



Budget

Fiscal Year 2015
City of Germantown, Tennessee

CITY OF GERMANTOWN

FISCAL YEAR 2015

BUDGET

July 1, 2014 – June 30, 2015



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Germantown

Tennessee

For the Fiscal Year Beginning

July 1, 2013

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, 2013.

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 FY15 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 FY15 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 FY15 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, which incorporates 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 Germantown Municipal School Districts (GMSD). In addition, budgets are included for Germantown Athletic Club and the Great Hall & Conference Center, both enterprise funds.

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

Germantown Municipal School District. Information for the operating budget for the Germantown Municipal School District, a special revenue fund.

Capital Improvements Program Summary. General overview of the CIP, divided in eight categories: General Government, Major Roads, Intersections/Other/Drainage, Parks, Germantown Athletic Club, Utilities, Great Hall & Conference Center, Stormwater and Recreation. (Complete listing of 2015 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.

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CITY OF GERMANTOWN TENNESSEE

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May 2014

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

Although the annual budget development process culminates with three ordinance readings and a public hearing each May-June, the reality is that financial planning for the next fiscal year begins months earlier. It is driven by continuing recognition of the vision, goals and strategies embedded in the City's Vision 2020 plan. It is directed by the Board of Mayor and Aldermen's priorities expressed in the board's annual mid-winter retreat. It is predicated on actions most appropriate to assure the economic, environmental and social sustainability of our community.

In the period 2008-2013, city government aggressively controlled and even reduced the cost of public services as the economic recession and reappraisal negatively impacted revenues. Despite those continuing efforts, a combination of circumstances required a 44.5 cent property tax rate increase to adequately support the FY14 general fund and capital budgets and to provide sufficient revenues through FY18.

The FY14 fiscal plan has worked. As staff prepared the FY15 budget, it did so in light of revenue trends and operational efficiencies that project the same property tax rate through FY19, six years instead of the five originally projected.

The FY15 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 the addition of three school resource officers, thereby assigning one to every public education campus in the city, and expands the ambulance service by three paramedics. Aside from the half-cent optional sales tax revenues sufficient to meet the City's statutory obligation to the Germantown Municipal School District, the general fund accommodates the annual payment to the Shelby County Schools (per the lawsuit settlement agreement with the City).

In every department, division and line item, the FY15 budget reflects the Board's thoughtful and diligent decisions about services and infrastructure investment, the Financial Advisory Commission's thoughtful examination of revenue and expense projections, and the professional staff's daily stewardship of citizen tax dollars. Because of the soundness of and adherence to conservative fiscal policies, the City continues merit the triple-A bond ratings of both Moody's and Standard & Poor's, established in FY94 and most recently affirmed during FY14.

A handwritten signature in black ink that reads "Sharon Goldsworthy". The signature is written in a cursive, flowing style.

Sharon Goldsworthy, Mayor



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May 2014

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

This letter transmits the Budget for the fiscal year beginning July 1, 2014. 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 2015 BUDGET

The Board of Mayor and Aldermen, City administration and City staff have dealt with many difficult issues over the past five years, both during and after the recession. This new reality challenged us all to make fundamental shifts in our approach to managing resources and controlling costs. Today the City is in excellent financial health as evident by our triple-A bond rating and strong financial reserves and is poised to capitalize on improving the economy as it continues to take hold.

The FY15 budget is balanced and total \$120.1 million for all funds with the City's general fund totaling \$44.9 million. The balanced budget is the result of ongoing departmental cost control, efficiency measures city-wide, overall improvements to the economy in general and property tax adjustment approved last fiscal year. Against this backdrop the Administration has proposed a budget for FY15 that, in most instances, calls for an increase in general fund spending. The opportunity exists to fund some of the top priorities identified by the Board of Mayor and Aldermen during the strategic planning process and to reexamine previous spending cuts made during the recession in the areas of personnel, deferred maintenance and infrastructure replacement and capital improvements. Other areas of spending increases are centered on the establishment of our municipal school district including the settlement of the legal challenges to its creation.

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.

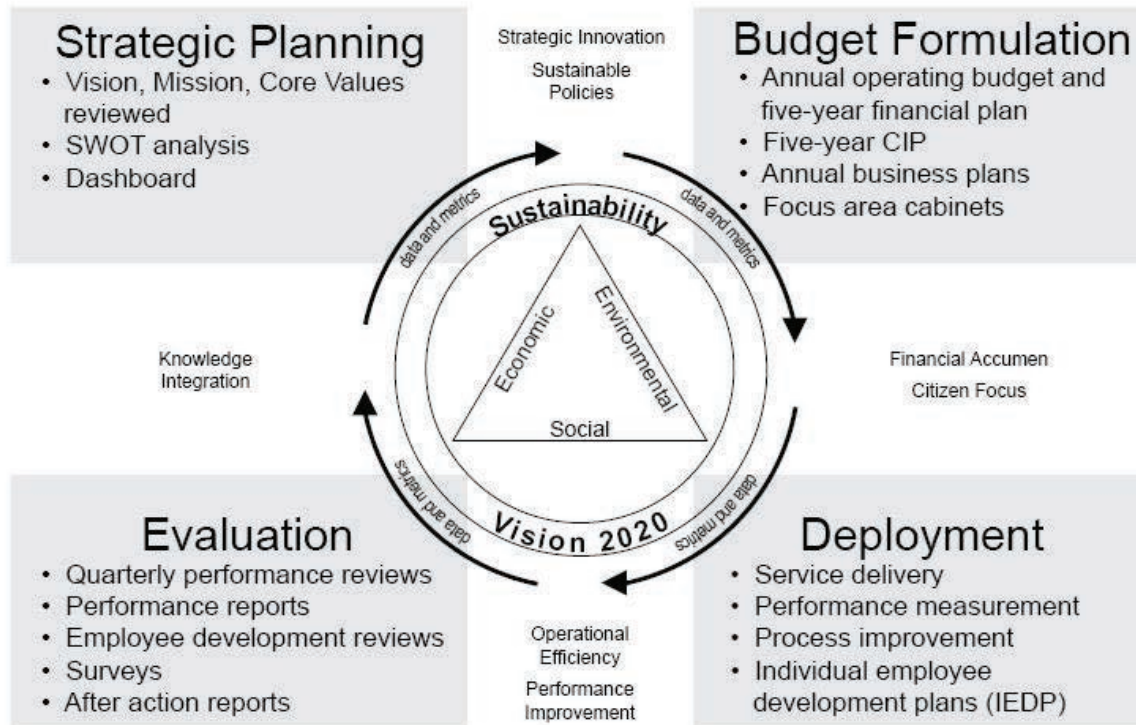
Fiscal accountability is also achieved each time the City enters the bond market to issue debt for capital projects. As stated in the profile, Germantown is one of only 97 cities with a Triple A bond rating from both Moody's and Standard & Poors. Both agencies conduct an extensive review of the City's 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 2013. Following the completion of an extensive surveillance report by Standard & Poors and Moody's, 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

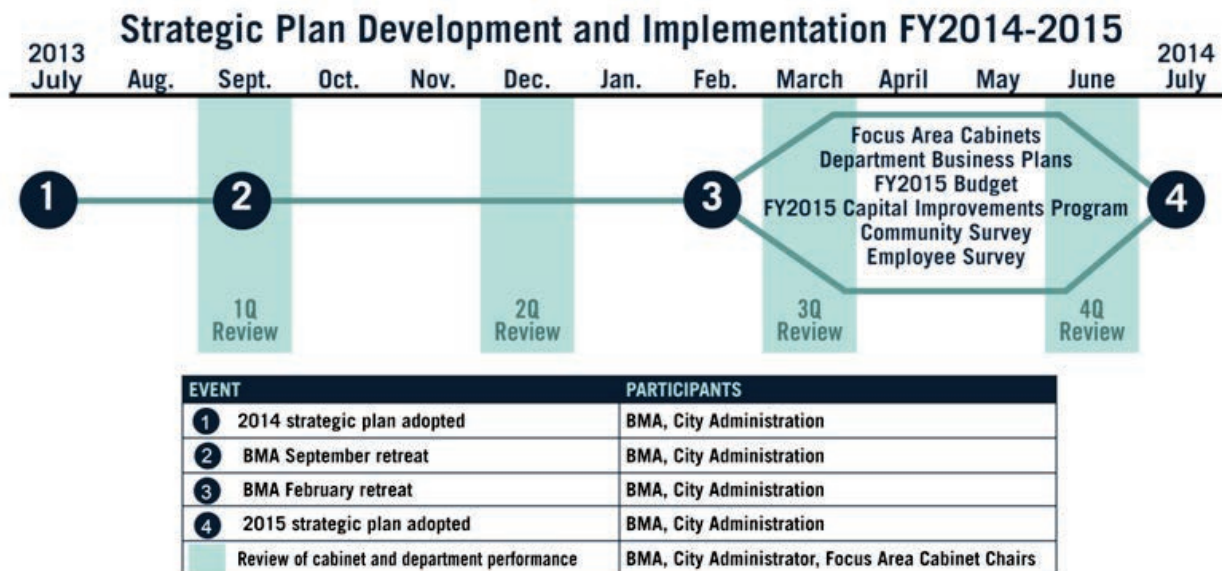


Strategic Planning and Performance Improvement Model

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

Economic Development

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

Quality of Life

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

City Services and Finances

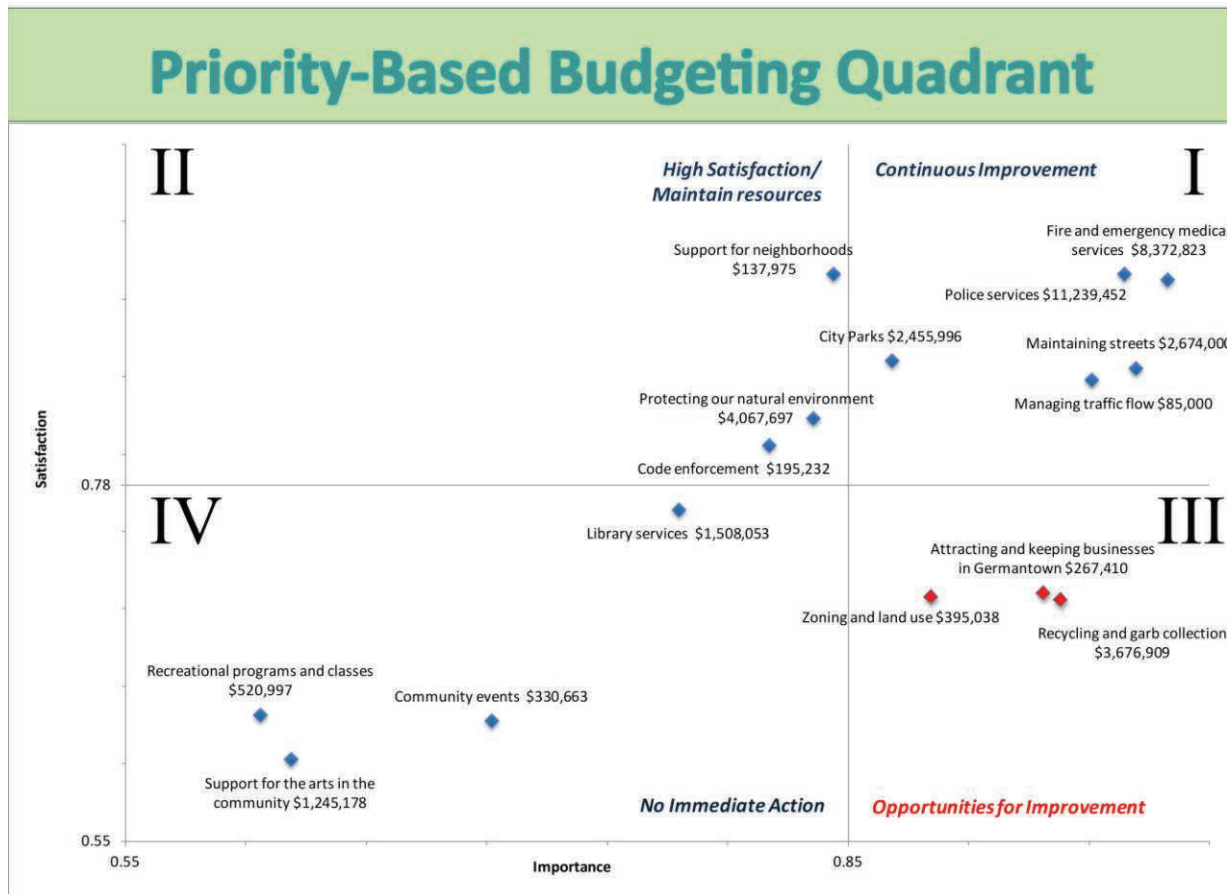
- Financial sustainability
- Service excellence
- Services valued by customers

- Services delivered in the most cost effective manner
- Civic involvement

Environmental Quality

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

A new tool that is being used in the strategic planning process to assess the community priorities is the Annual Citizen Survey. The twin measures of satisfaction and importance for city functions allows the construction of an improvement opportunity grid or priority chart. A priority chart graphically displays the city functions in terms of satisfaction and importance and helps set priorities for future initiatives to improve resident satisfaction. The chart below shows the value placed on each city function from the survey respondent perspective and shows the importance value along the horizontal axis and the satisfaction value along the vertical axis. City functions then fall into one of four quadrants based upon whether the value is above or below the average importance or satisfaction rating. For example, with regards to importance values, city functions on the right-hand side of the grid (quadrant 1 and 3) reflect values that are above average and those on the left-hand side (quadrants 2 and 4) are below average values.



Attributes in Quadrant 1 are considered by city functions to be above average in both satisfaction and importance levels. This indicates that the City is doing well in delivering these services and functions and is placing the right level of effort and priority on them. These City functions should be targets for continuous improvement:

- (1) Police Services
- (2) Fire and Medical Services
- (3) City Parks
- (4) Maintaining Streets

(5) Managing Traffic Flow

City functions identified in Quadrant 3 are those with above average customer ratings in importance, but with below average ratings in satisfaction. The City should prioritize improvements on these functions and services. Efforts placed on these areas should contribute towards raising overall satisfaction levels. These areas include:

- (1) Attracting and keeping businesses in Germantown
- (2) Recycling and garbage collection
- (3) Zoning and land use

City functions found in Quadrant 2 reflect areas in which the City is meeting or exceeding public satisfaction, but are not a high priority for survey respondents. The City may be placing too high of a priority or too many resources on these functions, and could redirect attention to the services and programs in Quadrant 3. There are only three functions in this quadrant:

- (1) Protecting our natural environment
- (2) Code enforcement
- (3) Support for neighborhoods

Finally, service attributes contained in Quadrant 4 require no immediate action. Even though survey respondents rated these functions below average in satisfaction, they also rated them below average in importance. Therefore, the City should not consider the following functions as high improvement priorities:

- (1) Library services
- (2) Recreational programs and classes
- (3) Community events
- (4) Support for the arts in the community

REVENUE PROJECTIONS

Concurrent with the adoption of the budget, the Board of Mayor and Aldermen adopts a property tax rate. The budget for FY15 has a property tax rate of \$1.93. Property taxes generated in Germantown comprise about 60% 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.

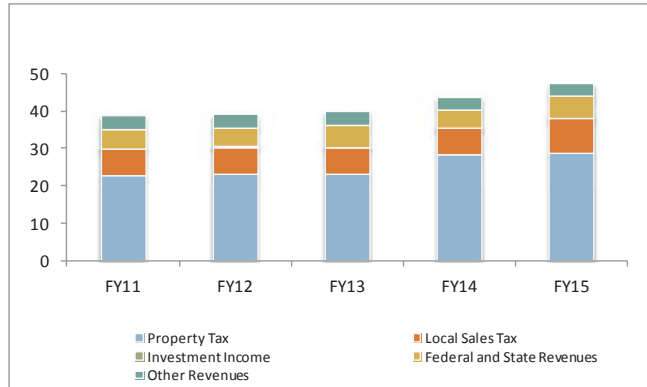
- The State Economy – The slow economic recovery continued to impact cities across the state during FY14. Rising gasoline prices are impacting Tennessee harder than most states because it relies so heavily on revenue from sales taxes of other consumer goods and services. The sales tax is elastic and more sensitive to economic shifts.
- The Local Economy – Germantown tends to follow the dynamic fluctuations of the national economy. FY14 is anticipated to meet budget and local sales are projected to increase in FY15 over FY14 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

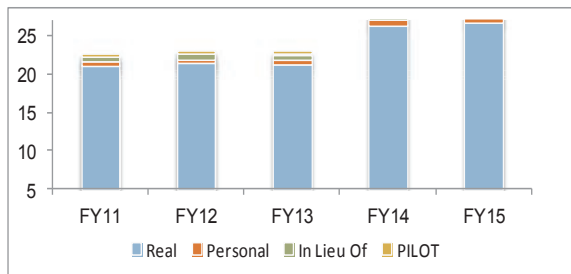
REVENUES:

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, with the inclusion of a half cent sales tax increase, FY15 general fund revenues increased by 8.5% over FY14 estimate. The 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



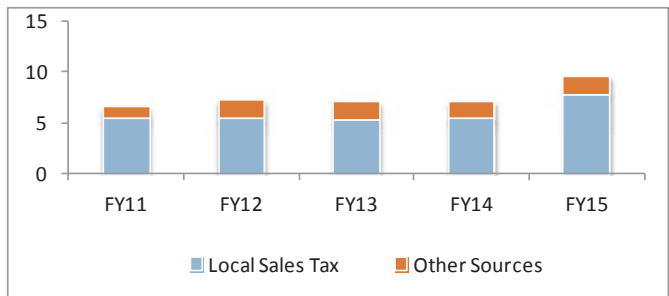
PROPERTY TAXES

The property tax rate for the City of Germantown is \$1.93 per \$100 of assessed valuation. In the FY15 budget, real, personal, in-lieu-of-property taxes and PILOT are projected to generate approximately \$28.0 million, 60% of the total revenue budget for the City.

LOCAL SALES TAXES

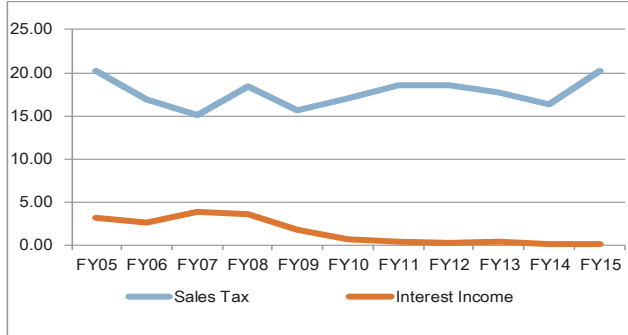
Local sales tax collections contribute 20% of the total revenue for the operations of the City. This category includes the local sales tax, the wholesale beer tax, the wholesale liquor tax, gross receipts business taxes and hotel/motel occupancy tax. This year's sales tax includes a 0.005 increase that was approved by referendum in FY12. The FY15 Budget anticipates \$9.5 million in local sales tax revenue.

\$ MILLIONS



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

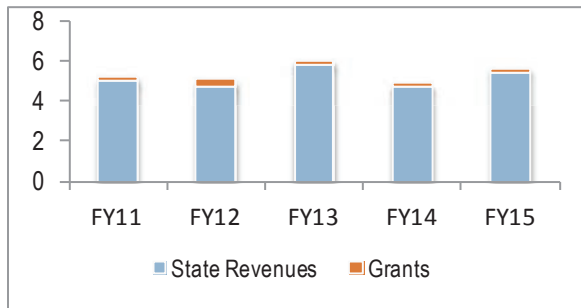
PERCENT



INTEREST INCOME

Interest on the City's investments contributes less than 1% of total revenues for the City of Germantown. The FY15 Budget projects income from investments at \$54,400. 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.

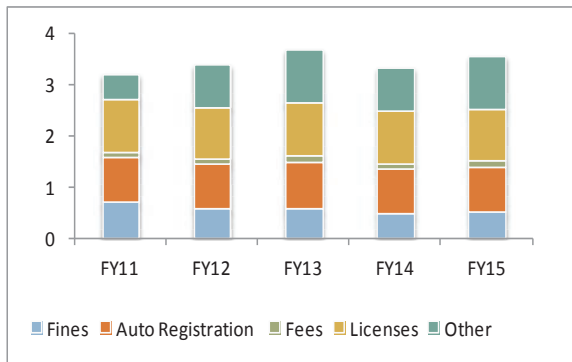
\$ MILLIONS



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 \$5.6 million in FY15. 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

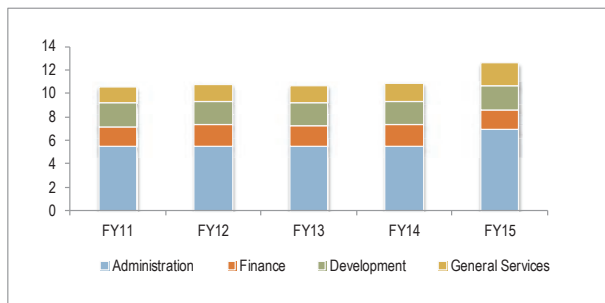
Other local revenue sources generate approximately 7% of the overall revenue for the City. This category includes automobile registration fees, local cable franchise fees, city court fees and an assortment of other smaller fees collected by municipalities. Licenses and fees are a fairly stable source of revenue for the City. Revenues are budgeted at \$3.4 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 2015 and an overview of the Financial Policies as adopted by the Board of Mayor and Aldermen are provided following this section.)

\$ MILLIONS



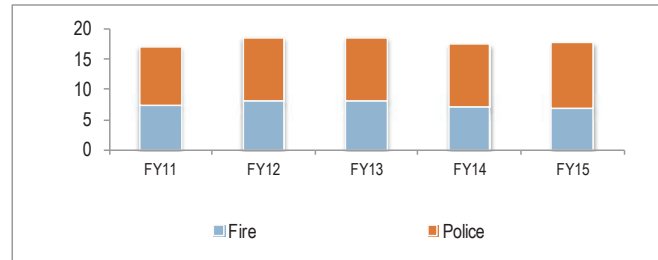
GENERAL GOVERNMENT EXPENDITURES

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. FY15 expenditures for these functions increased by \$1.74 million or 16% from the FY14 estimate. Budget and Performance moved to Administration in FY15.

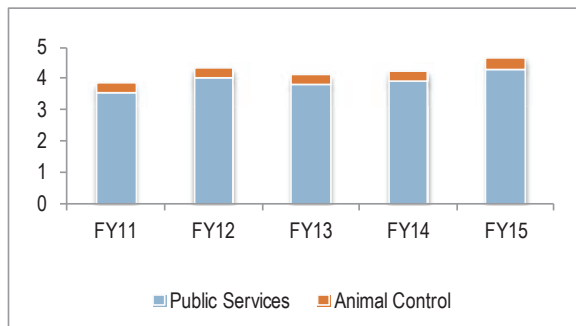
PUBLIC SAFETY EXPENDITURES

Total expenditures for Police and Fire Departments increased by \$290,076 or 1.7% from the FY14 estimate. During the past five years, public safety costs have raised primarily due to the additional safety personnel and ancillary costs. FY15 shows an increase over FY14 estimate due primarily to infrastructure replacement and personnel additions in the Police department.

\$ MILLIONS



\$ MILLIONS



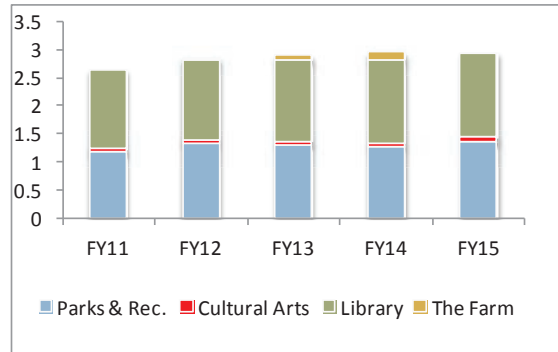
TRANSPORTATION AND ENVIRONMENT EXPENDITURES

The category includes the Department of Public Services and Animal Control. Total FY15 expenditures for this category increased by \$443,582 or 10.4% from the FY14 estimate. FY15 expenses are more than FY14 estimate due to infrastructure replacements for equipment and vehicles.

COMMUNITY SERVICES EXPENDITURES

The category includes the Parks and Recreation Department, Library Services, and Cultural Arts. The FY15 expenditures increased by \$26,183 or less than 1% over the FY14 estimate. This increase is due to infrastructure replacements in FY15. In addition, the Farm Park was moved to a special revenue fund in FY15.

\$ MILLIONS



SUMMARY OF FY15 APPROVED EXPENDITURE HIGHLIGHTS

	Original Budget FY14	Estimated FY14	Budget FY15	Variance - Est. FY14 Budget FY15	% Variance Estimated FY14	% Variance Budget FY15
Operating Budget*	40,715	40,297	44,970	4,673	11.6%	10.4%
Capital	-	-	-	-	0.0%	0.0%
Total	40,715	40,297	44,970	4,673	11.6%	10.4%

TOTAL BUDGET - ALL FUNDS

(in thousands)

	Original Budget FY14	Estimated FY14	Budget FY15	Variance - Est. FY14 Budget FY15	% Variance Estimated FY14	% Variance Budget FY15
Operating Budget*	62,903	61,790	110,493	48,703	78.8%	44.1%
Capital	8,407	5,799	9,654	3,855	66.5%	39.9%
Total	71,310	67,589	120,147	52,558	77.8%	43.7%

BY PROGRAM:	Increase (in thousands)	Percent of Total	Percent Inc. to Estimate
Community Services	\$ 26	0.0%	0.9%
General Debt Service	(283)	-0.5%	-8.5%
General Government	1,741	3.3%	16.1%
Transportation & Environment	444	0.8%	10.4%
Athletic Club	1,469	2.8%	41.0%
Great Hall	53	0.1%	14.6%
Other Programs	48,919	93.1%	458.9%
Public Safety	290	0.6%	1.7%
Sanitation	165	0.3%	4.7%
Stormwater	212	0.4%	21.0%
Utilities	(479)	-0.9%	-5.0%
TOTAL	\$ 52,558	100.0%	77.8%

BY CATEGORY:			
Personnel	\$ 37,892	72.1%	116.6%
Debt Service	(323)	-0.7%	-9.1%
Contingencies	-	0.0%	0.0%
Communications	177	0.3%	37.8%
Rents	197	0.4%	44.2%
Contract Services	802	1.5%	17.6%
Professional Fees	2,512	4.8%	74.6%
Supplies	2,785	5.3%	106.3%
Capital Outlay	1,839	3.5%	98.8%
All Other Categories	6,678	12.8%	36.7%
TOTAL	\$ 52,558	100.0%	77.8%

* Includes Capital Outlay and Infrastructure.

RESERVES:

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, 2013 totaled \$19.2 million. The underlying purpose and rationale for these reserves are described in the Financial Policies contained in this section of the document.

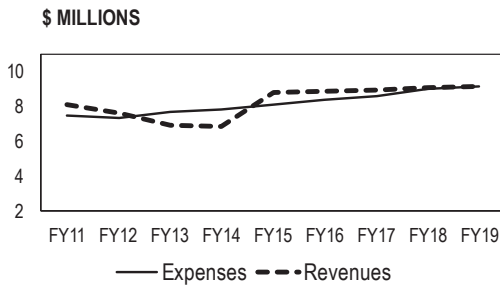
Following a review of the Financial Policies with the Financial Advisory Commission and the Board of Mayor and Aldermen, the Financial Policies were updated as detailed in this section of the Budget.

UTILITY FUND

REVENUE AND EXPENSES:

Proposed utility rates for FY15 increased 30%. This increase was recommended to keep the fund sustainable in future years.

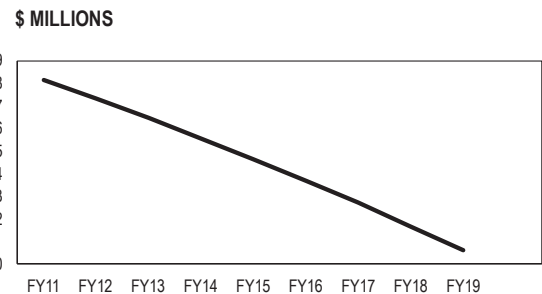
**UTILITY FUND
 REVENUES OVER EXPENSES**



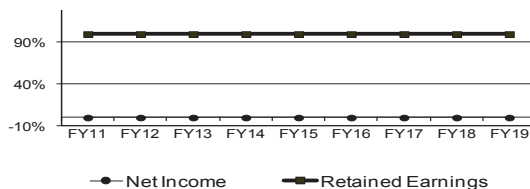
The chart on the left graphically illustrates the revenue and expenditure trends over a 9-year planning period. Utility revenues and expenses reflect the fluctuation common to a Utility Fund.

Outstanding Utility Debt of \$4.6 million at the start of FY15 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 includes a \$1.5 million bond issuance in FY17.

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. FY15 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.

FY15 CAPITAL BUDGET

The FY15 Capital Budget totals \$9,653,829. There is a \$2.5 million transfer to capital projects from the General Fund in FY15. Those projects incorporated in the CIP are consistent with the Board of Mayor and Aldermen's Policy Agenda and funding priorities.

The FY15 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.

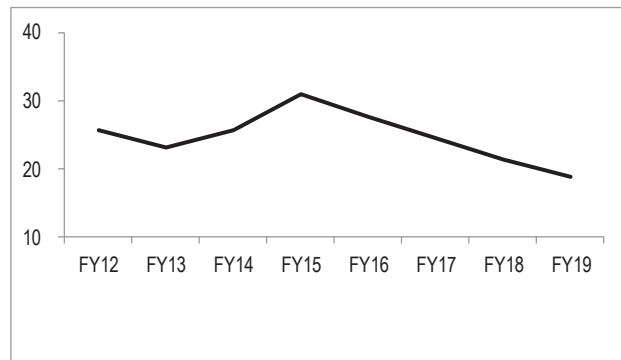
DEBT ANALYSIS

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 and \$3.5 million of new debt and \$5.5 million in refunding in FY14 were issued. The five year planning period includes a bond issuance in FY19 of \$2.6 million.

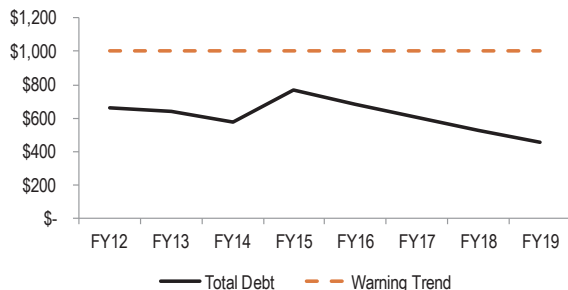
OUTSTANDING G.O. DEBT

\$ 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 FY15 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 & Conference Center 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 FY15 Budget for the Sanitation Fund reflects costs of the fourth 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 FY15. The contract includes backdoor household trash collection with curbside option, weekly recyclables collection with incentive program and unlimited resident generated yard debris collection and composting.

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 FY15 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 FY15 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

2013 PRINCIPLE PROPERTY TAXPAYERS

Taxpayer	Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
The Village at Germantown Inc.	\$ 12,777,160	1	0.86%
VA Germantown LLC	8,310,400	2	0.56%
FSP-Germantown LLC	6,939,480	3	0.47%
Germantown Village Square Joint Venture	6,807,400	4	0.46%
Vinyards Apartments Inc.	6,664,520	5	0.45%
BIC-MTS Partners (PSO)	5,953,240	6	0.40%
Taylor Sentor Crook, et. al	5,772,040	7	0.39%
UT Medical Group	5,438,920	8	0.37%
SWC Poplar FHI Partners LLC	5,428,520	9	0.37%
LMP Wolf River LLC	4,913,880	10	0.33%
Totals	\$ 69,005,560		4.66%

2013 PRINCIPAL EMPLOYERS

Employer	Employees	Rank	Percentage of Total County Employment
Methodist Le Bonheur Hospital - Germantown	1,277	1	0.20%
Shelby County School System - Germantown Schools	636	2	0.10%
City of Germantown	377	3	0.03%
Campbell Clinic	353	4	0.06%
Orgill, Inc.	346	5	0.06%
ThyssenKrupp Elevator Manufacturing, Inc.	244	6	0.06%
Stern Cardiovascular	240	7	0.04%
Villages of Germantown	225	8	0.04%
Baptist Rehabilitation - Germantown	200	9	0.04%
Kroger	103	10	0.02%

GENERAL INFORMATION AND STATISTICAL DATA

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 Germantown Municipal School District, a high school, one middle school and three 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 23 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 indentifying 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.

GENERAL INFORMATION AND STATISTICAL DATA

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	5,095

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	88
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	5 (GMSD)
Number of Students	5,441

Water System:

Number of Consumers	13,479
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	\$8.78 for first 5,000 gallons (minimum) \$2.15 per additional 1,000 gallons up to 15,000 gallons \$2.47 per additional 1,000 gallons up to 50,000 gallons \$3.12 per 1,000 gallons thereafter

Sewer System:

Number of Consumers	13,270
Miles of Sewer Main	211
Treatment	Provided by City of Memphis
Residential Rate in Force	\$5.07 for first 2,000 gallons (minimum) \$.90 per for third additional 1,000 gallons \$1.99 per additional 1,000 gallons up to 20,000 gallons \$0.78 for 21st 1,000 gallons (\$5.07 minimum and \$40.56 maximum)

CONTACT INFORMATION

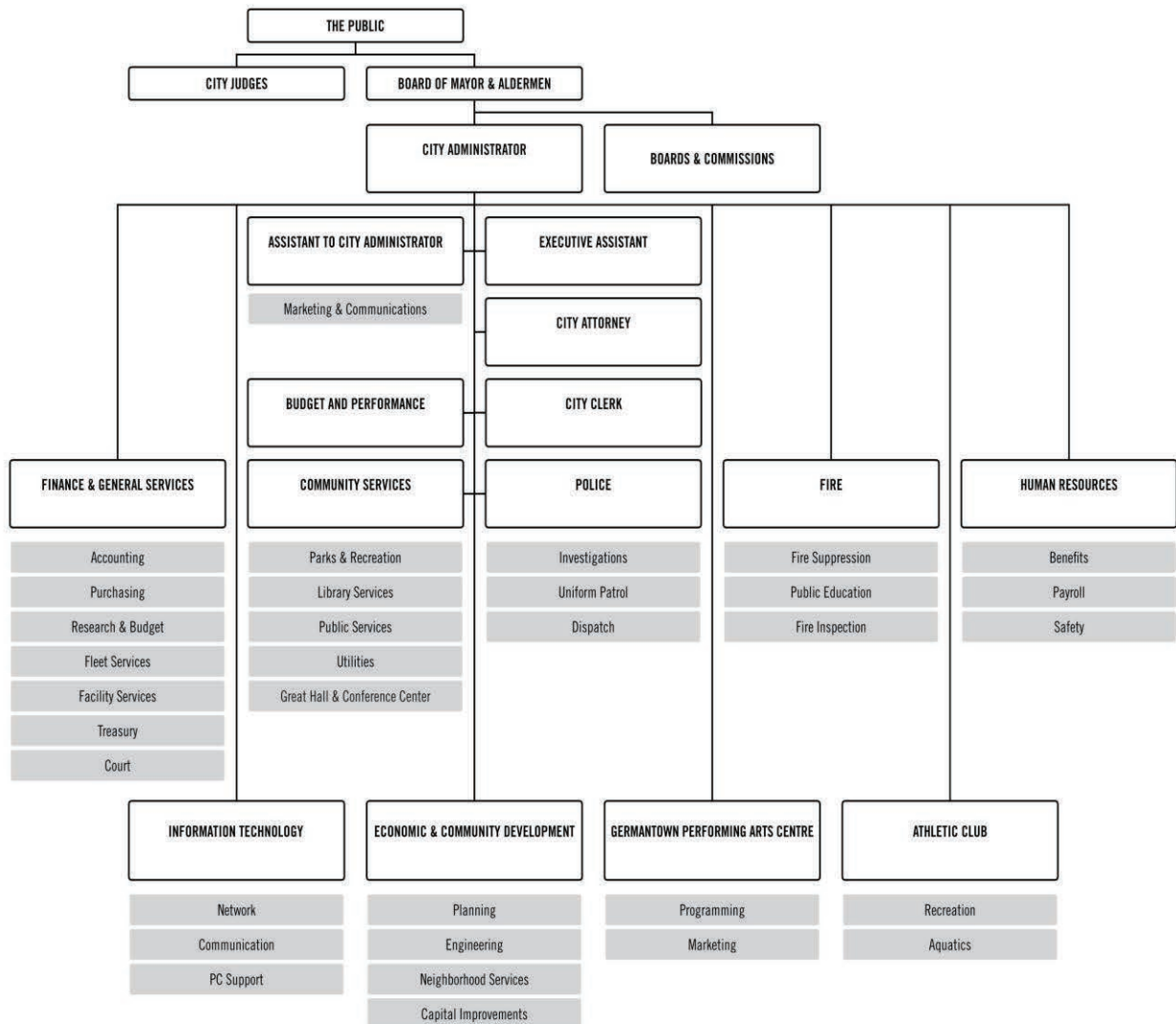
For further information, please contact:

City of Germantown
1930 South Germantown Road
Germantown, Tennessee 38138
901-757-7200

www.germantown-tn.gov

CITY OF GERMANTOWN, TENNESSEE

Organization Chart



**CITY OF GERMANTOWN
CITY OFFICIALS**

MAYOR

Honorable Sharon Goldsworthy (2014*)



ALDERMEN

Mike Palazzolo (Vice Mayor – 2016*)

Greg Marcom (2014*)



Rocky Janda (2016*)



Forrest Owens (2016*)



John Drinnon (2014*)



CITY ADMINISTRATOR

Patrick J. Lawton

CITY ATTORNEY

Debra Wiles

CITY JUDGES

Bob Brannon
Raymond S. Clift

EXECUTIVES

Economic and Community Development Director.....	Cameron Ross
Fire Chief.....	John M. Selberg
Police Chief.....	Richard Hall
General Services Director.....	Reynold Douglas
Germantown Performing Arts Center Director	Paul Chandler
Human Resources Director.....	Susan Hopson
Finance Director.....	Ralph J. Gabb
Procurement Director.....	Lisa Piefer
Parks and Recreation Director.....	Pam Beasley
Library Services Director.....	Daniel Page
Public Services Director.....	Bo Mills
Information Technology Director	Tony Fischer
Germantown Athletic Club Director	Phil Rogers

BUDGET PREPARATION STAFF

Budget and Performance Analyst.....	Sherry Rowell
Budget and Performance Analyst	Adrienne Royals
Budget and Performance Analyst.....	Jessica Brown
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**NIITIATIVE

Are **R**ESPONSIBLE

Are **I**NNOVATIVE

Practice **T**EAMWORK

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

ORDINANCE NO. 2014 - 2

AN ORDINANCE TO ADOPT THE 2014- 2015 BUDGET

WHEREAS, the City of Germantown desires to ordain its budget for the fiscal year July 1, 2014 through June 30, 2015; 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, 2014 through June 30, 2015, 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/ExpendituresA. Total Revenues and Available Funds

General Fund Revenues		\$47,638,767
Special Revenue Funds Revenues		48,209,259
Intergovernmental Revenues		3,398,100
Contributions		-
Utility Fund Revenues		8,800,609
Germantown Athletic Club Fund Revenues		4,070,372
Great Hall Fund Revenues		398,000
Sanitation Fund Revenues		3,528,900
Stormwater Management Fund Revenues		1,011,752

Decreases (Increases) in Fund Balances:

General Fund		(2,668,967)
Special Revenue Funds		(82,772)
Capital Projects Funds		4,205,200
Utility Fund		259,977
Internal Service Funds		20,000
Germantown Athletic Club Fund		983,536
Great Hall Fund		18,006
Sanitation Fund		148,009
Stormwater Management Fund		207,974
TOTAL		<u>\$120,146,722</u>

B. Expenditures

General Fund		\$44,969,800
Special Revenue Funds		48,126,487
Capital Projects Funds		7,603,300
Utility Fund		9,060,586
Internal Service Funds		20,000
Germantown Athletic Club Fund		5,053,908
Great Hall Fund		416,006
Sanitation Fund		3,676,909
Stormwater Management Fund		1,219,726
TOTAL		<u>\$120,146,722</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.

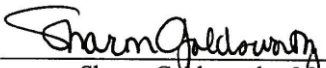
Section 6-805 Effective Date

This Ordinance shall take effect July 1, 2014, the public welfare requiring it.

First Reading: May 12, 2014

Second Reading: June 9, 2014

Third Reading: June 23, 2014


 Sharon Goldsworthy, Mayor


 Patty 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
Develop a government intern program	Utilize interns from local universities	Create program by October 1, 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 FY14
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

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
Effective emergency police response	Police department emergency response time	< 4 minutes
Safest City in Tennessee	Percentage of part-one crimes cleared	80% clearance
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%

Economic Development

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
Reposition Germantown within the regional economy	Constant Contact eNewsletter open rate	2% increase
Community engagement	Business and Industry Summit attendance and satisfaction	1% increase in attendance 98% satisfaction rating
Create an enabling environment	Increase satisfaction with development approval process	90% satisfaction rating
Leverage assets to attract new investment	Reduction in office and retail vacancy rates	<11% vacancy rate

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 FY14
Reduce CO2 emissions	Fuel usage	1% reduction compared to FY14
Reduce CO2 emissions	Natural gas usage	1% reduction in cubic column feet usage compared to FY14
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 FY14 to greater than 60%
Sanitary sewer inspections and maintenance	Sewer main backups	Fewer sewer main line backups than reported in FY14
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
Amend stormwater management ordinance	Reduction in pollutant loading	1% reduction compared to FY14

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
Healthy initiative for residents	Develop and implement Healthy Germantown initiative	Launch Healthy Germantown initiative by October 1, 2014
Develop in-house proposal and RFP documents for operation of Germantown Community Library	Complete financial analysis and design work system	Complete by February 1, 2015
Examine the need to expand GPAC	Assess feasibility of GPAC expansion	Consensus on plans by February 1, 2015
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 October 1, 2014
Provide opportunities for businesses, organizations and residents to contribute resources	Sponsorship and in-kind donations	Increase contributed resources over FY14 by 2.5% which would generate \$974,331 donated to the City of Germantown for FY15
Provide opportunities for stakeholders to contribute resources	Number of volunteer hours	Increase volunteers hours by 5% over FY14
Develop a process to benchmark Germantown Community Library with public libraries statewide	Evaluate the Library using typical public library measurements based on annual Tennessee Public Library Survey results	Rank in the top ten public libraries in Tennessee by HAPLR
Survey GPAC patrons to determine program satisfaction	Patron satisfaction with GPAC programs	85% of survey respondents satisfied with 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

POLICY AGENDA AND PERFORMANCE MEASUREMENT – FY15

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	FY14 Results
City Services and Finance			
	PEG Funds received on a quarterly basis	Increase	Increased
	Develop a government service fellows program	Yes	No
	Establish frame work for municipal school system	Yes	Yes
	Pension obligations as a percentage of salaries and wages	<=12%	9%
	Maintain Triple A bond rating	Yes	Yes
	Budget vs actual expenses and revenues	1%	1%
	Overall job of providing high quality services	>85%	90%
	Increase satisfaction of value of city services for tax dollars paid	1%	-4%
Environmental Quality			
	Reduce kilowatt usage compared to FY13	-1%	0.29%
	Reduce fuel usage compared to FY13	-1%	3.2%
	Reduce natural gas usage compared to FY13	-1%	-12.96%
	State water quality report score	>97%	99%
	Increase backflow reporting participation compared to FY13	>60%	65%
	Fewer sewer main back ups compared to FY13	<5	2
	Increase pounds of recyclables collected per household	408 lbs/year	367 lbs/year
	Reduce pollutant loading compared to FY13	-1%	-1%

POLICY AGENDA AND PERFORMANCE MEASUREMENT – FY15

Long-Range Focus Area	Goals	Performance Measure	Target	FY14 Results
Quality of Life				
	Review boards and commissions		Yes	Yes
	Complete synthetic field turf feasibility study by February 1, 2014		Yes	Yes
	Develop and implement Healthy Germantown initiative by April 1, 2014		Yes	Yes
	Develop five-year plan for animal shelter expansion by June 30, 2014		Yes	Yes
	Assess feasibility of GPAC expansion by June 30, 2014		Yes	Yes
	Determine the demand for library expansion		Yes	Yes
	Increase sponsorships and in-kind donations over FY13		2.5%	2.6%
	Completion of design/architecture plans for Germantown Athletic Club improvements		Yes	Yes
	Ranking in HAPLR public library index		Yes	Yes
	Increase Number of Service Hours Donated to City compared to FY13		5%	3.5%
	Parks and Recreation survey response rate compared to FY13		>30%	51.5%
	Increase number of Germantown residents attending GPAC events over FY13		2%	1.4%
	Patron satisfaction with GPAC programs		85%	88.5%
	Parks and recreation participant satisfaction		90%	88.5%
	Satisfaction with maintenance of city parks and open spaces		93%	90%
	Parks and Recreation program participation		>=25,000	36,156
Community Vitality				
	Percentage of single family homes which are owner occupied		94%	93%
	Creation of performance standards for economic development strategic plan		Yes	Yes
	Increase property values		Yes	Yes
	Satisfaction with the code enforcement consistency and fairness		72%	67%
	Market and implement elements of Smart Growth plan for CBD		Yes	No
	Develop stormwater master plan		Yes	Yes
	Review master road plan including bike paths		Yes	Yes
	Satisfaction with cleanliness and maintenance of city		93%	92%
Public Safety				
	Improve percentage of violent crimes solved		>=80%	78%
	Improve personal safety rating		>=90%	91%
	Maintain lowest crime rate in Shelby County		Yes	Yes
	Police officer position vacancy rate		0%	0%
	Police response times for emergencies		<=4:00	2:29
	Renew need for fifth fire station		Yes	Yes
	Cardiac arrest survival rate		>30%	38%
	Fire code violations corrected within 90 days		>90%	92%
	Percent of vacant fire fighter positions		0%	0%

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:

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 as 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 so 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.

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.

FINANCIAL POLICIES

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 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.

FY15 BUDGET CALENDAR

January

1/10/14 Budget Material distributed to Departments
 1/13/14 **Board Meeting** - Budget Calendar review and approval by the Board of Mayor and Aldermen

February

2/03/14 Capital Improvements Program (CIP) applications due to CIP Manager
 2/07/14 FY15 Budget materials (Revenues and Expenses) and Program Change Request Forms due to Budget and Performance (General Fund, Enterprise Funds, Internal Service Funds, Special Revenue Funds, Infrastructure Replacement Program)
 2/18/14 **Financial Advisory Commission – First Meeting:** Introduction, BMA Retreat overview and Environmental Scan
 2/20/14 Vehicle and equipment replacement schedule review with City Administrator
 2/19-2/28/14 FY15 Budget review with departments

March

3/18/14 **Financial Advisory Commission – Second Meeting:** Review of FY15 Budget Enterprise Funds (Utility, Germantown Athletic Club, Great Hall, Stormwater and Sanitation)

April

4/01/14 **Financial Advisory Commission – Third Meeting:** Review of Capital Improvements Program and Infrastructure Replacement Program
 4/02/14 Board of Mayor and Aldermen – work session on CIP
 4/11/14 Proposed FY15 Budget and Capital Plan delivered to Department Directors for final comment and review
 4/15/14 **Financial Advisory Commission – Fourth Meeting:** Review of FY15 Special Revenue Funds
 4/29/14 **Financial Advisory Commission – Fifth Meeting:** Review of FY15 General Fund Revenues and General Fund Expenditures

May

5/02/14 Proposed FY15 Budget delivered to Board of Mayor and Aldermen *Budget in Brief* prepared
 5/02/14 Proposed FY15 Business Plans and FY15 Focus Area Cabinet Strategic Plans due to Budget and Performance
 5/07/14 Board of Mayor and Aldermen work session on FY15 Budget
 5/12/14 **Board Meeting - First Reading on FY15 Budget Ordinance 2014-2**
 Schedule meetings with Chamber, Homeowner Associations and Civic Clubs;
 Distribute *Budget in Brief*, Press Conference; Neighborhood News (Budget and Property Tax Rate)
 5/16/14 Document printing RFP due to Purchasing

June

6/09/14 **Board Meeting - Public Hearing on FY15 Budget; Second Reading on FY15 Budget Ordinance 2014-2**
 6/23/14 **Board Meeting - Third and Final Reading on FY15 Budget Ordinance 2014-2**

This section consists of summaries of the FY15 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 FY15. It is compared to the estimated total for FY14. 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 FY14 and five years of projections including FY15, 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	Cash Balance Fund	Trust Fund
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		
GMSD Fund	Special				
Farm Park 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	\$ 28,441,574	-	-	-	-	-
Sales Taxes	9,555,865	-	-	-	-	-
Federal and State Revenues	5,676,924	-	-	-	3,800	-
Metered Water Sales	-	5,353,661	-	-	-	-
Sewer Service Fees	-	3,184,448	-	-	-	-
Membership Fees	-	-	3,330,000	-	-	-
Aquatics Revenues	-	-	163,000	-	-	-
Business Revenues	-	-	-	398,000	-	-
Personal Training	-	-	280,000	-	-	-
Sanitation Fees	-	-	-	-	3,420,700	-
State Gasoline Tax Allocation	-	-	-	-	-	-
Automated Enforcement Revenues	-	-	-	-	-	-
Drug Enforcement Revenues	-	-	-	-	-	-
Federal Asset Forfeiture Revenues	-	-	-	-	-	-
Pickering Complex Revenues	-	-	-	-	-	-
Transport Fee	-	-	-	-	-	-
Non Transport Fee	-	-	-	-	-	-
Education Revenues	-	-	-	-	-	-
Recreation Revenues	-	-	-	-	-	-
Farm Revenues	-	-	-	-	-	-
Stormwater Fee	-	-	-	-	-	1,002,752
Other Revenues	3,460,004	256,000	293,872	-	103,000	9,000
Investment Income	54,400	6,500	3,500	-	1,400	-
Funds from Prior Periods	450,000	-	-	-	-	-
FY15 Total Revenues:	47,638,767	8,800,609	4,070,372	398,000	3,528,900	1,011,752
Expenditures/Expenses by Category:						
Personnel	26,604,343	1,858,936	1,610,862	178,471	93,059	587,062
Communications	388,284	74,100	5,000	1,000	13,350	6,350
Utilities	1,072,500	752,600	366,703	41,778	1,000	-
Professional	2,331,402	115,000	474,300	52,163	-	20,000
Grants	546,908	-	-	-	-	-
Other Maintenance	2,166,778	90,000	130,000	75,200	-	65,000
Vehicle Maintenance	-	-	-	-	-	-
Street Maintenance	-	-	-	-	-	255,000
Mains Maintenance	-	142,000	-	-	-	-
Supplies	1,526,365	253,900	229,750	31,105	41,900	32,000
Contract Services	-	1,200,000	-	-	3,527,600	-
Insurance	87,500	10,000	-	-	-	-
Rent	269,315	100	125,000	87,462	-	-
Debt Service	3,036,307	165,688	22,896	8,904	-	-
Capital Outlay	1,782,000	-	-	-	-	-
Depreciation	-	1,818,493	561,447	45,000	-	18,500
Contingency	-	-	-	-	-	-
Operating Transfer	4,776,583	-	-	(280,000)	-	-
Allocation/PILOT	1,327,313	1,624,769	89,421	21,923	-	40,814
Expense Reimbursement	(945,797)	-	-	-	-	-
FY15 Total Expenditures/Expenses	44,969,800	8,105,586	3,615,379	263,006	3,676,909	1,024,726
Excess (Deficit)/Income (Loss)	2,668,967	695,023	454,993	134,994	(148,009)	(12,974)
Fund Balance/Net Assets:						
Beg. Fund Bal./Net Assets	20,201,644	44,693,692	14,425,141	349,440	821,302	399,038
Transfer to CIP/IRP	(2,570,000)	-	-	-	-	-
End Fund Bal./Net Assets	\$ 20,300,610	45,388,715	14,880,134	484,434	673,293	386,064
Capital Outlay/Infrastructure/CIP	-	955,000	1,438,529	153,000	-	195,000
COMPARISON TO PRIOR YEAR'S BUDGET						
ALL FUNDS:		BUDGET FY14	BUDGET FY15	CHANGE	% CHANGE	
Operating Budget*	\$	62,903,377	110,492,893	47,589,516	75.7%	
Capital Budget		8,407,000	9,653,829	1,246,829	14.8%	
TOTAL BUDGET	\$	71,310,377	120,146,722	48,836,345	68.5%	

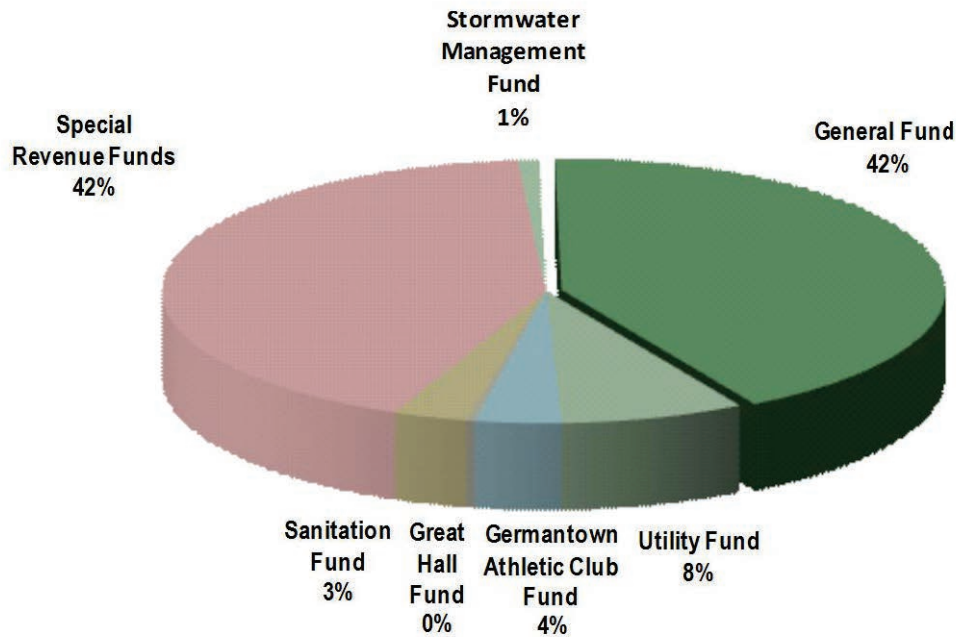
* Includes Capital Outlay and Infrastructure.

TOTAL EXPENDITURE BUDGET

	Special Revenue	Veh. Maint./ Alloc.	Capital Projects	Total	FY15	Increase/ Decrease	Estimated FY14	Actual FY13
REVENUES:								
Property Taxes	\$ -	-	-	28,441,574	0.9%	28,183,189	22,895,489	
Sales Taxes	-	-	-	9,555,865	34.2%	7,121,648	7,063,632	
Federal and State Revenues	-	-	-	5,680,724	15.5%	4,916,813	6,070,654	
Metered Water Sales	-	-	-	5,353,661	30.0%	4,118,201	4,118,201	
Sewer Service Fees	-	-	-	3,184,448	30.0%	2,449,575	2,449,575	
Membership Fees	-	-	-	3,330,000	1.0%	3,296,000	3,191,099	
Aquatics Revenues	-	-	-	163,000	-1.7%	165,803	176,066	
Business Revenues	-	-	-	398,000	-7.3%	429,222	387,425	
Personal Training	-	-	-	280,000	15.2%	243,000	-	
Sanitation Fees	-	-	-	3,420,700	0.3%	3,412,000	3,410,013	
State Gasoline Tax Allocation	1,040,200	-	-	1,040,200	0.3%	1,037,205	1,032,696	
Automated Enforcement Revenues	58,800	-	-	58,800	58700.0%	100	43,910	
Drug Enforcement Revenues	350,000	-	-	350,000	75.0%	200,000	114,774	
Federal Asset Forfeiture Revenues	50,000	-	-	50,000	0.0%	50,000	7,440	
Pickering Complex Revenues	67,000	-	-	67,000	3.9%	64,500	62,965	
Transport Fee	835,936	-	-	835,936	0.0%	762,474	-	
Non Transport Fee	-	-	-	-	0.0%	-	-	
Education Revenues	45,249,713	-	-	45,249,713	0.0%	2,023,360	1,779,028	
Recreation Revenues	521,910	-	-	521,910	187.5%	181,541	197,140	
Farm Revenues	35,700	-	-	35,700	0.0%	-	-	
Stormwater Fee	-	-	-	1,002,752	1.1%	992,270	994,936	
Other Revenues	-	-	-	4,121,876	9.8%	3,752,866	4,399,933	
Investment Income	-	-	-	65,800	-5.8%	69,817	103,951	
Funds from Prior Periods	-	-	-	450,000	-	450,000	-	
FY15 Total Revenues:	48,209,259	-	-	113,657,659	77.8%	63,919,584	58,754,125	
Expenditures/Expenses by Category:								
Personnel	38,845,427	615,122	-	70,393,282	116.6%	32,501,008	31,668,533	
Communications	156,685	2,000	-	646,769	37.8%	469,445	424,730	
Utilities	1,872,405	12,365	-	4,119,351	34.8%	3,054,826	3,216,618	
Professional	2,886,600	-	-	5,879,465	74.6%	3,367,464	3,443,177	
Grants	13,000	-	-	559,908	70.7%	327,957	657,670	
Other Maintenance	697,332	123,050	-	3,347,360	28.8%	2,599,619	2,265,018	
Vehicle Maintenance	-	118,480	-	118,480	-5.2%	125,000	116,886	
Street Maintenance	1,850,000	-	-	2,105,000	9.1%	1,930,000	1,722,382	
Mains Maintenance	-	-	-	142,000	2.9%	138,000	177,703	
Supplies	3,146,961	143,550	-	5,405,531	106.3%	2,620,767	1,942,887	
Contract Services	632,352	-	-	5,359,952	17.6%	4,558,000	4,293,146	
Insurance	18,000	616,619	-	732,119	0%	753,820	594,332	
Rent	157,300	2,700	-	641,877	44.2%	445,019	353,740	
Debt Service	-	-	-	3,233,795	-9.1%	3,557,233	3,728,357	
Capital Outlay	1,917,407	-	-	3,699,407	98.8%	1,860,648	1,326,803	
Depreciation	-	36,110	-	2,479,550	4.0%	2,383,440	2,313,568	
Contingency	-	-	-	-	0%	-	-	
Operating Transfer	(4,496,583)	-	-	-	0%	-	-	
Allocation	287,601	(1,669,996)	-	1,721,845	18.4%	1,454,833	1,329,752	
Expense Reimbursement	-	-	-	(945,797)	-0.4%	(949,557)	(943,053)	
FY15 Total Expenditures/Expenses	47,984,487	-	-	109,639,893	79.2%	61,197,522	58,632,249	
Excess (Deficit)/Income (Loss)	224,772	-	-					
Fund Balance/Retained Earnings:								
Beg. Fund Bal./Retained Earnings	953,634	35,192	-					
Transfer to CIP/IRP	-	-	-					
End Fund Bal./Ret. Earnings	\$ 1,178,406	35,192	-					
Capital Outlay/Infrastructure/CIP	142,000	20,000	7,603,300					
COMPARISON TO PRIOR YEAR'S BUDGET								
GENERAL FUND:	BUDGET FY14	BUDGET FY15	CHANGE	% CHANGE				
Operating Budget*	\$ 40,715,415	44,969,800	4,254,385	10.4%				
Capital Budget	-	-	-	0.0%				
TOTAL BUDGET	\$ 40,715,415	44,969,800	4,254,385	10.4%				

* Includes Capital Outlay and Infrastructure.

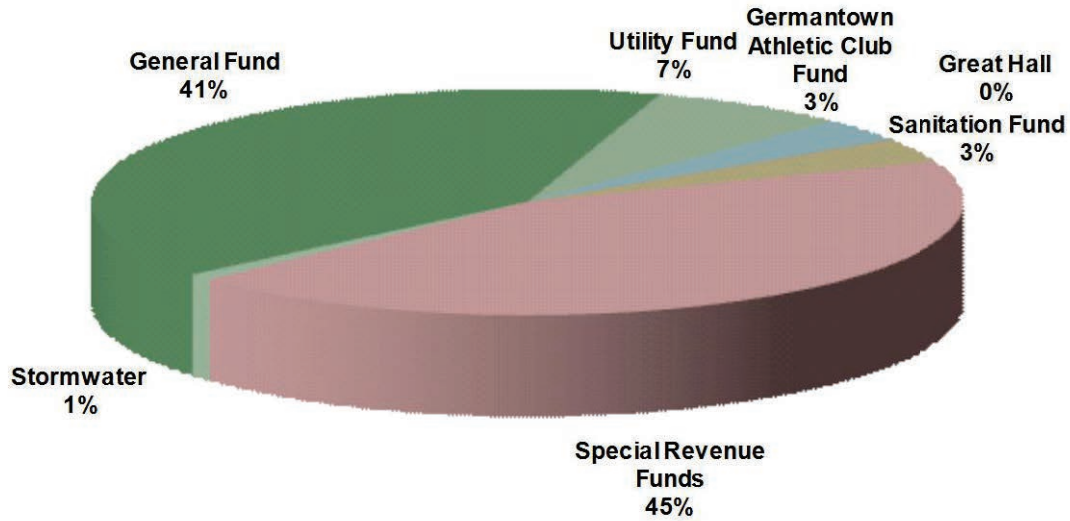
ALL FUND REVENUES FY15



ALL FUND REVENUES (\$000)

	2014 ESTIMATED		2015 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 43,928	68%	\$ 47,639	42%
Utility Fund	6,825	10%	8,801	8%
Germantown Athletic Club Fund	3,982	6%	4,070	4%
Great Hall	350	1%	398	0%
Sanitation Fund	3,523	6%	3,529	3%
Special Revenue Funds	4,320	7%	48,209	42%
Stormwater Management Fund	992	2%	1,012	1%
TOTAL REVENUES	\$ 63,920	100%	\$ 113,658	100%

ALL FUND EXPENSES FY15



ALL FUND EXPENDITURES (\$000)

	2014 ESTIMATED		2015 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 40,297	65%	\$ 44,970	41%
Utility Fund	7,802	13%	8,106	7%
Germantown Athletic Club Fund	3,313	5%	3,615	3%
Great Hall	335	1%	263	0%
Sanitation Fund	3,511	6%	3,677	3%
Special Revenue Funds	4,969	8%	47,984	45%
Stormwater	971	2%	1,025	1%
TOTAL EXPENDITURES	\$ 61,198	100%	\$ 109,640	100%

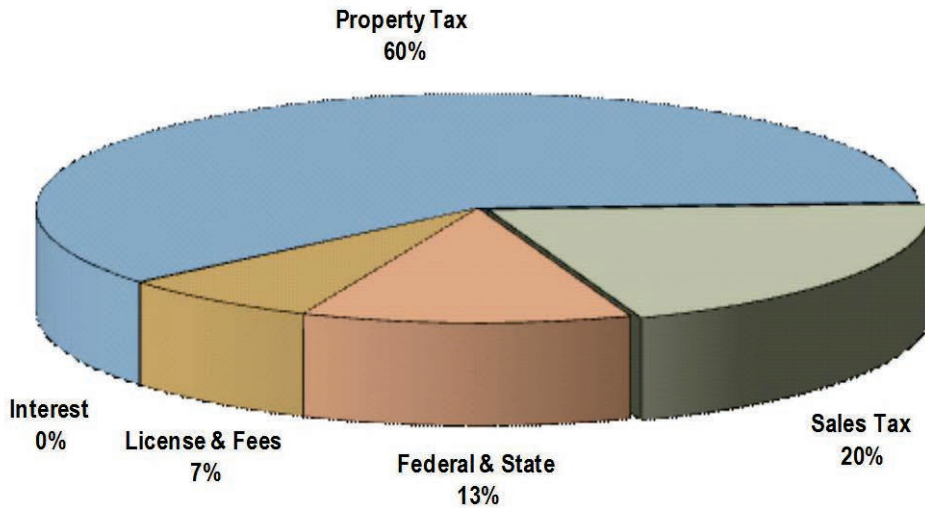
GENERAL FUND BUDGET SUMMARY

REVENUES:	Actual FY12	Actual FY13	Original FY14 Budget
Property Taxes	\$ 22,956,559	22,895,489	27,953,919
Sales Taxes	7,243,462	7,063,632	7,141,497
Federal and State Revenues	5,127,593	6,070,654	5,212,261
Other Revenues	3,542,787	3,741,794	3,202,362
Investment Income	80,250	79,972	78,960
Funds from Prior Periods	-	-	450,000
TOTAL GENERAL FUND REVENUES	38,950,651	39,851,541	44,039,000
EXPENDITURES:			
General Government:			
Aldermen	178,861	199,484	229,690
City Court	575,194	591,906	661,349
Administration	1,811,585	1,512,536	1,155,897
Germantown Performing Arts Center	1,072,355	984,060	1,108,507
Information Technology	1,135,005	1,514,689	1,606,499
Human Resources	726,830	677,981	656,491
Finance	1,514,692	1,526,170	908,505
Procurement	-	-	688,813
Community Development	1,957,858	1,916,928	2,138,929
General Services	1,499,834	1,481,349	1,634,270
Budget & Performance	291,923	246,387	266,160
Total General Government	10,764,137	10,651,490	11,055,109
Public Safety:			
Police	10,701,927	10,433,218	10,861,843
Fire	8,045,972	8,280,402	7,044,573
Total Public Safety	18,747,899	18,713,620	17,906,416
Transportation & Environment:			
Public Services	3,990,230	3,813,292	3,928,868
Animal Control	329,733	323,257	379,246
Total Transportation & Environment	4,319,963	4,136,549	4,308,114
Community Services:			
Parks & Recreation	1,318,417	1,301,524	1,378,182
The Farm	17,711	95,700	108,931
Genealogy Center	64,813	66,028	67,689
Library Services	1,357,682	1,382,281	1,411,214
Cultural Arts Programs	71,292	55,968	77,826
Total Community Services	2,829,915	2,901,501	3,043,842
General Debt Service	3,063,525	3,375,248	3,431,492
Other Expenditures:			
Transfer to Great Hall Fund	-	70,000	120,000
Transfer to Municipal Schools Fund	-	-	100,000
Transfer to (from) Germantown Athletic Club Fund	-	(850,000)	(200,000)
Transfer to Ambulance	-	-	1,000,000
Transfer to Automated Enforcement	-	125,000	150,000
Transfer to State Street Aid	500,000	200,000	750,000
Transfer to Farm Park	-	-	-
Contingencies	-	-	-
Expense Reimbursement	(966,527)	(943,053)	(949,557)
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	39,258,912	38,380,355	40,715,415
Excess of Revenues Over/(Under) Expenditures	\$ (308,261)	1,471,186	3,323,585
Fund Balance - Beginning	19,826,748	16,710,487	15,078,436
Transfer to Capital Projects	(2,808,000)	-	(1,750,000)
CIP Reserve Increase (Decrease)	-	-	-
Prior Period Adjustment	-	1,038,483	-
Fund Balance - Ending	\$ 16,710,487	19,220,156	16,652,021

GENERAL FUND BUDGET SUMMARY

	Estimate FY14	Budget FY15	Projected			
			FY16	FY17	FY18	FY19
\$	28,183,189	28,441,574	28,682,315	29,053,886	29,585,297	30,191,730
	7,121,648	9,555,865	9,703,598	9,890,266	10,029,612	10,221,687
	4,910,613	5,676,924	5,397,552	5,484,859	5,530,566	5,576,970
	3,203,226	3,460,004	3,367,213	3,424,302	3,491,950	3,561,395
	59,760	54,400	88,720	113,200	119,040	132,160
	450,000	450,000	450,000	450,000	450,000	450,000
	43,928,436	47,638,767	47,689,398	48,416,513	49,206,465	50,133,943
	216,331	214,012	216,706	219,521	223,189	226,621
	615,089	646,777	655,258	671,041	688,381	706,296
	1,147,901	1,934,037	2,020,441	2,047,135	2,109,559	2,109,189
	1,164,789	1,159,178	1,179,670	1,211,077	1,244,078	1,278,637
	1,587,977	1,887,111	1,918,629	1,621,773	1,649,293	1,670,247
	691,768	741,605	762,355	782,909	805,514	828,609
	946,495	1,008,969	1,031,798	1,055,752	1,083,693	1,110,543
	634,035	686,609	705,154	724,767	745,432	767,123
	1,980,993	1,980,011	2,003,631	2,054,230	2,136,094	2,196,178
	1,561,510	1,971,908	1,878,325	1,790,686	1,835,679	1,915,808
	295,574	353,058	355,806	364,450	373,768	383,403
	10,842,461	12,583,275	12,727,771	12,543,339	12,894,679	13,192,654
	10,525,745	10,933,702	11,039,354	11,427,830	11,563,493	11,961,074
	7,045,880	6,927,999	7,135,707	7,598,278	7,602,708	7,790,698
	17,571,625	17,861,701	18,175,061	19,026,108	19,166,201	19,751,771
	3,902,998	4,323,953	4,304,256	4,335,518	4,598,230	4,900,306
	342,226	364,853	381,433	365,954	375,747	386,150
	4,245,224	4,688,806	4,685,689	4,701,472	4,973,977	5,286,456
	1,250,819	1,376,426	1,363,988	1,371,732	1,487,832	1,438,293
	127,541	-	-	-	-	-
	68,024	69,979	71,376	72,889	74,605	76,309
	1,419,789	1,438,074	1,445,088	1,484,579	1,525,576	1,567,537
	76,569	84,446	84,446	84,492	84,678	84,726
	2,942,742	2,968,925	2,964,899	3,013,692	3,172,691	3,166,864
	3,319,453	3,036,307	2,877,533	2,867,333	2,482,108	1,801,383
	175,000	280,000	176,000	100,000	75,000	60,000
	100,000	2,121,583	2,121,583	2,121,583	2,121,583	2,121,583
	-	-	-	-	-	-
	1,000,000	500,000	500,000	500,000	500,000	400,000
	150,000	75,000	50,000	50,000	50,000	50,000
	900,000	1,650,000	1,500,000	1,500,000	1,500,000	1,500,000
	-	150,000	159,000	162,000	100,000	100,000
	-	-	-	-	-	-
	(949,557)	(945,797)	(966,536)	(988,152)	(1,010,315)	(1,033,041)
	450,000	450,000	450,000	450,000	450,000	450,000
	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
	40,296,948	44,969,800	44,971,000	45,597,375	46,025,923	46,397,670
\$	3,631,488	2,668,967	2,718,398	2,819,138	3,180,542	3,736,273
	18,770,156	20,201,644	19,850,610	19,821,008	20,034,146	20,608,688
	(1,750,000)	(2,357,000)	(2,114,000)	(2,156,000)	(2,156,000)	(2,156,000)
	-	(213,000)	(184,000)	-	-	-
	-	-	-	-	-	-
\$	20,651,644	20,300,610	20,271,008	20,484,146	21,058,688	22,188,960

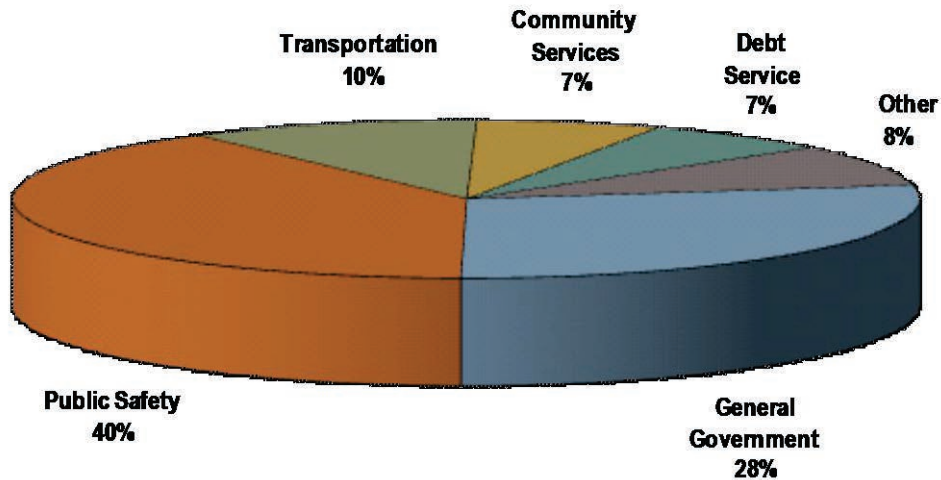
GENERAL FUND REVENUES FY15



GENERAL FUND REVENUES (\$000)

	2014 ESTIMATED		2015 BUDGET	
	Amount	Percent	Amount	Percent
Property Taxes	\$ 28,183	65%	\$ 28,442	60%
Sales Taxes	7,122	16%	9,556	20%
Federal & State Revenues	4,911	11%	5,677	13%
License, Fees & Other	3,203	8%	3,461	7%
Investment Income	60	0%	54	0%
TOTAL REVENUES	\$ 43,478	100%	\$ 47,189	100%

GENERAL FUND EXPENDITURES FY15



GENERAL FUND EXPENDITURES (\$000)

	2014 ESTIMATED		2015 BUDGET	
	Amount	Percent	Amount	Percent
General Government	\$ 10,842	27%	\$ 12,583	28%
Public Safety	17,572	44%	17,862	40%
Transportation	4,245	11%	4,689	10%
Community Services	2,943	7%	2,969	7%
Debt Services	3,319	8%	3,036	7%
Other Expenses (Reimb.)	1,376	3%	3,831	8%
TOTAL EXPENDITURES	\$ 40,297	100%	\$ 44,970	100%

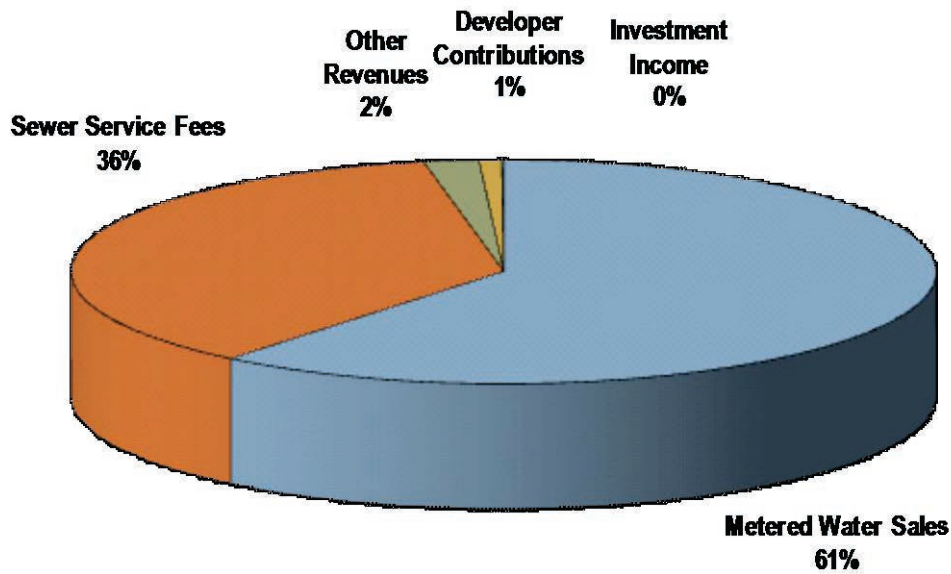
UTILITY FUND BUDGET SUMMARY

	Actual FY12	Actual FY13	Budget FY14
OPERATING REVENUES			
Metered Water Sales	\$ 4,568,200	4,118,201	4,760,000
Sewer Service Fees	2,664,844	2,449,575	2,700,000
Other Revenue	238,761	231,498	208,000
Total Operating Revenues	7,471,805	6,799,274	7,668,000
OPERATING EXPENSES			
Water	4,403,073	4,613,128	4,769,566
Sewer	1,534,342	1,606,335	1,644,435
Sewage Treatment	1,151,178	1,171,901	1,200,000
Total Operating Expenses	7,088,593	7,391,364	7,614,001
OPERATING INCOME	383,212	(592,090)	53,999
NONOPERATING REVENUES (EXPENSES)			
Contributions from Developers	116,797	86,243	145,000
Investment Income	12,185	13,786	18,200
Gain/loss on disposal of assets	-	-	-
Utility Debt Service	(261,698)	(310,669)	(200,700)
Net Non-Operating Revenues (Expenses)	(132,716)	(210,640)	(37,500)
NET INCOME	250,496	(802,730)	16,499
Other Receipts			
Debt Proceeds	-	-	-
Depreciation	619,748	641,014	1,702,500
Total Other Receipts	619,748	641,014	1,702,500
Other Expenditures			
Bonds Payable	880,000	920,000	920,000
Major Construction	2,293,723	1,293,884	1,525,000
Infrastructure (Water & Sewer)	496,047	273,129	545,000
Total Other Expenditures	3,669,770	2,487,013	2,990,000
Working Capital - Beginning	7,071,196	4,154,873	2,017,730
Working Capital - Ending	4,154,873	1,419,901	601,729
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	27,189,241	26,386,511	27,234,554
Retained Earnings at Beginning of Year	28,389,745	28,640,241	28,669,055
Retained Earnings at End of Year	28,640,241	27,837,511	28,685,554
Total Net Assets - Beginning	46,223,215	46,473,711	46,502,536
Total Net Assets - Ending	\$ 46,473,711	45,670,991	46,519,035

UTILITY FUND BUDGET SUMMARY

	Estimate FY14	Budget FY15	Projected			
			FY16	FY17	FY18	FY19
\$	4,118,201	5,353,661	5,380,430	5,407,332	5,434,368	5,461,540
	2,449,575	3,184,448	3,200,370	3,216,372	3,232,453	3,248,616
	184,332	181,000	182,370	183,284	184,603	185,910
	6,752,108	8,719,109	8,763,169	8,806,987	8,851,424	8,896,066
	4,757,427	5,023,833	5,196,830	5,380,203	5,510,659	5,654,431
	1,669,066	1,716,065	1,838,643	1,893,254	1,944,136	1,997,637
	1,175,000	1,200,000	1,236,000	1,272,000	1,308,000	1,344,000
	7,601,493	7,939,898	8,271,473	8,545,457	8,762,794	8,996,068
	(849,385)	779,211	491,696	261,531	88,630	(100,002)
	67,000	75,000	100,000	100,000	200,000	200,000
	5,786	6,500	10,000	15,000	20,000	25,000
	-	-	-	-	-	-
	(200,700)	(165,688)	(128,050)	(87,550)	(287,550)	(225,350)
	(127,914)	(84,188)	(18,050)	27,450	(67,550)	(350)
	(977,299)	695,023	473,646	288,981	21,080	(100,352)
	-	-	-	1,847,500	-	-
	1,772,893	1,818,493	1,838,793	1,886,443	1,899,743	1,910,043
	1,772,893	1,818,493	1,838,793	3,733,943	1,899,743	1,910,043
	880,000	955,000	990,000	1,035,000	590,000	-
	402,000	330,000	515,000	1,847,500	350,000	1,135,000
	1,335,000	625,000	500,000	400,000	470,000	430,000
	2,617,000	1,910,000	2,005,000	3,282,500	1,410,000	1,565,000
	1,419,901	(468,505)	60,011	267,450	907,874	1,218,697
	(468,505)	60,011	267,450	907,874	1,218,697	1,263,388
	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
	25,409,212	26,104,235	26,577,881	26,866,862	26,887,942	26,787,590
	27,837,511	26,860,212	27,555,235	28,028,881	28,317,862	28,338,942
	26,860,212	27,555,235	28,028,881	28,317,862	28,338,942	28,238,590
	45,670,991	44,693,692	45,388,715	45,862,361	46,151,342	46,172,422
\$	44,693,692	45,388,715	45,862,361	46,151,342	46,172,422	46,072,070

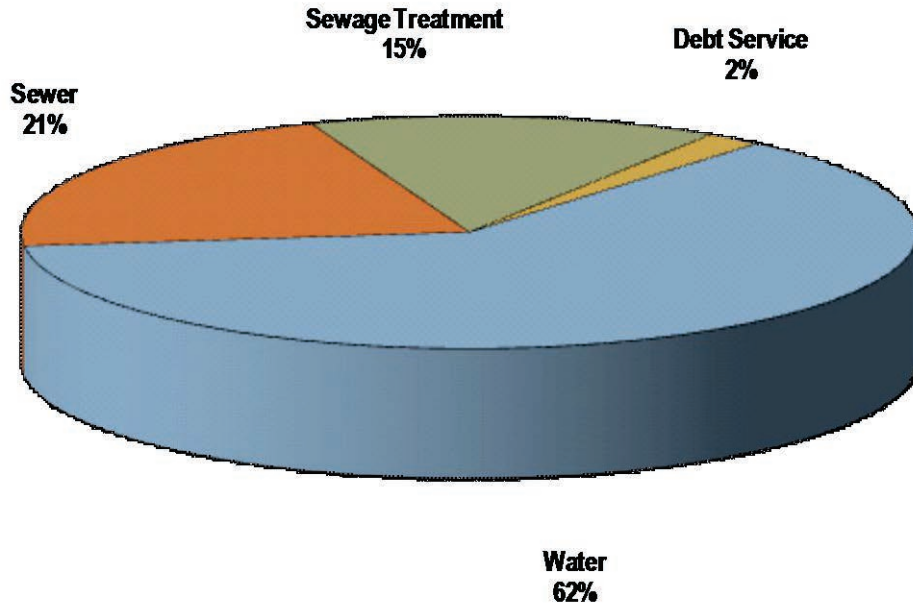
UTILITY FUND REVENUES FY15



UTILITY FUND REVENUES (\$000)

	2014 ESTIMATED		2015 BUDGET	
	Amount	Percent	Amount	Percent
Metered Water Sales	\$ 4,117	60%	\$ 5,354	61%
Sewer Service Fees	2,450	36%	3,184	36%
Other Revenue	184	3%	181	2%
Contributions from Developers	67	1%	75	1%
Investment Income	6	0%	7	0%
TOTAL REVENUES	\$ 6,824	100%	\$ 8,801	100%

UTILITY FUND EXPENDITURES FY15



UTILITY FUND EXPENDITURES (\$000)

	2014 ESTIMATED		2015 BUDGET	
	Amount	Percent	Amount	Percent
Water	\$ 4,757	61%	\$ 5,024	62%
Sewer	1,669	21%	1,716	21%
Sewage Treatment	1,175	15%	1,200	15%
Utility Debt Service	201	3%	166	2%
TOTAL EXPENDITURES	\$ 7,802	100%	\$ 8,106	100%

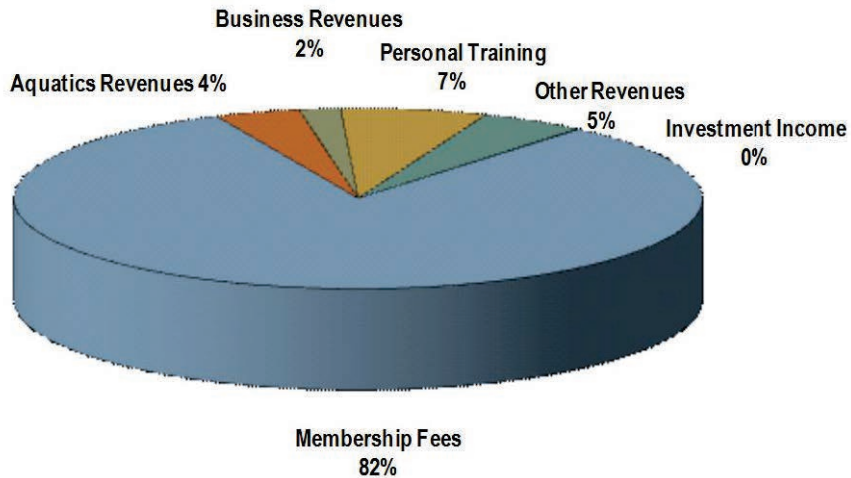
GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY

	Actual FY12	Actual FY13	Budget FY14
OPERATING REVENUES			
Membership Fees	\$ 2,998,150	3,191,099	3,087,000
Aquatics Revenues	160,691	176,066	160,500
Business Revenues	79,222	79,222	79,222
Personal Training Revenues	274,561	255,198	369,460
Other Revenues	197,291	200,051	181,040
TOTAL OPERATING REVENUES	3,709,915	3,901,636	3,877,222
OPERATING EXPENSES			
Recreation	2,706,222	2,357,315	2,679,881
Personal Training	-	194,472	292,685
Aquatics	837,719	823,128	864,762
TOTAL OPERATING EXPENSES	3,543,941	3,374,915	3,837,328
OPERATING INCOME	165,974	526,721	39,894
NONOPERATING REVENUES (EXPENSES)			
Investment Income	3,130	6,009	6,650
Interest Payment	(34,416)	(30,557)	(26,698)
Contribution from (to) other funds	-	(850,000)	(200,000)
Total	(31,286)	(874,548)	(220,048)
NET INCOME (LOSS)	134,688	(347,827)	(180,154)
Other Receipts			
Depreciation	586,210	561,010	644,157
Total Other Receipts	586,210	561,010	644,157
Other Expenditures			
Debt Payable	125,000	125,000	125,000
Infrastructure	7,979	-	-
Other Assets	251,566	113,984	260,733
Total Other Expenditures	384,545	238,984	385,733
NET CHANGE IN WORKING CAPITAL	336,353	(25,801)	78,270
Working Capital - Beginning	1,005,788	1,342,141	1,107,053
Working Capital - Ending	1,342,141	1,316,340	1,185,323
Retained Earnings at Beginning of Year	2,874,444	3,009,132	2,280,279
Retained Earnings at End of Year	3,009,132	2,661,305	2,100,125
Total Net Assets-Beginning	13,969,707	14,104,395	13,375,542
Total Net Assets-Ending	\$ 14,104,395	13,756,568	13,195,388

GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY

Estimate FY14	Budget FY15	Projected			
		FY16	FY17	FY18	FY19
\$ 3,296,000	3,342,000	3,378,740	3,547,310	3,586,436	3,626,132
165,803	163,000	165,445	167,927	170,446	173,002
79,222	79,222	79,222	79,222	79,222	79,222
243,000	280,000	192,600	202,230	212,342	222,959
195,158	202,650	308,370	314,159	320,328	326,735
3,979,183	4,066,872	4,124,377	4,310,848	4,368,773	4,428,050
2,230,304	2,451,848	2,549,610	2,633,103	2,695,509	2,759,962
235,287	291,136	295,905	304,306	313,115	322,218
821,109	849,499	861,701	878,467	896,166	914,368
3,286,700	3,592,483	3,707,215	3,815,877	3,904,790	3,996,548
692,483	474,389	417,162	494,971	463,983	431,502
2,788	3,500	3,500	3,500	3,500	3,500
(26,698)	(22,896)	(19,224)	(15,624)	(12,024)	(8,496)
-	-	-	-	-	-
(23,910)	(19,396)	(15,724)	(12,124)	(8,524)	(4,996)
668,573	454,993	401,438	482,847	455,459	426,506
524,900	561,447	616,700	641,700	641,700	641,700
524,900	561,447	616,700	641,700	641,700	641,700
125,000	125,000	125,000	125,000	125,000	125,000
-	1,420,529	1,000,000	1,000,000	-	-
271,022	18,000	-	-	-	-
396,022	1,563,529	1,125,000	1,125,000	125,000	125,000
797,451	(547,089)	(106,862)	(453)	972,159	943,206
1,316,340	2,113,791	1,566,702	1,459,840	1,459,387	2,431,545
2,113,791	1,566,702	1,459,840	1,459,387	2,431,545	3,374,751
2,661,305	3,329,878	3,784,871	4,186,309	4,669,156	5,124,614
3,329,878	3,784,871	4,186,309	4,669,156	5,124,614	5,551,120
13,756,568	14,425,141	14,880,134	15,281,572	15,764,419	16,219,877
\$ 14,425,141	14,880,134	15,281,572	15,764,419	16,219,877	16,646,383

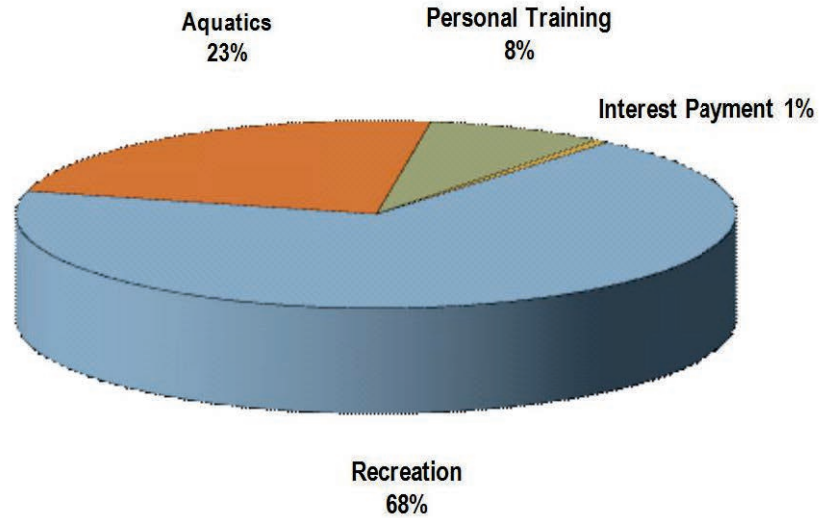
GERMANTOWN ATHLETIC CLUB FUND REVENUES FY15



GAC FUND REVENUES (\$000)

	2014 ESTIMATED		2015 BUDGET	
	Amount	Percent	Amount	Percent
Membership Fees	\$ 3,296	83%	\$ 3,342	82%
Aquatics Revenues	166	4%	163	4%
Business Revenues	79	2%	79	2%
Personal Training	243	6%	280	7%
Other Revenues	195	5%	202	5%
Investment Income	3	0%	4	0%
TOTAL REVENUES	\$ 3,982	100%	\$ 4,070	100%

GERMANTOWN ATHLETIC CLUB FUND EXPENDITURES FY15



GAC FUND EXPENDITURES (\$000)

	2014 ESTIMATED		2015 BUDGET	
	Amount	Percent	Amount	Percent
Recreation	\$ 2,230	67%	\$ 2,452	68%
Aquatics	821	25%	849	23%
Personal Training	235	7%	291	8%
Interest Payment	27	1%	23	1%
TOTAL EXPENDITURES	\$ 3,313	100%	\$ 3,615	100%

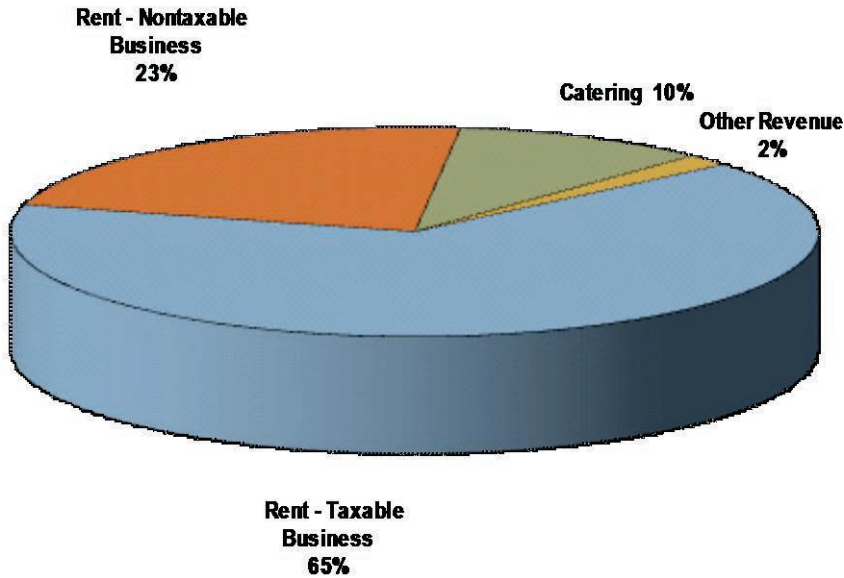
GREAT HALL FUND BUDGET SUMMARY

	Actual FY12	Actual FY13	Budget FY14
OPERATING REVENUES			
Rent - Taxable Business	\$ 132,253	164,231	164,500
Rent - Nontaxable Business	77,882	107,176	92,200
Other Revenue	30,781	33,920	43,400
Catering Revenue	2,054	2,876	5,578
TOTAL OPERATING REVENUES	242,970	308,203	305,678
OPERATING EXPENSES			
Communications	925	790	950
Allocations	54,539	34,001	22,071
Other Maint.	50,089	46,987	75,200
Personnel	163,519	137,145	171,674
Professional Fees	57,764	67,035	62,700
Insurance	-	776	-
Supplies	22,208	15,187	21,625
Utilities	39,342	39,727	41,928
Rent	85,759	84,236	85,222
Grants	-	-	-
Depreciation	17,835	43,351	52,221
TOTAL OPERATING EXPENSES	491,980	469,235	533,591
OPERATING INCOME	(249,010)	(161,032)	(227,913)
NONOPERATING REVENUES (EXPENSES)			
Investment Income	-	22	-
Interest Payment	(13,384)	(11,883)	(10,382)
Contribution from other funds	-	70,000	120,000
Total	(13,384)	58,139	109,618
NET INCOME (LOSS)	(262,394)	(102,893)	(118,295)
Other Receipts			
Depreciation	17,835	43,351	52,221
Total Other Receipts	17,835	43,351	52,221
Other Expenditures			
Debt Payable	-	-	-
Infrastructure	138,054	20,373	18,000
Other Assets	-	-	-
Total Other Expenditures	138,054	20,373	18,000
NET CHANGE IN WORKING CAPITAL	(382,613)	(79,915)	(84,074)
Working Capital - Beginning	446,842	64,229	(141,763)
Working Capital - Ending	64,229	(15,686)	(225,837)
Retained Earnings at Beginning of Year	700,139	437,745	212,725
Retained Earnings at End of Year	437,745	334,852	94,430
Total Net Assets-Beginning	700,139	437,745	212,725
Total Net Assets-Ending	\$ 437,745	334,852	94,430

GREAT HALL FUND BUDGET SUMMARY

Estimate FY14	Budget FY15	Projected			
		FY16	FY17	FY18	FY19
\$ 253,250	260,348	299,400	314,370	330,089	346,593
87,850	90,486	104,059	109,262	114,725	120,461
6,125	6,308	7,254	7,617	7,998	8,398
2,775	40,858	46,987	49,336	51,803	54,393
350,000	398,000	457,700	480,585	504,614	529,845
940	1,000	1,000	1,000	1,000	1,000
22,071	21,923	22,361	22,739	23,194	23,658
75,200	75,200	76,712	78,253	80,014	81,815
153,952	178,471	182,720	187,824	193,307	198,975
51,290	52,163	53,206	54,270	55,356	56,463
-	-	-	-	-	-
22,625	31,105	31,791	32,184	32,632	33,090
41,730	41,778	42,405	43,253	44,118	45,001
87,222	87,462	87,462	87,628	87,817	88,010
-	-	-	-	-	-
45,000	45,000	49,125	52,250	52,250	52,250
500,030	534,102	546,782	559,401	569,687	580,263
(150,030)	(136,102)	(89,082)	(78,816)	(65,073)	(50,418)
-	-	-	-	-	-
(10,382)	(8,904)	(7,476)	(6,076)	(4,676)	(3,304)
175,000	280,000	176,000	100,000	75,000	60,000
164,618	271,096	168,524	93,924	70,324	56,696
14,588	134,994	79,442	15,108	5,251	6,278
45,000	45,000	49,125	52,250	52,250	52,250
45,000	45,000	49,125	52,250	52,250	52,250
-	-	-	-	-	-
18,000	150,000	125,000	-	-	-
9,710	3,000	-	-	-	-
27,710	153,000	125,000	-	-	-
31,878	26,994	3,567	67,358	57,501	58,528
(15,686)	16,192	43,186	46,753	114,111	171,612
16,192	43,186	46,753	114,111	171,612	230,140
334,852	349,440	484,434	563,876	578,984	584,235
349,440	484,434	563,876	578,984	584,235	590,513
334,852	349,440	484,434	563,876	578,984	584,235
\$ 349,440	484,434	563,876	578,984	584,235	590,513

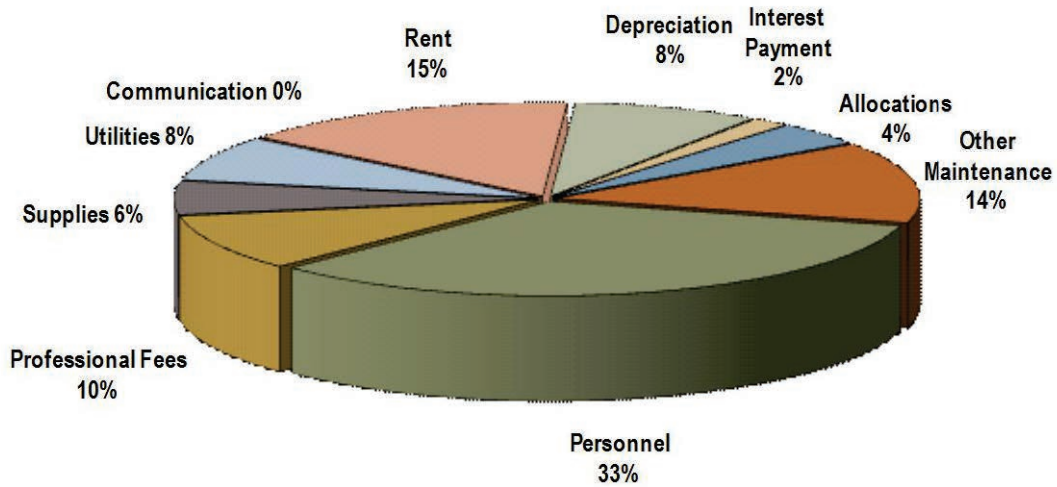
GREAT HALL FUND REVENUES FY15



GREAT HALL FUND REVENUES (\$000)

	2014 ESTIMATED		2015 BUDGET	
	Amount	Percent	Amount	Percent
Rent - Taxable Business	\$ 253	72%	\$ 260	65%
Rent - Nontaxable Business	88	25%	90	23%
Catering Revenue	3	1%	41	10%
Other Revenue	6	2%	7	2%
Investment Income	-	-	-	-
TOTAL REVENUES	\$ 350	100%	\$ 398	100%

GREAT HALL FUND EXPENDITURES FY15



GREAT HALL FUND EXPENDITURES (\$000)

	2014 ESTIMATED		2015 BUDGET	
	Amount	Percent	Amount	Percent
Allocations	\$ 22	4%	22	4%
Other Maintenance	75	15%	75	14%
Personnel	154	31%	179	33%
Professional Fees	51	10%	52	10%
Communication	1	0%	1	0%
Supplies	23	4%	31	6%
Utilities	42	8%	42	8%
Rent	87	17%	87	15%
Depreciation	45	9%	45	8%
Interest Payment	10	2%	9	2%
TOTAL EXPENDITURES	\$ 510	101%	543	101%

SANITATION FUND BUDGET SUMMARY

	Actual FY12	Actual FY13	Budget FY14
OPERATING REVENUES			
Sanitation Fees	\$ 3,420,784	3,410,013	3,402,600
Grants	4,928	3,757	3,800
Recycling Reimbursement	69,177	100,868	105,000
Other Revenues	35,529	35,722	35,000
TOTAL OPERATING REVENUES	3,530,418	3,550,360	3,546,400
OPERATING EXPENSES			
Communication	1,808	6,120	17,350
Other Maintenance	-	-	-
Personnel	44,831	47,692	95,707
Professional Fees	-	-	-
Supplies	20,984	19,770	29,000
Utilities	1,519	531	927
Depreciation	-	-	-
Contract Services	3,340,387	3,121,245	3,457,400
TOTAL OPERATING EXPENSES	3,409,529	3,195,358	3,600,384
OPERATING INCOME	120,889	355,002	(53,984)
NONOPERATING REVENUES (EXPENSES)			
Investment Income	1,172	1,970	2,450
Operating Transfer	-	-	-
Total Nonoperating Revenues	1,172	1,970	2,450
NET INCOME/(LOSS)	122,061	356,972	(51,534)
Other Receipts			
Depreciation	-	-	-
NET CHANGE IN WORKING CAPITAL	122,061	356,972	(51,534)
Working Capital Fund - Beginning	261,586	383,647	484,321
Working Capital Fund - Ending	383,647	740,619	432,787
Total Retained Earnings - Beginning	330,940	453,001	553,675
Total Retained Earnings - Ending	\$ 453,001	809,973	502,141
Total Net Assets-Beginning	330,940	453,001	553,675
Total Net Assets-Ending	\$ 453,001	809,973	502,141

SANITATION FUND BUDGET SUMMARY

	Estimate FY14	Budget FY15	FY16	FY17	FY18	FY19
\$	3,412,000	3,420,700	3,426,647	3,920,406	3,937,983	3,945,600
	6,200	3,800	3,800	3,800	3,800	3,800
	67,650	68,000	70,000	75,000	80,000	80,000
	35,500	35,000	33,000	32,000	32,000	32,000
	3,521,350	3,527,500	3,533,447	4,031,206	4,053,783	4,061,400
	9,850	13,350	9,600	6,700	7,200	7,200
	-	-	-	-	-	-
	88,636	93,059	96,761	98,161	99,617	101,131
	-	-	40,000	-	-	-
	29,000	41,900	43,400	43,400	43,400	43,400
	927	1,000	1,030	1,061	1,093	1,126
	-	-	-	-	-	-
	3,383,000	3,527,600	3,649,073	3,776,185	3,935,097	4,070,226
	3,511,413	3,676,909	3,839,864	3,925,507	4,086,407	4,223,083
	9,937	(149,409)	(306,417)	105,699	(32,624)	(161,683)
	1,392	1,400	1,400	1,400	1,400	1,400
	-	-	-	-	-	-
	1,392	1,400	1,400	1,400	1,400	1,400
	11,329	(148,009)	(305,017)	107,099	(31,224)	(160,283)
	-	-	-	-	-	-
	11,329	(148,009)	(305,017)	107,099	(31,224)	(160,283)
	740,619	751,948	603,939	298,922	406,020	374,796
	751,948	603,939	298,922	406,020	374,796	214,513
	809,973	821,302	673,293	368,276	475,374	444,150
\$	821,302	673,293	368,276	475,374	444,150	283,867
	809,973	821,302	673,293	368,276	475,374	444,150
\$	821,302	673,293	368,276	475,374	444,150	283,867

STORMWATER MANAGEMENT FUND BUDGET

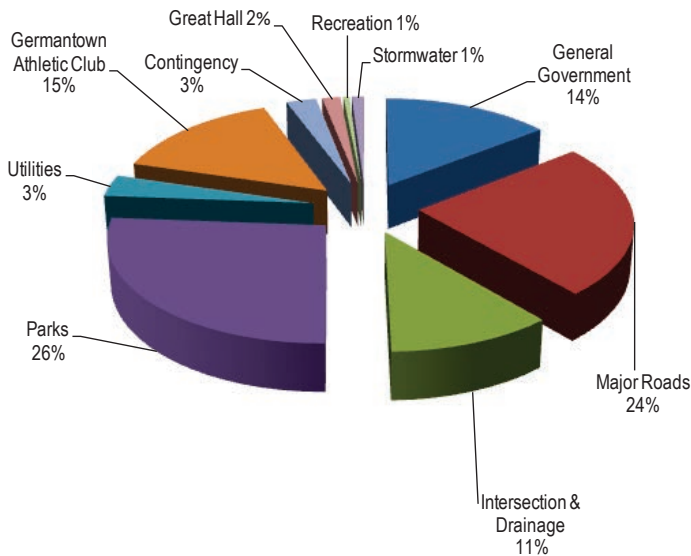
	Actual FY12	Actual FY13	Budget FY14
OPERATING REVENUES			
Stormwater Management Fee	\$ 1,030,452	982,426	1,051,800
Stormwater Permits	6,911	12,510	5,500
TOTAL OPERATING REVENUES	1,037,363	994,936	1,057,300
OPERATING EXPENSES			
Communication	772	1,370	5,500
Other Maintenance	40,395	19,218	65,000
Personnel	593,249	617,587	607,178
Professional Fees	4,088	5,550	20,000
Supplies	21,014	24,185	31,000
Utilities	-	-	-
Roads and Mains	180,868	216,876	238,549
Allocations	41,805	29,322	35,940
Depreciation	-	552	9,200
TOTAL OPERATING EXPENSES	882,191	914,660	1,012,367
OPERATING INCOME	155,172	80,276	44,933
NONOPERATING REVENUES (EXPENSES)			
Investment Income	-	1,209	-
Operating Transfer	-	-	-
Total Nonoperating Revenues	-	1,209	-
NET INCOME/(LOSS)	155,172	81,485	44,933
Other Receipts			
Depreciation	-	552	9,200
Total Other Receipts	-	552	9,200
Other Expenditures			
Other Assets	-	-	40,000
Total Other Expenditures	-	-	40,000
NET CHANGE IN WORKING CAPITAL	155,172	82,037	14,133
Working Capital Fund - Beginning	140,397	295,569	328,078
Working Capital Fund - Ending	295,569	377,606	342,211
Total Retained Earnings - Beginning	140,397	295,569	361,328
Total Retained Earnings - Ending	\$ 295,569	377,054	406,261
Total Net Assets-Beginning	140,397	295,569	361,328
Total Net Assets-Ending	\$ 295,569	377,054	406,261

STORMWATER MANAGEMENT FUND BUDGET

	Estimate FY14	Budget FY15	Projected			
			FY16	FY17	FY18	FY19
\$	983,090	1,002,752	1,022,807	1,043,263	1,064,128	1,085,411
	9,180	9,000	9,000	9,000	9,000	9,000
	992,270	1,011,752	1,031,807	1,052,263	1,073,128	1,094,411
	5,500	6,350	6,450	6,553	6,658	6,765
	55,000	65,000	66,625	68,291	69,998	71,748
	576,159	587,062	607,150	630,563	655,154	680,733
	20,000	20,000	20,000	20,000	20,200	20,200
	31,000	32,000	32,855	33,767	34,705	35,670
	-	-	-	-	-	-
	240,000	255,000	261,375	267,909	274,607	281,472
	36,469	40,814	42,828	46,975	45,012	46,603
	7,000	18,500	30,200	30,200	30,200	27,200
	971,128	1,024,726	1,067,483	1,104,257	1,136,534	1,170,392
	21,142	(12,974)	(35,676)	(51,994)	(63,406)	(75,981)
	842	-	-	-	-	-
	-	-	-	-	-	-
	842	-	-	-	-	-
	21,984	(12,974)	(35,676)	(51,994)	(63,406)	(75,981)
	7,000	18,500	30,200	30,200	30,200	27,200
	7,000	18,500	30,200	30,200	30,200	27,200
	36,679	195,000	-	-	-	120,000
	36,679	195,000	-	-	-	120,000
	(7,695)	(189,474)	(5,476)	(21,794)	(33,206)	(168,781)
	377,606	369,911	180,437	174,961	153,167	119,962
	369,911	180,437	174,961	153,167	119,962	(48,819)
	377,054	399,038	386,064	350,388	298,394	234,989
\$	399,038	386,064	350,388	298,394	234,989	159,008
	377,054	399,038	386,064	350,388	298,394	234,989
\$	399,038	386,064	350,388	298,394	234,989	159,008

CAPITAL IMPROVEMENTS PROGRAM

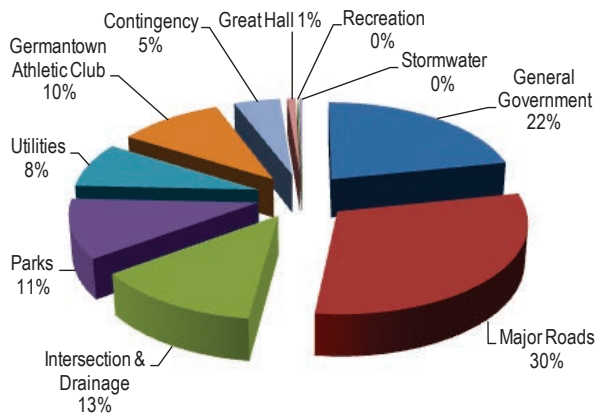
The Capital Improvements Program (CIP) is a plan for capital expenditures over a fixed period of several years. The CIP identifies capital projects, the expected beginning and ending for each project, the funds to be expended each year and the method of financing projects. The six-year program is based 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, Great Hall & Conference Center, Stormwater, Recreation and Utility Fund summaries as transfers to CIP and Debt Service and in project detail found under the CIP tab.



(\$000)	FY15 CIP
General Government	\$ 1,393
Major Roads	2,340
Intersection & Drainage	1,069
Parks	2,551
Utilities	330
Germantown Athletic Club	1,421
Great Hall	150
Recreation	50
Stormwater	100
Contingency	250
TOTAL	\$ 9,654

The six-year CIP total has increased over last year's total. Approximately \$6,115,000 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 \$10,398,100 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	\$ 7,213
Major Roads	10,003
Intersection & Drainage	4,294
Parks	3,551
Utilities	2,693
Germantown Athletic Club	3,421
Great Hall	275
Recreation	50
Stormwater	100
Contingency	1,500
TOTAL	\$ 33,099

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 FY15 project is provided under the Capital Improvements Program tab.

CAPITAL IMPROVEMENTS PROGRAM

CITY OF GERMANTOWN Capital Improvements Program - 2014 to 2020

(in thousands)	FY14	TOTAL	EXPENDITURES						FUNDING SOURCES				STATE & FEDERAL PROJECTS	
			FY15	FY16	FY17	FY18	FY19	FY20	Reserves	Grants	Bonds	Hall		
GENERAL GOVERNMENT:														
Animal Shelter Expansion	300	413	413	-	-	-	-	-	-	-	-	413	-	
Redesign Corner of Gtown/Farmington	-	250	250	-	-	-	-	-	-	250	-	-	-	
Ambulance	528	-	-	-	-	-	-	-	-	-	-	-	-	
GPAC Parking Lot	-	250	250	-	-	-	-	-	-	250	-	-	-	
Fire Engine F-148	-	660	-	660	-	-	-	-	-	-	-	660	-	
Dimmer System at GPAC	-	315	315	-	-	-	-	-	-	15	-	300	-	
IT/HR Space Reconfiguration	-	165	165	-	-	-	-	-	-	50	-	115	-	
Fleet Maintenance Shop - FF&E	309	-	-	-	-	-	-	-	-	-	-	-	-	
Germantown Library - Roof	100	-	-	-	-	-	-	-	-	-	-	-	-	
100ft Platform Fire	-	1,360	-	-	-	1,360	-	-	-	-	-	1,360	-	
GPAC Floor Restoration	183	-	-	-	-	-	-	-	-	-	-	-	-	
Fire Station 1 Renovation	50	-	-	-	-	-	-	-	-	-	-	-	-	
Fire Station 2 Replacement	-	2,940	-	-	-	340	2,600	-	-	-	2,600	340	-	
Fire Engine F-156	-	860	-	-	-	-	860	-	-	-	-	860	-	
Total General Government:	1,470	7,213	1,393	660	-	1,700	3,460	-	-	565	-	2,600	4,048	-
MAJOR ROADS:														
Gtown Rd Realignment - Design*	5	80	80	-	-	-	-	-	-	8	-	-	-	72
Gtown Rd Realignment - ROW*	-	2,400	-	2,400	-	-	-	-	-	-	-	-	240	2,160
Gtown Rd Realignment - Constr*	-	3,000	-	-	3,000	-	-	-	-	-	-	-	600	2,400
Germantown Road Streetscape	-	88	-	88	-	-	-	-	-	-	70	-	18	-
Wolf River Milling and Paving*	10	1,350	1,350	-	-	-	-	-	-	-	-	-	270	1,080
Poplar Avenue Culvert - Phase II	768	-	-	-	-	-	-	-	-	-	-	-	-	-
Poplar Avenue Culvert - Phase III	-	600	600	-	-	-	-	-	-	-	-	-	-	600
Poplar Avenue Culvert - Phase IV	-	600	-	600	-	-	-	-	-	-	-	-	-	600
McVay Rd Design	12	-	-	-	-	-	-	-	-	-	-	-	-	-
McVay Rd ROW	-	310	310	-	-	-	-	-	-	62	-	-	-	248
McVay Rd Constr	-	1,575	-	1,575	-	-	-	-	-	-	-	-	315	1,260
Wolf River Blvd. Closeout*	151	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Major Roads:	945	10,003	2,340	4,663	3,000	-	-	-	-	70	70	-	1,443	8,420
* State funding is included in totals.														
INTERSECTIONS & OTHER:														
ITS Transportation System	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bicycle Facilities Program	10	40	25	15	-	-	-	-	-	-	-	-	40	-
RR Crossing - West St./Poplar Pike	-	30	30	-	-	-	-	-	-	-	-	-	-	30
School Zone Improvements	-	54	54	-	-	-	-	-	-	-	-	-	54	-
Wolf River/Gtown Rd Impr- Design*	10	100	100	-	-	-	-	-	-	-	-	-	-	100
Wolf River/Gtown Rd Impr- ROW*	-	510	-	510	-	-	-	-	-	-	-	-	-	510
Decorative Street Signs	-	50	50	-	-	-	-	-	-	-	-	-	50	-
Total Intersections/Other:	20	784	259	525	-	-	-	-	-	-	-	-	144	640
* State funding is included in totals.														
DRAINAGE:														
Lateral D - Farmington Culvert Protection*	366	-	-	-	-	-	-	-	-	-	-	-	-	-
Annual Misc Drainage Imprv	-	500	-	100	100	100	100	100	-	-	-	-	500	-
Lateral D & E - Construction	871	-	-	-	-	-	-	-	-	-	-	-	-	-
Lateral D - Bank Stabilization	373	-	-	-	-	-	-	-	-	-	-	-	-	-
Cameron Brown Ditch Imprv	-	100	100	-	-	-	-	-	-	-	-	-	100	-
Grove Park Outfall Imprv	-	100	100	-	-	-	-	-	-	-	-	-	100	-
Lateral G Flood Control -	6	2,000	-	1,000	1,000	-	-	-	-	-	-	2,000	-	-
English Meadow Drainage - Construction	-	610	610	-	-	-	-	-	-	-	-	-	610	-
Lateral B (Miller Farms) Channel Eval	-	200	-	200	-	-	-	-	-	-	-	-	200	-
Total Drainage:	1,616	3,510	810	1,300	1,100	100	100	100	-	-	-	2,000	1,510	-
* State funding is included in totals.														
PARKS:														
Bobby Lanier Park	-	951	951	-	-	-	-	-	-	743	208	-	-	-
Germantown Station Lake Refurb	135	-	-	-	-	-	-	-	-	-	-	-	-	-
Farmington Park - Field Renovation	106	-	-	-	-	-	-	-	-	-	-	-	-	-
Wolf River Greenway	-	1,600	1,600	-	-	-	-	-	-	-	-	-	320	1,280
Greenway Phase VI	-	500	-	500	-	-	-	-	-	-	-	-	500	-
Field Turf	-	500	-	-	500	-	-	-	-	-	-	-	500	-
Total Parks:	241	3,551	2,551	500	500	-	-	-	-	743	208	-	1,320	1,280
GERMANTOWN ATHLETIC CLUB FUND:														
GAC Renovation	-	3,250	1,250	1,000	1,000	-	-	-	-	3,250	-	-	-	-
Renovation Design	257	-	-	-	-	-	-	-	-	-	-	-	-	-
Fitness & Weight Equip	9	171	171	-	-	-	-	-	-	171	-	-	-	-
Total GAC Fund:	266	3,421	1,421	1,000	1,000	-	-	-	-	3,421	-	-	-	-

CAPITAL IMPROVEMENTS PROGRAM

(in thousands)	EXPENDITURES								FUNDING SOURCES				STATE & FEDERAL PROJECTS
	FY14	TOTAL	FY15	FY16	FY17	FY18	FY19	FY20	Reserves	Grants	Bonds	Hall	
GREAT HALL & CC:													
Patio Project	-	150	150	-	-	-	-	-	150	-	-	-	-
Lobby Expansion	-	125	-	125	-	-	-	-	125	-	-	-	-
Total GH Fund:	-	275	150	125	-	-	-	-	275	-	-	-	-
RECREATION:													
Sports Lighting & Control Upgrades	-	50	50	-	-	-	-	-	50	-	-	-	-
Total Recreation Fund:	-	50	50	-	-	-	-	-	50	-	-	-	-
STORMWATER:													
Annual Misc Drainage Imprv	-	100	100	-	-	-	-	-	100	-	-	-	-
Total Stormwater Fund:	-	100	100	-	-	-	-	-	100	-	-	-	-
UTILITY FUND:													
Blue Grass Lift Station - Refurbishment	262	-	-	-	-	-	-	-	-	-	-	-	-
Biofilter	50	-	-	-	-	-	-	-	-	-	-	-	-
N Johnson Lift Station Rerouting	-	225	225	-	-	-	-	-	225	-	-	-	-
Farm Park Sewer	-	105	105	-	-	-	-	-	105	-	-	-	-
Lateral D Sewer Crossing Protection	-	665	-	665	-	-	-	-	665	-	-	-	-
Southern WTP Electrical Panel Upgrade	-	183	-	183	-	-	-	-	183	-	-	-	-
Southern Ave WTP Aeration Towers	929	-	-	-	-	-	-	-	-	-	-	-	-
Water Tower Replacement-Southern	-	1,515	-	-	1,515	-	-	-	-	-	1,515	-	-
Total Utility Fund:	1,241	2,693	330	848	1,515	-	-	-	1,178	-	1,515	-	-
CONTINGENCY:													
Total Contingency:	-	1,500	250	250	250	250	250	250	250	-	-	1,250	-
CIP SUMMARY													
General Government	1,470	7,213	1,393	660	-	1,700	3,460	-	-	-	-	-	-
Major Roads	945	10,003	2,340	4,663	3,000	-	-	-	-	-	-	-	-
Intersec/Other/Drainage	1,636	4,294	1,069	1,825	1,100	100	100	100	-	-	-	-	-
Parks	241	3,551	2,551	500	500	-	-	-	-	-	-	-	-
Utilities	1,241	2,693	330	848	1,515	-	-	-	-	-	-	-	-
Germantown Athletic Club	266	3,421	1,421	1,000	1,000	-	-	-	-	-	-	-	-
Great Hall	-	275	150	125	-	-	-	-	-	-	-	-	-
Recreation	-	50	50	-	-	-	-	-	-	-	-	-	-
Stormwater	-	100	100	-	-	-	-	-	-	-	-	-	-
Contingency	-	1,500	250	250	250	250	250	250	250	-	-	1,250	-
Total CIP:	5,799	33,099	9,654	9,871	7,365	2,050	3,810	350					
FUNDING SUMMARY													
Reserves: General	4,292	1,848	1,848	-	-	-	-	-	-	-	-	-	-
Utility	1,241	1,178	330	848	-	-	-	-	-	-	-	-	-
Germantown Athletic Club	266	3,421	1,421	1,000	1,000	-	-	-	-	-	-	-	-
Great Hall	-	275	150	125	-	-	-	-	-	-	-	-	-
Recreation	-	50	50	-	-	-	-	-	-	-	-	-	-
Stormwater	-	100	100	-	-	-	-	-	-	-	-	-	-
State/Intergovernmental/Grant:		10,398	3,398	4,600	2,400	-	-	-	-	-	-	-	-
Bonds: General	-	4,600	-	1,000	1,000	-	2,600	-	-	-	-	-	-
Utility	-	1,515	-	-	1,515	-	-	-	-	-	-	-	-
Hall: General	-	9,715	2,357	2,298	1,450	2,050	1,210	350	-	-	-	-	-
Total Funding:	5,799	33,099	9,654	9,871	7,365	2,050	3,810	350					

INFRASTRUCTURE REPLACEMENT PROGRAM - 2015 to 2024

City of Germantown
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL
 (in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY14	Estimate FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	10 YEAR TOTAL
GENERAL FUND:													
BUILDING IMPROVEMENTS:													
FACILITIES MANAGEMENT:													
Library Carpet	-	-	-	75	-	-	-	-	-	-	-	-	75
Library Interior Paint	-	-	-	60	-	-	-	-	-	-	-	-	60
HVAC Upgrade - Municipal Center	-	-	150	-	-	-	-	-	-	-	-	-	150
FS3 Shower	25	25	-	-	-	-	-	-	-	-	-	-	0
Library-HVAC Cooling Tower	-	-	75	-	-	-	-	-	-	-	-	-	75
Train Depot Refurbish	-	-	35	-	-	-	-	-	-	-	-	-	35
Flooring - Municipal Center	-	-	60	-	-	-	-	-	-	-	-	-	60
TOTAL FACILITIES MAINT.	25	25	320	135	-	-	-	-	-	-	-	-	455
TOTAL BUILDING IMPROVEMENTS	25	25	320	135	-	-	-	-	-	-	-	-	455
OTHER EQUIPMENT:													
GPAC:													
Man Lift	10	10	-	-	-	-	-	-	-	-	-	-	-
TOTAL GPAC	10	10	-	-	-	-	-	-	-	-	-	-	-
Parks:													
Outdoor Movie Projection Screen	-	-	20	-	-	-	-	-	-	-	-	-	20
TOTAL PARKS	-	-	20	-	-	-	-	-	-	-	-	-	20
FIRE:													
Power Hawk	-	-	16	-	18	-	20	-	38	-	-	-	92
Defibrillators	99	99	-	-	-	-	-	-	-	-	-	-	-
Safety Rails - Training Building	15	15	-	-	-	-	-	-	-	-	-	-	-
Hurst Tool	-	-	35	-	-	-	-	-	-	-	-	-	35
Fire Hose Replacement	27	27	40	30	-	-	-	-	-	-	-	-	70
Thermal Imaging Detectors	-	-	-	9	-	40	-	-	-	-	-	-	49
Emergency Warning Siren Controller	-	-	-	-	246	130	-	-	-	-	-	-	376
TOTAL FIRE	141	141	91	39	264	170	20	-	38	-	-	-	622
POLICE:													
Handguns	-	-	140	-	-	-	-	-	-	-	-	-	140
In-Car Video Systems - Police Vehicles	35	23	15	50	50	15	25	-	-	-	-	-	155
TOTAL POLICE	35	23	155	50	50	15	25	-	-	-	-	-	295
TOTAL OTHER EQUIPMENT	186	174	266	89	314	185	45	-	38	-	-	-	937
PUBLIC SERVICE AND GROUNDS:													
Turf Vac	30	21	-	-	-	-	-	-	-	-	-	-	-
Z-Trak Mower (2)	-	-	35	-	-	-	-	-	-	-	-	-	35
Smitco Bunker Rake	-	-	-	-	-	15	-	-	-	-	-	-	15
Tarco Leaf Vac	-	-	-	-	-	-	-	-	-	-	-	-	-
Ingersoll Rand Roller	-	-	60	60	-	-	-	-	-	-	-	-	120
Toro workman	-	-	-	-	-	-	-	-	-	25	-	-	25
Backhoe	-	-	-	-	-	-	-	-	-	200	-	-	200
Top Dresser	-	-	25	-	-	-	-	-	-	-	-	-	25
Grasshopper Mower	-	-	-	16	16	-	-	-	-	-	-	-	32
Field Rake (2)	-	-	30	-	-	-	-	-	-	20	-	-	50
DXT Loader	-	-	-	-	-	-	-	120	-	-	-	-	120
Material Loader	-	-	85	-	-	-	-	-	-	-	-	-	85
Tractor	-	-	-	-	-	-	52	-	-	-	-	-	52
TOTAL MAINTENANCE EQUIPMENT	30	21	235	76	16	15	52	120	-	245	-	-	759
FURNITURE:													
LIBRARY:													
Furniture	-	16	-	-	-	-	-	-	-	-	-	-	-
TOTAL GPAC	-	16	-	-	-	-	-	-	-	-	-	-	-
TOTAL FURNITURE	-	16	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	35	-	35
Ford F-150 Pickup	-	-	-	-	-	-	30	-	-	-	-	-	30
Chevy S-10	-	-	-	-	-	-	-	-	30	-	-	-	30
TOTAL FACILITIES MAINT.	-	-	-	-	-	-	30	-	30	-	35	-	95
DEVELOPMENT:													
Chevy S-10	-	-	-	-	-	-	-	-	-	25	-	-	25
Ford Ranger	-	-	25	-	-	25	25	-	30	-	-	-	105
TOTAL DEVELOPMENT	-	-	25	-	-	25	25	-	30	25	-	-	130
PUBLIC SERVICE AND GROUNDS:													
Dodge 2500 4x4 Pickup	-	-	-	-	-	-	35	-	-	-	-	-	35
Ford F-350 Pickup	-	-	-	-	-	30	-	-	-	-	-	-	30
Ford F-350 Extended Cab	-	-	45	-	-	-	-	-	-	-	-	-	45
Ford F-450 Dump Truck	-	-	-	-	-	45	-	-	-	-	-	-	45
Ford F-450 Service/Dump Body	-	-	-	-	-	45	-	-	-	-	-	-	45
Ford F-750 Flat Bed	-	-	-	-	75	-	75	-	-	-	-	-	150
Ford F-250 4x4	-	-	-	-	-	35	-	-	-	-	-	-	35
Ford F-250	-	-	-	-	-	-	120	-	-	-	-	-	120
GMC Dump Truck	-	-	-	-	-	-	120	-	-	-	-	-	120
Ford F-450 Crew Cab	-	-	-	-	-	50	-	-	-	-	-	-	50
Ford F-350 Crew Cab	-	-	-	-	-	45	-	-	-	-	-	-	45
Chevrolet 3500 Cab and Chassis	-	-	-	-	-	-	40	-	-	-	-	-	40
Sterling Dump Truck	-	-	-	120	-	-	-	-	-	-	-	-	120
TOTAL PUBLIC SVCS.	-	-	45	120	75	250	390	-	-	-	-	-	880

INFRASTRUCTURE REPLACEMENT PROGRAM - 2015 to 2024

City of Germantown
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL
 (in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY14	Estimate FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	10 YEAR TOTAL
FIRE:													
Ford F-350	-	-	-	-	-	-	45	45	-	-	-	-	90
Impala	-	-	-	-	30	-	-	-	-	-	-	-	30
Ford Expedition	-	-	-	40	40	-	40	-	50	-	40	-	210
Chevy Tahoe	-	-	-	-	-	-	40	-	-	-	-	-	40
TOTAL FIRE	-	-	-	40	70	-	125	45	50	-	40	-	370
PARKS AND RECREATION:													
Dodge Dakota	-	-	-	25	-	-	-	-	-	-	-	-	25
Ford Explorer	-	-	-	-	-	-	25	-	-	-	-	-	25
Ford Escape	-	-	-	-	25	-	-	-	-	-	-	-	25
TOTAL PARKS AND REC.	-	-	-	25	25	-	25	-	-	-	-	-	75
POLICE:													
Police Fleet - Chevy Tahoes - (3)	288	271	108	-	108	36	72	36	320	160	80	-	920
Police Fleet - F-350	-	-	-	-	-	-	-	-	45	-	-	-	45
Police Fleet - Ford Hybrid	-	-	-	-	-	-	30	30	-	-	-	-	60
Police Fleet - Impala (2)	-	-	90	50	-	30	30	36	100	126	35	-	497
Police Fleet - Dodge Charger	-	-	36	-	-	-	-	-	80	-	-	-	116
Police Fleet - Ford Explorer	-	-	-	-	31	36	-	-	30	-	-	-	97
Police Fleet - Ford Crown Vic	-	-	36	144	108	-	36	72	-	-	-	-	396
Police Fleet - Chevrolet Malibu	-	-	-	-	-	30	-	-	-	-	-	-	30
TOTAL POLICE	288	271	270	194	247	132	168	174	575	286	115	-	2,161
TOTAL AUTOS & TRUCKS	288	271	365	379	417	407	763	249	685	311	190	-	3,766
COMPUTER EQUIPMENT:													
INFORMATION TECHNOLOGY:													
Plotter- Engineering	-	-	10	-	-	-	-	-	-	-	-	-	10
City Hall Server	11	21	-	-	-	-	-	-	-	-	-	-	-
Main File Server	-	-	10	-	-	-	-	-	-	-	-	-	10
Network Switches	-	-	26	26	26	26	26	-	-	-	-	-	130
HVAC monitoring server upgrade	-	-	15	-	-	-	-	-	-	-	-	-	15
Toughbooks- (4) General Services	-	-	10	-	-	-	-	-	-	-	-	-	10
Computers	80	80	80	80	80	80	80	65	65	65	65	-	660
TOTAL I.T.	91	101	151	106	106	106	106	65	65	65	65	-	835
TOTAL COMPUTER EQUIPMENT	91	101	151	106	106	106	106	65	65	65	65	-	835
COMPUTER SOFTWARE:													
INFORMATION TECHNOLOGY:													
RecTrac Upgrade	13	13	-	-	-	-	-	-	-	-	-	-	-
OneSolution	-	-	238	215	-	-	-	-	-	-	-	-	453
Court Software	-	-	-	100	-	-	-	-	-	-	-	-	100
Compensation System	-	-	10	-	-	-	-	-	-	-	-	-	10
Vendor management system	-	-	15	1	1	1	1	1	-	-	-	-	20
TOTAL I.T.	13	13	263	316	1	1	1	1	-	-	-	-	583
TOTAL COMPUTER SOFTWARE	13	13	263	316	1	1	1	1	-	-	-	-	583
OTHER ASSETS:													
PARKS													
Youth Fishing Lake	15	15	-	-	-	-	-	-	-	-	-	-	-
Scoreboards	-	-	48	-	59	-	-	-	-	-	-	-	107
Dog Park Improvements	-	-	10	-	-	-	-	-	-	-	-	-	-
Trail Security Camera - Greenway	9	9	-	-	-	-	-	-	-	-	-	-	-
TOTAL PARKS	24	24	58	-	59	-	-	-	-	-	-	-	107
GPAC:													
Fire Pump Control Panels	-	-	9	-	-	-	-	-	-	-	-	-	9
TOTAL GPAC	-	-	9	-	-	-	-	-	-	-	-	-	9
PUBLIC SERVICES:													
Pour in Place Playground at Cone	-	-	115	-	-	-	-	-	-	-	-	-	115
Greenbelt and Poplar Estate Walking Trails	26	26	-	-	-	-	-	-	-	-	-	-	-
Volleyball Court Borders	13	8	-	-	-	-	-	-	-	-	-	-	-
Tennis Court Refurbishment at Riverdale	18	18	-	-	-	-	-	-	-	-	-	-	-
Split Rail Fencing	52	39	-	-	-	-	-	-	-	-	-	-	-
Pour in Place Playground at Franklin	48	45	-	-	-	-	-	-	-	-	-	-	-
TOTAL PUBLIC SERVICES	157	136	115	-	-	-	-	-	-	-	-	-	115
TOTAL OTHER ASSETS	181	160	182	-	59	-	-	-	-	-	-	-	222
TOTAL GENERAL FUND	814	781	1,782	1,101	913	714	967	435	788	621	255	-	7,566
FEDERAL ASSET FORFEITURE:													
OTHER ASSETS:													
Recording System	-	18	-	-	-	-	-	-	-	-	-	-	0
TOTAL FEDERAL ASSET FORFEITURE	-	18	-	-	-	-	-	-	-	-	-	-	0
DRUG FUND:													
AUTO & TRUCKS:													
Chevy Tahoe	-	73	-	-	-	-	-	-	-	-	-	-	-
TOTAL DRUG FUND	-	73	-	-	-	-	-	-	-	-	-	-	-

INFRASTRUCTURE REPLACEMENT PROGRAM - 2015 to 2024

City of Germantown
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL
(in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY14	Estimate FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	10 YEAR TOTAL
RECREATION FUND:													
OTHER ASSETS:													
Soccerplex Improvements	-	-	-	50	-	-	-	-	-	-	-	-	50
Scoreboard	-	-	-	18	-	-	-	-	-	-	-	-	18
TOTAL RECREATION FUND	-	-	-	68	-	-	-	-	-	-	-	-	68
STORMWATER FUND:													
MAINTENANCE EQUIPMENT:													
Tarco Leaf Vac	40	37	45	-	-	-	-	-	-	-	-	-	45
Skid Loader	-	-	50	-	-	-	-	-	-	-	-	-	50
TOTAL MAINTENANCE EQUIPMENT	40	37	95	-	-	-	-	-	-	-	-	-	95
AUTO & TRUCKS:													
Ford F-450 Truck	-	-	-	-	-	-	120	-	55	-	-	-	175
Ford F-150 Truck	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL AUTOS & TRUCKS	-	-	-	-	-	-	120	-	55	-	-	-	175
TOTAL STORMWATER FUND	40	37	95	-	-	-	120	-	55	-	-	-	270
GREAT HALL FUND:													
OTHER EQUIPMENT:													
Upgrade Audio/Visual	-	10	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER EQUIPMENT	-	10	-	-	-	-	-	-	-	-	-	-	715
OTHER ASSETS:													
Fire Pump Control Panels	-	-	3	-	-	-	-	-	-	-	-	-	3
TOTAL OTHER ASSETS	-	-	3	-	-	-	-	-	-	-	-	-	1,338
BUILDING IMPROVEMENTS:													
Carpet	18	18	-	-	-	-	-	-	-	-	-	-	-
TOTAL BUILDING IMPROVEMENTS	18	18	-	-	-	-	-	-	-	-	-	-	-
TOTAL GREAT HALL FUND	18	28	3	-	-	-	-	-	-	-	-	-	715
UTILITY FUND:													
LINES, WELLS AND STATION IMPROVEMENTS:													
SEWER:													
Maintenance of Sewer Collection System	300	300	310	300	300	300	300	300	300	300	300	300	3,010
TOTAL SEWER	300	300	310	300	300	300	300	300	300	300	300	300	3,010
WATER:													
Water Mains Maintenance	100	50	100	100	100	100	100	100	100	100	100	100	1,200
Maintenance of Water WellField System	20	40	20	20	20	20	20	20	20	20	20	20	200
TOTAL WATER	120	90	120	120	120	120	120	120	120	120	120	120	1,400
TOTAL LINES, WELLS & STATION IMPROVEMENTS	420	390	430	420	420	420	420	420	420	420	420	420	4,410
MAINTENANCE EQUIPMENT:													
SEWER:													
Backhoe	-	-	-	-	-	-	-	-	-	-	-	-	-
Ford 750 Sewer Flush Truck	-	-	-	-	-	150	-	-	-	-	-	-	150
Ingersoll Rand Compressor	-	-	-	35	-	-	-	-	-	-	-	-	35
TOTAL SEWER	-	-	-	35	-	150	-	-	-	-	-	-	185
WATER:													
Backhoe	125	106	125	-	-	-	-	-	-	-	-	-	125
Excavator	-	-	-	-	-	-	-	-	250	-	-	-	250
TOTAL WATER	125	106	125	-	-	-	-	-	250	-	-	-	375
TOTAL MAINTENANCE EQUIPMENT	125	106	125	35	-	150	-	-	250	-	-	-	560
AUTOS AND TRUCKS:													
SEWER:													
Chevy 3500 Cab	-	-	35	-	-	-	-	-	-	-	-	-	35
Dodge 2500 4x4 Pickup	-	-	-	35	30	-	-	-	-	-	-	-	65
Ford F-350	-	-	-	-	50	-	-	-	-	40	-	-	90
Ford F-450 Service Truck	-	-	-	-	-	-	-	55	-	-	-	-	55
TOTAL SEWER	-	-	35	35	80	-	-	55	-	40	-	-	245
WATER:													
Ford F-150 Truck	-	-	-	-	-	35	-	30	-	-	-	-	65
Dodge Ram Pick-up	-	-	35	-	-	-	-	-	-	-	-	-	35
Dodge Dakota Pick-up	-	-	-	-	25	-	-	60	-	-	-	-	85
Ford F-350 Crew Cab	-	-	-	-	-	50	-	-	-	-	-	-	50
Ford Explorer	-	-	-	-	30	-	-	-	-	-	-	-	30
Ford Transit Connect	-	-	-	-	-	-	25	-	-	-	-	-	25
Ford Ranger	-	-	-	-	-	-	-	30	-	-	-	-	30
TOTAL WATER	-	-	35	-	55	85	25	120	-	-	-	-	320
TOTAL AUTOS & TRUCKS	-	-	70	35	135	85	25	175	-	40	-	-	565
TOTAL UTILITY FUND	545	496	625	490	555	655	445	595	670	460	420	420	5,535

INFRASTRUCTURE REPLACEMENT PROGRAM - 2015 to 2024

City of Germantown
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL
(in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY14	Estimate FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	10 YEAR TOTAL
GERMANTOWN ATHLETIC CLUB:													
OTHER ASSETS:													
Fire Pump Control Panels	-	-	18	-	-	-	-	-	-	-	-	-	18
OTHER ASSETS:	-	-	18	-	-	-	-	-	-	-	-	-	18
COMPUTER EQUIPMENT:													
RECREATION													
Computers	-	5	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPUTER	-	5	-	-	-	-	-	-	-	-	-	-	-
TOTAL G'TOWN ATHLETIC CLUB	-	5	18	-	-	-	-	-	-	-	-	-	-
GMSD													
Furniture	-	258	-	-	-	-	-	-	-	-	-	-	-
TOTAL FURNITURE	-	258	-	-	-	-	-	-	-	-	-	-	-
GMSD													
Computers	-	648	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPUTER	-	648	-	-	-	-	-	-	-	-	-	-	-
TOTAL GMSD	-	906	-	-	-	-	-	-	-	-	-	-	-
VEHICLE MAINTENANCE FUND:													
AUTOS AND TRUCKS:													
Dodge 2500 Pick-up	-	26	-	-	30	-	-	-	-	-	-	-	30
Dodge Pick-up	-	-	-	-	30	-	-	-	-	-	-	-	30
Ford Fusion	-	-	-	-	-	-	-	30	-	30	-	-	60
Taurus	-	-	-	-	-	30	-	-	-	-	-	-	30
Ford Crown Vic	-	-	-	-	-	-	-	-	-	-	28	-	28
TOTAL AUTOS & TRUCKS	-	26	-	-	60	30	-	30	-	30	28	-	178
OTHER ASSETS:													
Fuel System- Station 2	-	-	20	-	-	-	-	-	25	-	-	-	45
TOTAL OTHER ASSETS	-	-	20	-	-	-	-	-	25	-	-	-	45
TOTAL VEHICLE MAINT. FUND	-	26	20	-	60	30	-	30	25	30	28	-	223
The Farm													
OTHER ASSETS:													
RTV/Furnishings	-	-	30	-	-	-	-	-	-	-	-	-	30
TOTAL OTHER ASSETS	-	-	30	-	-	-	-	-	-	-	-	-	30
TOTAL FARM	-	-	30	-	-	-	-	-	-	-	-	-	30
Ambulance													
OTHER ASSETS:													
Defibrillators	-	62	62	-	-	-	-	-	-	-	-	-	62
TOTAL OTHER ASSETS	-	62	62	-	-	-	-	-	-	-	-	-	62
TOTAL AMBULANCE	-	62	62	-	-	-	-	-	-	-	-	-	62
GRAND TOTAL - ALL FUNDS	1,417	2,432	2,635	1,659	1,528	1,399	1,532	1,060	1,538	1,111	703	420	14,487

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.

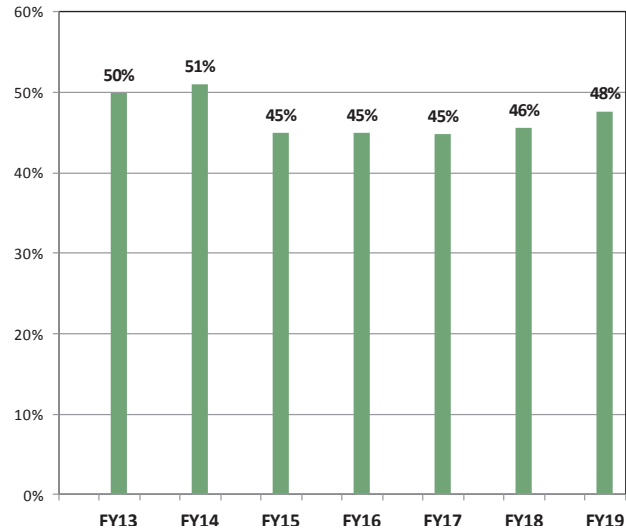
	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>
CIP \$	1,750,000	2,570,000	2,298,000	2,156,000	2,156,000	2,156,000

FUND BALANCE % TOTAL EXPENDITURES

Percent

ANALYSIS OF FUND BALANCE

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

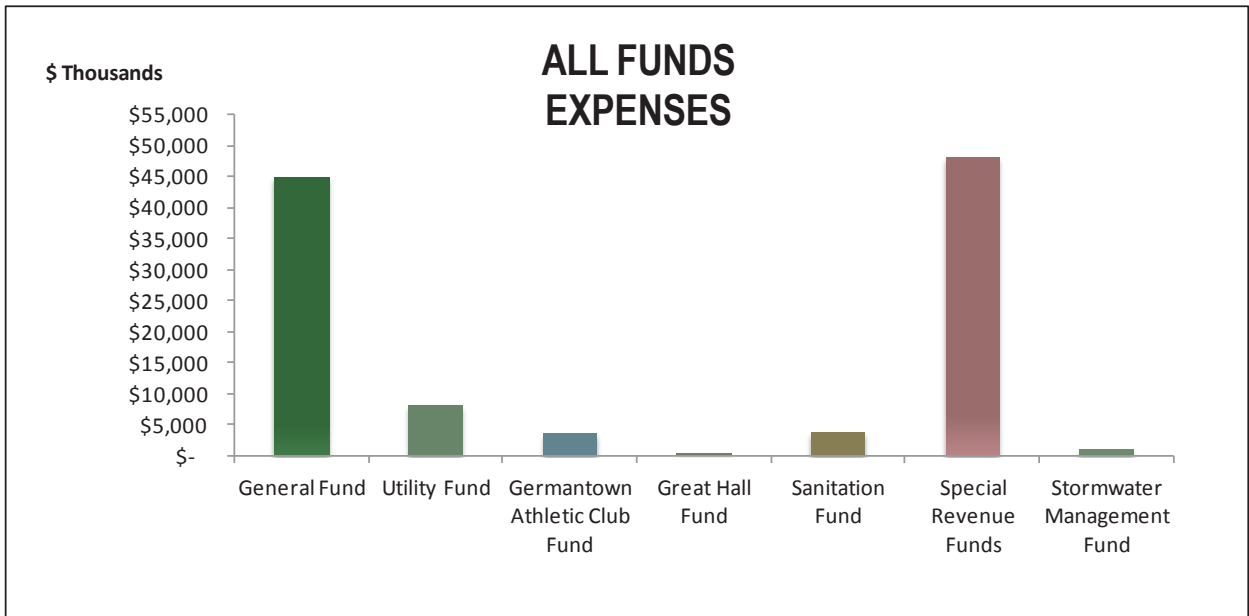
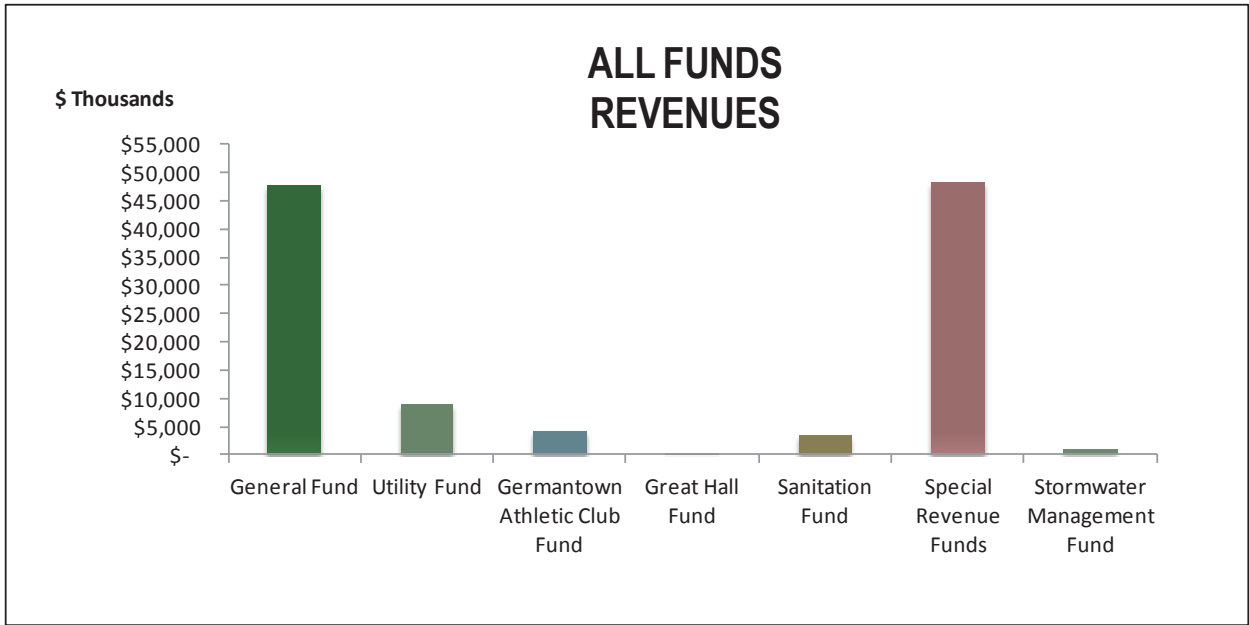


	Actual FY13	Estimated FY14	Budget FY15	Projected			
				FY16	FY17	FY18	FY19
Nonspendable	\$ 953,837	828,837	703,837	578,837	453,837	328,837	203,837
Restricted:							
Committed Emergencies & Catastrophe	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Committed Capital Asset Repl. Infrastru	814,000	1,782,000	1,101,000	913,000	714,000	967,000	435,000
Committed Tax Anticipation	8,886,098	8,957,369	9,034,932	9,165,096	9,340,029	9,536,683	9,736,953
Committed General Debt	3,431,492	3,036,307	2,877,533	2,867,333	2,482,108	1,801,383	2,108,683
Assigned	1,358,669	1,378,371	1,403,776	1,419,041	1,208,364	1,374,018	1,792,279
Unassigned	2,876,060	3,768,760	4,279,532	4,427,701	5,385,808	6,150,767	7,012,208
Total Fund Balance	19,220,156	20,651,644	20,300,610	20,271,008	20,484,146	21,058,688	22,188,960
Operating Expenditures	\$ 38,380,355	40,296,948	44,969,800	44,971,000	45,597,375	46,025,923	46,397,670
Fund Balance as % of Expenditures	50%	51%	45%	45%	45%	46%	48%



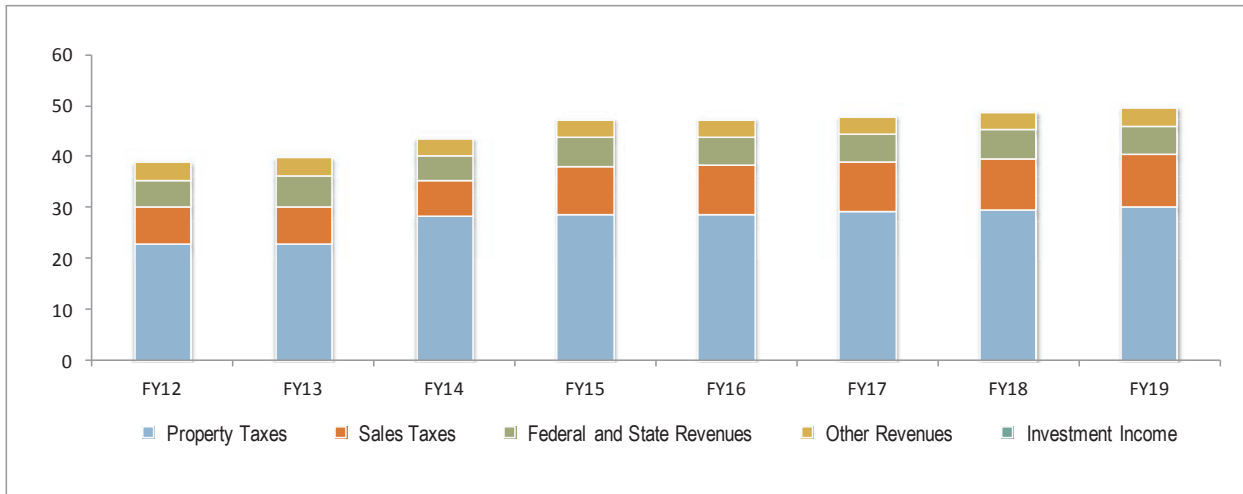
The two charts below illustrate revenues and expenses for all major funds. The section following these charts consist of budget projection summaries of revenues and expenditures by major categories, along with fund balances as of June 30, for the fiscal years 2012-2019. The graphs illustrate 8 years 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, Pension, OPEB, Health Fund and Cash Balance Funds.

Following the budget projection summaries is a description of personnel costs with a comparison of staffing levels between FY14 and FY15.



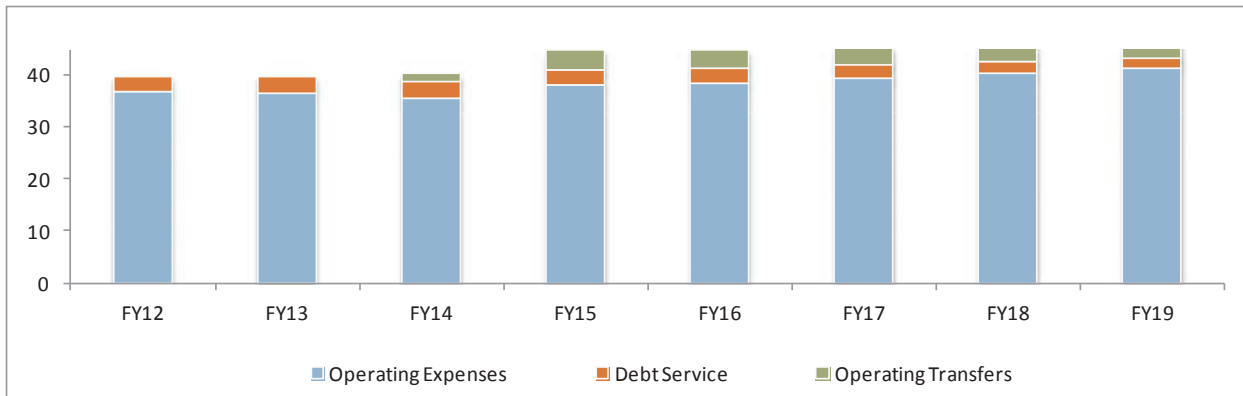
GENERAL FUND REVENUES

\$ Millions



GENERAL FUND EXPENDITURES

\$ Millions



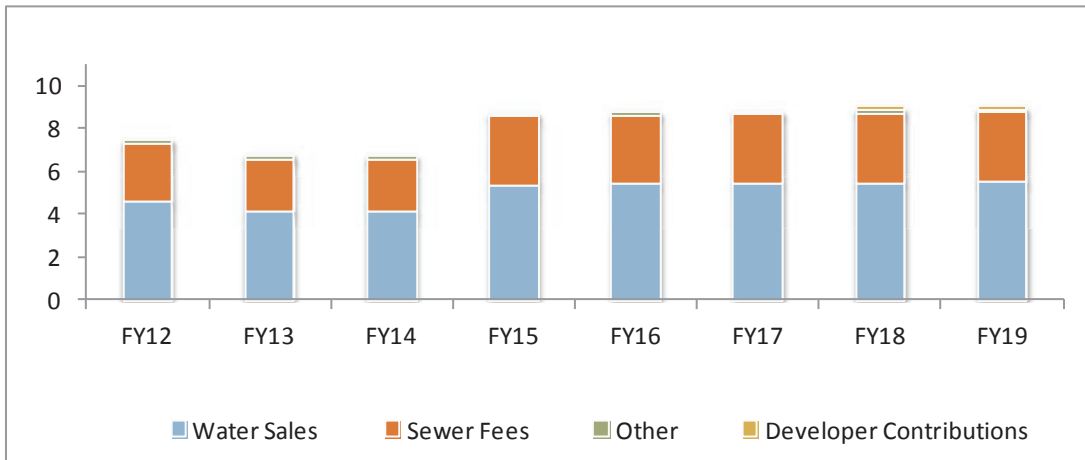
GENERAL FUND

BUDGET PROJECTION SUMMARY

(\$000)	Actual FY12	Actual FY13	Budget FY14	Estimate FY14	Budget FY15	Projected			
						FY16	FY17	FY18	FY19
GENERAL REVENUES:									
Auto Registration	\$ 609	657	595	595	607	899	917	935	954
Court Fines	498	501	412	417	445	740	756	773	790
Franchise Fees	0	0	-	0	-	581	599	617	635
Grants	11	26	11	11	11	250	250	250	250
Interest	3	3	3	3	3	54	63	74	92
Licenses	1,006	1,038	1,015	1,009	1,019	166	167	171	174
Other Income	1,309	1,580	1,344	1,325	1,522	1,016	1,036	1,042	1,048
Property Taxes	22,745	22,665	27,750	27,955	28,208	28,682	29,054	29,585	30,192
Sales Taxes	7,701	7,370	7,316	7,320	9,764	9,704	9,890	10,030	10,222
State Taxes	5,069	6,014	5,145	4,844	5,610	5,148	5,235	5,281	5,327
Fund From Prior	-	1,038	450	450	450	450	450	450	450
REVENUE TOTAL	38,951	40,890	44,039	43,928	47,639	47,689	48,417	49,206	50,134
EXPENDITURE BY CATEGORY:									
Personnel	26,590	26,317	26,775	26,009	26,604	27,492	28,282	29,088	29,970
Communication	274	334	341	321	388	389	391	395	399
Prof. Fees	2,601	2,660	2,173	2,358	2,331	2,372	2,414	2,466	2,509
Other Maint.	1,769	1,886	2,014	2,040	2,167	2,197	2,229	2,271	2,308
Supplies	1,370	1,373	1,445	1,451	1,526	1,525	1,555	1,588	1,622
Insurance	114	64	82	75	88	86	86	86	86
Rent	62	63	116	116	269	269	269	270	270
Allocations	1,256	1,169	1,210	1,221	1,327	1,392	1,506	1,470	1,522
Capital Outlay	923	1,215	814	802	1,782	1,131	833	832	946
Road & Mains	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Grants	646	364	176	180	547	610	612	614	616
Debt Service	3,064	3,375	3,431	3,319	3,036	2,878	2,867	2,482	1,801
Operating Transfers	500	(455)	1,920	2,325	4,777	4,507	4,434	4,347	4,232
Sanitation	-	-	-	-	-	-	-	-	-
Expense Reimburs.	(967)	(943)	(950)	(950)	(946)	(967)	(988)	(1,010)	(1,033)
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	1,057	956	1,168	1,029	1,072	1,087	1,108	1,129	1,151
EXPENDITURE TOTAL	39,259	38,379	40,715	40,297	44,970	44,969	45,598	46,026	46,398
Excess (Deficit)	(309)	2,511	3,324	3,631	2,670	2,719	2,819	3,180	3,736
FUND BALANCE									
Beginning	19,827	16,710	15,078	18,770	20,202	19,851	19,821	20,034	20,609
Transf. to CIP	(2,808)	-	(1,750)	(1,750)	(2,357)	(2,114)	(2,156)	(2,156)	(2,156)
Transf. to Infrs.	-	-	-	-	-	-	-	-	-
CIP Res Inc (Dec)	-	-	-	-	(213)	(184)	-	-	-
Prior Period Adjustment	-	1,038	-	-	-	-	-	-	-
Ending	\$ 16,710	20,259	16,652	20,652	20,301	20,272	20,484	21,058	22,189

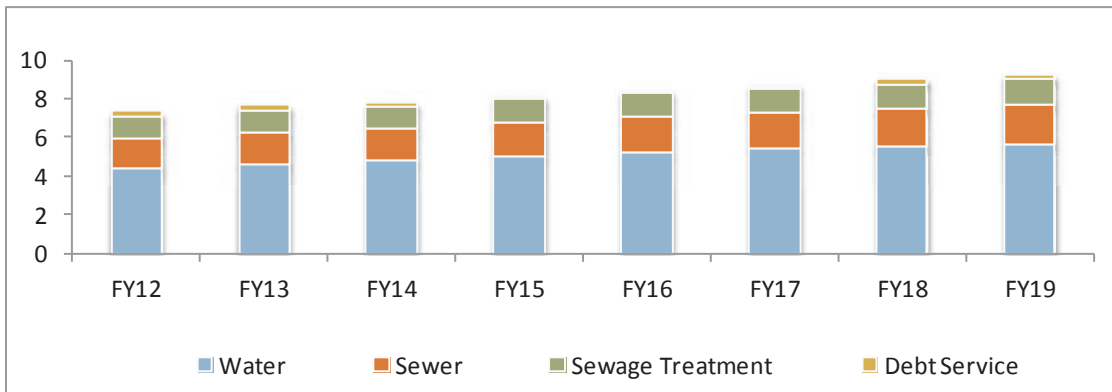
UTILITY REVENUES

\$ Millions



UTILITY EXPENDITURES

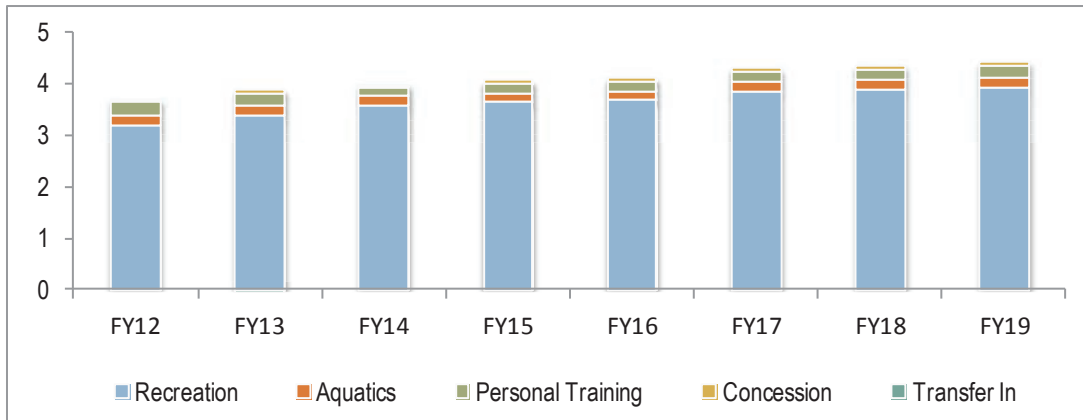
\$ Millions



(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
REVENUES:									
Allocations	\$ -	6	-	-	-	-	-	-	-
Installation Charges	160	149	123	105	107	108	108	109	110
Interest	12	14	18	6	7	10	15	20	25
Contrib. Developers	117	86	145	67	75	100	100	200	200
Other Income	13	16	14	23	14	14	15	15	15
Sewer Fees	2,665	2,450	2,700	2,450	3,184	3,200	3,216	3,232	3,249
Water Sales	4,634	4,179	4,832	4,174	5,414	5,441	5,468	5,495	5,523
TOTAL REVENUES	7,601	6,899	7,831	6,825	8,801	8,873	8,922	9,071	9,121
EXPENSES BY CATEGORY:									
Allocations	1,076	1,133	1,078	1,080	1,140	1,292	1,360	1,400	1,456
Communication	70	65	74	70	74	76	78	80	81
Debt Service	262	311	201	201	166	128	88	288	225
Depreciation	1,645	1,678	1,703	1,773	1,818	1,839	1,886	1,900	1,910
Other Maintenance	67	84	90	105	90	96	98	101	104
Personnel	1,662	1,721	1,730	1,715	1,859	1,919	1,993	2,069	2,148
Professional Fees	68	103	111	105	115	115	115	116	116
Rents	-	0	1	1	0	0	0	0	0
Insurance	-	5	10	8	10	10	11	11	11
Mains Maintenance	124	178	141	138	142	146	150	154	158
Contract Services	1,151	1,172	1,200	1,175	1,200	1,236	1,272	1,308	1,344
Supplies	158	184	230	240	254	261	269	276	284
Utilities	691	682	753	689	753	779	795	810	827
PILOT	376	387	494	502	484	501	519	537	556
TOTAL EXPENSES	7,350	7,702	7,815	7,802	8,106	8,399	8,633	9,050	9,221
NET INCOME (LOSS)	251	(803)	16	(977)	695	474	289	21	(100)
RETAINED EARNINGS:									
Beginning	28,389	28,640	28,670	27,837	26,860	27,555	28,029	28,318	28,339
Ending	\$ 28,640	27,837	28,686	26,860	27,555	28,029	28,318	28,339	28,239
Capital Outlay	\$ 2,790	1,567	2,070	1,737	955	1,015	2,248	820	1,565

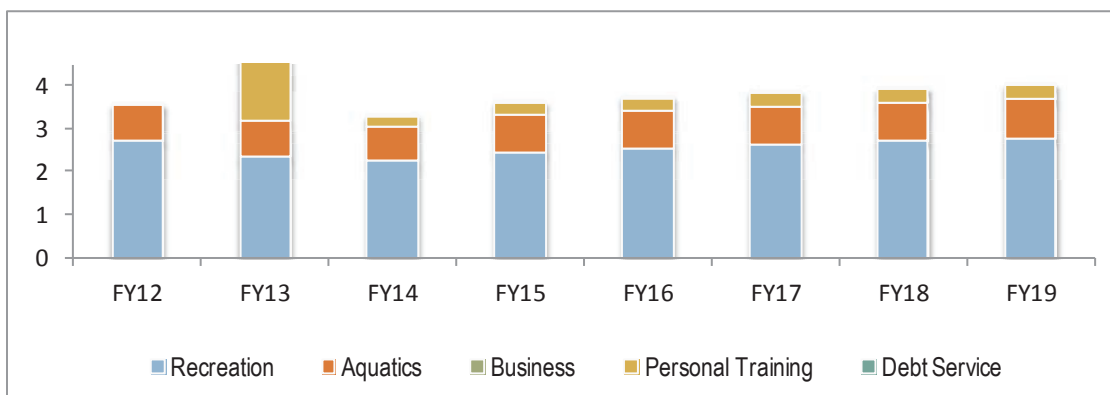
GERMANTOWN ATHLETIC CLUB REVENUES

\$ Millions



GERMANTOWN ATHLETIC CLUB EXPENDITURES

\$ Millions



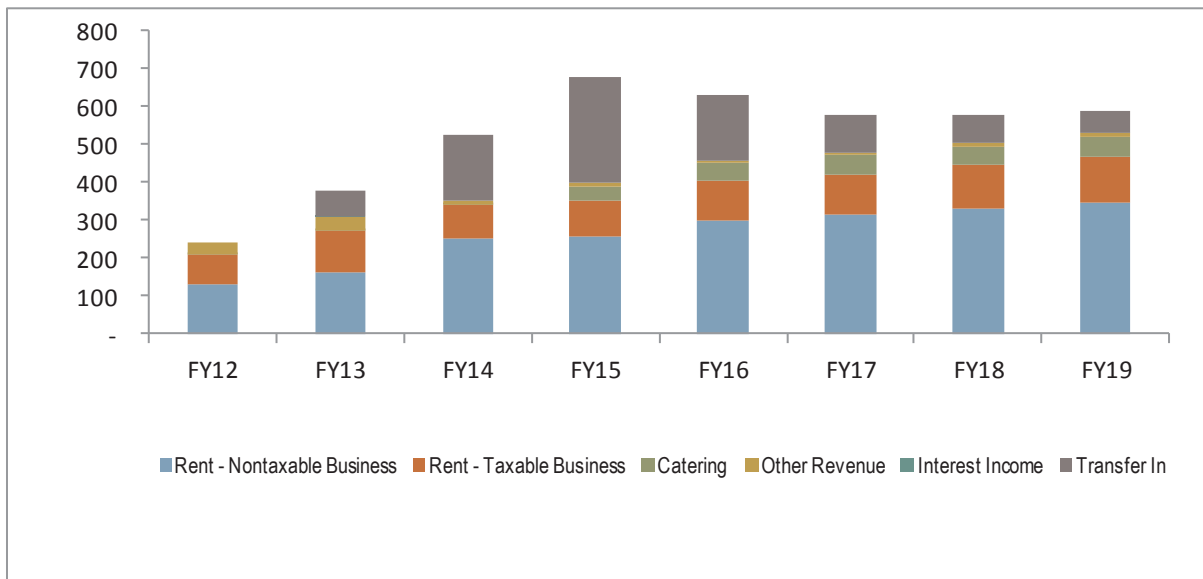
GERMANTOWN ATHLETIC CLUB FUND

BUDGET PROJECTION SUMMARY

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
REVENUES:									
Centre Revenue	\$ 3,208	3,399	3,281	3,601	3,649	3,688	3,859	3,900	3,943
Aquatics Revenue	170	182	169	171	171	173	176	178	181
Personal Training	275	255	369	180	180	193	202	212	223
Concession Revenue	61	72	65	30	70	74	77	81	85
Transfer In	-	(850)	(200)	-	-	-	-	-	-
TOTAL REVENUE	3,713	3,058	3,684	3,982	4,070	4,128	4,314	4,372	4,432
EXPENSES:									
Allocations	158	112	90	90	89	91	93	95	97
Communication	3	9	10	4	5	5	5	5	5
Debt Service	34	31	27	27	23	19	16	12	8
Other Maint.	106	108	132	102	130	133	135	138	141
Personnel	1,450	1,407	1,679	1,396	1,611	1,650	1,705	1,764	1,825
Professional Fees	543	458	538	432	474	481	491	501	511
Rents	181	181	183	182	125	128	130	133	136
Insurance	-	-	-	-	-	-	-	-	-
Supplies	182	202	202	204	230	227	231	236	241
Depreciation	586	561	644	525	561	617	642	642	642
Utilities	336	337	359	353	367	376	383	391	399
TOTAL EXPENSES	3,579	3,405	3,864	3,313	3,615	3,726	3,832	3,917	4,005
EXCESS (DEFICIT)	134	(348)	(180)	669	455	401	483	455	427
RETAINED EARNINGS:									
Beginning	2,875	3,009	2,280	2,661	3,330	3,785	4,186	4,669	5,125
Ending	<u>\$ 3,009</u>	<u>2,661</u>	<u>2,100</u>	<u>3,330</u>	<u>3,785</u>	<u>4,186</u>	<u>4,669</u>	<u>5,125</u>	<u>5,551</u>
Capital Outlay	\$ 260	114	261	271	1,439	1,000	1,000	-	-

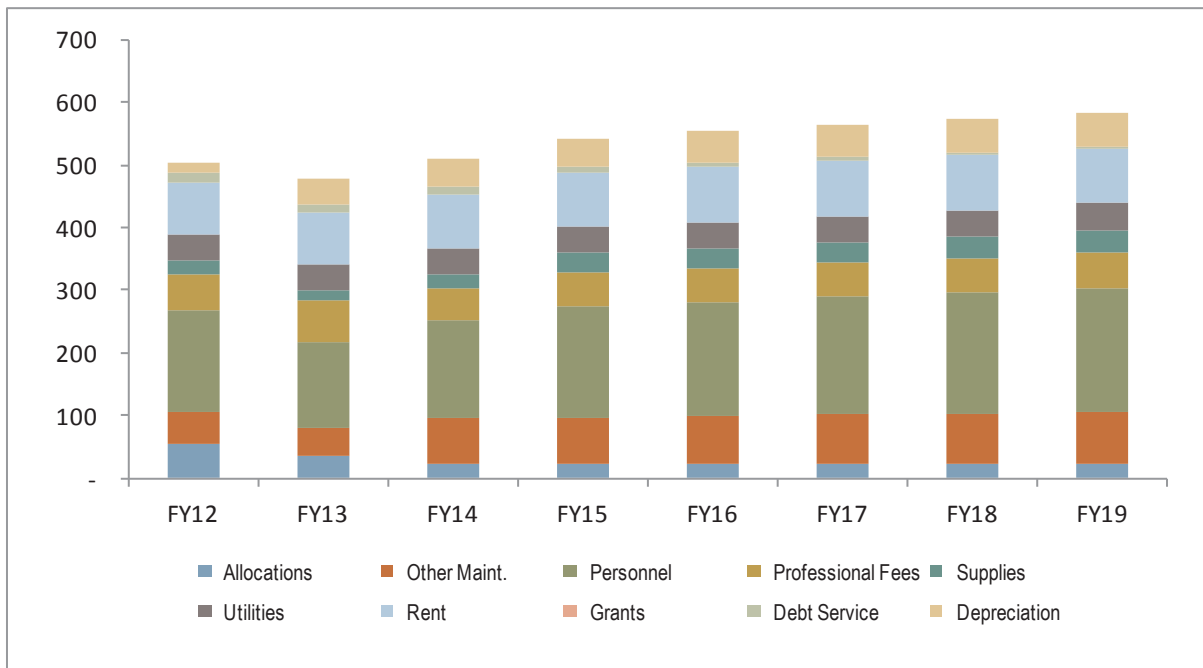
GREAT HALL REVENUES

\$ Thousands



GREAT HALL EXPENDITURES

\$ Thousands



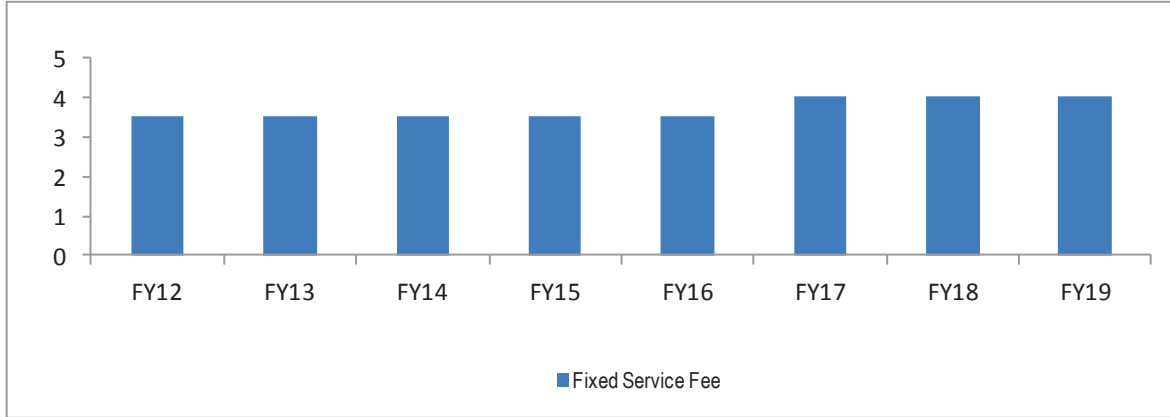
GREAT HALL FUND

BUDGET PROJECTION SUMMARY

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
REVENUES:									
Business Revenue	\$ 243	308	306	350	398	458	481	505	530
Transfer In	-	70	120	175	280	176	100	75	60
TOTAL REVENUE	243	378	426	525	678	634	581	580	590
EXPENSES:									
Allocations	55	34	22	22	22	22	23	23	24
Communication	1	1	1	1	1	1	1	1	1
Debt Service	13	12	10	10	9	7	6	5	3
Other Maint.	50	47	75	75	75	77	78	80	82
Personnel	164	137	172	155	179	183	188	193	199
Professional Fees	58	67	63	51	52	53	54	55	56
Rents	86	84	85	87	87	87	88	88	88
Supplies	22	15	22	23	31	32	32	33	33
Depreciation	18	43	52	45	45	49	52	52	52
Utilities	39	40	42	42	42	42	43	44	45
TOTAL EXPENSES	505	480	544	511	543	554	565	574	584
EXCESS (DEFICIT)	(262)	(102)	(118)	14	135	79	15	5	6
RETAINED EARNINGS:									
Beginning	700	438	212	335	349	484	563	579	584
Ending	\$ 438	335	94	349	484	563	579	584	590
Capital Outlay	\$ 138	20	18	28	153	125	-	-	-

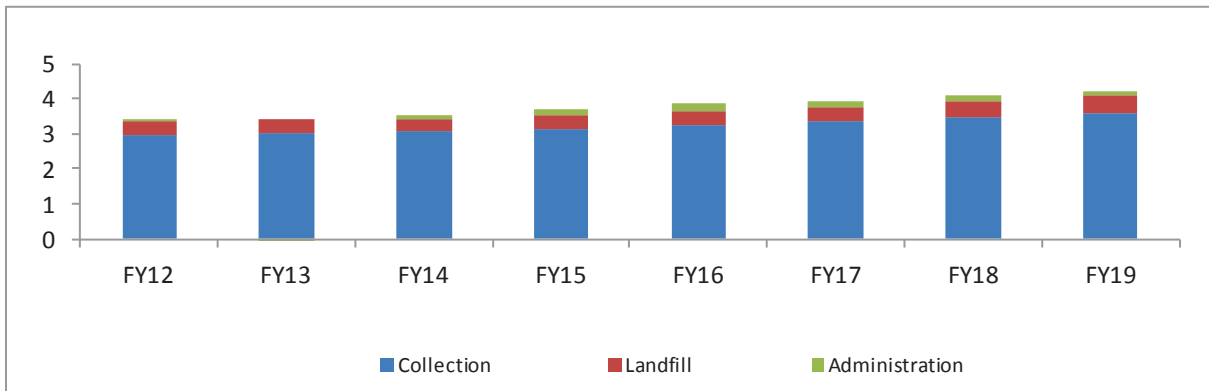
SANITATION REVENUES

\$ MILLIONS



SANITATION EXPENDITURES

\$ MILLIONS



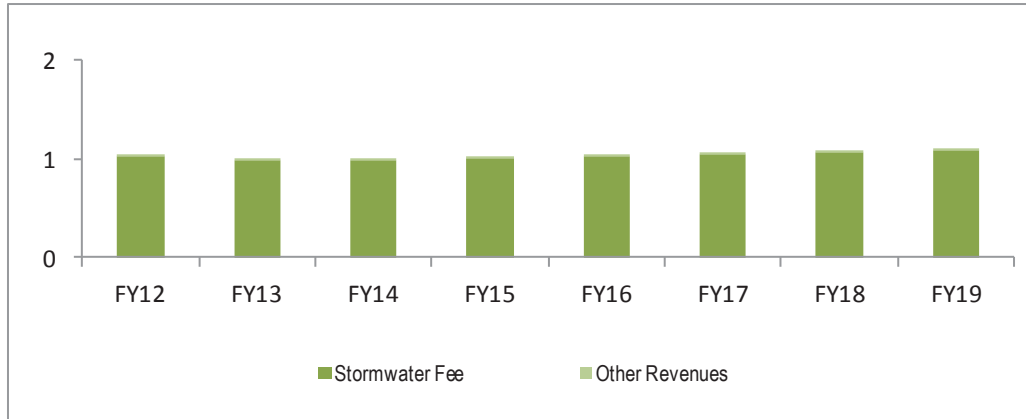
SANITATION FUND

BUDGET PROJECTION SUMMARY

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
REVENUES:									
Fixed Service Fee	\$ 3,421	3,410	3,403	3,412	3,421	3,427	3,920	3,938	3,946
Other Revenues	111	142	146	111	108	108	112	117	117
Transfer In	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	3,532	3,552	3,549	3,523	3,529	3,535	4,033	4,055	4,063
EXPENSES BY CATEGORY:									
Communication	2	6	17	10	13	10	7	7	7
Personnel	45	48	96	89	93	97	98	100	101
Prof. Fees	-	-	-	-	-	40	-	-	-
Supplies	21	20	29	29	42	43	43	43	43
Contract Services	3,340	3,121	3,457	3,383	3,528	3,649	3,776	3,935	4,070
Utilities	2	1	1	1	1	1	1	1	1
TOTAL EXPENSES	3,410	3,195	3,600	3,511	3,677	3,840	3,926	4,086	4,223
EXCESS (DEFICIT)	122	357	(52)	11	(148)	(305)	107	(31)	(160)
RETAINED EARNINGS:									
Beginning	331	453	554	810	821	673	368	475	444
Ending	\$ 453	810	502	821	673	368	475	444	284
Capital Outlay	\$ -	-	-	-	-	-	-	-	-

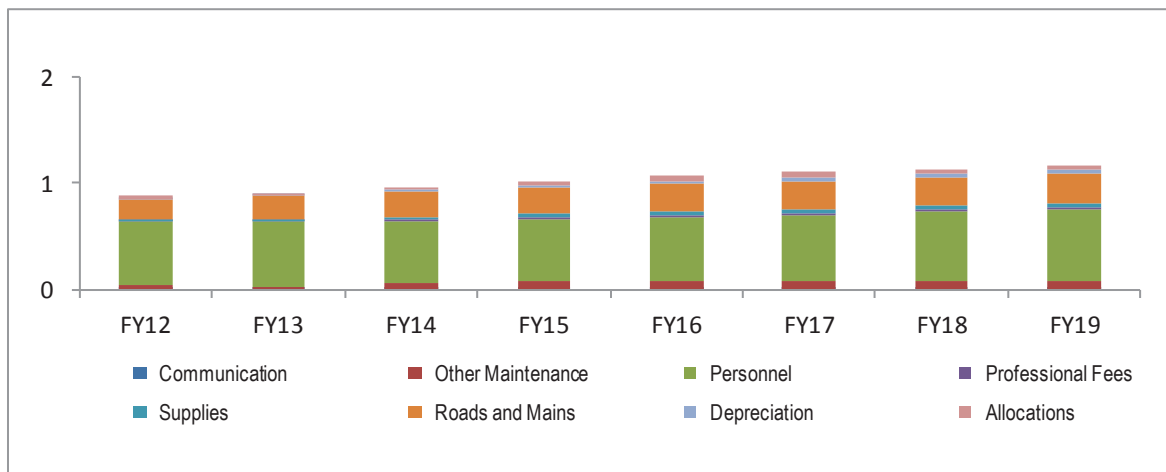
STORMWATER MANAGEMENT REVENUES

\$ MILLIONS



STORMWATER MANAGEMENT EXPENSES

\$ MILLIONS



STORMWATER MANAGEMENT FUND

BUDGET PROJECTION SUMMARY

(\$000)	Actual FY12	Actual FY13	Budget FY14	Estimate FY14	Budget FY15	Projected			
						FY16	FY17	FY18	FY19
REVENUES:									
Stormwater Management Fee	\$ 1,030	995	1,052	983	1,003	1,023	1,043	1,064	1,085
Other Revenues	7	1	6	10	9	9	9	9	9
Transfer In	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	1,037	996	1,057	993	1,012	1,032	1,052	1,073	1,094
EXPENSES BY CATEGORY:									
Communication	1	1	6	6	6	6	7	7	7
Other Maintenance	40	19	65	55	65	67	68	70	72
Personnel	593	618	607	576	587	607	631	655	681
Prof. Fees	4	6	20	20	20	20	20	20	20
Supplies	21	24	31	31	32	33	34	35	36
Roads and Mains	181	217	239	240	255	261	268	275	281
Depreciation	-	1	9	7	19	30	30	30	27
Allocations	42	29	36	36	41	43	47	45	47
TOTAL EXPENSES	882	915	1,012	971	1,025	1,067	1,104	1,137	1,170
EXCESS (DEFICIT)	155	81	45	22	(13)	(36)	(52)	(63)	(76)
RETAINED EARNINGS:									
Beginning	140	296	361	377	399	386	350	298	235
Ending	<u>\$ 296</u>	<u>377</u>	<u>406</u>	<u>399</u>	<u>386</u>	<u>350</u>	<u>298</u>	<u>235</u>	<u>159</u>
Capital Outlay	\$ -	-	40	37	195	-	-	-	120

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

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STATE STREET AID

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
REVENUES:									
State Street Aid	\$ 1,010	1,033	1,054	1,037	1,040	1,061	1,082	1,104	1,126
Other Revenue	-	-	-	-	-	-	-	-	-
Interest	3	2	4	0	-	5	6	7	8
Transfer In-Gen. Fund	500	200	750	900	1,650	1,500	1,500	1,500	1,500
TOTAL REVENUES	1,513	1,235	1,808	1,937	2,690	2,566	2,588	2,610	2,634
EXPENSES BY CATEGORY:									
Other Maintenance	55	64	250	200	200	200	200	200	200
Electricity & Gas	810	814	824	820	824	847	864	881	898
Str. Contract Maint.	984	1,136	460	1,040	1,300	1,100	1,100	1,100	1,100
City Str. Maint.	392	306	275	450	350	385	385	385	385
TOTAL EXPENSES	2,241	2,319	1,809	2,510	2,674	2,532	2,549	2,566	2,583
EXCESS (DEFICIT)	(728)	(1,085)	(1)	(573)	16	33	39	44	51
FUND BALANCE:									
Beginning of Year	2,420	1,692	438	607	34	51	84	124	167
Ending	<u>1,692</u>	<u>607</u>	<u>437</u>	<u>34</u>	<u>51</u>	<u>84</u>	<u>124</u>	<u>167</u>	<u>219</u>

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AUTOMATED ENFORCEMENT

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
REVENUES:									
Red Lights	\$ 255	44	225	0	59	78	88	98	108
Transfer In-Gen. Fund	-	125	150	150	75	50	50	50	50
TOTAL REVENUES	255	169	375	150	134	128	138	148	158
EXPENSES BY CATEGORY:									
Personnel	130	108	103	94	100	101	104	108	112
Materials & Supplies	2	2	8	0	7	8	8	8	8
Rent	113	23	175	-	-	-	-	-	-
Professional Fees	-	-	-	32	-	-	-	-	-
Other - Grants	19	-	23	23	13	13	13	13	13
Capital Outlay	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	264	133	309	149	120	122	125	129	133
EXCESS (DEFICIT)	(9)	36	66	1	14	7	13	19	25
FUND BALANCE:									
Beginning of Year	27	18	28	54	55	69	76	89	108
Ending	<u>18</u>	<u>54</u>	<u>94</u>	<u>55</u>	<u>69</u>	<u>76</u>	<u>89</u>	<u>108</u>	<u>133</u>

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

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DRUG ASSET FORFEITURE FUND

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
REVENUES:									
Drug Enforcement	\$ 220	115	350	200	350	350	350	350	350
Interest	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	220	115	350	200	350	350	350	350	350
EXPENSES BY CATEGORY:									
Personnel	41	27	81	78	81	81	81	81	81
Communications	-	-	1	-	1	1	1	1	1
Professional Fees	-	-	24	-	24	24	24	24	24
Other Maintenance	-	-	5	-	5	5	5	5	5
Supplies	84	52	132	42	138	138	138	138	138
Utilities	2	2	2	5	6	6	6	6	6
Rents	-	-	1	-	1	1	1	1	1
Allocations	-	-	-	-	-	-	-	-	-
Capital Outlay	68	52	-	73	-	-	-	-	-
TOTAL EXPENSES	195	133	246	198	256	256	256	256	256
EXCESS (DEFICIT)	25	(18)	104	2	94	94	94	94	94
FUND BALANCE:									
Beginning	88	113	141	95	97	191	285	379	473
Ending	113	95	245	97	191	285	379	473	567

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PICKERING COMPLEX FUND

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
REVENUES:									
Classes	\$ 19	19	18	25	25	25	25	25	25
Special Events	8	8	7	5	7	7	7	7	7
Rental	34	36	40	35	35	35	35	35	35
Transfer In-Gen. Fund	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	61	63	65	65	67	67	67	67	67
EXPENSES BY CATEGORY:									
Allocations	2	2	3	3	3	3	3	3	3
Utilities	8	8	10	10	10	11	11	11	11
Capital Outlay	90	17	-	-	-	-	-	-	-
Professional Fees	16	18	21	25	21	25	25	25	25
Supplies	1	1	5	1	5	1	1	1	1
TOTAL EXPENSES	117	47	38	38	38	39	39	40	40
EXCESS (DEFICIT)	(55)	16	27	26	29	28	28	27	27
FUND BALANCE:									
Beginning	193	138	118	153	179	208	237	265	292
Ending	138	153	145	179	208	237	265	292	320

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

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RECREATION FUND

	Actual FY12	Actual FY13	Budget FY14	Estimate FY14	Budget FY15	Projected			
						FY16	FY17	FY18	FY19
REVENUES:									
Basketball Fees	\$ 30	38	43	48	45	45	46	46	47
Softball Fees	35	33	40	38	37	38	38	38	39
Kickball Fees	2	2	2	2	4	4	4	4	4
Sports Camps	30	26	45	18	41	42	42	43	43
Tennis Classes	13	8	15	5	15	15	15	15	16
Basketball Sponsors	2	5	5	5	5	5	5	5	5
Soccer Fees	(0)	13	-	-	-	-	-	-	-
Baseball Fees	10	6	11	9	11	11	11	12	12
Croquet	1	1	1	1	1	1	1	1	1
Cheerleading	30	32	27	22	27	27	27	28	28
Competitive Soccer	0	-	-	-	-	-	-	-	-
Community Education	27	35	36	34	336	339	342	346	349
TOTAL REVENUES	180	197	225	182	522	527	533	538	543
EXPENSES BY CATEGORY:									
Personnel	-	-	-	-	168	173	179	185	192
Allocations	11	10	12	12	14	14	15	17	20
Professional Fees	119	109	134	108	150	150	150	152	152
Supplies	45	47	53	48	136	138	140	142	144
Capital Outlay	80	43	-	-	-	-	50	-	-
Rents	1	2	4	3	3	3	3	3	3
TOTAL EXPENSES	256	211	203	170	471	478	537	499	510
EXCESS (DEFICIT)	(76)	(14)	22	12	51	49	(5)	39	33
FUND BALANCE:									
Beginning	244	168	149	154	166	218	266	262	301
Ending	168	154	171	166	218	266	262	301	334
Capital Outlay	\$ -	-	-	-	50	-	-	-	-

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FEDERAL ASSET FORFEITURE FUND

	Actual FY12	Actual FY13	Budget FY14	Estimated FY14	Budget FY15	Projected			
						FY16	FY17	FY18	FY19
REVENUES:									
Forfeiture Revenue	\$ 7	7	50	50	50	50	50	50	50
TOTAL REVENUES	7	7	50	50	50	50	50	50	50
EXPENSES BY CATEGORY:									
Personnel	-	-	20	20	20	20	20	20	20
Supplies	6	5	30	12	30	30	30	30	30
Capital Outlay	-	-	-	18	-	-	-	-	-
TOTAL EXPENSES	6	5	50	50	50	50	50	50	50
EXCESS (DEFICIT)	1	2	-	-	-	-	-	-	-
FUND BALANCE:									
Beginning	3	4	3	6	6	6	6	6	6
Ending	4	6	3	6	6	6	6	6	6

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

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Ambulance Fund

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
REVENUES:									
Transport Fee	-	-	704	762	836	886	939	996	1,055
Non Transport Fee	-	-	58	-	-	-	-	-	-
General Fund Transfer	-	-	1,000	1,000	500	500	500	500	400
TOTAL REVENUES	-	-	1,762	1,762	1,336	1,386	1,439	1,496	1,455
EXPENSES BY CATEGORY:									
Personnel	-	-	1,114	1,110	1,209	1,242	1,290	1,339	1,389
Communications	-	-	2	2	2	2	2	2	2
Professional Fees	-	-	63	50	54	54	56	58	60
Other Maintenance	-	-	1	1	1	1	1	1	1
Insurance	-	-	15	-	15	30	31	31	32
Supplies	-	-	103	103	75	63	72	67	68
Utilities	-	-	2	2	2	2	2	2	2
Rents	-	-	48	55	-	-	-	-	-
Allocations	-	-	23	23	24	10	11	11	11
Capital Outlay	-	-	62	62	62	-	-	-	-
TOTAL EXPENSES	-	-	1,433	1,408	1,445	1,406	1,465	1,510	1,565
EXCESS (DEFICIT)	-	-	329	355	(109)	(20)	(26)	(15)	(110)
FUND BALANCE:									
Beginning	-	-	-	-	355	246	226	201	186
Ending	-	-	329	355	246	226	201	186	76

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

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Germantown Municipal School District Fund

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
REVENUES:									
BEP	-	-	-	-	22,115	22,336	22,559	22,898	23,241
ADA	-	-	-	-	18,693	18,880	19,068	19,354	19,645
Other Revenues	-	-	-	-	3,316	3,349	3,383	3,434	3,485
Nutrition	-	-	-	-	1,126	1,137	1,149	1,166	1,183
Sales Tax	-	1,779	2,269	2,023	-	-	-	-	-
General Fund Transfer	-	-	100	100	2,122	2,122	2,122	2,122	2,122
TOTAL REVENUES	-	1,779	2,369	2,123	47,371	47,824	48,281	48,973	49,676
EXPENSES BY CATEGORY:									
Personnel	-	554	1,306	665	37,198	37,570	37,946	38,319	38,695
Communications	-	7	88	54	149	149	150	151	153
Professional Fees	-	22	97	186	2,618	2,644	2,644	2,645	2,645
Other Maintenance	-	-	10	100	684	684	691	698	705
Insurance	-	1	10	25	-	-	-	-	-
Supplies	-	0	161	401	2,735	2,748	2,767	2,786	2,806
Utilities	-	369	129	95	1,021	1,027	1,035	1,042	1,050
Rents	-	-	4	0	144	145	147	148	150
Allocations	-	-	12	36	246	246	249	251	254
Grants	-	294	125	125	-	-	-	-	-
Capital Outlay	-	-	640	906	1,917	1,692	1,692	1,692	1,692
Contract Maintenance	-	-	-	-	629	629	635	641	648
TOTAL EXPENSES	-	1,247	2,582	2,593	47,341	47,534	47,955	48,375	48,798
EXCESS (DEFICIT)	-	532	(213)	(470)	30	290	326	598	878
FUND BALANCE:									
Beginning	-	-	532	532	62	92	382	707	1,305
Ending	-	532	319	62	92	382	707	1,305	2,184

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

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Farm Fund

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
REVENUES:									
Donations	-	-	-	-	5	5	5	5	5
Membership Fee	-	-	-	-	17	20	20	20	20
Earned Income	-	-	-	-	10	10	10	10	10
Educational Fees	-	-	-	-	4	8	10	10	10
Rental Income	-	-	-	-	-	30	50	50	50
General Fund Transfer	-	-	-	-	150	159	162	100	100
TOTAL REVENUES	-	-	-	-	186	232	257	195	195
EXPENSES BY CATEGORY:									
Personnel	-	-	-	-	70	73	94	97	100
Communications	-	-	-	-	5	5	5	5	5
Professional Fees	-	-	-	-	15	15	15	15	15
Other Maintenance	-	-	-	-	11	14	15	15	16
Insurance	-	-	-	-	3	3	3	3	3
Supplies	-	-	-	-	24	25	25	26	26
Utilities	-	-	-	-	10	12	12	12	13
Rents	-	-	-	-	10	10	10	10	10
Allocations	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	30	70	80	12	8
TOTAL EXPENSES	-	-	-	-	178	227	260	195	195
EXCESS (DEFICIT)	-	-	-	-	8	5	(3)	(1)	0
FUND BALANCE:									
Beginning	-	-	-	-	-	8	13	10	10
Ending	-	-	-	-	8	13	10	10	10

INTERNAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

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FLEET SERVICES FUND

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
REVENUES:									
Transfers In	\$ 984	891	925	936	1,065	1,125	1,246	1,183	1,226
TOTAL REVENUES	984	891	925	936	1,065	1,125	1,246	1,183	1,226
EXPENSES BY CATEGORY:									
Allocations	10	11	12	12	12	11	12	12	13
Depreciation	30	31	34	34	36	40	45	55	60
Other Maintenance	223	237	234	247	242	389	479	379	390
Personnel	690	732	602	594	615	636	659	684	710
Communication	0	0	2	2	2	2	2	2	2
Rents	1	2	2	2	3	3	3	3	3
Supplies	20	17	31	36	144	32	33	34	35
Utilities	8	8	10	10	12	12	13	13	13
Vehicle Maint.	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	984	1,038	926	936	1,065	1,125	1,246	1,183	1,226
EXCESS (DEFICIT)	-	(147)	-	-	-	-	-	-	-
RETAINED EARNINGS:									
Beginning	35	35	26	(112)	(112)	(112)	(112)	(112)	(112)
Ending	35	(112)	26	(112)	(112)	(112)	(112)	(112)	(112)
Capital Outlay	\$ 18	65	-	26	20	-	50	90	-

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ALLOCATED EXPENSES

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
REVENUES:									
Transfers In	\$ 662	665	623	646	617	683	707	732	758
TOTAL REVENUES	662	665	623	646	617	683	707	732	758
EXPENSES BY CATEGORY:									
Insurance	662	518	623	646	617	683	707	732	758
TOTAL EXPENSES	662	518	623	646	617	683	707	732	758
EXCESS (DEFICIT)	-	147	-	-	-	-	-	-	-
RETAINED EARNINGS:									
Beginning	-	-	147	147	147	147	147	147	147
Ending	\$ -	147	147	147	147	147	147	147	147

INTERNAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

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HEALTH INSURANCE FUND

	Actual FY12	Actual FY13	Budget FY14	Estimate FY14	Budget FY15	Projected			
						FY16	FY17	FY18	FY19
REVENUES:									
Contributions	\$ 5,367	4,678	5,490	5,499	4,959	5,785	6,435	7,103	7,843
Transfer In	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	5,367	4,678	5,490	5,499	4,959	5,785	6,435	7,103	7,843
HEALTH PLAN EXPENSES:									
Health Claims	5,159	4,465	5,265	4,097	4,709	4,907	5,330	5,835	6,398
Dental Claims	194	213	225	323	250	225	236	247	260
TOTAL EXPENSES	5,353	4,678	5,490	4,420	4,959	5,132	5,566	6,082	6,657
EXCESS (DEFICIT)	14	(0)	-	1,079	-	653	869	1,021	1,186
RETAINED EARNINGS:									
Beginning	499	513	1,236	512	1,591	1,591	2,244	3,113	4,134
Ending	\$ 513	512	1,236	1,591	1,591	2,244	3,113	4,134	5,321

TRUST FUNDS

BUDGET PROJECTION SUMMARY

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OPEB FUND

	Actual FY12	Actual FY13	Budget FY14	Estimate FY14	Budget FY15	Projected			
						FY16	FY17	FY18	FY19
OPEB REVENUES:									
Contributions	\$ 1,073	1,601	920	913	920	1,661	1,728	1,797	1,869
Fair Value Appreciation	(97)	366	300	10	150	156	162	169	175
Gain (Loss)	(54)	80	80	60	300	312	324	337	351
Interest	59	59	76	60	60	62	65	67	70
TOTAL REVENUES	982	2,107	1,376	1,044	1,430	2,192	2,279	2,371	2,465
OPEB EXPENSES:									
Trustee Fees	6	20	14	17	1	1	1	1	1
Benefits	407	710	490	545	539	562	584	607	632
Stop Loss	-	(41)	-	-	-	-	-	-	-
TOTAL EXPENSES	412	689	503	563	541	563	585	609	633
EXCESS (DEFICIT)	570	1,417	873	481	889	1,629	1,694	1,762	1,833
FUND BALANCE:									
Beginning	3,099	3,669	5,299	5,086	5,567	6,457	8,086	9,781	11,542
Ending	\$ 3,669	5,086	6,172	5,567	6,457	8,086	9,781	11,542	13,375

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CASH BALANCE

	Actual FY12	Actual FY13	Budget FY14	Estimate FY14	Budget FY15	Projected			
						FY16	FY17	FY18	FY19
CASH BALANCE REVENUES:									
Contributions	\$ -	-	-	22	127	132	137	143	148
Fair Value Appreciation	-	-	-	-	8	8	8	8	9
Gain (Loss)	-	-	-	-	3	3	3	3	4
Interest	-	-	-	-	5	5	5	5	5
TOTAL REVENUES	-	-	-	22	142	147	153	159	166
CASH BALANCE EXPENSES:									
Trustee Fees	-	-	-	-	7	7	8	8	8
Benefits	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	-	-	-	-	8	7	8	8	8
EXCESS (DEFICIT)	-	-	-	22	134	140	146	152	158
FUND BALANCE:									
Beginning	-	-	-	-	22	155	296	441	593
Ending	\$ -	-	-	22	155	296	441	593	751

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PENSION FUND

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY12	FY13	FY14	FY14	FY15	FY16	FY17	FY18	FY19
PENSION REVENUES:									
Contributions	\$ 3,049	3,075	2,918	2,918	2,274	3,042	3,042	3,042	3,042
Fair Value Appreciation (Depreciation)	(2,073)	4,156	1,825	500	2,000	1,189	2,532	2,686	2,839
Realized Gain (Loss)	7	1,639	650	8,000	3,000	-	-	-	-
Interest	1,090	1,030	1,050	900	1,030	393	422	448	473
TOTAL REVENUES	2,073	9,900	6,443	12,318	8,304	4,624	5,996	6,176	6,354
PENSION EXPENSES:									
Trustee Fees	226	273	256	261	282	230	230	230	230
Benefits	2,261	2,382	2,485	2,485	1,594	1,655	1,738	1,738	1,825
TOTAL EXPENSES	2,486	2,655	2,741	2,746	1,876	1,885	1,968	1,968	2,055
EXCESS (DEFICIT)	(413)	7,244	3,702	9,572	6,428	2,739	4,028	4,208	4,299
FUND BALANCE:									
Beginning	47,528	47,115	55,676	54,359	63,931	70,359	73,098	77,126	81,334
Ending	\$ 47,115	54,359	59,378	63,931	70,359	73,098	77,126	81,334	85,633

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 3% merit increase in the FY15 Budget. The total personnel budget increased over FY14 by \$28,384,240, due largely to the GMSD 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:

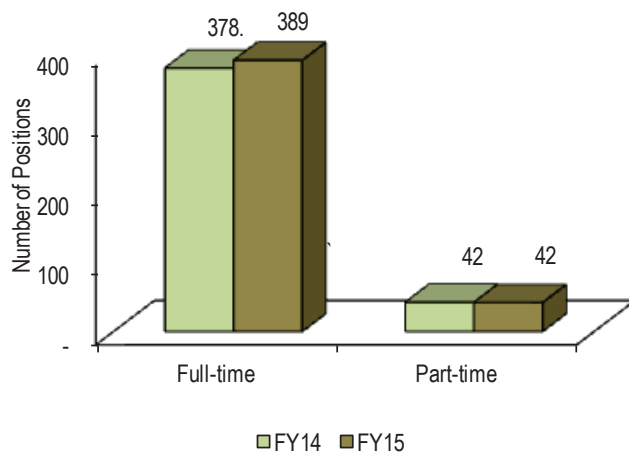
Fringe Benefits include the City's cost for FICA, medical, dental, life, long-term disability, retirement, OPEB, and Workers' Compensation insurance. FICA, set by the federal law, is 7.65% of salary. Increases in the City's health benefit costs necessitated a rate adjustment in the FY15 Budget. The new per employee annual contribution is \$11,070 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 FY15 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

	FY13 Actual		FY14 Actual		FY15 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*	5.0	0.5	4.0	1.0	5.0	1.1	1.1	\$ 81,209
Human Resources	6.0	0.0	7.0	0.0	7.0	0.0	0.0	
Information Technology	5.0	0.0	5.0	0.0	5.0	0.0	0.0	
Finance	16.0	0.5	10.0	0.0	10.0	0.0	0.0	
Procurement*	0.0	0.0	7.0	0.5	7.0	0.0	-0.5	\$ (17,966)
Economic and Community Development*	20.0	0.0	17.0	0.5	18.0	0.5	1.0	\$ 44,900
Facilities Services*	12.0	0.0	13.0	0.5	14.0	0.0	0.5	\$ 17,966
GPAC	9.0	4.5	10.0	1.5	10.0	1.5	0.0	
Office of Budget and Performance	2.0	0.0	3.0	0.0	3.0	0.0	0.0	
PUBLIC SAFETY								
Police*	107.0	0.0	112.0	0.0	115.0	1.3	4.3	\$ 193,571
Fire	70.0	1.0	66.0	1.0	66.0	1.0	0.0	
TRANSP. & ENVIRONMENT								
Public Services	38.5	1.0	38.5	1.0	38.5	1.0	0.0	
Fleet Services	10.0	0.0	8.0	0.0	8.0	0.5	0.5	\$ 16,250
Animal Control	5.0	0.0	4.0	0.5	4.0	0.5	0.0	
COMMUNITY SERVICES								
Parks & Recreation	6.5	4.5	5.5	5.5	5.5	6.0	0.5	\$ 20,000
The Farm (General Fund)*	0.0	1.0	0.0	1.0	0.0	0.0	-1.0	\$ (65,000)
MUNICIPAL SCHOOLS FUND								
	5.0	1.3	0.0	1.3	n/a	n/a		
AMBULANCE FUND*								
	0.0	0.0	13.0	0.0	16.0	0.0	3.0	\$ 54,439
THE FARM (Special Revenue Fund)*								
	0.0	0.0	0.0	0.0	0.0	1.0	1.0	\$ 65,000
GERMANTOWN ATHLETIC CLUB								
Recreation*	11.0	11.9	9.0	11.9	10.0	11.9	1.0	\$ 35,000
Aquatics	2.0	13.5	2.0	13.5	2.0	13.5	0.0	
Personal Training	1.0	1.0	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	21.0	0.0	1.0	\$ 85,000
Sewer	6.0	0.0	6.0	0.0	6.0	0.0	0.0	
SANITATION								
	0.0	0.0	0.5	0.0	0.5	0.0	0.0	
STORMWATER								
	7.0	0.0	7.0	0.0	7.0	0.0	0.0	
TOTAL	373.0	42.0	377.5	42.0	388.5	42.1	12.4	\$ 530,369

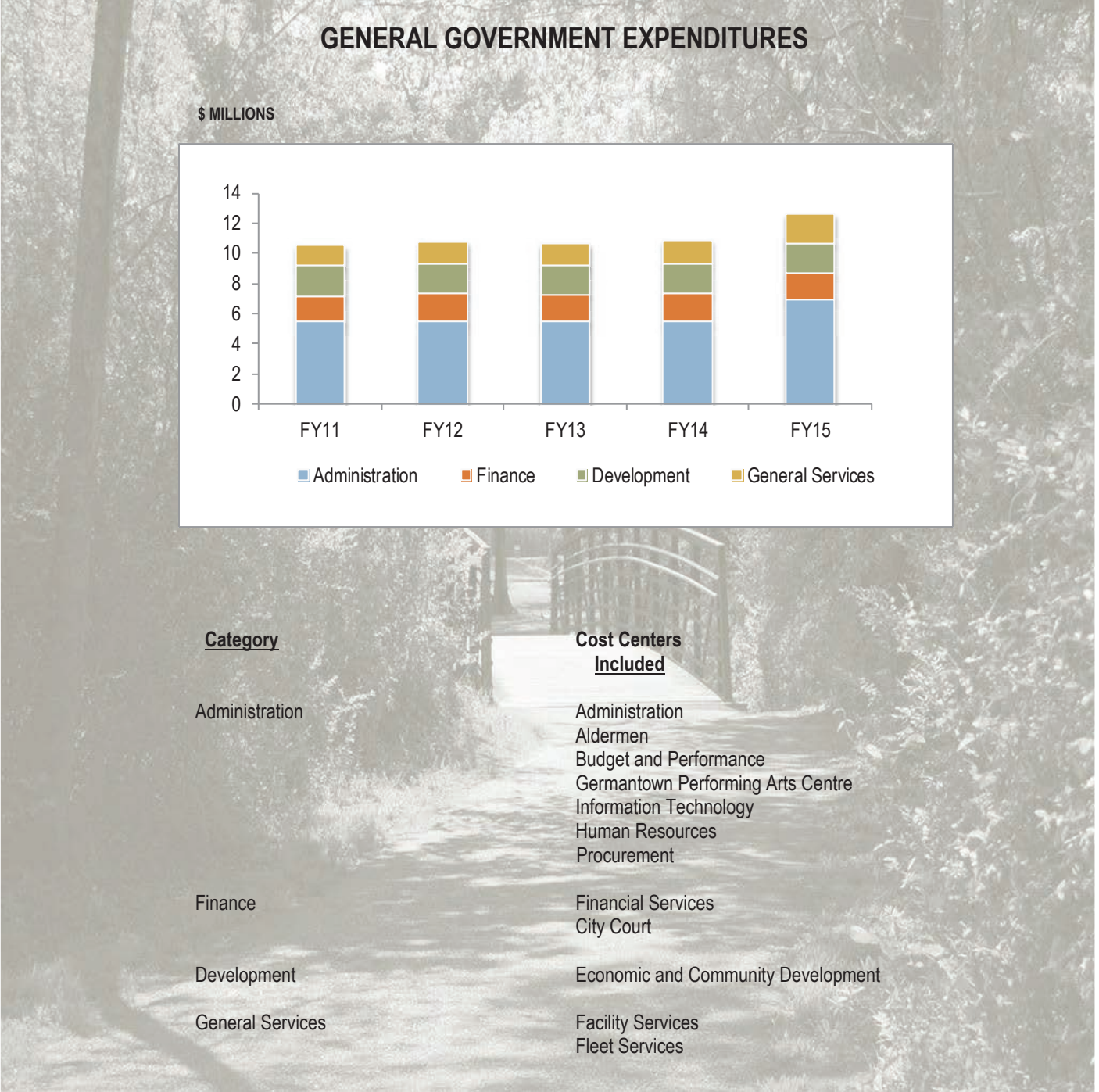
*** Analysis of Increase/(Decrease):**

Administration	Marketing & Communications Coordinator	1.0
	Grants Manager	0.1
Procurement	Administrative Assistant	(0.5)
Economic Community Development	Planner	1.0
Facilities Services	Administrative Assistant	0.5
Police	Police Officers (SRO)	1.0
	Police Officers (SRO)	1.0
	Police Officers (SRO)	1.0
	School Crossing Guards	1.3
Fleet Services	Inventory/Data Clerk	0.5
Fire	Paramedic Fire Fighter	1.0
	Paramedic Fire Fighter	1.0
	Paramedic Fire Fighter	1.0
Parks & Recreation	Inclusion Specialist	0.5
The Farm (General Fund)	Farm Workers	(1.0)
The Farm (Special Revenue Fund)	Farm Workers	1.0
GAC Recreation	Child Care Coordinator	1.0
Water	Assistant Water Director	1.0



GENERAL GOVERNMENT FY15 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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 92,206	128,390	114,979	4,883	4.25%	119,862
Communication	11,143	10,800	10,702	1,198	11.19%	11,900
Professional Fees	69,458	40,000	44,250	(4,250)	-9.60%	40,000
Supplies	26,677	50,500	46,400	(4,150)	-8.94%	42,250
TOTAL	\$ 199,484	229,690	216,331	(2,319)	-1.07%	214,012

Budget Payroll Summary

	FY13 Actual		FY14 Estimate		FY15 Budget
Other Compensation	5.0	61,283	5.0	60,000	5.0
Fringe Benefits		30,923		54,979	59,862
DEPARTMENT TOTAL	5.0	\$ 92,206	5.0	114,979	5.0

Categories

Personnel - \$119,862 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.

Communications - \$11,900 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 - \$42,250 This category covers funding for the 2014 Aldermen and Mayor elections, Annual Commission Appreciation Reception, Principals' Luncheon, and recognition items.

Performance Measures

Triple Bottom Line Focus Area: Social Key Product/Service: Governance	FY13		FY14		FY15
	Goal	Actual	Goal	Actual	Goal
Measure: % of Commission Turnover Rate	25%	28%	25%	26%	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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 543,872	608,392	561,307	28,603	5.10%	589,910
Communication	1,871	1,800	2,500	-	0.00%	2,500
Professional Fees	9,204	13,500	13,500	-	0.00%	13,500
Supplies	11,631	6,600	7,269	831	11.43%	8,100
Rent	2,379	6,000	7,500	-	0.00%	7,500
Allocations	2,918	3,000	3,000	-	0.00%	3,000
Utilities	20,031	22,057	20,014	2,253	11.26%	22,267
TOTAL	\$ 591,906	661,349	615,090	31,687	5.15%	646,777

Budget Payroll Summary

	FY13 Actual		FY14 Estimate		FY15 Budget	
Exempt Salaries	1.0	\$ 68,000	1.0	60,642	1.0	62,320
Non-Exempt Wages	6.3	171,256	6.3	199,579	6.3	209,764
Other Compensation	6.0	145,640	6.0	135,000	6.0	138,000
Fringe Benefits		153,113		159,586		172,526
Other Personnel		5,863		6,500		7,300
DEPARTMENT TOTAL	7.3	\$ 543,872	7.3	561,307	7.3	589,910

Categories

Personnel - \$589,910 This category funds salaries, wages, and benefits for a court clerk, deputy court clerks and 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 - \$2,500 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 - \$8,100 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 - \$7,500 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 - \$22,267 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Court Services	Goal	Actual	Goal	Actual	Goal
Measure: Court Wait Time <= 1 hour	n/a	n/a	n/a	n/a	100%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Court Services	Goal	Actual	Goal	Actual	Goal
Measure: FOIA request completed within 2 days	100%	90%	100%	90%	100%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Court Services	Goal	Actual	Goal	Actual	Goal
Measure: Percent of payments applied same day	98%	95%	98%	98%	98%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Customer Service	Goal	Actual	Goal	Actual	Goal
Measure: Customer Satisfaction	n/a	n/a	100%	64%	70%

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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 688,662	639,381	601,508	136,412	22.68%	737,920
Communication	133,739	103,050	103,514	29,636	28.63%	133,150
Professional Fees	312,549	222,000	247,658	125,342	50.61%	373,000
Other Maintenance	4,366	9,066	9,066	(4,251)	-46.89%	4,815
Supplies	21,868	21,800	21,800	-	0.00%	21,800
Rent	1,731	4,175	4,175	144,000	3449.10%	148,175
Allocations	41,716	43,556	43,625	(3,825)	-8.77%	39,800
Utilities	44,689	58,669	58,669	120	0.20%	58,789
Grants/Intergovernmental	263,216	54,200	57,886	358,702	619.67%	416,588
TOTAL	\$ 1,512,536	1,155,897	1,147,901	786,136	68.48%	1,934,037

Budget Payroll Summary

	FY13 Actual	FY14 Estimate	FY15 Budget
Exempt Salaries	3.0 \$ 329,604	2.0 285,201	3.0 362,040
Non-Exempt Wages	2.5 127,250	3.0 137,980	3.1 178,273
Other Compensation	28,574	27,600	28,100
Fringe Benefits	202,025	147,987	165,635
Other Personnel	1,209	2,740	3,872
DEPARTMENT TOTAL	5.5 \$ 688,662	5.0 601,508	6.1 737,920

GENERAL FUND

Administration

Categories

Personnel - \$737,920 This category includes staffing funds for the mayor, city administrator, assistant to the city administrator, executive assistant, marketing and communications coordinator, city clerk/recorder and part-time grants manager. 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 - \$133,150 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 - \$373,000 This category includes professional consulting related to team building, leadership training and legal services provided under contract by the city attorney.

Other Maintenance - \$4,815 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 - \$148,175 This category includes rental costs associated with the copy machine, Comcast monthly service fees and rental costs associated with the municipal school central office.

Allocation - \$39,800 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$58,789 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Grants/Intergovernmental - \$416,588 This category includes funds budgeted for the following organizations:

Shelby County Schools	355,453
Arts Alliance	40,000
Leadership Germantown	3,400
Senior Expo Rental	1,000
Business Expo Rental	1,000
Miscellaneous	15,735

Performance Measures

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Coordination (Governance)	Goal	Actual	Goal	Actual	Goal
Measure: Completion of strategic objectives	80%	75%	80%	82%	90%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Coordination (Governance)	Goal	Actual	Goal	Actual	Goal
Measure: Completion of business plan objectives	n/a	n/a	n/a	59%	90%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Coordination (Governance)	Goal	Actual	Goal	Actual	Goal
Measure: Turnaround time of Administration's review within 3 business days	75%	79%	81%	90%	95%

GENERAL FUND

Administration

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Coordination (Governance)	Goal	Actual	Goal	Actual	Goal
Measure: Number of days to complete legal review	n/a	n/a	50%	40%	50%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Coordination (Governance)	Goal	Actual	Goal	Actual	Goal
Measure: % of rework by department	n/a	n/a	10%	15%	10%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Communication & Engagement	Goal	Actual	Goal	Actual	Goal
Measure: Agenda accuracy by department	n/a	n/a	90%	92%	95%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Communication & Engagement	Goal	Actual	Goal	Actual	Goal
Measure: % requestor contacted within 1 business day	n/a	n/a	n/a	n/a	90%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Communication & Engagement	Goal	Actual	Goal	Actual	Goal
Measure: Timeliness of agenda posting online and board	n/a	n/a	n/a	51%	95%



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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 570,834	575,913	588,543	76,773	13.04%	665,316
Communication	32,603	36,150	20,000	3,180	15.90%	23,180
Professional Fees	55,946	22,000	61,207	(34,207)	-55.89%	27,000
Other Maintenance	151	300	300	-	0.00%	300
Supplies	5,612	9,000	9,500	3,100	32.63%	12,600
Rent	958	1,000	1,000	-	0.00%	1,000
Allocations	3,803	3,900	3,900	-	0.00%	3,900
Utilities	8,074	8,228	7,318	991	13.54%	8,309
TOTAL	\$ 677,981	656,491	691,768	49,837	7.20%	741,605
Expense Reimbursement	\$ (43,387)	(46,138)	(46,138)	(5,974)	12.95%	(52,112)

Budget Payroll Summary

	FY13 Actual		FY14 Estimate		FY15 Budget	
Exempt Salaries	4.0	\$ 318,679	5.0	329,696	5.0	392,862
Non-Exempt Wages	2.0	61,671	2.0	75,818	2.0	77,915
Other Compensation		10,220		600		600
Fringe Benefits		174,034		173,029		175,454
Other Personnel		6,230		9,400		18,485
DEPARTMENT TOTAL	6.0	\$ 570,834	7.0	588,543	7.0	665,316

Categories

Personnel - \$665,316 This category includes sufficient funds to staff the following positions: human resources director, human resources coordinator, payroll technician, compensation administrator, benefits administrator and two generalists.

Communications - \$23,180 This category funds the City's employee recognition program, subscriptions to professional organizations and training meetings and seminars.

GENERAL FUND

Human Resources

Professional Fees - \$27,000 This category funds the cost of new employee physicals, 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 - \$12,600 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 - \$8,309 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Workforce Management	Goal	Actual	Goal	Actual	Goal
- Non-Public Safety, excluding IT	4.50%	2.00%	4.50%	4.50%	4.00%
- Public Safety	2.00%	1.00%	2.00%	3.00%	2.50%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Employee Development	Goal	Actual	Goal	Actual	Goal
Measure: % of employees who successfully complete development plan	n/a	n/a	n/a	n/a	100%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Employee Training	Goal	Actual	Goal	Actual	Goal
Measure: Training effectiveness	95%	90%	99%	94%	100%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Benefits Administration	Goal	Actual	Goal	Actual	Goal
Measure: # of ER visits	35	33	30	31	23

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Benefits Administration	Goal	Actual	Goal	Actual	Goal
Measure: Percentage of generic drugs filled	75%	75%	75%	79%	85%

GENERAL FUND

Human Resources

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Customer Satisfaction	Goal	Actual	Goal	Actual	Goal
Measure: Overall satisfaction with HR services	n/a	n/a	95%	98%	95%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Job Analysis	Goal	Actual	Goal	Actual	Goal
Measure: Manager satisfaction with job description completion by deadline	n/a	n/a	n/a	n/a	100%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: On-boarding	Goal	Actual	Goal	Actual	Goal
Measure: Onboarding satisfaction	n/a	n/a	n/a	n/a	80%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Recruitment	Goal	Actual	Goal	Actual	Goal
Measure: Manager satisfaction with the quality of hire	n/a	n/a	n/a	n/a	100%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Workers' compensation	Goal	Actual	Goal	Actual	Goal
Measure: Number of days lost as a result of on the job injury	100	102	100	103	93



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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 551,837	534,699	531,394	2,533	0.48%	533,927
Communication	880	5,870	5,840	200	3.42%	6,040
Professional Fees	96,221	124,130	123,888	(48)	-0.04%	123,840
Insurance	4,155	-	-	2,000	100%	2,000
Other Maintenance	722,260	636,050	634,490	2,795	0.44%	637,285
Supplies	84,671	120,500	114,500	(21,000)	-18.34%	93,500
Rent	1,846	2,000	2,000	1,200	60.00%	3,200
Allocations	2,653	3,000	3,000	3,519	117.30%	6,519
Capital Outlay	-	104,000	114,000	300,000	263.16%	414,000
Utilities	50,166	76,250	58,865	7,935	13.48%	66,800
TOTAL	\$ 1,514,689	1,606,499	1,587,977	299,134	18.84%	1,887,111
Expense Reimbursement	\$ (58,863)	(80,960)	(80,960)	(30)	0.04%	(80,990)

Budget Payroll Summary

	FY13 Actual	FY14 Estimate	FY15 Budget
Exempt Salaries	4.0 \$ 335,256	4.0 336,715	4.0 350,734
Non-Exempt Wages	1.0 40,768	1.0 43,173	1.0 44,367
Other Compensation	66	-	-
Fringe Benefits	173,947	147,006	134,326
DEPARTMENT TOTAL	5.0 \$ 551,837	5.0 531,394	5.0 533,927

GENERAL FUND

Information Technology

Categories

Personnel - \$533,927 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 - \$6,040 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 - \$123,840 This category includes vendor support services, trouble shooting calls and disaster recovery for downed systems throughout the City. This line also funds e-commerce services.

Other Maintenance - \$637,285 This category includes maintenance charges for all computer equipment, and production of related equipment.

Supplies - \$93,500 This category includes all continuous forms. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$3,200 This category includes rental costs associated with the annual maintenance contract on one color copier.

Allocation - \$6,519 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Capital Outlay - \$414,000 This category funds IRP projects, which includes the purchase of computers and software.

Utilities - \$66,800 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Education	Goal	Estimate	Goal	Actual	Goal
Measure: Customer request completed within one business day	90%	97%	90%	95%	95%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Education	Goal	Estimate	Goal	Actual	Goal
Measure: Customer satisfaction rating	n/a	n/a	80.00%	85.00%	90.00%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Communications	Goal	Estimate	Goal	Actual	Goal
Measure: Network System availability	99.90%	99.85%	99.90%	99.80%	99.90%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Communications	Goal	Estimate	Goal	Actual	Goal
Measure: Server System availability	99.90%	99.90%	99.90%	99.99%	99.90%

GENERAL FUND

Information Technology

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Communications	Goal	Estimate	Goal	Actual	Goal
Measure: Telephony System availability	99.90%	99.90%	99.90%	99.85%	99.90%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Communications	Goal	Estimate	Goal	Actual	Goal
Measure: Public Safety System availability	100.00%	99.90%	100.00%	99.90%	100.00%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Information	Goal	Estimate	Goal	Actual	Goal
Measure: % or tracked IT assets within useful life	n/a	n/a	90%	82%	90%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Education	Goal	Estimate	Goal	Actual	Goal
Measure: % employees attending 1 hour+ of IT training annually	n/a	n/a	n/a	n/a	60%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Education	Goal	Estimate	Goal	Actual	Goal
Measure: % employees attending provided training upon hire	n/a	n/a	n/a	n/a	90%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Education	Goal	Estimate	Goal	Actual	Goal
Measure: % of time backups are successfully completed	n/a	n/a	99.5%	99.5%	99.5%



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

<u>CATEGORY</u>	<u>Actual FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Personnel	\$ 812,439	918,437	876,435	(5,961)	-0.68%	870,474
Communication	7,087	10,980	7,000	5,000	71.43%	12,000
Professional Fees	-	-	82,081	(82,081)	-100.00%	-
Insurance	515	4,500	4,500	-	0.00%	4,500
Other Maintenance	14,859	10,800	4,000	48,000	1200.00%	52,000
Supplies	11,888	17,100	28,203	44,097	156.36%	72,300
Rent	1,466	3,500	3,500	-	0.00%	3,500
Allocations	22,923	23,964	24,031	648	2.70%	24,679
Capital Outlay	-	10,000	25,814	(16,814)	-65.14%	9,000
Utilities	112,883	109,225	109,225	1,500	1.37%	110,725
TOTAL	\$ 984,060	1,108,506	1,164,789	(5,611)	-0.48%	1,159,178

Budget Payroll Summary

	<u>FY13 Actual</u>	<u>FY14 Estimate</u>	<u>FY15 Budget</u>
Exempt Salaries	5.0 \$ 406,639	10.0 537,914	10.0 556,370
Non-Exempt Wages	8.5 192,863	1.5 111,344	1.5 73,875
Other Compensation	7,627	7,000	-
Fringe Benefits	203,048	214,177	234,228
Other Personnel	2,262	6,000	6,000
DEPARTMENT TOTAL	13.5 \$ 812,439	11.5 876,435	11.5 870,474

GENERAL FUND

GPAC

Categories

Personnel - \$870,474 This category contains sufficient funds to staff the department, including the executive director, assistant to the director, facility services coordinators, GPAC development director, marketing and public relations manager, venue director, box office manager, assistant box office manager, education/business coordinator, and box office assistants.

Communications - \$12,000 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 - \$52,000 This category includes funding for technical contractual services and miscellaneous expenses.

Supplies - \$72,300 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 - \$24,679 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Capital Outlay - \$9,000 This category represents costs associated with fire pump control panels.

Utilities - \$110,725 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Venue Management	Goal	Actual	Goal	Actual	Goal
Measure: Venue user satisfaction	n/a	n/a	80%	85%	87%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Fundraising	Goal	Actual	Goal	Actual	Goal
Measure: New donors	10%	15%	20%	15%	17%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Fundraising	Goal	Actual	Goal	Actual	Goal
Measure: Retained donors	90%	85%	80%	77%	83%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Main Stage Performances	Goal	Actual	Goal	Actual	Goal
Measure: performance ticket revenue projection by show	50%	50%	50%	55%	58%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Educational programming	Goal	Actual	Goal	Actual	Goal
Measure: Customer Satisfaction	75%	78%	80%	80%	83%

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

CATEGORY	Actual FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 1,139,395	649,842	687,237	29,986	4.36%	717,223
Communication	52,794	7,380	7,415	974	13.14%	8,389
Professional Fees	219,130	186,000	186,000	15,300	8.23%	201,300
Other Maintenance	2,021	500	500	800	160.00%	1,300
Supplies	35,910	14,200	14,741	12,079	81.94%	26,820
Rent	6,423	7,600	7,600	6,200	81.58%	13,800
Allocations	26,397	24,620	24,620	(3,120)	-12.67%	21,500
Capital Outlay	20,484	-	-	-	-	-
Utilities	23,616	18,363	18,382	255	1.39%	18,637
TOTAL	\$ 1,526,170	908,505	946,495	62,474	6.60%	1,008,969
Expense Reimbursement	\$ (170,205)	\$ (136,184)	\$ (136,184)	(21,682)	15.92%	(157,866)

Budget Payroll Summary

	FY13 Actual	FY14 Estimate	FY15 Budget
Exempt Salaries	6.0 \$ 438,638	3.0 238,481	3.0 253,866
Non-Exempt Wages	10.5 335,583	7.0 229,700	7.0 243,363
Other Compensation	3,702	2,500	2,500
Fringe Benefits	357,408	206,154	210,392
Other Personnel	4,064	10,402	7,102
DEPARTMENT TOTAL	16.5 \$ 1,139,395	10.0 687,237	10.0 717,223

GENERAL FUND

Finance

Categories

Personnel - \$717,223 This category includes salaries, wages, and benefits for the finance director, accounting manager, senior accounting clerks, accountant, general clerks, property and business tax specialist, administrative assistant, and customer service clerk.

Communications - \$8,839 This category covers dues for professional organizations and subscriptions to various publications.

Professional Fees - \$201,300 This category includes contract services for temporary word processing and other clerical personnel on an as needed basis. \$78,300 is budgeted for the sixth 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 - \$1,300 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 - \$26,820 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 - \$13,800 This category includes rental payments for the copy machines and an off-site storage facility to store permanent records.

Allocation - \$21,500 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$18,637 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Customer Service	Goal	Actual	Goal	Actual	Goal
Measure: Customer Satisfaction	n/a	n/a	100%	97%	100%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Utility Billing	Goal	Actual	Goal	Actual	Goal
Measure: Accuracy of utility bills	100.00%	97.00%	100.00%	99.90%	100.00%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Utility Billing	Goal	Actual	Goal	Actual	Goal
Measure: Reduction in aged account receivable	10.00%	12.80%	10.00%	12.80%	11.00%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Accounting	Goal	Actual	Goal	Actual	Goal
Measure: Closing financial records within 10 days	n/a	n/a	100%	98%	100%

GENERAL FUND

Finance

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Accounts Payable	Goal	Actual	Goal	Actual	Goal
Measure: % of invoices paid within terms of contract	100%	85%	100%	87%	100%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Tax collection	Goal	Actual	Goal	Actual	Goal
Measure: % of tax bills collected within ordinance and statute	100.0%	98.8%	100.0%	99.0%	100.0%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Accounting	Goal	Actual	Goal	Actual	Goal
Measure: Accuracy of journal entries	n/a	n/a	100.0%	95.8%	100.0%



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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ -	575,478	526,613	35,561	6.75%	562,174
Communication	-	58,370	58,500	3,500	5.98%	62,000
Professional Fees	-	5,000	1,000	4,000	400.00%	5,000
Insurance	-	-	-	1,000	100%	1,000
Other Maintenance	-	1,000	1,200	(100)	-8.33%	1,100
Supplies	-	27,100	26,800	(500)	-1.87%	26,300
Rent	-	4,700	4,700	1,800	38.30%	6,500
Allocations	-	7,970	6,576	457	6.95%	7,033
Utilities	-	9,195	8,646	6,856	79.30%	15,502
TOTAL	\$ -	688,813	634,035	52,574	8.29%	686,609
Expense Reimbursement	\$ -	\$ (75,168)	\$ (75,168)	5,840	-7.77%	(69,328)

Budget Payroll Summary

	FY13 Actual	FY14 Estimate	FY15 Budget
Exempt Salaries	0.0	\$ -	4.0
Non-Exempt Wages	0.00	-	3.5
Other Compensation	-	-	74
Fringe Benefits	-	-	158,208
Other Personnel	-	-	2,400
DEPARTMENT TOTAL	0.00	\$ -	7.5

GENERAL FUND

Procurement

Categories

Personnel - \$562,174 This category includes salaries, wages, and benefits for the procurement director, assistant procurement director, warehouse supervisor, risk coordinator, procurement specialist, procurement coordinator and purchasing assistant.

Communications - \$62,000 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.

Insurance - \$1,000 This category includes Procurement's share of deductibles associated with workers compensation claims and personal and private property claims.

Other Maintenance - \$1,100 This category funds maintenance charges for postage and binder machines.

Supplies - \$26,300 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 - \$6,500 This category includes rental payments for the copy machines and postage meter register.

Allocation - \$7,033 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$15,502 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Procurement of Goods/Services	Goal	Actual	Goal	Actual	Goal
Measure: Reduce percentage of PO's in non-paid/complete status	8%	9%	9%	9%	7%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Inventory	Goal	Actual	Goal	Actual	Goal
Measure: Inventory accuracy	40%	25%	40%	36%	50%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Contracts Development	Goal	Actual	Goal	Actual	Goal
Measure: Number of days to process non-standard contracts/agreements	14	15	14	14	7

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Risk Mitigation	Goal	Actual	Goal	Actual	Goal
Measure: Number of non-deductible property/casualty claims processed	10	12	12	10	8

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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Allocations	\$ (665,327)	(622,566)	(645,755)	29,136	-4.51%	(616,619)
Insurance	522,782	622,566	645,755	(29,136)	-4.51%	616,619
TOTAL	\$ (142,545)	-	-	-	-	-

Categories Allocations – (\$616,619) 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 - \$616,619 This category includes: property insurance coverage (\$224,000) that is on an All Risk form, vehicle insurance (\$71,000), casualty or liability coverage (\$246,619) designed to match minimum state tort limits, uninsured losses insurance (\$10,000) to pay the deductibles for vehicle maintenance and administration, liability deductible (\$15,000), and workers compensation deductible (\$50,000).



General Debt

The General Debt Service cost center accounts for the principal and interest payments on: \$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. In FY14 \$9.070 million of G.O. debt was issued, of that amount \$5.57 million was the refunding of Bond Series 2005. 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 each year's CIP process. There are two projected future issues over the next five years totaling \$2.6 million. The outstanding balance of General Obligation Debt at July 1, 2014 is \$23,755,000. During the year, principal of \$2,350,000 and interest of \$684,807 will be paid. The balance of existing debt remaining at June 30, 2015 will be \$21,405,000.

<u>Security</u>	<u>Balance</u> <u>7/1/2014</u>	<u>Principal</u> <u>Payment</u>	<u>Balance</u> <u>6/30/2015</u>	<u>Interest</u> <u>Expense</u>
Existing:				
Series 2006 Bonds	\$ 2,245,000	755,000	1,490,000	74,700
Series 2009 Bonds	6,900,000	480,000	6,420,000	252,074
Series 2011 Bonds	5,540,000	250,000	5,290,000	139,775
Series 2013 Bonds	9,070,000	865,000	8,205,000	218,258
Total FY14 Debt	<u>\$ 23,755,000</u>	<u>2,350,000</u>	<u>21,405,000</u>	<u>684,807</u>
	<u>Existing</u> <u>Principal</u>	<u>Existing</u> <u>Interest</u>	<u>Future</u> <u>Principal</u>	<u>Future</u> <u>Interest</u>
FY15	\$ -	-	-	-
FY16	2,250,000	626,033	-	-
FY17	2,300,000	565,833	-	-
FY18	1,970,000	510,608	-	-
FY19	1,335,000	464,883	-	-
Thereafter	13,320,000	2,667,192	2,655,000	457,350
Total Debt Service	<u>\$ 21,175,000</u>	<u>4,834,547</u>	<u>2,655,000</u>	<u>457,350</u>

Budget Category Summary

<u>CATEGORY</u>	<u>Actual</u> <u>FY13</u>	<u>Budget</u> <u>FY14</u>	<u>Estimated</u> <u>FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget</u> <u>FY15</u>
Debt Service	\$ 3,374,248	3,429,992	3,317,953	(283,146)	-8.53%	3,034,807
Agency Fees	1,000	1,500	1,500	-	0.00%	1,500
TOTAL	<u>\$ 3,375,248</u>	<u>3,431,492</u>	<u>3,319,453</u>	<u>(283,146)</u>	<u>-8.53%</u>	<u>3,036,307</u>

Categories

Debt Service - \$3,034,807 This category includes principal payments on the Series 2006 Bonds, the Series 2009 Bonds, the Series 2011 Bonds and the Series 2013 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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 1,650,561	1,679,080	1,494,854	8,873	0.59%	1,503,727
Communication	17,057	18,612	19,612	11,720	59.76%	31,332
Professional Fees	81,943	212,200	238,294	(57,004)	-23.92%	181,290
Insurance	475	-	500	2,500	500.00%	3,000
Other Maintenance	40,264	72,000	72,000	(1,000)	-1.39%	71,000
Supplies	23,255	32,715	31,215	10,025	32.12%	41,240
Rent	8,109	24,300	24,300	-	0.00%	24,300
Allocations	36,005	36,117	36,313	1,805	4.97%	38,118
Capital Outlay	3,192	-	-	25,000	100%	25,000
Utilities	39,339	46,580	46,580	174	0.37%	46,754
Grants	16,728	17,325	17,325	(3,075)	-17.75%	14,250
TOTAL	\$ 1,916,928	2,138,929	1,980,993	(982)	-0.05%	1,980,011
Expense Reimbursement	\$ (80,690)	(70,509)	(70,509)	(2,400)	3.40%	(72,909)

Budget Payroll Summary

	FY13 Actual	FY14 Estimate	FY15 Budget
Exempt Salaries	10.0 \$ 766,348	8.5 673,781	9.5 663,958
Non-Exempt Wages	10.0 368,340	9.0 403,078	9.0 426,824
Other Compensation	-	-	-
Fringe Benefits	510,134	411,085	400,845
Other Personnel	5,739	6,910	12,100
DEPARTMENT TOTAL	20.0 \$ 1,650,561	17.5 1,494,854	18.5 1,503,727

GENERAL FUND

Economic and Community Development

Categories

Personnel - \$1,503,727 This category includes salaries, wages, and benefits for the economic and community services director, city engineer, assistant city engineer, plans manager, chief planner, planners, neighborhood services manager, neighborhood coordinator, community services coordinator, chief constructor inspector, senior construction inspectors, construction inspector, administrative assistant, 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 - \$31,332 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 - \$181,290 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.

Insurance - \$3,000 This category includes ECD's share of deductibles associated with workers compensation claims and personal and private property claims.

Other Maintenance - \$71,000 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 - \$41,240 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 - \$38,118 This category covers insurance and vehicle maintenance costs allocated to the department for its portion of the City's shared expenses.

Capital Outlay - \$25,000 This category includes the funding necessary for the purchase of vehicles/equipment.

Utilities - \$46,754 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Grants - \$14,250 This category includes funds budgeted for the following organizations:

Chamber Grant	\$12,750
Neighborhood Preservation Commission	1,500

GENERAL FUND

Economic and Community Development

Performance Measures

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Construction Inspection	Goal	Actual	Goal	Actual	Goal
Measure: % of construction projects with zero maintenance	n/a	n/a	90%	95%	100%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Economic development	Goal	Actual	Goal	Actual	Goal
Measure: % of projects submitted according to standards	n/a	n/a	n/a	n/a	100%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Measurement Type: Economic development	Goal	Actual	Goal	Actual	Goal
Measure: % of completed project documentation provided to boards	n/a	n/a	n/a	n/a	95%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Measurement Type: Economic development	Goal	Actual	Goal	Actual	Goal
Measure: Increase number of units within small area plans	n/a	n/a	n/a	n/a	115.00

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Measurement Type: Economic development	Goal	Actual	Goal	Actual	Goal
Measure: Increase square footage of space within small area plans	n/a	n/a	n/a	n/a	30000.00

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Measurement Type: Code enforcement	Goal	Actual	Goal	Actual	Goal
Measure: Average number of days for voluntary compliance	25.00	22.00	20.00	25.00	20.00

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Measurement Type: Code enforcement	Goal	Actual	Goal	Actual	Goal
Measure: Satisfaction with code enforcement	70%	70%	70%	67%	70%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Measurement Type: Code enforcement	Goal	Actual	Goal	Actual	Goal
Measure: Satisfaction with code enforcement	70%	70%	70%	67%	70%

GENERAL FUND

Economic and Community Development

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Measurement Type: Neighborhood services	Goal	Actual	Goal	Actual	Goal
Measure: Customer satisfaction with event planning/communication	n/a	n/a	95%	100%	95%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Measurement Type: Civil Engineering	Goal	Actual	Goal	Actual	Goal
Measure: % of staff plans issued within given timeframe	n/a	n/a	90%	95%	90%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Measurement Type: Project Management/Contract Administration	Goal	Actual	Goal	Actual	Goal
Measure: % of CIP projects awarded within original budget	n/a	n/a	90%	84%	90%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Measurement Type: Traffic Management	Goal	Actual	Goal	Actual	Goal
Measure: % of signal issues addressed within 24 hours	80%	84%	85%	90%	90%

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 FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Personnel	\$ 226,623	245,635	270,145	25,682	9.51%	295,827
Communication	4,002	8,250	4,000	14,550	363.75%	18,550
Supplies	11,113	7,150	16,454	17,046	103.60%	33,500
Allocations	442	500	500	-	0.00%	500
Utilities	4,207	4,625	4,475	206	4.60%	4,681
TOTAL	\$ 246,387	266,160	295,574	57,484	19.45%	353,058
Expense Reimbursement	\$ (18,940)	(16,627)	(16,627)	(2,520)	15.16%	(19,147)

Budget Payroll Summary

	<u>FY13 Actual</u>	<u>FY14 Estimate</u>	<u>FY15 Budget</u>
Exempt Salaries	2.0 \$ 154,363	3.0 189,129	3.0 207,282
Non-Exempt Wages	0.0 -	0.0 -	0.0 4,500
Other Compensation	-	-	-
Fringe Benefits	71,753	79,566	74,073
Other Personnel	507	1,450	9,972
DEPARTMENT TOTAL	2.0 \$ 226,623	3.0 270,145	3.0 295,827

GENERAL FUND

Budget & Performance

Categories

Personnel - \$295,827 This category includes salaries, wages and benefits for sr. budget and performance analysts.

Communications - \$18,550 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 - \$33,500 This category funds supplies unique to the division, including supplies for the printing of the City's financial documents and the community and employee surveys.

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

Utilities - \$4,681 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic Sustainability	FY13		FY14		FY15
	Goal	Actual	Goal	Actual	Goal
Key Product/Service: Coordination (Governance)					
Measure: number of budget adjustments per department	4	5	3	4	3

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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 688,165	891,622	852,288	64,051	7.52%	916,339
Communication	2,003	2,400	1,600	800	50.00%	2,400
Professional Fees	21,127	10,000	10,000	-	0.00%	10,000
Contract Services	233,413	290,900	250,000	40,000	16.00%	290,000
Insurance	7,340	2,000	2,000	-	0.00%	2,000
Other Maintenance	258,660	260,200	266,200	-	0.00%	266,200
Supplies	72,104	84,200	86,800	7,200	8.29%	94,000
Rent	3,816	8,000	7,000	1,000	14.29%	8,000
Allocations	51,596	54,405	55,080	2,227	4.04%	57,307
Capital Outlay	138,782	25,000	25,000	295,000	1180.00%	320,000
Utilities	4,343	5,542	5,542	120	2.17%	5,662
TOTAL	<u>\$ 1,481,349</u>	<u>1,634,269</u>	<u>1,561,510</u>	<u>410,398</u>	<u>26.28%</u>	<u>1,971,908</u>

Budget Payroll Summary

	FY13 Actual		FY14 Estimate		FY15 Budget	
Exempt Salaries	1.0	\$ 96,774	2.0	185,643	2.0	198,328
Non-Exempt Wages	11.00	342,072	11.5	376,535	12.0	408,414
Other Compensation		33,318		20,000		25,000
Fringe Benefits		215,097		266,610		277,397
Other Personnel		904		3,500		7,200
DEPARTMENT TOTAL	12.00	\$ 688,165	13.5	852,288	14.0	916,339

Categories

Personnel - \$916,339 This category includes the salaries, wages and benefits for the general services director, CIP manager, facility maintenance superintendent, facility services technicians, crew supervisor, senior cleaning services workers, cleaning services workers and 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 - \$266,200 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 - \$94,000 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 - \$57,307 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 - \$320,000 This category provides funding for the following IRP projects: HVAC upgrade, Library HVAC, Train Depot Refurbishment and Municipal Center Flooring.

Utilities - \$5,662 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Service: Cleaning Services	Goal	Actual	Goal	Actual	Goal
Measure: Cleaning Efficiencies	\$1.58	\$1.52	\$1.58	\$1.52	\$1.33

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Service: Cleaning Services	Goal	Actual	Goal	Actual	Goal
Measure: Cleaning Services satisfaction	n/a	n/a	90%	90%	95%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Service: Building Repairs	Goal	Actual	Goal	Actual	Goal
Measure: Percent of general maintenance work orders completed	80%	85%	80%	97%	90%

GENERAL FUND

Facility Services

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Service: Mechanical Repairs	Goal	Actual	Goal	Actual	Goal
Measure: HVAC System Availability	90%	93%	90%	95%	97%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Service: Electrical Repairs	Goal	Actual	Goal	Actual	Goal
Measure: Sports Lighting Availability	85%	85%	85%	86%	90%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Service: Capital Improvement Management	Goal	Actual	Goal	Actual	Goal
Measure: Accuracy within Budget	90%	90%	90%	90%	95%



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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 731,966	601,599	595,101	20,021	3.36%	615,122
Communication	258	1,630	1,630	370	22.70%	2,000
Professional Fees	111	120	120	(120)	-100.00%	-
Other Maintenance	237,320	233,770	246,800	(5,270)	-2.14%	241,530
Supplies	17,288	31,145	35,845	107,705	300.47%	143,550
Rent	1,683	1,700	1,700	1,000	58.82%	2,700
Allocations	(881,147)	(913,276)	(924,508)	(128,869)	13.94%	(1,053,377)
Depreciation	30,868	33,647	33,647	2,463	7.32%	36,110
Utilities	8,453	9,665	9,665	2,700	27.94%	12,365
TOTAL	\$ 146,800	-	-	-	-	-
Capital Outlay	\$ 17,640	65,296	26,427	(6,427)	-24.32%	20,000

Budget Payroll Summary

	FY13 Actual		FY14 Estimate		FY15 Budget	
Exempt Salaries	2.0	\$ 131,234	1.0	87,496	1.0	89,514
Non-Exempt Wages	8.0	337,629	7.0	321,000	7.5	346,023
Other Compensation		807		1,000		1,000
Fringe Benefits		258,705		182,201		174,680
Other Personnel		3,591		3,404		3,905
DEPARTMENT TOTAL	10.0	\$ 731,966	8.0	595,101	8.5	615,122

INTERNAL SERVICE FUND

Fleet Services

Categories

Personnel - \$615,122 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, small engine/tire mechanic and a part-time inventory data clerk.

Communication - \$2,000 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 - \$241,530 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 - \$143,550 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 - \$2,700 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 – (\$1,053,377) 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 - \$36,110 This category includes annual depreciated valuation of equipment used in daily operations.

Utilities - \$12,365 This category includes the division's utility costs (electricity, gas, water, sewer and local and long distance telephone).

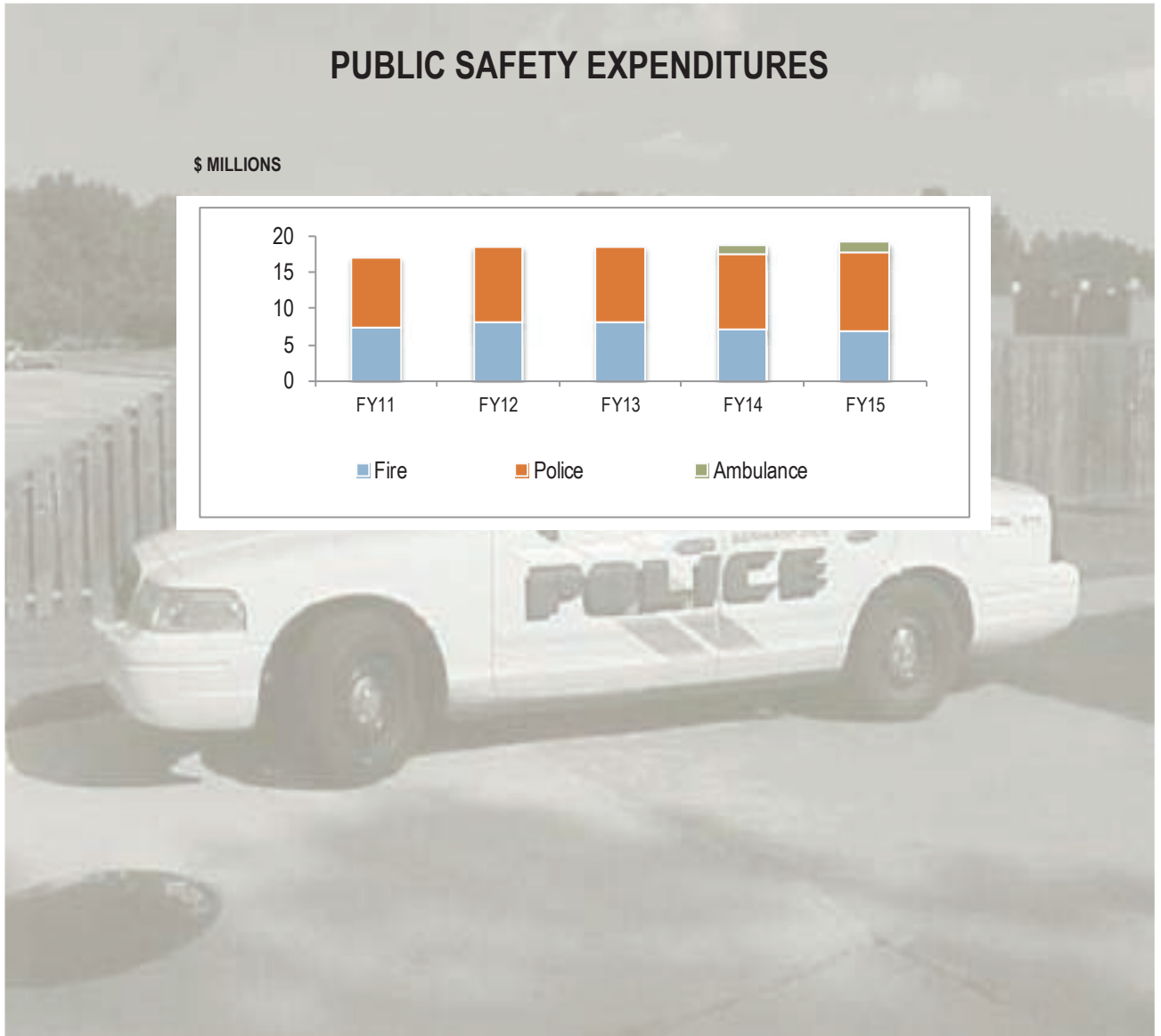
Capital Outlay - \$20,000 This category provides funding for the following IRP projects: Fire Station 2 Fuel System.

Performance Measures

Triple Bottom Line Focus Area: Economic Key Service: Fleet Management		FY13		FY14		FY15
		Goal	Actual	Goal	Actual	Goal
Measure: Fleet Availability		95.0%	96.0%	95.0%	96.0%	97.0%

PUBLIC SAFETY FY 15 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 FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Personnel	\$ 8,874,167	9,439,382	9,132,050	221,801	2.43%	9,353,851
Communication	23,344	25,100	25,100	-	0.00%	25,100
Professional Fees	8,224	10,000	10,000	-	0.00%	10,000
Insurance	74,883	35,000	35,000	5,000	14.29%	40,000
Other Maintenance	1,885	6,000	6,000	-	0.00%	6,000
Supplies	415,854	523,452	524,849	12,100	2.31%	536,949
Rent	7,362	11,500	11,500	-	0.00%	11,500
Allocations	348,219	361,474	365,320	36,952	10.11%	402,272
Capital Outlay	558,266	323,000	293,900	131,100	44.61%	425,000
Utilities	116,473	121,635	116,630	1,100	0.94%	117,730
Grants	4,541	5,300	5,396	(96)	-1.78%	5,300
TOTAL	\$ 10,433,218	10,861,843	10,525,745	407,957	3.88%	10,933,702

Budget Payroll Summary

	<u>FY13 Actual</u>	<u>FY14 Estimate</u>	<u>FY15 Budget</u>
Exempt Salaries	11.0 \$ 939,993	12.0 1,010,786	12.0 1,035,449
Non-Exempt Wages	101.0 4,781,529	100.0 5,200,914	104.3 5,368,390
Other Compensation		299,681	310,370
Fringe Benefits		2,777,350	2,531,480
Other Personnel		75,614	78,500
DEPARTMENT TOTAL	112.0 \$ 8,874,167	112.0 9,132,050	116.3 9,353,851

Categories

Personnel - \$9,353,851 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, school crossing guards 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.

SPECIAL REVENUE 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 - \$40,000 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 - \$536,949 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 - \$402,272 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 - \$425,000 This item includes the funding necessary to purchase police vehicles/related equipment and weapons.

Utilities - \$117,730 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: Social	FY13		FY14		FY15
Key Product/Service: Respond to calls for service	Goal	Actual	Goal	Actual	Goal
Measure: Non-emergency response time	8.00	4.00	8.00	3.67	8.00

Social	FY13		FY14		FY15
Key Product/Service: Customer service	Goal	Actual	Goal	Actual	Goal
Measure: Customer satisfaction rating	n/a	n/a	n/a	n/a	90%

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 FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Personnel	\$ 108,470	103,195	94,422	5,202	5.51%	99,624
Professional Fees	-	-	32,000	(32,000)	-100.00%	-
Supplies	2,000	7,500	50	7,450	14900.00%	7,500
Rent	22,075	175,000	-	-	-	-
Grants	-	23,000	23,000	(10,000)	-43.48%	13,000
TOTAL	\$ 132,545	308,695	149,472	(29,348)	-19.63%	120,124

Categories

Personnel - \$99,624 This category includes 100% of one police officer and 25% 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.

Grants - \$13,000 This category includes grants to support the Alive-At-25 and Driver Education programs.





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 FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Personnel	\$ -	20,000	20,000	-	0.00%	20,000
Supplies	5,498	30,000	12,000	18,000	150.00%	30,000
Capital Outlay	-	-	18,000	(18,000)	-100.00%	-
TOTAL	\$ 5,498	50,000	50,000	-	0.00%	50,000

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 FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Personnel	\$ 6,836,969	6,194,248	6,213,895	(111,612)	-1.80%	6,102,283
Communication	26,198	23,318	23,318	300	1.29%	23,618
Professional Fees	485,932	7,500	7,500	4,000	53.33%	11,500
Contract Services	2,779	5,558	5,558	-	0.00%	5,558
Insurance	17,676	15,000	15,652	(652)	-4.17%	15,000
Other Maintenance	34,002	40,000	38,500	1,700	4.42%	40,200
Supplies	331,288	202,800	194,800	6,450	3.31%	201,250
Rent	4,501	5,448	5,448	102	1.87%	5,550
Allocations	266,454	263,352	266,367	25,241	9.48%	291,608
Capital Outlay	143,402	141,000	141,000	(50,000)	-35.46%	91,000
Utilities	131,201	146,349	133,842	6,590	4.92%	140,432
TOTAL	\$ 8,280,402	7,044,573	7,045,880	(117,881)	-1.67%	6,927,999

Budget Payroll Summary

	<u>FY13 Actual</u>	<u>FY14 Estimate</u>	<u>FY15 Budget</u>
Exempt Salaries	9.0 \$ 901,756	9.0 841,463	9.0 871,053
Non-Exempt Wages	62.0 3,506,194	58.0 3,407,501	58.0 3,342,211
Other Compensation		267,133	270,377
Fringe Benefits		2,111,782	1,561,042
Other Personnel		50,104	57,600
DEPARTMENT TOTAL	71.0 \$ 6,836,969	67.0 6,213,895	67.0 6,102,283

Categories

Personnel - \$6,102,283 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 - \$23,618 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 - \$11,500 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 - \$40,200 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 - \$201,250 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 - \$5,550 This category includes rental fees associated with the department's copy machines.

Allocation - \$291,608 Funds in this category are for the department's portion of shared insurance and vehicle maintenance costs.

Capital Outlay - \$91,000 This item includes the funding for IRP projects including a hurst tool, power hawk and fire hoses.

Utilities - \$140,432 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Social Key Service: Fire Prevention	FY13		FY14		FY15
	Goal	Actual	Goal	Actual	Goal
Measure: Number of Civilian Injuries due to Fire	0	1.66	0	1.00	<=1

Triple Bottom Line Focus Area: Economic Key Service: Fire Prevention	FY13		FY14		FY15
	Goal	Actual	Goal	Actual	Goal
Measure: Percent of fire code violations corrected in 90 days	90.0%	90.0%	90.0%	92.0%	93.0%

Triple Bottom Line Focus Area: Social Key Service: Fire Prevention	FY13		FY14		FY15
	Goal	Actual	Goal	Actual	Goal
Measure: Percent of Fires in which a cause is determined	90%	70%	90%	100%	99%

GENERAL FUND

Fire

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Service: Fire Suppression	Goal	Actual	Goal	Actual	Goal
Measure: Post-Incident Survey Customer Satisfaction	98.0%	98.3%	90.0%	98.8%	99.0%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Service: Fire Suppression	Goal	Actual	Goal	Actual	Goal
Measure: Number of reported NFIRS fire service injuries	0	4.75	0	5	4

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Service: Fire Suppression	Goal	Actual	Goal	Actual	Goal
Measure: Annual Fire Loss per \$1 Million Appraised Value	n/a	n/a	\$ 370.00	\$ 249.00	\$ 225.00



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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ -	\$ 1,114,428	\$ 1,109,993	98,789	8.90%	\$ 1,208,782
Communication	-	1,950	1,950	125	6.41%	2,075
Professional Fees	-	63,431	50,000	4,275	8.55%	54,275
Insurance	-	15,000	-	15,000	100%	15,000
Other Maintenance	-	1,000	1,000	-	0.00%	1,000
Supplies	-	102,539	102,967	(27,680)	-26.88%	75,287
Rent	-	48,000	55,000	(55,000)	-100.00%	-
Allocations	-	22,939	22,939	1,466	6.39%	24,405
Capital Outlay	-	62,000	61,960	40	0.06%	62,000
Utilities	-	2,000	1,800	200	11.11%	2,000
TOTAL	\$ -	1,433,287	1,407,609	37,215	2.64%	1,444,824

Budget Payroll Summary

	FY13 Actual		FY14 Estimate		FY15 Budget	
Exempt Salaries	0.0	\$ -	1.0	79,761	1.0	78,270
Non-Exempt Wages	0.0	-	12.0	634,748	15.0	690,792
Other Compensation		-		91,092		95,976
Fringe Benefits		-		295,792		331,754
Other Personnel		-		8,600		11,990
DEPARTMENT TOTAL	0.0	\$ -	13.0	1,109,993	16.0	1,208,782

SPECIAL REVENUE FUND

Ambulance

Categories

Personnel - \$1,208,782 Salaries, wages and benefits for a EMS coordinator and firefighters also serve a dual role as fire fighters and as paramedics.

Communications - \$2,075 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 - \$54,275 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 - \$75,287 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.

Allocation - \$24,405 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

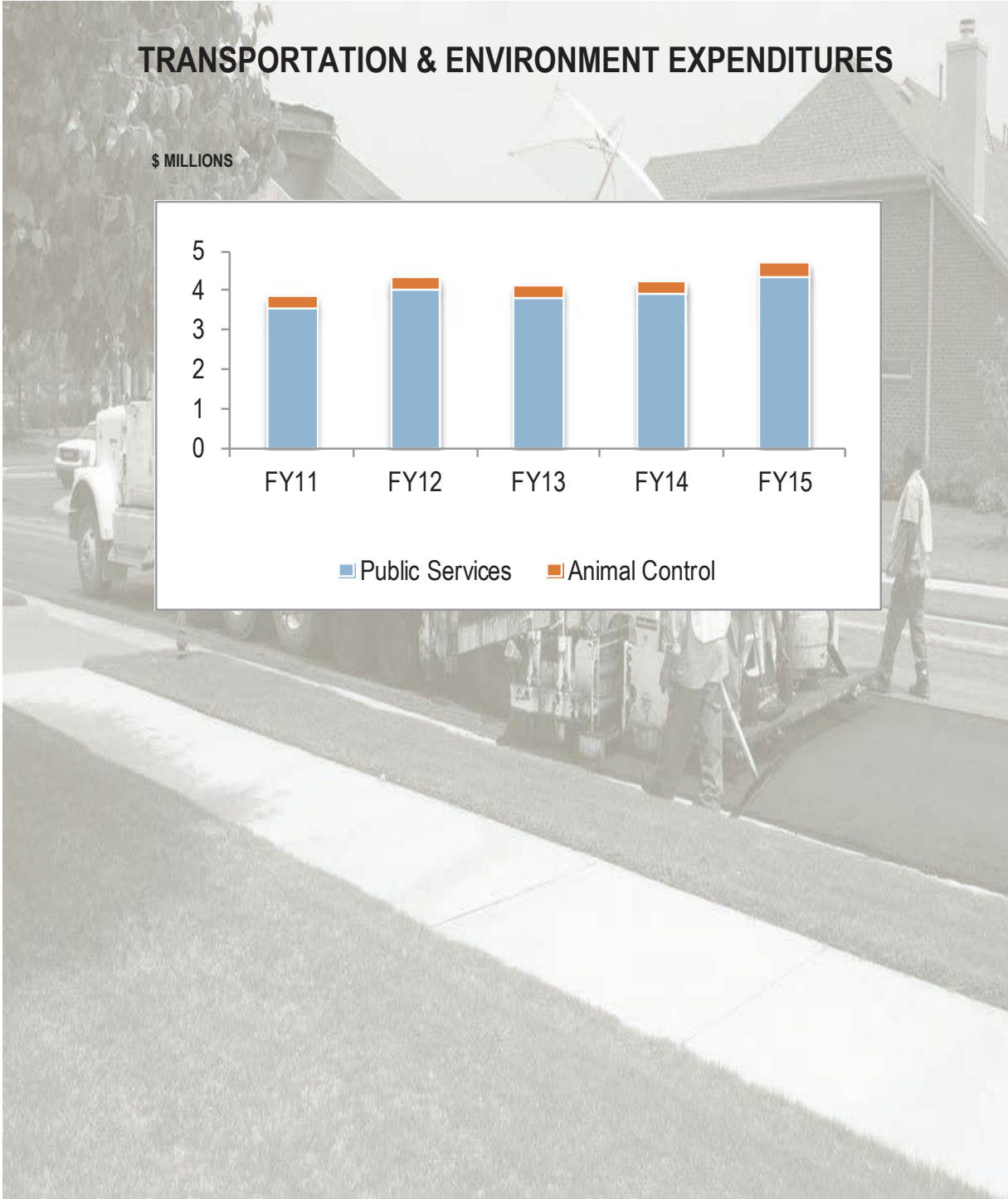
Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Service: Emergency Medical Service	Goal	Actual	Goal	Actual	Goal
Measure: Ambulance Response Time	n/a	n/a	7:00	5:54	5:45

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Service: Emergency Medical Service	Goal	Actual	Goal	Actual	Goal
Measure: Cardiac Arrest Survival	30%	66%	30%	33%	35%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Service: Emergency Medical Service	Goal	Actual	Goal	Actual	Goal
Measure: Cardiac Arrest Survival- VF/VT	30%	50%	30%	67%	70%

TRANSPORTATION AND ENVIRONMENT FY15 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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 2,573,068	2,565,741	2,489,230	109,759	4.41%	2,598,989
Communication	3,162	4,000	2,950	1,050	35.59%	4,000
Professional Fees	-	4,000	4,000	(4,000)	-100.00%	-
Contract Services	449,366	530,000	600,000	43,520	7.25%	643,520
Insurance	(51,787)	20,000	14,615	385	2.63%	15,000
Other Maintenance	97,422	122,500	119,500	3,000	2.51%	122,500
Supplies	135,702	154,000	149,250	5,250	3.52%	154,500
Rent	1,042	1,500	1,500	4,500	300.00%	6,000
Allocations	301,905	317,777	322,678	40,516	12.56%	363,194
Capital Outlay	282,933	187,000	178,170	216,830	121.70%	395,000
Utilities	20,479	22,350	21,105	145	0.69%	21,250
TOTAL	\$ 3,813,292	3,928,868	3,902,998	420,955	10.79%	4,323,953
Expense Reimbursement	\$ (412,832)	(409,482)	(409,482)	(14,940)	3.65%	(424,422)

Budget Payroll Summary

	FY13 Actual	FY14 Estimate	FY15 Budget
Exempt Salaries	6.5 \$ 484,316	6.5 468,250	6.5 505,574
Non-Exempt Wages	33.0 1,160,361	33.0 1,201,808	33.0 1,272,398
Other Compensation	18,368	20,000	20,000
Fringe Benefits	908,627	797,172	797,017
Other Personnel	1,396	2,000	4,000
DEPARTMENT TOTAL	39.5 \$ 2,573,068	39.5 2,489,230	39.5 2,598,989

GENERAL FUND

Public Services

Categories

Personnel - \$2,598,989 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.

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 - \$643,520 This category includes contract landscaping costs for grass cutting, herbicide, and maintenance.

Insurance - \$15,000 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 - \$154,500 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 - \$6,000 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 - \$363,194 This category represents the department's portion of the insurance and vehicle maintenance.

Capital Outlay - \$395,000 This category funds the purchase of Z-trak mowers, Rand roller, top dresser, field rakes, and material loaders and improvements to various city grounds and parks.

Utilities - \$21,250 This category includes the department's share of utility costs (electricity, gas, water, sewer and local and long distance telephone).

GENERAL FUND

Public Services

Performance Measures

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Parks Maintenance	Goal	Actual	Goal	Actual	Goal
Measure: Citizen satisfaction with park maintenance	91%	93%	92%	93%	94%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Street Maintenance	Goal	Actual	Goal	Actual	Goal
Measure: Satisfaction with city streets	75%	68%	75%	76%	80%



SPECIAL REVENUE FUND

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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Roads and Mains	\$ 1,505,506	985,000	1,690,000	160,000	9.47%	1,850,000
Utilities	813,920	824,000	820,000	4,000	0.49%	824,000
TOTAL	\$ 2,319,426	1,809,000	2,510,000	164,000	6.53%	2,674,000

Categories Roads and Mains- \$1,850,000 This category includes expenditures for improving or maintaining city streets. It includes work done by City crews (\$350,000), contract street resurfacing (\$1,300,000), and street striping (\$200,000).

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

Performance Measures

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Street Maintenance	Goal	Actual	Goal	Actual	Goal
Measure: Pavement condition index	70	70	70	73	74



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
	FY13	FY14	FY14			FY15
Personnel	\$ 247,470	298,585	265,543	(9,414)	-3.55%	256,129
Communication	219	420	400	-	0.00%	400
Professional Fees	4,800	7,200	7,200	-	0.00%	7,200
Supplies	53,697	53,400	51,400	6,500	12.65%	57,900
Allocations	6,228	6,636	6,178	(659)	-10.67%	5,519
Capital Outlay	-	-	-	25,000	100%	25,000
Utilities	10,843	13,005	11,505	1,200	10.43%	12,705
TOTAL	\$ 323,257	379,246	342,226	22,627	6.61%	364,853

Budget Payroll Summary

	FY13		FY14		FY15	
	Actual		Estimate		Budget	
Non-Exempt Wages	5.0	128,411	3.5	128,378	3.5	125,157
Other Compensation		3,026		3,000		4,000
Fringe Benefits		89,089		88,352		80,135
Other Personnel		936		2,100		1,936
DEPARTMENT TOTAL	5.0	\$ 247,470	4.5	265,543	4.5	256,129

Categories

Personnel - \$256,129 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 - \$400 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 - \$57,900 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 – \$5,519 This category includes the Animal Control Division’s portion of shared costs of all funds, including insurance and vehicle maintenance.

Capital Outlay - \$25,000 This category funds the purchase of a Ford Ranger vehicle.

Utilities - \$12,705 This category includes the Division’s utility costs (electricity, gas, water, sewer and local telephone calls).

Performance Measures

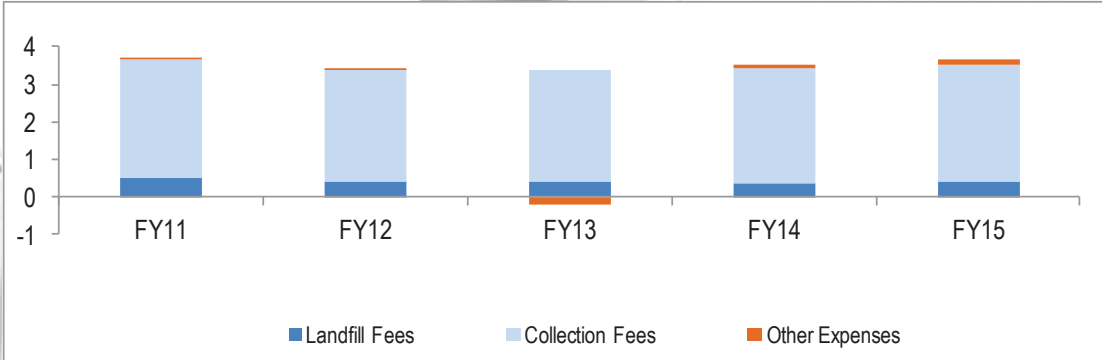
Triple Bottom Line Focus Area: Social Key Product/Service: Animal Adoptions	FY13		FY14		FY15
	Goal	Actual	Goal	Actual	Goal
Measure: Live release rate	80%	81%	85%	87%	83%

SANITATION FY15 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 FY15 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 fourth year of a five year contract with option to renew for an additional five years with Republic Services for collection. The fee of residential collection for FY15 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 fourth year of a five-year contract with Waste Management with option to renew for three additional five year extensions with for disposal of residential waste in a permitted sanitation landfill. This fee is \$31.70 per ton for FY15.

The cost for collection service alone is \$3,138,800 with landfill fees projected to total \$408,800 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 FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Personnel	\$ 47,692	95,707	88,636	4,423	5%	93,059
Communication	6,120	17,350	9,850	3,500	36%	13,350
Contract Services	3,121,245	3,457,400	3,383,000	144,600	4%	3,527,600
Supplies	19,770	29,000	29,000	12,900	44%	41,900
Utilities	531	927	927	73	8%	1,000
TOTAL	\$ 3,195,358	\$ 3,600,384	3,511,413	165,496	5%	3,676,909

Budget Payroll Summary

	<u>FY13 Actual</u>		<u>FY14 Estimate</u>		<u>FY15 Budget</u>	
Exempt Salaries	0.0	\$ 562	0.5	29,646	0.5	31,302
Non-Exempt Wages	0.0	31,591	0.3	30,836	0.3	33,576
Other Compensation		-		-		-
Fringe Benefits		15,434		27,654		27,681
Other Personnel		105		500		500
DEPARTMENT TOTAL	0.0	\$ 47,692	0.8	88,636	0.8	93,059

SANITATION FUND

Sanitation

Categories

Personnel - \$93,059 This category contains funds to cover personnel costs for the sanitation program.

Communications - \$13,350 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 - \$3,527,600 This category reflects the cost for landfill charges (\$408,800) and collection charges for one year (\$3,138,800).

Supplies - \$41,900 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 - \$1,000 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	FY13		FY14		FY15
Key Product/Service: Solid waste collection	Goal	Actual	Goal	Actual	Goal
Measure: Household missed service requests	330	350	300	301	300

Triple Bottom Line Focus Area: Environmental	FY13		FY14		FY15
Key Product/Service: Solid waste collection	Goal	Actual	Goal	Actual	Goal
Measure: Yard debris missed service requests	527	402	300	392	225

Triple Bottom Line Focus Area: Environmental	FY13		FY14		FY15
Key Product/Service: Solid waste collection	Goal	Actual	Goal	Actual	Goal
Measure: Recycling missed service requests	144	131	144	182	150

Triple Bottom Line Focus Area: Environmental	FY13		FY14		FY15
Key Product/Service: Solid waste collection	Goal	Actual	Goal	Actual	Goal
Measure: Recycling missed service requests	140	134.2	144	131.050	144

Triple Bottom Line Focus Area: Environmental	FY13		FY14		FY15
Key Product/Service: Solid waste collection	Goal	Actual	Goal	Actual	Goal
Measure: Customer satisfaction	81%	80%	80%	77%	85%

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

CATEGORY	Actual FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 617,587	607,178	576,159	10,903	1.89%	587,062
Communication	1,370	5,500	5,500	850	15.45%	6,350
Professional Fees	5,550	20,000	20,000	-	0.00%	20,000
Other Maintenance	19,218	65,000	55,000	10,000	18.18%	65,000
Supplies	24,185	31,000	31,000	1,000	3.23%	32,000
Allocations	29,322	35,940	36,469	4,345	11.91%	40,814
Roads & Mains	216,876	238,549	240,000	15,000	6.25%	255,000
TOTAL	\$ 914,660	1,012,367	971,128	53,598	5.52%	1,024,726
Capital Outlay	\$ -	40,000	36,679	95,443	260.21%	195,000

Budget Payroll Summary

	FY13 Actual	FY14 Estimate	FY15 Budget
Exempt Salaries	1.0 \$ 178,401	1.0 176,222	1.0 179,680
Non-Exempt Wages	6.3 235,917	6.0 222,811	6.0 229,254
Other Compensation	1,639	1,600	2,500
Fringe Benefits	200,501	173,526	173,428
Other Personnel	1,129	2,000	2,200
DEPARTMENT TOTAL	7.3 \$ 617,587	7.0 576,159	7.0 587,062

STORMWATER MANAGEMENT FUND

Stormwater Management

Categories

Personnel - \$587,062 This category contains funds to cover personnel costs for the stormwater program including an engineer, crew supervisors, maintenance technicians, and senior maintenance worker.

Communications - \$6,350 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 is needed to maintain the City's drainage system.

Supplies - \$32,000 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.

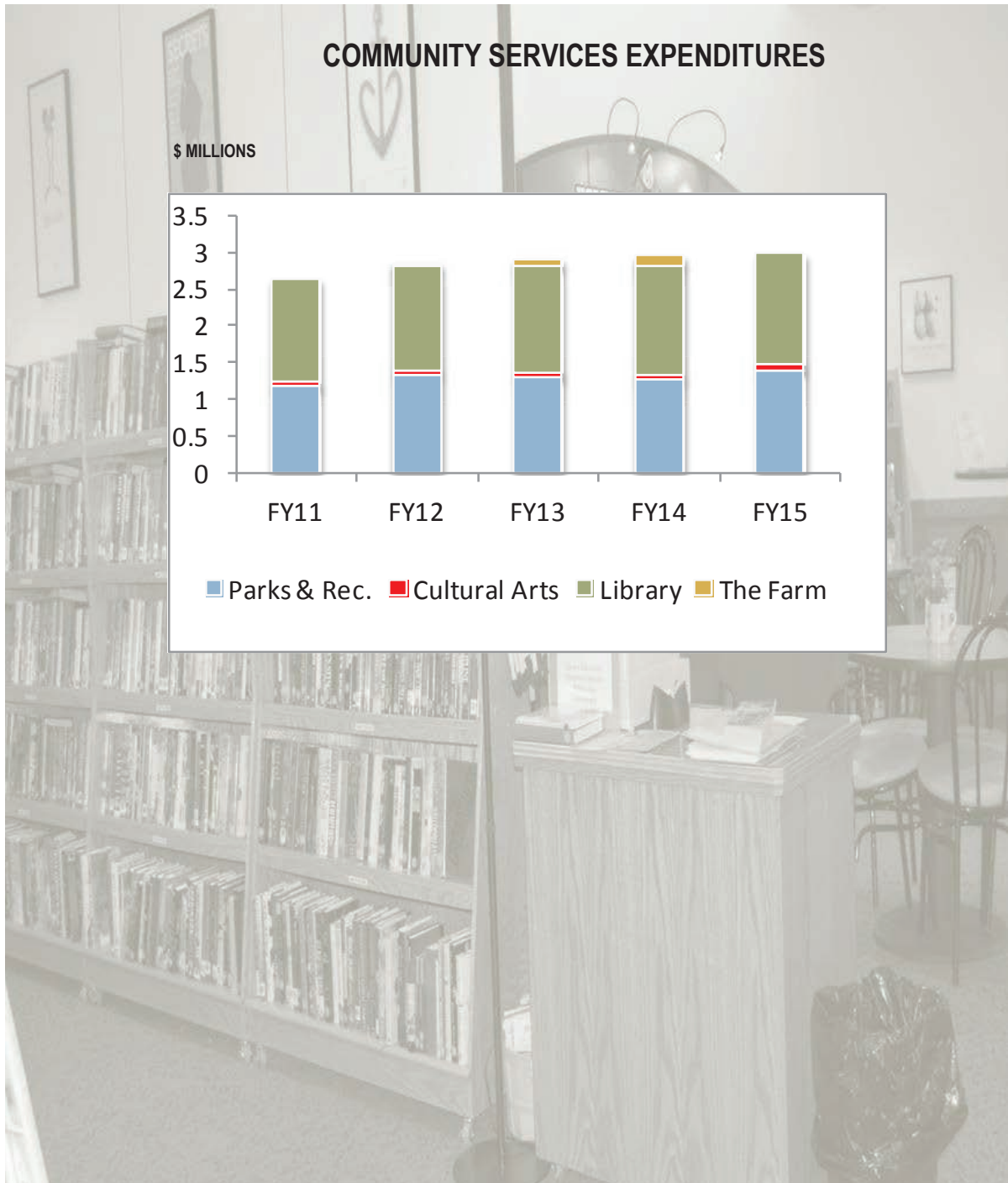
Allocation - \$40,814 This category includes the Stormwater's portion of shared costs of all funds, including insurance and vehicle maintenance.

Roads and Mains - \$255,000 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.

Capital Outlay - \$195,000 This category funds two IRP projects, a leaf vac and bobcat skid loader, and miscellaneous drainage improvements.

COMMUNITY SERVICES FY15 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 and Farm Park.

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>	Actual FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 760,405	762,367	738,833	38,358	5.19%	777,191
Communication	8,558	13,927	13,927	(102)	-0.73%	13,825
Professional Fees	41,039	45,900	44,900	(500)	-1.11%	44,400
Insurance	10,219	5,000	3,000	2,000	66.67%	5,000
Supplies	43,621	25,600	22,600	2,500	11.06%	25,100
Rent	9,185	10,196	10,196	1,500	14.71%	11,696
Allocations	33,710	35,442	35,672	1,992	5.58%	37,664
Capital Outlay	67,845	24,000	24,000	54,000	225.00%	78,000
Utilities	259,305	375,400	277,341	21,059	7.59%	298,400
Grants	67,637	80,350	80,350	4,800	5.97%	85,150
TOTAL	\$ 1,301,524	1,378,182	1,250,819	125,607	10.04%	1,376,426

Budget Payroll Summary

	FY13 Actual		FY14 Estimate		FY15 Budget
Exempt Salaries	5.5	\$ 399,811	5.5	400,371	5.5
Non-Exempt Wages	5.5	151,151	5.5	170,497	5.5
Other Compensation		12		-	-
Fringe Benefits		207,634		166,076	159,568
Other Personnel		1,797		1,889	2,808
DEPARTMENT TOTAL	11.0	\$ 760,405	11.0	738,833	11.0

GENERAL FUND

Parks and Recreation

Categories

Personnel - \$771,191 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 - \$13,825 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 - \$44,400 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 - \$25,100 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 - \$11,696 This category includes rental fees for land and equipment. It also includes lease and taxes for Depot Park and Oaklawn Gardens.

Allocation - \$37,664 This includes the Parks and Recreation Department's portion of the shared costs of all internal funds, including insurance and vehicle maintenance.

Capital Outlay - \$78,000 This category provides funding for a scoreboards and dog park renovation.

Utilities - \$298,400 This category includes the department's utility costs (electricity, gas, water, sewer and local and long distance telephone).

Grants - \$85,150 This category includes funding for City Beautification Commission, Historic Commission, Germantown Community Theatre, and Public Art Program.

Performance Measures

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: After school program	Goal	Actual	Goal	Actual	Goal
Measure: Customer Satisfaction	n/a	n/a	n/a	n/a	90%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Facility rentals	Goal	Actual	Goal	Actual	Goal
Measure: Customer Satisfaction	n/a	n/a	n/a	n/a	90%

GENERAL FUND

Parks and Recreation

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Recreation, leisure and sports programs	Goal	Actual	Goal	Actual	Goal
Measure: Overall satisfaction	90%	98%	90%	96%	97%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Park safety and security	Goal	Actual	Goal	Actual	Goal
Measure: non-violent crime incidents in parks	10	12	10	16	12



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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ -	-	-	167,721	100%	167,721
Professional Fees	109,008	133,658	107,822	42,344	39.27%	150,166
Supplies	47,343	53,270	47,642	88,618	186.01%	136,260
Rent	1,500	4,250	2,550	-	0.00%	2,550
Allocations	10,260	11,600	11,600	2,700	23.28%	14,300
Capital Outlay	42,646	-	-	50,000	100%	50,000
TOTAL	\$ 210,757	202,778	169,614	351,383	207.17%	520,997

Categories

Personnel - \$167,721 This category pays for part-time employees who staff the after school program that serves the Germantown Municipal School District.

Professional Fees - \$150,166 This category pays referees who officiate in basketball, softball, baseball, kickball and cheerleading as well as sport camp instructors.

Supplies - \$136,260 This category includes supplies necessary to operate successful basketball, softball, baseball, sport camps, kickball, community education including an after school program, 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 - \$2,550 This category includes fees paid to the Union University and gym rentals for court time.

Allocations - \$14,300 This category covers insurance allocation for program participants.

Capital Outlay - \$50,000 This category provides funding for sports lighting.



Cultural Arts

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

Budget Category Summary

CATEGORY	Actual FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Professional Fees	12,765	13,900	14,900	(1,000)	-6.71%	13,900
Supplies	30,482	41,606	39,349	2,257	5.74%	41,606
Rent	914	3,320	3,320	-	0.00%	3,320
Grants	11,807	19,000	19,000	6,620	34.84%	25,620
TOTAL	\$ 55,968	77,826	76,569	7,877	10.29%	84,446

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- \$25,620 This category includes the following:

Senior Expo	\$13,720
Movers Program	8,050
Senior Advisory Commission	3,850



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 FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Professional Fees	\$ 18,494	21,000	25,000	-	0.00%	25,000
Supplies	192	4,500	500	-	0.00%	500
Allocations	2,476	2,600	2,600	-	0.00%	2,600
Capital Outlay	17,115	-	-	-	-	-
Utilities	8,139	10,275	10,275	120	1.17%	10,395
TOTAL	<u>\$ 46,416</u>	<u>38,375</u>	<u>38,375</u>	<u>120</u>	<u>0.31%</u>	<u>38,495</u>

Categories

Professional Fees - \$25,000 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 - \$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 - \$10,395 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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 920	2,000	2,000	1,000	50.00%	3,000
Communication	5,016	9,700	9,700	200	2.06%	9,900
Professional Fees	1,198,922	1,204,864	1,206,164	20,860	1.73%	1,227,024
Other Maintenance	18,564	23,000	23,000	2,000	8.70%	25,000
Supplies	30,199	27,250	35,025	(7,375)	-21.06%	27,650
Rent	11,065	15,000	14,500	-	0.00%	14,500
Allocations	22,464	23,100	23,100	100	0.43%	23,200
Utilities	95,131	106,300	106,300	1,500	1.41%	107,800
TOTAL	\$ 1,382,281	1,411,214	1,419,789	18,285	1.29%	1,438,074

- Categories**
- Personnel - \$3,000 This category funds the professional development and training of staff.
 - Communications - \$9,900 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 - \$1,227,024 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 - \$25,000 This category funds maintenance of OCLC and automation.
 - Supplies - \$27,650 This category funds general supplies used in the operations of the Library.
 - Rent - \$14,500 This category funds costs associated with a copier machine.
 - Allocation - \$23,200 This category includes the Germantown Community Library's portion of insurance expenses.
 - Utilities - \$107,800 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: Social Key Product/Service: Library Services	FY13		FY14		FY15
	Goal	Actual	Goal	Actual	Goal
Measure: Usage of services	174,000	174,526	175,826	179,895	182,143

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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 130	200	200	-	0.00%	200
Professional Fees	38,755	41,357	40,107	2,341	5.84%	42,448
Supplies	10,139	8,500	10,085	(1,085)	-10.76%	9,000
Rent	376	500	500	274	54.80%	774
Allocations	1,415	1,500	1,500	-	0.00%	1,500
Utilities	15,213	15,632	15,632	425	2.72%	16,057
TOTAL	\$ 66,028	67,689	68,024	1,955	2.87%	69,979

Categories

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

Professional Fees - \$42,448 This category funds the contract services expenses of daily operations and management of the Tennessee Genealogical Library as well as credit card fees.

Supplies - \$9,000 This category includes the Tennessee Genealogical Library’s portion of insurance expenses.

Rent - \$774 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 - \$16,057 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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ -	-	-	70,272	100%	70,272
Communication	-	-	-	4,950	100%	4,950
Professional Fees	-	-	-	15,000	100%	15,000
Contract Services	-	-	-	3,500	100%	3,500
Insurance	-	-	-	3,000	100%	3,000
Other Maintenance	-	-	-	7,500	100%	7,500
Supplies	-	-	-	24,000	100%	24,000
Rent	-	-	-	10,000	100%	10,000
Capital Outlay	-	-	-	30,000	100%	30,000
Utilities	-	-	-	9,500	100%	9,500
TOTAL	\$ -	-	-	177,722	100%	177,722

Budget Payroll Summary

	FY13 Actual	FY14 Estimate	FY15 Budget
Non-Exempt Wages	0.0	\$ -	0.0
Fringe Benefits		-	-
DEPARTMENT TOTAL	0.0	\$ -	0.0

Categories

Personnel - \$70,272 This category contains funds to cover personnel costs for the farm park.

Communications - \$4,950 This category funds marketing and notice publications, dues and subscriptions to American Gardening Society.

Professional Fees - \$15,000 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.

Insurance - \$3,000 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.

SPECIAL REVENUE FUND

The Farm

Other Maintenance - \$7,500 This category includes materials and supplies necessary to make drainage, structural repairs and general improvements.

Supplies - \$24,000 This category funds general supplies used in the operations of the farm.

Rent - \$10,000 This category funds costs associated with rental equipment used for seasonal work.

Capital Outlay - \$30,000 This category funds the purchase of a RTV and furnishings for the farm.

Utilities - \$9,500 This category includes the department's utility costs (electricity and gas, water, and sewer).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Programming	Goal	Actual	Goal	Actual	Goal
Measure: Actual revenues meet or exceed budget	N/A	N/A	N/A	N/A	90%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Programming	Goal	Actual	Goal	Actual	Goal
Measure: Program capacity	N/A	N/A	N/A	N/A	85%

Germantown Municipal School District

With the passage of Ordinance 2013-7, the Germantown Municipal School District was established.

Budget Category Summary

CATEGORY	Actual FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 553,894	\$ 1,306,453	\$ 665,301	36,532,727	5491.16%	\$ 37,198,028
Communication	7,058	87,815	54,497	94,163	172.79%	148,660
Professional Fees	21,831	97,122	186,413	2,431,746	1304.49%	2,618,159
Contract Services	-	-	-	-	100%	628,852
Insurance	1,100	10,000	24,967	(24,967)	-100.00%	-
Other Maintenance	-	9,600	99,805	584,027	585.17%	683,832
Supplies	48	160,860	401,039	2,334,375	582.08%	2,735,414
Rent	-	3,576	408	143,592	35194.12%	144,000
Allocations	-	12,000	35,700	210,596	589.90%	246,296
Capital Outlay	-	640,000	905,804	1,011,603	111.68%	1,917,407
Utilities	369,355	129,200	94,505	926,005	979.85%	1,020,510
Grants	293,741	125,000	125,000	(125,000)	-100.00%	-
TOTAL	\$ 1,247,027	2,581,626	2,593,439	44,118,867	1701.17%	47,341,158

Categories

- Personnel - \$37,198,028 This category contains funds to cover personnel costs for the school system.
- Communications - \$148,660 This category funds marketing and notice publications, dues and subscriptions and election expenses.
- Professional Fees - \$2,618,159 This category funds the contract service expenses of daily operations and management for the school system.
- Contract Maintenance - \$628,852 This category includes contractual maintenance expenses.
- Other Maintenance - \$683,832 This category includes expenses associated with equipment maintenance.
- Supplies - \$2,735,414 This category funds general supplies used in the operations of municipal school startup.
- Rent - \$144,000 This category funds costs associated with rental office space.
- Allocation - \$246,296 This category includes the Municipal Schools' portion of insurance expenses.
- Capital Outlay - \$1,917,407 This category includes the purchase of capital and maintenance equipment and construction.
- Utilities - \$1,020,510 This category includes utility costs (electricity and gas, water, and sewer).



GERMANTOWN ATHLETIC CLUB FY15 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 three cost centers – Recreation, Personal Training, and Aquatics. 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
	FY13	FY14	FY14			FY15
Personnel	\$ 933,972	1,094,389	857,577	146,327	17.06%	1,003,904
Communication	9,287	10,000	4,000	1,000	25.00%	5,000
Professional Fees	282,945	365,168	298,100	42,100	14.12%	340,200
Other Maintenance	108,161	132,000	102,000	28,000	27.45%	130,000
Supplies	147,043	140,750	150,200	16,050	10.69%	166,250
Rent	181,014	183,000	181,500	(56,500)	-31.13%	125,000
Allocations	91,141	62,342	62,342	(195)	-0.31%	62,147
Depreciation	370,761	444,157	332,100	36,547	11.00%	368,647
Utilities	232,290	248,075	242,485	8,215	3.39%	250,700
Grants	701	-	-	-	-	-
TOTAL	<u>\$ 2,357,315</u>	<u>\$ 2,679,881</u>	<u>2,230,304</u>	<u>221,544</u>	<u>9.93%</u>	<u>2,451,848</u>
Capital Outlay	\$ 113,984	260,733	271,022	1,167,507	430.78%	1,438,529

Budget Payroll Summary

	FY13		FY14		FY15	
	Actual	Budget	Estimate	Budget	Budget	Budget
Exempt Salaries	6.0	\$ 323,764	4.0	253,124	5.0	271,143
Non-Exempt Wages	16.9	381,213	16.9	402,190	16.9	509,286
Other Compensation		1,299		2,400		2,000
Fringe Benefits		225,896		200,763		215,475
Other Personnel		1,800		(900)		6,000
DEPARTMENT TOTAL	22.9	\$ 933,972	20.9	857,577	21.9	1,003,904

Categories

Personnel - \$1,003,904 This category includes part of the salaries and benefits for the athletic club director, assistant club director, business manager, child care programming coordinator, membership sales & services coordinator, administrative assistant, customer service representatives, custodial service supervisor, lead cleaning services worker, part-time concessions worker, part-time customer service representatives, part-time child care attendants, managers on duty and recreation leaders.

ENTERPRISE FUND

Athletic Club Recreation

Communication - \$5,000 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 - \$340,200 This category includes fees for professional services required for the cost center, including payment for class instructors. Group Exercise Instructors will receive \$25-\$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 - \$130,000 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 - \$166,250 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 - \$125,000 This category provides rental of specialty and fitness equipment needed by the Germantown Athletic Club.

Allocations- \$62,147 This category includes the Germantown Athletic Club Recreation's portion of insurance expenses.

Depreciation - \$368,647 This category includes the annual depreciated valuation of the Germantown Athletic Club facilities and equipment.

Utilities - \$250,700 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: Social	FY13		FY14		FY15
Key Product/Service: Membership	Goal	Actual	Goal	Actual	Goal
Measure: New member satisfaction	n/a	n/a	70%	73%	85%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Membership	Goal	Actual	Goal	Actual	Goal
Measure: Member satisfaction of club cleanliness	75%	79%	75%	79%	84%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Membership	Goal	Actual	Goal	Actual	Goal
Measure: Daily Walkthroughs Likard Scale	n/a	n/a	n/a	n/a	3.0

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Membership	Goal	Actual	Goal	Actual	Goal
Measure: E-mail Click Rate	10%	12%	12%	16%	21%

ENTERPRISE FUND

Athletic Club Recreation

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Membership	Goal	Actual	Goal	Actual	Goal
Measure: Member Satisfaction	85%	85%	85%	85%	87%

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Membership	Goal	Actual	Goal	Actual	Goal
Measure: Engaged Users per day average	70	65	70	70	84

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Fitness	Goal	Actual	Goal	Actual	Goal
Measure: % of Personal Training Renewals	38%	40%	40%	40%	50%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Membership	Goal	Actual	Goal	Actual	Goal
Measure: Member Retention	64%	61%	64%	63%	67%



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

CATEGORY	Actual FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 449,114	461,338	432,940	18,382	4.25%	451,322
Supplies	54,850	61,000	54,000	4,000	7.41%	58,000
Allocations	20,788	27,224	27,224	50	0.18%	27,274
Depreciation	190,249	200,000	192,800	-	0.00%	192,800
Utilities	108,127	115,200	114,145	5,958	5.22%	120,103
TOTAL	<u>\$ 823,128</u>	<u>864,762</u>	<u>821,109</u>	<u>28,390</u>	<u>3.46%</u>	<u>849,499</u>

Budget Payroll Summary

	FY13 Actual		FY14 Estimate		FY15 Budget	
Exempt Salaries	2.0	\$ 89,000	2.0	89,294	2.0	92,938
Non-Exempt Wages	13.5	281,433	13.5	275,405	13.5	290,000
Other Compensation	-	682	-	1,000	-	1,000
Fringe Benefits	-	77,999	-	67,241	-	64,884
DEPARTMENT TOTAL	<u>15.5</u>	<u>\$ 449,114</u>	<u>15.5</u>	<u>432,940</u>	<u>15.5</u>	<u>451,322</u>

Categories Personnel - \$451,322 Represented in this category are the salaries and benefits for an aquatics coordinator, head swim coach, seasonal aquatic supervisor, lifeguards, assistant 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

Supplies - \$58,000 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- \$27,274 This line includes the Athletic Club's portion of insurance costs for the aquatic facilities.

Depreciation - \$192,800 Included in this category is the annual charge representing depreciated valuation of aquatic facilities and equipment.

Utilities - \$120,103 This line includes the Aquatic's share of utility expenses (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Measurement Type: Productivity	Goal	Actual	Goal	Actual	Goal
Measure: amount of increase in aquatics revenue (2%)	\$163,904	\$175,216	\$163,904	\$168,133	\$163,000

Germantown Athletic Club Personal Training

Mission To provide a service to Club members through team and one on one exercise instruction led by certified personal trainers.

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Personnel	\$ 24,165	123,485	105,287	50,349	48%	155,636
Professional Fees	170,307	169,200	130,000	-	0%	130,000
Supplies	-	-	-	5,500	100%	5,500
TOTAL	<u>\$ 194,472</u>	<u>292,685</u>	<u>235,287</u>	<u>55,849</u>	<u>24%</u>	<u>291,136</u>

Budget Payroll Summary

	<u>FY13 Actual</u>	<u>FY14 Estimate</u>	<u>FY15 Budget</u>
Exempt Salaries	1.0 \$ 10,645	1.0 27,135	1.0 42,230
Non-Exempt Wages	1.0 10,150	1.0 56,817	1.0 87,000
Fringe Benefits	- 3,370	- 21,335	- 26,406
DEPARTMENT TOTAL	<u>2.0 \$ 24,165</u>	<u>2.0 105,287</u>	<u>2.0 155,636</u>

Categories Personnel - \$155,636 Represented in this category are the salaries and benefits for a fitness training manager and part-time personal trainers.

ENTERPRISE FUND

Athletic Club Personal Training

Professional Fees - \$130,000 This category includes fees for contracting personal trainers.

Supplies - \$5,500 This line includes funds for uniforms and clothing for personal trainers. In addition, other supplies are included here which includes miscellaneous fitness equipment attachments and accessories used in training, such as kettlebells, ropes, bands medicine balls, etc.

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 FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Debt Service	\$ 30,557	26,698	26,698	(3,802)	-14.24%	22,896
TOTAL	\$ 30,557	26,698	26,698	(3,802)	-14.24%	22,896

Categories

Debt Service - \$22,896 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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 137,145	171,674	153,952	24,519	15.93%	178,471
Communication	790	950	940	60	6.38%	1,000
Professional Fees	67,035	62,700	51,290	873	1.70%	52,163
Insurance	776	-	-	-	-	-
Other Maintenance	46,987	75,200	75,200	-	0.00%	75,200
Supplies	15,187	21,625	22,625	8,480	37.48%	31,105
Rent	84,236	85,222	87,222	240	0.28%	87,462
Allocations	34,001	22,071	22,071	(148)	-0.67%	21,923
Depreciation	43,351	52,221	45,000	-	0.00%	45,000
Utilities	39,727	41,928	41,730	48	0.12%	41,778
Grants	-	-	-	-	-	-
TOTAL	\$ 469,235	533,591	500,030	34,072	6.81%	534,102
Capital Outlay	\$ 138,054	18,000	27,710	125,290	452.15%	153,000

Budget Payroll Summary

	FY13 Actual		FY14 Estimate		FY15 Budget	
Exempt Salaries	1.0	47,254	2.0	83,220	2.0	97,179
Non-Exempt Wages	2.0	52,148	1.0	27,500	1.0	32,326
Fringe Benefits	-	37,318	-	43,232	-	48,966
DEPARTMENT TOTAL	3.0	137,145	3.0	153,952	3.0	\$ 178,471

Categories

Personnel - \$178,471 Represented in this category are the salaries and benefits for a Great Hall & Conference Center manager, event planner, part-time facility representative, and part-time event representative.

ENTERPRISE FUND

Great Hall

Communication - \$1,000 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 - \$52,163 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 and security monitoring.

Supplies - \$31,105 This line includes funds for the purchase of general office supplies, cleaning supplies, food supplies, and miscellaneous supplies.

Rent- \$87,462 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- \$21,923 This line includes the Great Hall's portion of insurance costs.

Depreciation - \$45,000 Included in this category is the annual charge representing depreciated valuation of the Great Hall & Conference Center.

Utilities - \$41,778 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 - \$153,000 This category includes the costs associated with the following IRP projects: patio remodel and fire pump control panels.

Performance Measures

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Meeting/Banquet Room Rental	Goal	Actual	Goal	Actual	Goal
Measure: Overall Customer Satisfaction	n/a	n/a	98%	98%	99%

Triple Bottom Line Focus Area: Economic	FY13		FY14		FY15
Key Product/Service: Meeting/Banquet Room Rental	Goal	Actual	Goal	Actual	Goal
Measure: Total Revenue	\$ 224,200	\$ 308,225	\$ 305,678	\$ 354,197	\$ 398,000

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 FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Debt Service	\$ 11,883	10,382	10,382	(1,478)	-14.24%	8,904
TOTAL	\$ 11,883	10,382	10,382	(1,478)	-14.24%	8,904

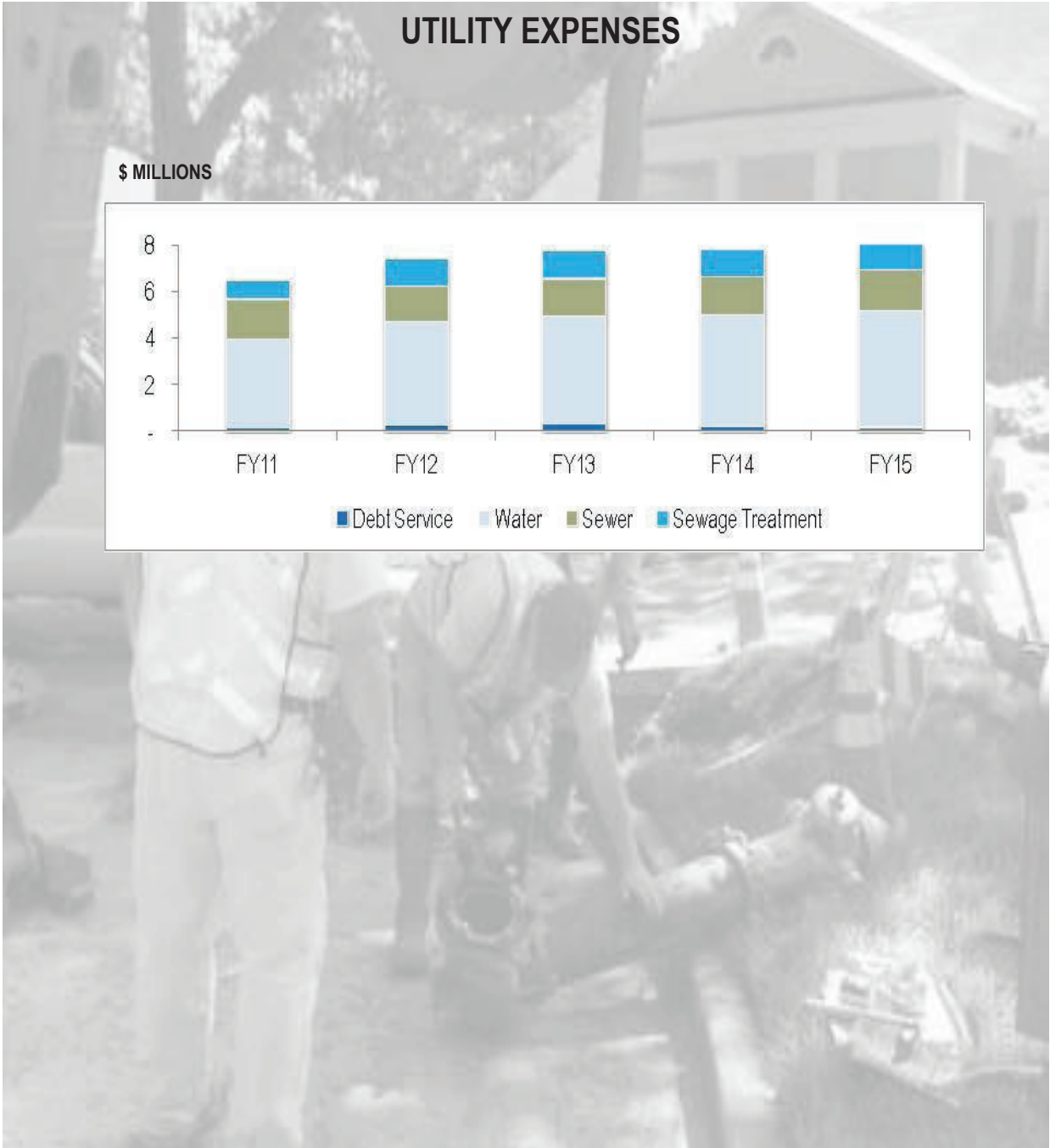
Categories

Debt Service - \$8,904 This category includes the Great Hall's interest portion of the \$2.5 million General Intergovernmental loan.



UTILITIES FY15 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 is one future issuance projected in FY17 for \$1.5 million. Outstanding principal of the Utility Fund at July 1, 2014 is \$4,645,000. During the year, principal of \$955,000 and interest of \$165,438 will be paid. The principal balance at June 30, 2015, will be \$3,690,000.

<u>Security</u>	<u>Balance 7/1/2014</u>	<u>Principal Payment</u>	<u>Balance 6/30/2015</u>	<u>Interest Expense</u>
<u>Existing:</u>				
2008 Water Revenue Bonds	\$ 2,725,000	505,000	2,220,000	97,638
2006 Water Revenue Bonds	1,920,000	450,000	1,470,000	67,800
Total FY14 Debt	<u>\$ 4,645,000</u>	<u>955,000</u>	<u>3,690,000</u>	<u>165,438</u>
<u>Proposed:</u>				
	<u>Existing Principal</u>	<u>Existing Interest</u>	<u>Future Principal</u>	<u>Future Interest</u>
FY16	\$ 990,000	127,800	-	-
FY17	1,035,000	87,300	-	-
FY18	1,075,000	45,100	-	-
FY19	590,000	11,800	-	-
Thereafter	-	-	-	-
Total Debt Service	<u>\$ 3,690,000</u>	<u>272,000</u>	<u>-</u>	<u>-</u>

Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Debt Service	\$ 310,419	200,450	200,450	(35,012)	-17.47%	165,438
Agency Fees	250	250	250	-	0.00%	250
TOTAL	<u>\$ 310,669</u>	<u>200,700</u>	<u>200,700</u>	<u>(35,012)</u>	<u>-17.44%</u>	<u>165,688</u>

Categories

Debt Service - \$165,438 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, 2,384 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

Four 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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 1,372,620	1,372,808	1,355,592	131,260	9.68%	1,486,852
Communication	65,356	73,500	69,700	3,800	5.45%	73,500
Professional Fees	103,131	110,500	104,768	10,232	9.77%	115,000
Insurance	(2,730)	5,000	4,456	544	12.21%	5,000
Other Maintenance	79,254	85,000	100,000	(15,000)	-15.00%	85,000
Supplies	163,777	202,000	211,000	14,875	7.05%	225,875
Rent	-	1,000	1,000	(1,000)	-100.00%	-
Allocations	740,611	715,995	717,490	38,332	5.34%	755,822
Roads & Mains	144,067	110,000	110,000	-	0.00%	110,000
Depreciation	1,036,773	1,046,760	1,097,267	32,000	2.92%	1,129,267
Utilities	666,822	735,600	673,325	62,275	9.25%	735,600
Pilot	243,447	311,403	312,829	(10,912)	-3.49%	301,917
TOTAL	\$ 4,613,128	4,769,566	4,757,427	266,406	5.60%	5,023,833
Capital Outlay	\$ 254,843	1,445,000	1,206,000	397,752	32.98%	280,000

UTILITY FUND

Water

Budget Payroll Summary

	FY13 Actual		FY14 Estimate		FY15 Budget	
Exempt Salaries	2.0	\$ 133,907	2.0	138,977	3.0	228,697
Non-Exempt Wages	18.0	697,008	18.0	706,570	18.0	733,208
Other Compensation		74,189		80,000		80,000
Fringe Benefits		460,592		420,045		433,947
Other Personnel		6,924		10,000		11,000
DEPARTMENT TOTAL	20.0	\$ 1,372,620	20.0	1,355,592	21.0	1,486,852

Categories

Personnel - \$1,486,852 This category includes salaries, wages and benefits for the director of utilities, assistant 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 - \$115,000 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 - \$225,875 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.

Allocation - \$755,822 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 - \$1,129,267 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 - \$301,917 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 - \$280,000 This category includes the costs associated with the CIP and IRP projects of well field maintenance, water mains maintenance, pick up truck and a backhoe.

Performance Measures

Triple Bottom Line Focus Area: Social	FY13		FY14		FY15
Key Product/Service: Potable water	Goal	Actual	Goal	Actual	Goal
Measure: Water system availability	98%	96%	98%	98%	98%



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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Personnel	\$ 348,321	356,932	359,693	12,391	3.44%	372,084
Communication	-	100	100	500	500.00%	600
Professional Fees	-	-	-	-	-	-
Insurance	8,040	5,000	3,375	1,625	48.15%	5,000
Other Maintenance	4,798	5,000	5,000	-	0.00%	5,000
Supplies	20,301	27,800	29,300	(1,275)	-4.35%	28,025
Rent	94	100	100	-	0.00%	100
Allocations	392,170	362,375	363,000	21,564	5.94%	384,564
Roads & Mains	33,636	31,000	28,000	4,000	14.29%	32,000
Depreciation	641,014	655,740	675,626	13,600	2.01%	689,226
Utilities	14,799	17,500	15,500	1,500	9.68%	17,000
PILOT	143,162	182,888	189,372	(6,906)	-3.65%	182,466
TOTAL	\$ 1,606,335	1,644,435	1,669,066	46,999	2.82%	1,716,065
Capital Outlay	\$ 2	625,000	512,000	163,000	31.84%	675,000

Budget Payroll Summary

	FY13 Actual	FY14 Estimate	FY15 Budget
Exempt Salaries	1.0 \$ 55,529	1.0 55,023	1.0 60,015
Non-Exempt Wages	5.0 146,498	5.0 164,869	5.0 173,179
Other Compensation	20,615	20,000	24,000
Fringe Benefits	124,877	119,301	114,390
Other Personnel	802	500	500
DEPARTMENT TOTAL	6.0 \$ 348,321	6.0 359,693	6.0 372,084

UTILITY FUND

Sewer

Categories

Personnel – \$372,084 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 - \$600 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 - \$28,025 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 - \$384,564 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 –\$ 32,000 This category funds the purchase of supplies and construction material required to make repairs and maintain the sanitary sewer main.

Depreciation - \$689,225 Funds in this category are for the annual depreciated valuation of equipment and sewer mains that make up the sanitary sewer system.

Utilities - \$17,000 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

PILOT - \$182,466 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 - \$675,000 Funding in this category includes IRP projects for maintenance of the sewer collection system and pick up truck. In addition, one CIP project is included here for Farm Park Sewer.

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 FY15. 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>CATEGORY</u>	<u>Actual FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Contract Services	\$ 1,171,901	1,200,000	1,175,000	25,000	2.13%	1,200,000
TOTAL	<u>\$ 1,171,901</u>	<u>1,200,000</u>	<u>1,175,000</u>	<u>25,000</u>	<u>2.13%</u>	<u>1,200,000</u>

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.

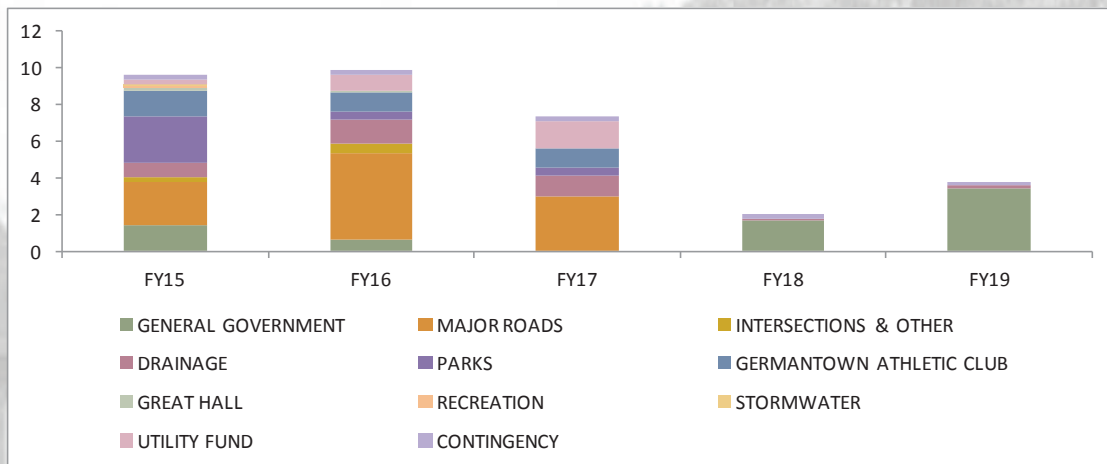


CAPITAL IMPROVEMENTS PROGRAM FY15 BUDGET

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, Recreation Fund, Stormwater 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 FY15-19 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 FY15 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

Animal Shelter Expansion Phase II					
Description					
Phase II will continue the building improvements that were initiated in Phase I and will include an enlarged cat area, expanded outdoor run areas and additional storage. In addition, an adoption atrium and pet socialization area along the front of the building will be bid as an alternate and constructed if funding is available.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$413,000	
TOTAL					\$413,000
Net Operating Financial Impact: The annual operational cost associated with heating and cooling the additional space will increase by a \$2,000.					

Germantown Performing Arts Center - Lighting System Replacement					
Description					
The existing dimmer system is 20 years old and obtaining parts has become nearly impossible. If this system is not replaced soon, the Performance Hall could lose all lighting during a performance.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$15,000			\$300,000	
TOTAL					\$315,000
Net Operating Financial Impact: The annual operational cost associated with heating and cooling the additional space will increase by a \$1,000.					

IT- HR- B&P Space Reconfiguration					
Description					
This project will reconfigure the existing square footage into a more user friendly environment. Including expansion of the existing IT Training Room to double the current size to enhance employee training capabilities.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$50,000			\$115,000	
TOTAL					\$165,000
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 Entrance Drive Improvements & Additional Parking					
Description					
Functional and aesthetic improvements to the Germantown Performing Arts Center entrance drive as well as additional parking.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$250,000				
TOTAL					\$250,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

Redesign N.E. East corner of the Farmington Blvd./Germantown Rd. Intersection					
Description					
Project includes the removal of the cedar tree, installation of flags and new signage for City Hall. In addition, the bank that runs along the Municipal Center parking lot that fronts Germantown Road will be cleaned- up and landscaped.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$250,000				
TOTAL					\$250,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

TOTAL GENERAL GOVERNMENT

\$ 1,393,000

MAJOR ROADS

MAJOR ROADS

Wolf River Boulevard – Milling & Paving					
Description					
Project involves mill and overlay, pavement markings on Wolf River Boulevard between Germantown Road and Kimbrough Road and between Farmington Boulevard and the East City limits. Also includes 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 eastward to Houston Middle School and from the Stern Clinic westward to the existing Greenway Trail.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$270,000	\$1,080,000
TOTAL					\$1,350,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

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. Project is a Smart Growth Planning Initiative to reduce traffic congestion in and through the Business District.					
ROW of acquisition is scheduled for FY17 with construction to follow shortly thereafter.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$8,000				\$72,000
TOTAL					\$80,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

Poplar Avenue Culvert Replacement Phase III					
Description					
Phase III of repair and/or replacement of damaged culverts under Poplar Avenue. Thirty-one of the forty-six need repair and seventeen of the thirty-one need to be excavated and completing replaced. Six culverts were replaced or repaired in Fiscal Year 2014.					
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

McVay Road & Bridge Improvements ROW					
Description					
Right-of-Way acquisition needed to adjust the alignment of McVay Road to eliminate a severe curve and replace the existing bridge. Design is currently underway. Design is underway in FY14 with construction scheduled in FY16.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$62,000				\$248,000
TOTAL					\$310,000
Net Operating Financial Impact: The roadway improvements will result in a \$5,000 annual increase in maintenance costs.					

TOTAL MAJOR ROADS

\$ 2,340,000

INTERSECTIONS/OTHER

INTERSECTIONS & OTHER

Wolf River Boulevard/ Germantown Road Intersection Improvements Design					
Description					
Design of traffic signal modifications and the addition of lanes: <ul style="list-style-type: none"> • SB Gtown – 4 thru lanes, double lefts to EB WRB • NB Gtown – 3 thru lanes, double lefts to WB WRB • EB WRB – triple lefts to NB Gtown, 2 thru lanes • WB WRB – 3 thru lanes, 1 dedicated turn to SB Gtown, dedicated right turn to NB Gtown Detailed design and environmental in FY14 – FY15; Right of Way acquisition in FY16					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
					\$100,000
TOTAL					\$100,000
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 to 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

Bicycle Facilities Program					
Description					
Restriping of existing bike lanes, striping of new bike lanes and new signage focusing on areas near public schools and the installation of bicycle racks at City facilities.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$25,000	
TOTAL					\$25,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

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.					

Decorative Street Signs					
Description					
Installation of decorative street signs and regulatory signs throughout various residential neighborhoods including Dogwood Trails (12 street /13 stop); Greenfields (11/10) and Duntreath East (23/23).					
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

\$259,000

DRAINAGE

Cameron Brown Park Drainage Improvements					
Description					
This project will stabilize the severely eroded ditch bank erosion that is occurring on Cameron Brown Park Ditch as a result of head cutting on Lateral D. This section is located between the baseball fields, near the restroom facilities.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$100,000	
TOTAL					\$100,000
Net Operating Financial Impact: Improvements will result in a \$1,000 annual increase in maintenance costs.					

Grove Park Lake Outfall Repair					
Description					
This project is for design and repair of the Grove Park Outfall. Severe bank erosion has resulted in the discharge pipe to be in danger of collapsing.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$100,000	
TOTAL					\$100,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

English Meadows Drainage Improvements Construction Phase I					
Description					
Phase I was completed in 1999 and improved the major drainage outlet system for the area. Phase II will improve two interior neighborhood systems within English Meadows. Improvements will primarily increase pipe sizes and add additional manholes and inlets.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$610,000	
TOTAL					\$610,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

TOTAL DRAINAGE

\$ 810,000

PARKS

Bobby Lanier Farm Park Phase II					
Description					
The scope of this project is to provide funding to complete the major infrastructure components of the master plan, construction of a new hay barn and provide construction oversight for the project. The design and construction documents were completed in 2013.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$743,000	\$208,000			
TOTAL					\$951,000
Net Operating Financial Impact: The annual operational cost associated with utilities and maintenance of the additional space will increase \$8,000.					

Wolf River Boulevard Greenway Trail					
Description					
This project will increase the length of the greenway trail from the western trailhead to Cameron Brown Park. Funding is from the Wolf River Boulevard Extension project that was completed approximately \$3,000,000 under the \$25,000,000 budget the MPO allocated for the project. The city requested that the MPO not reallocate these funds and let the funds be used for project over-runs and design and construction of sections of the greenway trail. The MPO agreed provided that the funds are included in the current year CIP.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$320,000	\$1,280,000
TOTAL					\$1,600,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

TOTAL PARKS

\$ 2,551,000

GERMANTOWN ATHLETIC CLUB

GERMANTOWN ATHLETIC CLUB

Germantown Athletic Club Expansion Construction					
Description					
<p>The expansion of programming spaces, including functional training, expanded group programming and social areas. The social amenities are critical to serving the growing needs of the current members as well as attaining new members. Design is underway in FY14.</p>					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$1,250,000				
TOTAL					\$1,250,000
<p>Net Operating Financial Impact: The annual operational cost associated with electricity and maintenance will increase \$5,000.</p>					

Germantown Athletic Club – Fitness Weight Equipment Purchase					
Description					
<p>Purchasing outright, instead of the past practice of leasing strength equipment, will allow the Club to see a higher return on investment as we will be able to see years longer use and the ability to surplus the equipment ourselves when its life is up. Less frequent equipment change outs also means less disruption and downtime for the members.</p>					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$171,000				
TOTAL					\$171,000
<p>Net Operating Financial Impact: There are no additional operating expenses associated with this project.</p>					

TOTAL GERMANTOWN ATHLETIC CLUB

\$ 1,421,000

GREAT HALL/RECREATION

GREAT HALL

Great Hall – Patio Construction					
Description					
Construction of a patio/garden area on the west end of the building outside of Room 1 to be used as a patio for weddings, receptions, cocktail parties and other events. This will enhance the appearance of the venue, improve competitiveness, create additional space to sell and grow revenues.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$150,000				
TOTAL					\$150,000
Net Operating Financial Impact: Improvements will result in a \$1,000 annual increase in maintenance costs.					

TOTAL GREAT HALL

\$ 150,000

RECREATION

Sports Lighting & Control Upgrades - Municipal Park Tennis Center					
Description					
Continuation of the Sports Lighting & Control Program to remotely monitor and manage recreational facility lighting.					
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 RECREATION

\$ 50,000

STORMWATER/UTILITY

STORMWATER

Annual Miscellaneous Drainage Improvements					
Description					
This project involves design and construction to make necessary improvements to small, isolated existing drainage problems inside existing public easements in residential back yards and in public streets to alleviate flooding.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$100,000				
TOTAL					\$100,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

TOTAL STORMWATER

\$ 100,000

UTILITY FUND

North Johnson Road Lift Station Force Main Re-Routing					
Description					
This project will divert flow from the lift station that was constructed in 1998, which serves 245 homes at this time, to a better downstream outfall allowing the station to operate more efficiently.					
The sanitary sewer lift station at 1789 Johnson Road is currently being pumped to a gravity line which flows to the sewer lift station at 2023 Johnson Road. First, it is a bad practice to pump sewage twice. Second, the 2023 Johnson Road station is running near capacity and has to cycle often to keep the effluent pumped.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$225,000				
TOTAL					\$225,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

Farm Park Sewer Extension

UTILITY FUND

Description					
Improvements to the sanitary sewer system needed to provide sewer service to the Bobby Lanier Farm Park. Improvements include extension of the sewer system to eliminate existing sewer lift stations and to provide capacity for future growth not associated with the Farm Park.					
Funding Sources:					
	Reserves	Grants	Bonds	Hall	State & Federal
	\$105,000				
TOTAL					\$105,000
Net Operating Financial Impact: There are no additional operating expenses associated with this project.					

TOTAL UTILITIES

\$ 330,000

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	\$ 1,393,000
Major Roads	2,340,000
Intersections/Other	259,000
Drainage	810,000
Parks	2,551,000
Athletic Club	1,421,000
Utility	330,000
Great Hall	150,000
Recreation	50,000
Stormwater	100,000
Contingency	250,000

TOTAL FY15 CAPITAL IMPROVEMENTS PROGRAM

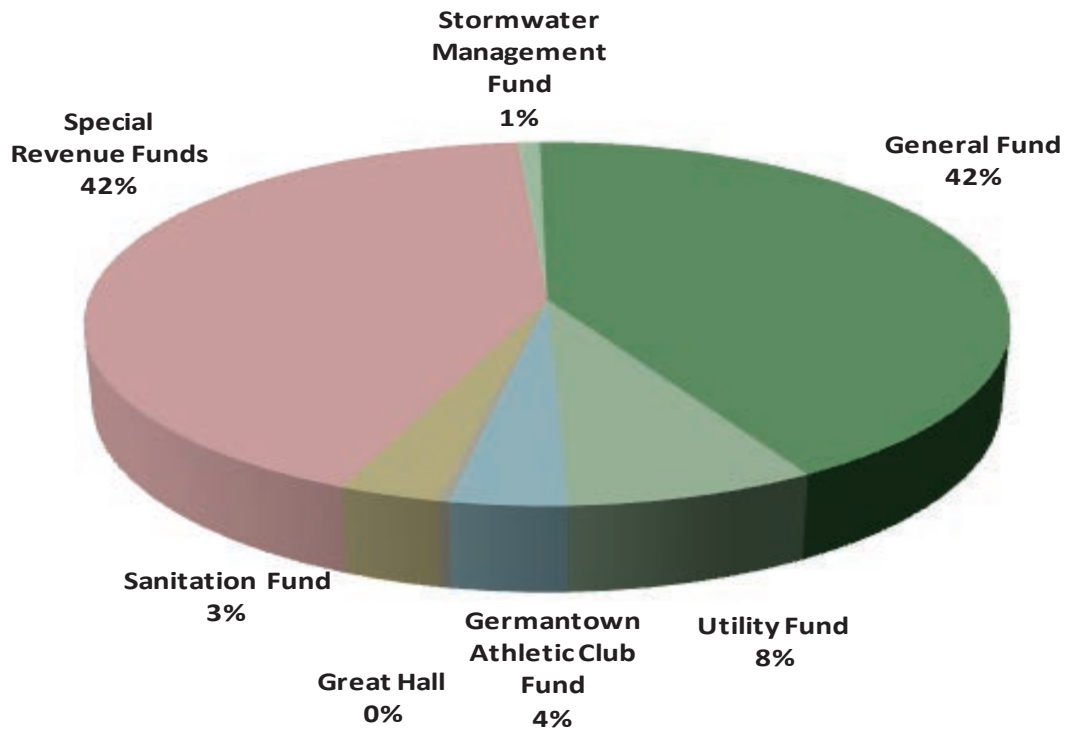
\$ 9,654,000



REVENUE PROJECTIONS

This section presents an analysis of projected revenues for FY15 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, Germantown Municipal School District Fund, Ambulance Fund, Pickering Center Fund, and Recreation Fund). The Pension Trust Fund, the Health Insurance Service Fund, OPEB Fund and Cash Balance Fund projections are also included in this section.

TOTAL FY15 PROJECTED REVENUES

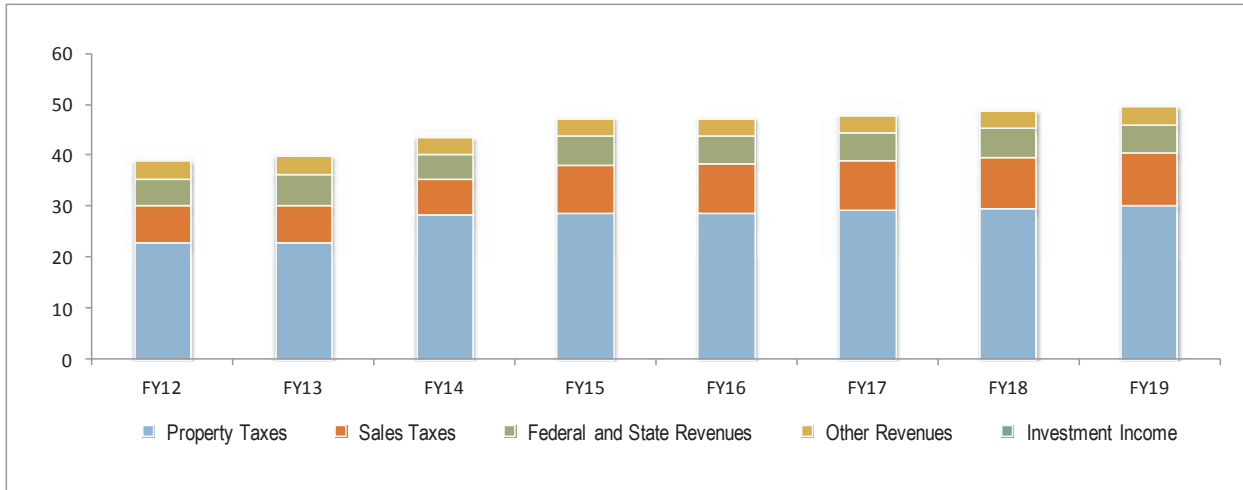


GENERAL FUND REVENUE PROJECTIONS

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

ACCT	ACTUAL FY13	BUDGET FY14	Budget FY15
010-0000-311.10-00 Real Property Tax	\$ 21,028,279	26,123,058	26,378,541
010-0000-311.20-00 Personal Property Tax	666,337	535,235	765,000
010-0000-311.30-00 PILOT	386,609	494,291	484,683
010-0000-313.00-00 Penalties and Interest	125,793	130,889	130,000
010-0000-315.10-00 TVA	457,555	466,140	450,180
010-0000-315.20-00 MLG&W	230,916	204,306	233,170
010-0000-316.10-00 Local Option Sales Tax	5,216,535	5,400,000	7,800,000
010-0000-316.10-01 Contra - 20 year Annex Local Option Sales	(39,764)	(32,000)	(41,000)
010-0000-317.10-00 Wholesale Beer Tax	388,405	414,256	411,828
010-0000-317.20-00 Wholesale Liquor Tax	268,317	261,111	217,155
010-0000-318.10-00 Gross Receipts Business Tax	573,252	501,734	561,000
010-0000-318.20-00 Business Tax Interest	126	677	100
010-0000-318.30-00 Business Tax Penalty	229	1,060	229
010-0000-319.10-00 Cable TV and Telecommunication	731,547	564,434	581,367
010-0000-319.20-00 Room Occupany Tax	656,522	594,660	606,553
010-0000-319.30-00 Telecommunications	1,925	-	-
010-0000-321.10-00 Automobile Registration	899,670	876,027	881,062
010-0000-322.10-00 Retail Beer Licenses	6,302	7,500	7,500
010-0000-322.20-00 Retail Liquor Licenses	14,421	13,682	12,675
010-0000-324.10-00 Animal Registration Fees	75,654	79,500	79,500
010-0000-326.10-00 Fence and Sign Permits	6,500	3,800	3,800
010-0000-326.20-00 Building Permits	33,951	34,000	34,000
010-0000-326.40-00 Subdivision Engineering	25,570	10,900	10,900
010-0000-326.50-00 Zoning Application Fees	25,141	15,391	15,391
010-0000-331.90-00 Grants - Federal/State	236,710	250,000	200,000
010-0000-335.10-00 State Sales Tax Allocation	2,776,968	2,723,148	2,808,610
010-0000-335.20-00 State Income and Excise Tax (Hall)	2,877,005	2,072,799	2,500,000
010-0000-335.30-00 State Beer Tax Allocation	19,837	20,062	20,062
010-0000-335.40-00 State Liquor Tax Allocation	78,123	64,000	66,000
010-0000-335.90-00 City Street and Transportation Tax Allocation	82,011	82,252	82,252
010-0000-342.30-00 Fire Inspection Fees	9,350	-	5,325
010-0000-351.10-00 City Court Costs	349,391	268,456	300,000
010-0000-351.11-00 City Court Fines	141,983	143,170	140,000
010-0000-351.20-00 Other Court Revenue	318,402	276,420	300,000
010-0000-351.30-00 Animal Impoundment Fees	2,677	3,200	3,200
010-0000-353.01-00 Fines - Library	58,692	52,000	52,000
010-0000-361.10-00 Investment Income	34,852	39,200	20,000
010-0000-361.11-00 Loan Interest - Civic Centre	45,120	39,760	34,400
010-0000-362.00-00 Rental Revenue - WTF	323,502	318,082	336,259
010-0000-362.10-00 Rental Revenue - GPAC	-	120,000	120,000
010-0000-362.20-00 Library Materials	23,225	23,000	23,000
010-0000-362.41-00 Parks - Taxable	6,790	7,500	7,500
010-0000-367.10-00 Friends of Library	8,933	10,000	10,000
010-0000-367.30-00 Senior Expo Revenue	15,475	13,000	20,000
010-0000-367.90-00 Playground Registrations Revenue	34,867	32,300	37,425
010-0000-368.01-00 Gain/Loss Sale of Assets	-	-	-
010-0000-369.10-00 Other Revenue	576,532	300,000	449,100
010-0000-369.15-00 Surplus Equipment Sales - GovDeals	38,985	20,000	20,000
010-0000-369.20-00 Library - Printing & Misc.	10,391	10,000	10,000
TOTAL REVENUES	\$ 39,851,541	43,589,000	47,188,767

GENERAL FUND

Current Real Property Tax **\$26,378,541**

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 **\$765,000**

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 **\$484,683**

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 **\$130,000**

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 **\$450,180**

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 increased on average 2% per year for the last two years. Future projections are based on 2% per capita growth.

MLGW Payments in Lieu **\$233,170**

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 **\$7,800,000**

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. In addition, this revenue includes a \$0.005 sales tax that was approved by referendum in 2012. Future projections of sales tax revenue are based on a 2% growth rate.

Contra – 20 Year Annex Agreement **\$(41,000)**

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 **\$411,828**

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 **\$217,155**

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 **\$561,000**

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 **\$100**

Interest collected by the State of Tennessee on the gross receipts for late tax fillings.

Penalty – Business **\$229**

Penalties collected by the State of Tennessee on the gross receipts for late tax fillings.

Cable TV Franchise Fee **\$581,367**

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.

\$606,553

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 **\$881,062**

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 FY14 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 **\$12,675**

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 unspayed, 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 **\$200,000**

Grants received from the State of Tennessee or the Federal Government.

State Sales Tax Allocation **\$2,808,610**

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 **\$2,500,000**

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 **\$66,000**

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.

Fire Inspection Fees **\$5,325**

This revenue includes fees obtained from fire inspection of new construction and annual inspection of existing construction.

City Court Costs **\$300,000**

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 **\$140,000**

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 **\$300,000**

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 **\$20,000**

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 **\$34,400**

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.

GENERAL FUND

Rental Revenues - WTF **\$336,259**

In addition to miscellaneous rental income, the City rents property under long-term contracts. There are several long-term contracts for wireless transmission facilities.

Rental Revenues - GPAC **\$120,000**

Revenue received from facility rentals at GPAC.

Library Materials **\$23,000**

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.

Parks **\$7,500**

Rental revenue received from the pavilions.

Friends of Library **\$10,000**

Money collected from the "Friends of the Library" on the sales of donated books. This money helps to support the Germantown Community Library.

Senior Expo **\$20,000**

Rental revenue received from booths at the annual Senior Expo at the Germantown Athletic Club.

Playground Program **\$37,425**

Program fees collected for the Summer Playground program. The "Summer Playground Program" is a partial day program (fee is \$499/child).

Other Revenues **\$449,100**

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.

Surplus Equipment Sales - GovDeals **\$20,000**

Monies collected from the disposition of surplus or confiscated items.

Library – Printing & Misc. **\$10,000**

The library charges \$.20 per page for black and white copies and \$1.00 per page for color copies.

TOTAL GENERAL FUND REVENUES **\$47,188,767**

SPECIAL REVENUE FUNDS REVENUE PROJECTIONS

STATE STREET AID FUND

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
State Gasoline Tax Allocation	\$ 1,032,696	1,054,031	1,037,205	0.29%	1,040,200
Investment Income	2,192	3,500	91	-100.00%	-
General Fund Transfer	200,000	750,000	900,000	83.33%	1,650,000
TOTAL REVENUES	<u>\$ 1,234,888</u>	<u>1,807,531</u>	<u>1,937,296</u>	<u>38.86%</u>	<u>2,690,200</u>

State Gasoline Tax Allocation

\$1,040,200

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 \$25.93.

Transfer In- General Fund

\$1,650,000

Funds transferred from the General Fund to cover additional expenses.

AUTOMATED ENFORCEMENT FUND

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
Red Lights	\$ 43,910	225,000	100	58700.00%	58,800
General Fund Transfer	125,000	150,000	150,000	-50.00%	75,000
TOTAL REVENUES	<u>\$ 168,910</u>	<u>375,000</u>	<u>150,100</u>	<u>-10.86%</u>	<u>133,800</u>

Red Lights

\$58,800

This category includes fines captured on the automated enforcement cameras installed at Exeter/Poplar Avenue, Farmington/Poplar Avenue, and Kimbrough/Poplar Avenue. The fine for each violation is \$50.00.

SPECIAL REVENUE FUNDS REVENUE PROJECTIONS

DRUG ASSET FORFEITURE FUND

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
Drug Enforcement Revenues	\$ 220,399	350,000	300,000	16.67%	350,000
TOTAL REVENUES	\$ 220,399	\$ 350,000	\$ 300,000	16.67%	350,000

Drug Enforcement Revenues

\$350,000

Funds received from court fines and seizures.

PICKERING COMPLEX FUND

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
Classes Revenues	\$ 19,267	18,000	25,000	0.00%	25,000
Senior Events Revenues	8,182	7,000	4,500	55.56%	7,000
Other Revenue	-	-	-	-	-
Other Revenue - Taxable	35,516	40,000	35,000	0.00%	35,000
TOTAL REVENUES	\$ 62,965	65,000	64,500	3.88%	67,000

Classes

\$25,000

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

\$35,000

This category represents revenue that is taxable from the rental of the Pickering Complex.

SPECIAL REVENUE FUNDS REVENUE PROJECTIONS

FEDERAL ASSET FORFEITURE FUND

	<u>Actual FY13</u>	<u>Budget FY14</u>	<u>Estimated FY14</u>	<u>% Chg.</u>	<u>Budget FY15</u>
Other Revenues/Forfeiture	\$ 7,440	50,000	50,000	0.00%	50,000
TOTAL REVENUES	\$ 7,440	50,000	50,000	0.00%	50,000

Federal Asset Forfeiture

\$50,000

Funds received from the sale of seized assets by the federal government.

GERMANTOWN MUNICIPAL SCHOOL DISTRICT FUND

<u>TITLE</u>	<u>ACTUAL FY12</u>	<u>ACTUAL FY13</u>	<u>BUDGET FY14</u>	<u>ESTIMATED FY14</u>	<u>BUDGET FY15</u>
Sale TAX	\$ -	1,779,028	2,269,000	2,023,360	-
BEP	-	-	-	-	22,114,766
ADA	-	-	-	-	18,692,688
Other	-	-	-	-	3,316,259
Nutrition	-	-	-	-	1,126,000
General Fund Transfer	-	-	100,000	100,000	2,121,583
TOTAL	\$ -	1,779,028	2,369,000	2,123,360	47,371,296

Germantown Municipal School District

\$22,114,766

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 FY13	Budget FY14	Estimated FY14	Amt. Chg.	% Chg.	Budget FY15
Transport Fees	\$ -	670,042	762,462	73,474	9.64%	835,936
Nontransport Fees	-	58,354	-	-	-	-
Other Revenue	-	34,066	12	(12)	-100.00%	-
General Fund Transfer	-	1,000,000	1,000,000	(500,000)	-50.00%	500,000
TOTAL REVENUES	\$ -	1,762,462	1,762,474	(426,538)	-24.20%	1,335,936

Transport Fee

\$ 835,936

Funds received for transporting patients to area hospitals.

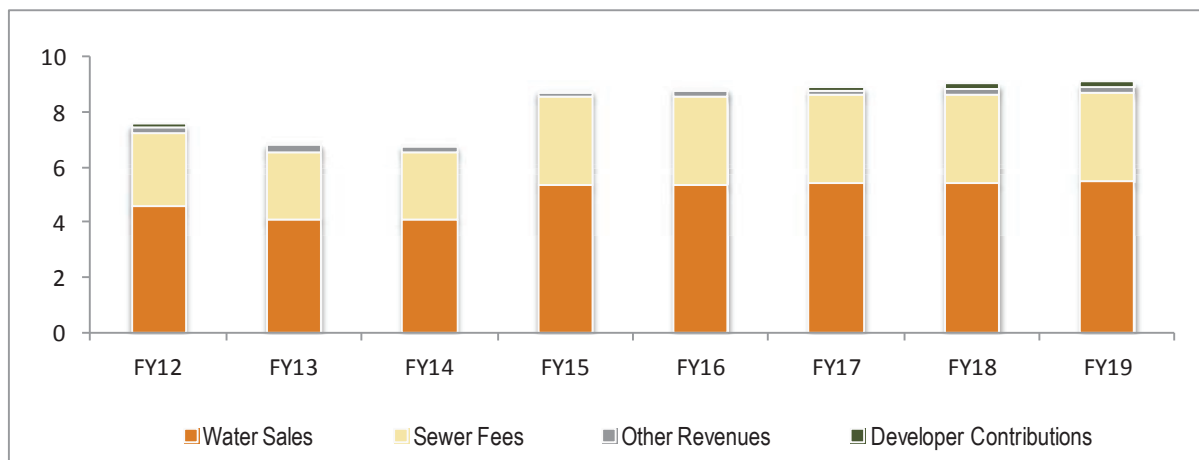
UTILITY FUND REVENUE PROJECTIONS

This section presents the projected Utility Fund revenues for FY15. An analysis chart of revenue components and projected trends through FY19 is presented below.

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
Metered Water Sales	\$ 4,118,201	4,760,000	4,118,201	30.00%	5,353,661
Forfeited Discounts	60,956	71,500	55,000	9.09%	60,000
Other Revenue	16,190	14,000	31,000	-16.13%	26,000
Developer Installation	16,820	5,000	5,000	0.00%	5,000
Water Connection Fees	70,911	75,000	55,000	9.09%	60,000
Sewer Connection Fees	49,200	30,000	36,000	-16.67%	30,000
Sewer Service Fees	2,449,575	2,700,000	2,449,575	30.00%	3,184,448
OPERATING REVENUES	\$ 6,781,853	7,655,500	6,749,776	29.18%	8,719,109
Investment Income	\$ 13,786	18,200	5,786	12.34%	6,500
Contributions from Developers	86,243	145,000	67,000	11.94%	75,000
Surplus Equip Sale - GovDeals	5,571	-	-	-	-
Credit Card Fees/Gain/Loss	-	-	2,332	-100.00%	-
NONOPERATING REVENUES	\$ 105,600	163,200	75,118	8.50%	81,500

UTILITY REVENUES

\$ MILLIONS



REVENUE ANALYSIS AND PROJECTIONS RATIONALE

Metered Water Sales **\$5,353,661**

Residential charges are \$8.73 for the first 5,000 gallons, \$2.15 for each additional 1,000 gallons up to 15,000 gallons, \$2.47 for each additional 1,000 gallons up to 50,000 gallons and \$3.12 per 1,000 gallons thereafter. Commercial charges are \$13.17 for the first 5,000 gallons, \$3.42 for each additional 1,000 gallons up to 15,000 gallons, \$3.90 for each additional 1,000 gallons up to 50,000 gallons and \$4.88 per 1,000 gallons thereafter. These are net charges collected monthly by the City. The current rates became effective in FY15 and represented an average increase of 30%.

Forfeited Discounts **\$60,000**

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 **\$26,000**

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 **\$60,000**

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 **\$3,184,448**

This revenue is based on metered water service. Residential charges are \$5.07 for the first 2,000 gallons, \$.90 for an additional 1,000 gallons, \$1.99 for each additional 1,000 gallons up to 20,000 gallons and \$.78 for per 1,000 gallon thereafter with a maximum charge of \$40.56. There is a nominal surcharge for restaurants. Commercial charges are \$5.07 for the first 2,000 gallons, \$.90 for an additional 1,000 gallons, \$1.99 for each additional 1,000 gallons thereafter. These are net charges collected monthly by the City. The current rates became effective in FY15 and represented an average increase of 30%.

Interest Income **\$6,500**

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 **\$75,000**

Assets received from private developers when the installation of water and sewer mains within the newly completed project is completed.

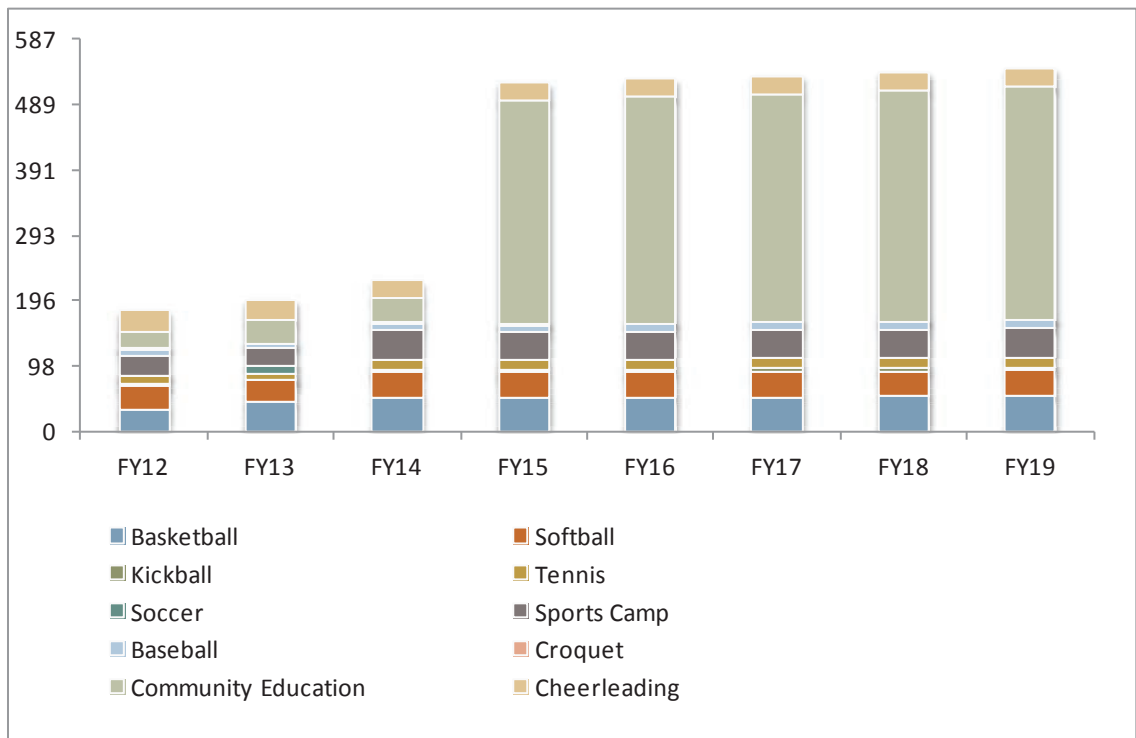
RECREATION FUND REVENUE PROJECTIONS

This section presents the projected Recreation Fund revenues for fiscal year 2015. An analysis chart of revenue components for the Recreation Fund is presented below.

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
Basketball Fees and Sponsorships	\$ 42,720	48,240	53,477	-6.79%	49,845
Softball Fees	32,699	40,020	37,686	-1.13%	37,260
Kickball Fees	1,656	2,100	2,100	0.00%	3,900
Tennis Classes and Other Fees	7,676	15,000	4,500	233.33%	15,000
Sports Camps Fees	25,623	45,030	17,680	134.30%	41,425
Soccer	13,000	-	-	-	-
Baseball	6,395	11,200	8,660	29.33%	11,200
Croquet Fees	721	640	640	0.00%	640
Competitive Soccer	-	-	-	-	-
Cheerleading	31,799	31,799	22,495	0.00%	26,940
Community Education	34,851	36,150	34,303	878.63%	335,700
TOTAL REVENUES	\$ 197,140	230,179	181,541	187.49%	521,910

RECREATION REVENUES

\$ THOUSANDS



REVENUE ANALYSIS AND PROJECTIONS RATIONALE

Basketball Fees and Sponsors **\$49,845**

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 **\$37,260**

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 **\$3,900**

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 **\$41,425**

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 **\$26,940**

Revenue generated through lessons, leagues, and tournaments, as well as court rentals.

Community Education **\$335,700**

Revenue for this account comes from educational courses and after school activities including a new after school care program with Germantown Municipal School District created in FY15.

GERMANTOWN ATHLETIC CLUB PROJECTIONS

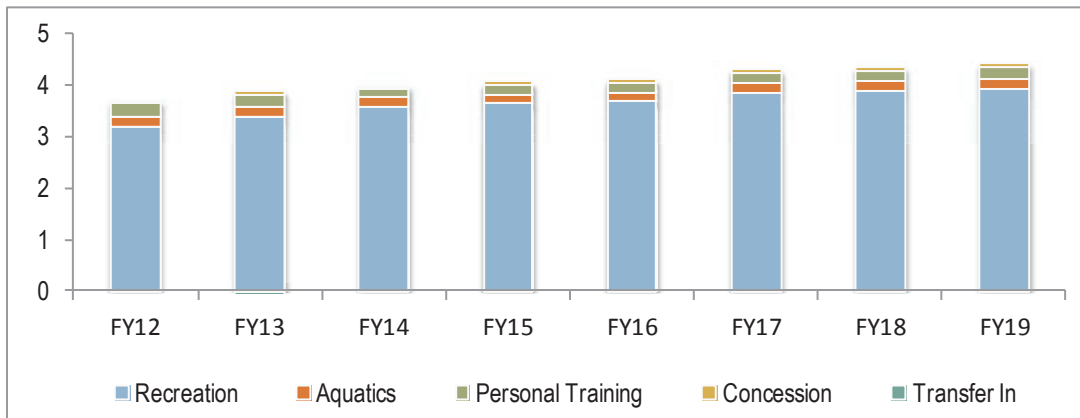
This section presents the projected Germantown Athletic Club Fund revenues for FY15. The graph of revenue components and projected trends through FY19 is presented on the next page.

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
Membership Fees	\$ 3,098,316	3,000,000	3,200,000	1.56%	3,250,000
Membership Application Fee	80,972	75,000	83,000	-3.61%	80,000
Daily Fees	11,811	12,000	13,000	-7.69%	12,000
Classes - Club Programs	59,784	47,000	56,000	7.14%	60,000
Classes - Contract Programs	27,504	27,190	30,000	-20.00%	24,000
Concessions - Recreation	71,765	65,000	70,000	0.00%	70,000
Rent - Taxable Recreation	4,408	3,000	7,500	6.67%	8,000
Rent - Nontaxable Business	79,222	79,222	79,222	0.00%	79,222
Rent - Nontaxable Recreation	9,389	7,000	9,500	0.00%	9,500
Non-Member Surcharge	7,367	8,000	5,000	60.00%	8,000
Other Revenues	1,911	2,000	1,500	0.00%	1,500
Nursery	395	350	250	-40.00%	150
Fitness Programs	140	-	-	-	-
Swim Team	94,261	80,000	90,000	-5.56%	85,000
Swimming Lessons	57,951	57,000	52,000	5.77%	55,000
Swim Meet Fees	20,036	17,500	18,303	-1.66%	18,000
Aquatics Rental	3,818	6,000	5,500	-9.09%	5,000
Personal Trainer	255,198	369,460	243,000	15.23%	280,000
Pro Shop	11,052	13,000	10,000	30.00%	13,000
Catered Events	6,100	8,000	5,500	45.45%	8,000
OPERATING REVENUES	<u>\$ 3,901,400</u>	<u>3,876,722</u>	<u>3,979,275</u>	<u>2.19%</u>	<u>4,066,372</u>
Investment Income	\$ 6,009	6,650	2,788	25.54%	3,500
Credit Card Over/Short	236	500	(92)	-643.48%	500
Surplus Equip Sale - GovDeals	-	-	-	-	-
NONOPERATING REVENUES	<u>\$ 6,245</u>	<u>\$ 7,150</u>	<u>\$ 2,696</u>	<u>48.37%</u>	<u>\$ 4,000</u>

REVENUE ANALYSIS AND PROJECTIONS RATIONALE

GERMANTOWN ATHLETIC CLUB OPERATING REVENUES

\$ MILLIONS



Membership Fees **\$3,250,000**

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 **\$80,000**

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 **\$60,000**

Staff organized programs such as: group exercise special events, Gobble Wobble, Luau, kids programs, Father/daughter dance, dodge ball, etc.

Classes – Contract Programs **\$24,000**

Taekwondo, Ballroom dancing, summer camps, winter camps.

Concessions - Recreation **\$70,000**

Profits received from the sale of food/menu items at the Germantown Athletic Club concessions that include birthday parties.

Rent – Taxable Recreation **\$8,000**

Revenue received for rental of GAC rooms.

Rent – Nontaxable Business **\$79,222**

Revenue received from space rented/leased to the Great Hall for occupancy.

Rent – Nontaxable Recreation **\$9,500**

Revenue received from gym or other room rentals.

REVENUE ANALYSIS AND PROJECTIONS RATIONALE

<u>Non-Member Surcharge</u>	<u>\$8,000</u>
Revenue collected from non-member participation in programs.	
<u>Other Revenues</u>	<u>\$1,500</u>
This line includes revenue from food and drink machines at the Germantown Athletic Club, purchase of replacement ID and return check fees.	
<u>Credit Card Short/Over</u>	<u>\$500</u>
This account records cash overage and shortage.	
<u>Nursery</u>	<u>\$150</u>
Income generated from kids klub and kids zones.	
<u>Swim Team</u>	<u>\$85,000</u>
Includes charges for participants in the Swim Team, Masters Swim Team and coaching clinic.	
<u>Swimming Lessons</u>	<u>\$55,000</u>
Includes charges for all regular and special swimming lessons.	
<u>Swim Meet Fees</u>	<u>\$18,000</u>
Revenues generated from hosting United States Swimming Meets and Memphis Swim Conference Meets.	
<u>Aquatics Rental</u>	<u>\$5,000</u>
Income generated from rentals of lanes and open swim for the indoor and outdoor pools.	
<u>Personal Trainer</u>	<u>\$180,000</u>
Revenue generated from personal training and pilates sessions.	
<u>Club Training</u>	<u>\$100,000</u>
Revenue generated from staff personal trainers.	
<u>Pro Shop</u>	<u>\$13,000</u>
Revenues from the sale of Germantown Athletic Club merchandise.	
<u>Catered Events</u>	<u>\$8,000</u>
Profits received from the sale of food/menu items for birthday parties.	
<u>Investment Income</u>	<u>\$3,500</u>
Interest earned on available cash from investments in the State of Tennessee LGIP account.	

GREAT HALL PROJECTIONS

This section presents the projected Great Hall Fund revenues for FY15.

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
Rent - Business	\$ 271,407	256,700	341,100	2.85%	350,834
Other Revenues	33,920	43,400	6,125	2.99%	6,308
Catering-Taxable	2,635	5,200	2,660	1431.58%	40,740
Catering-Nontaxable	241	378	115	2.61%	118
OPERATING REVENUES	\$ 308,203	305,678	350,000	13.71%	398,000
Investment Income	\$ 22	-	-	-	-
Credit Card Over/Short	-	-	-	-	-
NONOPERATING REVENUES	\$ 22	-	-	-	-

Rent - Business

\$350,834

Revenue received from the Great Hall rentals. These rentals include the multi-media room and Great Hall & Conference Center banquet rooms.

Other Revenue

\$6,308

Revenue received from use of the dance floor, linens, pipe and drape easels, microphones.

Catering -Taxable

\$40,740

Profits received from the sale of food/menu items at the Great Hall & Conference Center.

Catering –Nontaxable

\$118

Food items sold to nontaxable organizations at the Great Hall & Conference Center.

SANITATION FUND REVENUE PROJECTIONS

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
Sanitation Service Fees	\$ 3,410,013	3,402,600	3,412,000	0.3%	3,420,700
Forfeiture Discounts	35,722	35,000	35,500	-1.4%	35,000
OPERATING REVENUES	\$ 3,445,735	3,437,600	3,447,500	0.2%	3,455,700
Investment Income	\$ 1,970	2,450	1,392	0.6%	1,400
Grants	3,757	3,800	6,200	-38.7%	3,800
Recycling Reimbursement	100,868	105,000	67,650	0.5%	68,000
NONOPERATING REVENUES	\$ 106,595	111,250	75,242	-2.7%	73,200

Sanitation Fees

\$3,420,700

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

\$1,400

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

\$68,000

This source represents monies received from recycling facilities from the sale of collected recyclable materials.

STORMWATER MANAGEMENT FUND REVENUE PROJECTIONS

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
Stormwater Management Fee	\$ 982,426	1,051,800	983,090	2.00%	1,002,752
Stormwater Permits	12,510	5,500	9,180	-1.96%	9,000
OPERATING REVENUES	\$ 994,936	1,057,300	992,270	1.96%	1,011,752

Stormwater Management Fee

\$1,002,752

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

\$9,000

This fee covers the cost of review for stormwater permit for new construction with homebuilders.

PENSION FUND REVENUE PROJECTION

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
Contributions	\$ 3,075,240	2,918,029	2,918,029	-22.06%	2,274,372
Fair Value Appreciation (Depreciation)	4,155,978	1,825,000	500,000	300.00%	2,000,000
Realized Gain/Loss	1,638,680	650,000	8,000,000	0.00%	3,000,000
Interest and Dividends	1,029,725	1,050,000	900,000	14.44%	1,030,000
TOTAL REVENUES	\$ 9,899,623	6,443,029	12,318,029	-32.58%	8,304,372

Contributions

\$2,274,372

The actual contributions each year are determined by actuarial data compiled by the Actuarial Services Group, Inc. The City budget contribution for FY15 is projected to be \$1,594,372. In addition, emergency services personnel contribute a determined percent of their salary. The employee contributions are determined by a payroll calculation. Employee contributions for FY15 are estimated to total \$680,000.

Fair Value Appreciation (Depreciation)

\$2,000,000

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)

\$ 3,000,000

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

\$1,030,000

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 2013, the overall rate of return for plan investment was a 21.9%. For the six months ended June 30, 2014, the overall fund has returned 4.9%. The FY15 projections herein are based on a 3.1% rate of return.

HEALTH FUND REVENUE PROJECTIONS

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
Contributions	\$ 4,054,588	5,490,158	5,498,790	-9.81%	4,959,230
TOTAL REVENUES	\$ 4,054,588	5,490,158	5,498,790	-9.81%	4,959,230

Contributions

\$4,959,230

Health Insurance Transfer – effective January 1, 1993, employees began funding medical benefits, based on family size. The City's contribution is \$11,000 per employee and subscriber for FY15 with a total contribution of \$3,987,272 approximately 85% of medical costs. Recipients of the City's health benefits account for approximately 15% of the estimated contributions for FY15, \$721,958.

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 FY15, the City will contribute \$567 per employee with a total contribution of \$143,143 approximately 57%. Recipients of the City's dental benefits fund approximately 43% of the estimated dental contributions for FY14, \$106,857.

OPEB FUND REVENUE PROJECTIONS

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
Contributions	\$ 1,601,214	920,357	913,197	0.78%	920,357
Fair Value Appreciation	365,920	300,000	10,000	1400.00%	150,000
Realized Gain/Loss	80,192	80,000	60,000	0.00%	300,000
Interest and Dividends	59,462	76,000	60,000	0.00%	60,000
TOTAL REVENUES	\$ 2,106,788	1,376,357	1,043,197	37.11%	1,430,357

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)

\$150,000

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 Gain/Loss

\$300,000

This is the actual gain/loss on the sale of mutual funds.

Interest and Dividends

\$60,000

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 calendar year end the overall rate of return for the plan investment was 20.8%. For the six months ended June 30, 2014 the overall fund has returned 4.9%. The FY15 projections herein are based on a 2.4% rate of return.

CASH BALANCE FUND REVENUE PROJECTIONS

	Actual FY13	Budget FY14	Estimated FY14	% Chg.	Budget FY15
Contributions	\$ -	-	21,602	486.60%	126,718
Fair Value Appreciation (Depreciation)	-	-	-	100%	7,531
Realized Gain/Loss	-	-	-	100%	3,013
Interest and Dividends	-	-	-	100%	4,519
TOTAL REVENUES	\$ -	-	21,602	556.33%	141,781

Contributions

\$126,718

Contributions to the Cash Balance Fund have two components. The City employees hired after July 1, 2013 are required to contribute 5% of wages. The City matches the employee contribution at year end.

Fair Value Appreciation (Depreciation)

\$7,513

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 Gain/(Losses)

\$3,013

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

\$4,519

The Other Postemployment Benefits Commission (OPEBC) reviews the operations and activities of the City's Cash Balance 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 FY15 projections herein are based on a 5% rate of return.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

NOTE 1 from June 30, 2013 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) – GPAC has a cooperative agreement with the City to carry out a performing arts program that will foster and promote theatrical and musical performances to the community at the Germantown Performing Arts Center. GPAC is dependent upon the City for providing payroll, utilities, and other expenses as well as the building used by GPAC, which is owned by the City. In-kind contributions made to GPAC by the City during 2013 totaled \$984,060. Upon termination of this agreement, the City shall receive all assets and assume all liabilities of 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) are designed to provide readers with a broad overview of the City's finances, in a manner similar to a private-sector business. 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 net position presents information on all of the City's assets, liabilities, and deferred inflows of resources, with the differences presented as a net position. Net position is reported as one of three categories: net investment in capital assets; restricted; or unrestricted. Restricted net position is further classified as either net position restricted by enabling legislation or net position that is otherwise restricted.

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 liabilities are 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

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

the taxes are levied. Revenue from grants and donations are recognized in the fiscal year in which all eligibility requirements have been satisfied.

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 an official delegated the authority to assign 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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Assets, liabilities and fund equity

1. Deposits and investments

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

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

6. *Compensated absences*

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 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 position. 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. *Deferred inflows of resources*

In addition to liabilities, the statement of net position reports a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an increase to net position that applies to a future period and is not recognized as an inflow of resources (revenue) until that time. The City only has one type of item that qualifies for reporting in this category. The item is amounts in the governmental funds that were receivable and measurable at year-end but were not available to finance expenditures for the current year. This includes unavailable revenues from property taxes.

10. *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 from 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

