

**CITY OF GERMANTOWN**

**FISCAL YEAR 2020**

**BUDGET**

**July 1, 2019 – June 30, 2020**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Germantown  
Tennessee**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morill*

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, 2018.

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 FY20 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 FY20 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 FY20 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, Drug Asset Forfeiture, Federal Asset Forfeiture, E-Citation, 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.

**Solid Waste.** Information for the operating budget for the Solid Waste 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 2020 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**

<b><u>INTRODUCTION</u></b>		<b><u>PUBLIC SAFETY</u></b>	
Reader's Guide.....	I	Police.....	149
Table of Contents.....	II	Drug Asset Forfeiture.....	153
Mayor's Letter.....	1	Federal Asset Forfeiture.....	155
City Administrator's Letter.....	2	Fire.....	157
General Information and Statistical Data .....	13	Ambulance.....	161
Location Map .....	13		
Organization Chart.....	17		
City Officials Roster.....	18	<b><u>TRANSPORTATION &amp; ENVIRONMENT</u></b>	
Philosophy Statement.....	19	Public Works.....	165
2019-1 Budget Ordinance .....	20	State Street Aid.....	169
Strategic Objectives.....	33	Animal Control.....	171
Performance Measurements.....	37		
Financial Policies.....	39	<b><u>SOLID WASTE</u></b>	
Condensed Budget Calendar.....	51	Solid Waste Fund.....	175
<b><u>BUDGET SUMMARIES</u></b>		<b><u>STORMWATER MANAGEMENT</u></b>	
All Funds Budget.....	54	Stormwater Management Fund.....	177
General Fund Budget.....	58		
Utility Fund Budget.....	62	<b><u>COMMUNITY SERVICES</u></b>	
Athletic Club Fund Budget.....	66	Parks and Recreation.....	181
Great Hall Fund Budget.....	70	Recreation.....	185
Solid Waste Fund Budget.....	74	Cultural Arts Projects.....	187
Stormwater Management Fund .....	76	Pickering Center.....	189
Capital Projects Summary.....	78	Library Services.....	191
Infrastructure Replacement		The Farm .....	195
Program Summary.....	81		
Discussion of General Fund Reserves.....	86	<b><u>GERMANTOWN MUNICIPAL SCHOOL DISTRICT...</u></b>	197
Budget Projection Summaries.....	87	<b><u>GERMANTOWN ATHLETIC CLUB FUND.....</u></b>	201
Personnel and Staffing.....	110	<b><u>GREAT HALL FUND.....</u></b>	207
<b><u>GENERAL GOVERNMENT</u></b>		<b><u>UTILITIES</u></b>	
Aldermen.....	115	Utility Debt Service.....	213
Civic Support.....	117	Water Operations.....	215
Court.....	119	Sewer Operations.....	219
Administration.....	121	Sewage Treatment.....	221
Human Resources.....	123	<b><u>CAPITAL IMPROVEMENTS PROGRAM.....</u></b>	223
Information Technology.....	125		
Germantown Performing Arts Center.....	127	<b><u>REVENUES &amp; OTHER INFORMATION</u></b>	
Finance.....	129	Revenues.....	239
Procurement.....	131	Significant Accounting Policies.....	267
Allocated Expenses.....	133	Glossary of Terms.....	275
General Debt Service.....	135	City of Germantown Citizen Boards.....	280
Economic and Community Development.....	137		
Budget and Performance.....	141		
Facility Services.....	143		
Fleet Services .....	145		



# 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 2019

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

Presented for your consideration is the FY20 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 FY20 budget accomplishes these two directives and continues to ensure a financially sustainable future for the next generation of Germantown residents.

The FY20 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 FY20 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.

Of considerable note in the FY20 budget is the City's continued investment and support of public education in Germantown. Evidenced by the Board of Mayor and Aldermen's commitment to provide capital assets and funding for the Houston Middle School expansion at \$5 million. Furthermore, Forest Hill Elementary School and associated road improvements to Forest Hill Irene Road, totaling close to \$33 million, will open in FY20. Your Board, along with City staff, have a strong relationship with our partners at Germantown Municipal School District, allowing us to work together to deliver value and excellence in public education.

A handwritten signature in black ink, appearing to read "Mike Palazzolo".

Mike Palazzolo, Mayor



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Phone (901) 757-7200 Fax (901) 757-7292 [www.germantown-tn.gov](http://www.germantown-tn.gov)

May 2019

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

This letter transmits the Budget for the fiscal year beginning July 1, 2019. 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 2020 BUDGET

The FY20 budget is structurally balanced and supports the City's sound fiscal and operational policies. It is a strategic budget that aligns financial, capital and employee resources with Germantown Forward 2030 long range strategic plan. The FY20 budget totals \$182.9 million for all funds, with the City's general fund totaling \$59.4 million. It provides for public investments in education, public safety, infrastructure and quality development. 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. There is no increase to the property tax rate.

## 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 and citizen feedback.

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 long-range strategic plan, Germantown Forward 2030, heavily influenced FY20 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 in the measures contained in the strategic objectives of the Germantown Forward 2030 Plan.

#### 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 24-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. 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 September 2017.

The City conducts an annual audit at the conclusion of each fiscal year. Records for every fund are audited by an independent audit 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.

#### SHORT TERM FACTORS

The City's main objective is to provide a balanced budget that insures financial health and stability of the City while preserving current service levels for its citizens.

- Economic Outlook. The City's overall economic outlook in the near future is positive. Over the past several years, we witnessed positive growth in sales and occupancy tax as well as an increase in the overall assessed value of the commercial tax base. This coupled with low vacancy rate in the retail and office market, supports this positive trend.
- Current Reserves. The City plans to spend reserves for capital improvement projects. FY20's reserve spending is projected to be \$4.2 million with most of the cost attributed to drainage and road improvements.
- State Revenue Sharing. Pending legislation is looked at during the budget process for its impact on the City's budget.
- Employee benefits. There is a net effect of a 3% increase in the FY20 Budget for all full time employees.

#### STRATEGIC PLANNING/ VISION AND VALUES

The complexity of the problems facing local governments and communities across the country requires active and ongoing citizen engagement in long-range planning to guide public policy and service delivery. It was against this backdrop that the strategic plan, now known as Germantown Forward 2030, emerged. The decision by the Board of Mayor and Aldermen to pursue the development of a strategic plan aimed at 2030, gave Germantown residents an opportunity to truly consider their future desires for the City and to plan proactive steps to move there.

The year-long planning process engaged residents in a dialogue about challenges and opportunities, community values and ensuring a sustainable future for the City. The process also provided an opportunity for the wisdom and expertise of Germantown residents to devise innovative solutions to address the economic, environmental and social issues faced today and anticipated to emerge in the future.

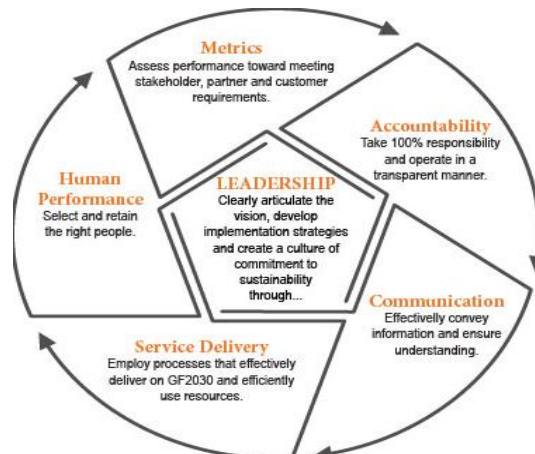
The result is a strategic plan that lays out the future direction and goals of the City. The FY20 budget provides the resources to implement the plan and make these stated goal and objectives a reality.

The City's vision and value statement, identified below in figure 1 and contained in the Germantown Forward 2030 (GF2030) long-range strategic plan, was adopted by the Board of Mayor and Aldermen and deployed by senior leaders. The vision and value statement is an expression of possibility, the ideal state that the community hopes to achieve. The vision provides the basis, defined by a series of value-based principles, from which nine key performance areas emerged. The City's leadership system is designed to position these elements of the strategic plan with a focus on results and continuous improvement. The leadership system identified in figure 2 provides a network to address how senior leaders deploy the vision and values.

Figure 1.



Figure 2.





**REVENUE PROJECTIONS**

Concurrent with the adoption of the budget, the Board of Mayor and Aldermen adopts a property tax rate. The budget for FY20 has a property tax rate of \$1.95. Property taxes generated in Germantown comprise about 57% of overall General Fund operating revenues.

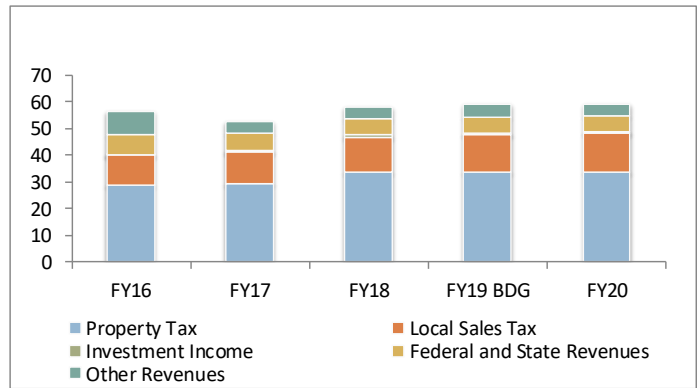
Germantown currently has multiple mixed-use projects under construction in FY20 representing over \$400 million in private investment. These projects will result in an additional 10,000 square feet compared to FY19 in retail shops, restaurants, hotel rooms, class-A office space and multifamily units. 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 FY20.

**GENERAL FUND**

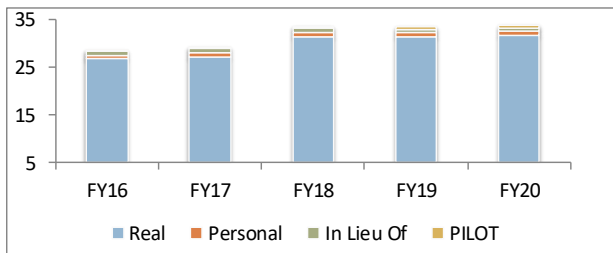
**REVENUES:**

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. FY20 general fund revenues increased by 1% over FY19 estimate. The property tax rate is \$1.95 per \$100 assessed value in FY20.

\$ MILLIONS



\$ MILLIONS



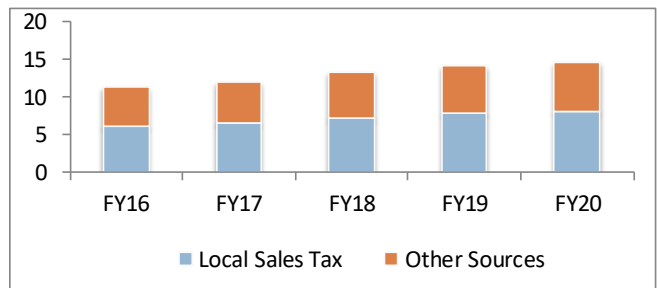
**PROPERTY TAXES**

The property tax rate for the City of Germantown is \$1.95 per \$100 of assessed valuation. In the FY20 budget, real, personal, in-lieu-of-property taxes and PILOT are projected to generate approximately \$33.9 million, 57% of the total revenue budget for the City.

**LOCAL SALES TAXES**

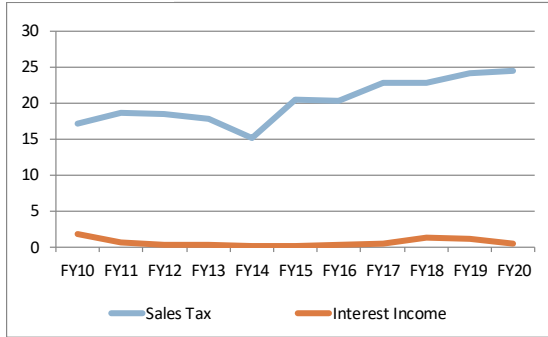
Local sales tax collections contribute 24% of the total revenue for the operations of the City. This category includes the local sales tax, the wholesale beer tax, the wholesale liquor tax, gross receipts business taxes and hotel/motel occupancy tax. The FY20 Budget anticipates \$14.6 million in local sales tax revenue.

\$ MILLIONS



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

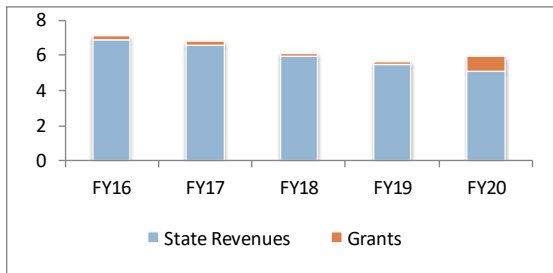
PERCENT



**INTEREST INCOME**

Interest on the City’s investments contributes less than 1% of total revenues for the City of Germantown. The FY20 Budget projects income from investments at \$219,200. 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.

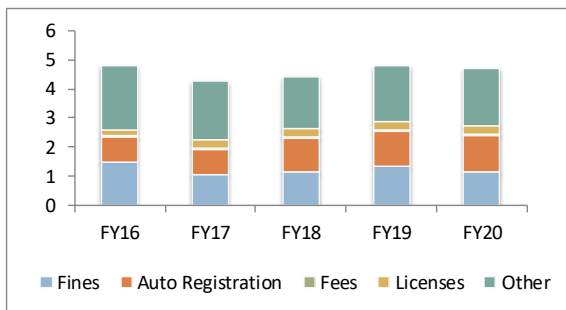
\$ MILLIONS



**STATE REVENUES AND GRANTS**

State shared revenues and state and federal grants make up 10% of the total fund sources for the City. This area includes state allocations for income tax, sales tax, beer tax, liquor tax, and City street and transportation tax allocation. In Germantown, state shared revenues are projected to be \$5.9 million in FY20. 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. Starting in FY17, the declining trend in state shared revenues is a reflection of the Hall Tax phases out that will be completed by FY22.

\$ MILLIONS



**OTHER LOCAL REVENUE SOURCES**

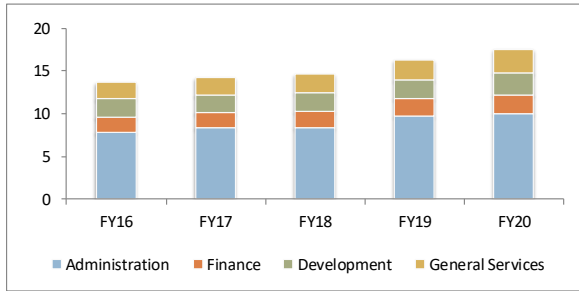
Other local revenue sources generate approximately 8% of the overall revenue for the City. This category includes automobile registration fees, local cable franchise fees, city court fees and an assortment of other smaller fees collected by municipalities. Licenses and fees are a fairly stable source of revenue for the City. Revenues are budgeted at \$4.7 million for this revenue category.

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 2020 and an overview of the Financial Policies as adopted by the Board of Mayor and Aldermen are provided following this section.)

\$ MILLIONS



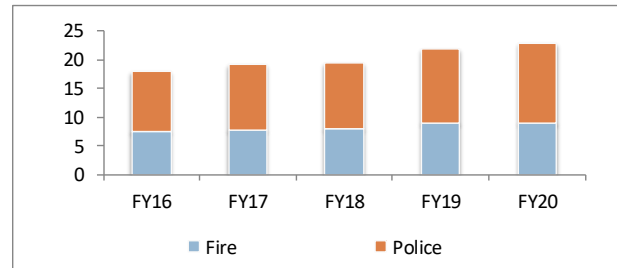
**GENERAL GOVERNMENT EXPENDITURES**

General government includes the Departments of Aldermen, Administration, Civic Support, Economic & Community Development, Human Resources, Information Technology, Germantown Performing Arts Center, General Services, Budget and Performance, City Court, Procurement, and Finance. FY20 expenditures for these functions increased by \$1,323,900 or 8% over the FY19 estimate. This increase can be attributed to an increase in infrastructure replacement projects.

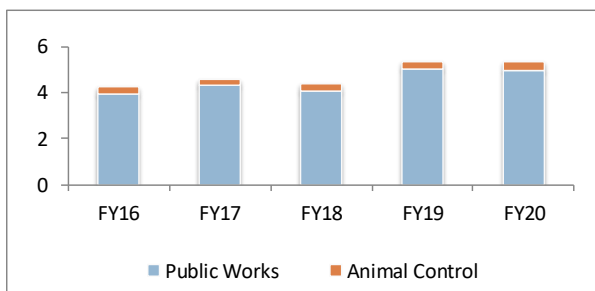
**PUBLIC SAFETY EXPENDITURES**

Total expenditures for Police and Fire Departments increased by approximately \$1.1 million or 5% over the FY19 estimate. FY20 shows an increase over FY19 estimate due to a full year’s salary for six additional police officers, one dispatcher and six firefighters and infrastructure replacement for vehicles and other equipment.

\$ MILLIONS



\$ MILLIONS

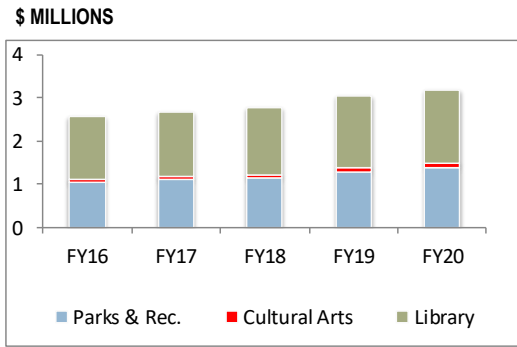


**TRANSPORTATION AND ENVIRONMENT EXPENDITURES**

The category includes the Department of Public Services and Animal Control. Total FY20 expenditures for this category decreased by \$39,300 or 1% from the FY19 estimate. FY20 expenditures are less than FY19 estimate due to infrastructure replacements for equipment.

**COMMUNITY SERVICES EXPENDITURES**

The category includes the Parks and Recreation Department, Library Services and Cultural Arts. The FY20 expenditures increased by \$118,500 or 4% over the FY19 estimate. This increase is due to an increase in Library Services consulting and a full year's salary for three vacant positions in Parks that was filled in the 3<sup>rd</sup> quarter of FY19 and infrastructure replacement for other assets.



**SUMMARY OF FY20 APPROVED EXPENDITURE HIGHLIGHTS**

**TOTAL BUDGET - GENERAL FUND**

(in thousands)

	Original Budget FY19	Estimated FY19	Budget FY20	Variance - Est. FY19 Budget FY20	% Variance Estimated FY19	% Variance Budget FY20
Operating Budget*	\$ 54,721	55,238	59,417	4,179	7.6%	7.0%
Capital	-	-	-	-	0.0%	0.0%
<b>Total</b>	<b>\$ 54,721</b>	<b>55,238</b>	<b>59,417</b>	<b>4,179</b>	<b>7.6%</b>	<b>7.0%</b>

**TOTAL BUDGET - ALL FUNDS**

(in thousands)

	Original Budget FY19	Estimated FY19	Budget FY20	Variance - Est. FY19 Budget FY20	% Variance Estimated FY19	% Variance Budget FY20
Operating Budget*	\$ 129,846	146,692	156,383	9,692	6.6%	6.2%
Capital	39,944	27,098	26,541	(557)	-2.1%	-2.1%
<b>Total</b>	<b>\$ 169,790</b>	<b>173,790</b>	<b>182,924</b>	<b>9,135</b>	<b>5.3%</b>	<b>5.0%</b>

<b>BY PROGRAM:</b>	Increase (in thousands)	Percent of Total	Percent Inc. to Estimate
Community Services	\$ 118	1.3%	3.9%
General Debt Service	342	3.7%	7.3%
General Government	1,324	14.5%	8.1%
Transportation & Environment	(39)	-0.4%	-0.7%
Athletic Club	(1,128)	-12.3%	-19.8%
Great Hall	(63)	-0.7%	-10.1%
Contingencies	-	0.0%	0.0%
Other Programs	6,365	69.6%	6.5%
Public Safety	1,064	11.6%	4.9%
Sanitation	182	2.0%	3.6%
Stormwater	15	0.2%	1.4%
Utilities	955	10.5%	7.8%
<b>TOTAL</b>	<b>\$ 9,135</b>	<b>100.0%</b>	<b>5.3%</b>

<b>BY CATEGORY:</b>			
Personnel	\$ 5,246	57.4%	6.4%
Debt Service	368	4.0%	7.8%
Contingencies	-	0.0%	0.0%
Communications	2	0.0%	0.3%
Rents	(118)	-1.3%	-19.6%
Contract Services	426	4.7%	6.2%
Professional Fees	434	4.7%	4.7%
Supplies	1,538	16.8%	29.7%
Capital Outlay	(1,722)	-18.9%	-12.7%
All Other Categories	2,961	32.6%	5.9%
<b>TOTAL</b>	<b>\$ 9,135</b>	<b>100.0%</b>	<b>5.3%</b>

\* Includes Capital Outlay and Infrastructure.

**RESERVES:**

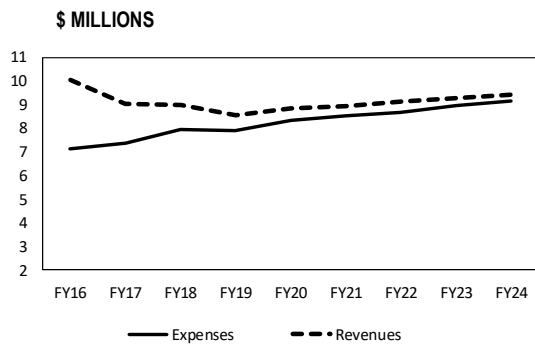
While the entire subsequent year's balance sheets are not presented in this document, the most critical aspect of the City's balance sheets – fund balance – is presented in the budget projection summaries in the following section. General Fund fund balance as of June 30, 2018 totaled \$40.7 million. The underlying purpose and rationale for these reserves are described in the Financial Policies contained in this section of the document.

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

**UTILITY FUND**

**REVENUE AND EXPENSES:**

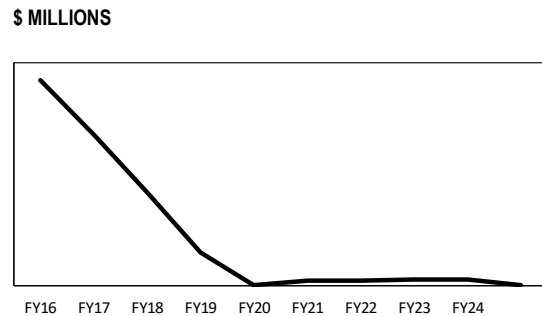
**UTILITY FUND  
 REVENUES OVER EXPENSES**



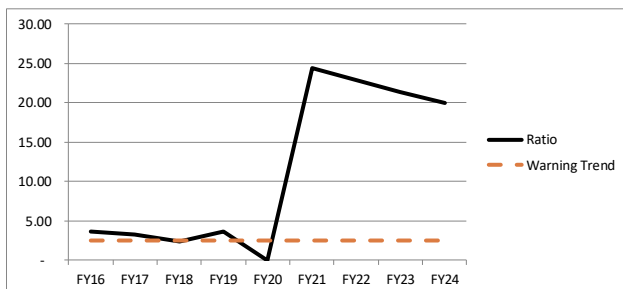
The chart on the left graphically illustrates the revenue and expense trends over a 9-year planning period. Utility revenues and expenses reflect the fluctuation common to a Utility Fund.

This chart displays Outstanding Utility Debt at the beginning of each fiscal year. The last Outstanding Utility Debt for the Utility Fund was retired in FY19. In FY20 a bond issue totaling \$2.357 million is budgeted to support the construction of a new water tower.

**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. FY19, was the last year of debt service payments for the FY09 bond issue. The utility fund is planning a bond issue in FY20 for the construction of a new water tower.

Although the major rating agencies consider 2.4 an appropriate debt coverage ratio for an 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.

**FY20 CAPITAL BUDGET**

The FY20 Capital Budget totals \$26,540,775. There is a \$4.2 million transfer to capital projects from the General Fund in FY20. Those projects incorporated in the CIP are consistent with the Board of Mayor and Aldermen's Policy Agenda and funding priorities.

The FY20 CIP demonstrates a significant level of spending due mainly to the funding for Wolf River/Germantown Road improvements, Houston Middle School expansion, Riverdale boilers, GMSD security upgrades, parkland acquisition and Greenway Phase Nashoba to East Trail Head. 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*.

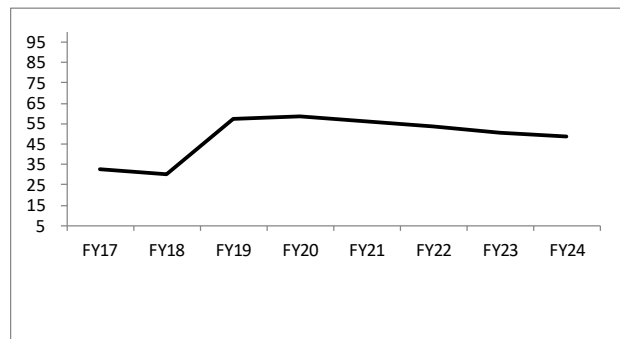
**DEBT ANALYSIS**

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 Riverdale school construction and \$7.9 million in G.O. debt and refunding bonds were issued. In FY18, \$29.3 million of G.O. debt was issued for Forest Hill Elementary and Forest Hill Irene road improvement. A \$7.5 million G.O. bond for Parkland Acquisition and Houston Middle School Expansion in FY20 is included and \$4 million for new fire station in FY22. Finally, a \$3.5 million is planned in FY24 for park improvements and long field project development.

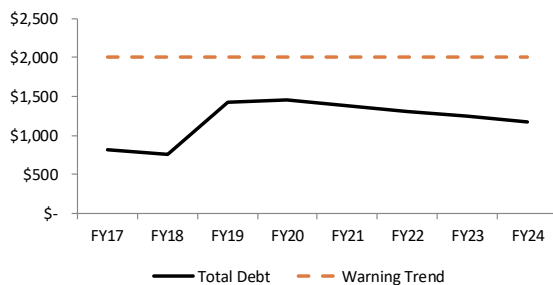
**OUTSTANDING G.O. DEBT**

\$ 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 in the outer years, Germantown maintains a debt level below the upper limit.

**GERMANTOWN ATHLETIC CLUB FUND**

The Germantown Athletic Club begins FY20 with continued reinvestment back into the facility; increased competition and an aging facility have resulted in a strong focus on membership retention as well as a need to update both facility and programming. Since 2016, the Athletic Club has reinvested \$6.6 in capital facilities. Streamlining programs and membership fees, enhancing marketing and communications, along with a “back to basics” approach of services have resulted in several continuous years of positive growth and revenue.

**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.

**SOLID WASTE FUND**

The FY20 Budget for the Solid Waste Fund reflects the costs of the fourth 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 that was implemented in FY17 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 FY20 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 FY20 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

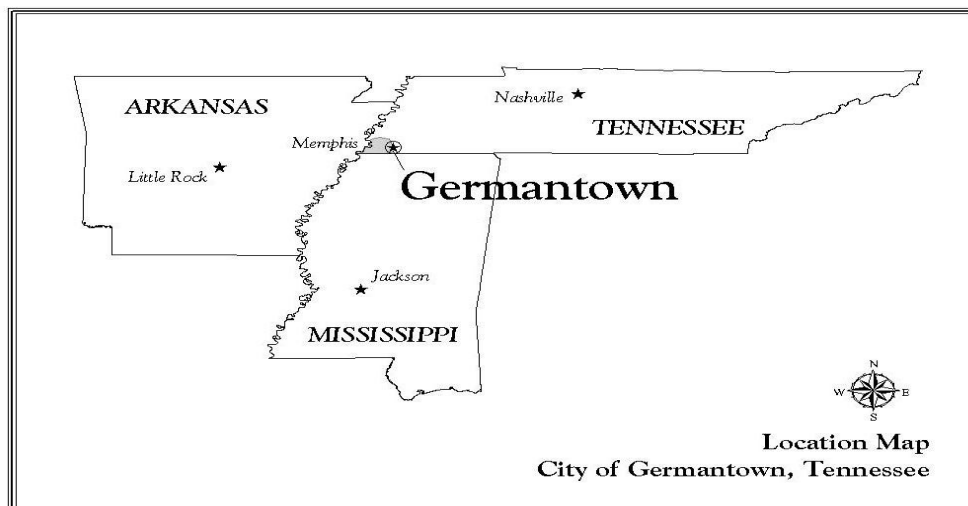
In 1960, the City had 1,101 residents. In the 1970s, Germantown began to grow rapidly and by 1980 the population had grown to 20,459. Today, the City's population is 40,123 per 2012 Special Census. The City is primarily residential in character, but continues to expand in commercial businesses and professional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

### GERMANTOWN DEMOGRAPHICS

<b>Population</b>	40,123*	<b>Education (persons 25 years of age or older)</b>	
Male	48.4%	High School graduate or higher	98%
Female	51.6%	Bachelor's degree or higher	66%
<b>Age</b>		<b>Occupation</b>	
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%
<b>Race</b>		<b>Other</b>	
White	88.1%	Homeownership rate	85.8%
Black or African American	3.6%	Number of households	15,711
Asian	5.2%	Median household income	113,392
Hispanic or Latino	1.9%	Median value of housing units (38138)	266,900
Other	1.2%	Median value of housing units (38139)	373,000
		Per capita money income	58,722
		Average family size	2.64

Unless otherwise indicated, statistics are from 2010 Federal Census.

\*Per 2012 certified Special Census



**GENERAL INFORMATION AND STATISTICAL DATA**

**2018 PRINCIPLE PROPERTY TAXPAYERS**

<b>Taxpayer</b>	<b>Assessed Value</b>	<b>Rank</b>	<b>Percentage of Total City Taxable Assessed Value</b>
The Village at Germantown Inc.	\$ 14,846,560	1	0.90%
Whitney Bridges LLC	11,304,000	2	0.69%
HCP Germantown LLC	10,817,360	3	0.66%
PEBB Germantown LEB LLC	8,987,520	4	0.55%
Shops at Saddle Creek Inc.	8,937,240	5	0.54%
G&I VIII Brook Chase LLC	8,831,680	6	0.54%
Crestwyn Health Group LLC	8,247,120	7	0.50%
EREP Forest Hill I LLC	7,838,440	8	0.48%
Vineyards Apartments Inc	7,574,840	9	0.46%
Taylor Sentor Crook (TR) etal	7,475,760	10	0.45%
<b>Totals</b>	<b>\$ 94,860,520</b>		<b>5.77%</b>

**2018 PRINCIPAL EMPLOYERS**

<b>Employer</b>	<b>Employees</b>	<b>Rank</b>	<b>Percentage of Total County Employment</b>
Methodist Le Bonheur Hospital - Germantown	1,900	1	0.38%
Germantown Municipal School District	518	2	0.10%
City of Germantown	406	3	0.08%
Campbell Clinic	397	4	0.08%
Stern Cardiovascular	375	5	0.07%
Memphis Orthopedic Group	316	6	0.06%
Kroger	300	7	0.06%
ThyssenKrupp Elevator Manufacturing, Inc.	310	8	0.06%
Gastro One	271	9	0.05%
Villages of Germantown	220	10	0.04%

## **GENERAL INFORMATION AND STATISTICAL DATA**

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### **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. In addition, a new elementary school, Forest Hill Elementary School, is planned to open in FY20. 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 28 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.

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

## 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	232
Number of Street Lights	5,080

#### Fire Protection:

Number of Stations	4
Number of Regular Firefighters:	
Fire and Ambulance	91
Number of Volunteer Firefighters	10
Insurance Service Office Rating	Class I

#### Police Protection:

Number of Regular Police Officers	108
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	141,200

#### Education (1) :

Number of Schools*	6 (GMSD)
Number of Students	6,016

#### Water System:

Number of Consumers	14,372
Miles of Water Main	280
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	5.744 million gallons
Peak Day Pumpage	12.294 million gallons
Residential Rate in Force	\$8.78 for first 5,000 gallons (minimum) \$2.15 per additional 1,000 gallons up to 15,000 gallons \$2.47 per additional 1,000 gallons up to 50,000 gallons \$3.12 per 1,000 gallons thereafter

#### Sewer System:

Number of Consumers	13,772
Miles of Sewer Main	235
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)

\* A seventh school is scheduled to open in FY20.

#### CONTACT INFORMATION

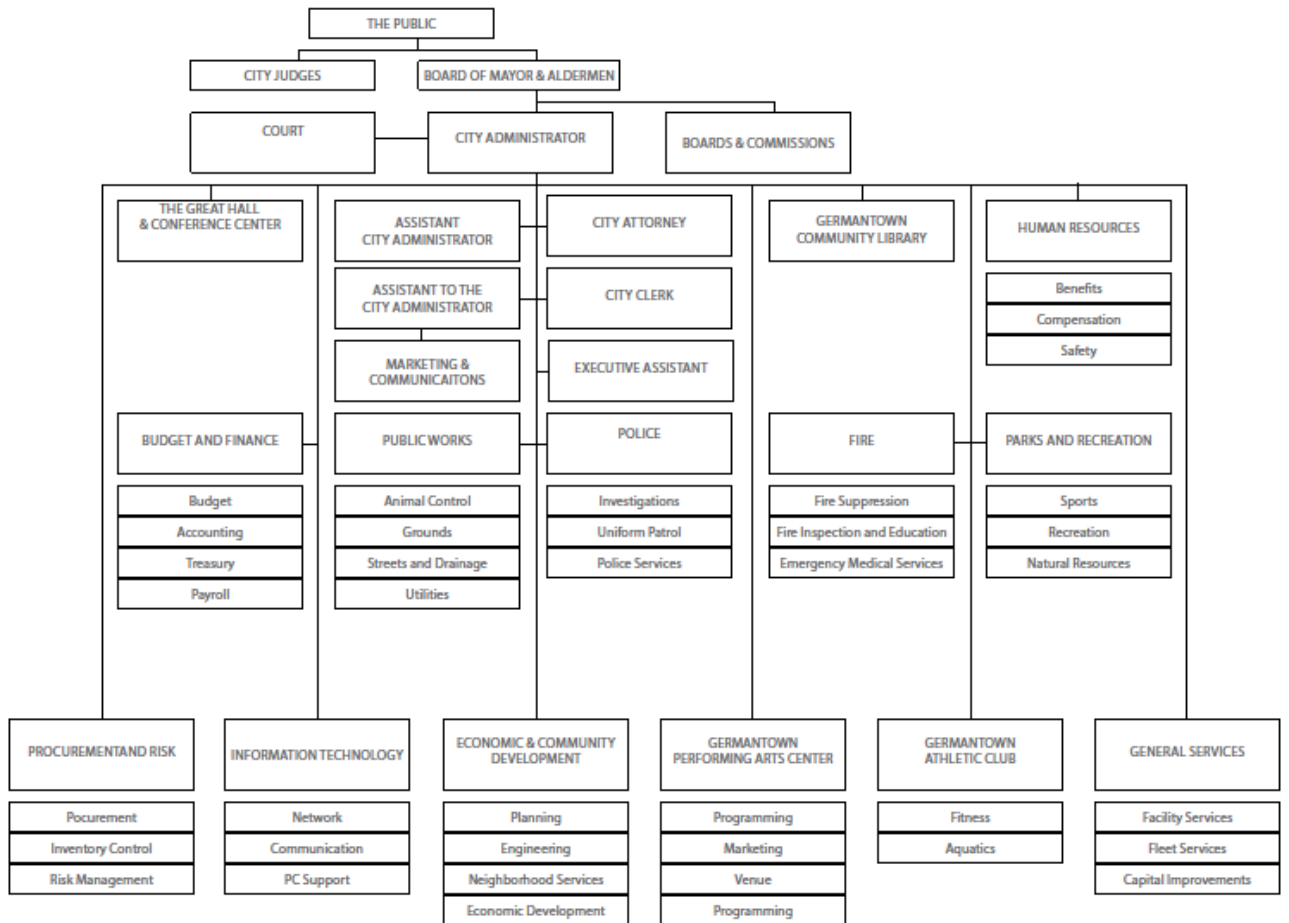
For further information, please contact:

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

[www.germantown-tn.gov](http://www.germantown-tn.gov)

# CITY OF GERMANTOWN, TENNESSEE

## Organization Chart



**CITY OF GERMANTOWN  
CITY OFFICIALS**

**MAYOR**

Honorable Mike Palazzolo (2022\*)



**ALDERMEN**

Mary Anne Gibson (Vice Mayor – 2022\*)

Forrest Owens (2020\*)



Dean Massey (2020\*)



Rocky Janda (2020\*)



Scott A. Sanders (2022\*)



**CITY ADMINISTRATOR**

Patrick J. Lawton

**CITY ATTORNEY**

John R. McCarroll III

**CITY JUDGES**

Bob Brannon  
Raymond S. Clift

**EXECUTIVES**

Assistant City Administrator.....	Jason Huisman
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
Budget and Financial Services Director.....	Adrienne Royals
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**

Budget and Performance Manager.....	Sherry Rowell
Budget and Performance Analyst .....	Vacant
Budget and Performance Analyst.....	De’Kisha Fondon
Capital Improvements Projects Coordinator.....	Emily Rozar

\*(Date elected term expires)

# City of Germantown Core Values

We, the Germantown Managers and Employees,

Strive for **S**ERVICE Excellence

**P**RODUCE “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. 2019 - 1

**AN ORDINANCE OF THE CITY OF GERMANTOWN, TENNESSEE, ADOPTING THE ANNUAL BUDGET AND TAX RATE FOR THE FISCAL YEAR BEGINNING JULY 1, 2019 THROUGH JUNE 30, 2020**

- Whereas, *Tennessee Code Annotated* Title 9 Chapter 1 Section 116 requires that all funds of the State of Tennessee and all its political subdivisions shall first be appropriated before being expended and that only funds that are available shall be appropriated; and
- Whereas, the Municipal Budget Law of 1982 requires that the governing body of each municipality adopt and operate under an annual budget ordinance presenting a financial plan with at least the information required by that state statute, that no municipality may expend any moneys regardless of the source except in accordance with a budget ordinance and that the governing body shall not make any appropriation in excess of estimated available funds; and
- Whereas, the City Charter provides that at least forty-five (45) days before the beginning of the fiscal year, the City Administrator shall prepare and submit to the Board a budget for the ensuing fiscal year and an accompanying message. It shall outline the proposed financial policies of the City for the ensuing fiscal year, describe the important features of the budget, indicate any major changes from the current year in financial policies, expenditures, and revenues together with the reasons for such changes, summarize the City's debt position, and include such other material as the City Administrator deems desirable or the Board may require; and
- Whereas, the City Charter provides that after considering the City Administrator's proposed annual budget on first reading and the making of any modification thereto, the Board shall schedule a time and place for a public hearing thereon and shall give proper notice of the time and place of the public hearing, a summary of the annual budget tentatively approved by the Board to include the budgetary comparisons of the proposed budget with the prior year (actual) and the current year (estimated), and a notice of when and where the entire annual budget may be inspected. Notice of the public hearing must be given at least ten (10) days in advance of the date thereof; and
- Whereas, in accordance with state law and the City Charter, the City Administrator has submitted the proposed budget for fiscal year 2020 which is hereby tentatively approved on first reading. The BMA hereby schedules June 10, 2019 as the public hearing date to consider the annual budget on second reading and has placed the entire annual budget on the City's website for public inspection at any time. The City shall publish a copy of this budget ordinance with a summary of the annual budget together with the notice of the public hearing date of June 10, 2019 in an officially designated newspaper and post the same at the Municipal Center at least ten (10) days in advance of the date thereof.

**NOW THEREFORE BE IT ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF GERMANTOWN, TENNESSEE AS FOLLOWS:**



SECTION 1: That the governing body projects anticipated revenues from all sources and appropriates planned expenditures for each department, board, or other agency of the municipality, herein presented together with the actual annual receipts and expenditures of the last preceding fiscal year and the estimated annual expenditures for the current fiscal year and from those revenues and unexpended and unencumbered funds as follows for the fiscal year 2020, and including the projected ending balances for the budget year, the actual ending balances for the most recent ended fiscal year and the estimated ending balances for the current fiscal year:

<b>GENERAL FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Property Taxes	\$ 33,684,789	\$ 33,587,783	\$ 33,867,149
Sales Taxes	13,260,520	14,251,100	14,560,000
Federal and State Revenues	6,076,303	5,636,200	5,944,500
Other Revenues	4,425,826	4,814,108	4,708,060
Investment Income	678,493	614,200	219,200
Transfer In - General Fund	-	361,858	411,560
Funds from Prior Periods	-	450,000	450,000
<b>Total Revenues</b>	<b>\$ 58,125,931</b>	<b>\$ 59,715,249</b>	<b>\$ 60,160,469</b>
<b>Expenditures:</b>			
Aldermen	\$ 179,296	\$ 229,158	\$ 207,437
Civic Support	1,647,690	1,647,220	1,748,240
City Court	707,423	800,199	835,843
Administration	1,704,309	1,806,840	1,648,695
Germantown Performing Arts Center	1,291,654	1,417,676	1,624,677
Information Technology	1,872,547	2,729,937	2,844,635
Human Resources	627,009	664,711	706,735
Finance	1,188,628	1,268,246	1,451,337
Procurement	717,738	791,121	792,058
Community Development	2,139,039	2,238,328	2,544,474
General Services	2,173,486	2,276,281	2,775,227
Budget & Performance	356,519	379,845	394,085
Police	11,652,975	12,832,428	13,903,958
Fire	7,899,411	8,963,156	8,955,253
Public Services	4,054,860	5,034,116	4,971,616
Animal Control	301,436	335,326	358,533
Parks & Recreation	1,154,979	1,287,178	1,383,085
Genealogy Center	62,624	135,347	145,302
Library Services	1,506,552	1,554,043	1,565,832
Cultural Arts Programs	65,209	87,654	88,497
General Debt Service	3,440,728	4,680,378	5,021,914
Transfers Out	4,304,721	5,042,000	6,482,296
Contingencies	-	50,000	50,000
Expense Reimbursement	(1,046,960)	(1,012,790)	(1,082,600)
<b>Total Expenditures</b>	<b>\$ 48,001,873</b>	<b>\$ 55,238,398</b>	<b>\$ 59,417,129</b>
Excess of Revenues Over (Under) Expenditures	10,124,058	4,476,852	743,340
Transfer to Capital Projects	2,000,000	(1,620,000)	-
CIP Reserve	-	(4,380,000)	(4,200,000)
Beginning Fund Balance	32,601,113	40,275,171	38,302,023
<b>Ending Fund Balance</b>	<b>\$ 40,725,171</b>	<b>\$ 38,752,023</b>	<b>\$ 34,845,363</b>

<b>UTILITY FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Metered Water Sales	\$ 5,079,445	\$ 5,022,030	\$ 5,165,000
Sewer Service Fees	3,160,302	3,034,500	3,200,000
Other Revenue	605,901	286,934	387,000
Gain/Loss on Disposal of Assets	8,369	-	-
Investment Income	136,815	200,000	66,500
<b>Total Revenues</b>	<b>\$ 8,990,832</b>	<b>\$ 8,543,464</b>	<b>\$ 8,818,500</b>
<b>Expenses:</b>			
Water	\$ 4,511,011	\$ 4,615,743	\$ 4,893,302
Sewer	1,904,224	1,837,943	1,877,757
Sewage Treatment	1,480,577	1,433,770	1,519,796
Utility Debt Service	26,554	12,050	43,173
<b>Total Expenses</b>	<b>\$ 7,922,366</b>	<b>\$ 7,899,506</b>	<b>\$ 8,334,028</b>
Net Income	1,068,466	643,958	484,472
Effect of Change in accounting principle	(72,834)	-	-
Total Net Position - Beginning	49,933,487	50,929,119	51,573,077
<b>Total Net Position - Ending</b>	<b>\$ 50,929,119</b>	<b>\$ 51,573,077</b>	<b>\$ 52,057,549</b>
Capital/IRP	\$ 778,639	\$ 4,270,773	\$ 4,791,000

<b>GERMANTOWN ATHLETIC CLUB</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Membership Fees	\$ 3,640,373	\$ 3,858,902	\$ 3,902,500
Aquatics Revenues	169,875	137,686	134,168
Business Revenues	79,222	79,222	79,222
Personal Training Revenues	207,730	258,759	325,000
Other Revenues	186,391	211,777	240,113
Investment Income	38,658	62,247	35,000
<b>Total Revenues</b>	<b>\$ 4,322,249</b>	<b>\$ 4,608,593</b>	<b>\$ 4,716,003</b>
<b>Expenses:</b>			
Recreation	\$ 3,070,300	\$ 3,259,263	\$ 3,476,224
Aquatics	774,517	714,527	697,464
Interest Payment	12,024	8,496	5,040
Transfer to (From) - General Fund	100,000	100,000	100,000
<b>Total Expenses</b>	<b>\$ 3,956,841</b>	<b>\$ 4,082,286</b>	<b>\$ 4,278,728</b>
Net Income	365,408	526,307	437,276
Effect of Change in accounting principle	(46,490)	-	-
Total Net Position - Beginning	16,669,920	16,988,838	17,515,145
<b>Total Net Position - Ending</b>	<b>\$ 16,988,838</b>	<b>\$ 17,515,145</b>	<b>\$ 17,952,421</b>
Capital/IRP	\$ 1,333,389	\$ 1,614,554	\$ 290,000

<b>GREAT HALL FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Rent - Taxable Business	\$ 354,705	\$ 351,193	\$ 361,711
Rent - Nontaxable Business	135,686	150,000	154,282
Other Revenue	1,497	300	300
Catering Revenue	5,565	4,900	5,100
Investment Income	6,729	8,000	4,000
Transfer In - General Fund	85,000	75,000	75,000
<b>Total Revenues</b>	<b>\$ 589,182</b>	<b>\$ 589,393</b>	<b>\$ 600,393</b>
<b>Expenses:</b>			
Communications	\$ 334	\$ 750	\$ 750
Allocations	15,914	16,536	17,126
Other Maint.	62,551	70,200	73,850
Personnel	179,871	196,877	203,037
Professional Fees	35,446	29,000	29,000
Supplies	12,541	18,120	20,100
Utilities	41,439	43,654	43,685
Rent	94,018	95,222	97,222
Depreciation	68,487	77,727	75,235
Grants	1,136	-	-
Interest Payment	4,676	3,304	1,960
<b>Total Expenses</b>	<b>\$ 516,413</b>	<b>\$ 551,390</b>	<b>\$ 561,965</b>
Net Income	72,769	38,003	38,428
Effect of Change in accounting principle	(7,748)	-	-
Total Net Position - Beginning	760,350	825,371	863,374
<b>Total Net Position - Ending</b>	<b>\$ 825,371</b>	<b>\$ 863,374</b>	<b>\$ 901,802</b>
Capital/IRP	48,884	73,480	-

<b>SOLID WASTE FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Solid Waste Fees	\$ 4,901,382	\$ 4,913,500	\$ 4,955,677
Grants	23,076	4,300	5,000
Recycling Reimbursement	2,942	1,500	1,500
Other Revenues	45,460	41,500	40,000
Investment Income	18,879	22,500	21,000
<b>Total Revenues</b>	<b>\$ 4,991,739</b>	<b>\$ 4,983,300</b>	<b>\$ 5,023,177</b>
<b>Expenses:</b>			
Communication	\$ 89	\$ 50,300	\$ 15,500
Other Maintenance	-	-	-
Personnel	106,047	124,155	120,442
Professional Fees	-	-	25,000
Supplies	25,857	20,000	40,000
Rent	-	-	-
Depreciation	6,005	15,500	15,500
Contract Services	4,637,501	4,784,000	4,959,342
<b>Total Expenses</b>	<b>\$ 4,775,499</b>	<b>\$ 4,993,955</b>	<b>\$ 5,175,784</b>
Net Income	216,240	(10,655)	(152,607)
Effect of Change in accounting principle	(4,649)	-	-
Total Net Position - Beginning	787,962	999,553	988,898
<b>Total Net Position - Ending</b>	<b>\$ 999,553</b>	<b>\$ 988,898</b>	<b>\$ 836,291</b>
Capital/IRP	154,743	-	-

<b>STORMWATER FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Stormwater Management Fee	\$ 1,013,612	\$ 1,011,080	\$ 1,012,300
Stormwater Permits	6,880	7,000	6,900
Other Revenues	1,480	-	-
Investment Income	13,165	7,300	5,000
<b>Total Revenues</b>	<b>\$ 1,035,137</b>	<b>\$ 1,025,380</b>	<b>\$ 1,024,200</b>
<b>Expenses:</b>			
Communication	\$ 1,486	\$ 1,420	\$ 3,275
Other Maintenance	7,640	34,460	30,960
Personnel	645,222	575,406	566,558
Professional Fees	1,500	-	1,000
Supplies	17,340	14,880	19,400
Utilities	-	570	600
Roads and Mains	277,871	292,600	265,000
Allocations	36,914	36,559	37,429
Depreciation	37,940	36,500	38,500
<b>Total Expenses</b>	<b>\$ 1,025,913</b>	<b>\$ 992,395</b>	<b>\$ 962,722</b>
Net Income	9,224	32,985	61,478
Effect of Change in accounting principle	(23,245)	-	-
Total Net Position - Beginning	573,358	559,337	592,322
<b>Total Net Position - Ending</b>	<b>\$ 559,337</b>	<b>\$ 592,322</b>	<b>\$ 653,800</b>
Capital/IRP	96,597	75,000	120,000

<b>STATE STREET AID FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
State Street Aid	\$ 1,345,488	\$ 1,415,000	\$ 1,420,000
Interest	5,801	15,000	2,500
Transfer In - General Fund	1,100,000	1,500,000	3,000,000
<b>Total Revenues</b>	<b>\$ 2,451,289</b>	<b>\$ 2,930,000</b>	<b>\$ 4,422,500</b>
<b>Expenses:</b>			
Other Maintenance	\$ 283,426	\$ 200,000	\$ 200,000
Electricity & Gas	900,108	915,000	920,000
Str. Contract Maint.	1,084,800	2,000,000	2,900,000
City Str. Maint.	291,399	354,000	450,000
<b>Total Expenditures</b>	<b>\$ 2,559,733</b>	<b>\$ 3,469,000</b>	<b>\$ 4,470,000</b>
Excess (Deficit)	(108,444)	(539,000)	(47,500)
Beginning Fund Balance	1,269,565	1,161,121	622,121
<b>Ending Fund Balance</b>	<b>\$ 1,161,121</b>	<b>\$ 622,121</b>	<b>\$ 574,621</b>

<b>DRUG FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Drug Enforcement	\$ 125,396	\$ 228,000	\$ 300,000
<b>Total Revenues</b>	<b>\$ 125,396</b>	<b>\$ 228,000</b>	<b>\$ 300,000</b>
<b>Expenses:</b>			
Personnel	\$ 106,582	\$ 94,000	\$ 111,000
Communications	-	500	1,000
Professional Fees	176	-	-
Other Maintenance	-	1,200	5,000
Supplies	28,719	70,800	138,000
Utilities	2,840	3,500	6,000
Rents	-	750	750
Capital Outlay	-	-	35,000
<b>Total Expenditures</b>	<b>\$ 138,317</b>	<b>\$ 170,750</b>	<b>\$ 296,750</b>
Excess (Deficit)	(12,921)	57,250	3,250
Beginning Fund Balance	138,841	125,920	183,170
<b>Ending Fund Balance</b>	<b>\$ 125,920</b>	<b>\$ 183,170</b>	<b>\$ 186,420</b>

<b>PICKERING FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Classes	\$ 41,425	\$ 40,000	\$ 42,000
Special Events	9,076	7,800	4,500
Rental	55,966	49,000	55,000
<b>Total Revenues</b>	<b>\$ 106,467</b>	<b>\$ 96,800</b>	<b>\$ 101,500</b>
<b>Expenses:</b>			
Allocations	\$ 2,548	\$ 2,886	\$ 2,924
Utilities	9,993	11,810	13,810
Capital Outlay	-	62,500	30,000
Professional Fees	42,003	44,808	44,580
Supplies	5,520	2,000	2,000
<b>Total Expenditures</b>	<b>\$ 60,064</b>	<b>\$ 124,004</b>	<b>\$ 93,314</b>
Excess (Deficit)	46,403	(27,204)	8,186
Beginning Fund Balance	276,635	323,038	295,834
<b>Ending Fund Balance</b>	<b>\$ 323,038</b>	<b>\$ 295,834</b>	<b>\$ 304,020</b>

<b>RECREATION FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Basketball Fees	\$ 66,556	\$ 62,666	\$ 68,520
Softball Fees	19,500	20,000	32,000
Sports Camps	18,220	18,500	18,500
Tennis Classes	6,609	7,000	7,000
Flag Football	-	-	4,000
Croquet	576	600	900
Community Education	548,489	557,725	550,000
Intramurals	420	1,500	2,750
<b>Total Revenues</b>	<b>\$ 660,370</b>	<b>\$ 667,991</b>	<b>\$ 683,670</b>
<b>Expenses:</b>			
Personnel	\$ 302,830	\$ 391,900	\$ 461,578
Allocations	15,467	14,909	15,104
Professional Fees	118,638	125,855	143,334
Supplies	76,304	94,035	103,050
Capital Outlay	85,700	95,879	170,000
<b>Total Expenditures</b>	<b>\$ 598,939</b>	<b>\$ 722,578</b>	<b>\$ 893,066</b>
Excess (Deficit)	61,431	(54,587)	(209,396)
Beginning Fund Balance	551,418	612,849	558,262
<b>Ending Fund Balance</b>	<b>\$ 612,849</b>	<b>\$ 558,262</b>	<b>\$ 348,866</b>

<b>FEDERAL ASSET FORFEITURE FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Forfeiture Revenue	\$ 11,169	\$ 16,500	\$ 50,000
<b>Total Revenues</b>	<b>\$ 11,169</b>	<b>\$ 16,500</b>	<b>\$ 50,000</b>
<b>Expenses:</b>			
Personnel	\$ 20,632	\$ 9,000	\$ 25,000
Supplies	6,748	6,900	25,000
<b>Total Expenditures</b>	<b>\$ 27,380</b>	<b>\$ 15,900</b>	<b>\$ 50,000</b>
Excess (Deficit)	(16,211)	600	-
Beginning Fund Balance	35,601	19,390	19,990
<b>Ending Fund Balance</b>	<b>\$ 19,390</b>	<b>\$ 19,990</b>	<b>\$ 19,990</b>

<b>AMBULANCE FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Transport Fee	\$ 1,188,901	\$ 1,260,000	\$ 1,280,000
Non Transport Fee	2,437	1,172	-
Other Revenue	45	226,920	-
Interest	902	100	-
Transfer In - General Fund	625,000	850,000	800,000
<b>Total Revenues</b>	<b>\$ 1,817,285</b>	<b>\$ 2,338,192</b>	<b>\$ 2,080,000</b>
<b>Expenses:</b>			
Personnel	\$ 1,681,712	\$ 1,747,397	\$ 1,697,140
Communications	4,104	4,150	4,300
Professional Fees	94,137	75,000	68,404
Other Maintenance	7,967	11,525	10,525
Insurance	10,000	5,000	10,000
Supplies	107,931	112,271	123,585
Utilities	1,976	1,100	2,500
Rents	-	-	-
Allocations	41,421	68,596	70,163
Capital Outlay	238,207	250,411	50,000
<b>Total Expenditures</b>	<b>\$ 2,187,455</b>	<b>\$ 2,275,450</b>	<b>\$ 2,036,617</b>
Excess (Deficit)	(370,170)	62,742	43,383
Beginning Fund Balance	423,771	53,601	116,343
<b>Ending Fund Balance</b>	<b>\$ 53,601</b>	<b>\$ 116,343</b>	<b>\$ 159,726</b>

<b>GMSD FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
BEP	\$ 27,041,000	\$ 27,967,000	\$ 28,748,000
ADA	17,779,000	18,112,000	18,112,000
Federal Grants	3,249,000	3,560,000	3,620,000
Other Revenues	1,113,000	1,579,000	969,000
Charges for Services	966,000	1,182,000	1,168,000
County Commission	940,000	2,140,000	1,300,000
Liquor Tax	168,000	168,000	168,000
Sales Tax	6,806,000	7,112,000	6,806,000
Transfer In - General Fund	2,474,721	2,497,000	2,507,296
<b>Total Revenues</b>	<b>\$ 60,536,721</b>	<b>\$ 64,317,000</b>	<b>\$ 63,398,296</b>
<b>Expenses:</b>			
Personnel	\$ 39,563,000	\$ 42,600,000	\$ 46,210,000
Communications	229,000	361,000	355,000
Professional Fees	5,869,000	5,538,000	5,763,000
Other Maintenance	924,000	917,000	956,000
Insurance	251,000	290,000	336,000
Supplies	2,410,000	2,690,000	3,809,000
Utilities	856,000	935,000	1,065,000
Rents	155,000	155,000	39,000
Allocations	-	-	100,000
Capital Outlay	7,235,000	10,868,000	8,938,000
Contract Maintenance	704,000	690,000	850,000
<b>Total Expenditures</b>	<b>\$ 58,196,000</b>	<b>\$ 65,044,000</b>	<b>\$ 68,421,000</b>
Excess (Deficit)	2,340,721	(727,000)	(5,022,704)
Beginning Fund Balance	14,680,980	17,021,701	16,294,701
<b>Ending Fund Balance</b>	<b>\$ 17,021,701</b>	<b>\$ 16,294,701</b>	<b>\$ 11,271,997</b>

<b>FARM FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Membership Fee	\$ 4,580	\$ 4,500	\$ 4,500
Donations	19,111	19,686	17,500
Vendor Income	2,653	3,000	3,000
Educational Fees	2,075	1,000	1,400
Grant	2,000	1,000	1,000
Rental Income	6,222	9,800	13,000
Transfer In - General Fund	120,000	120,000	100,000
<b>Total Revenues</b>	<b>\$ 156,641</b>	<b>\$ 158,986</b>	<b>\$ 140,400</b>
<b>Expenses:</b>			
Personnel	\$ 52,384	\$ 86,340	\$ 90,105
Communications	2,649	2,300	2,600
Professional Fees	28,434	21,500	21,800
Other Maintenance	7,901	9,500	12,000
Insurance	-	2,500	2,500
Supplies	11,878	12,500	12,700
Utilities	8,563	8,331	10,231
Rents	12,339	8,000	6,000
Allocations	965	1,093	1,107
Capital Outlay	17,231	-	-
<b>Total Expenditures</b>	<b>\$ 142,344</b>	<b>\$ 152,064</b>	<b>\$ 159,043</b>
Excess (Deficit)	14,297	6,922	(18,643)
Beginning Fund Balance	133,217	147,514	154,436
<b>Ending Fund Balance</b>	<b>\$ 147,514</b>	<b>\$ 154,436</b>	<b>\$ 135,793</b>

<b>LIBRARY ENDOWMENT FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Interest	\$ 3,100	\$ -	\$ -
Other Revenue	1,000	-	-
<b>Total Revenues</b>	<b>\$ 4,100</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenses:</b>			
Personnel	\$ 3,057	\$ -	\$ -
Communications	-	-	-
Professional Fees	8,139	-	-
Other Maintenance	-	-	-
Supplies	6,217	-	-
<b>Total Expenditures</b>	<b>\$ 17,413</b>	<b>\$ -</b>	<b>\$ -</b>
Excess (Deficit)	(13,313)	-	-
Beginning Fund Balance	247,585	234,272	234,272
<b>Ending Fund Balance</b>	<b>\$ 234,272</b>	<b>\$ 234,272</b>	<b>\$ 234,272</b>

<b>E-CITATIONS FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Other Revenues	\$ -	\$ 30,028	\$ 31,050
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ 30,028</b>	<b>\$ 31,050</b>
<b>Expenses:</b>			
Other Maintenance	\$ -	\$ -	\$ -
Supplies	-	4,319	3,000
Capital Outlay	-	-	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 4,319</b>	<b>\$ 3,000</b>
Excess (Deficit)	-	25,709	28,050
Beginning Fund Balance	-	-	25,709
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ 25,709</b>	<b>\$ 53,759</b>

<b>FLEET SERVICES FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
Beginning Fund Balance	2,321,695	2,313,463	2,313,463
<b>Ending Fund Balance</b>	<b>\$ 2,313,463</b>	<b>\$ 2,313,463</b>	<b>\$ 2,313,463</b>
Capital Outlay	\$ -	43,123	60,000

<b>CAPITAL PROJECTS FUND</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Proposed</b>
<b>Revenues:</b>			
Other Revenues	\$ 2,582,018	\$ 11,240,821	\$ 8,966,275
Bond Proceeds	-	3,000,000	7,500,000
<b>Total Revenues</b>	<b>\$ 2,582,018</b>	<b>\$ 14,240,821</b>	<b>\$ 16,466,275</b>
<b>Expenses:</b>			
General Government	\$ 448,274	\$ 6,310,677	\$ 780,000
Fire	1,077,916	-	-
Major Roads	527,513	7,971,415	1,800,000
Intersections & Other	3,956,137	1,915,633	5,774,775
Drainage	1,926,108	249,063	1,075,000
Parks	351,058	830,000	5,630,000
Municipal Schools Projects	6,655,144	4,700,000	7,200,000
Contingency	-	-	250,000
<b>Total Expenditures</b>	<b>\$ 14,942,150</b>	<b>\$ 21,976,788</b>	<b>\$ 22,509,775</b>
Excess (Deficit)	(12,360,132)	(7,735,967)	(6,043,500)
Issuance of debt	5,181,675	-	-
Premium on bonds issued	668,849	-	-
Transfers In	7,782,499	9,000,000	4,200,000
Transfers Out	(950,000)	-	-
Beginning Fund Balance	10,004,703	10,327,594	11,591,627
<b>Ending Fund Balance</b>	<b>\$ 10,327,594</b>	<b>\$ 11,591,627</b>	<b>\$ 9,748,127</b>

<b>TOTAL REVENUES</b>	<b>\$ 168,016,433</b>
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<b>DECREASES (INCREASES) IN FUND BALANCES/NET POSITIONS:</b>	
General Fund	\$ (743,340)
Special Revenue Funds	5,215,374
Capital Projects Funds	6,043,500
Utility Fund	4,306,528
Internal Service Funds	60,000
Germantown Athletic Club Fund	(147,276)
Great Hall Fund	(38,428)
Solid Waste Fund	152,607
Stormwater Management Fund	58,522
<b>TOTAL DECREASES (INCREASES) IN FUND BALANCES/NET POSITIONS</b>	<b>\$ 14,907,488</b>

<b>TOTAL REVENUES AND CHANGES IN FUND BALANCES/NET POSITIONS</b>	<b>\$ 182,923,921</b>
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<b>TOTAL EXPENSES</b>	<b>\$ 182,923,921</b>
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SECTION 2. At the end of the fiscal year 2020, the governing body estimates fund balances or deficits as follows:

Fund	Estimated Fund Balance at June 30, 2020	
General Fund	\$	34,845,363
Utility Fund	\$	52,057,549
Germantown Athletic Club	\$	17,952,421
Great Hall Fund	\$	901,802
Solid Waste Fund	\$	836,291
Stormwater Fund	\$	653,800
State Street Aid	\$	574,621
Drug Fund	\$	186,420
Pickering Fund	\$	304,020
GMSD Fund	\$	11,271,997
Federal Asset Forfeiture Fund	\$	19,990
Ambulance Fund	\$	159,726
Farm Park Fund	\$	135,793
Recreation Fund	\$	348,866
Library Endowment Fund	\$	234,272
E-Citations	\$	53,759
Fleet/Allocation	\$	2,313,463
Capital Projects Fund	\$	9,748,127

SECTION 3. That the governing body herein certifies that the condition of its sinking funds, if applicable, are compliant pursuant to its bond covenants, and recognizes that the municipality has outstanding bonded and other indebtedness as follows:

Bonded or Other Indebtedness	Debt Authorized and Unissued	Principal Outstanding at 06/30/19	FY2020 Principal Payment	FY2020 Interest Payment
<b>Capital Notes</b>	\$ -	\$ 2,848,000	\$ 219,000	\$ 92,560
<b>GO Bonds</b>	\$ 4,681,134	\$ 55,630,000	\$ 2,305,000	\$ 2,403,854
<b>Revenue Bonds</b>	\$ 2,370,000	\$ -	\$ -	\$ 43,173
<b>Settlement Liability</b>	\$ -	\$ 2,183,094	\$ 281,636	\$ 73,817

SECTION 4. During the coming fiscal year (2020) the governing body has pending and planned capital projects and with proposed funding as follows:

<b>FY20 Pending Capital Projects</b>	<b>Pending Capital Projects - Total Expense</b>	<b>Pending Capital Projects Expense Financed by Grants</b>	<b>Pending Capital Projects Expense Financed by Bonds</b>	<b>Pending Capital Projects Expense Financed by State &amp; Federal</b>	<b>Pending Capital Projects Expense Financed by Reserves</b>
<i>(in thousands)</i>					
<b>GENERAL GOVERNMENT:</b>					
GPAC - Grove	\$ 175	175	-	-	-
Court Clerk Office Renovation	60	-	-	-	60
GPAC Grove Perimeter Fencing	300	300	-	-	-
Ambulance	245	-	-	-	245
<b>Total General Government:</b>	<b>\$ 780</b>	<b>475</b>	<b>-</b>	<b>-</b>	<b>305</b>
<b>MAJOR ROADS:</b>					
Forest Hill Irene Safety Improv Poplar to WRB	\$ 375	-	-	300	75
Neshoba Rd Gtown to Exter Overlay	150	-	-	120	30
Wolf River Milling and Paving - Riverdale to West City Limit	200	-	-	160	40
Major Road Plan	100	-	-	80	20
Poplar Avenue Culvert - Phase IV and V*	575	-	-	575	-
FHI Widening Poplar Pike/Winc- Const	400	-	-	-	400
<b>Total Major Roads:</b>	<b>\$ 1,800</b>	<b>-</b>	<b>-</b>	<b>1,235</b>	<b>565</b>
<i>* State funding is included in totals.</i>					
<b>INTERSECTIONS &amp; OTHER:</b>					
Decorative Street Signs	\$ 59.8	10	-	-	50
Signal Upgrades*	300	-	-	300	-
Intersection Safety Audit	200	-	-	160	40
WRB/Campbell Clinic Signal	75	38	-	-	37
Signalization WRB @ HHS	100	-	-	100	-
Wolf River/Gtown Rd Impr- Const*	4,600	-	-	4,600	-
Signalization FHI @ Crestwyn	75	35	-	-	40
GPAC Pedestrian Walkways	90	90	-	-	-
ADA Transition Plan*	275	-	-	220	55
<b>Total Intersections/Other:</b>	<b>\$ 5,774.8</b>	<b>173</b>	<b>-</b>	<b>5380</b>	<b>221.8</b>
<i>* State funding is included in totals.</i>					
<b>DRAINAGE:</b>					
City Wide Master Drainage Plan	\$ 150	-	-	-	150
Lateral E Bank Stabilization	875	-	-	-	875
Annual Misc Drainage Imprv	50	-	-	-	50
<b>Total Drainage:</b>	<b>\$ 1,075</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,075</b>
<i>* State funding is included in totals.</i>					
<i>(in thousands)</i>					
<b>PARKS:</b>					
Germantown Station Park Reinvestment	\$ 250	-	-	-	250
Oaklawn Garden Phase 1	300	-	-	-	300
Riverdale Reinvestment	250	-	-	-	250
Greenway Phase Nashoba to East Trail Head*	2,130	-	-	1,704	426
Cameron Brown Phase 1	200	-	-	-	200
Parkland Acquisition	2,500	-	2,500	-	-
<b>Total Parks:</b>	<b>\$ 5,630</b>	<b>-</b>	<b>2,500</b>	<b>1,704</b>	<b>1,426</b>
<i>* State funding is included in totals.</i>					
<b>GERMANTOWN ATHLETIC CLUB FUND:</b>					
GAC Renovation Phase 4 FF&E	\$ 40	-	-	-	40
Exterior Signage	50	-	-	-	50
<b>Total GAC Fund:</b>	<b>\$ 90</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90</b>
<b>MUNICIPAL SCHOOLS:</b>					
HHS Fieldhouse	\$ 200	-	-	-	200
Security Upgrades	500	-	-	-	500
Riverdale Boilers	1,500	-	-	-	1,500
Houston Middle School Expansion	5,000	-	5,000	-	-
<b>Total GMSD Fund:</b>	<b>\$ 7,200</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>2,200</b>
<b>UTILITY FUND:</b>					
Water System Acquisition Funding	\$ 500	-	-	-	500
Elevated Water Tank	2,357	-	2,357	-	-
Annexation Area Water Main Phase 2	1,034	-	-	-	1,034
Automated Meter Reading Phase 1	50	-	-	-	50
<b>Total Utility Fund:</b>	<b>\$ 3,941</b>	<b>-</b>	<b>2,357</b>	<b>-</b>	<b>1,584</b>
<b>CONTINGENCY:</b>	\$ 250	-	-	-	250
<b>Total Contingency:</b>	<b>\$ 250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>

Proposed Future Capital Projects	Proposed Future Capital Projects - Total Expense	Proposed Future Capital Projects Expense Financed by Grants	Proposed Future Capital Projects Expense Financed by Bonds	Proposed Future Capital Projects Expense Financed by State & Federal	Proposed Future Capital Projects Expense Financed by Reserves
<i>(in thousands)</i>					
<b>GENERAL GOVERNMENT:</b>					
Fire Station 3 Construction	\$ 4,000	-	4,000	-	-
Fire Station #2 Design	350	-	-	-	350
Fire Engine Replacement	1,300	-	-	-	1,300
Ambulance (2)	745	-	-	-	745
<b>Total General Government:</b>	<b>\$ 6,395</b>	<b>-</b>	<b>4,000</b>	<b>-</b>	<b>2,395</b>
<b>MAJOR ROADS:</b>					
Neshoba Rd Gtown to Exter Overlay	1,350	-	-	1,080	270
FHI Widening Poplar to WRB ROW	500	-	-	400	100
FHI Widening Poplar to WRB Const	4,125	-	-	3,300	825
Wolf River Milling and Paving - Riverdale to West City Limits	1,800	-	-	1,440	360
Poplar Avenue Culvert - Phase IV and V*	500	-	-	500	-
<b>Total Major Roads:</b>	<b>\$ 8,275</b>	<b>-</b>	<b>-</b>	<b>6,720</b>	<b>1,555</b>
<i>* State funding is included in totals.</i>					
<b>INTERSECTIONS &amp; OTHER:</b>					
Signal Upgrades*	1,200	-	-	1,200	-
WRB/Campbell Clinic Signal	425	212.5	-	-	213
Signalization WRB @ HHS	400	-	-	400	-
Signalization FHI @ Crestwyn	425	-	-	-	425
<b>Total Intersections/Other:</b>	<b>\$ 2,450</b>	<b>212.5</b>	<b>-</b>	<b>1,600</b>	<b>637.5</b>
<i>* State funding is included in totals.</i>					
<b>DRAINAGE:</b>					
City Wide Master Drainage Plan	\$ 750	-	-	-	750
Duntreath Drainage Ditch Improvements	1,080	-	-	-	1,080
Annual Misc Drainage Imprv	250	-	-	-	250
Redbud Trail Imprv	500	-	-	-	500
Riverdale Rd Outlet Culvert	830	-	-	-	830
English Meadows	900	-	-	-	900
Dogwood Grove 4th addition	930	-	-	-	930
Miller Farms Drainage Study	115	-	-	-	115
Great Oaks Drainage	850	-	-	-	850
<b>Total Drainage:</b>	<b>\$ 6,205</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,205</b>
<i>* State funding is included in totals.</i>					
<i>(in thousands)</i>					
<b>PARKS:</b>					
Greenway Clark Property	\$ 400	-	-	-	400
Neighborhood Parks	2,400	-	1,000	-	1,400
Greenway Wayfinding Signage	300	-	-	-	300
Long Field Project Design and Development	4,000	-	2,500	-	1,500
Parkland Acquisition	1,000	-	-	-	1,000
<b>Total Parks:</b>	<b>\$ 8,100</b>	<b>-</b>	<b>3,500</b>	<b>-</b>	<b>4,600</b>
<i>* State funding is included in totals.</i>					
<b>MUNICIPAL SCHOOLS:</b>					
Security Upgrades	\$ 500	-	-	-	500
HHS Fieldhouse	600	-	-	-	600
<b>Total GMSD Fund:</b>	<b>\$ 1,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,100</b>
<b>UTILITY FUND:</b>					
North Johnson Road Lift Station	\$ 235	-	-	-	235
Automated Meter Reading Phase 1	3,000	-	-	-	3,000
Sanitary Sewer Upgrade Design- FHH	1,000	-	-	-	1,000
<b>Total Utility Fund:</b>	<b>\$ 4,235</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,235</b>
<b>CONTINGENCY:</b>	\$ 1,250	-	-	-	1,250
<b>Total Contingency:</b>	<b>\$ 1,250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,250</b>

- SECTION 5. No appropriations listed above may be exceeded without an amendment of the budget ordinance as required by the Municipal Budget Law of 1982 (T.C.A. Section 6-56-208). In addition, no appropriation may be made in excess of available funds except to provide for an actual emergency threatening the health, property or lives of the inhabitants of the municipality and declared by a two-thirds (2/3) vote of at least a quorum of the governing body in accord with Tennessee Code Annotated Section 6-56-205.
- SECTION 6. At any time during the fiscal year, the City Administrator may transfer part or all of any unencumbered line items within a department, office, or agency. The Board, by appropriate action, may authorize the City Administrator to transfer moneys from one (1) department, office or agency to another within the same fund subject to such limitations and procedures as it may prescribe. Any such transfers shall be reported to the Board at its next regular meeting and shall be entered in the minutes.
- SECTION 7. 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 action of the Board of Mayor and Aldermen to the extent of the amount of funds received.
- SECTION 8. A detailed financial plan will be attached to this budget and become part of this budget ordinance. In addition, the published operating budget and budgetary comparisons shown by fund with beginning and ending fund balances and the number of full time equivalent employees required by Section 6-56-206, *Tennessee Code Annotated* will be attached.
- SECTION 9. There is hereby levied a property tax of \$1.95 per \$100 of assessed value on all real and personal property.
- SECTION 10. This annual operating and capital budget ordinance and supporting documents shall be submitted to the Comptroller of the Treasury or Comptroller's Designee for approval if the City has debt issued pursuant to Title 9, Chapter 21 of the Tennessee Code Annotated within fifteen (15) days of its adoption. This budget shall not become the official budget for the fiscal year until such budget is approved by the Comptroller of the Treasury or Comptroller's Designee in accordance with Title 9, Chapter 21 of the Tennessee Code Annotated (the "Statutes"). If the Comptroller of the Treasury or Comptroller's Designee determines that the budget does not comply with the Statutes, the Governing Body shall adjust its estimates or make additional tax levies sufficient to comply with the Statutes or as directed by the Comptroller of the Treasury or Comptroller's Designee. If the City does not have such debt outstanding, it will file this annual operating and capital budget ordinance and supporting documents with the Comptroller of the Treasury or Comptroller's Designee.
- SECTION 11. All unencumbered balances of appropriations remaining at the end of the fiscal year shall lapse and revert to the respective fund balances.
- SECTION 12. All ordinances or parts of ordinances in conflict with any provision of this ordinance are hereby repealed.
- SECTION 13. This ordinance shall take effect July 1, 2019, the public welfare requiring it.

First Reading: May 13, 2019

Second Reading: June 10, 2019

Third Reading: June 24, 2019



Mike Palazzolo, Mayor



Michele Betty, City Clerk/Recorder

## STRATEGIC OBJECTIVES

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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.

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.

The Germantown Forward 2030 plan is reaffirmed and updated every five years using the same citizen-led process to identify changes needed for long-term horizons.

### GERMANTOWN FORWARD 2030

#### 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

**STRATEGIC OBJECTIVES**

KPA	STRATEGIC OBJECTIVE	ACTION PLAN	TIMELINE	KEY PERFORMANCE INDICATOR
City Services and Finance	All funds are self-sustaining.	Reduce dependency of Special Revenue Funds on the General Fund. Reduce dependency of Enterprise Funds on the General Fund.	1 to 2 years	<ul style="list-style-type: none"> <li>● General Fund transfers to Special Revenue Funds</li> <li>● General Fund transfers to Enterprise Funds</li> </ul>
	Asset renewal is fully funded and takes place as scheduled.	Update IRP policy, establish prioritization criteria. Develop process to measure variance between IRP and actual replacement. Increase asset replacement to meet schedule.	1 to 2 years	<ul style="list-style-type: none"> <li>● Fully funded asset renewal</li> </ul>
	Net financial liabilities are fully funded.	Reinforce adopted financial policies and monitor market performance.	1 to 10 years	<ul style="list-style-type: none"> <li>● Fully funded annual pension liability</li> </ul>
	The City provides high-quality services.	Provide timely response to customer needs. Understand customer requirements and integrate within the performance management system.	1 to 2 years	<ul style="list-style-type: none"> <li>● Satisfaction with City services</li> </ul>
	The City provides community services that are responsive to customer needs.	Align departmental business plans with strategic plan. Develop and implement a process to update the plan.	1 to 2 years	<ul style="list-style-type: none"> <li>● Net Promoter Score</li> </ul>
	City Services are used effectively in high-priority areas.	Percent of total City resources for low-valued services should not exceed 20%.	1 to 2 years	<ul style="list-style-type: none"> <li>● Satisfaction with the focus on priorities</li> <li>● Funding of low-valued services</li> </ul>
Economic Development	Economic development practices support economic sustainability.	Develop Germantown as a regional destination. Grow and retain employment opportunities by executing industry sector and cluster strategies aimed at growing the Life Sciences and Health Care sectors.	1 to 2 years	<ul style="list-style-type: none"> <li>● Ratio of elastic tax revenue to total revenue</li> <li>● Unemployment rate</li> <li>● Business growth rate</li> <li>● Cost of living index</li> </ul>
	Economic development policies encourage investment in key commercial areas.	Complete all identified small area plans and adopt related land use changes. Redevelop municipal center into a mixed-use development and city center.	1 to 2 years 2 to 5 years	<ul style="list-style-type: none"> <li>● Commercial tax base revenue</li> <li>● Value of new construction in key commercial areas</li> <li>● Job growth</li> <li>● Median residential property value and home price</li> </ul>
Education	Germantown has a reputation for lifelong learning and continuous education that meets the needs of all residents.	Conduct a survey of local offerings and prepare a plan to fill identified gaps. Improve availability and awareness of adult and children's education opportunities in Germantown. Establish a forum for education leaders to share, coordinate and cooperate. Support campus safety and the health and welfare of students and teachers.	1 to 2 years	<ul style="list-style-type: none"> <li>● Participation in adult lifelong learning and continuing education</li> <li>● Degree that adult lifelong learning and continuing education needs are met</li> <li>● Books from Birth enrollment</li> </ul>
	Germantown Municipal School District is the top-performing school district in Shelby County and ranks among the top five statewide.	The City responsibly provides financial support for GMSD's facilities plan. GMSD benefits from the City's borrowing and purchasing power. Support campus safety and the health and welfare of students and teachers. City departments collaborate with GMSD to support student achievement.	1 to 2 years	<ul style="list-style-type: none"> <li>● Satisfaction with GMSD operations</li> <li>● GMSD ACT scores</li> <li>● GMSD Graduation rate</li> <li>● GMSD College readiness</li> </ul>

**STRATEGIC OBJECTIVES**

KPA	STRATEGIC OBJECTIVE	ACTION PLAN	TIMELINE	KEY PERFORMANCE INDICATOR
Land Use and Transportation	Significantly improve walkability in Germantown's CBD	Implement streetscape design standards in the CBD to enhance walkability. Fully implement the City's Greenway and Pedestrian/Bicycle Master Plans.	1 to 2 years 2 to 5 years	● Central Business District Walk Score
	Germantown is regionally recognized as a leader for improved access and mobility for all forms of transportation.	Develop a baseline for level of service on Germantown Rd. and Poplar Ave. Develop and adopt a Complete Streets policy. Update the major road plan and establish priorities for transportation efficiency. Improve the Level of Service on Poplar Ave. and Germantown Rd.	1 to 2 years 2 to 5 years	● 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
	Assessed property value in smart growth areas increases annually.	Proactively promote smart growth development opportunities in identified. Economic Development strategic nodes.	1 to 2 years	● Property tax revenue from smart growth areas
	The City experiences positive trends in assessed value of residential areas.	Activate the Neighborhood Planning Initiative. Incentivize and support rehabilitation of existing single family homes and lots. Promote alternative models of single family housing types. Establish a support program for the maintenance of older homes.	1 to 2 years 2 to 5 years	● Assessed value of residential property ● Ratio of multi-family to single-family homes
Natural Resources	Policies and practices advance sustainable practices in natural resource management.	Create a Natural Resource Division. Create a comprehensive database of all natural resources. Provide public awareness for understanding of the plan. Improve access to nature and increase public awareness. Develop and implement a long-term funding strategy to progress plan. Practice and promote innovative energy conservation measures. Implement a long-term funding strategy to support sustained tree canopy.	1 to 2 years 2 to 5 years 5 to 10 years	● City's carbon footprint ● Air quality index
	Ecosystem integrity and habitat biodiversity exist on public lands.	Ensure well-stocked fishing lakes and ponds. Develop and implement a streamside buffer ordinance. Increase use of drought-tolerant, low-maintenance native plants. Eradicate invasive plants on all public property. Increase designated arboretums on public lands. Create designated, protected wildlife corridors. Increase tree planting programs. Increase planting of vegetation and habitat restoration to attract desired wildlife, pollinators, birds and butterflies.	1 to 2 years 2 to 5 years	● Tree canopy coverage ratio ● City's non-invasive plant inventory ● Designated arboretum
	Enhanced protection and conservation of water resources are priorities.	Monitor USGS and Groundwater Institute reports. Invest in water availability redundancy. Protect wetlands and surface water. Maintain a national pollutant discharge eliminations system. Invest in infrastructure through a comprehensive IRP plan. Implement eco-friendly irrigation systems and retrofits. Evaluate long-term non-ground water irrigation options.	1 to 2 years	● Total coliforms in stormwater ● Turbidity ● Total dissolved solids ● Water hardness ● Rate of change in aquifer level

**STRATEGIC OBJECTIVES**

KPA	STRATEGIC OBJECTIVE	ACTION PLANS	TIMELINE	KEY PERFORMANCE INDICATOR
Public Safety	Germantown is the safest city in Tennessee.	High-visibility patrols and proactive enforcement. Evaluate emergency response to ensure safe, efficient and effective arrival. Recruit, hire and retain quality employees. Maintain, improve and acquire innovative technology. Develop and strengthen community outreach programs. Assess infrastructure and capital needs for potential CIP projects.	1 to 2 years	<ul style="list-style-type: none"> <li>● State crime rate index</li> <li>● Satisfaction with police services</li> <li>● Satisfaction with safety while walking alone</li> <li>● Satisfaction with safety compared to other cities</li> <li>● Satisfaction with fire department services</li> </ul>
	Fire protection services result in low property loss and no fire deaths.	Assure response times meet National Fire Protection Association standards. Ensure adequate staffing levels to meet community needs. Recruit, hire and retain quality employees. Assure safe commercial buildings through Fire Code enforcement. Assure adequate fire station placement and coverage. Assess infrastructure and capital needs for potential CIP projects.	1 to 2 years	<ul style="list-style-type: none"> <li>● Ratio of total estimated value of fire loss to total appraised value of residential property</li> <li>● Ratio of total estimated value of fire loss to total appraised value of commercial property</li> </ul>
	Germantown has the highest survivability rate in Tennessee related to Emergency Medical Services.	Increase community education and outreach. Ensure all personnel are fully qualified and trained. Assure ambulance response times meet or exceed national standards. Invest in equipment and lifesaving technology.	1 to 2 years	<ul style="list-style-type: none"> <li>● Cardiac arrest survival rate</li> </ul>
Quality of Life	Exceptional gathering places encourage engagement among residents and visitors.	Develop a branding and marketing campaign for the City. Design and implement a Central Business District streetscape plan. Create policies and guidelines to develop, manage and promote placemaking.	1 to 2 years  2 to 5 years	<ul style="list-style-type: none"> <li>● Satisfaction with CBD contribution to quality of life</li> <li>● Satisfaction with top five City functions</li> <li>● Satisfaction with Germantown as a place to live</li> </ul>

- Meets or exceeds target
- Approaching target
- Not meeting target
- No information available



## PERFORMANCE MEASUREMENTS – FY20

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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 75 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 79 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 from the City’s last survey, in 2018, the following City Functions meet customer needs and satisfaction: **Police Services, Fire Services, Ambulance and Emergency Medical Services, Recycling and Garbage Collection, Emergency Preparedness, City Parks.** All these City Functions were areas of strengths identified in the 2017 survey. The City Parks were considered secondary strength in previous years and now show as a primary strength.

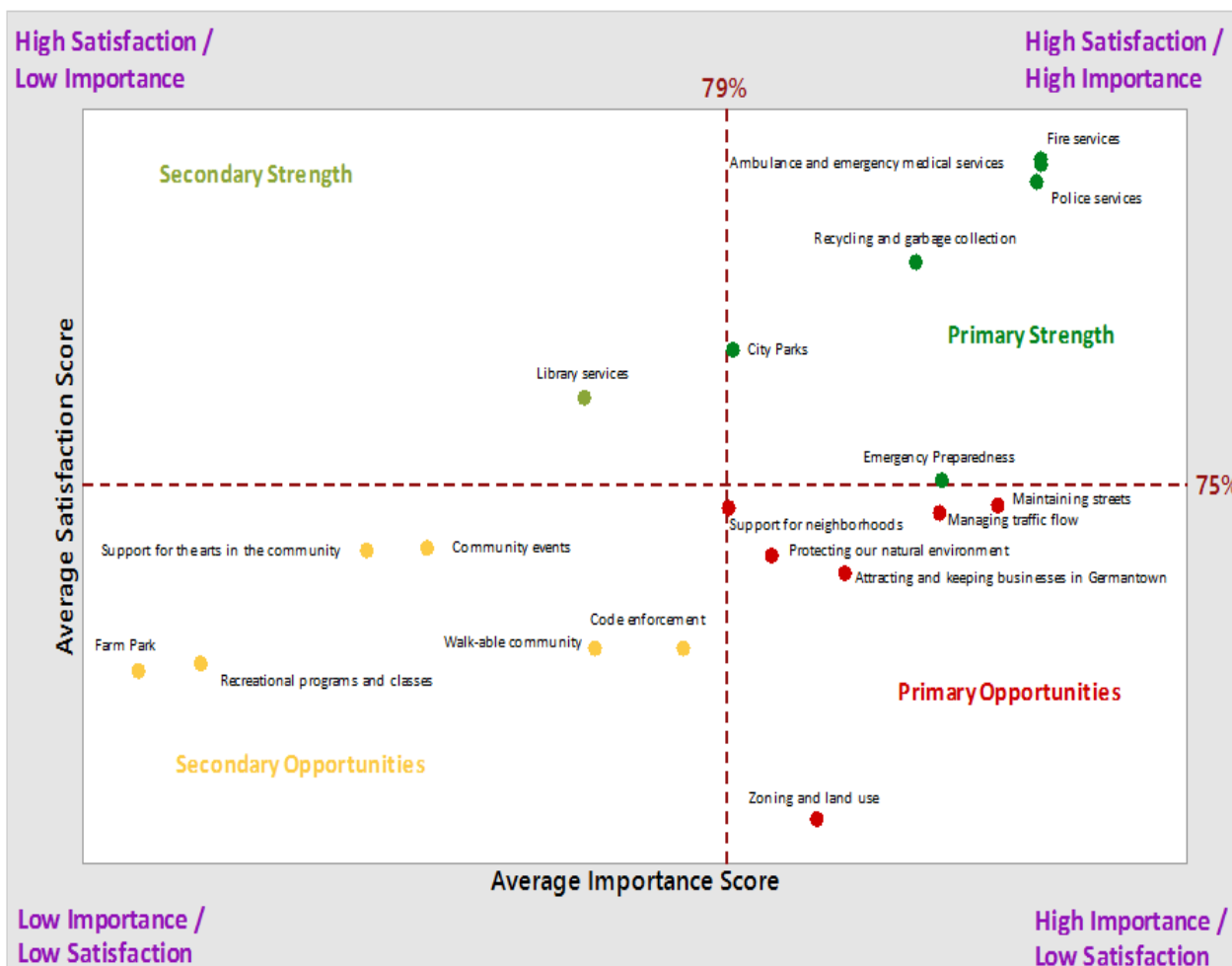
**Primary Opportunities:** These City Functions are those with above average customer ratings in importance, but with below average ratings in satisfaction. The City should prioritize improvements on these functions and services. Efforts placed on these areas should contribute towards raising overall satisfaction levels. According to survey results from the City’s last survey, in 2018, the following City Functions need attention: **Support Neighborhoods, Attracting and Keeping Businesses in Germantown, Zoning and Land Use, Maintaining Streets, Managing Traffic Flow, Protecting our Natural Environment.** All

**PERFORMANCE MEASUREMENTS – FY20**

of these areas continue to be high priorities for improvement since the 2016 survey with the exception of Supporting Neighborhood which was considered a high priority in 2017. In 2017, Maintaining Streets and Managing Traffic Flow were considered strengths, while Protecting our Natural Environment was considered a secondary opportunity.

**Secondary Opportunities:** These City Functions reflect areas in which no immediate attention is needed. Even though survey respondents from the 2018 survey 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 the Arts in the Community, Recreational Programs and Classes, Farm Park.** All these areas were considered secondary opportunities in the 2017 survey.

**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. Based on the 2018 survey, these functions are: **Library Services.** This service was also considered secondary strengths in the 2017 survey.



## FINANCIAL POLICIES

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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. Promote safety and/or security
2. Response to federal or state mandates
3. Federal or state funding or assistance availability
4. Impact future operating costs
5. Enhance economic development or add to the tax base
6. Deferring project will have possible significant implications to the community
7. Maintain a current level of service
8. Improve the quality of existing services
9. Support or is a continuation of another CIP project
10. Replacement or maintenance of a capital asset
11. Create a disruption or inconvenience to citizens
12. Benefit a large amount of stakeholders
13. Rate this risk or uncertainty involved with this project.
14. Protect or contribute to the history of the City
15. Project timeline

### **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 appraised 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 so that multiple projects can be accommodated in a single borrowing to reduce issuance costs per dollar of debt issued. Total issuance costs will be evaluated and disclosed during all phases of the debt issue process.

## **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 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

## FINANCIAL POLICIES

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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 the 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 City Administrator 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 1 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 Master 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.

## PROPOSED FY20 BUDGET CALENDAR

### December

12/05/18 Capital Improvements Program (CIP) applications due to CIP Coordinator  
 12/21/18 FY20 General Fund (Revenues and Expenditures), Program Change Requests and Infrastructure Replacement Program requests are due to Budget and Performance are due to Budget and Performance

### January

1/04/19 Budget Materials distributed to Enterprise, Special Revenue and Internal Service Funds  
 1/14/19 FY20 Budget review with General Fund departments  
 1/22/19 **Financial Advisory Commission – First Meeting:** Introduction, recommendation of budget calendar and review of budget issues  
 1/28/19 **Board Meeting** - Budget Calendar review and approval by the Board of Mayor and Aldermen

### February

2/01/19 FY20 Budget (Revenues and Expenses), Program Change Requests and Infrastructure Replacement Program requests are due to Budget and Performance (Enterprise Funds, Internal Service Funds, Special Revenue Funds)  
 2/11-15/19 FY20 Budget review with departments (Enterprise Funds, Internal Service Funds, Special Revenue Funds)  
 2/26/19 **Financial Advisory Commission – Second Meeting:** Review of FY20 Budget Enterprise Funds (Utility, Germantown Athletic Club, Great Hall, Sanitation and Stormwater)

### March

3/26/19 **Financial Advisory Commission – Third Meeting:** Review of Capital Improvements Program  
 3/27/19 Board of Mayor and Aldermen – work session on CIP

### April

4/16/19 **Financial Advisory Commission – Fourth Meeting:** Review of FY20 Special Revenue  
 4/23/19 **Financial Advisory Commission – Fifth Meeting:** Review of FY20 GMSD Fund  
 4/30/19 **Financial Advisory Commission – Sixth Meeting:** Review of FY20 General Fund Revenues and Expenditures

### May

5/01/19 Proposed FY20 Budget delivered to Board of Mayor and Aldermen  
*Budget in Brief* prepared  
 5/08/19 Board of Mayor and Aldermen work session on FY20 Budget  
 5/13/19 **Board Meeting - First Reading on FY20 Budget Ordinance 2019-1**  
 Distribute *Budget in Brief* and Neighborhood News  
 5/20/19 Document printing due to Procurement

### June

6/10/19 **Board Meeting - Public Hearing on FY20 Budget; Second Reading on FY20 Budget Ordinance 2019-1**  
 6/24/19 **Board Meeting - Third and Final Reading on FY20 Budget Ordinance 2019-1**





This section consists of summaries of the FY20 Budget by major category and by cost center in the six major operating funds: General, Utility, Germantown Athletic Club, Great Hall, Solid Waste 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.

**ALL FUNDS 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 FY20. It is compared to the estimated total for FY19. 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 58 and 59. 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 FY19 and five years of projections including FY20, 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 – SOLID WASTE 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.

<b>List of Funds</b>
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<b>Governmental</b>		<b>Proprietary</b>		<b>Fiduciary</b>	
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	Solid Waste 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				
Library Endowment	Special				
E-Citations Fund	Special				

# ALL FUNDS BUDGET SUMMARY

	General Fund	Utility Fund	Germantown Athletic Club	Great Hall Fund	Solid Waste Fund	Stormwater Fund
<b>REVENUES:</b>						
Property Taxes	\$ 33,867,149	-	-	-	-	-
Sales Taxes	14,560,000	-	-	-	-	-
Federal and State Revenues	5,944,500	-	-	-	5,000	-
Metered Water Sales	-	5,165,000	-	-	-	-
Sewer Service Fees	-	3,200,000	-	-	-	-
Membership Fees	-	-	3,895,000	-	-	-
Aquatics Revenues	-	-	134,168	-	-	-
Business Revenues	-	-	-	521,393	-	-
Personal Training	-	-	325,000	-	-	-
Solid Waste Fees	-	-	-	-	4,955,677	-
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	-	-	-	-	-	1,012,300
Other Revenues	4,708,060	387,000	326,835	-	41,500	6,900
Investment Income	219,200	66,500	35,000	4,000	21,000	5,000
Transfers In	411,560	-	-	75,000	-	-
Funds from Prior Periods	450,000	-	-	-	-	-
<b>FY20 Total Revenues:</b>	<b>60,160,469</b>	<b>8,818,500</b>	<b>4,716,003</b>	<b>600,393</b>	<b>5,023,177</b>	<b>1,024,200</b>
<b>Expenditures/Expenses by Category:</b>						
Personnel	33,899,751	1,640,725	1,803,889	203,037	120,442	566,558
Communications	403,917	95,600	21,200	750	15,500	3,275
Utilities	1,167,086	653,868	379,002	43,685	-	600
Professional	2,871,026	237,000	539,914	29,000	25,000	1,000
Grants	1,757,240	-	-	-	-	-
Other Maintenance	2,739,050	155,000	177,000	73,850	-	30,960
Vehicle Maintenance	-	-	-	-	-	-
Street Maintenance	-	-	-	-	-	265,000
Mains Maintenance	-	155,000	-	-	-	-
Supplies	1,825,222	217,700	264,632	20,100	40,000	19,400
Contract Services	-	1,519,796	-	-	4,959,342	-
Insurance	120,000	11,000	-	-	-	-
Rent	102,783	-	240,000	97,222	-	-
Debt Service	5,021,914	43,173	5,040	1,960	-	-
Capital Outlay	2,590,500	-	-	-	-	-
Depreciation	-	1,834,736	642,500	75,235	15,500	38,500
Contingency	50,000	-	-	-	-	-
Transfers Out	6,482,296	-	100,000	-	-	-
Allocation/PILOT	1,468,944	1,770,430	105,551	17,126	-	37,429
Expense Reimbursement	(1,082,600)	-	-	-	-	-
<b>FY20 Total Expenditures/Expenses</b>	<b>59,417,129</b>	<b>8,334,028</b>	<b>4,278,728</b>	<b>561,965</b>	<b>5,175,784</b>	<b>962,722</b>
<b>Excess (Deficit)/Income (Loss)</b>	<b>743,340</b>	<b>484,472</b>	<b>437,276</b>	<b>38,428</b>	<b>(152,607)</b>	<b>61,478</b>
<b>Fund Balance/Net Assets Position:</b>						
Beg. Fund Bal./Net Assets Position	38,302,023	51,573,077	17,515,145	863,374	988,898	592,322
Transfer to CIP/IRP	(4,200,000)	-	-	-	-	-
End Fund Bal./Net Assets Position	\$ 34,845,363	52,057,549	17,952,421	901,802	836,291	653,800
Capital Outlay/Infrastructure/CIP	-	4,791,000	290,000	-	-	120,000
<b>COMPARISON TO PRIOR YEAR'S BUDGET</b>						
<b>ALL FUNDS:</b>		BUDGET FY19	BUDGET FY20	CHANGE	% CHANGE	
Operating Budget*	\$	129,846,012	156,383,146	26,537,134	20.4%	
Capital Budget		39,943,911	26,540,775	(13,403,136)	-33.6%	
<b>TOTAL BUDGET</b>	<b>\$</b>	<b>169,789,923</b>	<b>182,923,921</b>	<b>13,133,998</b>	<b>7.7%</b>	

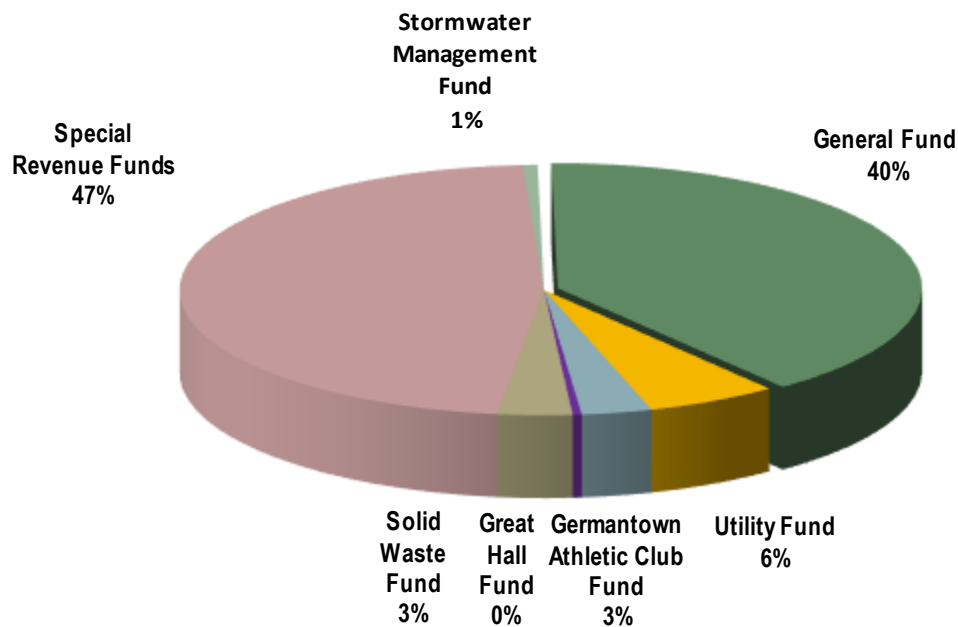
\* Includes Capital Outlay and Infrastructure.

# ALL FUNDS BUDGET SUMMARY

	Special Revenue	Veh. Maint./ Alloc.	Capital Projects	Total FY20	Increase/ Decrease	Estimated FY19	Actual FY18
<b>REVENUES:</b>							
Property Taxes	\$ -	-	-	33,867,149	0.8%	33,587,783	33,684,789
Sales Taxes	-	-	-	14,560,000	2.2%	14,251,100	13,260,520
Federal and State Revenues	-	-	-	5,949,500	5.5%	5,640,500	6,099,379
Metered Water Sales	-	-	-	5,165,000	2.8%	5,022,030	5,079,445
Sewer Service Fees	-	-	-	3,200,000	5.5%	3,034,500	3,160,302
Membership Fees	-	-	-	3,895,000	0.9%	3,858,902	3,640,373
Aquatics Revenues	-	-	-	134,168	-2.6%	137,686	169,875
Business Revenues	-	-	-	521,393	-11.0%	585,615	576,675
Personal Training	-	-	-	325,000	25.6%	258,759	207,730
Solid Waste Fees	-	-	-	4,955,677	0.9%	4,913,500	4,901,382
State Gasoline Tax Allocation	1,420,000	-	-	1,420,000	0.4%	1,415,000	1,345,488
Automated Enforcement Revenues	-	-	-	-	0%	-	-
Drug Enforcement Revenues	300,000	-	-	300,000	31.6%	228,000	123,048
Federal Asset Forfeiture Revenues	50,000	-	-	50,000	203.0%	16,500	11,169
Pickering Complex Revenues	101,500	-	-	101,500	4.9%	96,800	106,467
Transport Fee	1,280,000	-	-	1,280,000	0.0%	1,260,000	-
Non Transport Fee	-	-	-	-	-100%	1,172	1,188,901
Education Revenues	60,891,000	-	-	60,891,000	0.0%	61,820,000	58,062,000
Recreation Revenues	683,670	-	-	683,670	2.3%	667,991	660,370
Farm Revenues	40,400	-	-	40,400	0.0%	38,986	-
Stormwater Fee	-	-	-	1,012,300	-0.6%	1,018,080	1,020,492
Other Revenues	31,050	-	-	5,501,345	-2.0%	5,612,767	5,280,619
Investment Income	2,500	-	-	353,200	-62.0%	929,347	904,077
Transfers In	6,407,296	-	-	6,893,856	27.6%	5,403,858	4,404,721
Funds from Prior Periods	-	-	-	450,000	0.0%	450,000	-
<b>FY20 Total Revenues:</b>	<b>71,207,416</b>	<b>-</b>	<b>-</b>	<b>151,550,158</b>	<b>0.9%</b>	<b>150,248,876</b>	<b>143,924,463</b>
<b>Expenditures/Expenses by Category:</b>							
Personnel	48,594,823	725,115	-	87,554,340	6.4%	82,308,189	76,496,715
Communications	362,900	3,000	-	906,142	0.3%	903,765	652,462
Utilities	2,017,541	21,615	-	4,283,397	7.2%	3,996,462	3,818,848
Professional	6,041,118	-	-	9,744,058	4.7%	9,310,312	9,253,176
Grants	-	-	-	1,757,240	6.2%	1,655,420	1,653,810
Other Maintenance	979,025	166,000	-	4,320,885	4.0%	4,156,233	3,518,739
Vehicle Maintenance	-	128,000	-	128,000	0.0%	128,000	118,176
Street Maintenance	3,550,000	-	-	3,815,000	34.0%	2,846,600	1,937,496
Mains Maintenance	-	-	-	155,000	5.4%	147,000	149,809
Supplies	4,221,335	100,800	-	6,709,189	29.7%	5,170,917	4,453,320
Contract Services	854,500	-	-	7,333,638	6.2%	6,907,770	6,822,078
Insurance	348,500	656,000	-	1,135,500	0%	1,039,487	879,283
Rent	40,750	3,500	-	484,255	-19.6%	602,341	576,615
Debt Service	-	-	-	5,072,087	7.8%	4,704,228	3,483,982
Capital Outlay	9,223,000	-	-	11,813,500	-12.7%	13,535,938	8,770,566
Depreciation	-	120,000	-	2,726,471	2.2%	2,668,108	2,651,237
Contingency	-	-	-	50,000	0%	50,000	-
Transfers Out	-	-	-	6,582,296	28.0%	5,142,000	4,404,721
Allocation	189,298	(1,924,030)	-	1,664,748	12.8%	1,476,015	1,540,707
Expense Reimbursement	-	-	-	(1,082,600)	6.9%	(1,012,790)	(1,046,960)
<b>FY20 Total Expenditures/Expenses</b>	<b>76,422,790</b>	<b>-</b>	<b>-</b>	<b>155,153,146</b>	<b>6.5%</b>	<b>145,735,995</b>	<b>130,134,780</b>
<b>Excess (Deficit)/Income (Loss)</b>	<b>(5,215,374)</b>	<b>-</b>	<b>-</b>				
<b>Fund Balance/Retained Earnings:</b>							
Beg. Fund Bal./Retained Earnings	18,504,838	2,313,463	-				
Transfer to CIP/IRP	-	-	-				
End Fund Bal./Ret. Earnings	\$ 13,289,464	2,313,463	-				
Capital Outlay/Infrastructure/CIP	7,200,000	60,000	15,309,775				
<b>COMPARISON TO PRIOR YEAR'S BUDGET</b>							
<b>GENERAL FUND:</b>	<b>BUDGET FY19</b>	<b>BUDGET FY20</b>	<b>CHANGE</b>	<b>% CHANGE</b>			
Operating Budget*	\$ 54,720,709	59,417,129	4,696,420	8.6%			
Capital Budget	-	-	-	0.0%			
<b>TOTAL BUDGET</b>	<b>\$ 54,720,709</b>	<b>59,417,129</b>	<b>4,696,420</b>	<b>8.6%</b>			

\* Includes Capital Outlay and Infrastructure.

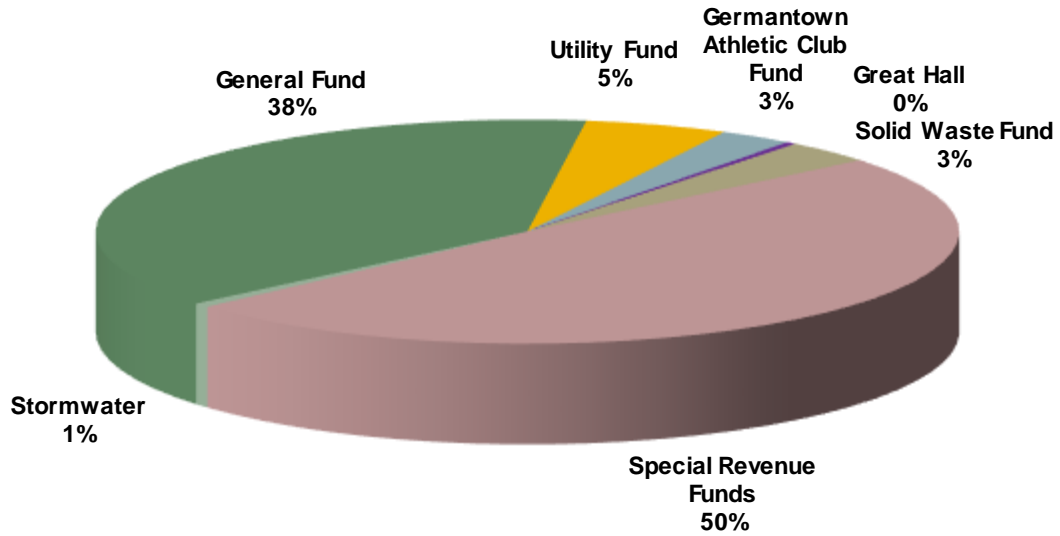
# ALL FUND OPERATING REVENUES FY20



**ALL FUND REVENUES (\$000)**

	2019 ESTIMATED		2020 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 59,715	40%	\$ 60,160	40%
Utility Fund	8,543	6%	8,819	6%
Germantown Athletic Club Fund	4,609	3%	4,716	3%
Great Hall	589	0%	600	0%
Solid Waste Fund	4,983	3%	5,023	3%
Special Revenue Funds	70,785	47%	71,208	47%
Stormwater Management Fund	1,025	1%	1,024	1%
<b>TOTAL REVENUES</b>	<b>\$ 150,249</b>	<b>100%</b>	<b>\$ 151,550</b>	<b>100%</b>

# ALL FUND OPERATING EXPENSES FY20



**ALL FUND EXPENDITURES/EXPENSES (\$000)**

	2019 ESTIMATED		2020 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 55,238	38%	\$ 59,417	38%
Utility Fund	7,900	5%	8,334	5%
Germantown Athletic Club Fund	4,082	3%	4,279	3%
Great Hall	551	0%	562	0%
Solid Waste Fund	4,994	3%	5,176	3%
Special Revenue Funds	71,978	50%	76,422	50%
Stormwater	992	1%	963	1%
<b>TOTAL EXPENDITURES</b>	<b>\$ 145,736</b>	<b>100%</b>	<b>\$ 155,153</b>	<b>100%</b>

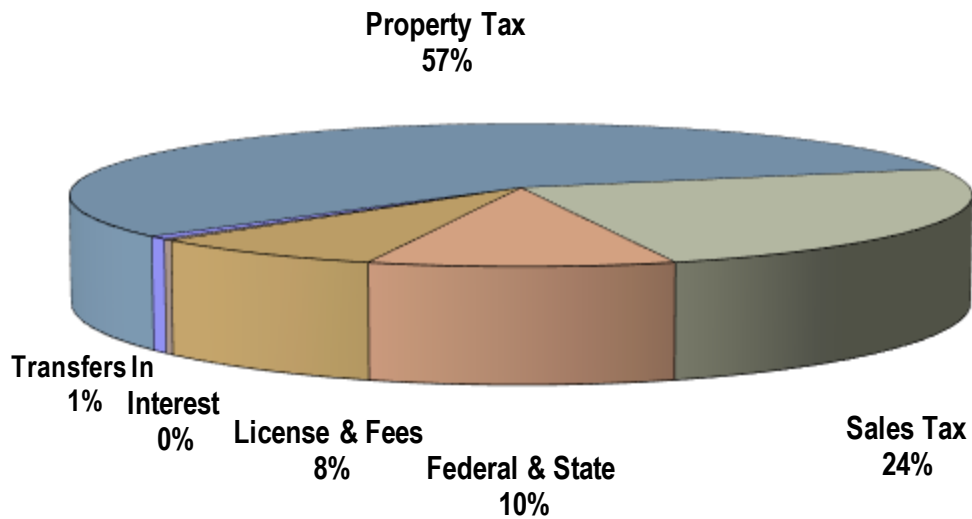
## GENERAL FUND BUDGET SUMMARY

REVENUES:	Actual FY17	Actual FY18	Original FY19 Budget
Property Taxes	\$ 29,415,474	33,684,789	32,855,367
Sales Taxes	12,007,202	13,260,520	13,265,000
Federal and State Revenues	6,797,012	6,076,303	5,677,000
Other Revenues	4,289,915	4,425,826	4,474,550
Investment Income	226,922	678,493	219,200
Transfers In	-	-	100,000
Funds from Prior Periods	-	-	450,000
<b>TOTAL GENERAL FUND REVENUES</b>	<b>52,736,525</b>	<b>58,125,931</b>	<b>57,041,117</b>
<b>EXPENDITURES:</b>			
<b>General Government:</b>			
Aldermen	191,973	179,296	226,960
Civic Support	1,637,548	1,647,690	1,695,376
City Court	685,076	707,423	801,304
Administration	1,604,239	1,704,309	1,669,805
Germantown Performing Arts Center	1,261,783	1,291,654	1,450,278
Information Technology	2,028,104	1,872,547	2,621,923
Human Resources	589,016	627,009	658,811
Finance	1,135,977	1,188,628	1,384,590
Procurement	666,333	717,738	756,820
Community Development	2,040,520	2,139,039	2,240,274
General Services	2,031,441	2,173,486	2,388,119
Budget & Performance	325,078	356,519	386,638
<b>Total General Government</b>	<b>14,197,088</b>	<b>14,605,338</b>	<b>16,280,898</b>
<b>Public Safety:</b>			
Police	11,359,830	11,652,975	13,021,569
Fire	7,769,219	7,899,411	8,429,506
<b>Total Public Safety</b>	<b>19,129,049</b>	<b>19,552,386</b>	<b>21,451,075</b>
<b>Transportation &amp; Environment:</b>			
Public Services	4,302,667	4,054,860	5,051,646
Animal Control	295,787	301,436	365,567
<b>Total Transportation &amp; Environment</b>	<b>4,598,454</b>	<b>4,356,296</b>	<b>5,417,213</b>
<b>Community Services:</b>			
Parks & Recreation	1,124,376	1,154,979	1,374,211
Genealogy Center	62,772	62,624	150,710
Library Services	1,456,655	1,506,552	1,537,768
Cultural Arts Programs	46,399	65,209	86,497
<b>Total Community Services</b>	<b>2,690,202</b>	<b>2,789,364</b>	<b>3,149,186</b>
<b>General Debt Service</b>	<b>3,852,402</b>	<b>3,440,728</b>	<b>4,418,520</b>
<b>Other Expenditures:</b>			
Transfer to Great Hall Fund	175,000	85,000	75,000
Transfer to Municipal Schools Fund	2,189,386	2,474,721	2,496,607
Transfer to Germantown Athletic Club Fund	-	(100,000)	-
Transfer to Ambulance	600,000	625,000	775,000
Transfer to State Street Aid	1,650,000	1,100,000	1,500,000
Transfer to Farm Park	150,000	120,000	120,000
Contingencies	-	-	50,000
Expense Reimbursement	(978,808)	(1,046,960)	(1,012,790)
Roll Forward Enc.- Prior Year	450,000	450,000	450,000
Roll Forward Enc.- Next Year	(450,000)	(450,000)	(450,000)
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>48,204,034</b>	<b>48,001,873</b>	<b>54,720,709</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>\$ 4,532,491</b>	<b>10,124,058</b>	<b>2,320,408</b>
<b>Fund Balance - Beginning</b>			
Transfer to Capital Projects	(3,789,250)	(2,000,000)	(1,620,000)
CIP Reserve Increase (Decrease)	-	-	(4,380,000)
<b>Fund Balance - Ending</b>	<b>\$ 32,601,113</b>	<b>40,725,171</b>	<b>33,776,859</b>

## GENERAL FUND BUDGET SUMMARY

	Estimate FY19	Budget FY20	Projected			
			FY21	FY22	FY23	FY24
\$	33,587,783	33,867,149	34,103,040	34,469,437	35,012,233	35,730,788
	14,251,100	14,560,000	15,045,750	15,266,448	15,565,583	15,793,211
	5,636,200	5,944,500	5,561,200	5,057,119	4,563,897	4,621,547
	4,814,108	4,708,060	4,512,148	4,815,452	4,913,637	5,009,129
	614,200	219,200	221,700	218,700	217,840	217,161
	361,858	411,560	311,443	312,098	311,493	311,660
	450,000	450,000	450,000	450,000	450,000	450,000
	59,715,249	60,160,469	60,205,281	60,589,253	61,034,683	62,133,496
	229,158	207,437	210,027	212,733	216,452	219,752
	1,647,220	1,748,240	1,732,461	1,757,310	1,783,941	1,811,430
	800,199	835,843	845,925	864,362	884,501	905,329
	1,806,840	1,648,695	1,673,239	1,712,677	1,757,562	1,801,711
	1,417,676	1,624,677	1,565,196	1,605,754	1,650,344	1,695,400
	2,729,937	2,844,635	3,533,584	2,601,698	3,081,274	2,739,234
	664,711	706,735	695,008	714,816	736,154	758,373
	1,268,246	1,451,337	1,482,337	1,514,970	1,553,882	1,590,519
	791,121	792,058	812,764	834,581	858,466	882,855
	2,238,328	2,544,474	2,605,134	2,707,726	2,806,962	2,854,235
	2,276,281	2,775,227	2,360,505	2,280,416	2,288,031	2,378,284
	379,845	394,085	402,660	412,780	423,743	435,080
	16,249,562	17,573,443	17,918,840	17,219,824	18,041,312	18,072,201
	12,832,428	13,903,958	14,044,103	14,245,226	14,716,418	15,351,151
	8,963,156	8,955,253	9,158,756	9,572,633	9,668,586	9,955,283
	21,795,584	22,859,211	23,202,859	23,817,860	24,385,003	25,306,433
	5,034,116	4,971,616	4,876,084	5,216,749	4,937,569	5,231,581
	335,326	358,533	374,390	383,526	393,598	403,907
	5,369,442	5,330,149	5,250,474	5,600,276	5,331,167	5,635,488
	1,287,178	1,383,085	1,321,756	1,383,651	1,387,683	1,454,556
	135,347	145,302	149,030	152,717	156,869	161,104
	1,554,043	1,565,832	1,608,318	1,652,587	1,698,529	1,745,548
	87,654	88,497	88,497	88,543	88,745	88,793
	3,064,222	3,182,716	3,167,601	3,277,498	3,331,827	3,450,001
	4,680,378	5,021,914	5,335,396	5,239,808	5,231,829	5,237,595
	75,000	75,000	50,000	-	-	-
	2,497,000	2,507,296	2,557,442	2,608,591	2,660,763	2,713,978
	-	-	-	-	-	-
	850,000	800,000	725,000	700,000	750,000	800,000
	1,500,000	3,000,000	2,500,000	2,500,000	2,200,000	2,100,000
	120,000	100,000	100,000	100,000	120,000	120,000
	50,000	50,000	50,000	50,000	50,000	50,000
	(1,012,790)	(1,082,600)	(1,107,489)	(1,134,898)	(1,163,119)	(1,192,180)
	450,000	450,000	450,000	450,000	450,000	450,000
	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
	55,238,398	59,417,129	59,750,123	59,978,958	60,938,781	62,293,517
\$	4,476,852	743,340	455,158	610,295	95,903	(160,021)
	40,275,171	38,302,023	34,395,363	29,177,521	24,687,816	19,913,719
	(1,620,000)	-	-	-	-	-
	(4,380,000)	(4,200,000)	(5,223,000)	(4,650,000)	(4,420,000)	(2,150,000)
\$	38,752,023	34,845,363	29,627,521	25,137,816	20,363,719	17,603,698

# GENERAL FUND REVENUES FY20

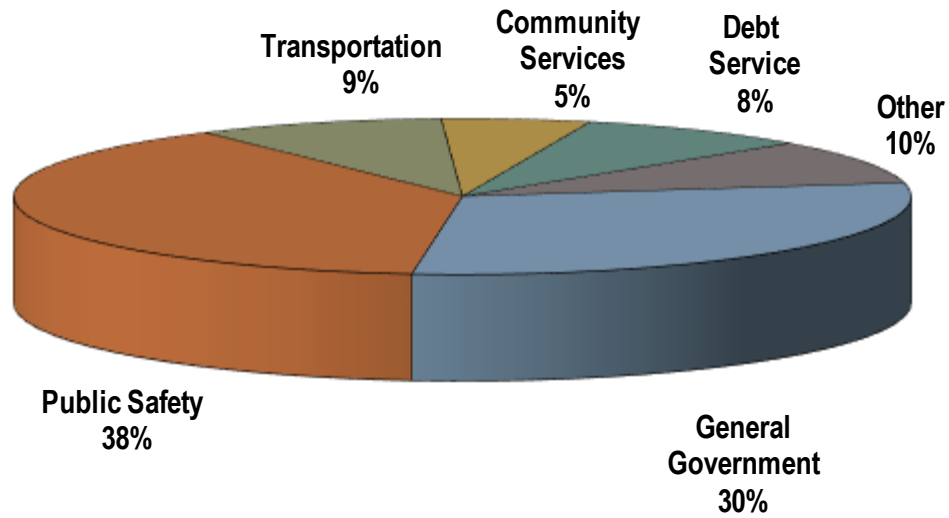


**GENERAL FUND REVENUES (\$000)**

	2019 ESTIMATED		2020 BUDGET	
	Amount	Percent	Amount	Percent
Property Taxes	\$ 33,588	57%	\$ 33,867	57%
Sales Taxes	14,251	24%	14,560	24%
Federal & State Revenues	5,636	10%	5,945	10%
License, Fees & Other	4,814	7%	4,707	8%
Investment Income	614	1%	219	0%
Transfers In	362	1%	412	1%
<b>TOTAL REVENUES</b>	<b>\$ 59,265</b>	<b>100%</b>	<b>\$ 59,710</b>	<b>100%</b>



# GENERAL FUND EXPENDITURES FY20



**GENERAL FUND EXPENDITURES (\$000)**

	2019 ESTIMATED		2020 BUDGET	
	Amount	Percent	Amount	Percent
General Government	\$ 16,250	29%	\$ 17,573	30%
Public Safety	21,796	39%	22,859	38%
Transportation	5,369	10%	5,330	9%
Community Services	3,064	6%	3,183	5%
Debt Services	4,680	8%	5,022	8%
Other Expenses (Reimb.)	4,079	8%	5,450	10%
<b>TOTAL EXPENDITURES</b>	<b>\$ 55,238</b>	<b>100%</b>	<b>\$ 59,417</b>	<b>100%</b>

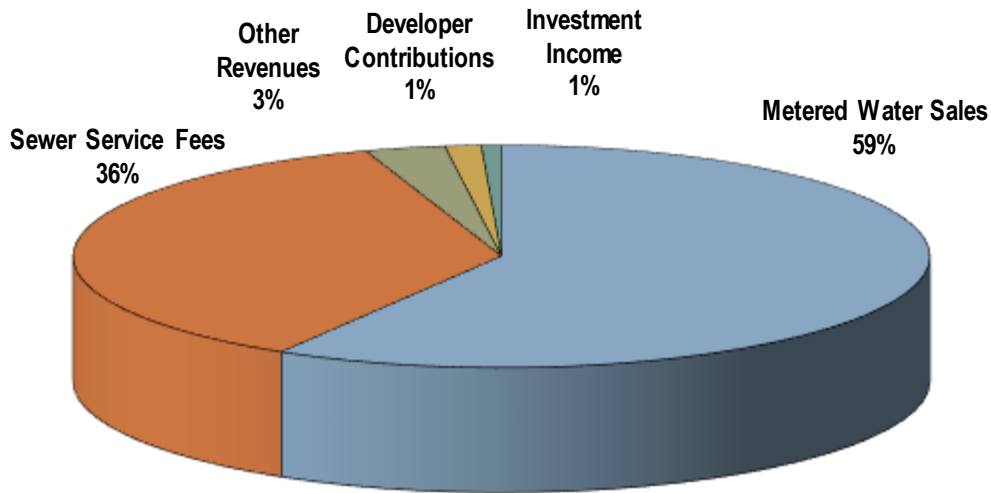
## UTILITY FUND BUDGET SUMMARY

	Actual FY17	Actual FY18	Budget FY19
<b>OPERATING REVENUES</b>			
Metered Water Sales	\$ 5,393,461	5,079,445	5,350,000
Sewer Service Fees	3,279,737	3,160,302	3,200,000
Other Revenue	284,461	377,149	284,000
<b>Total Operating Revenues</b>	<b>8,957,659</b>	<b>8,616,896</b>	<b>8,834,000</b>
<b>OPERATING EXPENSES</b>			
Water	4,367,388	4,511,011	4,756,904
Sewer	1,570,691	1,904,224	1,818,440
Sewage Treatment	1,379,611	1,480,577	1,572,192
<b>Total Operating Expenses</b>	<b>7,317,690</b>	<b>7,895,812</b>	<b>8,147,536</b>
<b>OPERATING INCOME</b>	<b>1,639,969</b>	<b>721,084</b>	<b>686,464</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Contributions from Developers	40,764	228,752	175,000
Investment Income	39,361	136,815	66,500
Gain/loss on disposal of assets	8,660	8,369	-
Utility Debt Service	(69,070)	(26,554)	(12,050)
<b>Net Non-Operating Revenues (Expenses)</b>	<b>19,715</b>	<b>347,382</b>	<b>229,450</b>
<b>NET INCOME</b>	<b>1,659,684</b>	<b>1,068,466</b>	<b>915,914</b>
<b>Other Receipts</b>			
Debt Proceeds	-	-	-
Depreciation	1,751,416	1,779,310	1,785,657
<b>Total Other Receipts</b>	<b>1,751,416</b>	<b>1,779,310</b>	<b>1,785,657</b>
<b>Other Expenses</b>			
Bonds Payable	1,035,000	1,075,000	590,000
Major Construction	236,230	512,877	3,558,100
Infrastructure (Water & Sewer)	-	265,762	555,000
<b>Total Other Expenses</b>	<b>1,271,230</b>	<b>1,853,639</b>	<b>4,703,100</b>
Effect of Change in Accounting Principle	-	(72,834)	-
Total Net Position - Beginning	48,273,803	49,933,487	50,891,835
<b>Total Net Position - Ending</b>	<b>\$ 49,933,487</b>	<b>50,929,119</b>	<b>51,807,749</b>

## UTILITY FUND BUDGET SUMMARY

	Estimate FY19	Budget FY20	Projected			
			FY21	FY22	FY23	FY24
\$	5,022,030	5,165,000	5,268,300	5,373,666	5,481,139	5,590,762
	3,034,500	3,200,000	3,232,000	3,264,320	3,296,963	3,329,933
	161,934	267,000	272,540	277,244	280,023	282,709
	8,218,464	8,632,000	8,772,840	8,915,230	9,058,126	9,203,403
	4,615,743	4,893,302	4,960,733	5,060,104	5,266,446	5,385,322
	1,837,943	1,877,757	1,904,183	1,941,317	1,979,292	2,018,075
	1,433,770	1,519,796	1,555,796	1,591,796	1,627,796	1,663,796
	7,887,456	8,290,855	8,420,713	8,593,217	8,873,535	9,067,193
	<b>331,008</b>	<b>341,145</b>	<b>352,127</b>	<b>322,013</b>	<b>184,591</b>	<b>136,210</b>
	125,000	120,000	132,000	158,400	163,152	166,007
	200,000	66,500	45,000	47,250	49,613	52,093
	-	-	-	-	-	-
	(12,050)	(43,173)	(95,500)	(90,875)	(86,000)	(80,875)
	312,950	143,327	81,500	114,775	126,765	137,225
	<b>643,958</b>	<b>484,472</b>	<b>433,627</b>	<b>436,788</b>	<b>311,355</b>	<b>273,436</b>
	-	2,370,000	-	-	-	-
	1,821,233	1,834,736	1,846,586	1,849,586	1,952,586	1,967,986
	1,821,233	4,204,736	1,846,586	1,849,586	1,952,586	1,967,986
	590,000	-	90,000	95,000	100,000	105,000
	3,361,710	4,419,100	1,185,000	2,300,000	2,850,000	450,000
	909,063	371,900	30,000	-	67,000	62,000
	4,860,773	4,791,000	1,305,000	2,395,000	3,017,000	617,000
	-	-	-	-	-	-
	50,929,119	51,573,077	52,057,549	52,491,177	52,927,965	53,239,320
\$	51,573,077	52,057,549	52,491,177	52,927,965	53,239,320	53,512,756

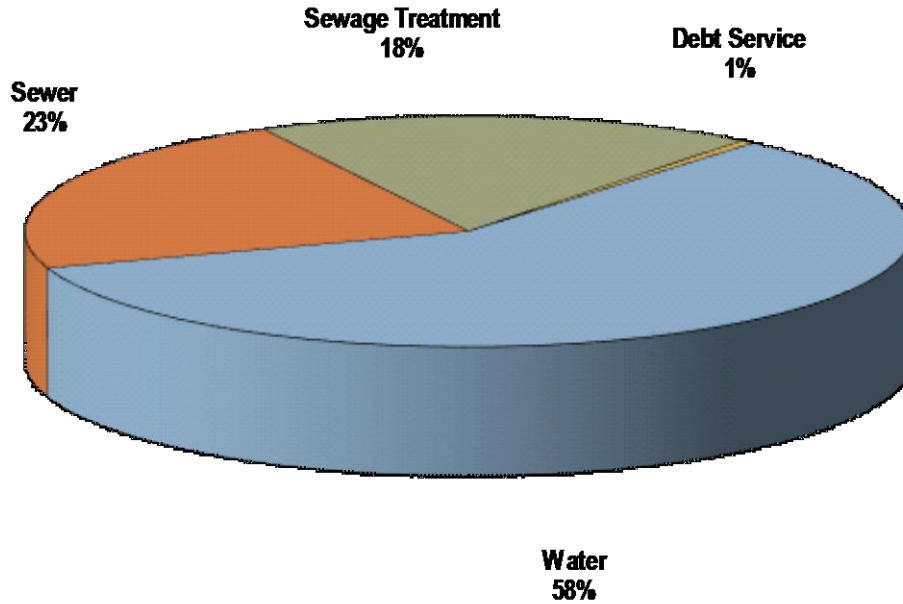
# UTILITY FUND REVENUES FY20



**UTILITY FUND REVENUES (\$000)**

	2019 ESTIMATED		2020 BUDGET	
	Amount	Percent	Amount	Percent
Metered Water Sales	\$ 5,022	59%	\$ 5,165	59%
Sewer Service Fees	3,035	36%	3,200	36%
Other Revenue	161	2%	267	3%
Contributions from Developers	125	1%	120	1%
Investment Income	200	2%	67	1%
<b>TOTAL REVENUES</b>	<b>\$ 8,543</b>	<b>100%</b>	<b>\$ 8,819</b>	<b>100%</b>

## UTILITY FUND EXPENSES FY20



**UTILITY FUND EXPENSES (\$000)**

	2019 ESTIMATED		2020 BUDGET	
	Amount	Percent	Amount	Percent
Water	\$ 4,616	59%	\$ 4,893	58%
Sewer	1,838	23%	1,878	23%
Sewage Treatment	1,434	18%	1,520	18%
Utility Debt Service	12	0%	43	1%
<b>TOTAL EXPENSES</b>	<b>\$ 7,900</b>	<b>100%</b>	<b>\$ 8,334</b>	<b>100%</b>

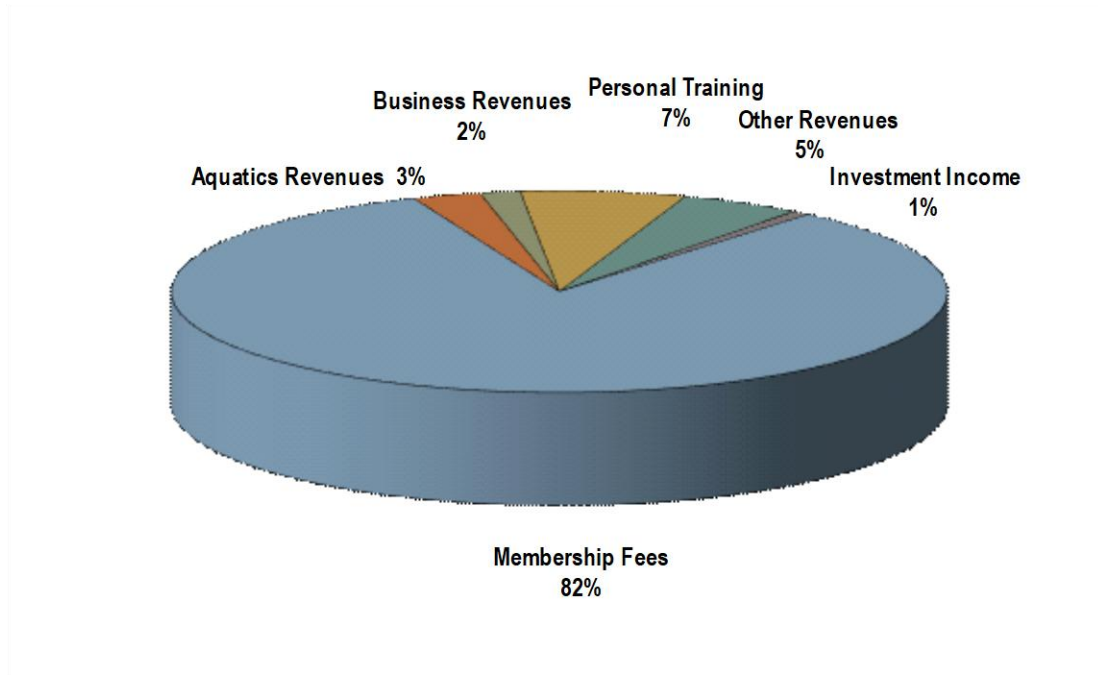
## GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY

	Actual FY17	Actual FY18	Original FY19 Budget
<b>OPERATING REVENUES</b>			
Membership Fees	\$ 3,434,004	3,640,373	3,844,900
Aquatics Revenues	204,898	169,875	118,400
Business Revenues	79,222	79,222	79,222
Personal Training Revenues	196,716	207,730	185,102
Other Revenues	174,996	186,391	244,610
<b>TOTAL OPERATING REVENUES</b>	<b>4,089,836</b>	<b>4,283,591</b>	<b>4,472,234</b>
<b>OPERATING EXPENSES</b>			
Recreation	2,669,278	3,070,300	3,324,274
Personal Training	209,544	-	-
Aquatics	775,281	774,517	719,270
<b>TOTAL OPERATING EXPENSES</b>	<b>3,654,103</b>	<b>3,844,817</b>	<b>4,043,544</b>
<b>OPERATING INCOME</b>	<b>435,733</b>	<b>438,774</b>	<b>428,690</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	19,799	38,658	30,000
Interest Payment	(15,624)	(12,024)	(8,496)
Contribution from (to) other funds	300,000	(100,000)	(100,000)
<b>Total</b>	<b>304,175</b>	<b>(73,366)</b>	<b>(78,496)</b>
<b>NET INCOME (LOSS)</b>	<b>739,908</b>	<b>365,408</b>	<b>350,194</b>
<b>Other Receipts</b>			
Depreciation	558,655	623,833	625,000
<b>Total Other Receipts</b>	<b>558,655</b>	<b>623,833</b>	<b>625,000</b>
<b>Other Expenses</b>			
Debt Payable	125,000	125,000	125,000
Infrastructure	2,503,789	1,179,445	975,000
Other Assets	-	153,944	125,000
<b>Total Other Expenses</b>	<b>2,628,789</b>	<b>1,458,389</b>	<b>1,225,000</b>
Effect of change in accounting principle	-	(46,490)	-
Total Net Position-Beginning	15,930,012	16,669,920	16,920,521
<b>Total Net Position-Ending</b>	<b>\$ 16,669,920</b>	<b>16,988,838</b>	<b>17,270,715</b>

## GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY

Estimate FY19	Budget FY20	Projected			
		FY21	FY22	FY23	FY24
\$ 3,858,902	3,902,500	4,019,575	4,059,771	4,100,368	4,141,372
137,686	134,168	138,193	139,575	140,971	142,380
79,222	79,222	79,222	79,222	79,222	79,222
258,759	325,000	334,750	338,098	341,478	344,893
211,777	240,113	247,315	249,790	252,288	254,812
4,546,346	4,681,003	4,819,055	4,866,455	4,914,328	4,962,680
3,259,263	3,476,224	3,589,371	3,671,766	3,759,856	3,850,820
-	-	-	-	-	-
714,527	697,464	710,810	724,650	739,191	754,135
3,973,790	4,173,688	4,300,180	4,396,416	4,499,048	4,604,955
<b>572,556</b>	<b>507,316</b>	<b>518,875</b>	<b>470,039</b>	<b>415,280</b>	<b>357,726</b>
62,247	35,000	35,000	35,700	36,400	37,100
(8,496)	(5,040)	(1,656)	-	-	-
(100,000)	(100,000)	-	-	-	-
(46,249)	(70,040)	33,344	35,700	36,400	37,100
<b>526,307</b>	<b>437,276</b>	<b>552,219</b>	<b>505,739</b>	<b>451,680</b>	<b>394,826</b>
622,148	642,500	693,250	693,250	693,250	693,250
622,148	642,500	693,250	693,250	693,250	693,250
125,000	125,000	125,000	-	-	-
1,450,000	115,000	-	-	-	-
164,554	175,000	-	-	-	-
1,739,554	415,000	125,000	-	-	-
-	-	-	-	-	-
16,988,838	17,515,145	17,952,421	18,504,640	19,010,378	19,462,058
<b>\$ 17,515,145</b>	<b>17,952,421</b>	<b>18,504,640</b>	<b>19,010,378</b>	<b>19,462,058</b>	<b>19,856,884</b>

## GERMANTOWN ATHLETIC CLUB FUND REVENUES FY20

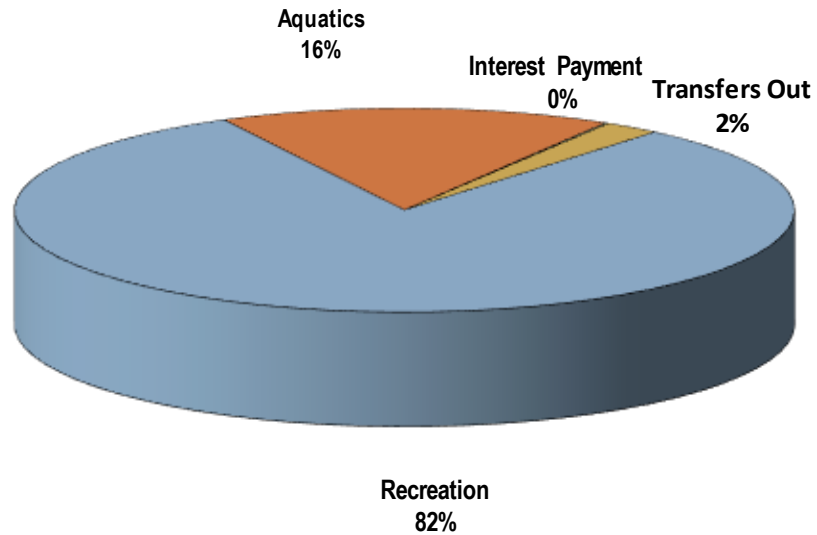


**GAC FUND REVENUES (\$000)**

	2019 ESTIMATED		2020 BUDGET	
	Amount	Percent	Amount	Percent
Membership Fees	\$ 3,859	83%	\$ 3,903	82%
Aquatics Revenues	138	3%	134	3%
Business Revenues	79	2%	79	2%
Personal Training	259	6%	325	7%
Other Revenues	212	5%	240	5%
Investment Income	62	1%	35	1%
<b>TOTAL REVENUES</b>	<b>\$ 4,609</b>	<b>100%</b>	<b>\$ 4,716</b>	<b>100%</b>



# GERMANTOWN ATHLETIC CLUB FUND EXPENSES FY20



**GAC FUND EXPENSES (\$000)**

	2019 ESTIMATED		2020 BUDGET	
	Amount	Percent	Amount	Percent
Recreation	\$ 3,259	80%	\$ 3,476	82%
Aquatics	715	18%	697	16%
Interest Payment	8	0%	6	0%
Transfers Out	100	2%	100	2%
<b>TOTAL EXPENSES</b>	<b>\$ 4,082</b>	<b>100%</b>	<b>\$ 4,279</b>	<b>100%</b>

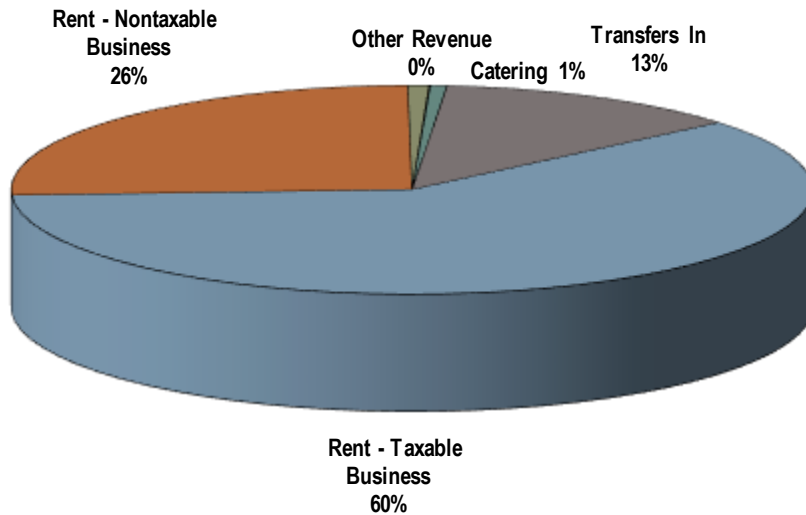
## GREAT HALL FUND BUDGET SUMMARY

	Actual FY17	Actual FY18	Original FY19 Budget
<b>OPERATING REVENUES</b>			
Rent - Taxable Business	\$ 330,857	354,705	349,862
Rent - Nontaxable Business	140,336	135,686	147,708
Other Revenue	2,633	1,497	2,520
Catering Revenue	3,335	5,565	3,625
<b>TOTAL OPERATING REVENUES</b>	<b>477,161</b>	<b>497,453</b>	<b>503,715</b>
<b>OPERATING EXPENSES</b>			
Communications	350	334	750
Allocations	22,257	15,914	16,498
Other Maint	63,587	62,551	75,200
Personnel	179,591	179,871	196,262
Professional Fees	46,807	35,446	43,000
Supplies	17,537	12,541	14,700
Utilities	42,086	41,439	39,479
Rent	93,000	94,018	95,222
Grants	8,004	1,136	-
Depreciation	63,764	68,487	76,692
<b>TOTAL OPERATING EXPENSES</b>	<b>536,983</b>	<b>511,737</b>	<b>557,803</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(59,822)</b>	<b>(14,284)</b>	<b>(54,088)</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	1,645	6,729	3,500
Interest Payment	(6,076)	(4,676)	(3,304)
Contribution from other funds	175,000	85,000	75,000
<b>Total</b>	<b>170,569</b>	<b>87,053</b>	<b>75,196</b>
<b>NET INCOME (LOSS)</b>	<b>110,747</b>	<b>72,769</b>	<b>21,108</b>
<b>Other Receipts</b>			
Depreciation	63,764	68,487	76,692
<b>Total Other Receipts</b>	<b>63,764</b>	<b>68,487</b>	<b>76,692</b>
<b>Other Expenses</b>			
Infrastructure	42,381	48,884	59,000
Other Assets	-	-	-
<b>Total Other Expenses</b>	<b>42,381</b>	<b>48,884</b>	<b>59,000</b>
Effect of change in accounting principle	-	(7,748)	-
Total Net Position-Beginning	649,603	760,350	777,773
<b>Total Net Position-Ending</b>	<b>\$ 760,350</b>	<b>825,371</b>	<b>798,881</b>

**GREAT HALL FUND BUDGET SUMMARY**

Estimate FY19	Budget FY20	Projected			
		FY21	FY22	FY23	FY24
\$ 351,193	361,711	370,754	380,023	399,024	408,999
150,000	154,282	158,139	162,093	166,145	170,298
300	300	308	315	323	331
4,900	5,100	5,228	5,358	5,492	5,629
506,393	521,393	534,429	547,789	570,984	585,257
750	750	750	750	750	750
16,536	17,126	17,469	17,740	18,095	18,457
70,200	73,850	75,334	76,849	78,578	80,346
196,877	203,037	207,837	213,471	219,464	225,654
29,000	29,000	29,580	30,172	30,775	31,391
18,120	20,100	17,180	17,441	17,739	18,043
43,654	43,685	44,340	45,227	46,132	47,055
95,222	97,222	97,222	97,584	97,997	98,419
-	-	-	-	-	-
77,727	75,235	81,080	79,943	49,600	49,267
548,086	560,005	570,792	579,176	559,129	569,381
<b>(41,693)</b>	<b>(38,612)</b>	<b>(36,364)</b>	<b>(31,387)</b>	<b>11,855</b>	<b>15,877</b>
8,000	4,000	4,000	4,000	4,000	4,000
(3,304)	(1,960)	(644)	-	-	-
75,000	75,000	50,000	-	-	-
79,696	77,040	53,356	4,000	4,000	4,000
<b>38,003</b>	<b>38,428</b>	<b>16,992</b>	<b>(27,387)</b>	<b>15,855</b>	<b>19,877</b>
77,727	75,235	81,080	79,943	49,600	49,267
77,727	75,235	81,080	79,943	49,600	49,267
73,480	-	-	-	-	-
-	-	150,000	35,000	-	-
73,480	-	150,000	35,000	-	-
-	-	-	-	-	-
825,371	863,374	901,802	918,794	891,407	907,262
\$ 863,374	901,802	918,794	891,407	907,262	927,139

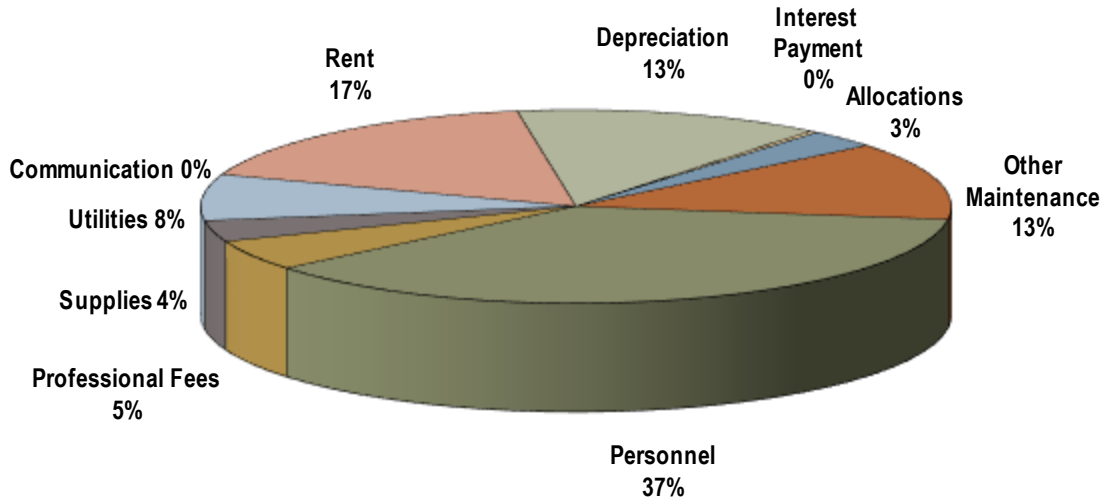
# GREAT HALL FUND REVENUES FY20



**GREAT HALL FUND REVENUES (\$000)**

	2019 ESTIMATED		2020 BUDGET	
	Amount	Percent	Amount	Percent
Rent - Taxable Business	\$ 351	60%	\$ 362	60%
Rent - Nontaxable Business	150	25%	154	26%
Catering Revenue	5	1%	5	1%
Other Revenue	0	0%	0	0%
Investment Income	8	1%	4	0%
Transfers In	75	13%	75	13%
<b>TOTAL REVENUES</b>	<b>\$ 589</b>	<b>100%</b>	<b>\$ 600</b>	<b>100%</b>

# GREAT HALL FUND EXPENSES FY20



**GREAT HALL FUND EXPENSES (\$000)**

	2019 ESTIMATED		2020 BUDGET	
	Amount	Percent	Amount	Percent
Allocations	\$ 17	3%	17	3%
Other Maintenance	70	13%	74	13%
Personnel	196	36%	203	37%
Professional Fees	29	5%	29	5%
Communication	1	0%	1	0%
Supplies	18	3%	20	4%
Utilities	44	8%	44	8%
Rent	95	17%	97	17%
Depreciation	78	14%	75	13%
Interest Payment	3	1%	2	0%
<b>TOTAL EXPENSES</b>	<b>\$ 551</b>	<b>100%</b>	<b>562</b>	<b>100%</b>

## SOLID WASTE FUND BUDGET SUMMARY

	Actual FY17	Actual FY18	Budget FY19
<b>OPERATING REVENUES</b>			
Solid Waste Fees	\$ 4,782,138	4,901,382	4,946,821
Grants	4,202	23,076	7,500
Recycling Reimbursement	2,688	2,942	1,500
Other Revenues	48,067	45,460	40,000
<b>TOTAL OPERATING REVENUES</b>	<b>4,837,095</b>	<b>4,972,860</b>	<b>4,995,821</b>
<b>OPERATING EXPENSES</b>			
Communication	4,726	89	25,500
Personnel	158,272	106,047	113,478
Professional Fees	-	-	25,000
Supplies	34,432	25,857	40,000
Rent	-	-	-
Depreciation	-	6,005	15,474
Contract Services	4,790,864	4,637,501	4,862,989
<b>TOTAL OPERATING EXPENSES</b>	<b>4,988,294</b>	<b>4,775,499</b>	<b>5,082,441</b>
<b>OPERATING INCOME</b>	<b>(151,199)</b>	<b>197,361</b>	<b>(86,620)</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	7,014	18,879	10,000
<b>Total Nonoperating Revenues</b>	<b>7,014</b>	<b>18,879</b>	<b>10,000</b>
<b>NET INCOME/(LOSS)</b>	<b>(144,185)</b>	<b>216,240</b>	<b>(76,620)</b>
<b>Other Receipts</b>			
Depreciation	-	6,005	15,474
<b>Total Other Receipts</b>	<b>-</b>	<b>6,005</b>	<b>15,474</b>
<b>Other Expenses</b>			
Other Assets	-	154,743	-
<b>Total Other Expenses</b>	<b>-</b>	<b>154,743</b>	<b>-</b>
Effect of change in accounting principle	-	(4,649)	-
Total Net Position-Beginning	932,147	787,962	923,838
<b>Total Net Position Ending</b>	<b>\$ 787,962</b>	<b>999,553</b>	<b>847,218</b>

**SOLID WASTE FUND BUDGET SUMMARY**

	Estimate FY19	Budget FY20	FY21	FY22	FY23	FY24
\$	4,913,500	4,955,677	4,970,867	4,982,896	5,017,754	5,029,842
	4,300	5,000	5,150	5,304	5,461	5,627
	1,500	1,500	1,500	1,500	1,500	1,500
	41,500	40,000	40,000	40,000	40,000	40,000
	4,960,800	5,002,177	5,017,517	5,029,700	5,064,715	5,076,969
	50,300	15,500	15,500	17,500	17,500	17,500
	124,155	120,442	124,041	129,047	131,664	135,596
	-	25,000	25,000	-	-	-
	20,000	40,000	40,000	40,000	50,000	50,000
	-	-	-	-	-	-
	15,500	15,500	15,474	15,474	15,474	15,474
	4,784,000	4,959,342	5,026,350	5,054,619	5,117,291	5,161,015
	4,993,955	5,175,784	5,246,365	5,256,640	5,331,930	5,379,585
	<b>(33,155)</b>	<b>(173,607)</b>	<b>(228,848)</b>	<b>(226,940)</b>	<b>(267,215)</b>	<b>(302,616)</b>
	22,500	21,000	10,000	10,000	10,000	10,000
	22,500	21,000	10,000	10,000	10,000	10,000
	<b>(10,655)</b>	<b>(152,607)</b>	<b>(218,848)</b>	<b>(216,940)</b>	<b>(257,215)</b>	<b>(292,616)</b>
	15,500	15,500	15,474	15,474	15,474	15,474
	15,500	15,500	15,474	15,474	15,474	15,474
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	999,553	988,898	836,291	617,443	400,503	143,288
\$	988,898	836,291	617,443	400,503	143,288	(149,328)

## STORMWATER FUND BUDGET SUMMARY

	Actual FY17	Actual FY18	Budget FY19
<b>OPERATING REVENUES</b>			
Stormwater Management Fee	\$ 1,030,039	1,013,612	1,038,730
Stormwater Permits	4,900	6,880	6,800
Other Revenue	203	1,480	-
<b>TOTAL OPERATING REVENUES</b>	<b>1,035,142</b>	<b>1,021,972</b>	<b>1,045,530</b>
<b>OPERATING EXPENSES</b>			
Communication	765	1,486	1,650
Other Maintenance	25,438	7,640	39,860
Personnel	864,892	645,222	587,757
Professional Fees	-	1,500	-
Supplies	12,354	17,340	19,400
Utilities	-	-	1,080
Roads and Mains	247,276	277,871	292,600
Allocations	33,224	36,914	42,443
Depreciation	36,468	37,940	42,200
<b>TOTAL OPERATING EXPENSES</b>	<b>1,220,417</b>	<b>1,025,913</b>	<b>1,026,990</b>
<b>OPERATING INCOME</b>	<b>(185,275)</b>	<b>(3,941)</b>	<b>18,540</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	5,037	13,165	4,900
<b>Total Nonoperating Revenues</b>	<b>5,037</b>	<b>13,165</b>	<b>4,900</b>
<b>NET INCOME/(LOSS)</b>	<b>(180,238)</b>	<b>9,224</b>	<b>23,440</b>
<b>Other Receipts</b>			
Depreciation	36,468	37,940	42,200
<b>Total Other Receipts</b>	<b>36,468</b>	<b>37,940</b>	<b>42,200</b>
<b>Other Expenses</b>			
Other Assets	49,976	96,597	75,000
<b>Total Other Expenses</b>	<b>49,976</b>	<b>96,597</b>	<b>75,000</b>
Effect of change in accounting principle	-	(23,245)	-
Total Net Position-Beginning	753,596	573,358	603,543
<b>Total Net Position-Ending</b>	<b>\$ 573,358</b>	<b>559,337</b>	<b>626,983</b>

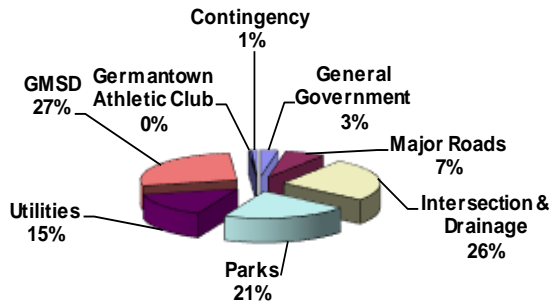


## STORMWATER FUND BUDGET SUMMARY

Estimate	Budget	Projected			
		FY21	FY22	FY23	FY24
\$ 1,011,080	1,012,300	1,017,362	1,027,535	1,032,673	1,043,000
7,000	6,900	9,000	12,000	15,000	17,000
-	-	-	-	-	-
1,018,080	1,019,200	1,026,362	1,039,535	1,047,673	1,060,000
1,420	3,275	3,287	3,300	3,314	3,327
34,460	30,960	22,984	23,559	24,148	24,751
575,406	566,558	584,564	604,019	624,587	645,880
-	1,000	1,000	1,000	1,010	1,010
14,880	19,400	19,915	20,463	21,026	21,606
570	600	612	624	637	649
292,600	265,000	265,000	277,600	277,600	277,600
36,559	37,429	37,961	39,168	40,540	41,742
36,500	38,500	38,885	39,274	39,667	40,063
992,395	962,722	974,208	1,009,007	1,032,528	1,056,629
<b>25,685</b>	<b>56,478</b>	<b>52,153</b>	<b>30,529</b>	<b>15,145</b>	<b>3,370</b>
7,300	5,000	5,150	5,305	5,464	5,628
7,300	5,000	5,150	5,305	5,464	5,628
<b>32,985</b>	<b>61,478</b>	<b>57,303</b>	<b>35,833</b>	<b>20,609</b>	<b>8,998</b>
36,500	38,500	38,885	39,274	39,667	40,063
36,500	38,500	38,885	39,274	39,667	40,063
75,000	120,000	50,000	180,000	50,000	50,000
75,000	120,000	50,000	180,000	50,000	50,000
-	-	-	-	-	-
559,337	592,322	653,800	711,103	746,936	767,545
\$ 592,322	653,800	711,103	746,936	767,545	776,543

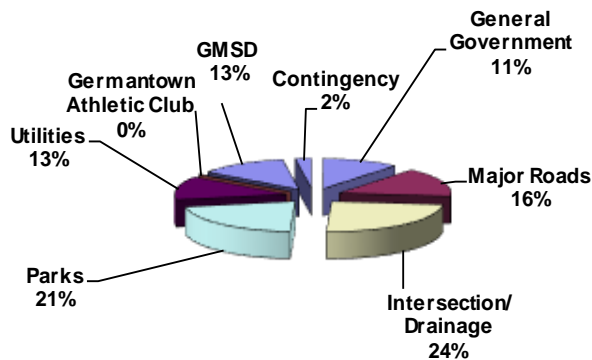
## CAPITAL IMPROVEMENTS PROGRAM

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, GMSD and Utility Fund summaries as transfers to CIP and Debt Service and in project detail found under the CIP tab.



FY20 CIP	
General Government	\$ 780
Major Roads	1,800
Intersection & Drainage	6,850
Parks	5,630
Utilities	3,941
GMSD	7,200
Germantown Athletic Club	90
Contingency	250
<b>TOTAL</b>	<b>\$ 26,541</b>

The six-year CIP total has decreased over last year's total. Contributions from intergovernmental sources will total \$17,498,775 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.



6-YEAR CIP	
General Government	\$ 7,175
Major Roads	10,075
Intersection/Drainage	15,505
Parks	13,730
Utilities	8,176
Germantown Athletic Club	90
GMSD	8,300
Contingency	1,500
<b>TOTAL</b>	<b>\$ 64,551</b>

### 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 FY20 project is provided under the Capital Improvements Program tab.

# CAPITAL IMPROVEMENTS PROGRAM

## CITY OF GERMANTOWN Capital Improvements Program - 2019 to 2025

(In thousands)	FY19	TOTAL	EXPENDITURES							FUNDING SOURCES				STATE & FEDERAL PROJECTS
			FY20	FY21	FY22	FY23	FY24	FY25	Reserves	Grants	Bonds	Hall		
<b>GENERAL GOVERNMENT:</b>														
GPAC - Grove	5,056	175	175	-	-	-	-	-	-	175	-	-	-	-
Court Clerk Office Renovation	-	60	60	-	-	-	-	-	-	60	-	-	-	-
Fire Station 3 Preliminary Design	100	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Station 3 Construction	-	4,000	-	-	4,000	-	-	-	-	-	4,000	-	-	-
City Hall Elevator Replacement	295	-	-	-	-	-	-	-	-	-	-	-	-	-
Court Clerk Office Renovation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GPAC Grove Perimeter Fencing	-	300	300	-	-	-	-	-	-	300	-	-	-	-
Fire Station #2 Design	-	350	-	-	-	-	-	350	-	350	-	-	-	-
Ambulance	-	990	245	245	250	250	-	-	-	990	-	-	-	-
Fire Engine Replacements	860	1,300	-	1,300	-	-	-	-	-	1,300	-	-	-	-
<b>Total General Government:</b>	<b>6,311</b>	<b>7,175</b>	<b>780</b>	<b>1,545</b>	<b>4,250</b>	<b>250</b>	<b>-</b>	<b>350</b>	<b>2,700</b>	<b>475</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>MAJOR ROADS:</b>														
Forest Hill Irene Safety Improv Poplar to WRB	-	375	375	-	-	-	-	-	75	-	-	-	-	300
Neshoba Rd Gtown to Exter Overlay	-	1,500	150	1,350	-	-	-	-	300	-	-	-	-	1,200
FHI Widening Poplar to WRB ROW	-	500	-	500	-	-	-	-	100	-	-	-	-	400
FHI Widening Poplar to WRB Const	-	4,125	-	-	-	4,125	-	-	825	-	-	-	-	3,300
Winchester Milling and Paving*	1,640	-	-	-	-	-	-	-	-	-	-	-	-	-
Wolf River Milling and Paving - Riverdale to West C	-	2,000	200	1,800	-	-	-	-	400	-	-	-	-	1,600
Major Road Plan	-	100	100	-	-	-	-	-	20	-	-	-	-	80
Poplar Avenue Culvert - Phase IV and V*	-	1,075	575	500	-	-	-	-	-	-	-	-	-	1,075
FHI Widening Poplar Pike to Winc ROW	536	-	-	-	-	-	-	-	-	-	-	-	-	-
FHI Widening Poplar Pike/Winc- Const	5,795	400	400	-	-	-	-	-	400	-	-	-	-	-
<b>Total Major Roads:</b>	<b>7,971</b>	<b>10,075</b>	<b>1,800</b>	<b>4,150</b>	<b>-</b>	<b>4,125</b>	<b>-</b>	<b>-</b>	<b>2,120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,955</b>
* State funding is included in totals.														
<b>INTERSECTIONS &amp; OTHER:</b>														
Central Business District Streetscape	62	-	-	-	-	-	-	-	-	-	-	-	-	-
Decorative Street Signs	25	60	60	-	-	-	-	-	50	10	-	-	-	-
Signal Upgrades*	1,050	1,500	300	1,200	-	-	-	-	-	-	-	-	-	1,500
Intersection Safety Audit	-	200	200	-	-	-	-	-	40	-	-	-	-	160
Safe Routes to School Ph1*	200	-	-	-	-	-	-	-	-	-	-	-	-	-
Safe Routes to School Ph2*	356	-	-	-	-	-	-	-	-	-	-	-	-	-
WRB/Campbell Clinic Signal	-	500	75	425	-	-	-	-	250	250	-	-	-	-
Signalization WRB @ HHS	-	500	100	400	-	-	-	-	-	-	-	-	-	500
Wolf River/Gtown Rd Impr- Const*	47	4,600	4,600	-	-	-	-	-	-	-	-	-	-	4,600
Signalization FHI @ Crestwyn	-	500	75	425	-	-	-	-	465	35	-	-	-	-
GPAC Pedestrian Walkways	-	90	90	-	-	-	-	-	-	90	-	-	-	-
ADA Transition Plan*	175	275	275	-	-	-	-	-	55	-	-	-	-	220
<b>Total Intersections/Other:</b>	<b>1,916</b>	<b>8,225</b>	<b>5,775</b>	<b>2,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>860</b>	<b>385</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,980</b>
* State funding is included in totals.														
<b>DRAINAGE:</b>														
City Wide Master Drainage Plan	180	900	150	150	150	150	150	150	900	-	-	-	-	-
Lateral E Bank Stabilization	-	875	875	-	-	-	-	-	875	-	-	-	-	-
Duntreath Drainage Ditch Improvements	-	1,080	-	80	1,000	-	-	-	1,080	-	-	-	-	-
Annual Misc Drainage Imprv	69	300	50	50	50	50	50	50	300	-	-	-	-	-
Redbud Trail Imprv	-	500	-	500	-	-	-	-	500	-	-	-	-	-
Riverdale Rd Outlet Culvert	-	830	-	80	750	-	-	-	830	-	-	-	-	-
English Meadows	-	900	-	-	-	900	-	-	900	-	-	-	-	-
Dogwood Grove 4th addition	-	930	-	-	-	80	850	-	930	-	-	-	-	-
Miller Farms Drainage Study	-	115	-	-	-	115	-	-	115	-	-	-	-	-
Great Oaks Drainage	-	850	-	-	-	-	850	-	850	-	-	-	-	-
<b>Total Drainage:</b>	<b>249</b>	<b>7,280</b>	<b>1,075</b>	<b>860</b>	<b>1,950</b>	<b>1,295</b>	<b>1,900</b>	<b>200</b>	<b>7,280</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
* State funding is included in totals.														
<b>PARKS:</b>														
Greenway Clark Property	-	400	-	400	-	-	-	-	400	-	-	-	-	-
Neighborhood Parks	-	2,400	-	-	1,000	-	1,000	400	1,400	-	1,000	-	-	-
Germantown Station Park Reinvestment	-	250	250	-	-	-	-	-	250	-	-	-	-	-
Oaklawn Garden Phase 1	-	300	300	-	-	-	-	-	300	-	-	-	-	-
Riverdale Reinvestment	-	250	250	-	-	-	-	-	250	-	-	-	-	-
Greenway Wayfinding Signage	50	300	-	100	-	100	-	100	300	-	-	-	-	-
Greenway Phase Nashoba to East Trail Head*	-	2,130	2,130	-	-	-	-	-	426	-	-	-	-	1,704
Farmington Playground Renovation	430	-	-	-	-	-	-	-	-	-	-	-	-	-
Cameron Brown Phase 1	-	200	200	-	-	-	-	-	200	-	-	-	-	-
Parkland Acquisition	350	3,500	2,500	-	1,000	-	-	-	1,000	-	2,500	-	-	-
Long Field Project Design and Development	-	4,000	-	-	-	1,500	2,500	-	1,500	-	2,500	-	-	-
<b>Total Parks:</b>	<b>830</b>	<b>13,730</b>	<b>5,630</b>	<b>500</b>	<b>2,000</b>	<b>1,600</b>	<b>3,500</b>	<b>500</b>	<b>6,026</b>	<b>-</b>	<b>6,000</b>	<b>-</b>	<b>-</b>	<b>1,704</b>
* State funding is included in totals.														
<b>GERMANTOWN ATHLETIC CLUB FUND:</b>														
Interior Security Cameras	148	-	-	-	-	-	-	-	-	-	-	-	-	-
GAC Renovation Phase 4 FF&E	1,302	40	40	-	-	-	-	-	40	-	-	-	-	-
Exterior Signage	-	50	50	-	-	-	-	-	50	-	-	-	-	-
<b>Total GAC Fund:</b>	<b>1,450</b>	<b>90</b>	<b>90</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# CAPITAL IMPROVEMENTS PROGRAM

(in thousands)	EXPENDITURES								FUNDING SOURCES				STATE & FEDERAL PROJECTS
	FY19	TOTAL	FY20	FY21	FY22	FY23	FY24	FY25	Reserves	Grants	Bonds	Hall	
<b>MUNICIPAL SCHOOLS:</b>													
GMSD Central Office	3,000	-	-	-	-	-	-	-	-	-	-	-	-
HHS Fieldhouse	200	800	200	200	200	200	-	-	800	-	-	-	-
Security Upgrades	500	1,000	500	500	-	-	-	-	1,000	-	-	-	-
Riverdale Boilers	1,000	1,500	1,500	-	-	-	-	-	1,500	-	-	-	-
Houston Middle School Expansion	-	5,000	5,000	-	-	-	-	-	-	-	5,000	-	-
<b>Total GMSD Fund:</b>	<b>4,700</b>	<b>8,300</b>	<b>7,200</b>	<b>700</b>	<b>200</b>	<b>200</b>	-	-	<b>3,300</b>	-	<b>5,000</b>	-	-
<b>UTILITY FUND:</b>													
Water System Acquisition Funding	-	500	500	-	-	-	-	-	500	-	-	-	-
North Johnson Rd Lift Station	-	235	-	235	-	-	-	-	235	-	-	-	-
Water Main to Elevated Water Tank	243	-	-	-	-	-	-	-	-	-	-	-	-
Chlorine Tank	158	-	-	-	-	-	-	-	-	-	-	-	-
Elevated Water Tank	-	2,357	2,357	-	-	-	-	-	-	-	2,357	-	-
Annexation Area Water Main Phase 1	922	-	-	-	-	-	-	-	-	-	-	-	-
Annexation Area Water Main Phase 2	-	1,034	1,034	-	-	-	-	-	1,034	-	-	-	-
Western Gateway Sewer	2,000	-	-	-	-	-	-	-	-	-	-	-	-
Automated Meter Reading Phase 1	-	3,050	50	-	1,500	1,500	-	-	3,050	-	-	-	-
Southern Ave Electrical Panels	348	-	-	-	-	-	-	-	-	-	-	-	-
Sanitary Sewer Upgrade Design- FHH	-	1,000	-	-	100	900	-	-	1,000	-	-	-	-
<b>Total Utility Fund:</b>	<b>3,671</b>	<b>8,176</b>	<b>3,941</b>	<b>235</b>	<b>1,600</b>	<b>2,400</b>	-	-	<b>5,819</b>	-	<b>2,357</b>	-	-
<b>CONTINGENCY:</b>													
	-	1,500	250	250	250	250	250	250	1,500	-	-	-	-
<b>Total Contingency:</b>	<b>-</b>	<b>1,500</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>1,500</b>	-	-	-	-
<b>CIP SUMMARY</b>													
General Government	6,311	7,175	780	1,545	4,250	250	-	350	-	-	-	-	-
Major Roads	7,971	10,075	1,800	4,150	-	4,125	-	-	-	-	-	-	-
Intersec/Other/Drainage	2,165	15,505	6,850	3,310	1,950	1,295	1,900	200	-	-	-	-	-
Parks	830	13,730	5,630	500	2,000	1,600	3,500	500	-	-	-	-	-
Utilities	3,671	8,176	3,941	235	1,600	2,400	-	-	-	-	-	-	-
Germantown Athletic Club	1,450	90	90	-	-	-	-	-	-	-	-	-	-
Great Hall	-	-	-	-	-	-	-	-	-	-	-	-	-
GMSD	4,700	8,300	7,200	700	200	200	-	-	-	-	-	-	-
Contingency	-	1,500	250	250	250	250	250	250	-	-	-	-	-
<b>Total CIP:</b>	<b>27,098</b>	<b>64,551</b>	<b>26,541</b>	<b>10,690</b>	<b>10,250</b>	<b>10,120</b>	<b>5,650</b>	<b>1,300</b>	-	-	-	-	-
<b>FUNDING SUMMARY</b>													
Reserves: General	17,277	20,486	3,844	4,523	4,450	4,220	2,150	1,300	-	-	-	-	-
Utility	3,671	5,819	1,584	235	1,600	2,400	-	-	-	-	-	-	-
Germantown Athletic Club	1,450	90	90	-	-	-	-	-	-	-	-	-	-
Great Hall	-	-	-	-	-	-	-	-	-	-	-	-	-
GMSD	4,700	3,300	2,200	700	200	200	-	-	-	-	-	-	-
State/Intergovernmental/Grant:	-	17,499	8,966	5,233	-	3,300	-	-	-	-	-	-	-
Bonds: General	-	15,000	7,500	-	4,000	-	3,500	-	-	-	-	-	-
Utility	-	2,357	2,357	-	-	-	-	-	-	-	-	-	-
Hall: General	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding:</b>	<b>27,098</b>	<b>64,551</b>	<b>26,541</b>	<b>10,690</b>	<b>10,250</b>	<b>10,120</b>	<b>5,650</b>	<b>1,300</b>	-	-	-	-	-

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2020 to 2029

City of Germantown  
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL  
(in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY19	Estimate FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	10 YEAR TOTAL
<b>GENERAL FUND:</b>													
<b>BUILDING IMPROVEMENTS:</b>													
<b>FACILITIES SERVICES:</b>													
Conference Room 1 Improvements	-	-	40	-	-	-	-	-	-	-	-	-	40
ADA Bathroom Upgrade -People Street	-	-	100	-	-	-	-	-	-	-	-	-	100
ECD Boilers	20	34	-	-	-	-	-	-	-	-	-	-	-
Depot Park Exterior Light replacement	-	-	55	-	-	-	-	-	-	-	-	-	55
Police - Office and Corridors Floor Replacement	25	23	-	-	-	-	-	-	-	-	-	-	-
Police - Air Handler Replacement in Pistol Range	35	26	-	-	-	-	-	-	-	-	-	-	-
City Hall Flooring Replacement (lower level)	-	-	-	55	-	-	-	-	-	-	-	-	55
City Hall Interior Lighting Improvements	-	-	-	25	-	-	-	-	-	-	-	-	25
Animal Shelter HVAC Replacements	-	-	-	60	-	-	-	-	-	-	-	-	60
GPAC and GAC Cooling Tower Replacement	60	77	-	-	-	-	-	-	-	-	-	-	-
GPAC Flooring - Green Room	-	-	11	-	-	-	-	-	-	-	-	-	11
Library Building Exterior Improvements	-	-	-	-	-	60	-	-	-	-	-	-	60
Depot Exterior Painting	-	-	-	-	-	12	-	-	-	-	-	-	12
Station 4 - IT Computer Room HVAC Installation	-	-	-	-	90	-	-	-	-	-	-	-	90
GPAC - Simulcast Room	-	-	12	-	-	-	-	-	-	-	-	-	12
Station 2 Building Interior and Exterior Improvements	50	17	-	-	-	-	-	-	-	-	-	-	-
Station 1 Condenser Units #1&2 and Freon gas line replacement	55	42	-	-	-	-	-	-	-	-	-	-	-
HVAC - Fire Station 2	-	-	88	-	-	-	-	-	-	-	-	-	88
Watkins Theater Hallway	-	-	100	-	-	-	-	-	-	-	-	-	100
ECD Chiller Replacement	-	-	-	140	-	-	-	-	-	-	-	-	140
Parks & Recreation Exterior Painting	-	-	-	-	-	20	-	-	-	-	-	-	20
Public Services Interior Lighting Improvements	-	-	-	-	15	-	-	-	-	-	-	-	15
<b>TOTAL FACILITIES SERVS.</b>	<b>245</b>	<b>218</b>	<b>406</b>	<b>280</b>	<b>105</b>	<b>92</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>883</b>
<b>TOTAL BUILDING IMPROVEMENTS</b>	<b>245</b>	<b>218</b>	<b>406</b>	<b>280</b>	<b>105</b>	<b>92</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>883</b>
<b>OTHER EQUIPMENT:</b>													
<b>GPAC:</b>													
Simulcast Room Cabling	-	-	18	-	-	-	-	-	-	-	-	-	18
<b>TOTAL GPAC</b>	<b>-</b>	<b>-</b>	<b>18</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18</b>
<b>FACILITY SERVICES</b>													
Portable Emergency Generator	-	-	270	-	-	-	-	-	-	-	-	-	270
<b>TOTAL FACILITY SERVICES</b>	<b>-</b>	<b>-</b>	<b>270</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>270</b>
<b>FIRE:</b>													
Kitchen Cabinets and Appliances	-	-	15	-	-	-	-	-	-	-	-	-	15
Apparatus Exhaust Systems	25	23	40	35	-	-	15	35	-	-	-	-	125
Haz-Mat ID	56	54	-	-	-	-	-	-	-	-	-	-	-
Power Hawk Electric Extrication Tools	-	-	20	-	-	-	-	-	-	-	-	-	20
Swiftwater Trailers	12	11	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FIRE</b>	<b>93</b>	<b>88</b>	<b>75</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>15</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>160</b>
<b>TOTAL OTHER EQUIPMENT</b>	<b>93</b>	<b>88</b>	<b>363</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>15</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>448</b>
<b>MAINTENANCE EQUIPMENT:</b>													
<b>PUBLIC SERVICE AND GROUNDS:</b>													
Concrete Form Trailer	-	-	10	-	-	-	-	-	-	-	-	-	10
Specialty Mower w/various attachments for Greenway	-	-	-	60	-	-	-	-	-	-	-	-	60
Ingersoll Rand Air Compressor	-	-	40	40	-	-	-	-	-	-	-	-	80
Solar Arrow Board	20	20	-	-	-	-	-	-	-	-	-	-	-
Utility Trailer	-	-	10	-	-	-	-	-	-	-	-	-	10
Kohler Compact Roller	-	-	35	-	-	-	-	-	-	-	-	-	35
Graco Walk-Behind Street Line Striper	-	-	-	30	-	-	-	-	-	-	-	-	30
Gradall Rubber Tire Excavator	425	404	-	-	-	-	-	-	-	-	-	-	-
Smitco Bunker Rake	-	-	-	18	20	-	-	-	-	-	22	-	60
International 4700 Hook Lift	-	-	-	-	-	-	150	-	-	-	-	-	150
Exmark Mower 72"	-	-	-	-	-	-	-	30	-	-	-	-	30
DXT Loader	-	-	-	-	-	-	-	150	-	-	-	-	150
Toro Workman	-	-	-	-	20	-	-	-	-	-	22	-	42
Craco SS125 Asphalt Crack Sealer	-	-	-	-	-	-	-	65	-	-	-	-	65
<b>TOTAL PUBLIC SVCS.</b>	<b>445</b>	<b>424</b>	<b>95</b>	<b>148</b>	<b>40</b>	<b>-</b>	<b>150</b>	<b>245</b>	<b>-</b>	<b>-</b>	<b>44</b>	<b>-</b>	<b>722</b>
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>445</b>	<b>424</b>	<b>95</b>	<b>148</b>	<b>40</b>	<b>-</b>	<b>150</b>	<b>245</b>	<b>-</b>	<b>-</b>	<b>44</b>	<b>-</b>	<b>722</b>

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2020 to 2029

City of Germantown  
**INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL**  
 (in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget Estimate												10 YEAR
	FY19	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	TOTAL
<b>AUTOS AND TRUCKS:</b>													
<b><u>ANIMAL CONTROL:</u></b>													
Transit Connect	-	-	-	-	-	-	-	-	35	-	-	-	35
<b>TOTAL ANIMAL CONTROL</b>	-	-	-	-	-	-	-	-	35	-	-	-	35
<b><u>FACILITIES MANAGEMENT:</u></b>													
Ford F-350	-	-	-	-	-	-	-	35	-	-	-	-	35
Dodge 1500	30	28	-	-	-	-	-	-	-	-	-	-	-
Dodge Ram	-	-	-	-	-	-	-	-	-	40	-	-	40
Ford Transit Connect Van	-	-	-	-	-	-	-	-	-	-	32	-	32
Ford F-150	-	-	40	-	-	-	-	-	-	-	-	-	40
Ford Taurus	-	-	25	-	-	-	-	-	-	-	-	-	25
Ford Ranger	-	-	-	40	-	-	-	-	-	-	-	-	40
Ford F-250	-	-	-	-	-	120	-	-	-	-	-	-	120
<b>TOTAL FACILITIES MAINT.</b>	30	28	65	-	40	-	120	35	-	40	32	-	332
<b><u>DEVELOPMENT:</u></b>													
Ford Ranger	-	-	-	-	-	30	32	-	-	-	32	-	94
Ford Escape	-	-	-	-	-	-	-	-	-	-	-	32	32
Ford F-150 4x4	-	-	-	-	-	30	-	-	-	32	32	-	94
<b>TOTAL DEVELOPMENT</b>	-	-	-	-	-	60	32	-	-	32	64	32	220
<b><u>PUBLIC SERVICE AND GROUNDS:</u></b>													
KW T370 Dump Truck	-	-	-	-	-	-	-	-	-	-	130	130	260
Chevrolet 3500	40	42	-	-	-	-	-	-	-	-	-	-	-
Sterling Dump Truck	-	-	-	-	130	-	-	-	-	-	-	-	130
Ford F-350 Crew Cab	-	-	-	-	45	-	-	-	-	-	-	-	45
Ford F-750 Flat Bed	-	-	-	-	-	-	90	-	-	-	-	-	90
Ford F-750 Dump	-	-	-	-	90	-	-	-	-	-	-	-	90
Dodge 2500 4x4 Pickup	35	29	35	-	-	-	-	-	-	-	-	40	75
Ford F-450 Crew Cab	65	63	40	-	-	-	-	-	-	-	-	75	115
Ford F-550 Bucket Truck	-	-	-	-	-	100	-	-	-	-	-	-	100
Dodge 4x4 Ram Pick-Up	40	33	-	-	-	-	-	-	-	-	-	-	-
Dodge 1500 Pickup	-	-	30	-	-	-	-	-	-	-	-	-	30
Ford F-150	-	-	-	-	-	30	-	-	-	-	-	-	30
Ford F-250	40	30	-	-	40	-	-	-	-	-	-	-	40
Ford F-350	-	-	-	-	-	-	45	-	-	-	-	-	45
John Deere 4x4 Tractor	-	-	40	30	-	-	-	-	-	-	-	-	70
John Deere 4500 Tractor	-	-	60	-	-	-	-	-	-	-	-	-	60
John Deere 710K Backhoe	-	-	-	-	-	-	-	-	-	200	-	-	200
Kubota M4900 Tractor	-	-	-	-	100	-	-	-	-	-	-	-	100
Kubota M5400 Tractor	-	-	-	-	40	-	-	-	-	-	-	-	40
Ford F-450	-	-	-	70	-	-	-	-	-	-	-	-	70
<b>TOTAL PUBLIC SVCS.</b>	220	198	205	100	445	130	135	-	-	200	130	245	1,590
<b><u>FIRE:</u></b>													
Ford Expedition	-	-	-	-	-	50	45	-	-	-	-	-	95
Ford F-350	60	65	-	-	-	-	-	-	-	-	-	-	-
Chevy Tahoe	-	-	-	-	50	-	-	-	55	-	-	-	105
Ford F-350 Crew Cab	-	-	-	-	-	-	-	-	-	70	-	-	70
Ford Explorer	-	-	-	-	90	-	-	-	-	-	-	-	90
Ford F-350 4x4 Crew Cab Pickup	-	-	-	-	60	-	-	-	-	-	-	-	60
<b>TOTAL FIRE</b>	60	65	-	-	200	50	45	-	55	70	-	-	420
<b><u>PARKS AND RECREATION:</u></b>													
Ford Transit Connect	-	-	-	-	-	-	-	-	30	-	-	-	30
Ford Escape	-	-	-	-	30	-	-	-	-	32	-	-	62
Ford F-150	-	-	-	-	-	-	32	-	-	-	-	-	32
Ford Ranger	30	26	-	-	-	-	-	-	-	-	-	-	-
Dodge Journey	30	27	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL PARKS AND REC.</b>	60	53	-	-	30	-	32	-	30	32	-	-	124
<b><u>POLICE:</u></b>													
Police Fleet - Chevy Tahoes - (4)	255	285	179	84	-	84	86	130	90	180	190	90	1,113
Police Fleet - Impala	35	35	-	-	-	35	-	-	35	-	-	-	70
Police Fleet - Ford Crown Vic	-	-	35	-	42	42	42	42	-	-	-	-	203
Police Fleet - Ford F-350 4x4 Crewcab	-	-	-	-	-	-	50	-	-	-	-	-	50
Police Fleet - Ford Fusion Hybrid	-	-	-	140	35	-	-	-	35	-	35	-	245
Police Fleet - 4x4 Ford Expedition	42	42	-	-	-	-	-	-	-	-	45	-	45
Police Fleet - Ford Fusion	-	-	-	-	-	-	44	-	45	35	-	-	124
Police Fleet - Ford Explorer (5)	119	119	226	168	126	126	264	176	135	225	180	135	1,761
Police Fleet - Ford F-250	-	-	-	-	-	-	-	-	-	-	40	-	40
Police Fleet - Chevrolet Malibu	-	-	35	-	-	-	-	-	-	-	-	-	35
Police Fleet - Chevrolet Camaro	-	-	35	-	-	-	-	35	-	-	-	-	70
<b>TOTAL POLICE</b>	451	481	510	392	203	287	486	383	295	450	525	225	3,756
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>821</b>	<b>826</b>	<b>780</b>	<b>492</b>	<b>918</b>	<b>527</b>	<b>850</b>	<b>418</b>	<b>415</b>	<b>824</b>	<b>751</b>	<b>502</b>	<b>6,477</b>

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2020 to 2029

City of Germantown  
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL  
(in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget Estimate												10 YEAR
	FY19	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	TOTAL
<b>COMPUTER EQUIPMENT:</b>													
<b><u>INFORMATION TECHNOLOGY:</u></b>													
City Hall UPS System	35	35	-	-	-	-	-	-	-	-	-	-	-
Servers	40	40	40	40	100	40	30	20	20	50	20	20	380
Network Switches	150	166	35	35	35	35	150	35	35	35	35	35	465
Electronic Docket Display	-	-	-	17	-	-	-	-	17	-	-	-	34
Card Access - Various City Buildings	-	-	40	35	35	35	35	35	35	35	35	35	355
Radio System Replacement	-	-	-	1,000	-	-	-	-	-	-	-	2,000	3,000
Radio Replacement - Public Safety	-	-	-	-	-	500	-	-	-	-	-	-	500
Security Cameras Replacements	35	35	35	35	35	35	35	35	35	35	35	35	350
Security Camaras - Police	-	-	50	-	-	-	-	-	-	-	-	-	50
Tyler NWS Upgrade	-	-	145	-	-	-	-	-	145	-	-	-	290
FS4/City Hall UPS Battery Replacement	-	-	20	-	-	-	25	-	25	-	-	-	70
Phone System Servers	35	15	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL I.T.</b>	<b>295</b>	<b>291</b>	<b>365</b>	<b>1,162</b>	<b>205</b>	<b>645</b>	<b>275</b>	<b>130</b>	<b>312</b>	<b>155</b>	<b>125</b>	<b>2,125</b>	<b>5,499</b>
<b>TOTAL COMPUTER EQUIPMENT</b>	<b>295</b>	<b>291</b>	<b>365</b>	<b>1,162</b>	<b>205</b>	<b>645</b>	<b>275</b>	<b>130</b>	<b>312</b>	<b>155</b>	<b>125</b>	<b>2,125</b>	<b>5,499</b>
<b>COMPUTER SOFTWARE:</b>													
<b><u>INFORMATION TECHNOLOGY:</u></b>													
Tyler NWS Upgrade	-	-	130	-	-	-	-	-	130	-	-	-	260
Performance Management Software	20	20	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL COMPUTER SOFTWARE</b>	<b>20</b>	<b>20</b>	<b>130</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>130</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>260</b>
<b>OTHER ASSETS:</b>													
<b><u>BUILDING MAINTENANCE:</u></b>													
City Signs	100	49	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FACILITIES MAINT.</b>	<b>100</b>	<b>49</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>PARKS</u></b>													
Arboretum & Tree Restoration and Replacement - Phase II	-	-	90	-	-	-	-	-	-	-	-	-	90
Greenway ATV	15	15	-	-	-	-	-	-	-	-	-	-	-
Arboretum & Tree Restoration and Replacement - Phase I	35	26	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL PARKS</b>	<b>50</b>	<b>41</b>	<b>90</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90</b>
<b><u>GPAC:</u></b>													
Marley Floor	8	6	-	-	-	-	-	-	-	-	-	-	-
Theater Seat Replacement- Phase 1	65	65	-	-	-	-	-	-	-	-	-	-	-
Theater Seat Replacement- Phase 2	-	-	40	-	-	-	-	-	-	-	-	-	40
Bistro tables w/ chairs	10	10	-	-	-	-	-	-	-	-	-	-	-
Mezzanine Lobby Area furniture	-	-	11	-	-	-	-	-	-	-	-	-	11
Security Camaras	-	-	10	-	-	-	-	-	-	-	-	-	10
Recover Orchestra Shell	-	-	19	-	-	-	-	-	-	-	-	-	19
<b>TOTAL GPAC</b>	<b>83</b>	<b>80</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80</b>
<b><u>PUBLIC SERVICES:</u></b>													
Pavilion Roof Replacement	-	-	12	-	-	-	-	-	-	-	-	-	12
Round rail fencing	-	-	-	-	60	-	-	-	-	-	-	-	60
Soccerplex/Lacrosse Drainage	100	100	-	-	-	-	-	-	-	-	-	-	-
Pour in Place Playground at Riverdale and Dogwood Park	68	83	-	-	-	-	-	-	-	-	-	-	-
Wolf River Greenway Repair and Overlay	-	-	75	-	-	-	-	-	-	-	-	-	75
Wolf River Blvd Median Enhancements	-	-	150	-	-	-	-	-	-	-	-	-	150
Cameron Brown Lake Repairs	-	-	-	80	-	-	-	-	-	-	-	-	80
<b>TOTAL PUBLIC SERVICES</b>	<b>168</b>	<b>183</b>	<b>237</b>	<b>80</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>377</b>
<b><u>POLICE:</u></b>													
In-Car Video Systems - Police Vehicles	45	36	45	45	45	45	45	45	45	45	45	45	405
<b>TOTAL POLICE</b>	<b>45</b>	<b>36</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>405</b>
<b>TOTAL OTHER ASSETS</b>	<b>446</b>	<b>389</b>	<b>452</b>	<b>125</b>	<b>105</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>952</b>
<b>TOTAL GENERAL FUND</b>	<b>2,365</b>	<b>2,256</b>	<b>2,591</b>	<b>2,242</b>	<b>1,373</b>	<b>1,309</b>	<b>1,335</b>	<b>873</b>	<b>902</b>	<b>1,024</b>	<b>965</b>	<b>2,627</b>	<b>15,241</b>
<b>DRUG FUND:</b>													
<b><u>AUTO &amp; TRUCKS:</u></b>													
Ford Explorer	-	-	35	-	-	-	-	-	-	-	-	37	72
Ford Expedition EL	-	-	-	-	-	-	50	-	-	-	-	-	50
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>-</b>	<b>-</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL DRUG FUND</b>	<b>-</b>	<b>-</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2020 to 2029

City of Germantown  
**INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL**  
 (in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget Estimate												10 YEAR
	FY19	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	TOTAL
<b>RECREATION FUND:</b>													
<b>OTHER ASSETS:</b>													
Baseball and Soccer/Lacrosse Park Bleachers Replacement (10)	10	10	-	-	-	-	-	-	-	-	-	-	-
Bob Hailey Dugout Roof Replacement	-	-	-	50	-	-	-	-	-	-	-	-	50
Sports Lighting & Control Upgrades	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER ASSETS</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>
<b>FURNITURE:</b>													
Office and Conference Room Furniture	12	12	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FURNITURE</b>	<b>12</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OTHER IMPROVEMENTS:</b>													
Tennis Court Resurfacing (10)	49	42	90	-	-	-	-	-	-	-	-	-	90
Tennis Court Fence Renovation - Municipal Park	-	-	80	-	-	-	-	-	-	-	-	-	80
<b>TOTAL OTHER IMPROVEMENTS</b>	<b>49</b>	<b>42</b>	<b>170</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>170</b>
<b>AUTO &amp; TRUCKS</b>													
Ford Transit Connect	35	32	-	-	-	-	-	-	-	-	-	-	0
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>35</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>
<b>TOTAL RECREATION FUND</b>	<b>106</b>	<b>96</b>	<b>170</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>
<b>STORMWATER FUND:</b>													
<b>MAINTENANCE EQUIPMENT:</b>													
ODB Leaf Vac	-	-	-	-	65	-	-	-	-	-	-	-	65
Bobcat E35 Excavator	-	-	-	-	-	-	-	-	-	-	75	-	75
ODB Debris Vac	-	-	-	-	-	-	-	-	-	-	-	70	70
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>70</b>	<b>210</b>
<b>OTHER ASSETS:</b>													
CIPP	75	75	50	50	50	50	50	75	75	75	75	75	625
<b>TOTAL OTHER ASSETS</b>	<b>75</b>	<b>75</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>625</b>
<b>AUTO &amp; TRUCKS:</b>													
Ford F-450 Truck	-	-	70	-	65	-	-	-	-	-	-	-	135
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>-</b>	<b>-</b>	<b>70</b>	<b>-</b>	<b>65</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>135</b>
<b>TOTAL STORMWATER FUND</b>	<b>75</b>	<b>75</b>	<b>120</b>	<b>50</b>	<b>180</b>	<b>50</b>	<b>50</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>150</b>	<b>145</b>	<b>970</b>
<b>GREAT HALL FUND:</b>													
<b>BUILDING IMPROVEMENTS:</b>													
Carpet Replacement	59	73	-	-	-	-	-	-	-	-	-	-	-
Portable Walls	-	-	-	150	-	-	-	-	-	-	-	-	150
<b>TOTAL BUILDING IMPROVEMENTS</b>	<b>59</b>	<b>73</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>
<b>TOTAL GREAT HALL FUND</b>	<b>59</b>	<b>73</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>LINES, WELLS AND STATION IMPROVEMENTS:</b>													
<b>SEWER:</b>													
Maintenance of Sewer Collection System	265	265	265	300	300	300	300	300	300	300	300	300	2,665
<b>TOTAL SEWER</b>	<b>265</b>	<b>265</b>	<b>265</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>2,665</b>
<b>WATER:</b>													
Water Tower Maintenance	100	100	-	-	-	-	-	-	-	-	-	-	-
Well and Pump Rehab	-	-	60	-	-	-	-	-	-	-	-	-	60
Water Mains Maintenance	100	125	100	100	100	100	100	100	100	100	100	-	900
Maintenance of Water WellField System	20	50	20	50	50	50	50	50	50	50	50	-	420
<b>TOTAL WATER</b>	<b>220</b>	<b>275</b>	<b>180</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>-</b>	<b>1,320</b>
<b>TOTAL LINES, WELLS &amp; STATION IMPROVEMENTS</b>	<b>485</b>	<b>540</b>	<b>445</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>-</b>	<b>3,985</b>
<b>MAINTENANCE EQUIPMENT:</b>													
<b>SEWER:</b>													
Sanitary Sewer Flo Meters	-	-	-	100	-	-	-	-	-	-	-	-	100
<b>TOTAL SEWER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>
<b>WATER:</b>													
Gradall Excavator 3100	-	-	-	-	250	-	-	-	-	-	-	-	250
Gradall XL4100	-	-	-	-	-	-	-	-	450	-	-	-	450
Cat 308E Trackhoe	-	-	-	-	-	-	-	-	-	-	140	-	140
<b>TOTAL WATER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>450</b>	<b>-</b>	<b>140</b>	<b>-</b>	<b>840</b>
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>450</b>	<b>-</b>	<b>140</b>	<b>-</b>	<b>940</b>



# INFRASTRUCTURE REPLACEMENT PROGRAM – 2020 to 2029

## City of Germantown INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL (in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY19	Estimate FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	10 YEAR TOTAL
<b>AUTOS AND TRUCKS:</b>													
<b>SEWER:</b>													
International Sewer/Vacuum Truck	-	-	-	-	-	-	-	300	-	-	-	-	300
Ford F-750 Sewer Flush Truck	-	-	280	-	-	-	-	-	-	-	-	-	280
Ford F-350	-	-	-	-	-	-	-	-	-	-	-	-	-
Ford F-450 Service Truck w/crane & Chevy 3500 Truck	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL SEWER</b>	<b>-</b>	<b>-</b>	<b>280</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>580</b>
<b>WATER:</b>													
Ford F-350	70	59	-	-	-	-	-	-	-	-	85	-	85
Dodge Dakota	-	-	60	-	-	-	-	-	-	60	-	-	120
Ford F-150 Truck	-	-	35	-	-	67	32	-	35	-	-	-	169
International Dump Truck	-	-	-	-	-	-	-	120	-	-	-	-	120
Ford Transit Connect	-	-	30	-	-	-	-	-	30	-	-	-	60
Ford Ranger	-	-	-	30	-	-	30	-	-	-	-	-	60
<b>TOTAL WATER</b>	<b>70</b>	<b>59</b>	<b>125</b>	<b>30</b>	<b>-</b>	<b>67</b>	<b>62</b>	<b>120</b>	<b>65</b>	<b>-</b>	<b>60</b>	<b>85</b>	<b>614</b>
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>70</b>	<b>59</b>	<b>405</b>	<b>30</b>	<b>-</b>	<b>67</b>	<b>62</b>	<b>420</b>	<b>65</b>	<b>-</b>	<b>60</b>	<b>85</b>	<b>1,194</b>
<b>TOTAL UTILITY FUND</b>	<b>555</b>	<b>599</b>	<b>850</b>	<b>580</b>	<b>700</b>	<b>517</b>	<b>512</b>	<b>870</b>	<b>965</b>	<b>450</b>	<b>650</b>	<b>85</b>	<b>6,119</b>
<b>GERMANTOWN ATHLETIC CLUB:</b>													
<b>OTHER ASSETS:</b>													
GAC Skylight Repairs	-	-	75	-	-	-	-	-	-	-	-	-	75
Alarm System	-	-	100	-	-	-	-	-	-	-	-	-	100
Resurface Hot Tub	-	-	25	-	-	-	-	-	-	-	-	-	-
GAC & GPAC Cooling Tower Replacement	125	165	-	-	-	-	-	-	-	-	-	-	-
<b>OTHER ASSETS</b>	<b>125</b>	<b>165</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>175</b>
<b>TOTAL G'TOWN ATHLETIC CLUB</b>	<b>125</b>	<b>165</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>175</b>
<b>PICKERING</b>													
Window Replacement	-	-	15	-	-	-	-	-	-	-	-	-	15
Lighting and Ceiling Tiles	-	-	15	-	-	-	-	-	-	-	-	-	15
Cabinets	40	40	-	-	-	-	-	-	-	-	-	-	-
Controlled Access	23	23	-	-	-	-	-	-	-	-	-	-	-
<b>BUILDING IMPROVEMENTS</b>	<b>63</b>	<b>63</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30</b>
<b>TOTAL PICKERING</b>	<b>63</b>	<b>63</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30</b>
<b>VEHICLE MAINTENANCE FUND:</b>													
<b>AUTOS AND TRUCKS:</b>													
Ford F250	-	-	-	-	-	-	-	-	-	-	40	-	40
Ford Fusion	-	-	30	-	-	-	-	-	-	-	35	-	65
Dodge Charger	30	19	-	-	-	-	-	-	30	-	-	-	30
Dodge Avenger	-	-	-	-	-	32	-	-	-	-	-	-	32
Ford Explorer	-	-	-	-	40	-	-	-	-	-	42	-	82
Pool Vehicle	-	-	30	-	-	-	-	-	-	-	-	-	30
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>30</b>	<b>19</b>	<b>60</b>	<b>-</b>	<b>40</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>117</b>	<b>-</b>	<b>279</b>
<b>Maintenance Equipment</b>													
Fuel Transport Trailer	16	15	-	-	-	-	-	-	-	-	-	-	-
Prolink Diagnostic Tool	-	9	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER ASSETS</b>	<b>16</b>	<b>24</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL VEHICLE MAINT. FUND</b>	<b>46</b>	<b>43</b>	<b>60</b>	<b>-</b>	<b>40</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>117</b>	<b>-</b>	<b>279</b>
<b>The Farm</b>													
<b>OTHER ASSETS:</b>													
Tractor and Agricultural Implements	20	-	-	-	-	-	-	-	-	-	-	-	-
Farm Park Entrance Sign (Cross Country)	-	-	-	-	-	-	-	-	-	-	-	-	-
Farm Park Storage Shed	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER ASSETS</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL FARM</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ambulance</b>													
<b>OTHER EQUIPMENT:</b>													
Stretcher Power Loader	-	250	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER EQUIPMENT</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>AUTOS AND TRUCKS:</b>													
Ambulance	-	-	-	-	-	-	-	-	-	-	-	-	-
Chevrolet Tahoe	-	-	50	-	-	-	-	-	-	-	-	-	50
<b>TOTAL AUTOS AND TRUCKS</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>
<b>TOTAL AMBULANCE</b>	<b>-</b>	<b>250</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>
<b>GRAND TOTAL - ALL FUNDS</b>	<b>3,414</b>	<b>3,620</b>	<b>4,106</b>	<b>3,072</b>	<b>2,293</b>	<b>1,908</b>	<b>1,897</b>	<b>1,818</b>	<b>1,972</b>	<b>1,549</b>	<b>1,882</b>	<b>2,857</b>	<b>22,914</b>

## DISCUSSION OF GENERAL FUND RESERVES

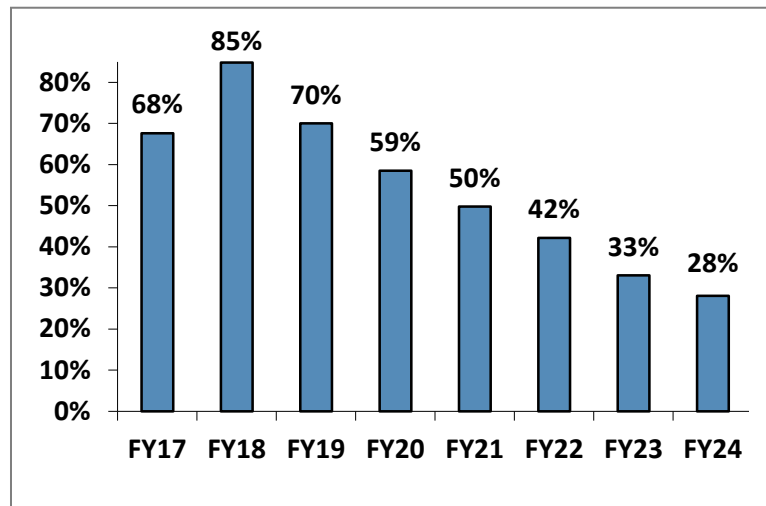
During the City's high growth period, excess revenues over expenditures were used for capital projects not funded by bond proceeds. In the past several years, General Fund reserves were used to fund a significant portion of the capital projects. Beginning in FY04, revenues from the Hall Income and Excise Tax were earmarked to fund capital projects due to the uncertainty of this revenue source for operational funding. Beginning in 2017, the State began phasing out the Hall Income and Excise Tax with total elimination by 2022. The drawdown of reserves, including Hall, for the five-year planning period is as follows.

	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>
CIP \$	6,000,000	4,200,000	5,223,000	4,650,000	4,420,000	2,150,000

### ANALYSIS OF FUND BALANCE

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

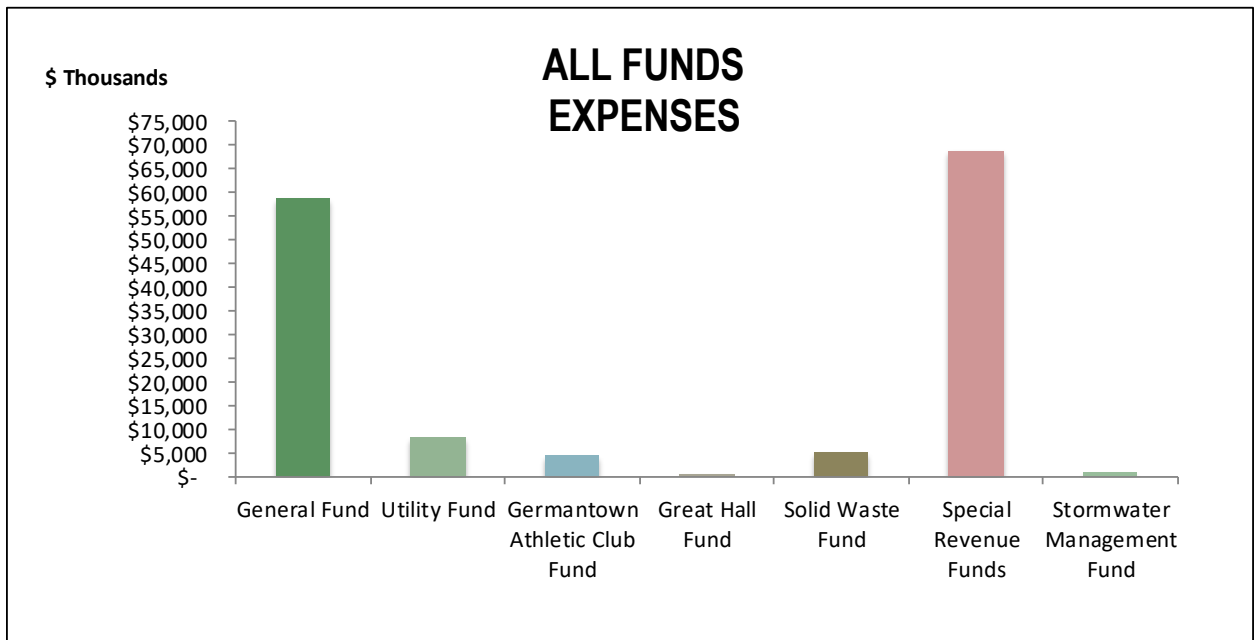
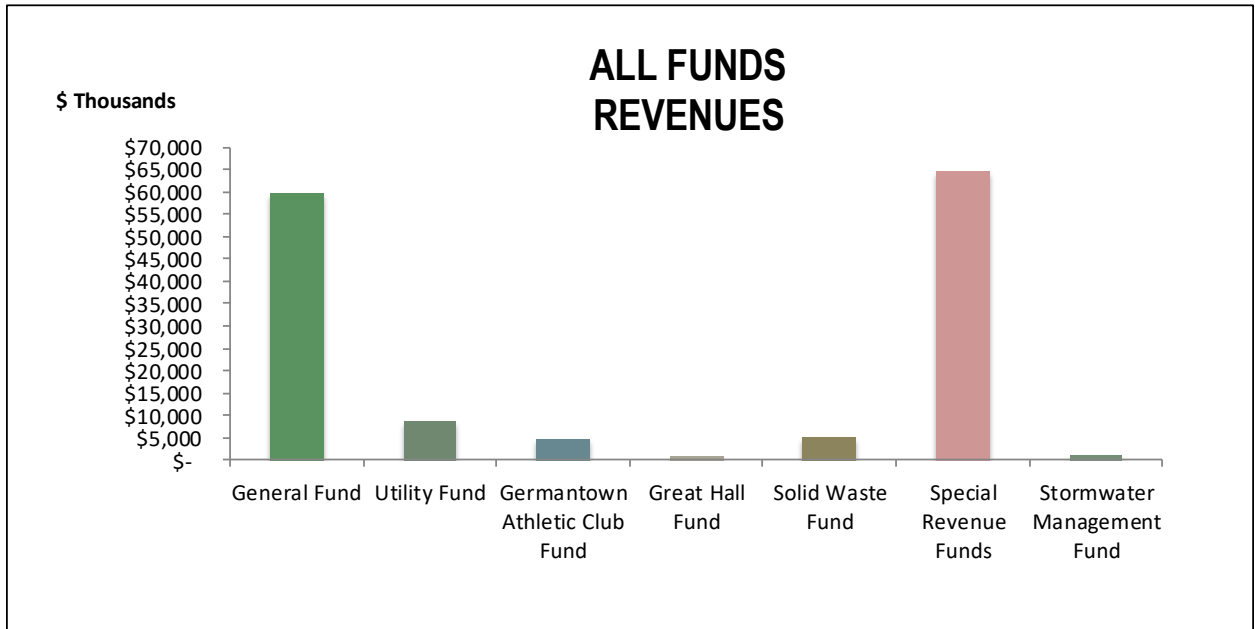
FUND BALANCE % TOTAL EXPENDITURES



	Actual FY18	Estimated FY19	Budget FY20	Projected			
				FY21	FY22	FY23	FY24
Nonspendable	\$ 315,646	200,000	65,000	65,000	65,000	65,000	65,000
Restricted:							
Committed Emergencies & Catastrophes	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Committed Capital Asset Repl. Infrastructure	2,365,000	2,590,500	2,242,000	1,373,000	1,309,000	1,335,000	873,000
Committed Tax Anticipation	10,752,156	11,289,050	11,367,680	11,489,812	11,670,744	11,910,263	12,148,468
Committed General Debt	4,418,520	5,021,914	5,335,396	5,239,808	5,231,829	5,237,595	5,231,796
Committed Contingencies	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Assigned	2,432,724	2,587,307	2,730,467	2,885,079	2,854,250	3,034,590	3,156,319
Unassigned	19,491,124	16,113,252	12,154,820	7,624,822	3,056,993	(2,168,728)	(4,820,885)
<b>Total Fund Balance</b>	<b>40,725,171</b>	<b>38,752,023</b>	<b>34,845,363</b>	<b>29,627,521</b>	<b>25,137,816</b>	<b>20,363,719</b>	<b>17,603,698</b>
Operating Expenditures	\$ 48,001,873	55,238,398	59,417,129	59,750,123	59,978,958	60,938,781	62,293,517
Fund Balance as % of Expenditures	85%	70%	59%	50%	42%	33%	28%

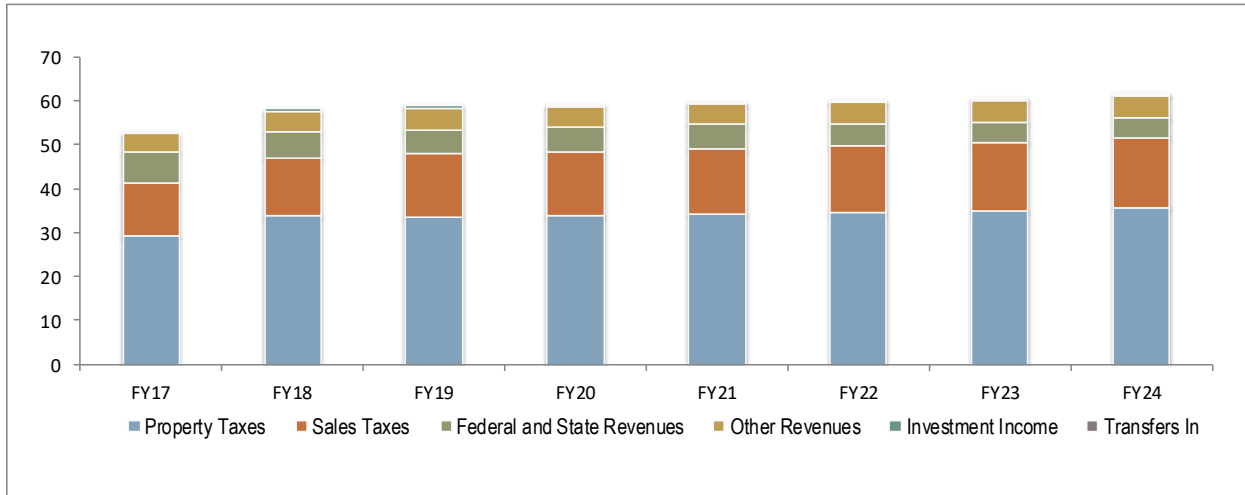
The two charts below illustrate revenues and expenses for all major funds. The section following these charts consist of budget projection summaries of revenues and expenditures by major categories, along with fund balances as of June 30, for the fiscal years 2017-2024. The graphs illustrate 8 years of information. This data is provided for the General Fund, Utility Fund, Germantown Athletic Club Fund, Great Hall Fund, Solid Waste 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 FY19 and FY20.



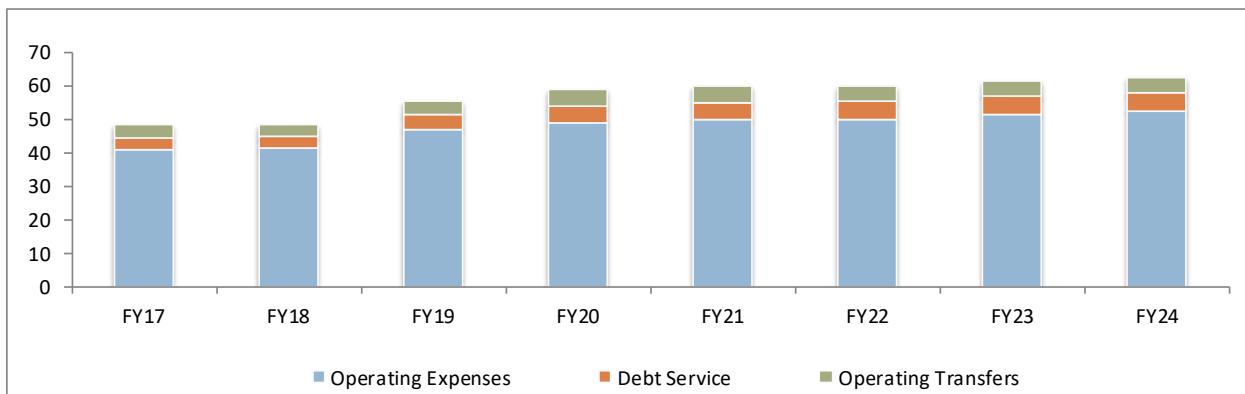
## GENERAL FUND REVENUES

\$ Millions



## GENERAL FUND EXPENDITURES

\$ Millions



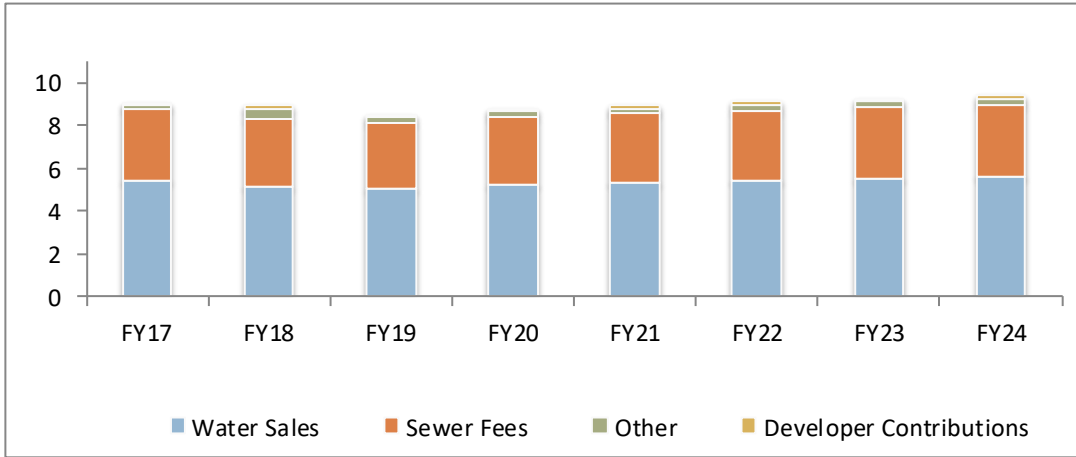
## GENERAL FUND

## BUDGET PROJECTION SUMMARY

(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
GENERAL REVENUES:									
Auto Registration	\$ 886	1,161	1,150	1,210	1,250	1,275	1,301	1,327	1,353
Court Fines	990	1,103	1,191	1,265	1,100	1,115	1,125	1,151	1,177
Franchise Fees	781	755	850	740	775	775	798	822	847
Grants	271	167	200	150	880	470	470	470	470
Interest	203	653	200	595	200	200	202	206	210
Licenses	269	255	246	293	257	257	259	266	273
Other Income	1,388	1,177	1,057	1,325	1,345	1,070	1,307	1,317	1,323
Property Taxes	29,415	33,685	32,855	33,588	33,867	34,103	34,469	35,012	35,731
Sales Taxes	12,007	13,261	13,265	14,251	14,560	15,046	15,266	15,566	15,793
State Taxes	6,526	5,909	5,477	5,486	5,065	5,133	4,630	4,137	4,195
Transfers In	-	-	100	362	412	311	312	311	312
Funds From Prior Periods	-	-	450	450	450	450	450	450	450
REVENUE TOTAL	52,737	58,126	57,041	59,715	60,160	60,205	60,589	61,035	62,133
EXPENDITURE BY CATEGORY:									
Personnel	28,107	29,743	32,115	32,385	33,900	34,839	35,838	36,858	37,974
Communication	321	338	384	373	404	393	396	400	404
Prof. Fees	2,726	2,511	2,635	2,809	2,871	2,962	3,045	3,073	3,124
Other Maint.	2,157	2,084	2,618	2,707	2,739	2,772	2,805	2,853	2,891
Supplies	1,371	1,312	1,698	1,617	1,825	1,766	1,798	1,834	1,871
Insurance	71	39	100	88	120	120	120	120	120
Rent	71	72	93	101	103	103	103	103	103
Allocations	1,404	1,376	1,519	1,438	1,469	1,498	1,546	1,599	1,651
Capital Outlay	1,744	1,194	2,365	2,259	2,591	2,242	1,373	1,309	1,335
Contingency	-	-	50	50	50	50	50	50	50
Grants	1,651	1,653	1,704	1,655	1,757	1,742	1,766	1,793	1,821
Debt Service	3,852	3,441	4,419	4,680	5,022	5,335	5,240	5,232	5,238
Operating Transfers	4,716	4,305	4,967	5,042	6,482	5,932	5,909	5,731	5,734
Expense Reimburs.	(979)	(1,047)	(1,013)	(1,013)	(1,083)	(1,107)	(1,135)	(1,163)	(1,192)
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	993	982	1,067	1,045	1,167	1,104	1,125	1,147	1,170
EXPENDITURE TOTAL	48,205	48,002	54,721	55,238	59,417	59,750	59,979	60,939	62,294
Excess (Deficit)	4,532	10,124	2,320	4,477	743	455	610	96	(160)
FUND BALANCE									
Beginning	31,858	32,601	37,456	40,275	38,302	34,395	29,178	24,688	19,914
Transf. to CIP	(3,789)	(2,000)	(1,620)	(1,620)	-	-	-	-	-
CIP Res Inc (Dec)	-	-	(4,380)	(4,380)	(4,200)	(5,223)	(4,650)	(4,420)	(2,150)
Ending	\$ 32,601	40,725	33,776	38,752	34,845	29,628	25,138	20,364	17,604

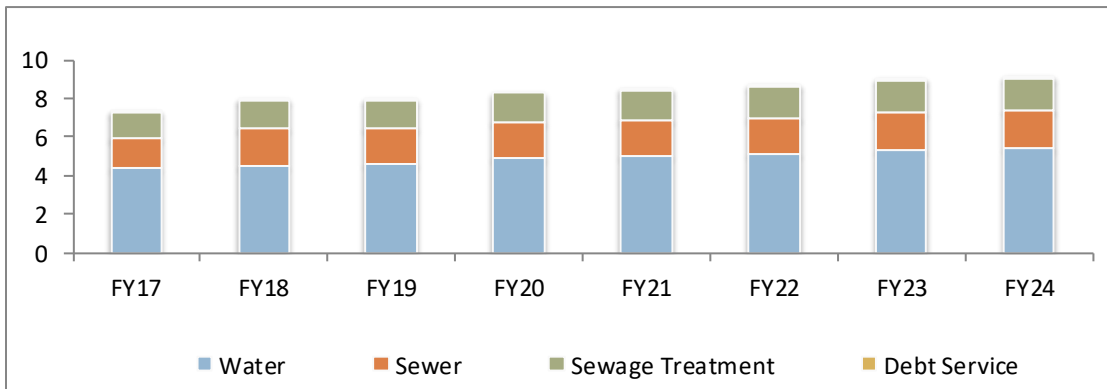
## UTILITY REVENUES

\$ Millions



## UTILITY EXPENSES

\$ Millions



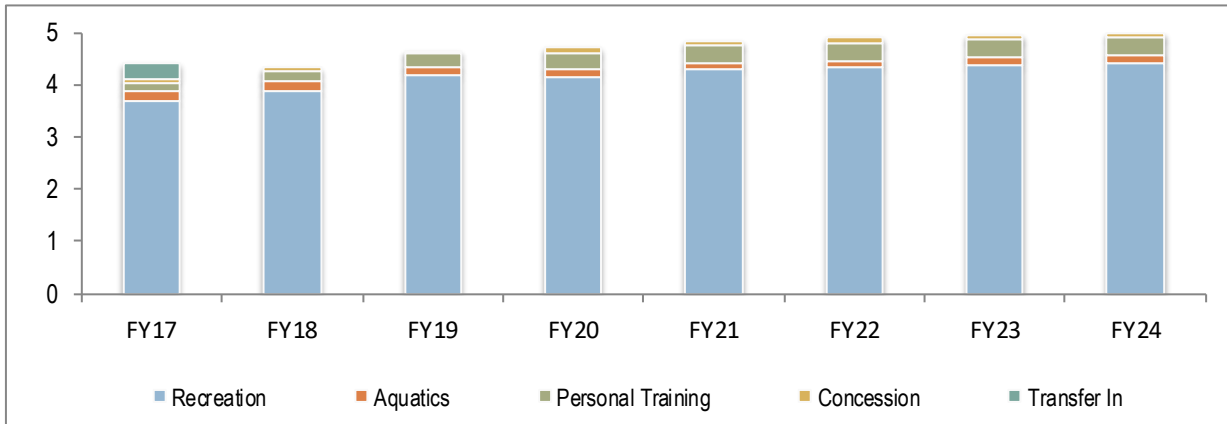
**UTILITY FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
REVENUES:									
Installation Charges	\$ 170	255	167	101	167	170	172	173	174
Interest	39	137	67	200	67	45	47	50	52
Contrib. Developers	41	229	175	125	120	132	158	163	166
Other Income	48	54	40	7	35	36	36	37	38
Sewer Fees	3,280	3,160	3,200	3,035	3,200	3,232	3,264	3,297	3,330
Water Sales	5,469	5,155	5,427	5,077	5,230	5,335	5,443	5,551	5,661
<b>TOTAL REVENUES</b>	<b>9,046</b>	<b>8,991</b>	<b>9,076</b>	<b>8,543</b>	<b>8,819</b>	<b>8,950</b>	<b>9,121</b>	<b>9,271</b>	<b>9,422</b>
EXPENSES BY CATEGORY:									
Allocations	1,133	1,225	1,200	1,195	1,288	1,286	1,325	1,366	1,407
Communication	76	68	84	92	96	98	100	103	105
Debt Service	69	27	12	12	43	96	91	86	81
Depreciation	1,751	1,779	1,786	1,821	1,835	1,847	1,850	1,953	1,968
Other Maintenance	69	89	105	95	155	159	163	167	171
Personnel	1,444	1,714	1,728	1,644	1,640	1,680	1,731	1,782	1,836
Professional Fees	90	109	135	145	237	242	242	244	244
Insurance	2	5	11	8	11	11	12	12	12
Mains Maintenance	142	150	155	147	155	159	163	167	172
Contract Services	1,380	1,481	1,572	1,434	1,520	1,556	1,592	1,628	1,664
Supplies	147	148	218	206	218	224	230	236	242
Utilities	610	633	646	618	654	662	676	689	703
PILOT	474	495	508	482	482	497	512	527	543
<b>TOTAL EXPENSES</b>	<b>7,387</b>	<b>7,922</b>	<b>8,160</b>	<b>7,900</b>	<b>8,334</b>	<b>8,515</b>	<b>8,684</b>	<b>8,960</b>	<b>9,148</b>
<b>NET INCOME (LOSS)</b>	<b>1,659</b>	<b>1,068</b>	<b>916</b>	<b>645</b>	<b>484</b>	<b>434</b>	<b>437</b>	<b>311</b>	<b>273</b>
TOTAL NET POSITION									
Effect of change in accounting principle	-	(73)	-	-	-	-	-	-	-
Beginning	48,274	49,861	50,892	50,929	51,573	52,057	52,491	52,928	53,239
Ending	<u>\$ 49,933</u>	<u>50,929</u>	<u>51,808</u>	<u>51,573</u>	<u>52,057</u>	<u>52,491</u>	<u>52,928</u>	<u>53,239</u>	<u>53,513</u>
Capital Outlay	\$ 236	779	4,113	4,271	4,791	1,215	2,300	2,917	512

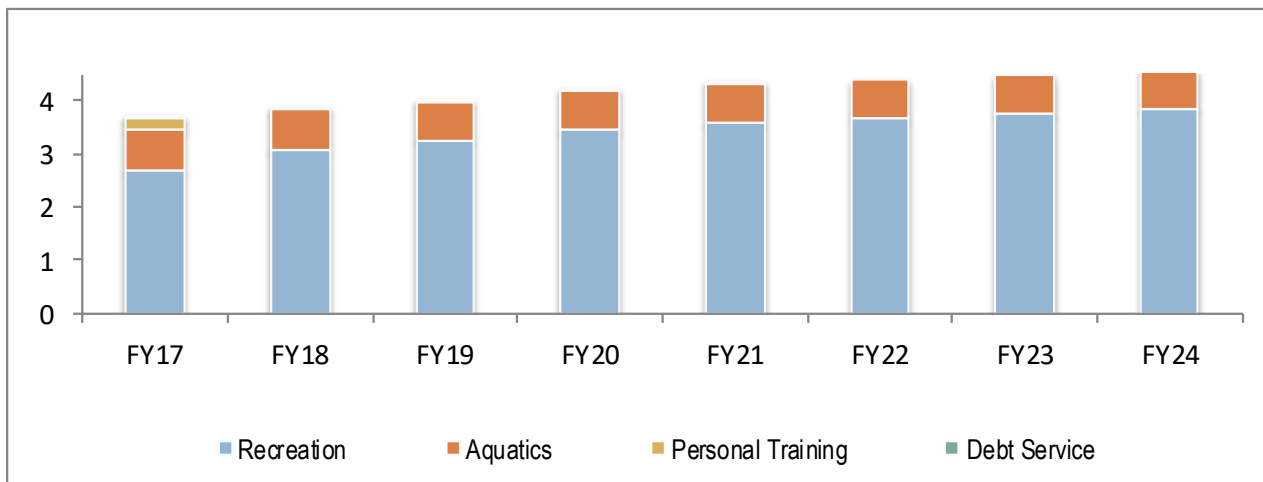
## GERMANTOWN ATHLETIC CLUB REVENUES

\$ Millions



## GERMANTOWN ATHLETIC CLUB EXPENSES

\$ Millions





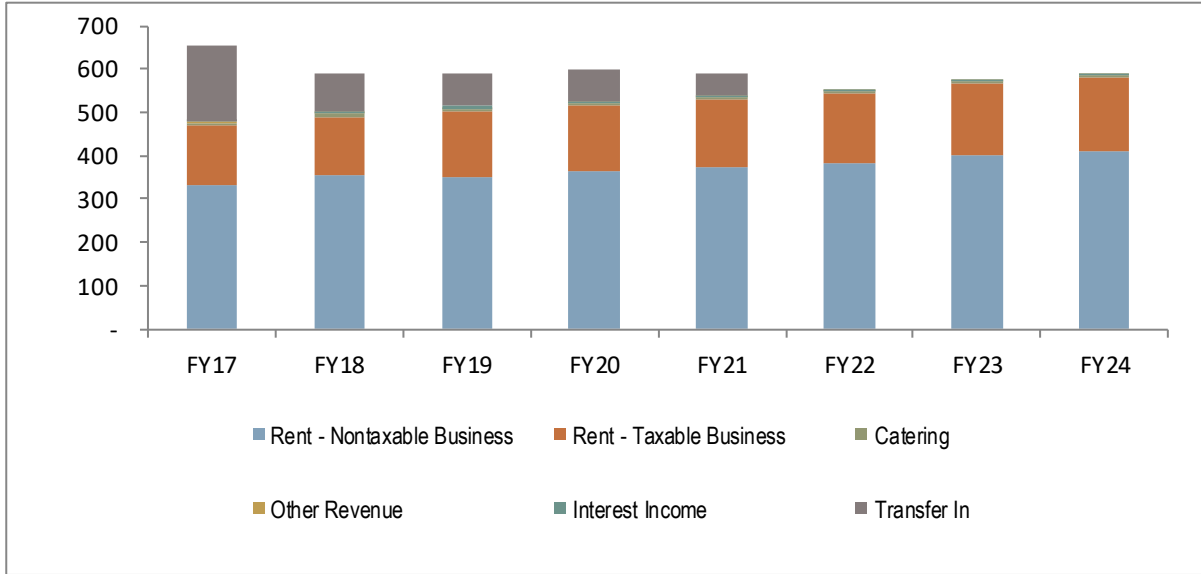
**GERMANTOWN ATHLETIC CLUB FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
REVENUES:									
Centre Revenue	\$ 3,671	3,890	4,129	4,200	4,166	4,288	4,330	4,373	4,416
Aquatics Revenue	205	170	118	138	134	138	140	141	142
Personal Training	175	208	185	259	325	335	338	341	345
Concession Revenue	59	55	70	12	91	93	94	95	96
Transfer In	300	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>4,410</b>	<b>4,322</b>	<b>4,502</b>	<b>4,609</b>	<b>4,716</b>	<b>4,854</b>	<b>4,902</b>	<b>4,951</b>	<b>5,000</b>
EXPENSES BY CATEGORY:									
Allocations	89	96	102	103	106	108	110	112	114
Communication	-	7	9	15	21	21	21	21	21
Debt Service	16	12	8	8	5	2	-	-	-
Other Maint.	117	178	184	153	177	181	184	188	193
Personnel	1,758	1,718	1,792	1,724	1,804	1,853	1,915	1,981	2,050
Professional Fees	436	436	483	522	540	550	561	572	583
Rents	162	240	240	239	240	245	250	255	261
Supplies	163	183	238	202	265	265	270	276	282
Depreciation	559	624	625	622	643	693	693	693	693
Utilities	370	364	371	393	379	384	392	400	408
Transfer Out	-	100	100	100	100	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>3,670</b>	<b>3,957</b>	<b>4,152</b>	<b>4,082</b>	<b>4,279</b>	<b>4,302</b>	<b>4,396</b>	<b>4,499</b>	<b>4,605</b>
<b>EXCESS (DEFICIT)</b>	<b>740</b>	<b>365</b>	<b>350</b>	<b>526</b>	<b>437</b>	<b>552</b>	<b>506</b>	<b>452</b>	<b>395</b>
TOTAL NET POSITION									
Effect of change in accounting principle	-	(46)	-	-	-	-	-	-	-
Beginning	15,930	16,670	16,921	16,989	17,515	17,952	18,504	19,010	19,462
Ending	<u>\$ 16,670</u>	<u>16,989</u>	<u>17,271</u>	<u>17,515</u>	<u>17,952</u>	<u>18,504</u>	<u>19,010</u>	<u>19,462</u>	<u>19,857</u>
Capital Outlay	\$ 2,504	1,333	1,100	1,615	290	-	-	-	-

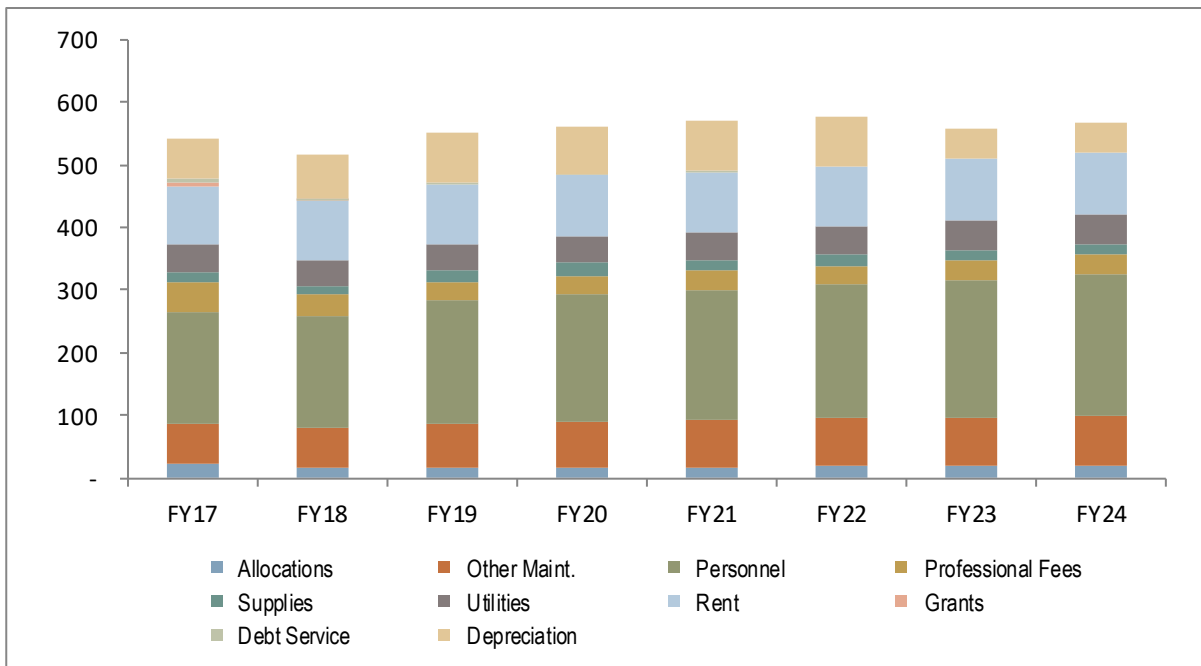
## GREAT HALL REVENUES

\$ Thousands



## GREAT HALL EXPENSES

\$ Thousands



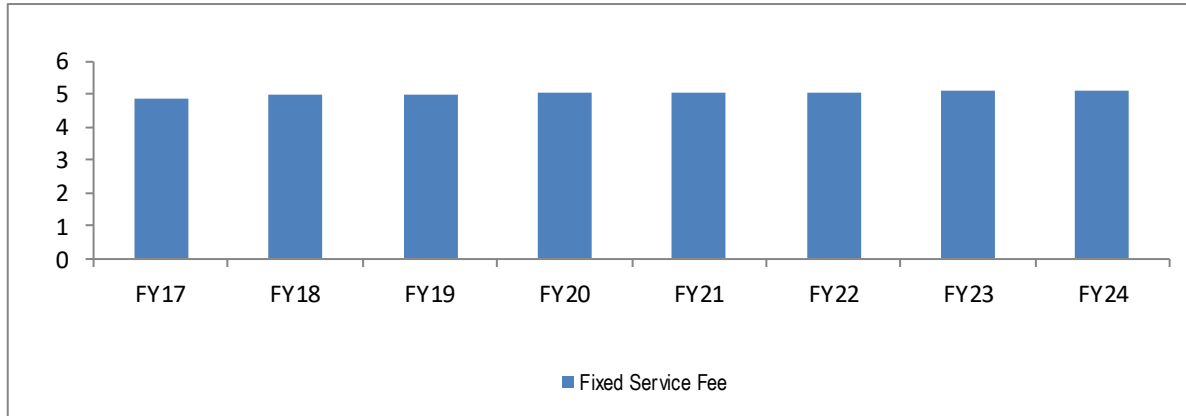
**GREAT HALL**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
REVENUES:									
Business Revenue	\$ 479	504	507	514	525	538	552	575	589
Transfer In	175	85	75	75	75	50	-	-	-
<b>TOTAL REVENUES</b>	<b>654</b>	<b>589</b>	<b>582</b>	<b>589</b>	<b>600</b>	<b>588</b>	<b>552</b>	<b>575</b>	<b>589</b>
EXPENSES BY CATEGORY:									
Allocations	22	16	16	17	17	17	18	18	18
Communication	-	-	1	1	1	1	1	1	1
Debt Service	6	5	3	3	2	1	-	-	-
Other Maint	64	63	75	70	74	75	77	79	80
Personnel	180	180	196	197	203	208	213	219	226
Professional Fees	47	35	43	29	29	30	30	31	31
Rents	93	94	95	95	97	97	98	98	98
Supplies	18	13	15	18	20	17	17	18	18
Depreciation	64	68	77	78	75	81	80	50	49
Grants	8	1	-	-	-	-	-	-	-
Utilities	42	41	39	44	44	44	45	46	47
<b>TOTAL EXPENSES</b>	<b>543</b>	<b>516</b>	<b>561</b>	<b>551</b>	<b>562</b>	<b>571</b>	<b>579</b>	<b>559</b>	<b>569</b>
<b>EXCESS (DEFICIT)</b>	<b>111</b>	<b>73</b>	<b>21</b>	<b>38</b>	<b>38</b>	<b>17</b>	<b>(27)</b>	<b>16</b>	<b>20</b>
TOTAL NET POSITION									
Effect of change in accounting principle	-	(8)	-	-	-	-	-	-	-
Beginning	650	760	778	825	863	901	918	891	907
Ending	<u>\$ 760</u>	<u>825</u>	<u>799</u>	<u>863</u>	<u>901</u>	<u>918</u>	<u>891</u>	<u>907</u>	<u>927</u>
Capital Outlay	\$ 42	49	59	73	-	150	35	-	-

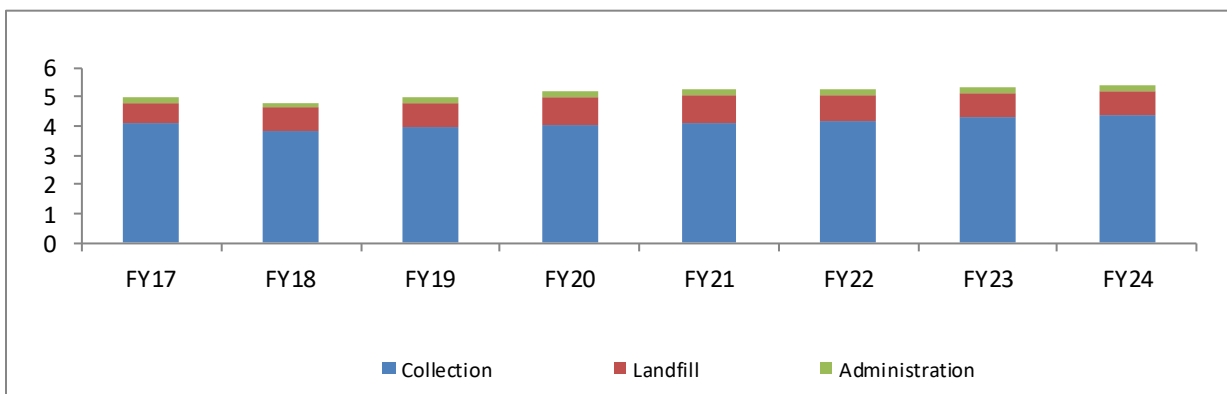
# SOLID WASTE REVENUES

\$ MILLIONS



# SOLID WASTE EXPENSES

\$ MILLIONS



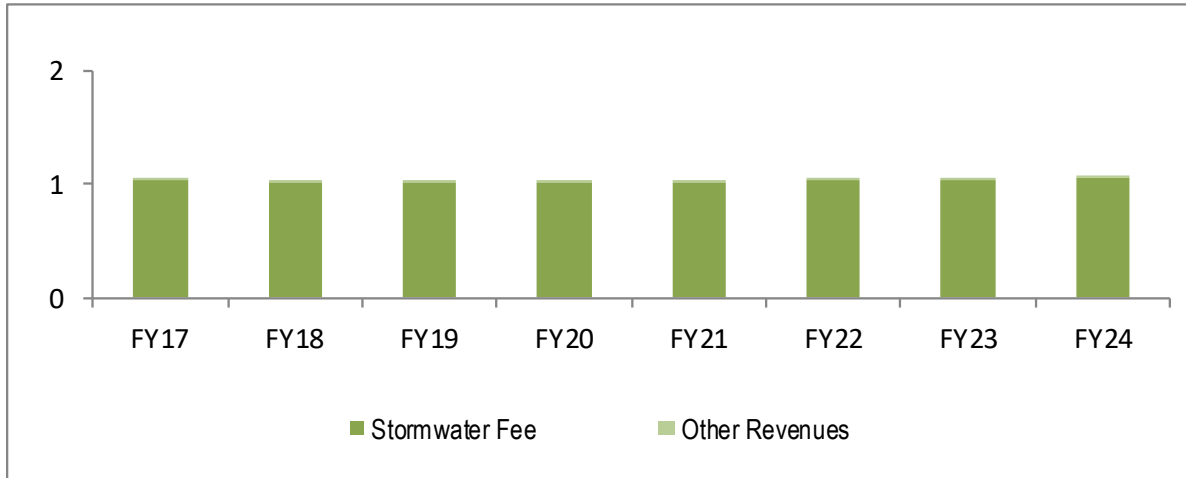
**SOLID WASTE FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
REVENUES:									
Fixed Service Fee	\$ 4,782	4,901	4,947	4,914	4,956	4,971	4,983	5,018	5,030
Other Revenues	62	90	59	70	68	57	57	57	57
<b>TOTAL REVENUES</b>	<b>4,844</b>	<b>4,992</b>	<b>5,006</b>	<b>4,983</b>	<b>5,023</b>	<b>5,028</b>	<b>5,040</b>	<b>5,075</b>	<b>5,087</b>
EXPENSES BY CATEGORY:									
Communication	5	0	26	50	16	16	18	18	18
Personnel	158	106	113	124	120	124	129	132	136
Prof. Fees	-	-	25	-	25	25	-	-	-
Supplies	34	26	40	20	40	40	40	50	50
Depreciation	-	6	15	16	16	15	15	15	15
Contract Services	4,791	4,638	4,863	4,784	4,959	5,026	5,055	5,117	5,161
<b>TOTAL EXPENSES</b>	<b>4,988</b>	<b>4,775</b>	<b>5,082</b>	<b>4,994</b>	<b>5,176</b>	<b>5,246</b>	<b>5,257</b>	<b>5,332</b>	<b>5,380</b>
<b>EXCESS (DEFICIT)</b>	<b>(144)</b>	<b>216</b>	<b>(77)</b>	<b>(11)</b>	<b>(153)</b>	<b>(219)</b>	<b>(217)</b>	<b>(257)</b>	<b>(293)</b>
TOTAL NET POSITION									
Effect of change in accounting principle	-	(4)	-	-	-	-	-	-	-
Beginning	932	788	924	1,000	989	836	617	400	143
Ending	\$ 788	1,000	847	989	836	617	400	143	(150)
Capital Outlay	\$ -	155	-	-	-	-	-	-	-

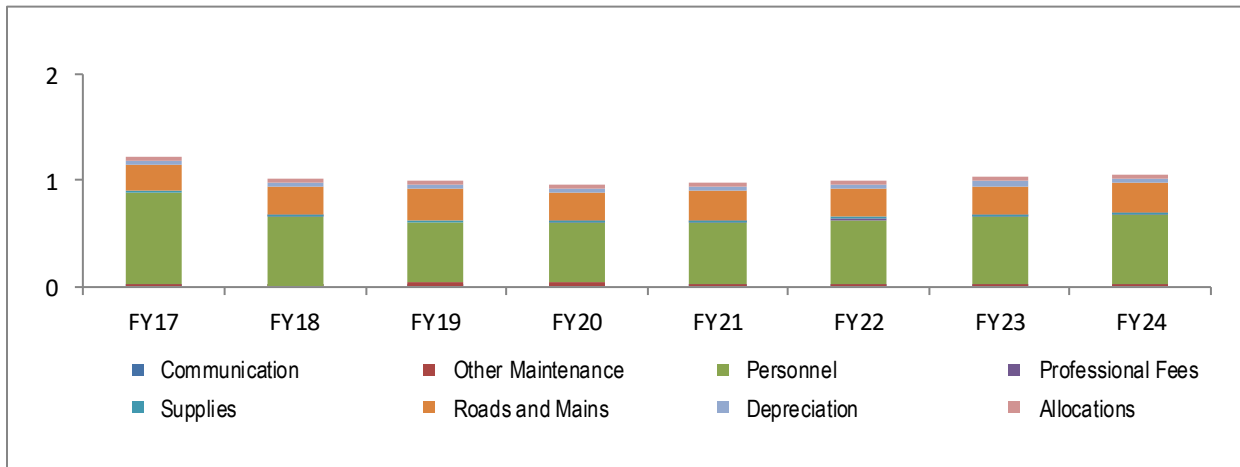
## STORMWATER MANAGEMENT REVENUES

\$ MILLIONS



## STORMWATER MANAGEMENT EXPENSES

\$ MILLIONS



**STORMWATER MANAGEMENT FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
REVENUES:									
Stormwater Management Fee	\$ 1,030	1,014	1,039	1,011	1,012	1,017	1,028	1,033	1,043
Other Revenues	10	22	12	14	12	14	17	20	23
TOTAL REVENUES	1,040	1,035	1,050	1,025	1,024	1,032	1,044	1,053	1,066
EXPENSES BY CATEGORY:									
Communication	1	1	2	1	3	3	3	3	3
Other Maintenance	25	8	40	34	31	23	24	24	25
Personnel	865	645	588	575	567	585	604	625	646
Prof. Fees	-	2	-	-	1	1	1	1	1
Supplies	12	17	19	15	19	20	20	21	22
Roads and Mains	247	278	293	293	265	265	278	278	278
Utilities	-	-	-	-	1	1	1	1	1
Depreciation	36	38	42	37	39	39	39	40	40
Allocations	33	37	42	37	37	38	39	41	42
TOTAL EXPENSES	1,220	1,026	1,027	992	963	974	1,009	1,032	1,057
EXCESS (DEFICIT)	(180)	9	24	33	61	57	35	22	9
TOTAL NET POSITION:									
Effect of change in accounting principle	-	(23)	-	-	-	-	-	-	-
Beginning	754	573	603	559	592	653	711	746	767
Ending	\$ 573	559	627	592	653	711	746	767	776
Capital Outlay	\$ 50	97	75	75	120	50	180	50	50

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**STATE STREET AID**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>REVENUES:</b>									
State Street Aid	\$ 1,111	1,345	1,300	1,415	1,420	1,448	1,477	1,507	1,537
Interest	5	6	3	15	3	1	1	2	2
Transfer In-Gen. Fund	1,650	1,100	1,500	1,500	3,000	2,500	2,500	2,200	2,100
<b>TOTAL REVENUES</b>	<b>2,766</b>	<b>2,451</b>	<b>2,803</b>	<b>2,930</b>	<b>4,423</b>	<b>3,950</b>	<b>3,979</b>	<b>3,708</b>	<b>3,639</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Other Maintenance	213	283	200	200	200	200	200	200	200
Electricity & Gas	907	900	920	915	920	938	957	976	996
Str. Contract Maint.	1,602	1,085	2,000	2,000	2,900	2,500	2,400	2,100	2,000
City Str. Maint.	280	291	350	354	450	475	475	475	475
<b>TOTAL EXPENDITURES</b>	<b>3,002</b>	<b>2,560</b>	<b>3,470</b>	<b>3,469</b>	<b>4,470</b>	<b>4,113</b>	<b>4,032</b>	<b>3,751</b>	<b>3,671</b>
<b>EXCESS (DEFICIT)</b>	<b>(237)</b>	<b>(108)</b>	<b>(668)</b>	<b>(539)</b>	<b>(48)</b>	<b>(164)</b>	<b>(53)</b>	<b>(43)</b>	<b>(32)</b>
<b>FUND BALANCE:</b>									
Beginning of Year	1,506	1,270	1,063	1,161	622	575	411	358	315
Ending	<u>1,270</u>	<u>1,161</u>	<u>396</u>	<u>622</u>	<u>575</u>	<u>411</u>	<u>358</u>	<u>315</u>	<u>282</u>

(\$000)

**AUTOMATED ENFORCEMENT**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>REVENUES:</b>									
Red Lights	\$ -	-	-	-	-	-	-	-	-
Transfer In-Gen. Fund	(49)	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>(49)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	-	-	-	-	-	-	-	-	-
Materials & Supplies	-	-	-	-	-	-	-	-	-
Rent	-	-	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-	-	-
Other - Grants	-	-	-	-	-	-	-	-	-
Transfer Out - Gen. Fund	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXCESS (DEFICIT)</b>	<b>(49)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE:</b>									
Beginning of Year	49	-	-	-	-	-	-	-	-
Ending	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>



**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**DRUG ASSET FORFEITURE FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>REVENUES:</b>									
Drug Enforcement	\$ 116	125	300	228	300	300	300	300	300
Interest	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>116</b>	<b>125</b>	<b>300</b>	<b>228</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	64	107	111	94	111	111	111	111	111
Communications	1	-	1	1	1	1	1	1	1
Professional Fees	-	-	-	-	-	-	-	-	-
Other Maintenance	1	-	5	1	5	5	5	5	5
Supplies	81	29	138	71	138	138	138	138	138
Utilities	5	3	6	4	6	6	6	6	6
Rents	-	-	1	1	1	1	1	1	1
Capital Outlay	54	-	-	-	35	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>204</b>	<b>138</b>	<b>262</b>	<b>171</b>	<b>297</b>	<b>262</b>	<b>262</b>	<b>262</b>	<b>262</b>
<b>EXCESS (DEFICIT)</b>	<b>(89)</b>	<b>(13)</b>	<b>38</b>	<b>57</b>	<b>3</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>
<b>FUND BALANCE:</b>									
Beginning	228	139	179	126	183	186	225	263	301
Ending	<u>139</u>	<u>126</u>	<u>217</u>	<u>183</u>	<u>186</u>	<u>225</u>	<u>263</u>	<u>301</u>	<u>339</u>

(\$000)

**PICKERING COMPLEX FUND**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>REVENUES:</b>									
Classes	\$ 37	41	45	40	42	42	42	43	43
Special Events	4	9	5	8	5	5	5	5	5
Rental	40	56	50	49	55	55	55	57	57
Transfer In-Gen. Fund	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>81</b>	<b>106</b>	<b>100</b>	<b>97</b>	<b>102</b>	<b>102</b>	<b>102</b>	<b>104</b>	<b>104</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Allocations	2	3	3	3	3	3	3	3	3
Utilities	10	10	12	12	14	14	14	15	15
Capital Outlay	-	-	63	63	30	30	30	-	-
Professional Fees	33	42	49	45	45	45	45	45	45
Supplies	5	6	2	2	2	2	2	2	2
<b>TOTAL EXPENDITURES</b>	<b>51</b>	<b>60</b>	<b>128</b>	<b>124</b>	<b>93</b>	<b>93</b>	<b>94</b>	<b>64</b>	<b>65</b>
<b>EXCESS (DEFICIT)</b>	<b>31</b>	<b>46</b>	<b>(29)</b>	<b>(27)</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>40</b>	<b>40</b>
<b>FUND BALANCE:</b>									
Beginning	246	277	306	323	296	304	311	319	359
Ending	<u>277</u>	<u>323</u>	<u>277</u>	<u>296</u>	<u>304</u>	<u>311</u>	<u>319</u>	<u>359</u>	<u>399</u>

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**RECREATION FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>REVENUES:</b>									
Basketball Fees	\$ 61	67	69	63	69	69	70	71	71
Softball Fees	23	20	32	20	32	32	33	33	33
Kickball Fees	1	-	3	-	-	-	-	-	-
Sports Camps	8	18	27	19	19	19	19	19	19
Tennis Classes	8	7	8	7	7	7	7	7	7
Basketball Sponsors	-	-	1	-	-	-	-	-	-
Croquet	1	1	1	1	1	1	1	1	1
Community Education	528	548	532	558	550	556	561	567	572
Intramurals	1	-	3	2	3	3	3	3	3
<b>TOTAL REVENUES</b>	<b>630</b>	<b>660</b>	<b>675</b>	<b>668</b>	<b>684</b>	<b>690</b>	<b>697</b>	<b>704</b>	<b>711</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	231	303	428	392	462	465	479	494	510
Allocations	13	15	15	15	15	15	16	17	19
Professional Fees	137	119	152	126	143	146	143	144	144
Supplies	88	76	100	94	103	99	100	102	103
Capital Outlay	-	86	106	96	170	50	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>469</b>	<b>599</b>	<b>800</b>	<b>723</b>	<b>893</b>	<b>774</b>	<b>738</b>	<b>757</b>	<b>776</b>
<b>EXCESS (DEFICIT)</b>	<b>161</b>	<b>61</b>	<b>(125)</b>	<b>(55)</b>	<b>(209)</b>	<b>(84)</b>	<b>(41)</b>	<b>(53)</b>	<b>(65)</b>
<b>FUND BALANCE:</b>									
Beginning	391	551	432	613	558	349	265	224	171
Ending	551	613	307	558	349	265	224	171	105

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**FEDERAL ASSET FORFEITURE FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>REVENUES:</b>									
Forfeiture Revenue	\$ 33	11	50	17	50	50	50	50	50
<b>TOTAL REVENUES</b>	<b>33</b>	<b>11</b>	<b>50</b>	<b>17</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	19	21	20	9	25	25	25	25	25
Supplies	8	7	30	7	25	25	25	25	25
<b>TOTAL EXPENDITURES</b>	<b>27</b>	<b>27</b>	<b>50</b>	<b>16</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>EXCESS (DEFICIT)</b>	<b>6</b>	<b>(16)</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE:</b>									
Beginning	30	36	36	19	20	20	20	20	20
Ending	36	19	36	20	20	20	20	20	20

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**Ambulance Fund**

	Actual	Actual	Budget	Estimated	Budget	Projected		
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23
<b>REVENUES:</b>								
Transport Fee	1,033	1,189	1,280	1,260	1,280	1,299	1,319	1,338
Non Transport Fee	10	2	-	1	-	-	-	-
Other Revenue	-	-	-	227	-	-	-	-
Interest	2	1	-	0	-	-	-	-
General Fund Transfer	600	625	775	850	800	725	700	750
<b>TOTAL REVENUES</b>	<b>1,644</b>	<b>1,817</b>	<b>2,055</b>	<b>2,338</b>	<b>2,080</b>	<b>2,024</b>	<b>2,019</b>	<b>2,088</b>
<b>EXPENDITURES BY CATEGORY:</b>								
Personnel	1,528	1,682	1,761	1,747	1,697	1,702	1,760	1,817
Communications	4	4	4	4	4	4	4	4
Professional Fees	67	94	68	75	68	68	71	73
Other Maintenance	7	8	11	12	11	10	10	11
Insurance	4	10	10	5	10	10	10	10
Supplies	95	108	116	112	124	126	129	132
Utilities	2	2	3	1	3	3	3	3
Allocations	37	41	42	69	70	72	74	76
Capital Outlay	-	238	-	250	50	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>1,743</b>	<b>2,187</b>	<b>2,016</b>	<b>2,275</b>	<b>2,037</b>	<b>1,995</b>	<b>2,060</b>	<b>2,126</b>
<b>EXCESS (DEFICIT)</b>	<b>(99)</b>	<b>(370)</b>	<b>39</b>	<b>63</b>	<b>43</b>	<b>29</b>	<b>(40)</b>	<b>(37)</b>
<b>FUND BALANCE:</b>								
Beginning	523	424	126	54	116	160	189	149
Ending	424	54	165	116	160	189	149	111

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**Germantown Municipal School District Fund**

	Actual	Actual	Budget	Estimated	Budget	Projected		
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23
<b>REVENUES:</b>								
BEP	\$ 25,402	27,041	27,933	27,967	28,748	29,323	29,909	30,508
ADA	17,624	17,779	17,445	18,112	18,112	18,474	18,844	19,221
Federal Grants	1,760	3,249	3,560	3,560	3,620	3,692	2,611	2,663
Other Revenues	986	1,113	830	1,579	969	988	1,008	1,028
Charges for Services	833	966	955	1,182	1,168	1,191	1,215	1,239
County Commission	986	940	978	2,140	1,300	1,326	1,353	1,380
Liquor Tax	128	168	115	168	168	171	175	178
Sales Tax	6,418	6,806	6,306	7,112	6,806	6,942	7,081	7,223
General Fund Transfer	2,189	2,475	2,497	2,497	2,507	2,557	2,609	2,661
<b>TOTAL REVENUES</b>	<b>56,326</b>	<b>60,537</b>	<b>60,619</b>	<b>64,317</b>	<b>63,398</b>	<b>64,666</b>	<b>64,804</b>	<b>66,100</b>
<b>EXPENDITURES BY CATEGORY:</b>								
Personnel	37,717	39,563	43,200	42,600	46,210	47,134	48,077	49,038
Communications	298	229	361	361	355	362	369	377
Professional Fees	4,895	5,869	5,378	5,538	5,763	5,878	5,749	5,864
Other Maintenance	674	924	917	917	956	975	995	1,015
Insurance	236	251	290	290	336	343	350	357
Supplies	2,493	2,410	3,190	2,690	3,809	3,885	3,602	3,674
Utilities	888	856	935	935	1,065	1,086	1,108	1,130
Rents	152	155	165	155	39	-	-	-
Allocations	117	-	102	-	100	102	104	106
Capital Outlay	3,762	7,235	9,391	10,868	8,938	3,653	3,343	3,410
Contract Maintenance	595	704	690	690	850	867	884	902
<b>TOTAL EXPENDITURES</b>	<b>51,827</b>	<b>58,196</b>	<b>64,619</b>	<b>65,044</b>	<b>68,421</b>	<b>64,286</b>	<b>64,581</b>	<b>65,872</b>
<b>EXCESS (DEFICIT)</b>	<b>4,499</b>	<b>2,341</b>	<b>(4,000)</b>	<b>(727)</b>	<b>(5,023)</b>	<b>380</b>	<b>224</b>	<b>228</b>
<b>FUND BALANCE:</b>								
Beginning	10,182	14,681	13,364	17,022	16,295	11,272	11,652	11,876
Ending	14,681	17,022	9,364	16,295	11,272	11,652	11,876	12,104

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**Farm Fund**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>REVENUES:</b>									
Membership Fee	\$ 3	5	4	5	5	5	5	5	5
Donations	17	19	18	20	18	18	18	19	19
Vendor Income	4	3	4	3	3	3	3	3	3
Educational Fees	0	2	1	1	1	1	1	1	2
Grant	1	2	1	1	1	-	-	-	-
Rental Income	-	6	13	10	13	14	16	17	19
General Fund Transfer	150	120	120	120	100	100	100	120	120
<b>TOTAL REVENUES</b>	176	157	160	159	140	141	143	165	167
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	55	52	83	86	90	93	96	98	101
Communications	2	3	3	2	3	4	4	4	4
Professional Fees	26	28	22	22	22	22	23	23	23
Other Maintenance	9	8	12	10	12	12	13	14	14
Insurance	5	-	3	3	3	3	3	3	3
Supplies	16	12	13	13	13	13	13	14	14
Utilities	6	9	10	8	10	11	11	11	11
Rents	1	12	8	8	6	6	6	6	6
Allocations	1	1	1	1	1	1	1	1	1
Capital Outlay	-	17	20	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	121	142	175	152	159	164	169	173	177
<b>EXCESS (DEFICIT)</b>	55	14	(15)	7	(19)	(24)	(26)	(7)	(9)
<b>FUND BALANCE:</b>									
Beginning	79	133	123	148	154	136	112	86	80
Ending	133	148	108	154	136	112	86	80	70

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**E-CITATIONS FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>REVENUES:</b>									
E-Fee \$4	\$ -	-	5	-	-	25	25	25	-
E-Fee \$1	-	-	25	24	25	6	6	6	6
Technology Fee Revenue	-	-	6	6	6	-	-	-	-
<b>TOTAL REVENUES</b>	-	-	37	30	31	31	31	31	6
<b>EXPENDITURES BY CATEGORY:</b>									
Supplies	-	-	-	4	3	3	3	3	3
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	-	-	-	4	3	3	3	3	3
<b>EXCESS (DEFICIT)</b>	-	-	37	26	28	28	28	28	3
<b>FUND BALANCE:</b>									
Beginning	-	-	-	-	26	54	82	110	138
Ending	-	-	37	26	54	82	110	138	141

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**LIBRARY ENDOWMENT**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>REVENUES:</b>									
Interest	\$ 1	3	-	-	-	-	-	-	-
Fines	1	1	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	1	3	-	-	-	-	-	-	-
Communications	-	-	-	-	-	-	-	-	-
Professional Fees	2	8	-	-	-	-	-	-	-
Other Maintenance	-	-	-	-	-	-	-	-	-
Supplies	8	6	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>11</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXCESS (DEFICIT)</b>	<b>(8)</b>	<b>(13)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE:</b>									
Beginning	256	248	331	234	234	234	234	234	234
Ending	<u>248</u>	<u>234</u>	<u>331</u>	<u>234</u>	<u>234</u>	<u>234</u>	<u>234</u>	<u>234</u>	<u>234</u>

**INTERNAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**FLEET SERVICES FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>REVENUES:</b>									
Grants	\$ -	2	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Transfers In	1,174	1,199	1,300	1,249	1,281	1,303	1,346	1,396	1,442
<b>TOTAL REVENUES</b>	<b>1,174</b>	<b>1,202</b>	<b>1,300</b>	<b>1,249</b>	<b>1,281</b>	<b>1,303</b>	<b>1,346</b>	<b>1,396</b>	<b>1,442</b>
<b>EXPENSES BY CATEGORY:</b>									
Allocations	11	11	13	13	13	13	14	14	14
Depreciation	140	136	140	95	120	124	129	139	144
Other Maintenance	267	276	281	284	294	301	309	317	325
Personnel	649	661	739	730	725	735	762	790	820
Communication	2	2	3	3	3	3	3	3	3
Rents	3	3	4	4	4	4	4	4	4
Supplies	81	102	100	99	101	101	104	106	109
Utilities	19	19	22	21	22	22	22	23	23
<b>TOTAL EXPENSES</b>	<b>1,174</b>	<b>1,210</b>	<b>1,300</b>	<b>1,249</b>	<b>1,281</b>	<b>1,303</b>	<b>1,346</b>	<b>1,396</b>	<b>1,442</b>
<b>EXCESS (DEFICIT)</b>	<b>-</b>	<b>(8)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL NET POSITION:</b>									
Beginning	2,322	2,322	2,322	2,313	2,313	2,313	2,313	2,313	2,313
Ending	<u>2,322</u>	<u>2,313</u>	<u>2,322</u>	<u>2,313</u>	<u>2,313</u>	<u>2,313</u>	<u>2,313</u>	<u>2,313</u>	<u>2,313</u>
Capital Outlay	\$ 45	-	46	43	60	-	40	32	-

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**ALLOCATED EXPENSES**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>REVENUES:</b>									
Transfers In	\$ 593	574	641	646	656	703	728	754	781
<b>TOTAL REVENUES</b>	<b>593</b>	<b>574</b>	<b>641</b>	<b>646</b>	<b>656</b>	<b>703</b>	<b>728</b>	<b>754</b>	<b>781</b>
<b>EXPENSES BY CATEGORY:</b>									
Insurance	593	574	641	646	656	703	728	754	781
<b>TOTAL EXPENSES</b>	<b>593</b>	<b>574</b>	<b>641</b>	<b>646</b>	<b>656</b>	<b>703</b>	<b>728</b>	<b>754</b>	<b>781</b>
<b>EXCESS (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RETAINED EARNINGS:</b>									
Beginning	-	-	-	-	-	-	-	-	-
Ending	<u>\$ -</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

## INTERNAL REVENUE FUNDS

## BUDGET PROJECTION SUMMARY

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HEALTH INSURANCE FUND

	Actual FY17	Actual FY18	Budget FY19	Estimate FY19	Budget FY20	Projected			
						FY21	FY22	FY23	FY24
<b>REVENUES:</b>									
Contributions	\$ 4,964	5,396	5,585	5,257	5,664	6,147	6,529	6,966	7,498
<b>TOTAL REVENUES</b>	4,964	5,396	5,585	5,257	5,664	6,147	6,529	6,966	7,498
<b>HEALTH PLAN EXPENSES:</b>									
Health Claims	4,872	4,941	5,325	5,003	5,394	5,596	6,042	6,524	7,051
Dental Claims	274	295	260	261	270	282	296	310	325
<b>TOTAL EXPENSES</b>	5,146	5,236	5,585	5,264	5,664	5,878	6,338	6,834	7,376
<b>EXCESS (DEFICIT)</b>	(182)	160	-	(7)	-	269	191	133	122
<b>TOTAL NET POSITION:</b>									
Beginning	989	807	602	967	960	960	1,229	1,420	1,552
Ending	\$ 807	967	602	960	960	1,229	1,420	1,552	1,674

**INTERNAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**OPEB FUND**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>OPEB REVENUES:</b>									
Contributions	\$ 707	992	896	941	1,334	1,342	1,396	1,451	1,510
Fair Value Appreciation	275	27	130	(150)	(150)	(156)	(162)	(169)	(175)
Gain (Loss)	238	262	240	250	255	265	276	287	298
Interest	66	68	67	70	75	78	81	84	88
<b>TOTAL REVENUES</b>	<b>1,285</b>	<b>1,349</b>	<b>1,333</b>	<b>1,111</b>	<b>1,514</b>	<b>1,529</b>	<b>1,590</b>	<b>1,654</b>	<b>1,720</b>
<b>OPEB EXPENSES:</b>									
Trustee Fees	24	15	18	16	18	19	19	20	21
Benefits	1,414	1,364	1,423	1,439	1,591	1,655	1,721	1,790	1,861
Stop Loss	(27)	(211)	-	(163)	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>1,410</b>	<b>1,168</b>	<b>1,441</b>	<b>1,292</b>	<b>1,609</b>	<b>1,673</b>	<b>1,740</b>	<b>1,810</b>	<b>1,882</b>
<b>EXCESS (DEFICIT)</b>	<b>(125)</b>	<b>181</b>	<b>(108)</b>	<b>(181)</b>	<b>(95)</b>	<b>(144)</b>	<b>(150)</b>	<b>(156)</b>	<b>(162)</b>
<b>FUND BALANCE:</b>									
Beginning	5,987	5,862	5,976	6,043	5,862	5,767	5,621	5,472	5,317
Ending	\$ 5,862	6,043	5,868	5,862	5,767	5,621	5,472	5,317	5,154

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**CASH BALANCE**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>CASH BALANCE REVENUES:</b>									
Contributions	\$ 392	508	599	703	834	867	902	938	975
Fair Value Appreciation	33	(1)	3	49	25	26	27	28	29
Interest	7	17	9	28	20	21	22	22	23
Realized Gain Loss	9	33	10	44	20	21	22	22	23
<b>TOTAL REVENUES</b>	<b>441</b>	<b>557</b>	<b>621</b>	<b>823</b>	<b>899</b>	<b>935</b>	<b>972</b>	<b>1,011</b>	<b>1,051</b>
<b>CASH BALANCE EXPENSES:</b>									
Trustee Fees	15	8	8	11	12	12	12	13	13
Benefits	15	32	15	43	45	47	49	51	53
<b>TOTAL EXPENSES</b>	<b>29</b>	<b>40</b>	<b>23</b>	<b>55</b>	<b>57</b>	<b>59</b>	<b>61</b>	<b>64</b>	<b>66</b>
<b>EXCESS (DEFICIT)</b>	<b>412</b>	<b>517</b>	<b>597</b>	<b>768</b>	<b>842</b>	<b>876</b>	<b>911</b>	<b>947</b>	<b>985</b>
<b>FUND BALANCE:</b>									
Beginning	370	782	1,304	1,299	2,069	2,910	3,786	4,696	5,644
Ending	\$ 782	1,299	1,901	2,069	2,910	3,786	4,696	5,644	6,629



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PENSION FUND

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY17	FY18	FY19	FY19	FY20	FY21	FY22	FY23	FY24
<b>PENSION REVENUES:</b>									
Contributions	\$ 2,934	3,651	3,756	3,706	3,886	3,886	3,978	3,978	3,978
Fair Value Appreciation (Depreciation)	5,615	(762)	1,500	(1,500)	(1,500)	(1,575)	(1,622)	(1,671)	(1,721)
Realized Gain (Loss)	1,187	4,619	3,500	3,500	3,500	3,500	3,535	3,535	3,535
Interest	754	719	900	785	750	750	758	758	773
<b>TOTAL REVENUES</b>	<b>10,490</b>	<b>8,227</b>	<b>9,656</b>	<b>6,491</b>	<b>6,636</b>	<b>6,561</b>	<b>6,649</b>	<b>6,600</b>	<b>6,565</b>
<b>PENSION EXPENSES:</b>									
Trustee Fees	274	239	262	250	266	266	266	266	266
Benefits	3,687	4,129	3,714	4,250	4,294	4,723	1,738	1,738	1,825
<b>TOTAL EXPENSES</b>	<b>3,961</b>	<b>4,368</b>	<b>3,976</b>	<b>4,500</b>	<b>4,560</b>	<b>4,989</b>	<b>2,004</b>	<b>2,004</b>	<b>2,091</b>
<b>EXCESS (DEFICIT)</b>	<b>6,529</b>	<b>3,860</b>	<b>5,680</b>	<b>1,991</b>	<b>2,076</b>	<b>1,572</b>	<b>4,644</b>	<b>4,595</b>	<b>4,474</b>
<b>TOTAL NET POSITION:</b>									
Beginning	61,837	68,366	74,027	72,226	74,216	76,293	77,866	82,510	87,105
Ending	\$ 68,366	72,226	79,708	74,216	76,293	77,866	82,510	87,105	91,579

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 FY20 Budget. The budget for total personnel salaries and wages increased over FY19 budget by \$1,336,908.

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:

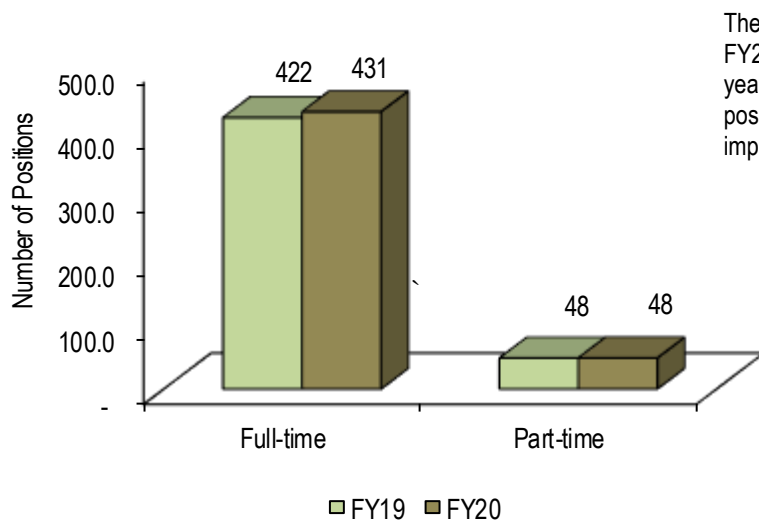
Fringe Benefits include the City’s cost for FICA, medical, dental, life, long-term disability, retirement, OPEB, and Workers’ Compensation insurance. FICA, set by the federal law, is 7.65% of salary. The new per employee City annual contribution is \$10,700 both health and dental.

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.



The number of full-time and part-time positions in the FY20 Budget shows change over the current fiscal year. The chart on the following page identifies the position changes; all associated with productivity improvement initiatives.

**COMPARISON OF STAFFING**

**BUDGET PROJECTION SUMMARY**

	FY18 Actual		FY19 Estimate		FY20 Budget		INC/ (DECR)	Incr/ (Decr) Salary Cost
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time		
<b>(Full Time Equivalents-Non-Exempt/Exempt Employees)</b>								
<b>GENERAL GOVERNMENT</b>								
City Court	7.0	0.0	7.0	0.0	7.0	0.0	0.0	
Administration	8.0	0.4	8.0	0.3	9.0	0.3	1.0	\$ 77,237
Human Resources	5.0	0.0	5.0	0.0	5.0	0.0	0.0	
Information Technology	5.0	0.1	5.0	0.1	5.0	0.1	0.0	
Finance	12.0	0.0	12.0	0.0	12.0	0.0	0.0	
Procurement	7.0	0.0	7.0	0.0	7.0	0.0	0.0	
Economic and Community Development	19.0	0.1	19.0	0.1	19.0	0.1	0.0	
Facilities Services	17.0	0.5	17.0	0.5	17.0	0.5	0.0	
GPAC*	11.5	1.5	12.0	1.5	13.0	1.5	1.0	\$ 43,549
Office of Budget and Performance	3.0	0.0	3.0	0.0	3.0	0.0	0.0	
Civic Support*	6.0	1.3	6.8	2.0	7.5	2.3	1.0	\$ 102,085
<b>PUBLIC SAFETY</b>								
Police*	118.0	0.0	120.3	0.0	126.5	0.0	6.3	\$ 434,371
Fire	67.0	1.0	73.0	1.0	73.0	1.0	0.0	
<b>TRANSP. &amp; ENVIRONMENT</b>								
Public Services	38.0	1.0	39.0	1.0	39.0	1.0	0.0	
Fleet Services	9.0	0.0	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	
<b>COMMUNITY SERVICES</b>								
Parks & Recreation	8.0	5.5	8.0	5.5	8.0	5.5	0.0	
Community Education	2.0	7.5	2.5	7.5	2.5	7.5	0.0	
<b>MUNICIPAL SCHOOLS FUND</b>								
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
<b>AMBULANCE FUND</b>								
	19.0	0.0	19.0	0.0	19.0	0.0	0.0	
<b>THE FARM (Special Revenue Fund)*</b>								
	0.0	1.0	1.0	0.5	1.0	0.5	0.0	
<b>GERMANTOWN ATHLETIC CLUB</b>								
Recreation	12.0	12.9	12.0	12.9	12.0	12.9	0.0	
Aquatics	1.0	13.5	1.0	13.5	1.0	13.5	0.0	
<b>GREAT HALL</b>								
	2.0	1.0	2.0	1.0	2.0	1.0	0.0	
<b>UTILITIES</b>								
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	
<b>SOLID WASTE</b>								
	1.5	0.0	1.5	0.0	1.5	0.0	0.0	
<b>STORMWATER</b>								
	6.5	0.0	6.5	0.0	6.5	0.0	0.0	
<b>TOTAL</b>	<b>410.5</b>	<b>47.8</b>	<b>421.5</b>	<b>47.9</b>	<b>430.5</b>	<b>48.2</b>	<b>9.3</b>	<b>\$ 657,242</b>

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

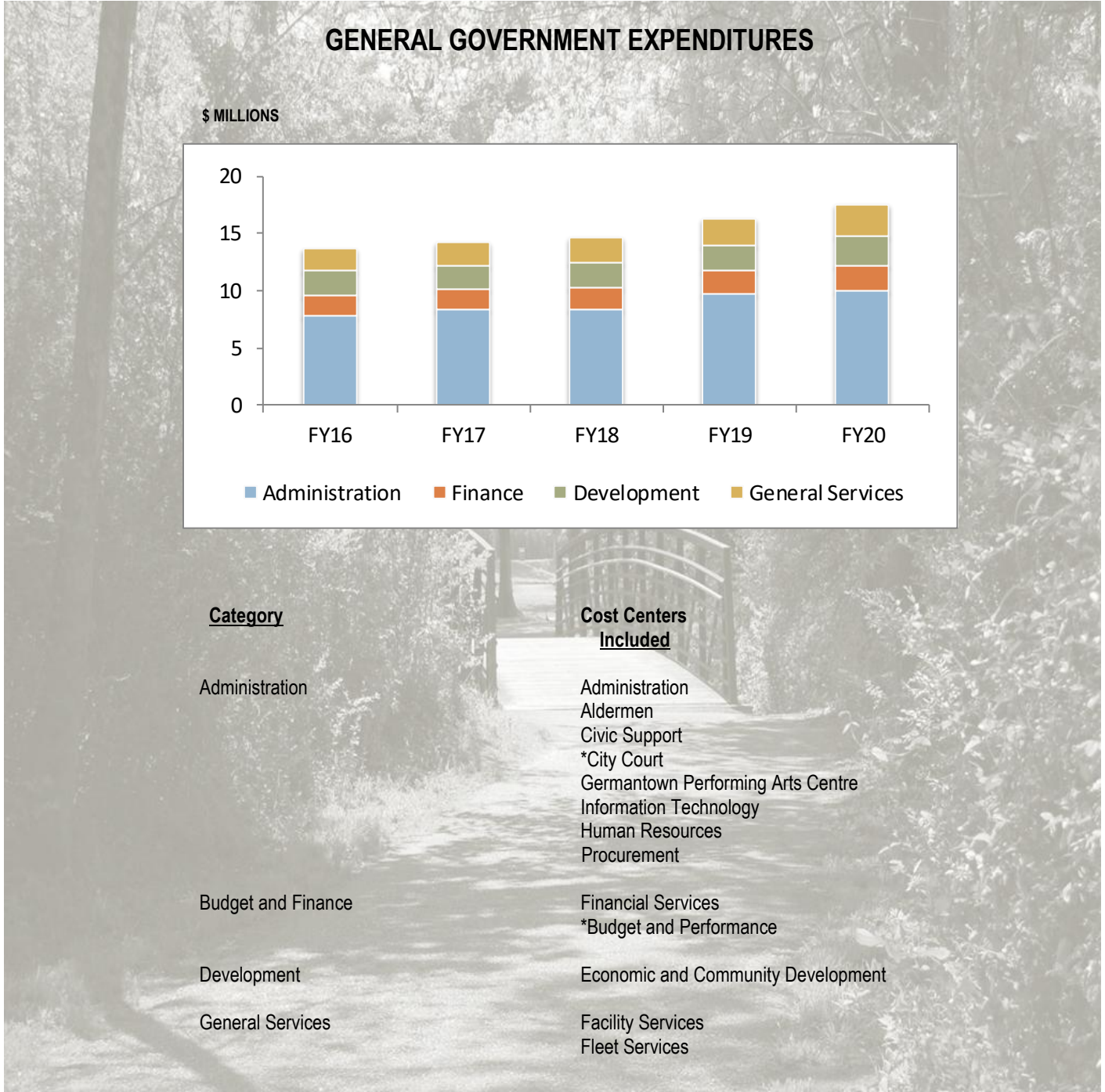
Administration	Digital Journalist	1.0
Civic Support	School Resource Officer	0.8
	School Crossing Guard	0.3
Police	Police Officers	6.0
	Public Safety Dispatcher/Jailer	1.0
	School Resource Officer	-0.8
GPAC	Facilities Manager	1.0



# GENERAL GOVERNMENT

## FY20 BUDGET

The following section presents the operating budget for all General Government cost centers. Also presented in this section are the costs associated with Fleet Services. Total operating expenditures for the four major categories within this classification are summarized below:



\*These departments were moved in FY20 due to the reorganization of the Finance Division.



# 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

<u>CATEGORY</u>	<u>Actual FY18</u>	<u>Budget FY19</u>	<u>Estimated FY19</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY20</u>
Personnel	\$ 113,931	119,678	119,676	(2,121)	-1.77%	117,555
Communication	9,252	14,402	14,402	-	0.00%	14,402
Professional Fees	42,000	50,000	52,200	5,400	10.34%	57,600
Supplies	14,113	42,880	42,880	(25,000)	-58.30%	17,880
<b>TOTAL</b>	<b>\$ 179,296</b>	<b>226,960</b>	<b>229,158</b>	<b>(21,721)</b>	<b>-9.48%</b>	<b>207,437</b>

### BUDGET PAYROLL SUMMARY

	<u>FY18 Actual</u>	<u>FY19 Estimate</u>	<u>FY20 Budget</u>
Other Compensation	5.0	60,071	5.0 60,000
Fringe Benefits		53,860	59,676 57,555
<b>DEPARTMENT TOTAL</b>	<b>5.0</b>	<b>\$ 113,931</b>	<b>5.0 119,676 117,555</b>

#### Categories

Personnel - \$117,555 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 - \$57,600 This category covers funding for lobbying services at the state level, the parliamentary and miscellaneous consulting services.

Supplies - \$17,880 This category covers funding for the Annual Commission Appreciation Reception, Principals' Luncheon, and miscellaneous items.





# 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 714,279	817,803	801,516	103,787	12.95%	905,303
Professional Fees	-	15,000	-	-	-	-
Grants	934,092	862,573	845,704	(8,767)	-1.04%	836,937
<b>TOTAL</b>	<b>\$ 1,647,690</b>	<b>1,695,376</b>	<b>1,647,220</b>	<b>101,020</b>	<b>6.13%</b>	<b>1,748,240</b>

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	0.0	\$ -	0.0
Non-Exempt Wages	7.3	472,264	8.8
Other Compensation		47,271	54,963
Fringe Benefits		194,744	215,760
Other Personnel		-	2,000
<b>DEPARTMENT TOTAL</b>	<b>7.3</b>	<b>\$ 714,279</b>	<b>8.8</b>

**GENERAL FUND**

Categories

Personnel - \$905,303 This category funds salaries, wages, and benefits for police 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 - \$836,937 This category includes funds budgeted for the following organizations:

Shelby County Schools	\$355,453
Other Civic Support	277,888
Germantown Education Foundation	100,000
Arts Grant/GPAC	60,000
City Beautification Grant	22,500
Education Commission Grant	4,110
Historic Commission Grant	11,350
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.

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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 663,026	750,471	747,278	28,736	3.85%	776,014
Communication	860	2,000	1,400	600	42.86%	2,000
Professional Fees	9,980	10,500	14,900	2,600	17.45%	17,500
Supplies	6,346	8,500	7,700	920	11.95%	8,620
Rent	4,839	5,000	4,990	510	10.22%	5,500
Allocations	2,895	3,246	3,279	43	1.31%	3,322
Utilities	19,477	21,587	20,652	2,235	10.82%	22,887
<b>TOTAL</b>	<b>\$ 707,423</b>	<b>801,304</b>	<b>800,199</b>	<b>35,644</b>	<b>4.45%</b>	<b>835,843</b>

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	1.0 \$ 81,201	1.0 79,325	1.0 84,885
Non-Exempt Wages	6.0 215,171	6.0 235,465	6.0 247,335
Other Compensation	6.0 194,384	6.0 234,113	6.0 246,580
Fringe Benefits	169,499	195,775	191,414
Other Personnel	2,771	2,600	5,800
<b>DEPARTMENT TOTAL</b>	<b>7.0 \$ 663,026</b>	<b>7.0 747,278</b>	<b>7.0 776,014</b>

## GENERAL FUND

### Categories

**Personnel - \$776,014** This category funds salaries, wages and benefits for a court clerk and deputy court clerks. 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.

**Communications - \$2,000** 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 - \$17,500** 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 - \$8,620** 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 - \$5,500** This category includes rental costs associated with the copy machine. In addition, this line includes the cost of building rent for the storage of court documents.

**Allocations - \$3,322** This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

**Utilities - \$22,887** 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	FY18 Actual	FY19 Actual	FY20 Budgeted
Average wait time	47 minutes	65 minutes	<60 minutes
Operational Objective	To meet customer expectations		
Key Product/Service	Court Services		
Target	80%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Customer service satisfaction	N/A	77.25	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 FY18	Budget FY19	Estimated FY19	Amt Chg.	% Chg.	Budget FY20
Personnel	\$ 1,019,577	1,086,277	1,072,562	123,747	11.54%	1,196,309
Communication	140,346	127,516	127,516	2,584	2.03%	130,100
Professional Fees	454,979	360,000	513,900	(293,900)	-57.19%	220,000
Other Maintenance	6,825	6,825	7,200	360	5.00%	7,560
Supplies	25,907	26,100	22,200	8,000	36.04%	30,200
Rent	4,993	6,000	6,000	100	1.67%	6,100
Allocations	39,219	43,973	44,413	589	1.33%	45,002
Utilities	12,463	13,114	13,049	375	2.87%	13,424
<b>TOTAL</b>	<b>\$ 1,704,309</b>	<b>1,669,805</b>	<b>1,806,840</b>	<b>(158,145)</b>	<b>-8.75%</b>	<b>1,648,695</b>
Expense Reimbursement	\$ (49,560)	(60,040)	(60,040)	(16,760)	27.91%	(76,800)

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	4.0    \$ 489,203	4.0    514,134	5.0    593,477
Non-Exempt Wages	4.4    222,200	4.3    231,513	4.3    231,692
Other Compensation	47,125	47,240	55,160
Fringe Benefits	253,894	273,635	309,424
Other Personnel	7,155	6,040	6,556
<b>DEPARTMENT TOTAL</b>	<b>8.4    \$ 1,019,577</b>	<b>8.3    1,072,562</b>	<b>9.3    1,196,309</b>

## GENERAL FUND

**Categories**

**Personnel - \$1,196,309** This category includes staffing funds for the mayor, city administrator, assistant city administrator, assistant to the city administrator, Digital Journalist, marketing and communications coordinator, city clerk/recorder, two customer service specialists and grants manager. Ordinance number 2006-5 adjusted the Mayor's per diem effective January 1, 2009 from \$1,000 a month to \$2,000. Additionally, included is the monthly per diem for the city attorney and attorneys for the Planning Commission, Board of Zoning Appeals and the Design Review Commission.

**Communications - \$130,100** 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 - \$220,000** This category includes professional consulting related to team building, leadership training and legal services provided under contract by the city attorney.

**Other Maintenance - \$7,560** This category funds maintenance for office equipment including facsimile equipment, tape recorders, copier and mobile radios used by the city administrator.

**Supplies - \$30,200** 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 - \$6,100** This category includes rental costs associated with the copy machine.

**Allocation - \$45,002** This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

**Utilities - \$13,424** 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	49%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
General Fund transfers to Special Revenue Funds	32%	38.38%	49%
Strategic Objective	All funds are self-sustaining		
Key Product/Service	City Services & Finance		
Target	10%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
General Fund transfers to Enterprise Funds	.79%	.67%	10%
Strategic Objective	Exceptional gathering places encourage engagement among residents and visitors		
Key Product/Service	Quality of Life		
Target	85% of survey respondents report satisfaction with Germantown as a place to live		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Satisfaction with Germantown as a place to live	97%	*N/A	85%
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	FY18 Actual	FY19 Actual	FY20 Budgeted
Satisfaction with GMSD operations	72%	*N/A	70%

\*Not available due to survey not being administered in FY19

# 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 522,440	545,025	568,194	(5,825)	-1.03%	562,369
Communication	24,118	27,550	27,050	500	1.85%	27,550
Professional Fees	28,959	41,500	33,500	38,000	113.43%	71,500
Other Maintenance	-	300	-	300	100%	300
Supplies	37,355	28,000	21,000	7,500	35.71%	28,500
Rent	2,047	2,121	2,100	-	0.00%	2,100
Allocations	3,861	4,329	4,372	58	1.33%	4,430
Utilities	8,229	9,986	8,495	1,491	17.55%	9,986
<b>TOTAL</b>	<b>\$ 627,009</b>	<b>658,811</b>	<b>664,711</b>	<b>42,024</b>	<b>6.32%</b>	<b>706,735</b>
Expense Reimbursement	\$ (44,060)	(44,480)	(44,480)	1,080	-2.43%	(43,400)

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	4.0 \$ 337,140	4.0 379,101	4.0 355,478
Non-Exempt Wages	1.0 47,817	1.0 49,388	1.0 50,648
Other Compensation	195	-	-
Fringe Benefits	126,149	135,173	137,853
Other Personnel	11,139	4,532	18,390
<b>DEPARTMENT TOTAL</b>	<b>5.0 \$ 522,440</b>	<b>5.0 568,194</b>	<b>5.0 562,369</b>

## GENERAL FUND

Categories

**Personnel - \$562,369** This category includes sufficient funds to staff the following positions: human resources director, human resources manager, benefits manager, human resources plans analyst and human resources coordinator.

**Communications - \$27,550** This category funds the City's employee recognition program, subscriptions to professional organizations and training meetings and seminars.

**Professional Fees - \$71,500** This category funds the cost of new employee physicals, expenses from employee training, background checks, the employee survey and the Federal Privacy Act requirements.

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

**Supplies - \$28,500** 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 - \$4,430** This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

**Utilities - \$9,986** 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	FY18 Actual	FY19 Actual	FY20 Budgeted
Customer satisfaction with HR services	93%	93%	95%
Operational Objective	To maintain adequate staffing		
Key Product/Service	Workforce Management		
Target	12%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Employee Turnover Rate of new hires within first year of employment	30%	28%	12%



# 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 FY18	Budget FY19	Estimated FY19	Amt Chg.	% Chg.	Budget FY20
Personnel	\$ 574,407	642,439	638,074	(3,657)	-0.57%	634,417
Communication	8,359	10,070	10,070	-	0.00%	10,070
Professional Fees	150,155	206,200	211,300	2,900	1.37%	214,200
Insurance	-	2,000	2,000	-	0.00%	2,000
Other Maintenance	726,776	1,095,725	1,199,858	(63,483)	-5.29%	1,136,375
Supplies	144,418	211,625	232,177	(10,377)	-4.47%	221,800
Rent	2,525	3,500	3,500	-	0.00%	3,500
Allocations	2,982	3,344	3,378	45	1.33%	3,423
Capital Outlay	149,993	315,000	310,830	184,170	59.25%	495,000
Utilities	112,932	132,020	118,750	5,100	4.29%	123,850
<b>TOTAL</b>	<b>\$ 1,872,547</b>	<b>2,621,923</b>	<b>2,729,937</b>	<b>114,698</b>	<b>4.20%</b>	<b>2,844,635</b>
Expense Reimbursement	\$ (94,700)	(94,440)	(94,440)	(5,160)	5.46%	(99,600)

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	4.0 \$ 369,907	4.0 396,544	4.0 397,439
Non-Exempt Wages	1.1 52,029	1.1 59,619	1.1 60,733
Other Compensation	-	-	-
Fringe Benefits	148,368	176,861	171,195
<b>DEPARTMENT TOTAL</b>	<b>5.1 \$ 574,407</b>	<b>5.1 638,074</b>	<b>5.1 634,417</b>

## GENERAL FUND

**Categories**

**Personnel - \$634,417** This category includes salaries, benefits and education expenses for the information technology director, network administrator, application support analyst, a technical services coordinator and computer support specialist.

**Communications - \$10,070** This category includes publications and subscription costs for professional periodicals as well as funds for travel to local and national conferences and seminars.

**Professional Fees - \$214,200** 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 - \$1,136,375** This category includes maintenance charges for all computer equipment, and production of related equipment.

**Supplies - \$221,800** This category includes all continuous forms. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

**Rent - \$3,500** This category includes rental costs associated with the annual maintenance contract on one color copier.

**Allocation - \$3,423** This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

**Capital Outlay - \$495,000** This category funds IRP projects, which includes the purchase of computers and software.

**Utilities - \$123,850** 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	FY18 Actual	FY19 Actual	FY20 Budgeted
Resident internet satisfaction	53%	*N/A	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	FY18 Actual	FY19 Actual	FY20 Budgeted
Resident wireless, cellular satisfaction	47%	*N/A	80%
Operational Objective	To provide employees with timely system accessibility		
Key Product/Service	Communications		
Target	99.99%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Server system availability	99.99%	99.99%	99.90%
Operational Objective	To meet customer expectations		
Key Product/Service	Education: Service desk		
Target	90% very or somewhat satisfied		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Customer satisfaction rating	98.75%	98%	97%

\*Not available due to survey not being administered in FY19

# 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 1,050,822	1,166,922	1,142,027	81,102	7.10%	1,223,129
Communication	6,906	12,600	12,600	-	0.00%	12,600
Professional Fees	-	-	-	100,000	100%	100,000
Insurance	128	4,500	4,500	-	0.00%	4,500
Other Maintenance	42,299	-	-	1,500	100%	1,500
Supplies	8,720	40,200	30,200	(6,700)	-22.19%	23,500
Rent	4,306	-	4,500	-	0.00%	4,500
Allocations	19,916	22,331	22,554	299	1.33%	22,853
Capital Outlay	40,615	83,000	80,170	17,330	21.62%	97,500
Utilities	117,942	120,725	121,125	13,470	11.12%	134,595
<b>TOTAL</b>	<b>\$ 1,291,654</b>	<b>1,450,278</b>	<b>1,417,676</b>	<b>207,001</b>	<b>14.60%</b>	<b>1,624,677</b>

### BUDGET PAYROLL SUMMARY

	FY18 Actual		FY19 Estimate		FY20 Budget	
Exempt Salaries	7.0	\$ 481,379	7.0	524,991	8.0	568,099
Non-Exempt Wages	6.0	280,027	6.5	283,801	6.5	305,721
Other Compensation		5,383		4,000		4,100
Fringe Benefits		281,666		323,235		339,209
Other Personnel		2,367		6,000		6,000
<b>DEPARTMENT TOTAL</b>	<b>13.0</b>	<b>\$ 1,050,822</b>	<b>13.5</b>	<b>1,142,027</b>	<b>14.5</b>	<b>1,223,129</b>

## GENERAL FUND

**Categories**

**Personnel - \$1,223,129** This category contains sufficient funds to staff the department, including the executive director, GPAC development director, box office manager, marketing director, marketing manager, venue director, program director, facility services coordinators, assistant box office manager, development associate, business manager and box office assistants.

**Communications - \$12,600** This category includes dues and subscriptions to professional journals and meetings.

**Professional Services - \$100,000** This category include public art consulting and local consultant fees.

**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.

**Supplies - \$23,500** 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 - \$4,500 –** This category includes rental costs associated with a copy machine.

**Allocation - \$22,853** This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

**Capital Outlay – \$97,500** This category represents costs associated with simulcast room cabling, mezzanine furniture, theater seat replacement, recover orchestra shell and security cameras.

**Utilities - \$134,595** This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

<b>Performance Measures</b>			
Operational Objective	To meet customer expectations		
Key Product/Service	Venue Management		
Target	2% increased in customer satisfaction		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Customer satisfaction	95%	96%	98%
Operational Objective	To diversify funding sources		
Key Product/Service	Fundraising		
Target	100%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Donor Goals (Development Revenue)	108%	153%	100%

# 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.

Budget and Financial Services includes three areas: Accounting, Treasury and Budget and Performance. Budget and Financial Services manages all of the City's fiscal affairs; supports the operating departments with accounting, financial reporting, budget and performance, 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 799,615	951,647	820,065	161,850	19.74%	981,915
Communication	31,848	48,953	48,953	792	1.62%	49,745
Professional Fees	297,808	320,600	335,600	14,900	4.44%	350,500
Other Maintenance	304	300	300	-	0.00%	300
Supplies	19,671	15,500	15,500	4,400	28.39%	19,900
Rent	6,378	10,500	10,500	600	5.71%	11,100
Allocations	21,233	23,807	24,045	319	1.33%	24,364
Utilities	11,771	13,283	13,283	230	1.73%	13,513
<b>TOTAL</b>	<b>\$ 1,188,628</b>	<b>1,384,590</b>	<b>1,268,246</b>	<b>183,091</b>	<b>14.44%</b>	<b>1,451,337</b>
Expense Reimbursement	\$ (163,260)	\$ (140,970)	\$ (140,970)	(5,130)	3.64%	(146,100)

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	4.0 \$ 250,087	4.0 236,559	4.0 356,274
Non-Exempt Wages	8.0 300,845	8.0 310,163	8.0 321,399
Other Compensation	2,096	2,800	2,870
Fringe Benefits	241,759	264,078	293,907
Other Personnel	4,828	6,465	7,465
<b>DEPARTMENT TOTAL</b>	<b>12.0 \$ 799,615</b>	<b>12.0 820,065</b>	<b>12.0 981,915</b>

## GENERAL FUND

**Categories**

**Personnel - \$981,915** This category includes salaries, wages, and benefits for the director of budget and financial services, accounting manager, accountant, comptroller, senior accounting clerks, property and business tax specialist, administrative assistant, customer service clerk, payroll tech and general clerks.

**Communications - \$49,745** 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 - \$350,500** This category includes contract services for temporary word processing and other clerical personnel on an as needed basis. \$91,000 is budgeted for the ninth 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 - \$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 - \$19,900** 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 - \$11,100** This category includes rental payments for the copy machines, postage meter, and an off-site storage facility to store permanent records.

**Allocation - \$24,364** This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

**Utilities - \$92,313** 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	FY18 Actual	FY19 Actual	FY20 Budgeted
Fully funded annual pension liability	73.38%	N/A	80%
Operational Objective	To provide stable liquidity		
Key Product/Service	Collection of tax payments		
Target	100%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 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	FY18 Actual	FY19 Actual	FY20 Budgeted
Payment of vendor invoice within terms of contract	95%	90%	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 FY18	Budget FY19	Estimated FY19	Amt Chg.	% Chg.	Budget FY20
Personnel	\$ 674,855	700,670	736,634	(33,921)	-4.60%	702,713
Communication	9,914	12,000	12,000	1,500	12.50%	13,500
Professional Fees	-	500	-	30,000	100%	30,000
Insurance	(1,038)	500	400	100	25.00%	500
Other Maintenance	-	500	300	-	0.00%	300
Supplies	11,914	16,500	15,000	3,000	20.00%	18,000
Rent	3,609	5,000	5,000	-	0.00%	5,000
Allocations	3,247	3,640	3,677	48	1.31%	3,725
Utilities	15,237	17,510	18,110	210	1.16%	18,320
<b>TOTAL</b>	<b>\$ 717,738</b>	<b>756,820</b>	<b>791,121</b>	<b>937</b>	<b>0.12%</b>	<b>792,058</b>
Expense Reimbursement	\$ (65,550)	\$ (66,630)	\$ (66,630)	(7,270)	10.91%	(73,900)

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	3.0 \$ 290,575	3.0 330,399	3.0 290,236
Non-Exempt Wages	4.0 189,244	4.0 195,065	4.0 205,205
Other Compensation	-	-	-
Fringe Benefits	193,801	208,570	204,672
Other Personnel	1,235	2,600	2,600
<b>DEPARTMENT TOTAL</b>	<b>7.0 \$ 674,855</b>	<b>7.0 736,634</b>	<b>7.0 702,713</b>

## GENERAL FUND

### Categories

**Personnel - \$702,713** This category includes salaries, wages, and benefits for the director of procurement, assistant procurement director, risk management and safety coordinator, procurement specialist, procurement coordinator and inventory control coordinators.

**Communications - \$13,500** This category covers dues for professional organizations and subscriptions to various publications, and publications of legal notices for bids.

**Professional Fees - \$30,000** This category includes expenses associated with legal fees.

**Insurance - \$500** This category includes Procurement's share of deductibles associated with workers compensation claims and personal and private property claims.

**Other Maintenance - \$300** This category funds maintenance charges for postage and binder machines.

**Supplies - \$18,000** 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 - \$5,000** This category includes rental payments for the copy machine.

**Allocation - \$3,725** This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

**Utilities - \$18,320** This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures			
Operational Objective	Usage of the P-Card		
Key Product/Service	Procurement of Good and Services		
Target	5%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
% of P-card spend of total Procurement spend	2.75%	2.5%	5%
Operational Objective	To maintain integrity of procurement standards		
Key Product/Service	Inventory control and operations		
Target	99.9%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Inventory accuracy	95.5%	98%	99.9%



# 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Allocations	\$ (573,999)	(641,000)	(645,582)	(10,418)	1.61%	(656,000)
Insurance	573,998	641,000	645,582	10,418	1.61%	656,000
TOTAL	\$ (1)	-	-	-	-	-

#### Categories

Allocations - (\$656,000) 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 - \$656,000 This category includes: property insurance coverage (\$221,000) that is on an All Risk form, vehicle insurance (\$68,000), casualty or liability coverage (\$272,000) 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

## Mission

The General Debt Service cost center accounts for the principal and interest payments on: \$2.41 million Series 2009 General Obligation bonds (refunded), \$6.025 million Series 2011 General Obligation bonds, \$9.07 million Series 2013 General Obligation bonds, \$18.2 million Series 2016 General Obligation bonds, \$29.3 million Series 2017 General Obligation bonds and a \$3 million Series 2018 Capital Outlay Notes.

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 \$9.07 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 are three projected future issues over the next five years totaling \$10.3 million. The outstanding balance of General Obligation Debt at July 1, 2019 is \$58,478,000. During the year, principal of \$2,524,000 and interest of \$2,355,963 will be paid. The balance of existing debt remaining at June 30, 2020 will be \$55,954,000.

<u>Security</u>	Balance 7/1/2019	Principal Payment	Balance 6/30/2020	Interest Expense
Existing:				
Series 2009 Bonds	\$ 835,000	270,000	565,000	30,294
Series 2011 Bonds	4,225,000	280,000	3,945,000	113,175
Series 2013 Bonds	4,730,000	405,000	4,325,000	133,084
Series 2016 Bonds	16,565,000	760,000	15,805,000	765,550
Series 2017 Bonds	29,275,000	590,000	28,685,000	1,221,300
Series 2018 Capital Note	2,848,000	219,000	2,629,000	92,560
<b>Total FY20 Debt</b>	<b>\$ 58,478,000</b>	<b>2,524,000</b>	<b>55,954,000</b>	<b>2,355,963</b>
	Existing Principal	Existing Interest	Future Principal	Future Interest
FY20	\$ -	-	-	140,451
FY21	2,571,000	2,269,395	180,000	313,500
FY22	2,559,000	2,175,307	200,000	304,000
FY23	2,316,000	2,089,608	330,970	493,750
FY24	2,409,000	2,003,125	347,019	476,951
FY25	2,498,000	1,909,575	363,370	459,351
Thereafter	43,601,000	19,557,734	8,938,640	4,076,855
<b>Total Debt Service</b>	<b>\$ 55,954,000</b>	<b>30,004,744</b>	<b>10,359,999</b>	<b>6,264,858</b>

**BUDGET CATEGORY SUMMARY**

<u>CATEGORY</u>	<u>Actual FY18</u>	<u>Budget FY19</u>	<u>Estimated FY19</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY20</u>
Debt Service	\$ 3,438,478	4,417,020	4,678,878	341,536	7.30%	5,020,414
Agency Fees	2,250	1,500	1,500	-	0.00%	1,500
TOTAL	<u>\$ 3,440,728</u>	<u>4,418,520</u>	<u>4,680,378</u>	<u>341,536</u>	<u>7.30%</u>	<u>5,021,914</u>

Categories

Debt Service - \$5,020,414 This category includes principal payments on the Series 2009 Bonds, the Series 2011 Bonds, the Series 2013 Bonds, the Series 2016 Bonds, the Series 2017 Bonds, and the Series 2018 Capital Outlay Notes. 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 1,752,806	1,896,679	1,884,634	70,609	3.75%	1,955,243
Communication	29,858	32,500	34,600	(200)	-0.58%	34,400
Professional Fees	84,508	89,178	92,000	212,800	231.30%	304,800
Insurance	3,916	5,000	5,000	20,000	400.00%	25,000
Other Maintenance	124,395	76,698	82,000	1,100	1.34%	83,100
Supplies	23,248	31,513	31,740	600	1.89%	32,340
Rent	6,108	12,003	12,003	-	0.00%	12,003
Allocations	42,025	52,252	48,801	912	1.87%	49,713
Capital Outlay	27,472	-	-	-	-	-
Utilities	44,703	44,451	47,550	325	0.68%	47,875
<b>TOTAL</b>	<b>\$ 2,139,039</b>	<b>2,240,274</b>	<b>2,238,328</b>	<b>306,146</b>	<b>13.68%</b>	<b>2,544,474</b>
Expense Reimbursement	\$ (82,580)	(89,400)	(89,400)	(1,200)	1.34%	(90,600)

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	10.0 \$ 808,554	10.0 850,634	10.0 881,356
Non-Exempt Wages	9.1 439,982	9.1 482,862	9.1 501,593
Other Compensation	-	-	-
Fringe Benefits	499,467	544,138	563,494
Other Personnel	4,803	7,000	8,800
<b>DEPARTMENT TOTAL</b>	<b>19.1 \$ 1,752,806</b>	<b>19.1 1,884,634</b>	<b>19.1 1,955,243</b>

**Categories**

**Personnel - \$1,955,243** This category includes salaries, wages, and benefits for the economic and community development services director, city engineer, assistant city engineer, GIS manager, stormwater engineer, economic development manager, planning division manager, sr. planner, neighborhood services manager, community program coordinator, community services coordinator, chief constructor inspector, senior construction inspectors, construction inspectors, administrative assistant, senior administrative assistant, code compliance officers and senior code compliance officer.

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 - \$34,400** 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 - \$304,800** 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. Funds are also included for economic development and legal fees for legal matters pertaining to economic and development.

**Insurance - \$25,000** This category includes ECD's share of deductibles associated with workers compensation claims and personal and private property claims.

**Other Maintenance - \$83,100** This category funds the maintenance of equipment not covered by maintenance contracts, including personal computers, color monitors, printers, lettering machine and digital cameras. Also included in this amount is the sign replacement and maintenance budget, which includes upgrading traffic signals.

**Supplies - \$32,340** 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 - \$12,003** This category includes rental costs associated with the department's copy machine and color printer/copier.

**Allocation - \$49,713** This category covers insurance and vehicle maintenance costs allocated to the department for its portion of the City's shared expenses.

**Utilities - \$47,875** 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	30%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Ratio of elastic tax revenue	35%	35%	30%
Strategic Objective	Economic development policies encourage investment in key commercial areas		
Key Product/Service	Economic Development		
Target	19,000		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Job growth	19,505	20,140	19,000
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	78%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Traffic flow satisfaction	74%	*N/A	78%
Operational Objective	Build value from within		
Key Product/Service	Business community engagement		
Target	1% increase in number of permits		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Office vacancy rate	**8.8%	4.3%	3%

\*Not available due to survey not being administered in FY19

\*\* The FY18 higher number reflects new product in our office market added within Q4 (TraVure) and the vacancy at the former Orgill building (which has now been 100% leased).





# 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 Budget and Finance, 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 310,888	325,658	325,424	10,767	3.31%	336,191
Communication	5,835	13,000	7,000	3,000	42.86%	10,000
Supplies	34,946	42,250	42,200	50	0.12%	42,250
Allocations	526	590	596	8	1.34%	604
Utilities	4,324	5,140	4,625	415	8.97%	5,040
<b>TOTAL</b>	<b>\$ 356,519</b>	<b>386,638</b>	<b>379,845</b>	<b>14,240</b>	<b>3.75%</b>	<b>394,085</b>
Expense Reimbursement	\$ (22,350)	(22,690)	(22,690)	(810)	3.57%	(23,500)

### BUDGET PAYROLL SUMMARY

	FY18 Actual		FY19 Estimate		FY20 Budget	
Exempt Salaries	3.0	\$ 218,803	3.0	226,032	3.0	231,798
Fringe Benefits		88,095		91,944		96,945
Other Personnel		3,990		7,448		7,448
<b>DEPARTMENT TOTAL</b>	<b>3.0</b>	<b>\$ 310,888</b>	<b>3.0</b>	<b>325,424</b>	<b>3.0</b>	<b>336,191</b>

**GENERAL FUND**

Categories Personnel - \$336,191 This category includes salaries, wages and benefits for budget and performance manager and budget and performance analysts.

Communications - \$10,000 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 - \$42,250 This category funds supplies unique to the division, including supplies for the printing of the City's financial documents, performance management software, and the community and employee surveys.

Allocation - \$604 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$5,040 This category includes utility costs (electricity, gas, water, and sewer).

<b>Performance Measures</b>			
Operational Objective	To maintain budget integrity		
Key Product/Service	Coordination (Governance)		
Target	2 or less		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Number of budget adjustments per department	4	3	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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 1,223,063	1,256,357	1,228,827	34,723	2.83%	1,263,550
Communication	6,611	6,000	6,000	-	0.00%	6,000
Professional Fees	14,654	10,000	17,950	2,050	11.42%	20,000
Contract Services	217,572	290,000	290,000	5,829	2.01%	295,829
Insurance	218	2,000	2,000	-	0.00%	2,000
Other Maintenance	228,784	275,200	275,100	5,628	2.05%	280,728
Supplies	79,720	103,700	100,200	3,760	3.75%	103,960
Rent	2,872	3,900	3,900	100	2.56%	4,000
Allocations	45,401	51,967	43,264	901	2.08%	44,165
Capital Outlay	344,258	375,000	295,150	445,850	151.06%	741,000
Utilities	10,333	13,995	13,890	105	0.76%	13,995
<b>TOTAL</b>	<b>\$ 2,173,486</b>	<b>2,388,119</b>	<b>2,276,281</b>	<b>498,946</b>	<b>21.92%</b>	<b>2,775,227</b>
Expense Reimbursement	\$ (65,100)	(66,200)	(66,200)	(2,700)	4.08%	(68,900)

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	3.0 \$ 329,996	3.0 274,781	3.0 288,231
Non-Exempt Wages	14.50 487,006	14.5 514,592	14.5 540,629
Other Compensation	23,116	26,300	26,950
Fringe Benefits	372,227	404,154	398,515
Other Personnel	10,718	9,000	9,225
<b>DEPARTMENT TOTAL</b>	<b>17.50 \$1,223,063</b>	<b>17.5 1,228,827</b>	<b>17.5 1,263,550</b>

## GENERAL FUND

Categories	<p><b>Personnel - \$1,263,550</b> This category includes the salaries, wages and benefits for the general services director, facility maintenance superintendent, CIP coordinator, facility services technicians, crew supervisors, senior cleaning services workers, cleaning services workers, courier and general services coordinator. 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.</p> <p><b>Communications - \$6,000</b> 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.</p> <p><b>Professional Fees - \$20,000</b> This category provides funding for professional services for electrical, plumbing, mechanical and architectural.</p> <p><b>Contract Services - \$295,829</b> 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.</p> <p><b>Insurance - \$2,000</b> This category includes the department's share of deductibles associated with workers' compensation claims.</p> <p><b>Other Maintenance - \$280,728</b> 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.</p> <p><b>Supplies - \$103,960</b> 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.</p> <p><b>Rent - \$4,000</b> 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.</p> <p><b>Allocation - \$44,165</b> This line item contains Facility Services' portion of the shared costs of all funds, departments, and cost centers, including insurance and vehicle maintenance.</p> <p><b>Capital Outlay - \$741,000</b> This category provides funding for the following IRP projects: conference room 1 improvements, ADA bathroom upgrade – people street, depot park exterior light replacement, GPAC flooring – green room, GPAC – simulcast room, HVAC – fire station 2, Watkins theater hallway, portable emergency generator, and vehicle replacement.</p> <p><b>Utilities - \$13,995</b> This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).</p>
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Performance Measures			
Strategic Objective	Policies and practices advance sustainable practices in natural resource management		
Key Product/Service	Natural Resources		
Target	< 101		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Air Quality Index	50.5	46.25	< 101
Operational Objective	To meet customer expectations		
Key Product/Service	Cleaning Services		
Target	92% Satisfaction		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Customer satisfaction	93%	97%	92%

# 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

CATEGORY	Actual FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 661,327	739,092	729,597	(4,482)	-0.61%	725,115
Communication	2,210	3,000	2,900	100	3.45%	3,000
Other Maintenance	275,974	280,500	284,350	9,650	3.39%	294,000
Supplies	101,613	99,835	99,460	1,340	1.35%	100,800
Rent	3,078	3,500	3,500	-	0.00%	3,500
Allocations	(1,187,972)	(1,287,542)	(1,235,902)	(32,128)	2.60%	(1,268,030)
Depreciation	135,662	140,000	95,000	25,000	26.32%	120,000
Utilities	18,691	21,615	21,095	520	2.47%	21,615
TOTAL	<u>\$ 10,583</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Outlay	\$ -	46,000	43,123	16,877	39.14%	60,000

### BUDGET PAYROLL SUMMARY

	FY18 Actual		FY19 Estimate		FY20 Budget	
Exempt Salaries	1.0	\$ 98,334	1.0	99,589	1.0	103,151
Non-Exempt Wages	8.0	367,322	8.0	390,827	8.0	391,305
Other Compensation		3,576		4,000		4,000
Fringe Benefits		189,902		229,681		218,259
Other Personnel		2,193		5,500		8,400
DEPARTMENT TOTAL	9.0	\$ 661,327	9.0	729,597	9.0	725,115

**INTERNAL SERVICE FUND**

- Categories**
- Personnel - \$725,115 This category includes the salaries, wages, and benefits for a fleet services manager, fleet services assistant, vehicle attendant, fleet services tech I, fleet services tech II, and fleet shop foreman.
  - Communication - \$3,000 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 - \$294,000 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 - \$100,800 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 - \$3,500 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 – (\$1,268,030) 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 - \$120,000 This category includes annual depreciated valuation of equipment used in daily operations.
  - Utilities - \$21,615 This category includes the division’s utility costs (electricity, gas, water, sewer and local and long distance telephone).
  - Capital Outlay - \$60,000 This category provides funding for the following IRP projects: two vehicles.

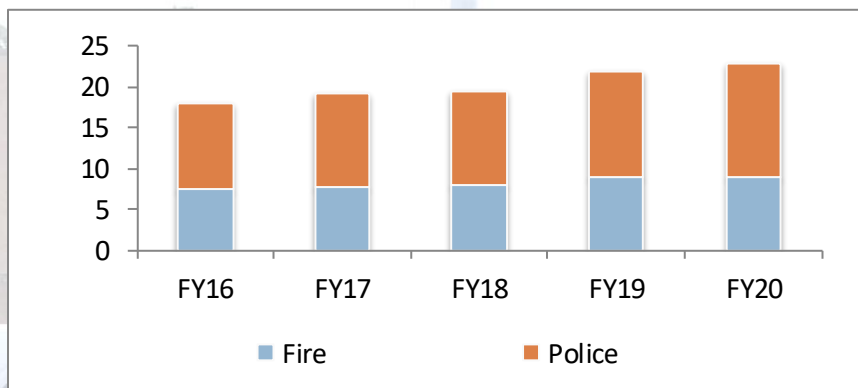
<b>Performance Measures</b>			
Operational Objective	To maintain an efficient fleet management program for the City		
Key Product/Service	Fleet Management		
Target	97%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Fleet availability for public safety and non-public safety	97%	98.05%	97%

# PUBLIC SAFETY FY20 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 10,450,228	11,288,139	11,202,618	799,219	7.13%	12,001,837
Communication	18,588	26,300	22,000	4,300	19.55%	26,300
Professional Fees	8,000	10,000	10,000	1,500	15.00%	11,500
Insurance	39,880	40,000	33,295	6,705	20.14%	40,000
Other Maintenance	4,178	6,000	6,000	100	1.67%	6,100
Supplies	367,287	580,650	478,500	209,700	43.82%	688,200
Rent	9,703	13,500	13,000	500	3.85%	13,500
Allocations	404,388	446,450	431,089	9,692	2.25%	440,781
Capital Outlay	245,615	496,000	520,891	34,109	6.55%	555,000
Utilities	100,679	109,230	110,535	4,905	4.44%	115,440
Grants	4,429	5,300	4,500	800	17.78%	5,300
<b>TOTAL</b>	<b>\$ 11,652,975</b>	<b>13,021,569</b>	<b>12,832,428</b>	<b>1,071,530</b>	<b>8.35%</b>	<b>13,903,958</b>

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	13.0 \$ 1,237,399	13.0 1,208,018	13.0 1,289,476
Non-Exempt Wages	105.0 5,669,057	107.2 6,132,352	113.5 6,649,827
Other Compensation	398,302	375,382	405,420
Fringe Benefits	3,039,081	3,361,066	3,499,514
Other Personnel	106,389	125,800	157,600
<b>DEPARTMENT TOTAL</b>	<b>118.0 \$10,450,228</b>	<b>120.2 11,202,618</b>	<b>126.5 12,001,837</b>

## GENERAL FUND

### Categories

Personnel - \$12,001,837 Salaries, wages, and benefits for the chief of police, deputy chief of police, inspectors, captains, communications center manager, lieutenants, police officers, public safety dispatcher/jailer supervisors, public safety dispatcher/jailers, administrative assistant, senior data entry clerk, and police data technician. 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 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 - \$26,300 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 - \$11,500 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 - \$6,100 This item covers maintenance costs for office equipment and the jail security system.

Supplies - \$688,200 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 - \$13,500 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 - \$440,781 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 - \$555,000 This item includes the funding necessary to purchase police vehicles/related equipment and weapons.

Utilities - \$115,440 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.

<b>Performance Measures</b>			
Strategic Objective	Germantown is the Safest City in Tennessee		
Key Product/Service	Public Safety		
Target	14 crimes per 1,000 population		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
State crime rate index; crime per 1,000 populations	16.23	12.6	14
Strategic Objective	Germantown is the Safest City in Tennessee		
Key Product/Service	Public Safety		
Target	90%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Satisfaction with Police Services	91%	*N/A	90%
Strategic Objective	Germantown is the Safest City in Tennessee		
Key Product/Service	Public Safety		
Target	90%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Satisfaction with Safety in Comparison to Other Cities	94%	*N/A	90%
Operational Objective	Effective emergency response		
Key Product/Service	Public Safety		
Target	< 4 minutes		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Emergency Response Time in minutes	2.50	2.52	< 4

\*Not available due to survey not being administered in FY19



# 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 106,582	111,000	94,000	17,000	18.09%	111,000
Communication	-	1,000	500	500	100.00%	1,000
Other Maintenance	-	5,000	1,200	3,800	316.67%	5,000
Supplies	28,719	138,000	70,800	67,200	94.92%	138,000
Rent	-	750	750	-	0.00%	750
Capital Outlay	-	-	-	35,000	100%	35,000
Utilities	2,840	6,000	3,500	2,500	71.43%	6,000
TOTAL	<u>\$ 138,317</u>	<u>261,750</u>	<u>170,750</u>	<u>126,000</u>	<u>73.79%</u>	<u>296,750</u>

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.

Capital Outlay - \$35,000 This item includes the funding necessary to purchase a vehicle for drug enforcement.

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

CATEGORY	Actual FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 20,632	20,000	9,000	16,000	177.78%	25,000
Supplies	6,748	30,000	6,900	18,100	262.32%	25,000
TOTAL	<u>\$ 27,380</u>	<u>50,000</u>	<u>15,900</u>	<u>34,100</u>	<u>214.47%</u>	<u>50,000</u>

#### Categories

Personnel - \$25,000 This category funds overtime wages and employee education for police officers involved in criminal investigations. Police officers are sent to specialized police training schools.

Supplies - \$25,000 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 6,999,721	7,424,669	7,984,852	22,978	0.29%	8,007,830
Communication	21,821	24,600	23,149	1,451	6.27%	24,600
Professional Fees	7,500	14,990	12,958	2,032	15.68%	14,990
Contract Services	5,558	5,558	6,065	(507)	-8.36%	5,558
Insurance	17,787	25,000	22,710	2,290	10.08%	25,000
Other Maintenance	39,313	52,250	43,612	9,238	21.18%	52,850
Supplies	224,747	212,405	210,707	19,093	9.06%	229,800
Rent	5,069	6,060	12,063	(6,003)	-49.76%	6,060
Allocations	342,496	378,440	371,102	8,340	2.25%	379,442
Capital Outlay	112,921	153,000	153,087	(78,087)	-51.01%	75,000
Utilities	122,478	132,534	122,851	11,272	9.18%	134,123
<b>TOTAL</b>	<b>\$ 7,899,411</b>	<b>8,429,506</b>	<b>8,963,156</b>	<b>(7,903)</b>	<b>-0.09%</b>	<b>8,955,253</b>

## BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	9.0	\$ 943,136	9.0
Non-Exempt Wages	59.0	3,665,854	65.0
Other Compensation		334,474	331,554
Fringe Benefits		1,989,452	2,245,568
Other Personnel		66,805	65,315
<b>DEPARTMENT TOTAL</b>	<b>68.0</b>	<b>\$ 6,999,721</b>	<b>74.0</b>

**Categories**

Personnel - \$8,007,830 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. To maximize staffing, firefighters also serve a dual role as fire fighters and as paramedics.

Communications - \$24,600 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 - \$25,000 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 - \$52,850 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 - \$229,800 This category includes supplies required for the daily operation of the department, including the printing of various forms and handout materials for public education programs. Also included are replacement uniforms and turnout clothing, chemical supplies for recharging fire extinguishers, EMS supplies, and small tools for fire fighting and fuel. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$6,060 This category includes rental fees associated with the department's copy machines.

Allocation - \$379,442 Funds in this category are for the department's portion of shared insurance and vehicle maintenance costs.

Capital Outlay - \$75,000 This item includes the funding for IRP projects including kitchen cabinets and appliances, apparatus exhaust systems, and power hawk electric extrication tools.

Utilities - \$134,123 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	FY18 Actual	FY19 Actual	FY20 Budgeted
Customer satisfaction on post incident surveys	99.45%	93.13%	98.5%
Operational Objective	To protect life and property		
Key Product/Service	Fire prevention		
Target	91% of violations corrected in 90 days		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Percent of violations corrected in 90 days	92.58%	95.5%	91%
Operational Objective	To protect life and property		
Key Product/Service	Fire prevention		
Target	90% fire cause determination		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Percent of fires in which a cause is determined	91.2%	87%	90%
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 7 minutes and 45 seconds or less		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Fire apparatus average response time	7 min 47 sec	7 min 58 sec	7 min 45 sec



# 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

<u>CATEGORY</u>	<u>Actual FY18</u>	<u>Budget FY19</u>	<u>Estimated FY19</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY20</u>
Personnel	\$ 1,681,712	1,760,865	1,747,397	(50,257)	-2.88%	1,697,140
Communication	4,104	4,300	4,150	150	3.61%	4,300
Professional Fees	94,137	68,404	75,000	(6,596)	-8.79%	68,404
Insurance	10,000	10,000	5,000	5,000	100.00%	10,000
Other Maintenance	7,967	11,000	11,525	(1,000)	-8.68%	10,525
Supplies	107,931	115,665	112,271	11,314	10.08%	123,585
Allocations	41,421	42,239	68,596	1,567	2.28%	70,163
Capital Outlay	238,207	-	250,411	(200,411)	-80.03%	50,000
Utilities	1,976	3,024	1,100	1,400	127.27%	2,500
<b>TOTAL</b>	<b>\$ 2,187,455</b>	<b>2,015,497</b>	<b>2,275,450</b>	<b>(238,833)</b>	<b>-10.50%</b>	<b>2,036,617</b>

### BUDGET PAYROLL SUMMARY

	<u>FY18 Actual</u>	<u>FY19 Estimate</u>	<u>FY20 Budget</u>
Exempt Salaries	1.0 \$ 96,954	1.0 143,088	1.0 82,539
Non-Exempt Wages	18.0 977,093	18.0 968,200	18.0 1,014,767
Other Compensation	161,032	171,736	135,450
Fringe Benefits	431,674	451,623	448,022
Other Personnel	14,959	12,750	16,362
<b>DEPARTMENT TOTAL</b>	<b>19.0 \$ 1,681,712</b>	<b>19.0 1,747,397</b>	<b>19.0 1,697,140</b>

## SPECIAL REVENUE FUND

### Categories

Personnel - \$1,697,140 Salaries, wages and benefits for an EMS coordinator and firefighters who also serve a dual role as fire fighters and as paramedics.

Communications - \$4,300 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 - \$68,404 Funds the contract billing service used for revenue collection.

Insurance - \$10,000 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 - \$10,525 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 - \$123,585 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 - \$70,163 Funds in this category are for the department's portion of shared insurance and vehicle maintenance costs.

Capital Outlay - \$50,000 This item includes funds to purchase a replacement vehicle.

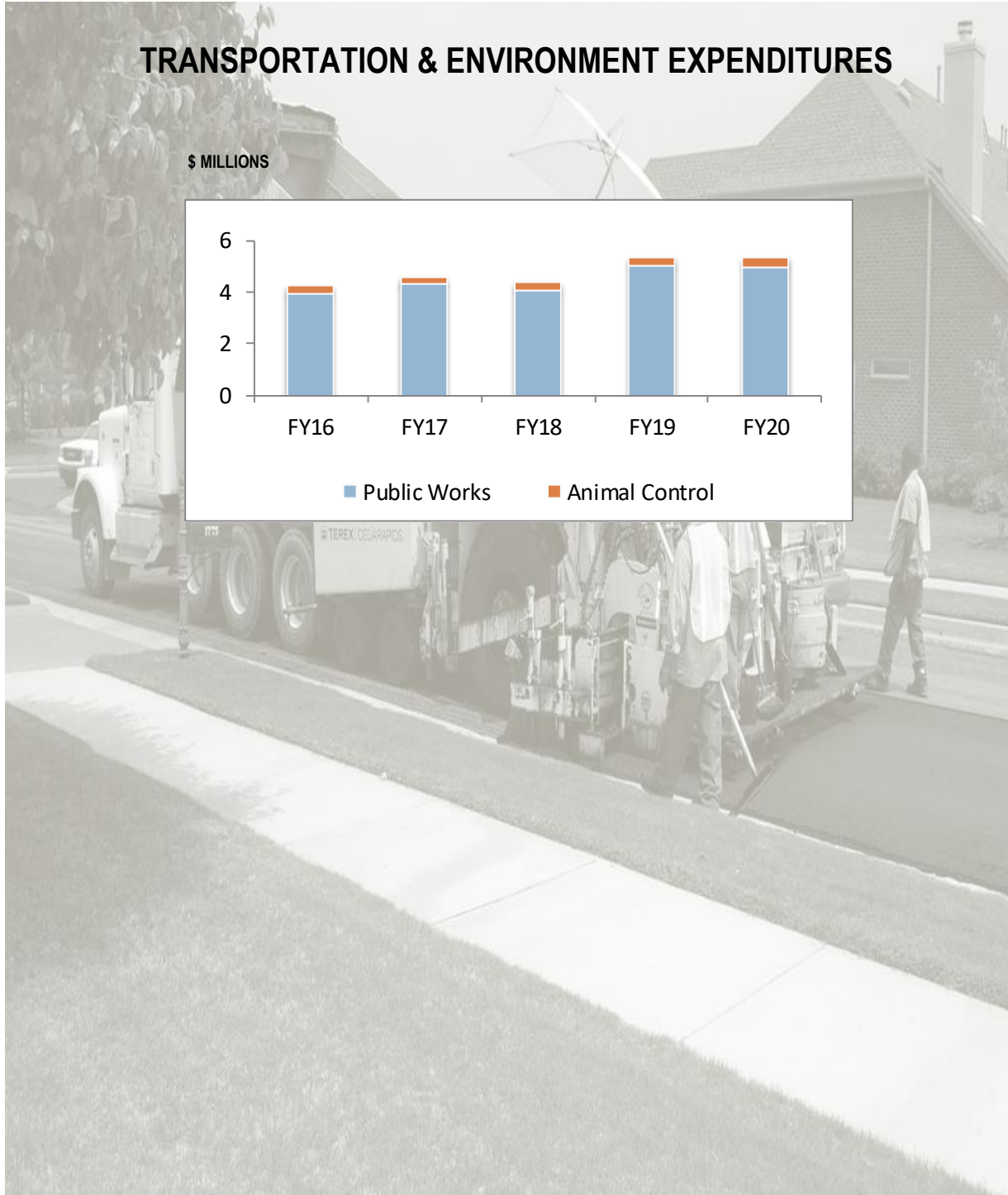
Utilities - \$2,500 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Performance Measures			
Operational Objective	To protect life		
Key Product/Service	Emergency medical services		
Target	Average of 5 minutes and 45 seconds		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Ambulance average response time	5:52	6:13	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	FY18 Actual	FY19 Actual	FY20 Budgeted
Cardiac arrest survival rate	39%	53%	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	FY18 Actual	FY19 Actual	FY20 Budgeted
General funds transfer to Ambulance Special Revenue Funds	\$625,000	\$850,000	\$800,000

# TRANSPORTATION AND ENVIRONMENT

## FY20 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. 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 2,627,086	2,866,125	2,922,306	132,617	4.54%	3,054,923
Communication	4,106	4,000	6,000	-	0.00%	6,000
Contract Services	552,654	650,000	650,000	45,000	6.92%	695,000
Insurance	(22,687)	15,000	15,000	-	0.00%	15,000
Other Maintenance	124,639	129,000	129,000	17,950	13.91%	146,950
Supplies	100,342	114,000	114,000	1,000	0.88%	115,000
Rent	2,329	2,000	2,000	-	0.00%	2,000
Allocations	374,992	402,274	354,513	8,683	2.45%	363,196
Capital Outlay	258,559	833,000	805,050	(268,050)	-33.30%	537,000
Utilities	32,840	36,247	36,247	300	0.83%	36,547
<b>TOTAL</b>	<b>\$ 4,054,860</b>	<b>5,051,646</b>	<b>5,034,116</b>	<b>(62,500)</b>	<b>-1.24%</b>	<b>4,971,616</b>
Expense Reimbursement	\$ (459,800)	(427,940)	(427,940)	(31,860)	7.44%	(459,800)

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	6.0 \$ 475,967	6.0 579,617	7.0 617,493
Non-Exempt Wages	33.0 1,257,462	33.0 1,342,353	33.0 1,393,077
Other Compensation	36,060	38,000	38,950
Fringe Benefits	850,798	952,336	995,403
Other Personnel	6,799	10,000	10,000
<b>DEPARTMENT TOTAL</b>	<b>39.0 \$ 2,627,086</b>	<b>39.0 2,922,306</b>	<b>40.0 3,054,923</b>

## GENERAL FUND

### Categories

**Personnel - \$3,054,923** This category includes salaries, wages and benefits for non-exempt and exempt employees, which includes the director of public services, assistant director of public services, superintendent of ground maintenance, superintendent of street & drainage, assistant superintendent of street & drainage, office manager, 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 worker, 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 - \$6,000** 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 - \$695,000** 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 - \$146,950** 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 - \$115,000** 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 - \$2,000** This category funds the rental of equipment, which is not owned by the City and cannot be acquired through our mutual use agreement with other municipalities.

**Allocation - \$363,196** This category represents the department's portion of the insurance and vehicle maintenance.

**Capital Outlay - \$537,000** This category includes the funding of IRP projects including concrete form trailer, Ingersoll rand air compressor, utility trailer, kohler compact roller, three vehicles, two tractors

**Utilities - \$36,247** This category includes the department's share of utility costs (electricity, gas, water, sewer and local and long distance telephone).

**GENERAL FUND**

<b>Performance Measure</b>			
Operational Objective	To meet customer expectations		
Key Product/Service	Parks maintenance		
Target	90%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Asset Condition Index of City Parks	92%	91.5%	90%
Operational Objective	To meet customer expectations		
Key Product/Service	Street maintenance		
Target	74%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Pavement Condition Index Score	76%	77%	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 FY18</u>	<u>Budget FY19</u>	<u>Estimated FY19</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY20</u>
Roads and Mains	\$ 1,659,625	2,550,000	2,554,000	996,000	39.00%	3,550,000
Utilities	900,108	920,000	915,000	5,000	0.55%	920,000
<b>TOTAL</b>	<b>\$ 2,559,733</b>	<b>3,470,000</b>	<b>3,469,000</b>	<b>1,001,000</b>	<b>28.86%</b>	<b>4,470,000</b>

Categories      Roads and Mains- \$3,550,000 This category includes expenditures for improving or maintaining city streets. It includes work done by City crews (\$450,000), contract street resurfacing (\$2,900,000), and street striping (\$200,000).

Utilities - \$920,000 This category funds electricity expenses for streetlights and traffic signals.



# 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 199,364	241,042	223,646	5,304	2.37%	228,950
Communication	133	1,100	200	900	450.00%	1,100
Professional Fees	7,200	7,200	7,200	-	0.00%	7,200
Insurance	-	3,000	-	3,000	100%	3,000
Supplies	77,435	94,900	86,800	13,730	15.82%	100,530
Allocations	7,217	8,025	6,375	123	1.93%	6,498
Utilities	10,087	10,300	11,105	150	1.35%	11,255
<b>TOTAL</b>	<b>\$ 301,436</b>	<b>365,567</b>	<b>335,326</b>	<b>23,207</b>	<b>6.92%</b>	<b>358,533</b>

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	1.0 \$ 55,195	1.0 47,587	1.0 48,801
Non-Exempt Wages	3.8 75,336	3.5 92,939	3.5 104,423
Other Compensation	1,582	2,000	2,000
Fringe Benefits	65,535	79,020	71,326
Other Personnel	1,716	2,100	2,400
<b>DEPARTMENT TOTAL</b>	<b>4.8 \$ 199,364</b>	<b>4.5 223,646</b>	<b>4.5 228,950</b>

**GENERAL FUND**

**Categories**

Personnel - \$228,950 This category contains funds to cover personnel costs for an exempt animal services manager and non-exempt animal control officers and part time animal shelter worker. Non-exempt staff 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.

Insurance - \$3,000 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

Supplies - \$100,530 This category provides funding for office and cleaning supplies, purchase of replacement uniforms, food that is used to feed animals impounded in the shelter and disposal fees for dead animals. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Allocation – \$6,498 This category includes the Animal Control Division’s portion of shared costs of all funds, including insurance and vehicle maintenance.

Utilities - \$11,255 This category includes the Division’s utility costs (electricity, gas, water, sewer and local telephone calls).

<b>Performance Measures</b>			
Operational Objective	To promote animal welfare		
Key Product/Service	Animal adoptions		
One Year Target	83%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Live release rate	92%	94%	83%

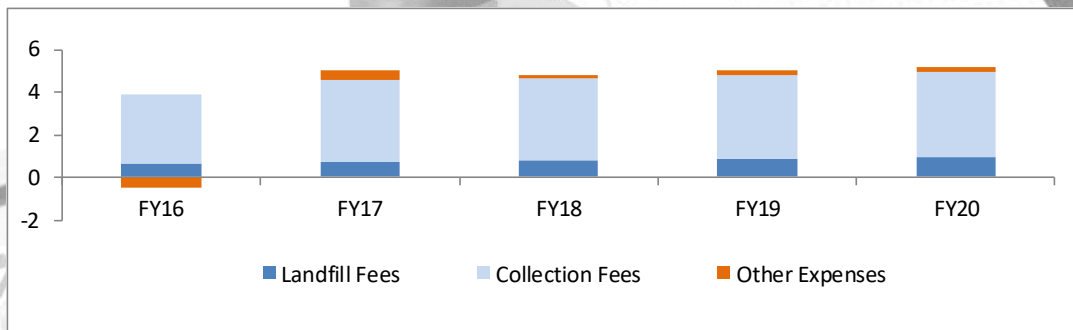


# SOLID WASTE FY20 BUDGET

The following section presents the operating budget for the Solid Waste Fund. Total operating expenses for the fund are summarized below.

## SOLID WASTE EXPENSES

\$ MILLIONS





# Solid Waste

## Mission

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

The FY20 Solid Waste Budget includes options for backdoor trash collection or curbside option, weekly recyclables collection and limited resident generated yard debris collection. This fund reflects the fourth year of a five year contract with option to renew for an additional five years with Waste Pro for collection. The solid waste fee of residential collection in FY20 is calculated at \$36.50 per single-family dwelling backdoor, \$29.50 for curbside and \$19.00 for condominium.

In addition to the collection costs, the City is in the fourth 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 sanitary sanitation landfill. This fee is \$25.76 per ton with a \$1.25 surcharge per ton. In addition, the City is in the fourth 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 of processing recyclables is also included in the disposal budget.

The cost for collection service alone is \$4,035,418 with landfill fees projected to total \$928,924. One goal of the Environmental Commission is to familiarize the public with the benefits of recycling.

### BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 106,047	113,478	124,155	(3,713)	-3%	120,442
Communication	89	25,500	50,300	(34,800)	-69%	15,500
Professional Fees	-	25,000	-	25,000	100%	25,000
Contract Services	4,637,501	4,862,989	4,784,000	175,342	4%	4,959,342
Supplies	25,857	40,000	20,000	20,000	100%	40,000
Depreciation	6,005	15,474	15,500	-	0.00%	15,500
<b>TOTAL</b>	<b>\$ 4,775,499</b>	<b>\$ 5,082,441</b>	<b>4,993,955</b>	<b>181,829</b>	<b>4%</b>	<b>5,175,784</b>
Capital Outlay	\$ 154,743	-	-	-	-	-

**BUDGET PAYROLL SUMMARY**

	FY18 Actual		FY19 Estimate		FY20 Budget	
Exempt Salaries	0.5	\$ 32,305	0.5	40,858	0.5	34,000
Non-Exempt Wages	0.3	38,043	0.3	44,549	0.3	45,966
Other Compensation		-		-		-
Fringe Benefits		35,650		37,748		39,986
Other Personnel		49		1,000		500
<b>DEPARTMENT TOTAL</b>	<b>0.8</b>	<b>\$ 106,047</b>	<b>0.8</b>	<b>124,155</b>	<b>0.8</b>	<b>120,442</b>

- Categories**
- Personnel - \$120,442** This category contains funds to cover personnel costs for the solid waste program.
  - Communications - \$15,500** 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 - \$25,000** This category funds the City's portion of consultant to develop regional solid waste plan. This category funds the contract service expenses of daily operations and management for the Solid Waste Fund.
  - Contract Services - \$4,959,342** This category reflects the cost for landfill charges \$928,924, collection charges for one year \$4,035,418 and liquidated damages (\$5,000).
  - Supplies - \$40,000** This category funds miscellaneous supplies unique to providing solid waste services and the City's Amnesty Days and Recycling Program. Also, \$15,000 is budgeted here for the Household Hazardous Waste Facility Fund.
  - Depreciation - \$15,500** This category includes the annual depreciated valuation of the Solid Waste equipment.

<b>Performance Measures</b>			
Strategic Objective	Promote environmentally sustainable opportunities in Solid Waste		
Key Product/Service	Solid waste collection and disposal		
Target	< 326 trash tons per 1,000 population		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Trash tons per 1,000 population	319	329	<327
Operational Objective	Neighborhood Services: To meet customer expectations		
Key Product/Service	Solid waste collection		
One Year Target	85%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Customer satisfaction with solid waste collection service	93%	*N/A	85%

\*Not available due to survey not being administered in FY19

# 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 645,222	587,757	575,406	(8,848)	-1.54%	566,558
Communication	1,486	1,650	1,420	1,855	130.63%	3,275
Professional Fees	1,500	-	-	1,000	100%	1,000
Other Maintenance	7,640	39,860	34,460	(3,500)	-10.16%	30,960
Supplies	17,340	19,400	14,880	4,520	30.38%	19,400
Allocations	36,914	42,443	36,559	870	2.38%	37,429
Roads & Mains	277,871	292,600	292,600	(27,600)	-9.43%	265,000
<b>TOTAL</b>	<b>\$ 1,025,913</b>	<b>1,026,990</b>	<b>992,395</b>	<b>(29,673)</b>	<b>-2.99%</b>	<b>962,722</b>
Capital Outlay	\$ 96,597	75,000	75,000	(52,353)	-69.80%	120,000

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	0.5 \$ 125,671	0.5 136,090	0.5 103,903
Non-Exempt Wages	6.0 294,606	6.0 240,993	6.0 264,199
Other Compensation	2,460	2,000	2,000
Fringe Benefits	221,110	194,966	193,556
Other Personnel	1,375	1,357	2,900
<b>DEPARTMENT TOTAL</b>	<b>6.5 \$ 645,222</b>	<b>6.5 575,406</b>	<b>6.5 566,558</b>

Categories Personnel - \$566,558 This category contains funds to cover personnel costs for the stormwater program including an engineer, crew supervisors and maintenance technicians.

## ENTERPRISE FUND

Communications - \$3,275 This category funds the air time on public radio to inform the public about the importance of stormwater management. In addition, this category funds professional licenses, dues to professional organizations and subscriptions to periodicals relevant to stormwater collection.

Professional Fees - \$1,000 This category contains funds to cover professional services needed for stormwater management.

Other Maintenance - \$30,960 This category funds the permits needed in stormwater operations and the annual TDEC maintenance fee needed to hold discharge water. In addition, this category funds the quarterly testing and monitoring of outlets flowing into rivers. Necessary supplies are included in this category that is needed to maintain the City's drainage system.

Supplies - \$19,400 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 – \$37,429 This category includes the Stormwater's portion of shared costs of all funds, including insurance and vehicle maintenance.

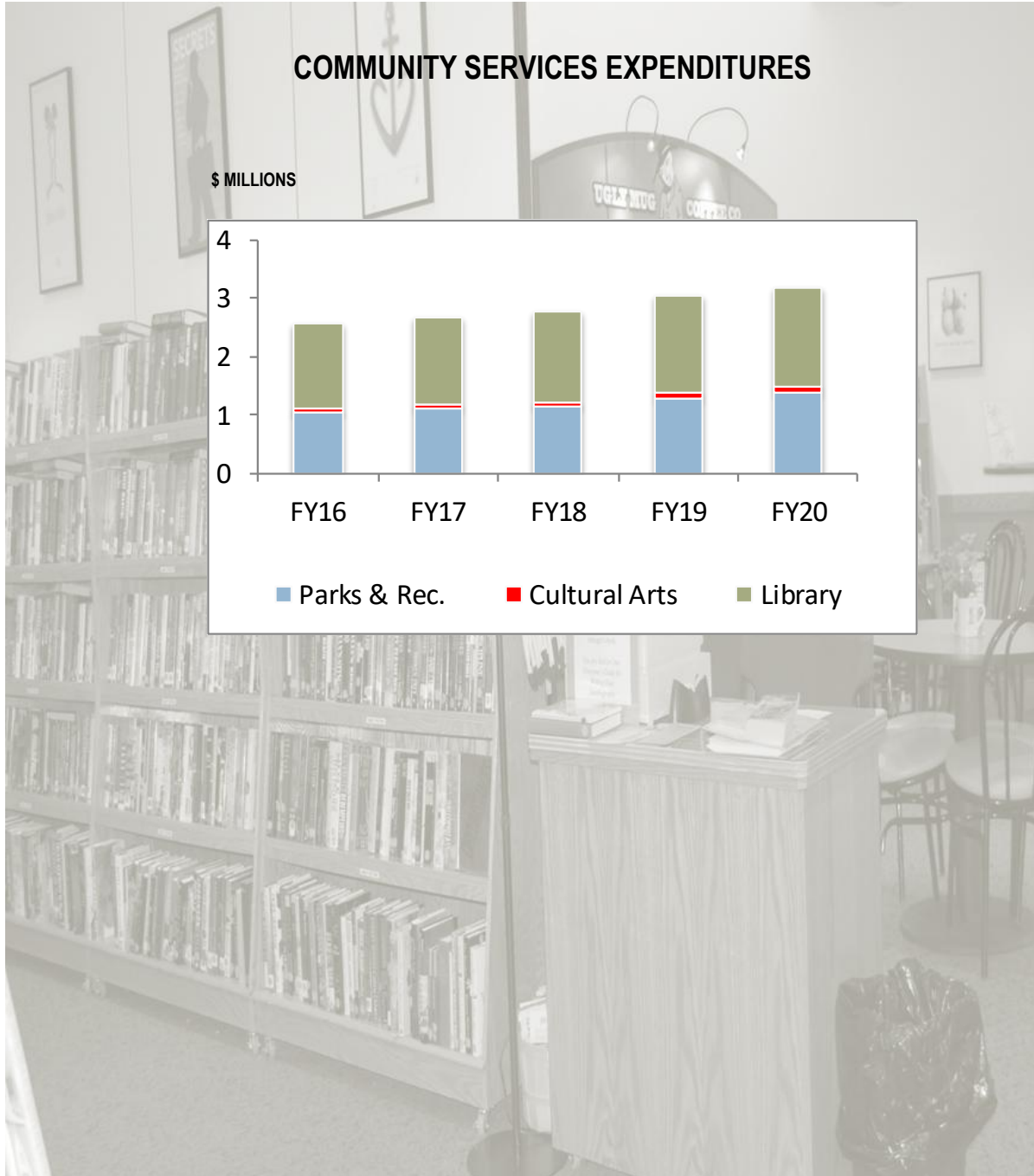
Roads and Mains - \$265,000 This category funds the contract sweeping and asphalt resurfacing of the City's roadway systems. In addition, this category funds the purchase of necessary supplies and equipment needed to maintain and overlay Germantown's roadway system.

Capital Outlay - \$120,000 This item includes funding for IRP which includes a vehicle and CIPP.

Performance Measures			
Strategic Objective	Enhanced protection and conservation of water resources are priorities		
Key Product/Service	Natural Resources		
Target	< 40		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Total Coliforms	86	73	<40
Strategic Objective	Enhanced protection and conservation of water resources are priorities		
Key Product/Service	Natural Resources		
Target	< 200		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Turbidity	141	147	<200
Strategic Objective	Enhanced protection and conservation of water resources are priorities		
Key Product/Service	Natural Resources		
Target	Between 50 and 250 mg/L		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Total dissolved solids	65	59	50-250

# COMMUNITY SERVICES FY20 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

CATEGORY	Actual FY18	Budget FY19	Estimated FY19	Amt Chg.	% Chg.	Budget FY20
Personnel	\$ 759,282	851,325	767,030	88,076	11.48%	855,106
Communication	11,259	11,805	11,805	1,895	16.05%	13,700
Professional Fees	50,580	40,050	40,050	8,000	19.98%	48,050
Insurance	1,049	3,000	3,500	(500)	-14.29%	3,000
Supplies	18,347	22,180	36,130	1,260	3.49%	37,390
Rent	5,423	7,000	7,000	-	0.00%	7,000
Allocations	41,143	47,251	48,593	946	1.95%	49,539
Capital Outlay	14,995	110,000	93,970	(3,970)	-4.22%	90,000
Utilities	252,346	267,400	267,400	200	0.07%	267,600
Grants	555	3,700	3,700	-	0.00%	3,700
<b>TOTAL</b>	<b>\$ 1,154,979</b>	<b>1,374,211</b>	<b>1,287,178</b>	<b>95,907</b>	<b>7.45%</b>	<b>1,383,085</b>

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	5.0 \$ 397,182	6.5 356,530	6.5 436,525
Non-Exempt Wages	6.5 175,574	7.0 202,061	7.0 207,781
Other Compensation	46	-	-
Fringe Benefits	184,132	205,939	208,200
Other Personnel	2,348	2,500	2,600
<b>DEPARTMENT TOTAL</b>	<b>11.5 \$ 759,282</b>	<b>13.5 767,030</b>	<b>13.5 855,106</b>

## GENERAL FUND

### Categories

Personnel - \$855,106 This category contains the salaries, wages and benefits for the director of parks and recreation, recreation services manager, special events and marketing coordinator, recreation specialist, sports coordinator, natural resources manager, ranger naturalist, senior administrative assistant, part-time senior adult program coordinator, part-time park rangers, playground leaders and part-time administrative assistants. The personnel category also includes overtime wages for athletic tournaments, Germantown Festival, Germantown Charity Horse Show, Holiday Parade, July Family Fourth, Mayor's Cup 5K Race and employee education for Parks and Recreation employees.

Communications - \$13,700 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 - \$48,050 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 - \$37,390 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 - \$7,000 This category includes rental fees for land and equipment. It also includes lease and taxes for Depot Park and Oaklawn Gardens.

Allocation - \$49,539 This includes the Parks and Recreation Department's portion of the shared costs of all internal funds, including insurance and vehicle maintenance.

Capital Outlay - \$90,000 This category provides funding for the Arboretum & Tree Restoration and Replacement - Phase 2.

Utilities - \$267,600 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.

**GENERAL FUND**

<b>Performance Measures</b>			
Strategic Objective	Ecosystem integrity and habitat biodiversity on public lands		
Key Product/Service	Natural Resources		
Target	1		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Designated Arboretum	1	1	1
Operational Objective			
Key Product/Service	Safe and secure parks		
Target	< 13		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Reduction in non-violent crimes	10	9	<13
Operational Objective	To meet customer expectations		
Key Product/Service	Recreation, leisure, sports programs		
Target	94%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Overall satisfaction	96%	91%	94%



# Recreation

## Mission

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

### BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 302,830	427,828	391,900	69,678	17.78%	461,578
Professional Fees	118,638	152,340	125,855	17,479	13.89%	143,334
Supplies	76,304	99,550	94,035	9,015	9.59%	103,050
Allocations	15,467	14,760	14,909	195	1.31%	15,104
Capital Outlay	85,700	106,000	95,879	74,121	77.31%	170,000
<b>TOTAL</b>	<b>\$ 598,939</b>	<b>800,478</b>	<b>722,578</b>	<b>170,488</b>	<b>23.59%</b>	<b>893,066</b>

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	1 \$ 94,950	3 136,407	2.5 137,114
Non-Exempt Wages	7.5 159,011	7.5 186,000	7.5 248,000
Other Compensation	-	-	-
Fringe Benefits	48,869	69,493	76,464
Other Personnel	-	-	-
<b>DEPARTMENT TOTAL</b>	<b>8.7 \$ 302,830</b>	<b>10.0 391,900</b>	<b>10.0 461,578</b>

Categories

Personnel - \$461,578 This category pays for a full-time REACH manager, Reach Program Coordinator that serves the Germantown Municipal School District, site directors part-time and program assistants part-time.

Professional Fees - \$143,334 This category pays referees who officiate in basketball, softball, baseball, flag football, croquet, community education and intramurals as well as sport camp instructors.

Supplies - \$103,050 This category includes supplies necessary to operate successful basketball, softball, baseball, sport camps, flag football, community education including an after school program,

## SPECIAL REVENUE FUND

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 - \$15,104 This category covers insurance allocation for program participants.

Capital Outlay - \$170,000 This category includes the costs associated with the following IRP projects: tennis court resurfacing and tennis court fence renovation – Municipal park.

Performance Measures			
Operational Objective	To meet customer expectations		
Key Product/Service	Recreation, leisure, sports programs		
Target	50,000		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Annual participation rate	32,556	35,781	50,000

# Cultural Arts

## Mission

To sponsor numerous special events and projects throughout the year.

### BUDGET CATEGORY SUMMARY

<u>CATEGORY</u>	Actual FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Professional Fees	\$ 14,882	13,575	13,575	2,000	14.73%	15,575
Supplies	47,859	69,602	71,579	(1,977)	-2.76%	69,602
Rent	2,468	3,320	2,500	820	32.80%	3,320
<b>TOTAL</b>	<b>\$ 65,209</b>	<b>86,497</b>	<b>87,654</b>	<b>843</b>	<b>0.96%</b>	<b>88,497</b>

- Categories
- Professional Fees - \$15,575 This category includes fees for instructors, entertainers, decorations, supplies, equipment, trophies and fliers for a variety of programs planned throughout the year.
  - Supplies - \$69,602 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

CATEGORY	Actual FY18	Budget FY19	Estimated FY19	Amt Chg.	% Chg.	Budget FY20
Professional Fees	\$ 42,003	48,873	44,808	(228)	-0.51%	44,580
Supplies	5,520	2,000	2,000	-	0.00%	2,000
Allocations	2,548	2,857	2,886	38	1.32%	2,924
Capital Outlay	-	62,500	62,500	(32,500)	-52.00%	30,000
Utilities	9,993	11,810	11,810	2,000	16.93%	13,810
TOTAL	\$ 60,064	128,040	124,004	(30,690)	-24.75%	93,314

#### Categories

Professional Fees - \$44,580 This category pays instructors for teaching classes at the Pickering Community Center. The instructor receives 70% of fees collected. This includes the senior programs that are held at the Pickering Community Center and funds for senior trips.

Supplies - \$2,000 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.

Allocation - \$2,924 This category includes shared costs of the City's insurance expenses for the Pickering Community Center building.

Capital Outlay - \$30,000 This category includes the costs associated with the following IRP projects: window replacement and lighting and ceiling tiles.

Utilities - \$13,810 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).



# Library Services

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

## 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 1,228	1,500	1,000	500	50.00%	1,500
Communication	8,018	9,450	8,500	1,150	13.53%	9,650
Professional Fees	1,295,856	1,339,341	1,339,235	19,126	1.43%	1,358,361
Other Maintenance	10,291	18,900	10,000	8,900	89.00%	18,900
Supplies	64,055	28,400	52,405	(24,005)	-45.81%	28,400
Rent	9,146	12,500	11,500	4,000	34.78%	15,500
Allocations	22,811	25,577	25,833	343	1.33%	26,176
Utilities	95,147	102,100	105,570	1,775	1.68%	107,345
TOTAL	\$ 1,506,552	1,537,768	1,554,043	11,789	0.76%	1,565,832

#### Categories

Personnel - \$1,500 This category funds the professional development and training of staff.

Communications - \$9,650 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 - \$1,358,361 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 - \$28,400 This category funds general supplies used in the operations of the Library.

Rent - \$15,500 This category funds costs associated with a copier machine.

Allocation - \$26,176 This category includes the Germantown Community Library's portion of insurance expenses.

**GENERAL FUND**

Utilities - \$107,345 This category includes the department's utility costs (electricity and gas, water and sewer).

<b>Performance Measures</b>			
Operational Objective	To promote engagement with library customers		
Key Product/Service	Library services		
Target	Increase by 40%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
% Increase in usage of services	35%	5%	5%

## 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 186	200	200	-	0.00%	200
Professional Fees	44,086	121,131	114,542	5,408	4.72%	119,950
Supplies	5,434	9,350	6,500	2,850	43.85%	9,350
Rent	604	600	600	1,000	166.67%	1,600
Allocations	1,491	1,672	1,689	22	1.30%	1,711
Utilities	10,823	17,757	11,816	675	5.71%	12,491
<b>TOTAL</b>	<b>\$ 62,624</b>	<b>150,710</b>	<b>135,347</b>	<b>9,955</b>	<b>7.36%</b>	<b>145,302</b>

#### Categories

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

Professional Fees - \$119,950 This category funds the contract services expenses of daily operations and management of the Tennessee Genealogical Library as well as digitization of the collection.

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

Rent - \$1,600 This category funds the costs associated with a copier machine.

Allocation - \$1,711 This category includes the Tennessee Genealogical Library's portion of insurance expenses.

Utilities - \$12,491 This category includes the department's utility costs (electricity and gas, water, sewer, local and long distance telephone).

## Mission

### Library Endowment Fund

The Library Endowment Fund's mission is to preserve and share across generations the wisdom, culture and history of the South. Funds are not budgeted in this cost center due to the expenses being absorbed by the General Fund in order to preserve the Endowment Fund to be available for future needs.

### BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY18	Budget FY19	Estimated FY19	Amt Chg.	% Chg.	Budget FY20
Personnel	\$ 3,057	-	-	-	-	-
Professional I	8,139	-	-	-	-	-
Supplies	6,217	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 17,413</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# The Farm

## Mission

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 FY18	Budget FY19	Estimated FY19	Amt Chg.	% Chg.	Budget FY20
Personnel	\$ 52,384	83,482	86,340	3,765	4%	90,105
Communication	2,649	3,300	2,300	300	13%	2,600
Professional Fees	28,434	21,500	21,500	300	1%	21,800
Contract Services	1,912	4,500	2,000	2,500	125%	4,500
Insurance	-	3,000	2,500	-	0%	2,500
Other Maintenance	5,989	7,500	7,500	-	0%	7,500
Supplies	22,885	19,800	19,500	(1,800)	-9%	17,700
Rent	1,332	1,000	1,000	-	0%	1,000
Allocations	965	1,082	1,093	14	1%	1,107
Capital Outlay	17,231	20,000	-	-	-	-
Utilities	8,563	10,231	8,331	1,900	23%	10,231
<b>TOTAL</b>	<b>\$ 142,344</b>	<b>175,395</b>	<b>152,064</b>	<b>6,979</b>	<b>4.59%</b>	<b>159,043</b>

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Non-Exempt Wages	1.0 \$ 48,409	1.5 68,061	1.5 70,035
Fringe Benefits		3,975	18,279
<b>DEPARTMENT TOTAL</b>	<b>1.0 \$ 52,384</b>	<b>1.5 86,340</b>	<b>1.5 90,105</b>

Categories

Personnel - \$90,105 This category contains funds to cover personnel costs for the farm park including farm operations coordinator and part-time farm staff.

## SPECIAL REVENUE FUND

Communications - \$2,600 This category funds marketing and notice publications, dues and subscriptions to American Gardening Society.

Professional Fees - \$21,800 This category funds the contract services expenses of daily operations and management of the farm park.

Contract Services - \$4,500 This category reflects the cost of outside maintenance contracts.

Insurance - \$2,500 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 - \$7,500 This category includes materials and supplies necessary to make drainage, structural repairs and general improvements.

Supplies - \$17,700 This category funds general supplies used in the operations of the farm.

Rent - \$1,000 This category funds costs associated with rental equipment used for seasonal work.

Allocations - \$1,107 This category includes the farm's portion of insurance expense.

Utilities - \$10,231 This category includes the department's utility costs (electricity and gas, water, sewer, stormwater and local telephone).

Performance Measures			
Strategic Objective	All funds are self-sustaining		
Key Product/Service	Finance		
Target	Percent of Transfer less than 49% of overall fund		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Farm Park Fund	120,000	120,000	100,000



# Germantown Municipal School District

## Mission

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

### BUDGET CATEGORY SUMMARY

CATEGORY	Actual FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 39,563,000	43,200,000	42,600,000	3,610,000	8.47%	46,210,000
Communication	229,000	361,000	361,000	(6,000)	-1.66%	355,000
Professional Fees	5,869,000	5,378,000	5,538,000	225,000	4.06%	5,763,000
Contract Maintenance	704,000	690,000	690,000	160,000	23.19%	850,000
Supplies	2,410,000	3,190,000	2,690,000	1,119,000	41.60%	3,809,000
Rent	155,000	165,000	155,000	(116,000)	-74.84%	39,000
Allocations	-	102,000	-	100,000	100%	100,000
Capital Outlay	7,235,000	9,391,000	10,868,000	(1,930,000)	-17.76%	8,938,000
Utilities	856,000	935,000	935,000	130,000	13.90%	1,065,000
Other Maintenance	924,000	917,000	917,000	39,000	4.25%	956,000
Insurance	251,000	290,000	290,000	46,000	15.86%	336,000
TOTAL	\$ 58,196,000	64,619,000	65,044,000	3,377,000	5.19%	68,421,000

Categories	Personnel - \$46,210,000 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 - \$5,763,000 This category funds the contract service expenses of daily operations and management for the school system.
	Contract Maintenance - \$850,000 This category includes expenses associated with equipment maintenance.
	Supplies - \$3,809,000 This category funds general supplies used in the operations of municipal school startup.
	Rent - \$39,000 This category funds costs associated with rental office space.
	Allocations - \$100,000 This category funds the operating transfer to the Cafeteria Fund.
	Capital Outlay - \$8,938,000 This category includes the purchase of capital and maintenance equipment and construction.
	Utilities - \$1,065,000 This category includes utility costs (electricity and gas, water, and sewer).
	Other Maintenance - \$956,000 This category includes other maintenance expenses.
	Insurance - \$336,000 This category includes the Municipal Schools' portion of insurance expenses.



# GERMANTOWN ATHLETIC CLUB EXPENSES

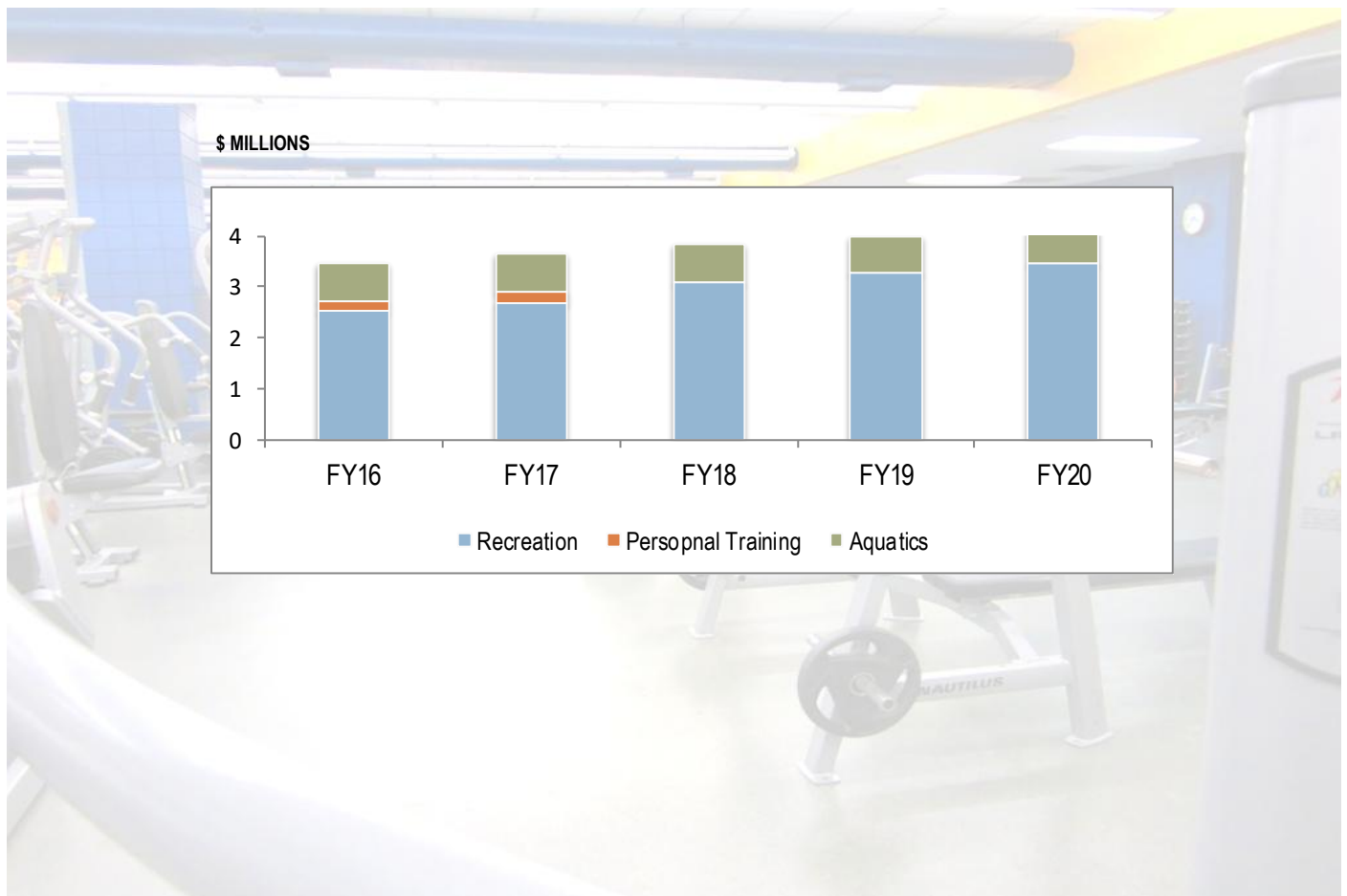
## FY20 BUDGET

The Germantown Athletic Club is an enterprise fund in order to focus on net income and the ability of user fees to support operating expenses, which includes depreciation. The Germantown Athletic Club Fund consists of two cost centers – Recreation and Aquatics. 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 member related programming. 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, two full-court basketball gymnasiums, walking/jogging track, meeting rooms, group fitness studios, licensed child drop in center 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 EXPENSES





# 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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 1,299,020	1,463,419	1,354,073	102,654	7.58%	1,456,727
Communication	6,872	7,700	14,200	6,000	42.25%	20,200
Professional Fees	435,451	483,389	522,471	17,443	3.34%	539,914
Other Maintenance	177,909	184,000	153,162	23,838	15.56%	177,000
Supplies	145,449	184,235	159,251	57,131	35.87%	216,382
Rent	239,761	240,000	238,713	1,287	0.54%	240,000
Allocations	62,483	66,021	66,299	2,092	3.16%	68,391
Depreciation	453,237	450,000	484,972	20,028	4.13%	505,000
Utilities	249,725	245,510	266,122	(13,512)	-5.08%	252,610
<b>TOTAL</b>	<b>\$ 3,070,300</b>	<b>3,324,274</b>	<b>3,259,263</b>	<b>216,961</b>	<b>6.66%</b>	<b>3,476,224</b>
Capital Outlay	\$ 1,179,445	1,100,000	1,614,554	(1,364,554)	-84.52%	250,000

### BUDGET PAYROLL SUMMARY

	FY18 Actual		FY19 Estimate		FY20 Budget	
Exempt Salaries	7.0	\$ 415,101	7.0	427,410	6.0	438,326
Non-Exempt Wages	17.9	599,177	17.9	615,226	18.9	681,148
Other Compensation		965		1,000		1,000
Fringe Benefits		283,002		307,002		332,698
Other Personnel		775		3,435		3,555
<b>DEPARTMENT TOTAL</b>	<b>24.9</b>	<b>\$ 1,299,020</b>	<b>24.9</b>	<b>1,354,073</b>	<b>24.9</b>	<b>1,456,727</b>

## ENTERPRISE FUND

### Categories

**Personnel - \$1,456,727** This category includes part of the salaries and benefits for the athletic club director, assistant club director, business manager, youth activities coordinator, fitness training manager, membership sales & services coordinator, administrative assistant, custodial services supervisor, cleaning services worker, customer service representatives and part-time managers on duty, part-time concessions workers, part-time customer service representatives, part-time child care attendants, part-time managers on duty, part-time personal training and part-time recreation leaders.

**Communication - \$20,200** 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 - \$539,914** 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 - \$177,000** This category funds expenses for part of the maintenance of fire extinguishers and control systems, elevator, sprinkler, pest control inspections and equipment maintenance as well as all items for general building maintenance. This category also includes contract and equipment and building maintenance items such as belts, replacement parts, etc.

**Supplies - \$216,382** 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 - \$240,000** This category provides rental of specialty and fitness equipment needed by the Germantown Athletic Club.

**Allocations- \$68,391** This category includes the Germantown Athletic Club Recreation's portion of insurance expenses.

**Depreciation - \$505,000** This category includes the annual depreciated valuation of the Germantown Athletic Club facilities and equipment.

**Utilities - \$252,610** This line includes the Recreation's share of utility expenses (electricity, gas, water, sewer and local and long distance telephone).

**Capital Outlay - \$250,000** This category includes the costs associated with CIP and IRP projects at the GAC. Specifically, this year's budget funds phase IV renovations FF&E, exterior signage, GAC skylight repair, alarm system, and resurface of hot tub

Performance Measures			
Operational Objective	To increase profitability		
Key Product/Service	Membership		
Target	70%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Member retention	69%	69.95%	70%
Operational Objective	To increase profitability		
Key Product/Service	Net profit margin		
Target	12.5%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Net profit margin	13.6%	17.24%	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 FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Personnel	\$ 418,795	328,299	370,030	(22,868)	-6.18%	347,162
Communication	-	1,000	1,000	-	0.00%	1,000
Supplies	37,071	53,500	42,763	5,487	12.83%	48,250
Allocations	33,374	36,074	36,308	852	2.35%	37,160
Depreciation	170,596	175,000	137,176	324	0.24%	137,500
Utilities	114,681	125,397	127,250	(858)	-0.67%	126,392
TOTAL	<u>\$ 774,517</u>	<u>719,270</u>	<u>714,527</u>	<u>(17,063)</u>	<u>-2.39%</u>	<u>697,464</u>

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	1.0    \$ 78,310	1.0    46,999	1.0    49,927
Non-Exempt Wages	13.5    276,816	13.5    264,709	13.5    250,000
Other Compensation	-    166	-    441	-    500
Fringe Benefits	-    61,467	-    55,081	-    44,235
Other Personnel	-    2,036	-    2,800	-    2,500
DEPARTMENT TOTAL	14.5    \$ 418,795	14.5    370,030	14.5    347,162

## ENTERPRISE FUND

### Categories

Personnel - \$347,162 Represented in this category are the salaries and benefits for an aquatics coordinator, seasonal aquatic supervisors, lifeguards, assistant swim coach, water exercise instructors, and water safety instructors. The personnel category also includes employee education to train employees in specialized areas.

Communication - \$1,000 This category includes funds for meetings and travel for staff.

Supplies - \$48,250 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- \$37,160 This line includes the Athletic Club's portion of insurance costs for the aquatic facilities.

Depreciation - \$137,500 Included in this category is the annual charge representing depreciated valuation of aquatic facilities and equipment.

Utilities - \$126,392 This line includes the Aquatic's share of utility expenses (electricity, gas, water, sewer and local and long distance telephone).



# Germantown Athletic Club Debt Service

The Germantown Athletic Club Debt Service cost center accounts for the interest portion on the \$2.5 million General Fund Intergovernmental loan for the Germantown Athletic Club's expansion project.

## BUDGET CATEGORY SUMMARY

<u>CATEGORY</u>	<u>Actual FY18</u>	<u>Budget FY19</u>	<u>Estimated FY19</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY20</u>
Debt Service	\$ 12,024	8,496	8,496	(3,456)	-40.68%	5,040
TOTAL	<u>\$ 12,024</u>	<u>8,496</u>	<u>8,496</u>	<u>(3,456)</u>	<u>-40.68%</u>	<u>5,040</u>

Categories                      Debt Service - \$5,040 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	Budget	Estimated	Amt. Chg.	% Chg.	Budget
	FY18	FY19	FY19			FY20
Personnel	\$ 179,871	196,262	196,877	6,160	3.13%	203,037
Communication	334	750	750	-	0.00%	750
Professional Fees	35,446	43,000	29,000	-	0.00%	29,000
Other Maintenance	62,551	75,200	70,200	3,650	5.20%	73,850
Supplies	12,541	14,700	18,120	1,980	10.93%	20,100
Rent	94,018	95,222	95,222	2,000	2.10%	97,222
Allocations	15,914	16,498	16,536	590	3.57%	17,126
Depreciation	68,487	76,692	77,727	(2,492)	-3.21%	75,235
Utilities	41,439	39,479	43,654	31	0.07%	43,685
Grants	1,136	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 511,737</b>	<b>557,803</b>	<b>548,086</b>	<b>11,919</b>	<b>2.17%</b>	<b>560,005</b>
Capital Outlay	\$ 48,884	59,000	73,480	(73,480)	-100.00%	-

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	2.0	112,560	2.0 115,980
Non-Exempt Wages	1.0	28,759	1.0 36,576
Other Compensation	-	-	-
Fringe Benefits	-	38,552	- 44,321
Other Personnel	-	-	-
<b>DEPARTMENT TOTAL</b>	<b>3.0</b>	<b>179,871</b>	<b>3.0 196,877</b>

Categories

Personnel - \$203,037 Represented in this category are the salaries and benefits for a Great Hall & Conference Center manager, event planner, and part-time event representatives.

## ENTERPRISE FUND

Communication - \$750 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 - \$29,000 This category includes marketing and advertising costs for the Great Hall & Conference Center. In addition, this category includes credit card fees.

Other Maintenance - \$73,850 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 - \$20,100 This line includes funds for the purchase of general office supplies, cleaning supplies, food supplies, and miscellaneous supplies.

Rent- \$97,222 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- \$17,126 This line includes the Great Hall's portion of insurance costs.

Depreciation - \$75,235 Included in this category is the annual charge representing depreciated valuation of the Great Hall & Conference Center.

Utilities - \$43,685 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	< 10% of fund		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budget
General Fund transfer to GH&CC	\$85,000	\$75,000	\$75,000
Operational Objective	To meet customer expectations		
Key Product/Service	Meeting/Banquet Room rental		
Target	99%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budget
Customer satisfaction	100%	97%	99%
Operational Objective	To increase funding of operations		
Key Product/Service	Meeting/Banquet Room rental		
Target	\$525,393		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budget
Total revenue	\$497,157	\$519,647	\$525,393

# 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

CATEGORY	Actual FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
Debt Service	\$ 4,676	3,304	3,304	(1,344)	-40.68%	1,960
TOTAL	\$ 4,676	3,304	3,304	(1,344)	-40.68%	1,960

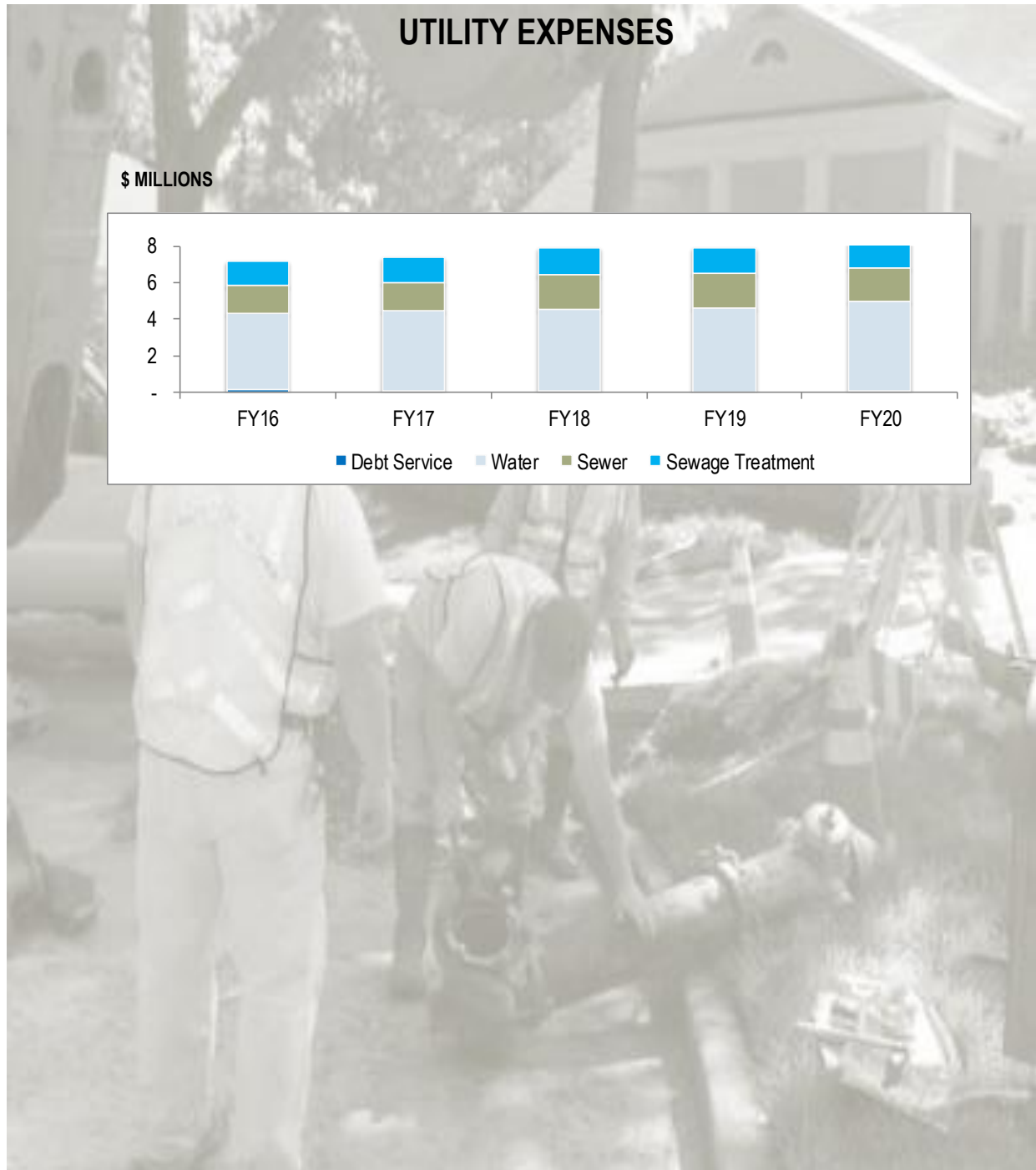
Categories Debt Service - \$1,960 This category includes the Great Hall's interest portion of the \$2.5 million General Intergovernmental loan.



# UTILITIES

## FY20 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 future debt payments on a Water Revenue Bonds.

In FY19, the Utility Fund made its last payment on the \$5.0 million Water Revenue Bonds Series 2008 which supported the plant expansion of the Johnson Road Water Plant, Johnson Road Reservoir, water wells, automated controls (SCADA), and sewer pipeline rehabilitation. The Utility Fund will be going out for a \$2.3 million Water Revenue Bonds in FY20. These funds will be used for the construction of a new water tower.

	Balance 7/1/2019	Principal Payment	Balance 6/30/2020	Interest Expense
<u>Security</u>				
Existing:				
	\$ -	-	-	-
Total FY20 Debt	\$ -	-	-	-
	Existing Principal	Existing Interest	Future Principal	Future Interest
Proposed:				
FY20	-	-	-	43,173
FY21	-	-	90,000	95,500
Thereafter	-	-	1,865,000	727,125
Total Debt Service	\$ -	-	1,955,000	865,798

## BUDGET CATEGORY SUMMARY

<u>CATEGORY</u>	Actual FY18	Budget FY19	Estimated FY19	Amt Chg.	% Chg.	Budget FY20
Debt Service	\$ 26,554	11,800	11,800	31,373	265.87%	43,173
Agency Fees	-	250	250	(250)	-100.00%	-
TOTAL	\$ 26,554	12,050	12,050	31,123	258.28%	43,173

Categories Debt Service - \$43,173 This category includes future debt payment on a Water Revenue to fund the construction of a new water tower.



# 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

Four 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 13,174 residential and 483 business customers with an uninterrupted supply of potable water, sufficient water pressure and adequate supply of water for fire protection; maintains 280 miles of water mains, 2,658 fire hydrants, 9,015 main line valves and 14,372 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

Four 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 FY18	Budget FY19	Estimated FY19	Amt Chg.	% Chg.	Budget FY20
Personnel	\$ 1,243,124	1,320,905	1,255,302	(14,016)	-1.12%	1,241,286
Communication	67,766	83,500	91,400	3,100	3.39%	94,500
Professional Fees	108,712	134,768	144,768	92,232	63.71%	237,000
Insurance	4,861	6,000	3,000	3,000	100.00%	6,000
Other Maintenance	84,605	100,000	90,401	59,599	65.93%	150,000
Supplies	130,757	199,000	187,500	11,500	6.13%	199,000
Allocations	781,526	785,176	781,596	68,323	8.74%	849,919
Roads & Mains	119,918	120,000	115,000	5,000	4.35%	120,000
Depreciation	1,054,456	1,071,524	1,059,991	13,503	1.27%	1,073,494
Utilities	616,329	629,600	599,050	35,318	5.90%	634,368
Pilot	298,957	306,431	287,735	-	0.00%	287,735
<b>TOTAL</b>	<b>\$ 4,511,011</b>	<b>4,756,904</b>	<b>4,615,743</b>	<b>277,560</b>	<b>6.01%</b>	<b>4,893,302</b>
Capital Outlay	\$ 156,437	1,848,100	2,005,773	566,035	28.22%	4,246,000

**BUDGET PAYROLL SUMMARY**

	FY18 Actual		FY19 Estimate		FY20 Budget	
Exempt Salaries	1.0	\$ 143,294	2.0	116,604	1.0	72,301
Non-Exempt Wages	15.0	682,951	15.0	674,801	15.0	683,484
Other Compensation		36,254		45,000		65,000
Fringe Benefits		375,563		409,947		410,201
Other Personnel		5,062		8,950		10,300
<b>DEPARTMENT TOTAL</b>	<b>16.0</b>	<b>\$ 1,243,124</b>	<b>17.0</b>	<b>1,255,302</b>	<b>16.0</b>	<b>1,241,286</b>

Categories

Personnel - \$1,241,286 This category includes salaries, wages and benefits for the water services superintendent, crew supervisor, lead water plant operator, lead meter reader, meter readers, utility billing specialist, maintenance technicians, maintenance worker, utility locator, water distribution field supervisor, water plant operators, 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. This standby expense is part of the alternative costs of staffing three additional shifts by providing these services on a 24-hour basis.

Communications - \$94,500 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 \$90,000 for postage for utility bill mailing and includes one special mailing to comply with state regulations.

Professional Fees - \$237,000 This category includes fees to pay outside engineering and professional consultants for review and recommendations concerning the water system as required.

Insurance - \$6,000 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 - \$150,000 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 - \$199,000 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 - \$849,919 This category funds the water operations portion of shared costs for services provided by other departments such as Insurance, Vehicle Maintenance, Development, Public Services and Personnel.

Roads and Main – \$120,000 Funds in this category are to purchase parts, supplies and construction material required to repair and maintain 280 miles of various sized water mains and approximately 14,372 service lines. This category also covers the cost of repairing or replacing water meters, as well as the maintenance and replacement of meter boxes.

## UTILITY FUND

Depreciation - \$1,073,494 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 - \$634,368 This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).

Pilot - \$287,735 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 - \$4,246,000 This category includes the costs associated with the CIP and IRP projects of well field maintenance and water mains maintenance and three vehicle.

Performance Measures			
Strategic Objective	Enhanced protection and conservation of water resources are priorities		
Key Product/Service	Natural Resources		
Target	< 60 ppm		
Performance Measure	FY19 Actual	FY19 Actual	FY20 Budgeted
Water hardness: total PPM	24.49	24.77	<60
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	FY18 Actual	FY19 Actual	FY20 Budgeted
Avg. Rate of change in aquifer levels, feet below land surface ( Johnson Road)	-11.64	-11.28	(+)-10
Avg. Rate of change in aquifer levels, feet below land surface ( Southern Ave.)	-10.56	-11.30	0(+)-10
Operational Objective	To produce and deliver adequate water supply to utility customers		
Key Product/Service	Portable water		
Target	99.9%		
Performance Measure	FY18 Actual	FY19 Actual	FY20 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 235 miles of sewer mains and 25 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 FY18	Budget FY19	Estimated FY19	Amt Chg.	% Chg.	Budget FY20
Personnel	\$ 470,587	407,081	389,065	10,374	2.67%	399,439
Communication	120	600	600	500	83.33%	1,100
Insurance	171	5,000	5,000	-	0.00%	5,000
Other Maintenance	4,780	5,000	5,000	-	0.00%	5,000
Supplies	17,511	18,700	18,700	-	0.00%	18,700
Allocations	443,117	415,012	412,995	25,367	6.14%	438,362
Roads & Mains	29,891	35,000	32,000	3,000	9.38%	35,000
Depreciation	724,854	714,133	761,242	-	0.00%	761,242
Utilities	16,692	16,500	18,927	573	3.03%	19,500
PILOT	196,501	201,414	194,414	-	0.00%	194,414
<b>TOTAL</b>	<b>\$ 1,904,224</b>	<b>1,818,440</b>	<b>1,837,943</b>	<b>39,814</b>	<b>2.17%</b>	<b>1,877,757</b>
Capital Outlay	\$ 622,202	2,265,000	2,265,000	(1,720,000)	-75.94%	545,000

### BUDGET PAYROLL SUMMARY

	FY18 Actual	FY19 Estimate	FY20 Budget
Exempt Salaries	1.0 \$ 81,481	1.0 70,414	1.0 73,718
Non-Exempt Wages	4.0 189,302	4.0 168,476	4.0 173,608
Other Compensation	8,859	15,000	18,000
Fringe Benefits	190,895	134,675	133,113
Other Personnel	50	500	1,000
<b>DEPARTMENT TOTAL</b>	<b>5.0 \$ 470,587</b>	<b>5.0 389,065</b>	<b>5.0 399,439</b>

## UTILITY FUND

- Categories**
- Personnel – \$399,439** This category includes salaries, wages and benefits for the superintendent of utility field operations, waste water collections field supervisor, heavy equipment operators, and maintenance technician. Overtime wages are included to cover expenditures associated with after hour sewer stoppages and maintenance requirements.
- Communications - \$1,100** Included in this category is the cost of job-related educational supplies and materials for five 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 - \$18,700** 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 - \$438,362** 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 –\$ 35,000** This category funds the purchase of supplies and construction material required to make repairs and maintain the sanitary sewer main.
- Depreciation - \$761,242** Funds in this category are for the annual depreciated valuation of equipment and sewer mains that make up the sanitary sewer system.
- Utilities - \$19,500** This category includes utility costs (electricity, gas, water, sewer and local and long distance telephone).
- PILOT - \$194,414** 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 - \$545,000** This category includes the costs associated with the IRP projects of sewer line maintenance and a sewer flush truck.

Performance Measures			
Operational Objective	To adequately collect and transport sewage		
Key Product/Service	Sewer collection		
Target	< 5 annually		
Performance Measure	FY18 Actual	FY19 Actual	FY20 Budgeted
Sewer system backups	1	0	< 5



# Sewer Treatment

## Mission

This cost center accounts for the payments to the City of Memphis for sewage treatment. Under the contract amended in FY19, Germantown currently remits 46.08% of the current user fee to the City of Memphis for sewer treatment, which will continue through FY21. The rate was recalculated based on the formula set within the contract signed in FY03. This contract also requires that Germantown fund all new capital projects within its city's limits.

### BUDGET CATEGORY SUMMARY

<u>CATEGORY</u>	<u>Actual FY18</u>	<u>Budget FY19</u>	<u>Estimated FY19</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY20</u>
Contract Services	\$ 1,480,577	1,572,192	1,433,770	86,026	6.00%	1,519,796
TOTAL	<u>\$ 1,480,577</u>	<u>1,572,192</u>	<u>1,433,770</u>	<u>86,026</u>	<u>6.00%</u>	<u>1,519,796</u>

Categories

Sewer Fees to Memphis - \$ 1,519,796 Under contract, Germantown pays 46.08% 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 2019.



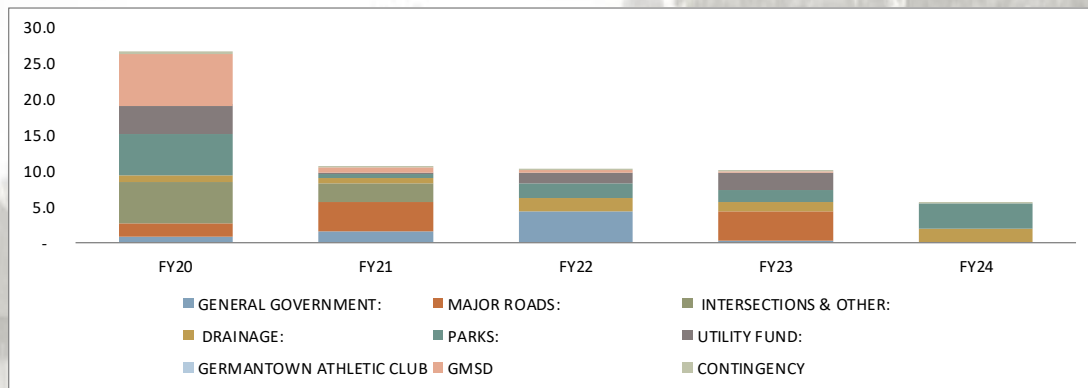
# CAPITAL IMPROVEMENTS PROGRAM

## FY20 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 EXPENDITURES

\$ 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 FY20-24 CIP is contained in the Budget Summaries section of this document.

The following is a brief summary of the funding sources identified in the CIP:

- Bond Issues – Three General Obligation Bond (G.O.) and one 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.
- 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 FY20 is fixed at \$250,000 and is reviewed annually by both the Financial Advisory Commission and Board of Mayor and Aldermen.

**CAPITAL IMPROVEMENTS PROGRAM**

**General Government**

<b>GPAC Grove</b>					
<b>Description</b>					
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.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
		\$175,000			
					<b>Total: \$175,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>Court Clerk Office Renovation</b>					
<b>Description</b>					
The Court Clerk's Office serves the general public as well as other internal City Departments. The intention of this project is to maximize the existing work space to include an additional cashier station and to provide a locked and secured area for court files, which is required by the State.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$60,000				
					<b>Total: \$60,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>GPAC Grove Perimeter Fencing</b>					
<b>Description</b>					
As part of the GPAC Grove Outdoor Venue, permanent perimeter fencing around the Grove will provide better pedestrian safety features and better pedestrian entrance control.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
		\$300,000			
					<b>Total: \$300,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>Ambulance Replacement (F-174)</b>					
<b>Description</b>					
F-174 is a 2013 Taylor Made ambulance that was purchased in 2013 and has been utilized as a primary ambulance since being placed into service. The normal utilization of an ambulance is approximately five (5) years in front-line service and up to three (3) years as a reserve, or back-up ambulance. New ambulance will be used as a front-line ambulance and it will allow the older front-line ambulances to be used as a back-up.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$245,000				
					<b>Total: \$245,000</b>
<b>Net Operating Financial Impact:</b> Replacement of this ambulance will reduce maintenance cost by the Fleet Department of \$7,000 annually.					

**TOTAL GENERAL GOVERNMENT**

**\$780,000**

Major Roads

Major Road Plan					
Description					
The City's existing Major Road Plan has not been updated since 1994. This project will involve a compilation of all recent Traffic Impact Analyses. Included in the study will be field traffic counters in areas where necessary and a review of the City's Master Bike/Pedestrian Plan.					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$20,000				\$80,000
					<b>Total: \$100,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

Poplar Avenue Culvert Construction Phase IV & V					
Description					
Repair and/or replacement of damaged culverts under Poplar Avenue identified in the Phase I Inspection and Evaluation Project. The culverts to be addressed will be prioritized based upon the degree of damage.					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
					\$575,000
					<b>Total: \$575,000</b>
<b>Net Operating Financial Impact:</b> Upgrades will reduce maintenance responsibility by \$5,000 annually.					

Forest Hill Irene Rd Widening ROW Acquisition – Poplar Pike to Winchester Rd.					
Description					
ROW acquisition on the unimproved sections of Forest Hill Irene Rd. from Poplar Pike Road to Winchester Road.					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$50,000				
					<b>Total: \$50,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

Forest Hill Irene Rd Widening Construction – Poplar Pike Rd. to Winchester Rd.					
Description					
Construction improvements on the unimproved sections of Forest Hill Irene Rd. from Poplar Pike Rd. to Winchester Rd.					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$350,000				
					<b>Total: \$350,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Wolf River Milling and Paving – Riverdale to Western City Limits</b>					
<b>Description</b>					
Project involves a complete mill/overlay of Wolf River Blvd. from Riverdale Road to the western City limits. It will also include upgrading existing ramps to current ADA standards, deteriorated sidewalk and curb/gutter will be replaced as needed, bike lanes and updating of all roadside signage.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$40,000				\$160,000
					<b>Total: \$200,000</b>
<b>Net Operating Financial Impact:</b> Road improvements should reduce maintenance cost for the next 10 years by \$50,000.					

<b>Neshoba Rd. – Germantown Rd. to Exeter Overlay</b>					
<b>Description</b>					
Project involves replacement of deteriorated curb/gutter and sidewalk, full depth replacements as needed, mill/overlay, new striping, and updated signage along the approximately 1,000 stretch of Neshoba Rd. from Germantown Road to Exeter.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$30,000				\$120,000
					<b>Total: \$150,000</b>
<b>Net Operating Financial Impact:</b> Road improvements should reduce maintenance cost for the next 10 years by \$15,000.					

<b>Forest Hill Irene Rd. Safety Improvements – Poplar to Wolf River Blvd. - Design</b>					
<b>Description</b>					
The limits of this project are Forest Hill Lane on the south end and Wolf River Blvd. on the north end (approximately 1.8 miles). For the segment between Forest Hill Lane and Farmoor, approximately 0.8 miles in length, the project involves clearing of large trees and other obstructions immediately adjacent to the edge of asphalt and widening to accommodate shoulders on each side of Forest Hill-Irene and a center-turn lane. The segment from Farmoor to Wolf River Blvd. will consist of lane modifications and traffic calming measures that will provide a traffic calming effect. Bikes lane will also be added.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$75,000				\$300,000
					<b>Total: \$375,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL MAJOR ROADS**

**\$1,800,000**

Intersections and Others

<b>GPAC Pedestrian Walkways</b>					
<b>Description</b>					
Additional sidewalks around the Grove and a landing pad at the entrance to GPAC on Neshoba will enhance walkability and will provide a safer environment for pedestrians crossing Neshoba from Thornwood.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
		\$90,000			
					<b>Total: \$90,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>Signal Upgrades – Poplar Pike@ Forest Hill Irene; Forest Hill Irene @ Winchester; Gtown Rd.@ Neshoba</b>					
<b>Description</b>					
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, signage, and ADA ramps as necessary.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
					\$300,000
					<b>Total: \$300,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>Decorative Street Signs</b>					
<b>Description</b>					
This project is for the installation of decorative street signs and posts and regulatory signs in residential neighborhoods including Dogwood Trails. This would include the installation of approximately 25 posts. There will also be installation of decorative street signs and post and regulatory signs within the Central Business District.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$50,000	\$9,775			
					<b>Total: \$59,775</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs by \$1,000 annually.					

<b>Intersection Safety Audit</b>					
<b>Description</b>					
This project involves professional services related to safety audits of roadway intersections (signalized and non-signalized). Crash data will be analyzed to determine high accident locations. Safety audits will be performed to determine deficiencies; an engineering report generated listing, and prioritized needed safety improvements.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$40,000				\$160,000
					<b>Total: \$200,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					



**CAPITAL IMPROVEMENTS PROGRAM**

<b>Signalization at Wolf River Blvd. and Houston High School - Design</b>					
<b>Description</b>					
<p>Wolf River Blvd. is a 6-lane median divided roadway with an average traffic volume of approximately 20,500 vehicles per day in the vicinity of Houston High School. Now that the school start times/dismissal times for Houston High School and Houston Middle School are so close to each other, traffic congestion has gotten worse since 2017. A signal warrants analysis of this intersection was performed in 2018. A signal at this location is warranted.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
					\$100,000
					<b>Total: \$100,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project during the design phase.					

<b>Wolf River Blvd./Germantown Rd. Intersection Improvements - Construction</b>					
<b>Description</b>					
<p>This project involves construction and CEI for additional lanes at the intersection of Germantown Rd. and Wolf River Blvd. Signal upgrades at Brierbrook and Germantown Rd.; Wolf River Blvd. and Germantown Rd.; and Wolf Trail Cove at Germantown Rd. are included in this project. When completed this project will add safety and capacity to the intersection as well as provide safe pedestrian crossings at the intersections and a connection to the Greenway trail.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
					\$4,600,000
					<b>Total: \$4,600,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>ADA Transition Plan</b>					
<b>Description</b>					
<p>All governmental agencies that receive federal and/or state funds for transportation improvements projects are required to have an ADA Transition Plan. The project will include inventory of all infrastructure within the City's rights-of-way. Deficiencies will be documented along with cost estimates and a long-term schedule to address the deficiencies.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$55,000				\$220,000
					<b>Total: \$275,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Wolf River Blvd./ Campbell Clinic Signal</b>					
<b>Description</b>					
Campbell Clinic's major expansion project is currently under construction. This project will require a traffic signal to be built at the Campbell Clinic Driveway onto Wolf River Blvd. This signal will benefit many of the existing businesses along this stretch of Wolf River Blvd.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$37,500	\$37,500			
					<b>Total: \$75,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>Signalization at Forest Hill Irene Rd. and Crestwyn - Design</b>					
<b>Description</b>					
The recently adopted Forest Hill Heights Small Area Plan identifies two (2) intersections for signalization as the area develops and traffic volumes begin to increase. Those intersections are 1) Forest Hill Irene Rd. at Crestwyn and 2) Winchester at Crestwyn.					
Development fees will be collected from developers based on a pro-rata share of traffic generation of proposed projects. To date, the currently under construction apartment complex on the southwest corner of Forest Hill Irene/Winchester, Springs of Forest Hill (in unincorporated Shelby County) has paid their pro-rata share.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$40,000	\$35,000			
					<b>Total: \$75,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project during the design phase.					

**TOTAL INTERSECTION/OTHER**

**\$ 5,774,775**

**Drainage**

<b>City Wide Master Drainage Plan</b>					
<b>Description</b>					
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.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$150,000				
					<b>Total: \$150,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Annual Misc. Drainage Improvements</b>					
<b>Description</b>					
This project is part of the City's ongoing response to address small, isolated concerns regarding relieving flood prone properties and making improvements to the existing drainage system where "hot spots" of drainage problems exist in established residential neighborhoods.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$50,000				
					<b>Total: \$50,000</b>
<b>Net Operating Financial Impact:</b> Upgrades will reduce maintenance cost by \$3,000 in the Public Works Department.					

<b>Lateral E Bank Stabilization</b>					
<b>Description</b>					
The project will stabilize the Wolf River Lateral E west bank north of Lansdowne Subdivision and adjacent to City parkland property. A grade control structure just south of the Wolf River was designed and constructed in 2009. Erosion is occurring from water flowing around the grade control structure on the west bank. The lateral is in jeopardy of failing and is in need of urgent attention.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$875,000				
					<b>Total: \$875,000</b>
<b>Net Operating Financial Impact:</b> Upgrades will reduce maintenance cost by \$2,000 in the Public Works Department.					

**TOTAL DRAINAGE**

**\$1,075,000**

**Parks**

<b>Wolf River Boulevard Greenway Trail Extensions</b>					
<b>Description</b>					
The project will provide a connector from Nashoba Park to the New Trail Head & from Cameron Brown Park to Eastern Trail Head near Farmington Boulevard.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$426,000				\$1,704,000
					<b>Total: \$2,130,000</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs by \$5,500.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Germantown Station Park Reinvestment</b>					
<b>Description</b>					
<p>This project request will provide funding to construct the trail connector around the lake, making the current walking trail a complete loop around the park. A section of privacy fencing will also be installed to separate the park from the private property to the west, per the land purchase agreement. The reinvestment effort also includes replacement of the current playground unit and surfacing.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$250,000				
					<b>Total: \$250,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>Oaklawn Garden Phase 1</b>					
<b>Description</b>					
<p>The project will provide necessary access including ADA compliance, parking, and public entrance to support the visitor center at Oaklawn Garden.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$300,000				
					<b>Total: \$300,000</b>
<b>Net Operating Financial Impact:</b> Improvements will increase maintenance responsibility annually by \$2,400.					

<b>Parkland Acquisition</b>					
<b>Description</b>					
<p>The project will provide funding for the purchase of new parkland. The ideal property will be suited for multiple, flexible sized multipurpose long fields.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
			\$2,500,000		
					<b>Total: \$2,500,000</b>
<b>Net Operating Financial Impact:</b> Acquisition will increase maintenance in Public Works by \$1,000.					

<b>Riverdale Park Reinvestment</b>					
<b>Description</b>					
<p>This project will provide funding to address the park access from Neshoba Rd., overall ADA compliance, correct drainage/erosion problems and to make park improvements in aesthetics and park visitor experiences. Funding elements include trail/walkway development, wayfinding, drainage improvements and sustainable landscaping.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$250,000				
					<b>Total: \$250,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Cameron Brown Park Reinvestment</b>					
<b>Description</b>					
This project will provide funding to construct an additional 40+ parking spaces at the main youth baseball field complex. The new construction will be attached to an existing lot at the main park entrance. This measure will take pressure off the public's impulse to park on Farmington Ave. during peak usage times, which is not safe. Some funding will also be used to enhance the lake retaining wall and resolve safety issues around the playgrounds and lake area.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$200,000				
					<b>Total: \$200,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL PARKS**

**\$5,630,000**

**GAC**

<b>GAC Renovations Phase IV FF&amp;E</b>					
<b>Description</b>					
This project will close out the athletic club renovations which began in 2012. The project will provide fixtures, furnishings, and equipment for the new café.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$40,000				
					<b>Total: \$40,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>Exterior Signage</b>					
<b>Description</b>					
This project will provide funding for the purchase and installation of new exterior signage. The signage will feature the new logo.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$50,000				
					<b>Total: \$50,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL GERMANTOWN ATHLETIC CLUB**

**\$ 90,000**

**Municipal Schools**

<b>Riverdale Boilers</b>					
<b>Description</b>					
<p>The existing boiler system at Riverdale School will be replaced during the summer of 2019 and is currently being replaced. In FY19, the city allocated \$1 million towards the initial cost of replacing the system. To complete the project, in FY20, the city has allocated \$1.5 million. This funding will finish the replacing of the antiquated system with a modern HVAC system that will use roof-top units, allowing for a more responsive, interior temperature regulation during periods of drastic, seasonal changes in temperature.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$1,500,000				
					<b>Total: \$1,500,000</b>
<b>Net Operating Financial Impact:</b> There is no reduced maintenance cost associated with this project.					

<b>Houston High School Field House</b>					
<b>Description</b>					
<p>In FY19, the city made its first payment towards the matching grant agreement with GMSD and private donors to construct a new field house at Houston High School. This will be a \$200,000 a year, 5 year agreement, which will fund the complete renovation and expansion of the field house.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$200,000				
					<b>Total: \$200,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>Security Upgrades</b>					
<b>Description</b>					
<p>The city is providing \$500,000 to GMSD in FY20 from general fund reserves to cover costs associated with safety/security upgrades at each of the GMSD school locations. The project will be used for costs associated with security camera installations and other improvements that further restrict public access where necessary.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$500,000				
					<b>Total: \$500,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Houston Middle School Expansion</b>					
<b>Description</b>					
<p>In order to prepare for increased enrollment in the school system, Houston Middle School may need to construct an addition, since Dogwood, Farmington, and the new elementary school will all feed into this location. Actual enrollment figures for the 2018-2019 school year, in addition to changes in the school transfer policies and school district zoning, will provide better clarity regarding the absolute need for an expansion.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
			\$5,000,000		
					<b>Total: \$5,000,000</b>
<p><b>Net Operating Financial Impact:</b> There will be some increases to the school's operating budget once the addition is completed, however, for this fiscal year there is no additional operating expense.</p>					

**TOTAL MUNICIPAL SCHOOLS**

**\$ 7,200,000**

**Utilities**

<b>Water System Acquisition</b>					
<b>Description</b>					
<p>This project involves acquiring all of the water distribution assets south of Winchester Rd. that are currently owned by Memphis Light Gas and Water (MLG&amp;W). It will also involve procurement of professional engineering services to help value water assets, as well as work through the disconnection process including some construction documents and the negotiation with MLG&amp;W for the transfer of the water system retained by MLG&amp;W after the 1999 annexation by Germantown.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$500,000				
					<b>Total: \$500,000</b>
<p><b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.</p>					

<b>Elevated Water Tank</b>					
<b>Description</b>					
<p>This project will provide funding for the construction of a new 250,000 elevated tank just east of the new school on the parkland. With the construction of a new elevated water tank, the City will have two separately served elevated water tanks to supply needed system pressure. The project will increase the resiliency of our water distribution system.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
			\$2,357,000		
					<b>Total: \$2,357,000</b>
<p><b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.</p>					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Annexation Area Water Main Construction – Phase II</b>					
<b>Description</b>					
This project is to further extend the 12 inch water main down Forest Hill Irene Road south to the City limits at the Veteran’s Cemetery in order to provide City of Germantown water services to the Forest Hill Heights Area. This will provide adequate water supply and pressure to serve all of the annexed area including those properties south of Winchester Road.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$1,034,000				
					<b>Total: \$1,034,000</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance cost by \$1,000 in the Water department operational budget.					

<b>Automated Meter Reading (AMR)</b>					
<b>Description</b>					
This project is to provide funding for professional services to aid the department in planning for the new AMR system.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$50,000				
					<b>Total: \$50,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL UTILITY FUND**

**\$ 3,941,000**



**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	\$780,000
Major Roads	1,800,000
Intersection/Other/Drainage	6,849,775
Parks	5,630,000
GMSD	7,200,000
Germantown Athletic Club	90,000
Utilities	3,941,000
Contingency	250,000

**TOTAL FY20 CAPITAL IMPROVEMENTS PROGRAM**

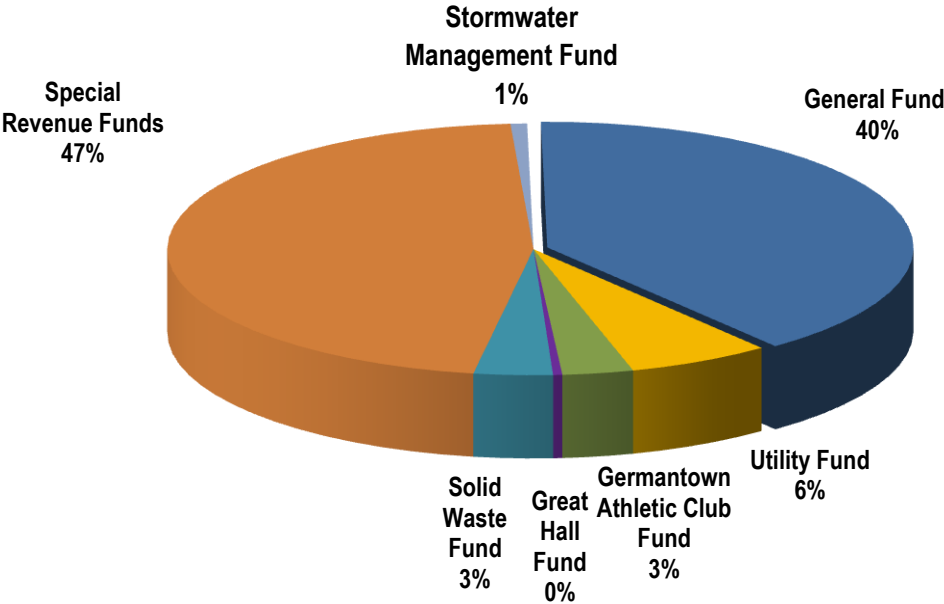
**\$ 26,540,775**



**REVENUE PROJECTIONS**

This section presents an analysis of projected revenues for FY20 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, Solid Waste 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 Recreation Fund and E-Citation Fund). The Pension Trust Fund, the Health Insurance Service Fund, OPEB Fund and Cash Balance Fund projections are also included in this section.

**TOTAL FY20 PROJECTED REVENUES**

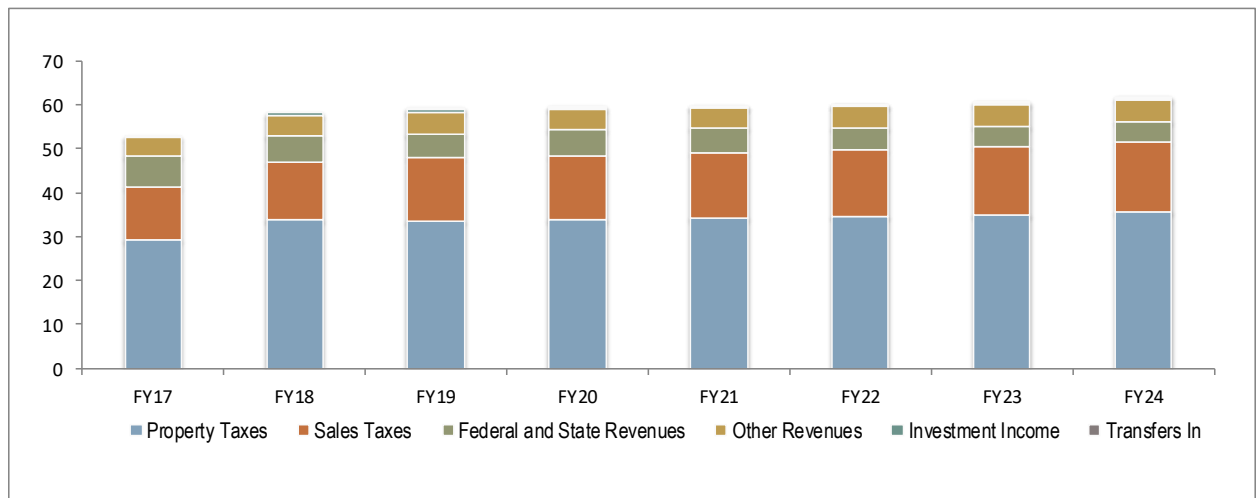


## GENERAL FUND REVENUE PROJECTIONS

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 REVENUE PROJECTIONS

<u>ACCT</u>	<u>TITLE</u>	<u>ACTUAL</u> <u>FY18</u>	<u>BUDGET</u> <u>FY19</u>	<u>BUDGET</u> <u>FY20</u>
010-0000-311.10-00	Real Property Tax	\$ 31,432,428	30,645,000	31,600,000
010-0000-311.20-00	Personal Property Tax	841,036	800,000	850,000
010-0000-311.30-00	PILOT	495,458	505,367	482,149
010-0000-313.00-00	Penalties and Interest	93,967	110,000	110,000
010-0000-315.10-00	TVA	475,812	475,000	475,000
010-0000-315.20-00	MLG&W	341,478	320,000	350,000
010-0000-316.10-00	Local Option Sales Tax	7,217,639	7,300,000	8,250,000
010-0000-316.10-01	Contra - 20 year Annex Local Option Sales	(100,487)	(75,000)	(75,000)
010-0000-316.10-10	.5 Percent Sales Tax	3,239,899	3,300,000	3,500,000
010-0000-317.10-00	Wholesale Beer Tax	481,125	440,000	440,000
010-0000-317.20-00	Wholesale Liquor Tax	747,235	650,000	725,000
010-0000-318.10-00	Gross Receipts Business Tax	617,423	550,000	600,000
010-0000-318.50-00	Business Collection Fees	-	-	-
010-0000-319.10-00	Cable TV and Telecommunication	754,704	850,000	775,000
010-0000-319.20-00	Room Occupany Tax	1,057,686	1,100,000	1,120,000
010-0000-321.10-00	Automobile Registration	1,161,315	1,150,000	1,250,000
010-0000-322.10-00	Retail Beer Licenses	7,538	8,000	8,000
010-0000-322.20-00	Retail Liquor Licenses	20,767	20,000	20,000
010-0000-324.10-00	Animal Registration Fees	77,522	78,000	78,000
010-0000-326.10-00	Fence and Sign Permits	7,560	5,000	6,000
010-0000-326.20-00	Building Permits	79,027	60,000	75,000
010-0000-326.40-00	Subdivision Engineering	26,191	35,000	30,000
010-0000-326.50-00	Zoning Application Fees	36,140	40,000	40,000
010-0000-331.90-00	Grants - Federal/State	167,109	200,000	880,000
010-0000-335.10-00	State Sales Tax Allocation	3,490,064	3,500,000	3,550,000
010-0000-335.20-00	State Income and Excise Tax (Hall)	2,152,031	1,600,000	1,112,500
010-0000-335.30-00	State Beer Tax Allocation	18,718	20,000	20,000
010-0000-335.40-00	State Liquor Tax Allocation	335,041	275,000	300,000
010-0000-335.40-01	GMSD Tax Distribution	(167,521)	-	-
010-0000-335.90-00	City Street and Transportation Tax Allocation	80,861	82,000	82,000
010-0000-342.30-00	Fire Inspection Fees	18,110	13,000	15,000
010-0000-351.10-00	City Court Costs	633,690	421,000	430,000
010-0000-351.11-00	City Court Fines	274,606	250,000	270,000
010-0000-351.11-01	Fines Forfeitures	4,233	-	-
010-0000-351.20-00	Other Court Revenue	190,620	520,000	400,000
010-0000-351.30-00	Animal Impoundment Fees	7,518	5,000	5,000
010-0000-353.01-00	Fines - Library	51,478	55,000	55,000
010-0000-361.10-00	Investment Income	653,464	200,000	200,000
010-0000-361.11-00	Loan Interest - Civic Centre	19,200	19,200	19,200
010-0000-361.12-00	Interest Income - From RAN	5,829	-	-
010-0000-362.00-00	Rental Revenue - WTF	376,162	360,000	360,000
010-0000-362.10-00	Rental Revenue - GPAC	113,049	-	-
010-0000-362.20-00	Library Materials	14,692	18,000	17,000
010-0000-362.41-00	Parks - Taxable	6,944	7,800	7,500
010-0000-367.10-00	Friends of Library	-	7,000	4,000
010-0000-367.30-00	Senior Expo Revenue	17,475	20,000	15,000
010-0000-367.90-00	Playground Registrations Revenue	14,865	30,750	15,000
010-0000-368.01-00	Gain/Loss Sale of Assets	29,777	-	-
010-0000-369.10-00	Other Revenue	438,301	450,000	450,000
010-0000-369.15-00	Surplus Equipment Sale - Govdeals	(6,702)	10,000	10,000
010-0000-369.20-00	Library - Printing & Misc.	11,434	11,000	11,000
010-0000-369.25-00	Library/Friends Book Sale	3	-	-
010-0000-369.90-00	Other Financing Sources	-	-	311,560
010-0000-369.99-00	Credit Card Fees: Gain/Loss	58,806	50,000	50,000
010-0000-369.99-01	Cash Short/Over	1	-	-
<b>TOTAL REVENUES</b>		<b>\$ 58,125,931</b>	<b>56,491,117</b>	<b>59,298,909</b>

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### **Current Real Property Tax**

**\$31,600,000**

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 \$1.95 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 99% of taxes in the year assessed and a collection of 50% of all delinquent taxes each year.

### **Current Personal Property**

**\$850,000**

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**

**\$482,149**

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 \$1.95 per \$100 of assessed value.

### **Penalties & Interest**

**\$110,000**

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**

**\$475,000**

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 20<sup>th</sup> of the month. The most recent federal census establishes a population of 40,123. This revenue has increased on average 1% per year for the last two years. Future projections are based on 2% per capita growth.

### **MLGW Payments in Lieu**

**\$350,000**

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**

**\$8,250,000**

Half of the 2.75% local tax on each purchase of merchandise made in Germantown is collected by the State and returned to Germantown. It is collected monthly approximately 65 days after the end of the tax month (i.e. 50% of October's collections would be received in the first five days of January). A 2.375% commission fee is paid to the County. Future projections of sales tax revenue are based on a 2% growth rate.

### **0.5 Percent Sales Tax**

**\$3,500,000**

In 2012, the City increased its sales tax rate from 0% to 0.5%, 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.

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### **Wholesale Beer Taxes**

**\$440,000**

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<sup>nd</sup> directly from wholesalers. The revenue has increased steadily the last several years. Projections are based on a 2% annual growth.

### **Wholesale Liquor Taxes**

**\$725,000**

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.

### **Gross Receipts Business**

**\$600,000**

Ordinance No. 1971-8. Authorized by Chapter 387 of the Public Acts of 1971. It is collected annually from retail sales and service businesses based on different percentages of the gross sales. Five due dates are spread throughout the year. The largest taxpayers are in the last quarter of the fiscal year. The tax base for the revenue is slightly different from local sales tax, but growth generally tracks that revenue. This revenue source is projected to increase at the same rate as local sales tax. Public Chapter 530 provides for the State of Tennessee to collect the business tax and remit this to the City.

### **Cable TV Franchise Fee**

**\$775,000**

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.

### **Hotel/Motel Occupancy Tax**

**\$1,120,000**

The City adopted, by ordinance, a Hotel/Motel Occupancy Tax in FY96. This tax is a privilege tax on transient occupancy (occupancy for a period of less than 30 days). Collections from the customer are remitted to the City by the 20<sup>th</sup> 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). Seven hotel/motel facilities are now open and in full operation within the City's boundaries. Projections are made at 3%.

### **Automobile Registration**

**\$1,250,000**

Ordinance No. 1980-9. The rate is \$35 per automobile of which \$1.25 covers a collection fee. A \$10 increase was added in FY18. Projections are based on the number of registered vehicles in FY17 plus an annual increase of 2.65 autos per living unit, times growth in living units projected at 15 per year.

### **Retail Beer Licenses**

**\$8,000**

A fee of \$250 per application and a \$100 beer privilege tax are collected in January. A total of 60 licenses are in effect now, and has no projected growth.

### **Retail Liquor Licenses**

**\$20,000**

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, except for new establishments, and is projected to continue at the current level.

### **Animal Registration**

**\$78,000**

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.

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### **Fence & Sign Permits**

**\$6,000**

Ordinance Sec. 14-8 and Sec. 6-108. The fees are \$30 for temporary signs and \$35 for residential fences. Commercial fences are \$50.

### **Building Permits**

**\$75,000**

Permit fees for commercial and residential new construction, remodeling, additions, alterations, swimming pools, accessory structures, permanent signs and demolitions are established by Memphis/Shelby County Office of Construction Code Enforcement. Fees vary depending on the type of application and permit requested and they return to the City of Germantown twenty five (25) percent of the gross permit fees collected from permits issued for Germantown activities.

### **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**

**\$40,000**

Zoning application fees range from \$1,500 to \$3,600 depending on size and proposed use.

### **Grants – Federal, State**

**\$880,000**

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

### **State Sales Tax Allocation**

**\$3,550,000**

T.C.A. 67-6-103 (3) (A). The state sales and use tax is 7 percent (except for food, on which the rate is 4 percent), plus an additional 2.75 percent on the portion of the purchase price of single articles subject to local sales taxes from \$1,600.01 through \$3,200. The 0.5 percent increase adopted in 1992 is earmarked for K-12 education. The 2002 increase from 6 percent to 7 percent on non-food items accrues to the state general fund. Cities receive 4.6030 percent of the remaining 5.5 percent state tax after deductions, including funds to support MTAS. The city's share is calculated by computing the city population as a portion of all city residents in the state.

Three special censuses can be conducted each decade and a census of annexed areas can be made each year. This revenue is collected monthly and directly deposited to the LGIP on the 20<sup>th</sup> of each month. A 4% annual increase in per capita allocation is projected and the population is 40,123.

### **State Income & Excise Tax**

**\$1,112,500**

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. In FY17 State legislators passed a bill to phase out this revenue from local governments. This revenue will be completely phased out by FY22.

### **State Beer Taxes Allocation**

**\$20,000**

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 20<sup>th</sup> of each month. This money is collected on a per capita basis without regard to legal beer sales in the community.

### **State Liquor Taxes Allocation**

**\$300,000**

T.C.A. 57-4-301. This revenue is collected monthly and directly deposited to the LGIP on the 20<sup>th</sup> of the month. In addition to a state privilege tax, the state levies a 15 percent gross receipts tax on all alcoholic beverages sold for consumption on the premises. The tax is earmarked for education and local government. Distribution to cities and counties depend on several factors, including which local governments operate their own school systems.



## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### **City Street & Transportation System**

**\$82,000**

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 20<sup>th</sup> of the month.

### **Fire Inspection Fees**

**\$15,000**

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

### **City Court Costs**

**\$430,000**

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**

**\$270,000**

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**

**\$400,000**

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**

**\$55,000**

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**

**\$200,000**

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**

**\$19,200**

This revenue is the interest owed to the City by the Germantown Athletic Club annually on the loan of \$2.5 million issued to the Germantown Athletic Club Fund in 2000.

### **Rental Revenues – WTF**

**\$360,000**

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

### **Library Materials**

**\$17,000**

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.

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

<b><u>Parks</u></b>	<b><u>\$7,500</u></b>
Rental revenue received from the pavilions.	
<b><u>Friends of Library</u></b>	<b><u>\$4,000</u></b>
Money collected from the "Friends of the Library" on the sales of donated books. This money helps to support the Germantown Community Library.	
<b><u>Senior Expo</u></b>	<b><u>\$15,000</u></b>
Rental revenue received from booths at the annual Senior Expo at the Germantown Athletic Club.	
<b><u>Playground Program</u></b>	<b><u>\$15,000</u></b>
Program fees collected for the Summer Playground program. The "Summer Playground Program" is a partial day program (fee is \$225/per participant per two week session and \$15 discount for each additional child per family).	
<b><u>Other Revenues</u></b>	<b><u>\$450,000</u></b>
Other revenues collected are on routine items such as charges for copies of public records and donations.	
<b><u>Surplus Equipment Sales - GovDeals</u></b>	<b><u>\$10,000</u></b>
Monies collected from the disposition of surplus or confiscated items.	
<b><u>Library – Printing &amp; Misc.</u></b>	<b><u>\$11,000</u></b>
The library charges \$0.20 per page for black and white copies and \$1.00 per page for color copies.	
<b><u>Other Financing Sources</u></b>	<b><u>\$311,560</u></b>
This revenue is the principal and interest owed to the City by the Germantown Municipal School District annually on the capital note of \$3 million issued to the Germantown Municipal School District in 2018.	
<b><u>Credit Card Fees: Gain/Loss</u></b>	<b><u>\$50,000</u></b>
This account records cash overage and shortage.	
<b><u>TOTAL GENERAL FUND REVENUES</u></b>	<b><u>\$59,298,909</u></b>

## SPECIAL REVENUE FUND REVENUE PROJECTIONS

### STATE STREET AID FUND

	Actual FY18	Budget FY19	Estimated FY19	% Chg.	Budget FY20
State Gasoline Tax Allocation	\$ 1,345,488	1,300,000	1,415,000	0.35%	1,420,000
Investment Income	5,801	2,500	15,000	-83.33%	2,500
General Fund Transfer	1,100,000	1,500,000	1,500,000	100.00%	3,000,000
TOTAL REVENUES	\$ 2,451,289	2,802,500	2,930,000	50.94%	4,422,500

#### State Gasoline Tax Allocation

**\$1,420,000**

A population based allocation of the state \$0.254 gasoline tax and \$0.224 diesel fuel tax is accounted for in the separate State Street Aid Fund. It is collected monthly and directly deposited to the LGIP on the 20<sup>th</sup>. 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 \$34.30. FY18 was the first year of a three year planned increase.

#### Investment Income

**\$2,500**

Interest on funds held in State Street Aid Fund.

#### Transfer In- General Fund

**\$3,000,000**

Funds transferred from the General Fund to cover additional expenses.

## SPECIAL REVENUE FUND REVENUE PROJECTIONS

### DRUG ASSET FORFEITURE FUND

	<u>Actual FY18</u>	<u>Budget FY19</u>	<u>Estimated FY19</u>	<u>% Chg.</u>	<u>Budget FY20</u>
Drug Enforcement Revenues	\$ 125,396	300,000	228,000	31.58%	300,000
TOTAL REVENUES	<u>\$ 125,396</u>	<u>\$ 300,000</u>	<u>\$ 228,000</u>	<u>31.58%</u>	<u>300,000</u>

### Drug Enforcement Revenues

**\$300,000**

Funds received from court fines and seizures.

### PICKERING COMPLEX FUND

	<u>Actual FY18</u>	<u>Budget FY19</u>	<u>Estimated FY19</u>	<u>% Chg.</u>	<u>Budget FY20</u>
Classes Revenues	\$ 41,425	45,000	40,000	5.00%	42,000
Senior Events Revenues	9,076	4,500	7,800	-42.31%	4,500
Other Revenue	(3)	-	-	-	-
Other Revenue - Taxable	55,969	50,000	49,000	0.00%	55,000
TOTAL REVENUES	<u>\$ 106,467</u>	<u>99,500</u>	<u>96,800</u>	<u>4.86%</u>	<u>101,500</u>

### Classes

**\$42,000**

Included in this category are revenues received from cultural arts and senior classes offered in the Pickering Community Center. Instructors receive 70% of the revenue and the City receives 30%.

### Senior Events

**\$4,500**

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

### Other Revenue – Taxable

**\$55,000**

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

## SPECIAL REVENUE FUND REVENUE PROJECTIONS

### FEDERAL ASSET FORFEITURE FUND

	Actual FY18	Budget FY19	Estimated FY19	% Chg.	Budget FY20
Other Revenues/Forfeiture \$	11,169	50,000	16,500	203.03%	50,000
<b>TOTAL REVENUES</b> \$	<b>11,169</b>	<b>50,000</b>	<b>16,500</b>	<b>203.03%</b>	<b>50,000</b>

### Federal Asset Forfeiture

**\$50,000**

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

### GERMANTOWN MUNICIPAL SCHOOL DISTRICT FUND

	Actual FY18	Budget FY19	Estimated FY19	Amt. Chg.	% Chg.	Budget FY20
BEP	\$ 27,041,000	27,933,000	27,967,000	781,000	2.79%	28,748,000
ADA	17,779,000	17,445,000	18,112,000	-	0.00%	18,112,000
Federal Grants	3,249,000	3,560,000	3,560,000	60,000	1.69%	3,620,000
Other Revenues	1,113,000	830,000	1,579,000	(610,000)	-38.63%	969,000
Charges for Services	966,000	955,000	1,182,000	(14,000)	-1.18%	1,168,000
County Commission	940,000	978,000	2,140,000	(840,000)	-39.25%	1,300,000
Liquor Tax	168,000	115,000	168,000	-	0.00%	168,000
Sales Tax	6,806,000	6,306,000	7,112,000	(306,000)	-4.30%	6,806,000
General Fund Transfer	2,474,721	2,496,607	2,497,000	10,296	0.41%	2,507,296
	<b>\$ 60,536,721</b>	<b>60,618,607</b>	<b>64,317,000</b>	<b>(918,704)</b>	<b>-1.43%</b>	<b>63,398,296</b>

### Germantown Municipal School District

**\$2,507,296**

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

	<u>Actual FY18</u>	<u>Budget FY19</u>	<u>Estimated FY19</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY20</u>
Transport Fees	\$ 1,188,901	1,280,000	1,260,000	20,000	1.59%	1,280,000
Nontransport Fees	2,437	-	1,172	(1,172)	-100.00%	-
Other Revenue	45	-	226,920	(226,920)	-100.00%	-
Interest	902	-	100	(100)	-100.00%	-
General Fund Transfer	625,000	775,000	850,000	(50,000)	-5.88%	800,000
<b>TOTAL REVENUES</b>	<b><u>\$ 1,817,285</u></b>	<b><u>2,055,000</u></b>	<b><u>2,338,192</u></b>	<b><u>(258,192)</u></b>	<b><u>-11.04%</u></b>	<b><u>2,080,000</u></b>

#### Transport Fee

**\$1,280,000**

Funds received for transporting patients to area hospitals.

### FARM PARK FUND

	<u>Actual FY18</u>	<u>Budget FY19</u>	<u>Estimated FY19</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY20</u>
Membership Fees	\$ 4,580	3,800	4,500	-	0.00%	4,500
Donations	19,111	17,500	19,686	(2,186)	-11.10%	17,500
Earned Income	2,653	3,600	3,000	-	0.00%	3,000
Education Fees	2,075	1,400	1,000	400	40.00%	1,400
Rental	6,222	13,000	9,800	3,200	32.65%	13,000
Grant	2,000	1,000	1,000	-	0.00%	1,000
General Fund Transfer	120,000	120,000	120,000	(20,000)	-16.67%	100,000
	<b><u>\$ 156,641</u></b>	<b><u>160,300</u></b>	<b><u>158,986</u></b>	<b><u>(18,586)</u></b>	<b><u>-11.69%</u></b>	<b><u>140,400</u></b>

#### Membership Fees

**\$4,500**

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

#### Donations

**\$17,500**

Funds received from contributions to the Farm Park.

#### Earned Income

**\$3,000**

Funds received from Farm Park rent/merchandise.

**SPECIAL REVENUE FUND REVENUE PROJECTIONS**

**Education Fees**

**\$1,400**

Funds received from community education programs.

**Rental**

**\$13,000**

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

**LIBRARY ENDOWMENT FUND**

	<u>Actual FY18</u>	<u>Budget FY19</u>	<u>Estimated FY19</u>	<u>% Chg.</u>	<u>Budget FY20</u>
Fines	\$ 1,000.00	-	-	-	-
Interest Income	3,100	-	-	-	-
<b>TOTAL REVENUES</b>	<b><u>\$ 4,100</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>

**E-CITATION FUND**

	<u>Actual FY18</u>	<u>Budget FY19</u>	<u>Estimated FY19</u>	<u>% Chg.</u>	<u>Budget FY20</u>
E-Fee	\$ -	31,680	30,000	3.33%	31,000
Technology Fee	-	5,280	28	0.00%	50
<b>TOTAL REVENUES</b>	<b><u>\$ -</u></b>	<b><u>36,960</u></b>	<b><u>30,028</u></b>	<b><u>3.40%</u></b>	<b><u>31,050</u></b>

**E-Fee**

**\$31,000**

Funds received from citations that result in a conviction.

**Technology Fee**

**\$50**

Funds received from criminal cases resulting in a conviction.

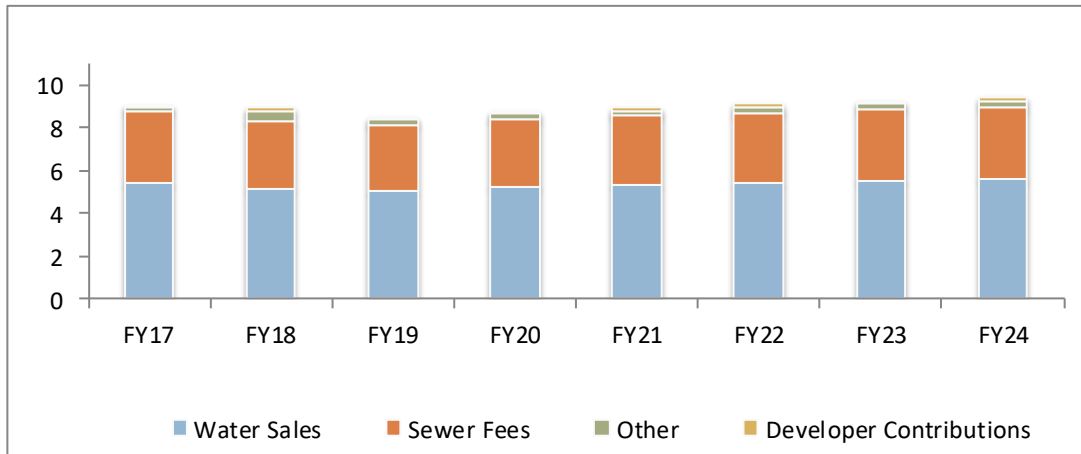
## UTILITY FUND REVENUE PROJECTIONS

This section presents the projected Utility Fund revenues for FY20. An analysis chart of revenue components and projected trends through FY24 is presented below.

	Actual FY18	Budget FY19	Estimated FY19	% Chg.	Budget FY20
Metered Water Sales	\$ 5,079,445	5,350,000	5,022,030	2.85%	5,165,000
Forfeited Discounts	75,731	77,000	55,000	18.18%	65,000
Water Application Fee	10,050	12,000	13,000		12,000
Other Revenue	42,946	40,000	28,000	25.00%	35,000
Developer Installation	11,197	25,000	20,000	25.00%	25,000
Water Connection Fees	70,366	60,000	42,500	41.18%	60,000
Sewer Connection Fees	163,777	70,000	25,000	180.00%	70,000
Sewer Service Fees	3,160,302	3,200,000	3,034,500	5.45%	3,200,000
<b>OPERATING REVENUES</b>	<b>\$ 8,613,814</b>	<b>8,834,000</b>	<b>8,240,030</b>	<b>4.76%</b>	<b>8,632,000</b>
Investment Income	\$ 136,815	66,500	200,000	-66.75%	66,500
Contributions from Developers	228,752	175,000	125,000	-4.00%	120,000
Surplus Equip Sale - GovDeals	(39)	-	(179)	-100.00%	-
Credit Card Fees/Gain/Loss	-	-	(21,387)	-100.00%	-
<b>NONOPERATING REVENUES</b>	<b>\$ 373,897</b>	<b>241,500</b>	<b>303,434</b>	<b>-38.54%</b>	<b>186,500</b>

## UTILITY REVENUES

\$ MILLIONS





## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

**Metered Water Sales** **\$5,165,000**

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.

**Forfeited Discounts** **\$65,000**

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 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** **\$35,000**

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** **\$25,000**

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 \$1,000 for residential (1-inch meter) with higher scheduled charges for larger meters. Collected monthly, this revenue is also affected by lower growth rate.

**Sewer Connection Fees** **\$70,000**

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** **\$3,200,000**

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, and \$1.99 for 4,000 gallons and above. 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** **\$66,500**

Interest earned on investments and gains and losses on sales of securities are allocated to the Utility Fund based on the average daily balance of cash in the fund. These funds are invested in the LGIP at an average projected rate of 1.5%.

**Contributions from Developers** **\$120,000**

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

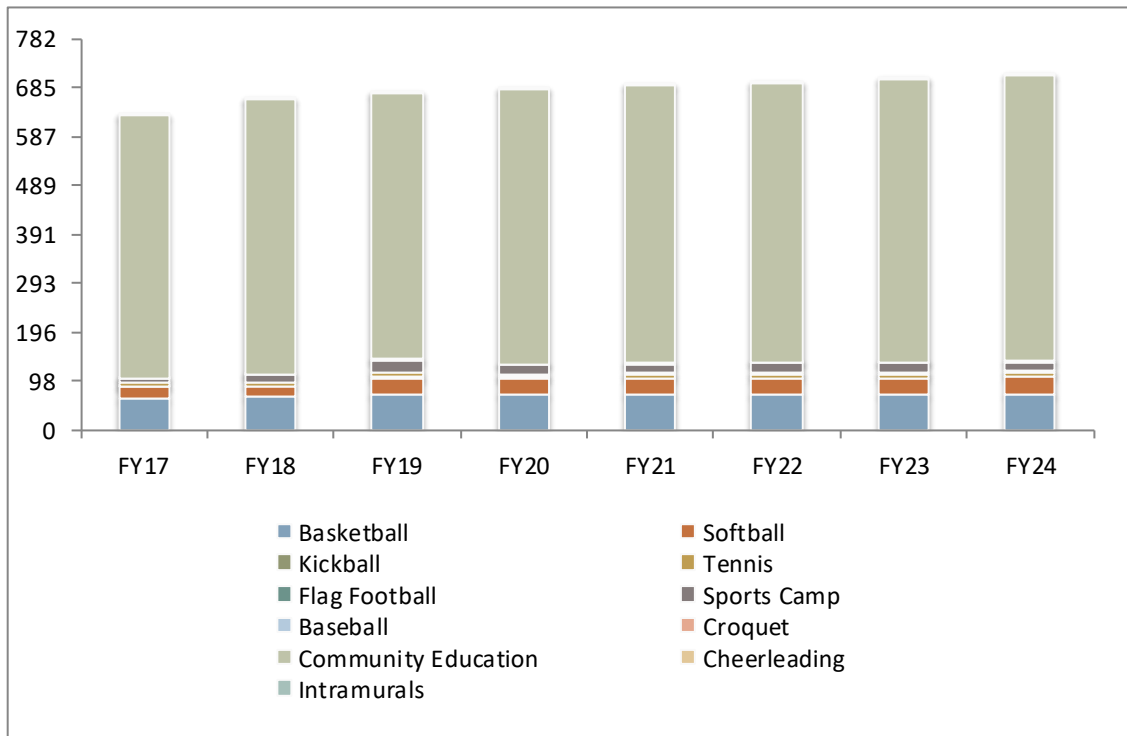
## RECREATION FUND REVENUE PROJECTIONS

This section presents the projected Recreation Fund revenues for FY20. An analysis chart of revenue components for the Recreation Fund is presented below.

	Actual FY18	Budget FY19	Estimated FY19	% Chg.	Budget FY20
Basketball Fees and Sponsorships	\$ 66,556	69,520	62,666	9.34%	68,520
Softball Fees	19,500	32,000	20,000	60.00%	32,000
Kickball Fees	-	3,200	-	-	-
Tennis Classes and Other Fees	6,609	7,750	7,000	0.00%	7,000
Sports Camps Fees	18,220	27,000	18,500	0.00%	18,500
Croquet Fees	576	900	600	50.00%	900
Flag Football	-	-	-	100%	4,000
Community Education	548,489	531,733	557,725	-1.39%	550,000
Intramurals	420	3,000	1,500	0.00%	2,750
<b>TOTAL REVENUES</b>	<b>\$ 660,370</b>	<b>675,103</b>	<b>667,991</b>	<b>2.35%</b>	<b>683,670</b>

## RECREATION REVENUES

\$ THOUSANDS



## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

<b><u>Basketball Fees and Sponsors</u></b>	<b><u>\$68,520</u></b>
Youth participant fees are \$125 per player for residents and \$175 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.	
<b><u>Softball Fees</u></b>	<b><u>\$32,000</u></b>
This category includes adult softball teams with various divisions including men, women and coed. Sixty teams are expected at a fee of \$525 per team.	
<b><u>Tennis Classes and Rentals</u></b>	<b><u>\$7,000</u></b>
Revenues generated through leagues, lessons, and tournaments.	
<b><u>Sports Camps</u></b>	<b><u>\$18,500</u></b>
Revenues are generated through Sports Camps range \$55 to \$75 depending on the sport.	
<b><u>Croquet</u></b>	<b><u>\$900</u></b>
Revenue generated through lessons, leagues, and tournaments, as well as court rentals.	
<b><u>Flag Football</u></b>	<b><u>\$4,000</u></b>
This category includes adult flag football teams at a fee of \$500 per team.	
<b><u>Community Education</u></b>	<b><u>\$550,000</u></b>
Revenue for this account comes from educational courses and school activities including a before and after school care program with Germantown Municipal School District.	
<b><u>Intramurals</u></b>	<b><u>\$2,750</u></b>
Revenue for this account comes from after school activities with Germantown Municipal School District.	

## GEMANTOWN ATHLETIC CLUB REVENUE PROJECTIONS

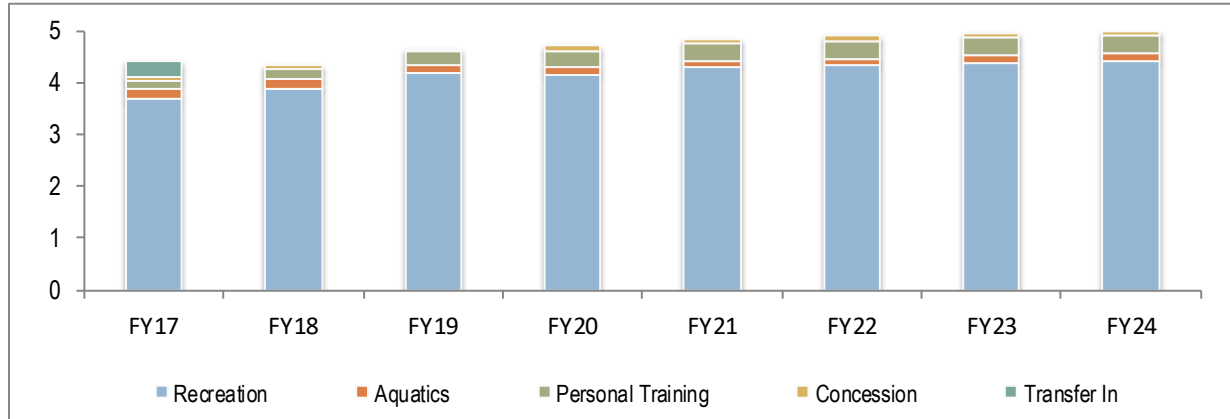
This section presents the projected Germantown Athletic Club Fund revenues for FY20. The graph of revenue components and projected trends through FY24 is presented on the next page.

	<u>Actual</u> <u>FY18</u>	<u>Budget</u> <u>FY19</u>	<u>Estimated</u> <u>FY19</u>	<u>% Chg.</u>	<u>Budget</u> <u>FY20</u>
Membership Fees	\$ 3,560,909	3,770,000	3,779,351	1.08%	3,820,000
Membership Application Fee	71,954	68,500	70,921	5.75%	75,000
Daily Fees	7,510	6,400	8,630	-13.09%	7,500
Classes - Club Programs	112,159	117,300	121,311	-7.41%	112,320
Classes - Contract Programs	10,290	45,600	12,299	47.11%	18,093
Concessions - Recreation	54,945	70,000	64,985	39.42%	90,600
Rent - Taxable Recreation	-	500	-	-	-
Rent - Nontaxable Business	79,222	79,222	79,222	0.00%	79,222
Rent - Nontaxable Recreation	1,300	-	1,520	-1.32%	1,500
Non-Member Surcharge	30	-	-	-	-
Other Revenues	184	-	84	19.05%	100
Swim Team	39,869	-	18,168	0.00%	18,168
Swimming Lessons	78,949	60,000	81,145	-1.41%	80,000
Swim Meet Fees	10,500	5,600	3,750	0.00%	3,750
Aquatics Rental	40,557	52,800	34,623	-6.85%	32,250
Personal Trainer	207,730	185,102	258,759	25.60%	325,000
Pro Shop	7,483	11,200	11,581	51.11%	17,500
OPERATING REVENUES	<u>\$ 4,283,591</u>	<u>4,472,224</u>	<u>4,546,349</u>	<u>2.96%</u>	<u>4,681,003</u>
Investment Income	\$ 38,658	30,000	62,247	-43.77%	35,000
Credit Card Over/Short	-	10	(3)	-100.00%	-
NONOPERATING REVENUES	<u>\$ 38,658</u>	<u>\$ 30,010</u>	<u>\$ 62,244</u>	<u>-43.77%</u>	<u>\$ 35,000</u>

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### GERMANTOWN ATHLETIC CLUB OPERATING REVENUES

\$ MILLIONS



**Membership Fees** **\$3,820,000**

Membership fee revenues are based on an average annual membership of 5,630. The membership fee structure includes individual/joint/household/youth (16 & 17)/senior (62+) and senior couple.

**Membership Application Fees** **\$75,000**

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

**Daily Fees** **\$7,500**

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

**Classes – Club Programs** **\$112,320**

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

**Classes – Contract Programs** **\$18,093**

Taekwondo, Ballroom dancing, summer camps, winter camps.

**Concessions - Recreation** **\$90,600**

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

**Rent – Nontaxable Recreation** **\$1,500**

Revenue received from gym or other room rentals.

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

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

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

**Swimming Lessons** **\$80,000**

Includes charges for all regular and special swimming lessons.

**Swim Meet Fees** **\$3,750**

Revenues generated from hosting United States Swimming Meets and Memphis Swim Conference Meets.

**Aquatics Rental** **\$32,250**

Income generated from rentals of lanes and open swim for the indoor and outdoor pools.

**Pro Shop** **\$17,500**

Revenues from the sale of Germantown Athletic Club merchandise.

**Investment Income** **\$35,000**

Interest earned on available cash from investments in the State of Tennessee LGIP account.

## GREAT HALL REVENUE PROJECTIONS

	Actual FY18	Budget FY19	Estimated FY19	% Chg.	Budget FY20
Rent - Business	\$ 490,391	497,570	501,193	2.95%	515,993
Other Revenues	1,497	2,520	300	0.00%	300
Catering-Taxable	4,795	3,025	4,300	4.65%	4,500
Catering-Nontaxable	770	600	600	0.00%	600
OPERATING REVENUES	\$ 497,453	503,715	506,393	2.96%	521,393
Investment Income	\$ 6,729	3,500	8,000	-50.00%	4,000
NONOPERATING REVENUES	\$ 6,729	3,500	8,000	-50.00%	4,000

**Rent - Business**

**\$515,993**

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

**Other Revenue**

**\$300**

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

**Catering -Taxable**

**\$4,500**

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

**Catering -Nontaxable**

**\$600**

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

## SOLID WASTE FUND REVENUE PROJECTIONS

	Actual FY18	Budget FY19	Estimated FY19	% Chg.	Budget FY20
Solid Waste Service Fees	\$ 4,901,382	4,946,821	4,913,500	0.9%	4,955,677
Forfeiture Discounts	45,460	40,000	41,500	-3.6%	40,000
OPERATING REVENUES	\$ 4,946,842	4,986,821	4,955,000	0.8%	4,995,677
Investment Income	\$ 18,879	10,000	22,500	-6.7%	21,000
Grants	23,076	7,500	4,300	16.3%	5,000
Recycling Reimbursement	2,942	1,500	1,500	0.0%	1,500
NONOPERATING REVENUES	\$ 44,897	19,000	28,300	-2.8%	27,500

**Solid Waste Fees**

**\$4,955,677**

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**

**\$40,000**

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

**Interest Income**

**\$21,000**

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.

**Recycling Reimbursement**

**\$1,500**

This revenue source represents funds received from the sale of recyclable material. Specifically, this revenue includes the sale of scrap metal received at the Amnesty Day events.



**STORMWATER MANAGEMENT FUND REVENUE PROJECTIONS**

	<u>Actual FY18</u>	<u>Budget FY19</u>	<u>Estimated FY19</u>	<u>% Chg.</u>	<u>Budget FY20</u>
Stormwater Management Fee	\$ 1,013,612	1,038,730	1,011,080	0.12%	1,012,300
Stormwater Permits	6,880	6,800	7,000	-1.43%	6,900
OPERATING REVENUES	<u>\$ 1,020,492</u>	<u>1,045,530</u>	<u>1,018,080</u>	<u>0.11%</u>	<u>1,019,200</u>
Investment Income	13,165	4,900	7,300	-31.51%	5,000
Grants	1,480	-	-	-	-
NONOPERATING REVENUES	<u>\$ 14,645</u>	<u>4,900</u>	<u>7,300</u>	<u>-31.51%</u>	<u>5,000</u>

**Stormwater Management Fee**

**\$1,012,300**

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**

**\$6,900**

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

**Investment Income**

**\$ 5,000**

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

## PENSION FUND REVENUE PROJECTION

	Actual FY18	Budget FY19	Estimated FY19	% Chg.	Budget FY20
Contributions	\$ 3,650,900	3,756,365	3,705,665	4.88%	3,886,337
Fair Value Appreciation (Depreciation)	(762,401)	1,500,000	(1,500,000)	0.00%	(1,500,000)
Realized Gain/Loss	4,619,421	3,500,000	3,500,000	0.00%	3,500,000
Interest and Dividends	719,394	900,000	785,000	-4.46%	750,000
TOTAL REVENUES	\$ 8,227,314	9,656,365	6,490,665	2.24%	6,636,337

### **Contributions**

**\$3,886,337**

The actual contributions each year are determined by actuarial data compiled by the Actuarial Services Group, Inc. The City budget contribution for FY20 is projected to be \$3,069,637. In addition, emergency services personnel contribute a determined percent of their salary. The employee contributions are determined by a payroll calculation. Employee contributions for FY20 are estimated to total \$816,700.

### **Fair Value Appreciation (Depreciation)**

**(\$1,500,000)**

The plan's assets are stated at fair value. The increase (or decrease) includes unrealized appreciation or depreciation in the value of the plan assets; that is, the difference between the value of the plan assets at the end of the year and the value of the assets at the beginning of the year or the cost of assets acquired during the year.

### **Realized Gains/(Losses)**

**\$3,500,000**

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**

**\$750,000**

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.

## HEALTH FUND REVENUE PROJECTIONS

	Actual FY18	Budget FY19	Estimated FY19	% Chg.	Budget FY20
Contributions	\$ 5,093,870	5,585,000	5,135,369	10.29%	5,664,000
TOTAL REVENUES	\$ 5,093,870	5,585,000	5,135,369	10.29%	5,664,000

**Contributions**

**\$5,664,000**

**Health Insurance Transfer** – effective January 1, 1993, employees began funding medical benefits, based on family size. The City’s contribution is \$10,570 per employee and subscriber for FY20 with a total contribution of \$4,554,124 approximately 84% of medical costs. Recipients of the City’s health benefits account for approximately 16% of the estimated contributions for FY20, \$839,876.

**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 FY20, the City will contribute \$125 per employee with a total contribution of \$54,130 approximately 20%. Recipients of the City’s dental benefits fund approximately 80% of the estimated dental contributions for FY20 \$215,870.

## OPEB FUND REVENUE PROJECTIONS

	Actual FY18	Budget FY19	Estimated FY19	% Chg.	Budget FY20
Contributions	\$ 991,630	896,248	941,248	41.68%	1,333,593
Fair Value Appreciation	27,088	130,000	(150,000)	0.00%	(150,000)
Realized Gain/Loss	262,034	240,000	250,000	0.00%	255,000
Interest and Dividends	68,010	67,000	70,000	7.14%	75,000
<b>TOTAL REVENUES</b>	<b>\$ 1,348,762</b>	<b>1,333,248</b>	<b>1,111,248</b>	<b>36.21%</b>	<b>1,513,593</b>

### **Contributions**

**\$1,333,593**

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**

**\$255,000**

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

### **Interest and Dividends**

**\$75,000**

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 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 money managers who invest the funds according to the objectives for large and small capital stocks, international stocks and fixed income instruments.

## CASH BALANCE FUND REVENUE PROJECTIONS

	Actual FY18	Budget FY19	Estimated FY19	% Chg.	Budget FY20
Contributions	\$ 507,507	598,575	703,170	18.55%	833,600
Fair Value Appreciation (Depreciation)	(591)	3,000	92,510	-72.98%	25,000
Realized Gain/Loss	33,143	10,000	43,610	0.00%	20,000
Interest and Dividends	17,240	9,000	27,500	-27.27%	20,000
TOTAL REVENUES	\$ 557,299	620,575	866,790	3.67%	898,600

### **Contributions**

**\$833,600**

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)**

**\$25,000**

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/(Losses)**

**\$20,000**

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**

**\$20,000**

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 FY20 projections herein are based on a 5% rate of return.



# SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

NOTE 1 from June 30, 2018 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 and is organized into the following functions: General Government, Public Safety, Community Services, Transportation and Environment, Education, Utilities, Athletic Club and Performing Arts Center.

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. Blended component units, although legally separate entities, are, in substance, part of a government's operations. The City has no blended component units and one discretely presented component unit (see details below). However, the financial statements of the City include the financial statements of Germantown Municipal School District ("Board of Education" or the "Schools"). The Board of Education's general purpose fund, federal projects fund, and cafeteria fund are each reported as special revenue funds of the City. The Board of Education's capital projects fund is considered a capital projects fund of the City. The Board of Education's OPEB trust fund represents a fiduciary fund of the City and the student activity funds are an agency fund of the City. The Board of Education does not issue separate financial statements.

The significant accounting policies followed by the component units 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.

## Basis of Presentation

### *Government-wide and fund financial statements*

The government-wide financial statements (i.e., the statements of net assets and the statement of activities) report information on all of the nonfiduciary activities of the primary government and are designed to provide readers with a broad overview of the City's finances, in a manner similar to a private-sector business. 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. Certain eliminations have been made in regards to interfund activities, payables, and receivables. All internal balances in the statement of net position have been eliminated except those representing balances between the governmental activities and business type activities, which are presented as internal balances and eliminated in the total primary government column. In the statement of activities, those transactions between governmental and business-type activities have not been eliminated. The City has one discretely presented component unit, the Germantown Performing Arts Center, for which the financial information is reported separately from the information presented for the primary government.

The statement of net position presents information on all the City's assets, deferred outflows of resources, liabilities, 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.

# SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

## *Fund Financial Statements*

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. The activities of the government are organized into funds, each of which are considered to be separate entities. Each fund is accounted for by providing a set of self-balancing accounts which constitute its assets, deferred outflows of resources, liabilities, deferred inflows of resources, fund balance, revenues, and expenditures/expenses. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.

The City has presented all major funds that met the quantitative or qualitative qualifications to be reported as a major fund as separate columns in the fund financial statements. The City's major governmental funds include the General Fund, the General Purpose School Fund and the Municipal Schools Projects Fund. In addition, the City reports the Utility Fund and Athletic Club Fund as a major proprietary funds. Detailed descriptions of these funds are presented below.

## Governmental Fund Financial Statements

Governmental fund financial statements include a balance sheet and statement of revenues, expenditures, and changes in fund balance individually for all major funds and in the aggregate for the remaining nonmajor funds. An accompanying schedule is presented to reconcile and explain the difference in fund balance and changes in fund balances as presented in these statements to net position and changes in net position presented in the government-wide financial statements. The governmental funds of the City are described below:

**General Fund** – 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.

**Special Revenue Fund** – These funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted or committed to expenditures for specific purposes. The special revenue funds include the State Street Aid Fund, Drug Enforcement Fund, Federal Asset Forfeiture Fund, Pickering Fund, Farm Park Fund, Ambulance Fund, Recreation Fund, Library Endowment Fund, School Federal Projects Fund, and School Cafeteria Fund. The special revenue funds also include the General Purpose School Fund which is considered a major fund and described in further detail below:

General Purpose School Fund – The operating fund of the Germantown Municipal School District and accounts for all general revenues and other receipts that are not allocated by law or contractual agreement to another Board of Education 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 School funds are paid from the General Purpose School Fund.

**Capital Projects Fund** – These funds account for all the financing of major governmental fund capital asset purchases. The City maintains multiple capital improvement funds including the Major Roads Fund, Intersections Fund, General Government Fund, Fire Department Fund, Parks Improvement Fund, and Drainage Fund. In addition, the Board of Education maintains the School Capital Projects Fund. The capital projects funds also include the Germantown Municipal School Fund which is considered a major fund.

## *Proprietary Fund Financial Statements*

Proprietary fund financial statements include a statement of net position, a statement of revenues, expenses and changes in net position, and a statement of cash flows individually for all major enterprise funds and in the aggregate for the remaining nonmajor enterprise funds. A column representing internal service funds is also presented in these statements. However, internal service fund balances and activities are combined with the governmental activities in the government-wide financial statements. The proprietary funds of the City are described below:

**Enterprise Fund** – These funds are used to account for business-like activities provided to the general public. The activities are financed primarily by user charges and the measurement of the financial activity focuses on net income measurement similar to private sector businesses. The enterprise funds include the Sanitation Fund, Great Hall Fund, and the Stormwater Fund. The enterprise funds also include the Utility Fund and the Athletic Club Fund which are considered major funds and are described in further detail below:



## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

*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 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 water and sewer fund operations, these obligations are reported in this fund.

*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 Athletic Club Fund. The General Fund made an advance to the Athletic Club facility for a 20-year term.

**Internal Service Fund** – Used to account for services provided to other departments and agencies of the government on a cost reimbursement basis. The City has three internal service funds: Health Insurance Fund, Vehicle Maintenance Fund, and the Municipal School Health Insurance Fund.

### *Fiduciary Fund Financial Statements*

Fiduciary fund financial statements include a statement of fiduciary net position and statement of changes in fiduciary net position. Agency funds are fiduciary funds used to account for assets held by the City in a purely custodial capacity. Since agency funds are custodial in nature (i.e. assets equal liabilities), they do not involve the measurement of results of operations.

**Pension (and Other Employee Benefit) Trust Fund** – These funds account for the activities and accumulation of resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans and other postemployment benefit plans. The City maintains two pension trust funds, the Amended and Restated Pension Plan Fund and the Employee Cash Balance Pension Plan Fund which are used to account for the accumulation of resources to provide defined benefits to qualified employees upon retirement. In addition, the City and the School each use an Other Postemployment Benefits Fund (“OPEB” and “School OPEB”) to account for activity related to retiree group health and dental benefits.

**Agency Fund** – These funds report resources held by the City in a purely custodial capacity. The Bail Bond Fund accounts for bail funds by persons awaiting trial in City Court. In addition, the School Activity Funds are used to account for cash and inventory held by the Germantown Municipal School District on behalf of the school activity fund for the Germantown City Schools. These funds were audited in a separate report and can be obtained by contacting the Germantown Municipal School District.

### **Measurement Focus and Basis of Accounting**

Measurement focus is a term used to describe “which” transactions are recorded within the various financial statements. Basis of accounting refers to “when” transactions are recorded regardless of the measurement focus applied.

#### *Measurement Focus*

On the government-wide statement of net position and statement of activities, both governmental and business-type activities are presented using the “economic resources” measurement focus. Accordingly, all of the City’s assets and liabilities, including capital assets and long-term liabilities, along with deferred inflows and outflows of resources, are included in the accompanying statement of net position. The statement of activities presents changes in net position.

Proprietary funds and fiduciary funds are also accounted for using the “economic resources” measurement focus. Accordingly all assets, deferred outflows of resources, liabilities, and deferred inflows of resources (whether current or noncurrent) are included in the statement of net position. The statement of revenues, expenses, and changes in net position presents revenues (additions) and expenses (deductions) in total net position. Agency funds do not use the economic resources measurement focus.

All governmental funds utilize a “current financial resources” measurement focus. Only current financial assets, deferred outflows of resources, liabilities, and deferred inflows of resources are generally included on their balance sheets. Their operating statements present sources and uses of available resources during a given period. These funds use fund balance as their measure of available resources at the end of the period.

# SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

## *Basis of Accounting*

The government-wide financial statements are presented using the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. 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. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. Unearned revenue arises when assets are recognized before revenue recognition criteria have been satisfied. 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 nonoperating 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 enterprise funds 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 nonoperating revenues and expenses.

Governmental fund financial statements are reported using the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available to finance expenditures of the current period. 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. The primary revenue sources, which have been treated as susceptible to accrual by the City, are property taxes, other local taxes, and intergovernmental revenues. Licenses and permits, charges for services, fines and forfeitures, and miscellaneous revenues are considered to be measurable and available only when cash is received by the City. Expenditure-driven grants are recognized as revenue when the qualifying expenditures have been incurred and all other eligibility requirements have been met, and the amount is received during the period or within the availability 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. The issuance of long-term debt is reported as other financing sources.

## **Assets, Liabilities, Deferred outflows/Inflows of Resources, and Net Position/Fund Balances**

### *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 equivalents. Cash equivalents held by the trustee of the Amended and Restated Pension Fund, the Employee Cash Balance Pension Fund, the OPEB Fund, and the School OPEB Fund are included in cash and cash equivalents. Cash equivalents also include investments in the Local Government Investment Pool ("LGIP") due to the short-term nature of their maturity.

Investments, including pension and other postemployment benefit investments held in fiduciary funds, are reported at fair value except for those investments in the Local Government Investment Pool ("LGIP"). The LGIP qualifies as a 2a7- like pool and is reported at amortized cost using a Stable Net Asset Value which approximates fair value.

Restricted investments in proprietary funds represent investments primarily restricted for Athletic Club renovations.

### *2. Receivables*

All trade and property taxes receivable are shown net of an allowance for uncollectibles.

Real and personal property taxes are Board approved by July 1 for each fiscal year on values assessed as of the prior January 1. The City has an enforceable legal claim as of January 1 (the assessment date). Property taxes are due on December 1 and are considered delinquent after February 28, at which time penalties and interest are assessed and property is available for tax lien. All property taxes are billed and collected by the City.

Property taxes receivable are recognized as of the date the City has an enforceable legal claim. Property taxes are reflected as revenues in the fiscal period for which they are levied, which is the subsequent fiscal year for the current fiscal year's

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

assessment, provided they are received and collected within the current period or within 60 days following the fiscal year end (August 31). Since the receivable is recognized before the period of revenue recognition, the entire amount of the receivable, less an estimated allowance for uncollectible taxes, is reported as a deferred inflow of resources as of June 30. Delinquent taxes estimated to be collected subsequent to August 31 are included in the balance sheet as property taxes receivable and a deferred inflow of resources to reflect amounts that were not available as revenues at June 30, 2018. The property tax levy is without legal limit. The rate, as permitted by Tennessee State Law and City Charter, is set annually by the Board of Mayor and Aldermen and collected by the City Clerk.

Receivables due from other governments are primarily from the United States government, the State of Tennessee, and Shelby County, Tennessee. No allowance for uncollectible amounts has been recognized.

Governmental funds report unavailable revenue in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. Governmental funds also defer revenue recognition in connection with resources that have been received, but not yet earned as "unearned revenue". At the end of the current fiscal year, unavailable revenue principally represents amounts relating to property taxes.

### *3. Interfund Transactions*

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.

Permanent reallocations of resources between funds of the City are classified as interfund transfers. For the purpose of the statement of activities, all transfers between individual governmental funds have been eliminated.

### *4. Inventories and prepaid items*

Inventories are valued at the lower of cost or market determined using the first-in, first-out (FIFO) method. Inventory in all funds consists of expendable supplies held for consumption. Inventories of governmental funds are recorded as expenditures when consumed rather than when purchased.

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements.

The cost of inventory and prepaid items is recorded as expenditures/expenses when consumed rather than when purchased.

### *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 with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of one year are recorded at historical cost or estimated historical cost if purchased or constructed. Contributed capital assets are recorded at estimated acquisition value at the date received. Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during the construction phase of capital assets of business-type activities is included as part of the capitalized value of the assets constructed. 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.

Land and construction in progress are not depreciated. Property, plant and equipment of the primary government is depreciated using the straight-line method over the following estimated useful lives:

Buildings and improvements	20-40 years
Other improvements	10-25 years

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Machinery and equipment	3-15 years
Vehicles	3-15 years
Infrastructure	20-50 years

### 6. *Deferred outflows of resources*

In addition to assets, the statement of financial 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 has qualifying items for reporting in this category. The unamortized discount on refunding reported in the government-wide statement of net position results from the difference in the carrying value of refunded debt and its reacquisition price. This amount is deferred and amortized over the shorter of the life of the refunded or refunding debt. Other deferred outflows of resources include those related to pension and OPEB changes and employer contributions to the pension plan after the measurement date.

### 7. *Compensated absences*

Compensated absences for accumulated unpaid vacation and sick leave are accrued when incurred in the governmentwide and proprietary fund financial statements. Accumulated unpaid overtime is also accrued when incurred in the government-wide financial statements. 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. GMSD employees may accrue up to 25 vacation days.

### 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 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 the governmental fund financial statements, bond premiums and discounts, issuance costs are recognized in the current period. The face amount of debt is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts on debt issuances are reported as other financing uses. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as debt service expenditures.

### 9. *Deferred inflows of resources*

In addition to liabilities, the statement of net position reports a separate section for deferred inflows of resources. Deferred inflows of resources represent 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 has several types of items that qualify for reporting in this category. These items 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. This includes unavailable revenues from property taxes and other revenues as well as deferred inflows of resources related to pension and OPEB changes.

### 10. *Net Position and Fund balance*

In the government-wide financial statements and the proprietary fund in the fund financial statements, equity is classified as net position and displayed in three components:

**Net investment in capital assets** – consists of capital assets, including restricted capital assets, net of accumulated depreciation and reduced by the outstanding balances of any bonds, mortgages, notes or other borrowings that are attributable to the acquisition, construction, or improvement of those assets.

**Restricted net position** – consists of net position with constraints placed on the use either by (1) external groups such as creditors, grantors, contributors, or laws or regulations of other governments or (2) law through constitutional provisions or enabling legislations.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**Unrestricted net position** – all other net position that does not meet the definition of restricted or net investment in capital assets.

In the fund financial statements, governmental funds report fund balances in classifications that comprise a hierarchy based primarily on the extent to which the government is bound to honor constraints on the specific purposes for which amounts in these funds can be spent. These classifications consist of the following five components, as applicable:

**Nonspendable** – amounts that cannot be spent because they are either in a (a) non-spendable form, including items not expected to be converted to cash (i.e. inventories, prepaid amounts, long-term portion of loans and notes receivable), or (b) legally or contractually required to be maintained intact (i.e. the principal of a permanent fund).

**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 by formal action by ordinance adopted by the Board of Mayor and Aldermen and the Germantown Municipal School District Board of Education. 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 a specific purpose, but are neither restricted nor committed. The intent shall be expressed by the Board of Mayor and Aldermen or a designee authorized by the Board of Mayor and Aldermen with authority to assign amounts. 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 City Finance Director has been authorized to assign amounts in the general fund for a specific purpose in accordance with fund balance policy established by the Board of Mayor and Aldermen. The Germantown Municipal School District Board of Education has the authority to assign the fund balance for the School Funds. Amounts in excess of nonspendable, restricted, and committed fund balance in funds other than the general fund are reported as assigned fund balance.

**Unassigned** – represents the residual balance available for any purpose in the general fund or deficit balances in other funds.

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.

### *11. Pensions*

The City maintains six defined benefit retirement plans. Two are sponsored by the City and the remaining four are sponsored by the Tennessee Consolidated Retirement System. The City maintains two defined other postemployment benefit plans (“OPEB”) sponsored by the City.

For purposes of measuring the net pension and net OPEB asset or liability, deferred outflows of resources and deferred inflows of resources related to pensions and OPEB, and pension and OPEB expense, information about the fiduciary net position, and additions to/deductions from each plan’s fiduciary net position have been determined on the same basis as they are reported by the actuaries. For this purpose, benefits (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms of each plan. Expenses of the plans, such as investment fees, trustee fees, and audit fees, are paid by the plans. However, certain administrative functions are performed by employees of the City and are not reimbursed by the plans. Investments, other than contracts, are reported at fair value. Investment income is recognized as earned. Plan assets do not include any securities of the City nor have any of the plans made any loans to the City.

### *12. Fair Value Measurements*

GASB Statement 72, Fair Value Measurement and Application, categorizes the inputs to valuation techniques used to measure fair value into three levels. Level 1 inputs include unadjusted quoted prices in active markets for identical assets or

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

liabilities accessible at the measurement date. Level 2 inputs include quoted prices for similar assets or liabilities; quoted prices in inactive markets; or other inputs that can be corroborated by observable market data. Such inputs include market interest rates and volatilities, spreads and yield curves. Level 3 inputs are inputs which are unobservable for the asset or liability and rely on management's own assumptions that market participants would use in pricing the asset or liability.

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. In determining fair value, the City utilizes valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs to the extent possible. The methods used may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the City believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at reporting date.

### *13. 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.

### **New Governmental Accounting Standards Board (GASB) Pronouncements**

The City implemented GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions, required for fiscal periods beginning after June 15, 2018, in fiscal year 2018. This Statement improves accounting and financial reporting by state and local governments for postemployment benefits other than pensions.

The implementation has been accounted for as a change in accounting principle with a prior year adjustment as determined by an actuary. The effect of this adjustment decreased net position for governmental activities and business-type activities by \$6,689,095 and \$154,966, respectively.

## 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.
Audit	An examination, usually by an official or private accounting firm retained by the Board, that reports on the accuracy of the annual financial report.
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-bearing 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 <sup>th</sup> ), 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, the Stormwater 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.
FTE	Full Time Equivalent. A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.
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 <sup>st</sup> 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.
Nonmajor Fund	Nonmajor funds are segregated by type (governmental or "business-like"), then presented in total by type in separate columns.
Total Net Position Objective	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 from a specific purpose and is, therefore, not available for general appropriation.
Retained Earnings	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.
Revenue	A term used to represent actual or expected income to a specific fund.
Risk Management	An organized attempt to protect a government's assets against accidental loss in the most economical methods.
RPAC	The Retirement Plan Administrator Commission is a citizen advisory committee made up of three citizens, the Mayor, the city administrator, the finance director, and one alderman.
SCAT	Shelby County Automatic Tracking. This is the system used in Shelby County to track an individual through Shelby County Criminal Justice Center, which includes all warrants and local driving registration information.
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.
Special Revenue Fund	Special revenue funds are used by a government to collect revenues that are restricted or committed for a specific purpose. Special revenue funds provide accountability and transparency to taxpayers to insure them that their tax dollars will go toward an intended purpose.
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 in FY20.
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 26 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.

- ADA ACCESS REVIEW BOARD
- AUDIT COMMISSION
- BEAUTIFICATION COMMISSION
- BICYCLE AND PEDESTRIAN 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 & CONFERENCE CENTER ADVISORY COMMISSION
- HISTORIC COMMISSION
- INDUSTRIAL DEVELOPMENT BOARD
- LIBRARY BOARD
- NEIGHBORHOOD PRESERVATION COMMISSION
- PARKS & RECREATION COMMISSION
- PERSONNEL ADVISORY COMMISSION
- PLANNING COMMISSION
- PUBLIC ART COMMISSION
- PUBLIC SAFETY EDUCATION COMMISSION
- RETIREMENT PLAN ADMINISTRATION COMMISSION
- OTHER POST EMPLOYMENT BENEFIT COMMISSION
- SENIOR CITIZENS ADVISORY COMMISSION

## **CITY OF GERMANTOWN CITIZEN BOARDS AND COMMISSIONS**

- TECHNOLOGY COMMISSION
- TREE BOARD COMMISSION

