

# 2022 BUDGET



Photo by Mark Hamilton

**City of  
Germantown  
Tennessee**



**CITY OF GERMANTOWN**

**FISCAL YEAR 2022**

**BUDGET**

**July 1, 2021 – June 30, 2022**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Germantown  
Tennessee**

For the Fiscal Year Beginning

**July 1, 2020**

*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, 2020.

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 FY22 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 FY22 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 FY22 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, Stormwater, Great Hall & Conference Center, and Recreation. (Complete listing of 2022 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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## Key Links

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Germantown Forward 2030 Strategic Plan  
<https://www.germantown-tn.gov/live/about-the-city/germantown-forward-2030>

Germantown Forward Community Dashboard  
<http://germantown.clearpointstrategy.com/>

2020 Comprehensive Annual Financial Report  
<https://www.germantown-tn.gov/home/showpublisheddocument/25902/637463296225330000>

Germantown Boards and Commissions  
<https://www.germantown-tn.gov/government/city-boards-commissions>

2022 Resolution on Revenues  
<https://www.germantown-tn.gov/home/showpublisheddocument/26579/637623722122000000>





May 2021

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

Presented for your consideration is the FY22 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 12 months.

Our role as elected officials and that of City staff is to utilize the resources that the taxpayers of Germantown have entrusted to us. It is also our role to improve our City product and service delivery to our citizens while at the same time reducing costs. The FY22 budget accomplishes these two directives and continues to ensure a financially sustainable future for the next generation of Germantown residents.

The FY22 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 economic uncertainty. 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.

Of considerable note in the FY22 budget is the City's continued investment and support of public education in Germantown. Evidenced by the Board of Mayor and Aldermen's commitment to provide capital assets and funding for the Houston Middle School expansion at \$5.0 million. In addition, a new sprinkler system to the Houston Middle School addition project, an upgrade to the existing entrance at Houston Middle School and renovation and expansion to the Houston High School Field House are included in the FY22 budget, totaling \$1,076,310. Your Board, along with City staff, have a strong relationship with our partners at Germantown Municipal School District, allowing us to work together to deliver value and excellence in public education.

A handwritten signature in black ink that reads "Mike Palazzolo".

Mike Palazzolo, Mayor







May 2021

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

This letter transmits the budget for the fiscal year beginning July 1, 2021. 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 2022 BUDGET

Germantown's FY22 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 Germantown Forward 2030 strategy plan. The FY22 budget totals \$198 million for all funds, with the City's general fund totaling \$60.5 million.

This is a reappraisal year in Shelby County and the Tennessee certified tax rate process is designed to ensure "truth in taxation" following a county-wide reappraisal. The process ensures the amount of total property taxes collected for a city to remain the same after a reappraisal even if the combined value of all property in the city rose or fell following the reappraisal. Germantown's current tax rate is \$1.678 per \$100.00 of assessed valuation.

#### GERMANTOWN ECONOMY AND FINANCIAL OUTLOOK

Over the past twelve months the City of Germantown has successfully managed through the financial crisis caused by the COVID-19 pandemic. However, the crisis is far from over as we face the real possibility of a fourth COVID surge brought on by the U.K. variant which is 50% more contagious than the original Wuhan strain of COVID-19. While we are hopeful that the public health concerns from the pandemic will improve, the current hesitancy among people to get vaccinated despite an ample supply of multiple vaccines and the race against the variant will continue to have a serious impact on our budget and will require a disciplined and coordinated approach. In FY22 this will include the following:

- 1.) Continue to monitor city finances within the context of volatile markets and fluctuating revenues such as the rising costs of commodities, economic contractions within our key industries and the fiscal impact on local city revenues (sales tax, occupancy tax and the commercial vacancy rate). We need to interpret these warnings signs early in relation to their impact on our government operations.
- 2.) Clearly understand the various strategies to stimulate the economy and direct resources to local governments currently under consideration at the federal level. We will advocate for speed, flexibility and accountability.
- 3.) We understand that the City's financial security requires that we adhere to strict guidelines and the principles of sound financial management. We must measure every retrenchment decision against the benchmarks of our financial policies to ensure the city maintains the triple A bond rating and that core services are maintained.
- 4.) We will continue to make priority allocations based on the strategic objectives in the Germantown Forward 2030 Strategic Plan and on community priorities such as importance and satisfaction levels.
- 5.) It is important over the next twelve months that Germantown elected officials and City staff, continue to be strong advocates for our community and our customers, the residents, who choose to call Germantown home. We can accomplish this by making decisions based on facts and data, instill a strong sense of safety and security, providing outstanding customers services and ensuring that our voices are heard in Nashville and Washington D.C.



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Germantown, TN 38138-2815  
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Germantown-TN.gov

## 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 FY22 budget priorities.

With a focus on the priorities set forth in the 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 126 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, budget and financial services 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 ensures financial health and stability of the City while preserving current service levels for its citizens.

- Economic Outlook. The City's elastic tax base has performed better than anticipated with exception of occupancy tax and interest income during FY21. We anticipate this trend to continue into FY22; however, we are closely watching the economic impact with another COVID surge and the rate of vaccinations.
- Reappraisal. 2021 is the reappraisal year in Shelby County. Overall assessed values in Germantown increased by 20%. With the strong probability that our residents will appeal their appraisal, we have built into our new certified tax a buffer to account for this.
- Current Reserves. The City plans to spend reserves for capital improvement projects and still maintain an adequate fund balance per our financial policies. FY22 reserve spending is projected to be \$7.4 million with most of the costs attributed to drainage, parks and road improvements.
- State Revenue Sharing. All pending legislation is reviewed during the budget process to determine its impact on the City's budget.
- Employee benefits. A planned 3% merit adjustment and step increases for Police and Fire are included in the FY22 budget.
- Grant funding. With updated information regarding the American Rescue Act funding, the budget for FY22 includes almost half of the grant funding which will go toward drainage and utilities.

#### 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.

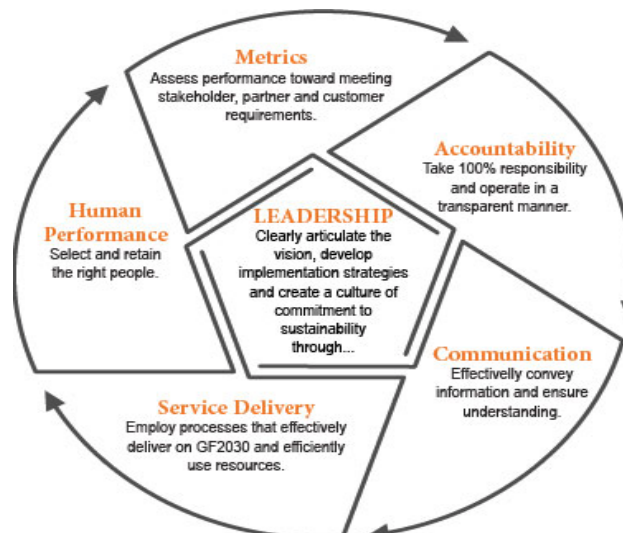
The year-long planning process engaged residents in a dialogue about challenges and opportunities, community values and ensuring a sustainable future for the City. The process also provided an opportunity for the wisdom and expertise of Germantown residents to devise innovative solutions to address the 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 are 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 FY22 has a property tax rate of \$1.678. Property taxes generated in Germantown comprise about 58% of overall General Fund operating revenues.

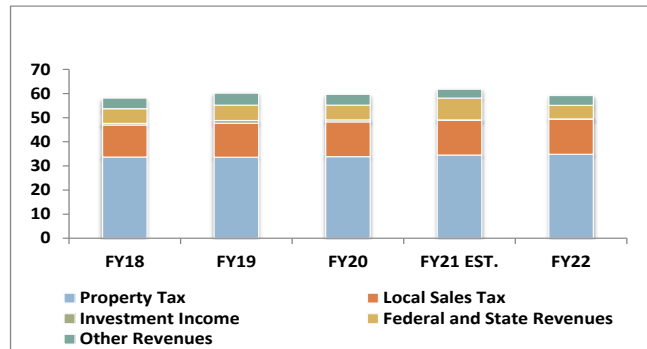
Germantown currently has multiple projects that will result in additional square footage compared to FY21 in mixed use, retail shops, restaurants, hotel rooms, and class-A office space. In addition, 167 new single-family homes, with a total value of more than \$20 million, are being developed with many already under construction.

**GENERAL FUND**

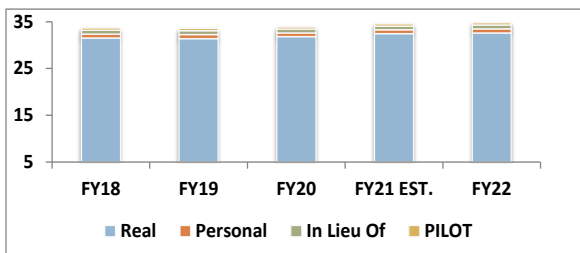
**REVENUES:**

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. FY22 general fund revenues are budgeted to decrease by 4% from FY21 estimate. The property tax rate is \$1.678 per \$100 assessed value in FY22.

\$ MILLIONS



\$ MILLIONS



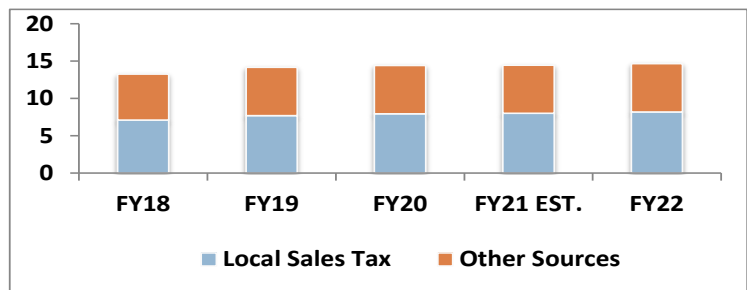
**PROPERTY TAXES**

The property tax rate for the City of Germantown is \$1.678 per \$100 of assessed valuation. In the FY22 budget, real, personal, in-lieu-of-property taxes and PILOT are projected to generate approximately \$34.8 million, 58% of the total revenue budget for the City.

**LOCAL SALES TAXES**

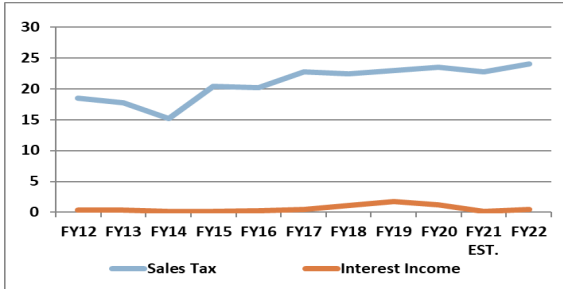
Local sales tax collections contribute 24% of the total revenue for the operations of the City. This category includes the local sales tax, the wholesale beer tax, the wholesale liquor tax, gross receipts business taxes and hotel/motel occupancy tax. The FY22 Budget anticipates \$14.7 million in local sales tax revenue. The FY22 local sales taxes are budgeted to increase by 2% over FY21 estimate.

\$ MILLIONS



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

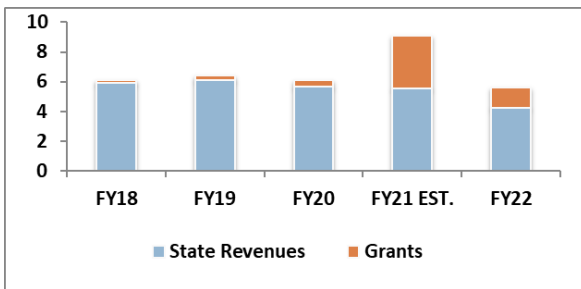
PERCENT



**INTEREST INCOME**

Interest on the City's investments contributes less than 1% of total revenues for the City of Germantown. The FY22 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.

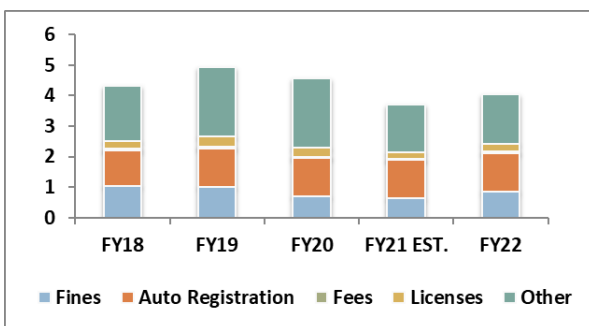
\$ MILLIONS



**STATE REVENUES AND GRANTS**

State shared revenues and state and federal grants make up 9% of the total fund sources for the City. This area includes state allocations for income tax, sales tax, beer tax, liquor tax, and City street and transportation tax allocation. In Germantown, state shared revenues are projected to be \$5.2 million in FY22. 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 phase out of the Hall Tax that will be completed by FY22. The increase in grants for FY22 reflects the dollars received from the State due to Covid-19.

\$ MILLIONS



**OTHER LOCAL REVENUE SOURCES**

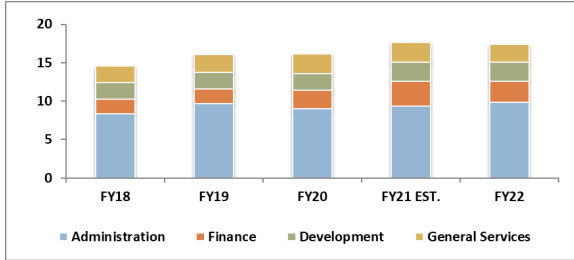
Other local revenue sources generate approximately 7% of the overall revenue for the City. This category includes automobile registration fees, local cable franchise fees, city court fees and an assortment of other smaller fees collected by municipalities. Licenses and fees are a fairly stable source of revenue for the City. Revenues are budgeted at \$4.1 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 2022 and an overview of the Financial Policies as adopted by the Board of Mayor and Aldermen are provided following this section.)

\$ MILLIONS



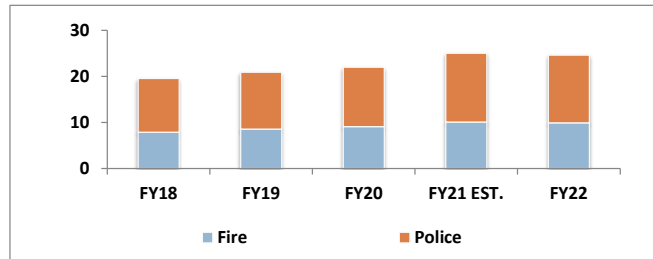
**GENERAL GOVERNMENT EXPENDITURES**

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. FY22 expenditures for these functions are budgeted to decrease by \$314,700 or 2% under the FY21 estimate. This decrease can be attributed to a decrease in personnel related expenditures.

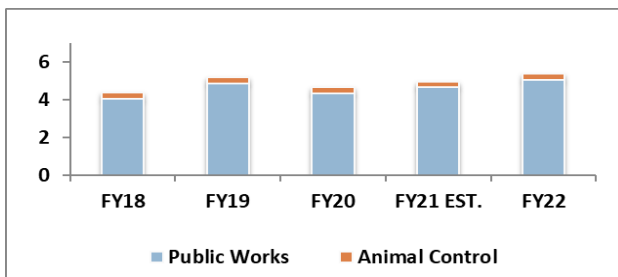
**PUBLIC SAFETY EXPENDITURES**

Total expenditures for Police and Fire Departments are budgeted to decrease by approximately \$411,200 or 2% under the FY21 estimate. FY22 shows a decrease from FY21 estimate due to personnel related expenditures.

\$ MILLIONS



\$ MILLIONS

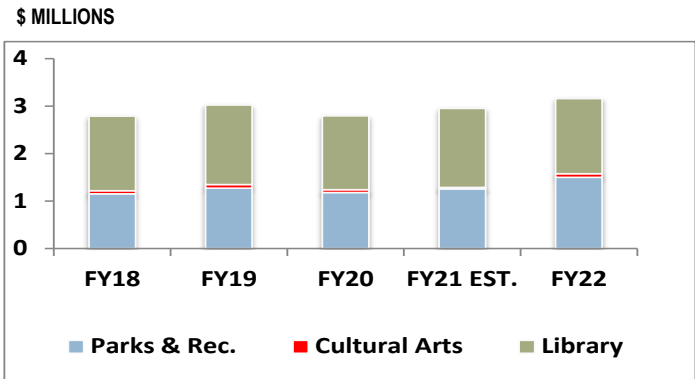


**TRANSPORTATION AND ENVIRONMENT EXPENDITURES**

The category includes the Department of Public Works and Animal Control. Total FY22 expenditures for this category are budgeted to increase by \$342,400 or 7% over the FY21 estimate. FY22 shows an increase over FY21 estimate due to infrastructure replacement of maintenance equipment and other assets.

**COMMUNITY SERVICES EXPENDITURES**

The category includes the Parks and Recreation Department, Library Services and Cultural Arts. The FY22 expenditures are budgeted to increase by \$207,800 or 7% over the FY21 estimate. This increase can be attributed to an increase in utilities and personnel related expenditures.





**SUMMARY OF FY22 APPROVED EXPENDITURE HIGHLIGHTS**

**TOTAL BUDGET - GENERAL FUND**

(in thousands)

	Original Budget FY21	Estimated FY21	Budget FY22	Variance - Est. FY21 Budget FY22	% Variance Estimated FY21	% Variance Budget FY22
Operating Budget*	\$ 58,212	62,552	60,505	(2,046)	-3.3%	-3.4%
Capital	-	-	-	-	0.0%	0.0%
<b>Total</b>	<b>\$ 58,212</b>	<b>62,552</b>	<b>60,505</b>	<b>(2,046)</b>	<b>-3.3%</b>	<b>-3.4%</b>

**TOTAL BUDGET - ALL FUNDS**

(in thousands)

	Original Budget FY21	Estimated FY21	Budget FY22	Variance - Est. FY21 Budget FY22	% Variance Estimated FY21	% Variance Budget FY22
Operating Budget*	\$ 152,320	158,083	168,058	9,975	6.3%	5.9%
Capital	5,644	8,657	30,135	21,478	248.1%	71.3%
<b>Total</b>	<b>\$ 157,964</b>	<b>166,740</b>	<b>198,193</b>	<b>31,453</b>	<b>18.9%</b>	<b>15.9%</b>

<b>BY PROGRAM:</b>	Increase (in thousands)	Percent of Total	Percent Inc. to Estimate
Community Services	\$ 208	0.7%	7.0%
General Debt Service	284	0.9%	5.9%
General Government	(315)	-1.0%	-1.8%
Transportation & Environment	342	1.1%	6.9%
Athletic Club	619	2.0%	16.6%
Great Hall	8	0.0%	1.6%
Contingencies	-	0.0%	0.0%
Other Programs	26,487	84.2%	29.3%
Public Safety	(411)	-1.3%	-1.6%
Sanitation	515	1.6%	10.6%
Stormwater	1,662	5.3%	147.6%
Utilities	2,053	6.5%	19.2%
<b>TOTAL</b>	<b>\$ 31,453</b>	<b>100.0%</b>	<b>18.9%</b>

<b>BY CATEGORY:</b>	Increase (in thousands)	Percent of Total	Percent Inc. to Estimate
Personnel	\$ (1,103)	-3.5%	-1.2%
Debt Service	373	1.2%	7.7%
Contingencies	-	0.0%	0.0%
Communications	81	0.3%	10.6%
Rents	(171)	-0.5%	-26.9%
Contract Services	17,725	56.4%	248.7%
Professional Fees	(1,956)	-6.2%	-18.5%
Supplies	(973)	-3.1%	-14.2%
Capital Outlay/Infrastructure/CIP	19,189	61.0%	117.8%
All Other Categories	(1,712)	-5.4%	-6.2%
<b>TOTAL</b>	<b>\$ 31,453</b>	<b>100.0%</b>	<b>18.9%</b>

\* Includes Capital Outlay and Infrastructure.

**RESERVES:**

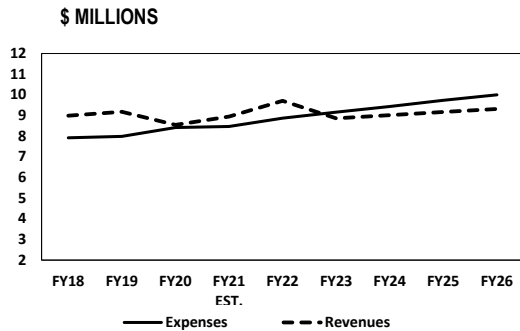
While the entire subsequent year's balance sheets are not presented in this document, the most critical aspect of the City's balance sheets – fund balance – is presented in the budget projection summaries in the following section. General Fund fund balance as of June 30, 2020 totaled \$42.9 million. 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:**

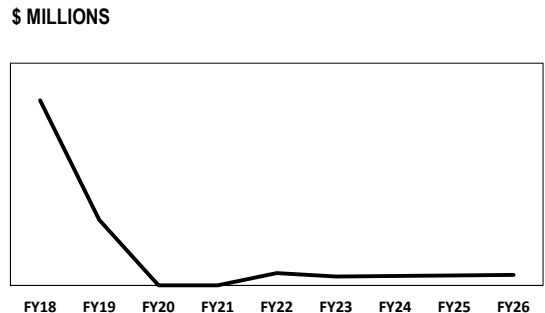
**UTILITY FUND  
 REVENUES OVER EXPENSES**



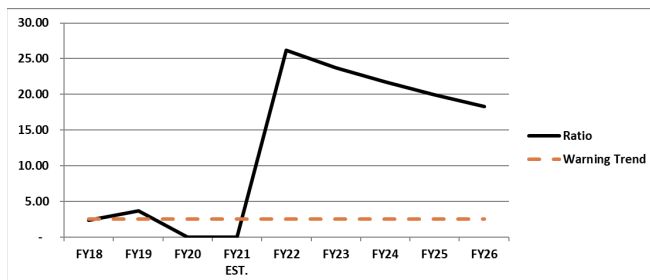
The chart on the left graphically illustrates the revenue and expense trends over a 9-year planning period. Utility revenues and expenses reflect the fluctuation common to a Utility Fund.

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.

**FY22 CAPITAL BUDGET**

The FY22 Capital Budget totals \$30,135,310. There is a \$7.351 million transfer to capital projects from the General Fund in FY22. Those projects incorporated in the CIP are consistent with the Board of Mayor and Aldermen’s Policy Agenda and funding priorities.

The FY22 CIP demonstrates a significant level of spending due mainly to the funding for Quint Fire Apparatus Replacement, Poplar Avenue Culverts Replacement – Phase V, Wolf River Boulevard/Germantown Road Intersection, Duntreath Ditch repair, Parkland Acquisition, Redbud Trails, and Houston Middle School Addition. 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*.

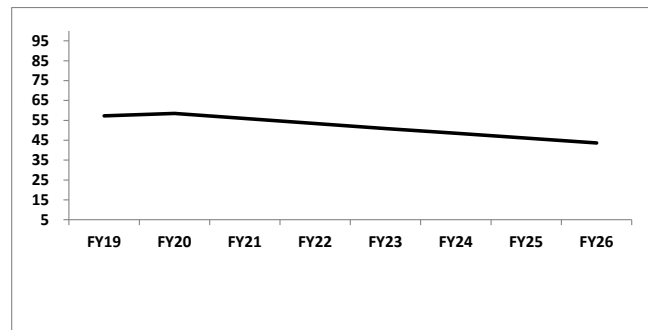
**DEBT ANALYSIS**

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 \$5 million G.O. bond is planned in FY22 for Houston Middle School Expansion and \$1.6 million for Duntreath Ditch repair.

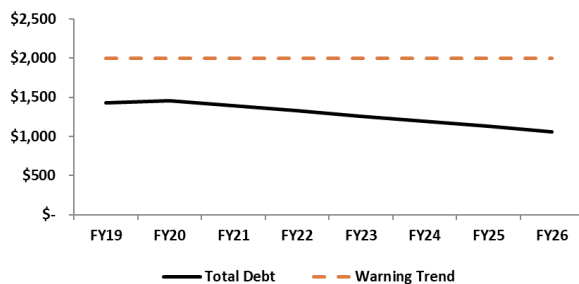
**OUTSTANDING G.O. DEBT**

\$ 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 FY22 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 FY22 Budget for the Solid Waste Fund reflects the costs of the first year of the five-year renewal collection contract with Waste Pro and landfill disposal, Quad County Environmental Solutions. The revenue side includes a rate increase that was implemented in FY17 for solid waste collection and disposal. The contract includes weekly collection of household trash with a choice of backdoor or curbside collection, weekly recyclables collection and weekly yard debris collection.

#### **STORMWATER MANAGEMENT FUND**

In the FY11 Budget a Stormwater Management Fund was created in response to a federal mandate for municipalities to manage stormwater runoff. This fund provides citizens with improved health and safety, protection of property value, maintenance of drainage and cleaner and safer streets. The revenue side includes a rate increase that is being implemented in FY22 for stormwater management. For more information regarding the stormwater rate increase, please see the following link: [https://www.youtube.com/watch?v=rhRYmZZxA\\_c&t=124s](https://www.youtube.com/watch?v=rhRYmZZxA_c&t=124s)

#### **SPECIAL THANKS:**

The FY22 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 FY22 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****2020 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.	\$ 17,515,560	1	1.06%
Methodist Hospitals of Memphis	16,876,640	2	1.02%
Campbell Clinic WR MOB LP	12,492,320	3	0.76%
Neshoba-Exter Real Estate Partners	11,442,880	4	0.69%
Whitney Bridges LLC	11,304,000	5	0.69%
HCP Germantown LLC	10,817,360	6	0.66%
PEBB Germantown LEB LLC	9,867,200	7	0.60%
Shops at Saddle Creek Inc	8,937,240	8	0.54%
G&I VIII Brook Chase LLC	8,831,680	9	0.54%
Crestwyn Health Group LLC	8,247,120	10	0.50%
Totals	<u>\$ 116,332,000</u>		<u>7.06%</u>

**2020 PRINCIPAL EMPLOYERS**

<u>Employer</u>	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total County Employment</u>
Methodist Le Bonheur Hospital - Germantown	1,986	1	0.40%
FedEx Logistics	800	2	0.16%
Germantown Municipal School District	639	3	0.13%
West Cancer Clinic	516	4	0.10%
City of Germantown	407	5	0.08%
Campbell Clinics	333	6	0.07%
Kroger	300	7	0.06%
Gastro One	292	8	0.06%
Stern Cardiovascular	284	9	0.06%
ThyssenKrupp Elevator Manufacturing, Inc.	262	10	0.05%

## **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 the 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

### 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	5,961

#### Water System:

Number of Consumers	14,004
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	6.601 million gallons
Peak Day Pumpage	13.882 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	13,904
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 \$.78 per 1,000 gallons (\$5.07 minimum and \$40.58 maximum)

#### CONTACT INFORMATION

For further information, please contact:

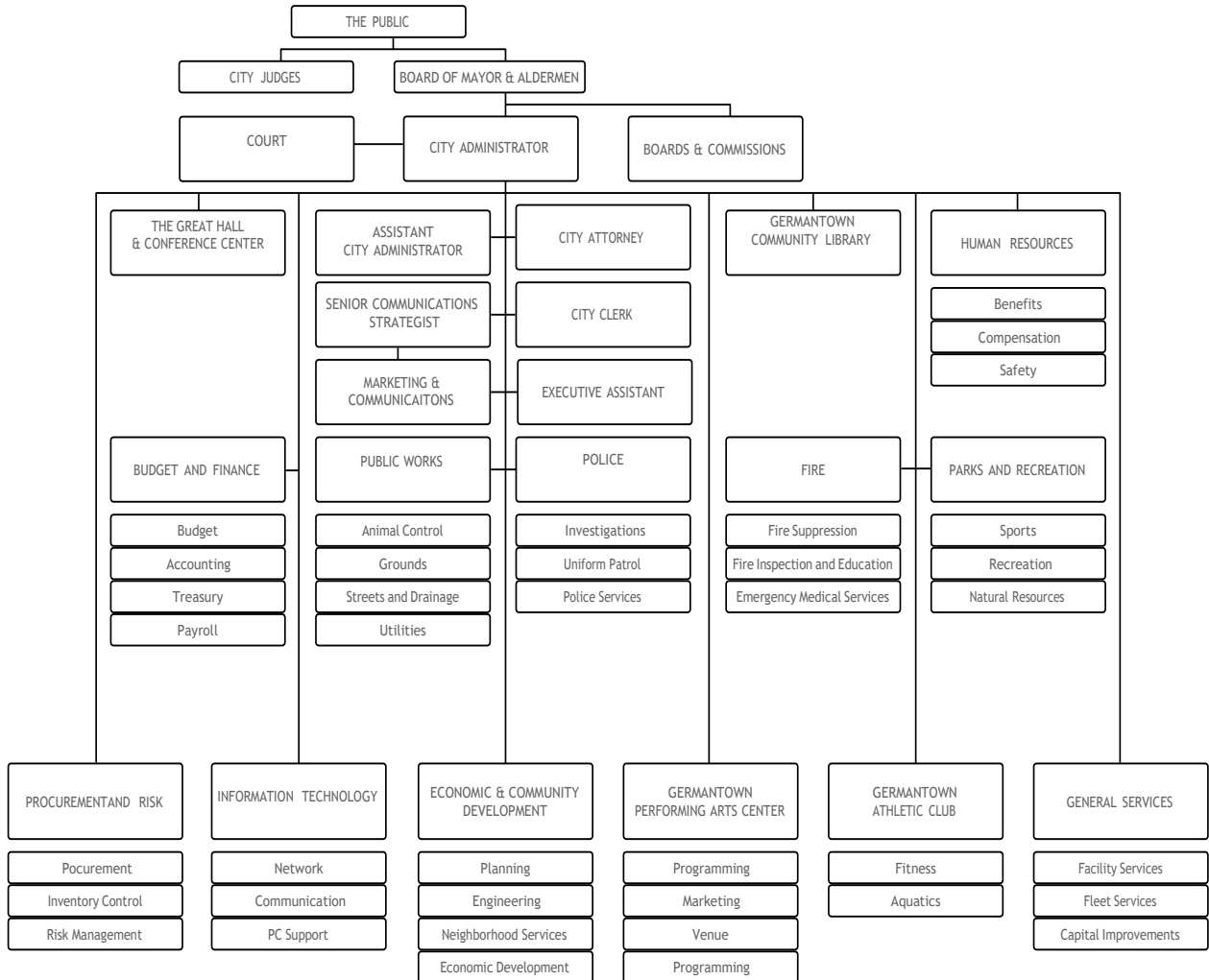
City of Germantown  
1930 South Germantown Road  
Germantown, Tennessee 38138  
901-757-7200

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



# CITY OF GERMANTOWN, TENNESSEE

## Organization Chart



**LIST OF CITY OFFICIALS**

**CITY OF GERMANTOWN  
CITY OFFICIALS**

**MAYOR**

Honorable Mike Palazzolo (2022\*)



**ALDERMEN**

Mary Anne Gibson (Vice Mayor – 2022\*)

Jon McCreery (2024\*)



Brian Ueleke (2024\*)



Sherrie Hicks (2024\*)



Scott A. Sanders (2022\*)



**CITY ADMINISTRATOR**

Patrick J. Lawton

**CITY ATTORNEY**

John R. McCarroll III

**CITY JUDGES**

Bob Brannon  
Raymond S. Clift

**EXECUTIVES**

Assistant City Administrator.....	Jason Huisman
Economic and Community Development Director.....	Cameron Ross
Engineering Director.....	Andy Sanders
Fire Chief.....	John M. Selberg
Police Chief.....	Richard Hall
General Services Director.....	Reynold Douglas
Germantown Performing Arts Center Director .....	Paul Chandler
Human Resources Director.....	Ola Terrell-Jordan
Budget and Financial Services Director.....	Adrienne Royals
Procurement and Risk 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
Senior Budget and Performance Analyst .....	De’Kisha Fondon
Budget and Performance Analyst.....	Brittney Jenkins
Capital Improvements Projects Manager.....	Emily Rozar

\*(Date elected term expires)

# City of Germantown Core Values

**Excellence. Every day.**



**Core Values**

## ORDINANCE 2021 - 1

**AN ORDINANCE OF THE CITY OF GERMANTOWN, TENNESSEE, ADOPTING THE ANNUAL BUDGET AND TAX RATE FOR THE FISCAL YEAR BEGINNING JULY 1, 2021 THROUGH JUNE 30, 2022**

- 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 2022 which is hereby tentatively approved on first reading. The BMA hereby schedules June 14, 2021 as the public hearing date to consider the annual budget on second reading and has placed the entire annual budget on the City's website for public inspection at any time. The City shall publish a copy of this budget ordinance with a summary of the annual budget together with the notice of the public hearing date of June 14, 2021 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 2022, 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 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
Property Taxes	\$ 33,846,554	\$ 34,524,800	\$ 34,780,000
Sales Taxes	14,425,452	14,435,034	14,655,000
Federal and State Revenues	6,130,105	9,064,107	5,163,657
Other Revenues	4,487,948	3,698,128	4,052,459
Investment Income	779,500	85,000	280,000
<b>Other Financing Sources:</b>			
Issuance of Debt / Debt Proceeds			
Sale of Capital Assets			
Transfers In	1,710,305	1,492,068	1,510,237
Funds from Prior Periods	-	450,000	450,000
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 61,379,864</b>	<b>\$ 63,749,137</b>	<b>\$ 60,891,353</b>
<b>Appropriations:</b>			
Aldermen	\$ 198,839	\$ 207,625	\$ 176,819
Civic Support	1,776,791	1,314,914	1,451,638
City Court	793,478	870,621	872,669
Administration	1,741,077	1,921,708	1,881,646
Germantown Performing Arts Center	1,526,637	1,527,952	1,637,453
Information Technology	2,323,175	2,817,153	3,105,907
Human Resources	664,928	695,413	698,913
Finance	1,344,798	1,535,268	1,644,699
Procurement	731,473	790,927	752,077
Community Development	2,187,561	2,515,511	2,486,283
General Services	2,582,793	2,574,046	2,297,996
Budget & Performance	300,207	909,845	360,173
Police	12,911,418	14,956,065	14,695,197
Fire	9,088,015	10,076,275	9,925,921
Public Services	4,339,319	4,639,655	4,942,263
Animal Control	309,274	325,286	365,066
Parks & Recreation	1,180,718	1,258,026	1,498,809
Genealogy Center	133,445	76,345	65,386
Library Services	1,420,170	1,584,624	1,517,999
Cultural Arts Programs	56,982	33,000	77,575
General Debt Service	5,143,621	4,841,896	5,126,379
<b>Other Financing Uses:</b>			
Transfers Out	4,782,297	6,979,581	4,824,564
Contingencies	-	100,000	100,000
<b>Total Appropriations</b>	<b>\$ 55,537,016</b>	<b>\$ 62,551,736</b>	<b>\$ 60,505,432</b>
Change in Fund Balance (Revenues - Appropriations)	5,842,848	1,197,401	385,921
Transfer to Capital Projects/CIP Reserve	(5,900,000)	(3,276,043)	(7,351,310)
Beginning Fund Balance July 1	42,990,362	42,483,210	39,954,568
Ending Fund Balance June 30	<b>\$ 42,933,210</b>	<b>\$ 40,404,568</b>	<b>\$ 32,989,179</b>
Ending Fund Balance as a % of Total Appropriations	77%	65%	55%

<b>UTILITY FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Operating Revenues:</b>			
Metered Water Sales	\$ 5,003,274	\$ 5,225,000	\$ 5,100,000
Sewer Service Fees	3,152,096	3,200,000	3,140,000
Other Revenue	255,550	295,700	1,254,000
<b>Other Financing Sources:</b>			
Issuance of Debt/ Debt Proceeds	-	-	-
<b>Total Operating Revenues and Other Financing Sources</b>	<b>\$ 8,410,920</b>	<b>\$ 8,720,700</b>	<b>\$ 9,494,000</b>
<b>Operating Expenses:</b>			
Water	\$ 4,980,482	\$ 4,878,958	\$ 5,021,697
Sewer	2,018,929	2,006,637	2,054,801
Sewage Treatment	1,418,562	1,585,000	1,710,000
<b>Total Operating Expenses</b>	<b>\$ 8,417,973</b>	<b>\$ 8,470,595</b>	<b>\$ 8,786,498</b>
<b>Operating Income (Loss)</b>	<b>\$ (7,053)</b>	<b>\$ 250,105</b>	<b>\$ 707,502</b>
<b>Nonoperating Revenues (Expenses)</b>			
Revenue: Contributions from Developers	-	210,000	120,000
Investment Income	136,947	24,000	100,000
Gain/loss on disposal of assets	-	-	-
Expense: Utility Debt Service	-	-	(90,542)
<b>Total Nonoperating Revenue (Expenses)</b>	<b>\$ 136,947</b>	<b>\$ 234,000</b>	<b>\$ 129,458</b>
Change in Net Position	129,894	484,105	836,960
Beginning Net Position July 1	52,118,440	52,248,334	52,732,439
Ending Net Position June 30	<b>\$ 52,248,334</b>	<b>\$ 52,732,439</b>	<b>\$ 53,569,399</b>
Ending Net Position as a % of Total Appropriations	16%	16%	16%
Capital/IRP	\$ 3,062,586	\$ 2,217,860	\$ 3,864,000

<b>GERMANTOWN ATHLETIC CLUB</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Operating Revenues:</b>			
Membership Fees	\$ 3,224,087	\$ 2,637,882	\$ 3,257,302
Aquatics Revenues	95,383	63,326	111,006
Business Revenues	79,222	79,222	79,222
Personal Training Revenues	257,180	154,866	210,264
Other Revenues	107,956	111,963	191,156
<b>Total Operating Revenues</b>	<b>\$ 3,763,828</b>	<b>\$ 3,047,259</b>	<b>\$ 3,848,950</b>
<b>Operating Expenses:</b>			
Recreation	\$ 3,249,181	\$ 2,878,574	\$ 3,409,095
Aquatics	637,230	425,484	675,334
<b>Total Operating Expenses</b>	<b>\$ 3,886,411</b>	<b>\$ 3,304,058</b>	<b>\$ 4,084,429</b>
<b>Operating Income (Loss)</b>	<b>\$ (122,583)</b>	<b>\$ (256,799)</b>	<b>\$ (235,479)</b>
<b>Nonoperating Revenues (Expenses)</b>			
Revenue: Investment Income	43,939	4,948	10,000
Expense: Interest Payment	(5,040)	(1,656)	-
Expense: Contribution to other funds	(100,000)	-	-
<b>Total Nonoperating Revenue (Expenses)</b>	<b>\$ (61,101)</b>	<b>\$ 3,292</b>	<b>\$ 10,000</b>
Change in Net Position	(183,684)	(253,507)	(225,479)
Beginning Net Position July 1	17,697,764	17,514,080	17,260,573
Ending Net Position June 30	<b>\$ 17,514,080</b>	<b>\$ 17,260,573</b>	<b>\$ 17,035,094</b>
Ending Net Position as a % of Total Appropriations	22%	19%	24%
Capital/IRP	\$ 1,582,892	\$ 414,493	\$ 255,000

<b>GREAT HALL FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Operating Revenues:</b>			
Rent - Taxable Business	\$ 269,797	\$ 103,675	\$ 200,500
Rent - Nontaxable Business	105,552	41,325	84,500
Other Revenue	-	-	-
Catering Revenue	3,045	-	1,850
<b>Other Financing Sources:</b>			
Transfer In - General Fund	75,000	230,000	150,000
<b>Total Operating Revenues and Other Financing Sources</b>	<b>\$ 453,394</b>	<b>\$ 375,000</b>	<b>\$ 436,850</b>
<b>Operating Expenses:</b>			
Great Hall & Conference Center	\$ 488,597	\$ 490,058	\$ 540,805
<b>Total Operating Expenses</b>	<b>\$ 488,597</b>	<b>\$ 490,058</b>	<b>\$ 540,805</b>
<b>Operating Income (Loss)</b>	<b>\$ (35,203)</b>	<b>\$ (115,058)</b>	<b>\$ (103,955)</b>
<b>Nonoperating Revenues (Expenses)</b>			
Revenue: Investment Income	9,561	849	850
Expense: Interest Payment	(1,960)	(644)	-
<b>Total Nonoperating Revenue (Expenses)</b>	<b>\$ 7,601</b>	<b>\$ 205</b>	<b>\$ 850</b>
Change in Net Position	(27,602)	(114,853)	(103,105)
Beginning Net Position July 1	885,855	858,253	743,400
Ending Net Position June 30	<b>\$ 858,253</b>	<b>\$ 743,400</b>	<b>\$ 640,295</b>
Ending Net Position as a % of Total Appropriations	57%	66%	84%
Capital/IRP	\$ -	\$ 41,650	\$ -

<b>SOLID WASTE FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Operating Revenues:</b>			
Solid Waste Fees	\$ 4,909,470	\$ 4,920,000	\$ 4,957,549
Recycling Reimbursement	68	900	800
Other Revenues	36,589	32,300	35,000
<b>Total Operating Revenues</b>	<b>\$ 4,946,127</b>	<b>\$ 4,953,200</b>	<b>\$ 4,993,349</b>
<b>Operating Expenses:</b>			
Solid Waste	\$ 4,768,672	\$ 4,839,992	\$ 5,354,616
<b>Total Operating Expenses</b>	<b>\$ 4,768,672</b>	<b>\$ 4,839,992</b>	<b>\$ 5,354,616</b>
<b>Operating Income (Loss)</b>	<b>\$ 177,455</b>	<b>\$ 113,208</b>	<b>\$ (361,267)</b>
<b>Nonoperating Revenues (Expenses)</b>			
Revenue: Investment Income	22,318	4,900	4,500
<b>Total Nonoperating Revenue (Expenses)</b>	<b>22,318</b>	<b>4,900</b>	<b>4,500</b>
Change in Net Position	199,773	118,108	(356,767)
Beginning Net Position July 1	948,919	1,148,692	1,266,800
Ending Net Position June 30	<b>\$ 1,148,692</b>	<b>\$ 1,266,800</b>	<b>\$ 910,033</b>
Ending Net Position as a % of Total Appropriations	24%	26%	17%

<b>STORMWATER FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Operating Revenues:</b>			
Stormwater Management Fee	\$ 1,024,274	\$ 1,030,500	\$ 2,848,442
Stormwater Permits	8,050	6,000	6,900
<b>Total Operating Revenues</b>	<b>\$ 1,032,324</b>	<b>\$ 1,036,500</b>	<b>\$ 2,855,342</b>
<b>Operating Expenses:</b>			
Stormwater Management	\$ 1,008,355	\$ 1,012,323	\$ 1,708,614
<b>Total Operating Expenses</b>	<b>\$ 1,008,355</b>	<b>\$ 1,012,323</b>	<b>\$ 1,708,614</b>
<b>Operating Income (Loss)</b>	<b>\$ 23,969</b>	<b>\$ 24,177</b>	<b>\$ 1,146,728</b>
<b>Nonoperating Revenues (Expenses)</b>			
Revenue: Investment Income	12,899	2,300	5,000
<b>Total Nonoperating Revenue (Expenses)</b>	<b>\$ 12,899</b>	<b>\$ 2,300</b>	<b>\$ 5,000</b>
Change in Net Position	36,868	26,477	1,151,728
Beginning Net Position July 1	606,904	643,772	670,249
Ending Net Position June 30	<b>\$ 643,772</b>	<b>\$ 670,249</b>	<b>\$ 1,821,977</b>
Ending Net Position as a % of Total Appropriations	64%	66%	107%
Capital/IRP	\$ -	\$ 114,090	\$ 1,080,000

<b>STATE STREET AID FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
State Street Aid	\$ 1,425,915	\$ 1,408,000	\$ 1,410,000
Interest	10,453	2,000	2,500
<b>Other Financing Sources:</b>			
Transfer In - General Fund	1,250,000	3,250,000	500,000
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 2,686,368</b>	<b>\$ 4,660,000</b>	<b>\$ 1,912,500</b>
<b>Appropriations:</b>			
State Street Aid	\$ 2,284,303	\$ 2,660,000	\$ 2,785,000
<b>Total Appropriations</b>	<b>\$ 2,284,303</b>	<b>\$ 2,660,000</b>	<b>\$ 2,785,000</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 402,065	\$ 2,000,000	\$ (872,500)
Beginning Fund Balance July 1	687,733	1,089,798	3,089,798
Ending Fund Balance June 30	<b>\$ 1,089,798</b>	<b>\$ 3,089,798</b>	<b>\$ 2,217,298</b>
Ending Fund Balance as a % of Total Expenditures	48%	116%	80%



<b>DRUG FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
Drug Enforcement	\$ 212,006	\$ 300,000	\$ 300,000
<b>Total Revenues</b>	<b>\$ 212,006</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Appropriations:</b>			
Drug Asset Forfeiture	\$ 251,152	\$ 275,296	\$ 266,850
<b>Total Appropriations</b>	<b>\$ 251,152</b>	<b>\$ 275,296</b>	<b>\$ 266,850</b>
Change in Fund Balance (Revenues - Appropriations)	\$ (39,146)	\$ 24,704	\$ 33,150
Beginning Fund Balance July 1	406,970	367,824	392,528
Ending Fund Balance June 30	<b>\$ 367,824</b>	<b>\$ 392,528</b>	<b>\$ 425,678</b>
Ending Fund Balance as a % of Total Expenditures	146%	143%	160%

<b>PICKERING FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
Classes	\$ 24,979	\$ 6,000	\$ 33,250
Special Events	3,535	-	4,500
Rental	20,759	(1,575)	47,500
<b>Total Revenues</b>	<b>\$ 49,273</b>	<b>\$ 4,425</b>	<b>\$ 85,250</b>
<b>Appropriations:</b>			
Pickering Complex	\$ 69,279	\$ 46,013	\$ 81,898
<b>Total Appropriations</b>	<b>\$ 69,279</b>	<b>\$ 46,013</b>	<b>\$ 81,898</b>
Change in Fund Balance (Revenues - Appropriations)	\$ (20,006)	\$ (41,588)	\$ 3,352
Beginning Fund Balance July 1	351,786	331,780	290,192
Ending Fund Balance June 30	<b>\$ 331,780</b>	<b>\$ 290,192</b>	<b>\$ 293,544</b>
Ending Fund Balance as a % of Total Expenditures	479%	631%	358%

<b>RECREATION FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
Basketball Fees	\$ 68,045	\$ 4,000	\$ 68,520
Softball Fees	-	10,500	32,000
Sports Camps	12,318	10,001	18,500
Tennis Classes	9,014	11,800	11,800
Croquet	768	-	900
Flag Football	-	-	4,000
Pickleball	-	4,095	10,725
Community Education	456,206	276,000	550,000
Intramurals	615	-	-
<b>Total Revenues</b>	<b>\$ 546,966</b>	<b>\$ 316,396</b>	<b>\$ 696,445</b>
<b>Appropriations:</b>			
Recreation	\$ 527,773	\$ 488,706	\$ 758,531
<b>Total Appropriations</b>	<b>\$ 527,773</b>	<b>\$ 488,706</b>	<b>\$ 758,531</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 19,193	\$ (172,310)	\$ (62,086)
Beginning Fund Balance July 1	489,314	508,507	336,197
Ending Fund Balance June 30	<b>\$ 508,507</b>	<b>\$ 336,197</b>	<b>\$ 274,111</b>
Ending Fund Balance as a % of Total Expenditures	96%	69%	36%

<b>FEDERAL ASSET FORFEITURE FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
Forfeiture Revenue	\$ 83,477	\$ 40,000	\$ 55,500
<b>Total Revenues</b>	<b>\$ 83,477</b>	<b>\$ 40,000</b>	<b>\$ 55,500</b>
<b>Appropriations:</b>			
Federal Asset Forfeiture	\$ 11,143	\$ 20,000	\$ 55,500
<b>Total Appropriations</b>	<b>\$ 11,143</b>	<b>\$ 20,000</b>	<b>\$ 55,500</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 72,334	\$ 20,000	\$ -
Beginning Fund Balance July 1	17,331	89,665	109,665
Ending Fund Balance June 30	<b>\$ 89,665</b>	<b>\$ 109,665</b>	<b>\$ 109,665</b>
Ending Fund Balance as a % of Total Expenditures	805%	548%	198%

<b>AMBULANCE FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
Transport Fee	\$ 1,201,357	\$ 1,200,000	\$ 1,350,000
Non Transport Fee	3,454	-	-
Other Revenue	12,477	3,502	-
Grants	37,444	-	-
Interest	1,349	312	-
<b>Other Financing Sources:</b>			
Transfer In - General Fund	850,000	900,000	860,000
<b>Total Operating Revenues and Other Financing Sources</b>	<b>\$ 2,106,081</b>	<b>\$ 2,103,814</b>	<b>\$ 2,210,000</b>
<b>Appropriations:</b>			
Ambulance	\$ 1,998,740	\$ 2,092,615	\$ 2,251,540
<b>Total Appropriations</b>	<b>\$ 1,998,740</b>	<b>\$ 2,092,615</b>	<b>\$ 2,251,540</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 107,341	\$ 11,199	\$ (41,540)
Beginning Fund Balance July 1	338,949	446,290	457,489
Ending Fund Balance June 30	<b>\$ 446,290</b>	<b>\$ 457,489</b>	<b>\$ 415,949</b>
Ending Fund Balance as a % of Total Expenditures	22%	22%	18%

<b>GMSD FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
BEP	\$ 28,925,000	\$ 29,917,000	\$ 29,613,000
ADA	18,275,000	18,263,000	18,311,000
Federal Grants	2,959,000	5,239,000	-
Other Revenues	1,849,000	2,390,000	16,005,936
Charges for Services	1,008,000	1,380,000	201,000
County Commission	4,809,000	1,640,000	2,200,000
Liquor Tax	162,000	101,000	132,000
Sales Tax	7,242,000	7,636,000	7,723,000
<b>Other Financing Sources:</b>			
Transfer In - General Fund	2,507,297	2,549,581	3,082,064
<b>Total Operating Revenues and Other Financing Sources</b>	<b>\$ 67,736,297</b>	<b>\$ 69,115,581</b>	<b>\$ 77,268,000</b>
<b>Appropriations:</b>			
Germantown Municipal School District	\$ 65,186,000	\$ 67,883,000	\$ 77,268,000
<b>Total Appropriations</b>	<b>\$ 65,186,000</b>	<b>\$ 67,883,000</b>	<b>\$ 77,268,000</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 2,550,297	\$ 1,232,581	\$ -
Beginning Fund Balance July 1	21,330,150	23,880,447	25,113,028
Ending Fund Balance June 30	<b>23,880,447</b>	<b>25,113,028</b>	<b>25,113,028</b>
Ending Fund Balance as a % of Total Expenditures	37%	37%	33%

<b>FARM FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
Membership Fee	\$ 2,895	\$ 2,500	\$ 4,500
Donations	17,495	450	16,000
Vendor Income	2,132	1,500	3,000
Educational Fees	20	150	500
Grant	1,250	250	-
Rental Income	6,328	1,000	8,000
<b>Other Financing Sources:</b>			
Transfer In - General Fund	100,000	50,000	100,000
<b>Total Operating Revenues and Other Financing Sources</b>	<b>\$ 130,120</b>	<b>\$ 55,850</b>	<b>\$ 132,000</b>
<b>Appropriations:</b>			
The Farm	\$ 114,016	\$ 84,413	\$ 148,246
<b>Total Appropriations</b>	<b>\$ 114,016</b>	<b>\$ 84,413</b>	<b>\$ 148,246</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 16,104	\$ (28,563)	\$ (16,246)
Beginning Fund Balance July 1	175,681	191,785	163,222
Ending Fund Balance June 30	<b>\$ 191,785</b>	<b>\$ 163,222</b>	<b>\$ 146,976</b>
Ending Fund Balance as a % of Total Expenditures	168%	193%	99%

<b>LIBRARY ENDOWMENT FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
Interest	\$ 3,789	\$ 332	\$ -
<b>Total Revenues</b>	<b>\$ 3,789</b>	<b>\$ 332</b>	<b>\$ -</b>
<b>Appropriations:</b>			
Library Endowment	\$ -	\$ -	\$ -
<b>Total Appropriations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 3,789	\$ 332	\$ -
Beginning Fund Balance July 1	239,519	243,308	243,640
Ending Fund Balance June 30	<b>\$ 243,308</b>	<b>\$ 243,640</b>	<b>\$ 243,640</b>
Ending Fund Balance as a % of Total Expenditures	-	-	-

<b>E-CITATION FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
Other Revenues	\$ 26,501	\$ 31,600	\$ 28,600
<b>Total Revenues</b>	<b>\$ 26,501</b>	<b>\$ 31,600</b>	<b>\$ 28,600</b>
<b>Appropriations:</b>			
E-Citation	\$ -	\$ 76,564	\$ 29,200
<b>Total Appropriations</b>	<b>\$ -</b>	<b>\$ 76,564</b>	<b>\$ 29,200</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 26,501	\$ (44,964)	\$ (600)
Beginning Fund Balance July 1	27,966	54,467	9,503
Ending Fund Balance June 30	<b>\$ 54,467</b>	<b>\$ 9,503</b>	<b>\$ 8,903</b>
Ending Fund Balance as a % of Total Expenditures	-	12%	30%

<b>PUBLIC ART FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
Other Revenue	-	-	105,000
Grants	-	-	25,000
<b>Other Financing Sources:</b>			
Transfer In - General Fund	-	-	132,500
<b>Total Operating Revenues and Other Financing Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 262,500</b>
<b>Appropriations:</b>			
Public Art	\$ -	\$ -	\$ 93,145
<b>Total Appropriations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 93,145</b>
Change in Fund Balance (Revenues - Appropriations)	\$ -	\$ -	\$ 169,355
Beginning Fund Balance July 1	-	-	-
Ending Fund Balance June 30	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 169,355</b>
Ending Fund Balance as a % of Total Expenditures	0%	0%	182%

<b>FLEET SERVICES/ALLOCATION FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
Other	\$ 637	\$ -	\$ -
Charges for Services	1,848,281	2,038,865	2,063,750
<b>Total Revenues</b>	<b>1,848,918</b>	<b>2,038,865</b>	<b>2,063,750</b>
<b>Appropriations:</b>			
Fleet Services	\$ 1,850,447	\$ 2,038,865	\$ 2,063,750
<b>Total Appropriations</b>	<b>\$ 1,850,447</b>	<b>\$ 2,038,865</b>	<b>\$ 2,063,750</b>
Change in Fund Balance (Revenues - Appropriations)	\$ (1,529)	\$ -	\$ -
Beginning Fund Balance July 1	2,313,465	2,311,936	2,311,936
Ending Fund Balance June 30	<b>\$ 2,311,936</b>	<b>\$ 2,311,936</b>	<b>\$ 2,311,936</b>
Ending Fund Balance as a % of Total Expenditures	125%	113%	112%
Capital/IRP	\$ 26,576	\$ 26,431	\$ -

<b>CAPITAL PROJECTS FUND</b>	<b>Actual FY 2020</b>	<b>Estimated FY 2021</b>	<b>Budget FY 2022</b>
<b>Revenues:</b>			
Other Revenues	\$ 5,425,138	\$ 1,851,500	\$ 14,156,000
Issuance of debt	-	-	6,600,000
Transfers In	5,900,000	3,276,043	7,351,310
<b>Total Revenues</b>	<b>\$ 11,325,138</b>	<b>\$ 5,127,543</b>	<b>\$ 28,107,310</b>
<b>Appropriations:</b>			
General Government	\$ 3,946,993	\$ 152,734	\$ 195,000
Fire	1,190,960	-	1,650,000
Major Roads	3,607,073	837,464	1,195,000
Intersections & Other	1,528,170	1,642,140	8,900,000
Drainage	1,014,618	1,512,789	4,075,000
Parks	1,106,578	2,743,814	3,680,000
Municipal Schools Projects	200,000	700,000	6,076,310
Contingency	-	-	350,000
Transfers Out	6,293,123	-	-
<b>Total Appropriations</b>	<b>\$ 18,887,515</b>	<b>\$ 7,588,941</b>	<b>\$ 26,121,310</b>
Change in Fund Balance (Revenues - Appropriations)	\$ (7,562,377)	\$ (2,461,398)	\$ 1,986,000
Beginning Fund Balance July 1	13,259,646	5,697,269	3,235,871
Ending Fund Balance June 30	<b>\$ 5,697,269</b>	<b>\$ 3,235,871</b>	<b>\$ 5,221,871</b>
Ending Fund Balance as a % of Total Expenditures	30%	43%	20%

SECTION 2. At the end of the fiscal year 2021, the governing body estimates fund balances or deficits as follows:

Fund	Estimated Fund Balance at June 30, 2021
General Fund	\$ 40,404,568
Utility Fund	\$ 52,732,439
Germantown Athletic Club	\$ 17,260,573
Great Hall Fund	\$ 743,400
Solid Waste Fund	\$ 1,266,800
Stormwater Fund	\$ 670,249
State Street Aid	\$ 3,089,798
Drug Fund	\$ 392,528
Pickering Fund	\$ 290,192
GMSD Fund	\$ 25,113,028
Federal Asset Forfeiture Fund	\$ 109,665
Ambulance Fund	\$ 457,489
Farm Park Fund	\$ 163,222
Recreation Fund	\$ 336,197
Library Endowment Fund	\$ 243,640
E-Citations	\$ 9,503
Fleet/Allocation	\$ 2,311,936
Capital Projects Fund	\$ 3,235,871

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

Bonded or Other Indebtedness	Debt Authorized and Unissued	Principal Outstanding at 06/30/21	FY2022 Principal Payment	FY2022 Interest Payment
<b>Capital Outlay Notes -</b>				
General Obligation Capital Outlay Notes, Series 2018	\$ -	\$ 2,403,000	\$ 234,000	\$ 78,098
<b>Settlement Liability -</b>				
Shelby County Board of Education Settlement Liability	-	1,610,299	301,004	54,449
<b>General Obligation Bonds -</b>				
General Obligation Bonds, Series 2009	-	290,000	290,000	10,876
General Obligation Bonds, Series 2011	-	3,660,000	290,000	101,775
General Obligation Bonds, Series 2013A	-	2,475,000	160,000	72,794
General Obligation Bonds, Series 2013B	-	1,430,000	270,000	33,140
General Obligation Bonds, Series 2016A	-	5,740,000	460,000	273,200
General Obligation Bonds, Series 2016B	-	9,320,000	210,000	446,000
General Obligation Bonds, Series 2017	-	28,065,000	645,000	1,159,425
<b>Total General Fund Debt</b>	\$ -	\$54,993,299	\$ 2,860,004	\$ 2,229,756
<b>Total Outstanding Debt for City of Germantown, TN</b>		\$54,993,299	\$ 2,860,004	\$ 2,229,756

SECTION 4. During the coming fiscal year (2022) the governing body has pending and planned capital projects and with proposed funding as follows:

<b>FY22 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>					
Horse Show Area Lighting (East)	\$ 195	-	-	-	195
FS4 Backup Data Center Independent HVAC System	100	-	-	-	100
Quint Fire Apparatus Replacement F-141	1,300	-	-	-	1,300
Ambulance Replacement ( F-172)	250	-	-	-	250
<b>Total General Government:</b>	<b>\$ 1,845</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,845</b>
<b>MAJOR ROADS:</b>					
Milling and Overlay - Neshoba and WRB West	\$ 320	-	-	256	64
FHI Improvements Poplar to WRB Design	375	-	-	300	75
Poplar Avenue Culverts Replacement - Phase V	500	-	-	500	-
<b>Total Major Roads:</b>	<b>\$ 1,195</b>	<b>-</b>	<b>-</b>	<b>1,056</b>	<b>139</b>
<i>* State funding is included in totals.</i>					
<b>INTERSECTIONS &amp; OTHER:</b>					
Signalization at HHS	\$ 400	-	-	400	-
WRB/Gtown Rd. Intersection	8,500	-	-	8,500	-
<b>Total Intersections/Other:</b>	<b>\$ 8,900</b>	<b>-</b>	<b>-</b>	<b>8,900</b>	<b>-</b>
<i>* State funding is included in totals.</i>					
<b>DRAINAGE:</b>					
City Wide Master Drainage Plan	\$ 150	-	-	-	150
Duntreath Ditch	1,885	-	1,600	-	285
English Meadows	700	-	-	-	700
Fox Hill Circle East Culvert	100	-	-	-	100
Cedarwood Drive/Mimosa Rd. Design	100	-	-	-	100
Miller Farms (Lateral B) Drainage Improvements	1,140	-	-	-	1,140
<b>Total Drainage:</b>	<b>\$ 4,075</b>	<b>-</b>	<b>1,600</b>	<b>-</b>	<b>2,475</b>
<i>* State funding is included in totals.</i>					
<b>PARKS:</b>					
Germantown Station Park Reinvestment	\$ 230	-	-	-	230
Parkland Acquisition	2,700	-	-	-	2,700
Cameron Brown Parking	250	-	-	-	250
Long Field Complex - Design	500	-	-	-	500
<b>Total Parks:</b>	<b>\$ 3,680</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,680</b>
<i>* State funding is included in totals.</i>					
<b>STORMWATER FUND:</b>					
Annual Miscellaneous Drainage Improvements	\$ 50	-	-	-	50
Redbud Trails	650	-	-	-	650
Riverdale Rd. Outlet End Culvert - Design	80	-	-	-	80
<b>Total Stormwater Fund:</b>	<b>\$ 780</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>780</b>
<b>MUNICIPAL SCHOOLS:</b>					
HHS Fieldhouse	\$ 200	-	-	-	200
Sprinkler System	376	-	-	-	376
Houston Middle School Secure Entrance	500	-	-	-	500
Houston Middle School Addition	5,000	-	5,000	-	-
<b>Total GMSD Fund:</b>	<b>\$ 6,076</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>1,076</b>
<b>UTILITY FUND:</b>					
Elevated Water Tank	\$ 3,134	-	2,134	-	1,000
Automated Meter Reading Phase 1	100	-	-	-	100
<b>Total Utility Fund:</b>	<b>\$ 3,234</b>	<b>-</b>	<b>2,134</b>	<b>-</b>	<b>1,100</b>
<b>CONTINGENCY:</b>					
<b>Total Contingency:</b>	<b>\$ 350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>350</b>

The City plans to issue \$8.734 million in debt during FY22. These projects include Duntreath Ditch (\$1,600,000), Houston Middle School Addition (\$5,000,000), and Elevated Water Tank (\$2,134,000).



Proposed Future Capital Projects	Proposed Future Capital Projects - Total Expense	Proposed Future Capital Projects Expense Financed by Grants	Proposed Future Capital Projects Expense Financed by Bonds	Proposed Future Capital Projects Expense Financed by State & Federal	Proposed Future Capital Projects Expense Financed by Reserves
<i>(in thousands)</i>					
<b>GENERAL GOVERNMENT:</b>					
ADA Improvements	\$ 1,250	-	-	-	1,250
GCT Roofing Replacement	70	-	-	-	70
Fire Station 3 Final Design	100	-	-	-	100
Fire Station 3 Construction	4,000	-	4,000	-	-
Fire Station 3 FF&E	500	-	-	-	500
Replacement Fire Engine (F-159, F-164)	2,800	-	-	-	2,800
Ambulance Replacement ( F-171, F-173, F-176, F-182)	1,090	-	-	-	1,090
<b>Total General Government:</b>	<b>\$ 9,810</b>	<b>-</b>	<b>4,000</b>	<b>-</b>	<b>5,810</b>
<b>MAJOR ROADS:</b>					
Milling and Overlay - Neshoba and WRB West	\$ 2,870	-	-	2,800	70
FHI Improvements Poplar to WRB Construction	4,125	-	-	3,300	825
FHI Improvements Poplar to WRB ROW	500	-	-	400	100
<b>Total Major Roads:</b>	<b>\$ 7,495</b>	<b>-</b>	<b>-</b>	<b>6,500</b>	<b>995</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>					
Golden Fields Culvert Replacement Design	\$ 225	-	-	-	225
Golden Fields Culvert Replacement Construction	1,100	-	1,100	-	-
Duntreath Ditch	1,615	-	-	-	1,615
Annual Miscellaneous Drainage Improvements	250	-	-	-	250
Somerset Drainage Improvements	770	-	-	-	770
Cedarwood Drive/Mimosa Rd. Purchase & Construction	1,300	-	1,300	-	-
Overhill Cove Detention	312	-	-	-	312
Willey Rd. Culvert	510	-	-	-	510
Miller Farms (Lateral B) Drainage Improvements	6,460	-	-	-	6,460
<b>Total Drainage:</b>	<b>\$ 12,542</b>	<b>-</b>	<b>2,400</b>	<b>-</b>	<b>10,142</b>
<i>* State funding is included in totals.</i>					
<b>PARKS:</b>					
Greenway Trail Extension to Collierville	\$ 3,000	-	-	2,400	600
Neighborhood Park Reinvestments Phase I	800	-	-	-	800
Neighborhood Park Reinvestments Phase II	750	-	-	-	750
Neighborhood Park Reinvestments Phase III	1,250	-	1,250	-	-
Parks on Poplar Pike-Site & Traffic Improvements Design	480	-	-	-	480
Master Plan Legacy Park Project Phase I	3,000	-	3,000	-	-
Oaklawn Garden Phase I	300	-	-	-	300
Riverdale Park Reinvestment Phase I	450	-	-	-	450
Lilly Walk Linear Park - Construction	320	-	-	256	64
Long Field Site Work (Impact Project)	3,000	-	-	-	3,000
<b>Total Parks:</b>	<b>\$ 13,350</b>	<b>-</b>	<b>4,250</b>	<b>2,656</b>	<b>6,444</b>
<i>* State funding is included in totals.</i>					
<b>STORMWATER FUND:</b>					
Riverdale Rd. Outlet End Culvert - Construction	\$ 2,640	-	-	-	2,640
Dogwood Grove 4th Addition - Construction	935	-	-	-	935
	<b>\$ 3,575</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,575</b>
<b>MUNICIPAL SCHOOLS:</b>					
HHS Fieldhouse	\$ 200	-	-	-	200
<b>Total GMSD Fund:</b>	<b>\$ 200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>
<b>UTILITY FUND:</b>					
Automated Meter Reading Phase II	\$ 1,000	-	-	-	1,000
Automated Meter Reading Phase III	1,000	-	-	-	1,000
Automated Meter Reading Phase IV	1,000	-	-	-	1,000
Automated Meter Reading Phase V	1,000	-	-	-	1,000
Asbestos Cement (AC) Pipe	600	-	-	-	600
Cordova Rd. Lift Station Force Main Re-routing	250	-	-	-	250
<b>Total Utility Fund:</b>	<b>\$ 4,850</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,850</b>
<b>CONTINGENCY:</b>					
<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 \$1.678 per \$100 of assessed value on all real and personal property.
- SECTION 10. This annual operating and capital budget ordinance and supporting documents shall be submitted to the Comptroller of the Treasury or Comptroller's Designee for approval if the City has debt issued pursuant to Title 9, Chapter 21 of the Tennessee Code Annotated within fifteen (15) days of its adoption. This budget shall not become the official budget for the fiscal year until such budget is approved by the Comptroller of the Treasury or Comptroller's Designee in accordance with Title 9, Chapter 21 of the Tennessee Code Annotated (the "Statutes".) If the Comptroller of the Treasury or Comptroller's Designee determines that the budget does not comply with the Statutes, the Governing Body shall adjust its estimates or make additional tax levies sufficient to comply with the Statutes or as directed by the Comptroller of the Treasury or Comptroller's Designee. If the City does not have such debt outstanding, it will file this annual operating and capital budget ordinance and supporting documents with the Comptroller of the Treasury or Comptroller's Designee.
- SECTION 11. All unencumbered balances of appropriations remaining at the end of the fiscal year shall lapse and revert to the respective fund balances.
- SECTION 12. All ordinances or parts of ordinances in conflict with any provision of this ordinance are hereby repealed.
- SECTION 13. This ordinance shall take effect July 1, 2021, the public welfare requiring it.

First Reading: May 10, 2021

Second Reading: June 14, 2021

Third Reading: June 28, 2021



Mike Palazzolo, Mayor



Michele Betty, City Clerk/Recorder

## SUMMARY OF CHANGES

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### Summary of Changes between FY22 Proposed Budget to Adopted Budget:

#### Revenues:

CIP Fund: Other Revenues - Duntreath Ditch	\$	285,000
CIP Fund: Other Revenues - Miller Farms (Lateral B) Drainage Improvements		1,140,000
CIP Fund: Other Revenues		2,775,000
CIP Fund: Transfers In		626,310
Utility Fund: Revenues - Elevated Water Tank		1,000,000
GMSD Fund: Revenues - School Nutrition		577,936
GMSD Fund: Revenues - Federal Projects		(152,000)
<b><i>Increase in Total Revenues</i></b>	<b>\$</b>	<b>6,252,246</b>

#### Decrease (Increase) in Fund Balances:

General Fund		86,800
CIP Fund		(2,775,000)
GAC		2,300
GHCC		900
Utility Fund		-
Special Revenue Funds		74,064
<b><i>Decrease in Total Fund Balances</i></b>		<b>(2,610,936)</b>

<b><i>Total Change in Revenues &amp; Fund Balances</i></b>	<b>\$</b>	<b>3,641,310</b>
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<b>TOTAL REVENUES AND CHANGE IN FUND BALANCES</b>	<b>\$</b>	<b>198,192,906</b>
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#### Expenses:

CIP Fund: Drainage - Duntreath Ditch		285,000
CIP Fund: Drainage - Miller Farms (Lateral B) Drainage Improvements		1,140,000
CIP Fund: GMSD - Sprinkler System		376,310
CIP Fund: Parks - Cameron Brown Parking		250,000
General Fund: Library - programming supplies		2,450
General Fund: Administration - Public Relations		84,350
Utility Fund: CIP - Elevated Water Tank		1,000,000
GAC: Allocations		2,300
GHCC: Allocations		900
GMSD Fund: Capital Outlay		74,000
GMSD Fund: School Nutrition		578,000
GMSD Fund: Federal Projects		(152,000)
<b><i>Increase in Total Expenses</i></b>	<b>\$</b>	<b>3,641,310</b>

<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>198,192,906</b>
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## 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. Germantown Forward 2030 indicator progression are monitored on the [Community Dashboard](#).
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. [The full report is available here.](#)

### 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><span style="color: red;">●</span> State crime rate index</li> <li><span style="color: green;">●</span> Satisfaction with police services</li> <li><span style="color: green;">●</span> Satisfaction with safety while walking alone</li> <li><span style="color: green;">●</span> Satisfaction with safety compared to other cities</li> <li><span style="color: green;">●</span> 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><span style="color: green;">●</span> Ratio of total estimated value of fire loss to total appraised value of residential property</li> <li><span style="color: yellow;">●</span> 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><span style="color: yellow;">●</span> 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><span style="color: green;">●</span> Satisfaction with CBD contribution to quality of life</li> <li><span style="color: green;">●</span> Satisfaction with top five City functions</li> <li><span style="color: green;">●</span> 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 a 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

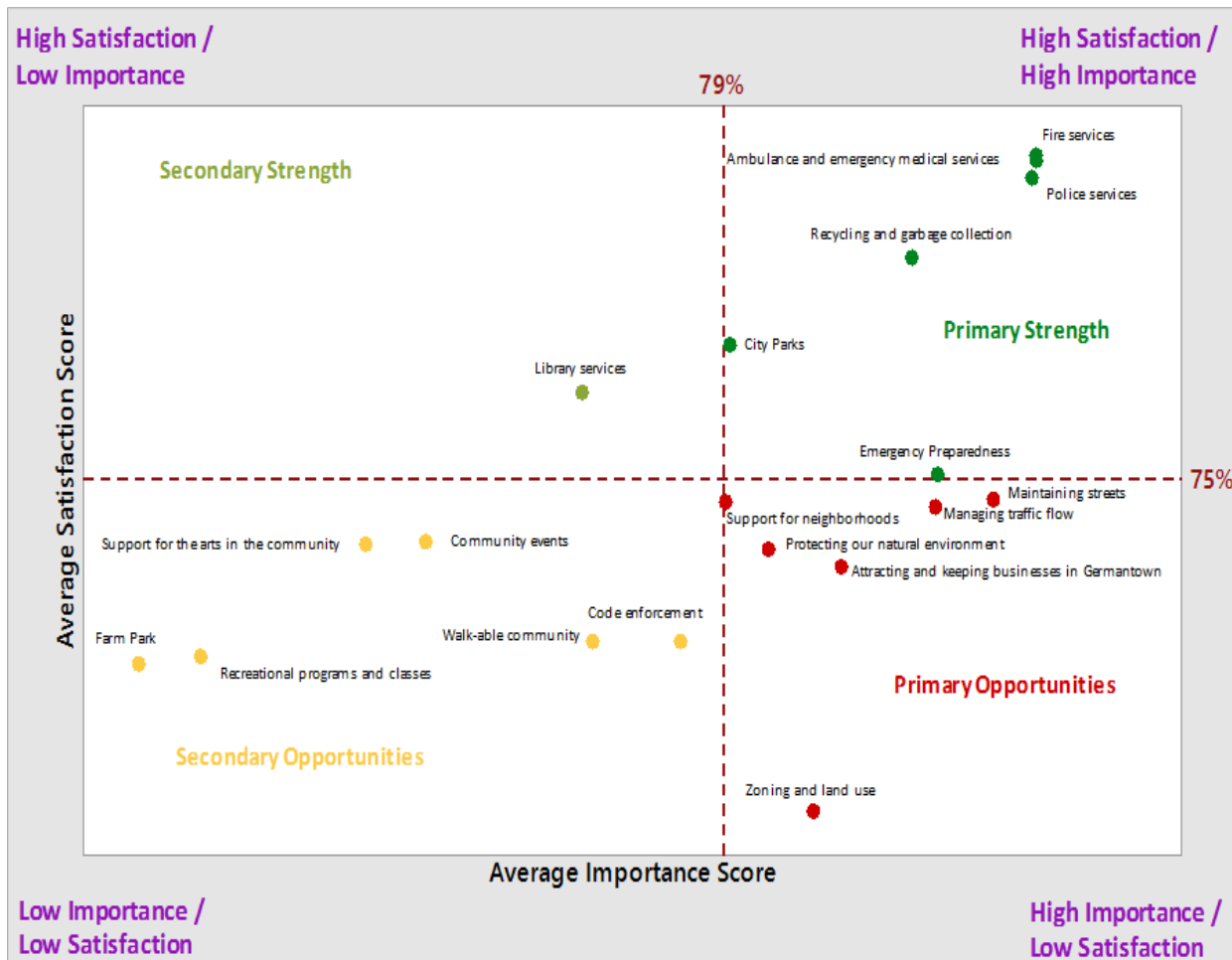


## PERFORMANCE MEASUREMENTS – FY22

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 Policies**

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

## **X. Professional Services**

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

The Finance Director will determine the criteria for selecting professionals to be utilized in the debt issuance process. The selection criteria will include, but not be limited to, recognized professional expertise, depth of transaction experience, and the opportunity to bring current best industry practices to the City. Using the defined selection

criteria, the City Administrator and Finance Director will interview eligible persons or groups and make specific recommendations to the Board of Mayor and Aldermen for qualified professionals.

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

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

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

Specific to certain professionals are the following requirements:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Basis of Budgeting**

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

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

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

## FINANCIAL POLICIES

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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 FY22 BUDGET CALENDAR

### December

12/10/20 Capital Improvements Program (CIP) applications due to CIP Coordinator  
 12/31/20 FY22 General, Special Revenue, Internal Service Funds and Enterprise Funds (except GHCC and GAC) Revenues and Expenditures and Infrastructure Replacement Program requests are due to Budget and Performance.

### January

1/19-22/21 FY22 Budget review with General, Special Revenue, Internal Service Funds and Enterprise funds (except GHCC and GAC) departments  
 1/19/21 **Financial Advisory Commission – First Meeting:** Introduction, recommendation of budget calendar and review of budget issues  
 1/25/21 **Board Meeting** - Budget Calendar review and approval by the Board of Mayor and Aldermen

### February

2/03/21 FY22 GAC and GHCC Budget Revenues and Expenses and Infrastructure Replacement Program requests are due to Budget and Performance  
 2/08-12/21 FY22 Budget review with departments (GHCC and GAC)  
 2/23/21 **Financial Advisory Commission – Second Meeting:** Review of FY22 Budget Enterprise Funds (Utility, Germantown Athletic Club, Great Hall, Solid Waste and Stormwater)

### March

3/02/21 **Financial Advisory Commission – Third Meeting:** Review of Capital Improvements Program  
 3/10/21 Board of Mayor and Aldermen – work session on CIP

### April

4/13/21 **Financial Advisory Commission – Fourth Meeting:** Review of FY22 Special Revenue  
 4/20/21 **Financial Advisory Commission – Fifth Meeting:** Review of FY22 GMSD Fund  
 4/27/21 **Financial Advisory Commission – Sixth Meeting:** Review of FY22 General Fund Revenues and Expenditures  
 4/30/21 Proposed FY22 Budget delivered to Board of Mayor and Aldermen

### May

5/05/21 Board of Mayor and Aldermen work session on FY22 Budget  
 5/10/21 **Board Meeting - First Reading on FY22 Budget Ordinance 2021-1**  
 5/24/21 Document printing due to Procurement

### June

6/14/21 **Board Meeting - Public Hearing on FY22 Budget; Second Reading on FY22 Budget Ordinance 2021-1**  
 6/28/21 **Board Meeting - Third and Final Reading on FY22 Budget Ordinance 2021-1**

Note: additional meetings may be added due to the projected bond issuance in this fiscal year.



This section consists of summaries of the FY22 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 FY22. It is compared to the estimated total for FY21. 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 62 and 63. 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 FY21 and five years of projections including FY22, are presented. The bottom line in this schedule is the ending fund balance for each of the fiscal years. A detail of the General Fund’s fund balance is outlined in this section under the heading Discussion of General Fund Reserves.

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

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

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

<b>List of Funds</b>
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<b>Governmental</b>		<b>Proprietary</b>		<b>Fiduciary</b>	
General Fund	General	Utility Fund	Enterprise	Pension Fund	Trust Fund
Recreation Fund	Special	Germantown Athletic Club Fund	Enterprise	OPEB Fund	Trust Fund
State Street Aid Fund	Special	Great Hall Fund	Enterprise	Cash Balance Fund	Trust Fund
Automated Enforcement	Special	Solid Waste Fund	Enterprise		
Drug Asset Forfeiture	Special	Stormwater Fund	Enterprise		
Federal Asset Forfeiture	Special	Health Fund	Internal Service		
Pickering Fund	Special	Fleet Services	Internal Service		
Ambulance Fund	Special	Allocated Expenses	Internal Service		
GMSD Fund	Special				
Farm Park Fund	Special				
Capital Improvements Fund	Capital				
Library Endowment	Special				
E-Citations Fund	Special				
Public Art 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	\$ 34,780,000	-	-	-	-	-
Sales Taxes	14,655,000	-	-	-	-	-
Federal and State Revenues	5,163,657	-	-	-	-	-
Metered Water Sales	-	5,100,000	-	-	-	-
Sewer Service Fees	-	3,140,000	-	-	-	-
Membership Fees	-	-	3,250,000	-	-	-
Aquatics Revenues	-	-	111,006	-	-	-
Business Revenues	-	-	-	286,850	-	-
Personal Training	-	-	210,264	-	-	-
Solid Waste Fees	-	-	-	-	4,957,549	-
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	-	-	-	-	-	2,848,442
Other Revenues	4,052,459	1,374,000	277,680	-	35,800	6,900
Investment Income	280,000	100,000	10,000	850	4,500	5,000
Transfers In	1,510,237	-	-	150,000	-	-
Funds from Prior Periods	450,000	-	-	-	-	-
<b>FY22 Total Revenues:</b>	<b>60,891,353</b>	<b>9,714,000</b>	<b>3,858,950</b>	<b>437,700</b>	<b>4,997,849</b>	<b>2,860,342</b>
<b>Expenditures/Expenses by Category:</b>						
Personnel	36,304,661	1,816,488	1,824,169	207,516	102,642	944,785
Communications	330,095	85,600	12,000	600	17,500	5,700
Utilities	1,183,334	657,304	384,493	46,505	-	1,200
Professional	2,979,904	237,000	428,238	19,000	25,000	75,000
Grants	1,460,638	-	-	-	-	-
Other Maintenance	3,017,476	108,000	155,000	69,850	-	143,960
Vehicle Maintenance	-	-	-	-	-	-
Street Maintenance	-	-	-	-	-	356,733
Mains Maintenance	-	137,500	-	-	-	-
Supplies	1,651,490	195,700	225,315	7,900	60,000	73,275
Contract Services	-	1,710,000	-	-	5,134,000	-
Insurance	123,700	11,000	-	-	-	-
Rent	119,900	-	240,000	96,722	-	-
Debt Service	5,126,379	90,542	-	-	-	-
Capital Outlay	1,725,300	-	-	-	-	-
Depreciation	-	2,174,600	694,015	72,519	15,474	40,818
Contingency	100,000	-	-	-	-	-
Transfers Out	4,824,564	-	-	-	-	-
Allocation/PILOT	1,557,991	1,653,306	121,199	20,193	-	67,143
<b>FY22 Total Expenditures/Expenses</b>	<b>60,505,432</b>	<b>8,877,040</b>	<b>4,084,429</b>	<b>540,805</b>	<b>5,354,616</b>	<b>1,708,614</b>
<b>Excess (Deficit)/Income (Loss)</b>	<b>385,921</b>	<b>836,960</b>	<b>(225,479)</b>	<b>(103,105)</b>	<b>(356,767)</b>	<b>1,151,728</b>
<b>Fund Balance/Net Assets Position:</b>						
Beg. Fund Bal./Net Assets Position	39,954,568	52,732,439	17,260,573	743,400	1,266,800	670,249
Transfer to CIP/IRP	(7,351,310)	-	-	-	-	-
End Fund Bal./Net Assets Position	\$ 32,989,179	53,569,399	17,035,094	640,295	910,033	1,821,977
Capital Outlay/Infrastructure/CIP	-	3,864,000	255,000	-	-	1,080,000
<b>COMPARISON TO PRIOR YEAR'S BUDGET</b>						
<b>ALL FUNDS:</b>	<b>BUDGET FY21</b>	<b>BUDGET FY22</b>	<b>CHANGE</b>	<b>% CHANGE</b>		
Operating Budget*	\$ 152,320,026	168,057,596	15,737,570	10.3%		
Capital Budget	5,644,359	30,135,310	24,490,951	433.9%		
<b>TOTAL BUDGET</b>	<b>\$ 157,964,385</b>	<b>198,192,906</b>	<b>40,228,521</b>	<b>25.5%</b>		

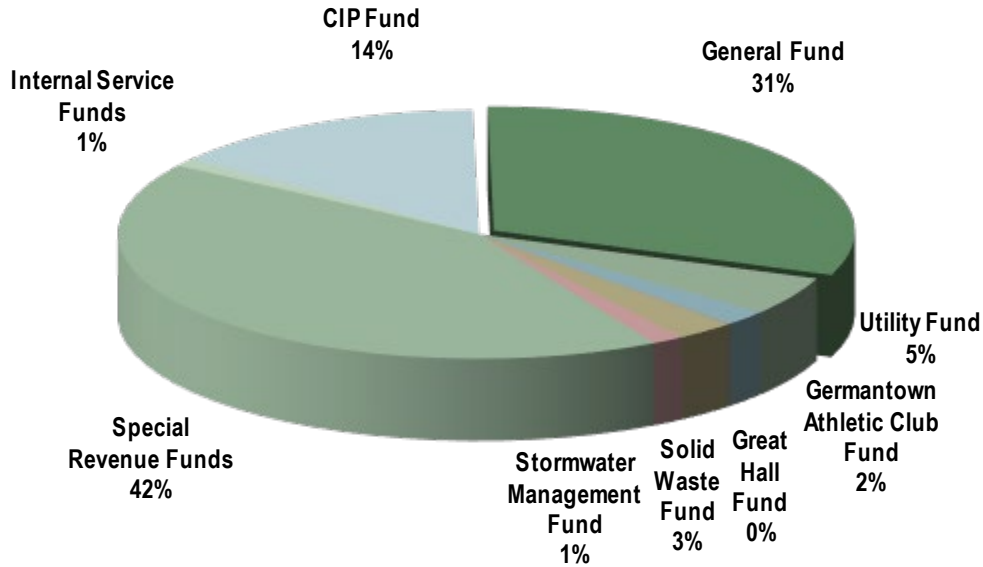
\* Includes Capital Outlay and Infrastructure.

## ALL FUNDS BUDGET SUMMARY

	Special Revenue	Veh. Maint./ Alloc.	Capital Projects	Total FY22	Increase/ Decrease	Estimated FY21	Actual FY20
<b>REVENUES:</b>							
Property Taxes	\$ -	-	-	34,780,000	0.7%	34,524,800	33,846,554
Sales Taxes	-	-	-	14,655,000	1.5%	14,435,034	14,425,452
Federal and State Revenues	25,000	-	-	5,188,657	-42.8%	9,064,107	6,167,549
Metered Water Sales	-	-	-	5,100,000	-2.4%	5,225,000	5,003,274
Sewer Service Fees	-	-	-	3,140,000	-1.9%	3,200,000	3,152,096
Membership Fees	-	-	-	3,250,000	23.2%	2,637,882	3,224,087
Aquatics Revenues	-	-	-	111,006	75.3%	63,326	95,383
Business Revenues	-	-	-	286,850	27.9%	224,222	457,616
Personal Training	-	-	-	210,264	35.8%	154,866	257,180
Solid Waste Fees	-	-	-	4,957,549	0.8%	4,920,000	4,909,470
State Gasoline Tax Allocation	1,410,000	-	-	1,410,000	0.1%	1,408,000	1,425,915
Automated Enforcement Revenues	-	-	-	-	0%	-	-
Drug Enforcement Revenues	300,000	-	-	300,000	0.0%	300,000	212,006
Federal Asset Forfeiture Revenues	55,500	-	-	55,500	38.8%	40,000	83,477
Pickering Complex Revenues	85,250	-	-	85,250	1826.6%	4,425	49,273
Transport Fee	1,350,000	-	-	1,350,000	0.0%	1,200,000	1,201,357
Non Transport Fee	-	-	-	-	0%	-	3,454
Education Revenues	74,185,936	-	-	74,185,936	0.0%	66,566,000	65,229,000
Recreation Revenues	696,445	-	-	696,445	120.1%	316,396	546,966
Farm Revenues	32,000	-	-	32,000	0.0%	5,850	30,120
Stormwater Fee	-	-	-	2,848,442	174.8%	1,036,500	1,032,324
Other Revenues	133,600	2,063,750	20,756,000	28,700,189	246.9%	8,274,458	10,352,227
Investment Income	2,500	-	-	402,850	223.2%	124,641	1,020,755
Transfers In	4,674,564	-	7,351,310	13,686,111	16.5%	11,747,692	14,241,520
Funds from Prior Periods	-	-	-	450,000	0.0%	450,000	-
<b>FY22 Total Revenues:</b>	<b>82,950,795</b>	<b>2,063,750</b>	<b>28,107,310</b>	<b>195,882,049</b>	<b>18.1%</b>	<b>165,923,199</b>	<b>166,967,055</b>
<b>Expenditures/Expenses by Category:</b>							
Personnel	48,942,674	780,528	-	90,923,463	-1.2%	92,026,205	84,872,815
Communications	390,300	3,000	-	844,795	10.6%	763,777	610,703
Utilities	2,145,122	21,897	-	4,439,855	11.5%	3,982,706	3,960,956
Professional	4,835,586	-	-	8,599,728	-18.5%	10,555,694	8,657,973
Grants	-	-	-	1,460,638	10.2%	1,325,214	1,778,268
Other Maintenance	912,675	184,000	-	4,590,961	-16.6%	5,507,651	3,768,050
Vehicle Maintenance	-	172,000	-	172,000	3.1%	166,900	156,208
Street Maintenance	1,820,000	-	-	2,176,733	9.9%	1,980,000	1,590,596
Mains Maintenance	-	-	-	137,500	27.3%	108,000	141,453
Supplies	3,570,085	108,825	-	5,892,590	-14.2%	6,865,796	4,411,169
Contract Services	18,007,000	-	-	24,851,000	248.7%	7,126,000	6,905,584
Insurance	486,500	701,000	-	1,322,200	0%	1,038,126	940,039
Rent	4,250	2,500	-	463,372	-26.9%	634,253	579,231
Debt Service	-	-	-	5,216,921	7.7%	4,844,196	5,150,621
Capital Outlay	2,436,000	-	26,121,310	30,282,610	124.7%	13,478,092	30,842,850
Depreciation	-	90,000	-	3,087,426	6.6%	2,896,993	2,768,568
Contingency	-	-	-	100,000	0%	100,000	-
Transfers Out	-	-	-	4,824,564	-30.9%	6,979,581	4,882,297
Allocation	187,718	-	-	3,607,550	1.7%	3,546,291	3,377,011
<b>FY22 Total Expenditures/Expenses</b>	<b>83,737,910</b>	<b>2,063,750</b>	<b>26,121,310</b>	<b>192,993,906</b>	<b>17.7%</b>	<b>163,925,475</b>	<b>165,394,392</b>
<b>Excess (Deficit)/Income (Loss)</b>	<b>(787,115)</b>	<b>-</b>	<b>1,986,000</b>				
<b>Fund Balance/Retained Earnings:</b>							
Beg. Fund Bal./Retained Earnings	30,205,262	2,311,936	3,235,871				
Transfer to CIP/IRP	-	-	-				
End Fund Bal./Ret. Earnings	<b>\$ 29,418,147</b>	<b>2,311,936</b>	<b>5,221,871</b>				
Capital Outlay/Infrastructure/CIP	-	-	-				
<b>COMPARISON TO PRIOR YEAR'S BUDGET</b>							
<b>GENERAL FUND:</b>	<b>BUDGET FY21</b>	<b>BUDGET FY22</b>	<b>CHANGE</b>	<b>% CHANGE</b>			
Operating Budget*	\$ 58,212,315	60,505,432	2,293,117	3.9%			
Capital Budget	-	-	-	0.0%			
<b>TOTAL BUDGET</b>	<b>\$ 58,212,315</b>	<b>60,505,432</b>	<b>2,293,117</b>	<b>3.9%</b>			

\* Includes Capital Outlay and Infrastructure.

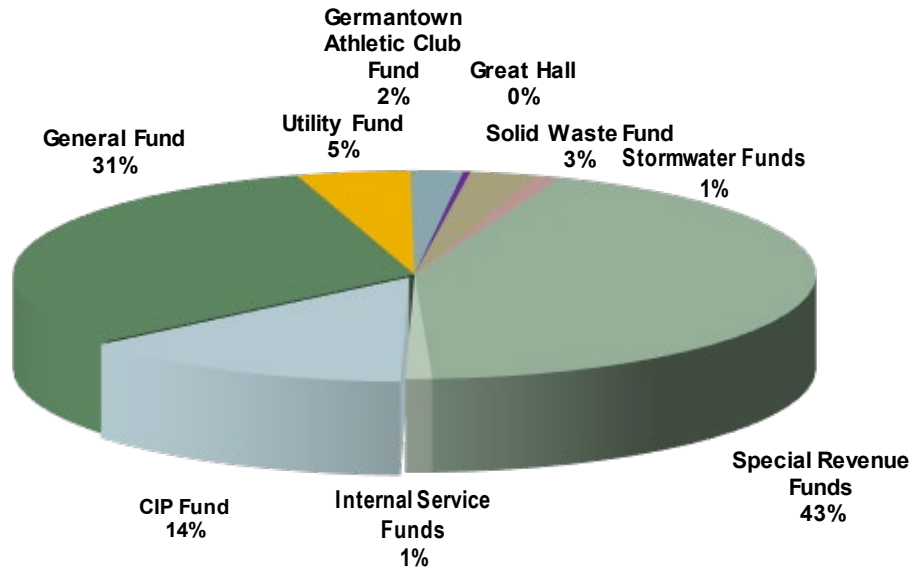
# ALL FUND OPERATING REVENUES FY22



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

	2021 ESTIMATED		2022 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 63,749	38%	\$ 60,891	31%
Utility Fund	8,955	5%	9,714	5%
Germantown Athletic Club Fund	3,052	2%	3,859	2%
Great Hall	376	0%	438	0%
Solid Waste Fund	4,958	3%	4,998	3%
Stormwater Management Fund	1,039	1%	2,860	1%
Special Revenue Funds	76,628	46%	82,951	42%
Internal Service Funds	2,039	1%	2,064	1%
CIP Fund	5,128	3%	28,107	14%
<b>TOTAL REVENUES</b>	<b>\$ 165,923</b>	<b>100%</b>	<b>\$ 195,882</b>	<b>100%</b>

# ALL FUND OPERATING EXPENSES FY22



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

	2021 ESTIMATED		2022 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 62,552	38%	\$ 60,505	31%
Utility Fund	8,471	5%	8,877	5%
Germantown Athletic Club Fund	3,306	2%	4,084	2%
Great Hall	491	0%	541	0%
Solid Waste Fund	4,840	3%	5,355	3%
Stormwater	1,012	1%	1,709	1%
Special Revenue Funds	73,627	45%	83,738	43%
Internal Service Funds	2,039	1%	2,064	1%
CIP Fund	7,589	5%	26,121	14%
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>\$ 163,925</b>	<b>100%</b>	<b>\$ 192,994</b>	<b>100%</b>

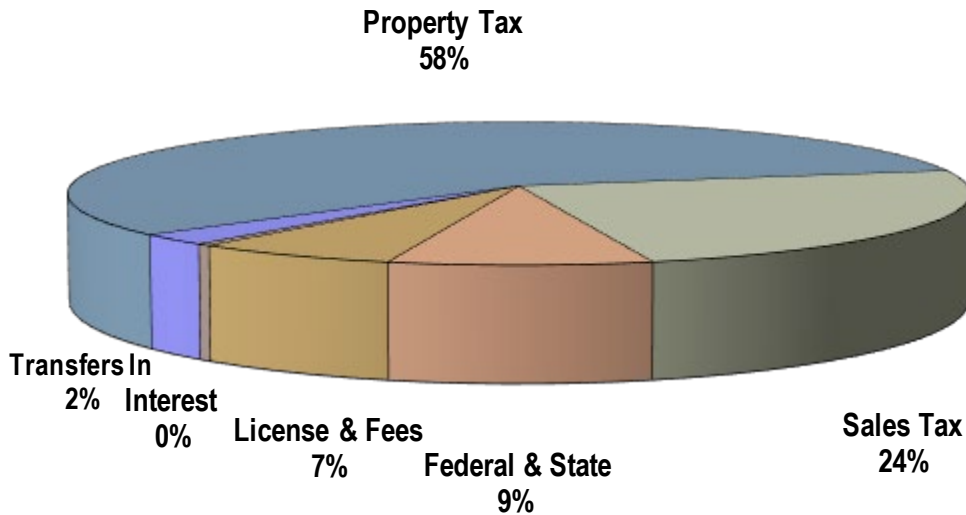
## GENERAL FUND BUDGET SUMMARY

REVENUES:	Actual FY19	Actual FY20	Original FY21 Budget
Property Taxes	\$ 33,580,704	33,846,554	34,132,045
Sales Taxes	14,108,902	14,425,452	11,680,136
Federal and State Revenues	6,428,349	6,130,105	7,199,314
Other Revenues	4,939,668	4,487,948	4,151,400
Investment Income	1,098,380	779,500	280,000
Transfers In	1,112,790	1,710,305	1,272,002
Funds from Prior Periods	-	-	450,000
<b>TOTAL GENERAL FUND REVENUES</b>	<b>61,268,793</b>	<b>61,379,864</b>	<b>59,164,897</b>
<b>EXPENDITURES:</b>			
<b>General Government:</b>			
Aldermen	194,433	198,839	193,813
Civic Support	2,133,944	1,776,791	1,328,521
City Court	790,749	793,478	860,309
Administration	1,863,600	1,741,077	1,761,135
Germantown Performing Arts Center	1,293,400	1,526,637	1,498,860
Information Technology	2,360,423	2,323,175	2,536,033
Human Resources	663,502	664,928	662,040
Finance	1,168,978	1,344,798	1,525,627
Procurement & Risk	768,473	731,473	765,412
Community Development	2,148,163	2,187,561	2,419,585
General Services	2,306,119	2,582,793	2,388,679
Budget & Performance	346,987	300,207	929,511
<b>Total General Government</b>	<b>16,038,771</b>	<b>16,171,757</b>	<b>16,869,525</b>
<b>Public Safety:</b>			
Police	12,346,637	12,911,418	14,127,451
Fire	8,576,938	9,088,015	9,599,513
<b>Total Public Safety</b>	<b>20,923,575</b>	<b>21,999,433</b>	<b>23,726,964</b>
<b>Transportation &amp; Environment:</b>			
Public Services	4,855,374	4,339,319	4,491,635
Animal Control	328,742	309,274	344,995
<b>Total Transportation &amp; Environment</b>	<b>5,184,116</b>	<b>4,648,593</b>	<b>4,836,630</b>
<b>Community Services:</b>			
Parks & Recreation	1,271,839	1,180,718	1,357,064
Genealogy Center	137,842	133,445	79,423
Library Services	1,533,454	1,420,170	1,593,657
Cultural Arts Programs	78,627	56,982	77,575
<b>Total Community Services</b>	<b>3,021,762</b>	<b>2,791,315</b>	<b>3,107,719</b>
<b>General Debt Service</b>	<b>4,418,770</b>	<b>5,143,621</b>	<b>4,841,896</b>
<b>Other Expenditures:</b>			
Transfer to Great Hall Fund	75,000	75,000	230,000
Transfer to Municipal Schools Fund	2,496,607	2,507,297	2,549,581
Transfer to Public Art	-	-	-
Transfer to Ambulance	925,000	850,000	900,000
Transfer to State Street Aid	1,500,000	1,250,000	1,000,000
Transfer to Farm Park	120,000	100,000	50,000
Contingencies	-	-	100,000
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>54,703,601</b>	<b>55,537,016</b>	<b>58,212,315</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>\$ 6,565,192</b>	<b>5,842,848</b>	<b>952,582</b>
<b>Fund Balance - Beginning</b>	<b>40,725,170</b>	<b>42,990,362</b>	<b>38,533,193</b>
Transfer to Capital Projects	(4,300,000)	-	-
CIP Reserve Increase (Decrease)	-	(5,900,000)	(3,050,000)
<b>Fund Balance - Ending</b>	<b>\$ 42,990,362</b>	<b>42,933,210</b>	<b>36,435,775</b>

## GENERAL FUND BUDGET SUMMARY

	Estimate FY21	Budget FY22	Projected			
			FY23	FY24	FY25	FY26
\$	34,524,800	34,780,000	34,869,950	36,959,499	36,998,169	37,730,257
	14,435,034	14,655,000	15,042,800	15,218,056	15,395,638	15,575,581
	9,064,107	5,163,657	4,782,435	4,747,059	4,814,662	4,883,293
	3,698,128	4,052,459	4,123,073	4,204,183	4,289,065	4,376,040
	85,000	280,000	580,000	1,285,800	1,298,658	1,311,645
	1,492,068	1,510,237	1,534,431	1,559,003	1,584,298	1,611,944
	450,000	450,000	450,000	450,000	450,000	450,000
	63,749,137	60,891,353	61,382,689	64,423,599	64,830,490	65,938,760
	207,625	176,819	178,532	184,924	188,483	191,778
	1,314,914	1,451,638	1,470,731	1,547,357	1,579,640	1,613,055
	870,621	872,669	882,588	925,879	949,804	974,597
	1,921,708	1,881,646	1,828,379	1,932,921	1,972,433	2,020,570
	1,527,952	1,637,453	1,695,135	1,811,641	2,068,185	1,752,006
	2,817,153	3,105,907	3,415,615	3,242,746	3,582,799	3,366,046
	695,413	698,913	716,546	740,833	763,309	786,740
	1,535,268	1,644,699	1,683,412	1,780,604	1,831,839	1,881,064
	790,927	752,077	772,707	829,686	857,372	886,055
	2,515,511	2,486,283	2,544,446	2,702,189	2,607,971	2,728,520
	2,574,046	2,297,996	2,325,739	2,821,858	2,464,765	2,539,808
	909,845	360,173	368,739	393,958	406,567	419,633
	17,680,983	17,366,273	17,882,569	18,914,594	19,273,168	19,159,872
	14,956,065	14,695,197	14,846,792	16,217,456	16,363,532	16,793,774
	10,076,275	9,925,921	10,097,202	10,757,038	10,917,033	11,257,335
	25,032,340	24,621,118	24,943,993	26,974,494	27,280,564	28,051,109
	4,639,655	4,942,263	5,038,929	5,257,890	5,380,409	5,537,860
	325,286	365,066	380,054	398,137	409,477	421,122
	4,964,941	5,307,329	5,418,983	5,656,027	5,789,887	5,958,982
	1,258,026	1,498,809	1,610,662	1,667,968	1,695,424	1,740,063
	76,345	65,386	66,466	67,342	68,725	70,094
	1,584,624	1,517,999	1,565,081	1,598,378	1,630,768	1,694,303
	33,000	77,575	77,575	77,613	77,787	77,826
	2,951,995	3,159,769	3,319,784	3,411,300	3,472,704	3,582,286
	4,841,896	5,126,379	4,823,926	4,830,401	5,287,796	5,283,780
	230,000	150,000	-	-	-	-
	2,549,581	3,082,064	3,143,705	3,206,579	3,270,711	3,336,125
	-	132,500	132,500	132,500	132,500	132,500
	900,000	860,000	900,000	925,000	950,000	950,000
	3,250,000	500,000	250,000	1,500,000	1,500,000	1,500,000
	50,000	100,000	150,000	150,000	150,000	150,000
	100,000	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)
	62,551,736	60,505,432	61,065,461	65,800,896	67,207,330	68,204,655
\$	1,197,401	385,921	317,228	(1,377,297)	(2,376,840)	(2,265,895)
	42,483,210	39,954,568	32,539,179	29,632,407	22,115,110	15,538,270
	-	-	-	-	-	-
	(3,276,043)	(7,351,310)	(2,774,000)	(5,690,000)	(3,750,000)	(3,200,000)
\$	40,404,568	32,989,179	30,082,407	22,565,110	15,988,270	10,072,374

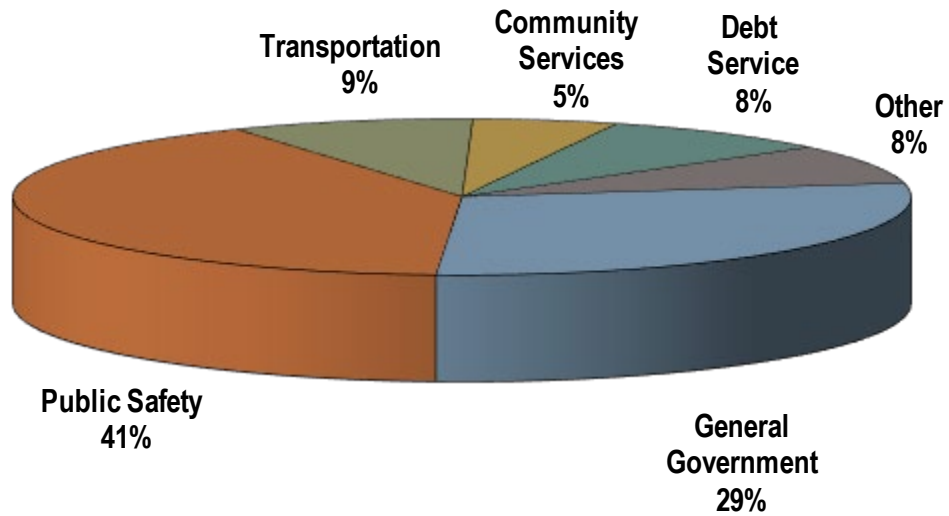
# GENERAL FUND REVENUES FY22



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

	2021 ESTIMATED		2022 BUDGET	
	Amount	Percent	Amount	Percent
Property Taxes	\$ 34,525	55%	\$ 34,780	58%
Sales Taxes	14,435	23%	14,655	24%
Federal & State Revenues	9,064	14%	5,164	9%
License, Fees & Other	3,698	6%	4,052	7%
Investment Income	85	0%	280	0%
Transfers In	1,492	2%	1,510	2%
<b>TOTAL REVENUES</b>	<b>\$ 63,299</b>	<b>100%</b>	<b>\$ 60,441</b>	<b>100%</b>

# GENERAL FUND EXPENDITURES FY22



## GENERAL FUND EXPENDITURES (\$000)

	2021 ESTIMATED		2022 BUDGET	
	Amount	Percent	Amount	Percent
General Government	\$ 17,681	28%	\$ 17,366	29%
Public Safety	25,032	40%	24,621	41%
Transportation	4,965	8%	5,307	9%
Community Services	2,952	5%	3,160	5%
Debt Services	4,842	8%	5,126	8%
Other Expenses	7,080	11%	4,925	8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 62,552</b>	<b>100%</b>	<b>\$ 60,505</b>	<b>100%</b>



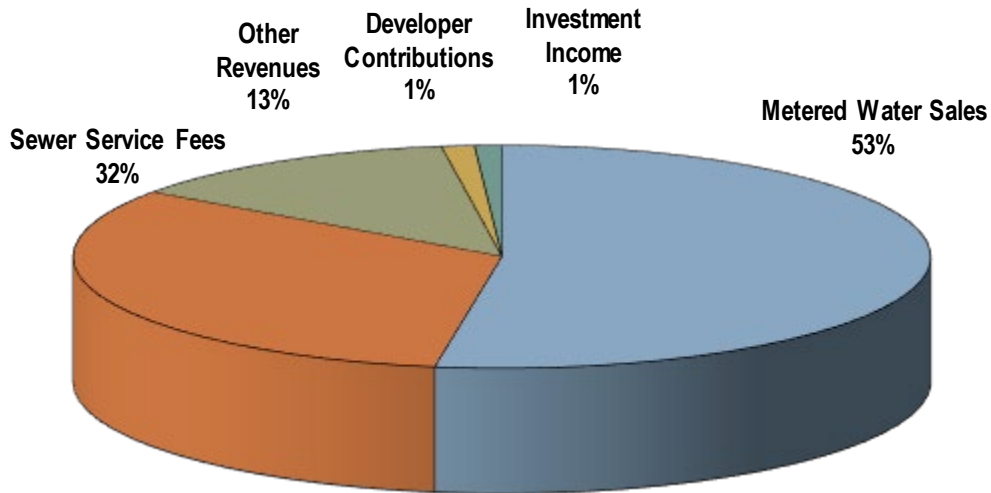
## UTILITY FUND BUDGET SUMMARY

	Actual FY19	Actual FY20	Budget FY21
<b>OPERATING REVENUES</b>			
Metered Water Sales	\$ 5,020,094	5,003,274	5,060,300
Sewer Service Fees	3,092,062	3,152,096	3,140,000
Other Revenue	214,725	255,550	936,542
Total Operating Revenues	8,326,881	8,410,920	9,136,842
<b>OPERATING EXPENSES</b>			
Water	4,689,672	4,980,482	4,994,216
Sewer	1,867,983	2,018,929	1,906,848
Sewage Treatment	1,426,950	1,418,562	1,514,769
Total Operating Expenses	7,984,605	8,417,973	8,415,833
<b>OPERATING INCOME</b>	<b>342,276</b>	<b>(7,053)</b>	<b>721,009</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Contributions from Developers	576,946	-	120,000
Investment Income	275,960	136,947	72,000
Utility Debt Service	(5,866)	-	-
Net Non-Operating Revenues (Expenses)	847,040	136,947	192,000
<b>NET INCOME</b>	<b>1,189,316</b>	<b>129,894</b>	<b>913,009</b>
<b>Other Receipts</b>			
Debt Proceeds	-	-	-
Depreciation	1,828,282	1,922,398	1,941,183
Total Other Receipts	1,828,282	1,922,398	1,941,183
<b>Other Expenses</b>			
Bonds Payable	590,000	-	-
Major Construction	1,052,494	2,326,196	235,000
Infrastructure (Water & Sewer)	977,485	736,390	988,000
Total Other Expenses	2,619,979	3,062,586	1,223,000
Total Net Position - Beginning	50,929,123	52,118,440	52,352,897
Total Net Position - Ending	\$ 52,118,440	52,248,334	53,265,906

**UTILITY FUND BUDGET SUMMARY**

	Estimate FY21	Budget FY22	Projected			
			FY23	FY24	FY25	FY26
\$	5,225,000	5,100,000	5,202,000	5,306,040	5,412,161	5,520,404
	3,200,000	3,140,000	3,171,400	3,203,114	3,235,145	3,267,497
	295,700	1,254,000	259,080	263,461	266,067	268,643
	8,720,700	9,494,000	8,632,480	8,772,615	8,913,373	9,056,544
	4,878,958	5,021,697	5,218,322	5,388,032	5,573,544	5,726,696
	2,006,637	2,054,801	2,105,418	2,165,664	2,226,806	2,288,615
	1,585,000	1,710,000	1,761,300	1,814,139	1,868,563	1,924,620
	8,470,595	8,786,498	9,085,040	9,367,835	9,668,913	9,939,931
	<b>250,105</b>	<b>707,502</b>	<b>(452,560)</b>	<b>(595,220)</b>	<b>(755,540)</b>	<b>(883,388)</b>
	210,000	120,000	132,000	145,200	149,556	152,173
	24,000	100,000	102,000	104,040	106,121	108,243
	-	(90,542)	(78,167)	(74,146)	(69,875)	(65,354)
	234,000	129,458	155,833	175,094	185,802	195,062
	<b>484,105</b>	<b>836,960</b>	<b>(296,727)</b>	<b>(420,126)</b>	<b>(569,738)</b>	<b>(688,325)</b>
	-	2,134,000	-	-	-	-
	2,043,696	2,174,600	2,348,760	2,445,560	2,550,760	2,623,560
	2,043,696	4,308,600	2,348,760	2,445,560	2,550,760	2,623,560
	-	110,000	80,000	85,000	90,000	95,000
	957,233	3,234,000	1,250,000	1,600,000	1,000,000	1,000,000
	1,260,627	630,000	630,000	620,000	782,000	620,000
	2,217,860	3,974,000	1,960,000	2,305,000	1,872,000	1,715,000
	52,248,334	52,732,439	53,569,399	53,272,672	52,852,547	52,282,809
\$	52,732,439	53,569,399	53,272,672	52,852,547	52,282,809	51,594,484

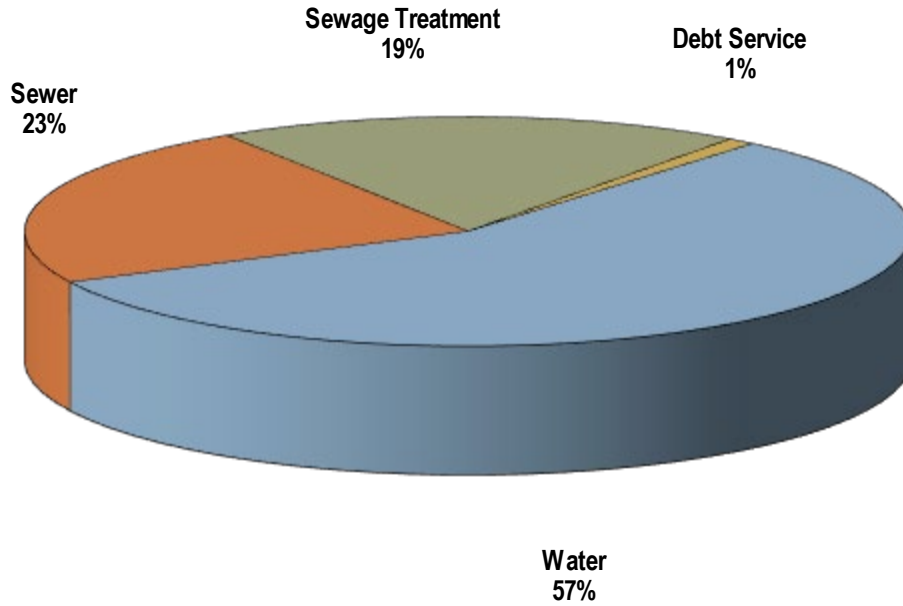
# UTILITY FUND REVENUES FY22



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

	2021 ESTIMATED		2022 BUDGET	
	Amount	Percent	Amount	Percent
Metered Water Sales	\$ 5,225	58%	\$ 5,100	53%
Sewer Service Fees	3,200	36%	3,140	32%
Other Revenue	296	3%	1,254	13%
Contributions from Developers	210	2%	120	1%
Investment Income	24	0%	100	1%
<b>TOTAL REVENUES</b>	<b>\$ 8,955</b>	<b>100%</b>	<b>\$ 9,714</b>	<b>100%</b>

# UTILITY FUND EXPENSES FY22



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

	2021 ESTIMATED		2022 BUDGET	
	Amount	Percent	Amount	Percent
Water	\$ 4,879	58%	\$ 5,022	57%
Sewer	2,007	24%	2,055	23%
Sewage Treatment	1,585	19%	1,710	19%
Utility Debt Service	-	-	91	1%
<b>TOTAL EXPENSES</b>	<b>\$ 8,471</b>	<b>100%</b>	<b>\$ 8,877</b>	<b>100%</b>

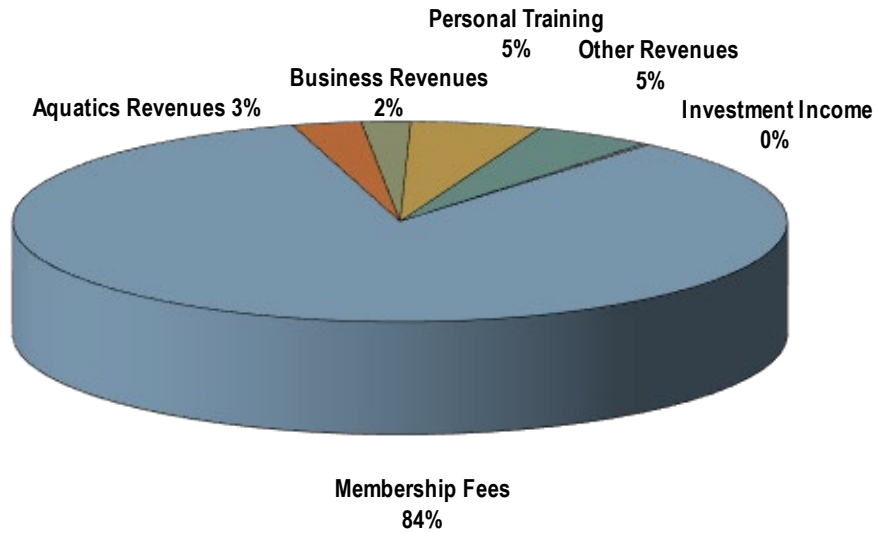
## GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY

	Actual FY19	Actual FY20	Original FY21 Budget
<b>OPERATING REVENUES</b>			
Membership Fees	\$ 3,983,021	3,224,087	3,650,000
Aquatics Revenues	148,759	95,383	82,918
Business Revenues	79,222	79,222	79,222
Personal Training Revenues	288,878	257,180	390,000
Other Revenues	207,998	107,956	352,260
<b>TOTAL OPERATING REVENUES</b>	<b>4,707,878</b>	<b>3,763,828</b>	<b>4,554,400</b>
<b>OPERATING EXPENSES</b>			
Recreation	3,280,584	3,249,181	3,787,987
Aquatics	694,800	637,230	643,697
<b>TOTAL OPERATING EXPENSES</b>	<b>3,975,384</b>	<b>3,886,411</b>	<b>4,431,685</b>
<b>OPERATING INCOME</b>	<b>732,494</b>	<b>(122,583)</b>	<b>122,715</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	84,928	43,939	40,000
Interest Payment	(8,496)	(5,040)	(1,656)
Contribution from (to) other funds	(100,000)	(100,000)	-
<b>Total</b>	<b>(23,568)</b>	<b>(61,101)</b>	<b>38,344</b>
<b>NET INCOME (LOSS)</b>	<b>708,926</b>	<b>(183,684)</b>	<b>161,059</b>
<b>Other Receipts</b>			
Depreciation	618,988	635,254	649,800
<b>Total Other Receipts</b>	<b>618,988</b>	<b>635,254</b>	<b>649,800</b>
<b>Other Expenses</b>			
Debt Payable	125,000	125,000	125,000
Infrastructure	266,529	1,406,723	291,859
Other Assets	164,562	176,169	324,700
<b>Total Other Expenses</b>	<b>556,091</b>	<b>1,707,892</b>	<b>741,559</b>
Total Net Position-Beginning	16,988,838	17,697,764	17,561,379
<b>Total Net Position-Ending</b>	<b>17,697,764</b>	<b>17,514,080</b>	<b>17,722,438</b>

**GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY**

	Estimate FY21	Budget FY22	Projected			
			FY23	FY24	FY25	FY26
\$	2,637,882	3,257,302	3,579,021	3,702,811	3,830,919	3,963,496
	63,326	111,006	114,336	115,480	116,634	117,801
	79,222	79,222	79,222	79,222	79,222	79,222
	154,866	210,264	216,572	218,738	220,925	223,134
	111,963	191,156	196,891	198,860	200,848	202,857
	3,047,259	3,848,950	4,186,042	4,315,110	4,448,549	4,586,510
	2,878,574	3,409,095	3,475,436	3,560,779	3,652,147	3,746,769
	425,484	675,334	688,921	703,590	719,023	734,922
	3,304,058	4,084,429	4,164,357	4,264,369	4,371,170	4,481,691
	<b>(256,799)</b>	<b>(235,479)</b>	<b>21,685</b>	<b>50,741</b>	<b>77,379</b>	<b>104,819</b>
	4,948	10,000	10,000	10,100	10,300	10,500
	(1,656)	-	-	-	-	-
	-	-	-	-	-	-
	3,292	10,000	10,000	10,100	10,300	10,500
	<b>(253,507)</b>	<b>(225,479)</b>	<b>31,685</b>	<b>60,841</b>	<b>87,679</b>	<b>115,319</b>
	649,800	694,015	694,015	694,015	694,015	694,015
	649,800	694,015	694,015	694,015	694,015	694,015
	125,000	-	-	-	-	-
	132,117	180,000	-	102,000	-	-
	282,376	75,000	-	-	-	-
	539,493	255,000	-	102,000	-	-
	17,514,080	17,260,573	17,035,094	17,066,779	17,127,620	17,215,299
\$	17,260,573	17,035,094	17,066,779	17,127,620	17,215,299	17,330,618

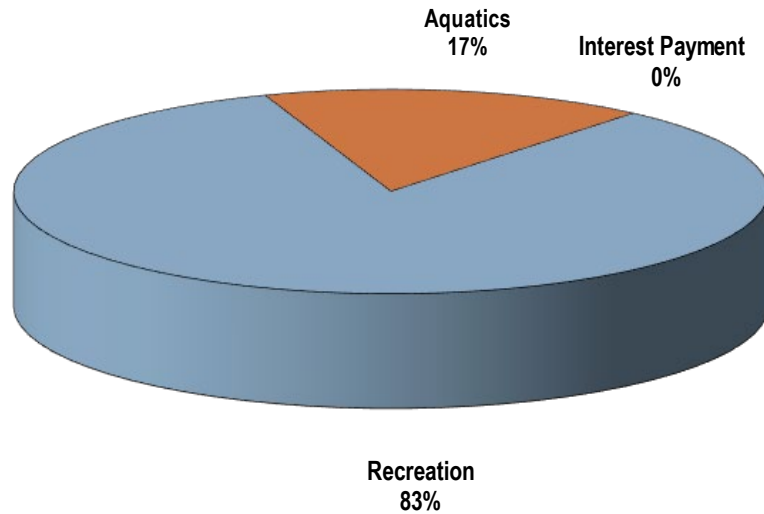
# GERMANTOWN ATHLETIC CLUB FUND REVENUES FY22



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

	2021 ESTIMATED		2022 BUDGET	
	Amount	Percent	Amount	Percent
Membership Fees	\$ 2,638	86%	\$ 3,257	84%
Aquatics Revenues	63	2%	111	3%
Business Revenues	79	3%	79	2%
Personal Training	155	5%	210	5%
Other Revenues	112	4%	191	5%
Investment Income	5	0%	10	0%
<b>TOTAL REVENUES</b>	<b>\$ 3,052</b>	<b>100%</b>	<b>\$ 3,859</b>	<b>100%</b>

## GERMANTOWN ATHLETIC CLUB FUND EXPENSES FY22



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

	2021 ESTIMATED		2022 BUDGET	
	Amount	Percent	Amount	Percent
Recreation	\$ 2,879	87%	\$ 3,409	83%
Aquatics	425	13%	675	17%
Interest Payment	2	0%	-	0%
<b>TOTAL EXPENSES</b>	<b>\$ 3,306</b>	<b>100%</b>	<b>\$ 4,084</b>	<b>100%</b>



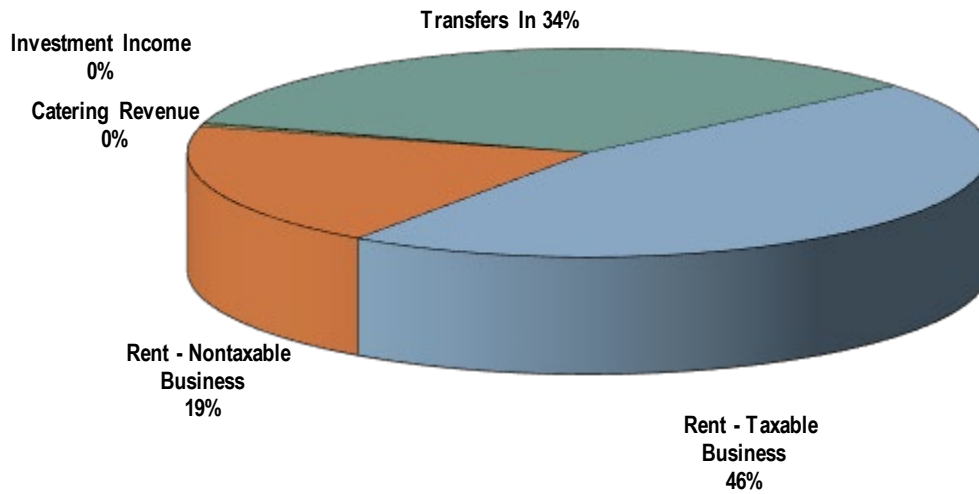
## GREAT HALL FUND BUDGET SUMMARY

	Actual FY19	Actual FY20	Original FY21 Budget
<b>OPERATING REVENUES</b>			
Rent - Taxable Business	\$ 354,298	269,797	216,510
Rent - Nontaxable Business	159,863	105,552	85,384
Other Revenue	148	-	-
Catering Revenue	5,177	3,045	3,050
<b>TOTAL OPERATING REVENUES</b>	<b>519,486</b>	<b>378,394</b>	<b>304,944</b>
<b>OPERATING EXPENSES</b>			
Communications	530	585	600
Allocations	16,234	16,633	20,113
Other Maint.	64,563	47,017	65,250
Personnel	196,880	181,142	199,556
Professional Fees	25,160	15,894	16,500
Supplies	18,603	17,185	8,233
Utilities	44,564	41,570	43,485
Rent	95,146	90,420	95,222
Grants	7,385	(1,013)	-
Depreciation	75,163	79,164	82,727
<b>TOTAL OPERATING EXPENSES</b>	<b>544,228</b>	<b>488,597</b>	<b>531,686</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(24,742)</b>	<b>(110,203)</b>	<b>(226,742)</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	13,530	9,561	2,000
Interest Payment	(3,304)	(1,960)	(644)
Contribution from other funds	75,000	75,000	230,000
<b>Total</b>	<b>85,226</b>	<b>82,601</b>	<b>231,356</b>
<b>NET INCOME (LOSS)</b>	<b>60,484</b>	<b>(27,602)</b>	<b>4,614</b>
<b>Other Receipts</b>			
Depreciation	75,163	79,164	82,727
<b>Total Other Receipts</b>	<b>75,163</b>	<b>79,164</b>	<b>82,727</b>
<b>Other Expenses</b>			
Infrastructure	73,480	-	41,650
<b>Total Other Expenses</b>	<b>73,480</b>	<b>-</b>	<b>41,650</b>
Total Net Position-Beginning	825,371	885,855	843,531
<b>Total Net Position-Ending</b>	<b>\$ 885,855</b>	<b>858,253</b>	<b>848,145</b>

**GREAT HALL FUND BUDGET SUMMARY**

Estimate	Budget	Projected				
		FY21	FY22	FY23	FY24	FY25
\$	103,675	200,500	357,285	366,217	384,527	394,141
	41,325	84,500	162,403	166,463	170,624	174,890
	-	-	154	158	162	166
	-	1,850	4,715	4,833	4,954	5,078
	145,000	286,850	524,556	537,670	560,267	574,274
	500	600	600	600	600	600
	19,050	20,193	20,597	20,925	21,344	21,771
	63,400	69,850	70,115	71,525	73,134	74,779
	180,228	207,516	213,335	219,865	226,801	233,983
	14,000	19,000	19,380	19,768	20,163	20,566
	3,350	7,900	10,998	11,159	11,343	11,531
	43,485	46,505	47,203	48,147	49,110	50,092
	85,222	96,722	96,722	97,074	97,475	97,886
	-	-	-	-	-	-
	80,823	72,519	40,426	44,142	45,256	44,775
	490,058	540,805	519,377	533,204	545,226	555,983
	<b>(345,058)</b>	<b>(253,955)</b>	<b>5,179</b>	<b>4,466</b>	<b>15,041</b>	<b>18,290</b>
	849	850	3,000	4,000	6,000	7,000
	(644)	-	-	-	-	-
	230,000	150,000	-	-	-	-
	230,205	150,850	3,000	4,000	6,000	7,000
	<b>(114,853)</b>	<b>(103,105)</b>	<b>8,179</b>	<b>8,466</b>	<b>21,041</b>	<b>25,290</b>
	80,823	72,519	40,426	44,142	45,256	44,775
	80,823	72,519	40,426	44,142	45,256	44,775
	41,650	-	-	203,400	-	-
	41,650	-	-	203,400	-	-
	858,253	743,400	640,295	648,474	656,940	677,981
\$	743,400	640,295	648,474	656,940	677,981	703,272

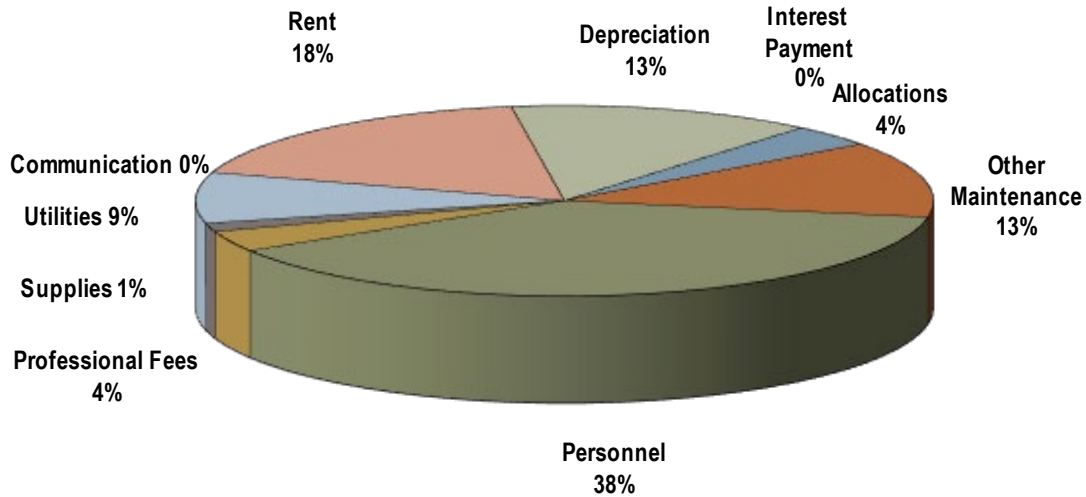
# GREAT HALL FUND REVENUES FY22



## GREAT HALL FUND REVENUES (\$000)

	2021 ESTIMATED		2022 BUDGET	
	Amount	Percent	Amount	Percent
Rent - Taxable Business	\$ 104	28%	\$ 201	46%
Rent - Nontaxable Business	41	11%	85	19%
Catering Revenue	-	-	2	0%
Investment Income	1	0%	1	0%
Transfers In	230	61%	150	34%
<b>TOTAL REVENUES</b>	<b>\$ 376</b>	<b>100%</b>	<b>\$ 438</b>	<b>100%</b>

# GREAT HALL FUND EXPENSES FY22



GREAT HALL FUND EXPENSES (\$000)

	2021 ESTIMATED		2022 BUDGET	
	Amount	Percent	Amount	Percent
Allocations	\$ 19	4%	\$ 20	4%
Other Maintenance	63	13%	70	13%
Personnel	180	37%	208	38%
Professional Fees	14	3%	19	4%
Communication	1	0%	1	0%
Supplies	3	1%	8	1%
Utilities	43	9%	47	9%
Rent	85	17%	97	18%
Depreciation	81	16%	73	13%
Interest Payment	1	0%	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 491</b>	<b>100%</b>	<b>\$ 541</b>	<b>100%</b>

## SOLID WASTE FUND BUDGET SUMMARY

	Actual FY19	Actual FY20	Budget FY21 Budget
<b>OPERATING REVENUES</b>			
Solid Waste Fees	\$ 4,912,371	4,909,470	4,945,576
Grants	25,114	-	2,500
Recycling Reimbursement	2,397	68	1,000
Other Revenues	35,955	36,589	40,000
TOTAL OPERATING REVENUES	4,975,837	4,946,127	4,989,076
<b>OPERATING EXPENSES</b>			
Communication	43,818	2,533	10,500
Personnel	136,609	79,550	98,749
Professional Fees	-	-	20,000
Supplies	24,426	20,093	45,000
Depreciation	15,474	15,474	15,474
Contract Services	4,833,541	4,651,022	5,026,864
TOTAL OPERATING EXPENSES	5,053,868	4,768,672	5,216,587
<b>OPERATING INCOME</b>	<b>(78,031)</b>	<b>177,455</b>	<b>(227,511)</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	27,397	22,318	20,000
Total Nonoperating Revenues	27,397	22,318	20,000
<b>NET INCOME/(LOSS)</b>	<b>(50,634)</b>	<b>199,773</b>	<b>(207,511)</b>
<b>Other Receipts</b>			
Depreciation	15,474	15,474	15,474
Total Other Receipts	15,474	15,474	15,474
Total Net Position-Beginning	999,553	948,919	1,031,972
<b>Total Net Position Ending</b>	<b>\$ 948,919</b>	<b>1,148,692</b>	<b>824,461</b>

**SOLID WASTE FUND BUDGET SUMMARY**

Estimate FY21	Budget FY22	Projected			
		FY23	FY24	FY25	FY26
\$ 4,920,000	4,957,549	4,911,544	5,349,593	5,362,475	5,375,389
-	-	-	2,500	2,575	2,653
900	800	1,500	1,500	1,500	1,500
32,300	35,000	40,000	40,000	40,000	40,000
4,953,200	4,993,349	4,953,044	5,393,593	5,406,550	5,419,542
10,350	17,500	17,500	17,500	17,500	17,500
79,168	102,642	105,681	108,807	112,526	114,442
-	25,000	25,000	-	-	-
35,000	60,000	60,000	60,000	60,000	60,000
15,474	15,474	15,474	15,474	15,474	15,474
4,700,000	5,134,000	5,153,053	5,188,051	5,231,032	5,220,797
4,839,992	5,354,616	5,376,709	5,389,832	5,436,532	5,428,213
<b>113,208</b>	<b>(361,267)</b>	<b>(423,665)</b>	<b>3,761</b>	<b>(29,982)</b>	<b>(8,671)</b>
4,900	4,500	10,000	10,000	10,000	10,000
4,900	4,500	10,000	10,000	10,000	10,000
<b>118,108</b>	<b>(356,767)</b>	<b>(413,665)</b>	<b>13,761</b>	<b>(19,982)</b>	<b>1,329</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
1,148,692	1,266,800	910,033	496,368	510,129	490,147
<b>\$ 1,266,800</b>	<b>910,033</b>	<b>496,368</b>	<b>510,129</b>	<b>490,147</b>	<b>491,476</b>

## STORMWATER FUND BUDGET SUMMARY

	Actual FY19	Actual FY20	Budget FY21
<b>OPERATING REVENUES</b>			
Stormwater Management Fee	\$ 1,019,222	1,024,274	1,026,500
Stormwater Permits	9,050	8,050	6,900
Other Revenue	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<b>1,028,272</b>	<b>1,032,324</b>	<b>1,033,400</b>
<b>OPERATING EXPENSES</b>			
Communication	965	1,440	1,900
Other Maintenance	28,608	38,589	29,300
Personnel	582,735	624,715	637,917
Professional Fees	-	-	-
Supplies	17,066	12,460	26,870
Utilities	575	533	600
Roads and Mains	299,061	261,142	265,000
Allocations	34,776	42,929	40,874
Depreciation	34,434	26,547	27,000
<b>TOTAL OPERATING EXPENSES</b>	<b>998,220</b>	<b>1,008,355</b>	<b>1,029,461</b>
<b>OPERATING INCOME</b>	<b>30,052</b>	<b>23,969</b>	<b>3,939</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	17,507	12,899	5,000
Grants	-	-	-
<b>Total Nonoperating Revenues</b>	<b>17,507</b>	<b>12,899</b>	<b>5,000</b>
<b>NET INCOME/(LOSS)</b>	<b>47,559</b>	<b>36,868</b>	<b>8,939</b>
<b>Other Receipts</b>			
Depreciation	34,434	26,547	27,000
<b>Total Other Receipts</b>	<b>34,434</b>	<b>26,547</b>	<b>27,000</b>
<b>Other Expenses</b>			
Major Construction	-	-	-
Other Assets	74,996	-	50,000
<b>Total Other Expenses</b>	<b>74,996</b>	<b>-</b>	<b>50,000</b>
Total Net Position-Beginning	559,344	606,904	679,691
<b>Total Net Position-Ending</b>	<b>\$ 606,904</b>	<b>643,772</b>	<b>688,630</b>

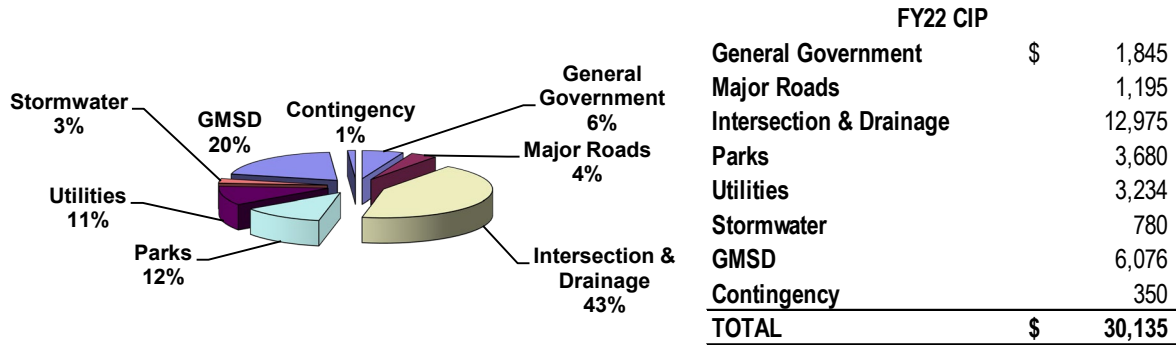
## STORMWATER FUND BUDGET SUMMARY

	Estimate FY21	Budget FY22	Projected			
			FY23	FY24	FY25	FY26
\$	1,030,500	2,848,442	2,862,684	2,891,311	2,905,768	2,934,825
	6,000	6,900	7,000	9,000	11,000	13,000
	-	-	-	-	-	-
	1,036,500	2,855,342	2,869,684	2,900,311	2,916,768	2,947,825
	1,900	5,700	6,325	6,369	6,413	6,458
	29,300	143,960	143,710	147,303	160,985	154,760
	610,623	944,785	974,361	1,006,795	1,041,249	1,076,927
	-	75,000	75,000	75,000	75,750	75,750
	11,270	73,275	40,008	41,036	42,091	43,175
	600	1,200	1,224	1,248	1,273	1,299
	265,000	356,733	360,300	363,903	367,542	371,218
	68,430	67,143	67,981	70,222	72,765	75,165
	25,200	40,818	95,349	158,263	206,177	266,092
	1,012,323	1,708,614	1,764,258	1,870,138	1,974,247	2,070,843
	<b>24,177</b>	<b>1,146,728</b>	<b>1,105,426</b>	<b>1,030,173</b>	<b>942,521</b>	<b>876,982</b>
	2,300	5,000	6,500	7,000	10,000	15,000
	-	-	-	-	-	-
	2,300	5,000	6,500	7,000	10,000	15,000
	<b>26,477</b>	<b>1,151,728</b>	<b>1,111,926</b>	<b>1,037,173</b>	<b>952,521</b>	<b>891,982</b>
	25,200	40,818	95,349	158,263	206,177	266,092
	25,200	40,818	95,349	158,263	206,177	266,092
	-	780,000	880,000	880,000	880,000	935,000
	114,090	300,000	310,000	235,000	295,000	235,000
	114,090	1,080,000	1,190,000	1,115,000	1,175,000	1,170,000
	643,772	670,249	1,821,977	2,933,903	3,971,076	4,923,597
\$	670,249	1,821,977	2,933,903	3,971,076	4,923,597	5,815,579

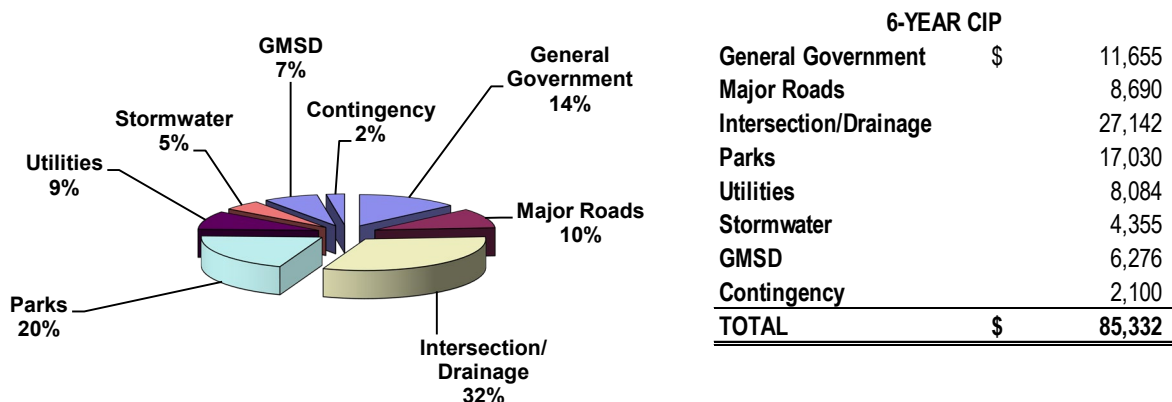


## CAPITAL IMPROVEMENTS PROGRAM

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.



The six-year CIP total has increased over last year's total. Contributions from intergovernmental sources will total \$20,352,000 during the next six years. The Board of Mayor and Aldermen and City Administration have worked closely with state officials to obtain funding for costly street and intersection improvements. The success of the Board's efforts created valuable funding opportunities for other projects.



### 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 FY22 project is provided under the Capital Improvements Program tab.

# CAPITAL IMPROVEMENTS PROGRAM

## CITY OF GERMANTOWN Capital Improvements Program - 2022 to 2027

(in thousands)	EXPENDITURES								FUNDING SOURCES			STATE & FEDERAL PROJECTS
	FY21	TOTAL	FY22	FY23	FY24	FY25	FY26	FY27	Reserves	Grants	Bonds	
<b>GENERAL GOVERNMENT:</b>												
Horse Show Area Lighting (East)	-	195	195	-	-	-	-	-	195	-	-	-
ADA Improvements	-	1,250	-	250	250	250	250	250	1,250	-	-	-
GCT Restroom ADA Renovation	45	-	-	-	-	-	-	-	-	-	-	-
GCT ADA Entrance Ramp	95	-	-	-	-	-	-	-	-	-	-	-
GCT Roofing Replacement	-	70	-	70	-	-	-	-	70	-	-	-
GPAC Grove	13	-	-	-	-	-	-	-	-	-	-	-
FS4 Backup Data Center Independent HVAC System	-	100	100	-	-	-	-	-	100	-	-	-
Quint Fire Apparatus Replacement F-141	-	1,300	1,300	-	-	-	-	-	1,300	-	-	-
Fire Station 3 Final Design	-	100	-	100	-	-	-	-	100	-	-	-
Fire Station 3 Construction	-	4,000	-	-	4,000	-	-	-	-	-	4,000	-
Fire Station 3 FF&E	-	500	-	-	-	500	-	-	500	-	-	-
Replacement Fire Engine (F-159, F-164)	-	2,800	-	-	1,000	-	1,800	-	2,800	-	-	-
Ambulance Replacement ( F-171, F-172, F-173, F-176, F-182)	-	1,340	250	260	270	275	-	285	1,340	-	-	-
<b>Total General Government:</b>	<b>153</b>	<b>11,655</b>	<b>1,845</b>	<b>680</b>	<b>5,520</b>	<b>1,025</b>	<b>2,050</b>	<b>535</b>	<b>7,655</b>	<b>-</b>	<b>4,000</b>	<b>-</b>
<b>MAJOR ROADS:</b>												
Milling and Overlay - Neshoba and WRB West	30	3,190	320	2,870	-	-	-	-	134	-	-	3,056
FHI Improvements Poplar to WRB Design	-	375	375	-	-	-	-	-	75	-	-	300
Poplar Culvert Phase IV	61	-	-	-	-	-	-	-	-	-	-	-
Winchester Milling & Paving	10	-	-	-	-	-	-	-	-	-	-	-
FHI Improvements Poplar to WRB Construction	-	4,125	-	-	-	4,125	-	-	825	-	-	3,300
FHI Improvements Poplar to WRB ROW	-	500	-	-	500	-	-	-	100	-	-	400
Major Road Plan	100	-	-	-	-	-	-	-	-	-	-	-
Poplar Avenue Culverts Replacement - Phase V	-	500	500	-	-	-	-	-	-	-	-	500
FHI Widening Poplar Pike/Winchester- Construction	636	-	-	-	-	-	-	-	-	-	-	-
<b>Total Major Roads:</b>	<b>837</b>	<b>8,690</b>	<b>1,195</b>	<b>2,870</b>	<b>500</b>	<b>4,125</b>	<b>-</b>	<b>-</b>	<b>1,134</b>	<b>-</b>	<b>-</b>	<b>7,556</b>
<b>INTERSECTIONS &amp; OTHER:</b>												
Signalization at HHS	80	400	400	-	-	-	-	-	-	-	-	400
WRB/Gtown Rd. Intersection	-	8,500	8,500	-	-	-	-	-	-	-	-	8,500
Signal Upgrades*	300	1,200	-	1,200	-	-	-	-	-	-	-	1,200
Signal Upgrades (prior years)	300	-	-	-	-	-	-	-	-	-	-	-
Intersection Safety Audit	200	-	-	-	-	-	-	-	-	-	-	-
Safe Routes to School	7	-	-	-	-	-	-	-	-	-	-	-
ADA Transition Plan	261	-	-	-	-	-	-	-	-	-	-	-
Signalization at WRB/Campbell Clinic	425	-	-	-	-	-	-	-	-	-	-	-
Signalization FHI/Crestwyn	69	425	-	425	-	-	-	-	385	40	-	-
<b>Total Intersections/Other:</b>	<b>1,642</b>	<b>10,525</b>	<b>8,900</b>	<b>1,625</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>385</b>	<b>40</b>	<b>-</b>	<b>10,100</b>
<b>DRAINAGE:</b>												
City Wide Master Drainage Plan	20	150	150	-	-	-	-	-	150	-	-	-
Lateral E Bank Stabilization/CDBG Grant	1,075	-	-	-	-	-	-	-	-	-	-	-
Golden Fields Culvert Replacement - Design	-	225	-	225	-	-	-	-	225	-	-	-
Golden Fields Culvert Replacement - Construction	-	1,100	-	-	1,100	-	-	-	-	-	1,100	-
Duntreath Ditch	-	3,500	1,885	1,615	-	-	-	-	1,900	-	-	1,600
Annual Miscellaneous Drainage Improvements	4	250	-	50	50	50	50	50	250	-	-	-
English Meadows	-	700	700	-	-	-	-	-	700	-	-	-
Old Mill Ditch Repair	266	-	-	-	-	-	-	-	-	-	-	-
Fox Hill Circle East Culvert	-	100	100	-	-	-	-	-	100	-	-	-
Somerset Drainage Improvements	-	770	-	-	70	700	-	-	770	-	-	-
Cedarwood Drive/Mimosa Rd. - Design	-	100	100	-	-	-	-	-	100	-	-	-
Cedarwood Drive/Mimosa Rd. Purchase & Construction	-	1,300	-	-	1,300	-	-	-	-	-	1,300	-
Overhill Cove Detention	-	312	-	-	-	-	-	312	312	-	-	-
Willey Rd. Culvert	-	510	-	-	-	-	-	510	510	-	-	-
Miller Farms (Lateral B) Drainage Improvements	148	7,600	1,140	6,460	-	-	-	-	7,600	-	-	-
<b>Total Drainage:</b>	<b>1,513</b>	<b>16,617</b>	<b>4,075</b>	<b>8,350</b>	<b>2,520</b>	<b>750</b>	<b>50</b>	<b>872</b>	<b>12,617</b>	<b>-</b>	<b>4,000</b>	<b>-</b>
<small>1,512,789</small>												
<b>PARKS:</b>												
Greenway Trail Extension to Collierville	328	3,000	-	-	3,000	-	-	-	600	-	-	2,400
Neighborhood Park Reinvestments Phase I	-	800	-	-	-	800	-	-	800	-	-	-
Neighborhood Park Reinvestments Phase II	-	750	-	-	-	-	750	-	750	-	-	-
Neighborhood Park Reinvestments Phase III	-	1,250	-	-	-	-	-	1,250	-	-	1,250	-
Parks on Poplar Pike-Site & Traffic Improvements - Design	-	480	-	-	-	-	-	480	480	-	-	-
Master Plan Legacy Park Project Phase I	-	3,000	-	-	-	-	3,000	-	-	-	3,000	-
Germantown Station Park Reinvestment	-	230	230	-	-	-	-	-	230	-	-	-
Oaklawn Garden Phase I	-	300	-	300	-	-	-	-	300	-	-	-
Riverdale Park Reinvestment Phase I	-	450	-	450	-	-	-	-	450	-	-	-
Wolf River Greenway Nashoba	7	-	-	-	-	-	-	-	-	-	-	-
Lilly Walk Linear Park - Design	30	-	-	-	-	-	-	-	-	-	-	-
Lilly Walk Linear Park - Construction	-	320	-	320	-	-	-	-	64	-	-	256
Cameron Brown Parking	-	250	250	-	-	-	-	-	250	-	-	-
Parkland Acquisition	50	2,700	2,700	-	-	-	-	-	2,700	-	-	-
Wolf River CB Park - East	2,316	-	-	-	-	-	-	-	-	-	-	-
Parks Master Plan	13	-	-	-	-	-	-	-	-	-	-	-
Long Field Site Work (Impact Project)	-	3,000	-	-	3,000	-	-	-	3,000	-	-	-
Long Field Complex - Design	-	500	500	-	-	-	-	-	500	-	-	-
<b>Total Parks:</b>	<b>2,744</b>	<b>17,030</b>	<b>3,680</b>	<b>1,070</b>	<b>6,000</b>	<b>800</b>	<b>3,750</b>	<b>1,730</b>	<b>10,124</b>	<b>-</b>	<b>4,250</b>	<b>2,656</b>

# CAPITAL IMPROVEMENTS PROGRAM

(in thousands)	EXPENDITURES							FUNDING SOURCES			STATE & FEDERAL PROJECTS	
	FY21	TOTAL	FY22	FY23	FY24	FY25	FY26	FY27	Reserves	Grants		Bonds
<b>GERMANTOWN ATHLETIC CLUB FUND:</b>												
ADA Ramp	99	-	-	-	-	-	-	-	-	-	-	-
Exterior Signage	11	-	-	-	-	-	-	-	-	-	-	-
<b>Total GAC Fund:</b>	<b>111</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>												
Annual Miscellaneous Drainage Improvements	-	50	50	-	-	-	-	-	50	-	-	-
Redbud Trails	-	650	650	-	-	-	-	-	650	-	-	-
Riverdale Rd. Outlet End Culvert - Design	-	80	80	-	-	-	-	-	80	-	-	-
Riverdale Rd. Outlet End Culvert - Construction	-	2,640	-	880	880	880	-	-	2,640	-	-	-
Dogwood Grove 4th Addition - Construction	-	935	-	-	-	-	935	-	935	-	-	-
<b>Total Stormwater Fund:</b>	<b>-</b>	<b>4,355</b>	<b>780</b>	<b>880</b>	<b>880</b>	<b>880</b>	<b>935</b>	<b>-</b>	<b>4,355</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>MUNICIPAL SCHOOLS:</b>												
HHS Fieldhouse	200	400	200	200	-	-	-	-	400	-	-	-
Dogwood Elementary Secure Entrance	500	-	-	-	-	-	-	-	-	-	-	-
Sprinkler System	-	376	376	-	-	-	-	-	376	-	-	-
Houston Middle School Secure Entrance	-	500	500	-	-	-	-	-	500	-	-	-
Houston Middle School Addition	-	5,000	5,000	-	-	-	-	-	-	-	5,000	-
<b>Total GMSD Fund:</b>	<b>700</b>	<b>6,276</b>	<b>6,076</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,276</b>	<b>-</b>	<b>5,000</b>	<b>-</b>
<b>UTILITY FUND:</b>												
North Johnson Rd Lift Station Force Main Re-routing	235	-	-	-	-	-	-	-	-	-	-	-
Small Elevated Tank Removal	-	-	-	-	-	-	-	-	-	-	-	-
Elevated Water Tank	232	3,134	3,134	-	-	-	-	-	1,000	-	2,134	-
Chlorine Tank	8	-	-	-	-	-	-	-	-	-	-	-
Annexation Area Water Main	27	-	-	-	-	-	-	-	-	-	-	-
Western Gateway Sewer	456	-	-	-	-	-	-	-	-	-	-	-
Johnson Rd Lift Station Rerouting	-	-	-	-	-	-	-	-	-	-	-	-
Western Gateway Sewer	-	-	-	-	-	-	-	-	-	-	-	-
Automated Meter Reading Phase I	-	100	100	-	-	-	-	-	100	-	-	-
Automated Meter Reading Phase II	-	1,000	-	1,000	-	-	-	-	1,000	-	-	-
Automated Meter Reading Phase III	-	1,000	-	-	1,000	-	-	-	1,000	-	-	-
Automated Meter Reading Phase IV	-	1,000	-	-	-	1,000	-	-	1,000	-	-	-
Automated Meter Reading Phase V	-	1,000	-	-	-	-	1,000	-	1,000	-	-	-
Asbestos Cement (AC) Pipe	-	600	-	-	600	-	-	-	600	-	-	-
Cordova Rd. Lift Station Force Main Re-routing	-	250	-	250	-	-	-	-	250	-	-	-
<b>Total Utility Fund:</b>	<b>957</b>	<b>8,084</b>	<b>3,234</b>	<b>1,250</b>	<b>1,600</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>	<b>5,950</b>	<b>-</b>	<b>2,134</b>	<b>-</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>-</b>	<b>-</b>	<b>-</b>
<b>CIP SUMMARY</b>												
General Government	153	11,655	1,845	680	5,520	1,025	2,050	535	-	-	-	-
Major Roads	837	8,690	1,195	2,870	500	4,125	-	-	-	-	-	-
Intersec/Other/Drainage	3,155	27,142	12,975	9,975	2,520	750	50	872	-	-	-	-
Parks	2,744	17,030	3,680	1,070	6,000	800	3,750	1,730	-	-	-	-
Utilities	957	8,084	3,234	1,250	1,600	1,000	1,000	-	-	-	-	-
Germantown Athletic Club	111	-	-	-	-	-	-	-	-	-	-	-
Stormwater Fund	-	4,355	780	880	880	880	935	-	-	-	-	-
GMSD	700	6,276	6,076	200	-	-	-	-	-	-	-	-
Contingency	-	2,100	350	350	350	350	350	350	-	-	-	-
<b>Total CIP:</b>	<b>8,657</b>	<b>85,332</b>	<b>30,135</b>	<b>17,275</b>	<b>17,370</b>	<b>8,930</b>	<b>8,135</b>	<b>3,487</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUNDING SUMMARY</b>												
Reserves: General	6,889	23,515	6,064	2,574	5,690	3,750	3,200	2,237	-	-	-	-
Utility	957	5,950	1,100	1,250	1,600	1,000	1,000	-	-	-	-	-
Germantown Athletic Club	111	-	-	-	-	-	-	-	-	-	-	-
Stormwater Fund	-	4,355	780	880	880	880	935	-	-	-	-	-
GMSD	700	1,276	1,076	200	-	-	-	-	-	-	-	-
CIP Reserve	-	10,500	2,425	8,075	-	-	-	-	-	-	-	-
State/Intergovernmental/Grant:	-	20,352	9,956	4,296	2,800	3,300	-	-	-	-	-	-
Bonds: General	-	17,250	6,600	-	6,400	-	3,000	1,250	-	-	-	-
Utility	-	2,134	2,134	-	-	-	-	-	-	-	-	-
<b>Total Funding:</b>	<b>8,657</b>	<b>85,332</b>	<b>30,135</b>	<b>17,275</b>	<b>17,370</b>	<b>8,930</b>	<b>8,135</b>	<b>3,487</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2022 to 2031

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

AREA & TYPE OF INFRASTRUCTURE	Budget FY21	Estimate FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	10 YEAR TOTAL
<b>GENERAL FUND:</b>													
<b>BUILDING IMPROVEMENTS:</b>													
<b>FACILITIES SERVICES:</b>													
Pit/Pedestal Electrical Replacements-Festival Grounds	-	-	20	-	-	-	-	-	-	-	-	-	20
Depot Park Exterior Painting	-	-	-	-	12	-	-	-	-	-	-	-	12
GPAC Exterior Improvements and Painting	-	-	-	-	48	-	-	-	-	-	-	-	48
Animal Shelter HVAC Replacements	-	-	-	-	50	-	-	-	-	-	-	-	50
City Hall Interior Lighting Improvements	-	-	25	-	-	-	-	-	-	-	-	-	25
City Hall Flooring Replacement	-	-	25	-	-	-	-	-	-	-	-	-	25
GPAC Fire Alarm Replacement	76	76	-	-	-	-	-	-	-	-	-	-	-
Fire Station 2 Roof Replacement	-	-	-	75	-	-	-	-	-	-	-	-	75
ECD Roof Replacement	-	-	-	-	175	-	-	-	-	-	-	-	175
Drive Thru Window-Library	-	20	-	-	-	-	-	-	-	-	-	-	-
HVAC System - GPAC Grove	-	26	-	-	-	-	-	-	-	-	-	-	-
Stationary Generator Work Platforms	-	-	30	-	-	-	-	-	-	-	-	-	30
Library Flooring Replacements	-	-	15	-	-	-	-	-	-	-	-	-	15
Animal Shelter Cat Room Design	-	-	-	10	-	-	-	-	-	-	-	-	10
Animal Shelter Cat Room Construction	-	-	-	-	65	-	-	-	-	-	-	-	65
ECD Chiller Replacement	140	100	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FACILITIES SERVS.</b>	<b>216</b>	<b>222</b>	<b>115</b>	<b>85</b>	<b>350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>550</b>
<b>PARKS:</b>													
Fire Alarm System	-	-	18	-	-	-	-	-	-	-	-	-	18
<b>TOTAL PARKS</b>	<b>-</b>	<b>-</b>	<b>18</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18</b>
<b>GPAC</b>													
Electrical Panel Upgrade-West Stage	-	-	-	-	15	-	-	-	-	-	-	-	15
Handrail Renovations - Design	-	-	-	-	-	-	6	-	-	-	-	-	6
ADA Compliance-Design and Study	-	-	-	-	6	-	-	-	-	-	-	-	6
<b>TOTAL PARKS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28</b>
<b>TOTAL BUILDING IMPROVEMENTS</b>	<b>216</b>	<b>222</b>	<b>133</b>	<b>85</b>	<b>371</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>596</b>
<b>OTHER EQUIPMENT:</b>													
<b>GPAC:</b>													
Rigging repairs	-	-	28	45	23	40	13	-	-	-	-	-	149
<b>TOTAL GPAC</b>	<b>-</b>	<b>-</b>	<b>28</b>	<b>45</b>	<b>23</b>	<b>40</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>149</b>
<b>FIRE:</b>													
Vehicle Exhaust System Maintenance	-	-	-	25	25	-	-	-	-	-	-	-	50
Onan Generator (Station 2)	-	-	-	-	120	-	-	-	-	-	-	-	120
Lucas Device	-	16	60	60	-	-	-	-	-	-	-	-	120
Station 2 Kitchen Upgrades	-	-	35	-	-	-	-	-	-	-	-	-	35
Zoll Monitor	-	37	-	-	-	-	-	-	-	-	-	-	-
Zoll Monitor Upgrades	-	-	-	24	-	-	-	-	-	-	-	-	24
<b>TOTAL FIRE</b>	<b>-</b>	<b>53</b>	<b>95</b>	<b>109</b>	<b>145</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>349</b>
<b>POLICE:</b>													
Drones	-	-	57	-	-	-	-	-	-	-	-	-	57
<b>TOTAL POLICE</b>	<b>-</b>	<b>-</b>	<b>57</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>57</b>
<b>TOTAL OTHER EQUIPMENT</b>	<b>-</b>	<b>53</b>	<b>180</b>	<b>154</b>	<b>168</b>	<b>40</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>555</b>
<b>MAINTENANCE EQUIPMENT:</b>													
<b>PUBLIC WORKS AND GROUNDS:</b>													
Bulk Spreader 2002 Tarco Highlander	-	-	30	-	-	-	-	-	-	-	-	-	30
Graco Walk Behind Street Line Striper	-	-	30	-	-	-	-	-	-	-	-	-	30
Articulating Brush Cutter	-	-	15	-	-	-	-	-	-	-	-	-	15
John Deere Greens Mower	-	-	14	-	-	-	-	-	-	-	-	-	14
Smithco Bunk Rake	-	-	-	-	-	-	-	-	22	-	-	-	22
Toro Workman	-	-	-	20	-	-	-	-	-	-	-	-	20
John Deere Bunker Rake	-	-	-	-	-	18	-	-	-	-	-	-	18
Concrete Form Trailer	-	-	10	-	-	-	-	-	-	-	-	-	10
Ingersoll Rand Air Compressor	-	-	-	31	-	-	-	-	-	-	-	-	31
Craco 22125 Asphalt Crack Sealer	-	-	-	-	-	65	-	-	-	-	-	-	65
Exmark Mower 72	-	-	-	-	-	-	-	15	15	-	-	-	30
Exmark Lazer 72" Mower	-	-	-	-	-	-	-	-	30	-	-	-	30
Utility Trailer	-	-	10	-	-	-	-	-	-	-	-	-	10
Daewoo Forklift	-	-	-	-	15	-	-	-	-	-	-	-	15
<b>TOTAL Public Works</b>	<b>-</b>	<b>-</b>	<b>109</b>	<b>51</b>	<b>15</b>	<b>83</b>	<b>-</b>	<b>15</b>	<b>67</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>340</b>
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>109</b>	<b>51</b>	<b>15</b>	<b>83</b>	<b>-</b>	<b>15</b>	<b>67</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>340</b>
<b>AUTOS AND TRUCKS:</b>													
<b>FACILITIES MANAGEMENT:</b>													
Ford F-350	-	-	-	-	-	-	40	-	-	-	-	-	40
Dodge Ram	-	-	-	-	-	-	-	-	40	-	-	-	40
Ford F-250	-	-	-	-	120	-	-	-	-	-	-	-	120
Ford F-150	-	-	-	-	-	40	-	-	-	-	-	-	40
<b>TOTAL FACILITIES MAINT.</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120</b>	<b>40</b>	<b>40</b>	<b>-</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>240</b>

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2022 to 2031

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

AREA & TYPE OF INFRASTRUCTURE	Budget	Estimate										10 YEAR	
	FY21	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
<b>DEVELOPMENT:</b>													
Ford Ranger	-	-	-	-	-	-	-	40	-	-	40	-	80
Ford F-150 4x4	-	-	-	-	40	-	40	-	-	-	40	-	120
<b>TOTAL DEVELOPMENT</b>	-	-	-	-	40	-	40	40	-	-	80	-	200
<b>PUBLIC WORKS AND GROUNDS:</b>													
KW T370 Dump Truck	-	-	-	-	-	-	-	-	-	-	-	150	150
International 4700 Hook Lift	-	-	-	-	-	-	150	-	-	-	-	-	150
Sterling Dump Truck	-	-	-	-	140	-	-	-	-	-	-	-	140
Ford F-350 Crew Cab	-	-	-	45	-	-	-	-	-	-	-	-	45
Ford F-750 Flat Bed	-	-	-	-	90	-	-	-	-	-	-	-	90
Ford F-750 Dump	-	-	-	-	-	90	-	-	-	-	-	-	90
Ford F-550 Bucket Truck	-	-	-	-	100	-	-	-	-	-	-	-	100
Ford F-150 4x4	-	-	-	-	-	38	38	38	-	-	-	-	114
Ford F-150	-	-	-	-	30	-	-	-	-	-	-	-	30
Ford F-250	-	-	45	-	-	-	-	-	-	-	-	-	45
Ford F-350	-	-	-	50	-	-	-	-	-	-	-	-	50
Ford F-450	75	66	-	-	-	-	-	-	-	-	-	-	-
John Deere 4x4 Tractor	-	-	-	30	-	-	-	-	-	-	-	-	30
John Deere 4052R Tractor/Loader	-	-	-	-	-	-	-	-	-	18	-	-	18
John Deere 710K Backhoe	-	-	-	-	-	-	-	200	-	-	-	-	200
Kubota M4900 Tractor	-	-	-	-	-	-	100	-	-	-	-	-	100
Kubota M5400 Tractor	-	-	-	40	-	-	-	-	-	-	-	-	40
Cat Asphalt Roller	-	-	-	-	-	-	-	-	-	-	-	65	65
Bobcat Track Skid Steer	-	-	-	-	-	-	-	-	-	-	60	-	60
Case 521 DXT Loader	-	-	-	-	-	150	-	-	-	-	-	-	150
LeBoy Asphalt Paver	-	-	-	-	-	-	90	-	-	-	-	-	90
<b>TOTAL Public Works</b>	75	66	45	165	360	278	378	238	-	18	60	215	1,757
<b>FIRE:</b>													
Ford Expedition	-	-	-	50	-	-	-	55	55	-	-	-	160
Chevy Tahoe	-	-	-	-	-	-	-	55	-	-	60	-	115
Ford F-350 Crew Cab	-	-	-	75	-	-	-	70	-	-	-	-	145
Ford Explorer	-	-	50	50	-	-	-	-	55	-	-	55	210
<b>TOTAL FIRE</b>	-	-	50	175	-	-	-	180	110	-	60	55	630
<b>PARKS AND RECREATION:</b>													
Ford Escape	-	-	-	-	35	-	-	-	-	-	-	-	35
Ford F-150	-	-	-	-	35	-	-	-	-	-	-	-	35
<b>TOTAL PARKS AND REC.</b>	-	-	-	-	70	-	-	-	-	-	-	-	70
<b>POLICE:</b>													
Police Fleet - Chevy Tahoes	-	-	-	-	90	90	45	50	-	50	-	-	325
Police Fleet - Impala	-	-	-	-	35	-	-	-	-	-	-	-	35
Police Fleet - Ford Crown Vics	-	-	45	-	45	-	90	-	-	-	-	-	180
Police Fleet - Ford F-350 4x4 Crewcab	-	-	-	-	60	-	-	-	-	-	-	-	60
Police Fleet - Ford Fusion Hybrids	70	-	35	35	35	-	-	-	35	-	72	-	212
Police Fleet - 4x4 Ford Expedition	-	-	-	-	-	60	-	-	-	-	-	-	60
Police Fleet - Ford Fusion	-	-	-	-	35	-	-	38	38	38	76	-	225
Police Fleet - Ford Explorers	90	94	185	235	315	180	135	300	420	350	100	300	2,520
Police Fleet - Chevy Malibu	-	49	-	-	-	-	-	-	-	-	-	-	-
Police Fleet - Ford Explorers XLT	-	-	-	-	-	-	-	-	-	-	-	50	50
Police Fleet - FY20	-	413	-	-	-	-	-	-	-	-	-	-	-
Police Admin Fleet - FY20	-	82	-	-	-	-	-	-	-	-	-	-	-
Police Fleet - Ford F-150 Pursuit	-	-	-	-	-	-	-	-	-	-	-	50	50
Police Fleet - Admin. Vehicle	-	-	35	-	-	-	-	-	-	-	-	-	35
<b>TOTAL POLICE</b>	160	638	300	270	615	330	270	388	493	438	248	400	3,752
<b>TOTAL AUTOS &amp; TRUCKS</b>	235	704	395	610	1,205	648	728	846	643	456	448	670	6,649
<b>RADIOS</b>													
<b>INFORMATION TECHNOLOGY:</b>													
Radio Replacements	-	-	426	150	250	250	250	250	250	250	250	250	2,576
<b>TOTAL I.T.</b>	-	-	426	150	250	250	250	250	250	250	250	250	2,576
<b>TOTAL RADIOS</b>	-	-	426	150	250	250	250	250	250	250	250	250	2,576
<b>COMPUTER EQUIPMENT:</b>													
<b>POLICE:</b>													
Cameras/License Plate Readers	-	50	25	-	-	-	-	-	-	-	-	-	25
<b>TOTAL POLICE</b>	-	50	25	-	-	-	-	-	-	-	-	-	25

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2022 to 2031

City of Germantown  
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL  
(in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY21	Estimate FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	10 YEAR TOTAL
<b>INFORMATION TECHNOLOGY:</b>													
Network Switches	20	20	35	35	35	150	35	35	35	35	35	35	465
Card Access - Various City Buildings	-	-	35	35	35	35	35	35	35	35	35	35	350
Portable Radio Repeater	-	-	-	-	-	10	-	-	-	-	10	-	20
Radio System Replacement/Upgrades	150	150	-	500	-	-	-	-	-	2,000	-	-	2,500
Security Cameras Replacements	-	65	35	35	35	35	35	35	35	35	35	35	350
Security Cameras - Police	50	-	-	-	-	50	50	-	-	-	50	50	200
Tyler NWS/Enterprise Upgrade - Hardware	-	-	-	-	-	145	-	-	-	-	145	-	290
In-Car Camera Server	-	13	-	-	-	-	-	-	-	-	-	-	-
AFIS Fingerprint Machine	-	-	-	15	-	-	-	-	15	-	-	-	30
Locution	-	-	-	-	50	-	-	-	-	50	-	-	100
Phone System Servers	-	-	-	-	35	-	-	-	-	35	-	-	70
<b>TOTAL I.T.</b>	<b>220</b>	<b>247</b>	<b>105</b>	<b>620</b>	<b>190</b>	<b>425</b>	<b>155</b>	<b>105</b>	<b>120</b>	<b>2,190</b>	<b>310</b>	<b>155</b>	<b>4,375</b>
<b>TOTAL COMPUTER EQUIPMENT</b>	<b>220</b>	<b>297</b>	<b>130</b>	<b>620</b>	<b>190</b>	<b>425</b>	<b>155</b>	<b>105</b>	<b>120</b>	<b>2,190</b>	<b>310</b>	<b>155</b>	<b>4,400</b>
<b>COMPUTER SOFTWARE:</b>													
<b>INFORMATION TECHNOLOGY:</b>													
Tyler NWS/Enterprise Upgrade - Software	-	98	-	-	-	135	150	-	-	-	135	150	570
Server Backup Software	-	-	-	-	30	-	-	-	-	30	-	-	60
Court System Software	-	-	-	-	50	-	-	-	-	50	-	-	100
<b>TOTAL I.T.</b>	<b>-</b>	<b>98</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>135</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>135</b>	<b>150</b>	<b>730</b>
<b>TOTAL COMPUTER SOFTWARE</b>	<b>-</b>	<b>98</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>135</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>135</b>	<b>150</b>	<b>730</b>
<b>OTHER ASSETS:</b>													
<b>PARKS</b>													
Arboretum & Tree Restoration and Replacement - Phase III	-	-	-	35	-	-	-	-	-	-	-	-	35
Ranger Electric RTV	-	-	-	17	-	-	-	-	-	-	-	-	17
Signage/Wayfinding System	-	-	-	50	-	50	50	-	-	-	-	-	150
<b>TOTAL PARKS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>102</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>202</b>
<b>GPAC:</b>													
Touchless Ticket Scanner	-	-	10	-	-	-	-	-	-	-	-	-	10
Theater Seat Replacement - Phase 1	-	-	-	-	-	350	-	-	-	-	-	-	350
Curtain Replacement	-	-	100	86	39	-	-	-	-	-	-	-	224
Clear Com-Wired	-	-	12	-	-	-	-	-	-	-	-	-	12
Clear Com-Wireless	-	-	-	26	-	-	-	-	-	-	-	-	26
Video Recorders	-	-	-	-	17	-	-	-	-	-	-	-	17
Kitchen Stove Replacement	-	-	-	10	-	-	-	-	-	-	-	-	10
Recovering Orchestra Shell	-	-	-	-	19	-	-	-	-	-	-	-	19
Lighting Console Replacement	-	-	-	-	46	-	-	-	-	-	-	-	46
Spotlight Replacement	-	-	-	-	22	-	-	-	-	-	-	-	22
<b>TOTAL GPAC</b>	<b>-</b>	<b>-</b>	<b>122</b>	<b>122</b>	<b>142</b>	<b>350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>735</b>
<b>Public Works:</b>													
Irrigation Replacement Program	-	-	-	50	-	-	-	-	-	-	-	-	50
Bob Hailey Dugout Roof Replacement	-	-	20	-	-	-	-	-	-	-	-	-	20
Wolf River Greenway Repair and Overlay	-	-	75	-	-	-	-	-	-	-	-	-	75
Wolf River Blvd Median Enhancements II	-	-	-	188	-	-	-	-	-	-	-	-	188
Cameron Brown Pier Replacement	-	-	100	-	-	-	-	-	-	-	-	-	100
<b>TOTAL Public Works</b>	<b>-</b>	<b>-</b>	<b>195</b>	<b>238</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>433</b>
<b>POLICE:</b>													
In-Car Video Systems - Police Vehicles	20	18	35	30	45	35	30	40	50	45	30	40	380
<b>TOTAL POLICE</b>	<b>20</b>	<b>18</b>	<b>35</b>	<b>30</b>	<b>45</b>	<b>35</b>	<b>30</b>	<b>40</b>	<b>50</b>	<b>45</b>	<b>30</b>	<b>40</b>	<b>380</b>
<b>TOTAL OTHER ASSETS</b>	<b>20</b>	<b>18</b>	<b>352</b>	<b>492</b>	<b>187</b>	<b>435</b>	<b>80</b>	<b>40</b>	<b>50</b>	<b>45</b>	<b>30</b>	<b>40</b>	<b>1,750</b>
<b>TOTAL GENERAL FUND</b>	<b>691</b>	<b>1,392</b>	<b>1,725</b>	<b>2,162</b>	<b>2,466</b>	<b>2,016</b>	<b>1,382</b>	<b>1,256</b>	<b>1,130</b>	<b>3,021</b>	<b>1,173</b>	<b>1,265</b>	<b>17,596</b>

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2022 to 2031

City of Germantown  
INFRASTRUCTURE REPLACEMENT PROGRAM DETAIL  
(in thousands)

AREA & TYPE OF INFRASTRUCTURE	Budget FY21	Estimate FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	10 YEAR TOTAL
<b>DRUG FUND:</b>													
<b>AUTO &amp; TRUCKS:</b>													
Ford Explorer	35	-	-	-	-	-	-	-	-	-	-	-	-
Chevrolet Malibu	-	24	-	-	-	-	-	38	-	-	-	-	38
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>35</b>	<b>24</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>38</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>38</b>
<b>TOTAL DRUG FUND</b>	<b>35</b>	<b>24</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>38</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>38</b>
<b>RECREATION FUND:</b>													
<b>OTHER ASSETS:</b>													
Park Furnishings at Sports Complexes	-	-	-	-	30	-	-	-	-	-	-	-	30
Concession Buildings Storage Upgrades	-	-	-	-	-	25	-	-	-	-	-	-	25
Sports Lighting & Control Upgrades	-	-	100	-	-	-	-	-	-	-	-	-	100
<b>TOTAL OTHER ASSETS</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>30</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>155</b>
<b>OTHER IMPROVEMENTS:</b>													
Tennis Court Fence Renovation - Municipal Park	-	66	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER IMPROVEMENTS</b>	<b>-</b>	<b>66</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>-</b>	<b>66</b>	<b>100</b>	<b>-</b>	<b>30</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>155</b>
<b>STORMWATER FUND:</b>													
<b>MAINTENANCE EQUIPMENT:</b>													
Kubota Mower	-	-	70	-	-	-	35	-	-	-	-	-	105
Dingo TX 1000	-	-	-	-	35	-	-	-	-	-	-	-	35
Georgia Buggy	-	-	-	35	-	-	-	-	-	-	-	-	35
Skid Steer	-	-	-	-	-	35	-	-	-	-	-	-	35
Bobcat E35 Excavator	-	-	-	-	-	-	-	-	75	-	-	-	75
ODB Debris Vac	-	-	-	-	-	-	-	-	-	70	70	-	140
ODB Leaf Vac	-	-	-	-	-	60	-	-	-	-	-	-	60
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>70</b>	<b>35</b>	<b>35</b>	<b>95</b>	<b>35</b>	<b>-</b>	<b>75</b>	<b>70</b>	<b>70</b>	<b>-</b>	<b>485</b>
<b>OTHER ASSETS:</b>													
CIPP	50	50	200	200	200	200	200	100	75	75	50	50	1,350
<b>TOTAL OTHER ASSETS</b>	<b>50</b>	<b>50</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>100</b>	<b>75</b>	<b>75</b>	<b>50</b>	<b>50</b>	<b>1,350</b>
<b>AUTO &amp; TRUCKS:</b>													
Ford F-450 Truck	-	64	30	75	-	-	-	-	-	-	-	75	180
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>-</b>	<b>64</b>	<b>30</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>180</b>
<b>TOTAL STORMWATER FUND</b>	<b>50</b>	<b>114</b>	<b>300</b>	<b>310</b>	<b>235</b>	<b>295</b>	<b>235</b>	<b>100</b>	<b>150</b>	<b>145</b>	<b>120</b>	<b>125</b>	<b>2,015</b>
<b>GREAT HALL FUND:</b>													
<b>BUILDING IMPROVEMENTS:</b>													
Fire Alarm Replacements	42	42	-	-	-	-	-	-	-	-	-	-	-
RTU Replacements	-	-	-	-	158	-	-	-	-	-	-	-	158
Interior Lighting Replacements	-	-	-	-	45	-	-	-	-	-	-	-	45
<b>TOTAL BUILDING IMPROVEMENTS</b>	<b>42</b>	<b>42</b>	<b>-</b>	<b>-</b>	<b>203</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>203</b>
<b>TOTAL GREAT HALL FUND</b>	<b>42</b>	<b>42</b>	<b>-</b>	<b>-</b>	<b>203</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>203</b>
<b>UTILITY FUND:</b>													
<b>COMPUTER SOFTWARE:</b>													
SCADA System Replacement	-	-	-	-	-	-	-	-	75	-	-	-	75
<b>TOTAL COMPUTER SOFTWARE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75</b>
<b>LINES, WELLS AND STATION IMPROVEMENTS:</b>													
<b>SEWER:</b>													
Maintenance of Sewer Collection System	350	289	350	350	350	350	350	350	350	350	350	350	3,500
Maintenance of Sewer Collection System FY20	-	208	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL SEWER</b>	<b>350</b>	<b>497</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>3,500</b>
<b>WATER:</b>													
Well and Pump Rehab	-	-	60	-	-	-	-	-	-	-	-	-	60
Water Mains Maintenance	100	100	100	100	100	100	100	100	100	100	100	100	1,000
Maintenance of Water WellField System	120	117	120	120	120	120	120	120	120	120	120	120	1,200
Maintenance of Water WellField System FY20	-	177	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL WATER</b>	<b>220</b>	<b>394</b>	<b>280</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>2,260</b>
<b>TOTAL LINES, WELLS &amp; STATION IMPROVEMENTS</b>	<b>570</b>	<b>890</b>	<b>630</b>	<b>570</b>	<b>570</b>	<b>570</b>	<b>570</b>	<b>570</b>	<b>570</b>	<b>570</b>	<b>570</b>	<b>570</b>	<b>5,760</b>
<b>MAINTENANCE EQUIPMENT:</b>													
<b>SEWER:</b>													
Ques Sewer Inspection System	185	149	-	-	-	-	-	-	-	-	-	-	-
Cat 308E Trackhoe	-	-	-	-	-	-	-	-	-	140	-	-	140
<b>TOTAL SEWER</b>	<b>185</b>	<b>149</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>140</b>	<b>-</b>	<b>-</b>	<b>140</b>

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2022 to 2031

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

AREA & TYPE OF INFRASTRUCTURE	Budget FY21	Estimate FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	10 YEAR TOTAL
<b>WATER:</b>													
Gradall XL4100	-	-	-	-	-	-	-	-	450	-	-	-	450
Gradall Excavator 3100	-	-	-	-	-	-	-	275	-	-	-	-	275
Ditchwitch 2310 Trencher Replacement	58	51	-	-	-	-	-	-	-	-	-	-	-
Johnson Road Chlorine Injection System Replacement	100	95	-	-	-	-	-	-	-	-	-	-	-
Water Plant Flow Meter Replacement	75	75	-	-	-	-	-	-	-	-	-	-	-
Cat 420 Backhoe	-	-	-	-	-	-	-	-	-	-	-	125	125
<b>TOTAL WATER</b>	<b>233</b>	<b>221</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>275</b>	<b>450</b>	<b>-</b>	<b>-</b>	<b>125</b>	<b>850</b>
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>418</b>	<b>370</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>275</b>	<b>450</b>	<b>140</b>	<b>-</b>	<b>125</b>	<b>990</b>
<b>AUTOS AND TRUCKS:</b>													
<b>SEWER:</b>													
International Sewer/Vacuum Truck	-	-	-	-	-	-	-	-	-	-	325	-	325
Ford F-550 Crane Truck	-	-	-	-	-	-	-	-	135	-	-	-	135
<b>TOTAL SEWER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>135</b>	<b>-</b>	<b>325</b>	<b>-</b>	<b>460</b>
<b>WATER:</b>													
Ford F-350	-	-	-	-	-	-	-	-	-	75	-	-	75
Ford F-150 4x4	-	-	-	-	-	-	-	35	-	-	-	35	70
Ford F-150	-	-	32	-	32	-	-	-	-	-	-	-	64
International Dump Truck	-	-	-	-	130	-	-	-	-	-	-	-	130
Ford Ranger	-	-	28	-	-	-	-	28	-	-	-	84	140
<b>TOTAL WATER</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>162</b>	<b>-</b>	<b>35</b>	<b>28</b>	<b>75</b>	<b>-</b>	<b>119</b>	<b>479</b>	
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>162</b>	<b>-</b>	<b>35</b>	<b>163</b>	<b>75</b>	<b>325</b>	<b>119</b>	<b>939</b>	
<b>OTHER ASSETS:</b>													
<b>SEWER:</b>													
Sanitary Flow Meters	-	-	-	50	50	50	-	-	-	-	-	-	150
<b>TOTAL SEWER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>
<b>TOTAL OTHER ASSETS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>
<b>TOTAL UTILITY FUND</b>	<b>988</b>	<b>1,261</b>	<b>630</b>	<b>630</b>	<b>620</b>	<b>782</b>	<b>620</b>	<b>880</b>	<b>1,258</b>	<b>785</b>	<b>895</b>	<b>814</b>	<b>7,764</b>
<b>GERMANTOWN ATHLETIC CLUB:</b>													
<b>OTHER ASSETS:</b>													
HVAC Outdoor Pool Replacement	-	50	-	-	-	-	-	-	-	-	-	-	-
Splash Pad Resurfacing	50	47	-	-	-	-	-	-	-	-	-	-	-
Outdoor Rec Pool Resurfacing	75	56	-	-	-	-	-	-	-	-	-	-	-
Replacement of Strength Equipment	175	105	75	-	-	-	-	-	-	-	-	-	75
Fire Alarm System Replacement	25	25	-	-	-	-	-	-	-	-	-	-	-
<b>OTHER ASSETS</b>	<b>325</b>	<b>282</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75</b>
<b>BUILDING IMPROVEMENTS</b>													
Weight Room Flooring Replacement/Turf	175	15	150	-	-	-	-	-	-	-	-	-	150
Exterior Improvement and Painting	-	-	-	-	102	-	-	-	-	-	-	-	102
Air Filtration System	-	-	30	-	-	-	-	-	-	-	-	-	30
Pump Refurbishments	18	6	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL BUILDING IMPROVEMENTS</b>	<b>193</b>	<b>21</b>	<b>180</b>	<b>-</b>	<b>102</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>282</b>
<b>TOTAL G'TOWN ATHLETIC CLUB</b>	<b>517</b>	<b>304</b>	<b>255</b>	<b>-</b>	<b>102</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>357</b>
<b>PICKERING</b>													
<b>BUILDING IMPROVEMENTS</b>													
Pickering Center Enhancements	-	30	20	-	-	-	-	-	-	-	-	-	20
<b>BUILDING IMPROVEMENTS</b>	<b>-</b>	<b>30</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20</b>
<b>TOTAL PICKERING</b>	<b>-</b>	<b>30</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20</b>
<b>VEHICLE MAINTENANCE FUND:</b>													
<b>AUTOS AND TRUCKS:</b>													
Ford F250	-	-	-	-	-	-	-	-	40	-	-	-	40
Ford F-450 Service Truck	-	-	-	-	-	-	100	-	-	-	-	-	100
Dodge Avenger	-	-	-	35	-	-	-	-	-	-	-	-	35
Ford Explorer	-	-	-	-	38	-	-	-	-	-	40	-	78
Ford Fusion	-	19	-	-	-	-	-	38	-	-	-	-	38
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>-</b>	<b>19</b>	<b>-</b>	<b>35</b>	<b>38</b>	<b>100</b>	<b>-</b>	<b>78</b>	<b>-</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>291</b>



# INFRASTRUCTURE REPLACEMENT PROGRAM – 2022 to 2031

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

AREA & TYPE OF INFRASTRUCTURE	Budget FY21	Estimate FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	10 YEAR TOTAL
<b>MAINTENANCE EQUIPMENT</b>													
Coats 7060 AX Tire Changer	8	8	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>8</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL VEHICLE MAINT. FUND</b>	<b>8</b>	<b>26</b>	<b>-</b>	<b>-</b>	<b>35</b>	<b>38</b>	<b>100</b>	<b>-</b>	<b>78</b>	<b>-</b>	<b>40</b>	<b>-</b>	<b>291</b>
<b>THE FARM</b>													
<b>OTHER ASSETS:</b>													
Maintenance Shed Enhancements - Install Electricity	-	-	5	-	-	-	-	-	-	-	-	-	5
<b>TOTAL OTHER ASSETS</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5</b>
<b>TOTAL FARM</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5</b>
<b>GRAND TOTAL - ALL FUNDS</b>	<b>2,331</b>	<b>3,259</b>	<b>3,035</b>	<b>3,102</b>	<b>3,691</b>	<b>3,156</b>	<b>2,337</b>	<b>2,274</b>	<b>2,616</b>	<b>3,951</b>	<b>2,228</b>	<b>2,204</b>	<b>28,445</b>

## DISCUSSION OF GENERAL FUND RESERVES

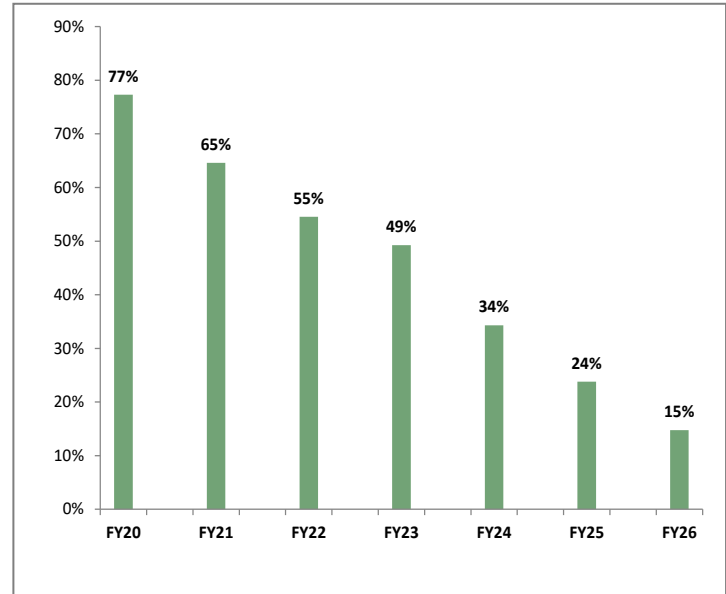
During the City's high growth period, excess revenues over expenditures were used for capital projects not funded by bond proceeds. In the past several years, General Fund reserves were used to fund a significant portion of the capital projects. Beginning in FY04, revenues from the Hall Income and Excise 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>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>
CIP \$	3,276,043	7,351,310	2,774,000	5,690,000	3,750,000	3,200,000

### 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:

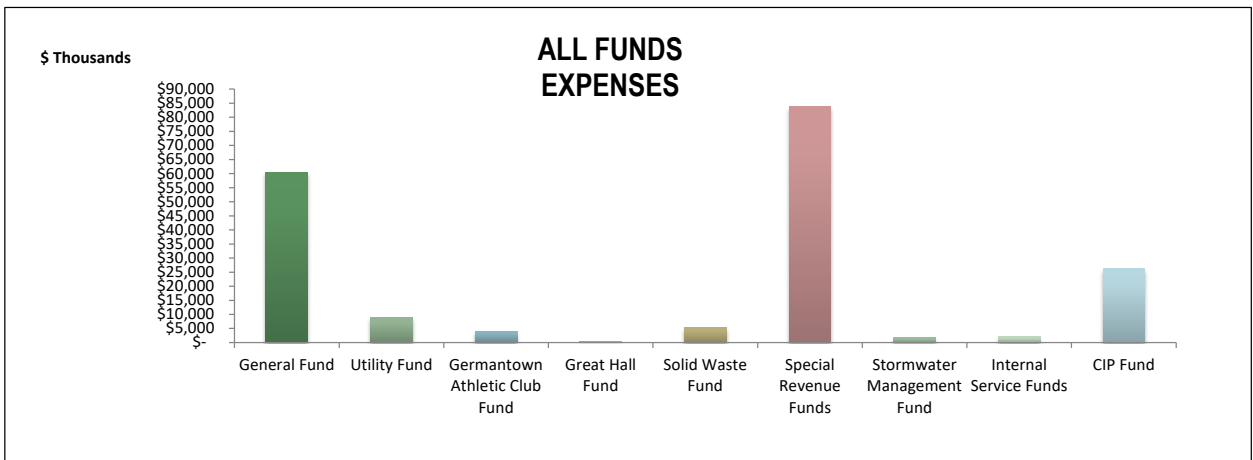
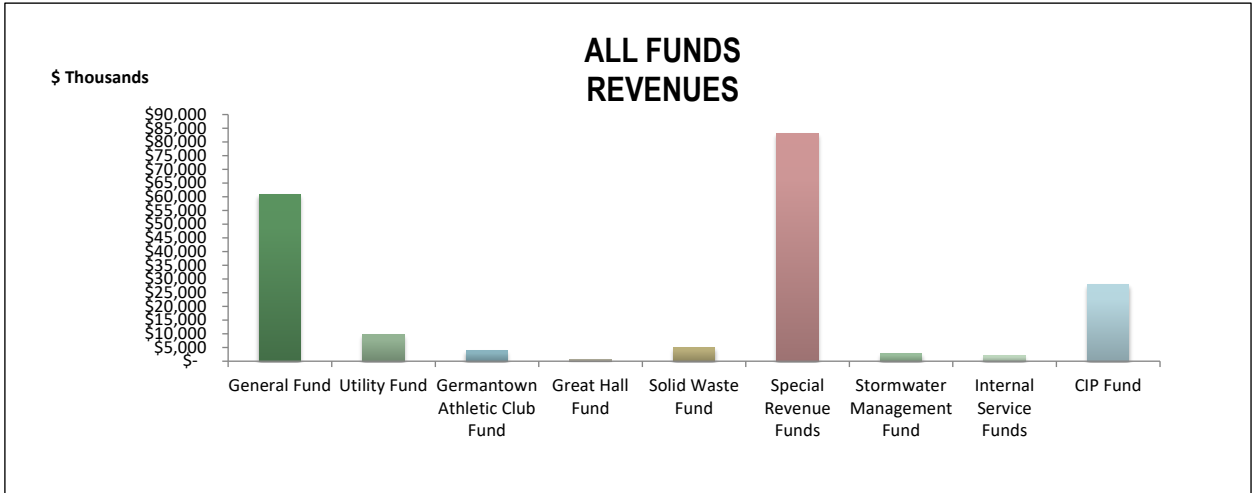


	Actual FY20	Estimated FY21	Budget FY22	Projected			
				FY23	FY24	FY25	FY26
Nonspendable	\$ 481,186	234,006	239,500	114,500	114,500	114,500	114,500
Restricted:							
Committed Emergencies & Catastrophes	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Committed Capital Asset Repl. Infrastructure	691,000	690,800	1,725,300	2,161,625	2,465,950	2,016,000	1,382,450
Committed Tax Anticipation	10,993,236	11,593,333	11,623,317	12,319,833	12,332,723	12,576,752	12,828,287
Committed General Debt	4,841,896	3,159,769	3,319,784	3,411,300	3,472,704	3,582,286	4,683,889
Committed Contingencies	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Assigned	2,800,215	2,800,215	2,884,221	2,970,748	3,059,871	3,151,667	3,246,217
Unassigned	22,125,677	20,926,445	12,197,057	8,104,400	119,362	(6,452,936)	(13,182,968)
<b>Total Fund Balance</b>	<b>42,933,210</b>	<b>40,404,568</b>	<b>32,989,179</b>	<b>30,082,407</b>	<b>22,565,110</b>	<b>15,988,270</b>	<b>10,072,374</b>
Operating Expenditures	\$ 55,537,016	62,551,736	60,505,432	61,065,461	65,800,896	67,207,330	68,204,655
Fund Balance as % of Expenditures	77%	65%	55%	49%	34%	24%	15%



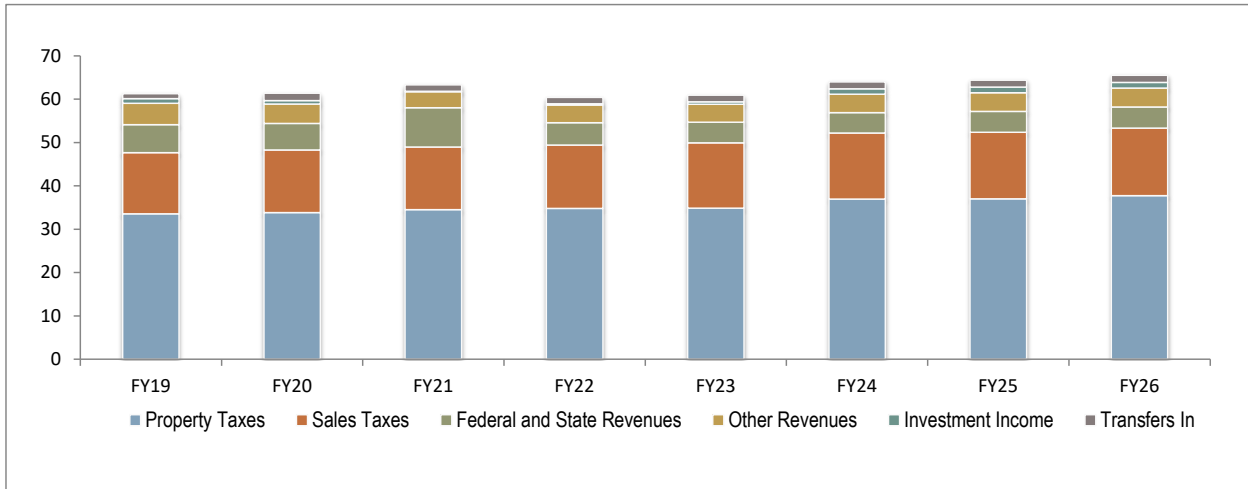
The two charts below illustrate revenues and expenses for all major funds. The section following these charts consist of budget projection summaries of revenues and expenditures by major categories, along with fund balances as of June 30, for the fiscal years 2019-2026. The graphs illustrate 8 years 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 FY21 and FY22.



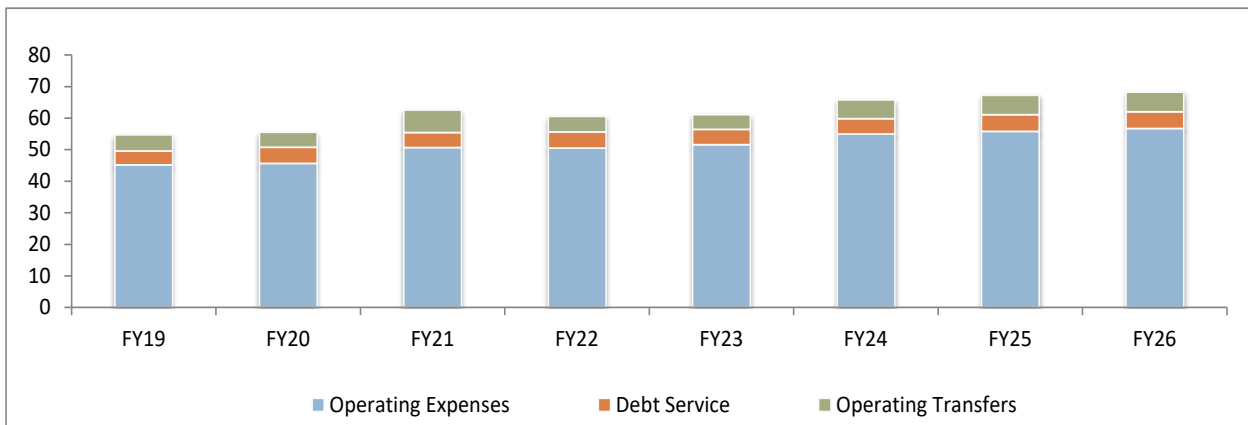
## GENERAL FUND REVENUES

\$ Millions



## GENERAL FUND EXPENDITURES

\$ Millions



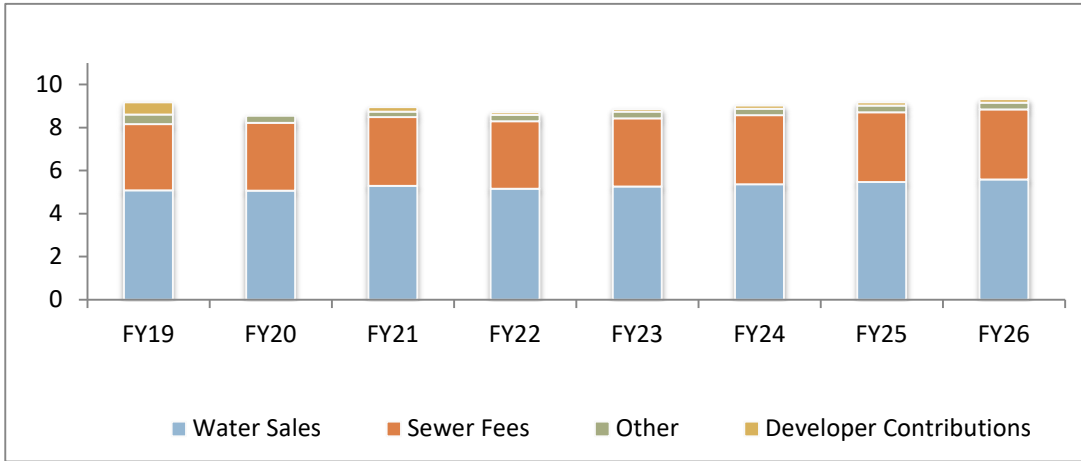
**GENERAL FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
GENERAL REVENUES:									
Auto Registration	\$ 1,284	1,233	1,271	1,249	1,260	1,285	1,311	1,337	1,364
Court Fines	939	678	975	635	825	840	858	877	896
Franchise Fees	744	724	698	700	720	720	742	764	787
Grants	325	449	2,620	3,498	909	299	200	200	200
Interest	1,095	770	280	85	280	580	1,286	1,299	1,312
Licenses	308	238	230	221	250	250	256	262	268
Other Income	1,668	1,624	978	893	998	1,008	1,019	1,030	1,042
Property Taxes	33,581	33,847	34,132	34,525	34,780	34,870	36,959	36,998	37,730
Sales Taxes	14,109	14,425	11,680	14,435	14,655	15,043	15,218	15,396	15,576
State Taxes	6,104	5,681	4,579	5,566	4,254	4,503	4,567	4,634	4,702
Transfers In	1,113	1,710	1,272	1,492	1,510	1,534	1,559	1,584	1,612
Funds From Prior Periods	-	-	450	450	450	450	450	450	450
<b>REVENUE TOTAL</b>	<b>61,269</b>	<b>61,380</b>	<b>59,165</b>	<b>63,749</b>	<b>60,891</b>	<b>61,383</b>	<b>64,424</b>	<b>64,830</b>	<b>65,939</b>
EXPENDITURE BY CATEGORY:									
Personnel	31,148	32,741	35,357	36,816	36,305	37,026	39,820	41,041	42,371
Communication	303	254	210	269	330	243	252	259	262
Prof. Fees	2,888	2,806	3,028	3,008	2,980	3,020	3,106	3,019	3,082
Other Maint	2,309	2,285	2,674	2,639	3,017	2,987	2,983	3,019	3,046
Supplies	1,428	1,502	2,271	2,261	1,651	1,619	1,661	1,696	1,732
Insurance	62	68	120	40	124	124	124	124	124
Rent	82	79	127	309	120	120	120	120	120
Allocations	1,394	1,447	1,632	1,538	1,558	1,585	1,633	1,687	1,740
Capital Outlay	2,363	1,627	691	1,392	1,725	2,163	2,478	2,016	1,382
Contingency	-	-	100	100	100	100	100	100	100
Grants	2,139	1,779	1,339	1,325	1,461	1,480	1,557	1,589	1,623
Debt Service	4,419	5,144	4,842	4,842	5,126	4,824	4,830	5,288	5,284
Operating Transfers	5,117	4,782	4,730	6,980	4,825	4,576	5,914	6,003	6,069
Expense Reimburs.	-	-	-	-	-	-	-	-	-
Roll Fwd. Enc. - Prior Yr.	-	-	450	450	450	450	450	450	450
Roll Fwd. Enc. - Next Yr.	-	-	(450)	(450)	(450)	(450)	(450)	(450)	(450)
Utilities	1,052	1,022	1,093	1,032	1,183	1,199	1,222	1,246	1,270
<b>EXPENDITURE TOTAL</b>	<b>54,704</b>	<b>55,537</b>	<b>58,212</b>	<b>62,552</b>	<b>60,505</b>	<b>61,065</b>	<b>65,801</b>	<b>67,207</b>	<b>68,205</b>
Excess (Deficit)	6,565	5,843	953	1,197	386	317	(1,377)	(2,377)	(2,266)
FUND BALANCE									
Beginning	40,725	42,990	38,533	42,483	39,954	32,539	29,632	22,115	15,538
Transf. to CIP	(4,300)	-	-	-	-	-	-	-	-
CIP Res Inc (Dec)	-	(5,900)	(3,050)	(3,276)	(7,351)	(2,774)	(5,690)	(3,750)	(3,200)
<b>Ending</b>	<b>\$ 42,990</b>	<b>42,933</b>	<b>36,436</b>	<b>40,404</b>	<b>32,989</b>	<b>30,082</b>	<b>22,565</b>	<b>15,988</b>	<b>10,072</b>

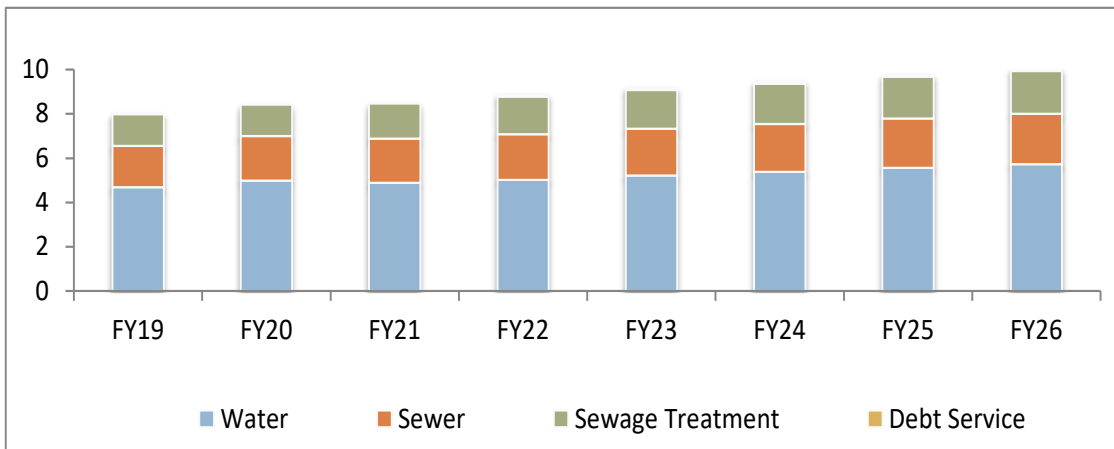
## UTILITY REVENUES

\$ Millions



## UTILITY EXPENSES

\$ Millions



**UTILITY FUND**

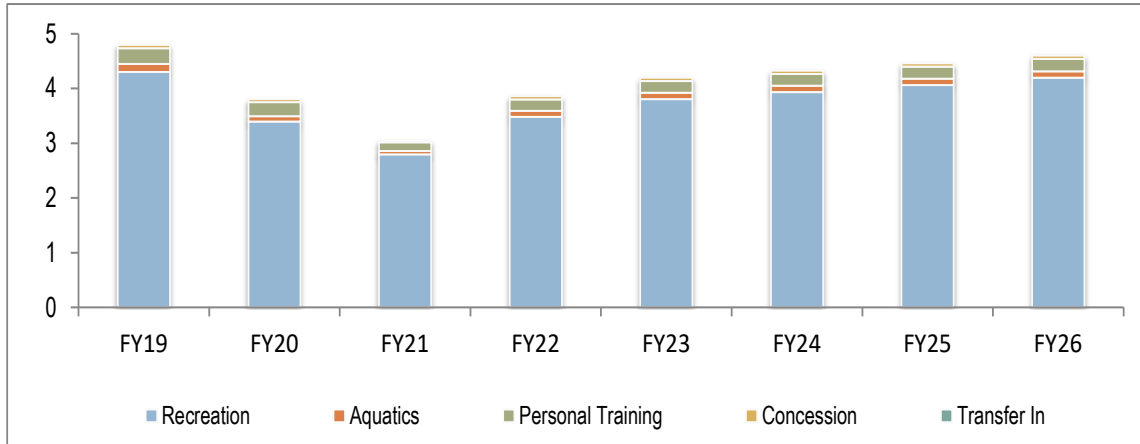
**BUDGET PROJECTION SUMMARY**

(\$000)	Actual FY19	Actual FY20	Budget FY21	Estimate FY21	Budget FY22	Projected			
						FY23	FY24	FY25	FY26
REVENUES:									
Installation Charges	\$ 104	173	162	200	164	167	169	170	171
Interest	276	137	72	24	100	102	104	106	108
Contrib. Developers	577	-	120	210	120	132	145	150	152
Other Income	55	23	715	31	1,030	31	31	32	32
Sewer Fees	3,092	3,152	3,140	3,200	3,140	3,171	3,203	3,235	3,267
Water Sales	5,076	5,063	5,120	5,290	5,160	5,264	5,370	5,476	5,585
<b>TOTAL REVENUES</b>	<b>9,180</b>	<b>8,548</b>	<b>9,329</b>	<b>8,955</b>	<b>9,714</b>	<b>8,866</b>	<b>9,022</b>	<b>9,169</b>	<b>9,317</b>
EXPENSES BY CATEGORY:									
Allocations	1,203	1,243	1,156	1,176	1,193	1,220	1,258	1,299	1,339
Communication	72	75	81	82	86	88	90	92	94
Debt Service	6	-	-	-	91	78	74	70	65
Depreciation	1,828	1,922	1,941	2,044	2,175	2,349	2,446	2,551	2,624
Other Maintenance	122	127	84	84	108	111	114	116	119
Personnel	1,806	1,953	1,889	1,873	1,816	1,822	1,875	1,931	1,989
Professional Fees	114	197	280	265	237	237	237	239	239
Insurance	4	(4)	11	2	11	11	12	12	12
Mains Maintenance	129	141	115	108	138	141	145	149	152
Contract Services	1,427	1,419	1,515	1,585	1,710	1,761	1,814	1,869	1,925
Supplies	172	189	192	171	196	201	206	212	218
Utilities	626	606	662	639	657	670	684	697	711
PILOT	482	432	491	443	460	474	488	503	518
<b>TOTAL EXPENSES</b>	<b>7,990</b>	<b>8,418</b>	<b>8,416</b>	<b>8,471</b>	<b>8,877</b>	<b>9,163</b>	<b>9,442</b>	<b>9,739</b>	<b>10,005</b>
<b>NET INCOME (LOSS)</b>	<b>1,189</b>	<b>130</b>	<b>913</b>	<b>485</b>	<b>837</b>	<b>(297)</b>	<b>(420)</b>	<b>(570)</b>	<b>(688)</b>
TOTAL NET POSITION									
Beginning	50,929	52,118	52,353	52,248	52,732	53,569	53,273	52,852	52,283
Ending	<b>\$ 52,118</b>	<b>52,248</b>	<b>53,266</b>	<b>52,732</b>	<b>53,569</b>	<b>53,273</b>	<b>52,852</b>	<b>52,283</b>	<b>51,594</b>
Capital Outlay	\$ 2,030	3,063	1,223	2,218	3,864	1,880	2,220	1,782	1,620



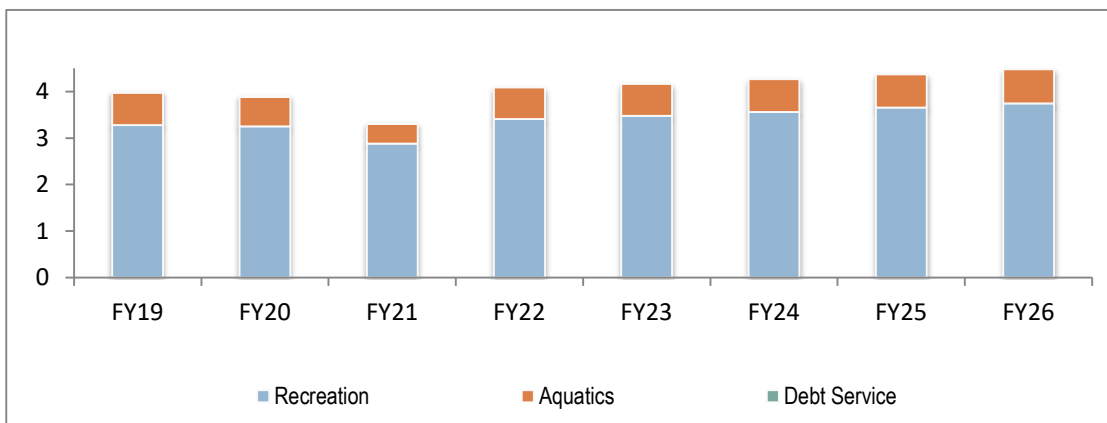
## GERMANTOWN ATHLETIC CLUB REVENUES

\$ Millions



## GERMANTOWN ATHLETIC CLUB EXPENSES

\$ Millions



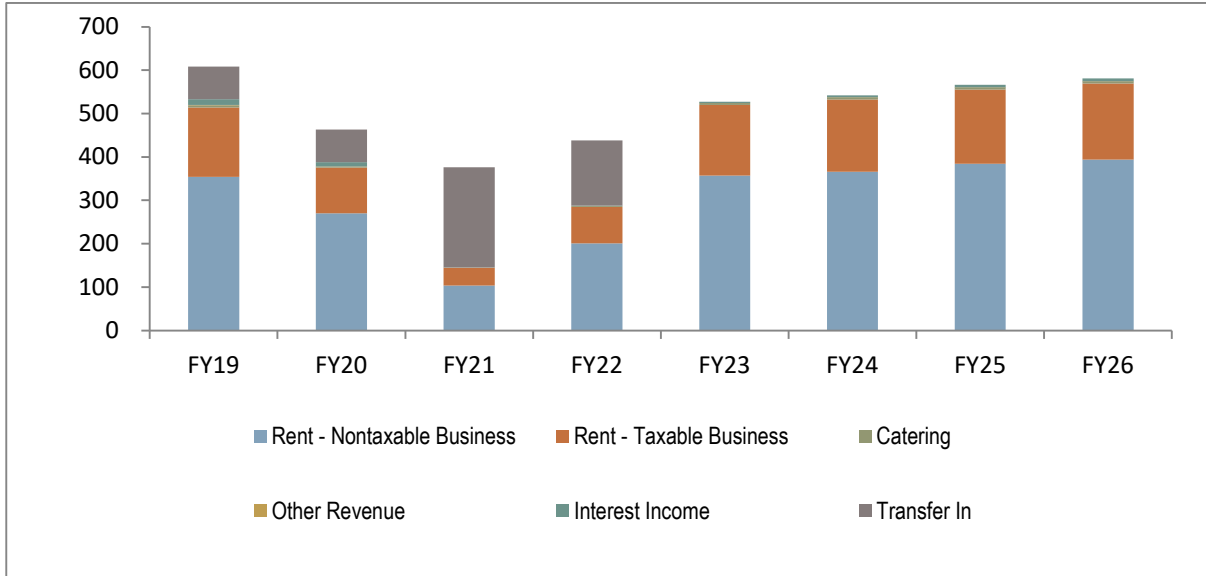
**GERMANTOWN ATHLETIC CLUB FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
Centre Revenue	\$ 4,297	3,397	3,993	2,797	3,480	3,806	3,931	4,061	4,195
Aquatics Revenue	149	95	83	63	111	114	115	117	118
Personal Training	289	257	390	155	210	217	219	221	223
Concession Revenue	58	58	128	37	58	59	60	60	61
<b>TOTAL REVENUE</b>	<b>4,793</b>	<b>3,808</b>	<b>4,594</b>	<b>3,052</b>	<b>3,859</b>	<b>4,196</b>	<b>4,325</b>	<b>4,459</b>	<b>4,597</b>
<b>EXPENSES BY CATEGORY:</b>									
Allocations	98	99	115	115	121	124	126	129	131
Communication	13	15	15	7	12	12	12	12	12
Debt Service	8	5	2	2	-	-	-	-	-
Other Maint.	136	180	185	95	155	158	161	165	169
Personnel	1,763	1,735	1,893	1,517	1,824	1,881	1,950	2,024	2,101
Professional Fees	518	426	637	300	428	435	444	453	462
Rents	239	237	240	236	240	245	250	255	261
Supplies	199	192	308	120	225	226	230	234	238
Depreciation	619	635	650	650	694	694	694	694	694
Utilities	390	366	389	264	384	390	398	406	414
Transfer Out	100	100	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>4,084</b>	<b>3,991</b>	<b>4,433</b>	<b>3,306</b>	<b>4,084</b>	<b>4,164</b>	<b>4,264</b>	<b>4,371</b>	<b>4,482</b>
<b>EXCESS (DEFICIT)</b>	<b>709</b>	<b>(184)</b>	<b>161</b>	<b>(254)</b>	<b>(225)</b>	<b>32</b>	<b>61</b>	<b>88</b>	<b>115</b>
<b>TOTAL NET POSITION</b>									
Beginning	16,989	17,697	17,561	17,514	17,260	17,035	17,066	17,127	17,215
Ending	\$ 17,697	17,514	17,722	17,260	17,035	17,066	17,127	17,215	17,330
Capital Outlay	\$ 431	1,583	617	414	255	-	102	-	-

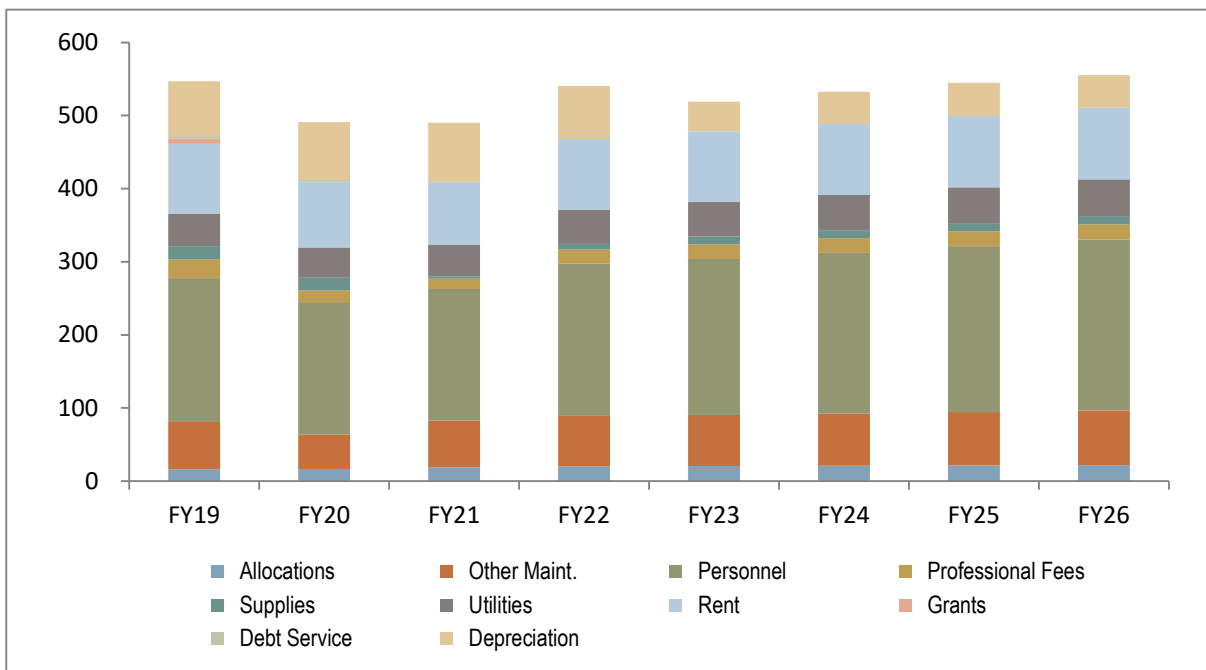
## GREAT HALL REVENUES

\$ Thousands



## GREAT HALL EXPENSES

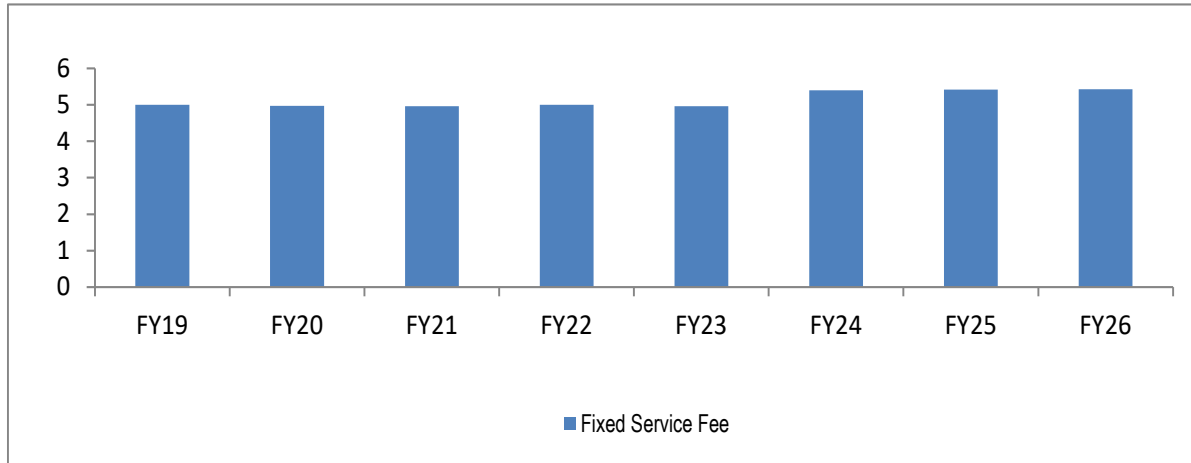
\$ Thousands



(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
Business Revenue	\$ 533	388	307	146	288	528	542	566	581
Transfer In	75	75	230	230	150	-	-	-	-
<b>TOTAL REVENUES</b>	<b>608</b>	<b>463</b>	<b>537</b>	<b>376</b>	<b>438</b>	<b>528</b>	<b>542</b>	<b>566</b>	<b>581</b>
<b>EXPENSES BY CATEGORY:</b>									
Allocations	16	17	20	19	20	21	21	21	22
Communication	1	1	1	1	1	1	1	1	1
Debt Service	3	2	1	1	-	-	-	-	-
Other Maint.	65	47	65	63	70	70	72	73	75
Personnel	197	181	200	180	208	213	220	227	234
Professional Fees	25	16	17	14	19	19	20	20	21
Rents	95	90	95	85	97	97	97	97	98
Supplies	19	17	8	3	8	11	11	11	12
Depreciation	75	79	83	81	73	40	44	45	45
Grants	7	(1)	-	-	-	-	-	-	-
Utilities	45	42	43	43	47	47	48	49	50
<b>TOTAL EXPENSES</b>	<b>548</b>	<b>491</b>	<b>532</b>	<b>491</b>	<b>541</b>	<b>519</b>	<b>533</b>	<b>545</b>	<b>556</b>
<b>EXCESS (DEFICIT)</b>	<b>60</b>	<b>(28)</b>	<b>5</b>	<b>(115)</b>	<b>(103)</b>	<b>8</b>	<b>8</b>	<b>21</b>	<b>25</b>
<b>TOTAL NET POSITION</b>									
Beginning	825	886	844	858	743	640	648	657	678
Ending	\$ 886	858	848	743	640	648	657	678	703
Capital Outlay	\$ 73	-	42	42	-	-	203	-	-

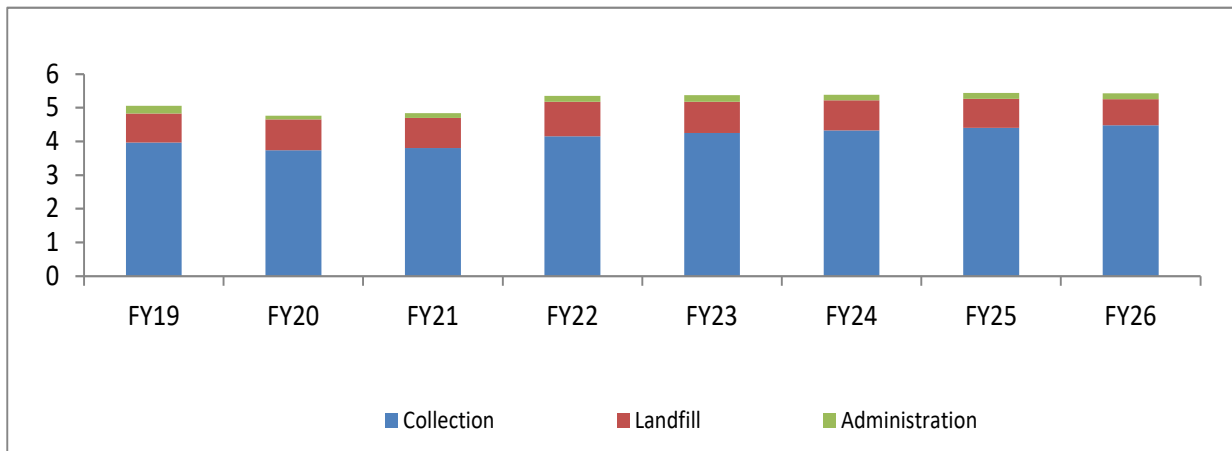
### SOLID WASTE REVENUES

\$ MILLIONS



### SOLID WASTE EXPENSES

\$ MILLIONS



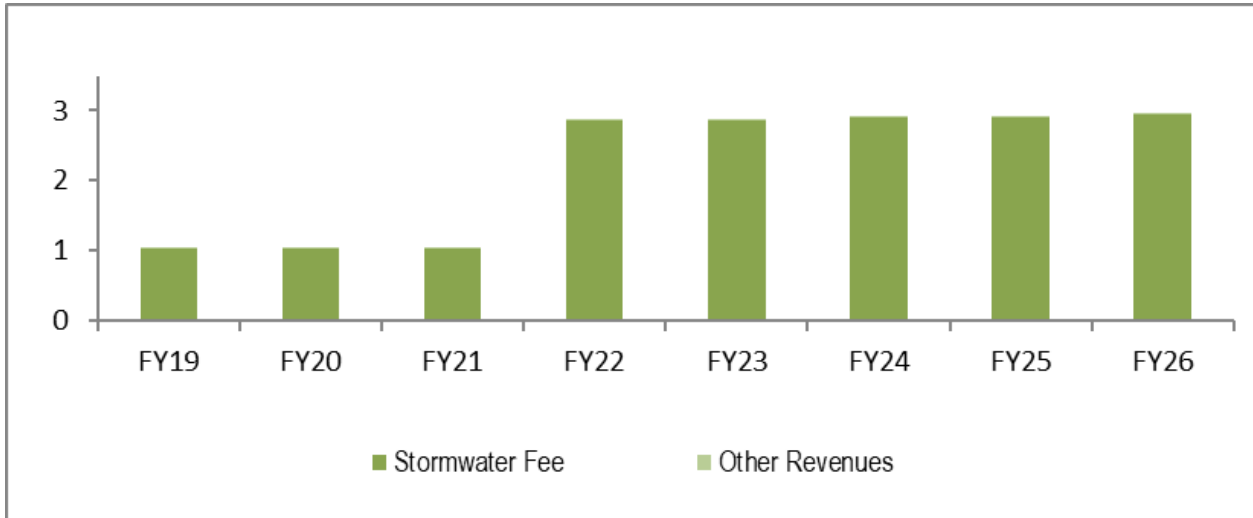
**SOLID WASTE FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
REVENUES:									
Fixed Service Fee	\$ 4,912	4,909	4,946	4,920	4,958	4,912	5,350	5,362	5,375
Other Revenues	91	59	64	38	40	52	54	54	54
TOTAL REVENUES	5,003	4,968	5,009	4,958	4,998	4,963	5,404	5,417	5,430
EXPENSES BY CATEGORY:									
Communication	44	3	11	10	18	18	18	18	18
Personnel	137	80	99	79	103	106	109	113	114
Prof. Fees	-	-	20	-	25	25	-	-	-
Supplies	24	20	45	35	60	60	60	60	60
Depreciation	15	15	15	15	15	15	15	15	15
Contract Services	4,834	4,651	5,027	4,700	5,134	5,153	5,188	5,231	5,221
TOTAL EXPENSES	5,054	4,769	5,217	4,840	5,355	5,377	5,390	5,437	5,428
EXCESS (DEFICIT)	(51)	200	(208)	118	(357)	(414)	14	(20)	1
TOTAL NET POSITION									
Beginning	1,000	949	1,032	1,149	1,267	910	496	510	490
Ending	\$ 949	1,149	824	1,267	910	496	510	490	491

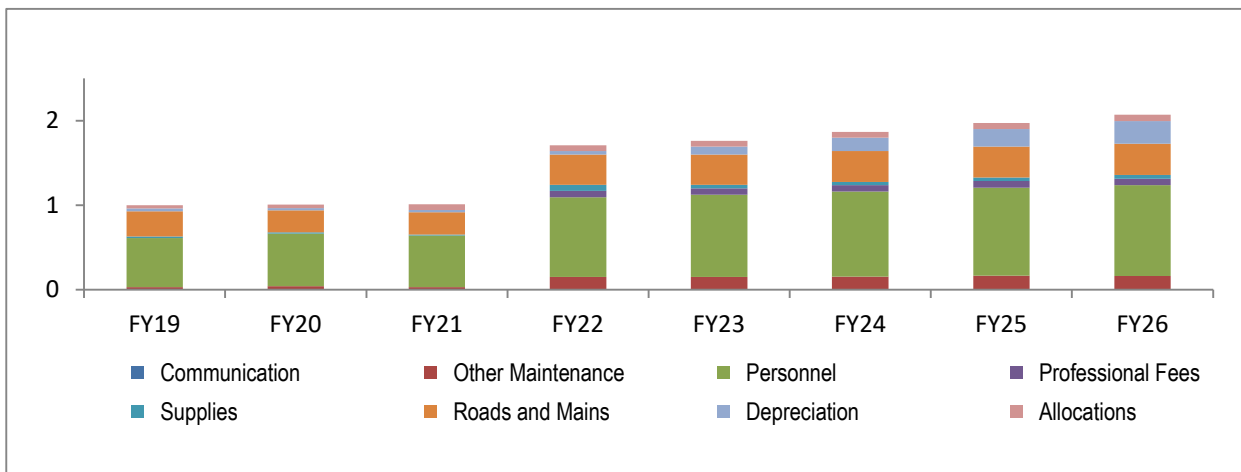
## STORMWATER MANAGEMENT REVENUES

\$ MILLIONS



## STORMWATER MANAGEMENT EXPENSES

\$ MILLIONS



**STORMWATER MANAGEMENT FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
REVENUES:									
Stormwater Management Fee	\$ 1,019	1,024	1,027	1,031	2,848	2,863	2,891	2,906	2,935
Other Revenues	27	21	12	8	12	14	16	21	28
TOTAL REVENUES	1,046	1,045	1,038	1,039	2,860	2,876	2,907	2,927	2,963
EXPENSES BY CATEGORY:									
Communication	1	1	2	2	6	6	6	6	6
Other Maintenance	29	39	29	29	144	144	147	161	155
Personnel	583	625	638	611	945	974	1,007	1,041	1,077
Prof. Fees	-	-	-	-	75	75	75	76	76
Supplies	17	12	27	11	73	40	41	42	43
Roads and Mains	299	261	265	265	357	360	364	368	371
Utilities	1	1	1	1	1	1	1	1	1
Depreciation	34	27	27	25	41	95	158	206	266
Allocations	35	43	41	68	67	68	70	73	75
TOTAL EXPENSES	998	1,008	1,029	1,012	1,709	1,764	1,870	1,974	2,071
EXCESS (DEFICIT)	48	37	9	26	1,152	1,112	1,037	953	892
TOTAL NET POSITION:									
Beginning	559	607	680	644	670	1,822	2,934	3,971	4,924
Ending	607	644	689	670	1,822	2,934	3,971	4,924	5,816
Capital Outlay	\$ 75	-	50	114	1,080	1,190	1,115	1,175	1,170



**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**STATE STREET AID**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
State Street Aid	\$ 1,409	1,426	1,295	1,408	1,410	1,438	1,467	1,496	1,526
Grants	2	-	-	-	-	-	-	-	-
Interest	18	10	3	2	3	3	3	3	4
Transfer In-Gen. Fund	1,500	1,250	1,000	3,250	500	250	1,500	1,500	1,500
<b>TOTAL REVENUES</b>	<b>2,929</b>	<b>2,686</b>	<b>2,298</b>	<b>4,660</b>	<b>1,913</b>	<b>1,691</b>	<b>2,970</b>	<b>2,999</b>	<b>3,030</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Other Maintenance	200	117	200	200	200	200	250	250	270
Electricity & Gas	917	955	950	945	965	984	1,004	1,024	1,045
Str. Contract Maint.	1,965	883	1,140	1,140	1,240	1,140	1,200	1,200	1,500
City Str. Maint.	320	330	375	375	380	380	400	420	450
<b>TOTAL EXPENDITURES</b>	<b>3,402</b>	<b>2,284</b>	<b>2,665</b>	<b>2,660</b>	<b>2,785</b>	<b>2,704</b>	<b>2,854</b>	<b>2,894</b>	<b>3,265</b>
<b>EXCESS (DEFICIT)</b>	<b>(473)</b>	<b>402</b>	<b>(368)</b>	<b>2,000</b>	<b>(873)</b>	<b>(1,014)</b>	<b>116</b>	<b>105</b>	<b>(235)</b>
<b>FUND BALANCE:</b>									
Beginning of Year	1,161	688	936	1,090	3,090	2,217	1,204	1,320	1,425
Ending	\$ 688	1,090	568	3,090	2,217	1,204	1,320	1,425	1,190

(\$000)

**LIBRARY ENDOWMENT**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
Interest	\$ 5	4	-	0	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>5</b>	<b>4</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	-	-	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXCESS (DEFICIT)</b>	<b>5</b>	<b>4</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE:</b>									
Beginning	234	240	243	243	244	244	244	244	244
Ending	\$ 240	243	243	244	244	244	244	244	244

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**PICKERING COMPLEX FUND**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
Classes	\$ 42	25	33	6	33	33	33	34	34
Special Events	6	4	5	-	5	5	5	5	5
Rental	49	21	48	(2)	48	48	48	49	49
<b>TOTAL REVENUES</b>	<b>97</b>	<b>49</b>	<b>85</b>	<b>4</b>	<b>85</b>	<b>85</b>	<b>85</b>	<b>88</b>	<b>88</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Allocations	3	3	3	3	3	3	3	3	3
Utilities	10	9	13	7	14	14	14	15	15
Capital Outlay	10	36	-	30	20	-	-	-	-
Professional Fees	44	22	43	5	43	43	43	43	43
Supplies	1	0	2	0	2	2	2	2	2
<b>TOTAL EXPENDITURES</b>	<b>68</b>	<b>69</b>	<b>62</b>	<b>46</b>	<b>82</b>	<b>62</b>	<b>62</b>	<b>63</b>	<b>63</b>
<b>EXCESS (DEFICIT)</b>	<b>29</b>	<b>(20)</b>	<b>23</b>	<b>(42)</b>	<b>3</b>	<b>23</b>	<b>23</b>	<b>25</b>	<b>25</b>
<b>FUND BALANCE:</b>									
Beginning	323	352	330	332	290	294	316	339	364
Ending	\$ 352	332	354	290	294	316	339	364	389

(\$000)

**RECREATION FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
Basketball Fees	\$ 59	68	65	4	69	69	70	71	71
Softball Fees	16	-	30	11	32	32	33	33	33
Sports Camps	19	12	18	10	19	19	19	19	19
Tennis Classes	9	9	12	12	12	12	12	12	12
Croquet	1	1	1	-	1	1	1	1	1
Flag Football	-	-	4	-	4	4	4	4	4
Pickleball	-	-	11	4	11	11	11	11	11
Community Education	561	456	550	276	550	561	572	584	595
Intramurals	1	1	13	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>666</b>	<b>547</b>	<b>703</b>	<b>316</b>	<b>696</b>	<b>709</b>	<b>721</b>	<b>734</b>	<b>747</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	341	271	412	305	387	399	412	425	438
Allocations	14	13	15	15	15	15	15	15	16
Professional Fees	115	77	148	43	147	149	147	148	148
Supplies	78	69	114	45	107	105	106	108	109
Insurance	-	11	-	-	-	-	-	-	-
Other Maintenance	-	2	3	15	3	3	3	3	3
Capital Outlay	242	84	-	66	100	-	30	25	-
<b>TOTAL EXPENDITURES</b>	<b>790</b>	<b>528</b>	<b>693</b>	<b>489</b>	<b>759</b>	<b>670</b>	<b>713</b>	<b>724</b>	<b>714</b>
<b>EXCESS (DEFICIT)</b>	<b>(124)</b>	<b>19</b>	<b>10</b>	<b>(172)</b>	<b>(62)</b>	<b>37</b>	<b>9</b>	<b>10</b>	<b>33</b>
<b>FUND BALANCE:</b>									
Beginning	613	489	399	509	336	274	312	320	332
Ending	\$ 489	509	409	336	274	312	320	332	364

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**FEDERAL ASSET FORFEITURE FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
Forfeiture Revenue	\$ 14	83	40	40	56	56	56	56	56
<b>TOTAL REVENUES</b>	14	83	40	40	56	56	56	56	56
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	9	2	25	15	26	26	26	26	26
Supplies	7	9	5	5	30	30	30	30	30
<b>TOTAL EXPENDITURES</b>	16	11	30	20	56	56	56	56	56
<b>EXCESS (DEFICIT)</b>	(2)	72	10	20	-	-	-	-	-
<b>FUND BALANCE:</b>									
Beginning	19	17	81	90	110	110	110	110	110
Ending	\$ 17	90	91	110	110	110	110	110	110

(\$000)

**DRUG ASSET FORFEITURE FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
Drug Enforcement	\$ 426	212	300	300	300	300	300	300	300
<b>TOTAL REVENUES</b>	426	212	300	300	300	300	300	300	300
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	80	102	111	106	115	115	115	115	115
Communications	-	0	1	1	1	1	1	1	1
Professional Fees	0	-	-	-	-	-	-	-	-
Other Maintenance	-	0	5	3	5	5	5	5	5
Supplies	63	122	138	138	143	143	143	143	143
Utilities	1	0	3	3	3	3	3	3	3
Rents	-	-	1	-	1	1	1	1	1
Capital Outlay	-	27	35	24	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	145	251	294	275	267	267	267	267	267
<b>EXCESS (DEFICIT)</b>	281	(39)	6	25	33	33	33	33	33
<b>FUND BALANCE:</b>									
Beginning	126	407	411	368	393	426	459	492	525
Ending	\$ 407	368	417	393	426	459	492	525	558

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**Ambulance Fund**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
Transport Fee	\$ 1,295	1,201	1,230	1,200	1,350	1,370	1,391	1,412	1,433
Non Transport Fee	5	3	-	-	-	-	-	-	-
Other Revenue	2	12	-	4	-	-	-	-	-
Grants	225	37	-	-	-	-	-	-	-
Interest	1	1	-	0	-	-	-	-	-
General Fund Transfer	925	850	900	900	860	900	925	950	950
<b>TOTAL REVENUES</b>	<b>2,453</b>	<b>2,106</b>	<b>2,130</b>	<b>2,104</b>	<b>2,210</b>	<b>2,270</b>	<b>2,316</b>	<b>2,362</b>	<b>2,383</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	1,613	1,639	1,836	1,760	1,913	1,924	1,988	2,053	2,119
Communications	3	2	8	8	10	10	10	10	10
Professional Fees	105	100	105	105	105	105	107	110	112
Other Maintenance	11	10	14	14	14	14	14	14	15
Insurance	9	6	10	10	10	10	10	10	10
Supplies	112	126	126	128	130	132	135	138	141
Utilities	1	-	2	1	3	3	3	3	3
Allocations	63	66	66	68	68	70	73	76	80
Capital Outlay	250	49	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,167</b>	<b>1,999</b>	<b>2,167</b>	<b>2,093</b>	<b>2,252</b>	<b>2,266</b>	<b>2,340</b>	<b>2,413</b>	<b>2,489</b>
<b>EXCESS (DEFICIT)</b>	<b>285</b>	<b>107</b>	<b>(37)</b>	<b>11</b>	<b>(42)</b>	<b>4</b>	<b>(23)</b>	<b>(52)</b>	<b>(106)</b>
<b>FUND BALANCE:</b>									
Beginning	54	339	457	446	457	416	420	397	345
Ending	\$ 339	446	420	457	416	420	397	345	239

(\$000)

**Germantown Municipal School District Fund**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
BEP/State Education Funds	\$ 27,996	28,925	29,996	29,917	29,613	29,613	29,613	29,613	29,613
ADA/County Taxes	18,450	18,275	18,311	18,263	18,311	18,311	18,311	18,311	18,311
Federal Grants	4,060	2,959	4,814	5,239	-	-	-	-	-
Other Revenues	1,701	1,849	810	912	1,049	1,049	1,049	1,049	1,049
Charges for Services	1,217	1,008	1,482	1,380	201	201	201	201	201
School Nutrition	-	-	-	-	1,508	1,508	1,508	1,508	1,508
County Commission	2,227	4,809	-	1,640	2,200	2,200	2,200	2,200	2,200
Liquor Tax	170	162	126	101	132	132	132	132	132
Sales Tax	7,292	7,242	3,819	7,636	7,723	7,723	7,723	7,723	7,723
Federal Projects	-	-	-	-	2,762	2,762	2,762	2,762	2,762
ESSER 1.0	-	-	-	1,478	-	-	-	-	-
ESSER 2.0	-	-	-	-	5,034	-	-	-	-
ESSER 3.0	-	-	-	-	5,653	5,653	-	-	-
General Fund Transfer	2,497	2,507	2,550	2,550	3,082	3,144	3,207	3,271	3,336
<b>TOTAL REVENUES</b>	<b>65,609</b>	<b>67,736</b>	<b>61,907</b>	<b>69,116</b>	<b>77,268</b>	<b>72,296</b>	<b>66,706</b>	<b>66,770</b>	<b>66,835</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	41,934	44,715	47,666	47,879	46,392	46,392	46,392	46,392	46,392
Communications	217	255	386	383	373	373	373	373	373
Professional Fees	6,249	5,002	6,704	6,815	4,519	4,519	4,519	4,519	4,519
Other Maintenance	822	920	920	910	877	877	877	877	877
Insurance	270	287	358	323	474	474	474	474	474
Supplies	3,083	2,041	3,532	3,761	3,115	3,115	3,115	3,115	3,115
School Nutrition	-	-	-	-	1,508	1,508	1,508	1,508	1,508
County Commission	-	-	-	-	2,200	2,200	2,200	2,200	2,200
Federal Projects	-	-	-	-	2,762	2,762	2,762	2,762	2,762
ESSER 1.0	-	-	-	1,478	-	-	-	-	-
ESSER 2.0	-	-	-	-	5,034	-	-	-	-
ESSER 3.0	-	-	-	-	5,653	5,653	-	-	-
Utilities	896	932	1,100	1,016	1,100	1,100	1,100	1,100	1,100
Rents	155	52	-	-	-	-	-	-	-
Allocations	-	14	100	100	100	100	100	100	100
Capital Outlay	7,033	10,132	3,127	4,377	2,311	2,311	2,311	2,311	2,311
Contract Maintenance	642	836	850	841	850	850	850	850	850
<b>TOTAL EXPENDITURES</b>	<b>61,301</b>	<b>65,186</b>	<b>64,744</b>	<b>67,883</b>	<b>77,268</b>	<b>72,234</b>	<b>66,581</b>	<b>66,581</b>	<b>66,581</b>
<b>EXCESS (DEFICIT)</b>	<b>4,308</b>	<b>2,550</b>	<b>(2,837)</b>	<b>1,233</b>	<b>-</b>	<b>62</b>	<b>125</b>	<b>189</b>	<b>254</b>
<b>FUND BALANCE:</b>									
Beginning	17,022	21,330	23,951	23,880	25,113	25,113	25,175	25,299	25,488
Ending	\$ 21,330	23,880	21,114	25,113	25,113	25,175	25,299	25,488	25,742

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**Farm Fund**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
Membership Fee	\$ 5	3	5	3	5	5	5	5	5
Donations	6	17	16	0	16	16	16	17	17
Vendor Income	4	2	3	2	3	3	3	3	3
Educational Fees	1	0	1	0	1	1	1	1	1
Grant	3	1	-	0	-	-	-	-	-
Rental Income	12	6	8	1	8	9	10	11	12
General Fund Transfer	120	100	50	50	100	150	150	150	150
<b>TOTAL REVENUES</b>	<b>150</b>	<b>130</b>	<b>82</b>	<b>56</b>	<b>132</b>	<b>183</b>	<b>184</b>	<b>186</b>	<b>188</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	69	72	78	60	79	81	84	86	89
Communications	2	3	0	-	1	2	2	2	2
Professional Fees	16	12	17	1	22	22	23	23	23
Other Maintenance	10	4	12	3	12	12	13	14	14
Insurance	-	-	3	3	3	3	3	3	3
Supplies	13	12	10	6	13	13	13	14	14
Utilities	11	9	11	11	13	13	13	14	14
Rents	-	-	1	-	1	1	1	1	1
Allocations	1	1	1	1	1	1	1	1	1
Capital Outlay	-	-	-	-	5	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>122</b>	<b>114</b>	<b>132</b>	<b>84</b>	<b>148</b>	<b>148</b>	<b>153</b>	<b>157</b>	<b>161</b>
<b>EXCESS (DEFICIT)</b>	<b>28</b>	<b>16</b>	<b>(50)</b>	<b>(29)</b>	<b>(16)</b>	<b>35</b>	<b>32</b>	<b>30</b>	<b>27</b>
<b>FUND BALANCE:</b>									
Beginning	148	176	190	192	163	147	182	213	244
Ending	\$ 176	192	140	163	147	182	213	244	270

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**E-CITATIONS FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
Technology Fee	\$ 0	(1)	-	1	1	-	-	-	-
E-Fee \$4	31	23	30	25	22	-	-	-	-
E-Fee \$1	2	4	7	6	6	-	-	-	-
<b>TOTAL REVENUES</b>	<b>32</b>	<b>27</b>	<b>37</b>	<b>32</b>	<b>29</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Other Maintenance	-	-	-	74	-	-	-	-	-
Supplies	4	-	3	3	29	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>4</b>	<b>-</b>	<b>3</b>	<b>77</b>	<b>29</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXCESS (DEFICIT)</b>	<b>28</b>	<b>27</b>	<b>34</b>	<b>(45)</b>	<b>(1)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE:</b>									
Beginning	-	28	59	54	10	9	9	9	9
Ending	\$ 28	54	93	10	9	9	9	9	9

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**Public Art Fund**

	Actual	Actual	Budget	Estimate	Budget	Projected				
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26	
<b>REVENUES:</b>										
Other Revenues	\$ -	-	-	-	105	2	2	202	52	
Grants	-	-	-	-	25	5	5	5	5	
Transfer In-Gen. Fund	-	-	-	-	133	133	133	133	133	
<b>TOTAL REVENUES</b>	-	-	-	-	263	140	140	340	190	
<b>EXPENDITURES BY CATEGORY:</b>										
Personnel	-	-	-	-	32	32	32	32	32	
Communication	-	-	-	-	6	4	5	4	5	
Professional Fees	-	-	-	-	48	48	78	78	78	
Other Maintenance	-	-	-	-	2	2	2	2	2	
Supplies	-	-	-	-	2	2	2	2	2	
Rent	-	-	-	-	3	3	3	3	3	
<b>TOTAL EXPENDITURES</b>	-	-	-	-	93	91	122	121	122	
<b>EXCESS (DEFICIT)</b>	-	-	-	-	169	47	17	218	67	
<b>FUND BALANCE:</b>										
Beginning	-	-	-	-	-	169	217	234	452	
Ending	\$ -	-	-	-	169	217	234	452	519	

**INTERNAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**FLEET SERVICES FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
Other	\$ 2	1	-	-	-	-	-	-	-
Charges for Services	1,217	1,277	1,415	1,379	1,363	1,381	1,427	1,480	1,529
<b>TOTAL REVENUES</b>	<b>1,219</b>	<b>1,277</b>	<b>1,415</b>	<b>1,379</b>	<b>1,363</b>	<b>1,381</b>	<b>1,427</b>	<b>1,480</b>	<b>1,529</b>
<b>EXPENSES BY CATEGORY:</b>									
Depreciation	96	90	100	82	90	94	99	109	114
Other Maintenance	292	309	342	341	356	365	374	383	393
Personnel	707	758	838	825	781	786	814	844	876
Communication	3	2	3	2	3	3	3	3	3
Rents	3	3	4	4	3	3	3	3	3
Supplies	97	99	106	104	109	109	112	115	118
Utilities	20	19	21	20	22	22	23	23	24
<b>TOTAL EXPENSES</b>	<b>1,219</b>	<b>1,279</b>	<b>1,415</b>	<b>1,379</b>	<b>1,363</b>	<b>1,381</b>	<b>1,427</b>	<b>1,480</b>	<b>1,529</b>
<b>EXCESS (DEFICIT)</b>	<b>0</b>	<b>(2)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL NET POSITION:</b>									
Beginning	2,313	2,313	2,314	2,312	2,312	2,312	2,312	2,312	2,312
Ending	<u>2,313</u>	<u>2,312</u>	<u>2,314</u>	<u>2,312</u>	<u>2,312</u>	<u>2,312</u>	<u>2,312</u>	<u>2,312</u>	<u>2,312</u>
Capital Outlay	\$ 43	27	8	26	-	-	35	38	100

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**ALLOCATED EXPENSES**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
Transfers In	\$ 596	572	671	660	701	750	777	805	834
<b>TOTAL REVENUES</b>	<b>596</b>	<b>572</b>	<b>671</b>	<b>660</b>	<b>701</b>	<b>750</b>	<b>777</b>	<b>805</b>	<b>834</b>
<b>EXPENSES BY CATEGORY:</b>									
Insurance	596	572	671	660	701	750	777	805	834
<b>TOTAL EXPENSES</b>	<b>596</b>	<b>572</b>	<b>671</b>	<b>660</b>	<b>701</b>	<b>750</b>	<b>777</b>	<b>805</b>	<b>834</b>
<b>EXCESS (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RETAINED EARNINGS:</b>									
Beginning	-	-	-	-	-	-	-	-	-
Ending	<u>\$ -</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**INTERNAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**PENSION FUND**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>PENSION REVENUES:</b>									
Contributions	\$ 3,689	3,757	5,190	7,190	4,523	4,523	5,379	5,379	5,379
Fair Value Appreciation (Depreciation)	(1,408)	(5,355)	(2,000)	10,140	4,560	4,788	4,932	5,080	5,232
Realized Gain (Loss)	1,987	3,816	2,300	1,910	2,380	2,380	2,404	2,404	2,404
Interest	814	900	150	600	950	950	960	960	979
<b>TOTAL REVENUES</b>	<b>5,082</b>	<b>3,117</b>	<b>5,640</b>	<b>19,840</b>	<b>12,413</b>	<b>12,641</b>	<b>13,674</b>	<b>13,822</b>	<b>13,993</b>
<b>PENSION EXPENSES:</b>									
Trustee Fees	196	218	245	230	230	230	230	230	230
Benefits	4,441	4,938	4,950	5,180	5,335	5,869	5,928	5,928	6,105
<b>TOTAL EXPENSES</b>	<b>4,636</b>	<b>5,156</b>	<b>5,195</b>	<b>5,410</b>	<b>5,565</b>	<b>6,099</b>	<b>6,158</b>	<b>6,158</b>	<b>6,335</b>
<b>EXCESS (DEFICIT)</b>	<b>446</b>	<b>(2,039)</b>	<b>445</b>	<b>14,430</b>	<b>6,848</b>	<b>6,542</b>	<b>7,516</b>	<b>7,664</b>	<b>7,658</b>
<b>TOTAL NET POSITION:</b>									
Beginning	72,226	72,672	74,216	70,633	85,062	91,910	98,453	105,969	113,633
Ending	\$ 72,672	70,633	74,661	85,062	91,910	98,453	105,969	113,633	121,291

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**HEALTH INSURANCE FUND**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY19	FY20	FY21	FY21	FY22	FY23	FY24	FY25	FY26
<b>REVENUES:</b>									
Contributions	\$ 5,275	4,952	5,882	6,543	5,390	5,609	6,782	7,236	7,789
<b>TOTAL REVENUES</b>	<b>5,275</b>	<b>4,952</b>	<b>5,882</b>	<b>6,543</b>	<b>5,390</b>	<b>5,609</b>	<b>6,782</b>	<b>7,236</b>	<b>7,789</b>
<b>HEALTH PLAN EXPENSES:</b>									
Health Claims	4,664	5,036	5,609	5,212	5,617	5,839	6,311	6,823	7,382
Dental Claims	261	249	273	266	273	286	300	314	329
<b>TOTAL EXPENSES</b>	<b>4,924</b>	<b>5,284</b>	<b>5,882</b>	<b>5,478</b>	<b>5,890</b>	<b>6,125</b>	<b>6,611</b>	<b>7,137</b>	<b>7,712</b>
<b>EXCESS (DEFICIT)</b>	<b>350</b>	<b>(332)</b>	<b>-</b>	<b>1,065</b>	<b>(500)</b>	<b>(516)</b>	<b>171</b>	<b>99</b>	<b>78</b>
<b>TOTAL NET POSITION:</b>									
Beginning	967	1,318	960	986	2,050	1,550	1,035	1,205	1,304
Ending	\$ 1,318	986	960	2,050	1,550	1,035	1,205	1,304	1,382



**INTERNAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**OPEB FUND**

	Actual FY19	Actual FY20	Budget FY21	Estimate FY21	Budget FY22	Projected			
						FY23	FY24	FY25	FY26
<b>OPEB REVENUES:</b>									
Contributions	\$ 1,025	1,434	1,364	1,464	1,856	1,865	1,939	2,017	2,098
Fair Value Appreciation	(96)	(212)	120	720	-	-	-	-	-
Gain (Loss)	196	80	250	90	160	166	173	180	187
Interest	83	86	80	65	80	83	87	90	94
<b>TOTAL REVENUES</b>	<b>1,209</b>	<b>1,388</b>	<b>1,814</b>	<b>2,339</b>	<b>2,096</b>	<b>2,114</b>	<b>2,199</b>	<b>2,287</b>	<b>2,378</b>
<b>OPEB EXPENSES:</b>									
Trustee Fees	22	9	25	23	25	26	27	28	29
Benefits	1,498	1,626	1,745	1,738	1,770	1,841	1,914	1,991	2,071
Stop Loss	(233)	(265)	(180)	(203)	(180)	(187)	(195)	(202)	(211)
<b>TOTAL EXPENSES</b>	<b>1,288</b>	<b>1,370</b>	<b>1,590</b>	<b>1,558</b>	<b>1,615</b>	<b>1,680</b>	<b>1,747</b>	<b>1,817</b>	<b>1,889</b>
<b>EXCESS (DEFICIT)</b>	<b>(79)</b>	<b>18</b>	<b>224</b>	<b>781</b>	<b>481</b>	<b>435</b>	<b>452</b>	<b>470</b>	<b>489</b>
<b>FUND BALANCE:</b>									
Beginning	6,043	5,964	5,862	5,983	6,764	7,245	7,680	8,132	8,602
Ending	\$ 5,964	5,983	6,086	6,764	7,245	7,680	8,132	8,602	9,091

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**CASH BALANCE**

	Actual FY19	Actual FY20	Budget FY21	Estimate FY21	Budget FY22	Projected			
						FY23	FY24	FY25	FY26
<b>CASH BALANCE REVENUES:</b>									
Contributions	\$ 628	779	1,003	950	1,060	1,102	1,146	1,192	1,240
Fair Value Appreciation	(11)	(5)	10	201	50	52	54	56	58
Interest	30	39	20	40	70	73	76	79	82
Realized Gain Loss	41	(59)	20	48	20	21	22	22	23
<b>TOTAL REVENUES</b>	<b>687</b>	<b>754</b>	<b>1,053</b>	<b>1,239</b>	<b>1,200</b>	<b>1,248</b>	<b>1,298</b>	<b>1,349</b>	<b>1,403</b>
<b>CASH BALANCE EXPENSES:</b>									
Trustee Fees	9	11	12	11	12	12	13	13	14
Benefits	47	57	70	66	70	73	76	79	82
<b>TOTAL EXPENSES</b>	<b>56</b>	<b>67</b>	<b>82</b>	<b>77</b>	<b>82</b>	<b>85</b>	<b>89</b>	<b>92</b>	<b>96</b>
<b>EXCESS (DEFICIT)</b>	<b>631</b>	<b>687</b>	<b>971</b>	<b>1,162</b>	<b>1,118</b>	<b>1,162</b>	<b>1,209</b>	<b>1,257</b>	<b>1,308</b>
<b>FUND BALANCE:</b>									
Beginning	1,299	1,930	2,069	2,617	3,779	4,897	6,059	7,268	8,525
Ending	\$ 1,930	2,617	3,040	3,779	4,897	6,059	7,268	8,525	9,833

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

Exempt Salaries and Non-Exempt Wages:

Exempt salaries and non-exempt wages include the payroll cost for full-time and part-time positions classified under each category. There is a net effect of a 3% merit increase in the FY22 Budget. The budget for total personnel salaries and wages increased over FY21 budget by \$1.6 million.

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:

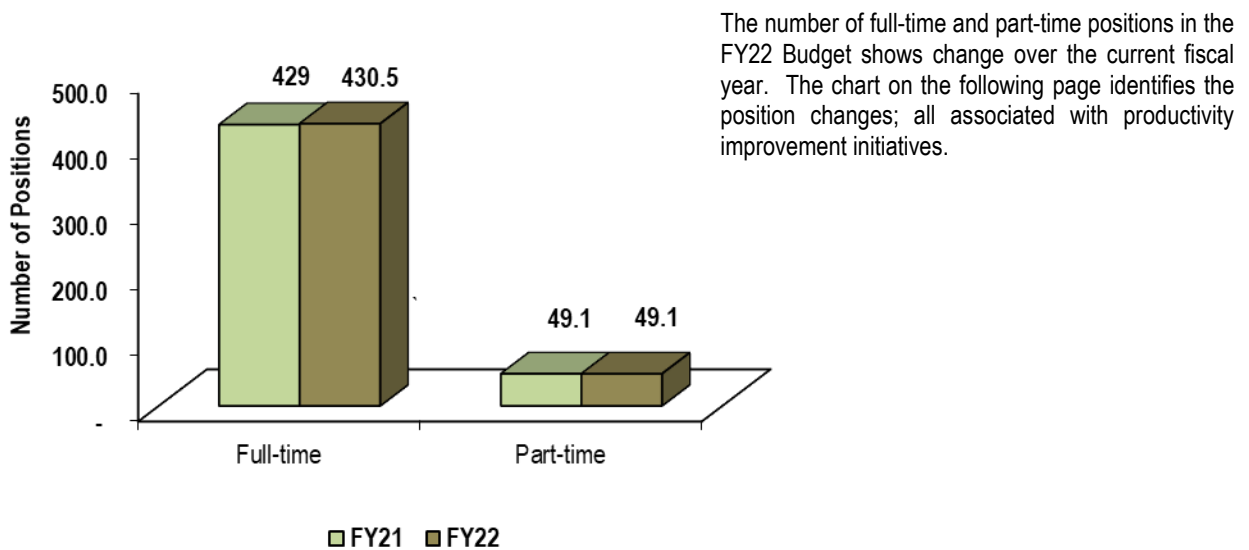
Fringe Benefits include the City's cost for FICA, medical, dental, life, long-term disability, retirement, OPEB, and Workers' Compensation insurance. FICA, set by the federal law, is 7.65% of salary. The new per employee City annual contribution is \$11,100 both health and dental.

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 17¢ per month per \$1,000 of coverage. The City pays 40¢ per month per \$100 of salary for long-term disability benefits. Workers' Compensation is through the TML Risk Management Pool and varies by department based on the Pool's assessment of potential risks.

Other Personnel:

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



**COMPARISON OF STAFFING**

**BUDGET PROJECTION SUMMARY**

	FY20 Actual		FY21 Estimate		FY22 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	7.00	0.0	7.0	0.0	0.0	
Administration	8.0	0.3	8.00	0.3	8.0	0.3	0.0	
Human Resources	5.0	0.0	5.00	0.0	5.0	0.0	0.0	
Information Technology*	5.0	0.1	5.00	0.1	6.0	0.1	1.0	\$ 111,788
Finance	10.0	0.0	12.00	0.0	12.0	0.0	0.0	
Procurement	7.0	0.0	7.00	0.0	7.0	0.0	0.0	
Economic and Community Development*	18.3	0.0	19.00	0.0	18.5	0.0	-0.5	\$ (67,992)
Facilities Services	17.0	0.5	17.00	0.5	17.0	0.5	0.0	
GPAC*	13.0	1.5	13.00	2.0	13.0	1.5	-0.5	\$ (32,445)
Office of Budget and Performance	2.8	0.0	3.00	0.0	3.0	0.0	0.0	
Civic Support	7.5	2.0	6.75	2.3	6.8	2.3	0.0	
<b>PUBLIC SAFETY</b>								
Police*	126.5	0.0	127.25	0.0	128.3	0.0	1.0	\$ 59,079
Fire	73.0	1.0	73.00	1.0	73.0	1.0	0.0	
<b>TRANSP. &amp; ENVIRONMENT</b>								
Public Works*	39.0	1.0	39.00	1.0	38.0	1.0	-1.0	\$ (77,468)
Fleet Services	9.0	0.0	9.00	0.0	9.0	0.0	0.0	
Animal Control	4.0	0.5	4.00	0.5	4.0	0.5	0.0	
<b>COMMUNITY SERVICES</b>								
Parks & Recreation	7.0	4.5	7.50	6.0	7.5	6.0	0.0	
Community Education	2.5	6.5	2.50	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	19.00	0.0	19.0	0.0	0.0	
<b>THE FARM (Special Revenue Fund)</b>								
	1.0	0.4	1.0	0.5	1.0	0.5	0.0	
<b>PUBLIC ART FUND*</b>								
	0.0	0.0	0.0	0.0	0.0	0.5	0.5	\$ 32,445
<b>GERMANTOWN ATHLETIC CLUB</b>								
Recreation*	11.0	11.3	12.0	12.9	11.5	12.9	-0.5	\$ (30,582)
Aquatics	1.0	10.1	1.0	13.5	1.0	13.5	0.0	
<b>GREAT HALL</b>								
	2.0	0.8	2.0	1.0	2.0	1.0	0.0	
<b>UTILITIES</b>								
Water	14.0	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>								
	1.0	0.0	1.5	0.0	1.5	0.0	0.0	
<b>STORMWATER*</b>								
	5.5	0.0	6.5	0.0	8.0	0.0	1.5	\$ 176,731
<b>TOTAL</b>	<b>421.0</b>	<b>40.5</b>	<b>429.0</b>	<b>49.1</b>	<b>430.5</b>	<b>49.1</b>	<b>1.5</b>	<b>\$ 171,556</b>

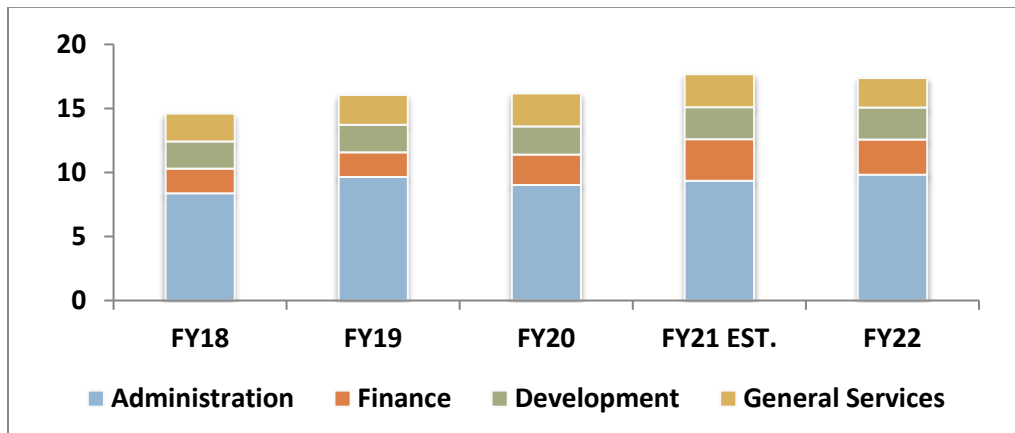
\* Analysis of Increase/(Decrease):

Information Technology	Network/Server Administrator	1.0
Economic and Community Development	Stormwater Engineer	-0.5
Police	Public Safety Dispatcher/Jailer	1.0
Public Works	Maintenance Worker	-1.0
GPAC	Public Arts Manager	-0.5
Public Art Fund	Public Arts Manager	0.5
GAC Recreation	Cleaning Services Worker	-0.5
Stormwater	Stormwater Engineer	0.5
	Asst. Superintendent - Drainage	1.0

# GENERAL GOVERNMENT FY22 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

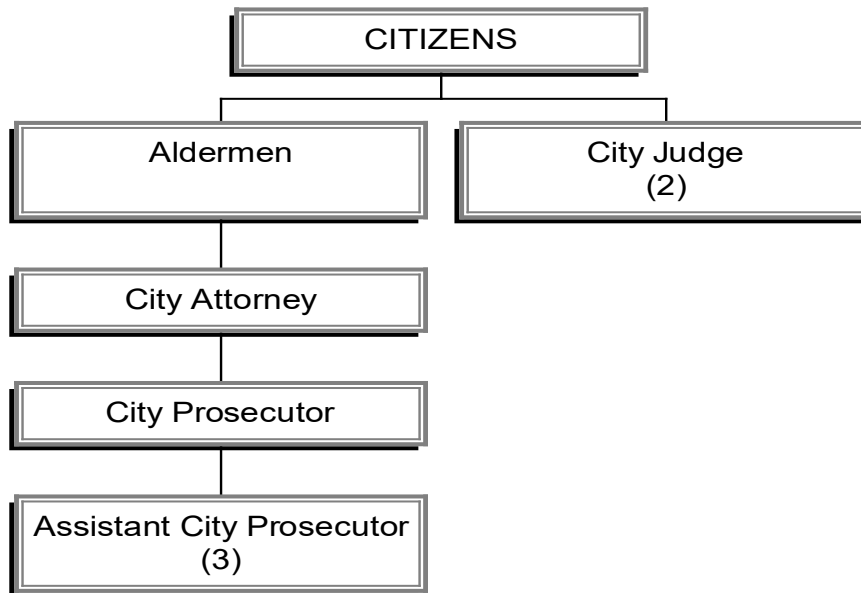


# ALDERMEN

## 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 FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 121,541	118,313	129,545	(14,876)	-11.48%	114,669
Communication	10,373	10,600	10,830	2,020	18.65%	12,850
Professional Fees	50,609	57,600	45,950	(3,950)	-8.60%	42,000
Supplies	16,316	7,300	21,300	(14,000)	-65.73%	7,300
<b>TOTAL</b>	<b>\$ 198,839</b>	<b>193,813</b>	<b>207,625</b>	<b>(30,806)</b>	<b>-14.84%</b>	<b>176,819</b>

**Budget Payroll Summary**

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	<u>FY20 Actual</u>	<u>FY21 Estimate</u>	<u>FY22 Budget</u>			
Other Compensation	5.0	60,457	5.0	60,000	5.0	60,000
Fringe Benefits		61,084		69,545		54,669
<b>DEPARTMENT TOTAL</b>	<b>5.0</b>	<b>\$ 121,541</b>	<b>5.0</b>	<b>129,545</b>	<b>5.0</b>	<b>114,669</b>

**Budget Category Explanations**

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Personnel - \$114,669 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 - \$12,850 This category includes the Aldermen's dues and subscriptions in the Tennessee Municipal League and the National League of Cities.

Professional Fees - \$42,000 This category covers funding for lobbying services at the state level, 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

CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 821,157	919,419	885,812	23,575	2.66%	909,387
Grants	955,634	402,922	422,922	113,329	26.80%	536,251
<b>TOTAL</b>	<b>\$ 1,776,791</b>	<b>1,328,521</b>	<b>1,314,914</b>	<b>136,724</b>	<b>10.40%</b>	<b>1,451,638</b>

## Budget Payroll Summary

	FY20 Actual	FY21 Estimate	FY22 Budget
Non-Exempt Wages	8.8 \$ 549,236	8.8 490,321	9.0 601,263
Other Compensation		49,046	56,150
Fringe Benefits		222,875	249,974
Other Personnel		-	2,000
<b>DEPARTMENT TOTAL</b>	<b>8.8 \$ 821,157</b>	<b>8.8 885,812</b>	<b>9.0 909,387</b>



## Budget Category Explanations

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Personnel - \$909,387 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 - \$536,251 This category includes funds budgeted for the following organizations:

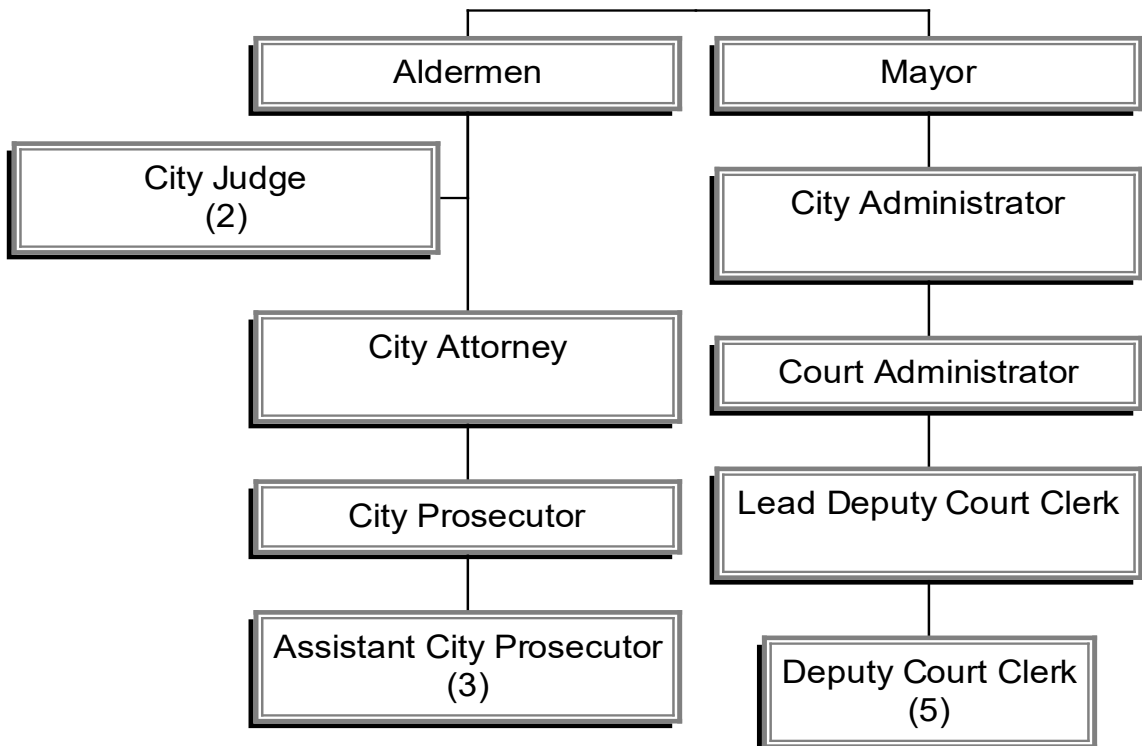
Other Civic Support	\$ 224,655
Germantown Education Foundation	100,000
PEG Disbursement	175,000
City Beautification Grant	22,500
Education Commission Grant	4,110
Chamber of Commerce Grant	5,636
Historic Commission Grant	4,350

# 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**

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<u>CATEGORY</u>	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 746,257	802,621	820,638	(1,299)	-0.16%	819,339
Communication	777	900	900	-	0.00%	900
Professional Fees	10,776	17,500	10,850	4,650	42.86%	15,500
Supplies	7,901	8,400	7,400	(1,900)	-25.68%	5,500
Rent	4,609	6,000	6,000	-	0.00%	6,000
Allocations	2,894	3,398	3,343	211	6.31%	3,554
Utilities	20,264	21,490	21,490	386	1.80%	21,876
TOTAL	<u>\$ 793,478</u>	<u>860,309</u>	<u>870,621</u>	<u>2,048</u>	<u>0.24%</u>	<u>872,669</u>

**Budget Payroll Summary**

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	<u>FY20 Actual</u>	<u>FY21 Estimate</u>	<u>FY22 Budget</u>
Exempt Salaries	1.0     \$ 89,986	1.0     88,359	1.0     94,316
Non-Exempt Wages	6.0     228,846	6.0     240,549	6.0     269,024
Other Compensation	6.0     242,902	6.0     248,500	6.0     254,400
Fringe Benefits	181,808	240,030	198,199
Other Personnel	<u>2,715</u>	<u>3,200</u>	<u>3,400</u>
DEPARTMENT TOTAL	7.0     \$ 746,257	7.0     820,638	7.0     819,339

**Budget Category Explanations**

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Personnel - \$819,339 This category funds salaries, wages and benefits for a court clerk, lead deputy clerk and deputy court clerks. This category also includes necessary overtime. In addition, this category includes FICA, group insurance, retirement, OPEB and workers' compensation

Additionally, included in this category are per diem expenses for judges who alternate 76 court sessions and prosecutors working weekly Wednesday night court sessions and bi-weekly Thursday night sessions. Besides holding court, judges are available 24 hours a day to sign warrants, set bonds or preside over non-scheduled court hearings. Prosecutors, in addition to attending court, receive phone calls in their private law offices regarding court related matters and require time to prepare for trials.

## GENERAL FUND

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 - \$15,500 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 - \$5,500 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 - \$3,554 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$21,876 This category includes utility costs (electricity, gas, water, sewer and local telephone).

### Scorecard: Key Performance Measures

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Key Product/Service	Operational Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Court Services	To provide efficient court services	Average wait time	< 60 Minutes	19 minutes	41 minutes	< 60 minutes
	To meet customer expectation	Customer service satisfaction	80%	100%	83%	80%

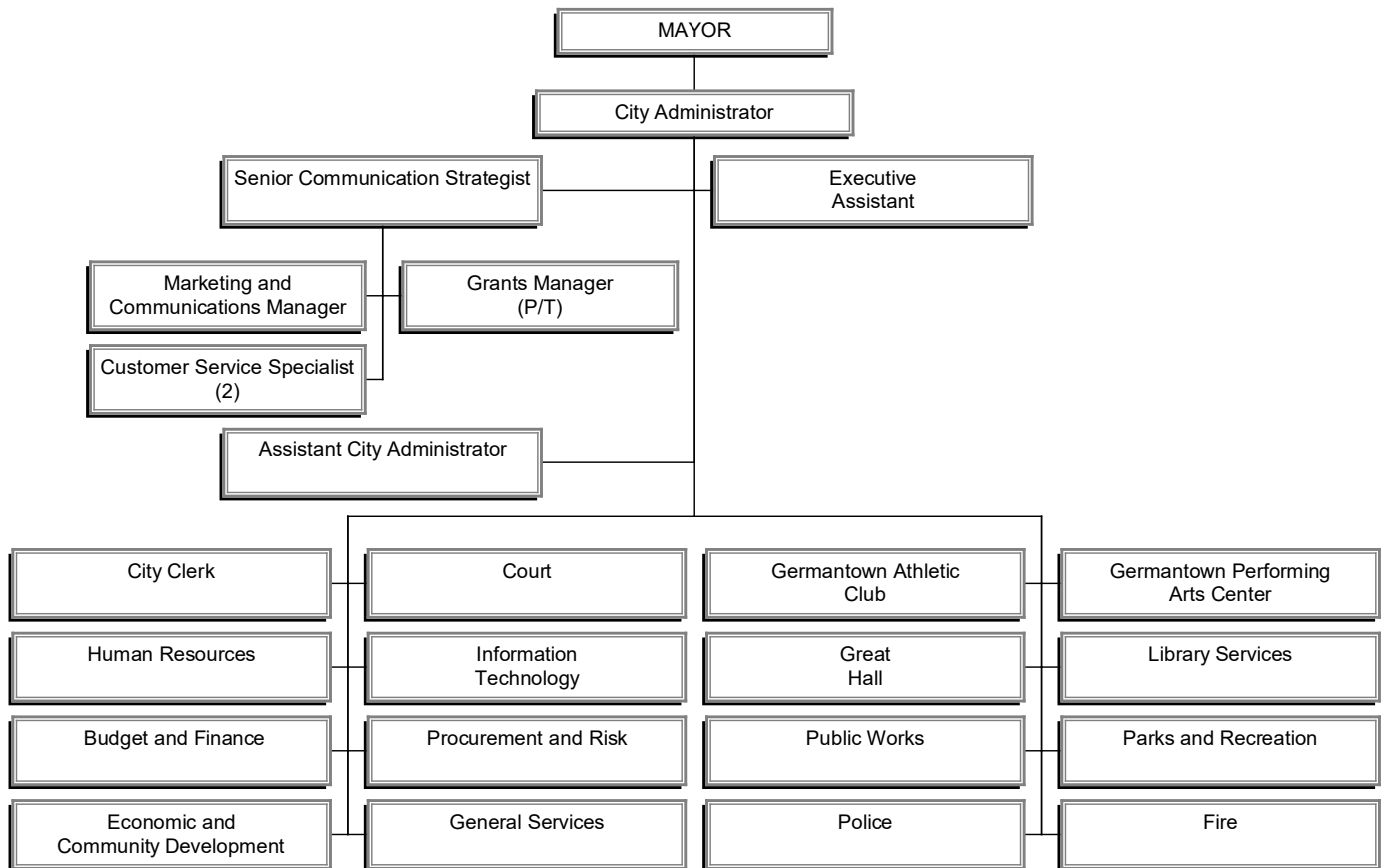


# ADMINISTRATION

## 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**

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CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 1,067,431	1,109,515	1,182,561	(44,362)	-3.75%	1,138,199
Communication	77,541	57,200	126,135	16,415	13.01%	142,550
Professional Fees	502,387	510,000	513,400	(2,900)	-0.56%	510,500
Other Maintenance	7,525	7,560	7,525	35	0.47%	7,560
Supplies	30,293	11,700	29,736	(13,936)	-46.87%	15,800
Rent	3,676	6,100	5,000	1,100	22.00%	6,100
Allocations	39,208	46,031	45,286	2,858	6.31%	48,144
Utilities	13,016	13,029	12,065	728	6.03%	12,793
TOTAL	<u>\$ 1,741,077</u>	<u>1,761,135</u>	<u>1,921,708</u>	<u>(40,062)</u>	<u>-2.08%</u>	<u>1,881,646</u>
Expense Reimbursement	\$ (76,800)	(76,800)	(76,800)	(6,700)	8.72%	(83,500)

**Budget Payroll Summary**

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	FY20 Actual		FY21 Estimate		FY22 Budget	
Exempt Salaries	4.0	\$ 533,266	4.0	526,225	4.0	557,795
Non-Exempt Wages	4.4	214,686	4.3	224,025	4.3	230,944
Other Compensation		51,817		51,879		50,240
Fringe Benefits		257,314		369,432		294,364
Other Personnel		10,348		11,000		4,856
DEPARTMENT TOTAL	8.4	\$ 1,067,431	8.3	1,182,561	8.3	1,138,199

**Budget Category Explanations**

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Personnel - \$1,138,199 This category includes staffing funds for the mayor, city administrator, assistant city administrator, senior communication strategist, 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 - \$142,550 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 - \$510,500 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 - \$15,800 This category includes supplies to fund special requisitions through the department, as well as general office supplies. Examples include audiotapes, report printing and binding and the City newsletter.

Rent - \$6,100 This category includes rental costs associated with the copy machine.

Allocation - \$48,144 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$12,793 This category includes utility costs (electricity, gas, water, sewer and local telephone).

### Scorecard: Key Performance Measures

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Key Product/Service	Strategic Objectives	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
City Services and Finance	All funds are self-sustaining	General Fund transfer to Special Revenue Funds	49%	36.98%	58.05%	49%
		General Fund transfer to Enterprise Funds	10%	0.74%	2.51%	10%



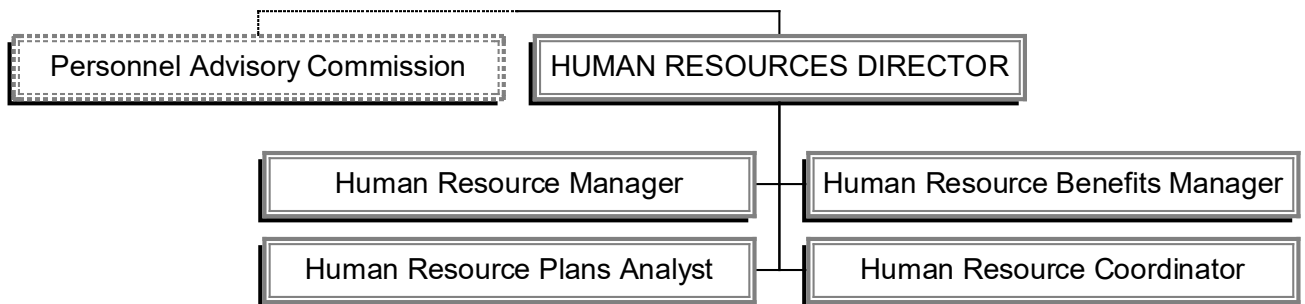


# HUMAN RESOURCES

## 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 FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 559,211	549,773	590,848	(14,418)	-2.44%	576,430
Communication	23,690	19,325	22,634	4,916	21.72%	27,550
Professional Fees	56,958	71,500	64,000	7,500	11.72%	71,500
Other Maintenance	-	200	100	100	100.00%	200
Supplies	10,798	6,000	3,370	2,630	78.04%	6,000
Rent	2,101	2,100	2,100	-	0.00%	2,100
Allocations	3,860	4,531	4,458	281	6.30%	4,739
Utilities	8,310	8,611	7,903	2,491	31.52%	10,394
<b>TOTAL</b>	<b>\$ 664,928</b>	<b>662,040</b>	<b>695,413</b>	<b>3,500</b>	<b>0.50%</b>	<b>698,913</b>
Expense Reimbursement	\$ (43,400)	(43,400)	(43,400)	(1,700)	3.92%	(45,100)

**Budget Payroll Summary**

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	<u>FY20 Actual</u>	<u>FY21 Estimate</u>	<u>FY22 Budget</u>
Exempt Salaries	3.0     \$ 283,270	3.0     298,388	3.0     287,198
Non-Exempt Wages	2.0     99,656	2.0     100,400	2.0     110,875
Other Compensation	160	100	-
Fringe Benefits	113,478	133,710	127,057
Other Personnel	62,647	58,250	51,300
<b>DEPARTMENT TOTAL</b>	<b>5.0     \$ 559,211</b>	<b>5.0     590,848</b>	<b>5.0     576,430</b>

**Budget Category Explanations**

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Personnel - \$576,430 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.

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

## GENERAL FUND

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 - \$4,739 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$10,394 This category includes utility costs (electricity, gas, water, sewer and local telephone).

### Scorecard: Key Performance Measures

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Key Product/Service	Operational Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
HR Services	To meet employee expectations	Customer Satisfaction with HR services	95%	94%	N/A	95%

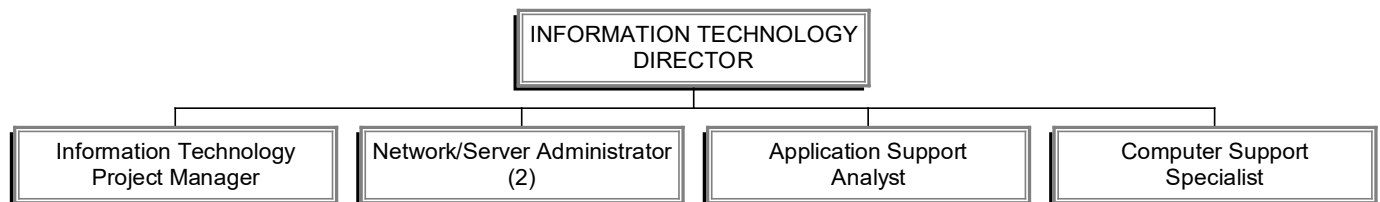


# INFORMATION TECHNOLOGY

## Mission

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

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



**GENERAL FUND**

**Budget Category Summary**

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<u>CATEGORY</u>	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 633,327	668,126	717,916	74,043	10.31%	791,959
Communication	826	6,570	650	5,920	910.77%	6,570
Professional Fees	194,230	229,350	256,108	(19,978)	-7.80%	236,130
Insurance	-	2,000	2,000	-	0.00%	2,000
Other Maintenance	716,351	1,069,186	1,072,486	54,403	5.07%	1,126,889
Supplies	211,044	211,600	292,259	(12,659)	-4.33%	279,600
Rent	2,447	3,500	3,500	-	0.00%	3,500
Allocations	2,982	3,501	3,444	218	6.33%	3,662
Capital Outlay	435,844	220,000	345,158	185,842	53.84%	531,000
Utilities	126,124	122,200	123,632	965	0.78%	124,597
<b>TOTAL</b>	<b>\$ 2,323,175</b>	<b>2,536,033</b>	<b>2,817,153</b>	<b>288,754</b>	<b>10.25%</b>	<b>3,105,907</b>
Expense Reimbursement	\$ (99,600)	(99,600)	(99,600)	(4,900)	4.92%	(104,500)

**Budget Payroll Summary**

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	<u>FY20 Actual</u>	<u>FY21 Estimate</u>	<u>FY22 Budget</u>
Exempt Salaries	4.0     \$ 413,073	4.0     402,222	4.0     516,383
Non-Exempt Wages	1.1     57,252	1.1     67,387	1.1     69,930
Other Compensation	19	19	-
Fringe Benefits	160,429	246,202	201,396
<b>DEPARTMENT TOTAL</b>	<b>5.1     \$ 633,327</b>	<b>5.1     717,916</b>	<b>5.1     791,959</b>

**Budget Category Explanations**

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Personnel - \$791,959 This category includes salaries, benefits and education expenses for the information technology director, network/server administrators, application support analyst, an information technology project manager and computer support specialist.

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.

## GENERAL FUND

Professional Fees - \$236,130 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 - \$1,126,889 This category includes maintenance charges for all computer equipment, and production of related equipment.

Supplies - \$279,600 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 - \$3,662 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Capital Outlay - \$531,000 This category funds IRP projects, which includes the purchase of computers and software.

Utilities - \$124,597 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	FY20 Actual	FY21 Actual	FY22 Budgeted
Communications	To provide employees with timely system accessibility	Server system availability	99.99%	99.96%	99.92%	99.99%
Education: Service Desk	To meet customer expectations	Customer satisfaction rating	90% very or somewhat satisfied	99.50%	99.00%	98%





# GERMANTOWN PERFORMING ARTS CENTER

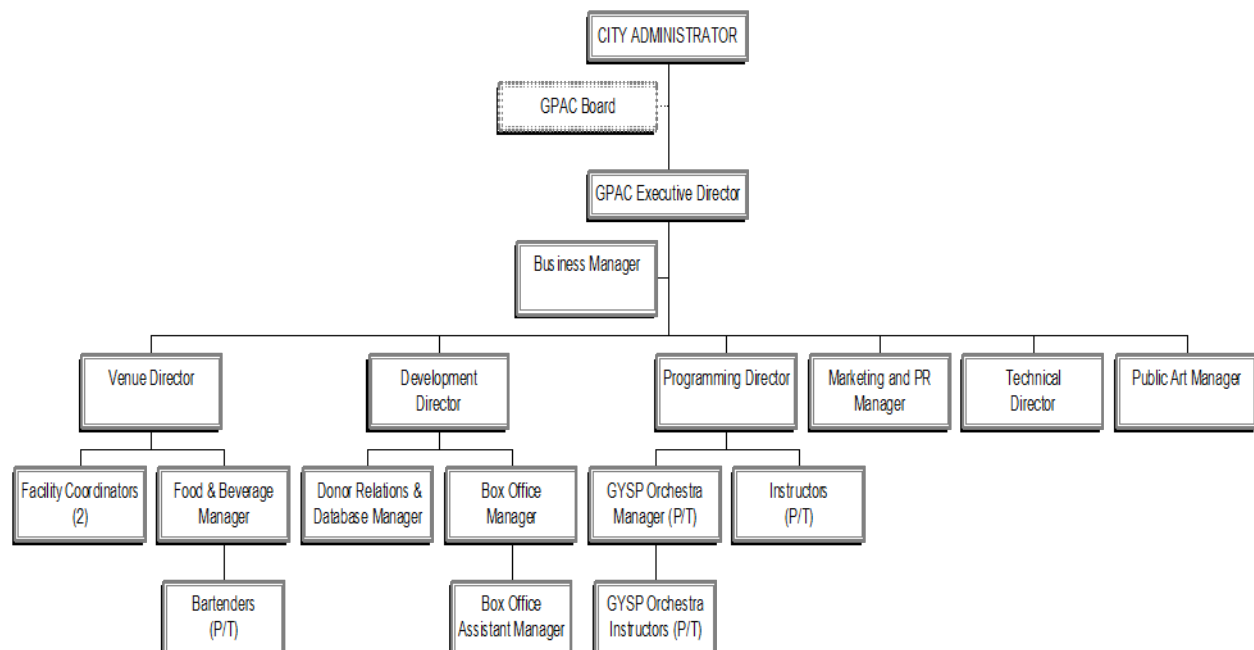
## Mission

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.



**GENERAL FUND**

**Budget Category Summary**

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CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 1,170,749	1,281,516	1,324,071	(30,085)	-2.27%	1,293,986
Communication	6,552	6,700	3,500	500	14.29%	4,000
Professional Fees	61,557	34,000	34,000	(34,000)	-100.00%	-
Insurance	-	4,500	4,500	-	0.00%	4,500
Other Maintenance	1,376	1,500	3,000	(1,500)	-50.00%	1,500
Supplies	32,577	23,033	21,380	6,020	28.16%	27,400
Rent	3,146	4,500	4,500	-	0.00%	4,500
Allocations	19,911	24,376	23,276	1,175	5.05%	24,451
Capital Outlay	107,270	-	-	150,300	100%	150,300
Utilities	123,499	118,735	109,725	17,091	15.58%	126,816
TOTAL	<u>\$ 1,526,637</u>	<u>1,498,860</u>	<u>1,527,952</u>	<u>109,501</u>	<u>7.17%</u>	<u>1,637,453</u>

**Budget Payroll Summary**

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	FY20 Actual		FY21 Estimate		FY22 Budget
Exempt Salaries	7.0	\$ 572,206	9.0	655,546	9.0
Non-Exempt Wages	6.5	283,188	6.0	221,907	5.5
Other Compensation		4,907		6,000	6,000
Fringe Benefits		307,395		437,118	354,538
Other Personnel		3,053		3,500	4,500
DEPARTMENT TOTAL	13.5	\$ 1,170,749	15.0	1,324,071	14.5

**Budget Category Explanations**

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Personnel - \$1,293,986 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 manager, donor relations and database manager, business manager, food and beverage manager, public art manage, and box office assistants.

Communications - \$4,000 This category includes dues and subscriptions to professional journals and meetings.

## GENERAL FUND

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 - \$27,400 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 - \$24,451 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Capital Outlay - \$150,300 This category funds IRP projects, which includes rigging repairs, a touchless ticket scanner, curtain replacement and clear com-wired.

Utilities - \$126,816 This category includes utility costs (electricity, gas, water, sewer and local telephone).

### Scorecard: Key Performance Measures

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Key Product/Service	Operational Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Venue Management	To meet customer expectations	Customer satisfaction	2% increased in customer satisfaction	99%	99%	98%
Fundraising	To diversify funding sources	Donor Goals (Development Revenue)	100.00%	144.2%	117.0%	100%



# PUBLIC ART

## Mission

The City of Germantown is committed to offering and developing an array of public art experiences and commissions artists through a variety of media and scales.

## Budget Category Summary

CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ -	-	-	32,445	100%	32,445
Communication	-	-	-	5,500	100%	5,500
Professional Fees	-	-	-	48,000	100%	48,000
Other Maintenance	-	-	-	2,000	100%	2,000
Supplies	-	-	-	2,200	100%	2,200
Rent	-	-	-	3,000	100%	3,000
<b>TOTAL</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>93,145</b>	<b>100%</b>	<b>93,145</b>

## Budget Category Explanations

Personnel - \$32,445 This category contains sufficient funds to staff the department, including part-time public arts manager.

Communications - \$5,500 This category includes dues and subscriptions to professional journals and meetings.

Professional Fees - \$48,000 This category includes specialty services for public art projects and program and events.

Other Maintenance - \$2,000 This category includes funds for the maintenance of existing public art.

Supplies - \$2,200 This category includes general office supplies, equipment and supplies for projects. 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 equipment.

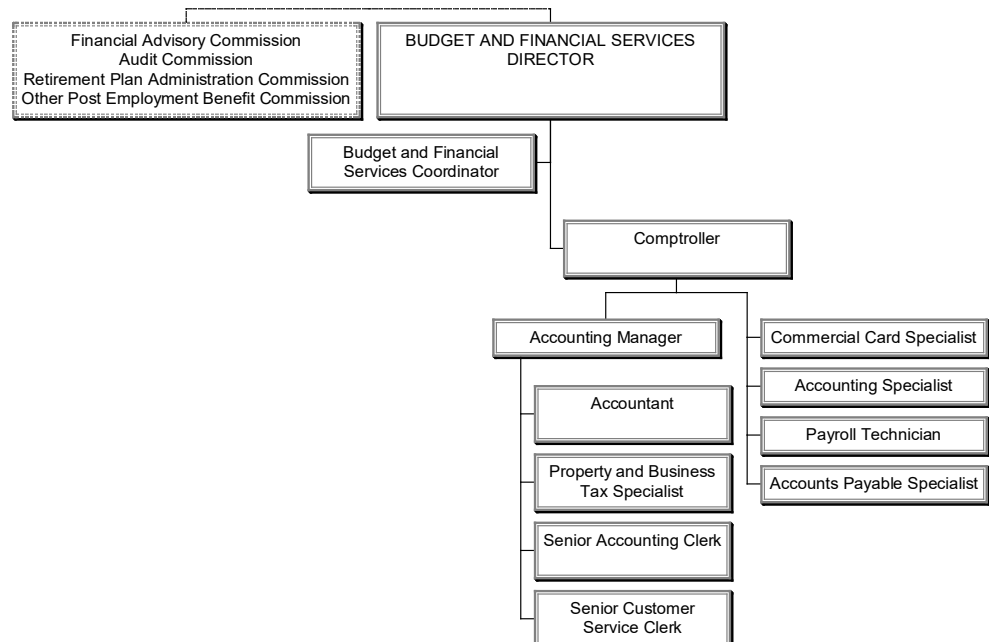


# FINANCE

## Mission

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

Budget and Financial Services includes three areas: Accounting, Treasury and Budget and Performance. Budget and Financial Services manages all of the City’s fiscal affairs; supports the operating departments with accounting, financial reporting, budget and performance, payroll and administrative services; manages all City investments; obtains debt financing for capital projects; collects taxes, utility billings and other revenues; financial reporting, and capital asset control; and conducts internal auditing of procedures and operations. Staffing oversight is provided to the Financial Advisory Commission, the Audit Commission, Retirement Plan Advisory Commission and Other Postemployment Benefits Commission.





**GENERAL FUND**

**Budget Category Summary**

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<u>CATEGORY</u>	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 901,052	1,046,218	1,056,612	104,357	9.88%	1,160,969
Communication	26,567	38,500	38,500	(2,000)	-5.19%	36,500
Professional Fees	363,196	370,000	370,000	5,000	1.35%	375,000
Other Maintenance	378	325	325	-	0.00%	325
Supplies	16,010	22,000	22,000	-	0.00%	22,000
Rent	4,257	10,900	10,900	-	0.00%	10,900
Allocations	21,227	24,921	24,518	1,547	6.31%	26,065
Utilities	12,111	12,763	12,413	527	4.25%	12,940
<b>TOTAL</b>	<b>\$ 1,344,798</b>	<b>1,525,627</b>	<b>1,535,268</b>	<b>109,431</b>	<b>7.13%</b>	<b>1,644,699</b>
Expense Reimbursement	\$ (146,100)	\$ (146,100)	\$ (146,100)	(20,900)	14.31%	(167,000)

**Budget Payroll Summary**

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	<u>FY20 Actual</u>	<u>FY21 Estimate</u>	<u>FY22 Budget</u>
Exempt Salaries	4.0	\$ 363,463	4.5
Non-Exempt Wages	7.0	274,280	6.8
Other Compensation		1,567	2,870
Fringe Benefits		258,194	395,216
Other Personnel		3,548	10,200
<b>DEPARTMENT TOTAL</b>	<b>11.0</b>	<b>\$ 901,052</b>	<b>11.3</b>

**Budget Category Explanations**

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Personnel - \$1,160,969 This category includes salaries, wages, and benefits for the director of budget and financial services, accounting manager, accountant, comptroller, commercial card specialist, senior accounting clerk, accounts payable specialist, property and business tax specialist, budget and financial services coordinator, senior customer service clerk, payroll tech and accounting specialist.

## GENERAL FUND

Communications - \$36,500 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 - \$375,000 This 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 - \$26,065 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$12,940 This category includes utility costs (electricity, gas, water, sewer and local telephone).

### Scorecard: Key Performance Measures

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Key Product/Service	Strategic Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
City Services and Finance	All funds are self-sustaining	General Fund transfer to Enterprise Funds	10%	0.73%	2.51%	10%
Key Product/Service	Operational Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 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 AND RISK

## 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 and Risk includes three areas: Purchasing, Risk Management, and Warehouse. Procurement and Risk 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 FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 683,767	727,140	754,809	(41,277)	-5.47%	713,532
Communication	12,369	2,000	1,000	3,500	350.00%	4,500
Professional Fees	150	1,250	1,250	(500)	-40.00%	750
Insurance	-	200	200	-	0.00%	200
Supplies	12,479	9,000	9,000	(1,000)	-11.11%	8,000
Rent	3,436	5,000	5,000	(2,000)	-40.00%	3,000
Allocations	3,245	3,810	3,748	237	6.32%	3,985
Utilities	16,027	17,012	15,920	2,190	13.76%	18,110
TOTAL	<u>\$ 731,473</u>	<u>765,412</u>	<u>790,927</u>	<u>(38,850)</u>	<u>-4.91%</u>	<u>752,077</u>
Expense Reimbursement	\$ (73,900)	\$ (73,900)	\$ (73,900)	(6,100)	8.25%	(80,000)

**Budget Payroll Summary**

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	<u>FY20 Actual</u>		<u>FY21 Estimate</u>		<u>FY22 Budget</u>
Exempt Salaries	3.0	\$ 289,698	3.0	291,009	3.0 301,196
Non-Exempt Wages	4.00	200,383	4.0	199,637	4.0 202,171
Other Compensation		57		-	-
Fringe Benefits		191,925		262,463	206,445
Other Personnel		1,704		1,700	3,720
DEPARTMENT TOTAL	7.00	\$ 683,767	7.0	754,809	7.0 713,532

**Budget Category Explanations**

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Personnel - \$713,532 This category includes salaries, wages, and benefits for the director of procurement and risk, assistant procurement and risk director, risk management and safety coordinator, procurement specialist, procurement coordinator and inventory control coordinators.

Communications - \$4,500 This category covers dues for professional organizations and subscriptions to various publications, and publications of legal notices for bids

## GENERAL FUND

Professional Fees - \$750 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 - \$8,000 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 - \$3,000 This category includes rental payments for the copy machine.

Allocation - \$3,985 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$18,110 This category includes utility costs (electricity, gas, water, sewer and local telephone).

### Scorecard: Key Performance Measures

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Key Product/Service	Operational Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Vendor Management	To improve vendor performance and feedback	Performance Evaluation Completion Rate	100%	70	50	75
Inventory Control and Operations	To diversify funding sources	Inventory accuracy	100%	99%	98%	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

<u>CATEGORY</u>	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Allocations	\$ (571,535)	(671,000)	(660,318)	(40,682)	6.16%	(701,000)
Insurance	571,535	671,000	660,318	40,682	6.16%	701,000
TOTAL	\$ -	-	-	-	-	-

## Budget Category Explanations

Allocations - (\$701,000) 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 - \$701,000 This category includes: property insurance coverage (\$256,000) that is on an All Risk form, vehicle insurance (\$75,000), casualty or liability coverage (\$275,000) 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 \$3.0 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. Three issues are planned over the next five years: a \$6.6 million issue in FY22, a \$6.4 million issue in FY24 and a \$3.0 million issue in FY26. The outstanding balance of General Obligation Debt at July 1, 2021 is \$53,383,000. During the year, principal of \$2,559,000 and interest of \$2,175,307 will be paid. The balance of existing debt remaining at June 30, 2022 will be \$50,824,000.

## Outstanding Balance of General Obligation Debt

<u>Security</u>	<u>Balance</u> <u>7/1/2021</u>	<u>Principal</u> <u>Payment</u>	<u>Balance</u> <u>6/30/2022</u>	<u>Interest</u> <u>Expense</u>
Existing:				
Series 2009 Bonds	\$ 290,000	290,000	-	10,876
Series 2011 Bonds	3,660,000	290,000	3,370,000	101,775
Series 2013 Bonds	3,905,000	430,000	3,475,000	105,934
Series 2016 Bonds	15,060,000	670,000	14,390,000	719,200
Series 2017 Bonds	28,065,000	645,000	27,420,000	1,159,425
Series 2018 Capital Note	2,403,000	234,000	2,169,000	78,098
<b>Total FY22 Debt</b>	<b>\$ 53,383,000</b>	<b>2,559,000</b>	<b>50,824,000</b>	<b>2,175,307</b>
	<u>Existing</u> <u>Principal</u>	<u>Existing</u> <u>Interest</u>	<u>Future</u> <u>Principal</u>	<u>Future</u> <u>Interest</u>
FY22	\$ -	-	220,000	170,571
FY23	2,316,000	2,089,608	200,000	216,817
FY24	2,409,000	2,003,125	210,000	206,775
FY25	2,498,000	1,909,575	509,707	369,013
FY26	2,601,000	1,808,639	521,540	351,100
Thereafter	41,000,000	17,749,096	14,338,753	3,919,424
<b>Total Debt Service</b>	<b>\$ 50,824,000</b>	<b>25,560,042</b>	<b>16,000,000</b>	<b>5,233,699</b>

## Bond Ratings and General Obligation Summary

<b>Bond Ratings</b>		
	<b>Moody's</b>	<b>S&amp;P Global</b>
Series 09 Bonds	Aaa	AAA
Series 11 Bonds	Aaa	AAA
Series 13 Bonds	Aaa	AAA
Series 16 Bonds	Aaa	AAA
Series 17 Bonds	Aaa	AAA

**GENERAL FUND**

Fiscal Year	Series 09 Bonds		Series 11 Bonds		Series 13 Bonds		Series 16 Bonds		Series 17 Bonds		Series 18 Capital Outlay Note		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2022	290,000	10,876	290,000	101,775	430,000	105,934	670,000	719,200	645,000	1,159,425	234,000	78,098	2,559,000	2,175,307
2023	-	-	295,000	95,188	445,000	93,928	655,000	703,700	680,000	1,126,300	241,000	70,493	2,316,000	2,089,608
2024	-	-	305,000	87,688	455,000	83,803	685,000	677,550	715,000	1,091,425	249,000	62,660	2,409,000	2,003,125
2025	-	-	310,000	79,613	470,000	72,795	710,000	647,800	750,000	1,054,800	258,000	54,568	2,498,000	1,909,575
2026	-	-	320,000	70,950	475,000	60,731	745,000	614,600	795,000	1,016,175	266,000	46,183	2,601,000	1,808,639
2027	-	-	330,000	61,600	180,000	51,856	780,000	579,750	835,000	975,425	275,000	37,538	2,400,000	1,706,169
2028	-	-	340,000	51,550	185,000	46,381	825,000	540,750	875,000	932,675	284,000	28,600	2,509,000	1,599,956
2029	-	-	350,000	41,200	195,000	40,559	850,000	499,500	915,000	892,500	293,000	19,370	2,603,000	1,493,129
2030	-	-	360,000	30,325	200,000	34,263	495,000	457,000	955,000	855,100	303,000	9,848	2,313,000	1,386,535
2031	-	-	375,000	18,606	205,000	27,425	525,000	432,250	990,000	816,200	-	-	2,095,000	1,294,481
2032	-	-	385,000	6,256	215,000	20,075	550,000	406,000	1,030,000	775,800	-	-	2,180,000	1,208,131
2033	-	-	-	-	220,000	12,325	575,000	378,500	1,075,000	733,700	-	-	1,870,000	1,124,525
2034	-	-	-	-	230,000	4,169	605,000	349,750	1,115,000	689,900	-	-	1,950,000	1,043,819
2035	-	-	-	-	-	-	635,000	319,500	1,165,000	644,300	-	-	1,800,000	963,800
2036	-	-	-	-	-	-	670,000	287,750	1,215,000	596,700	-	-	1,885,000	884,450
2037	-	-	-	-	-	-	405,000	254,250	1,265,000	547,100	-	-	1,670,000	801,350
2038	-	-	-	-	-	-	425,000	234,000	1,315,000	495,500	-	-	1,740,000	729,500
2039	-	-	-	-	-	-	445,000	212,750	975,000	449,700	-	-	1,420,000	662,450
2040	-	-	-	-	-	-	465,000	190,500	1,015,000	409,900	-	-	1,480,000	600,400
2041	-	-	-	-	-	-	490,000	167,250	1,055,000	368,500	-	-	1,545,000	535,750
2042	-	-	-	-	-	-	515,000	142,750	1,095,000	325,500	-	-	1,610,000	468,250
2043	-	-	-	-	-	-	540,000	117,000	1,140,000	280,800	-	-	1,680,000	397,800
2044	-	-	-	-	-	-	570,000	90,000	1,190,000	234,200	-	-	1,760,000	324,200
2045	-	-	-	-	-	-	600,000	61,500	1,235,000	185,700	-	-	1,835,000	247,200
2046	-	-	-	-	-	-	630,000	31,500	1,290,000	135,200	-	-	1,920,000	166,700
2047	-	-	-	-	-	-	-	-	1,340,000	82,600	-	-	1,340,000	82,600
2048	-	-	-	-	-	-	-	-	1,395,000	27,900	-	-	1,395,000	27,900
2049	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	<b>\$ 290,000</b>	<b>\$ 10,876</b>	<b>\$ 3,660,000</b>	<b>\$ 644,750</b>	<b>\$ 3,905,000</b>	<b>\$ 654,243</b>	<b>\$ 15,060,000</b>	<b>\$ 9,115,100</b>	<b>\$ 28,065,000</b>	<b>\$ 16,903,025</b>	<b>\$ 2,403,000</b>	<b>\$ 407,355</b>	<b>\$ 53,383,000</b>	<b>\$ 27,735,349</b>

### Budget Category Summary

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<u>CATEGORY</u>	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Debt Service	\$ 5,141,621	4,840,396	4,840,396	284,483	5.88%	5,124,879
Agency Fees	2,000	1,500	1,500	-	0.00%	1,500
TOTAL	<u>\$ 5,143,621</u>	<u>4,841,896</u>	<u>4,841,896</u>	<u>284,483</u>	<u>5.88%</u>	<u>5,126,379</u>

### Budget Category Explanations

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Debt Service - \$5,124,879 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.

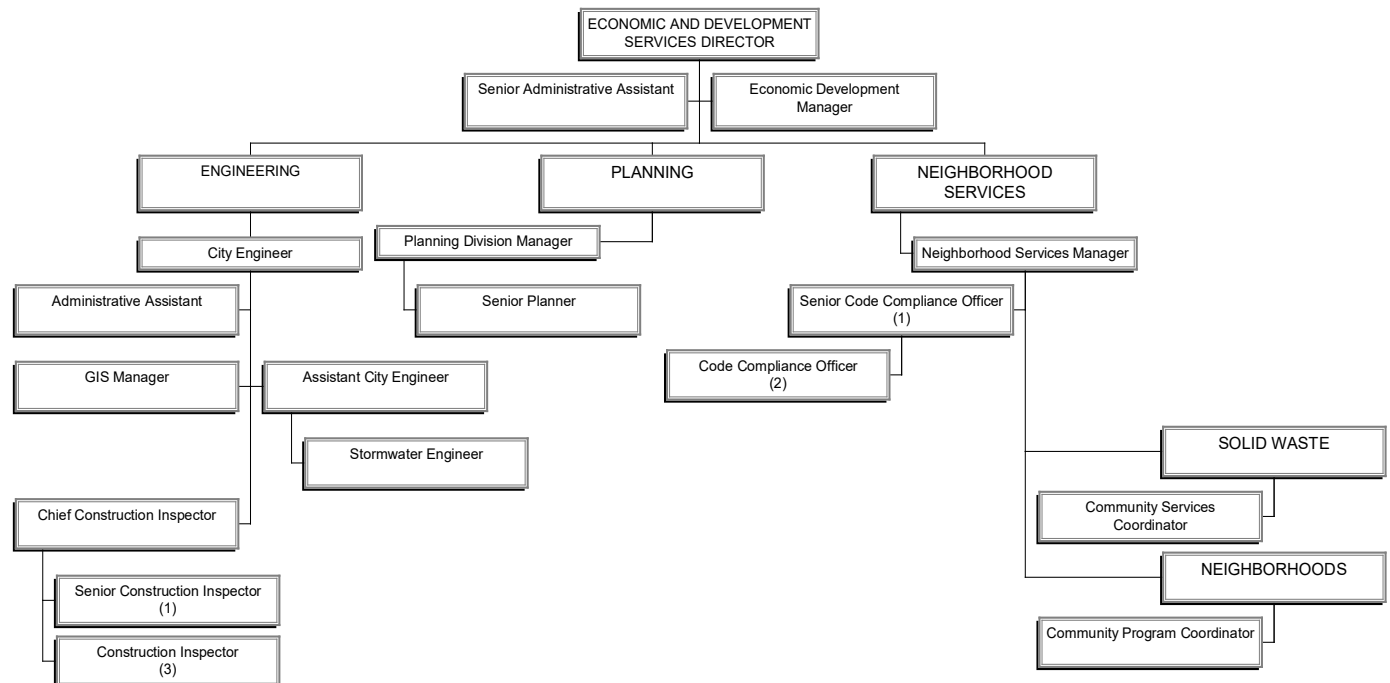
# ECONOMIC AND COMMUNITY DEVELOPMENT

## 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 FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 1,811,886	1,932,963	2,035,619	(144,234)	-7.09%	1,891,385
Communication	25,554	16,100	15,675	4,750	30.30%	20,425
Professional Fees	154,802	190,000	190,000	80,000	42.11%	270,000
Insurance	(13,855)	25,000	25,000	-	0.00%	25,000
Other Maintenance	78,803	113,144	113,144	26,500	23.42%	139,644
Supplies	34,717	29,300	29,300	1,740	5.94%	31,040
Rent	5,675	10,903	10,903	(3,203)	-29.38%	7,700
Allocations	45,332	52,625	46,320	6,644	14.34%	52,964
Utilities	44,647	49,550	49,550	(1,425)	-2.88%	48,125
<b>TOTAL</b>	<b>\$ 2,187,561</b>	<b>2,419,585</b>	<b>2,515,511</b>	<b>(29,228)</b>	<b>-1.16%</b>	<b>2,486,283</b>
Expense Reimbursement	\$ (90,600)	(72,500)	(72,500)	(2,000)	2.76%	(74,500)

## Budget Payroll Summary

	FY20 Actual	FY21 Estimate	FY22 Budget
Exempt Salaries	9.3 \$ 912,018	9.9 908,908	10.5 934,218
Non-Exempt Wages	9.0 394,945	7.3 378,738	8.0 379,341
Other Compensation	213	295	-
Fringe Benefits	500,023	743,992	572,326
Other Personnel	4,687	3,686	5,500
<b>DEPARTMENT TOTAL</b>	<b>18.3 \$ 1,811,886</b>	<b>17.2 2,035,619</b>	<b>18.5 1,891,385</b>

## Budget Category Explanations

Personnel - \$1,891,385 This category includes salaries, wages, and benefits for the economic and community development services director, city engineer, assistant city engineer, GIS manager, economic development manager, planning division manager, sr. planner, neighborhood services manager, community program coordinator, community services coordinator, chief constructor inspector, senior construction inspectors, construction inspectors, administrative assistant, senior administrative assistant, code compliance officers and senior code compliance officer.

## GENERAL FUND

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 - \$20,425 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 - \$270,000 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 - \$139,644 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 - \$31,040 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 - \$7,700 This category includes rental costs associated with the department's copy machine and color printer/copier.

Allocation - \$52,964 This category covers insurance and vehicle maintenance costs allocated to the department for its portion of the City's shared expenses.

Utilities - \$48,125 This category includes utility costs (electricity, gas, water, sewer and local telephone).

### Scorecard: Key Performance Measures

Key Product/Service	Strategic Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Economic Development	Economic development practices support economics sustainability	Ratio of elastic tax	30%	35%	32%	30%
	Economic development policies encourage investment in key commercial areas	Job growth	19,000	17,342	19,457	19,000
Business community engagement	Build value from within	Office vacancy rate	1% increase in number of permits	N/A	5.3%	1%





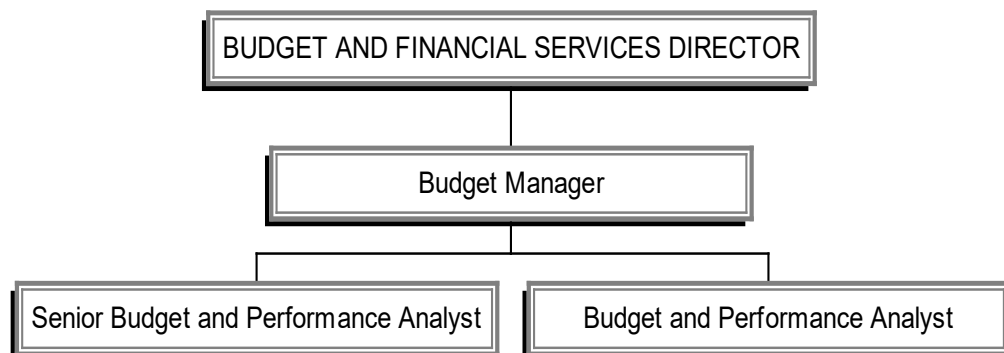
# BUDGET AND PERFORMANCE

## 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 FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 260,711	314,711	296,455	36,592	12.34%	333,047
Communication	4,762	-	-	400	100%	400
Supplies	29,763	609,442	608,942	(587,692)	-96.51%	21,250
Allocations	526	618	608	38	6.25%	646
Utilities	4,445	4,740	3,840	990	25.78%	4,830
<b>TOTAL</b>	<b>\$ 300,207</b>	<b>929,511</b>	<b>909,845</b>	<b>(549,672)</b>	<b>-60.41%</b>	<b>360,173</b>
Expense Reimbursement	\$ (23,500)	(20,500)	(20,500)	(500)	2.44%	(21,000)

## Budget Payroll Summary

	<u>FY20 Actual</u>	<u>FY21 Estimate</u>	<u>FY22 Budget</u>
Exempt Salaries	2.8 \$ 187,246	2.3 183,972	3.0 236,793
Fringe Benefits		69,849	108,435
Other Personnel		3,616	4,048
<b>DEPARTMENT TOTAL</b>	<b>2.8 \$ 260,711</b>	<b>2.3 296,455</b>	<b>3.0 333,047</b>

## Budget Category Explanations

Personnel - \$333,047 This category includes salaries, wages and benefits for budget and performance manager, senior budget and performance analyst, and budget and performance analyst.

Communication - \$400 This category is comprised of items that enhance the division's efficiency and effectiveness through continual contact with current issues and techniques including dues and subscriptions to professional publications, meetings and training sessions at national, regional and local professional seminars.

Supplies - \$21,250 This category funds supplies unique to the division, including supplies for the printing of the City's financial documents, performance management software, and the community and employee surveys.

## GENERAL FUND

Allocation - \$646 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

Utilities - \$4,830 This category includes utility costs (electricity, gas, water, and sewer).

### Scorecard: Key Performance Measures

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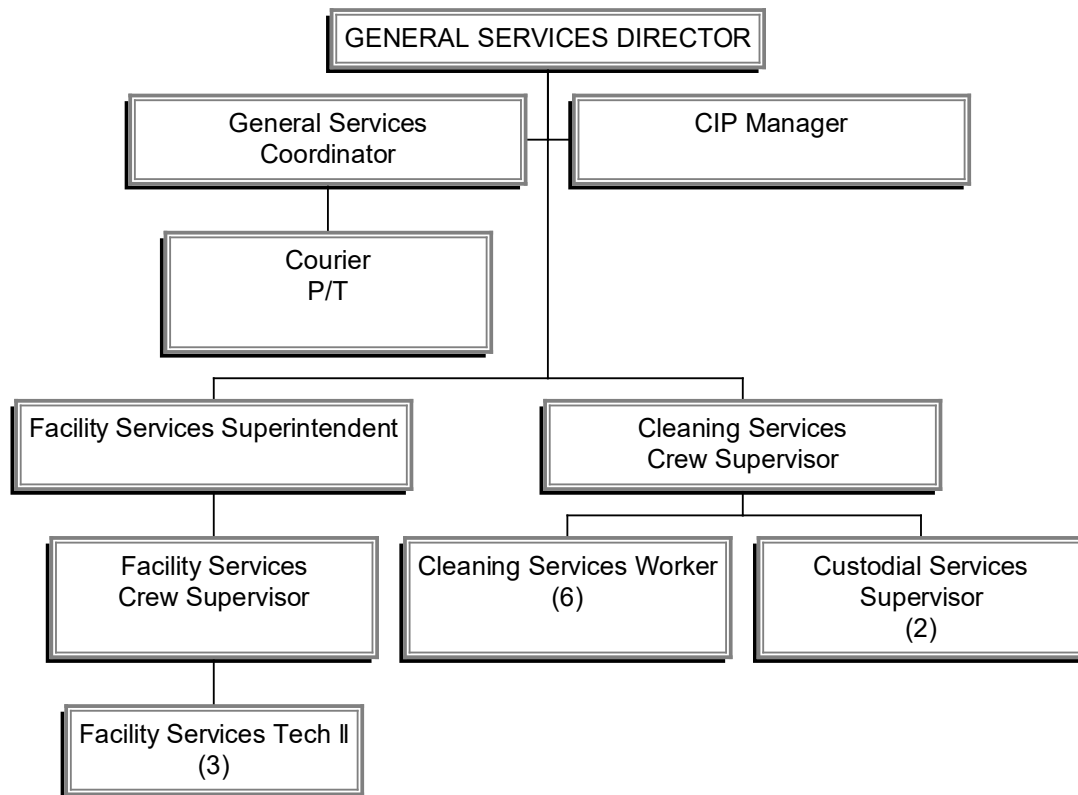
Key Product/Service	Operational Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Coordination (Governance)	To maintain budget integrity	Number of budget adjustments per department	2 or less	5	5	2



# 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 FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 1,225,423	1,407,673	1,413,692	2,237	0.16%	1,415,929
Communication	4,876	2,200	2,200	-	0.00%	2,200
Professional Fees	16,480	10,000	7,000	3,000	42.86%	10,000
Contract Services	326,990	295,829	293,829	1,971	0.67%	295,800
Insurance	4,331	2,000	7,600	(5,600)	-73.68%	2,000
Other Maintenance	340,814	280,728	263,753	21,947	8.32%	285,700
Supplies	84,401	101,950	90,475	11,475	12.68%	101,950
Rent	2,732	3,000	210,185	(207,185)	-98.57%	3,000
Allocations	50,444	56,154	52,283	737	1.41%	53,020
Capital Outlay	515,334	215,800	222,374	(107,374)	-48.29%	115,000
Utilities	10,968	13,345	10,655	2,742	25.73%	13,397
<b>TOTAL</b>	<b>\$ 2,582,793</b>	<b>2,388,679</b>	<b>2,574,046</b>	<b>(276,050)</b>	<b>-10.72%</b>	<b>2,297,996</b>
Expense Reimbursement	\$ (68,900)	(78,300)	(78,300)	(5,200)	6.64%	(83,500)

**Budget Payroll Summary**

	<u>FY20 Actual</u>	<u>FY21 Estimate</u>	<u>FY22 Budget</u>
Exempt Salaries	3.0 \$ 298,918	3.0 297,723	3.0 322,317
Non-Exempt Wages	14.50 537,355	12.0 542,735	14.5 629,445
Other Compensation	17,082	25,500	27,000
Fringe Benefits	368,030	540,234	432,167
Other Personnel	4,038	7,500	5,000
<b>DEPARTMENT TOTAL</b>	<b>17.50 \$ 1,225,423</b>	<b>15.0 1,413,692</b>	<b>17.5 1,415,929</b>

## **Budget Category Explanations**

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Personnel - \$1,415,929 This category includes the salaries, wages and benefits for the general services director, facility maintenance superintendent, CIP manager, custodial services supervisors, facility maintenance technicians, crew supervisors, 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 - \$295,800 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 - \$285,700 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 - \$53,020 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 - \$115,000 This category provides funding for the following IRP projects: Pit/Pedestal Electrical Replacements, City Hall Interior Lighting Improvements, City Hall Flooring Replacement, Stationary Generator Work Platforms, and Library Flooring Replacements.

Utilities - \$13,397 This category includes utility costs (electricity, gas, water, sewer and local telephone).



**Scorecard: Key Performance Measures**

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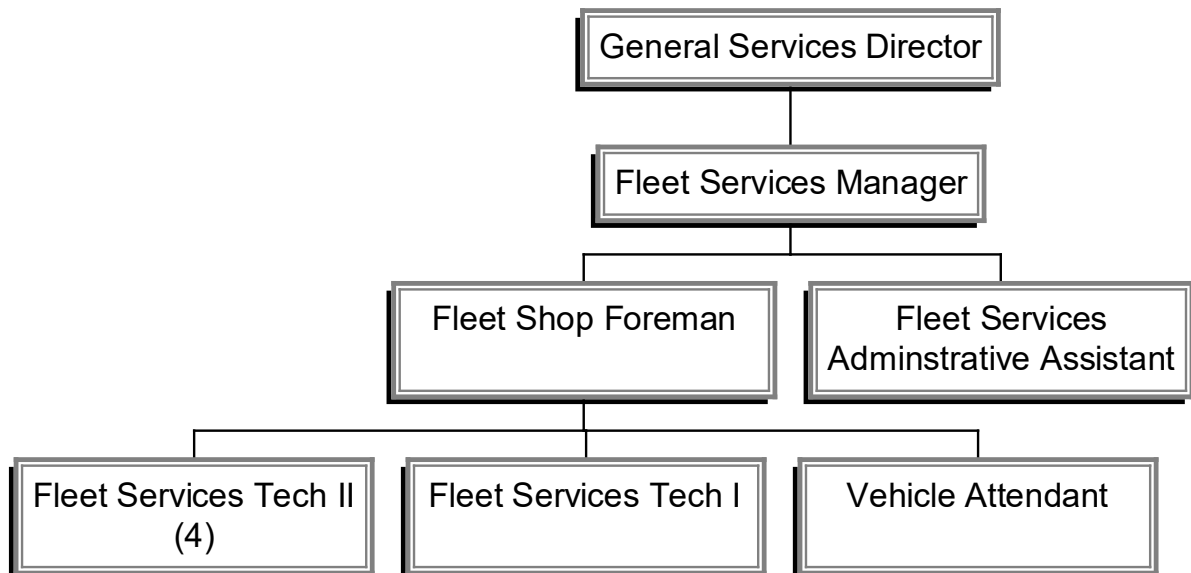
Key Product/Service	Strategic Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Natural Resources	Policies and practices advances sustainable practices in natural resource management	Air Quality Index	< 101	45	29	46
Key Product/Service	Operational Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Cleaning Services	To meet customer expectations	Customer satisfaction	92%	100%	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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CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 757,651	838,493	825,387	(44,859)	-5.43%	780,528
Communication	1,622	3,000	1,500	1,500	100.00%	3,000
Other Maintenance	309,240	341,500	341,100	14,900	4.37%	356,000
Supplies	99,088	106,325	104,200	4,625	4.44%	108,825
Rent	2,772	4,000	3,900	(1,400)	-35.90%	2,500
Allocations	(1,276,746)	(1,414,703)	(1,378,547)	15,797	-1.15%	(1,362,750)
Depreciation	89,731	100,000	82,000	8,000	9.76%	90,000
Utilities	18,808	21,385	20,460	1,437	7.02%	21,897
<b>TOTAL</b>	<b>\$ 2,166</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital Outlay	\$ -	8,000	26,431	(26,431)	-100.00%	-

**Budget Payroll Summary**

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	FY20 Actual	FY21 Estimate	FY22 Budget
Exempt Salaries	1.0    \$ 102,928	1.0    140,930	1.0    97,453
Non-Exempt Wages	8.0    437,894	8.0    435,434	8.0    438,232
Other Compensation	2,732	4,000	4,000
Fringe Benefits	212,320	241,007	232,443
Other Personnel	1,777	4,016	8,400
<b>DEPARTMENT TOTAL</b>	<b>9.0    \$ 757,651</b>	<b>9.0    825,387</b>	<b>9.0    780,528</b>

**Budget Category Explanations**

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Personnel - \$780,528 This category includes the salaries, wages, and benefits for a fleet services manager, fleet services administrative assistant, vehicle attendant, fleet services tech I, fleet services tech II, and fleet shop foreman.

Communication - \$3,000 This category provides funds for staff to attend meetings and/or conferences, which allows staff to remain current with new and more efficient ways of day-to-day job performance.

## INTERNAL SERVICES FUND

Other Maintenance - \$356,000 This category provides replacement and repair parts for items, such as lawn mowers, pumps and other small maintenance equipment repaired in-house, as well as specialized repairs beyond the technical ability of the shop. Replacement tires, vehicular internal and external cosmetic repairs, and emergency lighting are also included in this category.

Supplies - \$108,825 This category funds the purchase of acetylene, oxygen, and cleaning solvents, oil absorbing material and other various chemicals used in the vehicle maintenance operation. Also included are the purchase of consumable goods, uniforms, small tools and petroleum products.

Rent - \$2,500 This category includes funding for the rental of a parts cleaning machine. Additionally, shop towel cleaning, oil filter disposal and pagers for the superintendent, chief mechanic and vehicle attendant are funded in this category.

Allocation – (\$1,362,750) 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 - \$90,000 This category includes annual depreciated valuation of equipment used in daily operations.

Utilities - \$21,897 This category includes the division’s 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	FY20 Actual	FY21 Actual	FY22 Budgeted
Fleet Management	To maintain an efficient fleet management program for the City	Fleet availability for public safety and non-public safety	97%	98%	98.2%	97%

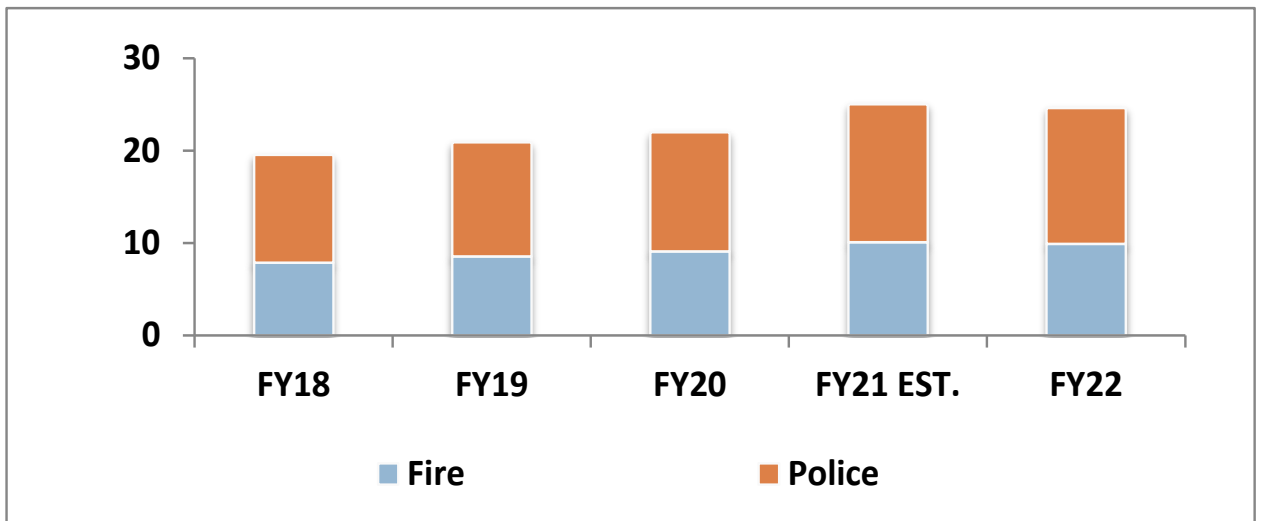


# PUBLIC SAFETY FY22 BUDGET

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

## PUBLIC SAFETY EXPENDITURES

\$ MILLIONS

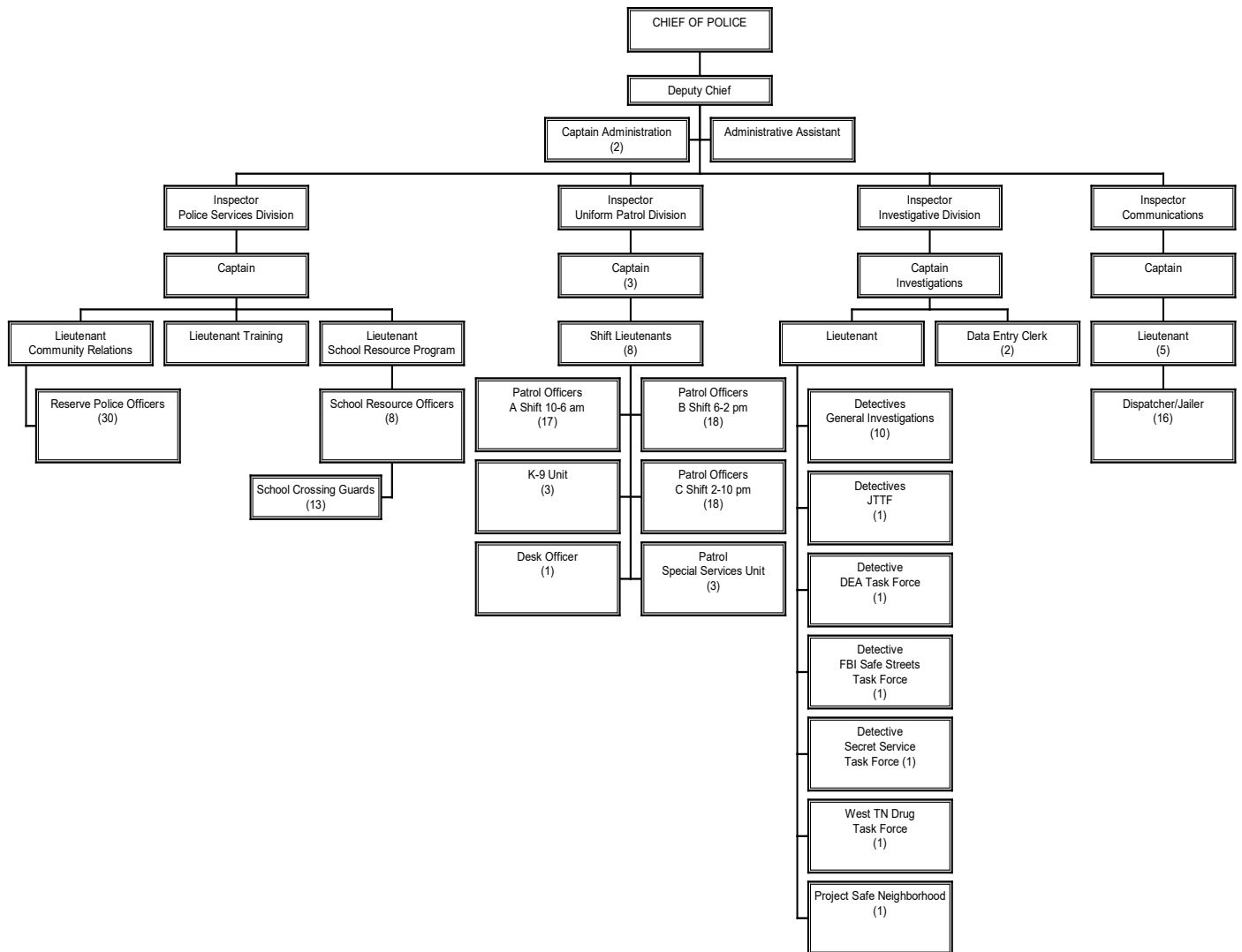




# POLICE

## Mission

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





## Budget Category Summary

CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 11,600,276	12,521,848	12,889,325	97,266	0.75%	12,986,591
Communication	19,935	26,300	26,300	-	0.00%	26,300
Professional Fees	4,940	7,490	7,490	210	2.80%	7,700
Insurance	44,500	40,000	40,000	4,000	10.00%	44,000
Other Maintenance	10,963	6,100	6,100	-	0.00%	6,100
Supplies	513,856	707,950	659,800	(73,280)	-11.11%	586,520
Rent	10,810	13,500	13,500	-	0.00%	13,500
Allocations	460,264	507,533	491,187	(6,446)	-1.31%	484,741
Capital Outlay	134,959	180,000	705,633	(288,633)	-40.90%	417,000
Utilities	108,665	111,430	111,430	6,015	5.40%	117,445
Grants	2,250	5,300	5,300	-	0.00%	5,300
<b>TOTAL</b>	<b>\$ 12,911,418</b>	<b>14,127,451</b>	<b>14,956,065</b>	<b>(260,868)</b>	<b>-1.74%</b>	<b>14,695,197</b>

## Budget Payroll Summary

	FY20 Actual	FY21 Estimate	FY22 Budget
Exempt Salaries	13.0 \$ 1,336,971	14.0 1,283,777	14.0 1,381,840
Non-Exempt Wages	113.5 6,515,839	112.3 6,392,435	114.3 7,298,251
Other Compensation	442,808	410,800	443,500
Fringe Benefits	3,171,645	4,646,413	3,701,700
Other Personnel	133,013	155,900	161,300
<b>DEPARTMENT TOTAL</b>	<b>126.5 \$ 11,600,276</b>	<b>126.3 12,889,325</b>	<b>128.3 12,986,591</b>

## Budget Category Explanations

Personnel - \$12,986,591 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.

## GENERAL FUND

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 - \$7,700 This category includes payments for professional services.

Insurance - \$44,000 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 - \$586,520 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 - \$484,741 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 - \$417,000 This item includes the funding necessary to purchase police vehicles/related equipment and weapons.

Utilities - \$117,445 This category includes utility costs (electricity, gas, water, sewer and local telephone).

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

### Scorecard: Key Performance Measures

Key Product/Service	Strategic Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 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	13.7	16.07	14
Key Product/Service	Operational Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Public Safety	Effective emergency response	Emergency Response Time in minutes	4 minutes or less	2 min 52 sec	2 min 47 sec	< 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 FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 102,333	111,000	106,000	8,600	8.11%	114,600
Communication	165	1,000	1,000	-	0.00%	1,000
Other Maintenance	80	5,000	3,000	2,000	66.67%	5,000
Supplies	121,709	138,000	138,000	4,500	3.26%	142,500
Rent	-	750	-	750	100%	750
Capital Outlay	26,654	35,000	24,296	(24,296)	-100.00%	-
Utilities	211	3,000	3,000	-	0.00%	3,000
TOTAL	\$ 251,152	293,750	275,296	(8,446)	-3.07%	266,850

## Budget Category Explanations

Personnel - \$114,600 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 - \$142,500 This category includes expenditures associated with the Drug Fund dogs. This item also includes all Drug Fund expenditures associated with drug education, lab tests, the emergency storage facility and other supplies. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

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

Utilities - \$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

<u>CATEGORY</u>	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 1,916	25,000	15,000	10,500	70.00%	25,500
Supplies	9,227	5,000	5,000	25,000	500.00%	30,000
TOTAL	<u>\$ 11,143</u>	<u>30,000</u>	<u>20,000</u>	<u>35,500</u>	<u>177.50%</u>	<u>55,500</u>

## Budget Category Explanations

Personnel - \$25,500 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 - \$30,000 This category includes expenditures associated with the Federal Asset Forfeiture Fund. In addition to office supplies, this fund provides funding for related supplies and non-cap assets needed by police officers involved in criminal investigations.

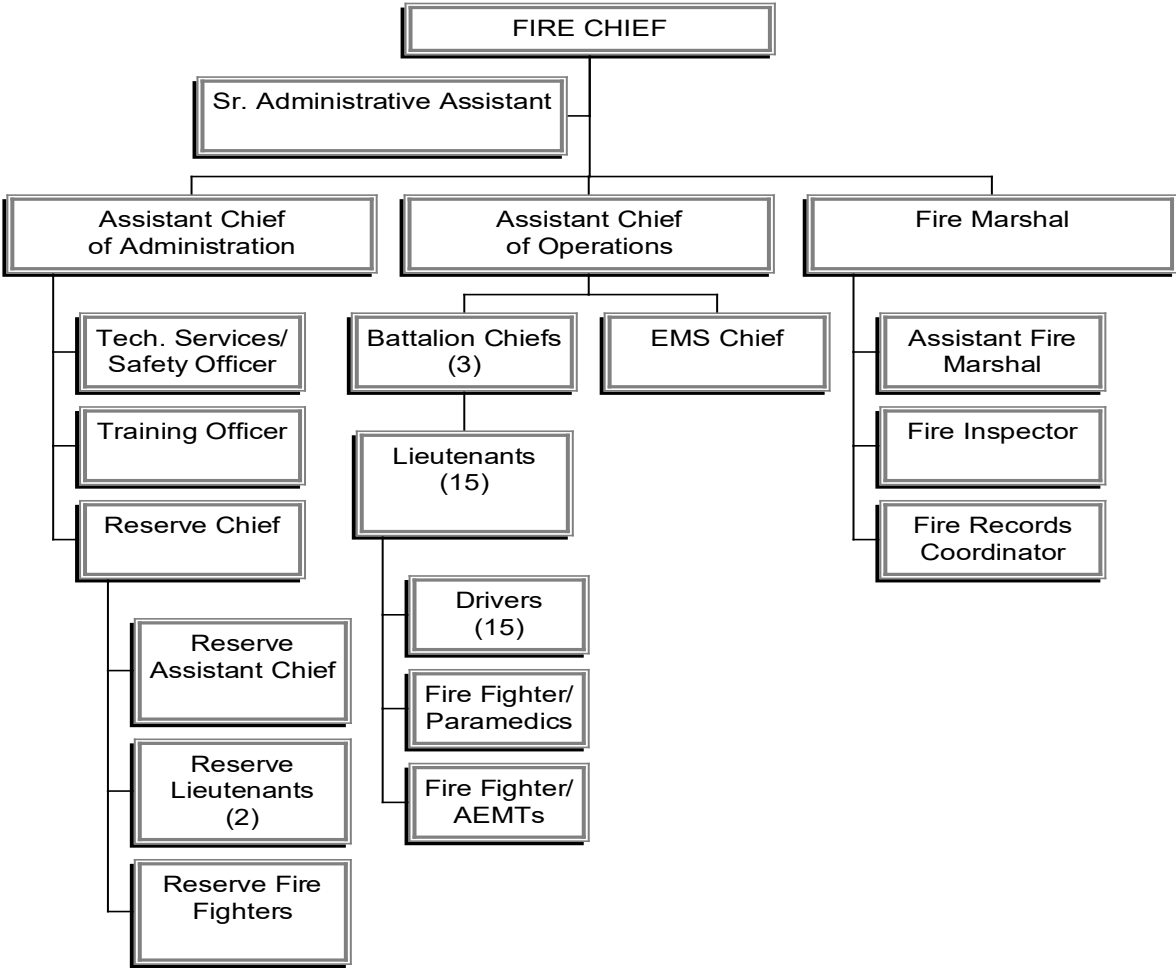


# FIRE

## Mission

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

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





## Budget Category Summary

CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 8,139,420	8,693,414	9,222,009	(376,990)	-4.09%	8,845,019
Communication	21,929	12,450	10,500	14,500	138.10%	25,000
Professional Fees	8,934	12,500	9,500	2,500	26.32%	12,000
Contract Services	5,558	5,558	5,558	-	0.00%	5,558
Insurance	41,240	25,000	(35,756)	60,756	-169.92%	25,000
Other Maintenance	47,277	40,600	40,000	5,000	12.50%	45,000
Supplies	220,749	228,500	216,822	24,278	11.20%	241,100
Rent	6,541	6,060	8,060	(560)	-6.95%	7,500
Allocations	395,345	440,765	423,233	13,183	3.11%	436,416
Capital Outlay	73,809	-	53,057	91,943	173.29%	145,000
Utilities	127,213	134,666	123,292	15,036	12.20%	138,328
<b>TOTAL</b>	<b>\$ 9,088,015</b>	<b>9,599,513</b>	<b>10,076,275</b>	<b>(150,354)</b>	<b>-1.49%</b>	<b>9,925,921</b>

## Budget Payroll Summary

	FY20 Actual	FY21 Estimate	FY22 Budget
Exempt Salaries	9.0 \$ 987,238	9.0 933,524	9.0 1,062,970
Non-Exempt Wages	65.0 4,604,448	65.0 4,511,729	65.0 4,830,320
Other Compensation	307,037	376,167	384,203
Fringe Benefits	2,187,727	3,355,989	2,507,466
Other Personnel	52,970	44,600	60,060
<b>DEPARTMENT TOTAL</b>	<b>74.0 \$ 8,139,420</b>	<b>74.0 9,222,009</b>	<b>74.0 8,845,019</b>

## Budget Category Explanations

Personnel - \$8,845,019 Salaries, wages and benefits for a fire chief, assistant chief of operations, assistant chief of administration, 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.

## GENERAL FUND

Communications - \$25,000 This category includes funds to enhance the department's efficiency and effectiveness through continual contact with current issues and techniques, which includes dues and subscriptions to industry associations and magazines.

Professional Fees - \$12,000 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 - \$45,000 Funds in this category are for the maintenance of office equipment, computer equipment, fire fighting and personal protection equipment, EMS equipment and the installation and removal of radio equipment from vehicles and apparatus.

Supplies - \$241,100 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 - \$7,500 This category includes rental fees associated with the department's copy machines.

Allocation - \$436,416 Funds in this category are for the department's portion of shared insurance and vehicle maintenance costs.

Capital Outlay - \$145,000 This category includes the funding of IRP projects including Lucas Device and station 2 kitchen upgrades.

Utilities - \$138,328 This category includes utility costs (electricity, gas, water, sewer and local telephone).

## Scorecard: Key Performance Measures

Key Product/Service	Strategic Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 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	98.77%	99.04%	98.50%
Key Product/Service	Operational Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Fire Prevention	To protect life and property	Percent of violations corrected in 90 days	91%	91.05%	96.9%	91%
		Percent of fires in which a cause is determined	90%	86.70%	87.95%	90%
Emergency Response		Fire apparatus average response time	7 minutes and 45 seconds or less	8 min 19 sec	8 min 23 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

CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 1,639,107	1,836,455	1,759,564	153,464	8.72%	1,913,028
Communication	2,073	8,300	7,820	1,680	21.48%	9,500
Professional Fees	100,407	105,000	105,000	-	0.00%	105,000
Insurance	5,970	10,000	10,000	-	0.00%	10,000
Other Maintenance	10,000	13,525	13,524	1	0.01%	13,525
Supplies	126,051	126,015	128,200	1,585	1.24%	129,785
Allocations	65,862	66,272	67,907	203	0.30%	68,110
Capital Outlay	49,270	-	-	-	-	-
Utilities	-	1,500	600	1,992	332.00%	2,592
<b>TOTAL</b>	<b>\$ 1,998,740</b>	<b>2,167,067</b>	<b>2,092,615</b>	<b>158,925</b>	<b>7.59%</b>	<b>2,251,540</b>

## Budget Payroll Summary

	FY20 Actual	FY21 Estimate	FY22 Budget
Exempt Salaries	1.0 \$ 98,775	1.0 86,675	1.0 93,708
Non-Exempt Wages	18.0 1,028,156	18.0 1,005,876	18.0 1,145,827
Other Compensation	88,087	190,800	141,000
Fringe Benefits	413,189	468,063	516,131
Other Personnel	10,900	8,150	16,362
<b>DEPARTMENT TOTAL</b>	<b>19.0 \$ 1,639,107</b>	<b>19.0 1,759,564</b>	<b>19.0 1,913,028</b>

**Budget Category Explanations**

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Personnel - \$1,913,028 Salaries, wages and benefits for an EMS chief and firefighters who also serve a dual role as fire fighters and as paramedics.

Communications - \$9,500 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 - \$129,785 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 - \$68,110 Funds in this category are for the department’s portion of shared insurance and vehicle maintenance costs.

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

**Scorecard: Key Performance Measures**

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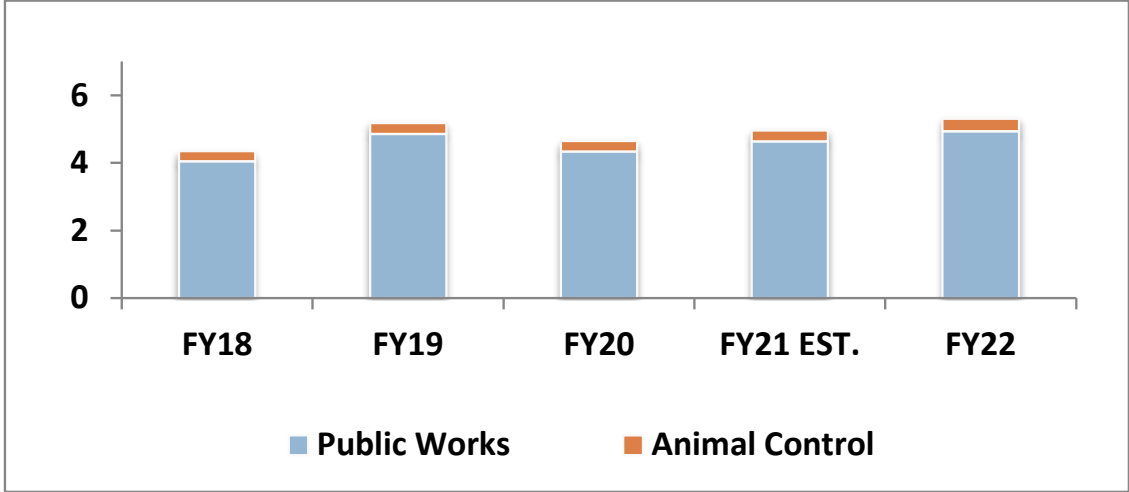
Key Product/Service	Strategic Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Emergency medical services	Germentown has the highest survivability rate in Tennessee related to emergency medical services	Cardiac arrest survival rate	35% ROSC for all full arrests	20.02%	20%	35%
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	\$900,000	\$860,000
Key Product/Service	Operational Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Emergency medical services	To protect life	Ambulance average response time	Average of 5 minutes and 45 seconds	4 min 48 sec	4 min 54 sec	< 5 min 45 sec

# TRANSPORTATION & ENVIRONMENT FY22 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

\$ MILLIONS





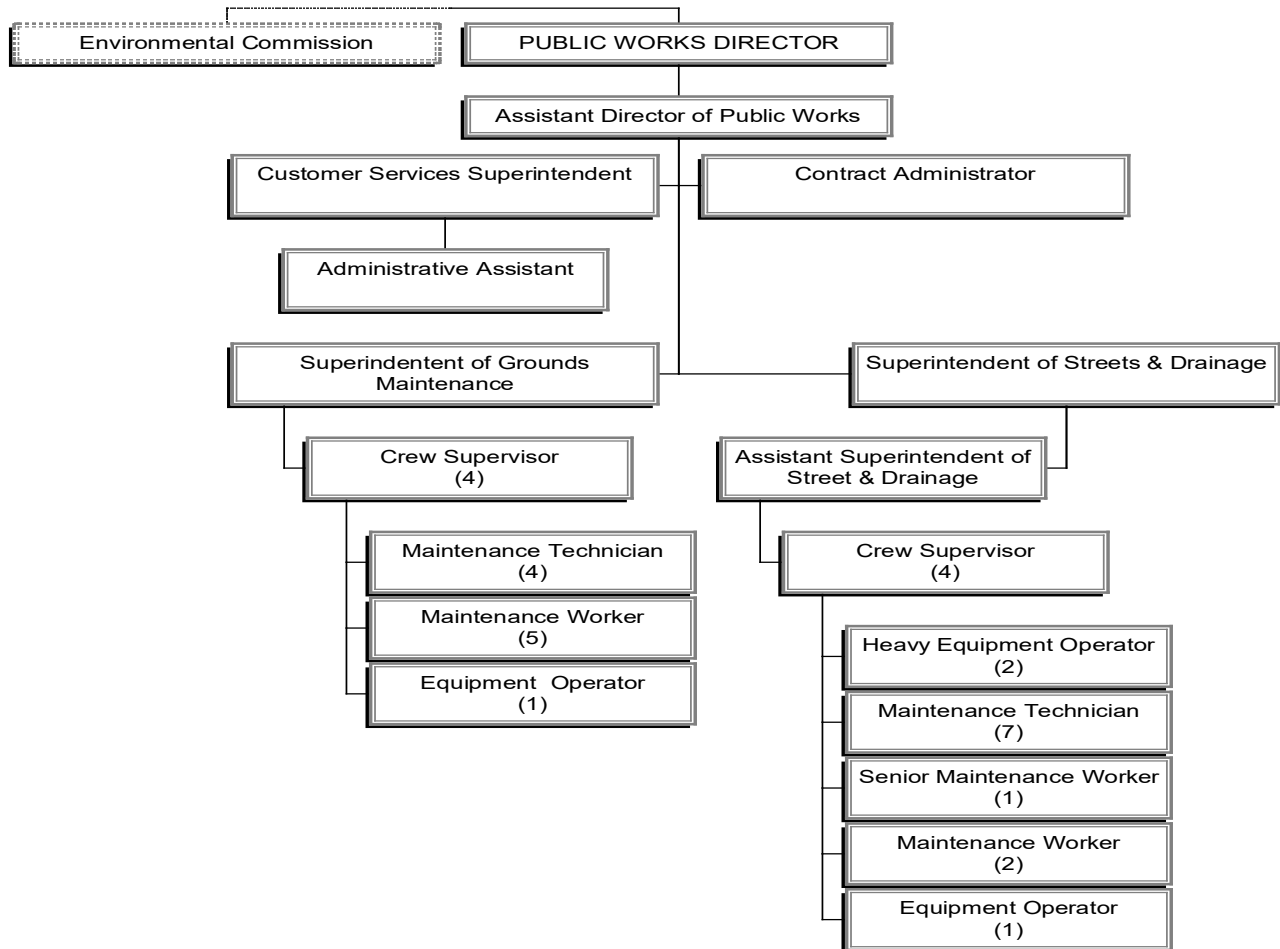
# PUBLIC WORKS

## 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**

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CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 2,812,009	3,060,024	3,310,735	(292,036)	-8.82%	3,018,699
Communication	4,969	1,200	1,050	150	14.29%	1,200
Contract Services	623,223	695,000	690,500	159,500	23.10%	850,000
Insurance	(12,129)	15,000	(10,434)	25,434	-243.76%	15,000
Other Maintenance	123,461	136,000	130,748	107,452	82.18%	238,200
Supplies	94,358	98,900	81,452	17,448	21.42%	98,900
Rent	6,930	4,000	3,600	400	11.11%	4,000
Allocations	323,296	369,481	335,236	(5,365)	-1.60%	329,871
Capital Outlay	334,681	75,000	65,928	283,072	429.37%	349,000
Utilities	28,521	37,030	30,840	6,553	21.25%	37,393
TOTAL	<u>\$ 4,339,319</u>	<u>4,491,635</u>	<u>4,639,655</u>	<u>302,608</u>	<u>6.52%</u>	<u>4,942,263</u>
Expense Reimbursement	\$ (459,800)	(352,900)	(352,900)	28,200	-7.99%	(324,700)

**Budget Payroll Summary**

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	FY20 Actual		FY21 Estimate		FY22 Budget
Exempt Salaries	7.0	\$ 552,779	7.0	619,680	7.0
Non-Exempt Wages	33.0	1,329,924	30.0	1,294,190	32.0
Other Compensation		28,597		28,000	35,000
Fringe Benefits		891,555		1,364,365	1,008,586
Other Personnel		9,154		4,500	8,000
DEPARTMENT TOTAL	40.0	\$ 2,812,009	37.0	3,310,735	39.0

## Budget Category Explanations

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Personnel - \$3,018,699 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, customer service superintendent, 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 - \$850,000 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 - \$238,200 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 - \$329,871 This category represents the department's portion of the insurance and vehicle maintenance.

Capital Outlay - \$349,000 This category includes the funding of IRP projects including maintenance equipment, a vehicle, Bob Hailey Dugout Roof Replacement, Wolf River Greenway Repair and Overlay, and Cameron Brown Pier Replacement.

Utilities - \$37,393 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	FY20 Actual	FY21 Actual	FY22 Budgeted
Parks Maintenance	To meet customer expectations	Asset Condition Index of City Parks	90%	91.25%	91.65%	90%
Street Maintenance		Pavement Condition Index Score	74%	76.5%	75.0%	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

CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Roads and Mains	\$ 1,329,454	1,715,000	1,715,000	105,000	6.12%	1,820,000
Utilities	954,849	950,000	945,000	20,000	2.12%	965,000
TOTAL	\$ 2,284,303	2,665,000	2,660,000	125,000	4.70%	2,785,000

## Budget Category Explanations

Roads and Mains- \$1,820,000 This category includes expenditures for improving or maintaining city streets. It includes work done by City crews (\$380,000), contract street resurfacing (\$1,240,000), and street striping (\$200,000).

Utilities - \$965,000 This category funds electricity expenses for streetlights and traffic signals.

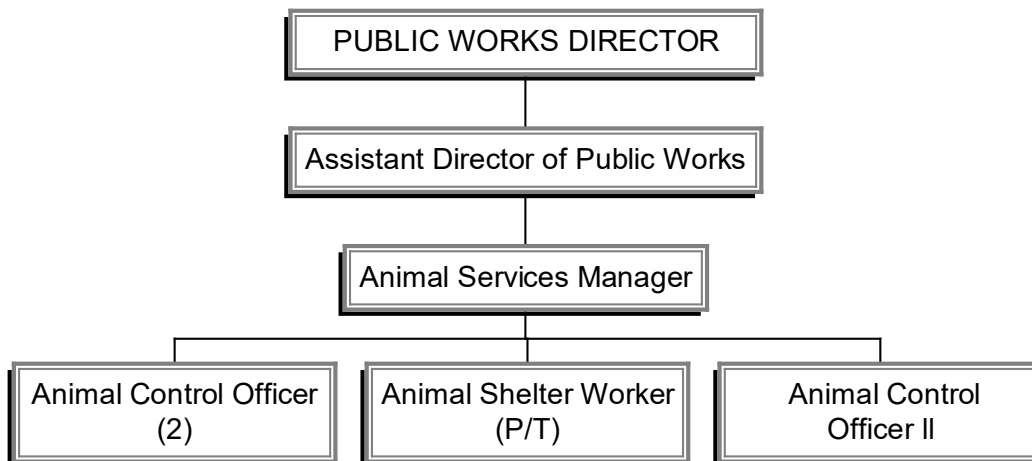


# ANIMAL CONTROL

## Mission

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

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



## Budget Category Summary

CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 210,821	228,208	223,312	27,119	12.14%	250,431
Communication	-	-	-	1,000	100%	1,000
Professional Fees	6,000	7,200	7,200	-	0.00%	7,200
Insurance	3,014	3,000	3,000	-	0.00%	3,000
Supplies	72,267	86,020	74,843	9,387	12.54%	84,230
Allocations	7,386	9,307	5,671	1,194	21.05%	6,865
Utilities	9,786	11,260	11,260	1,080	9.59%	12,340
<b>TOTAL</b>	<b>\$ 309,274</b>	<b>344,995</b>	<b>325,286</b>	<b>39,780</b>	<b>12.23%</b>	<b>365,066</b>

## Budget Payroll Summary

	FY20 Actual	FY21 Estimate	FY22 Budget
Exempt Salaries	1.0 \$ 49,198	1.0 49,421	1.0 51,778
Non-Exempt Wages	3.8 92,511	3.0 94,178	3.5 119,606
Other Compensation	3,151	1,000	3,400
Fringe Benefits	65,789	78,113	74,047
Other Personnel	172	600	1,600
<b>DEPARTMENT TOTAL</b>	<b>4.8 \$ 210,821</b>	<b>4.0 223,312</b>	<b>4.5 250,431</b>

## Budget Category Explanations

Personnel - \$250,431 This category contains funds to cover personnel costs for an exempt animal services manager and non-exempt animal control officers, animal control officer II 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

Communication - \$1,000 This includes subscriptions to animal control related periodicals and annual membership.

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

Insurance - \$3,000 This category includes the department's share of deductibles associated with worker's compensation claims and personal and private property claims. Also included in this category is the City's deductible on all the City's uninsured vehicle claims.

Supplies - \$84,230 This category provides funding for office and cleaning supplies, purchase of replacement uniforms, food that is used to feed animals impounded in the shelter and disposal fees for dead animals. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

Allocation – \$6,865 This category includes the Animal Control Division's portion of shared costs of all funds, including insurance and vehicle maintenance.

Utilities - \$12,340 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	FY20 Actual	FY21 Actual	FY22 Budgeted
Animal adoptions	To promote animal welfare	Live release rate	83%	92%	93%	83%



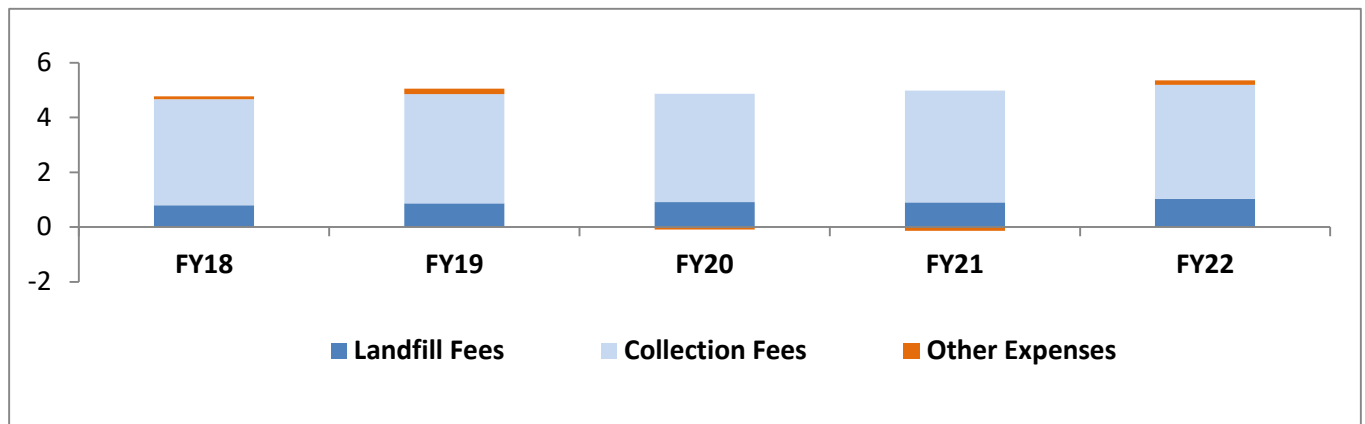


# SOLID WASTE FY22 BUDGET

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 FY22 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 first year of the five-year renewal collection contract with Waste Pro collection. The solid waste fee of residential collection in FY22 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 first year of a five-year renewal contract for disposal of residential/city solid waste and yard debris with Quad County Environmental Solutions in a permitted sanitary sanitation landfill. This fee for disposal of solid waste is \$25.76 per ton with a \$1.25 surcharge per ton. The fee for disposal of yard debris 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 \$4,156,000 with landfill fees projected to total \$1,028,000. One goal of the Environmental Commission is to familiarize the public with the benefits of recycling.

## Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 79,550	98,749	79,168	23,474	30%	102,642
Communication	2,533	10,500	10,350	7,150	69%	17,500
Professional Fees	-	20,000	-	25,000	100%	25,000
Contract Services	4,651,022	5,026,864	4,700,000	434,000	9%	5,134,000
Supplies	20,093	45,000	35,000	25,000	71%	60,000
Depreciation	15,474	15,474	15,474	-	0.00%	15,474
<b>TOTAL</b>	<b>\$ 4,768,672</b>	<b>\$ 5,216,587</b>	<b>4,839,992</b>	<b>514,624</b>	<b>11%</b>	<b>5,354,616</b>

**Budget Payroll Summary**

---

	FY20 Actual		FY21 Estimate		FY22 Budget	
Exempt Salaries	0.5	\$ 3,724	0.5	8,042	0.5	24,651
Non-Exempt Wages	1.0	49,672	1.0	42,997	1.0	44,957
Other Compensation		42		500		500
Fringe Benefits		26,014		27,129		31,034
Other Personnel		98		500		1,500
<b>DEPARTMENT TOTAL</b>	<b>1.5</b>	<b>\$ 79,550</b>	<b>1.5</b>	<b>79,168</b>	<b>1.5</b>	<b>102,642</b>

**Budget Category Explanations**

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Personnel - \$102,642 This category contains funds to cover personnel costs for the solid waste program.

Communications - \$17,500 This category funds the City's publications for semiannual Amnesty Days and the recycling/composting program. Also included in this category are funds for attending meetings, professional licenses and subscriptions to publications related to solid waste collection and disposal.

Professional Fees - \$25,000 This category funds the City's portion of consultant to develop regional solid waste plan. This category funds the contract service expenses of daily operations and management for the Solid Waste Fund.

Contract Services - \$5,134,000 This category reflects the cost for landfill charges \$1,028,000, collection charges for one year \$4,156,000 and liquidated damages (\$50,000).

Supplies - \$60,000 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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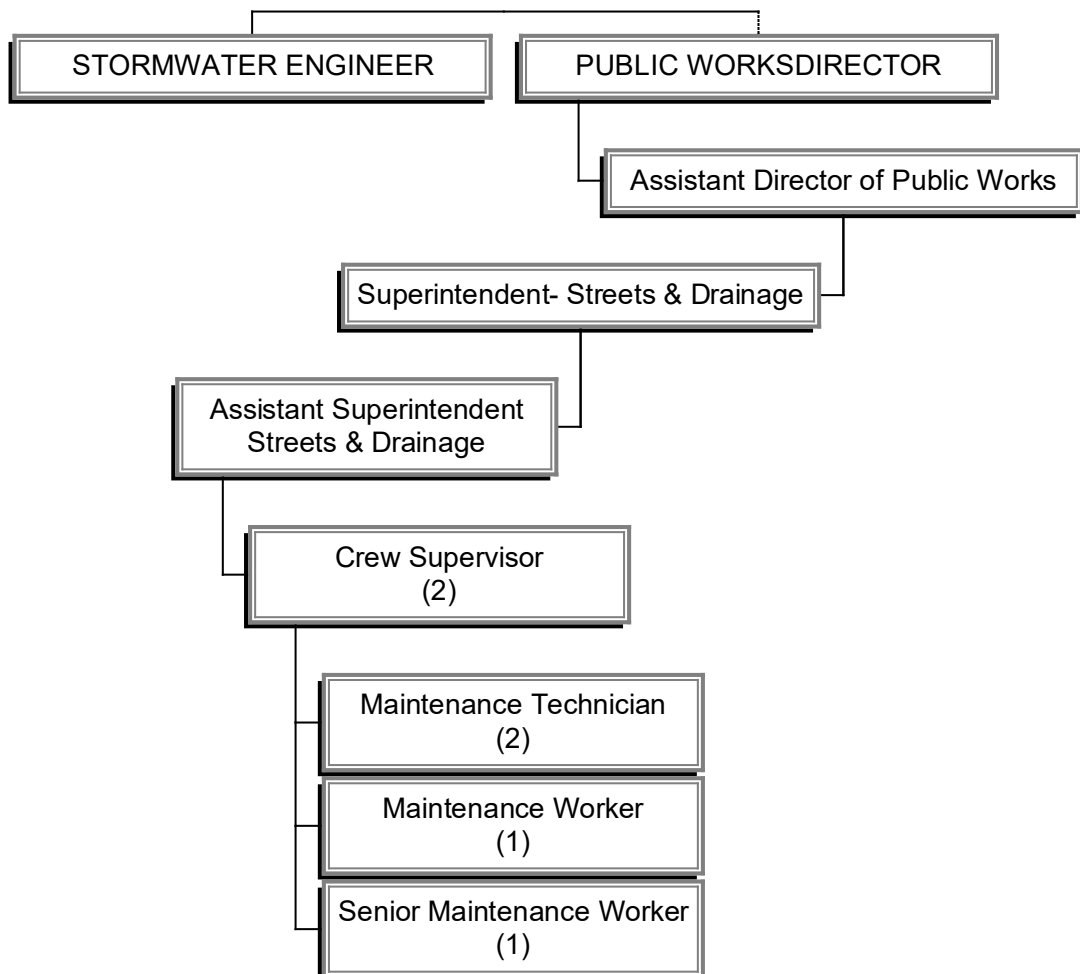
Key Product/Service	Operational Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Solid waste collection and disposal	Promote environmentally sustainable opportunities in Solid Waste	Trash tons per 1,000 population	< 326 trash tons per 1,000 population	366	453	< 326



# 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.





**Budget Category Summary**

<u>CATEGORY</u>	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 624,715	637,917	610,623	334,162	54.72%	944,785
Communication	1,440	1,900	1,900	3,800	200.00%	5,700
Professional Fees	-	-	-	75,000	100%	75,000
Other Maintenance	38,589	29,300	29,300	114,660	391.33%	143,960
Supplies	12,460	26,870	11,270	62,005	550.18%	73,275
Allocations	42,929	40,874	68,430	(1,287)	-1.88%	67,143
Roads & Mains	261,142	265,000	265,000	91,733	34.62%	356,733
Depreciation	26,547	27,000	25,200	15,618	61.98%	40,818
Utilities	533	600	600	600	100.00%	1,200
<b>TOTAL</b>	<b>\$ 1,008,355</b>	<b>1,029,461</b>	<b>1,012,323</b>	<b>696,291</b>	<b>68.78%</b>	<b>1,708,614</b>
Capital Outlay	\$ -	50,000	114,090	1,054,620	924.38%	1,080,000

**Budget Payroll Summary**

	<u>FY20 Actual</u>	<u>FY21 Estimate</u>	<u>FY22 Budget</u>
Exempt Salaries	0.5      \$ 99,609	0.5      100,565	2.0      293,875
Non-Exempt Wages	5.0      247,428	5.5      249,326	6.0      314,843
Other Compensation		3,576	1,500      3,000
Fringe Benefits		272,050	257,532      326,917
Other Personnel		2,052	1,700      6,150
<b>DEPARTMENT TOTAL</b>	<b>5.5      \$ 624,715</b>	<b>6.0      610,623</b>	<b>8.0      944,785</b>

**Budget Category Explanations**

Personnel - \$944,785 This category contains funds to cover personnel costs for the stormwater program including an engineer, assistant superintendent streets and drainage, crew supervisors, maintenance technicians, maintenance worker and senior maintenance worker.

## ENTERPRISE FUND

Communications - \$5,700 This category funds the air time on public radio to inform the public about the importance of stormwater management. In addition, this category funds professional licenses, dues to professional organizations and subscriptions to periodicals relevant to stormwater collection.

Professional Fees - \$75,000 This category funds for on-call stormwater design and inspection services.

Other Maintenance - \$143,960 This category funds the permits needed in stormwater operations and the annual TDEC maintenance fee needed to hold discharge water. In addition, this category funds the quarterly testing and monitoring of outlets flowing into rivers. Necessary supplies are included in this category that is needed to maintain the City's drainage system.

Supplies - \$73,275 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 – \$67,143 This category includes the Stormwater's portion of shared costs of all funds, including insurance and vehicle maintenance.

Roads and Mains - \$356,733 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 - \$40,818 This category includes the annual depreciated valuation of the Stormwater equipment, autos and trucks and CIPP.

Utilities - \$1,200 This category includes the Division's local telephone cost.

Capital Outlay - \$1,080,000 This item includes funding for IRP which includes CIPP, a vehicle and Kubota Mower. Also included in this category are CIP projects which includes annual miscellaneous drainage improvements, Redbud Trails and design for Riverdale Road Outlet End Culvert.

### Scorecard: Key Performance Measures

Key Product/Service	Strategic Objectives	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Natural Resources	Enhanced protection and conservation of water resources are priorities	Total Coliforms	< 40	70	72	< 40
		Turbidity	< 200	137	183	< 200
		Total Dissolved Solids	Between 50 and 250 mg/L	93	73	50-250

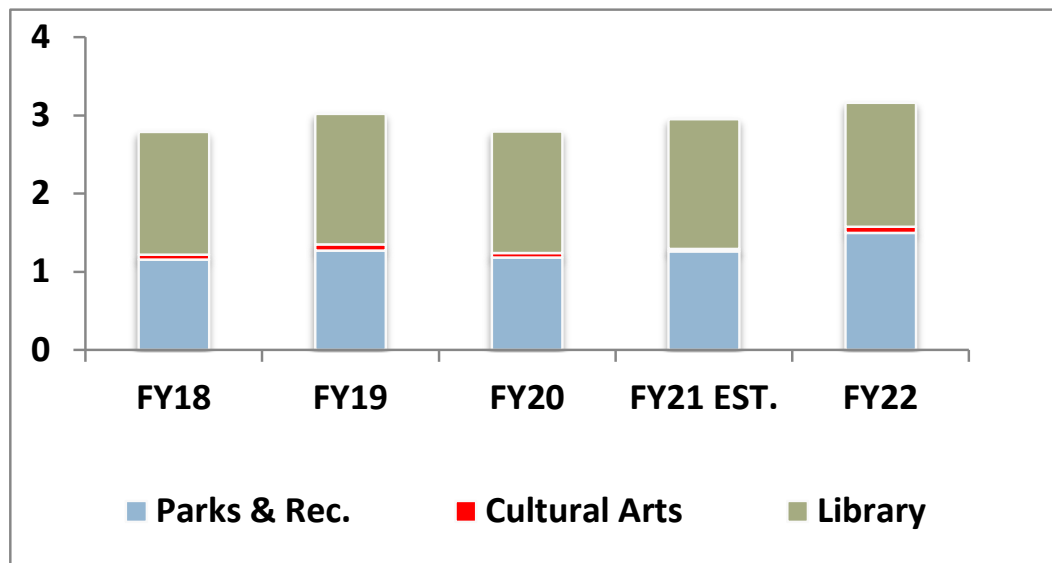


# COMMUNITY SERVICES FY22 BUDGET

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

\$ MILLIONS





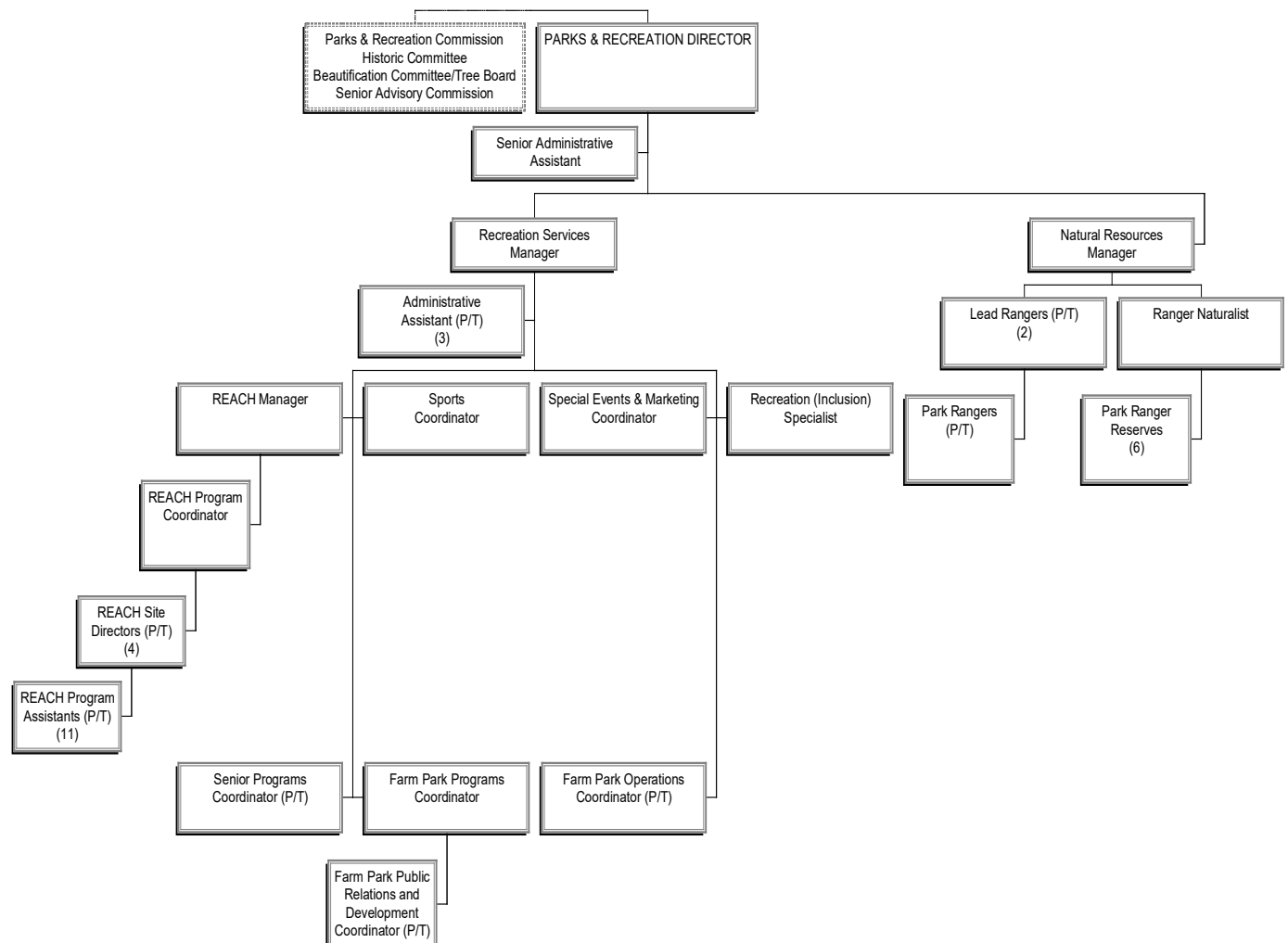
# PARKS AND RECREATION

## Mission

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

## Recreational Services

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



**Budget Category Summary**

<u>CATEGORY</u>	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 796,697	893,950	847,092	105,685	12.48%	952,777
Communication	10,092	3,600	2,600	8,900	342.31%	11,500
Professional Fees	9,649	51,200	42,500	8,500	20.00%	51,000
Insurance	808	3,000	3,910	(910)	-23.27%	3,000
Supplies	33,105	33,000	29,100	6,700	23.02%	35,800
Rent	9,582	8,500	7,000	1,500	21.43%	8,500
Allocations	47,035	56,514	47,624	1,408	2.96%	49,032
Capital Outlay	15,624	-	-	18,000	100%	18,000
Utilities	257,886	294,800	266,200	92,300	34.67%	358,500
Grants	240	5,000	5,000	(1,300)	-26.00%	3,700
<b>TOTAL</b>	<b>\$ 1,180,718</b>	<b>1,357,064</b>	<b>1,258,026</b>	<b>240,783</b>	<b>19.14%</b>	<b>1,498,809</b>

**Budget Payroll Summary**

	<u>FY20 Actual</u>	<u>FY21 Estimate</u>	<u>FY22 Budget</u>
Exempt Salaries	6.0    \$ 440,116	5.8    411,816	6.5    498,002
Non-Exempt Wages	5.5    166,802	1.7    145,639	7.0    217,453
Other Compensation		10    5	-
Fringe Benefits		186,931	233,822
Other Personnel		2,838	3,500
<b>DEPARTMENT TOTAL</b>	<b>11.5    \$ 796,697</b>	<b>7.4    847,092</b>	<b>13.5    952,777</b>

**Budget Category Explanations**

Personnel - \$952,777 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 - \$11,500 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 - \$51,000 This line category provides funding for the Germantown Family Fourth Celebration and implementation of a marketing plan. Funding for the Parks and Recreation Department’s re-accreditation annual fee is also included.

Insurance - \$3,000 This category includes the department’s share of deductibles associated with workers’ compensation claims and personal and private property claims. Also included in this category is the City’s deductible on all the City’s uninsured vehicle claims.

Supplies - \$35,800 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 - \$49,032 This includes the Parks and Recreation Department’s portion of the shared costs of all internal funds, including insurance and vehicle maintenance.

Capital Outlay - \$18,000 This item includes funding for IRP which includes a fire alarm system.

Utilities - \$358,500 This category includes the department’s utility costs (electricity, gas, water, sewer stormwater and local telephone).

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

### Scorecard: Key Performance Measures

Key Product/Service	Strategic Objectives	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 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	FY20 Actual	FY21 Actual	FY22 Budgeted
Safe and Secure Parks		Reduction in non-violent crimes	< 13	9	28	< 13
Recreation, leisure, sports programs	To meet customer expectations	Overall satisfaction	88%	89%	94%	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, pickleball and tennis.

## Budget Category Summary

CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 270,594	412,430	304,990	81,569	26.74%	386,559
Professional Fees	76,862	148,155	42,689	104,137	243.94%	146,826
Insurance	11,381	-	-	-	-	-
Other Maintenance	2,363	3,000	15,400	(12,250)	-79.55%	3,150
Supplies	68,930	114,130	44,721	61,979	138.59%	106,700
Allocations	13,159	15,452	15,201	95	0.62%	15,296
Capital Outlay	84,484	-	65,705	34,295	52.20%	100,000
<b>TOTAL</b>	<b>\$ 527,773</b>	<b>693,167</b>	<b>488,706</b>	<b>269,825</b>	<b>55.21%</b>	<b>758,531</b>

## Budget Payroll Summary

	FY20 Actual	FY21 Estimate	FY22 Budget
Exempt Salaries	3 \$ 112,286	3 136,699	2.5 120,670
Non-Exempt Wages	5.6 99,308	3.8 100,000	7.5 200,000
Other Compensation	-	-	-
Fringe Benefits	59,000	68,291	65,889
Other Personnel	-	-	-
<b>DEPARTMENT TOTAL</b>	<b>8.1 \$ 270,594</b>	<b>6.3 304,990</b>	<b>10.0 386,559</b>

**Budget Category Explanations**

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Personnel - \$386,559 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 - \$146,826 This category pays referees who officiate in basketball, softball, baseball, flag football, croquet, community education and pickleball as well as sport camp instructors.

Other Maintenance - \$3,150 This category funds the maintenance for lighting at sport complexes.

Supplies - \$106,700 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 - \$15,296 This category covers insurance allocation for program participants.

Capital Outlay - \$100,000 This item includes funding for IRP which includes sports lighting and control upgrades.

**Scorecard: Key Performance Measures**

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Key Product/Service	Operational Objectives	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Recreation, leisure, sports programs	To meet customer expectations	Annual participation rate	14,000	27,798	16,640	14,000

# CULTURAL ARTS

## Mission

To sponsor numerous special events and projects throughout the year.

## Budget Category Summary

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CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Professional Fees	\$ 5,117	13,575	7,000	6,575	93.93%	13,575
Supplies	49,292	38,000	24,500	13,500	55.10%	38,000
Rent	2,573	26,000	1,500	24,500	1633.33%	26,000
TOTAL	\$ 56,982	77,575	33,000	44,575	135.08%	77,575

## 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

CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Professional Fees	\$ 21,764	43,475	5,400	37,560	695.56%	42,960
Supplies	133	2,000	200	1,800	900.00%	2,000
Allocations	2,548	2,991	2,943	185	6.29%	3,128
Capital Outlay	35,744	-	30,000	(10,000)	-33.33%	20,000
Utilities	9,090	13,340	7,470	6,340	84.87%	13,810
TOTAL	\$ 69,279	61,806	46,013	35,885	77.99%	81,898

## Budget Category Explanations

Professional Fees - \$42,960 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 - \$3,128 This category includes shared costs of the City's insurance expenses for the Pickering Community Center building.

Capital Outlay - \$20,000 This item includes funding for IRP which includes Pickering Center enhancements.

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



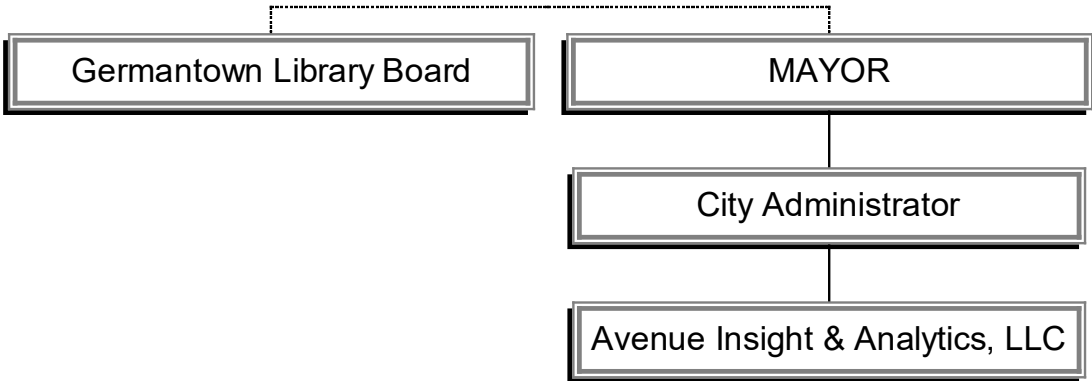
# LIBRARY SERVICES

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 Avenue Insight and Analytics, 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 FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 280	500	500	1,000	200.00%	1,500
Communication	3,016	6,650	6,650	-	0.00%	6,650
Professional Fees	1,242,318	1,389,933	1,389,933	(71,884)	-5.17%	1,318,049
Other Maintenance	2,546	15,000	5,000	3,000	60.00%	8,000
Supplies	29,632	29,300	30,700	1,050	3.42%	31,750
Rent	9,905	15,500	15,500	(3,500)	-22.58%	12,000
Allocations	22,806	26,774	26,341	1,665	6.32%	28,006
Utilities	100,005	110,000	110,000	2,044	1.86%	112,044
<b>TOTAL</b>	<b>\$ 1,420,170</b>	<b>1,593,657</b>	<b>1,584,624</b>	<b>(66,625)</b>	<b>-4.20%</b>	<b>1,517,999</b>

**Budget Category Explanations**

Personnel - \$1,500 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 - \$1,318,049 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 - \$8,000 This category funds maintenance of OCLC and automation.

Supplies - \$31,750 This category funds general supplies used in the operations of the Library.

Rent - \$12,000 This category funds costs associated with a copier machine.

Allocation - \$28,006 This category includes the Germantown Community Library's portion of insurance expenses.

Utilities - \$112,044 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	FY20 Actual	FY21 Actual	FY22 Budgeted
Library Services	To promote engagement with library customers	Percent increase in usage of services	> 0%	5%	-4%	5%

## Mission

### Germantown Regional History and Genealogy Center

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

### Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 70	200	50	150	300.00%	200
Professional Fees	117,701	54,432	51,932	(12,932)	-24.90%	39,000
Supplies	2,350	9,350	8,850	500	5.65%	9,350
Rent	1,044	1,600	1,600	-	0.00%	1,600
Allocations	1,491	1,750	1,722	108	6.27%	1,830
Utilities	10,789	12,091	12,191	1,215	9.97%	13,406
<b>TOTAL</b>	<b>\$ 133,445</b>	<b>79,423</b>	<b>76,345</b>	<b>(10,959)</b>	<b>-14.35%</b>	<b>65,386</b>

### Budget Category Explanations

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

Professional Fees - \$39,000 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 - \$1,830 This category includes the Tennessee Genealogical Library's portion of insurance expenses.

Utilities - \$13,406 This category includes the department's utility costs (electricity and gas, water and sewer.)



# 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 FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 71,896	77,740	60,368	18,174	30%	78,542
Communication	2,608	400	-	1,300	100%	1,300
Professional Fees	12,429	16,800	500	21,300	4260%	21,800
Insurance	-	2,500	2,500	-	0%	2,500
Other Maintenance	4,418	11,500	3,000	9,000	300%	12,000
Supplies	12,280	10,200	5,800	6,900	119%	12,700
Rent	-	500	-	500	100%	500
Allocations	964	1,132	1,114	70	6%	1,184
Capital Outlay	-	-	-	5,000	100%	5,000
Utilities	9,421	11,081	11,131	1,589	14%	12,720
<b>TOTAL</b>	<b>\$ 114,016</b>	<b>131,853</b>	<b>84,413</b>	<b>63,833</b>	<b>75.62%</b>	<b>148,246</b>

## Budget Payroll Summary

	FY20 Actual	FY21 Estimate	FY22 Budget
Non-Exempt Wages	1.4 \$ 55,416	1.0 42,331	1.5 58,742
Fringe Benefits		16,467	18,037
<b>DEPARTMENT TOTAL</b>	<b>1.4 \$ 71,896</b>	<b>1.0 60,368</b>	<b>1.5 78,542</b>

**Budget Category Explanations**

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Personnel - \$78,542 This category contains funds to cover personnel costs for the farm park including farm operations coordinator and part-time farm staff.

Communications - \$1,300 This category funds marketing and notice publications, dues and subscriptions to American Gardening Society.

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

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 - \$12,000 This category includes materials and supplies necessary to make drainage, structural repairs and general improvements.

Supplies - \$12,700 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 - \$1,184 This category includes the farm’s portion of insurance expense.

Capital Outlay - \$5,000 This item includes funding for IRP which includes maintenance shed enhancements.

Utilities - \$12,720 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	FY20 Actual	FY21 Actual	FY22 Budgeted
Finance	All funds are self-sustaining	Farm Park Fund	Percent of Transfer less than 49% of overall fund	\$100,000	\$50,000	\$100,000

# GERMANTOWN MUNICIPAL SCHOOL DISTRICT

## Mission

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

## Budget Category Summary

CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 44,715,000	47,666,431	47,879,000	(1,487,000)	-3.11%	46,392,000
Communication	255,000	386,224	383,000	(10,000)	-2.61%	373,000
Professional Fees	5,002,000	6,703,994	6,815,000	(2,296,000)	-33.69%	4,519,000
Contract Maintenance	836,000	850,000	2,319,000	15,688,000	676.50%	18,007,000
Supplies	2,041,000	3,532,116	3,761,000	(646,000)	-17.18%	3,115,000
Rent	52,000	-	-	-	-	-
Allocations	14,000	100,000	100,000	-	0.00%	100,000
Capital Outlay	10,132,000	3,126,708	4,377,000	(2,066,000)	-47.20%	2,311,000
Utilities	932,000	1,100,000	1,016,000	84,000	8.27%	1,100,000
Other Maintenance	920,000	920,300	910,000	(33,000)	-3.63%	877,000
Insurance	287,000	358,190	323,000	151,000	46.75%	474,000
TOTAL	\$ 65,186,000	64,743,963	67,883,000	9,385,000	13.83%	77,268,000

## Budget Category Explanations

Personnel - \$46,392,000 This category contains funds to cover personnel costs for the school system.

Communications - \$373,000 This category funds marketing and notice publications, dues and subscriptions and election expenses.

Professional Fees - \$4,519,000 This category funds the contract service expenses of daily operations and management for the school system.

Contract Maintenance - \$18,007,000 This category includes expenses associated with equipment maintenance, school nutrition, county commission, federal projects and ESSER.

Supplies - \$3,115,000 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 - \$2,311,000 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 - \$877,000 This category includes other maintenance expenses.

Insurance - \$474,000 This category includes the Municipal Schools' portion of insurance expenses.

# GERMANTOWN ATHLETIC CLUB FY22 BUDGET

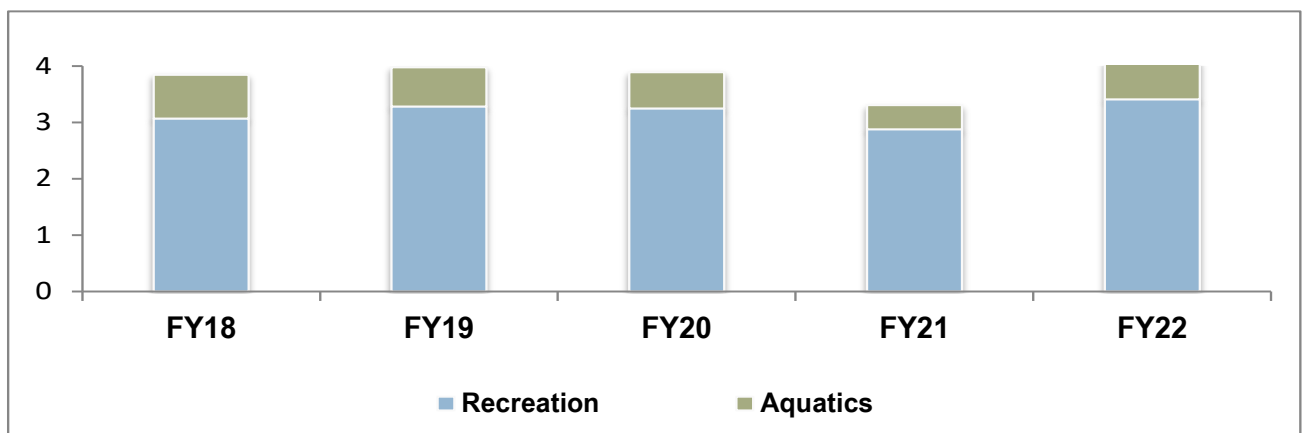
The Germantown Athletic Club is an enterprise fund in order to focus on net income and the ability of user fees to support operating expenses, which includes depreciation. The Germantown Athletic Club Fund consists of two cost centers – Recreation and Aquatics. Debt service for the initial building was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



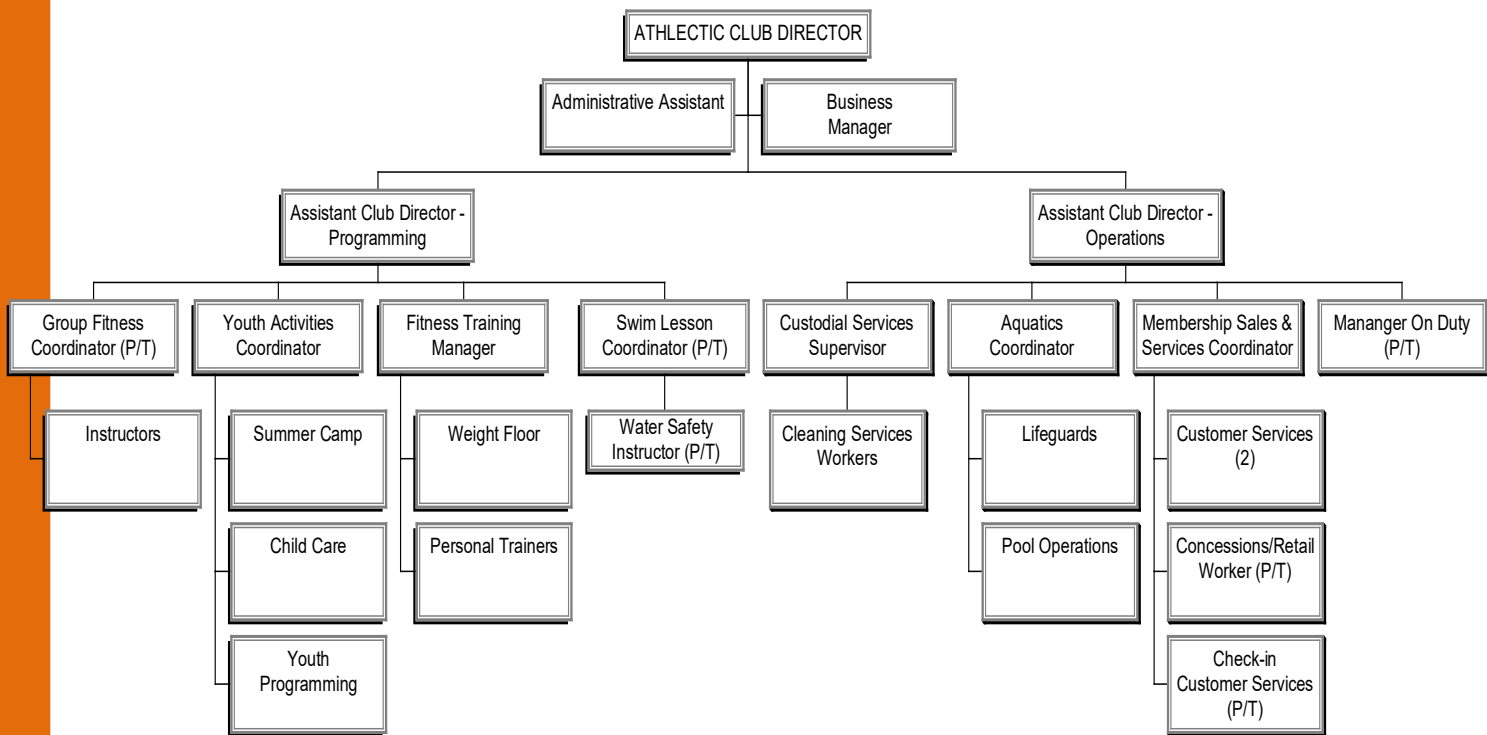




# GERMANTOWN ATHLETIC CLUB RECREATION

## 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**

<u>CATEGORY</u>	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Personnel	\$ 1,421,268	1,597,520	1,321,255	182,992	13.85%	1,504,247
Communication	15,438	14,500	6,783	5,217	76.91%	12,000
Professional Fees	426,276	636,644	299,992	128,246	42.75%	428,238
Other Maintenance	180,063	185,000	94,759	60,241	63.57%	155,000
Supplies	155,088	263,873	89,894	88,921	98.92%	178,815
Rent	237,374	240,000	236,283	3,717	1.57%	240,000
Allocations	64,735	75,640	75,344	4,229	5.61%	79,573
Depreciation	498,078	512,300	512,300	44,215	8.63%	556,515
Utilities	250,477	262,510	241,964	12,743	5.27%	254,707
<b>TOTAL</b>	<b>\$ 3,249,181</b>	<b>3,787,987</b>	<b>2,878,574</b>	<b>530,521</b>	<b>18.43%</b>	<b>3,409,095</b>
Capital Outlay	\$ 1,406,723	616,559	414,493	(159,493)	-38.48%	255,000

**Budget Payroll Summary**

	<u>FY20 Actual</u>	<u>FY21 Estimate</u>	<u>FY22 Budget</u>
Exempt Salaries	6.0 \$ 447,233	6.0 439,009	6.0 480,155
Non-Exempt Wages	16.3 578,425	17.4 473,422	18.4 640,796
Other Compensation	677	500	1,000
Fringe Benefits	393,792	405,865	378,786
Other Personnel	1,141	2,459	3,510
<b>DEPARTMENT TOTAL</b>	<b>22.3 \$ 1,421,268</b>	<b>23.4 1,321,255</b>	<b>24.4 1,504,247</b>

**Budget Category Explanations**

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Personnel - \$1,504,247 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.

Communication - \$12,000 This category includes items that enhance the Germantown Athletic Club’s staff and programs through recreation and fitness publications, training meetings for staff and contact with specialized sources.

Professional Fees - \$428,238 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 - \$155,000 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 - \$178,815 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- \$79,573 This category includes the Germantown Athletic Club Recreation’s portion of insurance expenses.

Depreciation - \$556,515 This category includes the annual depreciated valuation of the Germantown Athletic Club facilities and equipment.

Utilities - \$254,707 This line includes the Recreation’s share of utility expenses (electricity, gas, water, sewer and local and long-distance telephone).

Capital Outlay - \$255,000 This category includes the costs associated with IRP projects at the GAC. Specifically, this year’s budget funds, weight room flooring replacement and turf, air filtration system, and strength equipment replacement.

**Scorecard: Key Performance Measures**

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Key Product/Service	Operational Objectives	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Membership	To increase profitability	Member retention	70.0%	70.5%	65.0%	67.0%
Net profit margin		Net profit margin	12.5%	-1.0%	-17.7%	0.0%

# 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 FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 314,191	295,699	195,985	123,937	63.24%	319,922
Supplies	36,526	44,500	30,351	16,149	53.21%	46,500
Allocations	34,088	39,606	39,611	2,015	5.09%	41,626
Depreciation	137,176	137,500	137,500	-	0.00%	137,500
Utilities	115,249	126,392	22,037	107,749	488.95%	129,786
<b>TOTAL</b>	<b>\$ 637,230</b>	<b>643,697</b>	<b>425,484</b>	<b>249,850</b>	<b>58.72%</b>	<b>675,334</b>

### Budget Payroll Summary

	FY20 Actual	FY21 Estimate	FY22 Budget
Exempt Salaries	1.0 \$ 50,782	1.0 51,784	1.0 54,058
Non-Exempt Wages	10.1 221,485	13.5 107,000	13.5 217,000
Fringe Benefits	- 39,956	- 34,829	- 45,364
Other Personnel	- 1,968	- 2,372	- 3,500
<b>DEPARTMENT TOTAL</b>	<b>11.1 \$ 314,191</b>	<b>14.5 195,985</b>	<b>14.5 319,922</b>

**Budget Category Explanations**

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Personnel - \$319,922 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 - \$46,500 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- \$41,626 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 - \$129,786 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

<u>CATEGORY</u>	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Debt Service	\$ 5,040	1,656	1,656	(1,656)	-100.00%	-
TOTAL	\$ 5,040	1,656	1,656	(1,656)	-100.00%	-

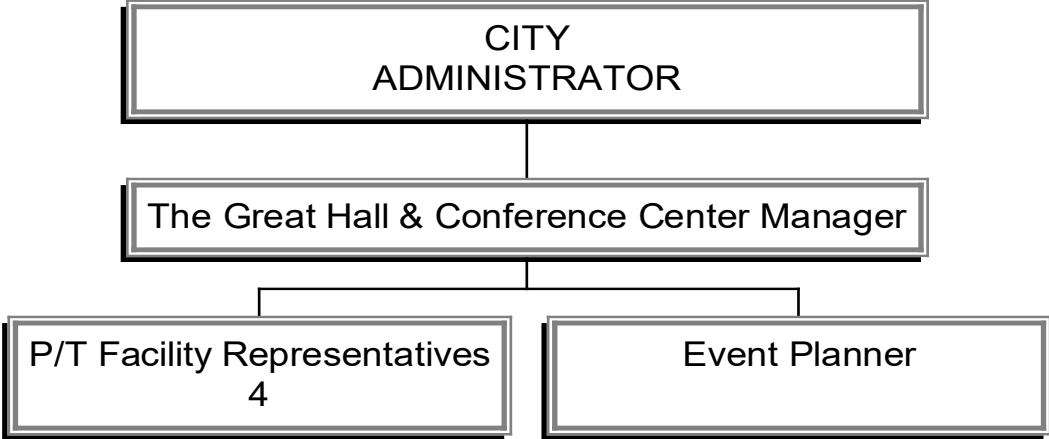




# GREAT HALL

## 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 FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 181,142	199,556	180,228	27,288	15.14%	207,516
Communication	585	600	500	100	20.00%	600
Professional Fees	15,894	16,500	14,000	5,000	35.71%	19,000
Other Maintenance	47,017	65,250	63,400	6,450	10.17%	69,850
Supplies	17,185	8,233	3,350	4,550	135.82%	7,900
Rent	90,420	95,222	85,222	11,500	13.49%	96,722
Allocations	16,633	20,113	19,050	1,143	6.00%	20,193
Depreciation	79,164	82,727	80,823	(8,304)	-10.27%	72,519
Utilities	41,570	43,485	43,485	3,020	6.94%	46,505
Grants	(1,013)	-	-	79,164	-	-
<b>TOTAL</b>	<b>\$ 488,597</b>	<b>531,686</b>	<b>490,058</b>	<b>50,747</b>	<b>10.36%</b>	<b>540,805</b>
Capital Outlay	\$ -	41,650	41,650	(41,650)	-100.00%	-

**Budget Payroll Summary**

	FY20 Actual	FY21 Estimate	FY22 Budget
Exempt Salaries	2.0	117,194	2.0
Non-Exempt Wages	0.8	21,853	0.5
Fringe Benefits	-	42,095	-
<b>DEPARTMENT TOTAL</b>	<b>2.8</b>	<b>181,142</b>	<b>2.5</b>
			<b>180,228</b>
			<b>3.0</b>
			<b>\$ 207,516</b>

**Budget Category Explanations**

Personnel - \$207,516 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 - \$19,000 This category includes marketing and advertising costs for the Great Hall & Conference Center. In addition, this category includes credit card fees.

Other Maintenance - \$69,850 This category includes the maintenance cost associated with equipment used at the Great Hall. It also covers various materials and supplies needed in minor building repairs and janitorial service. In addition, this category includes funds for carpet cleaning and security monitoring.

Supplies - \$7,900 This line includes funds for the purchase of general office supplies, cleaning supplies, food supplies, and miscellaneous supplies.

Rent- \$96,722 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- \$20,193 This line includes the Great Hall’s portion of insurance costs.

Depreciation - \$72,519 Included in this category is the annual charge representing depreciated valuation of the Great Hall & Conference Center.

Utilities - \$46,505 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	FY20 Actual	FY21 Actual	FY22 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	\$230,000	\$150,000
Key Product/Service	Operational Objectives	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Meeting/Banquet Room rental	To meet customer expectations	Customer satisfaction	98%	95%	98%	98%
	To increase funding of operations	Total revenue	\$304,944	\$378,394	\$158,483	\$287,700



# GREAT HALL DEBT SERVICE

The Great Hall Debt Service cost center accounts for the interest portion on the \$2.5 million General Fund Intergovernmental loan for the expansion project.

## Budget Category Summary

<u>CATEGORY</u>	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Debt Service	\$ 1,960	644	644	(644)	-100.00%	-
TOTAL	\$ 1,960	644	644	(644)	-100.00%	-

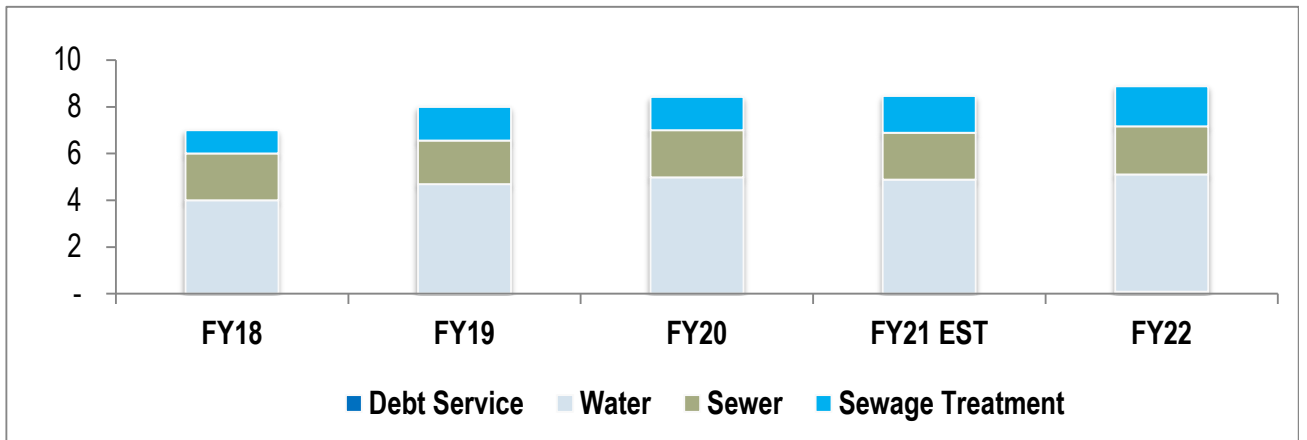


# UTILITIES FY22 BUDGET

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 EXPENSES

\$ MILLIONS







# UTILITY DEBT

The Utility Debt Service cost center accounts for the future debt payments on a Water Revenue Bonds.

The Utility Fund projects a \$1.68 million Water Revenue Bond in FY22. These funds will be used for the construction of a new water tower.

	Balance 7/1/2021	Principal Payment	Balance 6/30/2022	Interest Expense
<u>Security</u>				
Existing:	\$ -	-	-	-
Total FY22 Debt	<u>\$ -</u>	<u>-</u>	<u>-</u>	<u>-</u>
	Existing Principal	Existing Interest	Future Principal	Future Interest
Proposed:				
FY22	\$ -	-	110,000	90,542
FY23	-	-	80,000	78,167
Thereafter	-	-	1,490,000	564,291
Total Debt Service	<u>\$ -</u>	<u>-</u>	<u>1,680,000</u>	<u>733,000</u>

## Budget Category Summary

<u>CATEGORY</u>	Actual FY20	Budget FY21	Estimated FY21	Amt Chg.	% Chg.	Budget FY22
Debt Service	\$ -	-	-	90,542	100%	90,542
TOTAL	<u>\$ -</u>	<u>-</u>	<u>-</u>	<u>90,542</u>	<u>100%</u>	<u>90,542</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 13,258 residential and 499 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, 2,930 fire hydrants, 9,015 main line valves and 14,447 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.

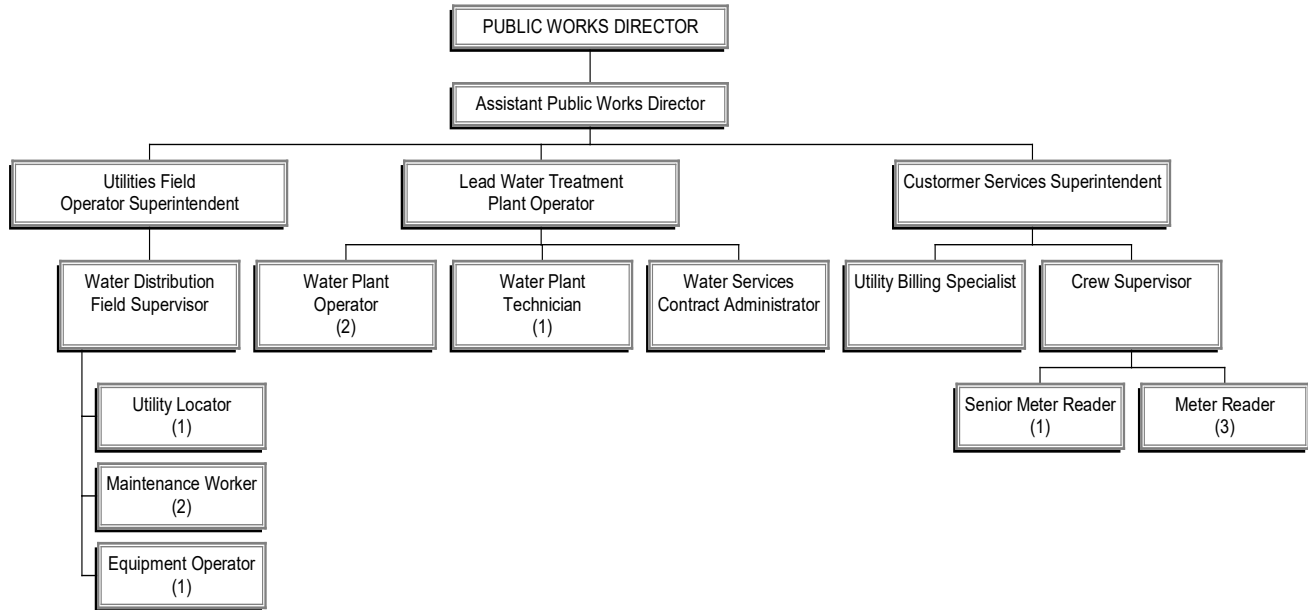
### **Customer Services**

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.

ENTERPRISE FUND



**Budget Category Summary**

CATEGORY	Actual FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 1,489,063	1,433,132	1,390,617	(20,036)	-1.44%	1,370,581
Communication	74,557	81,300	81,700	2,800	3.43%	84,500
Professional Fees	196,537	280,000	265,000	(28,000)	-10.57%	237,000
Insurance	(5,651)	6,000	(2,712)	8,712	-321.24%	6,000
Other Maintenance	126,406	80,000	80,000	20,000	25.00%	100,000
Supplies	175,798	176,000	160,000	19,000	11.88%	179,000
Allocations	826,065	765,499	756,881	12,568	1.66%	769,449
Roads & Mains	118,140	90,000	85,000	25,000	29.41%	110,000
Depreciation	1,132,400	1,144,103	1,179,696	69,804	5.92%	1,249,500
Utilities	586,174	641,868	619,733	18,071	2.92%	637,804
Pilot	260,993	296,314	263,043	14,820	5.63%	277,863
<b>TOTAL</b>	<b>\$ 4,980,482</b>	<b>4,994,216</b>	<b>4,878,958</b>	<b>142,739</b>	<b>2.93%</b>	<b>5,021,697</b>
Capital Outlay	\$ 1,056,955	453,000	881,699	302,714	34.33%	3,514,000

**Budget Payroll Summary**

		FY20 Actual		FY21 Estimate		FY22 Budget
Exempt Salaries	1.0	\$ 67,239		1.0	70,379	1.0 73,746
Non-Exempt Wages	15.0	755,096		15.0	697,503	15.0 756,665
Other Compensation		49,207			40,000	55,000
Fringe Benefits		609,640			575,735	476,370
Other Personnel		7,881			7,000	8,800
DEPARTMENT TOTAL	16.0	\$ 1,489,063		16.0	1,390,617	16.0 1,370,581

**Budget Category Explanations**

Personnel - \$1,370,581 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 - \$84,500 This category is for subscriptions to job-related periodicals and dues to maintain state certification for those employees who maintain and operate the system. Funds are also provided to publish public notifications as required by the Tennessee Department of Public Health and fund job-related educational opportunities. This total amount includes \$90,000 for postage for utility bill mailing and includes one special mailing to comply with state regulations.

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

Insurance - \$6,000 This category includes the division's share of deductibles associated with workers' compensation claims and personal and private property claims. Also included in this category is the City's deductible on all the City's uninsured vehicle claims.

Other Maintenance - \$100,000 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.

## ENTERPRISE FUND

Supplies - \$179,000 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 - \$769,499 This category funds the water operations portion of shared costs for services provided by other departments such as Insurance, Vehicle Maintenance, Development, Public Works and Personnel.

Roads and Mains – \$110,000 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 - \$1,249,500 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 - \$637,804 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

Pilot - \$277,863 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 - \$3,514,000 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	FY20 Actual	FY21 Actual	FY22 Budgeted
Natural Resources	Enhanced protection and conservation of water resources are priorities	Water hardness: total PPM	<60 ppm	22.79	22.89	<60
		Avg. Rate of change in aquifer levels, feet below land surface (Johnson Road)	No aquifer level changes plus or minus 10' fluctuation	-10.77	-10.70	+/- 10
		Avg. Rate of change in aquifer levels, feet below land surface (Southern Ave.)		-13.38	-13.92	+/- 10
Key Product/Service	Operational Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Portable Water	To produce and deliver adequate water supply to utility customers	Water system availability	99.90%	99.99%	99.99%	99.90%

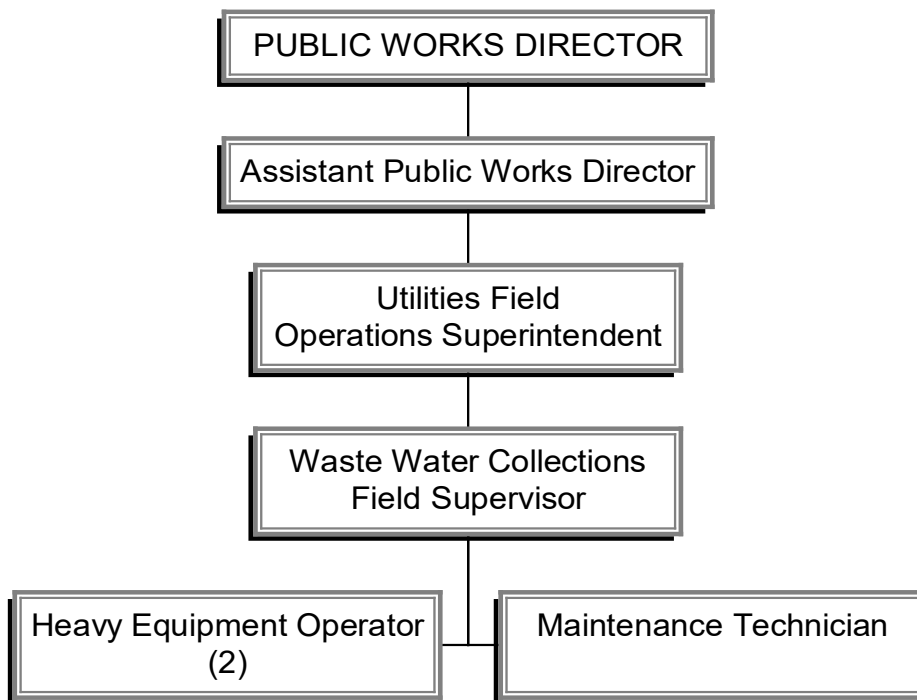
# SEWER

## 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 FY20	Budget FY21	Estimated FY21	Amt. Chg.	% Chg.	Budget FY22
Personnel	\$ 463,461	455,803	482,231	(36,324)	-7.53%	445,907
Communication	854	100	100	1,000	1000.00%	1,100
Insurance	1,511	5,000	5,000	-	0.00%	5,000
Other Maintenance	817	4,000	4,000	4,000	100.00%	8,000
Supplies	13,693	15,700	11,000	5,700	51.82%	16,700
Rent	117,201	-	-	-	-	-
Allocations	416,704	390,035	418,686	5,171	1.24%	423,857
Roads & Mains	23,313	25,000	23,000	4,500	19.57%	27,500
Depreciation	789,998	797,079	864,000	61,100	7.07%	925,100
Utilities	20,298	19,900	18,820	680	3.61%	19,500
PILOT	171,079	194,231	179,800	2,337	1.30%	182,137
<b>TOTAL</b>	<b>\$ 2,018,929</b>	<b>1,906,848</b>	<b>2,006,637</b>	<b>48,164</b>	<b>2.40%</b>	<b>2,054,801</b>
Capital Outlay	\$ 2,005,631	770,000	1,336,161	(986,161)	-73.81%	350,000

**Budget Payroll Summary**

	FY20 Actual	FY21 Estimate	FY22 Budget
Exempt Salaries	1.0 \$ 80,197	1.0 74,798	1.0 78,223
Non-Exempt Wages	4.0 197,112	4.0 197,570	4.0 199,862
Other Compensation	12,805	8,500	8,500
Fringe Benefits	172,972	200,863	158,322
Other Personnel	375	500	1,000
<b>DEPARTMENT TOTAL</b>	<b>5.0 \$ 463,461</b>	<b>5.0 482,231</b>	<b>5.0 445,907</b>

**Budget Category Explanations**

Personnel – \$445,907 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.

## ENTERPRISE FUND

Communications - \$1,100 Included in this category is the cost of job-related educational supplies and materials for five employees as well as registration fees for supervisory training seminars and Tennessee Department of Health certification requirements.

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

Other Maintenance - \$8,000 Funding in this category includes preventive maintenance and repair to the City's video inspection equipment.

Supplies - \$16,700 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 - \$423,857 This category funds the water operations portion of shared costs for services provided by other departments such as Insurance, Vehicle Maintenance, Development, Public Works and Human Resources.

Roads and Main - \$27,500 This category funds the purchase of supplies and construction material required to make repairs and maintain the sanitary sewer main.

Depreciation - \$925,100 Funds in this category are for the annual depreciated valuation of equipment and sewer mains that make up the sanitary sewer system.

Utilities - \$19,500 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

PILOT - \$182,137 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 - \$350,000 This category includes the costs associated with the CIP and IRP projects of maintenance of the sewer collection system.

### Scorecard: Key Performance Measures

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Key Product/Service	Operational Objective	Performance Measure	Target	FY20 Actual	FY21 Actual	FY22 Budgeted
Sewer Collection	To adequately collect and transport sewage	Sewer system backups	<5 annually	4	1	<5



# SEWER TREATMENT

## Mission

This cost center accounts for the payments to the City of Memphis for sewage treatment. Under the contract amended in FY21, Germantown currently remits 69.84% of the current user fee to the City of Memphis for sewer treatment, which will continue through FY22. 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 FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Contract Services	\$ 1,418,562	1,514,769	1,585,000	125,000	7.89%	1,710,000
TOTAL	<u>\$ 1,418,562</u>	<u>1,514,769</u>	<u>1,585,000</u>	<u>125,000</u>	<u>7.89%</u>	<u>1,710,000</u>

## Budget Category Explanations

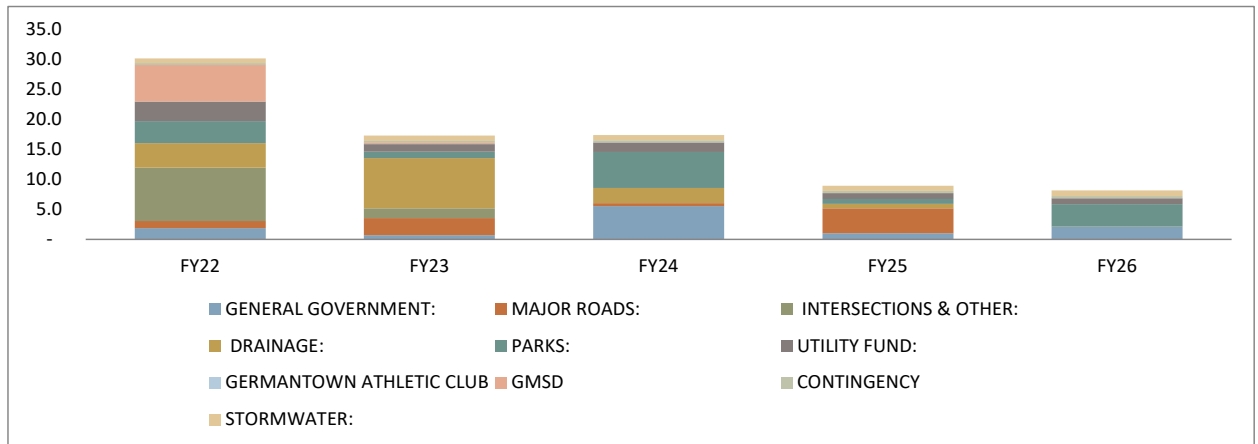
Sewer Fees to Memphis - \$ 1,710,000 Under contract, Germantown pays 69.84% of the monthly sewer fees to the City of Memphis for treatment of sewage. Additionally, the contract signed in FY03 allowed the rate to be reviewed every two years, or when Memphis' fees are changed. The rate was last reviewed in January 2021.



# CAPITAL IMPROVEMENTS PROGRAM FY22 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 FY22-26 CIP is contained in the Budget Summaries section of this document.

The process for identifying funded projects include each department identifying projects through one or more of the following methods: long-range master plans, various studies, building and infrastructure assessments, and perceived needs of the community. Projects are submitted or re-submitted annually for prioritization and evaluation.

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 FY22 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>Horse Show Area Lighting (East)</b>					
<b>Description</b>					
<p>During the sports lighting replacements at Farmington Park in 2005, some of the old wooden poles and fixtures were repurposed to the east practice arenas. Since then the repurposed poles have deteriorated and have become a serious safety issue. The east arenas are heavily used at night during horse show events. Replacement is recommended.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$195,000				
					<b>Total: \$195,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL GENERAL GOVERNMENT**

**\$195,000**

<b>S4 Backup Data Center Independent HVAC System</b>					
<b>Description</b>					
<p>This project will provide an independent HVAC system designed specifically to keep the data center at the optimum temperature. The addition of this equipment will eliminate problems with seasonal weather changes that is experienced with the current HVAC system serving the data center. Once complete, this project will provide support for the City's backup network and PSAP equipment promoting short and long-term solutions for safety and security of the City's assets.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$100,000				
					<b>Total: \$100,000</b>
<b>Net Operating Financial Impact:</b> Installation will increase cost approximately \$1,000 per year.					

<b>Quint Fire Apparatus Replacement F-141</b>					
<b>Description</b>					
<p>F-141 is a 1994 Smeal Quint fire apparatus that was purchased in FY-1993. The normal utilization of a Quint fire apparatus is similar to a fire pumper with fifteen (15) years in front-line service and five (5) years as a reserve apparatus. In FY22 F-141 will reach 27 years of service.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$1,300,000				
					<b>Total: \$1,300,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					



**CAPITAL IMPROVEMENTS PROGRAM**

<b>Ambulance Replacement</b>					
<b>Description</b>					
Purchase of a new ambulance to replace F-172, a 2013 Taylor Made ambulance, in FY22. During FY22 this ambulance will reach nine (9) years of service as a primary and back-up ambulance.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$250,000				
					<b>Total: \$250,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL FIRE**

**\$1,650,000**

**Major Roads**

<b>Milling and Overlay – Neshoba and WRB West</b>					
<b>Description</b>					
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.					
Project involves replacement of deteriorated curb/gutter and sidewalk, full depth replacement as needed, mill/overlay, new striping and updated signage along the approximately 1,000' stretch of Neshoba Rd. from Germantown Road to Exeter.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$64,000				\$256,000
					<b>Total: \$320,000</b>
<b>Net Operating Financial Impact:</b> Upgrades will reduce maintenance responsibility by \$5,000.					

<b>Forest Hill Irene Rd. Improvements Poplar to WRB Design</b>					
<b>Description</b>					
Forest Hill-Irene Road is a major north-south corridor on the eastern side of the city. Traffic has steadily increased through the years as this portion of the city has grown tremendously. As subdivisions have developed along this roadway, Forest Hill Irene improvements (widening) have also occurred. However, the 2-lane rural cross section remains for the areas that have not developed. The “saw-tooth” pattern of 2-lanes to 4-lanes and vice-versa results in an unsafe driving condition. Federal funds (80/20) have been approved for this project.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$75,000				\$300,000
					<b>Total: \$375,000</b>
<b>Net Operating Financial Impact:</b> Upgrades will increase maintenance responsibility by \$5,000.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Poplar Avenue Culvert Replacement Program Construction Phase V</b>					
<b>Description</b>					
<p>The results of an Engineering Report completed in May 2010 revealed that thirty-one (31) of a total of forty-eight (48) stormwater culverts crossing under Poplar Avenue within the City Limits of Germantown were in immediate need of replacement or had reached the end of their design life. Since then the City has been systematically replacing those deteriorated culverts utilizing 100% Surface Transportation Program funding. To date, twenty-one (21) of the thirty-one (31) most critical culvert crossings have been replaced. Ten (10) culverts remain to be replaced.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
					\$500,000
					<b>Total: \$500,000</b>
<b>Net Operating Financial Impact:</b> Upgrades will reduce maintenance responsibility by \$5,000.					

**TOTAL MAJOR ROADS**

**\$1,195,000**

**Intersections and Others**

<b>Signalization at Houston High School</b>					
<b>Description</b>					
<p>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 Wolf River Blvd. intersections of Houston Levee, Dogwood Grove, Johnson and FHI. Interconnected signals will improve traffic flow throughout this entire corridor. The City requested and received 100% federal funds for this project.</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 \$2,000 per year.					

<b>Wolf River Boulevard/Germantown Road Intersection</b>					
<b>Description</b>					
<p>This intersection is a key intersection located in the center of Shelby County. The opening of the new segment of Wolf River Blvd. and continued development within the Medical Corridor has led to increased pressure on the intersection. This project involves Construction and CEI for additional lanes to Germantown and WRB. Signal upgrades at Brierbrook/Germantown Rd, WRB/Germantown Rd and Wolf Trail Cv/Germantown Rd. intersections are included in the project.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
					\$8,500,000
					<b>Total: \$8,500,000</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs approximately \$4,000 per year.					

**TOTAL INTERSECTION/OTHER**

**\$ 8,900,000**

**CAPITAL IMPROVEMENTS PROGRAM**

**Drainage**

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

<b>Duntreath Ditch</b>					
<b>Description</b>					
<p>The Duntreath ditch was constructed through the 70's and 80's as development occurred. Most of the ditch was designed to Shelby County design standards. This standard is a 10-year storm. This ditch is in poor shape from Dogwood Road to the north end.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
		\$285,000	\$1,600,000		
					<b>Total: \$1,885,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>English Meadows</b>					
<b>Description</b>					
<p>Phase I was constructed in 1998-1999. It improved the major drainage outlet system for the area. Phase II is to improve the neighborhood system of two interior areas of English Meadows. Improvements will be to increase pipe sizes and added manholes and inlets.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$700,000				
					<b>Total: \$700,000</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs approximately \$300 per year.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Fox Hill Circle East Culvert</b>					
<b>Description</b>					
There is an existing 71" x 103" asphalt T-coated 14-gauge corrugated metal culvert that conveys stormwater through "The Highlands, Section B" subdivision. The 71" x 103" corrugated culvert is failing at the start of where the metal pipe begins. The pipe/culvert has exceeded its useful life and in need of replacement.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$100,000				
					<b>Total: \$100,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>Cedarwood Drive/Mimosa Road - Design</b>					
<b>Description</b>					
There is an existing 54" underground drainage pipe system just west of the Mimosa Drive in the Mimosa 1st Addition Subdivision. The neighborhood has been dealing with drainage issues for several years. The concept is to design a diversion pipe to collect the 2-year storm event and above to the existing Howard/McVay Detention Regional Basin.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$100,000				
					<b>Total: \$100,000</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs by \$7,000 per year.					

<b>Miller Farms (Lateral B) Drainage Improvements</b>					
<b>Description</b>					
The Miller Farms ditch was constructed through the 60's and 70's as development occurred. Most of the ditch was designed to Shelby County design standards. This standard is a 10-year storm. This ditch is in poor shape from Neshoba Road to the north end.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
		\$1,140,000			
					<b>Total: \$1,140,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL DRAINAGE**

**\$4,075,000**

**CAPITAL IMPROVEMENTS PROGRAM**

**Parks**

<b>Germantown Station Park Reinvestment Phase I</b>					
<b>Description</b>					
Construction of the trail connector around the lake, making the current walking trail a complete loop around the park. The reinvestment effort also includes replacement of the current playground unit and surfacing. Construction drawings were completed during the 2019 fiscal year by Dalhoff Thomas for the walking trail.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$230,000				
					<b>Total: \$230,000</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs by \$7,000 per year.					

<b>Cameron Brown Parking</b>					
<b>Description</b>					
One of the biggest challenges facing Cameron Brown Park is the lack of parking to accommodate youth baseball and football. This project request will fund an additional 59 parking spaces throughout the complex.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$250,000				
					<b>Total: \$250,000</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs by \$7,000 per year.					

<b>Parkland Acquisition</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. Forty-Sixty acres will be needed to implement Plan recommendations. Based on current property costs in Germantown, a multiple year land acquisition may be required. The 6-year CIP budget for Parks and Recreation allows for this possibility.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$2,700,000				
					<b>Total: \$2,700,000</b>
<b>Net Operating Financial Impact:</b> Acquisition will increase maintenance costs by \$85,000 per year.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Long Field Complex - Design</b>					
<b>Description</b>					
This project assumes that parkland was purchased for a long field complex. This project allows for design and site work development of a long field complex.					
<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> Acquisition & development of the parkland will increase annual maintenance by \$85,000.					

**TOTAL PARKS**

**\$3,680,000**

**Stormwater**

<b>Annual Miscellaneous Drainage Improvements</b>					
<b>Description</b>					
This project is part of the City's ongoing response to address small, isolated concerns regarding relieving flood prone properties and making improvements to the existing drainage system where "hot spots" of drainage problems exist in established residential neighborhoods.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$50,000				
					<b>Total: \$50,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>Redbud Trails</b>					
<b>Description</b>					
Installation of a detention pond at the Bodine School Facility.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$650,000				
					<b>Total: \$650,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Riverdale Road Outlet End Culvert - Design</b>					
<b>Description</b>					
This project is to repair three existing reinforced concrete box culverts that are failing and settling severely and serve as an outfall for Mimosa Gardens/Monterrey Villa/Wildwood Farms and all upstream stormwater drainage basins.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$80,000				
					<b>Total: \$80,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL STORMWATER**

**\$780,000**

**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>Sprinkler System</b>					
<b>Description</b>					
A new sprinkler system is required by fire code in the existing building as part of the Houston Middle School addition project.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$376,310				
					<b>Total: \$376,310</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Houston Middle School Secure Entrance</b>					
<b>Description</b>					
GMSD has completed new secure entrances at Dogwood Elementary, Forest Hill Elementary, Riverdale Elementary, and Houston High Schools. This project will upgrade the existing entrance at Houston Middle School adding a second level of security for gaining access to the school, students, and staff.					
<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.					

<b>Houston Middle School Addition</b>					
<b>Description</b>					
The addition consists of 3 science labs, 2 art rooms, a choir/performing arts room, a gymnasium, locker rooms, restrooms, etc. The need exists as GMSD is currently over capacity at Houston Middle School.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
			\$5,000,000		
					<b>Total: \$5,000,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL MUNICIPAL SCHOOLS**

**\$6,076,310**

**Utilities**

<b>Elevated Water Tank</b>					
<b>Description</b>					
Build a 250,000-gallon elevated tank on the northeast side of the planned subdivision south of Poplar Pike east of Forest Hill Road in the eastern portion of our City.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
		\$1,000,000	\$2,134,000		
					<b>Total: \$3,134,000</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance cost approximately \$15,000 per year.					



**CAPITAL IMPROVEMENTS PROGRAM**

<b>Automated Meter Reading Phase I</b>					
<b>Description</b>					
The first phase for consideration would be to procure a Professional Services Agreement (PSA) to aid Public Works in designing, formulating, and publicizing our plan of action in moving forward with some form of Automated Meter Reading technology.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$100,000				
					<b>Total: \$100,000</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL UTILITY FUND**

**\$ 3,234,000**

**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	\$ 1,845,000
Major Roads	1,195,000
Intersection/Other/Drainage	12,975,000
Parks	3,680,000
Stormwater	780,000
GMSD	6,076,310
Utilities	3,234,000
Contingency	350,000

**TOTAL FY22 CAPITAL IMPROVEMENTS PROGRAM**

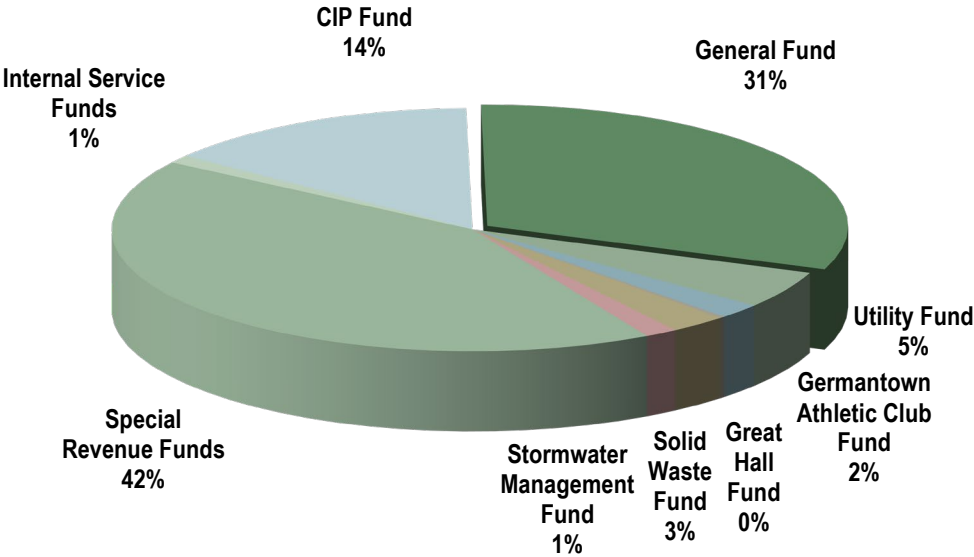
**\$ 30,135,310**



**REVENUE PROJECTIONS**

This section presents an analysis of projected revenues for FY22 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, E-Citation Fund and Public Art). The Pension Trust Fund, the Health Insurance Service Fund, OPEB Fund and Cash Balance Fund projections are also included in this section.

**TOTAL FY22 PROJECTED REVENUES**

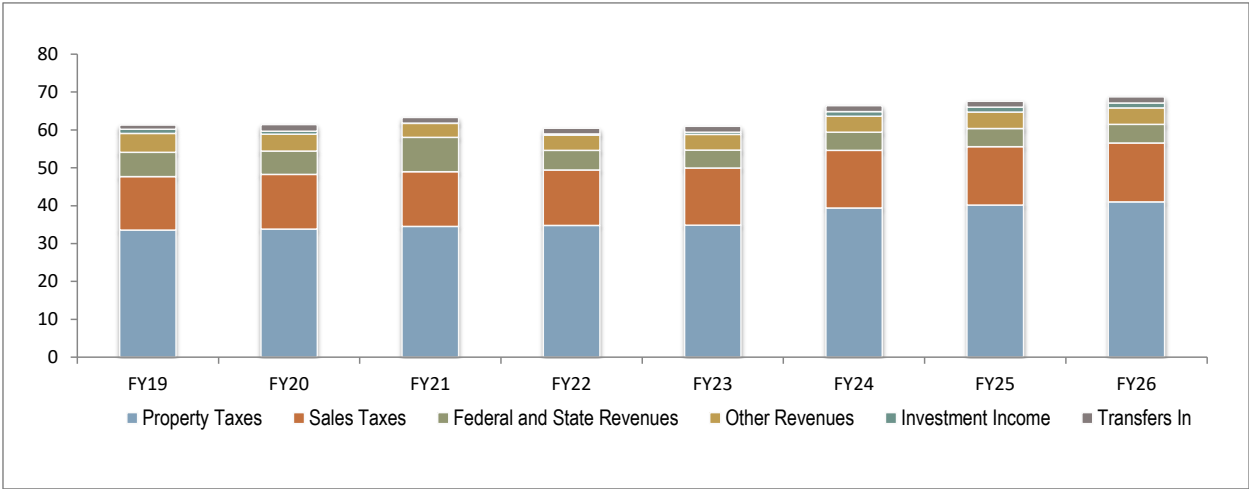


**GENERAL FUND REVENUE PROJECTIONS**

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

ACCT	TITLE	ACTUAL	Estimated	Budget
		FY20	FY21	FY22
010-0000-311.10-00	Real Property Tax	\$ 31,698,029	32,309,000	\$ 32,500,000
010-0000-311.20-00	Personal Property Tax	778,023	860,000	870,000
010-0000-311.30-00	PILOT	432,072	442,800	460,000
010-0000-313.00-00	Penalties and Interest	119,937	-	125,000
010-0000-315.10-00	TVA	509,593	125,000	495,000
010-0000-315.20-00	MLG&W	308,900	478,000	330,000
010-0000-316.10-00	Local Option Sales Tax	8,082,130	310,000	8,200,000
010-0000-316.10-01	Contra - 20 year Annex Local Option Sales	(128,518)	8,151,898	-
010-0000-316.10-10	.5 Percent Sales Tax	3,625,656	(139,864)	3,675,000
010-0000-317.10-00	Wholesale Beer Tax	464,390	3,643,000	450,000
010-0000-317.20-00	Wholesale Liquor Tax	834,530	450,000	850,000
010-0000-318.10-00	Gross Receipts Business Tax	679,875	930,000	680,000
010-0000-318.11-00	Gross Receipts Business Tax Refund	-	800,000	-
010-0000-319.10-00	Cable TV and Telecommunication	723,575	700,000	720,000
010-0000-319.20-00	Room Occupany Tax	867,389	600,000	800,000
010-0000-321.10-00	Automobile Registration	1,233,129	1,249,452	1,260,000
010-0000-322.10-00	Retail Beer Licenses	7,308	7,500	8,000
010-0000-322.20-00	Retail Liquor Licenses	22,738	20,600	23,000
010-0000-324.10-00	Animal Registration Fees	74,252	62,000	73,500
010-0000-326.10-00	Fence and Sign Permits	4,255	5,000	5,400
010-0000-326.20-00	Building Permits	46,478	45,000	55,000
010-0000-326.40-00	Subdivision Engineering	26,912	33,000	25,000
010-0000-326.50-00	Zoning Application Fees	56,015	48,000	60,000
010-0000-331.90-00	Grants - Federal/State	448,683	3,497,934	909,457
010-0000-335.10-00	State Sales Tax Allocation	3,718,954	4,092,000	4,000,000
010-0000-335.20-00	State Income and Excise Tax (Hall)	1,702,192	1,300,000	-
010-0000-335.30-00	State Beer Tax Allocation	18,795	18,500	18,500
010-0000-335.40-00	State Liquor Tax Allocation	323,649	220,845	325,000
010-0000-335.60-00	Sports Betting	-	5,171	-
010-0000-335.40-01	GMSD Tax Distribution	(161,825)	(150,000)	(169,000)
010-0000-335.90-00	City Street and Transportation Tax Allocation	79,657	79,657	79,700
010-0000-342.30-00	Fire Inspection Fees	9,175	9,200	15,000
010-0000-351.10-00	City Court Costs	74,640	150,000	225,000
010-0000-351.11-00	City Court Fines	210,108	190,000	250,000
010-0000-351.11-01	Fines and Forfeitures	5,874	-	-
010-0000-351.20-00	Other Court Revenue	387,871	295,000	350,000
010-0000-351.30-00	Animal Impoundment Fees	1,880	1,500	4,000
010-0000-353.01-00	Fines - Library	37,177	10,000	40,000
010-0000-361.10-00	Investment Income	770,100	85,000	280,000
010-0000-361.11-00	Loan Interest - Civic Centre	9,400	-	-
010-0000-362.00-00	Rental Revenue - WTF	332,376	353,000	341,809
010-0000-362.10-00	Rental Revenue - GPAC	-	-	-
010-0000-362.20-00	Library Materials	7,563	-	12,000
010-0000-362.40-00	Parks	2,500	-	-
010-0000-362.41-00	Parks - Taxable	-	1,500	6,750
010-0000-367.10-00	Friends of Library	-	-	4,000
010-0000-367.30-00	Senior Expo Revenue	-	-	15,000
010-0000-367.90-00	Playground Registrations Revenue	5,550	20,000	20,000
010-0000-368.01-00	Gain/Loss Sale of Assets	578	-	-
010-0000-369.10-00	Other Revenue	1,041,811	70,376	-
010-0000-369.15-00	Surplus Equipment Sales - GovDeals	411	350,000	370,000
010-0000-369.20-00	Library - Printing & Misc.	7,096	7,000	9,000
010-0000-369.25-00	Library/Friends Book Sale	-	-	10,000
010-0000-369.99-00	Credit Card Fees: Gain/Loss	148,999	70,000	150,000
010-0000-369.99-01	Cash Short/Over	2	-	-
TOTAL REVENUES		\$ 59,669,559	61,807,069	58,931,116

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### **Current Real Property Tax**

**\$32,500,000**

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 \$1.678 per \$100 of assessed value. Key assumptions are a growth of 60 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**

**\$870,000**

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**

**\$460,000**

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 \$1.678 per \$100 of assessed value.

### **Penalties & Interest**

**\$125,000**

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**

**\$495,000**

T.C.A. 67-9-101 et. Seq. collects 5% of TVA gross sales. A total of 48% is allocated back to local governments with cities getting 30% of that on a per capita basis. Collected quarterly (October, January, April and June) as a direct deposit to the City's Local Government Investment Pool (LGIP) account on the 20<sup>th</sup> of the month. The most recent federal census establishes a population of 40,123. 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**

**\$8,200,000**

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

### **0.5 Percent Sales Tax**

**\$3,675,000**

In 2012, the City increased its sales tax rate from 0% to 0.5%, except were different sales tax rates for particular goods and services are set by statute and are not subject to variation by ordinance. The city receives 98.875% of this revenue, with the state deducting 1.125% for administrative cost.

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### **Wholesale Beer Taxes**

**\$450,000**

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. Projections are based on a 2% annual growth rate.

### **Wholesale Liquor Taxes**

**\$850,000**

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**

**\$680,000**

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**

**\$720,000**

Ordinance No. 1980-2. Authorizes the granting of a cable communication system franchise. The fees are collected quarterly. Future projections of an annual 3% growth rate.

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

**\$800,000**

The City adopted, by ordinance, a Hotel/Motel Occupancy Tax in FY96. This tax is a privilege tax on transient occupancy (occupancy for a period of less than 30 days). Collections from the customer are remitted to the City by the 20<sup>th</sup> of each month for the preceding month. The rate originally adopted by the City was 3%. With the adoption of the FY98 Budget, this rate was established at 5% (the maximum rate available). Seven hotel/motel facilities are now open and in full operation within the City's boundaries. Projections are based on 2% annual growth.

**\$1,260,000**

### **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 in FY17 plus an annual increase of 2.65 autos per living unit, times growth in living units projected at 15 per year.

### **Retail Beer Licenses**

**\$8,000**

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

### **Retail Liquor Licenses**

**\$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.

### **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.



## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### **Building Permits**

**\$55,000**

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**

**\$25,000**

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**

**\$60,000**

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

### **Grants – Federal, State**

**\$909,457**

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

### **State Sales Tax Allocation**

**\$4,000,000**

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

Three special censuses can be conducted each decade and a census of annexed areas can be made each year. This revenue is collected monthly and directly deposited to the LGIP on the 20<sup>th</sup> of each month. A 2% annual increase in per capita allocation is projected and the population is 40,123.

### **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.

### **State Liquor Taxes Allocation**

**\$325,000**

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**

**\$79,700**

T.C.A. 67-3-904. State allocation is \$0.01 per gallon for gasoline and other fuel in the state and is based on population. It is collected monthly and is directly deposited to the LGIP on the 20<sup>th</sup> of the month.

### **Fire Inspection Fees**

**\$15,000**

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

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

**City Court Costs** **\$225,000**

This revenue is from court costs assessed in Municipal Court and is collected daily by the City Court clerk's office. This revenue, like court fines, has been erratic and it will vary in direct proportion to court fines. Projections are based on a 3% annual growth factor.

**City Court Fines** **\$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. 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. 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** **\$341,809**

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

**Library Materials** **\$12,000**

Fees received for library materials. Some of the fees include: \$1.00 for DVDs, \$2.00 for book-on-tape/CD, \$.50 for music CDs, \$5.00 processing fee in addition to the cost for lost or damaged items, \$2.00 processing fee for replacement of plastic magazine covers and \$1.00 per library card replacement.

**Parks** **\$6,750**

Rental revenue received from the pavilions.

**Friends of Library** **\$4,000**

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

**Senior Expo Revenue** **\$15,000**

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

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### **Playground Program**

**\$20,000**

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).

### **Other Revenues**

**\$370,000**

Other revenues collected are on routine items such as charges for copies of public records and donations.

### **Surplus Equipment Sales - GovDeals**

**\$9,000**

Monies collected from the disposition of surplus or confiscated items.

### **Library – Printing & Misc.**

**\$10,000**

The library charges \$0.20 per page for black and white copies and \$1.00 per page for color copies.

### **Credit Card Fees: Gain/Loss**

**\$150,000**

This account records cash overage and shortage.

### **TOTAL GENERAL FUND REVENUES**

**\$58,931,116**

## SPECIAL REVENUE FUND REVENUE PROJECTIONS

### STATE STREET AID FUND

	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>% Chg.</u>	<u>Budget FY22</u>
State Gasoline Tax Allocation	\$ 1,425,915	1,295,000	1,408,000	0.14%	1,410,000
Investment Income	10,453	2,500	2,000	25.00%	2,500
General Fund Transfer	1,250,000	1,000,000	3,250,000	-84.62%	500,000
TOTAL REVENUES	<u>\$ 2,686,368</u>	<u>2,297,500</u>	<u>4,660,000</u>	<u>-58.96%</u>	<u>1,912,500</u>

#### State Gasoline Tax Allocation

**\$1,410,000**

A population-based allocation of the state \$0.26 gasoline tax and \$0.27 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

**\$500,000**

Funds transferred from the General Fund to cover additional expenses.

### PUBLIC ART FUND

	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Other Revenue	-	-	-	100%	105,000
Grants	-	-	-	100%	25,000
General Fund Transfer	-	-	-	100%	132,500
TOTAL REVENUES	<u>\$ -</u>	<u>-</u>	<u>-</u>	<u>100%</u>	<u>262,500</u>

#### Other Revenue

**\$105,000**

Included in this category are revenues received from private developers related to Smart Code Ordinance Section 23-797 and World Travels: Sidewalk Poetry Contest.

#### Grants

**\$25,000**

This category includes grant money received from the Asphalt Art Initiative.

#### Transfer In – General Fund

**\$132,500**

Funds transferred from the General Fund to cover additional expenses.

**SPECIAL REVENUE FUND REVENUE PROJECTIONS**

**DRUG ASSET FORFEITURE FUND**

	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Drug Enforcement Revenues	\$ 212,006	300,000	300,000	0.00%	300,000
<b>TOTAL REVENUES</b>	<b><u>\$ 212,006</u></b>	<b><u>\$ 300,000</u></b>	<b><u>\$ 300,000</u></b>	<b><u>0.00%</u></b>	<b><u>300,000</u></b>

**Drug Enforcement Revenues**

**\$300,000**

Funds received from court fines and seizures.

**PICKERING COMPLEX FUND**

	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Classes Revenues	\$ 24,979	33,250	6,000	454.17%	33,250
Senior Events Revenues	3,535	4,500	-	100%	4,500
Other Revenue - Taxable	20,759	47,500	(1,575)	0.00%	47,500
<b>TOTAL REVENUES</b>	<b><u>\$ 49,273</u></b>	<b><u>85,250</u></b>	<b><u>4,425</u></b>	<b><u>1826.55%</u></b>	<b><u>85,250</u></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 FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Grant Proceeds	\$ -	5,000	5,000	-100.00%	-
Other Revenues/Forfeiture	83,477	35,000	35,000	0.00%	55,500
<b>TOTAL REVENUES</b>	<b>\$ 83,477</b>	<b>40,000</b>	<b>40,000</b>	<b>38.75%</b>	<b>55,500</b>

### Federal Asset Forfeiture

**\$55,500**

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

### GERMANTOWN MUNICIPAL SCHOOL DISTRICT FUND

	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
BEP	\$ 28,925,000	29,996,000	29,917,000	(304,000)	-1.02%	29,613,000
ADA	18,275,000	18,310,776	18,263,000	48,000	0.26%	18,311,000
Federal Grants	2,959,000	4,814,384	5,239,000	(5,239,000)	-100.00%	-
Other Revenues	1,849,000	810,000	2,390,000	(1,341,000)	-56.11%	1,049,000
Charges for Services	1,008,000	1,481,645	1,380,000	(1,179,000)	-85.43%	201,000
School Nutrition	-	-	-	1,507,936	100%	1,507,936
County Commission	4,809,000	-	1,640,000	560,000	34.15%	2,200,000
Liquor Tax	162,000	125,641	101,000	31,000	30.69%	132,000
Sales Tax	7,242,000	3,819,340	7,636,000	87,000	1.14%	7,723,000
Federal Projects	-	-	-	2,762,000	100%	2,762,000
ESSER	-	-	-	10,687,000	100%	10,687,000
General Fund Transfer	2,507,297	2,549,581	2,549,581	532,483	20.89%	3,082,064
	<b><u>\$ 67,736,297</u></b>	<b><u>61,907,367</u></b>	<b><u>69,115,581</u></b>	<b><u>8,152,419</u></b>	<b><u>11.80%</u></b>	<b><u>77,268,000</u></b>

### Germantown Municipal School District

**\$3,082,064**

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 FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Transport Fees	\$ 1,201,357	1,230,000	1,200,000	150,000	12.50%	1,350,000
Nontransport Fees	3,454	-	-	-	-	-
Other Revenue	12,477	-	3,502	(3,502)	-100.00%	-
Interest	1,349	-	312	(312)	-100.00%	-
Grants	37,444	-	-	-	-	-
General Fund Transfer	850,000	900,000	900,000	(40,000)	-4.44%	860,000
<b>TOTAL REVENUES</b>	<b><u>\$ 2,106,081</u></b>	<b><u>2,130,000</u></b>	<b><u>2,103,814</u></b>	<b><u>106,186</u></b>	<b><u>5.05%</u></b>	<b><u>2,210,000</u></b>

#### Transport Fee

**\$1,350,000**

Funds received for transporting patients to area hospitals.

### FARM PARK FUND

	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Membership Fees	\$ 2,895	4,500	2,500	2,000	80.00%	4,500
Donations	17,495	16,000	450	15,550	3455.56%	16,000
Earned Income	2,132	3,000	1,500	1,500	100.00%	3,000
Education Fees	20	500	150	350	233.33%	500
Rental	6,328	8,000	1,000	7,000	700.00%	8,000
Grant	1,250	-	250	(250)	-100.00%	-
General Fund Transfer	100,000	50,000	50,000	50,000	100.00%	100,000
	<b><u>\$ 130,120</u></b>	<b><u>82,000</u></b>	<b><u>55,850</u></b>	<b><u>76,150</u></b>	<b><u>136.35%</u></b>	<b><u>132,000</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 FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Interest Income	\$ 3,789	-	332	0.00%	-
<b>TOTAL REVENUES</b>	<b><u>\$ 3,789</u></b>	<b><u>-</u></b>	<b><u>332</u></b>	<b><u>-100.00%</u></b>	<b><u>-</u></b>

**E-CITATION FUND**

	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>% Chg.</u>	<u>Budget FY22</u>
E-Fee	\$ 27,093	37,000	31,000	-9.68%	28,000
Technology Fee	(592)	-	600	0.00%	600
<b>TOTAL REVENUES</b>	<b><u>\$ 26,501</u></b>	<b><u>37,000</u></b>	<b><u>31,600</u></b>	<b><u>-9.49%</u></b>	<b><u>28,600</u></b>

**E-Fee**

**\$28,000**

Funds received from citations that result in a conviction.

**Technology Fees**

**\$600**

Funds received from citations that result in a conviction that are specifically designated for technology related training, software or equipment



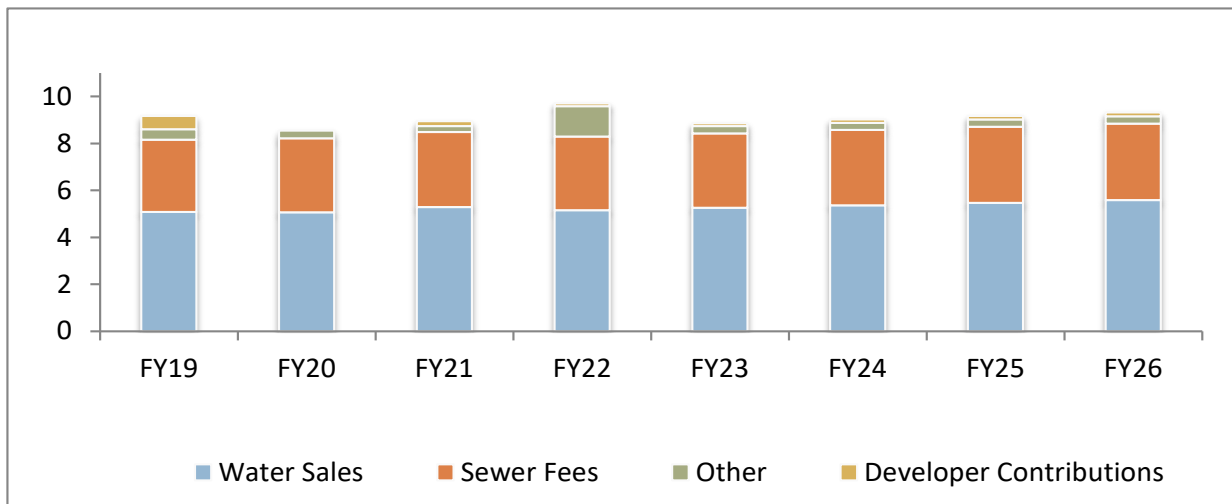
## UTILITY FUND REVENUE PROJECTIONS

This section presents the projected Utility Fund revenues for FY22. An analysis chart of revenue components and projected trends through FY26 is presented below.

	Actual FY20	Budget FY21	Estimated FY21	% Chg.	Budget FY22
Grants-Federal/State	\$ -	-	-	100%	1,000,000
Metered Water Sales	5,003,274	5,060,300	5,225,000	-2.39%	5,100,000
Forfeited Discounts	59,646	60,000	65,000	-7.69%	60,000
Water Application Fee	11,775	12,000	10,300		12,000
Other Revenue	23,290	30,000	31,000	-3.23%	30,000
Developer Installation	1,000	15,000	9,900	21.21%	12,000
Water Connection Fees	67,439	60,000	49,500	21.21%	60,000
Sewer Connection Fees	92,400	75,000	130,000	-38.46%	80,000
Sewer Service Fees	3,152,096	3,140,000	3,200,000	-1.88%	3,140,000
<b>OPERATING REVENUES</b>	<b>\$ 8,410,920</b>	<b>8,452,300</b>	<b>8,720,700</b>	<b>8.87%</b>	<b>9,494,000</b>
Investment Income	\$ 136,947	72,000	24,000	316.67%	100,000
Contributions from Developers	-	120,000	210,000	-42.86%	120,000
Surplus Equip Sale - GovDeals	-	-	-	-	-
Credit Card Fees/Gain/Loss	-	-	-	-	-
<b>NONOPERATING REVENUES</b>	<b>\$ 136,947</b>	<b>192,000</b>	<b>234,000</b>	<b>-5.98%</b>	<b>220,000</b>

## UTILITY REVENUES

\$ MILLIONS



## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

**Grants – Federal/State** **\$1,000,000**

This category includes grant money received from the American Rescue Plan.

**Metered Water Sales** **\$5,100,000**

Residential charges are \$8.78 for the first 5,000 gallons, \$2.15 for each additional 1,000 gallons up to 15,000 gallons, \$2.47 for each additional 1,000 gallons up to 50,000 gallons and \$3.12 per 1,000 gallons thereafter. Commercial charges are \$13.17 for the first 5,000 gallons, \$3.42 for each additional 1,000 gallons up to 15,000 gallons, \$3.90 for each additional 1,000 gallons up to 50,000 gallons and \$4.88 per 1,000 gallons thereafter. These are net charges collected monthly by the City.

**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.

**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 \$150 refundable utility deposit and renters pay \$150 (\$75 refundable deposit and \$75 nonrefundable application fee).

**Developer Installation** **\$12,000**

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.

**Other Revenues** **\$30,000**

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

**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.

**Sewer Connection Fees** **\$80,000**

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.

**Interest Income** **\$100,000**

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.

**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.

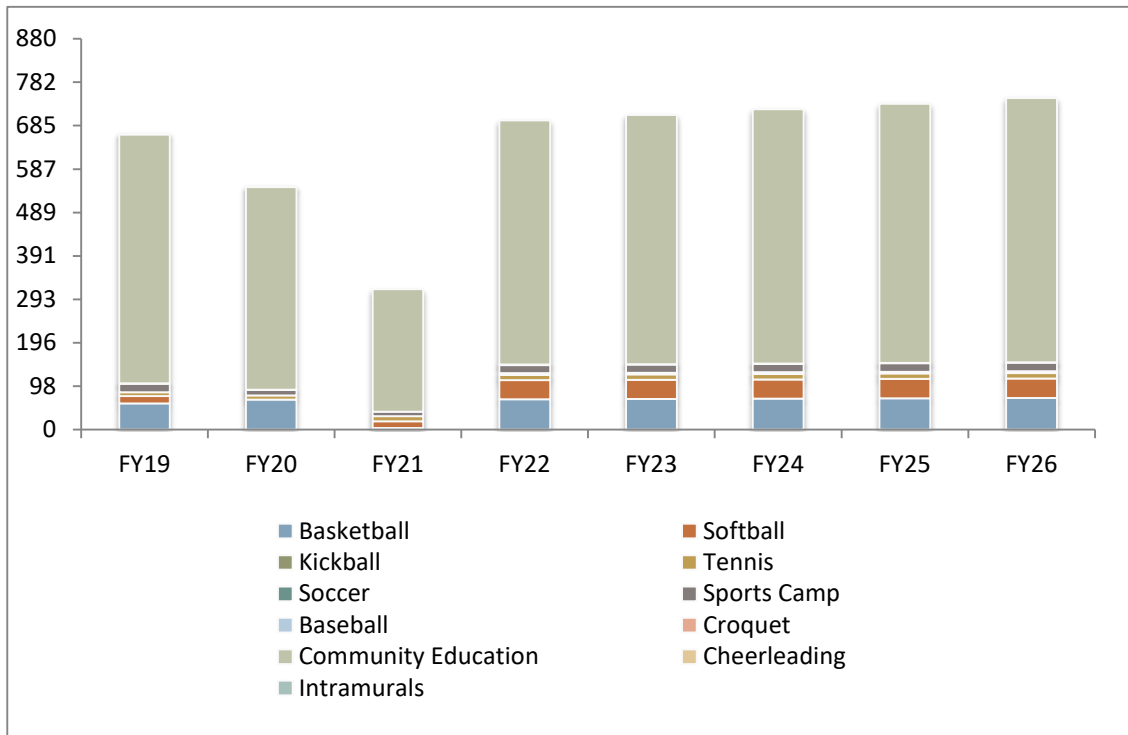
## RECREATION FUND REVENUE PROJECTIONS

This section presents the projected Recreation Fund revenues for FY22. An analysis chart of revenue components for the Recreation Fund is presented below.

	Actual FY20	Budget FY21	Estimated FY21	% Chg.	Budget FY22
Basketball Fees and Sponsorships	\$ 68,045	65,000	4,000	1613.00%	68,520
Softball Fees	-	30,400	10,500	204.76%	32,000
Tennis Classes and Other Fees	9,014	11,800	11,800	0.00%	11,800
Sports Camps Fees	12,318	17,500	10,001	84.98%	18,500
Croquet Fees	768	850	-	100%	900
Flag Football	-	3,800	-	100%	4,000
Pickleball	-	-	4,095	0.00%	10,725
Community Education	456,206	550,000	276,000	99.28%	550,000
Intramurals	615	13,300	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 546,966</b>	<b>692,650</b>	<b>316,396</b>	<b>120.12%</b>	<b>696,445</b>

## RECREATION REVENUES

\$ THOUSANDS



## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

<b><u>Basketball Fees and Sponsors</u></b>	<b><u>\$68,520</u></b>
Youth participant fees are \$125 per player for residents and \$175 for non-residents. The league is expecting over 350 youth participants, due to forming a high school age league and an increase in Challenger league.	
<b><u>Softball Fees</u></b>	<b><u>\$32,000</u></b>
This category includes adult softball teams with various divisions including men, women and coed. Sixty teams are expected at a fee of \$525 per team.	
<b><u>Tennis Classes and Rentals</u></b>	<b><u>\$11,800</u></b>
Revenues generated through leagues, lessons, and tournaments.	
<b><u>Sports Camps</u></b>	<b><u>\$18,500</u></b>
Revenues are generated through Sports Camps range \$55 to \$75 depending on the sport.	
<b><u>Croquet</u></b>	<b><u>\$ 900</u></b>
Revenue generated through lessons, leagues, and tournaments, as well as court rentals.	
<b><u>Flag Football</u></b>	<b><u>\$ 4,000</u></b>
This category includes adult flag football teams at a fee of \$500 per team.	
<b><u>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.	

## GEMANTOWN ATHLETIC CLUB REVENUE PROJECTIONS

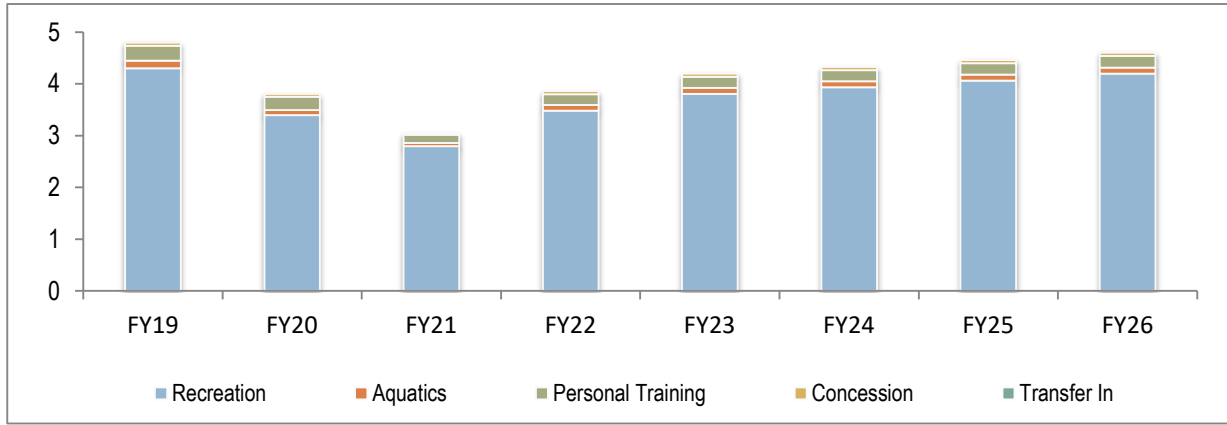
This section presents the projected Germantown Athletic Club Fund revenues for FY22. The graph of revenue components and projected trends through FY26 is presented on the next page.

	<u>Actual FY20</u>	<u>Budget FY21</u>	<u>Estimated FY21</u>	<u>% Chg.</u>	<u>Budget FY22</u>
Membership Fees	\$ 3,173,636	3,600,000	2,610,174	22.60%	3,200,000
Membership Application Fee	45,911	45,000	26,438	89.12%	50,000
Daily Fees	4,540	5,000	1,270	474.96%	7,302
Classes - Club Programs	40,461	97,591	61,885	81.81%	112,516
Classes - Contract Programs	925	13,300	4,265	150.29%	10,675
Concessions - Recreation	58,218	128,000	37,454	53.70%	57,565
Rent - Nontaxable Business	79,222	79,222	79,222	0.00%	79,222
Rent - Nontaxable Recreation	1,300	1,000	-	-	-
Non-Member Surcharge	15	-	-	-	-
Other Revenues	106	99,359	17	-100.00%	-
Nursery	-	10	-	-	-
Swim Team	15,210	18,168	12,028	22.68%	14,756
Swimming Lessons	58,824	50,000	44,250	49.15%	66,000
Swim Meet Fees	3,750	3,750	-	100%	3,750
Aquatics Rental	17,599	11,000	7,048	275.99%	26,500
Personal Trainer	257,180	390,000	154,866	35.77%	210,264
Pro Shop	6,777	13,000	8,332	24.82%	10,400
<b>OPERATING REVENUES</b>	<b><u>\$ 3,763,835</u></b>	<b><u>4,554,400</u></b>	<b><u>3,047,249</u></b>	<b><u>26.31%</u></b>	<b><u>3,848,950</u></b>
Investment Income	\$ 43,939	40,000	4,948	102.10%	10,000
Credit Card Over/Short	(7)	-	10	-100.00%	-
<b>NONOPERATING REVENUES</b>	<b><u>\$ 43,932</u></b>	<b><u>\$ 40,000</u></b>	<b><u>\$ 4,958</u></b>	<b><u>101.69%</u></b>	<b><u>\$ 10,000</u></b>

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### GERMANTOWN ATHLETIC CLUB OPERATING REVENUES

\$ MILLIONS



**Membership Fees** **\$3,200,000**

The membership fee structure includes individual/joint/household/youth (16 & 17)/senior (62+) and senior couple.

**Membership Application Fees** **\$50,000**

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

**Daily Fees** **\$ 7,302**

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

**Classes – Club Programs** **\$112,516**

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

**Classes – Contract Programs** **\$10,675**

Taekwondo, Ballroom dancing, summer camps, winter camps.

**Concessions - Recreation** **\$57,565**

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

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

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

**Swim Team** **\$14,756**

Revenues generated from lane rentals to GST 501(c)3.

**Swimming Lessons** **\$66,000**

Includes charges for all regular and special swimming lessons.

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

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

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

**Aquatics Rental** **\$26,500**

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

**Personal Trainer** **\$210,264**

Revenue generated from 1099 personal trainers to service members with personalized training sessions.

**Pro Shop** **\$10,400**

Revenues from the sale of Germantown Athletic Club merchandise.

**Investment Income** **\$10,000**

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

## GREAT HALL REVENUE PROJECTIONS

	Actual FY20	Budget FY21	Estimated FY21	% Chg.	Budget FY22
Rent - Business	\$ 375,349	301,894	145,000	96.55%	285,000
Catering-Taxable	2,765	2,799	-	100%	1,500
Catering-Nontaxable	280	251	-	100%	350
OPERATING REVENUES	\$ 378,394	304,944	145,000	97.83%	286,850
Investment Income	\$ 9,561	2,000	849	0.12%	850
NONOPERATING REVENUES	\$ 9,561	2,000	849	0.12%	850

**Rent - Business**

**\$285,000**

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

**Catering -Taxable**

**\$1,500**

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

**Catering –Nontaxable**

**\$350**

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

**Investment Income**

**\$850**

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



## SOLID WASTE FUND REVENUE PROJECTIONS

	Actual FY20	Budget FY21	Estimated FY21	% Chg.	Budget FY22
Solid Waste Service Fees	\$ 4,909,470	4,945,576	4,920,000	0.8%	4,957,549
Forfeiture Discounts	36,589	40,000	32,300	8.4%	35,000
OPERATING REVENUES	\$ 4,946,059	4,985,576	4,952,300	0.8%	4,992,549
Investment Income	\$ 22,318	20,000	4,900	-8.2%	4,500
Grants	-	2,500	-	-	-
Recycling Reimbursement	68	1,000	900	-11.1%	800
NONOPERATING REVENUES	\$ 22,386	23,500	5,800	-8.6%	5,300

### **Solid Waste Fees**

**\$4,957,549**

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**

**\$35,000**

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

### **Interest Income**

**\$4,500**

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

### **Recycling Reimbursement**

**\$800**

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 FY20	Budget FY21	Estimated FY21	% Chg.	Budget FY22
Stormwater Management Fee	\$ 1,024,274	1,026,500	1,030,500	176.41%	2,848,442
Stormwater Permits	8,050	6,900	6,000	15.00%	6,900
OPERATING REVENUES	\$ 1,032,324	1,033,400	1,036,500	175.48%	2,855,342
Investment Income	12,899	5,000	2,300	117.39%	5,000
NONOPERATING REVENUES	\$ 12,899	5,000	2,300	117.39%	5,000

**Stormwater Management Fee**

**\$2,848,422**

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 FY20	Budget FY21	Estimated FY21	% Chg.	Budget FY22
Contributions	\$ 3,756,537	5,189,557	7,189,557	-37.08%	4,523,429
Fair Value Appreciation (Depreciation)	(5,354,819)	(2,000,000)	10,140,000	-55.03%	4,560,000
Realized Gain/Loss	3,815,814	2,300,000	1,910,000	0.00%	2,380,000
Interest and Dividends	899,807	150,000	600,000	58.33%	950,000
TOTAL REVENUES	\$ 3,117,339	5,639,557	19,839,557	-37.43%	12,413,429

### **Contributions**

**\$4,523,429**

The actual contributions each year are determined by actuarial data compiled by the Actuarial Services Group, Inc. The City budget contribution for FY22 is projected to be \$3,603,598. In addition, emergency services personnel contribute a determined percent of their salary. The employee contributions are determined by a payroll calculation. Employee contributions for FY22 are estimated to total \$919,831.

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

**\$4,560,000**

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)**

**\$2,380,000**

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**

**\$950,000**

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 FY20	Budget FY21	Estimated FY21	% Chg.	Budget FY22
Contributions	\$ 4,864,680	5,882,000	6,424,830	-16.11%	5,389,500
TOTAL REVENUES	\$ 4,864,680	5,882,000	6,424,830	-16.11%	5,389,500

**Contributions**

**\$5,389,500**

**Health Insurance Transfer** – effective January 1, 1993, employees began funding medical benefits, based on family size. The City’s contribution is \$10,930 per employee and subscriber for FY22 with a total contribution of \$4,204,815 approximately 84% of medical costs. Recipients of the City’s health benefits account for approximately 21% of the estimated contributions for FY22, \$912,085.

**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 FY22, the City will contribute \$147 per employee with a total contribution of \$63,381 approximately 23%. Recipients of the City’s dental benefits fund approximately 77% of the estimated dental contributions for FY22 \$209,219.

## OPEB FUND REVENUE PROJECTIONS

	Actual FY20	Budget FY21	Estimated FY21	% Chg.	Budget FY22
Contributions	\$ 1,433,799	1,363,593	1,463,593	26.83%	1,856,268
Fair Value Appreciation	(212,265)	120,000	720,000	-100.00%	-
Realized Gain/Loss	79,987	250,000	90,000	0.00%	160,000
Interest and Dividends	86,238	80,000	65,000	23.08%	80,000
TOTAL REVENUES	\$ 1,387,759	1,813,593	2,338,593	-10.36%	2,096,268

### **Contributions**

**\$1,856,268**

Starting in FY09, the City began funding Other Post-employment Benefits (OPEB). This represents the City's Annual Required Contribution (ARC) as determined actuarially and is required by the Governmental Accounting Standard Board Statement 45. In addition, retirees who participate in OPEB contribute monthly to the Fund.

### **Realized Gain/Loss**

**\$160,000**

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 FY20	Budget FY21	Estimated FY21	% Chg.	Budget FY22
Contributions	\$ 778,754	1,003,400	950,413	11.49%	1,059,659
Fair Value Appreciation (Depreciation)	(4,697)	10,000	249,000	-79.92%	50,000
Realized Gain/Loss	(59,251)	20,000	48,000	0.00%	20,000
Interest and Dividends	39,103	20,000	40,000	75.00%	70,000
TOTAL REVENUES	\$ 753,909	1,053,400	1,287,413	-6.82%	1,199,659

### **Contributions**

**\$1,059,659**

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)**

**\$50,000**

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**

**\$70,000**

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 FY22 projections herein are based on a 5% rate of return.



# SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

NOTE 1 from June 30, 2020 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 follows:

**Major Governmental Funds:** General Fund, General Purpose School Fund, School Capital 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 following funds: State Street Aid, Drug Enforcement, Federal Asset Forfeiture, Pickering, Farm Park, Ambulance, E-Citation, Recreation, School Federal Projects, and School Cafeteria. 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: Major Roads, Intersections, General Government, Fire Department, Parks Improvement, Drainage, and Municipal School. In addition, the Board of Education maintains a Capital Projects Fund which is a major fund.

**Permanent Fund** – The Library Endowment Fund is used to account for legally restricted resources to which only earnings, and not principle, may be used to support the government's programs.

### *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:

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

**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 way revenue 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 Funds ("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.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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 balancesheets. Their operating statements present sources and uses of available resources during a given period. These funds use fund balance as their measure of available resources at the end of the period.

### *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 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 cash and cash in governmental funds consist of primarily of unspent debt proceeds and amounts held in the federal asset forfeiture fund, drug fund, and library endowment fund. Restricted cash and cash equivalents in proprietary funds consist of amounts held for customer deposits. Restricted investments for governmental activities consist of assets held in an irrevocable trust for future TCRS pension benefits.

# SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

## 2. *Receivables*

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

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 is 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 more than 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

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

are constructed. Interest incurred during the construction phase of capital assets of business-type activities is included as part of the capitalized value of the assets constructed. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

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

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

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

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

**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 more than 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. In other governmental funds, the classification is used only to report a deficit balance resulting from overspending for specific purposes for which amounts had been restricted, committed, or assigned.

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,

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

are paid by the plans. However, certain administrative functions are performed by employees of the City and are not reimbursed by the plans. Investments, other than contracts, are reported at fair value. Investment income is recognized as earned. Plan assets do not include any securities of the City nor have any of the plans made any loans to the City.

### 12. Fair Value Measurements

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. Asset Retirement Obligations

The City has incurred certain asset retirement obligations related to the operation of its wastewater utility system. The estimated liability of the legally required closure costs for the wastewater utility system cannot be reasonably estimated as of June 30, 2020, since the specific legally required costs of retirement have not yet been identified. The City anticipates identifying and obtaining an estimate of those costs in the subsequent fiscal year.

### 14. 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

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 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. 87, *Leases*, was issued to increase the usefulness of financial statements by requiring reporting of certain lease liabilities that currently are not reported, enhance comparability by requiring lessees and lessors to report leases under a single model, and enhance the usefulness of information by requiring notes to the financial statements regarding leasing arrangements. The requirements are effective for fiscal year 2022. The City is currently evaluating the impact of GASB Statement No. 87 may have on its financial statements.

## 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 Solid Waste 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 from a specific purpose and is, therefore, not available for general appropriation.
Retained Earnings	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.
Revenue	A term used to represent actual or expected income to a specific fund.
Risk Management	An organized attempt to protect a government's assets against accidental loss in the most economical methods.
RPAC	The Retirement Plan Administrator Commission is a citizen advisory committee made up of three citizens, the Mayor, the city administrator, the finance director, and one alderman.
SCAT	Shelby County Automatic Tracking. This is the system used in Shelby County to track an individual through Shelby County Criminal Justice Center, which includes all warrants and local driving registration information.
SCBA	Self-contained breathing apparatus is a piece of firefighting equipment critical to the personal safety of the City's Fire Department personnel.

## GLOSSARY OF TERMS

Situs	The allocation formula of State shared revenue based on the population of each local municipality as a percent of the State population.
Special Revenue Fund	Special revenue funds are used by a government to collect revenues that are restricted or committed for a specific purpose. Special revenue funds provide accountability and transparency to taxpayers to insure them that their tax dollars will go toward an intended purpose.
Standard & Poor's Corp.	A recognized bond-rating agency.
Tax Levy	The total amount of tax that optimally should be collected based on tax rates and assessed values of personal and real properties.
Tax Rate	The level at which taxes are levied. The City of Germantown's tax rate is \$1.678 per \$100 of assessed value in FY21.
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.
Working Capital	Working capital is a measure of operational liquidity and assesses whether the City has the means available to cover its existing obligations in the short run. Working capital is calculated as the difference between current assets and current liabilities and debt.

## 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. From advising and assisting in the review and development of City's financial and budgetary policies to encouraging the enhancement of the beauty of the City to reviewing plans for residential and commercial projects, there is a commission for every interest. 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. The mission for each Citizens Boards and Commissions can be found [here](#).

- 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

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

- SENIOR CITIZENS ADVISORY COMMISSION
- TECHNOLOGY COMMISSION
- TREE BOARD COMMISSION
- FIRE CODE OF APPEALS

