



# FY25 *BUDGET*

CITY OF GERMANTOWN,  
TENNESSEE

**CITY OF GERMANTOWN**

**FISCAL YEAR 2025**

**BUDGET**

**July 1, 2024 – June 30, 2025**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget  
Presentation Award*

PRESENTED TO

**City of Germantown  
Tennessee**

For the Fiscal Year Beginning

**July 01, 2023**

*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, 2023.

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 FY25 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 FY25 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 FY25 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 2025 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 2035 Community Dashboard](#)

[Annual Comprehensive Financial Report](#)

[Germantown Boards and Commissions](#)

[Resolution on Revenues](#)

[FY25 Budget-in-brief](#)





May 2024

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

Presented for your consideration is the FY25 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 FY25 budget accomplishes these two directives and continues to ensure a financially sustainable future for the next generation of Germantown residents.

The FY25 budget reflects the Administration's thoughtful and careful recommendations about services and capital investment. It's 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.

This is the second year of a planned two-year property tax rate increase. The current property tax is \$1.8382, which will cover operating expenses and maintain the current fund balance.

The FY25 budget focuses on investment in infrastructure. Of considerable note is the investment in parks infrastructure projects such as Riverdale Park Reinvestment Phase II and III, Pickleball Expansion and Restrooms, and Lily Walk. In addition, the FY25 Capital Improvement budget includes investment in the following major road projects: Milling and Overlay at Wolf River Boulevard and Neshoba, Forest Hill Improvements at Poplar to Wolf River Boulevard, and Poplar Avenue Culverts Replacement Phases V and VI. This budget also includes signal upgrades to two of the City's major intersections and Wolf River Boulevard/Germantown Road Intersection Improvements.

Mike Palazzolo, Mayor







May 2024

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

This letter transmits the budget for the fiscal year beginning July 1, 2024. 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 (BMA) 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 2025 BUDGET

Germantown's FY25 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 newly proposed Germantown Forward 2035 strategic plan. The FY25 budget totals \$209.7 million for all funds, with the City's general fund totaling \$74.9 million.

### GERMANTOWN ECONOMY AND FINANCIAL OUTLOOK

Inflation has been hitting our wallets harder during the second half of FY24. Although inflation gave us a reprieve during 2023, it has remained adamantly high in 2024. Tennessee has a national inflation rate of 3.8%, not far behind Florida, which has the highest inflation rate at 4% according to Moody's Analytics. Although, Tennessee wages are expected to grow by 4.7% in 2024, Tennesseans will continue to earn below the national average despite this growth. Job growth in Tennessee is expected to slow down in 2024, which will result in an increase in the state's unemployment rate. This increase, however, is still an extremely low rate of unemployment and it signifies a very healthy labor market.

Along with other Tennessee municipalities, Germantown has been affected with the challenges felt by the State of Tennessee as seen with the cost of goods and services. This increase in goods and services has been driven by the mismatch of supply and demand. The supply chain for materials and equipment has been delayed up to 14 months for many items forcing the City to spend dollars to repair broken and end of life equipment while it waits for supply chain delayed purchases.

Key concerns for Germantown in the planning of the FY25 Budget center around the effects of inflation on materials and wages. While the annual inflation rate for the United States is approximately 3.5%, the City has experienced price increases between 20-30% for goods and services. This has caused a considerable strain on the dollars available for core services. Additionally, the FY25 Budget includes a 4% market adjustment for salaries and wages.

Finally, over the past several years, the City has experienced unprecedented growth in its local option sales tax. With this shift in revenue allocation, Germantown has become increasingly dependent on sales tax dollars to balance the budget and keep property tax rates as low as possible. While online sales tax collections are projected to continue in this budget, these revenues are now part of the sales tax base, and growth in this category will likely slow to lower and more stable rates. Additionally, over the past year, the growth in sales tax is likely attributable to inflationary pressures, since consumers are required to spend more money on current goods and services. The FY25 sales tax revenue is projected at a slower growth rate since consumer behavior is expected to normalize as they buy fewer goods and services, due to inflation and higher interest rates.

City staff will also be focused on the following over the next fiscal year:

1) **Persistent Inflation.** 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). With unrelenting inflation on the horizon, City staff will need to adhere to its impact on our government operations.

2) **Adherence to Financial Policies.** 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 its triple A bond rating and that core services are maintained.

3) **Germantown Forward 2035.** Continue to make priority allocations based on the strategic objectives in the Germantown Forward 2035 strategic plan and on community priorities such as importance and satisfaction levels.

Finally, in relation to the City's economic and financial outlook, 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, instilling a strong sense of safety and security, providing outstanding customer services, and ensuring that our voices are heard in Nashville and Washington D.C.

#### PUBLIC POLICY

Adoption of the budget by the BMA 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. In addition to the BMA's collective priorities and objectives, as presented during quarterly work sessions, the annual budget also builds upon prior budgets, staff objectives, departmental business plans and citizen feedback. Throughout the entire budget formation process, City 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 2035
- 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
- Funding capital projects based upon the City's established financial policies

When structuring the budget document, the 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.

City 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 2035, heavily influences FY25 budget priorities.

With a focus on the priorities set forth in the Germantown Forward 2035 plan, Administration 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 2035 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 21-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 August 2021.

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 evidence and financial statements. The City's audit has resulted in an unmodified opinion for more than 40 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's Annual Reports can be found here.](#)

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 in recent fiscal years. We anticipate this trend to continue into FY25. However, over the last year, inflation has adversely impacted the City's ability to move capital projects forward, procure materials, supplies and equipment, and remain competitive in the labor market. In 2023, Tennessee currently ranks second highest for inflation in the country. Increased demand for skilled workers, affordable housing, and new business expansion throughout the state (i.e. Blue Oval City, Ford Motor Co.) are just a few factors impacting the City's cost of doing business.
- **Current Reserves.** The City plans to spend reserves for capital improvement projects and still maintain an adequate fund balance per our financial policies. FY25 reserve spending is projected to be \$5 million with most of the costs attributed to drainage, parks, and the second of six installment payments through FY29 for the acquisition of the Germantown Elementary and Middle School locations.
- **State Revenue Sharing.** As of the end of April 2024, the state legislature did not support an increase in the local municipal share of state sales and use tax during the 2024 spring session. The BMA took an active role advocating for this legislation and TML has promised to continue this statewide effort. All other pending legislation regarding revenue opportunities is reviewed during the budget process to determine its impact on the City's budget.
- **Retirement and OPEB contributions.** One of the City's objectives within the Germantown Forward 2035 strategic plan is to have adequate pension funding levels where net pension liability and asset value are 80% or greater. The FY25 proposed budget allocates additional contributions to the City's retirement plans and OPEB in order to assist in meeting this objective.
- **Personnel wage adjustments.** The FY25 Budget includes an overall average of a 4% salary and wage adjustment for all positions based on the recommendations of the City's class and compensation consultant and the Personnel Advisory Commission. The increase in personnel wages and associated costs are necessary to adjust for a year-over-year inflation rate of 3.8%, and the increasing demand for workforce talent regionally.
- **Supplies and Equipment.** Inflation is also having a significant impact on the City's costs of supplies, equipment, routine operations, and the ongoing maintenance of our existing assets. From the cost of our water treatment chemicals to police department bullets, acquisition costs have increased year over year.

STRATEGIC PLANNING/ VISION AND VALUES

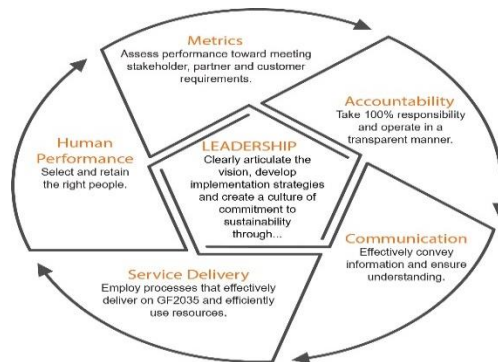
The complexity of the problems facing local governments and communities across the country requires active and ongoing citizen engagement in long-range planning to guide public policy and service delivery. It was against this backdrop that the Germantown Forward 2030 emerged. The decision by the BMA 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. In 2021, the City re-engaged a 30-member steering committee to update the City’s vision statement and community values for the next five years.

The City’s vision and value statement, identified below in Figure 1 and contained in the updated Germantown Forward 2035 long-range strategic plan was adopted by the BMA in May 2022. 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. For specific examples of budget decisions that directly support the goals of the Germantown Forward 2035, please see page 63 Budgeted Items that Support Strategic Goals.

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 FY25 has a property tax rate of \$1.8382. Property taxes generated in Germantown comprise about 52% of overall General Fund operating revenues.

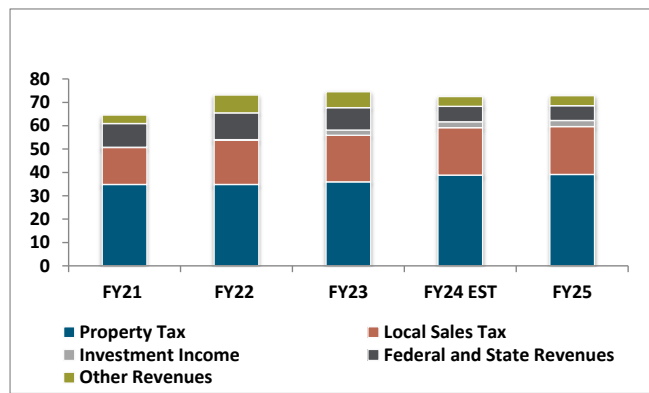
Germantown currently has multiple projects that will result in additional square footage compared to FY24 in mixed use, retail shops, restaurants, hotel rooms, and class-A office space. In addition, over 900 new single-family homes, with a total value of more than \$70 million, are being developed with many already under construction.

**GENERAL FUND**

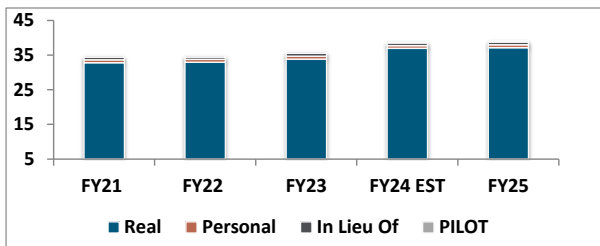
**REVENUES:**

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. FY24 general fund revenues are budgeted to increase by 1% over FY24 estimate. The property tax rate is \$1.8382 per \$100 assessed value in FY25.

\$ MILLIONS



\$ MILLIONS



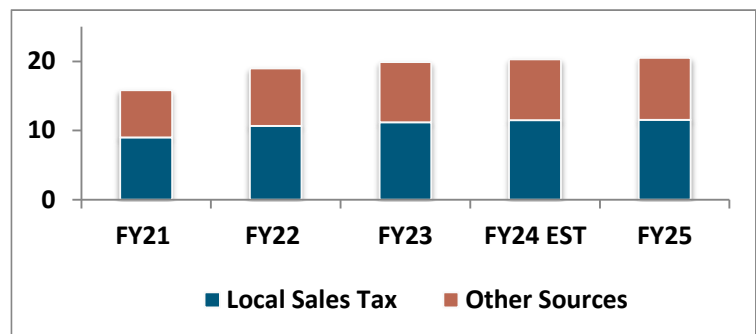
**PROPERTY TAXES**

The property tax rate for the City of Germantown is \$1.8382 per \$100 of assessed valuation. In the FY25 budget, real, personal, in-lieu-of-property taxes and PILOT are projected to generate approximately \$39.1 million, 52% of the total revenue budget for the City.

**LOCAL SALES TAXES**

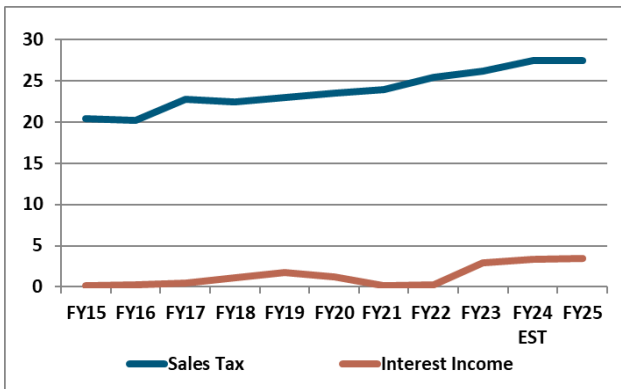
Local sales tax collections contribute 27% of the total revenue for the operations of the City. This category includes the local sales tax, the wholesale beer tax, the wholesale liquor tax, gross receipts business taxes and hotel/motel occupancy tax. The FY25 Budget anticipates \$20.5 million in local sales tax revenue. The FY25 local sales taxes are budgeted to increase by less than 1% over FY24 estimate.

\$ MILLIONS



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

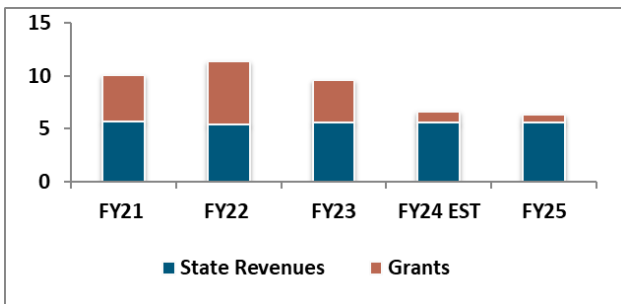
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**INTEREST INCOME**

Interest on the City's investments contributes 3% of total revenues for the City of Germantown. The FY25 Budget projects income from investments at \$2.6 million. 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.

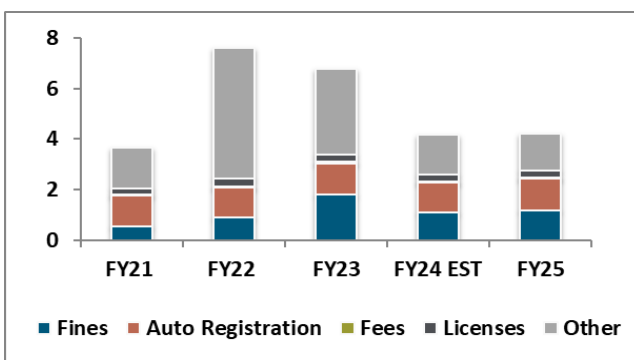
\$ MILLIONS



**STATE REVENUES AND GRANTS**

State shared revenues and state and federal grants make up 8% of the total fund sources for the City. This area includes state allocations for income tax, sales tax, beer tax, liquor tax, and City street and transportation tax allocation. In Germantown, state shared revenues are projected to be \$6.3 million in FY25. With the exception of the income and excise tax, state revenues are allocated on a per capita basis with Germantown's population at 41,333 with 2020 Census. 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 was completed in FY23. The increase in grants for FY21 reflects the dollars received from the State due to Covid-19. In FY22 and FY23, the increase in grants reflects the dollars received through American Rescue Plan (ARP).

\$ MILLIONS



**OTHER LOCAL REVENUE SOURCES**

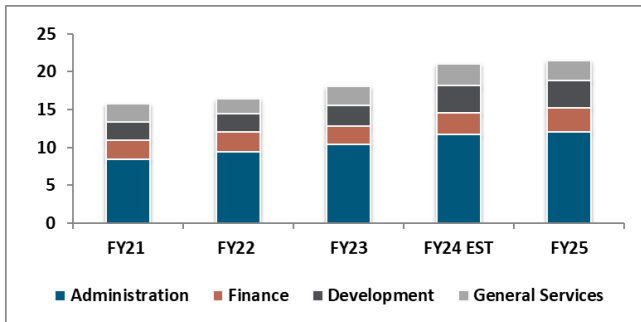
Other local revenue sources generate approximately 6% of the overall revenue for the City. This category includes automobile registration fees, local cable franchise fees, city court fees and an assortment of other smaller fees collected by municipalities. Licenses and fees are a fairly stable source of revenue for the City. Revenues are budgeted at \$4.2 million for this revenue category. The increase in other for FY22 reflects the bond proceeds received for the refunding of the Series 2011 bond. The FY23 increase reflects a one-time increase in other court revenues.

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 2025 and an overview of the Financial Policies as adopted by the Board of Mayor and Aldermen are provided following this section.)

\$ MILLIONS



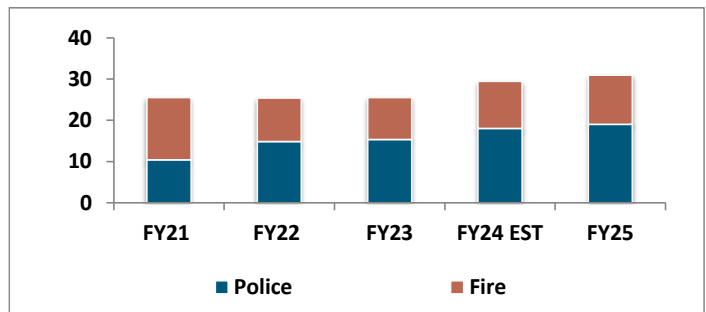
**GENERAL GOVERNMENT EXPENDITURES**

General government includes the Departments of Aldermen, Administration, Civic Support, Economic & Community Development, Engineering, Human Resources, Information Technology, Germantown Performing Arts Center, General Services, Budget and Performance, City Court, Procurement, and Finance. FY25 expenditures for these functions are budgeted to increase by \$522,400 or 2% over the FY24 estimate. This increase can be attributed to an increase in personnel and technology related expenditures.

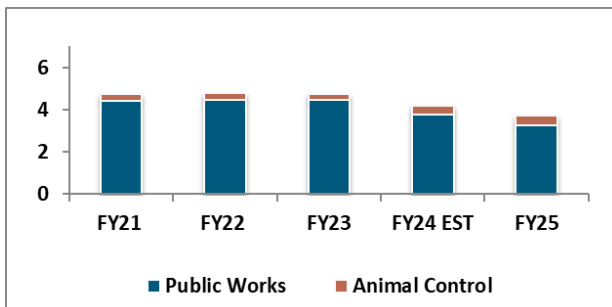
**PUBLIC SAFETY EXPENDITURES**

Total expenditures for Police and Fire Departments are budgeted to increase by approximately \$1.5 million or 5% over the FY24 estimate. FY25 shows an increase over FY24 estimate due to personnel related expenditures and infrastructure replacement of 9 police pursuit vehicles.

\$ MILLIONS



\$ MILLIONS

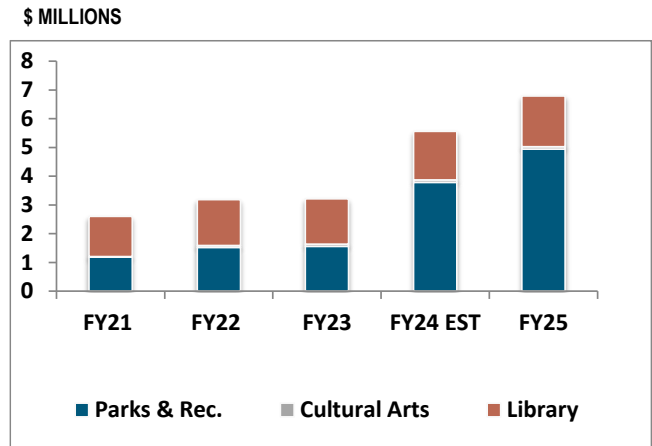


**TRANSPORTATION AND ENVIRONMENT EXPENDITURES**

The category includes the Department of Public Works and Animal Control. Total FY25 expenditures for this category are budgeted to decrease by \$461,300 or 11% from the FY24 estimate. FY25 shows a decrease over FY24 estimate due to the landscaping contract being relocated to the Parks and Recreation department.

### COMMUNITY SERVICES EXPENDITURES

The category includes the Parks and Recreation Department, Library Services and Cultural Arts. The FY25 expenditures are budgeted to increase by \$1.2 million or 22% over the FY24 estimate. This increase can be attributed to the landscaping contract being relocated to the Parks and Recreation department and personnel related expenditures.





**SUMMARY OF FY25 APPROVED EXPENDITURE HIGHLIGHTS**

**TOTAL BUDGET - GENERAL FUND**

(in thousands)

	Original Budget FY24	Estimated FY24	Budget FY25	Variance - Est. FY25 Budget FY25	% Variance Estimated FY24	% Variance Budget FY25
Operating Budget*	\$ 71,997	72,372	74,870	2,498	3.5%	3.3%
Capital	-	-	-	-	0.0%	0.0%
<b>Total</b>	<b>\$ 71,997</b>	<b>72,372</b>	<b>74,870</b>	<b>2,498</b>	<b>3.5%</b>	<b>3.3%</b>

**TOTAL BUDGET - ALL FUNDS**

(in thousands)

	Original Budget FY24	Estimated FY24	Budget FY25	Variance - Est. FY25 Budget FY25	% Variance Estimated FY24	% Variance Budget FY25
Operating Budget*	\$ 188,164	192,411	196,415	4,004	2.1%	2.0%
Capital	29,004	24,644	13,301	(11,343)	-46.0%	-85.3%
<b>Total</b>	<b>\$ 217,169</b>	<b>217,055</b>	<b>209,716</b>	<b>(7,339)</b>	<b>-3.4%</b>	<b>-3.5%</b>

<b>BY PROGRAM:</b>	Increase (in thousands)	Percent of Total	Percent Inc. to Estimate
Community Services	\$ 1,228	-17.0%	22.1%
General Debt Service	(11)	0.1%	-0.2%
General Government	522	-7.2%	2.5%
Transportation & Environment	(461)	6.4%	-11.1%
Athletic Club	(373)	5.1%	-6.5%
Great Hall	(248)	3.4%	-30.2%
Contingencies	50	-0.7%	50.0%
Other Programs	(353)	4.9%	-0.3%
Public Safety	1,498	-20.7%	5.1%
Sanitation	210	-2.9%	3.7%
Stormwater	(46)	0.6%	-1.2%
Utilities	(9,257)	127.9%	-39.8%
<b>TOTAL</b>	<b>\$ (7,239)</b>	<b>100.0%</b>	<b>-3.3%</b>

<b>BY CATEGORY:</b>	Increase (in thousands)	Percent of Total	Percent Inc. to Estimate
Personnel	\$ 6,424	-88.7%	6.0%
Debt Service	(14)	0.2%	-0.3%
Contingencies	50	-0.7%	50.0%
Communications	1,866	-25.8%	294.7%
Rents	35	-0.5%	6.9%
Contract Services	(155)	2.1%	-0.8%
Professional Fees	169	-2.3%	3.5%
Supplies	(1,779)	24.6%	-21.0%
Capital Outlay/Infrastructure/CIP	(15,005)	207.3%	-39.0%
All Other Categories	1,168	-16.1%	3.4%
<b>TOTAL</b>	<b>\$ (7,239)</b>	<b>100.0%</b>	<b>-3.3%</b>

\* Includes Capital Outlay and Infrastructure.

**RESERVES:**

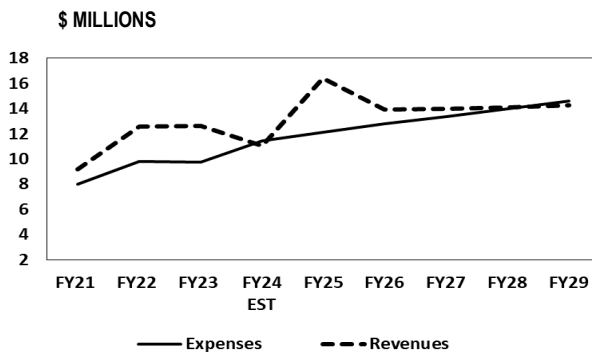
While the entire subsequent year's balance sheets are not presented in this document, the most critical aspect of the City's balance sheets – fund balance – is presented in the budget projection summaries in the following section. General Fund fund balance as of June 30, 2023 totaled \$52.1 million. 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:**

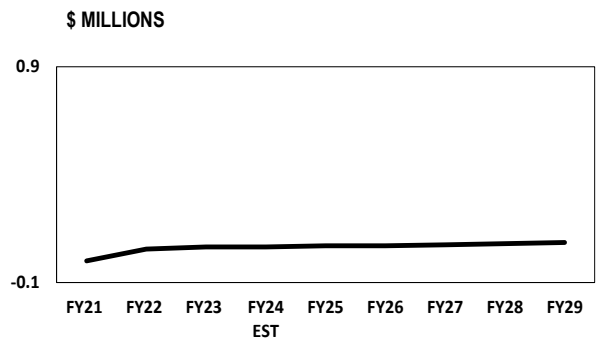
**UTILITY FUND  
 REVENUES OVER EXPENSES**



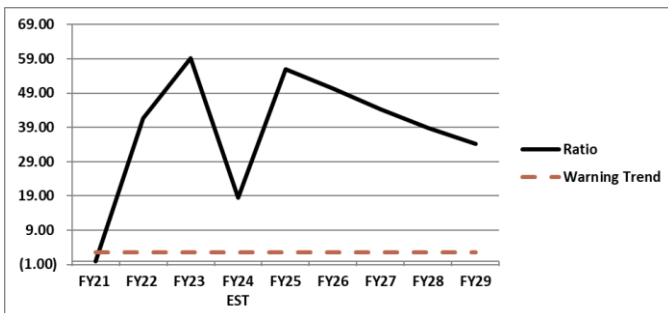
The chart on the left graphically illustrates the revenue and expense trends over a 9-year planning period. Utility revenues and expenses reflect the fluctuation common to a Utility Fund. The increase in revenues in FY25 can be attributed to state funding.

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 FY23 a bond issue was issued to support the construction of a new \$2.1 million elevated water tank.

**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. The utility fund issued a bond in FY23 for the construction of a new elevated water tank that is currently under construction. The drop in FY24 estimate is due to expenses and revenue reduction related to the water crisis emergency.

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.

**FY25 CAPITAL BUDGET**

The FY25 Capital Budget totals \$13,301,351. There is a \$4.7 million transfer to capital projects from the General Fund in FY25. Those projects incorporated in the CIP are consistent with the Board of Mayor and Aldermen’s Policy Agenda and funding priorities.

The FY25 CIP demonstrates a significant level of spending due mainly to the funding for Ambulance Replacement, Wolf River Boulevard and Neshoba Milling and Overlay, Signal Upgrades, Redbud Trail Lateral E Drainage Improvement, Riverdale Park Reinvestment – Phase II and III, Pickleball Center Expansion, Natatorium Renovation, and Southern Avenue Water Treatment Plant Filter Bay Refurbishment, and Dogwood Grove 4<sup>th</sup> 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*.

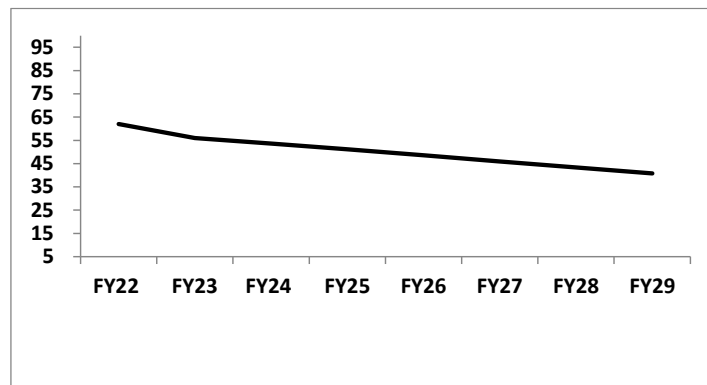
**DEBT ANALYSIS**

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. In FY23 \$6.6 million of G.O. debt was issued, which included \$5 million for Houston Middle School Expansion and \$1.6 million for Duntreath Ditch repair. Also, \$3.4 million was issued for the refunding of the 2011 Bond Series.

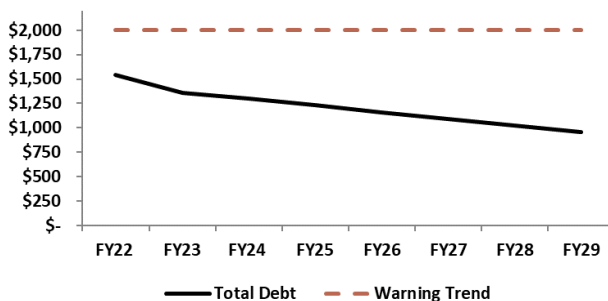
**OUTSTANDING G.O. DEBT**

\$ 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 enters the 2025 fiscal year with an ongoing commitment to providing its members with exceptional service, fostering community, and maintaining high standards of cleanliness. Since 2016, the club has invested over \$6.6 million in capital improvements aimed at enhancing the member experience. Streamlining membership options and fees, upgrading equipment and amenities, and a member-focused approach have all resulted in steady membership growth and increased revenue. As the Athletic Club approaches its 35th year, emphasis will be placed on facility improvements and the core priority of exceeding members' expectations.

#### **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 FY25 Budget for the Solid Waste Fund reflects the costs of the fourth year of the five-year renewal collection contract with Waste Pro and landfill disposal, Quad County Environmental Solutions. The revenue side includes a 10% rate increase that will be implemented in FY25 for backdoor, curbside and multi-unit trash 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. A rate increase was 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)

#### **GERMANTOWN MUNICIPAL SCHOOL DISTRICT**

The Germantown Municipal School District was formed in 2013. It consists of a high school, one middle school and four elementary schools. With a 2020 enrollment of approximately 6,000 students, the district has seen huge increases in over 1,100 students since opening its doors in 2014. The GMSD Fund includes four funds: General Purpose School Fund, School Cafeteria Fund, Federal Projects Fund and School Capital Projects Fund.

#### **SPECIAL THANKS:**

The FY25 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 FY25 Budget and Capital Improvements Program, and in particular, I want to thank the Office of Budget and Performance.

Sincerely,



Jason R. Huisman  
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 41,333 per 2020 Census. The City is primarily residential in character, but continues to expand in commercial businesses and professional services.

### GERMANTOWN DEMOGRAPHICS

<b>Population</b>	41,333	<b>Education (persons 25 years of age or older)</b>	
Male	49.4%	High School graduate or higher	99%
Female	50.6%	Bachelor's degree or higher	70%
<b>Age</b>		<b>Occupation*</b>	
Under 5 years	6.1%	Management, professional, and related occupations	60.8%
Under 18 years	27.2%	Sales and office occupations	24.2%
19 to 64 years	43.9%	Service occupations	7.2%
65 years and older	22.8%	Production, transportation, and material moving occupations	5.1%
		Farming, fishing, and forestry occupations	2.7%
<b>Race</b>		<b>Other</b>	
White	86.5%	Homeownership rate	87.6%
Black or African American	4.8%	Number of households	15,376
Asian	5.4%	Median household income	140,429
Hispanic or Latino	2.1%	Median value of housing units	402,300
		Per capita money income	71,070
		Average family size	2.66

Unless otherwise indicated, statistics are from 2020 Federal Census.

\* Per 2010 Federal Census



**GENERAL INFORMATION AND STATISTICAL DATA****2023 PRINCIPAL PROPERTY TAXPAYERS**

<b>Taxpayer</b>	<b>Assessed Value</b>	<b>Rank</b>	<b>Percentage of Total City Taxable Assessed Value</b>
The Village at Germantown Inc.	\$ 19,635,800	1	0.96%
Neshoba-Exeter Real Estate Partners	16,033,280	2	0.79%
West Wolf River Partners, LLC	13,981,240	3	0.69%
Hendon Germantown Village, LLC	13,123,040	4	0.64%
Whitney Bridges LLC	12,726,040	5	0.62%
HCP Germantown LLC	11,916,640	6	0.58%
PC/APDG Germantown LLC	11,294,360	7	0.55%
G&I VIII Brook Chase LLC	9,964,080	8	0.49%
Shops at Saddle Creek Inc	9,308,640	9	0.46%
Crestwyn Health Group LLC	9,056,160	10	0.44%
<b>Totals</b>	<b>\$ 127,039,280</b>		<b>6.23%</b>

**2023 PRINCIPAL EMPLOYERS**

<b>Employer</b>	<b>Employees</b>	<b>Rank</b>	<b>Percentage of Total County Employment</b>
Methodist Le Bonheur Hospital - Germantown	1,806	1	0.29%
Germantown Municipal School District	672	2	0.11%
West Cancer Center	587	3	0.09%
Campbell Clinics	505	4	0.08%
Stern Cardiovascular	446	5	0.07%
City of Germantown	413	6	0.07%
The Village at Germantown	310	7	0.05%
Gastro One	273	8	0.04%
Baptist Rehabilitation - Germantown	250	9	0.04%
ThyssenKrupp Elevator Manufacturing, Inc.	243	10	0.04%

## **GENERAL INFORMATION AND STATISTICAL DATA**

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### **AMENITIES**

A total of 29 parks allows for a park within walking distance of every residence. The community has more than 500 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 four elementary schools serve Germantown. The City also has three private and four specialty schools, along with three schools operated by Shelby County.

The Community Library was constructed in 1996, the Regional History and Genealogy Center opened in FY07. The Germantown Performing Arts Center (GPAC) is an acoustically-perfect 800-seat theater featuring top artists from around the world. The 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 a 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 32 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, Financial, Athletic Club, Historic, Natural Resources, Neighborhood Preservation, Parks and Recreation, Personnel, Planning, Public Art, Public Safety Education, Retirement Plan Administration/Other Postemployment Benefits, Technology, Senior Advisory, Stormwater Advisory, and Transportation. The boards are ADA Access Review, Zoning Appeals, Industrial Development, Library, and Tree.

## GENERAL INFORMATION AND STATISTICAL DATA

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### City Stats:

Date Originally Chartered	1841
Date of Incorporation	1903
Form of Government	Mayor-Aldermanic
Area	19.8 sq. miles
Miles of Streets	237
Number of Street Lights	5,279

### Fire Protection:

Number of Stations	4
Number of Regular Firefighters:	
Fire and Ambulance	92
Number of Volunteer Firefighters	0
Insurance Service Office Rating	Class I

### Police Protection:

Number of Regular Police Officers	112
Number of Reserve Police Officers	30

### Recreation and Culture:

Number of Parks	29
Acreage	546
Number of Libraries	2
	(Germantown Community Library and Genealogy Center)
Volumes	169,278

### Education (1) :

Number of Schools	6 (GMSD)
Number of Students	5,896

### Water System:

Number of Consumers	14,332
Miles of Water Main	285
Well Capacity	24 million gallons per day
Treatment Plant Capacity	24 million gallons per day
Storage Capacity	8.1 million gallons
Average Daily Consumption	6,213 million gallons
Peak Day Pumpage	14.962 million gallons
Residential Rate in Force*	\$11.10 Base (minimum)
	\$1.44 per 1,000 gallons
	up to 10,000 gallons
	\$3.16 per additional 1,000
	gallons thereafter

### Sewer System:

Number of Consumers	14,225
Miles of Sewer Main	239 miles
Treatment	Provided by City of Memphis
Residential Rate in Force*	\$7.73 Base (minimum)
	\$2.74 per 1,000 gallons up to 10,000 gallons
	\$3.32 per additional 1,000 gallons thereafter
	(\$7.73 minimum and \$71.72 maximum)

\*Proposed rates for Fiscal Year 2025

## CONTACT INFORMATION

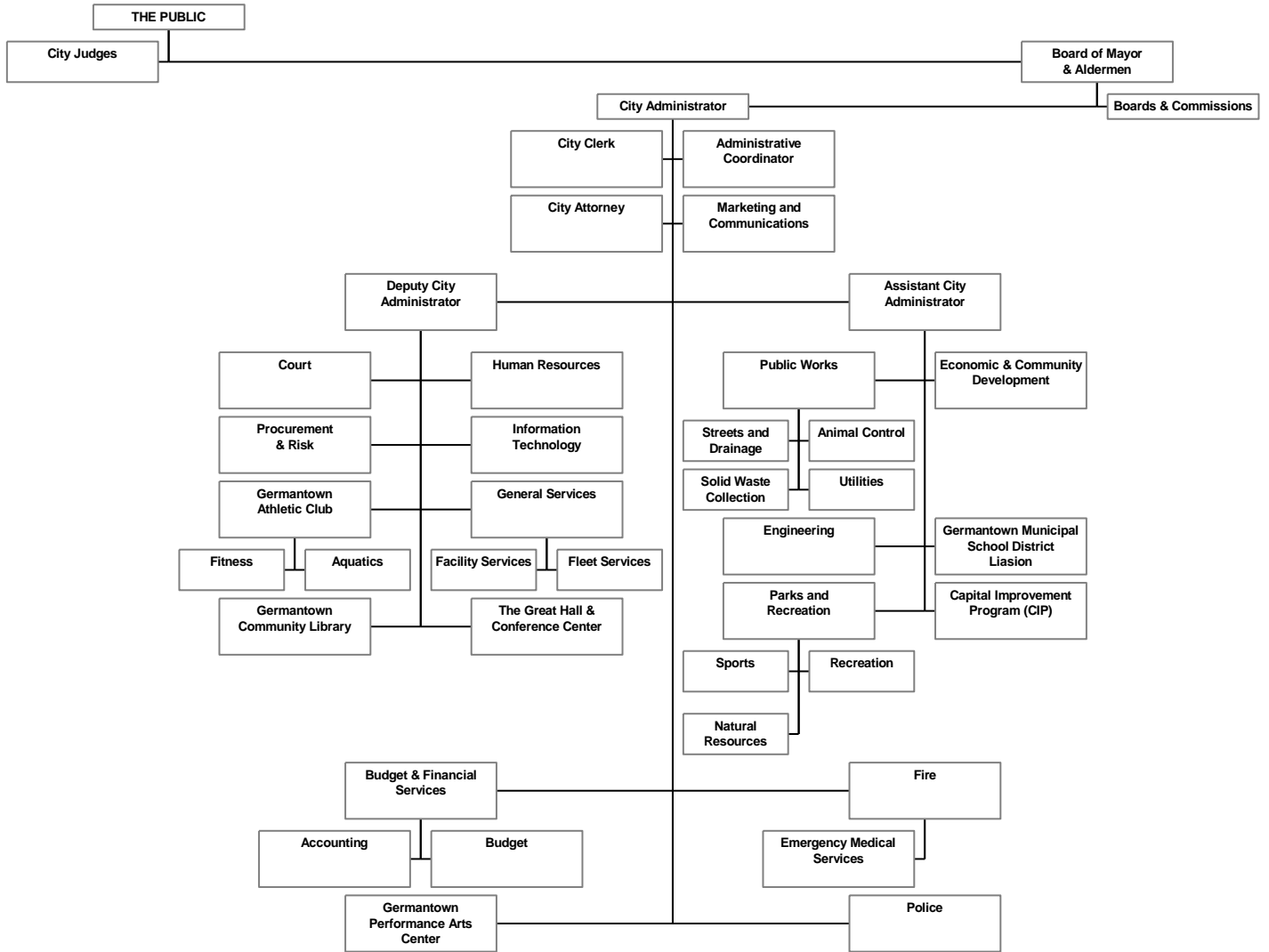
For further information, please contact:

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 (2026\*)



**ALDERMEN**

Mary Anne Gibson (Vice Mayor – 2026\*)

Jon McCreery (2024\*)



Brian Ueleke (2024\*)



Sherrie Hicks (2024\*)



Scott A. Sanders (2026\*)



**CITY ADMINISTRATOR**  
Jason R. Huisman

**CITY ATTORNEY**  
John R. McCarroll III

**CITY JUDGES**  
Bob Brannon  
Kevin Patterson

**EXECUTIVES**

Deputy City Administrator.....	Lisa Piefer
Assistant City Administrator.....	Andy Sanders
Economic and Community Development Director.....	Cameron Ross
Engineering Director.....	Ethan Skaggs
Fire Chief.....	Eric Grizzard
Police Chief.....	Mike Fisher
General Services Director.....	Reynold Douglas
Germantown Performing Arts Center Director .....	Paul Chandler
Human Resources Director.....	Courtney Taylor
Budget and Financial Services Director.....	Adrienne Royals
Procurement and Risk Director.....	Cathryn Perdue
Parks and Recreation Director.....	Natalie Ruffin
Library Services Director.....	Stephen Banister
Public Works Director.....	Bo Mills
Information Technology Director .....	Tony Fischer
Germantown Athletic Club Director .....	Amy Stewart

**BUDGET PREPARATION STAFF**

Budget and Performance Manager.....	Sherry Rowell
Senior Budget and Performance Analyst .....	De'Kisha Fondon
Budget and Performance Analyst.....	Clayton Carter
Capital Improvements Projects Manager.....	Tiffany Howlett

\*(Date elected term expires)

# City of Germantown Core Values

**Excellence. Every day.**



**Core Values**

ORDINANCE 2024 - 3

AN ORDINANCE OF THE CITY OF GERMANTOWN, TENNESSEE, ADOPTING THE ANNUAL BUDGET AND TAX RATE FOR THE FISCAL YEAR BEGINNING JULY 1, 2024 THROUGH JUNE 30, 2025

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 2025 which is hereby tentatively approved on first reading. The BMA hereby schedules June 10, 2024 as the public hearing date to consider the annual budget on second reading and has placed the entire annual budget on the City's website for public inspection at any time. The City shall publish a copy of this budget ordinance with a summary of the annual budget together with the notice of the public hearing date of June 10, 2024 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 2025, 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 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Property Taxes	\$ 35,951,144	\$ 38,845,171	\$ 39,117,302
Sales Taxes	19,906,076	20,302,750	20,514,603
Federal and State Revenues	9,656,140	6,587,586	6,342,817
Other Revenues	6,744,119	4,184,553	4,219,300
Investment Income	2,252,540	2,520,000	2,600,000
<b>Other Financing Sources:</b>			
Sale of Capital Assets	18,207	10,572	8,000
Transfers In	1,554,195	1,562,377	1,845,831
Funds from Prior Periods	-	450,000	450,000
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 76,082,421</b>	<b>\$ 74,463,009</b>	<b>\$ 75,097,853</b>
<b>Appropriations:</b>			
<b>Expenditures</b>			
Aldermen	\$ 205,420	\$ 221,935	\$ 267,753
Civic Support	1,338,762	1,736,307	1,764,213
City Court	901,661	996,067	1,082,086
Administration	1,832,679	2,232,803	2,285,719
Germantown Performing Arts Center	1,658,460	2,101,207	1,999,569
Information Technology	3,855,027	3,679,695	3,821,263
Human Resources	587,190	773,726	831,790
Finance	1,502,272	1,651,552	1,828,484
Procurement	617,015	772,150	837,672
Community Development	1,327,349	1,791,086	1,569,812
Engineering	1,332,587	1,806,148	2,072,200
General Services	2,532,285	2,798,900	2,690,781
Budget & Performance	357,968	441,255	473,865
Police	15,352,154	17,997,882	18,999,987
Fire	10,149,080	11,457,706	11,953,506
Public Services	4,448,731	3,760,548	3,267,389
Animal Control	311,708	404,894	436,760
Parks & Recreation	1,565,294	3,788,740	4,936,962
Genealogy Center	66,204	76,609	79,931
Library Services	1,508,669	1,613,949	1,686,591
Cultural Arts Programs	70,969	81,305	85,370
General Debt Service	4,958,204	4,701,888	4,691,164
<b>Other Financing Uses:</b>			
Transfers Out	5,018,864	7,385,389	7,106,764
Contingencies	-	100,000	100,000
Vaccine Site	-	-	-
<b>Total Appropriations</b>	<b>\$ 61,498,552</b>	<b>\$ 72,371,741</b>	<b>\$ 74,869,631</b>
Change in Fund Balance (Revenues - Appropriations)	14,583,869	2,091,268	228,222
Transfer to Capital Projects/CIP Reserve	(6,305,707)	(5,000,000)	(4,700,000)
Beginning Fund Balance July 1	43,848,687	51,676,849	48,318,117
Ending Fund Balance June 30	<b>\$ 52,126,849</b>	<b>\$ 48,768,117</b>	<b>\$ 43,846,339</b>
Ending Fund Balance as a % of Total Appropriations	<b>85%</b>	<b>67%</b>	<b>59%</b>

<b>UTILITY FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Operating Revenues:</b>			
Metered Water Sales	\$ 6,381,646	\$ 5,750,500	\$ 7,570,000
Sewer Service Fees	4,704,626	4,350,900	5,700,400
Other Revenue	277,447	259,344	209,000
<b>Total Operating Revenues</b>	<b>\$ 11,363,719</b>	<b>\$ 10,360,744</b>	<b>\$ 13,479,400</b>
<b>Operating Expenses:</b>			
Water	\$ 3,659,827	\$ 5,091,896	\$ 4,846,908
Sewer	1,214,077	1,144,636	1,497,012
Sewage Treatment	2,219,846	2,560,900	2,850,000
Depreciation	2,161,049	2,229,850	2,500,700
<b>Total Operating Expenses</b>	<b>\$ 9,254,799</b>	<b>\$ 11,027,282</b>	<b>\$ 11,694,620</b>
<b>Operating Income (Loss)</b>	<b>\$ 2,108,920</b>	<b>\$ (666,538)</b>	<b>\$ 1,784,780</b>
<b>Nonoperating Revenues (Expenses)</b>			
Revenue: Investment Income	565,052	600,000	250,000
Investment Income			
Gain/loss on Credit Card Fees	2,650	25	-
Grants - Operating	-	-	2,601,138
Expense: Utility Debt Service	(53,609)	(61,725)	(58,350)
<b>Total Nonoperating Revenue (Expenses)</b>	<b>\$ 514,093</b>	<b>\$ 538,300</b>	<b>\$ 2,792,788</b>
<b>Income (Loss) Before Capital Contributions and Transfers</b>	<b>\$ 2,623,013</b>	<b>\$ (128,238)</b>	<b>\$ 4,577,568</b>
<b>Capital Contributions and Transfers</b>			
Contributions from Developers	711,564	70,000	70,000
Transfers Out - to the General Fund (PILOT)	\$ (422,866)	\$ (366,188)	\$ (366,200)
<b>Total Capital Contributions and Transfers</b>	<b>\$ 288,698</b>	<b>\$ (296,188)</b>	<b>\$ (296,200)</b>
Change in Net Position	2,911,711	(424,426)	4,281,368
Beginning Net Position July 1	56,173,578	59,085,289	58,660,863
Ending Net Position June 30	<b>\$ 59,085,289</b>	<b>\$ 58,660,863</b>	<b>\$ 62,942,231</b>
Ending Net Position as a % of Total Expenses	607%	512%	519%
Capital/IRP	\$ 3,238,419	\$ 11,785,813	\$ 1,865,000

<b>GERMANTOWN ATHLETIC CLUB</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Operating Revenues:</b>			
Membership Fees	\$ 3,531,802	\$ 3,676,808	\$ 4,438,000
Aquatics Revenues	198,667	169,688	181,000
Business Revenues	79,222	79,222	79,222
Personal Training Revenues	263,723	313,157	379,000
Other Revenues	243,206	263,461	269,700
<b>Non-Operating Revenues, Grants, Contributions, &amp; Transfers In</b>			
Investment Income	84,297	173,942	100,000
<b>Total Revenues</b>	<b>\$ 4,400,917</b>	<b>\$ 4,676,278</b>	<b>\$ 5,446,922</b>
<b>Appropriations</b>			
<b>Operating Expenses:</b>			
Recreation	\$ 2,527,319	\$ 3,028,367	\$ 3,279,856
Aquatics	584,833	654,600	694,610
Depreciation	644,968	652,247	785,000
<b>Non-operating Expenses &amp; Transfers Out</b>			
Debt Service - Interest	3,130	-	-
<b>Total Appropriations</b>	<b>\$ 3,760,250</b>	<b>\$ 4,335,214</b>	<b>\$ 4,759,466</b>
Change in Net Position (Revenues - Appropriations)	640,667	341,064	687,456
Beginning Net Position July 1	16,851,541	17,492,208	17,833,272
Ending Net Position June 30	<b>\$ 17,492,208</b>	<b>\$ 17,833,272</b>	<b>\$ 18,520,728</b>
Ending Net Position as a % of Total Expenses	465%	411%	389%
Capital/IRP	\$ 47,464	\$ 1,388,948	\$ 592,000

<b>GREAT HALL FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Operating Revenues:</b>			
Rent - Taxable Business	\$ 388,198	\$ 387,087	\$ 408,985
Rent - Nontaxable Business	166,848	165,736	170,830
Other Revenue	(1)	-	-
Catering Revenue	2,908	3,735	3,740
<b>Non-Operating Revenues, Grants, Contributions, &amp; Transfers In</b>			
Investment Income	27,158	39,000	25,400
Transfers In - General Fund	50,000	25,000	-
<b>Total Revenues</b>	<b>\$ 635,111</b>	<b>\$ 620,558</b>	<b>\$ 608,955</b>
<b>Appropriations:</b>			
<b>Operating Expenses:</b>			
Great Hall & Conference Center	\$ 484,408	\$ 513,566	\$ 541,179
Depreciation	37,266	32,945	32,272
<b>Total Appropriations</b>	<b>\$ 521,674</b>	<b>\$ 546,511</b>	<b>\$ 573,451</b>
Change in Net Position	113,437	74,047	35,504
Beginning Net Position July 1	842,277	955,714	1,029,761
Ending Net Position June 30	<b>\$ 955,714</b>	<b>\$ 1,029,761</b>	<b>\$ 1,065,265</b>
Ending Net Position as a % of Total Expenses	183%	188%	186%
Capital/IRP	\$ -	\$ 275,000	\$ -

<b>SOLID WASTE FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Operating Revenues:</b>			
Solid Waste Fees	\$ 4,926,169	\$ 4,981,585	\$ 5,728,351
Grants	1,111	-	4,368
Other Revenues	32,496	39,364	36,000
<b>Non-Operating Revenues, Grants, Contributions, &amp; Transfers In</b>			
Investment Income	58,596	50,000	25,000
Transfers In - General Fund	-	648,225	-
<b>Total Revenues</b>	<b>\$ 5,018,372</b>	<b>\$ 5,719,174</b>	<b>\$ 5,793,719</b>
<b>Appropriations</b>			
<b>Operating Expenses:</b>			
Solid Waste	\$ 5,163,906	\$ 5,678,128	\$ 5,906,301
Depreciation	15,474	18,055	24,046
Contingency	-	-	50,000
<b>Total Appropriations</b>	<b>\$ 5,179,380</b>	<b>\$ 5,696,183</b>	<b>\$ 5,980,347</b>
Change in Net Position	(161,008)	22,991	(186,628)
Beginning Net Position July 1	970,306	809,298	832,289
Ending Net Position June 30	<b>\$ 809,298</b>	<b>\$ 832,289</b>	<b>\$ 645,661</b>
Ending Net Position as a % of Total Expenses	16%	15%	11%
Capital/IRP	\$ -	\$ 39,108	\$ 15,000

<b>STORMWATER FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Operating Revenues:</b>			
Stormwater Management Fee	\$ 2,866,958	\$ 2,779,000	\$ 2,795,000
Stormwater Permits	9,291	7,595	7,500
<b>Non-Operating Revenues, Grants, Contributions, &amp; Transfers In</b>			
Investment Income	116,726	190,130	100,000
<b>Total Revenues</b>	<b>\$ 2,992,975</b>	<b>\$ 2,976,725</b>	<b>\$ 2,902,500</b>
<b>Appropriations</b>			
<b>Operating Expenses:</b>			
Stormwater Management	\$ 1,126,603	\$ 1,851,332	\$ 2,060,599
Depreciation	61,523	112,496	154,596
<b>Total Appropriations</b>	<b>\$ 1,188,126</b>	<b>\$ 1,963,828</b>	<b>\$ 2,215,195</b>
Change in Net Position	1,804,849	1,012,897	687,305
Beginning Net Position July 1	2,324,086	4,128,935	5,141,832
Ending Net Position June 30	<b>\$ 4,128,935</b>	<b>\$ 5,141,832</b>	<b>\$ 5,829,137</b>
Ending Net Position as a % of Total Expenses	348%	262%	263%
Capital/IRP	\$ 260,680	\$ 1,702,157	\$ 1,405,000



<b>STATE STREET AID FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
State Street Aid	\$ 1,435,885	\$ 1,446,800	\$ 1,450,000
Interest	101,938	54,225	36,000
<b>Other Financing Sources:</b>			
Transfer In - General Fund	700,000	2,370,000	2,830,000
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 2,237,823</b>	<b>\$ 3,871,025</b>	<b>\$ 4,316,000</b>
<b>Appropriations:</b>			
State Street Aid	\$ 4,546,433	\$ 4,553,662	\$ 4,269,875
<b>Total Appropriations</b>	<b>\$ 4,546,433</b>	<b>\$ 4,553,662</b>	<b>\$ 4,269,875</b>
Change in Fund Balance (Revenues - Appropriations)	\$ (2,308,610)	\$ (682,637)	\$ 46,125
Beginning Fund Balance July 1	3,495,328	1,186,718	504,081
Ending Fund Balance June 30	<b>\$ 1,186,718</b>	<b>\$ 504,081</b>	<b>\$ 550,206</b>
Ending Fund Balance as a % of Total Appropriations	26%	11%	13%

<b>DRUG FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Drug Enforcement	\$ 146,946	\$ 320,000	\$ 320,000
<b>Total Revenues</b>	<b>\$ 146,946</b>	<b>\$ 320,000</b>	<b>\$ 320,000</b>
<b>Appropriations:</b>			
Drug Asset Forfeiture	\$ 252,311	\$ 453,034	\$ 402,085
<b>Total Appropriations</b>	<b>\$ 252,311</b>	<b>\$ 453,034</b>	<b>\$ 402,085</b>
Change in Fund Balance (Revenues - Appropriations)	\$ (105,365)	\$ (133,034)	\$ (82,085)
Beginning Fund Balance July 1	693,873	588,508	455,474
Ending Fund Balance June 30	<b>\$ 588,508</b>	<b>\$ 455,474</b>	<b>\$ 373,389</b>
Ending Fund Balance as a % of Total Appropriations	233%	101%	93%

<b>PICKERING FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Classes	\$ 28,051	\$ 25,750	\$ 38,000
Special Events	5,384	4,500	4,500
Rental	42,673	45,000	45,000
<b>Total Revenues</b>	<b>\$ 76,108</b>	<b>\$ 75,250</b>	<b>\$ 87,500</b>
<b>Appropriations:</b>			
Pickering Complex	\$ 55,904	\$ 49,687	\$ 89,300
<b>Total Appropriations</b>	<b>\$ 55,904</b>	<b>\$ 49,687</b>	<b>\$ 89,300</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 20,204	\$ 25,563	\$ (1,800)
Beginning Fund Balance July 1	295,461	315,665	341,228
Ending Fund Balance June 30	<b>\$ 315,665</b>	<b>\$ 341,228</b>	<b>\$ 339,428</b>
Ending Fund Balance as a % of Total Appropriations	565%	687%	380%

<b>RECREATION FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Basketball Fees	\$ 53,143	\$ 54,181	\$ 63,000
Softball Fees	8,625	14,000	14,000
Sports Camps	22,437	18,500	25,000
Tennis Classes	12,560	14,000	14,000
Croquet	544	700	700
Pickleball	2,314	5,500	5,500
Community Education	549,552	550,000	550,000
Intramurals	-	-	-
<b>Total Revenues</b>	<b>\$ 649,175</b>	<b>\$ 656,881</b>	<b>\$ 672,200</b>
<b>Appropriations:</b>			
Recreation	\$ 518,004	\$ 621,528	\$ 651,557
<b>Total Appropriations</b>	<b>\$ 518,004</b>	<b>\$ 621,528</b>	<b>\$ 651,557</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 131,171	\$ 35,353	\$ 20,643
Beginning Fund Balance July 1	377,036	508,207	543,560
Ending Fund Balance June 30	<b>\$ 508,207</b>	<b>\$ 543,560</b>	<b>\$ 564,203</b>
Ending Fund Balance as a % of Total Appropriations	98%	87%	87%

<b>FEDERAL ASSET FORFEITURE FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Forfeiture Revenue	\$ 6,846	\$ 50,000	\$ 50,000
<b>Total Revenues</b>	<b>\$ 6,846</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>Appropriations:</b>			
Federal Asset Forfeiture	\$ 6,228	\$ 50,000	\$ 50,000
<b>Total Appropriations</b>	<b>\$ 6,228</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 618	\$ -	\$ -
Beginning Fund Balance July 1	79,113	79,731	79,731
Ending Fund Balance June 30	<b>\$ 79,731</b>	<b>\$ 79,731</b>	<b>\$ 79,731</b>
Ending Fund Balance as a % of Total Appropriations	1280%	159%	159%

<b>AMBULANCE FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Transport Fee	\$ 1,755,281	\$ 1,850,000	\$ 1,800,000
Other Revenue	19,701	-	-
Interest	3,492	43,300	-
<b>Other Financing Sources:</b>			
Transfer In - General Fund	975,000	975,000	875,000
<b>Total Operating Revenues and Other Financing Sources</b>	<b>\$ 2,753,474</b>	<b>\$ 2,868,300</b>	<b>\$ 2,675,000</b>
<b>Appropriations:</b>			
Ambulance	\$ 2,367,266	\$ 2,563,180	\$ 2,761,421
<b>Total Appropriations</b>	<b>\$ 2,367,266</b>	<b>\$ 2,563,180</b>	<b>\$ 2,761,421</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 386,208	\$ 305,120	\$ (86,421)
Beginning Fund Balance July 1	620,210	1,006,418	1,311,538
Ending Fund Balance June 30	<b>\$ 1,006,418</b>	<b>\$ 1,311,538</b>	<b>\$ 1,225,117</b>
Ending Fund Balance as a % of Total Appropriations	43%	51%	44%

<b>GENERAL PURPOSE SCHOOL FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
BEP/TISA/State Education funds	\$ 31,141,673	36,415,175	37,545,387
County taxes	18,850,995	18,408,000	18,425,935
Local option sales tax	10,334,350	10,490,870	10,404,656
Charges for services	187,387	129,841	385,011
Interest income	759,331	964,672	725,000
State grants	857,386	1,278,639	149,441
Mixed drink tax	261,675	240,000	252,000
Indirect costs	69,427	35,000	35,000
PEG funding	121,541	112,000	112,000
Sale of equipment	164,674	174,693	-
Other	755,425	81,059	21,000
<b>Other Financing Sources:</b>			
Transfer In - General Fund	3,082,064	3,082,064	3,082,064
<b>Total Operating Revenues and Other Financing Sources</b>	<b>\$ 66,585,928</b>	<b>\$ 71,412,013</b>	<b>\$ 71,137,494</b>
<b>Appropriations:</b>			
General Purpose School	\$ 69,219,477	\$ 74,218,744	\$ 73,440,789
<b>Total Appropriations</b>	<b>\$ 69,219,477</b>	<b>\$ 74,218,744</b>	<b>\$ 73,440,789</b>
Change in Fund Balance (Revenues - Appropriations)	\$ (2,633,549)	\$ (2,806,731)	\$ (2,303,295)
Beginning Fund Balance July 1	26,920,363	24,286,814	21,480,083
Ending Fund Balance June 30	<b>\$ 24,286,814</b>	<b>21,480,083</b>	<b>19,176,788</b>
Ending Fund Balance as a % of Total Appropriations	<b>35%</b>	<b>29%</b>	<b>26%</b>

<b>SCHOOL CAPITAL PROJECTS FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
County Commission	\$ 1,001,151	2,273,675	2,500,000
<b>Other Financing Sources:</b>			
Transfer In - General Fund	1,732,338	-	-
<b>Total Operating Revenues and Other Financing Sources</b>	<b>\$ 2,733,489</b>	<b>\$ 2,273,675</b>	<b>\$ 2,500,000</b>
<b>Appropriations:</b>			
School Capital Projects	\$ 2,715,535	\$ 392,142	\$ 4,565,657
<b>Total Appropriations</b>	<b>\$ 2,715,535</b>	<b>\$ 392,142</b>	<b>\$ 4,565,657</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 17,954	\$ 1,881,533	\$ (2,065,657)
Beginning Fund Balance July 1	641,162	659,116	2,540,649
Ending Fund Balance June 30	<b>\$ 659,116</b>	<b>2,540,649</b>	<b>474,992</b>
Ending Fund Balance as a % of Total Appropriations	<b>24%</b>	<b>648%</b>	<b>10%</b>

<b>SCHOOL CAFETERIA FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Lunch payments - child	\$ 863,686	\$ 829,843	832,642
Lunch payments - adult	9,715	10,235	23,969
Breakfast income	56,229	51,475	48,531
A la carte sales	455,215	623,896	774,762
Other state education funds	20,825	57,101	26,162
USDA - lunch	430,982	351,062	389,263
USDA - commodities	93,127	145,240	122,889
USDA - breakfast	46,812	40,117	44,600
Other revenue	97,009	156,141	6,500
<b>Other Financing Sources:</b>			
Transfer In - General Purpose Fund	-	-	-
<b>Total Operating Revenues and Other Financing Sources</b>	<b>\$ 2,073,600</b>	<b>\$ 2,265,110</b>	<b>\$ 2,269,318</b>
<b>Appropriations:</b>			
School Cafeteria	\$ 1,929,506	\$ 1,920,464	\$ 2,256,808
	<b>\$ 1,929,506</b>	<b>\$ 1,920,464</b>	<b>\$ 2,256,808</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 144,094	\$ 344,646	\$ 12,510
Beginning Fund Balance July 1	873,848	1,017,942	1,362,588
Ending Fund Balance June 30	<b>1,017,942</b>	<b>1,362,588</b>	<b>1,375,098</b>
Ending Fund Balance as a % of Total Appropriations	<b>53%</b>	<b>71%</b>	<b>61%</b>

<b>FEDERAL PROJECTS FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Federal Grants	\$ 5,419,864	\$ 4,909,975	\$ 2,565,107
<b>Total Operating Revenues and Other Financing Sources</b>	<b>\$ 5,419,864</b>	<b>\$ 4,909,975</b>	<b>\$ 2,565,107</b>
<b>Appropriations:</b>			
Federal Projects	\$ 5,419,864	\$ 4,909,975	\$ 2,565,107
<b>Total Appropriations</b>	<b>\$ 5,419,864</b>	<b>\$ 4,909,975</b>	<b>\$ 2,565,107</b>
Change in Fund Balance (Revenues - Appropriations)	\$ -	\$ -	\$ -
Beginning Fund Balance July 1	-	-	-
Ending Fund Balance June 30	<b>\$ -</b>	<b>-</b>	<b>-</b>
Ending Fund Balance as a % of Total Appropriations	<b>0%</b>	<b>0%</b>	<b>0%</b>

<b>FARM FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Membership Fee	\$ 1,995	\$ 3,000	\$ 3,000
Donations	4,537	-	15,000
Vendor Income	1,598	2,000	12,000
Educational Fees	3,430	2,500	3,000
Grant	-	-	-
Rental Income	14,122	12,900	13,000
<b>Other Financing Sources:</b>			
Transfer In - General Fund	100,000	100,000	130,000
<b>Total Operating Revenues and Other Financing Sources</b>	<b>\$ 125,682</b>	<b>\$ 120,400</b>	<b>\$ 176,000</b>
<b>Appropriations:</b>			
The Farm	\$ 108,425	\$ 221,765	\$ 215,767
<b>Total Appropriations</b>	<b>\$ 108,425</b>	<b>\$ 221,765</b>	<b>\$ 215,767</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 17,257	\$ (101,365)	\$ (39,767)
Beginning Fund Balance July 1	222,444	239,701	138,336
Ending Fund Balance June 30	<b>\$ 239,701</b>	<b>\$ 138,336</b>	<b>\$ 98,569</b>
Ending Fund Balance as a % of Total Appropriations	221%	62%	46%

<b>LIBRARY ENDOWMENT FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Interest	\$ 9,109	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 9,109</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Appropriations:</b>			
Library Endowment	\$ -	\$ -	\$ -
<b>Total Appropriations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 9,109	\$ -	\$ -
Beginning Fund Balance July 1	244,161	253,270	253,270
Ending Fund Balance June 30	<b>\$ 253,270</b>	<b>\$ 253,270</b>	<b>\$ 253,270</b>
Ending Fund Balance as a % of Total Appropriations	-	-	-

<b>E-CITATION FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Other Revenues	\$ 21,395	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 21,395</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Appropriations:</b>			
E-Citation	\$ -	\$ 5,000	\$ 115,000
<b>Total Appropriations</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ 115,000</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 21,395	\$ (5,000)	\$ (115,000)
Beginning Fund Balance July 1	113,007	134,402	129,402
Ending Fund Balance June 30	<b>\$ 134,402</b>	<b>\$ 129,402</b>	<b>\$ 14,402</b>
Ending Fund Balance as a % of Total Appropriations	-	2588%	13%

<b>PUBLIC ART FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Other Revenue	\$ -	50,000	50,000
Grants	26,800	38,200	50,000
<b>Other Financing Sources:</b>			
Transfer In - General Fund	111,800	185,100	189,700
<b>Total Operating Revenues and Other Financing Sources</b>	<b>\$ 138,600</b>	<b>\$ 273,300</b>	<b>\$ 289,700</b>
<b>Appropriations:</b>			
Public Art	\$ 85,157	\$ 198,073	\$ 208,175
<b>Total Appropriations</b>	<b>\$ 85,157</b>	<b>\$ 198,073</b>	<b>\$ 208,175</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 53,443	\$ 75,227	\$ 81,525
Beginning Fund Balance July 1	130,084	183,527	258,754
Ending Fund Balance June 30	<b>\$ 183,527</b>	<b>\$ 258,754</b>	<b>\$ 340,279</b>
Ending Fund Balance as a % of Total Appropriations	-	131%	163%

<b>FLEET SERVICES/ALLOCATION FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Other	\$ 13,528	\$ -	\$ -
Charges for Services	2,028,755	2,375,935	2,704,192
<b>Total Revenues</b>	<b>2,042,283</b>	<b>2,375,935</b>	<b>2,704,192</b>
<b>Appropriations:</b>			
Fleet Services	\$ 1,990,101	\$ 2,375,935	\$ 2,704,192
<b>Total Appropriations</b>	<b>\$ 1,990,101</b>	<b>\$ 2,375,935</b>	<b>\$ 2,704,192</b>
Change in Fund Balance (Revenues - Appropriations)	\$ 52,182	\$ -	\$ -
Beginning Fund Balance July 1	2,370,390	2,422,572	2,422,572
Ending Fund Balance June 30	<b>\$ 2,422,572</b>	<b>\$ 2,422,572</b>	<b>\$ 2,422,572</b>
Ending Fund Balance as a % of Total Appropriations	122%	102%	90%
Capital/IRP	\$ 31,731	\$ 99,500	\$ -

<b>CAPITAL PROJECTS FUND</b>	<b>Actual FY 2023</b>	<b>Estimated FY 2024</b>	<b>Budget FY 2025</b>
<b>Revenues:</b>			
Other Revenues	\$ 575,875	\$ 788,640	\$ 5,852,611
Grants	-	-	-
Issuance of debt	4,568,028	-	-
Transfers In	6,305,707	5,000,000	4,700,000
<b>Total Revenues</b>	<b>\$ 11,449,610</b>	<b>\$ 5,788,640</b>	<b>\$ 10,552,611</b>
<b>Appropriations:</b>			
General Government	\$ 4,731,063	\$ 1,533,334	\$ 883,334
Fire	613,443	-	400,000
Major Roads	151,889	-	3,091,200
Intersections & Other	575,240	288,893	3,151,000
Drainage	1,577,255	8,871,664	418,750
Parks	1,247,038	1,418,940	2,732,067
Municipal Schools Projects	200,000	750,000	-
Contingency	-	-	350,000
Transfers Out	2,391,390	-	-
<b>Total Appropriations</b>	<b>\$ 11,487,318</b>	<b>\$ 12,862,831</b>	<b>\$ 11,026,351</b>
Change in Fund Balance (Revenues - Appropriations)	\$ (37,708)	\$ (7,074,191)	\$ (473,740)
Beginning Fund Balance July 1	16,894,602	16,856,894	9,782,703
Ending Fund Balance June 30	<b>\$ 16,856,894</b>	<b>\$ 9,782,703</b>	<b>\$ 9,308,963</b>
Ending Fund Balance as a % of Total Appropriations	147%	76%	84%



SECTION 2. At the end of the fiscal year 2024, the governing body estimates fund balances or deficits as follows:

Fund	Estimated Fund Balance at June 30, 2024
General Fund	\$ 48,768,117
Utility Fund	\$ 58,660,863
Germantown Athletic Club	\$ 17,833,272
Great Hall Fund	\$ 1,029,761
Solid Waste Fund	\$ 832,289
Stormwater Fund	\$ 5,141,832
State Street Aid	\$ 504,081
Drug Fund	\$ 455,474
Pickering Fund	\$ 341,228
General Purpose School Fund	\$ 21,480,083
School Capital Projects	\$ 2,540,649
School Cafeteria	\$ 1,362,588
Federal Projects	\$ -
Federal Asset Forfeiture Fund	\$ 79,731
Ambulance Fund	\$ 1,311,538
Farm Park Fund	\$ 138,336
Recreation Fund	\$ 543,560
Library Endowment Fund	\$ 253,270
E-Citations	\$ 129,402
Public Art	\$ 258,754
Fleet/Allocation	\$ 2,422,572
Capital Projects Fund	\$ 9,782,703

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:

Fund	Type of Debt	Loan Name and Description	Original Issuance Amount	Authorized & Unissued	Total Principal Outstanding at June 30, 2024	Budgeted Annual Debt Service		
						FY2025 Principal	FY2025 Interest	Total
General	Bonds	General Obligation Bonds, Series 2013A	\$ 3,500,000	-	1,980,000	175,000.00	61,382	236,382
		General Obligation Bonds, Series 2013B	5,570,000	-	595,000	295,000.00	11,414	306,414
		General Obligation Bonds, Series 2016A	7,935,000	-	4,385,000	480,000.00	219,250	699,250
		General Obligation Bonds, Series 2016B	10,220,000	-	8,665,000	230,000.00	428,550	658,550
		General Obligation Bonds, Series 2017	29,275,000	-	26,025,000	750,000.00	1,054,800	1,804,800
		General Obligation Bonds, Series 2021	5,820,000	-	7,820,000	390,000.00	281,200	671,200
		Capital Outlay Notes	General Obligation Capital Outlay Notes, Series 2018	3,025,000	-	1,679,000	258,000.00	54,568
Settlement Liability	Shelby County Board of Education Settlement Liability	4,265,436	-	676,409	332,582	22,871	355,453	
<b>Total</b>			<b>\$ 69,610,436</b>	<b>\$ -</b>	<b>\$ 51,825,409</b>	<b>\$ 2,910,582</b>	<b>\$ 2,134,035</b>	<b>\$ 5,044,617</b>
Utility	Bonds	General Obligation Bonds, Series 2021	1,840,000	-	1,655,000	70,000	58,350	128,350
<b>Total</b>			<b>\$ 1,840,000</b>	<b>\$ -</b>	<b>\$ 1,655,000</b>	<b>\$ 70,000</b>	<b>\$ 58,350</b>	<b>\$ 128,350</b>
<b>Total Outstanding Debt</b>			<b>\$ 71,450,436</b>	<b>\$ -</b>	<b>\$ 53,480,409</b>	<b>\$ 2,980,582</b>	<b>\$ 2,192,385</b>	<b>\$ 5,172,967</b>

SECTION 4. During the coming fiscal year (2025) the governing body has pending and planned capital projects and with proposed funding as follows:

<b>FY25 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 Res./CIP Reserves</b>
<i>(in thousands)</i>					
<b>GENERAL GOVERNMENT:</b>					
ADA Improvements - ECD Building	\$ 50	-	-	-	50
3 G Schools Transfer Payment	833	-	-	-	833
Ambulance Replacement	400	-	-	-	400
<b>Total General Government:</b>	<b>\$ 1,283</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,283</b>
<b>MAJOR ROADS:</b>					
McVay Road Bridge Replacement	\$ 60	-	-	42	18
Milling and Overlay: FHI South of Winchester	420	-	-	335	85
Milling and Overlay: WRB and Neshoba	1,131	-	-	942	189
FHI Improvements Poplar to WRB	920	-	-	736	184
Poplar Avenue Culverts Replacement - Phase V	500	-	-	400	100
Poplar Avenue Culverts Replacement - Phase VI	60	-	-	42	18
<b>Total Major Roads:</b>	<b>\$ 3,091</b>	<b>-</b>	<b>-</b>	<b>2,497</b>	<b>594</b>
<i>* State and Federal funding are included in totals.</i>					
<b>INTERSECTIONS &amp; OTHER:</b>					
Wolf River Blvd/Gtown Rd Intersection Improvements	\$ 400	-	-	400	-
Signal Upgrades TIP 2020-23	1,772	-	-	1,572	200
Signal Upgrades TIP 2023-26	321	-	-	321	-
Germantown Rd at Stout Rd Intersection Retaining Wall	20	-	-	-	20
Signal Wolf River Blvd at Houston High School	588	-	-	580	8
Decorative Street Signs	50	25	-	-	25
<b>Total Intersections/Other:</b>	<b>\$ 3,151</b>	<b>25</b>	<b>-</b>	<b>2,873</b>	<b>253</b>
<i>* State and Federal funding are included in totals.</i>					
<b>DRAINAGE:</b>					
USACE PAS Package - Lateral B & E	\$ 94	-	-	-	94
Somerset Area Detention	75	-	-	-	75
Redbud Trail - Lateral E Drainage Improvement	250	-	-	-	250
<b>Total Drainage:</b>	<b>\$ 419</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>419</b>
<i>* Federal funding is included in totals.</i>					
<b>PARKS:</b>					
Lily Walk	\$ 405	-	-	324	81
Riverdale Park Reinvestment - Phase II, III	1,250	-	-	-	1,250
Comprehensive Parks and Recreation Master Plan Update	70	-	-	-	70
Greenway Trail Extension	167	-	-	134	33
Legacy Park Projects -Cameron Brown Projects	215	-	-	-	215
Pickleball Expansion & Restrooms	625	-	-	-	625
<b>Total Parks:</b>	<b>\$ 2,732</b>	<b>-</b>	<b>-</b>	<b>458</b>	<b>2,274</b>
<i>* Federal funding is included in totals.</i>					
<b>STORMWATER FUND:</b>					
Annual Miscellaneous Drainage Improvements	\$ 150	-	-	-	150
Dogwood Rd & Duntreath Rd Drainage Improvements	500	-	-	-	500
On the Hill Cove Drainage Improvements	125	-	-	-	125
Dogwood Grove 4th Addition	150	-	-	-	150
<b>Total Stormwater Fund:</b>	<b>\$ 925</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>925</b>
<b>GERMANTOWN ATHLETIC CLUB:</b>					
Natorium Renovation	550	-	-	-	550
<b>Total GAC Fund:</b>	<b>550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>550</b>
<b>UTILITY FUND:</b>					
Southwest Water Main	\$ 300	-	-	-	300
Southern Ave Water Treatment Plant Filter Bay Refurbishment	500	-	-	-	500
<b>Total Utility Fund:</b>	<b>\$ 800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800</b>
<b>CONTINGENCY:</b>					
	\$ 350	-	-	-	350
<b>Total Contingency:</b>	<b>\$ 350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>350</b>


Proposed Future Capital Projects	Proposed Future Capital Projects - Total Expense	Proposed Future Capital Projects Expense Financed by Grants	Proposed Future Capital Projects Expense Financed by Bonds	Proposed Future Capital Projects Expense Financed by State & Federal	Proposed Future Capital Projects Expense Financed by Reserves
<i>(in thousands)</i>					
<b>GENERAL GOVERNMENT:</b>					
ADA Improvements - ECD Building	\$ 350	-	-	-	350
Germantown Police Dept. Public Safety Complex	11,575	-	11,575	-	-
3 G Schools Transfer Payment	3,333	-	-	-	3,333
Self-contained Breathing Apparatus	900	810	-	-	90
City Hall Data Center FFE	250	-	-	-	250
Engine 91 F-159 Replacement	1,300	-	-	-	1,300
Fire Station 2 Design and Construction	5,650	-	5,650	-	-
<b>Total General Government:</b>	<b>\$ 23,358</b>	<b>810</b>	<b>17,225</b>	<b>-</b>	<b>5,323</b>
<b>MAJOR ROADS:</b>					
McVay Road Bridge Replacement	\$ 2,000	-	-	1,600	400
Milling and Overlay: FHI South of Winchester	1,440	-	-	1,152	288
FHI Improvements Poplar to WRB	7,000	-	-	5,600	1,400
Citywide LED Streetlight Conversion	4,000	-	-	-	4,000
Poplar Avenue Culverts Replacement - Phase VI	600	-	-	480	120
<b>Total Major Roads:</b>	<b>\$ 15,040</b>	<b>-</b>	<b>-</b>	<b>8,832</b>	<b>6,208</b>
<i>* State and Federal funding are included in totals.</i>					
<b>INTERSECTIONS &amp; OTHER:</b>					
Signal Upgrades TIP 2023-26	1,581	-	-	1,271	310
Signal FHI at Crestwyn Drive	650	-	-	-	650
Germantown Rd at Stout Rd Intersection Retaining Wall Reconstruction	85	-	-	-	85
<b>Total Intersections/Other:</b>	<b>\$ 2,316</b>	<b>-</b>	<b>-</b>	<b>1,271</b>	<b>1,045</b>
<i>* State and Federal funding are included in totals.</i>					
<b>DRAINAGE:</b>					
USACE PAS Package - Lateral B & E	\$ 94	-	-	-	94
Somerset Area Detention	3,000	-	-	-	3,000
Duntreath Upper Reach Detention	5,250	-	-	-	5,250
Lateral E: Duntreath Bridge Replacement	30,000	-	6,000	24,000	-
Redbud Trail - Lateral E Drainage Improvement	2,000	-	-	-	2,000
Miller Farms Ditch Improvements	5,000	-	1,500	3,500	-
<b>Total Drainage:</b>	<b>\$ 45,344</b>	<b>-</b>	<b>7,500</b>	<b>27,500</b>	<b>10,344</b>
<i>* Federal funding is included in totals.</i>					
<b>PARKS:</b>					
Neighborhood Park Reinvestment Phase I, II, III	\$ 1,000	-	-	-	1,000
Riverdale Park Reinvestment - Phase II, III	1,000	-	-	-	1,000
Soccer Plex/Cloyes Synthetic Turf	700	-	-	-	700
Wayfinding System - Phases II, III, IV	250	-	-	-	250
Greenway Trail Extension	3,300	-	-	2,640	660
Legacy Park Projects - Cameron Brown Projects	3,750	-	-	-	3,750
Pickleball Expansion & Restrooms	625	-	-	-	625
Pickering Center Expansion	1,050	-	-	-	1,050
Sport Park Site Work	6,000	3,000	-	-	3,000
<b>Total Parks:</b>	<b>\$ 17,675</b>	<b>3,000</b>	<b>-</b>	<b>2,640</b>	<b>12,035</b>
<i>* Federal funding is included in totals.</i>					
<b>GERMANTOWN ATHLETIC CLUB FUND:</b>					
Natorium Renovation	4,400	-	4,400	-	-
GAC Parking Lot Milling and Overlay	240	-	-	-	240
	<b>\$ 4,640</b>	<b>-</b>	<b>4,400</b>	<b>-</b>	<b>240</b>
<b>STORMWATER FUND:</b>					
Annual Miscellaneous Drainage Improvements	\$ 750	-	-	-	750
Forrestwood Rd. Culvert	75	-	-	-	75
Hollow Creek Drainage Improvements	66	-	-	-	66
Foster Ridge Drainage Improvements	170	-	-	-	170
Blair Lane Drainage Improvements	425	-	-	-	425
Golden Fields Culverts	1,650	-	-	-	1,650
Dogwood Grove 4th Addition	1,850	-	-	-	1,850
Winchester Rd @ FHI Intersection Drainage Improvements	55	-	-	-	55
<b>Total Stormwater Fund:</b>	<b>\$ 5,041</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,041</b>
<b>MUNICIPAL SCHOOLS:</b>					
Farmington Sprinkler System/Duct/Fire Alarm System Replacement	1,200	-	-	-	1,200
Houston High School Master Plan	170,000	-	170,000	-	-
<b>Total GMSD Fund:</b>	<b>\$ 171,200</b>	<b>-</b>	<b>170,000</b>	<b>-</b>	<b>1,200</b>
<b>UTILITY FUND:</b>					
Southwest Water Main Phase I	2,200	-	-	-	2,200
Sanitary Sewer Lift Station Generator	1,100	-	-	-	1,100
Stout Rd. Lift Station Refurbishment	175	-	-	-	175
Water System Modeling	250	-	-	-	250
Concrete Water Main Conversion	3,200	-	-	-	3,200
Southern Avenue Water Treatment Plant Filter Bay Refurbishment	1,000	-	-	-	1,000
North Johnson Rd Lift Station Force Main Rerouting	1,000	-	-	-	1,000
Johnson Road Plant Generator	1,200	-	-	-	1,200
Pine Valley Water Main Improvement	500	-	-	-	500
Johnson Rd. Water Treatment Plant Filter Bay Refurbishment	1,500	-	-	-	1,500
Conversion of Johnson Rd. Water Treatment Plant to Hypochlorite	250	-	-	-	250
Sanitary Sewer System Modeling	250	-	-	-	250
Sanitary Sewer Flowmeters Phases I, II, & III	350	-	-	-	350
<b>Total Utility Fund:</b>	<b>\$ 12,975</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,975</b>
<b>CONTINGENCY:</b>					
	\$ 1,750	-	-	-	1,750
<b>Total Contingency:</b>	<b>\$ 1,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,750</b>

- SECTION 5. No appropriations listed above may be exceeded without an amendment of the budget ordinance as required by the Municipal Budget Law of 1982 (T.C.A. Section 6-56-208). In addition, no appropriation may be made in excess of available funds except to provide for an actual emergency threatening the health, property or lives of the inhabitants of the municipality and declared by a two-thirds (2/3) vote of at least a quorum of the governing body in accord with Tennessee Code Annotated Section 6-56-205.
- SECTION 6. At any time during the fiscal year, the City Administrator may transfer part or all of any unencumbered line items within a department, office, or agency. The Board, by appropriate action, may authorize the City Administrator to transfer moneys from one (1) department, office or agency to another within the same fund subject to such limitations and procedures as it may prescribe. Any such transfers shall be reported to the Board at its next regular meeting and shall be entered in the minutes.
- SECTION 7. In the event funds are donated or contributed to the City or the City receives grants, revenue projections and expenditure appropriations may be increased by action of the Board of Mayor and Aldermen to the extent of the amount of funds received.
- SECTION 8. A detailed financial plan will be attached to this budget and become part of this budget ordinance. In addition, the published operating budget and budgetary comparisons shown by fund with beginning and ending fund balances and the number of full-time equivalent employees required by Section 6-56-206, *Tennessee Code Annotated* will be attached.
- SECTION 9. There is hereby levied a property tax of \$1.8382 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, 2024, the public welfare requiring it.

First Reading: May 13, 2024

Second Reading: June 10, 2024

Third Reading: June 24, 2024

  
\_\_\_\_\_  
Mike Palazzolo, Mayor

  
\_\_\_\_\_  
Michele Betty, City Clerk/Recorder

## EXHIBIT A

**Summary of Changes between FY25 Proposed Budget to FY25 Adopted Budget:****Revenues:**

CIP Fund	\$	580,000
GMSD General Purpose School Fund		523,088
GMSD School Capital Projects Fund		2,500,000
GMSD School Cafeteria Fund		2,269,318
GMSD Federal Projects Fund		2,565,107
<b><i>Increase in Total Revenues</i></b>	<b>\$</b>	<b>8,437,513</b>

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

CIP Fund		8,000
GMSD General Purpose School Fund		-
GMSD School Capital Projects Fund		2,065,657
GMSD School Cafeteria Fund		(12,510)
GMSD Federal Projects Fund		-
<b><i>Decrease (Increase) in Total Fund Balances</i></b>		<b>2,061,147</b>

***Total Change in Revenues & Fund Balances*****\$ 10,498,660****TOTAL REVENUES AND CHANGE IN FUND BALANCES****\$ 209,716,344****Expenses:**

CIP Fund	\$	588,000
GMSD General Purpose School Fund		523,088
GMSD School Capital Projects Fund		4,565,657
GMSD School Cafeteria Fund		2,256,808
GMSD Federal Projects Fund		2,565,107
<b><i>Increase in Total Expenses</i></b>	<b>\$</b>	<b>10,498,660</b>

**TOTAL EXPENSES****\$ 209,716,344**

## STRATEGIC OBJECTIVES

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In January 2015, the Germantown Board of Mayor and Aldermen (BMA) 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 plan was adopted by the BMA in February 2016, with the understanding that an update would take place every five years.

After a delay caused by the COVID-19 pandemic, the process to update the Germantown Forward 2030 plan began in the fall of 2021. Over the course of a month, a diverse group, some of whom participated in the initial 2030 strategic planning process along with some new faces to ensure that new ideas were incorporated, met to reevaluate the City's Germantown Forward 2030 vision and values statement. This strategic planning process began with the appointment of a 27-member steering committee.

These members participated in a review of the current status of the City's progress toward the initial GF2030 plan, completed and discussed a SWOT analysis, and participated in a process that started with individual vision and value statements which were ultimately incorporated into one statement, agreed upon by the entire group. The result is the **Germantown Forward 2035 Vision Statement and the Community's Values**:

### GERMANTOWN FORWARD 2035

#### VISION:

Germantown is a vibrant, welcoming community, the community of choice, offering outstanding quality of life for all generations. The government is resilient, 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.

#### OUR COMMUNITY VALUES:

- A culture of excellence and kindness
- Community strength, health and sustainability
- Excellence in education
- Innovation, creativity and continuous improvement
- Lifestyle opportunities as part of the fabric of everyday life
- Local and regional partnerships
- Modern and reliable public infrastructure
- Natural and designed beauty and strategic growth

Following the steering committee's work to update the vision statement and community values, City staff worked to update the work originally completed by 2030 task forces. City staff was careful to preserve the spirit of the initial work while removing or updating items that have been completed and applying lessons learned over the last five years in an effort to make the plan more user-friendly. The 2035 plan was adopted by the BMA in May 2022.

## GERMANTOWN FORWARD 2035 KPA OWNER BY DEPARTMENT



### CITY SERVICES AND FINANCE

- Budget and Financial Services
- Administration



### ECONOMIC DEVELOPMENT

- Economic and Community Development
- Budget and Financial Services



### EDUCATION

- Germantown Municipal School District
- Administration
- Library



### LAND USE AND TRANSPORTATION

- Economic and Community Development
- Engineering



### NATURAL RESOURCES

- Public Works
- Parks and Recreation
- General Services
- Engineering
- Utilities



### PUBLIC SAFETY

- Police
- Fire
- Ambulance



### QUALITY OF LIFE

- Administration
- Parks and Recreation
- Public Arts





**STRATEGIC OBJECTIVES**

Land Use and Transportation	Significantly improve walkability in Germantown's Central Business District.	Implement strategic pedestrian and bicycle improvements per the City's major road plan. Implement streetscape design standards in the CBD to enhance walkability. Fully implement the City's Greenway plan. Update Pedestrian/Bicycle Master Plan.	Ongoing  1 to 2 years  2 to 5 years	<ul style="list-style-type: none"> <li>● Central Business District Walk Score</li> <li>● Ratio of proposed to actual bike routes and greenway</li> </ul>
	Germantown is regionally recognized as a leader for improved access and mobility for all forms of transportation.	Improve travel time on the City's major corridors of Poplar Ave. and Germantown Rd. Develop and adopt a Complete Streets policy. Update the major road plan and establish priorities for transportation efficiency.	Ongoing  2 to 5 years	<ul style="list-style-type: none"> <li>● Travel time for Germantown Road</li> <li>● Travel time for Poplar Avenue</li> <li>● Satisfaction with traffic flow</li> </ul>
	Assessed property value in key commercial areas increases annually.	Proactively promote development opportunities in key commercial areas. Complete a comprehensive plan to include a city-wide land use plan and updates to small area plans and policies.	Ongoing  2 to 5 years	<ul style="list-style-type: none"> <li>● Property tax revenue from key commercial areas</li> </ul>
	The City experiences positive trends in assessed value of residential areas.	Promote alternative models of single-family housing types in mixed use developments. Establish a support program for the maintenance of existing single-family homes in older sections of the City. Relaunch the Neighborhood Planning Initiative Program.	Ongoing  1 to 2 years  2 to 5 years	<ul style="list-style-type: none"> <li>● Assessed value of residential property</li> <li>● Median home sale price</li> </ul>
Natural Resources	Policies and practices advance sustainable practices in natural resource management.	Improve access to nature and increase public awareness. Develop and implement a long-term funding strategy to progress the Natural Resources plan. Practice and promote innovative energy conservation measures. Maintain a long-term funding strategy to support sustained tree canopy. Provide a diverse offering of conservation-focused programs accessible to the public. Provide public awareness for understanding of the plan. Create a comprehensive database of all natural resources.	Ongoing  1 to 2 years  5 to 10 years	<ul style="list-style-type: none"> <li>● Percentage of Natural Resources Plan recommendations implemented or completed</li> <li>● Percentage increase in environmental program participation</li> <li>● Percentage decrease in energy usage in public facilities</li> <li>● City-wide tree canopy coverage ratio</li> </ul>
	Ecosystem integrity and habitat biodiversity exist on public lands.	Reduce invasive plants on all public property. Increase designated arboretums on public lands. Increase tree planting programs. Increase planting of vegetation and habitat restoration to attract desired wildlife, pollinators, birds and butterflies. Ensure well-stocked fishing lakes and ponds for recreational fishing. Increase use of drought-tolerant, low-maintenance native plants in the public landscape when appropriate.	Ongoing  2 to 5 years	<ul style="list-style-type: none"> <li>● Tree canopy coverage ratio on public land</li> <li>● City's non-invasive plant inventory</li> </ul>

## STRATEGIC OBJECTIVES

	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 physical infrastructure rehabilitation and maintenance through comprehensive IRP and CIP plans. Implement eco-friendly irrigation systems and retrofits.	Ongoing	<ul style="list-style-type: none"> <li><span style="color: blue;">●</span> Turbidity</li> <li><span style="color: blue;">●</span> Total coliforms</li> <li><span style="color: green;">●</span> Diversion of debris from stormwater system</li> <li><span style="color: green;">●</span> Rate of change in aquifer level</li> </ul>
Public Safety	Germantown is the safest city in Tennessee.	High-visibility patrols and proactive enforcement. Recruit, hire and retain quality employees. Leadership development focused on current and emerging leaders. Develop and deploy ongoing, best practice training curriculum. Maintain, improve and acquire innovative technology. Develop and strengthen community outreach programs. Assess infrastructure and capital needs and develop plans for potential CIP projects.	Ongoing	<ul style="list-style-type: none"> <li><span style="color: green;">●</span> State crime rate index</li> <li><span style="color: green;">●</span> Satisfaction with police services</li> <li><span style="color: yellow;">●</span> Satisfaction with safety while walking alone</li> <li><span style="color: green;">●</span> Satisfaction with safety compared to other cities</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 and develop plans for potential CIP projects. Public education addresses all risk.	Ongoing	<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> <li><span style="color: green;">●</span> Satisfaction with fire department services</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. Recruit, hire and retain quality employees	Ongoing	<ul style="list-style-type: none"> <li><span style="color: blue;">●</span> Cardiac arrest survival rate</li> <li><span style="color: yellow;">●</span> Satisfaction with EMS</li> </ul>
Quality of Life	Exceptional gathering places encourage engagement among residents and visitors.	Develop a branding and marketing campaign for the City. Implement the 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 Central Business District 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>
	An integrated system of exceptional parks, trails, natural areas and recreational, cultural and historic amenities exists throughout Germantown.	Reinvest in existing Quality of Life amenities. Advance Public Art and Parks and Recreation Master Plans	Ongoing	<ul style="list-style-type: none"> <li><span style="color: red;">●</span> Total annual reinvestment in Quality of Life amenities</li> <li><span style="color: blue;">●</span> Percentage of Public Art Master Plan completed</li> <li><span style="color: blue;">●</span> Percentage of Parks and Recreation Master Plan completed</li> <li><span style="color: green;">●</span> Customer satisfaction with Quality of Life amenities</li> </ul>

## STRATEGIC OBJECTIVES

	The community is engaged through top-quality inclusive recreation, cultural arts, entertainment and life-long learning opportunities.	Offer programs and venues that meet current recreational and cultural needs. Maximize community awareness of recreation, sports and cultural arts offerings.	Ongoing	<ul style="list-style-type: none"> <li>● Satisfaction with recreation and cultural arts programs and services</li> <li>● Participation in recreation and cultural arts programs</li> <li>● Percent increase in Quality of Life social media engagement</li> </ul>
	The community supports quality of life programs and services through volunteerism, partnerships and financial contributions.	Secure gifts of time, money and resources to expand the capacity for service delivery.	Ongoing	<ul style="list-style-type: none"> <li>● Percentage of donations to total Quality of Life programs and services expenses</li> <li>● Percentage of actual volunteer hours needed to total hours</li> </ul>
Technology	A City-wide technological infrastructure supports and sustains individual, educational, government and business demands.	Investigate means for enhancing the design and placement of wireless transmission facilities in residential areas. Establish baseline for business satisfaction and requirements. Review and implement changes to City ordinances to improve the technology environment in the community. Explore and create strategic technological partnerships.	Ongoing	<ul style="list-style-type: none"> <li>● Satisfaction with residential internet service</li> <li>● Satisfaction with residential cellular service</li> <li>● Satisfaction with business internet service</li> <li>● Satisfaction with business cellular service</li> </ul>
	A technology-enabled community builds efficiency, safety and transparency by which all stakeholders can use and access relevant government information and services at anytime from anywhere.	Implement improvements to customer-facing online systems. Encourage and foster the use of technology across the community	Ongoing	<ul style="list-style-type: none"> <li>● Satisfaction with use and access of information and services</li> <li>● Satisfaction with the City website</li> <li>● Satisfaction with the City mobile app</li> <li>● Satisfaction with City online services</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 2035 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 in 2023, the following City Functions meet customer needs and satisfaction: **Police Services, Fire Services, Ambulance and Emergency Medical Services, Recycling and Garbage Collection, City Parks, Managing Traffic Flow, Support for Neighborhoods.** Of these, all but the latter two were also identified as strengths in the 2018 survey. The Managing Traffic Flow and Support for Neighborhoods were considered primary opportunities in previous years and now show as a primary strength.

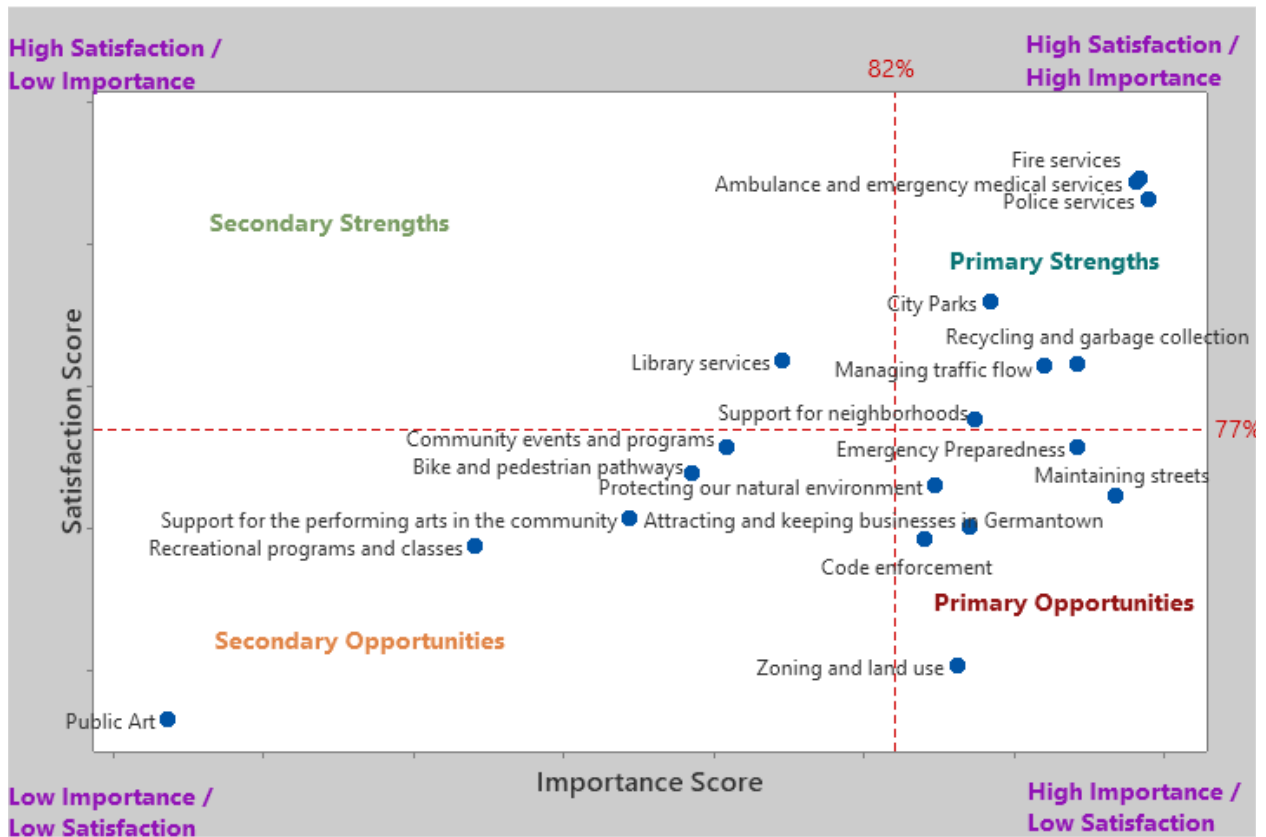
**Primary Opportunities:** These City Functions are those with above average customer ratings in importance, but with below average ratings in satisfaction. The City should prioritize improvements on these functions and services. Efforts placed on these areas should contribute towards raising overall satisfaction levels. According to survey results in 2023, the following City Functions need attention: **Emergency Preparedness, Maintaining Streets, Protecting our Natural Environment, Attracting and Keeping Business in Germantown, Code Enforcement, Zoning and Land Use.** All of these areas continue to be high priorities

**PERFORMANCE MEASUREMENTS – FY25**

for improvement since the 2016 survey with the exception of Emergency Preparedness which was considered a primary strength in 2018. In 2018, Code Enforcement was considered a secondary opportunity.

**Secondary Opportunities:** These City Functions reflect areas in which no immediate attention is needed. Even though survey respondents rated these functions below average in satisfaction, they also rated them below average in importance. Therefore, the City should not consider the following functions as high improvement priorities: **Community Events and Programs, Bike and Pedestrian Pathways, Support for the Performing Arts in the Community, Recreational Programs and Classes, Public Art.** All these areas were considered secondary opportunities in the 2018 survey with the exception of Public Art.

**Secondary Strengths:** These City Functions correspond to those areas where the City is meeting or exceeding public satisfaction, but are not a high priority for survey respondents. The City may be placing too high of a priority or too many resources on these functions, and could redirect attention to the services and programs that fall under primary opportunities. These functions are: **Library Services.** This service was also considered secondary strengths in the 2018 survey.



## **FINANCIAL POLICIES**

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By resolution of the Board of Mayor and Aldermen on June 28, 2004 the following policies were adopted, and on April 27, 2015 were amended to provide guidance to Administration in budgeting, long-range planning and financial management of the City's operations designation for the General Fund fund balance.

### **I. Operating Budget**

The operating budget will be based on the principle of financing current expenditures with current revenues or accumulated reserves. Operating expenditures will not be directly supported by debt or federal and state transfer proceeds. Expenditures shall include adequate funding for retirement systems and adequate maintenance and replacement of capital and operating assets. Budgeted expenditures shall reflect the City's perceived needs and desires of the community based on current surveys and long-range planning.

The budget will also be based on generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board. The budget basis will conform to the accounting policies contained in the Comprehensive Annual Financial Report, Note 1 – Summary of Significant Accounting Policies.

The form of the budget will include five-year projections of revenues and expenditures based on a program orientation, which includes measurement of performance, full cost absorption, adequate provisions for debt service and depreciation where applicable. The budget presentation will include analyses of cash flow, capital position and debt capacity.

Semiannually, there will be a comprehensive review of the operations to date in comparison to the existing budget. Projections of remaining revenues and expenditures for the year will be made and reviewed by the City Administrator, Mayor, and the Financial Advisory Commission and appropriate adjustments will be recommended to the Board of Mayor and Aldermen.

### **II. Revenues**

The operating budget will be developed with the objective of funding all well justified program goals, while avoiding major per capita tax increases. The City will strive to diversify the revenue base, reducing its dependency on property taxes and intergovernmental transfers.

The City will maximize the availability of revenue proceeds through aggressive collection and investment policies and proper timing of cash disbursements.

User fees will be developed and continually reviewed to ensure that they recover the cost of services that are not universal to all taxpayers. In Proprietary Funds, user fees will provide full coverage of direct and indirect costs including depreciation. In the Recreation Fund and the Pickering Center Fund, user fees will be maintained at a level to cover operating costs.

### **III. Fund Balance**

General Fund:

The operating budget will provide funding of commitments necessary to the continued financial health of the City. In compliance with generally accepted accounting principles, the following five areas are defined as Commitments of the General Fund fund balance in the City's financial statements.

Emergencies and Catastrophes – provide funds to meet major, unforeseen, infrequent, catastrophic or emergency requirements, and are to be maintained at a level of \$900,000. This amount also provides funding of a risk management program, whereby the City obtains insurance contracts for catastrophic losses, but maintains relatively high deductible or retention limits on operating equipment and maintains no insurance contracts on certain exposures.

Contingencies – provides funds annually from which appropriations may be made to meet minor, additional needs not specifically provided for in the current operating budget. An amount of \$100,000 is budgeted in the General Fund Contingency Account. The Financial Advisory Commission and the Board of Mayor and Aldermen will review this fixed level of funding annually.

Infrastructure Replacement – commits the following year’s funding for the replacement, reconstruction or refurbishment of City assets consisting of, but not limited to, city buildings, parks, streets, curbs, and sidewalks and operating equipment on a pay-as-you-go basis.

Tax Anticipation – supplements operating cash flows to avoid liquidity problems, which might necessitate the issuance of Tax Anticipation Notes. The funding commitment is to be maintained at a level of one-third of property tax revenues for the following year.

Debt Service – establishes a funding commitment to meet total debt service requirements for the following year.

Utility Fund:

The operating budget will provide funding of certain reserves considered necessary to the continued financial health of the Utility Fund. These two reserves are reflected in the City’s annual budget as unrestricted net assets of the Utility Fund.

Operations – the unallocated cash balance in the Utility Fund will be maintained at a 90-day reserve level, not including debt service. This level was established to ensure reserves equal to three months of operating expenditures to meet cash flow requirements.

Debt Service – the unallocated cash balance in the Utility Fund will maintain debt service coverage of two years of annual debt service.

#### IV. Capital Improvements Program

The Capital Improvements Program (CIP) will reflect a consensus of the perceived needs and desires of the community based on current surveys and long-range planning. The CIP will be cognizant of the financial impact on the applicable fiscal year and the City’s past, present and future goals. The CIP will generally address those capital projects used for the acquisition or construction of major capital facilities.

The City will update and adopt annually a six-year CIP, including the annual Capital Improvements Budget (CIB) and a five-year projection of capital needs and expenditures which details the estimated cost, description and anticipated funding sources for capital projects. Projections may be made for future projects exceeding the six-year CIP timeframe. The plan will include costs that have been estimated including consideration for inflation. The inflation rate will be determined annually in the budget process and will be disclosed in the capital budget report.

The first year of the six-year CIP will be the basis of formal fiscal year appropriations during the annual budget process. As part of the annual budget process, the CIP will be evaluated and adjusted with changes in priorities. The Mayor and City Administrator will review the CIP quarterly and if new project needs arise during the year, a budget adjustment identifying both the funding sources and project appropriations must be presented to the Board of Mayor and Aldermen (BMA) for approval. The approval must occur before active progress is made on the planning, design, or construction of the project. Projects may be granted exceptions as to promptly resolve any dangers to the community.

Projects involving development contracts brought before the Board of Mayor and Aldermen for approval during the operating year will identify proposed sources of funding and impacts to CIP funding, in particular, the General Fund Operating Reserves.

Each capital project will have a “sunset provision” enforced at the end of the fiscal year, which can only be lifted by resolution adopted by the Board of Mayor and Aldermen.

Projects will be monitored to ensure compliance with CIP Policy and Procedures. Projects will be entered into a timeline to produce a CIP schedule. Post-project evaluation reports will be used to determine the successfulness of a project.

A contingency amount of \$350,000 will be budgeted annually to meet minor, additional needs not specifically provided or in the current capital budget. The contingency amount is budgeted in the CIP Contingency Account. The Financial Advisory Commission and the Board of Mayor and Aldermen will review this fixed level of funding annually.

### ***Evaluation Criteria***

In order for a project to be considered in the CIP, an application shall be submitted for evaluation. A CIP Committee will be developed to assist in the review of project applications. The CIP Committee will use the following criteria to evaluate each capital project:

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

### **Financing**

The two basic approaches to funding capital projects are pay-as-you-go and pay-as-you-use. Pay-as-you-go means paying for the capital project out of current revenues at the time of expenditure. Pay-as-you-use means borrowing to finance the expenditure with debt service payments generated from revenues raised through the useful life of the project. The CIP will use a combination of these two financing methods. Capital projects are funded through bonds, reserves, grants, developer contributions and other governmental sources. The average maturity of general obligation bonds will be at or below 30 years. Pay-as-you-go financing for capital projects must account for at least 25% of capital plan funding.

The City will maintain its physical assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of capital plant and equipment from current revenues where possible. Future maintenance or replacement costs will be factored into future years CIP as a result of the entry of a new project.

The Capital Improvements Program (CIP) will reflect a consensus of the perceived needs and desires of the community based on current surveys and long-range planning. The City will develop and maintain a CIP to control capital projects over a six-year planning period coordinated with the operating budget.

The CIP will be designed to protect the City's investments in capital and operating assets through timely and adequate maintenance and replacement of those assets. The Mayor and City Administrator will review the CIP quarterly and recommendations for amendments will be made to the Board of Mayor and Aldermen. Projects involving development contracts brought before the Board of Mayor and Aldermen for approval during the operating year will identify possible sources of funding and impacts to CIP funding, in particular, General Fund Operating Reserves. The CIP will monitor projects in progress to ensure timely completion or the substitution of alternative projects.

### V. **Debt Management and Investment Polices**

Debt will be used to finance long-lived capital and operating assets for the City as well as the School District within the constraints of maintaining or improving bond ratings and debt service quality and payments.

Debt management will provide for the protection of bond ratings, the maintenance of adequate debt service reserves, compliance with debt instrument provisions and appropriate disclosure to investors, underwriters and rating agencies.



Investments of the City will be made and collateralized in accordance with Tennessee Code Annotated. Investment management will strive to maximize investment return on the City's funds through pooling of funds where permitted, frequent market analysis; cash forecasting procedures and competitive bidding.

A separate detailed investment policy "Policy Letter No. 27" was revised and approved by the Board of Mayor and Aldermen on October 22, 2007. The policy letter addresses in greater detail the administrative involvement into City investments. The policy defines the guidelines for the selection of financial institutions and investment instruments as authorized under Tennessee Code.

### **Types and Use of Debt**

#### **Uses of Debt**

**Capital Improvement Plan (CIP).** To ensure sustainability, City staff identifies new construction projects, infrastructure replacement or major asset acquisitions through its multi-year Capital Improvements Program (CIP). This process of long-term planning is performed in conjunction with the annual budget process and reflects the Board's visions and goals for capital improvements to the City. Early identification of future capital needs allows the City more time to assess various financial alternatives and to plan the use of debt financing more effectively.

The City will assess all financial alternatives for funding capital improvements, but initially, pay-as-you-go financing will be considered before issuing any debt. Pay-as-you-go financing may include: current revenues and unreserved fund balances; grants from federal, state and other sources; private sector or developer contributions; public/private partnerships; leasing payments. Once the City has determined the available "pay-as-you-go" funding, the City may consider debt to finance the balance of approved capital projects.

When debt financing is considered, the City's policy is to issue debt for the acquisition or construction of major capital assets or infrastructure with a useful life of not less than **ten (10)** years. With the exception of unanticipated capital expenditures, the acquisitions or projects financed with debt will be well identified and analyzed in the CIP. Projects eligible for funding with debt include, but are not limited to, libraries, public streets and bridges, administrative facilities and equipment, public safety facilities and equipment, parks and recreational facilities, storm water drainage and treatment facilities and drinking water treatment and distribution facilities, school facilities and school equipment.

**Refunding.** Under certain circumstances, the City's financial interests will best be served by the prepayment or refinancing of existing debt. Because many factors could influence this decision, the City's staff and advisors will periodically (at least annually) review all outstanding debt to determine refunding or prepayment opportunities. In general, refundings (or debt prepayments) will be considered if and when there is a net economic benefit from the transaction. Subject to a review of the transaction by the Tennessee Comptroller's office (Division of Local Finance), targeted savings (net of all transaction costs) for advance refundings will be a net present value savings of at least four percent (4%) of the refunded debt. Notwithstanding the targeted savings, other factors will be considered on a case-by-case basis to determine if a refund, prepayment or other modification of existing debt is warranted or will be beneficial to the City.

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

#### **Types of Debt**

When the City's determines that the use of debt is appropriate for funding, the form of the debt will be evaluated according to the criteria for various types of debt. The typical types of debt financing are listed in order as most commonly used by the City and are described herein:

**General Obligation Bonds.** The City may issue general obligation bonds to finance approved capital projects that otherwise lack a dedicated revenue stream from operations. This long-term debt has the "full faith, credit and taxing power" of the City pledged to the repayment of the bonds and typically has the lowest interest cost for long-term capital. Generally, this debt will be issued for capital projects with a useful life of at least ten (10) years and a combined cost (for the funded projects) of at least three million dollars (\$3,000,000). [Note: It is intended that any

issuances of debt refunding bonds be combined with general obligation bonds (or revenue bonds, described below) in order to meet the targeted \$3 million minimum issuance and to maximize the value of the issuance costs.]

**Revenue Bonds.** The City may issue revenue bonds to finance approved capital projects (equipment and facilities) that have a useful life of at least ten (10) years and have a dedicated revenue stream as part of a separate enterprise fund (e.g., Utility Fund). It is fully intended that the debt will be repaid by the revenue generated by the enterprise fund. However, the revenue bonds may be issued with the City's "full faith" backing as approved by the Board of Mayor and Aldermen based on economic and financial considerations.

**Special Assessment and Incremental Tax Revenue Bond.** Specific to projects under the City's Public Private Partnership Policy or other economic development initiative, the City may issue special assessment or incremental tax revenue bonds as part of the financing of the overall development project. Generally, these projects will be of significant size and scope encompassing major capital developments so that issued debt will be at least five million dollars (\$5,000,000) with the useful lives of assets not less than twenty (20) years. It is intended and expected that any special assessment or incremental tax revenue bonds will be issued by a separate legal entity such as the Industrial Development Board (IDB) of the City of Germantown, Tennessee (a public benefit corporation chartered under Tennessee law) but will not be issued with the City's "full faith" backing. Any bonds issued by the IDB will be subject to approval by the Board of Mayor and Aldermen, therefore it is intended that the IDB will be subject to the general guidelines and procedures included in this Debt Policy.

**Capital Outlay Notes.** Under the provisions of T.C.A. Section 9-21-101 et seq., the City may issue capital outlay notes, a simpler and usually less expensive form of general obligation debt that is often structured as a loan from local banks. Subject to approval by an agency of the Tennessee Comptroller's Office, this debt funding may be provided for approved capital equipment and projects with a useful life between three (3) and twelve (12) years and a total project cost of not more than three million dollars (\$3,000,000).

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

**Other Financing Types.** If it is determined in the best interest of the City after consulting with financial advisors, appropriate commissions or other stakeholders, and subject to required approvals by the City's Board, the City may issue other forms of debt (including capital lease or installment financing). This section is not intended to circumvent the issuance process for other types of debt funding but merely recognizes that a simpler type of debt may be more cost effective under certain circumstances. Debt obligations of this type will not exceed two million dollars (\$2,000,000) during a fiscal year with a maximum term not to exceed six (6) years.

## **VII. Debt Limits and Affordability**

Consistent with the stated objectives of this Debt Policy (SECTION IV), financial and economic indicators have been devised to reasonably measure the City's debt capacity and establish maximum debt limits or limits of affordability. While recognizing the City's need to access debt capital under a wide variety of obligations or changing circumstances, it is fully intended that the indicators of affordability provide measures that reflect the constantly changing dynamics of the population, the tax base and the economic environment. Likewise, it is intended that these measures are viewed and projected in conjunction with the City's Capital Improvement Program in order to identify potential limitations or an unfavorable impact on future operations. The City's established debt limits and affordability does not apply for debt issued on behalf of the Municipal School District Short-Term Cash Flow needs.

The following benchmarks (financial or economic indicators) are devised to establish not only limits on the total debt but also the City's ability to repay outstanding debt over future periods. These limits of affordability include:

1. **Net Debt Service to Governmental Fund Expenditures** – a measure of the debt service as a percent of the City's total operating expense.

A percent not to exceed: 12%

Net Debt Service will include all debt service costs (principal and interest) related to general obligation or other secured debt (but not including business enterprise debt with proven revenues) paid from the City's general fund.

2. **Direct Debt to Appraised Property Value** – a measure of the debt liability to the City’s total appraised values for property taxes.

A percent not to exceed: 1.50%

Direct Debt will include all general obligation debt and any business enterprise debt secured by the City’s taxing authority.

3. **Direct Debt Per Capita** – a measure of debt liability to the City’s population.

An amount not to exceed: \$2,000

Direct Debt will include all general obligation debt and any business enterprise debt secured by the City’s taxing authority.

4. **Per Capita Debt to Per Capita Income** – a measure of the debt liability for the City’s population as a percent to their annual income.

A percent not to exceed: 4%

Per capita income from published sources and Direct Debt Per Capita calculated above.

Notwithstanding the measures established herein, this policy ultimately seeks to maintain the highest credit quality (triple-A) established by the national rating agencies due to easier access to capital and the lower overall cost for debt. Recognizing that these same measures are utilized by the rating agencies, the City’s policy will be adapted to ensure that its debt limits and measures of affordability do not exceed the levels necessary to maintain the highest quality rating for its debt.

This policy requires that these measures and limits of affordability be fully analyzed when evaluating the issuance of new or refunding debt in order to determine the financial impact of the additional debt on future periods. The analysis described herein will be made part of the information or presentations provided to the Financial Advisory Commission (FAC) and the Board of Mayor and Aldermen as outlined in SECTION V.

Periodic monitoring and reporting of these debt measures will also be performed as part of the City’s annual budget preparation. During the annual budget process, the fiscal year budget information presented for review to the Financial Advisory Commission and the Board of Mayor and Aldermen will include the current and projected analysis of these debt measures.

**VIII. Debt Issuance Process**

Once the City determine that debt will be utilized to fund an approved capital project or acquisition, the Finance Director will assemble the staff resources and service professionals needed to prepare, analyze, document and close the debt transaction. The type, complexity, and size of the debt to be issued will determine the staff requirements and service professionals required. The various considerations that must be addressed at the onset to ensure the proper planning and execution of the debt issuance process are discussed herein.

**Timing of the Transaction**

The City will determine the optimal timing for issuing or placing the debt based on the requirements identified in the CIP, the funding forecast developed in the budgeting process, and the actual cash flow projected for the construction or acquisition of the capital asset. Once the targeted debt issue date is determined, the Finance Director will determine the necessary lead times to identify the type of debt to be issued, engage the appropriate professionals, analyze payment structure and estimated rates, and then schedule the various commission, public and Board presentations. Timing of the debt issuance will ultimately be determined by mandated public notice and necessary Board approvals.

### **Sale Method or Placement**

#### **Competitive Sale**

The City believes that the competitive sale process is the best tool for obtaining the lowest interest rates and terms for the issued debt. Therefore, the City will always use the competitive sale process to sell its general obligation or revenue bonds (including capital outlay notes), except in situations where (1) existing disruptions in the national capital markets make it unlikely the City will receive at least three (3) reasonable bids for its bonds, or (2) the general obligation debt is in the form of a loan agreement through a federal or state sponsored loan program.

#### **Negotiated Sale**

Notwithstanding the strong preference for issuing debt using the competitive process, the City recognizes that some debt is best sold through negotiation. In such instances, the City shall assess the following circumstances or conditions when considering a negotiated sale: (1) express statutory authority; (2) a structure which may require a strong pre-marketing effort such as a complex transaction or new credit; (3) size of the issue; (4) market volatility; and (5) variable rate pricing. To ensure full transparency of any debt issuance, the use of the negotiated sale process will not reduce the analysis of the transaction by staff and professionals nor limit the public information and participation during the debt approval process.

#### **Private Placement**

For certain capital transactions, the City may elect to privately place the debt issued as part of the transaction (e.g. installment transactions or capital leases). Such placement will be acceptable if the method clearly demonstrates that such transaction will be in the best interest of the City due to cost savings or other favorable transaction terms.

#### **Use of Professionals**

As part of the debt issuance process, the City will engage the services of knowledgeable professionals to analyze and advise City staff about optimizing the outcome of the transaction and clearing all the legal hurdles. Due to the infrequency of issuing new debt, the City will maintain its expertise in the credit markets by retaining professionals who stay well-informed about industry trends and about the City's visions and finances. SECTION X of this policy will more fully describe the details of the relationship with the professionals named herein.

#### **City Attorney**

The City Attorney will review, advise, and prepare debt-related documents on behalf of the City for simple borrowings that do not involve the public debt market. In the case of debt structures that directly access the public debt market, the City Attorney will provide support to staff and bond counsel about the City's legal status and authority for issuing the debt. In addition, the City Attorney will provide an opinion that the debt was issued within the applicable debt limitations set by State law or the City's charter, that the City has taken all steps necessary to authorize the sale and issuance of debt, and that the debt is a valid and binding obligation of the City (if applicable).

#### **Bond Counsel**

For all sales of debt in the public debt market, the City will engage a specialized bond counsel with specific experience in the issuance of municipal debt. The bond counsel will prepare all legal documents related to the issuance of the public debt including the legal documents necessary for the City to authorize the issuance of debt. In addition, the bond counsel must be fully competent to provide an unqualified opinion as to the tax-exempt or tax credit status of applicable debt issued and to prepare, review, or comment on all disclosure documents and regulatory forms or applications associated with the transaction.

#### **Financial Advisor**

For all debt transactions in excess of \$1 million or for all sales of debt in the public debt market, the City will select a financial advisory firm to assist in the issuance and administration of the City's debt. The firm selected to serve as financial advisor will provide objective advice and analysis, maintain the confidentiality (to the extent permitted by law) of the City's financial plans and be free from any conflict of interest as defined in this Debt Policy and Tennessee statutes. Further, the City's financial advisor will not underwrite or participate in any syndicates in the sale of the debt.

#### **Underwriters**

In a competitive sale of debt, the City and its financial/legal advisors will set the business and legal terms for the financing and then take public bids from qualified underwriters in a generally accepted auction setting. The firm (or

syndicate) that submits the lowest true-interest-cost bid will be awarded the bonds and serve as underwriter (or senior manager of the syndicate).

In the case of a negotiated sale of debt, the City will first select a firm to market its debt from a pool of qualified underwriters. The City's appointment will be based upon a competitive evaluation of objective criteria, which may include the firm's performance in the City's past competitive sales of debt. The City's selection of the underwriter will be subject to review and recommendation by the FAC and approval by the Board.

### **Registration/Escrow Agent**

In the case of debt issued in the public debt market, the City will designate a bond registrar and paying agent (known at the "Registration Agent") to maintain books and records necessary for the registration, record-keeping and transfer of bonds on behalf of the City. In addition, the Registration Agent will act as pay agent for the City and will be authorized to make all payments of principal, interest, and redemption premium, if any, with respect to the issued bonds.

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

### **Board Approval**

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

### **Compliance Reporting**

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

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

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

### **Maximum Maturity**

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

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

### **Maturity Schedule**

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

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

### **Interest Rates**

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

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

### **Bond Coupon Rate**

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

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

### **Call Features**

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

### **Credit Enhancement Facilities**

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

### **Issuance Cost**

As part of the Capital Improvements Program (CIP), the City regularly evaluates future capital project needs and the methods for financing them, including the use of debt financing. The City's policy is to reasonably coordinate new bond issues 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 therefrom 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



## **BUDGETARY PROCESS**

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### **Basis of Budgeting**

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

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

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

### **Budget Assumptions**

Long-range forecasting includes revenues and expenditures projected over a five-year period and an asset replacement model over a ten-year period. The City has developed various assumptions for each revenue and expenditure category. These assumptions are based on historical trends and current economic conditions. The consumer price index is used to adjust future materials and supplies, salaries, equipment, and maintenance cost projections. Revenue assumptions consider growth patterns for housing and commercial development. Major revenue categories such as property taxes and local sales taxes have been forecasted with a range of 2% growth per year for the next five years. Expenditures range from 1.5%-5% growth annually over the five-year projection forecast.

The budget staff annually develops five-year financial forecasts based on current and projected economic conditions, future spending scenarios and other variables. This information is used to create financial plans to provide insight into future capacity so that strategies support long-term financial sustainability. This level of planning applies to all City funds, including capital projects, the general fund and debt service. On a regular basis, the Financial Trend Monitoring System examines potential challenges to fiscal stability. Action plans are modified as necessary.

The long-term expected rate of return on pension plan investments was developed in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major class. These ranges are combined to produce the long-term expected rate of return by weighing the expected future real rates of return by the target asset allocation percentage.

The discount rate used to measure the total pension liability was 7.25%. The projection of cash flows used to determine the discount rate assumed that contributions from the City will be made at actuarially determined rates. Based on those assumptions, the pension plans' fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods projected benefit payments to determine the total pension liability.

### **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.

## **BUDGETARY PROCESS**

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Under provisions of the City's charter, the Board of Mayor and Aldermen annually enact by ordinance the operating budgets of the general, special revenue, capital projects, enterprise and internal service funds, which cannot exceed appropriation except by approval of the governing body. An annual budget for the capital projects is adopted by individual funds. The total budgets of these funds constitute legal spending limits, requiring ordinance amendment. Transfers within the funds are accomplished by resolution of the Board of Mayor and Aldermen to authorize expenditures of various grants received and to adjust the individual fund budgets as required within the total dollar limitations of the budget ordinance. The City Administrator may approve transfers between categories within a cost center without the governing body's approval. The Board must approve other transfers or requests for additional funds. Thus, departmental or cost center appropriations comprise a legal spending limit for governmental fund types, except for capital projects funds for which the project length financial plans are adopted. The City disperses its capital projects fund monies to various projects, which may cause a deficit within the project. However, the City adopts a positive Capital Improvements Program where funds can be transferred within the fund with appropriate approval from the governing body. Supplemental appropriations were required during the year and the accompanying budgetary data has been revised for amendments authorized by resolution during the year. The basis of accounting applied to budgetary data presented is consistent with the appropriate basis of accounting for each fund type.

The Capital Projects Funds account for the receipt and disbursement of all resources used in the acquisition and construction of capital facilities where the construction period is expected to exceed one year, other than those financed entirely by Proprietary Fund Types. The primary funding sources are debt proceeds and General Fund transfers. The facilities constructed and assets acquired become a part of the City's fixed assets and are, therefore, recorded in the General Fixed Assets Account Group. The residual equity in Capital Projects Funds, if any, is returned to the General Fund upon completion of the project. The following funds are included in this grouping.

The Major Roads Fund includes projects that create, widen or improve roads or intersections. In addition, this fund provides safe and reasonable access to the commercial developments while maintaining a reasonable level of service for traffic using the roadways.

The Intersections & Other Fund includes additional intersections and signals for the city or the improvement of the existing ones. The major purpose of this fund is to provide safe and orderly movement of traffic.

The Fire Fund contains major objective is to provide adequate fire protection to the city and to maintain the Class 1 insurance rating. The major projects in this fund include the construction of new fire stations, the remodeling or expansion of existing fire stations and major equipment purchases.

The Parks Improvements Fund is needed to meet the intensified demand for additional parkland. In addition, growth and development of new parkland is needed to keep pace with the Master Plan for parks and recreation.

The Drainage Projects Fund includes projects that will provide adequate water supply for existing and future population requirements. In addition, this fund consists of sewer projects, such as the provision of sanitary sewers, which are needed when properties are annexed into the City.

The General Government Projects Fund includes miscellaneous projects needed to meet individual departmental demands. The major projects in this fund include the remodeling or expansion of City owned buildings as well as community use buildings and property.

## PROPOSED FY25 BUDGET CALENDAR

### December

12/8/24 Budget Materials distributed to Departments

### January

1/5/24 Capital Improvements Program (CIP) applications due to Assistant Director – Engineering Administration

1/8/24 FY25 General, Special Revenue, Internal Service Funds and Enterprise Funds (except GHCC and GAC) Revenues and Expenditures and Infrastructure Replacement Program requests are due to the Budget and Performance Department

1/22-26/24 FY25 Budget review with General, Special Revenue, Internal Service Funds and Enterprise funds (except GHCC and GAC) departments

### February

2/9/24 FY25 GAC and GHCC Budget Revenues and Expenses and Infrastructure Replacement Program requests are due to the Budget and Performance Department

2/12-16/24 FY25 Budget review with GHCC and GAC

2/26/24 **Board Meeting** - Budget Calendar review and approval by the Board of Mayor and Aldermen

### March

3/4/24 **Financial Advisory Commission – First Meeting:** Introduction, recommendation of budget calendar and review of budget issues. Review of FY25 Special Revenue Funds (SSA Fund will be presented on 4/15/24).

3/18/24 **Financial Advisory Commission – Second Meeting:** Review of FY25 Budget Enterprise Funds (Germantown Athletic Club, Great Hall, Solid Waste, Utility and Stormwater)

### April

4/1/24 **Financial Advisory Commission – Third Meeting:** Review of Capital Improvements Program

4/15/24 **Financial Advisory Commission – Fourth Meeting:** Review of FY25 GMSD Fund, SSA Fund and FY25 General Fund Revenues and Expenditures

### May

5/3/24 Proposed FY25 Budget delivered to Board of Mayor and Aldermen

5/8/24 Board of Mayor and Aldermen work session on FY25 Budget and CIP

5/13/24 **Board Meeting - First Reading on FY25 Budget Ordinance 2024-3**

5/22/24 Document printing due to Procurement

### June

6/10/24 **Board Meeting - Public Hearing on FY25 Budget; Second Reading on FY25 Budget Ordinance 2024-3**

6/24/24 **Board Meeting - Third and Final Reading on FY25 Budget Ordinance 2024-3**

This section consists of summaries of the FY25 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 FY25. It is compared to the estimated total for FY24. 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 68 and 69. 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 FY24 and five years of projections including FY25, 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.

Departmental / Fund Relationship

Department	Governmental			Proprietary		Fiduciary
	General Fund*	Special Revenue Fund	Capital Fund	Enterprise Funds	Internal Service Funds	Trust Fund
Aldermen	✓					
Civic Support	✓					
Court	✓					
Administration	✓					
Human Resources	✓					
Information Technology	✓					
GPAC	✓					
Public Art		✓				
Finance	✓					
Procurement & Risk	✓					
Allocated Expenses					✓	
General Debt Service	✓					
Economic & Community Development	✓					
Engineering	✓					
Budget & Performance	✓					
General Services	✓					
Fleet Services					✓	
Police	✓					
Drug Asset Forfeiture		✓				
Federal Asset Forfeiture		✓				
Fire	✓					
Ambulance		✓				
Public Works	✓					
State Street Aid		✓				
Animal Control	✓					
Solid Waste				✓		
Stormwater				✓		
Parks & Recreation	✓					
Recreation		✓				
Cultural Arts	✓					
Pickering Center		✓				
Library Services	✓					
The Farm		✓				
E-Citations		✓				
Library Endowment Fund		✓				
GMSD General Purpose School*		✓				
GMSD School Capital Projects		✓				
GMSD Cafeteria		✓				
GMSD Federal Projects		✓				
GAC Recreation**				✓		
GAC Aquatics**				✓		
GAC Debt Service**				✓		
Great Hall & Conference Center				✓		
Utility Debt Service**				✓		
Water Operations**				✓		
Sewer Operations**				✓		
Sewage Treatment**				✓		
Capital Improvement Program			✓			
Pension						✓
OPEB						✓
Cash Balance						✓
Health					✓	

\*Major Governmental Funds

\*\*Major Proprietary Funds

## **EXPLANATION OF FINANCIAL IMPACT**

### **Explanation of Changes in Fund Balance Greater than 10% (Increase or Decrease)**

General Fund - The 2025 ending fund balance is \$4,921,778 or 10% less than the estimated FY24 ending fund balance. Of this amount, \$4,700,000 is budgeted to fund capital projects including drainage projects, park reinvestment projects and special park projects, and ADA improvements.

Solid Waste Fund – The 2025 ending fund balance is \$186,628 or 22% lower than the estimated FY24 ending fund balance. This is a planned drawdown of fund balance, due to the ending of the current ten-year solid waste contract.

Stormwater Fund – The 2025 ending fund balance is \$687,305 or 13% higher than the estimated FY24 ending fund balance. The increase in this fund balance is due to cash flow needs to fund capital projects.

Drug Asset Forfeiture Fund – The 2025 ending fund balance is \$82,085 or 18% lower than the estimated FY24 ending fund balance. This is a planned drawdown of the excess fund balance in FY24 to fund capital outlay needs.

General Purpose School Fund – The 2025 ending fund balance is \$2,303,295 or 11% lower than the estimated FY24 ending fund balance. This is a planned drawdown of the excess fund balance in FY24 needed to fund capital needs.

School Capital Projects Fund – The 2025 ending fund balance is \$2,065,657 or 81% lower than the estimated FY24 ending fund balance. This is a planned drawdown of the excess fund balance in FY24 to fund capital needs.

Public Art Fund – The 2025 ending fund balance is \$156,752 or 85% higher than the estimated FY24 ending fund balance. This is a planned build-up of fund balance needed to meet capital needs in the projected years.

Farm Fund – The 2025 ending fund balance is \$39,767 or 29% lower than the estimated FY24 ending fund balance. This is a planned drawdown of the excess fund balance in FY24 to fund two special events planned in FY25.

E-Citations Fund – The 2025 ending fund balance is \$115,000 or 89% lower than the estimated FY24 ending fund balance. This is a planned drawdown of the excess fund balance in FY24. This fund has been discontinued and the fund balance is being drawn down to close out the fund.

### **Budgeted Items that Support Strategic Goals**

City Services and Finance – Reduced the General Fund transfer to the Great Hall Fund to zero dollars to achieve the goal of all funds being self-sustaining for Enterprise Funds.

Education – (1) Added \$8,100 to fund more instructors for adult educational learning in the Pickering Complex budget to build on the City reputation for lifelong learning. (2) The City supports Germantown Municipal School District by providing school resource officers (\$1.1 million) and the maintenance of effort (\$3.08 million) funding to help the school district be the top-performing school district in Shelby County.

Land Use and Transportation – In the Capital Improvement Program, \$400,000 is budgeted for the construction of Wolf River Boulevard and Germantown Road intersection improvements to help improve access and mobility for all forms of transportation.

Natural Resources – (1) In the Capital Improvement Program and Stormwater Capital, \$1.34 million is budgeted for multiple drainage projects to enhance protection and conservation of water resources. (2) In the Utility Fund operational and capital budget, there is an investment of \$7.4 million for the improvement of the water infrastructure to enhance protection and conservation of water resources.

Public Safety – (1) The minimum salary for police officers was increased to \$60,000 to recruit, hire and retain quality officers to help the City be the safest city in Tennessee. (2) Providing funds to maintain innovative technology such as the body camera program (\$229,300). (3) In the Infrastructure Replacement Programs, \$605,000 is budgeted for the purchase of multiple public safety vehicles to help the City be the safest city in Tennessee and enhance fire protection services. (4) In the Capital Improvement Program, \$400,000 is in the budget for the purchase of an ambulance to enhance the City's ability to have the highest survivability rate in Tennessee.

Quality of Life – (1) In the Capital Improvement Program, \$70,000 is budgeted to update the comprehensive parks and recreation master plan to help form an integrated system of exceptional parks, trails, and natural and recreational areas. (2) In the Cultural Arts (85,370), Recreation (651,557), and Farm Park (\$215,767) budgets, funds are available for community awareness of recreation, sports and cultural arts offerings to advance the community engagement through top-quality entertainment and life-long learning opportunities.

# ALL FUNDS BUDGET SUMMARY

	General Fund	Utility Fund	Germantown Athletic Club	Great Hall Fund	Solid Waste Fund	Stormwater Fund
<b>REVENUES:</b>						
Property Taxes	\$ 39,117,302	-	-	-	-	-
Sales Taxes	20,514,603	-	-	-	-	-
Federal and State Revenues	6,342,817	-	-	-	4,368	-
Metered Water Sales	-	7,570,000	-	-	-	-
Sewer Service Fees	-	5,700,400	-	-	-	-
Membership Fees	-	-	4,432,000	-	-	-
Aquatics Revenues	-	-	181,000	-	-	-
Business Revenues	-	-	-	583,555	-	-
Personal Training	-	-	379,000	-	-	-
Solid Waste Fees	-	-	-	-	5,728,351	-
State Gasoline Tax Allocation	-	-	-	-	-	-
Drug Enforcement Revenues	-	-	-	-	-	-
Federal Asset Forfeiture Revenues	-	-	-	-	-	-
Pickering Complex Revenues	-	-	-	-	-	-
Transport Fee	-	-	-	-	-	-
Education Revenues	-	-	-	-	-	-
Recreation Revenues	-	-	-	-	-	-
Farm Revenues	-	-	-	-	-	-
Stormwater Fee	-	-	-	-	-	2,795,000
Other Revenues	4,227,300	2,880,138	354,922	-	36,000	7,500
Investment Income	2,600,000	250,000	100,000	25,400	25,000	100,000
Transfers In	1,845,831	-	-	-	-	-
Funds from Prior Periods	450,000	-	-	-	-	-
<b>FY23 Total Revenues:</b>	<b>75,097,853</b>	<b>16,400,538</b>	<b>5,446,922</b>	<b>608,955</b>	<b>5,793,719</b>	<b>2,902,500</b>
<b>Expenditures/Expenses by Category:</b>						
Personnel	45,816,592	2,328,292	2,016,820	249,224	223,152	1,053,527
Communications	495,859	100,700	31,410	600	15,600	5,330
Utilities	1,422,518	752,330	482,271	53,483	1,200	1,200
Professional	3,368,212	443,000	545,535	27,100	50,000	120,000
Grants	1,773,213	-	-	-	-	-
Other Maintenance	4,002,271	404,500	195,000	77,515	-	172,000
Vehicle Maintenance	-	-	-	-	-	-
Street Maintenance	-	-	-	-	-	560,273
Mains Maintenance	-	309,075	-	-	-	-
Supplies	2,279,508	317,370	272,025	6,900	53,000	68,825
Contract Services	-	2,950,000	-	-	5,562,349	-
Insurance	164,700	11,000	750	-	-	-
Rent	164,295	10,000	262,000	100,222	-	-
Debt Service	4,691,164	58,350	-	-	-	-
Capital Outlay	1,451,000	-	-	-	-	-
Depreciation	-	2,500,700	785,000	32,272	24,046	154,596
Contingency	100,000	-	-	-	50,000	-
Transfers Out	7,106,764	-	-	-	-	-
Allocation/PILOT	2,033,535	1,933,853	168,655	26,135	1,000	79,444
<b>FY23 Total Expenditures/Expenses</b>	<b>74,869,631</b>	<b>12,119,170</b>	<b>4,759,466</b>	<b>573,451</b>	<b>5,980,347</b>	<b>2,215,195</b>
<b>Excess (Deficit)/Income (Loss)</b>	<b>228,222</b>	<b>4,281,368</b>	<b>687,456</b>	<b>35,504</b>	<b>(186,628)</b>	<b>687,305</b>
<b>Fund Balance/Net Assets Position:</b>						
Beg. Fund Bal./Net Assets Position	48,318,117	58,660,863	17,833,272	1,029,761	832,289	5,141,832
Transfer to CIP/IRP	(4,700,000)	-	-	-	-	-
End Fund Bal./Net Assets Position	\$ 43,846,339	62,942,231	18,520,728	1,065,265	645,661	5,829,137
Capital Outlay/Infrastructure/CIP	-	1,865,000	592,000	-	15,000	1,405,000

## COMPARISON TO PRIOR YEAR'S BUDGET

ALL FUNDS:	BUDGET FY24	BUDGET FY25	CHANGE	% CHANGE
Operating Budget*	\$ 188,164,272	196,414,993	8,250,721	4.4%
Capital Budget	29,004,445	13,301,351	(15,703,094)	-54.1%
TOTAL BUDGET	\$ 217,168,717	209,716,344	(7,452,373)	-3.4%

\* Includes Capital Outlay and Infrastructure.

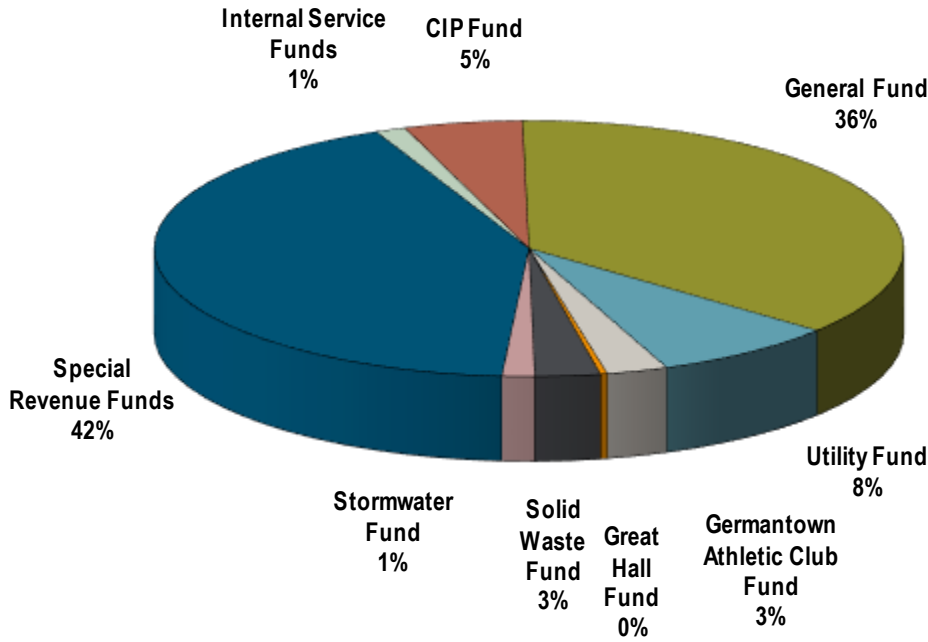
# ALL FUNDS BUDGET SUMMARY

	Special Revenue	Veh. Maint./ Alloc.	Capital Projects	Total FY25	Increase/ Decrease	Estimated FY24	Actual FY23
<b>REVENUES:</b>							
Property Taxes	\$ -	-	-	39,117,302	0.7%	38,845,171	35,951,144
Sales Taxes	-	-	-	20,514,603	1.0%	20,302,750	19,906,076
Federal and State Revenues	2,615,107	-	-	8,962,292	-22.3%	11,540,125	15,103,915
Metered Water Sales	-	-	-	7,570,000	31.6%	5,750,500	6,381,646
Sewer Service Fees	-	-	-	5,700,400	31.0%	4,350,900	4,704,626
Membership Fees	-	-	-	4,432,000	20.5%	3,676,808	3,531,802
Aquatics Revenues	-	-	-	181,000	6.7%	169,688	198,667
Business Revenues	-	-	-	583,555	-8.2%	635,780	637,175
Personal Training	-	-	-	379,000	21.0%	313,157	263,723
Solid Waste Fees	-	-	-	5,728,351	15.0%	4,981,585	4,926,169
State Gasoline Tax Allocation	1,450,000	-	-	1,450,000	0.2%	1,446,800	1,435,885
Drug Enforcement Revenues	320,000	-	-	320,000	0.0%	320,000	146,946
Federal Asset Forfeiture Revenues	50,000	-	-	50,000	0.0%	50,000	6,846
Pickering Complex Revenues	87,500	-	-	87,500	16.3%	75,250	76,108
Transport Fee	1,800,000	-	-	1,800,000	0.0%	1,850,000	1,755,281
Education Revenues	72,099,748	-	-	72,099,748	0.0%	74,986,126	68,804,339
Recreation Revenues	672,200	-	-	672,200	2.3%	656,881	649,175
Farm Revenues	46,000	-	-	46,000	0.0%	20,400	25,682
Stormwater Fee	-	-	-	2,795,000	0.3%	2,786,595	2,876,249
Other Revenues	50,000	2,704,192	5,852,611	16,112,663	100.5%	8,037,530	13,214,688
Investment Income	761,000	-	-	3,861,400	-16.7%	4,635,269	4,075,248
Transfers In	7,106,764	-	4,700,000	13,652,595	25.6%	10,865,702	13,571,323
Funds from Prior Periods	-	-	-	450,000	0.0%	450,000	-
<b>FY23 Total Revenues:</b>	<b>87,058,319</b>	<b>2,704,192</b>	<b>10,552,611</b>	<b>206,565,609</b>	<b>5.0%</b>	<b>196,747,017</b>	<b>198,242,713</b>
<b>Expenditures/Expenses by Category:</b>							
Personnel	60,361,574	919,837	-	112,969,018	6.0%	106,544,897	96,586,935
Communications	1,846,732	3,220	-	2,499,451	294.7%	633,327	451,705
Utilities	2,516,677	27,395	-	5,257,074	10.4%	4,762,507	4,480,846
Professional	411,141	-	-	4,964,988	3.5%	4,795,549	3,966,089
Grants	-	-	-	1,773,213	1.6%	1,745,307	1,341,999
Other Maintenance	104,967	189,225	-	5,145,478	15.3%	4,463,923	5,291,611
Vehicle Maintenance	-	225,000	-	225,000	30.8%	172,000	203,865
Street Maintenance	3,219,875	-	-	3,780,148	-6.7%	4,051,807	3,861,366
Mains Maintenance	-	-	-	309,075	19.3%	259,075	224,522
Supplies	3,560,149	124,074	-	6,681,851	-21.0%	8,461,198	6,590,848
Contract Services	9,560,668	-	-	18,073,017	-0.8%	18,227,553	14,832,002
Insurance	2,741,962	1,119,051	-	4,037,463	-14.3%	4,711,210	1,259,226
Rent	3,750	2,500	-	542,767	6.9%	507,562	2,353,181
Debt Service	-	-	-	4,749,514	-0.3%	4,763,613	5,014,943
Capital Outlay	7,117,576	-	11,026,351	19,594,927	-15.8%	23,285,429	22,244,112
Depreciation	-	93,890	-	3,590,504	15.2%	3,117,523	2,985,046
Contingency	-	-	-	150,000	50.0%	100,000	-
Transfers Out	-	-	-	7,106,764	-3.8%	7,385,389	7,410,254
Allocation	146,470	-	-	4,389,092	16.2%	3,776,823	3,482,235
<b>FY23 Total Expenditures/Expenses</b>	<b>91,591,541</b>	<b>2,704,192</b>	<b>11,026,351</b>	<b>205,839,344</b>	<b>2.0%</b>	<b>201,764,692</b>	<b>182,580,785</b>
<b>Excess (Deficit)/Income (Loss)</b>	<b>(4,533,222)</b>	<b>-</b>	<b>(473,740)</b>				
<b>Fund Balance/Retained Earnings:</b>							
Beg. Fund Bal./Retained Earnings	29,398,694	2,422,572	9,782,703				
Transfer to CIP/IRP	-	-	-				
End Fund Bal./Ret. Earnings	\$ 24,865,472	2,422,572	9,308,963				
Capital Outlay/Infrastructure/CIP	-	-	-				
<b>COMPARISON TO PRIOR YEAR'S BUDGET</b>							
<b>GENERAL FUND:</b>	<b>BUDGET FY24</b>	<b>BUDGET FY25</b>	<b>CHANGE</b>	<b>% CHANGE</b>			
Operating Budget*	\$ 71,996,646	74,869,631	2,872,985	4.0%			
Capital Budget	-	-	-	0.0%			
<b>TOTAL BUDGET</b>	<b>\$ 71,996,646</b>	<b>74,869,631</b>	<b>2,872,985</b>	<b>4.0%</b>			

\* Includes Capital Outlay and Infrastructure.



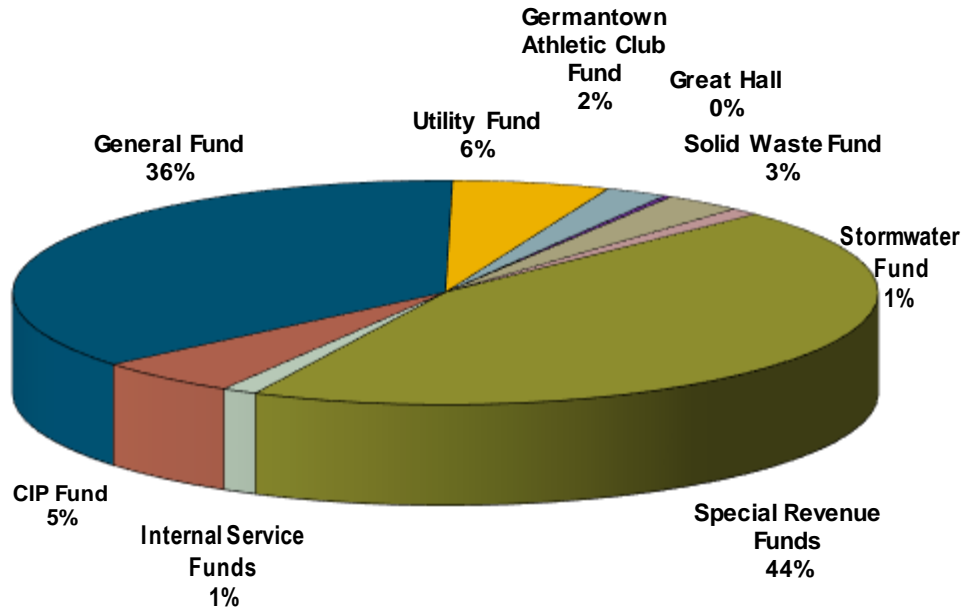
# ALL FUND OPERATING REVENUES FY25



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

	2024 ESTIMATED		2025 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 74,463	38%	\$ 75,098	36%
Utility Fund	11,031	6%	16,401	8%
Germantown Athletic Club Fund	4,676	2%	5,447	3%
Great Hall	621	0%	609	0%
Solid Waste Fund	5,719	3%	5,794	3%
Stormwater Fund	2,977	2%	2,903	1%
Special Revenue Funds	89,096	45%	87,058	42%
Internal Service Funds	2,376	1%	2,704	1%
CIP Fund	5,789	3%	10,553	5%
<b>TOTAL REVENUES</b>	<b>\$ 196,747</b>	<b>100%</b>	<b>\$ 206,566</b>	<b>100%</b>

# ALL FUND OPERATING EXPENSES FY25



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

	2024 ESTIMATED		2025 BUDGET	
	Amount	Percent	Amount	Percent
General Fund	\$ 72,372	36%	\$ 74,870	36%
Utility Fund	11,455	6%	12,119	6%
Germantown Athletic Club Fund	4,335	2%	4,759	2%
Great Hall	547	0%	573	0%
Solid Waste Fund	5,696	3%	5,980	3%
Stormwater Fund	1,964	1%	2,215	1%
Special Revenue Funds	90,157	45%	91,592	44%
Internal Service Funds	2,376	1%	2,704	1%
CIP Fund	12,863	6%	11,026	5%
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>\$ 201,765</b>	<b>100%</b>	<b>\$ 205,839</b>	<b>100%</b>

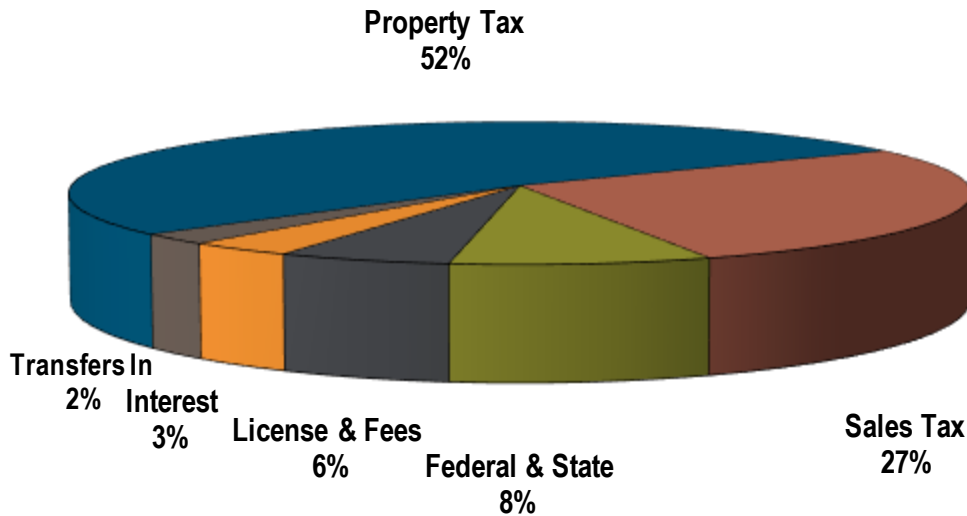
## GENERAL FUND BUDGET SUMMARY

REVENUES:	Actual FY22	Actual FY23	Original FY24 Budget
Property Taxes	\$ 34,867,646	35,951,144	38,954,424
Sales Taxes	18,983,350	19,906,076	19,739,000
Federal and State Revenues	11,410,319	9,656,140	6,138,607
Other Revenues	7,615,665	6,762,326	4,034,075
Investment Income	226,654	2,252,540	1,475,000
Transfers In	1,510,237	1,554,195	1,562,377
Funds from Prior Periods	-	-	450,000
<b>TOTAL GENERAL FUND REVENUES</b>	<b>74,613,871</b>	<b>76,082,421</b>	<b>72,353,483</b>
<b>EXPENDITURES:</b>			
<b>General Government:</b>			
Aldermen	198,176	205,420	215,709
Civic Support	1,287,826	1,338,762	1,813,216
City Court	872,121	901,661	1,018,829
Administration	1,876,269	1,832,679	2,212,877
Germantown Performing Arts Center	1,655,423	1,658,460	2,012,309
Information Technology	2,927,623	3,855,027	3,531,912
Human Resources	558,900	587,190	756,563
Finance	1,602,790	1,502,272	1,875,579
Procurement & Risk	691,263	617,015	767,505
Community Development	1,318,424	1,327,349	1,829,085
Engineering	1,107,037	1,332,587	1,649,802
General Services	2,034,607	2,532,285	2,898,699
Budget & Performance	345,058	357,968	447,668
<b>Total General Government</b>	<b>16,475,517</b>	<b>18,048,675</b>	<b>21,029,753</b>
<b>Public Safety:</b>			
Police	14,843,688	15,352,154	18,191,105
Fire	10,534,621	10,149,080	11,215,090
<b>Total Public Safety</b>	<b>25,378,309</b>	<b>25,501,234</b>	<b>29,406,195</b>
<b>Transportation &amp; Environment:</b>			
Public Services	4,456,894	4,448,731	3,871,158
Animal Control	318,168	311,708	414,731
<b>Total Transportation &amp; Environment</b>	<b>4,775,062</b>	<b>4,760,439</b>	<b>4,285,889</b>
<b>Community Services:</b>			
Parks & Recreation	1,520,923	1,565,294	3,948,784
Genealogy Center	68,181	66,204	101,049
Library Services	1,533,355	1,508,669	1,607,999
Cultural Arts Programs	67,523	70,969	77,925
<b>Total Community Services</b>	<b>3,189,982</b>	<b>3,211,136</b>	<b>5,735,757</b>
<b>General Debt Service</b>	<b>8,458,049</b>	<b>4,958,204</b>	<b>4,701,888</b>
<b>Other Expenditures:</b>			
Transfer to Great Hall Fund	150,000	50,000	25,000
Transfer to Municipal Schools Fund	3,082,064	3,082,064	3,082,064
Transfer to Public Art	132,500	111,800	185,100
Transfer to Ambulance	860,000	975,000	975,000
Transfer to Solid Waste	-	-	-
Transfer to State Street Aid	1,000,000	700,000	2,370,000
Transfer to Farm Park	100,000	100,000	100,000
Contingencies	-	-	100,000
Vaccine Site	219,423	-	-
Roll Forward Enc.- Prior Year	-	-	450,000
Roll Forward Enc.- Next Year	-	-	(450,000)
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>63,820,906</b>	<b>61,498,552</b>	<b>71,996,646</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>\$ 10,792,965</b>	<b>14,583,869</b>	<b>356,837</b>
<b>Fund Balance - Beginning</b>	<b>45,226,324</b>	<b>43,848,687</b>	<b>45,985,843</b>
CIP Reserve Increase (Decrease)	(12,170,602)	(6,305,707)	(5,000,000)
<b>Fund Balance - Ending</b>	<b>\$ 43,848,687</b>	<b>52,126,849</b>	<b>41,342,680</b>

## GENERAL FUND BUDGET SUMMARY

	Estimate FY24	Budget FY25	Projected			
			FY26	FY27	FY28	FY29
\$	38,845,171	39,117,302	39,495,713	40,278,777	41,077,489	41,892,162
	20,302,750	20,514,603	20,800,936	21,189,307	21,499,200	21,874,633
	6,587,586	6,342,817	6,163,910	6,245,368	6,108,458	6,197,851
	4,195,125	4,227,300	4,275,870	4,362,722	4,454,540	4,548,678
	2,520,000	2,600,000	1,200,000	1,200,000	1,200,000	1,200,000
	1,562,377	1,845,831	1,746,150	1,865,112	1,899,971	1,931,984
	450,000	450,000	450,000	450,000	450,000	450,000
	74,463,009	75,097,853	74,132,579	75,591,286	76,689,658	78,095,309
	221,935	267,753	267,954	272,715	274,018	279,335
	1,736,307	1,764,213	1,669,641	1,661,055	1,705,921	1,752,626
	996,067	1,082,086	1,109,358	1,142,543	1,144,454	1,179,721
	2,232,803	2,285,719	2,348,750	2,416,276	2,494,096	2,570,195
	2,101,207	1,999,569	2,346,639	2,682,478	2,423,701	2,274,175
	3,679,695	3,821,263	4,180,813	4,367,047	4,100,091	3,623,281
	773,726	831,790	855,950	884,349	915,701	947,517
	1,651,552	1,828,484	1,885,412	1,947,379	2,016,829	2,086,441
	772,150	837,672	843,973	874,478	907,221	941,325
	1,791,086	1,569,812	1,768,803	1,921,700	1,804,250	1,787,994
	1,806,148	2,072,200	2,221,653	2,187,359	2,215,388	2,354,696
	2,798,900	2,690,781	3,076,480	3,503,840	3,120,411	3,297,830
	441,255	473,865	488,687	506,289	525,251	544,998
	21,002,831	21,525,207	23,064,114	24,367,509	23,647,332	23,640,133
	17,997,882	18,999,987	18,986,872	19,251,368	20,043,940	20,340,074
	11,457,706	11,953,506	12,394,759	12,803,398	13,293,517	13,813,450
	29,455,588	30,953,493	31,381,630	32,054,766	33,337,457	34,153,524
	3,760,548	3,267,389	3,962,446	3,796,548	3,305,164	3,529,927
	404,894	436,760	458,109	477,778	493,670	550,121
	4,165,442	3,704,149	4,420,555	4,274,325	3,798,833	4,080,048
	3,788,740	4,936,962	5,335,499	5,493,858	5,205,591	5,303,700
	76,609	79,931	79,368	79,255	80,748	82,154
	1,613,949	1,686,591	1,703,461	1,764,983	1,829,270	1,895,774
	81,305	85,370	85,370	85,408	85,606	85,645
	5,560,603	6,788,854	7,203,698	7,423,503	7,201,214	7,367,273
	4,701,888	4,691,164	4,696,764	4,844,765	6,255,618	6,367,530
	25,000	-	-	-	-	-
	3,082,064	3,082,064	3,082,064	3,082,064	3,082,064	3,082,064
	185,100	189,700	185,641	189,234	193,012	196,951
	975,000	875,000	940,000	995,000	995,000	1,060,000
	648,225	-	-	-	-	-
	2,370,000	2,830,000	2,600,000	2,710,000	2,840,000	2,980,000
	100,000	130,000	130,000	130,000	130,000	130,000
	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)
	72,371,741	74,869,631	77,804,467	80,171,166	81,580,531	83,157,523
\$	2,091,268	228,222	(3,671,888)	(4,579,880)	(4,890,873)	(5,062,214)
	51,676,849	48,318,117	43,396,339	26,912,367	11,306,153	(1,568,055)
	(5,000,000)	(4,700,000)	(12,362,084)	(10,576,334)	(7,533,334)	(4,183,334)
\$	48,768,117	43,846,339	27,362,367	11,756,153	(1,118,055)	(10,813,603)

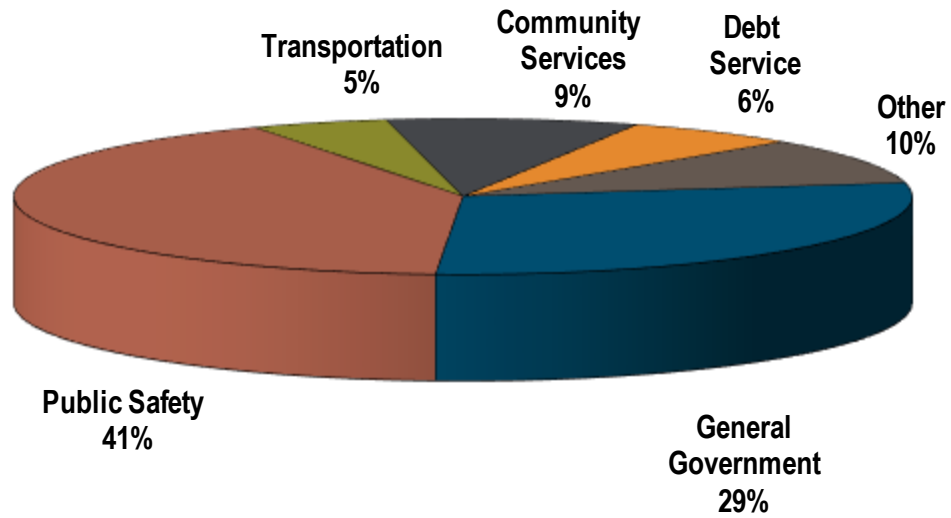
# GENERAL FUND REVENUES FY25



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

	2024 ESTIMATED		2025 BUDGET	
	Amount	Percent	Amount	Percent
Property Taxes	\$ 38,845	52%	\$ 39,117	52%
Sales Taxes	20,303	27%	20,515	27%
Federal & State Revenues	6,588	9%	6,343	8%
License, Fees & Other	4,195	6%	4,227	6%
Investment Income	2,520	3%	2,600	3%
Transfers In	1,562	2%	1,846	2%
<b>TOTAL REVENUES</b>	<b>\$ 74,013</b>	<b>100%</b>	<b>\$ 74,648</b>	<b>100%</b>

# GENERAL FUND EXPENDITURES FY25



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

	2024 ESTIMATED		2025 BUDGET	
	Amount	Percent	Amount	Percent
General Government	\$ 21,003	29%	\$ 21,525	29%
Public Safety	29,456	41%	30,953	41%
Transportation	4,165	6%	3,704	5%
Community Services	5,561	8%	6,789	9%
Debt Services	4,702	6%	4,691	6%
Other Expenses	7,485	10%	7,207	10%
<b>TOTAL EXPENDITURES</b>	<b>\$ 72,372</b>	<b>100%</b>	<b>\$ 74,870</b>	<b>100%</b>

## UTILITY FUND BUDGET SUMMARY

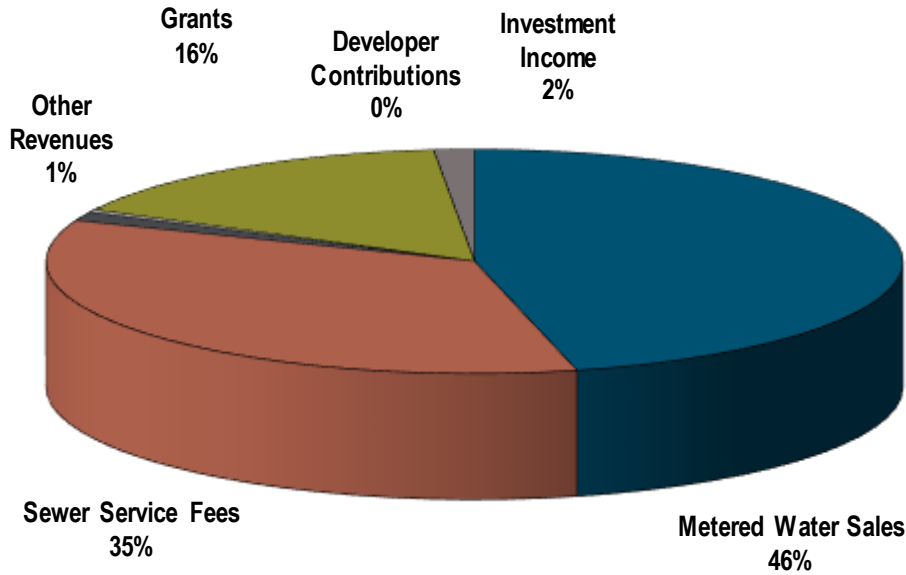
	Actual FY22	Actual FY23	Budget FY24
<b>OPERATING REVENUES</b>			
Metered Water Sales	\$ 5,677,873	6,381,646	6,200,000
Sewer Service Fees	3,924,034	4,704,626	4,750,000
Other Revenue	281,066	277,447	209,000
<b>Total Operating Revenues</b>	<b>9,882,973</b>	<b>11,363,719</b>	<b>11,159,000</b>
<b>OPERATING EXPENSES</b>			
Water	4,944,447	5,126,647	6,027,492
Sewer	2,120,328	2,331,172	2,296,049
Sewage Treatment	2,665,151	2,219,846	2,650,000
<b>Total Operating Expenses</b>	<b>9,729,926</b>	<b>9,677,665</b>	<b>10,973,541</b>
<b>OPERATING INCOME</b>	<b>153,047</b>	<b>1,686,054</b>	<b>185,459</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Contributions from Developers	537,321	711,564	70,000
Investment Income	27,619	565,052	250,000
Gain/Loss on Credit Card Fees	27,900	2,650	-
Uninsured Recovery Loss	2,050	-	-
Grants	2,100,000	-	-
Utility Debt Service	(72,264)	(53,609)	(61,975)
<b>Net Non-Operating Revenues (Expenses)</b>	<b>2,622,626</b>	<b>1,225,657</b>	<b>258,025</b>
<b>NET INCOME</b>	<b>2,775,672</b>	<b>2,911,711</b>	<b>443,484</b>
<b>Other Receipts</b>			
Debt Proceeds	2,103,977	-	-
Depreciation	2,141,562	2,161,049	2,427,509
<b>Total Other Receipts</b>	<b>4,245,539</b>	<b>2,161,049</b>	<b>2,427,509</b>
<b>Other Expenses</b>			
Bonds Payable	55,000	65,000	65,000
Major Construction	199,864	2,953,770	8,663,603
Infrastructure (Water & Sewer)	842,265	284,649	1,150,275
<b>Total Other Expenses</b>	<b>1,097,129</b>	<b>3,303,419</b>	<b>9,878,878</b>
Total Net Position - Beginning	53,397,906	56,173,578	60,500,362
<b>Total Net Position - Ending</b>	<b>\$ 56,173,578</b>	<b>59,085,289</b>	<b>60,943,846</b>

**UTILITY FUND BUDGET SUMMARY**

	Estimate FY24	Budget FY25	Projected			
			FY26	FY27	FY28	FY29
\$	5,750,500	7,570,000	7,645,700	7,722,157	7,799,379	7,877,372
	4,350,900	5,700,400	5,728,902	5,786,191	5,815,122	5,873,273
	259,344	209,000	213,340	215,694	217,979	220,295
	10,360,744	13,479,400	13,587,942	13,724,042	13,832,479	13,970,940
	6,596,481	6,603,480	7,183,965	7,560,491	7,974,286	8,354,778
	2,236,089	2,607,340	2,644,961	2,739,655	2,837,463	2,971,389
	2,560,900	2,850,000	2,935,500	3,023,565	3,114,272	3,207,700
	11,393,470	12,060,820	12,764,426	13,323,711	13,926,021	14,533,867
	<b>(1,032,726)</b>	<b>1,418,580</b>	<b>823,516</b>	<b>400,332</b>	<b>(93,542)</b>	<b>(562,927)</b>
	70,000	70,000	77,000	79,310	81,010	82,760
	600,000	250,000	250,000	200,000	204,000	208,080
	25	-	-	-	-	-
	-	-	-	-	-	-
	-	2,601,138	-	-	-	-
	(61,725)	(58,350)	(55,100)	(51,475)	(47,600)	(43,900)
	608,300	2,862,788	271,900	227,835	237,410	246,940
	<b>(424,426)</b>	<b>4,281,368</b>	<b>1,095,416</b>	<b>628,167</b>	<b>143,868</b>	<b>(315,987)</b>
	-	-	-	-	-	-
	2,229,850	2,500,700	2,701,077	2,926,677	3,197,977	3,466,227
	2,229,850	2,500,700	2,701,077	2,926,677	3,197,977	3,466,227
	65,000	70,000	70,000	75,000	80,000	85,000
	10,301,793	800,000	4,050,000	3,725,000	3,600,000	1,600,000
	1,484,020	1,065,000	1,155,000	1,877,000	2,145,000	1,850,000
	11,850,813	1,935,000	5,275,000	5,677,000	5,825,000	3,535,000
	59,085,289	58,660,863	62,942,231	64,037,647	64,665,814	64,809,682
\$	58,660,863	62,942,231	64,037,647	64,665,814	64,809,682	64,493,695



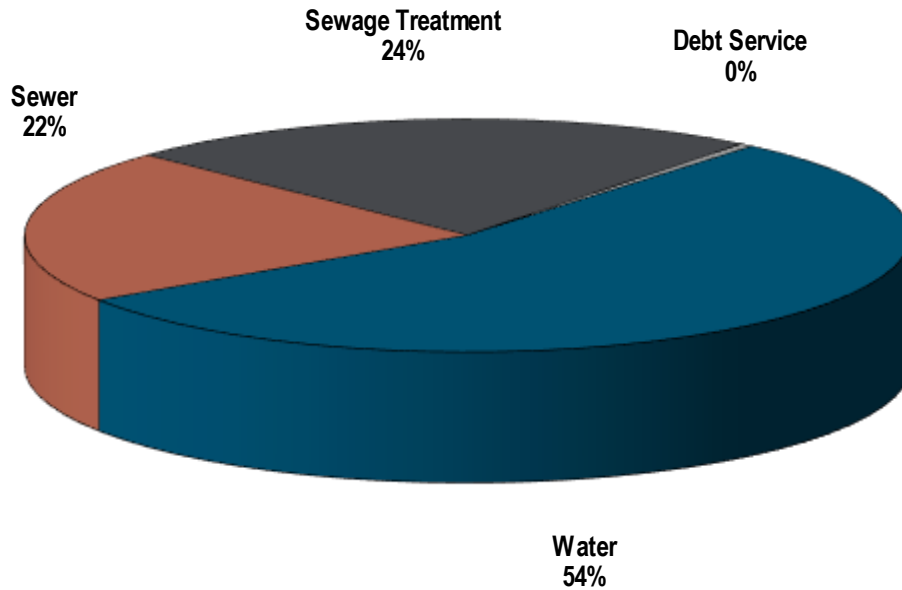
# UTILITY FUND REVENUES FY25



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

	2024 ESTIMATED		2025 BUDGET	
	Amount	Percent	Amount	Percent
Metered Water Sales	\$ 5,751	52%	\$ 7,570	46%
Sewer Service Fees	4,351	39%	5,700	35%
Other Revenue	259	2%	209	1%
Contributions from Developers	70	1%	70	0%
Grants	-	-	2,601	16%
Investment Income	600	5%	250	2%
<b>TOTAL REVENUES</b>	<b>\$ 11,031</b>	<b>100%</b>	<b>\$ 16,401</b>	<b>100%</b>

# UTILITY FUND EXPENSES FY25



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

	2024 ESTIMATED		2025 BUDGET	
	Amount	Percent	Amount	Percent
Water	\$ 6,596	58%	\$ 6,603	54%
Sewer	2,236	20%	2,607	22%
Sewage Treatment	2,561	22%	2,850	24%
Utility Debt Service	62	1%	58	0%
<b>TOTAL EXPENSES</b>	<b>\$ 11,455</b>	<b>100%</b>	<b>\$ 12,119</b>	<b>100%</b>

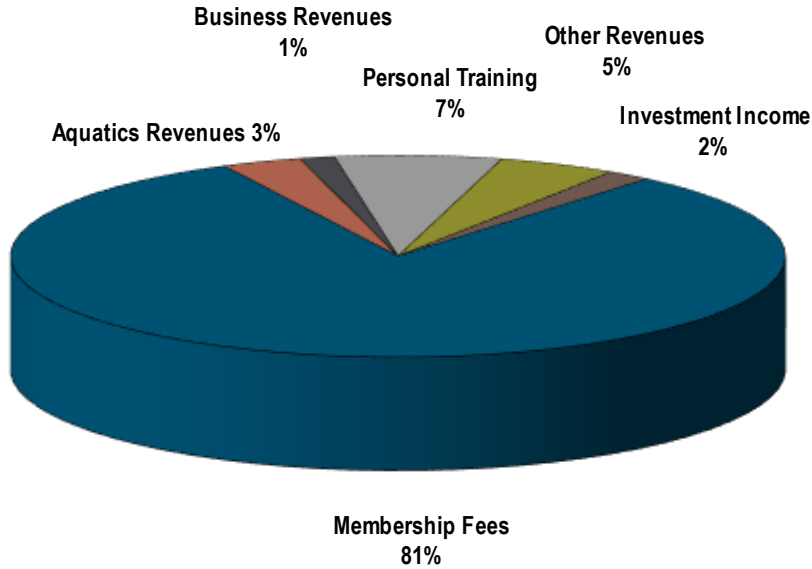
## GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY

	Actual FY22	Actual FY23	Budget FY24
<b>OPERATING REVENUES</b>			
Membership Fees	\$ 3,040,457	3,531,802	3,745,100
Aquatics Revenues	176,235	198,667	170,222
Business Revenues	79,222	79,222	79,222
Personal Training Revenues	222,433	263,723	300,000
Other Revenues	205,057	243,206	253,945
<b>TOTAL OPERATING REVENUES</b>	<b>3,723,404</b>	<b>4,316,620</b>	<b>4,548,489</b>
<b>OPERATING EXPENSES</b>			
Recreation	3,122,064	3,064,895	3,718,953
Aquatics	740,465	692,225	810,654
<b>TOTAL OPERATING EXPENSES</b>	<b>3,862,529</b>	<b>3,757,120</b>	<b>4,529,607</b>
<b>OPERATING INCOME</b>	<b>(139,125)</b>	<b>559,500</b>	<b>18,882</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	3,485	84,297	62,000
Interest Payment	-	-	-
Lease Interest	(9,830)	(3,130)	-
<b>Total</b>	<b>(6,345)</b>	<b>81,167</b>	<b>62,000</b>
<b>NET INCOME (LOSS)</b>	<b>(145,470)</b>	<b>640,667</b>	<b>80,882</b>
<b>Other Receipts</b>			
Debt Proceeds	-	-	-
Depreciation	916,488	644,968	711,225
<b>Total Other Receipts</b>	<b>916,488</b>	<b>644,968</b>	<b>711,225</b>
<b>Other Expenses</b>			
Debt Payable	125,000	-	-
Infrastructure	175,160	13,912	1,040,000
Other Assets	90,218	33,552	63,000
<b>Total Other Expenses</b>	<b>390,378</b>	<b>47,464</b>	<b>1,103,000</b>
Total Net Position-Beginning	16,997,011	16,851,541	17,096,974
<b>Total Net Position-Ending</b>	<b>\$ 16,851,541</b>	<b>17,492,208</b>	<b>17,177,856</b>

**GERMANTOWN ATHLETIC CLUB FUND BUDGET SUMMARY**

	Estimate FY24	Budget FY25	Projected			
			FY26	FY27	FY28	FY29
\$	3,676,808	4,438,000	4,740,595	4,986,687	5,185,589	5,371,351
	169,688	181,000	186,430	188,294	190,177	192,079
	79,222	79,222	79,222	79,222	79,222	79,222
	313,157	379,000	390,370	394,274	398,216	402,199
	263,461	269,700	277,791	280,569	283,375	286,208
	4,502,336	5,346,922	5,674,408	5,929,046	6,136,580	6,331,059
	3,573,367	3,939,856	4,035,390	4,142,338	4,280,959	4,400,221
	761,847	819,610	902,478	1,325,237	1,349,223	1,374,081
	4,335,214	4,759,466	4,937,868	5,467,575	5,630,182	5,774,303
	<b>167,122</b>	<b>587,456</b>	<b>736,540</b>	<b>461,471</b>	<b>506,398</b>	<b>556,756</b>
	173,942	100,000	101,000	102,010	103,030	104,060
	-	-	(90,900)	(175,800)	(163,500)	(150,700)
	-	-	-	-	-	-
	173,942	100,000	10,100	(73,790)	(60,470)	(46,640)
	<b>341,064</b>	<b>687,456</b>	<b>746,640</b>	<b>387,681</b>	<b>445,928</b>	<b>510,116</b>
	-	-	4,400,000	-	-	-
	652,247	785,000	847,100	1,247,100	1,271,100	1,271,100
	652,247	785,000	5,247,100	1,247,100	1,271,100	1,271,100
	-	-	-	300,000	315,000	325,000
	1,290,094	550,000	4,400,000	240,000	45,000	-
	98,854	42,000	-	-	-	-
	1,388,948	592,000	4,400,000	540,000	360,000	325,000
	17,492,208	17,833,272	18,520,728	19,267,368	19,655,050	20,100,977
\$	17,833,272	18,520,728	19,267,368	19,655,050	20,100,977	20,611,093

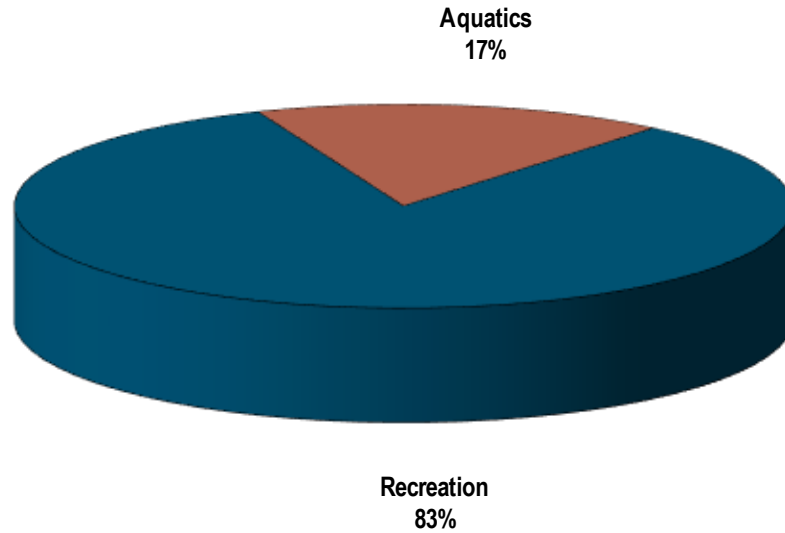
# GERMANTOWN ATHLETIC CLUB FUND REVENUES FY25



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

	2024 ESTIMATED		2025 BUDGET	
	Amount	Percent	Amount	Percent
Membership Fees	\$ 3,677	79%	\$ 4,438	81%
Aquatics Revenues	170	4%	181	3%
Business Revenues	79	2%	79	1%
Personal Training	313	7%	379	7%
Other Revenues	263	6%	270	5%
Investment Income	174	4%	100	2%
<b>TOTAL REVENUES</b>	<b>\$ 4,676</b>	<b>100%</b>	<b>\$ 5,447</b>	<b>100%</b>

## GERMANTOWN ATHLETIC CLUB FUND EXPENSES FY25



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

	2024 ESTIMATED		2025 BUDGET	
	Amount	Percent	Amount	Percent
Recreation	\$ 3,573	82%	\$ 3,940	83%
Aquatics	762	18%	820	17%
<b>TOTAL EXPENSES</b>	<b>\$ 4,335</b>	<b>100%</b>	<b>\$ 4,759</b>	<b>100%</b>

## GREAT HALL FUND BUDGET SUMMARY

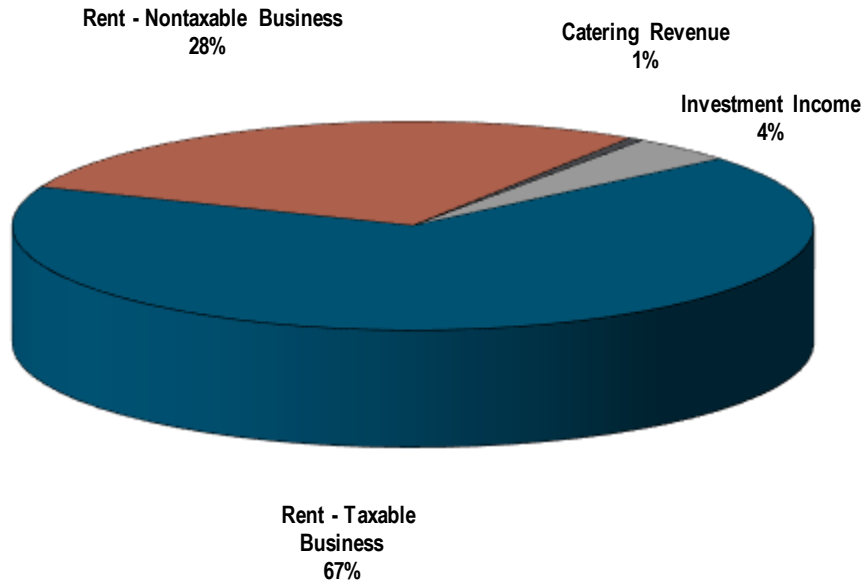
	Actual FY22	Actual FY23	Budget FY24
<b>OPERATING REVENUES</b>			
Rent - Taxable Business	\$ 269,086	388,198	389,107
Rent - Nontaxable Business	172,837	166,848	163,960
Other Revenue	2	(1)	-
Catering Revenue	1,594	2,908	2,940
<b>TOTAL OPERATING REVENUES</b>	<b>443,519</b>	<b>557,953</b>	<b>556,007</b>
<b>OPERATING EXPENSES</b>			
Communications	500	535	600
Allocations	20,262	21,306	23,223
Other Maint.	61,215	75,820	71,850
Personnel	190,390	201,343	232,356
Professional Fees	13,166	21,779	26,914
Supplies	11,850	23,940	7,400
Utilities	51,354	42,318	51,455
Rent	96,612	97,367	99,622
Depreciation	65,876	37,266	37,266
<b>TOTAL OPERATING EXPENSES</b>	<b>511,225</b>	<b>521,674</b>	<b>550,686</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(67,706)</b>	<b>36,279</b>	<b>5,321</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	1,118	27,158	24,000
Contribution from other funds	150,000	50,000	25,000
<b>Total</b>	<b>151,118</b>	<b>77,158</b>	<b>49,000</b>
<b>NET INCOME (LOSS)</b>	<b>83,412</b>	<b>113,437</b>	<b>54,321</b>
<b>Other Receipts</b>			
Depreciation	65,876	37,266	37,266
<b>Total Other Receipts</b>	<b>65,876</b>	<b>37,266</b>	<b>37,266</b>
<b>Other Expenses</b>			
Infrastructure	-	-	275,000
<b>Total Other Expenses</b>	<b>-</b>	<b>-</b>	<b>275,000</b>
Total Net Position-Beginning	758,865	842,277	920,790
<b>Total Net Position-Ending</b>	<b>\$ 842,277</b>	<b>955,714</b>	<b>975,111</b>

## GREAT HALL FUND BUDGET SUMMARY

	Estimate FY24	Budget FY25	Projected			
			FY26	FY27	FY28	FY29
\$	387,087	408,985	421,255	433,892	446,909	460,316
	165,736	170,830	175,955	181,234	186,671	192,271
	-	-	-	-	-	-
	3,735	3,740	3,852	3,968	4,087	4,209
	556,558	583,555	601,062	619,093	637,666	656,796
	600	600	600	600	600	600
	23,597	26,135	26,658	27,058	27,599	28,151
	71,850	77,515	79,073	80,662	82,477	84,333
	232,581	249,224	259,337	268,931	279,125	289,748
	26,941	27,100	27,642	28,195	28,759	29,334
	6,900	6,900	7,088	7,231	7,394	7,560
	51,475	53,483	54,285	55,371	56,478	57,608
	99,622	100,222	100,222	100,644	101,126	101,619
	32,945	32,272	32,272	38,666	38,185	35,967
	546,511	573,451	587,178	607,357	621,743	634,919
	<b>10,047</b>	<b>10,104</b>	<b>13,884</b>	<b>11,736</b>	<b>15,924</b>	<b>21,877</b>
	39,000	25,400	24,240	24,482	24,727	24,974
	25,000	-	-	-	-	-
	64,000	25,400	24,240	24,482	24,727	24,974
	<b>74,047</b>	<b>35,504</b>	<b>38,124</b>	<b>36,219</b>	<b>40,651</b>	<b>46,851</b>
	32,945	32,272	32,272	38,666	38,185	35,967
	32,945	32,272	32,272	38,666	38,185	35,967
	275,000	-	-	45,000	-	-
	275,000	-	-	45,000	-	-
	955,714	1,029,761	1,065,265	1,103,389	1,139,607	1,180,258
\$	1,029,761	1,065,265	1,103,389	1,139,607	1,180,258	1,227,110



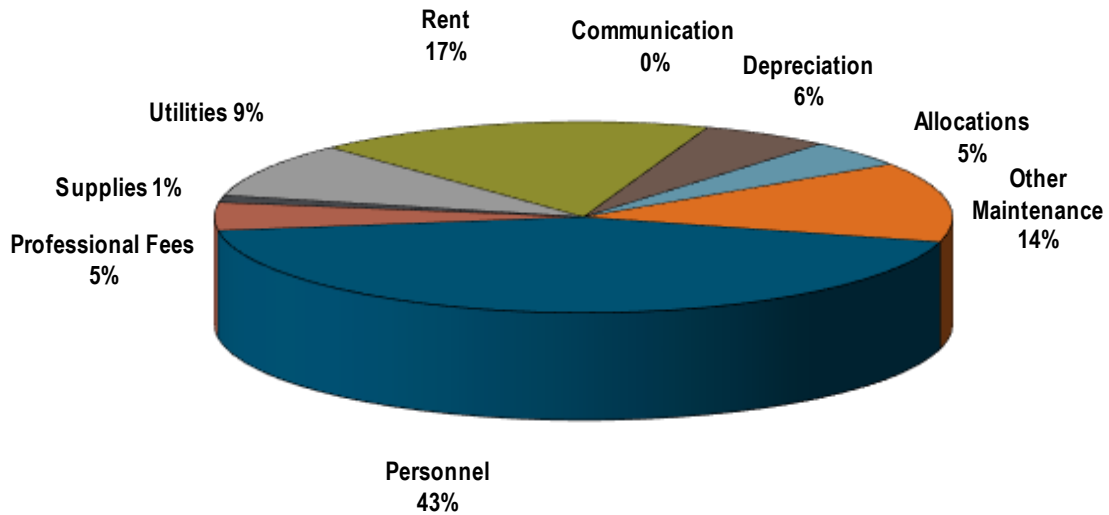
# GREAT HALL FUND REVENUES FY25



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

	2024 ESTIMATED		2025 BUDGET	
	Amount	Percent	Amount	Percent
Rent - Taxable Business	\$ 387	62%	\$ 409	67%
Rent - Nontaxable Business	166	27%	171	28%
Catering Revenue	4	1%	4	1%
Investment Income	39	6%	25	4%
Transfers In	25	4%	0	-
<b>TOTAL REVENUES</b>	<b>\$ 621</b>	<b>100%</b>	<b>\$ 609</b>	<b>100%</b>

# GREAT HALL FUND EXPENSES FY25



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

	2024 ESTIMATED		2025 BUDGET	
	Amount	Percent	Amount	Percent
Allocations	\$ 24	4%	\$ 26	5%
Other Maintenance	72	13%	78	14%
Personnel	233	43%	249	43%
Professional Fees	27	5%	27	5%
Communication	1	0%	1	0%
Supplies	7	1%	7	1%
Utilities	51	9%	53	9%
Rent	100	18%	100	17%
Depreciation	33	6%	32	6%
<b>TOTAL EXPENSES</b>	<b>\$ 547</b>	<b>100%</b>	<b>\$ 573</b>	<b>100%</b>

**SOLID WASTE FUND**

**BUDGET PROJECTION SUMMARY**

	Actual FY22	Actual FY23	Budget FY24
<b>OPERATING REVENUES</b>			
Solid Waste Fees	\$ 4,813,312	4,926,169	4,981,585
Grants	882	1,111	4,364
Other Revenues	32,339	32,496	35,000
TOTAL OPERATING REVENUES	4,846,533	4,959,776	5,020,949
<b>OPERATING EXPENSES</b>			
Communication	1,829	3,041	15,600
Contract Services	5,332,405	4,691,613	5,341,452
Personnel	77,534	433,423	168,193
Professional Fees	-	-	-
Supplies	90,690	35,829	53,000
Allocations	-	-	1,000
Utilities	-	-	-
Depreciation	15,474	15,474	15,474
Contingency	-	-	-
TOTAL OPERATING EXPENSES	5,517,932	5,179,380	5,594,719
<b>OPERATING INCOME</b>	<b>(671,399)</b>	<b>(219,604)</b>	<b>(573,770)</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	3,195	58,596	42,000
Operating Transfer	-	-	-
Total Nonoperating Revenues	3,195	58,596	42,000
<b>NET INCOME/(LOSS)</b>	<b>(668,204)</b>	<b>(161,008)</b>	<b>(531,770)</b>
<b>Other Receipts</b>			
Depreciation	15,474	15,474	15,474
Total Other Receipts	15,474	15,474	15,474
<b>Other Expenses</b>			
Other Assets	-	-	55,000
Total Other Expenses	-	-	55,000
Total Net Position-Beginning	1,638,510	970,306	1,729,529
Total Net Position Ending	\$ 970,306	809,298	1,197,759

**SOLID WASTE FUND**

**BUDGET PROJECTION SUMMARY**

Estimate FY24	Budget FY25	Projected			
		FY26	FY27	FY28	FY29
\$ 4,981,585	5,728,351	5,747,821	10,818,535	10,855,139	10,891,742
4,364	4,368	4,368	4,368	4,368	4,368
35,000	36,000	35,000	35,000	35,000	35,000
5,020,949	5,768,719	5,787,189	10,857,903	10,894,507	10,931,110
15,600	15,600	15,600	15,600	15,600	15,700
5,389,776	5,562,349	5,662,802	10,206,968	10,513,477	10,829,181
164,458	223,152	216,911	225,334	234,574	244,198
55,294	50,000	-	-	-	-
51,800	53,000	53,050	53,101	53,153	53,206
-	1,000	1,000	1,000	1,000	1,000
1,200	1,200	1,218	1,242	1,267	1,293
18,055	24,046	24,046	24,046	24,046	21,386
-	50,000	50,000	50,000	50,000	50,000
5,696,183	5,980,347	6,024,626	10,577,291	10,893,117	11,215,964
<b>(675,234)</b>	<b>(211,628)</b>	<b>(237,437)</b>	<b>280,612</b>	<b>1,390</b>	<b>(284,854)</b>
50,000	25,000	25,250	25,503	25,758	26,015
648,225	-	-	-	-	-
698,225	25,000	25,250	25,503	25,758	26,015
<b>22,991</b>	<b>(186,628)</b>	<b>(212,187)</b>	<b>306,115</b>	<b>27,148</b>	<b>(258,838)</b>
18,055	24,046	24,046	24,046	24,046	21,386
18,055	24,046	24,046	24,046	24,046	21,386
39,108	15,000	-	-	-	-
39,108	15,000	-	-	-	-
809,298	832,289	645,661	433,474	739,589	766,736
<b>\$ 832,289</b>	<b>645,661</b>	<b>433,474</b>	<b>739,589</b>	<b>766,736</b>	<b>507,898</b>

## STORMWATER FUND BUDGET SUMMARY

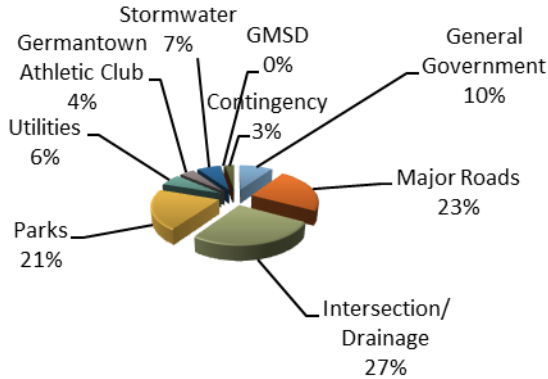
	Actual FY22	Actual FY23	Budget FY24
<b>OPERATING REVENUES</b>			
Stormwater Management Fee	\$ 2,755,612	2,866,958	2,864,000
Stormwater Permits	9,970	9,291	7,500
<b>TOTAL OPERATING REVENUES</b>	<b>2,765,582</b>	<b>2,876,249</b>	<b>2,871,500</b>
<b>OPERATING EXPENSES</b>			
Communication	2,519	4,404	6,614
Other Maintenance	127,830	142,304	174,000
Personnel	730,086	475,634	981,289
Professional Fees	64,527	74,762	120,000
Supplies	39,670	29,162	63,825
Utilities	727	643	1,200
Roads and Mains	275,145	352,808	542,145
Allocations	43,601	46,886	71,636
Depreciation	28,293	61,523	131,493
<b>TOTAL OPERATING EXPENSES</b>	<b>1,312,398</b>	<b>1,188,126</b>	<b>2,092,202</b>
<b>OPERATING INCOME</b>	<b>1,453,184</b>	<b>1,688,123</b>	<b>779,298</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	6,072	116,726	100,000
Grants	6,065	-	-
<b>Total Nonoperating Revenues</b>	<b>12,137</b>	<b>116,726</b>	<b>100,000</b>
<b>NET INCOME/(LOSS)</b>	<b>1,465,321</b>	<b>1,804,849</b>	<b>879,298</b>
<b>Other Receipts</b>			
Depreciation	28,293	61,523	131,493
<b>Total Other Receipts</b>	<b>28,293</b>	<b>61,523</b>	<b>131,493</b>
<b>Other Expenses</b>			
Major Construction	66,737	250,149	750,000
Other Assets	280,704	10,531	145,000
<b>Total Other Expenses</b>	<b>347,441</b>	<b>260,680</b>	<b>895,000</b>
Total Net Position-Beginning	858,765	2,324,086	3,680,820
<b>Total Net Position-Ending</b>	<b>\$ 2,324,086</b>	<b>4,128,935</b>	<b>4,560,118</b>

## STORMWATER FUND BUDGET SUMMARY

Estimate FY24	Budget FY25	Projected			
		FY26	FY27	FY28	FY29
\$ 2,779,000	2,795,000	2,808,975	2,837,065	2,851,250	2,879,763
7,595	7,500	8,500	8,500	9,000	11,000
2,786,595	2,802,500	2,817,475	2,845,565	2,860,250	2,890,763
6,664	5,330	5,375	5,421	5,468	5,517
170,000	172,000	176,225	180,556	184,995	189,544
881,482	1,053,527	1,062,478	1,104,737	1,149,836	1,196,791
120,239	120,000	75,000	75,000	75,750	75,750
61,325	68,825	69,936	71,101	72,297	73,527
850	1,200	1,224	1,248	1,273	1,299
542,145	560,273	565,876	571,534	577,250	583,022
68,627	79,444	81,434	84,851	87,489	90,663
112,496	154,596	206,196	238,696	318,196	355,146
1,963,828	2,215,195	2,243,744	2,333,145	2,472,555	2,571,260
<b>822,767</b>	<b>587,305</b>	<b>573,731</b>	<b>512,420</b>	<b>387,695</b>	<b>319,503</b>
190,130	100,000	100,000	105,000	105,000	115,000
-	-	-	-	-	-
190,130	100,000	100,000	105,000	105,000	115,000
<b>1,012,897</b>	<b>687,305</b>	<b>673,731</b>	<b>617,420</b>	<b>492,695</b>	<b>434,503</b>
112,496	154,596	206,196	238,696	318,196	355,146
112,496	154,596	206,196	238,696	318,196	355,146
1,290,245	925,000	575,000	2,080,000	356,000	210,000
411,912	480,000	200,000	250,000	330,000	325,000
1,702,157	1,405,000	775,000	2,330,000	686,000	535,000
4,128,935	5,141,832	5,829,137	6,502,868	7,120,289	7,612,983
<b>\$ 5,141,832</b>	<b>5,829,137</b>	<b>6,502,868</b>	<b>7,120,289</b>	<b>7,612,983</b>	<b>8,047,486</b>

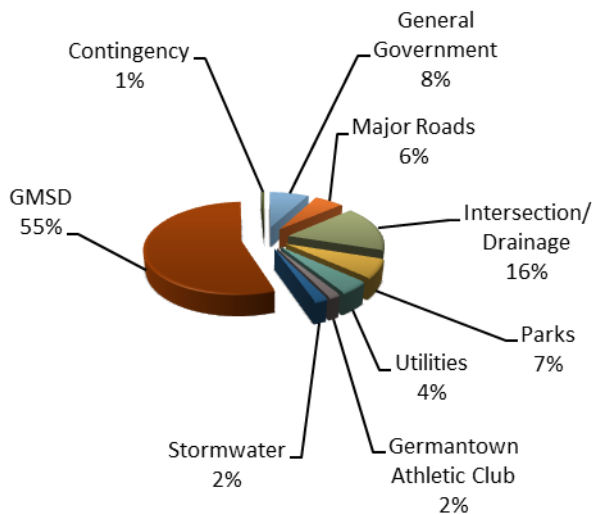
## CAPITAL IMPROVEMENTS PROGRAM

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.



Category	Amount (\$)
General Government	1,283
Major Roads	3,091
Intersection/Drainage	3,570
Parks	2,732
Utilities	800
Germantown Athletic Club	550
Stormwater	925
GMSD	-
Contingency	350
<b>TOTAL</b>	<b>\$ 13,301</b>

The six-year CIP total has increased over last year's total. Contributions from intergovernmental sources will total \$49,905,611 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.



Category	Amount (\$)
General Government	24,642
Major Roads	18,131
Intersection/Drainage	51,230
Parks	20,407
Utilities	13,775
Germantown Athletic Club	5,190
Stormwater	5,966
GMSD	171,200
Contingency	2,100
<b>TOTAL</b>	<b>\$ 312,640</b>

### CIP IMPACT ON OPERATING BUDGET

CIP projects can affect the City's Operating Budget by increasing or decreasing expenditures and sometimes by increasing revenues. Projects that replace or rehabilitate existing facilities, like asphalt overlays, may decrease the cost of maintaining the system. Projects that build completely new infrastructure, such as a new park, will usually increase expenditures since more staff may be needed to operate and maintain the facility. A new facility, such as a recreation center, may increase the City's revenue by offering a new service that may generate new customers. The fiscal impact on general operations for each individual FY25 project is provided under the Capital Improvements Program tab.

# CAPITAL IMPROVEMENTS PROGRAM

## CITY OF GERMANTOWN

### Capital Improvements Program - 2025 to 2030

(in thousands)	FY24	TOTAL	EXPENDITURES						FUNDING SOURCES			STATE & FEDERAL PROJECTS
			FY25	FY26	FY27	FY28	FY29	FY30	Reserves	Grants	Bonds	
<b>GENERAL GOVERNMENT:</b>												
ADA Improvements - ECD Building	-	400	50	50	300	-	-	-	400	-	-	-
Germantown Police Dept. Public Safety Complex	-	11,575	-	-	-	175	900	10,500	-	-	11,575	-
GCT Improvements	400	-	-	-	-	-	-	-	-	-	-	-
Self-contained Breathing Apparatus	-	900	-	900	-	-	-	-	90	810	-	-
City Hall Data Center FFE	-	250	-	250	-	-	-	-	250	-	-	-
City Hall ADA Parking	300	-	-	-	-	-	-	-	-	-	-	-
3 G Schools Transfer Payment	833	4,167	833	833	833	833	833	-	4,167	-	-	-
Engine 91 F-159 Replacement	-	1,300	-	1,300	-	-	-	-	1,300	-	-	-
Fire Station 2 Design and Construction	-	5,650	-	-	200	450	5,000	-	-	-	5,650	-
Ambulance Replacement ( F-173)	-	400	400	-	-	-	-	-	400	-	-	-
<b>Total General Government:</b>	<b>1,533</b>	<b>24,642</b>	<b>1,283</b>	<b>3,333</b>	<b>1,333</b>	<b>1,458</b>	<b>6,733</b>	<b>10,500</b>	<b>6,607</b>	<b>810</b>	<b>17,225</b>	<b>-</b>
<b>MAJOR ROADS:</b>												
McVay Road Bridge Replacement	-	2,060	60	-	2,000	-	-	-	418	-	-	1,642
Milling and Overlay: FHI South of Winchester	-	1,860	420	-	1,440	-	-	-	373	-	-	1,487
Milling and Overlay: WRB and Neshoba	-	1,131	1,131	-	-	-	-	-	189	-	-	942
FHI Improvements Poplar to WRB	-	7,920	920	7,000	-	-	-	-	1,584	-	-	6,336
Citywide LED Streetlight Conversion	-	4,000	-	-	4,000	-	-	-	4,000	-	-	-
Poplar Avenue Culverts Replacement - Phase V	-	500	500	-	-	-	-	-	100	-	-	400
Poplar Avenue Culverts Replacement - Phase VI	-	660	60	-	600	-	-	-	138	-	-	522
<b>Total Major Roads:</b>	<b>-</b>	<b>18,131</b>	<b>3,091</b>	<b>7,000</b>	<b>8,040</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,802</b>	<b>-</b>	<b>-</b>	<b>11,329</b>
<b>INTERSECTIONS &amp; OTHER:</b>												
Wolf River Blvd/Gtown Rd Intersection Improvements	240	400	400	-	-	-	-	-	-	-	-	400
Signal Upgrades TIP 2020-23	5	1,772	1,772	-	-	-	-	-	200	-	-	1,572
Signal Upgrades TIP 2023-26	-	1,902	321	-	60	1,521	-	-	310	-	-	1,592
Signal FHI at Crestwyn Drive	-	650	-	-	650	-	-	-	650	-	-	-
Germantown Rd at Stout Rd Intersection Retaining Wall Reconstruction	-	105	20	85	-	-	-	-	105	-	-	-
Signal Wolf River Blvd at Houston High School	-	588	588	-	-	-	-	-	8	-	-	580
Decorative Street Signs	44	50	50	-	-	-	-	-	25	25	-	-
<b>Total Intersections/Other:</b>	<b>289</b>	<b>5,467</b>	<b>3,151</b>	<b>85</b>	<b>710</b>	<b>1,521</b>	<b>-</b>	<b>-</b>	<b>1,298</b>	<b>25</b>	<b>-</b>	<b>4,144</b>
<b>DRAINAGE:</b>												
USACE PAS Package - Lateral B & E	-	188	94	94	-	-	-	-	188	-	-	-
Somerset Area Detention	-	3,075	75	3,000	-	-	-	-	3,075	-	-	-
Duntreath Upper Reach Detention	-	5,250	-	-	250	5,000	-	-	5,250	-	-	-
Lateral E: Duntreath Bridge Replacement	-	30,000	-	-	-	15,000	-	15,000	-	-	6,000	24,000
Redbud Trail - Lateral E Drainage Improvement	-	2,250	250	-	2,000	-	-	-	2,250	-	-	-
Duntreath Ditch Phase II	857	-	-	-	-	-	-	-	-	-	-	-
Green Knoll	150	-	-	-	-	-	-	-	-	-	-	-
Cedarwood/Mimosa Drainage	803	-	-	-	-	-	-	-	-	-	-	-
Miller Farms Ditch	7,062	-	-	-	-	-	-	-	-	-	-	-
Miller Farms Ditch Improvements	-	5,000	-	-	-	-	5,000	-	-	-	1,500	3,500
<b>Total Drainage:</b>	<b>8,872</b>	<b>45,763</b>	<b>419</b>	<b>3,094</b>	<b>2,250</b>	<b>20,000</b>	<b>5,000</b>	<b>15,000</b>	<b>10,763</b>	<b>-</b>	<b>7,500</b>	<b>27,500</b>
<b>PARKS:</b>												
<b>Park Reinvestment Projects:</b>												
Neighborhood Park Reinvestment Phase I, II, III	-	1,000	-	-	500	-	500	-	1,000	-	-	-
Lily Walk	-	405	405	-	-	-	-	-	81	-	-	324
Bob Hailey Access Bridge Replacement	251	-	-	-	-	-	-	-	-	-	-	-
Riverdale Park Reinvestment - Phase II, III	119	2,250	1,250	-	-	-	-	1,000	2,250	-	-	-
Soccer Plex/Cloyes Synthetic Turf	-	700	-	-	-	-	-	700	700	-	-	-
Wayfinding System - Phases II, III, IV	150	250	-	-	250	-	-	-	250	-	-	-
Comprehensive Parks and Recreation Master Plan Update	-	70	70	-	-	-	-	-	70	-	-	-
Germantown Station Park Reinvestment Phase II	237	-	-	-	-	-	-	-	-	-	-	-
Municipal Park	538	-	-	-	-	-	-	-	-	-	-	-
<b>Special Park Projects:</b>												
Greenway Trail Extension	-	3,467	167	3,300	-	-	-	-	693	-	-	2,774
Legacy Park Projects - Cameron Brown Projects	-	3,965	215	1,250	-	-	2,500	-	3,965	-	-	-
Pickleball Expansion & Restrooms	125	1,250	625	-	625	-	-	-	1,250	-	-	-
Pickering Center Expansion	-	1,050	-	-	-	1,050	-	-	1,050	-	-	-
Sport Park Site Work	-	6,000	-	6,000	-	-	-	-	3,000	3,000	-	-
<b>Total Parks:</b>	<b>1,419</b>	<b>20,407</b>	<b>2,732</b>	<b>10,550</b>	<b>1,375</b>	<b>1,050</b>	<b>3,000</b>	<b>1,700</b>	<b>14,309</b>	<b>3,000</b>	<b>-</b>	<b>3,098</b>



# CAPITAL IMPROVEMENTS PROGRAM

(in thousands)	EXPENDITURES								FUNDING SOURCES			STATE & FEDERAL PROJECTS
	FY24	TOTAL	FY25	FY26	FY27	FY28	FY29	FY30	Reserves	Grants	Bonds	
<b>GERMANTOWN ATHLETIC CLUB FUND:</b>												
Natorium Renovation	-	4,950	550	4,400	-	-	-	-	550	-	4,400	-
GAC Parking Lot Milling and Overlay	-	240	-	-	240	-	-	-	240	-	-	-
Indoor Pool Dehumidifier	1,100	-	-	-	-	-	-	-	-	-	-	-
<b>Total GAC Fund:</b>	<b>1,100</b>	<b>5,190</b>	<b>550</b>	<b>4,400</b>	<b>240</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>790</b>	<b>-</b>	<b>4,400</b>	<b>-</b>
<b>STORMWATER FUND:</b>												
Annual Miscellaneous Drainage Improvements	10	900	150	150	150	150	150	150	900	-	-	-
Forrestwood Rd. Culvert	-	75	-	-	75	-	-	-	75	-	-	-
Hollow Creek Drainage Improvements	-	66	-	-	-	6	60	-	66	-	-	-
Foster Ridge Drainage Improvements	-	170	-	-	-	-	-	170	170	-	-	-
Allenby Lakes Mitigation	740	-	-	-	-	-	-	-	-	-	-	-
Dogwood Rd & Duntreath Rd Drainage Improvements	-	500	500	-	-	-	-	-	500	-	-	-
Blair Lane Drainage Improvements	-	425	-	425	-	-	-	-	425	-	-	-
On the Hill Cove Drainage Improvement	-	125	125	-	-	-	-	-	125	-	-	-
Golden Fields Culverts	-	1,650	-	-	-	150	-	1,500	1,650	-	-	-
Dogwood Grove 4th Addition	-	2,000	150	-	1,850	-	-	-	2,000	-	-	-
Winchester Rd @ FHI Intersection Drainage Improvements	-	55	-	-	5	50	-	-	55	-	-	-
<b>Total Stormwater Fund:</b>	<b>750</b>	<b>5,966</b>	<b>925</b>	<b>575</b>	<b>2,080</b>	<b>356</b>	<b>210</b>	<b>1,820</b>	<b>5,966</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>MUNICIPAL SCHOOLS:</b>												
Farmington Sprinkler System/Duct/Fire Alarm System Replacement	-	1,200	-	-	1,200	-	-	-	1,200	-	-	-
Dogwood Gym Floor/Upgrade	125	-	-	-	-	-	-	-	-	-	-	-
Farmington Gym Floor/Gym Upgrade	125	-	-	-	-	-	-	-	-	-	-	-
Houston High School Master Plan	-	170,000	-	-	170,000	-	-	-	-	-	170,000	-
Riverdale Roof Replacement	500	-	-	-	-	-	-	-	-	-	-	-
<b>Total GMSD Fund:</b>	<b>750</b>	<b>171,200</b>	<b>-</b>	<b>-</b>	<b>171,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,200</b>	<b>-</b>	<b>170,000</b>	<b>-</b>
<b>UTILITY FUND:</b>												
Southwest Water Main Phase I	-	2,500	300	2,200	-	-	-	-	2,500	-	-	-
Sanitary Sewer Lift Station Generator	-	1,100	-	100	1,000	-	-	-	1,100	-	-	-
Stout Rd. Lift Station Refurbishment	-	175	-	175	-	-	-	-	175	-	-	-
Water System Modeling	-	250	-	250	-	-	-	-	250	-	-	-
Concrete Water Main Conversion	-	3,200	-	-	1,200	1,000	1,000	-	3,200	-	-	-
Southern Avenue Water Treatment Plant Filter Bay Refurbishment	-	1,500	500	500	500	-	-	-	1,500	-	-	-
North Johnson Rd Lift Station Force Main Rerouting	-	1,000	-	-	-	1,000	-	-	1,000	-	-	-
Allenby/Kimbrough Outfall CIPP	911	-	-	-	-	-	-	-	-	-	-	-
Johnson Road Plant Generator	-	1,200	-	-	200	1,000	-	-	1,200	-	-	-
Automated Meter Reading	6,570	-	-	-	-	-	-	-	-	-	-	-
Pine Valley Water Main Improvement	-	500	-	500	-	-	-	-	500	-	-	-
Johnson Rd. Water Treatment Plant Filter Bay Refurbishment	-	1,500	-	-	500	500	500	-	1,500	-	-	-
Conversion of Johnson Rd. Water Treatment Plant to Hypochlorite	-	250	-	250	-	-	-	-	250	-	-	-
Sanitary Sewer System Modeling	-	250	-	-	250	-	-	-	250	-	-	-
Sanitary Sewer Flowmeters Phases I, II, & III	-	350	-	75	75	100	100	-	350	-	-	-
<b>Total Utility Fund:</b>	<b>7,481</b>	<b>13,775</b>	<b>800</b>	<b>4,050</b>	<b>3,725</b>	<b>3,600</b>	<b>1,600</b>	<b>-</b>	<b>13,775</b>	<b>-</b>	<b>-</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	1,533	24,642	1,283	3,333	1,333	1,458	6,733	10,500	-	-	-	-
Major Roads	-	18,131	3,091	7,000	8,040	-	-	-	-	-	-	-
Intersec/Other/Drainage	9,161	51,230	3,570	3,179	2,960	21,521	5,000	15,000	-	-	-	-
Parks	1,419	20,407	2,732	10,550	1,375	1,050	3,000	1,700	-	-	-	-
Utilities	7,481	13,775	800	4,050	3,725	3,600	1,600	-	-	-	-	-
Germantown Athletic Club	1,100	5,190	550	4,400	240	-	-	-	-	-	-	-
Stormwater Fund	750	5,966	925	575	2,080	356	210	1,820	-	-	-	-
GMSD	750	171,200	-	-	171,200	-	-	-	-	-	-	-
Contingency	-	2,100	350	350	350	350	350	350	-	-	-	-
<b>Total CIP:</b>	<b>22,194</b>	<b>312,640</b>	<b>13,301</b>	<b>33,437</b>	<b>191,303</b>	<b>28,335</b>	<b>16,893</b>	<b>29,370</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUNDING SUMMARY</b>												
Reserves: General	12,113	41,879	5,174	12,362	10,576	7,533	4,183	2,050	-	-	-	-
Utility	7,481	13,775	800	4,050	3,725	3,600	1,600	-	-	-	-	-
Stormwater Fund	750	5,966	925	575	2,080	356	210	1,820	-	-	-	-
GAC	1,100	790	550	-	240	-	-	-	-	-	-	-
GMSD	750	1,200	-	-	1,200	-	-	-	-	-	-	-
State/Intergovernmental/Grant:	-	49,906	5,853	12,050	3,282	13,221	3,500	12,000	-	-	-	-
Bonds: General	-	194,725	-	-	170,200	3,625	7,400	13,500	-	-	-	-
GAC	-	4,400	-	4,400	-	-	-	-	-	-	-	-
<b>Total Funding:</b>	<b>22,194</b>	<b>312,640</b>	<b>13,301</b>	<b>33,437</b>	<b>191,303</b>	<b>28,335</b>	<b>16,893</b>	<b>29,370</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2025 to 2034

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

AREA & TYPE OF INFRASTRUCTURE	Budget FY24	Estimate FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	10 YEAR TOTAL
<b>GENERAL FUND:</b>													
<b>BUILDING IMPROVEMENTS:</b>													
<b>GENERAL SERVICES:</b>													
GPAC Chiller Control Panels (30% of Total Project)	18	18	-	-	-	-	-	-	-	-	-	-	-
GPAC Chilled Water Pump Replacement (30% of Total Project)	9	9	-	-	-	-	-	-	-	-	-	-	-
John Gray House Roof Replacement	-	-	25	-	-	-	-	-	-	-	-	-	25
Finance Restroom Improvements	-	-	-	100	-	-	-	-	-	-	-	-	100
City Hall Lobby Restrooms & Conference Room Improvements	-	-	-	130	-	-	-	-	-	-	-	-	130
City Hall Flooring Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-
City Hall Interior Lighting Improvements	-	-	-	25	-	-	-	-	-	-	-	-	25
GPAC Exterior Painting	-	-	-	-	-	105	-	-	-	-	-	-	105
Library Exterior Improvements	-	-	-	60	-	-	-	-	-	-	-	-	60
ECD Roof Replacement	-	-	-	-	350	-	-	-	-	-	-	-	350
Animal Shelter HVAC	-	-	-	-	50	-	-	-	-	-	-	-	50
Depot Exterior Painting	-	-	-	-	12	-	-	-	-	-	-	-	12
<b>TOTAL GENERAL SERVICES</b>	<b>27</b>	<b>27</b>	<b>25</b>	<b>315</b>	<b>412</b>	<b>105</b>	-	-	-	-	-	-	<b>857</b>
<b>HUMAN RESOURCES:</b>													
HR Common Area Renovation	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL HUMAN RESOURCES</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>ENGINEERING</b>													
Department Cubicles	-	-	-	60	-	-	-	-	-	-	-	-	60
<b>TOTAL ENGINEERING</b>	-	-	-	<b>60</b>	-	-	-	-	-	-	-	-	<b>60</b>
<b>PARKS AND RECREATION:</b>													
Carpet Replacement	-	10	-	-	-	-	-	-	-	-	-	-	-
Fire Alarm System	-	12	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL PARKS AND RECREATION</b>	-	<b>22</b>	-	-	-	-	-	-	-	-	-	-	-
<b>GPAC:</b>													
Tech Booth Renovations	15	15	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL GPAC</b>	<b>15</b>	<b>15</b>	-	-	-	-	-	-	-	-	-	-	-
<b>FIRE:</b>													
Training Room AV System Upgrades - Station 4	-	24	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FIRE</b>	-	<b>24</b>	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL BUILDING IMPROVEMENTS</b>	<b>42</b>	<b>88</b>	<b>25</b>	<b>375</b>	<b>412</b>	<b>105</b>	-	-	-	-	-	-	<b>917</b>
<b>OTHER EQUIPMENT:</b>													
<b>GPAC:</b>													
Rigging Repairs	138	138	-	-	-	-	-	-	-	-	-	-	-
Wireless Microphone	12	12	-	-	-	-	-	-	-	-	-	-	-
Clear Com Wireless	26	26	25	-	25	-	-	-	-	-	-	-	50
Ice Maker Replacement	-	-	7	-	-	-	-	-	-	-	-	-	7
Grove Audience Lighting	-	-	-	23	-	-	-	-	-	-	-	-	23
Lighting Console Replacement	-	-	-	55	-	-	-	-	-	-	-	-	55
Orchestra Lift Modification	-	-	-	150	-	-	-	-	-	-	-	-	150
Audio Infrastructure Console Replacement	-	-	-	-	45	-	-	-	-	-	-	-	45
Mainstage Video/Projector Replacement	-	-	-	-	-	32	-	-	-	-	-	-	32
<b>TOTAL GPAC</b>	<b>176</b>	<b>176</b>	<b>32</b>	<b>228</b>	<b>70</b>	<b>32</b>	-	-	-	-	-	-	<b>361</b>
<b>FIRE:</b>													
Outdoor Warning Siren Replacement	40	40	-	-	-	-	-	-	-	-	-	-	-
Tac-Med EMS Mannequin Simulator (90% Grant Funded)	100	-	-	-	-	-	-	-	-	-	-	-	-
Special Operations Rescue Tools	-	-	75	-	-	-	-	-	-	-	-	-	75
<b>TOTAL FIRE</b>	<b>140</b>	<b>40</b>	<b>75</b>	-	-	-	-	-	-	-	-	-	<b>75</b>
<b>LIBRARY AND GENEALOGY CENTER:</b>													
RFID Library Security System	25	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL LIBRARY</b>	<b>25</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>PROCUREMENT</b>													
Warehouse Forklift	-	-	25	-	-	-	-	-	-	-	-	-	25
<b>TOTAL PROCUREMENT</b>	-	-	<b>25</b>	-	-	-	-	-	-	-	-	-	<b>25</b>
<b>TOTAL OTHER EQUIPMENT</b>	<b>341</b>	<b>216</b>	<b>132</b>	<b>228</b>	<b>70</b>	<b>32</b>	-	-	-	-	-	-	<b>461</b>
<b>MAINTENANCE EQUIPMENT:</b>													
<b>PARKS AND GROUNDS DIVISION:</b>													
First Products VC-60	12	11	-	-	-	-	-	-	-	-	-	-	-
GPS Turf Tank Liner	60	62	-	-	-	-	-	-	-	-	-	-	-
Turco Mela Matic IV Topdresser	15	14	-	-	-	-	-	-	-	-	-	-	-
Kubota MX5400 with Loader	-	-	50	-	50	-	-	-	-	-	-	-	100
T76 Skid Steer	-	-	-	125	-	-	-	-	-	-	-	-	125
Kubota M4900 Tractor	-	-	-	100	-	-	-	-	-	-	-	-	100
John Deere Bunker Rake	-	-	-	-	20	-	-	-	-	-	-	-	20
Bucket Truck 50' with Outriggers	-	-	-	-	-	280	-	-	-	-	-	-	280
<b>TOTAL PARKS AND GROUNDS DIVISION</b>	<b>87</b>	<b>87</b>	<b>50</b>	<b>225</b>	<b>350</b>	-	-	-	-	-	-	-	<b>625</b>
<b>PUBLIC WORKS:</b>													
Ingersoll Rand Air Compressor	31	36	-	-	-	-	-	-	-	-	-	-	-
6-way Blade Attachment	-	-	12	-	-	-	-	-	-	-	-	-	12
Wheel Loader Replacement	-	-	200	-	-	-	-	-	-	-	-	-	200
Daewoo Forklift	-	-	-	40	-	-	-	-	-	-	-	-	40
LeBoy Asphalt Paver	-	-	-	90	-	-	-	-	-	-	-	-	90
John Deere 710K Backhoe	-	-	-	-	200	-	-	-	-	-	-	-	200
<b>TOTAL PUBLIC WORKS</b>	<b>31</b>	<b>36</b>	<b>212</b>	<b>130</b>	<b>200</b>	-	-	-	-	-	-	-	<b>542</b>
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>118</b>	<b>123</b>	<b>262</b>	<b>355</b>	<b>550</b>	-	-	-	-	-	-	-	<b>1,167</b>

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2025 to 2034

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

AREA & TYPE OF INFRASTRUCTURE	Budget	Estimate												10 YEAR
	FY24	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	TOTAL	
<b>FURNITURE:</b>														
<b>COURT:</b>														
Furniture Update	-	-	-	30	32	-	-	-	-	-	-	-	-	62
<b>TOTAL COURT</b>	-	-	-	30	32	-	-	-	-	-	-	-	-	62
<b>DEVELOPMENT:</b>														
Klein Room Furniture	15	15	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL DEVELOPMENT</b>	15	15	-	-	-	-	-	-	-	-	-	-	-	-
<b>PARKS AND RECREATION:</b>														
Office Furniture	10	15	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL PARKS AND RECREATION</b>	10	15	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FURNITURE</b>	<b>25</b>	<b>30</b>	-	<b>30</b>	<b>32</b>	-	-	-	-	-	-	-	-	<b>62</b>
<b>AUTOS AND TRUCKS:</b>														
<b>DEVELOPMENT:</b>														
Ford Ranger	64	64	-	-	-	-	-	70	-	-	-	-	-	70
Ford Explorer	45	45	-	-	-	-	-	-	-	-	-	-	-	-
Ford Escape	-	-	-	-	-	-	-	-	-	-	75	-	-	75
<b>TOTAL DEVELOPMENT</b>	109	109	-	-	-	-	-	70	-	-	75	-	-	145
<b>PUBLIC WORKS:</b>														
Ford F-150 4x4	45	45	-	55	60	-	-	-	-	-	-	-	-	115
Ford F-450	75	75	-	-	-	-	100	-	-	-	-	-	-	100
Public Works Fleet - FY23	-	102	-	-	-	-	-	-	-	-	-	-	-	-
Knuckleboom Truck	-	-	-	200	-	-	-	-	-	-	-	-	-	200
Sterling Dump Truck	-	-	-	150	-	-	-	-	-	-	-	-	-	150
Ford F-350	-	-	-	75	-	-	-	-	-	-	-	-	-	75
KW T370 Dump Truck	-	-	-	-	-	-	-	-	-	-	200	-	-	200
<b>TOTAL PUBLIC WORKS</b>	120	222	-	480	60	-	100	-	-	-	200	-	-	840
<b>GENERAL SERVICES:</b>														
Ford F-150	-	45	-	-	50	60	-	-	-	-	-	-	-	110
Dodge Ram	-	-	-	-	50	-	-	-	-	-	-	-	-	50
Ford Explorer	-	-	-	-	60	-	-	-	-	-	-	-	-	60
Ford F-250	-	-	-	-	-	-	240	-	-	-	-	-	-	240
<b>TOTAL GENERAL SERVICES</b>	-	45	-	-	160	60	240	-	-	-	-	-	-	460
<b>FIRE:</b>														
Ford F-350 4x4 Crew Cab	82	82	-	-	-	-	-	-	-	-	-	-	-	-
Ford Expedition	60	60	-	-	-	-	75	-	-	-	-	-	-	75
Ford Explorer	60	60	65	-	-	-	-	70	-	70	-	-	-	205
Ford F-350 Crew Cab	-	-	-	-	77	-	-	-	-	-	-	-	-	77
Chevy Tahoe 4x4	-	-	-	-	-	70	-	-	-	-	-	-	-	70
Chevy Tahoe	-	-	-	-	-	-	70	-	-	-	-	-	-	70
<b>TOTAL FIRE</b>	202	202	65	-	77	70	70	145	-	70	-	-	-	497
<b>PARKS AND RECREATION:</b>														
Ford Escape	-	-	35	-	-	-	-	-	70	-	-	-	-	105
Ford F-150	-	-	45	-	-	70	-	-	-	-	75	-	-	190
Ford Explorer	-	-	-	45	-	-	-	-	-	-	-	-	-	45
<b>TOTAL PARKS AND RECREATION</b>	-	-	80	45	-	70	-	-	70	-	75	-	-	340
<b>ENGINEERING:</b>														
Ford F-150 4x4 - New	90	98	-	47	-	-	-	-	-	-	-	-	-	47
Ford F-150 4x4	-	-	-	50	50	-	-	-	-	-	-	-	-	100
Ford Ranger	-	-	-	-	-	-	70	-	-	-	-	-	-	70
<b>TOTAL ENGINEERING</b>	90	98	-	97	50	-	70	-	-	-	-	-	-	217
<b>POLICE:</b>														
Police Fleet	-	202	-	-	-	-	-	-	-	-	-	-	-	-
Ford Escape	35	35	-	-	-	-	-	-	-	-	-	-	-	-
Minivan - Surveillance Vehicle (100% Grant Funded)(GPD Only)	40	40	-	-	-	-	-	-	-	-	-	-	-	-
Pickup Truck (100% Grant Funded)(GPD Only)	44	44	-	-	-	-	-	-	-	-	-	-	-	-
Sedan - Surveillance Vehicle (100% Grant Funded)(GPD Only)	30	30	-	-	-	-	-	-	-	-	-	-	-	-
Sprinter Van (100% Grant Funded) (Collaborative)	198	198	-	-	-	-	-	-	-	-	-	-	-	-
Minivan - SWAT Officers (100% Grant Funded)(Collaborative)	43	43	-	-	-	-	-	-	-	-	-	-	-	-
Chevrolet Tahoes	50	50	-	60	-	-	-	-	-	-	-	-	-	60
Ford Explorers PPV (5 replacement and 4 new)	350	350	540	360	325	630	280	280	490	675	300	-	-	3,880
Ford F-350 4x4	-	-	-	75	-	-	-	-	-	-	-	-	-	75
Ford F-150 Pursuit	-	-	-	60	-	-	-	70	-	-	-	-	-	130
Ford Explorers XLT	-	-	-	60	-	-	-	-	-	-	75	-	-	135
Ford Fusion	-	-	-	-	65	-	70	-	70	-	75	-	-	280
Chevy Malibu	-	-	-	-	-	-	-	-	120	-	-	-	-	120
<b>TOTAL POLICE</b>	790	992	540	615	390	630	350	350	680	675	450	-	-	4,680
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>1,311</b>	<b>1,668</b>	<b>685</b>	<b>1,237</b>	<b>737</b>	<b>830</b>	<b>830</b>	<b>565</b>	<b>750</b>	<b>745</b>	<b>800</b>	-	-	<b>7,179</b>
<b>RADIOS:</b>														
<b>INFORMATION TECHNOLOGY:</b>														
Public Safety Radio Replacement - FY23	-	116	-	-	-	-	-	-	-	-	-	-	-	-
Public Safety Radio Replacement	132	132	125	150	150	150	150	150	150	150	150	150	150	1,475
Police Car Radios	-	-	20	-	-	-	-	-	-	-	-	-	-	20
<b>TOTAL I.T.</b>	132	248	145	150	150	150	150	150	150	150	150	150	150	1,495
<b>TOTAL RADIOS</b>	<b>132</b>	<b>248</b>	<b>145</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>1,495</b>

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2025 to 2034

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

AREA & TYPE OF INFRASTRUCTURE	Budget FY24	Estimate FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	10 YEAR TOTAL
<b>COMPUTER EQUIPMENT:</b>													
<b>ENGINEERING:</b>													
GIS Support Hardware	11	11	-	-	-	-	-	-	-	-	-	-	-
Wide Format Scanner	-	-	38	-	-	-	-	-	-	-	-	-	38
<b>TOTAL ENGINEERING:</b>	11	11	38	-	-	-	-	-	-	-	-	-	38
<b>INFORMATION TECHNOLOGY:</b>													
Radio System Microwave Replacement/Upgrade	250	250	-	-	-	-	-	-	-	-	-	-	-
UPS Battery Replacement - FS4/City Hall	25	-	-	-	-	-	-	-	-	-	-	-	-
Radio System Microwave Replacement/Upgrade	-	-	-	250	500	500	-	-	-	-	-	-	1,250
Security Cameras - Police	-	-	-	50	50	-	-	-	50	50	-	-	200
Portable Radio Repeater	-	-	-	10	-	-	-	-	10	-	-	-	20
Tyler NWS/Enterprise Upgrade - Hardware	-	-	-	145	-	-	-	145	-	-	-	-	290
Phone System Servers	-	-	-	-	40	-	-	-	40	-	-	-	80
AFIS Fingerprint Machine	-	-	-	-	-	15	-	-	-	-	-	-	15
UPS Replacements - Radio Sites (3)	-	-	-	-	-	-	-	110	-	-	-	-	110
<b>TOTAL I.T.</b>	275	250	-	455	590	515	-	255	100	50	-	-	1,965
<b>TOTAL COMPUTER EQUIPMENT</b>	286	261	38	455	590	515	-	255	100	50	-	-	2,003
<b>COMPUTER SOFTWARE:</b>													
<b>INFORMATION TECHNOLOGY:</b>													
Document Management System Software	100	100	-	-	-	-	-	-	-	-	-	-	-
Project Software for Planning	30	30	-	-	-	-	-	-	-	-	-	-	-
Server Backup Software	-	-	-	30	-	-	-	-	-	-	-	-	30
Superior Application Additions/Upgrades	-	-	-	20	-	20	-	20	-	-	-	-	60
Tyler NWS/Enterprise Upgrade - Software	-	-	-	-	-	-	-	150	-	-	-	-	150
<b>TOTAL I.T.</b>	130	130	-	50	-	20	-	20	150	-	-	-	240
<b>TOTAL COMPUTER SOFTWARE</b>	130	130	-	50	-	20	-	20	150	-	-	-	240
<b>OTHER ASSETS:</b>													
<b>GENERAL SERVICES:</b>													
Library Chiller Replacement	250	170	-	-	-	-	-	-	-	-	-	-	-
Library Exterior Sign Repairs & Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-
Library Boiler Replacements	-	-	-	-	75	-	-	-	-	-	-	-	75
<b>TOTAL GENERAL SERVICES</b>	250	170	-	-	75	-	-	-	-	-	-	-	75
<b>PARKS AND RECREATION:</b>													
Park Playground Improvements	65	65	-	-	-	-	-	-	-	-	-	-	-
Greenway Repair and Overlay	75	75	-	-	125	-	-	-	-	-	-	-	125
Shade Structures at Forgey Dog Park	-	-	-	-	45	-	-	-	-	-	-	-	45
West Greenway Trail Erosion	-	-	75	-	-	-	-	-	-	-	-	-	75
Holiday Lighting	-	-	30	-	-	-	-	-	-	-	-	-	30
West Greenway Trail Boardwalk	-	-	-	75	-	-	-	-	-	-	-	-	75
Bob Hailey/Cameron Brown Service Road Repair	-	-	-	175	-	-	-	-	-	-	-	-	175
<b>TOTAL PARKS AND RECREATION</b>	140	140	105	250	170	-	-	-	-	-	-	-	525
<b>GPAC:</b>													
Curtain Replacement	55	55	-	-	-	-	-	-	-	-	-	-	-
Theater Seats and Carpet	-	-	-	-	500	-	-	-	-	-	-	-	500
Orchestra Shell Replacement	-	-	-	-	-	200	-	-	-	-	-	-	200
Grove cabling	-	-	-	80	-	-	-	-	-	-	-	-	80
<b>TOTAL GPAC</b>	55	55	-	80	500	200	-	-	-	-	-	-	780
<b>PUBLIC WORKS:</b>													
Greenway Repair and Overlay	-	45	-	-	-	-	-	-	-	-	-	-	-
Salt Canopy Replacement	36	30	-	-	-	-	-	-	-	-	-	-	-
Arrow Board Replacement	10	10	-	-	-	-	-	-	-	-	-	-	-
Solar Powered Pavement Reflectors	10	5	5	-	-	-	-	-	-	-	-	-	5
Message Board Replacement (2)	-	-	-	-	-	-	-	-	-	-	-	-	-
Melanie Smith Lane Asphalt Overlay	-	-	-	-	350	-	-	-	-	-	-	-	350
Public Works Parking Lot Mill and Overlay	-	-	-	280	-	-	-	-	-	-	-	-	280
<b>TOTAL PUBLIC WORKS</b>	56	90	5	280	350	-	-	-	-	-	-	-	635
<b>POLICE:</b>													
In-Car Video Systems - Police Vehicles	49	49	55	83	35	56	35	35	71	64	42	-	477
<b>TOTAL POLICE</b>	49	49	55	83	35	56	35	35	71	64	42	-	477
<b>FIRE:</b>													
Onan Generator - Fire Station 2 (Replace ATS FY24)	20	20	-	132	-	-	-	-	-	-	-	-	132
Station 4 Training Center	50	50	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FIRE</b>	70	70	-	132	-	-	-	-	-	-	-	-	132
<b>TOTAL OTHER ASSETS</b>	621	575	165	825	1,130	256	35	35	71	64	42	-	2,624
<b>TOTAL GENERAL FUND</b>	3,006	3,339	1,451	3,705	3,671	1,908	1,015	770	1,376	1,059	1,042	150	16,148
<b>SOLID WASTE:</b>													
<b>AUTO &amp; TRUCKS</b>													
Ford F-150	40	39	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL AUTO &amp; TRUCKS</b>	40	39	-	-	-	-	-	-	-	-	-	-	-
<b>OTHER ASSETS</b>													
Oil Bin Replacement/Canopy	15	-	15	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER ASSETS</b>	15	39	15	-	-	-	-	-	-	-	-	-	-
<b>TOTAL SOLID WASTE FUND</b>	55	39	15	-	-	-	-	-	-	-	-	-	-

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2025 to 2034

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

AREA & TYPE OF INFRASTRUCTURE	Budget FY24	Estimate FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	10 YEAR TOTAL
<b>DRUG FUND:</b>													
<b>AUTO &amp; TRUCKS:</b>													
Ford Explorer	-	-	-	70	-	-	-	-	-	-	-	-	70
Ford Expedition EL	-	-	-	-	65	-	-	-	-	-	-	-	65
Transport van	-	-	98	-	-	-	-	-	-	-	-	-	98
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>-</b>	<b>-</b>	<b>98</b>	<b>70</b>	<b>65</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>233</b>
<b>OTHER EQUIPMENT:</b>													
Faro Laser Scanner	93	-	-	-	-	-	-	-	-	-	-	-	-
Sniper Rifle	15	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER EQUIPMENT</b>	<b>108</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL DRUG FUND</b>	<b>108</b>	<b>-</b>	<b>98</b>	<b>70</b>	<b>65</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>233</b>
<b>RECREATION FUND:</b>													
<b>OTHER ASSETS:</b>													
Sports Lighting & Control Upgrades	-	-	-	-	150	-	-	250	-	-	-	-	400
<b>TOTAL OTHER ASSETS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400</b>
<b>OTHER EQUIPMENT:</b>													
Weather Station and Outdoor Warning Systems	10	10	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER EQUIPMENT</b>	<b>10</b>	<b>10</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>10</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400</b>
<b>STORMWATER FUND:</b>													
<b>MAINTENANCE EQUIPMENT:</b>													
Tarco Leaf Loader Truck	-	-	280	-	-	-	-	-	-	-	-	-	280
Bobcat E35 Excavator	-	-	-	-	-	80	-	-	-	-	-	-	80
OBD Debris Vac	-	-	-	-	-	-	75	75	-	-	-	-	150
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>280</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>75</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>510</b>
<b>OTHER ASSETS:</b>													
CIPP	100	100	200	200	250	250	250	250	250	250	250	250	2,400
CIPP - FY23	-	178	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER ASSETS</b>	<b>-</b>	<b>178</b>	<b>200</b>	<b>200</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>2,400</b>
<b>AUTO &amp; TRUCKS:</b>													
Ford F-150 4x4	45	44	-	-	-	-	-	-	-	-	-	-	-
Stormwater Fleet - FY23	-	90	-	-	-	-	-	-	-	-	90	-	90
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>45</b>	<b>134</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90</b>	<b>-</b>	<b>90</b>
<b>TOTAL STORMWATER FUND</b>	<b>45</b>	<b>312</b>	<b>480</b>	<b>200</b>	<b>250</b>	<b>330</b>	<b>325</b>	<b>325</b>	<b>250</b>	<b>250</b>	<b>340</b>	<b>250</b>	<b>3,000</b>
<b>GREAT HALL FUND:</b>													
<b>BUILDING IMPROVEMENTS:</b>													
RTU 1 & 2 Replacements	275	275	-	-	-	-	-	-	-	-	-	-	-
Interior Lighting Improvements	-	-	-	-	45	-	-	-	-	-	-	-	45
<b>TOTAL BUILDING IMPROVEMENTS</b>	<b>275</b>	<b>275</b>	<b>-</b>	<b>-</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45</b>
<b>TOTAL GREAT HALL FUND</b>	<b>275</b>	<b>275</b>	<b>-</b>	<b>-</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45</b>
<b>UTILITY FUND:</b>													
<b>LINES, WELLS AND STATION IMPROVEMENTS:</b>													
<b>SEWER:</b>													
Maintenance of Sewer Collection System	350	350	350	350	400	450	450	450	450	450	450	450	4,250
Maintenance of Sewer Collection System - FY23	-	280	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL SEWER</b>	<b>350</b>	<b>630</b>	<b>350</b>	<b>350</b>	<b>400</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>4,250</b>
<b>WATER:</b>													
Maintenance of Water WellField System	450	450	450	450	500	525	550	550	550	550	550	550	5,225
Water Main Maintenance	100	100	100	100	125	125	150	150	150	150	150	150	1,350
Well and Pump Rehab	130	129	150	150	200	200	200	200	200	200	200	200	1,900
<b>TOTAL WATER</b>	<b>680</b>	<b>679</b>	<b>700</b>	<b>700</b>	<b>825</b>	<b>850</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>8,475</b>
<b>TOTAL LINES, WELLS &amp; STATION IMPROVEMENTS</b>	<b>1,030</b>	<b>1,309</b>	<b>1,050</b>	<b>1,050</b>	<b>1,225</b>	<b>1,300</b>	<b>1,350</b>	<b>1,350</b>	<b>1,350</b>	<b>1,350</b>	<b>1,350</b>	<b>1,350</b>	<b>12,725</b>
<b>MAINTENANCE EQUIPMENT:</b>													
<b>SEWER:</b>													
Cat 308E Trackhoe	-	-	-	-	-	-	165	-	-	-	-	-	165
International Sewer/Vacuum Truck	-	-	-	-	-	-	-	350	-	-	-	-	350
<b>TOTAL SEWER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>165</b>	<b>350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>515</b>
<b>WATER:</b>													
Water Valve Trailer	90	91	-	-	-	-	-	-	-	-	-	-	-
International Dump Truck	-	-	-	-	-	-	250	-	-	-	-	-	250
Gradall Excavator 3100	-	-	-	-	300	-	-	-	-	-	-	-	300
Gradall XL4100	-	-	-	-	-	495	-	-	-	-	-	-	495
Cat 420 Backhoe	-	-	-	-	-	-	-	-	125	-	-	-	125
<b>TOTAL WATER</b>	<b>90</b>	<b>91</b>	<b>-</b>	<b>-</b>	<b>300</b>	<b>495</b>	<b>250</b>	<b>-</b>	<b>125</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,170</b>
<b>TOTAL MAINTENANCE EQUIPMENT</b>	<b>90</b>	<b>91</b>	<b>-</b>	<b>-</b>	<b>300</b>	<b>495</b>	<b>415</b>	<b>350</b>	<b>125</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,685</b>

# INFRASTRUCTURE REPLACEMENT PROGRAM – 2025 to 2034

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

AREA & TYPE OF INFRASTRUCTURE	Budget FY24	Estimate FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	10 YEAR TOTAL
<b>AUTOS AND TRUCKS:</b>													
<b>SEWER:</b>													
Ford F-550 Crane Truck	-	-	-	-	-	150	-	-	-	-	-	-	150
<b>TOTAL SEWER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>
<b>WATER:</b>													
Water Fleet - FY23	-	54	-	-	-	-	-	-	-	-	-	-	-
Ford F-150	30	30	-	55	60	-	-	-	-	-	-	-	115
Ford Ranger	-	-	-	-	32	-	-	-	120	-	60	-	212
Ford F-150 4x4	-	-	-	-	60	-	-	-	-	70	-	-	130
Ford F-350	-	-	-	-	-	-	85	-	-	-	-	-	85
<b>TOTAL WATER</b>	<b>30</b>	<b>84</b>	<b>-</b>	<b>55</b>	<b>152</b>	<b>150</b>	<b>85</b>	<b>-</b>	<b>120</b>	<b>70</b>	<b>60</b>	<b>-</b>	<b>542</b>
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>30</b>	<b>84</b>	<b>-</b>	<b>55</b>	<b>152</b>	<b>150</b>	<b>85</b>	<b>-</b>	<b>120</b>	<b>70</b>	<b>60</b>	<b>-</b>	<b>692</b>
<b>COMPUTER:</b>													
<b>WATER:</b>													
Card Access - Johnson RD WTP	-	-	15	-	-	-	-	-	-	-	-	-	15
High Service Pump and Well Telemetry	-	-	-	-	200	200	-	-	-	-	-	-	400
<b>TOTAL WATER</b>	<b>-</b>	<b>-</b>	<b>15</b>	<b>-</b>	<b>200</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>415</b>
<b>TOTAL COMPUTER SOFTWARE</b>	<b>-</b>	<b>-</b>	<b>15</b>	<b>-</b>	<b>200</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>415</b>
<b>TOTAL UTILITY FUND</b>	<b>1,150</b>	<b>1,484</b>	<b>1,065</b>	<b>1,105</b>	<b>1,877</b>	<b>2,145</b>	<b>1,850</b>	<b>1,700</b>	<b>1,595</b>	<b>1,420</b>	<b>1,410</b>	<b>1,350</b>	<b>15,517</b>
<b>GERMANTOWN ATHLETIC CLUB:</b>													
<b>OTHER ASSETS:</b>													
Chiller Control Panels	42	75	42	-	-	-	-	-	-	-	-	-	42
Pumps and Motor Replacements	21	-	-	-	-	-	-	-	-	-	-	-	-
<b>OTHER ASSETS</b>	<b>63</b>	<b>75</b>	<b>42</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>42</b>
<b>FURNITURE:</b>													
Furniture	-	24	-	-	-	-	-	-	-	-	-	-	-
<b>FURNITURE</b>	<b>-</b>	<b>24</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>BUILDING IMPROVEMENTS</b>													
Pool Lights	100	100	-	-	-	-	-	-	-	-	-	-	-
Fitness Room RTU Replacement	90	90	-	-	-	-	-	-	-	-	-	-	-
GAC Exterior Painting	-	-	-	-	-	45	-	-	-	-	-	-	45
<b>TOTAL BUILDING IMPROVEMENTS</b>	<b>190</b>	<b>190</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45</b>
<b>TOTAL GERMANTOWN ATHLETIC CLUB</b>	<b>253</b>	<b>289</b>	<b>42</b>	<b>-</b>	<b>-</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>87</b>
<b>PICKERING:</b>													
<b>BUILDING IMPROVEMENTS</b>													
ADA Accessible Doors	-	-	12	-	-	-	-	-	-	-	-	-	12
<b>BUILDING IMPROVEMENTS</b>	<b>-</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12</b>
<b>TOTAL PICKERING</b>	<b>-</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12</b>
<b>FLEET SERVICES FUND:</b>													
<b>AUTOS AND TRUCKS:</b>													
Ford Fusion	-	-	-	-	-	-	-	-	-	-	-	-	-
Ford Explorer	90	90	-	-	-	-	-	-	-	-	-	-	-
Dodge Avenger	-	-	-	35	-	-	-	-	-	-	-	-	35
Ford F-450 Service Truck	-	-	-	125	-	-	-	-	-	-	-	-	125
Ford F-250	-	-	-	-	-	70	-	-	-	-	-	-	70
Ford Transit Connect Passenger Van	-	-	-	-	-	-	70	-	-	-	-	-	70
<b>TOTAL AUTOS &amp; TRUCKS</b>	<b>90</b>	<b>90</b>	<b>-</b>	<b>160</b>	<b>-</b>	<b>70</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300</b>
<b>OTHER ASSETS</b>													
A/C Machine Purchase	10	10	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER ASSETS</b>	<b>10</b>	<b>10</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 FLEET SERVICES FUND</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>160</b>	<b>-</b>	<b>70</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300</b>
<b>THE FARM</b>													
<b>OTHER ASSETS:</b>													
Farm Park Fence	25	15	-	-	-	-	-	-	-	-	-	-	-
Cottage Renovation	-	42	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER ASSETS</b>	<b>25</b>	<b>57</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL FARM</b>	<b>25</b>	<b>57</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRAND TOTAL - ALL FUNDS</b>	<b>5,026</b>	<b>5,905</b>	<b>3,163</b>	<b>5,240</b>	<b>6,058</b>	<b>4,498</b>	<b>3,260</b>	<b>3,045</b>	<b>3,221</b>	<b>2,729</b>	<b>2,792</b>	<b>1,750</b>	<b>35,741</b>

## DISCUSSION OF GENERAL FUND RESERVES

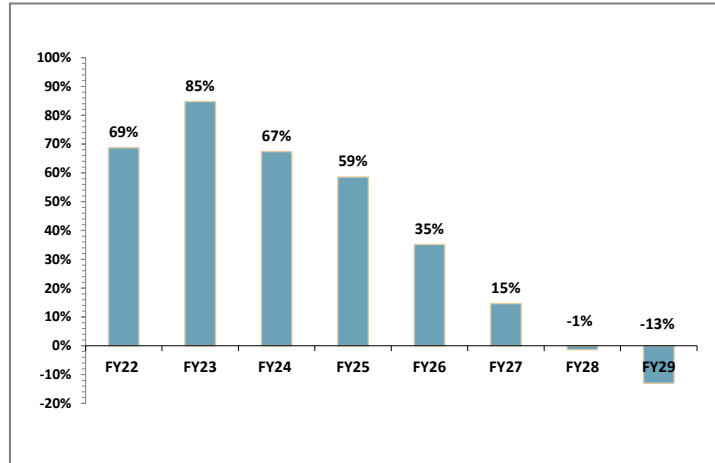
During the City's high growth period, excess revenues over expenditures were used for capital projects not funded by bond proceeds. In the past several years, General Fund reserves were used to fund a significant portion of the capital projects. Beginning in FY04, revenues from the Hall Income and Excise 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 2023. The drawdown of reserves for the five-year planning period is as follows.

	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>
CIP \$	5,000,000	4,700,000	12,362,084	10,576,334	7,533,334	4,183,334

FUND BALANCE % TOTAL EXPENDITURES

### ANALYSIS OF FUND BALANCE

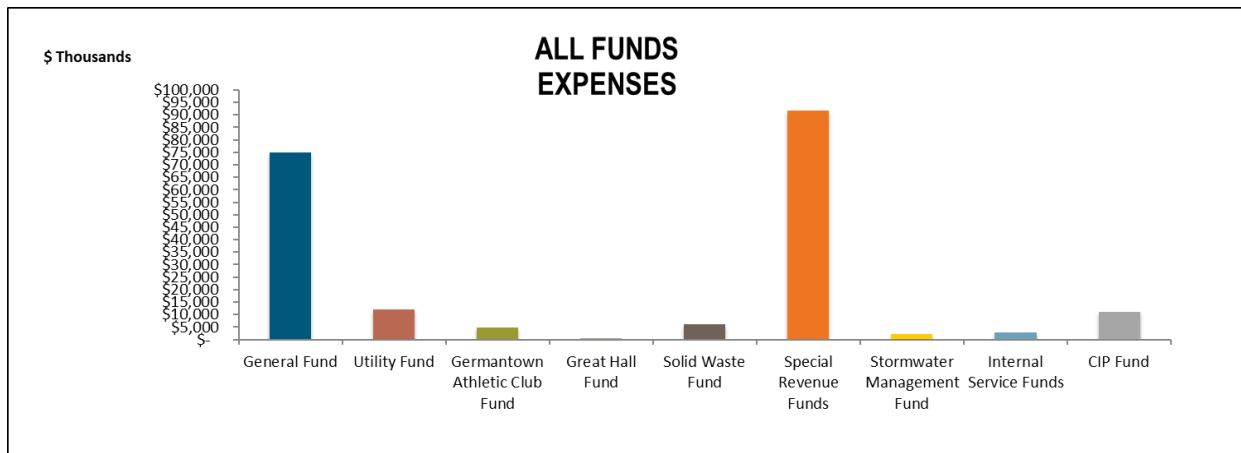
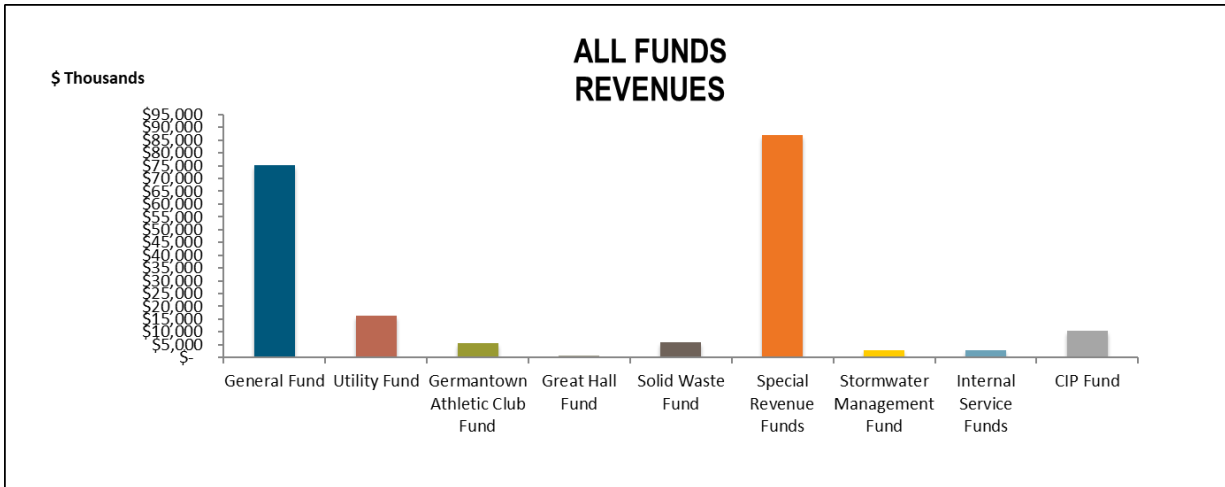
The chart at the right illustrates the impact of the draw downs on the City's General Fund fund balance:



	Actual FY23	Estimated FY24	Budget FY25	Projected			
				FY26	FY27	FY28	FY29
Nonspendable	\$ 638,356	101,721	106,800	106,800	106,800	106,800	106,800
Restricted:							
Committed Emergencies & Catastrophes	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Committed Capital Asset Repl. Infrastructure	3,006,000	1,451,000	3,704,700	3,671,300	1,908,480	1,015,300	770,300
Committed Tax Anticipation	12,314,943	13,039,101	13,165,238	13,426,259	13,692,496	13,964,054	14,243,335
Committed General Debt	4,701,888	4,691,164	4,696,764	4,844,765	6,255,618	6,367,530	5,965,308
Committed Contingencies	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Assigned	3,278,064	3,278,064	3,376,406	3,477,698	3,582,029	3,689,490	3,800,175
Unassigned	27,187,598	25,207,067	17,796,431	835,544	(14,789,271)	(27,261,229)	(36,699,521)
<b>Total Fund Balance</b>	<b>52,126,849</b>	<b>48,768,117</b>	<b>43,846,339</b>	<b>27,362,367</b>	<b>11,756,153</b>	<b>(1,118,055)</b>	<b>(10,813,603)</b>
Operating Expenditures	61,498,552	72,371,741	74,869,631	77,804,467	80,171,166	81,580,531	83,157,523
Fund Balance as % of Expenditures	85%	67%	59%	35%	15%	-1%	-13%

The two charts below illustrate revenues and expenses for all major funds. The section following these charts consist of budget projection summaries of revenues and expenditures by major categories, along with fund balances as of June 30, for the fiscal years 2022-2029. 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.

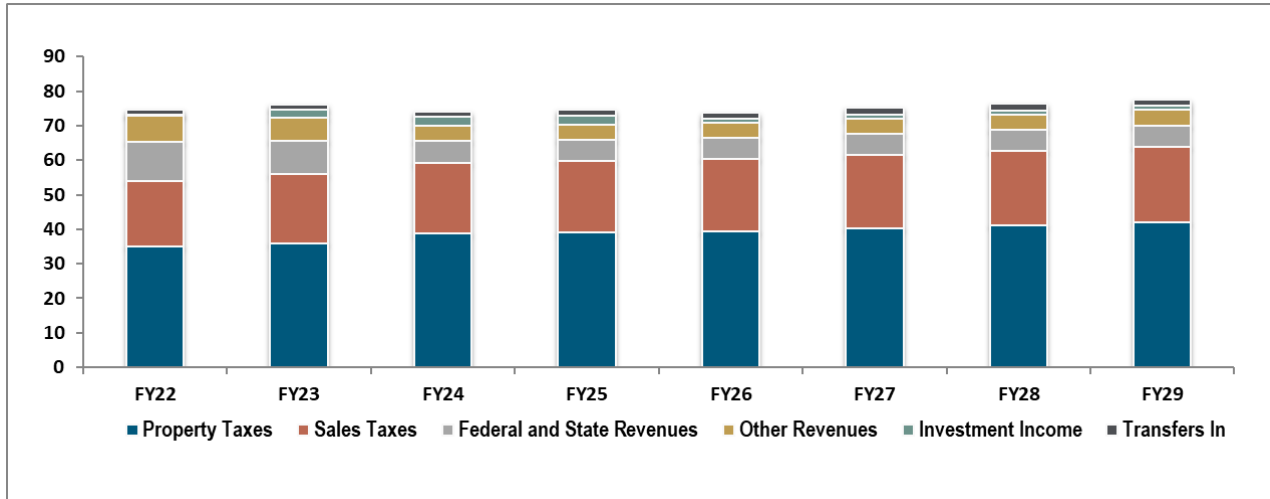
Following the budget projection summaries is a description of personnel costs with a comparison of staffing levels between FY24 and FY25.





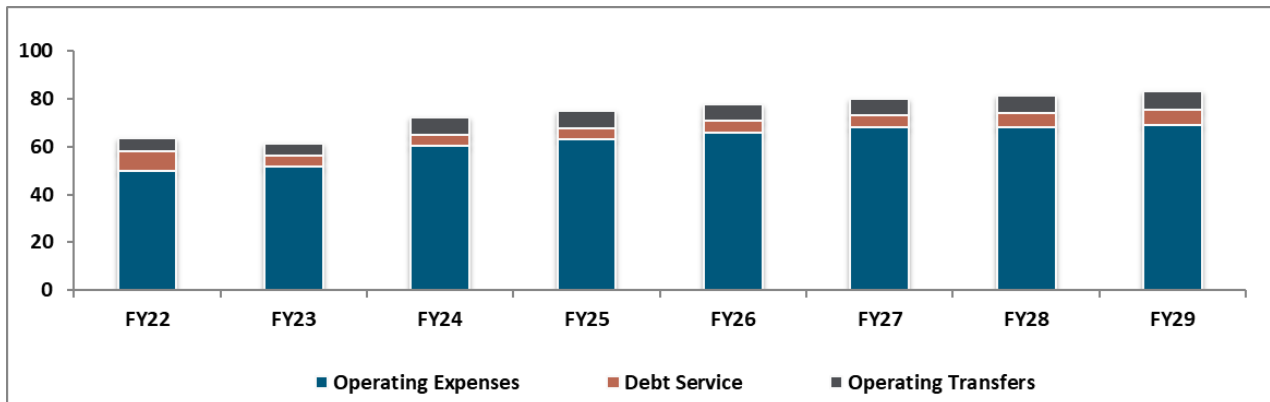
## GENERAL FUND REVENUES

\$ Millions



## GENERAL FUND EXPENDITURES

\$ Millions



**GENERAL FUND**

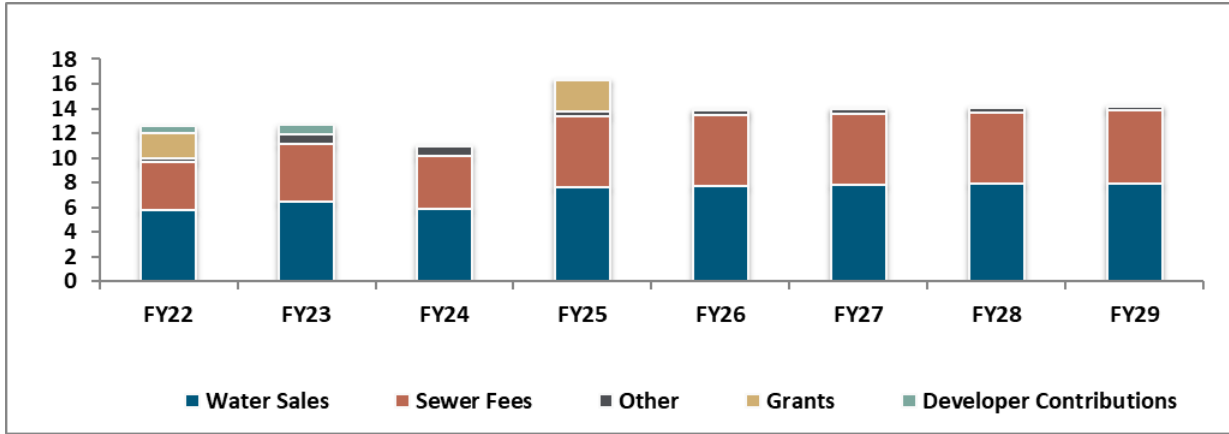
**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>GENERAL REVENUES:</b>									
Auto Registration	\$ 1,180	1,223	1,245	1,165	1,245	1,270	1,295	1,321	1,348
Court Fines	870	1,769	965	1,070	1,140	1,140	1,164	1,189	1,215
Franchise Fees	702	686	700	664	700	700	721	743	765
Grants	6,012	4,077	853	971	693	125	125	-	-
Interest	128	2,158	1,475	2,520	2,600	1,200	1,200	1,200	1,200
Licenses	309	266	251	263	264	265	270	276	283
Other Income	4,652	2,913	873	1,033	878	901	912	925	939
Property Taxes	34,868	35,951	38,954	38,845	39,117	39,496	40,279	41,077	41,892
Sales Taxes	18,983	19,906	19,739	20,303	20,515	20,801	21,189	21,499	21,875
State Taxes	5,398	5,579	5,286	5,616	5,650	6,039	6,120	6,108	6,198
Transfers In	1,510	1,554	1,562	1,562	1,846	1,746	1,865	1,900	1,932
Funds From Prior Periods	-	-	450	450	450	450	450	450	450
<b>REVENUE TOTAL</b>	<b>74,614</b>	<b>76,082</b>	<b>72,353</b>	<b>74,463</b>	<b>75,098</b>	<b>74,133</b>	<b>75,591</b>	<b>76,690</b>	<b>78,095</b>
<b>EXPENDITURE BY CATEGORY:</b>									
Personnel	36,786	36,028	42,250	41,813	45,824	46,758	48,416	50,165	52,031
Communication	310	328	430	447	496	493	502	506	510
Prof. Fees	2,775	2,874	3,589	3,377	3,368	3,472	3,649	3,553	3,542
Other Maint.	2,706	4,488	3,460	3,455	3,995	3,994	4,083	3,847	3,891
Supplies	1,684	1,876	2,447	2,611	2,280	2,106	2,154	2,217	2,266
Insurance	130	134	141	165	165	165	165	165	165
Rent	97	105	133	132	164	164	165	165	165
Allocations	1,513	1,569	1,778	1,817	2,034	2,091	2,173	2,243	2,324
Capital Outlay	1,189	1,647	3,006	3,311	1,451	3,705	3,671	1,908	1,055
Contingency	-	-	100	100	100	100	100	100	100
Grants	1,288	1,342	1,822	1,745	1,773	1,679	1,670	1,715	1,762
Debt Service	8,458	4,958	4,702	4,702	4,691	4,697	4,845	6,256	6,368
Operating Transfers	5,544	5,019	6,737	7,385	7,107	6,938	7,106	7,240	7,449
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	1,341	1,130	1,401	1,310	1,423	1,443	1,472	1,501	1,530
<b>EXPENDITURE TOTAL</b>	<b>63,821</b>	<b>61,499</b>	<b>71,997</b>	<b>72,372</b>	<b>74,870</b>	<b>77,804</b>	<b>80,171</b>	<b>81,581</b>	<b>83,158</b>
Excess (Deficit)	10,793	14,584	357	2,091	228	(3,672)	(4,580)	(4,891)	(5,062)
<b>FUND BALANCE</b>									
Beginning	45,226	43,849	45,986	51,677	48,318	43,396	26,912	11,306	(1,568)
Transf. to CIP	-	-	-	-	-	-	-	-	-
Transf. to Infrs.	-	-	-	-	-	-	-	-	-
CIP Res Inc (Dec)	(12,171)	(6,306)	(5,000)	(5,000)	(4,700)	(12,362)	(10,576)	(7,533)	(4,183)
Ending	<u>\$ 43,849</u>	<u>52,127</u>	<u>41,343</u>	<u>48,768</u>	<u>43,846</u>	<u>27,362</u>	<u>11,756</u>	<u>(1,118)</u>	<u>(10,814)</u>

\*Explanation of changes to the FY25 fund balance is located on page 63.

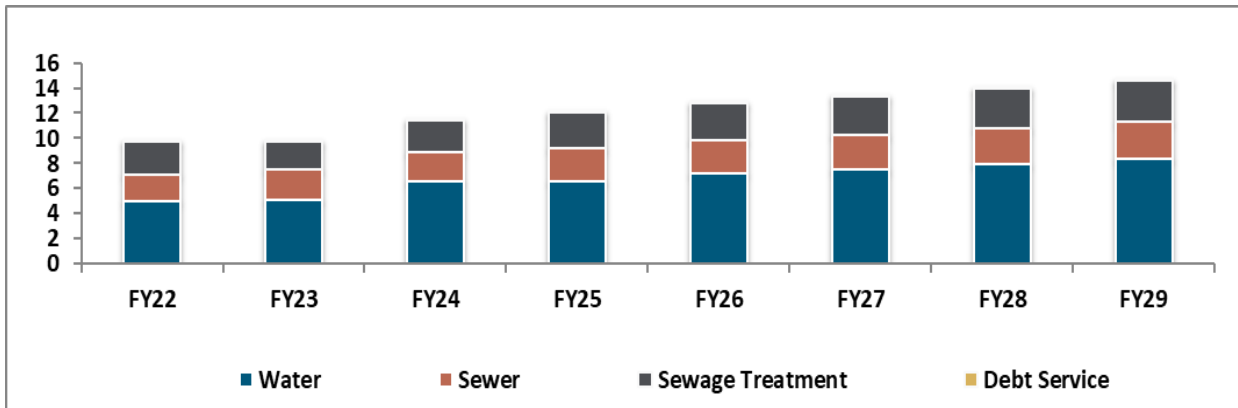
## UTILITY REVENUES

\$ Millions



## UTILITY EXPENSES

\$ Millions



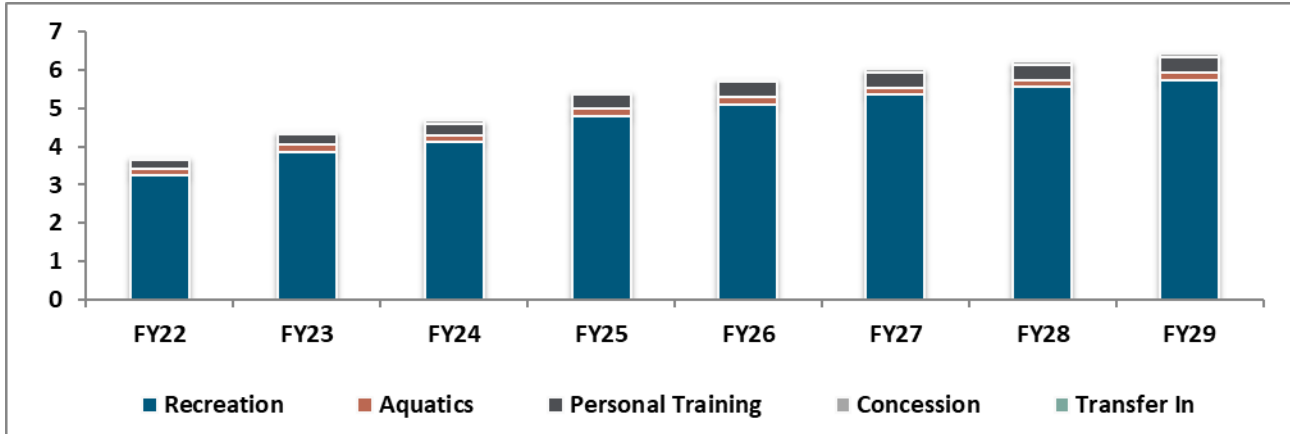
**UTILITY FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual FY22	Actual FY23	Budget FY24	Estimate FY24	Budget FY25	Projected			
						FY26	FY27	FY28	FY29
REVENUES:									
Installation Charges	\$ 174	146	107	96	107	109	110	110	111
Interest	28	565	250	600	250	250	200	204	208
Contrib. Developers	537	712	70	70	70	77	79	81	83
Other Income	65	49	32	83	32	33	33	34	35
Grants	2,100	-	-	-	2,601	-	-	-	-
Sewer Fees	3,924	4,705	4,750	4,351	5,700	5,729	5,786	5,815	5,873
Water Sales	5,750	6,467	6,270	5,831	7,640	7,718	7,795	7,873	7,952
<b>TOTAL REVENUES</b>	<b>12,578</b>	<b>12,643</b>	<b>11,479</b>	<b>11,031</b>	<b>16,401</b>	<b>13,915</b>	<b>14,003</b>	<b>14,117</b>	<b>14,262</b>
EXPENSES BY CATEGORY:									
Allocations	1,135	1,171	1,251	1,222	1,568	1,586	1,649	1,712	1,778
Communication	85	82	101	101	101	103	105	108	110
Debt Service	72	54	62	62	58	55	51	48	44
Depreciation	2,142	2,161	2,428	2,230	2,501	2,701	2,927	3,198	3,466
Other Maintenance	102	159	338	338	405	665	681	698	716
Personnel	1,952	2,106	2,241	2,083	2,328	2,405	2,501	2,605	2,713
Professional Fees	231	184	298	298	443	443	448	454	456
Rents	-	-	10	10	10	10	11	11	11
Insurance	0	6	11	11	11	11	12	12	12
Mains Maintenance	133	225	186	259	309	318	327	336	345
Contract Services	2,665	2,220	2,650	3,395	2,950	3,038	3,129	3,222	3,318
Supplies	164	219	299	362	317	326	335	343	353
Utilities	693	724	738	718	752	781	811	827	843
PILOT	429	423	423	366	366	377	389	400	412
<b>TOTAL EXPENSES</b>	<b>9,802</b>	<b>9,731</b>	<b>11,036</b>	<b>11,455</b>	<b>12,119</b>	<b>12,820</b>	<b>13,375</b>	<b>13,974</b>	<b>14,578</b>
<b>NET INCOME (LOSS)</b>	<b>2,776</b>	<b>2,912</b>	<b>443</b>	<b>(424)</b>	<b>4,281</b>	<b>1,095</b>	<b>628</b>	<b>144</b>	<b>(316)</b>
TOTAL NET POSITION									
Beginning	53,398	56,174	60,500	59,085	58,661	62,942	64,038	64,666	64,810
Ending	<u>\$ 56,174</u>	<u>59,085</u>	<u>60,944</u>	<u>58,661</u>	<u>62,942</u>	<u>64,038</u>	<u>64,666</u>	<u>64,810</u>	<u>64,494</u>
Capital Outlay	\$ 1,042	3,238	9,814	11,786	1,865	5,205	5,602	5,745	3,450

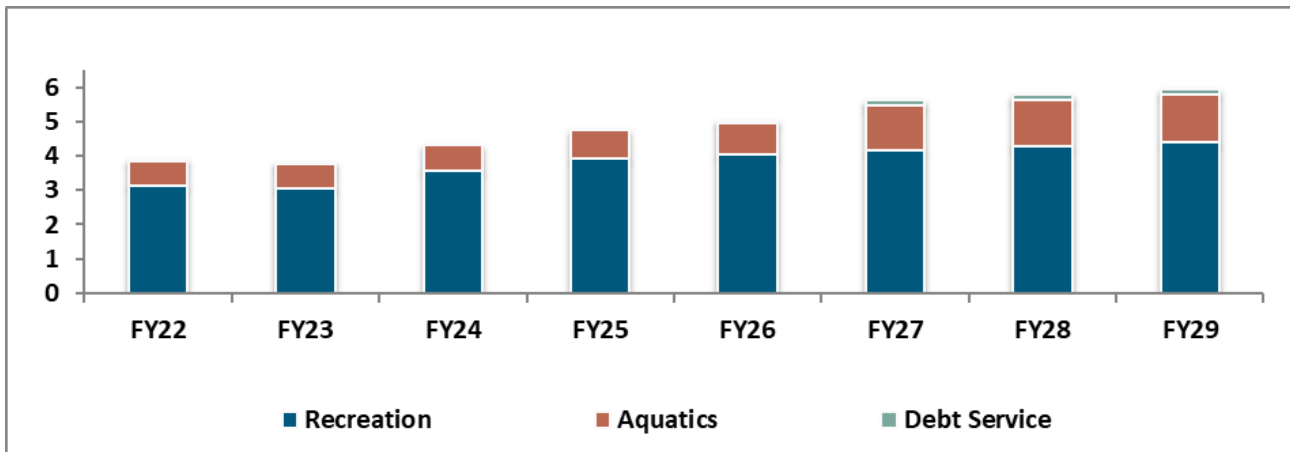
## GERMANTOWN ATHLETIC CLUB REVENUES

\$ Millions



## GERMANTOWN ATHLETIC CLUB EXPENSES

\$ Millions



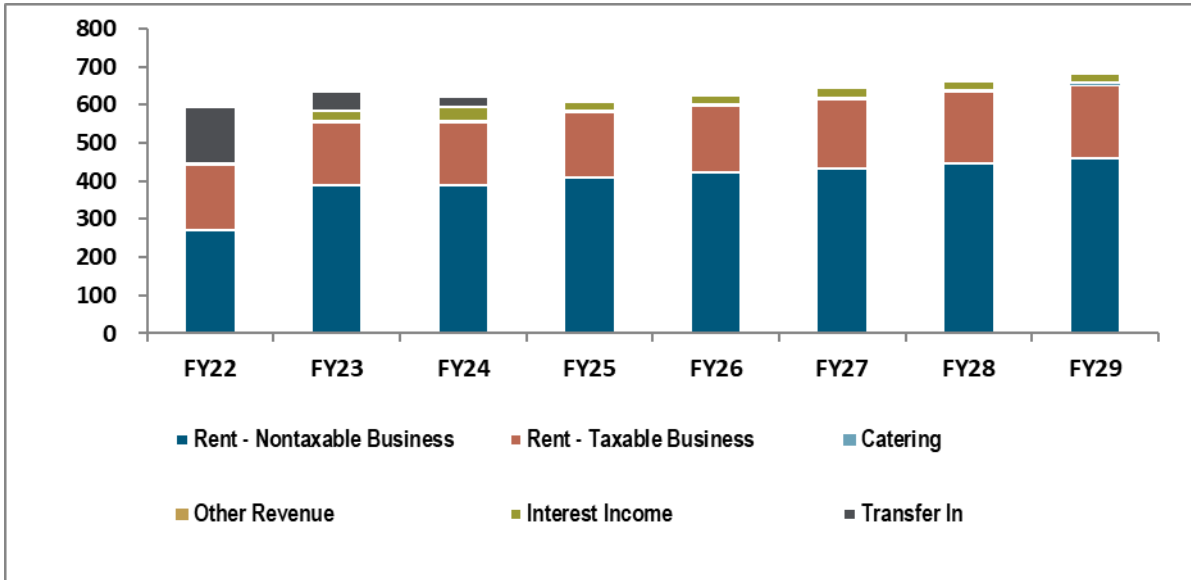
**GERMANTOWN ATHLETIC CLUB FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Centre Revenue	\$ 3,250	3,854	4,057	4,104	4,797	5,106	5,355	5,557	5,745
Aquatics Revenue	176	199	170	170	181	186	188	190	192
Personal Training	222	264	300	313	379	390	394	398	402
Concession Revenue	78	85	83	89	90	93	94	95	96
<b>TOTAL REVENUE</b>	<b>3,727</b>	<b>4,401</b>	<b>4,610</b>	<b>4,676</b>	<b>5,447</b>	<b>5,775</b>	<b>6,031</b>	<b>6,240</b>	<b>6,435</b>
<b>EXPENSES BY CATEGORY:</b>									
Allocations	122	128	145	150	169	173	176	179	183
Communication	10	13	35	24	31	31	31	31	31
Debt Service	10	3	-	-	-	91	176	164	151
Other Maint.	155	163	174	174	195	199	203	207	212
Personnel	1,654	1,609	2,009	1,921	2,017	2,102	2,193	2,290	2,392
Professional Fees	358	410	481	466	546	556	568	579	590
Rents	4	3	258	262	262	267	273	279	285
Insurance	-	-	-	1	1	1	1	1	1
Supplies	198	419	252	233	272	273	278	284	289
Depreciation	916	645	711	652	785	847	1,247	1,271	1,271
Utilities	445	367	464	452	482	489	499	509	519
<b>TOTAL EXPENSES</b>	<b>3,872</b>	<b>3,760</b>	<b>4,530</b>	<b>4,335</b>	<b>4,759</b>	<b>5,029</b>	<b>5,643</b>	<b>5,794</b>	<b>5,925</b>
<b>EXCESS (DEFICIT)</b>	<b>(145)</b>	<b>641</b>	<b>81</b>	<b>341</b>	<b>687</b>	<b>747</b>	<b>388</b>	<b>446</b>	<b>510</b>
<b>TOTAL NET POSITION</b>									
Beginning	16,997	16,852	17,097	17,492	17,833	18,521	19,267	19,655	20,101
Ending	<u>\$ 16,852</u>	<u>17,492</u>	<u>17,178</u>	<u>17,833</u>	<u>18,521</u>	<u>19,267</u>	<u>19,655</u>	<u>20,101</u>	<u>20,611</u>
Capital Outlay	\$ 265	47	1,103	1,389	592	4,400	240	45	-

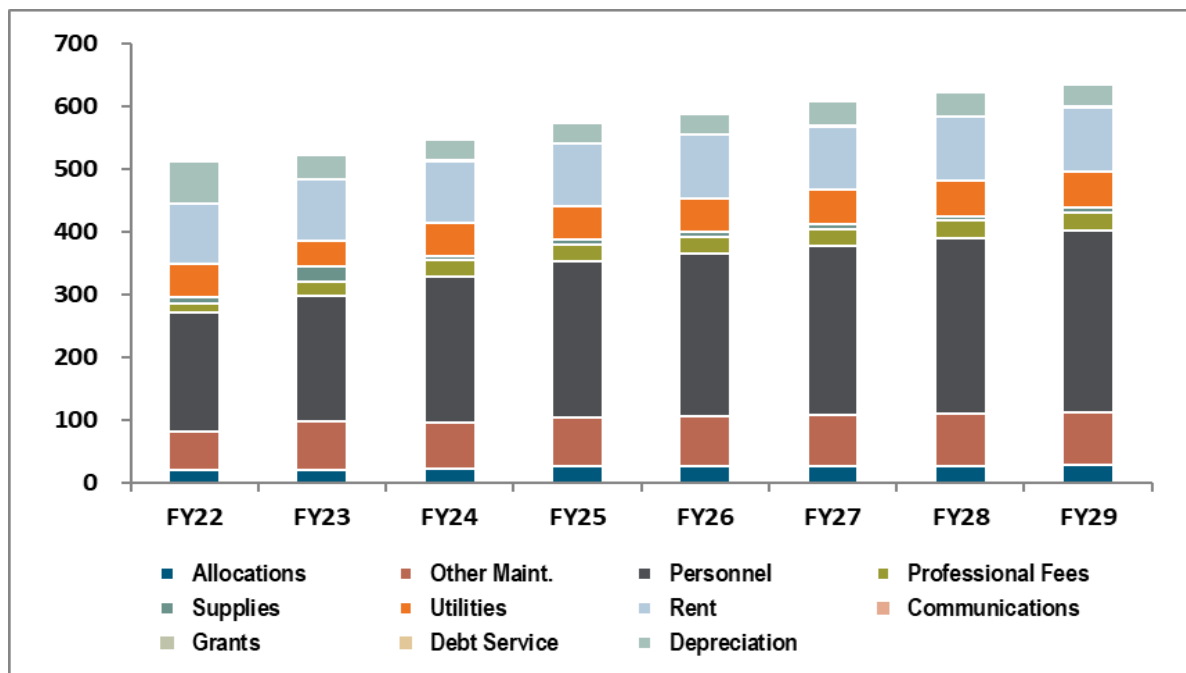
## GREAT HALL REVENUES

\$ Thousands



## GREAT HALL EXPENSES

\$ Thousands



**GREAT HALL**

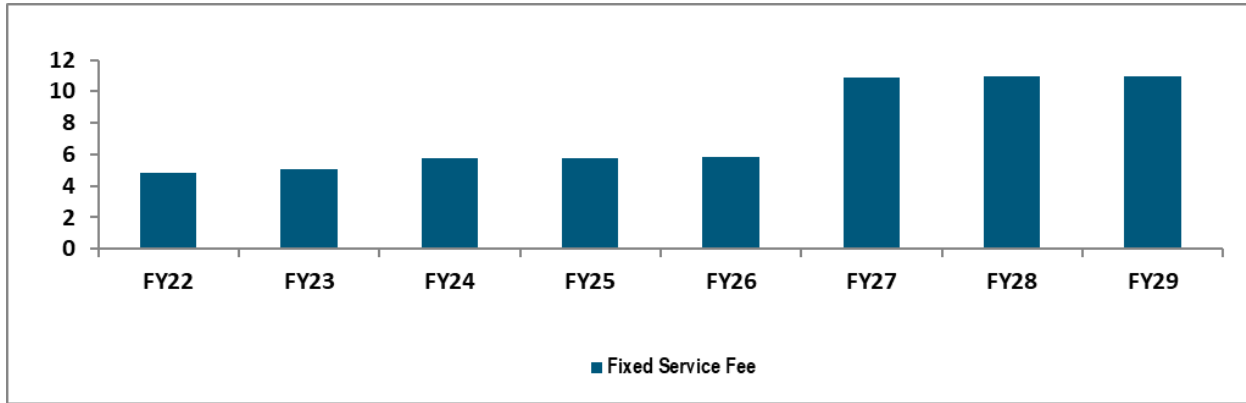
**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
REVENUES:									
Business Revenue	\$ 445	585	580	596	609	625	644	662	682
Transfer In	150	50	25	25	-	-	-	-	-
TOTAL REVENUES	595	635	605	621	609	625	644	662	682
EXPENSES BY CATEGORY:									
Allocations	20	21	23	24	26	27	27	28	28
Communication	1	1	1	1	1	1	1	1	1
Other Maint	61	76	72	72	78	79	81	82	84
Personnel	190	201	232	233	249	259	269	279	290
Professional Fees	13	22	27	27	27	28	28	29	29
Rents	97	97	100	100	100	100	101	101	102
Supplies	7	24	7	7	7	7	7	7	8
Depreciation	66	37	37	33	32	32	39	38	36
Grants	5	-	-	-	-	-	-	-	-
Utilities	51	42	51	51	53	54	55	56	58
TOTAL EXPENSES	511	522	551	547	573	587	607	622	635
EXCESS (DEFICIT)	83	113	54	74	36	38	36	41	47
TOTAL NET POSITION									
Beginning	759	842	921	956	1,030	1,065	1,103	1,140	1,180
Ending	\$ 842	956	975	1,030	1,065	1,103	1,140	1,180	1,227
Capital Outlay	\$ -	-	275	275	-	-	45	-	-



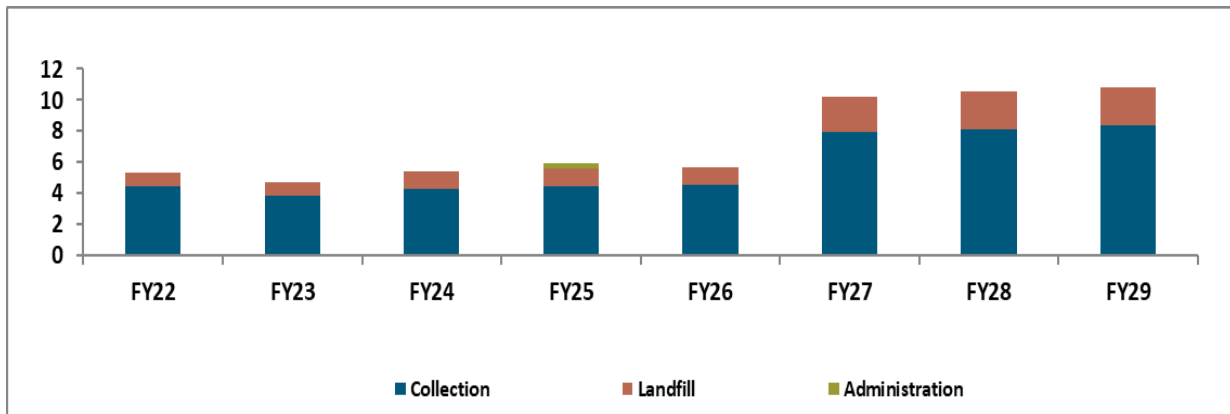
## SOLID WASTE REVENUES

\$ MILLIONS



## SOLID WASTE EXPENSES

\$ MILLIONS



**SOLID WASTE**

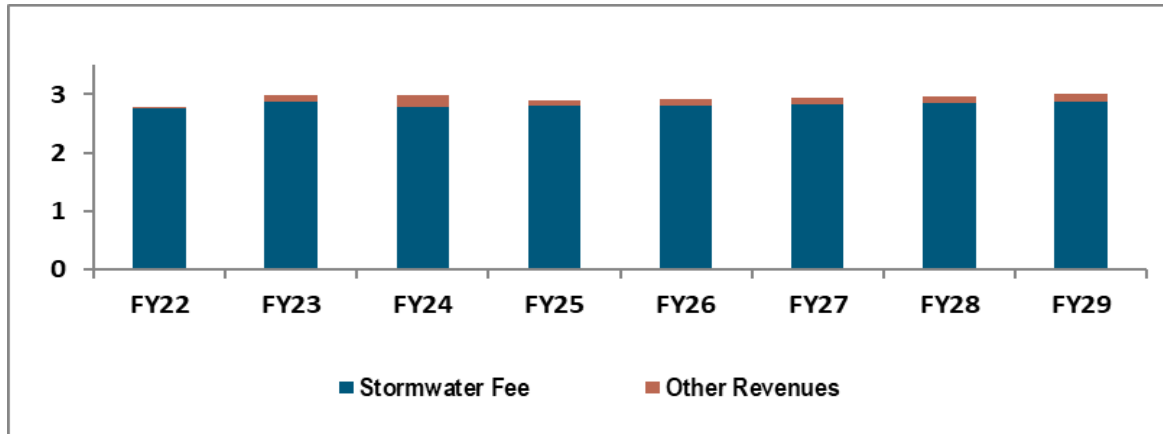
**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
REVENUES:									
Fixed Service Fee	\$ 4,813	4,926	4,982	4,982	5,728	5,748	10,819	10,855	10,892
Other Revenues	36	92	81	89	65	65	65	65	65
Transfer In	-	-	-	648	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>4,850</b>	<b>5,018</b>	<b>5,063</b>	<b>5,719</b>	<b>5,794</b>	<b>5,812</b>	<b>10,883</b>	<b>10,920</b>	<b>10,957</b>
EXPENSES BY CATEGORY:									
Communication	2	3	16	16	16	16	16	16	16
Personnel	78	433	168	164	223	217	225	235	244
Prof. Fees	-	-	-	55	50	-	-	-	-
Supplies	91	36	53	52	53	53	53	53	53
Utilities	-	-	-	1	1	1	1	1	1
Allocations	-	-	1	-	1	1	1	1	1
Depreciation	15	15	15	18	24	24	24	24	21
Contract Services	5,332	4,692	5,341	5,390	5,562	5,663	10,207	10,513	10,829
Contingency	-	-	-	-	50	50	50	50	50
<b>TOTAL EXPENSES</b>	<b>5,518</b>	<b>5,179</b>	<b>5,595</b>	<b>5,696</b>	<b>5,980</b>	<b>6,025</b>	<b>10,577</b>	<b>10,893</b>	<b>11,216</b>
<b>EXCESS (DEFICIT)</b>	<b>(668)</b>	<b>(161)</b>	<b>(532)</b>	<b>23</b>	<b>(187)</b>	<b>(212)</b>	<b>306</b>	<b>27</b>	<b>(259)</b>
TOTAL NET POSITION									
Beginning	1,639	970	1,730	809	832	646	433	740	767
Ending	\$ 970	809	1,198	832	646	433	740	767	508
Capital Outlay	\$ -	-	40	39	15	-	-	-	-

\*Explanation of changes to the FY25 fund balance is located on page 63.

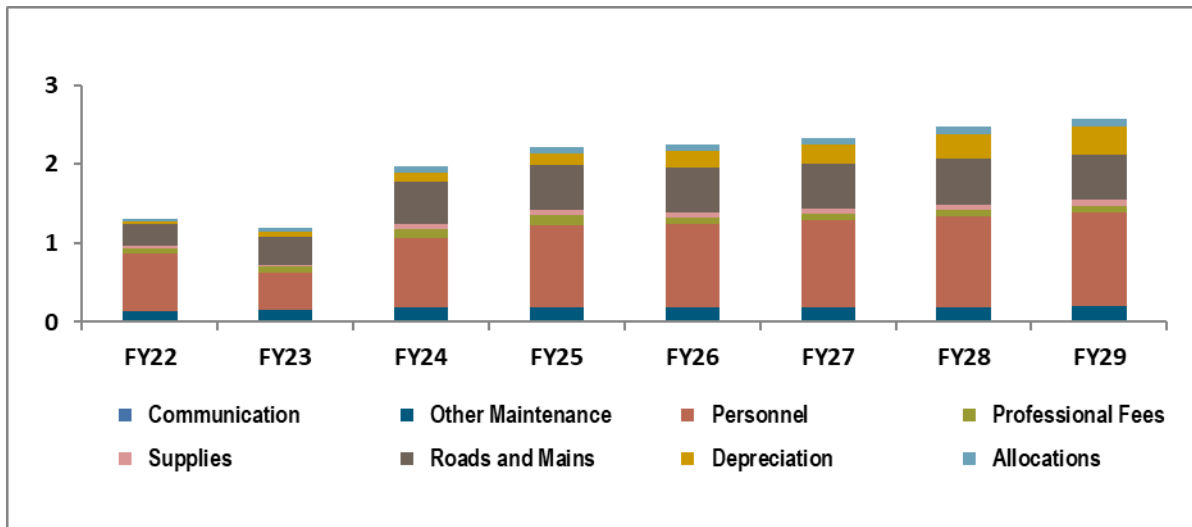
## STORMWATER MANAGEMENT REVENUES

\$ MILLIONS



## STORMWATER MANAGEMENT EXPENSES

\$ MILLIONS



**STORMWATER FUND**

**BUDGET PROJECTION SUMMARY**

(\$000)	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
REVENUES:									
Stormwater Management Fee	\$ 2,756	2,867	2,864	2,779	2,795	2,809	2,837	2,851	2,880
Other Revenues	22	126	108	198	108	109	114	114	126
TOTAL REVENUES	2,778	2,993	2,972	2,977	2,903	2,917	2,951	2,965	3,006
EXPENSES BY CATEGORY:									
Communication	3	4	7	7	5	5	5	5	6
Other Maintenance	128	142	174	170	172	176	181	185	190
Personnel	730	476	981	881	1,054	1,062	1,105	1,150	1,197
Prof. Fees	65	75	120	120	120	75	75	76	76
Supplies	40	29	64	61	69	70	71	72	74
Roads and Mains	275	353	542	542	560	566	572	577	583
Utilities	1	1	1	1	1	1	1	1	1
Depreciation	28	62	131	112	155	206	239	318	355
Allocations	44	47	72	69	79	81	85	87	91
TOTAL EXPENSES	1,312	1,188	2,092	1,964	2,215	2,244	2,333	2,473	2,571
EXCESS (DEFICIT)	1,465	1,805	879	1,013	687	674	617	493	435
TOTAL NET POSITION:									
Beginning	859	2,324	3,681	4,129	5,142	5,829	6,503	7,120	7,613
Ending	2,324	4,129	4,560	5,142	5,829	6,503	7,120	7,613	8,047
Capital Outlay	\$ 347	261	895	1,702	1,405	775	2,330	686	535

\*Explanation of changes to the FY25 fund balance is located on page 63.

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

**STATE STREET AID**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
State Street Aid	\$ 1,444	1,436	1,487	1,447	1,450	1,479	1,509	1,539	1,570
Interest	7	102	95	54	36	3	3	3	4
Transfer In - General Fund	1,000	700	2,370	2,370	2,830	2,600	2,710	2,840	2,980
<b>TOTAL REVENUES</b>	<b>2,451</b>	<b>2,238</b>	<b>3,952</b>	<b>3,871</b>	<b>4,316</b>	<b>4,082</b>	<b>4,222</b>	<b>4,382</b>	<b>4,553</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Other Maintenance	133	330	330	330	346	346	346	350	350
Electricity & Gas	997	1,038	1,000	1,044	1,050	1,071	1,092	1,114	1,137
Str. Contract Maint	822	2,988	2,700	2,761	2,415	2,330	2,360	2,490	2,730
City Str. Maint	235	190	438	418	459	350	370	370	410
<b>TOTAL EXPENDITURES</b>	<b>2,185</b>	<b>4,546</b>	<b>4,468</b>	<b>4,554</b>	<b>4,270</b>	<b>4,097</b>	<b>4,168</b>	<b>4,324</b>	<b>4,627</b>
<b>EXCESS (DEFICIT)</b>	<b>265</b>	<b>(2,309)</b>	<b>(516)</b>	<b>(683)</b>	<b>46</b>	<b>(15)</b>	<b>54</b>	<b>57</b>	<b>(74)</b>
<b>FUND BALANCE:</b>									
Beginning of Year	3,230	3,495	1,088	1,187	504	550	535	589	646
Ending	\$ 3,495	1,187	572	504	550	535	589	646	573

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**LIBRARY ENDOWMENT**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Interest	\$ 1	9	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>1</b>	<b>9</b>	<b>-</b>	<b>-</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>1</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE:</b>									
Beginning	244	244	244	253	253	253	253	253	253
Ending	\$ 244	253	244	253	253	253	253	253	253

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**PICKERING COMPLEX FUND**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Classes	\$ 18	28	26	26	38	38	38	39	39
Special Events	2	5	5	5	5	5	5	5	5
Rental	46	43	45	45	45	45	45	46	46
<b>TOTAL REVENUES</b>	67	76	75	75	88	88	88	90	90
<b>EXPENDITURES BY CATEGORY:</b>									
Allocations	3	3	4	4	5	5	5	5	5
Utilities	19	9	19	9	20	20	20	21	21
Capital Outlay	45	6	-	-	12	-	-	-	-
Professional Fees	16	30	29	29	38	38	38	38	38
Supplies	11	7	8	8	15	15	15	15	15
<b>TOTAL EXPENDITURES</b>	94	56	60	50	89	78	78	79	79
<b>EXCESS (DEFICIT)</b>	(27)	20	15	26	(2)	9	10	11	11
<b>FUND BALANCE:</b>									
Beginning	322	295	319	316	341	339	348	358	369
Ending	\$ 295	316	334	341	339	348	358	369	380

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**RECREATION FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Basketball Fees	\$ 46	53	60	54	63	64	64	65	66
Softball Fees	7	9	19	14	14	14	14	14	15
Sports Camps	10	22	30	19	25	25	26	26	26
Tennis Classes	12	13	14	14	14	14	14	14	15
Croquet	1	1	1	1	1	1	1	1	1
Pickleball	14	2	10	6	6	6	6	6	6
Community Education	493	550	550	550	550	561	572	584	595
Intramurals	-0.1	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	583	649	684	657	672	684	697	709	722
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	242	279	401	373	401	419	436	453	472
Allocations	16	16	19	20	23	23	24	24	25
Professional Fees	119	124	130	130	132	132	132	133	133
Supplies	47	85	87	81	82	83	84	86	87
Other Maintenance	5	13	6	7	7	9	9	9	9
Communication	-	-	-	-	7	7	7	7	7
Capital Outlay	102	-	10	10	-	-	150	-	-
<b>TOTAL EXPENDITURES</b>	530	518	653	622	652	673	842	713	733
<b>EXCESS (DEFICIT)</b>	52	131	31	35	21	10	(145)	(3)	(10)
<b>FUND BALANCE:</b>									
Beginning	325	377	517	508	544	564	574	429	427
Ending	\$ 377	508	548	544	564	574	429	427	415

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**FEDERAL ASSET FORFEITURE FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Forfeiture Revenue	\$ 3	7	50	50	50	55	55	55	55
<b>TOTAL REVENUES</b>	3	7	50	50	50	55	55	55	55
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	-	6	21	21	21	21	21	21	21
Supplies	5	1	30	30	30	30	30	30	30
<b>TOTAL EXPENDITURES</b>	5	6	50	50	50	50	50	50	50
<b>EXCESS (DEFICIT)</b>	(2)	1	-	-	-	5	5	5	5
<b>FUND BALANCE:</b>									
Beginning	81	79	79	80	80	80	85	90	95
Ending	\$ 79	80	79	80	80	85	90	95	100

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**DRUG ASSET FORFEITURE FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Drug Enforcement	\$ 358	147	320	320	320	320	320	320	320
<b>TOTAL REVENUES</b>	358	147	320	320	320	320	320	320	320
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	25	68	129	129	140	140	140	140	140
Communications	1	1	5	5	5	5	5	5	5
Other Maintenance	-	-	5	5	5	5	5	5	5
Supplies	111	63	180	180	154	154	154	154	154
Utilities	0	-	-	-	-	-	-	-	-
Rents	-	-	1	1	1	1	1	1	1
Capital Outlay	-	120	108	133	98	70	65	-	50
<b>TOTAL EXPENDITURES</b>	137	252	428	453	402	374	369	304	354
<b>EXCESS (DEFICIT)</b>	221	(105)	(108)	(133)	(82)	(54)	(49)	16	(34)
<b>FUND BALANCE:</b>									
Beginning	473	694	630	589	455	373	319	270	285
Ending	\$ 694	589	523	455	373	319	270	285	251

\*Explanation of changes to the FY25 fund balance is located on page 63.

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

(\$000)

General Purpose School Fund

	Actual FY22	Actual FY23	Budget FY24	Estimated FY24	Budget FY25	Projected				
						FY26	FY27	FY28	FY29	
<b>REVENUES:</b>										
BEP/State Education funds	\$ 30,468	31,142	35,511	36,415	37,545	39,238	40,853	42,487	44,186	
County taxes	18,172	18,851	18,658	18,408	18,426	18,794	19,170	19,554	19,945	
Local option sales tax	9,777	10,334	9,972	10,491	10,405	10,613	10,825	11,042	11,262	
Charges for services	204	187	206	130	385	393	401	409	417	
Interest income	34	759	160	965	725	740	754	769	785	
State grants	977	857	153	1,279	149	152	155	159	162	
Mixed drink tax	231	262	240	240	252	257	262	267	273	
Indirect costs	66	69	35	35	35	36	36	37	38	
PEG funding	133	122	124	112	112	114	117	119	121	
Sale of equipment	280	165	-	175	-	-	-	-	-	
Other	58	755	21	81	21	21	22	22	23	
Transfer In - General Fund	3,082	3,082	3,082	3,082	3,082	3,082	3,082	3,082	3,082	
<b>TOTAL REVENUES</b>	<b>63,482</b>	<b>66,586</b>	<b>68,164</b>	<b>71,412</b>	<b>71,137</b>	<b>73,441</b>	<b>75,677</b>	<b>77,946</b>	<b>80,293</b>	
<b>EXPENDITURES BY CATEGORY:</b>										
Personnel	45,631	49,147	53,296	52,592	57,387	57,387	58,534	59,705	60,899	
Contracted services	4,668	5,934	7,252	7,546	7,372	7,372	7,520	7,670	7,824	
Supplies and materials	2,290	2,821	2,437	3,854	2,684	2,684	2,738	2,792	2,848	
Utilities	1,088	1,137	1,300	1,139	1,325	1,325	1,352	1,379	1,406	
Insurance and other charges	2,156	2,146	2,879	3,057	2,400	2,400	2,448	2,497	2,547	
Equipment	433	1,100	1,955	2,843	695	695	1,509	709	723	
Other capital outlay	261	710	263	1,557	577	577	577	577	577	
Building Construction	865	5,788	500	567	500	500	500	500	500	
Building Improvements	1,013	436	500	1,064	500	500	500	500	500	
<b>TOTAL EXPENDITURES</b>	<b>58,405</b>	<b>69,219</b>	<b>70,382</b>	<b>74,219</b>	<b>73,441</b>	<b>73,440</b>	<b>75,678</b>	<b>76,330</b>	<b>77,824</b>	
<b>EXCESS (DEFICIT)</b>	<b>5,077</b>	<b>(2,634)</b>	<b>(2,218)</b>	<b>(2,807)</b>	<b>(2,303)</b>	<b>0</b>	<b>(0)</b>	<b>1,617</b>	<b>2,469</b>	
<b>FUND BALANCE:</b>										
Beginning	21,843	26,920	20,114	24,287	21,480	19,177	19,177	19,177	20,793	
Ending	\$ 26,920	24,287	17,896	21,480	19,177	19,177	19,177	20,793	23,262	

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School Capital Projects

	Actual FY22	Actual FY23	Budget FY24	Estimated FY24	Budget FY25	Projected				
						FY26	FY27	FY28	FY29	
<b>REVENUES:</b>										
County Commission	\$ 1,403	1,001	3,702	2,274	2,500	2,500	2,500	2,500	2,500	
Transfer In - Municipal School Projects Fund	4,190	1,732	750	-	-	-	-	-	-	
<b>TOTAL REVENUES</b>	<b>5,593</b>	<b>2,733</b>	<b>4,452</b>	<b>2,274</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	
<b>EXPENDITURES BY CATEGORY:</b>										
Architects	23	-	-	-	-	-	-	-	-	
Building construction	6,689	1,680	-	-	-	-	-	-	-	
Building improvements	-	1,035	5,061	392	4,566	2,975	2,500	2,500	2,500	
Equipment	-	-	-	-	-	-	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>6,712</b>	<b>2,716</b>	<b>5,061</b>	<b>392</b>	<b>4,566</b>	<b>2,975</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	
<b>EXCESS (DEFICIT)</b>	<b>(1,119)</b>	<b>18</b>	<b>(609)</b>	<b>1,882</b>	<b>(2,066)</b>	<b>(475)</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>FUND BALANCE:</b>										
Beginning	1,760	641	609	659	2,541	475	-	-	-	
Ending	\$ 641	659	(0)	2,541	475	-	-	-	-	

\*Explanation of changes to the FY25 fund balance is located on page 63.



**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**School Cafeteria Fund**

	Actual FY22	Actual FY23	Budget FY24	Estimated FY24	Budget FY25	Projected			
						FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Lunch payments - child	\$ 3	864	885	830	833	849	866	884	901
Lunch payments - adult	11	10	10	10	24	24	25	25	26
Breakfast income	0	56	50	51	49	50	50	52	53
A la carte sales	434	455	591	624	775	790	806	822	839
Other state education funds	17	21	-	57	26	27	27	28	28
USDA - lunch	2,138	431	444	351	389	397	405	413	421
USDA - commodities	125	93	145	145	123	125	128	130	133
USDA - breakfast	372	47	48	40	45	45	46	47	48
Other revenue	10	97	32	156	7	7	7	7	7
Transfer In - General Purpose Fund	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>3,109</b>	<b>2,074</b>	<b>2,206</b>	<b>2,265</b>	<b>2,269</b>	<b>2,315</b>	<b>2,361</b>	<b>2,408</b>	<b>2,456</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Maint and repairs - equipment	22	41	40	35	40	41	42	42	43
Contracted services	2,035	1,558	1,802	1,444	1,985	2,025	2,065	2,106	2,149
USDA commodities	125	93	145	145	123	125	128	130	133
Supplies and materials	7	2	7	2	7	7	7	7	8
In-service/staff development	1	0	2	1	2	2	2	2	2
Building improvements	-	152	-	125	-	-	-	-	-
Equipment	46	84	100	168	100	102	104	106	108
<b>TOTAL EXPENDITURES</b>	<b>2,237</b>	<b>1,930</b>	<b>2,097</b>	<b>1,920</b>	<b>2,257</b>	<b>2,302</b>	<b>2,348</b>	<b>2,395</b>	<b>2,443</b>
<b>EXCESS (DEFICIT)</b>	<b>873</b>	<b>144</b>	<b>109</b>	<b>345</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>14</b>
<b>FUND BALANCE:</b>									
Beginning	1	874	841	1,018	1,363	1,375	1,388	1,401	1,414
Ending	\$ 874	1,018	950	1,363	1,375	1,388	1,401	1,414	1,428

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**Federal Projects Fund**

	Actual FY22	Actual FY23	Budget FY24	Estimated FY24	Budget FY25	Projected			
						FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Federal Grants	\$ 16,208	5,420	1,804	4,910	2,565	2,565	2,565	2,565	2,565
<b>TOTAL REVENUES</b>	<b>16,208</b>	<b>5,420</b>	<b>1,804</b>	<b>4,910</b>	<b>2,565</b>	<b>2,565</b>	<b>2,565</b>	<b>2,565</b>	<b>2,565</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	3,868	3,589	1,438	3,240	1,811	1,811	1,811	1,811	1,811
Contracted services	1,183	428	41	452	203	203	203	203	203
Supplies and materials	521	634	115	541	152	152	152	152	152
Insurance and other charges	433	378	174	490	329	329	329	329	329
Equipment	2,309	265	38	187	70	70	70	70	70
Building construction	7,893	125	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>16,208</b>	<b>5,420</b>	<b>1,804</b>	<b>4,910</b>	<b>2,565</b>	<b>2,565</b>	<b>2,565</b>	<b>2,565</b>	<b>2,565</b>
<b>EXCESS (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE:</b>									
Beginning	-	-	-	-	-	-	-	-	-
Ending	\$ -	-	-	-	-	-	-	-	-

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**Farm Fund**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Membership Fee	\$ 3	2	3	3	3	3	4	4	5
Donations	21	5	15	-	15	20	25	30	35
Vendor Income	2	2	2	2	12	15	18	21	24
Educational Fees	0	3	3	3	3	3	3	3	3
Grant	-	-	-	-	-	-	25	-	-
Rental Income	14	14	13	13	13	16	19	22	26
General Fund Transfer	100	100	100	100	130	130	130	130	130
<b>TOTAL REVENUES</b>	<b>139</b>	<b>126</b>	<b>135</b>	<b>120</b>	<b>176</b>	<b>187</b>	<b>224</b>	<b>211</b>	<b>223</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	51	65	92	108	102	106	110	115	120
Communications	1	-	1	0	1	1	1	1	1
Professional Fees	2	3	21	6	36	37	38	38	39
Other Maintenance	10	15	12	12	32	33	34	35	36
Insurance	-	-	3	3	3	3	3	3	3
Supplies	4	10	12	12	21	16	16	16	17
Utilities	15	14	20	13	18	19	19	19	20
Rents	-	-	1	1	1	1	1	1	1
Allocations	1	1	2	2	2	2	2	2	2
Capital Outlay	5	-	25	65	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>89</b>	<b>108</b>	<b>188</b>	<b>222</b>	<b>216</b>	<b>217</b>	<b>224</b>	<b>230</b>	<b>237</b>
<b>EXCESS (DEFICIT)</b>	<b>50</b>	<b>17</b>	<b>(53)</b>	<b>(101)</b>	<b>(40)</b>	<b>(30)</b>	<b>0</b>	<b>(18)</b>	<b>(14)</b>
<b>FUND BALANCE:</b>									
Beginning	172	222	214	240	138	99	69	69	51
Ending	\$ 222	240	161	138	99	69	69	51	38

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**E-CITATIONS FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Technology Fee	\$ 0	0	-	-	-	-	-	-	-
E-Fee \$4	16	17	-	-	-	-	-	-	-
E-Fee \$1	16	4	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>32</b>	<b>21</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Supplies	0	-	5	5	105	5	5	4	-
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>-</b>	<b>5</b>	<b>5</b>	<b>115</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>-</b>
<b>EXCESS (DEFICIT)</b>	<b>31</b>	<b>21</b>	<b>(5)</b>	<b>(5)</b>	<b>(115)</b>	<b>(5)</b>	<b>(5)</b>	<b>(4)</b>	<b>-</b>
<b>FUND BALANCE:</b>									
Beginning	82	113	136	134	129	14	9	4	0
Ending	\$ 113	134	131	129	14	9	4	0	0

\*Explanation of changes to the FY25 fund balance is located on page 63.

**SPECIAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**Ambulance Fund**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Transport Fee	\$ 1,502	1,755	1,560	1,850	1,800	1,890	1,928	1,966	2,065
Other Revenue	1	20	-	-	-	-	-	-	-
Interest	0	3	-	43	-	-	-	-	-
Transfer In - General Fund	860	975	975	975	875	940	995	995	1,060
<b>TOTAL REVENUES</b>	<b>2,363</b>	<b>2,753</b>	<b>2,535</b>	<b>2,868</b>	<b>2,675</b>	<b>2,830</b>	<b>2,923</b>	<b>2,961</b>	<b>3,125</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	1,902	1,866	2,189	2,071	2,220	2,309	2,403	2,497	2,596
Communications	9	16	16	12	14	14	14	14	15
Professional Fees	79	197	150	194	206	206	210	215	220
Other Maintenance	13	13	14	14	20	20	20	21	21
Insurance	10	3	10	10	10	10	10	10	10
Supplies	138	168	155	159	174	177	181	186	190
Utilities	0	-	3	1	3	3	3	3	3
Allocations	100	103	103	101	115	119	123	127	132
<b>TOTAL EXPENDITURES</b>	<b>2,252</b>	<b>2,367</b>	<b>2,638</b>	<b>2,563</b>	<b>2,761</b>	<b>2,857</b>	<b>2,965</b>	<b>3,072</b>	<b>3,185</b>
<b>EXCESS (DEFICIT)</b>	<b>111</b>	<b>386</b>	<b>(103)</b>	<b>305</b>	<b>(86)</b>	<b>(27)</b>	<b>(41)</b>	<b>(111)</b>	<b>(60)</b>
<b>FUND BALANCE:</b>									
Beginning	509	620	787	1,006	1,312	1,225	1,198	1,157	1,046
Ending	\$ 620	1,006	684	1,312	1,225	1,198	1,157	1,046	986

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**Public Art Fund**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Grants	\$ -	27	10	38	50	75	50	75	50
Donations	27	-	53	50	50	63	60	74	60
Transfer In - General Fund	133	112	185	185	190	189	193	197	201
<b>TOTAL REVENUES</b>	<b>159</b>	<b>139</b>	<b>248</b>	<b>273</b>	<b>290</b>	<b>327</b>	<b>303</b>	<b>346</b>	<b>311</b>
<b>EXPENDITURES BY CATEGORY:</b>									
Personnel	30	32	85	84	90	89	93	97	101
Communication	14	1	17	18	8	8	8	9	9
Professional Fees	21	47	81	94	101	102	97	155	144
Other Maintenance	-	1	2	1	2	2	2	2	2
Supplies	-	4	1	1	4	4	7	3	3
Allocations	-	0	1	1	1	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	300	-
Rent	-	-	3	-	3	3	3	5	3
<b>TOTAL EXPENDITURES</b>	<b>65</b>	<b>85</b>	<b>190</b>	<b>198</b>	<b>208</b>	<b>208</b>	<b>209</b>	<b>570</b>	<b>261</b>
<b>EXCESS (DEFICIT)</b>	<b>94</b>	<b>53</b>	<b>58</b>	<b>75</b>	<b>82</b>	<b>119</b>	<b>94</b>	<b>(224)</b>	<b>51</b>
<b>FUND BALANCE:</b>									
Beginning	36	130	254	184	259	340	459	553	329
Ending	\$ 130	184	312	259	340	459	553	329	380

\*Explanation of changes to the FY25 fund balance is located on page 63.

**INTERNAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**FLEET SERVICES FUND**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Other	\$ 5	14	-	-	-	-	-	-	-
Charges for Services	1,257	1,291	1,452	1,400	1,585	1,631	1,704	1,759	1,826
<b>TOTAL REVENUES</b>	<b>1,262</b>	<b>1,305</b>	<b>1,452</b>	<b>1,400</b>	<b>1,585</b>	<b>1,631</b>	<b>1,704</b>	<b>1,759</b>	<b>1,826</b>
<b>EXPENSES BY CATEGORY:</b>									
Depreciation	68	65	70	72	94	102	126	129	143
Other Maintenance	289	384	352	352	414	424	435	446	457
Personnel	685	681	882	830	920	949	984	1,020	1,058
Communication	3	3	3	3	3	3	3	3	3
Rents	1	1	3	3	3	3	3	3	3
Supplies	109	100	118	118	124	122	125	129	132
Utilities	27	19	25	23	27	29	29	30	31
<b>TOTAL EXPENSES</b>	<b>1,183</b>	<b>1,252</b>	<b>1,452</b>	<b>1,400</b>	<b>1,585</b>	<b>1,632</b>	<b>1,705</b>	<b>1,759</b>	<b>1,826</b>
<b>EXCESS (DEFICIT)</b>	<b>79</b>	<b>52</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL NET POSITION:</b>									
Beginning	2,291	2,370	2,312	2,423	2,423	2,423	2,423	2,423	2,423
Ending	2,370	2,423	2,312	2,423	2,423	2,423	2,423	2,423	2,423
Capital Outlay	\$ 7	32	100	100	-	160	-	70	70

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**ALLOCATED EXPENSES**

	Actual	Actual	Budget	Estimated	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Transfers In	\$ 713	738	912	976	1,119	1,185	1,229	1,275	1,323
<b>TOTAL REVENUES</b>	<b>713</b>	<b>738</b>	<b>912</b>	<b>976</b>	<b>1,119</b>	<b>1,185</b>	<b>1,229</b>	<b>1,275</b>	<b>1,323</b>
<b>EXPENSES BY CATEGORY:</b>									
Insurance	713	738	912	976	1,119	1,185	1,229	1,275	1,323
<b>TOTAL EXPENSES</b>	<b>713</b>	<b>738</b>	<b>912</b>	<b>976</b>	<b>1,119</b>	<b>1,185</b>	<b>1,229</b>	<b>1,275</b>	<b>1,323</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	\$ -	-	-	-	-	-	-	-	-

**INTERNAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**PENSION FUND**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>PENSION REVENUES:</b>									
Contributions	\$ 4,725	4,154	5,374	5,288	6,824	6,893	6,899	6,906	6,912
Fair Value Appreciation (Depreciation)	(16,067)	1,797	-	2,100	-	-	-	-	-
Realized Gain (Loss)	3,558	3,970	2,500	2,171	2,171	2,192	2,214	2,214	2,236
Interest	901	1,053	872	1,491	1,521	1,536	1,552	1,567	1,599
<b>TOTAL REVENUES</b>	<b>(6,882)</b>	<b>10,974</b>	<b>8,745</b>	<b>11,050</b>	<b>10,516</b>	<b>10,621</b>	<b>10,665</b>	<b>10,687</b>	<b>10,747</b>
<b>PENSION EXPENSES:</b>									
Trustee Fees	287	220	240	216	220	220	220	220	220
Audit/Accounting Fees	-	-	-	7	-	-	-	-	-
Benefits	6,117	7,237	7,222	7,538	7,614	8,375	8,459	8,543	8,800
<b>TOTAL EXPENSES</b>	<b>6,404</b>	<b>7,456</b>	<b>7,462</b>	<b>7,760</b>	<b>7,834</b>	<b>8,595</b>	<b>8,679</b>	<b>8,763</b>	<b>9,020</b>
<b>EXCESS (DEFICIT)</b>	<b>(13,286)</b>	<b>3,517</b>	<b>1,284</b>	<b>3,290</b>	<b>2,683</b>	<b>2,026</b>	<b>1,986</b>	<b>1,924</b>	<b>1,728</b>
<b>TOTAL NET POSITION:</b>									
Beginning	88,640	75,354	77,692	78,871	82,161	84,844	86,871	88,857	90,781
Ending	\$ 75,354	78,871	78,976	82,161	84,844	86,871	88,857	90,781	92,509

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**HEALTH INSURANCE FUND**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>REVENUES:</b>									
Contributions	\$ 8,231	6,707	6,317	6,496	6,426	6,947	7,379	7,873	8,473
<b>TOTAL REVENUES</b>	<b>8,231</b>	<b>6,707</b>	<b>6,317</b>	<b>6,496</b>	<b>6,426</b>	<b>6,947</b>	<b>7,379</b>	<b>7,873</b>	<b>8,473</b>
<b>HEALTH PLAN EXPENSES:</b>									
Health Claims	7,166	6,264	5,934	5,921	6,030	6,263	6,764	7,303	7,895
Dental Claims	716	544	383	368	396	414	434	454	476
<b>TOTAL EXPENSES</b>	<b>7,882</b>	<b>6,808</b>	<b>6,317</b>	<b>6,290</b>	<b>6,426</b>	<b>6,677</b>	<b>7,198</b>	<b>7,757</b>	<b>8,371</b>
<b>EXCESS (DEFICIT)</b>	<b>349</b>	<b>(101)</b>	<b>-</b>	<b>206</b>	<b>-</b>	<b>269</b>	<b>182</b>	<b>116</b>	<b>102</b>
<b>TOTAL NET POSITION:</b>									
Beginning	2,606	2,955	3,805	2,854	3,060	3,060	3,329	3,511	3,626
Ending	\$ 2,955	2,854	3,805	3,060	3,060	3,329	3,511	3,626	3,729

**INTERNAL REVENUE FUNDS**

**BUDGET PROJECTION SUMMARY**

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**OPEB FUND**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>OPEB REVENUES:</b>									
Contributions	\$ 1,874	1,888	1,786	1,744	2,355	2,363	2,457	2,556	2,658
Fair Value Appreciation	(1,067)	328	(150)	(159)	(150)	(156)	(162)	(169)	(175)
Gain (Loss)	209	135	167	85	86	90	93	97	101
Interest	75	131	130	142	143	149	155	161	167
<b>TOTAL REVENUES</b>	<b>1,091</b>	<b>2,482</b>	<b>1,932</b>	<b>1,811</b>	<b>2,434</b>	<b>2,445</b>	<b>2,543</b>	<b>2,645</b>	<b>2,751</b>
<b>OPEB EXPENSES:</b>									
Trustee Fees	16	15	20	26	26	27	28	30	31
Benefits	1,353	2,053	1,943	1,392	1,414	1,470	1,529	1,590	1,654
Stop Loss	(73)	(1,469)	(200)	(4)	(200)	(208)	(216)	(225)	(234)
<b>TOTAL EXPENSES</b>	<b>1,296</b>	<b>598</b>	<b>1,764</b>	<b>1,414</b>	<b>1,240</b>	<b>1,289</b>	<b>1,341</b>	<b>1,395</b>	<b>1,450</b>
<b>EXCESS (DEFICIT)</b>	<b>(205)</b>	<b>1,884</b>	<b>169</b>	<b>397</b>	<b>1,194</b>	<b>1,156</b>	<b>1,202</b>	<b>1,250</b>	<b>1,300</b>
<b>FUND BALANCE:</b>									
Beginning	7,197	6,992	8,552	8,876	9,274	10,468	11,624	12,826	14,076
Ending	\$ 6,992	8,876	8,721	9,274	10,468	11,624	12,826	14,076	15,376

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**CASH BALANCE**

	Actual	Actual	Budget	Estimate	Budget	Projected			
	FY22	FY23	FY24	FY24	FY25	FY26	FY27	FY28	FY29
<b>CASH BALANCE REVENUES:</b>									
Contributions	\$ 1,016	1,670	2,675	2,695	3,433	3,571	3,713	3,862	4,016
Fair Value Appreciation	(716)	213	-	(318)	-	-	-	-	-
Interest	69	117	90	233	125	130	135	141	146
Realized Gain Loss	121	117	120	95	100	104	108	112	117
<b>TOTAL REVENUES</b>	<b>490</b>	<b>2,117</b>	<b>2,885</b>	<b>2,706</b>	<b>3,658</b>	<b>3,805</b>	<b>3,957</b>	<b>4,115</b>	<b>4,280</b>
<b>CASH BALANCE EXPENSES:</b>									
Trustee Fees	33	18	34	21	22	23	24	25	26
Audit/Accounting Fees	-	-	-	7	-	-	-	-	-
Benefits	106	236	163	176	163	170	176	183	191
<b>TOTAL EXPENSES</b>	<b>139</b>	<b>254</b>	<b>197</b>	<b>203</b>	<b>185</b>	<b>192</b>	<b>200</b>	<b>208</b>	<b>216</b>
<b>EXCESS (DEFICIT)</b>	<b>351</b>	<b>1,863</b>	<b>2,688</b>	<b>2,502</b>	<b>3,473</b>	<b>3,612</b>	<b>3,757</b>	<b>3,907</b>	<b>4,063</b>
<b>FUND BALANCE:</b>									
Beginning	4,058	4,409	7,056	6,272	8,775	12,248	15,860	19,617	23,524
Ending	\$ 4,409	6,272	9,744	8,775	12,248	15,860	19,617	23,524	27,587

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. In FY23, a Classification and Compensation Study was completed which encompassed all City jobs and employees. The study recommended a new pay structure and adjusting employee pay rates to the new pay range minimums for their jobs. In addition, the City also recommended increasing minimum wage to \$18 an hour. In the FY25 budget, there is a net effect of 4% for merit and public safety career development program. In addition, there was a reconstruction of the police career development plan that increase the new minimum wage for a police recruit. The budget for total personnel salaries and wages increased over FY24 budget by \$1.5 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.

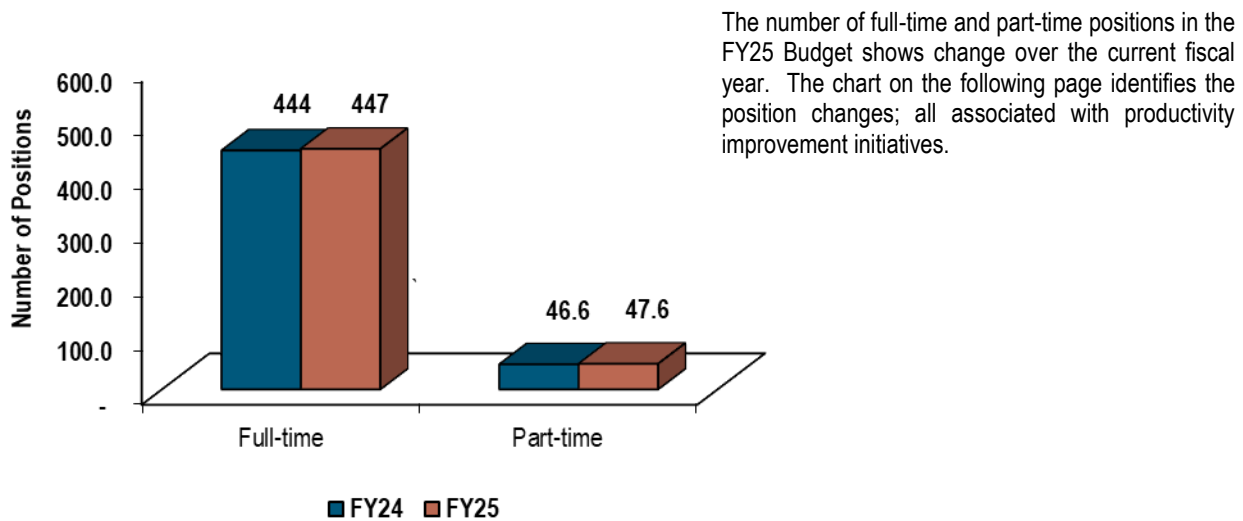
Fringe Benefits:

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 \$11,890 both health and dental.

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 Public Entity Partners and varies by department based on the Pool’s assessment of potential risks.

Other Personnel:

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



The number of full-time and part-time positions in the FY25 Budget shows change over the current fiscal year. The chart on the following page identifies the position changes; all associated with productivity improvement initiatives.

**COMPARISON OF STAFFING**

**BUDGET PROJECTION SUMMARY**

	FY23 Actual		FY24 Budget		FY25 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	7.00	0.00	7.00	0.00	7.00	0.00	0.00	
Administration*	9.50	0.48	10.00	0.32	9.00	0.57	-0.75	\$ (48,207)
Human Resources*	4.58	0.00	5.00	0.00	5.00	0.50	0.50	\$ 27,989
Information Technology*	6.00	0.10	6.00	0.10	6.50	0.10	0.50	\$ 59,469
Finance	12.00	0.00	12.00	0.00	12.00	0.00	0.00	
Procurement and Risk	6.00	0.50	7.00	0.00	7.00	0.00	0.00	
Economic and Community Development*	10.35	0.00	11.10	0.00	11.60	0.13	0.63	\$ 14,409
Engineering*	9.50	0.00	11.00	0.00	13.50	0.13	2.63	\$ 272,445
Facilities Services*	14.75	0.50	17.00	0.50	16.00	0.50	-1.00	\$ (108,900)
GPAC*	13.00	0.50	13.00	0.50	14.00	0.50	1.00	\$ 85,814
Office of Budget and Performance	2.50	0.00	3.00	0.00	3.00	0.00	0.00	
Civic Support	6.75	2.00	6.25	2.25	6.25	2.25	0.00	
<b>PUBLIC SAFETY</b>								
Police	126.25	0.00	131.75	0.00	131.75	0.00	0.00	
Fire	73.00	0.25	73.00	0.00	73.00	0.00	0.00	
<b>TRANSP. &amp; ENVIRONMENT</b>								
Public Works	31.75	0.50	24.10	0.00	24.10	0.00	0.00	
Fleet Services	7.58	0.00	9.00	0.00	9.00	0.00	0.00	
Animal Control	3.75	0.10	4.00	0.50	4.00	0.50	0.00	
<b>COMMUNITY SERVICES</b>								
Parks & Recreation*	7.50	3.19	23.70	7.05	24.70	7.05	1.00	\$ 57,419
Community Education	2.50	6.00	2.50	7.50	2.50	7.50	0.00	
<b>MUNICIPAL SCHOOLS FUND</b>								
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
<b>AMBULANCE FUND</b>								
	19.0	0.0	19.0	0.0	19.0	0.0	0.0	
<b>THE FARM (Special Revenue Fund)*</b>								
	1.0	0.25	1.0	0.5	1.0	0.5	0.0	\$ 6,573
<b>PUBLIC ART FUND</b>								
	0.0	0.5	1.0	0.0	1.0	0.0	0.0	
<b>GERMANTOWN ATHLETIC CLUB</b>								
Recreation*	11.75	12.9	12.0	12.9	10.0	12.9	-2.0	\$ (97,192)
Aquatics	1.0	13.5	1.0	13.5	1.0	13.5	0.0	
<b>GREAT HALL</b>								
	2.0	0.75	2.0	1.0	2.0	1.0	0.0	
<b>UTILITIES</b>								
Water*	14.25	0.0	16.5	0.0	18.0	0.0	1.5	\$ 101,420
Sewer	5.0	0.0	6.0	0.0	6.0	0.0	0.0	
<b>SOLID WASTE</b>								
	1.0	0.0	1.0	0.0	1.0	0.0	0.0	
<b>STORMWATER</b>								
	6.75	0.0	8.1	0.0	8.1	0.0	0.0	
<b>TOTAL</b>	<b>416.0</b>	<b>42.0</b>	<b>444.0</b>	<b>46.6</b>	<b>447.0</b>	<b>47.6</b>	<b>4.0</b>	<b>\$ 371,239</b>

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

Administration	Customer Services Specialist	-1.0
Administration	Customer Services Specialist (P/T)	0.25
Human Resources	Human Resources Assistant (P/T)	0.5
Information Technology**	Computer Support Specialist	0.5
Economic and Community Development	Planner	1.0
Economic and Community Development	Customer Services Specialist	0.50
Economic and Community Development	Customer Services Specialist (P/T)	0.13
Economic and Community Development	Engineering Administration Manager	-1.0
Engineering	Engineering Administration Manager	1.0
Engineering	CIP Manager	1.0
Engineering	Customer Services Specialist	0.50
Engineering	Customer Services Specialist (P/T)	0.13
General Services	CIP Manager	-1.0
Parks and Recreation	Assistant Superintendent - Grounds	-1.0
Parks and Recreation	Public Spaces Maintenance Technician	1.0
Parks and Recreation	Farm Program & Outreach Manager	0.5
Parks and Recreation	Farm Operations Coordinator	0.5
GPAC	Production Manager	1.0
Farm Park	Farm Program & Outreach Manager	0.5
Farm Park	Farm Operations Coordinator	-0.5
Water	Water Meter Reader	1.0
Water***	Valve Technician	0.5
GAC Recreation	Lead Member Engagement Specialist	-1.0
GAC Recreation	Cleaning Services Worker	-1.0

\*\* Position is full-time, but budgeted at 1/2 a year for later hire date

\*\*\* Other 1/2 of FTE that was budgeted at 1/2 a year in FY24 due to later hire date



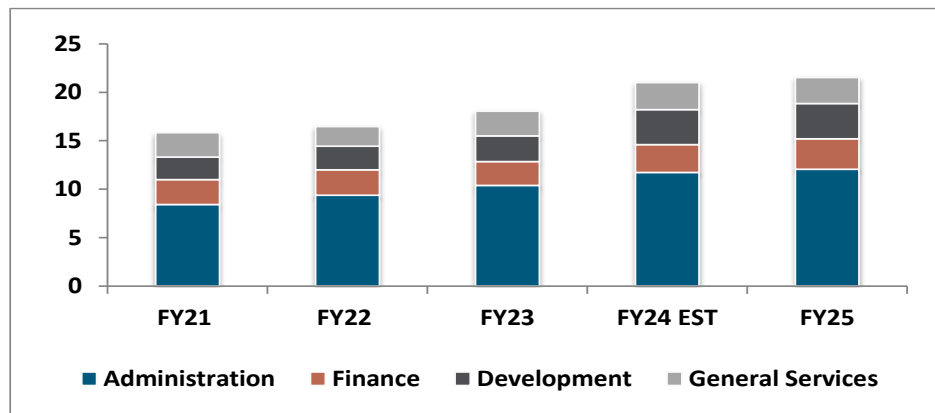




# GENERAL GOVERNMENT FY25 BUDGET

## GENERAL GOVERNMENT EXPENDITURES

\$ MILLIONS



<u>Category</u>	<u>Cost Centers Included</u>
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 Engineering
General Services	Facility Services Fleet Services



# ALDERMEN



Mike Palazzolo  
Mayor



Scott Sanders  
Alderman



Mary Anne Gibson  
Alderman



Sherrie Hicks  
Alderman



Brian Ueleke  
Alderman



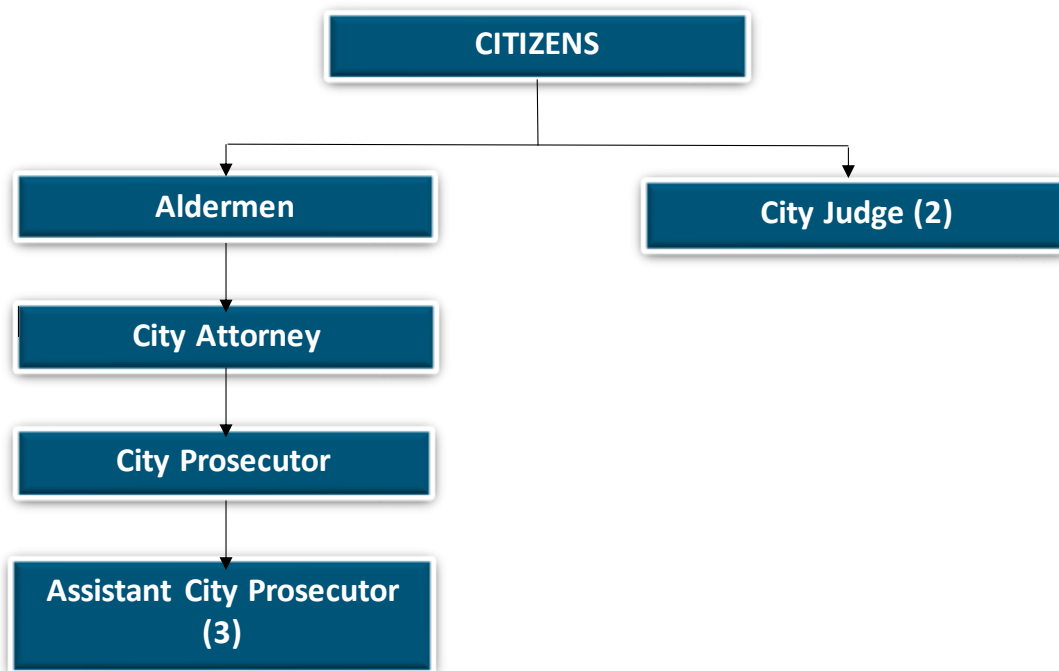
Jon McCreery  
Alderman

## 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.

## Department Description

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**

<b>Budget Category Summary</b>						
<u>CATEGORY</u>	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Personnel	\$ 106,281	120,747	126,973	5,330	4.20%	132,303
Communication	12,831	13,262	19,474	2,526	12.97%	22,000
Professional Fees	58,300	58,450	58,450	-	0.00%	58,450
Supplies	28,008	23,250	17,038	37,962	222.81%	55,000
<b>TOTAL</b>	<b>\$ 205,420</b>	<b>215,709</b>	<b>221,935</b>	<b>45,818</b>	<b>20.64%</b>	<b>267,753</b>

**Budget Category Explanations**

**Personnel** - \$132,303 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** - \$22,000 This category includes the Aldermen's dues and subscriptions in the Tennessee Municipal League and the National League of Cities.

**Professional Fees** - \$58,450 This category covers funding for lobbying services at the state level, and miscellaneous consulting services.

**Supplies** - \$55,000 This category covers funding for the Annual Commission Appreciation Reception, Principals' Luncheon, election expenses and miscellaneous items.

<b>Budget Payroll Summary</b>						
	<u>FY23 Actual</u>		<u>FY24 Estimate</u>		<u>FY25 Budget</u>	
Other Compensation	5.0	\$ 60,226	5.0	60,000	5.0	75,000
Fringe Benefits		44,512		64,153		53,919
Other Personnel		799		2,820		3,384
<b>DEPARTMENT TOTAL</b>	<b>5.0</b>	<b>\$ 105,537</b>	<b>5.0</b>	<b>126,973</b>	<b>5.0</b>	<b>132,303</b>

# CIVIC SUPPORT



## Mission

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.

## Department Description

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.

### Budget Category Summary

CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 754,305	1,066,221	992,535	127,193	12.81%	1,119,728
Grants	584,457	746,995	743,772	(99,287)	-13.35%	644,485
<b>TOTAL</b>	<b>\$ 1,338,762</b>	<b>1,813,216</b>	<b>1,736,307</b>	<b>27,906</b>	<b>1.61%</b>	<b>1,764,213</b>

### Budget Category Explanations

**Personnel** - \$1,119,728 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.

**GENERAL FUND**

**Grants** - \$644,485 This category includes funds budgeted for the following organizations:

Other Civic Support	\$ 237,035
Germantown Education Foundation	100,000
PEG Disbursement	130,000
GPAC Grant (IRIS)	50,000
Chamber of Commerce Grant	50,000
City Beautification Grant	65,000
Education Commission Grant	8,100
Historic Commission Grant	4,350

<b>Budget Payroll Summary</b>						
	FY23 Actual		FY24 Estimate		FY25 Budget	
Non-Exempt Wages	8.8	\$ 455,098	8.8	595,959	9.3	652,973
Other Compensation		43,233		59,152		63,983
Fringe Benefits		255,974		328,424		393,322
Other Personnel		-		9,000		9,450
<b>DEPARTMENT TOTAL</b>	<b>8.8</b>	<b>\$ 754,305</b>	<b>8.8</b>	<b>992,535</b>	<b>9.3</b>	<b>1,119,728</b>

# COURT

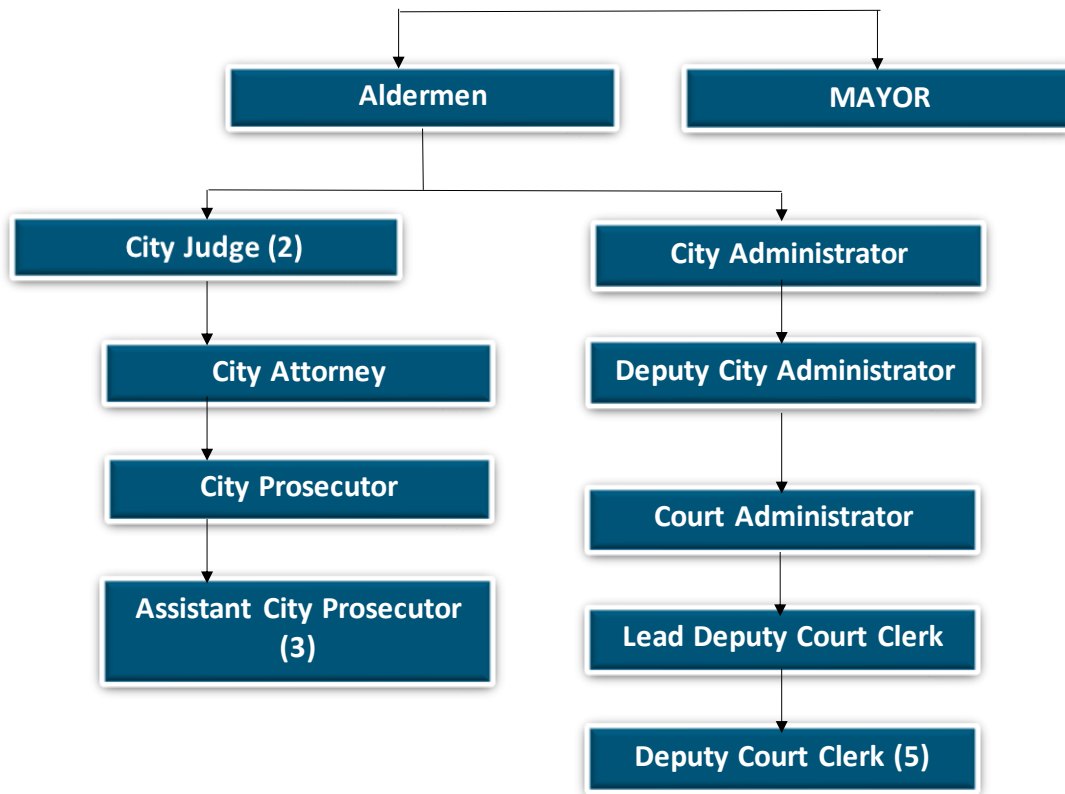


## Mission

Provide for the orderly, efficient and responsive disposition of all clerical and administrative matters for Municipal Court.

## Department Description

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.





FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Court successfully added 3 new city ordinances to the Code of Ordinances.</li> <li>• Implemented a miscellaneous payment option which allows customers to pay for documents, certifications, fingerprinting, and release letters online.</li> <li>• Attended Tyler software conference.</li> <li>• Court staff completed all City required training.</li> <li>• Clerks attended Municipal Court Clerks Conference in Bartlett.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain service levels with the acclimation and training of new judge.</li> <li>• Use the Court Customer Service Survey to improve customer focus.</li> <li>• Work to reduce court docket processing times.</li> <li>• Improve and increase scanning processes.</li> <li>• Produce accurate and timely financial reports and check request to ensure financial information is submitted to the State and County by the 15<sup>th</sup> day of each month.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 842,914	942,206	921,569	69,024	7.49%	990,593
Communication	655	3,000	2,450	2,050	83.67%	4,500
Professional Fees	23,935	26,500	25,200	9,300	36.90%	34,500
Supplies	7,765	12,000	12,000	1,900	15.83%	13,900
Rent	2,841	6,500	6,500	1,000	15.38%	7,500
Allocations	3,739	4,623	4,948	727	14.69%	5,675
Utilities	19,812	24,000	23,400	2,018	8.62%	25,418
TOTAL	<u>\$ 901,661</u>	<u>1,018,829</u>	<u>996,067</u>	<u>86,019</u>	<u>8.64%</u>	<u>1,082,086</u>

## Budget Category Explanations

**Personnel** - \$990,593 This category funds salaries, wages and benefits for a court administrator, 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** - \$4,500 This category funds the required current edition of the Tennessee Code Annotated, Tennessee Rules of Court and Attorney General Opinions. Codebooks and supplements are kept current in the court library. Also, a partial set of T.C.A. is kept in the prosecutors’ office for court use on Wednesday and Thursday night sessions.

**Professional Fees** - \$34,500 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** - \$13,900 This category covers the cost for necessary office supplies utilized by the court: printed forms, warrants, subpoenas, receipt books, binders, tapes, special file supplies, vouchers and other office supplies. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

**Rent** - \$7,500 This category includes rental costs associated with the copy machine. In addition, this line includes the cost of building rent for the storage of court documents.

**Allocations** - \$5,675 This category represents the department’s portion of the shared cost of all funds, departments and cost centers including insurance.

**Utilities** - \$25,418 This category includes utility costs (electricity, gas, water, sewer and local telephone).

<b>Budget Payroll Summary</b>						
	FY23 Actual		FY24 Estimate		FY25 Budget	
Exempt Salaries	1.0	\$ 111,770	1.0	109,067	1.0	119,242
Non-Exempt Wages	6.0	269,761	5.5	280,944	6.0	306,460
Other Compensation	6.0	261,801	6.0	261,200	6.0	291,000
Fringe Benefits		193,262		263,490		266,091
Other Personnel		6,320		6,868		7,800
<b>DEPARTMENT TOTAL</b>	<b>7.0</b>	<b>\$ 842,914</b>	<b>6.5</b>	<b>921,569</b>	<b>7.0</b>	<b>990,593</b>

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Court Services	To provide efficient court services	Docket management time	< 60 Minutes	60 minutes	78 minutes	< 60 minutes
	To meet customer expectation	Customer service satisfaction	80%	76.5%	71.5%	80%



# ADMINISTRATION



## Mission

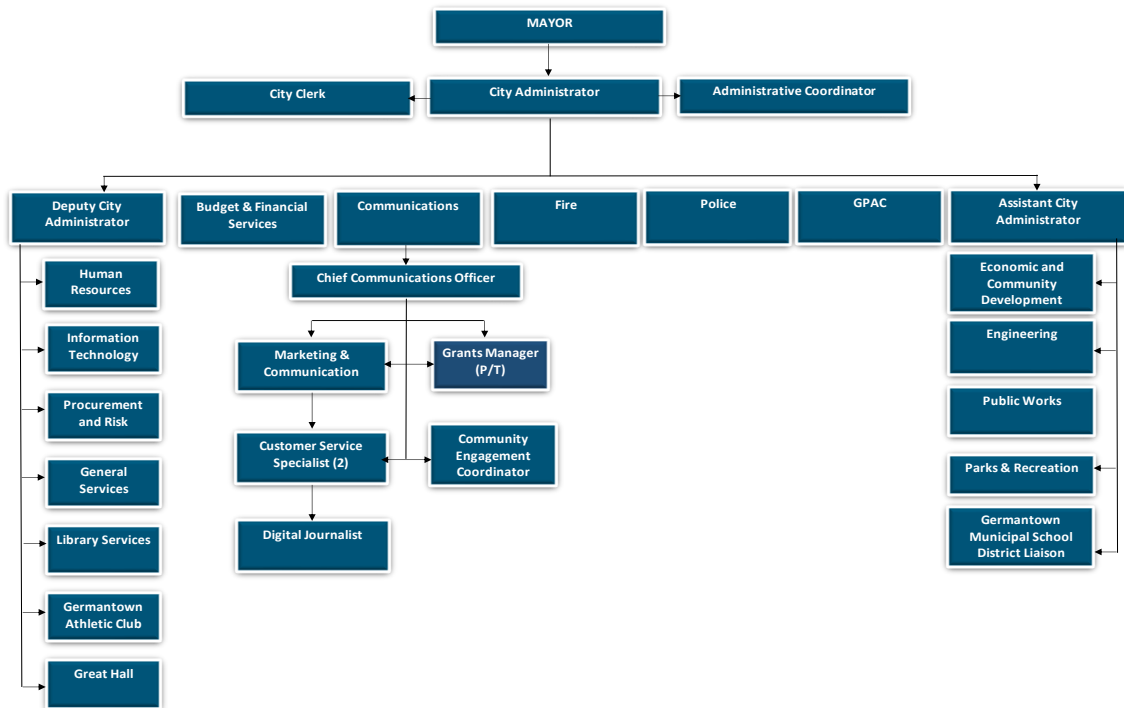
To establish and implement citywide policies, enhance quality of life for all residents through effective and transparent governance, provide administrative leadership for all City team members, promote community engagement, ensure efficient management of municipal resources, and direct the City's day-to-day operations.

## Department Description

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



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>● Implemented the 1st class of the Leaders of Excellence and Ambassador Development (LEAD) program for all new City employees</li> <li>● Increased citizen engagement through:               <ul style="list-style-type: none"> <li>○ Germantown Alert subscribers to 15,972 in one year</li> <li>○ Facebook engagement with followers spending over 63,000 minutes viewing City produced video content</li> <li>○ New City website launch</li> <li>○ The City’s inaugural Lemonade Stand Day with 600+ celebrating at the Big Squeeze Festival</li> </ul> </li> <li>● Grants Manager secured Eleven (11) grants from federal, state, local agencies with the City being awarded over \$1.95 million.</li> </ul>	<ul style="list-style-type: none"> <li>● Provide and evaluate consistent communication methods for the BMA, with quarterly initiative reports, bi-annual vision sessions, annual planning calendars and agenda reports</li> <li>● Complete leadership and performance improvement training with senior leaders, managers and supervisors through the following initiatives: LEAD - Emerging Leaders for the development of new leaders within the City and Performance Improvement Examiner Training</li> <li>● Reinvest in Quality of Life amenities targeting the premier Sports Complex funding opportunities from federal, state and local agencies.</li> <li>● Continue to improve external communication and community engagement</li> </ul>

**GENERAL FUND**

<b>Budget Category Summary</b>						
<u>CATEGORY</u>	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 1,222,603	1,452,991	1,471,626	51,051	3.47%	1,522,677
Communication	129,714	154,710	147,460	2,466	1.67%	149,926
Professional Fees	329,331	476,250	476,250	(250)	-0.05%	476,000
Other Maintenance	-	10,000	-	-	-	-
Supplies	72,565	29,250	39,233	(8,933)	-22.77%	30,300
Rent	3,677	6,100	6,100	-	0.00%	6,100
Allocations	52,462	64,976	72,707	8,184	11.26%	80,891
Capital Outlay	8,518	-	-	-	-	-
Utilities	13,809	18,600	19,427	398	2.05%	19,825
<b>TOTAL</b>	<b>\$ 1,832,679</b>	<b>2,212,877</b>	<b>2,232,803</b>	<b>52,916</b>	<b>2.37%</b>	<b>2,285,719</b>
Expense Reimbursement	\$ (81,400)	(85,800)	(85,800)	3,400	-3.96%	(82,400)

## Budget Category Explanations

**Personnel** - \$1,522,677 This category includes staffing funds for the mayor, city administrator, deputy city administrator, assistant city administrator, chief communication officer, marketing and communications manager, community engagement coordinator, digital journalist, city clerk/recorder, administration coordinator, two customer service specialists and grants manager. Ordinance number 2006-5 adjusted the Mayor's per diem effective January 1, 2009 from \$1,000 a month to \$2,000. Additionally, included is the monthly per diem for the city attorney and attorneys for the Planning Commission, Board of Zoning Appeals and the Design Review Commission.

**Communications** - \$149,926 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** - \$476,000 This category includes professional consulting related to team building, leadership training and legal services provided under contract by the city attorney.

**Supplies** - \$30,300 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.

**Allocations** - \$80,891 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

**Utilities** - \$19,825 This category includes utility costs (electricity, gas, water, sewer and local telephone).

**GENERAL FUND**

<b>Budget Payroll Summary</b>							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	5.5	\$ 651,377	6.0	714,033	6.0	742,350	
Non-Exempt Wages	4.5	221,629	5.2	267,912	4.0	243,683	
Other Compensation		41,390		43,420		46,200	
Fringe Benefits		304,803		437,920		478,726	
Other Personnel		3,404		8,341		11,718	
<b>DEPARTMENT TOTAL</b>	<b>10.0</b>	<b>\$ 1,222,603</b>	<b>11.2</b>	<b>1,471,626</b>	<b>10.0</b>	<b>1,522,677</b>	

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Strategic Objectives	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
City Services and Finance	All funds are self-sustaining	General Fund transfer to Special Revenue Funds	49%	31.79%	45.47%	49%
		General Fund transfer to Enterprise Funds	10%	0.38%	0.19%	10%

# HUMAN RESOURCES

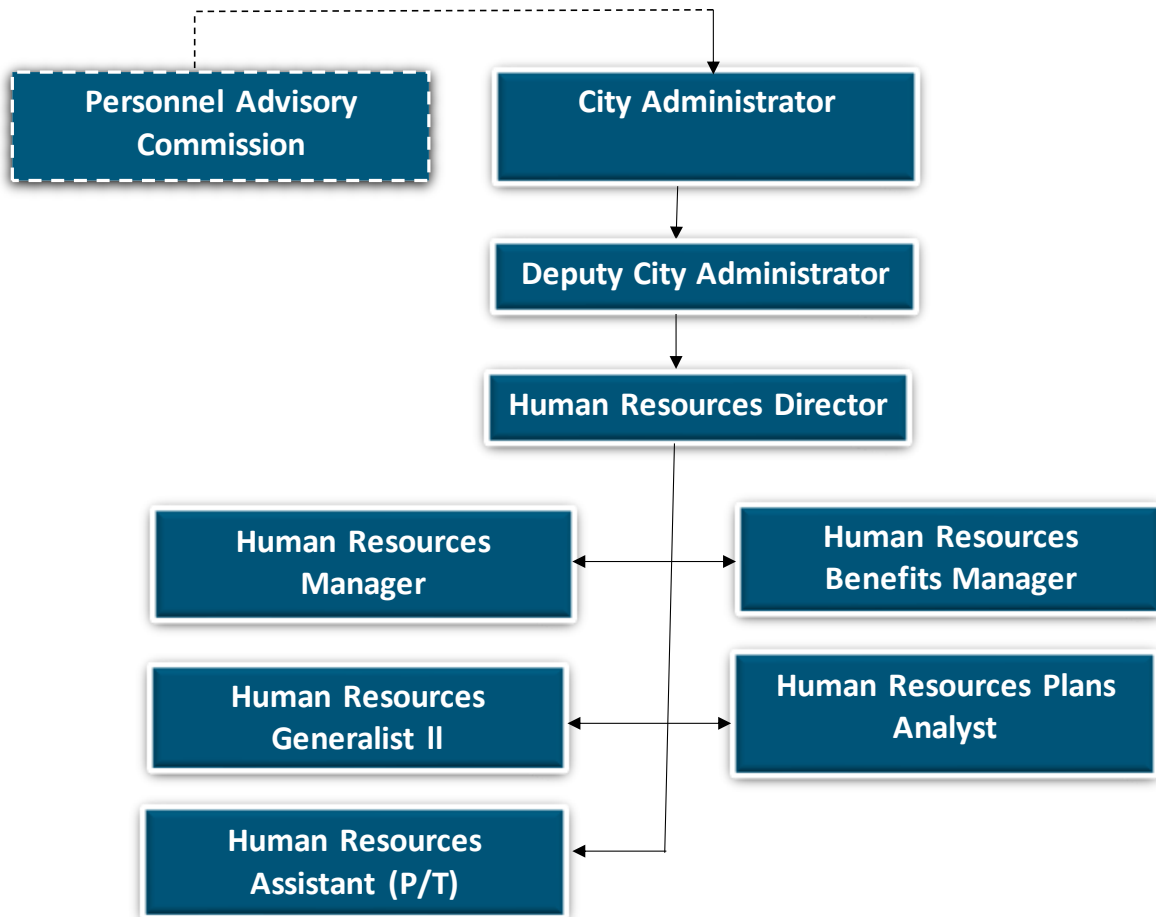


## Mission

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.

## Department Description

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**

FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Acquired TPA services for the health insurance plan and Stop Loss.</li> <li>• Increased vacation accruals to three weeks from date of hire.</li> <li>• Added two City observed holidays.</li> <li>• Implemented a flexible work schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve compliance and risk management by ensuring personnel policies are current with state and federal labor laws.</li> <li>• Increase Human Resources operation efficiency by automating processes to increase service delivery.</li> <li>• Update the City’s compensation program to promote career development opportunities in alignment with organizational needs.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 476,515	601,054	608,783	46,595	7.65%	655,378
Communication	24,900	42,550	43,050	450	1.05%	43,500
Professional Fees	60,145	73,000	74,900	7,100	9.48%	82,000
Other Maintenance	-	200	-	200	100%	200
Supplies	8,237	18,500	26,950	1,050	3.90%	28,000
Rent	2,743	3,000	3,000	-	0.00%	3,000
Allocations	4,986	6,164	6,598	969	14.69%	7,567
Utilities	9,664	12,095	10,445	1,700	16.28%	12,145
TOTAL	\$ 587,190	756,563	773,726	58,064	7.50%	831,790
Expense Reimbursement	\$ (43,700)	(48,100)	(48,100)	(4,100)	8.52%	(52,200)

### Budget Category Explanations

**Personnel** - \$655,378 This category includes sufficient funds to staff the following positions: human resources director, human resources manager, benefits manager, human resources plans analyst, human resources generalist II, and part-time human resources assistant.

**Communications** - \$43,500 This category funds the City’s employee recognition program, TEAM Elevate, subscriptions to professional organizations and training meetings and seminars.

**Professional Fees** - \$82,000 This category funds the cost of new employee physicals, expenses from leadership development and employee training, background checks, legal services, and the Federal Privacy Act requirements.

## GENERAL FUND

**Other Maintenance** - \$200 This category includes funds for the maintenance of the department's office equipment.

**Supplies** - \$28,000 This category includes funds for specialized supply requisitions and materials, book printing, employee recruitment, LEAD supplies, and the employee survey.

**Rent** - \$3,000 This category includes rental costs associated with the copy machine and offsite storage of personnel records.

**Allocations** - \$7,567 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

**Utilities** - \$12,145 This category includes utility costs (electricity, gas, water, sewer and local telephone).

<b>Budget Payroll Summary</b>						
	FY23 Actual		FY24 Estimate		FY25 Budget	
Exempt Salaries	2.6	\$ 246,509	3.0	296,860	3.0	308,881
Non-Exempt Wages	2.0	120,392	2.0	128,302	2.5	163,883
Other Compensation		1,277		2,000		1,000
Fringe Benefits		101,515		160,021		162,510
Other Personnel		6,822		21,600		19,104
<b>DEPARTMENT TOTAL</b>	<b>4.6</b>	<b>\$ 476,515</b>	<b>5.0</b>	<b>608,783</b>	<b>5.5</b>	<b>655,378</b>

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Onboarding	To ensure employees receive new hire information and City policies	New hire favorable response to overall on-boarding experience	95%	N/A	97%	95%



# INFORMATION TECHNOLOGY

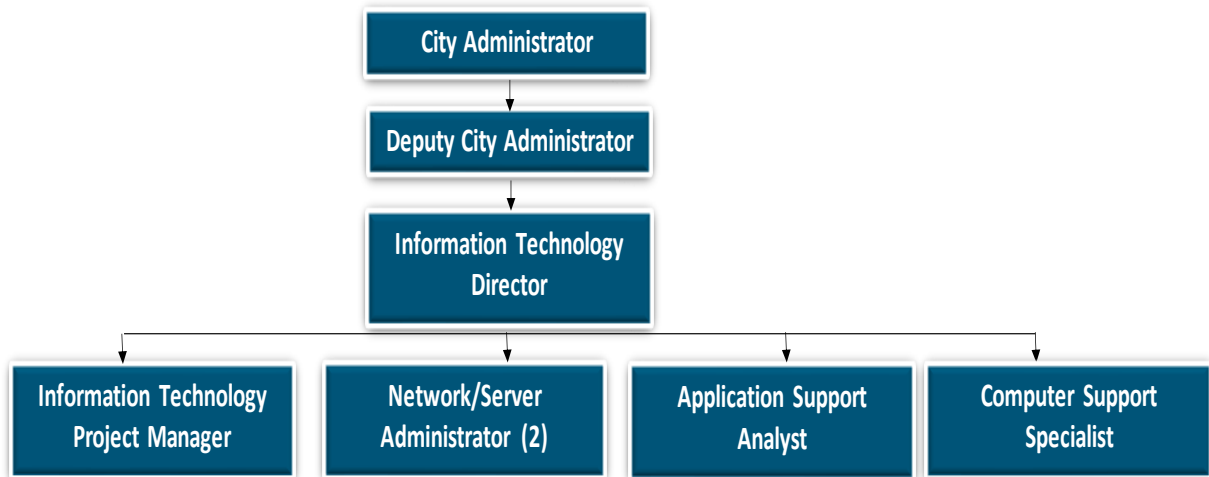


## Mission

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.

## Department Description

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**

FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Implemented improved cybersecurity system for employees.</li> <li>• Upgrade public safety software for better stability and improved features.</li> <li>• Improved employee safety by installing/replacing security cameras in and around City facilities.</li> <li>• Improved disaster preparedness by creating an emergency technology kit allowing faster IT infrastructure establishment in the event of a disaster.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide employees with timely system accessibility.</li> <li>• Reduce lifecycle cost of the organization's IT assets.</li> <li>• Meet customer expectations.</li> <li>• Aid in providing a City-wide technological infrastructure that supports and sustains individual, educational, government and business demands.</li> <li>• Foster a technology-enabled community that builds efficiency, safety and transparency so that all stakeholders can use and access relevant government information and services anytime from anywhere.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 792,968	919,744	945,775	104,802	11.08%	1,050,577
Communication	4,668	10,470	10,470	-	0.00%	10,470
Professional Fees	213,848	289,240	289,240	10,080	3.48%	299,320
Insurance	-	2,000	2,000	-	0.00%	2,000
Other Maintenance	2,210,995	1,158,825	1,159,049	499,418	43.09%	1,658,467
Supplies	257,917	416,250	446,998	9,014	2.02%	456,012
Rent	1,942	3,000	2,200	-	0.00%	2,200
Allocations	3,853	4,763	5,098	749	14.69%	5,847
Capital Outlay	266,028	536,500	627,705	(483,205)	-76.98%	144,500
Utilities	102,808	191,120	191,160	710	0.37%	191,870
TOTAL	\$ 3,855,027	3,531,912	3,679,695	141,568	3.85%	3,821,263
Expense Reimbursement	\$ (133,300)	(137,400)	(137,400)	(18,900)	13.76%	(156,300)

### Budget Category Explanations

**Personnel** - \$1,050,577 This category includes salaries, benefits and education expenses for the information technology director, network/server administrators, application support analyst, an information technology project manager, computer support specialist and part time IT support.

**GENERAL FUND**

**Communications** - \$10,470 This category includes publications and subscription costs for professional periodicals as well as funds for travel to local and national conferences and seminars.

**Professional Fees** - \$299,320 This category includes vendor support services, troubleshooting 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** - \$1,658,467 This category includes maintenance charges for all computer equipment, and production of related equipment.

**Supplies** - \$456,012 This category includes all continuous forms. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

**Rent** - \$2,200 This category includes rental costs associated with the annual maintenance contract on one color copier.

**Allocations** - \$5,847 This category represents the department’s portion of the shared cost of all funds, departments and cost centers including insurance.

**Capital Outlay** - \$144,500 This category funds IRP projects, which includes the purchase of public safety handheld and in-car radios.

**Utilities** - \$191,870 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

<b>Budget Payroll Summary</b>						
	FY23 Actual		FY24 Estimate		FY25 Budget	
Exempt Salaries	5.0	\$ 521,580	5.0	561,278	5.0	565,869
Non-Exempt Wages	1.1	59,861	1.1	75,517	1.6	110,418
Other Compensation		7		11,000		-
Fringe Benefits		208,540		290,652		366,962
<b>DEPARTMENT TOTAL</b>	<b>6.1</b>	<b>\$ 792,968</b>	<b>6.1</b>	<b>945,775</b>	<b>6.6</b>	<b>1,050,577</b>

**GENERAL FUND**

<b>Scorecard: Key Performance Measures</b>						
<b>Key Product/Service</b>	<b>Operational Objective</b>	<b>Performance Measure</b>	<b>Target</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Budgeted</b>
Communications	To provide employees with timely system accessibility	Server system availability	99.99%	99.99%	90.73%	99.99%
Education: Service Desk	To meet customer expectations	Customer satisfaction rating	90% very or somewhat satisfied	98.85%	100%	98%

# GERMANTOWN PERFORMING ARTS CENTER



## Mission

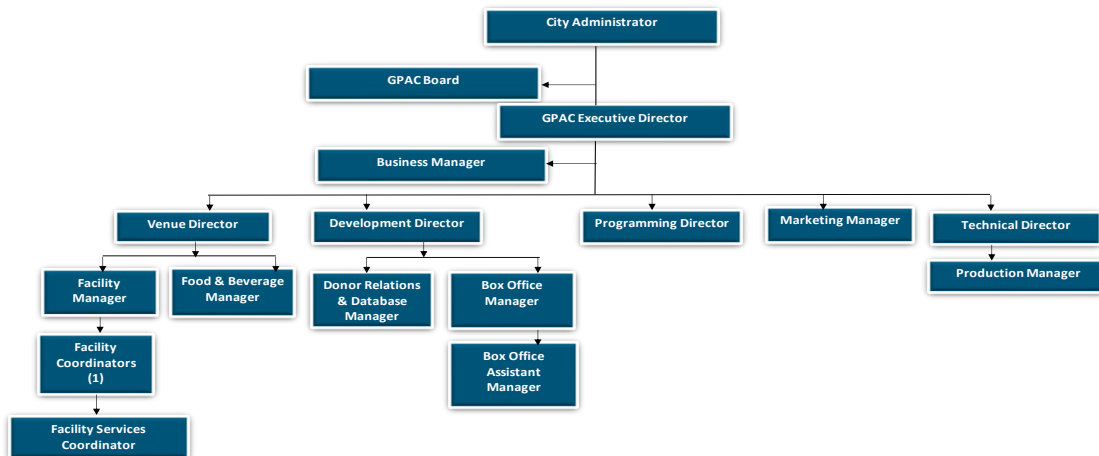
Foster quality performances and educational opportunities; encourage artistic expression and establish lasting relationships between the community and all the arts.

## Department Description

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**

FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Raised and exceeded fundraising overall goals.</li> <li>• Succeeded in programming and producing community-minded events in The Grove.</li> <li>• Conducted a successful retreat with the GPAC Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide an excellent customer service experience for all box office customers.</li> <li>• Provide a professional venue for touring performing artists.</li> <li>• Curate engaging experiences for patrons and subscribers.</li> <li>• Cultivate new donors and sponsorships and steward existing donors and sponsors.</li> <li>• Create a professional venue for the community and organizations.</li> <li>• Curate performing arts and visual art educational experiences.</li> <li>• Increase attendance to art education programs.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 1,331,204	1,499,332	1,529,419	162,614	10.63%	1,692,033
Communication	1,388	12,355	13,785	(2,135)	-15.49%	11,650
Insurance	-	4,500	4,500	-	0.00%	4,500
Other Maintenance	3,655	10,680	10,680	17,420	163.11%	28,100
Supplies	9,851	44,900	99,795	(78,695)	-78.86%	21,100
Rent	2,631	4,750	4,750	3,250	68.42%	8,000
Allocations	27,357	32,834	35,320	5,056	14.31%	40,376
Capital Outlay	153,678	246,758	246,758	(215,258)	-87.23%	31,500
Utilities	128,696	156,200	156,200	6,110	3.91%	162,310
TOTAL	\$ 1,658,460	2,012,309	2,101,207	(101,638)	-4.84%	1,999,569

**Personnel** - \$1,692,033 This category contains sufficient funds to staff the department, including the executive director, GPAC development director, box office manager, technical director, marketing and public relations manager, venue director, food and beverage manager, business manager, programming director, production manager, facility services manager, facility services coordinators, assistant box office manager, donor relations and database manager, and temporary facility services coordinator.

**Communications** - \$11,650 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** - \$28,100 This category includes funds for the maintenance of the department's security system.

**Supplies** - \$21,100 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** - \$8,000 – This category includes rental costs associated with a copy machine.

**Allocations** - \$40,376 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

**Capital Outlay** - \$31,500 This category includes funding for two IRP projects: a new icemaker and installment of a Clear Comm Wireless communication system.

**Utilities** - \$162,310 This category includes utility costs (electricity, gas, water, sewer and local telephone).

<b>Budget Payroll Summary</b>						
	FY23 Actual		FY24 Estimate		FY25 Budget	
Exempt Salaries	9.0	\$ 738,099	9.0	779,394	10.0	858,965
Non-Exempt Wages	4.5	225,930	4.5	239,682	4.5	248,382
Other Compensation		5,254		4,000		4,000
Fringe Benefits		357,217		500,448		571,566
Other Personnel		4,704		5,895		9,120
<b>DEPARTMENT TOTAL</b>	<b>13.5</b>	<b>\$ 1,331,204</b>	<b>13.5</b>	<b>1,529,419</b>	<b>14.5</b>	<b>1,692,033</b>

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Venue Management	To meet customer expectations	Customer satisfaction	2% increased in customer satisfaction	98%	98%	98%
Fundraising	To diversify funding sources	Donor Goals (Development Revenue)	100.00%	120%	120%	100%



# PUBLIC ART

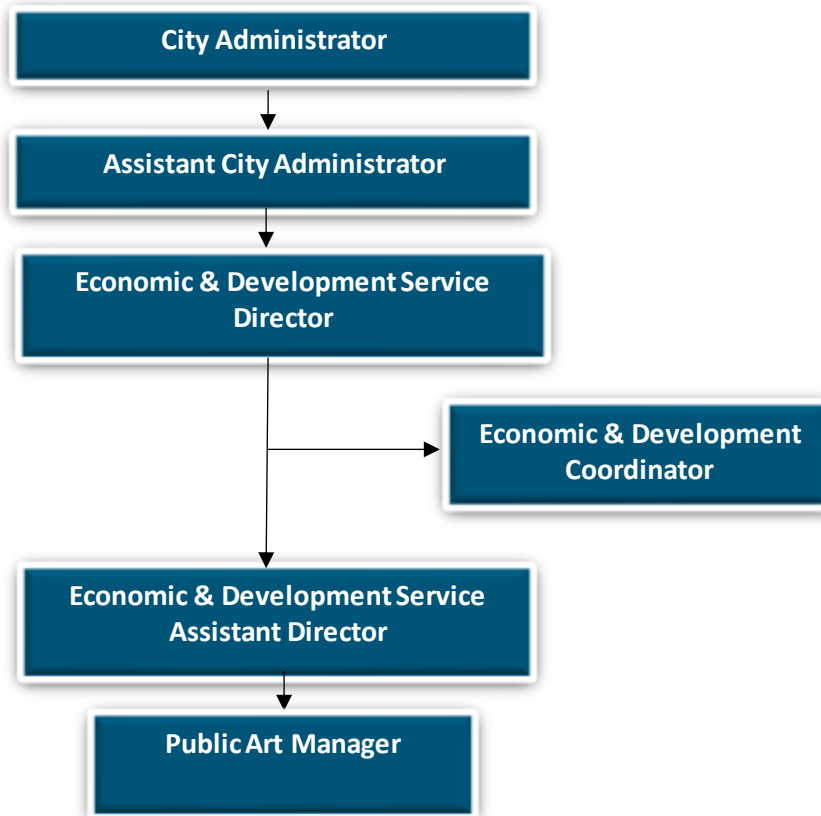


## Mission

To offer and develop an array of public art experiences and commissions artists through a variety of media and scales.

## Department Description

The Germantown Public Art Program is dedicated to celebrating the people, history, and spirit of Germantown through its investment in public art that enhances public spaces, inspires connections to place and promotes community.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Complete Shelby Canopy: Our Shared Connection project (NEA Our Town Grant).</li> <li>• Conducted a second round of the Word Travels Sidewalk Poetry contest and selected 4 winners.</li> <li>• Developed viable opportunities to establish an Artist Residency program.</li> <li>• Establish a list of prioritized Big Idea projects and locations for public art.</li> </ul>	<ul style="list-style-type: none"> <li>• Secure funding for public art projects through donations, sponsorships, and grants.</li> <li>• Identify opportunities to align initiatives and strategies outlined in the Public Art Master Plan with the City’s Strategic Plan.</li> <li>• Encourage community participation in public art events.</li> <li>• Identify opportunities for new public art that aligns with the needs of the community.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 32,231	85,012	83,785	5,862	7.00%	89,647
Communication	1,074	16,575	17,548	(9,148)	-52.13%	8,400
Professional Fees	47,217	81,400	93,727	7,620	8.13%	101,347
Other Maintenance	788	2,000	1,483	17	1.15%	1,500
Supplies	3,698	1,200	500	3,100	620.00%	3,600
Rent	-	2,500	-	2,500	100%	2,500
Allocations	149	962	1,030	151	14.66%	1,181
TOTAL	<u>\$ 85,157</u>	<u>189,649</u>	<u>198,073</u>	<u>10,102</u>	<u>5.10%</u>	<u>208,175</u>

### Budget Category Explanations

**Personnel** - \$89,647 This category contains sufficient funds to staff the department, including a public arts manager.

**Communications** - \$8,400 This category includes dues and subscriptions to professional journals and meetings.

**Professional Fees** - \$101,347 This category includes specialty services for public art projects and program and events.

**Other Maintenance** - \$1,500 This category includes funds for the maintenance of existing public art.

**Supplies** - \$3,600 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.

**SPECIAL REVENUE FUND**

**Rent** - \$2,500 This category includes rental costs associated with equipment.

**Allocations** - \$1,181 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

<b>Budget Payroll Summary</b>						
	FY23 Actual		FY24 Estimate		FY25 Budget	
Exempt Salaries	0.0	\$ -	1.0	58,399	1.0	62,400
Non-Exempt Wages	0.5	29,820	0.0	-	0.0	-
Fringe Benefits		2,411		24,869		26,627
Other Personnel		-		517		620
<b>DEPARTMENT TOTAL</b>	<b>0.5</b>	<b>\$ 32,231</b>	<b>1.0</b>	<b>83,785</b>	<b>1.0</b>	<b>89,647</b>



# FINANCE

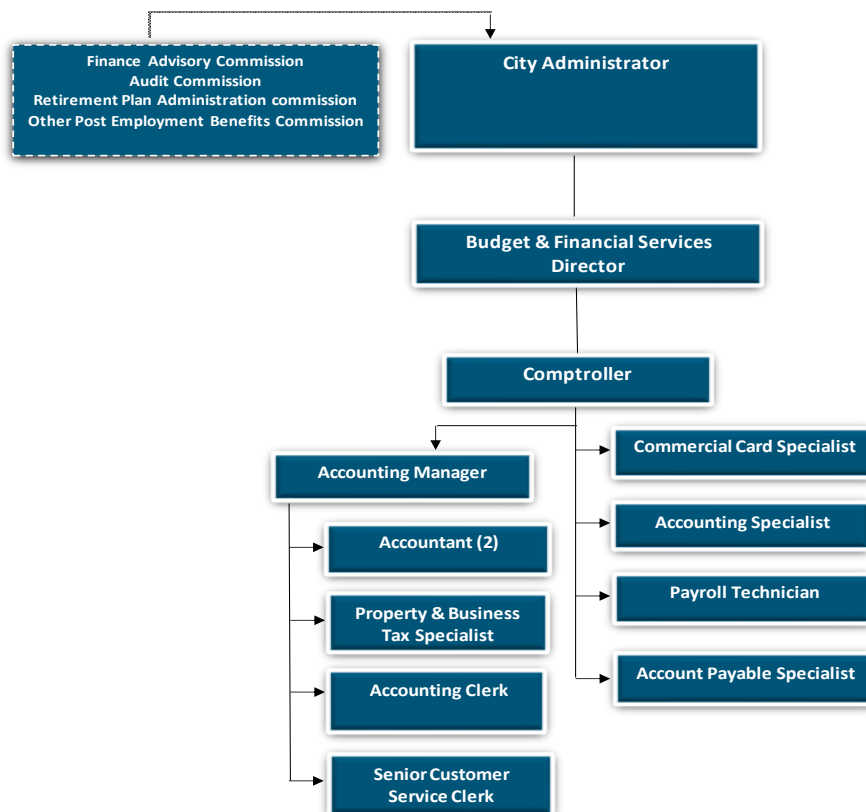


## Mission

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.

## Department Description

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**

FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Conducted the E-payable campaign and enrolled 50 additional vendors.</li> <li>• Completed the FY23 annual audit.</li> <li>• Received respected GFOA awards.</li> <li>• Received unmodified opinion on the 2023 Annual Comprehensive Financial Report.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote fiscal responsibility.</li> <li>• Provide high-quality financial services and information to the Mayor's office, Board of Aldermen, City departments, and citizens.</li> <li>• Improve process execution internally and citywide.</li> <li>• Engage staff and provide them the resources they need to get the job done.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 1,158,462	1,326,435	1,319,072	102,135	7.74%	1,421,207
Communication	32,591	43,500	58,000	3,500	6.03%	61,500
Professional Fees	243,013	430,000	199,052	62,748	31.52%	261,800
Other Maintenance	1,764	-	-	-	-	-
Supplies	20,809	17,000	14,500	2,500	17.24%	17,000
Rent	6,405	10,000	10,550	-	0.00%	10,550
Allocations	27,427	33,904	36,289	5,329	14.68%	41,618
Utilities	11,801	14,740	14,089	720	5.11%	14,809
TOTAL	<u>\$ 1,502,272</u>	<u>1,875,579</u>	<u>1,651,552</u>	<u>176,932</u>	<u>10.71%</u>	<u>1,828,484</u>
Expense Reimbursement	\$ (172,200)	\$ (185,300)	\$ (185,300)	(17,800)	9.61%	(203,100)

### Budget Category Explanations

**Personnel** - \$1,421,207 This category includes salaries, wages, and benefits for the director of budget and financial services, accounting manager, accountants, comptroller, commercial card specialist, property and business tax specialist, accounts payable specialist, senior customer service clerk, payroll technician, accounting specialist and accounting clerk.

**Communications** - \$61,500 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** - \$261,800 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.

**Supplies** - \$17,000 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.

**GENERAL FUND**

**Rent** - \$10,550 This category includes rental payments for the copy machines, postage meter, and an off-site storage facility to store permanent records.

**Allocations** - \$41,618 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

**Utilities** - \$14,809 This category includes utility costs (electricity, gas, water, sewer and local telephone).

<b>Budget Payroll Summary</b>						
	FY23 Actual		FY24 Estimate		FY25 Budget	
Exempt Salaries	5.0	\$ 464,936	5.0	500,267	5.0	520,668
Non-Exempt Wages	7.0	360,570	7.0	363,969	7.0	404,985
Other Compensation		289		2,870		2,985
Fringe Benefits		325,156		441,466		481,369
Other Personnel		7,511		10,500		11,200
<b>DEPARTMENT TOTAL</b>	<b>12.0</b>	<b>\$ 1,158,462</b>	<b>12.0</b>	<b>1,319,072</b>	<b>12.0</b>	<b>1,421,207</b>

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Strategic Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
City Services and Finance	All funds are self-sustaining	General Fund transfer to Enterprise Funds	10%	0.38%	0.19%	10%
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 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

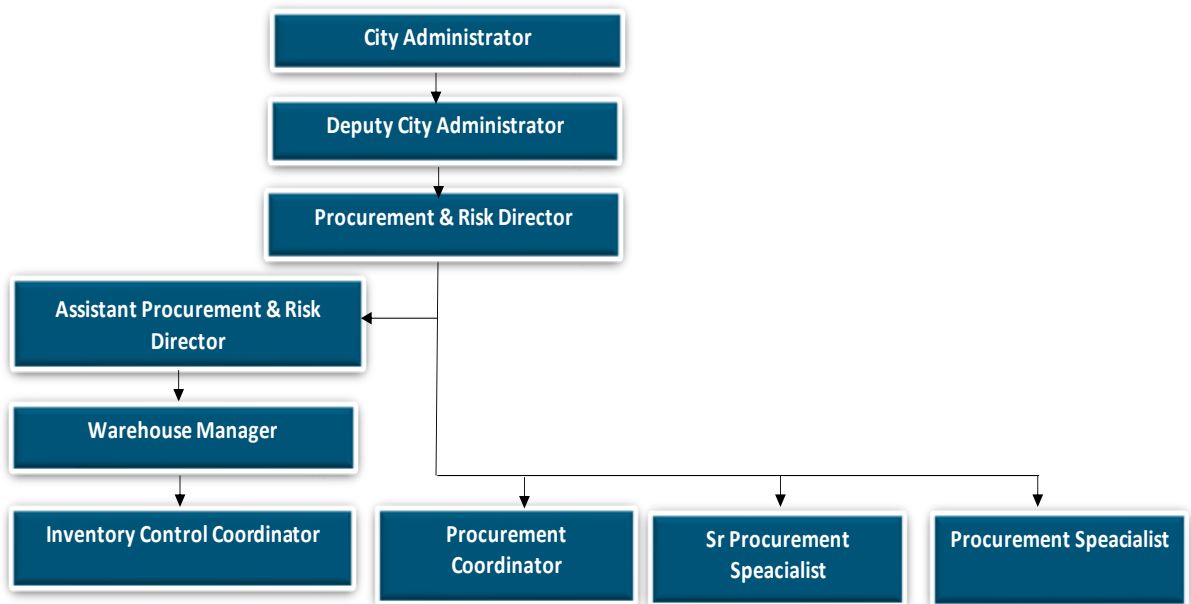


## Mission

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.

## Department Description

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**

FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Achieved 100% Inventory Accuracy for FY24.</li> <li>• Maintained vendor performance ratings of 80% or higher.</li> <li>• Completed 37 formal Solicitations.</li> <li>• Completed 53 Cooperative purchases.</li> <li>• Processed 3,593 Purchase Orders.</li> <li>• Completed 72 Authorizations.</li> <li>• Processed 79 Insurance Claims.</li> <li>• Sold 13 items in Surplus Property Disposal: FYTD Revenue from Sales of Surplus Items, (\$58,381.39)</li> <li>• Sold 414 items program to date since 2008: (\$998,942.29).</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain Warehouse Inventory Control and asset disposal.</li> <li>• Ensure the greatest return on investments throughout the supplier life cycle.</li> <li>• Protect the assets and funds of the City and taxpayers by recovering all available funds through third party claim reimbursement</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 562,180	713,070	717,350	35,068	4.89%	752,418
Communication	9,412	16,192	16,192	4,533	28.00%	20,725
Professional Fees	-	500	500	-	0.00%	500
Insurance	-	200	200	-	0.00%	200
Supplies	22,585	9,050	9,050	(550)	-6.08%	8,500
Rent	2,699	3,200	3,200	-	0.00%	3,200
Allocations	4,193	5,183	5,548	815	14.69%	6,363
Capital Outlay	-	-	-	25,000	100%	25,000
Utilities	15,946	20,110	20,110	656	3.26%	20,766
TOTAL	<u>\$ 617,015</u>	<u>767,505</u>	<u>772,150</u>	<u>65,522</u>	<u>8.49%</u>	<u>837,672</u>
Expense Reimbursement	\$ (64,100)	\$ (72,100)	\$ (72,100)	3,400	-4.72%	(68,700)

### Budget Category Explanations

**Personnel** - \$752,418 This category includes salaries, wages, and benefits for the director of procurement and risk, assistant procurement director, procurement specialist, senior procurement specialist, procurement coordinator, warehouse manager and inventory control coordinator.

**Communications** - \$20,725 This category covers dues for professional organizations and subscriptions to various publications, and publications of legal notices for bids.

## GENERAL FUND

**Professional Fees** - \$500 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** - \$8,500 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** - \$3,200 This category includes rental payments for the copy machine.

**Allocations** - \$6,363 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

**Capital Outlay** - \$31,500 This category includes funding for IRP projects, specifically the purchase of a warehouse forklift.

**Utilities** - \$20,766 This category includes utility costs (electricity, gas, water, sewer and local telephone).

<b>Budget Payroll Summary</b>							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	2.0	\$ 193,626	3.0	282,056	3.0	294,136	
Non-Exempt Wages	4.50	229,403	4.0	215,371	4.0	226,358	
Other Compensation		-		-		-	
Fringe Benefits		137,257		215,967		228,167	
Other Personnel		1,894		3,956		3,757	
<b>DEPARTMENT TOTAL</b>	<b>6.50</b>	<b>\$ 562,180</b>	<b>7.0</b>	<b>717,350</b>	<b>7.0</b>	<b>752,418</b>	

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Vendor Management	To improve vendor performance and feedback	Performance Evaluation Completion Rate	100%	N/A	80%	75%
Inventory Control and Operations	To diversify funding sources	Inventory accuracy	100%	100%	100%	100%



# ALLOCATED EXPENSES



## Mission

To establish accountability at the departmental level for budgeting and control of insurance-related costs.

## Department Description

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. Department managers receive, on a monthly basis, actual expenses for all of the above items, allowing for more cost control and better management of important resource dollars. Insurance is the only shared cost that remains in this cost center. Since insurance-related costs are bid out in one contract, it was unrealistic to allocate this one remaining cost to each fund, department, and cost center.

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt Chg.	% Chg.	Budget FY25
Allocations	\$ (737,617)	(911,618)	(975,751)	(143,300)	14.69%	(1,119,051)
Insurance	737,617	911,618	975,751	143,300	14.69%	1,119,051
TOTAL	\$ -	-	-	-	-	-

## Budget Category Explanations

**Allocations** - (\$1,119,051) 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** - \$1,119,051 This category includes: property insurance coverage (\$491,295) that is on an All-Risk form, vehicle insurance (\$89,274), casualty or liability coverage (\$443,482) 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

To ensure the prudent and effective management of the City's debt obligations and to finance the City's significant long-term assets over their useful life.

## Department Description

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, \$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 \$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. In FY22, \$5.82 million of G.O. debt was issued. Of this amount, \$4.44 million funded Houston Middle School Addition and \$1.38 million funded Duntreath Ditch. The remaining \$2.85 million was used for refunding Bond Series 2011, which was originally issued to expand Wolf River Boulevard and construction of a new vehicle maintenance shop.

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 \$5.65 million issue in FY27, a \$17.575 million issue in FY28 and a \$1.5 million issue in FY29. The outstanding balance of General Obligation Debt at July 1, 2024 is \$51,149,000. During the year, principal of \$2,578,000 and interest of \$2,111,164 will be paid. The balance of existing debt remaining at June 30, 2025 will be \$48,571,000. The General Fund revenues of the City fund this cost center.

## Outstanding Balance of General Obligation Debt

<u>Security</u>	<u>Balance 7/1/2024</u>	<u>Principal Payment</u>	<u>Balance 6/30/2025</u>	<u>Interest Expense</u>
Existing:				
Series 2013 Bonds	\$ 2,575,000	470,000	2,105,000	72,796
Series 2016 Bonds	13,050,000	710,000	12,340,000	647,800
Series 2017 Bonds	26,025,000	750,000	25,275,000	1,054,800
Series 2018 Capital Note	1,679,000	258,000	1,421,000	54,568
Series 2021 Bonds	7,820,000	390,000	7,430,000	281,200
Total FY23 Debt	<u>\$ 51,149,000</u>	<u>2,578,000</u>	<u>48,571,000</u>	<u>2,111,164</u>

	<u>Existing Principal</u>	<u>Existing Interest</u>	<u>Future Principal</u>	<u>Future Interest</u>
FY26	\$ 2,696,000	1,998,764	-	-
FY27	2,505,000	1,884,394	170,871	282,500
FY28	2,624,000	1,765,981	710,928	1,152,706
FY29	2,733,000	1,648,529	791,838	1,192,160
Thereafter	38,013,000	14,509,604	22,936,732	12,321,861
Total Debt Service	<u>\$ 48,571,000</u>	<u>21,807,272</u>	<u>24,610,368</u>	<u>14,949,228</u>

## 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
Series 21 Bonds	Aaa	AAA
Series 18 Capital Note	N/A	N/A

General Obligation Debt Summary

Fiscal Year	Series 13		Series 16		Series 17		Series 21		Series 18 Capital Note		Principal	Interest	GRAND TOTAL
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest			
2025	470,000	72,796	710,000	647,800	750,000	1,054,800	390,000	281,200	258,000	54,568	2,578,000	2,111,164	4,689,164
2026	475,000	60,731	745,000	614,600	795,000	1,016,175	415,000	261,075	266,000	46,183	2,696,000	1,998,764	4,694,764
2027	180,000	51,856	780,000	579,750	835,000	975,425	435,000	239,825	275,000	37,538	2,505,000	1,884,394	4,389,394
2028	185,000	46,381	825,000	540,750	875,000	932,675	455,000	217,575	284,000	28,600	2,624,000	1,765,981	4,389,981
2029	195,000	40,559	850,000	499,500	915,000	892,500	480,000	196,600	293,000	19,370	2,733,000	1,648,529	4,381,529
2030	200,000	34,263	495,000	457,000	955,000	855,100	495,000	177,100	303,000	9,848	2,448,000	1,533,310	3,981,310
2031	205,000	27,425	525,000	432,250	990,000	816,200	525,000	156,700	-	-	2,245,000	1,432,575	3,677,575
2032	215,000	20,075	550,000	406,000	1,030,000	775,800	540,000	135,400	-	-	2,335,000	1,337,275	3,672,275
2033	220,000	12,325	575,000	378,500	1,075,000	733,700	205,000	120,500	-	-	2,075,000	1,245,025	3,320,025
2034	230,000	4,169	605,000	349,750	1,115,000	689,900	210,000	113,250	-	-	2,160,000	1,157,069	3,317,069
2035	-	-	635,000	319,500	1,165,000	644,300	220,000	106,800	-	-	2,020,000	1,070,600	3,090,600
2036	-	-	670,000	287,750	1,215,000	596,700	225,000	100,125	-	-	2,110,000	984,575	3,094,575
2037	-	-	405,000	254,250	1,265,000	547,100	235,000	93,225	-	-	1,905,000	894,575	2,799,575
2038	-	-	425,000	234,000	1,315,000	495,500	240,000	86,100	-	-	1,980,000	815,600	2,795,600
2039	-	-	445,000	212,750	975,000	449,700	250,000	78,750	-	-	1,670,000	741,200	2,411,200
2040	-	-	465,000	190,500	1,015,000	409,900	255,000	71,175	-	-	1,735,000	671,575	2,406,575
2041	-	-	490,000	167,250	1,055,000	368,500	260,000	63,450	-	-	1,805,000	599,200	2,404,200
2042	-	-	515,000	142,750	1,095,000	325,500	170,000	57,000	-	-	1,780,000	525,250	2,305,250
2043	-	-	540,000	117,000	1,140,000	280,800	180,000	51,750	-	-	1,860,000	449,550	2,309,550
2044	-	-	570,000	90,000	1,190,000	234,200	185,000	46,275	-	-	1,945,000	370,475	2,315,475
2045	-	-	600,000	61,500	1,235,000	185,700	190,000	40,650	-	-	2,025,000	287,850	2,312,850
2046	-	-	630,000	31,500	1,290,000	135,200	195,000	34,875	-	-	2,115,000	201,575	2,316,575
2047	-	-	-	-	1,340,000	82,600	200,000	28,950	-	-	1,540,000	111,550	1,651,550
2048	-	-	-	-	1,395,000	27,900	205,000	22,875	-	-	1,600,000	50,775	1,650,775
2049	-	-	-	-	-	-	215,000	16,575	-	-	215,000	16,575	231,575
2050	-	-	-	-	-	-	220,000	10,050	-	-	220,000	10,050	230,050
2051	-	-	-	-	-	-	225,000	3,375	-	-	225,000	3,375	228,375
	<b>\$ 2,575,000</b>	<b>\$ 370,580</b>	<b>\$ 13,050,000</b>	<b>\$ 7,014,650</b>	<b>\$ 26,025,000</b>	<b>\$ 13,525,875</b>	<b>\$ 7,820,000</b>	<b>\$ 2,811,225</b>	<b>\$ 1,679,000</b>	<b>\$ 196,105</b>	<b>\$ 51,149,000</b>	<b>\$ 23,918,435</b>	<b>\$ 75,067,435</b>

### Budget Category Summary

CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Debt Service	\$ 4,930,223	4,699,888	4,699,888	(10,724)	-0.23%	4,689,164
Agency Fees	2,270	2,000	2,000	-	0.00%	2,000
TOTAL	<u>\$ 4,932,493</u>	<u>4,701,888</u>	<u>4,701,888</u>	<u>(10,724)</u>	<u>-0.23%</u>	<u>4,691,164</u>

### Budget Category Explanations

**Debt Service** - \$4,689,164 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, the Series 2018 Capital Outlay Notes, and the Series 2022 Bonds. Utility debt service is accounted for in a separate cost center in the Utility Fund.

**Agency Fees** - \$2,000 This category covers fees paid to paying agents for the various bond issues.



# ECONOMIC AND COMMUNITY DEVELOPMENT

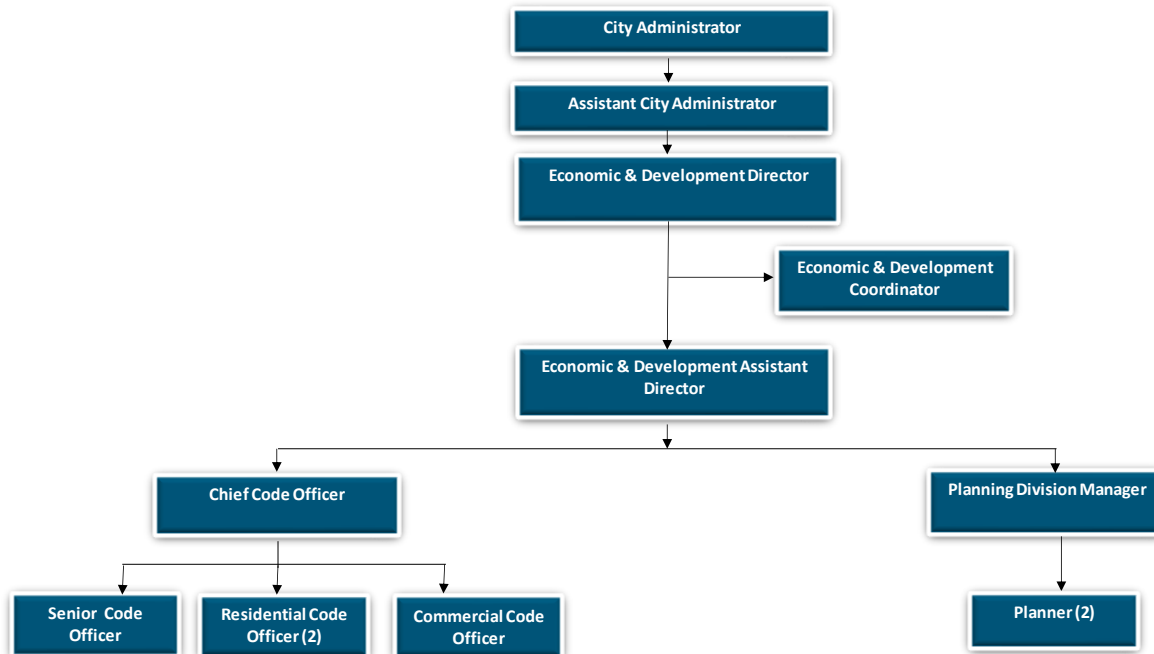
## Mission

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.

## Department Description

This department, comprised of the Planning Division, Economic Development Division and the Code Compliance Division, provides professional and technical services in the fields of planning, which includes land use controls (zoning ordinances and subdivision regulations), urban design standards (Design Review Manual), and sign ordinance administration; economic development, and code enforcement.

This department provides staffing functions for the Planning Commission, Design Review Commission, Board of Zoning Appeals, Economic Development Commission and the Industrial Development Board. Staff members also serve as technical liaison staff to the Tree Board.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Implemented the Neighborhood Preservation Ordinance, including a residential education program.</li> <li>• Completed phase one of the Land Use Comprehensive Plan for the City, the first in over 40 years.</li> <li>• Reviewed and updated commission by-laws for the ECD boards.</li> <li>• Updated appropriate sections of the Ordinance approved by the BMA.</li> <li>• Integrated the City’s Public Art program into ECD’s operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Support economic sustainability through economic development practices.</li> <li>• Encourage investment in key commercial areas through economic development policies and planning initiatives.</li> <li>• Continue to promote opportunities for new residential properties and encourage improvement to existing homes.</li> <li>• Help protect public health, safety, and welfare by ensuring that businesses, developers, and residents follow established codes and ordinances.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 986,819	1,220,871	1,145,957	142,779	12.46%	1,288,736
Communication	22,987	34,319	34,319	260	0.76%	34,579
Professional Fees	191,875	330,000	330,000	(205,000)	-62.12%	125,000
Insurance	595	5,000	5,000	-	0.00%	5,000
Other Maintenance	2,300	20,000	20,000	(10,000)	-50.00%	10,000
Supplies	26,679	25,400	63,839	(35,039)	-54.89%	28,800
Rent	2,221	5,750	5,750	-	0.00%	5,750
Allocations	28,342	36,845	36,321	4,324	11.90%	40,645
Capital Outlay	41,900	124,000	124,000	(124,000)	-100.00%	-
Utilities	23,631	26,900	25,900	5,402	20.86%	31,302
<b>TOTAL</b>	<b>\$ 1,327,349</b>	<b>1,829,085</b>	<b>1,791,086</b>	<b>(221,274)</b>	<b>-12.35%</b>	<b>1,569,812</b>

### Budget Category Explanations

**Personnel** - \$1,288,736 This category includes salaries, wages, and benefits for the economic and community development director, assistant economic and community development services director, planning division manager, Chief Code Compliance Officer, planners, economic development coordinator, residential code officers, commercial code officer, senior code compliance officer and customer services specialist. The personnel category also includes overtime wages for attendance of the administrative secretary and other non-supervisory personnel at Planning Commission, Design Review Commission, Board of Zoning Appeals meetings and employee education expenses.

**Communications** - \$34,579 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

**GENERAL FUND**

subscriptions to professional planning and code compliance 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** - \$125,000 This category includes funds for professional planning services to assist with the preparation of a citywide comprehensive plan along with the update of associated planning documents utilizing the services of private consulting firms. Funds are also included for economic development and legal fees for legal matters pertaining to economic and development.

**Insurance** - \$5,000 This category includes ECD's share of deductibles associated with workers compensation claims and personal and private property claims.

**Other Maintenance** - \$10,000 This category funds the maintenance of equipment not covered by maintenance contracts, including personal computers, color monitors, printers, lettering machine and digital cameras.

**Supplies** - \$28,800 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** - \$5,750 This category includes rental costs associated with the department's copy machine and color printer/copier.

**Allocations** - \$40,645 This category covers insurance and vehicle maintenance costs allocated to the department for its portion of the City's shared expenses.

**Utilities** - \$31,302 This category includes utility costs (electricity, gas, water, sewer and local telephone).

<b>Budget Payroll Summary</b>							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	7.0	\$ 599,035	6.0	586,722	7.0	678,899	
Non-Exempt Wages	3.3	146,575	4.0	188,727	4.6	230,065	
Other Compensation		234		150		8,070	
Fringe Benefits		229,108		349,382		347,440	
Other Personnel		11,867		20,976		24,262	
<b>DEPARTMENT TOTAL</b>	<b>10.3</b>	<b>\$ 986,819</b>	<b>10.0</b>	<b>1,145,957</b>	<b>11.6</b>	<b>1,288,736</b>	



<b>Scorecard: Key Performance Measures</b>						
<b>Key Product/Service</b>	<b>Strategic Objective</b>	<b>Performance Measure</b>	<b>Target</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Budgeted</b>
Economic Development	Economic development practices support economics sustainability	Ratio of elastic tax	30%	41%	37%	30%
	Economic development policies encourage investment in key commercial areas	Job growth	19,000	19,694	19,358	19,000
Business community engagement	Build value from within	Office vacancy rate	1% increase in number of permits	6.0%	6.4%	1%



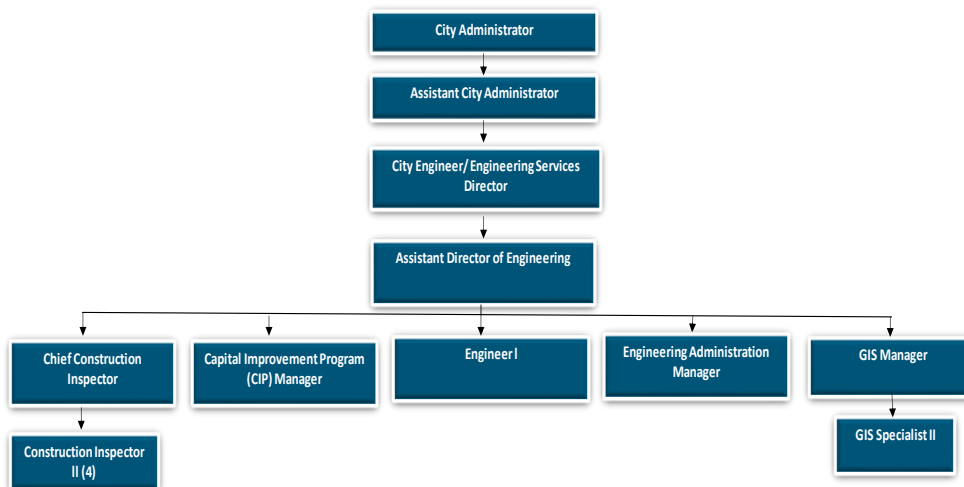
# ENGINEERING

## Mission

To execute the delivery of strategically planned, well-designed, and well-constructed infrastructure systems that support the City of Germantown community’s vision as a vibrant, welcoming, community of choice, offering outstanding quality of life for all generations.

## Department Description

This department, comprised of the GIS Division, Construction Inspection Division, Capital Improvement Program, and the Stormwater Division, provides professional and technical engineering support for all of the community’s infrastructure systems. The department executes the planning, design, review and approval for traffic engineering, stormwater engineering, construction inspection of public improvements, floodplain management, engineering permitting, applicable ordinance administration and enforcement, and public relations for engineering initiatives throughout the community. The Engineering Department manages the City of Germantown’s MS4 (Municipal Separate Storm Sewer System) permit, under the guidance and requirements set forth by the Tennessee Department of Environment and Conservation (TDEC). The department administers federally funded Transportation Improvement Program (TIP) projects, under the regional authority of the Memphis Metropolitan Planning Organization (MPO), and the State’s authority of the Tennessee Department of Transportation (TDOT). The department provides engineering support for, or the execution of, Capital Improvement Program (CIP) projects, commercial and residential developments, and all other City of Germantown department projects and initiatives. This department provides staffing functions for the Stormwater Commission and the Bicycle and Pedestrian Commission. The department also supports the initiatives for the Planning Commission, Design Review Commission, Board of Zoning Appeals, and the Telecommunications Commission.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Began construction of Germantown Road and Wolf River Blvd Traffic Signal Improvement project.</li> <li>• Completed construction of Duntreath Ditch Improvement projects – Phase I.</li> <li>• Completed ADA Transition Plan Phase II.</li> <li>• Completed Major Road Plan project.</li> <li>• Completed Intersection Safety Audit project.</li> <li>• Developed and implemented an online permit application system and map.</li> <li>• Collaborated with the University of Memphis and Public Works to implemented a flood monitoring program for the Duntreath Ditch conveyance.</li> <li>• Executed construction for multiple drainage projects.</li> <li>• Complete NEPA Phase for Germantown Greenway Extension project with NTP to Design.</li> <li>• Completed Design with NTP to Construction for multiple MPO TIP projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance the City’s reputation by actively managing the network capacity around rapid growth and decreasing traffic congestion.</li> <li>• Maintain public assets by administering construction, maintenance and repair projects through the Capital Improvement Program.</li> <li>• Ensure projects are safe, compliant and maintain their integrity through making site visits.</li> <li>• Provide the most accurate and cost-effective information in support of the decision-making process.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 953,725	1,203,264	1,337,245	304,174	22.75%	1,641,419
Communication	13,468	8,065	7,265	9,640	132.69%	16,905
Professional Fees	76,960	94,500	94,187	34,313	36.43%	128,500
Insurance	2,856	20,000	20,000	-	0.00%	20,000
Other Maintenance	178,115	120,644	131,952	(10,758)	-8.15%	121,194
Supplies	44,747	38,327	37,533	(5,759)	-15.34%	31,774
Rent	3,383	4,750	5,550	(20)	-0.36%	5,530
Allocations	30,609	35,472	39,743	3,940	9.91%	43,683
Capital Outlay	8,104	101,000	108,863	(70,863)	-65.09%	38,000
Utilities	20,620	23,780	23,810	1,385	5.82%	25,195
TOTAL	\$ 1,332,587	1,649,802	1,806,148	266,052	14.73%	2,072,200
Expense Reimbursement	\$ (89,600)	(92,100)	(92,100)	(39,900)	43.32%	(132,000)

## Budget Category Explanations

**Personnel** - \$1,641,419 This category includes salaries, wages, and benefits for the director of engineering, assistant director of engineering, GIS manager, chief construction inspector, CIP manager, engineer I, construction inspectors II, GIS specialist II, engineering administration manager, customer service specialist and half of the assistant city administrator.

**Communications** - \$16,905 This category consists of items that the engineering department staff execute to enhance efficiency and effectiveness in job duties and to adhere with the legal requirements for projects, commission duties, and job responsibilities. Engineering staff must maintain appropriate qualifications to perform duties and responsibilities, such as: professional engineering licensure, professional certifications, professional organization membership dues and subscriptions, national/regional/local seminar attendance, training meeting and continuing education session attendance.

**Professional Fees** - \$128,500 This category consists of funds to cover appraisal fees associated with capital projects. In addition, this category consists of funds to perform data collection, analysis, reporting, engineering surveys, design, and traffic studies to address transportation infrastructure and safety issues. Also included, are funds for special planning services or engineering services not allocated to specific capital improvements through the use of private consulting firms.

**Insurance** - \$20,000 This category includes the Engineering Department's share of deductibles associated with workers compensation claims and personal and private property claims.

**Other Maintenance** - \$121,194 This category funds the maintenance of traffic signal equipment, Oce Digital Now equipment, and non-nuclear density. Also included in this amount is traffic study equipment maintenance and pavement management software.

**Supplies** - \$31,774 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** - \$5,530 This category includes rental costs associated with the department's copy machine and color printer/copier.

**Allocations** - \$43,683 This category covers insurance and vehicle maintenance costs allocated to the department for its portion of the City's shared expenses.

**Capital Outlay** - \$38,000 This category includes wide format printer.

**Utilities** - \$25,195 This category includes utility costs (electricity, gas, water, sewer and local telephone).

<b>Budget Payroll Summary</b>						
	FY23 Actual		FY24 Estimate		FY25 Budget	
Exempt Salaries	5.0	\$ 435,643	6.5	595,749	7.0	675,120
Non-Exempt Wages	5.0	256,375	5.1	330,446	6.6	431,323
Other Compensation		350		810		-
Fringe Benefits		255,335		400,806		524,473
Other Personnel		6,022		9,434		10,503
<b>DEPARTMENT TOTAL</b>	<b>10.0</b>	<b>\$ 953,725</b>	<b>11.6</b>	<b>1,337,245</b>	<b>13.6</b>	<b>1,641,419</b>

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Strategic Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Land Use and Transportation	Regionally recognized as a leader for improved access and mobility for all forms of transportation	Satisfaction with traffic flow	78%	74%	N/A	78%
		Travel time for Germantown Road	9 minutes	10.10 minutes	12.33 minutes	9 minutes
		Travel time for Poplar Avenue	12 minutes	14.20 minutes	15.79 minutes	12 minutes

# BUDGET AND PERFORMANCE



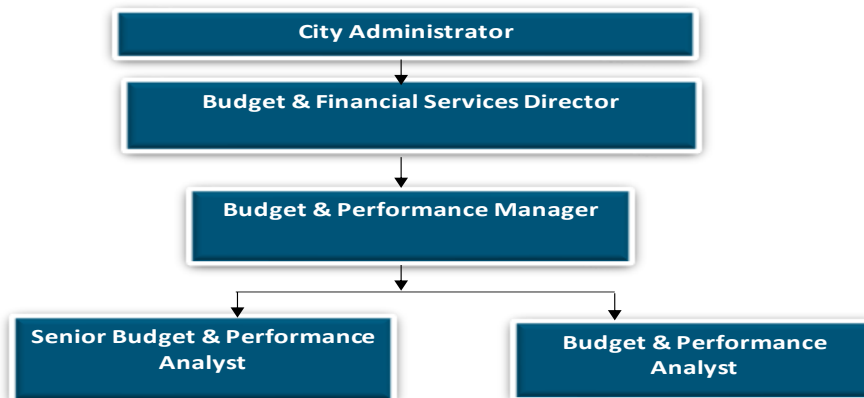
## Mission

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.

## Department Description

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.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Created a fiscally, balanced FY25 budget.</li> <li>• Received GFOA award for last calendar year.</li> <li>• Completed Utility rate study analysis.</li> <li>• Completed Solid Waste fee analysis.</li> <li>• Completed 2023 Community Survey.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the City's financial position by providing recommendations based on comprehensive financial analysis.</li> <li>• Provide the necessary support and guidance to departments thus ensuring sound fiscal management.</li> <li>• Manage any requests from the departments and Administration in a way that is fiscally responsible, while providing the highest benefit to the residents.</li> <li>• Maintain bond rating and ensure a sufficient debt capacity.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 311,535	402,369	381,300	43,865	11.50%	425,165
Communication	315	1,387	1,387	3,000	216.29%	4,387
Supplies	41,102	37,650	52,650	(15,000)	-28.49%	37,650
Allocations	681	841	900	132	14.67%	1,032
Utilities	4,335	5,421	5,018	613	12.22%	5,631
<b>TOTAL</b>	\$ 357,968	447,668	441,255	32,610	7.39%	473,865
Expense Reimbursement	\$ (23,200)	(24,700)	(24,700)	(1,900)	7.69%	(26,600)

## Budget Category Explanations

**Personnel** - \$425,165 This category includes salaries, wages and benefits for budget and performance manager, senior budget and performance analyst, and budget and performance analyst.

**Communication** - \$4,387 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** - \$37,650 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 survey.

**Allocations** - \$1,032 This category represents the department's portion of the shared cost of all funds, departments and cost centers including insurance.

**Utilities** - \$5,631 This category includes utility costs (electricity, gas, water, and sewer).

<b>Budget Payroll Summary</b>						
	FY23 Actual		FY24 Estimate		FY25 Budget	
Exempt Salaries	2.5	\$ 220,897	2.8	249,818	3.0	278,650
Fringe Benefits		87,211		124,790		142,485
Other Personnel		3,427		6,692		4,030
<b>DEPARTMENT TOTAL</b>	<b>2.5</b>	<b>\$ 311,535</b>	<b>2.8</b>	<b>381,300</b>	<b>3.0</b>	<b>425,165</b>

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Coordination (Governance)	To maintain budget integrity	Number of budget adjustments per department	2 or less	7	5	4





# GENERAL SERVICES

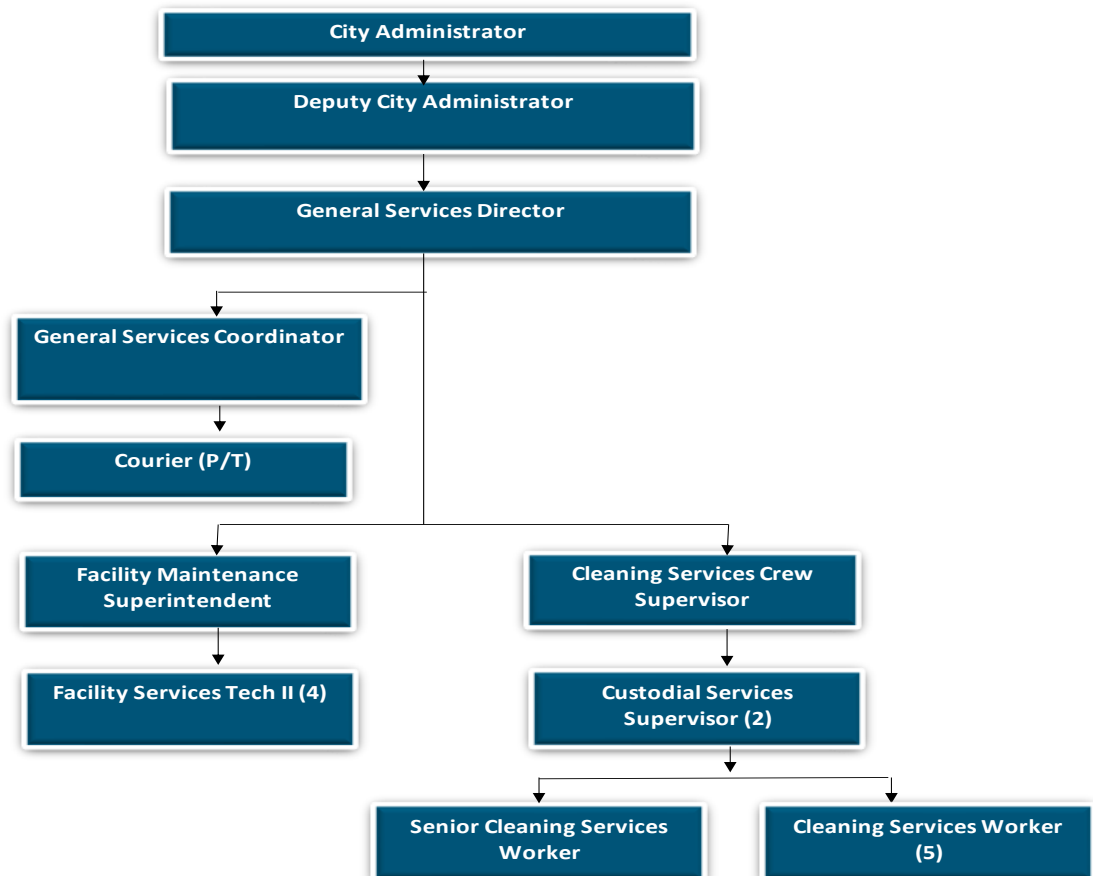


## Mission

The General Services Division provides oversight of all City facilities and systems.

## Department Description

General 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.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Successful completion of unscheduled improvements to the Farm Park cottage and built an office in the stable.</li> <li>• Successfully bid CIP projects for City Hall ADA parking and GCT roofing.</li> <li>• Met or exceeded all performance measures this fiscal year. These measures will remain as part of the General Services business plan, as they are used to meet customer requirements.</li> <li>• All technical staff that have professional licensing has been renewed and will be current for another year.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve excellent customer satisfaction rating for cleaning services and building repairs.</li> <li>• Complete building repair work orders within 30 days.</li> <li>• Maintain efficient HVAC systems.</li> <li>• Maintain efficient sports lighting systems for sport complexes.</li> <li>• Establish framework for a consolidated IRP or asset management program.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 1,319,479	1,620,798	1,560,178	84,322	5.40%	1,644,500
Communication	3,671	5,500	7,221	529	7.33%	7,750
Professional Fees	3,000	12,000	12,000	-	0.00%	12,000
Contract Services	426,438	350,000	366,164	(16,164)	-4.41%	350,000
Insurance	14,906	2,000	20,000	(10,000)	-50.00%	10,000
Other Maintenance	420,253	426,630	390,162	36,468	9.35%	426,630
Supplies	117,099	111,550	111,550	500	0.45%	112,050
Rent	8,498	8,000	8,000	-	0.00%	8,000
Allocations	55,006	71,431	69,819	10,742	15.39%	80,561
Capital Outlay	151,786	277,000	241,931	(216,931)	-89.67%	25,000
Utilities	12,149	13,790	11,875	2,415	20.34%	14,290
TOTAL	\$ 2,532,285	2,898,699	2,798,900	(108,119)	-3.86%	2,690,781
Expense Reimbursement	\$ (88,000)	(92,900)	(92,900)	(8,600)	9.26%	(101,500)

## Budget Category Explanations

**Personnel** - \$1,644,500 This category includes the salaries, wages and benefits for the general services director, facility maintenance superintendent, facility maintenance technician II, cleaning services crew supervisor, general services coordinator, senior cleaning services worker, custodial services supervisors, cleaning services worker, and courier. 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.

## GENERAL FUND

**Communications** - \$7,750 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** - \$12,000 This category provides funding for professional services for electrical, plumbing, mechanical and architectural.

**Contract Services** - \$350,000 This category covers the outside contract costs for the maintenance and repair of elevators, fire warning systems, fire protection systems, pest control and HVAC systems. This category also includes funding for an electrical contract and security alarm monitoring.

**Insurance** - \$10,000 This category includes the department's share of deductibles associated with workers' compensation claims.

**Other Maintenance** - \$426,630 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, 14 heating boilers, 4 chillers, 20 water heaters, 51 overhead doors, 28 air handler units and 177 electrical motors), 12 parks (park lighting, sports field lighting, park restrooms and concession stands), 5 pavilions, parking lot lighting and related facilities.

**Supplies** - \$112,050 This category includes supplies used by staff to supply buildings including cleaning and paper supplies, gloves, hard hats, safety shoes and other miscellaneous supplies such as oxygen, potting soil and small tools used by staff. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

**Rent** - \$8,000 This category includes rental costs associated with a lift truck and equipment pertaining to the repair and maintenance of City facilities not owned by the City.

**Allocations** - \$80,561 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** - \$25,000 This category provides funding for the following IRP projects: John Gray house roof replacement.

**Utilities** - \$14,290 This category includes utility costs (electricity, gas, water, sewer and local telephone).

<b>Budget Payroll Summary</b>							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	3.0	\$ 339,263	2.3	295,753	2.0	279,966	
Non-Exempt Wages	12.25	546,236	13.0	662,862	14.5	724,245	
Other Compensation		25,995		32,000		32,000	
Fringe Benefits		403,697		559,863		601,373	
Other Personnel		4,288		9,700		6,916	
<b>DEPARTMENT TOTAL</b>	<b>15.25</b>	<b>\$ 1,319,479</b>	<b>15.3</b>	<b>1,560,178</b>	<b>16.5</b>	<b>1,644,500</b>	

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Cleaning Services	To meet customer expectations	Customer satisfaction	92%	93%	91.25%	95%
Facility Services	To complete work order request	Maintenance work order completed	92%	96%	97.75%	92%

# FLEET SERVICES

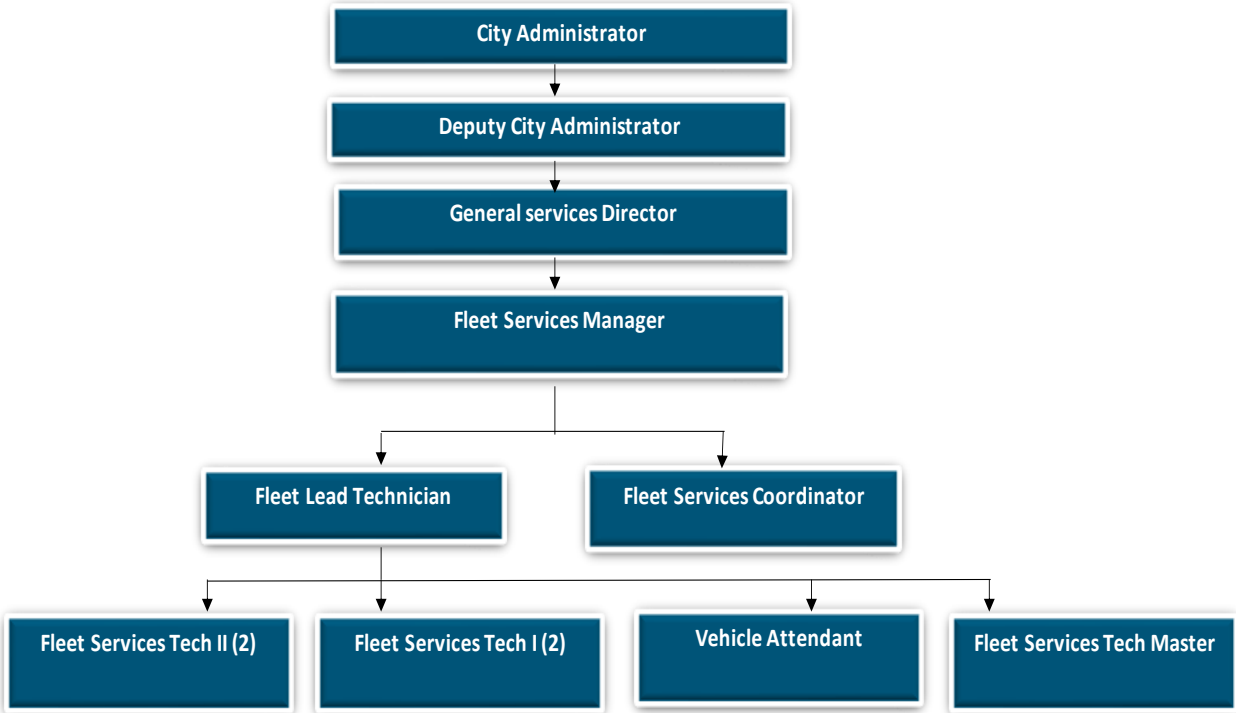


## Mission

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

## Department Description

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.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Successfully filled the vacant manager position with an in-house candidate.</li> <li>• Maintained 100% for preventative maintenance and return rate.</li> <li>• Verified the FY24 year-end inventory for the fleet services warehouse, which resulted in a \$4,577.39 adjustment.</li> <li>• Verified the FY24 bulk fuel inventory which required a 4,559.39-gallon adjustment.</li> <li>• Maintained the certification testing site for emergency vehicles at Fire Station 4 location.</li> <li>• Continued to be ranked above 50 in the 100 Best Fleets in America for 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve excellent customer satisfaction for Fleet Management.</li> <li>• Maintain an efficient fleet management program by ensuring that public safety, and non-public safety vehicles are available 97% of the time.</li> <li>• Maintain technician certifications.</li> <li>• Maintain fuel inventory availability.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 680,752	881,571	830,261	89,576	10.79%	919,837
Communication	2,826	3,000	3,000	220	7.33%	3,220
Other Maintenance	383,779	352,000	352,000	62,225	17.68%	414,225
Supplies	99,702	117,725	117,725	6,349	5.39%	124,074
Rent	1,325	2,500	2,500	-	0.00%	2,500
Allocations	(1,291,138)	(1,452,191)	(1,400,184)	(184,957)	13.21%	(1,585,141)
Depreciation	64,766	70,000	71,930	21,960	30.53%	93,890
Utilities	19,334	25,395	22,768	4,627	20.32%	27,395
TOTAL	\$ (38,654)	-	-	-	-	-
Capital Outlay	\$ -	99,500	99,500	(99,500)	-100.00%	-

### Budget Category Explanations

**Personnel** - \$919,837 This category includes the salaries, wages, and benefits for a fleet services manager, fleet services coordinator, vehicle attendant, fleet services tech I, fleet services tech II, fleet service tech - master, and fleet lead technician.

**Communication** - \$3,220 This category provides funds for staff to attend meetings and/or conferences, which allows staff to remain current with new and more efficient ways of day-to-day job performance.

**Other Maintenance** - \$414,225 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

## INTERNAL SERVICES FUND

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** - \$124,074 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.

**Allocations** – (\$1,585,141) 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** - \$93,890 This category includes annual depreciated valuation of equipment used in daily operations.

**Utilities** - \$27,395 This category includes the division’s utility costs (electricity, gas, water, sewer and local and long-distance telephone).

<b>Budget Payroll Summary</b>							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	1.0	\$ 99,604	1.0	109,233	1.0	92,357	
Non-Exempt Wages	6.6	402,320	7.3	435,656	8.0	516,019	
Other Compensation		4,952		5,500		5,000	
Fringe Benefits		171,029		272,972		294,711	
Other Personnel		2,847		6,900		11,750	
<b>DEPARTMENT TOTAL</b>	<b>7.6</b>	<b>\$ 680,752</b>	<b>8.3</b>	<b>830,261</b>	<b>9.0</b>	<b>919,837</b>	

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Fleet Management	To maintain an efficient fleet management program for the City	Fleet availability for public safety and non-public safety	97%	98.4%	97%	97%





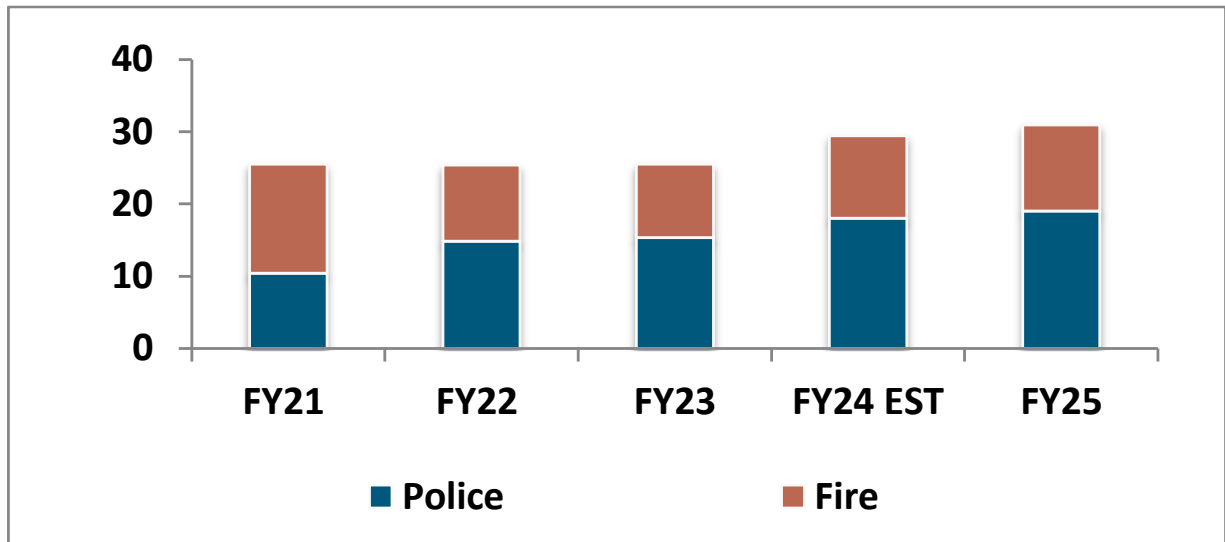


# PUBLIC SAFETY FY25 BUDGET

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

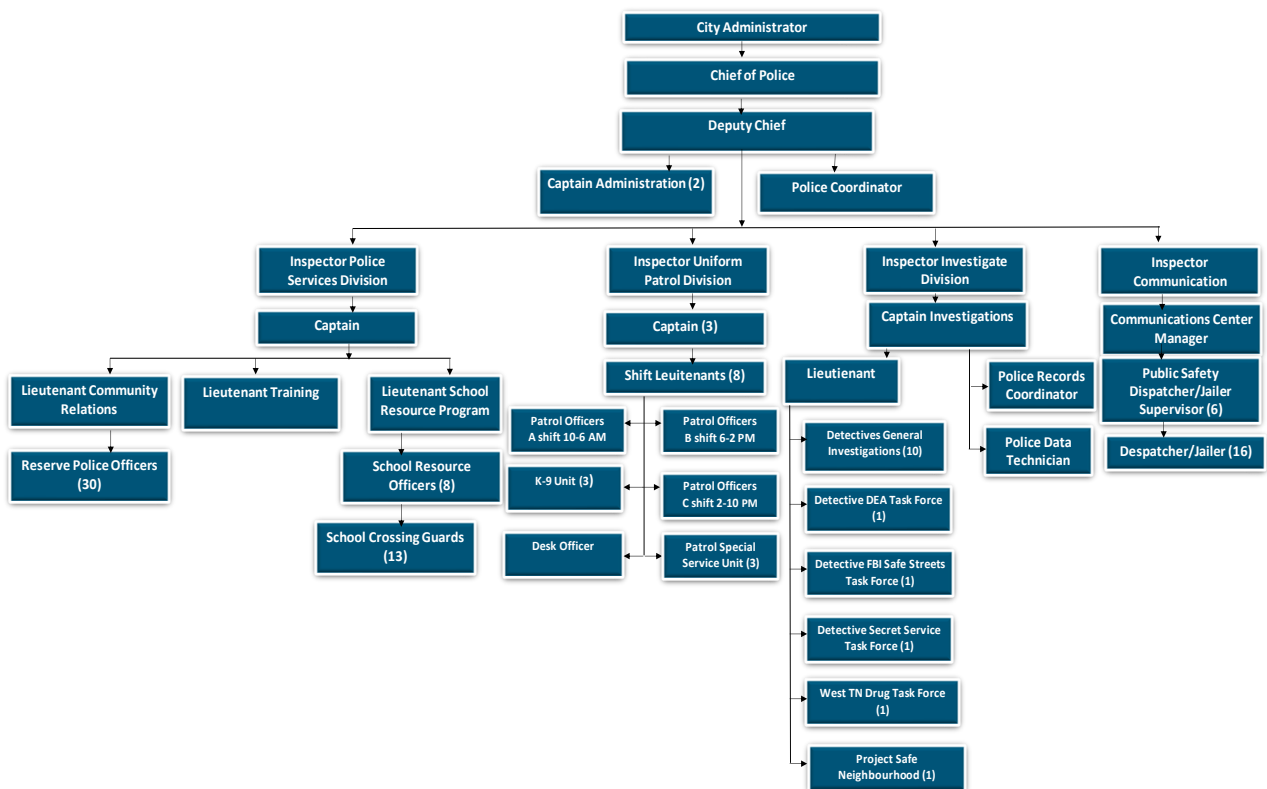


## Mission

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.

## Department Description

The Germantown Police Department is a professional, progressive law enforcement organization committed to serving Germantown residents and visitors. With 109 officers and 24 public safety dispatchers, the department is supported by civilian administrative staff and benefits from outstanding community support and civic involvement.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>Updated handguns with optics, lights, and holsters.</li> <li>Updated In-Service schedule and content with additional GPD hosted specialized training.</li> <li>Conducted a Citizens Police Academy for residents of Germantown.</li> <li>Completed a Reserve Police Academy adding twelve reserve officers.</li> <li>Procured seven new patrol vehicles, two SET team vehicles, and three grant-funded vehicles for special operations.</li> <li>Added a Crisis Negotiation operations van capable of supporting multiple specialized units.</li> <li>Investigations Division members attended Computer Forensics Training.</li> <li>Received grant-funded Mobile Fingerprint Scanners.</li> <li>Expanded patrol rifle program to all enforcement roles.</li> <li>Replaced a departmental Sniper Rifle utilizing Special Revenue Funds.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure Germantown is one of the safest cities in Tennessee by maintaining high-visibility patrols and proactive enforcement.</li> <li>Continue to build community trust and support by developing and strengthening community outreach programs.</li> <li>Ensure effective policing by developing and deploying ongoing, best practice training curriculum.</li> <li>Maintain effective emergency response time.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 13,195,681	15,283,264	14,888,331	1,618,098	10.87%	16,506,429
Communication	22,399	32,387	32,387	1,500	4.63%	33,887
Professional Fees	189,701	194,200	198,200	63,080	31.83%	261,280
Insurance	78,155	61,248	61,248	3,752	6.13%	65,000
Other Maintenance	1,763	6,100	6,100	6,305	103.36%	12,405
Supplies	628,572	1,074,334	1,092,842	(347,838)	-31.83%	745,004
Rent	12,849	14,380	14,380	2,860	19.89%	17,240
Allocations	502,473	545,917	551,338	67,453	12.23%	618,791
Capital Outlay	601,159	839,770	1,013,551	(418,551)	-41.30%	595,000
Utilities	116,165	134,205	134,205	5,446	4.06%	139,651
Grants	3,237	5,300	5,300	-	0.00%	5,300
<b>TOTAL</b>	<u>\$ 15,352,154</u>	<u>18,191,105</u>	<u>17,997,882</u>	<u>1,002,105</u>	<u>5.57%</u>	<u>18,999,987</u>

## Budget Category Explanations

**Personnel** - \$16,506,429 Salaries, wages, and benefits for the chief of police, deputy chief of police, police inspectors, captains, communications inspector, communications center manager, lieutenants, police officers, public safety dispatcher/jailer supervisors, public safety dispatcher/jailers, police coordinator, police records coordinator, and police data technician. Wages and benefits for the school resource officers and school crossing guards were moved to the Civic Support cost center in FY16.

The Personnel category also includes overtime wages for extra hours as required and off-duty officers' City level court appearances (two hours minimum); State level court appearances (three hours minimum); legal services; extra duty wages for 10 paid holidays for 100 police personnel who cannot be given the day off; FICA; group insurance; retirement; OPEB, workers' compensation; and employee education.

**Communications** - \$33,887 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** - \$261,280 This category includes payments for professional services.

**Insurance** - \$65,000 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** - \$12,405 This item covers maintenance costs for office equipment and the jail security system.

**Supplies** - \$745,004 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** - \$17,240 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.

**Allocations** - \$618,791 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** - \$595,000 This item includes funding to purchase police vehicles/related equipment.

**Utilities** - \$139,651 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.

<b>Budget Payroll Summary</b>							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	14.0	\$ 1,528,609	14.0	1,684,221	14.0	1,611,739	
Non-Exempt Wages	112.3	7,188,380	113.8	7,526,035	117.8	8,521,227	
Other Compensation		591,814		461,357		570,524	
Fringe Benefits		3,738,893		5,035,802		5,560,012	
Other Personnel		147,985		180,916		242,927	
<b>DEPARTMENT TOTAL</b>	<b>126.3</b>	<b>\$ 13,195,681</b>	<b>127.8</b>	<b>14,888,331</b>	<b>131.8</b>	<b>16,506,429</b>	

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Strategic Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 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	16.40	14.56	14
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Public Safety	Effective emergency response	Emergency Response Time in minutes	4 minutes of less	2 min 49 sec	2 min 40 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.

## Department Description

The Police Department Special Revenue Drug Fund is funded by monetary and asset forfeitures on both the State and Federal level. These funds are utilized by the Police Department to offset both general and drug enforcement related expenditures.

### Budget Category Summary

CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt Chg.	% Chg.	Budget FY25
Personnel	\$ 68,335	129,431	129,431	10,354	8.00%	139,785
Communication	1,228	5,000	5,000	-	0.00%	5,000
Other Maintenance	-	5,000	5,000	-	0.00%	5,000
Supplies	62,548	179,819	179,819	(26,019)	-14.47%	153,800
Rent	-	750	750	-	0.00%	750
Capital Outlay	120,200	107,500	133,034	(35,284)	-26.52%	97,750
<b>TOTAL</b>	<b>\$ 252,311</b>	<b>427,500</b>	<b>453,034</b>	<b>(50,949)</b>	<b>-11.25%</b>	<b>402,085</b>

### Budget Category Explanations

**Personnel** - \$139,785 This category includes overtime for police officers assigned to drug enforcement and the employee education costs for those same officers.

**Communications** - \$5,000 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** - \$153,800 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



## SPECIAL REVENUE FUND

facility and other supplies. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

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

**Capital Outlay** - \$97,750 This category includes the necessary funding for a transport van.

# 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.

## Department Description

The Germantown Police Department's Federal Asset forfeiture fund is funded through an equitable sharing agreement with various Federal law enforcement agencies. When assets are awarded, these funds are used to offset both general law enforcement expenditures and expenditures associated with Federal task force officers.

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 5,500	20,500	20,500	-	0.00%	20,500
Supplies	728	29,500	29,500	-	0.00%	29,500
TOTAL	\$ 6,228	50,000	50,000	-	0.00%	50,000

## Budget Category Explanations

**Personnel** - \$20,500 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** - \$29,500 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

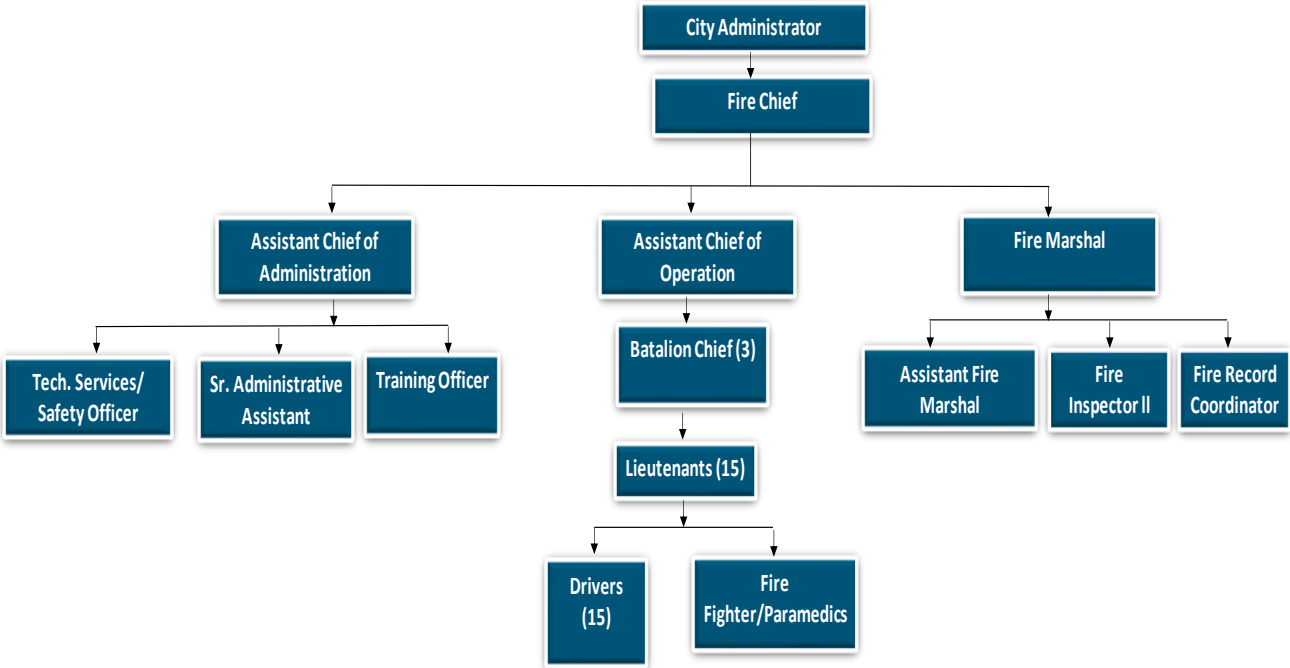


## Mission

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

## Department Description

The Fire department provides fire suppression and other services such as: 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.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>Completed construction of training grounds upgrade.</li> <li>Completed in house Pump School.</li> <li>Completed in house Aerial Operator School.</li> <li>Completed 40 hour in service for fire training.</li> <li>Held two Emergency Management tabletops for department heads and senior staff.</li> <li>Recertified as ISO Class 1 department.</li> <li>Fire staff received acknowledgement as "Peer Evaluators" for the Center for Public Safety Excellence commission.</li> </ul>	<ul style="list-style-type: none"> <li>Increase Community Outreach (CERT Youth leadership program, and Community CP).</li> <li>Provide fire protection services that result in low property loss and no fire deaths.</li> <li>Correct code violations within 90 days.</li> <li>Meet all requirements to become registered status as Public Safety Accreditation applicant.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt Chg.	% Chg.	Budget FY25
Personnel	\$ 9,032,932	9,776,101	10,109,662	512,528	5.07%	10,622,190
Communication	24,198	22,475	28,000	8,040	28.71%	36,040
Professional Fees	17,495	11,260	11,260	2,240	19.89%	13,500
Contract Services	8,840	9,758	9,758	-	0.00%	9,758
Insurance	11,454	25,000	25,000	-	0.00%	25,000
Other Maintenance	43,145	41,340	37,340	7,000	18.75%	44,340
Supplies	274,193	273,400	264,400	88,200	33.36%	352,600
Rent	6,944	7,500	7,500	-	0.00%	7,500
Allocations	372,620	485,376	491,461	59,177	12.04%	550,638
Capital Outlay	220,086	412,000	336,331	(196,331)	-58.37%	140,000
Utilities	137,173	150,880	136,994	14,946	10.91%	151,940
TOTAL	\$ 10,149,080	11,215,090	11,457,706	495,800	4.33%	11,953,506

## Budget Category Explanations

**Personnel** - \$10,622,190 Salaries, wages and benefits for a fire chief, assistant fire chiefs, battalion chiefs, fire marshal, assistant fire marshal, training officer, fire lieutenants, fire inspector II, 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** - \$36,040 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** - \$13,500 Funds included are for fees to provide Hepatitis B vaccinations for new employees, medical coordinator fees and additional consulting fees.

**Contract Services** - \$9,758 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** - \$44,340 Funds in this category are for the maintenance of office equipment, computer equipment, firefighting and personal protection equipment, EMS equipment and the installation and removal of radio equipment from vehicles and apparatus.

**Supplies** - \$352,600 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 firefighting 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.

**Allocations** - \$550,638 Funds in this category are for the department's portion of shared insurance and vehicle maintenance costs.

**Capital Outlay** - \$140,000 This category includes the funding of IRP projects including Special Operations Rescue Tools and a Ford Explorer.

**Utilities** - \$151,940 This category includes utility costs (electricity, gas, water, sewer and local telephone).

<b>Budget Payroll Summary</b>						
	FY23 Actual		FY24 Estimate		FY25 Budget	
Exempt Salaries	9.0	\$ 1,017,111	9.0	1,020,324	9.0	1,007,803
Non-Exempt Wages	64.3	4,963,336	64.0	5,311,709	64.0	5,384,932
Other Compensation		472,882		525,650		558,240
Fringe Benefits		2,512,774		3,176,379		3,571,231
Other Personnel		66,829		75,600		99,984
<b>DEPARTMENT TOTAL</b>	<b>73.3</b>	<b>\$ 9,032,932</b>	<b>73.0</b>	<b>10,109,662</b>	<b>73.0</b>	<b>10,622,190</b>

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Strategic Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 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	98.35%	99.27%	98.50%
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Fire Prevention	To protect life and property	Percent of violations corrected in 90 days	91%	93.79%	97.5%	91%
		Percent of fires in which a cause is determined	90%	100%	100%	90%
Emergency Response		Fire apparatus average response time	7 minutes and 45 seconds or less	6 min 31 sec	5 min 17 sec	< 7 min 45 sec

# AMBULANCE

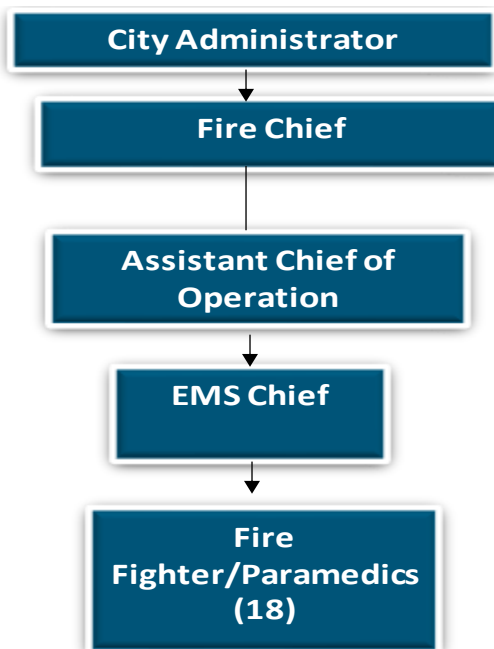


## Mission

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

## Department Description

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





FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>Completed 40 hour in service for EMS training.</li> <li>Won Mission Lifeline “Gold” from American Heart Association with honorable mention for heart attack response.</li> <li>Instituted “Stop the Bleed” program for select senior groups.</li> </ul>	<ul style="list-style-type: none"> <li>Provide advanced life support care and transport to help Germantown have the highest survivability rate in Tennessee.</li> <li>Maintain return of spontaneous circulation (ROSC) rate of 35% or greater.</li> <li>Provide effective emergency medical services to help the city achieve the “Heart Safe Community” status with the American Heart Association</li> <li>Provide effective training in CPR and automatic external defibrillators to the community to help improve survivability and overall quality of life.</li> <li>Ensure emergency medical personnel have the technology, tools and resources to provide excellent patient care.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 1,866,226	2,188,638	2,071,181	149,196	7.20%	2,220,377
Communication	15,761	15,500	12,200	1,900	15.57%	14,100
Professional Fees	196,676	150,000	193,730	11,770	6.08%	205,500
Insurance	3,483	10,000	10,000	-	0.00%	10,000
Other Maintenance	13,324	14,000	14,000	5,500	39.29%	19,500
Supplies	168,334	154,960	159,360	14,800	9.29%	174,160
Allocations	103,462	102,520	101,409	13,775	13.58%	115,184
Utilities	-	2,600	1,300	1,300	100.00%	2,600
TOTAL	\$ 2,367,266	2,638,218	2,563,180	198,241	7.73%	2,761,421

## Budget Category Explanations

**Personnel** - \$2,220,377 Salaries, wages and benefits for an EMS chief and firefighters who also serve a dual role as fire fighters and as paramedics.

**Communications** - \$14,100 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** - \$205,500 Funds the contract billing service used for revenue collection.

## SPECIAL REVENUE FUND

**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** - \$19,500 Funds in this category are for the maintenance of office equipment, computer equipment, firefighting and personal protection equipment, EMS equipment and the installation and removal of radio equipment from vehicles and apparatus.

**Supplies** - \$174,160 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.

**Allocations** - \$115,184 Funds in this category are for the department's portion of shared insurance and vehicle maintenance costs.

**Utilities** - \$2,600 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

<b>Budget Payroll Summary</b>							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	1.0	\$ 100,667	1.0	117,269	1.0	118,425	
Non-Exempt Wages	18.0	1,086,851	18.0	1,213,520	18.0	1,283,580	
Other Compensation		127,203		109,937		166,100	
Fringe Benefits		535,830		613,757		628,324	
Other Personnel		15,675		16,698		23,948	
<b>DEPARTMENT TOTAL</b>	<b>19.0</b>	<b>\$ 1,866,226</b>	<b>19.0</b>	<b>2,071,181</b>	<b>19.0</b>	<b>2,220,377</b>	

**SPECIAL REVENUE FUND**

<b>Scorecard: Key Performance Measures</b>						
<b>Key Product/Service</b>	<b>Strategic Objective</b>	<b>Performance Measure</b>	<b>Target</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Budgeted</b>
Emergency medical services	Germantown has the highest survivability rate in Tennessee related to emergency medical services	Cardiac arrest survival rate	35% ROSC for all full arrests	21%	24.24%	35%
Finance	All funds are self-sustaining	General funds transfer to Ambulance Special Revenue Funds	Percent of Transfer less than 49% of overall fund	\$975,000	\$975,000	\$875,000
<b>Key Product/Service</b>	<b>Operational Objective</b>	<b>Performance Measure</b>	<b>Target</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Budgeted</b>
Emergency medical services	To protect life	Ambulance average response time	Average of 5 minutes and 45 seconds	6 min 30 sec	5 min 29 sec	< 5 min 45 sec

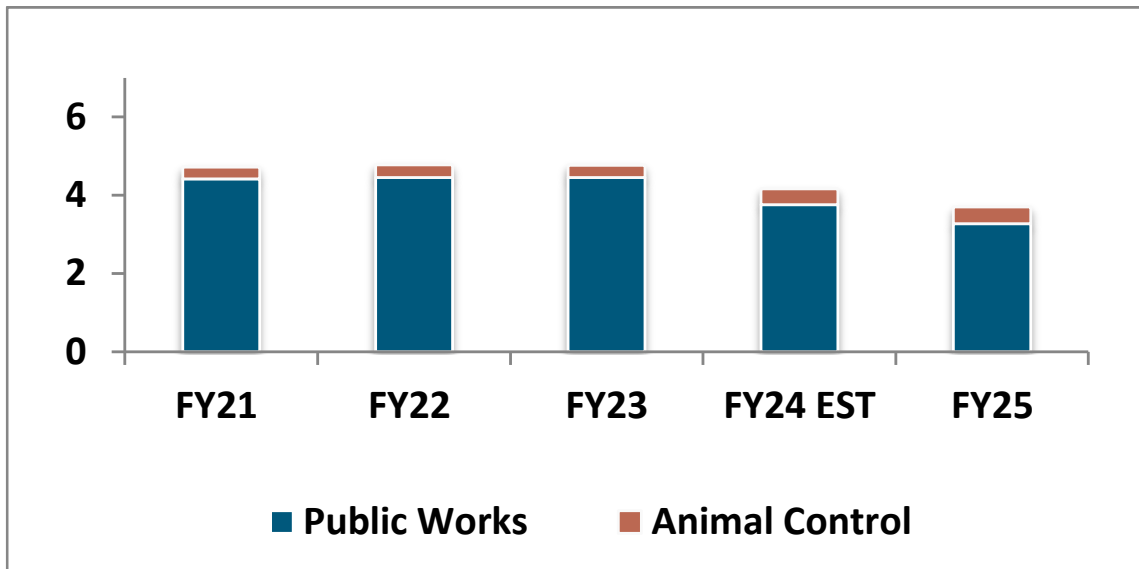


# TRANSPORTATION & ENVIRONMENT FY25 BUDGET

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



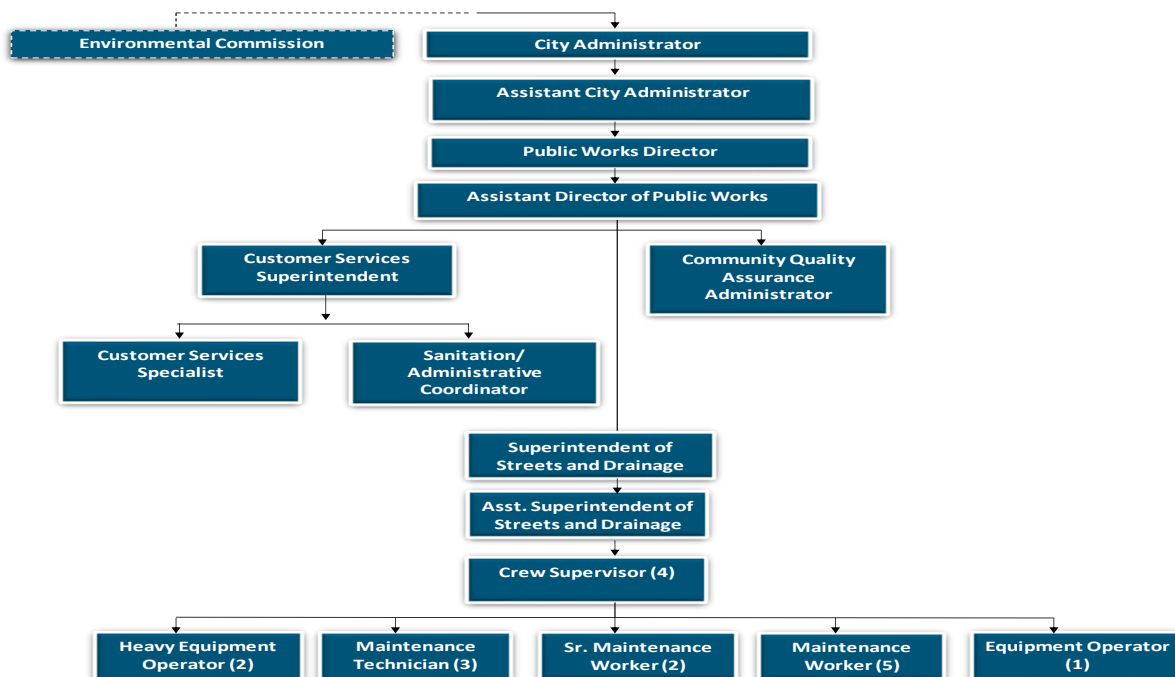
## Mission

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.

## Department Description

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**

<b>FY2024 Accomplishments</b>	<b>FY2025 Objectives</b>
<ul style="list-style-type: none"> <li>Managed \$3.5 million Public Works budget.</li> <li>Maintained pavement including full depth reclamation, rejuvenation, crack filling and milling / overlay.</li> <li>Supported the Natural Resource, Stormwater Commissions and the First Impressions Taskforce.</li> </ul>	<ul style="list-style-type: none"> <li>Sustain the City's infrastructure (streets, signage and pavement markings).</li> <li>Protect the City's natural resources.</li> <li>Provide emergency service 24/7/365 and be responsive to manmade or natural emergencies.</li> <li>Deliver Service Excellence.</li> </ul>

<b>Budget Category Summary</b>						
<u>CATEGORY</u>	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Personnel	\$ 2,614,214	2,349,146	2,094,431	475,739	22.71%	2,570,170
Communication	3,376	1,400	1,300	2,600	200.00%	3,900
Contract Services	851,056	890,501	894,265	(894,265)	-100.00%	-
Insurance	16,585	10,000	10,000	5,000	50.00%	15,000
Other Maintenance	286,535	44,000	45,908	4,092	8.91%	50,000
Supplies	130,252	80,040	79,868	12,372	15.49%	92,240
Rent	5,931	7,000	7,000	-	0.00%	7,000
Allocations	355,949	237,678	248,438	19,248	7.75%	267,686
Capital Outlay	151,712	207,000	348,100	(131,100)	-37.66%	217,000
Utilities	33,121	44,393	31,238	13,155	42.11%	44,393
<b>TOTAL</b>	<b>\$ 4,448,731</b>	<b>3,871,158</b>	<b>3,760,548</b>	<b>(493,159)</b>	<b>-13.11%</b>	<b>3,267,389</b>
Expense Reimbursement	\$ (330,500)	(296,300)	(296,300)	(199,600)	67.36%	(495,900)

**Budget Category Explanations**

**Personnel** - \$2,570,170 This category includes salaries, wages and benefits for non-exempt and exempt employees, which includes the director of public works, assistant director of public works, superintendent of street & drainage, assistant superintendent of street & drainage, superintendent of customer services and community quality assurance administrator. Also included in this category is overtime for non-exempt employees, which include crew supervisors, maintenance technicians, maintenance workers, heavy equipment operators, equipment operator, senior maintenance workers, sanitation/administrative coordinator, and customer services specialist. Additionally, funds are budgeted to provide job-related educational enrichment for employees, attendance at seminars, monthly safety and job-related training seminars and the purchase of necessary manuals.

**Communications** - \$3,900 This category funds memberships and professional publications allowing staff to remain current with new and more efficient ways of day-to-day job performance.

## GENERAL FUND

**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** - \$50,000 This category includes materials and supplies necessary to make drainage, structural repairs and general improvements, as well as repairs to tools and equipment such as air hammers, welding machines and sump pumps. This category also includes the costs associated with hazardous tree maintenance and removal on city-owned property and replacement of traffic signs, bicycle route signs and street signs throughout the City.

**Supplies** - \$92,240 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, and petroleum products. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

**Rent** - \$7,000 This category funds the rental of equipment, which is not owned by the City and cannot be acquired through our mutual use agreement with other municipalities.

**Allocations** - \$267,686 This category represents the department's portion of the insurance and vehicle maintenance.

**Capital Outlay** - \$217,000 This category includes the funding of IRP projects including maintenance equipment, and solar powered pavement reflectors.

**Utilities** - \$44,393 This category includes the department's share of utility costs (electricity, gas, water, sewer and local telephone).

<b>Budget Payroll Summary</b>							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	7.0	\$ 537,740	4.8	443,988	5.5	640,892	
Non-Exempt Wages	25.3	1,162,735	18.5	771,267	18.5	905,285	
Other Compensation		33,491		24,374		15,000	
Fringe Benefits		875,474		848,257		1,001,542	
Other Personnel		4,774		6,545		7,451	
<b>DEPARTMENT TOTAL</b>	<b>32.3</b>	<b>\$ 2,614,214</b>	<b>23.3</b>	<b>2,094,431</b>	<b>24.0</b>	<b>2,570,170</b>	



**GENERAL FUND**

<b>Scorecard: Key Performance Measures</b>						
<b>Key Product/Service</b>	<b>Operational Objective</b>	<b>Performance Measure</b>	<b>Target</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Budgeted</b>
Street Maintenance	To meet customer expectations	Pavement Condition Index Score	74%	76.5%	78.5%	74%

# STATE STREET AID



## Mission

To aid in the improvement and rehabilitation of roads that are maintained by the City.

## Department Description

The State Street Aid cost center accounts 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.

FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>Managed \$3.2 million State Street Aid budget.</li> <li>Milled and paved ten miles of roadways.</li> <li>Provided total full depth reclamation of 0.75 miles of roadway.</li> <li>Provided pavement rejuvenation to six miles of roadway.</li> </ul>	<ul style="list-style-type: none"> <li>Sustain the City's infrastructure (streets, signage and pavement markings).</li> <li>Focus on safety for motorists and pedestrians.</li> <li>Provide emergency service 24/7/365 and be responsive to manmade or natural emergencies.</li> <li>Sustain the City's pavement index scores.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Roads and Mains	\$ 3,508,558	3,467,500	3,509,662	(289,787)	-8.26%	3,219,875
Utilities	1,037,875	1,000,000	1,044,000	6,000	0.57%	1,050,000
TOTAL	\$ 4,546,433	4,467,500	4,553,662	(283,787)	-6.23%	4,269,875

## Budget Category Explanations

**Roads and Mains**- \$3,219,875 This category includes expenditures for improving or maintaining city streets. It includes work done by City crews (\$459,375), contract street resurfacing (\$2,415,000), and street striping (\$345,500).

**Utilities** - \$1,050,000 This category funds electricity expenses for streetlights and traffic signals.

# ANIMAL CONTROL

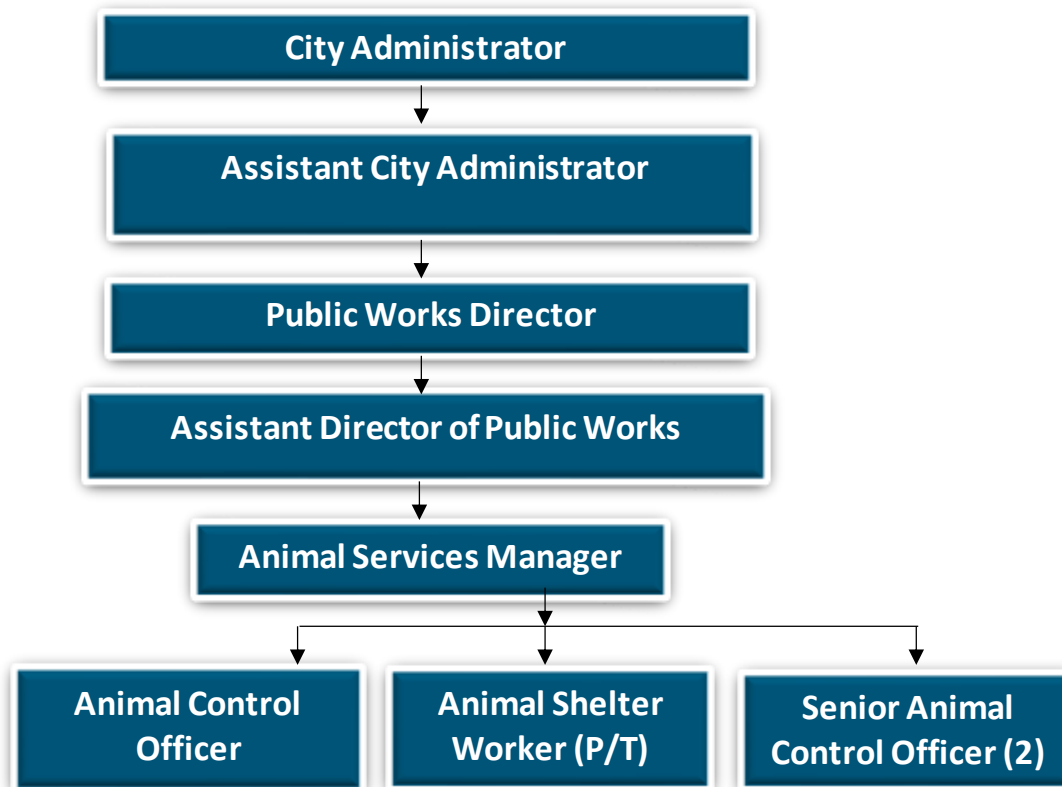


## Mission

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

## Department Description

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.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>Managed the \$414,731 Animal Control budget.</li> <li>Assisted with the 26<sup>th</sup> annual Running of the Weenies event at the Germantown Festival.</li> <li>Participated in multiple community outreach events/opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Provide domestic animal assistance to our customers and to those intending to adopt.</li> <li>Increase adoption and fostering rate of large dog breeds through education and promotion.</li> <li>Increase trap-neuter-release of feral cats in the community.</li> <li>Promote animal welfare.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 219,089	294,239	289,548	23,432	8.09%	312,980
Communication	-	1,000	1,000	-	0.00%	1,000
Professional Fees	7,200	7,200	7,200	-	0.00%	7,200
Insurance	318	3,000	3,000	-	0.00%	3,000
Supplies	66,643	84,658	84,658	3,200	3.78%	87,858
Allocations	6,279	9,174	7,228	1,834	25.37%	9,062
Utilities	12,179	15,460	12,260	3,400	27.73%	15,660
TOTAL	\$ 311,708	414,731	404,894	31,866	7.87%	436,760

## Budget Category Explanations

**Personnel** - \$312,980 This category contains funds to cover personnel costs for an exempt animal services manager and non-exempt animal control officer, senior animal control officers 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.

**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.

**GENERAL FUND**

**Supplies** - \$87,858 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.

**Allocations** – \$9,062 This category includes the Animal Control Division’s portion of shared costs of all funds, including insurance and vehicle maintenance.

**Utilities** - \$15,660 This category includes the Division’s utility costs (electricity, gas, water, sewer and local telephone calls).

<b>Budget Payroll Summary</b>							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	1.0	\$ 56,481	1.0	61,861	1.0	62,400	
Non-Exempt Wages	2.9	94,016	3.3	128,380	3.5	146,857	
Other Compensation		3,756		3,700		6,200	
Fringe Benefits		64,191		92,971		94,171	
Other Personnel		645		2,636		3,352	
<b>DEPARTMENT TOTAL</b>	<b>3.9</b>	<b>\$ 219,089</b>	<b>4.3</b>	<b>289,548</b>	<b>4.5</b>	<b>312,980</b>	

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Animal adoptions	To promote animal welfare	Live release rate	83%	88%	94.4	83%



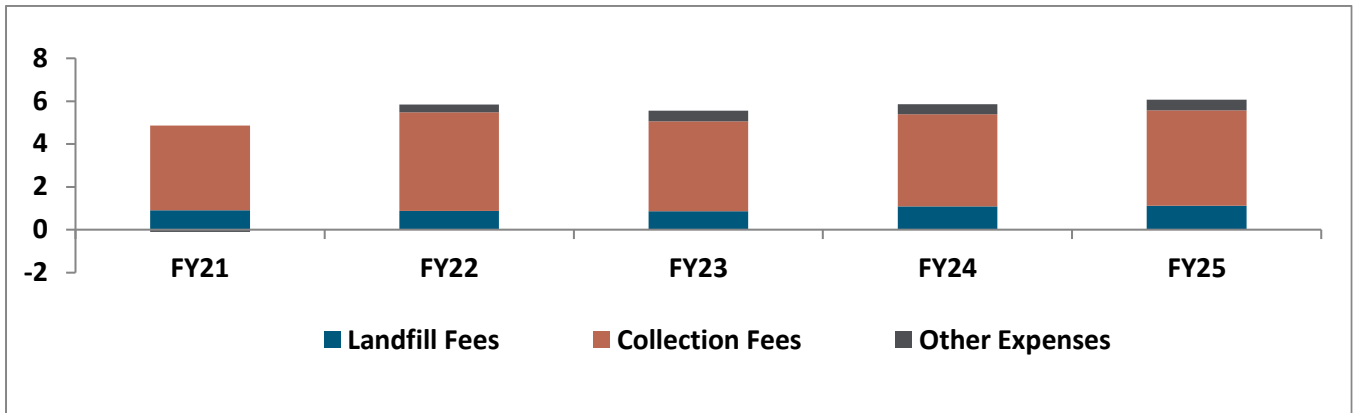


# SOLID WASTE FY25 BUDGET

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

## SOLID WASTE EXPENSES

\$ MILLIONS







# SOLID WASTE



## Mission

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

## Department Description

The FY25 Solid Waste Budget includes options for backdoor trash collection or curbside option, weekly recyclables collection and limited resident generated yard debris collection. This fund reflects the fourth year of the five-year renewal collection contract with Waste Pro. The solid waste fee of residential collection in FY25 is calculated at \$40.15 per single-family dwelling backdoor, \$32.45 for curbside and \$20.90 for condominium.

In addition to the collection costs, the City is in the fourth year of a five-year renewal contract for disposal of residential/city solid waste and yard debris with Quad County Environmental Solutions in a Class A sanitary landfill. This fee for disposal of solid waste is \$23.79 per ton. The fee for disposal of yard debris is \$4.70 per cubic yard. The fee for processing recyclables is also included in the disposal budget.

The projected cost for collection service alone is \$4,447,827 with landfill fees projected to total \$1,124,522. One goal of the Natural Resources Commission is to familiarize the public with the benefits of recycling.

FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>Managed \$5.3 million Solid Waste budget including Solid Waste contract</li> <li>Supported the Natural Resources Commission.</li> <li>Conducted classroom recycling education to approximately 450 school age children.</li> <li>Liquidated damages were only \$6,650 for the fiscal year.</li> </ul>	<ul style="list-style-type: none"> <li>Provide consistent and timely solid waste services to our customers.</li> <li>Provide classroom recycling and waste management education to school age children.</li> <li>Educate residents through our new online recycling and solid waste education tool.</li> <li>Promote environmentally sustainable opportunities in Solid Waste.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 433,423	168,193	164,458	58,694	36%	223,152
Communication	3,041	15,600	15,600	-	0%	15,600
Professional Fees	-	-	55,294	(5,294)	-10%	50,000
Contract Services	4,691,613	5,341,452	5,389,776	172,573	3%	5,562,349
Supplies	35,829	53,000	51,800	1,200	2%	53,000
Allocations	-	1,000	-	1,000	100%	1,000
Utilities	-	-	1,200	-	0%	1,200
Depreciation	15,474	15,474	18,055	5,991	33.18%	24,046
TOTAL	\$ 5,179,380	\$ 5,594,719	5,696,183	234,164	4%	5,930,347
Capital Outlay	\$ -	55,000	39,108	(24,108)	-61.64%	15,000

## Budget Category Explanations

**Personnel** - \$223,152 This category contains funds to cover personnel costs associated with contract administration – 50% of a customer services superintendent and 50% sanitation and administration coordinator in the solid waste program. In addition, part of the public works director and community quality assurance administrator salary.

**Communications** - \$15,600 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** - \$50,000 This includes funding for a waste characterization study and a solid waste plan.

**Contract Services** - \$5,562,349 This category reflects the cost for landfill charges \$1,124,522, collection charges for one year \$4,447,827 and liquidated damages (\$10,000).

**ENTERPRISE FUND**

**Supplies** - \$53,000 This category funds miscellaneous supplies unique to providing solid waste services and the City's Amnesty Days and Recycling Program.

**Utilities** - \$1,200 This category includes the utility costs (electricity, gas, water, sewer and local telephone calls).

**Allocations** – \$1,000 This category includes the Solid Waste Division's portion of shared costs of all funds, including vehicle maintenance.

**Depreciation** - \$24,046 This category includes the annual depreciated valuation of the Solid Waste equipment.

<b>Budget Payroll Summary</b>							
	FY23		FY24		FY25		
	Actual		Estimate		Budget		
Exempt Salaries	0.5	\$ 65,199	0.5	75,481	0.5	89,704	
Non-Exempt Wages	0.5	25,621	0.5	27,840	0.5	31,502	
Other Compensation		1,745		1,500		8,575	
Fringe Benefits		48,732		56,937		90,431	
Other Personnel		736		2,700		2,940	
<b>DEPARTMENT TOTAL</b>	<b>1.0</b>	<b>\$ 142,033</b>	<b>1.0</b>	<b>164,458</b>	<b>1.0</b>	<b>223,152</b>	

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 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	338	299	< 326



# STORMWATER MANAGEMENT

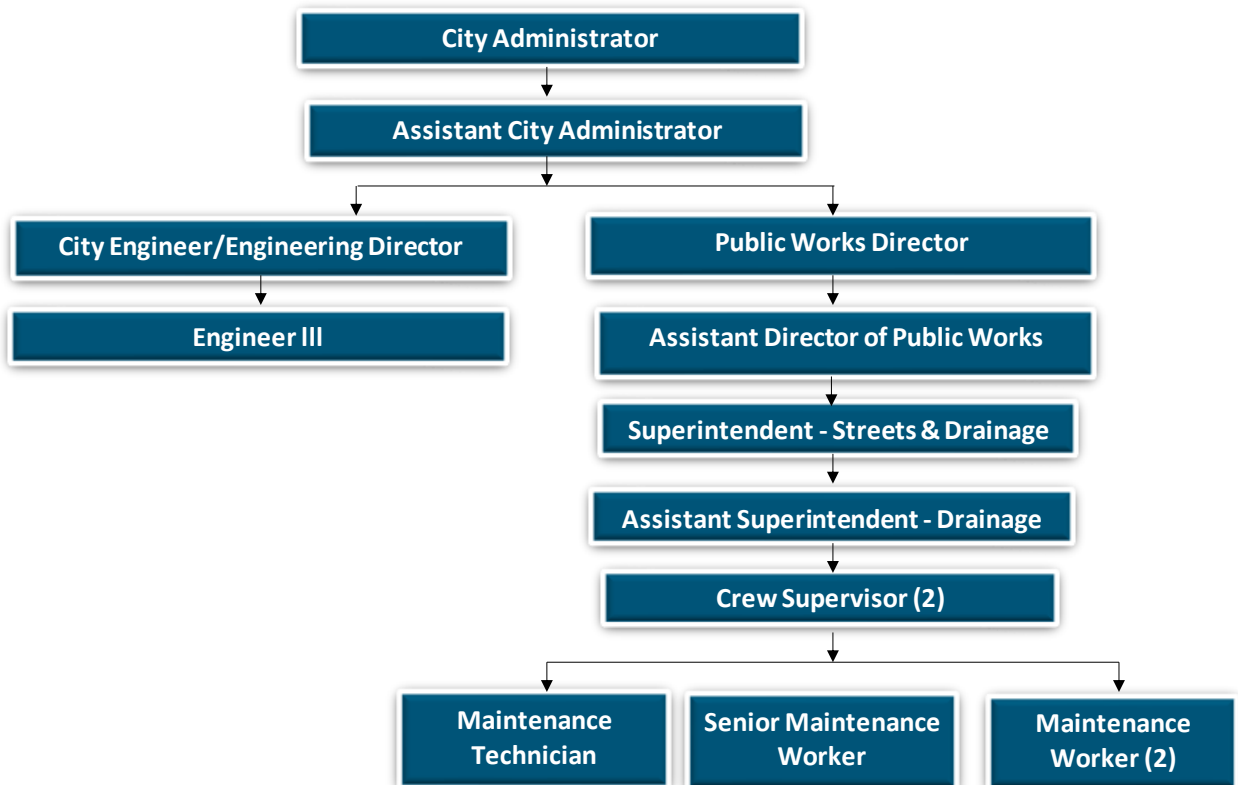


## Mission

To provide for a safe and adequate drainage system to prevent flooding, meet future growth requirements, and to ensure our waterways meet water quality standards.

## Department Description

The Stormwater department manages operational maintenance and long-term capital asset needs to help control the amount and quality of water runoff from impervious surface, like driveways, parking lots, and rooftops. This would include practices that address water quality issues such as screening contaminants, controlling erosion and flooding, protecting natural waterways, and implementing stormwater regulations.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>Managed the \$2.0 million Stormwater budget.</li> <li>Completed cured in place pipe lining for stormwater pipes.</li> <li>Supported the Natural Resources and Stormwater Commissions.</li> <li>Initiated the Flood Water Monitoring system with the University of Memphis.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the City’s stormwater drainage infrastructure.</li> <li>Protect the City’s natural resources.</li> <li>Provide emergency service 24/7/365 and be responsive to manmade or natural emergencies.</li> <li>Work to keep our City clean through street sweeping and litter removal.</li> <li>Enhanced protection and conservation of our water resources and priorities.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 475,634	981,289	881,482	172,045	19.52%	1,053,527
Communication	4,404	6,614	6,664	(1,334)	-20.02%	5,330
Professional Fees	74,762	120,000	120,239	(239)	-0.20%	120,000
Other Maintenance	142,304	174,000	170,000	2,000	1.18%	172,000
Supplies	29,162	63,825	61,325	7,500	12.23%	68,825
Allocations	46,886	71,636	68,627	10,817	15.76%	79,444
Roads & Mains	352,808	542,145	542,145	18,128	3.34%	560,273
Depreciation	61,523	131,493	112,496	42,100	37.42%	154,596
Utilities	643	1,200	850	350	41.18%	1,200
TOTAL	\$ 1,188,126	2,092,202	1,963,828	251,367	12.80%	2,215,195
Capital Outlay	\$ -	895,000	1,702,157	332,023	19.51%	1,405,000

## Budget Category Explanations

**Personnel** - \$1,053,527 This category contains funds to cover personnel costs for the stormwater program including an engineer, assistant superintendent - drainage, crew supervisors, maintenance technician, senior maintenance worker and maintenance workers.

**Communications** - \$5,330 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** - \$120,000 This category funds for on-call stormwater design and inspection services.

## ENTERPRISE FUND

**Other Maintenance** - \$172,000 This category funds the permits needed in stormwater operations and the annual TDEC maintenance fee needed to hold discharge water. In addition, this category funds the quarterly testing and monitoring of outlets flowing into rivers. Necessary supplies are included in this category that is needed to maintain the City's drainage system.

**Supplies** - \$68,825 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.

**Allocations** - \$79,444 This category includes the Stormwater's portion of shared costs of all funds, including insurance and vehicle maintenance.

**Roads and Mains** - \$560,273 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** - \$154,596 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** - \$1,405,000 This item includes funding for IRP which includes CIPP and a leaf loader single unit. Also included in this category are CIP projects which includes annual miscellaneous drainage improvements, Dogwood Road and Duntreath Road drainage improvements, Dogwood Grove 4<sup>th</sup> addition and On the Hill Cove drainage improvement.

<b>Budget Payroll Summary</b>							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	2.0	\$ 250,563	2.0	276,080	2.0	353,589	
Non-Exempt Wages	4.8	216,856	5.8	273,869	6.0	308,837	
Other Compensation		9,758		4,000		4,000	
Fringe Benefits		220,389		321,187		381,096	
Other Personnel		4,597		6,346		6,005	
<b>DEPARTMENT TOTAL</b>	<b>6.8</b>	<b>\$ 702,163</b>	<b>7.8</b>	<b>881,482</b>	<b>8.0</b>	<b>1,053,527</b>	



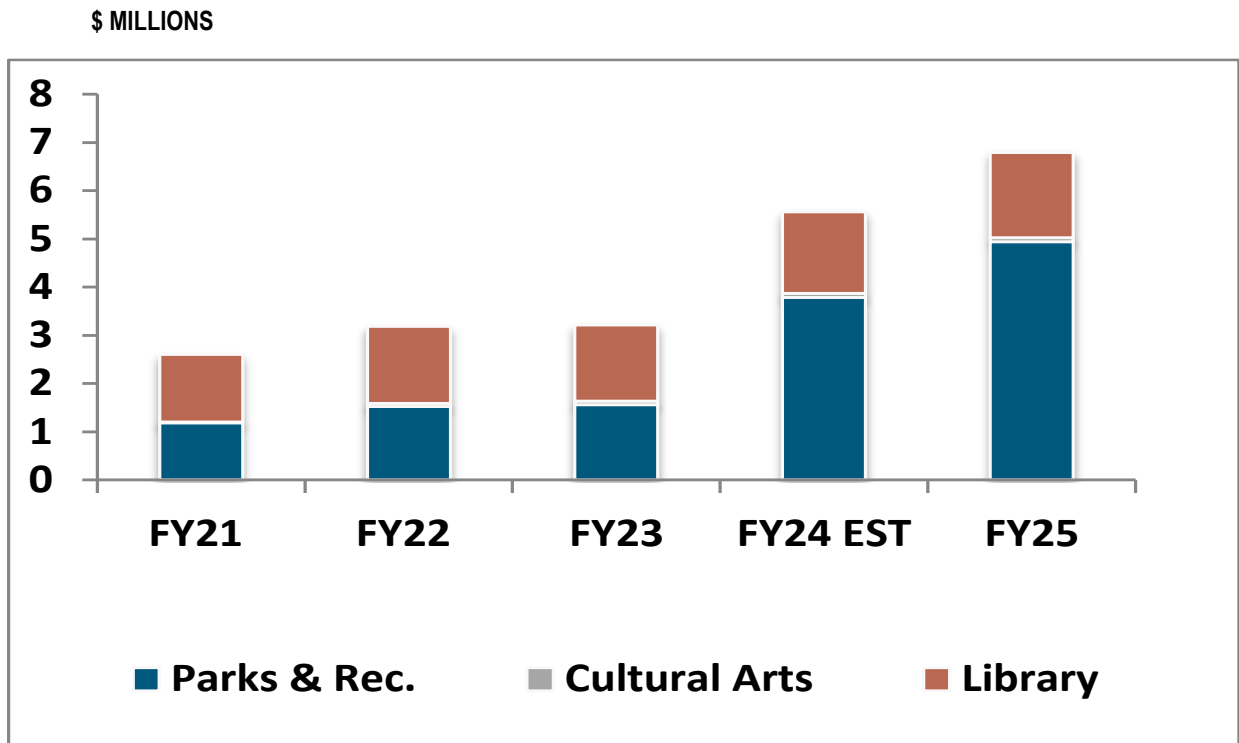
Scorecard: Key Performance Measures						
Key Product/Service	Strategic Objectives	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Natural Resources	Enhanced protection and conservation of water resources are priorities	Total Coliforms	< 40	64	N/A	< 40
		Turbidity	< 200	70	N/A	< 200



# COMMUNITY SERVICES FY25 BUDGET

The following section presents the operating budget for Community Services. Total operating expenditures for the major General Fund categories within this classification are summarized below:

## COMMUNITY SERVICES EXPENDITURES





# PARKS AND RECREATION

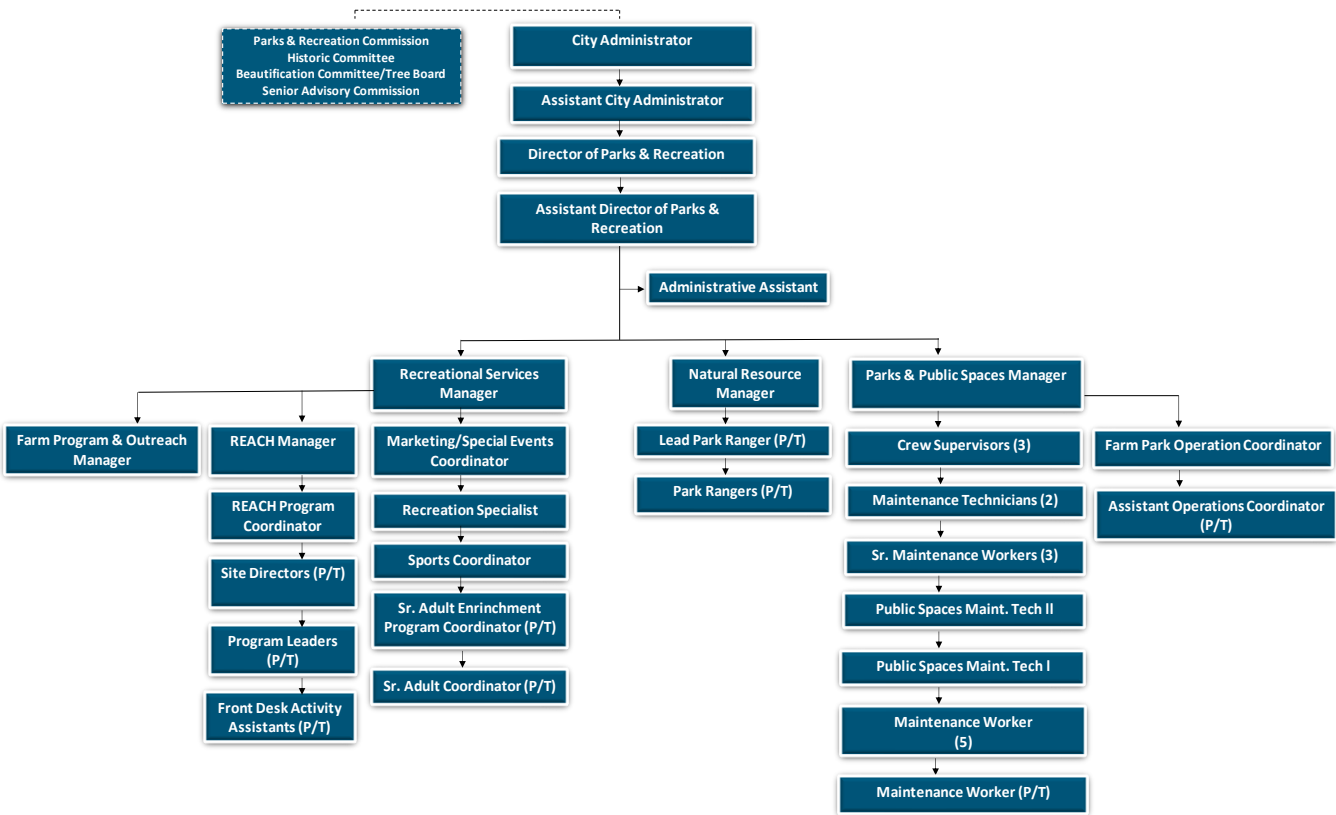


## Mission

Engaging our community and enriching lives is the mission of the award-winning Germantown Parks and Recreation department. Our vision is to be the best Parks and Recreation department in the southeast, loved by our community, respected by our peers, supported by our leadership and appreciated by each other.

## Department Description

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 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.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• DIDD Inclusive Playground Grant at Municipal Park.</li> <li>• Completed the walking trail at Germantown Station Park.</li> <li>• Completed the Greenway Repair/Overlay project at Miller Farms and behind Johnson Road Park.</li> <li>• Replaced playground equipment at Dogwood Park.</li> <li>• Purchased equipment for overall enhancements to the athletic fields.</li> <li>• Advanced the work on the Greenway connector to Collierville and the Lily Walk project.</li> <li>• Adoption of the City's Tree Plan and approval of tree removal and mitigation funds</li> </ul>	<ul style="list-style-type: none"> <li>• Promote a safe environment in City Parks.</li> <li>• Meet customer expectations.</li> <li>• Provide community services that are responsive to customer needs.</li> <li>• Track public engagement and community support for programs and initiatives.</li> <li>• Improve vegetation and tree health.</li> <li>• Engage through top-quality inclusive entertaining and life-long learning opportunities.</li> <li>• Maintain an integrated system of exceptional parks, trails, and natural areas.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 898,666	2,522,650	2,364,226	228,621	9.67%	2,592,847
Communication	11,357	13,600	11,100	4,000	36.04%	15,100
Professional Fees	75,599	140,340	142,540	(40,241)	-28.23%	102,299
Contract Services	7,074	72,092	77,552	895,475	1154.68%	973,027
Insurance	8,999	8,000	13,800	1,200	8.70%	15,000
Other Maintenance	42,380	291,000	302,000	3,500	1.16%	305,500
Supplies	44,735	67,100	69,409	(4,309)	-6.21%	65,100
Rent	7,592	9,000	8,010	25,015	312.30%	33,025
Allocations	61,511	163,786	163,841	21,619	13.20%	185,460
Capital Outlay	43,670	237,000	264,026	(29,026)	-10.99%	235,000
Utilities	363,711	420,516	368,536	42,368	11.50%	410,904
Grants	-	3,700	3,700	-	0.00%	3,700
TOTAL	\$ 1,565,294	3,948,784	3,788,740	1,148,222	30.31%	4,936,962

## Budget Category Explanations

**Personnel** - \$2,592,847 This category contains the salaries, wages and benefits for the director of parks and recreation, assistant parks and recreation director, special events and marketing coordinator, recreation specialist, natural resources manager, recreation services manager, parks and public space manager, half of sports coordinator, administrative assistant, crew supervisors, maintenance technicians, maintenance workers, senior maintenance worker, public spaces maintenance technician I, public spaces maintenance technician II, part-time senior adult program coordinator, part-time senior adult enrichment program coordinator, part-time park rangers, part-time lead park rangers, and part-time maintenance worker. Also, half of the farm program and outreach manager and farm operations coordinator salary, wages and benefits. 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** - \$15,100 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** - \$102,299 This line category provides funding for the Germantown Family Fourth Celebration, a senior needs assessment and sports facility advisory. Funding for the Parks and Recreation Department's re-accreditation annual fee is also included.

**Contract Services** - \$973,027 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 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** - \$305,500 This category includes the cost associated with park repair and maintenance. In addition, this category includes maintenance for forestry and parks equipment, landscaping turf, fencing and hazardous trees.

**Supplies** - \$65,100 This category provides the department with office, recreational supplies, as well as special clothing, small tools and miscellaneous supplies. Major expenses include baseball/softball supplies, playground supplies and small tools, park ranger first aid kits, trashcans and petroleum products. Also included in this category are non-capital assets ranging in value from \$500 to \$4,999.

**Rent** - \$33,025 This category includes rental fees for land and equipment. It also includes lease and taxes for Depot Park and Oaklawn Gardens.

**Allocations** - \$185,460 This includes the Parks and Recreation Department's portion of the shared costs of all internal funds, including insurance and vehicle maintenance.

**Capital Outlay** - \$235,000 This item includes funding for IRP which includes maintenance equipment, two vehicles, west greenway trail erosion, and holiday lighting.

**GENERAL FUND**

**Utilities** - \$410,904 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.

<b>Budget Payroll Summary</b>							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	6.5	\$ 472,920	7.1	571,761	8.0	692,312	
Non-Exempt Wages	4.2	207,406	20.4	979,687	23.6	1,095,627	
Other Compensation		173		25,000		25,000	
Fringe Benefits		214,576		779,398		771,671	
Other Personnel		3,591		8,380		8,237	
<b>DEPARTMENT TOTAL</b>	<b>10.7</b>	<b>\$ 898,666</b>	<b>27.5</b>	<b>2,364,226</b>	<b>31.6</b>	<b>2,592,847</b>	

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Strategic Objectives	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Natural Resources	Ecosystem integrity and habitat biodiversity on public lands	Designated Arboretum	1	1	3	1
Key Product/Service	Operational Objectives	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Recreation, leisure, sports programs	To meet customer expectations	Overall satisfaction	88%	95%	96%	88%

# RECREATION



## Mission

The Recreation Fund provides a year-round, broad-based community recreation program for all ages and abilities.

## Department Description

The Recreation Fund includes eight program budgets: community education, basketball, softball, baseball, sport camps, croquet, pickleball and tennis.

FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Installed the outdoor warning system and weather system.</li> <li>• Implemented policies and procedures with the Youth Sports Providers in managing the outdoor weather station and outdoor warning systems.</li> <li>• Updated disc golf signage at JRP.</li> <li>• Continued to improve the REACH Afterschool Program through an enhanced program plan and hiring of personnel.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a variety of seasonal sports and fitness programs for all ages.</li> <li>• To improve the quality of life by providing lifelong learning opportunities for all members of the community.</li> <li>• Provide a top quality before/after school program.</li> <li>• To include and improve lifestyle opportunities within the community.</li> <li>• Meet customer expectations.</li> </ul>



**SPECIAL REVENUE FUND**

<b>Budget Category Summary</b>						
<u>CATEGORY</u>	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Communication	\$ -	-	-	6,880	100%	6,880
Personnel	279,149	400,564	373,342	27,232	7.29%	400,574
Professional Fees	124,234	129,717	129,524	2,342	1.81%	131,866
Other Maintenance	13,097	6,439	6,958	9	0.13%	6,967
Supplies	85,430	87,050	81,456	594	0.73%	82,050
Allocations	16,094	18,916	20,248	2,972	14.68%	23,220
Capital Outlay	-	10,250	10,000	(10,000)	-100.00%	-
<b>TOTAL</b>	<b>\$ 518,004</b>	<b>652,936</b>	<b>621,528</b>	<b>30,029</b>	<b>4.83%</b>	<b>651,557</b>

**Budget Category Explanations**

**Communication** - \$6,880 This category funds the annual subscription for Perry Weather system.

**Personnel** - \$400,574 This category pays for a full-time REACH manager, REACH Program Coordinator that serves the Germantown Municipal School District, site directors part-time, part-time program leaders and part-time front desk activity assistants. Also, half of the sports coordinator.

**Professional Fees** - \$131,866 This category pays referees who officiate in basketball, softball, baseball, croquet, community education and pickleball as well as sport camp instructors.

**Other Maintenance** - \$6,967 This category funds the maintenance for lighting at sport complexes.

**Supplies** - \$82,050 This category includes supplies necessary to operate successful basketball, softball, baseball, sport camps, community education including an after-school program, mayors cup, croquet, and tennis programs.

**Allocations** - \$23,220 This category covers insurance allocation for program participants.

<b>Budget Payroll Summary</b>						
	<u>FY23 Actual</u>		<u>FY24 Estimate</u>		<u>FY25 Budget</u>	
Exempt Salaries	2.5	\$ 117,039	2.3	128,789	2.5	148,272
Non-Exempt Wages	6.0	96,336	6.5	175,000	7.5	175,000
Fringe Benefits		65,774		69,553		77,302
<b>DEPARTMENT TOTAL</b>	<b>8.5</b>	<b>\$ 279,149</b>	<b>8.8</b>	<b>373,342</b>	<b>10.0</b>	<b>400,574</b>

<b>Scorecard: Key Performance Measures</b>						
<b>Key Product/Service</b>	<b>Operational Objectives</b>	<b>Performance Measure</b>	<b>Target</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Budgeted</b>
Recreation, leisure, sports programs	To meet customer expectations	Annual participation rate	14,000	26,653	26,230	14,000

# CULTURAL ARTS



## Mission

To provide a wide range of programs and events that are available to all residents in a variety of ways.

## Department Description

The Cultural Arts department uses creative tools to offer programs and events that reflect the unique characteristics of the Germantown culture. This would include programs such as Camp Germantown or Special Recreation. Also, events such as Special Recreation Spring Formal and pool parties, Eggstravaganza, Bluebird Nature Fest and Crawfish Boil, Groovin' & Grillin' Concert Series, Halloween Boo-looza and the Holiday Parade.

FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>Updated marketing and communication materials to highlight the benefits of parks, trails, recreational facilities and programs.</li> <li>Made upgrades to the stage for the Groovin' &amp; Grillin' concert series.</li> <li>Increased participation for special events including the Blue Bird Nature Festival and Crawfish boil and the Groovin' &amp; Grillin' series.</li> </ul>	<ul style="list-style-type: none"> <li>Provide a range of comprehensive cultural arts performances, programs and services.</li> <li>Provide fun, educational value and offer entertainment for members of the community with special needs.</li> <li>Provide community services that are responsive to customer needs.</li> <li>Track public engagement and community support for programs and initiatives.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Communication	\$ 799	350	350	400	114.29%	750
Professional Fees	\$ 6,729	13,575	13,575	2,425	17.86%	16,000
Supplies	36,479	38,000	41,380	1,240	3.00%	42,620
Rent	26,962	26,000	26,000	-	0.00%	26,000
TOTAL	\$ 70,969	77,925	81,305	4,065	5.00%	85,370

## Budget Category Explanations

**Communication** - \$750 This category funds annual adobe subscription.

**Professional Fees** - \$16,000 This category includes fees for instructors, entertainers, decorations, supplies, equipment, trophies and fliers for a variety of programs planned throughout the year.

**Supplies** - \$42,620 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

This fund provides for the management and oversight of the Pickering Center.

## Department Description

The Pickering Complex serves as a multi-use facility and program and event space for the 50+ group, special recreation and is available for reservations by individuals or organizations. includes the Pickering Community Center.

FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Completed Phase II of the Senior Adult Needs Assessment.</li> <li>• Enhanced senior program offerings, increase participation and established an effective staffing plan for the 50+ Program.</li> <li>• Restored senior trips.</li> <li>• Secured funding in FY25 for ADA accessible doors.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a variety of programs and services at an affordable level specifically designed for adults living in the Germantown area who wish to maintain healthy and fulfilling lives and are at least 50 years of age.</li> <li>• Provide life-long learning and continuous education that meets the needs of all residents.</li> <li>• Provide community services that are responsive to customer needs.</li> <li>• Track public engagement and community support for programs and initiatives.</li> </ul>

<b>Budget Category Summary</b>						
<u>CATEGORY</u>	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Professional Fees	\$ 30,324	29,258	29,258	8,467	28.94%	37,725
Supplies	7,317	7,500	7,500	7,580	101.07%	15,080
Allocations	3,292	4,069	4,355	640	14.70%	4,995
Capital Outlay	6,351	-	-	12,000	100%	12,000
Utilities	8,620	19,400	8,574	10,926	127.43%	19,500
<b>TOTAL</b>	<b>\$ 55,904</b>	<b>60,227</b>	<b>49,687</b>	<b>39,613</b>	<b>79.73%</b>	<b>89,300</b>

### **Budget Category Explanations**

**Professional Fees** - \$37,725 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** - \$15,080 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** - \$4,995 This category includes shared costs of the City's insurance expenses for the Pickering Community Center building.

**Capital Outlay** - \$12,000 This item includes funding for IRP which includes ADA dooring installation.

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



# LIBRARY SERVICES

## Mission

### Germantown Community Library

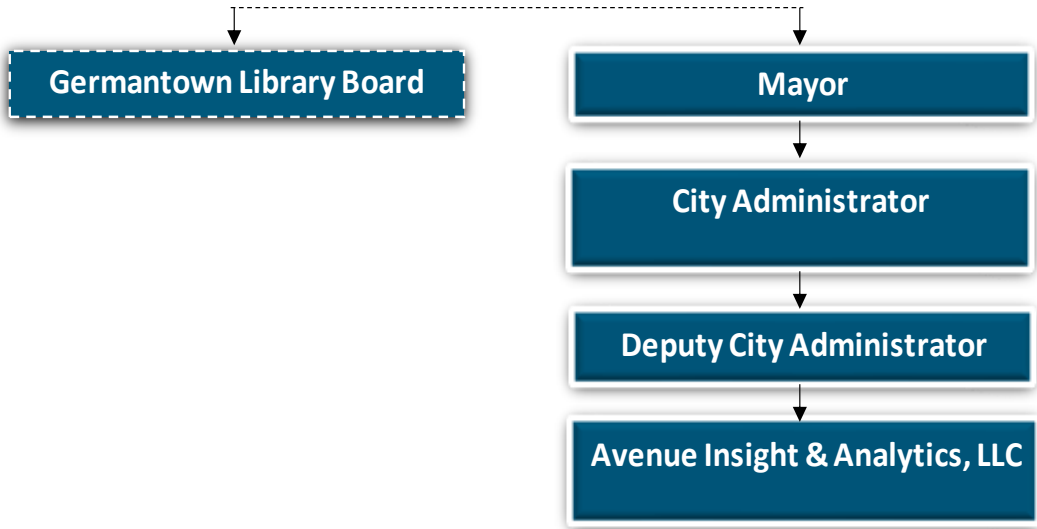
Germantown Community Library seeks to promote lifelong learning and a love of reading; to inform, enrich and empower every patron served; to provide easy access to a wide variety of materials, services and programs; and to meet the personal, educational, cultural, and professional needs of the community.

### 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.

## Department Description

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.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Completed Strategic Planning Process for the Germantown Community Library.</li> <li>• Initiated RFID Conversion process for GRHGC/GCL.</li> <li>• Programming attendance increased by 55%.</li> <li>• Summer Reading Programs had 806 active participants.</li> <li>• New programs:                             <ul style="list-style-type: none"> <li>○ Implemented Reading Dragons for children ages 8-12.</li> <li>○ Revamped story time increased attendance of over 25% from last year.</li> <li>○ Added the Germantown Online Academy of Learning with Monthly visits.</li> <li>○ Implemented HomeSchool Hangout program for ages 11-17</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Increase programming attendance.</li> <li>• Maintain a reputation for life-long learning and continuous education that meets the needs of all residents.</li> <li>• Provide top-quality Library programs and services.</li> <li>• Meet customer expectations.</li> </ul>

**Germantown Community Library**

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 2,220	2,058	1,692	778	45.98%	2,470
Communication	9,680	13,880	12,180	5,110	41.95%	17,290
Professional Fees	1,333,945	1,384,833	1,396,123	44,683	3.20%	1,440,806
Other Maintenance	4,016	8,500	4,500	-	0.00%	4,500
Supplies	31,508	36,200	37,663	6,337	16.83%	44,000
Rent	6,387	12,000	12,000	-	0.00%	12,000
Allocations	29,468	36,428	38,991	5,726	14.69%	44,717
Utilities	91,445	114,100	110,800	10,008	9.03%	120,808
TOTAL	\$ 1,508,669	1,607,999	1,613,949	72,642	4.50%	1,686,591

## Budget Category Explanations

**Personnel** - \$2,470 This category funds the professional development and training of staff.

**Communications** - \$17,290 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** - \$1,440,806 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** - \$4,500 This category funds maintenance of OCLC and automation.

**Supplies** - \$44,000 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** - \$44,717 This category includes the Germantown Community Library's portion of insurance expenses.

**Utilities** - \$120,808 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	FY23 Actual	FY24 Actual	FY25 Budgeted
Library Services	To promote engagement with library customers	Percent increase in usage of services	> 0%	10%	24%	5%

### Germantown Regional History and Genealogy Center

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 174	-	-	-	-	-
Professional Fees	43,400	47,323	48,112	945	1.96%	49,057
Supplies	5,868	10,000	10,000	-	0.00%	10,000
Rent	1,559	1,700	1,700	-	0.00%	1,700
Allocations	1,926	2,381	2,548	375	14.72%	2,923
Utilities	13,277	15,132	14,249	1,352	9.49%	15,601
TOTAL	\$ 66,204	101,049	76,609	3,322	4.34%	79,931



## Budget Category Explanations

**Professional Fees** - \$49,057 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** - \$10,000 This category includes the Tennessee Genealogical Library's portion of insurance expenses.

**Rent** - \$1,700 This category funds the costs associated with a copier machine.

**Allocation** - \$2,923 This category includes the Tennessee Genealogical Library's portion of insurance expenses.

**Utilities** - \$15,601 This category includes the department's utility costs (electricity and gas, water and sewer.)



# THE FARM

## Mission

The farm park is a resource to connect people with nature, our heritage, educational opportunities and a variety of outdoor recreation.

## Department Description

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.

FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Secured funding for two new events at the Farm Park.</li> <li>• Repaired and replaced rotten fence rails.</li> <li>• Replaced old fence around the cottage.</li> <li>• Enhanced program offerings and established an effective staffing plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide educational programs and events that focus on sustainable living through stewardship and agriculture.</li> <li>• Provide environmental programs that focus on protecting, enhancing, and providing access to the City's natural resources.</li> <li>• Encourage engagement among residents and visitors at the Farm Park.</li> <li>• Provide community services that are responsive to customer needs.</li> <li>• Track public engagement and community support for programs and initiatives.</li> </ul>

**SPECIAL REVENUE FUND**

<b>Budget Category Summary</b>						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 64,902	91,860	108,219	(6,222)	-6%	101,997
Communication	-	1,300	300	1,000	333%	1,300
Professional Fees	2,814	21,050	6,050	30,000	496%	36,050
Insurance	-	2,500	2,500	-	0%	2,500
Other Maintenance	15,407	12,000	12,000	20,000	167%	32,000
Supplies	10,170	12,300	12,300	9,000	73%	21,300
Rent	-	500	500	-	0%	500
Allocations	1,245	1,540	1,648	242	15%	1,890
Capital Outlay	-	25,000	65,000	(65,000)	-100%	-
Utilities	13,887	20,030	13,248	4,982	38%	18,230
TOTAL	<u>\$ 108,425</u>	<u>188,080</u>	<u>221,765</u>	<u>(5,998)</u>	<u>-2.70%</u>	<u>215,767</u>

### Budget Category Explanations

**Personnel** - \$101,997 This category contains funds to cover personnel costs for the farm park including farm program and outreach manager, farm operations coordinator and part-time assistant operations coordinator.

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

**Professional Fees** - \$36,050 This category funds the contract services expenses of daily operations and management of the farm park. Also included in this category is marketing and supplies for the Harvest Moon Festival.

**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** - \$32,000 This category includes materials and supplies necessary to make drainage, structural repairs, holiday decorations and installation for Lights on the Farm, and general improvements.

**Supplies** - \$21,300 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** - \$1,890 This category includes the farm's portion of insurance expense.

**Utilities** - \$18,230 This category includes the department's utility costs (electricity and gas, water, sewer, stormwater and local telephone).

**SPECIAL REVENUE FUND**

<b>Budget Payroll Summary</b>							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	0.0	\$ -	0.3	9,649	0.5	29,809	
Non-Exempt Wages	1.3	\$ 45,838	1.4	72,928	1.0	44,724	
Other Compensation		33		1,000		1,000	
Fringe Benefits		19,031		24,642		26,464	
<b>DEPARTMENT TOTAL</b>	<b>1.3</b>	<b>\$ 64,902</b>	<b>1.7</b>	<b>108,219</b>	<b>1.5</b>	<b>101,997</b>	

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Strategic Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Finance	All funds are self-sustaining	Farm Park Fund	Percent of Transfer less than 49% of overall fund	\$100,000	\$100,000	\$130,000



# GERMANTOWN MUNICIPAL SCHOOL DISTRICT



## Mission

### General Purpose School, School Capital Projects, School Cafeteria and Federal Projects

Cultivate the knowledge and skills that empower our students to achieve their full potential as lifelong learners and contributing global citizens.

## Department Description

GMSD is one of the strongest school districts in the state, and our elementary schools boast some of the highest literacy scores. GMSD leads the mid-south in ACT outcomes with a district average of 24.5. Each school in GMSD is centered on creating a welcoming educational environment for all students. There are six GMSD schools: Dogwood Elementary, Forest Hill Elementary, Houston Middle, Farmington Elementary, Riverdale K-8 and Houston High.

FY2023 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Elevated Academic Performance.</li> <li>• Enhanced School Safety.</li> <li>• Advanced Early Warning Systems.</li> <li>• Employee Health and Wellness.</li> <li>• Transparent Budget Process.</li> <li>• Nationally Recognized Digital Presence.</li> </ul>	<ul style="list-style-type: none"> <li>• Secure funding for Houston High School Master Plan.</li> <li>• Engage stakeholders for strategic planning.</li> <li>• Ensure equitable outcomes for all students.</li> <li>• Promote campus safety and citizenship.</li> <li>• Strengthen employee compensation.</li> </ul>

**General Purpose School**

<b>Budget Category Summary</b>						
<u>CATEGORY</u>	<u>Actual</u> <u>FY23</u>	<u>Budget</u> <u>FY24</u>	<u>Estimated</u> <u>FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget</u> <u>FY25</u>
Personnel	\$ 49,147,348	53,295,651	52,591,691	4,795,003	9.12%	57,386,694
Contracted services	5,934,155	7,252,403	7,546,225	(173,866)	-2.30%	7,372,359
Supplies and materials	2,820,866	2,436,835	3,853,620	(1,169,675)	-30.35%	2,683,945
Utilities	1,137,135	1,300,000	1,139,000	186,000	16.33%	1,325,000
Insurance and other charges	2,145,930	2,878,887	3,056,916	(656,505)	-21.48%	2,400,411
Equipment	1,100,342	1,955,250	2,843,057	(2,147,807)	-75.55%	695,250
Other capital outlay	709,664	263,000	1,557,156	(980,026)	-62.94%	577,130
Building Construction	5,787,975	500,000	567,395	(67,395)	-11.88%	500,000
Building Improvements	436,062	500,000	1,063,684	(563,684)	-52.99%	500,000
<b>TOTAL</b>	<b>\$ 69,219,477</b>	<b>70,382,026</b>	<b>74,218,744</b>	<b>(777,955)</b>	<b>-1.05%</b>	<b>73,440,789</b>

**Budget Category Explanations**

**Personnel** - \$57,386,694 This category funds salaries and benefits for teachers and support staff of the district.

**Contracted Services** - \$7,372,359 This category funds contracted services, such as student transportation, maintenance, architect fees, and legal and audit costs for the district.

**Supplies and Materials** - \$2,683,945 This category includes instructional and other supplies and textbooks for the district.

**Utilities** - \$1,325,000 This category includes utilities costs for all schools and the district office.

**Insurance and Other Changes** - \$2,400,411 This category includes all insurance costs and other charges of the district.

**Equipment** - \$695,250 This category includes technology and other equipment used in the classroom or in the administrative offices.

**Other Capital Outlay** - \$577,130 This category includes smaller miscellaneous capital projects.

**Building Construction** - \$500,000 This category includes construction costs for the Houston High School ceiling tile and grid renovation..

**Building Improvements** - \$500,000 This category includes various building improvement projects across the district, including but not limited to the replacement of wireless access points at Forest Hill Elementary School, Dogwood Elementary School, and Farmington Elementary School. It also includes possible bathroom renovations at Houston High School.

**School Capital Projects**

<b>Budget Category Summary</b>						
<u>CATEGORY</u>	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Building improvements	\$ 1,680,345	-	-	-	-	-
Equipment	1,035,190	5,061,225	392,142	4,173,515	1064.29%	4,565,657
<b>TOTAL</b>	<b>\$ 2,715,535</b>	<b>5,061,225</b>	<b>392,142</b>	<b>4,173,515</b>	<b>1064.29%</b>	<b>4,565,657</b>

**Budget Category Explanations**

**Building Improvements** - \$4,565,657 This category includes improvement costs associated with the Houston High School track resurfacing and football field renovation project.

**School Cafeteria**

<b>Budget Category Summary</b>						
<u>CATEGORY</u>	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Maint and repairs - equipment	\$ 40,567	40,000	35,202	4,798	13.63%	40,000
Contracted services	1,557,973	1,802,370	1,444,017	540,902	37.46%	1,984,919
USDA commodities	93,127	145,240	145,240	(22,351)	-15.39%	122,889
Supplies and materials	1,584	7,000	2,136	4,864	227.72%	7,000
In-service/staff development	382	2,000	628	1,372	218.47%	2,000
Building improvements	152,020	-	125,467	(125,467)	-100.00%	-
Equipment	83,853	100,000	167,774	(67,774)	-40.40%	100,000
<b>TOTAL</b>	<b>\$ 1,929,506</b>	<b>2,096,610</b>	<b>1,920,464</b>	<b>336,344</b>	<b>17.51%</b>	<b>2,256,808</b>

**Budget Category Explanations**

**Maintenance and Repairs** - Equipment - \$40,000 This category contains funds to cover maintenance and repairs of school cafeteria equipment.

**Contracted Services** - \$1,984,919 This category contains funds to cover the fees charged by the district's food service management company.

**USDA Commodities** - \$122,889 This category represents the costs of USDA donated food items.



## SPECIAL REVENUE FUND

**Supplies and Materials** - \$7,000 This category contains funds to cover the cost of miscellaneous supplies and materials in administering the school nutrition program.

**In-Service/Staff Development** - \$2,000 This category contains funds for professional development costs of the School Nutrition Liaison.

**Equipment** - \$100,000 This category includes funds to replace any equipment needed in the school cafeterias.

### Federal Projects

<b>Budget Category Summary</b>						
<u>CATEGORY</u>	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 3,589,238	1,437,785	3,240,100	(1,429,048)	-44.11%	1,811,052
Contracted services	428,415	40,639	452,284	(248,894)	-55.03%	203,390
Supplies and materials	634,215	114,599	541,172	(389,347)	-71.95%	151,825
Insurance and other charges	378,455	173,679	489,795	(160,744)	-32.82%	329,051
Equipment	264,910	37,639	186,624	(116,835)	-62.60%	69,789
Building construction	124,631	-	-	-	-	-
TOTAL	<u>\$ 5,419,864</u>	<u>1,804,341</u>	<u>4,909,975</u>	<u>(2,344,868)</u>	<u>-47.76%</u>	<u>2,565,107</u>

### **Budget Category Explanations**

**Personnel** - \$1,811,052 This category contains funds salaries and benefits for teachers and support staff of the district.

**Contracted Services** - \$203,390 This category funds contracted substitutes and other services for federal programs at the district.

**Supplies and Materials** - \$151,825 This category funds instructional and other supplies for federal programs.

**Insurance and Other Charges** - \$329,051 This category includes other charges for federal programs of the district.

**Equipment** - \$69,789 This category includes technology and other equipment used in the classroom.



# GERMANTOWN ATHLETIC CLUB FY25 BUDGET

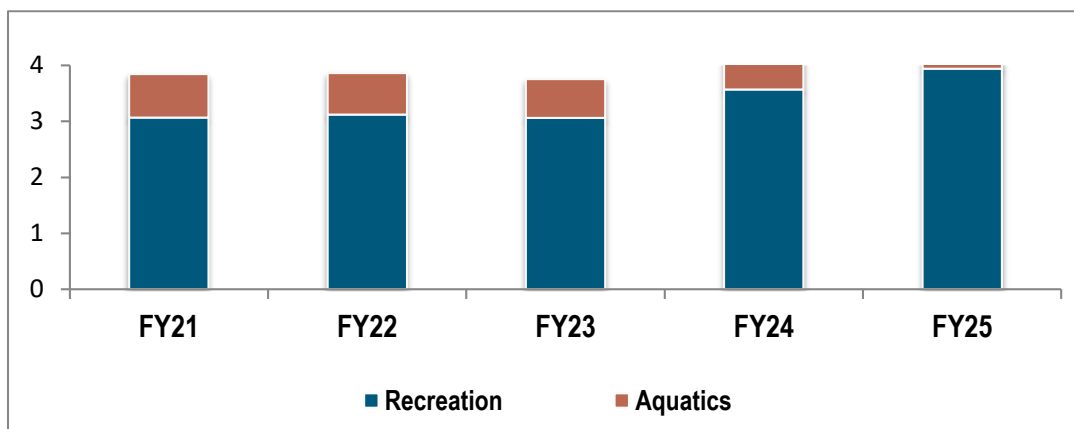
The Germantown Athletic Club is an enterprise fund in order to focus on net income and the ability of user fees to support operating expenses, which includes depreciation. The Germantown Athletic Club Fund consists of two cost centers – Recreation and Aquatics. Debt service for the initial building was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

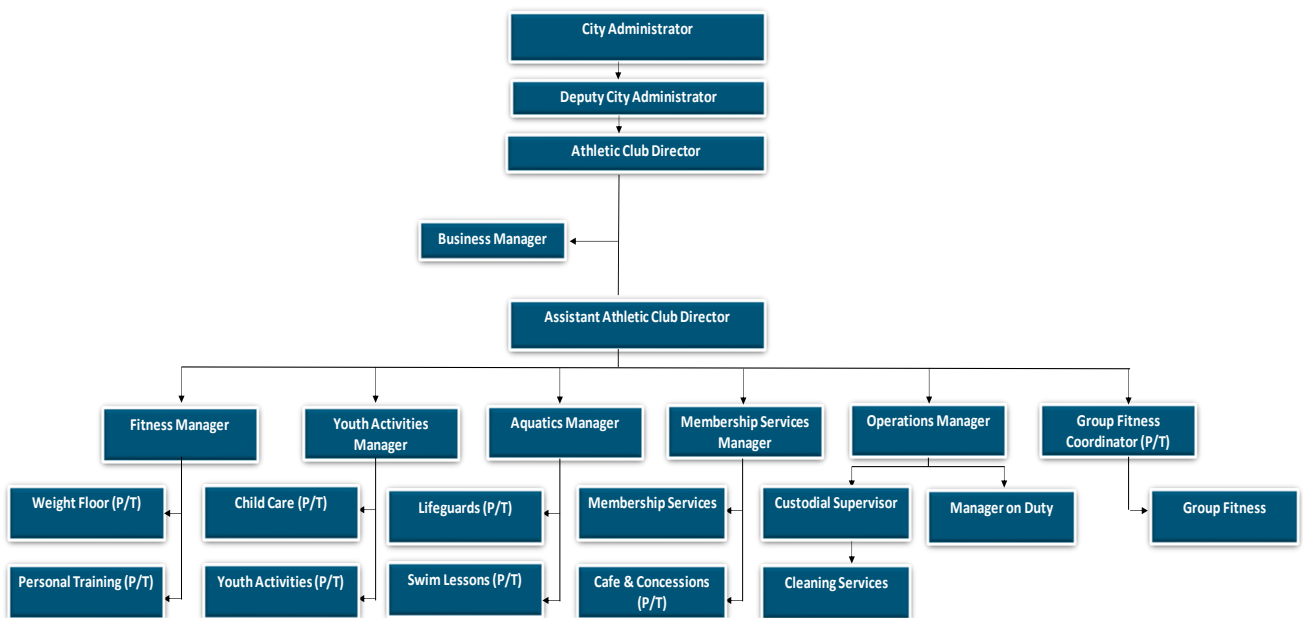


## Mission

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.

## Department Description

The Germantown Athletic Club's variety of amenities and services attracts fitness enthusiasts of all types. Members are able to mix fitness with pleasure with group fitness classes, the very latest in cardio and strength training equipment and so much more.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Exceeded budgeted net operating income.</li> <li>• Installed new cardio equipment for the cycle studio, cardio desk and weight room.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer quality programming and quality experiences that contribute to member retention.</li> <li>• Generate revenue to be able to reinvest back into the facility.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 1,229,306	1,615,881	1,528,257	75,617	4.95%	1,603,874
Communication	12,607	29,700	24,325	7,085	29.13%	31,410
Professional Fees	409,964	480,930	465,997	79,538	17.07%	545,535
Insurance	-	-	500	250	50.00%	750
Other Maintenance	163,363	174,000	174,000	21,000	12.07%	195,000
Supplies	376,423	196,000	178,499	32,076	17.97%	210,575
Rent	3,295	258,000	262,000	-	0.00%	262,000
Allocations	83,671	94,307	96,654	11,643	12.05%	108,297
Depreciation	537,576	560,000	545,000	115,000	21.10%	660,000
Utilities	248,690	310,135	298,135	24,280	8.14%	322,415
Grants	-	-	-	-	-	-
TOTAL	\$ 3,064,895	3,718,953	3,573,367	366,489	10.26%	3,939,856
Capital Outlay	\$ 13,912	1,103,000	1,364,732	(772,732)	-56.62%	592,000

### Budget Category Explanations

**Personnel** - \$1,603,874 This category includes part of the salaries and benefits for the athletic club director, assistant club director, business manager, youth activities manager, fitness manager, membership sales & services manager, facility operations manager, group fitness coordinator part-time, cleaning services worker, custodial supervisor, lead member engagement specialist, part-time customer service representatives, part-time managers on duty, part-time concessions workers, part-time child care attendants, part-time personal training, part-time weight floor and part-time youth activities leaders.

**Communication** - \$31,410 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** - \$545,535 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.

## ENTERPRISE FUND

**Insurance** - \$750 This category includes the department's share of deductibles associated with workers compensation claims and personal and private property claims.

**Other Maintenance** - \$195,000 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** - \$210,575 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** - \$262,000 This category provides rental of specialty and fitness equipment needed by the Germantown Athletic Club.

**Allocations**- \$108,297 This category includes the Germantown Athletic Club Recreation's portion of insurance expenses.

**Depreciation** - \$660,000 This category includes the annual depreciated valuation of the Germantown Athletic Club facilities and equipment.

**Utilities** - \$322,415 This line includes the Recreation's share of utility expenses (electricity, gas, water, sewer and local and long-distance telephone).

**Capital Outlay** - \$592,000 This category includes the costs associated with IRP projects at the GAC. Specifically, this year's budget funds chiller control panels. Also included in this category are CIP projects, which includes a natatorium renovation.

<b>Budget Payroll Summary</b>							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	6.8	\$ 476,804	7.0	519,058	7.0	550,475	
Non-Exempt Wages	17.9	557,986	15.9	591,782	15.9	615,557	
Other Compensation		-		-		1,000	
Fringe Benefits		259,227		414,417		434,077	
Other Personnel		1,677		3,000		2,765	
<b>DEPARTMENT TOTAL</b>	<b>24.7</b>	<b>\$ 1,295,694</b>	<b>22.9</b>	<b>1,528,257</b>	<b>22.9</b>	<b>1,603,874</b>	

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Operational Objectives	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Membership	To increase profitability	Member Satisfaction	70%	77.5%	80%	74%
Membership Revenues		Membership Revenues	\$4,346,500	\$3,535,608	\$3,756,019	\$4,346,500



# 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.

## Department Description

The Aquatics department offers a wide variety of programming for all ages. Members are able to swim laps, practice H2O Aerobics, join the swim team or get a lifeguarding certification. The Club offers an indoor eight lane lap pool, hot tub, outdoor pool and splash park.

FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>Upgraded lighting in indoor pool area.</li> <li>Made improvements to the indoor pool plaster.</li> </ul>	<ul style="list-style-type: none"> <li>Improve air quality.</li> <li>Gain member feedback to enhance the natatorium and outdoor pool area.</li> <li>Provide aquatic programming that is responsive to customer needs.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 379,745	393,470	393,008	19,938	5.07%	412,946
Communication	-	5,500	-	-	-	-
Supplies	43,033	55,500	54,297	7,153	13.17%	61,450
Allocations	43,860	51,103	53,439	6,919	12.95%	60,358
Depreciation	107,392	151,225	107,247	17,753	16.55%	125,000
Utilities	118,195	153,856	153,856	6,000	3.90%	159,856
<b>TOTAL</b>	<b>\$ 692,225</b>	<b>810,654</b>	<b>761,847</b>	<b>57,763</b>	<b>7.58%</b>	<b>819,610</b>



## Budget Category Explanations

**Personnel** - \$412,946 Represented in this category are the salaries and benefits for an aquatics manager, 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** - \$61,450 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**- \$60,358 This line includes the Athletic Club’s portion of insurance costs for the aquatic facilities.

**Depreciation** - \$125,000 Included in this category is the annual charge representing depreciated valuation of aquatic facilities and equipment.

**Utilities** - \$159,856 This line includes the Aquatic’s share of utility expenses (electricity, gas, water, sewer and local and long-distance telephone).

Budget Payroll Summary							
	FY23 Actual		FY24 Estimate		FY25 Budget		
Exempt Salaries	1.0	\$ 57,262	1.0	59,504	1.0	64,114	
Non-Exempt Wages	13.5	277,568	13.5	280,000	13.5	290,000	
Fringe Benefits	-	41,840	-	48,794	-	53,032	
Other Personnel	-	5,718	-	4,710	-	5,800	
<b>DEPARTMENT TOTAL</b>	<b>14.5</b>	<b>\$ 382,388</b>	<b>14.5</b>	<b>393,008</b>	<b>14.5</b>	<b>412,946</b>	

# 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.

## Department Description

The Athletic Club Debt Service cost center accounts for the principal and interest payments of long-term capital asset needs at the Germantown Athletic Club. This would include the \$2.5 million General Fund Intergovernmental loan for the Germantown Athletic Club’s expansion. The last payment for this intergovernmental loan was made in FY21.

The long-range projections are based on the City’s Long-Range Strategic Plan approved by the BMA in each year’s CIP process. A \$4.4 million issue is planned for FY26 to fund the renovation of the Germantown Athletic Club Natatorium.

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Debt Service	\$ 3,130	-	-	-	-	-
TOTAL	\$ 3,130	-	-	-	-	-



# GREAT HALL

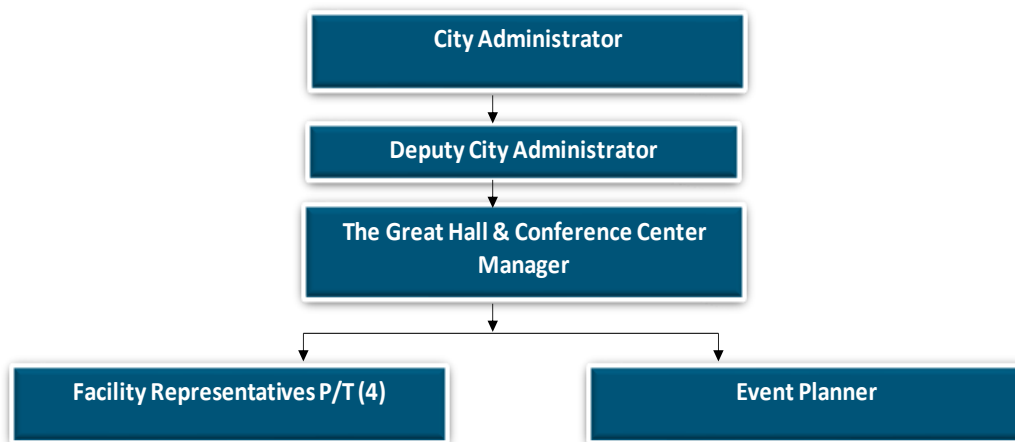


## Mission

To provide rental space that accommodates weddings, receptions and meetings.

## Department Description

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, which provides rental space that is ideal to accommodate meetings. The Great Hall has more than 8600 square feet of flexible meeting space, an advanced Conference Center, ample free parking, current technology systems, and a responsive event planning staff. The Great Hall offers competitive pricing, and uses an all-inclusive pricing model where everything is included.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>Exceeded FY24 target total operating revenue for the year by \$7,947.</li> <li>Completed fiscal year with a \$12,872 positive operating income, which exceeded a budget of \$5,321 by \$7,551.</li> <li>Maintained customer satisfaction. Through the entire year, 98% of customers returning surveys were very satisfied overall with their experience using our facility.</li> </ul>	<ul style="list-style-type: none"> <li>Reach or exceed budgeted revenue.</li> <li>Manage expenses to achieve positive operating income.</li> <li>Maintain 98% customer satisfaction score.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Personnel	\$ 201,343	232,356	232,581	16,643	7.16%	249,224
Communication	535	600	600	-	0.00%	600
Professional Fees	21,779	26,914	26,941	159	0.59%	27,100
Other Maintenance	75,820	71,850	71,850	5,665	7.88%	77,515
Supplies	23,940	7,400	6,900	-	0.00%	6,900
Rent	97,367	99,622	99,622	600	0.60%	100,222
Allocations	21,306	23,223	23,597	2,538	10.76%	26,135
Depreciation	37,266	37,266	32,945	(673)	-2.04%	32,272
Utilities	42,318	51,455	51,475	2,008	3.90%	53,483
TOTAL	\$ 535,819	550,686	546,511	26,940	4.93%	573,451
Capital Outlay	\$ -	275,000	275,000	(275,000)	-100.00%	-

### Budget Category Explanations

**Personnel** - \$249,224 Represented in this category are the salaries and benefits for a Great Hall & Conference Center manager, event planner, and part-time facility 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.

**Professional Fees** - \$27,100 This category includes marketing and advertising costs for the Great Hall & Conference Center. In addition, this category includes credit card fees.

**ENTERPRISE FUND**

**Other Maintenance** - \$77,515 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** - \$6,900 This line includes funds for the purchase of general office supplies, cleaning supplies, food supplies, and miscellaneous supplies.

**Rent** - \$100,222 This line includes the rental of a copy machine and the rental payments due to the Germantown Athletic Club for its portion of building depreciation.

**Allocations** - \$26,135 This line includes the Great Hall’s portion of insurance costs.

**Depreciation** - \$32,272 Included in this category is the annual charge representing depreciated valuation of the Great Hall & Conference Center.

**Utilities** - \$53,483 This line includes the Great Hall & Conference Center’s share of utility expenses (electricity, gas, water, sewer and local and long-distance telephone).

<b>Budget Payroll Summary</b>						
	FY23 Actual		FY24 Estimate		FY25 Budget	
Exempt Salaries	2.0	132,637	2.0	139,208	2.0	149,104
Non-Exempt Wages	0.8	29,798	1.0	36,409	1.0	37,492
Fringe Benefits	-	33,672	-	56,964	-	62,628
<b>DEPARTMENT TOTAL</b>	<b>2.8</b>	<b>196,321</b>	<b>3.0</b>	<b>232,581</b>	<b>3.0</b>	<b>\$ 249,224</b>

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Strategic Objectives	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 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	\$50,000	\$25,000	\$0
Key Product/Service	Operational Objectives	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Meeting/Banquet Room rental	To meet customer expectations	Customer satisfaction	98%	95%	98%	98%
	To increase funding of operations	Total revenue	\$583,555	\$557,953	\$563,954	\$583,555



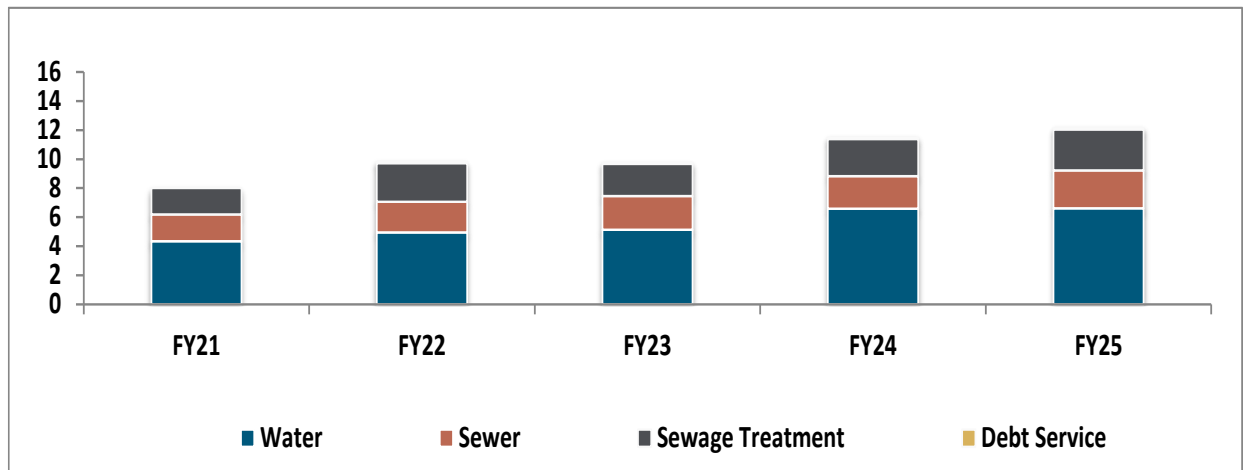


# UTILITIES FY25 BUDGET

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



## Mission

To responsibly manage and service the debt obligations associated with municipal utility projects, ensuring financial stability and sustainability.

## Department Description

The Utility Debt Service cost center accounts for debt service payments on General Obligation and Water Revenue Bonds. The Utility Fund issued \$1.84 million of General Obligation debt in FY22. These funds were used for the construction of a new water tower.

	Balance 7/1/2024	Principal Payment	Balance 6/30/2025	Interest Expense
<u>Security</u>				
Existing:				
2021 Bond Series	\$ 1,655,000	70,000	1,585,000	58,350
Total FY25 Debt	<u>\$ 1,655,000</u>	<u>70,000</u>	<u>1,585,000</u>	<u>58,350</u>

	Existing Principal	Existing Interest	Future Principal	Future Interest
Proposed:				
FY26	\$ 70,000	54,850	-	-
FY27	75,000	51,225	-	-
FY28	80,000	47,350	-	-
FY29	85,000	43,650	-	-
Thereafter	1,275,000	252,075	-	-
Total Debt Service	<u>\$ 1,585,000</u>	<u>449,150</u>	<u>-</u>	<u>-</u>

## Bond Ratings and General Obligation Summary

Bond Ratings		
	Moody's	S&P Global
Series 21 Bonds	Aaa	AAA

**General Obligation Debt Summary**

Fiscal Year	Series 21 Bonds	
	Principal	Interest
2025	70,000	30,050
		28,300
2026	70,000	28,300
		26,550
2027	75,000	26,550
		24,675
2028	80,000	24,675
		22,675
2029	85,000	22,675
		20,975
2030	85,000	20,975
		19,275
2031	90,000	19,275
		17,475
2032	95,000	17,475
		15,575
2033	100,000	15,575
		13,575
2034	100,000	13,575
		12,075
2035	105,000	12,075
		10,500
2036	110,000	10,500
		8,850
2037	110,000	8,850
		7,200
2038	115,000	7,200
		5,475
2039	120,000	5,475
		3,675
2040	120,000	3,675
		1,875
2041	125,000	1,875
	<b>\$ 1,655,000</b>	<b>\$ 507,500</b>

<b>Budget Category Summary</b>						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt. Chg.	% Chg.	Budget FY25
Debt Service	\$ 53,609	61,725	61,725	(3,375)	-5.47%	58,350
TOTAL	<u>\$ 53,609</u>	<u>61,975</u>	<u>61,725</u>	<u>(3,375)</u>	<u>-5.47%</u>	<u>58,350</u>

# WATER



## Mission

To provide investment in water availability redundancy and promote responsible management of Germantown's aquifer.

## Department Description

### Water Distribution

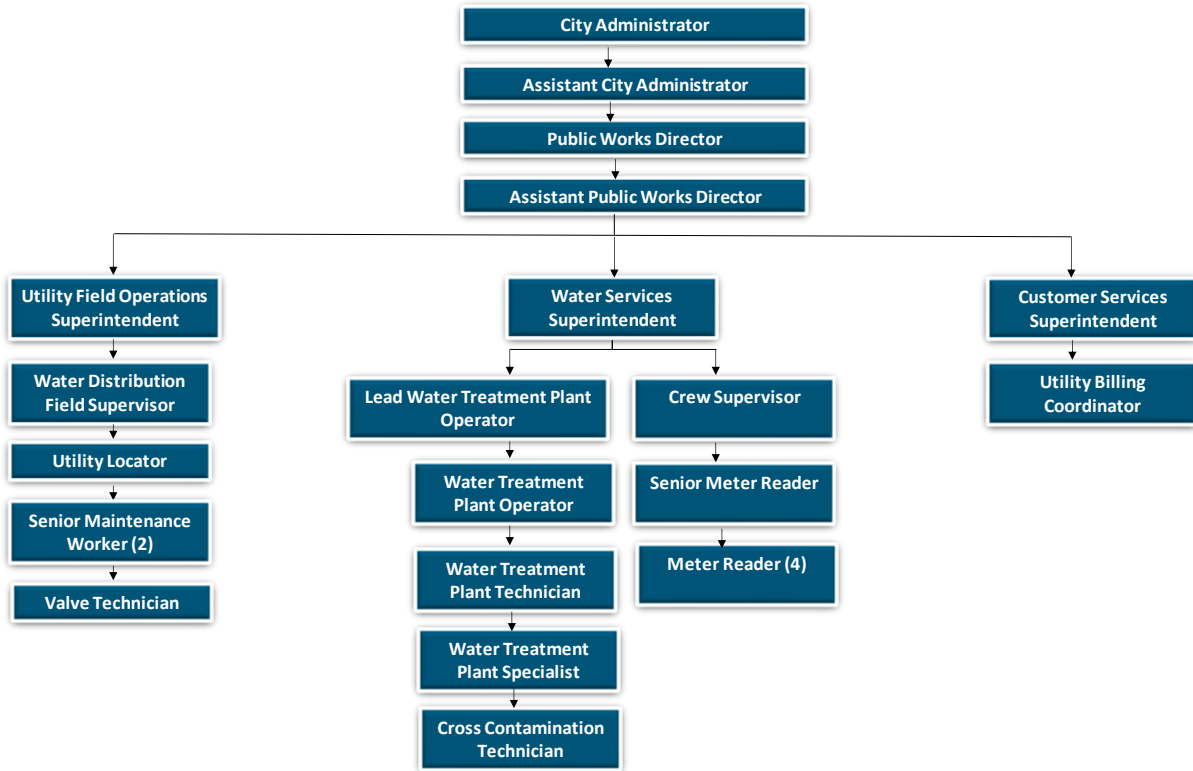
Water division employees provide daily maintenance and repair needed to operate the system. These employees install meters; repair water service lines, main breaks and fire hydrants; and maintain valves. They also perform minor new water construction and provide in-house utility locate duties for the 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 13,495 residential and 515 business customers with an uninterrupted supply of potable water, sufficient water pressure and adequate supply of water for fire protection; maintains 285 miles of water mains, 2,960 fire hydrants, 9,045 main line valves and 14,502 water and irrigation 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

Five 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 coordinator prepares the water billing and assists customers regarding accounts. Staff strives to accurately read water meters; provides fair and timely assistance to each customer; 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

Water division 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.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Oversaw \$6.0 million operational and \$8.4 million capital budget.</li> <li>• Constructed the 500,000-gallon Elevated Water Tower near Poplar Pike and Forest Hill Irene.</li> <li>• Contracted to move the Southern Ave. generator down gradient from the reservoirs.</li> <li>• Worked to transfer all water to Germantown’s supply south of Winchester Rd.</li> <li>• BMA approved contracts related to Automated Meter Reading.</li> <li>• Completed water main extension contract on Forest Hill Irene south of Winchester.</li> <li>• Improved both Water Treatment Plants.</li> <li>• Supported the Natural Resources Commission.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain the City’s water infrastructure.</li> <li>• Protect the City’s natural resources.</li> <li>• Provide emergency service 24/7/365 and be responsive to manmade or natural emergencies.</li> <li>• Enhance protection and conservation of our water resources.</li> </ul>

<b>Budget Category Summary</b>						
<u>CATEGORY</u>	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Personnel	\$ 1,435,049	1,612,850	1,525,780	124,208	8.14%	1,649,988
Communication	81,820	97,200	97,200	-	0.00%	97,200
Professional Fees	183,843	298,000	298,000	95,000	31.88%	393,000
Contract Services	-	-	834,351	(734,351)	-88.01%	100,000
Insurance	5,803	6,000	6,000	-	0.00%	6,000
Equipment Maintenance	155,404	330,000	330,000	66,500	20.15%	396,500
Supplies	198,985	277,300	339,993	(48,823)	-14.36%	291,170
Allocations	757,722	817,529	807,202	222,048	27.51%	1,029,250
Mains and Meters Maintenance	136,920	155,000	155,000	-	0.00%	155,000
Depreciation	1,219,986	1,469,979	1,281,150	251,975	19.67%	1,533,125
Utilities	704,281	716,800	698,370	30,430	4.36%	728,800
Pilot	246,834	246,834	223,435	12	0.01%	223,447
<b>TOTAL</b>	<b>\$ 5,126,647</b>	<b>6,027,492</b>	<b>6,596,481</b>	<b>6,999</b>	<b>0.11%</b>	<b>6,603,480</b>
Capital Outlay	\$ 3,218,520	8,413,878	10,244,790	(110,210)	-1.08%	1,515,000

## Budget Category Explanations

**Personnel** - \$1,649,988 This category includes salaries, wages and benefits for the water services superintendent, water distribution field supervisor, water distribution field supervisor, utility locator, lead water treatment plant operator, water plant operator, water treatment plant technician, water treatment plant specialist, cross contamination technician, valve technician, crew supervisor, senior meter reader, meter readers, senior maintenance worker, and utility billing coordinator. 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** - \$97,200 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 \$92,000 for postage for utility bill mailing and includes one special mailing to comply with state regulations.

**Professional Fees** - \$393,000 This category includes fees to pay outside engineering and professional consultants for review and recommendations concerning the water system as required.

**Contract Services** - \$100,000 This category includes funding for fire hydrant exercising and maintenance program.

**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.

## ENTERPRISE FUND

**Equipment Maintenance** - \$396,500 This category includes funds necessary to provide repair and maintenance to electrical switchgear, 12 high service pumps and 20 wells, which are all part of the water production facilities. Also included is day-to-day maintenance of the water treatment facility and repairs to the communications system not covered under an annual maintenance contract.

**Supplies** - \$291,170 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.

**Allocations** - \$1,029,250 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.

**Mains and Meters Maintenance** – \$155,000 Funds in this category are to purchase parts, supplies and construction material required to repair and maintain 285 miles of various sized water mains and approximately 14,502 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** - \$1,533,125 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** - \$728,800 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

**Pilot** - \$223,447 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** - \$1,515,000 This category includes the costs associated with the IRP projects of well field maintenance, water mains maintenance, and card access system and CIP projects of Southwest Water Main, and Southern Avenue Water Treatment Plant filter bay refurbishment.

<b>Budget Payroll Summary</b>						
	FY23 Actual		FY24 Estimate		FY25 Budget	
Exempt Salaries	0.0	\$ 1,478	1.0	85,538	1.0	84,947
Non-Exempt Wages	14.3	726,947	15.6	781,972	17.0	894,643
Other Compensation		32,501		55,000		55,000
Fringe Benefits		299,887		591,170		602,329
Other Personnel		7,924		12,100		13,069
<b>DEPARTMENT TOTAL</b>	<b>14.3</b>	<b>\$ 1,068,737</b>	<b>16.6</b>	<b>1,525,780</b>	<b>18.0</b>	<b>1,649,988</b>

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Strategic Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Natural Resources	Enhanced protection and conservation of water resources are priorities	Avg. Rate of change in aquifer levels, feet below land surface (Johnson Road)	No aquifer level changes plus or minus 10' fluctuation	-15.05	-12.94	+/- 10
		Avg. Rate of change in aquifer levels, feet below land surface (Southern Ave.)		-11.71	-12.05	+/- 10
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 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

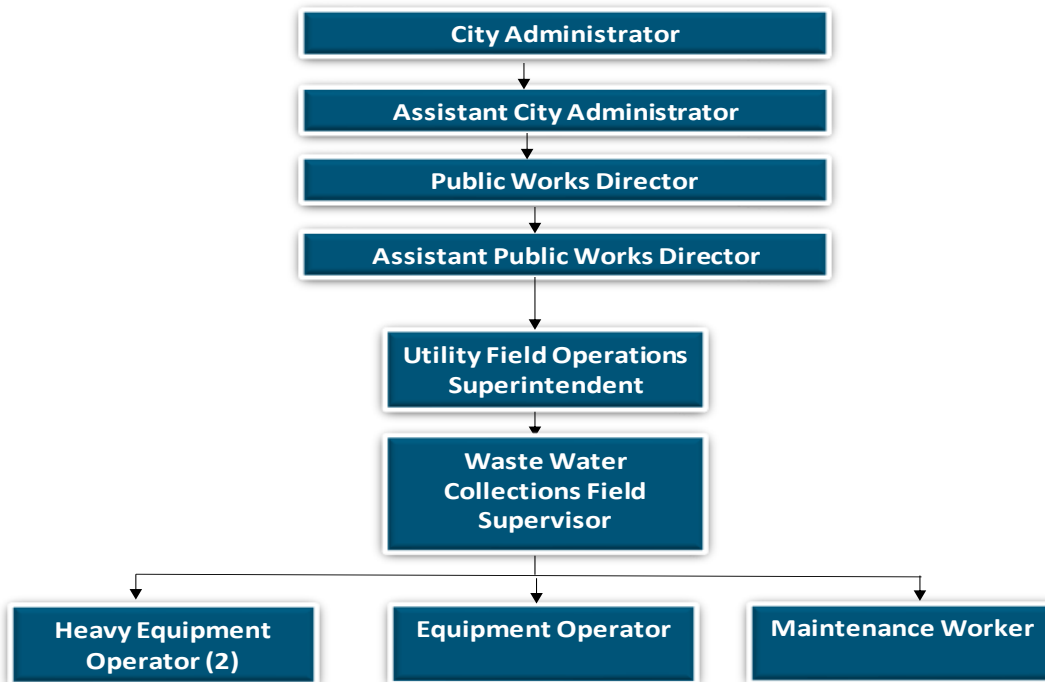


## Mission

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.

## Department Description

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.



FY2024 Accomplishments	FY2025 Objectives
<ul style="list-style-type: none"> <li>• Oversaw \$2.2 million operational and \$1.4 million capital budget.</li> <li>• Completed CIP and operation budgeted cured in place pipe lining for sanitary sewer.</li> <li>• Rehabilitated the Old Village sewer lift station.</li> <li>• Supported the Natural Resources Commission.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain the City’s sewer infrastructure.</li> <li>• Protect the City’s natural resources.</li> <li>• Provide emergency service 24/7/365 and be responsive to manmade or natural emergencies.</li> <li>• Deliver service excellence to our customers, developers and builders.</li> </ul>

Budget Category Summary						
CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt Chg.	% Chg.	Budget FY25
Personnel	\$ 670,711	627,829	557,056	121,248	21.77%	678,304
Communication	-	3,500	3,500	-	0.00%	3,500
Professional Fees	-	-	-	50,000	100%	50,000
Insurance	-	5,000	5,000	-	0.00%	5,000
Equipment Maintenance	3,294	8,000	8,000	-	0.00%	8,000
Supplies	20,143	21,700	21,700	4,500	20.74%	26,200
Rent	-	10,000	10,000	-	0.00%	10,000
Allocations	412,801	433,928	415,290	123,113	29.65%	538,403
Mains and Lift Pump	87,602	31,000	104,075	50,000	48.04%	154,075
Depreciation	941,063	957,530	948,700	18,875	1.99%	967,575
Utilities	19,526	21,530	20,015	3,515	17.56%	23,530
PILOT	176,032	176,032	142,753	-	0.00%	142,753
<b>TOTAL</b>	\$ 2,331,172	2,296,049	2,236,089	371,251	16.60%	2,607,340
Capital Outlay	\$ 19,899	1,400,000	1,541,023	(1,191,023)	-77.29%	350,000

## Budget Category Explanations

**Personnel** – \$678,304 This category includes salaries, wages and benefits for the superintendent of utility field operations, waste water collection field supervisor, heavy equipment operators, equipment operator, and maintenance worker. Overtime wages are included to cover expenditures associated with after hour sewer stoppages and maintenance requirements.

**Communications** - \$3,500 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.

**Professional Fees** - \$50,000 This category includes fees for on-call engineering.

## ENTERPRISE FUND

**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.

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

**Supplies** - \$26,200 This category funds the purchase of chemicals used in grease and odor control on lift stations, safety related items and uniform service for maintenance employees. In addition, petroleum products, small tools and non-capital assets, which range in value between \$500 and \$4,999, are budgeted here.

**Rent** - \$10,000 This category funds the rental of sewer pumps.

**Allocations** - \$538,403 This category funds the water operations portion of shared costs for services provided by other departments such as Insurance, Vehicle Maintenance, Engineering, Public Works and Human Resources.

**Mains and Lift Pump Maintenance** - \$154,075 This category funds the purchase of supplies and construction material required to make repairs and maintain the sanitary sewer main.

**Depreciation** - \$967,575 Funds in this category are for the annual depreciated valuation of equipment and sewer mains that make up the sanitary sewer system.

**Utilities** - \$23,530 This category includes utility costs (electricity, gas, water, sewer and local and long-distance telephone).

**PILOT** - \$142,753 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 IRP projects of maintenance of the sewer collection system.

<b>Budget Payroll Summary</b>						
	FY23 Actual		FY24 Estimate		FY25 Budget	
Exempt Salaries	1.0	\$ 84,058	1.0	90,341	1.0	111,810
Non-Exempt Wages	4.0	217,718	4.5	217,959	5.0	277,509
Other Compensation		13,207		13,500		13,500
Fringe Benefits		145,320		234,256		274,485
Other Personnel		269		1,000		1,000
<b>DEPARTMENT TOTAL</b>	<b>5.0</b>	<b>\$ 460,572</b>	<b>5.5</b>	<b>557,056</b>	<b>6.0</b>	<b>678,304</b>

<b>Scorecard: Key Performance Measures</b>						
Key Product/Service	Operational Objective	Performance Measure	Target	FY23 Actual	FY24 Actual	FY25 Budgeted
Sewer Collection	To adequately collect and transport sewage	Sewer system backups	<5 annually	2	0	<5

# SEWER TREATMENT



## Mission

To collect, transport and treat sanitary sewer discharges.

## Department Description

A contract exists between the City of Memphis and Germantown, which was signed in FY03 providing for the treatment of Germantown’s sanitary sewage. Under the contract amended in FY23, Germantown currently remits 42.79% of the current user fee to the City of Memphis for sewer treatment, which will continue through FY25. The rate was recalculated in FY21 based on the formula set within the contract signed in FY03. 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. This contract also requires that Germantown fund all new capital projects within its city’s limits.

### Budget Category Summary

CATEGORY	Actual FY23	Budget FY24	Estimated FY24	Amt Chg.	% Chg.	Budget FY25
Contract Services	\$ 2,219,846	2,650,000	2,560,900	289,100	11.29%	2,850,000
TOTAL	<u>\$ 2,219,846</u>	<u>2,650,000</u>	<u>2,560,900</u>	<u>289,100</u>	<u>11.29%</u>	<u>2,850,000</u>

### Budget Category Explanations

**Sewer Fees to Memphis** - \$ 2,850,000 Under contract, Germantown pays 42.1% 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 2023.

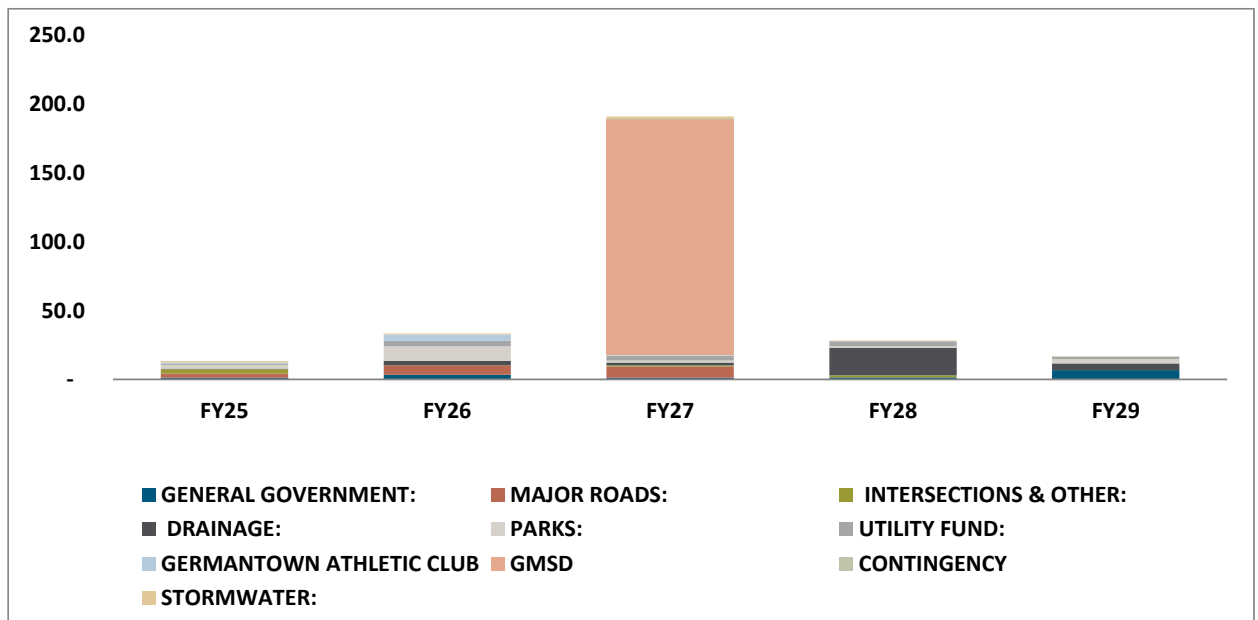




# CAPITAL IMPROVEMENT PROGRAM FY25 BUDGET

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 eight major categories - General Government, Major Roads, Intersections/Other/Drainage, Parks, GMSD, Stormwater, and Utilities. The Intersections/Other/Drainage category includes traffic signals, sidewalks and drainage projects. A comprehensive schedule of the FY25-30 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 – Two General Obligation Bond (G.O.) 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.
- Stormwater Fund – The Stormwater Fund accounts for stormwater fees in connection with the operation of the City's stormwater conveyance system.
- 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 FY25 is fixed at \$350,000 and is reviewed annually by both the Financial Advisory Commission and Board of Mayor and Aldermen.

# General Government



Ambulance Replacement

ADA Improvements – ECD Building					
Description					
<p>This project is a result of the ADA self-evaluation and Transition plan adopted by the Board of Mayor &amp; Alderman on December 9, 2019. This project includes improvements to the ECD Building that will resolve on-going compliance issues, improve capacity, and better serve customers whenever access to the main lobby is needed.</p>					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$50,000.00				
					<b>Total: \$50,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

3 G Schools Transfer Payment					
Description					
<p>On December 12, 2022 the Board of Mayor and Alderman approved Resolution 22R14 entering into an operating and transfer agreement for the Germantown High School, Germantown Middle School, and Germantown Elementary School. Per the agreement, the City will pay a total of \$5 million over a 6-year period to Shelby County Government to acquire the Germantown Elementary and Middle School properties.</p>					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$833,334.00				
					<b>Total: \$833,334.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Ambulance Replacement (F-173)</b>					
<b>Description</b>					
The purchase of a new ambulance to replace F-173, a 2013 Taylor Made ambulance. The ambulance will reach 12 years of primary and back up service in fiscal year 2026.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$400,000.00				
					<b>Total: \$400,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL GENERAL GOVERNMENT**

**\$1,283,334**

# Major Roads



McVay Road Bridge Replacement

McVay Road Bridge Replacement					
Description					
<p>The project is the complete bridge replacement at McVay Rd. The existing bridge is a 35 foot, three span concrete bridge crossing over Howard Road outfall. The existing section of roadway was constructed in the 1950's. The bridge continues to receive less than average inspection reports from TDOT's annual inspection program. The project will include repaving road approaches leading up to the bridge and minor drainage improvements.</p>					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$17,900.00				\$42,100.00
					<b>Total: \$60,000.00</b>
<b>Net Operating Financial Impact:</b> Upgrades will reduce maintenance responsibility by \$5,000.					

Milling & Overlay: Forest Hill Irene Rd. South of Winchester					
Description					
<p>The project is full depth replacement and a mill and overlay of Forest Hill Irene Rd. from Winchester to the southern City limits.</p>					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$85,000.00				\$335,000.00
					<b>Total: \$420,000.00</b>
<b>Net Operating Financial Impact:</b> Upgrades will reduce maintenance responsibility by \$5,000.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Milling and Overlay: Wolf River Blvd; Neshoba</b>					
<b>Description</b>					
<p>This portion of WRB was built by Shelby County in the early 1990's. The roadway is experiencing significant base and surface defects. The project involves base repair and a complete milling of the existing surface asphalt and installation of new surface asphalt. The segment of Neshoba Rd from Germantown to Exeter is located within an area that has seen a lot of construction activity over the past several years. This construction activity has had a negative impact on the appearance and expected life of the roadway. A complete mill and overlay is needed for this stretch of roadway.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$189,000.00				\$942,200.00
					<b>Total: \$1,131,200.00</b>
<b>Net Operating Financial Impact:</b> Upgrades will reduce maintenance responsibility by \$5,000.					

<b>Forest Hill Irene Rd Improvements – Poplar to Wolf River Blvd</b>					
<b>Description</b>					
<p>Improvements to Forest Hill Irene Rd between Poplar Avenue and Wolf River Blvd include clearing of large trees and roadside obstructions and widening to accommodate shoulders and a center two-way left turn lane. The northern section will implement traffic calming measures and lane modifications. Pedestrian and bicycle facility upgrades will be performed.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$184,443.00				\$735,557.00
					<b>Total: \$920,000.00</b>
<b>Net Operating Financial Impact:</b> Upgrades will reduce maintenance responsibility by \$5,000.					

<b>Poplar Ave. Culvert Replacement Program Construction Phase V</b>					
<b>Description</b>					
<p>Repair and/or replacement of damaged culverts under Poplar Avenue identified in the Phase I Inspection and Evaluation Project. The culverts to be addressed will be prioritized based upon the degree of damage.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$100,000.00				\$400,000
					<b>Total: \$500,000.00</b>
<b>Net Operating Financial Impact:</b> Upgrades will reduce maintenance responsibility by \$5,000.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Poplar Ave. Culvert Replacement Program Construction Phase VI</b>					
<b>Description</b>					
Repair and/or replacement of damaged culverts under Poplar Avenue identified in the Phase I Inspection and Evaluation Project. The culverts to be addressed will be prioritized based upon the degree of damage.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$17,900.00				\$42,100.00
					<b>Total: \$60,000.00</b>
<b>Net Operating Financial Impact:</b> Upgrades will reduce maintenance responsibility by \$5,000.					

**TOTAL MAJOR ROADS**

**\$3,091,200**

# Intersections and Others



Decorative Street Signs

Wolf River Blvd/ Germantown Rd. Intersection Improvements					
Description					
<p>The project will construct additional lanes to Germantown Rd. and Wolf River Blvd and upgrade the signal. In addition, the project includes signal upgrades at the intersections of Brierbrook and Germantown Rd and Wolf Trail Cove and Germantown Road. When completed, this project will add safety and capacity to the intersection as well as provide safe pedestrian crossings. Funding is for contingency purposes.</p>					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
					\$400,000.00
					<b>Total: \$400,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

Signal Upgrades TIP 20-23					
Description					
<p>There are several older intersections in Germantown that have not been upgraded to Germantown’s standard mast arms, video detection, emergency vehicle pre-emption devices, signage and striping. Funding is available through the Memphis-MPO for these types of upgrades at older intersections. These intersections include: Germantown Rd at Neshoba, Poplar Pike at Forest Hill Irene, Winchester at Forest Hill Irene.</p>					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$200,000.00				\$1,572,000.00
					<b>Total: \$1,772,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Signal Upgrades TIP 23-26</b>					
<b>Description</b>					
<p>There are several older intersections in Germantown that have not been upgraded to Germantown’s standard mast arms, video detection, emergency vehicle pre-emption devices, signage and striping. Funding is available through the Memphis-MPO for these types of upgrades at older intersections. These intersections include: Poplar Ave. at Kimbrough and McVay/PoplarPike at Germantown/West St.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
					\$321,000.00
					<b>Total: \$321,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>Germantown Rd at Stout Rd Intersection Retaining Wall Reconstruction</b>					
<b>Description</b>					
<p>This project includes improvements made to retaining wall at Germantown Rd and Stout Rd.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$20,000.00				
					<b>Total: \$20,000.00</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs by \$1,000.					

<b>Signalization of WRB/Houston High School (HHS) Eastern Driveway</b>					
<b>Description</b>					
<p>WRB is a 6-lane median divided roadway with an average traffic volume of approximately 20,500 vehicles/day in the vicinity of HHS. Now that the school start times/dismissal times for HHS and HMS are so close to each other, traffic congestion has gotten worse since 2017. A signal warrants analysis of this intersection was performed in 2018. A signal at this location is warranted. Signalization of this intersection will be interconnected with the existing signalized WRB intersections of Houston Levee, Dogwood Grove, Johnson and FHI. Interconnected signals will improve traffic flow throughout this entire corridor.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$8,000.00				\$580,000.00
					<b>Total: \$588,000.00</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs by \$1,000.					



**CAPITAL IMPROVEMENTS PROGRAM**

<b>Decorative Street Signs</b>					
<b>Description</b>					
<p>The decorative street sign program has been an ongoing capital project since FY06 and, since then, has installed more than 650 decorative street signs and 650 decorative stop signs. The signs are currently offered to neighborhoods on a cost-sharing basis. The cost of the street signposts is split 50/50 with the neighborhood.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$25,000.00	\$25,000.00			
					<b>Total: \$50,000.00</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs by \$500.					

**TOTAL INTERSECTION/OTHER**

**\$ 3,151,000**

# Drainage



Redbud Trail - Lateral E Drainage Improvement

USACE PAS Package – Wolf River Laterals					
Description					
<p>The PAS study is a federally funded project partnership with the United States Army Corps of Engineers (USACE) and the City of Germantown. City of Germantown Major Laterals Study will develop a series of models and inundation maps to address recurring flooding problems and support the city’s future drainage planning and resiliency.</p>					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$93,750.00				
					<b>Total: \$93,750.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

Somerset Area Detention					
Description					
<p>This project will mitigate flood and property damage risk identified in the citywide stormwater master plan. This project will construct a detention area on open/undeveloped land at the upstream ends of the network to attenuate runoff. The drainage conduit is recommended to be increased to adequately convey the stormwater and prevent localized flooding along the yards adjacent to Poplar Avenue.</p>					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$75,000.00				
					<b>Total: \$75,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Redbud Trail – Lateral E Drainage Improvement</b>					
<b>Description</b>					
This is for construction of a combination of drainage pipe systems between Redbud Trail Drive and Dogwood Trails Drive and a new detention basin facility to be installed at the Bodine School.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$250,000.00				
					<b>Total: \$250,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL DRAINAGE**

**\$418,750**

# Parks



Pickleball Expansion and Restrooms

Lily Walk					
Description					
The project will address vegetation encroachment along the existing sidewalk to improve walkability, it will add pedestrian benches, new landscaping, and a crosswalk providing connectivity to the Germantown Performing Arts Center and the Athletic Club.					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$81,000.00				\$324,000.00
					<b>Total: \$405,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

Riverdale Park Reinvestment – Phase II, III					
Description					
The project will address the park access from Neshoba Rd, overall ADA compliance, correct drainage/ erosion problems and will make park improvements in aesthetics and park visitor experiences.					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$1,250,000				
					<b>Total: \$1,250,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Comprehensive Parks and Recreation Master Plan Update</b>					
<b>Description</b>					
Development of a master plan to update existing plans and develop a long-range comprehensive approach to park improvements and needed expansions over time.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$70,000.00				
					<b>Total: \$70,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

<b>Greenway Trail Extension</b>					
<b>Description</b>					
The City has been developing the greenway trail along the Wolf River Nature Area corridor since 1999. In 2020, expansion was completed extending the trail to the intersection of Wolf River Blvd. and Farmington. The City has received grant funding for the continued expansion through the Transportation Alternative Program with the Memphis Metropolitan Planning Organization. The project plan is to extend the greenway to the eastern city limits and is currently in the environmental phase. The funding request of \$132,000 will cover the engineering services for the next phase of design.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$33,413.00				\$133,654.00
					<b>Total: \$167,067.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this phase of the project.					

<b>Legacy Park Projects – Cameron Brown Projects</b>					
<b>Description</b>					
Identified in the Parks and Recreation Master Plan, this project reinvests in Cameron Brown Park. The project involves new parking and a new synthetic turf, multi-use field.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$215,000.00				
					<b>Total: \$215,000.00</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs by \$5,000.					

**CAPITAL IMPROVEMENTS PROGRAM**

<b>Pickleball Expansion and Restrooms</b>					
<b>Description</b>					
<p>This project will address the high demand for the fastest growing sport of Pickleball and the overcrowding of the Cameron Brown Pickleball Complex. This project will include construction in FY25 and FY26 for the installation of up to 6 new courts, fencing, court lighting, and netting system. The design will also include new restrooms near the Cameron Brown Pickleball courts.</p>					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$625,000.00				
					<b>Total: \$625,000.00</b>
<b>Net Operating Financial Impact:</b> Installation will increase maintenance costs by \$5,000.					

**TOTAL PARKS**

**\$2,732,067**

# Germantown Athletic Club



Natatorium Renovation

Natatorium Renovation					
<b>Description</b>					
As part of a phased approach, this project will address the ceiling area of the natatorium, the pool itself, and the outdoor pool to ensure safety and functionality.					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$550,000.00				
					<b>Total: \$550,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

TOTAL GERMANTOWN ATHLETIC CLUB

\$550,000

# Stormwater



Dogwood Rd & Duntreath Rd Drainage Improvements

Annual Miscellaneous Drainage					
Description					
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.					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$150,000.00				
					<b>Total: \$150,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

Dogwood Rd & Duntreath Rd Drainage Improvements					
Description					
This project will replace aging drainage infrastructure and remove a concrete lined ditch to promote positive drainage at the intersection of S. Dogwood Rd and Duntreath Rd. The drainage improvement will promote resilience by protecting the roadbed from scour and erosion.					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$500,000.00				
					<b>Total: \$500,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					



**CAPITAL IMPROVEMENTS PROGRAM**

<b>On the Hill Cove Drainage Improvement</b>					
<b>Description</b>					
This project will mitigate flooding and property damage risk. Existing conditions analysis shows residential inundation beginning in the 10-year storm event along the open channel.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$125,000.00				
					<b>Total: \$125,000.00</b>

<b>Dogwood Grove 4<sup>th</sup> Addition</b>					
<b>Description</b>					
This project will execute the design and construction of immediately necessary repairs to an existing concrete lined drainage channel. This section of the drainage network is failing and severely settling. The section serves as an outfall for Dogwood Grove 4th Addition and all upstream stormwater within the drainage basin.					
<b>Funding Source</b>	<b>Reserves</b>	<b>Grants</b>	<b>Bonds</b>	<b>Hall</b>	<b>State &amp; Federal</b>
	\$150,000.00				
					<b>Total: \$150,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

**TOTAL STORMWATER**

**\$925,000**

# Utilities



Southern Avenue WTP Filter Bay Refurbishment

Southwest Water Main					
Description					
<p>The southwest portion of the City of Germantown is currently served by MLG&amp;W water mains. The intent of this project is to construct a new 10-inch water main to serve existing Germantown residents and remove them from MLGW’s water system. The FY25 budget includes obtaining a professional services firm to provide engineering design services and obtain necessary easements with construction planned in FY26.</p>					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$300,000.00				
					<b>Total: \$300,000.00</b>
<b>Net Operating Financial Impact:</b> Construction will increase maintenance responsibility by \$5,000.					

Southern Avenue Water Treatment Plant Filter Bay Refurbishment					
Description					
<p>The purpose of this project is to overhaul the 8 filter bays at the Southern Ave Water Treatment Plant.</p>					
Funding Source	Reserves	Grants	Bonds	Hall	State & Federal
	\$500,000.00				
					<b>Total: \$500,000.00</b>
<b>Net Operating Financial Impact:</b> There is no additional operating cost associated with this project.					

TOTAL UTILITY FUND

\$ 800,000

**CAPITAL IMPROVEMENTS PROGRAM**

**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	\$ 1,283,334
Major Roads	3,091,200
Intersection/Other	3,151,000
Drainage	418,750
Parks	2,732,067
Germantown Athletic Club	550,000
Stormwater	925,000
Utilities	800,000
Contingency	350,000

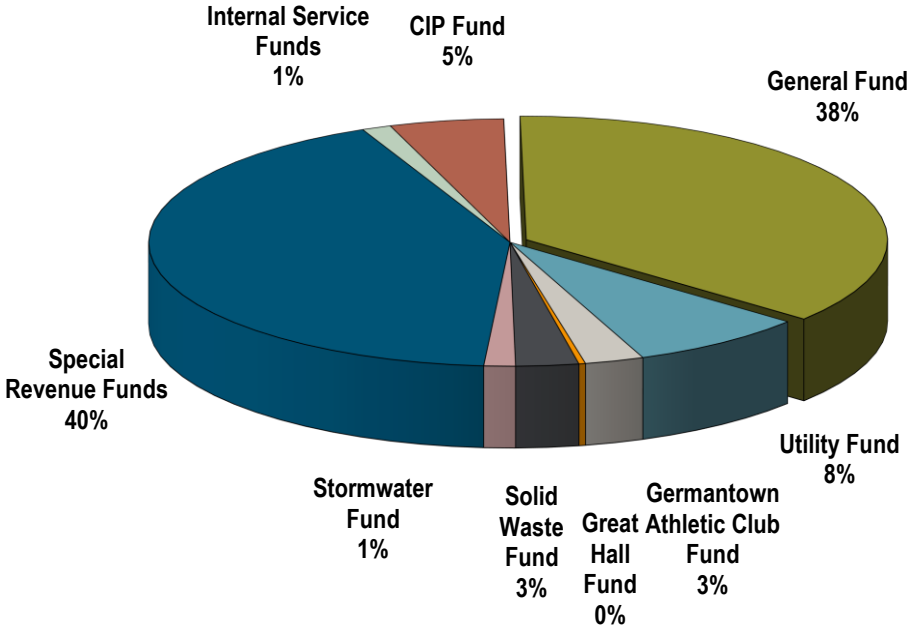
**TOTAL FY25 CAPITAL IMPROVEMENTS PROGRAM**

**\$13,301,351**

**REVENUE PROJECTIONS**

This section presents an analysis of projected revenues for FY25 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 General Purpose School Fund, Germantown Municipal School Capital Projects Fund, District Fund, Germantown School Cafeteria Fund, Germantown Municipal School Federal Projects 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 FY25 PROJECTED REVENUES**

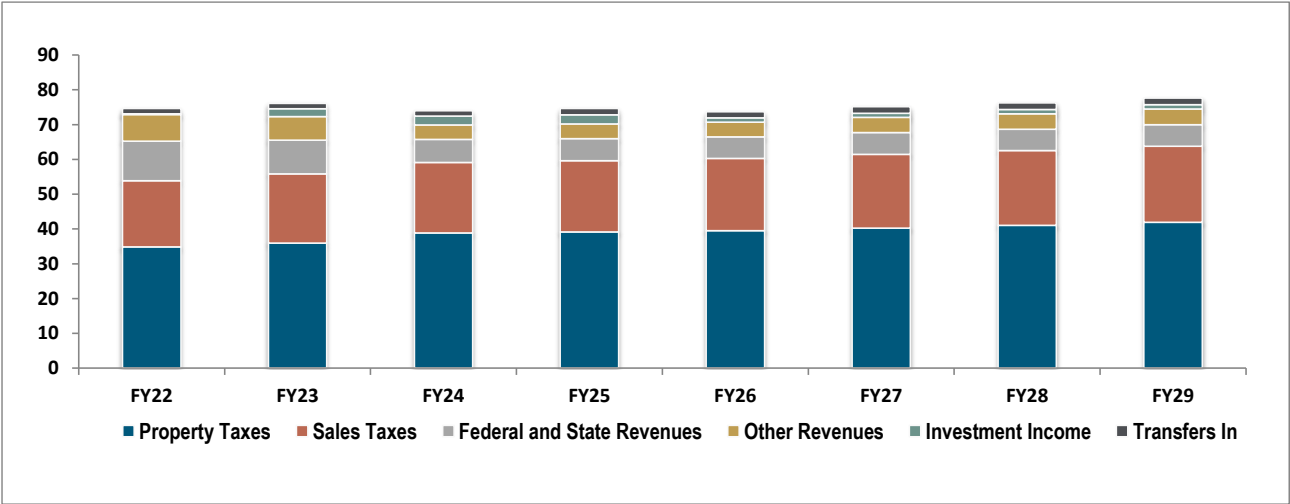


# GENERAL FUND REVENUE PROJECTIONS

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
		FY23	FY24	FY25
010-0000-311.10-00	Real Property Tax	\$ 33,649,978	36,831,942	\$ 37,016,102
010-0000-311.20-00	Personal Property Tax	854,493	753,760	825,000
010-0000-311.30-00	PILOT	422,866	366,188	366,200
010-0000-313.00-00	Penalties and Interest	168,337	135,000	135,000
010-0000-315.10-00	TVA	496,957	506,536	500,000
010-0000-315.20-00	MLG&W	358,513	251,745	275,000
010-0000-316.10-00	Local Option Sales Tax	11,203,909	11,500,000	11,557,500
010-0000-316.10-02	Occupancy Tax	5,995	4,000	5,000
010-0000-316.10-10	.5 Percent Sales Tax	4,935,031	5,063,000	5,088,315
010-0000-317.10-00	Wholesale Beer Tax	438,587	405,000	425,000
010-0000-317.20-00	Wholesale Liquor Tax	935,029	832,000	948,700
010-0000-318.10-00	Gross Receipts Business Tax	908,235	865,000	840,000
010-0000-319.10-00	Cable TV and Telecommunication	686,436	663,800	700,000
010-0000-319.20-00	Room Occupancy Tax	1,479,290	1,633,750	1,650,088
010-0000-321.10-00	Automobile Registration	1,222,687	1,165,400	1,245,000
010-0000-322.10-00	Retail Beer Licenses	7,772	8,000	8,300
010-0000-322.20-00	Retail Liquor Licenses	22,968	26,000	26,000
010-0000-324.10-00	Animal Registration Fees	74,031	85,000	80,000
010-0000-326.10-00	Fence and Sign Permits	6,975	7,000	7,000
010-0000-326.20-00	Building Permits	50,613	45,000	45,000
010-0000-326.40-00	Subdivision Engineering	47,802	35,000	43,000
010-0000-326.50-00	Zoning Application Fees	55,699	57,000	55,000
010-0000-331.90-00	Grants - Federal/State	4,077,069	971,146	693,097
010-0000-335.10-00	State Sales Tax Allocation	4,980,227	5,161,920	5,200,000
010-0000-335.20-00	State Income and Excise Tax (Hall)	168,880	-	-
010-0000-335.30-00	State Beer Tax Allocation	18,873	18,800	19,000
010-0000-335.40-00	State Liquor Tax Allocation	523,349	540,000	540,000
010-0000-335.50-00	Sports Betting	73,690	105,000	100,000
010-0000-335.40-01	GMSD Tax Distribution	(261,675)	(285,000)	(285,000)
010-0000-335.90-00	City Street and Transportation Tax Allocation	75,727	75,720	75,720
010-0000-342.30-00	Fire Inspection Fees	38,625	25,000	35,000
010-0000-351.10-00	City Court Costs	233,943	200,000	200,000
010-0000-351.11-00	City Court Fines	238,161	270,000	440,100
010-0000-351.20-00	Other Court Revenue	1,296,762	600,000	500,000
010-0000-351.30-00	Animal Impoundment Fees	2,001	2,500	2,600
010-0000-353.01-00	Fines - Library	43,206	37,000	40,000
010-0000-361.10-00	Investment Income	2,157,642	2,520,000	2,600,000
010-0000-361.11-00	Loan Interest - Civic Centre	432	-	-
010-0000-362.00-00	Rental Revenue - WTF	396,588	345,000	345,000
010-0000-362.20-00	Library Materials	411	1	500
010-0000-362.40-00	Parks	9,660	-	-
010-0000-362.41-00	Parks - Taxable	-	9,000	9,000
010-0000-367.30-00	Senior Expo Revenue	-	12,800	12,800
010-0000-367.90-00	Playground Registrations Revenue	26,460	25,000	25,000
010-0000-368.01-00	Gain/Loss Sale of Assets	27,169	27,500	-
010-0000-369.10-00	Other Revenue	1,705,471	400,000	375,000
010-0000-369.12-00	Uninsured Recovery Loss	541,447	145,950	-
010-0000-369.15-00	Surplus Equipment Sales - GovDeals	(8,962)	(16,928)	8,000
010-0000-369.20-00	Library - Printing & Misc.	6,474	5,000	5,000
010-0000-369.99-00	Credit Card Fees: Gain/Loss	14,906	15,000	20,000
010-0000-369.99-01	Cash Short/Over	(4)	2	-
<b>TOTAL REVENUES</b>		<b>\$ 74,528,226</b>	<b>72,450,632</b>	<b>72,802,022</b>

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

**Current Real Property Tax** **\$37,016,102**

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** **\$825,000**

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** **\$366,200**

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** **\$135,000**

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** **\$500,000**

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** **\$275,000**

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** **\$11,557,500**

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.

**Occupancy Tax** **\$5,000**

Short term rental unit marketplaces for less than 30 continuous days.

**0.5 Percent Sales Tax** **\$5,088,315**

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**

**\$425,000**

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**

**\$948,700**

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**

**\$840,000**

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**

**\$700,000**

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**

**\$1,650,088**

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.

**\$1,245,000**

### **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**

**\$8,300**

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**

**\$26,000**

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**

**\$80,000**

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



## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

**Fence & Sign Permits** **\$7,000**

Ordinance Sec. 14-8 and Sec. 6-108. The fees are \$40 for residential fences and \$55 for commercial fences.

**Building Permits** **\$45,000**

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** **\$43,000**

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** **\$55,000**

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

**Grants – Federal, State** **\$693,097**

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

**State Sales Tax Allocation** **\$5,200,000**

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 41,133.

**State Beer Taxes Allocation** **\$19,000**

T.C.A. 57-5-201. A 10.05% allocation of the tax of \$4.29 per barrel paid by manufacturers or distributors is made to municipalities and collected semiannually in October and April. It is a direct deposit to the LGIP on the 20<sup>th</sup> of each month. This money is collected on a per capita basis without regard to legal beer sales in the community.

**State Liquor Taxes Allocation** **\$540,000**

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.

**Sports Betting** **\$100,000**

As per the Tennessee sports betting rules, sports betting is legal in Tennessee, however, individuals can only bet on sports online. The City is remitted an amount quarterly from the Tennessee Department of Revenue based on a per capita basis.

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

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

**\$75,720**

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**

**\$35,000**

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

### **City Court Costs**

**\$200,000**

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**

**\$440,100**

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**

**\$500,000**

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**

**\$2,600**

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**

**\$2,600,000**

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**

**\$345,000**

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

### **Library Materials**

**\$ 500**

Fees received for library materials. Some of the fees include: \$50.00 non-resident/non-consortium fee, \$5.00 processing fee in addition to the cost for lost or damaged items, \$2.00 processing fee for replacement of plastic magazine covers and \$1.00 per library card replacement.

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

<b><u>Parks</u></b>	<b><u>\$9,000</u></b>
Rental revenue received from the pavilions.	
<b><u>Senior Expo Revenue</u></b>	<b><u>\$12,800</u></b>
Rental revenue received from booths at the annual Senior Expo at the Germantown Athletic Club.	
<b><u>Playground Program</u></b>	<b><u>\$25,000</u></b>
Program fees collected for the Summer Playground program. The "Summer Playground Program" is a partial day program (fee is \$225/per participant per two-week session and \$15 discount for each additional child per family).	
<b><u>Other Revenues</u></b>	<b><u>\$375,000</u></b>
Other revenues collected are on routine items such as charges for copies of public records and donations.	
<b><u>Surplus Equipment Sales - GovDeals</u></b>	<b><u>\$8,000</u></b>
Monies collected from the disposition of surplus or confiscated items.	
<b><u>Library – Printing &amp; Misc.</u></b>	<b><u>\$5,000</u></b>
The library charges \$0.20 per page for black and white copies and \$1.00 per page for color copies.	
<b><u>Credit Card Fees: Gain/Loss</u></b>	<b><u>\$20,000</u></b>
This account records cash overage and shortage.	
<b><u>TOTAL GENERAL FUND REVENUES</u></b>	<b><u>\$72,802,022</u></b>

## SPECIAL REVENUE FUND REVENUE PROJECTIONS

### STATE STREET AID FUND

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>% Chg.</u>	<u>Budget FY25</u>
State Gasoline Tax Allocation	\$ 1,435,885	1,487,000	1,446,800	0.22%	1,450,000
Investment Income	101,938	95,000	54,225	-33.61%	36,000
General Fund Transfer	700,000	2,370,000	2,370,000	19.41%	2,830,000
TOTAL REVENUES	<u>\$ 2,237,823</u>	<u>3,952,000</u>	<u>3,871,025</u>	<u>11.50%</u>	<u>4,316,000</u>

#### State Gasoline Tax Allocation

**\$1,450,000**

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

**\$36,000**

Interest on funds held in State Street Aid Fund.

#### Transfer In- General Fund

**\$2,830,000**

Funds transferred from the General Fund to cover additional expenses.

### PUBLIC ART FUND

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Grants - Federal, State	\$ 26,800	10,000	38,200	30.89%	50,000
Other Revenue	-	50,000	50,000	-100.00%	-
Donations	-	53,000	50,000	0.00%	50,000
General Fund Transfer	111,800	185,100	185,100	2.49%	189,700
TOTAL REVENUES	<u>\$ 138,600</u>	<u>298,100</u>	<u>285,100</u>	<u>1.61%</u>	<u>289,700</u>

#### Grants

**\$50,000**

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

#### Donations

**\$ 50,000**

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

#### Transfer In – General Fund

**\$189,700**

Funds transferred from the General Fund to cover additional expenses.

## SPECIAL REVENUE FUND REVENUE PROJECTIONS

### DRUG ASSET FORFEITURE FUND

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Drug Enforcement Revenues	\$ 146,946	320,000	320,000	0.00%	320,000
TOTAL REVENUES	<u>\$ 146,946</u>	<u>\$ 320,000</u>	<u>\$ 320,000</u>	<u>0.00%</u>	<u>320,000</u>

#### Drug Enforcement Revenues

**\$320,000**

Funds received from court fines and seizures.

### PICKERING COMPLEX FUND

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Classes Revenues	\$ 28,051	25,750	25,750	47.57%	38,000
Senior Events Revenues	5,384	4,500	4,500	0.00%	4,500
Other Revenue - Taxable	42,675	45,000	45,000	0.00%	45,000
TOTAL REVENUES	<u>\$ 76,108</u>	<u>75,250</u>	<u>75,250</u>	<u>16.28%</u>	<u>87,500</u>

#### Classes

**\$38,000**

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

#### Senior Events

**\$4,500**

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

#### Other Revenue – Taxable

**\$45,000**

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 FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Other Revenues/Forfeiture \$	6,846	50,000	50,000	0.00%	50,000
<b>TOTAL REVENUES \$</b>	<b><u>6,846</u></b>	<b><u>50,000</u></b>	<b><u>50,000</u></b>	<b><u>0.00%</u></b>	<b><u>50,000</u></b>

**Federal Asset Forfeiture**

**\$50,000**

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

**GERMANTOWN MUNICIPAL SCHOOL GENERAL PURPOSE SCHOOL FUND**

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY25</u>
BEP/State Education funds	\$ 31,141,673	35,511,427	36,415,175	1,130,212	3.10%	37,545,387
County taxes	18,850,995	18,658,191	18,408,000	17,935	0.10%	18,425,935
Local option sales tax	10,334,350	9,972,177	10,490,870	(86,214)	-0.82%	10,404,656
Charges for services	187,387	206,305	129,841	255,170	196.52%	385,011
Interest income	759,331	160,000	964,672	(239,672)	-24.84%	725,000
State grants	857,386	153,441	1,278,639	(1,129,198)	-88.31%	149,441
Mixed drink tax	261,675	240,000	240,000	12,000	5.00%	252,000
Indirect costs	69,427	35,000	35,000	-	0.00%	35,000
PEG funding	121,541	124,000	112,000	-	0.00%	112,000
Sale of equipment	164,674	-	174,693	(174,693)	-100.00%	-
Other	755,425	21,000	81,059	(60,059)	-74.09%	21,000
Transfer In - General Fund	3,082,064	3,082,064	3,082,064	-	0.00%	3,082,064
TOTAL REVENUES	-	-	-	-	-	-
<b>TOTAL REVENUES \$</b>	<b><u>66,585,928</u></b>	<b><u>68,163,605</u></b>	<b><u>71,412,013</u></b>	<b><u>(274,519)</u></b>	<b><u>-0.38%</u></b>	<b><u>71,137,494</u></b>

**BEP/State Education Funds**

**\$37,545,387**

Funds received from the Tennessee Department of Education primarily for the Basic Education Program based on the prior year average daily membership, and for other state programs.

**County Taxes**

**\$18,425,935**

Funds received from Shelby County for property and wheel taxes based on the prior year weighted average daily attendance.

**Local Option Sales Tax**

**\$10,404,656**

Funds received from Shelby County for local option sales tax based on the prior year weighted average daily attendance.

## SPECIAL REVENUE FUND REVENUE PROJECTIONS

**Charges for Services** **\$385,011**

Funds received from tuition and technology device insurance.

**Interest Income** **\$725,000**

Interest earned on investments with the Tennessee Local Government Investment Pool.

**State Grants** **\$149,441**

Funds received from the Tennessee Department of Education for the safe schools, special education transition school to work, and coordinated school health grants.

**Mixed Drink Tax** **\$252,000**

Funds received through the City of Germantown for one-half of the taxes assessed on the seating capacity of establishments serving mixed drinks.

**Indirect Costs** **\$35,000**

Funds received for indirect costs charged to federal programs based upon the rate approved by the Tennessee Department of Education.

**PEG Funding** **\$112,000**

Funds received through the City of Germantown from cable companies for the school district's television studios.

**Other** **\$21,000**

Rental income from cell tower.

**Transfer In – General Fund** **\$3,082,064**

Funds transferred from the General Fund to support the school district's operations.

**SPECIAL REVENUE FUND REVENUE PROJECTIONS**

**GERMANTOWN MUNICIPAL SCHOOL CAPITAL PROJECTS FUND**

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY25</u>
County Commission	\$ 1,001,151	3,701,747	2,273,675	226,325	9.95%	2,500,000
Transfer In - School Capital	1,732,338	750,000	-	-	-	-
<b>TOTAL REVENUES</b>	<b><u>\$ 2,733,489</u></b>	<b><u>4,451,747</u></b>	<b><u>2,273,675</u></b>	<b><u>226,325</u></b>	<b><u>9.95%</u></b>	<b><u>\$ 2,500,000</u></b>

**County Commission**

**\$2,500,000**

Funds received from the Shelby County Commission for capital projects.

**GERMANTOWN MUNICIPAL SCHOOL CAFETERIA FUND**

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Lunch payments - child	\$ 863,686	885,452	829,843	2,799	0.34%	832,642
Lunch payments - adult	9,715	10,000	10,235	13,734	134.19%	23,969
Breakfast income	56,229	50,018	51,475	(2,944)	-5.72%	48,531
A la carte sales	455,215	590,817	623,896	150,866	24.18%	774,762
Other state education funds	20,825	-	57,101	(30,939)	-54.18%	26,162
USDA - lunch	430,982	444,321	351,062	38,201	10.88%	389,263
USDA - commodities	93,127	145,240	145,240	(22,351)	-15.39%	122,889
USDA - breakfast	46,812	48,497	40,117	4,483	11.17%	44,600
Other revenue	97,009	31,538	156,141	(149,641)	-95.84%	6,500
<b>TOTAL REVENUES</b>	<b><u>\$ 2,073,600</u></b>	<b><u>2,205,883</u></b>	<b><u>2,265,110</u></b>	<b><u>4,208</u></b>	<b><u>0.19%</u></b>	<b><u>2,269,318</u></b>

**Lunch Payments - Child**

**\$832,642**

Funds received for student lunch sales.

**Lunch Payments - Adult**

**\$23,969**

Funds received for teacher and other adult lunch sales.

**Breakfast Income**

**\$48,531**

Funds received for student and adult breakfast sales.

**A La Carte Sales**

**\$774,762**

Funds received for student and adult purchases of miscellaneous food items.



**SPECIAL REVENUE FUND REVENUE PROJECTIONS**

**Other State Education funds** **\$26,162**

Funds received from a Child Nutrition State Match grant.

**USDA - Lunch** **\$389,263**

Fund received from the federal government for students eligible for the free and reduced lunch program.

**USDA - Commodities** **\$122,889**

Donated food items from the federal government.

**USDA - Breakfast** **\$44,600**

Funds received from the federal government for students eligible for the free and reduced breakfast program.

**Other Revenue** **\$6,500**

Funds received for catering and for a supply chain assistance grant.

**GERMANTOWN MUNICIPAL SCHOOL FEDERAL PROJECTS FUND**

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Federal Grants	\$ 5,419,864	1,804,341	4,909,975	(2,344,868)	-47.76%	2,565,107
TOTAL REVENUES	<u>\$ 5,419,864</u>	<u>1,804,341</u>	<u>4,909,975</u>	<u>(2,344,868)</u>	<u>-47.76%</u>	<u>2,565,107</u>

**Federal Grants** **\$2,565,107**

Funds received from the Tennessee Department of Education for various federal programs to support career and technology education, and at-risk and special needs students.

## SPECIAL REVENUE FUND REVENUE PROJECTIONS

### AMBULANCE FUND

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Transport Fees	\$ 1,755,281	1,560,000	1,850,000	(50,000)	-2.70%	1,800,000
Other Revenue	19,701	-	-	-	-	-
Interest	3,492	-	43,300	(43,300)	-100.00%	-
General Fund Transfer	975,000	975,000	975,000	(100,000)	-10.26%	875,000
<b>TOTAL REVENUES</b>	<b><u>\$ 2,753,474</u></b>	<b><u>2,535,000</u></b>	<b><u>2,868,300</u></b>	<b><u>(193,300)</u></b>	<b><u>-6.74%</u></b>	<b><u>2,675,000</u></b>

#### Transport Fee

**\$1,800,000**

Funds received for transporting patients to area hospitals.

#### Transfer In – General Fund

**\$875,000**

Funds transferred from the General Fund to cover additional expenses.

### FARM PARK FUND

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>Amt. Chg.</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Membership Fees	\$ 1,995	3,000	3,000	-	0.00%	3,000
Donations	4,537	15,000	-	15,000	100%	15,000
Earned Income	1,598	2,000	2,000	10,000	500.00%	12,000
Education Fees	3,430	2,500	2,500	500	20.00%	3,000
Rental	14,122	12,500	12,900	100	0.78%	13,000
General Fund Transfer	100,000	100,000	100,000	30,000	30.00%	130,000
	<b><u>\$ 125,682</u></b>	<b><u>135,000</u></b>	<b><u>120,400</u></b>	<b><u>55,600</u></b>	<b><u>46.18%</u></b>	<b><u>176,000</u></b>

#### Membership Fees

**\$3,000**

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

#### Donations

**\$15,000**

Funds received from contributions to the Farm Park.

**SPECIAL REVENUE FUND REVENUE PROJECTIONS**

**Earned Income** **\$12,000**

Funds received from Farm Park rent/merchandise.

**Education Fees** **\$3,000**

Funds received from community education programs.

**Rental** **\$ 13,000**

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

**Transfer In – General Fund** **\$130,000**

Funds transferred from the General Fund to cover additional expenses.

**LIBRARY ENDOWMENT FUND**

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Interest Income	\$ 9,109	-	-	-	-
TOTAL REVENUES	<u>\$ 9,109</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**E-CITATION FUND**

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>% Chg.</u>	<u>Budget FY25</u>
E-Fee	\$ 21,183	-	-	-	-
Technology Fee	212	-	-	-	-
TOTAL REVENUES	<u>\$ 21,395</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

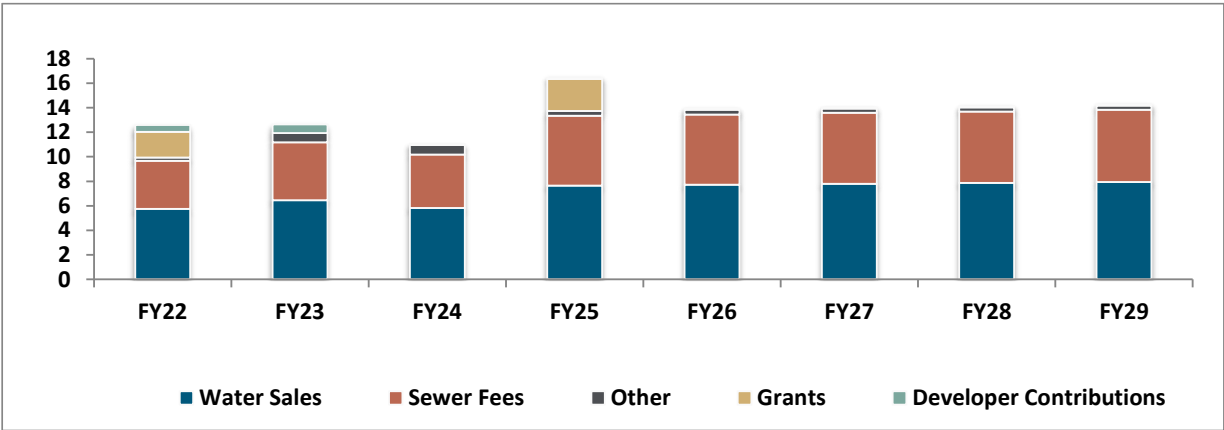
**UTILTIY FUND REVENUE PROJECTIONS**

This section presents the projected Utility Fund revenues for FY25. An analysis chart of revenue components and projected trends through FY29 is presented below.

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Grants-Federal/State	\$ -	-	-	100%	2,601,138
Metered Water Sales	6,381,646	6,200,000	5,750,500	31.64%	7,570,000
Forfeited Discounts	85,183	70,000	80,000	-12.50%	70,000
Water Application Fee	12,375	12,000	12,000	0.00%	12,000
Other Revenue	45,906	32,000	32,000	0.00%	32,000
Developer Installation	61,263	20,000	20,000	0.00%	20,000
Water Connection Fees	47,920	50,000	40,000	25.00%	50,000
Sewer Connection Fees	24,800	25,000	24,000	4.17%	25,000
Sewer Service Fees	4,704,626	4,750,000	4,350,900	31.02%	5,700,400
<b>OPERATING REVENUES</b>	<b>\$ 11,363,719</b>	<b>11,159,000</b>	<b>10,309,400</b>	<b>55.98%</b>	<b>16,080,538</b>
Investment Income	\$ 565,052	250,000	600,000	-58.33%	250,000
Contributions from Developers	711,564	70,000	70,000	0.00%	70,000
Credit Card Fees/Gain/Loss	2,650	-	25	-100.00%	-
<b>NONOPERATING REVENUES</b>	<b>\$ 1,279,266</b>	<b>320,000</b>	<b>670,025</b>	<b>-52.24%</b>	<b>320,000</b>

**UTILITY REVENUES**

\$ MILLIONS



## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

**Grants – Federal/State** **\$2,601,138**

This category includes grant money received from the Tennessee Department of Environment and Conservation's (TDEC) deployment of American Rescue Plan (ARP).

**Metered Water Sales** **\$7,570,000**

Residential charges are \$11.10 as the base rate, \$1.44 for each additional 1,000 gallons up to 10,000 gallons, \$3.16 for each additional 1,000 gallons thereafter. Commercial charges are \$18.32 for the first 2,000 gallons, \$4.71 for each additional 1,000 gallons up to 48,000 gallons, \$6.70 for each additional 1,000 gallons thereafter. These are net charges collected monthly by the City.

**Forfeited Discounts** **\$70,000**

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).

**Other Revenues** **\$32,000**

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

**Developer Installation** **\$20,000**

The City charges \$500 per residential lot for water system expansion and for reimbursement of the City's cost when an existing line originally installed by the City will serve the development. The recoveries for existing lines are currently a smaller projection than in previous years.

**Water Connection Fees** **\$50,000**

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

**Sewer Connection Fees** **\$25,000**

Residential fees are \$1,000 per lot. The commercial charges are based on the development's frontage or acreage. This revenue is collected monthly and with the City installing the outfall lines, this revenue will accrue primarily to the City.

**Sewer Service Fee** **\$5,700,400**

This revenue is based on metered water service. Residential charges are \$7.73 for the base rate, \$2.74 for each additional 1,000 gallons up to 10,000, \$3.32 for each additional 1,000 gallons thereafter with a maximum charge of \$71.65. There is a nominal surcharge for restaurants. Commercial charges are \$9.63 for the first 1,000 gallons, \$2.76 for each additional 1,000 gallons for the next 4,000, and \$4.76 for 5,000 gallons and above. These are net charges collected monthly by the City.

**Interest Income** **\$250,000**

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.

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

### Contributions from Developers

\$70,000

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

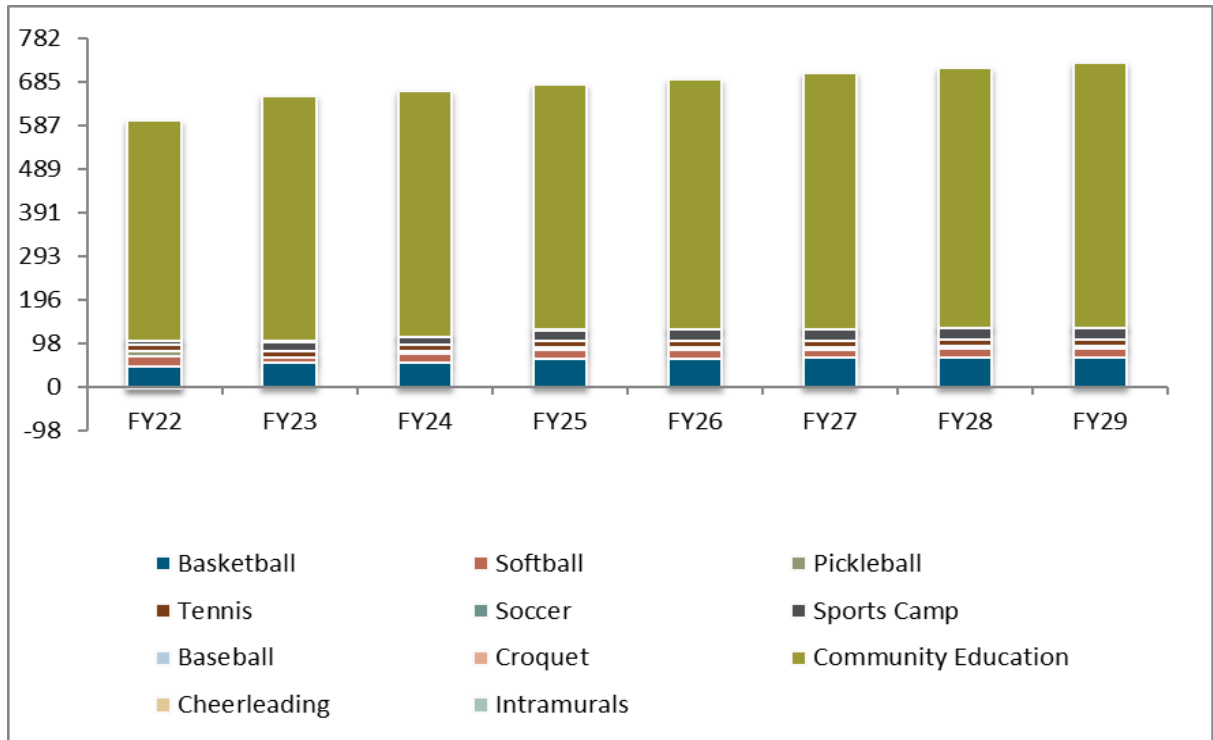
## RECREATION FUND REVENUE PROJECTIONS

This section presents the projected Recreation Fund revenues for FY25. An analysis chart of revenue components for the Recreation Fund is presented below.

	Actual FY23	Budget FY24	Estimated FY24	% Chg.	Budget FY25
Basketball Fees and Sponsorships	\$ 53,143	60,000	54,181	16.28%	63,000
Softball Fees	8,625	19,200	14,000	0.00%	14,000
Tennis Classes and Other Fees	12,560	14,000	14,000	0.00%	14,000
Sports Camps Fees	22,437	30,000	18,500	35.14%	25,000
Croquet Fees	544	700	700	0.00%	700
Pickleball	2,314	2,314	5,500	0.00%	5,500
Community Education	549,552	550,000	550,000	0.00%	550,000
<b>TOTAL REVENUES</b>	<b>\$ 649,175</b>	<b>676,214</b>	<b>656,881</b>	<b>2.33%</b>	<b>672,200</b>

## RECREATION REVENUES

\$ THOUSANDS



## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

**Basketball Fees and Sponsors** **\$63,000**

Youth participant fees are \$145 per player for residents and \$203 for non-residents. The league is expecting over 350 youth participants, due to forming a high school age league and an increase in Challenger league.

**Softball Fees** **\$14,000**

This category includes adult softball teams with various divisions including men, women and coed. Sixty teams are expected at a fee of \$600 per team.

**Tennis Classes and Rentals** **\$14,000**

Revenues generated through leagues, lessons, and tournaments.

**Sports Camps** **\$25,000**

Revenues are generated through Sports Camps range \$15 to \$75 depending on the sport.

**Croquet** **\$ 700**

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

**Pickleball** **\$5,500**

Revenues generated through leagues, lessons, and tournaments.

**Community Education** **\$550,000**

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

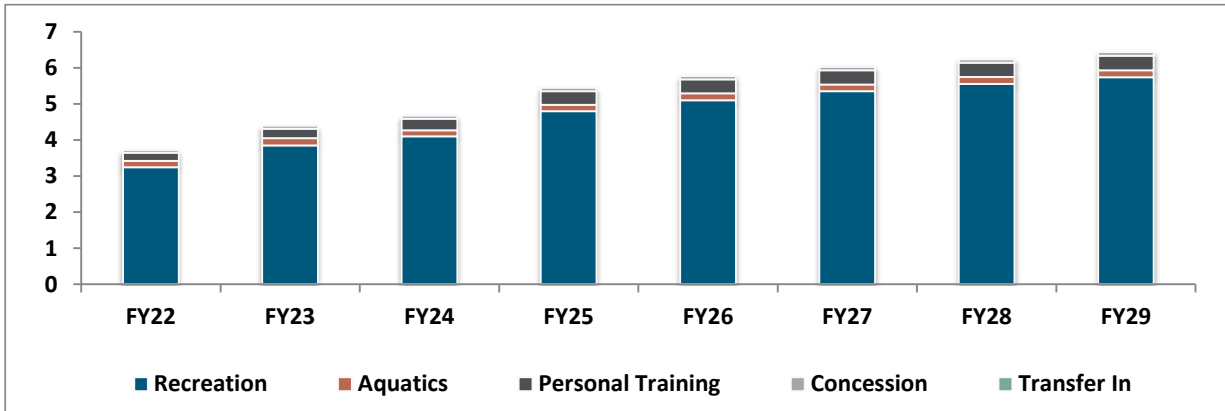
This section presents the projected Germantown Athletic Club Fund revenues for FY25. The graph of revenue components and projected trends through FY29 is presented on the next page.

	Actual FY23	Budget FY24	Estimated FY24	% Chg.	Budget FY25
Membership Fees	\$ 3,444,246	3,660,000	3,585,434	21.23%	4,346,500
Membership Application Fee	81,361	80,000	85,284	0.25%	85,500
Daily Fees	6,195	5,100	6,090	-1.48%	6,000
Classes - Club Programs	148,664	147,545	163,630	0.84%	165,000
Classes - Contract Programs	1,000	11,400	2,295	17.65%	2,700
Concessions - Recreation	84,757	83,000	89,115	0.99%	90,000
Rent - Nontaxable Business	79,222	79,222	79,222	0.00%	79,222
Other Revenues	191	-	-	-	-
Swim Team	17,922	17,122	20,000	25.00%	25,000
Swimming Lessons	142,393	125,000	124,000	4.84%	130,000
Swim Meet Fees	3,000	5,100	1,500	100.00%	3,000
Aquatics Rental	35,352	23,000	24,188	-4.91%	23,000
Personal Trainer	263,723	300,000	313,157	21.03%	379,000
Pro Shop	8,463	12,000	8,421	42.50%	12,000
OPERATING REVENUES	<u>\$ 4,316,489</u>	<u>4,548,489</u>	<u>4,502,336</u>	<u>18.76%</u>	<u>5,346,922</u>
Investment Income	\$ 84,297	62,000	173,942	-42.51%	100,000
Credit Card Over/Short	91	-	-	-	-
NONOPERATING REVENUES	<u>\$ 84,428</u>	<u>\$ 62,000</u>	<u>\$ 173,942</u>	<u>-42.51%</u>	<u>\$ 100,000</u>

REVENUE ANALYSIS AND PROJECTIONS RATIONALE

GERMANTOWN ATHLETIC CLUB OPERATING REVENUES

\$ MILLIONS



**Membership Fees** **\$4,346,500**

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

**Membership Application Fees** **\$85,500**

Membership application fee revenues are based on a \$129 nonrefundable, administrative, processing fee.

**Daily Fees** **\$ 6,000**

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

**Classes – Club Programs** **\$165,000**

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

**Classes – Contract Programs** **\$2,700**

Taekwondo, Ballroom dancing, summer camps, winter camps.

**Concessions – Recreation** **\$90,000**

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.

## REVENUE ANALYSIS AND PROJECTIONS RATIONALE

<b><u>Swim Team</u></b>	<b><u>\$25,000</u></b>
Revenues generated from lane rentals to GST 501(c)3.	
<b><u>Swimming Lessons</u></b>	<b><u>\$130,000</u></b>
Includes charges for all regular and special swimming lessons.	
<b><u>Swim Meet Fees</u></b>	<b><u>\$3,000</u></b>
Revenues generated from hosting United States Swimming Meets and Memphis Swim Conference Meets.	
<b><u>Aquatics Rental</u></b>	<b><u>\$23,000</u></b>
Income generated from rentals of lanes and open swim for the indoor and outdoor pools.	
<b><u>Personal Trainer</u></b>	<b><u>\$379,000</u></b>
Revenue generated from 1099 personal trainers to service members with personalized training sessions.	
<b><u>Pro Shop</u></b>	<b><u>\$12,000</u></b>
Revenues from the sale of Germantown Athletic Club merchandise.	
<b><u>Investment Income</u></b>	<b><u>\$100,000</u></b>
Interest earned on available cash from investments in the State of Tennessee LGIP account.	

## GREAT HALL REVENUE PROJECTIONS

	Actual FY23	Budget FY24	Estimated FY24	% Chg.	Budget FY25
Rent - Business	\$ 555,046	553,067	552,823	4.88%	579,815
Catering-Taxable	2,803	2,800	3,585	0.42%	3,600
Catering-Nontaxable	105	140	150	-6.67%	140
OPERATING REVENUES	\$ 557,953	556,007	556,558	4.85%	583,555
Investment Income	\$ 27,158	24,000	39,000	-34.87%	25,400
NONOPERATING REVENUES	\$ 27,158	580,007	39,000	-34.87%	25,400

**Rent - Business**

**\$579,815**

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

**Catering -Taxable**

**\$3,600**

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

**Catering -Nontaxable**

**\$140**

Profits received from the sale of coffee at the Great Hall & Conference Center.

**Investment Income**

**\$25,400**

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

## SOLID WASTE FUND REVENUE PROJECTIONS

	Actual FY23	Budget FY24	Estimated FY24	% Chg.	Budget FY25
Solid Waste Service Fees	\$ 4,926,169	4,981,585	4,981,585	15.0%	5,728,351
Forfeiture Discounts	32,496	35,000	35,000	2.9%	36,000
OPERATING REVENUES	\$ 4,958,665	5,016,585	5,016,585	14.9%	5,764,351
Investment Income	\$ 58,596	42,000	50,000	-50.0%	25,000
Grants	1,111	4,364	4,364	0.1%	4,368
Recycling Reimbursement	-	-	-	-	-
NONOPERATING REVENUES	\$ 59,707	46,364	54,364	-46.0%	29,368

**Solid Waste Fees**

**\$5,728,351**

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	\$40.15
(Backdoor \$40.15/Curbside \$32.45)	
Multi-Family	20.90

**Forfeiture Discounts**

**\$36,000**

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

**Interest Income**

**\$25,000**

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

**Grants**

**\$4,368**

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

**STORMWATER MANAGEMENT FUND REVENUE PROJECTIONS**

	<u>Actual FY23</u>	<u>Budget FY24</u>	<u>Estimated FY24</u>	<u>% Chg.</u>	<u>Budget FY25</u>
Stormwater Management Fee	\$ 2,866,958	2,864,000	2,779,000	0.58%	2,795,000
Stormwater Permits	9,291	7,500	7,595	-1.25%	7,500
<b>OPERATING REVENUES</b>	<b><u>\$ 2,876,249</u></b>	<b><u>2,871,500</u></b>	<b><u>2,786,595</u></b>	<b><u>0.57%</u></b>	<b><u>2,802,500</u></b>
Investment Income	116,726	100,000	190,130	-47.40%	100,000
<b>NONOPERATING REVENUES</b>	<b><u>\$ 116,726</u></b>	<b><u>100,000</u></b>	<b><u>190,130</u></b>	<b><u>-47.40%</u></b>	<b><u>100,000</u></b>

**Stormwater Management Fee**

**\$2,795,000**

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**

**\$7,500**

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

**Investment Income**

**\$100,000**

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

## PENSION FUND REVENUE PROJECTION

	Actual FY23	Budget FY24	Estimated FY24	% Chg.	Budget FY25
Contributions	\$ 4,153,620	5,373,851	5,288,206	29.05%	6,824,277
Fair Value Appreciation (Depreciation)	1,797,326	-	2,100,000	-100.00%	-
Realized Gain/Loss	3,970,180	2,500,000	2,170,700	0.00%	2,170,700
Interest and Dividends	1,052,668	871,500	1,491,400	2.00%	1,521,200
TOTAL REVENUES	\$ 10,973,794	8,745,351	11,050,306	-4.83%	10,516,177

### **Contributions**

**\$6,824,277**

The actual contributions each year are determined by actuarial data compiled by the Actuarial Services Group, Inc. The City budget contribution for FY25 is projected to be \$6,183,355. In addition, emergency services personnel contribute a determined percent of their salary. The employee contributions are determined by a payroll calculation. Employee contributions for FY25 are estimated to total \$640,922.

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

**\$2,170,700**

At the time of the sale, maturity or disposal of plan assets, the realized gain or loss is recognized as the difference between the cost of the asset and the proceeds received upon disposition.

### **Interest and Dividends**

**\$1,521,200**

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 FY23	Budget FY24	Estimated FY24	% Chg.	Budget FY25
Contributions	\$ 6,254,971	6,316,810	6,495,749	-1.08%	6,425,586
TOTAL REVENUES	\$ 6,254,971	6,316,810	6,495,749	-1.08%	6,425,586

**Contributions**

**\$6,425,586**

**Health Insurance Transfer** – effective January 1, 1993, employees began funding medical benefits, based on family size. The City's contribution is \$11,445 per employee and subscriber for FY25 with a total contribution of \$5,093,302 approximately 84% of medical costs. Recipients of the City's health benefits account for approximately 16% of the estimated contributions for FY25, \$936,784.

**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 FY25, the City will contribute \$443 per employee with a total contribution of \$197,252 approximately 50%. Recipients of the City's dental benefits fund approximately 50% of the estimated dental contributions for FY25 \$198,248.



## OPEB FUND REVENUE PROJECTIONS

	Actual FY23	Budget FY24	Estimated FY24	% Chg.	Budget FY25
Contributions	\$ 1,887,808	1,785,752	1,743,852	35.04%	2,354,879
Fair Value Appreciation	328,188	(150,000)	(159,422)	-5.91%	(150,000)
Realized Gain/Loss	135,178	166,650	85,240	0.00%	86,092
Interest and Dividends	131,299	129,700	141,700	0.99%	143,100
TOTAL REVENUES	\$ 2,482,473	1,932,102	1,811,370	34.38%	2,434,071

### **Contributions**

**\$2,354,879**

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

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

**(\$150,000)**

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

### **Realized Gain/Loss**

**\$86,092**

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

### **Interest and Dividends**

**\$143,100**

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 FY23	Budget FY24	Estimated FY24	% Chg.	Budget FY25
Contributions	\$ 1,669,813	2,674,633	2,695,092	27.39%	3,433,213
Fair Value Appreciation (Depreciation)	212,809	-	(317,950)	-100.00%	-
Realized Gain/Loss	117,401	120,000	95,400	0.00%	100,000
Interest and Dividends	116,947	90,000	233,390	-46.44%	125,000
TOTAL REVENUES	\$ 2,116,970	2,884,633	2,705,932	35.19%	3,658,213

**Contributions**

**\$3,433,213**

Contributions to the Cash Balance Fund have two components. The City employees hired after July 1, 2013 are required to contribute 7% of wages. The City will contribute 10% at year end.

**Realized Gain/(Losses)**

**\$100,000**

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**

**\$125,000**

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 FY25 projections herein are based on a 6% rate of return.



# SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

NOTE 1 from June 30, 2023 Comprehensive Annual Financial Report condensed:

## A. 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 is governed by an elected Mayor and five-member Board of Aldermen and is organized into the following functions: General Government, Public Safety, Community Services, Transportation and Environment, Education, Utilities, Athletic Club, Sanitation, Great Hall, Stormwater, and Performing Arts Center.

The Germantown Municipal School District ("Board of Education" or the "School") was created in 2014 and began operations in August 2014. The Board of Education operates under the city charter and is not a legally separate entity. The Board of Education has a separately elected governing board but is fiscally dependent upon the City. The City provides funding, approves its operating budget, and issues long-term debt for its capital projects. The Board of Education's funds include the general-purpose fund, federal projects fund, cafeteria fund, internal school fund, and capital projects fund. The Board of Education does not issue separate financial statements.

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 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). The significant accounting policies followed by the component unit are generally the same as those followed by the primary government.

### *Discretely Presented Component Unit:*

*Germantown Performing Arts Center (GPAC)* – GPAC has a cooperative agreement with the City to carry out a performing arts program that will foster and promote theatrical and musical performances to the community at the Germantown Performing Arts Center. GPAC is dependent upon the City for providing payroll, utilities, and other expenses as well as the building used by GPAC, which is owned by the City. Upon termination of this agreement, the City shall receive all assets and assume all liabilities of GPAC. GPAC is a 501(c)(3) organization with separately issued financial statements which may be obtained from the Germantown Performing Arts Center, 1801 Exeter Road, Germantown, Tennessee 38138, (901)757-7500.

### *Fiduciary Component Unit:*

The City's amended and restated pension plan fund, employee cash balance pension plan fund, and the City's and the Board of Education's other postemployment benefit trust funds (City OPEB and School OPEB) each represent a fiduciary fund of the City. Each trust fund is a legally separate entity, and the resources of each trust fund cannot be used to finance the City's or School's operations. The City and School are committed to making contributions to their respective trusts, and therefore assume a financial burden for the trust funds and thus have financial accountability.

## B. Basis of Presentation

### 1. *Government-Wide Financial Statements*

The government-wide financial statements (i.e., the statement 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 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 regarding 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.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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 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 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.

### 2. Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though the latter are excluded from the government-wide financial statements. The activities of the government are organized into funds, each of which are separate accounting 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/net position, 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, School General Purpose Fund

**Major Proprietary Funds:** Utility Fund, Athletic Club Fund

Detailed descriptions of these funds are presented below.

### 3. 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:

- a. **General Fund** – The primary operating fund of the City and accounts for all financial resources obtained and used for delivery of those services traditionally provided by a municipal government which are not 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.
- b. **Special Revenue Funds** – 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 Center, Farm Park, Ambulance, E-Citation, Public Art, Recreation, School Federal Projects, School Cafeteria, and Internal School. The special revenue funds also include the School General Purpose Fund which is considered a major fund and described in further detail below:

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

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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 School General Purpose Fund.

- c. **Capital Projects Funds** – These funds account for all the financing of major governmental fund capital asset purchases and capital improvement projects. 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.
- d. **Permanent Fund** – The Library Endowment Fund is used to account for legally restricted resources to which only earnings, and not principal, may be used to support the government's programs.

#### 4. 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:

- a. **Enterprise Fund** – These funds are used to account for business-like activities provided to the public. The activities are financed primarily by user charges and the measurement of the financial activity focuses on net income measurement like 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 covers 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.

- b. **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.

#### 5. Fiduciary Fund Financial Statements

Fiduciary fund financial statements include a statement of fiduciary net position and statement of changes in fiduciary net position.

- a. **Pension (and Other Employee Benefits) Trust Fund** – These funds account for the activities and accumulation or resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans and other postemployment benefit plans. Each OPEB accounts solely for retiree medical benefits (including claims incurred but not reported) for which each plan is self-insured.

# SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

## C. 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 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.

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

### *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.

Revenues in the fiduciary funds are those additions to the plan that are generated from contributions from the City or School, participant contributions, and investment related income. Expenses are those deductions to the assets of the plan that arise from the payment of benefits and administrative 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 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.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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 and financing through leases and SBITAs are reported as other financing sources.

### **D. 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 Net Asset Value ("NAV") per share which have no readily determinable fair value and have been determined using amortized cost which 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 equivalents 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 also 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.

#### *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, 2023. The property tax levy is without legal limit. The rate, as permitted by Tennessee State Law and City Charter, is set annually by the Mayor and Board of Aldermen and is collected by the City Clerk.

The Board of Education recognizes its share of real and personal property taxes, sales taxes, and other local taxes as revenue in the fiscal year collected by the State of Tennessee, Shelby County, or the City, as applicable. The Board of Education does not have any taxing authority. Consequently, the Schools rely on a share of real and personal property taxes collected by the Shelby County. The Shelby County tax levy of \$3.39 per \$100 of assessed value includes \$1.587 for both the county schools and the municipal schools of Shelby County. Distribution of the \$1.587 to the county schools and the municipal school districts is based on the average daily attendance of each system. Approximately 75.8% and 24.2% was distributed to Shelby County Schools and the municipal school districts of Shelby County, respectively.

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.



## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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.

Utility revenue is recorded when earned. Customers are billed at various times throughout the month. The estimated value of services provided but unbilled at year end has been included in the accompanying financial statements as unbilled utility receivable.

### *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 statement of activities, all transfers between individual governmental funds have been eliminated.

### *4. Inventories and prepaid items*

Inventories consist of expendable supplies and are presented at cost. Inventory is charged to operations using average cost. Certain contractual or otherwise required 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 one year are recorded at historical cost or estimated historical cost if purchased or constructed. Contributed capital assets are recorded at estimated acquisition value at the date received. Major outlays for capital assets and improvements are capitalized as projects are constructed. 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, easements, rights-of-way, and construction in progress are not depreciated. All other capital assets are 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

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### 6. Right-to-use capital assets and related liabilities

Right-of use lease assets are recorded at an amount equal to the initial measurement of the related lease liability plus lease payments made prior to the lease term, less lease incentives, and plus ancillary charges necessary to place the lease into service. Right-of-use subscription-based IT arrangements (SBITA) are recorded at an amount equal to the initially measurement of the related SBITA liability, plus payments made prior to the SBITA term, and plus capitalizable implementation costs. The right-of-use assets are amortized on a straight-line basis over the life of the related lease term or SBITA term.

Lease and SBITA liabilities are initially measured at the present value of payments expected to be made during the term of the related agreements. Subsequently, the liabilities are reduced by the principal portion of the payments made. The City uses the interest rate charged by the lessor as the discount rate. When the interest rate charged by lessor is not determinable, the City uses its estimated incremental borrowing rate as the discount rate for the liabilities. The lease or SBITA term includes the noncancellable period of the lease including renewal periods reasonably certain to be exercised and termination options reasonably certain not to be exercised.

### 7. *Deferred outflows of resources*

Deferred outflows of resources represent a consumption of net assets 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 including those related to pension and OPEB changes and employer contributions to the pension plan after the measurement date.

### 8. *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, because 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.

### 9. *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.

### 10. *Deferred inflows of resources*

Deferred inflows of resources represent an acquisition of net assets 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 including those related to pension and other postemployment benefits. In addition, these items are amounts in the governmental funds that were receivable and measurable at year end but were not available to finance expenditures for the current year such as unavailable revenues from property taxes and other revenues.

Lease related amounts reported in this category are recognized at the inception of leases in which the City is the lessor. The deferred inflow of resources is recorded in an amount equal to the corresponding lease receivable plus certain additional amounts received from the lessee at or before the commencement of the lease term that relate to future periods, less any lease incentives paid to, or on behalf of, the lessee at or before the commencement of the lease term. The inflow of resources is recognized in a systematic and rational manner over the term of the lease.

# SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

## 11. Net Position and Fund balance

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

**Net investment in capital assets** – consists of capital assets, including restricted capital assets, net of accumulated depreciation and reduced by the outstanding balances of any bonds, mortgages, notes or other borrowings that are attributable to the acquisition, construction, or improvement of those assets. Applicable deferred outflows of resources and deferred inflows of resources, if any, should be included in the component of net position.

**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 compromise 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. 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. 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. All funds in this category are considered spendable resources. This category also provides the resources necessary to meet unexpected expenditures and revenue shortfalls.

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.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### 8. Pensions and Other Post Employment Benefits

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

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

### 13. 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 judgment 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. Investments using the Net Asset Value ("NAV") per share have no readily determinable fair value and have been determined using amortized cost which approximates fair value.

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.

### 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.

### E. Adoption of New Accounting Standard

Effective July 1, 2022, the City implemented accounting and financial reporting requirements of GASB No. 96, *Subscription-Based Information Technology Arrangements* (SBITA). Under this statement, the City is required to recognize a SBITA liability and an intangible right-to-use SBITA asset. At July 1, 2022, the City recognized a right-to-use asset of \$1,481,928 and a SBITA liability of \$1,249,105. There was no effect on net position as a result of the adoption of this statement.

## 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.
ACFR	Annual Comprehensive Financial Report.
Adopted Budget	The budget approved by the BMA and enacted by budget appropriation ordinance, on or before June 30 of each year.
Allocations	This expense category includes costs associated with the portion of the shared costs of all funds, departments, and cost centers, including insurance and vehicle maintenance.
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.
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.
Communications	This expense includes items that enhance the department's efficiency and effectiveness, such as subscriptions to job-related periodicals, dues to maintain certifications, meetings and training sessions.

## GLOSSARY OF TERMS

Component unit	A legally separate organization that the primary government's elected officials are financially accountable for.
Contract Maintenance	This expense category includes repair and maintenance contracts needed to meet the needs of the City.
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.
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.

## GLOSSARY OF TERMS

GASB	The Governmental Accounting Standards Board, established in 1984 and comprised of five members, is the highest source of accounting and financial reporting guidance for state and local governments.
Germantown Forward 2030	Strategic plan for the City of Germantown formulated by the citizens and approved by the Board of Mayor and Aldermen.
Germantown Forward 2035	The Germantown Forward 2035 Strategic Plan is an update to the original Germantown Forward 2030 Strategic Plan.
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.
Insurance	This expense 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.
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.
ISO Class	The Insurance Services Office (ISO) scores fire departments on how they are doing against its organization's standards to determine property insurance costs. ISO is the highest possible rating, which represents an exemplary fire department.

## GLOSSARY OF TERMS

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.
Maintenance	This expense category includes maintenance costs for office equipment, copiers, other smaller office machines, and small maintenance equipment. It also includes various materials and supplies needed in minor building repairs.
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.
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.
Permanent Fund	Accounts for legally restricted resources to which only earnings, and not principal, may be used to support the government's programs.
Personnel	This expense category includes salaries, wages and benefits for all employees, including overtime wages, FICA, group insurance, retirement, OPEB, workers' compensation, fitness, and employee education.
Policy Agenda	The BMA's long-range goals for the City of Germantown.
Professional Fees	This expense category includes expenses associated with professional services.
Program Change	Alteration or enhancement of current services or the provision of new services.



## GLOSSARY OF TERMS

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.
Rent	This expense category includes rental costs associated with various equipment and offsite storage facilities.
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.
Sinking Fund	A special assessment bond reserve that a government is authorized or required to establish and maintain.
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.
Supplies	This expense category includes supplies used by staff such as office supplies, small tools and non-capital assets ranging in value from \$500 to \$4,999.
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 \$1.6732 per \$100 of assessed value in FY22.
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.

## GLOSSARY OF TERMS

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.
Utilities	This expense category includes utility costs (electricity, gas, water, sewer and local telephone).
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 26 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
- BOARD OF ZONING APPEALS
- DESIGN REVIEW COMMISSION
- ECONOMIC DEVELOPMENT COMMISSION
- EDUCATION COMMISSION
- FINANCIAL ADVISORY COMMISSION
- FIRE CODE OF APPEALS
- GERMANTOWN ATHLETIC CLUB ADVISORY COMMISSION
- HISTORIC COMMISSION
- INDUSTRIAL DEVELOPMENT BOARD
- LIBRARY BOARD
- NATURAL RESOURCES COMMISSION
- NEIGHBORHOOD PRESERVATION COMMISSION
- PARKS & RECREATION COMMISSION
- PERSONNEL ADVISORY COMMISSION
- PLANNING COMMISSION
- PUBLIC ART COMMISSION
- PUBLIC SAFETY EDUCATION COMMISSION
- RETIREMENT PLAN ADMINISTRATION COMMISSION

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

- SENIOR CITIZENS ADVISORY COMMISSION
- STORMWATER ADVISORY COMMISSION
- TECHNOLOGY COMMISSION
- TRANSPORTATION COMMISSION
- TREE BOARD COMMISSION

