

CITY OF GERMANTOWN

FISCAL YEAR 2017

BUDGET

July 1, 2016 – June 30, 2017



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Germantown

Tennessee

For the Fiscal Year Beginning

July 1, 2015

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, 2015.

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 FY17 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 FY17 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 FY17 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.

Capital Improvements Program Summary. General overview of the CIP, divided in nine categories: General Government, Major Roads, Intersections/Other/Drainage, Parks, Germantown Athletic Club, Utilities, Great Hall & Conference Center, and Recreation. (Complete listing of 2017 projects and five-year CIP projection in Budget Summary section).

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

TABLE OF CONTENTS

<u>INTRODUCTION</u>		<u>PUBLIC SAFETY</u>	
Reader's Guide.....	I	Police.....	137
Table of Contents.....	II	Automated Enforcement.....	141
Mayor's Letter.....	1	Drug Asset Forfeiture.....	143
City Administrator's Letter.....	2	Federal Asset Forfeiture.....	145
General Information and Statistical Data	13	Fire.....	147
Location Map	13	Ambulance.....	151
Organization Chart.....	17	<u>TRANSPORTATION & ENVIRONMENT</u>	
City Officials Roster.....	18	Public Works.....	155
Philosophy Statement.....	19	State Street Aid.....	159
2016-2 Budget Ordinance	20	Animal Control.....	161
FY17 Policy Agenda.....	22	<u>SANITATION</u>	
Performance Measurements.....	27	Sanitation Fund.....	163
Financial Policies.....	29	<u>STORMWATER MANAGEMENT</u>	
Condensed Budget Calendar.....	41	Stormwater Management Fund.....	167
<u>BUDGET SUMMARIES</u>		<u>COMMUNITY SERVICES</u>	
Total Expenditure Budget.....	44	Parks and Recreation.....	171
General Fund Budget.....	48	Recreation.....	173
Utility Fund Budget.....	52	Cultural Arts Projects.....	175
Athletic Club Fund Budget.....	56	Pickering Center.....	177
Great Hall Fund Budget.....	60	Library Services.....	179
Sanitation Fund Budget.....	64	The Farm	183
Stormwater Management Fund	66	<u>GERMANTOWN MUNICIPAL SCHOOL DISTRICT...</u>	
Capital Projects Summary.....	68	GERMANTOWN MUNICIPAL SCHOOL DISTRICT...	185
Infrastructure Replacement		<u>GERMANTOWN ATHLETIC CLUB FUND.....</u>	
Program Summary.....	71	GERMANTOWN ATHLETIC CLUB FUND.....	187
Discussion of General Fund Reserves.....	75	<u>GREAT HALL FUND.....</u>	
Budget Projection Summaries.....	77	GREAT HALL FUND.....	197
Personnel and Staffing.....	99	<u>UTILITIES</u>	
<u>GENERAL GOVERNMENT</u>		Utility Debt Service.....	203
Aldermen.....	103	Water Operations.....	205
Civic Support.....	105	Sewer Operations.....	209
Court.....	107	Sewage Treatment.....	211
Administration.....	109	<u>CAPITAL IMPROVEMENTS PROGRAM.....</u>	
Human Resources.....	111	CAPITAL IMPROVEMENTS PROGRAM.....	213
Information Technology.....	113	<u>REVENUES & OTHER INFORMATION</u>	
Germantown Performing Arts Center.....	115	Revenues.....	229
Finance.....	117	Significant Accounting Policies.....	255
Procurement.....	119	Glossary of Terms.....	261
Allocated Expenses.....	121	City of Germantown Citizen Boards.....	266
General Debt Service.....	123		
Economic and Community Development.....	125		
Budget and Performance.....	129		
Facility Services.....	131		
Fleet Services	133		



CITY OF GERMANTOWN TENNESSEE

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

May 2016

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

Presented for your consideration is the FY17 annual operating and capital budget for the City of Germantown. It is a fiscally sound and balanced document representing countless hours of development and review by City staff and citizen volunteers. The annual budget and five year financial plan is built around our financial policies and addresses the operational and capital challenges that face our community. As a policy document, the budget serves as the financial plan for our City and will help guide the actions of the Board of Mayor and Aldermen over the next 12 months.

Our role as elected officials and that of City staff is to utilize the resources that the taxpayers of Germantown have entrusted to us. It is also our role to improve our City product and service delivery to our citizens while at the same time reducing costs. The FY17 budget accomplishes these two directives and continues to ensure a financially sustainable future for the next generation of Germantown residents.

The FY17 budget encompasses funding for a wide range of services including safety, security and infrastructure improvements, accomplished through fiscal soundness while sustaining the character of the community. In every department, division and line item, the FY17 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 to merit the triple-A bond ratings of both Moody's and Standard and Poor's.

Over the next several months we will continue our efforts to build a sustainable Germantown through the hard work of our Germantown Forward 2030 steering committee and professional, dedicated City staff. There are challenges and opportunities that lie ahead. We can address challenges by cultivating a collaborative culture, where we all share the responsibility for problem solving. Then, together, we can capitalize on opportunities for our community to achieve the desired state. A community built upon economic, environmental and social sustainability.

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

Mike Palazzolo, Mayor



CITY OF GERMANTOWN TENNESSEE

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

May 2016

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

This letter transmits the Budget for the fiscal year beginning July 1, 2016. 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 AAA-rated city for the coming year and the five-year planning period.

THE FISCAL YEAR 2017 BUDGET

The FY17 budget is balanced and totals \$137.1 million for all funds with the City's general fund totaling \$50.2 million. This balanced budget is the result of ongoing departmental cost control, city-wide performance improvement and efficiency measures and the fiscal year 2014 property tax adjustment. Against this backdrop Administration has proposed a budget for FY17 that, in most instances, calls for modest increases. The bottom line is that Germantown remains in excellent financial health as evident by our AAA bond rating and strong financial reserves and is experiencing significant investment as a result of the improving economy.

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 departmental business plans, citizen feedback and the Germantown Forward 2030 Plan.

Administration employs certain funding priorities in developing the annual budget. Administration is strongly committed to the following:

- An operationally balanced budget, which supplies the necessary materials and tools to address the objectives identified in Germantown Forward 2030
- A fiscally balanced budget with no use of one-time revenues to fund ongoing city operations
- A budget based on customer ratings for importance and satisfaction with City services
- Full cost accounting and fee collection where possible
- A commitment to funding capital projects based upon the City's established financial policies

When structuring the budget document, Administration's goal is to produce a document that provides sufficient policy and financial information to give an accurate description of the city's financial health and stability.

The Germantown Board of Mayor and Aldermen, Administration and staff are committed to Germantown's economic, environmental and social sustainability. 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. The City's newly-adopted strategic plan, Germantown Forward 2030, heavily influenced FY17 budget priorities.

With a focus on the priorities set forth in the bi-annually updated Germantown Forward 2030 Plan, Administration routinely presents a balanced budget for the year under consideration in addition to a five-year financial plan based upon carefully

researched data, planning scenarios and financial assumptions. Current and long-term financial obligations of the community are addressed 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 strategic objectives and policy decisions are identified for budget deliberations.

The actual development of the budget relies on the expertise and professionalism of a highly trained staff in cooperation with the 23-member Financial Advisory Commission (FAC), a volunteer commission appointed by the BMA. These appointed resident volunteers, who have extensive experience in the financial sector, generously donate their time to work with City staff on every aspect of the budget and financial policies prior to recommendation to the BMA for 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 postcard is created and distributed to residents. The document includes an invitation to the public hearing on the budget and highlights key revenues, expenditures and capital projects. Once adopted, the budget is made available on the City website.

Throughout the fiscal year, the Budget and Performance staff 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.

Fiscal accountability is also achieved by rating agencies each time the City enters the bond market to issue debt. Germantown is one of only 100 cities with a Triple A bond rating from both Moody's and Standard & Poor's. 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 renewed the City's AAA rating prior to a bond sale in February 2016.

The City conducts an annual audit at the conclusion of each fiscal year. Records for every fund are audited by an independent accounting firm that tests and reviews supporting evidences and financial statements. The City's audit has resulted in an unmodified opinion for more than 20 years on the overall fiscal health of the City. The audit report is reviewed by the City Audit Commission prior to submission to the Board of Mayor and Aldermen. The Audit Commission is staffed by the City's mayor, city administrator, alderman liaison, finance director and Financial Advisory Commission chairman.

The City has received the GFOA award for excellence in financial reporting each year since 1982. 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, prepared using information from the City's audit and annual financial report, is presented in a format designed to be easily understood by the general public. The City has also received the GFOA award for excellence for the PAFR for the past six years. A copy of the PAFR is available online at Germantown-TN.gov.

STRATEGIC PLANNING

Earlier this year, the Germantown Board of Mayor and Aldermen approved the Germantown Forward 2030 strategic plan. The citizen-driven plan encourages leaders look to the future and a sustainable Germantown based on the triple bottom line of economic, environmental and social sustainability. The plan will be updated bi-annually and will continue to involve members of the community.

Development of the new Germantown Forward 2030 strategic plan began in January 2015 with the appointment of a steering committee consisting of 30 diverse individuals from across the City. The group was tasked with forming the new Vision for the City – Germantown Forward 2030. The work of the committee took place in four segments:

1. Setting the stage – January
During this time, members of the Board of Mayor and Aldermen identified a group of candidates, focusing on diversity in terms of interests, age, race, gender and area of residence. Administration staff worked to design the process and

the board set the stage to empower the committee to make decisions and take ownership of the community-owned plan that they will develop.

2. Situational Analysis – February to April
Committee members participated in an intense environmental scan of Germantown's current situation including quantitative and qualitative analysis of the City's key indicators, workforce planning, risk assessment, SWOT analysis, key communities, competitive position, customer requirements, industry trends and community survey results. Designed to promote an understanding of the City's broad range of services, the situational analysis phase was crucial to building a knowledge base from which the 2030 plan emerged.
3. Strategic Visioning – May to July
This phase of the visioning process began with the actual identification of the Vision statement. Outputs from the situational awareness phase were used to establish and confirm the vision, mission and values of the organization. Once the Vision was established and tested with the community at large, strategic challenges and advantages and key performance areas were established.
4. Strategy Development – July to September
Working from the identified Vision statement and related key performance areas, task forces were staffed with additional volunteers. These groups worked to establish strategic objectives and related long- and short-term goals for each.
5. Implementation – October to December
Once objectives and goals were finalized, action plans were developed. These include physical, human, intellectual and financial resource commitments and time horizons for accomplishment. These details facilitate organization-wide understanding and deployment.

REVENUE PROJECTIONS

Concurrent with the adoption of the budget, the Board of Mayor and Aldermen adopts a property tax rate. The budget for FY17 has a property tax rate of \$1.93. Property taxes generated in Germantown comprise about 58% of overall General Fund operating revenues.

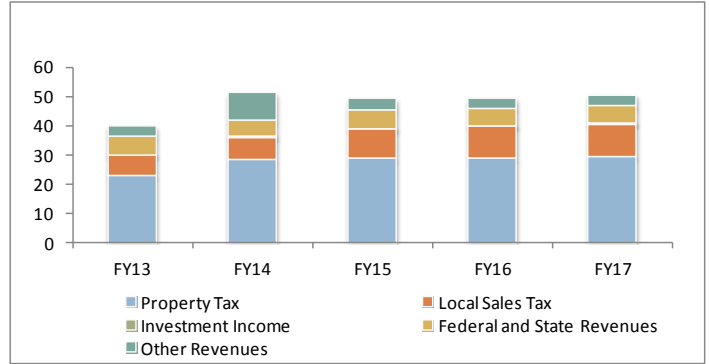
Germantown currently has multiple mixed-use projects scheduled to begin construction in the first two quarters of FY17, representing over \$100 million in private investment. These projects will result in an additional 100,000 square feet in retail shops, restaurants, hotel rooms, class-A office space and multifamily units. In addition, 180 new single family homes, with a total value of more than \$25 million, are being developed with many already under construction. These new Germantown properties will be assessed beginning in FY18.

GENERAL FUND

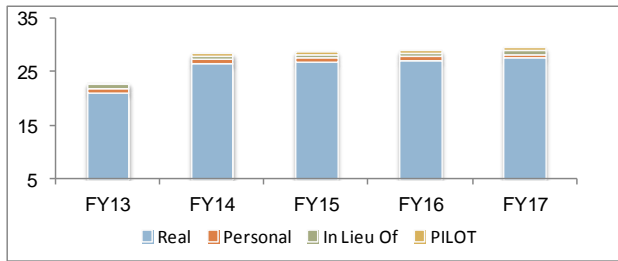
REVENUES:

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, FY17 general fund revenues increased by 2.0% over FY16 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



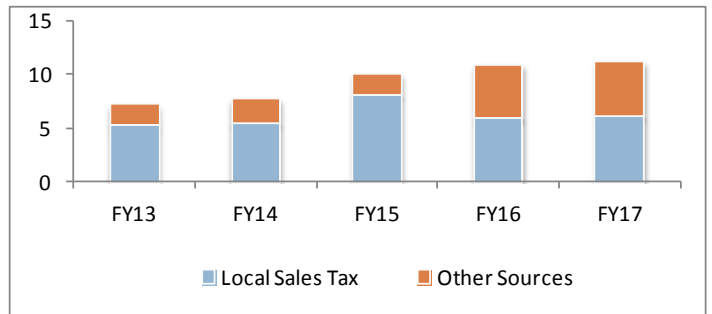
PROPERTY TAXES

The property tax rate for the City of Germantown is \$1.93 per \$100 of assessed valuation. In the FY17 budget, real, personal, in-lieu-of-property taxes and PILOT are projected to generate approximately \$29.4 million, 58% of the total revenue budget for the City.

LOCAL SALES TAXES

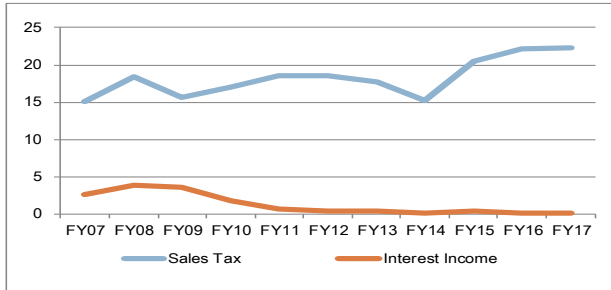
Local sales tax collections contribute 22% of the total revenue for the operations of the City. This category includes the local sales tax, the wholesale beer tax, the wholesale liquor tax, gross receipts business taxes and hotel/motel occupancy tax. FY15's sales tax includes a 0.005 increase that was approved by referendum in FY12. The FY17 Budget anticipates \$11.2 million in local sales tax revenue.

\$ MILLIONS



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

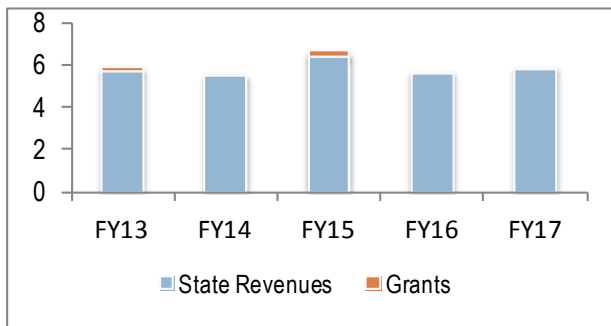
PERCENT



INTEREST INCOME

Interest on the City's investments contributes less than 1% of total revenues for the City of Germantown. The FY17 Budget projects income from investments at \$65,000. 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.

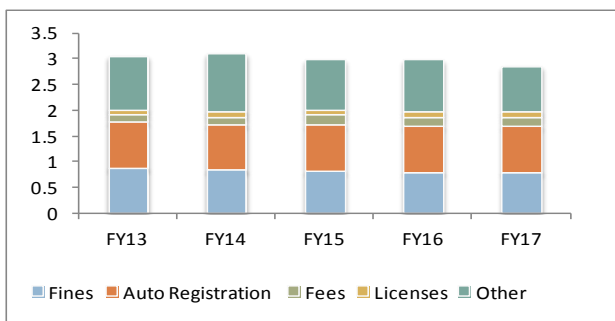
\$ MILLIONS



STATE REVENUES AND GRANTS

State shared revenues and state and federal grants make up 12% 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 \$6.1 million in FY17. 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

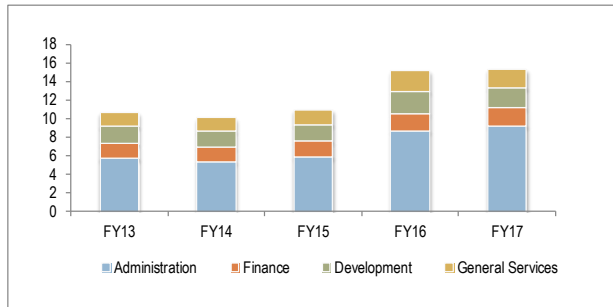
Other local revenue sources generate approximately 8% of the overall revenue for the City. This category includes automobile registration fees, local cable franchise fees, city court fees and an assortment of other smaller fees collected by municipalities. Licenses and fees are a fairly stable source of revenue for the City. Revenues are budgeted at \$3.8 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 2017 and an overview of the Financial Policies as adopted by the Board of Mayor and Aldermen are provided following this section.)

\$ MILLIONS



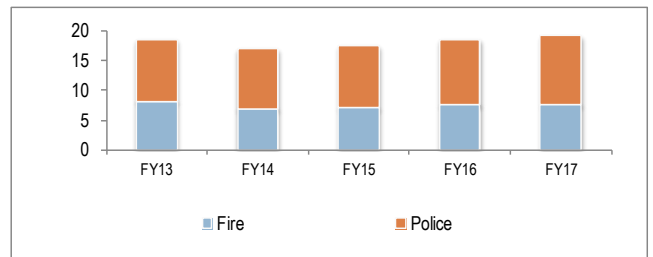
GENERAL GOVERNMENT EXPENDITURES

General government includes the Departments of Aldermen, Administration, Economic & Community Development, Human Resources, Information Technology, Germantown Performing Arts Center, General Services, Budget and Performance, City Court, Procurement, and Finance. FY17 expenditures for these functions decreased by \$157,000 or 1% from the FY16 estimate. The reason for this decrease can be attributed to less infrastructure replacement projects.

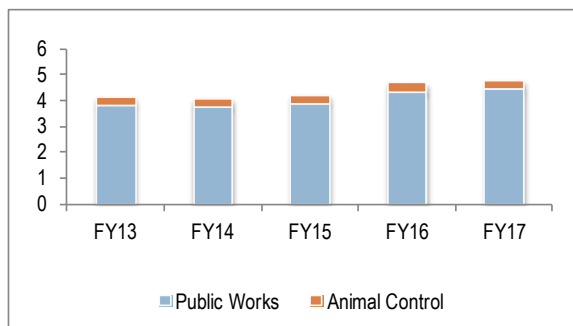
PUBLIC SAFETY EXPENDITURES

Total expenditures for Police and Fire Departments increased by \$641,800 or 3% from the FY16 estimate. FY17 shows an increase over FY16 estimate due to a full year’s salary for 4 additional police officers added mid-year FY16.

\$ MILLIONS



\$ MILLIONS



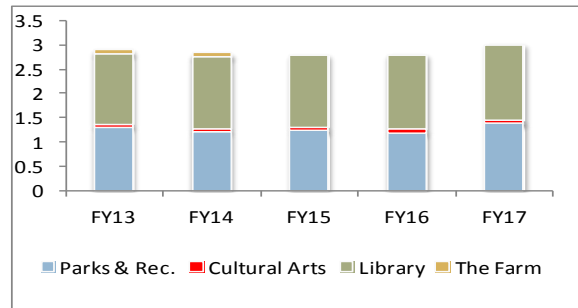
TRANSPORTATION AND ENVIRONMENT EXPENDITURES

The category includes the Department of Public Services and Animal Control. Total FY17 expenditures for this category increased by \$90,000 or 2% from the FY16 estimate. FY17 expenses are more than FY16 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 FY17 expenditures increased by \$224,800 or 8% over the FY16 estimate. This increase is due to three new positions being delayed in the Parks Department until late in FY16.

\$ MILLIONS



SUMMARY OF FY17 APPROVED EXPENDITURE HIGHLIGHTS

TOTAL BUDGET - GENERAL FUND

(in thousands)

	Original Budget FY16	Estimated FY16	Budget FY17	Variance - Est. FY16 Budget FY17	% Variance Estimated FY16	% Variance Budget FY17
Operating Budget*	47,954	48,613	50,211	1,598	3.3%	3.2%
Capital	-	-	-	-	0.0%	0.0%
Total	47,954	48,613	50,211	1,598	3.3%	3.2%

TOTAL BUDGET - ALL FUNDS

(in thousands)

	Original Budget FY16	Estimated FY16	Budget FY17	Variance - Est. FY16 Budget FY17	% Variance Estimated FY16	% Variance Budget FY17
Operating Budget*	116,665	116,324	124,959	8,635	7.4%	6.9%
Capital	10,788	20,305	12,180	(8,125)	-40.0%	-66.7%
Total	127,453	136,629	137,139	510	0.4%	0.4%

BY PROGRAM:	Increase (in thousands)	Percent of Total	Percent Inc. to Estimate
Community Services	\$ 225	44.0%	8.1%
General Debt Service	975	190.9%	33.9%
General Government	157	30.8%	1.0%
Transportation & Environment	90	17.6%	1.9%
Athletic Club	1,095	214.5%	21.4%
Great Hall	(103)	-20.2%	-20.5%
Contingencies	-	0.0%	0.0%
Other Programs	(3,344)	-654.7%	-4.6%
Public Safety	642	125.8%	3.4%
Sanitation	1,693	331.6%	50.5%
Stormwater	(74)	-14.5%	-6.8%
Utilities	(846)	-165.8%	-9.5%
TOTAL	\$ 510	100.0%	0.4%

BY CATEGORY:	Increase (in thousands)	Percent of Total	Percent Inc. to Estimate
Personnel	\$ 3,530	691.6%	4.9%
Debt Service	929	181.9%	30.6%
Contingencies	-	0.0%	0.0%
Communications	90	17.6%	10.6%
Rents	0	0.1%	0.1%
Contract Services	1,755	343.9%	34.7%
Professional Fees	395	77.5%	4.7%
Supplies	(210)	-41.2%	-3.9%
Capital Outlay	2,790	546.6%	60.4%
All Other Categories	(8,769)	-1718.0%	-23.6%
TOTAL	\$ 510	100.0%	0.4%

* 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, 2015 totaled \$28.3 million. The underlying purpose and rationale for these reserves are described in the Financial Policies contained in this section of the document.

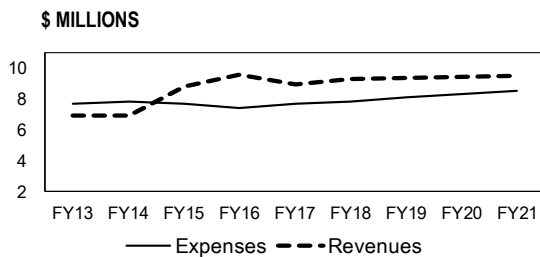
Following a review of the Financial Policies with the Financial Advisory Commission and the Board of Mayor and Aldermen, the Financial Policies were updated as detailed in this section of the Budget.

UTILITY FUND

REVENUE AND EXPENSES:

Utility rates were increased by 30% in FY15. This increase was recommended to keep the fund sustainable in future years.

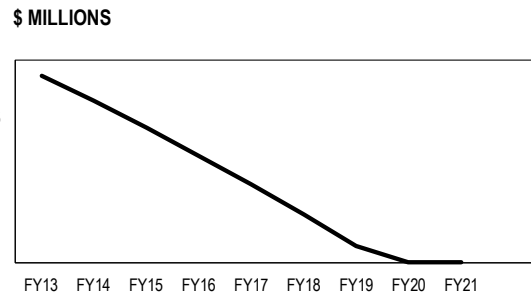
**UTILITY FUND
 REVENUES OVER EXPENSES**



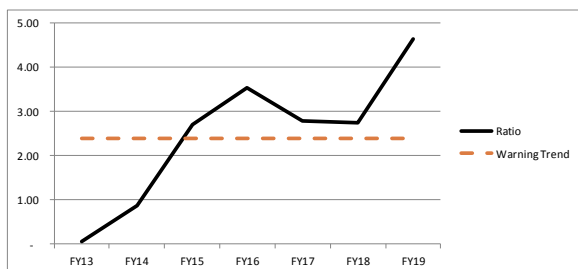
The chart on the left graphically illustrates the revenue and expenditure trends over a 9-year planning period. Utility revenues and expenses reflect the fluctuation common to a Utility Fund.

Outstanding Utility Debt of \$2.7 million at the start of FY17 is comprised of two bond issues. This chart displays Outstanding Utility Debt at the beginning of each fiscal year. In FY09 a bond issue totaling \$5.0 million was issued to support the expansion of the Johnson Road Water Plant and water storage. The one bond issue in FY98, refunded in 2006, totaling \$8.025 million was mainly to support the construction of a new water treatment plant. The five-year planning period does not include issuing new debt.

OUTSTANDING UTILITY DEBT



**UTILITY DEBT SERVICE
 COVERAGE**



The debt coverage graph shows the ratio of net operating revenues to debt services. The number of times net operating revenues covers long term debt. A debt service coverage ratio of 1.0 means that the system has exactly enough money from operating revenues to pay off its annual debt service once it has paid all of its operating expenses.

Although the major rating agencies consider 2.4 an appropriate debt coverage ratio for a AAA rated city, 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.

FY17 CAPITAL BUDGET

The FY17 Capital Budget totals \$12,180,178. There is a \$3.8 million transfer to capital projects from the General Fund in FY17. Those projects incorporated in the CIP are consistent with the Board of Mayor and Aldermen's Policy Agenda and funding priorities.

The FY17 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.

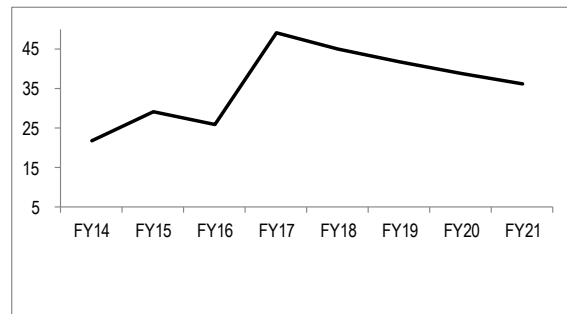
DEBT ANALYSIS

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 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. In FY16, \$10.2 of G.O. debt was issued for school construction and \$7.9 million in G.O. debt and refunding bonds were issued. The five year planning period includes no new issues.

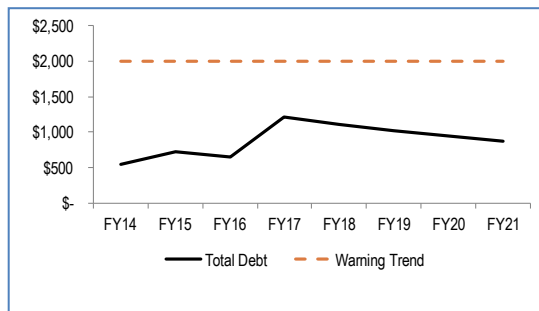
OUTSTANDING G.O. DEBT

\$ MILLIONS



G.O. DEBT PER CAPITA

\$ PER CAPITA



The City's debt policy considers \$2,000 per capita to be the upper limit. Even with the anticipated issuance of debt this fiscal year, Germantown maintains a debt level below the upper limit.

GERMANTOWN ATHLETIC CLUB FUND

The Germantown Athletic Club begins FY17 with a business development plan. 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.

GREAT HALL FUND

The Great Hall & Conference Center focuses on providing 8,600 square feet of rental facility space ideal to accommodate meetings, weddings and receptions. The Great Hall handles both large and intimate events. The 160' by 54' main space can be reconfigured into as many as five meeting spaces and the Conference Center seats up to 84 in tiered theatre seating, which features expansive table space for participants.

SANITATION FUND

The FY17 Budget for the Sanitation Fund reflects the costs of the first year of a five year collection contract with an option to renew an additional five years with Waste Pro and landfill disposal, BFI Waste Systems and Quad County Environmental Solutions. The revenue side includes a rate increase compared to last year for solid waste collection and disposal. The contract includes weekly collection of household trash with a choice of backdoor or curbside collection, weekly recyclables collection and weekly yard debris collection.

STORMWATER MANAGEMENT FUND

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

SPECIAL THANKS:

The FY17 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 FY17 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

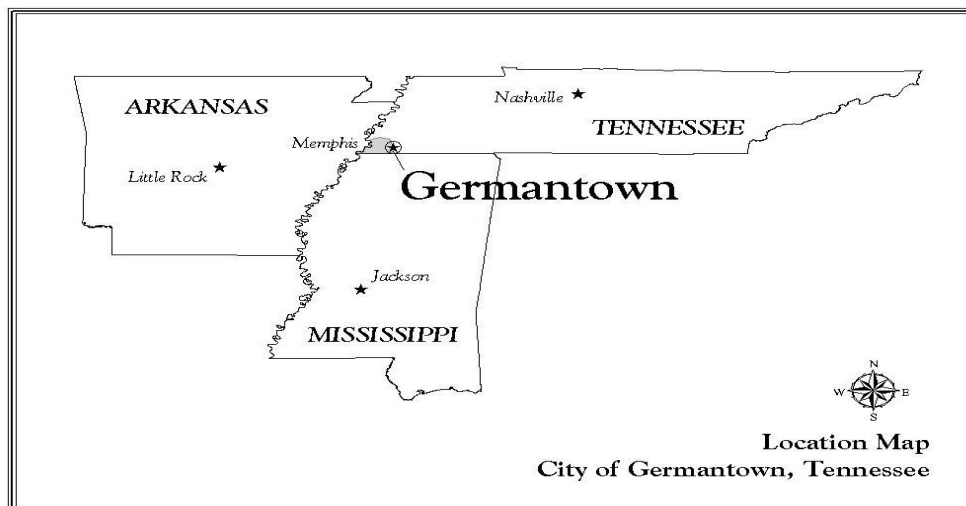
In 1960, the City had 1,101 residents. In the 1970s, Germantown began to grow rapidly and by 1980 the population had grown to 20,459. Today, the City's population is 40,123 per 2012 Special Census. The City is primarily residential in character, but continues to expand in commercial businesses and professional 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	65%
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	87%
Black or African American	3.6%	Number of households	14,585
Asian	5.2%	Median household income	117,381
Hispanic or Latino	1.9%	Median value of owner-occupied housing units (38138)	282,160
Other	1.2%	Median value of owner-occupied housing units (38139)	401,816
		Per capita money income	61,572
		Average family size	2.7

Unless otherwise indicated, statistics are from 2010 Federal Census.

*Per 2012 certified Special Census



GENERAL INFORMATION AND STATISTICAL DATA

2015 PRINCIPLE PROPERTY TAXPAYERS

Taxpayer	Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
The Village at Germantown Inc.	\$ 11,600,000	1	0.84%
Methodist Hospital of Memphis	11,295,640	2	0.82%
Brook Chase Apartments, LLC	9,683,880	3	0.71%
HRT of Tennessee, Inc.	8,975,320	4	0.65%
VA Germantown LLC	8,310,400	5	0.61%
FSP-Germantown, LLC	7,902,208	6	0.58%
BIC-MTS Partners (PSO)	7,818,320	7	0.57%
Baptist Memorial Health Services	7,759,560	8	0.57%
Taylor Sentor Crook, et al	7,187,640	9	0.52%
Germantown Village Square Joint Venture	6,807,400	10	0.50%
Totals	<u>\$ 87,340,368</u>		<u>6.37%</u>

2015 PRINCIPAL EMPLOYERS

Employer	Employees	Rank	Percentage of Total County Employment
Methodist Le Bonheur Hospital - Germantown	1,857	1	0.33%
Germantown Municipal School District	517	2	0.09%
Campbell Clinic	400	3	0.07%
City of Germantown	380	4	0.07%
Kroger	362	5	0.06%
Orgill, Inc.	265	6	0.05%
ThyssenKrupp Elevator Manufacturing, Inc.	260	7	0.05%
Villages of Germantown	249	8	0.04%
Stern Cardiovascular	240	9	0.04%
Baptist Rehabilitation - Germantown	184	10	0.03%

GENERAL INFORMATION AND STATISTICAL DATA

AMENITIES

A total of 29 parks allow for a park within walking distance of every residence. The community has more than 700 acres of parkland. More than 13 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, along with three schools operated by Shelby County.

The Community Library was constructed in 1996, the Regional History and Genealogy Center opened in FY07. The Germantown Performing Arts Center (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 25 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, Neighborhood Preservation, Parks and Recreation, Personnel, Planning, Public Safety Education, Retirement Plan Administration/Other Postemployment Benefits, and Senior Citizens. 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	210
Number of Street Lights	5,097

Fire Protection:

Number of Stations	4
Number of Regular Firefighters:	
Fire and Ambulance	85
Number of Volunteer Firefighters	15
Insurance Service Office Rating	Class III

Police Protection:

Number of Regular Police Officers	99
Number of Reserve Police Officers	30

Recreation and Culture:

Number of Parks	29
Acreage	748
Number of Libraries	2
	(Germantown Community Library and Genealogy Center)
Volumes	136,005

Education (1) :

Number of Schools	5 (GMSD)
Number of Students	5,732

Water System:

Number of Consumers	13,572
Miles of Water Main	210
Well Capacity	22.43 million gallons per day
Treatment Plant Capacity	24 million gallons per day
Storage Capacity	7.800 million gallons
Average Daily Consumption	6.457 million gallons
Peak Day Pumpage	13.585 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:

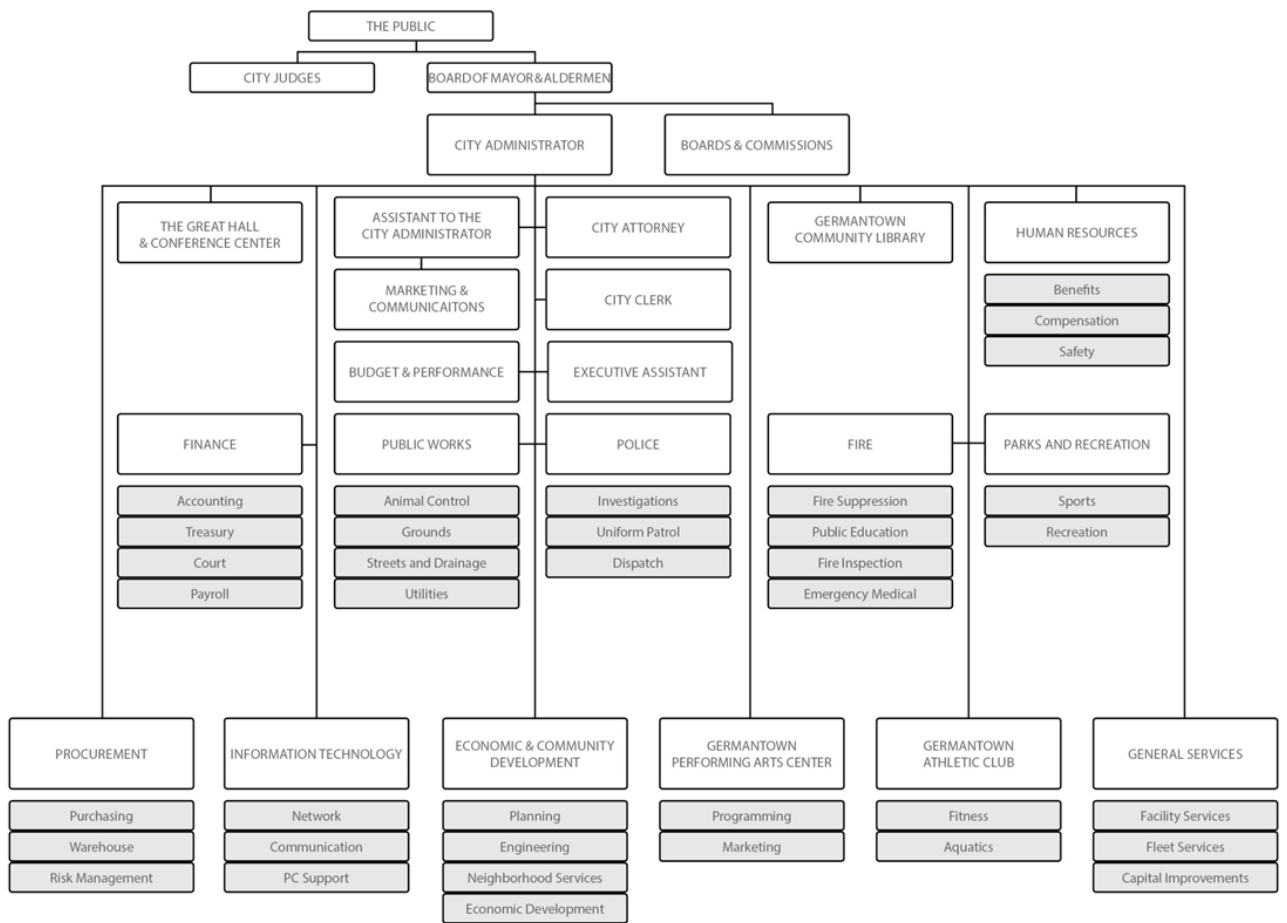
Number of Consumers	15,382
Miles of Sewer Main	250
Treatment	Provided by City of Memphis
Residential Rate in Force	\$5.07 for first 2,000 gallons (minimum) \$.90 per for third additional 1,000 gallons \$1.99 per additional 1,000 gallons up to 20,000 gallons \$0.78 per 1,000 gallons (\$5.07 minimum and \$40.58 maximum)

CONTACT INFORMATION

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

CITY OF GERMANTOWN, TENNESSEE

Organization Chart



LIST OF CITY OFFICIALS

**CITY OF GERMANTOWN
CITY OFFICIALS**

MAYOR

Honorable Mike Palazzolo (2018*)



ALDERMEN

Forrest Owens (Vice Mayor – 2016*)

Mary Anne Gibson (2018*)



David Klevan (2016*)



Rocky Janda (2016*)



John M. Barzizza (2018*)



CITY ADMINISTRATOR

Patrick J. Lawton

CITY ATTORNEY

David Harris

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.....	Stephen Wilensky
Finance Director.....	Paul Turner
Procurement Director.....	Lisa Piefer
Parks and Recreation Director.....	Pam Beasley
Library Services Director.....	Daniel Page
Public Works Director.....	Bo Mills
Information Technology Director	Tony Fischer
Germantown Athletic Club Director	Phil Rogers

BUDGET PREPARATION STAFF

Sr. Budget and Performance Analyst.....	Sherry Rowell
Sr. Budget and Performance Analyst	Adrienne Royals
Budget and Performance Analyst.....	De’Kisha Fondon
Capital Improvements Projects Manager.....	Rodney “Butch” Eder

*(Date elected term expires)

City of Germantown Core Values

We, the Germantown Managers and Employees,

Strive for **S**ERVICE Excellence

PRODUCE “A+” Results

Take the **I**NITIATIVE

Are **R**ESPONSIBLE

Are **I**NNOVATIVE

Practice **T**EAMWORK

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

ORDINANCE NO. 2016 - 2

AN ORDINANCE TO ADOPT THE 2016- 2017 BUDGET

WHEREAS, the City of Germantown desires to ordain its budget for the fiscal year July 1, 2016 through June 30, 2017; 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, 2016 through June 30, 2017, is the following:

SECTION

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

Section 6-801 Revenue/Expenditures

A. Total Revenues and Available Funds

General Fund Revenues		\$50,965,640
Special Revenue Funds Revenues		55,450,831
Intergovernmental Revenues		3,907,462
Utility Fund Revenues		8,974,000
Germantown Athletic Club Fund Revenues		4,535,864
Great Hall Fund Revenues		437,807
Sanitation Fund Revenues		5,040,680
Stormwater Management Fund Revenues		1,020,664

Decreases (Increases) in Fund Balances:

General Fund		(754,816)
Special Revenue Funds		1,077,312
Capital Projects Funds		5,722,716
Utility Fund		(945,680)
Internal Service Funds		53,000
Germantown Athletic Club Fund		1,685,280
Great Hall Fund		(37,199)
Sanitation Fund		7,024
Stormwater Management Fund		(1,697)
TOTAL		<u>\$137,138,888</u>

B: Expenditures

General Fund		\$50,210,824
Special Revenue Funds		56,528,143
Capital Projects Funds		9,630,178
Utility Fund		8,028,320
Internal Service Funds		53,000
Germantown Athletic Club Fund		6,221,144
Great Hall Fund		400,608
Sanitation Fund		5,047,704
Stormwater Management Fund		1,018,967
	TOTAL	<u>\$137,138,888</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, 2016, the public welfare requiring it.

First Reading: May 09, 2016

Second Reading: June 13, 2016

Third Reading: June 27, 2016



Mike Palazzolo, Mayor



Michele Betty, City Clerk/Recorder

In January 2015 the Germantown Board of Mayor and Aldermen approved a process for the development of a long-range strategic plan to guide the growth and development of the community for the next 15 years. The year-long planning process focused on understanding and influencing the future, rather than simply preparing for or adapting to it, by aligning resources to bridge the gap between our present condition and the desired future. The strategic planning process began with the appointment of a 30-member steering committee. These citizens led the development of the Germantown Forward 2030 vision statement. A larger group of citizens assigned to specific task forces worked to develop specific goals and action plans to translate the vision into reality.

In an effort to make the strategic planning process a truly grass roots effort one of the first actions by the Board of Mayor and Aldermen was to hand over the keys to the 30-member steering committee, charging them with the development of the plan to ensure community ownership. Steering committee members represented all aspects of the community in regard to age, race, gender and neighborhood. The process was facilitated by City staff to provide support and guidance and ensure completion of the plan.

Members of the steering committee plunged head first into an intensive situational analysis including the systematic collection and evaluation of data and relevant material related to the city's current environment and future trends. The group enjoyed unlimited access to executives and materials. In other words, the committee spent several months learning and understanding what makes our city and the greater community "tick" and what's around the corner that may impact us. This analysis included:

- An environmental scan including analysis of key indicators
- Workforce planning analysis
- Legal, ethical and reputational risk assessment
- Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis
- Review and discussion about the City's competitive position, customer requirements and industry trends
- Identification of key communities
- Review of community survey results

With a treasure trove of knowledge, the committee then spent a period of three months putting pen to paper and collectively developed the Germantown Forward 2030 vision statement. This statement is based on a comprehensive understanding of the current affairs of our community and the challenges that lie ahead.

The vision statement developed by the steering committee is an expression of possibility, the ideal state that the community hopes to achieve. The focus of the steering committee in writing the vision statement was to ensure it is embraced by the entire community. The vision provides the basis, defined by a series of value based principles, from which the steering committee established the key performance areas.

The key performance areas that emerged from the visioning process formed the foundation for the task forces' strategy development work that followed. Nine task forces were comprised of steering committee members, appropriate City staff, and residents tapped for their expertise or interest in one of the key performance areas (KPA). Individual task forces used the following steps to develop the strategic objectives, actions plans and key performance indicators that guide the implementation of the strategic plan.

1. Each task force developed a description of success (DoS) for the KPA. The description of success defines KPA success in reference to the vision statement. Task force members asked the question, "What should the performance area look like if the vision is achieved?" and "What community assets exist to help reach this description?"
2. Once the description of success was defined, the task force used this description to identify indicators and targets to monitor progress.
3. Each task force developed a Description of the Current Reality focusing on challenges that may threaten achievement of the description of success. Identification of these challenges provided a starting point for action plan development.
4. Finally, the task force generated ideas and initiatives, in the form of strategic objectives and action plans, designed to move the community from current reality toward success. Action plans were sorted into short-, medium- and long-term priorities and performance indicators were developed for each objective.

The strategic objectives and the action plans that emerged effectively identify what must be accomplished to achieve the vision set forth in Germantown Forward 2030. These objectives will be deployed through the allocation of intellectual and human capital and financial resources. Progress will be measured using a performance management program designed to provide accountability and transparency.

VISION

Germantown is a vibrant modern community, the community of choice, offering outstanding quality of life for all generations. The government is fiscally sound and provides top quality public safety and services responsive to community requirements. Engaged residents honor the past, treasure the present and responsibly shape Germantown's future.

THE COMMUNITY VALUES

Excellence in education
Innovation, creativity and continuous improvement
Lifestyle opportunities as part of the fabric of everyday life
Natural and designed beauty and smart community growth
Community strength, health and sustainability
Culture of excellence and kindness
Local and regional partnerships

KEY PERFORMANCE AREAS

CITY SERVICES AND FINANCE - How to create a culture of continuous improvement and innovation, providing outstanding customer value, high product and service quality in a sound financial manner to our residents, businesses and visitors

Strategic Objective 1: All funds are self sustaining.
General fund transfers to special revenue funds
General fund transfers to enterprise funds

Strategic Objective 2: Asset renewal is fully funded and takes place as scheduled.
Fully funded asset renewal

Strategic Objective 3: Net financial liabilities are fully funded.
Fully funded annual pension liability

Strategic Objective 4: The City provides high quality services.
Satisfaction: provision of high quality services

Strategic Objective 5: City provides community services that are responsive to customer needs
Net promoter score

Strategic Objective 6: City Services are used effectively in high priority areas.
Satisfaction: Focus on priorities
Funding of low valued services

ECONOMIC DEVELOPMENT - How to create a strong local economy by attracting new businesses and maintain successful, resilient businesses that help move the community toward sustainability

Strategic Objective 1: Economic Development practices support economic sustainability.
Ratio of elastic tax revenue to total revenue
Unemployment rate
Business growth rate
Cost of living index

Strategic Objective 2: Economic development policies encourage investment in key commercial areas.
Commercial tax base revenue
Value of new construction in key commercial areas
Job growth
Median residential property value
Median home price

POLICY AGENDA – FY17

EDUCATION - How to provide an educational system that prepares students to be adults in a world that is rapidly changing while continuing to address the economic, infrastructure and technological issues confronting formal and informal learning

Strategic Objective 1: Germantown has a reputation for lifelong learning and continuous education that meets the needs of all residents.

Participation in adult lifelong learning and continuing education

Needs met: adult lifelong learning and continuing education

Books from Birth enrollment

Strategic Objective 2: Germantown Municipal School District is the top performing school district in Shelby County and ranks among the top five statewide.

Satisfaction with GMSD operations

GMSD national rank

GMSD county rank

LAND USE AND TRANSPORTATION - How land use and transportation policy decisions are made regarding the modification and/or management of land and how people move within our community in a more sustainable manner

Strategic Objective 1: Significantly improve walkability in Germantown's Central Business District.

Central Business District Walk Score

Strategic Objective 2: Germantown is regionally recognized as a leader for improved access and mobility for all forms of transportation.

Ratio of proposed to actual bike routes and greenway

Satisfaction with traffic flow

Level of Service for Germantown Road

Level of Service for Poplar Avenue

Strategic Objective 3: Assessed property value in designated Smart Growth areas increases annually.

Property tax revenue from Smart Growth areas

Strategic Objective 4: The City experiences positive trends in assessed value of residential areas.

Assessed value of residential property

Ratio of multi-family to single family homes

NATURAL RESOURCES - How ecosystem integrity and biodiversity are protected, how to provide a dependable supply of high quality water, how to reduce green house gas emissions, improve air quality and protect rivers and streams from pollutants

Strategic Objective 1: Policies and practices advance sustainable practices in natural resource management.

City's carbon footprint

Air quality index

Strategic Objective 2: Ecosystem integrity and habitat biodiversity exist on public lands.

Tree canopy coverage ratio

City's non-invasive plant inventory

Designated arboretum

Strategic Objective 3: Enhanced protection and conservation of our water resources are priorities.

Total Coliforms
Turbidity
Total dissolved solids
Water hardness
Rate of change in aquifer level

PUBLIC SAFETY - How to prevent and protect the community from events that could threaten the safety of the general public and result in injury or property damage whether natural or man-made

Strategic Objective 1: Germantown is the safest city in Tennessee.

State crime rate index
Satisfaction with police services
Satisfaction with safety while walking alone
Satisfaction with safety in comparison to other cities
Satisfaction with fire department services

Strategic Objective 2: Fire protection services result in low property loss and no fire deaths.

Ratio of total estimated value of fire loss to total appraised value of residential property
Ratio of total estimated value of fire loss to total appraised value of commercial property

Strategic Objective 3: Germantown has the highest survivability rate in Tennessee related to Emergency Medical Services.

Cardiac arrest survival rate

QUALITY OF LIFE - How arts, culture, recreation and leisure activities for both residents and visitors remain relevant and are delivered in a manner that exceeds expectations

Strategic Objective 1: Exceptional gathering places encourage engagement among residents and visitors.

Satisfaction with Central Business District contribution to quality of life
Satisfaction with top five City functions
Satisfaction with Germantown as a place to live

TECHNOLOGY - How to strategically manage technologies and invest infrastructure dollars wisely to meet the expectations of citizens and the business community

Strategic Objective 1: A City-wide technological infrastructure supports and sustains individual, educational, government and business demands.

Satisfaction with residential internet service
Satisfaction with residential cellular service
Satisfaction with business internet service
Satisfaction with business cellular service
Wireless performance index

Strategic Objective 2: A technology enabled community builds efficiency, safety, and transparency by which all stakeholders can use and access relevant government information and services at anytime from anywhere.

Targeted City services available online
Satisfaction with use and access of information and services
Satisfaction with the City website

WELLNESS - How to meet the physical, nutritional, mental, spiritual and emotional needs of the community to improve health and wellness

Strategic Objective 1: A majority of residents engage in healthy physical behavior.

Participation in physical activity

Strategic Objective 2: A majority of residents are committed to a lifestyle that includes healthy eating habits.

Participation in healthy eating

Participation in drinking water

Strategic Objective 3: A majority of residents report being involved in a supportive network and/or community at least once a week (behavioral, spiritual).

Participation in community events and programs

PERFORMANCE MEASUREMENTS – FY17

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 Germantown Forward 2030 Strategic Plan, then translating the strategy through organizational departments. 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.

The quality of customer service is almost wholly determined by the organization’s ability to meet their citizen and customer’s expectations. Because customer expectations are an ever-evolving process, it can be very challenging to know precisely what those expectations might be. The best course of action is to take the question directly to the city’s citizen and customers. Each year, departments conduct customer focus groups with both internal and external customers to determine departmental requirements. Questions such as “what do you expect of the department?” “What must be accomplished to meet your expectations?” “What is the most important factor leading to your complete satisfaction?” These answers provide valuable feedback that help identify possible program changes and processes that need to be amended in order to meet community needs. From this, departments validate or modify their performance measures to support citizen expectations.

Performance Measures are included in each department’s section.

In addition, the City also conducts an annual citizen survey. The survey asks respondents to rate the importance respondents assign to a set of City Services and then provide the level of satisfaction they have with how they perceive the City is performing those services. A Gap Analysis is conducted comparing how often each City Service is given a high satisfaction rating vs. how often the City Service is given a high importance rating. The difference or “gap” between satisfaction and importance ratings, in other words, customer needs and perceived performance allows the identification of areas of improvement and the construction of an improvement opportunity grid or priority chart. A priority chart graphically displays the City Functions in terms of satisfaction and importance scores and helps set priorities for future initiatives to improve resident satisfaction. The chart 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 average satisfaction rating. For example, with regards to importance values, City Functions on the right-hand side of the grid (above the average importance score of 85 percent) reflect values that are above average as far as importance ratings. With regards to satisfaction scores, City Functions on the top half of the grid (above the average satisfaction scores of 77 percent) reflect values that are above average as far as satisfaction ratings. From right to left counter clock wise, the priority chart shows the following results:

Primary Strengths: These City Functions are 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. According to survey results in 2016, the following City Functions meet customer needs and satisfaction: **Police Services, Fire Services, Ambulance and Emergency Medical Services, Street Maintenance, Support for Neighborhoods.** Of these, all but the latter were also areas of strengths identified in 2015. It appears that the City is making a good effort in supporting neighborhoods since this was identified as a priority in 2015 and now shows as a primary strength.

Primary Opportunities: These City Functions 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. According to survey results in 2016, the following City Functions need attention: **Emergency Preparedness, Managing Traffic Flow, Recycling and Garbage Collection, Attracting and Keeping Businesses in Germantown, Zoning and Land Use, Protecting Our Natural Environment.** All of these areas

PERFORMANCE MEASUREMENTS – FY17

continue to be high priorities for improvement since the 2015 survey with the exception of Managing Traffic Flow which was considered strength in 2015, and Emergency Preparedness which is a new question in 2016.

Secondary Opportunities: These City Functions reflect areas in which no immediate attention is needed. 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: **Community Events, Walkable Community, Code Enforcement, Support for Arts in the Community, Recreational Programs and Classes, Farm Park.** All these areas were considered Secondary Opportunities in 2015 with the exception of Code Enforcement and Walkable Community (new question in 2016).

Secondary Strengths: These City Functions correspond to those areas where 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 that fall under Primary Opportunities. These functions are: **City Parks and Library Services.** These two services were also considered Secondary Strengths in the 2015 survey.



FINANCIAL POLICIES

By resolution of the Board of Mayor and Aldermen on June 28, 2004 the following policies were adopted, and on April 27, 2015 were amended 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 five 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.

Contingencies – provides funds annually from which appropriations may be made to meet minor, additional needs not specifically provided for in the current operating budget. An amount of \$50,000 is budgeted in the General Fund Contingency Account. The Financial Advisory Commission and the Board of Mayor and Aldermen will review this fixed level of funding annually.

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 30 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 for the City as well as the School District within the constraints of maintaining or improving bond ratings and debt service quality and payments.

Debt management will provide for the protection of bond ratings, the maintenance of adequate debt service reserves, compliance with debt instrument provisions and appropriate disclosure 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" was revised and approved by the Board of Mayor and Aldermen on October 22, 2007. The policy letter addresses in greater detail the administrative involvement into City investments. The policy defines the guidelines for the selection of financial institutions and investment instruments as authorized under Tennessee Code.

Types and Use of Debt

Uses of Debt

Capital Improvement Plan (CIP). 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, school facilities and school equipment.

Refunding. 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 at 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.

Municipal School District Short-Term Cash Flow. Revenue Anticipation Notes (RANs) shall be issued only to meet cash flow needs of the Germantown Municipal School District (GMSD) consistent with cash flow projections by the Chief Financial Officer (the "CFO"). The CFO shall determine such cash flow projections based on the budgeted operating revenues and expenditures. The issuance of RANs will be presented to the Board of Mayor and Alderman and will retire no later than June 30 of each year.

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).

Revenue Anticipation Notes. RANs will be issued under the provisions of Title IX, Chapter 21, Parts I, IV, and VIII of Tennessee Code Annotated. The amount of such RANs will not exceed the estimated annual expenses times 5% plus highest estimated monthly deficit for the Fiscal Year upon the approval of the State Director of Local Finance. The issuance of RANs will be presented to the Board of Mayor and Alderman and will retire no later than June 30 of each year.

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.

VII. Debt Limits and Affordability

Consistent with the stated objectives of this Debt Policy (**SECTION IV**), 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 City's established debt limits and affordability does not apply for debt issued on behalf of the Municipal School District Short-Term Cash Flow needs.

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 Governmental 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 Appraised Property Value** – a measure of the debt liability to the City's total assessed values for property taxes.

A percent not to exceed: 1.50%

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: \$2,000

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: 4%

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 **SECTION V**.

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.

VIII. Debt Issuance Process

Once the City determine that debt will be utilized to fund an approved capital project or acquisition, the Finance Director 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 Finance Director 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. **SECTION X** of 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 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 Financial Advisory Commission (FAC) as described in **SECTION V**. 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.

IX. 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 Section VII (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 thirty (30) 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 parameters so that bonds subject to redemption can be priced between 95% and 125% 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 with a date set appropriate to current market conditions. Subject to additional analysis and recommendations by the Financial Advisor, the City will assess the value of including a call option relative to the lower interest rate associated with non-callable bonds.

Credit Enhancement Facilities

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

Issuance Cost

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

X. Professional Services

The City will engage and utilize professional services as necessary to supplement the skills and expertise in the Finance Department 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 Finance Director 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 City Administrator and Finance Director will interview eligible persons or groups and make specific recommendations to the Board of Mayor and Aldermen for qualified professionals.

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 **SECTION XI** of 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.

XI. 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 (as defined in **SECTION X**) 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 is 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.

XII. Debt Management Policy Review and Approval

This Debt Management Policy will be administered and maintained by the City's Finance Department and will address or incorporate any requirements specified by the Tennessee State Funding Board or other regulatory board (such as MSRB) having appropriate authority over the issuance of the City's debt.

This policy will be formally approved and adopted by the Board of Mayor and Aldermen. Any changes or amendments to the Policy must be recommended by the City Administrator and are subject to approval by the Board of Mayor and Aldermen.

This policy will be subject to periodic reviews by the Finance Director well in advance of any anticipated debt issuance. To ensure reasonable public disclosure and to invite participation by City residents, the policy reviews will be addressed with the City's Financial Advisory Commission (FAC). Comments and recommendations will be solicited from the FAC for consideration by City staff.

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

FINANCIAL POLICIES

identified in the annual budget calendar. All funds, capital programs, infrastructure replacement programs and staffing are presented to the City's Financial Advisory Commission (FAC). The FAC is composed of citizens who volunteer to serve on the Commission on an annual basis and whose background is within the financial services discipline. The final component of the budgetary process is highlighted in a work session with the Board of Mayor and Aldermen. The Proposed Budget is then presented to the Board of Mayor and Aldermen for adoption through three readings, including a public hearing. Prior to the public hearing, a Budget In Brief brochure is mailed to all citizens. The brochure highlights the major capital and operating projects in the proposed Budget along with a letter from the Mayor.

Budgetary Control

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

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

FY17 BUDGET CALENDAR

January

- 1/08/16 Budget Material distributed to Departments
- 1/12/15 **Financial Advisory Commission – First Meeting:** Introduction, pending bond sale and recommendation of budget calendar
- 1/25/16 **Board Meeting** - Budget Calendar review and approval by the Board of Mayor and Aldermen

February

- 2/05/16 Capital Improvements Program (CIP) applications due to CIP Manager
- 2/05/16 FY17 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)
- 2/16/16 **Financial Advisory Commission – Second Meeting:** BMA Retreat overview-Strategic Plan and review of FY17 Pension Fund
- 2/18/16 Vehicle and equipment replacement schedule review with City Administrator
- 2/22-2/26/16 FY17 Budget review with departments

March

- 3/08/16 **Financial Advisory Commission – Third Meeting:** Review of FY17 Budget Enterprise Funds (Utility, Germantown Athletic Club, Great Hall and Stormwater) and Civic Support
- 3/29/16 **Financial Advisory Commission – Fourth Meeting:** Review of Capital Improvements Program and Infrastructure Replacement Program
- 3/30/16 Board of Mayor and Aldermen – work session on CIP

April

- 4/05/16 **Financial Advisory Commission – Fifth Meeting:** Review of FY17 Special Revenue Funds and Sanitation Fund
- 4/08/16 Proposed FY17 Budget and Capital Plan delivered to Department Directors for final comment and review
- 4/19/16 **Financial Advisory Commission – Sixth Meeting:** Review of FY17 General Fund Revenues and Expenditures and GMSD Fund and Capital
- 4/29/16 Proposed FY17 Budget delivered to Board of Mayor and Aldermen *Budget in Brief* prepared
- 4/29/16 Proposed FY17 Business Plans including Strategic objectives due to Budget and Performance

May

- 5/04/16 Board of Mayor and Aldermen work session on FY17 Budget
- 5/09/16 **Board Meeting - First Reading on FY17 Budget Ordinance 2016-2**
Schedule meetings with Chamber, Homeowner Associations and Civic Clubs;
Distribute *Budget in Brief*, Press Conference; Neighborhood News (Budget and Property Tax Rate)
- 5/25/16 Document printing RFP due to Procurement

June

- 6/13/16 **Board Meeting - Public Hearing on FY17 Budget; Second Reading on FY17 Budget Ordinance 2016-2**
- 6/27/16 **Board Meeting - Third and Final Reading on FY17 Budget Ordinance 2016-2**



This section consists of summaries of the FY17 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 FY17. It is compared to the estimated total for FY16. 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.

GENERAL FUND – The summary of the General Fund Budget is on pages 48 and 49. 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 FY16 and five years of projections including FY17, 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 a couple of objectives: 1) to provide a Net Operating Income amount and 2) to project Total Net Position. 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. 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

Governmental		Proprietary		Fiduciary	
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	\$ 29,374,083	-	-	-	-	-
Sales Taxes	11,189,500	-	-	-	-	-
Federal and State Revenues	6,072,306	-	-	-	5,000	-
Metered Water Sales	-	5,230,000	-	-	-	-
Sewer Service Fees	-	3,250,000	-	-	-	-
Membership Fees	-	-	3,753,442	-	-	-
Aquatics Revenues	-	-	173,000	-	-	-
Business Revenues	-	-	-	437,807	-	-
Personal Training	-	-	300,000	-	-	-
Sanitation Fees	-	-	-	-	5,001,780	-
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	-	-	-	-	-	1,009,964
Other Revenues	3,814,751	487,000	304,422	-	32,000	9,000
Investment Income	65,000	7,000	5,000	-	1,900	1,700
Funds from Prior Periods	450,000	-	-	-	-	-
FY17 Total Revenues:	50,965,640	8,974,000	4,535,864	437,807	5,040,680	1,020,664
Expenditures/Expenses by Category:						
Personnel	29,046,945	1,519,775	1,867,338	190,606	123,293	548,443
Communications	455,672	88,100	7,500	1,000	15,400	1,800
Utilities	1,065,927	685,200	383,200	41,250	-	-
Professional	2,805,972	115,000	554,135	52,800	15,000	-
Grants	1,511,870	-	-	-	-	-
Other Maintenance	2,523,370	90,000	130,300	75,200	-	30,000
Vehicle Maintenance	-	-	-	-	-	-
Street Maintenance	-	-	-	-	-	290,000
Mains Maintenance	-	153,000	-	-	-	-
Supplies	1,727,244	240,700	225,200	22,700	37,000	22,500
Contract Services	-	1,300,000	-	-	4,857,011	-
Insurance	94,500	10,000	-	-	-	-
Rent	107,387	-	145,000	93,222	-	-
Debt Service	3,852,051	87,550	15,624	6,076	-	-
Capital Outlay	1,570,000	-	-	-	-	-
Depreciation	-	1,722,931	597,000	69,987	-	32,832
Contingency	50,000	-	-	-	-	-
Operating Transfer	4,864,386	-	(300,000)	(175,000)	-	-
Allocation/PILOT	1,514,306	1,646,064	95,847	22,767	-	43,392
Expense Reimbursement	(978,806)	-	-	-	-	-
FY17 Total Expenditures/Expenses	50,210,824	7,658,320	3,721,144	400,608	5,047,704	968,967
Excess (Deficit)/Income (Loss)	754,816	1,315,680	814,720	37,199	(7,024)	51,697
Fund Balance/Net Assets Position:						
Beg. Fund Bal./Net Assets Position	26,655,427	47,507,297	15,824,829	593,656	1,027,805	646,016
Transfer to CIP/IRP	(3,800,000)	-	-	-	-	-
End Fund Bal./Net Assets Position	\$ 23,610,243	48,822,977	16,639,549	630,855	1,020,781	697,713
Capital Outlay/Infrastructure/CIP	-	370,000	2,500,000	-	-	50,000
COMPARISON TO PRIOR YEAR'S BUDGET						
ALL FUNDS:	BUDGET FY16	BUDGET FY17	CHANGE	% CHANGE		
Operating Budget*	\$ 116,665,236	124,958,710	8,293,474	7.1%		
Capital Budget	10,788,000	12,180,178	1,392,178	12.9%		
TOTAL BUDGET	\$ 127,453,236	137,138,888	9,685,652	7.6%		

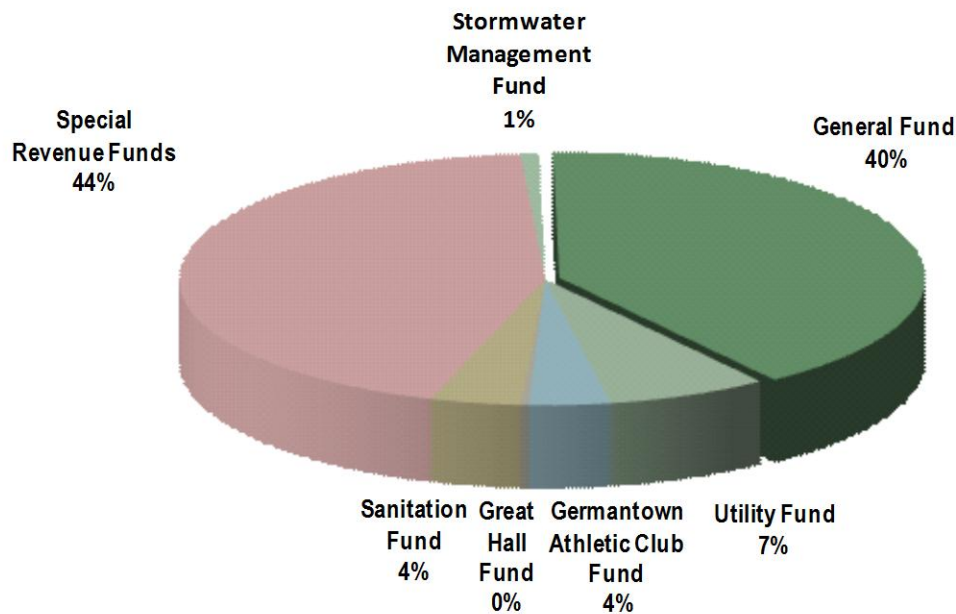
* Includes Capital Outlay and Infrastructure.

TOTAL EXPENDITURE BUDGET

	Special Revenue	Veh. Maint./ Alloc.	Capital Projects	Total FY17	Increase/ Decrease	Estimated FY16	Actual FY15
REVENUES:							
Property Taxes	\$ -	-	-	29,374,083	1.8%	28,844,952	28,633,370
Sales Taxes	-	-	-	11,189,500	2.4%	10,930,750	10,069,167
Federal and State Revenues	-	-	-	6,077,306	4.6%	5,807,692	6,733,690
Metered Water Sales	-	-	-	5,230,000	-3.1%	5,400,000	4,990,035
Sewer Service Fees	-	-	-	3,250,000	-3.3%	3,360,879	3,117,434
Membership Fees	-	-	-	3,753,442	5.2%	3,567,114	3,472,744
Aquatics Revenues	-	-	-	173,000	10.9%	156,015	173,405
Business Revenues	-	-	-	437,807	-13.2%	504,276	490,862
Personal Training	-	-	-	300,000	42.1%	211,067	185,112
Sanitation Fees	-	-	-	5,001,780	46.6%	3,412,799	3,304,542
State Gasoline Tax Allocation	1,055,000	-	-	1,055,000	-0.5%	1,060,000	1,059,320
Automated Enforcement Revenues	-	-	-	-	-100.0%	3,250	250
Drug Enforcement Revenues	350,000	-	-	350,000	0.0%	350,000	327,308
Federal Asset Forfeiture Revenues	50,000	-	-	50,000	0.0%	50,000	38,887
Pickering Complex Revenues	66,844	-	-	66,844	1.7%	65,749	65,859
Transport Fee	980,000	-	-	980,000	0.0%	951,830	898,196
Non Transport Fee	-	-	-	-	-100.0%	9,580	16,247
Education Revenues	52,203,000	-	-	52,203,000	0.0%	50,508,000	47,194,000
Recreation Revenues	665,487	-	-	665,487	20.7%	551,437	476,056
Farm Revenues	80,500	-	-	80,500	0.0%	34,849	-
Stormwater Fee	-	-	-	1,009,964	-0.1%	1,011,139	1,048,603
Other Revenues	-	-	-	4,647,173	-3.9%	4,835,478	4,713,647
Investment Income	-	-	-	80,600	-6.3%	86,011	98,056
Funds from Prior Periods	-	-	-	450,000	0.0%	450,000	-
FY17 Total Revenues:	55,450,831	-	-	126,425,486	3.5%	122,162,867	117,136,090
Expenditures/Expenses by Category:							
Personnel	41,027,005	691,270	-	75,014,675	4.9%	71,484,973	67,249,502
Communications	365,455	4,000	-	938,927	10.6%	848,844	640,062
Utilities	1,801,112	20,295	-	3,996,984	4.1%	3,838,703	3,774,541
Professional	5,308,246	-	-	8,851,153	4.7%	8,455,763	6,311,889
Grants	-	-	-	1,511,870	3.2%	1,464,640	563,290
Other Maintenance	920,925	151,000	-	3,920,795	9.6%	3,577,765	2,781,045
Vehicle Maintenance	-	125,000	-	125,000	4.2%	120,000	106,207
Street Maintenance	1,800,000	-	-	2,090,000	-23.1%	2,716,600	1,816,500
Mains Maintenance	-	-	-	153,000	8.5%	141,000	127,852
Supplies	2,816,006	94,750	-	5,186,100	-3.9%	5,396,228	3,533,279
Contract Services	663,500	-	-	6,820,511	34.7%	5,065,173	5,186,717
Insurance	286,000	686,000	-	1,076,500	0%	1,056,696	948,037
Rent	157,750	6,300	-	509,659	0.1%	509,268	455,308
Debt Service	-	-	-	3,961,301	30.6%	3,032,283	3,347,837
Capital Outlay	5,839,500	-	-	7,409,500	60.4%	4,619,488	2,272,554
Depreciation	-	142,600	-	2,565,350	3.7%	2,472,840	2,309,688
Contingency	-	-	-	50,000	0%	50,000	-
Operating Transfer	(4,689,386)	-	-	(300,000)	0%	-	-
Allocation	232,030	(1,921,215)	-	1,633,191	6.6%	1,531,828	1,783,705
Expense Reimbursement	-	-	-	(978,806)	27.9%	(765,386)	(991,167)
FY17 Total Expenditures/Expenses	56,528,143	-	-	124,535,710	7.7%	115,616,706	102,216,846
Excess (Deficit)/Income (Loss)	(1,077,312)	-	-				
Fund Balance/Retained Earnings:							
Beg. Fund Bal./Retained Earnings	9,405,100	2,469,642	-				
Transfer to CIP/IRP	-	-	-				
End Fund Bal./Ret. Earnings	\$ 8,327,788	2,469,642	-				
Capital Outlay/Infrastructure/CIP	-	53,000	(2,393,578)				
COMPARISON TO PRIOR YEAR'S BUDGET							
GENERAL FUND:	BUDGET FY16	BUDGET FY17	CHANGE	% CHANGE			
Operating Budget*	\$ 47,953,552	50,210,824	2,257,272	4.7%			
Capital Budget	-	-	-	0.0%			
TOTAL BUDGET	\$ 47,953,552	50,210,824	2,257,272	4.7%			

* Includes Capital Outlay and Infrastructure.

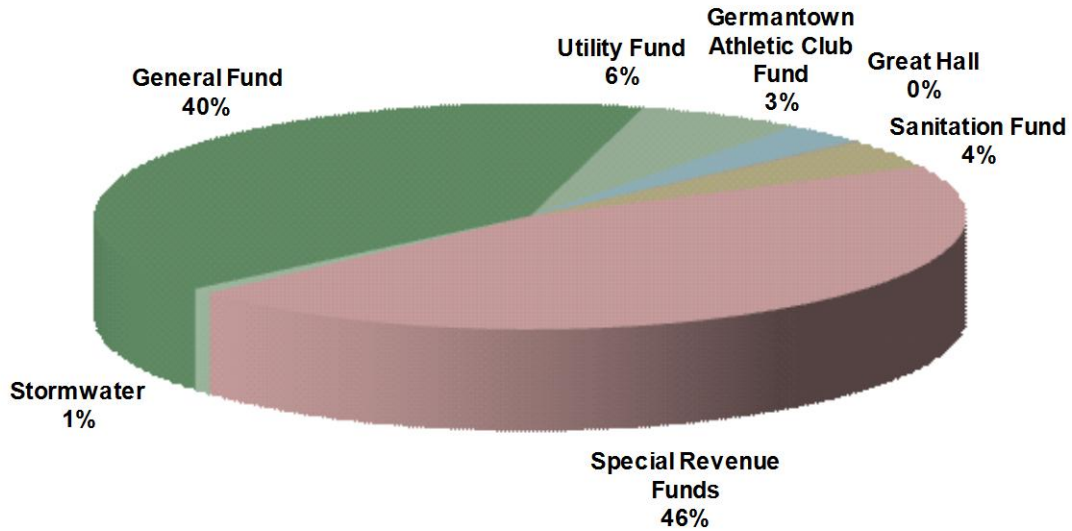
ALL FUND OPERATING REVENUES FY17



ALL FUND REVENUES (\$000)

	2016 ESTIMATED		2017 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 49,947	41%	\$ 50,965	40%
Utility Fund	9,537	8%	8,974	7%
Germantown Athletic Club Fund	4,203	3%	4,536	4%
Great Hall	425	0%	438	0%
Sanitation Fund	3,453	3%	5,040	4%
Special Revenue Funds	53,585	44%	55,451	44%
Stormwater Management Fund	1,013	1%	1,021	1%
TOTAL REVENUES	\$ 122,163	100%	\$ 126,425	100%

ALL FUND OPERATING EXPENSES FY17



ALL FUND EXPENDITURES (\$000)

	2016 ESTIMATED		2017 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 48,613	42%	\$ 50,211	40%
Utility Fund	7,412	6%	7,658	6%
Germantown Athletic Club Fund	3,533	3%	3,721	3%
Great Hall	335	0%	401	0%
Sanitation Fund	3,355	3%	5,048	4%
Special Revenue Funds	51,376	45%	56,528	46%
Stormwater	993	1%	969	1%
TOTAL EXPENDITURES	\$ 115,617	100%	\$ 124,536	100%

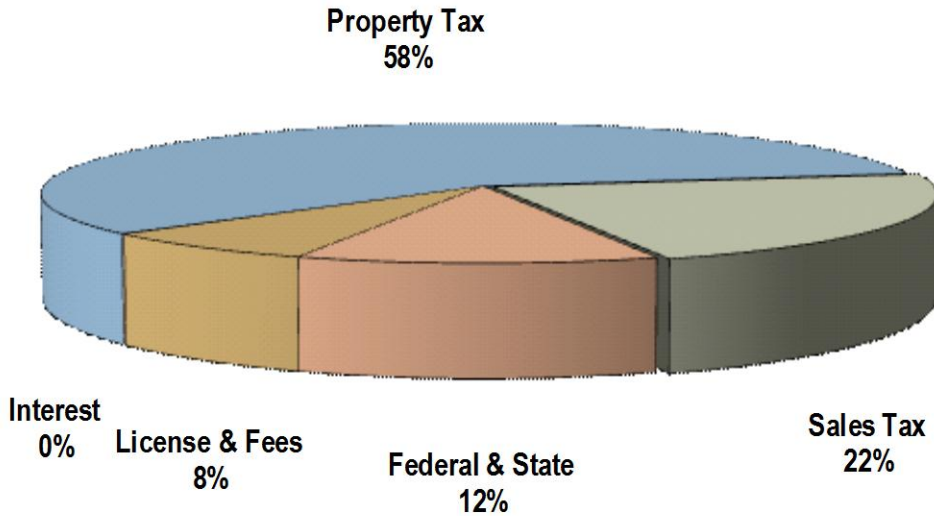
GENERAL FUND BUDGET SUMMARY

REVENUES:	Actual FY14	Actual FY15	Original FY16 Budget
Property Taxes	\$ 28,308,958	28,633,370	28,997,483
Sales Taxes	7,755,752	10,069,167	10,165,909
Federal and State Revenues	5,657,937	6,733,690	5,841,514
Other Revenues	9,384,771	3,749,261	3,450,095
Investment Income	64,904	74,989	51,700
Funds from Prior Periods	-	-	450,000
TOTAL GENERAL FUND REVENUES	51,172,322	49,260,477	48,956,701
EXPENDITURES:			
General Government:			
Aldermen	187,286	192,267	205,616
Civic Support	-	-	1,408,604
City Court	550,724	618,269	698,961
Administration	1,114,846	1,622,055	1,448,526
Germantown Performing Arts Center	1,123,346	1,046,082	1,219,860
Information Technology	1,422,071	1,447,781	2,340,529
Human Resources	678,254	638,608	704,776
Finance	920,723	996,818	1,122,135
Procurement	597,025	671,243	735,745
Community Development	1,762,765	1,809,313	2,367,623
General Services	1,389,602	1,589,069	2,073,815
Budget & Performance	298,962	315,825	378,909
Total General Government	10,045,604	10,947,330	14,705,100
Public Safety:			
Police	10,184,272	10,571,580	10,744,642
Fire	6,975,854	7,104,005	7,262,437
Total Public Safety	17,160,126	17,675,585	18,007,079
Transportation & Environment:			
Public Services	3,732,753	3,884,003	4,352,376
Animal Control	349,896	322,281	350,831
Total Transportation & Environment	4,082,649	4,206,284	4,703,207
Community Services:			
Parks & Recreation	1,199,535	1,216,187	1,372,770
The Farm	93,519	-	-
Genealogy Center	67,922	69,841	74,839
Library Services	1,393,707	1,418,167	1,450,284
Cultural Arts Programs	71,519	77,660	65,997
Total Community Services	2,826,202	2,781,855	2,963,890
General Debt Service	9,052,645	3,168,485	2,877,533
Other Expenditures:			
Transfer to Great Hall Fund	175,000	225,000	225,000
Transfer to Municipal Schools Fund	130,000	2,121,576	2,131,594
Transfer to (from) Germantown Athletic Club Fund	-	-	-
Transfer to Ambulance	1,000,000	500,000	750,000
Transfer to Automated Enforcement	150,000	75,000	75,000
Transfer to State Street Aid	900,000	1,650,000	1,850,000
Transfer to Farm Park	-	150,000	150,000
Contingencies	-	-	50,000
Expense Reimbursement	(949,559)	(991,167)	(534,851)
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	44,572,667	42,509,948	47,953,552
Excess of Revenues Over/(Under) Expenditures	\$ 6,599,655	6,750,529	1,003,149
Fund Balance - Beginning	19,220,182	24,069,837	22,837,418
Transfer to Capital Projects	(1,750,000)	(2,570,000)	(2,028,000)
CIP Reserve Increase (Decrease)	-	-	-
Prior Period Adjustment	-	-	-
Fund Balance - Ending	\$ 24,069,837	28,250,366	21,812,567

GENERAL FUND BUDGET SUMMARY

	Estimate FY16	Budget FY17	Projected			
			FY18	FY19	FY20	FY21
\$	28,844,952	29,374,083	29,625,791	29,947,423	30,499,555	31,125,912
	10,930,750	11,189,500	11,260,120	11,446,106	11,579,465	11,771,279
	5,802,692	6,072,306	6,080,255	6,181,135	6,232,792	6,336,237
	3,851,450	3,814,751	3,868,850	3,918,944	3,984,564	4,051,712
	66,700	65,000	56,700	52,050	47,857	43,778
	450,000	450,000	450,000	450,000	450,000	450,000
	49,946,544	50,965,640	51,341,716	51,995,659	52,794,233	53,778,917
	205,444	231,653	204,454	207,382	211,281	214,850
	1,419,790	1,502,870	1,522,423	1,545,569	1,569,851	1,595,071
	708,017	730,274	724,615	741,410	759,788	778,803
	1,540,917	1,893,590	1,834,843	1,867,724	1,908,498	1,944,976
	1,216,170	1,316,032	1,293,610	1,438,466	1,450,960	1,400,154
	2,526,831	2,498,600	2,380,919	2,503,620	2,349,585	2,312,953
	696,442	678,173	655,390	673,496	693,112	713,425
	1,142,895	1,173,553	1,199,546	1,226,946	1,258,983	1,289,676
	729,385	718,501	746,944	767,762	790,256	813,472
	2,405,173	2,195,799	2,223,750	2,280,409	2,346,284	2,414,279
	2,178,687	1,963,462	2,244,907	2,323,440	2,250,583	2,188,979
	342,820	367,063	373,093	381,989	391,581	401,500
	15,112,571	15,269,570	15,404,492	15,958,211	15,980,763	16,068,139
	11,087,150	11,680,737	12,180,304	12,531,647	12,806,816	13,226,605
	7,653,316	7,701,559	7,972,964	8,155,879	8,283,343	8,508,882
	18,740,466	19,382,296	20,153,269	20,687,526	21,090,159	21,735,487
	4,317,036	4,424,734	4,393,340	4,852,199	5,578,034	4,508,609
	355,683	337,585	376,258	360,285	370,224	380,388
	4,672,719	4,762,319	4,769,598	5,212,484	5,948,258	4,888,996
	1,179,925	1,379,880	1,399,787	1,428,038	1,413,497	1,449,834
	-	-	-	-	-	-
	75,261	79,034	80,726	82,367	84,384	86,419
	1,460,340	1,484,097	1,433,288	1,472,518	1,513,261	1,554,935
	68,679	65,997	65,997	66,043	66,225	66,273
	2,784,205	3,009,008	2,979,798	3,048,966	3,077,368	3,157,461
	2,877,533	3,852,051	3,439,978	2,760,153	2,758,603	2,719,403
	225,000	175,000	75,000	75,000	50,000	50,000
	2,131,594	2,189,386	2,210,890	2,232,999	2,255,329	2,277,882
	-	-	(100,000)	(100,000)	(100,000)	-
	750,000	700,000	600,000	750,000	800,000	850,000
	34,358	-	-	-	-	-
	1,850,000	1,650,000	1,450,000	1,600,000	1,600,000	1,600,000
	150,000	150,000	125,000	125,000	100,000	90,000
	50,000	50,000	50,000	50,000	50,000	50,000
	(765,386)	(978,806)	(1,001,818)	(1,025,863)	(1,050,588)	(1,076,019)
	450,000	450,000	450,000	450,000	450,000	450,000
	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
	48,613,060	50,210,824	50,156,207	51,374,477	52,559,891	52,411,349
\$	1,333,485	754,816	1,185,510	621,182	234,342	1,367,568
	27,800,366	26,655,851	23,160,667	21,292,176	15,803,359	14,487,700
	(2,028,000)	(2,500,000)	(2,135,000)	(2,350,000)	(1,100,000)	(2,300,000)
	-	(1,300,000)	(469,000)	(3,310,000)	-	-
	-	-	-	-	-	-
\$	27,105,851	23,610,667	21,742,176	16,253,359	14,937,700	13,555,268

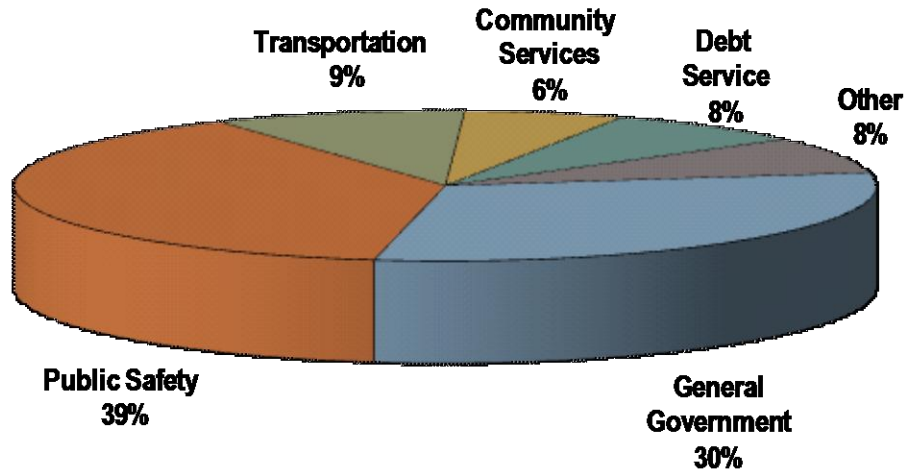
GENERAL FUND REVENUES FY17



GENERAL FUND REVENUES (\$000)

	2016 ESTIMATED		2017 BUDGET	
	Amount	Percent	Amount	Percent
Property Taxes	\$ 28,845	58%	\$ 29,374	58%
Sales Taxes	10,931	22%	11,190	22%
Federal & State Revenues	5,803	12%	6,072	12%
License, Fees & Other	3,851	8%	3,815	8%
Investment Income	67	0%	65	0%
TOTAL REVENUES	\$ 49,497	100%	\$ 50,516	100%

GENERAL FUND EXPENDITURES FY17



GENERAL FUND EXPENDITURES (\$000)

	2016 ESTIMATED		2017 BUDGET	
	Amount	Percent	Amount	Percent
General Government	\$ 15,113	31%	\$ 15,270	30%
Public Safety	18,740	39%	19,382	39%
Transportation	4,673	10%	4,762	9%
Community Services	2,784	6%	3,009	6%
Debt Services	2,878	6%	3,852	8%
Other Expenses (Reimb.)	4,425	8%	3,936	8%
TOTAL EXPENDITURES	\$ 48,613	100%	\$ 50,211	100%

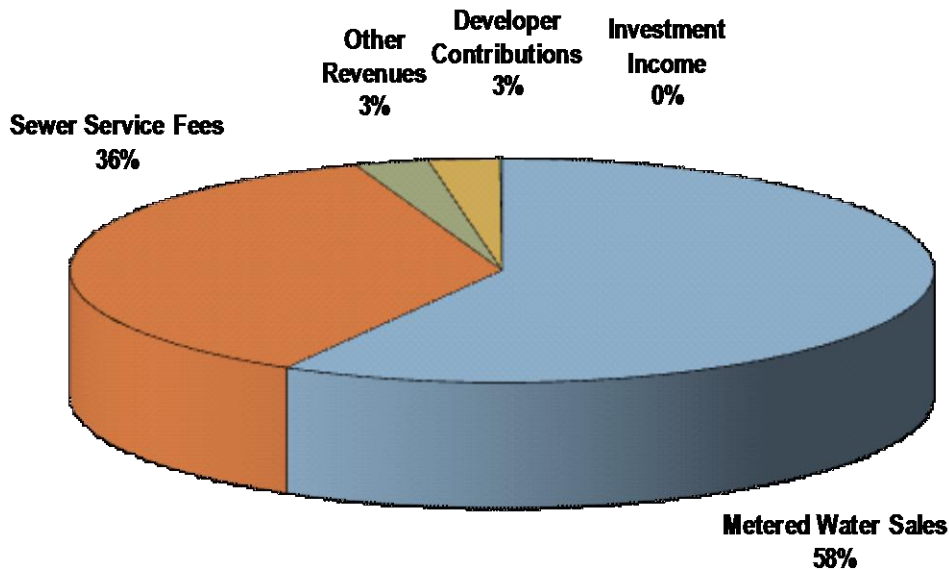
UTILITY FUND BUDGET SUMMARY

	Actual FY14	Actual FY15	Budget FY16
OPERATING REVENUES			
Metered Water Sales	\$ 3,986,805	4,990,035	4,550,000
Sewer Service Fees	2,441,350	3,117,434	2,950,000
Other Revenue	257,350	363,740	242,000
Total Operating Revenues	6,685,505	8,471,209	7,742,000
OPERATING EXPENSES			
Water	4,739,103	4,531,043	4,506,658
Sewer	1,672,300	1,619,518	1,529,433
Sewage Treatment	1,241,703	1,384,933	955,000
Total Operating Expenses	7,653,106	7,535,494	6,991,091
OPERATING INCOME	(967,601)	935,715	750,909
NONOPERATING REVENUES (EXPENSES)			
Contributions from Developers	259,000	329,674	75,000
Investment Income	5,332	4,878	6,500
Gain/loss on disposal of assets	-	-	-
Utility Debt Service	(182,608)	(147,552)	(128,050)
Net Non-Operating Revenues (Expenses)	81,724	187,000	(46,550)
NET INCOME	(885,877)	1,122,715	704,359
Other Receipts			
Debt Proceeds	-	-	-
Depreciation	1,764,894	1,656,441	1,821,038
Total Other Receipts	1,764,894	1,656,441	1,821,038
Other Expenditures			
Bonds Payable	920,000	955,000	990,000
Major Construction	467,699	506,709	1,348,000
Infrastructure (Water & Sewer)	153,912	921,071	155,000
Total Other Expenditures	1,541,611	2,382,780	2,493,000
Effect of Change in Account Principle	-	(526,266)	-
Total Net Position - Beginning	45,670,978	44,258,835	46,188,426
Total Net Position - Ending	\$ 44,785,101	45,381,550	46,892,785

UTILITY FUND BUDGET SUMMARY

	Estimate FY16	Budget FY17	Projected			
			FY18	FY19	FY20	FY21
\$	5,400,000	5,230,000	5,491,500	5,518,958	5,546,552	5,574,285
	3,360,879	3,250,000	3,266,250	3,282,581	3,298,994	3,315,489
	320,765	247,000	249,240	250,506	252,332	254,025
	9,081,644	8,727,000	9,006,990	9,052,045	9,097,879	9,143,799
	4,485,836	4,582,616	4,740,304	4,869,455	4,997,541	5,128,007
	1,547,714	1,688,154	1,719,850	1,837,389	1,891,046	1,942,993
	1,250,000	1,300,000	1,336,000	1,372,000	1,408,000	1,444,000
	7,283,550	7,570,770	7,796,153	8,078,844	8,296,588	8,515,000
	1,798,095	1,156,230	1,210,837	973,200	801,291	628,799
	447,702	240,000	264,000	290,400	299,112	304,346
	8,000	7,000	10,000	15,000	20,000	25,000
	-	-	-	-	-	-
	(128,050)	(87,550)	(45,350)	(12,050)	-	-
	327,652	159,450	228,650	293,350	319,112	329,346
	2,125,747	1,315,680	1,439,487	1,266,550	1,120,403	958,146
	-	-	-	-	-	-
	1,701,598	1,722,931	1,745,851	1,763,401	1,777,801	1,789,201
	1,701,598	1,722,931	1,745,851	1,763,401	1,777,801	1,789,201
	990,000	1,035,000	1,075,000	590,000	-	-
	978,000	170,000	571,000	-	-	-
	484,757	200,000	575,000	877,500	720,000	460,000
	2,452,757	1,405,000	2,221,000	1,467,500	720,000	460,000
	-	-	-	-	-	-
	45,381,550	47,507,297	48,822,977	50,262,464	51,529,014	52,649,417
\$	47,507,297	48,822,977	50,262,464	51,529,014	52,649,417	53,607,562

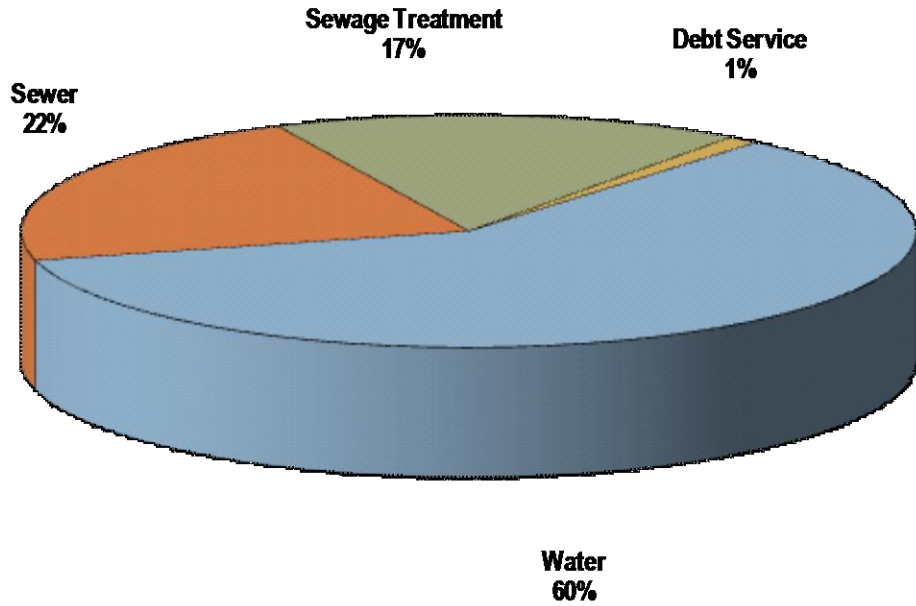
UTILITY FUND REVENUES FY17



UTILITY FUND REVENUES (\$000)

	2016 ESTIMATED		2017 BUDGET	
	Amount	Percent	Amount	Percent
Metered Water Sales	\$ 5,400	57%	\$ 5,230	58%
Sewer Service Fees	3,361	35%	3,250	36%
Other Revenue	320	3%	247	3%
Contributions from Developers	448	5%	240	3%
Investment Income	8	0%	7	0%
TOTAL REVENUES	\$ 9,537	100%	\$ 8,974	100%

UTILITY FUND EXPENDITURES FY17



UTILITY FUND EXPENDITURES (\$000)

	2016 ESTIMATED		2017 BUDGET	
	Amount	Percent	Amount	Percent
Water	\$ 4,486	60%	\$ 4,582	60%
Sewer	1,548	21%	1,688	22%
Sewage Treatment	1,250	17%	1,300	17%
Utility Debt Service	128	2%	88	1%
TOTAL EXPENDITURES	\$ 7,412	100%	\$ 7,658	100%

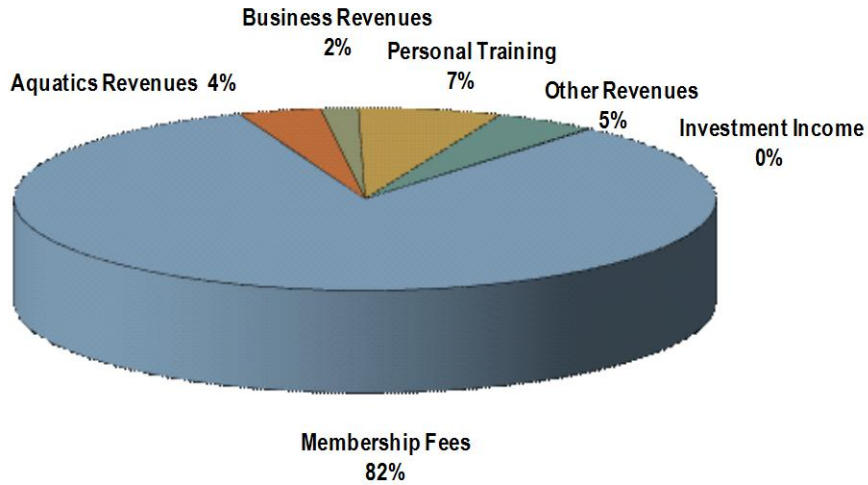
GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY

	Actual FY14	Actual FY15	Original FY16 Budget
OPERATING REVENUES			
Membership Fees	\$ 3,364,759	3,472,744	3,385,000
Aquatics Revenues	168,135	173,405	162,000
Business Revenues	79,222	79,222	79,222
Personal Training Revenues	218,371	185,112	312,000
Other Revenues	195,767	170,394	216,650
TOTAL OPERATING REVENUES	4,026,254	4,080,877	4,154,872
OPERATING EXPENSES			
Recreation	2,192,314	2,242,552	2,586,679
Personal Training	227,801	208,686	309,460
Aquatics	810,286	804,681	861,044
TOTAL OPERATING EXPENSES	3,230,401	3,255,919	3,757,183
OPERATING INCOME	795,853	824,958	397,689
NONOPERATING REVENUES (EXPENSES)			
Investment Income	3,372	5,812	3,500
Interest Payment	(26,698)	(22,896)	(19,224)
Contribution from (to) other funds	-	-	-
Total	(23,326)	(17,084)	(15,724)
NET INCOME (LOSS)	772,527	807,874	381,965
Other Receipts			
Depreciation	522,261	525,494	567,935
Total Other Receipts	522,261	525,494	567,935
Other Expenditures			
Debt Payable	125,000	125,000	125,000
Infrastructure	5,460	2,745	1,500,000
Other Assets	65,062	370,391	13,320
Total Other Expenditures	195,522	498,136	1,638,320
Effect of change in accounting principle	-	(181,864)	-
Total Net Position-Beginning	13,755,803	14,528,330	15,068,100
Total Net Position-Ending	\$ 14,528,330	15,154,340	15,450,065

GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY

Estimate FY16	Budget FY17	Projected			
		FY18	FY19	FY20	FY21
\$ 3,567,114	3,765,942	3,953,864	3,996,798	4,040,327	4,084,465
156,015	173,000	175,595	178,229	180,902	183,616
79,222	79,222	79,222	79,222	79,222	79,222
211,067	300,000	317,500	330,875	344,919	359,665
182,561	212,700	218,009	223,502	229,185	235,068
4,195,979	4,530,864	4,744,190	4,808,625	4,874,555	4,942,036
2,457,281	2,860,079	2,964,382	3,057,284	3,164,780	3,241,397
227,001	314,095	318,088	326,006	334,285	342,815
829,407	831,346	842,433	858,754	875,973	893,682
3,513,689	4,005,520	4,124,903	4,242,044	4,375,038	4,477,894
682,290	525,344	619,287	566,582	499,517	464,142
7,423	5,000	5,000	5,000	5,000	5,000
(19,224)	(15,624)	(12,024)	(8,496)	(5,040)	(1,656)
	300,000	(100,000)	(100,000)	(100,000)	-
(11,801)	289,376	(107,024)	(103,496)	(100,040)	3,344
670,489	814,720	512,263	463,086	399,477	467,486
536,600	597,000	652,433	675,767	709,100	709,100
536,600	597,000	652,433	675,767	709,100	709,100
125,000	125,000	125,000	125,000	125,000	125,000
1,560,000	2,500,000	500,000	1,000,000	-	-
33,412	-	-	-	-	-
1,718,412	2,625,000	625,000	1,125,000	125,000	125,000
-	-	-	-	-	-
15,154,340	15,824,829	16,639,549	17,151,812	17,614,897	18,014,374
\$ 15,824,829	16,639,549	17,151,812	17,614,897	18,014,374	18,481,861

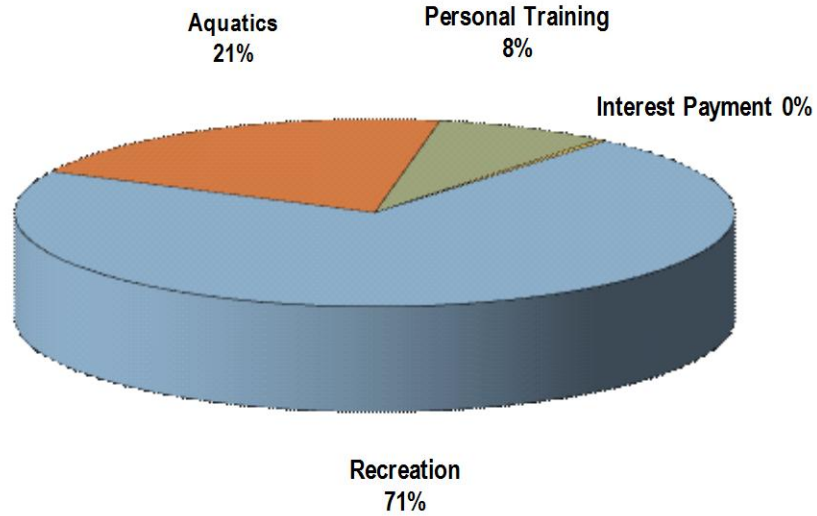
GERMANTOWN ATHLETIC CLUB FUND REVENUES FY17



GAC FUND REVENUES (\$000)

	2016 ESTIMATED		2017 BUDGET	
	Amount	Percent	Amount	Percent
Membership Fees	\$ 3,567	85%	\$ 3,766	82%
Aquatics Revenues	156	4%	173	4%
Business Revenues	79	2%	79	2%
Personal Training	211	5%	300	7%
Other Revenues	183	4%	213	5%
Investment Income	7	0%	5	0%
TOTAL REVENUES	\$ 4,203	100%	\$ 4,536	100%

GERMANTOWN ATHLETIC CLUB FUND EXPENDITURES FY17



GAC FUND EXPENDITURES (\$000)

	2016 ESTIMATED		2017 BUDGET	
	Amount	Percent	Amount	Percent
Recreation	\$ 2,457	70%	\$ 2,860	71%
Aquatics	829	23%	831	21%
Personal Training	228	6%	314	8%
Interest Payment	19	1%	16	0%
TOTAL EXPENDITURES	\$ 3,533	100%	\$ 4,021	100%

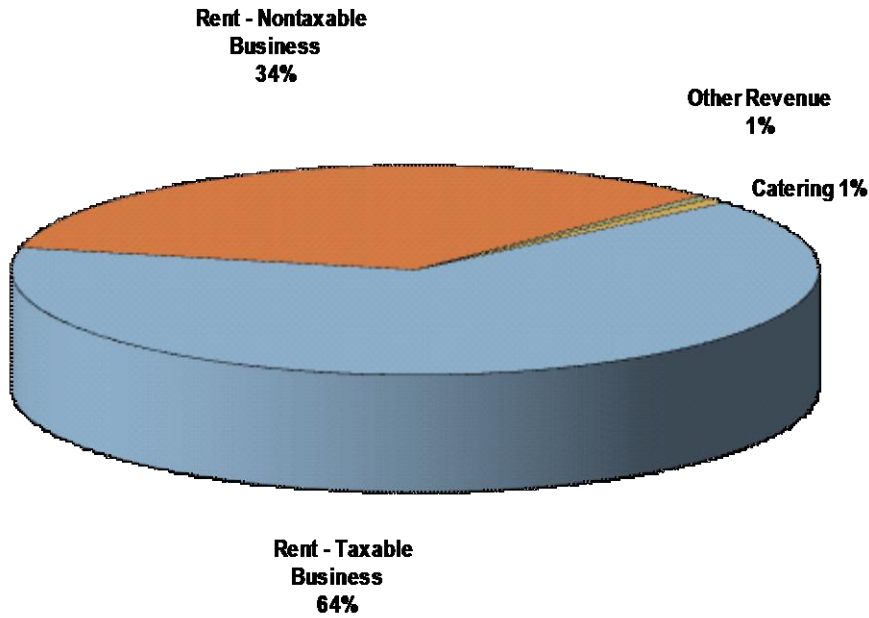
GREAT HALL FUND BUDGET SUMMARY

	Actual FY14	Actual FY15	Original FY16 Budget
OPERATING REVENUES			
Rent - Taxable Business	\$ 251,128	269,972	290,924
Rent - Nontaxable Business	99,931	132,497	136,616
Other Revenue	5,057	6,231	4,118
Catering Revenue	2,786	2,940	2,075
TOTAL OPERATING REVENUES	358,902	411,640	433,733
OPERATING EXPENSES			
Communications	940	993	1,000
Allocations	21,840	21,859	23,750
Other Maint	62,800	64,817	75,200
Personnel	145,703	172,638	183,780
Professional Fees	37,938	46,761	52,200
Insurance	-	-	-
Supplies	10,196	24,069	22,600
Utilities	41,429	40,450	42,750
Rent	87,320	87,149	89,222
Grants	19,838	-	-
Depreciation	45,148	50,805	52,184
TOTAL OPERATING EXPENSES	473,152	509,541	542,686
OPERATING INCOME (LOSS)	(114,250)	(97,901)	(108,953)
NONOPERATING REVENUES (EXPENSES)			
Investment Income	93	136	-
Interest Payment	(10,382)	(8,904)	(7,476)
Contribution from other funds	175,000	225,000	225,000
Total	164,711	216,232	217,524
NET INCOME (LOSS)	50,461	118,331	108,571
Other Receipts			
Depreciation	45,148	50,805	52,184
Total Other Receipts	45,148	50,805	52,184
Other Expenditures			
Debt Payable	-	-	-
Infrastructure	9,710	172,592	155,000
Other Assets	-	-	9,800
Total Other Expenditures	9,710	172,592	164,800
Total Net Position-Beginning	334,850	385,311	461,533
Total Net Position-Ending	\$ 385,311	503,642	570,104

GREAT HALL FUND BUDGET SUMMARY

Estimate FY16	Budget FY17	Projected			
		FY18	FY19	FY20	FY21
\$ 274,550	282,787	325,205	341,465	358,539	376,465
144,500	148,835	171,160	179,718	188,704	198,139
3,454	3,558	4,092	4,296	4,511	4,737
2,550	2,627	3,021	3,172	3,331	3,497
425,054	437,807	503,478	528,652	555,085	582,839
1,000	1,000	1,000	1,000	1,000	1,000
23,743	22,767	23,222	23,610	24,082	24,564
75,200	75,200	76,712	78,253	80,014	81,815
188,356	190,606	195,182	200,599	206,378	212,350
53,235	52,800	53,856	54,933	56,032	57,152
-	-	-	-	-	-
21,600	22,700	23,186	23,447	23,745	24,049
40,986	41,250	41,869	42,706	43,560	44,433
89,222	93,222	93,222	93,503	93,825	94,153
-	-	-	-	-	-
59,222	69,987	69,536	67,155	59,505	57,760
552,564	569,532	577,784	585,207	588,141	597,276
(127,510)	(131,725)	(74,306)	(56,555)	(33,057)	(14,437)
-	-	-	-	-	-
(7,476)	(6,076)	(4,676)	(3,304)	(1,960)	(644)
225,000	175,000	75,000	75,000	50,000	50,000
217,524	168,924	70,324	71,696	48,040	49,356
90,014	37,199	(3,982)	15,141	14,983	34,919
59,222	69,987	69,536	67,155	59,505	57,760
59,222	69,987	69,536	67,155	59,505	57,760
-	-	-	-	-	-
155,000	-	-	-	-	-
13,616	-	-	-	-	-
168,616	-	-	-	-	-
503,642	593,656	630,855	626,873	642,014	656,998
\$ 593,656	630,855	626,873	642,014	656,998	691,916

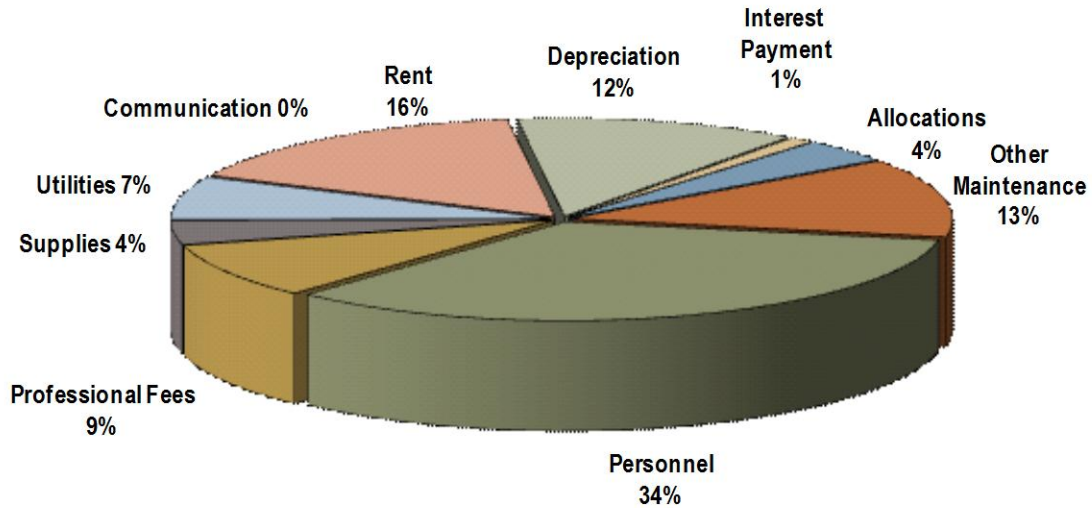
GREAT HALL FUND REVENUES FY17



GREAT HALL FUND REVENUES (\$000)

	2016 ESTIMATED		2017 BUDGET	
	Amount	Percent	Amount	Percent
Rent - Taxable Business	\$ 275	64%	\$ 282	64%
Rent - Nontaxable Business	144	34%	149	34%
Catering Revenue	3	1%	3	1%
Other Revenue	3	1%	4	1%
TOTAL REVENUES	\$ 425	100%	\$ 438	100%

GREAT HALL FUND EXPENDITURES FY17



GREAT HALL FUND EXPENDITURES (\$000)

	2016 ESTIMATED		2017 BUDGET	
	Amount	Percent	Amount	Percent
Allocations	\$ 24	4%	23	4%
Other Maintenance	75	13%	75	13%
Personnel	189	34%	191	34%
Professional Fees	53	10%	53	9%
Communication	1	0%	1	0%
Supplies	22	4%	23	4%
Utilities	41	7%	41	7%
Rent	89	16%	93	16%
Depreciation	59	11%	70	12%
Interest Payment	7	1%	6	1%
TOTAL EXPENDITURES	\$ 560	100%	576	100%

SANITATION FUND BUDGET SUMMARY

	Actual FY14	Actual FY15	Budget FY16
OPERATING REVENUES			
Sanitation Fees	\$ 3,406,413	3,304,542	3,411,045
Grants	2,732	5,176	5,000
Recycling Reimbursement	64,453	17,188	14,500
Other Revenues	35,488	37,897	33,000
TOTAL OPERATING REVENUES	3,509,086	3,364,803	3,463,545
OPERATING EXPENSES			
Communication	1,018	1,068	12,800
Other Maintenance	-	-	-
Personnel	90,859	94,890	82,678
Professional Fees	-	-	40,000
Supplies	20,539	32,236	36,000
Utilities	-	-	1,030
Depreciation	-	-	-
Contract Services	3,353,465	3,163,362	3,576,235
TOTAL OPERATING EXPENSES	3,465,881	3,291,556	3,748,743
OPERATING INCOME	43,205	73,247	(285,198)
NONOPERATING REVENUES (EXPENSES)			
Investment Income	1,969	1,808	1,435
Operating Transfer	-	-	-
Total Nonoperating Revenues	1,969	1,808	1,435
NET INCOME/(LOSS)	45,174	75,055	(283,763)
Total Net Position-Beginning	809,970	855,144	823,911
Total Net Position Ending	\$ 855,144	930,199	540,148

SANITATION FUND BUDGET SUMMARY

Estimate FY16	Budget FY17	FY18	FY19	FY20	FY21
\$ 3,412,799	5,001,780	5,033,034	5,061,096	5,089,158	5,117,220
5,000	5,000	5,000	5,000	5,000	5,000
-	-	-	-	-	60,000
33,000	32,000	32,000	32,000	32,000	32,000
3,450,799	5,038,780	5,070,034	5,098,096	5,126,158	5,214,220
12,800	15,400	8,900	11,000	31,000	31,000
-	-	-	-	-	-
109,073	123,293	127,374	131,165	135,070	139,092
40,000	15,000	-	-	-	40,000
36,000	37,000	38,000	39,000	40,000	40,000
-	-	-	-	-	-
-	-	-	-	-	-
3,157,173	4,857,011	4,942,756	5,025,649	5,079,351	5,072,199
3,355,046	5,047,704	5,117,029	5,206,814	5,285,421	5,322,291
95,753	(8,924)	(46,995)	(108,718)	(159,263)	(108,071)
1,853	1,900	1,947	1,996	1,600	1,600
-	-	-	-	-	-
1,853	1,900	1,947	1,996	1,600	1,600
97,606	(7,024)	(45,048)	(106,722)	(157,663)	(106,471)
930,199	1,027,805	1,020,781	975,732	869,010	711,348
\$ 1,027,805	1,020,781	975,732	869,010	711,348	604,877

STORMWATER FUND BUDGET SUMMARY

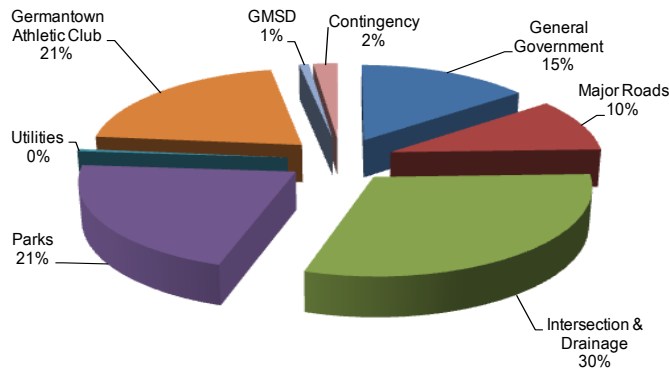
	Actual FY14	Actual FY15	Budget FY16
OPERATING REVENUES			
Stormwater Management Fee	\$ 987,969	1,030,843	1,002,807
Stormwater Permits	9,830	17,760	9,000
Other Revenue	426	-	-
TOTAL OPERATING REVENUES	998,225	1,048,603	1,011,807
OPERATING EXPENSES			
Communication	735	1,792	4,300
Other Maintenance	11,420	6,590	60,000
Personnel	585,013	599,276	531,036
Professional Fees	4,899	-	10,000
Supplies	43,684	14,994	28,000
Utilities	-	-	-
Roads and Mains	223,450	226,494	285,000
Allocations	24,880	39,472	42,327
Depreciation	7,980	18,747	30,200
TOTAL OPERATING EXPENSES	902,061	907,365	990,863
OPERATING INCOME	96,164	141,238	20,944
NONOPERATING REVENUES (EXPENSES)			
Investment Income	1,231	9,965	-
Operating Transfer	-	-	-
Total Nonoperating Revenues	1,231	9,965	-
NET INCOME/(LOSS)	97,395	151,203	20,944
Other Receipts			
Depreciation	7,980	18,747	30,200
Total Other Receipts	7,980	18,747	30,200
Other Expenditures			
Other Assets	37,459	93,040	100,000
Total Other Expenditures	37,459	93,040	100,000
NET CHANGE IN WORKING CAPITAL	69,147	86,875	(48,856)
Total Net Position-Beginning	377,054	474,449	430,718
Total Net Position-Ending	\$ 474,449	625,652	451,662

STORMWATER FUND BUDGET SUMMARY

Estimate	Budget	Projected				
		FY16	FY17	FY18	FY19	FY20
\$	1,004,939	1,009,964	1,015,014	1,025,164	1,030,289	1,035,441
	6,200	9,000	9,000	9,000	9,000	9,000
	-	-	-	-	-	-
	1,011,139	1,018,964	1,024,014	1,034,164	1,039,289	1,044,441
	3,300	1,800	1,813	1,825	1,838	1,852
	30,000	30,000	30,750	31,519	32,307	33,114
	538,547	548,443	567,140	588,988	611,973	635,882
	900	-	-	-	-	-
	20,000	22,500	23,098	23,736	24,394	25,071
	-	-	-	-	-	-
	316,000	290,000	290,000	290,000	290,000	290,000
	51,231	43,392	43,937	45,336	46,933	48,431
	32,832	32,832	32,832	32,832	32,832	32,832
	992,810	968,967	989,569	1,014,236	1,040,277	1,067,183
	18,329	49,997	34,444	19,927	(988)	(22,742)
	2,035	1,700	1,717	1,734	1,752	1,787
	-	-	-	-	-	-
	2,035	1,700	1,717	1,734	1,752	1,787
	20,364	51,697	36,161	21,662	764	(20,956)
	32,832	32,832	32,832	32,832	32,832	32,832
	32,832	32,832	32,832	32,832	32,832	32,832
	100,000	50,000	50,000	50,000	50,000	50,000
	100,000	50,000	50,000	50,000	50,000	50,000
	(46,804)	34,529	18,993	4,494	(16,404)	(38,124)
	625,652	646,016	697,713	733,874	755,536	756,299
\$	646,016	697,713	733,874	755,536	756,299	735,344

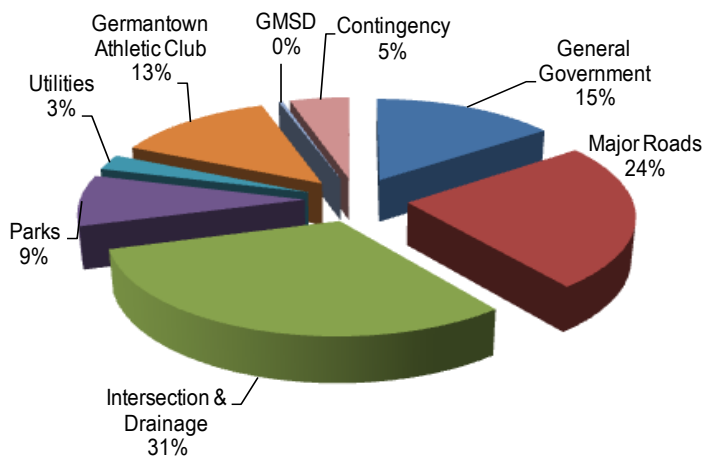
CAPITAL IMPROVEMENTS PROGRAM

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.



General Government	\$	1,775
Major Roads		1,207
Intersection & Drainage		3,705
Parks		2,594
Utilities		50
Germantown Athletic Club		2,500
GMSD		100
Contingency		250
TOTAL	\$	12,180

The six-year CIP total has increased over last year's total. Contributions from intergovernmental sources will total \$8,167,000 during the next six years. The Board of Mayor and Aldermen and City Administration have worked closely with state officials to obtain funding for costly street and intersection improvements. The success of the Board's efforts created valuable funding opportunities for other projects.



	(\$000)	6-YEAR CIP
General Government	\$	4,620
Major Roads		7,457
Intersection & Drainage		9,555
Parks		2,594
Utilities		794
Germantown Athletic Club		4,000
GMSD		100
Contingency		1,500
TOTAL	\$	30,619

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 FY17 project is provided under the Capital Improvements Program tab.

CAPITAL IMPROVEMENTS PROGRAM

CITY OF GERMANTOWN Capital Improvements Program - 2016 to 2022

(in thousands)	EXPENDITURES								FUNDING SOURCES				STATE & FEDERAL PROJECTS
	FY16	TOTAL	FY17	FY18	FY19	FY20	FY21	FY22	Reserves	Grants	Bonds	Hall	
GENERAL GOVERNMENT:													
City Hall Structural Work	-	60	60	-	-	-	-	-	-	-	-	60	-
GPAC - Grove	-	150	150	-	-	-	-	-	150	-	-	-	-
Ambulance	198	550	-	-	250	-	-	300	-	-	-	-	550
Fire Apparatus Replacement F-141	-	1,200	-	-	-	-	1,200	-	-	-	-	-	1,200
Fire Engine F-148	760	-	-	-	-	-	-	-	-	-	-	-	-
Greenway Restroom & Lift Station Replacement	-	235	-	235	-	-	-	-	-	-	-	-	235
Court Clerk Design Renovation	-	10	10	-	-	-	-	-	-	-	-	-	10
Park & Rec Building Roof	110	-	-	-	-	-	-	-	-	-	-	-	-
Center Complex Parking Study	250	-	-	-	-	-	-	-	-	-	-	-	-
City Hall Rain Garden Improvements	-	80	80	-	-	-	-	-	-	-	-	-	80
100ft Platform Fire	-	1,475	1,475	-	-	-	-	-	1,475	-	-	-	-
Fire Engine F-156	-	860	-	-	860	-	-	-	860	-	-	-	-
Total General Government:	1,318	4,620	1,775	235	1,110	-	1,500	-	2,485	-	-	2,135	-
MAJOR ROADS:													
Gtown Rd Realignment - ROW*	35	-	-	-	-	-	-	-	-	-	-	-	-
Median - Gtown Rd South	-	57	57	-	-	-	-	-	57	-	-	-	-
FHI Widening Farmoor to Winc Design	-	400	400	-	-	-	-	-	-	-	-	400	-
Winchester Milling and Paving*	344	1,550	100	1,450	-	-	-	-	370	-	-	20	1,160
Poplar Avenue Culvert - Phase III	600	-	-	-	-	-	-	-	-	-	-	-	-
Poplar Avenue Culvert - Phase IV	-	1,200	650	550	-	-	-	-	-	-	-	-	1,200
FHI Widening Poplar Pike to Winc ROW/Const	-	2,250	-	500	1,750	-	-	-	750	-	-	1,500	-
FHI Widening Farmoor- ROW/Const	-	2,000	-	300	1,700	-	-	-	1,700	-	-	300	-
Total Major Roads:	979	7,457	1,207	2,800	3,450	-	-	-	2,877	-	-	2,220	2,360
* State funding is included in totals.													
INTERSECTIONS & OTHER:													
Central Business District Streetscape	100	2,500	500	500	500	500	500	-	-	-	-	2,500	-
Bicycle Facilities Program	25	50	50	-	-	-	-	-	25	-	-	25	-
Signal Upgrades	-	1,200	300	900	-	-	-	-	100	-	-	-	1,100
Oak Manor RR Crossing Imprv	-	30	30	-	-	-	-	-	-	-	-	-	30
Safe Routes to School	200	605	155	150	150	150	-	-	-	-	-	450	155
Wolf River/Gtown Rd Impr- Design*	250	-	-	-	-	-	-	-	-	-	-	-	250
Wolf River/Gtown Rd Impr- ROW/Const*	-	2,500	750	1,750	-	-	-	-	-	-	-	-	2,500
Gateway Signage	-	100	-	100	-	-	-	-	100	-	-	-	-
Western Gateway Transportation Study	70	-	-	-	-	-	-	-	-	-	-	-	-
Decorative Street Signs	-	150	150	-	-	-	-	-	-	-	-	150	-
Total Intersections/Other:	645	7,135	1,935	3,400	650	650	500	-	225	-	-	3,125	4,035
* State funding is included in totals.													
DRAINAGE:													
City Wide Master Drainage Plan	-	600	150	150	150	150	-	-	-	-	-	600	-
Howard/McVay Culvert Replacement	-	800	800	-	-	-	-	-	800	-	-	-	-
Lateral F - Protection	-	720	720	-	-	-	-	-	700	-	-	20	-
Annual Misc Drainage Imprv	50	250	50	50	50	50	50	-	-	-	-	250	-
Allenby Lake Drainage	-	50	50	-	-	-	-	-	-	-	-	50	-
Cameron Brown Ditch Imprv	210	-	-	-	-	-	-	-	-	-	-	-	-
Grove Park Outfall Imprv	210	-	-	-	-	-	-	-	-	-	-	-	-
Lateral G Flood Control -	-	2,200	-	-	-	-	-	-	-	-	-	-	-
Total Drainage:	2,670	2,420	1,770	200	200	200	50	-	1,500	-	-	920	-
* State funding is included in totals.													
PARKS:													
Parks Master Plan	-	165	165	-	-	-	-	-	-	-	-	165	-
Wolf River Greenway- Nashoba to New Trail Head	-	800	800	-	-	-	-	-	-	-	-	160	640
Greenway Phase CB Park to East Trail Head	-	1,629	1,629	-	-	-	-	-	216	-	-	110	1,303
Total Parks:	-	2,594	2,594	-	-	-	-	-	216	-	-	435	1,943
GERMANTOWN ATHLETIC CLUB FUND:													
GAC Renovation	1,560	4,000	2,500	500	1,000	-	-	-	3,700	-	-	300	-
Fitness & Weight Equip	-	-	-	-	-	-	-	-	-	-	-	-	-
Total GAC Fund:	1,560	4,000	2,500	500	1,000	-	-	-	3,700	-	-	300	-

CAPITAL IMPROVEMENTS PROGRAM

(In thousands)	EXPENDITURES								FUNDING SOURCES				STATE & FEDERAL PROJECTS
	FY16	TOTAL	FY17	FY18	FY19	FY20	FY21	FY22	Reserves	Grants	Bonds	Hall	
GREAT HALL & CC:													
Lobby Expansion	155	-	-	-	-	-	-	-	-	-	-	-	-
Total GH Fund:	155	-	-	-	-	-	-	-	-	-	-	-	-
MUNICIPAL SCHOOLS:													
Riverdale School Expansion	11,000	-	-	-	-	-	-	-	-	-	-	-	-
Dogwood Elementary Roof	1,000	-	-	-	-	-	-	-	-	-	-	-	-
New School Design	-	100	100	-	-	-	-	-	100	-	-	-	-
Total GMSD Fund:	12,000	100	100	-	-	-	-	-	100	-	-	-	-
UTILITY FUND:													
Western Gateway Study	213	-	-	-	-	-	-	-	-	-	-	-	-
Water Main Relocation	100	-	-	-	-	-	-	-	-	-	-	-	-
Annexation Area Water Main	-	476	50	426	-	-	-	-	476	-	-	-	-
Water System Acquisition	-	135	-	135	-	-	-	-	135	-	-	-	-
Lateral D Sewer Crossing Protection	665	-	-	-	-	-	-	-	-	-	-	-	-
Southern Ave Electrical Panels	-	183	-	-	183	-	-	-	183	-	-	-	-
Total Utility Fund:	978	794	50	561	183	-	-	-	794	-	-	-	-
CONTINGENCY:													
		1,500	250	250	250	250	250	250	-	-	-	1,500	-
Total Contingency:	-	1,500	250	250	250	250	250	250	-	-	-	1,500	-
CIP SUMMARY													
General Government	1,318	4,620	1,775	235	1,110	-	1,500	-	-	-	-	-	-
Major Roads	979	7,457	1,207	2,800	3,450	-	-	-	-	-	-	-	-
Intersec/Other/Drainage	3,315	9,555	3,705	3,600	850	850	550	-	-	-	-	-	-
Parks	-	2,594	2,594	-	-	-	-	-	-	-	-	-	-
Utilities	978	794	50	561	183	-	-	-	-	-	-	-	-
Germantown Athletic Club	1,560	4,000	2,500	500	1,000	-	-	-	-	-	-	-	-
Great Hall	155	-	-	-	-	-	-	-	-	-	-	-	-
Municipal Schools	-	-	-	-	-	-	-	-	-	-	-	-	-
GMSD	12,000	100	100	-	-	-	-	-	-	-	-	-	-
Contingency	-	1,500	250	250	250	250	250	250	-	-	-	-	-
Total CIP:	20,305	30,619	12,180	7,946	6,843	1,100	2,300	250	-	-	-	-	-
FUNDING SUMMARY													
Reserves: General	5,612	7,223	3,423	490	3,310	-	-	-	-	-	-	-	-
Utility	978	794	50	561	183	-	-	-	-	-	-	-	-
Germantown Athletic Club	1,560	3,700	2,200	500	1,000	-	-	-	-	-	-	-	-
Great Hall	155	-	-	-	-	-	-	-	-	-	-	-	-
Recreation	-	-	-	-	-	-	-	-	-	-	-	-	-
GMSD	12,000	100	100	-	-	-	-	-	-	-	-	-	-
State/Intergovernmental/Grant:		8,167	3,907	4,260	-	-	-	-	-	-	-	-	-
Bonds: General	-	-	-	-	-	-	-	-	-	-	-	-	-
Utility	-	-	-	-	-	-	-	-	-	-	-	-	-
Hall: General	-	10,635	2,500	2,135	2,350	1,100	2,300	250	-	-	-	-	-
Total Funding:	20,305	30,619	12,180	7,946	6,843	1,100	2,300	250	-	-	-	-	-

INFRASTRUCTURE REPLACEMENT PROGRAM – 2016 to 2025

City of Germantown
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL
 (in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY16	Estimate FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	10 YEAR TOTAL
GENERAL FUND:													
BUILDING IMPROVEMENTS:													
FACILITIES SERVICES:													
HVAC - Library	-	65	-	-	-	-	-	-	-	-	-	-	-
City Hall Boilers	-	64	-	150	-	-	-	-	-	-	-	-	150
Train Depot Refurbish	-	2	20	-	-	-	-	-	-	-	-	-	20
Flooring - Municipal Center	-	8	-	-	-	-	-	-	-	-	-	-	-
Warehouse Building Improvements	65	65	-	-	100	-	-	-	-	-	-	-	100
Library Carpet	75	75	-	-	-	-	-	-	-	-	-	-	-
Library Interior Paint	-	-	-	-	-	-	-	-	-	-	-	-	-
GPAC Mezzanine/Lobby Paint	30	33	-	-	-	-	-	-	-	-	-	-	-
GPAC Flooring	-	-	15	-	-	-	-	-	-	-	-	-	15
GPAC and GAC Boilers	-	-	-	-	150	-	-	-	-	-	-	-	150
Front Lobby Improvements	30	30	-	-	-	-	-	-	-	-	-	-	-
Administration Office Improvements	25	25	-	-	-	-	-	-	-	-	-	-	-
Fire Marshal Office Renovation	15	15	-	-	-	-	-	-	-	-	-	-	-
Fire Administration Carpet	7	7	-	-	-	-	-	-	-	-	-	-	-
Security System- Parks & Recreation	-	-	-	18	-	-	-	-	-	-	-	-	18
Park Restrooms	-	-	-	-	-	150	-	-	-	-	-	-	150
HVAC- Parks & Recreation	-	-	-	65	-	-	-	-	-	-	-	-	65
Interior- Parks & Recreation	-	-	20	-	-	-	-	-	-	-	-	-	20
TOTAL FACILITIES SERV.	247	389	55	233	250	150	-	-	-	-	-	-	688
TOTAL BUILDING IMPROVEMENTS	247	389	55	233	250	150	-	-	-	-	-	-	688
OTHER EQUIPMENT:													
GPAC:													
Main Stage Curtains	21	14	21	21	-	-	-	-	-	-	-	-	42
Audio system patchbay	16	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL GPAC	37	14	21	21	-	-	-	-	-	-	-	-	42
FACILITY MAINTENANCE													
Depot Park Exterior Lighting	-	-	-	20	-	-	30	-	-	-	-	-	50
TOTAL BUILDING MAINTENANCE	-	-	-	20	-	-	30	-	-	-	-	-	50
FIRE:													
Power Hawk	-	-	4	4	-	-	-	7	-	-	-	-	15
Thermal Imaging Detectors	10	10	15	14	-	14	-	14	-	-	-	-	57
Rope Rescue Gear	-	-	10	10	5	-	-	10	-	-	-	-	35
Attack Nozzles	-	-	5	5	5	-	-	10	-	-	-	-	25
Generators for Apparatus	-	-	4	4	-	-	-	6	-	-	-	-	13
Portable Radio Microphones	-	-	7	6	-	-	-	12	-	-	-	-	25
TOTAL FIRE	10	10	44	43	10	14	-	58	-	-	-	-	169
POLICE:													
In-Car Video Systems - Police Vehicles	15	15	35	47	47	50	50	35	-	-	-	-	264
TOTAL POLICE	15	15	35	47	47	50	50	35	-	-	-	-	264
TOTAL OTHER EQUIPMENT	62	39	100	131	57	64	80	93	-	-	-	-	525
PUBLIC SERVICE AND GROUNDS:													
Walker Mower	-	-	17	-	-	-	-	-	-	-	-	-	17
Tennant Litter Vac	-	-	17	-	-	-	-	-	-	-	-	-	17
Ingersoll Rand Roller	-	-	65	-	-	-	-	-	-	-	-	-	65
Trailers	-	46	-	-	-	-	-	-	-	-	-	-	-
Bobcat attachment	-	17	-	-	-	-	-	-	-	-	-	-	-
Vermeer Brush Chipper	35	35	-	-	-	-	-	-	-	-	-	-	-
Snow Plow Truck Mount Attachments (2)	11	12	-	-	-	-	-	-	-	-	-	-	-
Salt Spreaders	-	-	6	6	-	-	-	-	-	-	-	-	12
Agmetal Debris Blower	10	5	-	-	-	-	-	-	-	-	-	-	-
Grasshopper Mower	-	-	-	34	-	-	-	-	-	-	-	-	34
Asphalt Recycling Hot Patch Machine	-	-	30	-	-	-	-	-	-	-	-	-	30
250 Gallon Tack Tank	-	-	15	-	-	-	-	-	-	-	-	-	15
Cronkite 7200S Trailer	-	-	17	-	-	-	-	-	-	-	-	-	17
Gradall Rubber Tire Excavator	-	-	-	-	450	-	-	-	-	-	-	-	450
Smitco Bunker Rake	-	-	-	-	-	-	20	-	-	-	-	-	20
DXT Loader	-	-	-	-	-	-	150	-	-	-	-	-	150
Backhoe	-	-	-	-	-	-	-	200	-	-	-	-	200
TOTAL PUBLIC SVCS.	56	115	167	40	450	-	170	200	-	-	-	-	1,027
TOTAL MAINTENANCE EQUIPMENT	56	115	167	40	450	-	170	200	-	-	-	-	1,027
AUTOS AND TRUCKS:													
FACILITIES MANAGEMENT:													
Dodge 1500	-	-	-	-	-	-	-	35	-	-	-	-	35
Ford F-150 Pickup	-	-	-	-	30	-	-	-	-	-	-	-	30
TOTAL FACILITIES MAINT.	-	-	-	-	30	-	-	35	-	-	-	-	65
DEVELOPMENT:													
Ford Ranger	-	-	-	-	-	-	25	-	-	-	-	-	25
Ford F-250 4x4 Pick-up	-	21	27	-	-	-	27	-	-	-	-	-	54
TOTAL DEVELOPMENT	-	21	27	-	-	-	52	-	-	-	-	-	79

INFRASTRUCTURE REPLACEMENT PROGRAM – 2016 to 2025

City of Germantown
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL
 (in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget	Estimate											10 YEAR
	FY16	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	TOTAL
PUBLIC SERVICE AND GROUNDS:													
Chevrolet S-10	25	25	-	-	-	-	-	-	-	-	-	-	-
Ford F-450 Dump Truck	120	120	65	-	-	-	-	-	-	-	-	-	65
Sterling Tri-Axle Dump Truck	-	-	-	150	-	-	-	-	-	-	-	-	150
Sterling Dump Truck	120	120	-	-	-	130	-	-	-	-	-	-	130
Ford F-350 Crew Cab	-	-	-	-	-	40	-	40	-	-	-	-	80
Ford F-750 Flat Bed	50	50	150	-	-	75	-	-	-	-	-	-	225
Dodge 2500 4x4 Pickup	-	-	-	-	35	-	-	-	-	-	-	-	35
Ford F-450 Crew Cab	-	-	-	-	65	-	-	-	-	-	-	-	65
Ford F-250 4x4	-	-	-	35	-	-	-	-	-	-	-	-	35
Dodge 4x4 Ram Pick-Up	-	-	-	-	35	-	-	-	-	-	-	-	35
Dodge 1500 Pickup	-	-	-	-	-	35	-	-	-	-	-	-	35
Ford F-250	-	-	-	-	-	40	-	80	-	-	-	-	120
Ford F-350 Pickup	-	-	-	-	35	-	-	-	-	-	-	-	35
Chevrolet 3500	-	-	-	-	-	-	40	-	-	-	-	-	40
Ford F-450	-	-	-	-	-	70	-	-	-	-	-	-	70
TOTAL PUBLIC SVCS.	315	315	215	185	170	390	40	120	-	-	-	-	1,120
FIRE:													
Ford Expedition (2)	80	80	-	-	45	-	-	45	-	-	-	-	90
Ford F-350	-	-	-	50	-	-	-	-	-	-	-	-	50
Chevy Tahoe	-	-	40	-	45	-	-	45	-	-	-	-	130
Impala	-	-	-	40	-	-	-	42	-	-	-	-	82
TOTAL FIRE	80	80	40	90	90	-	-	132	-	-	-	-	352
PARKS AND RECREATION:													
Ford Explorer	27	25	-	-	-	-	-	-	-	-	-	-	-
Ford Escape	27	21	-	-	-	-	-	-	-	-	-	-	-
Dodge Dakota	-	-	35	-	-	-	-	-	-	-	-	-	35
Ford Ranger	-	-	-	-	35	-	-	-	-	-	-	-	35
Dodge Journey	-	-	-	35	-	-	-	-	-	-	-	-	35
TOTAL PARKS AND REC.	54	46	35	35	35	-	-	-	-	-	-	-	105
POLICE:													
Police Fleet - Chevy Tahoes - (3)	-	249	-	320	120	160	40	40	-	-	-	-	680
Police Fleet - Impala	30	30	35	-	-	70	-	-	-	-	-	-	105
Police Fleet - Ford Crown Vic	76	76	40	-	105	-	160	-	-	-	-	-	305
Police Fleet - Ford Hybrid	-	-	-	-	70	-	64	-	-	-	-	-	134
Police Fleet - Ford Explorer	90	90	275	-	75	40	80	40	-	-	-	-	510
Police Fleet - Chevrolet Malibu	-	-	-	-	-	35	-	-	-	-	-	-	35
Police Fleet - Ford Expedition	-	-	-	40	-	-	-	-	-	-	-	-	-
TOTAL POLICE	196	445	350	360	370	305	344	80	-	-	-	-	1,769
TOTAL AUTOS & TRUCKS	645	907	667	670	695	695	436	367	-	-	-	-	3,490
COMPUTER EQUIPMENT:													
INFORMATION TECHNOLOGY:													
Main File Server	12	8	-	20	20	100	20	20	20	20	100	20	340
Network Switches	35	52	35	35	150	35	35	35	35	150	35	35	580
Data Center KVM Switches (CH & FS4)	-	-	-	-	-	-	-	5	-	-	-	-	5
GAC Paging & Speaker System	-	-	-	-	25	-	-	-	-	-	-	-	25
iPAD w/LifeProof Case (13) - Fire	-	-	13	-	-	-	13	-	-	-	13	-	39
Training Event Monitor - Fire	-	-	-	-	-	-	-	-	1	-	-	-	1
Card Access System Printer	-	-	-	-	-	-	-	-	4	-	-	-	4
Document Scanner- Finance	-	-	-	-	-	2	-	-	-	-	2	-	4
GPAC Lobby Monitors	-	-	-	4	-	-	-	-	-	4	-	-	8
GPAC Access Control Hardware	-	-	-	21	-	-	-	-	-	-	-	-	21
Police MDTs	-	-	-	32	40	28	36	32	32	32	32	32	296
Court Security Camera	-	-	6	-	-	-	-	-	-	-	-	-	6
Lester Building Security Cameras	-	-	-	-	10	-	-	-	-	-	10	-	20
ECD Card Access System	-	-	-	-	29	-	-	-	-	-	-	-	29
IBM Message Switch	-	-	-	-	17	-	-	-	-	-	17	-	34
Portable Radio Repeater	-	-	-	10	-	-	-	-	-	-	10	-	20
Conference Room System - Parks&Rec	-	-	-	6	-	-	-	-	-	-	6	-	12
Sign Shop Plotter	-	-	5	-	-	-	-	-	-	-	-	-	5
Mobil Work Order iPads w/LifeProof Case- PW & FS	-	-	10	10	10	10	8	10	10	10	8	10	96
Library Card Access System	-	-	-	-	25	-	-	-	-	-	-	-	25
Security Cameras - Library/Generology	-	-	-	15	-	-	-	-	-	-	15	-	30
Purchasing Vendor Management	-	-	3	-	-	-	-	-	3	-	-	-	6
CAD Monitors	-	-	-	-	-	-	-	4	-	-	-	-	4
Video System - FD Training Center	-	-	-	-	5	-	-	-	5	-	-	-	10
Tablet Computers- Fire	-	-	9	-	-	-	-	9	-	-	-	9	27
AFIS Fingerprint Machine	-	-	15	-	-	-	-	-	-	15	-	-	30
NetApp Server Storage	-	-	25	10	10	10	10	25	10	10	10	10	130
Computers	-	181	-	-	-	-	-	-	-	-	-	-	-
Phone System Servers	-	-	-	-	35	-	-	-	-	-	-	-	35
TOTAL I.T.	47	240	121	163	376	185	122	140	120	241	258	116	1,841
TOTAL COMPUTER EQUIPMENT	47	240	121	163	376	185	122	140	120	241	258	116	1,841
COMPUTER SOFTWARE:													
INFORMATION TECHNOLOGY:													
SunGard OneSolution Upgrades	526	300	-	75	-	-	-	-	-	-	-	-	75
Electronic Signature System	9	-	-	-	-	-	-	-	-	-	-	-	-
Electronic Citations	-	-	55	-	-	-	-	-	-	-	-	-	55
2FA	10	-	-	-	-	-	-	-	-	-	-	-	-
HR Performance Appraisal	-	-	16	-	-	-	-	-	-	-	-	-	16
HR On-Boarding & Applicant Tracking Software	-	-	-	39	-	-	-	-	-	-	-	-	39
Court Software	-	-	200	-	-	-	-	-	-	-	-	-	200
NetApp Server Backup Software	-	-	30	-	-	-	-	30	-	-	-	-	60
TOTAL I.T.	555	300	301	114	-	-	-	30	-	-	-	-	445
TOTAL COMPUTER SOFTWARE	555	300	301	114	-	-	-	30	-	-	-	-	445

INFRASTRUCTURE REPLACEMENT PROGRAM – 2016 to 2025

City of Germantown
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL
(in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY16	Estimate FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	10 YEAR TOTAL
PARKS													
G'Town Rotary Club YEP Project - Trail Connectors	-	-	9	-	-	-	-	-	-	-	-	-	9
Maintenance- Oaklawn Gardens	-	-	28	-	-	-	-	-	-	-	-	-	28
Dog Park Improvements	10	10	-	-	-	-	-	-	-	-	-	-	-
Greenway RTV & Storage- Cameron Brown Park	-	-	-	20	15	-	-	-	-	-	17	-	52
Greenway Signage	6	6	-	-	-	-	-	-	-	-	-	-	-
TOTAL PARKS	16	16	37	20	15	-	-	-	-	-	17	-	89
GPAC:													
Performance Risers & Platforms	-	-	25	-	-	-	-	-	-	-	-	-	25
Crown Xli 1500 Amplifiers (or equivalent) (15)	-	-	-	6	-	-	-	-	-	-	-	-	6
24x24 Screen with Projector	-	-	-	-	-	20	-	-	-	-	-	-	20
Folding Chairs	-	-	16	-	-	-	-	-	-	-	-	-	16
Orchestra Shell	-	-	-	-	115	-	-	-	-	-	-	-	115
Brass Railing	-	-	-	-	-	70	-	-	-	-	-	-	70
Black Box Floor	-	-	6	-	-	-	-	-	-	-	-	-	6
Exterior Cameras	16	16	-	-	-	-	-	-	-	-	-	-	-
TOTAL GPAC	16	16	47	6	115	90	-	-	-	-	-	-	258
PUBLIC SERVICES:													
Total round rail fence	53	39	-	50	-	50	-	-	-	-	-	-	100
Johnson Rd Park concrete steps	37	-	-	-	70	-	-	-	-	-	-	-	70
Johnson Rd Park (Lacrosse Fields) repair	-	-	-	-	-	225	-	-	50	-	-	-	275
Greenway (Dogwood) walking trail repair	-	-	42	20	30	30	30	30	-	-	-	-	182
Poplar Estates pedestrian bridge	-	-	25	20	-	-	-	-	-	-	-	-	45
Pour in Place Playground at Franklin	-	-	-	-	50	50	-	-	-	-	-	-	100
Germantown Station Park	-	-	-	-	180	-	-	-	-	-	-	-	180
Houston Levee Park pedestrian bridge	-	-	-	-	75	70	-	-	-	-	-	-	145
TOTAL PUBLIC SERVICES	90	39	67	90	405	425	30	30	50	-	-	-	1,097
FIRE													
Pagers	-	-	8	8	8	-	-	-	-	-	-	-	23
TOTAL FIRE	-	-	8	8	8	-	-	-	-	-	-	-	23
TOTAL OTHER ASSETS	122	71	159	124	543	515	30	30	50	-	17	-	1,209
TOTAL GENERAL FUND	1,734	2,061	1,570	1,480	2,486	1,699	838	860	170	241	275	116	9,483
RECREATION FUND:													
OTHER ASSETS:													
Scoreboard	27	31	-	-	-	-	-	-	-	-	-	-	-
TOTAL RECREATION FUND	27	31	-	-	-	-	-	-	-	-	-	-	-
STORMWATER FUND:													
MAINTENANCE EQUIPMENT:													
Bushog	10	10	-	-	-	-	-	-	-	-	-	-	-
TOTAL MAINTENANCE EQUIPMENT	10	10	-	-	-	-	-	-	-	-	-	-	-
OTHER ASSETS:													
CIPP	90	90	50	50	50	50	50	50	-	-	-	-	300
TOTAL OTHER ASSETS	90	90	50	50	50	50	50	50	-	-	-	-	300
AUTO & TRUCKS:													
Ford F-450 Truck	-	-	-	-	-	60	60	-	-	-	-	-	120
TOTAL AUTOS & TRUCKS	-	-	-	-	-	60	60	-	-	-	-	-	120
TOTAL STORMWATER FUND	100	100	50	50	50	110	110	50	-	-	-	-	420
GREAT HALL FUND:													
OTHER ASSETS:													
Fire Pump Control Panels	-	4	-	-	-	-	-	-	-	-	-	-	-
Exterior Cameras	10	10	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER ASSETS	10	14	-	-	-	-	-	-	-	-	-	-	-
TOTAL GREAT HALL FUND	10	14	-	-	-	-	-	-	-	-	-	-	-
UTILITY FUND:													
LINES, WELLS AND STATION IMPROVEMENTS:													
SEWER:													
Water Tower Cleaning	-	-	-	30	-	-	-	-	-	-	-	-	30
Maintenance of Sewer Collection System	300	300	200	300	300	300	300	300	300	300	300	300	2,900
TOTAL SEWER	300	300	200	330	300	300	300	300	300	300	300	300	2,930
WATER:													
Water Mains Reconstruction	-	-	-	-	-	-	-	-	-	-	-	-	-
Water Mains Maintenance	100	-	100	100	100	100	100	100	100	100	100	100	1,000
Maintenance of Water WellField System	20	-	20	20	20	20	20	20	20	20	20	20	200
TOTAL WATER	120	-	120	120	120	120	120	120	120	120	120	120	1,200
TOTAL LINES, WELLS & STATION IMPROVEMENTS	420	300	320	450	420	420	420	420	420	420	420	420	4,130

INFRASTRUCTURE REPLACEMENT PROGRAM – 2016 to 2025

City of Germantown
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL
 (in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY16	Estimate FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	10 YEAR TOTAL
MAINTENANCE EQUIPMENT:													
SEWER:													
Ford 750 Sewer Flush Truck	-	-	-	-	150	-	-	-	-	-	-	-	150
TOTAL SEWER	-	-	-	-	150	-	-	-	-	-	-	-	150
WATER:													
Backhoe	125	154	-	-	-	-	-	-	-	-	-	-	-
Atlas Copco Compressor	-	-	-	-	-	40	-	-	-	-	-	-	40
Ford Transit Connect	-	-	-	-	-	25	-	-	-	-	-	-	25
Ford Transit Connect	-	-	-	-	-	-	-	250	-	-	-	-	250
TOTAL WATER	125	154	-	-	-	65	-	250	-	-	-	-	315
TOTAL MAINTENANCE EQUIPMENT	125	154	-	-	150	65	-	250	-	-	-	-	465
AUTOS AND TRUCKS:													
SEWER:													
Ford F-450 Service Truck w/crane & Chevy 3500 Truck	-	-	-	110	-	-	-	55	-	-	-	-	165
TOTAL SEWER	-	-	-	110	-	-	-	55	-	-	-	-	165
WATER:													
Dodge Ram Pick-up	30	31	-	-	-	-	-	-	-	-	-	-	-
Ford F-350	-	-	-	50	-	-	-	-	-	-	-	-	50
Dodge Dakota Pick-up	-	-	-	-	30	-	-	30	-	-	-	-	60
Ford F-150 Truck	-	-	-	-	-	-	-	25	-	-	-	-	25
Ford Ranger	-	-	-	-	-	-	30	30	-	-	-	-	60
TOTAL WATER	30	31	-	50	30	-	30	85	-	-	-	-	195
TOTAL AUTOS & TRUCKS	30	31	-	160	30	-	30	140	-	-	-	-	360
TOTAL COMPUTER EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL UTILITY FUND	575	485	320	610	600	485	450	810	420	420	420	420	4,955
GERMANTOWN ATHLETIC CLUB:													
OTHER ASSETS:													
Fire Pump Control Panels	-	24	-	-	-	-	-	-	-	-	-	-	-
Exterior Cameras	13	9	-	-	-	-	-	-	-	-	-	-	-
OTHER ASSETS	13	33	-	-	-	-	-	-	-	-	-	-	-
TOTAL G'TOWN ATHLETIC CLUB	13	33	-	-	-	-	-	-	-	-	-	-	-
PICKERING													
Exterior Lighting	-	-	25	-	-	-	-	-	-	-	-	-	25
BUILDING IMPROVEMENTS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PICKERING	-	-	25	-	-	-	-	-	-	-	-	-	-
VEHICLE MAINTENANCE FUND:													
AUTOS AND TRUCKS:													
Dodge 2500 Pick-up	32	30	-	-	-	-	-	-	-	-	-	-	-
Ford Fusion	-	-	-	-	-	31	-	-	-	-	-	-	31
Dodge Charger	-	-	-	-	-	-	32	-	-	-	-	-	32
Dodge Avenger	-	-	-	-	-	-	-	32	-	-	-	-	32
Ford Crown Vic	-	-	35	-	-	71	32	32	-	-	-	-	170
TOTAL AUTOS & TRUCKS	32	30	35	-	-	102	64	64	-	-	-	-	265
OTHER ASSETS:													
Fuel System- Station 2	30	27	-	-	-	-	-	-	-	-	-	-	-
Used Forklift	18	19	-	-	-	-	-	-	-	-	-	-	-
Ceiling Fans	-	-	18	-	-	-	-	-	-	-	-	-	18
Daewoo Forklift	-	-	-	-	-	40	-	-	-	-	-	-	40
TOTAL OTHER ASSETS	48	46	18	-	-	40	-	-	-	-	-	-	58
TOTAL VEHICLE MAINT. FUND	80	76	53	-	-	142	64	64	-	-	-	-	323
The Farm													
OTHER ASSETS:													
RTV/Furnishings	15	27	-	-	-	-	-	-	-	-	-	-	-
Farm Park Entrance Sign (Cross Country)	8	-	8	-	-	-	-	-	-	-	-	-	8
Farm Park Storage Shed	-	-	10	-	-	-	-	-	-	-	-	-	10
Hoop House	15	-	15	-	-	-	-	-	-	-	-	-	15
TOTAL OTHER ASSETS	38	27	33	-	-	-	-	-	-	-	-	-	33
TOTAL FARM	38	27	33	-	-	-	-	-	-	-	-	-	33
GRAND TOTAL - ALL FUNDS	2,577	2,827	2,051	2,140	3,136	2,436	1,462	1,784	590	661	695	536	15,213

DISCUSSION OF GENERAL FUND RESERVES

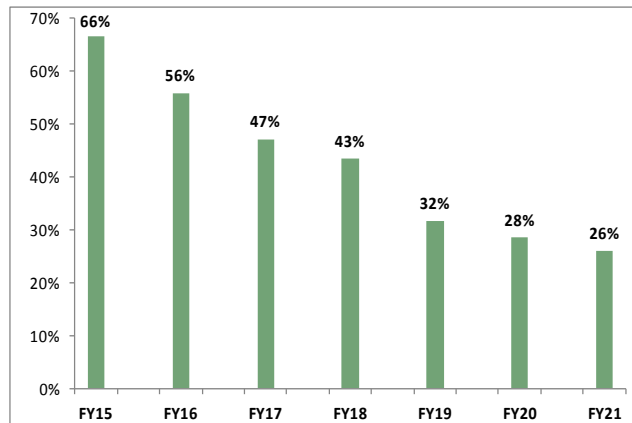
During the City's high growth period, excess revenues over expenditures were used for capital projects not funded by bond proceeds. In the past several years, General Fund reserves were used to fund a significant portion of the capital projects. Beginning in FY04, revenues from the Hall Income and Excise 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>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
CIP \$	2,028,000	2,500,000	2,135,000	2,350,000	1,100,000	2,300,000

FUND BALANCE % TOTAL EXPENDITURES

ANALYSIS OF FUND BALANCE

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

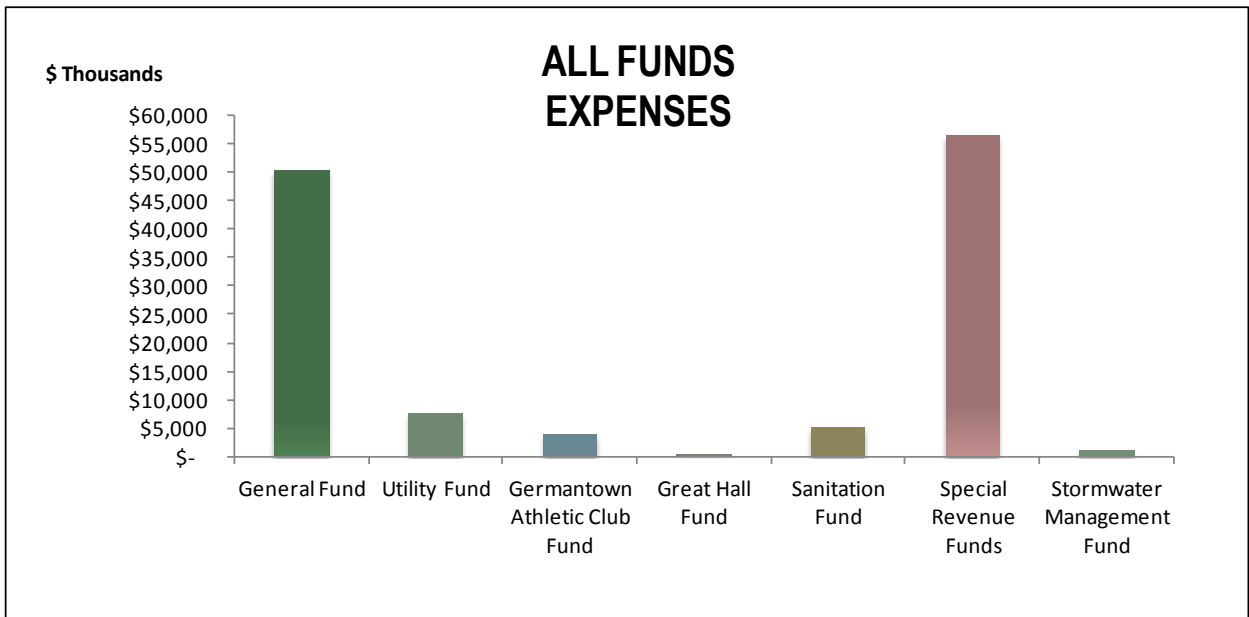
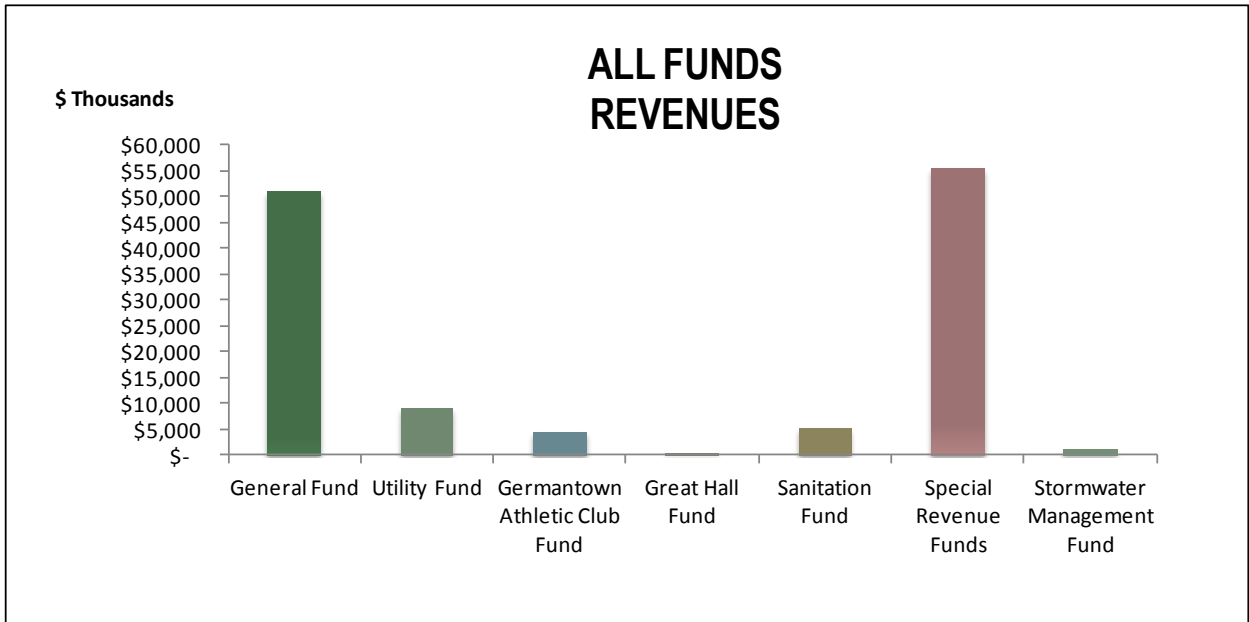


	Actual FY15	Estimated FY16	Budget FY17	Projected			
				FY18	FY19	FY20	FY21
Nonspendable	\$ 696,207	1,439,204	1,314,204	1,189,204	1,064,204	939,204	814,204
Restricted:							
Committed Emergencies & Catastrophe	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Committed Capital Asset Repl. Infrastr.	1,734,000	1,570,000	1,480,000	2,485,500	1,699,000	838,000	859,500
Committed Tax Anticipation	9,207,800	9,791,361	9,875,264	9,982,474	10,166,518	10,375,304	10,582,810
Committed General Debt	2,877,533	3,852,051	3,439,978	2,760,153	2,758,603	2,719,403	2,619,285
Committed Contingencies	-	-	50,000	50,000	50,000	50,000	50,000
Contractual Obligation	50,000	50,000	-	-	-	-	-
Assigned	2,589,254	2,449,205	2,761,595	2,758,591	2,825,596	2,890,794	2,882,624
Unassigned	10,195,572	7,054,030	3,789,626	1,616,254	(3,210,563)	(3,775,005)	(5,153,155)
Total Fund Balance	28,250,366	27,105,851	23,610,667	21,742,176	16,253,359	14,937,700	13,555,268
Operating Expenditures	\$ 42,509,948	48,613,060	50,210,824	50,156,207	51,374,477	52,559,891	52,411,349
Fund Balance as % of Expenditures	66%	56%	47%	43%	32%	28%	26%



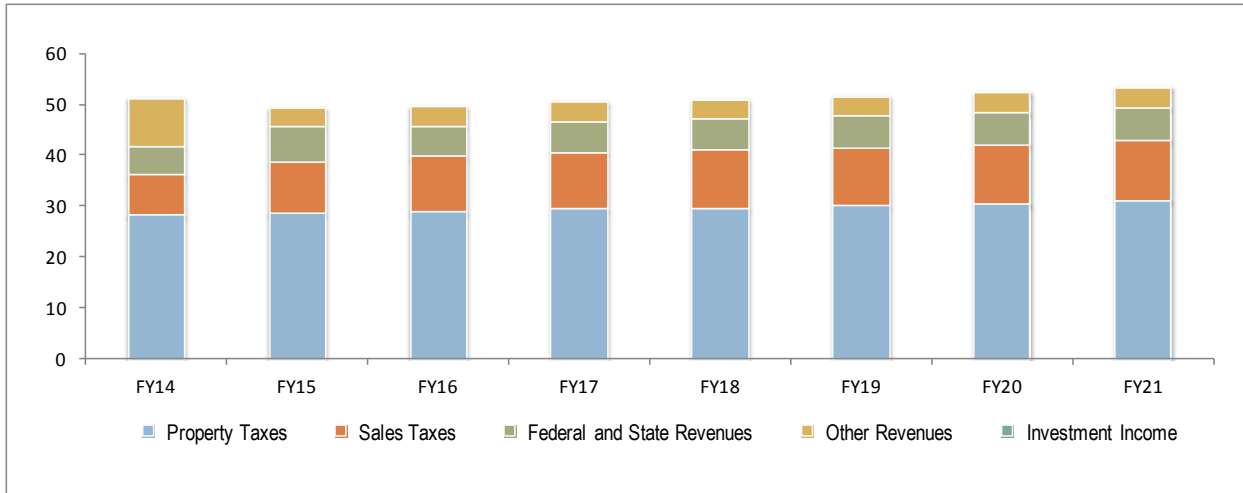
The two charts below illustrate revenues and expenses for all major funds. The section following these charts consist of budget projection summaries of revenues and expenditures by major categories, along with fund balances as of June 30, for the fiscal years 2014-2021. The graphs illustrate 8 years 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 FY16 and FY17.



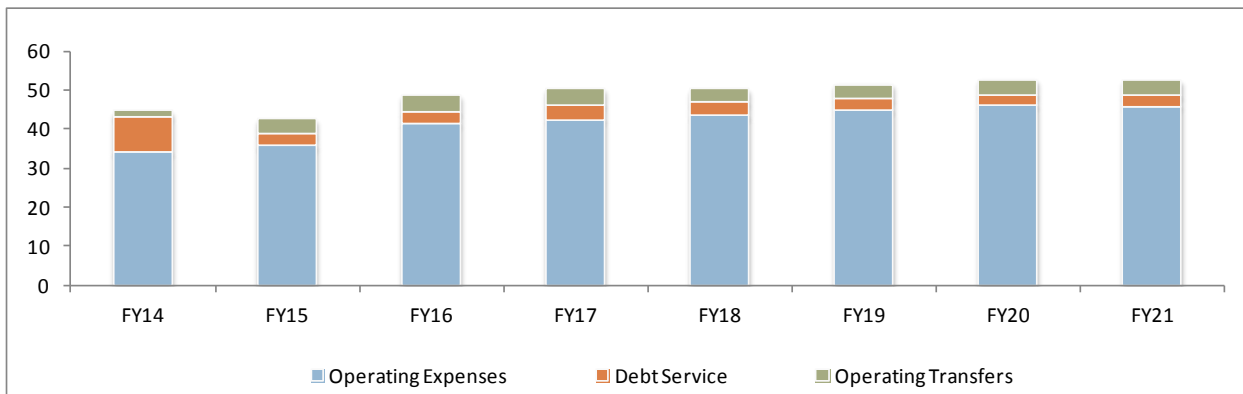
GENERAL FUND REVENUES

\$ Millions



GENERAL FUND EXPENDITURES

\$ Millions



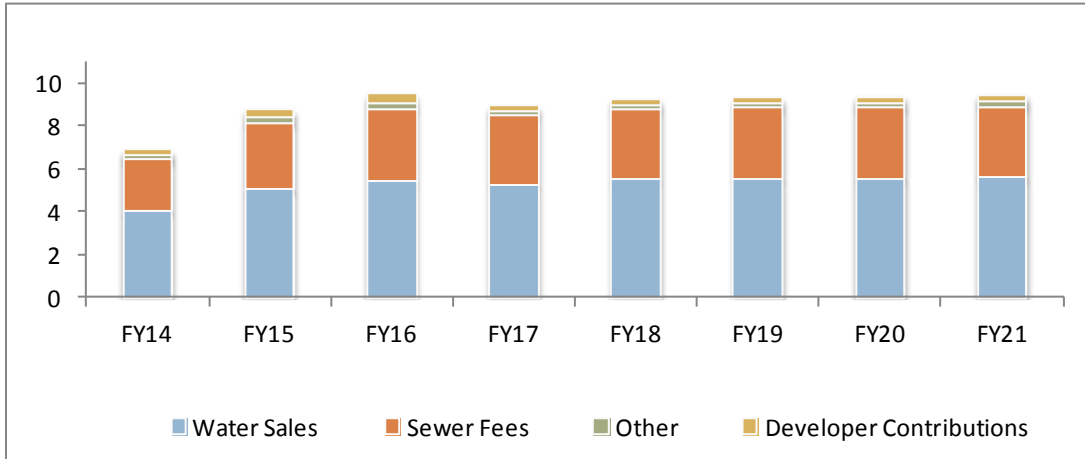
GENERAL FUND

BUDGET PROJECTION SUMMARY

(\$000)	Actual FY14	Actual FY15	Budget FY16	Estimate FY16	Budget FY17	Projected			
						FY18	FY19	FY20	FY21
GENERAL REVENUES:									
Auto Registration	\$ 885	892	890	910	890	908	926	944	963
Court Fines	770	746	740	805	740	753	753	766	780
Franchise Fees	744	787	618	810	790	790	814	838	863
Grants	75	294	100	60	100	100	100	100	100
Interest	25	41	25	40	35	35	35	36	37
Licenses	187	252	250	224	211	211	212	217	222
Other Income	6,838	1,107	979	1,129	1,214	1,117	1,125	1,131	1,137
Property Taxes	28,309	28,633	28,997	28,845	29,374	29,626	29,947	30,500	31,126
Sales Taxes	7,756	10,069	10,166	10,931	11,189	11,315	11,494	11,620	11,804
State Taxes	5,583	6,440	5,742	5,743	5,972	6,038	6,139	6,192	6,296
Fund From Prior	-	-	450	450	450	450	450	450	450
REVENUE TOTAL	51,172	49,260	48,957	49,947	50,966	51,342	51,996	52,794	53,779
EXPENDITURE BY CATEGORY:									
Personnel	25,806	26,416	27,442	27,618	29,047	30,119	30,986	31,873	32,844
Communication	245	314	453	437	456	458	460	465	470
Prof. Fees	2,231	2,205	2,664	2,853	2,806	2,663	2,704	2,759	2,802
Other Maint.	1,649	1,756	2,228	2,415	2,523	2,555	2,587	2,633	2,670
Supplies	1,154	1,341	1,701	1,720	1,727	1,678	1,710	1,746	1,784
Insurance	59	96	97	95	95	95	95	95	95
Rent	83	70	130	120	107	107	108	108	108
Allocations	1,161	1,213	1,404	1,507	1,514	1,549	1,600	1,655	1,710
Capital Outlay	589	692	1,734	2,082	1,570	1,471	2,000	2,059	616
Road & Mains	-	-	-	-	-	-	-	-	-
Contingency	-	-	50	50	50	50	50	50	50
Grants	176	554	1,444	1,455	1,512	1,531	1,555	1,579	1,604
Debt Service	9,053	3,168	2,878	2,878	3,852	3,440	2,760	2,759	2,719
Operating Transfers	2,355	4,722	5,182	5,141	4,864	4,361	4,683	4,705	4,868
Sanitation	-	-	-	-	-	-	-	-	-
Expense Reimburs.	(950)	(991)	(535)	(765)	(979)	(1,002)	(1,026)	(1,051)	(1,076)
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	963	953	1,084	1,009	1,066	1,082	1,103	1,124	1,146
EXPENDITURE TOTAL	44,573	42,510	47,954	48,613	50,211	50,156	51,374	52,560	52,411
Excess (Deficit)	6,600	6,750	1,003	1,333	755	1,186	621	234	1,368
FUND BALANCE									
Beginning	19,220	24,070	22,837	27,800	26,655	23,161	21,293	15,803	14,488
Transf. to CIP	(1,750)	(2,570)	(2,028)	(2,028)	(2,500)	(2,135)	(2,350)	(1,100)	(2,300)
Transf. to Infrs.	-	-	-	-	-	-	-	-	-
CIP Res Inc (Dec)	-	-	-	-	(1,300)	(469)	(3,310)	-	-
Prior Period Adjustment	-	-	-	-	-	-	-	-	-
Ending	\$ 24,070	28,250	21,813	27,105	23,611	21,743	16,254	14,938	13,555

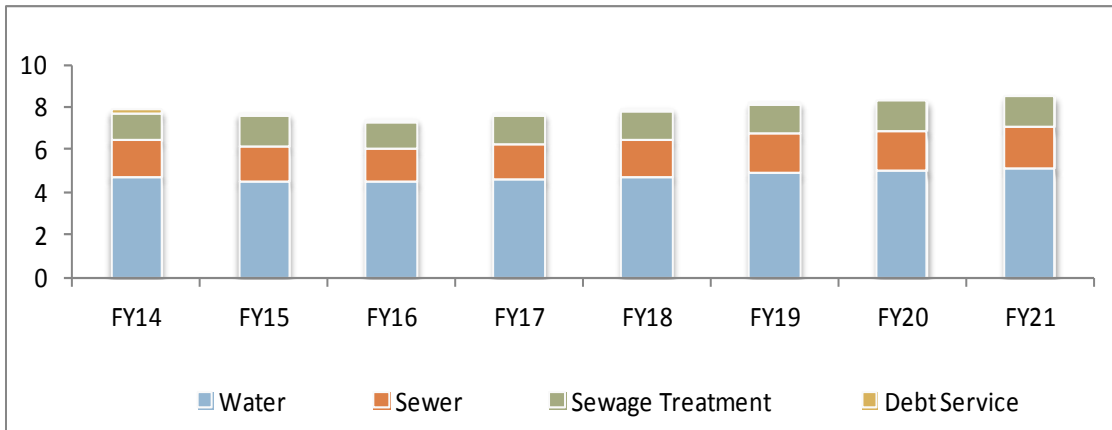
UTILITY REVENUES

\$ Millions



UTILITY EXPENDITURES

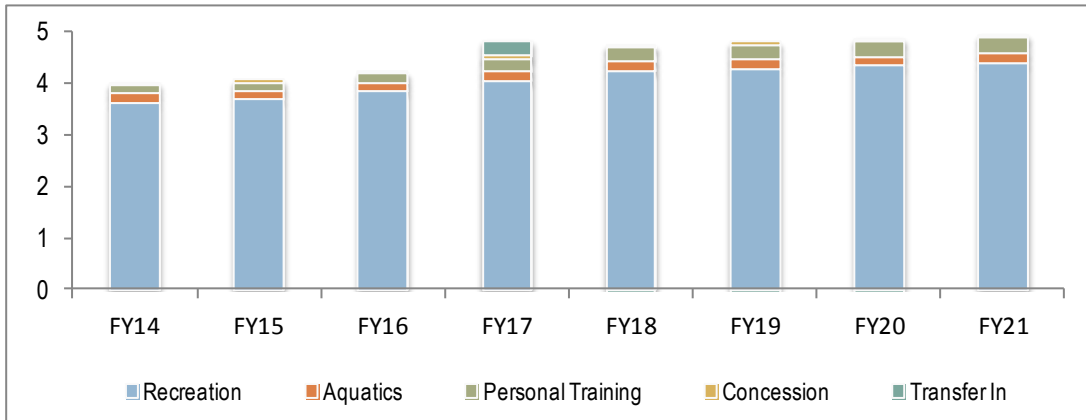
\$ Millions



(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY14	FY15	FY16	FY16	FY17	FY18	FY19	FY20	FY21
REVENUES:									
Allocations	\$ 5	3	-	15	-	-	-	-	-
Installation Charges	148	220	157	197	162	163	164	165	166
Interest	5	5	7	8	7	10	15	20	25
Contrib. Developers	259	330	75	448	240	264	290	299	304
Other Income	46	65	25	29	25	26	26	27	27
Sewer Fees	2,441	3,117	2,950	3,361	3,250	3,266	3,283	3,299	3,315
Water Sales	4,046	5,066	4,610	5,480	5,290	5,552	5,580	5,607	5,635
TOTAL REVENUES	6,950	8,806	7,824	9,537	8,974	9,281	9,357	9,417	9,473
EXPENSES BY CATEGORY:									
Allocations	1,094	1,121	691	937	1,162	1,219	1,340	1,394	1,449
Communication	68	74	88	88	88	90	92	95	97
Debt Service	183	148	128	128	88	45	12	-	-
Depreciation	1,765	1,656	1,821	1,702	1,723	1,746	1,763	1,778	1,789
Other Maintenance	89	41	90	88	90	96	98	101	104
Personnel	1,823	1,732	1,618	1,576	1,519	1,567	1,628	1,691	1,757
Professional Fees	88	91	115	105	115	115	115	116	116
Insurance	5	4	10	11	10	10	11	11	11
Mains Maintenance	118	128	155	141	153	157	161	166	170
Contract Services	1,242	1,385	955	1,250	1,300	1,336	1,372	1,408	1,444
Supplies	198	173	243	243	241	248	255	262	269
Utilities	661	638	721	664	685	709	723	738	753
PILOT	502	493	484	479	484	501	519	537	556
TOTAL EXPENSES	7,836	7,683	7,119	7,412	7,658	7,840	8,091	8,297	8,515
NET INCOME (LOSS)	(886)	1,123	704	2,127	1,316	1,439	1,267	1,120	958
TOTAL NET POSITION									
Change in Account Principle		(526)							
Beginning	45,671	44,259	26,860	45,382	47,507	48,823	50,262	51,529	52,649
Ending	<u>\$ 44,785</u>	<u>45,382</u>	<u>27,564</u>	<u>47,507</u>	<u>48,823</u>	<u>50,262</u>	<u>51,529</u>	<u>52,649</u>	<u>53,607</u>
Capital Outlay	\$ 622	1,428	1,503	1,463	370	1,146	878	720	460

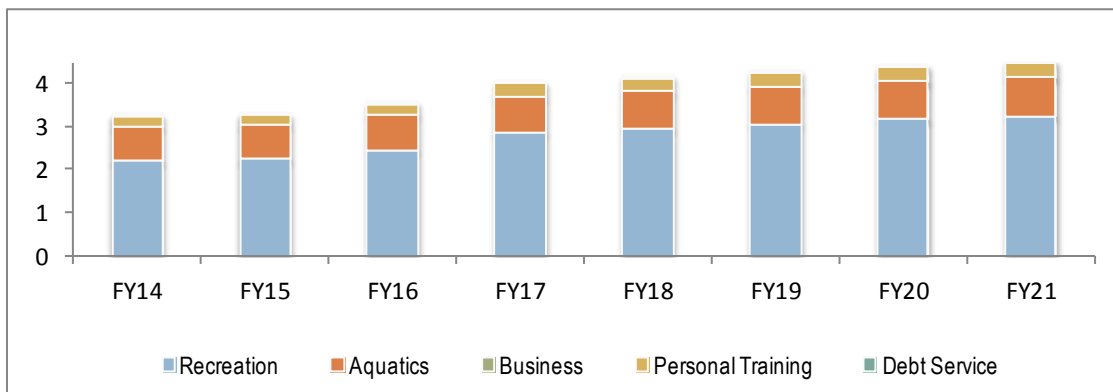
GERMANTOWN ATHLETIC CLUB REVENUES

\$ Millions



GERMANTOWN ATHLETIC CLUB EXPENDITURES

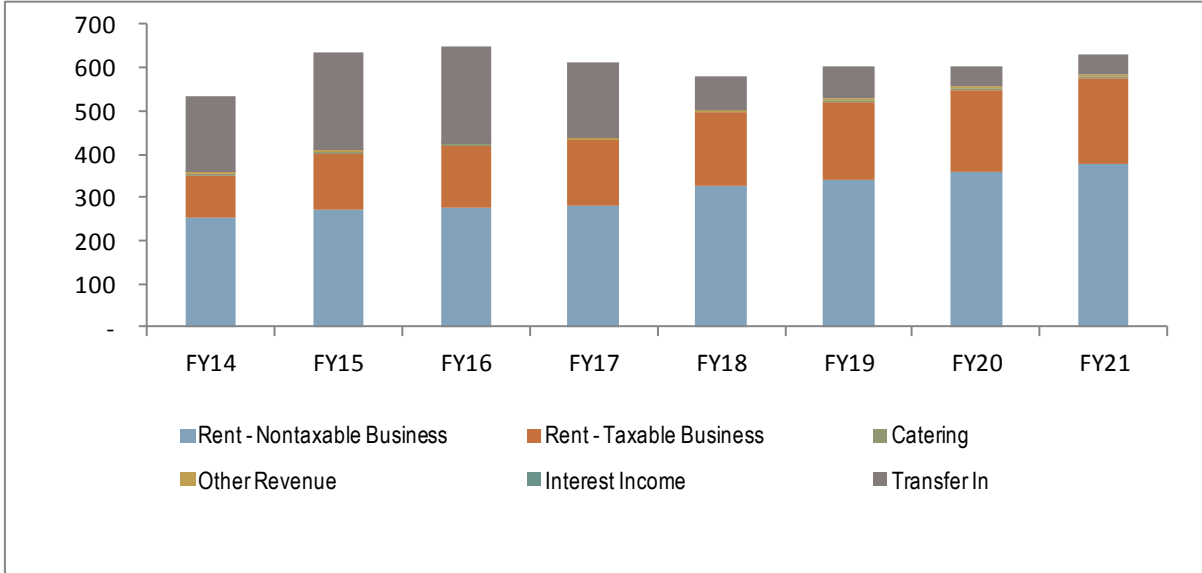
\$ Millions



(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY14	FY15	FY16	FY16	FY17	FY18	FY19	FY20	FY21
REVENUES:									
Centre Revenue	\$ 3,630	3,692	3,927	3,860	4,061	4,252	4,298	4,344	4,391
Aquatics Revenue	174	178	168	156	173	176	178	181	184
Personal Training	160	151	-	171	250	268	281	295	310
Concession Revenue	65	64	63	16	52	54	57	60	63
Transfer In (from)	-	-	-	-	300	(100)	(100)	(100)	-
TOTAL REVENUE	4,029	4,087	4,158	4,203	4,836	4,649	4,714	4,780	4,947
EXPENSES:									
Allocations	86	89	98	98	96	98	100	102	104
Communication	3	1	5	4	8	8	8	8	8
Debt Service	27	23	19	19	16	12	8	5	2
Other Maint	65	93	125	92	130	133	136	139	142
Personnel	1,432	1,488	1,861	1,636	1,867	1,912	1,975	2,043	2,113
Professional Fees	399	402	348	456	554	565	576	588	599
Rents	181	143	145	144	145	148	151	154	158
Insurance	-	-	-	0	-	-	-	-	-
Supplies	181	168	220	198	225	222	225	230	234
Depreciation	522	525	568	537	597	652	676	709	709
Utilities	360	347	386	348	383	388	396	404	412
TOTAL EXPENSES	3,256	3,279	3,775	3,533	4,021	4,137	4,251	4,380	4,480
EXCESS (DEFICIT)	773	808	383	670	815	512	463	399	467
Effect of change in accounting principle	-	(182)	-	-	-	-	-	-	-
TOTAL NET POSITION									
Beginning	13,755	14,528	15,068	15,154	15,824	16,639	17,151	17,614	18,014
Ending	\$ 14,528	15,154	15,451	15,824	16,639	17,151	17,614	18,014	18,481
Capital Outlay	\$ 71	373	1,513	1,593	2,500	500	1,000	-	-

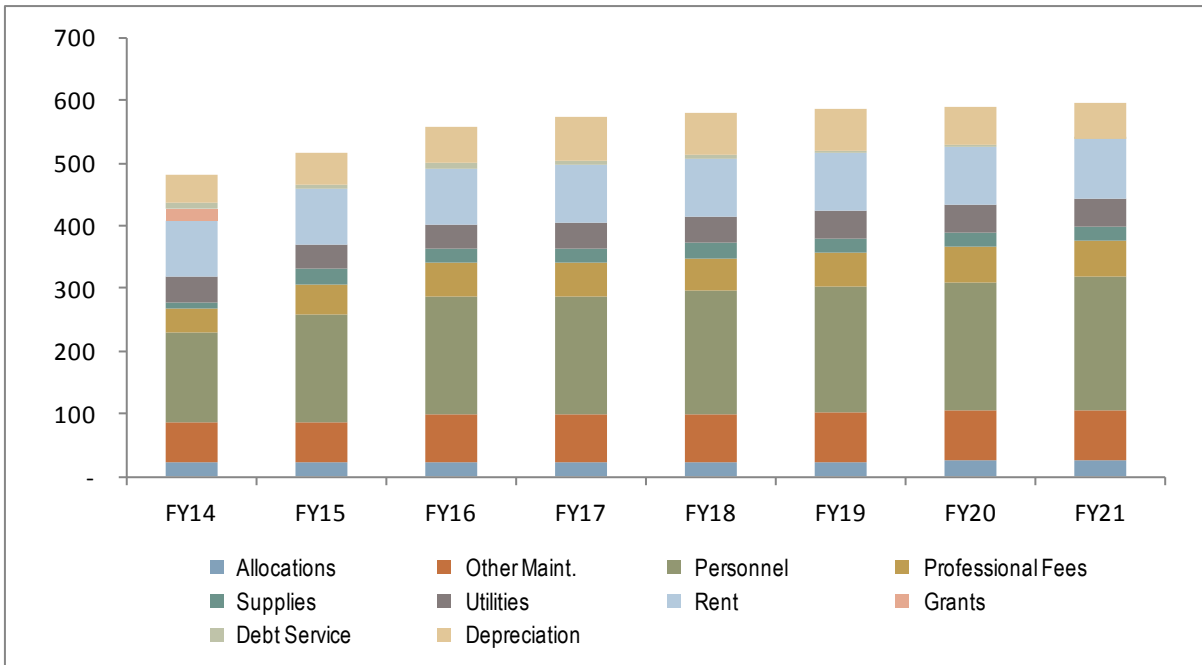
GREAT HALL REVENUES

\$ Thousands



GREAT HALL EXPENDITURES

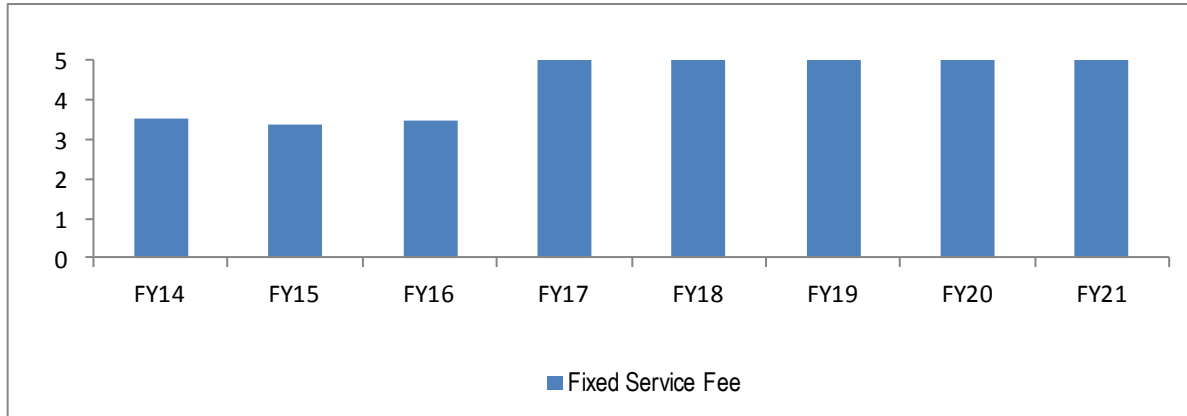
\$ Thousands



(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY14	FY15	FY16	FY16	FY17	FY18	FY19	FY20	FY21
REVENUES:									
Business Revenue	\$ 359	412	434	425	438	503	529	555	583
Transfer In	175	225	225	225	175	75	75	50	50
TOTAL REVENUE	534	637	659	650	613	578	604	605	633
EXPENSES:									
Allocations	22	22	24	24	23	23	24	24	25
Communication	1	1	1	1	1	1	1	1	1
Debt Service	10	9	7	7	6	5	3	2	1
Other Maint.	63	65	75	75	75	77	78	80	82
Personnel	146	173	184	188	192	195	201	206	212
Professional Fees	38	47	52	53	53	54	55	56	57
Rents	87	87	89	89	93	93	94	94	94
Supplies	10	24	23	22	23	23	23	24	24
Depreciation	45	51	52	59	70	70	67	60	58
Grants	20	-	-	-	-	-	-	-	-
Utilities	41	40	43	41	41	42	43	44	44
TOTAL EXPENSES	484	518	550	560	576	582	589	590	598
EXCESS (DEFICIT)	50	119	109	90	37	(4)	15	15	35
TOTAL NET POSITION									
Beginning	335	385	461	504	594	631	627	642	657
Ending	\$ 385	504	570	594	631	627	642	657	692
Capital Outlay	\$ 10	173	165	169	-	-	-	-	-

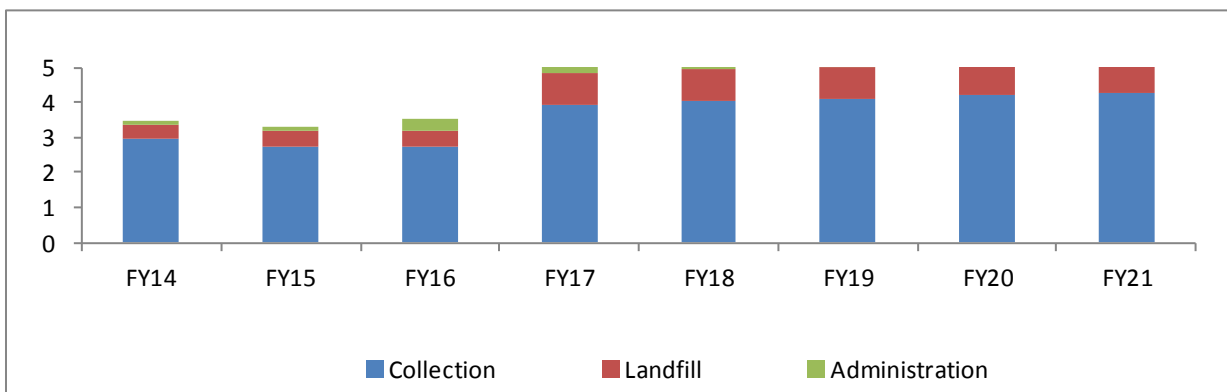
SANITATION REVENUES

\$ MILLIONS



SANITATION EXPENDITURES

\$ MILLIONS



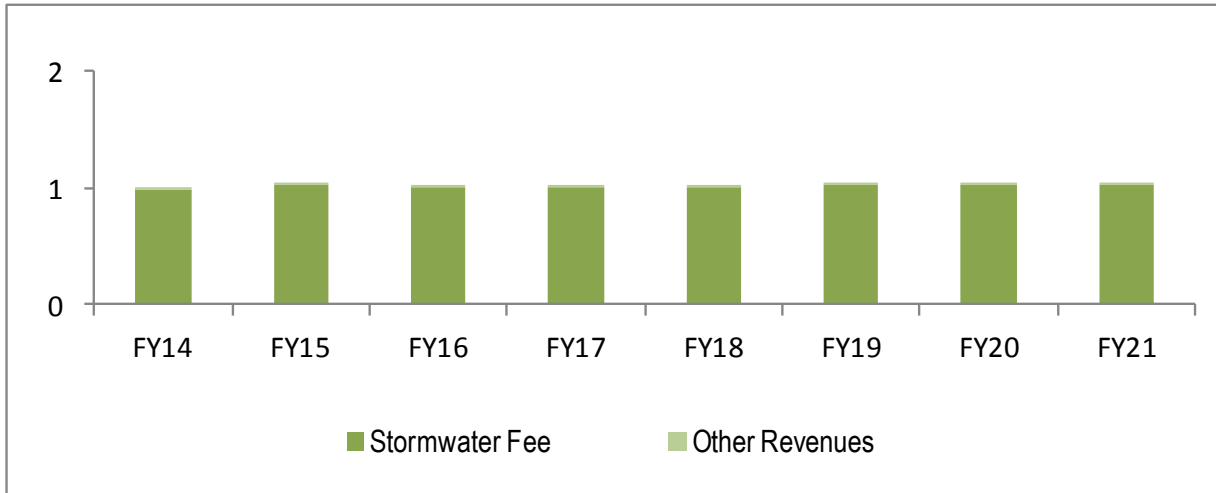
SANITATION FUND

BUDGET PROJECTION SUMMARY

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY14	FY15	FY16	FY16	FY17	FY18	FY19	FY20	FY21
REVENUES:									
Fixed Service Fee	\$ 3,406	3,305	3,411	3,413	5,002	5,033	5,061	5,089	5,117
Other Revenues	105	62	54	40	39	39	39	39	99
Transfer In	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	3,511	3,367	3,465	3,453	5,041	5,072	5,100	5,128	5,216
EXPENSES BY CATEGORY:									
Communication	1	1	13	13	15	9	11	31	31
Personnel	91	95	82	109	123	127	131	135	139
Prof. Fees	-	-	40	40	15	-	-	-	40
Supplies	21	32	36	36	37	38	39	40	40
Contract Services	3,353	3,163	3,576	3,157	4,857	4,943	5,026	5,079	5,072
Utilities	-	-	1	-	-	-	-	-	-
TOTAL EXPENSES	3,466	3,292	3,748	3,355	5,048	5,117	5,207	5,285	5,322
EXCESS (DEFICIT)	45	75	(283)	98	(7)	(45)	(107)	(158)	(106)
TOTAL NET POSITION									
Beginning	810	855	823	930	1,028	1,021	976	869	711
Ending	\$ 855	930	540	1,028	1,021	976	869	711	605

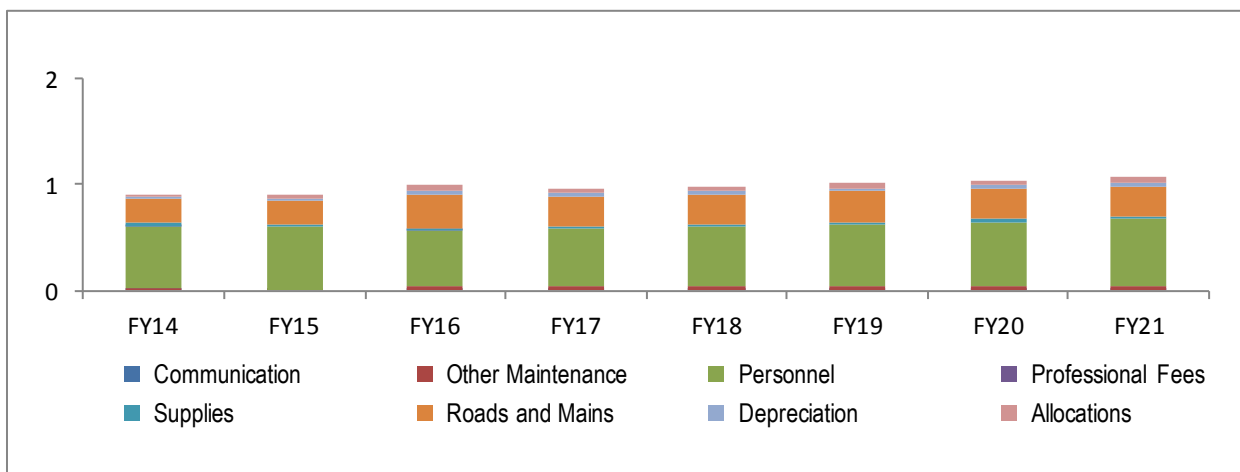
STORMWATER MANAGEMENT REVENUES

\$ MILLIONS



STORMWATER MANAGEMENT EXPENSES

\$ MILLIONS



STORMWATER MANAGEMENT FUND

BUDGET PROJECTION SUMMARY

(\$000)	Actual FY14	Actual FY15	Budget FY16	Estimate FY16	Budget FY17	Projected			
						FY18	FY19	FY20	FY21
REVENUES:									
Stormwater Management Fee	\$ 988	1,031	1,003	1,005	1,010	1,015	1,025	1,030	1,035
Other Revenues	11	28	9	8	11	11	11	11	11
Transfer In	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	999	1,059	1,012	1,013	1,021	1,026	1,036	1,041	1,046
EXPENSES BY CATEGORY:									
Communication	1	2	4	3	2	2	2	2	2
Other Maintenance	11	7	60	30	30	31	32	32	33
Personnel	585	599	531	539	548	567	589	612	636
Prof. Fees	5	-	10	1	-	-	-	-	-
Supplies	44	15	28	20	23	23	24	24	25
Roads and Mains	223	226	285	316	290	290	290	290	290
Depreciation	8	19	30	33	33	33	33	33	33
Allocations	25	39	42	51	43	44	45	47	48
TOTAL EXPENSES	902	907	991	993	969	990	1,014	1,040	1,067
EXCESS (DEFICIT)	97	151	21	20	52	36	22	1	(21)
TOTAL NET POSITION:									
Beginning	377	474	431	625	646	698	734	756	757
Ending	<u>\$ 474</u>	<u>625</u>	<u>452</u>	<u>646</u>	<u>698</u>	<u>734</u>	<u>756</u>	<u>757</u>	<u>736</u>
Capital Outlay	\$ 37	93	100	100	50	50	50	50	50

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

(\$000)

STATE STREET AID

	Actual FY14	Actual FY15	Budget FY16	Estimated FY16	Budget FY17	Projected			
						FY18	FY19	FY20	FY21
REVENUES:									
State Street Aid	\$ 1,038	1,059	1,050	1,060	1,055	1,076	1,098	1,120	1,142
Other Revenue	-	-	-	-	-	-	-	-	-
Interest	0	0	-	-	-	5	6	7	8
Transfer In-Gen. Fund	900	1,650	1,850	1,850	1,650	1,450	1,600	1,600	1,600
TOTAL REVENUES	1,938	2,710	2,900	2,910	2,705	2,531	2,703	2,726	2,750
EXPENSES BY CATEGORY:									
Other Maintenance	76	117	200	261	200	200	200	200	200
Electricity & Gas	770	919	824	861	900	927	946	964	984
Str. Contract Maint.	1,012	1,161	1,700	1,700	1,300	1,200	1,200	1,200	1,200
City Str. Maint.	294	312	350	440	300	375	375	375	375
TOTAL EXPENSES	2,152	2,509	3,074	3,262	2,700	2,702	2,721	2,739	2,759
EXCESS (DEFICIT)	(214)	200	(174)	(352)	5	(171)	(18)	(13)	(9)
FUND BALANCE:									
Beginning of Year	608	394	378	595	243	248	77	59	46
Ending	394	595	204	243	248	77	59	46	37

(\$000)

AUTOMATED ENFORCEMENT

	Actual FY14	Actual FY15	Budget FY16	Estimated FY16	Budget FY17	Projected			
						FY18	FY19	FY20	FY21
REVENUES:									
Red Lights	\$ -	-	250	3	-	-	-	-	-
Transfer In-Gen. Fund	150	75	75	34	-	-	-	-	-
TOTAL REVENUES	150	75	325	38	-	-	-	-	-
EXPENSES BY CATEGORY:									
Personnel	79	86	89	82	-	-	-	-	-
Materials & Supplies	-	-	5	-	-	-	-	-	-
Rent	-	-	241	-	-	-	-	-	-
Professional Fees	27	3	-	-	-	-	-	-	-
Other - Grants	19	10	10	10	-	-	-	-	-
TOTAL EXPENSES	125	99	345	92	-	-	-	-	-
EXCESS (DEFICIT)	25	(24)	(20)	(55)	-	-	-	-	-
FUND BALANCE:									
Beginning of Year	54	79	45	55	-	-	-	-	-
Ending	79	55	25	-	-	-	-	-	-

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

(\$000)

DRUG ASSET FORFEITURE FUND

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY14	FY15	FY16	FY16	FY17	FY18	FY19	FY20	FY21
REVENUES:									
Drug Enforcement	\$ 155	340	350	350	350	350	350	350	350
Interest	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	155	340	350	350	350	350	350	350	350
EXPENSES BY CATEGORY:									
Personnel	65	44	96	96	111	111	111	111	111
Communications	-	-	1	1	1	1	1	1	1
Professional Fees	1	1	24	-	-	-	-	-	-
Other Maintenance	-	-	5	5	5	5	5	5	5
Supplies	43	81	138	138	138	138	138	138	138
Utilities	5	6	6	6	6	6	6	6	6
Rents	-	-	1	-	1	1	1	1	1
Allocations	-	-	-	-	-	-	-	-	-
Capital Outlay	60	-	-	81	-	-	-	-	-
TOTAL EXPENSES	174	132	271	327	262	262	262	262	262
EXCESS (DEFICIT)	(20)	208	79	23	88	88	88	88	88
FUND BALANCE:									
Beginning	95	75	188	284	306	394	482	570	658
Ending	75	284	267	306	394	482	570	658	746

(\$000)

PICKERING COMPLEX FUND

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY14	FY15	FY16	FY16	FY17	FY18	FY19	FY20	FY21
REVENUES:									
Classes	\$ 29	29	27	27	29	29	29	29	29
Special Events	7	6	7	7	7	7	7	7	7
Rental	35	31	32	32	32	35	35	35	35
Transfer In-Gen. Fund	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	72	66	66	66	67	70	70	70	70
EXPENSES BY CATEGORY:									
Allocations	2	3	3	3	3	3	3	3	3
Utilities	9	9	11	11	11	11	12	12	12
Capital Outlay	7	-	-	-	25	-	-	-	-
Professional Fees	24	23	26	29	31	31	31	31	31
Supplies	1	1	8	8	8	2	2	2	2
TOTAL EXPENSES	43	36	47	50	78	47	47	47	48
EXCESS (DEFICIT)	29	30	19	15	(11)	23	23	23	22
FUND BALANCE:									
Beginning	154	182	213	212	227	216	239	262	285
Ending	182	212	232	227	216	239	262	285	308

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

(\$000)

RECREATION FUND

	Actual FY14	Actual FY15	Budget FY16	Estimate FY16	Budget FY17	Projected				
						FY18	FY19	FY20	FY21	
REVENUES:										
Basketball Fees	\$ 48	53	67	67	67	68	68	69	70	
Softball Fees	36	32	42	42	42	42	43	43	44	
Kickball Fees	2	2	4	4	4	4	4	4	4	
Sports Camps	8	10	17	17	17	17	18	18	18	
Tennis Classes	2	3	4	4	4	4	4	4	4	
Basketball Sponsors	5	6	4	4	4	4	4	4	4	
Baseball Fees	3	-	-	-	-	-	-	-	-	
Croquet	1	1	1	1	1	1	1	1	1	
Cheerleading	25	5	33	33	-	-	-	-	-	
Community Education	41	364	380	380	513	518	523	529	534	
Intramurals	-	-	14	-	14	14	14	14	14	
Other Revenue	-	27	-	-	-	-	-	-	-	
TOTAL REVENUES	172	503	565	551	665	672	679	686	693	
EXPENSES BY CATEGORY:										
Personnel	-	105	237	212	305	313	324	335	347	
Allocations	11	13	16	16	15	15	15	16	17	
Professional Fees	98	122	176	159	183	183	184	186	186	
Supplies	47	68	128	88	152	156	159	162	166	
Rents	1	1	3	-	-	-	-	-	-	
Capital Outlay	43	48	27	31	-	-	-	-	-	
TOTAL EXPENSES	200	357	586	506	655	667	682	699	715	
EXCESS (DEFICIT)	(28)	146	(21)	46	10	5	(3)	(13)	(22)	
FUND BALANCE:										
Beginning	196	168	417	315	360	370	375	372	359	
Ending	168	315	396	360	370	375	372	359	337	

(\$000)

FEDERAL ASSET FORFEITURE FUND

	Actual FY14	Actual FY15	Budget FY16	Estimated FY16	Budget FY17	Projected				
						FY18	FY19	FY20	FY21	
REVENUES:										
Forfeiture Revenue	\$ 27	39	50	50	50	50	50	50	50	
TOTAL REVENUES	27	39	50	50	50	50	50	50	50	
EXPENSES BY CATEGORY:										
Personnel	6	7	20	20	20	20	20	20	20	
Supplies	7	6	30	36	30	30	30	30	30	
Capital Outlay	18	-	-	-	-	-	-	-	-	
TOTAL EXPENSES	30	14	50	56	50	50	50	50	50	
EXCESS (DEFICIT)	(3)	25	-	(6)	-	-	-	-	-	
FUND BALANCE:										
Beginning	6	3	3	28	22	22	22	22	22	
Ending	3	28	3	22	22	22	22	22	22	

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

(\$000)

Ambulance Fund

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY14	FY15	FY16	FY16	FY17	FY18	FY19	FY20	FY21
REVENUES:									
Transport Fee	757	898	880	952	980	1,009	1,040	1,071	1,103
Non Transport Fee	0	16	-	10	-	-	-	-	-
Other Revenue	0	0	-	-	-	-	-	-	-
Interest	-	0	-	2	-	-	-	-	-
General Fund Transfer	1,000	500	750	750	700	600	750	800	850
TOTAL REVENUES	1,757	1,415	1,630	1,713	1,680	1,609	1,790	1,871	1,953
EXPENSES BY CATEGORY:									
Personnel	1,077	1,198	1,568	1,501	1,531	1,544	1,596	1,649	1,704
Communications	1	2	2	2	4	4	4	4	4
Professional Fees	52	66	57	57	62	62	64	66	68
Other Maintenance	-	0	7	7	7	7	7	7	8
Insurance	4	5	19	15	19	19	19	19	19
Supplies	94	72	86	84	96	84	86	88	90
Utilities	1	2	3	2	3	3	3	3	3
Rents	50	-	-	-	-	-	-	-	-
Allocations	18	34	26	43	43	44	45	47	49
Capital Outlay	62	62	-	-	-	-	-	-	-
TOTAL EXPENSES	1,361	1,442	1,769	1,712	1,765	1,766	1,823	1,883	1,944
EXCESS (DEFICIT)	396	(26)	(139)	1	(85)	(157)	(33)	(12)	9
FUND BALANCE:									
Beginning	-	396	240	370	371	285	128	95	84
Ending	396	370	101	371	285	128	95	84	92

(\$000)

Germantown Municipal School District Fund

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY14	FY15	FY16	FY16	FY17	FY18	FY19	FY20	FY21
REVENUES:									
BEP	-	23,109	24,463	24,221	25,077	25,328	25,581	25,837	26,095
ADA	-	15,523	20,400	15,612	16,208	16,370	16,534	16,699	16,866
Federal Grants	-	1,334	1,846	2,061	1,929	1,948	1,968	1,987	2,007
Other Revenues	8	1,113	90	653	701	708	715	722	729
Charges for Services	-	562	821	878	835	843	852	860	869
County Commission	-	27	752	950	1,321	1,334	1,348	1,361	1,375
Liquor Tax	7	75	87	84	83	84	85	86	86
Sales Tax	1,929	5,451	-	6,049	6,049	6,109	6,171	6,232	6,295
General Fund Transfer	130	2,122	2,132	2,132	2,189	2,211	2,233	2,255	2,278
TOTAL REVENUES	2,074	49,316	50,591	52,640	54,392	54,936	55,485	56,040	56,601
EXPENSES BY CATEGORY:									
Personnel	700	34,678	37,972	37,193	38,973	39,363	39,756	40,154	40,555
Communications	-	241	257	294	355	359	362	366	369
Professional Fees	737	3,333	3,980	4,675	5,004	5,054	5,105	5,156	5,207
Other Maintenance	-	667	384	708	899	908	917	926	936
Insurance	-	238	242	242	264	267	269	272	275
Supplies	260	1,496	3,894	2,638	2,368	2,392	2,416	2,440	2,464
Utilities	-	839	1,208	865	865	874	882	891	900
Rents	-	145	145	145	152	154	155	157	158
Allocations	-	301	-	287	170	172	173	175	177
Grants	-	-	-	-	-	-	-	-	-
Capital Outlay	906	1,456	1,351	2,398	5,782	4,510	4,555	4,601	4,647
Contract Maintenance	-	635	1,158	658	660	667	673	680	687
TOTAL EXPENSES	2,603	44,028	50,591	50,103	55,492	54,717	55,264	55,817	56,375
EXCESS (DEFICIT)	(529)	5,288	(0)	2,537	(1,100)	219	221	223	226
FUND BALANCE:									
Beginning	532	3	2,297	5,291	7,828	6,728	6,947	7,168	7,391
Ending	3	5,291	2,297	7,828	6,728	6,947	7,168	7,391	7,617

SPECIAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

(\$000)

Farm Fund

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY14	FY15	FY16	FY16	FY17	FY18	FY19	FY20	FY21
REVENUES:									
Membership Fee	\$ -	4	6	5	5	7	7	7	7
Donations	-	-	20	19	21	20	20	20	20
Vendor Income	-	16	6	9	5	10	10	10	10
Educational Fees	-	3	5	2	4	8	10	10	10
Rental Income	-	6	28	4	46	54	65	65	65
General Fund Transfer	-	150	150	150	150	125	125	100	90
TOTAL REVENUES	-	179	215	189	231	224	237	212	202
EXPENSES BY CATEGORY:									
Personnel	-	60	70	71	87	92	94	97	100
Communications	-	3	5	1	6	5	5	5	5
Professional Fees	-	18	26	28	28	29	29	29	30
Other Maintenance	-	9	11	11	13	14	15	15	16
Insurance	-	-	3	3	3	3	3	3	3
Supplies	-	15	21	19	20	20	21	21	22
Utilities	-	5	14	17	17	17	17	17	17
Rents	-	8	11	8	10	10	10	10	10
Allocations	-	-	-	-	1	1	1	1	1
Capital Outlay	-	14	38	27	33	-	-	-	-
TOTAL EXPENSES	-	133	198	184	217	190	195	199	204
EXCESS (DEFICIT)	-	47	17	4	14	34	42	13	(2)
FUND BALANCE:									
Beginning	-	-	17	47	51	65	99	141	154
Ending	-	47	34	51	65	99	141	154	152

INTERNAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

(\$000)

FLEET SERVICES FUND

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY14	FY15	FY16	FY16	FY17	FY18	FY19	FY20	FY21
REVENUES:									
Grants	\$ -	5	-	-	-	-	-	-	-
Transfers In	912	950	1,091	1,236	1,248	1,266	1,308	1,356	1,401
TOTAL REVENUES	912	955	1,091	1,236	1,248	1,266	1,308	1,356	1,401
EXPENSES BY CATEGORY:									
Allocations	11	11	13	13	13	13	13	14	14
Depreciation	35	58	36	143	143	147	152	162	167
Other Maintenance	245	253	267	267	276	283	290	297	305
Personnel	584	568	682	644	691	709	735	763	792
Communication	0	1	6	4	4	4	4	4	4
Rents	1	2	6	6	6	6	6	6	6
Supplies	23	38	55	144	95	84	87	89	91
Utilities	13	18	25	15	20	20	21	21	22
Vehicle Maint	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	913	950	1,091	1,236	1,248	1,266	1,308	1,356	1,401
EXCESS (DEFICIT)	(1)	5	-	-	-	-	-	-	-
TOTAL NET POSITION:									
Beginning	374	373	225	2,322	2,322	2,322	2,322	2,322	2,322
Prior Period Adjustment	-	1,944	-	-	-	-	-	-	-
Ending	<u>373</u>	<u>2,322</u>	<u>225</u>	<u>2,322</u>	<u>2,322</u>	<u>2,322</u>	<u>2,322</u>	<u>2,322</u>	<u>2,322</u>
Capital Outlay	\$ 26	-	80	76	53	-	50	90	-

(\$000)

ALLOCATED EXPENSES

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY14	FY15	FY16	FY16	FY17	FY18	FY19	FY20	FY21
REVENUES:									
Transfers In	\$ 580	605	692	691	686	735	761	788	816
TOTAL REVENUES	580	605	692	691	686	735	761	788	816
EXPENSES BY CATEGORY:									
Insurance	580	605	692	691	686	735	761	788	816
TOTAL EXPENSES	580	605	692	691	686	735	761	788	816
EXCESS (DEFICIT)	1	(0)	-	-	-	-	-	-	-
RETAINED EARNINGS:									
Beginning	147	148	148	148	148	148	148	148	148
Ending	<u>\$ 148</u>	<u>148</u>	<u>148</u>	<u>148</u>	<u>148</u>	<u>148</u>	<u>148</u>	<u>148</u>	<u>148</u>

INTERNAL REVENUE FUNDS

BUDGET PROJECTION SUMMARY

(\$000)

HEALTH INSURANCE FUND

	Actual FY14	Actual FY15	Budget FY16	Estimate FY16	Budget FY17	Projected			
						FY18	FY19	FY20	FY21
REVENUES:									
Contributions	\$ 4,108	4,332	4,762	4,837	4,582	5,097	5,435	5,845	6,287
TOTAL REVENUES	4,108	4,332	4,762	4,837	4,582	5,097	5,435	5,845	6,287
HEALTH PLAN EXPENSES:									
Health Claims	3,399	4,042	4,512	4,362	4,357	4,535	4,919	5,376	5,886
Dental Claims	288	244	250	250	250	224	234	246	258
TOTAL EXPENSES	3,687	4,286	4,762	4,612	4,607	4,759	5,153	5,622	6,144
EXCESS (DEFICIT)	421	45	-	226	(25)	339	282	223	143
TOTAL NET POSITION:									
Beginning	512	933	1,648	978	1,204	1,179	1,517	1,799	2,022
Ending	\$ 933	978	1,648	1,204	1,179	1,517	1,799	2,022	2,166

(\$000)

OPEB FUND

	Actual FY14	Actual FY15	Budget FY16	Estimate FY16	Budget FY17	Projected			
						FY18	FY19	FY20	FY21
OPEB REVENUES:									
Contributions	\$ 856	875	926	926	654	661	687	715	743
Fair Value Appreciation	183	(118)	150	(150)	150	156	162	169	175
Gain (Loss)	577	89	300	150	300	312	324	337	351
Interest	63	146	60	50	65	68	70	73	76
TOTAL REVENUES	1,679	991	1,436	976	1,169	1,195	1,244	1,293	1,346
OPEB EXPENSES:									
Trustee Fees	19	8	4	20	25	26	27	28	29
Benefits	618	645	690	715	720	749	779	810	842
Stop Loss	(8)	(14)	-	-	-	-	-	-	-
TOTAL EXPENSES	630	639	694	735	745	775	805	837	872
EXCESS (DEFICIT)	1,049	353	742	241	424	420	439	456	474
FUND BALANCE:									
Beginning	5,086	6,135	6,422	6,488	6,729	7,153	7,573	8,012	8,468
Ending	\$ 6,135	6,488	7,164	6,729	7,153	7,573	8,012	8,468	8,942

(\$000)

CASH BALANCE

	Actual FY14	Actual FY15	Budget FY16	Estimate FY16	Budget FY17	Projected			
						FY18	FY19	FY20	FY21
CASH BALANCE REVENUES:									
Contributions	\$ 28	146	263	165	174	181	188	196	204
Fair Value Appreciation	-	1	3	2	3	3	3	3	3
Interest	-	0	5	1	2	2	2	2	2
TOTAL REVENUES	28	148	272	168	179	186	193	201	209
CASH BALANCE EXPENSES:									
Trustee Fees	-	2	7	10	10	10	11	11	12
Benefits	-	1	-	-	-	-	-	-	-
TOTAL EXPENSES	-	3	7	10	10	10	11	11	12
EXCESS (DEFICIT)	28	144	265	158	169	176	182	188	198
FUND BALANCE:									
Beginning	-	28	156	173	331	500	676	858	1,046
Ending	\$ 28	173	421	331	500	676	858	1,046	1,244

(\$000)

PENSION FUND

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY14	FY15	FY16	FY16	FY17	FY18	FY19	FY20	FY21
PENSION REVENUES:									
Contributions	\$ 3,065	2,372	2,133	2,133	2,855	2,855	2,918	2,918	2,918
Fair Value Appreciation (Depreciation)	1,138	(645)	1,000	(1,000)	1,000	1,050	1,082	1,114	1,147
Realized Gain (Loss)	8,206	1,965	1,700	1,200	1,200	-	-	-	-
Interest	823	786	1,000	500	1,200	1,200	1,212	1,212	1,236
TOTAL REVENUES	13,232	4,479	5,833	2,833	6,255	5,105	5,211	5,244	5,301
PENSION EXPENSES:									
Trustee Fees	305	200	200	255	255	255	255	255	255
Benefits	2,643	2,924	3,500	3,500	3,600	3,960	1,738	1,738	1,825
TOTAL EXPENSES	2,948	3,124	3,700	3,755	3,855	4,215	1,993	1,993	2,080
EXCESS (DEFICIT)	10,284	1,355	2,133	(922)	2,400	890	3,218	3,250	3,222
TOTAL NET POSITION:									
Beginning	54,359	64,643	65,568	65,998	65,076	67,476	68,366	71,584	74,834
Ending	<u>\$ 64,643</u>	<u>65,998</u>	<u>67,701</u>	<u>65,076</u>	<u>67,476</u>	<u>68,366</u>	<u>71,584</u>	<u>74,834</u>	<u>78,056</u>

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

Exempt Salaries and Non-Exempt Wages:

Exempt salaries and non-exempt wages include the payroll cost for full-time and part-time positions classified under each category. There is a net effect of a 3% merit increase in the FY17 Budget. The budget for total personnel salaries and wages increased over FY16 Estimate by \$1,904,472.

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:

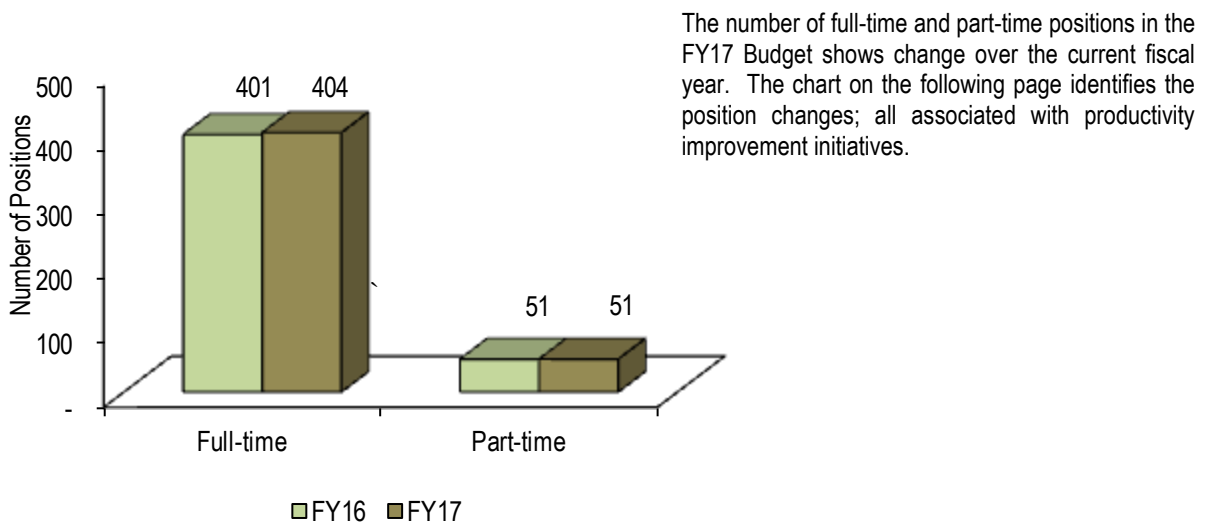
Fringe Benefits include the City's cost for FICA, medical, dental, life, long-term disability, retirement, OPEB, and Workers' Compensation insurance. FICA, set by the federal law, is 7.65% of salary. The new per employee annual contribution is \$12,015 both health and dental.

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 13¢ per month per \$1,000 of coverage. The City pays 80¢ 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.



COMPARISON OF STAFFING

BUDGET PROJECTION SUMMARY

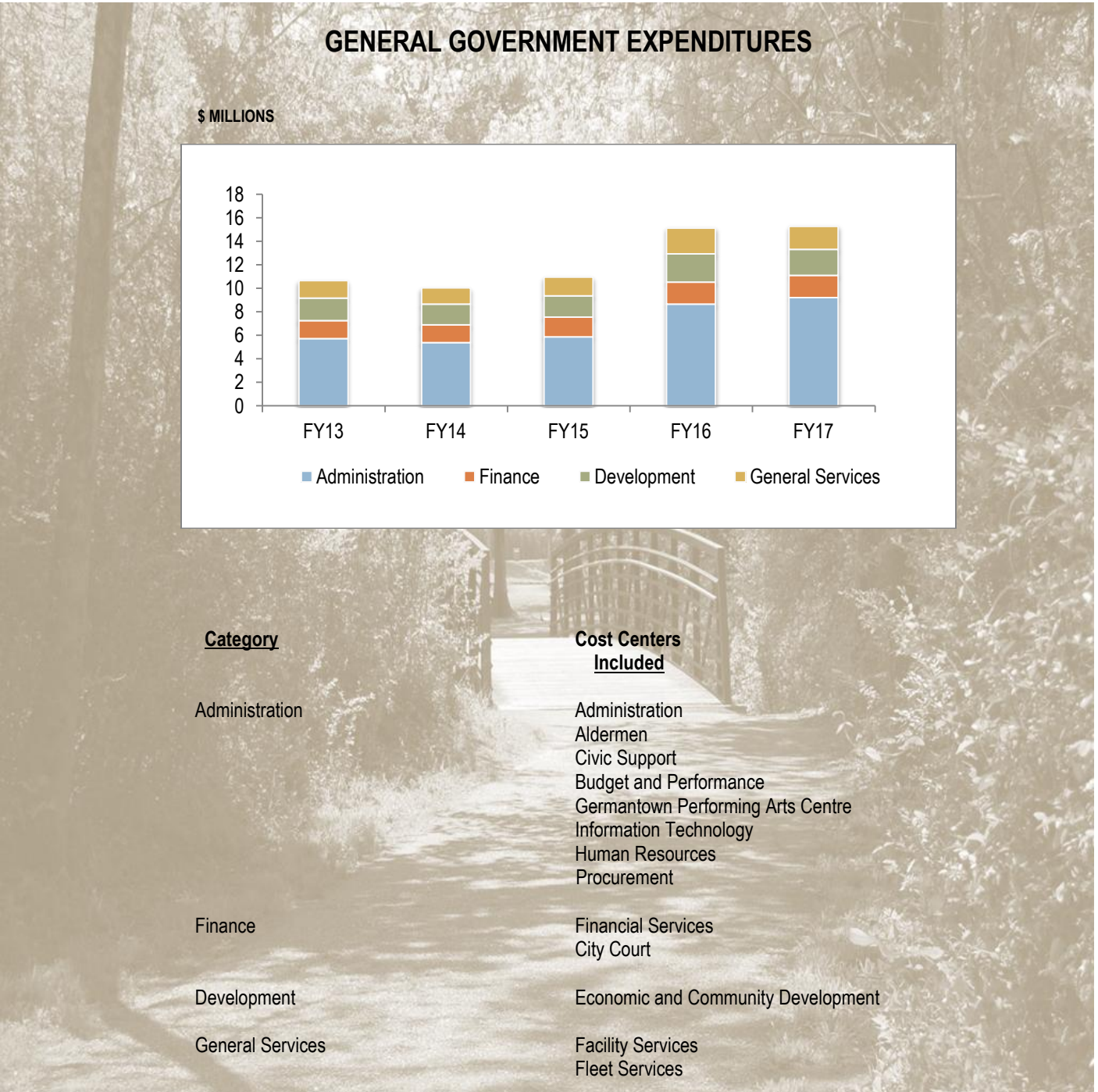
	FY15 Actual		FY16 Estimate		FY17 Budget		INC/ (DECR)	Incr/ (Decr) Salary Cost
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time		
(Full Time Equivalents-Non-Exempt/Exempt Employees)								
GENERAL GOVERNMENT								
City Court	7.0	0.3	7.0	0.3	7.0	0.3	0.0	
Administration*	5.0	0.6	5.0	0.6	6.0	0.7	1.1	\$ 164,475
Human Resources	7.0	0.0	5.0	0.0	5.0	0.0	0.0	
Information Technology	5.0	0.0	5.0	0.0	5.0	0.0	0.0	
Finance	10.0	0.0	11.0	0.0	11.0	0.0	0.0	
Procurement	7.0	0.0	7.0	0.0	7.0	0.0	0.0	
Economic and Community Development	19.5	0.0	20.0	0.0	20.0	0.0	0.0	
Facilities Services*	14.0	0.0	16.0	0.0	17.0	0.5	1.5	\$ 63,321
GPAC	10.0	1.5	11.0	1.5	11.0	1.5	0.0	
Office of Budget and Performance	3.0	0.0	3.0	0.0	3.0	0.0	0.0	
Civic Support	0.0	0.0	6.0	1.3	6.0	1.3	0.0	
PUBLIC SAFETY								
Police	115.0	1.3	117.0	0.0	117.0	0.0	0.0	
Fire	66.0	1.0	66.0	1.0	66.0	1.0	0.0	
TRANSP. & ENVIRONMENT								
Public Services	38.0	1.0	38.0	1.0	38.0	1.0	0.0	
Fleet Services	8.0	0.5	9.0	0.0	9.0	0.0	0.0	
Animal Control	4.0	0.5	4.0	0.5	4.0	0.5	0.0	
COMMUNITY SERVICES								
Parks & Recreation	4.5	5.5	7.0	6.0	8.0	5.5	0.5	\$ 16,148
The Farm	0.0	1.0	0.0	1.0	0.0	1.0	0.0	
Community Education	0.0	7.5	1.0	7.5	1.0	7.5	0.0	
MUNICIPAL SCHOOLS FUND								
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
AMBULANCE FUND								
	19.0	0.0	19.0	0.0	19.0	0.0	0.0	
THE FARM (Special Revenue Fund)								
	0.0	1.0	0.0	1.0	0.0	1.0	0.0	
GERMANTOWN ATHLETIC CLUB								
Recreation	10.0	11.9	11.0	11.9	11.0	11.9	0.0	
Aquatics	2.0	13.5	2.0	13.5	2.0	13.5	0.0	
Personal Training	1.0	1.0	1.0	3.0	1.0	3.0	0.0	
GREAT HALL								
	2.0	1.0	2.0	1.0	2.0	1.0	0.0	
UTILITIES								
Water	17.0	0.0	16.0	0.0	16.0	0.0	0.0	
Sewer	5.0	0.0	5.0	0.0	5.0	0.0	0.0	
SANITATION								
	0.8	0.0	0.8	0.0	0.8	0.0	0.0	
STORMWATER								
	7.0	0.0	6.5	0.0	6.5	0.0	0.0	
TOTAL	386.8	49.1	401.3	51.1	404.3	51.2	3.1	\$ 243,944

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

Administration	Intern	0.1
	Assistant City Administrator	1
Facilities Services	Cleaning Services Worker	1.0
	Courier	0.5
Parks & Recreation	Inclusion Specialist	0.5

GENERAL GOVERNMENT FY17 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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 105,220	125,414	125,242	(2,991)	-2.39%	122,251
Communication	11,295	14,702	14,702	(300)	-2.04%	14,402
Professional Fees	42,000	50,000	50,000	-	0.00%	50,000
Supplies	33,752	15,500	15,500	29,500	190.32%	45,000
TOTAL	\$ 192,267	205,616	205,444	26,209	12.76%	231,653

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Other Compensation	5.0	58,894	5.0
Fringe Benefits		46,326	65,242
DEPARTMENT TOTAL	5.0	\$ 105,220	5.0

Categories

Personnel - \$122,251 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 - \$14,402 This category includes the Aldermen's dues and subscriptions in the Tennessee Municipal League and the National League of Cities.

Professional Fees - \$50,000 This category covers funding for lobbying services at the state level and miscellaneous consulting services.

Supplies - \$45,000 This category covers funding for the Annual Commission Appreciation Reception, Principals' Luncheon, and recognition item



Civic Support

Mission

The Civic Support cost center accounts for all funds associated with projects or activities, which serve as an outreach to the community. Included in this cost center are the following organizations or programs - Germantown Chamber of Commerce, Germantown Community Television Foundation, City Beautification, Historic Commission, Education Commission Grant and Other Civic Support. In addition, personnel costs are included here for school related expenses associated with the Germantown Municipal School District Fund.

The purpose behind the creation of this cost center is to consolidate all grants to outside organizations into a specific cost center, thereby clearly communicating to the public the programs funded by the Board of Mayor and Aldermen (BMA) for civic support.

BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ -	601,411	612,597	18,869	3.08%	631,466
Grants	-	807,193	807,193	64,211	7.95%	871,404
TOTAL	\$ -	1,408,604	1,419,790	83,080	5.85%	1,502,870

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	0.0 \$ -	0.0 -	0.0 -
Non-Exempt Wages	0.0 -	7.3 414,549	7.3 420,923
Other Compensation	-	47,317	47,800
Fringe Benefits	-	148,731	160,743
Other Personnel	-	2,000	2,000
DEPARTMENT TOTAL	0.0 \$ -	7.3 612,597	7.3 631,466

Categories Personnel - \$631,466 This category funds salaries, wages, and benefits for school resource officers and school crossing guards. This category also includes necessary overtime. In addition, this category includes FICA, group insurance, retirement, OPEB, and workers' compensation.

Grants - \$871,404 This category includes funds budgeted for the following organizations:

Shelby County Schools	\$355,453
Other Civic Support	305,355
Germantown Education Foundation	100,000

GENERAL FUND

Arts Grant/GPAC	40,000
City Beautification Grant	43,000
Education Commission Grant	4,110
Historic Commission Grant	17,850
Chamber of Commerce Grant	5,636

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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 579,307	639,177	648,238	27,781	4.29%	676,019
Communication	1,024	3,000	3,000	(500)	-16.67%	2,500
Professional Fees	5,864	13,000	13,000	(2,500)	-19.23%	10,500
Other Maintenance	-	2,000	2,000	(2,000)	-100.00%	-
Supplies	4,770	8,100	8,100	-	0.00%	8,100
Rent	4,880	8,392	8,392	(500)	-5.96%	7,892
Allocations	2,941	3,300	3,295	(24)	-0.73%	3,271
Utilities	19,483	21,992	21,992	-	0.00%	21,992
TOTAL	\$ 618,269	698,961	708,017	22,257	3.14%	730,274

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	1.0 \$ 68,438	1.0 70,395	1.0 72,543
Non-Exempt Wages	6.3 201,467	6.3 223,019	6.3 227,215
Other Compensation	6.0 156,154	6.0 160,443	6.0 188,409
Fringe Benefits	147,866	188,381	179,852
Other Personnel	5,382	6,000	8,000
DEPARTMENT TOTAL	7.3 \$ 579,307	7.3 648,238	7.3 676,019

Categories

Personnel - \$679,019 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

GENERAL FUND

follows: city judges at \$6,833 per month each, the chief prosecutor at \$2,083 per month and assistant prosecutors at \$4,951 per month.

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 - \$10,500 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 - \$7,892 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.

Allocations - \$3,271 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$21,992 This category includes utility costs (electricity, gas, water, sewer and long distance telephone).

Performance Measures			
Operational Objective	To provide efficient court services		
Key Product/Service	Court Services		
Target	<60 minutes or less		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Average wait time	37 minutes	52 minutes	<60
Operational Objective	To meet customer expectations		
Key Product/Service	Court Services		
Target	80%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Customer service satisfaction	77%	80%	80%

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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 652,281	790,605	752,140	231,727	30.81%	983,867
Communication	107,698	170,550	170,550	19,900	11.67%	190,450
Professional Fees	355,577	370,000	511,399	113,601	22.21%	625,000
Other Maintenance	5,054	5,307	5,307	1,193	22.48%	6,500
Supplies	19,629	50,500	40,029	(13,430)	-33.55%	26,599
Rent	2,126	4,175	4,175	-	0.00%	4,175
Allocations	39,615	44,700	44,628	(318)	-0.71%	44,310
Utilities	26,498	12,689	12,689	-	0.00%	12,689
Grants/Intergovernmental	413,577	-	-	-	-	-
TOTAL	\$ 1,622,055	1,448,526	1,540,917	352,673	22.89%	1,893,590

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	3.0 \$ 318,911	3.0 360,617	3.0 523,762
Non-Exempt Wages	2.6 180,002	2.6 172,483	2.7 192,493
Other Compensation	14,306	47,220	60,670
Fringe Benefits	138,094	165,880	196,202
Other Personnel	968	5,940	10,740
DEPARTMENT TOTAL	5.6 \$ 652,281	5.6 752,140	5.7 983,867

Categories

Personnel - \$983,867 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.

GENERAL FUND

Communications - \$190,450 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 - \$625,000 This category includes professional consulting related to team building, leadership training and legal services provided under contract by the city attorney.

Other Maintenance - \$6,500 This category funds maintenance for office equipment including facsimile equipment, tape recorders, copier and mobile radios used by the city administrator.

Supplies - \$26,599 This category includes supplies to fund special requisitions through the department, as well as general office supplies. Examples include audiotapes, report printing and binding and the City newsletter.

Rent - \$4,175 This category includes rental costs associated with the copy machine.

Allocation - \$44,310 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$12,689 This category includes utility costs (electricity, gas, water, sewer and long distance telephone).

Performance Measures			
Strategic Objective	All funds are self-sustaining		
Key Product/Service	City Services & Finance		
Target	<40% of Special Revenue Funds revenues transferred from the General Fund by FY18		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
General Fund transfers to Special Revenue Funds	45%	49%	<40%
Strategic Objective	All funds are self-sustaining		
Key Product/Service	City Services & Finance		
Target	0%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
General Fund transfers to Enterprise Funds	1%	1%	0%
Strategic Objective	Exceptional gathering places encourage engagement among residents and visitors		
Key Product/Service	Quality of Life		
Target	75% of survey respondents report satisfaction with Germantown as a place to live		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Satisfaction with Germantown as a place to live	68%	67%	75%
Strategic Objective	Germantown Municipal School District (GMSD) is the top-performing school district in Shelby County and ranks among the top five statewide		
Key Product/Service	Education		
Target	70% of survey respondents report satisfaction with GMSD operations		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Satisfaction with GMSD operations	n/a	n/a	70%

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 benefits and provides employee relations management.

BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt Chg.	% Chg.	Budget FY17
Personnel	\$ 557,851	596,575	578,889	(66,089)	-11.42%	512,800
Communication	23,541	49,767	43,500	(14,000)	-32.18%	29,500
Professional Fees	35,420	31,200	53,500	32,500	60.75%	86,000
Other Maintenance	178	500	250	250	100.00%	500
Supplies	7,791	11,500	6,000	29,000	483.33%	35,000
Rent	2,131	2,900	2,100	-	0.00%	2,100
Allocations	3,823	4,400	4,393	(31)	-0.71%	4,362
Utilities	7,873	7,934	7,810	101	1.29%	7,911
TOTAL	\$ 638,608	704,776	696,442	(18,269)	-2.62%	678,173

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	5.0 \$ 356,272	4.0 370,608	4.0 323,299
Non-Exempt Wages	2.0 52,838	1.0 38,210	1.0 49,361
Other Compensation	56	-	-
Fringe Benefits	132,757	145,771	121,220
Other Personnel	15,928	24,300	18,920
DEPARTMENT TOTAL	7.0 \$ 557,851	5.0 578,889	5.0 512,800

Categories

Personnel - \$512,800 This category includes sufficient funds to staff the following positions: human resources director, compensation administrator, two generalists II and one generalist I.

GENERAL FUND

Communications - \$29,500 This category funds the City's employee recognition program, subscriptions to professional organizations and training meetings and seminars.

Professional Fees - \$86,000 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 - \$500 This category includes funds for the maintenance of the department's office equipment.

Supplies - \$35,000 This category includes funds for specialized supply requisitions and materials, and book printing.

Rent - \$2,100 This category includes rental costs associated with the copy machine and offsite storage of personnel records.

Allocation - \$4,362 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$7,911 This category includes utility costs (electricity, gas, water, sewer and long distance telephone).

Performance Measures			
Operational Objective	To meet employee expectations		
Key Product/Service	HR Services		
Target	95%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Customer satisfaction with HR services	98%	93%	95%
Operational Objective	To maintain adequate staffing		
Key Product/Service	Workforce Management		
Target	13%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Employee Turnover Rate of new hires within first year of employment	n/a	21%	13%

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. .

BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 537,128	555,158	560,410	28,930	5.16%	589,340
Communication	5,114	6,370	7,270	-	0.00%	7,270
Professional Fees	132,313	161,360	170,462	22,129	12.98%	192,591
Insurance	-	2,000	-	2,000	100%	2,000
Other Maintenance	491,903	698,681	903,484	64,078	7.09%	967,562
Supplies	80,864	163,100	207,117	(28,492)	-13.76%	178,625
Rent	2,354	3,200	3,200	-	0.00%	3,200
Allocations	3,811	7,000	4,013	1,229	30.63%	5,242
Capital Outlay	131,004	602,000	540,150	(118,150)	-21.87%	422,000
Utilities	63,290	141,660	130,725	45	0.03%	130,770
TOTAL	\$ 1,447,781	2,340,529	2,526,831	(28,231)	-1.12%	2,498,600

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	4.0 \$ 360,484	4.0 370,054	4.0 384,003
Non-Exempt Wages	1.0 44,876	1.0 46,078	1.0 47,473
Other Compensation	-	-	-
Fringe Benefits	130,888	138,838	152,424
DEPARTMENT TOTAL	5.0 \$ 537,128	5.0 560,410	5.0 589,340

Categories

Personnel - \$589,340 This category includes salaries, benefits and education expenses for the information technology director, network administrator, network/communication analyst, a technical services coordinator and computer support specialist.

Communications - \$7,270 This category includes publications and subscription costs for professional periodicals as well as funds for travel to local and national conferences and seminars.

GENERAL FUND

Professional Fees - \$192,591 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.

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

Other Maintenance - \$967,562 This category includes maintenance charges for all computer equipment, and production of related equipment.

Supplies - \$178,625 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 - \$5,242 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Capital Outlay - \$422,000 This category funds IRP projects, which includes the purchase of computers and software.

Utilities - \$130,770 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures			
Strategic Objective	A city-wide technological infrastructure supports and sustains individual, educational, government and business demands		
Key Product/Service	Technology		
Target	80%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Resident internet satisfaction	n/a	58%	80%
Strategic Objective	A city-wide technological infrastructure supports and sustains individual, educational, government and business demands		
Key Product/Service	Technology		
Target	80%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Resident wireless, cellular satisfaction	n/a	60%	80%
Operational Objective	To provide employees with timely system accessibility		
Key Product/Service	Communications		
Target	99.99%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Server system availability	99.92%	99.99%	99.90%
Operational Objective	To meet customer expectations		
Key Product/Service	Education: Service desk		
Target	90% very or somewhat satisfied		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Customer satisfaction rating	97%	96%	90%

Germantown Performing Arts Center

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 Center (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 Center Foundation Board. All ticket sales, sponsorships, grants and individual contributions support artist fees and ancillary costs such as marketing, public relations and accommodations through the Foundation.

BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 833,869	914,035	936,213	77,792	8.31%	1,014,005
Communication	8,556	12,000	12,000	2,800	23.33%	14,800
Professional Fees	-	25,000	10,000	(10,000)	-100.00%	-
Insurance	-	4,500	4,500	-	0.00%	4,500
Other Maintenance	49,898	52,000	52,000	5,000	9.62%	57,000
Supplies	16,110	24,650	32,900	(14,900)	-45.29%	18,000
Rent	2,045	3,500	3,500	-	0.00%	3,500
Allocations	21,063	22,700	23,652	(1,150)	-4.86%	22,502
Capital Outlay	-	53,050	29,980	38,020	126.82%	68,000
Utilities	114,541	108,425	111,425	2,300	2.06%	113,725
TOTAL	\$ 1,046,082	1,219,860	1,216,170	99,862	8.21%	1,316,032

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	6.0	\$ 483,816	7.0
Non-Exempt Wages	5.5	164,439	5.5
Other Compensation		2,994	6,000
Fringe Benefits		177,921	228,207
Other Personnel		4,699	7,500
DEPARTMENT TOTAL	11.5	\$ 833,869	12.5

Categories

Personnel - \$1,014,005 This category contains sufficient funds to staff the department, including the executive director, GPAC development director, box office manager, marketing Coordinator/Graphic Designer, marketing director, venue director, program manager, facility services coordinators, assistant box office manager, assistant to the director and box office assistants.

Communications - \$14,800 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 - \$57,000 This category includes funding for technical contractual services and miscellaneous expenses.

Supplies - \$18,000 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 a copy machine.

Allocation - \$22,502 This category represents the department’s portion of the shared cost of all funds, departments and cost centers including insurance.

Capital Outlay – \$68,000 This category represents costs associated with performance risers and platforms, black box floors, folding chairs and main stage curtains.

Utilities - \$113,725 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures			
Strategic Objective	To meet customer expectations		
Key Product/Service	Venue Management		
Target	2% increased in customer satisfaction		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Customer satisfaction	93%	96%	98%
Operational Objective	To diversify funding sources		
Key Product/Service	Fundraising		
Target	3% increase in new donors		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
New donors	20%	18%	21%

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, payroll 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. 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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 717,884	801,351	808,686	(11,786)	-1.46%	796,900
Communication	5,157	7,380	7,380	46,320	627.64%	53,700
Professional Fees	215,708	216,720	231,720	5,480	2.36%	237,200
Other Maintenance	-	7,100	7,163	(5,863)	-81.85%	1,300
Supplies	18,674	34,100	34,100	(1,400)	-4.11%	32,700
Rent	5,692	15,340	16,421	(4,421)	-26.92%	12,000
Allocations	21,097	24,200	24,161	(172)	-0.71%	23,989
Utilities	12,606	15,944	13,264	2,500	18.85%	15,764
TOTAL	\$ 996,818	1,122,135	1,142,895	30,658	2.68%	1,173,553

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	3.0 \$ 266,459	3.0 292,498	3.0 278,380
Non-Exempt Wages	7.0 251,458	8.0 278,666	8.0 287,094
Other Compensation	2,841	2,900	2,800
Fringe Benefits	193,967	227,442	221,346
Other Personnel	3,159	7,180	7,280
DEPARTMENT TOTAL	10.0 \$ 717,884	11.0 808,686	11.0 796,900

Categories

Personnel - \$796,900 This category includes salaries, wages, and benefits for the finance director, accounting manager, accountant, senior accounting clerks, property and business tax specialist, administrative assistant, customer service clerk, payroll tech and general clerks.

GENERAL FUND

Communications - \$53,700 This category covers dues for professional organizations and subscriptions to various publications. It also includes the expense associated with the City's postage.

Professional Fees - \$237,200 This category includes contract services for temporary word processing and other clerical personnel on an as needed basis. \$81,720 is budgeted for the eight 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 - \$32,700 This category covers the expense for general office supplies, including specialized forms for W-2s and payroll checks. Also included in this category are non-capital assets ranging in value between \$500 and \$4,999.

Rent - \$12,000 This category includes rental payments for the copy machines , postage meter, and an off-site storage facility to store permanent records.

Allocation - \$23,989 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$15,764 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures			
Strategic Objective	Net Financial Liabilities are fully funded		
Key Product/Service	City Services & Finance		
Target	Pension funding level of 80% or greater		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Fully funded annual pension liability	84%	73%	80%
Operational Objective	To provide stable liquidity		
Key Product/Service	Collection of tax payments		
Target	100%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Percentage of tax payments collected within the City Ordinance and State Statute	99%	99%	100%
Operational Objective	To meet vendor requirements		
Key Product/Service	Accounts Payable		
Target	100%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Payment of vendor invoice within terms of contract	95%	93%	100%

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, insurance and risk management and inventory.

BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 584,720	615,112	614,681	39,002	6.35%	653,683
Communication	40,397	58,300	58,200	(47,100)	-80.93%	11,100
Professional Fees	-	3,000	-	1,000	100%	1,000
Insurance	156	1,000	1,000	-	0.00%	1,000
Other Maintenance	178	1,000	500	-	0.00%	500
Supplies	23,730	26,100	28,100	(3,100)	-11.03%	25,000
Rent	3,484	6,500	6,300	(1,700)	-26.98%	4,600
Allocations	4,133	7,518	4,312	(644)	-14.94%	3,668
Utilities	14,445	17,215	16,292	1,658	10.18%	17,950
TOTAL	\$ 671,243	735,745	729,385	(10,884)	-1.49%	718,501

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	3.0 \$ 302,196	3.0 272,312	3.0 286,818
Non-Exempt Wages	4.0 130,018	4.0 172,818	4.0 185,200
Other Compensation	-	-	-
Fringe Benefits	151,537	166,551	178,265
Other Personnel	969	3,000	3,400
DEPARTMENT TOTAL	7.0 \$ 584,720	7.0 614,681	7.0 653,683

Categories

Personnel - \$653,683 This category includes salaries, wages, and benefits for the procurement director, assistant procurement director, risk coordinator, purchasing specialist, procurement coordinator, purchasing assistant and inventory control coordinators.

GENERAL FUND

Communications - \$11,100 This category covers dues for professional organizations and subscriptions to various publications, and publications of legal notices for bids.

Professional Fees - \$1,000 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 - \$500 This category funds maintenance charges for postage and binder machines.

Supplies - \$25,000 This category covers the expense for general office supplies. Also included in this category are non-capital assets ranging in value between \$500 and \$4,999.

Rent - \$4,600 This category includes rental payments for the copy machine.

Allocation - \$3,668 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$17,950 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures			
Operational Objective	To meet customer expectations		
Key Product/Service	Contracts Development		
Target	50%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Reduction of the number of days to process non-standard contracts and agreements	32%	33%	50%
Operational Objective	To maintain integrity of procurement standards		
Key Product/Service	Inventory control and operations		
Target	93%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Inventory accuracy	72%	78%	93%

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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Allocations	\$ (604,973)	(692,033)	(690,918)	4,918	-0.71%	(686,000)
Insurance	604,974	692,033	690,918	(4,918)	-0.71%	686,000
TOTAL	\$ 1	-	-	-	-	-

- Categories
- Allocations - (\$686,000) 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 - \$686,000 This category includes: property insurance coverage (\$234,000) that is on an All Risk form, vehicle insurance (\$75,000), casualty or liability coverage (\$282,000) designed to match minimum state tort limits, uninsured losses insurance (\$30,000) 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: \$2.41 million Series 2009 General Obligation bonds (refunded) 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. In FY16 \$18.2 million of G. O. debt was issued, of that amount \$7.935 million current refunding of Bond Series 2006 and advance refunding of the Bond Series 2009. 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 is one projected future issue over the next five years totaling \$3.5 million. The outstanding balance of General Obligation Debt at July 1, 2016 is \$32,795,000. During the year, principal of \$2,470,000 and interest of 1,380,551 will be paid. The balance of existing debt remaining at June 30, 2017 will be \$30,325,000.

<u>Security</u>	<u>Balance</u> 7/1/2016	<u>Principal</u> Payment	<u>Balance</u> 6/30/2016	<u>Interest</u> Expense
Existing:				
Series 2009 Bonds	2,410,000	510,000	1,900,000	84,144
Series 2011 Bonds	5,035,000	265,000	4,770,000	129,525
Series 2013 Bonds	7,195,000	1,025,000	6,170,000	183,484
Series 2016 Bonds	18,155,000	670,000	17,485,000	983,398
Total FY16 Debt	<u>\$ 32,795,000</u>	<u>2,470,000</u>	<u>30,325,000</u>	<u>1,380,551</u>
	<u>Existing</u> Principal	<u>Existing</u> Interest	<u>Future</u> Principal	<u>Future</u> Interest
FY18	\$ 2,300,000	1,138,479	-	-
FY19	1,670,000	1,088,653	-	-
FY20	1,715,000	1,042,103	-	-
FY21	1,725,000	992,903	-	-
Thereafter	22,915,000	10,424,969	-	-
Total Debt Service	<u>\$ 30,325,000</u>	<u>14,687,106</u>	<u>-</u>	<u>-</u>

BUDGET CATEGORY SUMMARY

<u>CATEGORY</u>	<u>Actual</u> FY15	<u>Budget</u> FY16	<u>Estimated</u> FY16	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget</u> FY17
Debt Service	3,166,985	2,876,033	2,876,033	974,518	33.88%	3,850,551
Agency Fees	1,500	1,500	1,500	-	0.00%	1,500
TOTAL	<u>\$ 3,168,485</u>	<u>2,877,533</u>	<u>2,877,533</u>	<u>974,518</u>	<u>33.87%</u>	<u>3,852,051</u>

GENERAL FUND

Categories

Debt Service - \$3,850,551 This category includes principal payments on the Series 2009 Bonds, the Series 2011 Bonds, the Series 2013 Bonds and the Series 2016 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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 1,540,187	1,689,245	1,690,868	49,974	2.96%	1,740,842
Communication	33,731	33,992	35,351	(1,751)	-4.95%	33,600
Professional Fees	51,481	405,690	405,690	(237,690)	-58.59%	168,000
Insurance	5,496	5,000	5,000	-	0.00%	5,000
Other Maintenance	51,854	71,000	88,068	(15,918)	-18.07%	72,150
Supplies	24,511	47,162	45,701	276	0.60%	45,977
Rent	5,838	24,300	24,300	(13,800)	-56.79%	10,500
Allocations	35,844	46,000	42,541	3,937	9.25%	46,478
Capital Outlay	-	-	21,428	5,572	26.00%	27,000
Utilities	46,121	45,235	46,226	25	0.05%	46,251
Grants	14,250	-	-	-	-	-
TOTAL	\$ 1,809,313	2,367,624	2,405,173	(209,375)	-8.71%	2,195,798

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	9.5 \$ 678,723	10.0 785,943	10.0 803,607
Non-Exempt Wages	10.0 467,430	10.0 443,887	10.0 452,323
Other Compensation	-	75	-
Fringe Benefits	385,689	448,338	474,112
Other Personnel	8,345	12,625	10,800
DEPARTMENT TOTAL	19.5 \$ 1,540,187	20.0 1,690,868	20.0 1,740,842

GENERAL FUND

Categories

Personnel - \$1,740,842 This category includes salaries, wages, and benefits for the economic and community development services director, city engineer, assistant city engineer, plans manager, economic development manager, chief planner, planner, neighborhood services manager, neighborhood coordinator,

community services coordinator, chief constructor inspector, senior construction inspector, construction inspectors, administrative assistant, senior administrative assistant, code compliance officer 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 - \$33,600 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 - \$168,000 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 - \$5,000 This category includes ECD's share of deductibles associated with workers compensation claims and personal and private property claims.

Other Maintenance - \$72,150 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 - \$45,977 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 - \$10,500 This category includes rental costs associated with the department's copy machine and color printer/copier.

Allocation - \$46,478 This category covers insurance and vehicle maintenance costs allocated to the department for its portion of the City's shared expenses.

Capital Outlay - \$27,000 This item includes the funding necessary to purchase a code enforcement vehicle.

Utilities - \$46,251 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures			
Strategic Objective	Economic development practices support economic sustainability		
Key Product/Service	Economic Development		
Target	2% increase in elastic tax revenues as % of total revenue		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Ratio of elastic tax revenue	n/a	n/a	82%
Strategic Objective	Economic development policies encourage investment in key commercial areas		
Key Product/Service	Economic Development		
Target	2% increase in available jobs as a percent of total employment		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Job growth	18,810	19,100	21,000
Strategic Objective	Germantown is regionally recognized as a leader for improved access and mobility for all forms of transportation		
Key Product/Service	Land Use and Transportation		
Target	2% increase in public satisfaction with traffic flow		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Traffic flow satisfaction	85%	77%	78%
Operational Objective	Build value from within		
Key Product/Service	Business community engagement		
Target	1% increase in number of permits		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Office vacancy rate	5.4	2.8	2.0



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

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 283,342	308,895	291,406	10,222	3.51%	301,628
Communication	7,130	18,550	10,000	5,000	50.00%	15,000
Supplies	20,723	46,195	36,250	9,000	24.83%	45,250
Allocations	490	600	599	(4)	-0.67%	595
Utilities	4,140	4,669	4,565	25	0.55%	4,590
TOTAL	\$ 315,825	378,909	342,820	24,243	7.07%	367,063

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	3.0 \$ 208,063	3.0 197,501	3.0 212,711
Non-Exempt Wages	0.0 -	0.0 3,300	0.0 -
Fringe Benefits		74,215	80,633
Other Personnel		1,064	9,972
DEPARTMENT TOTAL	3.0 \$ 283,342	3.0 291,406	3.0 301,628

GENERAL FUND

Categories Personnel - \$301,628 This category includes salaries, wages and benefits for budget and performance analysts.

Communications - \$15,000 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 - \$45,250 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 - \$595 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$4,590 This category includes utility costs (electricity, gas, water, and sewer).

Performance Measures			
Operational Objective	To maintain budget integrity		
Key Product/Service	Coordination (Governance)		
Target	2 or less		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Number of budget adjustments per department	2	1	2

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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 924,563	1,075,512	1,082,840	101,391	9.36%	1,184,231
Communication	1,432	2,700	1,700	800	47.06%	2,500
Professional Fees	24,115	10,000	14,000	(4,000)	-28.57%	10,000
Contract Services	232,558	290,000	290,000	-	0.00%	290,000
Insurance	2,520	2,000	2,000	-	0.00%	2,000
Other Maintenance	230,651	266,200	250,200	16,000	6.39%	266,200
Supplies	98,303	102,700	99,237	(737)	-0.74%	98,500
Rent	3,813	8,000	9,000	(1,000)	-11.11%	8,000
Allocations	31,071	60,163	33,070	5,396	16.32%	38,466
Capital Outlay	33,333	247,000	389,000	(334,000)	-85.86%	55,000
Utilities	6,710	9,540	7,640	925	12.11%	8,565
TOTAL	\$ 1,589,069	2,073,815	2,178,687	(215,225)	-9.88%	1,963,462

BUDGET PAYROLL SUMMARY

	FY15		FY16		FY17	
	Actual		Estimate		Budget	
Exempt Salaries	2.0	\$ 283,797	2.0	292,594	3.0	307,177
Non-Exempt Wages	12.00	349,454	14.0	431,781	14.5	488,522
Other Compensation		23,015		25,000		25,000
Fringe Benefits		265,694		327,965		358,032
Other Personnel		2,603		5,500		5,500
DEPARTMENT TOTAL	14.00	\$ 924,563	16.0	1,082,840	17.5	1,184,231

Categories

Personnel - \$1,184,231 This category includes the salaries, wages and benefits for the general services director, CIP manager, facility services superintendent, facility services technicians, crew supervisors, 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 - \$2,500 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

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 - \$98,500 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 - \$38,466 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 - \$55,000 This category provides funding for the following IRP projects: Train Depot improvements, GPAC carpet, and interior – Parks and Recreation.

Utilities - \$8,565 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures			
Strategic Objective	Policies and practices advance sustainable practices in natural resource management		
Key Product/Service	Natural Resources		
Target	Reduce fuel usage by 1% compared to FY16		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
City's Carbon Footprint	2%	1%	1%
Operational Objective	To meet customer expectations		
Key Product/Service	Cleaning Services		
Target	95% Satisfaction		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Customer satisfaction	88%	89%	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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 567,852	682,147	644,338	46,932	7.28%	691,270
Communication	1,081	6,000	4,000	-	0.00%	4,000
Professional Fees	367	375	370	(370)	-100.00%	-
Other Maintenance	253,338	267,356	267,356	8,644	3.23%	276,000
Supplies	37,981	54,950	143,533	(48,783)	-33.99%	94,750
Rent	2,206	6,300	6,200	100	1.61%	6,300
Allocations	(938,649)	(1,077,858)	(1,223,084)	(12,131)	0.99%	(1,235,215)
Depreciation	58,201	36,110	142,588	12	0.01%	142,600
Utilities	17,624	24,620	14,699	5,596	38.07%	20,295
TOTAL	\$ 1	-	-	-	-	-
Capital Outlay	\$ -	-	46,000	7,000	15.22%	53,000

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	1.0 \$ 86,508	1.0 88,572	1.0 93,375
Non-Exempt Wages	7.5 311,495	8.0 351,419	8.0 363,044
Other Compensation	1,886	1,900	26,100
Fringe Benefits	166,488	193,043	199,346
Other Personnel	1,475	9,404	9,405
DEPARTMENT TOTAL	8.5 \$ 567,852	9.0 644,338	9.0 691,270

INTERNAL SERVICE FUND

Categories

Personnel - \$691,270 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 - \$4,000 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 - \$276,000 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 - \$94,750 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 - \$6,300 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 – (\$1,235,215) 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 - \$142,600 This category includes annual depreciated valuation of equipment used in daily operations.

Utilities - \$20,295 This category includes the division’s utility costs (electricity, gas, water, sewer and local and long distance telephone).

Capital Outlay - \$53,000 This category provides funding for the following IRP projects: ceiling fans and vehicle.

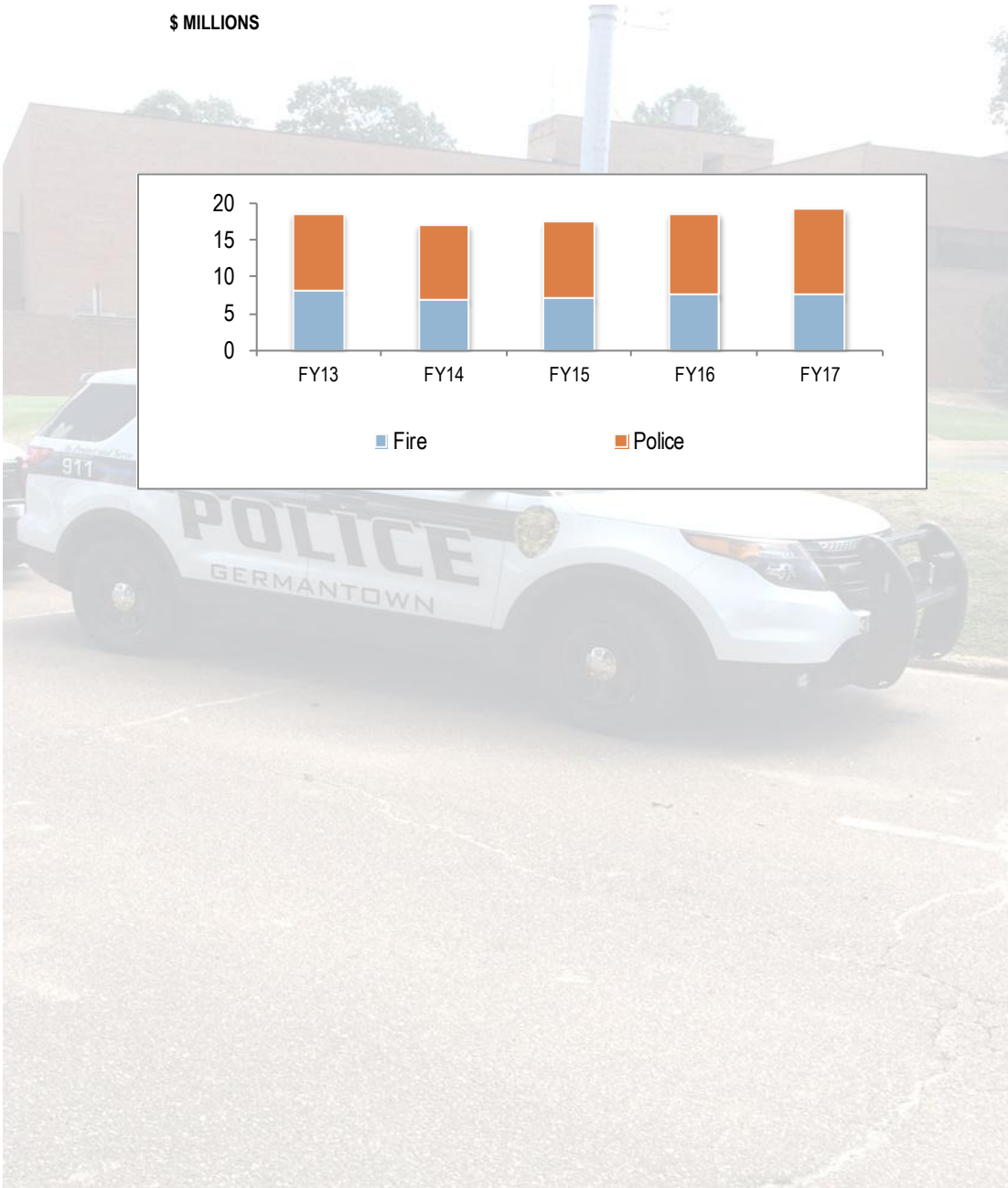
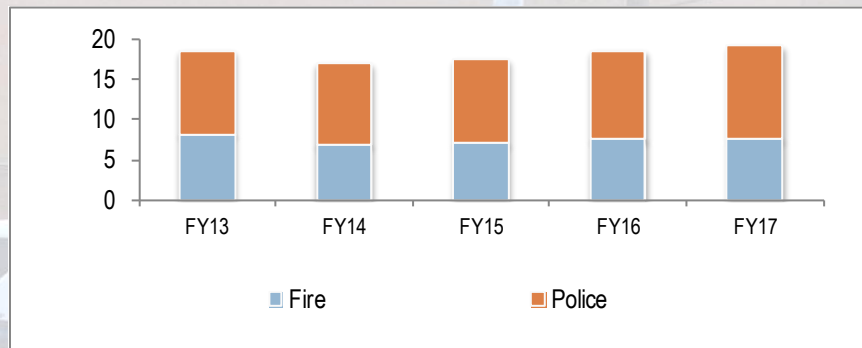
Performance Measures			
Operational Objective	To maintain an efficient fleet management program for the City		
Key Product/Service	Fleet Management		
Target	97%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Fleet availability for public safety and non-public safety	97%	97%	97%

PUBLIC SAFETY FY17 BUDGET

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

PUBLIC SAFETY EXPENDITURES

\$ MILLIONS





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

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 9,387,734	9,289,994	9,347,593	668,152	7.15%	10,015,745
Communication	24,801	25,700	25,700	-	0.00%	25,700
Professional Fees	8,000	10,000	10,000	-	0.00%	10,000
Insurance	63,425	40,000	40,000	-	0.00%	40,000
Other Maintenance	3,346	6,000	6,000	-	0.00%	6,000
Supplies	522,076	610,741	588,869	2,572	0.44%	591,441
Rent	8,328	11,500	11,500	-	0.00%	11,500
Allocations	389,505	425,577	490,488	(12,217)	-2.49%	478,271
Capital Outlay	60,333	211,000	460,070	(75,070)	-16.32%	385,000
Utilities	99,642	108,830	101,630	10,150	9.99%	111,780
Grants	4,390	5,300	5,300	-	0.00%	5,300
TOTAL	\$ 10,571,580	10,744,642	11,087,150	593,587	5.35%	11,680,737

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	12.0 \$ 1,080,094	12.0 1,081,591	12.0 1,107,781
Non-Exempt Wages	104.3 5,488,273	104.0 5,375,129	105.0 5,748,234
Other Compensation	311,075	272,775	287,752
Fringe Benefits	2,415,850	2,517,198	2,770,578
Other Personnel	92,442	100,900	101,400
DEPARTMENT TOTAL	116.3 \$ 9,387,734	116.0 9,347,593	117.0 10,015,745

Categories

Personnel - \$10,015,745 Salaries, wages, and benefits for the police chief, deputy chief, inspectors, captains, lieutenants, police officers, public safety dispatcher/jailer supervisors, public safety dispatcher/jailers, administrative assistant, senior data entry clerk, police data technician and a legal advisor are included in this item. Wages and benefits for the school resource officers and school crossing guards were moved to the Civic Support cost center in FY16.

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

GENERAL FUND

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.

Communications - \$25,700 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 - \$591,441 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 - \$478,271 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 - \$385,000 This item includes the funding necessary to purchase police vehicles/related equipment and weapons.

Utilities - \$111,780 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.

GENERAL FUND

Performance Measures			
Strategic Objective	Germantown is the Safest City in Tennessee		
Key Product/Service	Public Safety		
Target	14%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
State crime rate index; crime per 1,000 populations	14.2%	12.55%	14.0%
Strategic Objective	Germantown is the Safest City in Tennessee		
Key Product/Service	Public Safety		
Target	95%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Satisfaction with Police Services	95%	99%	95%
Strategic Objective	Germantown is the Safest City in Tennessee		
Key Product/Service	Public Safety		
Target	96%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Satisfaction with Safety in Comparison to Other Cities	97%	95%	96%
Operational Objective	Effective emergency response		
Key Product/Service	Public Safety		
Target	< 4 minutes		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Emergency Response Time in minutes	2.43	2.43	4.00



Automated Enforcement

Mission

The expenditures in this cost center accounted for the leasing of the automated enforcement equipment and processing of citations from GATSO USA, Inc. Also included in the expenditures were funding for the Alive-At-25 program. This program was stopped in FY17.

BUDGET CATEGORY SUMMARY

<u>CATEGORY</u>	<u>Actual FY15</u>	<u>Budget FY16</u>	<u>Estimated FY16</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY17</u>
Personnel	\$ 86,307	89,006	82,469	(82,469)	-100.00%	-
Professional Fees	3,010	-	-	-	-	-
Supplies	-	5,000	-	-	-	-
Rent	-	241,200	-	-	-	-
Grants	9,500	9,750	9,750	(9,750)	-100.00%	-
TOTAL	\$ 98,817	344,956	92,219	(92,219)	-100.00%	-



Drug Asset Forfeiture

Mission

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

BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 44,104	96,000	96,000	15,000	15.63%	111,000
Communication	-	1,000	1,000	-	0.00%	1,000
Professional Fees	977	24,000	-	-	-	-
Other Maintenance	-	5,000	5,000	-	0.00%	5,000
Supplies	81,331	138,000	138,000	-	0.00%	138,000
Rent	-	750	-	750	100%	750
Capital Outlay	-	-	81,261	(81,261)	-100.00%	-
Utilities	5,610	6,000	6,000	-	0.00%	6,000
TOTAL	\$ 132,022	270,750	327,261	(65,511)	-20.02%	261,750

Categories

Personnel - \$111,000 This category includes overtime for police officers assigned to drug enforcement and the employee education costs for those same officers.

Communications - \$1,000 This category includes funds to enhance the department's efficiency and effectiveness through continual contact with current issues and techniques, which includes dues and subscriptions to industry associations and magazines.

Other Maintenance - \$5,000 This category covers maintenance costs for office equipment and the jail security system.

Supplies - \$138,000 This category includes expenditures associated with the Drug Fund dogs. This item also includes all Drug Fund expenditures associated with drug education, lab tests, the emergency storage facility and other supplies. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$750 This category covers the cost of rental of cellular telephones.

Utilities - \$6,000 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).



Federal Asset Forfeiture

Mission

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

BUDGET CATEGORY SUMMARY

<u>CATEGORY</u>	<u>Actual FY15</u>	<u>Budget FY16</u>	<u>Estimated FY16</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY17</u>
Personnel	\$ 7,172	20,000	20,000	-	0.00%	20,000
Supplies	6,497	30,000	36,492	(6,492)	-17.79%	30,000
TOTAL	\$ 13,669	50,000	56,492	(6,492)	-11.49%	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

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 6,327,431	6,382,801	6,714,186	7,311	0.11%	6,721,497
Communication	21,631	26,318	25,300	1,700	6.72%	27,000
Professional Fees	7,500	14,995	14,995	(5)	-0.03%	14,990
Contract Services	5,558	5,558	5,557	1	0.02%	5,558
Insurance	19,935	22,000	22,000	-	0.00%	22,000
Other Maintenance	38,099	43,200	42,500	700	1.65%	43,200
Supplies	175,801	229,450	242,470	(1,170)	-0.48%	241,300
Rent	5,352	7,700	(3,085)	11,085	-359.32%	8,000
Allocations	299,442	307,233	383,180	9,656	2.52%	392,836
Capital Outlay	72,299	90,000	90,000	2,000	2.22%	92,000
Utilities	130,957	133,182	116,213	16,965	14.60%	133,178
TOTAL	\$ 7,104,005	7,262,437	7,653,316	48,243	0.63%	7,701,559

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	9.0 \$ 989,532	9.0 891,222	9.0 917,357
Non-Exempt Wages	58.0 3,480,240	58.0 3,840,086	58.0 3,663,110
Other Compensation	265,639	298,386	317,755
Fringe Benefits	1,539,331	1,631,277	1,761,021
Other Personnel	52,689	53,215	62,254
DEPARTMENT TOTAL	67.0 \$ 6,327,431	67.0 6,714,186	67.0 6,721,497

Categories

Personnel - \$6,721,497 Salaries, wages and benefits for a fire chief, assistant fire chief, deputy fire chief, battalion chiefs, fire marshal, assistant fire marshal, training officer, fire lieutenants, fire inspector, fire fighters, fire apparatus drivers, technical services/safety officer, fire records coordinator, and senior administrative assistant and reserve fire fighters. To maximize staffing, firefighters also serve a dual role as fire fighters and as paramedics.

GENERAL FUND

Communications - \$27,000 This category includes funds to enhance the department's efficiency and effectiveness through continual contact with current issues and techniques, which includes dues and subscriptions to industry associations and magazines.

Professional Fees - \$14,990 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 cleaning service at Fire Station #4.

Insurance - \$22,000 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 - \$43,200 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 - \$241,300 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 - \$8,000 This category includes rental fees associated with the department's copy machines.

Allocation - \$392,836 Funds in this category are for the department's portion of shared insurance and vehicle maintenance costs.

Capital Outlay - \$92,000 This item includes the funding for IRP projects including fire pagers, thermal imaging detectors, rope rescue, power hawk, attach nozzles, generators, radio microphones, fire pagers and a vehicle.

Utilities - \$133,178 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures			
Strategic Objective	Fire protection results in low property loss and no fire deaths		
Key Product/Service	Fire and Emergency Medical Services		
Target	Percentage of post-incident survey scores above average or outstanding at or above 98.5%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Customer satisfaction on post incident surveys	99.2%	99.3%	98.5%
Operational Objective	To protect life and property		
Key Product/Service	Fire prevention		
Target	91% of violations corrected in 90 days		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Percent of violations corrected in 90 days	93.55%	95.3%	91%
Operational Objective	To protect life and property		
Key Product/Service	Fire prevention		
Target	90% fire cause determination		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Percent of fires in which a cause is determined	100%	93.3%	75%
Operational Objective	To protect life and property		
Operational Objective	To provide timely and effective response to fire and medical emergencies		
Key Product/Service	Emergency response		
Target	Average of 6 minutes or less		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Fire apparatus average response time	5 min 57 sec	5min 54 sec	6 minutes



Ambulance

Mission

The ambulance services provide timely and effective response to medical emergencies for the protection of lives and property in Germantown.

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

BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 1,198,169	1,568,295	1,500,654	30,364	2.02%	1,531,018
Communication	1,930	2,450	2,450	1,285	52.45%	3,735
Professional Fees	66,324	57,200	57,200	4,550	7.95%	61,750
Insurance	4,667	19,000	15,000	4,000	26.67%	19,000
Other Maintenance	485	6,500	6,899	526	7.62%	7,425
Supplies	72,489	86,495	84,373	11,477	13.60%	95,850
Allocations	33,858	26,427	43,296	(105)	-0.24%	43,191
Capital Outlay	61,982	-	-	-	-	-
Utilities	1,769	2,592	2,100	492	23.43%	2,592
TOTAL	\$ 1,441,673	1,768,959	1,711,972	52,589	3.07%	1,764,561

BUDGET PAYROLL SUMMARY

	FY15 Actual		FY16 Estimate		FY17 Budget	
Exempt Salaries	1.0	\$ 86,676	1.0	84,618	1.0	83,271
Non-Exempt Wages	15.0	707,022	18.0	870,428	18.0	915,725
Other Compensation		96,486		114,815		124,802
Fringe Benefits		297,626		417,598		392,880
Other Personnel		10,359		13,195		14,340
DEPARTMENT TOTAL	16.0	\$ 1,198,169	19.0	1,500,654	19.0	1,531,018

Categories

Personnel - \$1,531,018 Salaries, wages and benefits for an EMS coordinator and firefighters who also serve a dual role as fire fighters and as paramedics.

Communications - \$3,735 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.

SPECIAL REVENUE FUND

Professional Fees - \$61,750 Funds the contract billing service used for revenue collection.

Insurance - \$19,000 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 - \$7,425 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 - \$95,850 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 - \$43,191 Funds in this category are for the department's portion of shared insurance and vehicle maintenance costs.

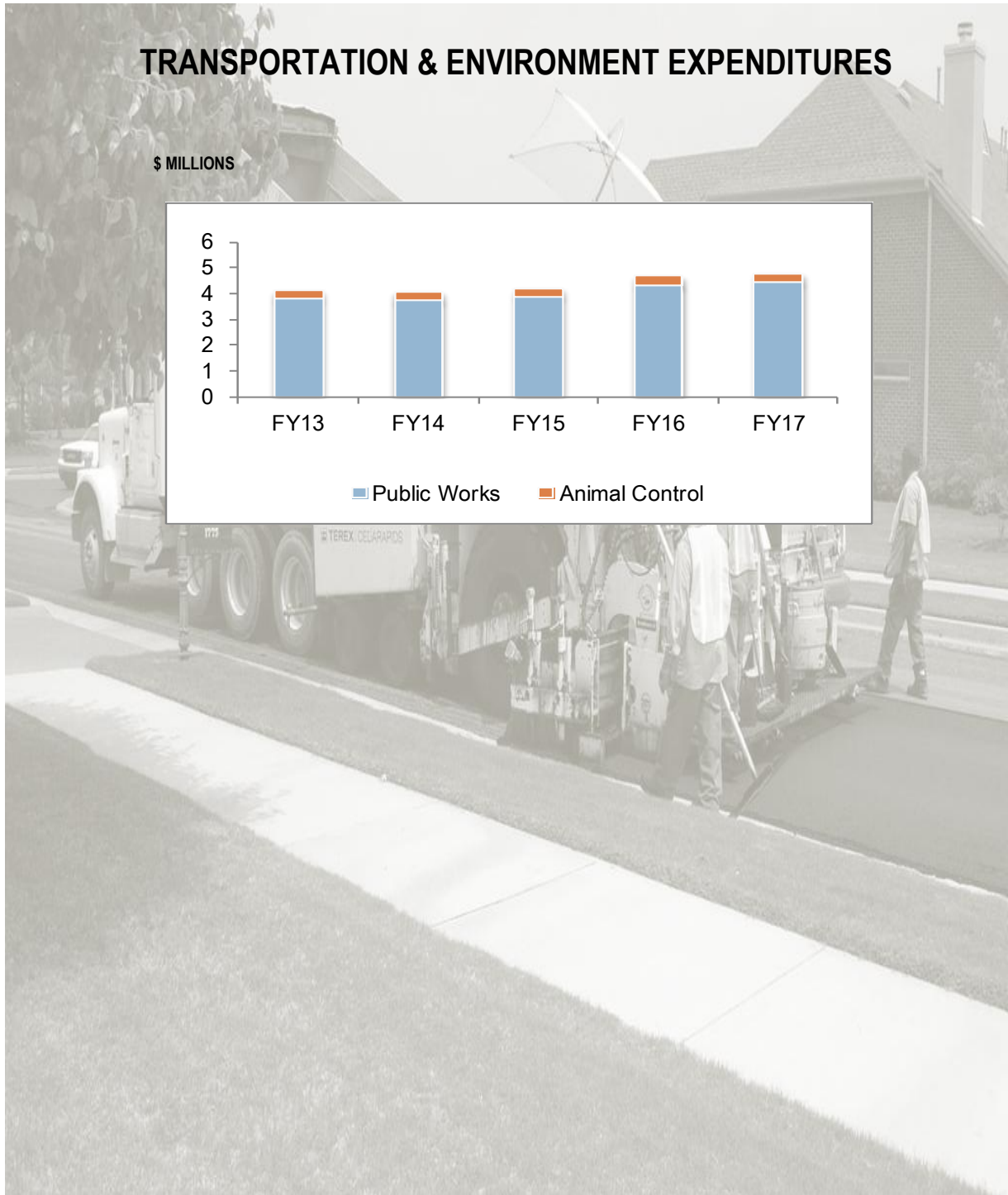
Utilities - \$2,592 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures			
Operational Objective	To protect life		
Key Product/Service	Emergency medical services		
Target	Average of 5 minutes and 45 seconds		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Ambulance average response time	6:01	6:05	5:45
Strategic I Objective	Germantown has the highest survivability rate in Tennessee related to emergency medical services		
Key Product/Service	Emergency medical services		
Target	35% ROSC for all full arrests		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Cardiac arrest survival rate	35%	50%	35%
Strategic I Objective	All funds are self-sustaining		
Key Product/Service	Finance		
Target	Percent of Transfer less than 49% of overall fund		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
General funds transfer to Ambulance Special Revenue Funds	35%	43%	49%

TRANSPORTATION AND ENVIRONMENT

FY17 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 Works

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 Works 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 210 miles of roadways and seasonal maintenance and repair of 45 miles of concrete and earthen ditches. The Public Works Department also oversees for the Germantown Environmental Commission.

BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 2,493,830	2,565,624	2,558,798	65,059	2.54%	2,623,857
Communication	2,970	4,000	4,000	(1,000)	-25.00%	3,000
Contract Services	510,044	628,700	611,700	40,300	6.59%	652,000
Insurance	4,474	15,000	15,000	-	0.00%	15,000
Other Maintenance	119,593	124,600	124,000	12,000	9.68%	136,000
Supplies	125,770	157,600	147,000	6,000	4.08%	153,000
Rent	1,003	3,000	3,000	-	0.00%	3,000
Allocations	288,426	375,012	361,358	1,619	0.45%	362,977
Capital Outlay	305,944	461,000	468,630	(19,630)	-4.19%	449,000
Utilities	31,949	17,840	23,550	3,350	14.23%	26,900
TOTAL	\$ 3,884,003	4,352,376	4,317,036	107,698	2.49%	4,424,734

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	6.0 \$ 464,871	6.0 446,395	6.0 461,154
Non-Exempt Wages	33.0 1,234,887	33.0 1,285,211	33.0 1,313,077
Other Compensation	28,677	32,000	35,000
Fringe Benefits	763,177	791,192	810,626
Other Personnel	2,218	4,000	4,000
DEPARTMENT TOTAL	39.0 \$ 2,493,830	39.0 2,558,798	39.0 2,623,857

GENERAL FUND

Categories

Personnel - \$2,623,857 This category includes salaries, wages and benefits for non-exempt and exempt employees, which includes the director of public works, assistant director of public works, superintendent of ground maintenance, superintendent of street & drainage, assistant superintendent of street & drainage and contract administrator. Also included in this category is overtime for non-exempt employees, which include crew supervisors, heavy equipment operators, equipment operator, senior maintenance workers, maintenance workers, maintenance technicians and an administrative assistant. 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 - \$3,000 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 - \$652,000 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 - \$136,000 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 - \$153,000 This category funds the purchase of office supplies, small tools used in day-to-day operations of maintenance activities and uniform service for all employees. This category provides the department with chemical supplies, small tools and miscellaneous supplies. Major expenses include fertilizer, weed control chemicals, athletic field marker and paint, and petroleum products. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$3,000 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 - \$362,977 This category represents the department's portion of the insurance and vehicle maintenance.

Capital Outlay - \$449,000 This category funds the purchase of a walker mower, litter VAC, Ingersoll rand roller, salt spreader, asphalt hot patch, 250 gallon tack tank, Cronkite trailer, dump truck, flat bed truck, Greenway Dogwood trail repair, Poplar Estates Pedestrian Bridge and improvements to various city grounds and parks.

Utilities - \$26,900 This category includes the department's share of utility costs (electricity, gas, water, sewer and local and long distance telephone).

GENERAL FUND

Performance Measures			
Operational Objective	To meet customer expectations		
Key Product/Service	Parks maintenance		
Target	90		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Asset Condition Index of City Parks	92	92	90
Operational Objective	To meet customer expectations		
Key Product/Service	Street maintenance		
Target	74		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Pavement Condition Index Score	76	n/a	74



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>	<u>Actual FY15</u>	<u>Budget FY16</u>	<u>Estimated FY16</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY17</u>
Roads and Mains	\$ 1,590,006	2,250,000	2,400,600	(600,600)	-25.02%	1,800,000
Utilities	919,156	824,000	861,380	38,620	4.48%	900,000
TOTAL	\$ 2,509,162	3,074,000	3,261,980	(561,980)	-17.23%	2,700,000

Categories Roads and Mains- \$1,800,000 This category includes expenditures for improving or maintaining city streets. It includes work done by City crews (\$300,000), contract street resurfacing (\$1,300,000), and street striping (\$200,000).

Utilities - \$900,000 This category funds electricity expenses for streetlights and traffic signals.

Performance Measures

Operational Objective	To provide an adequate transportation system		
Key Product/Service	Street maintenance		
Target	Inbox score 74		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Pavement condition index	73	72	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 animal services manager 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 FY15	Budget FY16	Estimated FY16	Amt Chg.	% Chg.	Budget FY17
Personnel	\$ 234,495	260,176	237,019	(4,274)	-1.80%	232,745
Communication	300	1,100	1,100	-	0.00%	1,100
Professional Fees	7,200	7,200	7,200	-	0.00%	7,200
Supplies	63,690	62,900	70,900	3,000	4.23%	73,900
Allocations	6,709	7,000	7,969	2,266	28.44%	10,235
Capital Outlay	-	-	21,390	(21,390)	-100.00%	-
Utilities	9,887	12,455	10,105	2,300	22.76%	12,405
TOTAL	\$ 322,281	350,831	355,683	(18,098)	-5.09%	337,585

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	1.0 \$ 46,547	1.0 51,004	1.0 52,158
Non-Exempt Wages	3.5 112,052	3.5 104,324	3.5 102,742
Other Compensation	177	1,000	3,000
Fringe Benefits	73,982	78,691	71,885
Other Personnel	1,737	2,000	2,960
DEPARTMENT TOTAL	4.5 \$ 234,495	4.5 237,019	4.5 232,745

GENERAL FUND

Categories

Personnel - \$232,745 This category contains funds to cover personnel costs for an animal services manager, animal control officers and animal shelter attendant. 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 - \$1,100 Subscriptions to animal control related periodicals and annual membership.

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

Supplies - \$73,900 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 – \$10,235 This category includes the Animal Control Division’s portion of shared costs of all funds, including insurance and vehicle maintenance.

Utilities - \$12,405 This category includes the Division’s utility costs (electricity, gas, water, sewer and local telephone calls).

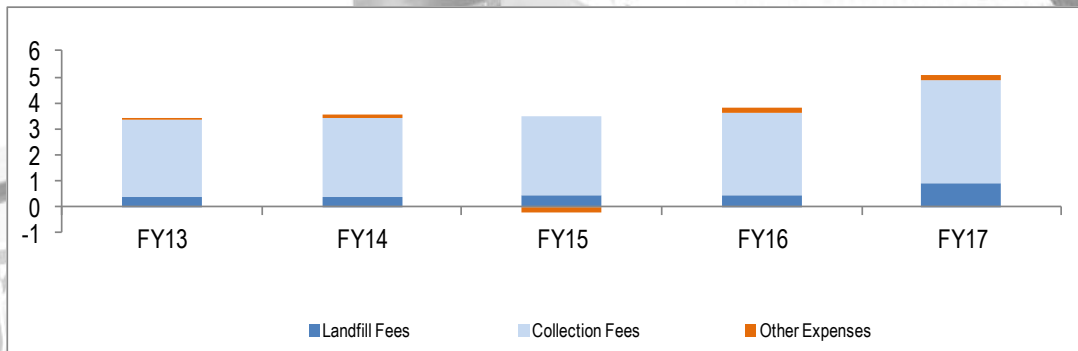
Performance Measures			
Operational Objective	To promote animal welfare		
Key Product/Service	Animal adoptions		
One Year Target	84%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Live release rate	90%	90%	84%

SANITATION FY17 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 FY17 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 first year of a five year contract with option to renew for an additional five years with Waste Pro for collection. The fee of residential collection for FY17 is calculated at \$36.50 per single-family dwelling backdoor, \$29.50 for curbside and \$19.00 for multi-family.

In addition to the collection costs, the City is in the first year of a five-year contract with option to renew for an additional five year extension for disposal of residential/city solid waste with BFI Waste Systems of North America in a permitted sanitation landfill. This fee is \$23.75 per ton with a \$1.25 surcharge per ton. In addition, the City is in the first year of a five-year contract with option for a five year extension for disposal of yard debris with Quad County Environmental Solutions. This fee is \$4.44 per cubic yard.

The cost for collection service alone is \$3,925,156 with landfill fees projected to total \$931,855 including savings from recycling. One goal of the Environmental Commission is to familiarize the public with the benefits of recycling.

BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 94,890	82,678	109,073	14,220	13%	123,293
Communication	1,068	12,800	12,800	2,600	20%	15,400
Professional Fees	-	40,000	40,000	(25,000)	-63%	15,000
Contract Services	3,163,362	3,576,235	3,157,173	1,699,838	54%	4,857,011
Supplies	32,236	36,000	36,000	1,000	3%	37,000
Utilities	-	1,030	-	-	-	-
TOTAL	\$ 3,291,556	\$ 3,748,743	3,355,046	1,692,658	50%	5,047,704

BUDGET PAYROLL SUMMARY

	FY15 Actual		FY16 Estimate		FY17 Budget	
Exempt Salaries	0.5	\$ 32,231	0.5	31,510	0.5	31,209
Non-Exempt Wages	0.3	37,592	0.3	51,337	0.3	57,858
Other Compensation		-		25		-
Fringe Benefits		24,670		26,021		33,626
Other Personnel		397		180		600
DEPARTMENT TOTAL	0.8	\$ 94,890	0.8	109,073	0.8	123,293

ENTERPRISE FUND

Categories Personnel - \$123,293 This category contains funds to cover personnel costs for the sanitation program.

 Communications - \$15,400 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.

 Professional Fees - \$15,000 This category contains funds to cover consulting services needed for proposals of solid waste requests.

 Contract Services - \$4,857,011 This category reflects the cost for landfill charges (\$931,855) and collection charges for one year (\$3,925,156).

 Supplies - \$37,000 This category funds miscellaneous supplies unique to providing sanitation services and the City's Amnesty Days and Recycling Program. Also, \$15,000 is budgeted here for the Household Hazardous Waste Facility Fund.

Performance Measures			
Strategic Objective	Promote environmentally sustainable opportunities in Solid Waste		
Key Product/Service	Solid waste collection and disposal		
Target	<.92 tons of household trash per HH (1,840 lbs.)		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Tons/pounds of household trash collected per household	0.94	1.0	0.90
Operational Objective	Neighborhood Services: To meet customer expectations		
Key Product/Service	Solid waste collection		
One Year Target	85%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Customer satisfaction with solid waste collection service	73%	48%	85%

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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 599,276	531,036	538,547	9,896	1.84%	548,443
Communication	1,792	4,300	3,300	(1,500)	-45.45%	1,800
Professional Fees	-	10,000	900	(900)	-100.00%	-
Other Maintenance	6,590	60,000	30,000	-	0.00%	30,000
Supplies	14,994	28,000	20,000	2,500	12.50%	22,500
Allocations	39,472	42,327	51,231	(7,839)	-15.30%	43,392
Roads & Mains	226,494	285,000	316,000	(26,000)	-8.23%	290,000
TOTAL	\$ 907,365	990,863	992,810	(23,843)	-2.40%	968,967
Capital Outlay	\$ 93,040	100,000	100,000	(56,082)	-56.08%	50,000

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	1.0 \$ 187,427	0.5 118,621	0.5 118,471
Non-Exempt Wages	6.0 246,440	6.0 255,577	6.0 258,926
Other Compensation	1,336	2,000	2,000
Fringe Benefits	161,652	160,349	166,496
Other Personnel	2,421	2,000	2,550
DEPARTMENT TOTAL	7.0 \$ 599,276	6.5 538,547	6.5 548,443

Categories

Personnel - \$548,443 This category contains funds to cover personnel costs for the stormwater program including an engineer, crew supervisors and maintenance technicians.

Communications - \$1,800 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.

Other Maintenance - \$30,000 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.

ENTERPRISE FUND

Supplies - \$22,500 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 – \$43,392 This category includes the Stormwater’s portion of shared costs of all funds, including insurance and vehicle maintenance.

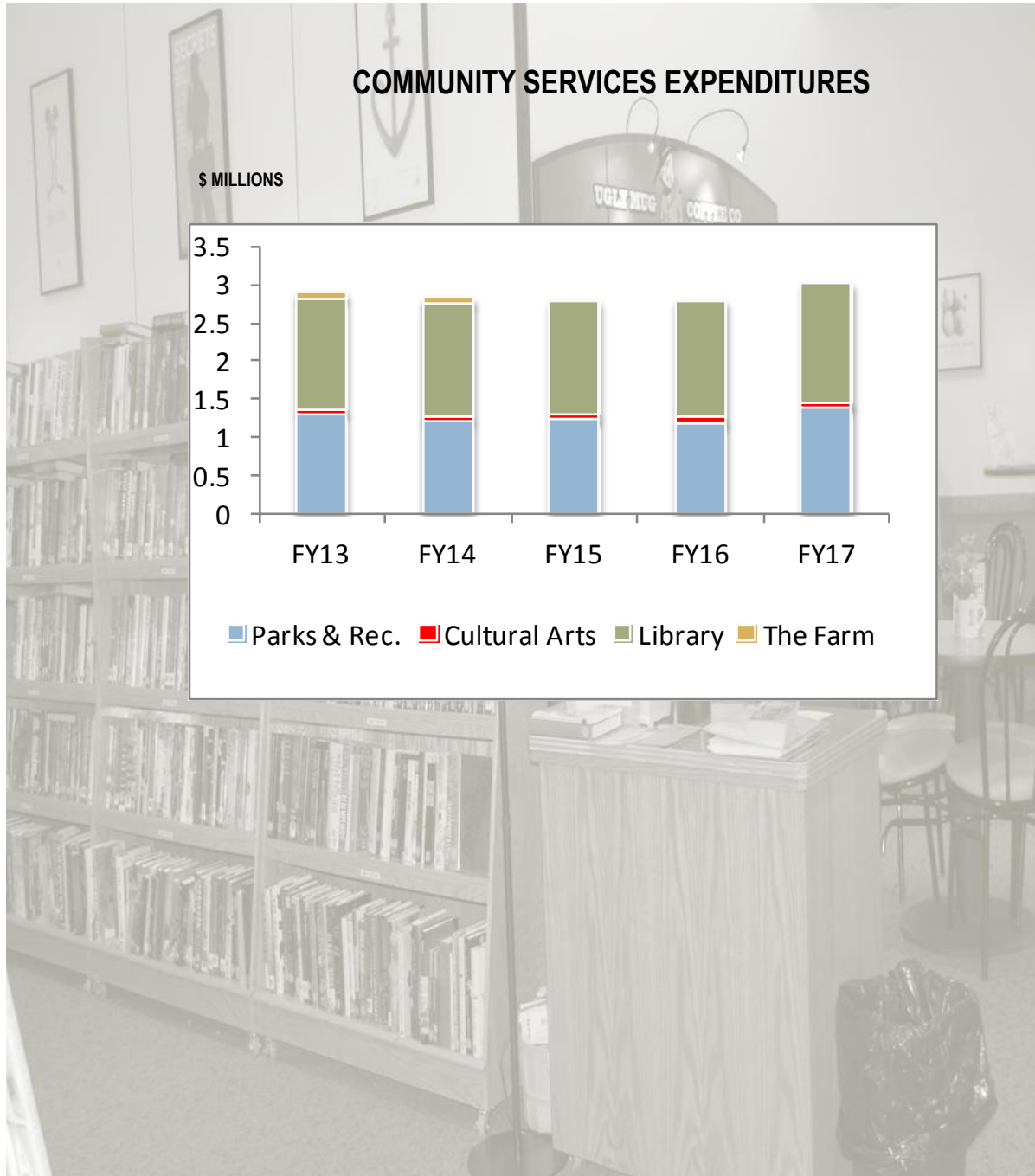
Roads and Mains - \$290,000 This category funds the contract sweeping and asphalt resurfacing of the City’s roadway systems. In addition, this category funds the purchase of necessary supplies and equipment needed to maintain and overlay Germantown’s roadway system.

Capital Outlay - \$50,000 This category funds a cured in place pipe (CIPP) project.

Performance Measures			
Strategic Objective	Enhanced protection and conservation of water resources are priorities		
Key Product/Service	Natural Resources		
Target	<40		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Total Coliforms: percent over 40	55	46	<40
Strategic Objective	Enhanced protection and conservation of water resources are priorities		
Key Product/Service	Natural Resources		
Target	<200		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Turbidity	126	192	<200
Strategic Objective	Enhanced protection and conservation of water resources are priorities		
Key Product/Service	Natural Resources		
Target	<60		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Total dissolved solids	82	66	<60

COMMUNITY SERVICES FY17 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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 655,629	828,742	667,779	209,055	31.31%	876,834
Communication	10,775	8,985	6,985	7,615	109.02%	14,600
Professional Fees	38,924	45,400	49,000	(9,000)	-18.37%	40,000
Insurance	423	5,000	5,000	(2,000)	-40.00%	3,000
Supplies	21,626	24,500	21,500	1,500	6.98%	23,000
Rent	11,227	12,500	12,500	-	0.00%	12,500
Allocations	41,225	40,718	51,436	(1,790)	-3.48%	49,646
Capital Outlay	89,115	70,000	61,825	10,175	16.46%	72,000
Utilities	247,224	307,125	274,100	10,500	3.83%	284,600
Grants	100,019	29,800	29,800	(26,100)	-87.58%	3,700
TOTAL	\$ 1,216,187	1,372,770	1,179,925	199,955	16.95%	1,379,880

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	4.0 \$ 381,210	4.0 314,207	7.0 476,001
Non-Exempt Wages	6.0 158,729	6.0 181,932	6.0 198,505
Other Compensation	-	-	-
Fringe Benefits	114,442	170,353	200,924
Other Personnel	1,248	1,287	1,404
DEPARTMENT TOTAL	10.0 \$ 655,629	10.0 667,779	13.0 876,834

Categories

Personnel - \$876,834 This category contains the salaries, wages and benefits for the director of parks and recreation, superintendent of recreation, special events and marketing coordinator, sports coordinator, natural resources manager, ranger naturalist, assistant to the director, part-time senior adult program coordinator, part-time park rangers, playground leaders, part-time administrative assistant and inclusion specialist. 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.

GENERAL FUND

Communications - \$14,600 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 - \$40,000 This line category provides funding for 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 - \$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.

Supplies - \$23,000 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 - \$12,500 This category includes rental fees for land and equipment. It also includes lease and taxes for Depot Park and Oaklawn Gardens.

Allocation - \$49,646 This includes the Parks and Recreation Department's portion of the shared costs of all internal funds, including insurance and vehicle maintenance.

Capital Outlay - \$72,000 This category provides funding for the Germantown Rotary Club YEP project and Oaklawn a scoreboards and dog park renovation.

Utilities - \$284,600 This category includes the department's utility costs (electricity, gas, water, sewer and local and long distance telephone).

Grants - \$3,700 This category includes funding for the Depot.

Performance Measures			
Operational Objective	Ecosystem integrity and habitat biodiversity on public lands		
Key Product/Service	Natural Resources		
Target	42.39%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Tree canopy coverage ratio	n/a	n/a	42.39%
Operational Objective	Safe and secure parks		
Key Product/Service	Safe and secure parks		
Target	<13		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Reduction in non-violent crimes	9	14	<13
Operational Objective	To meet customer expectations		
Key Product/Service	Recreation, leisure, sports programs		
Target	94%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Overall satisfaction	90%	92%	94%

Recreation

Mission

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

BUDGET CATEGORY SUMMARY

CATEGORY	Actual	Budget	Estimated	Amt. Chg.	% Chg.	Budget
	FY15	FY16	FY16			FY17
Personnel	\$ 106,575	236,611	211,661	92,898	43.89%	304,559
Professional Fees	122,431	175,930	158,981	24,316	15.29%	183,297
Supplies	67,737	127,600	87,983	64,173	72.94%	152,156
Rent	500	2,750	-	-	-	-
Allocations	12,744	16,100	16,075	(1,205)	-7.50%	14,870
Capital Outlay	48,035	27,000	31,069	(31,069)	-100.00%	-
TOTAL	\$ 358,022	585,991	505,769	149,113	29.48%	654,882

BUDGET PAYROLL SUMMARY

	FY15		FY16		FY17	
	Actual		Estimate		Budget	
Exempt Salaries	-	\$ 1,292	1	49,085	1	51,642
Non-Exempt Wages	7.5	101,720	7.5	130,033	7.5	215,980
Other Compensation		-		-		-
Fringe Benefits		3,563		32,543		36,937
Other Personnel		-		-		-
DEPARTMENT TOTAL	7.5	\$ 106,575	8.5	211,661	8.5	304,559

SPECIAL REVENUE FUND

- Categories
- Personnel - \$304,559 This category pays for a full-time REACH manager and part-time employees who staff the before/after school program that serves the Germantown Municipal School District.
 - Professional Fees - \$183,297 This category pays referees who officiate in basketball, softball, baseball, kickball, croquet, community education, intramurals and cheerleading as well as sport camp instructors.
 - Supplies - \$152,156 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, intramurals and tennis programs. Additionally, this category covers expenses for t-shirts, race officiating, awards and trophies associated with the Mayor's Cup 5K Race.
 - Allocations - \$14,870 This category covers insurance allocation for program participants.

Performance Measures			
Operational Objective	To meet customer expectations		
Key Product/Service	Recreation, leisure, sports programs		
Target	50,000		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Annual participation rate	43,895	45,922	50,000

Cultural Arts

Mission

To sponsor numerous special events and projects throughout the year.

BUDGET CATEGORY SUMMARY

<u>CATEGORY</u>	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Professional Fees	13,953	13,575	17,075	(3,500)	-20.50%	13,575
Supplies	39,520	49,102	48,284	818	1.69%	49,102
Rent	2,633	3,320	3,320	-	0.00%	3,320
Grants	21,554	-	-	-	-	-
TOTAL	\$ 77,660	65,997	68,679	(2,682)	-3.91%	65,997

- Categories
- Professional Fees - \$13,575 This category includes fees for instructors, entertainers, decorations, supplies, equipment, trophies and fliers for a variety of programs planned throughout the year.
 - Supplies - \$49,102 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 Great Hall and Conference Center (Spring Formal) and Germantown Athletic Club (special recreation pool parties).



Pickering Complex

Mission

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 FY15</u>	<u>Budget FY16</u>	<u>Estimated FY16</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY17</u>
Professional Fees	\$ 23,674	26,000	29,000	2,176	7.50%	31,176
Supplies	448	7,500	7,500	-	0.00%	7,500
Allocations	2,549	2,900	2,900	(21)	-0.72%	2,879
Capital Outlay	-	-	-	25,000	100%	25,000
Utilities	8,778	10,770	10,920	100	0.92%	11,020
TOTAL	\$ 35,449	47,170	50,320	27,255	54.16%	77,575

Categories	<p>Professional Fees - \$31,176 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.</p> <p>Supplies - \$7,500 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 replacement furnishings.</p> <p>Allocation - \$2,879 This category includes shared costs of the City's insurance expenses for the Pickering Community Center building.</p> <p>Capital Outlay - \$25,000 This category provides funding for a exterior lighting.</p> <p>Utilities - \$11,020 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).</p>
------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



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.

Mission

Germantown Community Library

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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 811	3,000	3,000	(1,500)	-50.00%	1,500
Communication	8,249	10,050	10,050	(600)	-5.97%	9,450
Professional Fees	1,228,083	1,240,584	1,248,983	40,491	3.24%	1,289,474
Other Maintenance	16,933	25,900	25,900	(7,000)	-27.03%	18,900
Supplies	31,123	27,650	37,784	(10,384)	-27.48%	27,400
Rent	9,295	14,500	14,500	(2,000)	-13.79%	12,500
Allocations	22,743	26,000	25,958	(185)	-0.71%	25,773
Utilities	100,930	102,600	94,165	4,935	5.24%	99,100
TOTAL	\$ 1,418,167	1,450,284	1,460,340	23,757	1.63%	1,484,097

- Categories
- Personnel - \$1,500 This category funds the professional development and training of staff.
 - Communications - \$9,450 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 - \$1,289,474 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 - \$18,900 This category funds maintenance of OCLC and automation.
 - Supplies - \$27,400 This category funds general supplies used in the operations of the Library.
 - Rent - \$12,500 This category funds costs associated with a copier machine.
 - Allocation - \$25,773 This category includes the Germantown Community Library's portion of insurance expenses.
 - Utilities - \$99,100 This category includes the department's utility costs (electricity and gas, water and sewer).

Performance Measures			
Operational Objective	To promote engagement with library customers		
Key Product/Service	Library services		
Target	Increase by 40%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
% Increase in usage of services	30%	56%	40%

Mission

Germantown Regional History and Genealogy Center

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

CATEGORY	Actual	Budget	Estimated	Amt. Chg.	% Chg.	Budget
	FY15	FY16	FY16			FY17
Personnel	\$ 150	200	200	-	0.00%	200
Professional Fees	38,885	46,458	46,458	2,984	6.42%	49,442
Supplies	12,644	9,350	9,775	(425)	-4.35%	9,350
Rent	203	774	774	(174)	-22.48%	600
Allocations	1,470	1,700	1,697	(12)	-0.71%	1,685
Utilities	16,489	16,357	16,357	1,400	8.56%	17,757
TOTAL	\$ 69,841	74,839	75,261	3,773	5.01%	79,034

Categories

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

Professional Fees - \$49,442 This category funds the contract services expenses of daily operations and management of the Tennessee Genealogical Library as well as credit card fees.

Supplies - \$9,350 This category includes the Tennessee Genealogical Library's portion of insurance expenses.

Rent - \$600 This category funds the costs associated with a copier machine.

Allocation - \$1,685 This category includes the Tennessee Genealogical Library's portion of insurance expenses.

Utilities - \$17,757 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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 59,740	70,322	70,991	16,437	23%	87,428
Communication	3,145	4,850	1,350	4,370	324%	5,720
Professional Fees	17,487	24,750	26,950	1,073	4%	28,023
Contract Services	3,422	3,500	3,500	-	0%	3,500
Insurance	-	3,000	3,000	-	0%	3,000
Other Maintenance	6,007	7,500	7,500	2,000	27%	9,500
Supplies	16,247	26,000	21,700	2,800	13%	24,500
Rent	6,701	6,000	5,000	-	0%	5,000
Allocations	-	-	-	1,090	100%	1,090
Capital Outlay	14,299	37,500	26,685	5,815	22%	32,500
Utilities	4,885	13,500	16,500	-	0%	16,500
TOTAL	\$ 131,933	196,922	183,176	33,585	18.33%	216,761

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Non-Exempt Wages	1.0 \$ 55,511	1.0 65,872	1.0 80,997
Fringe Benefits		4,229	5,119 6,431
DEPARTMENT TOTAL	1.0 \$ 59,740	1.0 70,991	1.0 87,428

Categories

Personnel - \$87,428 This category contains funds to cover personnel costs for the farm park.

Communications - \$5,720 This category funds marketing and notice publications, dues and subscriptions to American Gardening Society.

Professional Fees - \$28,023 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.

SPECIAL REVENUE FUND

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.

Other Maintenance - \$9,500 This category includes materials and supplies necessary to make drainage, structural repairs and general improvements.

Supplies - \$24,500 This category funds general supplies used in the operations of the farm.

Rent - \$5,000 This category funds costs associated with rental equipment used for seasonal work.

Allocations - \$1,090 This category includes the farm's portion of insurance expense.

Capital Outlay - \$32,500 This category is for IRP projects for entrance sign (cross country), storage shed, and Hoop House.

Utilities - \$16,500 This category includes the department's utility costs (electricity and gas, water, and sewer).

Performance Measures			
Strategic Objective	All funds are self-sustaining		
Key Product/Service	Finance		
Target	Percent of Transfer less than 65% of overall fund		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Farm Park Fund	84%	83%	<65%

Germantown Municipal School District

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

BUDGET CATEGORY SUMMARY

<u>CATEGORY</u>	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 34,678,193	37,972,000	37,193,296	1,779,704	4.79%	38,973,000
Communications	241,151	257,000	294,039	60,961	20.73%	355,000
Professional Fees	3,332,699	3,980,000	4,675,438	328,562	7.03%	5,004,000
Other Maintenance	666,538	384,000	707,855	191,145	27.00%	899,000
Insurance	238,000	242,000	241,781	22,219	9.19%	264,000
Supplies	1,495,707	3,894,000	2,637,656	(269,656)	-10.22%	2,368,000
Utilities	839,000	1,208,000	865,000	-	0.00%	865,000
Rents	145,000	145,000	144,672	7,328	5.07%	152,000
Allocations	301,000	-	287,468	(117,468)	-40.86%	170,000
Capital Outlay	1,456,210	1,351,000	2,398,000	3,384,000	141.12%	5,782,000
Contract Maintenance	635,000	1,158,000	658,294	1,706	0.26%	660,000
TOTAL	\$ 44,028,498	50,591,000	50,103,499	5,388,501	10.75%	55,492,000

- Categories
- Personnel - \$38,973,000 This category contains funds to cover personnel costs for the school system.
 - Communications - \$355,000 This category funds marketing and notice publications, dues and subscriptions and election expenses.
 - Professional Fees - \$5,004,000 This category funds the contract service expenses of daily operations and management for the school system.
 - Other Maintenance - \$899,000 This category includes expenses associated with equipment maintenance.
 - Insurance - \$264,000 This category includes the Municipal Schools' portion of insurance expenses.
 - Supplies - \$2,368,000 This category funds general supplies used in the operations of municipal school startup.
 - Utilities - \$865,000 This category includes utility costs (electricity and gas, water, and sewer).
 - Rent - \$152,000 This category funds costs associated with rental office space.
 - Allocations - \$170,000 This category funds the operating transfer to the Cafeteria Fund.
 - Capital Outlay - \$5,782,000 This category includes the purchase of capital and maintenance equipment and construction.
 - Contract Maintenance - \$660,000 This category includes contractual maintenance expenses.



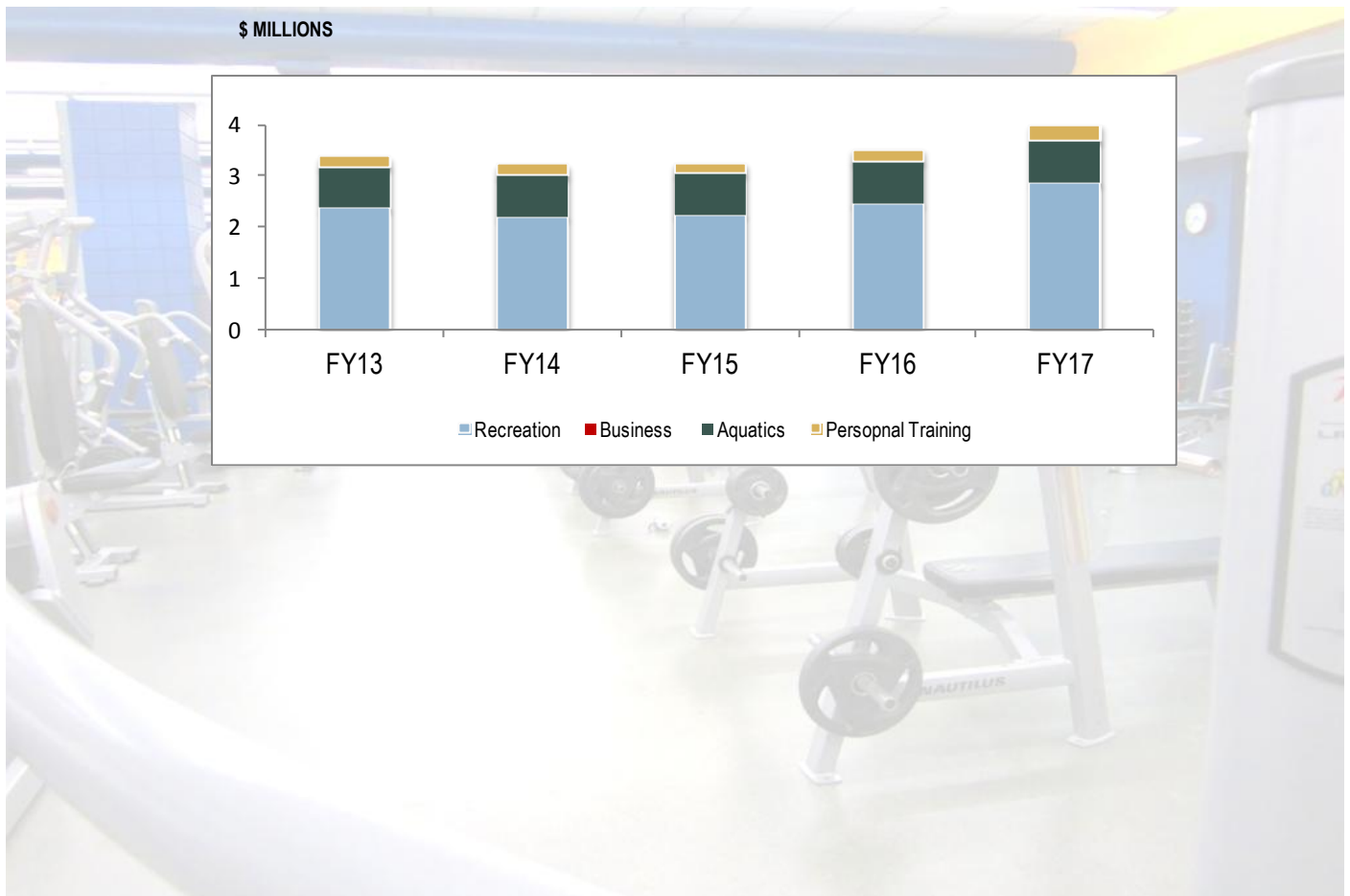
GERMANTOWN ATHLETIC CLUB FY17 BUDGET

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/kids area 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 EXPENDITURES





Germantown Athletic Club Recreation

Mission

To provide leisure and arts facilities and resources to Germantown Athletic Club (GAC) members plus Germantown citizens and others in the surrounding area while generating a balanced budget as an enterprise fund.

BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY 15	Budget FY 16	Estimated FY 16	Amt. Chg.	% Chg.	Budget FY 17
Personnel	\$ 951,408	1,105,779	1,083,685	218,855	20.20%	1,302,540
Communication	1,210	5,000	4,056	3,444	84.91%	7,500
Professional Fees	295,532	347,500	330,996	40,639	12.28%	371,635
Other Maintenance	92,687	125,000	91,981	38,319	41.66%	130,300
Supplies	125,378	154,500	154,451	3,499	2.27%	157,950
Rent	143,348	145,000	143,949	1,051	0.73%	145,000
Allocations	61,677	68,100	68,055	(2,001)	-2.94%	66,054
Depreciation	334,795	375,100	348,000	60,400	17.36%	408,400
Utilities	236,121	260,700	231,930	38,770	16.72%	270,700
Grants	396	-	-	-	-	-
TOTAL	\$ 2,242,552	\$ 2,586,679	2,457,281	402,798	16.39%	2,860,079
Capital Outlay	\$ 373,136	1,513,320	1,593,412	906,588	56.90%	2,500,000

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	5.0 \$ 270,155	6.0 391,857	6.0 436,281
Non-Exempt Wages	16.9 463,000	16.9 445,728	16.9 583,842
Other Compensation	2,324	1,828	2,900
Fringe Benefits	211,485	240,207	275,032
Other Personnel	4,444	4,065	4,485
DEPARTMENT TOTAL	21.9 \$ 951,408	22.9 1,083,685	22.9 1,302,540

Categories

Personnel - \$1,302,540 This category includes part of the salaries and benefits for the athletic club director, assistant club directors, business manager, youth activities coordinator, membership sales & services coordinator, administrative assistant, customer service representatives, custodial service supervisor,

ENTERPRISE FUND

cleaning services worker and part-time concessions workers, part-time customer service representatives, part-time child care attendants, part-time managers on duty and part-time recreation leaders.

Communication - \$7,500 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 - \$371,635 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 - \$130,300 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 - \$157,950 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 - \$145,000 This category provides rental of specialty and fitness equipment needed by the Germantown Athletic Club.

Allocations- \$66,054 This category includes the Germantown Athletic Club Recreation's portion of insurance expenses.

Depreciation - \$408,400 This category includes the annual depreciated valuation of the Germantown Athletic Club facilities and equipment.

Utilities - \$270,700 This line includes the Recreation's share of utility expenses (electricity, gas, water, sewer and local and long distance telephone).

Capital Outlay - \$2,500,000 This category includes the costs associated with CIP and IRP projects at the GAC. Specifically, this year's budget funds phase II renovations at the GAC.

Performance Measures			
Operational Objective	To increase profitability		
Key Product/Service	Membership		
Target	67%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Member retention	63%	64%	67%
Operational Objective	To increase profitability		
Key Product/Service	Net profit margin		
Target	12.5%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Net profit margin	20%	18.5%	12.5%

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	Budget	Estimated	Amt. Chg.	% Chg.	Budget
	FY15	FY16	FY16			FY17
Personnel	\$ 433,673	454,239	454,485	(9,582)	-2.11%	444,903
Supplies	42,795	58,020	39,450	16,100	40.81%	55,550
Allocations	26,879	30,350	30,312	(519)	-1.71%	29,793
Depreciation	190,699	192,835	188,600	-	0.00%	188,600
Utilities	110,635	125,600	116,560	(4,060)	-3.48%	112,500
TOTAL	\$ 804,681	861,044	829,407	1,939	0.23%	831,346

BUDGET PAYROLL SUMMARY

	FY15		FY16		FY17	
	Actual	Budget	Estimate	Budget	Actual	Budget
Ex empt Salaries	2.0	\$ 94,698	2.0	67,657	2.0	91,211
Non-Exempt Wages	13.5	290,545	13.5	316,329	13.5	284,279
Other Compensation	-	459	-	774	-	500
Fringe Benefits	-	46,524	-	69,025	-	64,274
Other Personnel	-	1,447	-	700	-	4,639
DEPARTMENT TOTAL	15.5	\$ 433,673	15.5	454,485	15.5	444,903

Categories

Personnel - \$444,903 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.

Supplies - \$55,550 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- \$29,793 This line includes the Athletic Club's portion of insurance costs for the aquatic facilities.

ENTERPRISE FUND

Depreciation - \$188,600 Included in this category is the annual charge representing depreciated valuation of aquatic facilities and equipment.

Utilities - \$112,500 This line includes the Aquatic's share of utility expenses (electricity, gas, water, sewer and local and long distance telephone).

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

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 101,442	300,960	97,972	21,923	22%	119,895
Professional Fees	106,109	-	124,899	57,601	46%	182,500
Supplies	1,135	5,500	4,130	7,570	183%	11,700
TOTAL	\$ 208,686	306,460	227,001	87,094	38%	314,095

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	1.0 \$ 36,125	1.0 10,500	1.0 43,379
Non-Exempt Wages	1.0 48,557	1.0 43,345	1.0 50,137
Fringe Benefits	- 16,760	- 44,127	- 26,304
Other Personnel	- -	- -	- 75
DEPARTMENT TOTAL	2.0 \$ 101,442	2.0 97,972	2.0 119,895

Categories

Personnel - \$119,895 Represented in this category are the salaries and benefits for a fitness training manager and personal trainers.

Professional Fees - \$182,500

Supplies - \$11,700 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. This category also includes non-capital assets ranging in value from \$500 to \$4,999.



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 PAYROLL SUMMARY

<u>CATEGORY</u>	<u>Actual FY15</u>	<u>Budget FY16</u>	<u>Estimated FY16</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY17</u>
Debt Service	\$ 22,896	19,224	19,224	(3,600)	-18.73%	15,624
TOTAL	\$ 22,896	19,224	19,224	(3,600)	-18.73%	15,624

Categories

Debt Service - \$15,624 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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 172,638	183,780	188,356	2,250	1.19%	190,606
Communication	993	1,000	1,000	-	0.00%	1,000
Professional Fees	46,761	52,200	53,235	(435)	-0.82%	52,800
Other Maintenance	64,817	75,200	75,200	-	0.00%	75,200
Supplies	24,069	22,600	21,600	1,100	5.09%	22,700
Rent	87,149	89,222	89,222	4,000	4.48%	93,222
Allocations	21,859	23,750	23,743	(976)	-4.11%	22,767
Depreciation	50,805	52,184	59,222	10,765	18.18%	69,987
Utilities	40,450	42,750	40,986	264	0.64%	41,250
TOTAL	\$ 509,541	542,686	552,564	16,968	3.07%	569,532
Capital Outlay	\$ 172,592	164,800	168,616	(168,616)	-100.00%	-

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	2.0	104,036	2.0
Non-Exempt Wages	1.0	28,721	1.0
Other Compensation	-	-	-
Fringe Benefits	-	39,881	-
Other Personnel	-	-	-
DEPARTMENT TOTAL	3.0	172,638	3.0
			\$ 190,606

Categories

Personnel - \$190,606 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

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 - \$52,800 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 - \$22,700 This line includes funds for the purchase of general office supplies, cleaning supplies, food supplies, and miscellaneous supplies.

Rent- \$93,222 This line includes the rental of a copy machine and the rental payments due to the Germantown Athletic Club for its portion of building depreciation.

Allocations- \$22,767 This line includes the Great Hall's portion of insurance costs.

Depreciation - \$69,987 Included in this category is the annual charge representing depreciated valuation of the Great Hall & Conference Center.

Utilities - \$41,250 This line includes the Great Hall & Conference Center's share of utility expenses (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures			
Strategic Objective	All funds are self-sustaining		
Key Product/Service	City Services and Finance		
Target	Reach 0% transfer from General Fund in 1 to 2 years		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budget
	55%	52%	40%
Operational Objective	To meet customer expectations		
Key Product/Service	Meeting/Banquet Room rental		
Target	99%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budget
Customer satisfaction	99%	97%	99%
Operational Objective	To increase funding of operations		
Key Product/Service	Meeting/Banquet Room rental		
Target	\$437,807		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budget
Total revenue	\$410,450	\$437,458	\$437,807

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>	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Debt Service	\$ 8,904	7,476	7,476	(1,400)	-18.73%	6,076
TOTAL	\$ 8,904	7,476	7,476	(1,400)	-18.73%	6,076

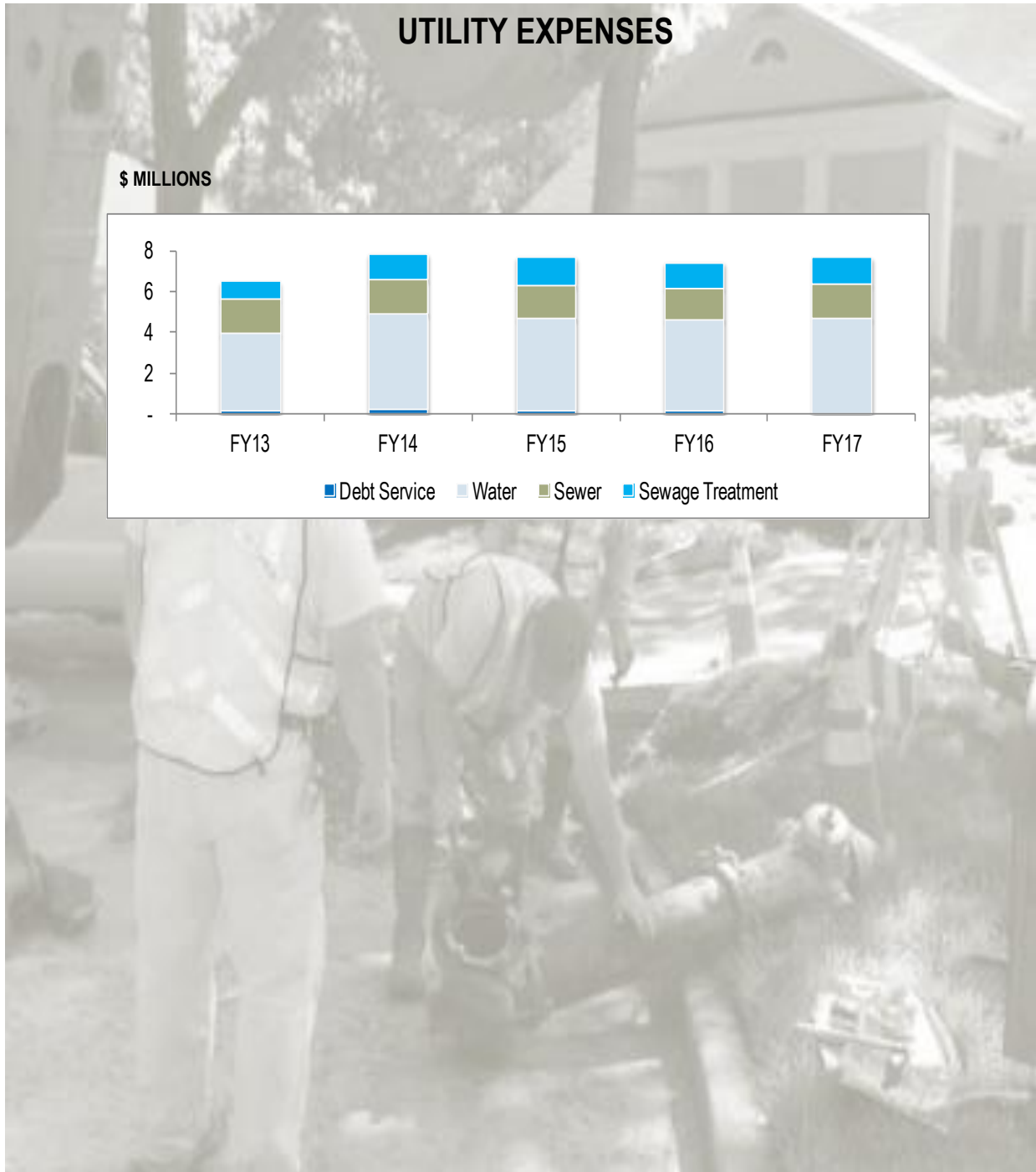
Categories Debt Service - \$6,076 This category includes the Great Hall's interest portion of the \$2.5 million General Intergovernmental loan.



UTILITIES

FY17 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

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. Outstanding principal of the Utility Fund at July 1, 2016 is \$2,700,000. During the year, principal of \$1,035,000 and interest of \$87,300 will be paid. The principal balance at June 30, 2017, will be \$1,665,000.

<u>Security</u>	<u>Balance 7/1/2016</u>	<u>Principal Payment</u>	<u>Balance 6/30/2017</u>	<u>Interest Expense</u>
<u>Existing:</u>				
2008 Water Revenue Bonds	\$ 1,700,000	545,000	1,155,000	57,100
2006 Water Revenue Bonds	1,000,000	490,000	510,000	30,200
Total FY17 Debt	<u>\$ 2,700,000</u>	<u>1,035,000</u>	<u>1,665,000</u>	<u>87,300</u>
	<u>Existing Principal</u>	<u>Existing Interest</u>	<u>Future Principal</u>	<u>Future Interest</u>
<u>Proposed:</u>				
FY18	1,075,000	45,100	-	-
FY19	590,000	11,800	-	-
FY20	-	-	-	-
Thereafter	-	-	-	-
Total Debt Service	<u>\$ 1,665,000</u>	<u>56,900</u>	<u>-</u>	<u>-</u>

BUDGET CATEGORY SUMMARY

<u>CATEGORY</u>	<u>Actual FY15</u>	<u>Budget FY16</u>	<u>Estimated FY16</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY17</u>
Debt Service	\$ 147,302	127,800	127,800	(40,500)	-31.69%	87,300
Agency Fees	250	250	250	-	0.00%	250
TOTAL	<u>\$ 147,552</u>	<u>128,050</u>	<u>128,050</u>	<u>(40,500)</u>	<u>-31.63%</u>	<u>87,550</u>

Categories Debt Service - \$87,300 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

Six 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 210 miles of water mains, 2,606 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

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 1,377,348	1,277,954	1,231,497	(70,217)	-5.70%	1,161,280
Communication	73,891	87,500	87,500	-	0.00%	87,500
Professional Fees	91,099	115,000	104,750	10,250	9.79%	115,000
Insurance	3,575	5,000	9,600	(4,600)	-47.92%	5,000
Other Maintenance	38,221	85,000	85,000	-	0.00%	85,000
Supplies	157,012	216,000	225,700	(9,700)	-4.30%	216,000
Rent	-	-	-	-	-	-
Allocations	754,920	464,420	644,764	138,957	21.55%	783,721
Roads & Mains	101,020	120,000	115,000	5,000	4.35%	120,000
Depreciation	1,003,171	1,129,267	1,029,598	8,000	0.78%	1,037,598
Utilities	625,241	704,600	650,510	19,090	2.93%	669,600
Pilot	305,545	301,917	301,917	-	0.00%	301,917
TOTAL	\$ 4,531,043	4,506,658	4,485,836	96,780	2.16%	4,582,616
Capital Outlay	\$ 1,126,062	325,000	284,757	263,778	92.63%	170,000

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	2.0 \$ 216,402	1.0 135,098	1.0 68,124
Non-Exempt Wages	15.0 671,609	15.0 648,256	15.0 652,529
Other Compensation	70,448	75,000	80,000
Fringe Benefits	411,835	365,643	349,627
Other Personnel	7,054	7,500	11,000
DEPARTMENT TOTAL	17.0 \$ 1,377,348	16.0 1,231,497	16.0 1,161,280

Categories

Personnel - \$1,161,280 This category includes salaries, wages and benefits for the water services superintendent, crew supervisors, lead water plant operator, lead meter reader, meter readers, sr. meter reader, utility billing specialist, maintenance technician, utility locator, water distribution field supervisor, water plant operators, sr. maintenance worker and water plant technician. 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 \$54.90 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 - \$87,500 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 \$84,000 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 - \$216,000 This category includes funds necessary to purchase chemical supplies used for the treatment and production of water, office supplies, uniforms for employees and small tools. Additionally, funds are included to purchase all paper supplies necessary to produce the monthly utility bills as well as non-capital assets, which range in value between \$500 and \$4,999.

Allocation - \$783,721 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.

UTILITY FUND

Roads and Main – \$120,000 Funds in this category are to purchase parts, supplies and construction material required to repair and maintain 210 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.

Depreciation - \$1,037,598 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 - \$669,600 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 - \$170,000 This category includes the costs associated with the CIP and IRP projects of well field maintenance and water mains maintenance.

Performance Measures			
Strategic Objective	Enhanced protection and conservation of water resources are priorities		
Key Product/Service	Natural Resources		
Target	< 60 ppm		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Water hardness: total PPM	n/a	n/a	<60 ppm
Strategic I Objective	Enhanced protection and conservation of water resources are priorities		
Key Product/Service	Natural Resources		
Target	No aquifer level changes plus or minus 10' fluctuation		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Rate of change in aquifer levels, feet below land surface	n/a	n/a	+ or – 10 feet
Operational Objective	To produce and deliver adequate water supply to utility customers		
Key Product/Service	Portable water		
Target	99.9%		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Water system availability	99.9%	99.9%	99.9%



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 211 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 FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Personnel	\$ 354,283	340,249	344,057	14,438	4.20%	358,495
Communication	-	600	600	-	0.00%	600
Professional Fees	-	-	-	-	-	-
Insurance	392	5,000	1,500	3,500	233.33%	5,000
Other Maintenance	2,722	5,000	2,700	2,300	85.19%	5,000
Supplies	16,116	26,700	17,700	7,000	39.55%	24,700
Rent	-	100	-	-	-	-
Allocations	366,146	226,547	292,263	85,697	29.32%	377,960
Roads & Mains	26,832	35,000	26,000	7,000	26.92%	33,000
Depreciation	653,270	691,771	672,000	13,333	1.98%	685,333
Utilities	12,487	16,000	13,370	2,230	16.68%	15,600
PILOT	187,270	182,466	177,524	4,942	2.78%	182,466
TOTAL	\$ 1,619,518	1,529,433	1,547,714	140,440	9.07%	1,688,154
Capital Outlay	\$ 301,718	1,178,000	1,178,000	(978,000)	-83.02%	200,000

BUDGET PAYROLL SUMMARY

	FY15 Actual	FY16 Estimate	FY17 Budget
Exempt Salaries	1.0 \$ 62,779	1.0 65,387	1.0 68,961
Non-Exempt Wages	4.0 155,095	4.0 151,052	4.0 155,853
Other Compensation		19,130	24,000
Fringe Benefits		116,874	103,118
Other Personnel		405	500
DEPARTMENT TOTAL	5.0 \$ 354,283	5.0 344,057	5.0 358,495

UTILITY FUND

Categories

Personnel – \$358,495 This category includes salaries, wages and benefits for the superintendent of utility field operations, waste water collections field supervisor, heavy equipment operator, equipment operator, and maintenance technician. 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 - \$24,700 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.

Allocation - \$377,960 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 –\$ 33,000 This category funds the purchase of supplies and construction material required to make repairs and maintain the sanitary sewer main.

Depreciation - \$685,333 Funds in this category are for the annual depreciated valuation of equipment and sewer mains that make up the sanitary sewer system.

Utilities - \$15,600 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 - \$200,000 This category includes the costs associated with the CIP and IRP projects of sewer line maintenance.

Performance Measures			
Operational Objective	To adequately collect and transport sewage		
Key Product/Service	Sewer collection		
Target	< 5 annually		
Performance Measure	FY15 Actual	FY16 Actual	FY17 Budgeted
Sewer system backups	2	<1	<5

Sewer 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 35% of the current user fee to the City of Memphis for sewer treatment, which will continue through FY17. 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

CATEGORY	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Contract Services	\$ 1,384,933	955,000	1,250,000	50,000	4.00%	1,300,000
TOTAL	<u>\$ 1,384,933</u>	<u>955,000</u>	<u>1,250,000</u>	<u>50,000</u>	<u>4.00%</u>	<u>1,300,000</u>

Categories

Sewer Fees to Memphis - \$ 1,300,000 Under contract, Germantown pays 35% 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 January 2015.



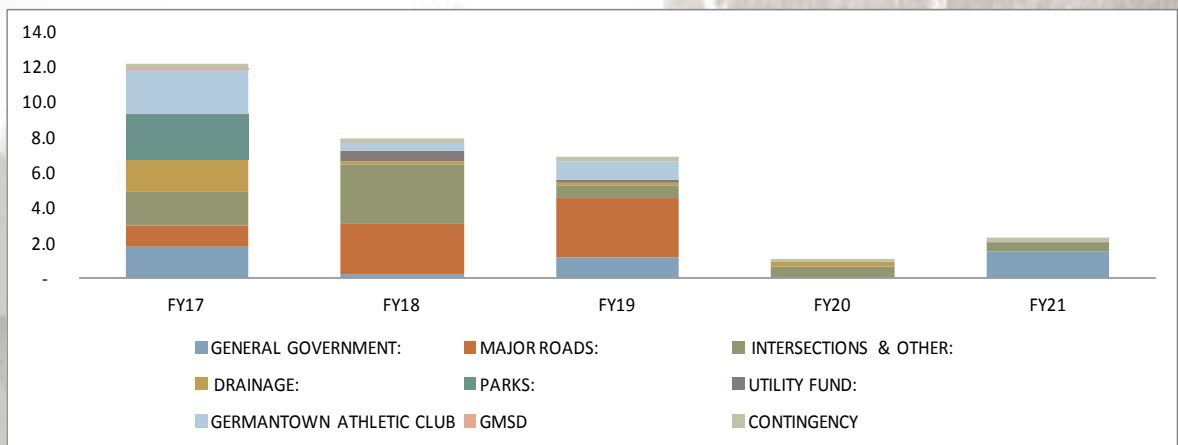
CAPITAL IMPROVEMENTS PROGRAM

FY17 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, Germantown Municipal School District 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 FY17-21 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 – NO 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 FY17 is fixed at \$250,000 and is reviewed annually by both the Financial Advisory Commission and Board of Mayor and Aldermen.

GENERAL GOVERNMENT

City Hall Structure Work					
Description					
Repairs to settlement cracks within the brick walls of the Council Chambers. There are not any significant structural issues. Settlement probably the result of original construction.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$60,000	
TOTAL					\$60,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

100 Foot Aerial Platform Replacement					
Description					
The new fire engine will replace Fire Engine F-149 that is 17 years old exceeding the normal useful life for this apparatus type of 15 years.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$1,475,000	
TOTAL					\$1,475,000
Net Operating Financial Impact: This project is expected to save \$47,000 in maintenance cost.					

Court Clerk's Design Renovation					
Description					
Acquire professional services to re-design and improve the existing office space in the Court Clerk's Office for more efficient utilization of space. Project will maximize existing work space and add an additional cashier station and provide a locked secured area for court files.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$10,000	
TOTAL					\$10,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

GENERAL GOVERNMENT

City Hall Rain Garden Improvements					
Description					
This project will provide erosion control along Farmington Boulevard adjacent to City Hall. The erosion in the roadside ditch is getting progressively worse and will eventually erode into City Hall grounds.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$80,000	
TOTAL					\$80,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

GPAC Grove					
Description					
Design and improvements to the Grove adjacent to north side of the Germantown Performing Arts Center for the establishment of an outdoor venue for concerts and other outdoor related entertainment.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$150,000				
TOTAL					\$150,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

TOTAL GENERAL GOVERNMENT

\$ 1,775,000

MAJOR ROADS

Poplar Avenue Culvert Replacement Phase IV - Design & Construction					
Description					
Continuation of an ongoing project to repair and/or replace 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 have been replaced or repaired to date.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
					\$650,000
TOTAL					\$650,000
Net Operating Financial Impact: Upgrades to the drainage infrastructure will reduce the maintenance responsibility of Public Services by approximately \$5,000.					

Forest Hill Irene Road Traffic /Safety Improvements – Widening Farmoor Rd. to Winchester Road - Design					
Description					
Design of traffic and safety improvements on the unimproved sections of Forest Hill Irene Rd. from Farmoor Rd. to Winchester Rd.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$400,000				
TOTAL					\$400,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

Winchester Road Milling and Paving – Forest Hill Irene to eastern City Limits (Design)					
Description					
This project will provide plans and specifications for the resurfacing of Winchester Road from Forest Hill Irene to the eastern City Limits. Including milling, paving and stripping.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$20,000				\$80,000
TOTAL					\$100,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

MAJOR ROADS

Median – Germantown Road South					
Description					
This project will provide landscaping and irrigation within the median on the recently improved South Germantown Road from Stout Road to Crestridge Road.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$57,000				
TOTAL					\$57,000
Net Operating Financial Impact: This project will increase irrigation expense by approximately \$500.					

TOTAL MAJOR ROADS

\$ 1,207,000

INTERSECTIONS & OTHER

Wolf River Boulevard/ Germantown Road Intersection Improvements - ROW Acquisition					
Description					
Right of Way acquisition for traffic signal modifications and the addition of lanes: <ul style="list-style-type: none"> • SB G'town – 4 thru lanes, double lefts to EB WRB • NB G'own – 3 thru lanes, double lefts to WB WRB • EB WRB – triple lefts to NB G'town, 2 thru lanes • WB WRB – 3 thru lanes, 1 dedicated turn to SB G'town, dedicated right turn to NB G'town Project was initiated in FY13 as a result of the Medical District Transportation Study Project					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
					\$750,000
TOTAL					\$750,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

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			\$25,000	
TOTAL					\$50,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

Safe Routes To School					
Description					
This project will create safe, convenient, and fun opportunities for elementary and middle school students to bicycle and walk to and from schools. Infrastructure improvements include new sidewalks, bike lanes and signage.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
					\$155,000
TOTAL					\$155,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

INTERSECTIONS & OTHER

Signal Upgrades – Hacks Cross Rd. and Poplar Pike, Kirby and Poplar Ave. & Poplar Pike/Germantown Rd./Arthur Rd. - Design					
Description					
<p>Project involves Professional Services and construction of upgrades at these intersections. The upgrades involve replacing wooden/concrete poles and span wires with Germantown's standard mast arms, installing video detection and emergency vehicle pre-emption devices as necessary and updating striping and signage as necessary.</p>					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
					\$300,000
TOTAL					\$300,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

Decorative Street Signs					
Description					
<p>This is an ongoing capital project. The signs are currently offered to neighborhoods on a cost-sharing basis. The cost of the street signposts is split 50/50 with the neighborhood and the City assumes 100% of the cost for the installation of the stop signs. In addition, the sign blade has an area for each neighborhood to install a decorative logo that helps to identify the neighborhood.</p> <p>This year's project includes Duntreath East (25 street /20 stop). Duntreath East has submitted payment for their share.</p>					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$150,000	
TOTAL					\$150,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

INTERSECTIONS & OTHER

Central Business District Streetscape Master Plan - Construction					
Description					
<p>Implementation of the Central Business Streetscape Master Plan to enhance the character of the Central Business District by improving the visual elements of streets, sidewalks, street furniture, trees and open spaces.</p> <p>Old Germantown will be addressed initially.</p>					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$500,000	
TOTAL					\$500,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

Oak Manor Drive - Railroad Crossing Improvements					
Description					
<p>Large vehicles have a history of becoming stuck on the railroad tracks at this location. The State and Railroad are requiring improvements to this crossing.</p>					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
					\$30,000
TOTAL					\$30,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

TOTAL INTERSECTION/OTHER

\$ 1,935,000

DRAINAGE

Annual Miscellaneous Drainage Improvements					
Description					
This project involves design and construction of necessary improvements to small, isolated existing drainage problems inside existing public easements in residential back yards and in public streets to alleviate flooding and erosion issues.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$50,000	
TOTAL					\$50,000
Net Operating Financial Impact: Improvements will result in a \$1,000 reduction in maintenance responsibility by the Public Services Department.					

Lateral F Bank Protection					
Description					
This project is located approximately 300 feet north of Wolf River Boulevard adjacent to Grove Park 1 st Addition. The stream banks are severely eroding and encroaching on private property.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$700,000			\$20,000	
TOTAL					\$720,000
Net Operating Financial Impact: Improvements will result in a \$1,000 reduction in maintenance responsibility by the Public Services Department.					

Howard Road/McVay Road Culvert Replacement					
Description					
This project involves replacement/reconstruction of the two existing 24 inch corrugated metal pipes under Howard Road just south of McVay Road and in need of replacement. Public Works is constantly patching Howard Road, above these two 24 inch corrugated metal pipes due to failure. The corrugated metal pipes are at the end of their life expectancy.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$800,000				
TOTAL					\$800,000
Net Operating Financial Impact: Improvements will result in a \$500 reduction in maintenance responsibility by the Public Services Department.					

City Wide Master Drainage Plan – Phase I					
Description					
<p>The goal of this plan is to develop a comprehensive drainage plan for the entire city that addresses existing drainage and flooding problems and avoids creating future ones. This plan would develop a master drainage plan to provide the city with sufficient, up-to-date, and accurate information to systematically plan and manage its drainage systems and provide a higher flood protection to its citizens, communities, properties, and infrastructure investments. The plan will contain information to existing drainage system conditions, location and extent of drainage problem areas, inadequate systems, proposed improvements, cost associated with the criteria for future drainage improvements and land.</p>					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$150,000	
TOTAL					\$150,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

Allenby Lake Spillway Evaluation & Design					
Description					
<p>This project will evaluate and design the repair to the spillway that has collapsed on the city owned lake located adjacent to the Allenby Lake Subdivision and south of the new Wolf River Boulevard.</p> <p>The cave-in of the spillway has caused the lake’s level to recede resulting in swap like conditions adjacent to the subdivision.</p>					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$50,000	
TOTAL					\$50,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

TOTAL DRAINAGE

\$ 1,770,000

PARKS

Comprehensive Parks & Recreation Master Plan Update					
Description					
<p>The Parks and Recreation Parks and Open Space Master Plan that was updated in 2011 and although it has served the Department well, a more progressive plan is needed to address new challenges.</p> <p>An RFQ with a well defined scope of services and design team qualifications/experiences will outline the comprehensive planning process desired by the Parks and Recreation Department using the CAPRA standard. Elements of the plan will include but not be limited to:</p> <ul style="list-style-type: none"> • Executive Summary • Trend Analysis • Park Standards and Classifications • Germantown Parks and Recreation Services Inventory • Demand and Needs Assessment • Action Plans • Conceptual Site Plan and Funding Recommendations 					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$165,000	
TOTAL					\$165,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

Wolf River Blvd. Greenway Trail VI Connector - Cameron Brown Park to Eastern Trail Head					
Description					
<p>The project will provide a connector from the new greenway trail from Cameron Brown Park to the eastern Trail Head near Farmington Boulevard.</p>					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$216,000			\$110,000	\$1,303,000
TOTAL					\$1,629,000
Net Operating Financial Impact: This project should increase maintenance expense by approximately \$500.					

PARKS/GERMANTOWN ATHLETIC CLUB

Wolf River Blvd. Greenway Trail VI Connector – Nashoba Park to New Trail Head					
Description					
Funding has been applied for through a Competitive Grant Application with the State's Transportation Alternative Programs Office.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
				\$160,000	\$640,000
TOTAL					\$800,000
Net Operating Financial Impact: This project should increase maintenance expense by approximately \$500.					

TOTAL PARK

\$ 2,594,000

GERMANTOWN ATHLETIC CLUB

Germantown Athletic Club Expansion Construction Phase II					
Description					
Phase II Construction consists of:					
<ul style="list-style-type: none"> • Covering the track level over the first basketball court to be used for a cardio deck and stretching area. Allows for an increase in cardio equipment not currently offered • Below will be an enclosed designated group fitness area that can be configured into separate rooms • Renovation of the hall wall between the basketball court and hallway 					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$2,500,000				
TOTAL					\$2,500,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

TOTAL GERMANTOWN ATHLETIC CLUB

\$ 2,500,000

UTILITY FUND/MUNICIPAL SCHOOLS

UTILITY FUND

Annexation Area Water Main Extension - Design					
Description					
This project will design a 12 inch water main down (approximately 5,000 feet) the MLGW / TVA easement along the eastern boundary of the City from Poplar Avenue to Winchester Road. This will provide adequate water supply and pressure to serve all of the annexed area including those properties south of Winchester Road. With this action, the City can take over all water service provision in the annexation area.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$50,000				
TOTAL					\$50,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

TOTAL UTILITY FUND

\$ 50,000

MUNICIPAL SCHOOLS

New School Design					
Description					
Project will provide funds for the design a new school within the Germantown Municipal School District.					
Funding Sources:	Reserves	Grants	Bonds	Hall	State & Federal
	\$100,000				
TOTAL					\$100,000
Net Operating Financial Impact: There is no additional operating cost associated with this project.					

TOTAL MUNICIPAL SCHOOLS

\$ 100,000

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	\$ 1,775,000
Major Roads	1,207,000
Intersections/Other	1,935,000
Drainage	1,770,000
Parks	2,594,000
Athletic Club	2,500,000
Utility	50,000
Municipal Schools	100,000
Contingency	250,000

TOTAL FY17 CAPITAL IMPROVEMENTS PROGRAM

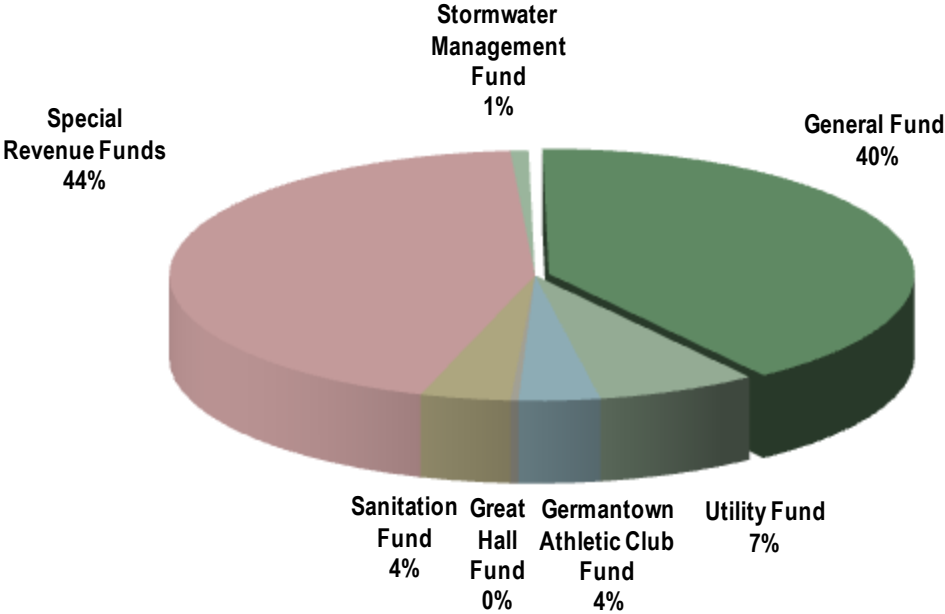
\$ 12,181,000



REVENUE PROJECTIONS

This section presents an analysis of projected revenues for FY17 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, Automated Enforcement Fund, Drug Fund, Pickering Fund, Federal Asset Forfeiture, Ambulance Fund, Germantown Municipal School District Fund, Farm Park 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 FY17 PROJECTED REVENUES

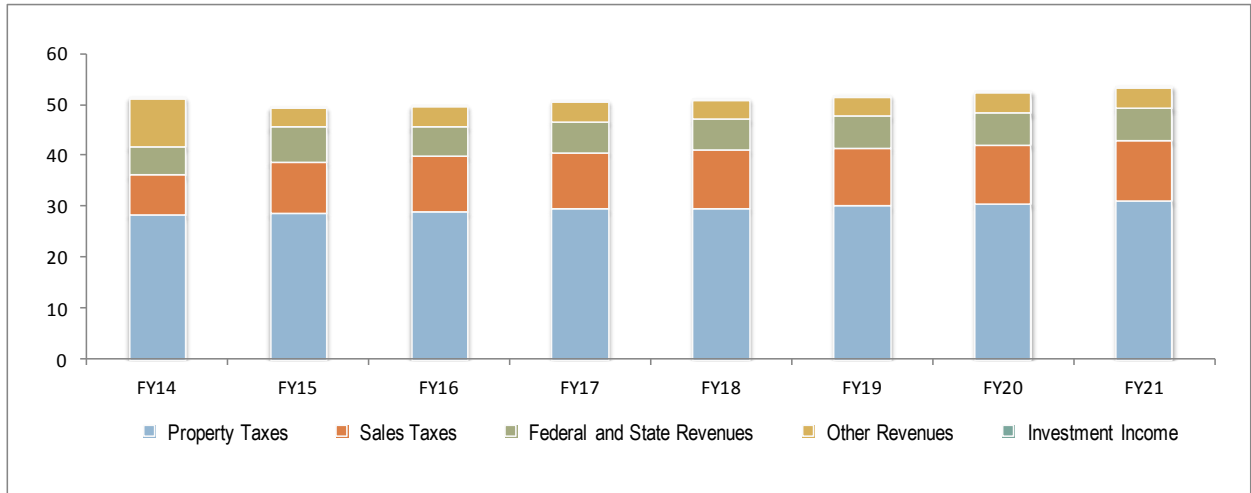


GENERAL FUND REVENUE PROJECTIONS

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	BUDGET	Budget
		FY15	FY16	FY17
010-0000-311.10-00	Real Property Tax	\$ 26,487,900	26,835,400	27,200,000
010-0000-311.20-00	Personal Property Tax	770,550	788,000	800,000
010-0000-311.30-00	PILLOT	492,815	484,683	484,683
010-0000-313.00-00	Penalties and Interest	121,421	130,000	130,000
010-0000-315.10-00	TVA	465,032	459,400	459,400
010-0000-315.20-00	MLG&W	295,652	300,000	300,000
010-0000-316.10-00	Local Option Sales Tax	5,534,730	8,300,000	6,110,717
010-0000-316.10-01	Contra - 20 year Annex Local Option Sales	(57,264)	(53,000)	-
010-0000-316.10-10	.5 Percent Sales Tax	2,484,727	-	2,748,414
010-0000-317.10-00	Wholesale Beer Tax	327,809	352,800	450,000
010-0000-317.20-00	Wholesale Liquor Tax	456,779	392,740	550,000
010-0000-318.10-00	Gross Receipts Business Tax	495,574	510,000	510,000
010-0000-318.20-00	Business Tax Interest	-	100	100
010-0000-318.30-00	Business Tax Penalty	-	229	229
010-0000-318.50-00	Business Collection Fees	-	40	40
010-0000-319.10-00	Cable TV and Telecommunication	786,895	618,000	790,000
010-0000-319.20-00	Room Occupany Tax	826,812	663,000	820,000
010-0000-321.10-00	Automobile Registration	891,675	889,870	889,870
010-0000-322.10-00	Retail Beer Licenses	19,313	7,500	7,500
010-0000-322.20-00	Retail Liquor Licenses	13,650	13,200	13,200
010-0000-324.10-00	Animal Registration Fees	73,661	79,500	79,500
010-0000-326.10-00	Fence and Sign Permits	6,370	60,000	6,000
010-0000-326.20-00	Building Permits	66,519	50,000	50,000
010-0000-326.40-00	Subdivision Engineering	39,372	20,000	30,000
010-0000-326.50-00	Zoning Application Fees	33,350	20,000	25,000
010-0000-331.90-00	Grants - Federal/State	293,951	100,000	100,000
010-0000-335.10-00	State Sales Tax Allocation	3,042,711	3,029,200	3,249,992
010-0000-335.20-00	State Income and Excise Tax (Hall)	3,202,426	2,500,000	2,500,000
010-0000-335.30-00	State Beer Tax Allocation	19,190	20,062	20,062
010-0000-335.40-00	State Liquor Tax Allocation	161,638	110,000	120,000
010-0000-335.40-01	GMSD Tax Distribution	(68,119)	-	-
010-0000-335.90-00	City Street and Transportation Tax Allocation	81,893	82,252	82,252
010-0000-342.30-00	Fire Inspection Fees	17,180	13,000	13,000
010-0000-351.10-00	City Court Costs	167,934	300,000	160,000
010-0000-351.11-00	City Court Fines	119,348	140,000	120,000
010-0000-351.11-01	Fines Forfeitures	735	-	-
010-0000-351.20-00	Other Court Revenue	457,856	300,000	460,000
010-0000-351.30-00	Animal Impoundment Fees	4,743	3,500	5,000
010-0000-353.01-00	Fines - Library	58,261	52,000	52,000
010-0000-361.10-00	Investment Income	40,589	25,000	35,000
010-0000-361.11-00	Loan Interest - Civic Centre	34,400	26,700	30,000
010-0000-362.00-00	Rental Revenue - WTF	318,607	340,600	315,000
010-0000-362.10-00	Rental Revenue - GPAC	120,000	120,000	85,000
010-0000-362.20-00	Library Materials	19,091	19,000	19,000
010-0000-362.41-00	Parks - Taxable	7,231	7,550	7,550
010-0000-367.10-00	Friends of Library	10,381	10,000	10,000
010-0000-367.30-00	Senior Expo Revenue	19,975	19,975	19,975
010-0000-367.90-00	Playground Registrations Revenue	30,921	39,800	39,800
010-0000-368.01-00	Gain/Loss Sale of Assets	30,003	-	-
010-0000-369.10-00	Other Revenue	373,705	300,000	370,000
010-0000-369.15-00	Surplus Equipment Sales - GovDeals	25,974	15,000	15,000
010-0000-369.20-00	Library - Printing & Misc.	12,375	11,600	11,600
010-0000-369.25-00	Library/Friends Book Sale	3	-	-
010-0000-369.30-00	Farm Park Rent	-	-	-
010-0000-369.80-00	Debt Proceeds	-	-	-
010-0000-369.90-00	Other Financing Sources	-	-	220,756
010-0000-369.99-00	Credit Card Fees: Gain/Loss	24,149	-	-
010-0000-369.99-01	Cash Short/Over	(16)	-	-
TOTAL REVENUES		\$ 49,260,477	48,506,741	50,515,640

Current Real Property Tax **\$27,200,000**

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 120 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 **\$800,000**

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 **\$459,400**

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 **\$300,000**

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 **\$6,110,717**

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 1.5% growth rate.

.5 Percent Sales Tax **\$2,748,414**

In 2012, the City increased its sales tax rate from 2.25% to 2.75%, except were different sales tax rates for particular goods and services are set by statute and are not subject to variation by ordinance. The city receives 98.875% of this revenue, with the state deducting 1.125% for administrative cost.

GENERAL FUND

<u>Wholesale Beer Taxes</u>	<u>\$450,000</u>
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 22 nd directly from wholesalers. The revenue has increased steadily the last several years. Projections are based on a 2% annual growth.	
<u>Wholesale Liquor Taxes</u>	<u>\$550,000</u>
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. This revenue is projected to continue at the current level.	
<u>Gross Receipts Business</u>	<u>\$510,000</u>
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.	
<u>Business Tax Interest</u>	<u>\$100</u>
Interest collected by the State of Tennessee on the gross receipts for late tax filings.	
<u>Penalty – Business</u>	<u>\$229</u>
Penalties collected by the State of Tennessee on the gross receipts for late tax filings.	
<u>Business Collection Fees</u>	<u>\$40</u>
A recording fee charged for a business moving locations.	
<u>Cable TV Franchise Fee</u>	<u>\$790,000</u>
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.	
<u>Hotel/Motel Occupancy Tax</u>	<u>\$820,000</u>
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 the 30 days). Collections from the customer are remitted to the City by the 20 th 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 3%.	
<u>Automobile Registration</u>	<u>\$889,870</u>
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 FY16 plus an annual increase of 2.65 autos per living unit, times growth in living units projected at 15 per year.	
<u>Retail Beer Licenses</u>	<u>\$7,500</u>
A fee of \$250 per application and a \$100 beer (\$150 wine) annual permit renewal fee. A total of 48 licenses are in effect now, and has no projected growth.	
<u>Retail Liquor Licenses</u>	<u>\$13,200</u>

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.

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 **\$6,000**

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 **\$50,000**

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 **\$30,000**

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 **\$25,000**

Zoning application fees range from \$600 to \$3,600 depending on size and proposed use.

Grants – Federal, State **\$100,000**

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

State Sales Tax Allocation **\$3,249,992**

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.

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.

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.

GENERAL FUND

State Liquor Taxes Allocation **\$120,000**

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

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 **\$13,000**

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

City Court Costs **\$160,000**

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 3% annual growth factor.

City Court Fines **\$120,000**

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 **\$460,000**

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 **\$5,000**

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, \$1.00 per day per item for interlibrary loan materials, \$1.00 per day per item for Book Club books and \$1.00 per day per kit for Book Club kits.

Investment Income **\$35,000**

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 **\$30,000**

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 **\$315,000**

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 **\$85,000**

Revenue received from facility rentals at GPAC.

Library Materials **\$19,000**

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 **\$7,550**

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 **\$19,975**

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

Playground Program **\$39,800**

Program fees collected for the Summer Playground program. The "Summer Playground Program" is a partial day program (fee is \$515/child).

Other Revenues **\$370,000**

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 **\$15,000**

Monies collected from the disposition of surplus or confiscated items.

Library – Printing & Misc. **\$11,600**

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

Other Financing Sources **\$220,756**

The payment received from the FY16 Interfund Reimbursement Agreement between the City of Germantown and Germantown Municipal School District. GMSD reimburses the city for the principal amount of \$4 million dollars plus interest and pro rata share of all cost association with the issuance of the 30 year bond.

TOTAL GENERAL FUND REVENUES **\$50,515,640**

SPECIAL REVENUE FUND REVENUE PROJECTIONS

STATE STREET AID FUND

	Actual FY15	Budget FY16	Estimated FY16	% Chg.	Budget FY17
State Gasoline Tax Allocation	\$ 1,059,320	1,050,000	1,060,000	-0.47%	1,055,000
Investment Income	281	-	-	-	-
General Fund Transfer	1,650,000	1,850,000	1,850,000	-10.81%	1,650,000
TOTAL REVENUES	\$ 2,709,601	2,900,000	2,910,000	-7.04%	2,705,000

State Gasoline Tax Allocation

\$1,055,000

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 \$28.

Transfer In- General Fund

\$1,650,000

Funds transferred from the General Fund to cover additional expenses.

AUTOMATED ENFORCEMENT FUND

	Actual FY15	Budget FY16	Estimated FY16	% Chg.	Budget FY17
Red Lights	\$ 250	250,000	3,250	-100.00%	-
General Fund Transfer	75,000	75,000	34,358	-100.00%	-
TOTAL REVENUES	\$ 75,250	325,000	37,608	-100.00%	-

SPECIAL REVENUE FUND REVENUE PROJECTIONS

DRUG ASSET FORFEITURE FUND

	Actual FY15	Budget FY16	Estimated FY16	% Chg.	Budget FY17
Drug Enforcement Revenues	\$ 340,338	350,000	350,000	0.00%	350,000
TOTAL REVENUES	\$ 340,338	\$ 350,000	\$ 350,000	0.00%	350,000

Drug Enforcement Revenues

\$350,000

Funds received from court fines and seizures.

PICKERING COMPLEX FUND

	Actual FY15	Budget FY16	Estimated FY16	% Chg.	Budget FY17
Classes Revenues	\$ 28,921	27,405	27,405	4.00%	28,500
Senior Events Revenues	5,602	6,615	6,615	0.00%	6,615
Other Revenue	(1)	-	-	-	-
Other Revenue - Taxable	31,337	31,729	31,729	0.00%	31,729
TOTAL REVENUES	\$ 65,859	65,749	65,749	1.67%	66,844

Classes

\$28,500

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

\$6,615

Funds received for senior events, including special events, day trips, and commissions.

Other Revenue – Taxable

\$31,729

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

SPECIAL REVENUE FUND REVENUE PROJECTIONS

FEDERAL ASSET FORFEITURE FUND

	<u>Actual FY14</u>	<u>Budget FY15</u>	<u>Estimated FY16</u>	<u>% Chg.</u>	<u>Budget FY17</u>
Other Revenues/Forfeiture \$	38,887	50,000	50,000	0.00%	50,000
TOTAL REVENUES \$	38,887	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>Actual FY15</u>	<u>Budget FY16</u>	<u>Estimated FY16</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY17</u>
BEP	\$ 23,109,000	24,463,000	24,221,000	856,000	3.53%	25,077,000
ADA	15,523,000	20,400,000	15,612,000	596,000	3.82%	16,208,000
Federal Grants	1,334,000	1,846,000	2,061,000	(132,000)	-6.40%	1,929,000
Other Revenues	1,113,000	90,000	653,000	48,000	7.35%	701,000
Charges for Services	562,000	821,000	878,000	(43,000)	-4.90%	835,000
County Commission	27,000	752,000	950,000	371,000	39.05%	1,321,000
Liquor Tax	75,000	87,000	84,000	(1,000)	-1.19%	83,000
Sales Tax	5,451,000	-	6,049,000			6,049,000
General Fund Transfer	2,122,000	2,131,594	2,131,594	57,792	2.71%	2,189,386
	<u>\$ 49,316,000</u>	<u>50,590,594</u>	<u>52,639,594</u>	<u>1,752,792</u>	<u>3.33%</u>	<u>54,392,386</u>

Germantown Municipal School District

\$2,189,386

Funds received are equal to \$0.15 tax levy on each \$100 of taxable property for the current year.

SPECIAL REVENUE FUND REVENUE PROJECTIONS

AMBULANCE FUND

	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Transport Fees	\$ 898,196	880,000	950,000	30,000	3.16%	980,000
Nontransport Fees	16,247	-	9,580	(9,580)	-100.00%	-
Other Revenue	545	-	1,830	(1,830)	-100.00%	-
General Fund Transfer	500,000	750,000	750,000	(50,000)	-6.67%	700,000
TOTAL REVENUES	\$ 1,414,988	1,630,000	1,711,410	(31,410)	-1.84%	1,680,000

Transport Fee

\$980,000

Funds received for transporting patients to area hospitals.

FARM PARK FUND

	Actual FY15	Budget FY16	Estimated FY16	Amt. Chg.	% Chg.	Budget FY17
Membership Fees	\$ 4,360	6,300	5,000	-	0.00%	5,000
Donations	-	20,000	19,212	1,788	9.31%	21,000
Earned Income	16,092	6,000	8,733	(3,333)	-38.17%	5,400
Education Fees	2,685	5,000	1,904	1,596	83.82%	3,500
Rental	6,163	27,700	3,800	41,800	1100.00%	45,600
General Fund Transfer	150,000	150,000	150,000	-	0.00%	150,000
	<u>\$ 179,300</u>	<u>215,000</u>	<u>188,649</u>	<u>41,851</u>	<u>22.18%</u>	<u>230,500</u>

Membership Fees

\$5,000

Funds received from membership fees for the Community Garden (resident/nonresident).

Donations

\$21,000

Funds received from contributions to the Farm Park.

Earned Income

\$5,400

Funds received from Farm Park rent/merchandise.

Education Fees

\$3,500

Funds received from community education programs.

Rental

\$45,600

Funds received from rental of Hay Barn (weddings and miscellaneous small rentals).

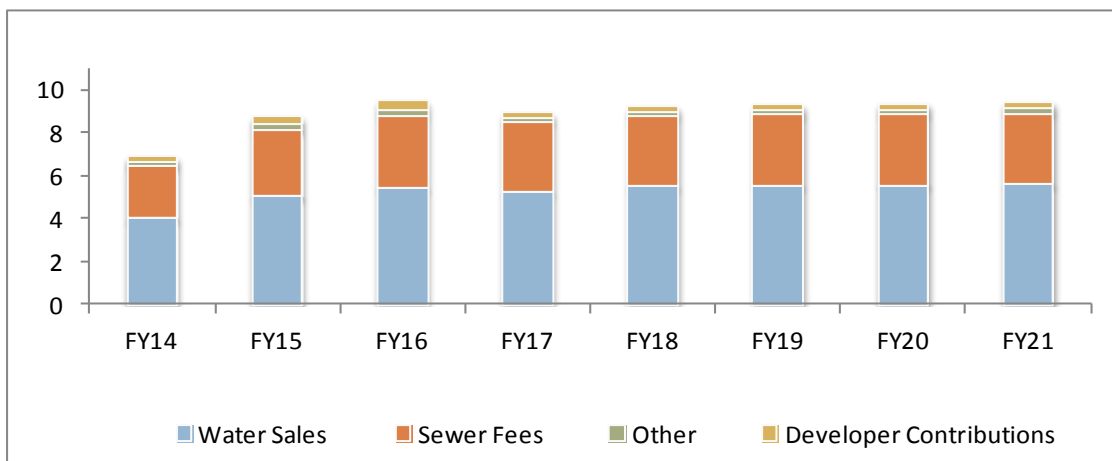
UTILITY FUND REVENUE PROJECTIONS

This section presents the projected Utility Fund revenues for FY17. An analysis chart of revenue components and projected trends through FY21 is presented below.

	<u>Actual FY15</u>	<u>Budget FY16</u>	<u>Estimated FY16</u>	<u>% Chg.</u>	<u>Budget FY17</u>
Metered Water Sales	\$ 4,990,035	4,550,000	5,400,000	-3.15%	5,230,000
Forfeited Discounts	75,926	60,000	80,000	-25.00%	60,000
Water Application Fee	10,875	12,000	12,000		12,000
Other Revenue	44,423	25,000	25,000	0.00%	25,000
Developer Installation	57,693	30,000	30,000	0.00%	30,000
Water Connection Fees	65,083	60,000	60,000	0.00%	60,000
Sewer Connection Fees	86,509	55,000	95,000	-36.84%	60,000
Sewer Service Fees	3,117,434	2,950,000	3,360,879	-3.30%	3,250,000
OPERATING REVENUES	\$ 8,447,978	7,742,000	9,062,879	-3.71%	8,727,000
Investment Income	\$ 4,878	6,500	8,000	-12.50%	7,000
Contributions from Developers	329,674	75,000	447,702	-46.39%	240,000
Surplus Equip Sale - GovDeals	2,666	-	15,025	-100.00%	-
Credit Card Fees/Gain/Loss	20,565	-	3,740	-100.00%	-
NONOPERATING REVENUES	\$ 357,783	81,500	474,467	-47.94%	247,000

UTILITY REVENUES

\$ MILLIONS



REVENUE ANALYSIS AND PROJECTIONS RATIONALE

Metered Water Sales **\$5,230,000**

Residential charges are \$8.78 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.

Water Application Fee **\$12,000**

The water application fee is a revenue that is generated from new renter service applications. Homeowners pay a \$75 refundable utility deposit and renters pay \$150 (\$75 refundable deposit and \$75 nonrefundable application fee).

Other Revenues **\$25,000**

This category includes all revenues not otherwise classified: reimbursement for repair, supplies and labor, fire hydrant usage permits and vendor compensation for sales tax. This revenue source is projected to increase at 2% per year.

Developer Installation **\$30,000**

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 **\$60,000**

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 **\$3,250,000**

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 per 1,000 gallons thereafter with a maximum charge of \$40.58. 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 **\$7,000**

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 **\$240,000**

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

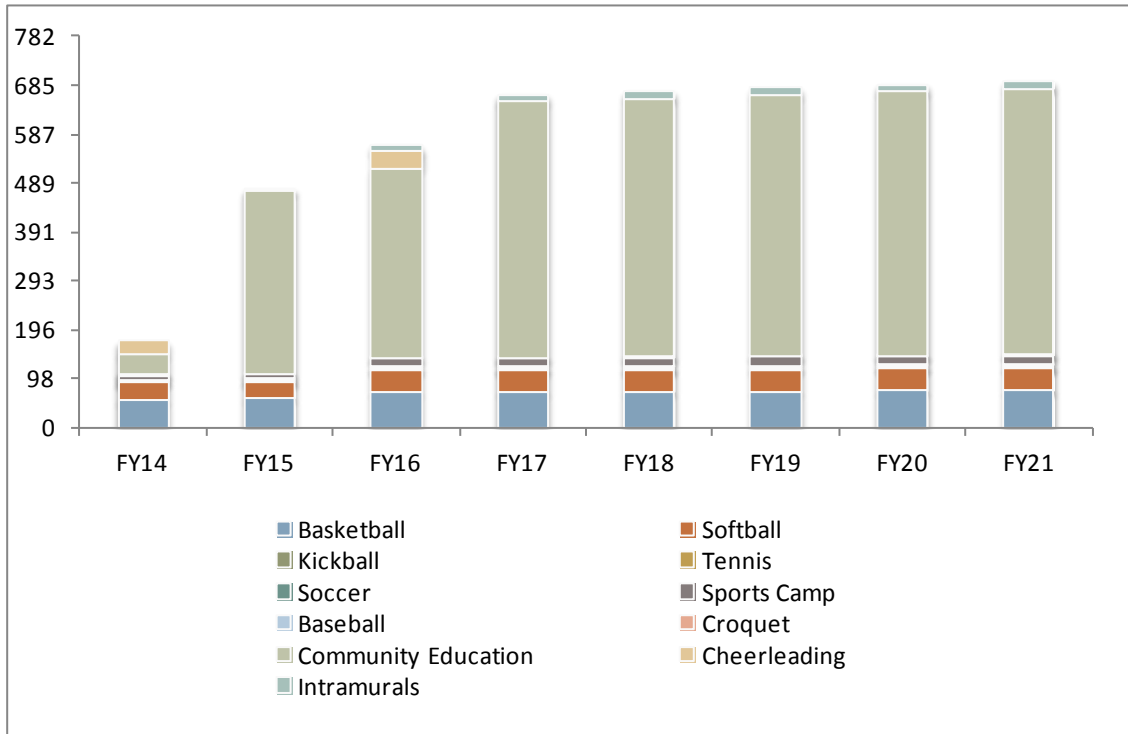
RECREATION FUND REVENUE PROJECTIONS

This section presents the projected Recreation Fund revenues for FY16. An analysis chart of revenue components for the Recreation Fund is presented below.

	Actual FY15	Budget FY16	Estimated FY16	% Chg.	Budget FY17
Basketball Fees and Sponsorships	\$ 58,539	70,371	70,371	0.00%	70,371
Softball Fees	32,316	42,000	42,000	0.00%	42,000
Kickball Fees	1,700	3,931	3,931	0.00%	3,931
Tennis Classes and Other Fees	3,316	4,000	4,000	0.00%	4,000
Sports Camps Fees	10,205	17,260	17,260	0.00%	17,260
Baseball	-	-	-	-	-
Croquet Fees	1,058	1,010	1,010	0.00%	1,010
Cheerleading	4,938	33,145	33,145	0.00%	-
Community Education	363,984	379,720	379,720	35.13%	513,115
Intramurals	-	13,800	-	100%	13,800
Other Revenue	26,929	-	-	-	-
TOTAL REVENUES	\$ 502,985	565,237	551,437	20.68%	665,487

RECREATION REVENUES

\$ THOUSANDS



REVENUE ANALYSIS AND PROJECTIONS RATIONALE

Basketball Fees and Sponsors **\$70,371**

Youth participant fees are \$117 per player for residents and \$163 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 **\$42,000**

This category includes adult softball teams with various divisions including men, women and coed. Eighty-four teams are expected at a fee of \$500 per team.

Kickball Fees **\$3,931**

Revenues are generated through seven expected Adult coed kickball teams participating in our league at a fee of \$320 per team.

Tennis Classes and Rentals **\$4,000**

Revenues generated through leagues, lessons, and tournaments.

Sports Camps **\$17,260**

Revenues are generated through Sports Camps Basketball (\$55-65), Football (\$80) and Soccer (\$110).

Croquet **\$1,010**

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

Community Education **\$513,115**

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.

Intramurals **\$13,800**

Revenue for this account comes from after school activities with Germantown Municipal School District created in FY16.

GEMANTOWN ATHLETIC CLUB PROJECTIONS

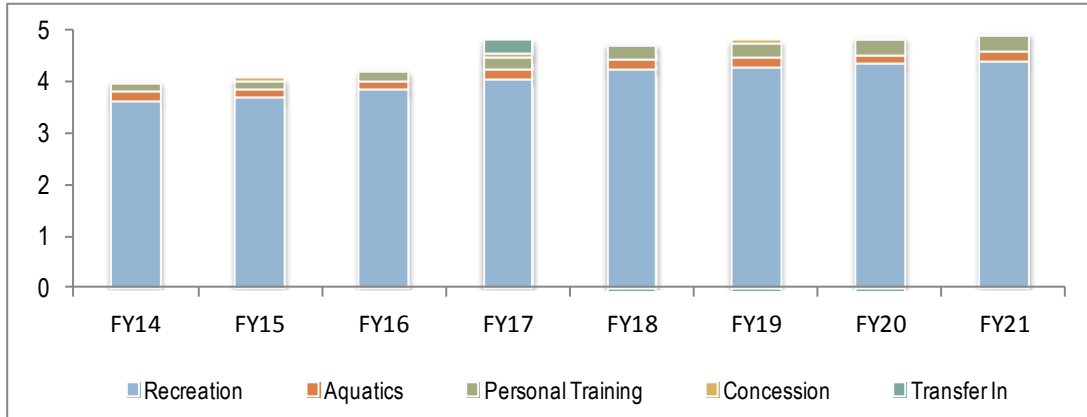
This section presents the projected Germantown Athletic Club Fund revenues for FY17. The graph of revenue components and projected trends through FY21 is presented on the next page.

	<u>Actual FY15</u>	<u>Budget FY16</u>	<u>Estimated FY16</u>	<u>% Chg.</u>	<u>Budget FY17</u>
Membership Fees	\$ 3,384,071	3,300,000	3,479,498	5.64%	3,675,642
Membership Application Fee	71,694	70,000	71,949	8.13%	77,800
Daily Fees	16,979	15,000	15,667	-20.21%	12,500
Classes - Club Programs	69,766	83,700	95,443	18.40%	113,000
Classes - Contract Programs	26,415	23,500	16,069	33.80%	21,500
Concessions - Recreation	64,439	63,000	58,018	-11.10%	51,580
Rent - Taxable Recreation	2,656	5,000	60	1566.67%	1,000
Rent - Nontaxable Business	79,222	79,222	79,222	0.00%	79,222
Rent - Nontaxable Recreation	1,767	7,500	135	640.74%	1,000
Non-Member Surcharge	3,512	3,000	161	-100.00%	-
Other Revenues	(1,074)	5,000	175	-100.00%	-
Nursery	220	250	-	-	-
Fitness Programs	796	-	-	-	-
Swim Team	75,722	85,000	74,520	32.85%	99,000
Swimming Lessons	74,617	55,000	65,345	-15.83%	55,000
Swim Meet Fees	19,174	17,000	15,400	-2.60%	15,000
Aquatics Rental	3,892	5,000	750	433.33%	4,000
Personal Trainer	185,112	312,000	211,067	42.13%	300,000
Pro Shop	11,488	19,500	12,486	97.02%	24,600
Catered Events	5,029	6,000	-	-	-
OPERATING REVENUES	<u>\$ 4,095,497</u>	<u>4,154,672</u>	<u>4,195,965</u>	<u>7.98%</u>	<u>4,530,844</u>
Investment Income	\$ 5,812	3,500	7,423	-32.64%	5,000
Gain/Loss Disposal	(14,711)	-	-	-	-
Credit Card Over/Short	13	200	14	42.86%	20
Surplus Equip Sale - GovDeals	78	-	-	-	-
NONOPERATING REVENUES	<u>\$ (8,808)</u>	<u>\$ 3,700</u>	<u>\$ 7,437</u>	<u>-32.50%</u>	<u>\$ 5,020</u>

REVENUE ANALYSIS AND PROJECTIONS RATIONALE

GERMANTOWN ATHLETIC CLUB OPERATING REVENUES

\$ MILLIONS



Membership Fees **\$3,675,642**

Membership fee revenues are based on an average annual membership of 5,840. The membership fee structure includes adult/couple/family/ youth (16 & 17)/senior (62+) and senior couple.

Membership Application Fees **\$77,800**

Membership application fee revenues are based on a \$59-\$99 nonrefundable, administrative, processing fee.

Daily Fees **\$12,500**

Based on daily guest fees to residents and nonresidents for use of the Germantown Athletic Club.

Classes – Club Programs **\$113,000**

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

Classes – Contract Programs **\$21,500**

Taekwondo, Ballroom dancing, summer camps, winter camps.

Concessions - Recreation **\$51,580**

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

Rent – Taxable Recreation **\$1,000**

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 **\$1,000**

Revenue received from gym or other room rentals.

REVENUE ANALYSIS AND PROJECTIONS RATIONALE

<u>Credit Card Short/Over</u>	<u>\$20</u>
This account records cash overage and shortage.	
<u>Swim Team</u>	<u>\$99,000</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>\$15,000</u>
Revenues generated from hosting United States Swimming Meets and Memphis Swim Conference Meets.	
<u>Aquatics Rental</u>	<u>\$4,000</u>
Income generated from rentals of lanes and open swim for the indoor and outdoor pools.	
<u>Club Training</u>	<u>\$300,000</u>
Revenue generated from staff personal trainers.	
<u>Pro Shop</u>	<u>\$24,600</u>
Revenues from the sale of Germantown Athletic Club merchandise.	
<u>Investment Income</u>	<u>\$5,000</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 FY17.

	Actual FY15	Budget FY16	Estimated FY16	% Chg.	Budget FY17
Rent - Business	\$ 402,469	427,540	419,050	3.00%	431,622
Other Revenues	6,231	4,118	3,454	3.01%	3,558
Catering-Taxable	2,660	1,936	2,125	3.01%	2,189
Catering-Nontaxable	280	139	425	3.06%	438
OPERATING REVENUES	<u>\$ 411,640</u>	<u>433,733</u>	<u>425,054</u>	<u>3.00%</u>	<u>437,807</u>
Investment Income	\$ 136	-	-	-	-
NONOPERATING REVENUES	<u>\$ 136</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Rent - Business

\$431,622

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

Other Revenue

\$3,558

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

Catering -Taxable

\$2,189

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

Catering -Nontaxable

\$438

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

SANITATION FUND REVENUE PROJECTIONS

	Actual FY15	Budget FY16	Estimated FY16	% Chg.	Budget FY17
Sanitation Service Fees	\$ 3,304,542	3,411,045	3,412,799	46.6%	5,001,780
Forfeiture Discounts	37,897	33,000	33,000	-3.0%	32,000
OPERATING REVENUES	\$ 3,342,439	3,444,045	3,445,799	46.1%	5,033,780
Investment Income	\$ 1,808	1,435	1,853	2.5%	1,900
Grants	5,176	5,000	5,000	0.0%	5,000
Recycling Reimbursement	17,188	14,500	-	-	-
NONOPERATING REVENUES	\$ 24,172	20,935	6,853	0.7%	6,900

Sanitation Fees

\$5,001,780

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	\$36.50
(Backdoor \$36.50/Curbside \$29.50)	
Multi-Family	19.00

Forfeiture Discounts

\$32,000

This source represents the additional rates that customers pay when they do not pay their sanitation fees on time.

Interest Income

\$1,900

This source represents interest earned on LGIP accounts and treasury notes.

Grants

\$5,000

This source represents federal and state grants Germantown receives for operations and promotion of its recycling program.

STORMWATER MANAGEMENT FUND REVENUE PROJECTIONS

	Actual FY15	Budget FY16	Estimated FY16	% Chg.	Budget FY17
Stormwater Management Fee	\$ 1,030,843	1,002,807	1,004,939	0.50%	1,009,964
Other Revenue	-	-	-	-	-
Stormwater Permits	17,760	9,000	6,200	45.16%	9,000
OPERATING REVENUES	<u>\$ 1,048,603</u>	<u>1,011,807</u>	<u>1,011,139</u>	<u>0.77%</u>	<u>1,018,964</u>
Investment Income	9,965	-	2,035	-16.46%	1,700
NONOPERATING REVENUES	<u>\$ 9,965</u>	<u>-</u>	<u>2,035</u>	<u>-16.46%</u>	<u>1,700</u>

Stormwater Management Fee

\$1,009,964

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.

Investment Income

\$ 1,700

This source represents interest earned on LGIP accounts and treasury notes.

PENSION FUND REVENUE PROJECTION

	Actual FY15	Budget FY16	Estimated FY16	% Chg.	Budget FY17
Contributions	\$ 2,372,490	2,132,685	2,132,685	33.85%	2,854,637
Fair Value Appreciation (Depreciation)	(644,907)	1,000,000	(1,000,000)	-200.00%	1,000,000
Realized Gain/Loss	1,965,160	1,700,000	1,200,000	0.00%	1,200,000
Interest and Dividends	785,824	1,000,000	500,000	140.00%	1,200,000
TOTAL REVENUES	\$ 4,478,567	5,832,685	2,832,685	120.80%	6,254,637

Contributions

\$2,854,637

The actual contributions each year are determined by actuarial data compiled by the Actuarial Services Group, Inc. The City budget contribution for FY17 is projected to be \$2,104,637. In addition, emergency services personnel contribute a determined percent of their salary. The employee contributions are determined by a payroll calculation. Employee contributions for FY17 are estimated to total \$750,000.

Fair Value Appreciation (Depreciation)

\$1,000,000

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)

\$1,200,000

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

\$1,200,000

The Retirement Plan Administration Commission (RPAC) reviews the investment strategy 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.

The rate of return for FY16 on the Pension Plan was -4.4%. The FY17 projection is based on a rate of return of 7.5%.

HEALTH FUND REVENUE PROJECTIONS

	Actual FY15	Budget FY16	Estimated FY16	% Chg.	Budget FY17
Contributions	\$ 4,304,279	4,762,000	4,762,000	-3.78%	4,582,000
TOTAL REVENUES	\$ 4,304,279	4,762,000	4,762,000	-3.78%	4,582,000

Contributions

\$4,582,000

Health Insurance Transfer – effective January 1, 1993, employees began funding medical benefits, based on family size. The City’s contribution is \$9,780 per employee and subscriber for FY17 with a total contribution of \$3,618,402 approximately 84% of medical costs. Recipients of the City’s health benefits account for approximately 16% of the estimated contributions for FY17, \$713,598.

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 FY17, the City will contribute \$390 per employee with a total contribution of \$143,592 approximately 57%. Recipients of the City’s dental benefits fund approximately 43% of the estimated dental contributions for FY17 \$106,408.

OPEB FUND REVENUE PROJECTIONS

	Actual FY15	Budget FY16	Estimated FY16	% Chg.	Budget FY17
Contributions	\$ 875,383	926,000	926,000	-29.35%	654,229
Fair Value Appreciation	(118,228)	150,000	(150,000)	-200.00%	150,000
Realized Gain/Loss	88,536	300,000	150,000	0.00%	300,000
Interest and Dividends	145,601	60,000	50,000	30.00%	65,000
TOTAL REVENUES	\$ 991,292	1,436,000	976,000	19.80%	1,169,229

Contributions

\$654,229

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

\$65,000

The Other Postemployment Benefits Commission (OPEBC) reviews the investment strategy 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 13 money managers to invest the plan assets according to the investment objectives established by the City. To provide a reasonable investment diversification, the plan assets are allocated to the 13 money managers who invest the funds according to the objectives for large and small capital stocks, international stocks and fixed income instruments.

The rate of return for FY16 on the OPEB Plan was -3.2%. The FY17 projection is based on a rate of return is 7.5%.

CASH BALANCE FUND REVENUE PROJECTIONS

	Actual FY15	Budget FY16	Estimated FY16	% Chg.	Budget FY17
Contributions	\$ 146,428	262,500	164,910	5.60%	174,144
Fair Value Appreciation (Depreciation)	1,029	3,000	2,050	21.95%	2,500
Realized Gain/Loss	26	1,500	50	0.00%	100
Interest and Dividends	193	4,500	1,200	25.00%	1,500
TOTAL REVENUES	\$ 147,676	271,500	168,210	5.97%	178,244

Contributions

\$174,144

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)

\$2,500

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)

\$100

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

\$1,500

The Other Postemployment Benefits Commission (OPEBC) reviews the investment strategy 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 FY17 projections herein are based on a 5% rate of return.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

NOTE 1 from June 30, 2015 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, General Services, Development, Community Services, Fire, Police, Human Resources, Germantown Athletic Club, and Germantown Performing Arts Center, and Procurement.

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. 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 is 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 Municipal Schools Fund is a special revenue fund used as the operating fund of the Germantown Municipal School District ("GMSD") and accounts for all general revenues and other receipts that are not allocated by law or contractual agreement to another GMSD fund, such as property tax revenue from Shelby County, Tennessee, Basic Education Program ("BEP") funds, sales tax, etc. General operating expenditures and capital improvement costs that are not paid through other GMSD funds are paid from the Municipal Schools Fund.

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 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 Amended & Restated and Cash Value Pension Funds, pension and other employee benefit trust fund, are used to account for the accumulation of resources to be used to provide health and dental benefits to qualified retired employees.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Other Post Employment Benefits (“OPEB”) 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.

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.

The School Student Activity Fund, an agency fund, is used to account for funds and inventory accumulated by GMSD student activity groups. The fund is purely custodial and thus does not involve measurement of results of operation.

Additionally, the City makes mention of these details on the following special revenue funds:

The Farm Park Fund accounts for all expenditures and revenues associated with the use of a 10-acre educational center for sustainable gardening and agriculture, and a demonstration site for environmental stewardship.

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 formal ordinance adopted by the Board of Mayor and Aldermen and the Board of Education for the Germantown Municipal School District. 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

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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. The Board of Education for the Germantown Municipal School District has the authority to assign the fund balance for the school funds.

- Unassigned – amounts available for any purpose in the General Fund.

Assets, liabilities and fund balances/net position

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 and prepaid items

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.

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both the government-wide and fund financial statements. The cost of prepaid items is recorded as expenditures/expenses when consumed rather than when purchased.

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

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

constructed. Contributed capital assets are recorded at estimated fair market value at the date received. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Property, plant and equipment of the primary government is depreciated using the straight-line method over the following estimated useful lives:

Buildings	25-50 years
Improvements	10-60 years
Infrastructure	50 years
Machinery and equipment	3-15 years

6. *Compensated absences*

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.

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the respective fiduciary net position of the Teacher Legacy Pension Plan and the Teacher Retirement Plan in the Tennessee Consolidated Retirement System ("TCRS") and additions to/deductions from the respective plans' fiduciary net position have been determined on the same basis as they are reported by the TCRS. For this purpose, benefits (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms of the Teacher Legacy Pension Plan and the Teacher Retirement Plan. Investments are reported at fair value.

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 expensed when incurred.

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 outflows/inflows of resources*

In addition to assets, the statement of net position reports a separate section for deferred outflows of resources. Deferred outflows of resources represent a consumption of net position that applies to a future period(s) and so will not be recognized as an outflow of resources (expense) until then. The City only has one item that qualifies for reporting in this category. It is the deferred outflows related to pensions recorded in accordance with Governmental Accounting Standards Board ("GASB") Statement No. 68, *Accounting and Financial Reporting for Pensions – An Amendment of GASB Statement No. 27 and GASB Statement No. 71, Pension Transition for Contributions Made Subsequent to the Measurement Date – An Amendment of GASB Statement No. 68*. It is comprised of the deferrals of pension experience and earnings as well as contributions made after the measurement date of the net pension liability.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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 two types of items that qualify for reporting in this category. Deferred inflows for pensions are comprised of the deferral of pension earnings recorded in accordance with GASB Statement No. 68. Unavailable revenues from property taxes are amounts in the governmental funds that were receivable and measurable at year-end but were not available to finance expenditures for the current year.

Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

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.
Cash Balance Fund	The Tennessee Defined Benefit Plan "the New Plan", also referred to as the "Cash Balance Plan", is for City of Germantown full time employees hired 7/1/13 and after, having 21 years of age and 6 months of service. It is one plan for General Service and Public Service Employees. All contribute a mandatory 5% to the plan. At the end of the Plan Year (June 30 th), the City contributes 5% and the employee account receives a 5% interest credit. The vesting period is 10 years.
CIP	Capital Improvements Program.
Contingency Fund	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.
Cost Center	An organizational budget and operating unit within a City department.
Debt Service	Payment of interest and repayment of principal on City debt.

GLOSSARY OF TERMS

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.
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.
Germantown Forward 2030 Strategic Plan	Strategic plan for the City of Germantown formulated by the citizens and approved by the Board of Mayor and Aldermen.

GLOSSARY OF TERMS

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.
GMSD	Germantown Municipal School District.
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.
Hall Income Tax	Tax on dividends from stocks and interest from bonds and notes.
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.
Total Net Position	Total assets plus deferred outflows minus liabilities plus deferred inflows of a fund.
Objective	A measurable statement of the actual results which a City activity expects to achieve in support of a stated goal.
OPEB	Other Post Employment Benefits
PAFR	Popular annual financial reporting – Supplementary financial reporting designed to meet the special needs of interested parties who are either unable or willing to use the more detailed financial information provided in traditional comprehensive annual financial reports.
Policy Agenda	The BMA's long-range goals for the City of Germantown.
Program Change	Alteration or enhancement of current services or the provision of new services.
Proprietary Fund	A distinct business entity, which is responsible for its liabilities and entitled to its profits.
Proposed Budget	The budget proposed by the city administrator to the BMA for adoption.
Purchase Order	A written legal document stating or confirming an offer to buy goods or services, which upon acceptance by a vendor becomes a contract. Its main function is to expedite and control buying by the City.
Reserves	An account used to indicate that a portion of a fund's balance is legally restricted fro a specific purpose and is, therefore, not available for general appropriation.
Retained Earnings	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.
Revenue	A term used to represent actual or expected income to a specific fund.
Risk Management	An organized attempt to protect a government's assets against accidental loss in the most economical methods.
RPAC	The Retirement Plan Administrator Commission is a citizen advisory committee made up of three citizens, the Mayor, the city administrator, the finance director, and one alderman.
SCAT	Shelby County Automatic Tracking. This is the system used in Shelby County to track an individual through Shelby County Criminal Justice Center, which includes all warrants and local driving registration information.
SCBA	Self-contained breathing apparatus is a piece of firefighting equipment critical to the personal safety of the City's Fire Department personnel.

GLOSSARY OF TERMS

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.
Unencumbered	The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

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 ADVISORY 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
- TREE BOARD COMMISSION