

# 2021 BUDGET



Photo by Mark Hamilton

**City of  
Germantown  
Tennessee**



**CITY OF GERMANTOWN**

**FISCAL YEAR 2021**

**BUDGET**

**July 1, 2020 – June 30, 2021**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Germantown  
Tennessee**

For the Fiscal Year Beginning

**July 1, 2019**

*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, 2019.

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 FY21 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 FY21 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, Solid Waste 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 FY21 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 Works, 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, Recreation, and Germantown Municipal School District. (Complete listing of 2021 projects and five-year CIP projection in Budget Summary section).

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

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July 2020

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

Presented for your consideration is the FY21 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 are 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 10 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 FY21 budget accomplishes these two directives and continues to ensure a financially sustainable future for the next generation of Germantown residents.

The FY21 budget reflects the Administration's thoughtful and careful recommendations about services and capital investment. Its projection of revenues and expenditures are based upon a thorough analysis of our local economy in the midst of this global recession. This assessment of our local economy has undergone the diligent scrutiny of the Financial Advisory Commission who concur with staff recommendations on how best to prepare responsibly for today and the foreseeable future. As you are aware, the FY21 budget approval was delayed to allow sufficient time for this analysis to be completed.

Given these uncertain times, the entire budget process was challenging. Actions by the Administration in the third quarter resulted in significant savings and effectiveness, critical in light of the loss of sales tax revenues. The city's proven process improvement metrics allowed us to adapt very quickly to operational changes brought about by COVID-19. I am grateful for the efforts of the entire city team for their collective efforts to deliver a responsible and responsive city budget under the most trying of circumstances.

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

Mike Palazzolo, Mayor





July 2020

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

This letter transmits the budget for the fiscal year beginning September 1, 2020. In settling the City's 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 2021 BUDGET

Despite the challenges the U.S. economy is facing due to the current Covid-19 pandemic, Germantown's FY21 budget is structurally balanced and supports the City's sound fiscal and operational policies. It is a strategic budget that aligns financial, material and workforce resources with the long-range Germantown Forward 2030 strategic plan. The FY21 budget totals \$157.9 million for all funds, with the City's general fund totaling \$58.2 million.

The balanced budget is the result of ongoing cost control and efficiency measures implemented at the onset of the Covid-19 pandemic in the United States. Due to City departments' commitment to process improvement and dedication to delivering outstanding public service, the fiscal year 2021 budget does not include a tax increase.

#### GERMANTOWN ECONOMY AND FINANCIAL OUTLOOK

The development of the FY21 budget reflects the Administration's efforts to anticipate and react to the continuing economic crisis caused by the Coronavirus pandemic which began in March 2020. According to national economists, our country is currently recovering from the sharpest economic contraction in its history and remains in the midst of a recession. Unlike more recent recessions, this current recession, which began at the end of March, has been driven by the lack of performance within the services sector. The responsiveness of local governments to the COVID-19 mandates and orders of our federal, state, and health department officials have attempted to "flatten the curve;" however, it has also resulted in an unprecedented number of unemployment claims as businesses scaled back or closed operations and significantly reduced personnel in order to minimize bottom line losses. Initial record-setting federal stimulus packages have provided funding mechanisms to address the temporary income needs of millions and also encouraged employers to retain as many jobs as possible. Nonetheless, the health of local economies and associated revenues continue to be adversely impacted as businesses gradually reopen under new procedures and consumers slowly regain confidence in resuming "normal" activities, such as patronizing local businesses.

In response to the crisis and in preparation for the FY21 budget, the City took a pause, made possible by the Board of Mayor and Aldermen's approval of a continuation budget, and convened an internal team to perform a local economy assessment. The study resulted in the following revenue impacts for the coming fiscal year:

- Local option sales tax revenues are expected to decrease 17.2% from FY20 estimate
- Room occupancy tax revenues are expected to decrease 25% from FY20 estimate
- State shared tax revenue are predicted to decrease 17% over FY20 estimate, a low not seen since the 2009 recession

In response to these significant revenue short falls, virtually all departmental expenditures are down from FY20 estimate. This reduction is impacted significantly by decisions made during third and fourth quarters



Board of Mayor and Aldermen  
Financial Advisory Commission  
July 2020

of FY20 that halted all discretionary spending. While spending will be reduced, public safety budgets, core services and maintenance were all preserved. Discretionary spending is greatly reduced and there is no merit increase for general government employees as originally planned.

#### PUBLIC POLICY

Adoption of the budget by the Board of Mayor and Aldermen 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 FY21 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 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 negative economic impact of the Covid-19 pandemic is expected to last throughout 2021.
- Current Reserves. The City plans to spend reserves for capital improvement projects. FY21 reserve spending is projected to be \$3 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.
- General Fund expenditures. Reduction of discretionary spending in response to the Covid-19 pandemic while maintaining core services and maintenance intact.
- Employee benefits. Step increases for Police and Fire are included in the FY21 Budget.
- Infrastructure Replacement Program. Prioritizing infrastructure projects and delaying those projects with lower priorities to a future year.
- Grant funding. FY21 budget includes Cares Act Grant funding from Shelby County for Covid-19 expenses.

**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.

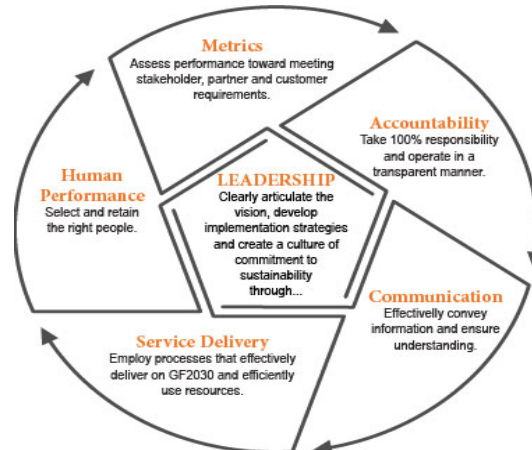
The year-long planning process engaged residents in a dialogue about challenges and opportunities, community values and ensuring a sustainable future for the City. The process also provided an opportunity for the wisdom and expertise of Germantown residents to devise innovative solutions to address the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

The 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 FY21 has a property tax rate of \$1.95. Property taxes generated in Germantown comprise about 59% of overall General Fund operating revenues.

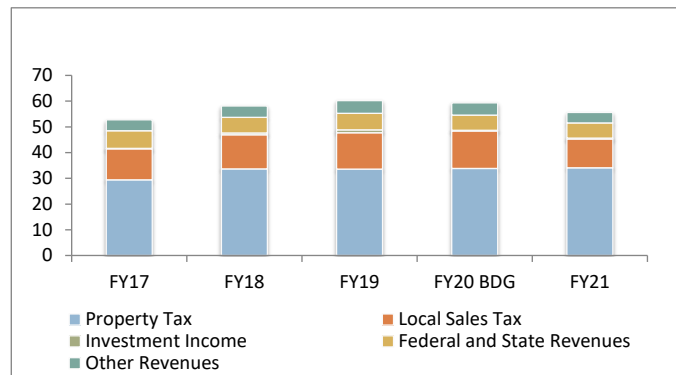
Germantown currently has multiple projects that will result in an additional 50,000 square feet compared to FY20 in retail shops, restaurants, hotel rooms, and class-A office space. In addition, 55 new single-family homes, with a total value of more than \$17 million, are being developed with many already under construction.

**GENERAL FUND**

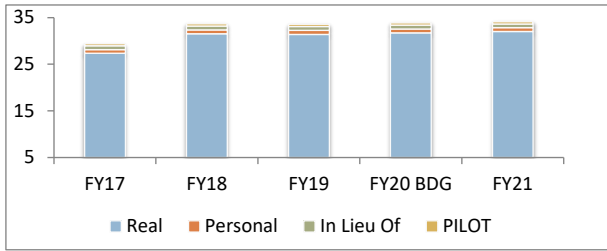
**REVENUES:**

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. FY21 general fund revenues are budgeted to decrease by 5% from FY20 estimate. The property tax rate is \$1.95 per \$100 assessed value in FY21.

**\$ MILLIONS**



\$ MILLIONS



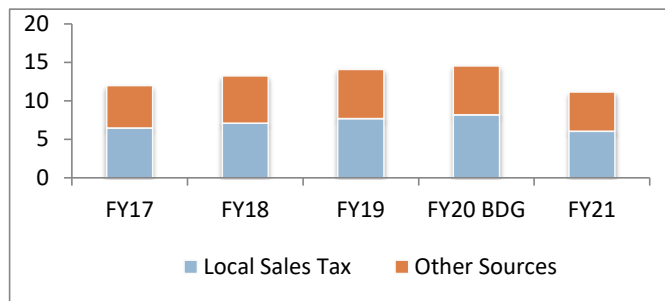
**PROPERTY TAXES**

The property tax rate for the City of Germantown is \$1.95 per \$100 of assessed valuation. In the FY21 budget, real, personal, in-lieu-of-property taxes and PILOT are projected to generate approximately \$34.1 million, 59% of the total revenue budget for the City.

**LOCAL SALES TAXES**

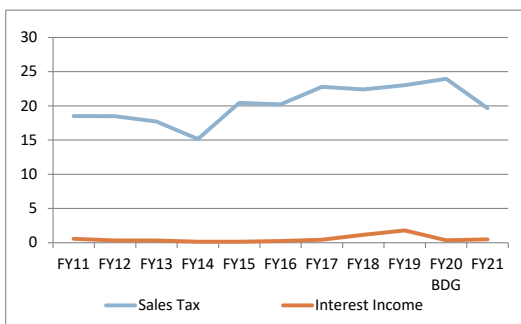
Local sales tax collections contribute 20% of the total revenue for the operations of the City. This category includes the local sales tax, the wholesale beer tax, the wholesale liquor tax, gross receipts business taxes and hotel/motel occupancy tax. The FY21 Budget anticipates \$11.7 million in local sales tax revenue. The effects of Covid-19 can be seen in the Local Sales Taxes. The FY21 local sales taxes are budgeted to decrease by 17% from FY20 estimate.

\$ MILLIONS



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

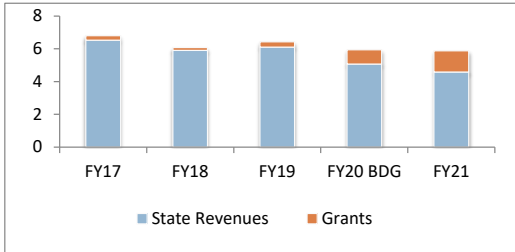
PERCENT



**INTEREST INCOME**

Interest on the City's investments contributes less than 1% of total revenues for the City of Germantown. The FY21 Budget projects income from investments at \$280,000. Both the State of Tennessee and the City of Germantown have regulations regarding authorized investments. The level of interest income fluctuates depending on interest rates and amount of funds held in reserve.

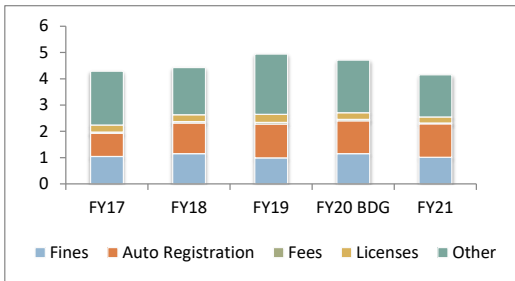
\$ MILLIONS



### STATE REVENUES AND GRANTS

State shared revenues and state and federal grants make up 12% of the total fund sources for the City. This area includes state allocations for income tax, sales tax, beer tax, liquor tax, and City street and transportation tax allocation. In Germantown, state shared revenues are projected to be \$7.2 million in FY21. 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 reflects the Hall Tax phaseout which will be completed by FY22. The increase in grants for FY21 reflects the dollars received from the State due to Covid-19.

\$ MILLIONS



### OTHER LOCAL REVENUE SOURCES

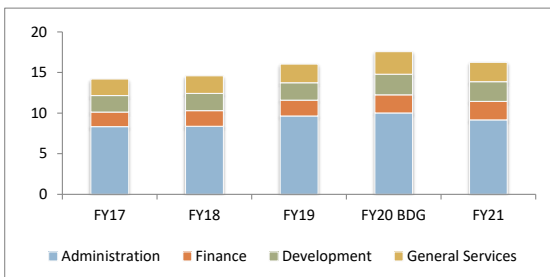
Other local revenue sources generate approximately 7% of the overall revenue for the City. This category includes automobile registration fees, local cable franchise fees, city court fees and an assortment of other smaller fees collected by municipalities. Licenses and fees are a fairly stable source of revenue for the City. Revenues are budgeted at \$4.2 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 2021 and an overview of the Financial Policies as adopted by the Board of Mayor and Aldermen are provided following this section.)

\$ MILLIONS



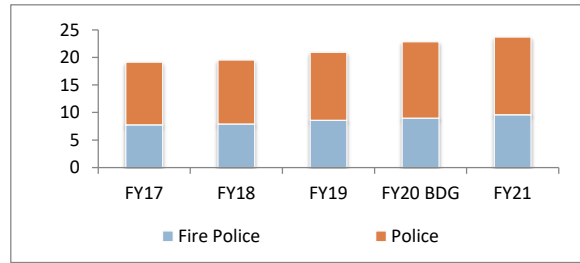
### GENERAL GOVERNMENT EXPENDITURES

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. FY21 expenditures for these functions are budgeted to decrease by \$316,700 or 2% under the FY20 estimate. This decrease can be attributed to a decrease in personnel related expenditures and infrastructure replacement projects.

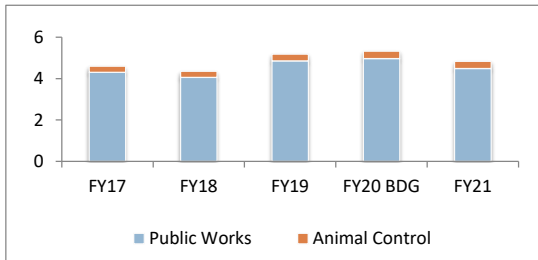
**PUBLIC SAFETY EXPENDITURES**

Total expenditures for Police and Fire Departments are budgeted to increase by approximately \$842,500 or 4% over the FY20 estimate. FY21 shows an increase over FY20 estimate due to personnel related expenditures and infrastructure replacement for vehicles and other equipment.

\$ MILLIONS



\$ MILLIONS



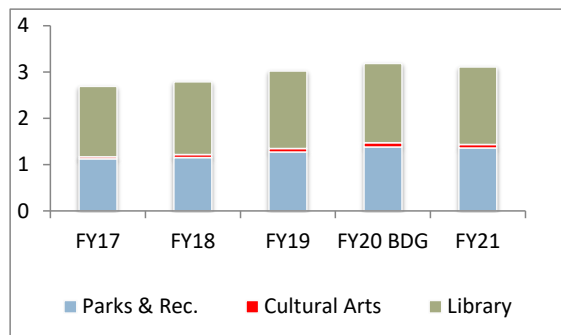
**TRANSPORTATION AND ENVIRONMENT EXPENDITURES**

The category includes the Department of Public Services and Animal Control. Total FY21 expenditures for this category are budgeted to increase by \$2,700 or less than 1% from the FY20 estimate.

**COMMUNITY SERVICES EXPENDITURES**

The category includes the Parks and Recreation Department, Library Services and Cultural Arts. The FY21 expenditures are budgeted to increase by \$300,800 or 11% over the FY20 estimate. Due to decreased spending in FY20 as a result of Covid-19, the department expenditures were restored in the FY21 budget resulting in an increase in FY21 budget.

\$ MILLIONS



**SUMMARY OF FY21 APPROVED EXPENDITURE HIGHLIGHTS**

**TOTAL BUDGET - GENERAL FUND**

(in thousands)

	Original Budget FY20	Estimated FY20	Budget FY21	Variance - Est. FY20 Budget FY21	% Variance Estimated FY20	% Variance Budget FY21
Operating Budget*	\$ 60,500	57,762	58,212	450	0.8%	0.8%
Capital	-	-	-	-	0.0%	0.0%
<b>Total</b>	<b>\$ 60,500</b>	<b>57,762</b>	<b>58,212</b>	<b>450</b>	<b>0.8%</b>	<b>0.8%</b>

**TOTAL BUDGET - ALL FUNDS**

(in thousands)

	Original Budget FY20	Estimated FY20	Budget FY21	Variance - Est. FY20 Budget FY21	% Variance Estimated FY20	% Variance Budget FY21
Operating Budget*	\$ 156,383	153,842	152,320	(1,522)	-1.0%	-1.0%
Capital	26,541	11,988	5,644	(6,344)	-52.9%	-112.4%
<b>Total</b>	<b>\$ 182,924</b>	<b>165,830</b>	<b>157,964</b>	<b>(7,866)</b>	<b>-4.7%</b>	<b>-5.0%</b>

<b>BY PROGRAM:</b>	Increase (in thousands)	Percent of Total	Percent Inc. to Estimate
Community Services	\$ 301	-3.8%	10.7%
General Debt Service	(302)	3.8%	-5.9%
General Government	(317)	4.0%	-1.8%
Transportation & Environment	3	0.0%	0.1%
Athletic Club	(589)	7.5%	-10.4%
Great Hall	71	-0.9%	14.1%
Contingencies	50	-0.6%	100.0%
Other Programs	(5,516)	70.1%	-6.2%
Public Safety	843	-10.7%	3.7%
Sanitation	328	-4.2%	6.7%
Stormwater	42	-0.5%	4.1%
Utilities	(2,780)	35.3%	-22.4%
<b>TOTAL</b>	<b>\$ (7,866)</b>	<b>100.0%</b>	<b>-4.7%</b>

<b>BY CATEGORY:</b>			
Personnel	\$ 4,712	-59.9%	5.5%
Debt Service	(306)	3.9%	-5.9%
Contingencies	50	-0.6%	100.0%
Communications	67	-0.8%	10.2%
Rents	(137)	1.7%	-22.6%
Contract Services	404	-5.1%	5.8%
Professional Fees	1,968	-25.0%	21.8%
Supplies	1,555	-19.8%	29.2%
Capital Outlay/Infrastructure/CIP	(16,180)	205.6%	-59.3%
All Other Categories	2	0.0%	0.0%
<b>TOTAL</b>	<b>\$ (7,866)</b>	<b>100.0%</b>	<b>-4.7%</b>

\* Includes Capital Outlay and Infrastructure.

**RESERVES:**

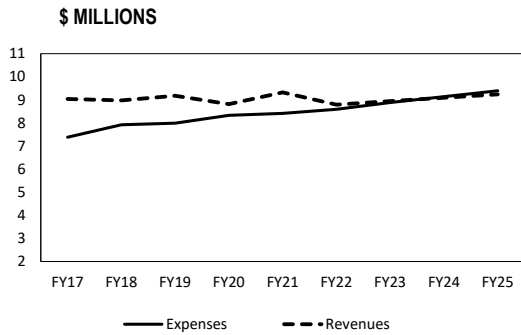
While the entire subsequent year's balance sheets are not presented in this document, the most critical aspect of the City's balance sheets – fund balance – is presented in the budget projection summaries in the following section. General Fund fund balance as of June 30, 2019 totaled \$42.9 million. 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:**

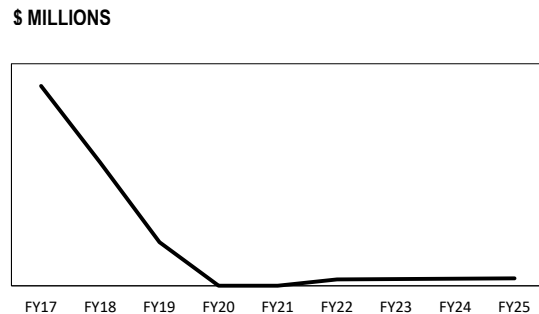
**UTILITY FUND  
 REVENUES OVER EXPENSES**



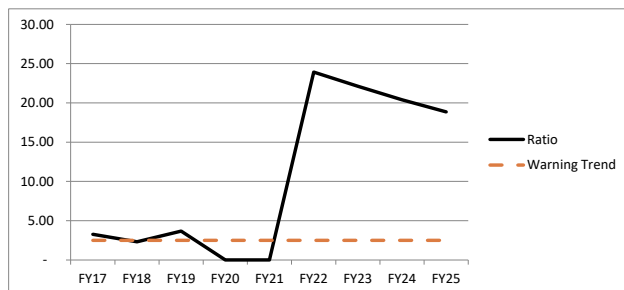
The chart on the left graphically illustrates the revenue and expense trends over a 9-year planning period. Utility revenues and expenses reflect the fluctuation common to a Utility Fund.

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 FY22 a bond issue is planned 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 FY22 for the construction of a new water tower.

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

**FY21 CAPITAL BUDGET**

The FY21 Capital Budget totals \$5,644,359. There is a \$3.1 million transfer to capital projects from the General Fund in FY21. Those projects incorporated in the CIP are consistent with the Board of Mayor and Aldermen's Policy Agenda and funding priorities.

The FY21 CIP demonstrates a significant level of spending due mainly to the funding for Poplar Avenue Culverts Replacements, Forest Hill Irene Widening Construction at Poplar Pike/Winchester, Signalization at Houston High School/Wolf River Blvd and Wolf River Blvd/Campbell Clinic, GMSD secure entrance at Dogwood Elementary, Lateral E Bank Stabilization and Greenway Trail Extension. 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*.

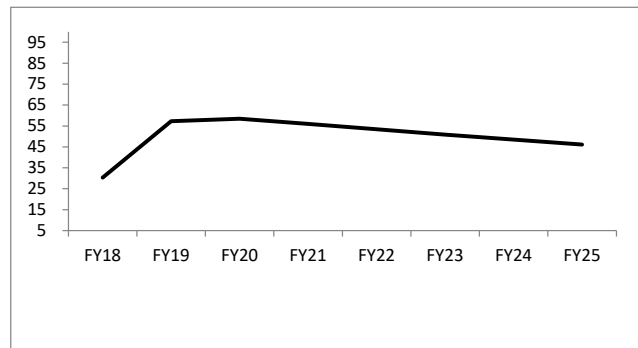
**DEBT ANALYSIS**

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 \$2.5 million G.O. bond is planned in FY22 for Houston Middle School Expansion.

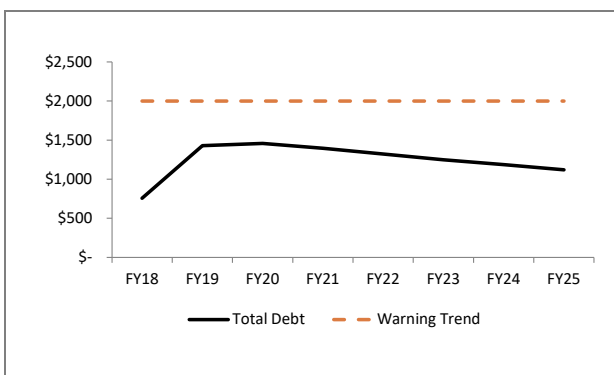
**OUTSTANDING G.O. DEBT**

\$ 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 FY21 with a continued focus on member safety, cleanliness and education. Since 2016, the Athletic Club has reinvested \$6.6M in capital improvements. Streamlining programs and membership fees, enhancing marketing and communications, along with a “back to basics” approach of services has resulted in several continuous years of positive growth and revenue. The recent COVID-19 pandemic has caused significant operational and financial changes both in the short and long term. Emphasis will be placed on the health and safety of every member as the Club looks to regain its competitive advantage in the market.

**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 FY21 Budget for the Solid Waste Fund reflects the costs of the fifth 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 FY11 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 FY21 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 FY21 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	15,756
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**

**2019 PRINCIPLE PROPERTY TAXPAYERS**

<u>Taxpayer</u>	<u>Assessed Value</u>	<u>Rank</u>	<u>Percentage of Total City Taxable Assessed Value</u>
The Village at Germantown Inc.	\$ 17,728,320	1	1.07%
Whitney Bridges LLC	11,304,000	2	0.68%
HCP Germantown LLC	10,817,360	3	0.65%
PEBB Germantown LEB LLC	9,867,200	4	0.59%
Shops at Saddle Creek Inc.	8,937,240	5	0.54%
G&I VIII Brook Chase LLC	8,831,680	6	0.53%
Crestwyn Health Group LLC	8,247,120	7	0.50%
EREP Forest Hill I LLC	7,838,440	8	0.47%
Vineyards Apartments Inc	7,574,840	9	0.46%
Taylor Sentor Crook (TR) etal	7,475,760	10	0.45%
Totals	<u>\$ 98,621,960</u>		<u>5.94%</u>

**2019 PRINCIPAL EMPLOYERS**

<u>Employer</u>	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total County Employment</u>
Methodist Le Bonheur Hospital - Germantown	2,080	1	0.42%
Germantown Municipal School District	587	2	0.12%
Memphis Orthopedic Group	458	3	0.09%
Campbell Clinic	422	4	0.08%
City of Germantown	407	5	0.08%
Stern Cardiovascular	373	6	0.07%
Kroger	300	7	0.06%
Gastro One	250	8	0.05%
Village of Germantown	220	9	0.04%
ThyssenKrupp Elevator Manufacturing, Inc.	201	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, the new elementary school, Forest Hill Elementary School, opened its doors 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 Grove, opened in FY20, is a park-like venue designed to be an outdoor reflection of GPAC's indoor space that accommodates approximately 1200 guests for a wide variety of events and performances that is located in a lush, shady setting called the TruGreen lawn. 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 29 consecutive years. In December 2019, the U.S. Department of Commerce announced that the City of Germantown earned a 2019 Malcolm Baldrige National Quality Award. The City is one of only four municipalities nationwide to have ever received the award.

### **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, Fire Code of Appeals, and Tree.

**GENERAL INFORMATION AND STATISTICAL DATA**

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**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 135,000

**Education (1) :**

Number of Schools 6 (GMSD)  
 Number of Students 6,055

**Water System:**

Number of Consumers 14,399  
 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 14.622 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 13,750  
 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)

**CONTACT INFORMATION**

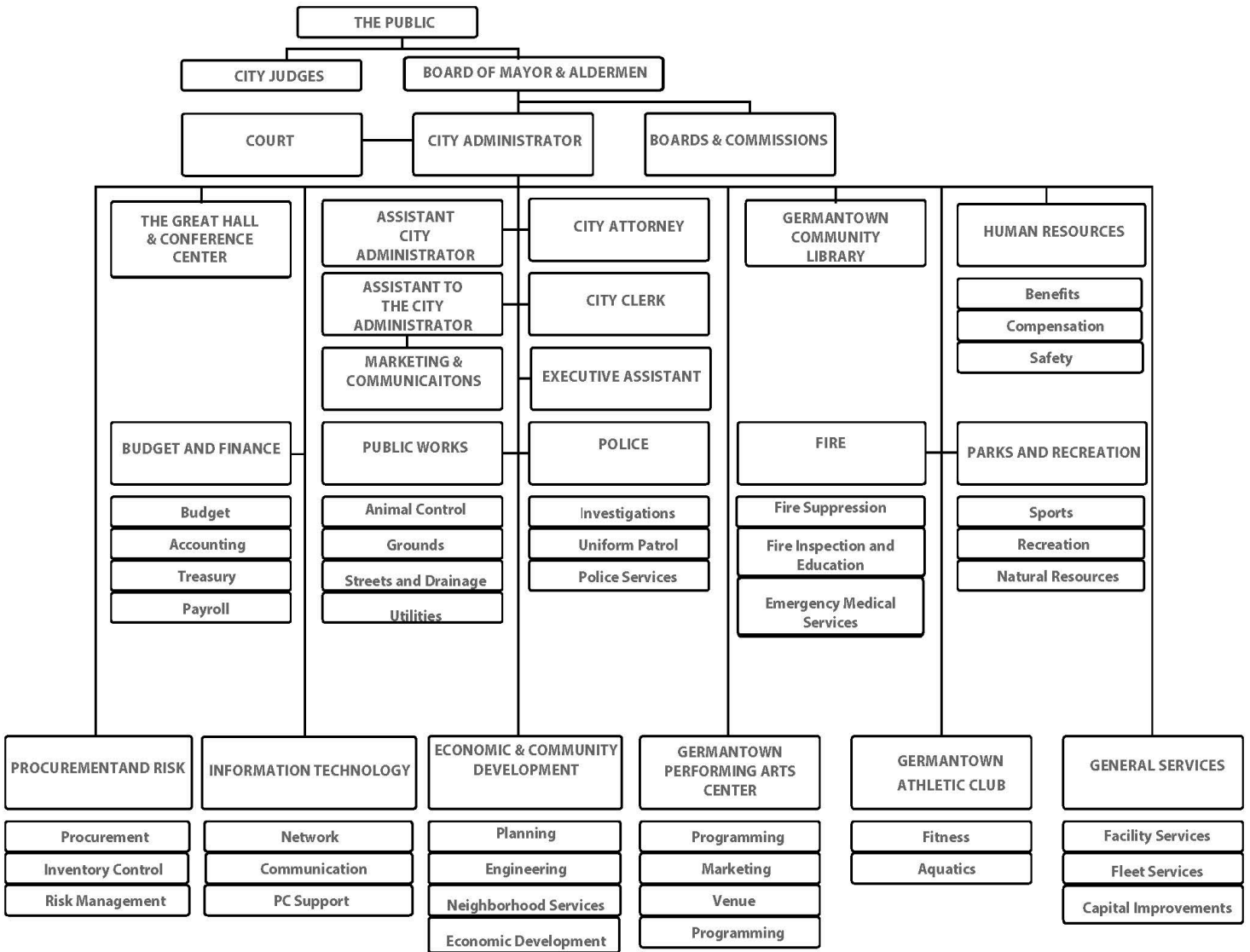
For further information, please contact:

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



**LIST OF CITY OFFICIALS**

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**CITY OF GERMANTOWN  
CITY OFFICIALS**

**MAYOR**

Honorable Mike Palazzolo (2022\*)



**ALDERMEN**

Rocky Janda (Vice Mayor – 2020\*)

Forrest Owens (2020\*)



Dean Massey (2020\*)



Mary Anne Gibson (2022\*)



Scott A. Sanders (2022\*)



**CITY ADMINISTRATOR**

Patrick J. Lawton

**CITY ATTORNEY**

John R. McCarroll III

**CITY JUDGES**

Bob Brannon  
Raymond S. Cliff

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

\*(Date elected term expires)

# City of Germantown Core Values

**Excellence. Every day.**



**LEAD  
RESPONSIBLY**

**DELIVER  
SERVICE  
EXCELLENCE**

**PRODUCE  
A+  
RESULTS**

**Core Values**



ORDINANCE NO. 2020-1

AN ORDINANCE OF THE CITY OF GERMANTOWN, TENNESSEE, ADOPTING THE ANNUAL BUDGET AND TAX RATE FOR THE FISCAL YEAR BEGINNING JULY 1, 2020 THROUGH JUNE 30, 2021

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 2021 which is hereby tentatively approved on first reading. The BMA hereby schedules August 10, 2020 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 August 10, 2020 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 2021, 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>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Property Taxes	\$ 33,580,704	\$ 34,011,264	\$ 34,132,045
Sales Taxes	14,108,902	14,119,741	11,680,136
Federal and State Revenues	6,428,349	4,633,985	7,199,314
Other Revenues	4,939,668	4,631,748	4,151,400
Investment Income	1,098,380	768,000	280,000
Transfers In	1,112,790	1,490,538	1,272,002
Funds from Prior Periods	-	450,000	450,000
<b>Total Cash Receipts</b>	<b>\$ 61,268,793</b>	<b>\$ 60,105,276</b>	<b>\$ 59,164,897</b>
<b>Appropriations:</b>			
Aldermen	\$ 194,433	\$ 191,230	\$ 193,813
Civic Support	2,133,944	1,869,669	1,328,521
City Court	790,749	815,560	860,309
Administration	1,863,600	1,903,882	1,761,135
Germantown Performing Arts Center	1,293,400	1,580,244	1,498,860
Information Technology	2,360,423	2,743,717	2,536,033
Human Resources	663,502	666,603	662,040
Finance	1,168,978	1,394,520	1,525,627
Procurement	768,473	749,165	765,412
Community Development	2,148,163	2,340,794	2,419,585
General Services	2,306,119	2,606,594	2,388,679
Budget & Performance	346,987	324,213	929,511
Police	12,346,637	13,745,005	14,127,451
Fire	8,576,938	9,139,448	9,599,513
Public Services	4,855,374	4,519,972	4,491,635
Animal Control	328,742	313,966	344,995
Parks & Recreation	1,271,839	1,189,299	1,357,064
Genealogy Center	137,842	133,786	79,423
Library Services	1,533,454	1,424,707	1,593,657
Cultural Arts Programs	78,627	59,153	77,575
General Debt Service	4,418,770	5,143,621	4,841,896
Transfers Out	5,116,607	4,857,296	4,729,581
Contingencies	-	50,000	100,000
<b>Total Appropriations</b>	<b>\$ 54,703,601</b>	<b>\$ 57,762,445</b>	<b>\$ 58,212,315</b>
Change in Fund Balance (Receipts - Appropriations)	6,565,192	2,342,831	952,582
Transfer to Capital Projects/CIP Reserve	(4,300,000)	(5,900,000)	(3,050,000)
Beginning Cash Balance July 1	35,933,026	39,561,189	36,004,020
Adjustment for Non-Cash Revenues and Appropriations	1,362,971	-	-
<b>Ending Cash Balance June 30</b>	<b>\$ 39,561,189</b>	<b>\$ 36,004,020</b>	<b>\$ 33,906,602</b>
Change in Cash	3,628,163	(3,557,169)	(2,097,418)
Ending Cash as a % of Total Cash Payments/Appropriations	<b>72%</b>	<b>62%</b>	<b>58%</b>

<b>UTILITY FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Metered Water Sales	\$ 5,020,094	\$ 4,927,634	\$ 5,060,300
Sewer Service Fees	3,092,062	3,106,437	3,140,000
Other Revenue	791,671	412,550	1,056,542
Investment Income	275,960	133,157	72,000
<b>Total Cash Receipts</b>	<b>\$ 9,179,787</b>	<b>\$ 8,579,778</b>	<b>\$ 9,328,842</b>
<b>Appropriations:</b>			
Water	\$ 4,689,672	\$ 4,890,414	\$ 4,994,216
Sewer	1,867,983	2,028,402	1,906,848
Sewage Treatment	1,426,950	1,426,500	1,514,769
Capital/IRP	2,029,979	4,073,810	1,223,000
Utility Debt Service	5,866	-	-
<b>Total Appropriations</b>	<b>\$ 10,020,450</b>	<b>\$ 12,419,126</b>	<b>\$ 9,638,833</b>
Change in Net Position (Receipts - Appropriations)	\$ (840,663)	\$ (3,839,348)	\$ (309,991)
Beginning Cash Balance July 1	6,841,658	7,102,040	3,262,692
Adjustment for Non-Cash Revenues and Appropriations	1,101,045	-	-
Ending Cash Balance June 30	<b>\$ 7,102,040</b>	<b>\$ 3,262,692</b>	<b>\$ 2,952,701</b>
Change in Cash	260,382	(3,839,348)	(309,991)
Ending Cash as a % of Total Cash Payments/Appropriations	71%	26%	31%

<b>GERMANTOWN ATHLETIC CLUB</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Membership Fees	\$ 3,983,021	\$ 3,253,824	\$ 3,650,000
Aquatics Revenues	148,759	106,295	82,918
Business Revenues	79,222	79,222	79,222
Personal Training Revenues	288,878	262,050	390,000
Other Revenues	207,998	107,034	352,260
Investment Income	84,928	45,903	40,000
<b>Total Cash Receipts</b>	<b>\$ 4,792,806</b>	<b>\$ 3,854,328</b>	<b>\$ 4,594,400</b>
<b>Appropriations:</b>			
Recreation	\$ 3,280,584	\$ 3,226,135	\$ 3,787,987
Aquatics	694,800	659,538	643,697
Interest Payment	8,496	5,040	1,656
Capital/IRP	431,091	1,647,964	616,559
Transfer Out - General Fund	100,000	100,000	-
<b>Total Appropriations</b>	<b>\$ 4,514,971</b>	<b>\$ 5,638,677</b>	<b>\$ 5,049,900</b>
Change in Net Position (Receipts - Appropriations)	277,835	(1,784,349)	(455,500)
Beginning Cash Balance July 1	1,989,300	2,862,943	1,078,594
Adjustment for Non-Cash Revenues and Appropriations	595,808	-	-
Ending Cash Balance June 30	<b>\$ 2,862,943</b>	<b>\$ 1,078,594</b>	<b>\$ 623,094</b>
Change in Cash	873,643	(1,784,349)	(455,500)
Ending Cash as a % of Total Cash Payments/Appropriations	63%	19%	12%

<b>GREAT HALL FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Rent - Taxable Business	\$ 354,298	\$ 268,946	\$ 216,510
Rent - Nontaxable Business	159,863	104,412	85,384
Other Revenue	148	-	-
Catering Revenue	5,177	3,045	3,050
Investment Income	13,530	9,135	2,000
Transfer In - General Fund	75,000	75,000	230,000
<b>Total Cash Receipts</b>	<b>\$ 608,016</b>	<b>\$ 460,538</b>	<b>\$ 536,944</b>
<b>Appropriations:</b>			
Great Hall & Conference Center	\$ 621,012	\$ 502,862	\$ 573,980
<b>Total Appropriations</b>	<b>\$ 621,012</b>	<b>\$ 502,862</b>	<b>\$ 573,980</b>
Change in Net Position (Receipts - Appropriations)	\$ (12,996)	\$ (42,324)	\$ (37,036)
Beginning Cash Balance July 1	357,527	430,709	388,385
Adjustment for Non-Cash Revenues and Appropriations	86,178	-	-
Ending Cash Balance June 30	<b>\$ 430,709</b>	<b>\$ 388,385</b>	<b>\$ 351,349</b>
Change in Cash	83,413	(42,324)	(37,036)
Ending Cash as a % of Total Cash Payments/Appropriations	<b>69%</b>	<b>77%</b>	<b>61%</b>

<b>SOLID WASTE FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Solid Waste Fees	\$ 4,912,371	\$ 4,902,100	\$ 4,945,576
Grants	25,114	1,500	2,500
Recycling Reimbursement	2,397	150	1,000
Other Revenues	35,955	38,500	40,000
Investment Income	27,397	29,300	20,000
<b>Total Cash Receipts</b>	<b>\$ 5,003,234</b>	<b>\$ 4,971,550</b>	<b>\$ 5,009,076</b>
<b>Appropriations:</b>			
Solid Waste	\$ 5,053,868	\$ 4,888,497	\$ 5,216,587
<b>Total Appropriations</b>	<b>\$ 5,053,868</b>	<b>\$ 4,888,497</b>	<b>\$ 5,216,587</b>
Change in Net Position (Receipts - Appropriations)	\$ (50,634)	\$ 83,053	\$ (207,511)
Beginning Cash Balance July 1	1,033,694	1,039,323	1,122,376
Adjustment for Non-Cash Revenues and Appropriations	56,263	-	-
Ending Cash Balance June 30	<b>\$ 1,039,323</b>	<b>\$ 1,122,376</b>	<b>\$ 914,865</b>
Change in Cash	5,629	83,053	(207,511)
Ending Cash as a % of Total Cash Payments/Appropriations	<b>21%</b>	<b>23%</b>	<b>18%</b>

<b>STORMWATER FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Stormwater Management Fee	\$ 1,019,222	\$ 1,025,555	\$ 1,026,500
Stormwater Permits	9,050	6,800	6,900
Investment Income	17,507	13,350	5,000
<b>Total Cash Receipts</b>	<b>\$ 1,045,779</b>	<b>\$ 1,045,705</b>	<b>\$ 1,038,400</b>
<b>Appropriations:</b>			
Stormwater Management	\$ 1,073,216	\$ 1,037,007	\$ 1,079,461
<b>Total Appropriations</b>	<b>\$ 1,073,216</b>	<b>\$ 1,037,007</b>	<b>\$ 1,079,461</b>
Change in Net Position (Receipts - Appropriations)	\$ (27,437)	\$ 8,698	\$ (41,061)
Beginning Cash Balance July 1	723,424	684,971	693,669
Adjustment for Non-Cash Revenues and Appropriations	(11,016)	-	-
Ending Cash Balance June 30	<b>\$ 684,971</b>	<b>\$ 693,669</b>	<b>\$ 652,608</b>
Change in Cash	(38,453)	8,698	(41,061)
Ending Cash as a % of Total Cash Payments/Appropriations	<b>64%</b>	<b>67%</b>	<b>60%</b>

<b>STATE STREET AID FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
State Street Aid	\$ 1,409,072	\$ 1,432,976	\$ 1,295,000
Grants	2,012	-	-
Interest	17,718	9,650	2,500
Transfer In - General Fund	1,500,000	1,250,000	1,000,000
<b>Total Cash Receipts</b>	<b>\$ 2,928,802</b>	<b>\$ 2,692,626</b>	<b>\$ 2,297,500</b>
<b>Appropriations:</b>			
State Street Aid	\$ 3,402,191	\$ 2,444,484	\$ 2,665,000
<b>Total Appropriations</b>	<b>\$ 3,402,191</b>	<b>\$ 2,444,484</b>	<b>\$ 2,665,000</b>
Change in Fund Balance (Receipts - Appropriations)	\$ (473,389)	\$ 248,142	\$ (367,500)
Beginning Cash Balance July 1	949,999	567,520	815,662
Adjustment for Non-Cash Revenues and Appropriations	90,910	-	-
Ending Cash Balance June 30	<b>\$ 567,520</b>	<b>\$ 815,662</b>	<b>\$ 448,162</b>
Change in Cash	(382,479)	248,142	(367,500)
Ending Cash as a % of Total Cash Payments/Appropriations	<b>17%</b>	<b>33%</b>	<b>17%</b>

<b>DRUG FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Drug Enforcement	\$ 426,268	\$ 282,871	\$ 300,000
<b>Total Cash Receipts</b>	<b>\$ 426,268</b>	<b>\$ 282,871</b>	<b>\$ 300,000</b>
<b>Appropriations:</b>			
Drug Asset Forfeiture	\$ 145,217	\$ 279,174	\$ 293,750
<b>Total Appropriations</b>	<b>\$ 145,217</b>	<b>\$ 279,174</b>	<b>\$ 293,750</b>
Change in Fund Balance (Receipts - Appropriations)	\$ 281,051	\$ 3,697	\$ 6,250
Beginning Cash Balance July 1	163,828	409,822	413,519
Adjustment for Non-Cash Revenues and Appropriations	(35,057)	-	-
Ending Cash Balance June 30	<b>\$ 409,822</b>	<b>\$ 413,519</b>	<b>\$ 419,769</b>
Change in Cash	245,994	3,697	6,250
Ending Cash as a % of Total Cash Payments/Appropriations	<b>282%</b>	<b>148%</b>	<b>143%</b>

<b>PICKERING FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Classes	\$ 41,963	\$ 24,708	\$ 33,250
Special Events	5,880	3,535	4,500
Rental	48,949	20,759	47,500
<b>Total Cash Receipts</b>	<b>\$ 96,792</b>	<b>\$ 49,002</b>	<b>\$ 85,250</b>
<b>Appropriations:</b>			
Pickering Complex	\$ 68,040	\$ 70,398	\$ 61,806
<b>Total Appropriations</b>	<b>\$ 68,040</b>	<b>\$ 70,398</b>	<b>\$ 61,806</b>
Change in Fund Balance (Receipts - Appropriations)	\$ 28,752	\$ (21,396)	\$ 23,444
Beginning Cash Balance July 1	336,090	369,532	348,136
Adjustment for Non-Cash Revenues and Appropriations	4,690	-	-
Ending Cash Balance June 30	<b>\$ 369,532</b>	<b>\$ 348,136</b>	<b>\$ 371,580</b>
Change in Cash	33,442	(21,396)	23,444
Ending Cash as a % of Total Cash Payments/Appropriations	<b>543%</b>	<b>495%</b>	<b>601%</b>

<b>RECREATION FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Basketball Fees	\$ 59,248	\$ 68,045	\$ 65,000
Softball Fees	16,275	-	30,400
Sports Camps	19,263	6,678	17,500
Tennis Classes	8,718	8,674	11,800
Croquet	576	768	850
Flag Football	-	-	3,800
Pickleball	-	-	10,725
Community Education	561,031	456,206	550,000
Intramurals	930	615	13,300
<b>Total Cash Receipts</b>	<b>\$ 666,041</b>	<b>\$ 540,986</b>	<b>\$ 703,375</b>
<b>Appropriations:</b>			
Recreation	\$ 789,580	\$ 631,438	\$ 693,167
<b>Total Appropriations</b>	<b>\$ 789,580</b>	<b>\$ 631,438</b>	<b>\$ 693,167</b>
Change in Fund Balance (Receipts - Appropriations)	\$ (123,539)	\$ (90,452)	\$ 10,208
Beginning Cash Balance July 1	622,485	497,377	406,925
Adjustment for Non-Cash Revenues and Appropriations	(1,569)	-	-
Ending Cash Balance June 30	<b>\$ 497,377</b>	<b>\$ 406,925</b>	<b>\$ 417,133</b>
Change in Cash	(125,108)	(90,452)	10,208
Ending Cash as a % of Total Cash Payments/Appropriations	<b>63%</b>	<b>64%</b>	<b>60%</b>

<b>FEDERAL ASSET FORFEITURE FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Forfeiture Revenue	\$ 14,006	\$ 82,519	\$ 40,000
<b>Total Cash Receipts</b>	<b>\$ 14,006</b>	<b>\$ 82,519</b>	<b>\$ 40,000</b>
<b>Appropriations:</b>			
Federal Asset Forfeiture	\$ 16,067	\$ 19,200	\$ 30,000
<b>Total Appropriations</b>	<b>\$ 16,067</b>	<b>\$ 19,200</b>	<b>\$ 30,000</b>
Change in Fund Balance (Receipts - Appropriations)	\$ (2,061)	\$ 63,319	\$ 10,000
Beginning Cash Balance July 1	24,172	17,332	80,651
Adjustment for Non-Cash Revenues and Appropriations	(4,779)	-	-
Ending Cash Balance June 30	<b>\$ 17,332</b>	<b>\$ 80,651</b>	<b>\$ 90,651</b>
Change in Cash	(6,840)	63,319	10,000
Ending Cash as a % of Total Cash Payments/Appropriations	<b>108%</b>	<b>420%</b>	<b>302%</b>

<b>AMBULANCE FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Transport Fee	\$ 1,295,401	\$ 1,199,600	\$ 1,230,000
Non Transport Fee	4,745	3,454	-
Other Revenue	1,550	4,611	-
Grants	225,370	37,444	-
Interest	667	1,294	-
Transfer In - General Fund	925,000	925,000	900,000
<b>Total Cash Receipts</b>	<b>\$ 2,452,733</b>	<b>\$ 2,171,403</b>	<b>\$ 2,130,000</b>
<b>Appropriations:</b>			
Ambulance	\$ 2,167,386	\$ 2,053,023	\$ 2,167,067
<b>Total Appropriations</b>	<b>\$ 2,167,386</b>	<b>\$ 2,053,023</b>	<b>\$ 2,167,067</b>
Change in Fund Balance (Receipts - Appropriations)	\$ 285,347	\$ 118,380	\$ (37,067)
Beginning Cash Balance July 1	-	270,003	388,383
Adjustment for Non-Cash Revenues and Appropriations	(15,344)	-	-
Ending Cash Balance June 30	<b>\$ 270,003</b>	<b>\$ 388,383</b>	<b>\$ 351,316</b>
Change in Cash	270,003	118,380	(37,067)
Ending Cash as a % of Total Cash Payments/Appropriations	<b>12%</b>	<b>19%</b>	<b>16%</b>

<b>GMSD FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
BEP	\$ 27,996,207	\$ 28,989,500	\$ 29,996,000
ADA	18,449,533	18,111,778	18,310,776
Federal Grants	4,060,123	3,598,000	4,814,384
Other Revenues	1,701,130	4,933,000	810,000
Charges for Services	1,216,693	1,186,000	1,481,645
County Commission	2,227,293	4,013,000	-
Liquor Tax	169,815	170,006	125,641
Sales Tax	7,291,948	7,160,043	3,819,340
Transfer In - General Fund	2,496,607	2,507,296	2,549,581
<b>Total Cash Receipts</b>	<b>\$ 65,609,349</b>	<b>\$ 70,668,623</b>	<b>\$ 61,907,367</b>
<b>Appropriations:</b>			
Germantown Municipal School District	\$ 61,301,199	\$ 68,047,000	\$ 64,743,963
<b>Total Appropriations</b>	<b>\$ 61,301,199</b>	<b>\$ 68,047,000</b>	<b>\$ 64,743,963</b>
Change in Fund Balance (Receipts - Appropriations)	\$ 4,308,150	\$ 2,621,623	\$ (2,836,596)
Beginning Cash Balance July 1	40,629,838	23,710,215	26,331,838
Adjustment for Non-Cash Revenues and Appropriations	(21,227,773)	-	-
Ending Cash Balance June 30	<b>\$ 23,710,215</b>	<b>\$ 26,331,838</b>	<b>\$ 23,495,242</b>
Change in Cash	(16,919,623)	2,621,623	(2,836,596)
Ending Cash as a % of Total Cash Payments/Appropriations	<b>39%</b>	<b>39%</b>	<b>36%</b>



<b>FARM FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Membership Fee	\$ 5,020	\$ 2,895	\$ 4,500
Donations	5,900	17,495	16,000
Vendor Income	3,564	2,064	3,000
Educational Fees	920	20	500
Grant	3,000	1,250	-
Rental Income	11,948	6,328	8,000
Transfer In - General Fund	120,000	100,000	50,000
<b>Total Cash Receipts</b>	<b>\$ 150,352</b>	<b>\$ 130,052</b>	<b>\$ 82,000</b>
<b>Appropriations:</b>			
The Farm	\$ 122,183	\$ 116,066	\$ 131,853
<b>Total Appropriations</b>	<b>\$ 122,183</b>	<b>\$ 116,066</b>	<b>\$ 131,853</b>
Change in Fund Balance (Receipts - Appropriations)	\$ 28,169	\$ 13,986	\$ (49,853)
Beginning Cash Balance July 1	159,252	206,392	220,378
Adjustment for Non-Cash Revenues and Appropriations	18,971	-	-
Ending Cash Balance June 30	<b>\$ 206,392</b>	<b>\$ 220,378</b>	<b>\$ 170,525</b>
Change in Cash	47,140	13,986	(49,853)
Ending Cash as a % of Total Cash Payments/Appropriations	<b>169%</b>	<b>190%</b>	<b>129%</b>

<b>LIBRARY ENDOWMENT FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Interest	\$ 5,247	\$ 3,713	\$ -
<b>Total Cash Receipts</b>	<b>\$ 5,247</b>	<b>\$ 3,713</b>	<b>\$ -</b>
<b>Appropriations:</b>			
Library Endowment	\$ -	\$ -	\$ -
<b>Total Appropriations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Change in Fund Balance (Receipts - Appropriations)	\$ 5,247	\$ 3,713	\$ -
Beginning Cash Balance July 1	235,013	239,519	243,232
Adjustment for Non-Cash Revenues and Appropriations	(741)	-	-
Ending Cash Balance June 30	<b>\$ 239,519</b>	<b>\$ 243,232</b>	<b>\$ 243,232</b>
Change in Cash	4,506	3,713	-
Ending Cash as a % of Total Cash Payments/Appropriations	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>

<b>E-CITATION FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Other Revenues	\$ 32,285	\$ 33,810	\$ 37,000
<b>Total Cash Receipts</b>	<b>\$ 32,285</b>	<b>\$ 33,810</b>	<b>\$ 37,000</b>
<b>Appropriations:</b>			
E-Citation	\$ 4,319	\$ 3,000	\$ 3,000
<b>Total Appropriations</b>	<b>\$ 4,319</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>
Change in Fund Balance (Receipts - Appropriations)	\$ 27,966	\$ 30,810	\$ 34,000
Beginning Cash Balance July 1	-	27,966	58,776
Adjustment for Non-Cash Revenues and Appropriations	0	-	-
Ending Cash Balance June 30	<b>\$ 27,966</b>	<b>\$ 58,776</b>	<b>\$ 92,776</b>
Change in Cash	27,966	30,810	34,000
Ending Cash as a % of Total Cash Payments/Appropriations	<b>648%</b>	<b>1959%</b>	<b>3093%</b>

<b>FLEET SERVICES/ALLOCATION FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Other	\$ 1,957	\$ 637	\$ -
Charges for Services	1,812,604	1,964,684	2,085,703
<b>Total Cash Receipts</b>	<b>1,814,561</b>	<b>1,965,321</b>	<b>2,085,703</b>
<b>Appropriations:</b>			
Fleet Services	\$ 1,857,474	\$ 2,009,906	\$ 2,093,703
<b>Total Appropriations</b>	<b>\$ 1,857,474</b>	<b>\$ 2,009,906</b>	<b>\$ 2,093,703</b>
Change in Fund Balance (Receipts - Appropriations)	\$ (42,913)	\$ (44,585)	\$ (8,000)
Beginning Cash Balance July 1	555,594	600,024	555,439
Adjustment for Non-Cash Revenues and Appropriations	87,343	-	-
Ending Cash Balance June 30	<b>\$ 600,024</b>	<b>\$ 555,439</b>	<b>\$ 547,439</b>
Change in Cash	44,430	(44,585)	(8,000)
Ending Cash as a % of Total Cash Payments/Appropriations	<b>32%</b>	<b>28%</b>	<b>26%</b>

<b>CAPITAL PROJECTS FUND</b>	<b>Actual FY 2019</b>	<b>Estimated FY 2020</b>	<b>Budget FY 2021</b>
<b>Cash Receipts:</b>			
Other Revenues	\$ 3,982,925	\$ 3,333,814	\$ 3,130,859
Issuance of debt	3,025,000	-	-
Transfers In	4,300,000	5,900,000	3,050,000
<b>Total Cash Receipts</b>	<b>\$ 11,307,925</b>	<b>\$ 9,233,814</b>	<b>\$ 6,180,859</b>
<b>Expenses:</b>			
General Government	\$ 3,267,079	\$ 841,762	\$ 120,000
Fire	-	297,179	-
Major Roads	3,539,563	394,204	1,410,000
Intersections & Other	513,551	614,080	1,325,000
Drainage	288,873	958,200	1,075,000
Parks	853,398	2,602,429	330,000
Municipal Schools Projects	24,001	2,200,000	700,000
Contingency	-	-	350,000
Transfers Out	22,290,101	-	-
<b>Total Appropriations</b>	<b>\$ 30,776,566</b>	<b>\$ 7,907,854</b>	<b>\$ 5,310,000</b>
Change in Cash (Receipts - Appropriations)	\$ (19,468,641)	\$ 1,325,960	\$ 870,859
Beginning Cash Balance July 1	12,482,847	13,958,737	15,284,697
Adjustment for Non-Cash Revenues and Appropriations	20,944,531	-	-
<b>Ending Cash Balance June 30</b>	<b>\$ 13,958,737</b>	<b>\$ 15,284,697</b>	<b>\$ 16,155,556</b>
Change in Cash	1,475,890	1,325,960	870,859
Ending Cash as a % of Total Cash Payments/Appropriations	45%	193%	304%

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	\$	38,983,193
Utility Fund	\$	52,352,897
Germantown Athletic Club	\$	17,561,379
Great Hall Fund	\$	843,531
Solid Waste Fund	\$	1,031,972
Stormwater Fund	\$	679,691
State Street Aid	\$	935,875
Drug Fund	\$	410,667
Pickering Fund	\$	330,390
GMSD Fund	\$	23,951,474
Federal Asset Forfeiture Fund	\$	80,650
Ambulance Fund	\$	457,328
Farm Park Fund	\$	189,665
Recreation Fund	\$	398,860
Library Endowment Fund	\$	243,232
E-Citations	\$	58,776
Fleet/Allocation	\$	2,314,101
Capital Projects Fund	\$	14,585,606

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	Principal Outstanding at 06/30/20	FY2021 Principal Payment	FY2021 Interest Payment
<b>Capital Outlay Notes -</b>			
General Obligation Capital Outlay Notes, Series 2018	\$ 2,629,000	\$ 226,000	\$ 85,443
<b>Settlement Liability -</b>			
Shelby County Board of Education Settlement Liability	1,901,458	291,159	64,294
<b>Bonds -</b>			
General Obligation Bonds, Series 2009	565,000	275,000	20,844
General Obligation Bonds, Series 2011	3,945,000	285,000	107,525
General Obligation Bonds, Series 2013A	2,635,000	160,000	75,994
General Obligation Bonds, Series 2013B	1,690,000	260,000	43,740
General Obligation Bonds, Series 2016A	6,275,000	535,000	294,600
General Obligation Bonds, Series 2016B	9,530,000	210,000	450,200
General Obligation Bonds, Series 2017	28,685,000	620,000	1,191,050
<b>Total General Fund Debt</b>	<b>\$57,855,458</b>	<b>\$ 2,862,159</b>	<b>\$ 2,333,689</b>
<b>Total Outstanding Debt for City of Germantown, TN</b>	<b>\$57,855,458</b>	<b>\$ 2,862,159</b>	<b>\$ 2,333,689</b>

SECTION 4. During the coming fiscal year (2021) the governing body has pending and planned capital projects and with proposed funding as follows:

<b>FY21 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>					
GCT Restroom ADA Renovation	\$ 45	-	-	-	45
GCT ADA Entrance Ramp	75	-	-	-	75
<b>Total General Government:</b>	<b>\$ 120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120</b>
<b>MAJOR ROADS:</b>					
Milling and Overlay - Neshoba and WRB West	\$ 350	-	-	280	70
Major Road Plan	100	-	-	80	20
Poplar Avenue Culverts Replacement - Phase V	500	-	-	500	-
FHI Widening Poplar Pike/Winchester- Construction	460	-	-	-	460
<b>Total Major Roads:</b>	<b>\$ 1,410</b>	<b>-</b>	<b>-</b>	<b>860</b>	<b>550</b>
<i>* State funding is included in totals.</i>					
<b>INTERSECTIONS &amp; OTHER:</b>					
Signalization at HHS/WRB	\$ 400	-	-	400	-
Signal Upgrades*	300	-	-	300	-
Intersection Safety Audit	200	-	-	160	40
Signalization at WRB/Campbell Clinic	425	213	-	-	213
<b>Total Intersections/Other:</b>	<b>\$ 1,325</b>	<b>213</b>	<b>-</b>	<b>860</b>	<b>253</b>
<i>* State funding is included in totals.</i>					
<b>DRAINAGE:</b>					
Lateral E Bank Stabilization	\$ 1,075	875	-	-	200
<b>Total Drainage:</b>	<b>\$ 1,075</b>	<b>875</b>	<b>-</b>	<b>-</b>	<b>200</b>
<i>* State funding is included in totals.</i>					
<b>PARKS:</b>					
Greenway Trail Extension to Collierville	\$ 250	-	-	200	50
Parkland Acquisition	50	-	-	-	50
Lilly Walk Linear Park Design	30	-	-	24	6
<b>Total Parks:</b>	<b>\$ 330</b>	<b>-</b>	<b>-</b>	<b>224</b>	<b>106</b>
<i>* State funding is included in totals.</i>					
<b>GERMANTOWN ATHLETIC CLUB FUND:</b>					
ADA Ramp	\$ 99	99	-	-	-
<b>Total GAC Fund:</b>	<b>\$ 99</b>	<b>99</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>MUNICIPAL SCHOOLS:</b>					
HHS Fieldhouse	\$ 200	-	-	-	200
Dogwood Elementary Secure Entrance	500	-	-	-	500
<b>Total GMSD Fund:</b>	<b>\$ 700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>700</b>
<b>UTILITY FUND:</b>					
North Johnson Rd Lift Station Force Main Re-routing	\$ 235	-	-	-	235
<b>Total Utility Fund:</b>	<b>\$ 235</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>235</b>
<b>CONTINGENCY:</b>					
<b>Total Contingency:</b>	<b>\$ 350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>350</b>

Proposed Future Capital Projects <i>(in thousands)</i>	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
<b>GENERAL GOVERNMENT:</b>					
Animal Shelter Cat Room Design	\$ 10	5	-	-	5
Animal Shelter Cat Room Construction	65	15	-	-	50
Ada Improvements	1,250	-	-	-	1,250
GCT Roofing Replacement	70	-	-	-	70
Quint Fire Apparatus Replacement	1,300	-	-	-	1,300
Replacement Fire Engine	975	-	-	-	975
Ambulance Replacements	1,045	-	-	-	1,045
<b>Total General Government:</b>	<b>4,715</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>4,695</b>
<b>MAJOR ROADS:</b>					
Milling and Overlay - Neshoba and WRB West	\$ 3,500	-	-	2,800	700
FHI Improvements Poplar to WRB Construction	5,000	-	-	4,000	1,000
<b>Total Major Roads:</b>	<b>\$ 8,500</b>	<b>-</b>	<b>-</b>	<b>6,800</b>	<b>1,700</b>
<i>* State funding is included in totals.</i>					
<b>INTERSECTIONS &amp; OTHER:</b>					
Signal Upgrades*	\$ 1,200	-	-	1,200	-
Signalization FHI @ Crestwyn	425	40	-	-	385
<b>Total Intersections/Other:</b>	<b>\$ 1,625</b>	<b>40</b>	<b>-</b>	<b>1,200</b>	<b>385</b>
<i>* State funding is included in totals.</i>					
<b>DRAINAGE:</b>					
City Wide Master Drainage Plan	\$ 150	-	-	-	150
Golden Fields Culvert Replacement	1,325	-	-	-	1,325
Duntreath Drainage Ditch Improvements	2,400	-	-	-	2,400
Annual Misc Drainage Imprv	250	-	-	-	250
Redbud Trail Imprv	650	-	-	-	650
Fox Hill Circle East Culvert	100	-	-	-	100
Somerset Drainage Improvements	770	-	-	-	770
Cedarwood Drive/Mimosa Rd.	1,400	-	-	-	1,400
Riverdale Rd. Outlet Culvert Design & Construction	830	-	-	-	830
Dogwood Grove 4th addition Design & Construction	935	-	-	-	935
Miller Farms (Lateral B) Drainage Channel	1,600	-	-	-	1,600
<b>Total Drainage:</b>	<b>\$ 10,410</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,410</b>
<i>* State funding is included in totals.</i>					
<b>PARKS:</b>					
Greenway Trail Extension to Collierville	\$ 2,880	-	-	2,304	576
Neighborhood Park Reinvestments	1,800	-	1,000	-	800
Parks on Poplar Pike-Site & Traffic Improvements Design	400	-	-	-	400
Master Plan Legacy Park Project Phase I	2,500	-	2,500	-	-
Germantown Station Park Reinvestment	230	-	-	-	230
Oaklawn Garden Phase I	300	-	-	-	300
Riverdale Reinvestment	450	-	-	-	450
Signage/Wayfinding System	300	-	-	-	300
Lilly Walk Linear Park - Construction	382	-	-	306	76
Parkland Acquisition	2,500	-	-	-	2,500
Long Field Project Design and Development	3,000	-	-	-	3,000
<b>Total Parks:</b>	<b>\$ 14,742</b>	<b>-</b>	<b>3,500</b>	<b>2,610</b>	<b>8,632</b>
<i>* State funding is included in totals.</i>					
<b>GERMANTOWN ATHLETIC CLUB FUND:</b>					
Exterior Exercise Space	50	-	-	-	50
Skylights	750	-	-	-	750
<b>Total GAC Fund:</b>	<b>\$ 800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800</b>
<b>MUNICIPAL SCHOOLS:</b>					
Houston Middle School Expansion	\$ 2,500	-	2,500	-	-
HHS Fieldhouse	400	-	-	-	400
<b>Total GMSD Fund:</b>	<b>\$ 2,900</b>	<b>-</b>	<b>2,500</b>	<b>-</b>	<b>400</b>
<b>UTILITY FUND:</b>					
Water System Acquisition	\$ 300	-	-	-	300
Small Elevated Tank Removal	75	-	-	-	75
Elevated Water Tank	2,134	-	2,134	-	-
Automated Meter Reading	4,050	-	-	-	4,050
Annexation Area Water Main Phase II	1,034	-	-	-	1,034
Cordova Rd. Lift Station Force Main Re-routing	200	-	-	-	200
<b>Total Utility Fund:</b>	<b>\$ 7,793</b>	<b>-</b>	<b>2,134</b>	<b>-</b>	<b>5,659</b>
<b>CONTINGENCY:</b>					
	\$ 1,750	-	-	-	1,750
<b>Total Contingency:</b>	<b>\$ 1,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,750</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 September 1, 2020, the public welfare requiring it.

First Reading: July 27, 2020

Second Reading: August 10, 2020

Third Reading: August 24, 2020



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, action 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 Ready Graduate</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

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.

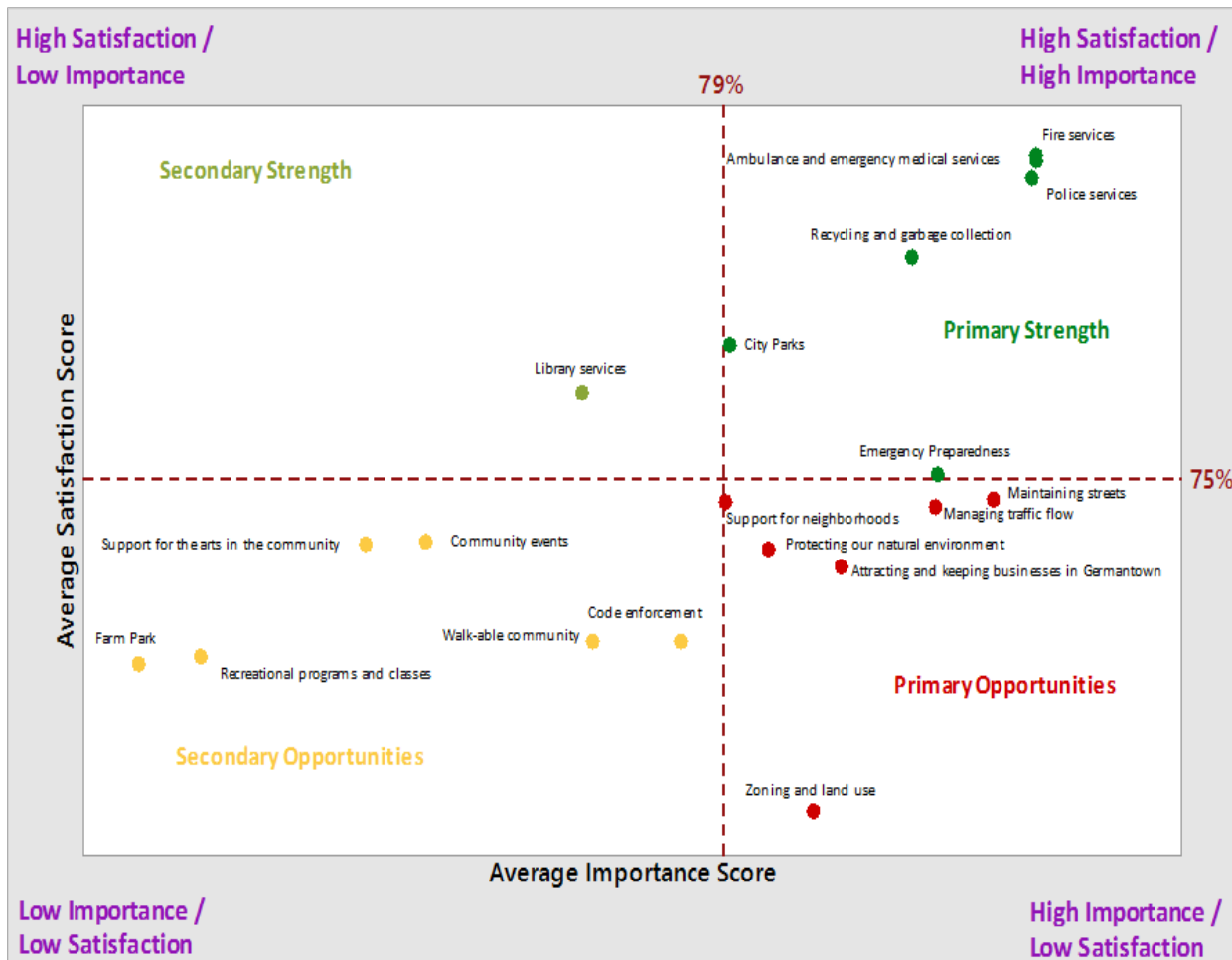
**Primary Opportunities:** These City Functions are those with above average customer ratings in importance, but with below average ratings in satisfaction. The City should prioritize improvements on these functions and services. Efforts placed on these areas should contribute towards raising overall 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 of these areas

**PERFORMANCE MEASUREMENTS – FY21**

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 \$100,000 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 \$350,000 will be budgeted annually to meet minor, additional needs not specifically provided or 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 at the "Registration Agent") to maintain books and records necessary for the registration, record-keeping and transfer of bonds on behalf of the City. In addition, the Registration Agent will act as pay agent for the City and will be authorized to make all payments of principal, interest, and redemption premium, if any, with respect to the issued bonds.

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

### **Board Approval**

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

### **Compliance Reporting**

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

## **IX. Terms of the Debt Issue**

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

### **Maximum Maturity**

All capital improvements financed through the issuance of debt will be financed for a period not to exceed the useful life of the improvements, but in no event will the term of the debt financing exceed thirty (30) years.

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

### **Maturity Schedule**

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

The City will avoid the use of bullet or balloon maturities except in those rare instances where these maturities serve to make existing overall debt service level or match a specific income stream. Any deferral of principal payment or backloading must be explicitly disclosed and justified, including disclosure of the justification or recommendation made by the Financial Advisor for the principal deferral.

### **Interest Rates**

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

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

### **Bond Coupon Rate**

For most bond issuances, the City's will set parameters so that bonds subject to redemption can be priced between 95% and 125% of par.

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

### **Call Features**

In many cases, it is the City's policy to include a call feature with a date set appropriate to current market conditions. Subject to additional analysis and recommendations by the Financial Advisor, the City will assess the value of including a call option relative to the lower interest rate associated with non-callable bonds.

### **Credit Enhancement Facilities**

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

### **Issuance Cost**

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

## **X. Professional Services**

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

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

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

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

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

Specific to certain professionals are the following requirements:

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

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

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

**Underwriter.** If the City engages an underwriter in a sale transaction, the underwriter will be required to clearly identify itself in writing (in its proposal, in its bid, or in its submitted promotional materials) as an underwriter and not as a financial advisor. This disclosure will occur at the earliest stages of the relationship with the debt issue. The underwriter will clarify that its primary role as a purchaser of securities in an arm's-length commercial transaction has financial and other interests that differ from those of the City.

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

### **XI. Conflicts of Interest**

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

Separate from this Policy, the City's officers (who include elected officials and members appointed to commission or boards) and all City employees are subject to strict Codes of Ethical Conduct. These Codes include very detailed standards that prohibit the officer or employee from knowingly engaging in activities that would lead to a conflict of

interest with the City. By reference, the City's existing Codes of Ethical Conduct as applicable to officer or employee conflicts of interest in debt transactions are applicable to the administration of this Policy.

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

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

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

### **XII. Debt Management Policy Review and Approval**

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

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

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

### **Basis of Budgeting**

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

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

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



### Budgetary Control

Formal budgetary accounting is used as a management control for all funds of the City. Budgetary controls are exercised both at the departmental level, with the adoption of the budget, and at the line item level through accounting controls. Additionally, budgetary control is maintained at the program level by the individual departments, acting in conjunction with the Department of Finance and 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.

## REVISED FY21 BUDGET CALENDAR

### December

12/17/19 Capital Improvements Program (CIP) applications due to CIP Coordinator  
 12/20/19 FY21 General, Special Revenue and Utility Fund (Revenues and Expenditures), Program Change Requests/ Position Justification Forms and Infrastructure Replacement Program requests are due to Budget and Performance

### January

1/06/20 Budget Materials distributed to Enterprise and Internal Service Funds  
 1/21-24/20 FY21 Budget review with General, Special Revenue and Utility Fund departments  
 1/21/20 **Financial Advisory Commission – First Meeting:** Introduction, recommendation of budget calendar and review of budget issues  
 1/27/20 **Board Meeting** - Budget Calendar review and approval by the Board of Mayor and Aldermen

### February

2/03/20 FY21 Budget (Revenues and Expenses), Program Change Requests/ Position Justification Forms and Infrastructure Replacement Program requests are due to Budget and Performance (Enterprise Funds and Internal Service Funds)  
 2/10-14/20 FY21 Budget review with departments (Enterprise Funds and Internal Service Funds)  
 2/25/20 **Financial Advisory Commission – Second Meeting:** Review of FY21 Budget Enterprise Funds (Utility, Germantown Athletic Club, Great Hall, and Sanitation)

### June

6/30/20 **Financial Advisory Commission – Third Meeting:** Review of FY21 Special Revenue Funds; Stormwater Fund and revised Germantown Athletic Club and Great Hall; Review of Capital Improvements Program

### July

7/08/20 Board of Mayor and Aldermen work session on FY21 General Fund Budget and FY21 CIP  
 7/14/20 **Financial Advisory Commission – Fourth Meeting:** Review of FY21 GMSD Fund & General Fund Revenues and Expenditures  
 7/22/20 Proposed FY21 Budget delivered to Board of Mayor and Aldermen; *Budget in Brief* prepared  
 7/23/20 Board of Mayor and Aldermen work session on FY21 Special Revenue Funds and Enterprise Funds  
 7/27/20 **Board Meeting - First Reading on FY21 Budget Ordinance 2020-1**  
 7/31/20 Document printing due to Procurement

### August

8/10/20 **Board Meeting - Public Hearing on FY21 Budget; Second Reading on FY21 Budget Ordinance 2020-1**  
 8/24/20 **Board Meeting - Third and Final Reading on FY21 Budget Ordinance 2020-1**



This section consists of summaries of the FY21 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 FY21. It is compared to the estimated total for FY20. 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 60 and 61. 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 FY20 and five years of projections including FY21, 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
Drug Asset Forfeiture	Special	Solid Waste Fund	Enterprise		
Federal Asset Forfeiture	Special	Stormwater Fund	Enterprise		
Pickering Fund	Special	Health Fund	Internal Service		
Ambulance Fund	Special	Fleet Services	Internal Service		
GMSD Fund	Special	Allocated Expenses	Internal Service		
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	\$ 34,132,045	-	-	-	-	-
Sales Taxes	11,680,136	-	-	-	-	-
Federal and State Revenues	7,199,314	-	-	-	2,500	-
Metered Water Sales	-	5,060,300	-	-	-	-
Sewer Service Fees	-	3,140,000	-	-	-	-
Membership Fees	-	-	3,645,000	-	-	-
Aquatics Revenues	-	-	82,918	-	-	-
Business Revenues	-	-	-	304,944	-	-
Personal Training	-	-	390,000	-	-	-
Solid Waste Fees	-	-	-	-	4,945,576	-
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	-	-	-	-	-	1,026,500
Other Revenues	4,151,400	1,056,542	436,482	-	41,000	6,900
Investment Income	280,000	72,000	40,000	2,000	20,000	5,000
Transfers In	1,272,002	-	-	230,000	-	-
Funds from Prior Periods	450,000	-	-	-	-	-
<b>FY21 Total Revenues:</b>	<b>59,164,897</b>	<b>9,328,842</b>	<b>4,594,400</b>	<b>536,944</b>	<b>5,009,076</b>	<b>1,038,400</b>
<b>Expenditures/Expenses by Category:</b>						
Personnel	35,356,713	1,888,934	1,893,220	199,556	98,749	637,917
Communications	210,295	81,400	14,500	600	10,500	1,900
Utilities	1,093,526	661,768	388,902	43,485	-	600
Professional	3,026,756	280,000	636,644	16,500	20,000	-
Grants	1,338,821	-	-	-	-	-
Other Maintenance	2,674,230	84,000	185,000	65,250	-	29,300
Vehicle Maintenance	-	-	-	-	-	-
Street Maintenance	-	-	-	-	-	265,000
Mains Maintenance	-	115,000	-	-	-	-
Supplies	2,270,745	191,700	308,373	8,233	45,000	26,870
Contract Services	-	1,514,769	-	-	5,026,864	-
Insurance	119,700	11,000	-	-	-	-
Rent	127,163	-	240,000	95,222	-	-
Debt Service	4,841,896	-	1,656	644	-	-
Capital Outlay	690,800	-	-	-	-	-
Depreciation	-	1,941,183	649,800	82,727	15,474	27,000
Contingency	100,000	-	-	-	-	-
Transfers Out	4,729,581	-	-	-	-	-
Allocation/PILOT	1,632,089	1,646,079	115,246	20,113	-	40,874
<b>FY21 Total Expenditures/Expenses</b>	<b>58,212,315</b>	<b>8,415,833</b>	<b>4,433,341</b>	<b>532,330</b>	<b>5,216,587</b>	<b>1,029,461</b>
<b>Excess (Deficit)/Income (Loss)</b>	<b>952,582</b>	<b>913,009</b>	<b>161,059</b>	<b>4,614</b>	<b>(207,511)</b>	<b>8,939</b>
<b>Fund Balance/Net Assets Position:</b>						
Beg. Fund Bal./Net Assets Position	38,533,193	52,352,897	17,561,379	843,531	1,031,972	679,691
Transfer to CIP/IRP	(3,050,000)	-	-	-	-	-
End Fund Bal./Net Assets Position	\$ 36,435,775	53,265,906	17,722,438	848,145	824,461	688,630
Capital Outlay/Infrastructure/CIP	-	1,223,000	616,559	41,650	-	50,000
<b>COMPARISON TO PRIOR YEAR'S BUDGET</b>						
<b>ALL FUNDS:</b>	<b>BUDGET FY20</b>	<b>BUDGET FY21</b>	<b>CHANGE</b>	<b>% CHANGE</b>		
Operating Budget*	\$ 156,383,146	152,320,026	(4,063,120)	-2.6%		
Capital Budget	26,540,775	5,644,359	(20,896,416)	-78.7%		
<b>TOTAL BUDGET</b>	<b>\$ 182,923,921</b>	<b>157,964,385</b>	<b>(24,959,536)</b>	<b>-13.6%</b>		

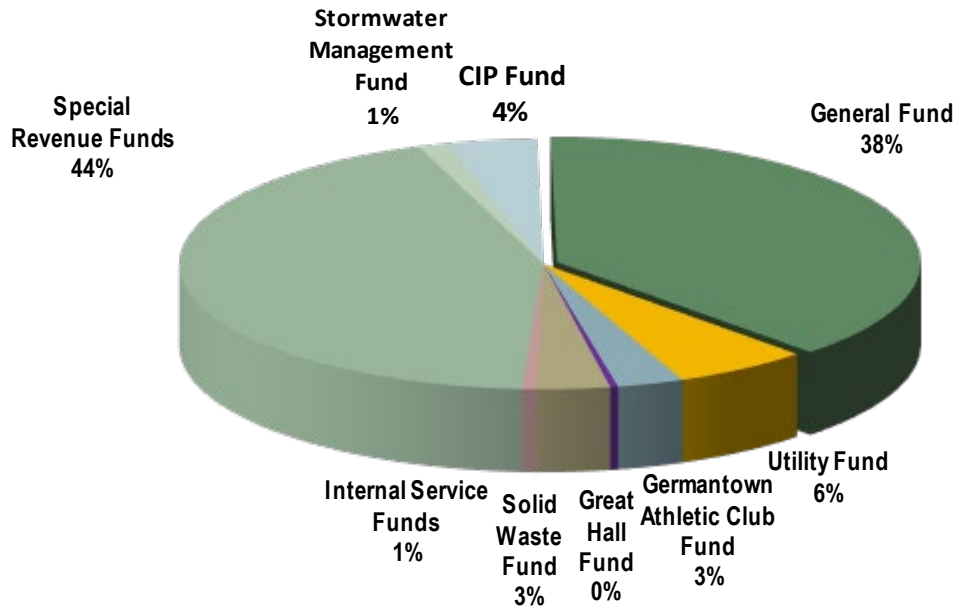
\* Includes Capital Outlay and Infrastructure.

# ALL FUNDS BUDGET SUMMARY

	Special Revenue	Fleet Svcs./ Alloc.	Capital Projects	Total FY21	Increase/ Decrease	Estimated FY20	Actual FY19
<b>REVENUES:</b>							
Property Taxes	\$ -	-	-	34,132,045	0.4%	34,011,264	33,580,704
Sales Taxes	-	-	-	11,680,136	-17.3%	14,119,741	14,108,902
Federal and State Revenues	-	-	-	7,201,814	55.4%	4,635,485	6,929,488
Metered Water Sales	-	-	-	5,060,300	2.7%	4,927,634	5,020,094
Sewer Service Fees	-	-	-	3,140,000	1.1%	3,106,437	3,092,062
Membership Fees	-	-	-	3,645,000	12.0%	3,253,824	3,983,021
Aquatics Revenues	-	-	-	82,918	-22.0%	106,295	148,759
Business Revenues	-	-	-	304,944	-33.1%	455,625	598,708
Personal Training	-	-	-	390,000	48.8%	262,050	288,878
Solid Waste Fees	-	-	-	4,945,576	0.9%	4,902,100	4,912,371
State Gasoline Tax Allocation	1,295,000	-	-	1,295,000	-9.6%	1,432,976	2,012
Automated Enforcement Revenues	-	-	-	-	0%	-	-
Drug Enforcement Revenues	300,000	-	-	300,000	6.1%	282,871	170,118
Federal Asset Forfeiture Revenues	40,000	-	-	40,000	-51.5%	82,519	14,006
Pickering Complex Revenues	85,250	-	-	85,250	74.0%	49,002	96,792
Transport Fee	1,230,000	-	-	1,230,000	0.0%	1,199,600	1,295,401
Non Transport Fee	-	-	-	-	-100%	3,454	4,745
Education Revenues	59,357,786	-	-	59,357,786	0.0%	68,161,327	63,112,742
Recreation Revenues	703,375	-	-	703,375	30.0%	540,986	666,041
Farm Revenues	32,000	-	-	32,000	0.0%	30,052	30,352
Stormwater Fee	-	-	-	1,026,500	-0.6%	1,032,355	1,028,272
Other Revenues	37,000	2,085,703	3,130,859	10,945,886	3.6%	10,564,982	13,042,662
Investment Income	2,500	-	-	421,500	-58.4%	1,013,502	2,932,688
Transfers In	4,499,581	-	3,050,000	9,051,583	-26.1%	12,247,834	12,343,958
Funds from Prior Periods	-	-	-	450,000	0.0%	450,000	-
<b>FY21 Total Revenues:</b>	<b>67,582,492</b>	<b>2,085,703</b>	<b>6,180,859</b>	<b>155,521,613</b>	<b>-6.8%</b>	<b>166,871,915</b>	<b>167,402,776</b>
<b>Expenditures/Expenses by Category:</b>							
Personnel	50,129,056	838,493	-	91,042,638	5.5%	86,330,634	80,386,592
Communications	395,924	3,000	-	718,119	10.2%	651,611	659,126
Utilities	2,078,921	21,385	-	4,288,587	7.1%	4,004,394	3,969,932
Professional	7,017,424	-	-	10,997,324	21.8%	9,028,992	10,073,736
Grants	-	-	-	1,338,821	-28.6%	1,874,709	2,146,804
Other Maintenance	953,325	174,500	-	4,165,605	-0.2%	4,173,230	3,649,685
Vehicle Maintenance	-	167,000	-	167,000	-3.5%	173,078	146,979
Street Maintenance	1,715,000	-	-	1,980,000	11.4%	1,777,726	2,784,597
Mains Maintenance	-	-	-	115,000	-20.6%	144,793	129,069
Supplies	3,930,461	106,325	-	6,887,707	29.2%	5,333,059	5,316,392
Contract Services	850,000	-	-	7,391,633	5.8%	6,987,968	6,902,978
Insurance	370,690	671,000	-	1,172,390	0%	1,022,597	940,771
Rent	1,250	4,000	-	467,635	-22.6%	604,525	573,869
Debt Service	-	-	-	4,844,196	-5.9%	5,150,621	4,436,436
Capital Outlay	3,161,708	-	5,310,000	9,162,508	-57.3%	21,450,651	40,674,802
Depreciation	-	100,000	-	2,816,184	1.9%	2,763,071	2,668,316
Contingency	-	-	-	100,000	100%	50,000	-
Transfers Out	-	-	-	4,729,581	-4.6%	4,957,296	5,216,607
Allocation	185,847	-	-	3,640,248	3.4%	3,520,116	3,308,190
<b>FY21 Total Expenditures/Expenses</b>	<b>70,789,606</b>	<b>2,085,703</b>	<b>5,310,000</b>	<b>156,025,176</b>	<b>-2.5%</b>	<b>159,999,071</b>	<b>173,984,881</b>
<b>Excess (Deficit)/Income (Loss)</b>	<b>(3,207,114)</b>	<b>-</b>	<b>870,859</b>				
<b>Fund Balance/Retained Earnings:</b>							
Beg. Fund Bal./Retained Earnings	27,056,917	2,314,101	14,585,606				
Transfer to CIP/IRP	-	-	-				
End Fund Bal./Ret. Earnings	\$ 23,849,803	2,314,101	15,456,465				
Capital Outlay/Infrastructure/CIP	-	8,000	-				
<b>COMPARISON TO PRIOR YEAR'S BUDGET</b>							
<b>GENERAL FUND:</b>	<b>BUDGET FY20</b>	<b>BUDGET FY21</b>	<b>CHANGE</b>	<b>% CHANGE</b>			
Operating Budget*	\$ 60,499,729	58,212,315	(2,287,414)	-3.8%			
Capital Budget	-	-	-	0.0%			
<b>TOTAL BUDGET</b>	<b>\$ 60,499,729</b>	<b>58,212,315</b>	<b>(2,287,414)</b>	<b>-3.8%</b>			

\* Includes Capital Outlay and Infrastructure.

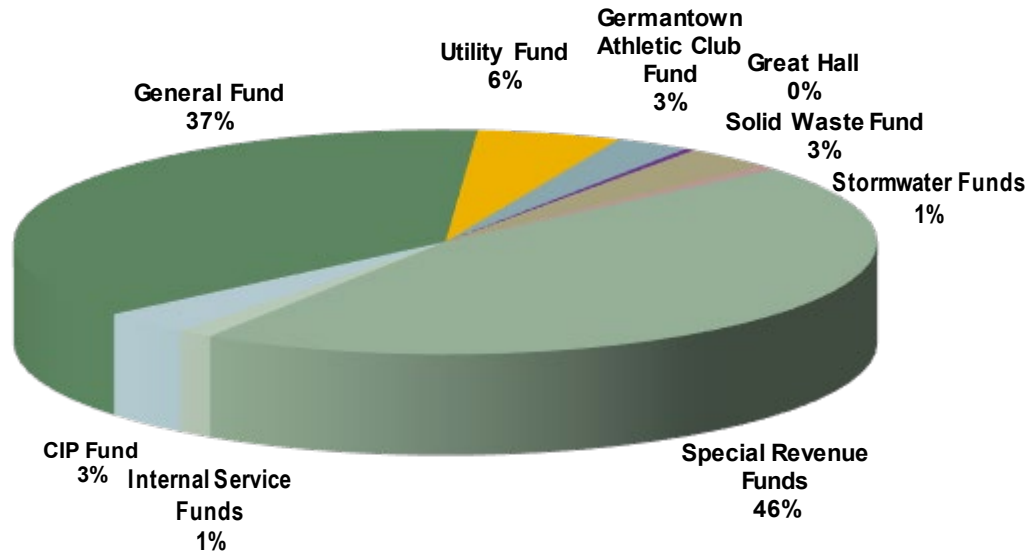
# ALL FUND OPERATING REVENUES FY21



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

	2020 ESTIMATED		2021 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 60,105	37%	\$ 59,165	38%
Utility Fund	8,580	5%	9,329	6%
Germantown Athletic Club Fund	3,854	2%	4,594	3%
Great Hall	461	0%	537	0%
Solid Waste Fund	4,972	3%	5,009	3%
Stormwater Management Fund	1,046	1%	1,038	1%
Special Revenue Funds	76,656	46%	67,582	44%
Internal Service Funds	1,965	1%	2,086	1%
CIP Fund	9,234	6%	6,181	4%
<b>TOTAL REVENUES</b>	<b>\$ 166,872</b>	<b>100%</b>	<b>\$ 155,522</b>	<b>100%</b>

# ALL FUND OPERATING EXPENSES FY21



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

	2020 ESTIMATED		2021 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 57,762	37%	\$ 58,212	37%
Utility Fund	8,345	5%	8,416	6%
Germantown Athletic Club Fund	3,991	2%	4,433	3%
Great Hall	503	0%	532	0%
Solid Waste Fund	4,888	3%	5,217	3%
Stormwater	973	1%	1,029	1%
Special Revenue Funds	73,664	46%	70,789	46%
Internal Service Funds	1,965	1%	2,086	1%
CIP Fund	7,908	5%	5,310	3%
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>\$ 159,999</b>	<b>100%</b>	<b>\$ 156,025</b>	<b>100%</b>



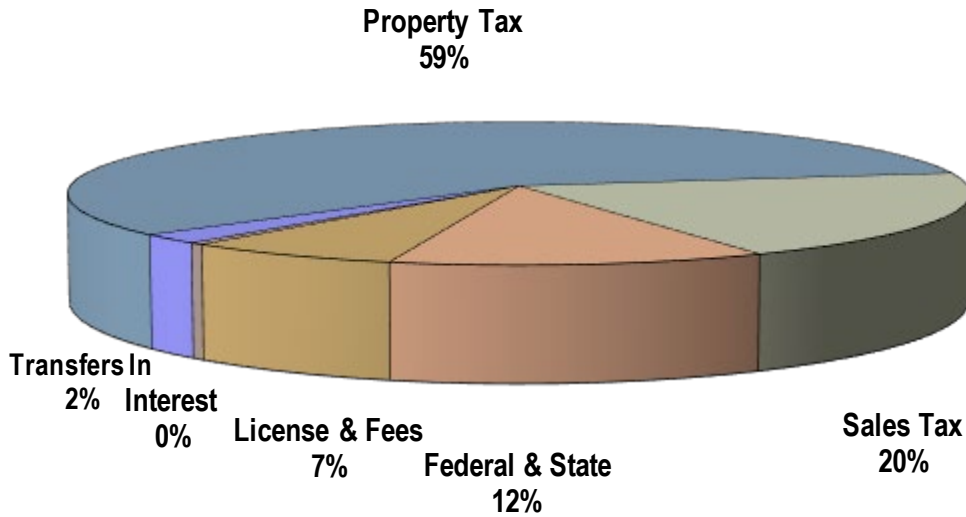
## GENERAL FUND BUDGET SUMMARY

REVENUES:	Actual FY18	Actual FY19	Original FY20 Budget
Property Taxes	\$ 33,684,789	33,580,704	33,867,149
Sales Taxes	13,260,520	14,108,902	14,560,000
Federal and State Revenues	6,076,303	6,428,349	5,944,500
Other Revenues	4,425,825	4,939,668	4,708,060
Investment Income	678,493	1,098,380	219,200
Transfers In	1,046,960	1,112,790	1,494,160
Funds from Prior Periods	-	-	450,000
<b>TOTAL GENERAL FUND REVENUES</b>	<b>59,172,890</b>	<b>61,268,793</b>	<b>61,243,069</b>
<b>EXPENDITURES:</b>			
<b>General Government:</b>			
Aldermen	179,296	194,433	207,437
Civic Support	1,647,690	2,133,944	1,748,240
City Court	707,423	790,749	835,843
Administration	1,704,309	1,863,600	1,648,695
Germantown Performing Arts Center	1,291,654	1,293,400	1,624,677
Information Technology	1,872,547	2,360,423	2,844,635
Human Resources	627,009	663,502	706,735
Finance	1,188,628	1,168,978	1,451,337
Procurement	717,738	768,473	792,058
Community Development	2,139,039	2,148,163	2,544,474
General Services	2,173,486	2,306,119	2,775,227
Budget & Performance	356,519	346,987	394,085
<b>Total General Government</b>	<b>14,605,338</b>	<b>16,038,771</b>	<b>17,573,443</b>
<b>Public Safety:</b>			
Police	11,652,975	12,346,637	13,903,958
Fire	7,899,411	8,576,938	8,955,253
<b>Total Public Safety</b>	<b>19,552,386</b>	<b>20,923,575</b>	<b>22,859,211</b>
<b>Transportation &amp; Environment:</b>			
Public Services	4,054,860	4,855,374	4,971,616
Animal Control	301,436	328,742	358,533
<b>Total Transportation &amp; Environment</b>	<b>4,356,296</b>	<b>5,184,116</b>	<b>5,330,149</b>
<b>Community Services:</b>			
Parks & Recreation	1,154,979	1,271,839	1,383,085
Genealogy Center	62,624	137,842	145,302
Library Services	1,506,552	1,533,454	1,565,832
Cultural Arts Programs	65,209	78,627	88,497
<b>Total Community Services</b>	<b>2,789,364</b>	<b>3,021,762</b>	<b>3,182,716</b>
<b>General Debt Service</b>	<b>3,440,728</b>	<b>4,418,770</b>	<b>5,021,914</b>
<b>Other Expenditures:</b>			
Transfer to Great Hall Fund	85,000	75,000	75,000
Transfer to Municipal Schools Fund	2,474,721	2,496,607	2,507,296
Transfer to Germantown Athletic Club Fund	(100,000)	-	-
Transfer to Ambulance	625,000	925,000	800,000
Transfer to State Street Aid	1,100,000	1,500,000	3,000,000
Transfer to Farm Park	120,000	120,000	100,000
Contingencies	-	-	50,000
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>49,048,833</b>	<b>54,703,601</b>	<b>60,499,729</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>\$ 10,124,057</b>	<b>6,565,192</b>	<b>743,340</b>
<b>Fund Balance - Beginning</b>	<b>32,601,113</b>	<b>40,725,170</b>	<b>38,302,023</b>
Transfer to Capital Projects	(2,000,000)	(4,300,000)	-
CIP Reserve Increase (Decrease)	-	-	(4,200,000)
<b>Fund Balance - Ending</b>	<b>\$ 40,725,170</b>	<b>42,990,362</b>	<b>34,845,363</b>

## GENERAL FUND BUDGET SUMMARY

	Estimate FY20	Budget FY21	Projected			
			FY22	FY23	FY24	FY25
\$	34,011,264	34,132,045	34,299,750	34,989,331	35,911,009	36,630,194
	14,119,741	11,680,136	14,813,147	15,073,000	15,292,716	15,515,861
	4,633,985	7,199,314	4,191,336	4,436,836	4,499,079	4,562,260
	4,631,748	4,151,400	4,607,246	4,815,675	4,922,966	5,023,314
	768,000	280,000	300,000	370,160	367,500	374,850
	1,490,538	1,272,002	1,293,647	1,318,581	1,342,996	1,368,914
	450,000	450,000	450,000	450,000	450,000	450,000
	60,105,276	59,164,897	59,955,125	61,453,584	62,786,265	63,925,392
	191,230	193,813	196,437	199,179	202,939	206,282
	1,869,669	1,328,521	1,794,894	1,820,404	1,848,014	1,876,530
	815,560	860,309	871,747	890,800	911,655	933,227
	1,903,882	1,761,135	1,794,120	1,842,421	1,874,807	1,915,459
	1,580,244	1,498,860	1,552,681	1,772,759	1,625,656	1,860,442
	2,743,717	2,536,033	2,627,762	3,352,758	3,444,968	3,220,748
	666,603	662,040	672,651	691,081	711,118	731,786
	1,394,520	1,525,627	1,558,250	1,592,927	1,634,330	1,673,356
	749,165	765,412	786,889	809,372	833,720	858,890
	2,340,794	2,419,585	2,471,479	2,544,527	2,481,555	2,552,913
	2,606,594	2,388,679	2,168,462	2,392,933	2,672,509	2,742,317
	324,213	929,511	329,335	338,865	349,194	359,877
	17,186,192	16,869,525	16,824,708	18,248,026	18,590,465	18,931,829
	13,745,005	14,127,451	14,155,302	14,847,657	15,298,919	15,687,315
	9,139,448	9,599,513	9,979,197	10,356,638	10,545,757	10,824,854
	22,884,453	23,726,964	24,134,498	25,204,295	25,844,675	26,512,168
	4,519,972	4,491,635	4,508,109	4,933,229	5,183,894	5,259,892
	313,966	344,995	361,652	375,714	385,700	395,916
	4,833,938	4,836,630	4,869,761	5,308,943	5,569,594	5,655,808
	1,189,299	1,357,064	1,399,893	1,470,700	1,602,963	1,560,044
	133,786	79,423	81,140	82,754	84,812	86,889
	1,424,707	1,593,657	1,654,705	1,701,957	1,748,866	1,796,912
	59,153	77,575	82,632	82,678	82,880	82,928
	2,806,945	3,107,719	3,218,370	3,338,088	3,519,521	3,526,774
	5,143,621	4,841,896	4,815,235	4,681,734	4,687,876	4,682,701
	75,000	230,000	-	-	-	-
	2,507,296	2,549,581	2,600,573	2,652,584	2,705,636	2,759,748
	-	-	-	-	-	-
	925,000	900,000	900,000	930,000	950,000	950,000
	1,250,000	1,000,000	1,100,000	1,500,000	1,500,000	2,000,000
	100,000	50,000	100,000	120,000	120,000	120,000
	50,000	100,000	100,000	100,000	100,000	100,000
	450,000	450,000	450,000	450,000	450,000	450,000
	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
	57,762,445	58,212,315	58,663,144	62,083,671	63,587,766	65,239,029
\$	2,342,831	952,582	1,291,981	(630,087)	(801,501)	(1,313,637)
	42,540,362	38,533,193	35,985,775	29,242,756	23,941,668	13,254,167
	-	-	-	-	-	-
	(5,900,000)	(3,050,000)	(7,585,000)	(4,221,000)	(9,436,000)	(3,660,000)
\$	38,983,193	36,435,775	29,692,756	24,391,668	13,704,167	8,280,531

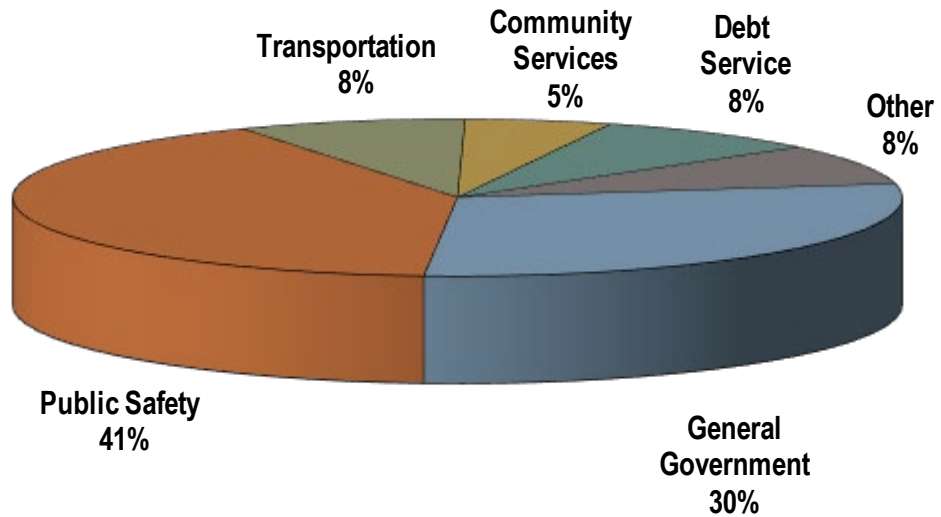
# GENERAL FUND REVENUES FY21



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

	2020 ESTIMATED		2021 BUDGET	
	Amount	Percent	Amount	Percent
Property Taxes	\$ 34,011	57%	\$ 34,132	59%
Sales Taxes	14,120	24%	11,680	20%
Federal & State Revenues	4,634	8%	7,199	12%
License, Fees & Other	4,632	8%	4,151	7%
Investment Income	768	1%	280	0%
Transfers In	1,491	2%	1,272	2%
<b>TOTAL REVENUES</b>	<b>\$ 59,655</b>	<b>100%</b>	<b>\$ 58,715</b>	<b>100%</b>

# GENERAL FUND EXPENDITURES FY21



## GENERAL FUND EXPENDITURES (\$000)

	2020 ESTIMATED		2021 BUDGET	
	Amount	Percent	Amount	Percent
General Government	\$ 17,186	30%	\$ 16,870	30%
Public Safety	22,884	40%	23,727	41%
Transportation	4,834	8%	4,837	8%
Community Services	2,807	5%	3,108	5%
Debt Services	5,144	9%	4,841	8%
Other Expenses	4,907	8%	4,829	8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 57,762</b>	<b>100%</b>	<b>\$ 58,212</b>	<b>100%</b>

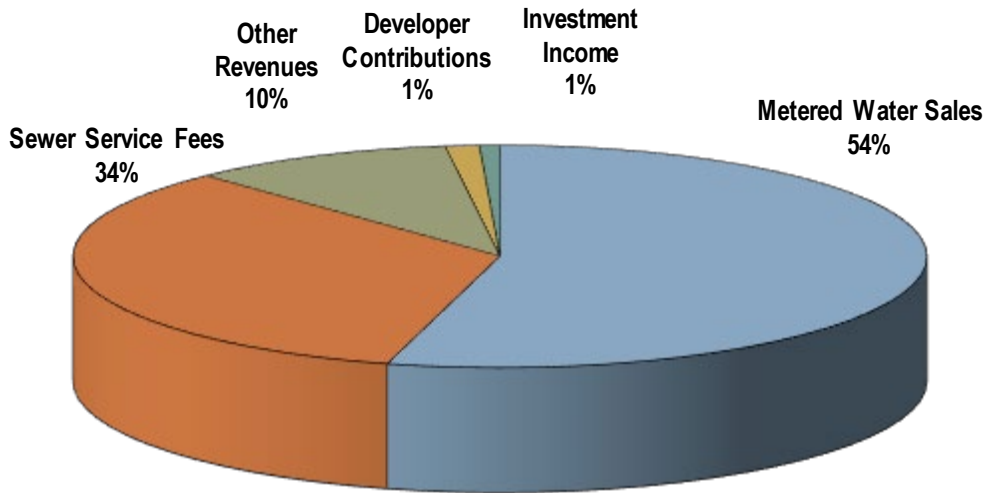
## UTILITY FUND BUDGET SUMMARY

	Actual FY18	Actual FY19	Budget FY20
<b>OPERATING REVENUES</b>			
Metered Water Sales	\$ 5,079,445	5,020,094	5,165,000
Sewer Service Fees	3,160,302	3,092,062	3,200,000
Other Revenue	377,149	214,725	267,000
Total Operating Revenues	8,616,896	8,326,881	8,632,000
<b>OPERATING EXPENSES</b>			
Water	4,511,011	4,689,672	4,893,302
Sewer	1,904,224	1,867,983	1,877,757
Sewage Treatment	1,480,577	1,426,950	1,519,796
Total Operating Expenses	7,895,812	7,984,605	8,290,855
<b>OPERATING INCOME</b>	<b>721,084</b>	<b>342,276</b>	<b>341,145</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Contributions from Developers	228,752	576,946	120,000
Investment Income	136,815	275,960	66,500
Gain/loss on disposal of assets	8,369	-	-
Utility Debt Service	(26,554)	(5,866)	(43,173)
Net Non-Operating Revenues (Expenses)	347,382	847,040	143,327
<b>NET INCOME</b>	<b>1,068,466</b>	<b>1,189,316</b>	<b>484,472</b>
<b>Other Receipts</b>			
Debt Proceeds	-	-	2,370,000
Depreciation	1,779,310	1,828,282	1,834,736
Total Other Receipts	1,779,310	1,828,282	4,204,736
<b>Other Expenses</b>			
Bonds Payable	1,075,000	590,000	-
Major Construction	512,877	1,052,494	4,419,100
Infrastructure (Water & Sewer)	265,762	977,485	371,900
Total Other Expenses	1,853,639	2,619,979	4,791,000
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>52,118,435</b>	<b>52,057,549</b>

**UTILITY FUND BUDGET SUMMARY**

	Estimate FY20	Budget FY21	Projected			
			FY22	FY23	FY24	FY25
\$	4,927,634	5,060,300	5,161,506	5,264,736	5,370,031	5,477,431
	3,106,437	3,140,000	3,171,400	3,203,114	3,235,145	3,267,497
	255,550	936,542	257,115	261,512	264,107	266,658
	8,289,621	9,136,842	8,590,021	8,729,362	8,869,283	9,011,586
	4,890,414	4,994,216	4,990,325	5,124,673	5,268,535	5,414,093
	2,028,402	1,906,848	1,953,897	2,013,292	2,073,527	2,135,368
	1,426,500	1,514,769	1,612,352	1,660,722	1,710,544	1,761,860
	8,345,316	8,415,833	8,556,573	8,798,687	9,052,606	9,311,321
	<b>(55,695)</b>	<b>721,009</b>	<b>33,448</b>	<b>(69,326)</b>	<b>(183,322)</b>	<b>(299,734)</b>
	157,000	120,000	132,000	145,200	149,556	152,173
	133,157	72,000	73,440	74,909	76,407	77,935
	-	-	-	-	-	-
	-	-	(38,928)	(89,625)	(86,875)	(84,000)
	290,157	192,000	166,512	130,484	139,088	146,108
	<b>234,462</b>	<b>913,009</b>	<b>199,960</b>	<b>61,158</b>	<b>(44,234)</b>	<b>(153,626)</b>
	-	-	2,134,000	-	-	-
	1,916,417	1,941,183	1,999,418	2,059,401	2,121,183	2,184,818
	1,916,417	1,941,183	4,133,418	2,059,401	2,121,183	2,184,818
	-	-	85,000	90,000	95,000	100,000
	3,635,925	235,000	2,184,000	2,609,000	1,000,000	1,000,000
	437,885	988,000	490,000	532,000	455,000	902,000
	4,073,810	1,223,000	2,759,000	3,231,000	1,550,000	2,002,000
	-	-	-	-	-	-
	52,118,435	52,352,897	53,265,906	53,465,866	53,527,024	53,482,789
\$	52,352,897	53,265,906	53,465,866	53,527,024	53,482,789	53,329,163

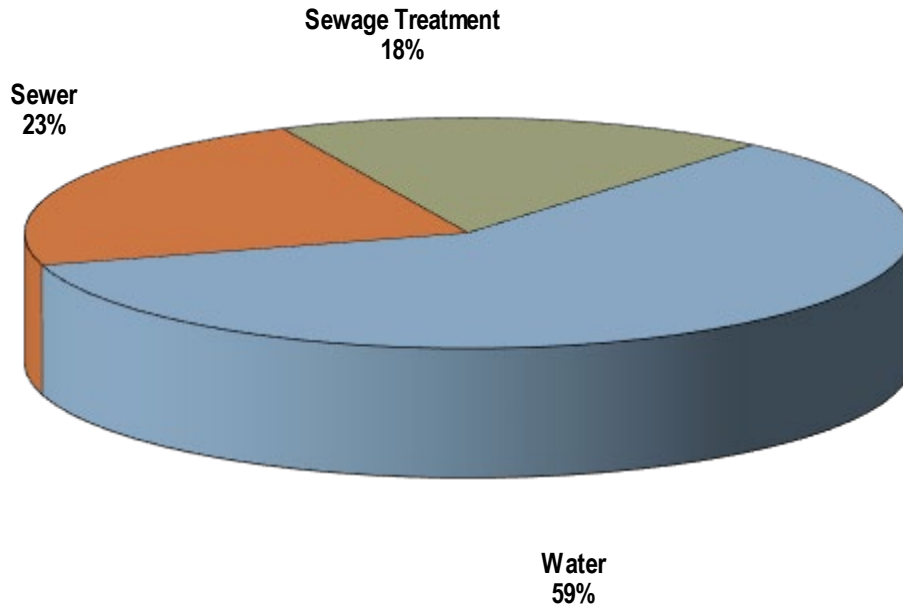
# UTILITY FUND REVENUES FY21



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

	2020 ESTIMATED		2021 BUDGET	
	Amount	Percent	Amount	Percent
Metered Water Sales	\$ 4,928	57%	\$ 5,060	54%
Sewer Service Fees	3,106	36%	3,140	34%
Other Revenue	255	3%	937	10%
Contributions from Developers	157	2%	120	1%
Investment Income	133	2%	72	1%
<b>TOTAL REVENUES</b>	<b>\$ 8,580</b>	<b>100%</b>	<b>\$ 9,329</b>	<b>100%</b>

# UTILITY FUND EXPENSES FY21



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

	2020 ESTIMATED		2021 BUDGET	
	Amount	Percent	Amount	Percent
Water	\$ 4,890	59%	\$ 4,994	59%
Sewer	2,028	24%	1,907	23%
Sewage Treatment	1,427	17%	1,515	18%
<b>TOTAL EXPENSES</b>	<b>\$ 8,345</b>	<b>100%</b>	<b>\$ 8,416</b>	<b>100%</b>



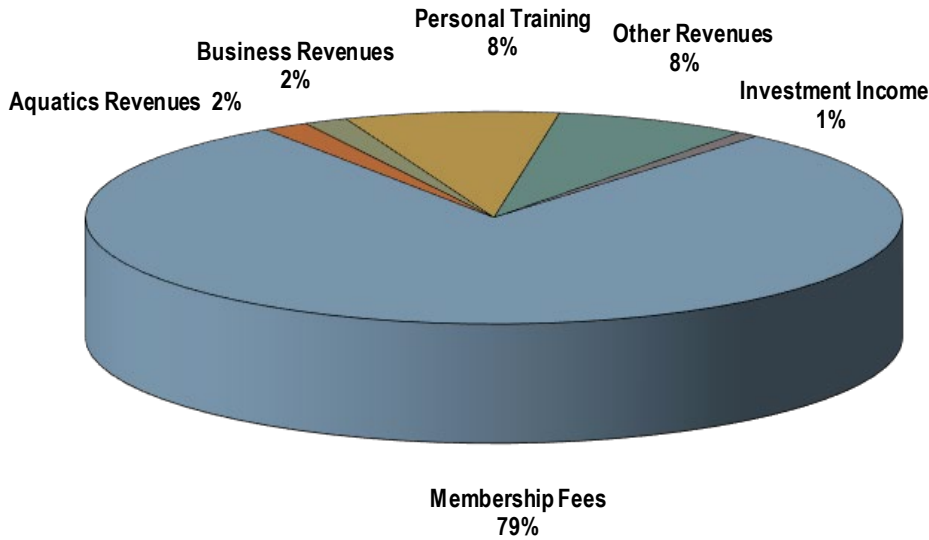
## GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY

	Actual FY18	Actual FY19	Original FY20 Budget
<b>OPERATING REVENUES</b>			
Membership Fees	\$ 3,640,373	3,983,021	3,902,500
Aquatics Revenues	169,875	148,759	134,168
Business Revenues	79,222	79,222	79,222
Personal Training Revenues	207,730	288,878	325,000
Other Revenues	186,391	207,998	240,113
<b>TOTAL OPERATING REVENUES</b>	<b>4,283,591</b>	<b>4,707,878</b>	<b>4,681,003</b>
<b>OPERATING EXPENSES</b>			
Recreation	3,070,300	3,280,584	3,476,224
Aquatics	774,517	694,800	697,464
<b>TOTAL OPERATING EXPENSES</b>	<b>3,844,817</b>	<b>3,975,384</b>	<b>4,173,688</b>
<b>OPERATING INCOME</b>	<b>438,774</b>	<b>732,494</b>	<b>507,316</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	38,658	84,928	35,000
Interest Payment	(12,024)	(8,496)	(5,040)
Contribution from (to) other funds	(100,000)	(100,000)	(100,000)
<b>Total</b>	<b>(73,366)</b>	<b>(23,568)</b>	<b>(70,040)</b>
<b>NET INCOME (LOSS)</b>	<b>365,408</b>	<b>708,926</b>	<b>437,276</b>
<b>Other Receipts</b>			
Depreciation	623,833	618,988	642,500
<b>Total Other Receipts</b>	<b>623,833</b>	<b>618,988</b>	<b>642,500</b>
<b>Other Expenses</b>			
Debt Payable	125,000	125,000	125,000
Infrastructure	1,179,445	266,529	115,000
Other Assets	153,944	164,562	175,000
<b>Total Other Expenses</b>	<b>1,458,389</b>	<b>556,091</b>	<b>415,000</b>
Effect of change in accounting principle	(46,490)	-	-
<b>Total Net Position-Beginning</b>	<b>16,669,920</b>	<b>16,988,838</b>	<b>17,515,145</b>
<b>Total Net Position-Ending</b>	<b>16,988,838</b>	<b>17,697,764</b>	<b>17,952,421</b>

**GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY**

Estimate FY20	Budget FY21	Projected			
		FY22	FY23	FY24	FY25
\$ 3,253,824	3,650,000	3,759,500	3,961,615	4,001,231	4,041,243
106,295	82,918	85,406	86,260	87,122	87,993
79,222	79,222	79,222	79,222	79,222	79,222
262,050	390,000	401,700	405,717	409,774	413,872
107,034	352,260	362,828	366,456	371,144	375,910
<b>3,808,425</b>	<b>4,554,400</b>	<b>4,688,655</b>	<b>4,899,270</b>	<b>4,948,493</b>	<b>4,998,240</b>
3,226,135	3,787,987	3,894,796	3,999,685	4,111,175	4,211,856
659,538	643,697	655,645	668,062	681,126	694,551
3,885,673	4,431,685	4,550,442	4,667,747	4,792,301	4,906,407
<b>(77,248)</b>	<b>122,715</b>	<b>138,214</b>	<b>231,522</b>	<b>156,192</b>	<b>91,834</b>
45,903	40,000	40,000	40,400	41,200	42,000
(5,040)	(1,656)	-	-	-	-
(100,000)	-	-	-	-	-
(59,137)	38,344	40,000	40,400	41,200	42,000
<b>(136,385)</b>	<b>161,059</b>	<b>178,214</b>	<b>271,922</b>	<b>197,392</b>	<b>133,834</b>
631,416	649,800	693,250	707,250	721,250	721,250
631,416	649,800	693,250	707,250	721,250	721,250
125,000	125,000	-	-	-	-
1,458,168	291,859	131,600	70,000	70,000	-
189,796	324,700	775,000	-	-	-
1,772,964	741,559	906,600	70,000	70,000	-
-	-	-	-	-	-
17,697,764	17,561,379	17,722,438	17,900,652	18,172,574	18,369,966
17,561,379	17,722,438	17,900,652	18,172,574	18,369,966	18,503,799

## GERMANTOWN ATHLETIC CLUB FUND REVENUES FY21

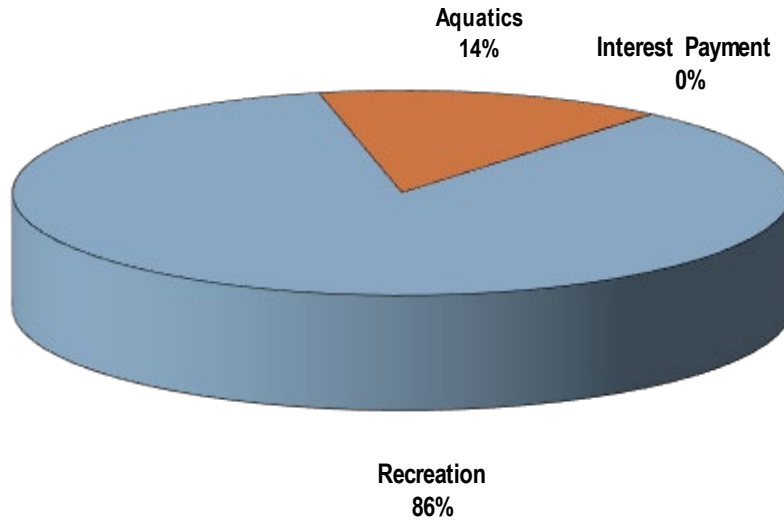


**GAC FUND REVENUES (\$000)**

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	2020 ESTIMATED		2021 BUDGET	
	Amount	Percent	Amount	Percent
Membership Fees	\$ 3,254	84%	\$ 3,650	79%
Aquatics Revenues	106	3%	83	2%
Business Revenues	79	2%	79	2%
Personal Training	262	7%	390	8%
Other Revenues	107	3%	352	8%
Investment Income	46	1%	40	1%
<b>TOTAL REVENUES</b>	<b>\$ 3,854</b>	<b>100%</b>	<b>\$ 4,594</b>	<b>100%</b>

# GERMANTOWN ATHLETIC CLUB FUND EXPENSES FY21



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

	2020 ESTIMATED		2021 BUDGET	
	Amount	Percent	Amount	Percent
Recreation	\$ 3,226	81%	\$ 3,788	86%
Aquatics	660	17%	643	14%
Interest Payment	5	0%	2	0%
Transfers Out	100	3%	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 3,991</b>	<b>100%</b>	<b>\$ 4,433</b>	<b>100%</b>

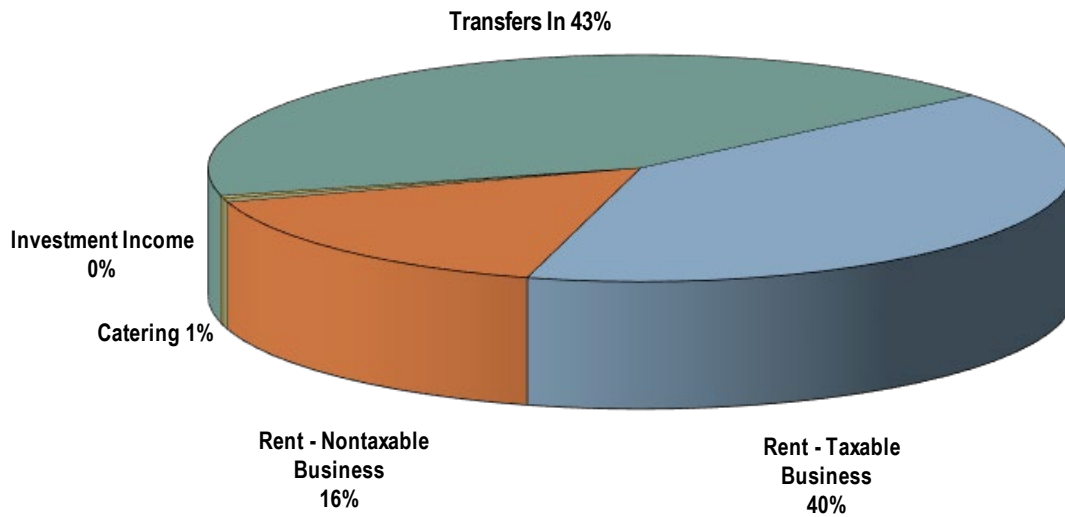
## GREAT HALL FUND BUDGET SUMMARY

	<u>Actual FY18</u>	<u>Actual FY19</u>	<u>Original FY20 Budget</u>
<b>OPERATING REVENUES</b>			
Rent - Taxable Business	\$ 354,705	354,298	361,711
Rent - Nontaxable Business	135,686	159,863	154,282
Other Revenue	1,497	148	300
Catering Revenue	5,565	5,177	5,100
<b>TOTAL OPERATING REVENUES</b>	<b>497,453</b>	<b>519,486</b>	<b>521,393</b>
<b>OPERATING EXPENSES</b>			
Communications	334	530	750
Allocations	15,914	16,234	17,126
Other Maint.	62,551	64,563	73,850
Personnel	179,871	196,880	203,037
Professional Fees	35,446	25,160	29,000
Supplies	12,541	18,603	20,100
Utilities	41,439	44,564	43,685
Rent	94,018	95,146	97,222
Grants	1,136	7,385	-
Depreciation	68,487	75,163	75,235
<b>TOTAL OPERATING EXPENSES</b>	<b>511,737</b>	<b>544,228</b>	<b>560,005</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(14,284)</b>	<b>(24,742)</b>	<b>(38,612)</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	6,729	13,530	4,000
Interest Payment	(4,676)	(3,304)	(1,960)
Contribution from other funds	85,000	75,000	75,000
<b>Total</b>	<b>87,053</b>	<b>85,226</b>	<b>77,040</b>
<b>NET INCOME (LOSS)</b>	<b>72,769</b>	<b>60,484</b>	<b>38,428</b>
<b>Other Receipts</b>			
Depreciation	68,487	75,163	75,235
<b>Total Other Receipts</b>	<b>68,487</b>	<b>75,163</b>	<b>75,235</b>
<b>Other Expenses</b>			
Infrastructure	48,884	73,480	-
<b>Total Other Expenses</b>	<b>48,884</b>	<b>73,480</b>	<b>-</b>
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>885,855</b>	<b>901,802</b>

**GREAT HALL FUND BUDGET SUMMARY**

Estimate FY20	Budget FY21	Projected			
		FY22	FY23	FY24	FY25
\$ 268,946	216,510	357,285	366,217	384,527	394,141
104,412	85,384	162,403	166,463	170,624	174,890
-	-	154	158	162	166
3,045	3,050	4,715	4,833	4,954	5,078
376,403	304,944	524,557	537,670	560,267	574,274
585	600	600	600	600	600
17,061	20,113	20,495	20,805	21,201	21,605
56,094	65,250	65,423	66,738	68,239	69,775
185,531	199,556	204,266	209,808	215,707	221,801
15,594	16,500	16,580	16,912	17,250	17,595
17,017	8,233	11,338	11,521	11,725	11,934
38,236	43,485	44,137	45,020	45,920	46,839
91,620	95,222	95,222	95,544	95,911	96,286
-	-	-	-	-	-
79,164	82,727	81,669	57,576	51,222	42,066
500,902	531,686	539,731	524,524	527,777	528,502
<b>(124,499)</b>	<b>(226,742)</b>	<b>(15,173)</b>	<b>13,146</b>	<b>32,491</b>	<b>45,772</b>
9,135	2,000	3,000	4,000	6,000	7,000
(1,960)	(644)	-	-	-	-
75,000	230,000	-	-	-	-
82,175	231,356	3,000	4,000	6,000	7,000
<b>(42,324)</b>	<b>4,614</b>	<b>(12,173)</b>	<b>17,146</b>	<b>38,491</b>	<b>52,772</b>
79,164	82,727	81,669	57,576	51,222	42,066
79,164	82,727	81,669	57,576	51,222	42,066
-	41,650	158,400	54,000	9,000	-
-	41,650	158,400	54,000	9,000	-
-	-	-	-	-	-
885,855	843,531	848,145	835,971	853,118	891,608
\$ 843,531	848,145	835,971	853,118	891,608	944,380

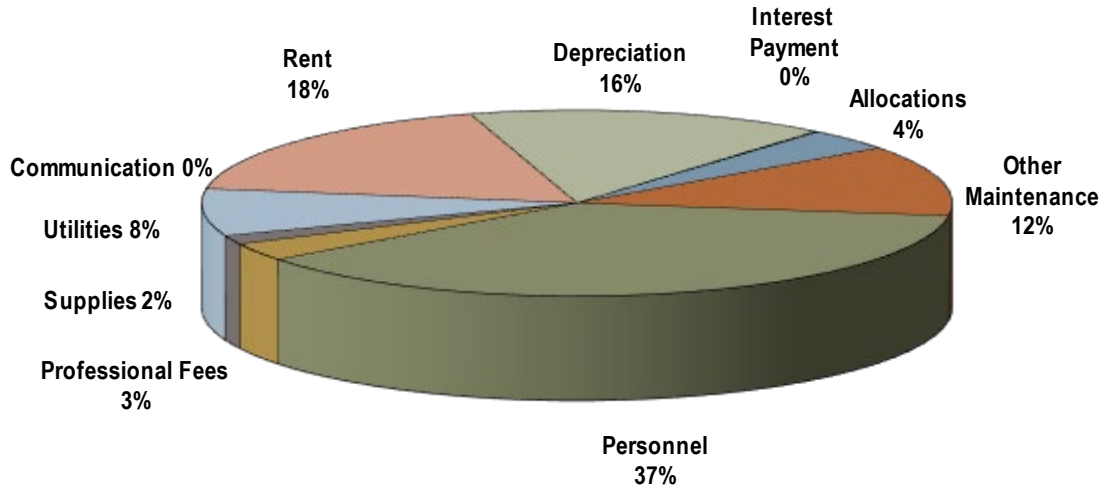
# GREAT HALL FUND REVENUES FY21



## GREAT HALL FUND REVENUES (\$000)

	2020 ESTIMATED		2021 BUDGET	
	Amount	Percent	Amount	Percent
Rent - Taxable Business	\$ 269	58%	\$ 217	40%
Rent - Nontaxable Business	104	23%	85	16%
Catering Revenue	3	1%	3	1%
Investment Income	9	2%	2	0%
Transfers In	75	16%	230	43%
<b>TOTAL REVENUES</b>	<b>\$ 461</b>	<b>100%</b>	<b>\$ 537</b>	<b>100%</b>

# GREAT HALL FUND EXPENSES FY21



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

	2020 ESTIMATED		2021 BUDGET	
	Amount	Percent	Amount	Percent
Allocations	\$ 17	3%	20	4%
Other Maintenance	56	11%	65	12%
Personnel	185	37%	199	37%
Professional Fees	16	3%	17	3%
Communication	1	0%	1	0%
Supplies	17	3%	8	2%
Utilities	38	8%	43	8%
Rent	92	18%	95	18%
Depreciation	79	16%	83	16%
Interest Payment	2	0%	1	0%
<b>TOTAL EXPENSES</b>	<b>\$ 503</b>	<b>100%</b>	<b>532</b>	<b>100%</b>



## SOLID WASTE FUND BUDGET SUMMARY

	Actual FY18	Actual FY19	Budget FY20
<b>OPERATING REVENUES</b>			
Solid Waste Fees	\$ 4,901,382	4,912,371	4,955,677
Grants	23,076	25,114	5,000
Recycling Reimbursement	2,942	2,397	1,500
Other Revenues	45,460	35,955	40,000
<b>TOTAL OPERATING REVENUES</b>	<b>4,972,860</b>	<b>4,975,837</b>	<b>5,002,177</b>
<b>OPERATING EXPENSES</b>			
Communication	89	43,818	15,500
Personnel	106,047	136,609	120,442
Professional Fees	-	-	25,000
Supplies	25,857	24,426	40,000
Depreciation	6,005	15,474	15,500
Contract Services	4,637,501	4,833,541	4,959,342
<b>TOTAL OPERATING EXPENSES</b>	<b>4,775,499</b>	<b>5,053,868</b>	<b>5,175,784</b>
<b>OPERATING INCOME</b>	<b>197,361</b>	<b>(78,031)</b>	<b>(173,607)</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	18,879	27,397	21,000
<b>Total Nonoperating Revenues</b>	<b>18,879</b>	<b>27,397</b>	<b>21,000</b>
<b>NET INCOME/(LOSS)</b>	<b>216,240</b>	<b>(50,634)</b>	<b>(152,607)</b>
<b>Other Receipts</b>			
Depreciation	6,005	15,474	15,500
<b>Total Other Receipts</b>	<b>6,005</b>	<b>15,474</b>	<b>15,500</b>
<b>Other Expenses</b>			
Other Assets	154,743	-	-
<b>Total Other Expenses</b>	<b>154,743</b>	<b>-</b>	<b>-</b>
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>948,919</b>	<b>836,291</b>

**SOLID WASTE FUND BUDGET SUMMARY**

Estimate FY20	Budget FY21	Future Projection			
		FY22	FY23	FY24	FY25
\$ 4,902,100	4,945,576	4,957,549	4,995,544	5,007,577	5,019,640
1,500	2,500	2,575	2,652	2,732	2,814
150	1,000	1,500	1,500	1,500	1,500
38,500	40,000	40,000	40,000	40,000	40,000
4,942,250	4,989,076	5,001,624	5,039,696	5,051,809	5,063,954
7,508	10,500	17,500	17,500	17,500	17,500
108,992	98,749	101,966	103,771	106,867	111,455
-	20,000	-	-	-	-
20,055	45,000	40,000	50,000	50,000	50,000
15,474	15,474	15,474	15,474	15,474	15,474
4,736,468	5,026,864	5,141,076	5,195,292	5,227,159	5,266,912
4,888,497	5,216,587	5,316,017	5,382,038	5,417,000	5,461,341
<b>53,753</b>	<b>(227,511)</b>	<b>(314,393)</b>	<b>(342,342)</b>	<b>(365,191)</b>	<b>(397,387)</b>
29,300	20,000	10,000	10,000	10,000	10,000
29,300	20,000	10,000	10,000	10,000	10,000
<b>83,053</b>	<b>(207,511)</b>	<b>(304,393)</b>	<b>(332,342)</b>	<b>(355,191)</b>	<b>(387,387)</b>
15,474	15,474	15,474	15,474	15,474	15,474
15,474	15,474	15,474	15,474	15,474	15,474
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
948,919	1,031,972	824,461	520,069	187,727	(167,464)
1,031,972	824,461	520,069	187,727	(167,464)	(554,851)

## STORMWATER FUND BUDGET SUMMARY

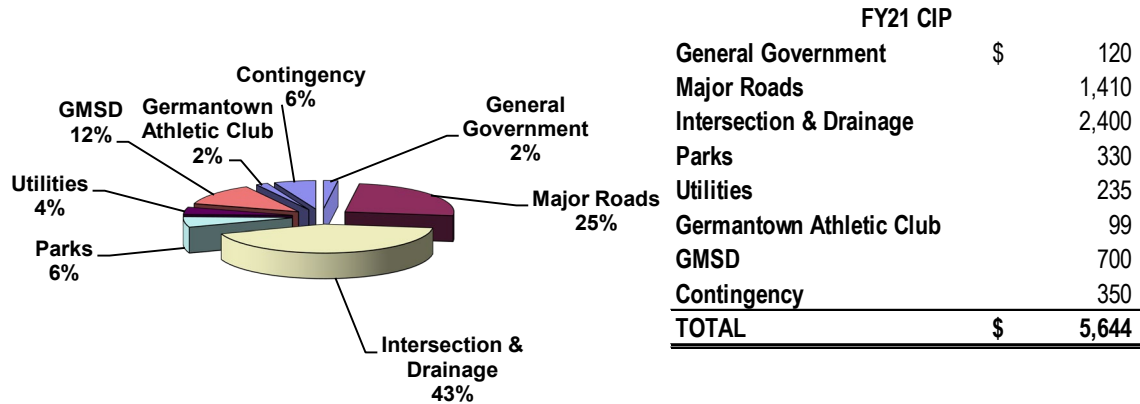
	Actual FY18	Actual FY19	Budget FY20
<b>OPERATING REVENUES</b>			
Stormwater Management Fee	\$ 1,013,612	1,019,222	1,012,300
Stormwater Permits	6,880	9,050	6,900
Other Revenue	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<b>1,020,492</b>	<b>1,028,272</b>	<b>1,019,200</b>
<b>OPERATING EXPENSES</b>			
Communication	1,486	965	3,275
Other Maintenance	7,640	28,608	30,960
Personnel	645,222	582,735	566,558
Professional Fees	1,500	-	1,000
Supplies	17,340	17,066	19,400
Utilities	-	575	600
Roads and Mains	277,871	299,061	265,000
Allocations	36,914	34,776	37,429
Depreciation	37,940	34,434	38,500
<b>TOTAL OPERATING EXPENSES</b>	<b>1,025,913</b>	<b>998,220</b>	<b>962,722</b>
<b>OPERATING INCOME</b>	<b>(5,421)</b>	<b>30,052</b>	<b>56,478</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	13,165	17,507	5,000
Grants	1,480	-	-
<b>Total Nonoperating Revenues</b>	<b>14,645</b>	<b>17,507</b>	<b>5,000</b>
<b>NET INCOME/(LOSS)</b>	<b>9,224</b>	<b>47,559</b>	<b>61,478</b>
<b>Other Receipts</b>			
Depreciation	37,940	34,434	38,500
<b>Total Other Receipts</b>	<b>37,940</b>	<b>34,434</b>	<b>38,500</b>
<b>Other Expenses</b>			
Other Assets	96,597	74,996	120,000
<b>Total Other Expenses</b>	<b>96,597</b>	<b>74,996</b>	<b>120,000</b>
Effect of change in accounting principle	(23,245)	-	-
Total Net Position-Beginning	573,365	559,344	592,322
<b>Total Net Position-Ending</b>	<b>\$ 559,344</b>	<b>606,903</b>	<b>653,800</b>

## STORMWATER FUND BUDGET SUMMARY

	Estimate FY20	Budget FY21	Projected			
			FY22	FY23	FY24	FY25
\$	1,025,555	1,026,500	1,031,633	1,041,949	1,047,159	1,057,630
	6,800	6,900	7,000	9,000	11,000	13,000
	-	-	-	-	-	-
	1,032,355	1,033,400	1,038,633	1,050,949	1,058,159	1,070,630
	1,441	1,900	2,500	2,518	2,536	2,554
	37,239	29,300	29,259	29,990	40,740	31,508
	593,542	637,917	657,910	680,271	704,227	729,060
	-	-	-	-	-	-
	12,415	26,870	17,322	17,805	18,302	18,813
	550	600	612	624	637	649
	261,142	265,000	265,000	265,000	265,000	265,000
	38,588	40,874	39,283	40,529	41,943	43,278
	28,000	27,000	28,640	29,499	30,089	30,390
	972,917	1,029,461	1,040,525	1,066,236	1,103,473	1,121,253
	<b>59,438</b>	<b>3,939</b>	<b>(1,893)</b>	<b>(15,287)</b>	<b>(45,315)</b>	<b>(50,623)</b>
	13,350	5,000	6,500	7,000	10,000	15,000
	-	-	-	-	-	-
	13,350	5,000	6,500	7,000	10,000	15,000
	<b>72,788</b>	<b>8,939</b>	<b>4,607</b>	<b>(8,287)</b>	<b>(35,315)</b>	<b>(35,623)</b>
	28,000	27,000	28,640	29,499	30,089	30,390
	28,000	27,000	28,640	29,499	30,089	30,390
	64,090	50,000	120,000	105,000	50,000	125,000
	64,090	50,000	120,000	105,000	50,000	125,000
	-	-	-	-	-	-
	606,903	679,691	688,630	693,238	684,950	649,635
\$	679,691	688,630	693,238	684,950	649,635	614,012

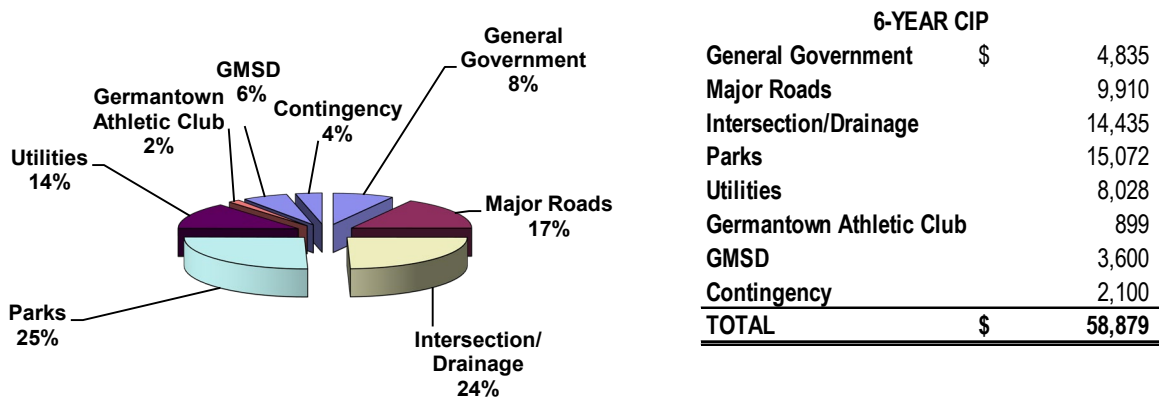
## CAPITAL IMPROVEMENTS PROGRAM

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.



General Government	\$	120
Major Roads		1,410
Intersection & Drainage		2,400
Parks		330
Utilities		235
Germantown Athletic Club		99
GMSD		700
Contingency		350
<b>TOTAL</b>	<b>\$</b>	<b>5,644</b>

The six-year CIP total has decreased over last year's total. Contributions from intergovernmental sources will total \$13,800,459 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.



General Government	\$	4,835
Major Roads		9,910
Intersection/Drainage		14,435
Parks		15,072
Utilities		8,028
Germantown Athletic Club		899
GMSD		3,600
Contingency		2,100
<b>TOTAL</b>	<b>\$</b>	<b>58,879</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 FY21 project is provided under the Capital Improvements Program tab.

# CAPITAL IMPROVEMENTS PROGRAM

## CITY OF GERMANTOWN Capital Improvements Program - 2021 to 2026

(in thousands)	EXPENDITURES								FUNDING SOURCES			STATE & FEDERAL PROJECTS
	FY20	TOTAL	FY21	FY22	FY23	FY24	FY25	FY26	Reserves	Grants	Bonds	
<b>GENERAL GOVERNMENT:</b>												
Animal Shelter Cat Room Design	-	10	-	-	10	-	-	-	-	5	5	-
Animal Shelter Cat Room Construction	-	65	-	-	-	65	-	-	-	50	15	-
GPAC - Grove	286	-	-	-	-	-	-	-	-	-	-	-
Library Conference Room	60	-	-	-	-	-	-	-	-	-	-	-
Court Clerk Office Renovation	59	-	-	-	-	-	-	-	-	-	-	-
GPAC Grove Perimeter Fencing	437	-	-	-	-	-	-	-	-	-	-	-
ADA Improvements	-	1,250	-	250	250	250	250	250	1,250	-	-	-
GCT Restroom ADA Renovation	-	45	45	-	-	-	-	-	45	-	-	-
GCT ADA Entrance Ramp	-	75	75	-	-	-	-	-	75	-	-	-
GCT Roofing Replacement	-	70	-	-	70	-	-	-	70	-	-	-
Quint Fire Apparatus Replacement F-141	-	1,300	-	1,300	-	-	-	-	1,300	-	-	-
Fire Station 3 Preliminary Consulting and Design	18	-	-	-	-	-	-	-	-	-	-	-
Replacement Fire Engine, F-159	-	975	-	-	-	975	-	-	975	-	-	-
Ambulance Replacement ( F-171, F-172, F-173, F-174, F-176)	279	1,045	-	250	260	265	-	270	1,045	-	-	-
<b>Total General Government:</b>	<b>1,139</b>	<b>4,835</b>	<b>120</b>	<b>1,800</b>	<b>590</b>	<b>1,555</b>	<b>250</b>	<b>520</b>	<b>4,815</b>	<b>20</b>	-	-
<b>MAJOR ROADS:</b>												
Milling and Overlay - Neshoba and WRB West	-	3,850	350	-	3,500	-	-	-	770	-	-	3,080
FHI Improvements Poplar to WRB Construction	-	5,000	-	375	500	-	4,125	-	1,000	-	-	4,000
Major Road Plan	-	100	100	-	-	-	-	-	20	-	-	80
Poplar Avenue Culverts Replacement - Phase IV	267	-	-	-	-	-	-	-	-	-	-	-
Poplar Avenue Culverts Replacement - Phase V	50	500	500	-	-	-	-	-	-	-	-	500
FHI Widening Poplar Pike to Winc ROW	40	-	-	-	-	-	-	-	-	-	-	-
FHI Widening Poplar Pike/Winchester- Construction	37	460	460	-	-	-	-	-	460	-	-	-
<b>Total Major Roads:</b>	<b>394</b>	<b>9,910</b>	<b>1,410</b>	<b>375</b>	<b>4,000</b>	-	<b>4,125</b>	-	<b>2,250</b>	-	-	<b>7,660</b>
* State funding is included in totals.												
<b>INTERSECTIONS &amp; OTHER:</b>												
Signalization at HHS/WRB	80	400	400	-	-	-	-	-	-	-	-	400
Decorative Street Signs	40	-	-	-	-	-	-	-	-	-	-	-
Signal Upgrades*	-	1,500	300	-	1,200	-	-	-	-	-	-	1,500
Intersection Safety Audit	-	200	200	-	-	-	-	-	40	-	-	160
Signalization at WRB/Campbell Clinic	69	425	425	-	-	-	-	-	213	213	-	-
Signalization FHI/Crestwyn	69	425	-	-	425	-	-	-	385	40	-	-
GPAC Pedestrian Walkways	81	-	-	-	-	-	-	-	-	-	-	-
ADA Transition Plan*	275	-	-	-	-	-	-	-	-	-	-	-
<b>Total Intersections/Other:</b>	<b>614</b>	<b>2,950</b>	<b>1,325</b>	-	<b>1,625</b>	-	-	-	<b>638</b>	<b>253</b>	-	<b>2,060</b>
* State funding is included in totals.												
<b>DRAINAGE:</b>												
City Wide Master Drainage Plan	150	150	-	150	-	-	-	-	150	-	-	-
Lateral E Bank Stabilization	-	1,075	1,075	-	-	-	-	-	200	875	-	-
Golden Fields Culvert Replacement	-	1,325	-	-	225	1,100	-	-	1,325	-	-	-
Duntreath Ditch Phase I	-	800	-	800	-	-	-	-	800	-	-	-
Duntreath Ditch Phase II	-	800	-	800	-	-	-	-	800	-	-	-
Duntreath Ditch Phase III	-	800	-	-	800	-	-	-	800	-	-	-
Annual Miscellaneous Drainage Improvements	-	250	-	50	50	50	50	50	250	-	-	-
Redbud Trail Drainage - Construction	-	650	-	650	-	-	-	-	650	-	-	-
Fox Hill Circle East Culvert	-	100	-	100	-	-	-	-	100	-	-	-
Somerset Drainage Improvements	-	770	-	-	-	70	700	-	770	-	-	-
Cedarwood Drive/Mimosa Rd.	-	1,400	-	100	-	1,300	-	-	1,400	-	-	-
Riverdale Rd. Outlet End Culvert - Design	-	80	-	80	-	-	-	-	80	-	-	-
Riverdale Rd. Outlet End Culvert - Construction	-	750	-	-	-	750	-	-	750	-	-	-
Miller Farms (Lateral B) Drainage Channel	-	1,600	-	-	-	-	800	800	1,600	-	-	-
Dogwood Grove 4th Addition - Design	-	85	-	-	-	-	85	-	85	-	-	-
Dogwood Grove 4th Addition - Construction	-	850	-	-	-	-	-	850	850	-	-	-
Fencing - Drainage Lateral E	761	-	-	-	-	-	-	-	-	-	-	-
CDBG Grant	47	-	-	-	-	-	-	-	-	-	-	-
<b>Total Drainage:</b>	<b>958</b>	<b>11,485</b>	<b>1,075</b>	<b>1,930</b>	<b>1,075</b>	<b>4,070</b>	<b>1,635</b>	<b>1,700</b>	<b>10,610</b>	<b>875</b>	-	-
* State funding is included in totals.												
<b>PARKS:</b>												
Greenway Trail Extension to Collierville	-	3,130	250	-	-	2,880	-	-	626	-	-	2,504
Neighborhood Park Reinvestments Phase I	-	300	-	-	-	300	-	-	300	-	-	-
Neighborhood Park Reinvestments Phase II	-	500	-	-	-	-	500	-	500	-	-	-
Neighborhood Park Reinvestments Phase III	-	1,000	-	-	-	-	-	1,000	-	-	1,000	-
Parks on Poplar Pike-Site & Traffic Improvements Design	-	400	-	-	-	-	-	400	400	-	-	-
Master Plan Legacy Park Project Phase I	-	2,500	-	-	-	-	-	2,500	-	-	2,500	-
Germantown Station Park Reinvestment	19	230	-	230	-	-	-	-	230	-	-	-
Oaklawn Garden Phase I	35	300	-	-	300	-	-	-	300	-	-	-
Riverdale Reinvestment	38	450	-	-	450	-	-	-	450	-	-	-
Signage/Wayfinding System Phase I	-	100	-	-	-	100	-	-	100	-	-	-
Signage/Wayfinding System Phase II	-	100	-	-	-	-	100	-	100	-	-	-
Signage/Wayfinding System Phase III	-	100	-	-	-	-	-	100	100	-	-	-
Wolf River Greenway Neshoba Trail	11	-	-	-	-	-	-	-	-	-	-	-
Lilly Walk Linear Park - Design	-	30	30	-	-	-	-	-	6	-	-	24
Lilly Walk Linear Park - Construction	-	382	-	-	382	-	-	-	76	-	-	306
Cameron Brown Parking	18	-	-	-	-	-	-	-	-	-	-	-
Parkland Acquisition	-	2,550	50	2,500	-	-	-	-	2,550	-	-	-
Wolf River Greenway Trail Extensions	2,409	-	-	-	-	-	-	-	-	-	-	-
CO Franklin Playground Lights	72	-	-	-	-	-	-	-	-	-	-	-
Long Field Site Work (Impact Project)	-	2,500	-	-	-	2,500	-	-	2,500	-	-	-
Long Field Complex - Design	-	500	-	500	-	-	-	-	500	-	-	-
<b>Total Parks:</b>	<b>2,602</b>	<b>15,072</b>	<b>330</b>	<b>3,230</b>	<b>1,132</b>	<b>5,780</b>	<b>600</b>	<b>4,000</b>	<b>8,738</b>	-	<b>3,500</b>	<b>2,834</b>
* State funding is included in totals.												

# CAPITAL IMPROVEMENTS PROGRAM

(in thousands)	EXPENDITURES								FUNDING SOURCES			STATE & FEDERAL PROJECTS
	FY20	TOTAL	FY21	FY22	FY23	FY24	FY25	FY26	Reserves	Grants	Bonds	
<b>GERMANTOWN ATHLETIC CLUB FUND:</b>												
GAC Renovation Phase IV FF&E	36	-	-	-	-	-	-	-	-	-	-	-
GAC Renovation Phase IV	1,373	-	-	-	-	-	-	-	-	-	-	-
ADA Ramp	-	99	99	-	-	-	-	-	-	99	-	-
Exterior Signage	24	-	-	-	-	-	-	-	-	-	-	-
Exterior Exercise Space	-	50	-	50	-	-	-	-	50	-	-	-
Skylights	-	750	-	750	-	-	-	-	750	-	-	-
<b>Total GAC Fund:</b>	<b>1,433</b>	<b>899</b>	<b>99</b>	<b>800</b>	-	-	-	-	<b>800</b>	<b>99</b>	-	-
<b>MUNICIPAL SCHOOLS:</b>												
HHS Fieldhouse	200	600	200	200	200	-	-	-	600	-	-	-
Dogwood Elementary Secure Entrance	-	500	500	-	-	-	-	-	500	-	-	-
Security Upgrades	500	-	-	-	-	-	-	-	-	-	-	-
Riverdale Boilers	1,500	-	-	-	-	-	-	-	-	-	-	-
Houston Middle School Expansion	-	2,500	-	2,500	-	-	-	-	-	-	2,500	-
<b>Total GMSD Fund:</b>	<b>2,200</b>	<b>3,600</b>	<b>700</b>	<b>2,700</b>	<b>200</b>	-	-	-	<b>1,100</b>	-	<b>2,500</b>	-
<b>UTILITY FUND:</b>												
Water System Acquisition	-	300	-	-	300	-	-	-	300	-	-	-
North Johnson Rd Lift Station Force Main Re-routing	-	235	235	-	-	-	-	-	235	-	-	-
Small Elevated Tank Removal	-	75	-	-	75	-	-	-	75	-	-	-
Elevated Water Tank	234	2,134	-	2,134	-	-	-	-	-	-	2,134	-
Water Main to the Elevated Water Tank	232	-	-	-	-	-	-	-	-	-	-	-
Annexation Area Water Main	566	-	-	-	-	-	-	-	-	-	-	-
Annexation Area Water Main Phase II	-	1,034	-	-	1,034	-	-	-	1,034	-	-	-
Automated Meter Reading Phase I	-	1,050	-	50	1,000	-	-	-	1,050	-	-	-
Automated Meter Reading Phase II, III, IV	-	3,000	-	-	-	1,000	1,000	1,000	3,000	-	-	-
Chlorine Tank	8	-	-	-	-	-	-	-	-	-	-	-
Western Gateway Sewer	1,607	-	-	-	-	-	-	-	-	-	-	-
Cordova Rd. Lift Station Force Main Re-routing	-	200	-	-	200	-	-	-	200	-	-	-
<b>Total Utility Fund:</b>	<b>2,647</b>	<b>8,028</b>	<b>235</b>	<b>2,184</b>	<b>2,609</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>5,894</b>	-	<b>2,134</b>	-
<b>CONTINGENCY:</b>												
	-	2,100	350	350	350	350	350	350	2,100	-	-	-
<b>Total Contingency:</b>	<b>-</b>	<b>2,100</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>2,100</b>	-	-	-
<b>CIP SUMMARY</b>												
General Government	1,139	4,835	120	1,800	590	1,555	250	520	-	-	-	-
Major Roads	394	9,910	1,410	375	4,000	-	4,125	-	-	-	-	-
Intersec/Other/Drainage	1,572	14,435	2,400	1,930	2,700	4,070	1,635	1,700	-	-	-	-
Parks	2,602	15,072	330	3,230	1,132	5,780	600	4,000	-	-	-	-
Utilities	2,647	8,028	235	2,184	2,609	1,000	1,000	1,000	-	-	-	-
Germantown Athletic Club	1,433	899	99	800	-	-	-	-	-	-	-	-
GMSD	2,200	3,600	700	2,700	200	-	-	-	-	-	-	-
Contingency	-	2,100	350	350	350	350	350	350	-	-	-	-
<b>Total CIP:</b>	<b>11,988</b>	<b>58,879</b>	<b>5,644</b>	<b>13,369</b>	<b>11,581</b>	<b>12,755</b>	<b>7,960</b>	<b>7,570</b>	-	-	-	-
<b>FUNDING SUMMARY</b>												
Reserves: General	5,708	29,151	1,579	7,385	4,021	9,436	3,660	3,070	-	-	-	-
Utility	2,647	5,894	235	50	2,609	1,000	1,000	1,000	-	-	-	-
Germantown Athletic Club	1,433	800	-	800	-	-	-	-	-	-	-	-
GMSD	2,200	1,100	700	200	200	-	-	-	-	-	-	-
State/Intergovernmental/Grant:	-	13,800	3,131	300	4,751	2,319	3,300	-	-	-	-	-
Bonds: General	-	6,000	-	2,500	-	-	-	3,500	-	-	-	-
Utility	-	2,134	-	2,134	-	-	-	-	-	-	-	-
<b>Total Funding:</b>	<b>11,988</b>	<b>58,879</b>	<b>5,644</b>	<b>13,369</b>	<b>11,581</b>	<b>12,755</b>	<b>7,960</b>	<b>7,570</b>	-	-	-	-

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2021 to 2030

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

AREA & TYPE OF INFRASTRUCTURE	Budget Estimate		(in thousands)										10 YEAR
	FY20	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	TOTAL
<b>GENERAL FUND:</b>													
<b>BUILDING IMPROVEMENTS:</b>													
<b>FACILITIES SERVICES:</b>													
Conference Room 1 Improvements	40	-	-	-	-	-	-	-	-	-	-	-	-
ADA Bathroom Upgrade - People Street	100	13	-	-	-	-	-	-	-	-	-	-	-
Depot Exterior Painting	-	-	-	-	-	12	-	-	-	-	-	-	12
Depot Park Exterior Light replacement	55	-	-	-	-	-	-	-	-	-	-	-	-
Parks and Rec Exterior Painting	-	-	-	-	-	-	20	-	-	-	-	-	20
GPAC Exterior Improvements and Painting	-	-	-	-	-	-	96	96	-	-	-	-	192
GPAC HVAC Pump Refurbishments	-	-	-	-	8	-	-	-	-	-	-	-	8
Animal Shelter HVAC Replacements	-	-	-	-	-	-	60	-	-	-	-	-	60
City Hall Interior Lighting Improvements	-	-	-	-	-	-	25	-	-	-	-	-	25
City Hall Flooring Replacement	-	-	-	-	-	55	-	-	-	-	-	-	55
GPAC Fire Alarm Replacement	-	-	76	-	-	-	-	-	-	-	-	-	76
Sallyport Man Gate Install	-	-	-	-	8	-	-	-	-	-	-	-	8
Fire Station 2 Roof	-	-	-	-	-	75	-	-	-	-	-	-	75
ECD Roof	-	-	-	-	-	175	-	-	-	-	-	-	175
GPAC Flooring - Green Room	11	-	-	-	-	-	-	-	-	-	-	-	-
Public Services Interior Lighting Improvements	-	-	-	-	15	-	-	-	-	-	-	-	15
GPAC - Simulcast Room	12	-	-	-	-	-	-	-	-	-	-	-	-
Library Restroom Plumbing Fixtures	-	-	-	-	10	-	-	-	-	-	-	-	10
HVAC - Fire Station 2	88	43	-	-	-	-	-	-	-	-	-	-	-
Library Building Exterior Improvements	-	-	-	-	-	-	60	-	-	-	-	-	60
Watkins Theater Hallway	100	128	-	-	-	-	-	-	-	-	-	-	-
ECD Chiller Replacement	-	-	140	-	-	-	-	-	-	-	-	-	140
Festival Grounds Pit/Pedestal Electrical	-	-	-	-	10	-	-	-	-	-	-	-	10
Horse Show Arena Lighting	-	-	-	-	10	-	-	-	-	-	-	-	10
Court Furniture and Flooring	-	-	-	-	-	20	-	-	-	-	-	-	20
City Hall Office Furniture	-	-	-	-	85	-	-	-	-	-	-	-	85
Finance Office Area Improvements	-	-	-	-	16	-	-	-	-	-	-	-	16
Station 2 Building Improvement	-	16	-	-	-	-	-	-	-	-	-	-	-
Station 1 Condenser Units	-	54	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FACILITIES SERVS.</b>	<b>406</b>	<b>253</b>	<b>216</b>	<b>-</b>	<b>161</b>	<b>337</b>	<b>261</b>	<b>96</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,071</b>
<b>LIBRARY:</b>													
Library Conference Room	-	4	-	-	-	-	-	-	-	-	-	-	-
Library Flooring	-	8	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL LIBRARY</b>	<b>-</b>	<b>11</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 BUILDING IMPROVEMENTS</b>	<b>406</b>	<b>264</b>	<b>216</b>	<b>-</b>	<b>161</b>	<b>337</b>	<b>261</b>	<b>96</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,071</b>
<b>OTHER EQUIPMENT:</b>													
<b>GPAC:</b>													
Watkins Studio Theater Curtains	-	-	-	-	15	-	-	-	-	-	-	-	15
Rigging repairs	-	-	-	15	-	-	-	-	-	-	-	-	15
Simulcast Room Cabling	18	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL GPAC</b>	<b>18</b>	<b>-</b>	<b>-</b>	<b>15</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30</b>
<b>FACILITY SERVICES</b>													
Portable Emergency Generator	270	200	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FACILITY SERVICES</b>	<b>270</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FIRE:</b>													
Vehicle Exhaust System Maintenance	-	-	-	35	-	-	15	-	-	-	-	-	50
Administration Office Furniture	-	10	-	-	-	-	-	-	-	-	-	-	-
Replace Outdoor Warning Sirens	-	-	-	-	40	40	40	-	30	-	30	-	180
Replace Lucas Device	-	-	-	45	45	-	-	-	45	-	-	-	135
Replace Swiftwater Boat	-	-	-	-	-	27	-	-	-	-	-	-	27
Kitchen Cabinets and Appliances	15	-	-	-	-	-	-	-	-	-	-	-	-
Apparatus Exhaust Systems	40	45	-	-	-	-	-	-	-	-	-	-	-
Power Hawk Electric Extrication Tools	20	19	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FIRE</b>	<b>75</b>	<b>74</b>	<b>-</b>	<b>80</b>	<b>85</b>	<b>67</b>	<b>55</b>	<b>-</b>	<b>75</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>392</b>
<b>TOTAL OTHER EQUIPMENT</b>	<b>363</b>	<b>273</b>	<b>-</b>	<b>95</b>	<b>100</b>	<b>67</b>	<b>55</b>	<b>-</b>	<b>75</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>422</b>
<b>MAINTENANCE EQUIPMENT:</b>													
<b>PUBLIC SERVICE AND GROUNDS:</b>													
Bulk Spreader 2002 Tarco Highlander	-	-	-	25	-	-	-	-	-	-	-	-	25
Graco Walk Behind Street Line Striper	-	-	-	-	-	-	30	-	-	-	-	-	30
Articulating Brush Cutter	-	-	-	-	-	-	13	-	-	-	-	-	13
John Deere Greens Mower	-	-	-	-	-	-	14	-	-	-	-	-	14
Smithco Bunk Rake	-	-	-	-	-	-	19	-	-	22	-	-	41
Craco SS125 Asphalt Crack Sealer	-	-	-	-	-	-	-	65	-	-	-	-	65
Exmark Mower	-	-	-	-	-	-	-	30	-	-	-	-	30
Concrete Form Trailer	10	-	-	-	-	-	-	-	-	-	-	-	-
Ingersoll Rand Air Compressor	40	29	-	-	-	-	31	-	-	-	-	-	31
Utility Trailer	10	-	-	-	-	-	-	-	-	-	-	-	-
Kohler Compact Roller	35	30	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL PUBLIC SVCS.</b>	<b>95</b>	<b>59</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>107</b>	<b>95</b>	<b>-</b>	<b>-</b>	<b>22</b>	<b>-</b>	<b>249</b>
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>95</b>	<b>59</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>107</b>	<b>95</b>	<b>-</b>	<b>-</b>	<b>22</b>	<b>-</b>	<b>249</b>



# INFRASTRUCTURE REPLACEMENT PROGRAM – 2021 to 2030

City of Germantown  
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL  
(in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget Estimate												10 YEAR	
	FY20	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	TOTAL	
<b>FURNITURE:</b>														
<b>POLICE</b>														
Replacement Tables for Police Classroom	-	-	-	-	12	-	-	-	-	-	-	-	-	12
<b>TOTAL POLICE</b>	-	-	-	-	12	-	-	-	-	-	-	-	-	12
<b>ADMINISTRATION</b>														
Administration Furniture	-	-	-	-	12	-	-	-	-	-	-	-	-	12
<b>TOTAL ADMINISTRATION</b>	-	-	-	-	12	-	-	-	-	-	-	-	-	12
<b>LIBRARY</b>														
Library Furniture	-	6	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL LIBRARY</b>	-	6	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FURNITURE</b>	-	6	-	-	24	-	-	-	-	-	-	-	-	24
<b>AUTOS AND TRUCKS:</b>														
<b>ANIMAL CONTROL:</b>														
Transit Connect	-	-	-	-	-	-	-	-	-	35	-	-	-	35
<b>TOTAL ANIMAL CONTROL</b>	-	-	-	-	-	-	-	-	-	35	-	-	-	35
<b>FACILITIES MANAGEMENT:</b>														
Ford F-350	-	-	-	-	-	-	-	-	40	-	-	-	-	40
Dodge Ram	-	-	-	-	-	-	-	-	-	-	40	-	-	40
Ford Ranger	-	-	-	-	-	40	-	-	-	-	-	-	-	40
Ford F-250	-	-	-	-	-	-	120	-	-	-	-	-	-	120
Ford F-150	40	32	-	-	-	-	-	-	-	-	-	-	-	-
Ford Taurus	25	31	-	-	-	-	-	-	-	-	-	30	-	30
<b>TOTAL FACILITIES MAINT.</b>	65	63	-	-	-	40	120	-	40	-	40	30	270	
<b>DEVELOPMENT:</b>														
Ford Ranger	-	-	-	-	-	-	-	-	-	40	-	-	-	40
Ford F-150	-	-	-	-	-	-	-	-	-	-	-	40	-	40
Ford F-150 4x4	-	-	-	-	-	-	-	40	40	-	-	-	-	80
<b>TOTAL DEVELOPMENT</b>	-	-	-	-	-	-	-	40	40	40	-	40	160	
<b>PUBLIC SERVICE AND GROUNDS:</b>														
KW T370 Dump Truck	-	-	-	-	-	-	-	-	-	-	-	130	-	130
International 4700 Hook Lift	-	-	-	-	-	-	-	150	-	-	-	-	-	150
Sterling Dump Truck	-	-	-	-	-	-	130	-	-	-	-	-	-	130
Ford F-350 Crew Cab	-	-	-	-	-	45	-	-	-	-	-	-	-	45
Ford F-750 Fiat Bed	-	-	-	-	-	-	90	-	-	-	-	-	-	90
Ford F-750 Dump	-	-	-	-	90	-	-	-	-	-	-	-	-	90
Dodge 2500 4x4 Pickup	35	33	-	-	-	-	-	-	-	-	-	-	-	-
Ford F-450 Crew Cab	40	42	-	-	-	-	-	-	-	-	-	-	-	-
Ford F-550 Bucket Truck	-	-	-	-	-	-	-	-	100	-	-	-	-	100
Dodge 1500 Pickup	30	28	-	-	-	-	-	-	-	-	-	-	-	-
Ford F-150	-	-	-	-	-	30	-	-	35	-	-	-	-	65
Ford F-250	-	-	-	-	-	45	-	-	-	-	-	-	-	45
Ford F-350	-	-	-	-	-	-	50	-	-	-	-	-	-	50
Ford F-450	-	-	75	-	-	-	-	-	-	80	-	-	-	155
John Deere 4x4 Tractor	40	21	-	-	30	-	-	-	-	-	-	-	-	30
John Deere 4500 Tractor	60	43	-	-	-	-	-	-	-	-	-	-	-	-
John Deere 710K Backhoe	-	-	-	-	-	-	-	-	-	200	-	-	-	200
Kubota M4900 Tractor	-	-	-	-	50	50	-	-	-	-	-	-	-	100
Kubota M5400 Tractor	-	-	-	-	-	40	-	-	-	-	-	-	-	40
Case 521 DXT Loader	-	-	-	-	-	-	-	150	-	-	-	-	-	150
Toro Workman	-	-	-	-	20	-	-	-	-	-	22	-	-	42
<b>TOTAL PUBLIC SVCS.</b>	205	166	75	-	190	210	270	300	135	280	22	130	1,612	
<b>FIRE:</b>														
Ford Expedition	-	-	-	-	50	-	-	-	-	55	-	-	-	105
Chevy Tahoe	-	-	-	-	50	-	-	55	-	55	-	-	-	160
Alternative Response Vehicle	-	-	-	60	-	-	-	-	-	70	-	-	-	130
Ford F-350 Crew Cab	-	-	-	-	-	75	-	-	-	-	-	-	-	75
Ford Explorer	-	-	-	-	50	-	50	-	-	-	60	-	-	160
<b>TOTAL FIRE</b>	-	-	-	60	150	75	50	55	-	180	60	-	630	
<b>PARKS AND RECREATION:</b>														
Ford Escape	-	-	-	-	-	35	-	-	-	-	-	40	-	75
Ford F-150	-	-	-	-	-	-	35	-	-	-	-	-	-	35
<b>TOTAL PARKS AND REC.</b>	-	-	-	-	-	35	35	-	-	-	-	40	110	
<b>POLICE:</b>														
Police Fleet - Chevy Tahoes	179	-	-	45	45	90	45	90	-	-	100	50	465	
Police Fleet - Chevy Tahoe K9	-	-	-	-	-	-	-	-	-	-	-	50	50	
Police Fleet - Impala	-	-	-	-	-	35	-	-	-	-	-	-	35	
Police Fleet - Ford Crown Vics	35	-	-	-	90	45	45	-	-	-	-	-	180	
Police Fleet - Ford F-350 4x4 Crewcab	-	-	-	-	-	-	60	-	-	-	-	-	60	
Police Fleet - Ford Fusion Hybrids	-	-	70	-	70	35	-	35	-	-	70	-	280	
Police Fleet - 4x4 Ford Expedition	-	-	-	-	-	60	-	-	-	-	63	-	123	
Police Fleet - Ford Fusion	-	21	-	-	-	-	-	-	-	38	-	-	38	
Police Fleet - Ford Explorers	226	567	90	45	135	135	180	135	370	300	250	200	1,840	
Police Fleet - Chevrolet Malibu	35	-	-	-	-	-	-	-	-	-	-	-	-	
Police Fleet - Chevrolet Camaro	35	-	-	-	-	-	-	-	38	-	-	-	38	
Police Fleet - Admin. Vehicle	-	-	-	-	35	-	-	-	-	-	-	-	35	
<b>TOTAL POLICE</b>	510	588	160	90	375	400	330	260	408	338	483	300	3,144	
<b>TOTAL AUTOS &amp; TRUCKS</b>	780	817	235	150	715	760	805	655	658	838	605	540	5,961	

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2021 to 2030

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

AREA & TYPE OF INFRASTRUCTURE	Budget Estimate												10 YEAR
	FY20	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	TOTAL
<b>RADIOS</b>													
<b>INFORMATION TECHNOLOGY:</b>													
Public Safety Radio Replacements - Hand Held Units	-	-	-	-	180	360	180	180	180	180	180	180	1,620
<b>TOTAL I.T.</b>	-	-	-	-	180	360	180	180	180	180	180	180	1,620
<b>TOTAL RADIOS</b>	-	-	-	-	180	360	180	180	180	180	180	180	1,620
<b>COMPUTER EQUIPMENT:</b>													
<b>GPAC:</b>													
Computer Equipment	-	40	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL GPAC</b>	-	40	-	-	-	-	-	-	-	-	-	-	-
<b>INFORMATION TECHNOLOGY:</b>													
City Hall UPS System	-	33	-	-	-	-	-	-	-	-	-	-	-
Servers	40	7	-	-	-	-	-	-	-	-	-	-	-
Network Switches	35	25	20	35	35	150	35	35	35	35	35	35	450
Card Access - Various City Buildings	40	13	-	-	35	35	35	35	35	35	35	35	280
Phone Handset Replacement	-	-	-	-	-	-	-	-	100	-	-	-	100
Council Chambers AV System	-	-	-	-	50	20	-	-	50	-	20	-	140
Portable Radio Repeater	-	-	-	-	-	-	-	10	-	-	-	-	10
Conference Room System - Parks&Rec	-	-	-	-	-	-	-	-	6	-	-	-	6
Sign Shop Plotter	-	-	-	-	-	-	-	5	-	-	-	-	5
Security Cameras	-	27	-	-	-	-	-	-	-	-	-	-	-
Radio System Replacement/Upgrades	-	-	150	-	250	250	-	-	-	-	2,000	-	2,650
Security Cameras Replacements	35	29	-	35	35	35	35	35	35	35	35	35	315
Security Cameras - Police	50	56	50	-	-	-	50	50	-	-	-	50	200
Video System - FD Training Center	-	-	-	-	5	-	-	-	-	-	-	-	5
Tyler NWS Upgrade - Equipment	145	127	-	-	-	-	145	-	-	-	-	-	145
In-Car Camera Server	-	13	-	-	-	-	-	-	-	-	-	-	-
AFIS Fingerprint Machine	-	-	-	-	15	-	-	-	-	15	-	-	30
Digital Voice Recorders	-	54	-	-	-	-	-	-	-	-	-	-	-
FS4/City Hall UPS Battery Replacement	20	-	-	-	-	-	-	20	20	20	20	20	100
Locution	-	-	-	25	-	-	-	-	25	-	-	-	50
Phone System Servers	-	-	-	-	-	35	-	-	-	-	35	-	70
<b>TOTAL I.T.</b>	365	384	220	95	425	525	315	181	300	140	2,180	175	4,556
<b>TOTAL COMPUTER EQUIPMENT</b>	365	424	220	95	425	525	315	181	300	140	2,180	175	4,556
<b>COMPUTER SOFTWARE:</b>													
<b>INFORMATION TECHNOLOGY:</b>													
Tyler NWS Upgrade - Software	130	124	-	-	150	-	135	-	-	-	-	-	285
Tyler Application Additions/Upgrades	-	-	-	11	20	-	20	-	20	-	20	-	91
Superior Application Additions/Upgrades	-	-	-	20	-	20	-	20	-	20	-	20	100
Server Backup Software	-	-	-	-	30	-	-	-	30	-	-	-	60
Electronic Citations	-	-	-	15	-	-	-	-	15	-	-	-	30
Locution	-	-	-	25	-	-	-	-	25	-	-	-	50
OneSolution	-	1	-	-	-	-	-	-	-	-	-	-	-
Court Software	-	20	-	-	50	-	-	-	-	50	-	-	100
<b>TOTAL I.T.</b>	130	144	-	71	250	20	155	20	90	70	20	20	716
<b>TOTAL COMPUTER SOFTWARE</b>	130	144	-	71	250	20	155	20	90	70	20	20	716
<b>OTHER ASSETS:</b>													
<b>PARKS</b>													
Arboretum & Tree Restoration and Replacement - Phase II	90	15	-	-	-	-	-	-	-	-	-	-	-
Arboretum & Tree Restoration and Replacement - Phase III	-	-	-	-	23	-	-	-	-	-	-	-	23
Forgey Park Playground Replacement	-	-	-	-	-	80	-	-	-	-	-	-	80
Security Camaras - Parks and Greenway Trail	-	0	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL PARKS</b>	90	16	-	-	23	80	-	-	-	-	-	-	103
<b>GPAC:</b>													
Replace lobby doors	-	-	-	-	-	-	-	30	-	-	-	-	30
Theater Seat Replacement- Phase 2	40	-	-	-	178	-	-	-	-	-	-	-	178
Theater Seat Replacement- Phase 3	-	-	-	-	-	-	-	175	-	-	-	-	175
Theater Seat Replacement - Phase 1	-	67	-	-	-	-	-	-	-	-	-	-	-
Mezzanine Lobby Area furniture	11	-	-	-	-	-	-	-	-	-	-	-	-
Security Camaras	10	-	-	-	-	-	-	-	-	-	-	-	-
Recover Orchestra Shell	19	-	-	-	-	-	-	-	-	-	-	-	-
Replace Lineset #42 head block	-	-	-	-	-	-	-	9	-	-	-	-	9
Replacement of all wire rope etc.	-	-	-	-	-	-	-	-	37	-	-	-	37
Relocating of headblocks	-	-	-	-	-	-	-	-	6	-	-	-	6
Level battens	-	-	-	-	-	-	-	-	28	-	-	-	28
Relocation of loft blocks	-	-	-	-	-	-	-	5	-	-	-	-	5
<b>TOTAL GPAC</b>	80	67	-	-	178	-	188	64	37	-	-	-	466
<b>PUBLIC SERVICES:</b>													
Pavilion Roof Replacement	12	8	-	-	-	-	-	-	-	-	-	-	-
Old Germantown Decorative Signs	-	-	-	-	35	-	-	-	-	-	-	-	35
Bob Hailey Dugout Roof Replacement	-	-	-	-	20	-	-	-	-	-	-	-	20
Bob Hailey Bridge Repair	-	-	-	-	-	50	-	-	-	-	-	-	50
Wolf River Greenway Repair and Overlay	75	-	-	-	-	100	-	-	-	-	-	-	100
Wolf River Blvd Median Enhancements	150	31	-	-	-	-	-	-	-	-	-	-	-
Cameron Brown Pier Replacement	-	-	-	-	-	80	-	-	-	-	-	-	80
Soccer Plex/ Lacrosse Drain	-	70	-	-	-	-	-	-	-	-	-	-	-
Houston Levee Park pedestrian bridge	-	-	-	-	80	-	-	-	-	-	-	-	80
<b>TOTAL PUBLIC SERVICES</b>	237	109	-	-	135	230	-	-	-	-	-	-	365
<b>POLICE:</b>													
In-Car Video Systems - Police Vehicles	45	43	20	20	10	45	50	30	45	35	50	30	335
<b>TOTAL POLICE</b>	45	43	20	20	10	45	50	30	45	35	50	30	335
<b>TOTAL OTHER ASSETS</b>	452	234	20	20	346	355	238	94	82	35	50	30	1,269
<b>TOTAL GENERAL FUND</b>	2,591	2,223	691	456	2,201	2,424	2,116	1,321	1,385	1,263	3,087	945	15,888

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2021 to 2030

City of Germantown  
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL  
(in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget Estimate												10 YEAR TOTAL	
	FY20	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30		
<b>DRUG FUND:</b>														
<b>AUTO &amp; TRUCKS:</b>														
Ford Explorer	35	27	35	-	-	-	-	-	-	-	-	-	-	35
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>35</b>	<b>27</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>35</b>
<b>TOTAL DRUG FUND</b>	<b>35</b>	<b>27</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>35</b>
<b>RECREATION FUND:</b>														
<b>OTHER IMPROVEMENTS:</b>														
Tennis Court Resurfacing (10)	90	84	-	-	-	-	-	-	-	-	-	-	-	-
Tennis Court Fence Renovation - Municipal Park	80	66	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER IMPROVEMENTS</b>	<b>170</b>	<b>150</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 RECREATION FUND</b>	<b>170</b>	<b>150</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>STORMWATER FUND:</b>														
<b>MAINTENANCE EQUIPMENT:</b>														
Bobcat E35 Excavator	-	-	-	-	-	-	-	-	-	75	-	-	-	75
Toro Dingo w/ Attachments	-	-	-	70	-	-	-	-	-	-	-	-	-	70
OBD Debris Vac	-	-	-	-	-	-	-	-	-	-	70	70	-	140
ODB Leaf Vac	-	-	-	-	55	-	-	-	-	-	-	-	-	55
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>70</b>	<b>55</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>340</b>
<b>OTHER ASSETS:</b>														
CIPP	50	-	50	50	50	50	50	100	100	75	75	50	-	650
<b>TOTAL OTHER ASSETS</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>100</b>	<b>100</b>	<b>75</b>	<b>75</b>	<b>50</b>	<b>-</b>	<b>650</b>
<b>AUTO &amp; TRUCKS:</b>														
Ford F-450 Truck	70	64	-	-	-	-	75	-	-	-	-	-	80	155
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>70</b>	<b>64</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>155</b>
<b>TOTAL STORMWATER FUND</b>	<b>120</b>	<b>64</b>	<b>50</b>	<b>120</b>	<b>105</b>	<b>50</b>	<b>125</b>	<b>100</b>	<b>100</b>	<b>150</b>	<b>145</b>	<b>200</b>	<b>200</b>	<b>1,145</b>
<b>GREAT HALL FUND:</b>														
<b>BUILDING IMPROVEMENTS:</b>														
RTU Replacements	-	-	-	158	-	-	-	-	-	-	-	-	-	158
Fire Alarm Replacements	-	-	42	-	-	-	-	-	-	-	-	-	-	42
Exterior Improvement and Painting	-	-	-	-	9	9	-	-	-	-	-	-	-	18
Interior Lighting Replacements	-	-	-	-	45	-	-	-	-	-	-	-	-	45
<b>TOTAL BUILDING IMPROVEMENTS</b>	<b>-</b>	<b>-</b>	<b>42</b>	<b>158</b>	<b>54</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>263</b>
<b>TOTAL GREAT HALL FUND</b>	<b>-</b>	<b>-</b>	<b>42</b>	<b>158</b>	<b>54</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>263</b>
<b>UTILITY FUND:</b>														
<b>COMPUTER SOFTWARE:</b>														
SCADA System Replacement	-	-	-	-	75	-	-	-	-	75	-	-	-	150
<b>TOTAL COMPUTER SOFTWARE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>
<b>LINES, WELLS AND STATION IMPROVEMENTS:</b>														
<b>SEWER:</b>														
Maintenance of Sewer Collection System	265	224	350	275	275	275	275	275	275	275	275	275	275	2,825
Emergency Sewer Repair	-	547	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL SEWER</b>	<b>265</b>	<b>771</b>	<b>350</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>2,825</b>
<b>WATER:</b>														
Well and Pump Rehab	60	-	-	-	-	-	-	-	-	-	-	-	-	-
Water Mains Maintenance	100	193	100	100	100	100	100	100	100	100	100	100	100	1,000
Maintenance of Water WellField System	20	-	120	50	50	50	50	50	50	50	50	50	50	570
<b>TOTAL WATER</b>	<b>180</b>	<b>193</b>	<b>220</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>150</b>	<b>150</b>	<b>1,570</b>
<b>TOTAL LINES, WELLS &amp; STATION IMPROVEMENTS</b>	<b>445</b>	<b>963</b>	<b>570</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>4,395</b>
<b>MAINTENANCE EQUIPMENT:</b>														
<b>SEWER:</b>														
Ques Sewer Inspection System	-	-	185	-	-	-	-	-	-	-	-	-	-	185
<b>TOTAL SEWER</b>	<b>-</b>	<b>-</b>	<b>185</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>185</b>
<b>WATER:</b>														
Gradall XL4100	-	-	-	-	-	-	-	-	-	450	-	-	-	450
Fluoride Feeder	-	58	-	-	-	-	-	-	-	-	-	-	-	-
Water Tower Maintenance	-	8	-	-	-	-	-	-	-	-	-	-	-	-
Gradall Excavator 3100	-	-	-	-	-	-	-	-	275	-	-	-	-	275
Ditchwitch 2310 Trencher Replacement	-	-	58	-	-	-	-	-	-	-	-	-	-	58
Johnson Road Chlorine Injection System Replacement	-	-	100	-	-	-	-	-	-	-	-	-	-	100
Water Plant Flow Meter Replacement	-	-	75	-	-	-	-	-	-	-	-	-	-	75
Cat 308E Trackhoe	-	-	-	-	-	-	-	-	-	-	140	-	-	140
<b>TOTAL WATER</b>	<b>-</b>	<b>66</b>	<b>233</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>275</b>	<b>590</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,098</b>
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>-</b>	<b>66</b>	<b>418</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>275</b>	<b>590</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,283</b>

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2021 to 2030

City of Germantown  
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL  
(in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget Estimate												10 YEAR
	FY20	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	TOTAL
<b>AUTOS AND TRUCKS:</b>													
<b>SEWER:</b>													
International Sewer/Vacuum Truck	-	-	-	-	-	-	325	-	-	-	-	-	325
Ford F-750 Sewer Flush Truck	280	281	-	-	-	-	-	-	-	-	-	-	-
Ford F-550 Crane Truck	-	-	-	-	-	-	-	-	-	-	-	135	135
<b>TOTAL SEWER</b>	<b>280</b>	<b>281</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>325</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>135</b>	<b>460</b>
<b>WATER:</b>													
Dodge Dakota	60	-	-	-	-	-	-	-	-	60	-	-	60
Ford F-150 Truck	35	37	-	35	32	-	32	35	-	-	-	-	134
International Dump Truck	-	-	-	-	-	-	120	-	-	-	-	-	120
Ford Transit Connect	30	-	-	-	-	-	-	30	-	-	-	-	30
Ford Ranger	-	79	-	30	-	30	-	-	-	-	-	-	60
<b>TOTAL WATER</b>	<b>125</b>	<b>116</b>	<b>-</b>	<b>65</b>	<b>32</b>	<b>30</b>	<b>152</b>	<b>65</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>404</b>
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>405</b>	<b>397</b>	<b>-</b>	<b>65</b>	<b>32</b>	<b>30</b>	<b>477</b>	<b>65</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>135</b>	<b>864</b>
<b>TOTAL UTILITY FUND</b>	<b>850</b>	<b>1,427</b>	<b>988</b>	<b>490</b>	<b>532</b>	<b>455</b>	<b>902</b>	<b>490</b>	<b>700</b>	<b>1,150</b>	<b>425</b>	<b>560</b>	<b>6,692</b>

**GERMANTOWN ATHLETIC CLUB:**

**OTHER ASSETS:**

GAC Skylight Repairs	75	7	-	-	-	-	-	-	-	-	-	-	-
Alarm System	100	-	-	-	-	-	-	-	-	-	-	-	-
HVAC Outdoor Pool Replacement	-	50	-	-	-	-	-	-	-	-	-	-	-
Water Heater/Storage Tank	-	133	-	-	-	-	-	-	-	-	-	-	-
Splash Pad Resurfacing	-	-	50	-	-	-	-	-	-	-	-	-	50
Outdoor Rec Pool Resurfacing	-	-	75	-	-	-	-	-	-	-	-	-	75
Outdoor Shade Structure by Café	-	-	-	25	-	-	-	-	-	-	-	-	25
Replacement of Strength Equipment	-	-	175	-	-	-	-	-	-	-	-	-	175
Fire Alarm System Replacement	-	-	25	-	-	-	-	-	-	-	-	-	25
<b>OTHER ASSETS</b>	<b>175</b>	<b>190</b>	<b>325</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>350</b>

**BUILDING IMPROVEMENTS**

Resurface Hot Tub	25	25	-	-	-	-	-	-	-	-	-	-	-
Weight Room Flooring Replacement/Turf	-	-	175	-	-	-	-	-	-	-	-	-	175
Exterior Improvement and Painting	-	-	-	-	70	70	-	-	-	-	-	-	140
RTU Improvements	-	-	-	82	-	-	-	-	-	-	-	-	82
Pump Refurbishments	-	-	18	-	-	-	-	-	-	-	-	-	18
<b>TOTAL BUILDING IMPROVEMENTS</b>	<b>25</b>	<b>25</b>	<b>193</b>	<b>82</b>	<b>70</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>414</b>
<b>TOTAL G'TOWN ATHLETIC CLUB</b>	<b>200</b>	<b>215</b>	<b>517</b>	<b>107</b>	<b>70</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>764</b>

**PICKERING**

**BUILDING IMPROVEMENTS**

Window Replacement	15	-	-	-	-	-	-	-	-	-	-	-	-
Lighting and Ceiling Tiles	15	1	-	-	-	-	-	-	-	-	-	-	-
Cabinets	-	35	-	-	-	-	-	-	-	-	-	-	-
Controlled Access	-	1	-	-	-	-	-	-	-	-	-	-	-
<b>BUILDING IMPROVEMENTS</b>	<b>30</b>	<b>37</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 PICKERING</b>	<b>30</b>	<b>37</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**VEHICLE MAINTENANCE FUND:**

**AUTOS AND TRUCKS:**

Ford F250	-	-	-	-	-	-	-	-	-	40	-	-	40
Ford Fusion	30	19	-	-	-	-	-	-	-	-	35	-	35
Dodge Avenger	-	-	-	-	-	35	-	-	-	-	-	-	35
Ford Explorer	-	-	-	-	-	38	-	-	-	-	-	40	78
Pool Vehicle	30	27	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>60</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>73</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40</b>	<b>35</b>	<b>40</b>	<b>188</b>

**MAINTENANCE EQUIPMENT**

Coats 7060 AX Tire Changer	-	-	8	-	-	-	-	-	-	-	-	-	8
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8</b>
<b>TOTAL VEHICLE MAINT. FUND</b>	<b>60</b>	<b>45</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>73</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40</b>	<b>35</b>	<b>40</b>	<b>196</b>

**AMBULANCE**

**AUTOS AND TRUCKS:**

Chevrolet Tahoe	50	49	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL AUTOS AND TRUCKS</b>	<b>50</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>TOTAL AMBULANCE</b>	<b>50</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>GRAND TOTAL - ALL FUNDS</b>	<b>4,106</b>	<b>4,236</b>	<b>2,331</b>	<b>1,331</b>	<b>2,962</b>	<b>3,081</b>	<b>3,143</b>	<b>1,911</b>	<b>2,185</b>	<b>2,603</b>	<b>3,692</b>	<b>1,745</b>	<b>24,982</b>

## DISCUSSION OF GENERAL FUND RESERVES

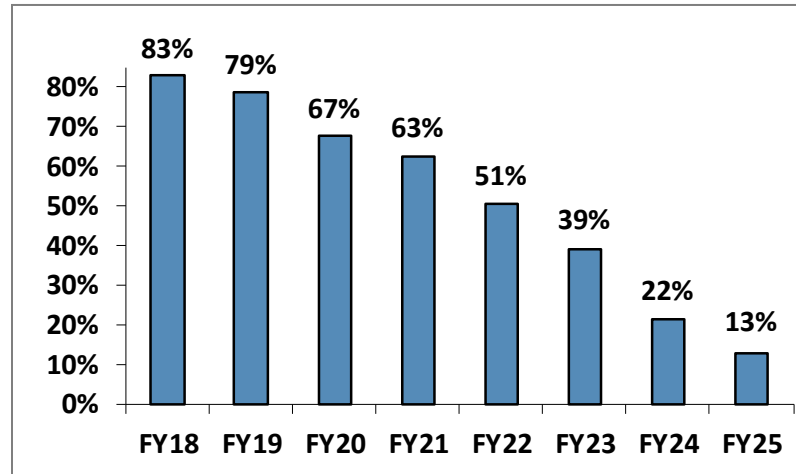
During the City's high growth period, excess revenues over expenditures were used for capital projects not funded by bond proceeds. In the past several years, General Fund reserves were used to fund a significant portion of the capital projects. Beginning in FY04, revenues from the Hall Income and Excise 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>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>
CIP \$	5,900,000	3,050,000	7,585,000	4,221,000	9,436,000	3,660,000

### FUND BALANCE % TOTAL EXPENDITURES

#### ANALYSIS OF FUND BALANCE

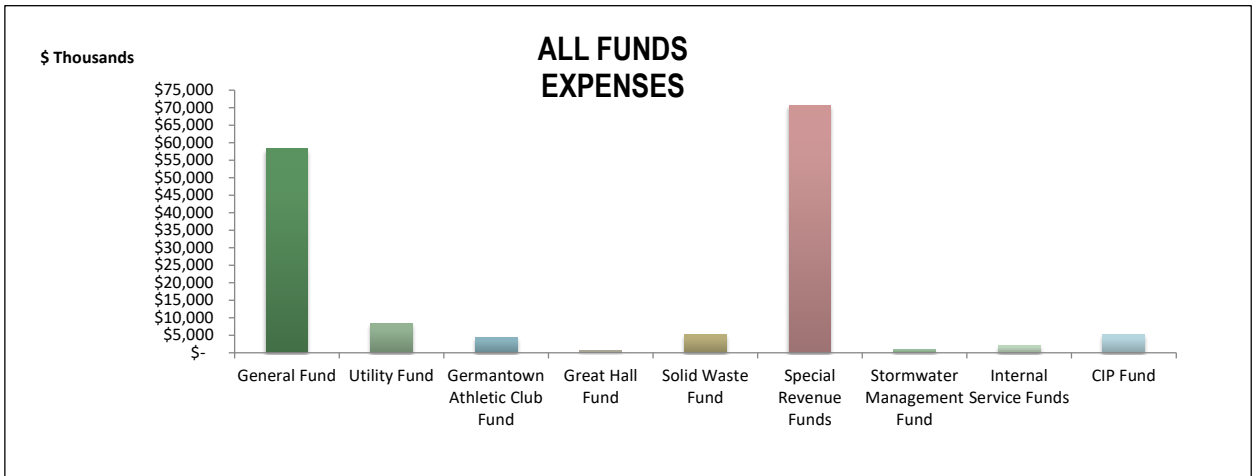
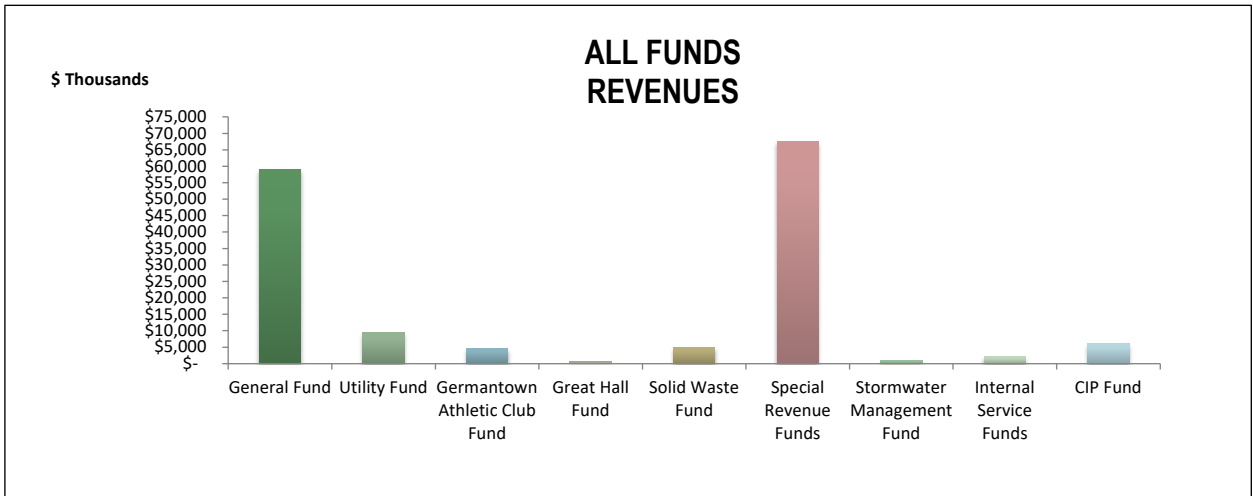
The chart at the right illustrates the impact of the draw downs on the City's General Fund fund balance:



	Actual FY19	Estimated FY20	Budget FY21	Projected			
				FY22	FY23	FY24	FY25
Nonspendable	\$ 308,397	234,006	239,500	114,500	114,500	114,500	114,500
Restricted:							
Committed Emergencies & Catastrophes	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Committed Capital Asset Repl. Infrastructure	2,590,500	691,000	455,500	2,200,612	2,424,000	2,116,089	1,320,500
Committed Tax Anticipation	10,802,053	10,993,236	11,433,250	11,663,110	11,970,336	12,210,065	12,454,266
Committed General Debt	5,021,914	4,841,896	4,815,235	4,681,734	4,687,876	4,682,701	4,683,889
Committed Contingencies	50,000	100,000	100,000	100,000	100,000	100,000	100,000
Assigned	2,446,066	2,800,215	2,884,221	2,970,748	3,059,871	3,151,667	3,246,217
Unassigned	20,871,432	18,422,840	15,608,068	7,062,051	1,135,086	(9,570,854)	(14,538,841)
<b>Total Fund Balance</b>	<b>42,990,362</b>	<b>38,983,193</b>	<b>36,435,775</b>	<b>29,692,756</b>	<b>24,391,668</b>	<b>13,704,167</b>	<b>8,280,531</b>
Operating Expenditures	\$ 54,703,601	57,762,445	58,212,315	58,663,144	62,083,671	63,587,766	65,239,029
Fund Balance as % of Expenditures	79%	67%	63%	51%	39%	22%	13%

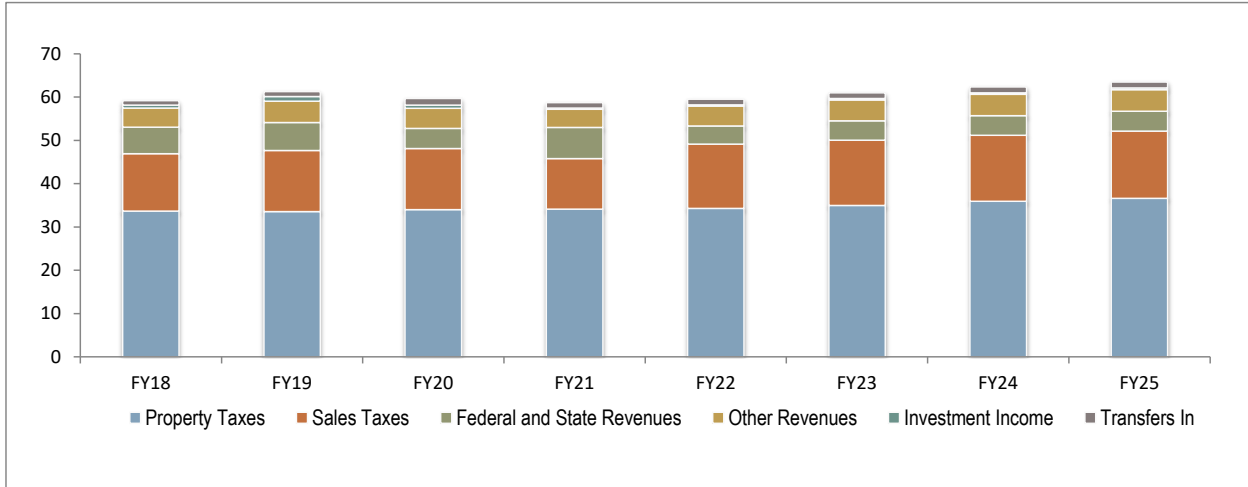
The two charts below illustrate revenues and expenses for all major funds. The section following these charts consist of budget projection summaries of revenues and expenditures by major categories, along with fund balances as of June 30, for the fiscal years 2018-2025. The graphs illustrate 8 years 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 FY20 and FY21.



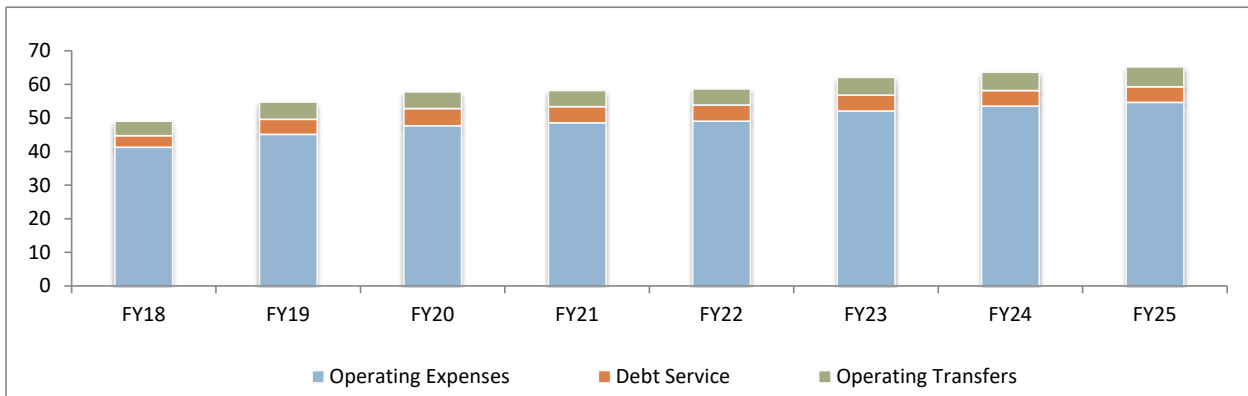
## GENERAL FUND REVENUES

\$ Millions



## GENERAL FUND EXPENDITURES

\$ Millions



**GENERAL FUND**

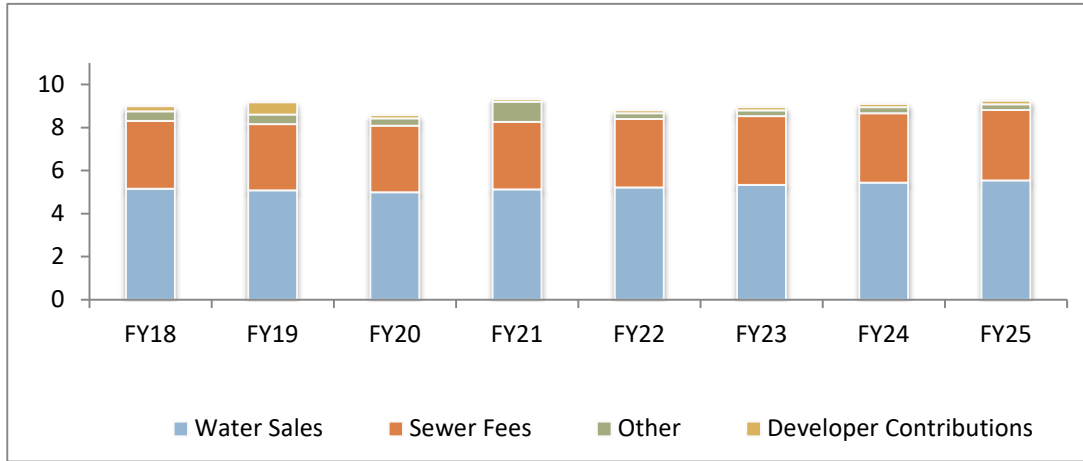
**BUDGET PROJECTION SUMMARY**

(\$000)	Actual FY18	Actual FY19	Budget FY20	Estimate FY20	Budget FY21	Projected			
						FY22	FY23	FY24	FY25
<b>GENERAL REVENUES:</b>									
Auto Registration	\$ 1,161	1,284	1,250	1,230	1,271	1,296	1,313	1,339	1,366
Court Fines	1,103	939	1,100	841	975	1,090	1,190	1,217	1,246
Franchise Fees	755	744	775	725	698	780	814	838	863
Grants	167	325	880	449	2,620	231	231	231	231
Interest	653	1,095	200	768	280	300	350	368	375
Licenses	255	308	257	239	230	277	270	272	279
Other Income	1,177	1,668	1,345	1,597	978	1,126	1,206	1,212	1,225
Property Taxes	33,685	33,581	33,867	34,011	34,132	34,300	34,989	35,911	36,630
Sales Taxes	13,261	14,109	14,560	14,120	11,680	14,813	15,073	15,293	15,516
State Taxes	5,909	6,104	5,065	4,185	4,579	3,998	4,250	4,312	4,376
Transfers In	-	1,113	1,494	1,491	1,272	1,294	1,319	1,343	1,369
Funds From Prior Periods	-	-	450	450	450	450	450	450	450
<b>REVENUE TOTAL</b>	<b>58,126</b>	<b>61,269</b>	<b>61,243</b>	<b>60,105</b>	<b>59,165</b>	<b>59,955</b>	<b>61,454</b>	<b>62,786</b>	<b>63,925</b>
<b>EXPENDITURE BY CATEGORY:</b>									
Personnel	29,743	31,148	33,900	33,451	35,357	36,156	37,209	38,290	39,471
Communication	338	303	392	265	210	246	255	262	265
Prof. Fees	2,511	2,888	2,962	3,026	3,027	3,085	3,184	3,111	3,157
Other Maint.	2,084	2,309	2,739	2,691	2,674	2,774	2,779	2,827	2,865
Supplies	1,312	1,428	1,825	1,480	2,271	1,588	1,630	1,665	1,700
Insurance	39	62	120	94	120	120	120	120	120
Rent	72	82	103	100	127	128	128	129	129
Allocations	1,376	1,394	1,469	1,537	1,632	1,580	1,630	1,687	1,742
Capital Outlay	1,194	2,363	2,591	2,221	691	456	2,201	2,424	2,116
Contingency	-	-	50	50	100	100	100	100	100
Grants	1,653	2,139	1,757	1,875	1,339	1,805	1,831	1,859	1,887
Debt Service	3,441	4,419	5,022	5,144	4,842	4,815	4,682	4,688	4,683
Operating Transfers	4,305	5,117	6,482	4,857	4,730	4,701	5,203	5,276	5,830
Expense Reimburs.	(1,047)	-	-	-	-	-	-	-	-
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	982	1,052	1,088	972	1,094	1,109	1,131	1,153	1,175
<b>EXPENDITURE TOTAL</b>	<b>48,003</b>	<b>54,704</b>	<b>60,500</b>	<b>57,762</b>	<b>58,212</b>	<b>58,663</b>	<b>62,084</b>	<b>63,588</b>	<b>65,239</b>
Excess (Deficit)	10,123	6,565	743	2,343	953	1,292	(630)	(802)	(1,314)
<b>FUND BALANCE</b>									
Beginning	32,601	40,725	38,302	42,540	38,533	35,986	29,243	23,942	13,254
Transf. to CIP	(2,000)	(4,300)	-	-	-	-	-	-	-
CIP Res Inc (Dec)	-	-	(4,200)	(5,900)	(3,050)	(7,585)	(4,221)	(9,436)	(3,660)
<b>Ending</b>	<b>\$ 40,725</b>	<b>42,990</b>	<b>34,845</b>	<b>38,983</b>	<b>36,436</b>	<b>29,693</b>	<b>24,391</b>	<b>13,704</b>	<b>8,281</b>



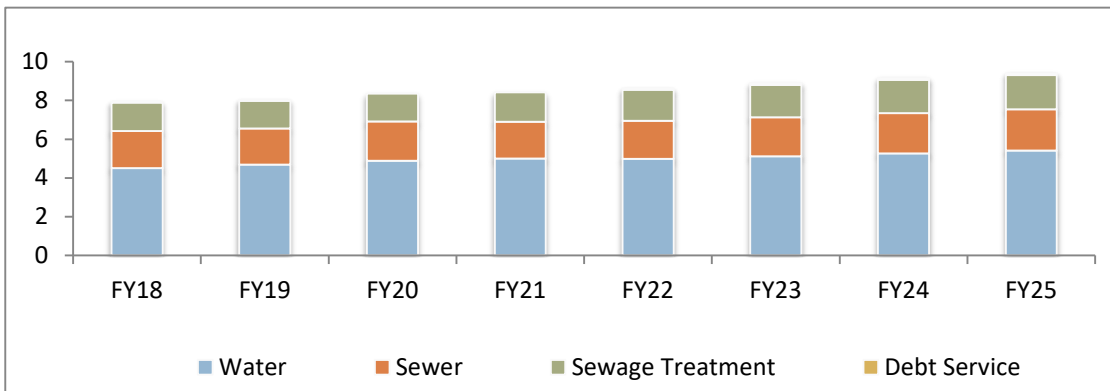
## UTILITY REVENUES

\$ Millions



## UTILITY EXPENSES

\$ Millions



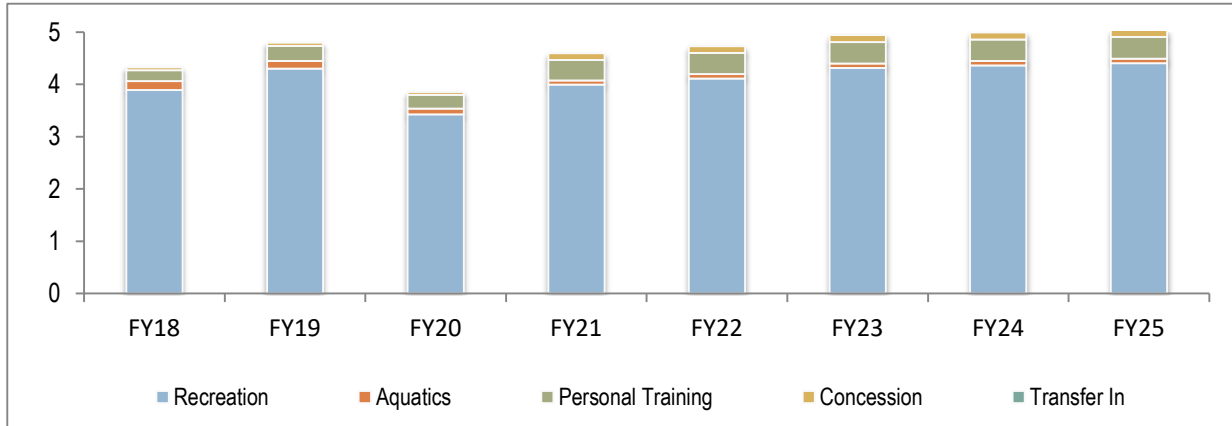
**UTILITY FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual FY18	Actual FY19	Budget FY20	Estimate FY20	Budget FY21	Projected			
						FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
Installation Charges	\$ 255	104	167	173	162	165	167	168	169
Interest	137	276	67	133	72	73	75	76	78
Contrib. Developers	229	577	120	157	120	132	145	150	152
Other Income	54	55	35	23	715	31	31	32	32
Sewer Fees	3,160	3,092	3,200	3,106	3,140	3,171	3,203	3,235	3,267
Water Sales	5,155	5,076	5,230	4,987	5,120	5,223	5,328	5,434	5,542
<b>TOTAL REVENUES</b>	<b>8,991</b>	<b>9,180</b>	<b>8,819</b>	<b>8,580</b>	<b>9,329</b>	<b>8,795</b>	<b>8,949</b>	<b>9,095</b>	<b>9,242</b>
<b>EXPENSES BY CATEGORY:</b>									
Allocations	1,225	1,203	1,288	1,269	1,156	1,170	1,206	1,243	1,281
Communication	68	72	96	80	81	83	85	88	90
Debt Service	27	6	43	-	-	39	90	87	84
Depreciation	1,779	1,828	1,835	1,916	1,941	1,999	2,059	2,121	2,185
Other Maintenance	89	122	155	142	84	86	88	91	93
Personnel	1,714	1,806	1,641	1,817	1,888	1,898	1,955	2,015	2,077
Professional Fees	109	114	237	202	280	200	200	202	202
Insurance	5	4	11	(4)	11	11	12	12	12
Mains Maintenance	150	129	155	145	115	118	121	124	127
Contract Services	1,481	1,427	1,520	1,427	1,515	1,612	1,661	1,711	1,762
Supplies	148	172	218	201	192	197	202	208	213
Utilities	633	626	654	602	662	675	689	702	716
PILOT	495	482	482	432	491	505	520	536	552
<b>TOTAL EXPENSES</b>	<b>7,922</b>	<b>7,990</b>	<b>8,334</b>	<b>8,345</b>	<b>8,416</b>	<b>8,596</b>	<b>8,888</b>	<b>9,139</b>	<b>9,395</b>
<b>NET INCOME (LOSS)</b>	<b>1,068</b>	<b>1,189</b>	<b>484</b>	<b>235</b>	<b>913</b>	<b>200</b>	<b>61</b>	<b>(44)</b>	<b>(154)</b>
<b>TOTAL NET POSITION</b>									
Effect of change in accounting principle	(73)	-	-	-	-	-	-	-	-
Beginning	49,933	50,929	51,573	52,119	52,353	53,266	53,466	53,527	53,483
Ending	\$ 50,929	52,119	52,058	52,353	53,266	53,466	53,527	53,483	53,329
Capital Outlay	\$ 779	2,030	4,791	4,074	1,223	2,674	3,141	1,455	1,902

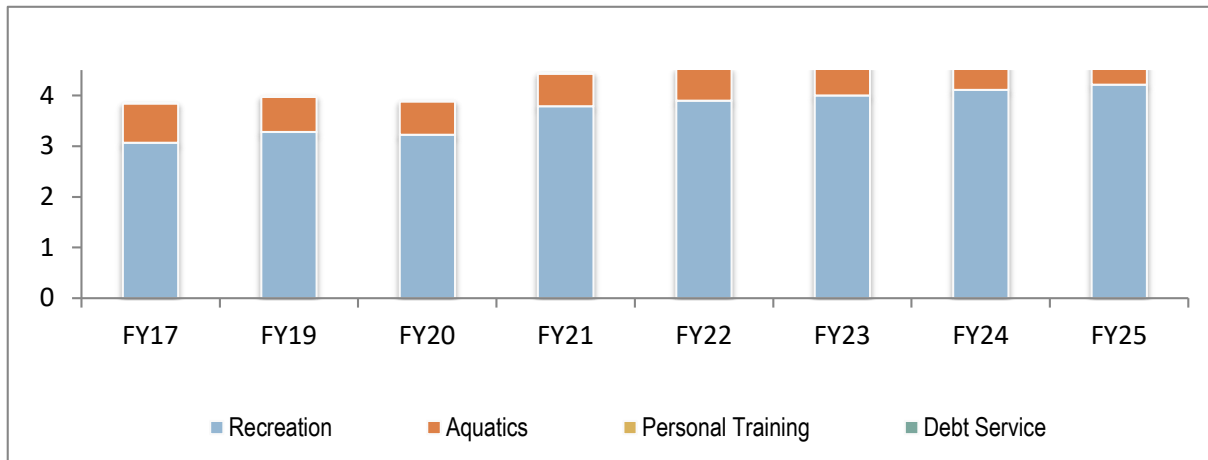
## GERMANTOWN ATHLETIC CLUB REVENUES

\$ Millions



## GERMANTOWN ATHLETIC CLUB EXPENSES

\$ Millions



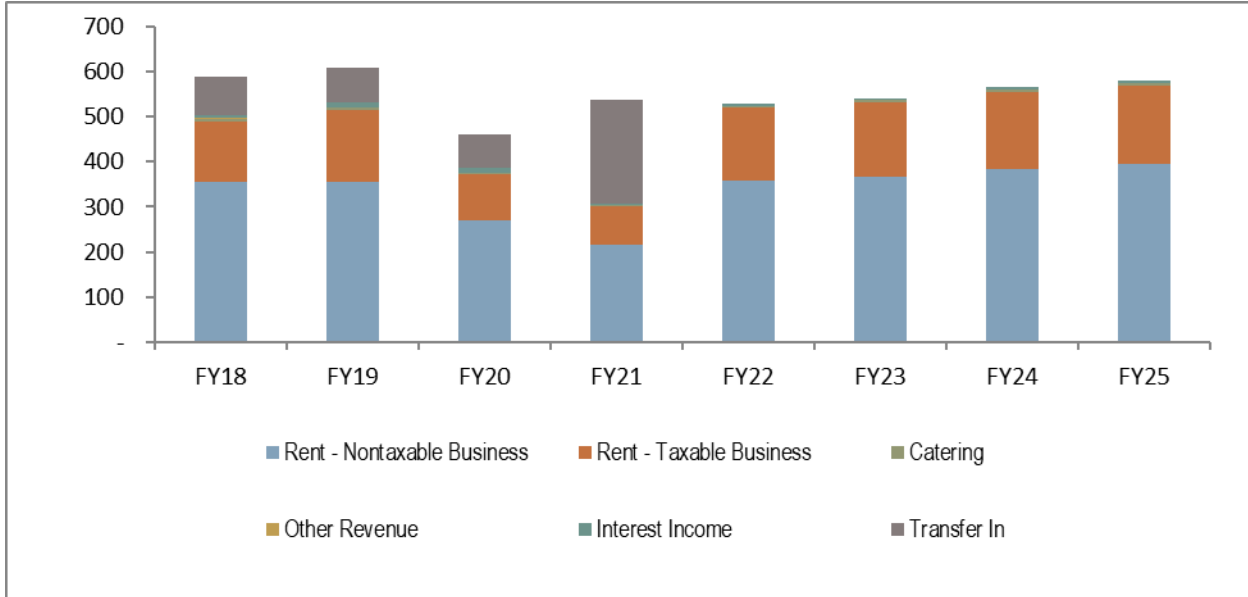
**GERMANTOWN ATHLETIC CLUB FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
Centre Revenue	\$ 3,890	4,297	4,166	3,428	3,993	4,110	4,315	4,358	4,403
Aquatics Revenue	170	149	134	106	83	85	86	87	88
Personal Training	208	289	325	262	390	402	406	410	414
Concession Revenue	55	58	91	58	128	132	133	134	136
<b>TOTAL REVENUE</b>	<b>4,322</b>	<b>4,793</b>	<b>4,716</b>	<b>3,854</b>	<b>4,594</b>	<b>4,729</b>	<b>4,940</b>	<b>4,990</b>	<b>5,040</b>
<b>EXPENSES BY CATEGORY:</b>									
Allocations	96	98	106	105	115	118	120	122	125
Communication	7	13	21	15	15	15	15	15	15
Debt Service	12	8	5	5	2	-	-	-	-
Other Maint.	178	136	177	160	185	189	193	197	201
Personnel	1,718	1,763	1,804	1,718	1,893	1,945	2,011	2,082	2,155
Professional Fees	436	518	540	457	637	643	656	669	682
Rents	240	239	240	240	240	245	250	255	261
Supplies	183	199	265	200	308	309	315	321	328
Depreciation	624	619	643	631	650	693	707	721	721
Utilities	364	390	379	359	389	394	402	410	418
Transfer Out	100	100	100	100	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>3,957</b>	<b>4,084</b>	<b>4,279</b>	<b>3,991</b>	<b>4,433</b>	<b>4,550</b>	<b>4,668</b>	<b>4,792</b>	<b>4,906</b>
<b>EXCESS (DEFICIT)</b>	<b>365</b>	<b>709</b>	<b>437</b>	<b>(136)</b>	<b>161</b>	<b>178</b>	<b>272</b>	<b>197</b>	<b>134</b>
<b>TOTAL NET POSITION</b>									
Effect of change in accounting principle	(46)	-	-	-	-	-	-	-	-
Beginning	16,670	16,989	17,515	17,698	17,561	17,722	17,901	18,173	18,370
Ending	<u>16,989</u>	<u>17,698</u>	<u>17,952</u>	<u>17,561</u>	<u>17,722</u>	<u>17,901</u>	<u>18,173</u>	<u>18,370</u>	<u>18,504</u>
Capital Outlay	\$ 1,333	431	250	1,648	617	907	70	70	-

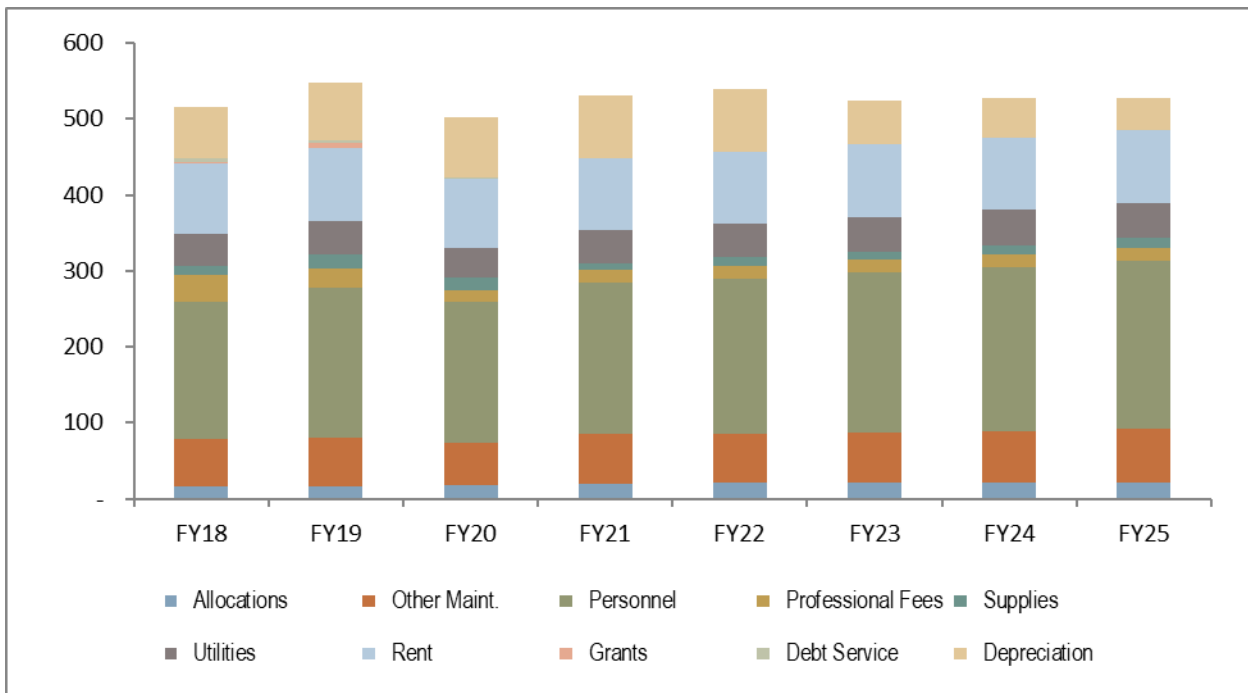
## GREAT HALL REVENUES

\$ Thousands



## GREAT HALL EXPENSES

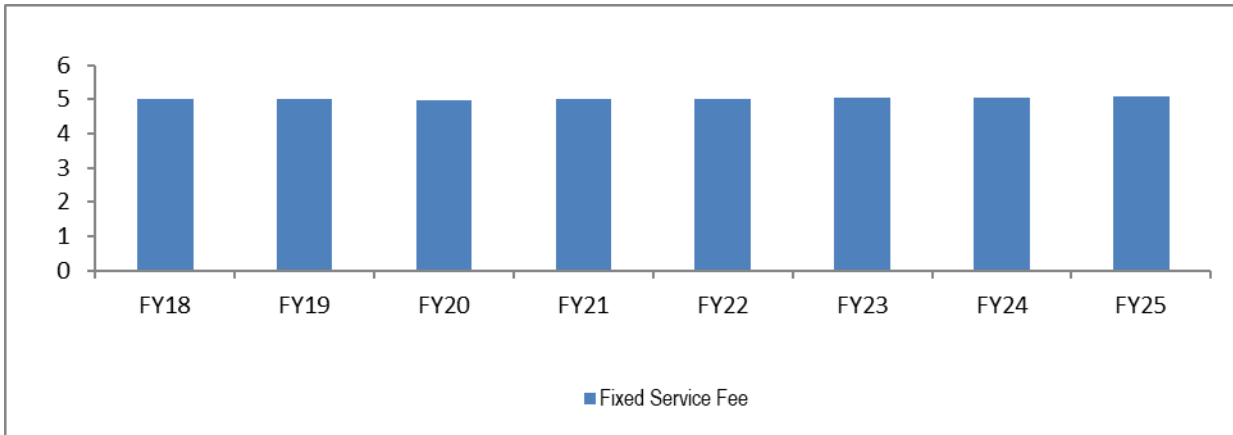
\$ Thousands



(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
Business Revenue	\$ 504	533	525	386	307	528	542	566	581
Transfer In	85	75	75	75	230	-	-	-	-
<b>TOTAL REVENUES</b>	<b>589</b>	<b>608</b>	<b>600</b>	<b>461</b>	<b>537</b>	<b>528</b>	<b>542</b>	<b>566</b>	<b>581</b>
<b>EXPENSES BY CATEGORY:</b>									
Allocations	16	16	17	17	20	20	21	21	22
Communication	0	1	1	1	1	1	1	1	1
Debt Service	5	3	2	2	1	-	-	-	-
Other Maint	63	65	74	56	65	65	67	68	70
Personnel	180	197	203	186	200	204	210	216	222
Professional Fees	35	25	29	16	17	17	17	17	18
Rents	94	95	97	92	95	95	96	96	96
Supplies	13	19	20	17	8	11	12	12	12
Depreciation	68	75	75	79	83	82	58	51	42
Grants	1	7	-	-	-	-	-	-	-
Utilities	41	45	44	38	43	44	45	46	47
<b>TOTAL EXPENSES</b>	<b>516</b>	<b>548</b>	<b>562</b>	<b>503</b>	<b>532</b>	<b>540</b>	<b>525</b>	<b>528</b>	<b>529</b>
<b>EXCESS (DEFICIT)</b>	<b>73</b>	<b>60</b>	<b>38</b>	<b>(42)</b>	<b>5</b>	<b>(12)</b>	<b>17</b>	<b>38</b>	<b>53</b>
<b>TOTAL NET POSITION</b>									
Effect of change in accounting principle	(8)	-	-	-	-	-	-	-	-
Beginning	760	825	863	886	843	848	836	853	891
Ending	825	886	902	843	848	836	853	891	944
Capital Outlay	\$ 49	73	-	-	42	158	54	9	-

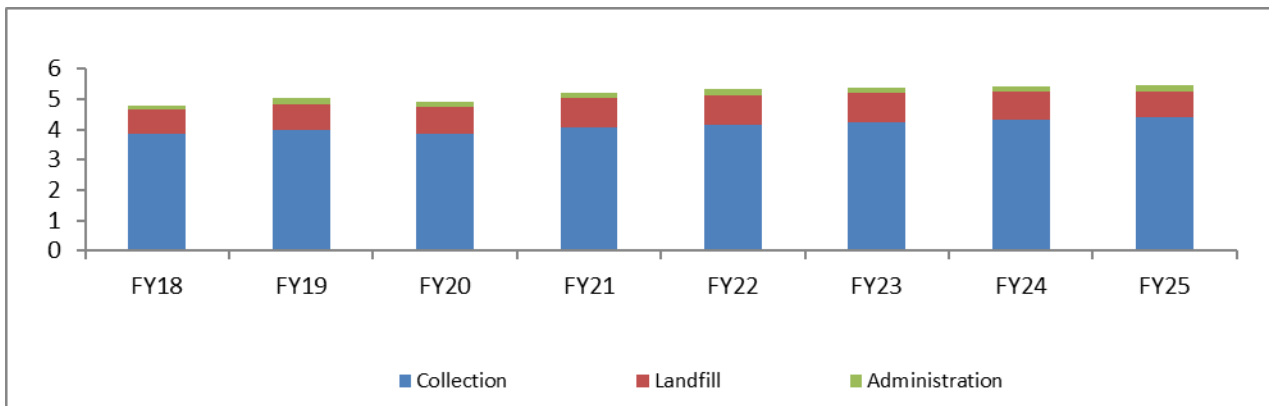
## SOLID WASTE REVENUES

\$ MILLIONS



## SOLID WASTE EXPENSES

\$ MILLIONS



**SOLID WASTE FUND**

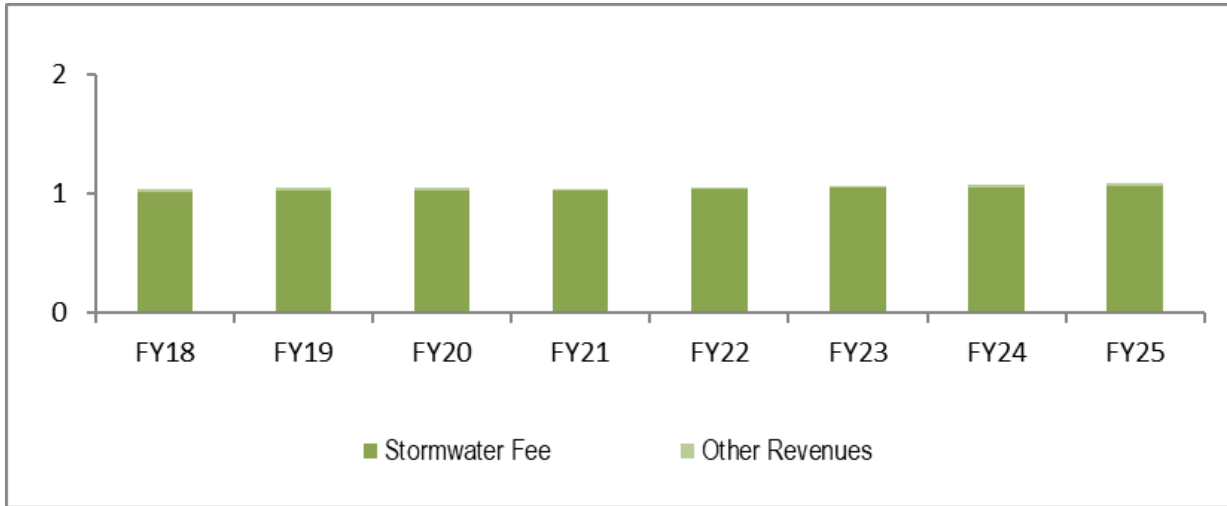
**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
REVENUES:									
Fixed Service Fee	\$ 4,901	4,912	4,956	4,902	4,946	4,958	4,996	5,008	5,020
Other Revenues	90	91	68	69	64	54	54	54	54
<b>TOTAL REVENUES</b>	<b>4,991</b>	<b>5,003</b>	<b>5,024</b>	<b>4,972</b>	<b>5,009</b>	<b>5,012</b>	<b>5,050</b>	<b>5,062</b>	<b>5,074</b>
EXPENSES BY CATEGORY:									
Communication	0	44	16	8	11	18	18	18	18
Personnel	106	137	120	109	99	102	104	107	111
Prof. Fees	-	-	25	-	20	-	-	-	-
Supplies	26	24	40	20	45	40	50	50	50
Depreciation	6	15	16	15	15	15	15	15	15
Contract Services	4,638	4,834	4,959	4,736	5,027	5,141	5,195	5,227	5,267
<b>TOTAL EXPENSES</b>	<b>4,776</b>	<b>5,054</b>	<b>5,176</b>	<b>4,888</b>	<b>5,217</b>	<b>5,316</b>	<b>5,382</b>	<b>5,417</b>	<b>5,461</b>
<b>EXCESS (DEFICIT)</b>	<b>216</b>	<b>(51)</b>	<b>(152)</b>	<b>83</b>	<b>(208)</b>	<b>(304)</b>	<b>(332)</b>	<b>(355)</b>	<b>(387)</b>
TOTAL NET POSITION									
Effect of change in accounting principle	(5)	-	-	-	-	-	-	-	-
Beginning	788	1,000	989	949	1,032	824	520	188	(167)
Ending	1,000	949	836	1,032	824	520	188	(167)	(555)
Capital Outlay	\$ 155	-	-	-	-	-	-	-	-



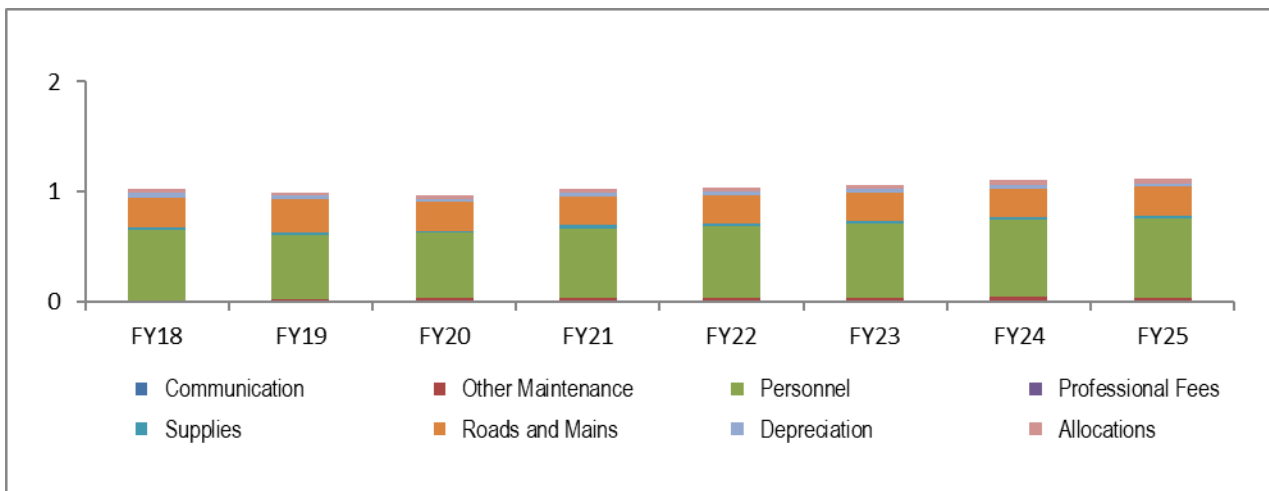
## STORMWATER MANAGEMENT REVENUES

\$ MILLIONS



## STORMWATER MANAGEMENT EXPENSES

\$ MILLIONS



**STORMWATER MANAGEMENT FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
REVENUES:									
Stormwater Management Fee	\$ 1,014	1,019	1,012	1,026	1,027	1,032	1,042	1,047	1,058
Other Revenues	22	27	12	20	12	14	16	21	28
TOTAL REVENUES	1,035	1,046	1,024	1,046	1,038	1,045	1,058	1,068	1,086
EXPENSES BY CATEGORY:									
Communication	1	1	3	1	2	3	3	3	3
Other Maintenance	8	29	31	37	29	29	30	41	32
Personnel	645	583	567	594	638	658	680	704	729
Prof. Fees	2	-	1	-	-	-	-	-	-
Supplies	17	17	19	12	27	17	18	18	19
Roads and Mains	278	299	265	261	265	265	265	265	265
Utilities	-	1	1	1	1	1	1	1	1
Depreciation	38	34	39	28	27	29	29	30	30
Allocations	37	35	37	39	41	39	41	42	43
TOTAL EXPENSES	1,026	998	964	973	1,029	1,041	1,066	1,103	1,121
EXCESS (DEFICIT)	9	48	60	73	9	5	(8)	(35)	(36)
TOTAL NET POSITION:									
Effect of change in accounting principle	(23)	-	-	-	-	-	-	-	-
Beginning	573	559	592	607	680	689	693	685	650
Ending	559	607	652	680	689	693	685	650	614
Capital Outlay	\$ 97	75	120	64	50	120	105	50	125

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**STATE STREET AID**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
State Street Aid	\$ 1,345	1,409	1,420	1,433	1,295	1,321	1,347	1,374	1,402
Grants	-	2	-	-	-	-	-	-	-
Interest	6	18	3	10	3	1	2	2	2
Transfer In-Gen. Fund	1,100	1,500	3,000	1,250	1,000	1,100	1,500	1,500	2,000
<b>TOTAL REVENUES</b>	<b>2,451</b>	<b>2,929</b>	<b>4,423</b>	<b>2,693</b>	<b>2,298</b>	<b>2,422</b>	<b>2,849</b>	<b>2,876</b>	<b>3,403</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Other Maintenance	283	200	200	200	200	200	200	200	200
Electricity & Gas	900	917	920	928	950	969	988	1,008	1,028
Str. Contract Maint.	1,085	1,965	2,900	940	1,140	900	1,200	1,200	1,800
City Str. Maint.	291	320	450	376	375	450	450	450	450
<b>TOTAL EXPENDITURES</b>	<b>2,560</b>	<b>3,402</b>	<b>4,470</b>	<b>2,444</b>	<b>2,665</b>	<b>2,519</b>	<b>2,838</b>	<b>2,858</b>	<b>3,478</b>
<b>EXCESS (DEFICIT)</b>	<b>(108)</b>	<b>(473)</b>	<b>(48)</b>	<b>248</b>	<b>(368)</b>	<b>(97)</b>	<b>11</b>	<b>18</b>	<b>(75)</b>
<b>FUND BALANCE:</b>									
Beginning of Year	1,270	1,161	622	688	936	568	471	482	500
Ending	\$ 1,161	688	575	936	568	471	482	500	425

(\$000)

**LIBRARY ENDOWMENT**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
Interest	\$ 3	5	-	4	-	-	-	-	-
Fines	1	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>4</b>	<b>5</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	3	-	-	-	-	-	-	-	-
Professional Fees	8	-	-	-	-	-	-	-	-
Supplies	6	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXCESS (DEFICIT)</b>	<b>(13)</b>	<b>5</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE:</b>									
Beginning	248	234	331	240	243	243	243	243	243
Ending	\$ 234	240	331	243	243	243	243	243	243

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**PICKERING COMPLEX FUND**

	Actual FY18	Actual FY19	Budget FY20	Estimate FY20	Budget FY21	Projected			
						FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
Classes	\$ 41	42	42	25	33	33	33	34	34
Special Events	9	6	5	4	5	5	5	5	5
Rental	56	49	55	21	48	48	48	49	49
<b>TOTAL REVENUES</b>	106	97	102	49	85	85	85	88	88
<b>EXPENDITURES BY CATEGORY:</b>									
Allocations	3	3	3	3	3	3	3	3	3
Utilities	10	10	14	9	13	14	14	14	14
Capital Outlay	-	10	30	37	-	-	-	-	-
Professional Fees	42	44	45	22	43	43	43	44	44
Supplies	6	1	2	0	2	2	2	2	2
<b>TOTAL EXPENDITURES</b>	60	68	93	70	62	62	62	63	63
<b>EXCESS (DEFICIT)</b>	46	29	8	(21)	23	23	23	25	25
<b>FUND BALANCE:</b>									
Beginning	277	323	296	352	330	354	376	400	424
Ending	\$ 323	352	304	330	354	376	400	424	449

(\$000)

**RECREATION FUND**

	Actual FY18	Actual FY19	Budget FY20	Estimated FY20	Budget FY21	Projected			
						FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
Basketball Fees	\$ 67	59	69	68	65	66	66	67	68
Softball Fees	20	16	32	-	30	31	31	31	32
Sports Camps	18	19	19	7	18	18	18	18	18
Tennis Classes	7	9	7	9	12	12	12	12	12
Croquet	1	1	1	1	1	1	1	1	1
Flag Football	-	-	4	-	4	4	4	4	4
Pickleball	-	-	-	-	11	11	11	11	11
Community Education	548	561	550	456	550	556	567	572	584
Intramurals	0	1	3	1	13	13	14	14	14
<b>TOTAL REVENUES</b>	660	666	684	541	703	710	723	730	743
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	303	341	462	293	412	411	424	438	451
Allocations	15	14	15	15	15	15	15	16	17
Professional Fees	119	115	143	77	148	150	148	149	149
Supplies	76	78	103	83	114	113	115	117	120
Insurance	-	-	-	11	-	-	-	-	-
Other Maintenance	-	-	-	2	3	3	3	3	3
Capital Outlay	86	242	170	150	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	599	790	893	631	693	693	705	723	741
<b>EXCESS (DEFICIT)</b>	61	(124)	(209)	(90)	10	17	18	7	2
<b>FUND BALANCE:</b>									
Beginning	551	613	558	489	399	409	426	443	451
Ending	\$ 613	489	349	399	409	426	443	451	451

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**FEDERAL ASSET FORFEITURE FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
Forfeiture Revenue	\$ 11	14	50	83	40	50	50	50	50
<b>TOTAL REVENUES</b>	11	14	50	83	40	50	50	50	50
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	21	9	25	1	25	25	25	25	25
Supplies	7	7	25	18	5	5	5	5	5
<b>TOTAL EXPENDITURES</b>	27	16	50	19	30	30	30	30	30
<b>EXCESS (DEFICIT)</b>	(16)	(2)	-	63	10	20	20	20	20
<b>FUND BALANCE:</b>									
Beginning	36	19	36	17	81	91	111	131	151
Ending	\$ 19	17	36	81	91	111	131	151	171

(\$000)

**DRUG ASSET FORFEITURE FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
Drug Enforcement	\$ 125	426	300	283	300	300	300	300	300
<b>TOTAL REVENUES</b>	125	426	300	283	300	300	300	300	300
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	107	80	111	105	111	111	111	111	111
Communications	-	-	1	0	1	1	1	1	1
Professional Fees	0	0	-	-	-	-	-	-	-
Other Maintenance	-	-	5	0	5	5	5	5	5
Supplies	29	63	138	147	138	138	138	138	138
Utilities	3	1	6	0	3	3	3	3	3
Rents	-	-	1	-	1	1	1	1	1
Capital Outlay	-	-	35	27	35	-	-	-	-
<b>TOTAL EXPENDITURES</b>	138	145	297	279	294	259	259	259	259
<b>EXCESS (DEFICIT)</b>	(13)	281	3	4	6	41	41	41	41
<b>FUND BALANCE:</b>									
Beginning	139	126	179	407	411	417	458	499	541
Ending	\$ 126	407	182	411	417	458	499	541	582

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**Ambulance Fund**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
Transport Fee	\$ 1,189	1,295	1,280	1,200	1,230	1,248	1,267	1,286	1,305
Non Transport Fee	2	5	-	3	-	-	-	-	-
Other Revenue	0	2	-	5	-	-	-	-	-
Grants	-	225	-	37	-	-	-	-	-
Interest	1	1	-	1	-	-	-	-	-
General Fund Transfer	625	925	800	925	900	900	930	950	950
<b>TOTAL REVENUES</b>	<b>1,817</b>	<b>2,453</b>	<b>2,080</b>	<b>2,171</b>	<b>2,130</b>	<b>2,148</b>	<b>2,197</b>	<b>2,236</b>	<b>2,255</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	1,682	1,613	1,697	1,700	1,836	1,845	1,907	1,969	2,034
Communications	4	3	4	2	8	8	8	8	8
Professional Fees	94	105	68	105	105	105	108	112	116
Other Maintenance	8	11	11	11	14	13	13	14	14
Insurance	10	9	11	6	10	10	10	10	10
Supplies	108	112	124	118	126	128	131	134	137
Utilities	2	1	3	1	2	2	2	2	2
Allocations	41	63	70	63	66	65	67	69	71
Capital Outlay	238	250	50	49	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,187</b>	<b>2,167</b>	<b>2,037</b>	<b>2,053</b>	<b>2,167</b>	<b>2,176</b>	<b>2,247</b>	<b>2,318</b>	<b>2,392</b>
<b>EXCESS (DEFICIT)</b>	<b>(370)</b>	<b>285</b>	<b>43</b>	<b>118</b>	<b>(37)</b>	<b>(27)</b>	<b>(48)</b>	<b>(82)</b>	<b>(136)</b>
<b>FUND BALANCE:</b>									
Beginning	424	54	116	339	457	420	393	344	263
Ending	\$ 54	339	160	457	420	393	344	263	126

(\$000)

**Germantown Municipal School District Fund**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
BEP	\$ 27,041	27,996	28,748	28,990	29,996	30,596	31,208	31,832	32,469
ADA	17,779	18,450	18,112	18,112	18,311	18,677	19,051	19,432	19,820
Federal Grants	3,249	4,060	3,620	3,598	4,814	2,336	2,383	2,430	2,479
Other Revenues	1,113	1,701	969	4,933	810	826	843	860	877
Charges for Services	966	1,217	1,168	1,186	1,482	1,511	1,542	1,572	1,604
County Commission	940	2,227	1,300	4,013	-	5,000	5,100	5,202	5,306
Liquor Tax	168	170	168	170	126	170	173	177	180
Sales Tax	6,806	7,292	6,806	7,160	3,819	7,000	7,140	7,283	7,428
General Fund Transfer	2,475	2,497	2,507	2,507	2,550	2,601	2,653	2,706	2,760
<b>TOTAL REVENUES</b>	<b>60,537</b>	<b>65,609</b>	<b>63,398</b>	<b>70,669</b>	<b>61,907</b>	<b>68,717</b>	<b>70,092</b>	<b>71,494</b>	<b>72,923</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	39,563	41,934	46,210	45,518	47,666	48,620	49,592	50,584	51,596
Communications	229	217	355	275	386	394	402	410	418
Professional Fees	5,869	6,249	5,763	5,113	6,704	6,838	6,975	7,114	7,257
Other Maintenance	924	822	956	912	920	939	957	977	996
Insurance	251	270	336	271	358	365	373	380	388
Supplies	2,410	3,083	3,809	2,917	3,532	1,980	2,020	2,060	2,101
Utilities	856	896	1,065	1,065	1,100	1,122	1,144	1,167	1,191
Rents	155	155	39	52	-	-	-	-	-
Allocations	-	-	100	40	100	100	100	100	100
Capital Outlay	7,235	7,033	8,938	11,059	3,127	13,614	7,645	7,800	7,957
Contract Maintenance	704	642	850	825	850	867	884	902	920
<b>TOTAL EXPENDITURES</b>	<b>58,196</b>	<b>61,301</b>	<b>68,421</b>	<b>68,047</b>	<b>64,744</b>	<b>74,839</b>	<b>70,092</b>	<b>71,494</b>	<b>72,923</b>
<b>EXCESS (DEFICIT)</b>	<b>2,341</b>	<b>4,308</b>	<b>(5,023)</b>	<b>2,622</b>	<b>(2,837)</b>	<b>(6,122)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE:</b>									
Beginning	14,681	17,022	16,295	21,330	23,951	21,115	14,993	14,993	14,993
Ending	\$ 17,022	21,330	11,272	23,951	21,115	14,993	14,993	14,993	14,993

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**Farm Fund**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
Membership Fee	\$ 5	5	5	3	5	5	5	5	5
Donations	19	6	18	17	16	16	16	17	17
Vendor Income	3	4	3	2	3	3	3	3	3
Educational Fees	2	1	1	0	1	1	1	1	1
Grant	2	3	1	1	-	-	-	-	-
Rental Income	6	12	13	6	8	9	10	11	12
General Fund Transfer	120	120	100	100	50	100	120	120	120
<b>TOTAL REVENUES</b>	<b>157</b>	<b>150</b>	<b>140</b>	<b>130</b>	<b>82</b>	<b>133</b>	<b>154</b>	<b>156</b>	<b>158</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	52	69	90	75	78	80	83	85	88
Communications	3	2	3	3	0	1	1	1	1
Professional Fees	28	16	22	12	17	17	17	18	18
Other Maintenance	8	10	12	5	12	12	13	13	13
Insurance	-	-	3	-	3	3	3	3	3
Supplies	23	13	18	12	10	10	11	11	11
Utilities	9	11	10	9	11	11	12	12	12
Rents	1	-	1	-	1	1	1	1	1
Allocations	1	1	1	1	1	1	1	1	1
Capital Outlay	17	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>142</b>	<b>122</b>	<b>159</b>	<b>116</b>	<b>132</b>	<b>137</b>	<b>141</b>	<b>144</b>	<b>148</b>
<b>EXCESS (DEFICIT)</b>	<b>14</b>	<b>28</b>	<b>(19)</b>	<b>14</b>	<b>(50)</b>	<b>(4)</b>	<b>14</b>	<b>13</b>	<b>10</b>
<b>FUND BALANCE:</b>									
Beginning	133	148	154	176	190	140	136	150	163
Ending	<u>\$ 148</u>	<u>176</u>	<u>136</u>	<u>190</u>	<u>140</u>	<u>136</u>	<u>150</u>	<u>163</u>	<u>172</u>

(\$000)

**E-CITATIONS FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
Technology Fee	\$ -	0	0	0	-	-	-	-	-
E-Fee \$4	-	31	25	27	30	30	30	-	-
E-Fee \$1	-	2	6	7	7	7	7	-	-
E-Citations Revenue	-	32	31	34	37	37	37	-	-
<b>TOTAL REVENUES</b>	<b>-</b>	<b>32</b>	<b>31</b>	<b>34</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Supplies	-	4	3	3	3	3	3	-	-
Capital Outlay	-	-	-	-	-	-	-	161	-
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>161</b>	<b>-</b>
<b>EXCESS (DEFICIT)</b>	<b>-</b>	<b>28</b>	<b>28</b>	<b>31</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>(161)</b>	<b>-</b>
<b>FUND BALANCE:</b>									
Beginning	-	-	26	28	59	93	127	161	-
Ending	<u>\$ -</u>	<u>28</u>	<u>54</u>	<u>59</u>	<u>93</u>	<u>127</u>	<u>161</u>	<u>-</u>	<u>-</u>

**INTERNAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**FLEET SERVICES FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY24
<b>REVENUES:</b>									
Grants	\$ 2	-	-	-	-	-	-	-	-
Other	0	2	-	1	-	-	-	-	-
Charges for Services	1,188	1,217	1,268	1,320	1,415	1,338	1,382	1,433	1,480
<b>TOTAL REVENUES</b>	<b>1,190</b>	<b>1,219</b>	<b>1,268</b>	<b>1,320</b>	<b>1,415</b>	<b>1,338</b>	<b>1,382</b>	<b>1,433</b>	<b>1,480</b>
<b>EXPENSES BY CATEGORY:</b>									
Depreciation	136	96	120	93	100	104	109	119	124
Other Maintenance	276	292	294	331	342	350	359	368	377
Personnel	661	707	725	766	838	751	778	807	836
Communication	2	3	3	2	3	3	3	3	3
Rents	3	3	4	3	4	4	4	4	4
Supplies	102	97	101	105	106	104	107	110	113
Utilities	19	20	22	21	21	21	22	22	22
<b>TOTAL EXPENSES</b>	<b>1,199</b>	<b>1,219</b>	<b>1,268</b>	<b>1,320</b>	<b>1,415</b>	<b>1,338</b>	<b>1,381</b>	<b>1,433</b>	<b>1,479</b>
<b>EXCESS (DEFICIT)</b>	<b>(8)</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL NET POSITION:</b>									
Beginning	2,322	2,313	2,322	2,313	2,314	2,314	2,314	2,314	2,314
Ending	<u>2,313</u>	<u>2,313</u>	<u>2,322</u>	<u>2,314</u>	<u>2,314</u>	<u>2,314</u>	<u>2,314</u>	<u>2,314</u>	<u>2,314</u>
Capital Outlay	\$ -	43	60	45	8	-	-	73	-

(\$000)

**ALLOCATED EXPENSES**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY24
<b>REVENUES:</b>									
Transfers In	\$ 574	596	656	645	671	719	745	771	799
<b>TOTAL REVENUES</b>	<b>574</b>	<b>596</b>	<b>656</b>	<b>645</b>	<b>671</b>	<b>719</b>	<b>745</b>	<b>771</b>	<b>799</b>
<b>EXPENSES BY CATEGORY:</b>									
Insurance	574	596	656	645	671	719	745	771	799
<b>TOTAL EXPENSES</b>	<b>574</b>	<b>596</b>	<b>656</b>	<b>645</b>	<b>671</b>	<b>719</b>	<b>745</b>	<b>771</b>	<b>799</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**

(\$000)

**PENSION FUND**

	Actual FY18	Actual FY19	Budget FY20	Estimate FY20	Budget FY21	Projected			
						FY22	FY23	FY24	FY25
<b>PENSION REVENUES:</b>									
Contributions	\$ 3,651	3,689	3,886	4,201	5,190	5,199	5,329	5,329	5,329
Fair Value Appreciation (Depreciation)	(762)	(1,408)	(1,500)	(7,327)	(2,000)	1,260	1,298	1,337	1,377
Realized Gain (Loss)	4,619	1,987	3,500	3,645	2,300	2,300	2,323	2,323	2,323
Interest	719	814	750	(97)	150	800	808	808	824
<b>TOTAL REVENUES</b>	<b>8,227</b>	<b>5,082</b>	<b>6,636</b>	<b>422</b>	<b>5,640</b>	<b>9,559</b>	<b>9,757</b>	<b>9,796</b>	<b>9,853</b>
<b>PENSION EXPENSES:</b>									
Trustee Fees	239	196	266	245	245	245	245	245	245
Benefits	4,129	4,441	4,294	4,790	4,950	5,445	1,738	1,738	1,825
<b>TOTAL EXPENSES</b>	<b>4,368</b>	<b>4,636</b>	<b>4,560</b>	<b>5,035</b>	<b>5,195</b>	<b>5,690</b>	<b>1,983</b>	<b>1,983</b>	<b>2,070</b>
<b>EXCESS (DEFICIT)</b>	<b>3,860</b>	<b>446</b>	<b>2,076</b>	<b>(4,613)</b>	<b>445</b>	<b>3,869</b>	<b>7,774</b>	<b>7,813</b>	<b>7,783</b>
<b>TOTAL NET POSITION:</b>									
Beginning	68,366	72,226	74,216	72,671	68,058	68,503	72,372	80,145	87,958
Ending	<b>\$ 72,226</b>	<b>72,671</b>	<b>76,293</b>	<b>68,058</b>	<b>68,503</b>	<b>72,372</b>	<b>80,145</b>	<b>87,958</b>	<b>95,741</b>

(\$000)

**HEALTH INSURANCE FUND**

	Actual FY18	Actual FY19	Budget FY20	Estimate FY20	Budget FY21	Projected			
						FY22	FY23	FY24	FY25
<b>REVENUES:</b>									
Contributions	\$ 5,396	5,275	5,664	5,299	5,882	6,376	6,773	7,227	7,780
<b>TOTAL REVENUES</b>	<b>5,396</b>	<b>5,275</b>	<b>5,664</b>	<b>5,299</b>	<b>5,882</b>	<b>6,376</b>	<b>6,773</b>	<b>7,227</b>	<b>7,780</b>
<b>HEALTH PLAN EXPENSES:</b>									
Health Claims	4,941	4,664	5,394	4,920	5,609	5,826	6,297	6,808	7,365
Dental Claims	295	261	270	264	273	286	300	314	329
<b>TOTAL EXPENSES</b>	<b>5,236</b>	<b>4,924</b>	<b>5,664</b>	<b>5,184</b>	<b>5,882</b>	<b>6,111</b>	<b>6,597</b>	<b>7,122</b>	<b>7,695</b>
<b>EXCESS (DEFICIT)</b>	<b>160</b>	<b>350</b>	<b>-</b>	<b>114</b>	<b>-</b>	<b>265</b>	<b>176</b>	<b>105</b>	<b>85</b>
<b>TOTAL NET POSITION:</b>									
Beginning	807	967	960	1,317	1,432	1,432	1,696	1,873	1,978
Ending	<b>\$ 967</b>	<b>1,317</b>	<b>960</b>	<b>1,432</b>	<b>1,432</b>	<b>1,696</b>	<b>1,873</b>	<b>1,978</b>	<b>2,063</b>

**INTERNAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**OPEB FUND**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
<b>OPEB REVENUES:</b>									
Contributions	\$ 992	1,025	1,334	1,394	1,364	1,373	1,428	1,485	1,545
Fair Value Appreciation	27	(96)	(150)	(502)	120	125	130	135	140
Gain (Loss)	262	196	255	80	250	260	270	281	292
Interest	68	83	75	90	80	83	87	90	94
<b>TOTAL REVENUES</b>	<b>1,349</b>	<b>1,209</b>	<b>1,514</b>	<b>1,061</b>	<b>1,814</b>	<b>1,841</b>	<b>1,915</b>	<b>1,991</b>	<b>2,071</b>
<b>OPEB EXPENSES:</b>									
Trustee Fees	15	22	18	23	25	26	27	28	29
Benefits	1,364	1,498	1,591	1,718	1,745	1,815	1,887	1,963	2,041
Stop Loss	(211)	(233)	-	(203)	(180)	(187)	(195)	(202)	(211)
<b>TOTAL EXPENSES</b>	<b>1,168</b>	<b>1,288</b>	<b>1,609</b>	<b>1,538</b>	<b>1,590</b>	<b>1,654</b>	<b>1,720</b>	<b>1,789</b>	<b>1,860</b>
<b>EXCESS (DEFICIT)</b>	<b>181</b>	<b>(79)</b>	<b>(95)</b>	<b>(477)</b>	<b>224</b>	<b>188</b>	<b>195</b>	<b>203</b>	<b>211</b>
<b>FUND BALANCE:</b>									
Beginning	5,862	6,043	5,862	5,964	5,487	5,711	5,898	6,094	6,297
Ending	\$ 6,043	5,964	5,767	5,487	5,711	5,898	6,094	6,297	6,508

(\$000)

**CASH BALANCE**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY18	FY19	FY20	FY20	FY21	FY22	FY23	FY24	FY25
<b>CASH BALANCE REVENUES:</b>									
Contributions	\$ 508	628	834	899	1,003	1,044	1,085	1,129	1,174
Fair Value Appreciation	(1)	(11)	25	(51)	10	10	11	11	12
Interest	17	30	20	39	20	21	22	22	23
Realized Gain Loss	33	41	20	(59)	20	21	22	22	23
<b>TOTAL REVENUES</b>	<b>557</b>	<b>687</b>	<b>899</b>	<b>827</b>	<b>1,053</b>	<b>1,096</b>	<b>1,139</b>	<b>1,185</b>	<b>1,232</b>
<b>CASH BALANCE EXPENSES:</b>									
Trustee Fees	8	9	12	12	12	12	13	13	14
Benefits	32	47	45	70	70	73	76	79	82
<b>TOTAL EXPENSES</b>	<b>40</b>	<b>56</b>	<b>57</b>	<b>82</b>	<b>82</b>	<b>85</b>	<b>89</b>	<b>92</b>	<b>96</b>
<b>EXCESS (DEFICIT)</b>	<b>517</b>	<b>631</b>	<b>842</b>	<b>746</b>	<b>971</b>	<b>1,010</b>	<b>1,051</b>	<b>1,093</b>	<b>1,136</b>
<b>FUND BALANCE:</b>									
Beginning	782	1,299	2,069	1,930	2,676	3,647	4,657	5,708	6,801
Ending	\$ 1,299	1,930	2,911	2,676	3,647	4,657	5,708	6,801	7,937

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 no 3% merit increase in the FY21 Budget, however, it does include public safety step increases. The budget for total personnel salaries and wages increased over FY20 budget by \$588,600.

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:

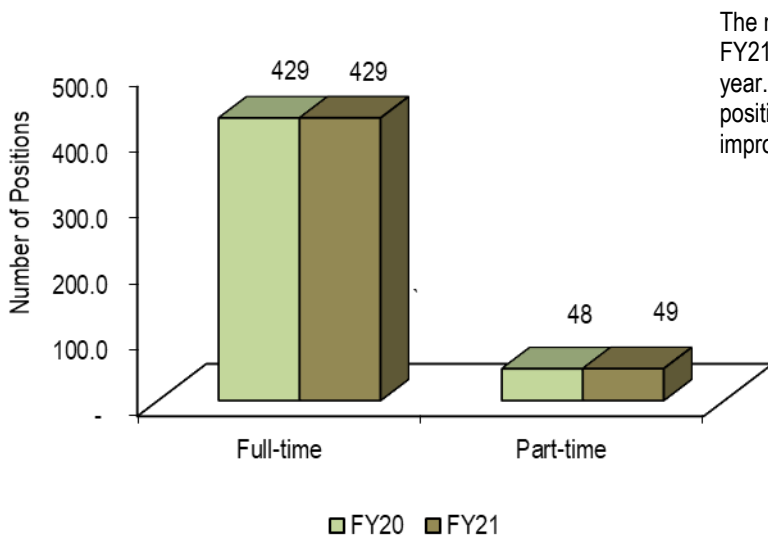
Fringe Benefits include the City’s cost for FICA, medical, dental, life, long-term disability, retirement, OPEB, and Workers’ Compensation insurance. FICA, set by the federal law, is 7.65% of salary. The new per employee City annual contribution is \$11,000 both health and dental.

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 FY21 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**

	FY19 Actual		FY20 Estimate		FY21 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	0.3	8.0	0.3	8.0	0.3	0.0	
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	0.0	19.0	0.0	19.0	0.0	0.0	
Facilities Services	17.0	0.5	17.0	0.5	17.0	0.5	0.0	
GPAC	12.0	1.5	13.0	1.5	13.0	1.5	0.0	
Office of Budget and Performance	3.0	0.0	3.0	0.0	3.0	0.0	0.0	
Civic Support*	6.8	1.3	7.5	2.0	6.8	2.3	-0.5	\$ (17,556)
<b>PUBLIC SAFETY</b>								
Police*	120.2	0.0	126.5	0.0	127.3	0.0	0.8	\$ 63,306
Fire	73.0	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	3.3	0.5	4.0	0.5	4.0	0.5	0.0	
<b>COMMUNITY SERVICES</b>								
Parks & Recreation	7.5	6.0	7.5	6.0	7.5	6.0	0.0	
Community Education	2.5	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>								
	1.0	0.5	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	16.0	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>419.3</b>	<b>47.6</b>	<b>429.0</b>	<b>48.3</b>	<b>429.0</b>	<b>48.6</b>	<b>0.3</b>	<b>\$ 45,750</b>

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

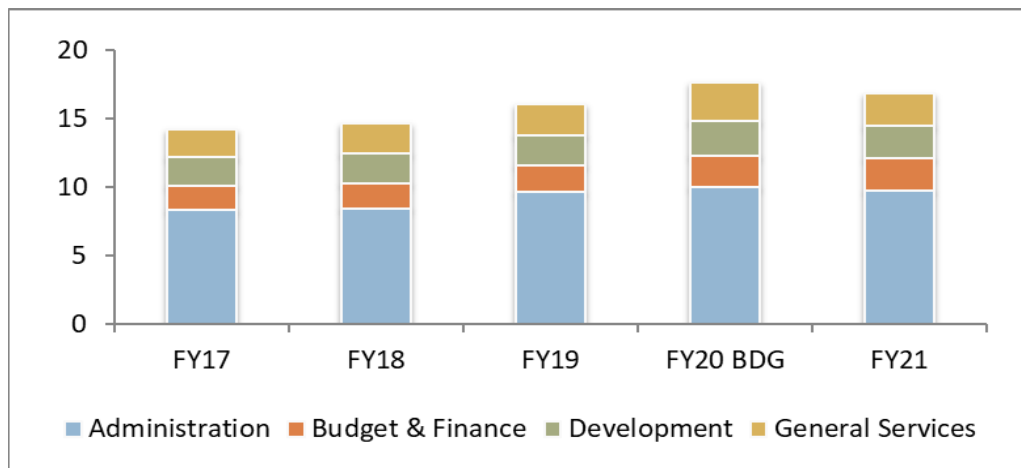
Civic Support	School Resource Officer	-0.8
	School Crossing Guard	0.3
Police	Police Officers	0.8



# GENERAL GOVERNMENT FY21 BUDGET

## GENERAL GOVERNMENT EXPENDITURES

\$ MILLIONS



**Category**

**Cost Centers  
Included**

Administration

Administration  
Aldermen  
Civic Support  
City Court  
Germantown Performing Arts Centre  
Information Technology  
Human Resources  
Procurement

Budget and Finance

Financial Services  
Budget and Performance

Development

Economic and Community Development

General Services

Facility Services  
Fleet Services

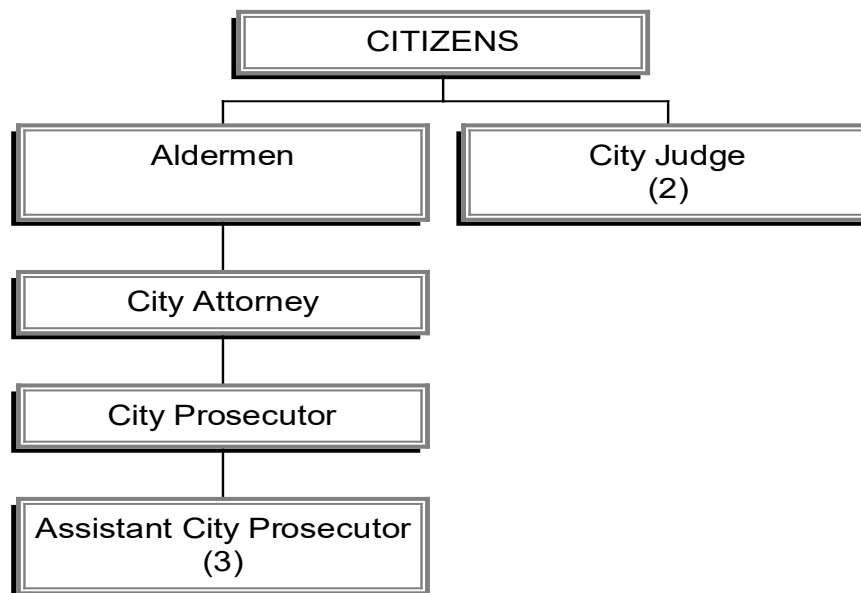


# ALDERMEN

## 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.





**GENERAL FUND**

**Budget Category Summary**

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<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 114,833	117,555	120,244	(1,931)	-1.61%	118,313
Communication	12,629	14,402	10,373	227	2.19%	10,600
Professional Fees	50,225	57,600	44,297	13,303	30.03%	57,600
Supplies	16,746	17,880	16,316	(9,016)	-55.26%	7,300
<b>TOTAL</b>	<b>\$ 194,433</b>	<b>207,437</b>	<b>191,230</b>	<b>2,583</b>	<b>1.35%</b>	<b>193,813</b>

**Budget Payroll Summary**

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	<u>FY19 Actual</u>		<u>FY20 Estimate</u>		<u>FY21 Budget</u>
Other Compensation	5.0	60,288	5.0	60,000	5.0 60,000
Fringe Benefits		54,545		60,244	58,313
<b>DEPARTMENT TOTAL</b>	<b>5.0</b>	<b>\$ 114,833</b>	<b>5.0</b>	<b>120,244</b>	<b>5.0 118,313</b>

**Budget Category Explanations**

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Personnel - \$118,313 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 - \$10,600 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 parliamentarian and miscellaneous consulting services.

Supplies - \$7,300 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

<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 817,499	905,303	869,114	50,305	5.79%	919,419
Grants	1,316,445	836,937	994,555	(591,633)	-59.49%	402,922
<b>TOTAL</b>	<b>\$ 2,133,944</b>	<b>1,748,240</b>	<b>1,869,669</b>	<b>(541,148)</b>	<b>-28.94%</b>	<b>1,328,521</b>

## Budget Payroll Summary

		<u>FY19 Actual</u>		<u>FY20 Estimate</u>		<u>FY21 Budget</u>
Non-Exempt Wages	8.8	\$ 539,573	9.5	572,931	9.0	589,232
Other Compensation		58,494		56,150		56,150
Fringe Benefits		219,432		240,033		272,037
Other Personnel		-		-		2,000
<b>DEPARTMENT TOTAL</b>	<b>8.8</b>	<b>\$ 817,499</b>	<b>9.5</b>	<b>869,114</b>	<b>9.0</b>	<b>919,419</b>

**Budget Category Explanations**

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Personnel - \$919,419 This category funds salaries, wages, and benefits for school resource officers and school crossing guards. This category also includes necessary overtime. In addition, this category includes FICA, group insurance, retirement, OPEB, and workers' compensation.

Grants - \$402,922 This category includes funds budgeted for the following organizations:

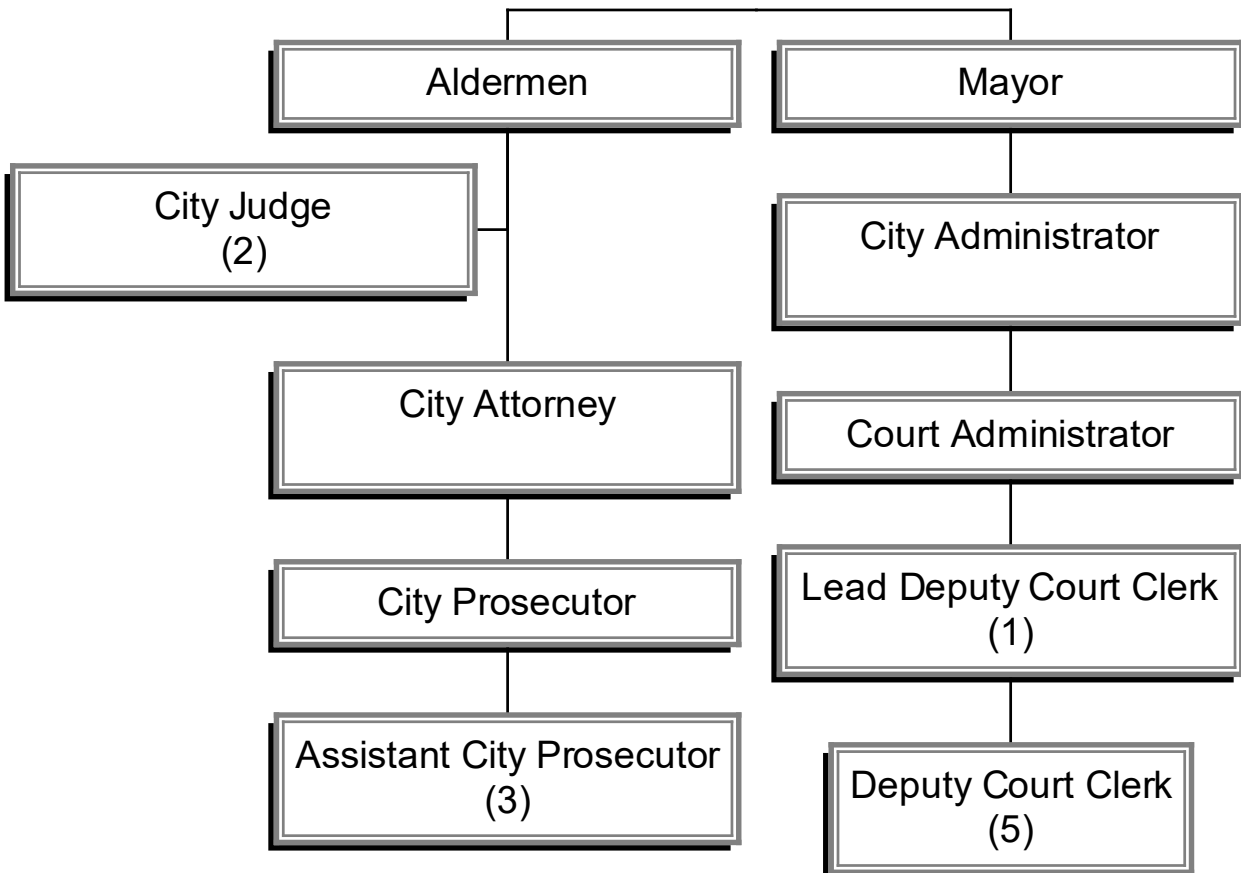
Other Civic Support	\$ 129,422
Germantown Education Foundation	75,000
PEG Disbursement	175,000
City Beautification Grant	10,000
Education Commission Grant	5,000
Chamber of Commerce Grant	8,500

# 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.



**GENERAL FUND**

**Budget Category Summary**

<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 741,477	776,014	767,833	34,788	4.53%	802,621
Communication	1,197	2,000	722	178	24.65%	900
Professional Fees	14,475	17,500	12,484	5,016	40.18%	17,500
Supplies	5,984	8,620	6,982	1,418	20.31%	8,400
Rent	4,662	5,500	5,492	508	9.25%	6,000
Allocations	3,017	3,322	3,266	132	4.04%	3,398
Utilities	19,937	22,887	18,781	2,709	14.42%	21,490
TOTAL	<u>\$ 790,749</u>	<u>835,843</u>	<u>815,560</u>	<u>44,749</u>	<u>5.49%</u>	<u>860,309</u>

**Budget Payroll Summary**

	<u>FY19 Actual</u>	<u>FY20 Estimate</u>	<u>FY21 Budget</u>
Exempt Salaries	1.0    \$ 80,865	1.0    87,677	1.0    88,300
Non-Exempt Wages	6.0    237,056	6.0    243,375	6.0    247,520
Other Compensation	6.0    242,913	6.0    242,286	6.0    256,500
Fringe Benefits	177,299	191,145	206,251
Other Personnel	3,344	3,350	4,050
DEPARTMENT TOTAL	7.0    \$ 741,477	7.0    767,833	7.0    802,621

**Budget Category Explanations**

Personnel - \$802,621 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-

## GENERAL FUND

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 - \$900 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 - \$8,400 This category covers the cost for necessary office supplies utilized by the court: printed forms, warrants, subpoenas, receipt books, binders, tapes, special file supplies, vouchers and other office supplies. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

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

Allocations - \$3,398 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$21,490 This category includes utility costs (electricity, gas, water, sewer and long-distance telephone).

### Scorecard: Key Performance Measures

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Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Court Services	To provide efficient court services	Average wait time	< 60 Minutes	65 minutes	19 minutes	< 60 minutes
	To meet customer expectation	Customer service satisfaction	80%	77%	100%	80%

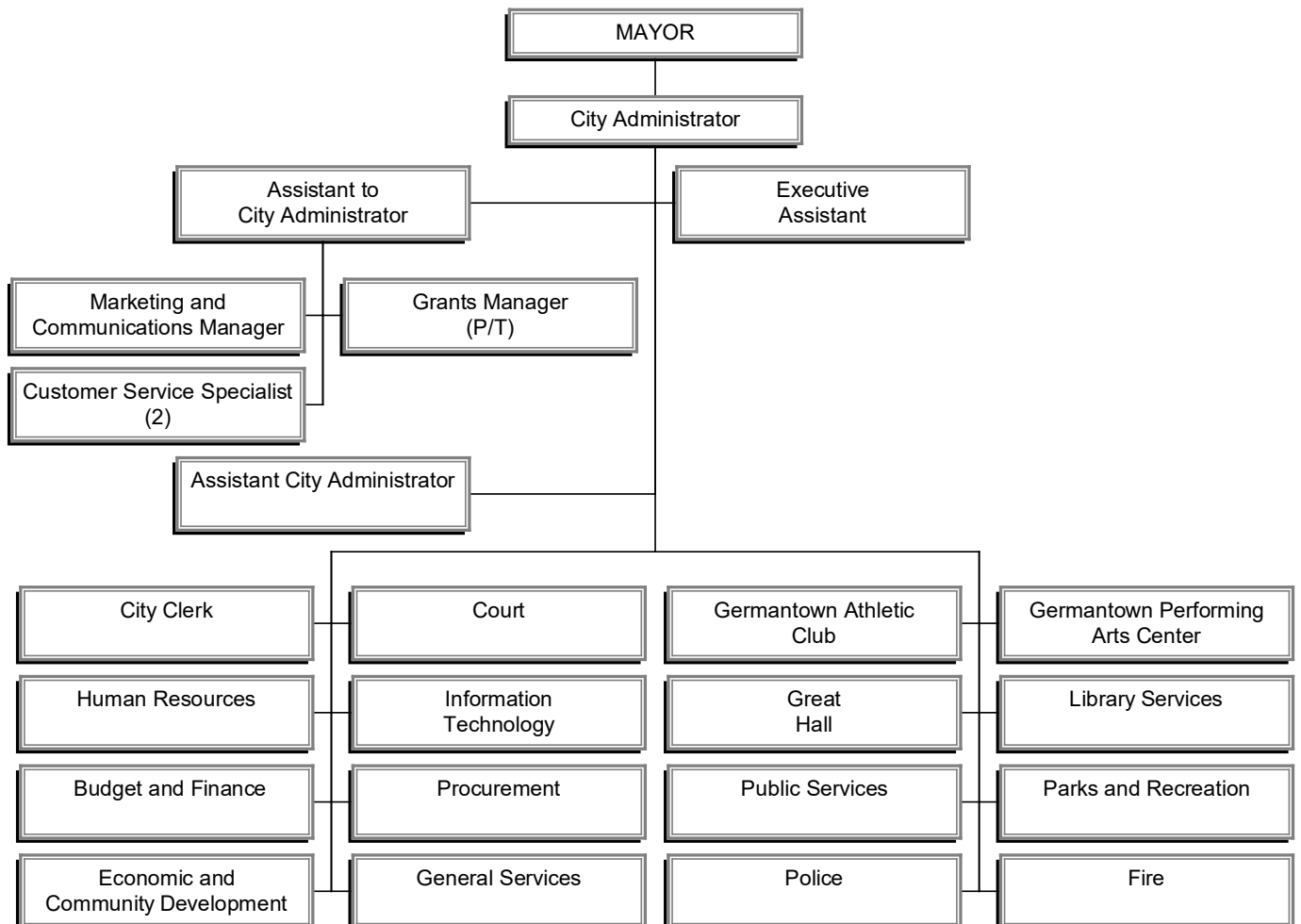


# ADMINISTRATION

## 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).





**GENERAL FUND**

**Budget Category Summary**

CATEGORY	Actual FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 1,053,894	1,196,309	1,093,644	15,871	1.45%	1,109,515
Communication	91,907	130,100	79,553	(22,353)	-28.10%	57,200
Professional Fees	639,155	220,000	631,337	(121,337)	-19.22%	510,000
Other Maintenance	7,166	7,560	7,525	35	0.47%	7,560
Supplies	12,492	30,200	29,756	(18,056)	-60.68%	11,700
Rent	5,556	6,100	5,000	1,100	22.00%	6,100
Allocations	40,872	45,002	45,002	1,029	2.29%	46,031
Utilities	12,558	13,424	12,065	964	7.99%	13,029
TOTAL	<u>\$ 1,863,600</u>	<u>1,648,695</u>	<u>1,903,882</u>	<u>(142,747)</u>	<u>-7.50%</u>	<u>1,761,135</u>
Expense Reimbursement	\$ (60,040)	(76,800)	(76,800)	-	0.00%	(76,800)

**Budget Payroll Summary**

	FY19 Actual		FY20 Estimate		FY21 Budget
Exempt Salaries	4.0	\$ 515,535	4.0	523,225	4.0
Non-Exempt Wages	4.4	229,247	4.3	209,732	4.3
Other Compensation		46,798		51,829	50,240
Fringe Benefits		256,296		297,838	303,497
Other Personnel		6,018		11,020	4,856
DEPARTMENT TOTAL	8.4	\$ 1,053,894	8.3	1,093,644	8.3

**Budget Category Explanations**

Personnel - \$1,109,515 This category includes staffing funds for the mayor, city administrator, assistant city administrator, assistant to the city administrator, marketing and communications coordinator, city clerk/recorder, executive assistant, 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.

## GENERAL FUND

Communications - \$57,200 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.

Professional Fees - \$510,000 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 - \$11,700 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 - \$46,031 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$13,029 This category includes utility costs (electricity, gas, water, sewer and long-distance telephone).

### Scorecard: Key Performance Measures

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Key Product/Service	Strategic Objectives	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
City Services and Finance	All funds are self-sustaining	General Fund transfer to Special Revenue Funds	49%	38.38%	36.98%	49%
		General Fund transfer to Enterprise Funds	10%	0.67%	0.74%	10%

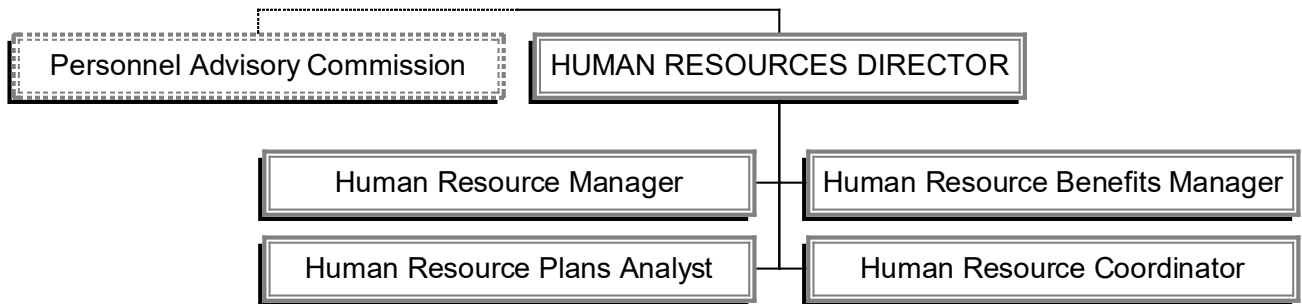


# HUMAN RESOURCES

## 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.



**GENERAL FUND**

**Budget Category Summary**

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<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 567,550	562,369	565,456	(15,683)	-2.77%	549,773
Communication	22,796	27,550	23,473	(4,148)	-17.67%	19,325
Professional Fees	33,723	71,500	53,055	18,445	34.77%	71,500
Other Maintenance	160	300	-	200	100%	200
Supplies	24,840	28,500	10,469	(4,469)	-42.69%	6,000
Rent	2,033	2,100	2,103	(3)	-0.14%	2,100
Allocations	4,024	4,430	4,356	175	4.02%	4,531
Utilities	8,376	9,986	7,691	920	11.96%	8,611
<b>TOTAL</b>	<b>\$ 663,502</b>	<b>706,735</b>	<b>666,603</b>	<b>(4,563)</b>	<b>-0.68%</b>	<b>662,040</b>
Expense Reimbursement	\$ (44,480)	(43,400)	(43,400)	-	0.00%	(43,400)

**Budget Payroll Summary**

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	<u>FY19 Actual</u>	<u>FY20 Estimate</u>	<u>FY21 Budget</u>
Exempt Salaries	4.0     \$ 374,431	3.0     280,395	3.0     280,492
Non-Exempt Wages	1.0     58,870	2.0     99,397	2.0     99,486
Other Compensation	41	160	-
Fringe Benefits	125,801	137,664	123,495
Other Personnel	8,407	47,840	46,300
<b>DEPARTMENT TOTAL</b>	<b>5.0     \$ 567,550</b>	<b>5.0     565,456</b>	<b>5.0     549,773</b>

**Budget Category Explanations**

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Personnel - \$549,773 This category includes sufficient funds to staff the following positions: human resources director, human resources manager, benefits manager, human resources plan analyst and human resources coordinator.

## GENERAL FUND

Communications - \$19,325 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 - \$200 This category includes funds for the maintenance of the department's office equipment.

Supplies - \$6,000 This category includes funds for specialized supply requisitions and materials, and book printing.

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

Allocation - \$4,531 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$8,611 This category includes utility costs (electricity, gas, water, sewer and long-distance telephone).

### Scorecard: Key Performance Measures

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Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
HR Services	To meet employee expectations	Customer Satisfaction with HR services	95%	93%	94%	95%
Workforce Management	To maintain adequate staffing	Employee Turnover Rate of new hires within first year of employment	12%	28%	34%	12%

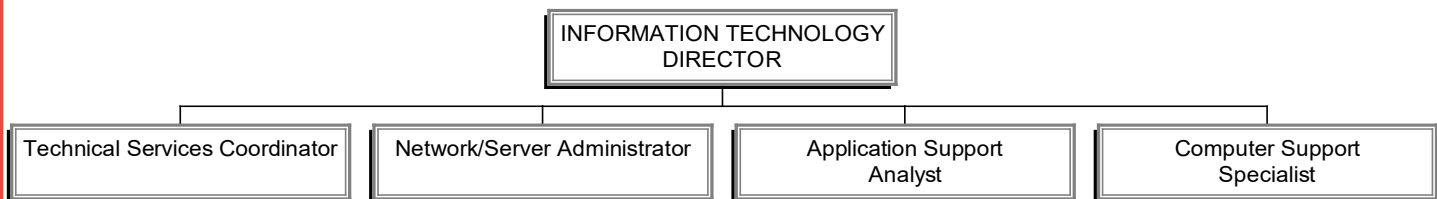


# INFORMATION TECHNOLOGY

## 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.





**GENERAL FUND**

**Budget Category Summary**

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<u>CATEGORY</u>	Actual FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 606,932	634,417	635,652	32,474	5.11%	668,126
Communication	8,389	10,070	827	5,743	694.44%	6,570
Professional Fees	185,286	214,200	185,358	43,992	23.73%	229,350
Insurance	-	2,000	-	2,000	100%	2,000
Other Maintenance	897,327	1,136,375	1,060,296	8,890	0.84%	1,069,186
Supplies	209,843	221,800	211,279	321	0.15%	211,600
Rent	2,629	3,500	3,000	500	16.67%	3,500
Allocations	3,108	3,423	3,365	136	4.04%	3,501
Capital Outlay	332,602	495,000	528,111	(308,111)	-58.34%	220,000
Utilities	114,307	123,850	115,829	6,371	5.50%	122,200
TOTAL	<u>\$ 2,360,423</u>	<u>2,844,635</u>	<u>2,743,717</u>	<u>(207,684)</u>	<u>-7.57%</u>	<u>2,536,033</u>
Expense Reimbursement	\$ (94,440)	(99,600)	(99,600)	-	0.00%	(99,600)

**Budget Payroll Summary**

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	FY19 Actual	FY20 Estimate	FY21 Budget
Exempt Salaries	4.0     \$ 395,811	4.0     403,987	4.0     403,675
Non-Exempt Wages	1.1     54,940	1.1     57,945	1.1     60,710
Other Compensation	-	19	-
Fringe Benefits	153,652	170,932	199,491
DEPARTMENT TOTAL	5.1     \$ 606,932	5.1     635,652	5.1     668,126

**Budget Category Explanations**

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Personnel - \$668,126 This category includes salaries, benefits and education expenses for the information technology director, network/server administrator, application support analyst, an information technology project manager and computer support specialist.

## GENERAL FUND

Communications - \$6,570 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 - \$229,350 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 - \$1,069,186 This category includes maintenance charges for all computer equipment, and production of related equipment.

Supplies - \$211,600 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 - \$3,501 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Capital Outlay - \$220,000 This category funds IRP projects, which includes the purchase of computers and software.

Utilities - \$122,200 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

### Scorecard: Key Performance Measures

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Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Communications	To provide employees with timely system accessibility	Server system availability	99.99%	99.99%	99.96%	99.99%
Education: Service Desk	To meet customer expectations	Customer satisfaction rating	90% very or somewhat satisfied	98%	99.50%	98%



# GERMANTOWN PERFORMING ARTS CENTER

## Mission

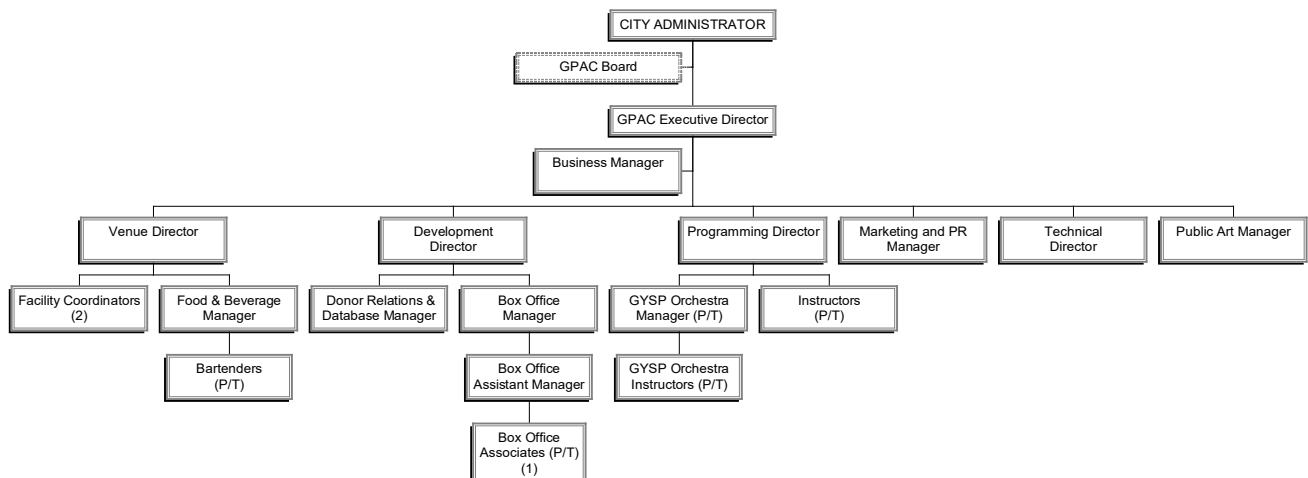
Foster quality performances and educational opportunities; encourage artistic expression and establish lasting relationships between the community and all the arts.

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.

The Grove at GPAC opened in FY20, which is a unique outdoor venue in a park-like setting designed to be an outdoor reflection of GPAC’s indoor space. It accommodates approximately 1200 guests for a wide variety of events and performances for both families and adults.



**GENERAL FUND**

**Budget Category Summary**

<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 1,098,662	1,223,129	1,195,466	86,050	7.20%	1,281,516
Communication	6,821	12,600	6,252	448	7.17%	6,700
Professional Fees	-	100,000	100,000	(66,000)	-66.00%	34,000
Insurance	-	4,500	4,500	-	0.00%	4,500
Other Maintenance	1,804	1,500	1,500	-	0.00%	1,500
Supplies	18,895	23,500	26,479	(3,446)	-13.01%	23,033
Rent	3,438	4,500	4,500	-	0.00%	4,500
Allocations	20,756	22,853	22,469	1,907	8.49%	24,376
Capital Outlay	15,646	97,500	107,271	(107,271)	-100.00%	-
Utilities	127,378	134,595	111,807	6,928	6.20%	118,735
<b>TOTAL</b>	<b>\$ 1,293,400</b>	<b>1,624,677</b>	<b>1,580,244</b>	<b>(81,384)</b>	<b>-5.15%</b>	<b>1,498,860</b>

**Budget Payroll Summary**

	<u>FY19 Actual</u>	<u>FY20 Estimate</u>	<u>FY21 Budget</u>
Exempt Salaries	7.0     \$ 525,801	8.0     569,985	9.0     662,158
Non-Exempt Wages	6.5     277,123	6.5     276,593	5.5     239,961
Other Compensation	9,134	5,500	6,000
Fringe Benefits	283,458	338,388	369,897
Other Personnel	3,146	5,000	3,500
<b>DEPARTMENT TOTAL</b>	<b>13.5     \$ 1,098,662</b>	<b>14.5     1,195,466</b>	<b>14.5     1,281,516</b>

**Budget Category Explanations**

Personnel - \$1,281,516 This category contains sufficient funds to staff the department, including the executive director, GPAC development director, box office manager, marketing and public relations manager, venue director, program director, technical director, facility services coordinators, assistant box office

## GENERAL FUND

manager, donor relations and database manager, business manager, food and beverage manager, public art manager, and box office assistants.

Communications - \$6,700 This category includes dues and subscriptions to professional journals and meetings.

Professional Services - \$34,000 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.

Other Maintenance - \$1,500 This category includes funds for the maintenance of the department's security system.

Supplies - \$23,033 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 - \$24,376 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$118,735 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

### Scorecard: Key Performance Measures

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Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Venue Management	To meet customer expectations	Customer satisfaction	2% increased in customer satisfaction	96%	99%	98%
Fundraising	To diversify funding sources	Donor Goals (Development Revenue)	100.00%	153%	144.2%	100%

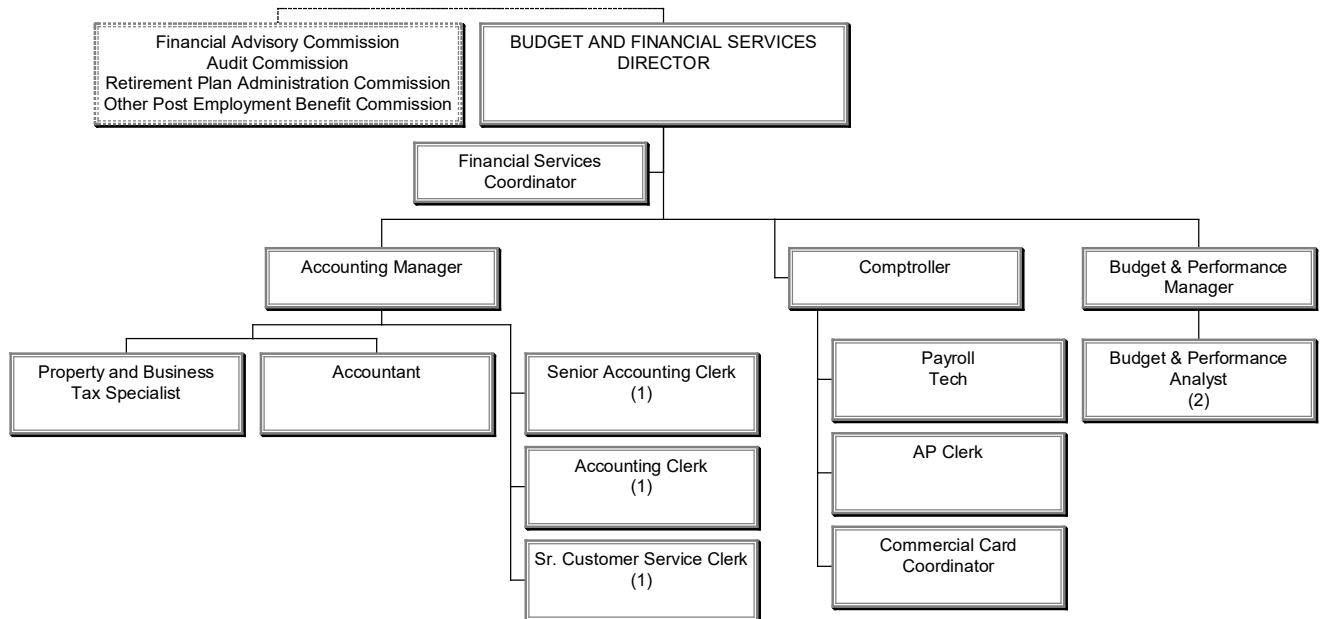


# FINANCE

## 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 four areas: Accounting, Treasury, Payroll 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.





**GENERAL FUND**

**Budget Category Summary**

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<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 741,350	981,915	931,793	114,425	12.28%	1,046,218
Communication	29,343	49,745	38,958	(458)	-1.18%	38,500
Professional Fees	340,914	350,500	365,400	4,600	1.26%	370,000
Other Maintenance	89	300	378	(53)	-14.02%	325
Supplies	16,962	19,900	11,909	10,091	84.73%	22,000
Rent	6,226	11,100	10,893	7	0.06%	10,900
Allocations	22,128	24,364	23,954	967	4.04%	24,921
Utilities	11,966	13,513	11,235	1,528	13.60%	12,763
<b>TOTAL</b>	<b>\$ 1,168,978</b>	<b>1,451,337</b>	<b>1,394,520</b>	<b>131,107</b>	<b>9.40%</b>	<b>1,525,627</b>
Expense Reimbursement	\$ (140,970)	\$ (146,100)	\$ (146,100)	-	0.00%	(146,100)

**Budget Payroll Summary**

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	<u>FY19 Actual</u>	<u>FY20 Estimate</u>	<u>FY21 Budget</u>
Exempt Salaries	3.0	\$ 204,644	4.0
Non-Exempt Wages	8.0	309,416	8.0
Other Compensation		1,795	
Fringe Benefits		220,543	
Other Personnel		4,952	
<b>DEPARTMENT TOTAL</b>	<b>11.0</b>	<b>\$ 741,350</b>	<b>12.0</b>

**Budget Category Explanations**

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Personnel - \$1,046,218 This category includes salaries, wages, and benefits for the director of budget and financial services, accounting manager, accountant, comptroller, commercial card coordinator, senior

## GENERAL FUND

accounting clerks, property and business tax specialist, budget and financial services coordinator, senior customer service clerk, payroll tech and accounting clerk.

Communications - \$38,500 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 - \$370,000 The category includes the City's portion of the continuous cycle reappraisal cost and audit fees. 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 - \$325 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 - \$22,000 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 - \$10,900 This category includes rental payments for the copy machines, postage meter, and an off-site storage facility to store permanent records.

Allocation - \$24,921 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$12,763 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

### Scorecard: Key Performance Measures

Key Product/Service	Strategic Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
City Services and Finance	All funds are self-sustaining	General Fund transfer to Enterprise Funds	10%	0.67%	0.74%	10%
Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Collection of Tax Payments	To provide stable liquidity	Percentage of tax payments collected within the City Ordinance and State Statute	100%	99%	99%	100%

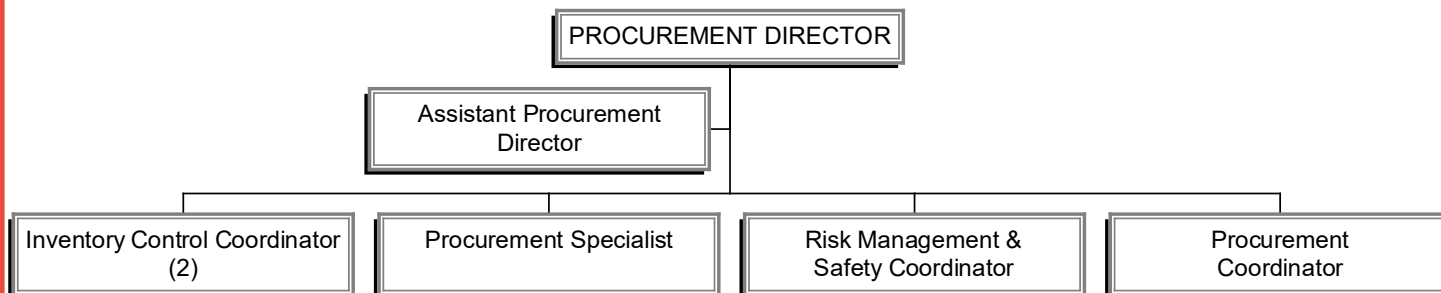


# PROCUREMENT

## 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.



**GENERAL FUND**

**Budget Category Summary**

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<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 721,156	702,713	698,481	28,659	4.10%	727,140
Communication	11,853	13,500	12,374	(10,374)	-83.84%	2,000
Professional Fees	-	30,000	2,500	(1,250)	-50.00%	1,250
Insurance	337	500	-	200	100%	200
Other Maintenance	-	300	-	-	-	-
Supplies	11,384	18,000	11,701	(2,701)	-23.08%	9,000
Rent	4,092	5,000	5,000	-	0.00%	5,000
Allocations	3,383	3,725	3,663	147	4.01%	3,810
Utilities	16,268	18,320	15,446	1,566	10.14%	17,012
TOTAL	<u>\$ 768,473</u>	<u>792,058</u>	<u>749,165</u>	<u>16,247</u>	<u>2.17%</u>	<u>765,412</u>
Expense Reimbursement	\$ (66,630)	\$ (73,900)	\$ (73,900)	-	0.00%	(73,900)

**Budget Payroll Summary**

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	<u>FY19 Actual</u>	<u>FY20 Estimate</u>	<u>FY21 Budget</u>
Exempt Salaries	3.0     \$ 327,937	3.0     292,235	3.0     292,300
Non-Exempt Wages	4.00     198,771	4.0     197,749	4.0     212,500
Other Compensation	-	57	-
Fringe Benefits	192,801	207,222	219,260
Other Personnel	1,647	1,218	3,080
DEPARTMENT TOTAL	7.00     \$ 721,156	7.0     698,481	7.0     727,140

**Budget Category Explanations**

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Personnel - \$727,140 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 - \$2,000 This category covers dues for professional organizations and subscriptions to various publications, and publications of legal notices for bids.

Professional Fees - \$1,250 This category includes expenses associated with legal fees.

Insurance - \$200 This category includes Procurement’s share of deductibles associated with workers compensation claims and personal and private property claims.

Supplies - \$9,000 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 - \$3,810 This category represents the department’s portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$17,012 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

**Scorecard: Key Performance Measures**

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Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Procurement of Goods and Services	To meet customer expectations	Usage of the P-Card	5%	2.5%	2%	5%
Inventory Control and Operations	To diversity funding sources	Inventory accuracy	100%	98%	99%	100%



# 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 FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Allocations	\$ (595,802)	(656,000)	(644,965)	(26,035)	4.04%	(671,000)
Insurance	595,802	656,000	644,965	26,035	4.04%	671,000
TOTAL	\$ -	-	-	-	-	-

## Budget Category Explanations

Allocations - (\$671,000) 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 - \$671,000 This category includes: property insurance coverage (\$221,000) that is on an All Risk form, vehicle insurance (\$83,000), 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) issued for Fire Station #4 replacement, major road construction and drainage projects, \$6.025 million Series 2011 General Obligation bonds issued to expand Wolf River Boulevard and construction of a new vehicle maintenance shop, \$9.07 million Series 2013 General Obligation bonds issued for refunding Bond Series 2005 and miscellaneous public works projects, \$18.2 million Series 2016 General Obligation bonds issued for Riverdale School improvements and other miscellaneous road and drainage projects, \$29.3 million Series 2017 General Obligation bonds issued for construction of the Forest Hill Elementary and Forest Hill Irene Road improvement, and a \$3 million Series 2018 Capital Outlay Notes issued for the construction of Germantown Municipal School District administrative offices.

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. In FY18, \$29.4 million of G.O. debt was issued. The General Fund revenues of the City fund this cost center.

The long-range projections are based on the City's Long-Range Strategic Plan approved by the BMA in each year's CIP process. A \$3 million issue is projected over the next five years. The outstanding balance of General Obligation Debt at July 1, 2020 is \$55,954,000. During the year, principal of \$2,571,000 and interest of \$2,269,395 will be paid. The balance of existing debt remaining at June 30, 2021 will be \$53,383,000.

## Outstanding Balance of General Obligation Debt

<u>Security</u>	<u>Balance 7/1/2020</u>	<u>Principal Payment</u>	<u>Balance 6/30/2021</u>	<u>Interest Expense</u>
Existing:				
Series 2009 Bonds	\$ 565,000	275,000	290,000	20,844
Series 2011 Bonds	3,945,000	285,000	3,660,000	107,525
Series 2013 Bonds	4,325,000	420,000	3,905,000	119,734
Series 2016 Bonds	15,805,000	745,000	15,060,000	744,800
Series 2017 Bonds	28,685,000	620,000	28,065,000	1,191,050
Series 2018 Capital Note	2,629,000	226,000	2,403,000	85,443
<b>Total FY21 Debt</b>	<b>\$ 55,954,000</b>	<b>2,571,000</b>	<b>53,383,000</b>	<b>2,269,395</b>
	<u>Existing Principal</u>	<u>Existing Interest</u>	<u>Future Principal</u>	<u>Future Interest</u>
FY22	\$ 2,559,000	2,175,307	-	79,427
FY23	2,316,000	2,089,608	105,000	169,625
FY24	2,409,000	2,003,125	110,000	164,250
FY25	2,498,000	1,909,575	115,000	158,625
FY26	2,601,000	1,808,639	120,000	152,750
Thereafter	41,000,000	17,749,096	2,995,000	1,355,875
<b>Total Debt Service</b>	<b>\$ 53,383,000</b>	<b>27,735,349</b>	<b>3,445,000</b>	<b>2,080,552</b>

### Budget Category Summary

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<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Debt Service	\$ 4,417,020	5,020,414	5,141,621	(301,225)	-5.86%	4,840,396
Agency Fees	1,750	1,500	2,000	(500)	-25.00%	1,500
TOTAL	<u>\$ 4,418,770</u>	<u>5,021,914</u>	<u>5,143,621</u>	<u>(301,725)</u>	<u>-5.87%</u>	<u>4,841,896</u>

### Budget Category Explanations

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Debt Service - \$4,840,396 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.

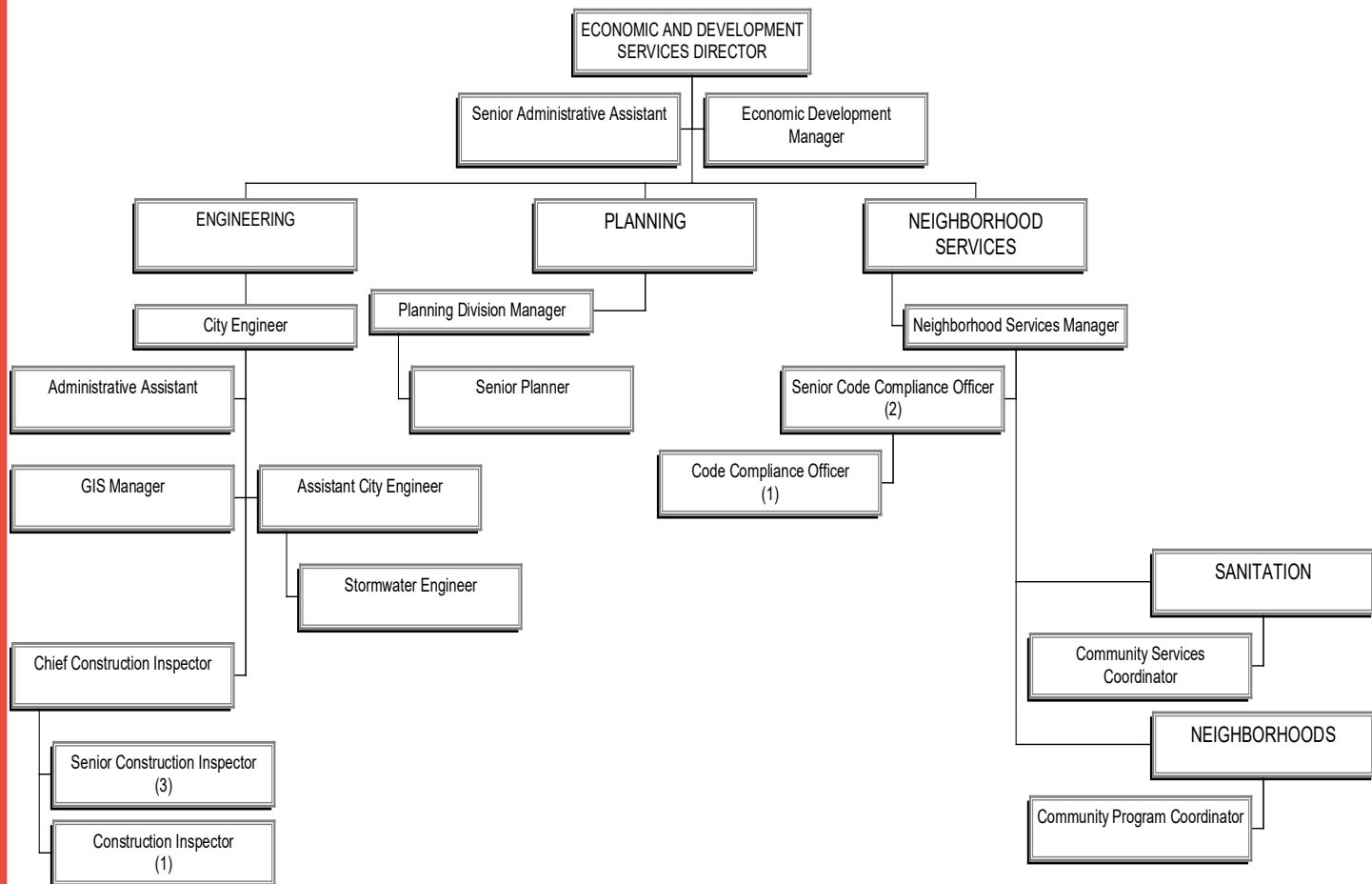
# ECONOMIC AND COMMUNITY DEVELOPMENT

## 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 FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 1,828,634	1,955,243	1,880,664	52,299	2.78%	1,932,963
Communication	37,917	34,400	24,049	(7,949)	-33.05%	16,100
Professional Fees	77,617	304,800	219,020	(29,020)	-13.25%	190,000
Insurance	5,595	25,000	8,200	16,800	204.88%	25,000
Other Maintenance	77,541	83,100	75,367	37,777	50.12%	113,144
Supplies	23,899	32,340	29,808	(508)	-1.70%	29,300
Rent	6,647	12,003	7,900	3,003	38.01%	10,903
Allocations	44,166	49,713	50,103	2,522	5.03%	52,625
Utilities	46,147	47,875	45,683	3,867	8.46%	49,550
<b>TOTAL</b>	<b>\$ 2,148,163</b>	<b>2,544,474</b>	<b>2,340,794</b>	<b>78,791</b>	<b>3.37%</b>	<b>2,419,585</b>
Expense Reimbursement	\$ (89,400)	(90,600)	(90,600)	18,100	-19.98%	(72,500)

## Budget Payroll Summary

	FY19 Actual	FY20 Estimate	FY21 Budget
Exempt Salaries	10.0 \$ 880,657	11.0 918,222	11.0 918,514
Non-Exempt Wages	9.0 447,695	8.0 401,143	8.0 396,631
Other Compensation	144	213	-
Fringe Benefits	496,636	555,686	609,018
Other Personnel	3,502	5,400	8,800
<b>DEPARTMENT TOTAL</b>	<b>19.0 \$ 1,828,634</b>	<b>19.0 1,880,664</b>	<b>19.0 1,932,963</b>

## Budget Category Explanations

Personnel - \$1,932,963 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,

## GENERAL FUND

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 - \$16,100 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 - \$190,000 This category consists of funds to cover appraisal fees associated with capital projects. In addition, this category consists of funds to cover engineering surveys, design and traffic studies that arise during the year, but cannot be handled in-house due to time constraints or requirement of special skills. Also included are funds for special planning services or engineering services not allocated to specific capital improvements through the use of private consulting firms. 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 - \$113,144 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 - \$29,300 This category includes supplies unique to the department, (e.g. supplies for the printing of area maps and drawings and small tools for surveys and other projects). Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$10,903 This category includes rental costs associated with the department's copy machine and color printer/copier.

Allocation - \$52,625 This category covers insurance and vehicle maintenance costs allocated to the department for its portion of the City's shared expenses.

Utilities - \$49,550 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

**Scorecard: Key Performance Measures**

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Key Product/Service	Strategic Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Economic Development	Economic development practices support economics sustainability	Ratio of elastic tax	30%	35%	35%	30%
	Economic development policies encourage investment in key commercial areas	Job growth	19,000	20,140	17,342	19,000
Business community engagement	Build value from within	Office vacancy rate	1% increase in number of permits	4.3%	N/A	1%

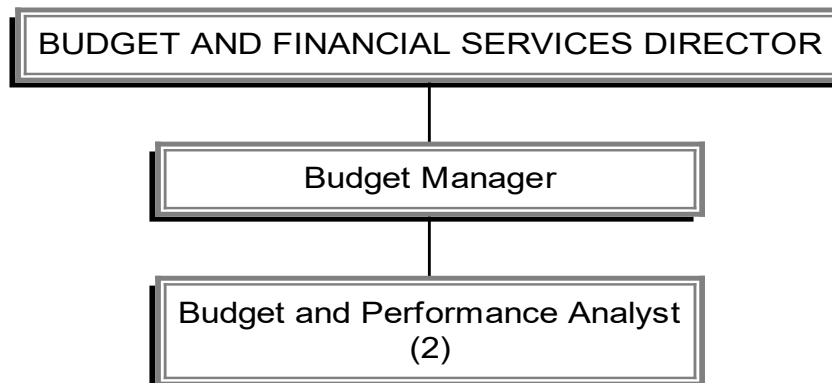
# BUDGET AND PERFORMANCE

## 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**

<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 318,983	336,191	284,970	29,741	10.44%	314,711
Communication	5,250	10,000	4,762	(4,762)	-100.00%	-
Supplies	17,824	42,250	29,800	579,642	1945.11%	609,442
Allocations	548	604	594	24	4.04%	618
Utilities	4,382	5,040	4,087	653	15.98%	4,740
<b>TOTAL</b>	<b>\$ 346,987</b>	<b>394,085</b>	<b>324,213</b>	<b>605,298</b>	<b>186.70%</b>	<b>929,511</b>
Expense Reimbursement	\$ (22,690)	(23,500)	(23,500)	3,000	-12.77%	(20,500)

**Budget Payroll Summary**

	<u>FY19 Actual</u>	<u>FY20 Estimate</u>	<u>FY21 Budget</u>
Exempt Salaries	3.0 \$ 226,180	2.8 185,986	3.0 216,032
Fringe Benefits		87,931	92,131
Other Personnel		4,872	6,548
<b>DEPARTMENT TOTAL</b>	<b>3.0 \$ 318,983</b>	<b>2.8 284,970</b>	<b>3.0 314,711</b>

**Budget Category Explanations**

Personnel - \$314,711 This category includes salaries, wages and benefits for budget and performance manager and budget and performance analysts.

Supplies - \$609,442 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. Additionally, in FY21 the CARES Act Grant funding for covid-19 related expenses.

Allocation - \$618 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$4,740 This category includes utility costs (electricity, gas, water, and sewer).

**Scorecard: Key Performance Measures**

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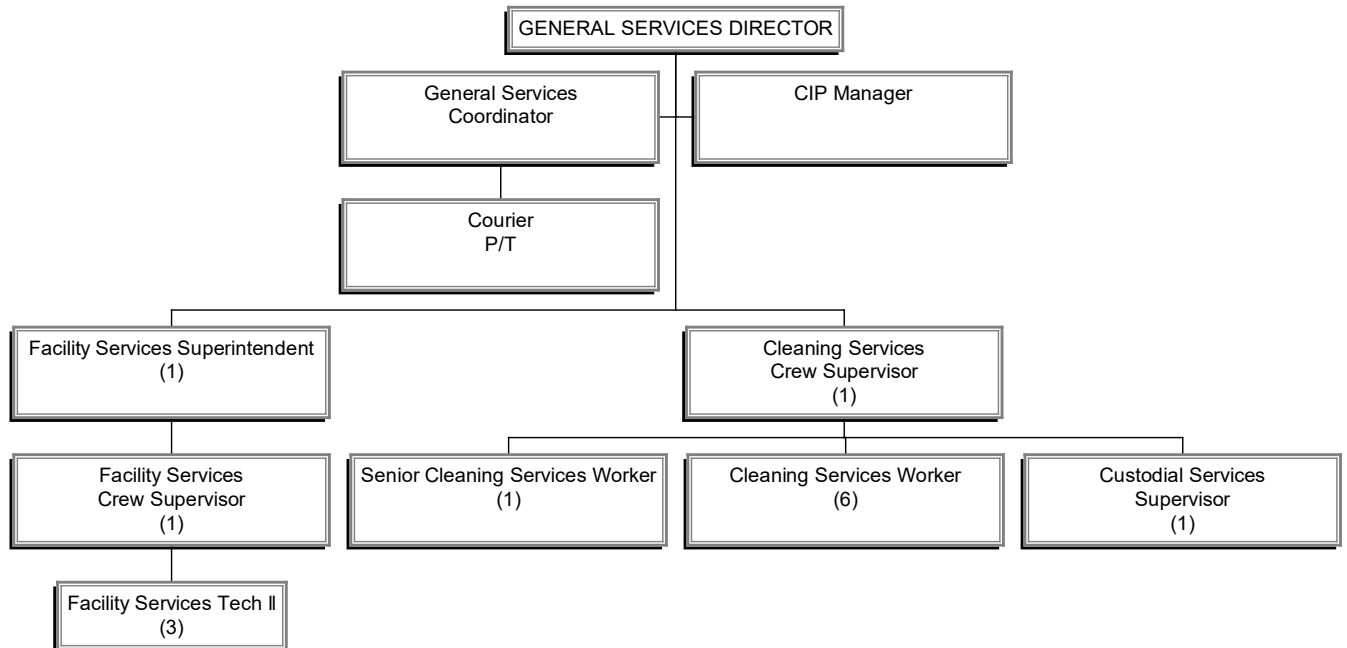
Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Coordination (Governance)	To maintain budget integrity	Number of budget adjustments per department	2 or less	5	5	2



# 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**

<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 1,153,309	1,263,550	1,252,222	155,451	12.41%	1,407,673
Communication	8,600	6,000	4,877	(2,677)	-54.89%	2,200
Professional Fees	7,552	20,000	16,481	(6,481)	-39.32%	10,000
Contract Services	308,258	295,829	332,950	(37,121)	-11.15%	295,829
Insurance	1,139	2,000	4,331	(2,331)	-53.82%	2,000
Other Maintenance	215,635	280,728	329,608	(48,880)	-14.83%	280,728
Supplies	98,444	103,960	84,275	17,675	20.97%	101,950
Rent	4,435	4,000	2,977	23	0.77%	3,000
Allocations	48,621	44,165	53,204	2,950	5.54%	56,154
Capital Outlay	448,725	741,000	515,334	(299,534)	-58.12%	215,800
Utilities	11,401	13,995	10,335	3,010	29.12%	13,345
<b>TOTAL</b>	<b>\$ 2,306,119</b>	<b>2,775,227</b>	<b>2,606,594</b>	<b>(217,915)</b>	<b>-8.36%</b>	<b>2,388,679</b>
Expense Reimbursement	\$ (66,200)	(68,900)	(68,900)	(9,400)	13.64%	(78,300)

**Budget Payroll Summary**

	<u>FY19 Actual</u>	<u>FY20 Estimate</u>	<u>FY21 Budget</u>
Exempt Salaries	3.0      \$ 282,081	3.0      293,546	3.0      294,582
Non-Exempt Wages	14.50      491,819	14.5      542,334	14.5      625,743
Other Compensation		26,771      17,012	27,000
Fringe Benefits		346,912      393,515	452,848
Other Personnel		5,726      5,815	7,500
<b>DEPARTMENT TOTAL</b>	<b>17.50      \$ 1,153,309</b>	<b>17.5      1,252,222</b>	<b>17.5      1,407,673</b>

## Budget Category Explanations

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Personnel - \$1,407,673 This category includes the salaries, wages and benefits for the general services director, facility maintenance superintendent, CIP manager, custodial services supervisor, facility maintenance technicians, crew supervisors, senior cleaning services worker, 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.

Communications - \$2,200 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.

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

Contract Services - \$295,829 This category covers the outside contract costs for the maintenance and repair of elevators, fire warning systems, fire protection systems, pest control and HVAC systems. This category also includes funding for an electrical contract and security alarm monitoring.

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

Other Maintenance - \$280,728 This category funds maintenance for equipment used by Facility Services to service City buildings, maintenance parts and supplies for 33 City buildings (including 95 HVAC systems, 4 boilers, 28 air handler units and 177 electrical motors), 12 parks, 5 pavilions and related facilities.

Supplies - \$101,950 This category includes supplies used by staff to supply buildings including cleaning and paper supplies, gloves, hard hats, safety shoes and other miscellaneous supplies such as oxygen, potting soil and small tools used by staff. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$3,000 This category includes rental costs associated with a lift truck and equipment pertaining to the repair and maintenance of City facilities not owned by the City.

Allocation - \$56,154 This line item contains Facility Services' portion of the shared costs of all funds, departments, and cost centers, including insurance and vehicle maintenance.

Capital Outlay - \$215,800 This category provides funding for the following IRP projects: GPAC fire alarm replacement and ECD chiller replacement.

Utilities - \$13,345 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

**Scorecard: Key Performance Measures**

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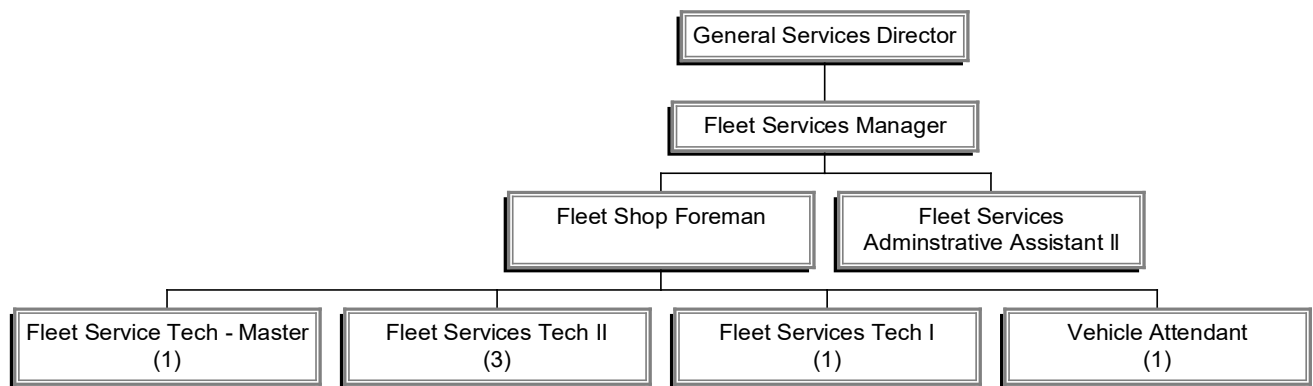
Key Product/Service	Strategic Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Natural Resources	Policies and practices advances sustainable practices in natural resource management	Air Quality Index	< 101	46.25	45	46
Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Cleaning Services	To meet customer expectations	Customer satisfaction	92%	97%	100%	95%

# FLEET SERVICES

## Mission

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

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





**INTERNAL SERVICES FUND**

**Budget Category Summary**

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<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 707,390	725,115	765,948	72,545	9.47%	838,493
Communication	3,141	3,000	1,623	1,377	84.84%	3,000
Professional Fees	112	-	-	-	-	-
Other Maintenance	292,122	294,000	330,578	10,922	3.30%	341,500
Supplies	96,858	100,800	104,928	1,397	1.33%	106,325
Rent	2,676	3,500	3,450	550	15.94%	4,000
Allocations	(1,216,802)	(1,268,030)	(1,319,719)	(94,984)	7.20%	(1,414,703)
Depreciation	95,975	120,000	92,600	7,400	7.99%	100,000
Utilities	20,485	21,615	20,592	793	3.85%	21,385
<b>TOTAL</b>	<b>\$ 1,957</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital Outlay	\$ 1	60,000	45,222	(37,222)	-82.31%	8,000

**Budget Payroll Summary**

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	<u>FY19 Actual</u>	<u>FY20 Estimate</u>	<u>FY21 Budget</u>
Exempt Salaries	1.0 \$ 99,203	1.0 102,584	1.0 144,834
Non-Exempt Wages	8.0 398,102	8.0 436,230	8.0 437,720
Other Compensation	3,368	3,881	4,000
Fringe Benefits	200,719	221,562	243,539
Other Personnel	5,998	1,691	8,400
<b>DEPARTMENT TOTAL</b>	<b>9.0 \$ 707,390</b>	<b>9.0 765,948</b>	<b>9.0 838,493</b>

**Budget Category Explanations**

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Personnel - \$838,493 This category includes the salaries, wages, and benefits for a fleet services manager, fleet services assistant, fleet services Tech – master, vehicle attendant, fleet services tech I, fleet services tech II, and fleet shop foreman.

## INTERNAL SERVICES FUND

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 - \$341,500 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 - \$106,325 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 - \$4,000 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 – (\$1,414,703) 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 - \$100,000 This category includes annual depreciated valuation of equipment used in daily operations.

Utilities - \$21,385 This category includes the division’s utility costs (electricity, gas, water, sewer and local and long-distance telephone).

Capital Outlay - \$8,000 This category provides funding for the following IRP projects: coats 7060 AX T.

### Scorecard: Key Performance Measures

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Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Fleet Management	To maintain an efficient fleet management program for the City	Fleet availability for public safety and non-public safety	97%	98%	98%	97%

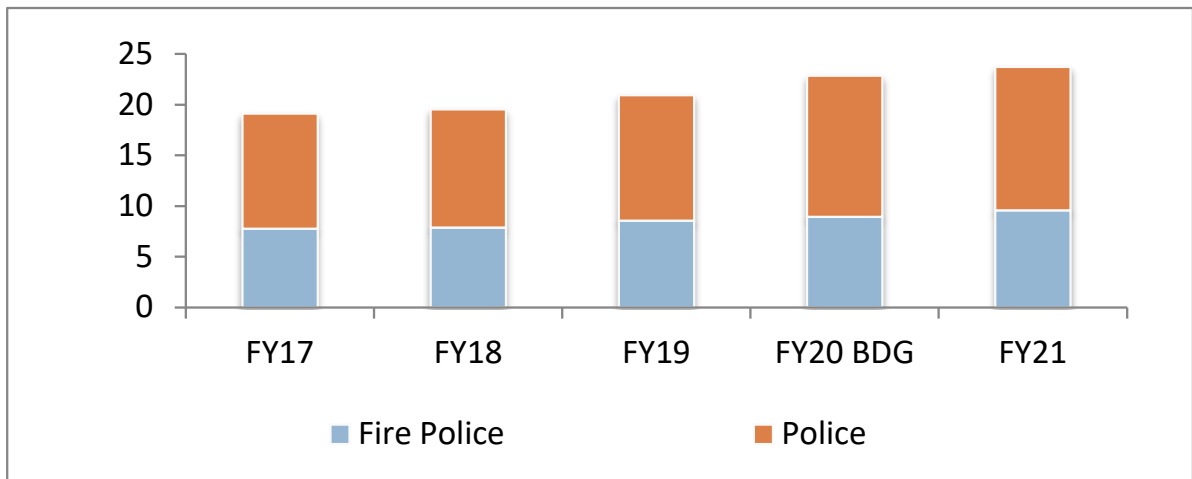


# PUBLIC SAFETY FY21 BUDGET

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

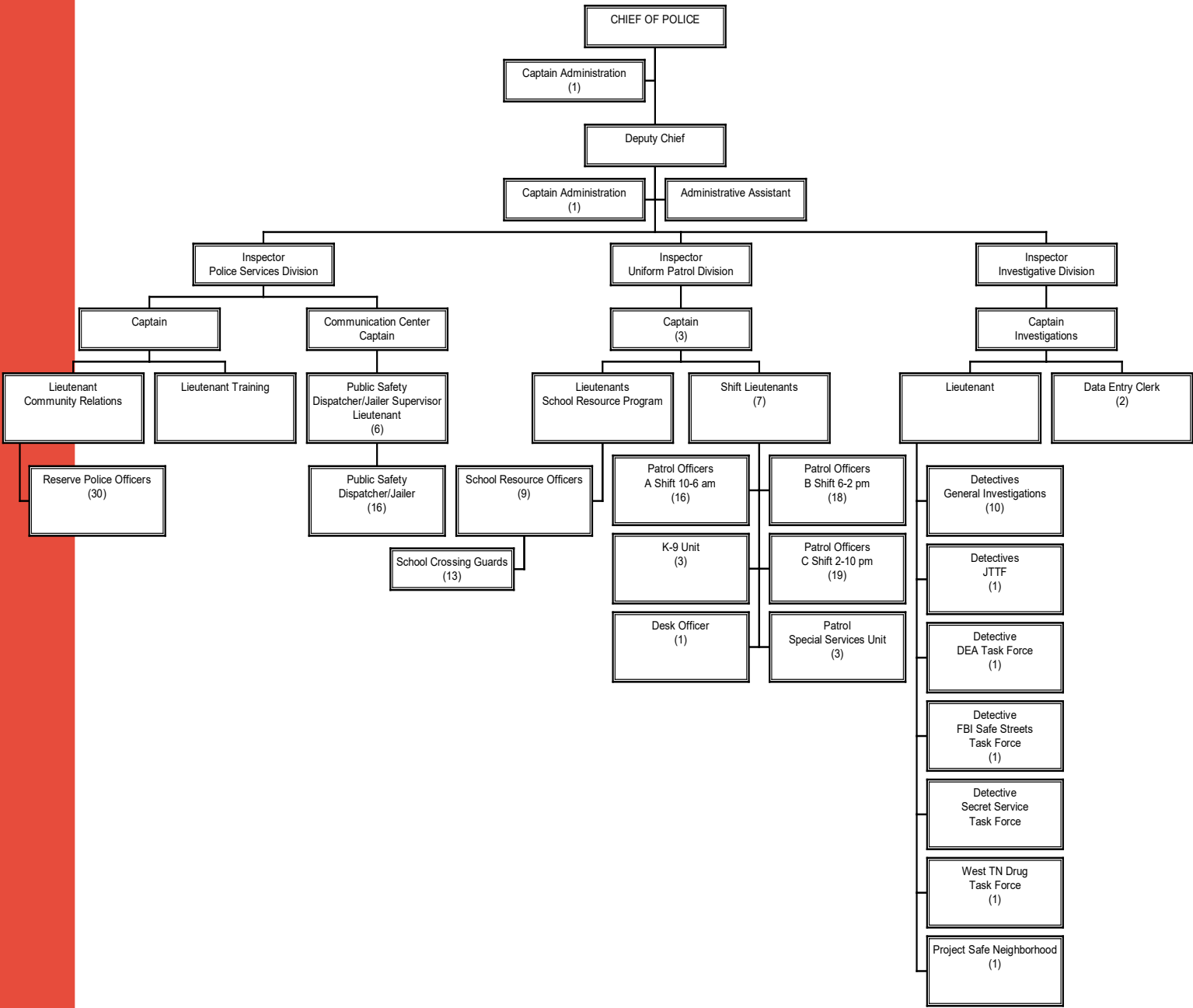
\$ MILLIONS



# 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

<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 10,867,502	12,001,837	11,921,221	600,627	5.04%	12,521,848
Communication	21,090	26,300	19,935	6,365	31.93%	26,300
Professional Fees	8,785	11,500	4,940	2,550	51.62%	7,490
Insurance	52,276	40,000	44,023	(4,023)	-9.14%	40,000
Other Maintenance	2,978	6,100	10,964	(4,864)	-44.36%	6,100
Supplies	403,201	688,200	515,114	192,836	37.44%	707,950
Rent	12,068	13,500	12,881	619	4.81%	13,500
Allocations	420,057	440,781	480,971	26,562	5.52%	507,533
Capital Outlay	450,989	555,000	630,436	(450,436)	-71.45%	180,000
Utilities	104,218	115,440	99,720	11,710	11.74%	111,430
Grants	3,473	5,300	4,800	500	10.42%	5,300
<b>TOTAL</b>	<b>\$ 12,346,637</b>	<b>13,903,958</b>	<b>13,745,005</b>	<b>382,446</b>	<b>2.78%</b>	<b>14,127,451</b>

### Budget Payroll Summary

	<u>FY19 Actual</u>	<u>FY20 Estimate</u>	<u>FY21 Budget</u>
Exempt Salaries	13.0    \$ 1,194,206	13.0    1,294,298	14.0    1,298,886
Non-Exempt Wages	107.2    6,077,886	113.5    6,556,812	113.3    6,854,044
Other Compensation	394,141	448,527	395,000
Fringe Benefits	3,069,723	3,478,339	3,817,118
Other Personnel	131,546	143,245	156,800
<b>DEPARTMENT TOTAL</b>	<b>120.2    \$ 10,867,502</b>	<b>126.5    11,921,221</b>	<b>127.3    12,521,848</b>

## Budget Category Explanations

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Personnel - \$12,521,848 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); legal services; 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 - \$7,490 This category includes payments for 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 - \$707,950 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 - \$507,533 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 - \$180,000 This item includes the funding necessary to purchase police vehicles/related equipment and weapons.

Utilities - \$111,430 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.

**Scorecard: Key Performance Measures**

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Key Product/Service	Strategic Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Public Safety	Germantown is the Safest City in Tennessee	State crime rate index; crime per 1,000 populations	14 crimes per 1,000 population	12.6	13.7	14
Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Public Safety	Effective emergency response	Emergency Response Time in minutes	< 4 minutes	2.52	2.52	< 4 minutes





# 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 FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 80,044	111,000	104,700	6,300	6.02%	111,000
Communication	-	1,000	165	835	506.06%	1,000
Other Maintenance	-	5,000	80	4,920	6150.00%	5,000
Supplies	63,272	138,000	147,275	(9,275)	-6.30%	138,000
Rent	-	750	-	750	100%	750
Capital Outlay	-	35,000	26,654	8,346	31.31%	35,000
Utilities	1,489	6,000	300	2,700	900.00%	3,000
TOTAL	\$ 145,217	296,750	279,174	14,576	5.22%	293,750

## Budget Category Explanations

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 - \$3,000 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 FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 9,358	25,000	1,200	23,800	1983.33%	25,000
Supplies	6,709	25,000	18,000	(13,000)	-72.22%	5,000
TOTAL	\$ 16,067	50,000	19,200	10,800	56.25%	30,000

## Budget Category Explanations

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 - \$5,000 This category includes expenditures associated with the Federal Asset Forfeiture Fund. In addition to office supplies, this fund provides funding for related supplies and non-cap assets needed by police officers involved in criminal investigations.

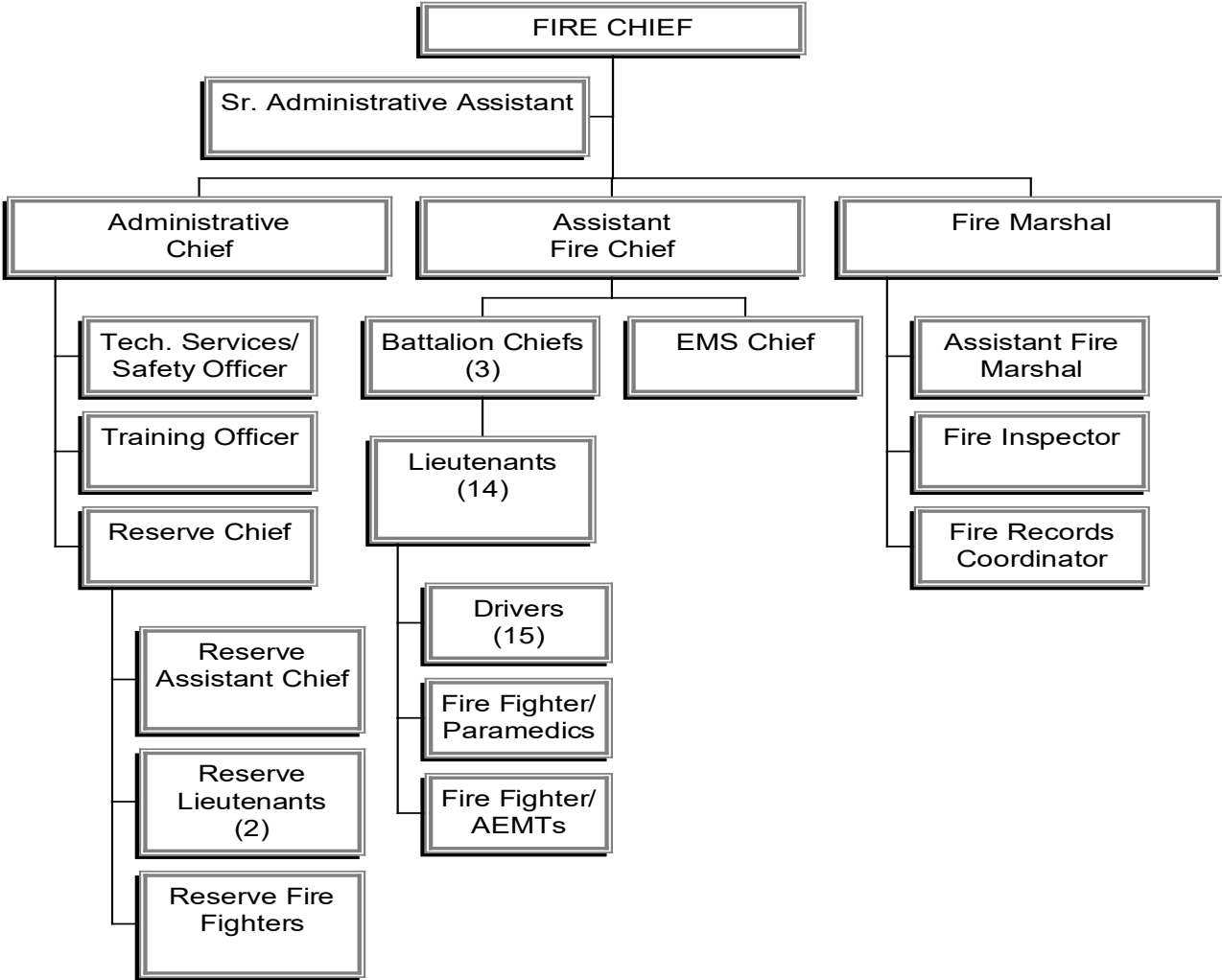


# FIRE

## Mission

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

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



**Budget Category Summary**

<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 7,613,659	8,007,830	8,187,998	505,416	6.17%	8,693,414
Communication	22,714	24,600	21,929	(9,479)	-43.23%	12,450
Professional Fees	10,360	14,990	8,584	3,916	45.62%	12,500
Contract Services	5,558	5,558	5,558	-	0.00%	5,558
Insurance	19,214	25,000	40,753	(15,753)	-38.65%	25,000
Other Maintenance	47,114	52,850	47,248	(6,648)	-14.07%	40,600
Supplies	205,175	229,800	216,307	12,193	5.64%	228,500
Rent	6,402	6,060	7,240	(1,180)	-16.30%	6,060
Allocations	357,014	379,442	406,511	34,254	8.43%	440,765
Capital Outlay	163,536	75,000	73,809	(73,809)	-100.00%	-
Utilities	126,192	134,123	123,511	11,155	9.03%	134,666
<b>TOTAL</b>	<b>\$ 8,576,938</b>	<b>8,955,253</b>	<b>9,139,448</b>	<b>460,065</b>	<b>5.03%</b>	<b>9,599,513</b>

**Budget Payroll Summary**

	<u>FY19 Actual</u>	<u>FY20 Estimate</u>	<u>FY21 Budget</u>
Exempt Salaries	9.0     \$ 1,019,940	9.0     968,425	9.0     968,805
Non-Exempt Wages	59.0     4,087,695	65.0     4,547,927	65.0     4,695,022
Other Compensation	365,373	304,543	336,431
Fringe Benefits	2,077,585	2,314,133	2,648,381
Other Personnel	63,066	52,970	44,775
<b>DEPARTMENT TOTAL</b>	<b>68.0     \$ 7,613,659</b>	<b>74.0     8,187,998</b>	<b>74.0     8,693,414</b>

## Budget Category Explanations

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Personnel - \$8,693,414 Salaries, wages and benefits for a fire chief, assistant fire chief, assistant 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 - \$12,450 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 - \$12,500 Funds included are for fees to provide Hepatitis B vaccinations for new employees, medical coordinator fees and additional consulting fees.

Contract Services - \$5,558 Funds are included for a privatized 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 - \$40,600 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 - \$228,500 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 - \$440,765 Funds in this category are for the department's portion of shared insurance and vehicle maintenance costs.

Utilities - \$134,666 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).



**Scorecard: Key Performance Measures**

Key Product/Service	Strategic Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Fire and Emergency Medical Services	Fire protection results in low property loss and no fire deaths	Customer satisfaction on post incident surveys	At or above 98.5% for above average or outstanding	93.13%	98.77%	98.50%
Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Fire Prevention	To protect life and property	Percent of violations corrected in 90 days	91%	95.50%	91.05%	91%
		Percent of fires in which a cause is determined	90%	87%	86.70%	90%
Emergency Response		Fire apparatus average response time	7 minutes and 45 seconds or less	7 min 58 sec	8 min 19 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 FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$1,612,901	1,697,140	1,699,665	136,790	8.05%	1,836,455
Communication	3,388	4,300	2,200	6,100	277.27%	8,300
Professional Fees	105,088	68,404	105,004	(4)	0.00%	105,000
Insurance	8,929	10,000	5,507	4,493	81.59%	10,000
Other Maintenance	11,493	10,000	10,500	3,025	28.81%	13,525
Supplies	111,713	123,585	117,970	8,045	6.82%	126,015
Allocations	62,930	70,163	62,707	3,565	5.69%	66,272
Capital Outlay	250,411	50,000	48,970	(48,970)	-100.00%	-
Utilities	533	2,500	500	1,000	200.00%	1,500
<b>TOTAL</b>	<b>\$2,167,386</b>	<b>2,036,092</b>	<b>2,053,023</b>	<b>114,044</b>	<b>5.55%</b>	<b>2,167,067</b>

## Budget Payroll Summary

	<u>FY19 Actual</u>	<u>FY20 Estimate</u>	<u>FY21 Budget</u>
Exempt Salaries	1.0    \$ 137,796	1.0    96,328	1.0    88,418
Non-Exempt Wages	18.0    924,492	18.0    1,052,024	18.0    1,109,940
Other Compensation	140,716	89,292	141,000
Fringe Benefits	397,759	454,721	486,947
Other Personnel	12,138	7,300	10,150
<b>DEPARTMENT TOTAL</b>	<b>19.0    \$ 1,612,901</b>	<b>19.0    1,699,665</b>	<b>19.0    1,836,455</b>

**Budget Category Explanations**

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Personnel - \$1,836,455 Salaries, wages and benefits for an EMS coordinator and firefighters who also serve a dual role as fire fighters and as paramedics.

Communications - \$8,300 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 - \$105,000 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 - \$13,525 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 - \$126,015 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 - \$66,272 Funds in this category are for the department’s portion of shared insurance and vehicle maintenance costs.

Utilities - \$1,500 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

**Scorecard: Key Performance Measures**

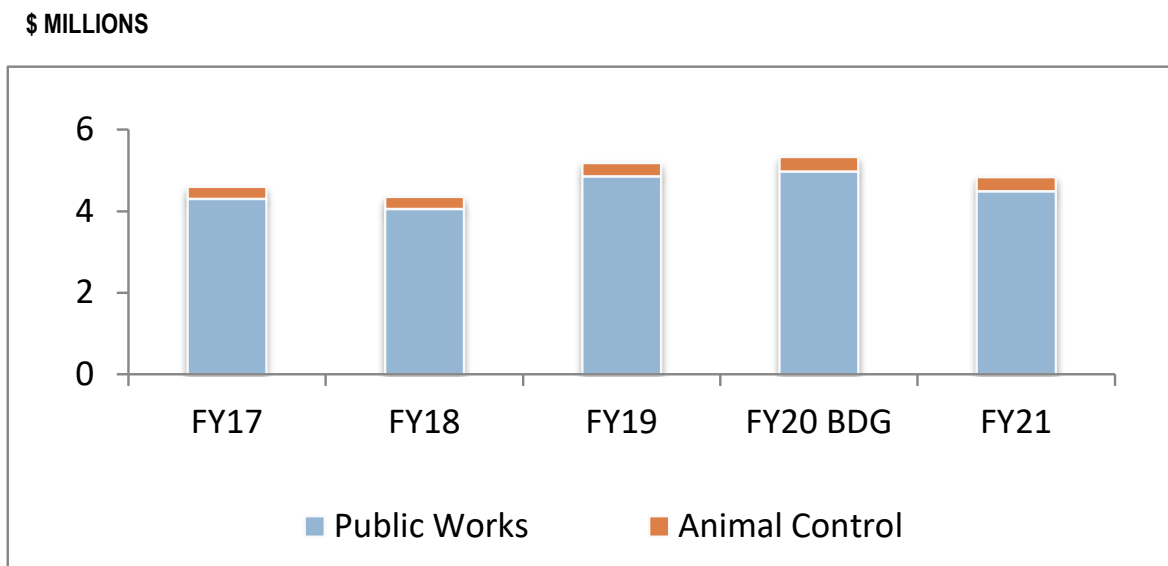
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Key Product/Service	Strategic Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Emergency medical services	Germantown has the highest survivability rate in Tennessee related to emergency medical services	Cardiac arrest survival rate	35% ROSC for all full arrests	53%	20.02%	35%
Finance	All funds are self-sustaining	General funds transfer to Ambulance Special Revenue Funds	Percent of Transfer less than 49% of overall fund	\$850,000	\$850,000	\$900,000
Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Emergency medical services	To protect life	Ambulance average response time	Average of 5 minutes and 45 seconds	6 min 13 sec	4 min 48 sec	< 5 min 45 sec

# TRANSPORTATION & ENVIRONMENT FY21 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:

## TRANSPORTATION & ENVIRONMENT EXPENDITURES



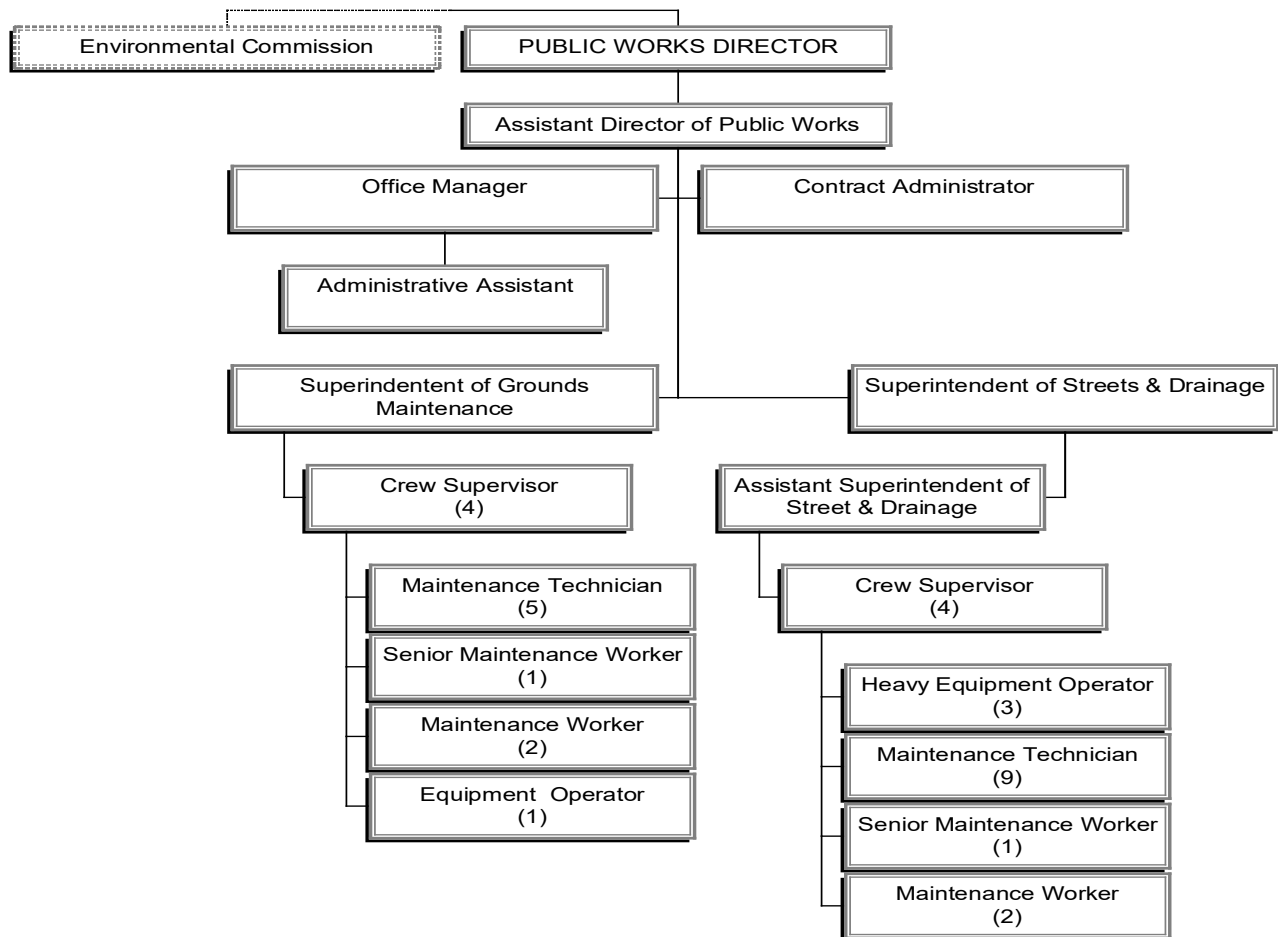
# PUBLIC WORKS

## 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.



**GENERAL FUND**

**Budget Category Summary**

<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 2,810,398	3,054,923	2,897,420	162,604	5.61%	3,060,024
Communication	3,953	6,000	4,970	(3,770)	-75.86%	1,200
Contract Services	597,598	695,000	693,378	1,622	0.23%	695,000
Insurance	(20,391)	15,000	(12,129)	27,129	-223.67%	15,000
Other Maintenance	136,717	146,950	123,302	12,698	10.30%	136,000
Supplies	110,776	115,000	93,581	5,319	5.68%	98,900
Rent	2,647	2,000	6,985	(2,985)	-42.73%	4,000
Allocations	351,309	363,196	349,442	20,039	5.73%	369,481
Capital Outlay	831,030	537,000	334,681	(259,681)	-77.59%	75,000
Utilities	31,337	36,547	28,342	8,688	30.65%	37,030
<b>TOTAL</b>	<b>\$ 4,855,374</b>	<b>4,971,616</b>	<b>4,519,972</b>	<b>(28,337)</b>	<b>-0.63%</b>	<b>4,491,635</b>
Expense Reimbursement	\$ (427,940)	(459,800)	(459,800)	106,900	-23.25%	(352,900)

**Budget Payroll Summary**

	<u>FY19 Actual</u>	<u>FY20 Estimate</u>	<u>FY21 Budget</u>
Exempt Salaries	6.0     \$ 557,429	7.0     558,299	7.0     600,947
Non-Exempt Wages	33.0     1,332,278	33.0     1,314,976	33.0     1,321,342
Other Compensation	37,425	28,453	35,000
Fringe Benefits	871,819	986,538	1,094,735
Other Personnel	11,447	9,154	8,000
<b>DEPARTMENT TOTAL</b>	<b>39.0     \$ 2,810,398</b>	<b>40.0     2,897,420</b>	<b>40.0     3,060,024</b>

## Budget Category Explanations

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Personnel - \$3,060,024 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 worker, maintenance workers, maintenance technicians and an administrative assistant. Additionally, funds are budgeted to provide job-related educational enrichment for employees, attendance at seminars, monthly safety and job-related training seminars and the purchase of necessary manuals.

Communications - \$1,200 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 - \$136,000 This category includes materials and supplies necessary to make drainage, structural repairs and general improvements, as well as repairs to tools and equipment such as air hammers, welding machines and sump pumps. This category also includes the costs associated with park repair and maintenance. In addition, this category includes maintenance for forestry and parks equipment, landscaping turf, fencing, and repair of fire hydrants throughout the City.

Supplies - \$98,900 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 - \$4,000 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 - \$369,481 This category represents the department's portion of the insurance and vehicle maintenance.

Capital Outlay - \$75,000 This category includes the funding of IRP projects including a vehicle.

Utilities - \$37,030 This category includes the department's share of utility costs (electricity, gas, water, sewer and local and long-distance telephone).

**Scorecard: Key Performance Measures**

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Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Parks Maintenance	To meet customer expectations	Asset Condition Index of City Parks	90%	92%	91.25%	90%
Street Maintenance		Pavement Condition Index Score	74%	77%	76.5%	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 FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Roads and Mains	\$ 2,485,536	3,550,000	1,516,584	198,416	13.08%	1,715,000
Utilities	916,655	920,000	927,900	22,100	2.38%	950,000
TOTAL	<u>\$ 3,402,191</u>	<u>4,470,000</u>	<u>2,444,484</u>	<u>220,516</u>	<u>9.02%</u>	<u>2,665,000</u>

## Budget Category Explanations

Roads and Mains- \$1,715,000 This category includes expenditures for improving or maintaining city streets. It includes work done by City crews (\$375,000), contract street resurfacing (\$1,140,000), and street striping (\$200,000).

Utilities - \$950,000 This category funds electricity expenses for streetlights and traffic signals.

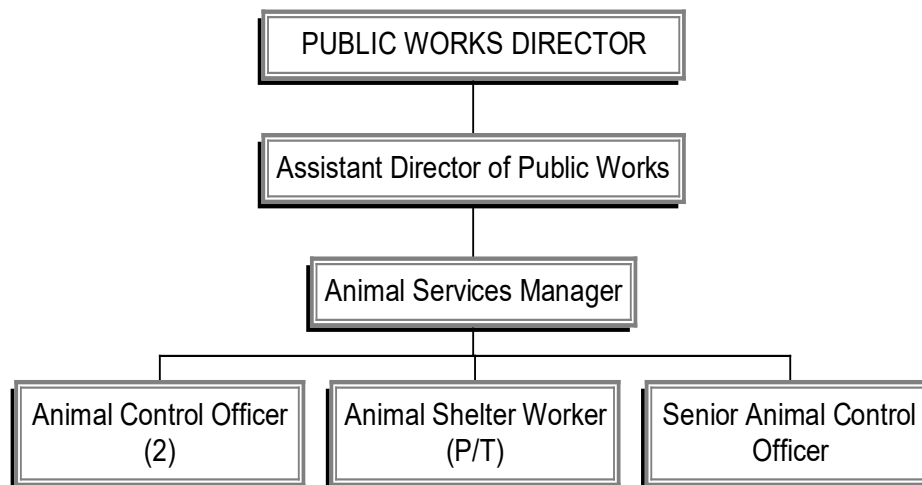


# ANIMAL CONTROL

## 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.



**GENERAL FUND**

**Budget Category Summary**

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CATEGORY	Actual FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 199,104	228,950	212,965	15,243	7.16%	228,208
Communication	-	1,100	-	-	-	-
Professional Fees	7,200	7,200	7,200	-	0.00%	7,200
Insurance	-	3,000	3,014	(14)	-0.46%	3,000
Supplies	96,972	100,530	72,172	13,848	19.19%	86,020
Allocations	5,724	6,498	8,829	478	5.41%	9,307
Utilities	10,747	11,255	9,786	1,474	15.06%	11,260
TOTAL	<u>\$ 328,742</u>	<u>358,533</u>	<u>313,966</u>	<u>31,029</u>	<u>9.88%</u>	<u>344,995</u>

**Budget Payroll Summary**

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	FY19 Actual	FY20 Estimate	FY21 Budget
Exempt Salaries	1.0    \$ 47,626	1.0    48,594	1.0    48,845
Non-Exempt Wages	3.8    86,730	3.5    90,944	3.5    103,198
Other Compensation	3,361	3,151	3,000
Fringe Benefits	60,238	69,932	72,565
Other Personnel	1,149	344	600
DEPARTMENT TOTAL	4.8    \$ 199,104	4.5    212,965	4.5    228,208

**Budget Category Explanations**

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Personnel - \$228,208 This category contains funds to cover personnel costs for an exempt animal services manager and non-exempt animal control officers, senior animal control officer and a 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.

## GENERAL FUND

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 - \$86,020 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 – \$9,307 This category includes the Animal Control Division's portion of shared costs of all funds, including insurance and vehicle maintenance.

Utilities - \$11,260 This category includes the Division's utility costs (electricity, gas, water, sewer and local telephone calls).

### Scorecard: Key Performance Measures

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Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Animal adoptions	To promote animal welfare	Live release rate	83%	94%	92%	83%

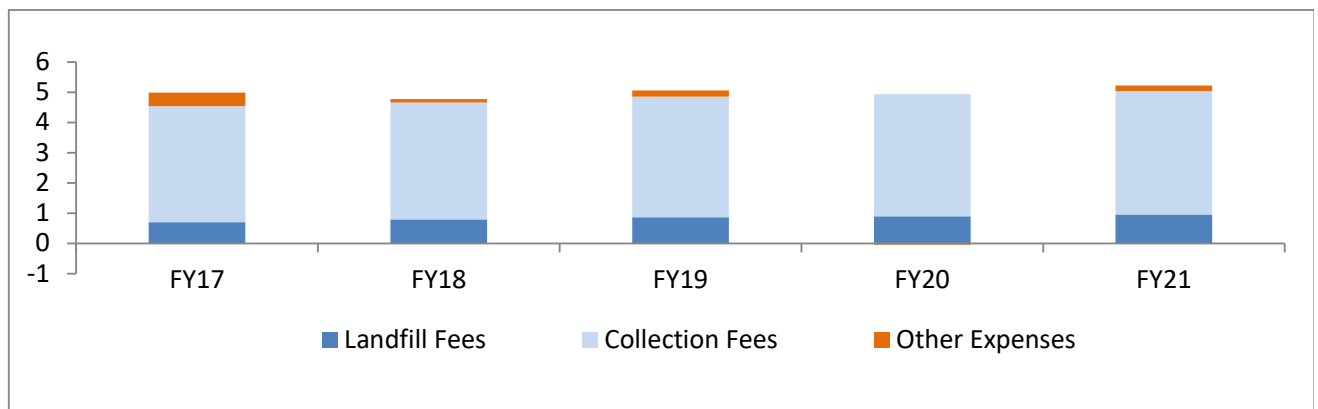


# SOLID WASTE FY21 BUDGET

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

## SOLID WASTE EXPENDITURES

\$ 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 FY21 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 FY21 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 fifth 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 fifth 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 \$4,084,415 with landfill fees projected to total \$952,449. One goal of the Environmental Commission is to familiarize the public with the benefits of recycling.

## Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 136,609	120,442	108,992	(10,243)	-9%	98,749
Communication	43,818	15,500	7,508	2,992	40%	10,500
Professional Fees	-	25,000	-	20,000	100%	20,000
Contract Services	4,833,541	4,959,342	4,736,468	290,396	6%	5,026,864
Supplies	24,426	40,000	20,055	24,945	124%	45,000
Depreciation	15,474	15,500	15,474	-	0.00%	15,474
<b>TOTAL</b>	<b>\$ 5,053,868</b>	<b>\$ 5,175,784</b>	<b>4,888,497</b>	<b>328,090</b>	<b>7%</b>	<b>5,216,587</b>

**Budget Payroll Summary**

	FY19 Actual		FY20 Estimate		FY21 Budget	
Exempt Salaries	0.5	\$ 41,706	0.5	4,726	0.5	23,930
Non-Exempt Wages	1.0	45,848	1.0	51,626	1.0	43,353
Other Compensation		-		43		-
Fringe Benefits		48,306		52,397		29,966
Other Personnel		749		200		1,500
<b>DEPARTMENT TOTAL</b>	<b>1.5</b>	<b>\$ 136,609</b>	<b>1.5</b>	<b>108,992</b>	<b>1.5</b>	<b>98,749</b>

**Budget Category Explanations**

Personnel - \$98,749 This category contains funds to cover personnel costs for the solid waste program.

Communications - \$10,500 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 - \$20,000 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 - \$5,026,864 This category reflects the cost for landfill charges \$952,449, collection charges for one year \$4,084,415 and liquidated damages (\$10,000).

Supplies - \$45,000 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 - \$15,474 This category includes the annual depreciated valuation of the Solid Waste equipment.

**Scorecard: Key Performance Measures**

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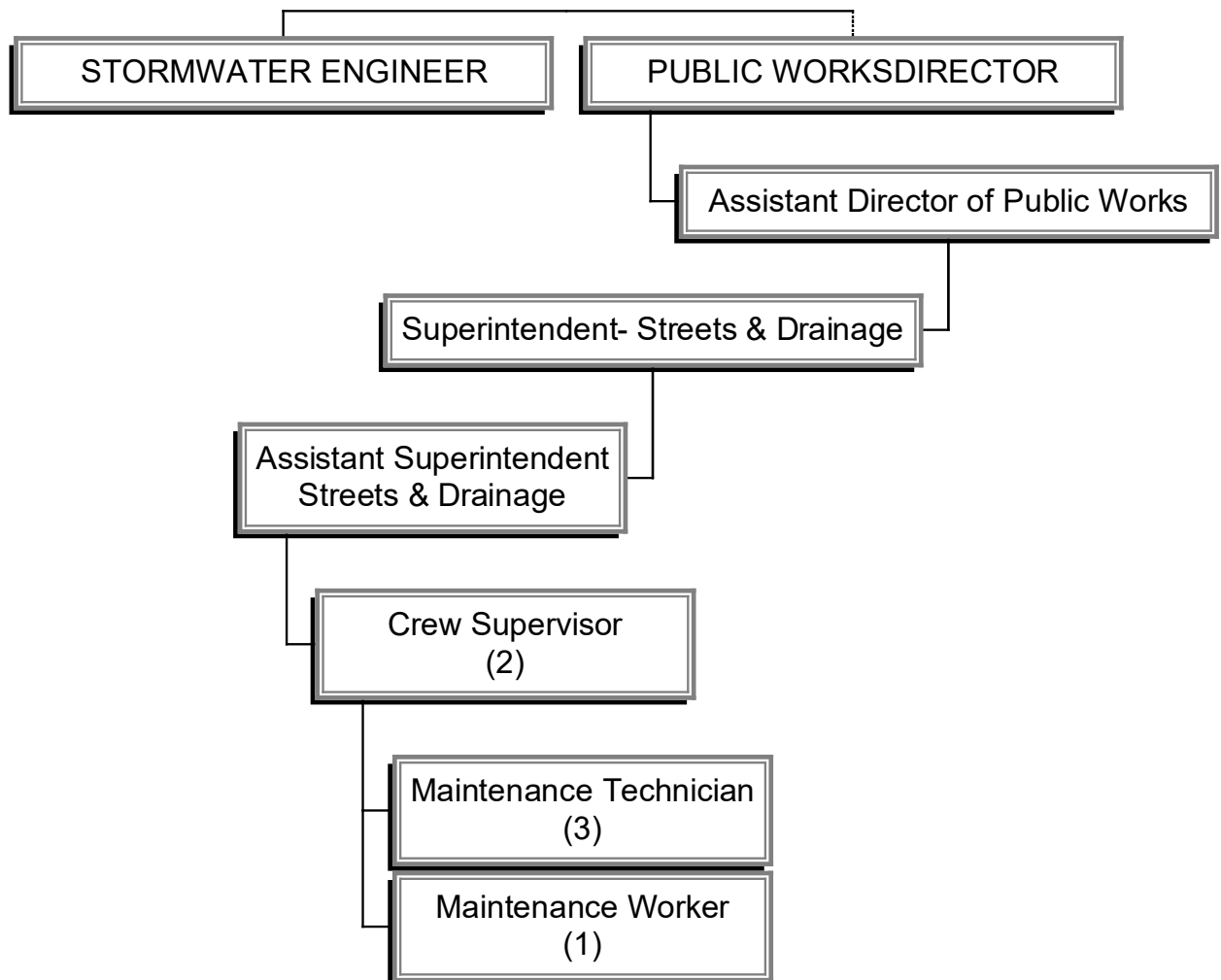
Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Solid waste collection and disposal	Promote environmentally sustainable opportunities in Solid Waste	Trash tons per 1,000 population	< 326 trash tons per 1,000 population	329	366	< 326



# 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.



**ENTERPRISE FUND**

**Budget Category Summary**

<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Personnel	\$ 582,735	566,558	593,542	44,375	7.48%	637,917
Communication	965	3,275	1,441	459	31.85%	1,900
Professional Fees	-	1,000	-	-	-	-
Other Maintenance	28,608	30,960	37,239	(7,939)	-21.32%	29,300
Supplies	17,066	19,400	12,415	14,455	116.43%	26,870
Allocations	34,776	37,429	38,588	2,286	5.92%	40,874
Roads & Mains	299,061	265,000	261,142	3,858	1.48%	265,000
Depreciation	34,434	38,500	28,000	(1,000)	-3.57%	27,000
Utilities	575	600	550	50	9.09%	600
<b>TOTAL</b>	<b>\$ 998,220</b>	<b>962,722</b>	<b>972,917</b>	<b>56,544</b>	<b>5.81%</b>	<b>1,029,461</b>
Capital Outlay	\$ 74,996	120,000	64,090	68,254	106.50%	50,000

**Budget Payroll Summary**

	<u>FY19 Actual</u>	<u>FY20 Estimate</u>	<u>FY21 Budget</u>
Exempt Salaries	0.5      \$ 133,127	0.5      98,025	0.5      98,299
Non-Exempt Wages	6.0      230,054	6.0      247,557	6.0      269,551
Other Compensation		1,754	3,000
Fringe Benefits		215,989	263,517
Other Personnel		1,811	3,550
<b>DEPARTMENT TOTAL</b>	<b>6.5      \$ 582,735</b>	<b>6.5      593,542</b>	<b>6.5      637,917</b>

**Budget Category Explanations**

Personnel - \$637,917 This category contains funds to cover personnel costs for the stormwater program including an engineer, crew supervisors and maintenance technicians.

Communications - \$1,900 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.

## ENTERPRISE FUND

Other Maintenance - \$29,300 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 - \$26,870 This category funds office supplies, uniforms and clothing and small tools that are unique to providing stormwater services. Also, included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Allocation – \$40,874 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.

Depreciation - \$27,000 This category includes the annual depreciated valuation of the Stormwater equipment, autos and trucks and CIPP.

Utilities - \$600 This category includes the Division's local telephone cost.

Capital Outlay - \$50,000 This item includes funding for IRP which includes CIPP.

### Scorecard: Key Performance Measures

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Key Product/Service	Strategic Objectives	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Natural Resources	Enhanced protection and conservation of water resources are priorities	Total Coliforms	< 40	73	70	< 40
		Turbidity	< 200	147	137	< 200
		Total Dissolved Solids	Between 50 and 250 mg/L	59	93	50-250

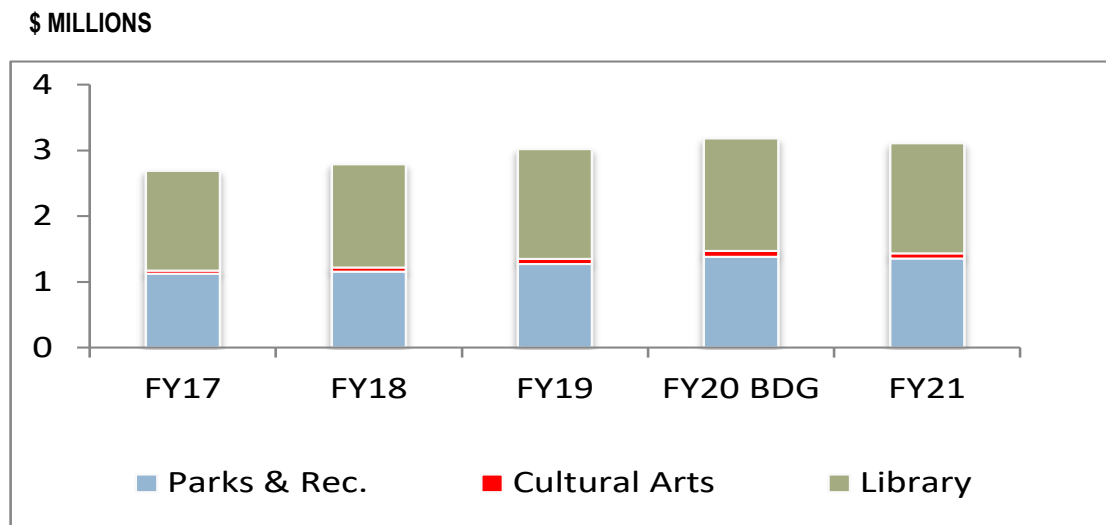




# COMMUNITY SERVICES FY21 BUDGET

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:

## COMMUNITY SERVICES EXPENDITURES





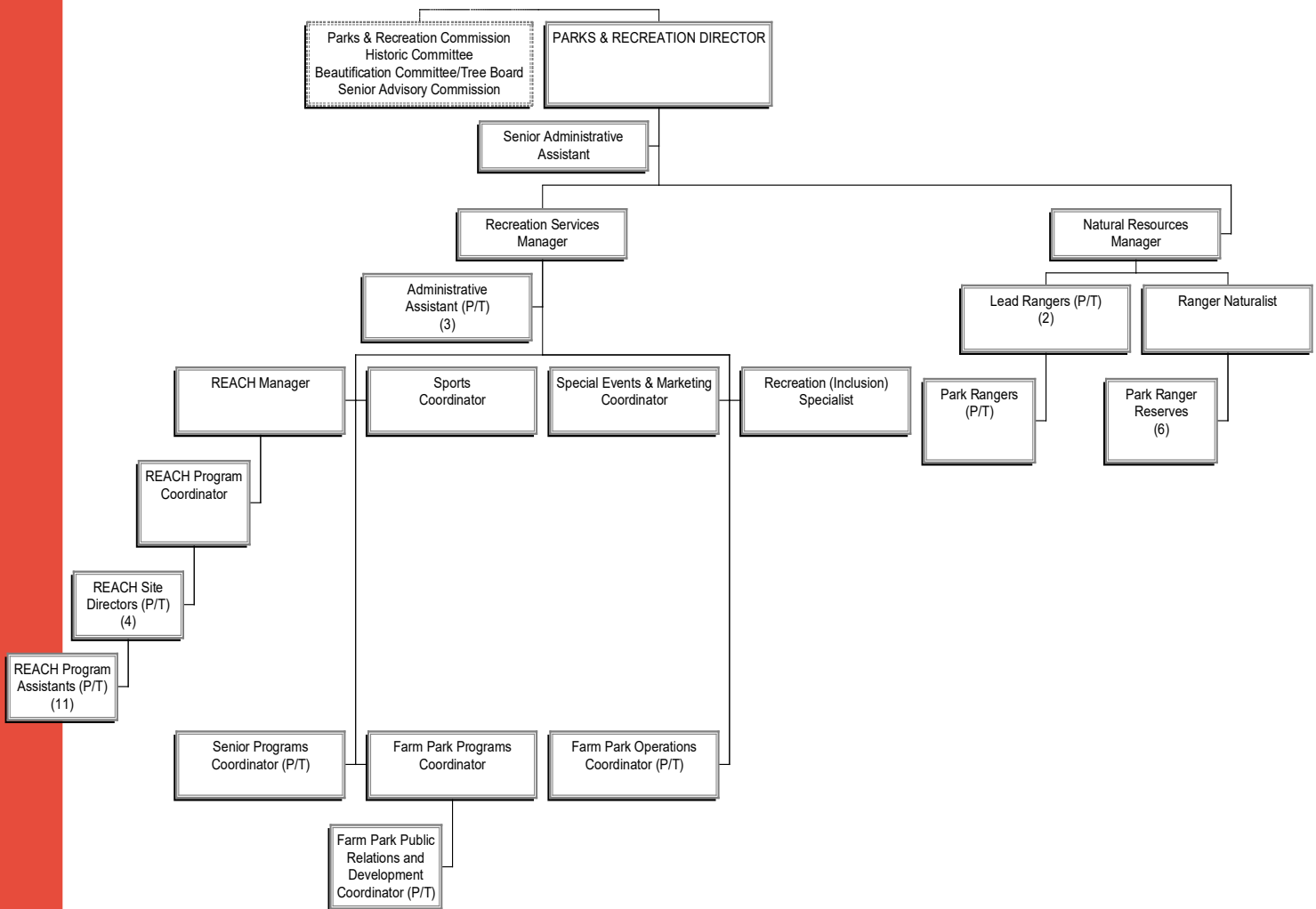
# PARKS AND RECREATION

## 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.



**GENERAL FUND**

**Budget Category Summary**

CATEGORY	Actual FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 709,466	855,106	804,498	89,452	11.12%	893,950
Communication	12,846	13,700	8,847	(5,247)	-59.31%	3,600
Professional Fees	56,766	48,050	9,640	41,560	431.12%	51,200
Insurance	3,711	3,000	808	2,192	271.29%	3,000
Supplies	30,225	37,390	32,728	272	0.83%	33,000
Rent	8,429	7,000	7,041	1,459	20.72%	8,500
Allocations	43,507	49,539	53,698	2,816	5.24%	56,514
Capital Outlay	109,512	90,000	15,624	(15,624)	-100.00%	-
Utilities	288,125	267,600	256,175	38,625	15.08%	294,800
Grants	2,002	3,700	240	4,760	1983.33%	5,000
TOTAL	<u>\$ 1,271,839</u>	<u>1,383,085</u>	<u>1,189,299</u>	<u>167,765</u>	<u>14.11%</u>	<u>1,357,064</u>

**Budget Payroll Summary**

	FY19 Actual	FY20 Estimate	FY21 Budget
Exempt Salaries	6.5    \$ 351,770	6.5    434,694	6.5    436,253
Non-Exempt Wages	7.0    189,995	7.0    164,788	7.0    212,120
Other Compensation	52	10	-
Fringe Benefits	163,231	202,006	241,077
Other Personnel	4,418	3,000	4,500
DEPARTMENT TOTAL	13.5    \$ 709,466	13.5    804,498	13.5    893,950

**Budget Category Explanations**

Personnel - \$893,950 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

## GENERAL FUND

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 - \$3,600 This category includes funding for dues, subscriptions and meetings to assist the department in maintaining high proficiency and remaining up-to-date on current trends. Staff receives publications and attends meetings on various subjects related to parks and recreation.

Professional Fees - \$51,200 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 - \$33,000 This category provides the department with office, recreational supplies, as well as special clothing, small tools and miscellaneous supplies. Major expenses include baseball/softball supplies, playground supplies and small tools, park ranger first aid kits, trashcans and petroleum products. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Rent - \$8,500 This category includes rental fees for land and equipment. It also includes lease and taxes for Depot Park and Oaklawn Gardens.

Allocation - \$56,514 This includes the Parks and Recreation Department’s portion of the shared costs of all internal funds, including insurance and vehicle maintenance.

Utilities - \$294,800 This category includes the department’s utility costs (electricity, gas, water, sewer and local and long-distance telephone).

Grants - \$5,000 This category includes funding for the Depot.

### Scorecard: Key Performance Measures

Key Product/Service	Strategic Objectives	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Natural Resources	Ecosystem integrity and habitat biodiversity on public lands	Designated Arboretum	1	1	1	1
Key Product/Service	Operational Objectives	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Safe and Secure Parks		Reduction in non-violent crimes	< 13	9	9	< 13
Recreation, leisure, sports programs	To meet customer expectations	Overall satisfaction	88%	91%	89%	88%



# 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, pickleball and tennis.

## Budget Category Summary

CATEGORY	Actual FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 341,452	461,578	292,791	119,639	40.86%	412,430
Professional Fees	114,666	143,334	76,863	71,292	92.75%	148,155
Insurance	-	-	11,381	(11,381)	-100.00%	-
Other Maintenance	-	-	2,363	637	26.96%	3,000
Supplies	78,130	103,050	82,999	31,131	37.51%	114,130
Allocations	13,719	15,104	14,852	600	4.04%	15,452
Capital Outlay	241,613	170,000	150,189	(150,189)	-100.00%	-
<b>TOTAL</b>	<b>\$ 789,580</b>	<b>893,066</b>	<b>631,438</b>	<b>61,729</b>	<b>9.78%</b>	<b>693,167</b>

## Budget Payroll Summary

	FY19 Actual	FY20 Estimate	FY21 Budget
Exempt Salaries	3 \$ 135,301	3 129,239	2.5 136,537
Non-Exempt Wages	7.5 142,294	7.5 99,308	7.5 200,000
Fringe Benefits	63,857	64,244	75,893
<b>DEPARTMENT TOTAL</b>	<b>10.0 \$ 341,452</b>	<b>10.0 292,791</b>	<b>10.0 412,430</b>



**Budget Category Explanations**

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Personnel - \$412,430 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 - \$148,155 This category pays referees who officiate in basketball, softball, baseball, flag football, croquet, community education and intramurals as well as sport camp instructors.

Other Maintenance - \$3,000 This category funds the maintenance for lighting at sport complexes.

Supplies - \$114,130 This category includes supplies necessary to operate successful basketball, softball, baseball, sport camps, flag football, community education including an after-school program, 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 - \$15,452 This category covers insurance allocation for program participants.

**Scorecard: Key Performance Measures**

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Key Product/Service	Operational Objectives	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Recreation, leisure, sports programs	To meet customer expectations	Annual participation rate	14,000	35,781	27,798	14,000

# CULTURAL ARTS

## Mission

To sponsor numerous special events and projects throughout the year.

## Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Professional Fees	\$ 13,369	15,575	5,118	8,457	165.24%	13,575
Supplies	62,790	69,602	49,294	(11,294)	-22.91%	38,000
Rent	2,468	3,320	4,741	21,259	448.41%	26,000
TOTAL	<u>\$ 78,627</u>	<u>88,497</u>	<u>59,153</u>	<u>18,422</u>	<u>31.14%</u>	<u>77,575</u>

## Budget Category Explanations

Professional Fees - \$13,575 This category includes fees for instructors, entertainers, decorations, supplies, equipment, trophies and fliers for a variety of programs planned throughout the year.

Supplies - \$38,000 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- \$26,000 This category includes the funds for rental space at the Great Hall and Conference Center (Spring Formal) and Germantown Athletic Club (special recreation pool parties).



# PICKERING COMPLEX

## Mission

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

## Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Professional Fees	\$ 44,115	44,580	21,800	21,675	99.43%	43,475
Supplies	1,378	2,000	133	1,867	1403.76%	2,000
Allocations	2,656	2,924	2,875	116	4.03%	2,991
Capital Outlay	9,827	30,000	36,740	(36,740)	-100.00%	-
Utilities	10,064	13,810	8,850	4,490	50.73%	13,340
<b>TOTAL</b>	<b>\$ 68,040</b>	<b>93,314</b>	<b>70,398</b>	<b>(8,592)</b>	<b>-12.20%</b>	<b>61,806</b>

## Budget Category Explanations

Professional Fees - \$43,475 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 - \$2,991 This category includes shared costs of the City's insurance expenses for the Pickering Community Center building.

Utilities - \$13,340 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).



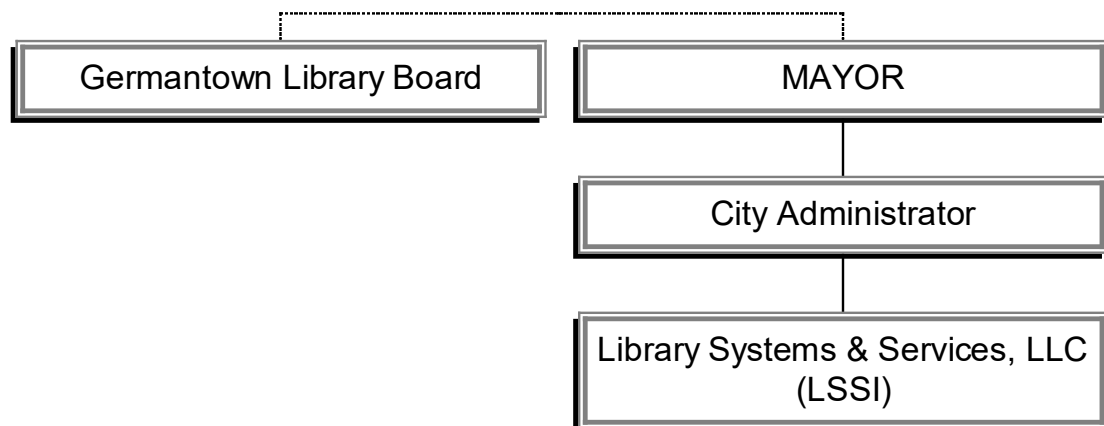
# LIBRARY SERVICES

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 FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 449	1,500	280	220	78.57%	500
Communication	6,112	9,650	3,470	3,180	91.64%	6,650
Professional Fees	1,328,059	1,359,106	1,242,411	146,748	11.81%	1,389,159
Other Maintenance	3,594	18,900	2,546	12,454	489.16%	15,000
Supplies	51,850	28,400	29,824	(524)	-1.76%	29,300
Rent	9,795	15,500	13,300	2,200	16.54%	15,500
Allocations	23,774	26,176	25,735	1,039	4.04%	26,774
Utilities	107,571	106,600	91,163	19,611	21.51%	110,774
<b>TOTAL</b>	<b>\$ 1,533,454</b>	<b>1,565,832</b>	<b>1,424,707</b>	<b>168,950</b>	<b>11.86%</b>	<b>1,593,657</b>

**Budget Category Explanations**

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

Communications - \$6,650 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 - \$1,389,159 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 - \$15,000 This category funds maintenance of OCLC and automation.

Supplies - \$29,300 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 - \$26,774 This category includes the Germantown Community Library's portion of insurance expenses.

Utilities - \$110,774 This category includes the department's utility costs (electricity and gas, water and sewer).

**Scorecard: Key Performance Measures**

Key Product/Service	Operational Objectives	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Library Services	To promote engagement with library customers	Percent increase in usage of services	> 0%	5%	5%	0%

## 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 FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 189	200	70	130	185.71%	200
Professional Fees	114,542	119,950	117,701	(63,269)	-53.75%	54,432
Supplies	9,405	9,350	2,350	7,000	297.87%	9,350
Rent	570	1,600	1,200	400	33.33%	1,600
Allocations	1,554	1,711	1,683	67	3.98%	1,750
Utilities	11,582	12,491	10,782	1,309	12.14%	12,091
<b>TOTAL</b>	<b>\$ 137,842</b>	<b>145,302</b>	<b>133,786</b>	<b>(54,363)</b>	<b>-40.63%</b>	<b>79,423</b>

### Budget Category Explanations

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

Professional Fees - \$54,432 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 - \$1,750 This category includes the Tennessee Genealogical Library's portion of insurance expenses.

Utilities - \$12,091 This category includes the department's utility costs (electricity and gas, water, sewer, local and long-distance telephone).





# 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 FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 69,405	90,130	74,778	2,962	4%	77,740
Communication	1,508	2,600	2,565	(2,165)	-84%	400
Professional Fees	16,101	21,800	12,033	4,767	40%	16,800
Insurance	-	2,500	-	2,500	100%	2,500
Other Maintenance	10,481	12,000	4,700	6,800	145%	11,500
Supplies	13,099	17,700	11,753	(1,553)	-13%	10,200
Rent	-	1,000	-	500	100%	500
Allocations	1,006	1,107	1,088	44	4%	1,132
Utilities	10,583	10,231	9,149	1,932	21%	11,081
<b>TOTAL</b>	<b>\$ 122,183</b>	<b>159,068</b>	<b>116,066</b>	<b>15,787</b>	<b>13.60%</b>	<b>131,853</b>

## Budget Payroll Summary

	FY19 Actual	FY20 Estimate	FY21 Budget
Non-Exempt Wages	1.5 \$ 55,224	1.5 55,362	1.5 57,514
Fringe Benefits		14,157	20,226
<b>DEPARTMENT TOTAL</b>	<b>1.5 \$ 69,405</b>	<b>1.5 74,778</b>	<b>1.5 77,740</b>

**Budget Category Explanations**

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Personnel - \$77,740 This category contains funds to cover personnel costs for the farm park including farm operations coordinator and part-time farm staff.

Communications - \$400 This category funds marketing and notice publications, dues and subscriptions to American Gardening Society.

Professional Fees - \$16,800 This category funds the contract services expenses of daily operations and management of the farm park.

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 - \$11,500 This category includes materials and supplies necessary to make drainage, structural repairs and general improvements.

Supplies - \$10,200 This category funds general supplies used in the operations of the farm.

Rent - \$500 This category funds costs associated with rental equipment used for seasonal work.

Allocations - \$1,132 This category includes the farm's portion of insurance expense.

Utilities - \$11,081 This category includes the department's utility costs (electricity and gas, water, sewer, stormwater and local telephone).

**Scorecard: Key Performance Measures**

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Key Product/Service	Strategic Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Finance	All funds are self-sustaining	Farm Park Fund	Percent of Transfer less than 49% of overall fund	\$120,000	\$100,000	\$50,000

# GERMANTOWN MUNICIPAL SCHOOL DISTRICT

## Mission

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

## Budget Category Summary

CATEGORY	Actual FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 41,933,641	46,210,000	45,518,000	2,148,431	4.72%	47,666,431
Communication	216,809	355,000	275,000	111,224	40.45%	386,224
Professional Fees	6,248,507	5,763,000	5,113,000	1,590,994	31.12%	6,703,994
Contract Maintenance	642,487	850,000	825,000	25,000	3.03%	850,000
Supplies	3,082,758	3,809,000	2,917,000	615,116	21.09%	3,532,116
Rent	155,448	39,000	52,000	(52,000)	-100.00%	-
Allocations	-	100,000	40,000	60,000	150.00%	100,000
Capital Outlay	7,033,100	8,938,000	11,059,000	(7,932,292)	-71.73%	3,126,708
Utilities	896,094	1,065,000	1,065,000	35,000	3.29%	1,100,000
Other Maintenance	822,417	956,000	912,000	8,300	0.91%	920,300
Insurance	269,938	336,000	271,000	87,190	32.17%	358,190
TOTAL	\$ 61,301,199	68,421,000	68,047,000	(3,303,037)	-4.85%	64,743,963

## Budget Category Explanations

Personnel - \$47,666,431 This category contains funds to cover personnel costs for the school system.

Communications - \$386,224 This category funds marketing and notice publications, dues and subscriptions and election expenses.

Professional Fees - \$6,703,994 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 - \$3,532,116 This category funds general supplies used in the operations of municipal school startup.

Allocations - \$100,000 This category funds the operating transfer to the Cafeteria Fund.

## **SPECIAL REVENUE FUND**

Capital Outlay - \$3,126,708 This category includes the purchase of capital and maintenance equipment and construction.

Utilities - \$1,100,000 This category includes utility costs (electricity and gas, water, and sewer).

Other Maintenance - \$920,300 This category includes other maintenance expenses.

Insurance - \$358,190 This category includes the Municipal Schools' portion of insurance expenses.

# GERMANTOWN ATHLETIC CLUB FY21 BUDGET

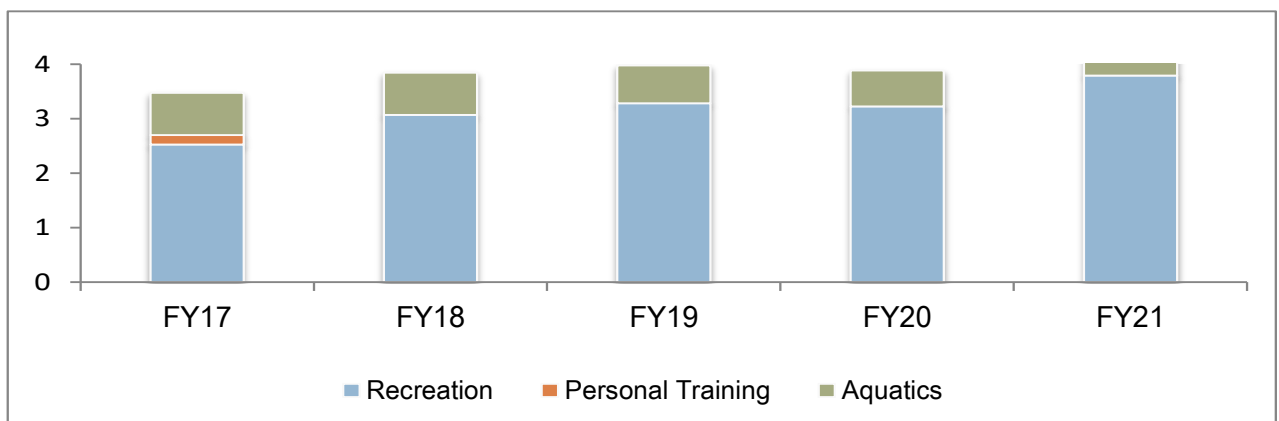
The Germantown Athletic Club is an enterprise fund in order to focus on net income and the ability of user fees to support operating expenses, which includes depreciation. The Germantown Athletic Club Fund consists of two cost centers – Recreation and Aquatics. Debt service for the initial building was 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 EXPENDITURES

\$ MILLIONS

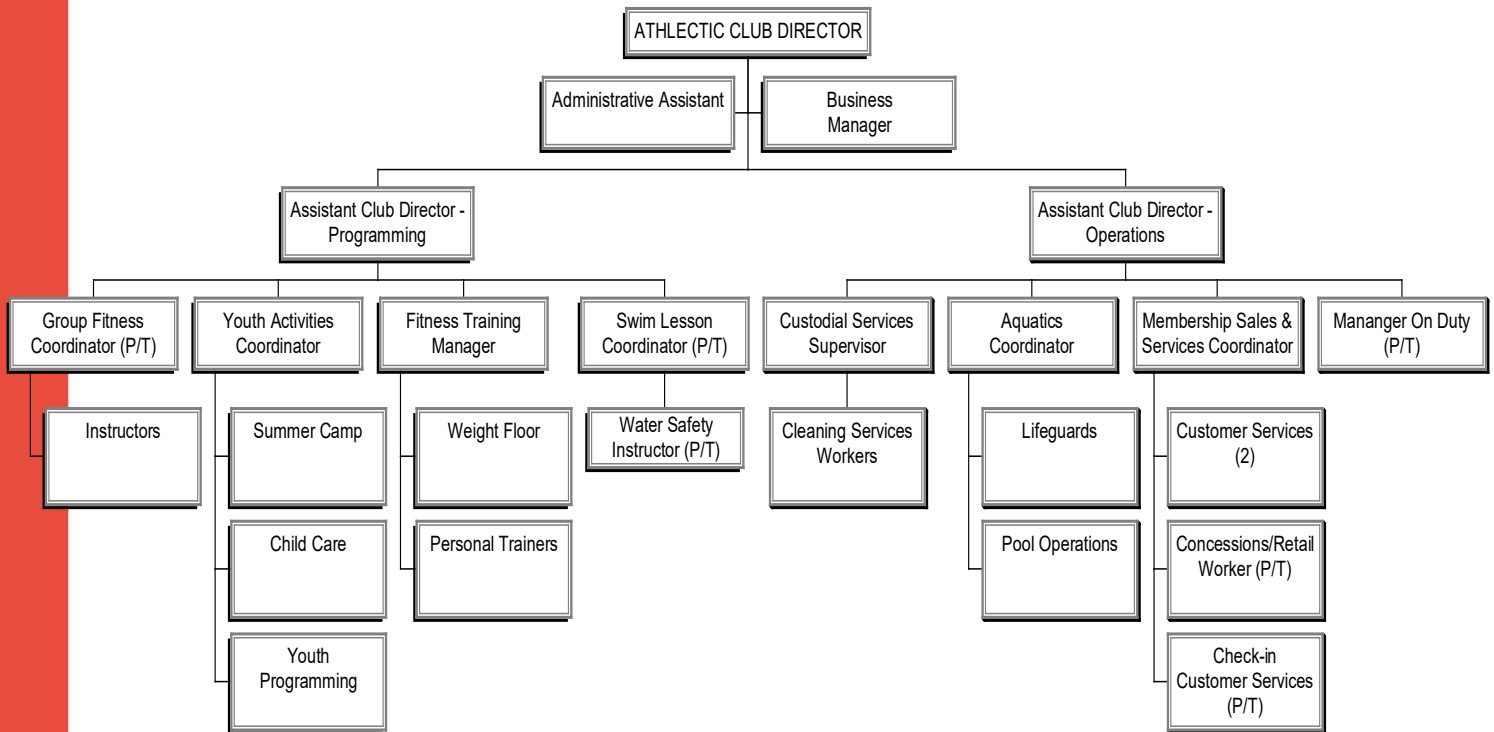




# GERMANTOWN ATHLETIC CLUB RECREATION

## 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 FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 1,404,083	1,456,727	1,392,147	205,373	14.75%	1,597,520
Communication	13,372	20,200	15,438	(938)	-6.08%	14,500
Professional Fees	517,697	539,914	456,998	179,646	39.31%	636,644
Other Maintenance	135,954	177,000	160,358	24,642	15.37%	185,000
Supplies	158,014	216,382	154,772	109,101	70.49%	263,873
Rent	238,502	240,000	240,000	-	0.00%	240,000
Allocations	64,065	68,391	67,913	7,727	11.38%	75,640
Depreciation	481,812	505,000	494,216	18,084	3.66%	512,300
Utilities	266,939	252,610	243,909	18,601	7.63%	262,510
<b>TOTAL</b>	<b>\$ 3,280,584</b>	<b>3,476,224</b>	<b>3,226,135</b>	<b>561,852</b>	<b>17.42%</b>	<b>3,787,987</b>
Capital Outlay	\$ 431,091	290,000	1,647,964	(1,031,405)	-62.59%	616,559

**Budget Payroll Summary**

	FY19 Actual	FY20 Estimate	FY21 Budget
Exempt Salaries	7.0 \$ 431,124	6.0 439,442	6.0 440,356
Non-Exempt Wages	17.9 608,708	18.9 572,569	18.9 716,491
Other Compensation	1,301	913	1,000
Fringe Benefits	359,311	377,070	435,393
Other Personnel	3,639	2,153	4,280
<b>DEPARTMENT TOTAL</b>	<b>24.9 \$ 1,404,083</b>	<b>24.9 1,392,147</b>	<b>24.9 1,597,520</b>

**Budget Category Explanations**

Personnel - \$1,597,520 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, part-time managers on duty, part-time concessions workers, part-time customer service representatives, part-time child care attendants, part time group fitness coordinator, part time instructors, part-time personal training, part time weight floor and part-time recreation leaders.

**ENTERPRISE FUND**

Communication - \$14,500 This category includes items that enhance the Germantown Athletic Club’s staff and programs through recreation and fitness publications, training meetings for staff and contact with specialized sources.

Professional Fees - \$636,644 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 - \$185,000 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 - \$263,873 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- \$75,640 This category includes the Germantown Athletic Club Recreation’s portion of insurance expenses.

Depreciation - \$512,300 This category includes the annual depreciated valuation of the Germantown Athletic Club facilities and equipment.

Utilities - \$262,510 This line includes the Recreation’s share of utility expenses (electricity, gas, water, sewer and local and long-distance telephone).

Capital Outlay - \$616,559 This category includes the costs associated with CIP and IRP projects at the GAC. Specifically, this year’s budget funds ADA ramp, weight room flooring replacement, pump refurbishments, splash pad resurfacing, outdoor rec pool refurbishment, strength equipment replacement and fire alarm system replacement.

**Scorecard: Key Performance Measures**

Key Product/Service	Operational Objectives	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Membership	To increase profitability	Member retention	70%	70%	70.50%	62.50%
Net profit margin		Net profit margin	12.5%	17%	-1%	0%



# 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 FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 358,872	347,162	325,817	(30,118)	-9.24%	295,699
Communication	-	1,000	-	-	-	-
Supplies	40,790	48,250	44,903	(403)	-0.90%	44,500
Allocations	34,430	37,160	36,759	2,847	7.75%	39,606
Depreciation	137,176	137,500	137,200	300	0.22%	137,500
Utilities	123,532	126,392	114,859	11,533	10.04%	126,392
<b>TOTAL</b>	<b>\$ 694,800</b>	<b>697,464</b>	<b>659,538</b>	<b>(15,841)</b>	<b>-2.40%</b>	<b>643,697</b>

## Budget Payroll Summary

	FY19 Actual	FY20 Estimate	FY21 Budget
Exempt Salaries	1.0 \$ 47,253	1.0 51,260	1.0 49,206
Non-Exempt Wages	13.5 262,385	13.5 229,243	13.5 200,000
Other Compensation	- 141	- -	- -
Fringe Benefits	- 44,603	- 42,340	- 42,993
Other Personnel	- 4,490	- 2,974	- 3,500
<b>DEPARTMENT TOTAL</b>	<b>14.5 \$ 358,872</b>	<b>14.5 325,817</b>	<b>14.5 295,699</b>

**Budget Category Explanations**

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Personnel - \$295,699 Represented in this category are the salaries and benefits for an aquatic 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.

Supplies - \$44,500 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- \$39,606 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

## Mission

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

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<u>CATEGORY</u>	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Debt Service	\$ 8,496	5,040	5,040	(3,384)	-67.14%	1,656
TOTAL	\$ 8,496	5,040	5,040	(3,384)	-67.14%	1,656

## Budget Category Explanations

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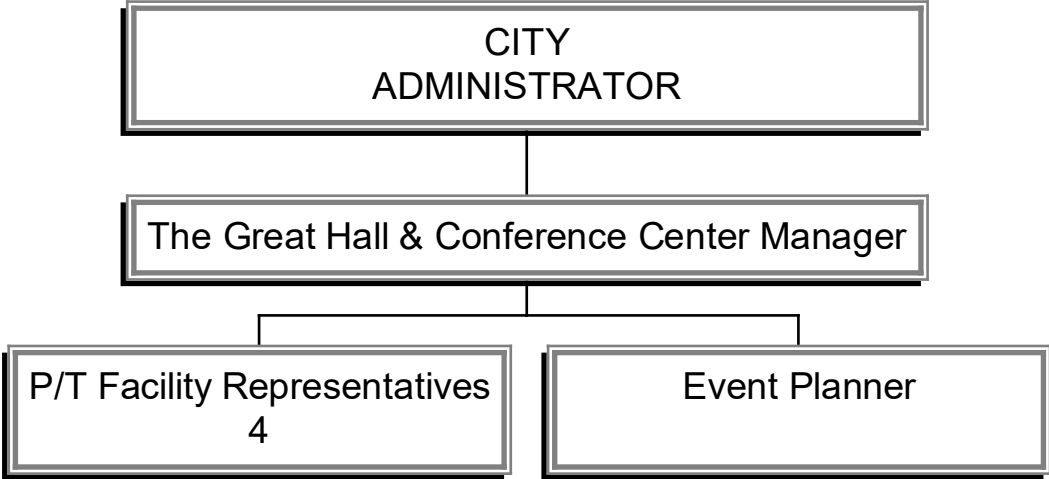
Debt Service - \$1,656 This category includes the interest portion of the \$2.5 million General Fund Intergovernmental loan for the Germantown Athletic Club's expansion project.



# 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 FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 196,880	203,037	185,531	14,025	7.56%	199,556
Communication	530	750	585	15	2.56%	600
Professional Fees	25,160	29,000	15,594	906	5.81%	16,500
Other Maintenance	64,563	73,850	56,094	9,156	16.32%	65,250
Supplies	18,603	20,100	17,017	(8,784)	-51.62%	8,233
Rent	95,146	97,222	91,620	3,602	3.93%	95,222
Allocations	16,234	17,126	17,061	3,052	17.89%	20,113
Depreciation	75,163	75,235	79,164	3,563	4.50%	82,727
Utilities	44,564	43,685	38,236	5,249	13.73%	43,485
Grants	7,385	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 544,228</b>	<b>560,005</b>	<b>500,902</b>	<b>30,784</b>	<b>6.15%</b>	<b>531,686</b>
Capital Outlay	\$ 73,480	-	-	41,650	100%	41,650

**Budget Payroll Summary**

	FY19 Actual	FY20 Estimate	FY21 Budget
Exempt Salaries	2.0	116,150	2.0
Non-Exempt Wages	1.0	34,045	1.0
Fringe Benefits	-	46,685	-
<b>DEPARTMENT TOTAL</b>	<b>3.0</b>	<b>196,880</b>	<b>3.0</b>
			<b>\$ 199,556</b>

**Budget Category Explanations**

Personnel - \$199,556 Represented in this category are the salaries and benefits for a Great Hall & Conference Center manager, event planner, and part-time event representatives.

Communication - \$600 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.

**ENTERPRISE FUND**

Professional Fees - \$16,500 This category includes marketing and advertising costs for the Great Hall & Conference Center. In addition, this category includes credit card fees.

Other Maintenance - \$65,250 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 - \$8,233 This line includes funds for the purchase of general office supplies, cleaning supplies, food supplies, and miscellaneous supplies.

Rent- \$95,222 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- \$20,113 This line includes the Great Hall’s portion of insurance costs.

Depreciation - \$82,727 Included in this category is the annual charge representing depreciated valuation of the Great Hall & Conference Center.

Utilities - \$43,485 This line includes the Great Hall & Conference Center’s share of utility expenses (electricity, gas, water, sewer and local and long-distance telephone).

**Scorecard: Key Performance Measures**

Key Product/Service	Strategic Objectives	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
City Services and Finance	All funds are self-sustaining	General Fund transfer to GH&CC	Percent of Transfer less than 10% of the overall fund	\$75,000	\$75,000	\$230,000
Key Product/Service	Operational Objectives	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Meeting/Banquet Room rental	To meet customer expectations	Customer satisfaction	98%	97%	95%	98%
	To increase funding of operations	Total revenue	\$304,944	\$519,647	\$378,394	\$304,944



# 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 FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Debt Service	\$ 3,304	1,960	1,960	(1,316)	-67.14%	644
TOTAL	\$ 3,304	1,960	1,960	(1,316)	-67.14%	644

## Budget Category Explanations

Debt Service - \$644 This category includes the Great Hall's interest portion of the \$2.5 million General Intergovernmental loan.

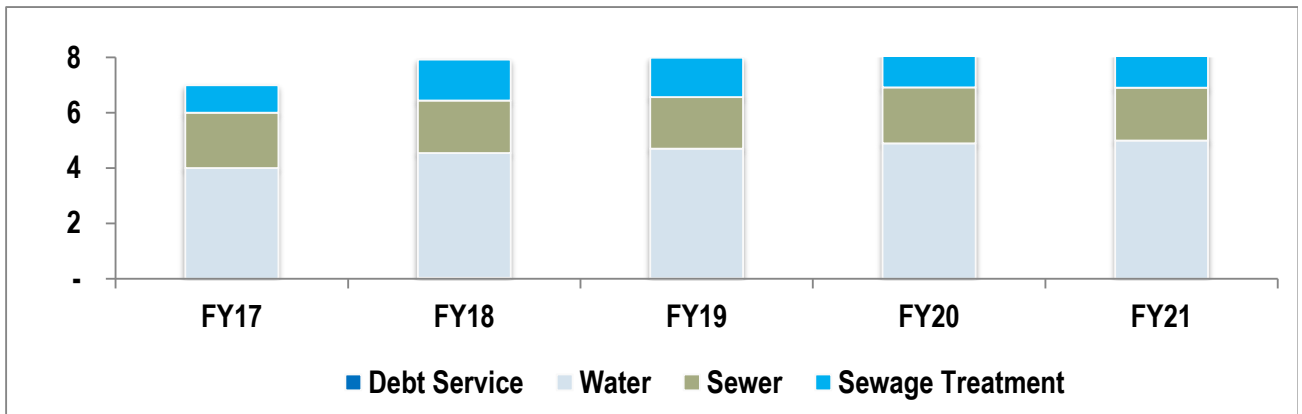


# UTILITIES FY21 BUDGET

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 EXPENDITURES

\$ MILLIONS



# 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 projects a \$2.0 million Water Revenue Bond in FY22. These funds will be used for the construction of a new water tower.

<u>Security</u>	<u>Balance</u> <u>7/1/2020</u>	<u>Principal</u> <u>Payment</u>	<u>Balance</u> <u>6/30/2021</u>	<u>Interest</u> <u>Expense</u>
Existing:				
	\$ -	-	-	-
Total FY21 Debt	<u>\$ -</u>	<u>-</u>	<u>-</u>	<u>-</u>
Proposed:				
	<u>Existing</u> <u>Principal</u>	<u>Existing</u> <u>Interest</u>	<u>Future</u> <u>Principal</u>	<u>Future</u> <u>Interest</u>
FY21	-	-	-	-
FY22	-	-	85,000	38,928
Thereafter	-	-	1,735,000	1,059,000
Total Debt Service	<u>\$ -</u>	<u>-</u>	<u>1,820,000</u>	<u>1,097,928</u>

## Budget Category Summary

<u>CATEGORY</u>	<u>Actual</u> <u>FY19</u>	<u>Budget</u> <u>FY20</u>	<u>Estimated</u> <u>FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget</u> <u>FY21</u>
Debt Service	\$ 5,866	43,173	-	-	-	-
Agency Fees	-	-	-	-	-	-
TOTAL	<u>\$ 5,866</u>	<u>43,173</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

# 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**

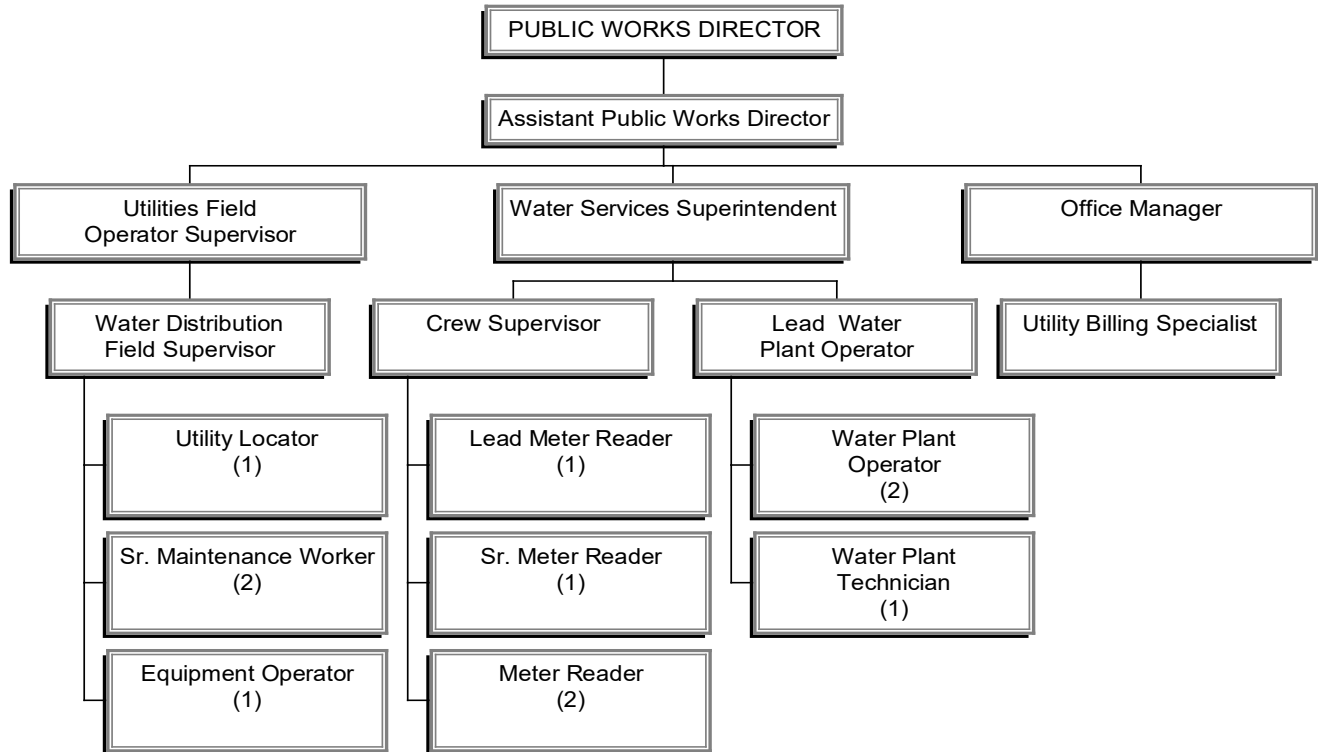
Four meter readers and their supervisor provide a variety of services including meter reading, turning services on and off, meter testing, meter change-outs and meter maintenance. The utility billing specialist prepares the water billing and assists customers regarding accounts. Staff strives to accurately 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.



UTILITY FUND



**Budget Category Summary**

CATEGORY	Actual FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 1,386,711	1,241,286	1,354,097	79,035	5.84%	1,433,132
Communication	71,877	94,500	78,860	2,440	3.09%	81,300
Professional Fees	113,704	237,000	202,174	77,826	38.49%	280,000
Insurance	4,221	6,000	(5,651)	11,651	-206.18%	6,000
Other Maintenance	117,237	150,000	140,959	(60,959)	-43.25%	80,000
Supplies	154,668	199,000	187,002	(11,002)	-5.88%	176,000
Allocations	787,189	849,919	838,777	(73,278)	-8.74%	765,499
Roads & Mains	95,335	120,000	119,976	(29,976)	-24.98%	90,000
Depreciation	1,063,533	1,073,494	1,130,600	13,503	1.19%	1,144,103
Utilities	607,462	634,368	582,627	59,241	10.17%	641,868
Pilot	287,735	287,735	260,993	35,321	13.53%	296,314
<b>TOTAL</b>	<b>\$ 4,689,672</b>	<b>4,893,302</b>	<b>4,890,414</b>	<b>103,802</b>	<b>2.12%</b>	<b>4,994,216</b>
Capital Outlay	\$ 1,531,066	4,246,000	1,404,842	126,129	8.98%	453,000

**Budget Payroll Summary**

		FY19 Actual		FY20 Estimate		FY21 Budget
Exempt Salaries	1.0	\$ 191,655		1.0	69,810	1.0 69,568
Non-Exempt Wages	15.0	660,895		15.0	691,794	15.0 714,612
Other Compensation		38,308			46,052	50,000
Fringe Benefits		488,483			538,560	588,452
Other Personnel		7,370			7,881	10,500
DEPARTMENT TOTAL	16.0	\$ 1,386,711		16.0	1,354,097	16.0 1,433,132

**Budget Category Explanations**

Personnel - \$1,433,132 This category includes salaries, wages and benefits for the water services superintendent, crew supervisor, lead water plant operator, lead meter reader, senior meter reader, meter readers, utility billing specialist, equipment operator, senior maintenance workers, 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 - \$81,300 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 - \$280,000 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 - \$80,000 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.

## UTILITY FUND

Supplies - \$176,000 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 - \$765,499 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 – \$90,000 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.

Depreciation - \$1,144,103 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 - \$641,868 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

Pilot - \$296,314 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 - \$453,000 This category includes the costs associated with the IRP projects of well field maintenance and water mains maintenance and equipment maintenance.

### Scorecard: Key Performance Measures

Key Product/Service	Strategic Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Natural Resources	Enhanced protection and conservation of water resources are priorities	Water hardness: total PPM	<60 ppm	24.77	22.79	<60
		Avg. Rate of change in aquifer levels, feet below land surface (Johnson Road)	No aquifer level changes plus or minus 10' fluctuation	-11.28	-10.77	+/- 10
		Avg. Rate of change in aquifer levels, feet below land surface (Southern Ave.)		-11.3	-13.38	+/- 10
Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Portable Water	To produce and deliver adequate water supply to utility customers	Water system availability	99.90%	99.90%	99.99%	99.90%

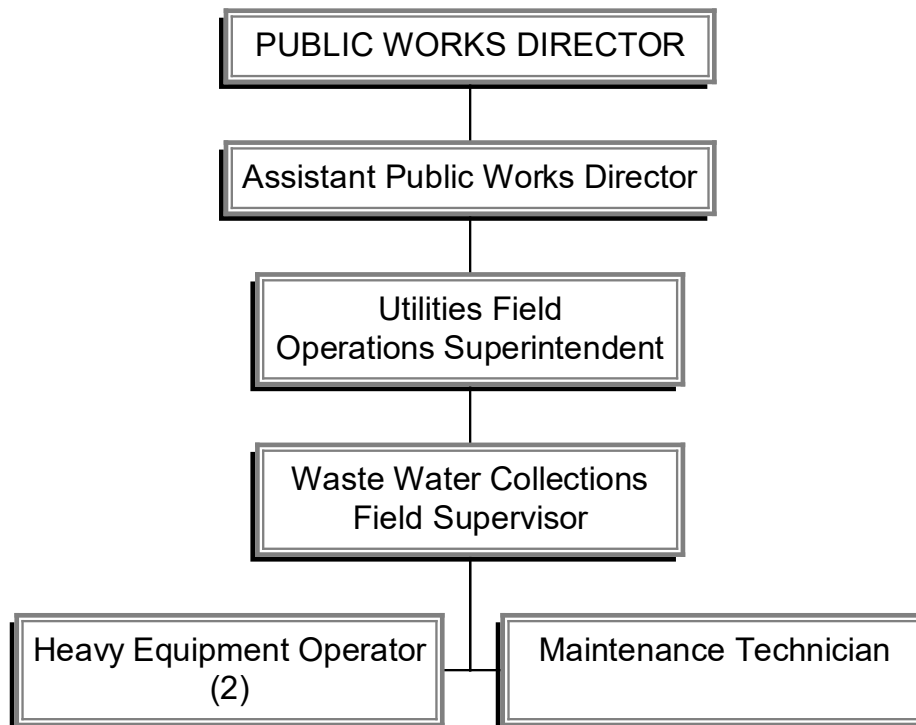
# SEWER

## 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 FY19	Budget FY20	Estimated FY20	Amt. Chg.	% Chg.	Budget FY21
Personnel	\$ 418,964	399,439	462,548	(6,746)	-1.46%	455,803
Communication	301	1,100	855	(755)	-88.30%	100
Insurance	-	5,000	1,511	3,489	230.91%	5,000
Other Maintenance	5,000	5,000	817	3,183	389.60%	4,000
Supplies	16,882	18,700	13,693	2,007	14.66%	15,700
Rent	-	-	117,202	(117,202)	-100.00%	-
Allocations	415,474	438,362	430,579	(40,544)	-9.42%	390,035
Roads & Mains	33,734	35,000	24,817	183	0.74%	25,000
Depreciation	764,749	761,242	785,817	11,262	1.43%	797,079
Utilities	18,465	19,500	19,484	416	2.14%	19,900
PILOT	194,414	194,414	171,079	23,152	13.53%	194,231
<b>TOTAL</b>	<b>\$ 1,867,983</b>	<b>1,877,757</b>	<b>2,028,402</b>	<b>(121,555)</b>	<b>-5.99%</b>	<b>1,906,848</b>
Capital Outlay	\$ 498,913	545,000	2,668,968	(1,898,968)	-71.15%	770,000

**Budget Payroll Summary**

	FY19 Actual	FY20 Estimate	FY21 Budget
Exempt Salaries	1.0 \$ 86,949	1.0 75,287	1.0 74,682
Non-Exempt Wages	4.0 164,075	4.0 187,023	4.0 171,185
Other Compensation	8,269	13,562	9,000
Fringe Benefits	158,867	186,301	200,436
Other Personnel	804	375	500
<b>DEPARTMENT TOTAL</b>	<b>5.0 \$ 418,964</b>	<b>5.0 462,548</b>	<b>5.0 455,803</b>

**Budget Category Explanations**

Personnel – \$455,803 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.

## UTILITY FUND

Communications - \$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 - \$4,000 Funding in this category includes preventive maintenance and repair to the City's video inspection equipment.

Supplies - \$15,700 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 - \$390,035 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 -\$ 25,000 This category funds the purchase of supplies and construction material required to make repairs and maintain the sanitary sewer main.

Depreciation - \$797,079 Funds in this category are for the annual depreciated valuation of equipment and sewer mains that make up the sanitary sewer system.

Utilities - \$19,900 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

PILOT - \$194,231 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 - \$770,000 This category includes the costs associated with the CIP and IRP projects of lift station force main rerouting, sewer line maintenance and a que's sewer camera system.

### Scorecard: Key Performance Measures

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Key Product/Service	Operational Objective	Performance Measure	Target	FY19 Actual	FY20 Actual	FY21 Budgeted
Sewer Collection	To adequately collect and transport sewage	Sewer system backups	<5 annually	0	4	<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 FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Contract Services	\$ 1,426,950	1,519,796	1,426,500	88,269	6.19%	1,514,769
TOTAL	<u>\$ 1,426,950</u>	<u>1,519,796</u>	<u>1,426,500</u>	<u>88,269</u>	<u>6.19%</u>	<u>1,514,769</u>

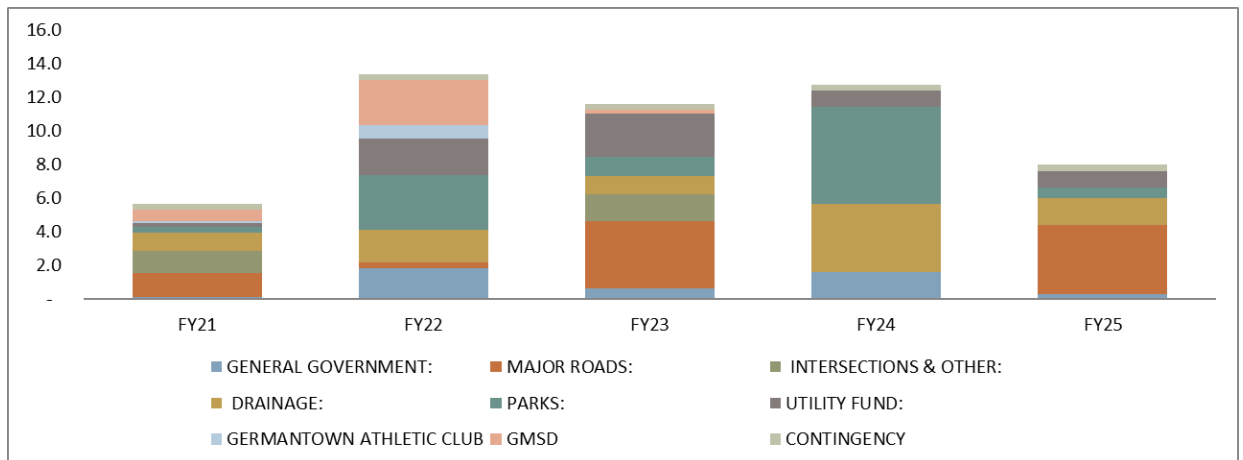
## Budget Category Explanations

Sewer Fees to Memphis - \$ 1,514,769 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 IMPROVEMENT PROGRAM FY21 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





## 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 FY21-25 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 FY21 is fixed at \$350,000 and is reviewed annually by both the Financial Advisory Commission and Board of Mayor and Aldermen.

**CAPITAL IMPROVEMENTS PROGRAM**

**General Government**

<b>GCT Restroom ADA Renovation</b>					
<b>Description</b>					
<p>The Germantown Community Theater has restrooms that do not meet the needs or can handle the capacity whenever events take place. In addition, these restrooms are not ADA Compliant. A renovation project will resolve ongoing operational issues, improve capacity, and better serve customers during intermissions whenever events are held in the building.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$45,000				
					<b>Total: \$45,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>GCT ADA Entrance Ramp</b>					
<b>Description</b>					
<p>The Germantown Community Theater entrance ramp and hand rails do not meet ADA requirements. Re-configuring the entrance ramp will resolve this ADA compliance issue.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$75,000				
					<b>Total: \$75,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL GENERAL GOVERNMENT**

**\$120,000**

**Major Roads**

<b>Milling and Overlay – Neshoba and WRB West</b>					
<b>Description</b>					
<p>Project involves a complete mill/overlay of WRB from Riverdale Road to the western City Limits. Project 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.</p> <p>The project also involves a complete mill and overlay on Neshoba from Germantown Rd. to Exeter. When completed, the newly milled/overlaid roadway will provide a grand entrance for the Thornwood development and the Grove at GPAC.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$70,000				\$280,000
					<b>Total: \$350,000</b>
<b>Net Operating Financial Impact:</b> Upgrades will reduce maintenance responsibility by \$5,000.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Poplar Avenue Culvert Replacement Program Construction Phase V</b>					
<b>Description</b>					
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.					
<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> Upgrades will reduce maintenance responsibility by \$5,000.					

<b>Forest Hill Irene Rd. Widening Construction – Poplar Pike to Winchester Rd.</b>					
<b>Description</b>					
Construction improvements on the unimproved sections of Forest Hill Irene Rd. from Poplar Pike Rd. to Winchester Rd.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$460,000				
					<b>Total: \$460,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>Update of Major Road Plan</b>					
<b>Description</b>					
This project will involve a compilation of all recent Traffic Impact Analyses related to the City’s five commercial zones (Western Gateway, CBD, Forest Hill Heights, WRB Medical Corridor and the Poplar/FHI area). Included in the study will be field traffic counters in areas where necessary and a review of the City’s Master Bike/Ped Plan.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$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.					

**TOTAL MAJOR ROADS**

**\$1,410,000**

**CAPITAL IMPROVEMENTS PROGRAM**

**Intersections and Others**

<b>Intersection Safety Audits</b>					
<b>Description</b>					
<p>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 and an engineering report generated listing and prioritizing needed safety improvements. We will be requesting federal funding (80/20) through the Memphis MPO in January 2019. We will know by approximately May of 2019 whether the project receives funding.</p>					
<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.					

<b>Signalization of WRB/Houston High School (HHS) Eastern Driveway</b>					
<b>Description</b>					
<p>WRB is a 6-lane median divided roadway with an average traffic volume of approximately 20,500 vehicles/day in the vicinity of HHS. Now that the school start times/dismissal times for HHS and HMS 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. Signalization of this intersection will be interconnected with the existing signalized WRB intersections of Houston Levee, Dogwood Grove, Johnson and FHI. Interconnected signals will improve traffic flow throughout this entire corridor.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
					\$400,000
					<b>Total: \$400,000</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs approximately \$1,000 per year.					

<b>Signal Upgrades - Design</b>					
<b>Description</b>					
<p>There are several older intersections in Germantown that have not been upgraded to Germantown's standard mast arms, video detection, emergency vehicle pre-emption devices, signage and striping. Funding is available through the Memphis-MPO for these types of upgrades at older intersections. These intersections include: Forest Hill Irene Rd at Winchester, Forest Hill Irene Rd. at Poplar Pike, and Germantown Rd. at Neshoba Rd.</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> There is no additional operating cost associated with this project.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Signalization of WRB/Campbell Clinic Driveway</b>					
<b>Description</b>					
The Campbell Clinic is planning a major expansion project in the near future. This project will require a traffic signal to be built at the Campbell Clinic Driveway onto Wolf River Blvd.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$212,500	\$212,500			
					<b>Total: \$425,000</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs approximately \$1,000 per year.					

**TOTAL INTERSECTION/OTHER**

**\$ 1,325,000**

**Drainage**

<b>Wolf River – Lateral E Bank Stabilization (West Bank)</b>					
<b>Description</b>					
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>
	\$200,000	\$875,000			
					<b>Total: \$1,075,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL DRAINAGE**

**\$1,075,000**

**Parks**

<b>Lilly Walk Linear Park - Design</b>					
<b>Description</b>					
A city-owned linear corridor exists on the northern section of Exeter Rd. The unused public space parallels the Germantown Athletic Club and the Germantown Performing Arts Center. With a focus on walkability and placemaking, this project request seeks to develop this space into an inviting, innovative and interactive path for public use.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$6,000				\$24,000
					<b>Total: \$30,000</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs by \$7,000 per year.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Parkland Acquisition – Long Field Complex</b>					
<b>Description</b>					
This project request is to provide funding for land acquisition in order to develop the recommended long-field complex and community park in south Germantown. 40-60 acres will be needed to implement Plan recommendations. Based on current property costs in Germantown, a multiple year land acquisition may be required. The 5-year CIP budget for Parks and Recreation allows for this possibility. This funding requests the costs associated with the earnest money and due diligence.					
<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> Acquisition will increase maintenance costs by \$85,000 per year.					

<b>Wolf River Boulevard Greenway Trail Extensions - Design</b>					
<b>Description</b>					
The project will provide a connector from the trailhead at Farmington Rd. and Wolf River Blvd. to the Collierville City Limits.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$50,000				\$200,000
					<b>Total: \$250,000</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs by \$70,000 per year.					

**TOTAL PARKS**

**\$330,000**

**GAC**

<b>Insurance Recovery ADA Ramp</b>					
<b>Description</b>					
We are making repairs to the Germantown Athletic Club Entrance Ramp to better accommodate those with disabilities.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
		\$99,359			
					<b>Total: \$99,359</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL GERMANTOWN ATHLETIC CLUB**

**\$ 99,359**

**CAPITAL IMPROVEMENTS PROGRAM**

**Municipal Schools**

<b>Houston High School Field House</b>					
<b>Description</b>					
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.					
<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>Dogwood Elementary Secure Entrance</b>					
<b>Description</b>					
The city is providing \$500,000 to GMSD in FY21 from general fund reserves to cover costs associated with safety/security upgrades at Dogwood Elementary School. The project will be used for costs associated with security camera installations and other improvements that further restrict public access where necessary.					
<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.					

**TOTAL MUNICIPAL SCHOOLS**

**\$ 700,000**

**Utilities**

<b>North Johnson Rd. Lift Station Force Main Re-routing</b>					
<b>Description</b>					
The project will divert this lift station constructed in 1998, which serves 245 homes at this time, to a better downstream outfall allowing the station at 2023 Johnson Road to operate more efficiently.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$235,000				
					<b>Total: \$235,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL UTILITY FUND**

**\$ 235,000**

**CIP SUMMARY**

**CONTINGENCY**

**\$ 350,000**

Funding: General Fund Reserves - \$350,000

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**

**\$ 350,000**

**CIP SUMMARY**

General Government	\$ 120,000
Major Roads	1,410,000
Intersection/Other/Drainage	2,400,000
Parks	330,000
GMSD	700,000
Germantown Athletic Club	99,359
Utilities	235,000
Contingency	350,000

**TOTAL FY21 CAPITAL IMPROVEMENTS PROGRAM**

**\$ 5,644,359**

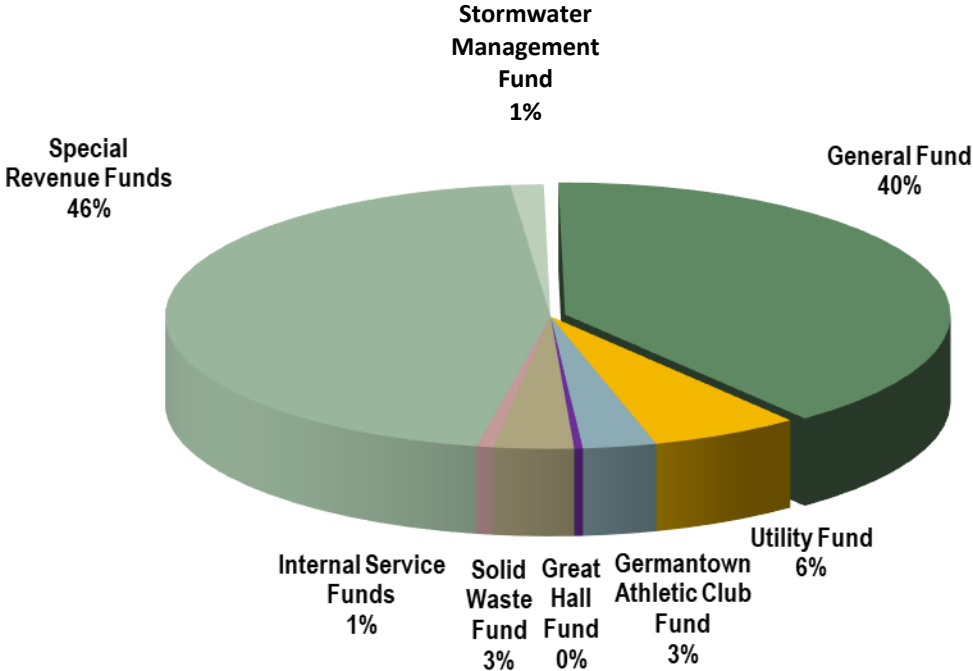




**REVENUE PROJECTIONS**

This section presents an analysis of projected revenues for FY21 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, 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 FY21 PROJECTED REVENUES**

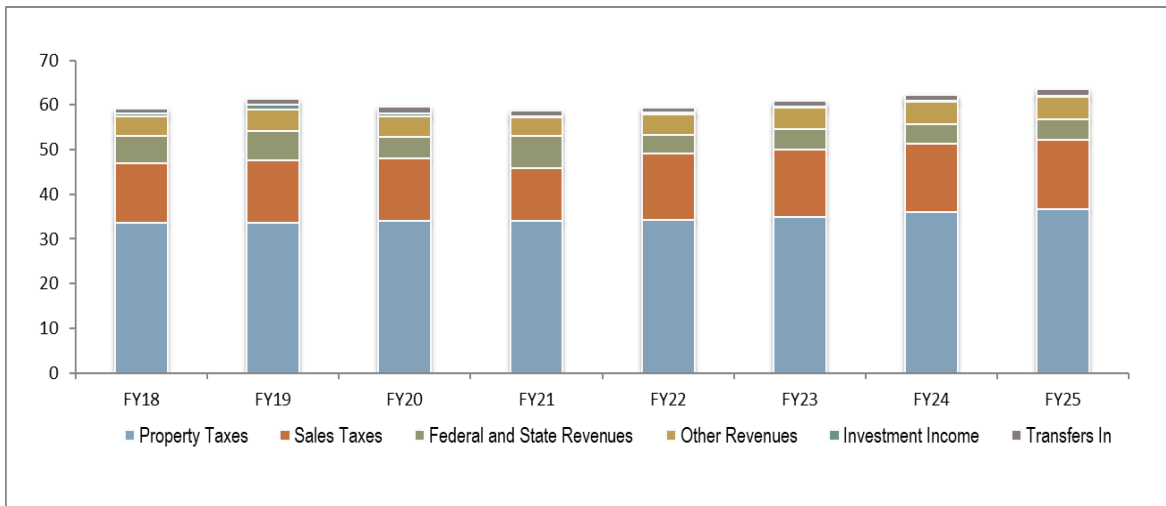


## GENERAL FUND REVENUE PROJECTIONS

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>FY19</u>	<u>BUDGET</u> <u>FY20</u>	<u>BUDGET</u> <u>FY21</u>
010-0000-311.10-00	Real Property Tax	31,277,491	31,600,000	31,900,000
010-0000-311.20-00	Personal Property Tax	847,299	850,000	820,000
010-0000-311.30-00	PILOT	482,149	482,149	490,545
010-0000-313.00-00	Penalties and Interest	120,465	110,000	110,000
010-0000-315.10-00	TVA	495,969	475,000	481,500
010-0000-315.20-00	MLG&W	354,997	350,000	330,000
010-0000-316.10-00	Local Option Sales Tax	7,841,877	8,250,000	6,700,000
010-0000-316.10-01	Contra - 20 year Annex Local Option Sales	(139,864)	(75,000)	(139,864)
010-0000-316.10-10	.5 Percent Sales Tax	3,519,569	3,500,000	2,800,000
010-0000-317.10-00	Wholesale Beer Tax	429,331	440,000	400,000
010-0000-317.20-00	Wholesale Liquor Tax	751,186	725,000	730,000
010-0000-318.10-00	Gross Receipts Business Tax	617,892	600,000	540,000
010-0000-319.10-00	Cable TV and Telecommunication	743,577	775,000	697,500
010-0000-319.20-00	Room Occupany Tax	1,088,911	1,120,000	650,000
010-0000-321.10-00	Automobile Registration	1,284,245	1,250,000	1,271,000
010-0000-322.10-00	Retail Beer Licenses	8,125	8,000	8,000
010-0000-322.20-00	Retail Liquor Licenses	21,050	20,000	23,000
010-0000-324.10-00	Animal Registration Fees	76,289	78,000	73,500
010-0000-326.10-00	Fence and Sign Permits	6,020	6,000	5,400
010-0000-326.20-00	Building Permits	99,416	75,000	65,000
010-0000-326.40-00	Subdivision Engineering	27,394	30,000	20,000
010-0000-326.50-00	Zoning Application Fees	69,484	40,000	35,000
010-0000-331.90-00	Grants - Federal/State	324,760	880,000	2,620,014
010-0000-335.10-00	State Sales Tax Allocation	3,618,715	3,550,000	3,050,000
010-0000-335.20-00	State Income and Excise Tax (Hall)	2,216,722	1,112,500	1,300,000
010-0000-335.30-00	State Beer Tax Allocation	18,574	20,000	18,500
010-0000-335.40-00	State Liquor Tax Allocation	339,629	300,000	300,000
010-0000-335.40-01	GMSD Tax Distribution	(169,815)	-	(169,000)
010-0000-335.90-00	City Street and Transportation Tax Allocation	79,764	82,000	79,800
010-0000-342.30-00	Fire Inspection Fees	17,450	15,000	13,500
010-0000-351.10-00	City Court Costs	140,991	430,000	375,000
010-0000-351.11-00	City Court Fines	287,919	270,000	250,000
010-0000-351.11-01	Fines Forfeitures	5,965	-	-
010-0000-351.20-00	Other Court Revenue	504,187	400,000	350,000
010-0000-351.30-00	Animal Impoundment Fees	6,065	5,000	4,000
010-0000-353.01-00	Fines - Library	53,829	55,000	40,000
010-0000-361.10-00	Investment Income	1,095,451	200,000	280,000
010-0000-361.11-00	Loan Interest - Civic Centre	-	19,200	-
010-0000-361.12-00	Interest Income - From RAN	2,929	-	-
010-0000-362.00-00	Rental Revenue - WTF	532,922	360,000	350,000
010-0000-362.20-00	Library Materials	12,701	17,000	12,000
010-0000-362.41-00	Parks - Taxable	5,140	7,500	6,750
010-0000-367.10-00	Friends of Library	-	4,000	-
010-0000-367.30-00	Senior Expo Revenue	13,575	15,000	-
010-0000-367.90-00	Playground Registrations Revenue	25,620	15,000	12,750
010-0000-368.01-00	Gain/Loss Sale of Assets	74,235	-	-
010-0000-369.10-00	Other Revenue	687,483	450,000	370,000
010-0000-369.15-00	Surplus Equipment Sale - Govdeals	23,575	10,000	9,000
010-0000-369.20-00	Library - Printing & Misc.	10,838	11,000	10,000
010-0000-369.25-00	Library/Friends Book Sale	4	-	-
010-0000-369.90-00	Other Financing Sources	-	311,560	-
010-0000-369.99-00	Credit Card Fees: Gain/Loss	201,569	50,000	150,000
<b>TOTAL REVENUES</b>		<b><u>\$ 60,156,003</u></b>	<b><u>59,298,909</u></b>	<b><u>57,442,895</u></b>

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### **Current Real Property Tax**

**\$31,900,000**

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 55 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**

**\$820,000**

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**

**\$490,545**

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**

**\$481,500**

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. Future projections are based on 2% per capita growth.

### **MLGW Payments in Lieu**

**\$330,000**

The 1987 Municipal Electric Systems Tax Equivalent Law established maximum in lieu of tax payments. It is the equivalent payment that would be made for MLGW plant and equipment in Germantown assessed at 55%. Payments are to be received in two equal installments in November and April for the MLGW fiscal year, which is the calendar year. This revenue has been erratic due to tax increases, rollback tax rates and changes to state law. Therefore, it is not easy to establish a predictable trend.

### **Local Sales Taxes**

**\$6,700,000**

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. Due to the Covid-19 pandemic, the FY21 budget shows a 19% reduction in this revenue from the FY20 budget, however, future projections of sales tax revenue are restored with an average growth rate of 2% in the outer years.

### **0.5 Percent Sales Tax**

**\$2,800,000**

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. Due to the Covid-19 pandemic, the FY21 budget shows a 20% reduction in this revenue from the FY20 budget, however, future projections of sales tax revenue are restored with an average growth rate of 2% in the outer years.

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### **Wholesale Beer Taxes**

**\$400,000**

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. This revenue has increased steadily the last several years, however, due to the Covid-19 pandemic, the FY21 budget shows a 9% reduction in this revenue from the FY20 budget. Projections are based on a 2% annual growth rate.

### **Wholesale Liquor Taxes**

**\$730,000**

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**

**\$540,000**

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**

**\$697,500**

Ordinance No. 1980-2. Authorizes the granting of a cable communication system franchise. The fees are collected quarterly. Although the FY21 budget shows a 10% decrease in this revenue, due to the Covid-19 pandemic, this revenue is projected to be restored with future projections of an annual 3% growth rate.

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

**\$650,000**

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. Due to the Covid-19 pandemic, the FY21 budget shows a 42% reduction in this revenue from the FY20 budget, however, future projections of the hotel/motel occupancy tax revenue are restored with an average growth rate of 2% in the outer years.

**\$1,271,000**

### **Automobile Registration**

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 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**

**\$23,000**

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.

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### **Animal Registration**

**\$73,500**

Ordinance No. 1979-13. The license fee for any dog over six months of age, unneutered or unspayed, is \$15.00. Neutered or spayed is \$10.00 as set by the Resolution on Revenue. Throughout the year, veterinarians and the Animal Shelter collect this fee. Revenue from animal registration fees is leveling out due to the emphasis placed on spaying and neutering dogs.

### **Fence & Sign Permits**

**\$5,400**

Ordinance Sec. 14-8 and Sec. 6-108. The fees are \$35 for residential fences and \$50 for commercial fences.

### **Building Permits**

**\$65,000**

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**

**\$20,000**

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**

**\$35,000**

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

### **Grants – Federal, State**

**\$2,620,014**

Grants received from the State of Tennessee or the Federal Government. This revenue has increased significantly over FY20, due mostly to Cares Act funding of \$2.03 million and the passage of a State Stimulus package for cities.

### **State Sales Tax Allocation**

**\$3,050,000**

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. Due to the Covid-19 pandemic, the FY21 budget shows a 14% reduction in this revenue from the FY20 budget, however, future projections of the state sales tax allocation are restored. An average increase of 2% per capita allocation is projected and the population is 40,123.

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

**\$1,300,000**

T.C.A. 67-2601. This tax is collected by the State as a tax on income from dividends and interest on certain investments and is allocated back to the City at 3/8 of the amount collected from Germantown taxpayers. It is collected in August and direct deposited to the LGIP. The allocation is affected by fluctuations in the growth in number of taxpayers and investment earnings. 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**

**\$18,500**

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.

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### **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.

### **City Street & Transportation System** **\$79,800**

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** **\$13,500**

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

### **City Court Costs** **\$375,000**

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. Due to the Covid-19 pandemic, the FY21 budget shows a 13% reduction in this revenue from the FY20 budget, however, future projections of city court cost revenue are restored with an annual growth factor of 3% in the outer years.

### **City Court Fines** **\$250,000**

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. Due to the Covid-19 pandemic, the FY21 budget shows a 7% reduction in this revenue from the FY20 budget, however, future projections of city court fines are restored. Projections are based on a 3% annual growth rate.

### **Court – Other Revenue** **\$350,000**

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** **\$4,000**

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** **\$40,000**

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** **\$280,000**

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.

### **Rental Revenues – WTF** **\$350,000**

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



## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

<b><u>Library Materials</u></b>	<b><u>\$12,000</u></b>
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.	
<b><u>Parks</u></b>	<b><u>\$6,750</u></b>
Rental revenue received from the pavilions.	
<b><u>Playground Program</u></b>	<b><u>\$12,750</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>\$370,000</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>\$9,000</u></b>
Monies collected from the disposition of surplus or confiscated items.	
<b><u>Library – Printing &amp; Misc.</u></b>	<b><u>\$10,000</u></b>
The library charges \$0.20 per page for black and white copies and \$1.00 per page for color copies.	
<b><u>Credit Card Fees: Gain/Loss</u></b>	<b><u>\$150,000</u></b>
This account records cash overage and shortage.	
<b><u>TOTAL GENERAL FUND REVENUES</u></b>	<b><u>\$57,442,895</u></b>

**SPECIAL REVENUE FUND REVENUE PROJECTIONS**

**STATE STREET AID FUND**

	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>% Chg.</u>	<u>Budget FY21</u>
State Gasoline Tax Allocation	\$ 1,409,072	1,420,000	1,432,976	-9.63%	1,295,000
Grants	2,012	-	-	-	-
Investment Income	17,718	2,500	9,650	-74.09%	2,500
General Fund Transfer	1,500,000	3,000,000	1,250,000	-20.00%	1,000,000
<b>TOTAL REVENUES</b>	<b><u>\$ 2,928,802</u></b>	<b><u>4,422,500</u></b>	<b><u>2,692,626</u></b>	<b><u>-14.67%</u></b>	<b><u>2,297,500</u></b>

**State Gasoline Tax Allocation**

**\$1,295,000**

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 \$35.00.

**Investment Income**

**\$2,500**

Interest on funds held in State Street Aid Fund.

**Transfer In- General Fund**

**\$1,000,000**

Funds transferred from the General Fund to cover additional expenses.

**SPECIAL REVENUE FUND REVENUE PROJECTIONS**

**DRUG ASSET FORFEITURE FUND**

	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Drug Enforcement Revenues	\$ 175,613	300,000	282,871	6.06%	300,000
<b>TOTAL REVENUES</b>	<b>\$ 426,268</b>	<b>\$ 300,000</b>	<b>\$ 282,871</b>	<b>6.06%</b>	<b>300,000</b>

**Drug Enforcement Revenues**

**\$300,000**

Funds received from court fines and seizures.

**PICKERING COMPLEX FUND**

	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Classes Revenues	\$ 41,963	42,000	24,708	34.57%	33,250
Senior Events Revenues	5,880	4,500	3,535	27.30%	4,500
Other Revenue - Taxable	48,949	55,000	20,759	0.00%	47,500
<b>TOTAL REVENUES</b>	<b>\$ 96,792</b>	<b>101,500</b>	<b>49,002</b>	<b>73.97%</b>	<b>85,250</b>

**Classes**

**\$33,250**

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**

**\$47,500**

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

**SPECIAL REVENUE FUND REVENUE PROJECTIONS**

**FEDERAL ASSET FORFEITURE FUND**

	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Grant Proceeds	\$ 14,006	-	-	100%	5,000
Other Revenues/Forfeitures	-	50,000	82,519	0.00%	35,000
<b>TOTAL REVENUES</b>	<b>\$ 14,006</b>	<b>50,000</b>	<b>82,519</b>	<b>-51.53%</b>	<b>40,000</b>

**Grant Proceeds**

**\$5,000**

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

**Federal Asset Forfeiture**

**\$35,000**

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

**GERMANTOWN MUNICIPAL SCHOOL DISTRICT FUND**

	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
BEP	\$27,996,207	28,748,000	28,989,500	1,006,500	3.47%	29,996,000
ADA	18,449,533	18,112,000	18,111,778	198,998	1.10%	18,310,776
Federal Grants	4,060,123	3,620,000	3,598,000	1,216,384	33.81%	4,814,384
Other Revenues	1,701,130	969,000	4,933,000	(4,123,000)	-83.58%	810,000
Charges for Services	1,216,693	1,168,000	1,186,000	295,645	24.93%	1,481,645
County Commission	2,227,293	1,300,000	4,013,000	(4,013,000)	-100.00%	-
Liquor Tax	169,815	168,000	170,006	(44,365)	-26.10%	125,641
Sales Tax	7,291,948	6,806,000	7,160,043	(3,340,703)	-46.66%	3,819,340
General Fund Transfer	2,496,607	2,507,296	2,507,296	42,285	1.69%	2,549,581
	<u>\$65,609,349</u>	<u>63,398,296</u>	<u>70,668,623</u>	<u>(8,761,256)</u>	<u>-12.40%</u>	<u>61,907,367</u>

**Germantown Municipal School District**

**\$2,549,581**

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 FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Transport Fees	\$ 1,295,401	1,280,000	1,199,600	30,400	2.53%	1,230,000
Nontransport Fees	4,745	-	3,454	(3,454)	-100.00%	-
Other Revenue	1,550	-	4,611	(4,611)	-100.00%	-
Interest	667	-	1,294	(1,294)	-100.00%	-
Grants	225,370	-	37,444	(37,444)	-100.00%	-
General Fund Transfer	925,000	800,000	925,000	(25,000)	-2.70%	900,000
<b>TOTAL REVENUES</b>	<b><u>\$ 2,452,733</u></b>	<b><u>2,080,000</u></b>	<b><u>2,171,403</u></b>	<b><u>(41,403)</u></b>	<b><u>-1.91%</u></b>	<b><u>2,130,000</u></b>

**Transport Fee**

**\$1,230,000**

Funds received for transporting patients to area hospitals.

**FARM PARK FUND**

	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Membership Fees	\$ 5,020	4,500	2,895	1,605	55.44%	4,500
Donations	5,900	17,500	17,495	(1,495)	-8.55%	16,000
Earned Income	3,564	3,000	2,064	936	45.35%	3,000
Education Fees	920	1,400	20	480	2400.00%	500
Rental	11,948	13,000	6,328	1,672	26.42%	8,000
Grant	3,000	1,000	1,250	(1,250)	-100.00%	-
General Fund Transfer	120,000	100,000	100,000	(50,000)	-50.00%	50,000
	<b><u>\$ 150,352</u></b>	<b><u>140,400</u></b>	<b><u>130,052</u></b>	<b><u>(48,052)</u></b>	<b><u>-36.95%</u></b>	<b><u>82,000</u></b>

**Membership Fees**

**\$4,500**

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

**Donations**

**\$16,000**

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**

**\$ 500**

Funds received from community education programs.

**Rental**

**\$ 8,000**

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

**LIBRARY ENDOWMENT FUND**

	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>% Chg.</u>	<u>Budget FY21</u>
Interest Income	\$ 5,247	-	3,713	0.00%	-
<b>TOTAL REVENUES</b>	<b><u>\$ 5,247</u></b>	<b><u>-</u></b>	<b><u>3,713</u></b>	<b><u>-100.00%</u></b>	<b><u>-</u></b>

**E-CITATION FUND**

	<u>Actual FY19</u>	<u>Budget FY20</u>	<u>Estimated FY20</u>	<u>% Chg.</u>	<u>Budget FY21</u>
E-Fee	\$ 32,257	31,000	33,750	9.63%	37,000
Technology Fee	28	50	60	0.00%	-
<b>TOTAL REVENUES</b>	<b><u>\$ 32,285</u></b>	<b><u>31,050</u></b>	<b><u>33,810</u></b>	<b><u>9.44%</u></b>	<b><u>37,000</u></b>

**E-Fee**

**\$37,000**

Funds received from citations that result in a conviction.

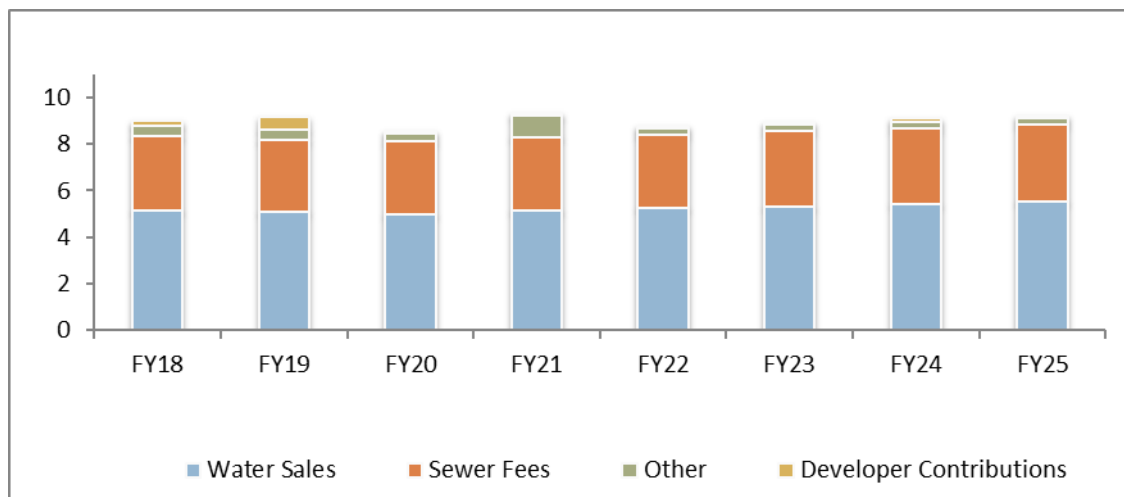
## UTILITY FUND REVENUE PROJECTIONS

This section presents the projected Utility Fund revenues for FY21. An analysis chart of revenue components and projected trends through FY25 is presented below.

	Actual FY19	Budget FY20	Estimated FY20	% Chg.	Budget FY21
Metered Water Sales	\$ 5,020,094	5,165,000	4,927,634	2.69%	5,060,300
Forfeited Discounts	55,852	65,000	59,646	0.59%	60,000
Water Application Fee	11,625	12,000	11,775	0.00%	12,000
Other Revenue	25,179	35,000	23,290	2968.02%	714,542
Developer Installation	13,265	25,000	1,000	1400.00%	15,000
Water Connection Fees	40,335	60,000	67,439	-11.03%	60,000
Sewer Connection Fees	38,985	70,000	92,400	-18.83%	75,000
Sewer Service Fees	3,092,062	3,200,000	3,106,437	1.08%	3,140,000
<b>OPERATING REVENUES</b>	<b>\$ 8,297,397</b>	<b>8,632,000</b>	<b>8,289,621</b>	<b>10.22%</b>	<b>9,136,842</b>
Investment Income	\$ 275,960	66,500	133,157	-45.93%	72,000
Contributions from Developers	576,946	120,000	157,000	-23.57%	120,000
Surplus Equip Sale - GovDeals	179	-	-	-	-
Credit Card Fees/Gain/Loss	29,305	-	-	-	-
<b>NONOPERATING REVENUES</b>	<b>\$ 882,390</b>	<b>186,500</b>	<b>290,157</b>	<b>-33.83%</b>	<b>192,000</b>

## UTILITY REVENUES

\$ MILLIONS



## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

**Metered Water Sales** **\$5,060,300**

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** **\$60,000**

By ordinance, when water and sewer bills are not paid within the ten-day discount period, the gross amount of the bill becomes due. On the average, this revenue is 3% of total water billings and is higher when water usage is greater.

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

The water application fee is 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** **\$714,542**

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** **\$15,000**

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** **\$75,000**

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** **\$3,140,000**

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.

**Interest Income** **\$72,000**

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

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

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



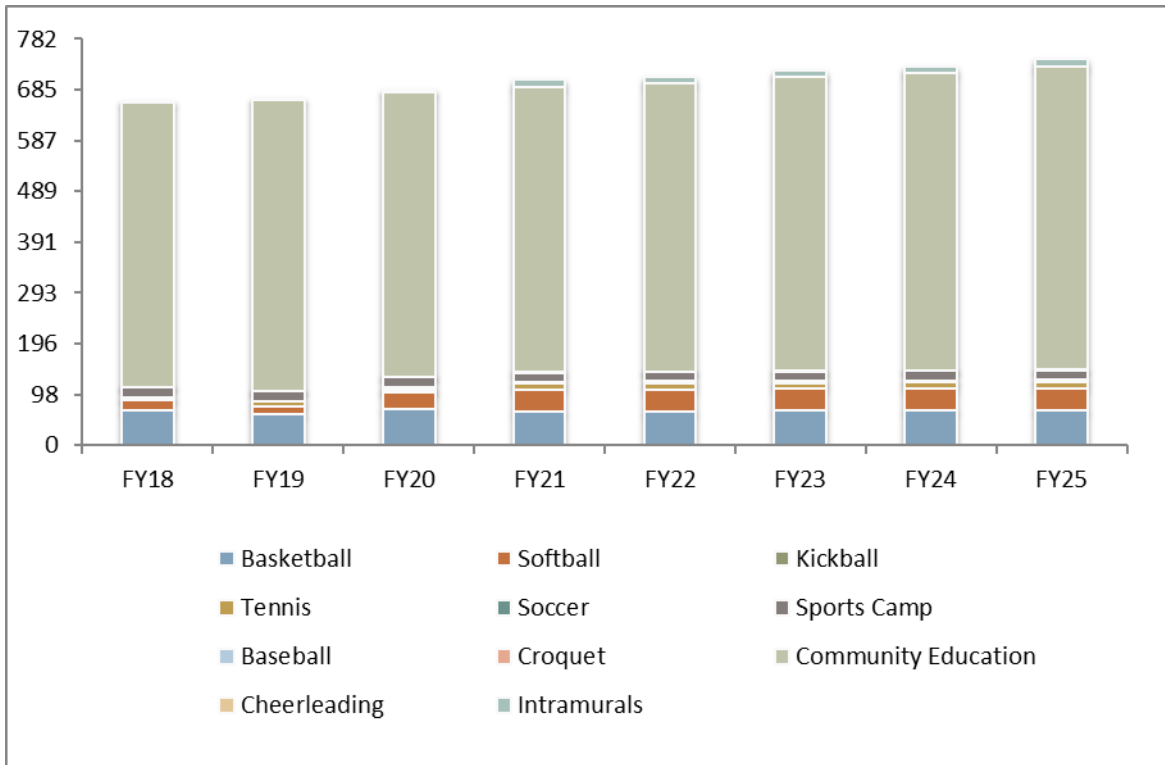
## RECREATION FUND REVENUE PROJECTIONS

This section presents the projected Recreation Fund revenues for FY21. An analysis chart of revenue components for the Recreation Fund is presented below.

	Actual FY19	Budget FY20	Estimated FY20	% Chg.	Budget FY21
Basketball Fees and Sponsorships	\$ 59,248	68,520	68,045	-4.47%	65,000
Softball Fees	16,275	32,000	-	100%	30,400
Tennis Classes and Other Fees	8,718	7,000	8,674	36.04%	11,800
Sports Camps Fees	19,263	18,500	6,678	162.05%	17,500
Croquet Fees	576	900	768	10.68%	850
Flag Football	-	4,000	-	100%	3,800
Pickleball	-	-	-	100%	10,725
Community Education	561,031	550,000	456,206	20.56%	550,000
Intramurals	930	2,750	615	0.00%	13,300
<b>TOTAL REVENUES</b>	<b>\$ 666,041</b>	<b>683,670</b>	<b>540,986</b>	<b>30.02%</b>	<b>703,375</b>

## RECREATION REVENUES

\$ THOUSANDS



## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

<b><u>Basketball Fees and Sponsors</u></b>	<b><u>\$65,000</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>\$30,400</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>\$11,800</u></b>
Revenues generated through leagues, lessons, and tournaments.	
<b><u>Sports Camps</u></b>	<b><u>\$17,500</u></b>
Revenues are generated through Sports Camps range \$55 to \$75 depending on the sport.	
<b><u>Croquet</u></b>	<b><u>\$ 850</u></b>
Revenue generated through lessons, leagues, and tournaments, as well as court rentals.	
<b><u>Flag Football</u></b>	<b><u>\$ 3,800</u></b>
This category includes adult flag football teams at a fee of \$500 per team.	
<b><u>Pickleball</u></b>	<b><u>\$10,725</u></b>
Revenues generated through leagues, lessons, and tournaments.	
<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>\$13,300</u></b>
Revenue for this account comes from after school activities with Germantown Municipal School District.	

## GEMANTOWN ATHLETIC CLUB REVENUE PROJECTIONS

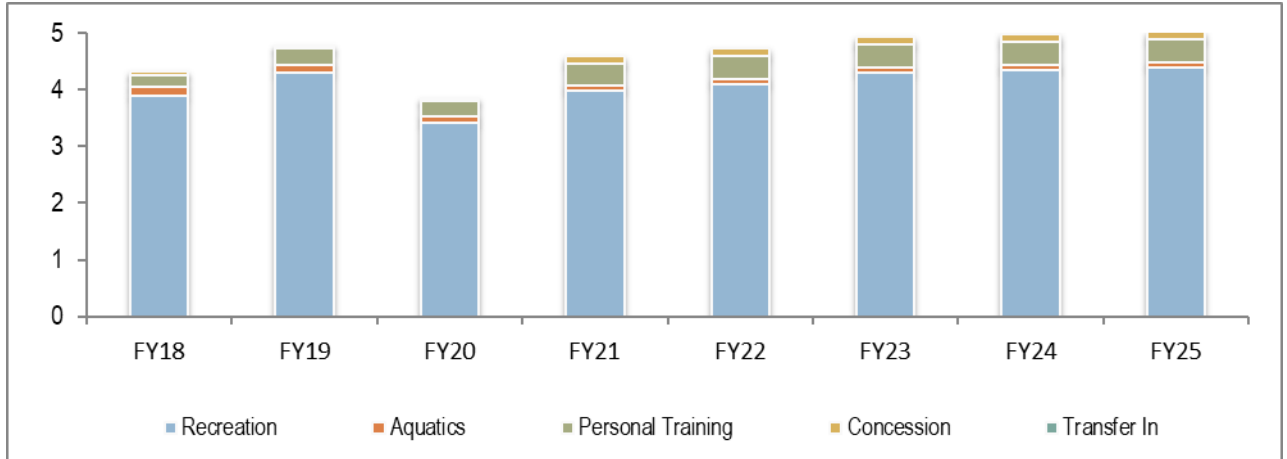
This section presents the projected Germantown Athletic Club Fund revenues for FY21. The graph of revenue components and projected trends through FY25 is presented on the next page.

	Actual FY19	Budget FY20	Estimated FY20	% Chg.	Budget FY21
Membership Fees	\$ 3,909,605	3,820,000	3,207,738	12.23%	3,600,000
Membership Application Fee	63,686	75,000	41,546	8.31%	45,000
Daily Fees	9,730	7,500	4,540	10.13%	5,000
Classes - Club Programs	126,750	112,320	40,541	140.72%	97,591
Classes - Contract Programs	11,586	18,093	925	1337.84%	13,300
Concessions - Recreation	57,876	90,600	57,540	122.45%	128,000
Rent - Taxable Recreation	125	-	-	-	-
Rent - Nontaxable Business	79,222	79,222	79,222	0.00%	79,222
Rent - Nontaxable Recreation	1,822	1,500	1,300	-23.08%	1,000
Non-Member Surcharge	(30)	-	161	-100.00%	-
Other Revenues	386	100	15	662293.33%	99,359
Nursery	-	-	(7)	-242.86%	10
Swim Team	18,168	18,168	15,210	19.45%	18,168
Swimming Lessons	94,093	80,000	64,361	-22.31%	50,000
Swim Meet Fees	3,750	3,750	7,500	-50.00%	3,750
Aquatics Rental	32,748	32,250	19,224	-42.78%	11,000
Personal Trainer	288,878	325,000	262,050	48.83%	390,000
Pro Shop	9,488	17,500	6,406	102.93%	13,000
OPERATING REVENUES	<u>\$ 4,707,883</u>	<u>4,681,003</u>	<u>3,808,272</u>	<u>19.59%</u>	<u>4,554,400</u>
Investment Income	\$ 84,928	35,000	45,903	-12.86%	40,000
Credit Card Over/Short	(5)	-	153	-100.00%	-
NONOPERATING REVENUES	<u>\$ 84,923</u>	<u>\$ 35,000</u>	<u>\$ 46,056</u>	<u>-13.15%</u>	<u>\$ 40,000</u>

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### GERMANTOWN ATHLETIC CLUB OPERATING REVENUES

\$ MILLIONS



**Membership Fees**

**\$3,600,000**

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**

**\$45,000**

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

**Daily Fees**

**\$ 5,000**

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

**Classes – Club Programs**

**\$97,591**

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

**Classes – Contract Programs**

**\$13,300**

Taekwondo, Ballroom dancing, summer camps, winter camps.

**Concessions - Recreation**

**\$128,000**

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

**Rent – Nontaxable Business**

**\$79,222**

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

**Rent – Nontaxable Recreation**

**\$1,000**

Income received for Parks and Rec outdoor pool and Senior Expo rentals.

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

<b><u>Swim Team</u></b>	<b><u>\$18,168</u></b>
Revenues generated from lane rentals to GST 501(c)3.	
<b><u>Swimming Lessons</u></b>	<b><u>\$50,000</u></b>
Includes charges for all regular and special swimming lessons.	
<b><u>Swim Meet Fees</u></b>	<b><u>\$3,750</u></b>
Revenues generated from hosting United States Swimming Meets and Memphis Swim Conference Meets.	
<b><u>Aquatics Rental</u></b>	<b><u>\$11,000</u></b>
Income generated from rentals of lanes and open swim for the indoor and outdoor pools.	
<b><u>Personal Trainer</u></b>	<b><u>\$390,000</u></b>
Revenue generated from 1099 personal trainers to service members with personalized training sessions.	
<b><u>Pro Shop</u></b>	<b><u>\$13,000</u></b>
Revenues from the sale of Germantown Athletic Club merchandise.	
<b><u>Investment Income</u></b>	<b><u>\$40,000</u></b>
Interest earned on available cash from investments in the State of Tennessee LGIP account.	

## GREAT HALL REVENUE PROJECTIONS

	Actual FY19	Budget FY20	Estimated FY20	% Chg.	Budget FY21
Rent - Business	\$ 514,161	515,993	373,358	-19.14%	301,894
Other Revenues	148	300	-	-	-
Catering-Taxable	4,442	4,500	2,765	1.23%	2,799
Catering-Nontaxable	735	600	280	-10.36%	251
OPERATING REVENUES	\$ 519,486	521,393	376,403	-18.98%	304,944
Investment Income	\$ 13,530	4,000	9,135	-78.11%	2,000
NONOPERATING REVENUES	\$ 13,530	4,000	9,135	-78.11%	2,000

**Rent - Business**

**\$301,894**

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

**Catering -Taxable**

**\$2,799**

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

**Catering –Nontaxable**

**\$251**

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

## SOLID WASTE FUND REVENUE PROJECTIONS

	Actual FY19	Budget FY20	Estimated FY20	% Chg.	Budget FY21
Solid Waste Service Fees	\$ 4,912,371	4,955,677	4,902,100	0.9%	4,945,576
Forfeiture Discounts	35,955	40,000	38,500	3.9%	40,000
OPERATING REVENUES	\$ 4,948,326	4,995,677	4,940,600	0.9%	4,985,576
Investment Income	\$ 27,397	21,000	29,300	-31.7%	20,000
Grants	25,114	5,000	1,500	66.7%	2,500
Recycling Reimbursement	2,397	1,500	150	566.7%	1,000
NONOPERATING REVENUES	\$ 54,908	27,500	30,950	-24.1%	23,500

**Solid Waste Fees**

**\$4,945,576**

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**

**\$20,000**

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

**Grants**

**\$2,500**

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

**Recycling Reimbursement**

**\$1,000**

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

	Actual FY19	Budget FY20	Estimated FY20	% Chg.	Budget FY21
Stormwater Management Fee	\$ 1,019,222	1,012,300	1,025,555	0.09%	1,026,500
Stormwater Permits	9,050	6,900	6,800	1.47%	6,900
OPERATING REVENUES	\$ 1,028,272	1,019,200	1,032,355	0.10%	1,033,400
Investment Income	17,507	5,000	13,350	-62.55%	5,000
NONOPERATING REVENUES	\$ 17,507	5,000	13,350	-62.55%	5,000

**Stormwater Management Fee**

**\$1,026,500**

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 FY19	Budget FY20	Estimated FY20	% Chg.	Budget FY21
Contributions	\$ 3,689,241	3,886,337	4,200,714	23.54%	5,189,557
Fair Value Appreciation (Depreciation)	(1,408,098)	(1,500,000)	(7,326,728)	-72.70%	(2,000,000)
Realized Gain/Loss	1,986,942	3,500,000	3,644,948	0.00%	2,300,000
Interest and Dividends	814,194	750,000	(97,143)	-254.41%	150,000
TOTAL REVENUES	\$ 5,082,279	6,636,337	421,791	1237.05%	5,639,557

### **Contributions**

**\$5,189,557**

The actual contributions each year are determined by actuarial data compiled by the Actuarial Services Group, Inc. The City budget contribution for FY21 is projected to be \$4,321,357. In addition, emergency services personnel contribute a determined percent of their salary. The employee contributions are determined by a payroll calculation. Employee contributions for FY21 are estimated to total \$868,200.

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

**(\$2,000,000)**

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

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

**\$2,300,000**

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**

**\$150,000**

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 FY19	Budget FY20	Estimated FY20	% Chg.	Budget FY21
Contributions	\$ 5,116,188	5,664,000	5,230,490	12.46%	5,882,000
TOTAL REVENUES	\$ 5,116,188	5,664,000	5,230,490	12.46%	5,882,000

**Contributions**

**\$5,882,000**

**Health Insurance Transfer** – effective January 1, 1993, employees began funding medical benefits, based on family size. The City’s contribution is \$10,870 per employee and subscriber for FY21 with a total contribution of \$4,665,292 approximately 83% of medical costs. Recipients of the City’s health benefits account for approximately 17% of the estimated contributions for FY21, \$944,108.

**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 FY21, the City will contribute \$133 per employee with a total contribution of \$57,211 approximately 21%. Recipients of the City’s dental benefits fund approximately 79% of the estimated dental contributions for FY21 \$215,389.

## OPEB FUND REVENUE PROJECTIONS

	Actual FY19	Budget FY20	Estimated FY20	% Chg.	Budget FY21
Contributions	\$ 1,025,325	1,333,593	1,393,593	-2.15%	1,363,593
Fair Value Appreciation	(95,659)	(150,000)	(502,285)	-123.89%	120,000
Realized Gain/Loss	196,257	255,000	79,778	0.00%	250,000
Interest and Dividends	83,128	75,000	90,000	-11.11%	80,000
<b>TOTAL REVENUES</b>	<b>\$ 1,209,051</b>	<b>1,513,593</b>	<b>1,061,086</b>	<b>70.92%</b>	<b>1,813,593</b>

### **Contributions**

**\$1,363,593**

Starting in FY09, the City began funding Other Post-employment Benefits (OPEB). This represents the City's Actuarial Determined Contribution (ADC) for the required contribution. This 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)**

**\$120,000**

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**

**\$250,000**

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

### **Interest and Dividends**

**\$80,000**

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 FY19	Budget FY20	Estimated FY20	% Chg.	Budget FY21
Contributions	\$ 627,580	833,600	898,686	11.65%	1,003,400
Fair Value Appreciation (Depreciation)	(11,185)	25,000	(110,205)	-109.07%	10,000
Realized Gain/Loss	40,623	20,000	(59,252)	0.00%	20,000
Interest and Dividends	29,955	20,000	39,000	-48.72%	20,000
TOTAL REVENUES	\$ 686,973	898,600	768,229	37.12%	1,053,400

### **Contributions**

**\$1,003,400**

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)**

**\$10,000**

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 FY21 projections herein are based on a 5% rate of return.



## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

NOTE 1 from June 30, 2019 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 position 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 are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include 1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

## 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 funds are as followed:

**Major Governmental Funds:** General Fund, General Purpose School Fund, Municipal Schools Projects Funds  
**Major Proprietary Funds:** Utility Fund, Athletic Club Fund

Detailed descriptions of these funds are presented below.

#### *1. 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, E-Citation 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, Drainage Fund, and Municipal School Fund. In addition, the Board of Education maintains the School Capital Projects Fund.

#### *2. 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

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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:

**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.

### 3. *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



## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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.

### *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 investments measured using the Net Asset Value ("NAV") per share which have no readily determinable fair value and have been determined using amortized cost with approximates fair value. 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. Restricted investments for governmental activities consist of assets held in an irrevocable trust for future TCRS pension benefits.

#### *2. Receivables*

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

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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 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, 2019. 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 consist of expendable supplies held for consumption and are valued at cost.

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.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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
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 government-wide 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.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**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.

**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 and Other Post Employment Benefits*

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 benefit 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.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### 12. Fair Value Measurements

Fair value represents the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants. Assets and liabilities recorded at fair value in the statements of net position are categorized based on the level of judgement associated with the inputs used to measure their value. The three categories of level inputs are as follows: Level 1 inputs include unadjusted quoted prices in active markets for identical assets or liabilities accessible at the measurement date; Level 2 inputs include quoted prices for similar assets or liabilities; quoted prices for identical or similar assets or liabilities 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. 82, *Certain Asset Retirement Obligations* which requires accounting and financial reporting for certain asset retirement obligations (ARO). An ARO is a legally enforceable liability associated with the retirement of a tangible capital asset. As of June 30, 2019, the City of Germantown has not identified asset retirement obligations that have been incurred.

GASB Statement No. 84, *Fiduciary Activities* was issued to improve guidance regarding the identification of fiduciary activities for accounting and financial reporting purposes and how these activities should be reported. The requirements of GASB Statement No. 84 are effective for the fiscal year 2020. The City of Germantown is currently evaluating the impact of GASB Statement No. 84 may have on its financial statements.

GASB Statement No. 89, *Accounting for Interest Cost Incurred before the End of the Construction Period*, was issued to enhance the relevance and comparability of information about capital assets and the costs of borrowing for a period and to simplify accounting for interest cost incurred before the end of a construction period. The requirements are effective for fiscal periods beginning after December 15, 2019, with early implementation encouraged. The City of Germantown implemented the new standard as of June 30, 2019.

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

## GLOSSARY OF TERMS

Situs	The allocation formula of State shared revenue based on the population of each local municipality as a percent of the State population.
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 27 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
- FIRE CODE OF APPEALS

