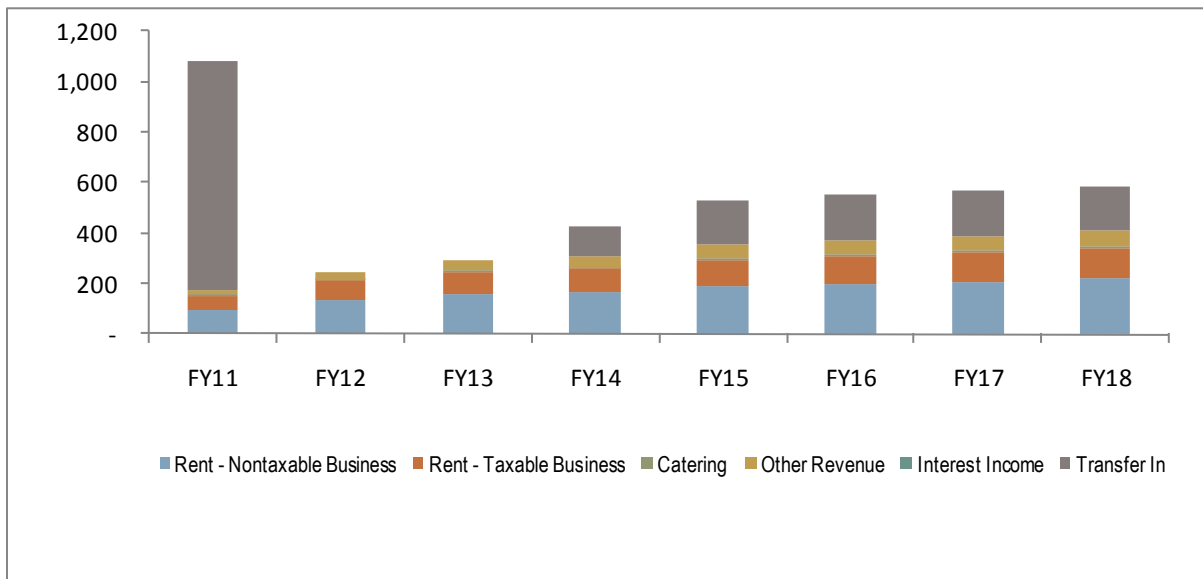


GERMANTOWN ATHLETIC CLUB FUND
BUDGET PROJECTION SUMMARY

(\$000)	Actual FY11	Actual FY12	Budget FY13	Estimate FY13	Budget FY14	Projected			
						FY15	FY16	FY17	FY18
REVENUES:									
Centre Revenue	\$ 2,974	3,208	3,190	3,321	3,281	3,319	3,523	3,564	3,606
Aquatics Revenue	140	170	162	178	169	171	173	176	178
Personal Training	357	275	334	244	369	395	415	436	458
Concession Revenue	53	61	60	32	65	68	72	75	79
Transfer In	1,110	-	-	(850)	(200)	-	-	-	-
TOTAL REVENUE	4,634	3,713	3,746	2,924	3,684	3,954	4,184	4,251	4,321
EXPENSES:									
Allocations	185	158	169	117	90	90	90	91	92
Communication	1	3	10	10	10	10	10	10	10
Debt Service	38	34	31	31	27	23	19	16	12
Other Maint.	124	106	139	153	132	132	135	138	141
Personnel	1,358	1,450	1,440	1,475	1,680	1,742	1,799	1,861	1,925
Professional Fees	609	543	594	504	538	535	542	550	558
Rents	132	181	182	183	183	183	187	191	195
Insurance	-	-	-	-	-	-	-	-	-
Supplies	163	182	195	198	202	200	203	208	212
Depreciation	573	586	629	636	644	649	669	689	689
Utilities	339	336	357	347	359	368	376	383	391
TOTAL EXPENSES	3,522	3,578	3,745	3,653	3,865	3,932	4,031	4,137	4,225
EXCESS (DEFICIT)	1,112	135	1	(729)	(181)	22	152	114	96
RETAINED EARNINGS:									
Beginning	1,763	2,875	2,863	3,010	2,281	2,100	2,122	2,274	2,389
Ending	\$ 2,875	3,010	2,864	2,281	2,100	2,122	2,274	2,389	2,485
Capital Outlay	\$ 488	260	140	137	261	1,000	1,000	-	-

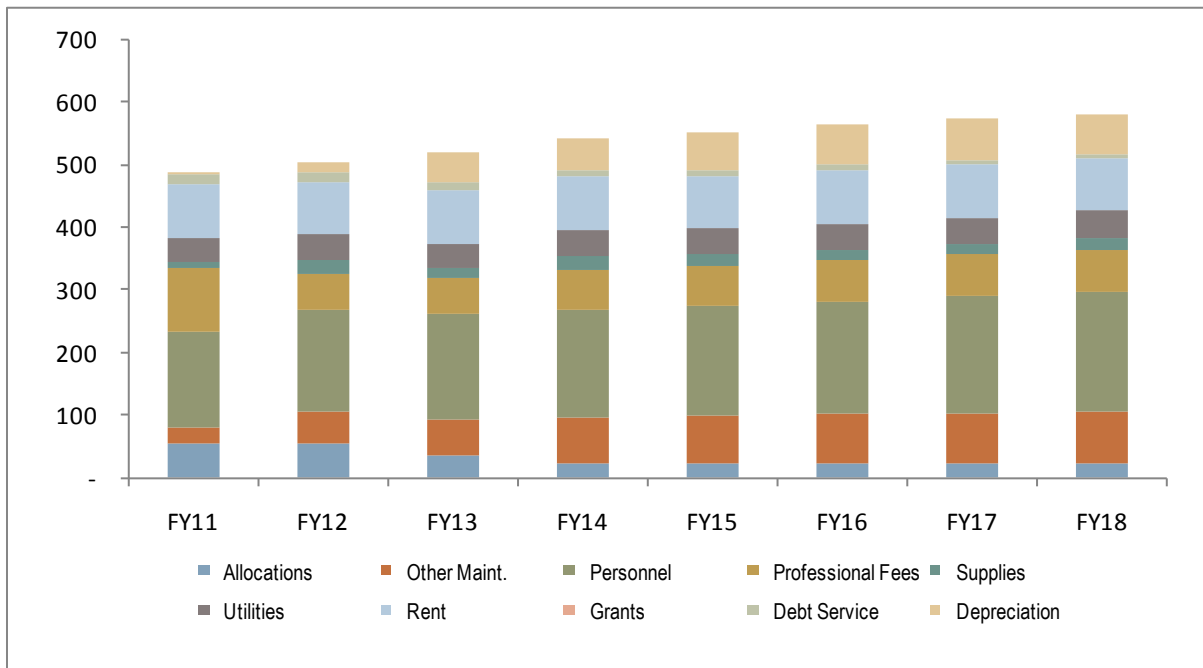
GREAT HALL REVENUES

\$ Thousands



GREAT HALL EXPENDITURES

\$ Thousands



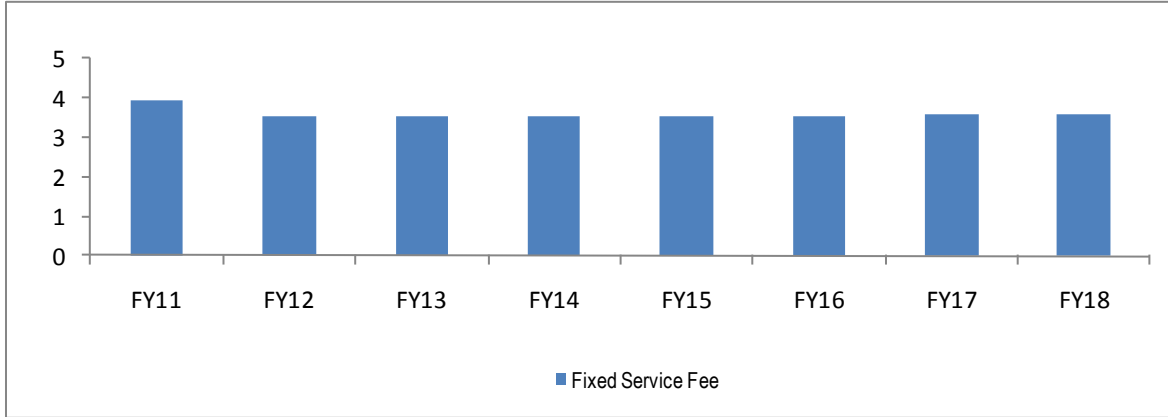
GREAT HALL FUND

BUDGET PROJECTION SUMMARY

(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
REVENUES:									
Business Revenue	\$ 170	243	224	296	306	352	369	388	407
Transfer In	915	-	-	-	120	180	180	180	180
TOTAL REVENUE	1,085	243	224	296	426	532	549	568	587
EXPENSES:									
Allocations	55	55	56	34	22	23	23	23	23
Communication	1	1	1	1	1	1	1	1	1
Debt Service	16	13	12	12	10	9	7	6	5
Other Maint.	26	50	32	57	75	77	78	80	82
Personnel	151	164	170	170	172	176	181	187	192
Professional Fees	102	58	51	58	63	64	65	67	68
Rents	84	86	82	84	85	85	85	85	86
Supplies	10	22	14	15	22	17	18	18	18
Depreciation	4	18	52	48	52	59	65	65	65
Utilities	40	39	42	41	42	41	42	43	44
TOTAL EXPENSES	489	505	511	521	544	552	565	574	582
EXCESS (DEFICIT)	596	(262)	(287)	(225)	(118)	(20)	(16)	(6)	5
RETAINED EARNINGS:									
Beginning	104	700	419	437	212	94	73	57	51
Ending	\$ 700	437	132	212	94	73	57	51	56
Capital Outlay	\$ 263	138	63	29	18	60	-	-	-

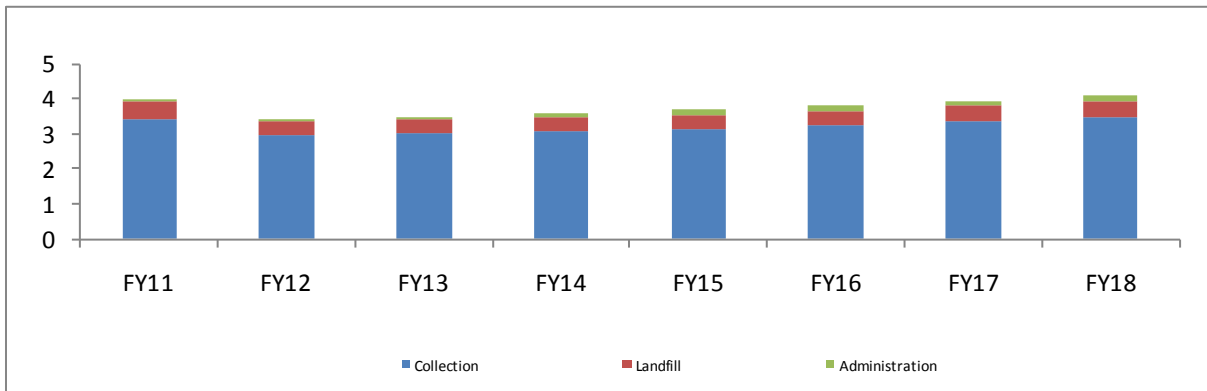
SANITATION REVENUES

\$ MILLIONS



SANITATION EXPENDITURES

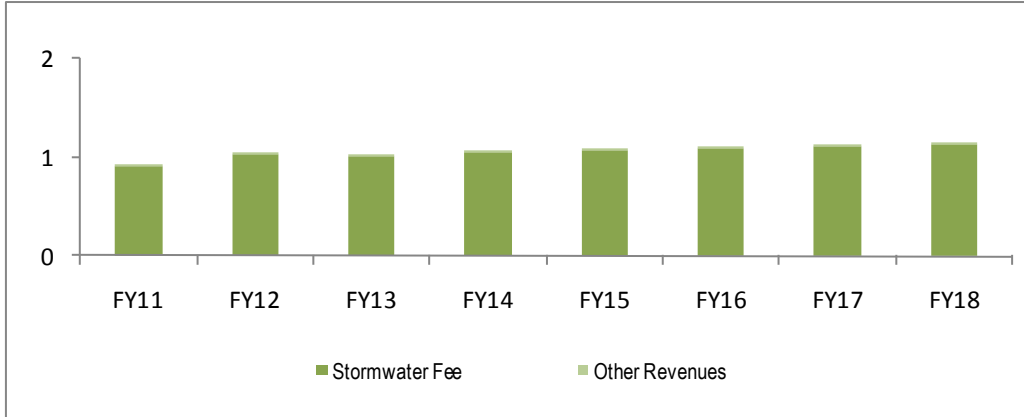
\$ MILLIONS



(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
REVENUES:									
Fixed Service Fee	\$ 3,817	3,421	3,395	3,409	3,403	3,410	3,418	3,426	3,436
Other Revenues	130	111	126	147	146	142	141	141	142
Transfer In	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	3,947	3,532	3,522	3,555	3,549	3,552	3,560	3,567	3,578
EXPENSES BY CATEGORY:									
Communication	9	2	15	14	17	5	25	7	7
Other Maintenance	-	-	-	-	-	-	-	-	-
Personnel	41	45	51	47	96	99	99	103	108
Prof. Fees	15	-	-	-	-	-	-	20	-
Supplies	26	21	29	24	29	35	35	35	35
Depreciation	-	-	-	-	-	-	-	-	-
Contract Services	3,904	3,340	3,417	3,369	3,457	3,548	3,660	3,781	3,926
Utilities	2	2	1	1	1	1	1	1	1
TOTAL EXPENSES	3,997	3,410	3,513	3,455	3,600	3,688	3,820	3,947	4,077
EXCESS (DEFICIT)	(51)	122	9	101	(52)	(136)	(260)	(380)	(499)
RETAINED EARNINGS:									
Beginning	382	331	431	453	554	502	366	106	(274)
Ending	\$ 331	453	440	554	502	366	106	(274)	(773)
Capital Outlay	\$ -	-	-	-	-	-	-	-	-

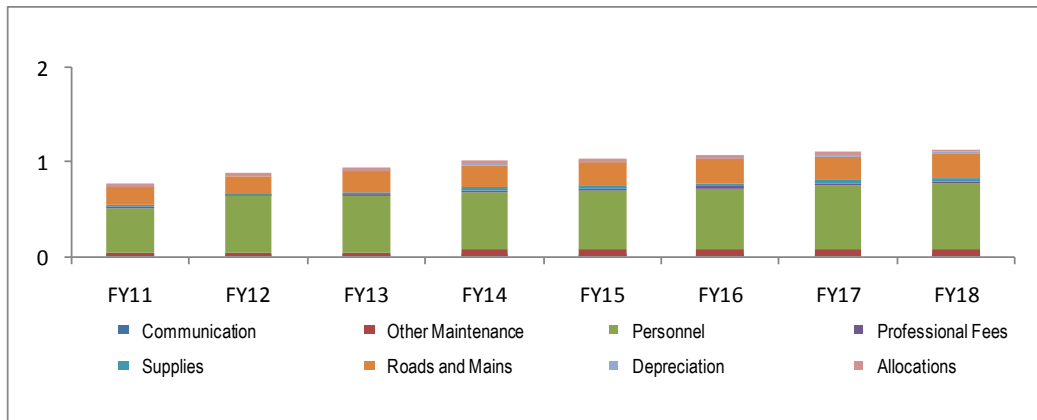
STORMWATER MANAGEMENT REVENUES

\$ MILLIONS



STORMWATER MANAGEMENT EXPENSES

\$ MILLIONS



STORMWATER MANAGEMENT FUND

BUDGET PROJECTION SUMMARY

(\$000)	Actual FY11	Actual FY12	Budget FY13	Estimate FY13	Budget FY14	Projected			
						FY15	FY16	FY17	FY18
REVENUES:									
Stormwater Management Fee	\$ 902	1,037	1,085	1,011	1,052	1,073	1,094	1,116	1,139
Other Revenues	2	-	4	7	6	6	6	6	6
Transfer In	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	904	1,037	1,089	1,018	1,057	1,078	1,100	1,122	1,144
EXPENSES BY CATEGORY:									
Communication	1	1	6	2	6	6	6	6	6
Other Maintenance	37	40	65	40	65	67	68	70	72
Personnel	480	593	593	604	607	627	651	676	702
Prof. Fees	14	4	40	10	20	20	20	20	20
Supplies	14	21	41	27	31	32	33	34	35
Roads and Mains	188	181	235	230	239	245	251	257	263
Depreciation	-	-	3	1	9	9	9	9	6
Allocations	31	42	30	39	36	30	31	32	33
TOTAL EXPENSES	764	882	1,012	952	1,012	1,035	1,068	1,104	1,137
EXCESS (DEFICIT)	140	155	77	66	45	44	32	18	7
RETAINED EARNINGS:									
Beginning	-	140	223	296	361	406	450	481	499
Ending	<u>\$ 140</u>	<u>296</u>	<u>300</u>	<u>361</u>	<u>406</u>	<u>450</u>	<u>481</u>	<u>499</u>	<u>506</u>
Capital Outlay	\$ -	-	60	34	40	70	-	40	55

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

(\$000)

STATE STREET AID

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
REVENUES:									
State Street Aid	\$ 1,108	1,010	1,100	1,050	1,054	1,075	1,097	1,119	1,141
Other Revenue	-	-	-	-	-	-	-	-	-
Interest	(1)	3	7	3	4	5	6	7	8
Transfer In-Gen. Fund	1,100	500	325	200	750	1,100	1,100	1,100	1,100
TOTAL REVENUES	2,207	1,513	1,432	1,253	1,808	2,180	2,202	2,225	2,249
EXPENSES BY CATEGORY:									
Other Maintenance	-	55	300	114	250	250	250	250	250
Electricity & Gas	811	810	824	812	824	847	864	881	898
Str. Contract Maint.	274	984	1,100	1,200	460	750	750	750	750
City Str. Maint.	306	392	400	380	275	385	385	385	385
TOTAL EXPENSES	1,391	2,241	2,624	2,506	1,809	2,232	2,249	2,266	2,283
EXCESS (DEFICIT)	816	(728)	(1,192)	(1,253)	(1)	(53)	(46)	(42)	(34)
FUND BALANCE:									
Beginning of Year	1,604	2,420	1,459	1,692	438	437	385	338	297
Ending	<u>2,420</u>	<u>1,692</u>	<u>267</u>	<u>438</u>	<u>437</u>	<u>385</u>	<u>338</u>	<u>297</u>	<u>263</u>

(\$000)

AUTOMATED ENFORCEMENT

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
REVENUES:									
Red Lights	\$ 380	255	375	44	225	300	310	321	332
Transfer In-Gen. Fund	3	-	-	125	150	50	50	50	50
TOTAL REVENUES	383	255	375	169	375	350	360	371	382
EXPENSES BY CATEGORY:									
Personnel	129	130	130	127	103	105	109	113	117
Materials & Supplies	8	3	8	8	8	8	8	8	8
Rent	176	113	197	24	175	197	197	197	197
Other - Grants	20	20	23	-	23	23	23	23	23
Capital Outlay	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	333	264	358	158	309	332	336	340	344
EXCESS (DEFICIT)	50	(10)	17	11	66	18	24	31	38
FUND BALANCE:									
Beginning of Year	(23)	27	31	17	28	93	111	135	166
Ending	<u>27</u>	<u>17</u>	<u>48</u>	<u>28</u>	<u>93</u>	<u>111</u>	<u>135</u>	<u>166</u>	<u>203</u>

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

(\$000)

DRUG ASSET FORFEITURE FUND

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
REVENUES:									
Drug Enforcement	\$ 200	220	350	250	350	350	350	350	350
Interest	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	200	220	350	250	350	350	350	350	350
EXPENSES BY CATEGORY:									
Personnel	59	41	81	81	81	81	81	81	81
Communications	-	-	1	1	1	1	1	1	1
Professional Fees	3	-	24	-	24	24	24	24	24
Other Maintenance	-	-	5	5	5	5	5	5	5
Supplies	98	84	133	133	132	107	107	107	107
Utilities	1	2	2	2	2	2	2	2	2
Rents	-	-	1	1	1	1	1	1	1
Capital Outlay	38	68	-	-	-	-	-	-	-
TOTAL EXPENSES	199	195	247	223	246	221	221	221	221
EXCESS (DEFICIT)	1	26	103	27	104	129	129	129	129
FUND BALANCE:									
Beginning	87	88	130	114	141	245	375	505	634
Ending	88	114	233	141	245	375	505	634	764

(\$000)

PICKERING COMPLEX FUND

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
REVENUES:									
Classes	\$ 26	19	27	18	18	18	18	18	18
Special Events	8	8	7	7	7	7	7	7	7
Rental	29	34	48	36	40	35	35	35	35
Transfer In-Gen. Fund	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	63	61	82	61	65	60	60	60	60
EXPENSES BY CATEGORY:									
Allocations	2	2	3	2	3	3	3	3	3
Utilities	8	8	10	8	10	10	10	10	10
Capital Outlay	-	90	50	50	-	10	-	-	-
Professional Fees	18	16	23	19	21	21	21	21	21
Supplies	1	2	5	2	5	5	5	5	5
TOTAL EXPENSES	30	117	90	81	38	48	38	39	39
EXCESS (DEFICIT)	32	(55)	(8)	(20)	27	12	22	21	21
FUND BALANCE:									
Beginning	161	193	118	138	118	145	157	179	200
Ending	193	138	110	118	145	157	179	200	221

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

(\$000)

RECREATION FUND

	Actual FY11	Actual FY12	Budget FY13	Estimate FY13	Budget FY14	Projected			
						FY15	FY16	FY17	FY18
REVENUES:									
Basketball Fees	\$ 28	30	32	37	43	43	43	43	43
Softball Fees	38	35	40	37	40	40	40	40	40
Kickball Fees	2	2	2	2	2	2	2	2	2
Sports Camps	47	30	50	38	45	45	45	45	45
Tennis Classes	78	13	16	15	15	15	15	15	15
Basketball Sponsors	1	2	2	5	5	5	5	5	5
Soccer Fees	71	(0)	-	-	-	-	-	-	-
Baseball Fees	9	10	11	13	11	11	11	11	11
Croquet	1	1	1	1	1	1	1	1	1
Cheerleading	32	30	37	35	27	27	27	27	27
Competitive Soccer	39	0	-	-	-	-	-	-	-
Youth Softball	-	-	-	-	-	-	-	-	-
Community Education	22	27	30	25	36	36	36	36	36
TOTAL REVENUES	368	180	221	207	225	225	225	225	225
EXPENSES BY CATEGORY:									
Personnel	19	0	-	-	-	-	-	-	-
Allocations	15	11	12	11	12	11	12	13	14
Professional Fees	229	119	131	118	134	134	134	134	134
Supplies	75	45	55	55	53	46	46	46	46
Capital Outlay	49	80	95	43	-	-	-	-	-
Rents	1	1	4	2	4	4	4	4	4
TOTAL EXPENSES	386	256	297	227	203	195	196	197	198
EXCESS (DEFICIT)	(18)	(76)	(76)	(20)	22	30	29	28	27
FUND BALANCE:									
Beginning	262	244	149	168	147	170	199	228	257
Ending	244	168	73	147	170	199	228	257	284

(\$000)

FEDERAL ASSET FORFEITURE FUND

	Actual FY11	Actual FY12	Budget FY13	Estimated FY13	Budget FY14	Projected			
						FY15	FY16	FY17	FY18
REVENUES:									
Forfeiture Revenue	\$ 3	7	100	50	50	50	50	50	50
TOTAL REVENUES	3	7	100	50	50	50	50	50	50
EXPENSES BY CATEGORY:									
Personnel	-	-	25	25	20	20	20	20	20
Supplies	-	6	75	27	30	30	30	30	30
TOTAL EXPENSES	-	6	100	52	50	50	50	50	50
EXCESS (DEFICIT)	3	1	-	(2)	-	-	-	-	-
FUND BALANCE:									
Beginning	-	3	3	3	1	1	1	1	1
Ending	\$ 3	3	3	1	1	1	1	1	1

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

(\$000)

Ambulance Fund

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
REVENUES:									
Transport Fee	-	-	-	-	704	756	819	884	953
Non Transport Fee	-	-	-	-	58	62	64	67	70
General Fund Transfer	-	-	-	49	1,000	600	550	500	500
TOTAL REVENUES	-	-	-	49	1,762	1,417	1,434	1,451	1,524
EXPENSES BY CATEGORY:									
Personnel	-	-	-	5	1,114	1,134	1,177	1,221	1,268
Communications	-	-	-	-	2	2	2	2	2
Professional Fees	-	-	-	1	63	-	-	-	-
Other Maintenance	-	-	-	-	1	1	1	1	1
Insurance	-	-	-	2	30	30	30	31	31
Supplies	-	-	-	25	103	50	58	53	54
Utilities	-	-	-	-	2	2	2	2	2
Rents	-	-	-	6	48	48	48	48	48
Allocations	-	-	-	1	8	15	17	20	20
Capital Outlay	-	-	-	-	62	62	-	-	-
TOTAL EXPENSES	-	-	-	39	1,433	1,344	1,336	1,377	1,426
EXCESS (DEFICIT)	-	-	-	10	329	73	98	73	98
FUND BALANCE:									
Beginning	-	-	-	-	10	339	412	510	584
Ending	-	-	-	10	339	412	510	584	681

(\$000)

Municipal Schools Fund

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
REVENUES:									
Education Sales Tax	-	-	-	1,688	2,269	2,269	2,269	2,269	2,269
General Fund Transfer	-	-	-	-	100	-	-	-	-
TOTAL REVENUES	-	-	-	1,688	2,369	2,269	2,269	2,269	2,269
EXPENSES BY CATEGORY:									
Personnel	-	-	-	511	1,306	-	-	-	-
Communications	-	-	-	7	88	-	-	-	-
Professional Fees	-	-	-	417	197	-	-	-	-
Other Maintenance	-	-	-	-	4	-	-	-	-
Insurance	-	-	-	-	6	-	-	-	-
Supplies	-	-	-	-	21	-	-	-	-
Utilities	-	-	-	-	29	-	-	-	-
Rents	-	-	-	-	154	-	-	-	-
Allocations	-	-	-	-	12	-	-	-	-
Grants	-	-	-	300	125	-	-	-	-
Capital Outlay	-	-	-	-	640	-	-	-	-
Transfer Out - Municipal Sc	-	-	-	-	-	2,146	2,146	2,146	2,146
TOTAL EXPENSES	-	-	-	1,235	2,582	2,146	2,146	2,146	2,146
EXCESS (DEFICIT)	-	-	-	453	(213)	123	123	123	123
FUND BALANCE:									
Beginning	-	-	-	-	453	240	363	486	609
Ending	-	-	-	453	240	363	486	609	732

INTERNAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

(\$000)

FLEET SERVICES FUND

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
REVENUES:									
Transfers In	\$ 981	984	994	1,021	925	1,092	1,211	1,148	1,190
TOTAL REVENUES	981	984	994	1,021	925	1,092	1,211	1,148	1,190
EXPENSES BY CATEGORY:									
Allocations	10	10	12	12	12	11	12	12	13
Depreciation	32	30	31	34	34	38	43	53	58
Other Maintenance	283	223	210	221	234	381	471	371	382
Personnel	629	690	702	721	602	622	645	670	696
Communication	0	0	2	1	2	2	2	2	2
Rents	2	1	2	2	2	2	2	2	2
Supplies	15	20	26	23	31	32	33	33	34
Utilities	9	8	9	8	10	10	10	10	10
Vehicle Maint.	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	981	984	994	1,021	925	1,097	1,216	1,153	1,195
EXCESS (DEFICIT)	-	-	-	-	-	-	-	-	-
RETAINED EARNINGS:									
Beginning	35	35	35	35	35	35	35	35	35
Ending	35	35	35	35	35	35	35	35	35
Capital Outlay	\$ -	18	90	42	-	-	50	90	-

(\$000)

ALLOCATED EXPENSES

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
REVENUES:									
Transfers In	\$ 675	662	752	528	623	693	717	743	769
TOTAL REVENUES	675	662	752	528	623	693	717	743	769
EXPENSES BY CATEGORY:									
Insurance	675	662	752	528	623	693	717	743	769
TOTAL EXPENSES	675	662	752	528	623	693	717	743	769
EXCESS (DEFICIT)	-	-	-	-	-	-	-	-	-
RETAINED EARNINGS:									
Beginning	-	-	-	-	-	-	-	-	-
Ending	\$ -	-	-	-	-	-	-	-	-

(\$000)

PENSION FUND

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
PENSION REVENUES:									
Contributions	\$ 3,008	3,049	2,795	2,970	2,918	3,042	3,042	3,042	3,042
Fair Value Appreciation (Depreciation)	5,168	(2,073)	1,350	6,150	1,825	1,189	2,532	2,686	2,839
Realized Gain (Loss)	885	7	800	1,020	650	-	-	-	-
Interest	1,294	1,090	1,415	1,075	1,050	393	422	448	473
TOTAL REVENUES	10,355	2,073	6,360	11,215	6,443	4,624	5,996	6,176	6,354
PENSION EXPENSES:									
Trustee Fees	234	226	237	272	256	230	230	230	230
Benefits	1,957	2,261	2,350	2,382	2,485	1,655	1,738	1,738	1,825
TOTAL EXPENSES	2,191	2,486	2,587	2,654	2,741	1,885	1,968	1,968	2,055
EXCESS (DEFICIT)	8,165	(413)	3,773	8,561	3,702	2,739	4,028	4,208	4,299
FUND BALANCE:									
Beginning	39,363	47,528	51,780	47,115	55,676	59,377	62,116	66,144	70,352
Ending	\$ 47,528	47,115	55,553	55,676	59,377	62,116	66,144	70,352	74,651

(\$000)

HEALTH INSURANCE FUND

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
REVENUES:									
Contributions	\$ 4,945	5,367	5,501	6,063	5,490	5,957	7,106	7,849	8,674
Transfer In	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	4,945	5,367	5,501	6,063	5,490	5,957	7,106	7,849	8,674
HEALTH PLAN EXPENSES:									
Health Claims	5,345	5,159	5,286	5,100	5,265	5,636	6,095	6,643	7,252
Dental Claims	214	194	215	240	225	225	236	247	260
TOTAL EXPENSES	5,559	5,353	5,501	5,340	5,490	5,861	6,331	6,891	7,512
EXCESS (DEFICIT)	(614)	14	-	723	-	96	775	959	1,162
RETAINED EARNINGS:									
Beginning	1,113	499	(287)	513	1,236	1,236	1,332	2,106	3,065
Ending	\$ 499	513	(287)	1,236	1,236	1,332	2,106	3,065	4,228

OPEB FUND

BUDGET PROJECTION SUMMARY

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY11	FY12	FY13	FY13	FY14	FY15	FY16	FY17	FY18
OPEB REVENUES:									
Contributions	\$ 1,077	1,073	1,379	1,566	920	1,661	1,728	1,797	1,000
Fair Value Appreciation	277	(97)	285	409	300	312	324	337	351
Gain (Loss)	33	(54)	35	82	80	83	87	90	94
Interest	74	59	76	76	76	79	82	85	89
TOTAL REVENUES	1,461	982	1,775	2,134	1,376	2,136	2,221	2,310	1,534
OPEB EXPENSES:									
Trustee Fees	13	6	14	14	14	14	15	15	16
Benefits	422	407	490	490	489	509	511	551	573
Stop Loss	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	436	412	503	504	503	523	525	566	588
EXCESS (DEFICIT)	1,025	570	1,272	1,630	873	1,612	1,696	1,744	945
FUND BALANCE:									
Beginning	2,074	3,099	3,795	3,669	5,299	6,172	7,785	9,481	11,224
Ending	<u>\$ 3,099</u>	<u>3,669</u>	<u>5,067</u>	<u>5,299</u>	<u>6,172</u>	<u>7,785</u>	<u>9,481</u>	<u>11,224</u>	<u>12,170</u>

The following staffing schedule summarizes the employee component of the City. In each cost center section of the Budget, a Personnel Projection schedule lists five areas of personnel expense – exempt salaries, non-exempt wages, other compensation, fringe benefits and other personnel. Since the nature of these categories is generally common to all departments, these items will be described in this section.

Exempt Salaries and Non-Exempt Wages:

Exempt salaries and non-exempt wages include the payroll cost for full-time and part-time positions classified under each category. There is a net effect of a 2.5% merit increase in the FY14 Budget. The total personnel budget increased over FY13 by \$1,469,700, due largely to the creation of an Ambulance Fund and Municipal Schools Fund.

Other Compensation:

Other compensation includes overtime wages, extra duty wages, housing allowance and per diem expenses. Overtime is self-explanatory. Extraordinary amounts and changes are described in certain cost center Budget Category Explanations. Extra duty wages account for the amounts paid to police and fire employees in lieu of holiday time off and for court appearances. Housing allowance has been discontinued, but is still paid to those who were grandfathered in before 1986. Per Diem covers City judges, prosecutors, Aldermen and the Mayor.

Fringe Benefits:

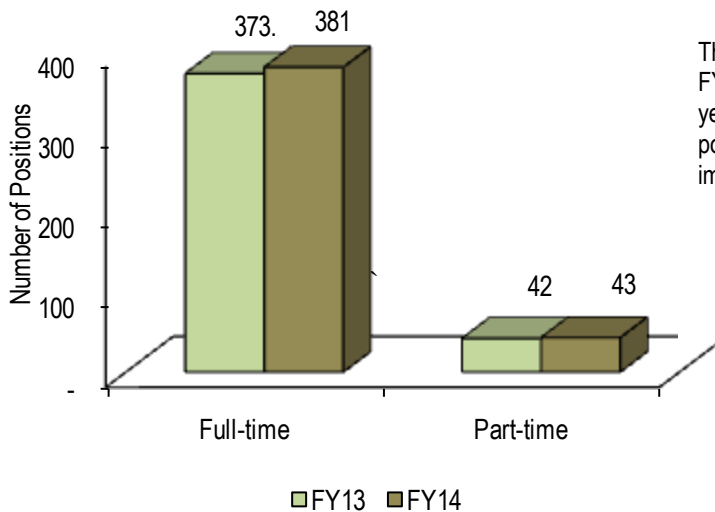
Fringe Benefits include the City's cost for FICA, medical, dental, life, long-term disability, retirement, OPEB, and Workers' Compensation insurance. FICA, set by the federal law, is 7.65% of salary. Increases in the City's health benefit costs necessitated a rate adjustment in the FY14 Budget. The new per employee annual contribution is \$11,300 for both health and dental.

To maintain a competitive compensation package, the City added retiree's medical benefits several years ago and continues to improve the retirement plan. The City has implemented an IRS Section 125 Plan to pay employee costs of retirement and medical benefits with pre-tax dollars.

The City also provides life insurance of three times salary at a cost of 15¢ per month per \$1,000 of coverage. The City pays 72.3¢ per month per \$100 of salary for long-term disability benefits. Workers' Compensation is through the TML Risk Management Pool and varies by department based on the Pool's assessment of potential risks.

Other Personnel:

Other Personnel costs include education, staff functions, and unemployment. Employee education amounts and charges are described in the Budget Category Explanations in the various cost centers. Staff functions fund events such as employee holiday parties and awards programs. Unemployment funds payments to individuals receiving unemployment benefits.



The number of full-time and part-time positions in the FY14 Budget shows change over the current fiscal year. The chart on the following page identifies the position changes; all associated with productivity improvement initiatives.

COMPARISON OF STAFFING

BUDGET PROJECTION SUMMARY

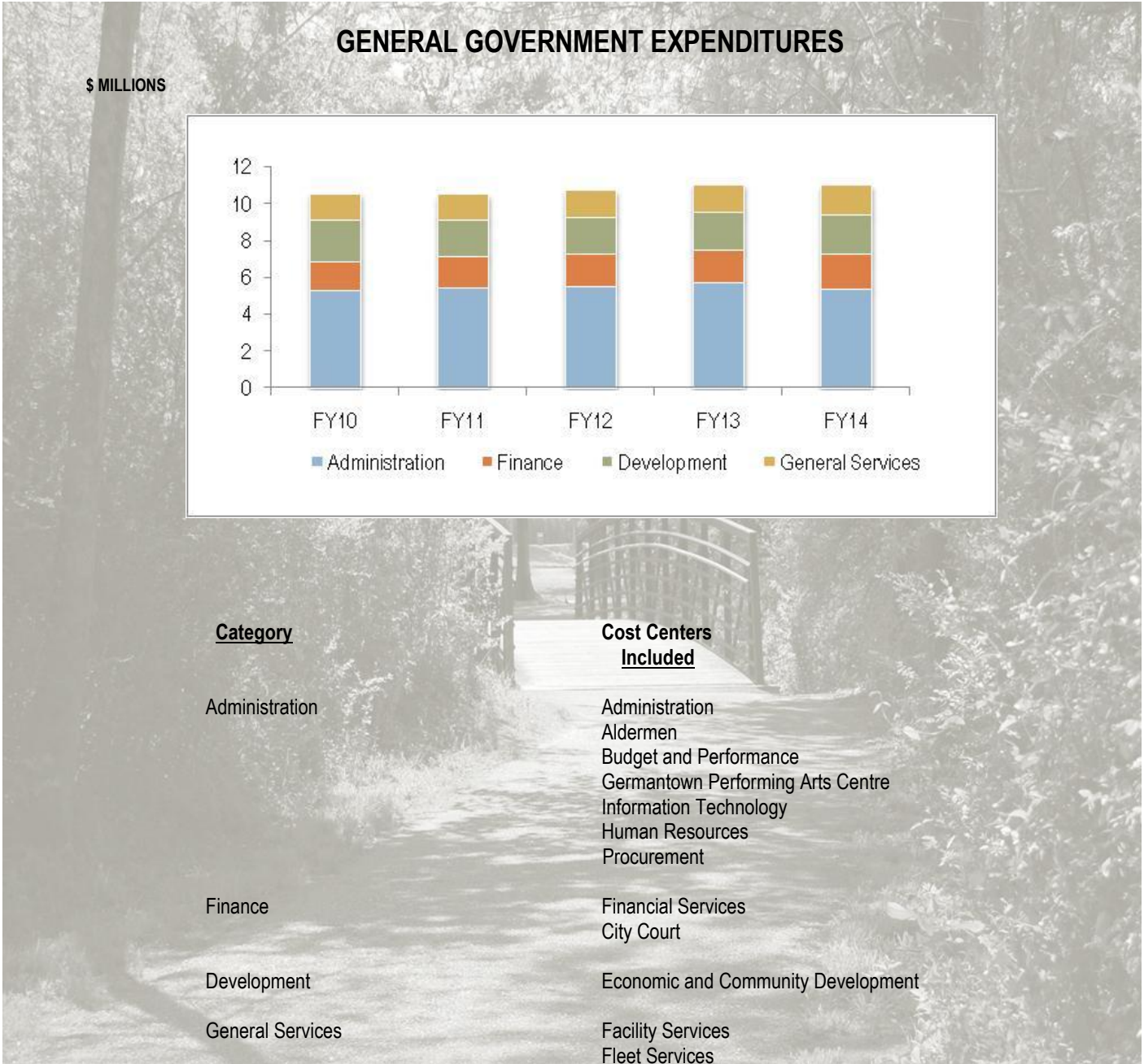
	FY12 Actual		FY13 Actual		FY14 Budget		INC/ (DECR)	Incr/ (Decr) Salary Cost
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time		
(Full Time Equivalents-Non-Exempt/Exempt Employees)								
GENERAL GOVERNMENT								
City Court	7.0	0.3	7.0	0.3	7.0	0.3	0.0	
Administration*	4.0	1.0	5.0	0.5	4.0	0.5	-1.0	\$ (42,140)
Human Resources	6.0	0.0	6.0	0.0	6.0	0.0	0.0	
Information Technology*	4.5	0.0	5.0	0.0	5.0	0.0	0.0	
Finance	15.0	1.0	16.0	0.5	9.0	0.5	-7.0	\$ (431,417)
Procurement	0.0	0.0	0.0	0.0	7.5	0.0	7.5	\$ 504,235
Economic and Community Development	21.0	0.0	20.0	0.0	18.5	0.0	-1.5	\$ (106,071)
Facilities Services*	13.0	0.0	12.0	0.0	13.5	0.0	1.5	\$ 93,246
GPAC	9.0	4.5	9.0	4.5	10.0	4.5	1.0	\$ 46,251
Office of Budget and Performance	2.0	0.0	2.0	0.0	3.0	0.0	1.0	\$ 42,140
PUBLIC SAFETY								
Police*	110.0	1.3	107.0	0.0	112.0	0.0	5.0	\$ 254,903
Fire*	69.0	1.0	70.0	1.0	66.0	1.0	-4.0	\$ (230,731)
TRANSP. & ENVIRONMENT								
Public Services	38.5	1.0	38.5	1.0	38.5	1.0	0.0	
Fleet Services	10.0	0.0	10.0	0.0	8.0	0.0	-2.0	\$ (72,819)
Animal Control	4.0	0.0	5.0	0.0	5.0	0.0	0.0	
COMMUNITY SERVICES								
Parks & Recreation	6.5	4.1	6.5	4.5	5.5	5.5	0.0	
The Farm*	0.0	0.1	0.0	1.0	0.0	1.0	0.0	
MUNICIPAL SCHOOLS FUND								
	0.0	0.0	5.0	1.3	0.0	1.3	-5.0	\$ (254,903)
AMBULANCE FUND								
	0.0	0.0	0.0	0.0	13.0	0.0	13.0	\$ 693,608
GERMANTOWN ATHLETIC CLUB								
Recreation	10.0	11.9	11.0	11.9	11.0	11.9	0.0	
Aquatics	2.0	13.5	2.0	13.5	2.0	13.5	0.0	
Personal Training	0.0	0.0	1.0	1.0	1.0	1.0	0.0	
GREAT HALL								
	2.0	1.0	2.0	1.0	2.0	1.0	0.0	
UTILITIES								
Water	20.0	0.0	20.0	0.0	20.0	0.0	0.0	
Sewer	6.0	0.0	6.0	0.0	6.0	0.0	0.0	
SANITATION								
	0.0	0.0	0.0	0.0	0.5	0.0	0.5	\$ 29,660
STORMWATER								
	7.0	0.0	7.0	0.0	7.0	0.0	0.0	
TOTAL	366.5	40.7	373.0	42.0	381.0	43.0	9.0	\$ 525,962

* Analysis of Increase/(Decrease):

Administration	Research Analystt	(1.0)
Finance	Clerk/Courier	(1.0)
	Purchasing Specialist	(2.0)
	Treasurer	(1.0)
	Administrative Assistant	(1.0)
	Division Director	(1.0)
	Purchasing Officer	(1.0)
Procurement	Clerk/Courier	1.0
	Purchasing Specialist	2.0
	Treasurer	1.0
	Administrative Assistant	0.5
	Purchasing Officer	1.0
	Inventory Clerk	1.0
	Warehouse Supervisor	1.0
Economic Community Development	Community Services Coordinator	(0.5)
	CIP Manager	(1.0)
Facilities Services	CIP Manager	1.0
	Administrative Assistant	0.5
GPAC	Assistant to the Director	1.0
Office of Budget and Performance	Research Analystt	1.0
Police	Police Officers (SRO)	5.0
Municipal Schools Fund	Police Officers (SRO)	(5.0)
Fire	Fire Fighter	(2.0)
	Paramedic Fire Fighter	(1.0)
	EMS Coordinator	(1.0)
Ambulance	Fire Fighter	6.0
	Paramedic Fire Fighter	6.0
	EMS Coordinator	1.0
Fleet Services	Inventory Clerk	(1.0)
	Warehouse Supervisor	(1.0)
Sanitation	Community Services Coordinator	0.5

GENERAL GOVERNMENT FY14 BUDGET

The following section presents the operating budget for all General Government cost centers. Total operating expenditures for the four major categories within this classification are summarized below:





Aldermen

Mission To represent all the citizens of Germantown; to legally, ethically and morally uphold the duties and responsibilities of the City of Germantown; and to support the City's charter.

The legislative and policy making body of the City is the five Aldermen, elected for four-year overlapping terms. Their responsibility is representing the citizens of the community through the establishment of policies. These policies may take the form of resolutions or ordinances that establish the laws, proceedings and City service levels for the community. Compensation for their services is the major cost item in this activity. Also included are educational and meeting appropriations to provide for participation in the National League of Cities and the Tennessee Municipal League.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 84,650	126,612	126,540	1,850	1.46%	128,390
Communication	11,982	14,200	14,200	(3,400)	-23.94%	10,800
Professional Fees	69,967	65,000	75,208	(35,208)	-46.81%	40,000
Supplies	12,262	25,500	25,500	25,000	98.04%	50,500
TOTAL	\$ 178,861	231,312	241,448	(11,758)	-4.87%	229,690

Budget Payroll Summary

	FY12 Actual		FY13 Estimate		FY14 Budget
Other Compensation	5.0	60,229	5.0	60,000	5.0 60,000
Fringe Benefits		24,421		66,540	68,390
DEPARTMENT TOTAL	5.0	\$ 84,650	5.0	126,540	5.0 128,390

Categories

Personnel - \$128,390 This category includes funding for the per diem of the City's five Aldermen and their related payroll expenditures. On January 1, 2009, the per diem increased to \$1,000 for each Alderman per month as per Ordinance No. 2006-5. In addition, this classification provides funding for the Aldermen's participation in the National League of Cities conference and other appropriate educational training programs.

Communications - \$10,800 This category includes the Aldermen's dues and subscriptions in the Tennessee Municipal League and the National League of Cities.

GENERAL FUND

Aldermen

Professional Fees - \$40,000 This category covers funding for lobbying services at the state level and miscellaneous consulting services.

Supplies - \$50,500 This category covers funding for the City's Annual Commission Appreciation Reception, Principals' Luncheon, and recognition items.

Performance Measures

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measurement Type: Effectiveness					
Measure: % of Commission Turnover Rate	25%	30%	25%	28%	25%

Court

Mission Provide for the orderly, efficient and responsive disposition of all clerical and administrative matters for Municipal Court.

Under Finance, the Court Clerk's Office creates and maintains all dockets and documents pertaining to Court; collects and accounts for all fines, costs, forfeitures, fees, bonds and taxes; reports and distributes funds to City, County and State agencies on a monthly basis; issues subpoenas and garnishments; documents warrants, jail sentencing logs and writs; transfers appeals and submits bindovers to the appropriate courts; schedules community service; maintains juvenile traffic school files; maintains the probation for juvenile offenders in the First Offenders Program and performs secretarial functions for prosecutors and judges.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 527,993	595,172	603,343	5,049	0.84%	608,392
Communication	1,265	4,000	625	1,175	188.00%	1,800
Professional Fees	13,755	17,500	11,100	2,400	21.62%	13,500
Other Maintenance	-	-	-	-	-	-
Supplies	4,706	6,500	12,265	(5,665)	-46.19%	6,600
Rent	3,664	6,000	3,400	2,600	76.47%	6,000
Allocations	2,975	3,300	2,700	300	11.11%	3,000
Utilities	20,836	23,057	20,177	1,880	9.32%	22,057
TOTAL	\$ 575,194	655,529	653,610	7,739	1.18%	661,349

Budget Payroll Summary

	FY12 Actual		FY13 Estimate		FY14 Budget	
Exempt Salaries	1.0	\$ 69,650	1.0	58,995	1.0	60,671
Non-Exempt Wages	6.0	150,731	6.3	180,690	6.3	183,192
Other Compensation	6.0	146,930	6.0	135,000	6.0	135,000
Fringe Benefits		154,938		221,503		223,029
Other Personnel		5,744		7,155		6,500
DEPARTMENT TOTAL	7.0	\$ 527,993	7.3	603,343	7.3	608,392

Categories

Personnel - \$608,392 This category funds salaries, wages, and benefits for a court clerk, lead deputy court clerk, deputy court clerks one intern. This category also includes necessary overtime. In addition, this category includes FICA, group insurance, retirement, OPEB, and workers' compensation.

Additionally, included in this category are per diem expenses for judges who alternate 76 court sessions and prosecutors working weekly Wednesday night court sessions and bi-weekly Thursday night sessions. Besides holding court, judges are available 24 hours a day to sign warrants, set bonds or preside over non-scheduled court hearings. Prosecutors, in addition to attending court, receive phone calls in their private law offices regarding court related matters and require time to prepare for trials. Per diems are budgeted as follows: city judges at \$2,500 per month each, the chief prosecutor at \$1,500 per month and assistant prosecutors at \$1,000 per month.

GENERAL FUND

Court

Communications - \$1,800 This category funds the required current edition of the Tennessee Code Annotated, Tennessee Rules of Court and Attorney General Opinions. Codebooks and supplements are kept current in the court library. Also, a partial set of T.C.A. is kept in the prosecutors' office for court use on Wednesday and Thursday night sessions.

Professional Fees - \$13,500 This category includes three major funding items: legal fees associated with appeal cases; legal fees for unscheduled court sessions to handle the jail cases and fees for Spanish interpreting services.

Supplies - \$6,600 This category covers the cost for necessary office supplies utilized by the court: printed forms, warrants, subpoenas, receipt books, binders, tapes, special file supplies, vouchers and other office supplies. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$6,000 This category includes rental costs associated with the copy machine. In addition, this line includes the cost of building rent for the storage of court documents.

Allocation - \$3,000 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$22,057 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Days to process warrants and signatred	3	2	3	2	2

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Maintain <10% avg OT hours/not# cases on docket	<10%	6%	<8%	6%	<8%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Maintain 70% collection rate on AE tickets	> 70 %	100%	>75%	0%	>75%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Input	Goal	Actual	Goal	Actual	Goal
Measure: Pieces of mail processed daily by customer service	>100	100	100	100	100

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Input	Goal	Actual	Goal	Actual	Goal
Measure: Number of warrants served	n/a	n/a	15	27	15

Administration

Mission

The Administration cost center represents the executive function of the City. The Mayor, as executive officer of the City, is responsible for the establishment and implementation of citywide policies. Legal services are provided to the City on a contractual basis through a part-time city attorney and part-time attorneys assigned to the Planning Commission, the Board of Zoning Appeals and the Design Review Commission. In addition, Administration is responsible for overseeing the agreement with Germantown Community Television Foundation and Germantown Community Theater.

Administration staff is provided for numerous citizen advisory groups including the Education Commission, Senior Citizens' Advisory Commission, Library Commission, and other special focus groups created during the year to assist the administration in clarifying policy initiatives for the Board of Mayor and Aldermen (BMA).

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Ant. Chg.	% Chg.	Budget FY14
Personnel	\$ 645,313	826,071	675,023	(35,642)	-5.28%	639,381
Communication	95,110	150,995	139,031	(35,981)	-25.88%	103,050
Professional Fees	362,510	192,000	330,070	(108,070)	-32.74%	222,000
Other Maintenance	4,158	4,700	9,066	-	0.00%	9,066
Supplies	28,673	34,900	21,700	100	0.46%	21,800
Rent	1,606	3,762	4,175	-	0.00%	4,175
Allocations	42,977	47,475	39,892	3,664	9.18%	43,556
Capital Outlay	26,890	-	-	-	-	-
Utilities	59,692	58,669	58,669	-	0.00%	58,669
Grants	544,656	362,995	259,895	(205,695)	-79.15%	54,200
TOTAL	\$ 1,811,585	1,681,567	1,537,521	(381,624)	-24.82%	1,155,897
Expense Reimbursement	\$ (36,911)	(41,330)	(41,330)	925	-2.24%	(40,405)

Budget Payroll Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Exempt Salaries	3.0 \$ 281,557	3.0 312,401	2.0 286,516
Non-Exempt Wages	3.0 155,365	2.5 127,517	2.5 126,752
Other Compensation	28,221	29,593	29,600
Fringe Benefits	178,905	202,430	193,109
Other Personnel	1,265	3,082	3,404
DEPARTMENT TOTAL	6.0 \$ 645,313	5.5 675,023	4.5 639,381

GENERAL FUND

Administration

Categories

Personnel - \$639,381 This category includes staffing funds for the mayor, city administrator, assistant to the city administrator, executive assistant, and city clerk/recorder. Ordinance number 2006-5 adjusted the Mayor's per diem effective January 1, 2009 from \$1,000 a month to \$2,000. Additionally, included is the monthly per diem for the city attorney and attorneys for the Planning Commission, Board of Zoning Appeals and the Design Review Commission.

Communications - \$103,050 This category includes publication of public meeting and hearing notices, various City receptions, membership and meeting costs for professional organizations such as the International City Manager's Association and Tennessee City Manager's Association.

Professional Fees - \$222,000 This category includes professional consulting related to team building, leadership training and legal services provided under contract by the city attorney.

Other Maintenance - \$9,066 This category funds maintenance for office equipment including facsimile equipment, tape recorders, copier and mobile radios used by the city administrator.

Supplies - \$21,800 This category includes supplies to fund special requisitions through the department, as well as general office supplies. Examples include audiotapes, report printing and binding and the City newsletter.

Rent - \$4,175 This category includes rental costs associated with the copy machine and Comcast monthly service fees.

Allocation - \$43,556 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance and vehicle maintenance.

Utilities - \$58,669 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Grants - \$54,200 This category includes funds budgeted for the following organizations:

Arts Alliance	40,000
Project Graduation	4,500
Miscellaneous/Gym Rental	5,500
Battle of the Brains	1,650
Senior Expo Rental	1,000
Business Expo Rental	1,000
Education Commission Grant	550

Performance Measures

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Citizen Satisfaction Rating	80%	90%	80%	91%	80%

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: City government's effort to seek citizen input	n/a	71%	75%	76%	75%

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: % Increase of Website Visitors over previous fiscal year	10%	14%	7%	6%	7%

GENERAL FUND

Administration

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: % Increase of Open City Hall visitors over previous fiscal year	n/a	n/a	50%	39%	50%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Education Foundation - % of Matching Dollars for Schools	50%	0%	50%	0%	50%

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: % Increase of employee participation in Ethics Quality Circle	n/a	n/a	5%	2%	5%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: % of Achieving Objectives of Focus Areas and Business Plans	100%	100%	100%	100%	100%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Number of Administration documented process completed	n/a	n/a	20	13	20

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Number of processes reviewed by Six Sigma Team city-wide	n/a	n/a	20.00	33.00	20

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: % of Agenda Sheets Completed on Time	100%	76%	100%	74%	100%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Remain within Administration budget	Yes	Yes	Yes	Yes	Yes



Human Resources

Mission

To design and administer programs that attract, retain, develop and motivate highly skilled employees who are committed to the accomplishment of City goals, and provide professional and safe working conditions for all City employees.

The Human Resources Department posts job openings, conducts interviews, processes new employees, develops and formalizes personnel policies, conducts new employee orientation, sets the strategy for employee development, administers payroll and benefits and provides employee relations management.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 612,908	564,523	556,289	19,624	3.53%	575,913
Communication	18,588	35,500	50,200	(14,050)	-27.99%	36,150
Professional Fees	64,592	73,000	51,900	(29,900)	-57.61%	22,000
Other Maintenance	139	200	-	300	100%	300
Supplies	18,240	9,000	6,823	2,177	31.91%	9,000
Rent	601	3,133	1,000	-	0.00%	1,000
Allocations	3,812	4,300	3,500	400	11.43%	3,900
Utilities	7,950	8,108	8,065	163	2.02%	8,228
TOTAL	\$ 726,830	697,764	677,777	(21,286)	-3.14%	656,491
Expense Reimbursement	\$ (45,317)	(43,387)	(43,387)	(2,751)	6.34%	(46,138)

Budget Payroll Summary

	FY12 Actual		FY13 Estimate		FY14 Budget	
Exempt Salaries	4.0	\$ 329,952	4.0	303,795	4.0	319,176
Non-Exempt Wages	2.0	66,386	2.0	68,017	2.0	75,853
Other Compensation		-		600		-
Fringe Benefits		196,102		177,132		170,649
Other Personnel		20,468		6,745		10,235
DEPARTMENT TOTAL	6.0	\$ 612,908	6.0	556,289	6.0	575,913

Categories

Personnel - \$575,913 This category includes sufficient funds to staff the following positions: human resources director, human resources coordinator, payroll technician, compensation administrator, benefits administrator and safety coordinator.

Communications - \$36,150 This category funds the City's employee recognition program, subscriptions to Mid-South Compensation organization and training meetings and seminars held by professional organizations.

GENERAL FUND

Human Resources

Professional Fees - \$22,000 This category funds the cost of the employee fitness program, new employee physicals, Fire Department HazMat physicals and expenses from employee training, background checks, the employee survey and the Federal Privacy Act requirements.

Other Maintenance - \$300 This category includes funds for the maintenance of the department's office equipment.

Supplies - \$9,000 This category includes funds for specialized supply requisitions and materials, and book printing.

Rent - \$1,000 This category includes rental costs associated with the copy machine and offsite storage of personnel records.

Allocation - \$3,900 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$8,228 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measurement Type: Productivity					
Measure: Turnover Rates - Total	3.50%	2.00%	3.50%	1.00%	3.50%
- Non-Public Safety, excluding IT	6.00%	3.00%	4.50%	2.00%	4.50%
- Public Safety	2.00%	1.00%	2.00%	1.00%	2.00%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measurement Type: Efficiency					
Measure: Sick Leave Hours Used per 1,000 Hours Worked	25.00	24.00	26.00	21.00	26.00

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measurement Type: Productivity					
Measure: Number of days lost to Injury per FTE	0.31	0.33	0.3	0.20	0.30

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measurement Type: Efficiency					
Measure: Average # of days to process a medical claim	14	10	12	12	12

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measurement Type: Efficiency					
Measure: # of Employee Grievances and Appeals per 100 Employees	0.75	N/A	0.75	1.92	0.75

Information Technology

Mission

Provide employees and citizens with high-quality, cost-effective, timely and accurate information by maintaining and supporting the information technology systems used by City employees.

Information Technology (IT) purchases, maintains, supports and enhances the City's computer and technology related systems, including hardware, software, operating systems, telephones, voice and radio communications equipment and the local and wide area networks. The staff maintains the integrity of the computer systems. IT also serves as a technical consultant to the City. IT strives to integrate all of the City's information systems, thus establishing an enterprise-wide system. Standardizing and streamlining City processes results in reduced risks and costs. In addition, Geographical Information Systems (GIS) are provided for all city departments. Staffing oversight is provided to the Telecommunication Commission.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 464,462	512,959	537,381	(2,682)	-0.50%	534,699
Communication	1,204	5,270	1,870	4,000	213.90%	5,870
Professional Fees	93,084	112,530	161,630	(37,500)	-23.20%	124,130
Insurance	5,043	-	4,155	(4,155)	-100.00%	-
Other Maintenance	470,098	603,874	681,100	(45,050)	-6.61%	636,050
Supplies	65,888	93,200	107,450	13,050	12.15%	120,500
Rent	-	2,000	2,000	-	0.00%	2,000
Allocations	2,603	3,000	2,750	250	9.09%	3,000
Capital Outlay	18,314	50,000	44,277	59,723	134.88%	104,000
Utilities	14,309	15,950	52,895	23,355	44.15%	76,250
TOTAL	\$ 1,135,005	1,398,783	1,595,508	10,991	0.69%	1,606,499
Expense Reimbursement	\$ (35,024)	(58,863)	(58,863)	(22,097)	37.54%	(80,960)

Budget Payroll Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Exempt Salaries	3.0 \$ 273,328	4.0 325,192	4.0 333,409
Non-Exempt Wages	1.0 40,383	1.0 42,000	1.0 43,193
Other Compensation	-	65	-
Fringe Benefits	150,751	165,624	153,597
DEPARTMENT TOTAL	4.0 \$ 464,462	5.0 537,381	5.0 534,699

GENERAL FUND

Information Technology

Categories

Personnel - \$534,699 This category includes salaries, benefits and education expenses for the information technology director, network/communication analysts, a technical services coordinator and computer support specialist.

Communications - \$5,870 This category includes publications and subscription costs for professional periodicals as well as funds for travel to local and national conferences and seminars.

Professional Fees - \$124,430 This category includes software expenses, costs for outside vendor services, support trouble calls, annual and monthly fees, license fees, service and support fees, and expenses related to the purchase of the tax rolls from Shelby County.

Other Maintenance - \$636,050 This category includes maintenance charges for all computer equipment, and production of related equipment.

Supplies - \$120,500 This category includes all continuous forms. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$2,000 This category includes rental costs associated with the annual maintenance contract on one color copier.

Allocation - \$3,000 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Capital Outlay - \$104,000 This category funds IRP projects, which includes the purchase of computers and software.

Utilities - \$76,250 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic Sustainability Measurement Type: Efficiency	FY12		FY13		FY14
	Goal	Estimate	Goal	Actual	Goal
IT Expenditures as total operating expenditures	1.29%	3.04%	3.19%	3.97%	3.19%

Triple Bottom Line Focus Area: Social Sustainability Measurement Type: Efficiency	FY12		FY13		FY14
	Goal	Estimate	Goal	Actual	Goal
IT Radio system problem resolution % corrected within 24 hours	100.00%	100.00%	100.00%	100.00%	100.00%

Germantown Performing Arts Centre

Mission

Foster quality performances and educational opportunities; encourage artistic expression and establish lasting relationships between the community and all the arts.

The Germantown Performing Arts Centre (GPAC) provides a variety of performing and visual arts. GPAC opened on November 19, 1994, with a gala concert by the blues singer Ray Charles. Since then, GPAC has provided the community with performers such as Itzhak Perlman, Yo-Yo Ma, the New York City Opera, the Boston Pops, Dave Brubeck and the Alvin Ailey American Dance Theatre. Additionally, GPAC provides a diverse popular series, offering entertainers such as Bob Newhart, Emmylou Harris and the Capital Steps.

Youth education is important in GPAC's mission and offers several programs offering performing art programs to youth. The *Peanut Butter & Jam* program consists of 20 classical music concerts for three to six-year-old children. The sessions are held on GPAC's main stage and introduce the children to string, woodwind and brass instruments as well as basic classical composition. GPAC also offers instruction at string classes servicing over 150 area students, as well as a youth orchestra.

GPAC salaries and all other operating costs associated with the building, including debt service, are paid out of the General Fund. The artistic season at GPAC is the responsibility of the Germantown Performing Arts Centre Foundation Board. All ticket sales, sponsorships, grants and individual contributions support artist fees and ancillary costs such as marketing, public relations and accommodations through the Foundation.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 828,525	847,307	847,413	72,705	8.58%	920,118
Communication	9,142	12,430	12,430	(3,130)	-25.18%	9,300
Professional Fees	20,000	-	-	-	-	-
Insurance	1,903	4,500	4,500	-	0.00%	4,500
Other Maintenance	51,200	21,300	21,300	(10,500)	-49.30%	10,800
Supplies	16,823	23,100	20,900	(3,800)	-18.18%	17,100
Rent	1,442	3,500	3,500	-	0.00%	3,500
Allocations	21,347	25,975	22,290	1,674	7.51%	23,964
Capital Outlay	9,553	-	-	10,000	100%	10,000
Utilities	112,420	109,225	104,785	4,440	4.24%	109,225
TOTAL	\$ 1,072,355	1,047,336	1,037,118	71,389	6.88%	1,108,507

Budget Payroll Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Exempt Salaries	5.0 \$ 388,166	5.0 388,635	6.0 449,916
Non-Exempt Wages	6.5 206,441	8.5 227,395	8.5 218,667
Other Compensation	7,585	7,000	7,000
Fringe Benefits	225,984	221,383	239,854
Other Personnel	2,306	4,680	4,680
DEPARTMENT TOTAL	11.5 \$ 830,482	13.5 849,093	14.5 920,118

GENERAL FUND

GPAC

Categories

Personnel - \$920,118 This category contains sufficient funds to staff the department, including the executive director, facility services coordinator, GPAC development director, director of marketing and public relations, box office manager, technical director, sales and scheduling specialist, education outreach coordinator, theatre operations director, box office assistants, and theatre technical assistants and part-time hourly positions, which are hired as needed for box office and technical support.

Communications - \$9,300 This category includes dues and subscriptions to professional journals and meetings.

Insurance - \$4,500 This category includes the department's share of deductibles associated with workers' compensation claims, and personal and private property claims. Also included in this category is the City's deductible on all the City's uninsured vehicle claims.

Other Maintenance - \$10,800 This category includes funding for contracts, including the security system and elevator maintenance and other general building maintenance expenses.

Supplies - \$17,100 This category includes program printing for presentations, general office supplies, theatre supplies, ticket stock and in-house publications. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$3,500 This category includes rental costs associated with the copy machine.

Allocation - \$23,964 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Capital Outlay - \$10,000 This category represents costs associated with a man lift for department operations.

Utilities - \$109,225 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Measurement Type: Productivity	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: Total \$ amount of contributions meet or exceed projection	100%	100%	90-100%	100%	90-100%

Triple Bottom Line Focus Area: Social Measurement Type: Effectiveness	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: % of performances that meet or exceed attendance projections	85%	93%	85%	90%	85%

Triple Bottom Line Focus Area: Economic Measurement Type: Effectiveness	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: % of performances that meet or exceed revenue projections	85%	87%	85%	88%	85%

Triple Bottom Line Focus Area: Economic Measurement Type: Productivity	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: % of Retention rate of donors who contribute \$1K/3 years	85%	100%	85%	90%	85%

Triple Bottom Line Focus Area: Economic Measurement Type: Effectiveness	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: Reach 30 Presenter Circle members per year	30	13	30	10	30

Triple Bottom Line Focus Area: Social Measurement Type: Effectiveness	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: % of participant increase on social media sites	25%	n/a	25%	-	25%

Triple Bottom Line Focus Area: Social Measurement Type: Effectiveness	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: % of Patron satisfaction rating of major season genre	85%	93%	85%	87%	85%

Finance

Mission

To manage the financial affairs of the City through successful collection and disbursement of revenues and expenditures; to accurately record and report all financial transactions while maintaining superior standards; to uphold the laws and ordinances of the City and State; to establish sound fiscal, and business policies and practices; and to maintain the triple-A credit ratings.

Financial Services includes three areas: Accounting, Treasury, and City Court. Financial Services manages all of the City's fiscal affairs; supports the operating departments with accounting, financial reporting, and administrative services; manages all City investments; obtains debt financing for capital projects; collects taxes, utility billings and other revenues; financial reporting, and capital asset control; and conducts internal auditing of procedures and operations. In addition, the Financial Services area oversees the management of the City's main reception and information center. Staffing oversight is provided to the Financial Advisory Commission, the Audit Commission, Retirement Plan Advisory Commission and Other Postemployment Benefits Commission.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Personnel	\$ 1,164,798	1,177,905	1,157,225	(507,383)	-43.84%	649,842
Communication	53,378	68,205	68,243	(60,863)	-89.19%	7,380
Professional Fees	182,013	153,000	184,000	2,000	1.09%	186,000
Other Maintenance	799	1,000	1,025	(525)	-51.22%	500
Supplies	48,796	40,575	41,425	(27,225)	-65.72%	14,200
Rent	6,418	9,700	11,659	(4,059)	-34.81%	7,600
Allocations	33,044	30,570	24,675	(55)	-0.22%	24,620
Capital Outlay	-	25,000	20,388	(20,388)	-100.00%	-
Utilities	25,446	27,230	23,720	(5,357)	-22.59%	18,363
TOTAL	\$ 1,514,692	1,533,185	1,532,360	(623,855)	-40.71%	908,505
Expense Reimbursement	\$ (160,240)	\$ (170,205)	\$ (170,205)	34,021	-19.99%	(136,184)

Budget Payroll Summary

	<u>FY12 Actual</u>	<u>FY13 Estimate</u>	<u>FY14 Budget</u>
Exempt Salaries	6.0	\$ 447,709	6.0
Non-Exempt Wages	9.50	327,637	10.5
Other Compensation		1,351	3,000
Fringe Benefits		374,978	384,788
Other Personnel		13,123	7,011
DEPARTMENT TOTAL	15.50	\$ 1,164,798	16.5

GENERAL FUND

Finance

Categories

Personnel - \$649,842 This category includes salaries, wages, and benefits for the finance director, accounting manager, senior accounting clerks, accountant, general clerks, property and business tax specialist, part-time general clerk and customer service clerk.

Communications - \$7,380 This category covers dues for professional organizations and subscriptions to various publications.

Professional Fees - \$186,000 This category includes contract services for temporary word processing and other clerical personnel on an as needed basis. \$75,000 is budgeted for the fifth year of a multi-year contract for the City's audit engagement and CAFR preparation. The category includes the City's portion of the continuous cycle reappraisal cost. This category also includes funds for the monthly consultation on debt financing, under a retainer agreement with the City's financial advisor, Public Financial Management, Inc.

Other Maintenance - \$500 This category funds copier maintenance and other smaller office machines. Computer, telephone and related equipment maintenance are accounted for in the *Information Technology* cost center.

Supplies - \$14,200 This category covers the expense for all the City's general office supplies. Only specialized forms and document printing are charged to other departments. Special mailings and printing are charged to other departments. Also included in this category are non-capital assets ranging in value between \$500 and \$4,999.

Rent - \$7,600 This category includes rental payments for the copy machines and an off-site storage facility to store permanent records.

Allocation - \$24,620 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$18,363 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Invoices Processed	14,768	14,664	14,700	16,588	14,700

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Collection as % billed (Utilities)	95%	93%	95%	94%	95%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Collection as % billed (Property Tax)	97%	98%	97%	98%	97%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Collection as % billed (Municipal Court)	50%	64%	70%	57%	70%

Procurement

Mission

To procure the highest quality and quantity of supplies, materials, equipment and contractual services with the least expense; to manage contract activities to assure contractual agreements are carried out according to specifications, budgets and schedules; asset/surplus property disposal; direct and control warehouse activities including maintaining inventory of supplies; and coordinate and oversee claims, administer risk management and loss prevention programs.

Procurement includes three areas: Purchasing, Risk Management, and Warehouse. Procurement administers all contracts, provides centralized purchasing, courier services, insurance and risk management and inventory.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ -	-	-	575,478	100%	575,478
Communication	-	-	-	58,370	100%	58,370
Professional Fees	-	-	-	5,000	100%	5,000
Other Maintenance	-	-	-	1,000	100%	1,000
Supplies	-	-	-	27,100	100%	27,100
Rent	-	-	-	4,700	100%	4,700
Allocations	-	-	-	7,970	100%	7,970
Capital Outlay	-	-	-	-	-	-
Utilities	-	-	-	9,195	100%	9,195
TOTAL	\$ -	-	-	688,813	100%	688,813
Expense Reimbursement	\$ -	\$ -	\$ -	(75,168)	-	(75,168)

Budget Payroll Summary

	FY12 Actual		FY13 Estimate		FY14 Budget
Exempt Salaries	0.0	\$ -	0.0	-	3.0
Non-Exempt Wages	0.00	-	0.0	-	4.5
Other Compensation		-		-	-
Fringe Benefits		-		-	187,550
Other Personnel		-		-	2,872
DEPARTMENT TOTAL	0.00	\$ -	0.0	-	7.5

GENERAL FUND

Procurement

- Categories
- Personnel - \$575,478 This category includes salaries, wages, and benefits for the procurement director, warehouse supervisor, procurement specialists, assistant procurement director, procurement assistant, part-time administrative assistant and inventory clerk.
 - Communications - \$58,370 This category covers dues for professional organizations and subscriptions to various publications, the expenses of the City's postage expense except Cultural Arts and Utilities, and publications of legal notices for bids.
 - Professional Fees - \$5,000 This category includes costs associated with procurement card fees.
 - Other Maintenance - \$1,000 This category funds maintenance charges for postage and binder machines.
 - Supplies - \$27,100 This category covers the expense for general office supplies. Also included in this category are non-capital assets ranging in value between \$500 and \$4,999.
 - Rent - \$4,700 This category includes rental payments for the copy machines and postage meter register.
 - Allocation - \$7,970 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.
 - Utilities - \$9,195 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Allocated Expenses

Mission This cost center was used in the past to distribute shared costs of telephone, gas and electric, radio maintenance, gasoline, and uniform expenses to all funds, departments and cost centers. However, beginning in FY93, all shared costs, except insurance, were budgeted and tracked by each fund, department and cost center. This decision to decentralize budgeting and control was made in order to establish more accountability at the departmental level. Department managers receive, on a monthly basis, actual expenses for all of the above items, allowing for more cost control and better management of important resource dollars.

Insurance is the only shared cost that remains in this cost center. Since insurance-related costs are bid out in one contract, it was unrealistic to allocate this one remaining cost to each fund, department, and cost center.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Allocations	\$ (661,964)	(752,300)	(528,000)	(94,566)	17.91%	(622,566)
Insurance	661,964	752,300	528,000	94,566	17.91%	622,566
TOTAL	<u>\$ -</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Categories Allocations – (\$622,566) This category represents the allocation of the costs to individual funds, departments and cost centers; thus this cost center has a net cost of zero.

Insurance - \$622,566 This category includes: property insurance coverage (\$222,000) that is on an All Risk form, vehicle insurance (\$96,000), casualty or liability coverage (\$232,566) designed to match minimum state tort limits, uninsured losses insurance (\$10,000) to pay the deductibles for vehicle maintenance and administration, liability deductible (\$12,000), and workers compensation deductible (\$50,000).



General Debt

The General Debt Service cost center accounts for the principal and interest payments on: \$9.7 million Series 2005 General Obligation bonds, \$5.6 million Series 2006 General Obligation bonds, \$9.6 million Series 2009 General Obligation bonds and \$6.0 million Series 2011 General Obligation bonds. In FY10 \$9.635 million of G.O. debt was issued. Of this amount \$6.0 million was new debt and \$3.635 million was the refunding of Bond Series 2000 and 2002. In FY12 \$6.025 million of G.O. debt was issued. The General Fund revenues of the City fund this cost center.

The long-range projections are based on the City's Long-Range Strategic Plan approved by the BMA in FY06 and include one projected future issue over the next five years totaling \$8.47 million. This issue also includes \$5.57 million in refunded money for the Series 2005. The outstanding balance of General Obligation Debt at July 1, 2013 is \$17,305,000. During the year, principal of \$2,620,000 and interest of \$697,954 will be paid. The balance of existing debt remaining at June 30, 2014 will be \$14,685,000.

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Debt Service	\$ 3,062,275	3,374,248	3,134,248	295,744	9.44%	3,429,992
Agency Fees	1,250	1,500	1,500	-	0.00%	1,500
TOTAL	<u>\$ 3,063,525</u>	<u>3,375,748</u>	<u>3,135,748</u>	<u>295,744</u>	<u>9.43%</u>	<u>3,431,492</u>
<u>Security</u>	Balance 7/1/2013	Principal Payment	Balance 6/30/2014	Interest Expense		
Existing:						
Series 2005 Bonds	\$ 790,000	790,000	-	171,155		
Series 2006 Bonds	2,980,000	735,000	2,245,000	104,500		
Series 2009 Bonds	7,750,000	850,000	6,900,000	277,574		
Series 2011 Bonds	5,785,000	245,000	5,540,000	144,725		
Total FY13 Debt	<u>\$ 17,305,000</u>	<u>2,620,000</u>	<u>14,685,000</u>	<u>697,954</u>		
	Existing Principal	Existing Interest	Future Principal	Future Interest		
FY14	\$ -	-	-	112,039		
FY15	1,485,000	466,549	900,000	292,000		
FY16	1,240,000	422,199	910,000	273,900		
FY17	1,275,000	382,349	925,000	250,925		
FY18	925,000	347,824	955,000	222,725		
Thereafter	9,760,000	2,083,199	4,780,000	1,544,900		
Total Debt Service	<u>\$ 14,685,000</u>	<u>3,702,119</u>	<u>8,470,000</u>	<u>2,696,489</u>		

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Debt Service	\$ 3,062,275	3,374,248	3,134,248	295,744	9.44%	3,429,992
Agency Fees	1,250	1,500	1,500	-	0.00%	1,500
TOTAL	<u>\$ 3,063,525</u>	<u>3,375,748</u>	<u>3,135,748</u>	<u>295,744</u>	<u>9.43%</u>	<u>3,431,492</u>

Categories

Debt Service - \$3,429,992 This category includes principal payments on the Series 2005 Bonds, the Series 2006 Bonds, the Series 2009 Bonds and the Series 2011 Bonds. Utility debt service is accounted for in a separate cost center in the Utility Fund.

Agency Fees - \$1,500 This category covers fees paid to paying agents for the various bond issues.



Economic and Community Development

Mission

To provide residents a strategically planned, well-designed, well-constructed community and to provide an attractive community through public education and enforcement of the City's various Codes and Ordinances.

This department, comprised of the Planning Division, Engineering Division and the Neighborhood Services Division, provides professional and technical services in the fields of civil engineering, traffic engineering, planning, land use and control, zoning and subdivision regulations, ordinances, construction inspection of public improvements, floodplain management, sign ordinance administration, code enforcement, neighborhood information, public relations and oversight of the Sanitation Fund.

This department provides staffing functions for the Planning Commission, Design Review Commission, Board of Zoning Appeals, Council of Neighborhood Associations (CONA), Telecommunications Commission, Youth Commission, Education Commission Economic Development Commission and the Environmental Commission.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 1,592,789	1,692,014	1,640,345	38,735	2.36%	1,679,080
Communication	13,945	27,779	24,800	(6,188)	-24.95%	18,612
Professional Fees	45,964	20,000	107,967	104,233	96.54%	212,200
Insurance	23,100	-	-	-	-	-
Other Maintenance	54,773	63,500	63,500	8,500	13.39%	72,000
Supplies	42,117	41,860	38,684	(5,969)	-15.43%	32,715
Rent	6,212	24,300	24,300	-	0.00%	24,300
Allocations	44,251	48,562	34,812	1,305	3.75%	36,117
Capital Outlay	70,022	-	3,192	(3,192)	-100.00%	-
Utilities	47,835	43,380	40,255	6,325	15.71%	46,580
Grants	16,850	19,825	21,196	(3,871)	-18.26%	17,325
TOTAL	\$ 1,957,858	1,981,220	1,999,051	139,878	7.00%	2,138,929
Expense Reimbursement	\$ (72,812)	(80,690)	(80,690)	10,181	-12.62%	(70,509)

Budget Payroll Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Exempt Salaries	11.8 \$ 729,772	11.0 732,166	9.5 722,054
Non-Exempt Wages	8.7 335,200	9.0 362,008	9.0 436,112
Other Compensation	12,206	-	-
Fringe Benefits	510,037	539,421	513,614
Other Personnel	5,574	6,750	7,300
DEPARTMENT TOTAL	20.5 \$ 1,592,789	20.0 1,640,345	18.5 1,679,080

GENERAL FUND

Economic and Community Development

Categories

Personnel - \$1,679,080 This category includes salaries, wages, and benefits for the economic and community services director, city engineer, assistant city engineer, plans manager, chief planner, chief constructor inspector, planner, neighborhood services manager, neighborhood coordinator, community services coordinator, senior construction inspectors, construction inspector, administrative assistants, sr. administrative assistant and senior code compliance officers.

The personnel category also includes overtime wages for attendance of the administrative secretary and other non-supervisory personnel at Planning Commission, Design Review Commission, Board of Zoning Appeals meetings and employee education expenses.

Communications - \$18,612 This category is comprised of items that enhance the department's efficiency and effectiveness through continual contact with current issues and techniques, including dues and subscriptions to professional engineering societies, meetings and training sessions at one national and one regional or local professional seminar and the publication of commission meetings as required by State law.

Professional Fees - \$212,200 This category consists of funds to cover appraisal fees associated with capital projects. In addition, this category consists of funds to cover engineering surveys, design and traffic studies that arise during the year, but cannot be handled in-house due to time constraints or requirement of special skills. Also included are funds for special planning services or engineering services not allocated to specific capital improvements through the use of private consulting firms. Additionally, funds are provided for the National Pollution Discharge Elimination System program's intergovernmental agreement with Shelby County. Funds are also included for economic development.

Other Maintenance - \$72,000 This category funds the maintenance of equipment not covered by maintenance contracts, including personal computers, color monitors, printers, lettering machine and digital cameras. Also included in this amount is the sign replacement and maintenance budget, which includes upgrading traffic signals.

Supplies - \$32,715 This category includes supplies unique to the department, (e.g. supplies for the printing of area maps and drawings and small tools for surveys and other projects). Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$24,300 This category includes rental costs associated with the department's copy machine and color printer/copier.

Allocation - \$36,117 This category covers insurance and vehicle maintenance costs allocated to the department for its portion of the City's shared expenses.

Utilities - \$46,580 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Grants - \$17,325 This category includes funds budgeted for the following organizations:

Chamber Grant	\$12,750
Neighborhood Preservation Commission	1,500
Sidewalk sale, healthcare breakfast, Germantown Expo awards,	3,075
Business Expo	

GENERAL FUND

Economic and
Community Development

Performance Measures

Triple Bottom Line Focus Area: Environmental	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Actual number of administrative subdivision plans review	1	6	6	10	10

Triple Bottom Line Focus Area: Environmental	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Average number of calendar days per administrative sign review	2	3	3	3	3

Triple Bottom Line Focus Area: Environmental	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Actual number of administrative sign reviews	30	36	30	39	30



Budget and Performance

Mission

To provide stronger linkage and greater emphasis on fiscal and policy analysis in strengthening the City's ability to plan for the future; to ensure the City's continued fiscal health through financial analysis and forecasting; and to serve as a research resource for city management.

Under Administration, Budget and Performance centralizes the linkage of policy and resources. The Board of Mayor and Aldermen's Policy Agenda sets the tone, guide and direction for policy development, policy decisions and resource allocation. The division allows that agenda to directly relate and flow to resource allocation through the tools of performance management and budget. The division also serves as a resource for city management by providing independent policy and procedure analysis. As changes occur at the state and local levels, analysis is performed to assess the impact on the City of Germantown.

Budget and Performance's chief responsibility is developing, providing and monitoring the City's annual operating and capital budgets. The division is also responsible for performance measurement and reporting, the City's line item document, monthly and quarterly financial monitoring and reporting, fiscal forecasting and planning, financial analysis reports on projects, Capital Improvements Program tracking/reporting, policy analysis on programs and policy changes in addition to grant research and monitoring, and designing and conducting annual community surveys. The division also assists on budgetary expenditures, debt issuance, the City's Annual Reports, and other financial operation issues.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Personnel	\$ 259,295	249,347	230,718	14,917	6.47%	245,635
Communication	3,138	8,500	9,460	(1,210)	-12.79%	8,250
Professional Fees	15,000	-	-	-	-	-
Supplies	9,672	12,500	13,858	(6,708)	-48.41%	7,150
Allocations	465	500	450	50	11.11%	500
Utilities	4,353	4,625	4,337	288	6.64%	4,625
TOTAL	\$ 291,923	275,472	258,823	7,337	2.83%	266,160
Expense Reimbursement	\$ (15,885)	(18,940)	(18,940)	2,313	-12.21%	(16,627)

Budget Payroll Summary

	<u>FY12 Actual</u>	<u>FY13 Estimate</u>	<u>FY14 Budget</u>
Exempt Salaries	2.0 \$ 169,796	2.0 159,574	3.0 160,134
Non-Exempt Wages	0.0 -	0.0 -	0.0 -
Other Compensation	-	-	-
Fringe Benefits	75,412	70,208	76,597
Other Personnel	14,087	936	8,904
DEPARTMENT TOTAL	2.0 \$ 259,295	2.0 230,718	3.0 245,635

GENERAL FUND

Budget & Performance

Categories

Personnel - \$245,635 This category includes salaries, wages and benefits for sr. budget and performance analysts.

Communications - \$8,250 This category is comprised of items that enhance the division's efficiency and effectiveness through continual contact with current issues and techniques including dues and subscriptions to professional publications, meetings and training sessions at national, regional and local professional seminars.

Supplies - \$7,150 This category funds supplies unique to the division, including supplies for the printing of the City's financial documents.

Allocation - \$500 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$4,625 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic Sustainability Measurement Type: Efficiency	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: % of Budget Adjustments completed within one week*	85%	79%	85%	81%	85%

Triple Bottom Line Focus Area: Economic Sustainability Measurement Type: Efficiency	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: % of Agenda Budget Adjustments completed within four days of BMA approval	85%	88%	90%	87%	90%

*Within one allocation

Facility Services

Mission

Facility Services is responsible for the maintenance of all city buildings, equipment and plumbing, HVAC and electrical systems and for maximizing the life cycle of the facilities through daily janitorial maintenance plus programmed and preventative maintenance schedules. Under the General Services Division, Facility Services provides oversight of all City facilities and systems.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 754,279	659,476	677,824	213,798	31.54%	891,622
Communication	1,430	5,600	2,300	100	4.35%	2,400
Professional Fees	24,099	20,000	19,000	(9,000)	-47.37%	10,000
Contract Services	311,146	340,000	290,950	(50)	-0.02%	290,900
Insurance	(1,815)	2,000	4,232	(2,232)	-52.74%	2,000
Other Maintenance	248,771	260,200	260,200	-	0.00%	260,200
Supplies	85,070	79,100	82,120	2,080	2.53%	84,200
Rent	9,970	4,000	7,000	1,000	14.29%	8,000
Allocations	51,591	46,806	57,156	(2,751)	-4.81%	54,405
Capital Outlay	10,805	190,000	138,782	(113,782)	-81.99%	25,000
Utilities	4,488	5,542	4,642	900	19.39%	5,542
TOTAL	\$ 1,499,834	1,612,723	1,544,206	90,063	5.83%	1,634,270
Expense Reimbursement	\$ (183,529)	(190,620)	(132,109)	58,025	-43.92%	(74,084)

Budget Payroll Summary

	FY12 Actual		FY13 Estimate		FY14 Budget	
Exempt Salaries	1.0	\$ 94,449	1.0	86,769	2.0	178,146
Non-Exempt Wages	14.00	366,019	11.0	322,916	11.5	377,275
Other Compensation		31,865		28,600		20,000
Fringe Benefits		247,508		227,903		302,701
Other Personnel		14,438		11,636		13,500
DEPARTMENT TOTAL	15.00	\$ 754,279	12.0	677,824	13.5	891,622

Categories

Personnel - \$891,622 This category includes the salaries, wages and benefits for the general services director, facility maintenance supervisor, crew supervisor, senior building maintenance workers, building maintenance technicians, CIP manager, and a part-time administrative assistant. The personnel category also includes overtime wages for the Germantown Festival, Germantown Charity Horse Show, July Family Fourth, special functions, staff functions for employees and employee education.

Communications - \$2,400 This category covers the expenses associated with the Facility Services Department remaining up-to-date on current trends through publications and communications with selected specialists in the field.

GENERAL FUND

Facility Services

Professional Fees - \$10,000 This category provides funding for professional services for electrical, plumbing, mechanical and architectural.

Contract Services - \$290,000 This category covers the outside contract costs for the maintenance and repair of elevators, fire warning systems, fire protection systems, pest control and HVAC systems. This category also includes funding for an electrical contract and security alarm monitoring.

Insurance - \$2,000 This category includes the department's share of deductibles associated with workers' compensation claims.

Other Maintenance - \$260,200 This category funds maintenance for equipment used by Facility Services to service City buildings, maintenance parts and supplies for 33 City buildings (including 95 HVAC systems, 4 boilers, 28 air handler units and 177 electrical motors), 12 parks, 5 pavilions and related facilities.

Supplies - \$84,200 This category includes supplies used by staff to supply buildings including cleaning and paper supplies, gloves, hard hats, safety shoes and other miscellaneous supplies such as oxygen, potting soil and small tools used by staff. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$8,000 This category includes rental costs associated with a lift truck and equipment pertaining to the repair and maintenance of City facilities not owned by the City.

Allocation - \$54,405 This line item contains Facility Services' portion of the shared costs of all funds, departments, and cost centers, including insurance and vehicle maintenance.

Capital Outlay - \$25,000 This category provides funding is provided for an IRP project: Fire Station 3 Shower room.

Utilities - \$5,542 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: Custodial Expenditures per square foot for offices	\$1.33	\$1.14	\$1.33	\$1.30	\$1.33

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: Custodial Expenditures per sq ft for library/art	\$1.20	\$1.72	\$1.20	\$1.20	\$1.20

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: Custodial Expenditures per sq ft for rec/com center	\$1.91	\$2.58	\$1.91	\$1.86	\$1.91

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: Custodial Expenditures per sq ft for All Facilities	\$1.58	\$1.95	\$1.58	\$1.52	\$1.58

GENERAL FUND

Facility Services

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: Custodial Service Request	n/a	n/a	n/a	n/a	n/a

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: Customer Satisfaction	n/a	n/a	n/a	n/a	n/a

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: Repair Expenditure per square foot for offices	\$1.07	\$1.19	\$1.07	\$0.98	\$1.07

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: Repair Expenditure per square foot for All Facilities	\$1.63	\$1.91	\$1.63	\$1.30	\$1.63



Fleet Services

Mission To provide a fleet management program for the City of Germantown, this includes acquisition, maintenance, warehousing, safety and disposal of automobiles, trucks and equipment, plus supplies for fleet management.

Under the General Services Division, Fleet Services provides vehicle maintenance to city vehicles and various types of equipment (trucks, automobiles, fire trucks and engines, construction and street repair equipment and vehicles, emergency generators, etc.). Fleet Services also provides welding and fabrication services for all departments, fuel management, and equipment maintenance and safety training.

Budget Category Summary

<u>CATEGORY</u>	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 690,213	702,110	722,007	(120,408)	-16.68%	601,599
Communication	148	1,630	500	1,130	226.00%	1,630
Professional Fees	116	120	120	(120)	-100.00%	-
Other Maintenance	223,191	210,050	220,595	13,175	5.97%	233,770
Supplies	20,132	26,200	22,950	8,195	35.71%	31,145
Rent	1,127	1,650	1,700	-	0.00%	1,700
Allocations	(973,698)	(982,065)	(1,009,821)	96,545	-9.56%	(913,276)
Depreciation	30,413	31,000	33,647	-	0.00%	33,647
Utilities	8,360	9,305	8,302	1,483	17.86%	9,785
TOTAL	\$ 2	-	-	-	-	-
Capital Outlay	\$ 17,640	90,000	25,000	(25,000)	-100.00%	-

Budget Payroll Summary

	FY12 Actual		FY13 Estimate		FY14 Budget	
Exempt Salaries	2.0	\$ 131,756	2.0	128,576	1.0	86,637
Non-Exempt Wages	8.0	310,633	8.0	335,033	7.0	313,303
Other Compensation		942		1,000		1,000
Fringe Benefits		245,414		253,993		196,784
Other Personnel		1,468		3,405		3,875
DEPARTMENT TOTAL	10.0	\$ 690,213	10.0	722,007	8.0	601,599

INTERNAL SERVICE FUND

Fleet Services

Categories

Personnel - \$601,559 This category includes the salaries, wages, and benefits for a superintendent of fleet services, fleet services tech master, fleet services tech trainee, fleet shop foreman, fleet services technicians and small engine/tire mechanic.

Communication - \$1,630 This category provides funds for staff to attend meetings and/or conferences, which allows staff to remain current with new and more efficient ways of day-to-day job performance.

Other Maintenance - \$229,100 This category provides replacement and repair parts for items, such as lawn mowers, pumps and other small maintenance equipment repaired in-house, as well as specialized repairs beyond the technical ability of the shop. Replacement tires, vehicular internal and external cosmetic repairs, and emergency lighting are also included in this category.

Supplies - \$31,145 This category funds the purchase of acetylene, oxygen, and cleaning solvents, oil absorbing material and other various chemicals used in the vehicle maintenance operation. Also included are the purchase of consumable goods, uniforms, small tools and petroleum products.

Rent - \$1,700 This category includes funding for the rental of a parts cleaning machine. Additionally, shop towel cleaning, oil filter disposal and pagers for the superintendent, chief mechanic and vehicle attendant are funded in this category.

Allocation – (\$908,606) This category represents the Fleet Services Division's portion of shared costs for services rendered, which allocated back to departments and divisions is based on their respective percentage of fleet costs.

Depreciation - \$33,647 This category includes annual depreciated valuation of equipment used in daily operations.

Utilities - \$9,785 This category includes the division's utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Hours billed as % of hours available	75.0%	72.0%	70.0%	79.0%	70.0%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: % of fleet maintenance contracted	15.0%	10.0%	12.0%	14.0%	12.0%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Fleet maintenance expended/police vehicle	\$ 2,700	\$ 1,138	\$ 1,500	\$ 947	\$ 1,500

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Preventive maintenance expended/police vehicle	\$ 950	\$ 248	\$ 350	\$ 201	\$ 350

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Fleet maintenance expended/fire vehicle	\$ 9,500	\$ 1,977	\$ 2,500	\$ 3,070	\$ 2,500

INTERNAL SERVICE FUND

Fleet Services

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Preventive maintenance expended/fire vehicle	\$ 750	\$ 331	\$ 750	\$ 702	\$ 750

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Fleet maintenance expended/light weight 1 vehicle	\$ 1,000	\$ 252	\$ 350	\$ 179	\$ 350

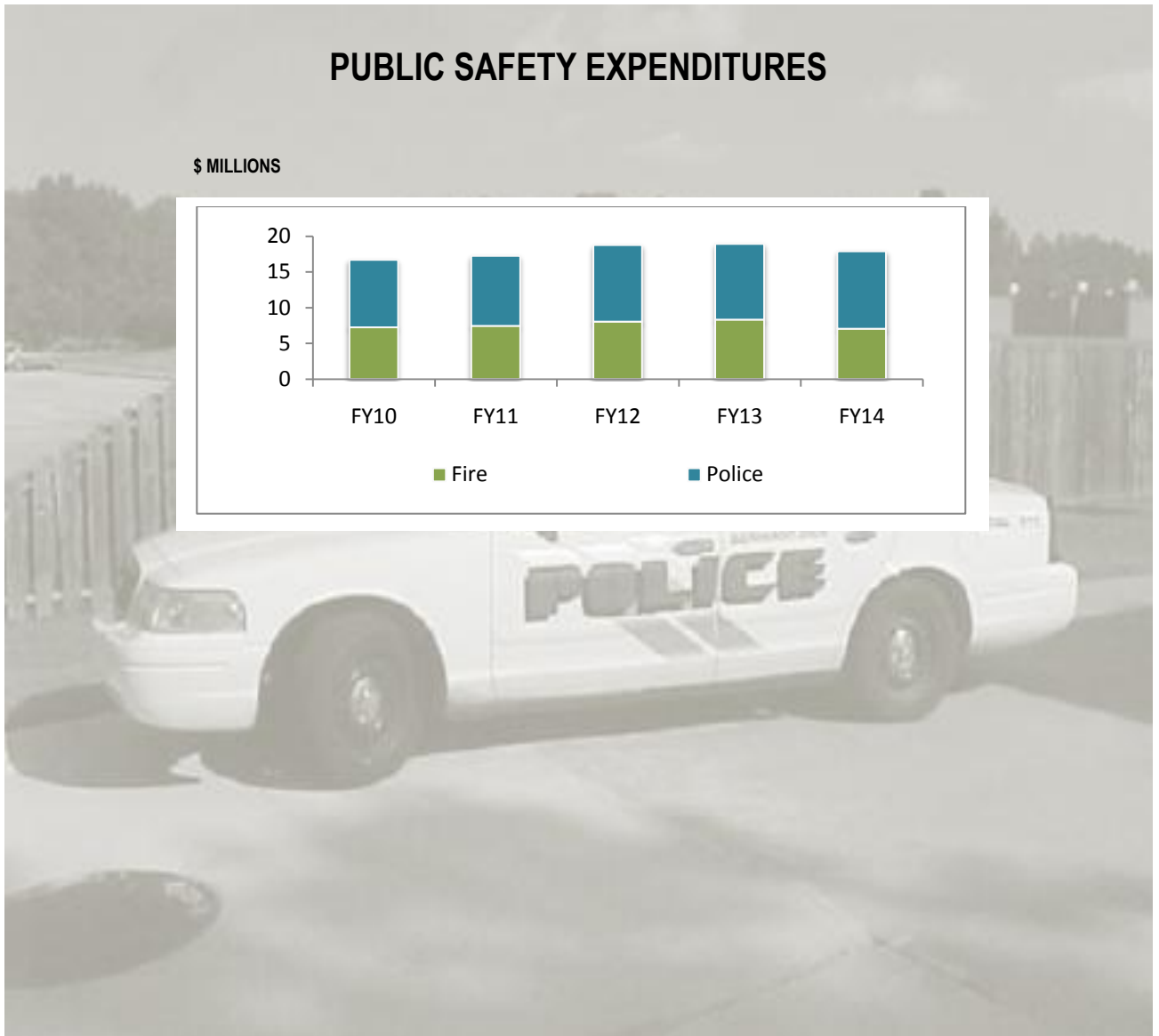
Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Fleet maintenance expended/light weight 2 vehicle	\$ 950	\$ 203	\$ 350	\$ 475	\$ 350

Triple Bottom Line Focus Area: Environmental	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: % using alternative fuel	2%	2%	2%	5%	2%



PUBLIC SAFETY FY 14 BUDGET

The following section presents the operating budget for the Police and Fire Departments. Total operating expenditures for each department are summarized below:





Police

Mission The mission of the Germantown Police Department is to maintain a peaceful and orderly environment that ensures the protection of life and property through equitable enforcement of laws, rapid response and community education.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Personnel	\$ 9,340,729	9,461,074	9,033,252	406,130	4.50%	9,439,382
Communication	22,972	31,100	24,475	625	2.55%	25,100
Professional Fees	8,874	11,500	10,500	(500)	-4.76%	10,000
Insurance	46,692	35,000	49,319	(14,319)	-29.03%	35,000
Other Maintenance	10,009	7,700	7,700	(1,700)	-22.08%	6,000
Supplies	435,422	528,450	490,076	33,376	6.81%	523,452
Rent	6,190	11,500	12,413	(913)	-7.36%	11,500
Allocations	398,642	412,023	371,708	(10,234)	-2.75%	361,474
Capital Outlay	305,139	473,000	513,989	(190,989)	-37.16%	323,000
Utilities	118,216	114,835	111,035	10,600	9.55%	121,635
Grants	9,042	5,300	5,300	-	0.00%	5,300
TOTAL	\$ 10,701,927	11,091,482	10,629,767	232,076	2.18%	10,861,843

Budget Payroll Summary

	<u>FY12 Actual</u>		<u>FY13 Estimate</u>		<u>FY14 Budget</u>
Exempt Salaries	11.0	\$ 914,073	11.0	905,378	11.0
Non-Exempt Wages	99.3	5,058,198	96.0	4,861,260	101.0
Other Compensation		308,317		339,000	299,000
Fringe Benefits		2,964,150		2,849,114	2,839,349
Other Personnel		95,991		78,500	78,500
DEPARTMENT TOTAL	110.3	\$ 9,340,729	107.0	9,033,252	112.0

Categories

Personnel - \$9,439,382 Salaries, wages, and benefits for the police chief, deputy chief, inspectors, captains, lieutenants, public safety dispatcher/jailer supervisors, police officers, public safety dispatcher/jailers, administrative assistant, senior data entry clerk, police data technician, and a legal advisor are included in this item.

The Personnel category also includes overtime wages for extra hours as required and off-duty officers' City level court appearances (two hours minimum); State level court appearances (three hours minimum); extra duty wages for 10 paid holidays for 100 police personnel who cannot be given the day off; FICA; group insurance; retirement; OPEB, workers' compensation; and employee education.

GENERAL FUND

Police

Communications - \$25,100 This category includes items that enhance the Police Department's efficiency and effectiveness through continual contact with current issues and techniques including dues and subscriptions to law enforcement bulletins, Tennessee Code Annotated books and their supplements, meetings and training sessions at Tennessee and national police conferences.

Professional Fees - \$10,000 This category includes payments for legal and professional services.

Insurance - \$35,000 This category includes the department's share of deductibles associated with workers' compensation claims, and personal and private property claims. Also included in this category is the City's deductible on all the City's uninsured vehicle claims.

Other Maintenance - \$6,000 This item covers maintenance costs for office equipment and the jail security system.

Supplies - \$523,452 This category includes supplies the department requires to function on a daily basis, including printing report forms, traffic citations, daily activity reports, radio logs and other forms that had previously been available through the State. Also included are replacement uniforms and clothing for police personnel. Other required supplies include jail supplies (milk and meals for prisoners), training ammunition, cleaning supplies for the weapons, crime scene supplies, photo supplies, markings for vehicles, flashlight batteries, computer supplies and petroleum products. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$11,500 This item includes the lease of the Smith & Wesson Identi-kit used as an investigative tool. In addition, lease payments for the copy machine are also included in this category.

Allocation - \$361,474 This line item contains the Police Department's portion of the shared costs of all funds, departments, and cost centers, including insurance and vehicle maintenance.

Capital Outlay - \$323,000 This item includes the funding necessary to purchase police vehicles/related equipment.

Utilities - \$121,635 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Grants - \$5,300 This category includes funding for the Public Safety Education Commission.

Performance Measures

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measurement Type: Effectiveness					
Measure: Sworn/Civilian FTE per 1,000 Population	2.87	2.47	2.87	2.96	2.87

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measurement Type: Efficiency					
Measure: Total Oper./Maintenance Expenditures Charged to the Police Department Per Capita	\$250.00	\$264.00	\$250.00	\$267.00	\$250.00

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measurement Type: Effectiveness					
Measure: Number of Top Priority Police Calls per 1,000 Population	38.10	11.25	10.00	7.40	10.00

GENERAL FUND

Police

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Response Time in Minutes to Top Priority Calls	4.00	3.47	3.50	3.46	3.50

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: UCR Part 1 Violent Crimes Reported per 1,000 Population	0.90	1.10	0.50	0.60	0.50

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Total Arrests for UCR Part 1 Crimes per 1,000 Population	4.0	1.8	4.0	3.0	4.0

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Total Arrests for UCR1 Crimes per Sworn FTE	2.00	0.47	2.00	0.53	2.00

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Juvenile Arrests for UCR Part 1 Crimes as % Total	15.00%	21.00%	15.00%	10.00%	15.00%
	15.00%	30.00%	26.00%	26.00%	26.00%

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Total Arrests per 1,000 population	66.00	64.28	66.00	11.90	66.00

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: % of UCR Part 1 Violent Crimes assigned to Investigator	100%	100%	100%	100%	100%

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: % of UCR Part 1 Violent Crimes Cleared	100%	72%	100%	94%	100%

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: UCR Part 1 Crimes Cleared per Sworn	0.50	0.72	0.50	0.72	0.50
	1.50	2.44	1.50	1.59	1.50

GENERAL FUND

Police

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Operating and Maintenance Expenditures Charged to the Police Department for UCR Part I Crimes Cleared	\$27,138	\$88,375	\$90,000	\$96,570	\$90,000

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Total Arrests for UCR Part II Drug Offenses per 1,000 Population	n/a	0.1	2.0	1.4	2.0

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Juvenile Arrests for Part II Drug Abuse Offenses as % of Total Arrests	12.7%	15.5%	12.0%	71.0%	12.0%

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: DUI Arrests per 1,000 Population	4.88	2.30	2.50	1.60	2.50

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Fatal Traffic Accidents per 1,000 population	n/a	0	0	2	0

Automated Enforcement

Mission The expenditures in this cost center accounts for the leasing of the automated enforcement equipment from American Traffic Solutions. Also included in the expenditures is funding for the Alive-At-25 and Driver Education programs.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Personnel	\$ 129,581	130,209	126,632	(23,437)	-18.51%	103,195
Supplies	2,577	7,500	7,500	-	0.00%	7,500
Rent	112,719	196,800	23,575	151,425	642.31%	175,000
Grants	19,600	23,000	-	23,000	100%	23,000
TOTAL	\$ 264,477	357,509	157,707	150,988	95.74%	308,695

Categories Personnel - \$103,159 This category includes 100% of one police officer and 75% of a court clerk's personnel costs to administer the automated enforcement program.

Supplies - \$7,500 This category includes the cost of office supplies for the program and a printer.

Rent - \$175,000 This category includes the cost for leasing the automated enforcement equipment and maintenance of the system.

Grants - \$23,000 This category includes grants to support the Alive-At-25 and Driver Education programs.



**Drug Asset
Forfeiture**

Mission The expenditures in this cost center account for the use of the City's drug-related fines and confiscation. State law requires these resources be used in drug law enforcement.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Personnel	\$ 41,036	81,000	81,000	-	0.00%	81,000
Communication	-	1,000	1,000	-	0.00%	1,000
Professional Fees	-	24,000	-	24,000	100%	24,000
Other Maintenance	-	5,000	5,000	-	0.00%	5,000
Supplies	84,108	132,869	132,869	(869)	-0.65%	132,000
Rent	-	750	750	-	0.00%	750
Capital Outlay	67,521	-	-	-	-	-
Utilities	2,213	2,000	2,000	-	0.00%	2,000
TOTAL	<u>\$ 194,878</u>	<u>246,619</u>	<u>222,619</u>	<u>23,131</u>	<u>10.39%</u>	<u>245,750</u>

- Categories**
- Personnel - \$81,000 This category includes overtime for police officers assigned to drug enforcement and the employee education costs for those same officers.
 - Communications - \$1,000 This category includes funds to enhance the department's efficiency and effectiveness through continual contact with current issues and techniques, which includes dues and subscriptions to industry associations and magazines.
 - Professional Fees - \$24,000 This category includes the cost of providing High School Drug Tests.
 - Other Maintenance - \$5,000 This category covers maintenance costs for office equipment and the jail security system.
 - Supplies - \$132,000 This category includes expenditures associated with the Drug Fund dogs. This item also includes all Drug Fund expenditures associated with drug education, lab tests, the emergency storage facility and other supplies. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.
 - Rent - \$750 This category covers the cost of rental of cellular telephones.
 - Utilities - \$2,000 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).



Federal Asset Forfeiture

Mission The expenditures in this cost center account for the use of money obtained from asset forfeitures to be used by the Police department. The federal government requires money seized from assets to be placed in a separate fund and then used by the Police department.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Personnel	\$ -	25,000	25,000	(5,000)	-20.00%	20,000
Supplies	6,204	75,000	27,000	3,000	11.11%	30,000
TOTAL	<u>\$ 6,204</u>	<u>100,000</u>	<u>52,000</u>	<u>(2,000)</u>	<u>-3.85%</u>	<u>50,000</u>

Categories Personnel - \$20,000 This category funds employee education for police officers involved in criminal investigations. Police officers are sent to specialized police training schools.

Supplies - \$30,000 This category includes expenditures associated with the Federal Asset Forfeiture Fund. In addition to office supplies, this fund provides funding for related supplies and non-cap assets needed by police officers involved in criminal investigations.



Fire

Mission To provide timely and effective response to fire and medical emergencies for the protection of lives and property in Germantown.

In addition to fire suppression, other services include: Emergency Medical Services (EMS), Special Operations and Rescue Techniques (SORT), Hazardous Materials Response Unit (HazMat), Public Fire Safety Education, Fire Inspections and Investigations, and Learning About Fire Safety (LAFS) Clown Troupe.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Personnel	\$ 6,718,334	6,554,728	6,873,426	(679,178)	-9.88%	6,194,248
Communication	18,949	23,318	27,665	(4,347)	-15.71%	23,318
Professional Fees	432,348	483,692	483,192	(475,692)	-98.45%	7,500
Contract Services	-	-	2,779	2,779	100.00%	5,558
Insurance	22,062	15,000	17,282	(2,282)	-13.20%	15,000
Other Maintenance	34,329	41,700	37,700	2,300	6.10%	40,000
Supplies	289,903	247,900	306,988	(104,188)	-33.94%	202,800
Rent	3,022	4,000	4,640	808	17.41%	5,448
Allocations	263,386	295,322	282,736	(19,384)	-6.86%	263,352
Capital Outlay	141,111	134,000	134,000	7,000	5.22%	141,000
Utilities	122,528	117,532	133,264	13,085	9.82%	146,349
TOTAL	\$ 8,045,972	7,917,192	8,303,672	(1,259,099)	-15.16%	7,044,573

Budget Payroll Summary

	<u>FY12 Actual</u>	<u>FY13 Estimate</u>	<u>FY14 Budget</u>
Exempt Salaries	9.0 \$ 781,843	9.0 816,973	9.0 815,988
Non-Exempt Wages	61.0 3,481,843	62.0 3,668,956	58.0 3,295,715
Other Compensation		296,603	274,900
Fringe Benefits		2,095,740	1,753,995
Other Personnel		62,305	53,650
DEPARTMENT TOTAL	70.0 \$ 6,718,334	71.0 6,873,426	67.0 6,194,248

Categories Personnel - \$6,194,248 Salaries, wages and benefits for a fire chief, assistant fire chief, deputy fire chief, battalion chiefs, administrative assistants, technical services/safety officer, fire lieutenants, apparatus drivers, fire fighters, fire marshal, assistant fire marshal, fire department instructor and reserve fire fighters. To maximize staffing, firefighters also serve a dual role as fire fighters and as paramedics.

Communications - \$23,318 This category includes funds to enhance the department's efficiency and effectiveness through continual contact with current issues and techniques, which includes dues and subscriptions to industry associations and magazines.

GENERAL FUND

Fire

Professional Fees - \$7,500 Funds included are for fees to provide Hepatitis B vaccinations for new employees, medical coordinator fees and additional consulting fees.

Contract Services - \$5,558 Funds are included for a privatized to clean Fire Station #4.

Insurance - \$15,000 This category includes the department's share of deductibles associated with workers' compensation claims, and personal and private property claims. Also included in this category is the City's deductible on all the City's uninsured vehicle claims.

Other Maintenance - \$40,000 Funds in this category are for the maintenance of office equipment, computer equipment, fire fighting and personal protection equipment, EMS equipment and the installation and removal of radio equipment from vehicles and apparatus.

Supplies - \$202,800 This category includes supplies required for the daily operation of the department, including the printing of various forms and handout materials for public education programs. Also included are replacement uniforms and turnout clothing, chemical supplies for recharging fire extinguishers, EMS supplies, and small tools for fire fighting and fuel. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$5,448 This category includes rental fees associated with the department's copy machines.

Allocation - \$263,352 Funds in this category are for the department's portion of shared insurance and vehicle maintenance costs.

Capital Outlay - \$141,000 This item includes the funding for IRP projects including a safety rail, fire hoses and defibrillators.

Utilities - \$146,349 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Per Capita Total Fire/EMS Expenditure (Some Volunteers)	\$ 178	\$ 193	\$ 197	\$ 207	\$ 197

Triple Bottom Line Focus Area: Economic & Social	FY12		FY13		FY14
Measurement Type: Workload	Goal	Actual	Goal	Actual	Goal
Measure: Residential Structure Fires/1,000 Population	1.00	0.49	1.00	0.80	1.00

Triple Bottom Line Focus Area: Economic & Social	FY12		FY13		FY14
Measurement Type: Workload	Goal	Actual	Goal	Actual	Goal
Measure: Commercial & Industrial Structure Fires/1,000 Population	1.00	0.10	1.00	0.05	1.00

Triple Bottom Line Focus Area: Economic & Social	FY12		FY13		FY14
Measurement Type: Workload	Goal	Actual	Goal	Actual	Goal
Measure: Total Structure Fire Incidents per 1,000 Population	1.00	0.60	1.00	0.94	1.00

GENERAL FUND

Fire

Triple Bottom Line Focus Area: Economic & Social	FY12		FY13		FY14
Measurement Type: Outcome	Goal	Actual	Goal	Actual	Goal
Measure: Residential Structural Fires 1 & 2 Family confined to room origin	70.0%	62.0%	70.0%	86.0%	70.0%

Triple Bottom Line Focus Area: Economic & Social	FY12		FY13		FY14
Measurement Type: Outcome	Goal	Actual	Goal	Actual	Goal
Measure: Average Public Safety ans. Point to Arrival for EMS (seconds)	390	290	390	288	280

Triple Bottom Line Focus Area: Economic & Social	FY12		FY13		FY14
Measurement Type: Outcome	Goal	Actual	Goal	Actual	Goal
Measure: Customer Satisfaction last 12 months % Quality Excellent	90.0%	98.0%	90.0%	99.0%	90.0%

Triple Bottom Line Focus Area: Economic & Social	FY12		FY13		FY14
Measurement Type: Outcome	Goal	Actual	Goal	Actual	Goal
Measure: Prct. Calls0 <= 8 Minutes Call Entry to Arrival (Total Calls)	90.0%	95.4%	90.0%	93.8%	90.0%

Triple Bottom Line Focus Area: Economic & Social	FY12		FY13		FY14
Measurement Type: Outcome	Goal	Actual	Goal	Actual	Goal
Measure: Arson Clearance Rate	100.0%	100.0%	100.0%	100.0%	100.0%



Ambulance

Mission To provide timely and effective response medical emergencies for the protection of lives and property in Germantown.

In addition, Emergency Medical Services (EMS)/Ambulance Transport provides advanced life support (ALS), first responder emergency medical services and ambulance transport service.

Budget Category Summary

<u>CATEGORY</u>	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ -	\$ -	\$ -	1,114,428	100%	\$ 1,114,428
Communication	-	-	-	1,950	100%	1,950
Professional Fees	-	-	-	63,431	100%	63,431
Insurance	-	-	-	15,000	100%	15,000
Other Maintenance	-	-	-	1,000	100%	1,000
Supplies	-	-	-	102,539	100%	102,539
Rent	-	-	-	48,000	100%	48,000
Allocations	-	-	-	22,939	100%	22,939
Capital Outlay	-	-	-	62,000	100%	62,000
Utilities	-	-	-	2,000	100%	2,000
TOTAL	<u>\$ -</u>	<u>-</u>	<u>-</u>	<u>1,433,287</u>	<u>100%</u>	<u>1,433,287</u>

Budget Payroll Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Exempt Salaries	0.0	\$ -	0.0
Non-Exempt Wages	0.0	-	0.0
Other Compensation		-	-
Fringe Benefits		-	-
Other Personnel		-	-
DEPARTMENT TOTAL	<u>0.0</u>	<u>\$ -</u>	<u>0.0</u>

SPECIAL REVENUE FUND

Ambulance

Categories

Personnel - \$1,114,428 Salaries, wages and benefits for a EMS coordinator and firefighters also serve a dual role as fire fighters and as paramedics.

Communications - \$1,950 This category includes funds to enhance the department's efficiency and effectiveness through continual contact with current issues and techniques, which includes dues and subscriptions to industry associations and magazines.

Professional Fees - \$63,431 Funds the contract billing service used for revenue collection.

Insurance - \$15,000 This category includes the department's share of deductibles associated with workers' compensation claims, and personal and private property claims. Also included in this category is the City's deductible on all the City's uninsured vehicle claims.

Other Maintenance - \$1,000 Funds in this category are for the maintenance of office equipment, computer equipment, fire fighting and personal protection equipment, EMS equipment and the installation and removal of radio equipment from vehicles and apparatus.

Supplies - \$102,539 This category includes supplies required for the daily operation of the department, including the printing of various forms and handout materials for public education programs. Also included are replacement uniforms and turnout clothing, chemical supplies for recharging fire extinguishers, EMS supplies, and small tools and fuel. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$48,000 This category includes fees for the rental of four ambulance for startup purposes.

Allocation - \$22,939 Funds in this category are for the department's portion of shared insurance and vehicle maintenance costs.

Capital Outlay - \$62,000 This item includes the funding for IRP project for defibrillators.

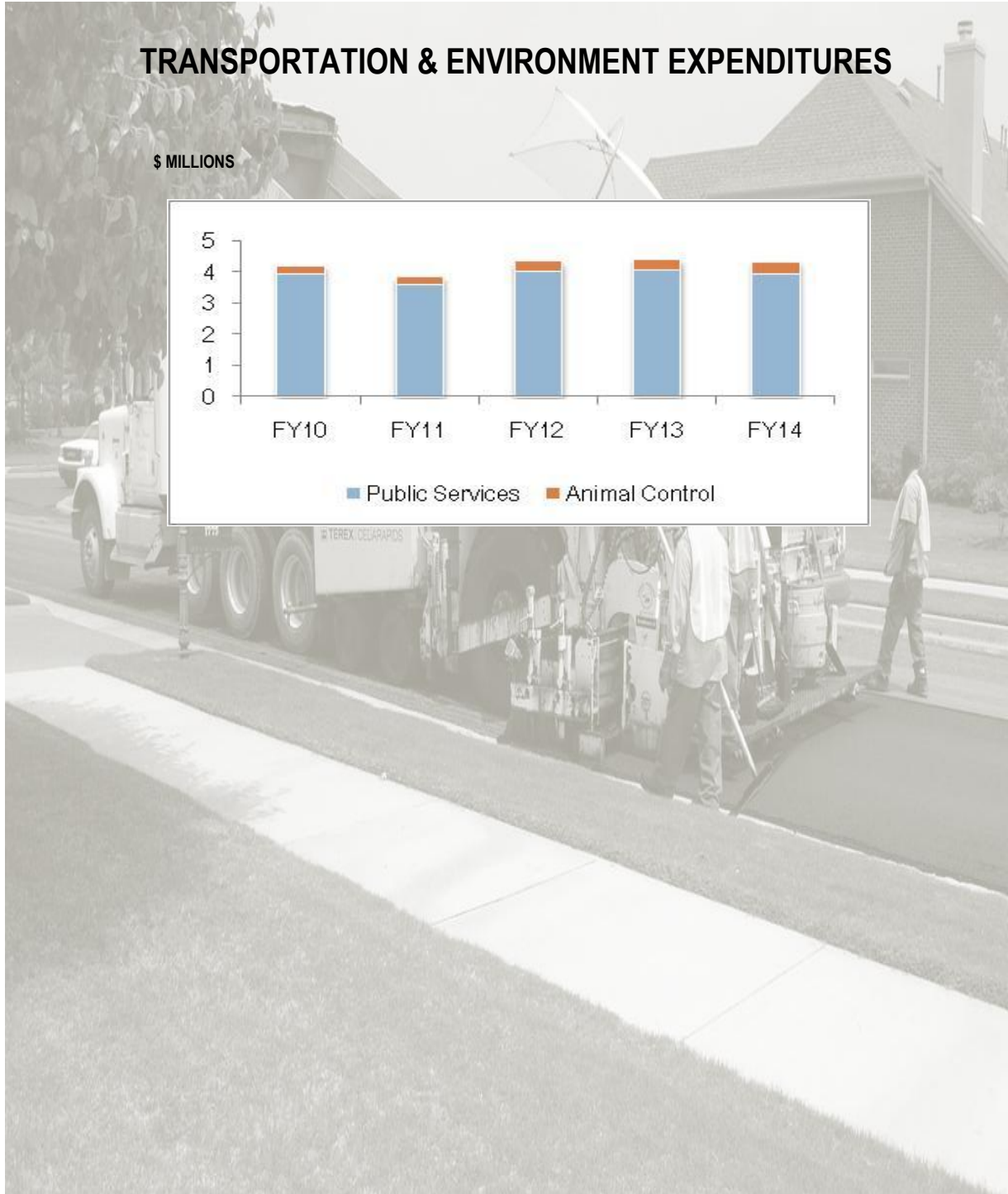
Utilities - \$2,000 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	ICMA Mean	Actual	Goal	Actual	Goal
Measure: Ambulance Response Time 7 minutes or less	n/a	n/a	n/a	n/a	90%

TRANSPORTATION AND ENVIRONMENT FY14 BUDGET

The following section presents the operating budget for all Transportation and Environment cost centers. Also presented in this section are the costs associated with the State Street Aid Fund and Fleet Services. Total operating expenditures for the two major fund categories within Transportation and Environment are summarized below:





Public Services

Mission

To provide the citizens with safe streets and functioning drainage infrastructure. This is accomplished through an efficient and effective maintenance program, an aggressive planning process and prudent fiscal management.

The Public Services Department provides management oversight and administrative functions for the Utility Fund, State Street Aid, Animal Control and Street, Grounds, and Drainage Maintenance. Budgetary information for these areas can be found under separate headings within this budget document.

The State Street Aid Fund provides for maintenance and repairs of curbs and gutters, handicap access ramps, cross walks, more than 206 miles of roadways and seasonal maintenance and repair of 45 miles of concrete and earthen ditches. The Public Services Department also oversees for the Germantown Environmental Commission.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 2,571,192	2,547,159	2,593,710	(27,970)	-1.08%	2,565,741
Communication	4,888	6,000	5,000	(1,000)	-20.00%	4,000
Professional Fees	-	-	1,000	3,000	300.00%	4,000
Contract Services	447,665	561,700	550,000	(20,000)	-3.64%	530,000
Insurance	8,003	20,000	22,000	(2,000)	-9.09%	20,000
Other Maintenance	121,513	136,500	120,102	2,398	2.00%	122,500
Supplies	150,095	167,000	151,000	3,000	1.99%	154,000
Rent	932	1,500	1,500	-	0.00%	1,500
Allocations	324,673	338,949	345,471	(27,694)	-8.02%	317,777
Capital Outlay	341,397	246,000	221,300	(34,300)	-15.50%	187,000
Utilities	19,872	24,350	19,818	2,532	12.78%	22,350
TOTAL	\$ 3,990,230	4,049,158	4,030,901	(102,034)	-2.53%	3,928,868
Expense Reimbursement	\$ (416,811)	(412,832)	(412,832)	3,350	-0.81%	(409,482)

Budget Payroll Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Exempt Salaries	6.4 \$ 467,265	6.5 463,543	6.5 472,858
Non-Exempt Wages	32.0 1,169,665	33.0 1,180,024	33.0 1,200,966
Other Compensation	22,786	24,000	20,000
Fringe Benefits	902,928	917,143	867,417
Other Personnel	4,125	2,500	4,500
DEPARTMENT TOTAL	38.4 \$ 2,566,769	39.5 2,587,210	39.5 2,565,741

GENERAL FUND

Public Services

Categories

Personnel - \$2,565,741 This category includes salaries, wages and benefits for non-exempt and exempt employees, which includes the director of public services, assistant director of public services, superintendent of ground maintenance, superintendent of public works operations, contract administrator and the assistant superintendent of public works operations. Also included in this category is overtime for non-exempt employees, which include crew supervisors, heavy equipment operators, senior maintenance workers, maintenance workers, maintenance technicians and an office support technician. Additionally, funds are budgeted to provide job-related educational enrichment for employees, attendance at seminars, monthly safety and job-related training seminars and the purchase of necessary manuals.

Professional Fees - \$4,000 This category funds horticulturalist's recommendation for athletic field maintenance.

Communications - \$4,000 This category funds memberships and professional publications allowing staff to remain current with new and more efficient ways of day-to-day job performance.

Contract Services - \$530,000 This category includes contract landscaping costs for grass cutting, herbicide, and maintenance.

Insurance - \$20,000 This category includes the department's share of deductibles associated with worker's compensation claims and personal and private property claims. Also included in this category is the City's deductible on all the City's uninsured vehicle claims.

Other Maintenance - \$122,500 This category includes materials and supplies necessary to make drainage, structural repairs and general improvements, as well as repairs to tools and equipment such as air hammers, welding machines and sump pumps. This category also includes the costs associated with park repair and maintenance. In addition, this category includes maintenance for forestry and parks equipment, landscaping turf, fencing, and repair of fire hydrants throughout the City.

Supplies - \$154,000 This category funds the purchase of office supplies, small tools used in day-to-day operations of maintenance activities and uniform service for all employees. This category provides the department with chemical supplies, small tools and miscellaneous supplies. Major expenses include fertilizer, weed control chemicals, athletic field marker and paint, and petroleum products. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$1,500 This category funds the rental of equipment, which is not owned by the City and cannot be acquired through our mutual use agreement with other municipalities.

Allocation - \$317,777 This category represents the department's portion of the insurance and vehicle maintenance.

Capital Outlay - \$187,000 This category funds the purchase of a turf vac and improvements to various city grounds and parks.

Utilities - \$22,350 This category includes the department's share of utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic Sustainability	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Road Rehabilitation Expenditures per Paved Lane	\$ 4,800	\$ 4,650	\$ 5,265	\$ 3,798	\$ 5,265

Triple Bottom Line Focus Area: Economic Sustainability	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Road Rehabilitation Expenditures per Capita	\$ 25.00	\$ 37.45	\$ 43.89	\$ 42.00	\$ 43.89

GENERAL FUND

Public Services

Triple Bottom Line Focus Area: Economic Sustainability	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Street-Sweeping Expenditures per Linear Mile Swept	\$ 304.50	\$ 304.50	\$ 304.50	\$ 304.50	\$ 304.50

Triple Bottom Line Focus Area: Economic Sustainability	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Street-Sweeping Expenditures per Capita	\$ 4.35	\$ 4.73	\$ 4.35	\$ 4.00	\$ 4.35

Triple Bottom Line Focus Area: Economic Sustainability	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Snow and Ice Control Expenditures per Capita Compared with Inches of Snowfall	\$ 4.00	\$ -	\$ 3.00	\$ -	\$ 3.00

Triple Bottom Line Focus Area: Economic Sustainability	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Expenditures per Capita for Road Rehabilitation, Street Sweeping, and Snow and Ice Control	\$ 60.00	\$ 46.73	\$ 60.00	\$ 45.00	\$ 60.00



State Street Aid

Mission The expenditures in this cost center account for the use of the City's share of state gasoline tax revenues. State law requires these resources be used only to maintain or improve streets.

Budget Category Summary

<u>CATEGORY</u>	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Roads and Mains	\$ 1,431,391	1,800,000	1,693,635	(708,635)	-41.84%	985,000
Utilities	809,559	824,000	812,000	12,000	1.48%	824,000
TOTAL	<u>\$ 2,240,950</u>	<u>2,624,000</u>	<u>2,505,635</u>	<u>(696,635)</u>	<u>-27.80%</u>	<u>1,809,000</u>

Categories

Roads and Mains- \$985,000 This category includes expenditures for improving or maintaining city streets. It includes work done by City crews (\$275,000), contract street resurfacing (\$460,000), and street striping (\$250,000).

Utilities - \$824,000 This category funds electricity expenses for streetlights and traffic signals.

Performance Measures

Triple Bottom Line Focus Area: Economic Sustainability	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Intermediate Outcome Measure: Paved Lane Miles Assessed in Satisfactory or Better Condition as a Percentage of Total Paved Lane Miles Assessed	70%	76%	70%	77%	70%



Animal Control

Mission To enforce the regulations in the Animal Control Ordinance, while educating and developing a cooperative relationship with Germantown citizens.

Animal Control represents funding necessary for the daily operations of the animal shelter, including maintenance, personnel costs for three animal control officers and an administrative secretary and supplies. Staff responsibilities include the daily maintenance of the shelter, response to daily service and emergency requests and enforcement of the City's animal control ordinances. Secondary activities include educational programs at local schools, coordination of the shelter volunteer program and assisting with the annual Running of the Weenies charity event.

Budget Category Summary

CATEGORY	Actual	Budget	Estimated	Amt. Chg.	% Chg.	Budget
	FY12	FY13	FY13			FY14
Personnel	\$ 253,178	264,571	271,549	27,036	9.96%	298,585
Communication	70	420	170	250	147.06%	420
Professional Fees	10,015	4,800	4,800	2,400	50.00%	7,200
Supplies	48,139	51,500	48,665	4,735	9.73%	53,400
Allocations	7,983	7,874	6,570	66	1.00%	6,636
Utilities	10,348	13,305	10,605	2,400	22.63%	13,005
TOTAL	\$ 329,733	342,470	342,359	36,887	10.77%	379,246

Budget Payroll Summary

	FY12		FY13		FY14	
	Actual		Estimate		Budget	
Non-Exempt Wages	4.0	118,985	5.0	133,606	5.0	139,353
Other Compensation		1,272		2,000		5,000
Fringe Benefits		92,551		94,968		95,266
Other Personnel		790		1,936		2,436
DEPARTMENT TOTAL	4.0	\$ 253,178	5.0	271,549	5.0	298,585

Categories

Personnel - \$298,585 This category contains funds to cover personnel costs for an animal control manager, senior animal control officers, animal control maintenance worker, and an administrative secretary. Staff is non-exempt and receives overtime in addition to regular benefits. Also included is education, which includes attending local seminars and the Animal Control Academy.

Communication - \$420 Subscriptions to animal control related periodicals and annual membership.

GENERAL FUND

Animal Control

Professional Fees - \$7,200 This includes veterinary fees for 12 months and additional fees for extraordinary treatments.

Supplies - \$53,400 This category provides funding for office and cleaning supplies, purchase of replacement uniforms, food that is used to feed animals impounded in the shelter and disposal fees for dead animals. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Allocation – \$6,636 This category includes the Animal Control Division’s portion of shared costs of all funds, including insurance and vehicle maintenance.

Utilities - \$13,005 This category includes the Division’s utility costs (electricity, gas, water, sewer and local telephone calls).

Performance Measures

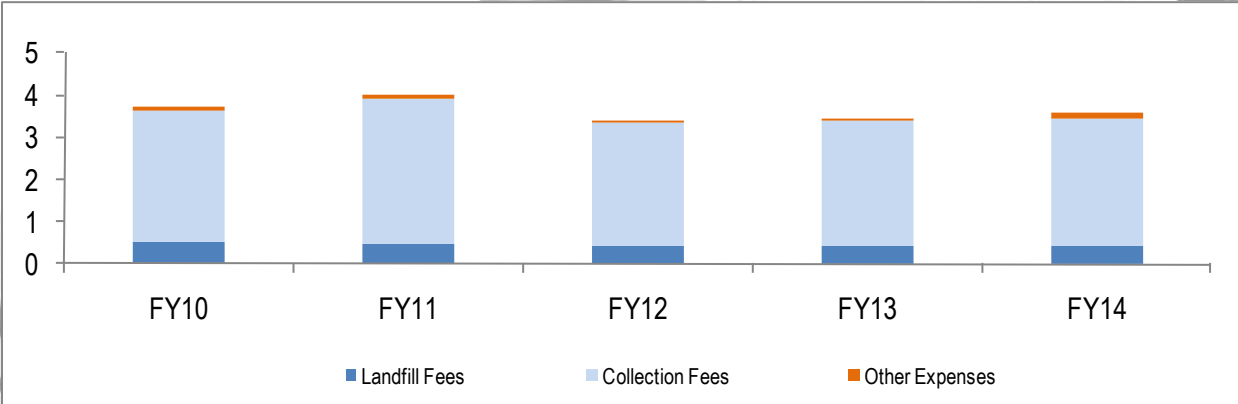
Triple Bottom Line Focus Area: Economic Sustainability	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Percent of Services Responded to within One Hour	98%	98%	98%	90%	98%

SANITATION FY14 BUDGET

The following section presents the operating budget for the Sanitation Fund. Total operating expenditures for the fund are summarized below.

SANITATION EXPENDITURES

\$ MILLIONS





Sanitation

Mission

To successfully collect and dispose of all solid waste through contracts with external vendor, and in conjunction with the Environmental Commission, to educate citizens about solid waste reduction activities such as recycling, grass cycling and composting.

The FY14 Sanitation Budget includes options for backdoor trash collection or curbside option, weekly recyclables collection and unlimited resident generated yard debris collection. This fund reflects the third year of a five year contract with option to renew for an additional five years with Republic Services for collection. The feet of residential collection for FY14 is calculated at \$24.50 per single-family dwelling and \$14.65 for multi-family.

In addition to the collection costs, the City is in the third year of a five-year contract with Waste Management with option to renew for two additional five year extensions with for disposal of residential waste in a permitted sanitation landfill. This fee is \$31.05 per ton for FY14.

The cost for collection service alone is \$3,047,100 with landfill fees projected to total \$410,300 including savings from recycling. One goal of the Environmental Commission is to familiarize the public with the benefits of recycling.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Personnel	\$ 44,831	51,269	47,367	48,340	102%	95,707
Communication	1,808	15,100	13,900	3,450	25%	17,350
Professional Fees	-	-	-	-	-	-
Contract Services	3,340,387	3,417,000	3,368,900	88,500	3%	3,457,400
Supplies	20,984	28,500	23,500	5,500	23%	29,000
Utilities	1,519	1,339	900	27	3%	927
TOTAL	\$ 3,409,529	\$ 3,513,208	3,454,567	145,817	4%	3,600,384

Budget Payroll Summary

	<u>FY12 Actual</u>		<u>FY13 Estimate</u>		<u>FY14 Budget</u>	
Exempt Salaries	0.0	\$ -	0.0	-	0.0	28,857
Non-Exempt Wages	0.0	29,905	0.0	29,542	0.5	31,184
Other Compensation		-		14		-
Fringe Benefits		13,913		16,151		30,666
Other Personnel		-		-		5,000
DEPARTMENT TOTAL	0.0	\$ 43,818	0.0	45,707	0.5	95,707

SANITATION FUND

Sanitation

Categories

Personnel - \$95,707 This category contains funds to cover personnel costs for the sanitation program.

Communications - \$17,350 This category funds the City's publications for semiannual Amnesty Days and the recycling/composting program. Also included in this category are funds for attending meetings, professional licenses and subscriptions to publications related to solid waste collection and disposal.

Contract Services - \$3,457,400 This category reflects the cost for landfill charges (\$410,300) and collection charges for one year (\$3,047,100).

Supplies - \$29,000 This category funds miscellaneous supplies unique to providing sanitation services and the City's Amnesty Days and Recycling Program. Also, \$15,000 is budgeted here for the Household Hazardous Waste Facility Fund.

Utilities - \$927 This category includes Sanitation's share of utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Environmental	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Average tons of refuse collected per refuse collection account-all account types	0.92	1.02	0.97	1.000	0.97

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Operating and maintenance expenditures for refuse collection per ton of refuse collected	\$ 106.65	\$ 109.56	\$ 112.80	\$ 112.70	\$ 112.80

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Operating and maintenance expenditures for refuse collection per refuse collected account	\$ 100.48	\$ 107.54	\$ 111.00	\$ 105.88	\$ 111.00

Triple Bottom Line Focus Area: Environmental	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Average pounds of recyclable material collected per account	140	134.2	144	131.050	144

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Gross and net operating and maintenance expenditures for recycling services per ton of recyclable material collected	159.6	148.25	143	155	143

STORMWATER MANAGEMENT FUND

Stormwater Management

Mission To provide for a safe and adequate drainage system to prevent flooding, meet future growth requirements, and to insure our waterways meet water quality standards.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Personnel	\$ 593,249	592,929	603,967	3,211	0.53%	607,178
Communication	772	5,500	2,370	3,130	132.07%	5,500
Professional Fees	4,088	40,000	9,500	10,500	110.53%	20,000
Other Maintenance	40,395	65,000	39,988	25,012	62.55%	65,000
Supplies	21,014	40,800	26,731	4,269	15.97%	31,000
Allocations	41,805	29,547	38,810	(2,870)	-7.40%	35,940
Roads & Mains	180,868	235,000	229,896	8,653	3.76%	238,549
TOTAL	\$ 882,191	1,011,776	952,012	60,355	6.34%	1,012,367

Budget Payroll Summary

	<u>FY12 Actual</u>	<u>FY13 Estimate</u>	<u>FY14 Budget</u>
Exempt Salaries	1.0 \$ 172,787	1.0 169,543	1.0 174,709
Non-Exempt Wages	6.3 217,843	6.0 226,761	6.0 228,261
Other Compensation	3,360	2,000	2,000
Fringe Benefits	199,009	204,595	200,708
Other Personnel	250	1,068	1,500
DEPARTMENT TOTAL	7.3 \$ 593,249	7.0 603,967	7.0 607,178

STORMWATER MANAGEMENT FUND

Stormwater Management

Categories

Personnel - \$607,178 This category contains funds to cover personnel costs for the stormwater program.

Communications - \$5,500 This category funds the air time on public radio to inform the public about the importance of stormwater management. In addition, this category funds professional licenses, dues to professional organizations and subscriptions to periodicals relevant to stormwater collection.

Professional Fees - \$20,000 This category funds professional engineering services that may be needed, which includes design work prior to replacement or construction of a stormwater project.

Other Maintenance - \$65,000 This category funds the permits needed in stormwater operations and the annual TDEC maintenance fee needed to hold discharge water. In addition, this category funds the quarterly testing and monitoring of outlets flowing into rivers. Necessary supplies are included in this category that are needed to maintain the City's drainage system.

Supplies - \$31,000 This category funds office supplies, uniforms and clothing and small tools that are unique to providing stormwater services. Also, included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Allocation – \$35,940 This category includes the Stormwater's portion of shared costs of all funds, including insurance and vehicle maintenance.

Roads and Mains - \$238,549 This category funds the contract sweeping and asphalt resurfacing of the City's roadway systems. In addition, this category funds the purchase of necessary supplies and equipment needed to maintain and overlay Germantown's roadway system.

Performance Measures

Triple Bottom Line Focus Area: Environmental	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Wolf River Water Quality (Turbidity NTU's)	15.00	16.75	20.00	21.00	20.00

Triple Bottom Line Focus Area: Environmental	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: % NPDES Stormwater Permit Compliance	26	32	52	26	52

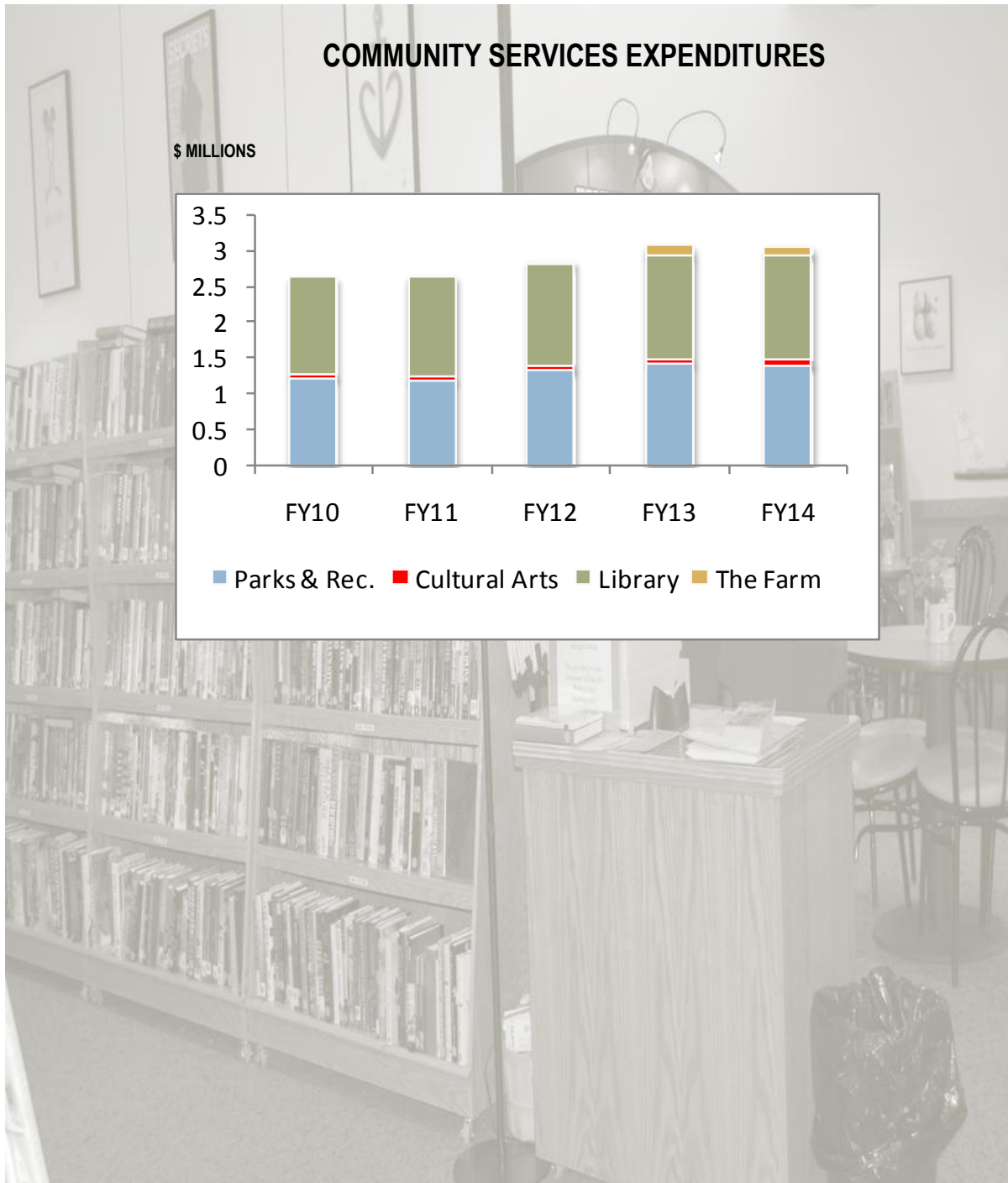
Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Maintenance costs per surface water area	\$ 35,000	\$ 31,250	\$ 35,000	\$ 33,775	\$ 35,000

Triple Bottom Line Focus Area: Environmental	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: number of samples taken and processed that meets standard	4	20	8	24	24

Triple Bottom Line Focus Area: Environmental	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: % of number of FEMA questions/concerns resolved	23	32	30	78	30

COMMUNITY SERVICES FY14 BUDGET

The following section presents the operating budget for Community Services. Total operating expenditures for the major General Fund categories within this classification are summarized below:





Parks and Recreation

Mission

The Parks and Recreation Department provides recreational services, cultural arts, and coordination of special events. In addition, staff provides management and oversight of the Pickering Center.

Recreational Services

Recreational Services focuses on strengthening the community and creating quality recreation and leisure experiences. City recreational programs fulfill the recreational needs of the City's youth, adult, senior and special needs populations. Staff manages the Recreation Fund, a special revenue fund for athletic activities.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Personnel	\$ 763,074	790,323	763,214	(847)	-0.11%	762,367
Communication	10,907	17,350	15,185	(1,258)	-8.28%	13,927
Professional Fees	41,890	47,400	45,146	754	1.67%	45,900
Insurance	9,315	5,000	5,000	-	0.00%	5,000
Supplies	20,651	28,600	47,928	(22,328)	-46.59%	25,600
Rent	8,139	10,196	10,196	-	0.00%	10,196
Allocations	35,034	31,454	34,609	833	2.41%	35,442
Capital Outlay	-	132,000	68,174	(44,174)	-64.80%	24,000
Utilities	370,763	373,750	350,123	25,277	7.22%	375,400
Grants	58,644	73,600	68,600	11,750	17.13%	80,350
TOTAL	\$ 1,318,417	1,509,673	1,408,175	(29,993)	-2.13%	1,378,182

Budget Payroll Summary

	<u>FY12 Actual</u>	<u>FY13 Estimate</u>	<u>FY14 Budget</u>
Exempt Salaries	6.4 \$ 386,520	5.5 387,275	5.5 398,541
Non-Exempt Wages	5.1 155,566	5.5 164,170	5.5 169,766
Other Compensation		41 50	50
Fringe Benefits		213,625	209,919
Other Personnel		7,322	1,800
DEPARTMENT TOTAL	11.5 \$ 763,074	11.0 763,214	11.0 762,367

GENERAL FUND

Parks and Recreation

Categories

Personnel - \$762,367 This category contains the salaries, wages and benefits for the director of parks and recreation, superintendent of recreation, special events and marketing coordinator, recreation specialist, part-time senior adult program coordinator, part-time park rangers, playground leaders, part-time administrative assistant and partial cost for the community services division director. The personnel category also includes overtime wages for athletic tournaments, Germantown Festival, Germantown Charity Horse Show, Holiday Parade, July Family Fourth, Mayor's Cup 5K Race and employee education for Parks and Recreation employees.

Communications - \$13,927 This category includes funding for dues, subscriptions and meetings to assist the department in maintaining high proficiency and remaining up-to-date on current trends. Staff receives publications and attends meetings on various subjects related to parks and recreation.

Professional Fees - \$45,900 This line category provides funding each year for a stipend to Becky Cloyes at Oaklawn Gardens, the Germantown Family Fourth Celebration and implementation of a marketing plan. Funding for the Parks and Recreation Department's re-accreditation annual fee is also included.

Insurance - \$5,000 This category includes the department's share of deductibles associated with workers' compensation claims and personal and private property claims. Also included in this category is the City's deductible on all the City's uninsured vehicle claims.

Supplies - \$25,600 This category provides the department with office, recreational supplies, as well as special clothing, small tools and miscellaneous supplies. Major expenses include baseball/softball supplies, playground supplies and small tools, park ranger first aid kits, trashcans and petroleum products. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$10,196 This category includes rental fees for land and equipment. It also includes lease and taxes for Depot Park and Oaklawn Gardens.

Allocation - \$35,442 This includes the Parks and Recreation Department's portion of the shared costs of all internal funds, including insurance and vehicle maintenance.

Capital Outlay - \$24,000 This category provides funding for a \$9,000 trail cameras and \$15,000 for lake refurbishment.

Utilities - \$375,400 This category includes the department's utility costs (electricity, gas, water, sewer and local and long distance telephone).

Grants - \$80,350 This category includes funding for City Beautification Commission, Historic Commission, Germantown Community Theatre, and Public Art Program.

Performance Measures

Triple Bottom Line Focus Area: Financial Measurement Type: Efficiency	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: Net Revenue per Capita	\$ (1.43)	\$ (1.43)	\$ (1.43)	\$ 19.80	\$ (1.43)

Triple Bottom Line Focus Area: Financial Measurement Type: Efficiency	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: Revenue from Grants Endowments and Foundations	\$ 2.13	\$ 1.38	-	-	\$ -

GENERAL FUND

Parks and Recreation

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Overall Citizen Satisfaction with Parks & Recreation	80%	94%	80%	93%	80%

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Quality of Parks and Recreation Programs	80%	93%	80%	93%	80%

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Satisfaction with Recreational Opportunities	80%	96%	80%	94%	80%



Recreation

Mission The Recreation Fund includes the following recreational leagues: basketball, softball, baseball, Mayor's Cup 5K Race, sport camps, kickball, croquet, cheerleading and tennis.

Budget Category Summary

<u>CATEGORY</u>	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 27	-	-	-	-	-
Professional Fees	119,092	130,667	117,534	16,124	13.72%	133,658
Supplies	44,893	55,270	54,670	(1,400)	-2.56%	53,270
Rent	1,375	4,250	1,700	2,550	150.00%	4,250
Allocations	10,692	11,600	10,550	1,050	9.95%	11,600
Capital Outlay	80,443	95,000	42,646	(42,646)	-100.00%	-
TOTAL	\$ 256,522	296,787	227,100	(24,322)	-10.71%	202,778

Categories

Professional Fees - \$133,658 This category pays referees who officiate in basketball, softball, baseball, kickball as well as sport camp instructors.

Supplies - \$53,270 This category includes supplies necessary to operate successful basketball, softball, baseball, sport camps, kickball, community education, cheerleading, mayors cup, croquet and tennis programs. Additionally, this category covers expenses for t-shirts, race officiating, awards and trophies associated with the Mayor's Cup 5K Race.

Rent - \$4,250 This category includes fees paid to the Union University and gym rentals for court time.

Allocations - \$11,600 This category covers insurance allocation for program participants.



Cultural Arts

Mission To sponsor numerous special events and projects throughout the year.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Professional Fees	16,077	30,200	17,200	(3,300)	-19.19%	13,900
Supplies	36,336	48,567	41,473	133	0.32%	41,606
Rent	2,124	3,320	2,124	1,196	56.31%	3,320
Grants	16,755	18,500	10,850	8,150	75.12%	19,000
TOTAL	\$ 71,292	100,587	71,647	6,179	8.62%	77,826

Categories

Professional Fees - \$13,900 This category includes fees for instructors, entertainers, decorations, supplies, equipment, trophies and fliers for a variety of programs planned throughout the year.

Supplies - \$41,606 Included in this category are equipment, playground program and camp supplies, shirts, craft and art supplies and equipment. This category also includes funding for playground and camp trips and lunches for program participants.

Rent- \$3,320 This category includes the funds for rental space at the Germantown Athletic Club for programs and events.

Grants- \$19,000 This category includes the following:

Senior Expo	\$10,500
Movers Program	7,650
Senior Advisory Commission	850



Pickering Complex

The Pickering Complex includes the Pickering Community Center. The Pickering Community Center is utilized for cultural arts classes, senior programs and is also available for rental by individuals or organizations.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Professional Fees	\$ 15,650	22,500	18,500	2,500	13.51%	21,000
Supplies	2,492	4,500	1,700	2,800	164.71%	4,500
Allocations	2,324	2,800	2,300	300	13.04%	2,600
Capital Outlay	89,705	50,000	50,000	(50,000)	-100.00%	-
Utilities	7,688	10,150	8,425	1,850	21.96%	10,275
TOTAL	<u>\$ 117,859</u>	<u>89,950</u>	<u>80,925</u>	<u>(42,550)</u>	<u>-52.58%</u>	<u>38,375</u>

Categories

Professional Fees - \$21,000 This category pays instructors for teaching classes at the Pickering Community Center. The instructor receives 70% of fees collected. This includes the senior programs that are held at the Pickering Community Center and funds for senior trips.

Supplies - \$4,500 This category includes supplies used for the operation of the Pickering Community Center such as coffee, trash bags, keys, napkins and piano tuning. Also included are funds to purchase new coffee pots, chairs, cords and other supplies plus repairs.

Allocation - \$2,600 This category includes shared costs of the City's insurance expenses for the Pickering Community Center building.

Utilities - \$10,275 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).



Library Services

Library Services is responsible for the operations of the Germantown Community Library and the Germantown Community Library Regional History and Genealogy Center. The management and operations of the library are provided through a contract with Library Systems & Services, LLC. The Germantown Community Library provides reading material, educational activities, meeting space and a technology center.

Germantown Community Library

Mission

Germantown Community Library seeks to promote lifelong learning and a love of reading; to inform, enrich and empower every patron served; to provide easy access to a wide variety of materials, services and programs; and to meet the personal, educational, cultural, and professional needs of the community.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 1,945	2,000	900	1,100	122.22%	2,000
Communication	7,482	10,000	5,790	3,910	67.53%	9,700
Professional Fees	1,161,444	1,197,586	1,193,404	11,460	0.96%	1,204,864
Other Maintenance	11,423	23,000	17,000	6,000	35.29%	23,000
Supplies	38,752	27,750	27,877	(627)	-2.25%	27,250
Rent	11,616	24,000	15,000	-	0.00%	15,000
Allocations	22,034	25,400	20,700	2,400	11.59%	23,100
Utilities	102,986	109,016	99,300	7,000	7.05%	106,300
TOTAL	\$ 1,357,682	1,418,752	1,379,971	31,243	2.26%	1,411,214

Categories

Personnel - \$2,000 This category funds the professional development and training of staff.

Communications - \$9,700 This category funds marketing and notice publications, dues and subscriptions to TN Library Association, conferences and local travel within the Wolf River Consortium.

Professional Fees - \$1,204,864 This category funds the contract services expenses of daily operations and management of the Germantown Community Library as well as credit card fees.

Other Maintenance - \$23,000 This category funds maintenance of OCLC and automation.

Supplies - \$27,250 This category funds general supplies used in the operations of the Library.

Rent - \$15,000 This category funds costs associated with a copier machine.

Allocation - \$23,100 This category includes the Germantown Community Library's portion of insurance expenses.

Utilities - \$106,300 This category includes the department's utility costs (electricity and gas, water, sewer, local and long distance telephone).

GENERAL FUND

Library Services

Performance Measures

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Operating & Maintenance expenditures per registered borrower	\$ 50.74	\$ 53.93	\$ 53.00	\$ 49.62	\$ 53.00

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Material acquisition expenditures as a percentage of total expenditures	16.0%	16.0%	16.0%	15.0%	16.0%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Operating and Maintenance expenditures per capita	\$ 30.38	\$ 37.00	\$ 37.00	\$ 39.80	\$ 37.00

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Operating and Maintenance expenditures per item circulated	\$ 3.36	\$ 4.00	\$ 4.00	\$ 3.98	\$ 4.00

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Circulation Rate per Capita	10.1	9.1	9.0	9.2	9.0

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Circulation Rate per Borrower	17.3	13.3	13.0	12.5	13.0

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Registered borrowers as a percentage of service area population	62%	68%	68%	74%	68%

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Library visitation rates per registered borrower	11.3	8.9	8.9	8.0	8.9

Library Services

Germantown Regional History and Genealogy Center

Mission The Germantown Community Library Regional History and Genealogy Center’s mission is to preserve and share across generations the wisdom, culture and history of the South.

Budget Category Summary

<u>CATEGORY</u>	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 246	250	130	70	53.85%	200
Professional Fees	37,993	39,798	39,098	2,259	5.78%	41,357
Supplies	9,774	9,500	7,000	1,500	21.43%	8,500
Rent	328	2,000	500	-	0.00%	500
Allocations	1,302	1,600	1,300	200	15.38%	1,500
Utilities	15,170	15,432	15,161	471	3.11%	15,632
TOTAL	\$ 64,813	68,580	63,189	4,500	7.12%	67,689

Categories Personnel - \$200 This category funds professional development and training of staff.

Professional Fees - \$41,357 This category funds the contract services expenses of daily operations and management of the Tennessee Genealogical Library as well as credit card fees.

Supplies - \$8,500 This category includes the Tennessee Genealogical Library’s portion of insurance expenses.

Rent - \$500 This category funds the costs associated with a copier machine.

Allocation - \$1,500 This category includes the Tennessee Genealogical Library’s portion of insurance expenses.

Utilities - \$15,632 This category includes the department’s utility costs (electricity and gas, water, sewer, local and long distance telephone).



The Farm

The 10-acre farm serves as a community gathering place, an educational center for sustainable gardening and agriculture and a demonstration site for environmental stewardship. The farm park is a resource to connect people with nature, our heritage, educational opportunities and a variety of outdoor recreation.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 6,496	64,171	62,321	1,850	3%	64,171
Communication	-	2,700	2,372	328	14%	2,700
Professional Fees	160	3,000	8,510	(5,510)	-65%	3,000
Contract Services	-	3,500	3,500	-	0%	3,500
Other Maintenance	2,768	3,000	31,950	(28,950)	-91%	3,000
Supplies	8,287	17,260	24,736	(7,476)	-30%	17,260
Rent	-	6,800	3,800	3,000	79%	6,800
Utilities	-	8,500	-	8,500	100%	8,500
TOTAL	\$ 17,711	108,931	137,189	(28,258)	-20.60%	108,931

Budget Payroll Summary

	FY12 Actual	FY13 Estimate	FY14 Budget
Exempt Salaries	0.0	\$ -	0.0
Non-Exempt Wages	0.0	4,821	57,600
Other Compensation	-	-	-
Fringe Benefits	-	1,325	4,571
Other Personnel	-	350	2,000
DEPARTMENT TOTAL	0.0	\$ 6,496	62,321

Categories

Personnel - \$64,171 This category contains funds to cover personnel costs for the farm park.

Communications - \$2,700 This category funds marketing and notice publications, dues and subscriptions to American Gardening Society.

Professional Fees - \$3,000 This category funds the contract services expenses of daily operations and management of the farm park.

Contract Services - \$3,500 This category reflects the cost of outside maintenance contracts.

Other Maintenance - \$3,000 This category includes materials and supplies necessary to make drainage, structural repairs and general improvements.

Supplies - \$17,260 This category funds general supplies used in the operations of The Farm.

GENERAL FUND

The Farm

Rent - \$6,800 This category funds costs associated with rental equipment used for seasonal work.

Utilities - \$8,500 This category includes the department's utility costs (electricity and gas, water, and sewer).

Performance Measures

Triple Bottom Line Focus Area: Environmental	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Vegetable crop yield: lbs/per acre	n/a	n/a	2,500 lbs	2,476 lbs	2,500 lbs

Triple Bottom Line Focus Area: Environmental	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Percent of food donated from total harvest	n/a	n/a	20%	21%	20%

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: Percent increase of visitors per quarter	n/a	n/a	5%	10%	5%

Municipal Schools

With the passage of Ordinance 2013-7, the FY14 budget includes the startup costs associated with the establishment of Germantown Municipal School System.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ -	\$ -	\$ 511,119	795,334	155.61%	\$ 1,306,453
Communication	-	-	7,058	80,757	1144.19%	87,815
Professional Fees	-	-	417,223	(220,101)	-52.75%	197,122
Insurance	-	-	-	6,000	100%	6,000
Other Maintenance	-	-	-	3,600	100%	3,600
Supplies	-	-	-	20,860	100%	20,860
Rent	-	-	-	153,576	100%	153,576
Allocations	-	-	-	12,000	100%	12,000
Capital Outlay	-	-	-	640,000	100%	640,000
Utilities	-	-	-	29,200	100%	29,200
Grants	-	-	299,745	(174,745)	-58.30%	125,000
TOTAL	<u>\$ -</u>	<u>-</u>	<u>1,235,145</u>	<u>1,346,481</u>	<u>109.01%</u>	<u>2,581,626</u>

- Categories
- Personnel - \$1,306,453 This category contains funds to cover personnel costs for the school system.
 - Communications - \$87,815 This category funds marketing and notice publications, dues and subscriptions and election expenses.
 - Professional Fees - \$197,122 This category funds the contract services expenses of daily operations and management for school startup.
 - Other Maintenance - \$3,600 This category includes materials and supplies necessary for general office equipment.
 - Supplies - \$20,860 This category funds general supplies used in the operations of municipal school startup.
 - Rent - \$153,576 This category funds costs associated with rental office space.
 - Capital Outlay - \$640,000 This category includes the purchase of office furniture and computer software and hardware.

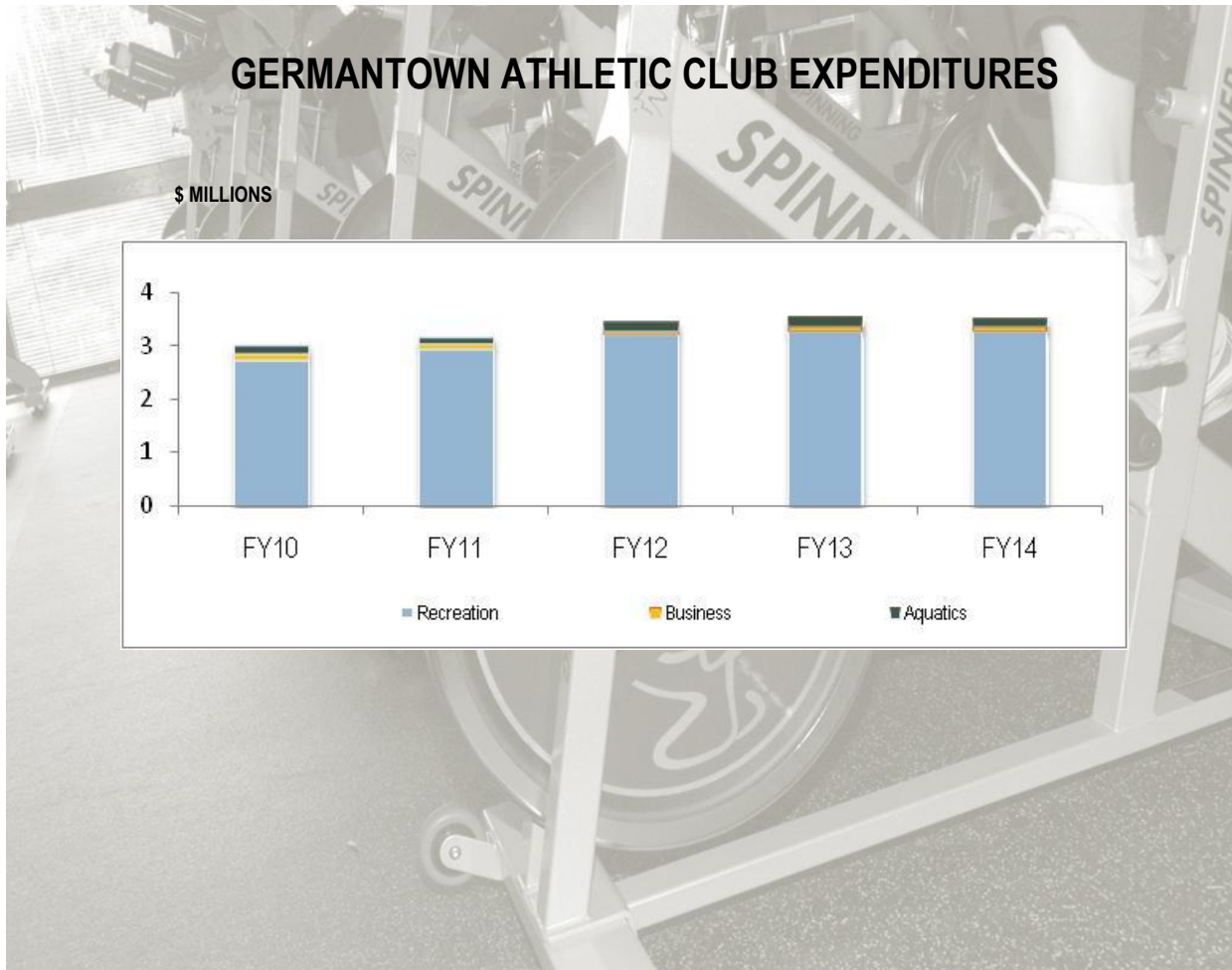


GERMANTOWN ATHLETIC CLUB FY14 BUDGET

The Germantown Athletic Club is an enterprise fund in order to focus on net income and the ability of user fees to support operating expenses, which includes depreciation. The Germantown Athletic Club Fund consists of two cost centers – Recreation and Aquatics. The Business Center was removed from the Germantown Athletic Club and made into a separate enterprise fund called the Great Hall Fund. Debt service for the initial building was accounted for in the General Fund since it was originally contemplated that general revenues for the City would provide the funding. Capital debts for expansion expenditures are being accounted for in the Germantown Athletic Club Fund.

The Germantown Athletic Club operates 106 hours each week and offers memberships and daily passes. The revenue system is designed to cover the operating expenses of the Athletic Club and the debt service for the Athletic Club's expansion. Other non-operating expenses will be deducted from the operating income to determine net income.

The Germantown Athletic Club includes a wide variety of functions and programming centered around the indoor 40 meter pool, outdoor zero depth pool, outdoor 25 meter recreation pool, fitness area, racquetball courts, 3 full court gymnasium, jogging track, meeting rooms, dance room, nursery and leisure areas. The Germantown Athletic Club offers a wide variety of classes and programs and adds new programs based on member needs.





Germantown Athletic Club Recreation

Mission To provide leisure and arts facilities and resources to Germantown Athletic Club members plus Germantown citizens and others in the surrounding area while generating a balanced budget as an enterprise fund.

Budget Category Summary

CATEGORY	Actual	Budget	Estimated	Amt. Chg.	% Chg.	Budget
	FY12	FY13	FY13			FY14
Personnel	\$ 978,441	949,572	977,650	116,739	11.94%	1,094,389
Communication	2,784	10,000	10,000	-	0.00%	10,000
Professional Fees	540,877	592,810	328,978	38,690	11.76%	367,668
Other Maintenance	105,752	139,000	152,653	(20,653)	-13.53%	132,000
Supplies	135,707	131,250	139,750	1,000	0.72%	140,750
Rent	181,077	182,043	182,700	300	0.16%	183,000
Allocations	137,455	145,678	94,008	(31,666)	-33.68%	62,342
Depreciation	394,381	444,157	444,157	-	0.00%	444,157
Utilities	229,491	244,596	239,375	6,200	2.59%	245,575
Grants	257	-	-	-	-	-
TOTAL	<u>\$ 2,706,222</u>	<u>\$ 2,839,106</u>	<u>2,569,271</u>	<u>110,610</u>	<u>4.31%</u>	<u>2,679,881</u>
Capital Outlay	\$ 132,004	140,000	136,954	(136,954)	-100.00%	-

Budget Payroll Summary

	FY12		FY13		FY14	
	Actual	Budget	Estimate	Budget	Budget	Budget
Exempt Salaries	6.0	\$ 312,510	6.0	324,229	6.0	333,947
Non-Exempt Wages	15.9	445,882	16.9	429,554	16.9	478,734
Other Compensation		1,064		2,000		2,050
Fringe Benefits		208,510		221,867		279,658
Other Personnel		10,475		-		-
DEPARTMENT TOTAL	21.9	\$ 978,441	22.9	977,650	22.9	1,094,389

Categories Personnel - \$1,094,388 This category includes part of the salaries and benefits for the athletic club director, assistant club director, facility programming coordinator, business manager, managers on duty, membership sales coordinator, administrative assistant, customer service representatives, custodial service supervisor, custodial service worker, part-time weekend supervisor, part-time concessions workers, part-time information clerks, part-time nursery workers, and recreation leaders.

ENTERPRISE FUND

Athletic Club Recreation

Communication - \$10,000 This category includes items that enhance the Germantown Athletic Club's staff and programs through recreation and fitness publications, training meetings for staff and contact with specialized sources.

Professional Fees - \$367,668 This category includes fees for professional services required for the cost center, including payment for class instructors. Group Exercise Instructors will receive \$23-\$30 per class and personal trainers will receive 70%-75% of the gross collected. In addition, this category includes a marketing effort to enhance membership of the Germantown Athletic Club and credit card fees.

Other Maintenance - \$132,000 This category funds expenses for part of the maintenance of fire extinguishers and control systems, elevator, sprinkler, pest control inspections and equipment maintenance as well as all items for general building maintenance. This category also includes contract and equipment and building maintenance items such as belts, replacement parts, etc.

Supplies - \$140,750 This category includes office supplies for the Germantown Athletic Club, medical supplies, uniforms, small tools and cleaning supplies. Also included are recreational supplies needed to equip the Germantown Athletic Club such as basketballs, volleyballs, badminton equipment, table tennis equipment and air pumps. This category also includes camera equipment and supplies for producing membership cards and the purchase of small tools for building maintenance.

Rent - \$183,000 This category provides rental of specialty and fitness equipment needed by the Germantown Athletic Club.

Allocations- \$62,342 This category includes the Germantown Athletic Club Recreation's portion of insurance expenses.

Depreciation - \$444,157 This category includes the annual depreciated valuation of the Germantown Athletic Club facilities and equipment.

Utilities - \$245,575 This line includes the Recreation's share of utility expenses (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: % of resident membership	n/a	n/a	58%	60%	58%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: % of member retention over previous year	75%	63%	75%	61%	75%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: Amount of increase in IPV revenue (\$0.10)	\$1.04	\$1.52	\$1.75	\$1.37	\$1.75

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: % of current members who use the Club less than four times per month	60%	64%	60%	67%	60%

ENTERPRISE FUND

Athletic Club Recreation

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: % of current members who use the Club more than 8 times per month	20%	19%	20%	18%	20%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: % of membership using the Club daily	20%	10%	20%	11%	20%

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: % of Members who rate you as a five on a five-point scale	15%	29%	15%	58%	15%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: % of early stage usage (8 visits or more)	15%	17%	18%	19%	18%



Germantown Athletic Club Aquatics

Mission To provide a safe and clean environment for quality aquatic leisure, instructional and fitness opportunities for Germantown Athletic Club members and area citizens.

Budget Category Summary

<u>CATEGORY</u>	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 471,629	489,997	470,295	(8,957)	-1.90%	461,338
Professional Fees	1,459	1,392	1,459	141	9.66%	1,600
Supplies	46,242	64,000	58,226	2,774	4.76%	61,000
Allocations	20,400	23,123	23,000	4,224	18.37%	27,224
Depreciation	191,829	185,186	192,000	8,000	4.17%	200,000
Utilities	106,160	112,000	107,943	5,657	5.24%	113,600
TOTAL	\$ 837,719	875,698	852,923	11,839	1.39%	864,762
Capital Outlay	\$ -	-	-	260,733	100%	260,733

Budget Payroll Summary

	FY12 Actual		FY13 Estimate		FY14 Budget	
Exempt Salaries	2.0	\$ 90,273	2.0	86,543	2.0	89,613
Non-Exempt Wages	13.5	301,174	13.5	308,221	13.5	300,000
Other Compensation	-	-	-	500	-	-
Fringe Benefits	-	80,182	-	75,031	-	71,725
DEPARTMENT TOTAL	15.5	\$ 471,629	15.5	470,295	15.5	461,338

Categories Personnel - \$461,336 Represented in this category are the salaries and benefits for an aquatics coordinator, head swim coach, seasonal aquatic supervisor, lifeguards, age group swim coaches, water exercise instructors, and water safety instructors. The personnel category also includes employee education to train employees in specialized areas.

ENTERPRISE FUND

Athletic Club Aquatics

Professional Fees - \$1,600 This category includes fees for professional services required for the cost center, including payment for class instructors. Group Exercise Instructors will receive \$23-\$30 per class and personal trainers will receive 70%-75% of the gross collected. In addition, this category includes a marketing effort to enhance membership of the Germantown Athletic Club and credit card fees.

Supplies - \$61,000 This line includes funds for chemicals for the swimming pool and cleaning supplies for the aquatic area. Equipment used in the aquatic area will include kickboards, hand paddles, teaching aids, recreation equipment and expenses for catered swim events and birthday parties. This category also includes uniforms for lifeguards and instructors and non-capital assets ranging in value from \$500 to \$4,999.

Allocations- \$27,224 This line includes the Athletic Club's portion of insurance costs for the aquatic facilities.

Depreciation - \$200,000 Included in this category is the annual charge representing depreciated valuation of aquatic facilities and equipment.

Utilities - \$113,600 This line includes the Aquatic's share of utility expenses (electricity, gas, water, sewer and local and long distance telephone).

Capital Outlay - \$260,733 This category includes the cost s associated with one CIP project: renovation design.

Performance Measures

Triple Bottom Line Focus Area: Social	FY12		FY13		FY14
Measurement Type: Customer Satisfaction	Goal	Actual	Goal	Actual	Goal
Measure: % of swim lesson participants who rate you as a 5 on a 5 point scale	75%	75%	75%	78%	75%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: amount of increase in aquatics revenue (2%)	\$132,878	\$160,691	\$163,904	\$175,216	\$163,904

Germantown Athletic Club Debt Service

The Germantown Athletic Club Debt Service cost center accounts for the interest portion on the \$2.5 million General Fund Intergovernmental loan for the Germantown Athletic Club's expansion project.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Debt Service	\$ 34,416	30,557	30,557	(3,859)	-12.63%	26,698
TOTAL	\$ 34,416	30,557	30,557	(3,859)	-12.63%	26,698

Categories

Debt Service - \$26,698 This category includes the interest portion of the \$2.5 million General Fund Intergovernmental loan for the Germantown Athletic Club's expansion project.



Great Hall

Mission

The Great Hall is an enterprise fund, which consists of a banquet area that accommodates weddings, receptions and meetings. In addition, a multimedia training room is also included in the Great Hall, which provides rental space that is ideal to accommodate meetings.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 163,519	169,529	168,752	2,922	1.73%	171,674
Communication	925	1,000	790	160	20.25%	950
Professional Fees	57,764	51,300	57,700	5,000	8.67%	62,700
Insurance	-	-	776	(776)	-100.00%	-
Other Maintenance	50,089	32,000	57,112	18,088	31.67%	75,200
Supplies	22,208	14,200	15,482	6,143	39.68%	21,625
Rent	85,759	81,622	84,422	800	0.95%	85,222
Allocations	54,539	56,458	34,314	(12,243)	-35.68%	22,071
Depreciation	17,835	51,750	48,386	3,836	7.93%	52,221
Utilities	39,342	41,728	40,928	1,000	2.44%	41,928
TOTAL	<u>\$ 491,980</u>	<u>\$ 499,587</u>	<u>\$ 508,662</u>	<u>24,929</u>	<u>4.90%</u>	<u>533,591</u>
Capital Outlay	\$ 262,717	63,000	29,358	(11,358)	-38.69%	18,000

Budget Payroll Summary

	FY12 Actual		FY13 Estimate		FY14 Budget	
Exempt Salaries	1.0	52,053	1.0	57,340	1.0	58,226
Non-Exempt Wages	2.0	59,152	2.0	59,899	2.0	64,348
Fringe Benefits	-	52,257	-	51,513	-	49,100
DEPARTMENT TOTAL	<u>3.0</u>	<u>163,519</u>	<u>3.0</u>	<u>168,752</u>	<u>3.0</u>	<u>\$ 171,674</u>

Categories

Personnel - \$171,674 Represented in this category are the salaries and benefits for a Great Hall & Conference Center manager, event coordinator, part-time facility representative, and part-time event representative.

ENTERPRISE FUND

Great Hall

Communication - \$950 This category includes job-related dues and subscriptions to assist the Great Hall & Conference Center in staying up-to-date with current trends in facility rentals.

Professional Fees - \$62,700 This category includes marketing and advertising costs for the Great Hall & Conference Center. In addition, this category includes credit card fees.

Other Maintenance - \$75,200 This category includes the maintenance cost associated with equipment used at the Great Hall. It also covers various materials and supplies needed in minor building repairs and janitorial service. In addition, this category includes funds for carpet cleaning, security monitoring, security guard service, and CheckFree.

Supplies - \$21,625 This line includes funds for the purchase of general office supplies, cleaning supplies, food supplies, and miscellaneous supplies.

Rent- \$85,222 This line includes the rental of a copy machine and the rental payments due to the Germantown Athletic Club for its portion of building depreciation.

Allocations- \$22,071 This line includes the Great Hall's portion of insurance costs.

Depreciation - \$52,221 Included in this category is the annual charge representing depreciated valuation of the Great Hall & Conference Center.

Utilities - \$41,928 This line includes the Great Hall & Conference Center's share of utility expenses (electricity, gas, water, sewer and local and long distance telephone).

Capital Outlay - \$18,000 This category includes the costs associated with an IRP project: flooring replacement.

Performance Measures

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Entire Great Hall Hrs Billed as a % of Hrs Available	23%	35%	40%	30%	40%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Efficiency	Goal	Actual	Goal	Actual	Goal
Measure: Conf. Center Hrs Billed as a % of Hrs Available	35%	46%	50%	40%	50%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Effectiveness	Goal	Actual	Goal	Actual	Goal
Measure: % of Repeat Customers	95%	95%	95%	95%	95%

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: Net Income from Taxable Room Rental	\$ 100,000	\$ 58,654	\$ 151,800	\$ 164,231	\$ 151,800

Triple Bottom Line Focus Area: Economic	FY12		FY13		FY14
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: Net Income from Non-Taxable Room Rental	\$ 65,000	\$ 31,470	\$ 88,550	\$ 107,176	\$ 88,550

Great Hall Debt Service

The Great Hall Debt Service cost center accounts for the interest portion on the \$2.5 million General Fund Intergovernmental loan for the expansion project.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Debt Service	\$ 13,384	11,883	11,883	(1,501)	-12.63%	10,382
TOTAL	\$ 13,384	11,883	11,883	(1,501)	-12.63%	10,382

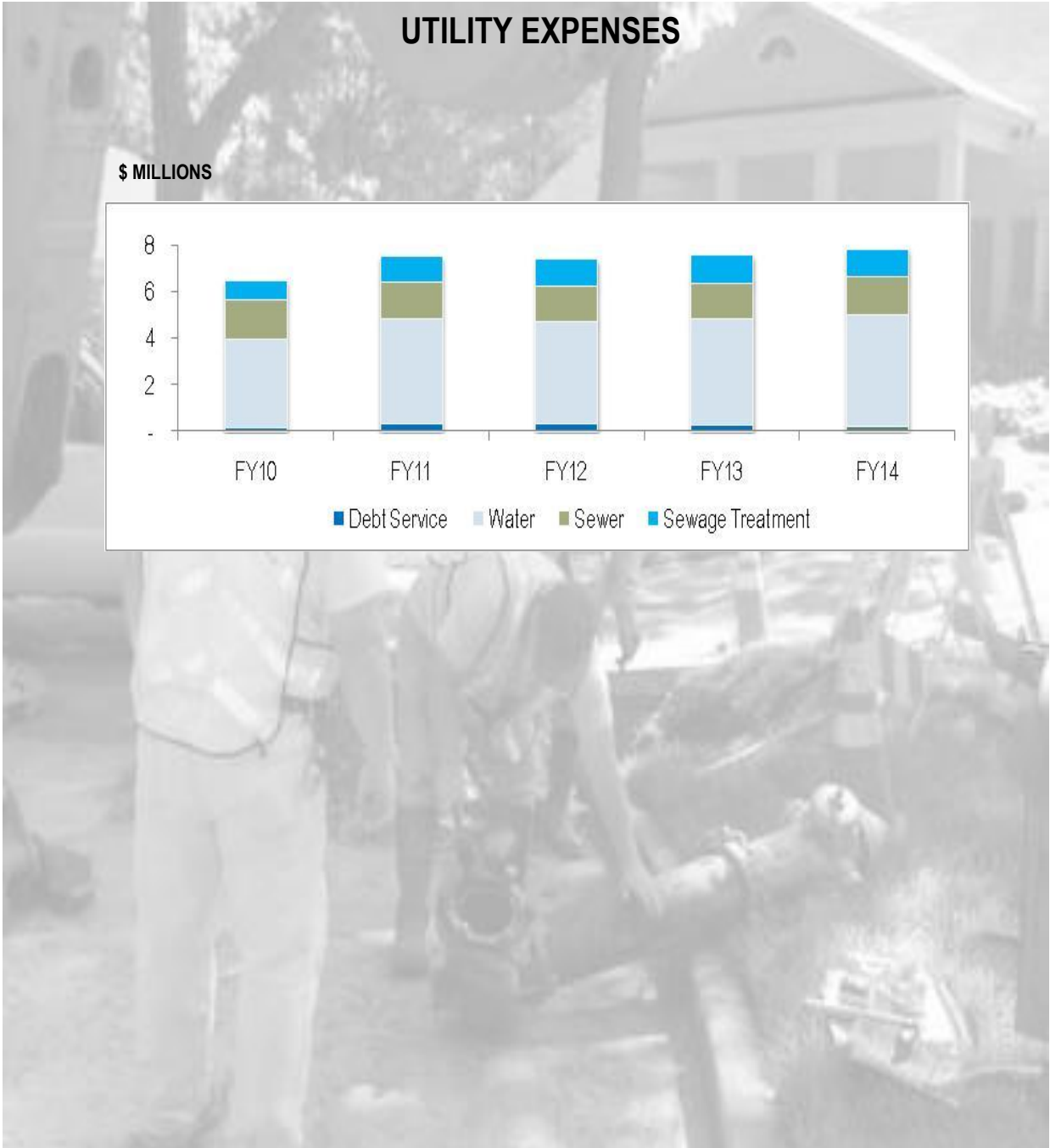
Categories

Debt Service - \$10,382 This category includes the Great Hall's interest portion of the \$2.5 million General Intergovernmental loan.



UTILITIES FY14 BUDGET

This section presents the operating budget for all Utility cost centers. Total operating expenses for Water Operations, Sewer Operations, Sewage Treatment and Utility Debt Service are summarized below.





UTILITY DEBT SERVICE

Utility Debt

The Utility Debt Service cost center accounts for the interest payments on the 2006 and 2008 Water Revenue Bonds.

The City issued \$5.0 million in Water Revenue Bonds Series 2008 in December 2008. This issue supported the plant expansion of the Johnson Road Water Plant, Johnson Road Reservoir, water wells, automated controls (SCADA), and sewer pipeline rehabilitation. The one bond issue in FY98, refunded in 2006, totaling \$8.025 million was mainly to support the construction of a new water treatment plant. There are no future issuances projected in FY14-18. Outstanding principal of the Utility Fund at July 1, 2013 is \$5,565,000. During the year, principal of \$920,000 and interest of \$200,450 will be paid. The principal balance at June 30, 2014, will be \$4,645,000.

<u>Security</u>	<u>Balance 7/1/2013</u>	<u>Principal Payment</u>	<u>Balance 6/30/2014</u>	<u>Interest Expense</u>
<u>Existing:</u>				
2008 Water Revenue Bonds	\$ 3,215,000	490,000	2,725,000	115,050
2006 Water Revenue Bonds	\$ 2,350,000	430,000	1,920,000	85,400
Total FY13 Debt	<u>\$ 5,565,000</u>	<u>920,000</u>	<u>4,645,000</u>	<u>200,450</u>
<u>Proposed:</u>				
	<u>Existing Principal</u>	<u>Existing Interest</u>	<u>Future Principal</u>	<u>Future Interest</u>
FY15	955,000	165,438	-	-
FY16	990,000	127,800	-	-
FY17	1,035,000	87,300	-	-
FY18	1,075,000	45,100	-	-
Thereafter	590,000	11,800	-	-
Total Debt Service	<u>\$ 4,645,000</u>	<u>437,438</u>	<u>-</u>	<u>-</u>

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY12</u>	<u>Budget FY13</u>	<u>Estimated FY13</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY14</u>
Debt Service	\$ 290,561	233,463	233,463	(33,013)	-14.14%	200,450
Agency Fees	250	250	250	-	0.00%	250
TOTAL	<u>\$ 290,811</u>	<u>233,713</u>	<u>233,713</u>	<u>(33,013)</u>	<u>-14.13%</u>	<u>200,700</u>

Categories

Debt Service - \$200,450 This category includes interest payments on the Series 2006 Water Revenue and Tax Refunding Bonds and the Series 2008 Water and Sewer System Revenue and Tax Bonds.

Agency Fees - \$250 This category covers fees paid to paying agents for the various bond issues.



Water

Mission

The Water Operations Division is part of the Utility Fund. This portion of the budget encompasses expenditures required to produce and deliver water to utility customers. The assistant director of utilities oversees daily functions of both water and sewer operations.

Water Distribution

Seven employees provide daily maintenance and repair needed to operate the system. These employees install meters, repair water service lines, main breaks, fire hydrants and maintain valves. They also perform minor new water construction and provide in-house utility locate duties for the Tennessee One-Call Service. An emergency call-out work force is provided for after hour calls. A standby operation, consisting of five water division employees, is an alternative to staffing two additional shifts. The staff successfully provides approximately 15,200 residential and 440 business customers with an uninterrupted supply of potable water, sufficient water pressure and adequate supply of water for fire protection; maintains 206 miles of water mains, 2,361 fire hydrants, 3,881 main line valves and 13,800 service lines with a minimum of down time; responds to main breaks, service line breaks and broken fire hydrants in a timely manner and educates customers about how to protect our most abundant natural resource, water.

Customer Services

Five meter readers and their supervisor provide a variety of services including meter reading, turning services on and off, meter testing, meter change-outs and meter maintenance. The utility billing specialist prepares the water billing and assists customers regarding accounts. Staff strives to accurately read water meters, provides fair and timely assistance to each customer, and assists in maintaining a safe water system by protecting against utility theft; builds good working relationships with customers; prepares citizens for water emergencies that could occur in the home and contributes to each employee's job enrichment.

Water Treatment

Six employees are responsible for the quality and quantity of water produced, minor repairs to the water plant and repair and maintenance of various pieces of water production equipment. They also sample and analyze water from various points within the distribution system and administer a cross connection control inspection program as required by the Tennessee Department of Public Health. Staff provides safe water to customers, protects the integrity of well fields and builds a high level of customer confidence in product and operation.

Budget Category Summary

<u>CATEGORY</u>	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 1,323,747	1,326,706	1,367,663	5,145	0.38%	1,372,808
Communication	68,526	84,500	68,550	4,950	7.22%	73,500
Professional Fees	68,073	90,500	95,164	15,336	16.12%	110,500
Insurance	229	5,000	1,100	3,900	354.55%	5,000
Other Maintenance	65,734	85,000	85,000	-	0.00%	85,000
Supplies	137,691	214,275	159,070	42,930	26.99%	202,000
Rent	-	1,000	-	1,000	100%	1,000
Allocations	689,416	744,623	690,424	25,571	3.70%	715,995
Roads & Mains	101,765	130,000	95,000	15,000	15.79%	110,000
Depreciation	1,025,043	1,089,479	1,030,260	16,500	1.60%	1,046,760
Utilities	675,573	737,600	718,502	17,098	2.38%	735,600
Pilot	247,276	261,230	243,447	67,956	27.91%	311,403
TOTAL	\$ 4,403,073	4,769,913	4,554,180	215,386	4.73%	4,769,566
Capital Outlay	\$ 2,044,048	1,315,000	1,154,628	420,677	36.43%	445,000

UTILITY FUND

Water

Budget Payroll Summary

	FY12 Actual		FY13 Estimate		FY14 Budget	
Exempt Salaries	2.0	\$ 133,376	2.0	133,121	2.0	136,771
Non-Exempt Wages	17.0	664,102	18.0	685,481	18.0	694,540
Other Compensation		77,777		75,000		80,000
Fringe Benefits		439,983		466,561		453,297
Other Personnel		8,509		7,500		8,200
DEPARTMENT TOTAL	19.0	\$ 1,323,747	20.0	1,367,663	20.0	1,372,808

Categories

Personnel - \$1,372,808 This category includes salaries, wages and benefits for the director of utilities, water services superintendent, chief water plant operator, crew supervisors, water plant operators, water plant technician, maintenance technicians, senior maintenance worker, maintenance worker, lead meter reader, meter readers, utility billing specialist, and equipment operator. Also in this category is overtime wages, which consists of funds to support six employees involved with the after-hours call out program. Overtime wages are based on an average of \$53.50 per standby shift as well as 3% of the employee's salaries. Based on current trends, there are approximately two callouts per shift at an average cost of \$107.00 per callout. This standby expense is part of the alternative costs of staffing three additional shifts by providing these services on a 24-hour basis.

Communications - \$73,500 This category is for subscriptions to job-related periodicals and dues to maintain state certification for those employees who maintain and operate the system. Funds are also provided to publish public notifications as required by the Tennessee Department of Public Health and fund job-related educational opportunities. This total amount includes \$70,000 for postage for utility bill mailing and includes one special mailing to comply with state regulations.

Professional Fees - \$110,500 This category includes fees to pay outside engineering and professional consultants for review and recommendations concerning the water system as required.

Insurance - \$5,000 This category includes the division's share of deductibles associated with workers' compensation claims and personal and private property claims. Also included in this category is the City's deductible on all the City's uninsured vehicle claims.

Other Maintenance - \$85,000 This category includes funds necessary to provide repair and maintenance to electrical switchgear, 10 high service pumps and 17 wells, which are all part of the water production facilities. Also included is day-to-day maintenance of the water treatment facility and repairs to the communications system not covered under an annual maintenance contract.

Supplies - \$202,000 This category includes funds necessary to purchase chemical supplies used for the treatment and production of water, office supplies, uniforms for employees and small tools. Additionally, funds are included to purchase all paper supplies necessary to produce the monthly utility bills as well as non-capital assets, which range in value between \$500 and \$4,999.

Rent - \$1,000 This category covers the emergency rental of equipment such as generators, lighting and other types of equipment, which may either be down for repairs or not owned, but needed to properly maintain the water system.

Allocation - \$715,995 This category funds the water operations portion of shared costs for services provided by other departments such as Insurance, Vehicle Maintenance, Development, Public Services and Personnel.

Roads and Main - \$110,000 Funds in this category are to purchase parts, supplies and construction material required to repair and maintain 206 miles of various sized water mains and approximately 13,800 service lines. This category also covers the cost of repairing or replacing water meters, as well as the maintenance and replacement of meter boxes.

UTILITY FUND

Water

Depreciation - \$1,046,760 This category includes the annual charge that represents the estimated monetary replacement expense as a result of aging and wear and tear of those assets that make up the Water Utility Fund. Water lines and appurtenances are depreciated on a 50-year basis with smaller equipment and machinery on a three to five-year basis.

Utilities - \$735,600 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Pilot - \$311,403 This category includes payments in lieu of taxes. Funds that are paid to offset costs incurred by the City for services provided to tax exempted properties.

Capital Outlay - \$1,445,000 This category includes the costs associated with the CIP and IRP projects of well field maintenance, water mains maintenance, and a backhoe.

Performance Measures

Triple Bottom Line Focus Area: ECONOMIC Measurement Type: EFFICIENCY	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: Percent of non emergency customer request responded within 24 hours	98%	96%	98%	98%	98%

Triple Bottom Line Focus Area: ECONOMIC Measurement Type: EFFICIENCY	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: Percent of emergency customer request responded within 30 minutes	95%	97%	95%	96%	95%



Sewer

Mission To successfully collect and transport sewage from the residential and commercial districts in Germantown to the Memphis outfall lines; to maintain all manholes, lift stations and lateral connections.

The Sewer Operations Division oversees the daily operations of the sanitary sewer system within the areas served by Germantown utilities, provides preventative maintenance to all sewer mains, lift stations, and laterals within the system, regularly cleans and flushes trouble areas and routinely flushes and cleans all lines through a systematic program. Video operations are incorporated into daily operations for inspection repairs, troubleshooting and assessment of future needs. Sewer operations also perform minor construction such as installation of sewer laterals and short sections of sewer main. There are over 206 miles of sewer mains and 23 lift pump stations throughout the city system.

A contract exists between the City of Memphis and Germantown, which was signed in FY03 providing for the treatment of Germantown's sanitary sewage. It is Germantown's responsibility to collect and deliver the sewage through its sanitary system to various points of connection within the Memphis system. Customers' monthly fees are based on the amount of water consumed.

Budget Category Summary

CATEGORY	Actual FY12	Budget FY13	Estimated FY13	Amt. Chg.	% Chg.	Budget FY14
Personnel	\$ 338,183	357,939	361,393	(4,461)	-1.23%	356,932
Communication	418	1,100	450	(350)	-77.78%	100
Professional Fees	-	-	-	-	-	-
Insurance	131	5,000	8,023	(3,023)	-37.68%	5,000
Other Maintenance	1,761	5,000	4,500	500	11.11%	5,000
Supplies	20,549	27,800	22,570	5,230	23.17%	27,800
Rent	78	100	100	-	0.00%	100
Allocations	386,746	414,291	347,124	15,251	4.39%	362,375
Roads & Mains	22,306	35,000	25,500	5,500	21.57%	31,000
Depreciation	619,748	675,246	643,440	12,300	1.91%	655,740
Utilities	15,375	17,500	15,450	2,050	13.27%	17,500
PILOT	129,047	136,329	143,162	39,726	27.75%	182,888
TOTAL	\$ 1,534,342	1,675,305	1,571,712	72,723	4.63%	1,644,435
Capital Outlay	\$ 1	563,000	563,727	46,273	8.21%	610,000

Budget Payroll Summary

	FY12 Actual		FY13 Estimate		FY14 Budget	
Exempt Salaries	1.0	\$ 53,043	1.0	52,943	1.0	54,446
Non-Exempt Wages	5.0	147,383	5.0	155,941	5.0	159,684
Other Compensation		18,503		19,000		15,000
Fringe Benefits		118,788		133,109		127,302
Other Personnel		466		400		500
DEPARTMENT TOTAL	6.0	\$ 338,183	6.0	361,393	6.0	356,932

UTILITY FUND

Sewer

Categories

Personnel – \$356,932 This category includes salaries, wages and benefits for the superintendent of utilities, crew supervisor, equipment operator, senior maintenance worker and maintenance workers. Overtime wages are included to cover expenditures associated with after hour sewer stoppages and maintenance requirements.

Communications - \$100 Included in this category is the cost of job-related educational supplies and materials for six employees as well as registration fees for supervisory training seminars and Tennessee Department of Health certification requirements.

Insurance - \$5,000 This category includes the division's share of deductibles associated with workers' compensation claims and personal and private property claims. Also included in this category is the City's deductible on all the City's uninsured vehicle claims.

Other Maintenance - \$5,000 Funding in this category includes preventive maintenance and repair to the City's video inspection equipment.

Supplies - \$27,800 This category funds the purchase of chemicals used in grease and odor control on lift stations, safety related items and uniform service for maintenance employees. In addition, petroleum products, small tools and non-capital assets, which range in value between \$500 and \$4,999, are budgeted here.

Rent - \$100 This category funds the rental of emergency generator, lighting or other types of equipment that may be needed as a result of a sewer lift station breakdown or other failures within the system. This allows us to obtain equipment that is not owned, but needed to make specific repairs.

Allocation - \$362,375 This category funds the water operations portion of shared costs for services provided by other departments such as Insurance, Fleet Service, Development, Public Services and Human Resources.

Roads and Main –\$ 31,000 This category funds the purchase of supplies and construction material required to make repairs and maintain the sanitary sewer main.

Depreciation - \$655,740 Funds in this category are for the annual depreciated valuation of equipment and sewer mains that make up the sanitary sewer system.

Utilities - \$17,500 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

PILOT - \$182,888 This category includes payments in lieu of taxes. Funds that are paid to offset costs incurred by the City for services provided to tax exempted properties.

Capital Outlay - \$625,000 Funding in this category includes IRP projects for maintenance of the sewer collection system and lift stations rewiring for generator power. In addition, two CIP projects are included here: Blue Grass Lift Station and Germantown Road South.

Performance Measures

Triple Bottom Line Focus Area: ECONOMIC Measurement Type: EFFICIENCY	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: Percent of non emergency customer request responded within 24 hours	95%	96%	95%	98%	95%

Triple Bottom Line Focus Area: ECONOMIC Measurement Type: EFFICIENCY	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
Measure: Percent of emergency customer request responded within 30 minutes	100%	100%	100%	100%	100%

Sewage Treatment

Mission This cost center accounts for the payments to the City of Memphis for sewage treatment. Under the contract amended in FY07, Germantown currently remits 34% of the current user fee to the City of Memphis for sewer treatment, which will continue through FY14. The rate was recalculated based on the formula set within the contract signed in FY03. This contract also requires that Germantown fund all new capital projects within its city's limits.

Budget Category Summary

<u>ACCT</u>	<u>TITLE</u>	<u>ACTUAL</u> <u>FY11</u>	<u>ACTUAL</u> <u>FY12</u>	<u>BUDGET</u> <u>FY13</u>	<u>ESTIMATED</u> <u>FY13</u>	<u>BUDGET</u> <u>FY14</u>
2980	Contract Sewage Collection Fee	\$ 1,097,830	1,151,178	1,200,000	1,181,979	1,200,000
	TOTAL	\$ 1,097,830	1,151,178	1,200,000	1,181,979	1,200,000

Categories Sewer Fees to Memphis - \$ 1,200,000 Under contract, Germantown pays 34% of the monthly sewer fees to the City of Memphis for treatment of sewage. Additionally, the contract signed in FY03 allowed the rate to be reviewed every two years, or when Memphis' fees are changed. The rate was last reviewed in March 2013.

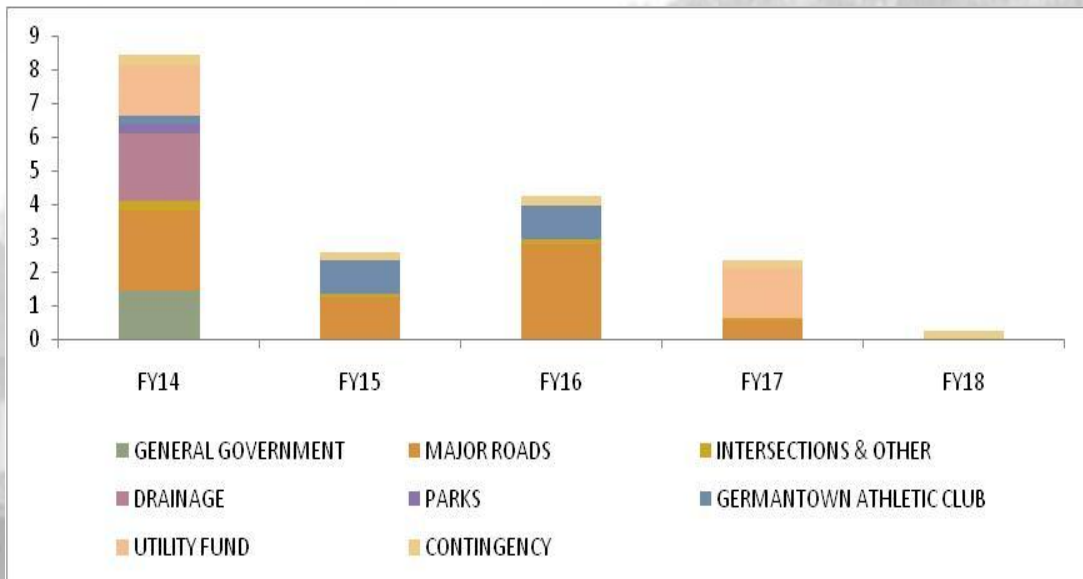


CAPITAL IMPROVEMENTS PROGRAM FY14 BUDGET

This section presents the capital budget for all Capital Improvements Programs. Total capital expenses for General Government, Major Roads, Intersection/Other/Drainage, Parks, Utility Fund, Germantown Athletic Club Fund, Great Hall Fund, and Contingency are summarized below.

CAPITAL IMPROVEMENTS PROJECT EXPENSES

\$ MILLIONS



CAPITAL IMPROVEMENTS PROGRAM

The Capital Improvements Program (CIP) is divided into six major categories - General Government, Major Roads, Intersections/Other/Drainage, Parks, and Utilities. The Intersections/Other/Drainage category includes traffic signals, sidewalks and drainage projects. A comprehensive schedule of the FY14-18 CIP is contained in the Budget Summaries section of this document.

The following is a brief summary of the funding sources identified in the CIP:

- Bond Issues – Three General Obligation Bond (G.O.) and no Utility (Revenue) Bond issues are anticipated during the 6-year CIP.
- General Reserves – (General Fund) – The CIP funding source described as General Fund Reserves is defined as the portion of General Fund funding for capital projects through the provision of cash as a result of excess General Fund operating revenues over General Fund operating expenditures.
- General Reserves – (Hall) – The CIP funding source described as General Fund Reserves – (Hall) is defined as a revenue source from the Hall Income and Excise Tax to fund capital projects.
- Utility Fund – The Utility Fund accounts for water and sewer fees in connection with the operation of the City's water and sewer system. The proceeds of several bond issues and intergovernmental loans have been used specifically for the construction or acquisition of water and sewer systems and facilities.
- Grants – Funding is available from various county, state and federal agencies, including Tennessee Department of Transportation (TDOT), Environmental Protection Agency (EPA), Federal Congestion Mitigation and Air Quality (CMAQ) and Department of Conservation.
- State/Federal – Funding for these capital projects is the full responsibility of a federal or state agency. The City of Germantown is only responsible for the coordination of the capital project due to it being within Germantown's borders. These funds are not accounted for in the six category totals, since the City of Germantown will not appropriate the funding.
- Development Contributions – This funding source is assumed to be available from developers in a specific area for a specific project. It is anticipated that as property is developed, the developers will fund their fair share of the CIP project. The City may construct projects in an area prior to development. In such cases, only water lines and traffic signal reimbursements have been required from developers.
- Contingency – This mechanism provides, on an annual basis, funding from which appropriations are made to meet minor overruns in CIP projects. The amount for FY14 is fixed at \$250,000 and is reviewed annually by both the Financial Advisory Commission and Board of Mayor and Aldermen.

GENERAL GOVERNMENT

GENERAL GOVERNMENT

Vehicle Maintenance Shop FF&E					
Description					
Installation of all furniture, fixtures and equipment not supplied by the general contractor required to complete the construction project and occupancy of the building including heavy duty lifts, jib crane, exhaust transfer system, fluid management system and general furnishings required for office, meeting and locker room areas.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$309,000	
TOTAL					\$309,000
Net Operating Financial Impact: There will be no additional annual operating cost associated with this phase of the project.					

Animal Shelter Expansion Phase I					
Description					
Construction of an animal intake area to quarantine new arrivals from the existing population until the health of the animals can be determined. This expansion area will have two separate independent HVAC systems to combat disease transfer. In addition, the roof on the entire building will be replaced and the doors / jams and flooring will be replaced.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$300,000	
TOTAL					\$300,000
Net Operating Financial Impact: The annual operational cost associated with heating and cooling the additional space will increase by a \$1,000.					

Germantown Library Roof					
Description					
Design and replacement of the flat roofing area on the Library. This is the original roof on the facility that was constructed in 1996 and it has numerous leaks and cap sheet blisters.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$100,000	
TOTAL					\$100,000
Net Operating Financial Impact: The annual operational cost should be lowered due to the increases cost associated with numerous repairs over the past few years.					

GENERAL GOVERNMENT

GPAC Improvements Phase II – Floor Restoration					
Description					
Replacement of the existing stage and black box floors that have received a great deal of wear and tear over the past 18 years with a new performance surface.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$183,000	
TOTAL					\$183,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

Fire Station 1 Renovation					
Description					
Painting, carpet replacement, repair of water damage from roof leak and the replacement of kitchen cabinets and counter tops. These are the first improvements proposed for this facility since its construction in 2000.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$50,000	
TOTAL					\$50,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

Fire Department Ambulances					
Description					
Purchase of four new ambulances for providing in-house ambulance service to the citizens of Germantown.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$528,000				
TOTAL					\$528,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

TOTAL GENERAL GOVERNMENT

\$ 1,470,000

MAJOR ROADS

MAJOR ROADS

Wolf River Boulevard – Milling & Paving					
Description					
Project involves mill and overlay, pavement markings, signage and upgrading of HCR's to current ADA standards as needed and installation of new sidewalk to fill in the missing links along the north side from Farmington to Houston Middle School.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$280,000	\$1,120,000
TOTAL					\$1,400,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

Germantown Road – Stout to City Limits					
Description					
This project will complete the widening of Germantown Road through Germantown and will consist of improving 3,500 feet of the existing two lane road from Stout Road south to the city limits to a four lane road with a median and bicycle lanes. Includes a traffic signal at Crestridge and decorative mast arms at Stout & Crestridge.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$40,000				\$2,100,000
TOTAL					\$2,140,000
Net Operating Financial Impact: The roadway improvements will result in a \$10,000 annual increase in maintenance costs. Plus, an additional \$2,000 for signal maintenance.					

Poplar Avenue Culvert Replacement Phase III					
Description					
Phase III of repair and/or replacement of damaged culverts under Poplar Avenue.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
		\$600,000			
TOTAL					\$600,000
Net Operating Financial Impact: The upgrades to the drainage infrastructure will reduce the maintenance responsibility of the Public Services Dept. by approximately by\$5,000.					

MAJOR ROADS

Poplar Avenue Culvert Replacement Phase II					
Description					
Repair and/or replacement of damaged culverts under Poplar Avenue identified in the recently completed inspection and evaluation study.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
		\$768,000			
TOTAL					\$768,000
Net Operating Financial Impact: The upgrades to the drainage infrastructure will reduce the maintenance responsibility of the Public Services Department by approximately \$5,000.					

Germantown Road Streetscape (Median Development)					
Description					
Installation of a Median & Gateway sign on Germantown Rd. North of Neshoba Rd. Matching funds for TDOT Roadscape Grant.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$18,000	\$70,000			
TOTAL					\$88,000
Net Operating Financial Impact: The roadway improvements will result in a \$10,000 annual increase in maintenance costs.					

Germantown Road Realignment – Design Update					
Description					
Detailed design to meet TDOT requirements to align Germantown Road south of Poplar Avenue with West Street south of the railroad crossing to the west at the railroad crossing. Project is a Smart Growth Planning Initiative to eliminate traffic in the Business District.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$26,000				\$104,000
TOTAL					\$130,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

MAJOR ROADS

Wolf River Boulevard Closeout Costs					
Description					
The State through the Memphis MPO allocated \$25,000,000 for the construction of Wolf River Boulevard between Kimbrough Road and Farmington Boulevard. The construction low bid was \$18,700,000 and the construction and inspection contract was \$3,100,000 leaving approximately a \$3,000,000 balance from the initial allocation. The city has requested that the MPO not reallocate these funds. The MPO agreed providing that the city show the funds in the current CIP. Excess funds will be used for project overruns and design and construction of sections of the greenway trail.					
Funding Sources:					
Reserves	Grants	Bonds	Hall	State & Federal	
		\$550,000		\$2,200,000	
TOTAL				\$2,750,000	
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

McVay Road & Bridge Improvements Design Update					
Description					
Detailed design update to meet TDOT requirements to adjust the alignment of McVay Road to eliminate a severe curve and replace the existing bridge.					
Funding Sources:					
Reserves	Grants	Bonds	Hall	State & Federal	
\$21,000				\$84,000	
TOTAL				\$105,000	
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

TOTAL MAJOR ROADS

\$ 2,373,000

INTERSECTIONS/OTHER/DRAINAGE

INTERSECTIONS & OTHER

Intelligent Transportation System Implementation (ITS)					
Description					
ITS technology allows for improvements to transportation systems without widening roadways or adding additional traffic signals. This phase will include modifications to traffic signal cabinet equipment and traffic operations center to allow enhanced observation and monitoring of the traffic signal system.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$90,000	
TOTAL					\$90,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

Wolf River Boulevard/ Germantown Road Improvements Design					
Description					
Provide traffic signal modifications and add lanes to create a double left turn for southbound Germantown Road and a double left turn for westbound Wolf River Boulevard.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$30,000				\$120,000
TOTAL					\$150,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

Railroad Crossing Improvements – West Street/Poplar Pike					
Description					
Installation of signage and battery backup to provide motorists with a safer crossing. TDOT will reimburse the City for 100% of the design and construction costs.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
		\$30,000			
TOTAL					\$30,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

INTERSECTIONS/OTHER/DRAINAGE

School Zone Improvements					
Description					
This project provides for the installation of crosswalks inside school zones, restriping the crosswalks, replacing the existing incandescent school flashers with LED flashers and replacing the existing school signage.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$54,000	
TOTAL					\$54,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

Bicycle Facilities Program					
Description					
Restriping of existing bike lanes, striping of new bike lanes, development and implementation of educational Programs and the installation of bicycle racks at City facilities.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$50,000	
TOTAL					\$50,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

TOTAL INTERSECTION/OTHER

\$254,000

INTERSECTIONS/OTHER/DRAINAGE

DRAINAGE

Lateral D – Farmington Boulevard Culvert Protection					
Description					
This is a joint project between the city and the Corps of Engineers to protect the box culvert under Farmington Blvd. under a Section 14 Permit. The funding is 65% Federal and 35% Local.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
			\$399,000		\$741,000
TOTAL					\$1,140,000
Net Operating Financial Impact: The upgrades to the drainage system will decrease the maintenance responsibilities of the Public Services Department.					

Lateral D & E Construction					
Description					
Bank stabilization project to correct severely eroded stream banks on Laterals D & E. The specific area of concern on Lateral D is approximately 250 feet east of Autobahn Drive and the Lateral E specific location is approximately 700 feet south of Wolf River Boulevard and 200 feet east of Glenbuck Street.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
			\$920,000		
TOTAL					\$920,000
Net Operating Financial Impact: The upgrades to the drainage system will decrease the maintenance responsibilities of the Public Services Department.					

Lateral G Evaluation					
Description					
Engineering evaluation of Lateral G to determine the most technically and economically feasible solution to the drainage issues on this stream.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$300,000				
TOTAL					\$300,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

INTERSECTIONS/OTHER/DRAINAGE

Lateral D Bank Stabilization					
Description					
Bank stabilization project to correct a severely eroded stream bank on Lateral D adjacent to Cameron Brown Park and 1,500 feet south of new Wolf River Boulevard.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
			\$400,000		
TOTAL					\$400,000
Net Operating Financial Impact: Improvements will result in a \$1,000 annual increase in maintenance costs.					

TOTAL DRAINAGE

\$ 2,019,000

PARKS

PARKS

Germantown Station Lake Refurbishment					
Description					
Project will drain the lake and deepen it, reline line the bottom with clay, re-establish the bank slope, repair the spillway and outfall structure, establish gravel walking path and construction of a segmented block retaining wall.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$135,000	
TOTAL					\$135,000
Net Operating Financial Impact: Improvements will result in a \$1,000 annual increase in maintenance costs.					

Farmington Park Field Renovation					
Description					
Project will include laser grading for proper drainage, amending the soils for proper growing nutrients, installation of an irrigation system and new 419 Bermuda sod.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$120,000	
TOTAL					\$120,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

TOTAL PARKS

\$ 255,000

GERMANTOWN ATHLETIC CLUB FUND

GERMANTOWN ATHLETIC CLUB

Germantown Athletic Club Expansion Design					
Description					
This Project will expand on an existing architectural study that was completed in January 2012 to develop a comprehensive plan to address the space utilization needs and social needs of the facility. Public charettes will be utilized to choose a preferred alternative in conjunction with the Schematic Design.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$261,000				
TOTAL					\$261,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

TOTAL GERMANTOWN ATHLETIC CLUB

\$ 261,000

UTILITY FUND

UTILITY FUND

Germantown Road South – Sewer Extension					
Description					
Extension of the existing sewer system north from Foster Ridge Road in conjunction with the TDOT improvements to Germantown Road south.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$50,000				
TOTAL					\$50,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

Germantown Road South Water Relocation					
Description					
Relocate 8" water main, install fire hydrants and service lines behind new curbs in conjunction with the TDOT improvements to Germantown Road south.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$200,000				
TOTAL					\$200,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

Seismic Retrofit /Refurbishment Aeration Towers - Southern Avenue Water Plant					
Description					
The aeration towers at the Southern Avenue Water Plant are free standing concrete structures 24 feet wide by 88 feet long and 35 feet high. These towers were built prior to current seismic design standards and the 2008 Seismic Evaluation of City Facilities indicated that there was a 45% risk of damage to the structures in the event of a magnitude 7.7 earthquake. Failure of the towers could potentially result in water shortages to the community.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$1,000,000				
TOTAL					\$1,000,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

UTILITY FUND

Sewer Lift Station Retrofit - 7118 Blue Grass Lane					
Description					
This pumping station is over 40 years old and the operating systems and mechanical components have reached the end of their useful life. The current suction type pumps will be replaced with push type pumps and the old float switch systems will be replaced with modern transducer systems.					
Funding Sources:					
	Reserves	Grants	Bonds	Hall	State & Federal
	\$275,000				
TOTAL					\$275,000
Net Operating Financial Impact: The annual operating cost per lift station is approximately \$1,700 annually.					

TOTAL UTILITIES

\$ 1,525,000

CIP SUMMARY

CONTINGENCY **\$250,000**

Funding: General Fund Reserves - \$250,000

Description: This is a continuation of the City's Financial Policy intended to help support higher bid cost estimates and to cover project cost overruns.

TOTAL CONTINGENCY **\$250,000**

CIP SUMMARY

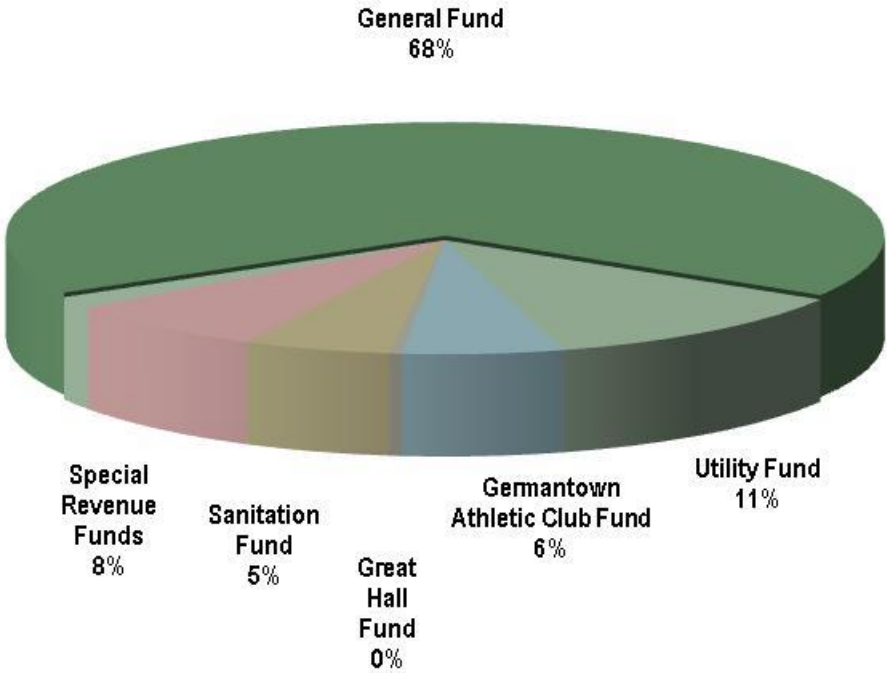
General Government	\$ 1,470,000
Major Roads	2,373,000
Intersections/Other	254,000
Drainage	2,019,000
Parks	255,000
Athletic Club	261,000
Utility	1,525,000
Contingency	250,000

TOTAL FY14 CAPITAL IMPROVEMENTS PROGRAM **\$ 8,407,000**

GENERAL FUND REVENUE PROJECTIONS

This section presents an analysis of projected revenues for FY14 and a rationale for future projections. The information is a condensed extract from the City's Revenue Manual, which includes revenues for the General Fund, Utility Fund, Germantown Athletic Club Fund, Sanitation Fund, Great Hall Fund, Stormwater Management Fund and Special Revenue Funds (State Street Aid Fund, Drug Fund, Automated Enforcement Fund, Federal Asset Forfeiture, Pickering Center Fund, and Recreation Fund). The Pension Trust Fund, the Health Insurance Service Fund, and OPEB Fund projections are also included in this section.

TOTAL FY14 GENERAL FUND PROJECTED REVENUES

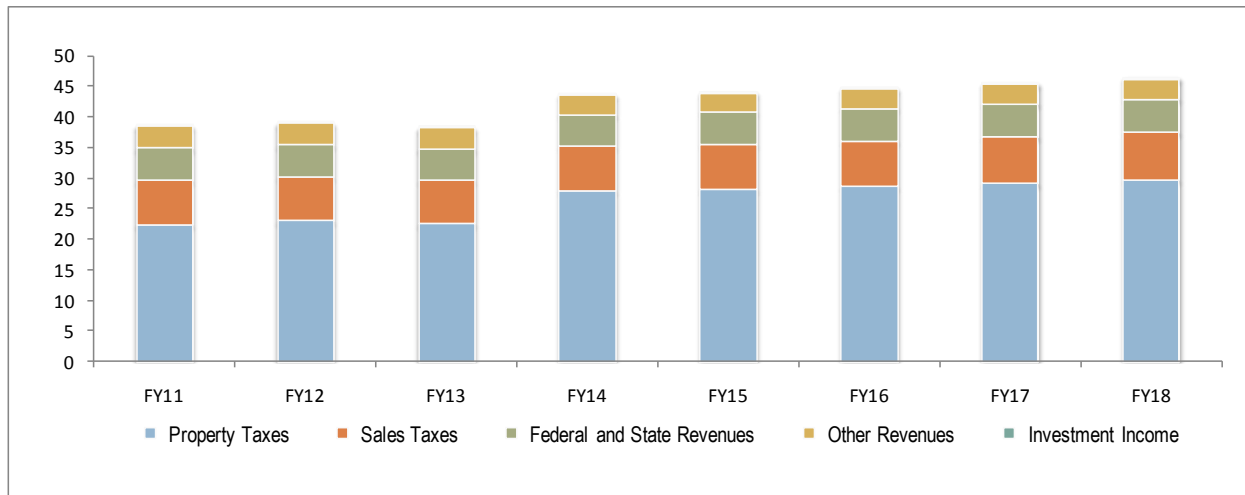


GENERAL FUND REVENUE PROJECTIONS

The five major components of General Fund revenues and projected trends are presented below. The other revenues component is analyzed and projected through a revenue model, which is based on the rationales contained in this section.

GENERAL FUND REVENUES

\$ MILLIONS



GENERAL FUND

	ACTUAL FY12	BUDGET FY13	Budget FY14
Real Property Tax	\$ 21,221,637	21,546,025	26,123,058
Personal Property Tax	593,245	575,000	535,235
PILOT	376,323	375,000	494,291
Penalties and Interest	104,838	140,000	130,889
TVA	448,787	451,927	466,140
MLG&W	211,729	200,300	204,306
Local Option Sales Tax	5,490,806	5,670,373	5,400,000
Contra - 20 year Annex Local Option Sales	(31,967)	(27,510)	(32,000)
Wholesale Beer Tax	405,176	445,000	414,256
Wholesale Liquor Tax	249,782	258,526	261,111
Gross Receipts Business Tax	517,879	500,000	501,734
Business Tax Interest	884	600	677
Business Tax Penalty	1,747	1,200	1,060
Cable TV and Telecommunication	855,434	586,000	564,434
Room Occupany Tax	609,125	583,000	594,660
Telecommunications	1,725	-	-
Automobile Registration	875,122	900,000	876,027
Retail Beer Licenses	7,683	7,500	7,500
Retail Liquor Licenses	17,624	12,500	13,682
Animal Registration Fees	78,418	80,352	79,500
Fence and Sign Permits	4,730	4,100	3,800
Building Permits	20,903	36,000	34,000
Subdivision Engineering	10,828	14,500	10,900
Zoning Application Fees	21,540	16,000	15,391
Grants - Federal/State	391,638	250,000	250,000
State Sales Tax Allocation	2,645,128	2,878,360	2,723,148
State Income and Excise Tax (Hall)	1,931,672	2,310,000	2,072,799
State Beer Tax Allocation	19,068	21,638	20,062
State Liquor Tax Allocation	59,665	64,386	64,000
City Street and Transportation Tax Allocation	80,422	84,968	82,252
Fire Inspection Fees	1,678	-	-
City Court Costs	332,109	400,000	268,456
City Court Fines	163,772	180,000	143,170
Other Court Revenue	267,390	605,000	276,420
Animal Impoundment Fees	2,839	3,193	3,200
Fines - Library	55,487	52,000	52,000
Investment Income	29,770	56,840	39,200
Loan Interest - Civic Centre	50,480	45,120	39,760
Rental Revenue - WTF	290,917	295,000	318,082
Library Materials	25,778	25,000	23,000
Parks - Taxable	7,518	7,500	7,500
Friends of Library	13,668	11,000	10,000
Senior Expo Revenue	13,125	13,000	13,000
Playground Registrations Revenue	43,392	52,000	32,300
Gain/Loss Sale of Assets	6,000	-	-
Other Revenue	413,835	300,000	300,000
Surplus Equipment Sales - GovDeals	-	20,000	20,000
Library - Printing & Misc.	11,225	15,000	10,000
TOTAL REVENUES	\$ 38,950,651	40,066,398	43,589,000

GENERAL FUND

Current Real Property Tax

\$26,123,058

Property taxes are assessed on January 1, prior to each fiscal year in which taxes are recorded. Residential property is assessed at 25% and commercial at 40% of the appraised value. The current projections are based on the tax rate of \$1.93 per \$100 of assessed value. Key assumptions are a growth of 70 housing units per year for the next four years that are valued at \$450,000, a collection of 97% of taxes in the year assessed and a collection of 50% of all delinquent taxes each year.

Current Personal Property

\$535,235

This rate is set by the same ordinance as real property. It represents a 30% assessment on personal property owned by commercial entities. This assessment is taxed at the same rate and handled in the same manner as the real estate assessment. Personal property taxes are erratic and difficult to evaluate when the assessment is made. Some growth is expected in this line item due to new office development now underway. Key assumptions are that 92% of assessments will be collected in the year assessed, and that 50% of delinquents will be collected each year.

PILOT

\$494,291

A payment that a property owner, who is not subject to taxation, makes to compensate the City for services that the property owner receives that are normally financed through property taxes. Public utility property is assessed at 55% of its value. The current projection is based on the tax rate of \$1.93 per \$100 of assessed value.

Penalties & Interest

\$130,889

After February 28, 5% penalty accrues immediately, the following month an additional penalty of 2% accrues and with each additional month 1% accrues to a maximum of a 10% penalty. Interest is charged at 1% each month until paid.

TVA Payments in Lieu

\$466,140

T.C.A. 67-9-101 et. Seq. collects 5% of TVA gross sales. A total of 48% is allocated back to local governments with cities getting 30% of that on a per capita basis. Collected quarterly (October, January, April and June) as a direct deposit to the City's Local Government Investment Pool (LGIP) account on the 20th of the month. The most recent federal census establishes a population of 40,123. This revenue has been up approximately 2.2% per year for the last two years. Future projections are based on 2% per capita growth.

MLGW Payments in Lieu

\$204,306

The 1987 Municipal Electric Systems Tax Equivalent Law established maximum in lieu of tax payments. It is the equivalent payment that would be made for MLGW plant and equipment in Germantown assessed at 55%. Payments are to be received in two equal installments in November and April for the MLGW fiscal year, which is the calendar year. This revenue has been erratic due to tax increases, rollback tax rates and changes to state law. Therefore, it is not easy to establish a predictable trend.

Local Sales Taxes

\$5,400,000

Half of the 2.75% local tax on each purchase of merchandise made in Germantown is collected by the State and returned to Germantown. It is collected monthly approximately 65 days after the end of the tax month (i.e. 50% of October's collections would be received in the first five days of January). A 2.375% commission fee is paid to the County. Future projections of sales tax revenue are based on a 2% growth rate.

Contra – 20 Year Annex Agreement

\$(32,000)

Local sales tax collected from the tax on each purchase of merchandise within the annexed area are remitted to the City of Memphis. This remittance is based on the 20-year agreement signed between the City of Germantown and the City of Memphis upon annexation in 1999.

GENERAL FUND

Wholesale Beer Taxes **\$414,256**

A 17% Wholesale Beer Tax is authorized by the State. It is collected from wholesalers based on their sales to retailers in the City and is collected monthly on about the 22nd directly from wholesalers. The revenue has increased steadily the last several years. Projections are based on a 1% annual growth.

Wholesale Liquor Taxes **\$261,111**

City Ordinance No. 1980-6. The State authorized a 5% inspection fee on the wholesale sale of alcoholic beverages in the City. It is collected from wholesalers based on sales to retail liquor stores in the City and is collected monthly. Projections are based on a 1% annual increase.

Gross Receipts Business **\$501,734**

Ordinance No. 1971-8. Authorized by Chapter 387 of the Public Acts of 1971. It is collected annually from retail sales and service businesses based on different percentages of the gross sales. Five due dates are spread throughout the year. The largest taxpayers are in the last quarter of the fiscal year. The tax base for the revenue is slightly different from local sales tax, but growth generally tracks that revenue. This revenue source is projected to increase at the same rate as local sales tax. Public Chapter 530 provides for the State of Tennessee to collect the business tax and remit this to the City.

Business Tax Interest **\$677**

Interest collected by the State of Tennessee on the gross receipts for late tax fillings.

Penalty – Business **\$1,060**

Penalties collected by the State of Tennessee on the gross receipts for late tax fillings.

Cable TV Franchise Fee **\$564,434**

Ordinance No. 1980-2. Authorizes the granting of a cable communication system franchise. The fees are collected quarterly. Projections are projected at a 3% increase.

\$594,660

Hotel/Motel Occupancy Tax

The City adopted, by ordinance, a Hotel/Motel Occupancy Tax in FY96. This tax is a privilege tax on transient occupancy (occupancy for a period of less than 30 days). Collections from the customer are remitted to the City by the 20th of each month for the preceding month. The rate originally adopted by the City was 3%. With the adoption of the FY98 Budget, this rate was established at 5% (the maximum rate available). Five hotel/motel facilities are now open and in full operation within the City's boundaries. Projections are made at 2%.

Automobile Registration **\$876,027**

Ordinance No. 1980-9. The rate is \$25 per automobile of which \$1.25 covers a collection fee. Projections are based on the number of registered vehicles in FY13 plus an annual increase of 2.65 autos per living unit, times growth in living units projected at 15 per year.

Retail Beer Licenses **\$7,500**

A fee of \$250 per application and \$100 for each permit is collected annually. A total of 48 licenses are in effect now, and has no projected growth.

Retail Liquor Licenses **\$13,682**

Ordinance No. 1973-23. Privilege Tax Liquor by the Drink is based on a scale of \$100 to \$1,000, depending on the type of establishment or seating capacity. It is collected in January and February, except for new establishments, and is projected to continue at the current level.

GENERAL FUND

Animal Registration **\$79,500**

Ordinance No. 1979-13. The license fee for any dog over six months of age, unneutered or unsplayed, is \$15.00. Neutered or spayed is \$10.00 as set by the Resolution on Revenue. Throughout the year, veterinarians and the Animal Shelter collect this fee. Revenue from animal registration fees is leveling out due to the emphasis placed on spaying and neutering dogs.

Fence & Sign Permits **\$3,800**

Ordinance Sec. 14-8 and Sec. 6-108. The fees are \$30 for temporary signs and \$30 for residential fences. Commercial fences are \$50.

Building Permits **\$34,000**

Under contract with Shelby County, permit fees are collected and a 25% of the basis fee is remitted to the City of Germantown generally in August, October, February and April. Non-residential fees are assessed per \$1,000 of construction costs and rates vary between \$1.50 and \$4.00 depending upon the total value of construction. Residential construction and addition fees are assessed at \$.05 per square foot.

Subdivision Engineering **\$10,900**

The current Subdivision Development Contract requires the payment of \$500 per commercial development and \$500 per residential development plus \$80 per residential lot to cover inspection by the City. The projections are based on the level of new development required to achieve the real estate growth projected for real property taxes.

Zoning Application Fee **\$15,391**

Zoning application fees range from \$600 to \$3,600 depending on size and proposed use.

Grants – Federal, State **\$250,000**

Grants received from the State of Tennessee or the Federal Government.

State Sales Tax Allocation **\$2,723,148**

T.C.A. 67-6-103 (3) (A). The State allocates back to all municipalities slightly more than 4.5% of the 5.5% tax rate, based on population as of a certified census. Three special censuses can be conducted each decade and a census of annexed areas can be made each year. It is collected monthly and directly deposited to the LGIP on the 20th of each month. A 4% annual increase in per capita allocation is projected and the population is 40,123. The State budget cut the allocation to local municipalities by 7.5% in FY04. Half of the cut was restored in FY06 with full restoration in FY07.

State Income & Excise Tax **\$2,072,799**

T.C.A. 67-2601. This tax is collected by the State as a tax on income from dividends and interest on certain investments and is allocated back to the City at 3/8 of the amount collected from Germantown taxpayers. It is collected in August and direct deposited to the LGIP. The allocation is affected by fluctuations in the growth in number of taxpayers and investment earnings. The State General Assembly cut this allocation by 33.3% in 2003 with the adoption of the FY04 Budget. In FY06, the state approved the restoration of this cut with half restored in FY06 and the balance in FY07.

State Beer Taxes Allocation **\$20,062**

T.C.A. 57-5-201. A 10.05% allocation of the tax of \$4.29 per barrel paid by manufacturers or distributors is made to municipalities and collected semiannually in October and April. It is a direct deposit to the LGIP on the 20th of each month. The projections are based on the same housing patterns as previously described and cut 9% in adoption of the State budget. In FY06, the state approved the restoration of this cut with half restored in FY06 and the balance in FY07.

GENERAL FUND

State Liquor Taxes Allocation

\$64,000

T.C.A. 57-4-301. This revenue is collected monthly and directly deposited to the LGIP on the 20th of the month. Projections are based on the same housing patterns as previously described and cut 9% in adoption of the State budget in FY04. In FY06, the state approved the restoration of this cut with half restored in FY06 and the balance in FY07.

City Street & Transportation System

\$82,252

T.C.A. 67-3-904. State allocation is \$0.01 per gallon for gasoline and other fuel in the state and is based on population. It is collected monthly and is directly deposited to the LGIP on the 20th of the month. Growth in this revenue is from the growth in housing as described earlier.

City Court Costs

\$268,456

This revenue is from Court Costs assessed in Municipal Court and is collected daily by the City Court clerk's office. This revenue, like court fines, has been erratic and it will vary in direct proportion to court fines. Projections are based on a .7% annual growth factor.

City Court Fines

\$143,170

Fines are assessed by Municipal Court and collected daily by the Court Clerk's office. In the past, this revenue has been erratic. Approximately 15% of all fines assessed are deferred and only about half of the 15% deferrals are collected in the year assessed. Projections are based on a 3% annual growth factor.

Court – Other Revenue

\$276,420

Other court revenue includes miscellaneous fees charged by City Court, including accident reports, bond filing, expungement, license clearance, returned check and warrant recall fees, returned check fees, warrant recall fees and offense reports.

Animal Impoundment Fee

\$3,200

A charge of \$35 (first time), \$70 (second time), \$90 (third or more times) impoundment fees and a \$9 per day boarding fee is collected. The objective of Animal Control is to reduce the number of animals running loose. Projections are at current levels.

Fines - Library

\$52,000

Library fines are assessed as follows: \$.10 per day per item for juvenile print and audio materials, \$.20 per day per item for adult print and audio materials, \$1.00 per day per item for adult/juvenile visual materials, and \$1.00 per day per item for interlibrary loan materials.

Investment Income

\$39,200

This revenue is from the investment of the pooled funds of the City, including all funds except enterprise, Drug Asset Forfeiture and fiduciary. Both gains and losses on sales of investment securities and interest earned on investments are included in this account. Projections are based on cash flows in the budget and an average investment rate of less than 1.0%. The LGIP account will be reduced to the minimum required to pay current bills, and all excess funds will be invested at the long-term rate.

Loan Interest – Germantown Athletic Club

\$39,760

This revenue is the interest owed to the City by the Germantown Athletic Club annually on the loan of \$2.5 million issued to the Germantown Athletic Club Fund in 2000.

Rental Revenues - WTF

\$318,082

In addition to miscellaneous rental income, the City rents property under long-term contracts. There are several long-term contracts for wireless transmission facilities.

GENERAL FUND

<u>Library Materials</u>	<u>\$23,000</u>
Fees received for library materials. Some of the fees include: \$1.00 for DVDs, \$2.00 for book-on-tape/CD, \$.50 for music CDs, \$5.00 processing fee in addition to the cost for lost or damaged items, \$2.00 processing fee for replacement of plastic magazine covers and \$1.00 per library card replacement.	
<u>Parks</u>	<u>\$7,500</u>
Rental revenue received from the pavilions.	
<u>Friends of Library</u>	<u>\$10,000</u>
Money collected from the "Friends of the Library" on the sales of donated books. This money helps to support the Germantown Community Library.	
<u>Senior Expo</u>	<u>\$13,000</u>
Rental revenue received from booths at the annual Senior Expo at the Germantown Athletic Club.	
<u>Playground Program</u>	<u>\$32,300</u>
Program fees collected for the Summer Playground program. The "Summer Playground Program" is a partial day program (fee is \$499/child).	
<u>Other Revenues</u>	<u>\$300,000</u>
This item increases and decreases from the sale of leased vehicles when the police fleet is replaced based on Vehicle Maintenance records and depreciation schedules. Other revenues collected are on routine items such as charges for copies of public records and donations.	
<u>Surplus Equipment Sales - GovDeals</u>	<u>\$20,000</u>
Monies collected from the disposition of surplus or confiscated items.	
<u>Library – Printing & Misc.</u>	<u>\$10,000</u>
The library charges \$.20 per page for black and white copies and \$1.00 per page for color copies.	
<u>TOTAL GENERAL FUND REVENUES</u>	<u>\$43,589,000</u>

SPECIAL REVENUE FUNDS REVENUE PROJECTIONS

STATE STREET AID FUND

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
State Gasoline Tax Allocation	\$ 1,010,038	1,099,705	1,049,970	0.39%	1,054,031
Investment Income	2,933	6,860	2,558	36.83%	3,500
General Fund Transfer	500,000	325,000	200,000	275.00%	750,000
TOTAL REVENUES	\$ 1,512,971	1,431,565	1,252,528	44.31%	1,807,531

State Gasoline Tax Allocation

\$1,054,031

A population based allocation of the state \$0.20 gasoline tax and \$0.18 diesel fuel tax is accounted for in the separate State Street Aid Fund. A special petroleum tax of \$0 .01 is also included. It is collected monthly and directly deposited to the LGIP on the 20th. These projections are based on the same housing growth as described for other state allocations. State collections have been erratic, and per capita collections are projected at the current rate of \$26.26.

Interest Income

\$3,500

Interest on funds held in State Street Aid Fund.

Transfer In- General Fund

\$750,000

Funds transferred from the General Fund to cover additional expenses.

AUTOMATED ENFORCEMENT FUND

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Red Lights	\$ 254,845	375,000	43,600	416.06%	225,000
General Fund Transfer	-	-	125,000	20.00%	150,000
TOTAL REVENUES	\$ 254,845	375,000	168,600	122.42%	375,000

Red Lights

\$225,000

This category includes fines captured on the automated enforcement cameras installed at Germantown Road/Wolf River Boulevard, Farmington/Poplar Avenue, and Germantown Road/Poplar Avenue. The fine for each violation is \$50.00.

SPECIAL REVENUE FUNDS REVENUE PROJECTIONS

DRUG ASSET FORFEITURE FUND

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Drug Enforcement Revenues	\$ 200,462	350,000	300,000	16.67%	350,000
TOTAL REVENUES	\$ 200,462	\$ 350,000	\$ 300,000	16.67%	350,000

Drug Enforcement Revenues

\$350,000

Funds received from court fines and seizures.

PICKERING COMPLEX FUND

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Classes Revenues	\$ 18,784	26,500	18,000	0.00%	18,000
Senior Events Revenues	8,472	7,000	7,000	0.00%	7,000
Other Revenue - Taxable	34,229	48,000	36,000	0.00%	40,000
TOTAL REVENUES	\$ 61,485	81,500	61,000	6.56%	65,000

Classes

\$18,000

Included in this category are revenues received from cultural arts and senior classes offered in the Pickering Community Center. Instructors receive 70% of the revenue and the City receives 30%.

Senior Events

\$7,000

Funds received for senior events, including special events, day trips, and commissions.

Other Revenue – Taxable

\$40,000

This category represents revenue that is taxable from the rental of the Pickering Complex.

SPECIAL REVENUE FUNDS REVENUE PROJECTIONS

FEDERAL ASSET FORFEITURE FUND

	Actual FY11	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Other Revenue/Forfeitures	\$ 7,084	100,000	50,000	0.00%	50,000
TOTAL REVENUES	\$ 7,084	\$ 100,000	\$ 50,000	0.00%	50,000

Federal Asset Forfeiture

\$50,000

Funds received from the sale of seized assets by the federal government.

MUNICIPAL SCHOOLS FUND

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Education	\$ -	-	1,688,000	34.42%	2,269,000
General Fund Transfer	-	-	-	100%	100,000
TOTAL REVENUES	\$ -	-	1,688,000	40.34%	2,369,000

Municipal Schools

\$2,269,000

Funds received are equal to \$0.15 tax increase levy on each \$100 of taxable property for the current year.

SPECIAL REVENUE FUNDS REVENUE PROJECTIONS

AMBULANCE FUND

	Actual	Budget	Estimated			Budget
	FY12	FY13	FY13	Amt. Chg.	% Chg.	FY14
Transport Fees	\$ -	-	-	670,042	100%	670,042
Nontransport Fees	-	-	-	58,354	100%	58,354
Other Revenue	-	-	-	34,066	100%	34,066
General Fund Transfer	-	-	-	1,000,000	100%	1,000,000
TOTAL REVENUES	\$ -	-	-	1,762,462	100%	1,762,462

Transport Fee

\$ 670,042

Funds received for transporting patients to area hospitals.

Non-Transport Fee

\$ 58,354

Fees applied to patients who are not transported to hospitals.

Other Revenues

\$ 34,066

Funds received from mileage fees.

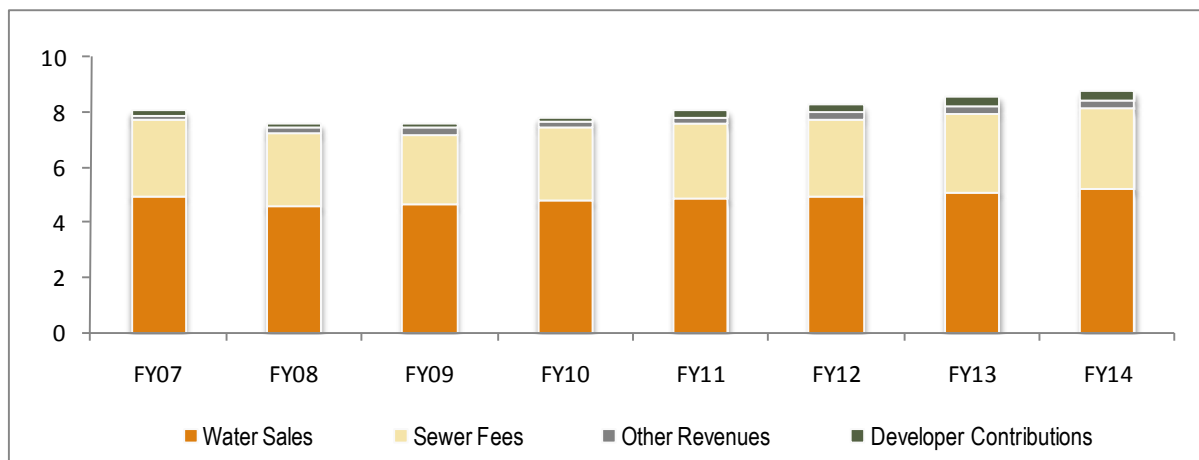
UTILITY FUND REVENUE PROJECTIONS

This section presents the projected Utility Fund revenues for FY14. An analysis chart of revenue components and projected trends through FY18 is presented below.

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Metered Water Sales	\$ 4,568,200	5,000,000	4,617,065	3.10%	4,760,000
Forfeited Discounts	66,160	70,000	73,250	-2.39%	71,500
Other Revenue	13,025	15,000	26,840	-1.27%	26,500
Developer Installation	5,400	5,000	14,000	-64.29%	5,000
Water Connection Fees	104,676	40,000	82,400	-8.98%	75,000
Sewer Connection Fees	36,300	35,000	51,000	-41.18%	30,000
Sewer Service Fees	2,664,844	2,900,000	2,577,639	4.75%	2,700,000
OPERATING REVENUES	\$ 7,458,605	8,065,000	7,442,194	3.03%	7,668,000
Investment Income	\$ 12,185	25,480	17,317	5.10%	18,200
Contributions from Developers	116,797	200,000	140,000	3.57%	145,000
Surplus Equip Sale - GovDeals	-	-	-	-	-
Credit Card Fees/Gain/Loss	-	-	-	-	-
NONOPERATING REVENUES	\$ 128,982	225,480	157,317	3.74%	163,200

UTILITY REVENUES

\$ MILLIONS



REVENUE ANALYSIS AND PROJECTIONS RATIONALE

Metered Water Sales **\$4,760,000**

Residential charges are \$6.75 for the first 5,000 gallons, \$1.65 for each additional 1,000 gallons up to 15,000 gallons, \$1.90 for each additional 1,000 gallons up to 50,000 gallons and \$2.40 per 1,000 gallons thereafter. Commercial charges are \$10.13 for the first 5,000 gallons, \$2.63 for each additional 1,000 gallons up to 15,000 gallons, \$3.00 for each additional 1,000 gallons up to 50,000 gallons and \$3.75 per 1,000 gallons thereafter. These are net charges collected monthly by the City. The current rates became effective in FY09 and represented an average decrease of 5%.

Forfeited Discounts **\$71,500**

By ordinance, when water and sewer bills are not paid within the ten-day discount period, the gross amount of the bill becomes due. On the average, this revenue is 3% of total water billings and is higher when water usage is greater.

Other Revenues **\$26,500**

This category includes all revenues not otherwise classified: reimbursement for repair, supplies and labor, fire hydrant usage permits and vendor compensation for sales tax of approximately \$1,200 per year. This revenue source is projected to increase at 25% per year.

Developer Installation **\$5,000**

The City charges \$300 per residential lot for water system expansion and for reimbursement of the City's cost when an existing line originally installed by the City will serve the development. The recoveries for existing lines are currently a smaller projection than in previous years.

Water Connection Fees **\$75,000**

Charges in this category are \$750 for residential (5/8-inch x 3/4-inch meter) with higher scheduled charges for larger meters. Collected monthly, this revenue is also affected by lower growth rate.

Sewer Connection Fees **\$30,000**

Residential fees are \$600 per lot. The commercial charges are based on the development's frontage or acreage. This revenue is collected monthly and with the City installing the outfall lines, this revenue will accrue primarily to the City.

Sewer Service Fee **\$2,700,000**

This revenue is based on metered water service. Residential charges are \$3.90 for the first 2,000 gallons, \$.69 for an additional 1,000 gallons, \$1.53 for each additional 1,000 gallons up to 20,000 gallons and \$.60 for per 1,000 gallon thereafter with a maximum charge of \$31.20. There is a nominal surcharge for restaurants. Commercial charges are \$3.90 for the first 2,000 gallons, \$.69 for an additional 1,000 gallons, \$1.53 for each additional 1,000 gallons thereafter. These are net charges collected monthly by the City. The current rates became effective in FY06 and represented an average increase of 160%.

Interest Income **\$18,200**

Interest earned on investments and gains and losses on sales of securities are allocated to the Utility Fund based on the average daily balance of cash in the fund. These funds are invested in the LGIP at an average projected rate of 1.5%.

Contributions from Developers **\$145,000**

Assets received from private developers when the installation of water and sewer mains within the newly completed project is completed.

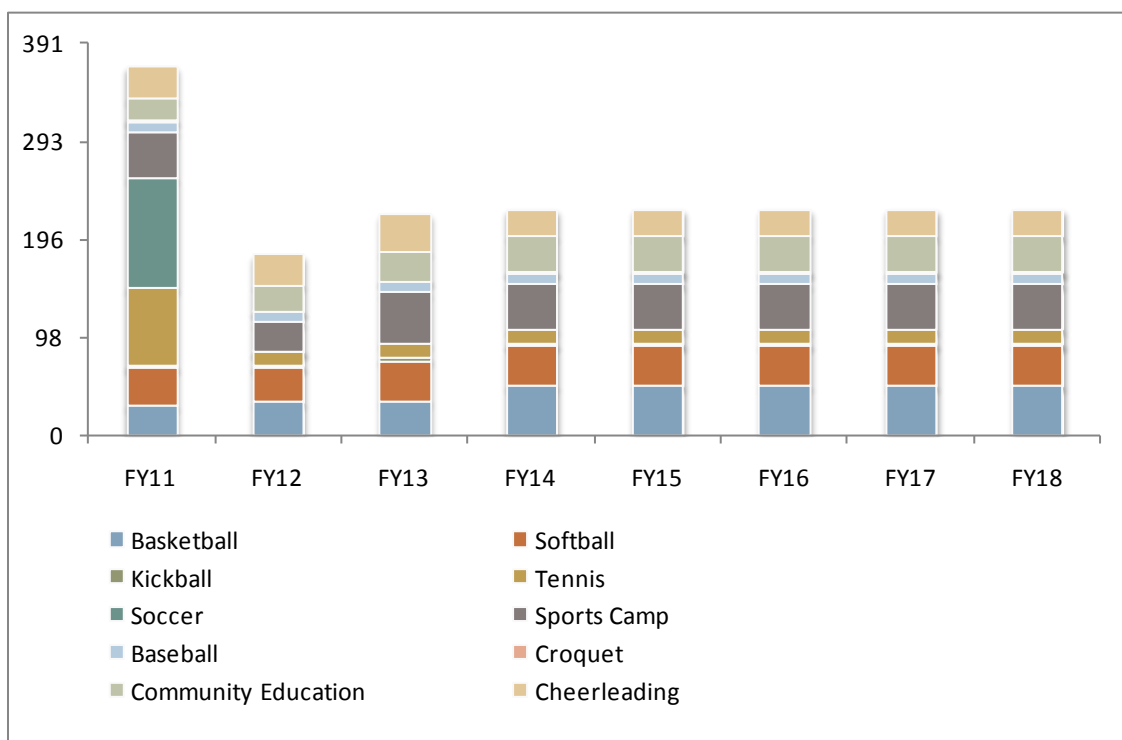
RECREATION FUND REVENUE PROJECTIONS

This section presents the projected Recreation Fund revenues for fiscal year 2014. An analysis chart of revenue components for the Recreation Fund is presented below.

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Basketball Fees and Sponsorships	\$ 32,011	33,868	41,890	15.16%	48,240
Softball Fees	34,924	39,950	37,050	8.02%	40,020
Kickball Fees	1,943	2,300	1,656	0.00%	2,100
Tennis Classes and Other Fees	13,258	15,500	15,000	0.00%	15,000
Sports Camps Fees	29,544	50,125	38,434	17.16%	45,030
Soccer	(99)	-	-	-	-
Baseball	10,350	11,200	12,750	-12.16%	11,200
Croquet Fees	704	640	640	0.00%	640
Competitive Soccer	250	250	-	-	-
Cheerleading	30,100	30,100	34,586	0.00%	26,819
Community Education	26,730	29,506	25,071	44.19%	36,150
TOTAL REVENUES	\$ 179,715	213,439	207,077	8.75%	225,199

RECREATION REVENUES

\$ THOUSANDS



REVENUE ANALYSIS AND PROJECTIONS RATIONALE

Basketball Fees and Sponsors **\$48,240**

Youth participant fees are \$110 per player for residents and \$154 for non-residents. The league is expecting over 350 youth participants, due to forming a high school age league and an increase in Challenger league.

Softball Fees **\$40,020**

This category includes adult softball teams with various divisions including men, women and coed. Eighty-seven teams are expected at a fee of \$460 per team.

Kickball Fees **\$2,100**

Revenues are generated through seven expected Adult coed kickball teams participating in our league at a fee of \$300 per team.

Tennis Classes and Rentals **\$15,000**

Revenues generated through leagues, lessons, and tournaments.

Sports Camps **\$45,030**

Revenues are generated through Sports Camps for Grizzlies Basketball (\$125-150), Baseball (\$150) and Lacrosse (\$165).

Baseball Fees **\$11,200**

This category includes seven adult baseball teams at \$1,600 per team.

Croquet **\$640**

Revenue generated through lessons, leagues, and tournaments, as well as court rentals.

Cheerleading **\$26,819**

Revenue generated through lessons, leagues, and tournaments, as well as court rentals.

Community Education **\$36,150**

Revenue for this account comes from after school activities and educational courses.

GERMANTOWN ATHLETIC CLUB PROJECTIONS

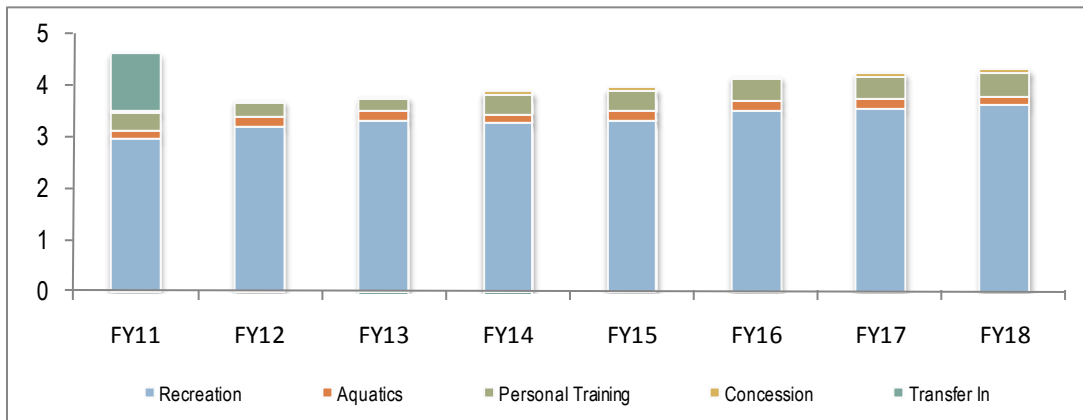
This section presents the projected Germantown Athletic Club Fund revenues for FY14. The graph of revenue components and projected trends through FY18 is presented below.

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Membership Fees	\$ 2,901,730	2,910,000	3,000,000	0.00%	3,000,000
Membership Application Fee	82,085	75,000	75,000	0.00%	75,000
Daily Fees	14,335	15,000	12,000	0.00%	12,000
Classes - Club Programs	36,979	30,000	52,639	-10.71%	47,000
Classes - Contract Programs	53,406	37,000	31,728	-14.30%	27,190
Concessions - Recreation	60,532	60,000	60,000	8.33%	65,000
Rent - Taxable Recreation	3,954	3,500	3,000	0.00%	3,000
Rent - Nontaxable Business	79,222	79,222	79,222	0.00%	79,222
Rent - Nontaxable Recreation	7,549	7,500	7,500	-6.67%	7,000
Non-Member Surcharge	8,807	7,500	9,000	-11.11%	8,000
Other Revenues	3,604	5,000	2,900	-31.03%	2,000
Nursery	422	500	500	-30.00%	350
Fitness Programs	365	-	300	-100.00%	-
Swim Team	81,576	75,000	85,000	-5.88%	80,000
Swimming Lessons	63,465	60,000	57,000	0.00%	57,000
Swim Meet Fees	14,005	10,000	19,827	-11.74%	17,500
Aquatics Rental	1,645	5,000	6,270	-4.31%	6,000
Personal Trainer	274,561	334,000	243,627	51.65%	369,460
Pro Shop	12,181	13,000	12,000	8.33%	13,000
Catered Events	9,093	12,000	10,000	-20.00%	8,000
OPERATING REVENUES	<u>\$ 3,709,516</u>	<u>3,739,222</u>	<u>3,767,513</u>	<u>2.90%</u>	<u>3,876,722</u>
Investment Income	\$ 3,130	6,370	6,468	2.81%	6,650
Credit Card Over/Short	399	500	300	66.67%	500
Surplus Equip Sale - GovDeals	-	-	-	-	-
NONOPERATING REVENUES	<u>\$ 3,529</u>	<u>\$ 6,870</u>	<u>\$ 6,768</u>	<u>5.64%</u>	<u>\$ 7,150</u>

REVENUE ANALYSIS AND PROJECTIONS RATIONALE

GERMANTOWN ATHLETIC CLUB OPERATING REVENUES

\$ MILLIONS



Membership Fees **\$3,000,000**

Membership fee revenues are based on an average annual membership of 5,840. The membership fee structure includes adult/couple/adult + 1/family/ youth (16 & 17)/senior (62+) and senior couple.

Membership Application Fees **\$75,000**

Membership application fee revenues are based on a \$59-\$99 nonrefundable, administrative, processing fee.

Daily Fees **\$12,000**

Based on daily guest fees to residents and nonresidents for use of the Germantown Athletic Club.

Classes – Club Programs **\$47,000**

Staff organized programs such as: group exercise special events, Gobble Wobble, Luau, kids programs, Father/daughter dance, dodge ball, etc.

Classes – Contract Programs **\$27,190**

Taekwondo, Ballroom dancing, summer camps, winter camps.

Concessions - Recreation **\$65,000**

Profits received from the sale of food/menu items at the Germantown Athletic Club concessions that include birthday parties.

Concessions - Aquatics **\$3,000**

Profits received from the sale of food/menu items at the Germantown Athletic Club pool concessions.

Rent – Nontaxable Business **\$79,222**

Revenue received from space rented/leased to the Great Hall for occupancy.

Rent – Nontaxable Recreation **\$7,000**

Revenue received from gym or other room rentals.

REVENUE ANALYSIS AND PROJECTIONS RATIONALE

Non-Member Surcharge **\$8,000**

Revenue collected from non-member participation in programs.

Other Revenues **\$2,000**

This line includes revenue from food and drink machines at the Germantown Athletic Club, purchase of replacement ID and return check fees.

Nursery **\$350**

Income generated from kids klub and kids zones.

Swim Team **\$80,000**

Includes charges for participants in the Swim Team, Masters Swim Team and coaching clinic.

Swimming Lessons **\$57,000**

Includes charges for all regular and special swimming lessons.

Swim Meet Fees **\$17,500**

Revenues generated from hosting United States Swimming Meets and Memphis Swim Conference Meets.

Aquatics Rental **\$6,000**

Income generated from rentals of lanes and open swim for the indoor and outdoor pools.

Personal Trainer **\$369,460**

Revenue generated from personal training and pilates sessions.

Pro Shop **\$13,000**

Revenues from the sale of Germantown Athletic Club merchandise.

Catered Events **\$8,000**

Profits received from the sale of food/menu items for birthday parties.

Investment Income **\$6,650**

Interest earned on available cash from investments in the State of Tennessee LGIP account.

Credit Card Over/Short **\$500**

This account records cash overage and shortage.

GREAT HALL PROJECTIONS

This section presents the projected Great Hall Fund revenues for FY14.

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Rent - Business	\$ 210,135	194,250	248,160	3.44%	256,700
Other Revenues	30,781	27,825	42,000	3.33%	43,400
Catering-Taxable	1,609	1,575	5,000	4.00%	5,200
Catering-Nontaxable	445	550	365	3.45%	378
OPERATING REVENUES	\$ 242,970	224,200	295,525	3.44%	305,678

Rent - Business

\$256,700

Revenue received from the Great Hall rentals. These rentals include the multi-media room and Great Hall & Conference Center banquet rooms.

Other Revenue

\$43,400

Revenue received from use of the dance floor, linens, pipe and drape easels, microphones.

Catering -Taxable

\$5,200

Profits received from the sale of food/menu items at the Great Hall & Conference Center.

Catering –Nontaxable

\$378

Food items sold to nontaxable organizations at the Great Hall & Conference Center.

SANITATION FUND REVENUE PROJECTIONS

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Sanitation Service Fees	\$ 3,420,784	3,395,312	3,408,600	-0.2%	3,402,600
Forfeiture Discounts	35,529	35,000	35,662	-1.9%	35,000
OPERATING REVENUES	\$ 3,456,313	3,430,312	3,444,262	-0.2%	3,437,600
Investment Income	\$ 1,172	2,450	2,179	12.4%	2,450
Grants	4,928	5,000	3,800	0.0%	3,800
Recycling Reimbursement	69,177	84,000	105,000	0.0%	105,000
NONOPERATING REVENUES	\$ 75,277	91,450	110,979	0.2%	111,250

Sanitation Fees

\$3,402,600

This revenue source is associated with garbage collection and disposal. A monthly service fee was set by resolution, which requires the following payment from all residential sites:

Single Family	\$24.50
(Backdoor \$24.50/Curbside \$20.00)	
Multi-Family	14.65

Forfeiture Discounts

\$35,000

This source represents the additional rates that customers pay when they do not pay their sanitation fees on time.

Interest Income

\$2,450

This source represents interest earned on LGIP accounts and treasury notes.

Grants

\$3,800

This source represents federal and state grants Germantown receives for operations and promotion of its recycling program.

Recycling Reimbursement

\$105,000

This source represents monies received from recycling facilities from the sale of collected recyclable materials.

STORMWATER MANAGEMENT FUND REVENUE PROJECTIONS

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Stormwater Management Fee	\$ 1,030,452	1,085,000	1,010,571	4.08%	1,051,800
Stormwater Permits	6,911	3,900	7,200	-23.61%	5,500
OPERATING REVENUES	\$ 1,037,363	1,088,900	1,017,771	3.88%	1,057,300

Stormwater Management Fee

\$1,051,800

This revenue source represents a set fee designated to cover the costs of the stormwater management program. The fee charged to residents and commercial properties is based on a gross area methodology.

Stormwater Permits

\$5,500

This fee covers the cost of review for stormwater permit for new construction with homebuilders.

PENSION FUND REVENUE PROJECTION

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Contributions	\$ 3,048,806	2,795,000	2,969,758	-1.74%	2,918,029
Fair Value Appreciation (Depreciation)	(2,073,086)	1,350,000	6,150,000	-70.33%	1,825,000
Realized Gain/Loss	6,993	800,000	1,020,000	0.00%	650,000
Interest and Dividends	1,090,427	1,415,000	1,075,000	-2.33%	1,050,000
TOTAL REVENUES	\$ 2,073,140	6,360,000	11,214,758	-42.55%	6,443,029

Contributions

\$2,918,029

The actual contributions each year are determined by actuarial data compiled by the Actuarial Services Group, Inc. The City budget contribution for FY14 is projected to be \$2,131,029. In addition, emergency services personnel contribute a determined percent of their salary. The employee contributions are determined by a payroll calculation. Employee contributions for FY14 are estimated to total \$787,000.

Fair Value Appreciation (Depreciation)

\$1,825,000

The plan's assets are stated at fair value. The increase (or decrease) includes unrealized appreciation or depreciation in the value of the plan assets; that is, the difference between the value of the plan assets at the end of the year and the value of the assets at the beginning of the year or the cost of assets acquired during the year.

Realized Gains/(Losses)

\$ 650,000

At the time of the sale, maturity or disposal of plan assets, the realized gain or loss is recognized as the difference between the cost of the asset and the proceeds received upon disposition.

Interest and Dividends

\$1,050,000

The Retirement Plan Administration Commission (RPAC) reviews the operations and activities of the City's pension plan including evaluation of its financial performance.

The City engages the services of a professional investment advisor, Gerber/Taylor Associates, Inc. to advise the City and RPAC regarding investment objectives and strategies and to assess the performance of the plan's money managers. The plan employs five money managers to invest the plan assets according to the investment objectives established by the City and RPAC. To provide a reasonable investment diversification, the plan assets are allocated to the five money managers who invest the funds according to the objectives for large and small capital stocks, international stocks and fixed income instruments.

During the calendar year 2012, the overall rate of return for plan investments was a gain of 12.7%. For the six months ended June 30, 2013, the overall fund has returned 7.7%. The FY14 projections herein are based on a 3.4% rate of return.

HEALTH FUND REVENUE PROJECTIONS

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Contributions	\$ 4,919,257	5,500,852	5,498,790	-0.16%	5,490,158
TOTAL REVENUES	\$ 4,919,257	5,500,852	5,498,790	-0.16%	5,490,158

Contributions

\$5,490,158

Health Insurance Transfer – effective January 1, 1993, employees began funding medical benefits, based on family size. The City's contribution is \$11,927 per employee and subscriber for FY14 with a total contribution of \$4,589,319 approximately 86% of medical costs. Recipients of the City's health benefits account for approximately 14% of the estimated contributions for FY14, \$675,839.

Dental Insurance Transfer – effective February 1, 1986 the City chose to self-fund the employees and dependents dental benefits. The City revised the policy effective July 1, 2003 to offset rising medical costs by having the fund's recipients contribute for dental benefits. In FY14, the City will contribute \$567 per employee with a total contribution of \$119,807 approximately 52%. Recipients of the City's dental benefits fund approximately 48% of the estimated dental contributions for FY14, \$105,193.

OPEB FUND REVENUE PROJECTIONS

	Actual FY12	Budget FY13	Estimated FY13	% Chg.	Budget FY14
Contributions	\$ 1,071,432	1,378,515	1,566,204	-41.24%	920,357
Fair Value Appreciation	(96,674)	285,000	409,000	-26.65%	300,000
Realized Gain/Loss	(53,964)	35,000	82,000	0.00%	80,000
Interest and Dividends	59,383	76,000	76,000	0.00%	76,000
TOTAL REVENUES	\$ 980,177	1,774,515	2,133,204	-35.48%	1,376,357

Contributions

\$920,357

Starting in FY09, the City began funding Other Post-employment Benefits (OPEB). This represents the City's Annual Required Contribution (ARC) as determined actuarially and is required by the Governmental Accounting Standard Board Statement 45. In addition, retirees who participate in OPEB contribute monthly to the Fund.

Fair Value Appreciation (Depreciation)

\$300,000

The plan's assets are stated at fair value. The increase (or decrease) includes unrealized appreciation or depreciation in the value of the plan assets; that is, the difference between the value of the plan assets at the end of the year and the value of the assets at the beginning of the year or the cost of assets acquired during the year.

OPEB FUND REVENUE PROJECTIONS

Realized Gain/Loss

\$80,000

This is the actual gain/loss on the sale of mutual funds.

Interest and Dividends

\$76,000

The Other Postemployment Benefits Commission (OPEBC) reviews the operations and activities of the City's OPEB plan including evaluation of its financial performance.

The City engages the services of a professional investment advisor, Gerber/Taylor Associates, Inc. to advise the City and OPEBC regarding investment objectives and strategies and to assess the performance of the plan's money managers. The plan employs six money managers to invest the plan assets according to the investment objectives established by the City and OPEBC. To provide a reasonable investment diversification, the plan assets are allocated to the five money managers who invest the funds according to the objectives for large and small capital stocks, international stocks and fixed income instruments.

During the fiscal year ended June 30, 2013, the overall rate of return for plan investments was 15.2%. For the six months ended June 30, 2013, the overall fund has returned positive 6.9%. The FY14 projections herein are based on a 6.7% rate of return.



SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

NOTE 1 from June 30, 2011 Comprehensive Annual Financial Report condensed:

Reporting entity

The City of Germantown, Tennessee (the "City") was chartered in 1841 and incorporated in 1903 under the provisions of Chapter 550 of the Private Acts of the General Assembly of the State of Tennessee. The City operates under a Board of Mayor and Aldermen form of government. The Executive Branch is organized into the following departments: Finance and General Services, Development, Community Services, Fire, Police, Human Resources, Germantown Athletic Club, and Germantown Performing Arts Centre.

As required by accounting principles generally accepted in the United States of America, these financial statements present the government and its component units, entities for which the government is considered to be financially accountable. The City's one component unit has a June 30 year-end and their separate financial statements are available as indicated below. The significant accounting policies followed by the component unit are generally the same as those followed by the primary government.

Discretely Presented Component Unit:

Germantown Performing Arts Center (GPAC) – The purpose of GPAC is to foster and promote theatrical and musical performances to the community at the Germantown Performing Arts Center. GPAC receives significant funding by the City in the form of payroll and related expenses as well as providing the building used by GPAC. GPAC is a 501(c)3 organization with separately issued financial statements which may be obtained from the Germantown Performing Arts Center, 1801 Exeter Road, Germantown, Tennessee 38138, (901)757-7500.

Government-wide and fund financial statements

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

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

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though the latter are excluded from the governmental-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. The City has one component unit, the Germantown Performing Arts , for which the financial information is reported separately from the information presented for the primary government.

Measurement focus, basis of accounting, and financial statement presentation

The government-wide and fiduciary financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund statements. Revenues are recognized when earned and expenses are recognized at the time when a liability is incurred, regardless of when the related cash transaction takes place. Nonexchange transactions, in which the City gives or receives value without directly receiving or giving equal value in exchange, include property taxes, grants and donations. On an accrual basis, revenue from property taxes is recognized in the fiscal year for which the taxes are levied. Revenue from grants and donations are recognized in the fiscal year in which all eligibility requirements have been satisfied.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

Property taxes, franchise taxes, licenses, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. Licenses and permits, fines and forfeitures, and miscellaneous revenues (except for investment earnings) are considered to be measurable and available only when cash is received by the City.

The City reports the following major governmental funds:

The General Fund is the primary operating fund of the City and accounts for all financial resources of the general government not specifically provided for in other funds. Most of the essential governmental services such as police and fire protection, community services, and general administration are reported in the General Fund.

The Capital Projects – Major Roads Fund accounts for the acquisition and construction of major roads. The primary funding source is bond proceeds and federal and state grants.

The City reports the following major proprietary funds:

The Utility Fund accounts for water and sewer fees in connection with the operation of the City's water and sewer system. The proceeds of several bond issues and intergovernmental loans have been used specifically for the construction or acquisition of water and sewer systems and facilities. Since it is the intention of the City to repay these bonds and loans through the operations of this fund, these obligations are classified as debt of this fund.

The Germantown Athletic Club Fund accounts for the operations of the Germantown Athletic Club, a recreation and cultural facility. The Athletic Club facility was financed through general obligation bonds and General Fund transfers. The City's intent is to operate the facility in a manner in which revenues cover operating expenses plus depreciation of the facility. However, the outstanding debt is to be paid by the General Fund and is therefore not carried as debt of the Germantown Athletic Club Fund. The General Fund made an advance to the Athletic Club facility for a 20-year term.

The Sanitation Fund accounts for all expenditures and revenues associated with garbage collection and disposal.

Additionally, the City reports the following fund types:

Internal service funds account for health insurance and vehicle maintenance services provided to other departments or agencies of the government on a cost reimbursement basis.

Fiduciary Fund Types include Pension and Other Employee Benefit Trust Funds and Agency Funds. The Pension and Other Employee Benefit Trust Funds and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations and other governments.

Pension and Other Employee Benefit Trust Funds are accounted for on the accrual basis. Agency Funds are custodial in nature (assets equal liabilities) and generally are accounted for on the cash basis, which approximates the modified accrual basis of accounting.

The Pension Fund, a pension and other employee benefit trust fund, is used to account for the accumulation of resources to be used to provide defined retirement benefits to all qualified employees upon retirement.

The Other Post Employment Benefits Fund, a pension and other employee benefit trust fund, is used to account for the accumulation of resources to be used to provide health and dental benefits to all qualified retired employees.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Bail Deposit Fund, an agency fund, is used to account for bail funds deposited by persons awaiting trial in City Court. The fund is purely custodial and thus does not involve measurement of results of operation.

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The City has elected not to follow subsequent private-sector guidance.

As a general rule the effect of interfund activity has been eliminated from the government – wide financial statements.

Amounts reported as program revenues include 1) charges to customers or applicants for goods, services, or privileges provided, 2) operating grants and contributions, and 3) capital grants and contributions. Internally dedicated resources are reported as general revenues rather than as program revenues. Likewise, general revenues include all taxes.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the Utility Fund, Athletic Club Fund, Sanitation Fund, Great Hall Fund, and Stormwater Fund are charges to customers for sales and services.

The Utility Fund also recognizes, as operating revenue, the portion of tap fees intended to recover the cost of connecting new customers to the system.

Operating expenses for enterprise funds and internal service funds include the cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

When an expenditure is incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, it is the policy of the City to generally consider restricted amounts to have been reduced first. When an expenditure is incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, it is the policy of the City that committed amounts would be reduced first, followed by assigned amounts, and then unassigned amounts. In both instances, when a proposed expenditure is made with specific balances identified as the source of the funding, that specific fund balance will be used.

The City has implemented GASB 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. In the fund financial statements, governmental funds report the following classifications of fund balance:

- Nonspendable – amounts that cannot be spent either because they are either in a (a) nonspendable form, including items not expected to be converted to cash, or (b) legally or contractually required to be maintained intact.
- Restricted – amounts constrained to be used for a specific purpose as per external parties, constitutional provision, or enabling legislation.
- Committed – amounts constrained to be used for specific purposes as per action by the Board of Mayor and Aldermen. Amounts classified as committed are not subject to legal enforceability like restricted resources; however, they cannot be used for any other purpose unless the Board removes or changes the commitment by taking the same action it employed to impose the commitment.
- Assigned – amounts intended to be used by the City for specific purposes, but are neither restricted nor committed. The intent shall be expressed by the Board of Mayor and Aldermen or a designee authorized by the Board of Mayor and Aldermen for a specific purpose in accordance with the policy established by the Board of Mayor and Aldermen. The nature of the actions necessary to remove or modify an assignment is not as rigid as required under a committed fund balance classification.
- Unassigned – amounts available for any purpose in the General Fund.

Assets, liabilities and fund equity

1. Deposits and investments

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The City considers all highly liquid investments with an original maturity of three months or less when purchased to be cash and cash equivalents.

State statutes authorize the City to invest in obligations of the U.S. Treasury, commercial paper, corporate bonds, repurchase agreements, and the State Treasurer's Investment Pool.

Investments are stated at fair value. Cash equivalents held by the trustee of the Pension Fund and the Other Post Employment Benefits Fund are included in cash and cash equivalents.

2. *Receivables and payables*

Activity between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as either "due to/from other funds" (i.e., the current portion of interfund loans) or "advances to/from other funds" (i.e., the non-current portion of interfund loans). All other outstanding balances between funds are reported as "due to/from other funds." Any residual balances outstanding between the governmental activities and business-type activities are reported in the government-wide financial statements as "internal balances."

Advances between funds, as reported in the fund financial statements, are offset by a fund balance reserve account in applicable governmental funds to indicate that they are not available for appropriation and are not expendable available financial resources.

All trade and property taxes receivable are shown net of an allowance for uncollectibles.

Taxes are due December 1 (levy date) and are considered delinquent after February 28 (lien date), at which time penalties and interest are assessed.

3. *Inventories*

Inventories are valued at cost (first-in, first-out). Inventory in all funds consists of expendable supplies held for consumption. In the General Fund, the cost is recorded as an asset at the time individual inventory items are purchased. The reserve for inventories in the General Fund represents a portion of the fund balance that is applicable to future accounting periods.

4. *Restricted assets*

Restricted assets in proprietary funds represent cash on deposit with paying agents primarily restricted for the principal and interest requirements of long-term debt.

5. *Capital assets*

Capital assets, which include property, plant, equipment, and infrastructure assets (e.g., streets, bridges, sidewalks, and similar items), are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. Such assets in excess of \$5,000 are recorded at historical cost or estimated historical cost if purchased or constructed. Contributed capital assets are recorded at estimated fair market value at the date received.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Property, plant and equipment of the primary government is depreciated using the straight-line method over the following estimated useful lives:

Buildings	25-50 years
Improvements	10-60 years
Infrastructure	50 years
Machinery and equipment	3-15 years

6. *Compensated absences*

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Compensated absences for accumulated unpaid vacation are accrued when incurred in all funds. Employees earn 10 or more days of vacation each year depending on length of service. The amount is provided for in current liabilities of the appropriate funds, as it does not exceed the guidelines of the City Policy. A liability for these amounts is reported in governmental funds only if they have matured, for example, as a result of employee resignations and retirements. Compensated absences are paid out of the employee's cost center.

Accumulated unpaid overtime is also accrued when incurred in all funds. Sick leave is not accrued except at the governmental-wide presentation.

7. Post Employment Benefits

In addition to providing pension benefits, the City provides health insurance coverage for current and future retirees and their spouses as described at Note 10.

8. Long-term obligations

In the governmental-wide financial statements, and proprietary fund types in the fund financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities, or proprietary fund type statement of net assets. Bond premiums and discounts, as well as issuance costs, are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount. Bond issuance costs are reported as deferred charges and amortized over the term of the related debt in the governmental activities and reported as a reduction of long-term debt in the proprietary funds

In governmental fund financial statements, bond premiums, discounts, and issuance costs are recognized in the current period. The face amount of the debt is reported as other financing sources. Premiums received on debt issuance are reported as other financing sources while discounts are reported as other financing uses. Issuance costs are reported as debt issuance expenditures.

9. Fair Value Measurement

Generally accepted accounting principles define fair value, establishes a framework for measuring fair value, and establishes a fair value hierarchy which prioritizes the inputs to valuation techniques. Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The Fair value hierarchy prioritizes the inputs to valuation techniques used to measure fair value into the following three broad levels:

- Level 1 – Quoted prices in active markets for identical assets or liabilities the City has the ability to access.
- Level 2 – Inputs (other than quoted prices within level 1) that are observable for the asset or liability, either directly or indirectly.
- Level 3 – Inputs which are unobservable for the asset or liability and rely on management's own assumptions about the assumptions that market participants would use in pricing the asset or liability.

For assets and liabilities that are measured at fair value on a recurring basis, this statement requires disclosure of information that enables financial statement users to assess the inputs used to develop those measurements. The only assets the City measures at fair value on a recurring basis are investments. See Note 4 for the required disclosure information.

GLOSSARY OF TERMS

Accrual Basis	A method of accounting in which each item is entered as it is earned or incurred regardless of when actual payments are received or made.
Adopted Budget	The budget approved by the BMA and enacted by budget appropriation ordinance, on or before June 30 of each year.
Appraised Value	The estimate of fair market value assigned to property by an appraiser or tax assessor. For tax assessment purposes such value is stated as of the last countywide reappraisal date.
Appropriation	An authorization made by the BMA, which permits the City administrative staff to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.
Balanced Budget	A balanced budget occurs when the total sum of money a government collects in a year is equal to the amount it spends on goods, services, and debt interest/principal.
BMA	Board of Mayor and Alderman.
Bond(s)	A certificate of debt (usually interest-barring or discounted) that is issued by a government or corporation in order to raise money.
Budget	A plan of financial operations comprised of an estimate of expenditures for a fiscal year and the means of financing those expenditures (revenue estimates).
Budget Appropriation Ordinance	The official enactment by the BMA establishing the legal authority for City administrative staff to obligate and expend funds.
Budget Calendar	The schedule of key dates or milestones that the City follows in the calendar preparation and adoption of the budget.
Budget Document	The official written statement prepared by the City's staff that presents the budget to the BMA.
CAFR	Comprehensive Annual Financial Report.
Capital Outlay	The purchase of items of significant value (more than \$5,000) and having a useful life of several years, also referred to as fixed assets.
Capital Projects	Projects established to account for the cost of capital improvements. Typically a capital project encompasses a purchase of land and/or the construction of or improvements to a building or infrastructure.
CIP	Capital Improvements Program.
Contingency Fund	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

GLOSSARY OF TERMS

Cost Center	An organizational budget and operating unit within a City department.
Debt Service	Payment of interest and repayment of principal on City debt.
Depreciation	A noncash expense that reduces the value of an asset as a result of wear and tear, age, or obsolescence.
Department	A management unit of closely associated City activities headed by a director or chief.
Direct Debt	The sum total of bonded debt issued by the City.
Distinguished Budget Presentation Award	A GFOA sponsored program award presented to a qualifying governmental unit that publishes a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.
EMS	Emergency Medical Services.
EMT	Emergency Medical Technician.
Encumbrance	A recorded expenditure commitment representing a contract to purchase goods or services.
Enterprise Fund	A type of proprietary fund used to account for the financing of goods or services to the public where all or most of the operating expenses involved are recovered in the form of user charges. This category includes the Germantown Centre Fund, the Great Hall Fund, the Utility Fund and the Sanitation Fund.
Expenditures	The cost of goods received or services rendered whether payment for such goods and services has been made or not.
FAC	Financial Advisory Commission – A citizen’s advisory committee made up of business executives and professionals from the community and one alderman.
FASB	Financial Accounting Standards Board.
Fiduciary Funds	Fiduciary funds account for assets held by the state in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds.
Fiscal Year (FY)	An accounting period extending from July 1 to the following June 30.
Fund	A fiscal entity with a self-balancing set of accounts used to account for an activity(s) with common objectives.
Fund Balance	The cumulative excess of revenues over expenditures in a fund at a point in time. With certain limitations, a fund balance may be used to balance the subsequent year’s budget.
GAAP	Generally Accepted Accounting Principles are uniform standards and guidelines for financial accounting and reporting which govern the form and content of the basic financial statements of an entity.

GLOSSARY OF TERMS

GASB	The Governmental Accounting Standards Board, established in 1984 and comprised of five members, is the highest source of accounting and financial reporting guidance for state and local governments.
General Fund	The principal fund operating the City, it accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, and other types of revenues. This fund usually includes most of the basic operating services, such as fire and police, finance, administration, parks and recreation and environmental services.
General Obligation (GO) Bonds	When a government pledges its full faith and credit and unlimited taxing power for repayment of the bonds it issues. A GO Bond is typically used for long-term financing of capital projects and represents a written promise to pay to the bond purchaser a specified sum of money at a specified future date along with periodic interest paid at a specified interest percentage.
GFOA	Government Finance Officers Association of the United States and Canada.
Goal	The underlying reason(s) for the provision of essential City services.
GPAC	Germantown Performing Arts Centre.
Governmental funds	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service fund, capital projects funds, and permanent funds.
Grant	A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed the grantee.
Interfund Transfers	Amounts transferred from one fund to another.
Inter-governmental Revenue	Revenue received from another government for general purposes or a special purpose.
Internal Service	A type of proprietary fund used to account for the financing of goods or services provided by one City activity to other City activities on a cost-recovery basis.
IRP	Infrastructure Replacement Program.
LEAA	Law Enforcement Assistance Administration, a grant or agency.
LGIP	An investment mechanism authorized by the 91 st General Assembly, which enables all Tennessee municipalities, counties, school districts, utility districts or other local government units and political subdivisions to participate with the state in providing maximum opportunities for the investment of public funds.
Line Item Budget	A budget summarizing the detailed categories of expenditures for goods and services the City intends to purchase during the fiscal year.
LSSI	Library Systems & Services, LLC.
Major fund	Governmental fund or enterprise fund reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report. The general fund is always a major fund. Otherwise, major funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds for the same item.

GLOSSARY OF TERMS

Moody's Investor Services, Inc.	A recognized bond-rating agency.
MSA Air Mask Objective	Mine Safety Appliance – used as a self-contained breathing apparatus.
MUNIES System	Municipal Impact Evaluation System.
Net Assets	Total assets minus the total liabilities of an organization.
Objective	A measurable statement of the actual results which a City activity expects to achieve in support of a stated goal.
PAFR	Popular annual financial reporting – Supplementary financial reporting designed to meet the special needs of interested parties who are either unable or willing to use the more detailed financial information provided in traditional comprehensive annual financial reports.
Policy Agenda	The BMA's long-range goals for the City of Germantown.
Program Change	Alteration or enhancement of current services or the provision of new services.
Proprietary Fund	A distinct business entity, which is responsible for its liabilities and entitled to its profits.
Proposed Budget	The budget proposed by the city administrator to the BMA for adoption.
Purchase Order	A written legal document stating or confirming an offer to buy goods or services, which upon acceptance by a vendor becomes a contract. Its main function is to expedite and control buying by the City.
Reserves	An account used to indicate that a portion of a fund's balance is legally restricted fro a specific purpose and is, therefore, not available for general appropriation.
Retained Earnings	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.
Revenue	A term used to represent actual or expected income to a specific fund.
Risk Management	An organized attempt to protect a government's assets against accidental loss in the most economical methods.
RPAC	The Retirement Plan Administrator Commission is a citizen advisory committee made up of three citizens, the Mayor, the city administrator, the finance director, and one alderman.
SCAT	Shelby County Automatic Tracking. This is the system used in Shelby County to track an individual through Shelby County Criminal Justice Center, which includes all warrants and local driving registration information.

GLOSSARY OF TERMS

SCBA	Self-contained breathing apparatus is a piece of firefighting equipment critical to the personal safety of the City's Fire Department personnel.
Situs	The allocation formula of State shared revenue based on the population of each local municipality as a percent of the State population.
Standard & Poor's Corp.	A recognized bond-rating agency.
Tax Levy	The total amount of tax that optimally should be collected based on tax rates and assessed values of personal and real properties.
Tax Rate	The level at which taxes are levied. The City of Germantown's tax rate is \$1.93 per \$100 of assessed value for FY14.
TFIRS	Tennessee Fire Incident Reporting System.
TGFOA	Tennessee Government Finance Officers Association.
TML	Tennessee Municipal League - a voluntary, cooperative organization established by the cities and towns of the state for mutual assistance and improvement.
TML Risk Management Pool	Self-insurance pool formed in 1981 by the TML.
Transmittal Letter	A general discussion of the budget presented to the BMA by the City Administrator as a part of the budget document. The transmittal letter explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the city administrator.
TVA	Tennessee Valley Authority.
Un-encumbered	The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.
Vision 2020	Strategic plan for the City of Germantown formulated by the citizens and approved by the Board of Mayor and Aldermen

CITY OF GERMANTOWN CITIZEN BOARDS AND COMMISSIONS

The most important ingredient in creating and maintaining a quality environment for the community is the people. The City of Germantown is very fortunate to have caring and concerned citizens whom volunteer their time to serve on boards and commissions.

There are 22 different groups of citizens who meet to discuss city business. They make suggestions to the Board of Mayor and Aldermen that shape the city's future and they make decisions that set standards and goals for the community. The volunteers put much time, talent and hard work into the task at hand. Their continued commitment is the reason for the quality of life that is uniquely Germantown.

- AUDIT COMMISSION
- BEAUTIFICATION COMMISSION
- BOARD OF ZONING APPEALS
- DESIGN REVIEW COMMISSION
- ECONOMIC DEVELOPMENT COMMISSION
- EDUCATION COMMISSION
- ENVIRONMENTAL COMMISSION
- FINANCIAL ADVISORY COMMISSION
- GERMANTOWN ATHLETIC CLUB COMMISSION
- GREAT HALL ADVISORY COMMISSION
- HISTORIC COMMISSION
- INDUSTRIAL DEVELOPMENT BOARD
- LIBRARY BOARD
- NEIGHBORHOOD PRESERVATION COMMISSION
- PARKS & RECREATION COMMISSION
- PERSONNEL ADVISORY COMMISSION
- PLANNING COMMISSION
- PUBLIC SAFETY EDUCATION COMMISSION
- RETIREMENT PLAN ADMINISTRATION COMMISSION
- OTHER POST EMPLOYMENT BENEFIT COMMISSION
- SENIOR CITIZENS ADVISORY COMMISSION
- TELECOMMUNICATIONS COMMISSION

