City of MURFREESBORO TENNESSEE

# Fiscal Year 2018-2019

# Operating Budget

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# BUDGET MESSAGE

May 15, 2018

Honorable Mayor McFarland and Members of City Council:

**RE: Proposed FY 2019 Budget**

In accordance with the City Charter and on behalf of your management team, I am respectfully submitting the City's Proposed Budget for Fiscal Year 2018-19 (FY19). This proposed budget provides the financial resources, while our team provides the heart and soul of the work of the City.

Murfreesboro is a wonderful place to live, work, and play and the continued growth of the City is proof that we offer the best quality of life for our citizens. Growth always brings about change and Murfreesboro continues to experience just that, but through the dedicated, hard work of employees, the City is poised to reach new heights.

Long-term Financial Plan

City Council and our Leadership Team have taken steps to ensure the City's long term financial and economic health. Council's adopted financial policies comprehensively manage the City's revenue, expenditure, debt and more.

When the annual financial plan began, a goal of reducing the use of General Fund balance in the yearly operating budget was established as a primary goal. This construction of a work plan for City departments, City Schools, and other outside agencies has proven to be most difficult. This FY 2019 budget requires $5,229,055 from General Fund balance as related to $5,045,550 in the current FY 2018 estimate, an increase of $183,505.

Special thanks to all City employees that worked on the Special Census project that concluded in early FY 2018 and added 12,740 individuals to the population of Murfreesboro. With the new special census population of 122,322, there is a significant impact on the Financial Policy control ratios for issuance of new debt. Reducing the population in the formula from the Federal estimate of over 132,000 citizens to the new census of 122,322 has allowed the per capita debt ratio to control and reduce the total amount of new debt to be issued. The proposed Capital Improvement Plan (CIP) for 2017-2021 called for over $76M in new debt issuance for calendar year 2019. To maintain the guideline for the per capita debt policy at the $2,600/citizen amount, the new debt issue would be held to approximately $60M in calendar year 2019. Likewise, the proposed project list for calendar year 2020 and beyond would need to be constrained by an additional $37M from the previously presented CIP.

With this reduction in new debt issuance, the five-year proforma of the General Fund shows operating deficits declining each year of the next five ranging from FY 2019's requirement for $5.2 to positive additions from the operating budget for FY 2022 and FY 2023.

The proforma is built around seven-year averages for growth of revenue and expense. Statistically significant individual accounts are independently estimated with their own set of experience.

Growth rates for revenues and expenses, adjusted for this year's proposed fee increases and for the results of the special census are approximately the same over the next five years.

Significant roll-offs of debt service in FY 2020, FY 2021, and FY 2022 (approximately $13.1M over the three years) combined with the disciplined approach of issuing new debt (reducing the amount of new debt proposed in the CIP over the next three years by approximately $53M) results in the proforma showing real substantial progress in reducing the General Fund's need for fund balance annually.

On paper, reducing the CIP over the next three years by $53M appears less difficult than the reality of reaching that objective. Very important projects with large price tags will require much of the available bonding capacity in the next three years (new Southwest School at $33M, Cherry Lane extension from Memorial Blvd. to Interstate 840 at $44M, and Blackman Park at $27M).

The drawdown of General Fund balance shown in the proforma model would not cause the General Fund balance to fall below the Financial Policies guideline of 15% in any year. However, the projected fund balance amounts do not exceed the upper limit of 30% of an annual budget in reserve. It is not recommended that additional capital projects be funded from General Fund balance over the five-year period.

## IMPLEMENTATION OF COUNCIL PRIORITIES

The four priorities that Council have set have molded the shape of this budget. The City strives to meet the needs of our community by focusing goals around these priorities. Departments have identified the ways in which they will strive to meet these priorities during the 2019 fiscal year and highlights of some of those follows.

## PRIORITY 1: SAFE AND LIVABLE NEIGHBORHOODS

Highlights

- Continue the integration of new two-way radio components and technology to improve police radio communication and facilitate service delivery and complete the Radio Tower construction for improved communications, increased signal distribution and reliability and reduction of land line costs
- Maintain and implement the land use plans for the Blackman area, New Salem Highway area, and Maney Avenue
- Continue re-investment and focus of the City's neighborhoods
- Plan for future roadways and other transportation facilities as growth determines

The City's first goal remains safe and livable neighborhoods. The Police Department continues to be the City's largest operating department. The proposed Police Department budget includes funding for 9 new police officer positions which will add resources to the Police Department to keep our community safe. Communication within the Police Department is vital to providing services daily. Brining the new Radio Tower online will allow our first responders reliable communication lines during operations.

Continuing the focus on livability, the City is committed to responsible growth in our fastest growing neighborhoods. Doing so means providing appropriate infrastructure for these areas, including building the new Southwest School to accommodate the rise in the K-6 student population.

The Street Department continues to advance the levels of service supported by Council in the areas of storm drainage, litter removal and now, new innovations in pothole repairs. Rover continues to report over a quarter million bus rides per year. To support the growth in ridership and provide an enhanced level of service, Rover continues design work on a central Transit Center near downtown Murfreesboro.

## PRIORITY 2: STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

Highlights

- Pursue economic development projects in the City, including the Gateway and Downtown
- Monitoring the City's performance against the financial policies
- By improving low- and moderate-income neighborhoods and through the provision of social support services, aid in maintaining the economic health of all Murfreesboro neighborhoods
- Identify other area prime for redevelopment and study them for future implementation
- Maintaining the existing and improved level of services on the same effective property tax rate. The FY19 proposed budget is the 20th consecutive year without a property tax increase
- Select a developer for the former First Methodist Church/Franklin Synergy property
- Finalize the use of Tax Increment Financing Districts as an economic development tool
- Constructing Lytle Street, Jones Boulevard, St. Claire Street, Middle Tennessee Boulevard, Kingdom Drive Bridge, Greenway, Perlino Bridge

The City continues to be strong financially. Murfreesboro has benefited from the jobs and revenues that the Medical Center Parkway development has brought to our town. As this area nears capacity, the City should pursue further opportunities for development and redevelopment. The creation of the Development Services Division will help to strengthen the City's ability to identify new areas of development opportunity and guide Murfreesboro in implementing the 2035 Comprehensive Plan.

Fund Balance

In the past ten years, the City has budgeted annually from $1.5M to $4.8 million from fund balance to balance the General Fund's annual operating budget. This year's budget recommends using $5.29M.

In that same period, the City has used fund balance to close only three times (once was for the conference center land).

Current budget estimates for FY 18 revenue and expenditures will result in the use of approximately $5.05M in fund balance. This is $1.4M lower than was budgeted for FY 18.

Fund Balance Policies

Among the Council-adopted financial policies are some of the following fund balance policies:

1. The City will seek to maintain an unassigned fund balance between fifteen percent (15%) and thirty percent (30%) of General Fund operating revenues.
2. The following circumstances may justify a higher target level of fund balance:
    a. Significant volatility of operating revenues or expenditures;
    b. Potential drain on resources from other funds facing financial difficulties;
    c. Exposure to natural disasters;

d. Reliance on a single corporate taxpayer or upon a group of corporate taxpayers in the same industry;
e. Rapidly growing budgets;
f. Rapid population growth;
g. Significant demand for infrastructure and capital projects;
h. Significant exposure to variable rate debt;
i. Disparities in timing between revenue collections and expenditures.

FY 18

For FY 18, the City estimates having an unassigned fund balance of 39 percent, which exceeds the City's policy. While some of the circumstances in the policy above are still present, it is important to note that the City has dramatically reduced its exposure to the variable rate debt.

## PRIORITY 3: EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

Highlights

- Support City employees with competitive salaries, benefits, and professional development
- Begin restructuring and consolidation of departments within the organization to better meet the needs of a dynamic and growing community
- Finalized implementation of the Broad & Memorial Timing plans, including Broad Street, Memorial Blvd. and Old Fort Parkway Corridors
- Complete plans review in a prompt and efficient manner and provide comments in a timely manner
- Continuing "Service Excellence," the City's customer service training program for City employees

The Proposed Budget also recommends restructuring departments to create a Development Services Department. The goal of this is to foster development and improve customer service to those in the building community.

## PRIORITY 4: ENGAGING OUR COMMUNITY

Highlights

- Continue holding City Council neighborhood meetings throughout the City
- Continue holding neighborhood meetings on planning issues, including annexations, rezoning and planned development
- Increase the City presence through CityTV, social media, and the city website
- Update Fire Safety PSAs in High Definition format and broadcast on CityTV to educate our citizens on our services as well as fire safety, cooking safety, etc
- Expand community partnerships and increase internal programming opportunities to grow the Better Boro Project

The City already communicates with our residents in many ways. City TV, the City's website, press releases, Parks and Recreation user surveys, neighborhood open houses, public hearings, presentations to civic groups, and Citizen Police and Fire academies are among the many ways the City reaches out to our residents and listens to our citizens. The City's use of Facebook, Twitter and a homepage that received over 1.8 million hits are helping the City provide useful information to its residents.

## REVENUES OVERVIEW

General Fund revenues are projected to grow by $3,753,300 or 2.60%.

The local option sales tax is the single largest source of income for the City at $49.1M or 29% of the annual budget. The budget is predicted on 7.0% growth of the local option sales tax, creating over $3.2M in continuing annual income. The historical growth rate over the last seven years has been 8.0% and only two of the seven years has seen a lower growth rate than 7.0%. The current fiscal year growth rate is 7.03% with two reporting periods remaining.

Property reappraisal notices have been mailed out. Currently, the value of the City for real estate purposes is projected to have grown in value by $1B or 29% over the last four years. State law requires City Council to adopt a Certified Tax Rate that prevents any windfall from the reappraisal process. Currently, the projected Certified Tax Rate is $0.95.

The reappraisal process will continue through the summer with appeals of assessments. The budget has increased the amount for adjustments to the tax rolls by $400k to a total of $500k in anticipation of the appeals process.

The FY 2019 budget forecasts $41.4M from the property tax, an increase of $945k or 2.34% growth. Second only to the Local Option Sales Tax, the Property Tax makes up 25% of the annual budget.
The 12,740 additional citizens counted during the Special Census will be included in the distribution calculation of State Shared Taxes beginning in July 2018. These taxes are per capita distributions and will favorably impact General Fund revenues.

Largest of those taxes is the State Shared Sales Tax. State Shared Sales Taxes are projected to grow over $1.9M or 21%. Normal growth in this tax has been approximately 5%, but the significant increase from population growth is driving the forecast to significantly higher growth. At almost $10.8M, this tax makes up 6.3% of the annual budget.

The State Gasoline Tax is also distributed based on per capita population. The increase of 12,740 people will add $650k to this income source for FY 2019. At $4.3M, the Gasoline Tax also is projected to increase about 18%. This is a restricted revenue for use in maintenance and construction of City streets and roads.

Remining with State revenues, the Income Tax continues to phase out over the next three budgets. This income is projected to decrease by $356k to a total of $645k.

To avoid unduly reducing the amount of General Fund balance required for the FY 2019 budget, departments were asked to submit a 10% reduction to expenditures or similar revenue increases below their continuation efforts. Several departments were able to closely reevaluate their fees to have positive impacts on revenues. Building permits were projected to increase to the next lowest in rate of Middle Tennessee cities in their various categories and provide $550k in new income. Parks and Recreation will begin the process of adding fees for County participants and adding revenues to other programs, resulting in $152k in new revenues. Golf course fees are projected to increase $1 on green fees, carts, and range services to add $100k in new income. The St. Clair Street Senior Center would add a participant fee that is anticipated to generate $70k.

## EXPENDITURES OVERVIEW

General Fund expenditures are projected to grow by $8,259,703 or 5.12 percent.

The General Fund operating departments reduced their continuation budgets by $1.21M or 1.06%. This number includes 10 new Police officers. I thank each department head for taking this process of reduction seriously and using their creativity and knowledge of their department and work force to offer suggestions.

Serving the 10th fastest growing City in America requires that this organization continue to grow to meet future service requirements. To that end, there are significant new expenditures proposed in the FY 2018-2019 budget. The major increases in General Fund expenditures were for Debt Service ($4.6M), employee pay and benefits ($3.7M), and additional funding for City Schools ($1.5M).

The largest single expenditure increase is debt service. The $71M General Obligation bonds of 2018 included significant expenditures for Public Safety to complete the communications and radio system, 1004 Highland Avenue as the new Police Headquarters, the relocation of Fire Station 4 to Medical Center Parkway, the construction of Fire Station 11 in the Blackman community and others. Funding to complete the energy retrofit of City buildings and to construct a new Airport Terminal were also included. The initial stages of design and grading for Blackman Park was also a major portion.
The annual debt service for principal and interest increases $4.6M or 13.5% in the FY 2018-2019 proposed budget from the prior year.

The 2018 bond issue sold with a lower issuance cost and a premium that provides almost $5.5M in proceeds unprogrammed. Along with the budget, a plan for the use of those funds will be submitted for your approval. Given the amount of capital expenditures removed from the General Fund during the budget reductions, a significant portion of these unallocated dollars will be recommended to purchase capital equipment needed by the departments. Advancing projects from the 2019 year of the CIP will also be a recommended priority.

In summary, departments have abolished 7 full time and 8 part-time positions, at a savings of over $478k. Additionally, over $545k in part time wages and over $70k in overtime costs have been reduced. Use of consultants has been lowered by $234k. Notwithstanding these changes, the budget still requires over $5.2M from fund balance to be whole.

Last, the funding for City Schools is proposed to increase by $1.5M. With increasing enrollment and the addition of another school building (Southwest), the need for additional money to support Schools is apparent. Since the City's last increase in operating funding four years ago, school enrollment has increased by more than 700 students. Opening the next school will require additional resources.

## EMPLOYEE COMPENSATION AND TOTAL REWARDS

Pay increases

The City is and should be a service organization. Employees are the keys to the City's success in meeting community needs. The budget recommends $1.66M for a 3% salary increase for existing full-time employees. Additionally, $2.0M is recommended to begin the correction of the classification/compensation system. Use of the $2.0M will be recommended to set entry level wages for all job titles in a competitive position with the region. Many of the job titles are more than 15% below the current market and have caused problems in recruitment and retention.

Longevity Pay

The Proposed FY 19 budget includes the normal longevity pay of $60/completed year of service.

Retirement Plans

The City initiated a defined contribution plan (retirement plan) on July 1, 2010 to replace the traditional defined benefit retirement (pension plan) for City employees. At the current time, there are over 250 employees in the new retirement plan. It requires employees to contribute 3% of salary to the program, with the City matching equally. Employees may contribute up to an additional 5% of salary, with the City matching 100% of their contributions.

The defined benefits retirement plan continues to be stable and funded at actuarially prescribed rates. The recommended percentage of salary for the defined benefits plan has a small increase to 12.87 percent.

Health Insurance

For another year, the increased cost of the employee health insurance plan is minimal. No changes in benefits are proposed and a minor adjustment in employee contribution is recommended.

## NEW POSITIONS

There are 21 new positions recommended in the FY 2019 budget. One Captain and nine new Patrol Officers, at a cost of $737k, in the Police Department provide resources for a changing city environment. With the reduction of an Assistant Chief and two Major positions, the additional Captain will provide flexibility to manage the organization. The nine new Patrol Officers will enable the Department to provide a full-time School Safety Education Officer in each City School and provide additional resources for patrol in the City.

The addition of three Battalion Chief positions in Fire and Rescue finish out the development of command staffing with eleven stations open at a cost of $185k.

New employees are recommended for Street, Solid Waste, Information Technology, and Fleet Services to deal with an increasing workload. The cost for these recommended positions is approximately $230k.

The creation of a Development Services Department requires the addition of two personnel, a Director and an Assistant Director at a cost of approximately $301k. As the first departmental consolidation, all development services including Planning, Building and Codes, Community Development, and aspects from Engineering, and Urban Environmental will be pulled together under a unified leadership structure.

In addition, to the traditional service to the building community, the added resources will allow for a City employee to work on Downtown Redevelopment, TIF Districts, targeted job recruitment, locating the next "Gateway" district, neighborhood plans, the use of the Public Building Authority, and other important topics.

This is the first of several departmental consolidations for Council consideration. Five other operational consolidations are being discussed at the staff level: Public Safety, Internal Services, Public Works, Utilities, and Community Services. The Current organization structure with 24 department heads reporting to the City Manager stretches span of control for proper supervision. Having five operations units with managers empowered to work with functional groups of departments give better access to department heads and positions the organization to move quickly in several areas.

The addition of an Airport Manager is long needed to support the operation of Murfreesboro Municipal Airport. The City's investment in a longer runway is providing growth in private hangers. The replacement of the 56-year-old terminal with a new modern structure will be complete within 18 months. The additional assets deserve another set of hands for their management and operations. The budget proposes moving Chad Gehrke to the General Fund at a cost of $123k and places the Airport Manager in the Airport Fund.

## BUDGET PRESENTATION

Government Finance Officers Distinguished Budget Presentation Award

The City has been awarded six consecutive Distinguished Budget Presentation Awards and will seek the seventh with this budget. This is a companion to the award the City has been awarded for 19 years for the Comprehensive Annual Financial Report (CAFR, also known as the annual audit).

GFOA states that, "since 1984, the Distinguished Budget Presentation Awards Program recognizes exemplary budgeting practices among governmental entities in the US and Canada….and promotes improvements in public sector budgeting and enables governments of all sizes to provide citizens and other stakeholders with clear, understandable and complete budget documents." Budgets are evaluated in four major categories: as a policy document, a financial plan, an operations guide and a communication device.

## ACKNOWLEDGEMENTS

The City should be so proud of the City's department head team for their unselfish efforts at reducing this budget. Their creativity of thought continues to surprise and their desire to offer Murfreesboro residents the best service at the lowest total cost is to be applauded.

We look forward to your input and advice.

James H. Crumley,
Interim City Manager
ICMA Credential Manager

# COMMUNITY PROFILE

**History**

In 1811, the Tennessee State Legislature established a county seat for Rutherford County. The town was first named "Cannonsburgh" in honor of Tennessee politician Newton Cannon, however, was soon renamed "Murfreesboro" for Revolutionary War Hero Colonel Hardy Murfree.

As Tennessee grew westward, it became clear that having the state capital in Knoxville would be a burden to those who had to travel from the western end of the state. In 1818, Murfreesboro became the capital of Tennessee until 1826, when Nashville became the state capital.

On December 31, 1862, the Battle of Stones River, also called the Battle of Murfreesboro, was fought near Murfreesboro between the Union Army of the Cumberland and the Confederate Army of Tennessee. This was a major engagement of the American Civil War. Between December 31 and January 2, 1863, there were 23,515 casualties. It was the bloodiest battle of the war based on percentage of casualties. Stones River National Battlefield is now a historical site that brings in many tourists to Murfreesboro.

Murfreesboro had begun as a mainly agricultural community, but by 1853 the area was home to several colleges and academies, earning it the nickname "Athens of Tennessee". Despite the trauma of the Civil War, by the early 1900s its growth began to regain momentum, in contrast to large areas of the South. In 1911, the state created Middle Tennessee State Normal School, a two-year school for training teachers. There was a subsequent merger with the Tennessee College for Women. In 1925 the school was expanded to a four-year institution. During and following World War II, it grew and evolved to become Middle Tennessee State University in 1965. MTSU now has the highest undergraduate enrollment in the state.

World War II resulted in Murfreesboro beginning to move away from an agriculture-based economy and diversify economically with industry, manufacturing, and education contributing significantly. Since the end of World War II, growth has been steady giving rise to a stable economy. Murfreesboro has enjoyed substantial residential and commercial growth, with its population increasing 160% between 1990 and 2015, from 44,922 to 126,118.

# CITY OVERVIEW

The City of Murfreesboro (or the "City"), county seat of Rutherford County, is located at the geographic center of the State of Tennessee approximately 35 miles southeast of Nashville, the state capitol. The City's corporate boundary encompasses 55.94 square miles. In early 2018 Murfreesboro completed a special census. The certified count returned a population of 122,904, an increase of 13.01% when compared to the certified federal census of 2010. Murfreesboro's population growth continues to be strong and is on pace to make Murfreesboro the fifth largest city in Tennessee by 2020. The city is part of the Nashville Metropolitan Statistical Area, which includes thirteen counties and an estimated population of 1,757,912.

Although Murfreesboro is sometimes considered a suburb or exurb of Nashville, Tennessee, at 35 miles it is far enough away and has a large enough population to maintain a separate identity from its larger neighbor. It is Tennessee's fastest growing major city and one of the fastest growing cities in the country, with a population growth from 68,816 to 122,904 between 2000 and 2018, a change of 79%. The city is also home to Middle Tennessee State University, the largest undergraduate university in the state of Tennessee, with a total student population of approximately 22,000 students.

The City offers a wide range of housing options and safe neighborhoods. There are both high quality new subdivisions and well-established neighborhoods with mature trees, as well as zero lot line homes and condominiums.

The City and Rutherford County have a full range of educational opportunities, from pre-kindergarten through graduate school. The City and County school systems rank among the best systems in the state. Middle Tennessee State University, which provides a $250 million impact on the region, offers many quality-of-life enhancements, from arts to sports, and adds thousands of new employees to the City's work force every year.

The community has a work force that is skilled, educated and hard-working. Its diverse economy includes corporate headquarters, technology firms and manufacturing. In addition to national companies such as National Healthcare Corp., State Farm and General Mills, the City is home to entrepreneurs and locally owned retail stores, as well.

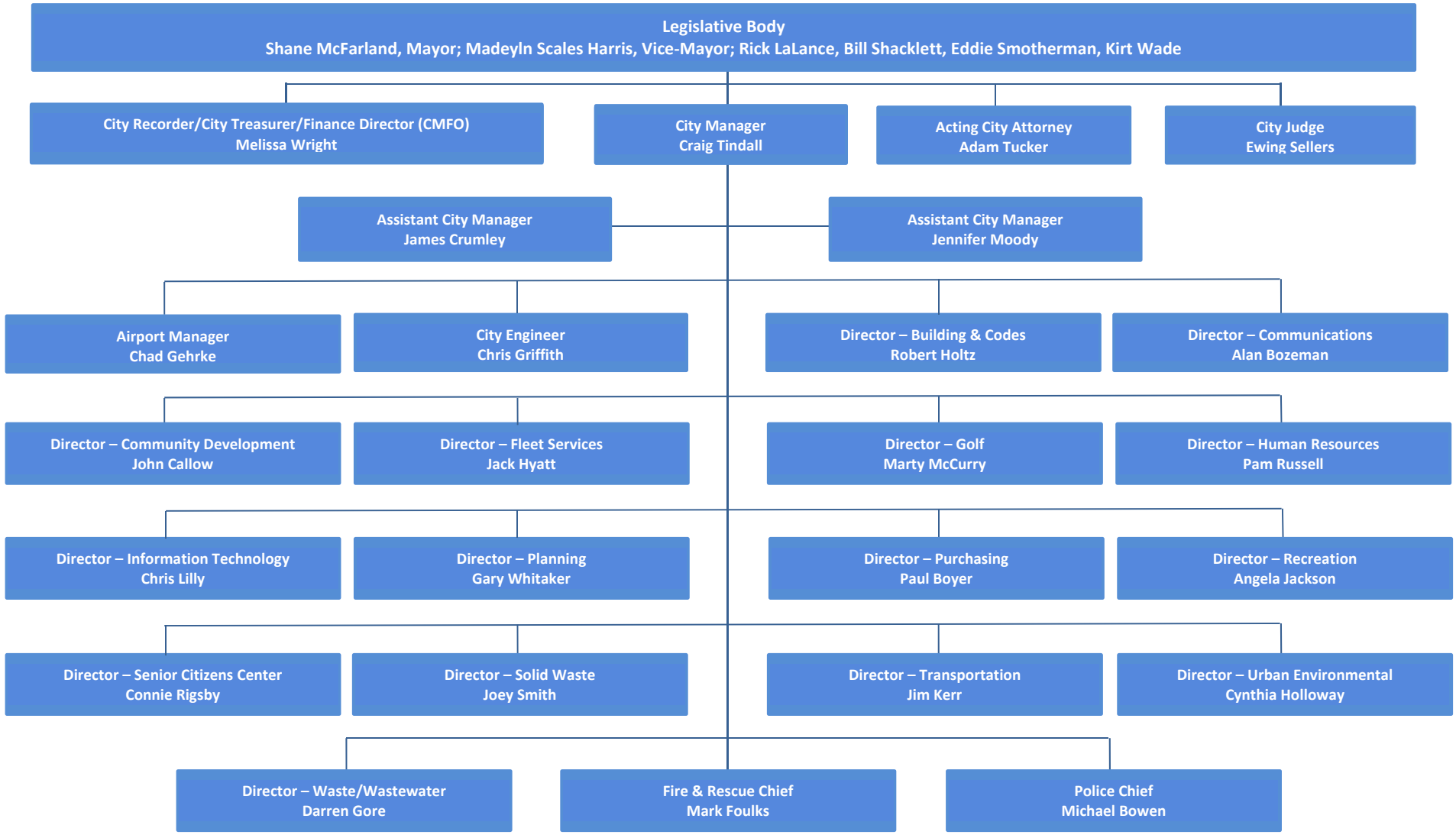
There is also a wide variety of places to play and shop. The City's parks, community centers and Old Fort Golf Course are outstanding. Because of the central location, Murfreesboro has become a regional center for retail, medical services and tourism. The City has a commitment to quality living and planning. Murfreesboro has more than 1,000 acres of parkland, one of the highest percentages of municipal acreage devoted to parks in the State of Tennessee. In addition to the ten parks and five community center complexes within the City, the citizens of Murfreesboro enjoy 10 miles of Greenway trails, including the new Gateway trail and island with its gazebo, reception center, and pond with waterfalls.

The City has grown and prospered because residents, developers and local government have worked together: to educate their children, to keep the crime rate low, to provide exceptional parks and recreational facilities, to assure clean and attractive neighborhoods and business districts, and to exercise strong leadership in both land use policies and financial planning. The result of this planned approach and teamwork is a City that is known for its strong economy and for the quality of life its citizens enjoy.

## GOVERNMENTAL STRUCTURE

The City operates under a Council-Manager form of government. The governing body is the City Council, which consists of a Mayor and six council members who serve four-year terms of office. Non-partisan elections for City Council are held in even numbered years on a staggered basis. City Council members are elected at-large. The City Council is responsible for adopting ordinances, the annual budget, appointing committees and establishing policies. The City Council appoints a City Manager, who has the day-to-day responsibility of operating the City. Through various departments, the City Manager is responsible for providing and maintaining the essential services of the City. The City employs approximately 922 full-time and 400 part-time employees. The employees are managed through a structured personnel and administrative system, coordinated by the City Manager. Each job has been carefully defined and ranked within a comprehensive and aggressive pay and classification schedule. Job market assessments and review of the compensation and classification system are done periodically. Individual salary increases are affected once a year based on the budgeted general increase. Collective bargaining does not exist with respect to the City's employment.

# City of Murfreesboro – Organizational Chart



# FINANCIAL INFORMATION

The City Recorder/Finance Director (the "Recorder") is responsible for the financial management of the City and reports to the Mayor, City Council and the City Manager. The Recorder's responsibilities include accounting, financial reporting, investing of City funds, data processing, research analysis, budget and administrative services. Other responsibilities include reporting on performance measures, producing the City's budget document, monthly and quarterly financial monitoring and reporting, fiscal forecasting and planning, and financial and policy analysis.

## BUDGET AND APPROPRIATIONS PROCEDURES

The City's financial plans are set forth in the annual capital and operating budgets which reflect the projections of all receipts from and disbursements to all sources. Under provisions of the City's Charter, the Mayor and City Council annually enact by ordinance the operating budgets of the various funds by June 30. The budgets of these funds constitute legal spending limits. The final budget is printed and made available to the Council, the City Manager, the staff and all citizens. Important excerpts are printed in the local newspaper and on the City's website, www.murfreesborotn.gov. Budgets are amended by resolution of the Mayor and City Council authorizing expenditures of various funds received within the total dollar limitations of the Budget Ordinance.

## FINANCIAL REPORTING

The City maintains a financial reporting system which provides timely and accurate reports of revenues, expenditures, and financial position. The City's financial statements are audited annually by independent certified public accountants.

The City's Comprehensive Annual Financial Report was last earned the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA) for FY 2016. The Certificate of Achievement is the highest form of recognition for excellence in state and local government financial reporting. In order to earn a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. The City has consistently received the GFOA Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report for the past sixteen consecutive financial reporting periods.

### Financial Policies

Murfreesboro City Council adopted a resolution on September 2, 2010 that sets financial policies assuring credit rating agencies, bond holders and residents that the City remains committed to sound financial management and fiscal integrity. These policies were updated by City Council on November 3,

2011 and they cover budget, capital improvement planning, reserves, debt, cash management and investments.

Many of the adopted financial policies document the long-standing practices of the City. The policies also incorporate best-practices from other city governments. The policies include various benchmarks and targets relative to financial performance. Measuring the City's performance will provide indicators about trends and help make sure that the City remains strong financially.

## BASIS OF ACCOUNTING

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures as well as expenditures related to compensated absences are recorded only when payment is due.

Fund Structure

The City utilizes the fund types and account groups recommended by GASB Statement 1. They are:

- Governmental Funds - to account for most general governmental functions
- Proprietary Funds - to account for ongoing activities and organizations that are similar to private enterprises
- Fiduciary Funds - to account for assets held by the City in a trust capacity

## FUND BALANCES

In each budget year, the City's budget will provide funding of certain reserves for unforeseen contingencies and revenues. The unforeseen contingency line item is used to meet unexpected issues and projects. Additionally, an appropriate amount from fund balance is budgeted, but is typically not needed. This fund balance appropriation provides a cushion in the event of revenue shortfalls or increased expenditures. In years where the City has experienced a revenue surplus, these surpluses were used to help increase the City's fund balance.

## PRINCIPAL EMPLOYERS

The economy of Murfreesboro and Rutherford County are comprised of many industries. A diversified employment base of major industries includes: automotive, local governments, healthcare, higher education, and retail trade. The County's principal employers are listed below.

**Rutherford County Top Ten Principal Employers**
**(as of June 30, 2017)**

| | 2017 | | |
|---|---|---|---|
| **Employer** | **Employees** | **Rank** | **% of Total County Employment** |
| Nissan Motor Manufacturing Corp. USA | 8,500 | 1 | 5.25% |
| Rutherford County Government & Board of Education | 6,220 | 2 | 3.84% |
| City of Murfreesboro & Board of Education | 2,182 | 3 | 1.35% |
| Middle Tennessee State University | 2,132 | 4 | 1.32% |
| Ingram Book Company | 1,807 | 5 | 1.12% |
| Alvin C. York Veterans Administration Medical Center | 1,745 | 6 | 1.08% |
| State Farm Insurance | 1,650 | 7 | 1.02% |
| Amazon Fulfillment Center | 1,400 | 8 | 0.87% |
| St. Thomas Rutherford | 1,315 | 9 | 0.81% |
| Bridgestone/Firestone, Inc. | 1,007 | 10 | 0.62% |

## POPULATION

Between 2000 and 2010, the population of the nation is estimated to have increased by 9.7% and the estimate for the increase in the population of the State of Tennessee is 11.5%. The population of Rutherford County is estimated to have shown an increase of 44.5%. The 2010 population of Murfreesboro was calculated by the U.S. Census Bureau at 108,755, a 58.0% increase over the 2000 population. In early 2018 the City conducted a special census. The population was certified at 122,904. This is an increase of 13.01% over the 2010 U.S. Census.

**Population: City, County, State, and Nation**
**(in thousands)**

| | | | | Percentage Change | |
|---|---|---|---|---|---|
| | **2010** | **2000** | **1990** | **2000-2010** | **1990-2000** |
| City of Murfreesboro | 109 | 69 | 45 | 58.5% | 52.9% |
| Rutherford County | 263 | 182 | 119 | 44.3% | 52.9% |
| Tennessee | 6,346 | 5,689 | 4,877 | 11.6% | 16.6% |
| United States | 308,746 | 281,422 | 249,632 | 9.7% | 12.7% |

Source: U.S. Bureau of the Census. www.census.gov

## DEMOGRAPHIC AND ECONOMIC STATISTICS

| Fiscal Year Ended June 30, | Population | Personal Income | Per Capita Income (2) | Median Age (3) | City School Enrollment | Unemployment Rate |
|---|---|---|---|---|---|---|
| 2008 | 100,575 | $ 3,147,997,500 | $ 31,300 | 31.2 | 6,842 | 4.40 % |
| 2009 | 101,753 | 3,215,394,800 | 31,600 | 31.2 | 6,900 | 7.90 |
| 2010 | 108,755 | 3,306,152,000 | 30,400 | 31.2 | 6,900 | 8.90 |
| 2011 | 110,000 | 3,454,000,000 | 31,400 | 32.1 | 6,881 | 8.40 |
| 2012 | 111,327 | 3,618,127,500 | 32,500 | 32.1 | 7,034 | 7.20 |
| 2013 | 116,043 | 3,835,221,150 | 33,050 | 32.1 | 7,140 | 6.30 |
| 2014 | 117,044 | 3,868,304,200 | 33,050 | 32.1 | 7,204 | 5.80 |
| 2015 | 120,954 | 4,247,057,802 | 35,113 | 32.1 | 7,707 | 5.10 |
| 2016 | 126,118 | 4,564,714,892 | 36,194 | 32.8 | 8,419 | 3.90 |
| 2017 | 131,947 | 4,968,332,338 | 37,654 | 32.9 | 8,597 | 3.70 |

Notes:

(1) Special Census conducted in 2008 and Federal Census conducted in 2010, others are estimated.

(2) Source: University of Tennessee, Center for Business & Economic Research, Tennessee Department of Education, Bureau of Economic Analysis and Business and Economic Research Center. These figures represent the entire County of which Murfreesboro is a part.

(3) The Census Bureau determines the median age for local areas each decade. The last determination was during the 2010 census and will be determined again after the 2020 census. These figures represent the entire County of which Murfreesboro is a part.

## EDUCATION

Rutherford County has two public schools systems: Rutherford County Schools (pre-K – 12) and Murfreesboro City Schools (pre-K – 6). Private schools offer additional choices to citizens.

The Murfreesboro City School System operates twelve pre-K-6 public schools, has approximately 8,871 students enrolled and a budgeted per pupil expenditure of $8,976 for the 2018-2019 fiscal year. The System has had seven teachers named to the Tennessee Teachers Hall of Fame, which is more than any other system in the state. In addition, three teachers have been named Tennessee Teacher of the Year.

The City school system is known for innovation that brings about high achievement for the students, evidenced by excellent test scores. All schools and the Central Office are accredited by the Southern Association of Colleges and Schools. The district maintains a teacher-pupil ratio of 1:20 in Kindergarten through third grade and 1:22 in grades four through six. The nationally recognized Extended School Program offers before- and after- school services to families needing those benefits. The system has just invested in a technology plan that now provides one computer for every two students in the classroom.

The City school system has received numerous grants (over $5 million) and awards. Some grants include three 21st Century Community Learning Center grants, a LEAP grant, Coordinated School Health funding and subsequent awards of more than $200,000. In addition, the system has had one school designated as a NASA Explorer School from 2006-2009, three schools to receive Excellence in Education awards by the Tennessee School Boards Association, and one school named as one of only six “Value Plus” schools in the state for their part in integrating special arts programs.

Rutherford County Schools, with over 44,000 K-12 students in 47 schools, are 100 percent accredited by the Southern Association of Colleges and Schools, with 99.32% of its core courses taught by highly qualified teachers (as defined by state and federal standards). Additionally, all new teachers hired must be highly qualified.

Middle Tennessee State University (MTSU) in Murfreesboro, founded in 1911, is a Tennessee Board of Regent institution and the largest undergraduate public university in the state. Located on a 500+-acre campus, the university has 109 permanent buildings (3.8 million square feet of space) and is one mile from the geographic center of Tennessee. Citing its "small-town charm," impressive growth and a university in MTSU that is beloved by its alumni, fan base and supporters, in July 2016 Murfreesboro was named by Southern Living magazine among the "South's Best College Towns." Murfreesboro was amount the 21 "small towns" descried by the magazine in its travel section as "some true hidden gems of the South." The magazine defined "small town" as a city of 350,000 people or less and places in which "the college is a driving force in the character of the town," notes the listing on www.southernliving.com. In describing Murfreesboro, the magazine noted MTSU's "well respected" recording industry program and its close proximity to Music City Nashville, making it easy to find live music in parks and restaurants as well as at events such as Main Street Murfreesboro's JazzFest, strongly supported by the MTSU School of Music. The magazine also noted that MTSU and the other selected schools were "exploring truly exciting academics and research that promise to reach the wider world."

The City enjoys a good working relationship with the leaders of the University and partners with the University in many community projects to benefit the welfare of its students and the citizens of Murfreesboro. MTSU, the City and the Christy-Houston Foundation shared the costs of a $6 million indoor tennis facility. The Adams Tennis Complex opened in early FY 16 and is used by both the community and MTSU, including hosting tournaments which directly impact the City's tourism revenues.

The University offers more than 140 programs including more than 100 Graduate programs of study. The university also has nationally and internationally recognized programs in aerospace, business, mass communication and the recording industry. MTSU has developed the nation's only four-year program of study and a degree in Concrete Industry Management.

The City is also the location of campuses for the Tennessee College of Applied Technology and for Daymar Institute.

## HEALTHCARE

Murfreesboro is home to St. Thomas-Rutherford Hospital, the largest and most comprehensive hospital between Nashville and Chattanooga, TN. The hospital is staffed with more than 200 physicians and holds more than 286 beds. St. Thomas-Rutherford offers a wide array of specialized services including neonatal intensive care, pediatric care, intensive and coronary care, and neurosurgery. Murfreesboro is also home to the Alvin C. York Veterans Administration Campus which provides comprehensive medical care to veterans and houses 510 hospital beds and 166 nursing home beds. Trustpoint Hospital in Murfreesboro provides acute physical medicine, rehabilitation, and psychiatric care in a 129-bed facility. StoneCrest Medical Center, a 100-bed facility, is located in Rutherford County, as well with over 130 physicians on staff.

Both St. Thomas-Rutherford Hospital and Trustpoint Hospital are currently undergoing building programs to add additional inpatient beds. St. Thomas-Rutherford will also be expanding their emergency department. Trustpoint Hospital plans include adding 88 additional hospital beds. StoneCrest Medical Center is also expanding their emergency room and clinical decision units by 17 beds.

National Healthcare Corporation's and its affiliates' headquarters are located in Murfreesboro. The Corporation offers care ranging from Alzheimer's/memory care, home healthcare, independent and assisted living, outpatient clinics, and skilled nursing clinics throughout the country, including one in Murfreesboro. This facility and the nine other nursing home/assisted living facilities in the area provide over 800 beds combined locally. In addition to these facilities, Murfreesboro has hundreds of physicians and dentists practicing in the area for citizens to choose from.

## TRANSPORTATION

The City operates a general aviation airport, Murfreesboro Airport (MBT). A major expansion was completed in 2015, lengthening the runway to 4,750 feet and improving the capabilities for business jets to serve the convenient in-town location. It also allows the aviation program at Middle Tennessee State University to train pilots on regional airliners. Murfreesboro is served by the mainline of the CSX Railroad, which allows freight delivery to several construction and manufacturing companies within Murfreesboro. In 2006, Murfreesboro developed and began operating a public transit system, Rover, for its citizens with significant federal and state subsidies. The system operates seven routes throughout Murfreesboro.

Murfreesboro is bisected by Interstate 24, linking Nashville and Chattanooga. Interstate 24 intersects with Interstate 40 and Interstate 65 in Nashville. Interstate 840 serves as the southern loop around Nashville connecting to Interstates 40, 24 and 65 was completed in 2013 and allows through traffic to bypass the congested area of Nashville. As a result, Murfreesboro has easy access to all points north, south, west and east.

## RECENT DEVELOPMENTS

The City has a diversified employment base, which includes office, industrial, institutional, government, educational and retail employment. The City's Gateway Project, explained in more detail below, has created opportunities for Class A office, mixed use and retail.

The Murfreesboro Gateway Project is a commerce center which includes retail, office, medical office, residential, and several hotels. The City spent $12.7 million in 2005 to purchase 358 acres of land just east of I-24 and built a new interchange at Medical Center Parkway. Retail has continued to be strong and diverse in terms of economic sectors.

The first two mixed-use office/retail buildings, a 105,500 square foot building and one of two retail buildings totaling 33,200 square feet have been competed in the Fountains at Gateway, a new 31-acre Class A multi-tenant office and retail development in Murfreesboro. After the $2.6 million purchase of real estate from the City, the first construction is projected at over $19 million for Phase One of the three phase project. Designed as a walkable corporate office campus and retail district, Fountains at Gateway also includes residential apartments and a hotel to complete the new urban landscape. Office, retail and hotel buildings are situated around a central plaza with multiple fountains and pocket parks. The residential community overlooks Gateway Island Park. All are interconnected by a system of walkways leading to the adjoining city greenway, seamlessly connecting pedestrians and cyclists in a hub of activity and planned events. Fountains at Gateway at full development will include 400,000 SF of office space, 70,000 SF of retail space, a 100-room hotel and a 100-unit apartment community.

Additional significant development is planned for the Gateway area. Murfreesboro Medical Clinic has announced plans to expand to a second location in a retail building in the Fountain at Gateway. The City has also reached an agreement with Vanderbilt University Medical Center for the purchase of land. Vanderbilt University Medical Center has plans to build a pediatric clinic and an ambulatory surgery center. The land sale agreement also requires for the City bring forward a project in the Murfreesboro 2040 Major Transportation Plan to build a connector road extending Northfield Boulevard to Thompson Lane, which will improve traffic flow an allow for better access to N. College Street and the Gateway area.

In FY 18 Hilton opened its first duel-branded hotel in the United States in Murfreesboro. Tru by Hilton and Home2 Suites join the existing five major hotels in the Gateway district of Murfreesboro. There are now over 1,000 top quality hotel rooms in Murfreesboro to support the local, regional and state markets. Due to the strong price increases for downtown Nashville hotel properties, Murfreesboro has been even more competitive for state and regional conferences.

As the recession subsides into memory, auto dealers have been some of the first to build new dealerships (Toyota and Chevrolet) or completely remodel their existing stores (Ford and City Auto). Like most Tennessee communities, the auto and auto related sales makes up over 25% of all retail activity. The construction on Murfreesboro's first Mazda dealership is nearly complete and is scheduled to open this fall. The new dealerships are also located in the Gateway district.

FY 18 has already shown new business opportunities and expansions to current business investments in Murfreesboro. To illustrate, i3 Verticals, LLC, an integrated payment and software solutions company, announced in April its plans to establish a new facility in Murfreesboro. They will invest approximately $500,000 and create 42 new jobs.

The Tennessee Department of Transportation (TDOT) announced in early January 2018 that Murfreesboro has been selected to receive a $6 million IMPROVE Act Competitive Transit Capital Grant for final design and construction of a new transit facility. The $11.5 million full-service Rover bus facility is planned on a potential 2.89-acre site located near downtown Murfreesboro. The remaining funding

will come from a combination of Federal, State, and local funds. Currently, Rover operates a fleet of nine 23-passenger buses with front wheelchair ramps allowing for ease of boarding. The bus system serves seven routes throughout the City. The City anticipates construction to begin in October 2019 and hopes to open the approximately 12,700 square feet facility, including offices, by 2021.

In FY 18 Sazerac, a Louisiana-based family owned business, announced plans to build an $86 million distillery in Murfreesboro. In addition to the distillery, the 55-acre site will include a visitor's center, bottle and processing building, barrel houses, a VIP meeting center, and pavilion.

# BUDGET GUIDE

## OVERVIEW

A budget is a financial and operating plan for a city for a period called a "fiscal year." The budget is a plan for the use of the City's resources. Through these resources, services are provided to meet the needs and desires of Murfreesboro's residents, businesses and visitors.

The City of Murfreesboro's fiscal year begins on July 1 and ends on June 30. The fiscal year that begins on July 1, 2018 is referred to as FY 2019.

## BUDGET PROCESS

At the start of the budget process, the City Council communicates its goals and objectives to the City Manager. These goals and objectives are shaped by input members have received from Murfreesboro residents throughout the year. The preliminary steps in the budget also include a review of current economic conditions, revenue projections, community input, program initiatives, long range plans and federal and state mandates.

The City Manager will communicate the goals, objectives and priorities of the City Council and community to the department heads, who will prepare the budget estimates for their department. Several City departments have citizen boards or commissions who may also provide input into the budget. The departmental budget requests are submitted to the Finance Department. These budget requests are reviewed by the City Manager, Assistant City Manager, Finance Director and Assistant Finance Director. The City Charter provides that the City Manager must prepare a proposed budget and submit it to the City Council not later than May 15 each year.

The City Council reviews the proposed budget each spring through a series of meetings with the City Manager and department heads. The City Council makes changes to the City Manager's proposed budget as it deems necessary. Prior to adoption of the budget, the City Council conducts a public hearing on the proposed budget to obtain additional citizen input on the spending plan. Following the public hearing, the City Council adopts a budget ordinance.

Budget amendments are adopted by City Council on an as needed basis.

Per Tennessee State statutes, the basis for budgeting for all municipal funds is the cash basis. This budget has been prepared following the State statutes.

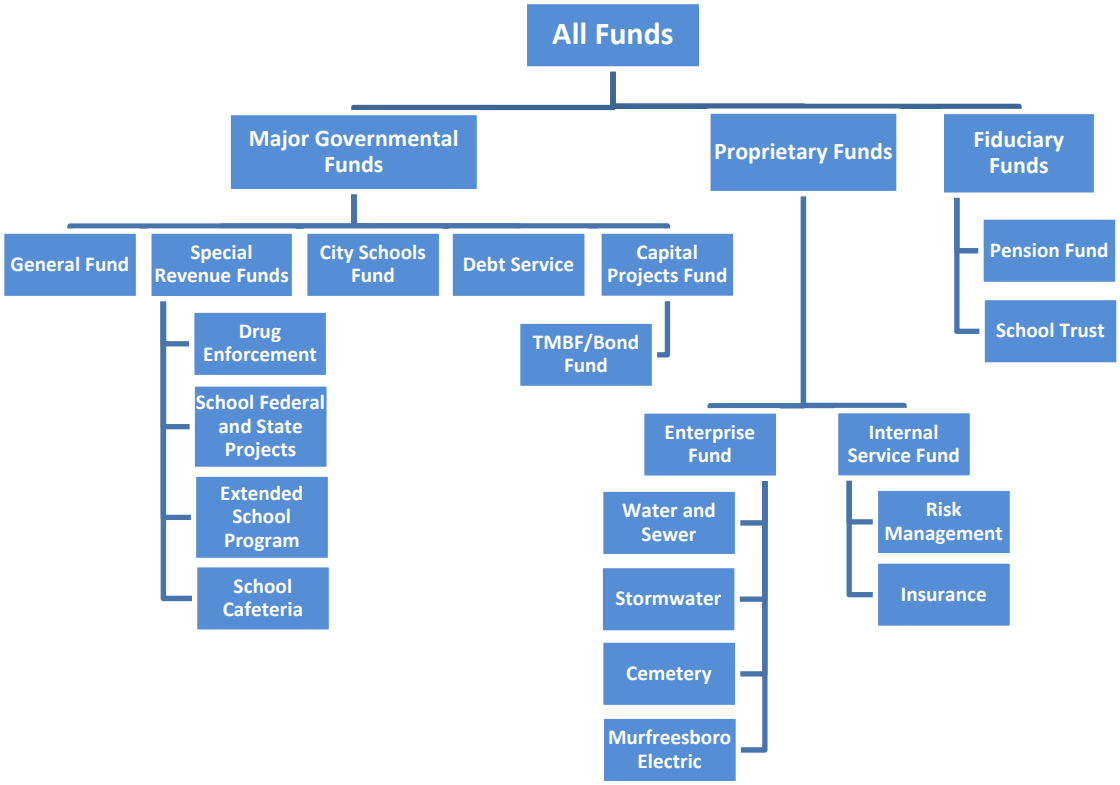
## MONITORING OF REVENUES AND EXPENDITURES

Through the course of each fiscal year, the City Manager, Finance Director/City Recorder and department heads monitor the budget established by City Council.

# BUDGET CALENDAR

| Date | Responsible Party | Required Activity | Reference | Status |
|---|---|---|---|---|
| **Mid-February/Early March** | City Manager<br>City Council | City Council Workshop to obtain input on FY 19 budget goals | | |
| **February 1** | Finance Director | Distribute non-city agency funding request forms | | |
| **Late February/Early March** | City Manager<br>Finance Director | Distribute Budget Instructions<br>MUNIS Budget entry available<br>Distribute Budget Forms (Personnel Action, Vehicle Request and Budget Narrative) | | |
| **March 16** | Department Heads | Continuation Budget due to Finance Department | | |
| **March 19-23** | City Manager | Continuation Budget review (Department meetings as needed) | | |
| **March 28** | Department heads | Deadline for MUNIS Budget entry<br>Submit Requested budget forms and narrative to Finance Department | | |
| **March 29-March 30** | Finance Director | Export of MUNIS budget requests to budget document format | | |
| **March 30** | Non-city Agencies | Submit non-city agency requests for funding | | |
| **Early April** | City Manager | City Manager review of budget requests | | |
| **April 2-10** | City Manager<br>Finance Director | Budget Review sessions with department heads | | |
| **Early – Mid April** | City Manager and Council | City Council Workshop – Continuation Budget review | | |
| **April 18** | City Manager<br>Finance Director | Finalize revenue estimates and Risk Management estimates | | |
| **April 20** | City Manager | Request departmental reductions | | |
| **April 23-27** | Department Heads | Submit budget reductions | | |
| **May 2** | City Manager | Finalize position requests | | |
| **May 15** | City Manager | Submit to Council the assessment of taxable property as determined by Assessor | Charter Section 83 | |
| **May 15** | City Manager | Deadline to submit budget to City Council | Charter Section 74 | |
| **May 29** | City Manager | Budget Legal Ad in Post | Charter Section 76 | |
| **May 23-June 7** | City Council | Budget Review Sessions | Charter Section 76 | |
| **June 7** | City Council | Budget Public Hearing and First Reading of Tax Rate Ordinance and Appropriation Ordinance | | |
| **June 14** | City Council | Second Reading | | |
| **July 1** | City Council | Start of FY 19 | Charter Section 73 | |

## FUND OVERVIEW




## FUND DESCRIPTIONS

A fund is established to account for a specific activity or purpose. Law mandates the creation of some funds. Other funds are established by management to demonstrate financial compliance with budget or legal requirements. All of the funds of the City of Murfreesboro can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

## GOVERNMENTAL FUNDS

Governmental funds are used to account for most of the City's basic services. Governmental fund information is useful in determining whether there are more or fewer financial resources that can be spent in the near future to finance the City's programs. The modified accrual accounting method is used to account for the City's general government operations. This accounting method measures cash and all other financial assets that can be readily converted into cash.

The General Fund is principally supported by taxes and intergovernmental revenues. These revenues fund the general and administrative, human resources, planning, engineering, state street aid, gateway, police, fire and rescue, building and codes, judicial, legal, urban environmental, civic plaza, recreation, golf, senior citizens, transportation, solid waste, communications and information technology departments.

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes and special purpose funds established by the City Council. Airport, Drug Enforcement, which is administered by the police department, and various School funds are all Special Revenue Funds.

Capital Projects Funds are used to account for the acquisition or construction of capital projects, other than those financed by Enterprise Funds or Internal Service Funds. Revenues are derived primarily from the sale of general obligation bonds and notes, intergovernmental revenues, lease of City property, and earnings on investments. The Capital Improvement and Contingency Fund (administered by the engineering and finance department) and TMBF/Bond Fund are both capital projects funds.

Murfreesboro City Schools prepares a separate budget document. While funds are appropriated by City Council, they are not presented in this budget document. These funds have separate finance departments and supervisory boards that prepare and present their budgets to Council as resolutions, rather than ordinances.

## PROPRIETARY FUNDS

There are two types of proprietary funds: enterprise funds and internal service funds.

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. Enterprise funds operate under the economic resources measurement focus and the accrual basis of accounting. They distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the fund's principal ongoing operations. The principal operating revenues of these funds are charges to customers for sales and services. The Water and Sewer 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 include the cost of sales and services, administrative expenses and depreciation on capital assets. The City's water and sewer department and electric department are the largest of these funds and prepare their own budget documents.

These funds have separate finance departments and supervisory boards that prepare and present their budgets to Council as resolutions, rather than ordinances. These enterprise funds are not presented in this document.

Internal service funds are used to account for activities that provide supplies and services for the City's other programs and activities. These services predominantly benefit governmental functions such as the Insurance and Risk Management Funds which fund the City's self-insurance programs.

## FIDUCIARY FUNDS

Fiduciary funds are used to account for resources held for the benefit of parties outside of the government. The resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds. The Pension Fund is accounted for in this category.

# CAPITAL BUDGET SUMMARY

All capital expenditures funded by current income or grants are included in the operating budget for the various departments. These projects total $86,909,165. Maintenance and staffing impacts associated with requested projects are considered during the development of the operating budget. Normal replacements of items are not included in the capital budget summary, unless deemed significant to the discussion.

Brief descriptions of major capital expenditures included in the FY 2019 budget are included below. Funding amounts apply to only the FY 2019 year. Anticipated operating budget impacts for staffing and maintenance associated with each project are noted.

1. Approximately $274,000 of the capital expenses budgeted across the City is for software purchases and an additional $115,400 is budgeted in computer hardware needs, which will support the software purchases. These purchases are necessary in order to provide a high level of service to the City's citizens and to maintain efficiency within the City's operations. The annual maintenance agreements for the software purchases is budgeted within each department's operating budget under Repair & Maintenance – software. The Information Technology Department budgeted $316,000 for various software upgrades, licenses and equipment mentioned above. The Software Assurance for MS Windows and Antivirus of $164,000 are annual expenses. The remaining items are for equipment and technological upgrades and replacement. These costs are anticipated each year.

2. Normal replacement of equipment and furniture was budgeted across the City totaling approximately $105,000. These purchases are for normal wear and tear and future operating costs are not anticipated.

3. The Parks and Recreation Department budgeted approximately $76,000 in sports and maintenance equipment. These purchases are for normal wear and tear and future operating costs are not anticipated. The Department also budgeted $75,000 for security upgrades at McFadden Community Center, Barfield Crescent Park, Siegel Park, Old Fort Park, McKnight Park, and the Wilderness Station.

4. The Fire Department budgeted approximately $86,000 new equipment and furniture for the new Station 4, which will be opening this year. These purchases are normal costs and, other than normal repairs and maintenance, are not expected to cause any additional fiscal impact to the City.

5. The Police Department budgeted approximately $200,000 for the purchase of equipment to analyze ballistics. This purchase is a normal cost and, other than normal repairs and maintenance, is not expected to cause any additional fiscal impact to the City.

6. Road projects paid for out of the General Fund that the City expects reimbursement from State and Federal Grants total $4.39 million. The grant funded portion of road projects is included in the Infrastructure Department's budget.

Increased costs are anticipated for required maintenance and upkeep for these roads and will be periodically evaluated by the Engineering Department.

a. The improvements to Middle Tennessee Boulevard between Main Street and Greenland Avenue began in FY 2017. Approximately $5.1 million of grant funded expenditures is budgeted for FY 2019 for construction progress from this department, with the City's local share budgeted in the TMBF/Bond Fund. The City anticipates receiving 80% of the project costs in Federal transportation dollars. Construction is expected to be completed by summer of 2019.

b. The extension of Cherry Lane is designed as a five-lane connector between Northwest Broad Street (SR1/US41/70S) and Memorial Boulevard (US 231) and includes an interchange at Interstate 840. Total costs of the project over the next five years are $29,915,000, of which $25,263,000 is local funding from bond proceeds or current City funds. For FY 2019, $190,000 in federally funded expenditures is budgeted. The local City share is budgeted in the TMBF/Bond Fund.

c. Bradyville Pike (State Route 99) is planned for a 2.1 mile widening project, improving the current two-lane profile to a three-lane section with sidewalks, bike lanes and permanent transit shelters. Total cost of the project is estimated at $7,378,400, of which the City's contribution is only $366,880. For FY 2019, $750,000 is included in the budget as the federal share of the project cost. The local match is included in the TMBF/Bond Fund.

d. The Lytle Street project includes relocating its current intersect point with Broad Street, installing a traffic signal at this new intersection and installing a roundabout at Lytle Street and College Street to improve traffic flow. The overall cost of this project is anticipated at $3,670,000 of which $200,000 is budgeted in FY 2019.

e. The State Street Aid Department also budgeted $750,000 for street construction projects. These costs will be paid for out of Restricted State Street Aid revenues. These costs are typically for paving and maintenance of City roads.

7. The Infrastructure Department budget has funding to acquire the land and to construct Phase IV of Stones River Greenway. This segment will complete the linkage to Barfield Crescent Park from State Highway 99 and is estimated at a cost of $3.75 million of which $2 million is budgeted in the Infrastructure Department. Funding for the project is 80% Federal from an Enhancement grant and a 20% local match from borrowed funds. The City funding is included in the TMBF/Bond Fund as part of the 2016 financing. No increase in staffing or maintenance expense is included in the FY 2019 budget, a slight increase is expected in future years to maintain the surrounding landscape. Long term, the increased amount of paved path will increase the City's repaving expense also.

8. The Airport Fund has budgeted $1,072,000 to begin construction on a new terminal, renovate the T-hanger, utility improvements, and to design and construct a fuel farm. The City's share is budgeted from the TMBF/Bond Fund. A new $6.35 million terminal building is being planned for with the first $4.35 million budgeted in FY 2019 out of TMBF/Bond Fund. The changes planned

for at the Airport are anticipated to bring in more business to the Airport, including the leasing of hangars for business use, expansion of services provided to the Middle Tennessee State University Aerospace program, and hosting of events, conferences, etc. Additional maintenance costs are anticipated in future years when these projects are complete.

9. Total capital funding for the Transportation Department is budgeted at $1.47 million from a mix of Federal, State and local dollars. The Transportation Department continues work on the design and engineering of a transit terminal and recently identified a potential location. Completion of the bus terminal construction is anticipated once the design stage is complete and will require additional expenditures for maintenance, utilities and supplies. Staffing is as yet undetermined, but the addition of personnel is expected.

10. The TMBF/BOND Fund is a capital project fund that covers expenses of the City's projects funded through the Tennessee Municipal Bond Fund (TMBF) or bonds issued through the open market. These expenses cover $72 million of the City's budgeted capital expenses for FY 19.

    Funding of $300,000 for renovations to City facilities for compliance with the Americans with Disabilities Act. These costs are for FY 2019 only, an additional $900,000 is anticipated to be spent in future years on these renovations.

    $525,000 in energy efficiency projects including energy efficient lighting and HVAC improvements. The City expects these projects to generate savings in excess of the annual cost of financing the improvements in the next 5 years.

    $2 million for the Franklin Synergy/First Methodist redevelopment project. The City is working to attract either mixed use or residential development in this recently acquired downtown site. The City anticipates the sale proceeds will more than cover the redevelopment costs while also bringing added revenues and jobs.

    Beginning in FY 16 and continuing in FY 17, the City hired the consulting firm of Ragan Smith to develop a Historic Bottoms Planning Study and a North Highland Avenue Planning Study. As such, a Steering Committee comprised of City Council members, City staff and members of the community provided input for the study. Much of this area was previously occupied by the City's medical community but much of it is now vacant due to the development of the new Medical Center Parkway area and relocation of St. Thomas Rutherford Hospital. The City budgeted $2 million to begin the implementation to allow for future growth, create a positive sense of place, connect to the surrounding community and its positive historic elements, and increase economic vitality in this area. The economic impact and future revenues from sales and property taxes of these areas is anticipated to cover the City's costs.

    The Fire & Rescue Department is budgeting $2.7 million for Fire Station 11 and $4.2 million has been budgeted to relocate Fire Station 4. Once complete, additional staffing and operating maintenance costs will be budgeted.

    The Solid Waste Department is budgeting approximately $1.35 million in equipment replacement. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.

The Police Department has budgeted approximately $1.5 million for equipment and software purchases. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases. A new Police Communications and Radio System is budgeted at $3.4 million. This will be utilized by Police, Fire and Rescue and Communications (Dispatch) and will allow additional City departments and surrounding agencies to communicate in a fully interoperable environment. Future costs for this system are anticipated but not yet budgeted.

The Parks & Recreation Department has budgeted $10.8 million for the purchase, development, renovations and construction of 11 new and existing parks throughout the City. There will be operating and staffing impacts once the new parks are complete but none of these costs are anticipated in FY 2019. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.

Transportation needs continue to be an important focus for the City. Approximately $15.6 million in construction of various projects across the City have been budgeted. Future maintenance costs for this and other highways is paid for through the General Fund and the State Street Aid funds as part of the City's normal maintenance costs.

# CONSOLIDATED FINANCIAL OVERVIEW

## ALL FUNDS

| 2018/2019 FUND SUMMARIES | | | | | | |
|---|---|---|---|---|---|---|
| | Projected Beg Fund Balance 7/1/2018 | Total Budgeted Revenues | Total Budgeted Expenditures | Projected Ending Fund Balance 6/30/2019 | Change In Dollars | Change as Percentage |
| TOTAL GENERAL FUND | $ 58,804,069 | $ 164,952,853 | $ 170,181,908 | $ 53,575,014 | $ (5,229,055) | -8.89% |
| DEBT SERVICE FUND | $ 2,096,957 | 39,937,956 | 42,007,956 | 26,957 | (2,070,000) | -98.71% |
| AIRPORT FUND | $ 790,595 | 3,782,068 | 2,758,731 | 1,813,932 | 1,023,337 | 129.44% |
| DRUG FUND | $ 520,314 | 395,300 | 434,960 | 480,654 | (39,660) | -7.62% |
| CAPITAL IMPROV. & CONT. FUND | $ 758,937 | 168,600 | 376,100 | 551,437 | (207,500) | -27.34% |
| TMBF/BOND FUNDS | $ 40,264,227 | 33,200,000 | 72,395,000 | 1,069,227 | (39,195,000) | -97.34% |
| INSURANCE FUND | $ 6,031,438 | 18,943,500 | 18,943,500 | 6,031,438 | - | 0.00% |
| RISK MANAGEMENT FUND | $ 2,679,048 | 5,469,311 | 4,936,893 | 3,211,466 | 532,418 | 19.87% |
| | | | | | | |
| | | | | | | |
| GRAND TOTALS | 111,945,587 | 266,849,588 | 312,035,048 | 66,760,126 | (45,185,460) | -40.36% |

**Revenue Sources In Total**
**2018-2019**
**City of Murfreesboro**

| Fund | State of Tennessee | Federal Government | Local Taxes | Transfers In | Other Sources | Issuance of Debt | Total |
|---|---|---|---|---|---|---|---|
| General Fund | $ 19,311,875 | $ 11,765,968 | $ 103,368,705 | $ 3,200,000 | $ 27,306,305 | | $ 164,952,853 |
| Debt Service Fund | | | | $ 39,937,956 | | | $ 39,937,956 |
| Airport Improvement Fund | $ 432,700 | $ 615,800 | | $ 123,000 | $ 2,610,568 | | $ 3,782,068 |
| Drug Fund | | | | $ 100,000 | $ 295,300 | | $ 395,300 |
| Insurance Fund | | | | | $ 18,943,500 | | $ 18,943,500 |
| Risk Management Fund | | | | | $ 5,469,311 | | $ 5,469,311 |
| Capital Improvement Projects Fund | | | | | $ 168,600 | | $ 168,600 |
| TMBF/Bond Fund | | | | | $ 200,000 | $33,000,000 | $ 33,200,000 |
| **Total Revenue from Sources** | $ 19,744,575 | $ 12,381,768 | $ 103,368,705 | $ 43,360,956 | $ 54,993,584 | $33,000,000 | $ 266,849,588 |

**Expenditures In Total**
**2018-2019**
**City of Murfreesboro**

| Fund | Personnel Costs | Operating Costs | Capital Expenses | Transfers Out | Other | Total |
|---|---|---|---|---|---|---|
| General Fund | $ 73,160,894 | $ 35,039,323 | $ 13,712,625 | $ 45,635,628 | $ 2,633,438 | $ 170,181,908 |
| Debt Service Fund | | $ 42,007,956 | | | | $ 42,007,956 |
| Airport Improvement Fund | $ 334,661 | $ 1,311,370 | $ 1,112,700 | | | $ 2,758,731 |
| Drug Fund | $ 100,000 | $ 253,320 | $ 81,640 | | | $ 434,960 |
| Insurance Fund | | $ 18,943,500 | | | | $ 18,943,500 |
| Risk Management Fund | $ 298,893 | $ 4,635,800 | $ 2,200 | | | $ 4,936,893 |
| Capital Improvement Projects Fund | | $ 376,100 | | | | $ 376,100 |
| TMBF/Bond Fund | | $ 395,000 | $ 72,000,000 | | | $ 72,395,000 |
| **Total Expenditures by Sources** | $ 73,894,448 | $ 102,962,369 | $ 86,909,165 | $ 45,635,628 | $ 2,633,438 | $ 312,035,048 |

| Consolidated Fund Summary | | | | | | |
|---|---|---|---|---|---|---|
| | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Budget | FY 2017-18 Estimated | FY 2018-19 Budget | Budgeted Increase (Decrease) |
| GENERAL FUND: | | | | | | |
| Beginning Fund Balance | 61,938,107 | 67,585,192 | 63,849,619 | 63,849,619 | 58,804,070 | |
| Prior Period Adjustments: | | | | | | |
| Fleet Services | 263,707 | | | | | |
| | 62,201,814 | 67,585,192 | | | | |
| REVENUES | | | | | | |
| Property Tax | 37,599,490 | 39,308,570 | 41,381,763 | 41,380,628 | 42,186,005 | 804,242 |
| Property Tax Equivalents | 697,784 | 953,068 | 710,000 | 710,000 | 808,700 | 98,700 |
| Local Option Sales Tax | 41,068,791 | 43,676,526 | 45,906,000 | 46,000,000 | 49,132,000 | 3,226,000 |
| Other Local Taxes | 10,608,393 | 10,746,107 | 11,077,100 | 10,155,600 | 11,242,000 | 164,900 |
| Licenses, Permits, Fines | 6,542,031 | 5,910,313 | 6,042,000 | 5,669,746 | 6,395,500 | 353,500 |
| Charges for Services | 1,799,132 | 2,387,952 | 1,852,989 | 1,878,241 | 2,173,992 | 321,003 |
| Charges for Services-Parks | 1,676,448 | 1,846,296 | 1,774,800 | 2,146,933 | 2,300,120 | 525,320 |
| Charges for Services-Golf | 1,771,356 | 1,783,326 | 1,978,940 | 1,674,190 | 2,015,340 | 36,400 |
| Charges for Services-Senior Citizens | 89,573 | 100,993 | 110,000 | 59,967 | 95,000 | (15,000) |
| Charges for Services-Solid Waste | 2,927 | 3,726 | 2,070,000 | 5,316 | 1,380,000 | (690,000) |
| Intergovernmental-County | 264,573 | 231,063 | 234,750 | 254,175 | 234,581 | (169) |
| Intergovernmental-County-Parks | 204,881 | 214,452 | 205,000 | 210,000 | 215,000 | 10,000 |
| State Sales Tax Allocation | 8,818,827 | 9,036,294 | 8,856,800 | 9,100,000 | 10,754,000 | 1,897,200 |
| Intergovernmental-Other State | 7,434,791 | 7,529,142 | 7,876,685 | 7,625,580 | 8,557,875 | 681,190 |
| Intergovernmental-Federal | 4,693,518 | 4,684,084 | 8,359,095 | 4,543,541 | 9,765,968 | 1,406,873 |
| Intergovernmental-Federal-Parks | 79,869 | 357,589 | 3,000,000 | 800,000 | 2,000,000 | (1,000,000) |
| Miscellaneous revenues | 2,646,468 | 4,020,831 | 5,967,881 | 4,171,756 | 8,267,772 | 2,299,891 |
| Miscellaneous revenues - Cable Franchise Fee | 1,746,111 | 1,740,998 | 1,850,000 | 1,750,000 | 1,765,000 | (85,000) |
| Transfers & Reimbursements from Other Funds | 5,821,182 | 4,691,092 | 5,675,435 | 4,950,787 | 5,664,000 | (11,435) |
| | 133,566,144 | 139,222,421 | 154,929,239 | 143,086,459 | 164,952,853 | 10,023,614 |
| EXPENDITURES | | | | | | |
| Mayor and Council | 230,076 | 335,475 | 357,263 | 371,805 | 287,372 | (69,891) |
| City Manager's Office | 852,701 | 765,798 | 760,980 | 861,805 | 1,156,969 | 395,989 |
| Finance and Tax | 1,491,236 | 1,443,207 | 1,556,223 | 1,515,321 | 1,506,545 | (49,679) |
| Purchasing | 139,977 | 171,001 | 209,969 | 203,851 | 194,305 | (15,664) |
| Building Maintenance | 407,964 | 430,016 | 775,239 | 706,438 | 1,154,723 | 379,484 |
| Information Technology | 1,841,874 | 2,368,833 | 3,139,017 | 2,712,312 | 2,818,501 | (320,515) |
| Communications | 982,860 | 1,122,008 | 820,363 | 755,525 | 659,324 | (161,039) |
| Legal | 1,056,919 | 1,037,245 | 956,853 | 932,905 | 951,987 | (4,866) |
| Human Resources | 908,980 | 976,302 | 1,459,607 | 974,829 | 986,743 | (472,864) |
| Judicial | 485,936 | 555,169 | 572,584 | 529,119 | 550,506 | (22,078) |
| Police | 26,764,399 | 28,824,270 | 30,933,439 | 28,492,314 | 30,991,026 | 57,587 |
| Fire | 17,303,000 | 18,450,837 | 19,622,097 | 19,299,321 | 19,108,613 | (513,484) |
| Building and Codes | 1,824,265 | 1,820,889 | 2,045,389 | 1,911,240 | 1,990,570 | (54,820) |
| Planning | 1,170,359 | 1,219,254 | 1,317,787 | 1,326,700 | 1,127,889 | (189,897) |
| Transportation | 2,284,856 | 2,594,705 | 3,109,274 | 2,664,786 | 4,285,717 | 1,176,443 |
| Engineering & Street | 6,098,783 | 6,477,100 | 6,721,553 | 6,176,341 | 7,113,690 | 392,138 |
| State Street Aid | 2,204,354 | 2,605,723 | 4,431,000 | 3,501,748 | 5,501,500 | 1,070,500 |
| Urban Environmental | 1,120,874 | 1,252,127 | 1,253,217 | 1,193,221 | 1,191,373 | (61,844) |
| Civic Plaza | 64,809 | 63,786 | 74,402 | 65,152 | 63,980 | (10,422) |
| Parking Garage | 155,709 | 92,681 | 95,220 | 83,279 | 84,220 | (11,000) |
| Fleet Services | 623,992 | 430,372 | 510,000 | 450,842 | 582,000 | 72,000 |
| Recreation | 9,658,285 | 11,058,407 | 12,025,171 | 11,270,557 | 11,153,779 | (871,392) |
| Senior Citizens | 950,045 | 931,146 | 1,060,192 | 967,251 | 1,041,726 | (18,465) |
| Community Development | 1,030,539 | 1,102,327 | 1,259,995 | 1,159,995 | 1,116,986 | (143,009) |
| Golf - Old Fort | 1,669,570 | 2,260,480 | 1,794,886 | 1,665,244 | 1,644,059 | (150,827) |
| Golf - VA | 314,311 | 324,813 | 336,122 | 333,796 | 329,592 | (6,530) |
| Golf - Short Course | 58,780 | 66,609 | 82,749 | 66,201 | 71,388 | (11,361) |
| Solid Waste | 4,088,140 | 4,352,696 | 5,096,986 | 4,661,024 | 4,780,189 | (316,797) |
| Gateway Project | 158,846 | 78,039 | 30,000 | 30,000 | 30,000 | 0 |
| Infrastructure | 2,600,586 | 3,848,430 | 11,900,492 | 5,901,492 | 11,185,000 | (715,492) |
| Public Health & Welfare | 2,160,002 | 2,310,740 | 2,364,571 | 2,370,022 | 2,463,291 | 98,720 |
| Departmental Transfers | 33,351,989 | 38,244,637 | 39,492,350 | 39,436,219 | 45,635,628 | 6,143,278 |
| Miscellaneous | 4,127,753 | 5,342,872 | 5,237,683 | 5,541,354 | 8,422,716 | 3,185,033 |
| Total Expenditures | 128,182,765 | 142,957,994 | 161,402,673 | 148,132,009 | 170,181,908 | 8,779,234 |
| Ending Fund Balance | 67,585,192 | 63,849,619 | 57,376,185 | 58,804,070 | 53,575,014 | |

| | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Budget | FY 2017-18 Estimated | FY 2018-19 Budget | Budgeted Increase (Decrease) |
|---|---|---|---|---|---|---|
| Debt Service Fund | | | | | | |
| Beginning Fund Balance | 2,776,002 | 3,241,272 | 2,125,690 | 2,125,690 | 2,096,957 | (28,733) |
| | | | | | | |
| Revenues | | | | | | |
| Transfers from Other Funds | 28,130,304 | 33,582,994 | 35,155,156 | 35,436,729 | 39,937,956 | 4,782,800 |
| Refunding Bonds Issued | | 31,171,565 | | | | 0 |
| All Other | 1,070 | 1,430 | 0 | 0 | 0 | 0 |
| | | | | | | |
| Total Debt Service Fund Revenue | 28,131,374 | 64,755,989 | 35,155,156 | 35,436,729 | 39,937,956 | 4,782,800 |
| | | | | | | |
| | | | | | | |
| Expenditures | | | | | | |
| Principal Retirement | 19,260,777 | 53,131,914 | 23,127,236 | 23,127,236 | 26,957,039 | 3,829,803 |
| Refunded Debt | | | 0 | 0 | 0 | 0 |
| Interest | 3,327,155 | 6,655,223 | 7,866,396 | 7,289,954 | 9,856,164 | 1,989,768 |
| Transfers to Other Funds | 5,004,755 | 5,485,775 | 4,983,272 | 4,983,272 | 5,089,753 | 106,481 |
| Issuance Cost and Fees | 73,417 | 598,659 | 105,000 | 65,000 | 105,000 | 0 |
| | | | | | | |
| Total Debt Service Fund Expenditures | 27,666,104 | 65,871,571 | 36,081,904 | 35,465,462 | 42,007,956 | 5,926,052 |
| | | | | | | |
| Ending Fund Balance | 3,241,272 | 2,125,690 | 1,198,942 | 2,096,957 | 26,957 | (1,171,985) |

| | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Budget | FY 2017-18 Estimated | FY 2018-19 Budget | Budgeted Increase (Decrease) |
|---|---|---|---|---|---|---|
| Airport Fund | | | | | | |
| Beginning Fund Balance | 457,751 | 566,947 | 677,110 | 677,110 | 790,595 | 113,485 |
| | | | | | | |
| Revenues | | | | | | |
| Rentals (Hangars, Terminals, etc.) | 491,648 | 525,437 | 517,934 | 530,250 | 539,268 | 21,334 |
| Fuel Sales | 778,683 | 955,661 | 950,000 | 1,120,000 | 1,020,000 | 70,000 |
| State & Federal Funds | 3,553,742 | 143,546 | 830,450 | 46,000 | 1,048,500 | 218,050 |
| Other Airport Revenue | 5,593 | 3,049 | 1,100 | 1,120 | 1,174,300 | 1,173,200 |
| | | | | | | |
| Total Airport Fund Revenue | 4,829,665 | 1,627,693 | 2,299,484 | 1,697,370 | 3,782,068 | 1,482,584 |
| | | | | | | |
| | | | | | | |
| Expenditures | | | | | | |
| Personnel Costs | 192,824 | 233,454 | 241,101 | 234,972 | 334,661 | 93,560 |
| Operating Budget | 1,002,830 | 1,154,871 | 1,201,862 | 1,331,813 | 1,311,370 | 109,508 |
| Fixed Assets | 3,524,815 | 129,205 | 843,375 | 17,100 | 1,112,700 | 269,325 |
| | | | | | | |
| Total Airport Fund Expenditures | 4,720,469 | 1,517,531 | 2,286,338 | 1,583,885 | 2,758,731 | 472,393 |
| | | | | | | |
| Ending Fund Balance | 566,947 | 677,110 | 690,255 | 790,595 | 1,813,931 | 1,123,676 |

| | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Budget | FY 2017-18 Estimated | FY 2018-19 Budget | Budgeted Increase (Decrease) |
|---|---|---|---|---|---|---|
| Drug Enforcement Fund | | | | | | |
| Beginning Fund Balance | 857,042 | 691,142 | 426,717 | 426,717 | 520,315 | 93,597 |
| | | | | | | |
| Revenues | | | | | | |
| City Court Revenue | 100,294 | 63,314 | 105,000 | 43,869 | 105,000 | 0 |
| Drug Related Fines | 113 | 0 | 0 | 0 | 0 | 0 |
| Seizure Awards | 101,306 | 126,807 | 100,000 | 168,279 | 170,000 | 70,000 |
| Other Drug Enforcement Revenue | 122,169 | 70,988 | 120,300 | 47,180 | 120,300 | 0 |
| | | | | | | |
| Total Drug Enforcement Fund Revenue | 323,881 | 261,109 | 325,300 | 259,328 | 395,300 | 70,000 |
| | | | | | | |
| | | | | | | |
| Expenditures | | | | | | |
| Labor - Overtime & Court | 87,543 | 63,787 | 75,000 | 55,211 | 100,000 | 25,000 |
| Operating Budget | 148,827 | 112,647 | 206,350 | 109,519 | 253,320 | 46,970 |
| Fixed Assets | 253,411 | 349,099 | 2,500 | 1,000 | 81,640 | 79,140 |
| | | | | | | |
| Total Drug Enforcement Fund Expenditures | 489,781 | 525,533 | 283,850 | 165,730 | 434,960 | 151,110 |
| | | | | | | |
| Ending Fund Balance | 691,142 | 426,717 | 468,167 | 520,315 | 480,655 | 12,487 |
| | | | | | | |
| | | | | | | |
| | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Budget | FY 2017-18 Estimated | FY 2018-19 Budget | Budgeted Increase (Decrease) |
| Capital Improvement Fund | | | | | | |
| Beginning Fund Balance | 5,882,285 | 2,571,350 | 2,913,237 | 2,913,237 | 758,937 | (2,154,300) |
| Transferred Fund Balance to General Fund | | | | | | |
| | | | | | | |
| Revenues | | | | | | |
| Federal Funds | 0 | 0 | 1,100,000 | 1,057,000 | 168,000 | (932,000) |
| School Energy Loan Proceeds | 0 | 2,140,000 | 0 | 0 | 0 | 0 |
| Other Capital Improvement Revenue | 10,156 | 2,287,775 | 750,500 | 102,500 | 600 | 2,431,900 |
| | | | | | | |
| Total Capital Improvement Fund Revenue | 10,156 | 4,427,775 | 1,850,500 | 1,159,500 | 168,600 | (1,681,900) |
| | | | | | | |
| | | | | | | |
| Expenditures | | | | | | |
| Economic Development | | | | | | 0 |
| Capital Projects | 0 | 0 | 0 | 0 | 0 | 0 |
| School Energy Project | 3,321,091 | 4,085,888 | 3,425,000 | 2,156,800 | 200,000 | (3,225,000) |
| Other Miscellaneous | 0 | 0 | 1,233,100 | 1,157,000 | 176,100 | (1,057,000) |
| Transfer to Debt Service Fund | | | | | | |
| | | | | | | |
| Total Capital Improvement Fund Expenditures | 3,321,091 | 4,085,888 | 4,658,100 | 3,313,800 | 376,100 | (4,282,000) |
| | | | | | | |
| Ending Fund Balance | 2,571,350 | 2,913,237 | 105,637 | 758,937 | 551,437 | 445,800 |

| | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Budget | FY 2017-18 Estimated | FY 2018-19 Budget | Budgeted Increase (Decrease) |
|---|---|---|---|---|---|---|
| TMBF/Bond Fund | | | | | | |
| Beginning Fund Balance | 23,390,127 | 92,047,000 | 21,965,350 | 21,965,350 | 40,264,226 | 18,298,877 |
| Prior Period Adjustment | 0 | | 0 | 0 | 0 | 0 |
| | | | | | | |
| Revenues | | | | | | |
| Issuance of Debt | 401,857 | 1,617,383 | 56,000,000 | 75,784,824 | 33,000,000 | (23,000,000) |
| Miscellaneous | 81,740,871 | 709,569 | 300,000 | 186,800 | 200,000 | 47,583,115 |
| | | | | | | |
| Total TMBF Bond Fund Revenue | 82,142,728 | 2,326,952 | 56,300,000 | 75,971,624 | 33,200,000 | (23,100,000) |
| | | | | | | |
| | | | | | | |
| Expenditures | | | | | | |
| Capital Outlay | 13,201,772 | 71,846,829 | 72,000,000 | 57,295,995 | 72,295,000 | 295,000 |
| Transfer to Debt Service Fund | 24,083 | 561,774 | 100,000 | 376,752 | 100,000 | 0 |
| Transfer to City Schools | 260,000 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | |
| Total TMBF Bond Fund Expenditures | 13,485,855 | 72,408,603 | 72,100,000 | 57,672,747 | 72,395,000 | 295,000 |
| | | | | | | |
| Ending Fund Balance | 92,047,000 | 21,965,350 | 6,165,350 | 40,264,226 | 1,069,226 | (5,096,123) |
| | | | | | | |
| | | | | | | |
| | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Budget | FY 2017-18 Estimated | FY 2018-19 Budget | Budgeted Increase (Decrease) |
| Insurance Fund | | | | | | |
| Beginning Fund Balance | 3,714,275 | 5,449,870 | 6,344,738 | 6,344,738 | 6,031,438 | (313,300) |
| | | | | | | |
| Revenues | | | | | | |
| Insurance Premiums-City | 13,232,758 | 13,442,773 | 14,129,146 | 13,512,300 | 14,653,500 | 524,354 |
| Insurance Premiums-Employees | 2,245,780 | 2,485,717 | 3,178,500 | 2,569,800 | 3,438,400 | 259,900 |
| Miscellaneous | 239,717 | 216,120 | 133,100 | 602,300 | 851,600 | 718,500 |
| | | | | | | |
| Total Insurance Fund Revenue | 15,718,254 | 16,144,610 | 17,440,746 | 16,684,400 | 18,943,500 | 1,502,754 |
| | | | | | | |
| | | | | | | |
| Expenditures | | | | | | |
| Health Claims and Administration | 13,982,659 | 15,249,742 | 17,440,746 | 16,997,700 | 18,943,500 | 1,502,754 |
| | | | | | | |
| Total Insurance Fund Expenditures | 13,982,659 | 15,249,742 | 17,440,746 | 16,997,700 | 18,943,500 | 1,502,754 |
| | | | | | | |
| Ending Fund Balance | 5,449,870 | 6,344,738 | 6,344,738 | 6,031,438 | 6,031,438 | (313,300) |

| | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Budget | FY 2017-18 Estimated | FY 2018-19 Budget | Budgeted Increase (Decrease) |
|---|---|---|---|---|---|---|
| Risk Management Fund | | | | | | |
| Beginning Fund Balance | 2,053,245 | 1,001,915 | 2,921,626 | 2,921,626 | 2,679,048 | (242,577) |
| Prior Period Adjustment | | | | | | |
| | | | | | | |
| Revenues | | | | | | |
| Insurance Premiums-City | 3,735,136 | 3,753,293 | 4,054,160 | 4,054,160 | 5,444,311 | 1,390,151 |
| Miscellaneous | 22,067 | 14,512 | 14,000 | 26,000 | 25,000 | 11,000 |
| | | | | | | |
| Total Risk Management Fund Revenue | 3,757,203 | 3,767,805 | 4,068,160 | 4,080,160 | 5,469,311 | 1,401,151 |
| | | | | | | |
| | | | | | | |
| Expenditures | | | | | | |
| Personnel Costs | 302,409 | 327,434 | 317,452 | 316,539 | 298,893 | (18,559) |
| Operating Budget | 4,505,227 | 1,519,307 | 4,290,726 | 4,004,857 | 4,635,800 | 345,074 |
| Fixed Assets | 897 | 1,353 | 103,250 | 1,342 | 2,200 | (101,050) |
| | | | | | | |
| Total Risk Management Fund Expenditures | 4,808,533 | 1,848,094 | 4,711,428 | 4,322,737 | 4,936,893 | 225,465 |
| | | | | | | |
| Ending Fund Balance | 1,001,915 | 2,921,626 | 2,278,358 | 2,679,048 | 3,211,467 | 933,109 |

## GENERAL FUND REVENUE LINE ITEM DETAIL

### 2018 - 2019 Budget Year
### General Fund Revenues

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Property Tax - Real & Personal | 36,621,670 | 38,373,972 | 40,447,163 | 40,464,228 | 41,393,611 | 946,448 | 2.34% |
| Public Utilities Property Tax | 977,820 | 934,598 | 934,600 | 916,400 | 792,393 | (142,207) | -15.22% |
| **Total Property Tax Revenue** | 37,599,490 | 39,308,570 | 41,381,763 | 41,380,628 | 42,186,005 | 804,242 | 1.94% |
| | | | | | | | |
| Tax Equivalents | | | | | | | |
| Payment In Lieu Of Taxes - MHA | 114,332 | 219,263 | 110,000 | - | 110,000 | - | 0.00% |
| Payments From Industry | 583,451 | 733,805 | 600,000 | 710,000 | 698,700 | 98,700 | 16.45% |
| Recovery on Reserved Taxes | 796,774 | 683,242 | 500,000 | 500,000 | 680,000 | 180,000 | 36.00% |
| Delinquent Pickup | 12,906 | 7,918 | 8,000 | 1,000 | 7,000 | (1,000) | -12.50% |
| Penalty and Interest on Taxes | 176,815 | 146,893 | 125,000 | 125,000 | 145,000 | 20,000 | 16.00% |
| Other Local Taxes | | | | | | | |
| Local Option Sales Tax | 41,068,791 | 43,676,526 | 45,906,000 | 46,000,000 | 49,132,000 | 3,226,000 | 7.03% |
| Wholesale Beer Tax | 3,374,864 | 3,413,269 | 3,400,000 | 3,000,000 | 3,400,000 | - | 0.00% |
| Wholesale Liquor Tax | 1,193,499 | 1,268,203 | 1,300,000 | 1,280,000 | 1,340,000 | 40,000 | 3.08% |
| Gross Receipts Tax | 3,415,582 | 3,552,569 | 4,000,000 | 3,500,000 | 3,840,000 | (160,000) | -4.00% |
| Beer Privilege Tax | 28,875 | 30,775 | 30,000 | 30,200 | 30,000 | - | 0.00% |
| Liquor Privilege Tax | 61,347 | 65,644 | 64,000 | 69,400 | 70,000 | 6,000 | 9.38% |
| Minimum Business Tax | 95 | - | 100 | - | - | (100) | -100.00% |
| Room Occupancy Tax | 1,547,637 | 1,577,593 | 1,650,000 | 1,650,000 | 1,730,000 | 80,000 | 4.85% |
| | 52,374,967 | 55,375,701 | 57,693,100 | 56,865,600 | 61,182,700 | 3,489,600 | 6.05% |
| | | | | | | | |
| Licenses, Permits & Fines | | | | | | | |
| Electrical License | 77,655 | 70,730 | 76,000 | 75,000 | 76,000 | - | 0.00% |
| Gas/Mechanical License | 7,392 | 5,160 | 7,000 | 7,300 | 7,000 | - | 0.00% |
| Building Permits | 2,403,375 | 2,463,056 | 2,500,000 | 2,530,000 | 2,832,000 | 332,000 | 13.28% |
| Electrical Permits | 502,200 | 486,850 | 460,000 | 430,000 | 452,000 | (8,000) | -1.74% |
| Plumbing Permits | 260,750 | 263,945 | 275,000 | 260,000 | 390,000 | 115,000 | 41.82% |
| Excavating Permits | 51,930 | 68,750 | 58,000 | 57,000 | 58,000 | - | 0.00% |
| Mechanical Permits | 164,938 | 202,250 | 175,000 | 160,000 | 215,000 | 40,000 | 22.86% |
| Gas Permits | 44,850 | 52,210 | 48,000 | 52,000 | 61,000 | 13,000 | 27.08% |
| Fireworks Permits | 6,500 | 7,500 | 5,000 | 5,000 | 5,000 | - | 0.00% |
| Beer Application Permit | 13,350 | 14,642 | 12,000 | 19,200 | 12,000 | - | 0.00% |
| Burglar Alarm Permit | 59,390 | 78,470 | 83,000 | 48,233 | 83,000 | - | 0.00% |
| City Court Fines And Costs | 2,037,481 | 1,560,602 | 1,650,000 | 1,166,560 | 1,250,000 | (400,000) | -24.24% |
| City Ct - Safe Street Program | 801,947 | 587,339 | 670,000 | 823,033 | 900,000 | 230,000 | 34.33% |
| City Court E-Citations | 9,667 | 5,707 | - | 6,114 | 6,500 | 6,500 | |
| Police - Sex Offender Fee | 50,463 | 7,950 | 7,000 | 4,275 | 7,000 | - | 0.00% |
| Police - E-Citations | 38,668 | 22,828 | - | 24,456 | 25,000 | 25,000 | |
| Burglar Alarm Service Charge | 11,475 | 12,325 | 16,000 | 1,575 | 16,000 | - | 0.00% |
| | 6,542,031 | 5,910,313 | 6,042,000 | 5,669,746 | 6,395,500 | 353,500 | 5.85% |
| | | | | | | | |
| Charges For Service | | | | | | | |
| Copies | 789 | 863 | 375 | 17 | - | (375) | -100.00% |
| Charges For Service | 2 | - | - | - | - | - | |
| Beer Permit Fines | - | 1,000 | 1,000 | 375 | - | (1,000) | -100.00% |
| Fees And Commissions | 17,723 | 21,192 | 15,000 | 12,415 | 15,000 | - | 0.00% |
| Information Technology | 924 | 553 | 500 | 460 | 550 | 50 | 10.00% |
| Communications | 65 | 80 | 20 | 20 | 50 | 30 | 150.00% |
| Human Resources | 425 | 42 | - | - | - | - | |
| Planning | 306,484 | 331,791 | 290,000 | 330,000 | 458,450 | 168,450 | 58.09% |
| Urban Environmental | 11,787 | 105,495 | 2,500 | 15,000 | 18,000 | 15,500 | 620.00% |
| Police | 43,464 | 75,820 | 11,150 | 79,644 | 51,150 | 40,000 | 358.74% |
| Fire | 935,559 | 1,101,095 | 1,007,232 | 999,246 | 1,058,100 | 50,868 | 5.05% |
| Building & Codes | 29,386 | 38,773 | 41,000 | 25,122 | 65,000 | 24,000 | 58.54% |

# 2018 - 2019 Budget Year
# General Fund Revenues

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| State Street Aid | - | 111,587 | - | - | - | - | |
| Engineering/Street | 59,140 | 206,090 | 80,000 | 31,973 | 80,000 | - | 0.00% |
| Street Maintenance Contracts | 256,983 | 275,656 | 276,212 | 272,915 | 302,692 | 26,480 | 9.59% |
| Traffic | 5,230 | - | - | - | - | - | |
| Public Transit Fares | 131,172 | 117,915 | 128,000 | 111,055 | 125,000 | (3,000) | -2.34% |
| Solid Waste | 2,927 | 3,726 | 2,070,000 | 5,316 | 1,380,000 | (690,000) | -33.33% |
| Senior Citizens Center | 89,573 | 100,993 | 110,000 | 59,967 | 95,000 | (15,000) | -13.64% |
| Parks & Recreation | 1,676,448 | 1,846,296 | 1,774,800 | 2,146,933 | 2,300,120 | 525,320 | 29.60% |
| Public Golf Facilities | 1,771,356 | 1,783,326 | 1,978,940 | 1,674,190 | 2,015,340 | 36,400 | 1.84% |
| | 5,339,436 | 6,122,293 | 7,786,729 | 5,764,647 | 7,964,452 | 177,723 | 2.28% |
| | | | | | | | |
| Intergovernmental Revenues | | | | | | | |
| Revenue from County: | | | | | | | |
| Other County Revenues | 75,701 | 55,227 | 72,000 | 53,271 | 53,081 | (18,919) | -26.28% |
| Other County Revenues - Urban | 12,000 | 12,000 | - | 12,000 | 12,000 | 12,000 | |
| Other County Revenues - Police | 8,792 | - | - | - | - | - | |
| Grants from County Goverments - Disbatch | 5,329 | - | - | - | - | - | |
| Other County Revenues - Fire | | 1,086 | - | 4,000 | 4,500 | 4,500 | |
| Other County Revenues - Traffic | | - | - | 1,810 | - | - | |
| Other County Revenues - Senior Citizens | 162,750 | 162,750 | 162,750 | 183,094 | 165,000 | 2,250 | 1.38% |
| Other County Revenues - Parks & Rec | 204,881 | 214,452 | 205,000 | 210,000 | 215,000 | 10,000 | 4.88% |
| | 469,454 | 445,515 | 439,750 | 464,175 | 449,581 | 9,831 | 2.24% |
| Revenue from State Government: | | | | | | | |
| State Grants - Fire | 7,530 | 6,150 | 7,300 | - | 10,000 | 2,700 | 36.99% |
| State Grants - Traffic | - | - | 150,000 | - | - | (150,000) | -100.00% |
| State Grants - Public Transportation | 435,634 | 689,270 | 421,050 | 530,000 | 600,000 | 178,950 | 42.50% |
| State Grants - Solid Waste | 11,350 | 23,175 | - | - | - | - | |
| State Grants - Senior Citizens Center | 12,550 | 15,050 | 12,550 | 4,707 | 12,600 | 50 | 0.40% |
| State Grants - Senior Cit. Adult Day Care | - | 1,748 | 2,000 | 473 | 1,000 | (1,000) | -50.00% |
| Other State Grants - Arts Commission | 5,140 | - | - | - | - | - | |
| State Sales Tax | 8,818,827 | 9,036,294 | 8,856,800 | 9,100,000 | 10,754,000 | 1,897,200 | 21.42% |
| State Income Tax | 1,335,315 | 859,738 | 1,001,485 | 859,700 | 644,775 | (356,710) | -35.62% |
| State Beer Tax | 53,238 | 52,645 | 53,000 | 51,500 | 59,500 | 6,500 | 12.26% |
| State Alcoholic Beverage Tax | 950,357 | 993,998 | 980,000 | 1,030,000 | 1,100,000 | 120,000 | 12.24% |
| State Highway And Street Funds | - | - | - | - | - | - | |
| State Gas & Motor Fuel Tax | 221,819 | 220,223 | 220,000 | 220,000 | 250,000 | 30,000 | 13.64% |
| State Gas & Motor Fuel Tax | 2,997,685 | 3,017,803 | 3,619,800 | 3,500,000 | 4,270,000 | 650,200 | 17.96% |
| Gross Receipts - TVA | 1,280,412 | 1,231,123 | 1,250,000 | 1,237,300 | 1,400,000 | 150,000 | 12.00% |
| State Telecomm Sales Tax | 9,266 | 11,021 | 9,500 | 41,900 | 40,000 | 30,500 | 321.05% |
| State Excise Tax | 114,495 | 168,398 | 150,000 | 150,000 | 170,000 | 20,000 | 13.33% |
| Other State Revenues - Police | | 120,000 | - | - | - | - | |
| Other State Revenues - Fire | | 118,800 | - | - | - | - | |
| | 16,253,618 | 16,565,436 | 16,733,485 | 16,725,580 | 19,311,875 | 2,578,390 | 15.41% |
| | | | | | | | |
| Revenue from Federal Government | | | | | | | |
| Federal Grants - Police | 74,485 | 125,532 | 100,200 | 92,706 | 347,982 | 247,782 | 247.29% |
| Federal Grants - Fire | | | | 433,655 | - | | |
| Federal Grants - Road Projects | 2,544,376 | 2,960,904 | 8,940,000 | 2,800,000 | 8,190,000 | (750,000) | -8.39% |
| Federal Grants - Public Transportation | 1,086,529 | 835,551 | 1,058,400 | 980,000 | 2,119,000 | 1,060,600 | 100.21% |
| Federal Grants - Senior Citizens Center | 33,257 | 29,245 | 44,500 | 10,051 | 42,000 | (2,500) | -5.62% |
| Community Development Grants | 766,618 | 815,152 | 1,017,120 | 703,548 | 905,736 | (111,384) | -10.95% |
| Federal Grants - Community Dev ESG | 198,169 | 169,113 | 198,875 | 198,875 | 161,250 | (37,625) | -18.92% |
| Federal Equitable Sharing | 69,887 | 106,175 | - | 124,706 | - | - | |
| Other Federal Grants | 65 | - | - | - | - | - | |
| | 4,773,387 | 5,041,673 | 11,359,095 | 5,343,541 | 11,765,968 | 406,873 | 3.58% |

# 2018 - 2019 Budget Year
# General Fund Revenues

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Miscellaneous Revenue | | | | | | | |
| Natural Gas Franchise Tax | 907,330 | 995,818 | 925,000 | 1,000,000 | 1,000,000 | 75,000 | 8.11% |
| Cable TV Franchise Tax | 1,746,111 | 1,740,998 | 1,850,000 | 1,750,000 | 1,765,000 | (85,000) | -4.59% |
| Sales Tax Collected | 66,506 | 68,582 | 112,957 | 97,240 | 112,600 | (357) | -0.32% |
| Program Income - Senior Citizens Center | 57,663 | 26,711 | 65,000 | 62,078 | 140,000 | 75,000 | 115.38% |
| Program Income - Parks & Recreation | 337,691 | 242,199 | 403,090 | 65,000 | 94,050 | (309,040) | -76.67% |
| Program Income- Community Development | 63 | 126,657 | 50,000 | 67,805 | 50,000 | - | 0.00% |
| Police Training Schools | 1,250 | - | 10,000 | - | 10,000 | - | 0.00% |
| Police School Patrol | 28,001 | 28,476 | 37,992 | 56,952 | 37,992 | - | 0.00% |
| Police - Kid's Camps | 1,150 | 400 | 1,200 | - | 1,200 | - | 0.00% |
| Community Engagement | 455 | - | 455 | - | 455 | - | 0.00% |
| Drug Related Fines | 100,181 | 63,314 | 100,000 | 39,437 | 100,000 | - | 0.00% |
| Interest Earnings | 50,706 | 145,290 | 177,025 | 220,628 | 252,525 | 75,500 | 42.65% |
| Rent - Long-Term | 210,578 | 291,239 | 300,000 | 291,634 | 295,000 | (5,000) | -1.67% |
| Sale Of Fixed Asset | 30,064 | 79,369 | 37,500 | 52,811 | 4,628,500 | 4,591,000 | 12242.67% |
| Other Grant Revenues - Communications | 332,851 | 370,984 | - | - | - | - | |
| Other Grant Revenues - Police | | 151,675 | - | - | - | - | |
| Other Grant Revenues - Fire | | - | 281,365 | 281,365 | - | (281,365) | -100.00% |
| Other Grant Revenues - Bloomfield Links | - | - | 5,000 | - | - | (5,000) | -100.00% |
| Donations-Contributions | 270,491 | 664,826 | 534,155 | 120,672 | 70,600 | (463,555) | -86.78% |
| Sale of Scrap & Recyclable Mat | 18,437 | 20,946 | 16,200 | 17,242 | 3,500 | (12,700) | -78.40% |
| Sale Of Solid Waste Products | 11,601 | 15,902 | 8,000 | 21,701 | 8,000 | - | 0.00% |
| Contributed Capital | 43,154 | 721,984 | 1,300,492 | 1,603,987 | 1,250,000 | (50,492) | -3.88% |
| Miscellaneous Income | 178,295 | 6,459 | 1,602,450 | 173,206 | 213,350 | (1,389,100) | -86.69% |
| | 4,392,578 | 5,761,828 | 7,817,881 | 5,921,756 | 10,032,772 | 2,214,891 | 28.33% |
| Transfers/Reimbursements from Other Funds | | | | | | | |
| Risk Mgmt Reimbursement (Legal) | 625,492 | - | 150,000 | 150,000 | 150,000 | - | 0.00% |
| Risk Mgmt Reimbursement (Fleet) | 194,697 | 149,295 | 195,000 | 91,500 | 195,000 | - | 0.00% |
| Drug Fund Reimbursement (Overtime) | 87,543 | 63,787 | 100,000 | 55,211 | 100,000 | - | 0.00% |
| Drug Fund Reimbursement (Fleet) | 17,495 | 18,314 | 45,000 | 14,500 | 50,000 | 5,000 | 11.11% |
| Airport Fund Reimbursement (Legal) | - | - | 4,745 | 4,745 | 5,000 | 255 | 5.37% |
| City Schools Reimbursement (Legal) | 75,000 | 75,000 | 213,740 | 75,000 | 100,000 | (113,740) | -53.21% |
| Water & Sewer Reimb (Legal) | 140,000 | 140,000 | 153,950 | 153,950 | 154,000 | 50 | 0.03% |
| Water & Sewer Reimb (IT) | 101,334 | 74,504 | 100,000 | 100,000 | 100,000 | - | 0.00% |
| Water & Sewer Reimb (Human Resources) | 10,407 | 9,622 | 20,000 | 20,000 | 20,000 | - | 0.00% |
| Water & Sewer Reimb (Fleet) | 223,289 | 216,895 | 240,000 | 300,000 | 300,000 | 60,000 | 25.00% |
| MED Reimbursement (Legal) | 42,000 | 42,000 | 73,000 | 73,000 | 73,000 | - | 0.00% |
| In Lieu Of Tax - Electric | 3,259,859 | 3,124,547 | 3,300,000 | 3,131,481 | 3,200,000 | (100,000) | -3.03% |
| Stormwater Reimbursement (Fleet) | 19,655 | 35,638 | 25,000 | 36,400 | 37,000 | 12,000 | 48.00% |
| Stormwater Reimbursement (Engineering) | 601,242 | 331,953 | 430,000 | 330,000 | 430,000 | - | 0.00% |
| Stormwater Reimbursement (Street) | 423,169 | 409,537 | 625,000 | 415,000 | 750,000 | 125,000 | 20.00% |
| | 5,821,182 | 4,691,092 | 5,675,435 | 4,950,787 | 5,664,000 | (11,435) | -0.20% |
| **Total Non-Property Tax Revenue** | 95,966,654 | 99,913,851 | 113,547,476 | 101,705,831 | 122,766,848 | 9,219,372 | 8.12% |
| **Total General Fund Revenues** | 133,566,144 | 139,222,421 | 154,929,239 | 143,086,459 | 164,952,853 | 10,023,614 | 6.47% |

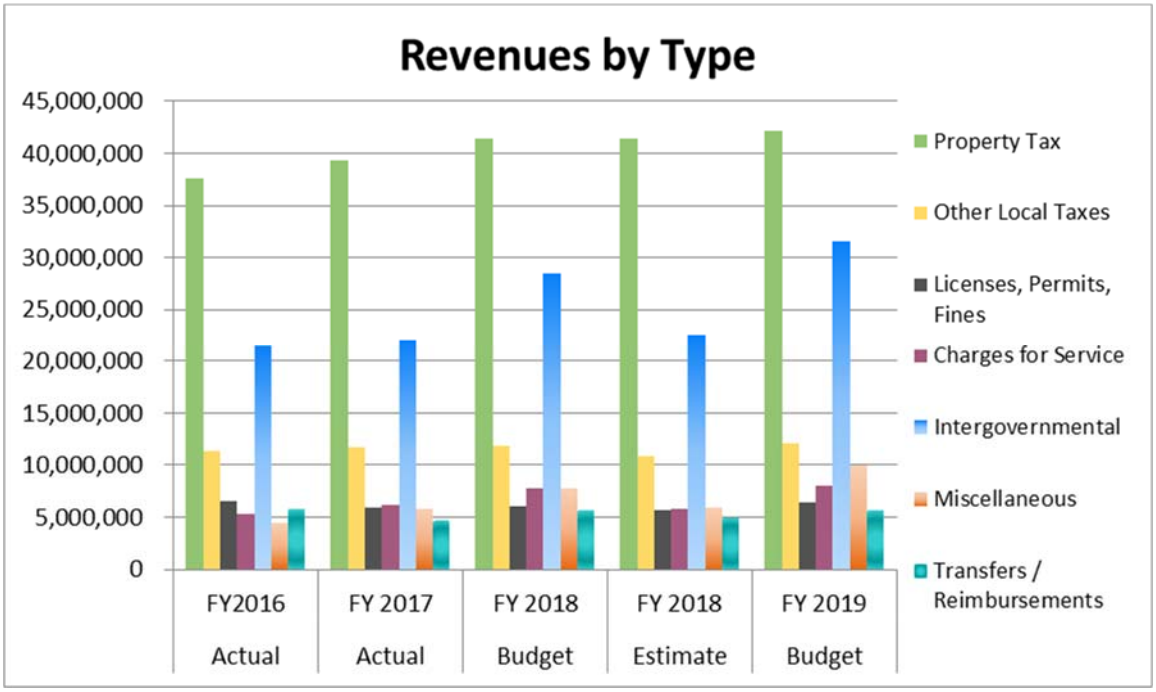
# GENERAL FUND REVENUES

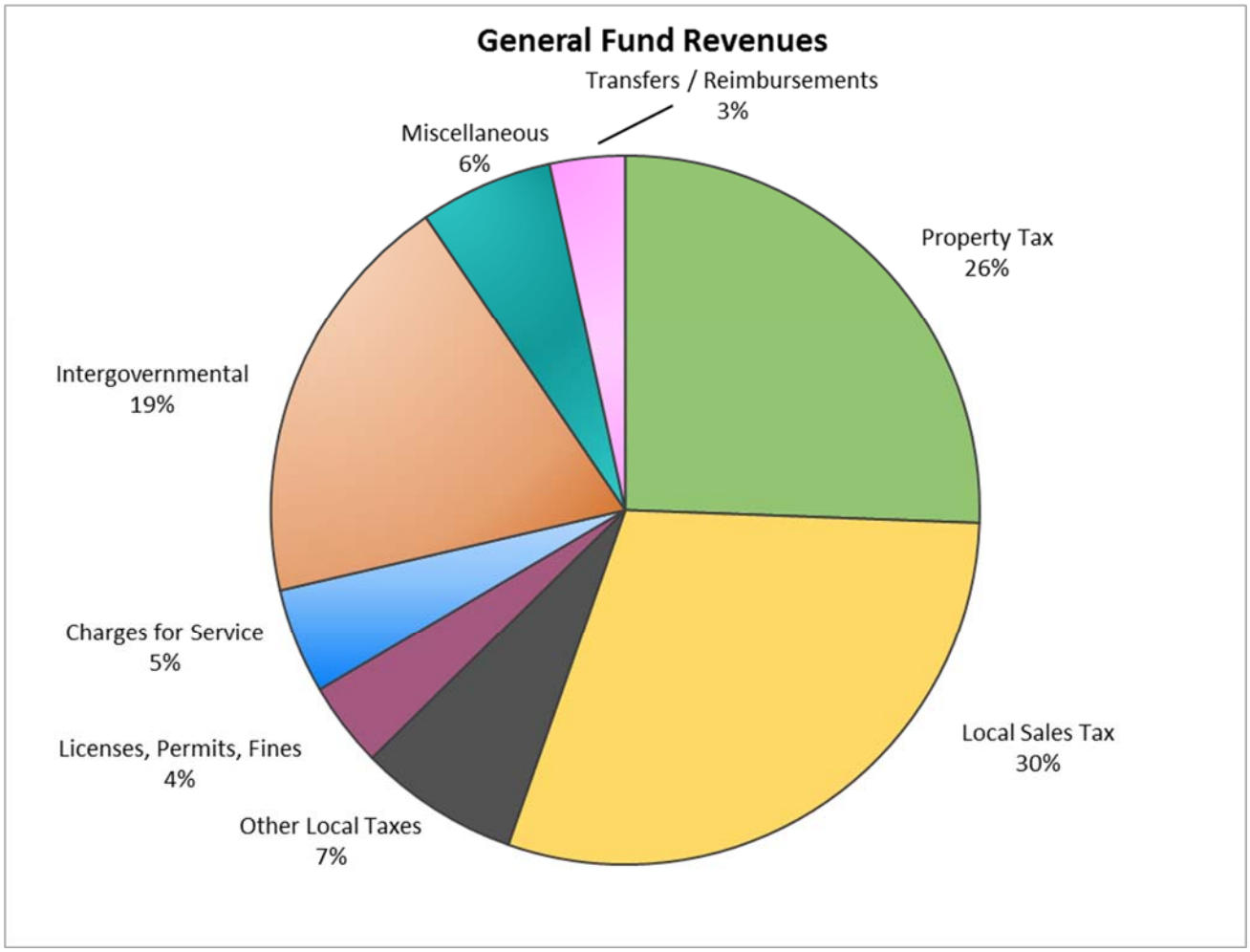
## OVERVIEW

General Fund revenues for FY 2019 total $164.95 million, reflecting a $10.02 million or approximately a 6.5 percent increase from the FY 2018 budget.

| | Actual FY2016 | Actual FY 2017 | Budget FY 2018 | Estimate FY 2018 | Budget FY 2019 | Budgeted Variance |
|---|---|---|---|---|---|---|
| **Revenue** | | | | | | |
| Property Tax | 37,599,490 | 39,308,570 | 41,381,763 | 41,380,628 | 42,186,005 | 804,242 |
| Local Sales Tax | 41,068,791 | 43,676,526 | 45,906,000 | 46,000,000 | 49,132,000 | 3,226,000 |
| Other Local Taxes | 11,306,177 | 11,699,175 | 11,787,100 | 10,865,600 | 12,050,700 | 263,600 |
| Licenses, Permits, Fines | 6,542,031 | 5,910,313 | 6,042,000 | 5,669,746 | 6,395,500 | 353,500 |
| Charges for Service | 5,339,436 | 6,122,293 | 7,786,729 | 5,764,647 | 7,964,452 | 177,723 |
| Intergovernmental | 21,496,459 | 22,052,624 | 28,532,330 | 22,533,296 | 31,527,424 | 2,995,094 |
| Miscellaneous | 4,392,578 | 5,761,828 | 7,817,881 | 5,921,756 | 10,032,772 | 2,214,891 |
| Transfers / Reimbursements | 5,821,182 | 4,691,092 | 5,675,435 | 4,950,787 | 5,664,000 | (11,435) |
| **Total** | 133,566,144 | 139,222,421 | 154,929,239 | 143,086,459 | 164,952,853 | 10,023,614 |

As you can see in the charts below, local sales tax revenues make up 30 percent of General Fund revenues followed closely behind by property tax revenues at 26 percent.






## MAJOR REVENUE DESCRIPTIONS, ANALYSES AND PROJECTIONS

### PROPERTY TAX

The City's Property Tax rate is established by City Council. The current property tax rate is $0.9494 for each $100 in assessed value. Property taxes are due and payable by December 31st each year.

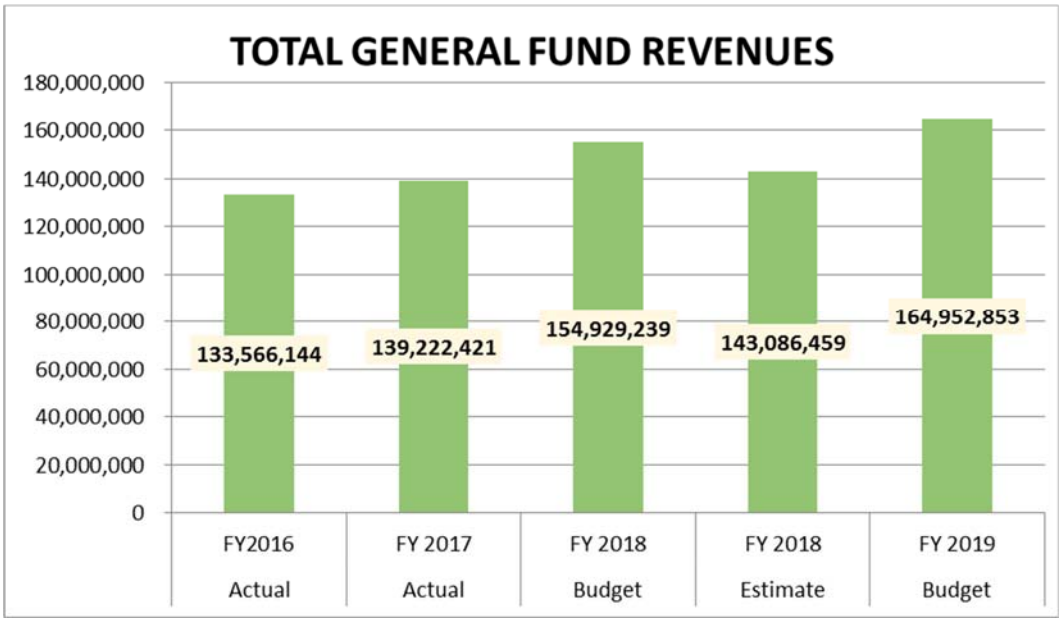
The Rutherford County Property Assessor locates and evaluates real property and tangible personal property for tax purposes. A reassessment is conducted every 4 years and was last completed in 2018. The County Board of Equalization hears assessment appeals. After completing the property reassessment, the certified tax rate is calculated, which is the tax rate on the new total assessment that would produce an equal amount of property tax levy as the preceding year. The new total assessment does not include properties being added to the tax roll for the first time in the reassessment year for the purposes of determining the new certified rate.

A city may not take an automatic windfall of increased revenue from a reappraisal. However, if a city wants to increase its revenue after a reappraisal, it must formally advertise its intention before the Council votes to adopt a tax rate higher than the certified rate.

The State Constitution provides that the following percentages of full value be used to determine assessments:

- Residential and farm real property: 25 percent
- Commercial and Industrial real property: 40 percent
- Commercial and Industrial tangible personal property: 30 percent
- Public utility real and tangible personal property: 55 percent
- Other tangible personal property: 5 percent

Property taxes are approximately 26 percent of total general fund revenue.




Public Utility – The property of privately owned public utilities (railroads, telephone, gas companies, etc.) is assessed by the state Tennessee Regulatory Authority, subject to review and revision by the state Board of Equalization. The assessment ratio is 55 percent of appraised value.

## TAX EQUIVALENTS, RECOVERY OF RESERVED AND PENALTY & INTEREST ON TAXES

Tax Equivalents, Recovery of Reserved Taxes and Penalty & Interest on Taxes make up approximately $1.63 million of budgeted General Fund revenues.

The budgeted Tax Equivalents are determined based on previous agreements with the entity and/or the Rutherford County Industrial Development Board. The Industrial Development Board determines the payments based upon the economic impact of a project. The Murfreesboro Housing Authority makes an in lieu of tax payment to the City based on gross rent receipts.

According to state law, a City has an additional 10 years to collect property taxes once they become delinquent. The recovery of reserved taxes represents property tax payments from previous years that are received by the City. Between FY 2010 and FY 2017, the City's average property tax collection rate was 98.47 percent. This trend was utilized in determining this year's budgeted amount.

Penalties and interest are assessed and collected on property taxes that are paid after the due date. The penalty is ½ percent and interest of 1 percent is imposed on the first day of each month. Historical collection trends are used to determine this year's budgeted amount.

## OTHER LOCAL TAXES

Other Local Taxes make up approximately $59 million of General Fund revenues. These taxes include the local option sales tax, Gross Receipts Tax, Hotel/Motel Tax, and Beer & Liquor Taxes.

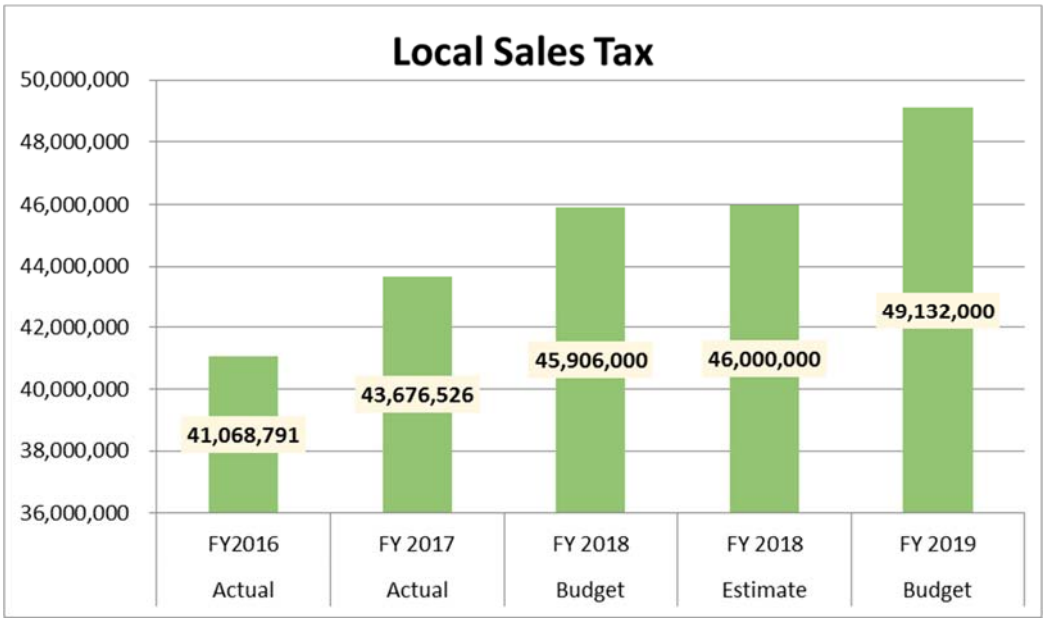
### SALES TAX

The local option sales tax is 2.75 percent on most retail purchases. State law requires that the first half of all local option sales tax be distributed to County and City schools based on the average daily school attendance ratio between the two systems. The second half is distributed to the jurisdiction where the sale was made, or the service delivered.

Unlike the state sales tax, the local option sales tax is not applied to the full purchase cost of expensive items. The local sales tax only applies to the first $1,600 of the purchase price.

The tax is determined by reviewing historical trends and expected economic growth or decline based on local, state and national forecasts.

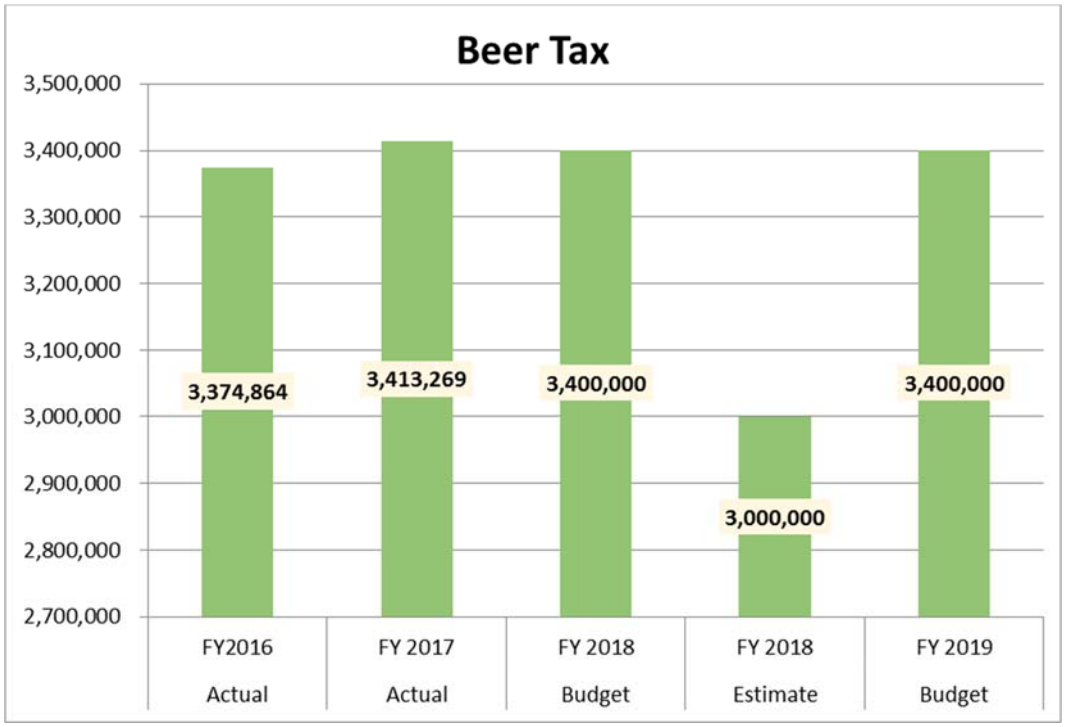
The local option sales tax is the general fund's second largest source of revenue.



## BEER & LIQUOR TAXES

Beer Taxes- This is a flat tax of $35.60 per barrel of 31 gallons of beer sold. The tax upon barrels containing more or less than 31 gallons would be taxed at a proportionate rate. It is the fourth largest source of general fund revenue. The tax is budgeted based on historical trends and anticipated growth or decline.

Beer Privilege Tax - Section 4-60 of the City Code requires that businesses that sell, distribute, store or manufacture beer pay a beer privilege tax, in the amount of $100. The beer privilege tax is due January 1 of each year. A one-time beer permit is also required.




## LIQUOR TAX

Liquor Tax - A 5 percent local liquor tax is levied against wholesale prices of liquor deliveries to package stores in the City. The tax is paid directly by the wholesale dealer to the City on a monthly basis. The City retains 95% of the tax with the balance being vendor compensation for the collections. The tax is budgeted based on historical trends and anticipated growth or decline.

Liquor Privilege Tax - The City levies a privilege tax to be paid annually for on-premise consumption. Section 4-33 of the City Code provides a table of tax rates, which is calculated on the type of business. In January 2018 Council adopted Ordinance 17-O-60, which brought the Liquor Privilege Tax in line with the State rates and will be effective October 1, 2018. The new tax ranges from $120 to $5,000. The liquor privilege tax is due on October 1 of each year.

## HOTEL MOTEL TAX

The City currently has a local hotel and motel tax in the amount of 2.5 percent of the room rate charged by the operator. It is collected when the customer is invoiced and remitted by the hotel or motel operator no later than the 20th of the month to the City Treasurer.

The Hotel Motel tax revenue is used to fund the Chamber of Commerce and other tourism-related organizations or tourism activities of the City.

The budget is determined based on historical trends and anticipated tourist events.

## LICENSES, PERMITS, FINES AND FEES

The City's various departmental permits, fees, licenses and fines are included in this section. They make up approximately $6 million of General Fund revenues.

## BUILDING & DEVELOPMENT

Anticipated developments, commercial additions and the expected economic growth or decline facilitate the amounts budgeted for the building and development licenses, permits and fees.

Building Permits - Building permits make up 41 percent of Licenses, Permits, Fines and Fees. Building permit fees are based on square footage of heated areas plus one-third of the square feet of unheated areas and areas under roof, such as garages, unfinished basements and carports.

Electrical License - The City requires electrical contractors to obtain a City of Murfreesboro electrical license to install, maintain or repair electrical wiring, devices, signs and appliances. Section 11-50 of the City Code sets forth the limitations of work permitted in each class of license. The fees are due on October 1.

Gas License - The City requires gas contractors to obtain a City of Murfreesboro gas license to install or modify gas piping, venting or equipment. Section 15-25 of the City Code sets forth the limitations of work permitted by each class of license. The City's Board of Gas Examiners is responsible for approving applicants to take the exams for the classes listed. The fees are due and payable on October 1 of each year.

Plumbing Permits Fee - Plumbing permits are a flat fee of $20 plus $5 per fixture.

Electrical Permit Fee - Electrical permit fees are calculated based on service size and the number of inspections. The base fee is $35.00.

Mechanical Permit Fee - Mechanical permits for residential units are $38. Commercial units are a $30 flat fee plus $20 for the first 1,000 square feet (sf) and $6/each additional 1,000 sf.

Gas Permit Fee - Gas permits are a $20 flat fee plus $5.00 per fixture.

Land Disturbance Permit Fee - New construction projects in the City of Murfreesboro such as new retail buildings, new subdivisions, or new roadways that include land disturbing activities like grading, excavation, clearing, and utility installation are required to obtain a City Land Disturbance Permit. The owner, developer, engineer or contractor can initiate the permitting process by completion and submittal of a Land Disturbance Permit application to the City Engineering Department. Following approval of the application by the Engineering Department, a Land Disturbance Permit must be obtained by the contractor from the Building and Codes Department prior to beginning construction activities. Fees for the permit are $150 plus $50 per acre of construction area.

The FY 19 budget anticipates increases for the building and development fees. Murfreesboro has the lowest building and development fees in the Middle Tennessee area and fees have not been increased since 2008. Exact changes to the fee structure are not being proposed at this time as further study is required to ensure that the City remains a competitive market for development. It is anticipated that early in FY 19 a proposed fee schedule will be brought to Council for approval.

## COURT FINES

Court Fines - Court Fines make up approximately 19.5 percent of Licenses, Permits, Fines and Fees. Budgeted amounts are determined based on population growth and historical trends.

The Murfreesboro City Court has a cash appearance bond schedule for speeding, parking, alcohol possession and other violations.

The minimum cash bond for speeding offenses is $130 plus $1 per mile in excess of 10 miles per hour over the posted speed limit. The maximum amount is $175 excluding court costs and taxes.

Automated Traffic Enforcement - The Automated Traffic Enforcement citations are $50. During FY 2016, the City issued an Invitation to Bid on these services and as a result a new contract with our existing service provider was negotiated. Under the new contract, the service provider will receive $29 per $50 citation and the City will receive the remaining $21. The City will continue to retain all court costs collected. Budgeted amounts are determined based on historical trends.

Court Fines – Drug Fund - Drug fines collected by County Courts are distributed 50 percent to each the General Fund and Drug Fund in accordance with TCA 39-17-428. It has been the City's practice to transfer the General Fund portion to the Drug Fund to further assist the Police Department.

## CHARGES FOR SERVICE

Charges for Service make up approximately $7.9 million of General Fund revenues. These are departmental charges to the public for use of facilities and/or services of the City.

## RECREATION DEPARTMENT SERVICE CHARGES

The Recreation Department service charges include charges for use of Recreational facilities and participation in Recreational activities. These charges make up approximately 21 percent of the Charges

for Service category. Amounts budgeted are determined based on historical trends, expected growth or decline and changes to Recreational events that may impact the department's fees.

The FY 19 budget proposes an increase in the usage fees for some Recreational facilities and activities.

## GOLF DEPARTMENT SERVICE CHARGES

The Golf Department service charges are charges for golf rounds, rental of carts, concessions and merchandise sales. These charges make up 25.3 percent of the Charges for Service category. Amounts budgeted are determined based on historical trends and anticipated growth.

The Golf Department has proposed a small increase in greens fees as part of this FY 19 budget.

# INTERGOVERNMENTAL REVENUE

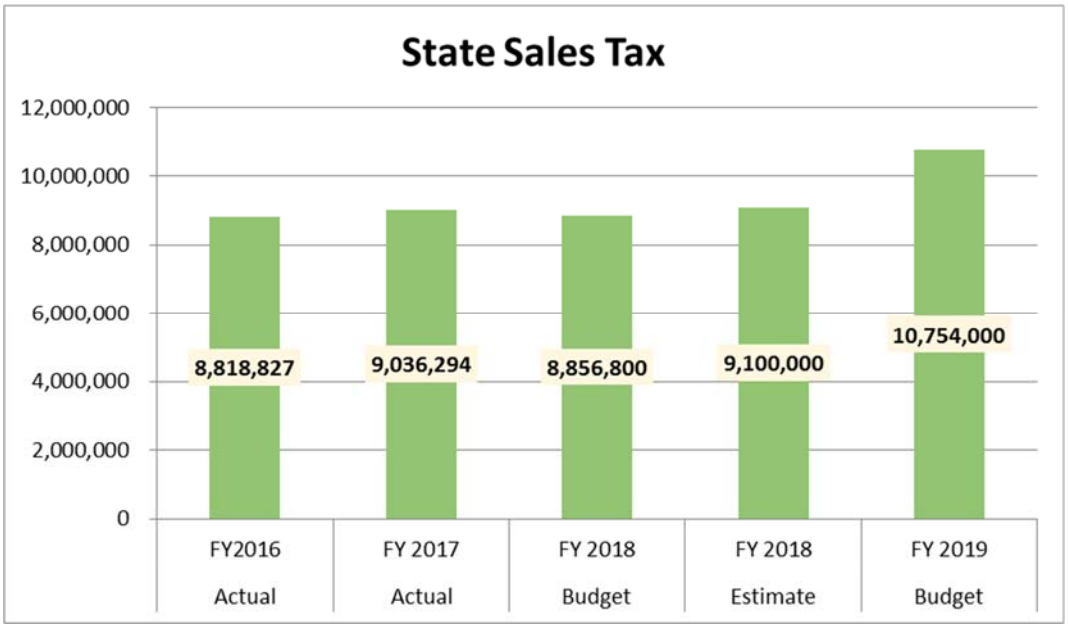
Intergovernmental Revenues are made up of revenues from Rutherford County, the State of Tennessee and the Federal Government. This category is approximately $31.5 million of General Fund revenues.

## STATE OF TENNESSEE SHARED TAXES

State of Tennessee Shared Taxes makes up approximately 61 percent of the Intergovernmental Revenues.

State Sales Tax - The current state sales tax rate is 7 percent on most items, 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 exception to this rate is grocery food items, on which the rate is currently 4 percent. In late FY 17, the Governor signed the IMPROVE Act, new legislation that reduced the State Sales Tax on grocery items from 5 percent to 4 percent and increases the Gas Tax over the following 3 years. The state sales tax rate includes 0.5 percent earmarked for K-12 education. Cities receive 4.5925 percent of the remaining 5.5 percent after deductions. It is distributed based on population and the City budgeted approximately $87.50 per City resident for FY 2019.

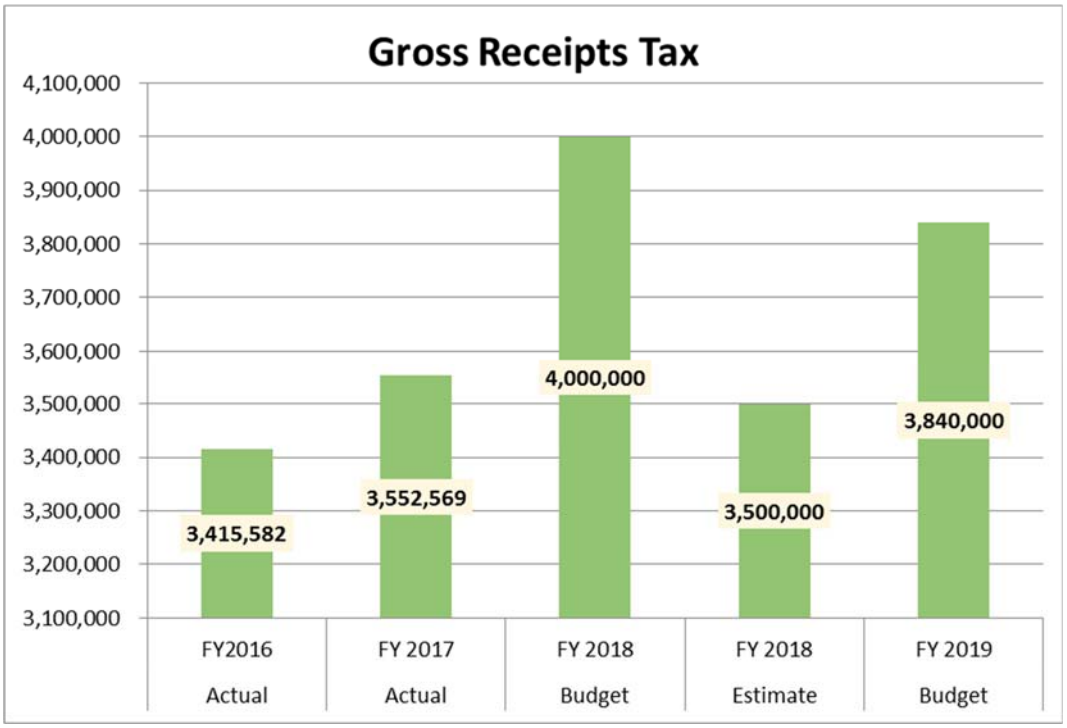
The state sales tax allocation is the general fund's third largest source of revenue.




Gross Receipts Tax - The Gross Receipts Tax is often referred to as the Business License revenues. Businesses are required to file tax returns with the State listing the gross amount of sales tax owed to the State, the amount of deductions for sales tax purposes, and the total gross sales, accompanied by the appropriate business tax payment. The State remits the City's portion less an administrative fee on a monthly basis.

Tennessee Code Annotated 67-4-708 defines the classifications. Effective January 1, 2014, all classifications are required to file either at their fiscal year end or at the calendar year end. Taxpayers must file their return by the 15th day of the fourth month following their federal tax year end.

Gross Receipts Tax is the fifth largest source of operating revenue for the City. The budget amount for this tax is determined using historical trends and the economic climate.




TVA Gross Receipts Tax - TVA pays 5 percent of gross power sale proceeds to the State in lieu of taxes. The State distributes 30 percent of the revenue generated above the benchmark year (1978). The tax is distributed to cities based on population. The State distributes this revenue quarterly. For FY 2019, the City budgeted approximately $11.39 per City resident in state gross receipts tax revenue.

State Income Tax - Three-eighths of the state tax on certain dividend and interest income paid by taxpayers is remitted by the State to the City in which the taxpayers live. Payment is made for all such taxpayers no later than the following July 31 based on taxes collected in that city in the preceding fiscal year. This is also referred to as the Hall Income Tax. Part of the IMPROVE Act also reduced this tax by 1.5 percent in FY 18 and reduces it another 1.5 percent in FY 19. The state income tax will be fully repealed in FY 2021.

State Beer Tax - The state levies a $4.29 per barrel tax on the manufacture, sale, and transportation of beer. Cities are allocated 10.05 percent of this money on a per capita basis without regard to legal beer sales in the City. For FY 2019, the City budgeted approximately $0.48 per City resident from the state in state beer tax.

Mixed Drink Tax - The state levies a 15 percent gross receipts tax on wine and spirit sales. The tax is earmarked for education and local government. Cities receive 25 percent of the tax collected from businesses in their boundaries.

State Excise Tax - The state corporate excise tax is collected from banks and is shared with municipalities and counties. Generally, the excise tax on banks is 3 percent of net earnings (excluding interest from state bonds) minus 7 percent of ad valorem taxes, with a complicated formula for determining a minimum tax based on a bank's capital stock.

Street & Transportation - The Special Petroleum Products Tax is levied by the State, in the amount of 1 cent per gallon on all petroleum products. It is distributed to cities based on population. For FY 2019, the City budgeted approximately $2.00 per City resident.

Telecom Sales Tax - Public Chapter 719 of State law provides for taxation of mobile communication services. Interstate telecommunications are subject to tax if the services originate in, or are received in, Tennessee and are billed or charged to a service address in Tennessee. The sales tax rate is 2.5 percent. The state's formula for distributing the telecom tax is half based on the service address and half based on the proportion of the City's population with the aggregated population of the state.

State Highway Maintenance - The State contracts with the City annually to provide for maintenance of state rights-of-way within the City limits.

## STATE AND FEDERAL GRANTS

State and Federal grants make up approximately 7.5 percent of General Fund Revenues.

Public Transportation - The Transportation Department receives several grants for the operation of Rover, the City's public transit service. The Federal and State portions of the grant are based on expected expenditures. Funding is reimbursed at either 90 percent for capital items or 75 percent for operating expenditures.

Recreation Greenway - The Parks and Recreation Department is responsible for the development and maintenance of the City's Greenway system. The development of the Greenway is 80 percent funded by the Federal Government through the use of grants. The remaining 20 percent is funded by the City.

JAG Grant - The Police Department received a Justice Assistance Grant (JAG) to fund police equipment not otherwise funded. The amount budgeted for this grant is based on the grant award.

## MISCELLANEOUS REVENUE

### GAS FRANCHISE TAX

The current gas franchise with Atmos requires payment of a franchise fee in the amount of 3 percent of revenues. Amounts budgeted are based on historical trends.

### CABLE FRANCHISE FEE

Amounts budgeted are based on historical trends.

## TRANSFERS & REIMBURSEMENTS FROM OTHER FUNDS

Transfers and Reimbursements from Other Funds include transfers for tax equivalents, legal services, reimbursement of Information Technology expenditures and various other miscellaneous items.

### FROM ELECTRIC DEPARTMENT – TAX EQUIVALENT

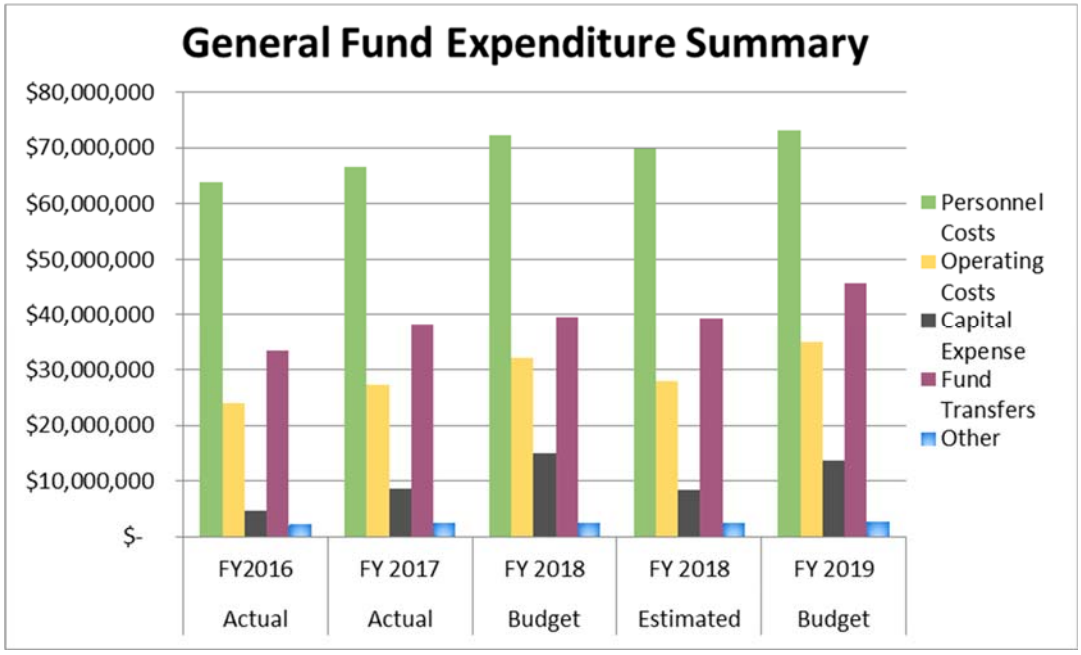
The Electric Department transfer for Tax Equivalent is submitted in lieu of taxes on the electric system and electric operations. The amount is equal to the property tax the system would pay if it were a private utility plus 4 percent of the average of revenue minus power cost for the preceding three fiscal years.

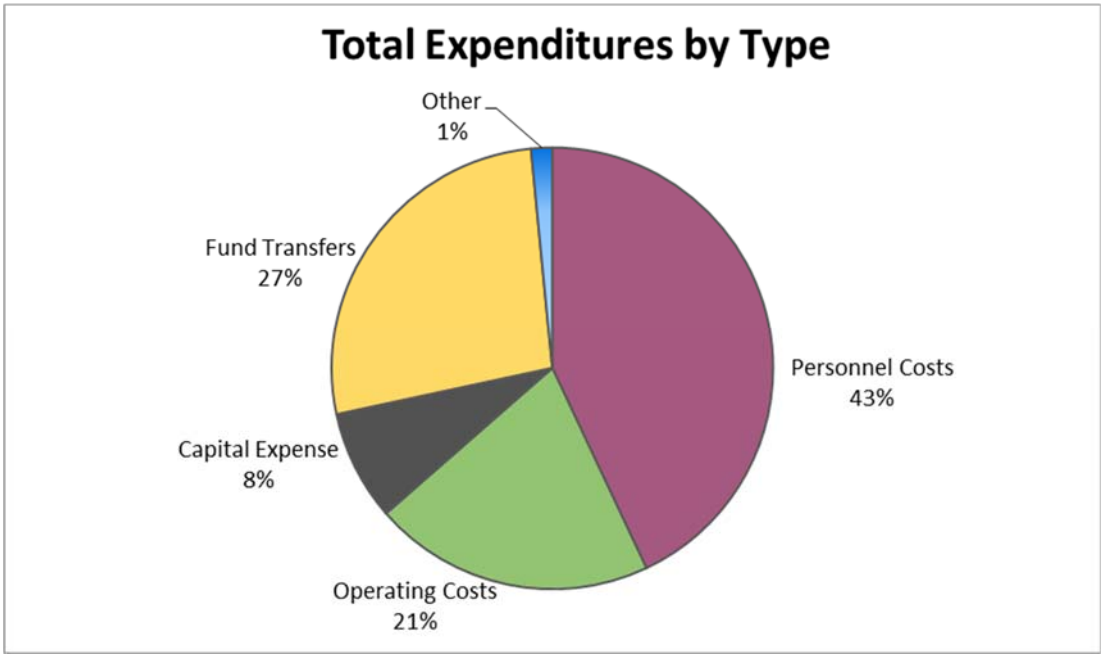
## 2018 - 2019
## RECAPITULATION OF EXPENDITURES

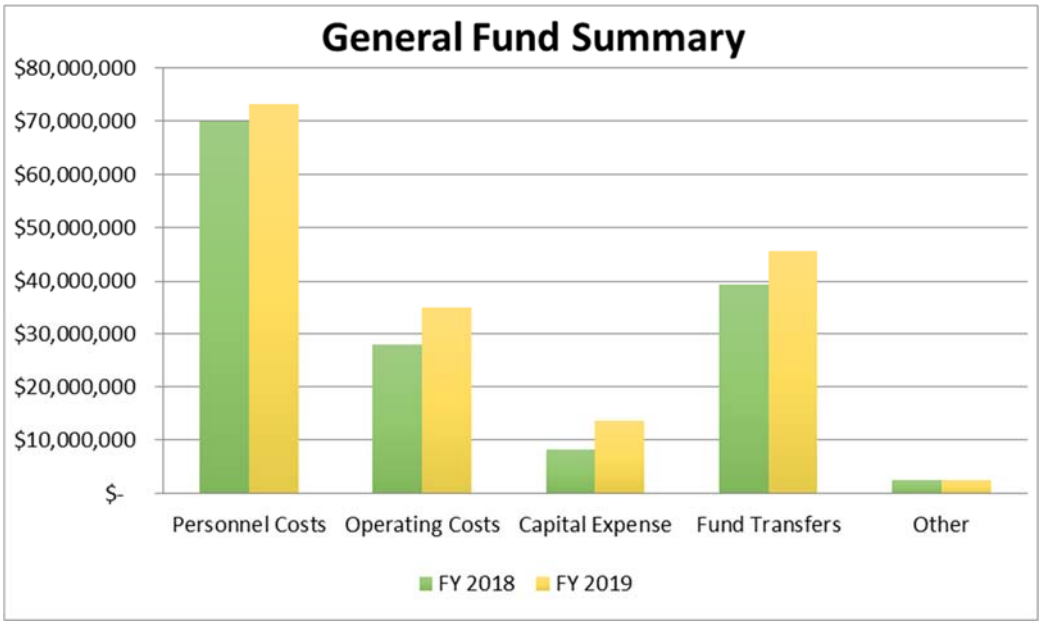
| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | |
| MAYOR & COUNCIL | 230,076 | 335,475 | 357,263 | 371,805 | 287,372 | (69,891) | -19.56% |
| CITY MANAGER | 852,701 | 765,798 | 760,980 | 861,805 | 1,156,969 | 395,989 | 52.04% |
| FINANCE & TAX | 1,491,236 | 1,443,207 | 1,556,223 | 1,515,321 | 1,506,545 | (49,679) | -3.19% |
| PURCHASING | 139,977 | 171,001 | 209,969 | 203,851 | 194,305 | (15,664) | -7.46% |
| LEGAL DEPARTMENT | 1,056,919 | 1,037,245 | 956,853 | 932,905 | 951,987 | (4,866) | -0.51% |
| HUMAN RESOURCES DEPARTMENT | 908,980 | 976,302 | 1,459,607 | 974,829 | 986,743 | (472,864) | -32.40% |
| PLANNING | 1,170,359 | 1,219,254 | 1,317,787 | 1,326,700 | 1,127,889 | (189,897) | -14.41% |
| ENGINEERING: | | | | | | | |
| ENGINEERING DIVISION | 1,764,419 | 1,709,937 | 1,841,465 | 1,856,794 | 1,806,247 | (35,218) | -1.91% |
| STREET DIVISION | 4,334,364 | 4,767,163 | 4,880,088 | 4,319,547 | 5,307,443 | 427,355 | 8.76% |
| GENERAL GOV'T BUILDING | 407,964 | 430,016 | 775,239 | 706,438 | 1,154,723 | 379,484 | 48.95% |
| STATE STREET AID DEPARTMENT | 2,204,354 | 2,605,723 | 4,431,000 | 3,501,748 | 5,501,500 | 1,070,500 | 24.16% |
| INFRASTRUCTURE | 2,600,586 | 3,848,430 | 11,900,492 | 5,901,492 | 11,185,000 | (715,492) | -6.01% |
| TRANSPORTATION DEPARTMENT | 2,284,856 | 2,594,705 | 3,109,274 | 2,664,786 | 4,285,717 | 1,176,443 | 37.84% |
| INFORMATION TECHNOLOGY | 1,841,874 | 2,368,833 | 3,139,017 | 2,712,312 | 2,818,501 | (320,515) | -10.21% |
| COMMUNICATIONS DEPARTMENT | 982,860 | 1,122,008 | 820,363 | 755,525 | 659,324 | (161,039) | -19.63% |
| BUILDING DEPARTMENT | 1,824,265 | 1,820,889 | 2,045,389 | 1,911,240 | 1,990,570 | (54,820) | -2.68% |
| JUDICIAL DEPARTMENT | 485,936 | 555,169 | 572,584 | 529,119 | 550,506 | (22,078) | -3.86% |
| POLICE DEPARTMENT | 26,764,399 | 28,824,270 | 30,933,439 | 28,492,314 | 30,991,026 | 57,587 | 0.19% |
| FIRE & RESCUE DEPARTMENT | 17,303,000 | 18,450,837 | 19,622,097 | 19,299,321 | 19,108,613 | (513,484) | -2.62% |
| URBAN ENVIRONMENT DEPT. | 1,120,874 | 1,252,127 | 1,253,217 | 1,193,221 | 1,191,373 | (61,844) | -4.93% |
| CIVIC PLAZA | 64,809 | 63,786 | 74,402 | 65,152 | 63,980 | (10,422) | -14.01% |
| PARKING GARAGE | 155,709 | 92,681 | 95,220 | 83,279 | 84,220 | (11,000) | -11.55% |
| FLEET SERVICES | 623,992 | 430,372 | 510,000 | 450,842 | 582,000 | 72,000 | 14.12% |
| PARKS & RECREATION DEPT | 9,658,285 | 11,058,407 | 12,025,171 | 11,270,557 | 11,153,779 | (871,392) | -7.25% |
| GOLF DEPARTMENT: | | | | | | | |
| OLD FORT GOLF COURSE | 1,669,570 | 2,260,480 | 1,794,886 | 1,665,244 | 1,644,059 | (150,827) | -8.40% |
| VET. ADM. GOLF COURSE | 314,311 | 324,813 | 336,122 | 333,796 | 329,592 | (6,530) | -1.94% |
| BLOOMFIELD | 58,780 | 66,609 | 82,749 | 66,201 | 71,388 | (11,361) | -13.73% |
| SOLID WASTE DEPT | 4,088,140 | 4,352,696 | 5,096,986 | 4,661,024 | 4,780,189 | (316,797) | -6.22% |
| SENIOR CITIZENS DEPT | 950,045 | 931,146 | 1,060,192 | 967,251 | 1,041,726 | (18,465) | -1.74% |
| COMMUNITY DEVELOPMENT | 1,030,539 | 1,102,327 | 1,259,995 | 1,159,995 | 1,116,986 | (143,009) | -11.35% |
| DRUG FUND | 100,181 | 63,314 | 100,000 | 43,869 | 100,000 | - | 0.00% |
| CITY SCHOOLS | 5,310,103 | 5,310,103 | 5,310,103 | 5,310,103 | 6,585,103 | 1,275,000 | 24.01% |
| AIRPORT FUND | | | | | 123,000 | 123,000 | |
| PUB HEALTH, EDUC & WELFARE: | | | | | | | |
| OTHER GOV'T AGENCIES | 1,173,956 | 1,273,807 | 1,297,821 | 1,297,821 | 1,367,541 | 69,720 | 5.37% |
| RUTHERFORD COUNTY CHAMBER: | | | | | | | |
| ECONOMIC DEVELP. DEPT. | 97,250 | 97,250 | 97,250 | 97,250 | 97,250 | - | 0.00% |
| M'BORO ECONOMIC DEV. | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | - | 0.00% |
| DESTINATION R'FORD | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 | - | 0.00% |
| TOURISM | 623,791 | 641,044 | 665,000 | 670,451 | 689,000 | 24,000 | 3.61% |
| OUTSIDE AGENCIES | 122,505 | 156,139 | 162,000 | 162,000 | 167,000 | 5,000 | 3.09% |
| GATEWAY PROJECT | 158,846 | 78,039 | 30,000 | 30,000 | 30,000 | - | 0.00% |
| RESERVE FOR UNCOLL. TAXES | 748,435 | 786,604 | 808,940 | 809,285 | 846,300 | 37,360 | 4.62% |
| ADJ & ALLOW - DELINQ TAXES | 25,609 | 75,017 | 100,000 | 25,000 | 500,000 | 400,000 | 400.00% |
| MIXED DRINK TAX-SCHOOLS | 473,558 | 489,224 | 490,000 | 515,000 | 550,000 | 60,000 | 12.24% |
| UNFORESEEN CONTINGENCIES | 1,561,717 | 2,598,858 | 331,952 | 305,000 | - | (331,952) | -100.00% |
| GENERAL & LIABILITY INSURANCES | 332,647 | 292,866 | 680,862 | 680,863 | 695,977 | 15,115 | 2.22% |
| OTHER GENERAL GOV'T SALARIES & BENEFITS | 985,576 | 1,168,229 | 2,310,479 | 2,369,707 | 2,152,439 | (158,040) | -6.84% |
| RAISE, CLASS, AND COMPENSATION PLAN | | | | | 3,660,000 | 3,660,000 | |
| OTHER MISC GENERAL GOVERNMENT | (14,755) | (79,154) | 450 | 2,600 | 3,000 | 2,550 | 566.67% |
| COUNTY SHARED COSTS | 14,961 | 11,229 | 515,000 | 833,900 | 15,000 | (500,000) | -97.09% |
| DEBT SERVICE | 27,941,705 | 32,871,220 | 34,082,247 | 34,082,247 | 38,827,525 | 4,745,278 | 13.92% |
| **TOTAL GENERAL FUND** | 128,182,761 | 142,957,995 | 161,402,673 | 148,132,009 | 170,181,908 | 8,779,234 | 5.44% |

## GENERAL FUND EXPENDITURE SUMMARY

Total General Fund expenditures are $158.9 million, an increase of approximately $4.3 million over FY 2017 budget. This budget proposes a 3% step increase to all full-time employees this year.






Fund transfers include funding for City schools and debt service.

The City has budgeted Use of General Fund balance of approximately $5.3 million for FY 2019, which is approximately $480 thousand more than budgeted use of fund balance in FY 2018.

# MAYOR AND COUNCIL

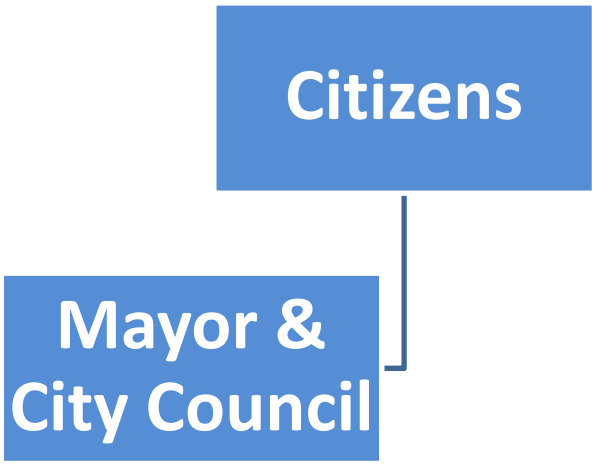
## DEPARTMENT SUMMARY

The Mayor and City Council are the governing body for the City of Murfreesboro and are elected to staggered, four-year terms. The Mayor and City Council are chosen at large, in non-partisan elections held in August of even numbered years.

The City Council is responsible for adopting ordinances, the annual budget, appointing committees and establishing policies.

Most costs incurred by this department are related to salaries, benefits and training.

## ORGANIZATION CHART



## IMPLEMENTATION OF COUNCIL PRIORITIES

### SAFE AND LIVABLE NEIGHBORHOODS

- Respond effectively to citizen concerns
- Continue re-investment and focus of the City's neighborhoods
- Visioning and planning to ensure the long-term livability of the community
- Oversee the 2035 Comprehensive Plan implementation

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Direct City Manager and staff in carrying out sound fiscal management
- Approve financial policies of the City
- Approve the annual and capital improvement budgets
- Ensure climate that encourage investment and development
- Consider approval of bids, proposals, contracts, etc.

### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Support City employees with competitive salaries, benefits, and in their professional development
- Continue to support City departments in the innovative way Murfreesboro expects
- Continue communication and interaction with Murfreesboro residents

### ENGAGING OUR COMMUNITY

- Provide quality methods for citizens to communicate and dialogue with their City government
- Additional use of social media to share and receive information

### FY 2018 ACCOMPLISHMENTS

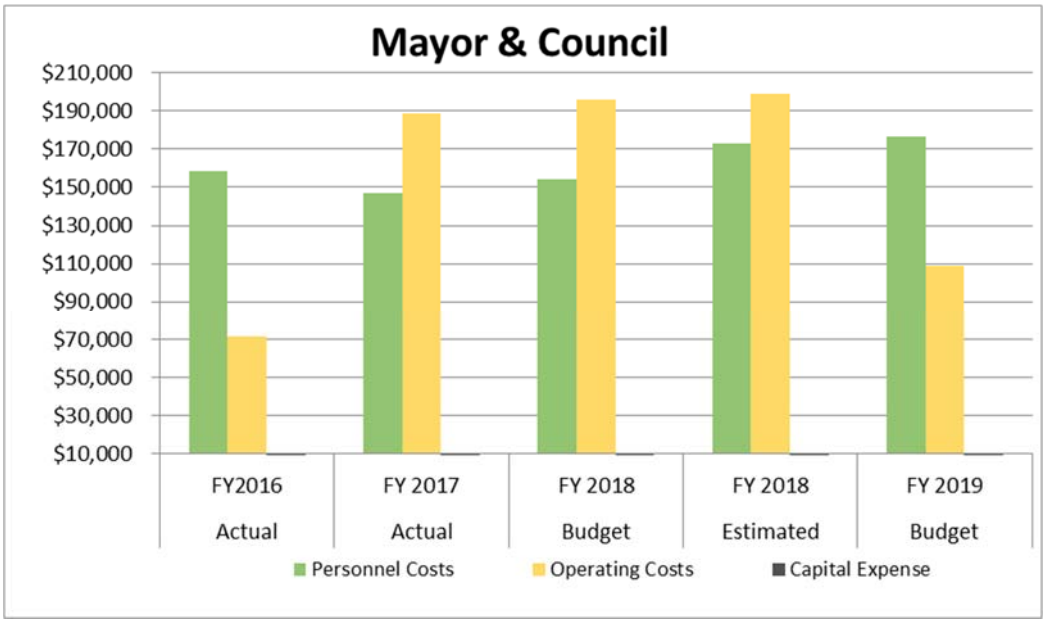
- Continued a public comment period at the first Council meeting of each month
- Held community meetings for residents to address the council with ideas, suggestions and to answer questions
- Continued implementation of land use studies for the Historic Bottoms and Highland Avenue
- Approved the comprehensive plan, Murfreesboro 2035, and the 2040 Major Thoroughfare Plan
- Completed a study of the solid waste and recycling issues facing the City and Rutherford County
- Continued implementation of the comprehensive Murfreesboro 2035 Plan's vision and goals
- Continued construction of the new Police Headquarters on Highland Avenue
- Groundbreaking on construction of the Doug Young Public Safety Training Center
- Approved Community Technology Engagement Center

## FY 2019 DEPARTMENT GOALS

- Oversee restructuring and consolidation of departments within the organization to better meet the needs of a dynamic and growing community
- Approve economic development incentives, such as the use of Tax Increment Financing (TIF)
- Identify areas in the City for future investment and designation for business and industrial recruitment
- Study the feasibility of creating a Solid Waste Authority to address the solid waste and recycling issues facing the City and Rutherford County
- Consider whether to reestablish the Public Building Authority to be able to use design-build as a construction method for future projects
- Adopt a capital improvement plan to address the long-term capital equipment and infrastructure needs of the City
- Relocate Fire Station No. 4 and begin design and construction of a future Fire Station No. 11
- Complete transition of police services to the new Police Headquarters on Highland Avenue
- Continue to support a safe and livable community with additional security resources and technology solutions for neighborhoods, parks, trails, and city schools
- Approve a development agreement for the redevelopment of the former First Methodist Church/Franklin Synergy property
- Approve a strategic plan with funding to support construction of a broadband fiber network to connect all city facilities
- Continue to implement the vision and goals of the Comprehensive Plan, Major Transportation Plan, and other master plans and land use studies
- Strengthen partnerships with the City's business, industry, non-profit, educational, and faith-based organizations
- Continue regular communication with the City Administration regarding the vision and strategic, long-range goals of the City

## EXPENDITURE SUMMARY

| | Mayor & Council | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 158,591 | $ 147,132 | $ 154,063 | $ 172,872 | $ 176,524 |
| Operating Costs | $ 71,485 | $ 188,343 | $ 195,700 | $ 198,933 | $ 108,848 |
| Capital Expense | $ - | $ - | $ 7,500 | $ - | $ 2,000 |
| Total General & Administrative | $ 230,076 | $ 335,475 | $ 357,263 | $ 371,805 | $ 287,372 |




## HUMAN RESOURCE SUMMARY

| Mayor and Council | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Mayor | 1 | 1 | 1 | 1 |
| City Council | 6 | 6 | 6 | 6 |
| Total Legislative | 7 | 7 | 7 | 7 |

# 2018 - 2019 Budget Year

# Mayor and Council Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 82,000 | 74,700 | 80,400 | 80,400 | 80,400 | - | 0.00% |
| Social Security & Medicare Tax | 7,118 | 6,421 | 6,709 | 6,151 | 6,151 | (558) | -8.32% |
| Hospital And Health Insurance | 40,262 | 38,469 | 38,833 | 59,792 | 59,792 | 20,959 | 53.97% |
| Dental Insurance - Delta | 2,201 | 2,135 | 2,135 | 2,900 | 2,900 | 765 | 35.83% |
| Defined Benefit Plan | 6,074 | 3,616 | 2,884 | 2,883 | 2,883 | (1) | -0.04% |
| Defined Contribution Plan | 2,670 | 3,153 | 3,328 | 3,331 | 4,560 | 1,232 | 37.02% |
| LTD & Life Insurance | 553 | 494 | 468 | 509 | 509 | 41 | 8.79% |
| Worker's Compensation | 113 | 144 | 106 | 106 | 129 | 23 | 21.70% |
| Use of Employee's Auto | 17,600 | 18,000 | 19,200 | 16,800 | 19,200 | - | 0.00% |
| Total Personnel Costs | 158,591 | 147,132 | 154,063 | 172,872 | 176,524 | 22,461 | 14.58% |
| | | | | | | | |
| Printing Services | 327 | - | - | - | - | - | |
| Memberships & Dues | 100 | 58,795 | 65,000 | 95,173 | 40,748 | (24,252) | -37.31% |
| Advertising | - | 5,843 | 7,500 | 5,087 | 6,000 | (1,500) | -20.00% |
| Subscriptions - Newspapers,etc | 205 | 325 | 1,000 | 477 | 500 | (500) | -50.00% |
| Cell Phone | 645 | - | - | - | - | - | |
| Professional Services | - | 40,000 | 40,000 | 90,000 | 45,000 | 5,000 | 12.50% |
| Legal Services & Expenses | 18,545 | 110 | - | - | - | - | |
| Training & Travel | 1,385 | 7,416 | 7,500 | 5,677 | 7,500 | - | 0.00% |
| Office Supplies and Materials | 66 | - | - | - | - | - | |
| Postage & Shipping | 1 | - | - | - | - | - | |
| Food | 375 | 319 | 1,000 | 300 | 300 | (700) | -70.00% |
| Miscellaneous Expense | 48,000 | 71,684 | 65,000 | 82 | 5,000 | (60,000) | -92.31% |
| Meals During Meetings | 1,836 | 3,851 | 8,700 | 2,138 | 3,800 | (4,900) | -56.32% |
| Total Operating Budget | 71,485 | 188,343 | 195,700 | 198,933 | 108,848 | (86,852) | -44.38% |
| | | | | | | | |
| **Operating and Salary Budget** | 230,076 | 335,475 | 349,763 | 371,805 | 285,372 | (64,391) | -18.41% |
| | | | | | | | |
| Computer Software Exp | | - | 7,500 | - | 2,000 | (5,500) | -73.33% |
| Total Fixed Assets | - | - | 7,500 | - | 2,000 | (5,500) | -73.33% |
| | | | | | | | |
| **Total Legislative Budget** | 230,076 | 335,475 | 357,263 | 371,805 | 287,372 | (69,891) | -19.56% |

# CITY MANAGER'S OFFICE

## DEPARTMENT SUMMARY

The City Manager's Office provides centralized direction and leadership for the effective administration and operations of all municipal services for the City of Murfreesboro as directed by the City Council. The City Manager's Office prepares and submits to the City Council a balanced budget for municipal services in adherence with the policy goals and objectives established by the City Council while employing such managerial techniques as needed to assure efficient and effective utilization of the City's resources.

Other responsibilities of the City Manager include the implementation of the policies of the elected City Council, hiring personnel, directing day-to-day operations, attending council meetings, recommending policies or programs to the City Council and keeping the council fully advised on financial and other conditions of the city.

The council-manager form of local government combines the strong political leadership of elected officials in the form of a council or other governing body with the strong managerial experience of an appointed local government manager. Approximately 59% of US cities with populations of 25,000 or more and 47% of US cities with populations of 5,000 or more have adopted the council-manager form.

## ORGANIZATION CHART

## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Respond effectively to citizen concerns
- Continue re-investment and focus of the City's neighborhoods
- Visioning and planning to ensure the long-term livability of the community
- Oversee the 2035 Comprehensive Plan implementation

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Pursue economic development projects in the City, including the Gateway and Downtown
- Update the capital improvement plan
- Identify the most cost-effective instruments to fund the City's capital improvement plan
- Monitor revenue and expenditures and recommend appropriate adjustments
- In conjunction with the Chamber of Commerce, continue regular meetings with large employers and attract new investment and jobs
- Co-manage the implementation of the Information Technology Strategic Plan

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Support City employees with competitive salaries, benefits, and professional development
- Continue to support City departments in the innovative way Murfreesboro expects

## ENGAGING OUR COMMUNITY

- Provide quality methods for citizens to communicate and dialogue with their City government
- Continue to engage the community around priorities identified in the 2035 Comprehensive Plan, Highland Avenue Land Use Study and Historic Bottoms Land Use Study
- Participate in development of the update to the Murfreesboro Parks and Recreation Master Plan and development of design for the future Transit Center on W. Main Street

## FY 2018 ACCOMPLISHMENTS

- Continued to incent the recruitment of new jobs and capital investment to Murfreesboro's Gateway District through the sale of city-owned real estate
- Adopted city-wide Design Guidelines for streetscape, signs, landscaping, building design and materials to ensure continuation of our unique sense of place with an emphasis on quality
- Praised nationally for a "model" response to a protest/rally on the downtown square
- Contributed to the construction of the first-ever Community Technology Engagement Center
- Acquired property for a new elementary school in west Murfreesboro
- Continue employee engagement efforts, including the launch of "IRIS" (Internal Resources and Information System), which is a web-based internal website that provides employees and

departments a central, easily accessible location to share data, forms, resources, and other information

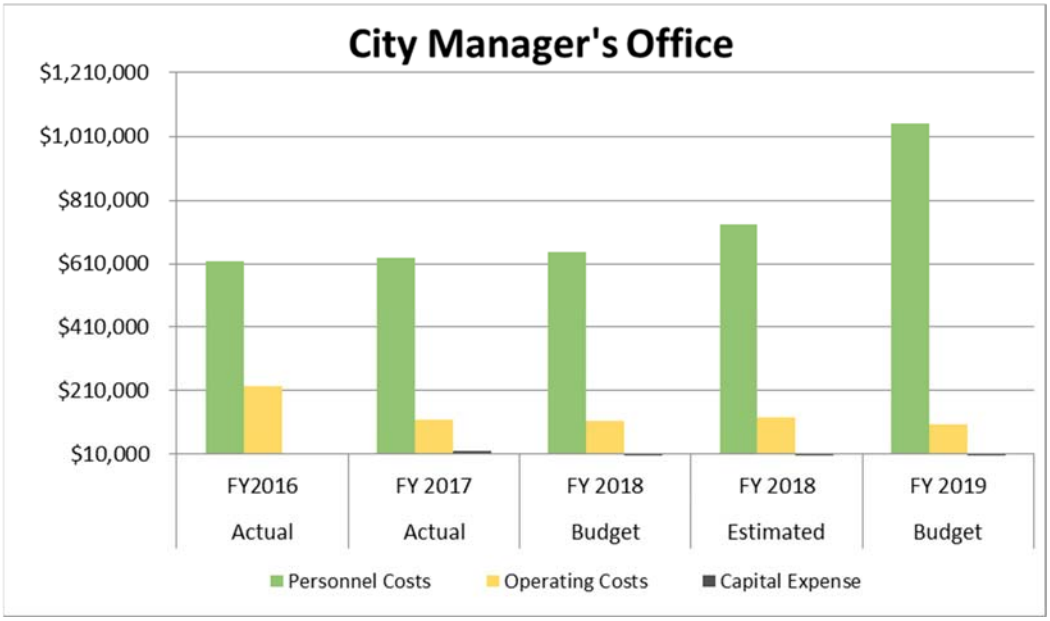
- Completed the first-ever Arts and Economic Prosperity Study demonstrating that the Rutherford County's arts industry is contributing $32.1 million annually to the local economy.
- Received development proposals for One E. College Street (downtown block redevelopment at the site of the former First United Methodist Church/Franklin Synergy Bank)
- Promoted Pam Russell to HR Director and hired a new Assistant HR Director
- Promoted Michael Bowen to Chief of Police
- Continued development of an information technology strategic plan
- Facilitated a series of Council Workshops
- Continued STARS program to recognize and reward employee accomplishments and achievements

## FY 2019 DEPARTMENT GOALS

- Begin restructuring and consolidation of departments within the organization to better meet the needs of a dynamic and growing community
- Oversee implementation of land management software to improve the plans review, permitting, and inspection services
- Complete design of the City's future Transit Center on W. Main Street
- Select a developer for the former First Methodist Church/Franklin Synergy property
- Engage the development community to attract new investment and knowledge-based jobs
- Create a new Director of Development Services position
- Transfer the Public Information Officer from Communications into the City Manager's Office and expand duties to include assisting Mayor and Council with media and public relations
- Finalize the use of Tax Increment Financing Districts as an economic development tool
- Initiate a city-wide study of long-term space needs
- Conduct a comprehensive IT strategic assessment to identify strengths and weaknesses
- Continue regular communications with City Council to provide information about the City
- Continue to recruit the best and most talented persons for positions with the City and ensure that the City's workforce is representative of the City's demographics
- Continue to develop a strategy for enhancing access to broadband (Fiber) throughout the City
- Present monthly financial dashboards to City Council
- Complete modifications to security of City Hall
- Proactively development talent in the organization, succession planning for growing number of eligible retirements
- Continue moving towards paperless processing of internal forms and other documents

## EXPENDITURE SUMMARY

| | City Manager's Office | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 619,414 | $ 629,368 | $ 647,139 | $ 733,995 | $ 1,050,922 |
| Operating Costs | $ 221,963 | $ 116,945 | $ 113,841 | $ 125,811 | $ 101,547 |
| Capital Expense | $ 11,324 | $ 19,486 | $ - | $ 2,000 | $ 4,500 |
| Total General & Administrative | $ 852,701 | $ 765,798 | $ 760,980 | $ 861,805 | $ 1,156,969 |




## HUMAN RESOURCE SUMMARY

| City Manager's Office | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| City Manager | 1 | 1 | 1 | 1 |
| Assistant City Manager | 2 | 2 | 2 | 2 |
| Public Information Officer (from Communications Dept) | 1 | 1 | 1 | 1 |
| Development Director | 0 | 0 | 0 | 1 |
| Assistant Development Director | 0 | 0 | 0 | 1 |
| Administrative Aide II | 1 | 1 | 1 | 1 |
| Subtotal Full-Time Positions | 5 | 5 | 5 | 7 |
| | | | | |
| Courier | 2 | 2 | 2 | 0 |
| Subtotal Part-Time Positions | 2 | 2 | 2 | 0 |
| | | | | |
| Total City Manager's Office | 7 | 7 | 7 | 7 |

# 2018 - 2019 Budget Year

# City Manager Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 457,230 | 451,716 | 457,173 | 556,029 | 780,950 | 323,777 | 70.82% |
| Longevity | 2,460 | 2,700 | 2,940 | 2,940 | 2,160 | (780) | -26.53% |
| Part-Time Regular Emp Wages | 9,915 | 23,914 | 24,944 | 22,921 | - | (24,944) | -100.00% |
| Overtime Wages | | 15 | - | 89 | 100 | 100 | |
| Annual Holiday Gift | | | - | 275 | 350 | 350 | |
| Social Security & Medicare Tax | 32,232 | 33,064 | 36,657 | 39,561 | 54,079 | 17,422 | 47.53% |
| Hospital And Health Insurance | 56,885 | 59,104 | 63,079 | 57,869 | 126,352 | 63,273 | 100.31% |
| Dental Insurance - Delta | 2,257 | 2,449 | 2,666 | 2,690 | 2,664 | (2) | -0.08% |
| Defined Benefit Plan | 45,858 | 42,313 | 42,806 | 34,959 | 36,690 | (6,116) | -14.29% |
| Defined Contribution Plan | 8,069 | 9,093 | 9,184 | 8,992 | 36,455 | 27,271 | 296.94% |
| LTD & Life Insurance | 2,970 | 3,326 | 3,095 | 3,074 | 3,351 | 256 | 8.27% |
| Worker's Compensation | 1,537 | 1,673 | 4,595 | 4,595 | 7,771 | 3,176 | 69.12% |
| Total Personnel Costs | 619,414 | 629,368 | 647,139 | 733,995 | 1,050,922 | 403,783 | 62.40% |
| | | | | | | | |
| Contractual Services | 22,073 | 12,501 | 7,500 | - | 7,500 | - | 0.00% |
| Printing Services | 1,145 | 731 | - | 5,549 | 1,000 | 1,000 | |
| Memberships & Dues | 66,738 | 4,327 | 4,700 | 5,315 | 6,855 | 2,155 | 45.85% |
| Advertising | 7,642 | 1,225 | - | 1,761 | 2,000 | 2,000 | |
| Subscriptions - Newspapers | 746 | 1,348 | 1,400 | 1,995 | 2,000 | 600 | 42.86% |
| Electric | - | - | - | - | - | - | |
| Water | 9,037 | - | - | - | - | - | |
| Telephone & Other Comm. | 37,256 | 36,444 | 34,800 | 30,804 | 30,000 | (4,800) | -13.79% |
| Internet | | | | | 480 | | |
| Cell Phone | 1,741 | 1,525 | 2,000 | 1,450 | 1,500 | (500) | -25.00% |
| Cable Service | - | 35 | - | 36 | - | - | |
| Legal Services & Expenses | - | 4,930 | - | - | - | - | |
| Repair & Maint. Motor Vehicles | 47 | 90 | - | 525 | 100 | 100 | |
| Fleet - Repair & Maintenance | 2,385 | 1,822 | 1,700 | 189 | 300 | (1,400) | -82.35% |
| Repair & Maint Furn. & Machine | 1,808 | 3,407 | - | 3,750 | 3,700 | 3,700 | |
| Repair & Maint. Buildings | 3,467 | - | - | - | - | - | |
| Repair & Maint - Other | 90 | - | - | - | - | - | |
| Training & Travel | 11,122 | 17,194 | 19,000 | 21,477 | 19,600 | 600 | 3.16% |
| Employee | - | 3,688 | 3,750 | 558 | - | (3,750) | -100.00% |
| Car Allowance & Mileage | 252 | 35 | - | 44 | 200 | 200 | |
| Supplies | 631 | 390 | 1,000 | 900 | 700 | (300) | -30.00% |
| Office Supplies and Materials | 2,351 | 3,293 | 9,500 | 5,100 | 3,300 | (6,200) | -65.26% |
| Office Supplies and Materials | 167 | - | - | 833 | - | - | |
| Postage & Shipping | 382 | 427 | 500 | 255 | 500 | - | 0.00% |
| Food | 7,406 | 3,117 | 9,500 | 8,670 | 7,500 | (2,000) | -21.05% |
| Household & Janitor Supplies | 105 | 531 | 1,500 | 2,958 | 500 | (1,000) | -66.67% |
| Educational Supplies | 379 | - | - | - | - | - | |
| Gas, Oil, Diesel, Grease, Etc. | 1,555 | 2,133 | 2,200 | 1,900 | 2,100 | (100) | -4.55% |
| Surety Bonds - Officials & Emp | 308 | 313 | 350 | 471 | 400 | 50 | 14.29% |
| Vehicle Insurance | 584 | 584 | 441 | 1,220 | 1,112 | 671 | 152.15% |
| Grants | 5,293 | - | - | - | - | - | |
| Miscellaneous Expense | 30,985 | 6,041 | 5,000 | 23,339 | 5,000 | - | 0.00% |

# 2018 - 2019 Budget Year
# City Manager Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Art Committee | 1,661 | 1,041 | - | 3,260 | 1,000 | 1,000 | |
| Meals During Meetings | 4,161 | 4,036 | 9,000 | 3,454 | 4,200 | (4,800) | -53.33% |
| Community Engagement | 447 | 5,737 | - | - | - | - | |
| Total Operating Budget | 221,963 | 116,945 | 113,841 | 125,811 | 101,547 | (12,774) | -11.22% |
| | | | | | | | |
| **Operating and Salary Budget** | 841,378 | 746,313 | 760,980 | 859,805 | 1,152,469 | 391,009 | 51.38% |
| | | | | | | | |
| Transp Equipment | | 19,486 | - | - | - | - | |
| Office Machinery & Equipment | | - | - | 2,000 | 4,500 | 4,500 | |
| Total Fixed Assets | 11,324 | 19,486 | - | 2,000 | 4,500 | 4,500 | |
| | | | | | | | |
| **Total City Manager Budget** | 852,701 | 765,798 | 760,980 | 861,805 | 1,156,969 | 395,989 | 52.04% |

# FINANCE & TAX DEPARTMENT

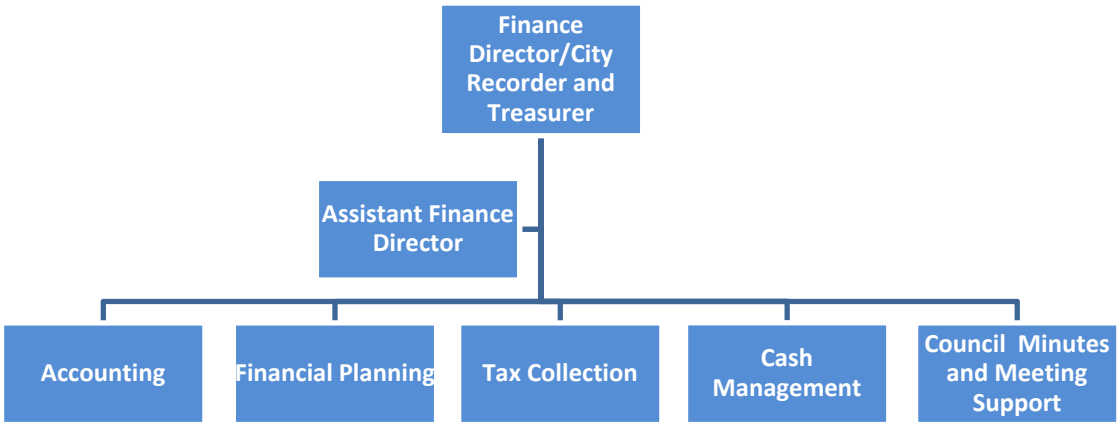
## DEPARTMENT SUMMARY

The Finance & Tax Department has significant duties and responsibilities. The Department is charged with the prudent management and monitoring of the City's financial position. Key roles include maintaining accurate and timely reporting of revenues and expenditures for all City financial activities, responsibility for cash management, accounting for fixed assets, debt planning and long-range financial planning.

The Department is responsible for collecting property taxes and minimum business licenses. In addition, grant reporting, compliance and revenue collections are major functions of the department. The accounting staff assists in the completion of the annual audit and prepares the annual budget document. All disbursements of funds for the City, and financial compliance with local, state and federal agencies are managed or monitored through this department.

The City Recorder is required to attend City Council meetings to record the motion and vote of Council members, and to prepare and maintain minutes of Council meetings. Records of the City are maintained in this department, or coordinated with other departments, for access as requested as a public record.

## ORGANIZATION CHART



## IMPLEMENTATION OF COUNCIL PRIORITIES

### SAFE AND LIVABLE NEIGHBORHOODS

- Coordinate with various departments as citizen's concerns are received

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Identify the most cost-effective instruments to fund the City's capital improvement plan
- Monitor revenue and expenditures and recommend appropriate adjustments
- Work with departments to process grant and other reimbursement arrangements to ensure funds due the City are requested and received
- Monitoring the City's performance against the financial policies

### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Maintain records and storage requirements to make public records available for requests
- Identify opportunities to streamline operations and achieve efficiencies
- Assist business owners with filing business tax information with the State
- Manage state property tax relief program to assist taxpayers through the process

### ENGAGING OUR COMMUNITY

- Provide budget and audit documents via the Finance page of the City website to provide information to the citizens and investors of the community

## FY 2018 ACCOMPLISHMENTS

- Continued training and end user support for the Enterprise Resource Planning (ERP) software for the City's Financial Information System
- Received GFOA Budget Award for the sixth consecutive year
- Received GFOA Comprehensive Annual Financial Report award for nineteenth consecutive year
- Implemented additional ERP modules for Fixed Assets management
- Issued $71 million in tax-exempt municipal bonds
- Increased security to Finance Department
- Convert ERP software to Software as a Service (SaaS) and retire existing servers that need to be replaced

## FY 2019 DEPARTMENT GOALS

- Implement additional ERP modules as training is complete and core finance modules are in place and proven
- Use the train-the-trainer approach to continue training new users to the ERP software

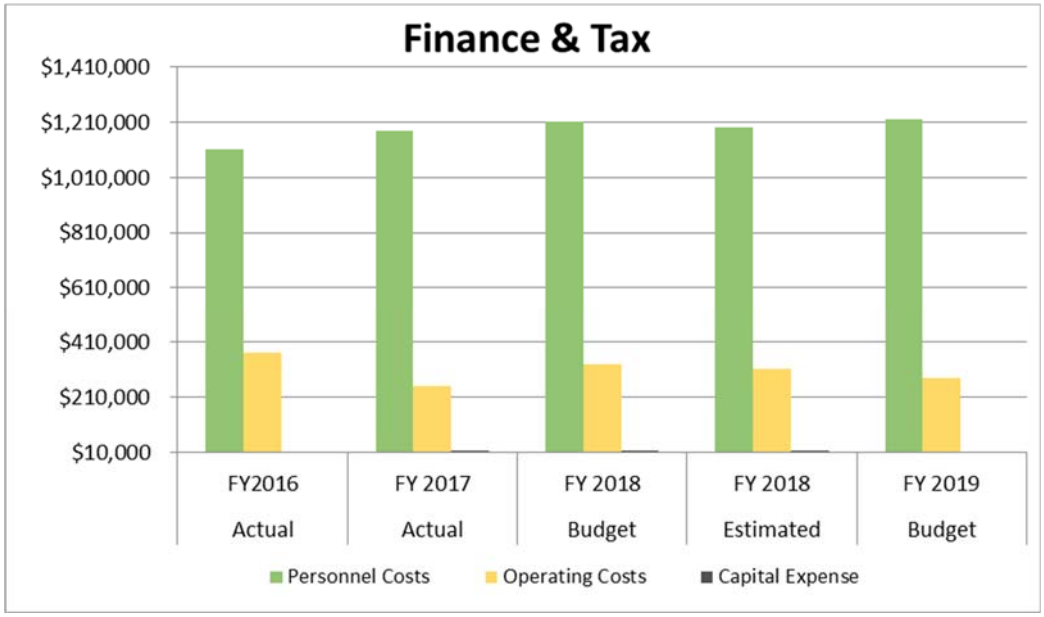
- Issue debt for new Capital Improvement Plan
- Coordinate with the Information Technology Department to add security measures to the Finance area
- Investigate additional property tax collection strategies, such as using bar codes and lockbox
- Manage and implement city-wide purchasing card (p-card) program
- Upgrade ERP software

## BENCHMARKING MEASURES

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Projected | FY 2019 Proposed |
|---|---|---|---|---|---|
| Submit annual budget to GFOA Distinguished Budget Award within 90 days of adoption | YES | YES | YES | YES | YES |
| Receive GFOA Distinguished Budget Award | YES (5th) | YES (6th) | YES | YES (7th) | YES |
| Submit Comprehensive Annual Financial Report (CAFR) for GFOA Distinguished Reporting Award by December 31 | YES | YES | YES | YES | YES |
| Receive GFOA Distinguished Report Award | UNKNOWN | YES | YES | YES | YES |

## EXPENDITURE SUMMARY

| | Finance & Tax | | | | |
|---|---|---|---|---|---|
| | Actual FY2016 | Actual FY 2017 | Budget FY 2018 | Estimated FY 2018 | Budget FY 2019 |
| | | | | | |
| Personnel Costs | $ 1,112,681 | $ 1,180,590 | $ 1,214,103 | $ 1,189,521 | $ 1,221,745 |
| Operating Costs | $ 371,597 | $ 251,150 | $ 331,320 | $ 315,000 | $ 281,500 |
| Capital Expense | $ 6,957 | $ 11,466 | $ 10,800 | $ 10,800 | $ 3,300 |
| Total General & Administrative | $ 1,491,236 | $ 1,443,207 | $ 1,556,223 | $ 1,515,321 | $ 1,506,545 |



## HUMAN RESOURCE SUMMARY

| Finance and Tax Department | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| City Recorder/Finance Director | 1 | 1 | 1 | 1 |
| Assistant Finance Director | 1 | 1 | 1 | 1 |
| Administrative Aide II | 1 | 1 | 1 | 1 |
| Accountant | 3 | 3 | 3 | 3 |
| Accounts Payable Specialist | 1 | 1 | 1 | 1 |
| Reporting & Compliance Manager | 2 | 2 | 2 | 2 |
| Administrative Support Specialist II | 5 | 5 | 5 | 5 |
| Tax/Licensing Supervisor | 1 | 1 | 1 | 1 |
| Administrative Support Specialist I | 1 | 1 | 1 | 1 |
| Total Finance and Tax Department | 16 | 16 | 16 | 16 |

# 2018 - 2019 Budget Year

## Finance and Tax

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 763,031 | 865,859 | 894,403 | 865,224 | 894,403 | - | 0.00% |
| Longevity | 12,900 | 14,220 | 14,880 | 14,880 | 14,580 | (300) | -2.02% |
| Overtime Wages | 410 | 166 | 5,000 | 393 | 5,000 | - | 0.00% |
| Annual Holiday Gift | | | | 800 | 800 | 800 | |
| Social Security & Medicare Tax | 56,053 | 65,217 | 65,137 | 65,344 | 65,660 | 523 | 0.80% |
| Hospital And Health Insurance | 140,198 | 123,740 | 122,299 | 131,020 | 122,603 | 304 | 0.25% |
| Dental Insurance - Delta | 7,054 | 6,995 | 6,750 | 7,270 | 6,744 | (6) | -0.09% |
| Defined Benefit Plan | 86,005 | 87,961 | 88,282 | 86,579 | 92,224 | 3,942 | 4.47% |
| Defined Contribution Plan | 6,439 | 9,025 | 10,517 | 10,649 | 12,618 | 2,101 | 19.98% |
| LTD & Life Insurance | 5,030 | 6,272 | 6,020 | 6,546 | 5,800 | (220) | -3.65% |
| Worker's Compensation | 1,154 | 1,136 | 815 | 815 | 1,313 | 498 | 61.10% |
| Temporary Agency Service | 34,408 | - | - | - | - | - | |
| Total Personnel Costs | 1,112,681 | 1,180,590 | 1,214,103 | 1,189,521 | 1,221,745 | 7,642 | 0.63% |
| | | | | | | | |
| Contractual Services | 7,125 | 17,708 | 7,500 | 7,500 | 15,000 | 7,500 | 100.00% |
| Memberships & Dues | 2,990 | 4,085 | 4,370 | 4,900 | 4,500 | 130 | 2.97% |
| Advertising | 2,390 | 1,323 | 2,500 | 2,200 | 2,500 | - | 0.00% |
| Subscriptions - Newspapers | 218 | 220 | 250 | 300 | 300 | 50 | 20.00% |
| License/Prof Fees | 2,000 | 2,047 | 2,000 | 2,100 | 2,100 | 100 | 5.00% |
| Telephone & Other Comm. | 1,995 | 2,072 | 3,100 | 1,500 | - | (3,100) | -100.00% |
| Internet | | - | - | 500 | 1,000 | 1,000 | |
| Cable Service | - | 35 | 100 | 100 | - | (100) | -100.00% |
| Accounting & Auditing Services | 183,850 | 160,400 | 213,400 | 200,000 | 173,400 | (40,000) | -18.74% |
| Repair & Maint - Software | 112,983 | 14,606 | 22,200 | 22,200 | 22,200 | - | 0.00% |
| Repair & Maint Furn. & Machine | 5,651 | 3,976 | 5,200 | 6,800 | 7,900 | 2,700 | 51.92% |
| Training & Travel | 8,035 | 7,370 | 8,500 | 8,600 | 7,200 | (1,300) | -15.29% |
| Car Allowance & Mileage | - | - | 250 | 100 | 100 | (150) | -60.00% |
| Office Supplies and Materials | 17,248 | 14,569 | 27,000 | 24,000 | 15,000 | (12,000) | -44.44% |
| IT Supplies | 10 | 14 | 500 | 300 | 100 | (400) | -80.00% |
| Software Subscriptions | | | 1,000 | 1,000 | 500 | (500) | -50.00% |
| Postage & Shipping | 22,670 | 21,957 | 30,000 | 30,000 | 27,000 | (3,000) | -10.00% |
| Surety Bonds - Officials & Emp | 308 | 313 | 350 | 400 | 400 | 50 | 14.29% |
| Bad Debt Expense | 1,820 | (1,897) | 1,000 | - | - | (1,000) | -100.00% |
| Miscellaneous Expense | 2,279 | 2,289 | 2,000 | 2,300 | 2,300 | 300 | 15.00% |
| Cash Over and Short | 16 | (31) | - | 100 | - | - | |
| Meals During Meetings | 11 | 96 | 100 | 100 | - | (100) | -100.00% |
| Total Operating Budget | 371,597 | 251,150 | 331,320 | 315,000 | 281,500 | (49,820) | -15.04% |
| | | | | | | | |
| **Operating and Salary Budget** | 1,484,278 | 1,431,741 | 1,545,423 | 1,504,521 | 1,503,245 | (42,179) | -2.81% |
| | | | | | | | |
| Machinery & Equipment | | 1,068 | 5,500 | 2,500 | | (5,500) | -100.00% |
| Office Machinery & Equipment | | 320 | - | 1,000 | | - | |
| Normal replacement | | | | | 1,000 | 1,000 | |
| Computer Software Exp | | 3,099 | 5,300 | 5,300 | | (5,300) | -100.00% |
| Normal replacement | | | | | 2,300 | 2,300 | |
| Computer Equipment | | 6,979 | - | 2,000 | | - | |
| Total Fixed Assets | 6,957 | 11,466 | 10,800 | 10,800 | 3,300 | (7,500) | -69.44% |
| | | | | | | | |
| **Total Finance & Tax Budget** | 1,491,236 | 1,443,207 | 1,556,223 | 1,515,321 | 1,506,545 | (49,679) | -3.19% |

# PURCHASING DEPARTMENT

## DEPARTMENT SUMMARY

Using the principles of competition, integrity, transparency and fairness, the Purchasing Department procures goods and services used by all City department.

**Mission**

The mission of Murfreesboro Purchasing Department is to legally procure goods and services using experience, integrity and courtesy with all stakeholders, and to provide high value products, goods, and services which meet or exceed expectations.

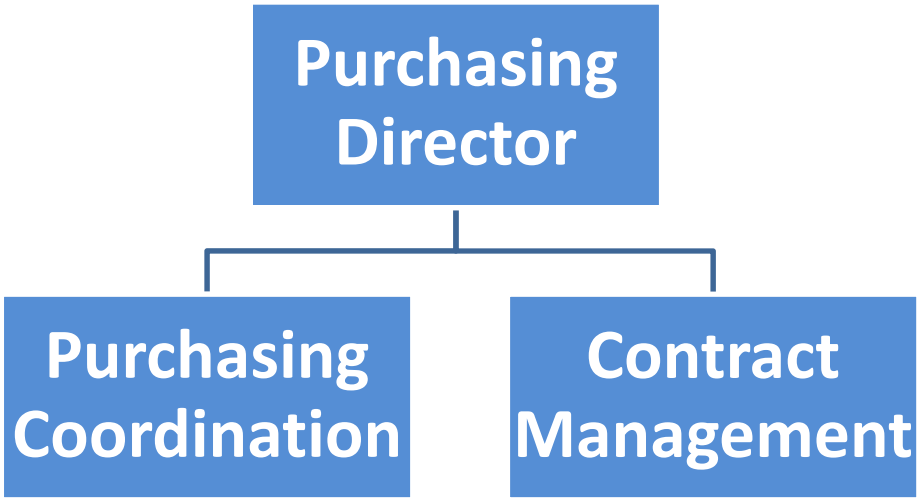
**Mission Statement**

The Purchasing Department is dedicated to delivering high value goods and services using best practices, value added service, advanced technology, and a strong code of ethics.

**Purpose**

The Purchasing Department establishes purchasing policies under a centralized purchasing system for the legal procurement of goods, services, and equipment. The department considers City employees, vendors and contractors as its customers and provides service to those customers in a fair and equitable manner. The department will always strive to be a good steward of public funds by using best practices, market knowledge, and an understanding of the customer department's operational needs.

## ORGANIZATION CHART



## IMPLEMENTATION OF CITY MANAGER CENTRALIZATION PRIORITIES

### SAFE AND LIVABLE NEIGHBORHOODS

- Ensure that services performed by contractors protect employees and the public
- Ensure the best materials are used by contractors who work on public use spaces

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Create contracts and alliances that are strategic to gain economies of scale
- Consolidate purchases and utilize a blanket ordering system
- Use a procurement software system that promotes competition
- Supplier performance initiates to enhance “best value” purchasing

### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Support City employees on a daily basis and in their procurements
- Provide internal and external training on the new purchasing systems
- Continue to support City departments in the strategic purchasing and project management for routine and capital improvement projects

### ENGAGING OUR COMMUNITY

- Outreach to suppliers via training, trade shows, and appreciation events
- Institute a bidding notification system to encourage more participation
- Minimize and/or remove perceived obstacles for suppliers
- Participate in local, state, and other cooperative agreements

### FY 2018 ACCOMPLISHMENTS

- Launched IBISWorld which provides cost and performance information on goods and services, an evaluation of same
- Complete the Small Business Program study
- Implemented an Owner’s Representative program to improve the City’s vertical construction project management
- Developed and implemented SharePoint for streamlined flow of information across Departments

### FY 2019 DEPARTMENT GOALS

- Revise the Purchasing Ordinance and develop a procedural document to support implementation

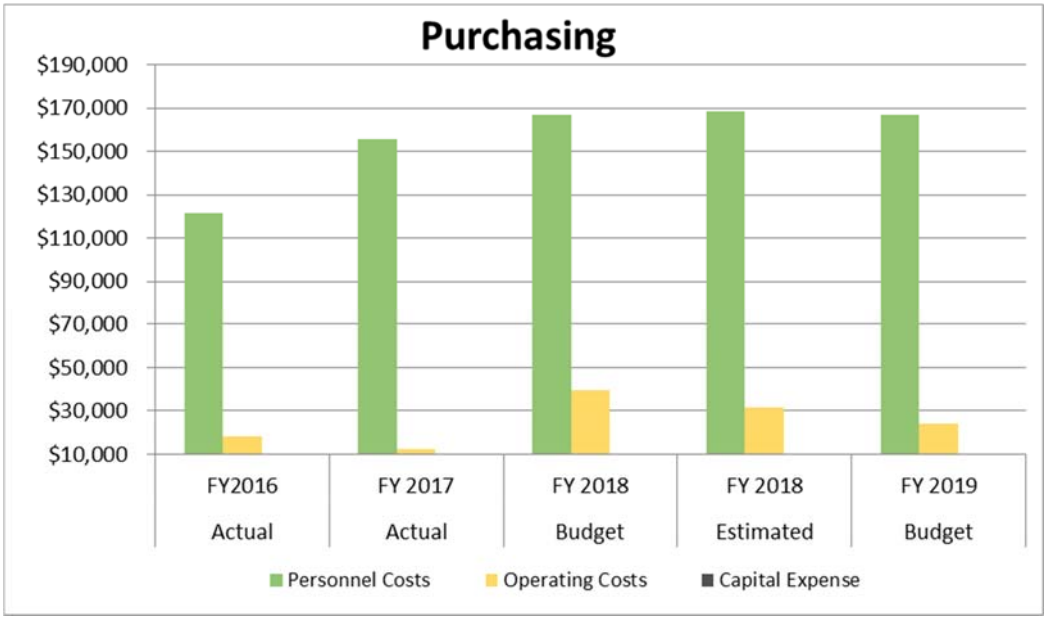
- Implement a city-wide Purchasing Card Program (P-Card) to reduce the cost of processing small purchases and streamlining the purchasing of essential goods and services.

## BENCHMARKING MEASURES

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|
| Number of requisitions processed | 7,868 | 7,204 | 8,312 | 8,800 |
| Number of Purchase Orders processed | 7,689 | 7,205 | 8,072 | 8,500 |
| Number of Bids/Requests for Proposals approved | 65 | 45 | 30 | 35 |

## EXPENDITURE SUMMARY

| | Purchasing | | | | |
|---|---|---|---|---|---|
| | Actual FY2016 | Actual FY 2017 | Budget FY 2018 | Estimated FY 2018 | Budget FY 2019 |
| Personnel Costs | $ 121,801 | $ 155,493 | $ 166,904 | $ 168,541 | $ 166,755 |
| Operating Costs | $ 18,176 | $ 12,284 | $ 39,565 | $ 31,660 | $ 24,050 |
| Capital Expense | $ - | $ 3,224 | $ 3,500 | $ 3,650 | $ 3,500 |
| Total General & Administrative | $ 139,977 | $ 171,001 | $ 209,969 | $ 203,851 | $ 194,305 |



## HUMAN RESOURCE SUMMARY

| Purchasing Department | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Purchasing Director | 1 | 1 | 1 | 1 |
| Purchasing Analyst | 0 | 1 | 1 | 1 |
| Contract Specialist | 1 | 0 | 0 | 0 |
| Total Purchasing Department | 2 | 2 | 2 | 2 |

# 2018 - 2019 Budget Year

## Purchasing Budget

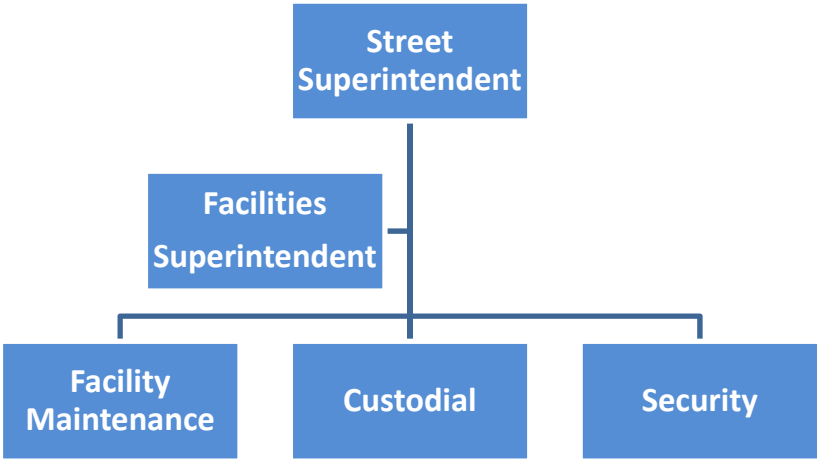
| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 77,398 | 129,208 | 135,761 | 135,598 | 135,761 | - | 0.00% |
| Temp/Seasonal Part-Time Wages | 19,408 | - | - | - | - | - | |
| Annual Holiday Gift | | | | 100 | 100 | 100 | |
| Social Security & Medicare Tax | 4,658 | 9,823 | 10,060 | 10,203 | 10,032 | (28) | -0.28% |
| Hospital And Health Insurance | 2,851 | 8,349 | 11,410 | 12,338 | 11,130 | (280) | -2.45% |
| Dental Insurance - Delta | 118 | 354 | 472 | 517 | 472 | - | 0.00% |
| Defined Contribution Plan | 2,957 | 1,979 | 8,802 | 8,790 | 8,802 | - | 0.00% |
| LTD & Life Insurance | 275 | 732 | 277 | 874 | 262 | (15) | -5.42% |
| Worker's Compensation | 162 | 188 | 122 | 122 | 196 | 74 | 60.66% |
| Temporary Agency Service | 13,975 | 4,860 | - | - | - | - | |
| Total Personnel Costs | 121,801 | 155,493 | 166,904 | 168,541 | 166,755 | (149) | -0.09% |
| | | | | | | | |
| Memberships & Dues | 987 | 1,600 | 1,000 | 1,700 | 4,000 | 3,000 | 300.00% |
| Advertising | 441 | 6,029 | 11,000 | 7,800 | 10,000 | (1,000) | -9.09% |
| Subscriptions - Newspapers | 109 | - | - | - | - | - | |
| Cell Phone | 207 | 628 | 400 | 950 | 1,000 | 600 | 150.00% |
| Professional Services | 8,500 | - | 18,500 | 17,000 | - | (18,500) | -100.00% |
| Repair & Maint Furn. & Machine | 675 | 1,050 | 1,000 | - | - | (1,000) | -100.00% |
| Training & Travel | 2,853 | 1,296 | 4,250 | 2,300 | 6,000 | 1,750 | 41.18% |
| Car Allowance & Mileage | 180 | - | - | - | - | - | |
| Office Supplies and Materials | 2,667 | 403 | 1,500 | 500 | 800 | (700) | -46.67% |
| IT Supplies | 1,206 | 114 | 250 | 200 | 300 | 50 | 20.00% |
| Software Subscriptions | | 750 | 750 | 750 | 750 | - | 0.00% |
| Postage & Shipping | 0 | 23 | 100 | 25 | 100 | - | 0.00% |
| Surety Bonds - Officials & Emp | 185 | 357 | 315 | 400 | 400 | 85 | 26.98% |
| Miscellaneous Expense | 165 | - | - | - | 500 | 500 | |
| Meals During Meetings | | 35 | 500 | 35 | 200 | (300) | -60.00% |
| Total Operating Budget | 18,176 | 12,284 | 39,565 | 31,660 | 24,050 | (15,515) | -39.21% |
| | | | | | | | |
| **Operating and Salary Budget** | 139,977 | 167,777 | 206,469 | 200,201 | 190,805 | (15,664) | -7.59% |
| | | | | | | | |
| Machinery & Equipment | | - | 2,500 | - | - | (2,500) | -100.00% |
| Office Machinery & Equipment | | - | - | - | | - | |
| Normal replacement | | | | | 1,500 | 1,500 | |
| Computer Equipment | | 3,224 | 1,000 | 3,300 | | (1,000) | -100.00% |
| Furniture & Fixtures | | - | - | 350 | | - | |
| Normal replacement | | | | | 2,000 | 2,000 | |
| Total Fixed Assets | - | 3,224 | 3,500 | 3,650 | 3,500 | - | 0.00% |
| | | | | | | | |
| **Total Purchasing Budget** | 139,977 | 171,001 | 209,969 | 203,851 | 194,305 | (15,664) | -7.46% |

# GENERAL GOVERNMENT BUILDINGS

## DEPARTMENT SUMMARY

The General Government Buildings Division will house the maintenance costs for all City buildings. This division is expected to create efficiencies in both cost and service to the other City departments by consolidating into one department. Facilities Maintenance works closely with other city departments to design the best solution for maintenance of their assets. This includes development of procurement strategies for implementation of operational and maintenance services. This service provides comprehensive maintenance and cleaning performance standards, efficient maintenance delivery with measurable performance-based outcomes and targeted servicing of mechanical assets to maximize life span.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Provide quality service to departmental facilities, maintaining safety for citizens and employees

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Increase efficiencies by consolidating services, time, and materials

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Respond timely to requests for service

## ENGAGING OUR COMMUNITY

- Provide clean and inviting buildings in which to conduct community events

## FY 2018 ACCOMPLISHMENTS

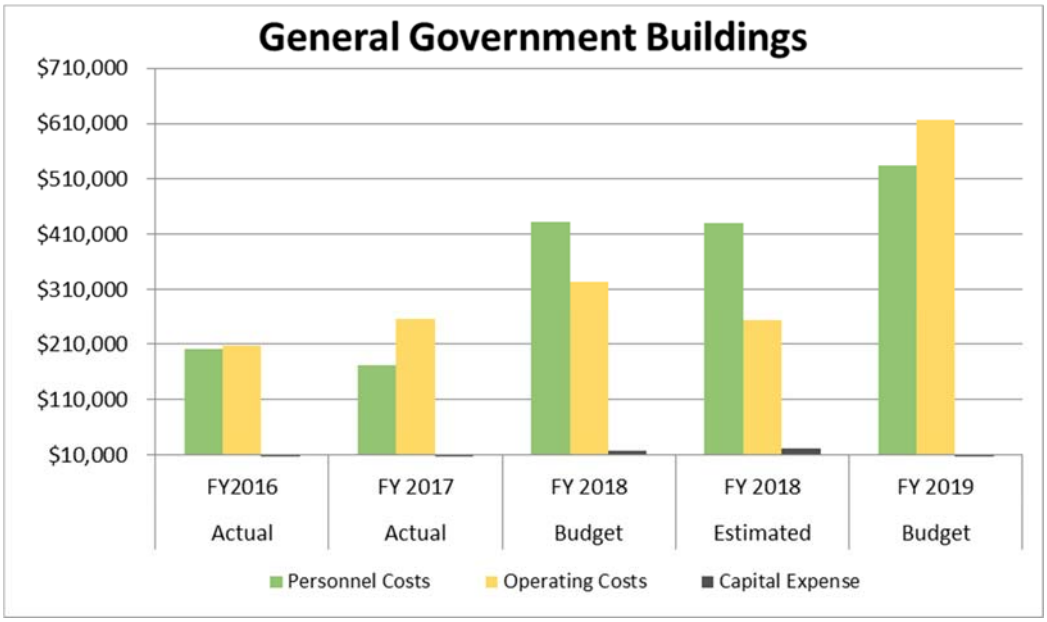
- Scheduled to complete over 1600 Preventive Maintenance Inspections through the Facility Dude Facilities Maintenance Program
- Estimate to complete over 900 building tenant requested work orders through the Facility Dude Facilities Maintenance Program
- Completed approximately 95% of the City Hall Repainting and Carpet Replacement Contract
- Completed approximately 95% of the City Energy Efficiency Program building modifications and improvements through the Energy Systems Group contract
- Expanded the Facilities Dude program square footage to include the new Police department, Fire Station #4 Replacement, and various other Parks and Recreation Structures
- Completed office renovations and electrical upgrades to the Planning and Engineering Department

## FY 2019 DEPARTMENT GOALS

- Complete the City Energy Efficiency Program building modifications and improvements through the Energy Systems Group Contract
- Complete City Buildings ADA Improvements Project, Phase One
- Begin development of City Building ADA Improvements Project, Phase Two
- Finish development of and initiate the City Hall Controlled Access / Security Plan
- Develop and initiate Civic Center Parking Garage Security Plan
- Install Back-Up Generator for new Training Center Computer Server Room and the West Main Street, City Fuel Depot.
- Initiate and Complete Training Center Bathroom Renovations Project
- Complete the City Hall Repainting and Carpet Replacement Contract
- Complete the City Energy Efficiency Program Building Modifications and Improvements through the Energy Systems Group contract

## EXPENDITURE SUMMARY

| | General Government Buildings | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 200,896 | $ 171,267 | $ 432,080 | $ 431,666 | $ 534,037 |
| Operating Costs | $ 206,637 | $ 256,537 | $ 324,359 | $ 252,648 | $ 616,686 |
| Capital Expense | $ 431 | $ 2,211 | $ 18,800 | $ 22,123 | $ 4,000 |
| Total General & Administrative | $ 407,964 | $ 430,016 | $ 775,239 | $ 706,438 | $ 1,154,723 |




## HUMAN RESOURCE SUMMARY

| General Government Buildings | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Facilities Superintendent* | | | 1 | 1 |
| Maintenance Foreman | | | 1 | 1 |
| Maintenance Crew Leader | 1 | 1 | 1 | 1 |
| Custodian | 2 | 2 | 4 | 4 |
| Maintenance Technician* | | | 2 | 2 |
| Subtotal Full-Time Positions | 3 | 3 | 9 | 9 |
| | | | | |
| Facility Attendant | 1 | 1 | 1 | 1 |
| Maintenance Crew Leader | 1 | 1 | 1 | 1 |
| Subtotal Part-Time Positions | 2 | 2 | 2 | 2 |
| | | | | |
| Total General Government Buildings Department | 5 | 5 | 11 | 11 |

# 2018 - 2019 Budget Year
# General Government Buildings Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 116,595 | 95,342 | 249,925 | 270,585 | 324,822 | 74,897 | 29.97% |
| Longevity | 1,920 | 1,260 | 1,380 | 4,020 | 4,380 | 3,000 | 217.39% |
| Part-Time Regular Emp Wages | 13,172 | 17,813 | 40,465 | 32,365 | 41,334 | 869 | 2.15% |
| Overtime Wages | 3,732 | 11,488 | 10,000 | 9,809 | 5,000 | (5,000) | -50.00% |
| Annual Holiday Gift | | | | 400 | 400 | 400 | |
| Social Security & Medicare Tax | 9,733 | 9,362 | 20,718 | 22,664 | 27,164 | 6,446 | 31.11% |
| Hospital And Health Insurance | 23,574 | 18,303 | 78,121 | 61,458 | 92,715 | 14,594 | 18.68% |
| Dental Insurance - Delta | 874 | 838 | 3,355 | 3,238 | 3,136 | (219) | -6.53% |
| Defined Benefit Plan | 8,077 | 5,952 | 21,456 | 21,904 | 22,901 | 1,445 | 6.73% |
| Defined Contribution Plan | 1,457 | 2,927 | 2,967 | 1,315 | 5,178 | 2,211 | 74.52% |
| LTD & Life Insurance | 616 | 686 | 1,609 | 1,823 | 1,616 | 7 | 0.44% |
| Worker's Compensation | 21,147 | 7,295 | 2,084 | 2,084 | 5,391 | 3,307 | 158.69% |
| Total Personnel Costs | 200,896 | 171,267 | 432,080 | 431,666 | 534,037 | 101,957 | 23.60% |
| | | | | | | | |
| Contractual Services | 2,074 | 1,453 | 1,600 | 1,600 | 5,200 | 3,600 | 225.00% |
| Printing Services | 76 | - | 500 | - | 500 | - | 0.00% |
| Electric | 121,281 | 128,533 | 175,000 | 115,000 | 273,750 | 98,750 | 56.43% |
| Water | - | 8,523 | 25,000 | 15,000 | 17,000 | (8,000) | -32.00% |
| Gas | | - | - | 529 | 6,600 | 6,600 | |
| Telephone & Other Comm. | 1,618 | 1,216 | 1,350 | 974 | 2,350 | 1,000 | 74.07% |
| Cell Phone | 3,094 | 3,210 | 3,600 | 5,680 | 8,200 | 4,600 | 127.78% |
| Professional Services | 1,951 | 3,800 | 500 | - | 5,000 | 4,500 | 900.00% |
| Other Professional Services | 14,840 | - | - | - | - | - | |
| Repair & Maint. Motor Vehicles | - | 14 | 500 | - | - | (500) | -100.00% |
| Fleet - Repair & Maintenance | 4,529 | 3,555 | 2,250 | 3,138 | 3,138 | 888 | 39.47% |
| Repair & Maint - Software | - | - | 500 | - | - | (500) | -100.00% |
| Repair & Maint Furn. & Machine | - | - | 500 | - | - | (500) | -100.00% |
| Repair & Maint Grounds & Imp | - | - | - | - | - | - | |
| Repair & Maint. Buildings | 33,262 | 63,720 | 73,500 | 72,529 | 162,350 | 88,850 | 120.88% |
| Training & Travel | - | 4,600 | - | - | - | - | |
| Employee | - | 72 | 250 | - | - | (250) | -100.00% |
| Office Supplies and Materials | 112 | 186 | 1,750 | 2,250 | 1,000 | (750) | -42.86% |
| Software Subscriptions | | 16,553 | - | - | 18,000 | 18,000 | |
| Postage & Shipping | 3,300 | - | 500 | - | - | (500) | -100.00% |
| Household & Janitor Supplies | 9,467 | 12,899 | 20,000 | 24,750 | 100,000 | 80,000 | 400.00% |
| Public Safety Supplies | 669 | - | 1,000 | 1,000 | 1,000 | - | 0.00% |
| Clothing and Uniforms | 972 | 2,310 | 3,000 | 4,050 | 5,000 | 2,000 | 66.67% |
| Repair & Maint. Supplies | 2,021 | - | 2,000 | 2,000 | - | (2,000) | -100.00% |
| Gas, Oil, Diesel, Grease, Etc. | 891 | 2,231 | 1,700 | 2,100 | 3,200 | 1,500 | 88.24% |
| Safety Supplies | - | 638 | 500 | 500 | 500 | - | 0.00% |
| Vehicle Insurance | 1,798 | 3,012 | 3,859 | 920 | 3,898 | 39 | 1.01% |
| Miscellaneous Expense | 4,684 | 12 | 5,000 | 629 | - | (5,000) | -100.00% |
| Total Operating Budget | 206,637 | 256,537 | 324,359 | 252,648 | 616,686 | 292,327 | 90.12% |
| | | | | | | | |
| **Operating and Salary Budget** | 407,533 | 427,804 | 756,439 | 684,315 | 1,150,723 | 394,284 | 52.12% |

# 2018 - 2019 Budget Year

## General Government Buildings Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Machinery and Equipment | | 885 | 12,000 | 20,004 | | (12,000) | -100.00% |
| Normal replacement | | | | | 2,000 | 2,000 | |
| Office Machinery & Equipment | | - | 5,000 | - | - | (5,000) | -100.00% |
| Computer Equipment | | 1,326 | 1,800 | 2,119 | | (1,800) | -100.00% |
| Normal replacement | | | | | 2,000 | 2,000 | |
| Total Fixed Assets | 431 | 2,211 | 18,800 | 22,123 | 4,000 | (14,800) | -78.72% |
| **Total General Government Building Budget** | 407,964 | 430,016 | 775,239 | 706,438 | 1,154,723 | 379,484 | 48.95% |

# INFORMATION TECHNOLOGY

## DEPARTMENT SUMMARY

The Information Technology (IT) Department is responsible for acquisition, installation, maintenance, training and planning for the City's technology needs. This includes hardware, software, mobile technology, geographic information systems, and other computers and devices.

The IT Department was formed 6 years ago, to provide for a unified outlook, plan, and allocation of technical resources. The first task of this department was to develop a Master Plan for Information Technology. The Master Plan for Information Technology was created and approved by City Council 5 years ago. This plan focuses on the development of a centralized IT support structure and IT governance best practice model to support new technical resources throughout the city departments. This Master Plan helps to guide the City in aligning its technology activities to support and enhance its business strategies. The ultimate goal of the IT Master Plan is to align priorities of the IT Department and business strategies throughout the City to achieve maximum efficiency within a diversified and complex organization. The IT department is in the process of updating the Master Plan to cover the next 5 years.

Substantial dollars are being invested to upgrade software and implement the IT Master Plan. A new solution will be selected to manage permitting, projects, inspections and other activities related to permitting, planning and engineering review. This solution will streamline the application and review process across multiple departments which will deliver higher levels of customer service for developers, contractors and our citizens. This software will track and manage the entire land development process including applications, plan reviews, permits, inspections, fees management, and Certificates of Occupancy.

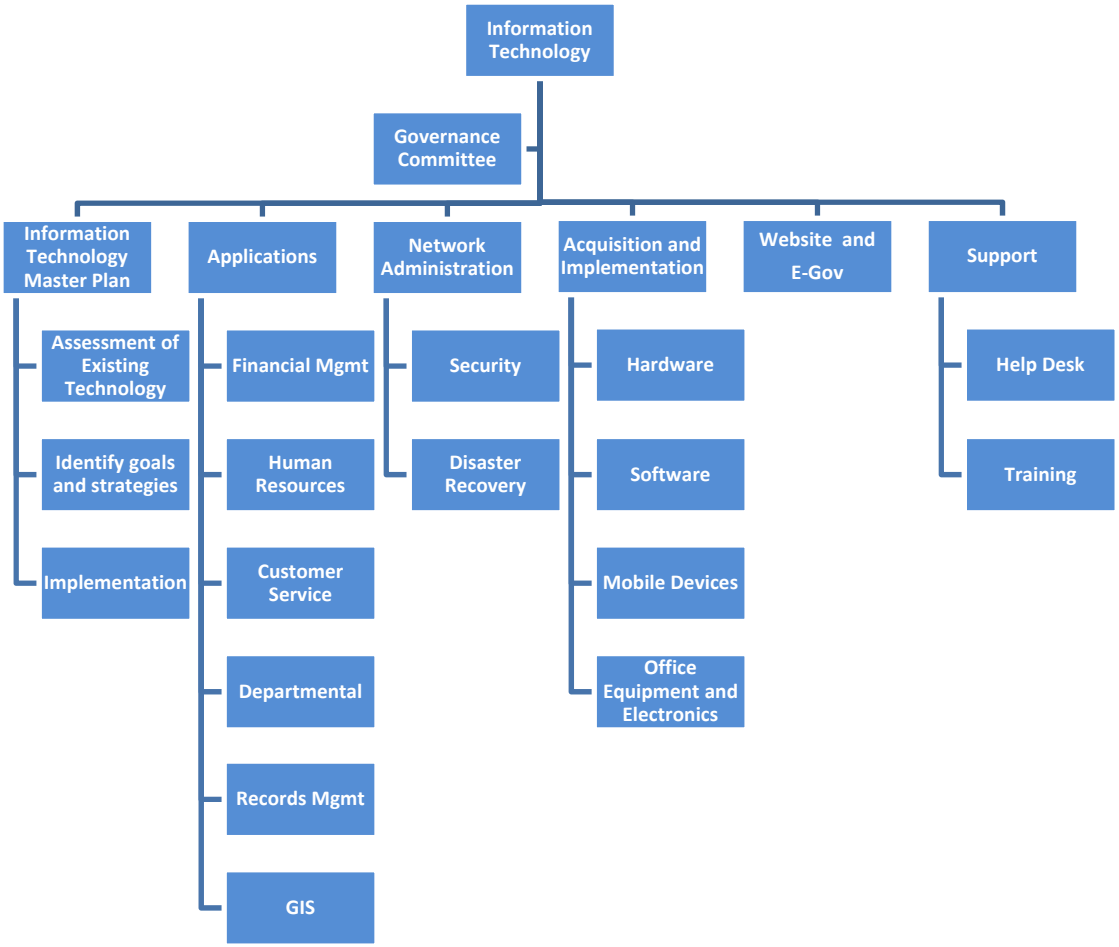
The second major project is to enhance our network and endpoint security by upgrading our infrastructure firmware and Server operating systems. Desktop and mobile antivirus software will be updated as well. These upgrades will give us better control of our network security, desktop and mobile device management.

**Computer Replacement**

Last year, the IT Department replaced 60 PC's that were identified as outdated and unable to perform required daily tasks. Replacing these PC's and laptops has continued to help position the City in initiating a defined PC replacement schedule. This schedule ensures that we provide all City employees with the technical resources needed to improve and enhance their PC experience. Last year's budget anticipated the replacement of up to 20% of the City's PC's every year. The goal has been to maintain a 5-year PC cycle for PC's and laptops. This will allow the City to stay up-to-date with current technologies in order to maximize efficiencies and resources. This year approximately 65 PC's have been identified as

exceeding the recommended life of 5 years. The capital budget reflects $70,000 to replace these PC's over the course of the 2019 fiscal year.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Use of mass notification technologies, which can be used to warn residents of severe weather or other emergencies
- Providing technology solutions to capture damage assessment information
- Assisting city departments in increasing effectiveness and efficiency in the delivery of services

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Implementation of Information Technology Strategic Plan
- Development of capital improvement plan for hardware, software, and other technology

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMERS SERVICE

- Implementation of financial software package to assist departments in monitoring expenditures in a real-time basis
- Developing tools to facilitate service delivery for city departments
- Utilization of mapping to analyze service delivery needs and requirements

## ENGAGING OUR COMMUNITY

- Contributor to development and maintenance of City's social media presence
- Identifying methods to obtain citizen input on City issues and decisions

## FY 2018 ACCOMPLISHMENTS

- Continued to develop the City's UAS program (over 50 missions completed)
- Increased network security and functionality by upgrading our Active Directory Servers
- Created the City's first administrative training facility
- Collaborated with the County, Ambulance Services and EMS GIS departments to create a map application that routes public safety vehicles to their destinations
- Upgraded network infrastructure to increase network reliability
- Implemented Kronos SAAS
- Implemented Munis SAAS
- Implemented WebTrac for Parks and Rec
- Implemented New Court Package
- Complete Primary Rate Interface (PRI) Telephony installation
- Implemented Website refresh.

## FY 2019 DEPARTMENT GOALS

- Select and begin Implementation of Land Development Management Software
- Create GIS 3D/Virtual Reality Mapping for Planning Use Studies
- Continue to improve the UAS program by add services of thermal imaging
- Increase proactive support of our networks and infrastructure availability and disaster recovery with business continuity plan
- Implement a new Agenda Management Software solution

## City Hall & MWSD

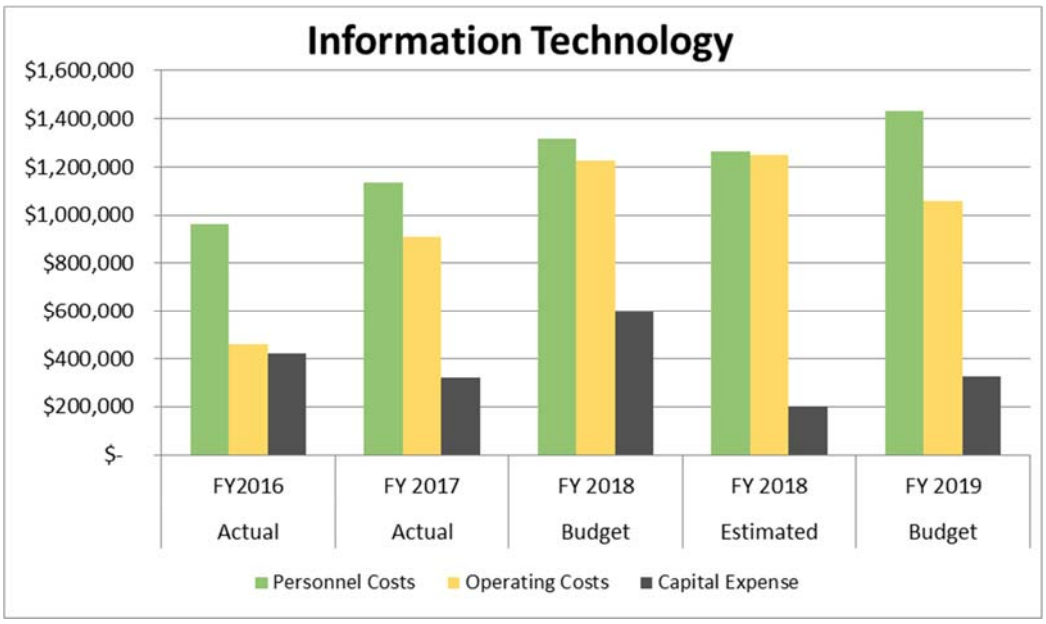
| Metric | Key Performance Indicators (KPI) | Description |
|---|---|---|
| Total Number of Help Desk Tickets (FY17) | 2302 Help Desk Cases<br><br>60 Project Cases | ▪ Sev 1 – 20<br>▪ Sev 2 – 87<br>▪ Sev 3 – 1750<br>▪ Sev 4 - 475 |
| Total Number of First Call Resolution | FCR = 900 of 2206 cases | ▪ Issue was resolved during the customer's initial call to the helpdesk |
| Time To Close By Severity | Sev 1 (SLA 4 hours) – Avg. 1.18 hours<br>Sev 2 (SLA 8 hours) – Avg. 1.75 hours<br>Sev 3 (SLA 5 days) – Avg. 2 days<br>Sev 4 (NO SLA) – Avg. 2 days 4 hours | All severity averages are meeting or exceeding service level agreements |
| Breached SLAs (Issue resolved outside of the expected resolution time) | 20*<br><br>(Goal: 5%) Total: 1.6%<br><br>**Case mgmt. system time does not stop during nights or weekends* | ▪ Re-evaluate root cause<br>▪ Employee Training<br><br>▪ Automate escalations and alerts to notify support of impending breach |

## Police &Fire

| Metric | Key Performance Indicators (KPI) | Description |
|---|---|---|
| Total Number of Help Desk Tickets (FY16) | 3105 Help Desk Cases | Public Safety Case mgmt. system has not yet transitioned to the enterprise wide system due to legal restrictions around Domain connectivity. |
| Average First Response Time | 42 Minutes | |
| Average Time to Close | 13 Hours 22 minutes | |

## EXPENDITURE SUMMARY

| | Information Technology | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 960,839 | $ 1,134,350 | $ 1,314,677 | $ 1,264,650 | $ 1,432,969 |
| Operating Costs | $ 458,423 | $ 911,754 | $ 1,226,840 | $ 1,247,377 | $ 1,059,532 |
| Capital Expense | $ 422,612 | $ 322,730 | $ 597,500 | $ 200,285 | $ 326,000 |
| Total Information Technology | $ 1,841,874 | $ 2,368,833 | $ 3,139,017 | $ 2,712,312 | $ 2,818,501 |



## HUMAN RESOURCES SUMMARY

| Information Technology | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| IT Director | 1 | 1 | 1 | 1 |
| Assistant IT Director | 0 | 0 | 0 | 1 |
| GIS Coordinator | 1 | 1 | 1 | 1 |
| Systems Coordinator | 1 | 1 | 1 | 1 |
| GIS Mapping Technician | 2 | 2 | 2 | 2 |
| MIS Coordinator | 2 | 2 | 2 | 1 |
| Systems Analyst | 1 | 1 | 1 | 1 |
| Network Specialist | 3 | 4 | 4 | 4 |
| Help Desk Support Specialist | 1 | 1 | 1 | 1 |
| Administrative Support Specialist I | 0 | 0 | 1 | 1 |
| Network Administrator | 1 | 1 | 2 | 3 |
| | 13 | 14 | 16 | 17 |
| | | | | |
| GIS Mapping Specialist | 1 | 1 | 1 | 1 |
| Part-Time Positions | 1 | 1 | 1 | 1 |
| | | | | |
| Total Information Technology Allocation | 14 | 15 | 17 | 18 |

# 2018 - 2019 Budget Year
# Information Technology Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 649,150 | 768,431 | 877,100 | 835,681 | 948,534 | 71,434 | 8.14% |
| Longevity | 7,560 | 9,120 | 9,840 | 9,840 | 10,680 | 840 | 8.54% |
| Part-Time Regular Emp Wages | 1,925 | 7,252 | 21,062 | 7,984 | 27,355 | 6,294 | 29.88% |
| Overtime Wages | | 1,364 | - | 2,861 | 3,000 | 3,000 | |
| Annual Holiday Gift | | | | 775 | 850 | 850 | |
| Social Security & Medicare Tax | 46,754 | 56,510 | 62,947 | 60,580 | 68,283 | 5,336 | 8.48% |
| Hospital And Health Insurance | 167,485 | 195,996 | 241,413 | 245,103 | 262,653 | 21,240 | 8.80% |
| Dental Insurance - Delta | 6,701 | 7,671 | 9,802 | 9,586 | 9,366 | (436) | -4.45% |
| Defined Benefit Plan | 67,288 | 71,940 | 72,584 | 72,576 | 76,878 | 4,294 | 5.92% |
| Defined Contribution Plan | 8,493 | 9,946 | 13,366 | 12,623 | 18,634 | 5,268 | 39.41% |
| LTD & Life Insurance | 4,366 | 5,861 | 5,817 | 6,294 | 5,506 | (311) | -5.35% |
| Worker's Compensation | 1,118 | 261 | 746 | 746 | 1,230 | 484 | 64.88% |
| Total Personnel Costs | 960,839 | 1,134,350 | 1,314,677 | 1,264,650 | 1,432,969 | 118,293 | 9.00% |
| | | | | | | | |
| Contractual Services | 104,812 | 148,631 | 197,000 | 80,000 | - | (197,000) | -100.00% |
| Communication & Transp | 18,666 | - | 2,000 | - | 2,000 | - | 0.00% |
| Memberships & Dues | - | 5,000 | 5,590 | 5,590 | 5,590 | - | 0.00% |
| Advertising | | - | - | 467 | - | - | |
| Interlocal GIS Agreement | 44,759 | 933 | 7,500 | 7,500 | 7,500 | - | 0.00% |
| Cell Phone | 8,405 | 12,979 | 10,000 | 10,000 | 10,000 | - | 0.00% |
| Internet | 22,837 | 38,149 | 38,950 | 60,000 | 60,000 | 21,050 | 54.04% |
| Cable Service | | - | - | 3 | - | - | |
| Professional Services | 8,070 | - | - | 779 | - | - | |
| Repair & Maint. Motor Vehicles | | - | - | 26 | | - | |
| Fleet - Repair & Maintenance | | - | - | 94 | 200 | 200 | |
| Repair & Maint - Software | 36,964 | 469,742 | 525,500 | 470,000 | 357,585 | (167,915) | -31.95% |
| Repair & Maint Furn. & Machine | 3,818 | 4,478 | 10,000 | 10,000 | 10,000 | - | 0.00% |
| Repair & Maint - Network & Web | 30,612 | 35,713 | 134,500 | 134,500 | 76,500 | (58,000) | -43.12% |
| Repair & Maintenance - G.I.S. | 131,681 | 158,630 | 212,000 | 212,000 | 225,000 | 13,000 | 6.13% |
| Repair & Maint - OffsiteBackup | 31,823 | 18,263 | 40,000 | 40,000 | 40,000 | - | 0.00% |
| Training & Travel | 10,444 | 11,858 | 15,000 | 15,000 | 20,000 | 5,000 | 33.33% |
| Car Allowance & Mileage | - | 9 | 2,000 | 500 | 2,000 | - | 0.00% |
| Other Employee & Travel | - | - | - | - | - | - | |
| Supplies | - | - | - | - | - | - | |
| Office Supplies and Materials | 1,346 | 2,228 | 6,000 | 6,000 | 6,000 | - | 0.00% |
| IT Supplies | 1,520 | 2,831 | 20,000 | 5,000 | 20,000 | - | 0.00% |
| Software Subscriptions | | 2,245 | - | 187,000 | 215,000 | 215,000 | |
| Postage & Shipping | 3 | 15 | 100 | 60 | 100 | - | 0.00% |
| Operating Supplies | 1,574 | - | - | - | - | - | |
| Food | - | 50 | 200 | 27 | 200 | - | 0.00% |
| Clothing and Uniforms | | - | - | 755 | - | - | |
| Educational Supplies | 210 | - | 500 | - | - | (500) | -100.00% |
| Gas, Oil, Diesel, Grease, Etc. | | - | - | 200 | 200 | 200 | |
| Other Supplies & Materials | 689 | - | - | - | - | - | |
| Vehicle Insurance | | | | 1,657 | 1,657 | 1,657 | |
| Miscellaneous Expense | 190 | - | - | 219 | - | - | |
| Total Operating Budget | 458,423 | 911,754 | 1,226,840 | 1,247,377 | 1,059,532 | (167,308) | -13.64% |

# 2018 - 2019 Budget Year
# Information Technology Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Operating and Salary Budget** | 1,419,263 | 2,046,104 | 2,541,517 | 2,512,027 | 2,492,501 | (49,015) | -1.93% |
| Machinery & Equipment | | 24,215 | 40,000 | 5,142 | | (40,000) | -100.00% |
| Transp Equipment | | - | - | 43,796 | | - | |
| Office Machinery and Equipment | | 7,498 | 15,000 | 3,531 | | (15,000) | -100.00% |
| Cubicle and furniture updates | | | | | 10,000 | 10,000 | |
| Computer Software Exp | | 193,039 | 422,500 | 15,750 | | (422,500) | -100.00% |
| Microsoft Core Cals | | | | | 50,000 | 50,000 | |
| MS Software Assurance for Servers | | | | | 131,000 | 131,000 | |
| Antivirus | | | | | 33,000 | 33,000 | |
| Normal replacement | | | | | 32,000 | 32,000 | |
| Computer Equipment | | 97,832 | 120,000 | 117,076 | | (120,000) | -100.00% |
| Normal 5yr PC hardware replacement | | | | | 70,000 | 70,000 | |
| Furniture & Fixtures | | 147 | - | 14,989 | | - | |
| Total Fixed Assets | 422,612 | 322,730 | 597,500 | 200,285 | 326,000 | (271,500) | -45.44% |
| **Total Information Technology Budget** | 1,841,874 | 2,368,833 | 3,139,017 | 2,712,312 | 2,818,501 | (320,515) | -10.21% |

# COMMUNICATIONS DEPARTMENT

## DEPARTMENT SUMMARY

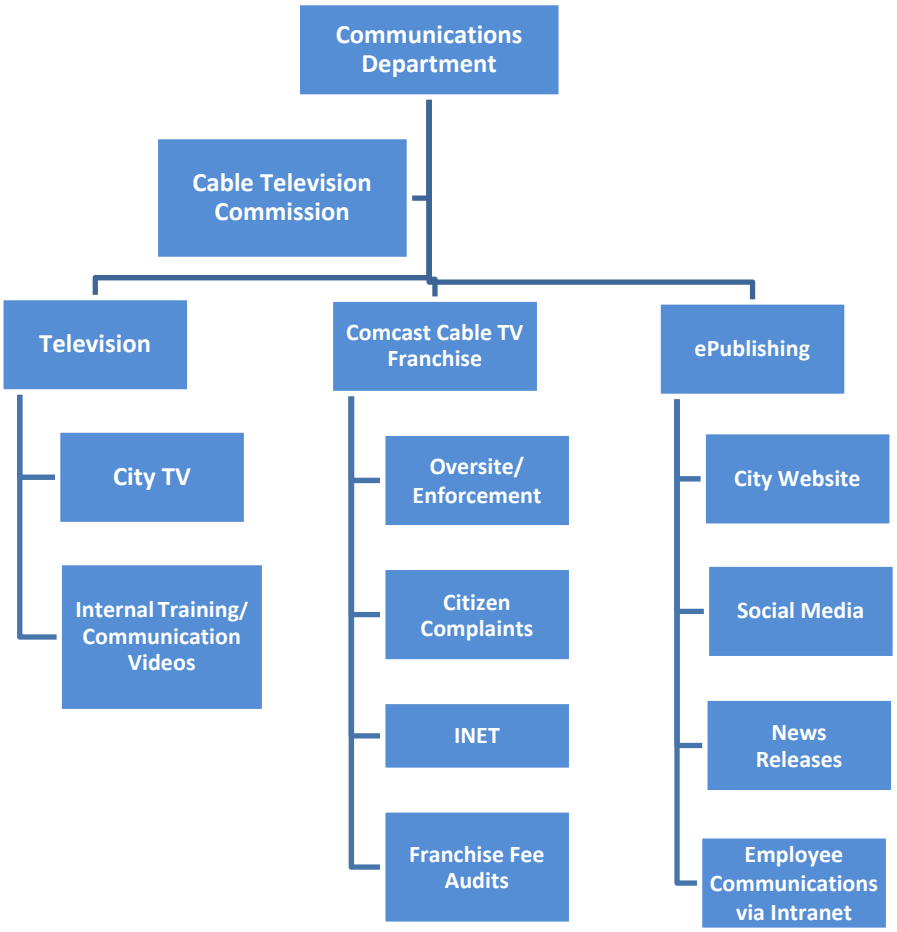
The Communications Department is responsible for proactively providing accurate and timely city information to a wide array of city stakeholders to enhance public awareness of city programs, services, initiatives, and projects; increase civic participation and engagement; communicate city policy; promote transparency.

The department disseminates city information to city stakeholders through utilization of Murfreesboro CityTV, the city website, and social media (YouTube, Facebook, Twitter).

Additionally, the department is responsible for disseminating internal information to city employees through training and communication videos by the utilization of the intranet known as IRIS; assisting citizens in resolving Comcast cable television issues; overseeing the city INET which connects over 60 municipal buildings by utilizing dedicated fiber from Comcast for internal city communications; serving as support staff for the Murfreesboro Cable Television Commission which oversees and enforces the local Comcast cable television franchise agreement, the policies regarding the operation of CityTV, and makes recommendations to the City Council regarding cable television issues.

The mission of the Communications Department is to inform and engage residents about programs and public services by the City via multimedia platforms. The mission of Murfreesboro CityTV is to promote the education of City residents concerning local government by cablecasting and video web streaming meetings of the City Council, and their sub-committees, commissions, and boards; inform residents about programs and public services offered by the City; present educational and cultural programs; provide forums for discussion on Murfreesboro issues; explain the opportunities for citizen participation and engagement in programs and services; provide information on public health, safety and welfare issues.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Utilize CityTV, the city website, and social media to notify residences of severe weather and other emergencies along with school closings
- Present educational information on fire and police safety, city emergency preparedness plan, stormwater initiatives, etc.
- Provide information on public safety, health, and welfare issues
- Provide traffic camera views on CityTV during peak drive times and during inclement weather
- Present educational information on various city departments such Building and Codes, Water Resource, Community Development, Planning, Parks and Recreation, etc.

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Present economic development information and other similar types of information

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Present current information on activities of the City government and its commissions and boards
- Inform City residents about programs and services provided by City Departments and City-sponsored agencies
- Explain opportunities for citizen participation in City programs and services
- Assist Murfreesboro Comcast cable television subscribers with resolving issues when they are unable to do so on their own
- Produce internal training videos to assist employees on improving effective customer service

## ENGAGING OUR COMMUNITY

- Increase the City presence through CityTV, social media, and the city website
- Provide a means of immediate input from the community through social media
- Provide meeting notices, public events notices, and city contact information, through CityTV's video bulletin board messages, promotional productions, the city website, and social media
- Direct contact with citizen's groups through presentations about the City and tours of the CityTV facility
- Enlighten citizens with thought provoking programming featuring various perspectives including historical, social, and economic
- Provide hands on demonstrations of the CityTV facility and equipment and explaining the functions of Communications Department for public tours, participate in career fairs, facilitate job shadowing

## FY 2018 ACCOMPLISHMENTS

- Added real time closed captioning of City Council, Planning Commission, and School Board meetings but will cease going forward in FY 2019
- Began streaming CityTV live on the City YouTube channel
- Began streaming city public meetings live using Facebook Live
- Partnered with MTSU in televising the Murfreesboro Christmas Parade and Solar Eclipse
- Partnered with Rutherford County to televise the Rutherford County Solid Waste Advisory Council meetings
- Redesigned CityTV's video bulletin message board
- Produced documentary video on the early history of Murfreesboro, "The House Still Standing"
- Promoted the Special Census media campaign, including new releases, video and radio public service announcements
- Achieved over 150,000 views of Live video web streaming content and VOD (Video on Demand)
- Over 8,600 likes/followers on City main Facebook page
- Over 6,100 followers on the City main Twitter feed
- Over 900 subscribers to the City YouTube channel

- Over 1.8 million-page views on the city website
- Received a national award from the National Association of Telecommunications Officers and Advisors for Adventures in Murphry's Burrow, Kids Recycling public service announcement, from the City-County Communications and Marketing Association for Don't Litter public service announcement

## FY 2019 DEPARTMENT GOALS

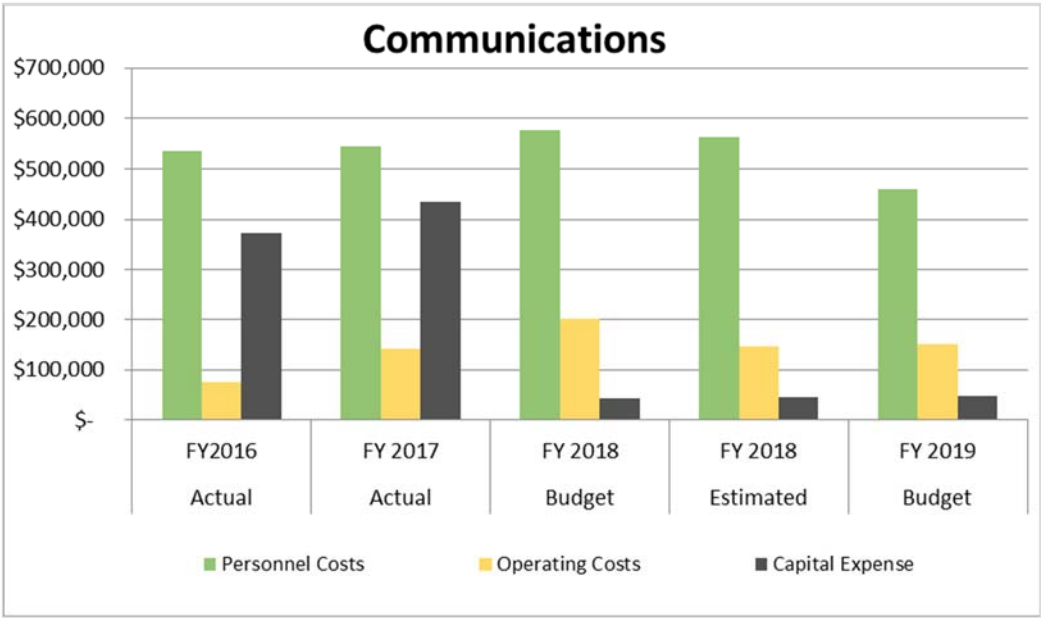
- Complete the Comcast cable television franchise agreement renewal
- Increase coverage of Live events throughout the community via Facebook Live
- As part of the completed CityTV's high definition upgrade, continue updating existing and create new videos for the high definition format
- Televise City Council and City School Board candidate forums and City election returns
- Develop ongoing partnerships with external entities to promote, through videos, Murfreesboro's historic and cultural heritage

## BENCHMARKING MEASURES

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|
| Hours of coverage of City public meetings and locally produced productions | 205 | 202 | 230 | 240 | 250 |
| Number of cover City public meetings and locally produced productions | 494 | 614 | 500 | 530 | 550 |
| Number of video webstreaming views | 73,962 | 131,184 | 73,000 | 151,000 | 165,000 |

## EXPENDITURE SUMMARY

| | Communications | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 534,576 | $ 545,365 | $ 575,985 | $ 561,924 | $ 460,617 |
| Operating Costs | $ 75,487 | $ 141,919 | $ 201,378 | $ 147,201 | $ 150,707 |
| Capital Expense | $ 372,797 | $ 434,724 | $ 43,000 | $ 46,400 | $ 48,000 |
| Total Communications Departmer | $ 982,860 | $ 1,122,008 | $ 820,363 | $ 755,525 | $ 659,324 |




## HUMAN RESOURCE SUMMARY

| Communications Department | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Communications Director | 1 | 1 | 1 | 1 |
| Multimedia Producer | 4 | 4 | 4 | 4 |
| Full-Time Positions | 5 | 5 | 5 | 5 |
| | | | | |
| Part-Time Video Journalist | 2 | 2 | 2 | 1 |
| Part-Time Positions | 2 | 2 | 2 | 1 |
| | | | | |
| Total Communications Allocation | 7 | 7 | 7 | 6 |

# 2018 - 2019 Budget Year
# Communications Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 363,999 | 364,012 | 368,666 | 368,666 | 300,923 | (67,743) | -18.38% |
| Longevity | 3,720 | 4,080 | 4,440 | 4,440 | 4,560 | 120 | 2.70% |
| Part-Time Regular Emp Wages | 7,702 | 17,129 | 37,122 | 20,000 | 20,700 | (16,422) | -44.24% |
| Overtime Wages | 216 | 1,781 | 7,000 | 4,500 | 4,000 | (3,000) | -42.86% |
| Annual Holiday Gift | | | | 325 | 250 | 250 | |
| Social Security & Medicare Tax | 27,061 | 28,392 | 29,330 | 27,573 | 23,523 | (5,807) | -19.80% |
| Hospital And Health Insurance | 86,247 | 84,964 | 84,994 | 92,128 | 67,255 | (17,739) | -20.87% |
| Dental Insurance - Delta | 3,196 | 3,136 | 3,138 | 3,438 | 2,470 | (668) | -21.29% |
| Defined Benefit Plan | 32,090 | 31,108 | 30,998 | 30,399 | 32,380 | 1,382 | 4.46% |
| Defined Contribution Plan | 6,569 | 6,837 | 6,902 | 6,759 | 1,481 | (5,421) | -78.54% |
| LTD & Life Insurance | 2,432 | 2,688 | 2,497 | 2,799 | 1,906 | (591) | -23.67% |
| Worker's Compensation | 1,344 | 1,239 | 898 | 898 | 1,169 | 271 | 30.18% |
| Total Personnel Costs | 534,576 | 545,365 | 575,985 | 561,924 | 460,617 | (115,368) | -20.03% |
| | | | | | | | |
| Contractual Services | - | 1,870 | 20,000 | 15,000 | - | (20,000) | -100.00% |
| Memberships & Dues | 2,286 | 2,255 | 3,200 | 3,200 | 2,200 | (1,000) | -31.25% |
| Advertising | 73 | - | 500 | 100 | 100 | (400) | -80.00% |
| Subscriptions - Newspapers | - | 87 | 100 | 100 | 100 | - | 0.00% |
| Telephone & Other Comm. | 606 | 625 | 700 | 700 | 1,300 | 600 | 85.71% |
| Cell Phone | 2,349 | 1,511 | 2,500 | 2,500 | 2,100 | (400) | -16.00% |
| Internet | - | 3,530 | 240 | | | (240) | -100.00% |
| Professional Services | 1,225 | - | - | - | | - | |
| Legal Services & Expenses | 8,000 | 29,972 | 33,000 | 1,000 | 30,000 | (3,000) | -9.09% |
| Repair & Maint. Motor Vehicles | - | - | 800 | - | - | (800) | -100.00% |
| Fleet - Repair & Maintenance | 167 | 68 | 200 | 1,000 | 400 | 200 | 100.00% |
| Repair & Maint Other Mach & Eq | 2,735 | 29,719 | 49,000 | 42,000 | 45,000 | (4,000) | -8.16% |
| Repair & Maint Furn. & Machine | 211 | 650 | 600 | 100 | 600 | - | 0.00% |
| Repair & Maint. Buildings | | - | - | 720 | 200 | 200 | |
| Training & Travel | 5,264 | 3,605 | 9,000 | 8,000 | 4,000 | (5,000) | -55.56% |
| Car Allowance & Mileage | 223 | 469 | 600 | 500 | 600 | - | 0.00% |
| Supplies | 124 | - | - | - | - | - | |
| Office Supplies and Materials | 1,590 | 1,774 | 1,600 | 1,500 | 1,400 | (200) | -12.50% |
| IT Supplies | - | 10,115 | 1,000 | 500 | 500 | (500) | -50.00% |
| Software Subscriptions | | | 8,000 | 8,500 | 5,000 | (3,000) | -37.50% |
| Postage & Shipping | 22 | 82 | 200 | 200 | 200 | - | 0.00% |
| Operating Supplies | 24,503 | 24,637 | 30,000 | 27,000 | 25,000 | (5,000) | -16.67% |
| Gas, Oil, Diesel, Grease, Etc. | 172 | 151 | 180 | 200 | 200 | 20 | 11.11% |
| Vehicle Insurance | 607 | 607 | 458 | 431 | 607 | 149 | 32.53% |
| Field Video Equipment | 246 | 170 | 300 | 150 | 200 | (100) | -33.33% |
| Miscellaneous Expense | 6,127 | 6,479 | 11,000 | 7,900 | 6,000 | (5,000) | -45.45% |
| Meals During Meetings | 1,139 | 1,146 | 1,200 | 900 | - | (1,200) | -100.00% |
| Video Webstreaming/Archiving | 17,818 | 22,399 | 27,000 | 25,000 | 25,000 | (2,000) | -7.41% |
| Total Operating Budget | 75,487 | 141,919 | 201,378 | 147,201 | 150,707 | (50,671) | -25.16% |
| | | | | | | | |
| **Operating and Salary Budget** | 610,063 | 687,284 | 777,363 | 709,125 | 611,324 | (166,039) | -21.36% |

# 2018 - 2019 Budget Year
# Communications Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Machinery & Equipment | | 419,487 | 42,000 | 24,000 | | (42,000) | -100.00% |
| Normal replacement | | | | | 32,000 | 32,000 | |
| Office Machinery & Equipment | | 5,943 | - | - | - | - | |
| Computer Software Exp | | 7,855 | 1,000 | 1,600 | - | (1,000) | -100.00% |
| Computer Equipment | | 615 | - | 18,000 | | - | |
| Avid Editing System Normal Replacement | | | | | 16,000 | 16,000 | |
| Furniture & Fixtures | | 824 | - | 2,800 | - | - | |
| Total Fixed Assets | 372,797 | 434,724 | 43,000 | 46,400 | 48,000 | 5,000 | 11.63% |
| **Total Communications Budget** | 982,860 | 1,122,008 | 820,363 | 755,525 | 659,324 | (161,039) | -19.63% |

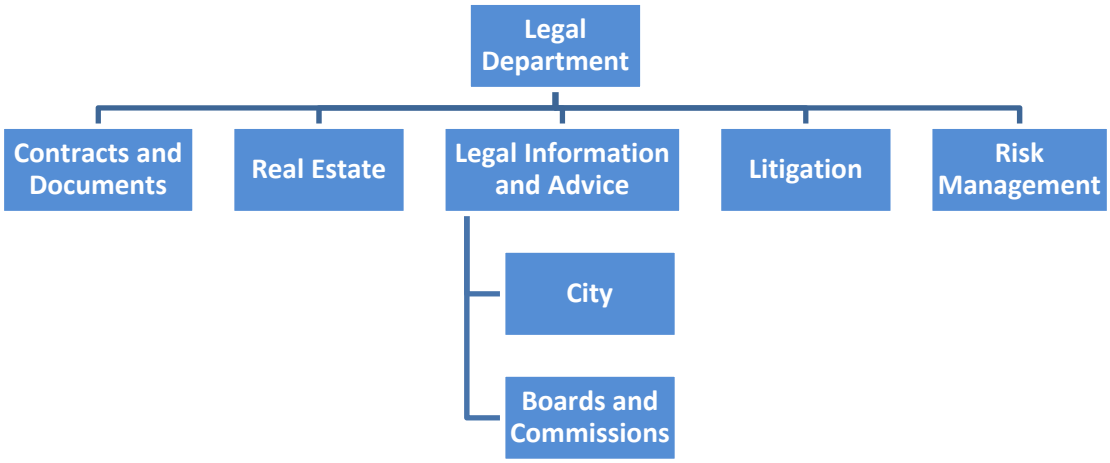
# LEGAL

## DEPARTMENT SUMMARY

The Legal Department serves as the primary source of legal advice to the City Council, City Manager, the City's various boards and commissions, and City employees. The Department provides the legal services regularly required by the City as an employer, landowner, builder, regulator, educator, utility provider, taxing authority, and emergency services provider. The Department also manages the City's self-insurance fund and its operations.

In order to fulfill its mission at the highest level, the Department provides research and information on a wide variety of legal issues and timely prepares documents needed for municipal operations, such as ordinances, resolutions, policies and procedures, contracts and leases, inter-local and use agreements, as well as real estate documents. The Department also represents the City in claims and litigation related to municipal operations. Outside counsel are retained for specialized areas of the law.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Research and draft ordinances that regulate the quality of life, livability, and public safety

- Assist Building and Codes, Planning, Fire & Rescue, and Police departments with the enforcement of laws affecting neighborhoods
- Guide Engineering, Water Resources, and the Electric Department in the development of agreements and provide legal advice related to construction and improvement of infrastructure serving neighborhoods
- Support Parks and Recreation with agreements and guidance on the development and use of recreational lands and facilities
- Provide Murfreesboro City School Board and the School District with legal advice and direction regarding the development of policies and procedures for the provision of public education in accordance with state and federal law

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Assist Council and Administration with the legal aspects of economic incentives proposed or provided to businesses that contribute to the economic vitality of the City
- Handle transactions for the acquisition of real estate required for City projects
- Represent the City in claims and lawsuits
- Advise on the implementation and enforcement of City contracts and state and local laws
- Support departments with federal and state grants applications
- Assist in the purchasing process to assure legal compliance

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMERS SERVICE

- Respond to City departments' legal needs in a timely manner with practical advice and guidance
- Provide legal and parliamentary guidance to Council and the City's boards, commissions, and committees

## ENGAGING OUR COMMUNITY

- Maintain awareness of the social and political context in which legal assistance is requested
- Assure consistent adherence to state and federal laws
- Monitor new legislation that will affect the City and the community
- Assist with media communications to assure the City's legal positions are correctly presented

## FY 2018 ACCOMPLISHMENTS

- Continued to cultivate and support economic development initiatives
- Assisted with revision of Murfreesboro City Schools policies
- Supported finalizing construction process for new Murfreesboro Police Department Headquarters

## FY 2019 DEPARTMENT GOALS

- Assist with recruitment and transition period for new City Manager

- Continue support for economic development and formulation of new economic development opportunities
- Maintain the City Code and assure accessibility to up-to-date online platform
- Assist with modifying the Employee Handbook into a document that provides a useful resource to employees
- Transition primary responsibility for employee training to the Human Resources Department

## BENCHMARKING MEASURES

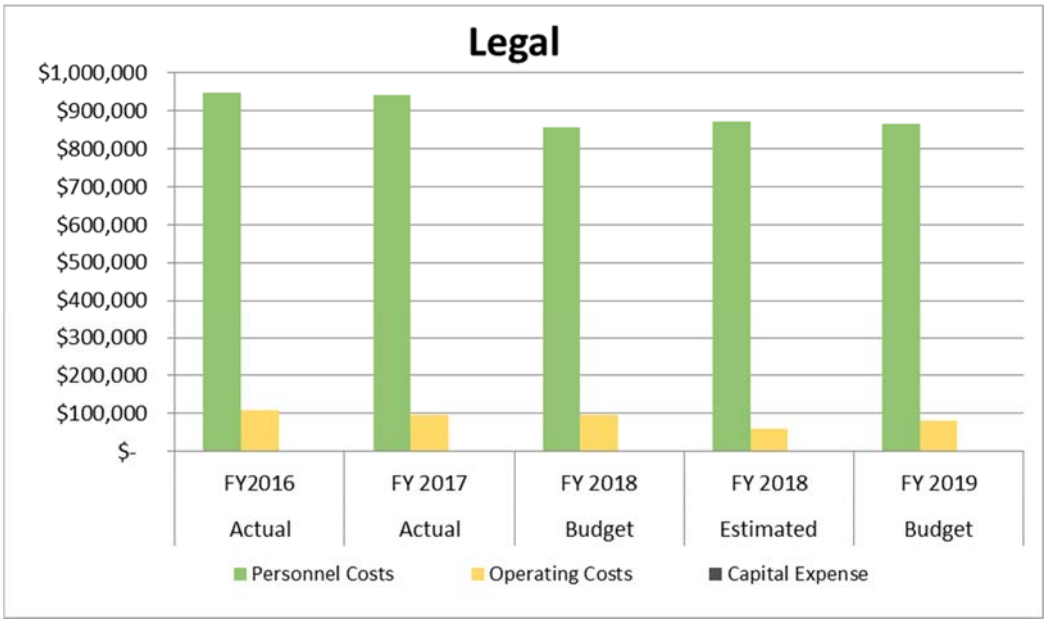
| | FY 2016 Actual | FY 2017 Actual | FY 2018 YTD*** |
|---|---|---|---|
| Number of ordinances and resolutions written | 150 | 190 | 134 |
| Number of real estate transactions | 130 | 269 | 295 |
| Number of titles searched | 1731 | 1973 | 1799 |
| Number of pending condemnation cases | 37 | 35 | 26 |
| Average number of days to process an ITB or RFP from receipt of project to Legal Dept. approval | 4.08 | 3.7 | 1.40 |
| Number of contracts written or reviewed | 662 | 753 | 585 |
| Average number of days to process a contract from receipt to Legal Dept. approval | 1.71 | 2.40 | 1.15 |
| Percentage of back taxes collected in first year of collectability | 96.95% | 97.77% | 95% |
| Average number of days from service of lawsuit to first adjudication in general liability and workers' compensation cases | 302 | 321 | 312 |
| Number of public meetings attended | 173 | 212 | 141 |
| ***YTD 3rd Quarter | | | |

***Note:*** *The value that an in-house legal department adds to an organization is not measurable through objective data. Instead, a subjective assessment of the benefits provided by the factors such as:*

- *The immediate availability of legal advice and guidance;*
- *An enhanced understanding of organization's culture, goals and objectives, and true needs;*
- *Participation in the organization's long-term plans;*
- *A knowledge and appreciation for the people and personalities involved in an issue; and*
- *A global perception of other activities and issues present within the organization that may be relevant to any given issue.*

## EXPENDITURE SUMMARY

| | **Legal** | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 947,633 | $ 940,201 | $ 857,653 | $ 872,337 | $ 866,787 |
| Operating Costs | $ 107,403 | $ 94,958 | $ 95,900 | $ 58,545 | $ 81,700 |
| Capital Expense | $ 1,883 | $ 2,086 | $ 3,300 | $ 2,023 | $ 3,500 |
| Total Legal | $ 1,056,919 | $ 1,037,245 | $ 956,853 | $ 932,905 | $ 951,987 |




## HUMAN RESOURCES SUMMARY

| Legal Department | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| City Attorney | 1 | 1 | 1 | 1 |
| Assistant City Attorney | 3 | 3 | 3 | 3 |
| Legal Assistant | 3 | 3 | 3 | 3 |
| Total Legal Department Human Resource Allocation | 7 | 7 | 7 | 7 |

# 2018 - 2019 Budget Year

## Legal Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 709,311 | 706,091 | 629,941 | 629,968 | 629,941 | - | 0.00% |
| Longevity | 4,800 | 3,840 | 4,260 | 4,260 | 4,680 | 420 | 9.86% |
| Overtime Wages | | | 500 | - | 500 | - | 0.00% |
| Annual Holiday Gift | | | | 350 | 350 | 350 | |
| Social Security & Medicare Tax | 50,045 | 47,710 | 42,831 | 42,036 | 42,863 | 32 | 0.08% |
| Hospital And Health Insurance | 93,897 | 103,569 | 104,035 | 118,614 | 110,033 | 5,998 | 5.77% |
| Dental Insurance - Delta | 4,659 | 4,817 | 4,668 | 5,111 | 4,662 | (6) | -0.13% |
| Defined Benefit Plan | 59,480 | 46,224 | 46,204 | 46,201 | 48,268 | 2,064 | 4.47% |
| Defined Contribution Plan | 13,212 | 20,196 | 20,397 | 20,371 | 20,397 | - | 0.00% |
| LTD & Life Insurance | 4,030 | 4,626 | 3,955 | 4,563 | 3,720 | (235) | -5.94% |
| Worker's Compensation | 3,436 | 3,126 | 862 | 862 | 1,373 | 511 | 59.28% |
| Relocation Expenses | 4,763 | - | - | - | - | - | |
| Total Personnel Costs | 947,633 | 940,201 | 857,653 | 872,337 | 866,787 | 9,134 | 1.07% |
| | | | | | | | |
| Printing Services | 180 | 2,108 | 25,000 | 2,500 | 8,000 | (17,000) | -68.00% |
| Memberships & Dues | 4,986 | 4,146 | 6,000 | 4,267 | 6,000 | - | 0.00% |
| Subscriptions - Newspapers,etc | - | 217 | 600 | 329 | 300 | (300) | -50.00% |
| Profession. Svc - Subscription | 18,114 | 15,320 | 15,000 | 16,000 | 17,000 | 2,000 | 13.33% |
| Real Estate Services & Fees | 68 | 56 | 500 | 300 | 300 | (200) | -40.00% |
| License/Prof Fees | 2,000 | 1,619 | 1,600 | 1,620 | 1,700 | 100 | 6.25% |
| Telephone & Other Comm. | 1,019 | 1,022 | 1,000 | 784 | 1,100 | 100 | 10.00% |
| Cell Phone | 1,408 | 1,321 | 1,500 | 1,677 | 1,500 | - | 0.00% |
| Internet | | | | 395 | 500 | 500 | |
| Cable Service | - | 70 | 100 | 72 | 100 | - | 0.00% |
| Professional Services | 10,845 | - | - | - | - | - | |
| Legal Services & Expenses | 36,541 | 58,413 | 25,000 | 19,339 | 25,000 | - | 0.00% |
| Repair & Maint Furn. & Machine | 2,424 | 2,092 | 3,000 | 3,300 | 3,000 | - | 0.00% |
| Training & Travel | 5,408 | 4,314 | 9,500 | 2,616 | 9,500 | - | 0.00% |
| Car Allowance & Mileage | 42 | 240 | 200 | 199 | 400 | 200 | 100.00% |
| Office Supplies and Materials | 3,125 | 3,114 | 5,000 | 3,749 | 5,000 | - | 0.00% |
| IT Supplies | | | | 66 | 200 | 200 | |
| Software Subscriptions | | | 400 | 280 | 500 | 100 | 25.00% |
| Postage & Shipping | 885 | 799 | 1,000 | 800 | 1,000 | - | 0.00% |
| Surety Bonds - Officials & Emp | | | | 50 | 100 | 100 | |
| Other Fixed Charges | 12 | - | - | - | - | - | |
| Miscellaneous Expense | 20,303 | 107 | 500 | 200 | 500 | - | 0.00% |
| Meals During Meetings | 42 | - | - | - | | - | |
| Total Operating Budget | 107,403 | 94,958 | 95,900 | 58,545 | 81,700 | (14,200) | -14.81% |
| | | | | | | | |
| **Operating and Salary Budget** | 1,055,036 | 1,035,159 | 953,553 | 930,882 | 948,487 | (5,066) | -0.53% |
| | | | | | | | |
| Machinery & Equipment | | - | 1,000 | - | | (1,000) | -100.00% |
| Normal replacement | | | | | 1,000 | 1,000 | |
| Office Machinery & Equipment | | 224 | 1,100 | - | | (1,100) | -100.00% |
| Computer Software Exp | | 1,862 | 1,200 | - | | (1,200) | -100.00% |
| Normal replacement | | | | | 500 | 500 | |
| Computer Equipment | | - | - | 997 | | - | |
| Tablet computer | | | | | 2,000 | 2,000 | |
| Furniture & Fixtures | | - | - | 1,026 | | - | |
| Total Fixed Assets | 1,883 | 2,086 | 3,300 | 2,023 | 3,500 | 200 | 6.06% |
| | | | | | | | |
| **Total Legal Expenses** | 1,056,919 | 1,037,245 | 956,853 | 932,905 | 951,987 | (4,866) | -0.51% |

HUMAN RESOURCES

## DEPARTMENT SUMMARY

The Human Resources (HR) department is a multi-functional department within the organization. The department is responsible for hiring and retaining highly qualified employees, administering and managing payroll, benefits, training, and maintaining interoffice relationships and interpreting employment laws and City policies. The department works diligently behind the scenes to ensure the organization runs efficiently.

**Benefits**
The HR department manages all aspects of employee benefits, including health and dental insurance, long-term disability, basic and voluntary life insurance, employee assistance and the City's wellness program. The department keeps track of employee absences and job-protected leave, such as family medical leave. HR ensures employees receive the proper disclosures regarding benefit eligibility. HR also manages retirement programs that include a defined benefit plan and a defined contribution retirement program.

**Employee Relations**
Another key function of the HR department is managing employee relations. HR facilitates and conducts investigations to seek resolution. The department maintains a relationship between employees and management by promoting communication, fairness, and consistency within the organization.

**Payroll**
While payroll often exists as a separate division in many organizations, payroll comes under the responsibilities of HR. The department handles employee payroll to ensure employees are paid accurately and on time. The HR department is responsible for various aspects of employee compensation and provides payroll services for over 1400 full-time, part-time and seasonal employees.

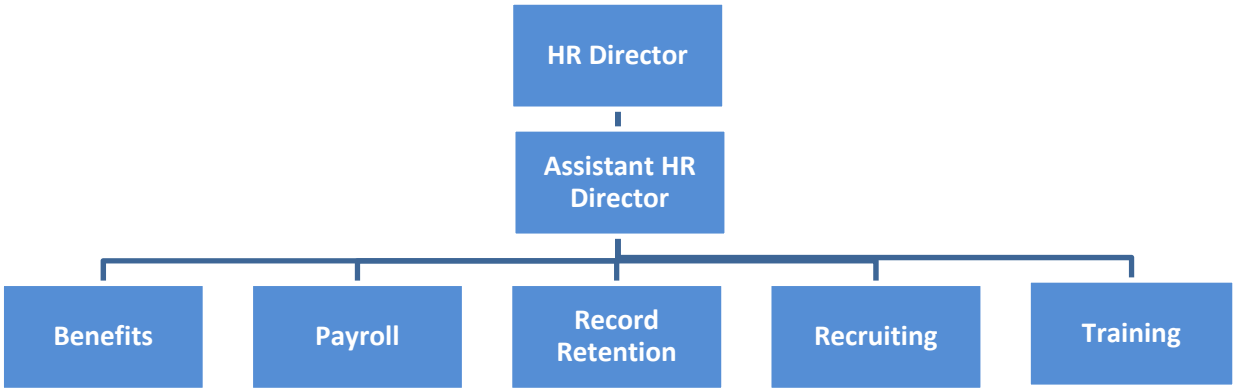
**Record Keeping**
The HR office oversees record keeping for the organization, including employee personnel files, ID badges, payroll documents, medical records, training documents and various statistical reports and policies.

**Recruitment**
Recruiting new employees is a primary responsibility of the HR team. This part of the job involves advertising open positions along with assisting departments with interviewing and hiring candidates. The HR department also provides orientation to help acclimate new hires to the organization.

**Training and Development**

The HR department is responsible for training and development for the City. It creates training programs and conducts training for new hires and existing employees.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Partner with departments City-wide to address internal and external employee and citizen concerns
- Maintain Equal Employment Opportunity Program (EEOP) for MPD
- Maintain Affirmative Action Plan (AAP) for Murfreesboro Fire and Rescue Department
- Maintain Tennessee Drug-Free workplace

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Generate Payrolls in compliance with the Fair Labor Standards Act (FLSA)
- Maintain compliance with all relevant aspects of healthcare
- Maintain and monitor per employee per month (PEPM) costs associated with Health insurance, Stop Loss coverage, and ancillary coverage

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Administer and oversee the employee recognition program
- Conduct Service Excellence Training City-wide

## ENGAGING OUR COMMUNITY

- Provide easy to use online employment application software for the public
- Attend and participate in job fairs and local events to bring more awareness to employment opportunities within the City of Murfreesboro

## FY 2018 ACCOMPLISHMENTS

- Moved Kronos Timekeeping to a Software as a Service (SAAS) environment
- Established VA OJT Program for Murfreesboro Fire and Rescue Department
- 141 full-time new hires processed
- 36 Retirees processed
- Created a paperless Drug & Alcohol processing system
- Expanded Fit-for-Success wellness program to include retirees, part-time and seasonal employees
- Met compliance requirements for the Affordable Care Act (ACA), including generation of 1095-C reporting and IRS transmission

## FY 2019 DEPARTMENT GOALS

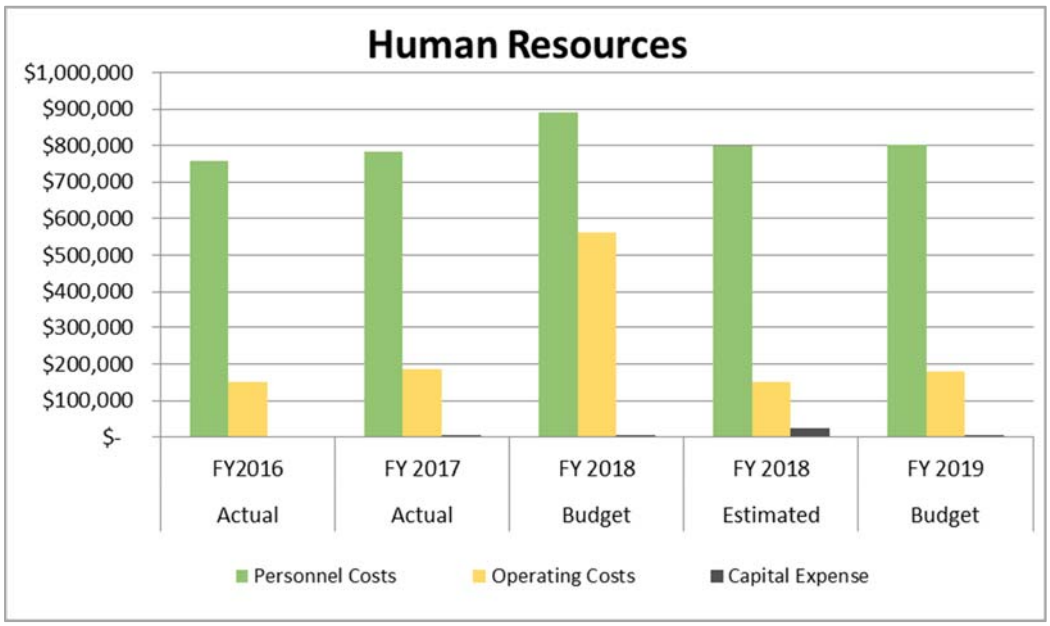
- Create a dynamic employee recognition program
- Establish on-boarding program for new hires
- Paperless inter-departmental transactions (hires, promotions, terminations, etc.)
- Establish new supervisor training program
- Revise and update employee handbook policies and create an on-line employee friendly employee handbook
- Develop a more robust recruiting program
- Increase wellness participation
- Update and streamline employee job descriptions
- On-line pay advices (eliminate print)
- Diversity and Inclusion training
- Update compliance training

## BENCHMARKING MEASURES

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|
| Health Benefits Costs in Claims Dollars | $14,572,800 | $14,552,796 | $15,795,515 | $16,029,951 |
| PEPY (Per Employee Per Year costs) | $1,105 | $1,075 | $1,113.61 | $1,130.14 |
| Employee Turnover Rate | 10.15% | 9.4% | 9.77% | 9% |
| Number of HR Staff/FTE's | 9 | 9.5 | 10.5 | 12 |
| Percentage of Eligible Employee in Wellness Plan | 29% | 36% | 40% | 44% |

## EXPENDITURE SUMMARY

| | Human Resources | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 757,285 | $ 783,703 | $ 891,182 | $ 799,529 | $ 802,703 |
| Operating Costs | $ 151,089 | $ 186,222 | $ 562,925 | $ 150,550 | $ 179,790 |
| Capital Expense | $ 606 | $ 6,377 | $ 5,500 | $ 24,750 | $ 4,250 |
| Total Human Resources | $ 908,980 | $ 976,302 | $ 1,459,607 | $ 974,829 | $ 986,743 |



## HUMAN RESOURCES SUMMARY

| Human Resources Department | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Human Resources Director | 1 | 1 | 1 | 1 |
| Assistant Human Resources Director | 1 | 1 | 1 | 1 |
| Training and Development Manager | 0 | 1 | 1 | 0 |
| HR and Payroll Supervisor | 1 | 1 | 1 | 1 |
| HRIS Analyst | 0 | 0 | 0 | 1 |
| Human Resource Analyst | 1 | 1 | 1 | 0 |
| Benefits Administrator | 2 | 2 | 2 | 2 |
| Payroll Assistant | 1 | 1 | 1 | 1 |
| Human Resources Assistants | 2 | 2 | 2 | 2 |
| | 9 | 10 | 10 | 9 |
| | | | | |
| Payroll Assistant | 0 | 1 | 1 | 1 |
| Subtotal Part-Time Positions | 0 | 1 | 1 | 1 |
| | | | | |
| Total Human Resources Department Allocation | 9 | 10 | 11 | 10 |

# 2018 - 2019 Budget Year
# Human Resources Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 531,615 | 549,199 | 603,278 | 510,117 | 548,089 | (55,189) | -9.15% |
| Temp/Seasonal Salary | - | - | - | - | - | - | |
| Longevity | 4,140 | 4,620 | 5,160 | 4,740 | 5,040 | (120) | -2.33% |
| Part-Time Regular Emp Wages | | 5,174 | 19,354 | 62,290 | 15,405 | (3,949) | -20.41% |
| Overtime Wages | 8,263 | 6,112 | 10,000 | 8,241 | 5,000 | (5,000) | -50.00% |
| Annual Holiday Gift | | - | | 450 | 400 | 400 | |
| Social Security & Medicare Tax | 39,179 | 41,294 | 44,527 | 44,621 | 44,036 | (4,838) | -10.86% |
| Hospital And Health Insurance | 96,080 | 106,194 | 123,347 | 103,150 | 94,893 | (28,454) | -23.07% |
| Dental Insurance - Delta | 4,376 | 4,350 | 5,139 | 4,547 | 4,662 | (477) | -9.28% |
| Dental Insurance - Assurant | 49 | - | - | - | - | - | |
| Defined Benefit Plan | 55,074 | 53,096 | 54,780 | 46,715 | 46,709 | (8,071) | -14.73% |
| Defined Contribution Plan | 4,312 | 7,376 | 9,084 | 7,898 | 5,644 | (3,440) | -37.87% |
| LTD & Life Insurance | 3,502 | 3,919 | 3,975 | 3,471 | 4,211 | 236 | 5.94% |
| Worker's Compensation | 2,115 | 1,824 | 3,288 | 3,288 | 8,614 | 5,326 | 161.98% |
| Employee Testing | | - | 7,500 | - | - | (7,500) | -100.00% |
| Temporary Agency Service | 8,581 | 545 | 1,750 | - | 20,000 | 18,250 | 1042.86% |
| Total Personnel Costs | 757,285 | 783,703 | 891,182 | 799,529 | 802,703 | (92,826) | -10.42% |
| | | | | | | | |
| Employee Testing | 20,261 | - | - | - | - | - | |
| Contractual Services | 24,806 | 29,624 | 13,725 | - | - | (13,725) | -100.00% |
| Administration Fees | 2,700 | 12,393 | 15,600 | 4,000 | 5,400 | (10,200) | -65.38% |
| Printing Services | - | - | - | 2,000 | - | - | |
| Memberships & Dues | 1,804 | 2,032 | 1,955 | 2,400 | 3,500 | 1,545 | 79.03% |
| Advertising | 1,136 | 195 | - | 700 | 1,500 | 1,500 | |
| Profession. Svc - Subscription | 552 | 3,208 | 3,000 | 2,100 | 2,200 | (800) | -26.67% |
| Telephone & Other Comm. | 2,008 | 1,724 | 1,600 | 1,700 | 1,700 | 100 | 6.25% |
| Cell Phone | 859 | 755 | 700 | 1,340 | 2,100 | 1,400 | 200.00% |
| Cable Service | - | 35 | 40 | 40 | 40 | - | 0.00% |
| Professional Services | 20,173 | 43,017 | - | 54,000 | 50,000 | 50,000 | |
| Other Professional Services | 3,348 | 461 | 400,000 | 450 | 500 | (399,500) | -99.88% |
| Employee Testing | 1,094 | 54 | - | 2,740 | 3,000 | 3,000 | |
| Drug & Alcohol Testing | 20,746 | 44,870 | 40,000 | 25,000 | 35,000 | (5,000) | -12.50% |
| Physical Agility Testing | 8,978 | 6,442 | 8,500 | 5,000 | 5,500 | (3,000) | -35.29% |
| Repair & Maint - Software | 10,325 | 4,275 | 5,000 | 3,500 | 4,000 | (1,000) | -20.00% |
| Repair & Maint Furn. & Machine | 4,774 | 4,680 | 6,000 | 6,560 | 7,000 | 1,000 | 16.67% |
| Repair & Maint. Buildings | - | 3 | 100 | - | - | (100) | -100.00% |
| Training & Travel | 12,697 | 16,404 | 36,750 | 10,000 | 23,000 | (13,750) | -37.41% |
| Car Allowance & Mileage | 45 | - | - | 20 | 100 | 100 | |
| Office Supplies and Materials | 11,176 | 12,665 | 20,000 | 13,500 | 15,000 | (5,000) | -25.00% |
| Software Subscriptions | | | - | 13,800 | 7,000 | 7,000 | |
| Postage & Shipping | 2,187 | 1,500 | 1,155 | 1,240 | 2,000 | 845 | 73.16% |
| Operating Supplies | 754 | - | - | - | - | - | |
| Food | 29 | 196 | 1,300 | 200 | 200 | (1,100) | -84.62% |
| Surety Bonds - Officials & Emp | | - | - | 80 | 50 | 50 | |
| Miscellaneous Expense | 637 | 625 | 1,000 | 180 | 1,000 | - | 0.00% |

# 2018 - 2019 Budget Year
# Human Resources Budget

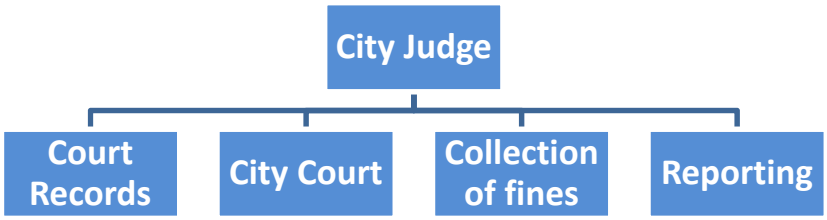
| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Meals During Meetings | - | 78 | 500 | - | | (500) | -100.00% |
| Service Excellence Training | - | 987 | 6,000 | - | 10,000 | 4,000 | 66.67% |
| Total Operating Budget | 151,089 | 186,222 | 562,925 | 150,550 | 179,790 | (383,135) | -68.06% |
| | | | | | | | |
| **Operating and Salary Budget** | 908,374 | 969,925 | 1,454,107 | 950,079 | 982,493 | (475,961) | -32.73% |
| | | | | | | | |
| Building Exp | | | | 13,000 | | - | |
| Machinery & Equipment | | 418 | 1,000 | - | | (1,000) | -100.00% |
| Office Machinery & Equipment | | 4,665 | 1,500 | 1,000 | | (1,500) | -100.00% |
| Printer for HRIS Analyst | | | | | 1,000 | 1,000 | |
| Computer Software Exp | | 409 | 2,000 | 250 | | (2,000) | -100.00% |
| Software licenses for HRIS Analyst | | | | | 250 | 250 | |
| Computer Equipment | | 885 | 1,000 | 2,000 | | (1,000) | -100.00% |
| Computer & duel monitors for HRIS Analyst | | | | | 2,000 | 2,000 | |
| Furniture & Fixtures | | - | - | 8,500 | | - | |
| Chair replacement | | | | | 300 | 300 | |
| Breakroom redesign | | | | | 700 | 700 | |
| Total Fixed Assets | 606 | 6,377 | 5,500 | 24,750 | 4,250 | (1,250) | -22.73% |
| | | | | | | | |
| **Total Human Resources Budget** | 908,980 | 976,302 | 1,459,607 | 974,829 | 986,743 | (477,211) | -32.69% |

# JUDICIAL

## DEPARTMENT SUMMARY

The City Judge is the head of the Judicial Department and determines whether City Ordinances have been violated through a hearing and testimony from all necessary parties. The Judge also determines the fine to be imposed if he determines an ordinance has been violated. The City Judge oversees a staff of administrators who are responsible for maintaining the records of the Court, collection of fines and submitting all required reports to the State of Tennessee and other agencies.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

### SAFE AND LIVABLE NEIGHBORHOODS

- Enforces codes that keep neighborhoods clean and well maintained
- Enforces traffic laws that keep citizens safer when traveling City streets
- Provides educational information to teen drivers on how to be safer drivers

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Continue employment of collection agency for the collection of delinquent fines, costs, and interest related to City ordinance violations

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Continue to provide expanded court hours (night court) and monitor for effectiveness
- Develop new City Court related topics monthly for the City's website to inform citizens of new laws, court procedures, etc.

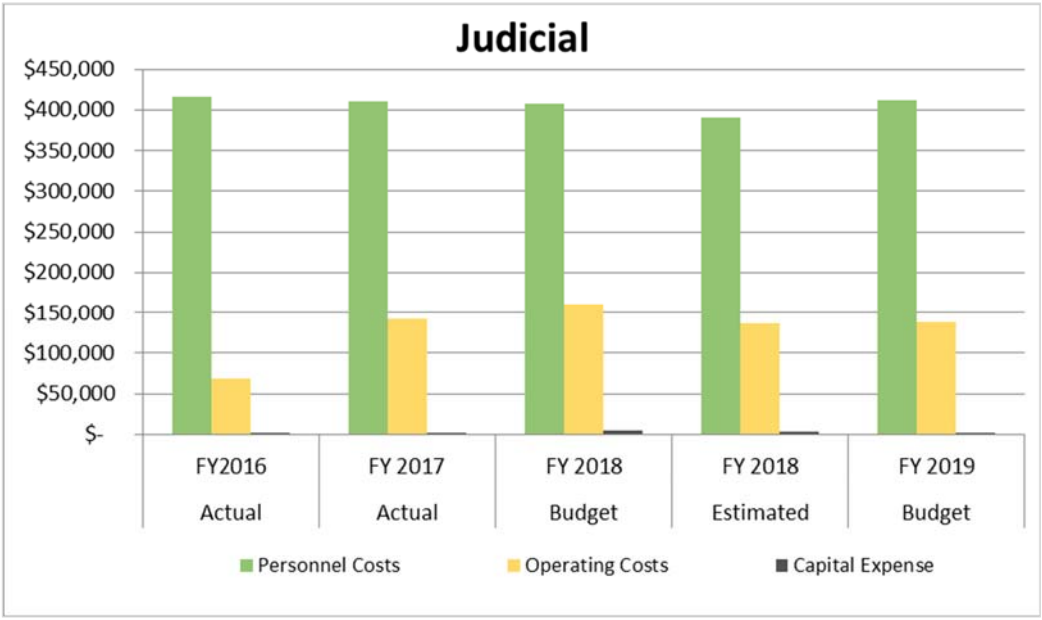
## FY 2018 ACCOMPLISHMENTS

## FY 2019 DEPARTMENT GOALS

- Update our website page to make it more user friendly and more informational

## EXPENDITURE SUMMARY

| | Judicial | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 415,400 | $ 410,859 | $ 407,784 | $ 390,141 | $ 411,306 |
| Operating Costs | $ 68,256 | $ 142,360 | $ 160,800 | $ 135,905 | $ 138,200 |
| Capital Expense | $ 2,280 | $ 1,951 | $ 4,000 | $ 3,073 | $ 1,000 |
| Total Judicial | $ 485,936 | $ 555,169 | $ 572,584 | $ 529,119 | $ 550,506 |



## HUMAN RESOURCES SUMMARY

| Judicial Department | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| City Judge | 1 | 1 | 1 | 1 |
| Chief Court Clerk | 1 | 1 | 1 | 1 |
| Court Clerk | 3 | 3 | 3 | 3 |
| Administrative Support Specialist II | 1 | 1 | 1 | 1 |
| Total Judicial Allocation | 6 | 6 | 6 | 6 |

# 2018 - 2019 Budget Year

## Judicial Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 269,859 | 274,125 | 275,330 | 261,648 | 272,247 | (3,083) | -1.12% |
| Longevity | 5,520 | 5,340 | 5,220 | 5,220 | 5,460 | 240 | 4.60% |
| Overtime Wages | 102 | 541 | 300 | 449 | 500 | 200 | 66.67% |
| Annual Holiday Gift | | | | 300 | 342 | 342 | |
| Social Security & Medicare Tax | 19,671 | 20,376 | 19,486 | 19,388 | 19,192 | (294) | -1.51% |
| Hospital And Health Insurance | 79,704 | 75,426 | 72,630 | 70,832 | 79,393 | 6,763 | 9.31% |
| Dental Insurance - Delta | 3,394 | 3,288 | 3,139 | 3,274 | 3,330 | 191 | 6.08% |
| Defined Benefit Plan | 34,929 | 28,180 | 27,258 | 24,898 | 26,011 | (1,247) | -4.57% |
| Defined Contribution Plan | - | 1,205 | 2,136 | 1,873 | 2,797 | 661 | 30.95% |
| LTD & Life Insurance | 1,835 | 1,955 | 2,018 | 1,991 | 1,683 | (335) | -16.60% |
| Worker's Compensation | 386 | 423 | 267 | 267 | 351 | 84 | 31.46% |
| Total Personnel Costs | 415,400 | 410,859 | 407,784 | 390,141 | 411,306 | 3,522 | 0.86% |
| | | | | | | | |
| Contractual Services | 5,871 | 3,850 | 8,000 | 2,926 | 4,000 | (4,000) | -50.00% |
| Memberships & Dues | 385 | 735 | 1,200 | 848 | 900 | (300) | -25.00% |
| Advertising | 563 | - | - | - | - | - | |
| Subscriptions - Newspapers | 305 | 318 | 400 | 350 | 400 | - | 0.00% |
| Profession. Svc - Subscription | - | 496 | 600 | 951 | 600 | - | 0.00% |
| License/Prof Fees | 400 | 400 | 400 | 255 | 400 | - | 0.00% |
| Telephone & Other Comm. | 1,224 | 1,376 | 1,600 | 762 | 1,000 | (600) | -37.50% |
| Cell Phone | 276 | 277 | 600 | 482 | 500 | (100) | -16.67% |
| Professional Services | 37,510 | 41,020 | 45,500 | 40,000 | 38,000 | (7,500) | -16.48% |
| Repair & Maint - Software | 4,500 | 78,413 | 75,000 | 76,144 | 75,000 | - | 0.00% |
| Repair & Maint Furn. & Machine | 647 | 773 | 2,000 | 873 | 1,000 | (1,000) | -50.00% |
| Training & Travel | 643 | 1,882 | 4,500 | 555 | 2,000 | (2,500) | -55.56% |
| Office Supplies and Materials | 10,810 | 8,235 | 14,000 | 8,171 | 9,000 | (5,000) | -35.71% |
| Postage & Shipping | 4,196 | 3,758 | 6,000 | 3,600 | 4,400 | (1,600) | -26.67% |
| Bad Debt Expense | 946 | 809 | 1,000 | (11) | 1,000 | - | 0.00% |
| Cash Over and Short | (20) | 18 | - | 0 | - | - | |
| Total Operating Budget | 68,256 | 142,360 | 160,800 | 135,905 | 138,200 | (22,600) | -14.05% |
| | | | | | | | |
| **Operating and Salary Budget** | 483,656 | 553,219 | 568,584 | 526,046 | 549,506 | (19,078) | -3.36% |
| | | | | | | | |
| Office Machinery & Equipment | | 367 | 4,000 | 2,291 | | (4,000) | -100.00% |
| Normal replacement | | | | | 500 | 500 | |
| Computer Equipment | | 1,584 | - | 782 | | - | |
| Normal replacement | | | | | 500 | 500 | |
| Total Fixed Assets | 2,280 | 1,951 | 4,000 | 3,073 | 1,000 | (3,000) | -75.00% |
| | | | | | | | |
| **Total Judicial Budget** | 485,936 | 555,169 | 572,584 | 529,119 | 550,506 | (22,078) | -3.86% |

# POLICE

## DEPARTMENT SUMMARY

The Murfreesboro Police Department is committed to the protection of life and the prevention of crime and disorder. With an emphasis on community policing, the Police Department will build partnerships and seek proactive approaches and innovative solutions to address crime and other safety issues in Murfreesboro, which adversely affect the daily lives of the community and visitors.

Through prompt, efficient, and courteous service, the Police Department strives towards the goal of creating a better quality of life. This is being accomplished by providing proactive community-oriented police services, strategic and innovative responses to safety concerns or criminal activity, and the hard work of dedicated employees who strive to make a difference.

The 261 police officers, 33 dispatchers, 29 non-sworn support staff, 33 school patrol, and 6 part-time staff members contribute to the fight against crime and the protection of our community. In 2017, 6,497 Part I crimes were reported to the police, which was an increase of 11.6%. Officers responded to 102,969 calls for service (about 282 calls per day), completed 16,062 official police reports, initiated 6,280 arrests, and issued 10,003 citations.

The department is organized into six (6) divisions/sections; Uniformed Division, Criminal Investigations Division, Administrative Services Division, Operations Division, Communications Section and Information Systems.

The Uniformed Division, consisting of 187 sworn officers, is the largest single unit of the department and provides all uniformed police services for the citizens of Murfreesboro. Operating 24 hours a day, with three (3) patrol shifts and several specialized enforcement units MPD provides services by car, bicycle, and on foot patrol which allows the department to cover the 61 square miles that encompass the City of Murfreesboro. This division includes the Special Operations Unit (S.O.U), Fatal Accident Crash Team (F.A.C.T.), Murfreesboro Police Alcohol Counter-Measures Team (M.P.A.C.T.), Canine Unit, Directed Patrol Unit, Aggressive Driving Unit, Parks and Greenway Patrol, and Automated Traffic Enforcement.

The Criminal Investigations Division (CID) is responsible for the investigation of crimes reported to police. The division is divided into six (6) sections: Crimes Against Property, Special Victims Unit, Crimes Against Persons, General Investigations, Special Investigations, and Forensic Services. These sections are supported by detectives that also serve on the Crime Scene Investigation Team (C.S.I.) and Sexual Assault Response Team (S.A.R.T.). Together, they process crime scenes, gather evidence, and interview victims, witnesses and suspects of crimes. In 2017, the CID assigned 1,419 cases for criminal investigation, closed 741 cases and cleared 695 investigations.

The Administrative Services Division is responsible for many of the business functions and day-to-day operations of the department. They staff and oversee the Field Training and Evaluation Program (FTEP), the Crime Free Multi-Housing Unit, Community Relations, Media Relations, School Patrol Program and the School Safety and Education Officers (SSEO) program. In addition, they house alarms enforcement, personnel, training, firearms, and the quartermaster. In 2017, the training section provided or coordinated a total of 28,685 hours of training for department personnel and outside law enforcement agencies. Numerous community events were either attended or hosted by department personnel. Firearms training resulted in 151,479 rounds of ammunition fired during training exercises.

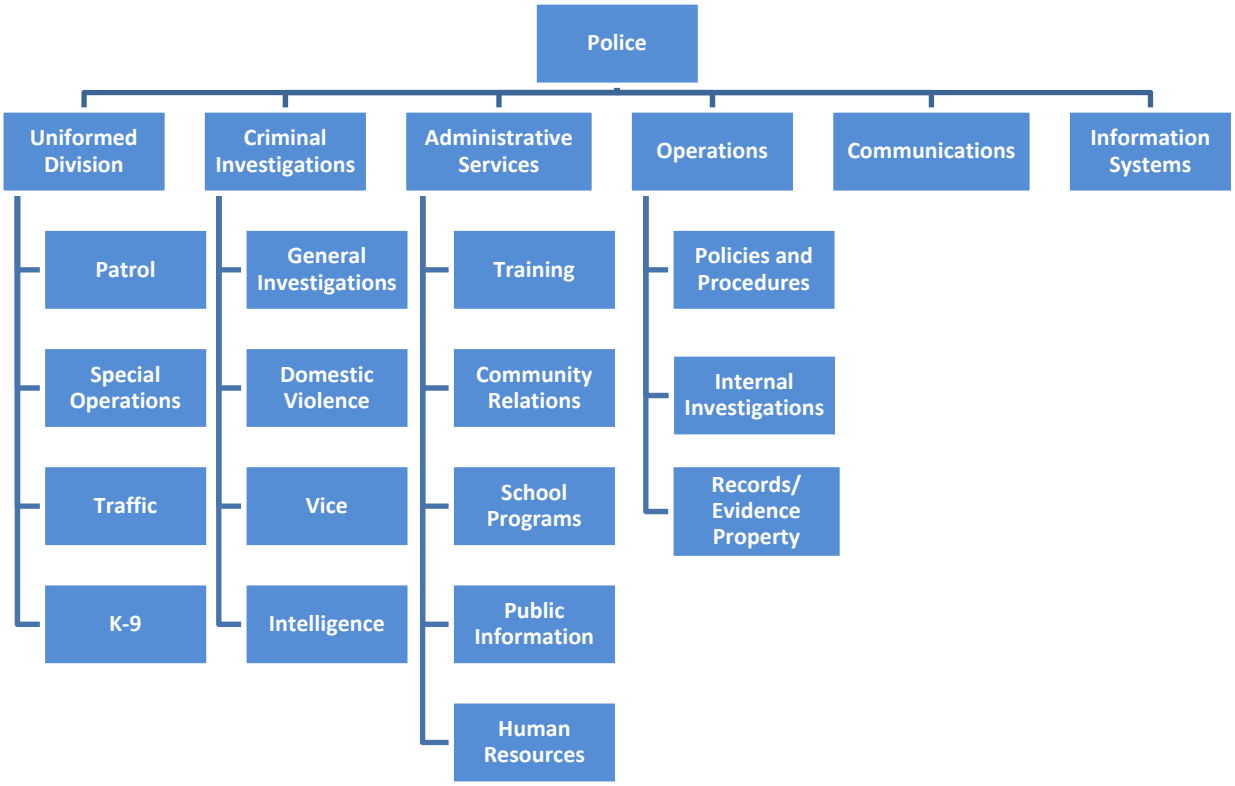
The Operations Division consists of the Office of Professional Responsibility (OPR), Police and Fire Communications, Records Management, and front desk personnel. OPR completed thirty-five (35) internal affairs investigations, processed 129 off duty jobs, and provided 1,380 copies of in-car video to officers, attorneys and citizens.

The Murfreesboro Police and Fire Communications Center serves the community by answering emergency and nonemergency calls for service, coordinating responses for those calls, and assisting the emergency service providers in protecting life and property. Consistently, this center is the busiest Public Safety Answering Point (P.S.A.P.) in Rutherford County. In 2017, more than 181,316** calls were received and 160,548 calls for service were dispatched by Police and Fire Dispatchers.

Information Systems consists of four (4) computer/IT specialists, working under the direction of the Information Technology Department, with the goal of providing the most recent technology for police officers and dispatchers to utilize during day-to-day operations. The IT staff will continue working toward the implementation of Field-Based reporting, implementation of a virtual server environment for our public safety software system, and continued improvements to existing technology-based systems and infrastructure for the Police and Fire Departments.

For FY 2017-2018 the department's automated red-light enforcement program was fully functional. Estimated revenue for 2017-2018 fiscal year generated from the red-light camera system is $823,000. For 2018-2019 fiscal year the revenue generated from automated red-light enforcement is estimated at $900,000. These funds will continue to be used to purchase equipment used to address distracted driving. This revenue also funds the Automated Enforcement Officer position for issuing red light violations and two Aggressive Driving Unit (ADU) officer positions.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Make Murfreesboro a safe place to live, work and visit
- Address quality of life issues through the reduction of calls at repeat locations and the use of specialized units to address specific problems
- Continue the integration of new two-way radio components and technology to improve police radio communication and facilitate service delivery
- Complete Radio Tower construction for improved communications, increased signal distribution and reliability and reduction of land line costs
- Utilize crime statistics and analysis from our analysts to predict and forecast crime trends that allow us to better direct our personnel

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- The relentless work of the department in crime prevention and law enforcement to create a safe environment for investment and economic development

- Provide education to local businesses regarding crime prevention topics
- Form and develop partnerships with business leaders and owners to facilitate a safe environment where business can thrive and flourish without being inhibited by criminal activity

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Commitment to providing timely and courteous police service to the citizens of and visitors to Murfreesboro
- Ensure that officers are trained and equipped to perform their job proficiently with customer service as a priority
- Provide programs (D.A.R.E. and G.R.E.A.T.) to all Murfreesboro City Schools strengthening partnerships with educators, students and their families
- Expand communications through social media allowing for more ways to directly access department resources

## ENGAGING OUR COMMUNITY

- For FY 2019, Murfreesboro Police will continue existing community engagement efforts which include: Citizens Police Academy; participation in the Prevention Coalition for Success; the Patterson Park Coalition; Read to Succeed; the Rutherford County Child Advocacy Center; the Rutherford County Child Abuse Coalition; and Leadership Rutherford (Adult and Youth)
- Murfreesboro Police will continue the implementation of the Crime Free Multi-Housing Program

## FY 2018 ACCOMPLISHMENTS

- Completed the construction phase of the New Police Headquarters
- Continue the construction phase of the two-way public safety radio tower network
- Trained supervisors in executive level leadership and management through FBI LEEDA, Northwestern School of Police Staff and Command, and the Southeastern Leadership Academy
- Provided training to officers within the agency as well as from other law enforcement agencies from across the country
- Implementation of an evidence and property management software system to assist with inventory and management of the property room
- Complete implementation of Electronic Document Management System to provide quick mobile access to policy documents and a web-based program to compose and complete on-line training objectives
- The development and implementation of weekly intelligence sharing across law enforcement units
- Purchased and implemented an additional software program to supplement training through online individual learning.
- Addition of support staff with four civilian crime scene technicians to assist investigations
- Development and begin implementation of the Crime Free Multi-Housing Program
- Appointed a new Communications Director for Police and Fire Emergency Services
- Appointed a new Public Safety Finance Manager

## FY 2019 DEPARTMENT GOALS

- Complete the move-in process for Police Headquarters
- Continue high speed scanning of paper documents and dispose of them in accordance to TCA
- Continuation of Selective Traffic Enforcement Program to provide traffic enforcement in areas based on crash data
- Complete integration of Field-Based Reporting (FBR) for Police incident, arrest and crash reports
- Full implementation of a 700 MHz P25 digital two-way radio system, including the construction fifth tower site
- Continue Crisis Intervention Team (CIT) training with the goal of 25% of police officers to being CIT trained
- Continue with our goal of having all police officers, dispatchers, and other police personnel trained in Mental Health First Aid

## BENCHMARKING MEASURES

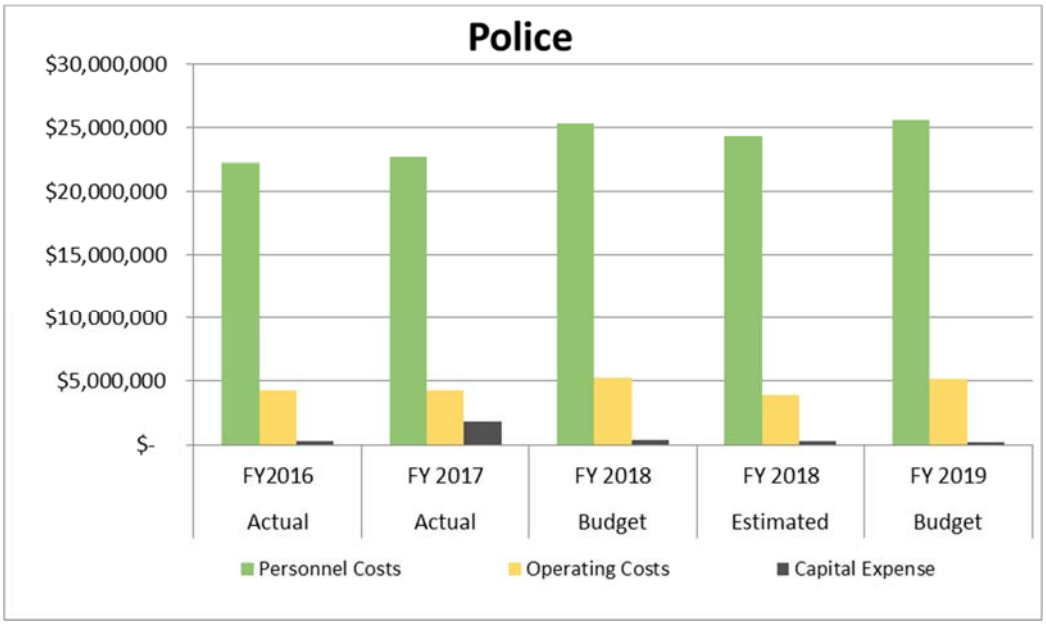
| Workload Indicator | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|
| Telephone Calls Received | 192,030 | 181,316** | 225,000 | 215,000 | 230,000 |
| Total 911 Calls Received | 46,132 | 22,694** | 50,000 | 46,000 | 49,000 |
| Calls for Service | 108,935 | 102,969 | 120,000 | 210,000 | 225,000 |
| Traffic Crashes - Total | 6,103 | 6,199 | 6,700 | 6,500 | 6,700 |
| Fatalities | 11 | 8 | 10 | 10 | 10 |
| Injury | 1,431 | 1,388 | 1,790 | 1,500 | 1,800 |
| Non-Injury | 4,661 | 4,803 | 4,900 | 5,000 | 5,300 |
| Incident Reports | 15,877 | 16,062 | 14,000 | 16,500 | 17,000 |
| Arrests | 7,405 | 6,280 | 9,750 | 6,200 | 7,000 |
| Traffic Citations | 13,484 | 10,003 | 17,000 | 8,700 | 10,000 |
| Automated Red Light Citations | n/a | 26,720 | 24,000 | 25,700 | 27,000 |
| Parking Citations - Total | 18,221 | 10,505 | 17,500 | 8,500 | 12,000 |
| Firearms Training (Rounds Fired) | 134,917 | 151,479 | 185,000 | 150,000 | 165,000 |
| Training Hours – Total | 26,117 | 28,685 | 45,000 | 36,500 | 40,000 |
| S.S.E.O. (D.A.R.E. / G.R.E.A.T.) Classes | 206 | 250 | 200 | 270 | 250 |
| Community Education Classes | 54 | 67 | 100 | 60 | 100 |
| Citizen Police Academy (C.P.A.) | 36 | 52 | 50 | 52 | 60 |
| K-9 Deployments – Total | 281 | 220 | 250 | 250 | 275 |
| Internal Investigations | 34 | 35 | 40 | 30 | 35 |
| Criminal Investigations Division: | | | | | |
| Cases Assigned | 1,746 | 1,419 | 3,000 | 1,400 | 3,000 |

| | | | | | |
|---|---|---|---|---|---|
| Cases Closed | 850 | 741 | 950 | 900 | 1,000 |
| Cases Cleared | 816 | 695 | 900 | 800 | 1,000 |

**Reported numbers are based upon a calendar year*
***Reported numbers are less than actual based on data limitations*

## EXPENDITURE SUMMARY

| | Police | | | | |
|---|---|---|---|---|---|
| | Actual FY2016 | Actual FY 2017 | Budget FY 2018 | Estimated FY 2018 | Budget FY 2019 |
| | | | | | |
| Personnel Costs | $ 22,258,053 | $ 22,684,590 | $ 25,346,285 | $ 24,294,724 | $ 25,589,198 |
| Operating Costs | $ 4,260,984 | $ 4,285,276 | $ 5,249,294 | $ 3,947,784 | $ 5,191,328 |
| Capital Expense | $ 245,362 | $ 1,854,403 | $ 337,861 | $ 249,807 | $ 210,500 |
| Total Police | $ 26,764,399 | $ 28,824,270 | $ 30,933,439 | $ 28,492,314 | $ 30,991,026 |



## HUMAN RESOURCES SUMMARY

| Police Department | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Police Chief | 1 | 1 | 1 | 1 |
| Deputy Police Chief | 1 | 1 | 1 | 1 |
| Assistant Police Chief | 1 | 1 | 1 | 0 |
| Major | 4 | 4 | 2 | 0 |
| Captain | 3 | 3 | 4 | 5 |
| Lieutenant | 10 | 10 | 10 | 10 |
| Sergeant | 38 | 38 | 38 | 39 |
| Police Officer | 179 | 192 | 203 | 212 |
| Sworn Personnel | 237 | 250 | 260 | 268 |
| | | | | |
| Civilian | | | | |
| Communications Manager | 0 | 1 | 1 | 1 |
| Communications Shift Supervisor | 7 | 7 | 7 | 7 |
| Dispatcher | 25 | 25 | 24 | 24 |
| Public Information Officer | | | 1 | 1 |
| Parking Enforcement Aide | 2 | 2 | 2 | 2 |
| Crime Data Analyst | 1 | 1 | 2 | 2 |
| Crime Scene Technician | 0 | 0 | 3 | 3 |
| Finance Manager | 0 | 1 | 1 | 1 |
| Administrative Aide II | 2 | 2 | 2 | 2 |
| Department Coordinator | 0 | 0 | 0 | 0 |
| Administrative Support Specialist II | 7 | 7 | 7 | 7 |
| Administrative Support Specialist I | 2 | 2 | 2 | 2 |
| Police Evidence Technician | 5 | 5 | 5 | 5 |
| Sex Offender Coordinator | 0 | 0 | 1 | 1 |
| Custodian | 2 | 2 | 2 | 2 |
| Civilian Personnel | 53 | 55 | 60 | 60 |
| | | | | |
| Total Full-Time Positions | 290 | 305 | 320 | 328 |
| | | | | |
| Information Desk | 7 | 7 | 6 | 6 |
| Dispatcher | 0 | 2 | 2 | 2 |
| Private School Traffic Patrol | 3 | 3 | 3 | 3 |
| School Traffic Patrol | 27 | 27 | 33 | 33 |
| Total Part-Time Positions | 37 | 39 | 44 | 44 |
| | | | | |
| Total Police Allocation | 327 | 344 | 364 | 372 |

# 2018 - 2019 Budget Year

## Police Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 14,261,486 | 13,456,199 | 14,868,712 | 15,136,091 | 16,606,054 | 1,737,342 | 11.68% |
| ALLOWANCE FOR UNFILLED VACANCIES | | | | | (967,500) | (967,500) | |
| Longevity | 170,280 | 173,460 | 183,540 | 174,300 | 178,260 | (5,280) | -2.88% |
| Holiday Pay | - | 37,853 | 350,000 | 310,913 | - | (350,000) | -100.00% |
| Part-Time Regular Emp Wages | 117,302 | 272,995 | 54,961 | 266,515 | 334,024 | 279,063 | 507.74% |
| Temp/Seasonal Part-Time Wages | | - | 293,782 | | - | (293,782) | -100.00% |
| Overtime Wages | 733,402 | 1,844,950 | 625,000 | 1,348,414 | 1,361,012 | 736,012 | 117.76% |
| Other Wages | - | - | 1,000,000 | - | - | (1,000,000) | -100.00% |
| Per Diem Pay | - | - | 931,500 | - | - | (931,500) | -100.00% |
| Clothing Allowance | - | 51,200 | 34,800 | 53,823 | 40,800 | 6,000 | 17.24% |
| State Training Pay | | - | - | - | 114,600 | 114,600 | |
| Annual Holiday Pay | | - | | 16,025 | 16,025 | 16,025 | |
| Social Security & Medicare Tax | 1,123,295 | 1,168,344 | 1,265,495 | 1,268,489 | 1,340,133 | 74,639 | 5.90% |
| Hospital And Health Insurance | 3,165,100 | 3,133,495 | 3,553,272 | 3,461,129 | 3,694,159 | 140,887 | 3.96% |
| Dental Insurance - Delta | 136,388 | 134,661 | 143,712 | 153,756 | 156,717 | 13,005 | 9.05% |
| Dental Insurance - Assurant | 1,518 | 699 | - | - | - | - | |
| Defined Benefit Plan | 1,172,074 | 1,070,456 | 1,071,316 | 1,134,177 | 1,141,304 | 69,988 | 6.53% |
| Defined Contribution Plan | 154,042 | 145,476 | 280,243 | 278,459 | 409,506 | 129,262 | 46.13% |
| LTD & Life Insurance | 85,219 | 92,938 | 90,623 | 112,202 | 101,921 | 11,298 | 12.47% |
| Worker's Compensation | 1,134,788 | 1,100,514 | 580,429 | 580,429 | 1,062,183 | 481,754 | 83.00% |
| Other Personal Services | - | - | 18,900 | - | - | (18,900) | -100.00% |
| Relocation Expenses | 3,160 | 1,350 | - | - | - | - | |
| Total Personnel Costs | 22,258,053 | 22,684,590 | 25,346,285 | 24,294,724 | 25,589,198 | 242,913 | 0.96% |
| | | | | | | | |
| Employee Testing | 7,199 | 3,039 | - | - | - | - | |
| Contractual Services | 745,913 | 311,800 | 555,600 | 349,182 | 547,000 | (8,600) | -1.55% |
| Administration Fees | - | 5,011 | 8,745 | 7,765 | 14,000 | 5,255 | 60.09% |
| Printing Services | 438 | 188 | - | - | - | - | |
| Memberships & Dues | 5,850 | 8,804 | 12,500 | 5,000 | 9,000 | (3,500) | -28.00% |
| Advertising | 297 | - | - | - | - | - | |
| Subscriptions - Newspapers,etc | 1,357 | 558 | 750 | 891 | 825 | 75 | 10.00% |
| Profession. Svc - Subscription | - | 5,666 | 5,000 | 2,000 | 6,000 | 1,000 | 20.00% |
| Public Relations | 7,972 | 113 | - | - | - | - | |
| County Shared Costs | 32,085 | 32,767 | 34,000 | - | 34,000 | - | 0.00% |
| Utility Services | - | 15 | - | - | - | - | |
| Electric | 181,152 | 207,073 | 224,270 | 100,328 | 350,000 | 125,730 | 56.06% |
| Water | 12,780 | 15,783 | 16,250 | 10,000 | 60,000 | 43,750 | 269.23% |
| Gas | 5,879 | 6,123 | 7,400 | 3,500 | 7,400 | - | 0.00% |
| Telephone & Other Comm. | 184,255 | 189,739 | 170,000 | 67,000 | 19,200 | (150,800) | -88.71% |
| Cell Phone | 182,857 | 227,959 | 225,000 | 65,000 | 168,000 | (57,000) | -25.33% |
| Internet | - | 30,006 | 35,000 | 25,900 | 140,000 | 105,000 | 300.00% |
| Cable Service | - | 736 | 1,000 | 6,000 | 5,000 | 4,000 | 400.00% |
| Other Utility Services | 75 | - | - | - | - | - | |
| Professional Services | 4,074 | 11,793 | 8,500 | 1,598 | 8,500 | - | 0.00% |
| Other Professional Services | 180 | 2,825 | 58,000 | 4,140 | 25,000 | (33,000) | -56.90% |
| Employee Testing | 8,718 | 26,538 | 38,000 | 10,000 | 60,000 | 22,000 | 57.89% |
| Respiratory Program | | - | - | - | 2,200 | 2,200 | |

# 2018 - 2019 Budget Year

## Police Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Repair & Maint. Services | 1,911 | - | - | - | - | - | |
| Repair & Maint. Motor Vehicles | 62,814 | 166,342 | 160,000 | 120,000 | 175,000 | 15,000 | 9.38% |
| Fleet - Repair & Maintenance | 335,415 | 301,935 | 321,434 | 172,874 | 345,391 | 23,957 | 7.45% |
| Repair & Maint Other Mach & Eq | 1,338 | 550 | 900 | 620 | 1,000 | 100 | 11.11% |
| Repair & Maint - Lab Equipment | - | 7,295 | 10,000 | 10,500 | 10,000 | - | 0.00% |
| Repair & Maint - Invest Equip | 7,097 | 33 | - | - | - | - | |
| Repair & Maint. - Animals | 13,539 | 14,320 | 15,000 | 39,497 | 17,000 | 2,000 | 13.33% |
| Repair & Maint. - Fire Ext. | 733 | 10,325 | 10,000 | 14,829 | 7,500 | (2,500) | -25.00% |
| Repair & Maint. - Firing Range | 925 | 1,850 | 10,000 | 8,000 | 10,000 | - | 0.00% |
| Repair & Maintenance - Guns | 9,302 | 3,018 | 15,750 | 4,778 | 10,000 | (5,750) | -36.51% |
| Repair & Maint - Video Equip | 2,800 | 1,820 | 10,000 | 423 | 5,000 | (5,000) | -50.00% |
| Repair & Maint - Software | - | 315,174 | 313,001 | 160,000 | 451,000 | 137,999 | 44.09% |
| Repair & Maint Furn. & Machine | 199,193 | 62,465 | 210,000 | 89,391 | 150,000 | (60,000) | -28.57% |
| Repair & Maint - Traffic Timer | 4,910 | 4,620 | 7,000 | 5,000 | 5,000 | (2,000) | -28.57% |
| Repair & Maint Grounds & Imp | - | 1,185 | - | - | 2,000 | 2,000 | |
| Repair & Maint. Buildings | 76,143 | 83,942 | 100,000 | 96,021 | 5,000 | (95,000) | -95.00% |
| Repair & Maint - Network & Web | | 4,680 | - | 955 | - | - | |
| Repair & Maintenance - Radios | 3,187 | 3,542 | 35,000 | 10,000 | 25,000 | (10,000) | -28.57% |
| Repair & Maint - MDTs | 154,306 | 100,503 | 210,000 | 195,718 | 210,000 | - | 0.00% |
| Repair & Maint. - Internet | 20,604 | - | - | - | - | - | |
| Training & Travel | 201,119 | 243,757 | 363,800 | 383,239 | 340,000 | (23,800) | -6.54% |
| Employee | 12,968 | 10,020 | 11,000 | 148 | - | (11,000) | -100.00% |
| Other Employee & Travel | 1,530 | 3,348 | 5,000 | 2,305 | 5,000 | - | 0.00% |
| Disposal Fees | 1,146 | 2,376 | 2,300 | 1,000 | 2,600 | 300 | 13.04% |
| Office Supplies and Materials | 63,042 | 58,712 | 110,750 | 94,313 | 109,200 | (1,550) | -1.40% |
| IT Supplies | - | 6,662 | - | 17,280 | 15,000 | 15,000 | |
| Software Subscriptions | - | 1,750 | - | 2,000 | 2,000 | 2,000 | |
| Postage & Shipping | 7,068 | 6,491 | 7,000 | 7,668 | 8,000 | 1,000 | 14.29% |
| Chemical, Lab & Med Supplies | - | 228 | 30,128 | 9,144 | 26,000 | (4,128) | -13.70% |
| Food | 1,185 | 2,246 | 10,450 | 21,175 | 5,000 | (5,450) | -52.15% |
| Household & Janitor Supplies | 25,344 | 22,468 | 23,000 | 29,798 | 10,000 | (13,000) | -56.52% |
| Public Safety Supplies | 316,812 | 133,162 | 130,000 | 125,853 | 140,112 | 10,112 | 7.78% |
| Clothing and Uniforms | 45,453 | 232,487 | 600,296 | 677,268 | 286,928 | (313,368) | -52.20% |
| Flashlights, Batteries, Etc. | 4,194 | 4,991 | 8,000 | 5,000 | 3,000 | (5,000) | -62.50% |
| Educational Supplies | 1,932 | 5,280 | - | - | 5,000 | 5,000 | |
| Repair & Maint. Supplies | 703 | - | - | - | - | - | |
| Gas, Oil, Diesel, Grease, Etc. | 358,656 | 360,049 | 395,000 | 308,000 | 470,000 | 75,000 | 18.99% |
| Vehicle Parts & Repair | 205 | - | - | - | - | - | |
| Clothing - Cleaning | 19,517 | 70,959 | 72,000 | 97,500 | 95,000 | 23,000 | 31.94% |
| Consumable Tools | | - | - | 300 | - | - | |
| Safety Supplies | 2,454 | 19,383 | 16,000 | 10,000 | 20,000 | 4,000 | 25.00% |
| Other Supplies & Materials | 473 | 1,954 | - | 550 | 2,000 | 2,000 | |
| Professional Liability | 144,945 | 194,873 | - | - | - | - | |
| Surety Bonds - Officials & Emp | | 50 | - | 50 | 100 | 100 | |
| Vehicle Insurance | 261,788 | 235,936 | 213,543 | 175,713 | 271,434 | 57,891 | 27.11% |
| Building and Office Rental | 83,114 | 85,605 | 63,257 | 88,170 | 7,456 | (55,801) | -88.21% |
| Machinery and Equipment Rental | - | 120 | - | 60 | 200 | 200 | |

# 2018 - 2019 Budget Year

## Police Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Prizes & Awards | | - | | - | 7,000 | 7,000 | |
| Desig Donations/Contributions | 3,645 | 14,072 | 5,000 | 17,537 | 15,000 | 10,000 | 200.00% |
| Bad Debt Expense | 80 | - | - | - | 100 | 100 | |
| Special Investigative Funds | 7,000 | 6,307 | 20,000 | 5,250 | 15,000 | (5,000) | -25.00% |
| Federal Equitable | 19,598 | 86,285 | - | 77,350 | - | - | |
| Sex Offender | 2,844 | 3,797 | 2,500 | 1,000 | 2,500 | - | 0.00% |
| JAG Grant Expense | 51,032 | 31,214 | - | 535 | 48,482 | 48,482 | |
| GREAT&RAD Programs | 8,948 | 1,540 | 10,000 | 2,000 | - | (10,000) | -100.00% |
| DARE Program | 15,258 | 15,368 | 17,000 | 16,257 | 27,000 | 10,000 | 58.82% |
| DARE Designated Donations | 357 | 398 | - | 283 | - | - | |
| Miscellaneous Expense | 62,046 | 18,021 | 51,470 | 24,512 | 95,000 | 43,530 | 84.57% |
| Cash Over and Short | 31 | 1 | - | 1 | - | - | |
| State Fines - Pass Thru | 260,101 | 226,344 | 240,000 | 150,878 | 260,000 | 20,000 | 8.33% |
| Drug Programs | - | 1,205 | 3,000 | 1,000 | 1,500 | (1,500) | -50.00% |
| Community Engagement | 1,100 | 7,686 | 10,700 | 7,740 | 10,700 | - | 0.00% |
| Total Operating Budget | 4,260,984 | 4,285,276 | 5,249,294 | 3,947,784 | 5,191,328 | (57,966) | -1.10% |
| | | | | | | | |
| **Operating and Salary Budget** | 26,519,037 | 26,969,866 | 30,595,579 | 28,242,507 | 30,780,526 | 184,947 | 0.60% |
| | | | | | | | |
| Building Expense | | - | | | - | - | |
| Machinery and Equipment | | 782,720 | 229,733 | 170,986 | 199,500 | (30,233) | -13.16% |
| Transp Equipment | | 734,113 | - | 7,167 | - | - | |
| Office Machinery and Equipment | | 2,227 | 21,473 | 9,583 | - | (21,473) | -100.00% |
| Computer Software Exp | | 184,414 | 70,000 | 12,000 | | (70,000) | -100.00% |
| Advance CAD Interface to RCSO/EMS | | | | | 11,000 | 11,000 | |
| Computer Equipment | | 128,185 | - | 40,000 | - | - | |
| Machinery and Equipment | | 22,744 | - | 5,071 | - | - | |
| Transp Equipment | | - | 16,655 | 5,000 | - | (16,655) | -100.00% |
| Total Fixed Assets | 245,362 | 1,854,403 | 337,861 | 249,807 | 210,500 | (127,361) | -37.70% |
| | | | | | | | |
| **Total Police Budget** | 26,764,399 | 28,824,270 | 30,933,439 | 28,492,314 | 30,991,026 | 57,587 | 0.19% |

# FIRE & RESCUE

## DEPARTMENT SUMMARY

The mission of the Murfreesboro Fire Rescue Department (MFRD) is to deliver the highest level of emergency response with the greatest margin of safety in the most fiscally responsible way. Personnel are dedicated to consistently providing progressive fire protection, technical rescue, emergency medical services, hazardous materials response and mitigation, and community risk reduction. The Department also provides the community with a coordinated and planned response to natural and man-made disasters.

The Murfreesboro Fire Rescue Department maintains an Insurance Services Office (ISO) rating of Class 2, which equates to extremely low insurance rates for all residential, mercantile, industrial, and commercial properties. Ten stations and 204 employees provide fire suppression, emergency medical care, rescue, hazardous materials response and mitigation, inspections, plans review of commercial structures and public education on a full-time basis. The department responded to 11,557 calls for service during Fiscal Year 2016 (7.8% increase from FY2015) and is projected to respond to 12,180 calls for service by the end of FY 2017.

The department is organized into five divisions: Administration, Fire Operations, Community Risk Reduction, Training, and Medical Services.

> The Administration Division is responsible for day-to-day management and supervision of the fire and rescue department; oversees, directs and evaluates fire suppression, emergency medical services, special operations, community risk reduction, and training. It is also responsible for leadership and administration of the department and ensures that all personnel are provided the training, equipment, and other resources to effectively serve the citizens and visitors of Murfreesboro. Administration evaluates needs and makes recommendations on facilities, apparatus, and equipment and plans capital improvement projects and timetables for implementation. The Administration Division works with other city departments to strategically plan for the emergency response needs of this community including provisions for services, locations of stations, personnel, training, strategic partnerships, etc.
>
> The Community Risk Reduction Division (CRRD) provides fire inspection, codes enforcement, and site plans review and approval. The Division conducts investigations to determine the origin and cause of fires, distributes and installs smoke alarms within the City. The CRRD is an active participant in the State Fire Marshal's Office's "Get Alarmed, Tennessee!" Program and oversees several smoke alarm canvasses throughout Murfreesboro each year with partners such as the American Red Cross and Middle Tennessee State University's athletic programs. The division also offers child safety seat installation and education. Also included in this division is MFRD's

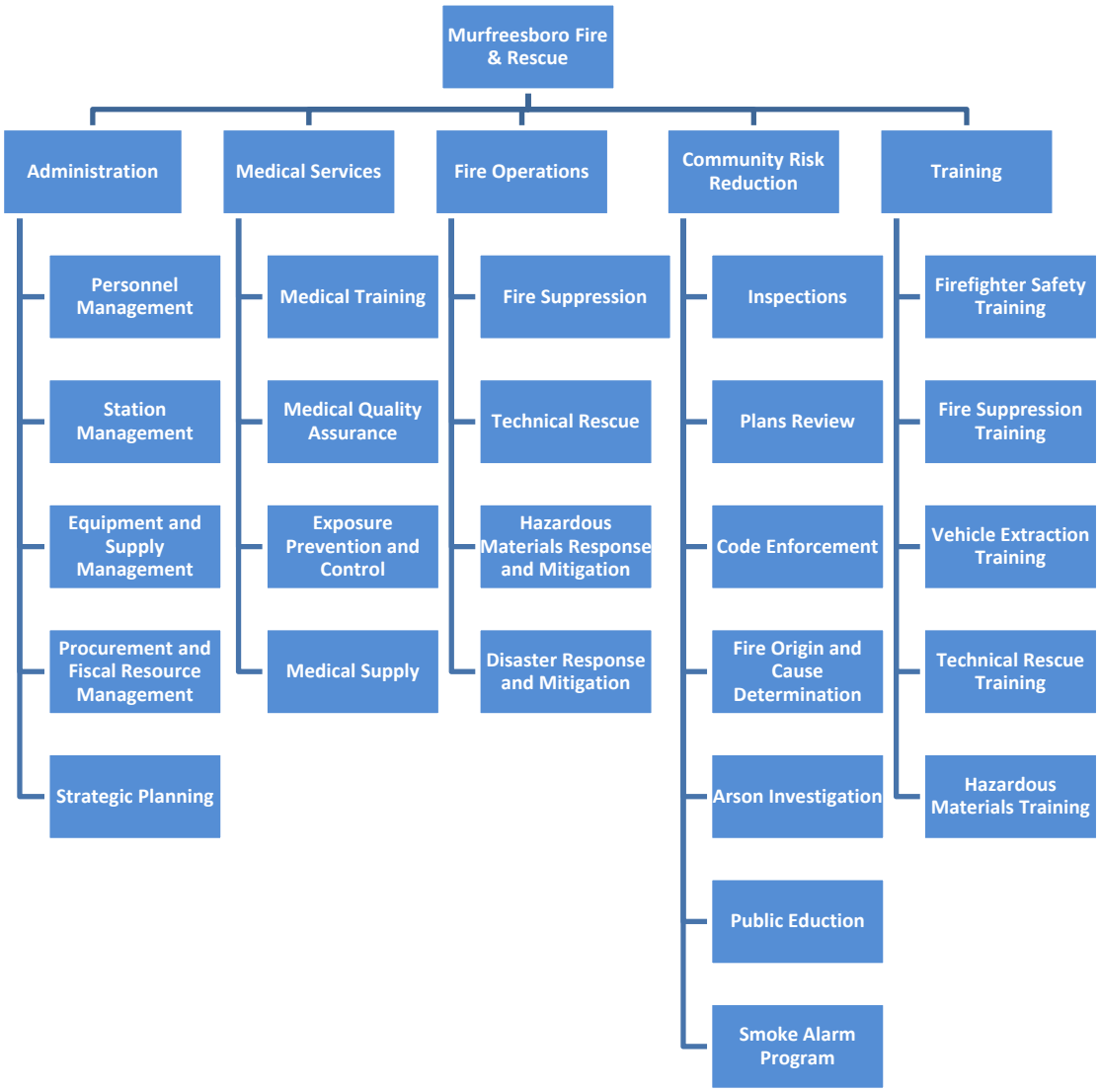
community relations. MFRD's Public Information Officer maintains the department's social media sites, including Facebook and Twitter, to engage the public with public service announcements, department accomplishments, safety information, training photos and videos, CityTV newsbreaks, and breaking news via press releases. CityTV assists with MFRD's community relations efforts by producing shows such as "Cooking with MFRD" which features a guest Firefighter cooking and sharing his/her favorite recipe and "Adventures in Firefighting" which uses a comedic element to teach the audience various firefighting tasks.

The Medical Services Division is responsible for planning, training, and equipping all personnel to successfully deliver emergency medical response and treatment within the city. This includes the supervision of licensing and new standards of care and equipment; training and coordination of mandatory CPR as well as the new electronic patient care report (ePCR); development of new protocols; conducts and manages of training on behalf of the department's Medical Director, Dr. Galloway, and with partners such as Motlow State Community College, State EMS Department, Vanderbilt Children's Hospital, Tri Star Health, and Rutherford County EMS. The Medical Services Division oversees exposure prevention and control; quality improvement of medical calls, which comprise approximately 80% of all responses, to assure that the treatment and care of patients is optimal; research, purchase, distribute, and train personnel to use new equipment such as the upgrade in our response from Emergency Medical Responder to Basic Life Support in 2014, and Advanced Life Support within the next few months.

Fire Operations Division is responsible for the 24-hour per day provision of emergency services including suppression, extrication, hazardous materials response and mitigation, technical rescue, and disaster response and mitigation. Eleven firefighting apparatus, responding from 10 stations throughout the city, provide response to emergency and non-emergency incidents of all types. Additionally, four rescue apparatus including two medium and two heavy rescue apparatus provide fire suppression support, vehicle extrication, specialist level hazardous materials, and specialist level technical rescue.

The Training Division provides fire, rescue, hazardous materials and leadership training to meet all department, state, and federal standards. It conducts daily training to ensure that responding personnel are competent in their duties, safe in the manner of their response, and productive under difficult circumstances. The Training Division oversees the annual physical ability and return to duty testing which simulates the job of a firefighter. Additionally, the Division is responsible for meeting the requirements for in-service training programs through the Tennessee Commission on Firefighting.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Efficient response times in emergencies due to adequate staffing and assessments of stations and personnel
- Ensure safety of the public through effective inspection, plan review, and code enforcement programs
- Provide Emergency Medical First Responder Services to all life-threatening medical emergencies
- Continue to provide and install smoke alarms to any household within the corporate city limits
- Provide fire safety education programs in the schools

- Install child safety seats and educate citizens on proper installation

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Strong Class 2 rating from the Insurance Services Office (ISO) means lower insurance rates for residential, business, commercial, and industrial properties in the city limits. This rating assists with the recruitment and retention of industry, commercial, and retail businesses
- Excellent response times and service delivery continues to decrease property loss from fire or other emergencies

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Provide the best services possible to the citizens and visitors of Murfreesboro
- Maintain an average response time of four minutes for all emergency calls
- Ensure that all personnel are educated, trained, and are technically proficient in various aspects of emergency response

## ENGAGING OUR COMMUNITY

- Update Fire Safety PSAs in High Definition format and broadcast on CityTV to educate our citizens on our services as well as fire safety, cooking safety, etc.
- Publish the monthly newsletter "The Extinguisher" with news, human interest items, etc. The link will be posted to the website as well as Facebook, so that the public has the opportunity to MFRD's monthly activities. Past issues of the newsletter will also be available in archives
- Continue to quarterly produce "Cooking with MFRD" for CityTV and YouTube. This allows MFRD to introduce our employees and their favorite recipes to the public. The archived episodes and recipes are also available on the website
- Set up smoke alarm canvasses in high risk areas in Murfreesboro. This canvassing can be a MFRD venture or can be conducted jointly with other organizations such as the State Fire Marshal's Office or American Red Cross. When possible, MFRD teams up with MTSU and high schools for volunteers
- Set up the Special Events Team tent and display board at various events throughout the City. MFRD employees discuss fire safety, distribute fire safety literature, and give out items such as plastic fire hats, etc.
- Post pictures, fire safety messages, State Fire Marshal's Office (SFMO) press releases, MFRD news releases, event flyers, etc. on MFRD's Facebook as well as the City of Murfreesboro's Facebook. This will encourage the public to be more involved with events in the City and also create responses to the "calls to action" from both MFRD and SFMO
- Conduct a six-week Citizens Fire Academy to give citizens a chance to better appreciate and understand MFRD employees and the services the department offers
- Film and photograph MFRD training for YouTube and Facebook to allow the public to view the exercises MFRD performs

## FY 2018 ACCOMPLISHMENTS

- Provided "in-house" Advanced Emergency Medical Technician training program to 20 personnel through a partnership with Motlow State Community College
- Began construction of the Doug Young Public Safety Training Center, while continuing to train at the facility
- Have selected architect and owner's representative for Fire Station 11 to be located on Blaze Drive
- Prepared specifications, utilized procurement process, and have ordered Heavy Rescue apparatus
- Initiated S.T.E.M. / Fire Rescue program in the city schools in fall semester of 2017 with "pilot" kickoff offering of program
- Took delivery of and placed into service new 100' Aerial Tower
- Hired a Logistics Manager to consolidate the tracking, acquisition, and maintenance of fire and rescue equipment, personal protective equipment, EMS supplies and equipment, and uniforms
- Promoted three (3) Fire and Life Safety Specialists. These positions are responsible for existing building inspections, fire cause and origin, and public life safety education. These personnel have increased the number of inspections of existing commercial occupancies by approximately 150% over the shift fire inspection program
- Purchased and installed back-up generators for eight of the ten fire stations. Now all existing fire stations have emergency back-up power; except for Station 4 which will be decommissioned as a fire station in November of 2018
- Initiated Advanced Life Support (Paramedic) level care in the four busiest stations. These four stations respond to approximately 75% of all medical responses
- Purchased and placed into service 16 Zoll X-series advanced life support defibrillator/cardiac monitors primarily through grant funds provided by the Christy Houston Foundation
- Installed intercom headsets in all apparatus to enhance communications and prevent hearing loss due to siren, scene noise. Ninety percent of funding obtained through grant

## CAPITAL PROJECTS INITIATED IN FY18

- Construction began on Fire Station 4 on Medical Center Parkway. The station will be completed by the end of November and will immediately began operating as a station
- Construction began on the Doug Young Public Safety Training Center. Demolition of all existing buildings is complete (except for the five that will become part of the center), the drill tower has been erected, and the existing buildings have been re-roofed. Site work including utility, parking, and roads infrastructure; landscaping, fencing, driving pad, and K-9 training field will begin in May and will be complete by October of 2018
- Design drawings for Station 11 to be built on Blaze Drive are being developed and the project will go to bid in June. Anticipated start of construction is July of 2018
- Installation of vehicle exhaust systems in all fire stations. Ninety percent of funding for this project obtained through grant. Project expected to be complete by the end of August 2018
- Designed, received proposals, and ordered two Heavy Rescue apparatus. Build time expected to be 12-14 months. Expect to place into service by the end of FY19

## FY 2019 DEPARTMENT GOALS

- Initiate staff vehicle replacement program to facilitate replacement of aging staff/station vehicles
- Open the new Station 4 on Medical Center Parkway which will include moving Special Operations Team components from Station 7 (Thompson Lane) into the new Station 4
- Obtain grant funding for and purchase automated/continuous CPR devices for all apparatus
- Decommission two Medium Duty Rescue apparatus and place new Heavy Rescue into service at Station 1
- Provide "in-house" Emergency Medical Technician and Advanced Emergency Medical Technician class to 20-25 personnel
- Place an additional Battalion Chief on each shift to enhance the span of control and provide better supervision. The city will be divided into two "Battalions"; north and south divided primarily along Franklin Rd/Old Fort/Memorial Blvd. Battalion 2 will be assigned to the new Station 4 on Medical Center Pkwy

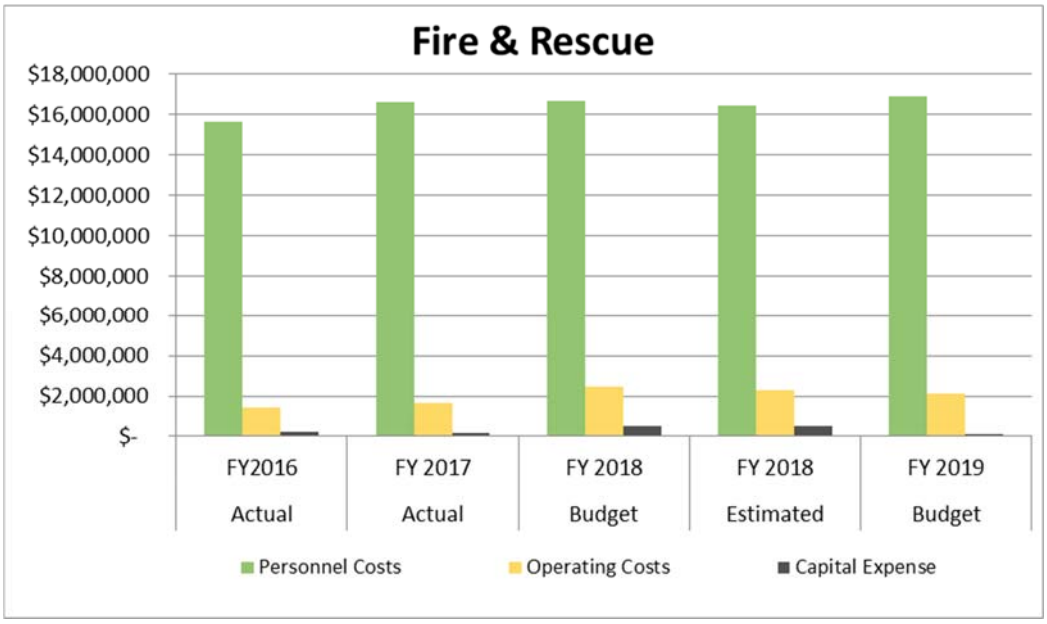
## BENCHMARKING MEASURES

| Workload Indicator | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|
| Number of emergency calls | 11,557 | 12,013 | 12,836 | 12,760 | 13,270 |
| Fires per 1,000 population | 3.19 | 2.81 | 3.00 | 2.45 | 2.6 |
| Estimated property saved from fire | $36,148,606 | $5,683,694 | $8,100,000 | $15,900,000 | $8,000,000 |
| Personnel training hours | 79,833 | 64,500 | 80,000 | 114,500 | 116,000 |
| Fire Inspections per 1,000 population | 42 | 42 | 40 | 342 | 40 |
| Public Relations contacts | 60,788 | 53,000 | 50,000 | 50,000 | 52,000 |

| Service | Service Standards | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|---|
| Response to emergency incidents | 4-minute standard response time | 4:11 | 4:12 | 4:08 | 4:10 | 4:10 |
| Personnel training hours | 20 hours per person, per month | 100% | 100% | 100% | 100% | 100% |
| Residential structure fire cause determined rate | 82% national average | 92% | 92% | 88% | 92% | 90% |

## EXPENDITURE SUMMARY

| | Fire & Rescue | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 15,636,506 | $ 16,624,799 | $ 16,651,138 | $ 16,467,998 | $ 16,903,069 |
| Operating Costs | $ 1,424,336 | $ 1,631,043 | $ 2,440,529 | $ 2,301,123 | $ 2,098,999 |
| Capital Expense | $ 242,157 | $ 194,996 | $ 530,430 | $ 530,200 | $ 106,545 |
| Total Fire | $ 17,303,000 | $ 18,450,837 | $ 19,622,097 | $ 19,299,321 | $ 19,108,613 |




## HUMAN RESOURCES SUMMARY

| Fire & Rescue | | | | |
|---|---|---|---|---|
| | Actual FY 2016 | Actual FY 2017 | Estimated FY 2018 | Proposed FY 2019 |
| Job Description | | | | |
| Fire Chief | 1 | 1 | 1 | 1 |
| Deputy Fire Chief | 1 | 1 | 1 | 1 |
| Assistant Fire Chief | 3 | 3 | 3 | 3 |
| Fire Marshal | 1 | 1 | 1 | 1 |
| Battalion Chief | 3 | 3 | 3 | 6 |
| Assistant Fire Marshal | 3 | 2 | 2 | 2 |
| Fire Training Coordinator | 2 | 2 | 2 | 2 |
| Fire Logistics/Equipment Manager | | | 1 | 1 |
| Fire & Life Safety Specialist | | | 3 | 3 |
| Administrative Aide II | 3 | 3 | 3 | 3 |
| Fire Captain | 33 | 42 | 42 | 42 |
| Fire Driver | 48 | 45 | 45 | 45 |
| Firefighter | 90 | 99 | 99 | 99 |
| Full-Time Positions | 188 | 202 | 206 | 209 |
| | | | | |
| Administrative Support Specialist I | 1 | 1 | 1 | 1 |
| Laborer | 1 | 1 | 1 | 1 |
| Part-Time Positions | 2 | 2 | 2 | 2 |
| | | | | |
| Total Fire Allocation | 190 | 204 | 208 | 211 |

# 2018 - 2019 Budget Year

# Fire & Rescue Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 10,322,429 | 11,056,394 | 10,769,644 | 10,360,757 | 10,792,695 | 23,051 | 0.21% |
| Longevity | 165,540 | 165,300 | 172,980 | 164,640 | 165,960 | (7,020) | -4.06% |
| Holiday Pay | - | 28,517 | - | 289,372 | - | - | |
| Part-Time Regular Emp Wages | 5,854 | 27,291 | 33,891 | 33,099 | 35,230 | 1,339 | 3.95% |
| Overtime Wages | 180,584 | 389,896 | 450,000 | 291,728 | 400,000 | (50,000) | -11.11% |
| Standby Pay | | 35 | - | 3,900 | 6,000 | 6,000 | |
| State Training Pay | | - | - | - | 113,400 | 113,400 | |
| Annual Holiday Gift | | | | 10,200 | 10,200 | 10,200 | |
| Social Security & Medicare Tax | 780,169 | 857,039 | 777,761 | 817,341 | 817,127 | 39,366 | 5.06% |
| Hospital And Health Insurance | 2,360,020 | 2,459,819 | 2,545,371 | 2,641,656 | 2,560,654 | 15,283 | 0.60% |
| Dental Insurance - Delta | 108,658 | 115,748 | 118,228 | 123,578 | 115,340 | (2,888) | -2.44% |
| Dental Insurance - Assurant | 99 | 49 | - | - | - | - | |
| Defined Benefit Plan | 1,081,230 | 1,022,781 | 1,001,611 | 957,102 | 1,012,818 | 11,207 | 1.12% |
| Defined Contribution Plan | 64,166 | 130,428 | 157,650 | 158,241 | 191,442 | 33,792 | 21.43% |
| LTD & Life Insurance | 65,256 | 75,791 | 70,903 | 77,520 | 67,614 | (3,289) | -4.64% |
| Worker's Compensation | 502,500 | 295,711 | 338,865 | 338,865 | 414,589 | 75,724 | 22.35% |
| Other Personal Services | | | 214,235 | 200,000 | 200,000 | (14,235) | -6.64% |
| Total Personnel Costs | 15,636,506 | 16,624,799 | 16,651,138 | 16,467,998 | 16,903,069 | 251,931 | 1.51% |
| | | | | | | | |
| Contractual Services | - | 34,999 | 62,000 | 37,000 | 62,000 | - | 0.00% |
| Memberships & Dues | 1,879 | 1,939 | 2,100 | 2,100 | 3,300 | 1,200 | 57.14% |
| Subscriptions - Newspapers,etc | 2,236 | 2,487 | 2,900 | 2,900 | 3,400 | 500 | 17.24% |
| Profession. Svc - Subscription | 1,450 | 1,513 | 1,800 | 1,600 | 1,800 | - | 0.00% |
| Electric | 121,044 | 124,279 | 160,000 | 130,000 | 150,000 | (10,000) | -6.25% |
| Water | 21,355 | 20,505 | 27,500 | 25,000 | 29,000 | 1,500 | 5.45% |
| Gas | | | 11,000 | 5,000 | 11,000 | - | 0.00% |
| Telephone & Other Comm. | 131,885 | 102,512 | 30,000 | 4,100 | 7,000 | (23,000) | -76.67% |
| Cell Phone | 13,381 | 15,452 | 19,500 | 19,500 | 23,300 | 3,800 | 19.49% |
| Cable Service | - | 469 | 950 | 300 | 4,800 | 3,850 | 405.26% |
| Employee Testing | 9,745 | 6,564 | 7,500 | 5,200 | 7,500 | - | 0.00% |
| Drug & Alcohol Testing | - | - | 1,368 | - | 1,368 | - | 0.00% |
| Respiratory Protection Program | 27,123 | 27,494 | 39,200 | 45,000 | 47,600 | 8,400 | 21.43% |
| Repair & Maint. Motor Vehicles | 30,412 | 6,310 | 6,000 | 5,000 | 6,000 | - | 0.00% |
| Fleet - Repair & Maintenance | 301,890 | 394,016 | 360,500 | 385,000 | 400,000 | 39,500 | 10.96% |
| Repair & Maint Other Mach & Eq | 775 | 38,828 | 45,300 | 40,000 | 42,000 | (3,300) | -7.28% |
| Repair & Maint. - Appliances | 1,899 | 977 | 3,200 | 2,000 | 2,500 | (700) | -21.88% |
| Repair & Maint. - Fire Ext. | 2,072 | 2,049 | 2,800 | 2,200 | 2,400 | (400) | -14.29% |
| Repair & Maint - Hose & Nozzle | 70,074 | 20,003 | 18,700 | 18,700 | 16,700 | (2,000) | -10.70% |
| Repair & Maint - Video Equip | 300 | 150 | 1,500 | 500 | 1,500 | - | 0.00% |
| Repair & Maint - Software | | | 10,959 | 12,500 | 13,000 | 2,041 | 18.62% |
| Repair & Maint Furn. & Machine | 4,347 | 4,202 | 6,000 | 4,000 | 4,500 | (1,500) | -25.00% |
| Repair & Maint Grounds & Imp | 248 | 1,056 | 500 | 1,300 | 1,800 | 1,300 | 260.00% |
| Repair & Maint. Buildings | 63,721 | 61,388 | 107,300 | 85,000 | 85,000 | (22,300) | -20.78% |
| Repair & Maint - Other | 1,240 | 20 | 2,000 | 500 | 1,000 | (1,000) | -50.00% |
| Repair & Maintenance - Radios | 114 | 2,590 | 5,000 | 6,600 | 3,000 | (2,000) | -40.00% |
| Repair & Maint - MDTs | 75 | - | 500 | - | 500 | - | 0.00% |

# 2018 - 2019 Budget Year

# Fire & Rescue Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Training & Travel | 71,940 | 100,164 | 115,810 | 116,000 | 128,500 | 12,690 | 10.96% |
| Employee | 873 | - | - | - | - | - | |
| Car Allowance & Mileage | 20 | 54 | 300 | 150 | 300 | - | 0.00% |
| Vehicle Lease Rental | 558 | - | - | 13,500 | - | - | |
| Other Employee & Travel | 6,966 | 64 | 100 | 150 | 150 | 50 | 50.00% |
| Disposal Fees | 35 | 35 | 360 | 100 | 360 | - | 0.00% |
| Office Supplies and Materials | 19,161 | 18,487 | 27,500 | 24,000 | 25,000 | (2,500) | -9.09% |
| IT Supplies | - | 534 | 3,000 | 1,700 | 3,000 | - | 0.00% |
| Software Subscriptions | | | 16,555 | 23,000 | 40,000 | 23,445 | 141.62% |
| Postage & Shipping | 489 | 392 | 1,000 | 1,000 | 1,200 | 200 | 20.00% |
| Chemical, Lab & Med Supplies | 1,970 | 3,425 | 7,000 | 6,000 | 5,500 | (1,500) | -21.43% |
| Food | 803 | 1,865 | 2,200 | 3,000 | 4,000 | 1,800 | 81.82% |
| Household & Janitor Supplies | 30,319 | 48,742 | 45,300 | 42,000 | 44,000 | (1,300) | -2.87% |
| Rags, Towels, Etc. | - | 442 | 600 | 600 | 600 | - | 0.00% |
| Public Safety Supplies | - | - | 30,000 | - | - | (30,000) | -100.00% |
| Clothing and Uniforms | 201,018 | 261,856 | 368,458 | 368,500 | 409,900 | 41,442 | 11.25% |
| Response Supplies | 53,830 | 61,603 | 105,000 | 90,000 | 90,000 | (15,000) | -14.29% |
| Flashlights, Batteries, Etc. | 6,378 | 9,722 | 11,500 | 11,500 | 10,500 | (1,000) | -8.70% |
| Fire Prevention | 13,242 | 3,800 | 12,000 | 12,000 | 12,000 | - | 0.00% |
| Child Safety Supplies | 6,240 | 8,730 | 9,000 | 8,000 | 10,000 | 1,000 | 11.11% |
| Medications | | 4,484 | - | 13,000 | 15,000 | 15,000 | |
| Educational Supplies | 6,610 | 18,121 | 15,600 | 11,000 | 15,000 | (600) | -3.85% |
| Repair & Maint. Supplies | - | - | - | - | - | - | |
| Gas, Oil, Diesel, Grease, Etc. | 77,115 | 82,796 | 107,000 | 100,000 | 141,000 | 34,000 | 31.78% |
| Vehicle Parts & Repair | 18 | - | - | - | - | - | |
| Clothing - Cleaning | 19,707 | 21,641 | 29,000 | 26,500 | 27,500 | (1,500) | -5.17% |
| Consumable Tools | 1,751 | 9,875 | 6,200 | 6,200 | 10,000 | 3,800 | 61.29% |
| Safety Supplies | | | | 100 | 300 | 300 | |
| Other Supplies & Materials | 748 | 1,073 | 1,500 | 1,500 | 1,500 | - | 0.00% |
| Vehicle Insurance | 81,760 | 83,094 | 68,729 | 56,743 | 86,701 | 17,972 | 26.15% |
| Machinery and Equipment Rental | - | 430 | 360 | 360 | 720 | 360 | 100.00% |
| Grants | - | - | 477,020 | 477,020 | - | (477,020) | -100.00% |
| Miscellaneous Expense | 13,996 | 12,732 | 29,160 | 29,000 | 65,000 | 35,840 | 122.91% |
| Meals During Meetings | | - | - | 300 | 300 | 300 | |
| Unforseen-Emergency Aid | - | 843 | 1,000 | 4,000 | 4,000 | 3,000 | 300.00% |
| Community Engagement | 1,525 | 6,238 | 13,200 | 13,200 | 15,000 | 1,800 | 13.64% |
| Total Operating Budget | 1,424,336 | 1,631,043 | 2,440,529 | 2,301,123 | 2,098,999 | (341,530) | -13.99% |
| | | | | | | | |
| **Operating and Salary Budget** | 17,060,842 | 18,255,841 | 19,091,667 | 18,769,121 | 19,002,068 | (89,599) | -0.47% |
| | | | | | | | |
| Buildings Exp | | 3,186 | 25,200 | 18,400 | - | (25,200) | -100.00% |
| Machinery and Equipment | | 103,293 | 475,045 | 455,000 | - | (475,045) | -100.00% |
| 6ft Fiberglass ladder | | | | | 100 | 100 | |
| 14ft Fiberglass ladder | | | | | 550 | 550 | |
| Refrigerators, 3 for pantries | | | | | 3,000 | 3,000 | |
| Refrigerators | | | | | 1,800 | 1,800 | |

# 2018 - 2019 Budget Year

# Fire & Rescue Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Weight bench & weights | | | | | 5,000 | 5,000 | |
| Station radio | | | | | 10,000 | 10,000 | |
| Hose rack | | | | | 1,600 | 1,600 | |
| Ice machine with water filter | | | | | 2,700 | 2,700 | |
| Gas grill | | | | | 750 | 750 | |
| TV 1080P LED (3) | | | | | 3,000 | 3,000 | |
| Pump with cart & DEF | | | | | 2,000 | 2,000 | |
| Range | | | | | 2,000 | 2,000 | |
| Dishwasher | | | | | 500 | 500 | |
| Transp Equipment | | 68,339 | - | - | - | - | |
| Office Machinery and Equipment | | 2,663 | 4,175 | 4,000 | - | (4,175) | -100.00% |
| Computer Software Exp | | 8,410 | 16,010 | 16,000 | | (16,010) | -100.00% |
| Normal Replacement | | | | | 8,400 | 8,400 | |
| Custom Crystal Reports | | | | | 1,600 | 1,600 | |
| Computer Equipment | | 3,460 | 10,000 | 10,000 | | (10,000) | -100.00% |
| Normal Replacement | | | | | 10,000 | 10,000 | |
| Furniture & Fixtures | | 5,645 | - | 26,800 | | - | |
| Desk chairs | | | | | 750 | 750 | |
| Heavy duty table (2) | | | | | 750 | 750 | |
| Office chair (8) | | | | | 4,000 | 4,000 | |
| Storage cabinets (2) | | | | | 650 | 650 | |
| File cabinet (3) | | | | | 800 | 800 | |
| Bookcase | | | | | 200 | 200 | |
| Bay bulk storage shelf (4 level) (4) | | | | | 600 | 600 | |
| Chairs for living room (16) $1000 each | | | | | 16,000 | 16,000 | |
| 13 beds with mattress & box w/storage $1500 each | | | | | 19,500 | 19,500 | |
| 13 nightstands @ $215 each | | | | | 2,795 | 2,795 | |
| Kitchen table | | | | | 500 | 500 | |
| Racks for storage (Bay) | | | | | 1,500 | 1,500 | |
| Outside furniture | | | | | 2,500 | 2,500 | |
| Desk for BC | | | | | 3,000 | 3,000 | |
| Total Fixed Assets | 242,157 | 194,996 | 530,430 | 530,200 | 106,545 | (423,885) | -79.91% |
| | | | | | | | |
| **Total Fire & Rescue Budget** | 17,303,000 | 18,450,837 | 19,622,097 | 19,299,321 | 19,108,613 | (513,484) | -2.62% |

# BUILDING AND CODES

## DEPARTMENT SUMMARY

The Building and Codes Department ensures the health and safety of Murfreesboro residents through the consistent application of adopted building codes, inspections of new and renovated structures and property maintenance standards. The department oversees all residential and commercial construction beginning with the review of plans, through onsite inspections to the issuance of a certificate of occupancy for the safe use and habitation of the structure. The department is also charged with the enforcement of the City's sign ordinance and assists the Community Development program with inspection on the repair and replacement of affordable homes.

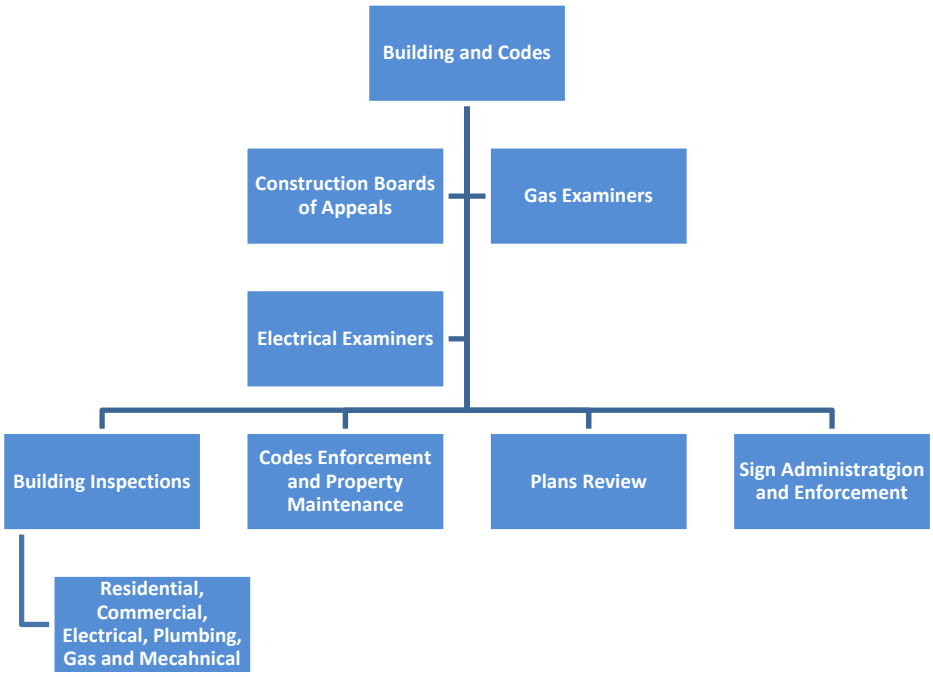
The Department budgeted gross revenues of $3,516,000. The projected revenue for this fiscal year is estimated to be $3,500,000, the previous fiscal year was $3,651,723.

We will be proposing an increase in some of the permits fees for Single Family Dwellings, Plumbing, mechanical and service charges which will increase our revenues by $550,000 based on the number of those permits issued in 2017. The permit fees for a typical Single-Family Dwelling would increase by approximately $450.00. The proposed fee changes will require City Council approval.

We will issue approximately 11,500 permits this fiscal year which includes permits for 2,500 new dwelling (SFD, Townhomes and Apartment) units and 260 commercial permits (new and renovation). The total valuation of all building permits is expected to be $800,000,000, the total for the previous year was $815,000,000.

We started 1,291 new property maintenance cases and 310 substandard cases which required 4,547 inspections.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Proper enforcement of building codes to ensure safe structures for homes, commercial business and industry
- Proper enforcement of neighborhood maintenance codes to provide high standards for homeowners and residents

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Support the development and construction industries with consistent, predictable information in the regulation of new construction and renovations

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Complete plans review in a prompt and efficient manner and provide comments in a timely manner
- Conduct inspections in a fair, equitable, and just manner
- Provide credit card payment options
- E-mail quarterly frequently asked code question and answer information to contractors

## ENGAGING OUR COMMUNITY

- Continue the attendance of Association meetings such as the Property Managers Association to get feedback on property maintenance issues
- Maintain membership and attend the Rutherford County Homebuilders Association meetings
- Conduct stakeholder's meetings to engage the public and receive feedback prior to proposing changes to the sign ordinance
- Conduct public hearings for proposed sign ordinance changes
- Become members of the American Association of Code Enforcement
- Become members of the Tennessee Flood Plain Managers Association

## FY 2018 ACCOMPLISHMENTS

- Completed front Lobby renovation
- Begin accepting online credit card payments (April 2018)
- Sign plan review to be performed by Plans Examiners
- Added one additional Property Maintenance Inspector
- Issued 11,500 permits

## FY 2019 DEPARTMENT GOALS

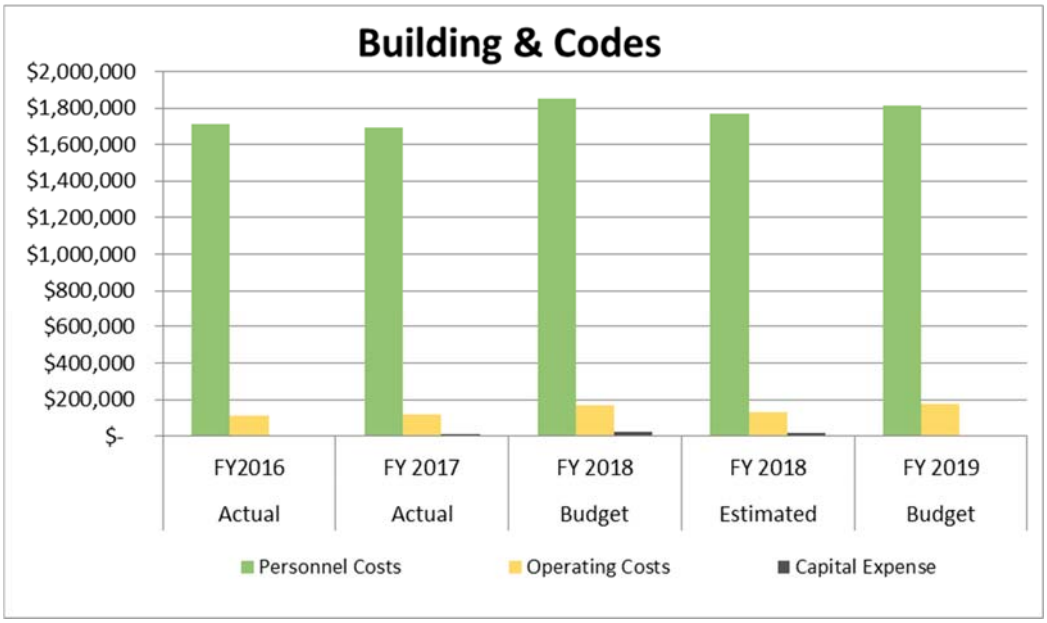
- Begin the process of adopting new codes as required by state law
- Obtain the services of a sign consultant to update our sign ordinance

## BENCHMARKING MEASURES

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|
| Residential Permits (new one and two family) | 932 | 1008 | 950 | 856 | 825 |
| Multi-family Units Permitted Including Motels | 348 | 364 | Abv | 400 | 400 |
| Commercial Permits (new) | 229 | 546 | 750 | 1470 | 1000 |
| All Other Expansions Commercial | | 154 | Abv | | |
| All Other Expansions Residential | 43 | 53 | 65 | 26 | 25 |

## EXPENDITURE SUMMARY

| | Building & Codes | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 1,709,958 | $ 1,690,147 | $ 1,849,294 | $ 1,767,532 | $ 1,811,936 |
| Operating Costs | $ 113,284 | $ 119,519 | $ 172,327 | $ 129,308 | $ 175,334 |
| Capital Expense | $ 1,022 | $ 11,223 | $ 23,768 | $ 14,400 | $ 3,300 |
| Total Building & Codes | $ 1,824,265 | $ 1,820,889 | $ 2,045,389 | $ 1,911,240 | $ 1,990,570 |




## HUMAN RESOURCES SUMMARY

| Building and Codes | | | | |
|---|---|---|---|---|
| | Actual FY 2016 | Actual FY 2017 | Estimated FY 2018 | Proposed FY 2019 |
| Job Description | | | | |
| Director - Building | 1 | 1 | 1 | 1 |
| Assistant Director - Building | 1 | 1 | 1 | 1 |
| Building/Codes Inspector | 7 | 8 | 9 | 9 |
| Plan Examiner | 2 | 2 | 2 | 2 |
| Administrative Aide I | 2 | 2 | 2 | 2 |
| Electrical Inspector | 4 | 4 | 4 | 4 |
| Sign Administrator | 1 | 1 | 1 | 1 |
| Permits Technician | 5 | 6 | 6 | 6 |
| Full-Time Positions | 23 | 25 | 26 | 26 |
| | | | | |
| Administrative Support Specialist I | 1 | 0 | 0 | 0 |
| Part-Time Positions | 1 | 0 | 0 | 0 |
| | | | | |
| Total Building and Codes Allocation | 24 | 25 | 26 | 26 |

# 2018 - 2019 Budget Year
# Building and Codes Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 1,190,733 | 1,208,722 | 1,320,505 | 1,243,343 | 1,288,677 | (31,828) | -2.41% |
| Longevity | 16,140 | 12,540 | 13,860 | 13,860 | 14,940 | 1,080 | 7.79% |
| Part-Time Regular Emp Wages | 5,565 | 3,047 | - | - | - | - | |
| Overtime Wages | 282 | 805 | 3,000 | 400 | 7,000 | 4,000 | 133.33% |
| Annual Holiday Gift | | | | 1,250 | 1,250 | 1,250 | |
| Social Security & Medicare Tax | 88,252 | 90,817 | 96,692 | 92,863 | 94,355 | (2,338) | -2.42% |
| Hospital And Health Insurance | 248,948 | 231,974 | 259,356 | 264,045 | 247,370 | (11,986) | -4.62% |
| Dental Insurance - Delta | 11,702 | 10,996 | 11,652 | 12,942 | 12,316 | 664 | 5.70% |
| Dental Insurance - Assurant | 99 | 49 | - | - | - | - | |
| Defined Benefit Plan | 113,851 | 98,262 | 97,909 | 95,753 | 95,646 | (2,263) | -2.31% |
| Defined Contribution Plan | 16,535 | 23,053 | 28,576 | 24,368 | 24,765 | (3,811) | -13.34% |
| LTD & Life Insurance | 7,699 | 8,841 | 8,459 | 9,423 | 7,429 | (1,030) | -12.18% |
| Worker's Compensation | 10,152 | 1,042 | 9,285 | 9,285 | 18,188 | 8,903 | 95.89% |
| Total Personnel Costs | 1,709,958 | 1,690,147 | 1,849,294 | 1,767,532 | 1,811,936 | (37,359) | -2.02% |
| | | | | | | | |
| Contractual Services | 12,716 | 499 | 37,800 | - | 37,000 | (800) | -2.12% |
| Printing Services | 4,978 | - | - | - | - | - | |
| Memberships & Dues | 1,945 | 1,975 | 2,800 | 1,960 | 2,800 | - | 0.00% |
| Advertising | 98 | - | 500 | 100 | 500 | - | 0.00% |
| Subscriptions - Newspapers,etc | 204 | 213 | 300 | 300 | 300 | - | 0.00% |
| Profession. Svc - Subscription | | 440 | - | 500 | - | - | |
| Telephone & Other Comm. | 4,220 | 3,328 | 3,700 | 2,600 | 3,700 | - | 0.00% |
| Cell Phone | 8,071 | 7,913 | 8,600 | 8,600 | 9,200 | 600 | 6.98% |
| Internet | | - | - | 2,000 | - | - | |
| Repair & Maint. - Software | - | 10,920 | 11,000 | 12,500 | 13,500 | 2,500 | 22.73% |
| Repair & Maint Furn. & Machine | - | 2,157 | 2,500 | 2,500 | 2,500 | - | 0.00% |
| Training & Travel | 7,920 | 9,495 | 9,500 | 9,500 | 10,250 | 750 | 7.89% |
| Car Allowance & Mileage | 59,160 | 61,018 | 71,200 | 65,000 | 70,000 | (1,200) | -1.69% |
| Office Supplies and Materials | 8,646 | 15,069 | 16,000 | 16,000 | 17,000 | 1,000 | 6.25% |
| Software Subscriptions | | | - | - | - | - | |
| Postage & Shipping | 4,141 | 3,549 | 4,500 | 4,000 | 4,500 | - | 0.00% |
| Food | 632 | 457 | - | - | - | - | |
| Public Safety Supplies | - | - | 750 | 250 | 750 | - | 0.00% |
| Clothing and Uniforms | - | 588 | 750 | 500 | 750 | - | 0.00% |
| Field Supplies-PS | - | 749 | 750 | 100 | 750 | - | 0.00% |
| Educational Supplies | - | 782 | - | 700 | - | - | |
| Surety Bonds - Officials & Emp | | - | - | 1,000 | 100 | 100 | |
| Vehicle Insurance | 234 | 234 | 177 | 166 | 234 | 57 | 32.20% |
| Bad Debt | 320 | (170) | - | 32 | - | - | |
| Miscellaneous Expense | - | 295 | 500 | - | 500 | - | 0.00% |
| Meals During Meetings | - | 10 | 1,000 | 1,000 | 1,000 | - | 0.00% |
| Total Operating Budget | 113,284 | 119,519 | 172,327 | 129,308 | 175,334 | 3,007 | 1.74% |
| | | | | | | | |
| **Operating and Salary Budget** | 1,823,243 | 1,809,666 | 2,021,621 | 1,896,840 | 1,987,270 | (34,352) | -1.73% |

# 2018 - 2019 Budget Year
# Building and Codes Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Office Machinery and Equipment | | 8,351 | 12,000 | - | | (12,000) | -100.00% |
| Computer Software Exp | | - | 9,368 | 9,500 | | (9,368) | -100.00% |
| Computer Equipment | | 2,575 | 2,400 | 2,400 | | (2,400) | -100.00% |
| Normal replacement | | | | | 2,400 | 2,400 | |
| Furniture & Fixtures | | 296 | - | 2,500 | | - | |
| Normal replacement | | | | | 900 | 900 | |
| Total Fixed Assets | 1,022 | 11,223 | 23,768 | 14,400 | 3,300 | (20,468) | -86.12% |
| | | | | | | - | |
| **Total Building & Codes Budget** | 1,824,265 | 1,820,889 | 2,045,389 | 1,911,240 | 1,990,570 | (54,820) | -2.68% |

# PLANNING

## DEPARTMENT SUMMARY

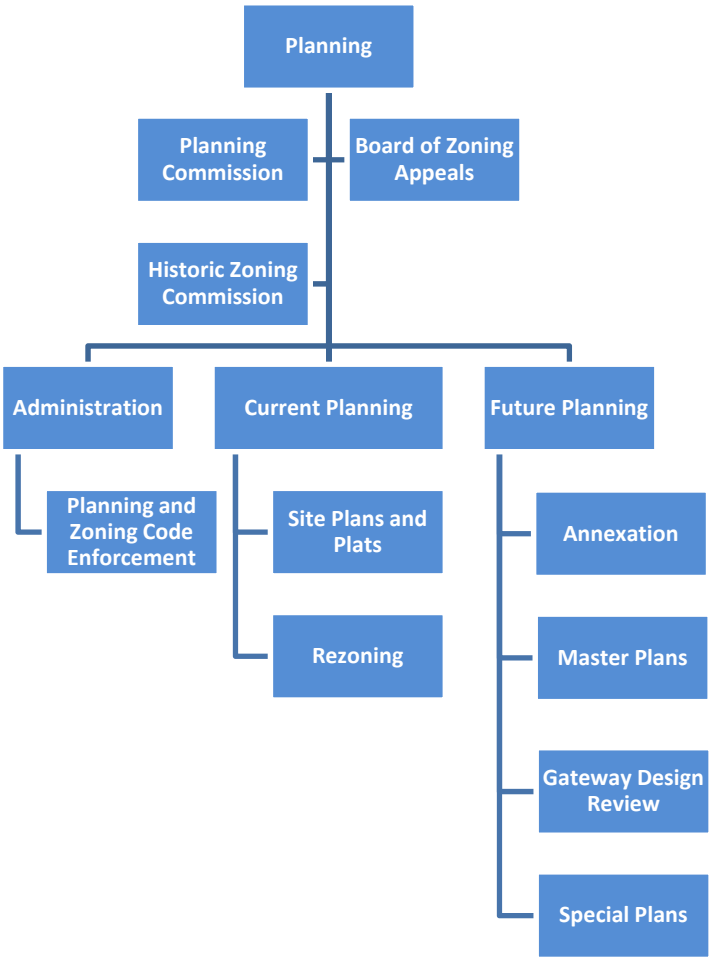
During 2017, the Planning Department has seen a decrease in single-family residential construction and an increase in multi-family residential construction. Permits dropped from 1,415 in Calendar Year 2016 to 1,237 in Calendar Year 2017. The number of multi-family residential dwelling units permitted in 2017 increased from 514 in 2016 to 1,233 in 2017. This increase in multi-family units was a result of the lack of availability of starter homes as well as a desire for upscale maintenance-free living. Preliminary plat approval of 2,320 lots was granted in 2017 along with final plat approval of 1,250 lots. At the end of 2017, only 535 single-family lots were available for construction -- the lowest in years. The annexation of approximately 568 acres became effective in 2017. In addition, the Planning Department and the Planning Commission reviewed 54 applications for rezoning.

One of the key goals in 2018-2019 is to implement electronic plans submittal and review with the purchase of new software. This will enable all departments to access information and communicate freely with each other and with the customer. This along with moving to a development services structure within the department will greatly increase efficiency and streamline the plans review process. In addition, the proposed budget includes fee increases for various submittals to the Planning Department in order to better reflect the costs the department incurs in processing the submittals. This is the first such fee increase since 2008.

The Planning Department is charged with coordinating the physical development of the community and managing long-term growth to create a well-designed, high quality community. This is accomplished through effective planning, zoning, plan review, and ordinance enforcement activities to preserve and enhance the quality of life for all residents and guests of Murfreesboro.

The Planning section also serves as staff and prepares recommendations for the Planning Commission, the Board of Zoning Appeals, the Historic Zoning Commission, and the City Council.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Manage long-term growth to create a well-designed, high quality community
- Maintain and implement the land use plans for the Blackman area, New Salem Highway area, and Maney Avenue
- Maintain and implement subdivision regulations to create well-designed public infrastructure
- Coordinate implementation of Gateway Streetscape Master Plan
- Coordinate development plans to anticipate a high level of service delivery
- Properly name streets and number properties for effective service delivery and emergency response
- Assist Engineering Department in managing the Flood Insurance Program

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Focus on long-range planning to provide adequate, properly-zoned land for development
- Develop master plans for transportation and utilities
- Keep subdivision and other development regulations current and at high standards
- Analyze development impacts for possible influence on projects in the CIP
- Enforce zoning regulations to maintain the community as an attractive place to live and invest
- Assist the Engineering Department in maintaining the City's participation and good standing in the National Flood Insurance Program (NFIP) to make low-cost flood insurance available throughout the community

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Provide prompt review of applications for permits and development plans
- Conduct neighborhood meetings to receive citizen input on all major projects
- Ensure prompt review of construction plans, including excellent communication with developers and builders
- Provide notice of public meetings
- Provide access to City's GIS at front counter of Planning Department to assist public in accessing information and to expedite permit approvals
- Discuss development plans and zoning applications with interested citizens, property owners, builders, and developers
- Attend meetings of civic and educational organizations as featured speakers
- Provide information regarding Flood Insurance Program to interested citizens and property owners

## ENGAGING OUR COMMUNITY

- Conduct neighborhood meetings for major zoning and annexation applications
- Conduct public hearings with notification to the public for each
- Provide direct assistance to visitors to the department
- Make GIS applications more available to members of the public who are visiting the Planning Office for assistance
- Welcome new City residents in annexed areas using a variety of means including social media
- Utilize social media for public notification and for public participation in Planning-related projects
- Attend meetings of civic and educational organizations as featured speakers

## FY 2018 ACCOMPLISHMENTS

- Held 21 neighborhood meetings to better inform the public of development projects
- Actively solicited input from stakeholders within the development community
- Annexed 568 acres and processed 54 applications for rezoning
- Started Implementation of the North Highland Avenue and Historic Bottoms Planning Studies
- Provided input and staff support for the Gateway Design Review Committee

- Conducted a Special Census
- Adoption of the Murfreesboro 2035 Comprehensive Plan
- Adoption of the City-wide Design Guidelines
- Adoption of the 2040 Major Transportation Plan
- Started work on the expansion of the City Core Overlay District
- Prepared minutes for all public meetings
- Completed all required training

## FY 2019 DEPARTMENT GOALS

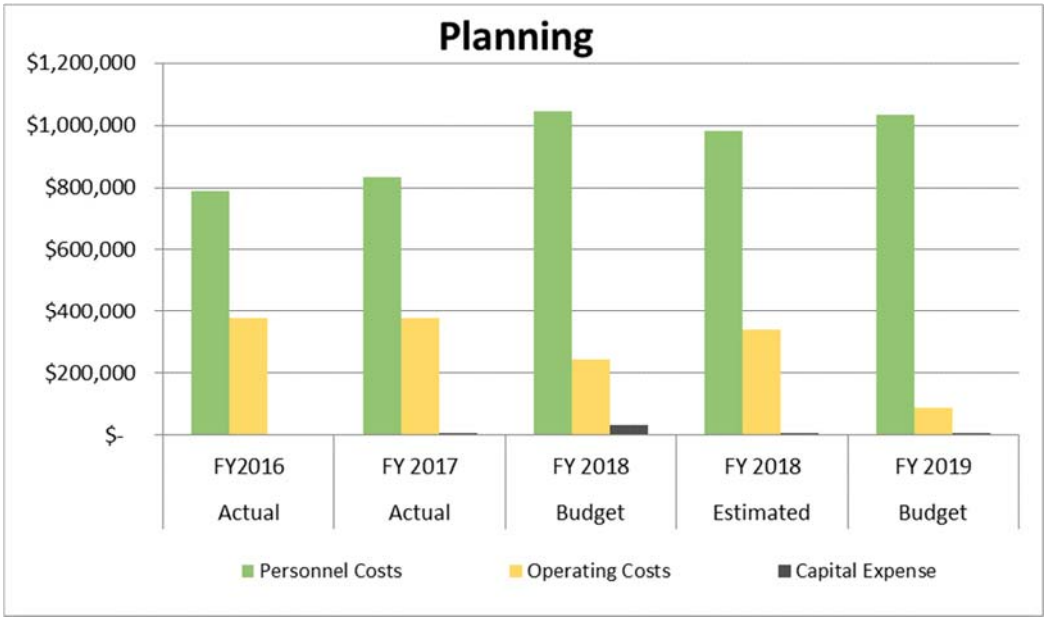
- Implement the findings in the North Highland Avenue and Historic Bottoms Planning Studies
- Provide development projects with a manager, who will be involved from start to finish
- Identify other area prime for redevelopment and study them for future implementation
- Continue reviewing the development process and identify areas which can be improved
- Work with the development community to open dialogue between design professionals and staff
- Implement changes to the Zoning Ordinance to streamline the development review process
- Update the City's website to be more user-friendly
- Manage the Board of Zoning Appeals, Planning Commission, and Historic Zoning Commission
- Hold more neighborhood meetings and provide information to the public regarding annexation and rezoning of property
- Assist the Engineering Department in complying with the City's Flood Insurance Program
- Purchase and implement land use management software
- Implement new fee schedule for submittals

## BENCHMARKING MEASURES

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|
| Number of plats reviewed and approved | 198 | 186 | 180 | 180 | 180 |
| Number of agendas published | 37 | 47 | 40 | 45 | 50 |
| Number of Public Hearings | 145 | 125 | 130 | 130 | 130 |
| Number of Zoning Violation Cases | 26 | 48 | 40 | 45 | 50 |
| Number of Annexation Studies | 22 | 22 | 13 | 20 | 20 |
| Number of Zoning Applications | 58 | 54 | 45 | 50 | 55 |
| Number of Gateway Design Review Items | 21 | 30 | 18 | 25 | 30 |
| Number of Ordinance Amendments | 3 | 9 | 8 | 8 | 8 |
| Number of Mandatory Referrals and R.O.W. | 21 | 30 | 20 | 25 | 30 |
| Number of Home Occupations | 314 | 421 | 250 | 350 | 400 |
| Number of Site Plans reviewed | 190 | 158 | 160 | 160 | 160 |

## EXPENDITURE SUMMARY

| | Planning | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 790,147 | $ 833,260 | $ 1,044,272 | $ 980,597 | $ 1,034,689 |
| Operating Costs | $ 378,801 | $ 378,571 | $ 243,115 | $ 339,889 | $ 87,500 |
| Capital Expense | $ 1,411 | $ 7,423 | $ 30,400 | $ 6,214 | $ 5,700 |
| Total Planning & Engineering | $ 1,170,359 | $ 1,219,254 | $ 1,317,787 | $ 1,326,700 | $ 1,127,889 |



## HUMAN RESOURCES SUMMARY

| Planning | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Planning Commission | 7 | 7 | 7 | 7 |
| Board of Zoning Appeals | 5 | 5 | 5 | 5 |
| | 12 | 12 | 12 | 12 |
| | | | | |
| Planning Director | 1 | 1 | 1 | 1 |
| Assistant Planning Director | 0 | 1 | 1 | 1 |
| Principal Planner | 3 | 3 | 4 | 4 |
| Planner | 2 | 2 | 3 | 3 |
| Administrative Aide II | 1 | 1 | 1 | 1 |
| Administrative Support Specialist II | 1 | 1 | 1 | 1 |
| Administrative Support Specialist I | 0 | 1 | 1 | 1 |
| | | | | |
| Total Planning Allocation | 8 | 10 | 12 | 12 |

# 2018 - 2019 Budget Year
# Planning Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 565,614 | 574,732 | 723,112 | 669,754 | 709,644 | (13,468) | -1.86% |
| Longevity | 3,660 | 5,760 | 6,303 | 6,240 | 5,820 | (483) | -7.66% |
| Part-Time Regular Emp Wages | 9,500 | 22,800 | 22,800 | - | - | (22,800) | -100.00% |
| Overtime Wages | | | | | 500 | 500 | |
| Annual Holiday Gift | | | | 550 | 550 | 550 | |
| Social Security & Medicare Tax | 41,688 | 44,248 | 53,640 | 49,830 | 50,294 | (3,346) | -6.24% |
| Hospital And Health Insurance | 97,852 | 113,045 | 153,441 | 147,520 | 155,815 | 2,374 | 1.55% |
| Dental Insurance - Delta | 3,969 | 4,301 | 5,475 | 6,313 | 6,458 | 983 | 17.95% |
| Defined Benefit Plan | 51,738 | 50,286 | 50,753 | 53,591 | 52,023 | 1,270 | 2.50% |
| Defined Contribution Plan | 5,491 | 7,732 | 17,967 | 12,781 | 15,701 | (2,266) | -12.61% |
| LTD & Life Insurance | 3,234 | 4,103 | 4,471 | 4,909 | 4,428 | (43) | -0.96% |
| Worker's Compensation | 7,401 | 6,253 | 6,310 | 6,310 | 10,656 | 4,346 | 68.87% |
| Boards and Commissions | | - | - | 22,800 | 22,800 | 22,800 | |
| Total Personnel Costs | 790,147 | 833,260 | 1,044,272 | 980,597 | 1,034,689 | (9,583) | -0.92% |
| | | | | | | | |
| Contractual Services | 313,084 | 320,156 | 23,315 | 32,315 | - | (23,315) | -100.00% |
| Special Census | - | - | 82,600 | 69,381 | - | (82,600) | -100.00% |
| Printing Services | 1,511 | - | - | - | 500 | 500 | |
| Printing Services - Census | - | - | 25,200 | 46,930 | - | (25,200) | -100.00% |
| Memberships & Dues | 3,152 | 3,206 | 5,500 | 5,294 | 6,000 | 500 | 9.09% |
| Advertising | 21,663 | 25,406 | 32,000 | 30,000 | 31,500 | (500) | -1.56% |
| Advertising - Census | - | - | 1,500 | 22,557 | - | (1,500) | -100.00% |
| Subscriptions - Newspapers | 80 | 310 | 500 | 146 | 500 | - | 0.00% |
| Telephone & Other Comm. | 1,334 | 1,297 | 2,000 | 806 | 1,000 | (1,000) | -50.00% |
| Cell Phone | 2,544 | 3,730 | 4,500 | 4,469 | 5,000 | 500 | 11.11% |
| Cell Phone - Census | | - | 1,000 | 784 | - | (1,000) | -100.00% |
| Internet | | - | - | 408 | 500 | 500 | |
| Internet - Census | | - | 2,400 | 3,305 | - | (2,400) | -100.00% |
| Cable Service | - | 35 | 100 | 36 | 200 | 100 | 100.00% |
| Other Utility Services | 1,750 | - | - | - | - | - | |
| Professional Services | 125 | - | - | - | - | - | |
| Repair & Maint Furn. & Machine | 2,326 | 4,151 | 6,000 | 6,000 | 6,000 | - | 0.00% |
| Repair & Maint - Other | - | 131 | - | - | - | - | |
| Repair & Maint - Network & Web | - | 240 | - | 278 | - | - | |
| Training & Travel | 4,463 | 4,719 | 11,000 | 6,762 | 12,000 | 1,000 | 9.09% |
| Car Allowance & Mileage | 3,584 | 3,719 | 6,000 | 3,033 | 4,000 | (2,000) | -33.33% |
| Other Employee & Travel | - | 68 | - | - | - | - | |
| Office Supplies and Materials | 16,688 | 4,444 | 6,800 | 14,811 | 10,000 | 3,200 | 47.06% |
| Software Subscriptions | | | - | - | 500 | 500 | |
| Software Subscriptions - Census | | | 1,500 | 1,500 | - | (1,500) | -100.00% |
| Postage & Shipping | 3,878 | 3,782 | 5,000 | 2,782 | 4,000 | (1,000) | -20.00% |
| Postage & Shipping - Census | - | - | 20,000 | 84,193 | - | (20,000) | -100.00% |
| Food | 1,331 | 114 | - | 1,751 | 1,500 | 1,500 | |
| Educational Supplies | 249 | - | - | - | 500 | 500 | |
| Surety Bonds - Officials & Emp | - | 50 | 100 | 75 | 200 | 100 | 100.00% |

# 2018 - 2019 Budget Year

## Planning Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Miscellaneous Expense | 38 | 107 | 100 | - | 100 | - | 0.00% |
| Meals During Meetings | 1,000 | 2,907 | 6,000 | 2,273 | 3,500 | (2,500) | -41.67% |
| Total Operating Budget | 378,801 | 378,571 | 243,115 | 339,889 | 87,500 | (155,615) | -64.01% |
| | | | | | | | |
| **Operating and Salary Budget** | 1,168,948 | 1,211,831 | 1,287,387 | 1,320,486 | 1,122,189 | (165,197) | -12.83% |
| | | | | | | | |
| Machinery and Equipment | | - | 1,500 | - | - | (1,500) | |
| Office Machinery and Equipment | | 4,829 | 20,600 | - | | (20,600) | -100.00% |
| Normal replacement | | | | | 1,500 | 1,500 | |
| Computer Software Exp | | 254 | 1,200 | 204 | - | (1,200) | -100.00% |
| Computer Equipment | | 2,340 | 7,100 | 5,335 | | (7,100) | -100.00% |
| Normal replacement | | | | | 3,500 | 3,500 | |
| Furniture & Fixtures | | - | - | 675 | | - | |
| Normal replacement | | | | | 700 | 700 | |
| Total Fixed Assets | 1,411 | 7,423 | 30,400 | 6,214 | 5,700 | (24,700) | -81.25% |
| | | | | | | | |
| **Total Planning Budget** | 1,170,359 | 1,219,254 | 1,317,787 | 1,326,700 | 1,127,889 | (189,897) | -14.41% |

# TRANSPORTATION

## DEPARTMENT SUMMARY

The Transportation Department budget includes funding for the operation and maintenance of traditional roadway elements under the traffic section as well as public transportation services under the public transportation section (Rover).

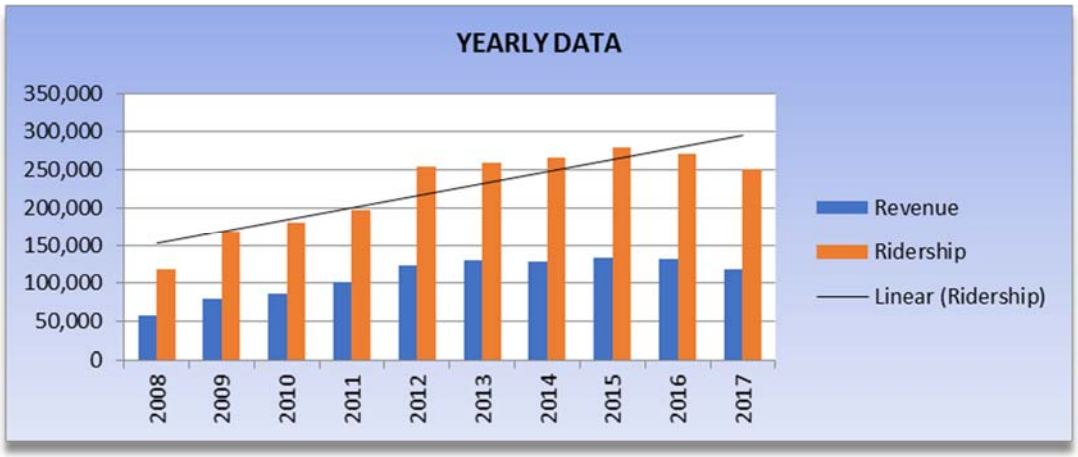
The Transportation Department is committed to providing adequate transportation facilities through the combined effort of maximizing the efficiency of the existing roadway system coupled with the construction of new roadways needed to accommodate the City's ever-growing population.

The City currently operates and maintains one hundred and fifty (150) signalized intersections. Over the last fifteen years (2003-2018) the City has installed fifty-nine (59) new traffic signals for an average of approximately 4.0 locations per year. The City currently has 3 signalized intersections in construction or design phase. Of the one hundred and fifty signalized locations, ninety (90) signalized intersections or approximately 60% are interconnected and accessible from the City's Traffic Operations Center located at City Hall. The inclusion of an on-street CCTV camera system with 32 individual cameras coupled with the interconnection of the traffic signals, primarily along the arterial portion of the City's roadway system, provides the ability to remotely identify traffic problems, make signal timing modifications, and view the operational results of the timing changes.

The Department is additionally committed to providing the community with public transportation options through both City-operated and contracted public transportation services.

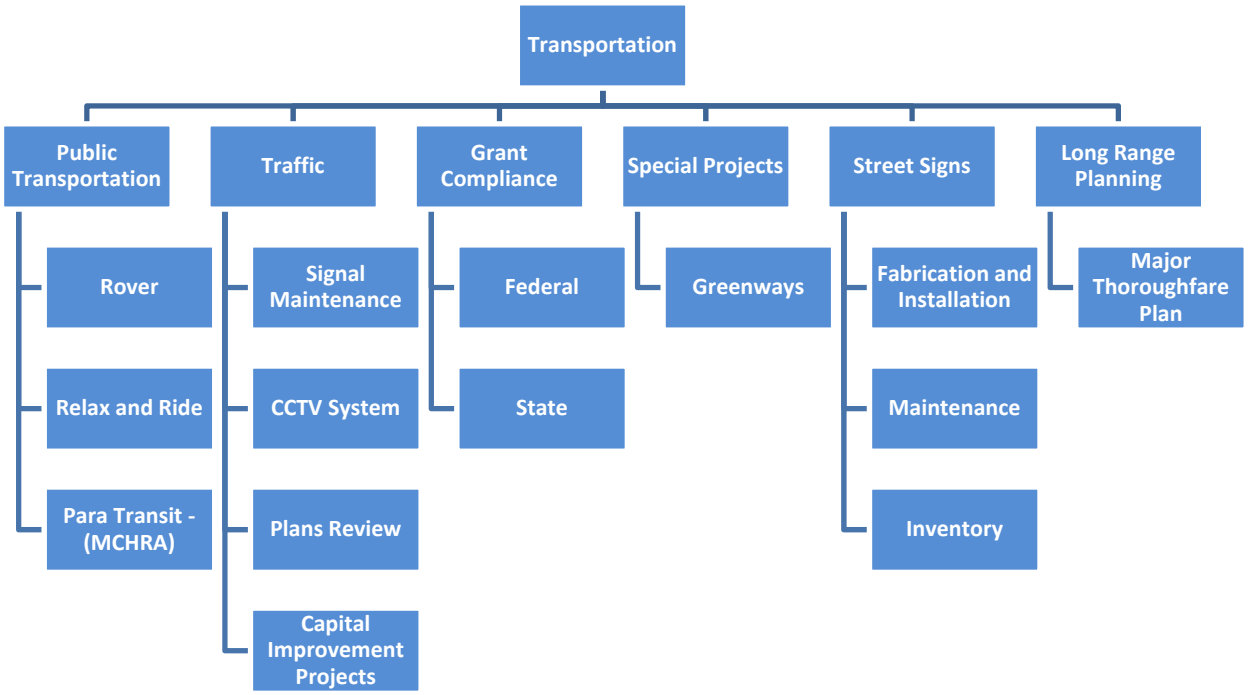
The City's local Rover system consists of seven fixed routes operating throughout Murfreesboro. The system is supplemented by contracted services through Mid Cumberland Human Resource Agency (MCHRA). In addition to the local system, the City also contracts with the Regional Transportation Authority (RTA) to provide public transportation services between Murfreesboro and Nashville. This same system also includes connections to Smyrna and LaVergne. The current regional system provides 29 trips per day.

Public transportation operations funding for local and regional transportation services is shared between the Federal Transportation Administration, Tennessee Department of Transportation, and the City of Murfreesboro. Operations funding is generally split on a 50% federal, 25% state and 25% local cost basis. Capital funding is generally split on an 80% federal, 10% state, and 10% local cost basis. Some capital items, such as the new Transit Facility are funded with multiple sources including a 6 Million Dollar TDOT Grant through the IMPROVE Act.




**Calendar Year*

## ORGANIZATION CHART



## IMPLEMENTATION OF COUNCIL PRIORITIES

### SAFE AND LIVABLE NEIGHBORHOODS

- Provide transportation service on fixed routes five days per week
- Plan for future roadways and other transportation facilities as growth determines

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Work with federal and state transportation agencies to obtain planning, construction, operations, and maintenance funding
- Work with Rutherford County and other county jurisdictions to obtain cost sharing for mutually beneficial projects
- Monitor revenue and expenditures and recommend appropriate adjustments

### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Receive and investigate complaints and work to provide resolution of citizen concerns
- Work with Murfreesboro Police Department to identify potential road design solutions for problem areas
- Achieved one hundred percent staff participation in Service Excellence training

### ENGAGING OUR COMMUNITY

- Participate in public meetings related to planned roadway projects
- Conduct transit training and promotion at public meetings and events

### FY 2018 ACCOMPLISHMENTS

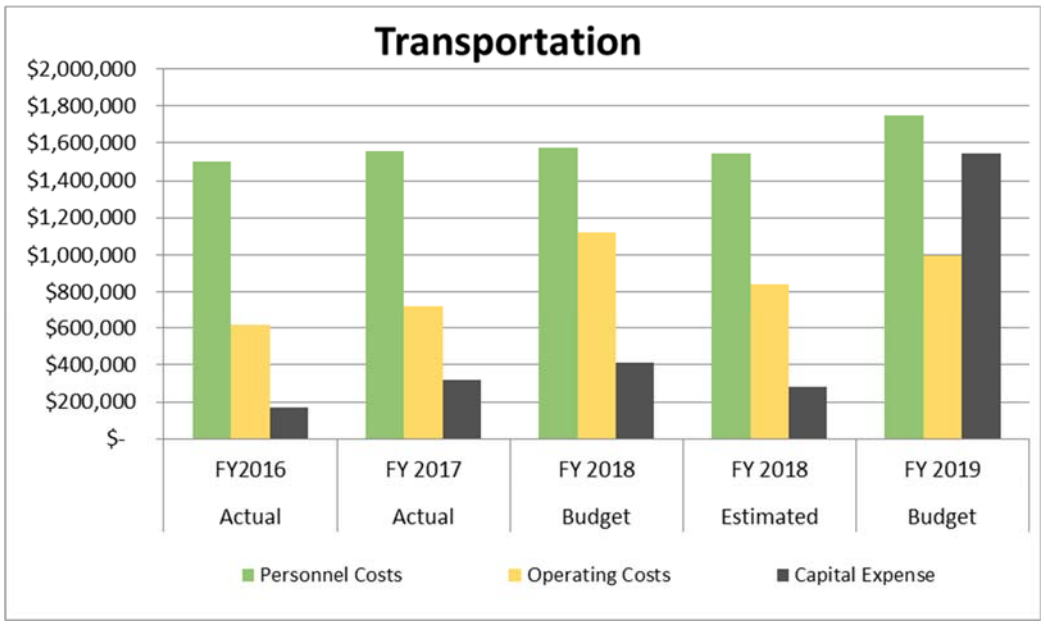
- Hired additional full-time staff for Rover and changes to scheduling practices have improved schedule adherence and attendance
- Requested proposals and selected a firm for Final Design of Transit Center
- Completed Rover Service Assessment Study with TDOT Multimodal Division and held public meetings for input
- Awarded 6 Million Dollar competitive grant from TDOT under TDOT's IMPROVE Act.
- Completed implementation of Holiday Signal Timing Plan for Medical Center, Old Fort and Thompson Lane Corridors
- Initial implementation of Broad & Memorial Timing Plans for the opening of the Broad & Memorial Interchange
- Rutherford Blvd. Adaptive Signal System is in Preliminary Design Phase
- Finalized and adopted 2040 Major Transportation Plans as part of the 2035 Comprehensive Plan
- Awarded a Transportation Alternative Project Grant for the Mercury Blvd. Sidewalk Project
- Phase 4 of Stones River Greenway Trail under construction

## FY 2019 DEPARTMENT GOALS

- Complete 60% of Final Design of Transit Center
- Begin the process on Right of Way Acquisition for Transit Center
- Purchase, installation, and implementation of new Electronic Fare Collection System
- Complete final design for Rutherford Blvd. Adaptive Signal System
- Complete final design for Mercury Blvd. Sidewalk Project
- Finalized implementation of the Broad & Memorial Timing plans, including Broad Street, Memorial Blvd. and Old Fort Parkway Corridors
- Initiate LED Conversion feasibility study for Interstate and Downtown Lighting maintained by the City of Murfreesboro
- Initiate Downtown Traffic Operations Study
- Initiate CBD signal timing study
- Initiate and complete the Joe B. Jackson Interchange Traffic Study
- Coordinate with TDOT on the implementation of phase 1 of the I-24 Smart Corridor Project

## EXPENDITURE SUMMARY

| | Transportation | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 1,499,592 | $ 1,556,229 | $ 1,577,231 | $ 1,544,330 | $ 1,746,614 |
| Operating Costs | $ 614,637 | $ 722,459 | $ 1,122,133 | $ 838,812 | $ 993,643 |
| Capital Expense | $ 170,627 | $ 316,017 | $ 409,910 | $ 281,645 | $ 1,545,460 |
| Total Transportation | $ 2,284,856 | $ 2,594,705 | $ 3,109,274 | $ 2,664,786 | $ 4,285,717 |



## HUMAN RESOURCES SUMMARY

| Transportation Department | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Director - Transportation | 1 | 1 | 1 | 1 |
| Assistant Director - Transportation | 1 | 1 | 0 | 0 |
| Public Transportation | | | | |
| Assistant Director - Transportation | 1 | 1 | 1 | 1 |
| Transportation Operations Manager | 1 | 1 | 1 | 1 |
| Transportation Operations Supervisor | 1 | 1 | 1 | 1 |
| Administrative Support Specialist I | 1 | 2 | 1 | 1 |
| Transit Operator (Full time) | 7 | 9 | 10 | 10 |
| | | | | |
| Traffic | | | | |
| Assistant Director - Traffic | 1 | 1 | 1 | 1 |
| Administrative Support Specialist II | | | 1 | 1 |
| Traffic Engineer | | | 1 | 1 |
| Crew Leader | | | 1 | 1 |
| Sign Technician | 2 | 2 | 1 | 1 |
| Traffic Signal Technician | 3 | 3 | 3 | 3 |
| Traffic Technician II | | | | 1 |
| Full-Time Positions | 19 | 22 | 23 | 24 |
| | | | | |
| Transit Operator (Part time) | 9 | 7 | 6 | 6 |
| Administrative Support Specialist I | 1 | 0 | 0 | 0 |
| Part-Time Positions | 10 | 7 | 6 | 6 |
| | | | | |
| Total Transportation Allocation | 29 | 29 | 29 | 30 |

# 2018 - 2019 Budget Year
# Transportation Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Traffic** | | | | | | | |
| Salary - Full-Time - Regular | 371,643 | 471,329 | 449,191 | 432,337 | 502,303 | 53,112 | 11.82% |
| Longevity | 5,340 | 3,900 | 6,900 | 4,740 | 3,780 | (3,120) | -45.22% |
| Part-Time Regular Emp Wages | 1,099 | - | - | - | - | - | |
| Overtime Wages | 2,090 | 6,698 | 6,100 | 4,096 | 6,300 | 200 | 3.28% |
| Stand-By Pay | | 115 | - | 3,919 | 11,960 | 11,960 | |
| Other Wages | - | - | 11,960 | - | - | (11,960) | -100.00% |
| Annual Holiday Gift | | - | | 400 | 400 | 400 | |
| Social Security & Medicare Tax | 27,315 | 35,942 | 32,942 | 32,906 | 38,552 | 5,610 | 17.03% |
| Hospital And Health Insurance | 77,989 | 84,889 | 71,901 | 70,200 | 93,721 | 21,820 | 30.35% |
| Dental Insurance - Delta | 4,516 | 4,536 | 4,016 | 4,084 | 4,232 | 216 | 5.38% |
| Defined Benefit Plan | 40,893 | 37,053 | 34,764 | 27,427 | 23,346 | (11,418) | -32.84% |
| Defined Contribution Plan | 3,593 | 8,598 | 14,122 | 15,235 | 25,130 | 11,008 | 77.95% |
| LTD & Life Insurance | 2,635 | 3,406 | 3,496 | 3,754 | 2,928 | (569) | -16.26% |
| Worker's Compensation | 9,923 | 10,206 | 8,555 | 8,555 | 14,690 | 6,135 | 71.71% |
| Temporary Agency Service | 12,593 | 9,205 | - | - | - | - | |
| Total Personnel Costs | 559,627 | 677,677 | 643,947 | 607,652 | 727,342 | 83,395 | 12.95% |
| | | | | | | | |
| Memberships & Dues | 1,054 | 1,060 | 1,600 | 1,575 | 1,600 | - | 0.00% |
| Advertising | 36 | 2,856 | 250 | 306 | 250 | - | 0.00% |
| Subscriptions - Newspapers,etc | 42 | 85 | 200 | 270 | 200 | - | 0.00% |
| Profession. Svc - Subscription | | - | - | 84 | 500 | 500 | |
| License/Prof Fees | | 409 | - | 413 | 500 | 500 | |
| Electric | 1,745 | 1,381 | 2,000 | 469 | 2,000 | - | 0.00% |
| Water | - | - | 225 | - | 225 | - | 0.00% |
| Cell Phone | 2,943 | 4,535 | 5,700 | 2,864 | 6,100 | 400 | 7.02% |
| Repair & Maint. Motor Vehicles | 18 | 18 | 2,500 | - | 3,000 | 500 | 20.00% |
| Fleet - Repair & Maintenance | 20,932 | 4,613 | 5,500 | 2,966 | 6,100 | 600 | 10.91% |
| Repair & Maint - Software | | 1,814 | - | - | - | - | |
| Repair & Maint Furn. & Machine | 4,419 | 5,008 | 5,800 | 7,711 | 5,800 | - | 0.00% |
| Repair & Maint Traffic Lights | 196,306 | 131,458 | 200,000 | 245,221 | 228,000 | 28,000 | 14.00% |
| Repair & Maint - Street Lights | 35,006 | 29,692 | 45,000 | 45,000 | 45,000 | - | 0.00% |
| Repair & Maint - Other | - | 1,367 | 4,500 | - | 4,500 | - | 0.00% |
| Training & Travel | 5,491 | 6,276 | 9,500 | - | 9,500 | - | 0.00% |
| Car Allowance & Mileage | 3,007 | 3,622 | 3,200 | 2,800 | 3,500 | 300 | 9.38% |
| Office Supplies and Materials | 1,326 | 1,287 | 1,500 | 1,500 | 1,500 | - | 0.00% |
| Software Subscriptions | | 143 | - | 214 | 2,200 | 2,200 | |
| Postage & Shipping | 599 | 117 | 150 | 19 | 150 | - | 0.00% |
| Operating Supplies | - | - | 250 | - | 250 | - | 0.00% |
| Public Safety Supplies | - | - | 1,300 | - | 1,300 | - | 0.00% |
| Clothing and Uniforms | 795 | 866 | - | 1,288 | - | - | |
| Gas, Oil, Diesel, Grease, Etc. | 4,730 | 4,757 | 6,000 | 4,000 | 7,500 | 1,500 | 25.00% |
| Vehicle Parts & Repair | - | - | - | 1,200 | 1,200 | 1,200 | |
| Handtools & Hardware | - | 479 | 750 | 525 | 750 | - | 0.00% |
| Traffic Signal Supplies | - | 35,965 | - | 5,526 | - | - | |
| Traffic Control Devices | 32,035 | 33,419 | 35,000 | 55,375 | 35,000 | - | 0.00% |

# 2018 - 2019 Budget Year
# Transportation Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Traffic** | | | | | | | |
| Safety Supplies | 95 | - | 150 | - | 200 | 50 | 33.33% |
| Other Supplies & Materials | 80 | - | 250 | - | 300 | 50 | 20.00% |
| Vehicle Insurance | 4,963 | 3,844 | 3,678 | 3,457 | 7,026 | 3,348 | 91.03% |
| Transp Projects | | | 150,000 | - | - | (150,000) | -100.00% |
| Miscellaneous Expense | - | 177 | 500 | - | 500 | - | 0.00% |
| MPO Matching Funds | 6,797 | 7,477 | 16,500 | 24,593 | 18,150 | 1,650 | 10.00% |
| Total Operating Budget | 322,420 | 282,725 | 502,003 | 407,374 | 392,801 | (109,202) | -21.75% |
| | | | | | | | |
| **Operating and Salary Budget** | 882,047 | 960,402 | 1,145,950 | 1,015,027 | 1,120,143 | (25,807) | -2.25% |
| | | | | | | | |
| Machinery and Equipment | | 14,916 | 17,000 | 2,987 | | (17,000) | -100.00% |
| Transp Equipment | | 33,152 | - | - | | - | |
| Van for Traffic Tech | | | | | 70,000 | 70,000 | |
| Office Machinery and Equipment | | 3,633 | 11,410 | - | 3,000 | (8,410) | -73.71% |
| Computer Software Exp | | 755 | 21,000 | 23,571 | | (21,000) | -100.00% |
| Total Fixed Assets | 3,141 | 52,456 | 49,410 | 26,558 | 73,000 | 23,590 | 47.74% |
| | | | | | | | |
| **Total Traffic Budget** | 885,188 | 1,012,858 | 1,195,360 | 1,041,585 | 1,193,143 | (2,217) | -0.19% |

# 2018 - 2019 Budget Year
# Transportation Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Transportation** | | | | | | | |
| Salary - Full-Time - Regular | 621,253 | 508,569 | 520,681 | 547,522 | 601,564 | 80,883 | 15.53% |
| Longevity | 2,820 | 3,360 | 3,540 | 3,540 | 4,260 | 720 | 20.34% |
| Part-Time Regular Emp Wages | 62,327 | 107,786 | 145,673 | 100,600 | 112,470 | (33,203) | -22.79% |
| Overtime Wages | 15,870 | 36,375 | 20,000 | 20,733 | 22,000 | 2,000 | 10.00% |
| Bonus Pay | | 2,400 | - | - | | - | |
| Annual Holiday Gift | | - | | 825 | 825 | 825 | |
| Social Security & Medicare Tax | 51,192 | 48,849 | 48,104 | 49,546 | 53,250 | 5,146 | 10.70% |
| Hospital And Health Insurance | 133,133 | 123,510 | 132,946 | 149,848 | 140,742 | 7,796 | 5.86% |
| Dental Insurance - Delta | 5,774 | 5,639 | 6,274 | 6,837 | 6,272 | (2) | -0.03% |
| Defined Benefit Plan | 31,930 | 21,332 | 18,706 | 18,035 | 19,540 | 834 | 4.46% |
| Defined Contribution Plan | 9,589 | 14,285 | 16,697 | 18,547 | 23,170 | 6,473 | 38.77% |
| LTD & Life Insurance | 3,009 | 3,073 | 3,425 | 3,406 | 3,947 | 522 | 15.23% |
| Worker's Compensation | 2,379 | 2,605 | 17,238 | 17,238 | 31,233 | 13,995 | 81.19% |
| Temporary Agency Service | 691 | 769 | - | - | - | - | |
| Total Personnel Costs | 939,965 | 878,552 | 933,284 | 936,677 | 1,019,272 | 85,988 | 9.21% |
| | | | | | | | |
| Contractual Services | - | - | - | - | - | - | |
| Printing Services | 1,905 | - | - | - | - | - | |
| Memberships & Dues | 14,903 | 14,903 | 17,500 | 19,000 | 19,000 | 1,500 | 8.57% |
| Advertising | 13,506 | 5,971 | 15,000 | 14,000 | 15,000 | - | 0.00% |
| Subscriptions - Newspapers,etc | - | - | 150 | - | 150 | - | 0.00% |
| Public Relations | - | 4,129 | 3,000 | - | 4,000 | 1,000 | 33.33% |
| Electric | 4,559 | 5,122 | 5,000 | 5,044 | 5,000 | - | 0.00% |
| Telephone & Other Comm. | 681 | 677 | 5,240 | 593 | 5,000 | (240) | -4.58% |
| Cell Phone | 2,095 | 3,024 | 2,500 | 3,000 | 3,000 | 500 | 20.00% |
| Repair & Maint. Motor Vehicles | - | 247 | 5,500 | 12,413 | 12,500 | 7,000 | 127.27% |
| Fleet - Repair & Maintenance | 120,648 | 173,933 | 285,000 | 129,010 | 220,000 | (65,000) | -22.81% |
| Repair & Maint Other Mach & Eq | 5,313 | 5,317 | 5,000 | - | 5,000 | - | 0.00% |
| Repair & Maint Furn. & Machine | - | - | 1,500 | 150 | 1,500 | - | 0.00% |
| Repair & Maint. - Shelters | 1,434 | 1,067 | 1,500 | 1,627 | 1,500 | - | 0.00% |
| Repair & Maint - Other | - | - | 32,900 | - | 32,000 | (900) | -2.74% |
| Repair & Maint. - AVL | 3,941 | 35,438 | 7,600 | 35,000 | 37,000 | 29,400 | 386.84% |
| Training & Travel | - | 4,474 | 6,000 | 1,705 | 7,000 | 1,000 | 16.67% |
| Employee | 385 | 118 | 800 | - | 800 | - | 0.00% |
| Car Allowance & Mileage | 1,231 | 1,282 | 1,300 | 2,008 | 2,000 | 700 | 53.85% |
| Office Supplies and Materials | 3,671 | 1,508 | 6,000 | 2,509 | 6,000 | - | 0.00% |
| IT Supplies | | - | - | 49 | - | - | |
| Postage & Shipping | 137 | 109 | 200 | 403 | 300 | 100 | 50.00% |
| Operating Supplies | - | 955 | 850 | 2,084 | 1,500 | 650 | 76.47% |
| Household & Janitor Supplies | 725 | 202 | 750 | 700 | 750 | - | 0.00% |
| Public Safety Supplies | 75 | - | - | - | - | - | |
| Clothing and Uniforms | - | 540 | - | 1,700 | 1,500 | 1,500 | |
| Gas, Oil, Diesel, Grease, Etc. | 79,796 | 81,616 | 104,000 | 80,500 | 104,000 | - | 0.00% |
| Fare Supplies | 6,277 | 8,963 | 12,000 | 13,500 | 12,000 | - | 0.00% |
| Safety Supplies | 110 | - | 2,500 | - | 2,500 | - | 0.00% |

# 2018 - 2019 Budget Year
# Transportation Budget

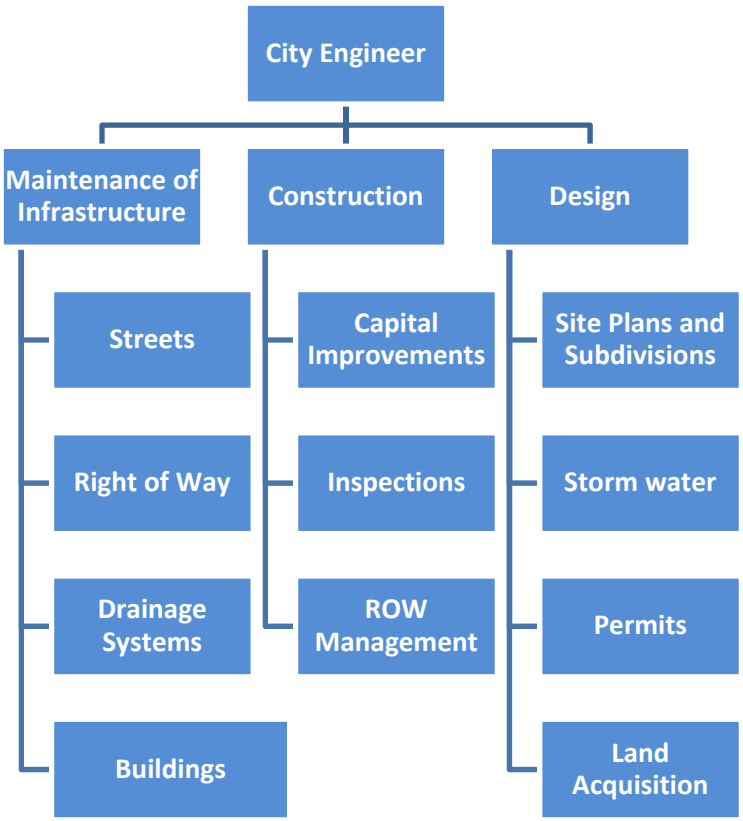
| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Transportation** | | | | | | | |
| Other Supplies & Materials | - | - | 200 | 300 | 200 | - | 0.00% |
| Vehicle Insurance | 24,028 | 82,662 | 81,440 | 80,924 | 82,892 | 1,452 | 1.78% |
| Miscellaneous Expense | - | - | 200 | 624 | 600 | 400 | 200.00% |
| MPO Matching Funds | 6,797 | 7,477 | 16,500 | 24,593 | 18,150 | 1,650 | 10.00% |
| Total Operating Budget | 292,217 | 439,734 | 620,130 | 431,437 | 600,842 | (19,288) | -3.11% |
| | | | | | | | |
| **Operating and Salary Budget** | 1,232,182 | 1,318,286 | 1,553,414 | 1,368,115 | 1,620,114 | 66,700 | 4.29% |
| | | | | | | | |
| RTA-Pass Thru | | 14,128 | 12,000 | - | 15,000 | 3,000 | 25.00% |
| Relax & Ride | | 30,412 | 50,000 | 61,756 | 134,460 | 84,460 | 168.92% |
| MCHRA | | 187,123 | 127,500 | 191,250 | 195,000 | 67,500 | 52.94% |
| Buildings Exp | | 24,397 | 150,000 | 1,727 | | (150,000) | -100.00% |
| Transit Center | | | | | 869,000 | 869,000 | |
| Machinery and Equipment | | 5,766 | 18,000 | 354 | | (18,000) | -100.00% |
| Normal replacement | | | | | 6,000 | 6,000 | |
| Transp Equipment | | - | - | - | | - | |
| Farebox system | | | | | 250,000 | | |
| Office Machinery and Equipment | | 1,477 | 3,000 | - | | (3,000) | -100.00% |
| 3 heavy duty chairs for dispatch office | | | | | 1,800 | 1,800 | |
| Normal replacement | | | | | 1,200 | 1,200 | |
| Computer Equipment | | 257 | - | - | | | |
| Total Fixed Assets | 167,486 | 263,560 | 360,500 | 255,086 | 1,472,460 | 1,111,960 | 308.45% |
| | | | | | | | |
| **Total Transportation Budget** | 1,399,668 | 1,581,847 | 1,913,914 | 1,623,201 | 3,092,574 | 1,178,660 | 61.58% |
| | | | | | | | |
| **Total Traffic & Transportation Budget** | 2,284,856 | 2,594,705 | 3,109,274 | 2,664,786 | 4,285,717 | 1,176,443 | 37.84% |

# ENGINEERING

## ENGINEERING DIVISION

The goal of the Engineering Division is to provide safe and quality infrastructure for the citizens of Murfreesboro by utilizing the skills of the department's employees in the design, review, construction, and inspection of all private and public developments and capital improvement projects. The Engineering Division also provides professional services to other City departments on their maintenance and capital construction projects.

## ORGANIZATION CHART



## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Provide safe and quality infrastructure
- Continue to enhance the city's sidewalks and bicycle route systems
- Manage encroachments in easements to prevent drainage problems
- Receive drainage requests and recommend improvements based on priority
- Oversee Local Floodplain Management Program to maintain compliance with FEMA requirements
- Review all residential permit applications for drainage and FEMA issues

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Provide coordination on the City's Capital Improvement Program
- Design and provide project management and construction inspection as necessary to lower total cost of the Capital Improvement Program

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Ensure prompt review of development and construction plans, including excellent communication with developers, builders, and their representatives

## ENGAGING OUR COMMUNITY

- Hold public meetings to receive community input on major projects
- Provide timely information to the public on ongoing construction projects through multiple sources including the local newspapers, CityTV, the City's website, social networks, and social media sites
- Complete informational segments with CityTV on topics that impact residents such as obstructions to sidewalks and bike lanes

## FY 2018 ACCOMPLISHMENTS

- Provided engineering review of all site plans, plats, and annexation requests
- Provided construction management of Lytle Street Phase 2 from Barker Street to South Church Street. Completion is anticipated by Fall, 2018
- Provided construction management of Phase IV of the Stones River Greenway extension
- Evaluated multiple potential elementary school sites for a new facility in the southwest area of the city
- Provided conceptual layouts and construction plans for a road to serve the medical facilities in the Gateway area
- Provided assistance with the Blackman Park development plans including environmental, geotechnical, site layout, roadways and utilities

- Provided construction management of the Fire Station 4 waste fill removal and backfill for site development
- Provided the design and construction management of improvements to multiple intersections through the Hotspot Program
- Completed improvements to Blaze Drive including the construction of a multi-use path which serves multiple schools in the area
- Processed over 900 fence and miscellaneous construction applications which sometimes included site visits to review potential easement encroachments
- Provided review of over 800 lots for new home construction
- Processed over 425 permits for construction in city streets including obtaining and maintaining sureties for the work to be completed

## FY 2019 DEPARTMENT GOALS

- Work to ensure post-design cost estimates are within 5% of project bids
- Ensure final cost of construction costs are within 5% of the original bid, less scope changes
- Process fence permits and conduct site visit within 2 business days of their submittal
- Conduct final residential lot inspections on the same day if requests made before 9 am
- Process 95% of all construction permits on the same day they are submitted
- Provide construction inspection and management on both the Perlino Drive and Kingdom Drive bridge projects
- Provide construction inspection and management on the relocation and improvements to Rucker Lane from Franklin Road to Veterans Parkway and Jones Boulevard from Medical Center Parkway to Northfield Boulevard
- Provide construction inspection and management of the road and utility improvements associated with the new elementary school near Veterans Parkway and New Salem Highway
- Provide construction inspection and management of the road and utility improvements to serve the medical facilities in the Gateway area
- Provide engineering review of proposed capital improvement projects including Bradyville Pike, Cherry Lane extension, Maney Avenue Phase II, Brinkley Road, Wilkinson Pike, and Burnt Knob Road

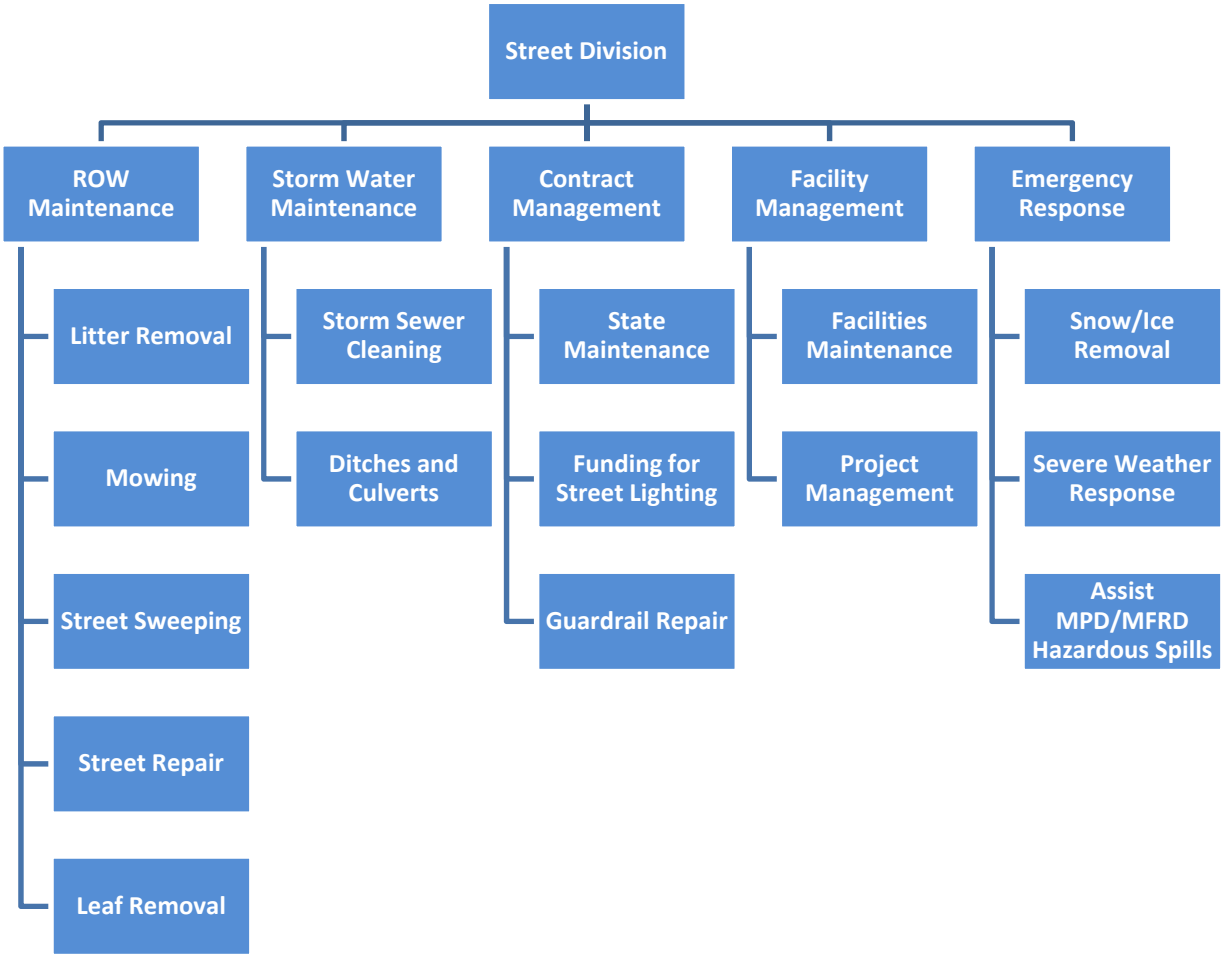
## BENCHMARKING MEASURES

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|
| Number of bids | 2 | 1 | 4 | 4 | 3 |
| Number of Capital Improvement Projects completed | 1 | 1 | 1 | 0 | 4 |
| Value of projects completed | $7,600,000 | $2,300,000 | $5,300,000 | 0 | $23,400,000 |
| Value of bids awarded | $4,550,000 | $5,200,000 | $25,000,000 | $16,000,000 | $9,500,000 |
| Number of development plans reviewed | 250 | 300 | 300 | 300 | 300 |
| Number of single family permits reviewed | 850 | 1,000 | 1,000 | 800 | 900 |

## STREET DIVISION

The Street Division's primary functions include the maintenance of streets, facilities, sidewalks, curbs, gutters, and storm drainage systems with a focus on customer service. The Street Division is responsible for winter storm and catastrophic event response, mowing of right of ways and easements, repairs to street pavement, litter removal, street sweeping, and the maintenance of storm drainage systems. During the fall months, this division is responsible for the collection and disposal of leaves.

## ORGANIZATION CHART



## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Encourage pride in the appearance of Murfreesboro
- Maintain the usability of all City infrastructure in order to meet the expectations of our residents

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Reduce the cost of replacing and repairing costly infrastructure through timely and efficient maintenance
- Balance the use of contractual services with a full-time staff in order to provide the necessary functions of the department

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Strive to exceed customer expectations in the provision of all services provided by the department
- Ensure all personnel have been trained in the City's customer service program

## ENGAGING OUR COMMUNITY

- Utilize the City of Murfreesboro Facebook page to inform the public regarding service dates and activities involving the department
- Participate in the development of programs such as the Citizens Academy to properly educate the public on the functions of the department

## FY 2018 ACCOMPLISHMENTS

- Successfully completed over eighty storm water projects
- Responded to two winter storm events using over 700 tons of salt
- Updated and implemented new salt routes
- Successfully repaired over 150 road failures
- Processed over 100 work orders through our work order system
- Implemented routine Storm Water Maintenance of inlet cleaning and vacuuming of Storm water structures
- Demo several structures
- Repaired concrete sidewalks plus curb and gutter using over 90yds of concrete
- 1500 tons of leaves picked up and removed
- Rebuilt Cason Lane in Three Rivers subdivision
- Assistance with logistics of Rally on the square in October

## FY 2019 DEPARTMENT GOALS

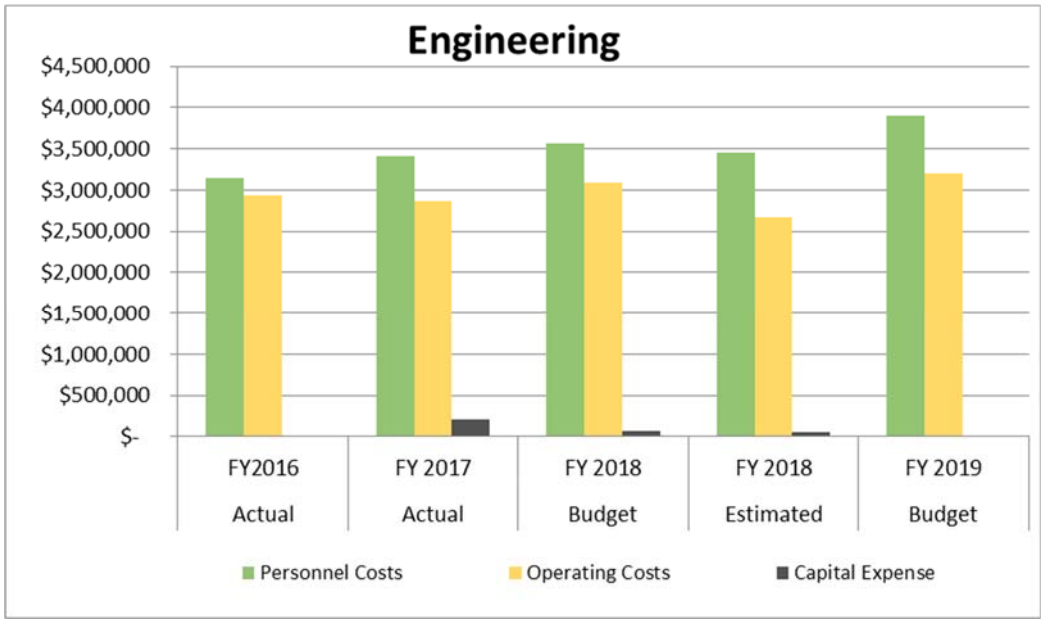
- Update and implement salt routes to include recent annexation areas
- Improve Employee Training in field related programs and customer service
- New centralized location for an additional salt barn and sweeper debris disposal
- Implement new pothole patching program
- Implement a new Storm water camera truck for inspection and maintenance of underground drainage systems

## BENCHMARKING MEASURES

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|
| Number of annual mowings of ROW, easements, City Property | 18 | 25 | 20 | 20 | 20 |
| Miles of streets resurfaced | 45 | 37 | 45 | 37 | 38 |
| Cubic yards of leaves diverted from landfill | 3,200 | 3,000 | 3,400 | 3,400 | 3,400 |

## EXPENDITURE SUMMARY

| | Engineering | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 3,150,975 | $ 3,415,702 | $ 3,558,353 | $ 3,452,148 | $ 3,902,003 |
| Operating Costs | $ 2,937,701 | $ 2,859,628 | $ 3,090,600 | $ 2,669,025 | $ 3,195,987 |
| Capital Expense | $ 10,107 | $ 201,770 | $ 72,600 | $ 55,168 | $ 15,700 |
| Total Engineering | $ 6,098,783 | $ 6,477,100 | $ 6,721,553 | $ 6,176,341 | $ 7,113,690 |



## HUMAN RESOURCES SUMMARY

| Engineering Department | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Engineering Section | | | | |
| City Engineer | 1 | 1 | 1 | 1 |
| Assistant City Engineer | 0 | 1 | 1 | 1 |
| Environmental Engineer | 1 | 0 | 0 | 0 |
| Project Engineer | 2 | 2 | 3 | 3 |
| Engineer in Training | 1 | 1 | 1 | 1 |
| Project Coordinator | 1 | 1 | 1 | 1 |
| Public Works Inspector | 3 | 3 | 4 | 4 |
| ROW Safety Inspector | 1 | 1 | 0 | 0 |
| Public Works Projects Inspector | 4 | 4 | 4 | 4 |
| Permits Technician | 0 | 1 | 1 | 1 |
| Administrative Aide I | 1 | 1 | 0 | 0 |
| Administrative Aide II | 0 | 0 | 1 | 1 |
| Administrative Support Specialist II | 1 | 0 | 0 | 0 |
| | | | | |
| Street Section | | | | |
| Street Superintendent | 1 | 1 | 1 | 1 |
| Public Works Crew Leader | 3 | 4 | 4 | 4 |
| Heavy Equipment Operator | 0 | 1 | 1 | 1 |
| Equipment Operator | 15 | 16 | 17 | 18 |
| Refuse/Custodial Crew Supervisor | 2 | 2 | 2 | 2 |
| Laborer (Full time) | 6 | 6 | 6 | 6 |
| W/WW Maintenance Technician | | | 1 | 1 |
| Facilities Superintendent* | 1 | 1 | 0 | 0 |
| Maintenance Technician* | 2 | 2 | 0 | 0 |
| Full-Time Positions | 46 | 49 | 49 | 50 |
| | | | | |
| Laborer | 7 | 7 | 9 | 8 |
| Administrative Support Specialist | | | 1 | 0 |
| Project Intern | 1 | 1 | 1 | 0 |
| Part-Time Positions | 8 | 8 | 11 | 8 |
| | | | | |
| Total Engineering Allocation | 54 | 57 | 60 | 58 |

# 2018 - 2019 Budget Year
# Engineering and Street Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Engineering Division** | | | | | | | |
| Salary - Full-Time - Regular | 1,066,099 | 992,155 | 1,038,425 | 965,774 | 1,010,082 | (28,343) | -2.73% |
| Longevity | 11,880 | 10,920 | 10,140 | 10,140 | 11,100 | 960 | 9.47% |
| Part-Time Regular Emp Wages | 12,495 | 7,828 | - | 10,470 | - | - | |
| Overtime Wages | 52,865 | 95,701 | 95,000 | 125,712 | 120,000 | 25,000 | 26.32% |
| Other Wages | 310 | - | - | - | - | - | |
| Annual Holiday Gift | | | | 800 | 800 | 800 | |
| Social Security & Medicare Tax | 82,403 | 80,675 | 73,139 | 79,496 | 80,033 | 6,894 | 9.43% |
| Hospital And Health Insurance | 233,069 | 230,461 | 251,165 | 265,265 | 260,772 | 9,607 | 3.82% |
| Dental Insurance - Delta | 9,152 | 9,353 | 11,121 | 10,724 | 10,462 | (659) | -5.93% |
| Dental Insurance - Assurant | 215 | 106 | - | - | - | - | |
| Defined Benefit Plan | 94,491 | 80,551 | 79,662 | 79,766 | 83,332 | 3,670 | 4.61% |
| Defined Contribution Plan | 13,821 | 10,473 | 24,196 | 18,571 | 23,110 | (1,086) | -4.49% |
| LTD & Life Insurance | 6,338 | 6,563 | 6,917 | 7,223 | 6,326 | (591) | -8.54% |
| Worker's Compensation | 793 | 1,042 | 11,495 | 11,495 | 15,398 | 3,903 | 33.95% |
| Temporary Agency Services | 1,490 | - | - | - | - | - | |
| Total Personnel Costs | 1,585,422 | 1,525,830 | 1,601,260 | 1,585,436 | 1,621,415 | 20,155 | 1.26% |
| | | | | | | | |
| Contractual Services | 1,900 | - | - | 1,215 | - | - | |
| Memberships & Dues | 140 | 490 | 1,500 | 690 | 1,500 | - | 0.00% |
| Advertising | - | - | 1,000 | 352 | - | (1,000) | -100.00% |
| License/Prof Fees | 2,000 | 1,619 | 2,500 | - | 2,500 | - | 0.00% |
| Electric | 3,401 | 2,993 | 3,000 | 2,705 | 3,000 | - | 0.00% |
| Water | 510 | 592 | 750 | 366 | 500 | (250) | -33.33% |
| Telephone & Other Comm. | 1,425 | 1,503 | 1,500 | 996 | 1,000 | (500) | -33.33% |
| Cell Phone | 8,417 | 8,161 | 9,500 | 10,016 | 11,000 | 1,500 | 15.79% |
| Internet | - | - | 800 | 1,122 | 1,500 | 700 | 87.50% |
| Cable Service | - | 35 | 50 | 36 | 50 | - | 0.00% |
| Professional Services | 7,695 | 20,588 | 40,000 | 14,736 | 10,000 | (30,000) | -75.00% |
| Repair & Maint. Motor Vehicles | 100 | 123 | 1,000 | - | 1,000 | - | 0.00% |
| Fleet - Repair & Maintenance | - | 2,201 | 2,100 | 1,485 | 2,000 | (100) | -4.76% |
| Repair & Maint Furn. & Machine | 3,419 | 4,218 | 7,000 | 5,381 | 5,000 | (2,000) | -28.57% |
| Repair & Maint Roads & Streets | - | 10 | - | - | - | - | |
| Repair & Maint - Network & Web | | 616 | - | - | - | - | |
| Training & Travel | 2,059 | 4,767 | 7,000 | 8,971 | 5,000 | (2,000) | -28.57% |
| Car Allowance & Mileage | 42,638 | 4,011 | 9,000 | 1,560 | 6,000 | (3,000) | -33.33% |
| Office Supplies and Materials | 2,054 | 3,625 | 4,000 | 3,959 | 4,000 | - | 0.00% |
| Postage & Shipping | 189 | 431 | 500 | 207 | 500 | - | 0.00% |
| Household & Janitor Supplies | - | - | 200 | - | 200 | - | 0.00% |
| Public Safety Supplies | - | 353 | 1,000 | - | 1,000 | - | 0.00% |
| Clothing and Uniforms | 1,611 | 749 | 2,000 | 3,675 | 2,000 | - | 0.00% |
| Gas, Oil, Diesel, Grease, Etc. | - | 10,550 | 9,900 | 10,400 | 15,800 | 5,900 | 59.60% |
| Vehicle Insurance | - | 9,163 | 7,905 | 6,121 | 8,582 | 677 | 8.56% |
| Sampling & Testing | 46,984 | 39,880 | 50,000 | 93,319 | 35,000 | (15,000) | -30.00% |
| Landfill Gas Management | 51,301 | 51,289 | 60,000 | 96,000 | 60,000 | - | 0.00% |
| Miscellaneous Expense | 464 | 424 | 1,000 | 150 | 1,000 | - | 0.00% |

# 2018 - 2019 Budget Year
# Engineering and Street Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Engineering Division** | | | | | | | |
| Meals During Meetings | 414 | 75 | 1,000 | - | 1,000 | - | 0.00% |
| Total Operating Budget | 176,721 | 168,464 | 224,205 | 263,461 | 179,132 | (45,073) | -20.10% |
| | | | | | | | |
| **Operating and Salary Budget** | 1,762,143 | 1,694,294 | 1,825,465 | 1,848,897 | 1,800,547 | (24,918) | -1.37% |
| | | | | | | | |
| Machinery and Equipment | | - | 4,300 | 3,828 | | (4,300) | -100.00% |
| 4 Eye level with tripod and measuring rods | | | | | 2,000 | 2,000 | |
| 3 4' smart level | | | | | 600 | 600 | |
| 3 Measuring wheel | | | | | 600 | 600 | |
| 4 Temperature/infrared guns | | | | | 400 | 400 | |
| 1 200' Measuring tape | | | | | 100 | 100 | |
| Transp Equipment | | - | 6,700 | 1,411 | | (6,700) | -100.00% |
| Normal Replacement | | | | | 1,000 | 1,000 | |
| Office Machinery and Equipment | | 3,893 | - | - | | | |
| Computer Software Exp | | 3,331 | - | - | | | |
| Computer Equipment | | 8,418 | 5,000 | 2,657 | | (5,000) | -100.00% |
| 1 new computer | | | | | 1,000 | 1,000 | |
| Total Fixed Assets | 2,276 | 15,643 | 16,000 | 7,896 | 5,700 | (10,300) | -64.38% |
| | | | | | | | |
| **Total Engineering Budget** | 1,764,419 | 1,709,937 | 1,841,465 | 1,856,794 | 1,806,247 | (35,218) | -1.91% |

# 2018 - 2019 Budget Year
# Engineering and Street Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Street Division** | | | | | | | |
| Salary - Full-Time - Regular | 1,002,600 | 1,112,845 | 1,116,425 | 1,077,659 | 1,251,115 | 134,690 | 12.06% |
| Longevity | 20,220 | 19,680 | 20,520 | 16,380 | 16,080 | (4,440) | -21.64% |
| Part-Time Regular Emp Wages | 33,684 | 107,950 | 126,067 | 93,130 | 144,765 | 18,698 | 14.83% |
| Overtime Wages | 6,910 | 13,709 | 50,000 | 24,154 | 50,000 | - | 0.00% |
| Other Wages | - | - | 11,960 | - | - | (11,960) | -100.00% |
| Annual Holiday Gift | | | | 1,625 | 1,625 | 1,625 | |
| Social Security & Medicare Tax | 76,952 | 91,524 | 87,778 | 87,753 | 103,785 | 16,007 | 18.24% |
| Hospital And Health Insurance | 248,658 | 277,856 | 286,046 | 314,276 | 371,622 | 85,576 | 29.92% |
| Dental Insurance - Delta | 10,995 | 13,509 | 13,259 | 14,696 | 14,348 | 1,089 | 8.21% |
| Defined Benefit Plan | 97,580 | 94,119 | 86,596 | 74,621 | 77,893 | (8,703) | -10.05% |
| Defined Contribution Plan | 9,204 | 16,299 | 20,956 | 24,754 | 40,146 | 19,190 | 91.57% |
| LTD & Life Insurance | 6,642 | 8,203 | 7,713 | 7,892 | 7,253 | (460) | -5.96% |
| Worker's Compensation | 51,281 | 134,177 | 129,773 | 129,773 | 201,956 | 72,183 | 55.62% |
| Temporary Agency Services | 828 | - | - | - | - | - | |
| Total Personnel Costs | 1,565,553 | 1,889,872 | 1,957,093 | 1,866,712 | 2,280,588 | 323,495 | 16.53% |
| | | | | | | | |
| Contractual Services | 16,150 | 1,000 | 5,000 | 5,000 | 5,000 | - | 0.00% |
| Memberships & Dues | - | - | 150 | 150 | 150 | - | 0.00% |
| Subscriptions - Newspapers,etc | 204 | 212 | 220 | 329 | 250 | 30 | 13.64% |
| Utility Services | 235 | - | - | - | - | - | |
| Electric | 11,816 | 15,949 | 10,000 | 12,011 | 13,000 | 3,000 | 30.00% |
| Water | 9,240 | 9,474 | 5,500 | 876 | 5,500 | - | 0.00% |
| Gas | 3,527 | 3,501 | - | 3,456 | 4,000 | 4,000 | |
| Telephone & Other Comm. | 1,270 | 1,700 | 2,000 | 1,333 | 2,000 | - | 0.00% |
| Cell Phone | 5,094 | 6,679 | 8,500 | 5,886 | 9,000 | 500 | 5.88% |
| Internet | | - | - | 1,632 | 2,000 | 2,000 | |
| Street Light-Electric & Maint | 1,890,666 | 1,963,812 | 2,000,000 | 1,737,402 | 2,000,000 | - | 0.00% |
| Professional Services | 2,604 | - | 1,000 | - | 1,000 | - | 0.00% |
| Employee Testing | 361 | 410 | 500 | - | 500 | - | 0.00% |
| Repair & Maint. Services | 200 | - | 500 | - | 500 | - | 0.00% |
| Repair & Maint. Motor Vehicles | 23,358 | 19,402 | 40,000 | 24,704 | 43,000 | 3,000 | 7.50% |
| Fleet - Repair & Maintenance | 268,286 | 193,977 | 226,500 | 123,755 | 226,500 | - | 0.00% |
| Repair & Maint Other Mach & Eq | 32,033 | 26,757 | 52,000 | 31,069 | 55,000 | 3,000 | 5.77% |
| Repair & Maint Furn. & Machine | 2,085 | 1,326 | 2,000 | 1,425 | 2,500 | 500 | 25.00% |
| Repair & Maint. Buildings | 9,487 | 21,012 | 20,000 | 20,280 | 20,000 | - | 0.00% |
| Repair & Maint Roads & Streets | 32,533 | 5,811 | 10,000 | 22,845 | 20,000 | 10,000 | 100.00% |
| Repair & Maint - Other | 675 | 180 | - | - | - | - | |
| Repair & Maintenance - Radios | 639 | 712 | 1,000 | 589 | 1,000 | - | 0.00% |
| Training & Travel | - | 1,529 | 2,000 | 602 | 2,000 | - | 0.00% |
| Employee | 1,364 | 1,644 | 1,700 | 1,119 | 2,000 | 300 | 17.65% |
| Car Allowance & Mileage | - | - | - | - | - | - | |
| Office Supplies and Materials | 2,054 | 515 | 2,000 | 2,608 | 2,000 | - | 0.00% |
| Postage & Shipping | 54 | 34 | 100 | 24 | 100 | - | 0.00% |
| Other Chemicals | 125,668 | 27,383 | 60,000 | 5,250 | 20,000 | (40,000) | -66.67% |
| Food | | 67 | - | 3,907 | 5,000 | 5,000 | |
| Household & Janitor Supplies | 4,745 | 3,491 | 4,500 | 5,358 | 6,000 | 1,500 | 33.33% |

# 2018 - 2019 Budget Year
# Engineering and Street Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Street Division** | | | | | | | |
| Public Safety Supplies | 10,599 | 1,026 | 1,500 | 2,190 | 3,000 | 1,500 | 100.00% |
| Clothing and Uniforms | 7,906 | 16,730 | 20,000 | 23,612 | 25,000 | 5,000 | 25.00% |
| Repair & Maint. Supplies | 194 | - | 500 | - | 500 | - | 0.00% |
| Gas, Oil, Diesel, Grease, Etc. | 81,352 | 95,898 | 120,900 | 102,500 | 175,000 | 54,100 | 44.75% |
| Vehicle Parts & Repair | 3,533 | - | - | - | - | - | |
| Tires, Tubes and Etc. | 3,390 | 11,219 | 16,000 | 18,759 | 20,000 | 4,000 | 25.00% |
| Other Repair & Maint Supplies | 1,884 | 350 | 4,000 | 1,920 | 4,000 | - | 0.00% |
| Consumable Tools | 4,553 | 1,772 | 6,000 | 3,741 | 6,000 | - | 0.00% |
| Safety Supplies | 698 | 1,132 | 2,500 | 2,550 | 3,500 | 1,000 | 40.00% |
| Right of Way Materials | 38,728 | 19,451 | 20,000 | 19,520 | 20,000 | - | 0.00% |
| Concrete and Clay Products | - | - | - | 6,857 | - | - | |
| Wood Products | - | - | - | - | 2,500 | 2,500 | |
| Crushed Stone | - | - | 5,000 | 4,500 | 10,000 | 5,000 | 100.00% |
| Gravel and Sand | - | - | - | - | 1,500 | 1,500 | |
| Sodium Chloride | - | - | - | - | 30,000 | 30,000 | |
| Asphalt and Asphalt Filler | 5,544 | 22,052 | 30,000 | 55,952 | 49,000 | 19,000 | 63.33% |
| Concrete | 173 | 11,139 | 20,000 | 15,600 | 20,000 | - | 0.00% |
| Other Supplies & Materials | 6,724 | 10,139 | 15,000 | 11,315 | 15,000 | - | 0.00% |
| Vehicle Insurance | 37,659 | 45,633 | 39,325 | 44,954 | 56,855 | 17,530 | 44.58% |
| Machinery and Equipment Rental | 8,442 | 11,273 | 8,500 | 19,196 | 25,000 | 16,500 | 194.12% |
| Maintenance of State Routes | 104,742 | 136,054 | 100,000 | 60,000 | 100,000 | - | 0.00% |
| Miscellaneous Expense | 511 | 720 | 1,000 | 788 | 1,000 | - | 0.00% |
| Meals During Meetings | - | - | 1,000 | - | 1,000 | - | 0.00% |
| Total Operating Budget | 2,760,981 | 2,691,163 | 2,866,395 | 2,405,564 | 3,016,855 | 150,460 | 5.25% |
| | | | | | | | |
| **Operating and Salary Budget** | 4,326,533 | 4,581,036 | 4,823,488 | 4,272,275 | 5,297,443 | 473,955 | 9.83% |
| | | | | | | | |
| Buildings Exp | | - | 10,000 | - | - | (10,000) | -100.00% |
| Machinery and Equipment | | 110,619 | 41,600 | 47,272 | | (41,600) | -100.00% |
| 1 Bushhog | | | | | 5,350 | 5,350 | |
| 6 Trimmers | | | | | 2,100 | 2,100 | |
| 4 Blowers | | | | | 800 | 800 | |
| 5 Chainsaws | | | | | 1,750 | 1,750 | |
| Transp Equipment | | 69,382 | - | - | - | - | |
| Computer Equipment | | 3,808 | 5,000 | - | - | (5,000) | -100.00% |
| Furniture & Fixtures | | 2,318 | - | - | - | | |
| Total Fixed Assets | 7,831 | 186,127 | 56,600 | 47,272 | 10,000 | (46,600) | -82.33% |
| | | | | | | - | |
| **Total Street Budget** | 4,334,364 | 4,767,163 | 4,880,088 | 4,319,547 | 5,307,443 | 427,355 | 8.76% |
| | | | | | | - | |
| **Total Engineering and Street Budget** | 6,098,783 | 6,477,100 | 6,721,553 | 6,176,341 | 7,113,690 | 392,138 | 5.83% |

# INFRASTRUCTURE DEPARTMENT

## DEPARTMENT SUMMARY

The Infrastructure Department includes primarily expenses for federally funded road projects and recreational greenway projects. The department also includes expenses for projects that are partially funded through private developers or Rutherford County. The Engineering Department oversees these projects.

The Infrastructure Department is responsible for road projects that were previously reported in the Engineering Department. These projects are managed by the City Engineer and his staff. The grant funded portion of road projects is included in the Engineering Department's budget. For FY 2019, the fund is budgeted for the following capital projects:

- The improvements to Middle Tennessee Boulevard between Main Street and Greenland Avenue will be continuing construction. Approximately $5,000,000 of grant funded expenditures is budgeted for FY 2019 for construction from this department, with the City's local share budgeted in the TMBF/Loan Fund. The City anticipates receiving 80% of the project costs in Federal transportation dollars. Construction is expected to be completed by late summer of 2018.
- The extension of Cherry Lane is designed as a five-lane connector between Northwest Broad Street (SR1/US41/70S) and Memorial Boulevard (SR 10/US 231) and includes an interchange at I-840. Total costs of the project over the next five years are $34,000,000, of which $31,055,000 is locally funding from bond proceeds or current City funds. For FY 2019, $500,000 in federally funded expenditures is budgeted for design expenditures and right of way acquisition. The local City share is budgeted in the TMBF/Bond Fund.
- Bradyville Pike (State Route 99) is planned for a 2.1 mile widening project, improving the current two-lane profile to a three-lane section with sidewalks, and bike lanes. Total cost of the project is estimated at $11,500,000, of which the City's contribution is only $366,880. For FY 2018, $750,000 is included in the budget as the federal share for design costs and right-of-way acquisition. The local match is included in the TMBF/Bond Fund.
- The implementation of an Adaptive Signal Control Technology (ASCT) System along Rutherford Boulevard/ East Northfield Boulevard from Southeast Broad Street to Highland Avenue including interconnection of 14 traffic signals with fiber optic cable connecting to the existing Traffic Operations Center at City Hall. Also, included the installation of 9 additional CCTV cameras and to upgrade selected signals to include pedestrian signal timing elements.

## ORGANIZATION CHART

The Engineering Department provides the staffing for the Infrastructure Department.

## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Assists in maintaining safe and drivable streets
- Construct greenway trails and expand greenway services to the City

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Federal grants provide the funding for this department

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Expand roads and greenway trails to accommodate City growth

## ENGAGING OUR COMMUNITY

- Utilize the social media, CityTV, and the City's website to inform the public of expected and on-going projects

## FY 2018 ACCOMPLISHMENTS

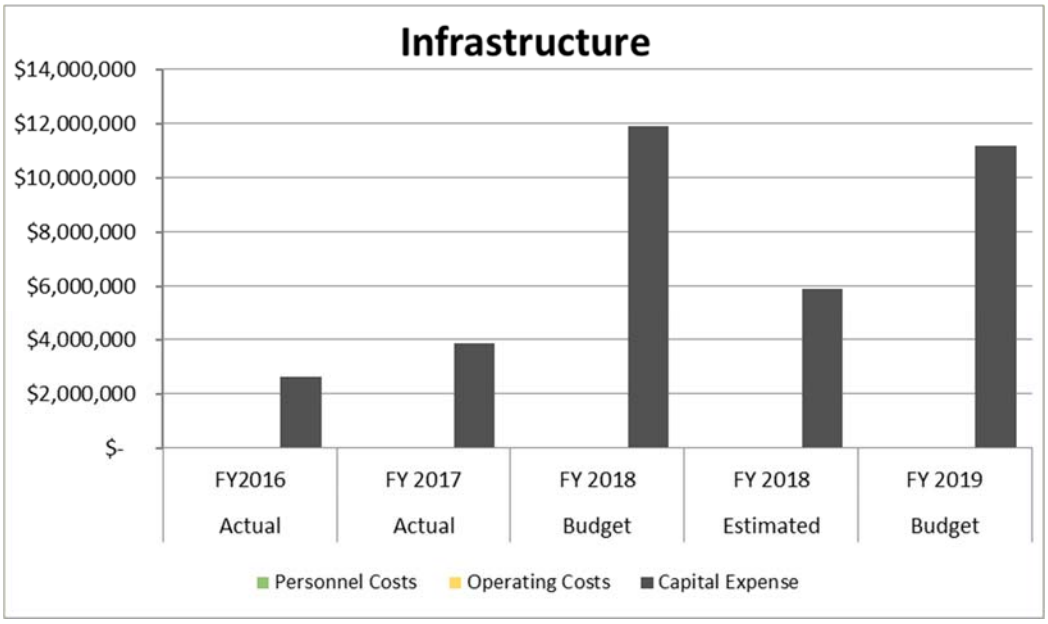
- Continued development of major road projects including Bradyville Road, Middle Tennessee Boulevard, Cherry Lane, and Lytle Street

## FY 2019 DEPARTMENT GOALS

- Continue development of major road projects including Bradyville Pike, Middle Tennessee Boulevard, Cherry Lane and Lytle Street
- Continue expansion of the Stones River Greenway trails with Phase IV

## EXPENDITURE SUMMARY

| | Infrastructure | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ - | $ - | $ - | $ - | $ - |
| Operating Costs | $ - | $ - | $ - | $ - | $ - |
| Capital Expense | $ 2,600,586 | $ 3,848,430 | $ 11,900,492 | $ 5,901,492 | $ 11,185,000 |
| Total Infrastructure | $ 2,600,586 | $ 3,848,430 | $ 11,900,492 | $ 5,901,492 | $ 11,185,000 |




## HUMAN RESOURCES SUMMARY

None

| 2018 - 2019 Budget Year | | | | | | | |
|---|---|---|---|---|---|---|---|
| Infrastructure Budget | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
| Local Street Projects | - | 161,132 | - | - | - | - | |
| Local Street Projects - Bradyville | 92,437 | 108,316 | 750,000 | 50,000 | 750,000 | - | 0.00% |
| Local Street Projects - Cherry Lane | 152,168 | 190,639 | 190,000 | 190,000 | 190,000 | - | 0.00% |
| Local Street Projects - Escrow | | | - | 450,000 | 150,000 | 150,000 | |
| Local Street Projects - Lytle Street | - | - | 500,000 | 700,000 | 200,000 | (300,000) | -60.00% |
| Local Street Projects - Middle TN Blvd | 2,263,056 | 3,015,664 | 5,200,000 | 1,800,000 | 5,100,000 | (100,000) | -1.92% |
| Local Street Projects - Other | | 10,680 | 1,650,000 | 1,200,000 | 2,035,000 | 385,000 | 23.33% |
| Acquisition Costs | 13,055 | 4,411 | 10,000 | 1,000 | 10,000 | - | 0.00% |
| Special Projects | | | 100,492 | 100,492 | - | (100,492) | -100.00% |
| Greenway Projects - Extension 4a & 4b | 79,869 | 357,589 | 3,000,000 | 800,000 | 2,000,000 | (1,000,000) | -33.33% |
| Transportation Projects - Traffic Signals | | | 500,000 | 450,000 | | | |
| Transportation Projects - Bridge Projects | | | | | 500,000 | | |
| Transportation Projects - Signals | | | | 160,000 | 250,000 | 250,000 | |
| Total Fixed Assets | 2,600,586 | 3,848,430 | 11,900,492 | 5,901,492 | 11,185,000 | (715,492) | -6.01% |
| | | | | | | | |
| **Total Infrastructure Budget** | 2,600,586 | 3,848,430 | 11,900,492 | 5,901,492 | 11,185,000 | (715,492) | -6.01% |
| **Note: FY 17 items were budgeted in Engineering and Parks and Recreation Departments* | | | | | | | |

# STATE STREET AID DEPARTMENT

## DEPARTMENT SUMMARY

The State Street Aid Department includes funding from the State of Tennessee Fuel Tax Allocation to the City. This allocation is based on population. The IMPROVE Act increases the tax by 6 cents over the next three years for gas and 7 cents for diesel.

The Engineering Department oversees maintenance projects funded by this department.

The funding covers expenditures to maintain state streets located within the City limits. The largest expenditure is more than $2 million for repaving of City streets.

## ORGANIZATION CHART

The Engineering Department provides the staffing for the State Street Aid Department.

## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Assists in maintaining safe and drivable streets
- Repairs sidewalks, and curbs, and gutters in need of repair
- Construct sidewalks as needed where gaps may exist in current routes
- Provides ADA compliant handicap and driveway ramps as needed

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Per capita distribution from State that helps offset the costs of street maintenance

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Receive and document service requests from the public regarding streets, sidewalks or drainage systems

## ENGAGING OUR COMMUNITY

- Utilize the social media, CityTV, and the City's website to inform the public of expected and on-going projects

## FY 2018 ACCOMPLISHMENTS

- Repaved 35 City street segments consisting of 37 lane miles
- Identified and scheduled for pavement streets based on condition of the pavement
- Coordinated with local utilities regarding upcoming projects

## FY 2018 DEPARTMENT GOALS

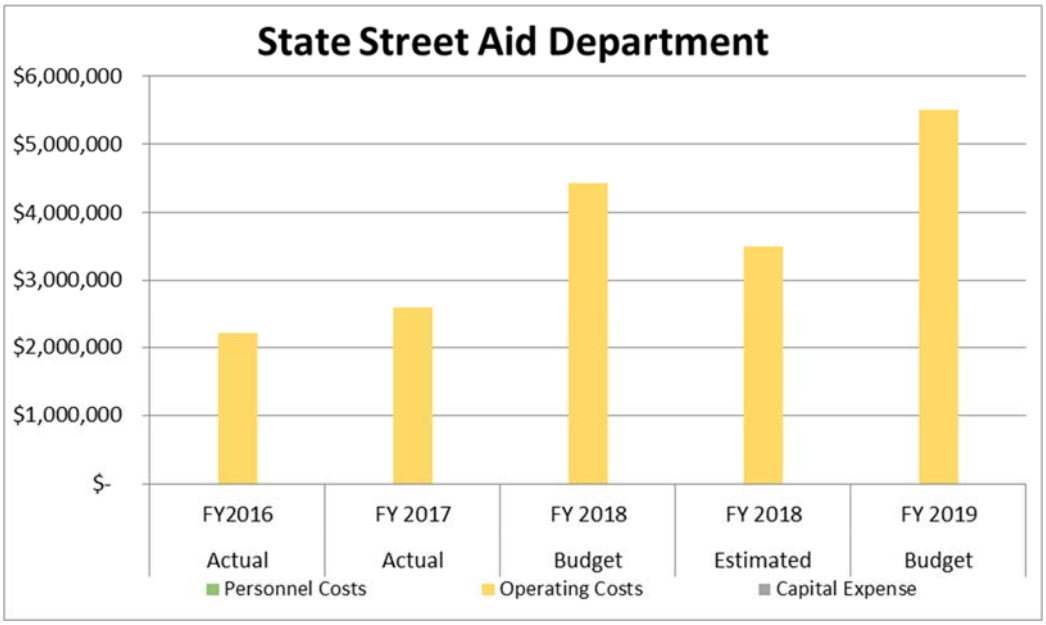
- Repave a projected 15 City street segments, including Medical Center Parkway
- Maximize funding from State by following Census results
- Identify and schedule for pavement streets based on condition of the pavement
- Provide ADA accessible handicap and driveway ramps on all streets to be repaved that have sidewalks

## BENCHMARKING MEASURES

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|
| Funding level from State | $2,979,749 | $3,017,803 | $3,619,800 | $3,500,000 | $3,501,500 |
| Miles of streets resurfaced/repaired with State Street Aid | 37 | 40 | 45 | 37 | 38 |

## EXPENDITURE SUMMARY

| | State Street Aid Department | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ - | $ - | $ - | $ - | $ - |
| Operating Costs | $ 2,204,354 | $ 2,605,723 | $ 4,431,000 | $ 3,501,748 | $ 5,501,500 |
| Capital Expense | $ - | $ - | $ - | $ - | $ - |
| Total State Street Aid Fund | $ 2,204,354 | $ 2,605,723 | $ 4,431,000 | $ 3,501,748 | $ 5,501,500 |




## HUMAN RESOURCES SUMMARY

None

# 2018 - 2019 Budget Year

## State Street Aid Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| State Highway And Street Funds | - | - | - | - | - | - | |
| State Gas & Motor Fuel Tax | 2,997,685 | 3,017,803 | 3,619,800 | 3,500,000 | 4,270,000 | 650,200 | 17.96% |
| Charges For Service | - | 111,587 | - | - | - | - | |
| Interest Earnings | 1,065 | 1,507 | 1,000 | 1,748 | 1,500 | 500 | 50.00% |
| Miscellaneous Income | 32,519 | - | - | - | - | - | |
| Use of Fund Balance | | | | | 1,230,000 | 1,230,000 | |
| | 3,031,269 | 3,130,896 | 3,620,800 | 3,501,748 | 5,501,500 | 1,880,700 | 51.94% |
| | | | | | | | |
| Street Light-Electric & Maint | 42,691 | 27,934 | 75,000 | 20,237 | 75,000 | - | 0.00% |
| Professional Services | 8,025 | 12,498 | 410,000 | 272,025 | 350,000 | (60,000) | -14.63% |
| Repair & Maint Traffic Lights | - | - | 62,000 | 76,572 | 62,000 | - | 0.00% |
| Repair & Maint Roads & Streets | 1,834,824 | 1,803,242 | 2,440,886 | 1,238,320 | 4,464,500 | 2,023,614 | 82.90% |
| Repair & Maint - StreetMarking | 172,469 | 170,109 | 225,000 | 329,923 | 225,000 | - | 0.00% |
| Repair & Maint - Rights of Way | 108,659 | 45,326 | 325,000 | 225,000 | 325,000 | - | 0.00% |
| Traffic Signal Supplies | 37,686 | - | - | - | - | - | |
| Total Operating Budget | 2,204,354 | 2,059,108 | 3,537,886 | 2,162,076 | 5,501,500 | 1,963,614 | 55.50% |
| | | | | | | | |
| Street Construction | - | 546,615 | 893,114 | 1,339,671 | - | (893,114) | -100.00% |
| Total Fixed Assets | - | 546,615 | 893,114 | 1,339,671 | - | (893,114) | -100.00% |
| | | | | | | | |
| **Total State Street Aid Expenses** | 2,204,354 | 2,605,723 | 4,431,000 | 3,501,748 | 5,501,500 | 1,070,500 | 24.16% |

# URBAN ENVIRONMENTAL

## DEPARTMENT SUMMARY

The mission of the Murfreesboro Urban Environmental Department is to help improve the health, safety and welfare of our Citizens through the planting, care, maintenance, and overall stewardship of the City's green infrastructure and urban forests.

The department is organized into 4 divisions: Administration, Landscape Ordinance Administration, Landscape and Urban Forestry and Training & Education.

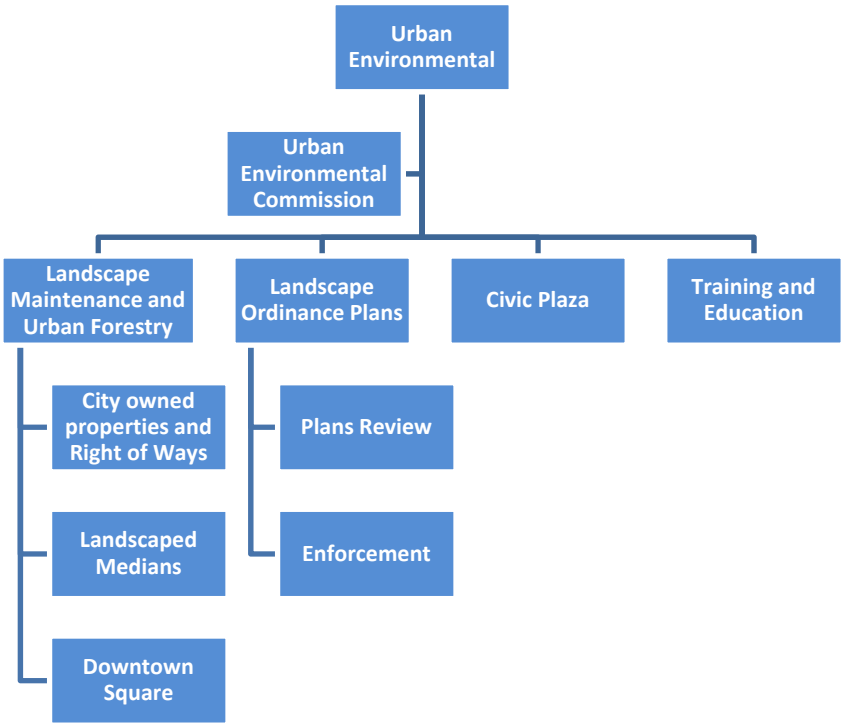
Administration – The Administration Division is responsible for the overall coordination and management of the Urban Environmental Department for the City of Murfreesboro. This involves the care and support of our concerned citizens, as well as, coordination of major initiatives, policies, practices and systems; implementation of and enforcement of City Ordinances and Policies; fiscal management of the departmental budget; and coordination of resources with other City departments.

Landscape Administration – The Landscape Administration Division ensures the development and implementation of the City's Ordinances, related policies, processes and the protection of natural plant communities and for the planting and continued maintenance of installed landscaping. The division oversees landscape designs from concept through implementation. This division also holds and tracks related installation and maintenance bonds.

Landscape and Urban Forestry – A major responsibility of the Landscape and Urban Forestry Division is the maintenance of over 50 City owned properties and City owned trees. This division maintains over 1,200,000 square feet of turf, 600,000 square feet of plant beds; almost 400,000 square feet of hardscape area, and 922 miles of Right of Way. Included in the maintenance of these areas are over three miles of irrigation along streets and medians, over 520,000 square feet of irrigation on existing City properties, and an additional 345,000 square feet will be added in the next years.

Training & Education –Training & Education serves a dual purpose in providing educational and instructional assistance to other departments on topics such as chain saw safety while also working to provide educational opportunities to the public through community outreach programs. Some of these programs are the Community Landscape Awards, the City Tree Appreciation program, and speaking engagements for civic organizations and garden clubs.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Promote our mission by setting an example of proper planting and maintenance practices and to ensure that our community will enjoy the long-term benefits of our urban forests and green infrastructure
- Provide for a greener, more aesthetically pleasing City through standards for landscaping of commercial and industrial developments
- Assess and maintain the condition of trees and plants on City properties, City Schools, Greenways, Parks, and Right of Ways for the health and safety of all residents

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Through our proactive arboricultural efforts, attract new home buyers, commercial projects and industrial developments by continuing to improve public corridors through the installation and maintenance of aesthetically pleasing landscapes
- Through strong landscape standards, improve the quality of developments in the community, adding long term value to the tax base

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Participate in additional customer service training for City personnel

## ENGAGING OUR COMMUNITY

- Inform and educate our citizens through various media and methods to encourage, support and promote our mission
- Continue the Tree Appreciation Program to serve as an education and interactive outlet for citizens to learn more about the importance trees play in the environment as well as their planting, maintenance and care
- Engage community organizations and focus groups on horticultural and arboricultural topics

## FY 2018 ACCOMPLISHMENTS

- Landscaping installation at Street Department and Training Facility
- Landscaping upgrades at Senior Center
- Mulched all Fire Halls
- Installed 300 trees at Murfree Springs Wetlands
- Hired a Tree Climber
- Completed Rutherford Blvd., Phase I street tree installation
- Started the Bloomfield landscape installation

## FY 2019 DEPARTMENT GOALS

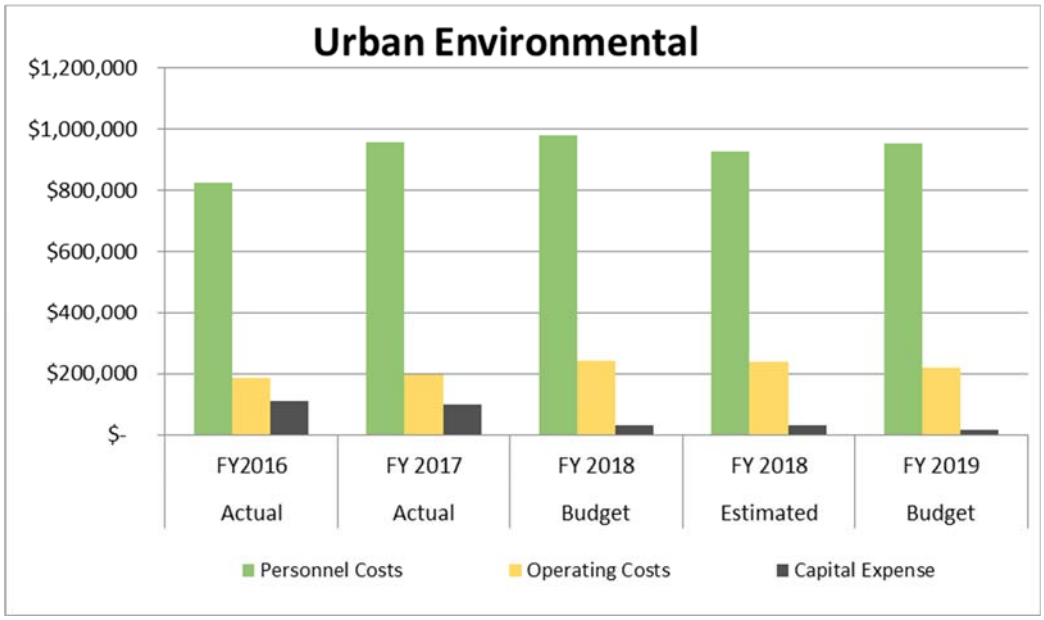
- Complete Rutherford Blvd., Phase 2 street tree installation
- Design and install the "Mary Huhta Memorial Garden"
- Continue the Murfree Springs reforestation
- Continue the Emerald Ash Borer (EAB) treatments
- Organize an Arbor Day event

## BENCHMARKING MEASURES

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|
| Downtown Tree Replacements | 5 | 4 | 3 | 0 | 0 |
| Medical Center Parkway Tree Replacement | 20 | 18 | 0 | 17 | 0 |
| Gardening in the City episodes | 3 | 2 | 2 | 2 | 3 |
| Tree Appreciation Program Events | 2 | 2 | 2 | 2 | 2 |
| Rutherford Blvd. Median Tree Replacement | 0 | 0 | 24 | 29 | 22 |
| Initial Site Plans Reviewed | | | | 160 | 160 |

## EXPENDITURE SUMMARY

| | Urban Environmental | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 826,514 | $ 958,191 | $ 980,953 | $ 925,933 | $ 953,686 |
| Operating Costs | $ 185,577 | $ 195,586 | $ 243,264 | $ 238,288 | $ 220,687 |
| Capital Expense | $ 108,783 | $ 98,350 | $ 29,000 | $ 29,000 | $ 17,000 |
| Total Urban Environmental | $ 1,120,874 | $ 1,252,127 | $ 1,253,217 | $ 1,193,221 | $ 1,191,373 |




## HUMAN RESOURCES SUMMARY

| Urban Environmental Department | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Director - Urban Environmental | 1 | 1 | 1 | 1 |
| Assistant Director - Urban Environmental | 1 | 1 | 1 | 1 |
| Turf Care Supervisor | 1 | 1 | 1 | 1 |
| Administrative Aide II | 1 | 1 | 1 | 1 |
| Lead Landscaper/Greenskeeper | 2 | 2 | 2 | 2 |
| Landscape Site Plan Inspector | 1 | 1 | 1 | 1 |
| Landscaper/Greenskeeper | 6 | 7 | 7 | 7 |
| Tree Trimmer | 1 | 1 | 1 | 1 |
| Tree Groundsman | 2 | 2 | 2 | 2 |
| Total Urban Environmental Allocation | 16 | 17 | 17 | 17 |

# 2018 - 2019 Budget Year

# Urban Environment Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 523,725 | 628,009 | 639,922 | 602,907 | 635,164 | (4,758) | -0.74% |
| Longevity | 6,840 | 7,560 | 8,403 | 8,040 | 8,880 | 477 | 5.68% |
| Holiday Pay | | 75 | - | 68 | - | - | |
| Overtime Wages | 120 | 29 | - | 293 | 500 | 500 | |
| Annual Holiday Gift | | - | | 750 | 750 | 750 | |
| Social Security & Medicare Tax | 37,497 | 45,922 | 51,186 | 43,867 | 46,850 | (4,336) | -8.47% |
| Hospital And Health Insurance | 174,294 | 191,943 | 204,453 | 197,725 | 180,631 | (23,822) | -11.65% |
| Dental Insurance - Delta | 7,360 | 7,845 | 8,278 | 8,078 | 7,604 | (674) | -8.14% |
| Defined Benefit Plan | 40,685 | 40,294 | 40,522 | 40,520 | 42,332 | 1,810 | 4.47% |
| Defined Contribution Plan | 6,253 | 10,904 | 12,012 | 7,424 | 10,346 | (1,666) | -13.87% |
| LTD & Life Insurance | 3,570 | 4,507 | 4,323 | 4,408 | 4,164 | (159) | -3.68% |
| Worker's Compensation | 26,169 | 21,104 | 11,854 | 11,854 | 16,465 | 4,611 | 38.90% |
| Total Personnel Costs | 826,514 | 958,191 | 980,953 | 925,933 | 953,686 | (27,267) | -2.78% |
| | | | | | | | |
| Contractual Services | 48,171 | 47,764 | 50,000 | 57,000 | 50,000 | - | 0.00% |
| Memberships & Dues | 160 | 265 | 400 | 400 | 160 | (240) | -60.00% |
| Subscriptions - Newspapers,etc | 149 | 151 | 150 | 200 | 200 | 50 | 33.33% |
| Electric | 23,046 | 15,106 | 20,000 | 20,000 | 20,000 | - | 0.00% |
| Water | 7,396 | 7,473 | 12,000 | 12,000 | 12,000 | - | 0.00% |
| Telephone & Other Comm. | 2,859 | 1,938 | 1,400 | 2,000 | 1,400 | - | 0.00% |
| Cell Phone | 1,576 | 3,041 | 3,250 | 3,000 | 3,300 | 50 | 1.54% |
| Internet | - | 735 | 1,350 | 1,400 | 1,400 | 50 | 3.70% |
| Cable Service | - | 471 | 200 | 300 | 300 | 100 | 50.00% |
| Employee Testing | 151 | 248 | 150 | 200 | 200 | 50 | 33.33% |
| Repair & Maintenance - Motor Vehicl | 4,251 | 826 | - | 1,000 | - | - | |
| Fleet - Repair & Maintenance | 26,274 | 19,833 | 29,292 | 18,000 | 15,000 | (14,292) | -48.79% |
| Repair & Maint Other Mach & Eq | 440 | 6,402 | 12,500 | 12,500 | 12,500 | - | 0.00% |
| Repair & Maint Furn. & Machine | - | - | 500 | 500 | 500 | - | 0.00% |
| Repair & Maint Grounds & Imp | 1,700 | 4,566 | 5,000 | 5,000 | 3,000 | (2,000) | -40.00% |
| Repair & Maint. Buildings | 3,426 | 2,936 | 3,500 | 3,500 | 3,500 | - | 0.00% |
| Training & Travel | 1,346 | 2,963 | 6,000 | 2,000 | 1,000 | (5,000) | -83.33% |
| Employee | 2,295 | 702 | 2,000 | - | - | (2,000) | -100.00% |
| Car Allowance & Mileage | 667 | 866 | 1,000 | 1,000 | 1,000 | - | 0.00% |
| Other Employee & Travel | | - | - | 200 | - | - | |
| Office Supplies and Materials | 1,591 | 1,966 | 2,750 | 2,500 | 2,800 | 50 | 1.82% |
| Software Subscriptions | | - | - | 400 | 400 | 400 | |
| Postage & Shipping | 741 | 1,066 | 1,250 | 1,100 | 1,300 | 50 | 4.00% |
| Agriculture and Hort. Supplies | 28,110 | 19,347 | 44,100 | 26,000 | 26,100 | (18,000) | -40.82% |
| Tree Bank Expenses | | 12,919 | - | 15,000 | 18,000 | 18,000 | |
| Food | | - | - | 2,000 | 2,000 | 2,000 | |
| Household & Janitor Supplies | 898 | 1,367 | 2,000 | 2,000 | 2,000 | - | 0.00% |
| Public Safety Supplies | 2,789 | 1,986 | 3,000 | 1,000 | 1,000 | (2,000) | -66.67% |
| Clothing and Uniforms | 1,639 | 7,812 | 6,000 | 6,200 | 3,000 | (3,000) | -50.00% |
| Repair & Maint. Supplies | - | 2,704 | 2,500 | 2,500 | 2,500 | - | 0.00% |
| Gas, Oil, Diesel, Grease, Etc. | 13,319 | 16,692 | 18,500 | 18,500 | 18,500 | - | 0.00% |
| Other Repair & Maint Supplies | 2,459 | - | - | - | - | - | |
| Handtools & Hardware | 1,257 | 2,657 | 4,000 | 3,500 | 3,000 | (1,000) | -25.00% |

# 2018 - 2019 Budget Year

## Urban Environment Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Safety Supplies | 288 | 453 | - | 2,000 | 2,000 | 2,000 | |
| Other Supplies & Materials | - | 72 | 1,000 | 1,000 | 1,000 | - | 0.00% |
| Vehicle Insurance | 8,035 | 9,623 | 6,472 | 7,388 | 8,627 | 2,155 | 33.30% |
| Machinery and Equipment Rental | 90 | 79 | 2,000 | 6,000 | 2,000 | - | 0.00% |
| Miscellaneous Expense | 455 | 560 | 1,000 | 1,000 | 1,000 | - | 0.00% |
| Total Operating Budget | 185,577 | 195,586 | 243,264 | 238,288 | 220,687 | (22,577) | -9.28% |
| | | | | | | | |
| **Operating and Salary Budget** | 1,012,091 | 1,153,777 | 1,224,217 | 1,164,221 | 1,174,373 | (49,844) | -4.07% |
| | | | | | | | |
| Buildings Exp | | 92,312 | - | - | - | - | |
| Machinery & Equipment | | 3,119 | 26,000 | 16,000 | | (26,000) | -100.00% |
| Mower | | | | | 15,000 | 15,000 | |
| Transportation Equipment | | - | - | 10,000 | - | - | |
| Office Machinery & Equipment | | 2,919 | 1,500 | 1,500 | | (1,500) | -100.00% |
| Normal replacement | | | | | 1,000 | 1,000 | |
| Computer Equipment | | - | 1,500 | 1,500 | | (1,500) | -100.00% |
| Normal replacement | | | | | 1,000 | 1,000 | |
| Total Fixed Assets | 108,783 | 98,350 | 29,000 | 29,000 | 17,000 | (12,000) | -41.38% |
| | | | | | | | |
| **Total Urban Environment Budget** | 1,120,874 | 1,252,127 | 1,253,217 | 1,193,221 | 1,191,373 | (61,844) | -4.93% |

# CIVIC PLAZA

## DEPARTMENT SUMMARY

The Civic Plaza is a shared common space between Murfreesboro City Hall and the Linebaugh Public Library. The Plaza is used for a variety of community events including live music, public speakers and various civic groups outside functions. It is heavily landscaped and the home to public art and the iconic cupola that is used in the City's logo. The Civic Plaza is maintained by the Urban Environmental Department.

Rutherford County owns a portion of the Civic Plaza. As a result, the cost of maintaining the Plaza is divided between the City and Rutherford County on a ratio of 58.5% City and 41.5% County.

## IMPLEMENTATION OF COUNCIL PRIORITIES

### SAFE AND LIVABLE NEIGHBORHOODS

- Provides an anchor for cultural activities in the downtown area
- Supports the Linebaugh Public Library

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Provide an aesthetically pleasing venue for special events, concerts, weddings and other gatherings in our historic downtown
- Encourage Citizens and organizations to keep events local and for visitors to bring events to Murfreesboro, creating further commerce in the downtown area

### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

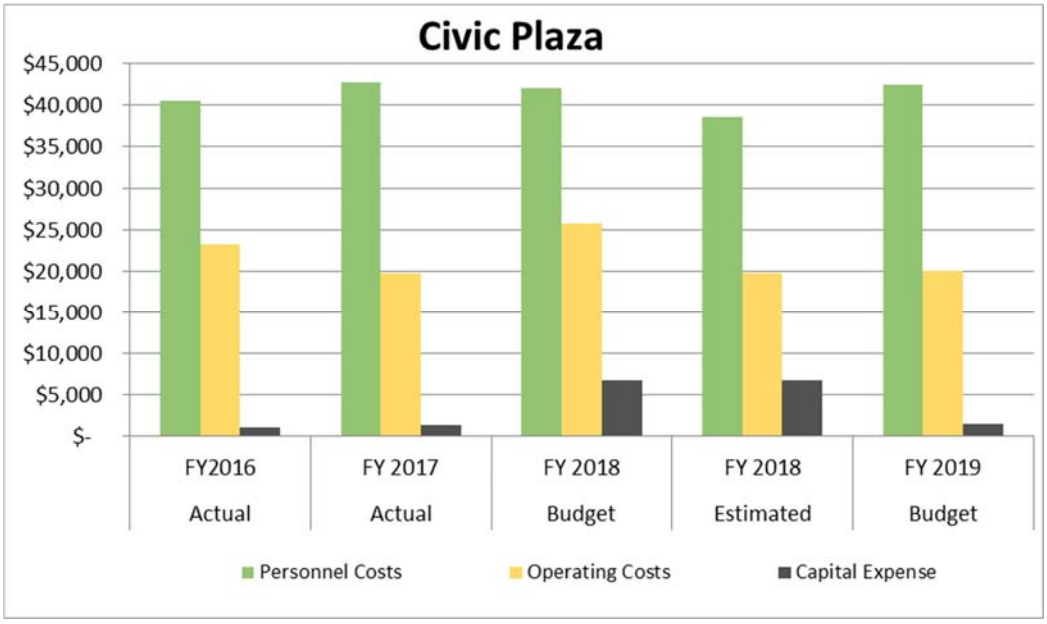
- Maintain the plaza so that it continues to be a beautiful gathering place and one of civic pride

### ENGAGING OUR COMMUNITY

- Provide a clean, functional and aesthetically pleasing location that serves to draw the community to the downtown area

## EXPENDITURE SUMMARY

| | Civic Plaza | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 40,437 | $ 42,674 | $ 41,957 | $ 38,621 | $ 42,373 |
| Operating Costs | $ 23,281 | $ 19,752 | $ 25,745 | $ 19,831 | $ 20,107 |
| Capital Expense | $ 1,092 | $ 1,360 | $ 6,700 | $ 6,700 | $ 1,500 |
| Total Civic Plaza | $ 64,809 | $ 63,786 | $ 74,402 | $ 65,152 | $ 63,980 |




## HUMAN RESOURCES SUMMARY

| Civic Plaza | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Lead Landscaper/Greenskeeper | 1 | 1 | 1 | 1 |
| | | | | |
| Total Civic Plaza Allocation | 1 | 1 | 1 | 1 |

# 2018 - 2019 Budget Year

## Civic Plaza Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 28,292 | 28,384 | 30,909 | 27,363 | 30,909 | - | 0.00% |
| Longevity | 120 | 180 | 240 | 240 | 300 | 60 | 25.00% |
| Annual Holiday Gift | | | | 50 | 50 | 50 | |
| Social Security & Medicare Tax | 2,086 | 2,139 | 2,282 | 2,047 | 2,282 | - | 0.00% |
| Hospital And Health Insurance | 5,485 | 5,390 | 5,477 | 5,934 | 5,465 | (12) | -0.22% |
| Dental Insurance - Delta | 240 | 236 | 236 | 259 | 236 | - | 0.00% |
| Defined Contribution Plan | 1,264 | 864 | 928 | 821 | 928 | - | 0.00% |
| LTD & Life Insurance | 190 | 225 | 212 | 235 | 196 | (16) | -7.55% |
| Worker's Compensation | 2,759 | 5,257 | 1,673 | 1,673 | 2,007 | 334 | 19.96% |
| Total Personnel Costs | 40,437 | 42,674 | 41,957 | 38,621 | 42,373 | 416 | 0.99% |
| | | | | | | | |
| Contractual Services | 2,965 | 2,503 | 3,000 | 3,000 | 3,000 | - | 0.00% |
| Electric | 2,237 | 2,237 | 2,237 | 2,200 | 2,200 | (37) | -1.65% |
| Water | 2,203 | 2,789 | 2,500 | 2,300 | 2,500 | - | 0.00% |
| Repair & Maint. Motor Vehicles | 300 | 497 | 1,100 | 1,000 | 500 | (600) | -54.55% |
| Fleet - Repair & Maintenance | 1,057 | 1,624 | 400 | 1,500 | 1,000 | 600 | 150.00% |
| Repair & Maint Other Mach & Eq | - | 866 | 1,250 | 800 | 700 | (550) | -44.00% |
| Repair & Maint. - Fountain | 685 | 2,353 | 2,500 | 800 | 1,000 | (1,500) | -60.00% |
| Repair & Maint Grounds & Imp | 9,767 | 859 | 3,000 | 1,500 | 2,000 | (1,000) | -33.33% |
| Agriculture and Hort. Supplies | 1,092 | 2,372 | 2,500 | 2,300 | 1,500 | (1,000) | -40.00% |
| Household & Janitor Supplies | - | 388 | 300 | 300 | 300 | - | 0.00% |
| Public Safety Supplies | 133 | - | 300 | 200 | 200 | (100) | -33.33% |
| Clothing and Uniforms | - | 260 | 550 | 300 | 500 | (50) | -9.09% |
| Repair & Maint. Supplies | - | 581 | 1,150 | 1,200 | 1,200 | 50 | 4.35% |
| Gas, Oil, Diesel, Grease, Etc. | 1,871 | 1,805 | 2,000 | 1,500 | 1,700 | (300) | -15.00% |
| Safety Supplies | | - | - | 200 | 200 | 200 | |
| Other Supplies & Materials | 80 | - | 1,000 | 100 | 500 | (500) | -50.00% |
| Vehicle Insurance | 607 | 607 | 458 | 431 | 607 | 149 | 32.53% |
| Miscellaneous Expense | 285 | 12 | 1,500 | 200 | 500 | (1,000) | -66.67% |
| Total Operating Budget | 23,281 | 19,752 | 25,745 | 19,831 | 20,107 | (5,638) | -21.90% |
| | | | | | | | |
| **Operating and Salary Budget** | 63,717 | 62,426 | 67,702 | 58,452 | 62,480 | (5,222) | -7.71% |
| | | | | | | | |
| Machinery & Equipment | | 1,360 | 6,700 | 6,700 | | (6,700) | -100.00% |
| Normal replacement | | | | | 1,500 | 1,500 | |
| Total Fixed Assets | 1,092 | 1,360 | 6,700 | 6,700 | 1,500 | (5,200) | -77.61% |
| | | | | | | | |
| **Total Civic Plaza Budget** | 64,809 | 63,786 | 74,402 | 65,152 | 63,980 | (10,422) | -14.01% |

# PARKING GARAGE

## DEPARTMENT SUMMARY

City Hall, the Civic Plaza and the Linebaugh Public Library all share a two story, below grade parking garage. The garage is maintained by the City Hall Maintenance staff. The costs of operating and maintaining the garage are divided between the City and Rutherford County on a ratio of 68.5% City and 31.5% County.

## IMPLEMENTATION OF COUNCIL PRIORITIES

### SAFE AND LIVABLE NEIGHBORHOODS

- Supports the Linebaugh Public Library
- Supports the activities in City Hall
- Supports all downtown businesses and merchants by providing ample free parking
- Supports all cultural activities in the downtown area

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Maintain the facility using in-house personnel when appropriate in order to minimize costs

### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

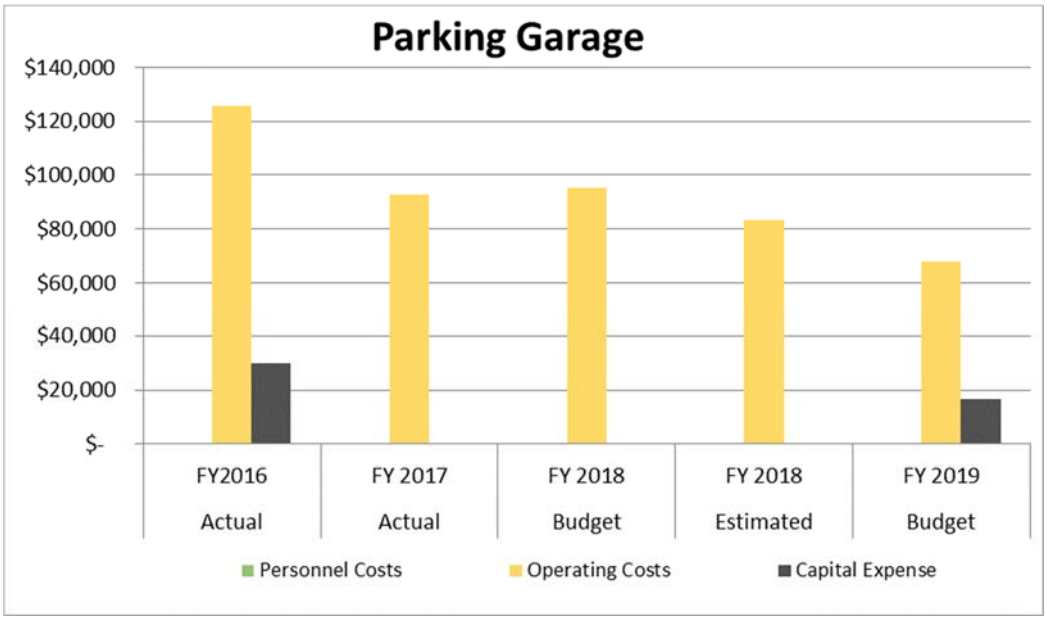
- Provide a clean and safe parking for visitors to City Hall, the Library and the Downtown area

### ENGAGING OUR COMMUNITY

- Continue the maintenance and availability of free parking to visitors of City Hall, the Library and the Downtown area

## EXPENDITURE SUMMARY

| | Parking Garage | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ - | $ - | $ - | $ - | $ - |
| Operating Costs | $ 125,712 | $ 92,681 | $ 95,220 | $ 83,279 | $ 67,720 |
| Capital Expense | $ 29,997 | $ - | $ - | $ - | $ 16,500 |
| Total Parking Garage | $ 155,709 | $ 92,681 | $ 95,220 | $ 83,279 | $ 84,220 |




## HUMAN RESOURCES SUMMARY

None

# 2018 - 2019 Budget Year
# Parking Garage Budget

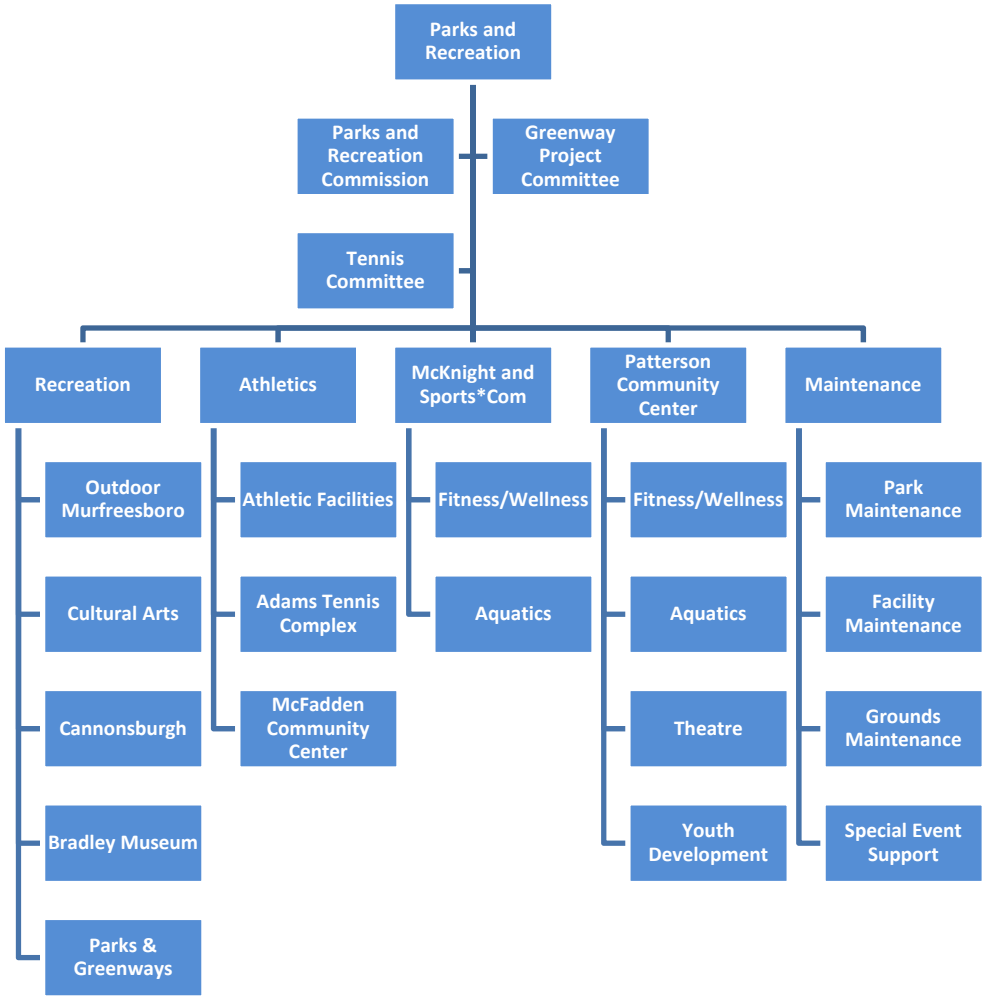
| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Contractual Services | 5,100 | 5,100 | 5,100 | 5,500 | 5,500 | 400 | 7.84% |
| Electric | 88,544 | 79,416 | 45,000 | 34,589 | 40,000 | (5,000) | -11.11% |
| Telephone & Other Comm. | 199 | 206 | 220 | 190 | 220 | - | 0.00% |
| Other Utility Services | - | - | 300 | - | - | (300) | -100.00% |
| Professional Services | - | 1,903 | 2,000 | - | - | (2,000) | -100.00% |
| Repair & Maint. Buildings | 125 | 6,056 | 40,000 | 40,000 | 20,000 | (20,000) | -50.00% |
| Household & Janitor Supplies | 217 | - | - | - | - | - | |
| Other Supplies & Materials | - | - | 600 | 1,000 | - | (600) | -100.00% |
| Miscellaneous Expense | 31,527 | - | 2,000 | 2,000 | 2,000 | - | 0.00% |
| Total Operating Budget | 125,712 | 92,681 | 95,220 | 83,279 | 67,720 | (27,500) | -28.88% |
| | | | | | | | |
| Capital Outlay | | - | - | - | 16,500 | | |
| Total Fixed Assets | 29,997 | - | - | - | 16,500 | 16,500 | |
| | | | | | | | |
| **Total Parking Garage Budget** | 155,709 | 92,681 | 95,220 | 83,279 | 84,220 | (11,000) | -11.55% |

# PARKS AND RECREATION DEPARTMENT

## DEPARTMENT SUMMARY

The Murfreesboro Parks and Recreation Department provides area residents and visitors with the opportunity for safe recreational and cultural activities through a network of parks, recreation centers and greenways. Parks and Recreation acquires, develops, beautifies and maintains approximately 2,000 acres of parks and greenways and operates seven comprehensive recreational and cultural facilities and twenty-three other park sites that provide quality experiences for all.

## ORGANIZATION CHART



## IMPLEMENTATION OF COUNCIL PRIORITIES

### SAFE AND LIVABLE NEIGHBORHOODS

- To enrich the quality of life in the community by providing high quality facilities and instruction in a diverse range of athletic, recreational and cultural activities
- Provide citizens and residents safe, accessible and affordable facilities for recreational and cultural activities that contribute to physical and emotional health
- Demonstrate Murfreesboro's commitment to neighborhoods and citizens by highlighting the investment in parks, greenways, and community centers as focal points of the community
- Offer a wide range of special events year-round that involve all age groups and multiple interests so every citizen has an opportunity to attend and participate

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- The investment in parks, greenways, and community centers is a major quality of life statement to prospective business and industry
- Provide opportunities for tourism, tournaments, and special events that produce positive economic impact for the city
- Generate revenue to offset costs, creating a more sustainable park system
- Stimulate the local economy through the purchase of equipment, supplies, and services from local vendors and businesses for recreational programs, activities, and projects

### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Effectively and responsibly manage and maintain resources, which include approximately 2,000 acres of parklands and $150 million in assets, which includes 28 sites and 77 buildings in our park system
- Continue application of citywide Service Excellence training, implementing skills learned
- Utilize "friends" groups, civic groups, students, partnerships, and volunteers to enhance program delivery

### ENGAGING OUR COMMUNITY

- Foster an environment that allows all City Departments opportunities to engage our community in a park setting through special events, programming, and partnerships
- Brand Murfreesboro Parks and Recreation Department's parks, facilities, and programs with an effective marketing campaign utilizing contemporary communication media
- Develop and conduct a variety of methods to comprehensively assess public input and community needs; make adjustments based upon the data and stated citizens' needs

## FY 2018 ACCOMPLISHMENTS

- Developed a master plan for Blackman Park, featuring regional athletic facilities and community amenities, for 120 acres near Burnt Knob Road and Veterans Parkway
- Completed athletic field lighting projects at Richard Siegel Park and at the outdoor tennis courts at Old Fort Park
- Completed the construction of Phase 1 of the Richard Siegel Park fields 16-22 at the Jordan Farm property
- Began construction of Phase 4 of the West Fork extension of the Stones River Greenway, which will connect existing trails to Barfield Crescent Park. This is a two-year project, scheduled for completion in September of 2019
- Improved front-line service with credit card acceptance at recreational facilities
- Installed security cameras at Patterson Park Community Center, Sports*Com, and Adams Tennis Complex; ongoing installation prioritized throughout the park system
- With renewed focus on service delivery and the comprehensive management of our park resources, designed two maintenance facilities to be located at Old Fort Park and at McKnight Park

## FY 2019 DEPARTMENT GOALS

- Effectively and responsibly manage and maintain resources, which include approximately 2,000 acres of parklands and more than $150 million in assets
- Begin construction of Blackman Park
- Construct new maintenance shops, and move maintenance operations out of old Courier building on Tommy Martin Drive
- Complete mountain bike trails at Barfield Crescent Park
- Complete phase 2 of the Richard Siegel Park fields 16-22, with the addition of a restroom/pavilion
- Enhance Murfree Spring Wetland with improvements to boardwalk and general aesthetics; align with the opening of Town Creek
- Accept online registrations and reservations through Web Trac
- Complete the development of a Parks and Recreation Master Plan to ensure the continued improvement and development of park facilities and services, which was identified as a critical strategy in Murfreesboro 2035 Comprehensive Master Plan
- Continue implementation of security cameras, the Park Smart Campaign, and other measures to focus on a safe and enjoyable park experience
- Continue partnership with Murfreesboro City School to expand opportunities
- Provide connectivity and accessibility for linkage to community resources for pedestrians and cyclists through the Murfreesboro Greenway System. Continue construction of Phase IV of Stones River Greenway, while continuing to implement the Greenway, Blueway, and Bikeway Master Plan
- Expand community partnerships and increase internal programming opportunities to grow the Better Boro Project
- Develop and improve professional development offerings and opportunities to ensure that trainings are aligned with our vision, mission, and goals

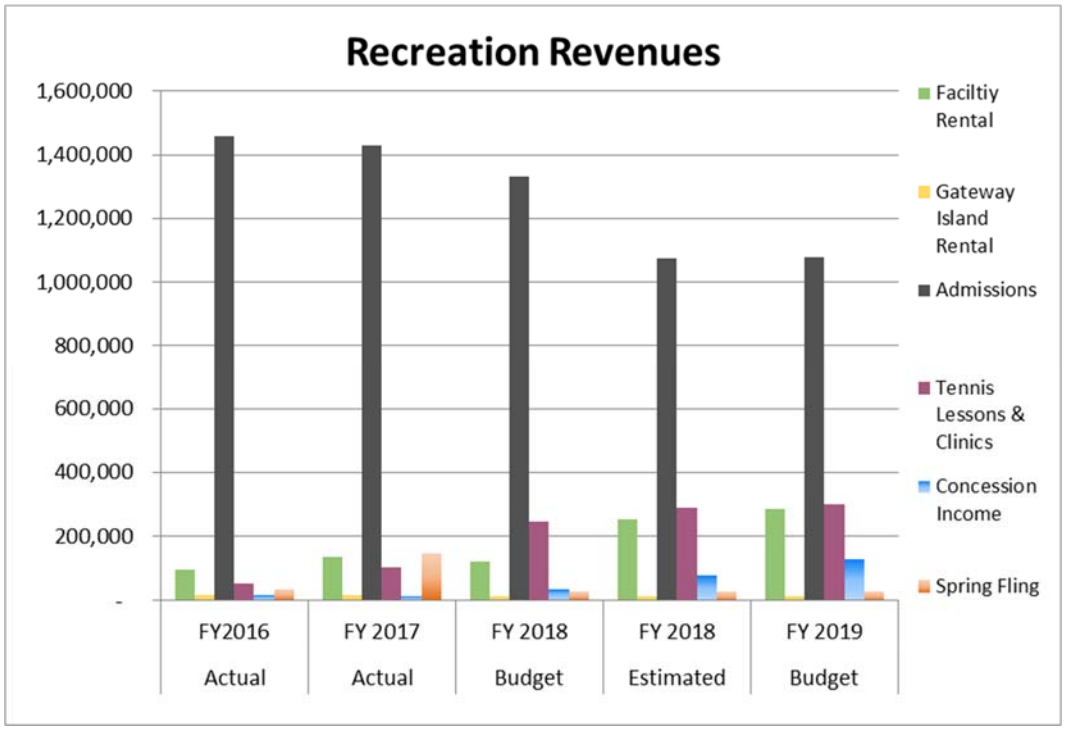
- Incorporate green practices, implementation the development of a natural resource management program
- Work in partnership with the Rutherford County Convention and Visitors Bureau to acquire athletic tournaments and other special events to promote economic growth

## BENCHMARKING MEASURES

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimate | FY 2019 Budget |
|---|---|---|---|---|---|
| Department Revenue | $2,157,003 | $2,322,909 | $2,214,642 | $2,582,249 | $2,667,020 |
| Adams Tennis Complex Revenue | $312,482 | $391,751 | $324,500 | $566,200 | $571,000 |
| Sports*Com Revenue | $706,970 | $678,996 | $660,500 | $652,500 | $642,500 |
| Patterson Park Community Center Revenue | $432,356 | $461,419 | $413,700 | $439,500 | $433,700 |
| Rental Revenues for Picnic Shelters | $54,732 | $61,145 | $54,000 | $54,000 | $54,000 |
| Partnering Organizations | 156 | 156 | 160 | 160 | 160 |
| Financial Assistance (Sept. 1 – Aug. 31) | $338,918 | $317,453 | $455,000 | $260,000 | $300,000 |

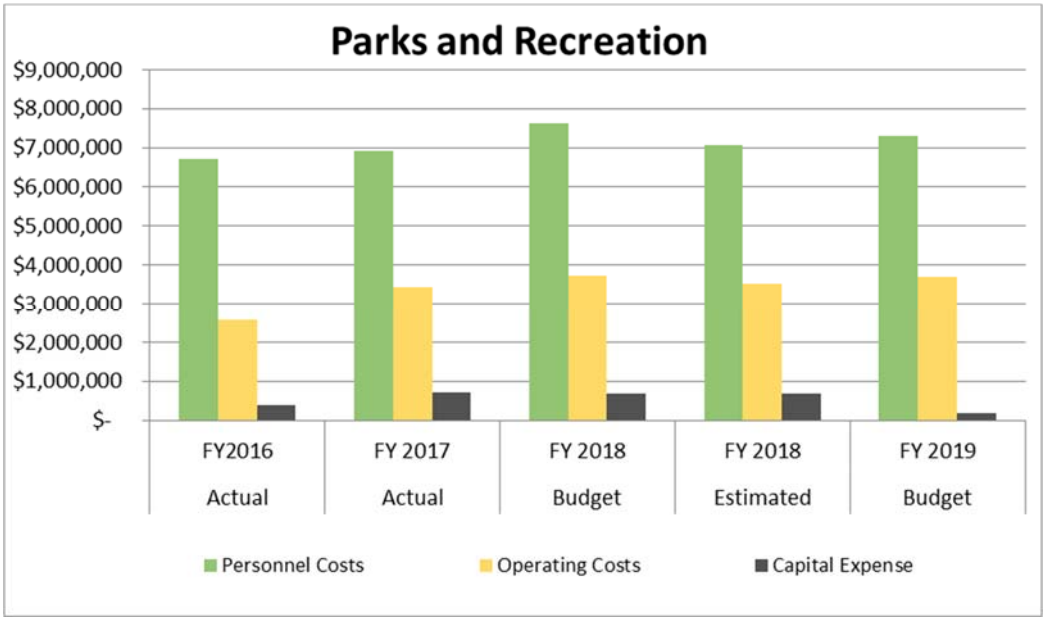
S*C and PPCC = Sports*Com and Patterson Park Community Center

## REVENUE SUMMARY



## EXPENDITURE SUMMARY

| | Parks and Recreation | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 6,706,497 | $ 6,922,024 | $ 7,631,148 | $ 7,064,986 | $ 7,292,485 |
| Operating Costs | $ 2,580,425 | $ 3,437,521 | $ 3,715,897 | $ 3,527,771 | $ 3,687,124 |
| Capital Expense | $ 371,363 | $ 698,862 | $ 678,126 | $ 677,800 | $ 174,170 |
| Total Parks & Recreation Fund | $ 9,658,285 | $ 11,058,407 | $ 12,025,171 | $ 11,270,557 | $ 11,153,779 |



## HUMAN RESOURCES SUMMARY

| Parks and Recreation | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Director | 1 | 1 | 1 | 1 |
| Assistant Director | 1 | 1 | 1 | 1 |
| Program Coordinator | 13 | 8 | 7 | 6 |
| Recrecation Facility Marketing Coordinator | | | 1 | 1 |
| Recreation Facility Coordinator | 0 | 8 | 9 | 9 |
| Assistant Program Coordinator | 8 | 7 | 7 | 7 |
| Head Tennis Professional | 1 | 1 | 1 | 1 |
| Assistant Recreation Facility Coordinator | 0 | 2 | 2 | 2 |
| Cultural Arts Coordinator | 1 | 0 | 0 | 0 |
| Finance/Personnel Supervisor | 1 | 1 | 1 | 1 |
| Administrative Support Specialist II | 3 | 2 | 2 | 2 |
| Administrative Aide II | 0 | 1 | 1 | 1 |
| Athletic Superintendent | 0 | 0 | 1 | 1 |
| Facility Superintendent | 3 | 2 | 2 | 2 |
| Facility Supervisor | 0 | 1 | 2 | 2 |
| Recreation Superintendent | | | 1 | 1 |
| Superintendents | 2 | 2 | 0 | 0 |
| Network Specialist | 1 | 1 | 1 | 1 |
| Facility Maintenance Foreman | 2 | 2 | 2 | 2 |
| Crew Leader | 5 | 5 | 5 | 5 |
| Turf Manager | 1 | 1 | 1 | 1 |
| Lead Landscaper/Groundskeeper | 0 | 5 | 6 | 6 |
| Irrigation Technician | 0 | 0 | 0 | 0 |
| Groundskeeper | 12 | 6 | 7 | 7 |
| Groundskeeper/Maintenance | 6 | 7 | 7 | 7 |
| Custodian | 7 | 7 | 7 | 7 |
| Administrative Support Specialist I | 4 | 4 | 3 | 2 |
| Operations Coordinator | 3 | 0 | 0 | 0 |
| Full-Time Positions | 75 | 75 | 78 | 76 |
| | | | | |
| Part-Time Positions | 272 | 272 | 272 | 271 |
| | | | | |
| Total Parks and Recreation Allocation | 347 | 347 | 350 | 347 |

# 2018 - 2019 Budget Year

## Recreation Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 3,057,756 | 3,048,991 | 3,104,894 | 3,045,139 | 3,130,052 | 25,158 | 0.81% |
| Temp/Seasonal Salary | 8,526 | 21,630 | 39,572 | 3,285 | - | (39,572) | -100.00% |
| Longevity | 50,760 | 46,860 | 48,720 | 44,880 | 47,220 | (1,500) | -3.08% |
| Holiday Pay | | 2,596 | - | 17,334 | - | - | |
| Part-Time Regular Emp Wages | 1,762,689 | 1,739,917 | 2,195,560 | 1,917,956 | 1,783,531 | (412,029) | -18.77% |
| Temp/Seasonal Part-Time Wages | 166,123 | 364,455 | 331,214 | 304,183 | 534,765 | 203,551 | 61.46% |
| Overtime Wages | 35,133 | 79,215 | 85,000 | 73,402 | 85,000 | - | 0.00% |
| Other Wages | | - | 160,021 | - | - | (160,021) | -100.00% |
| Bonus Pay | 16,940 | 44,330 | 45,000 | 65,324 | 66,000 | 21,000 | 46.67% |
| Annual Holiday Gift | | - | | 8,450 | 8,450 | 8,450 | |
| Social Security & Medicare Tax | 349,537 | 336,383 | 423,354 | 404,530 | 418,069 | (5,285) | -1.25% |
| Medicare Tax | 27,003 | 72,926 | 47,786 | (5) | - | (47,786) | -100.00% |
| Social Security & Medicare Tax | 376,540 | 409,309 | 471,140 | 404,525 | 418,069 | (53,071) | -11.26% |
| Hospital And Health Insurance | 702,188 | 682,551 | 707,040 | 738,776 | 703,294 | (3,746) | -0.53% |
| Dental Insurance - Delta | 35,873 | 33,356 | 34,439 | 36,105 | 34,582 | 143 | 0.42% |
| Dental Insurance - Assurant | 99 | 124 | - | - | - | - | |
| Defined Benefit Plan | 290,967 | 237,150 | 223,094 | 221,964 | 225,407 | 2,313 | 1.04% |
| Defined Contribution Plan | 39,830 | 59,484 | 71,731 | 68,216 | 84,097 | 12,366 | 17.24% |
| LTD & Life Insurance | 19,539 | 21,527 | 21,085 | 22,810 | 20,060 | (1,025) | -4.86% |
| Worker's Compensation | 143,534 | 130,530 | 92,638 | 92,638 | 151,958 | 59,320 | 64.03% |
| Total Personnel Costs | 6,706,497 | 6,922,024 | 7,631,148 | 7,064,986 | 7,292,485 | (338,663) | -4.44% |
| | | | | | | | |
| Contractual Services | 3,731 | - | 150,000 | 152,025 | 155,000 | 5,000 | 3.33% |
| Printing Services | 5,183 | 1,100 | 1,500 | 1,360 | 1,500 | - | 0.00% |
| Memberships & Dues | 2,543 | 1,188 | 3,100 | 2,900 | 3,100 | - | 0.00% |
| Advertising | 31,452 | 36,605 | 44,600 | 35,243 | 31,950 | (12,650) | -28.36% |
| Subscriptions - Newspapers,etc | - | 1,459 | 1,750 | 1,125 | 1,750 | - | 0.00% |
| Electric | 691,206 | 676,497 | 751,300 | 695,000 | 700,000 | (51,300) | -6.83% |
| Water | 133,168 | 148,336 | 158,100 | 175,000 | 171,000 | 12,900 | 8.16% |
| Gas | 114,028 | 123,655 | 140,000 | 127,000 | 131,000 | (9,000) | -6.43% |
| Telephone & Other Comm. | 17,293 | 17,568 | 18,300 | 17,800 | 18,300 | - | 0.00% |
| Cell Phone | 11,874 | 16,826 | 15,000 | 18,500 | 18,900 | 3,900 | 26.00% |
| Internet | 5,532 | 6,975 | 10,800 | 9,500 | 10,800 | - | 0.00% |
| Cable Service | - | 1,191 | 1,600 | 1,500 | 1,650 | 50 | 3.13% |
| Other Utility Services | - | 260 | - | - | - | - | |
| Professional Services | - | 27,249 | 135,000 | 65,000 | 135,000 | - | 0.00% |
| Engineer & Professional Svc | 1,225 | - | - | 2,250 | - | - | |
| Employee Testing | 851 | 1,653 | 1,800 | 1,650 | 1,800 | - | 0.00% |
| Repair & Maint. Motor Vehicles | 3,868 | 384 | - | 2,500 | 2,000 | 2,000 | |
| Fleet - Repair & Maintenance | 40,763 | 57,076 | 73,000 | 65,000 | 71,000 | (2,000) | -2.74% |
| Repair & Maint Other Mach & Eq | 40,830 | 49,637 | 62,900 | 60,500 | 62,900 | - | 0.00% |
| Repair & Maint - Appliances | - | 1,634 | 3,000 | 2,200 | 3,000 | - | 0.00% |
| Repair & Maint. - Animals | 2,964 | 6,276 | 2,500 | 4,100 | 3,000 | 500 | 20.00% |
| Repair & Maint - Jan Equipment | 1,190 | 1,745 | 3,000 | 750 | 3,000 | - | 0.00% |
| Repair & Maint - Rec Equipment | 7,561 | 8,282 | 13,800 | 7,000 | 13,800 | - | 0.00% |
| Repair & Maint - Software | 2,427 | 4,545 | 15,700 | 11,000 | 32,910 | 17,210 | 109.62% |
| Repair & Maint Furn. & Machine | 5,952 | 5,782 | 8,800 | 8,000 | 8,800 | - | 0.00% |

# 2018 - 2019 Budget Year
# Recreation Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Repair & Maint Grounds & Imp | 415,909 | 482,039 | 729,350 | 702,900 | 700,600 | (28,750) | -3.94% |
| Repair & Maint. Buildings | 283,573 | 251,485 | 344,800 | 403,689 | 353,958 | 9,158 | 2.66% |
| Repair & Maint - Other | 64,280 | 213,877 | 107,700 | 86,596 | 154,950 | 47,250 | 43.87% |
| Training & Travel | 13,456 | 16,936 | 32,100 | 26,000 | 24,000 | (8,100) | -25.23% |
| Car Allowance & Mileage | 13,385 | 12,857 | 18,000 | 11,603 | 16,000 | (2,000) | -11.11% |
| Disposal Fees | - | 118 | 1,000 | 900 | 1,000 | - | 0.00% |
| Office Supplies and Materials | 28,414 | 28,979 | 29,300 | 29,031 | 29,300 | - | 0.00% |
| IT Supplies | - | 108 | - | 332 | 500 | 500 | |
| Software Subscriptions | - | 480 | 6,300 | 5,700 | 6,800 | 500 | 7.94% |
| Postage & Shipping | 2,483 | 2,559 | 3,500 | 3,279 | 3,500 | - | 0.00% |
| Operating Supplies | - | 339 | - | 6,479 | 2,500 | 2,500 | |
| Food | - | - | - | 9,288 | 8,700 | 8,700 | |
| Household & Janitor Supplies | 71,813 | 80,988 | 76,200 | 84,300 | 81,400 | 5,200 | 6.82% |
| Recreation Supplies | 47,237 | 48,840 | 77,700 | 70,324 | 84,280 | 6,580 | 8.47% |
| Activity Supplies | 23,346 | 23,664 | 31,500 | 22,283 | 31,150 | (350) | -1.11% |
| Trophies Supplies | 10,969 | 12,306 | 17,100 | 14,512 | 16,865 | (235) | -1.37% |
| Admission Supplies | 29,528 | 30,073 | 31,000 | 31,200 | 31,000 | - | 0.00% |
| Clothing and Uniforms | 20,842 | 19,783 | 27,100 | 22,221 | 26,795 | (305) | -1.13% |
| Gas, Oil, Diesel, Grease, Etc. | 46,116 | 51,321 | 54,500 | 52,000 | 71,800 | 17,300 | 31.74% |
| Handtools & Hardware | 6,531 | 7,904 | 7,800 | 7,700 | 7,800 | - | 0.00% |
| Safety Supplies | | - | - | 4,800 | 5,300 | 5,300 | |
| Supplies For Resale | 112,423 | 128,474 | 140,600 | 116,400 | 138,800 | (1,800) | -1.28% |
| Other Supplies & Materials | 8,424 | 7,035 | 9,500 | 3,342 | 3,300 | (6,200) | -65.26% |
| Vehicle Insurance | 29,465 | 35,329 | 32,347 | 27,882 | 45,356 | 13,009 | 40.22% |
| Bank Service Charges | - | 54 | 28,000 | 19,000 | 28,000 | - | 0.00% |
| Desig Donations/Contributions | 40,868 | 574,132 | 60,000 | 101,441 | - | (60,000) | -100.00% |
| Recreation Reserve Projects | 12,422 | - | - | - | - | - | |
| Bad Debt Expense | 334 | 499 | - | 84 | - | - | |
| Patterson Community Center | 155 | 178 | 300 | 200 | 300 | - | 0.00% |
| Cultural Activities | 110,582 | 133,562 | 151,150 | 121,780 | 150,210 | (940) | -0.62% |
| Park Movies | 7,166 | 7,676 | 8,500 | 8,500 | 8,500 | - | 0.00% |
| Miscellaneous Expense | 20,527 | 12,110 | 12,000 | 8,438 | 9,800 | (2,200) | -18.33% |
| Cash Over and Short | (1,335) | (910) | - | (1,336) | - | - | |
| Sales Tax | 35,236 | 36,246 | 37,000 | 36,000 | 37,000 | - | 0.00% |
| Meals During Meetings | 2,635 | 3,587 | 6,000 | 5,000 | 5,500 | (500) | -8.33% |
| Total Operating Budget | 2,580,425 | 3,437,521 | 3,715,897 | 3,527,771 | 3,687,124 | (28,773) | -0.77% |
| | | | | | | | |
| **Operating and Salary Budget** | 9,286,922 | 10,359,545 | 11,347,045 | 10,592,757 | 10,979,609 | (367,436) | -3.24% |
| | | | | | | | |
| **Fixed Assets** | | | | | | | |
| Buildings Exp | | - | 10,000 | 9,000 | | (10,000) | -100.00% |
| Security Systems - McFadden, Barfield Crescent Park, Siegel, | | | | | | - | |
| Old Fort, McKnight, Wilderness Station, etc. | | | | | 75,000 | 75,000 | |
| Parks&Recreation Facilities | | 16,785 | 28,000 | 138,000 | | (28,000) | -100.00% |
| Machinery and Equipment | | 558,970 | 354,546 | 396,000 | | (354,546) | -100.00% |
| Portable PA System Wilderness Station | | | | | 120 | 120 | |
| 3/8 Power Ratchet Siegel New | | | | | 150 | 150 | |

# 2018 - 2019 Budget Year

## Recreation Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Backpack Sprayer - landscaping | | | | | 150 | 150 | |
| Measuring Wheel Wilderness Station | | | | | 150 | 150 | |
| 3/8 Impact Power Drill Siegel New | | | | | 160 | 160 | |
| 1/2 Impact Ratchet Siegel new | | | | | 170 | 170 | |
| TV for Breakroom for New Shop | | | | | 200 | 200 | |
| TV for Breakroom for New Shop Ball Fields | | | | | 200 | 200 | |
| Microwave for New Shop Ball Fields | | | | | 200 | 200 | |
| Metal Cut Off Saw PCC new | | | | | 200 | 200 | |
| Speakers for Retreat Room Wilderness Station | | | | | 200 | 200 | |
| Janitorial Cart PCC new | | | | | 250 | 250 | |
| Welder PCC new | | | | | 250 | 250 | |
| Hammer Drill - outdoor pool | | | | | 250 | 250 | |
| Vacuum Cleaner PCC | | | | | 300 | 300 | |
| Power Washer for indoor cleaning SpCom | | | | | 300 | 300 | |
| Chainsaw - River Trial | | | | | 400 | 400 | |
| Pressure Washer SpCom | | | | | 400 | 400 | |
| Two (2) 40lb Dumbbells PCC | | | | | 400 | 400 | |
| Trash Can Lids Cannonsburgh | | | | | 400 | 400 | |
| Chain Saw Landscaping | | | | | 400 | 400 | |
| Hammer drill Set Siegel new | | | | | 400 | 400 | |
| 40 Gallon Tank Sprayer - landscaping | | | | | 400 | 400 | |
| Pole Saw Siegel new | | | | | 420 | 420 | |
| CPR Mannequins SpCom | | | | | 500 | 500 | |
| Vacuum Cleaner - theatre PCC | | | | | 500 | 500 | |
| Two (2) 45lb Dumbbells PCC | | | | | 500 | 500 | |
| Vacuum Cleaner Cannonsburgh | | | | | 500 | 500 | |
| Sprayer Pump Landscaping | | | | | 500 | 500 | |
| Stove for New Maintenance Shop | | | | | 500 | 500 | |
| Refrigerator for New Shop Ball Fields | | | | | 500 | 500 | |
| Industrial Fans for Shop (2) Ball Fields | | | | | 500 | 500 | |
| Blower Landscaping | | | | | 500 | 500 | |
| Functional Movement Screen - wellness PCC new | | | | | 500 | 500 | |
| Vacuum Cleaner Tennis | | | | | 500 | 500 | |
| Two (2) Ball Carts Tennis | | | | | 500 | 500 | |
| Weedeater w/brush heads Wilderness Station | | | | | 500 | 500 | |
| Two (2) Weedeaters SpCom | | | | | 550 | 550 | |
| Backpack Blower - Barfield | | | | | 600 | 600 | |
| Two (2) 55lb Dumbbells PCC | | | | | 600 | 600 | |
| Gym Floor Wet Mop System PCC new | | | | | 600 | 600 | |
| Telescoping Pole Saw - Landscaping | | | | | 700 | 700 | |
| Ceiling Projector for Retreat Room Wilderness Station | | | | | 700 | 700 | |
| Pole Saw - Barfield | | | | | 800 | 800 | |
| Four (4) Tilt Drum Fans - wellness PCC new | | | | | 800 | 800 | |
| Ten (10) Backpacks Wilderness Station | | | | | 900 | 900 | |
| 2- Chalkers $450/each Ball Fields | | | | | 900 | 900 | |
| Two (2) Backpack Blowers SpCom | | | | | 950 | 950 | |
| Two (2) Pace Clocks SpCom | | | | | 1,000 | 1,000 | |

# 2018 - 2019 Budget Year

## Recreation Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Industrial Fans for New Shop (2) | | | | | 1,000 | 1,000 | |
| 3 Wheel Edger SpCom/McKnight | | | | | 1,000 | 1,000 | |
| Portable Sound System Athletics | | | | | 1,200 | 1,200 | |
| Pressure Washer - Central | | | | | 2,000 | 2,000 | |
| Two (2) Long Course Lap Lanes - outdoor pool | | | | | 2,000 | 2,000 | |
| Eight (8) Block Covers - outdoor pool | | | | | 2,400 | 2,400 | |
| Pool Vacuum PCC | | | | | 2,500 | 2,500 | |
| Misc. tools and equipment-new shop (air compressor, tool box etc) Ball Fields | | | | | 2,500 | 2,500 | |
| Floor Cleaning Machine McFadden | | | | | 2,500 | 2,500 | |
| Pool Vacuum Sports*Com | | | | | 3,000 | 3,000 | |
| Soccer Goals replacement | | | | | 3,000 | 3,000 | |
| Miscellaneous | | | | | 3,000 | 3,000 | |
| HVAC Replacement Cannonsburgh | | | | | 4,500 | 4,500 | |
| Movie Projector Movies Under the Stars | | | | | 4,500 | 4,500 | |
| HVAC Replacement Wilderness Station | | | | | 7,500 | 7,500 | |
| 60" Riding Mower - Central | | | | | 11,000 | 11,000 | |
| Transp Equipment | | 88,324 | 41,700 | 25,000 | - | (41,700) | -100.00% |
| Office Machinery and Equipment | | 23,518 | 187,500 | 12,000 | | (187,500) | -100.00% |
| Cash Drawers | | | | | 3,000 | 3,000 | |
| Computer Software Exp | | 5,693 | 56,380 | 53,800 | | (56,380) | -100.00% |
| Tennis software | | | | | 500 | 500 | |
| Computer Equipment | | 4,919 | - | 36,000 | | - | |
| Desktop Computer Wilderness Station | | | | | 1,000 | 1,000 | |
| Furniture & Fixtures | | 653 | - | 8,000 | | - | |
| Two (2) Benches for Wet Locker Room SportsCom | | | | | 300 | 300 | |
| 2 New Desk Chairs for New Shop Ball Fields | | | | | 400 | 400 | |
| Three (3) Chairs for Lighting/Sound Booth - theatre | | | | | 450 | 450 | |
| Two (2) Bulletin Boards - aluminum 48x36 Athletics | | | | | 500 | 500 | |
| Table for Break Room at New Shop Ball Fields | | | | | 500 | 500 | |
| Two (2) Office Chairs Athletics | | | | | 700 | 700 | |
| Desk for office area Tennis | | | | | 700 | 700 | |
| 6 chairs for Break Room at New Shop Ball Fields | | | | | 750 | 750 | |
| Display Case for resale items SportsCom | | | | | 1,000 | 1,000 | |
| Pool Deck Furniture - indoor pool PCC | | | | | 1,500 | 1,500 | |
| Window Blinds - weight room Sports*Com | | | | | 2,000 | 2,000 | |
| 2 New Desks for New Shop Ball fields | | | | | 2,200 | 2,200 | |
| Pool Furniture - outdoor pool | | | | | 3,000 | 3,000 | |
| Furniture for New Shop-3 desks, 3 chairs, breakroom table/chairs | | | | | 5,000 | 5,000 | |
| Total Fixed Assets | 371,363 | 698,862 | 678,126 | 677,800 | 174,170 | (503,956) | -74.32% |
| | | | | | | | |
| **Total Parks & Recreation Budget** | 9,658,285 | 11,058,407 | 12,025,171 | 11,270,557 | 11,153,779 | (871,392) | -7.25% |

## SENIOR CITIZENS DEPARTMENT

### DEPARTMENT SUMMARY

St. Clair Street Senior Center is a multipurpose center as established by the Tennessee Commission on Aging and Disability. Multipurpose senior centers are integral to neighborhood vitality, aging in place, and intergenerational strengthening of the family system. The senior center offers life enriching programming, civic engagement, and employment opportunities; and connects older adults to vital community services that can help them stay healthy and independent.

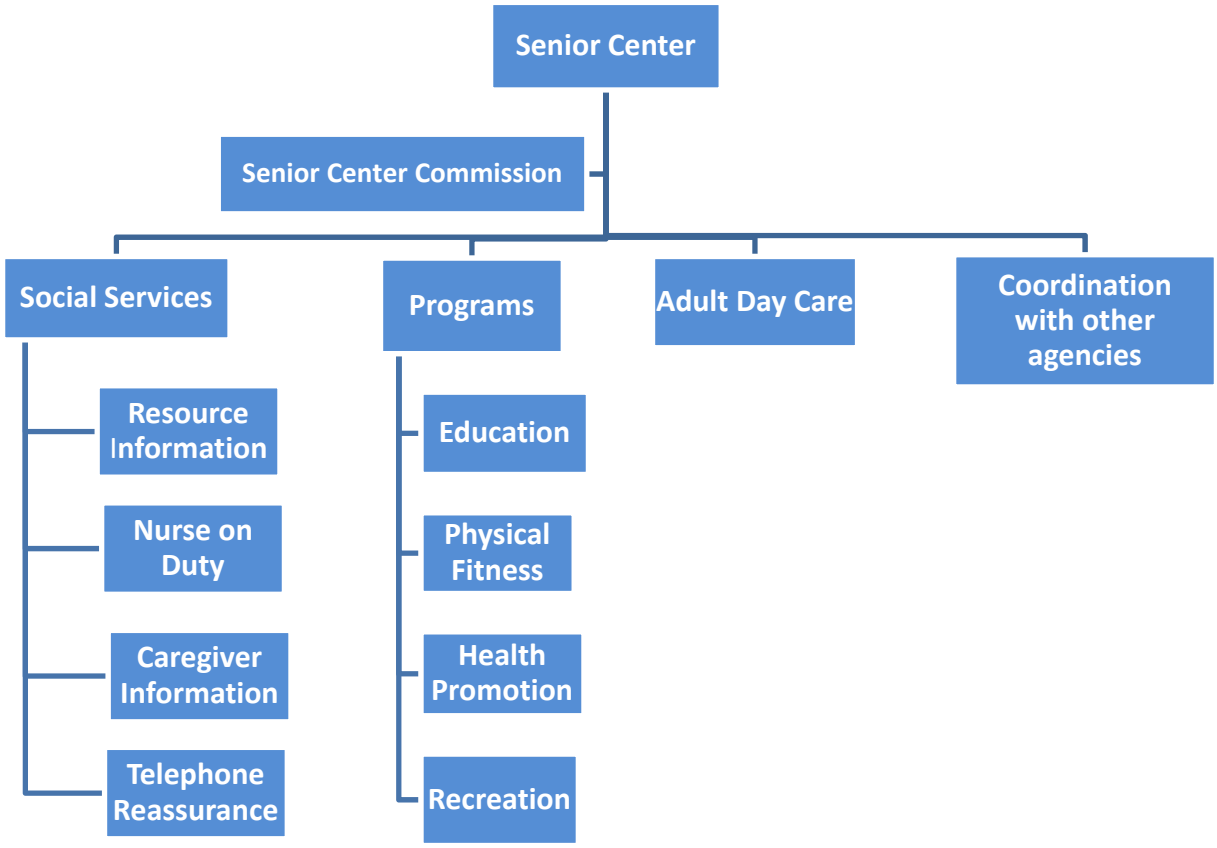
The seniors continue to enjoy the Senior Center programs, services, and activities that enhance their lives. During FY 2017 there were 2,519 individual seniors who visited the St. Clair Street location. Volunteers provided services for the Senior Center. This year 156 volunteers put in 10,323 hours of service.

As a multipurpose senior center, St. Clair Street Senior Center meets the needs of seniors — mind, body, and spirit, through educational programs, health and wellness classes, and socialization. Hours of operation are Monday – Friday 8:00 am – 4:30 pm.

Health and wellness opportunities include fitness programs, evidence-based education classes, healthy-eating/healthy-living classes, clinic visits with the nurse, flu shots, and others. Continuing education is important to seniors. The center introduced Stepping On as a new evidence-based program that discusses the need for fall prevention. Staff has increased the number of education programs in: art, language, crafts, music, drama, computer, health education, and dancing. The benefits of socialization are almost as important as nutrition. Lack of socialization will diminish quality of life and take years off of a person who lives isolated.

Partnerships have been established with Middle Tennessee State University programs, allowing students to do their internship at the Senior Center in social services, programming, nursing, and others. The Center continues to partner with the medical community – St Thomas Rutherford, physicians and other healthcare professionals who bring programs of health education and information to the seniors. The United Way continues to fund the Senior Center programs under Healthy Lifestyles programming. The Greater Nashville Regional Council on Aging and Disability channels federal and state funding of the Older American's Act to the Senior Center. The Alzheimer's Association continues to be an excellent partner in reaching the seniors and providing resource material.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Enhance the quality of life through prompt, efficient and courteous service to senior adults, their families and caregivers
- Coordinate services vital to senior adults retaining their independence
- Awareness programs to guide seniors in making informed decisions and in avoiding social crimes against the elderly

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Provide a strong base of support that encourages and maintains independent senior living
- Connect resources in the community for financial information to seniors
- Promote community resources for lifestyle and life changes

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Caring and compassionate commitment in provision of services to senior adults
- Training for Volunteer Ambassadors to assist with customer services at front desk
- Provide service to all seniors without bias

## ENGAGING OUR COMMUNITY

- Open forums at the Senior Center—legislature, health care, scams, etc.
- Monthly contact with 3,700 seniors in the community through the newsletter
- Media contact through radio, television, newsletter, and the city's Facebook
- Outreach opportunities

## FY 2018 ACCOMPLISHMENTS

- St. Clair Senior Center recognized by the Tennessee Federation on Aging by receiving the 2018 Innovation Award for enhancements to the center programs and facility
- Nurse Laura Grissom and Caregiver Resources Coordinator Cindi Thomas both received The National Council of Certified Dementia Practitioners certificates
- Dee Brown, Social Services Specialist received the Richard A. Fowlkes Excellence in Aging Award given by Greater Nashville Regional Council

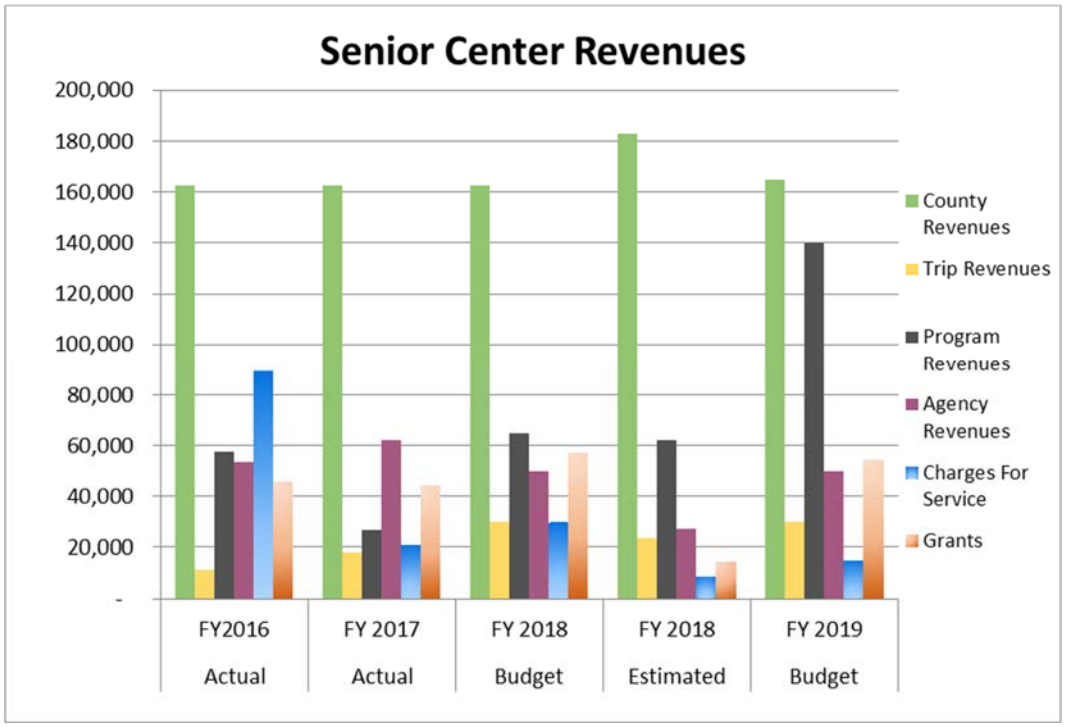
## FY 2019 DEPARTMENT GOALS

- Introduce new Enhance Fitness evidence-based program
- Community partnerships to present quarterly programming offsite throughout the County
- Implementation of a Senior Ambassador programs to enhance volunteer opportunities on site

## BENCHMARKING MEASURES

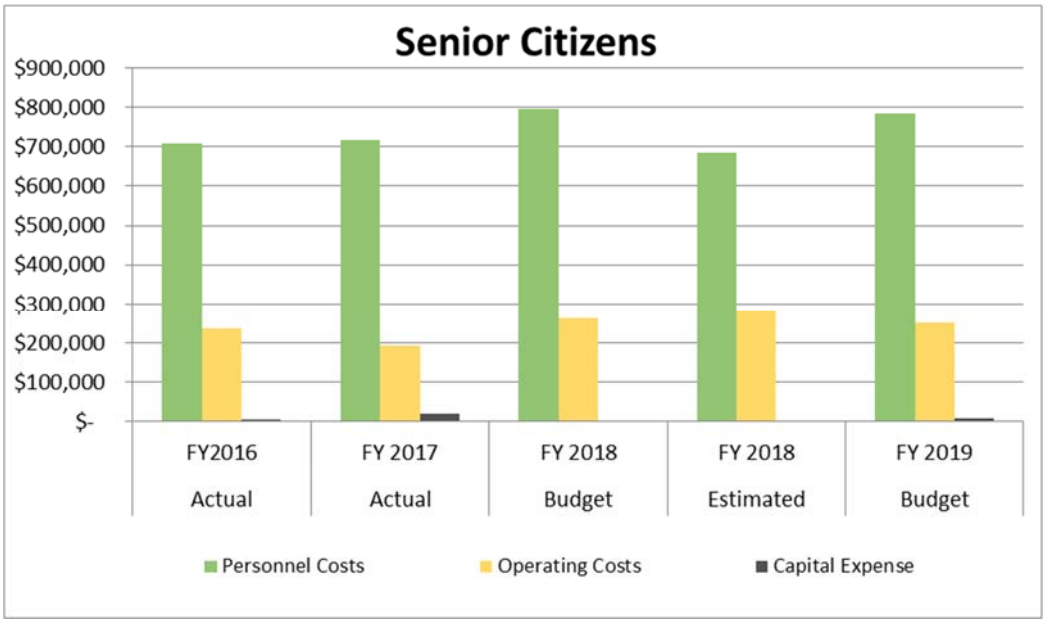
| Description<br>*Renovation Oct. 2016 – April 2017 | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Budget |
|---|---|---|---|---|---|
| Education Service Units | 9,028 | 9,028 | 9,000 | 9,000 | 9,000 |
| Nurse Service Units | 4,121 | 4,121 | 4,000 | 4,200 | 4,000 |
| Physical Fitness Service Units | 24,125 | 24,125 | 20,000 | 21,000 | 22,000 |
| Recreation Service Units (TCAD Lowered focus for this service) | 82,253 | 82,253 | 70,000 | 65,000 | 65,000 |
| Volunteer Hours | 7,878 | 7,878 | 10,000 | 11,000 | 10,000 |
| Volunteers | 197 | 197 | 225 | 160 | 175 |
| Total Units of Service for all programs | 119,852 | 119,852 | 140,000 | 120,000 | 120,000 |
| Total Unduplicated Participants | 2,668 | 2,668 | 4,000 | 3,500 | 3,500 |

## REVENUE SUMMARY




## EXPENDITURE SUMMARY

| | Senior Citizens | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 706,943 | $ 715,925 | $ 796,376 | $ 684,274 | $ 784,612 |
| Operating Costs | $ 236,931 | $ 194,196 | $ 261,816 | $ 282,977 | $ 250,114 |
| Capital Expense | $ 6,171 | $ 21,025 | $ 2,000 | $ - | $ 7,000 |
| Total Senior Citizens Fund | $ 950,045 | $ 931,146 | $ 1,060,192 | $ 967,251 | $ 1,041,726 |




## HUMAN RESOURCES SUMMARY

| Senior Citizens | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Director - Senior Center | 1 | 1 | 1 | 1 |
| Administrative Aide II | 1 | 1 | 1 | 1 |
| Administrative Support Specialist | 1 | 0 | 0 | 0 |
| Administrative Aide I | 2 | 2 | 2 | 2 |
| Program Coordinator | 2 | 3 | 3 | 3 |
| Care Program Specialist | 1 | 1 | 1 | 1 |
| Custodian | 2 | 2 | 2 | 2 |
| Full-Time Positions | 10 | 10 | 10 | 10 |
| | | | | |
| Driver | 3 | 3 | 3 | 3 |
| Lead Facility Attendant | 0 | 0 | 1 | 1 |
| Facility Attendant | 1 | 1 | 1 | 1 |
| Nurse on Duty | 1 | 1 | 1 | 1 |
| Adult Day Services Program Coordinator | 0 | 1 | 1 | 1 |
| Adult Day Services Activity Assistant | 3 | 2 | 2 | 2 |
| Administrative Support Specialist I | 1 | 1 | 1 | 1 |
| Caregiver Information Coordinator | 1 | 1 | 1 | 1 |
| Part-Time Positions | 10 | 10 | 11 | 11 |
| | | | | |
| Total Senior Citizens Center Allocation | 20 | 20 | 21 | 21 |

# 2018 - 2019 Budget Year

## Senior Citizens Center Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 447,726 | 409,922 | 423,210 | 402,917 | 413,182 | (10,028) | -2.37% |
| Overtime Salary | | | | - | - | - | |
| Longevity | 4,020 | 4,560 | 5,040 | 5,040 | 4,680 | (360) | -7.14% |
| Part-Time Regular Emp Wages | 51,678 | 125,117 | 200,322 | 111,670 | 181,561 | (18,761) | -9.37% |
| Overtime Wages | 102 | 2,553 | 1,950 | 3,274 | 3,000 | 1,050 | 53.85% |
| Annual Holiday Gift | | | | 575 | 575 | 575 | |
| Social Security & Medicare Tax | 37,000 | 40,861 | 45,731 | 39,050 | 43,625 | (2,106) | -4.61% |
| Hospital And Health Insurance | 91,604 | 70,609 | 70,212 | 73,094 | 82,256 | 12,044 | 17.15% |
| Dental Insurance - Delta | 4,039 | 3,741 | 3,803 | 4,168 | 4,704 | 901 | 23.69% |
| Defined Benefit Plan | 32,145 | 30,751 | 32,113 | 30,124 | 27,350 | (4,763) | -14.83% |
| Defined Contribution Plan | 4,077 | 5,799 | 6,940 | 5,084 | 7,291 | 351 | 5.06% |
| LTD & Life Insurance | 2,568 | 2,993 | 2,857 | 5,081 | 2,593 | (264) | -9.24% |
| Worker's Compensation | 31,984 | 19,019 | 4,198 | 4,198 | 13,796 | 9,598 | 228.63% |
| Total Personnel Costs | 706,943 | 715,925 | 796,376 | 684,274 | 784,612 | (11,763) | -1.48% |
| | | | | | | | |
| Contractual Services | 43,196 | 19,696 | 35,000 | 50,000 | 45,000 | 10,000 | 28.57% |
| Printing Services | 1,133 | - | - | - | 5,000 | 5,000 | |
| Memberships & Dues | 475 | 1,097 | 700 | 910 | 1,100 | 400 | 57.14% |
| Advertising | 15,423 | 21,576 | 20,000 | 20,000 | 20,000 | - | 0.00% |
| Subscriptions - Newspapers,etc | - | 48 | - | - | - | - | |
| Profession. Svc - Subscription | - | - | - | - | - | - | |
| Electric | 36,494 | 32,330 | 40,000 | 40,000 | 40,000 | - | 0.00% |
| Water | 8,035 | 4,025 | 5,000 | 5,000 | 5,000 | - | 0.00% |
| Gas | 5,050 | 4,293 | 7,500 | 5,000 | 7,500 | - | 0.00% |
| Telephone & Other Comm. | 1,781 | 1,920 | 1,700 | 1,500 | 1,700 | - | 0.00% |
| Cell Phone | 442 | 1,140 | 700 | 500 | 700 | - | 0.00% |
| Internet | | - | - | 2,000 | 2,000 | 2,000 | |
| Cable Service | - | 37 | 100 | 50 | 100 | - | 0.00% |
| Health Services | 1,164 | 2,252 | 1,000 | 1,000 | 7,500 | 6,500 | 650.00% |
| Repair & Maint. Services | 2,076 | - | - | - | - | | |
| Repair & Maint. Motor Vehicles | 7 | 300 | 500 | 500 | 500 | - | 0.00% |
| Fleet - Repair & Maintenance | 3,958 | 13,239 | 11,700 | 11,700 | 11,700 | - | 0.00% |
| Repair & Maint Other Mach & Eq | 821 | 542 | 2,500 | 2,500 | 2,500 | - | 0.00% |
| Repair & Maint - Software | | - | - | 1,750 | 2,000 | 2,000 | |
| Repair & Maint Furn. & Machine | 4,102 | 4,700 | 2,600 | 400 | 2,000 | (600) | -23.08% |
| Repair & Maint. Buildings | 17,263 | 14,831 | 10,000 | 10,000 | - | (10,000) | -100.00% |
| Repair & Maint - Other | 1,461 | 300 | 500 | 500 | 500 | - | 0.00% |
| Training & Travel | 6,635 | 5,940 | 3,000 | 3,500 | 4,700 | 1,700 | 56.67% |
| Car Allowance & Mileage | 234 | 524 | 500 | 500 | 500 | - | 0.00% |
| Office Supplies and Materials | 6,730 | 5,411 | 8,000 | 8,000 | 8,000 | - | 0.00% |
| Software Subscriptions | | | 3,600 | 3,600 | 2,000 | (1,600) | -44.44% |
| Postage & Shipping | 6,864 | 7,430 | 7,000 | 7,000 | 7,000 | - | 0.00% |
| Food | 765 | - | - | 8,000 | 6,000 | 6,000 | |
| Household & Janitor Supplies | 9,564 | 5,081 | 10,000 | 10,000 | 1,500 | (8,500) | -85.00% |
| Recreation Supplies | 1,205 | - | - | - | - | - | |
| Nurse Supplies | 2,013 | 989 | 1,500 | 1,500 | 1,000 | (500) | -33.33% |
| Trip Expense Supplies | 11,331 | 4,636 | 35,000 | 35,000 | 25,000 | (10,000) | -28.57% |

# 2018 - 2019 Budget Year

## Senior Citizens Center Budget

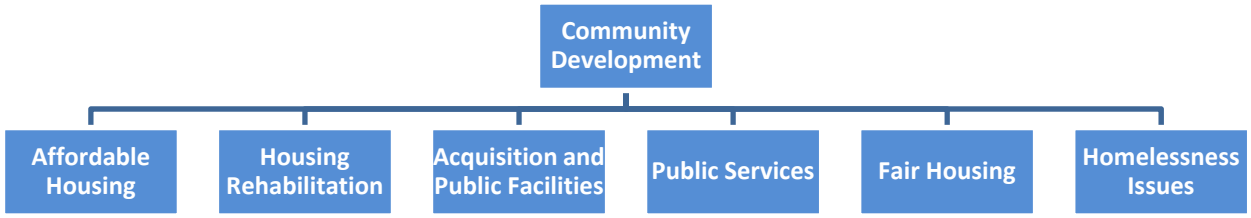
| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Activity Supplies | 41,398 | 31,257 | 43,000 | 41,500 | 28,200 | (14,800) | -34.42% |
| Clothing and Uniforms | 463 | 1,015 | 1,000 | 750 | 300 | (700) | -70.00% |
| Gas, Oil, Diesel, Grease, Etc. | 2,122 | 3,452 | 3,700 | 3,700 | 6,000 | 2,300 | 62.16% |
| Other Supplies & Materials | 114 | - | 1,000 | 500 | 1,000 | - | 0.00% |
| Vehicle Insurance | 2,264 | 1,214 | 916 | 861 | 1,214 | 298 | 32.53% |
| Desig Donations/Contributions | 1,470 | 1,355 | 1,000 | 2,250 | 1,000 | - | 0.00% |
| Miscellaneous Expense | 897 | 3,571 | 3,100 | 3,000 | 1,900 | (1,200) | -38.71% |
| Cash Over and Short | (20) | (4) | - | 6 | - | - | |
| Total Operating Budget | 236,931 | 194,196 | 261,816 | 282,977 | 250,114 | (11,702) | -4.47% |
| | | | | | | | |
| **Operating and Salary Budget** | 943,873 | 910,121 | 1,058,192 | 967,251 | 1,034,726 | (23,465) | -2.22% |
| | | | | | | | |
| Other Improvements | | - | - | - | - | - | |
| Machinery and Equipment | | 12,330 | - | - | | | |
| Office Machinery and Equipment | | - | 2,000 | - | | (2,000) | |
| Nu Step | | | | | 5,000 | 5,000 | |
| Computer Software Exp | | 1,989 | - | - | - | - | |
| Computer Equipment | | 5,654 | - | - | - | - | |
| MySenior Center Computer | | | | | 2,000 | 2,000 | |
| Furniture & Fixtures | | 1,052 | - | - | - | - | |
| Total Fixed Assets | 6,171 | 21,025 | 2,000 | - | 7,000 | 5,000 | 250.00% |
| | | | | | | | |
| **Total Senior Citizen Center Budget** | 950,045 | 931,146 | 1,060,192 | 967,251 | 1,041,726 | (18,465) | -1.74% |

# COMMUNITY DEVELOPMENT

## DEPARTMENT SUMMARY

The Community Development Department administers the Community Development Block Grant (CDBG) program of Federal funds directed in three primary areas: affordable housing, social services, and economic development. Funding is appropriated by Congress through the U. S. Department of Housing and Urban Development (HUD) annually and is calculated on a formula that weighs population, poverty rates and housing data. As a condition of participating in the CDBG program, Murfreesboro commits to adopting a five-year Consolidated Plan that strategically addresses the three primary program areas. The City must also certify annually that it affirmatively furthers fair housing and has a current Analysis of Impediments to Fair Housing Choice. Projects are focused on low- and moderate-income residents. The Department serves as the City's liaison to the Housing, Health, and Human Services Alliance of Rutherford County ($H_3$ARC), and administers an Emergency Solutions Grant (ESG) from the Tennessee Housing Development Agency (THDA).

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Use CDBG funds to support and improve living environments, suitable housing and improve the quality of life for low and moderate-income Murfreesboro residents
- Continue implementation of the five-year Consolidated Plan and the annual Action Plan
- Utilizing the information from the analysis to fair housing impediments, design and implement programs to improve the range of housing available to all Murfreesboro residents

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- By improving low- and moderate-income neighborhoods and through the provision of social support services, aid in maintaining the economic health of all Murfreesboro neighborhoods
- Provide support to The Journey Home, The Salvation Army, Domestic Violence Program, Doors of Hope, and other agencies that assist the homeless population
- Use CDBG funds to implement the Community Development Department's anti-poverty initiatives

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Monitor all CDBG projects and sub-recipients of grant funds for performance goals, timely use of funds and program compliance
- Participate in the customer service training for City personnel

## ENGAGING OUR COMMUNITY

- Conduct a minimum of two public hearings in support of CDBG-funded activities
- Adhere to the Citizen Participation Plan

## FY 2018 ACCOMPLISHMENTS

- Prepared and submitted to HUD the Third-Year Action Plan and Second-Year CAPER
- Assisted 10 first-time home buyers with Affordable Housing loans
- Assisted 10 homeowners through the Housing Rehabilitation Program
- Assisted Rutherford County Area Habitat for Humanity with the purchase of acreage to be used for building single-family homes for re-sale to low-income households
- Assisted two non-profit agencies with the acquisition of housing units to be used as affordable rental housing
- Administered 13 Public Service Grants to agencies that provided services to more than 5,000 residents
- Administered Emergency Solutions Grant – Four sub-recipients provided services to the homeless and persons in danger of becoming homeless
- Represented the Mayor on the Housing, Health and Human Services Alliance of Rutherford County ($H_3$ARC) Executive Committee

## FY 2019 DEPARTMENT GOALS

- Provide down payment assistance to income-eligible first-time home buyers
- Rehabilitate owner-occupied single-family homes
- Acquire housing units to be used by nonprofits as affordable rental housing
- Assist Rutherford County Area Habitat for Humanity with acreage for subdivision
- Assist low-income residents by providing Public Service Grants to eligible agencies and organizations
- Administer Emergency Solutions Grant

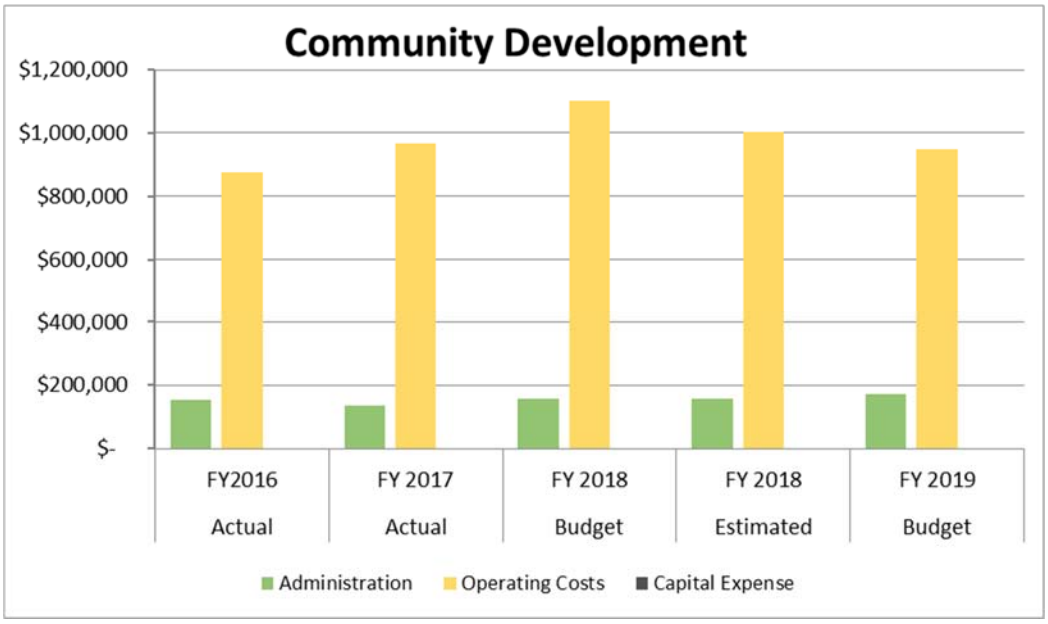
## BENCHMARKING MEASURES

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|
| Funds benefiting low or moderate-income persons | 100% | 100% | 100% | 100% | 100% |
| Homes involved with down payment assistance | 6 | 6 | 10 | 10 | 8 |
| Houses rehabbed with CDBG assistance | 6 | 6 | 12 | 10 | 8 |
| Houses acquired for affordable rental property | n/a | n/a | 2 | 3 | 1 |
| Lots acquired to build homes for low-income households | 1 | 1 | 1 | 16.4 acres | n/a |
| Public Facilities – Sewer for Legacy Pointe | n/a | n/a | n/a | n/a | Yes |

As a condition for receiving Community Development Block Grant funding, the City is required by the U.S. Department of Housing and Urban Development (HUD) to prepare and submit a comprehensive *Five-Year Consolidated Plan*, and then submit annual action plans and annual reports (the CAPER) in support of the Five-Year Plan. The most recent Consolidated Plan was prepared in 2015 and is available for review on the City website, as are the most recent *Action Plan*, *CAPER* and *Analysis of Impediments to Fair Housing Choice*.

## EXPENDITURE SUMMARY

| | **Community Development Department** | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Administration | $ 154,996 | $ 134,468 | $ 158,628 | $ 158,628 | $ 170,147 |
| Operating Costs | $ 875,543 | $ 967,859 | $ 1,101,367 | $ 1,001,367 | $ 946,839 |
| Capital Expense | $ - | $ - | $ - | $ - | $ - |
| Total Community Dev. Fund | $ 1,030,539 | $ 1,102,327 | $ 1,259,995 | $ 1,159,995 | $ 1,116,986 |




## HUMAN RESOURCES SUMMARY

| Community Development | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Director - Community Development | 1 | 1 | 1 | 1 |
| Grant Coordinator | 1 | 1 | 1 | 1 |
| Full-Time Positions | 2 | 2 | 2 | 2 |
| | | | | |
| Administrative Support Specialist I | 1 | 1 | 1 | 1 |
| Part-Time Positions | 1 | 1 | 1 | 1 |
| | | | | |
| Total Community Development Fund Allocation | 3 | 3 | 3 | 3 |

# 2018 - 2019 Budget Year

# Community Development Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Administration | 154,996 | 134,468 | 158,628 | 158,628 | 170,147 | 11,519 | 7.26% |
| Acquisition | 206,301 | 354,213 | 311,000 | 311,000 | 305,000 | (6,000) | -1.93% |
| Child Abuse Prevention | 10,000 | 10,800 | 11,000 | 11,000 | 12,000 | 1,000 | 9.09% |
| Childcare Services | 7,500 | 7,500 | 7,500 | 7,500 | 8,000 | 500 | 6.67% |
| Youth/Crime Prevention | 8,650 | 8,650 | 6,000 | 6,000 | 8,000 | 2,000 | 33.33% |
| Literacy Programs | 4,000 | - | - | - | - | - | |
| Healthcare | 26,224 | 32,150 | 34,724 | 34,724 | 34,724 | - | 0.00% |
| Job Training | 33,205 | 22,000 | 23,500 | 23,500 | 22,500 | (1,000) | -4.26% |
| Homeless Assistance | 6,500 | 10,499 | 12,000 | 12,000 | 23,000 | 11,000 | 91.67% |
| Domestic Abuse | 9,500 | 9,500 | 10,000 | 10,000 | 12,000 | 2,000 | 20.00% |
| Housing Rehabilitation | 185,402 | 207,318 | 300,268 | 248,758 | 217,365 | (82,903) | -27.61% |
| Affordable Housing | 141,303 | 123,115 | 166,000 | 117,510 | 130,000 | (36,000) | -21.69% |
| Elderly | 17,254 | 12,000 | 19,500 | 19,500 | 12,000 | (7,500) | -38.46% |
| Emergency Solutions Grant | 198,169 | 169,114 | 198,875 | 198,875 | 161,250 | (37,625) | -18.92% |
| Public Service Grants | 63 | - | - | - | - | - | |
| Public Facilities | 20,471 | - | - | - | - | - | |
| Fair Housing | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | - | 0.00% |
| **Total Community Development Budget** | 1,030,539 | 1,102,327 | 1,259,995 | 1,159,995 | 1,116,986 | (143,009) | -11.35% |

# GOLF COURSE DEPARTMENT

## DEPARTMENT SUMMARY

The City historically has operated two public golf courses: Old Fort Golf Course and the Veterans Administration (VA) Golf Course. The Old Fort Golf Club is an eighteen-hole championship course and plays host to many local and destination events. There are several local businesses that participate in afternoon golf leagues and along with the Old Fort Men's Golf Association, Ladies League, and Senior League help to make up a solid core of golfers. The VA Golf Course is a nine-hole facility leased by the City from the Federal Government and is an economical walking course that benefits the patients at the hospital as well as the community. The Public Golf Department added a six-hole short course, Bloomfield Links in the summer of 2013 that is located near Old Fort Golf Club on the old demolition landfill off Walter Hale Court. The property is owned by the City and must be monitored and maintained by the City from this time forward.

With an emphasis being placed on fiscal responsibility throughout the City departments, the staff at Old Fort worked diligently to make an effort to reduce spending as well as increasing revenue flows. The part time staff hours at all three facilities were reduced as well as various line items throughout the budget totaling just over $112,000. In an effort to reach the 10% budget reduction number proposed by the administration staff, a $1 increase in green fees, cart fees, and driving range ball fees was proposed as an additional way to arrive at the 10% number. This recommendation has not been discussed or approved at the Golf Commission level at this time.

With the growth of the game on a continued slight uptick and with Murfreesboro's population continuing to expand, we feel that the Golf Department will continue to strive for the City of Murfreesboro. We have experienced one of the most taxing fall and winter periods that the golf course has ever experienced. Extreme amounts of rain along with extremely cold temperatures caused a considerable amount of disruption in play during FY18. The one factor that cannot be controlled in terms of golf course success is weather but hope springs eternal and with that comes renewed optimism for a successful spring campaign.

The department is continuing to look at ways to make the V.A. Golf experience one that can and will attract new players while maintaining the current customer base. We were able to find space to turn a par 3 into a par 4 which has been viewed by the players there as a huge success. Rounds continue to be in a flat/declining state but as with Old Fort, it is difficult to determine exactly how much correlates to the weather pattern we have experienced in this area.

Merchandise and Concessions sales numbers are on a disappointing path for FY18 much of which is again directly correlated to the disruption of play due to weather. The number of players and customers

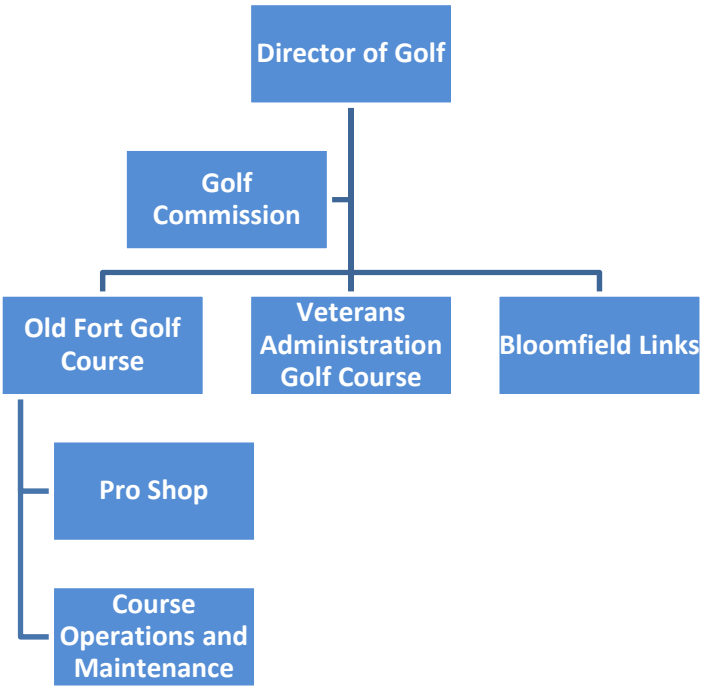
that walk through our doors for golf always plays the highest contributing factor to the success of merchandise and concessions sales.

Rounds at Old Fort will not reach the level that we had gained over the last two years but is definitely attributed to the weather. When the weather is nice, the golf course remains very busy and is well accepted by players from within the city as well as other surrounding parts of the region. We are confident that with quality weather, golf at Old Fort and within the department will continue to be strong.

We are extremely excited to get our building completed at Bloomfield Links. This will provide the opportunity to not only have more daily play but to also have more expansive events for our junior leagues and programs. This will also give us a much better chance to have adult, senior, and beginner classes due to being able to park on site.

FootGolf has experienced an extreme amount of flatlining over the last two years at the V.A. We are currently in talks with Parks and Recreation Director Angela Jackson in terms of transitioning FootGolf to one of the park properties to be used in a different and more useful manner to the citizens.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Provide quality golf recreation facilities for all interested residents
- Provide programs and courses aimed at providing affordable golf opportunities to all citizens, growing the game, and offering programs to enhance life skills and career opportunities

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Continued implementation of the FREEquent Player Program
- Be a leader in cutting edge technology such as live tournament scoring
- Expand the number of paid rounds of golf
- Expand merchandising and concession revenues
- Implement Grow the Game initiatives at all facilities
- Provide programming that will introduce the game of golf and make the game faster and more enjoyable through new and innovative ways of teaching and presenting the game
- Become premier facility in the state in regard to junior golf initiatives

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Old Fort Golf Course continues to be named among the best golf courses in Middle Tennessee
- Provide value for golfers via the FREEquent Player Program, which offers discounts based upon purchases and participation
- Provide the best and friendliest customer service experience in the areas golf market
- Provide opportunity to our current and future customers to participate in the "Grow the game" initiatives in upcoming programs
- Provide opportunities for customers to have unique opportunities through our relationships with the top manufacturers in golf
- All employees, full-time and part-time, have participated in continual training in Service Excellence with an emphasis on showing appreciation for visiting our facilities

## ENGAGING OUR COMMUNITY

- Promote PGA of America "Grow the Game" initiatives
- Expand and grow Junior Programming at Old Fort Golf Club, Bloomfield Links and Veterans Golf Course to include nearby local youth
- Enhance our relationship with Parks and Recreation in bringing golf to those that would never have the opportunity otherwise
- Working closely with local civic and charitable organizations to offer opportunities to grow golf and engage community involvement: City Schools, ESP, Special Olympics, One Goal, Above the Rim, and several others to join us this year
- Make golf the "cool thing to do" for youth in the Murfreesboro area

## FY 2018 ACCOMPLISHMENTS

- Refurbished on course restroom facilities as well as the clubhouse at Old Fort through paint and flooring

- Provided the most Junior Golf opportunities within the City of Murfreesboro and surrounding areas
- Lead the charge for complete format change with local Middle School Golf Programs
- Successfully integrated Online Tee Time portal through our dedicated website
- Touched over 300 kids directly in the community in terms of game introduction
- Expanded Murfreesboro Junior Golf Association usage through playing opportunities and enhanced driving range programs
- Provided "real time" live scoring for all events played at the facility
- Fielded two PGA Jr. League Golf Teams and hosted the playoffs leading up to the State event
- Provided customers with our CFE initiative

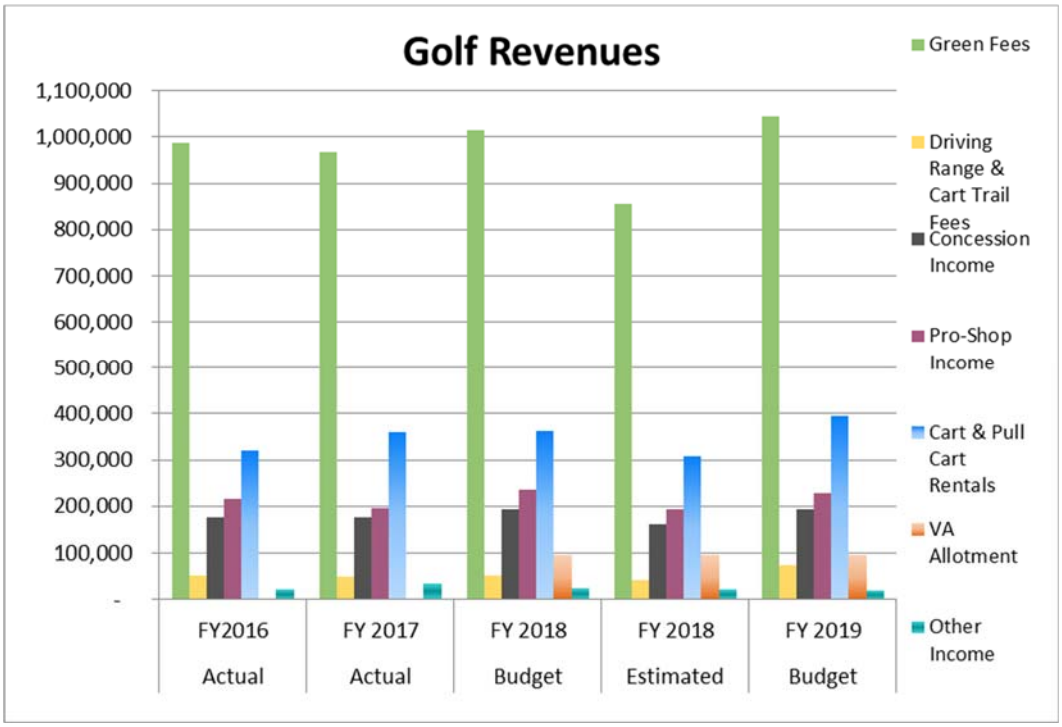
## FY 2019 DEPARTMENT GOALS

- Expand usage of Bloomfield Links with all age groups and demographics of players
- Increase rounds at all facilities with expanded opportunities for all ages and abilities
- Enhance fundraising arm for junior golf through events and sponsorships
- Continue to be the best public golf facility in the state of Tennessee
- Provide the best turf conditions of any facility in the state
- Compete and win National PGA Jr. League Championship
- Become the best place to purchase equipment in the Middle Tennessee area
- Continue to increase golf opportunities in the greater Murfreesboro Area

## BENCHMARKING MEASURES

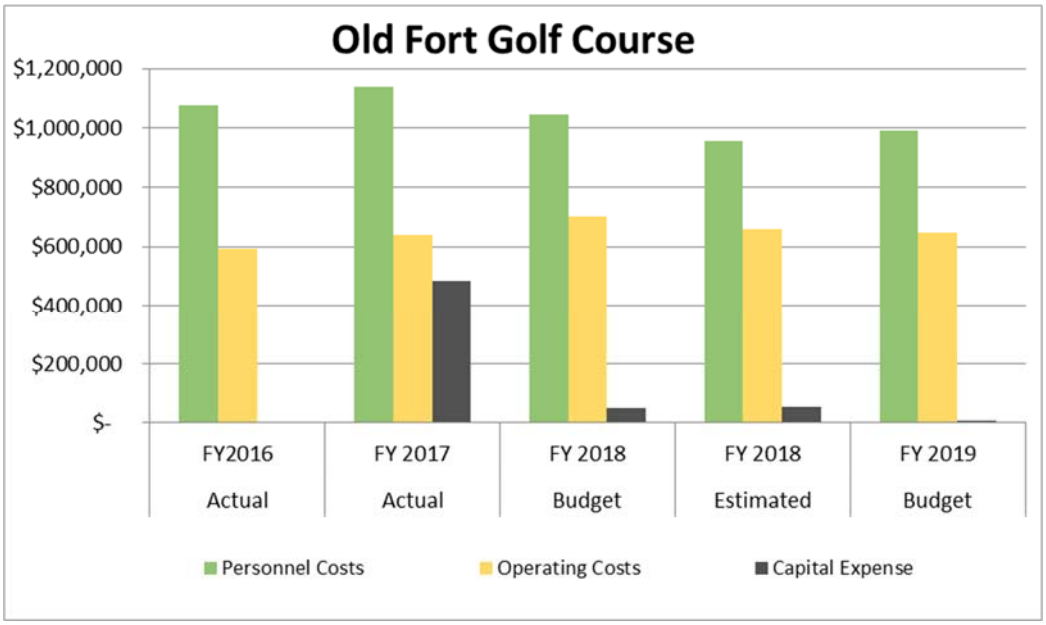
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|
| Paid rounds of golf – Old Fort | 40,820 | 40,820 | 40,000, | 37,200 | 40,500 |
| Paid rounds of golf - VA | 19,700 | 19,700 | 19,000 | 15,600 | 17,500 |
| Concession revenue – Old Fort | $168,785 | $168,785 | $185,000 | 155,000 | 185,000 |
| Concession revenue - VA | $8,020 | $8,020 | $8,000 | $6,000 | $8,000 |
| Merchandise revenue – Old Fort | $211,411 | $211,411 | $225,000 | $190,000 | $225,000 |
| Merchandise revenue - VA | $3,710 | $3,710 | $5,000 | $2,500 | $3,000 |

## REVENUE SUMMARY

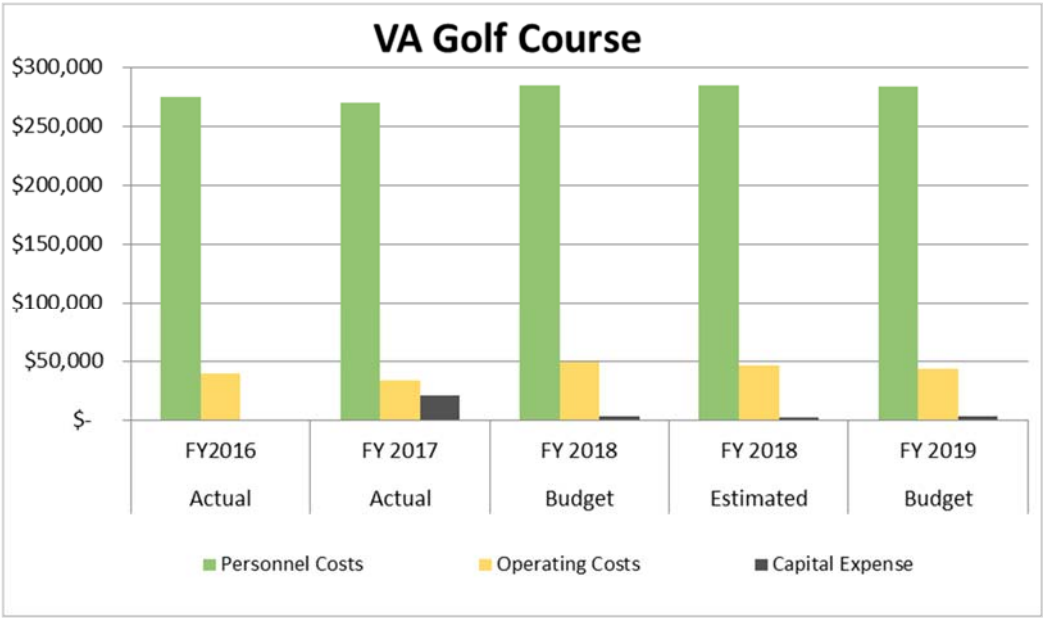



## EXPENDITURE SUMMARY

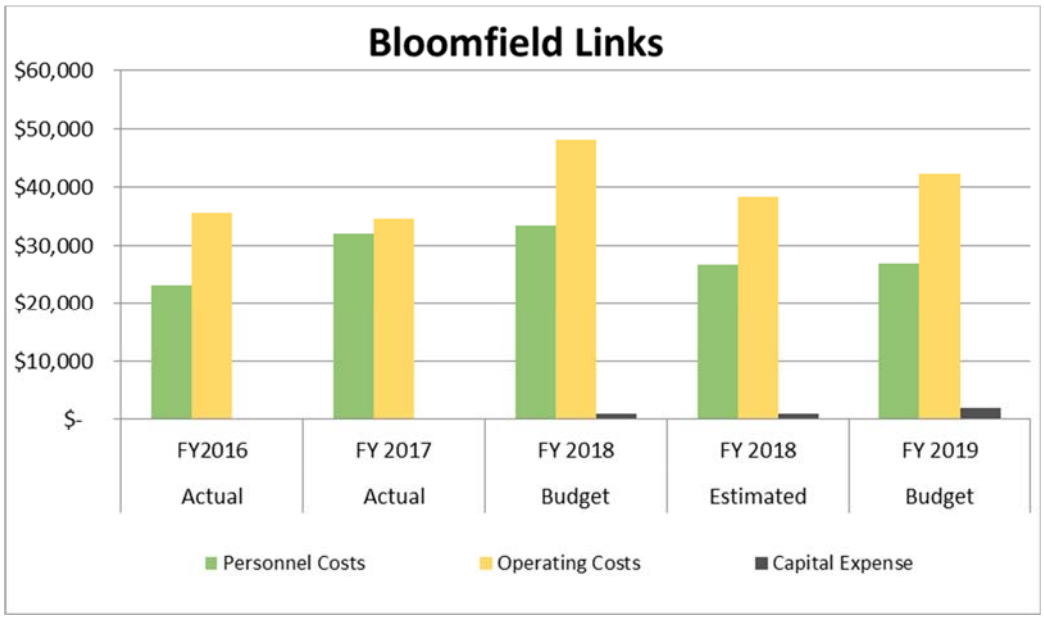
| | Old Fort Golf Course | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 1,077,237 | $ 1,137,271 | $ 1,043,501 | $ 954,754 | $ 988,848 |
| Operating Costs | $ 591,334 | $ 640,378 | $ 700,555 | $ 658,087 | $ 647,211 |
| Capital Expense | $ 999 | $ 482,831 | $ 50,830 | $ 52,403 | $ 8,000 |
| Total Old Fort Golf Course | $ 1,669,570 | $ 2,260,480 | $ 1,794,886 | $ 1,665,244 | $ 1,644,059 |




| | VA Golf Course | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 274,825 | $ 269,819 | $ 284,266 | $ 284,702 | $ 283,844 |
| Operating Costs | $ 39,486 | $ 33,828 | $ 49,106 | $ 46,610 | $ 42,748 |
| Capital Expense | $ - | $ 21,166 | $ 2,750 | $ 2,485 | $ 3,000 |
| Total VA Golf Course | $ 314,311 | $ 324,813 | $ 336,122 | $ 333,796 | $ 329,592 |



| | Bloomfield Links | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 23,231 | $ 32,060 | $ 33,542 | $ 26,716 | $ 26,988 |
| Operating Costs | $ 35,550 | $ 34,549 | $ 48,127 | $ 38,405 | $ 42,400 |
| Capital Expense | $ - | $ - | $ 1,080 | $ 1,080 | $ 2,000 |
| Total Bloomfield Links | $ 58,780 | $ 66,609 | $ 82,749 | $ 66,201 | $ 71,388 |



## HUMAN RESOURCES SUMMARY

| Golf Course | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Golf Director | 1 | 1 | 1 | 1 |
| Head Golf Professional | 1 | 0 | 0 | 0 |
| Shop Manager | 2 | 4 | 4 | 4 |
| Golf Facility Supervisor (VA) | 1 | 1 | 1 | 1 |
| Food Service Manager | 1 | 1 | 1 | 1 |
| Administrative Aide I | 1 | 1 | 1 | 1 |
| Turf Care Manager | 0 | 0 | 1 | 1 |
| Turf Care Supervisor | 2 | 2 | 1 | 1 |
| Groundskeeper Specialist | 0 | 0 | 1 | 1 |
| Lead Groundskeeper (VA) | 1 | 1 | 1 | 1 |
| Equipment Mechanic | 1 | 1 | 1 | 1 |
| Irrigation Technician | 1 | 1 | 1 | 1 |
| Landscaper/Greenskeeper | 2 | 2 | 2 | 2 |
| Full-Time Positions | 14 | 15 | 16 | 16 |
| | | | | |
| P/T Golf Shop Personnel | 30 | 30 | 30 | 30 |
| P/T Maintenance Personnel | 14 | 14 | 14 | 14 |
| Part-Time Positions | 44 | 44 | 44 | 44 |
| | | | | |
| Total Golf Allocation | 58 | 59 | 60 | 60 |

# 2018 - 2019 Budget Year

## Golf Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Old Fort Golf Course** | | | | | | | |
| Salary - Full-Time - Regular | 623,648 | 679,353 | 575,915 | 542,512 | 557,935 | (17,980) | -3.12% |
| Temp/Seasonal Salary | 18,270 | 21,003 | - | 720 | - | - | |
| Overtime Salary | | - | 8,000 | - | 8,000 | - | 0.00% |
| Longevity | 11,760 | 12,480 | 13,080 | 9,480 | 8,520 | (4,560) | -34.86% |
| Holiday Pay | | 834 | - | 4,088 | - | | |
| Part-Time Regular Emp Wages | 169,283 | 160,964 | 196,900 | 153,303 | 179,955 | (16,945) | -8.61% |
| Temp/Seasonal Part-Time Wages | 8,147 | 17,275 | 26,900 | 31,127 | 27,054 | 154 | 0.57% |
| Overtime Wages | 3 | 10 | - | - | - | - | |
| Annual Holiday Gift | | - | | 1,125 | 1,125 | 1,125 | |
| Social Security & Medicare Tax | 61,086 | 68,476 | 60,001 | 54,780 | 55,666 | (4,335) | -7.22% |
| Hospital And Health Insurance | 172,091 | 159,395 | 165,192 | 165,894 | 165,035 | (157) | -0.10% |
| Dental Insurance - Delta | 8,009 | 7,441 | 7,868 | 7,941 | 7,798 | (70) | -0.89% |
| Defined Benefit Plan | 71,302 | 64,299 | 47,448 | 42,527 | 43,082 | (4,366) | -9.20% |
| Defined Contribution Plan | 3,431 | (15) | 12,679 | 11,738 | 13,248 | 569 | 4.49% |
| LTD & Life Insurance | 4,071 | 4,275 | 4,045 | 4,048 | 3,506 | (539) | -13.33% |
| Worker's Compensation | 20,618 | 22,296 | 20,913 | 20,913 | 13,364 | (7,549) | -36.10% |
| Old Fort Salary Allotment | (94,481) | (80,816) | (95,440) | (95,440) | (95,440) | - | 0.00% |
| Total Personnel Costs | 1,077,237 | 1,137,271 | 1,043,501 | 954,754 | 988,848 | (54,653) | -5.24% |
| | | | | | | | |
| Memberships & Dues | 1,803 | 1,786 | 2,700 | 1,500 | 1,500 | (1,200) | -44.44% |
| Advertising | 793 | 243 | 10,000 | 4,000 | - | (10,000) | -100.00% |
| Subscriptions - Newspapers,etc | - | - | 50 | - | - | (50) | -100.00% |
| Electric | 50,813 | 51,129 | 55,000 | 48,000 | 48,000 | (7,000) | -12.73% |
| Water | 7,478 | 9,231 | 9,000 | 9,000 | 9,000 | - | 0.00% |
| Telephone & Other Comm. | 1,453 | 1,461 | 1,440 | 1,300 | 1,440 | - | 0.00% |
| Internet | | 102 | - | 450 | 900 | 900 | |
| Cable Service | - | 478 | 480 | 480 | 480 | - | 0.00% |
| IT Support Charges | 250 | - | - | - | - | - | |
| Employee Testing | 250 | 130 | 300 | - | 300 | - | 0.00% |
| Fleet - Repair & Maintenance | 108 | 456 | 500 | - | 500 | - | 0.00% |
| Repair & Maint Other Mach & Eq | 17,071 | 26,014 | 32,500 | 27,500 | 27,500 | (5,000) | -15.38% |
| Repair & Maint - Software | - | 29,347 | 40,000 | 42,000 | 45,000 | 5,000 | 12.50% |
| Repair & Maint Furn. & Machine | 5,971 | 1,224 | 1,000 | 1,000 | 1,000 | - | 0.00% |
| Repair & Maint Grounds & Imp | - | 1,216 | 5,000 | 8,000 | 5,000 | - | 0.00% |
| Repair & Maintenance - Ponds | | 26,134 | - | - | - | - | |
| Repair & Maint. Buildings | 8,413 | 6,056 | 27,000 | 15,000 | 5,000 | (22,000) | -81.48% |
| Training & Travel | 654 | 495 | 1,200 | 1,200 | 1,200 | - | 0.00% |
| Employee | 449 | 168 | 600 | 150 | 400 | (200) | -33.33% |
| Car Allowance & Mileage | 1,580 | 919 | 2,000 | 1,200 | 2,000 | - | 0.00% |
| Office Supplies and Materials | 1,925 | 1,956 | 2,750 | 2,500 | 2,750 | - | 0.00% |
| Postage & Shipping | 283 | 118 | 400 | 350 | 400 | - | 0.00% |
| Operating Supplies | 1,465 | 4,053 | 4,000 | 4,000 | 4,000 | - | 0.00% |
| Agriculture and Hort. Supplies | 75,068 | 78,148 | 81,500 | 76,000 | 78,000 | (3,500) | -4.29% |
| Landscaping Supplies | 4,355 | 3,460 | 7,500 | 7,500 | 7,500 | - | 0.00% |
| Food | | - | - | 60 | - | - | |
| Household & Janitor Supplies | 7,959 | 8,157 | 7,500 | 9,000 | 7,500 | - | 0.00% |

# 2018 - 2019 Budget Year

## Golf Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Old Fort Golf Course** | | | | | | | |
| Golf Shop Supplies | 2,502 | 4,335 | 4,500 | 2,000 | 3,000 | (1,500) | -33.33% |
| Driving Range Supplies | 3,251 | 956 | 5,000 | 3,500 | 2,000 | (3,000) | -60.00% |
| Golf Supplies | 2,444 | 3,011 | 3,500 | 2,600 | 3,000 | (500) | -14.29% |
| Golf Association Supplies | 17,288 | 19,600 | 16,000 | 16,000 | 16,000 | - | 0.00% |
| Clothing and Uniforms | 1,023 | 2,348 | 3,000 | 3,000 | 3,000 | - | 0.00% |
| Gas, Oil, Diesel, Grease, Etc. | 11,345 | 11,709 | 16,500 | 16,500 | 16,500 | - | 0.00% |
| Vehicle Parts & Repair | 10,900 | - | - | - | - | - | |
| Tires, Tubes and Etc. | 436 | - | - | - | - | - | |
| Handtools & Hardware | 1,217 | 1,248 | 1,500 | 1,500 | 1,500 | - | 0.00% |
| Supplies For Resale | 251,585 | 236,311 | 240,000 | 255,000 | 235,000 | (5,000) | -2.08% |
| Sand-Cement-Lumber | 10,077 | 10,808 | 12,000 | 12,000 | 12,000 | - | 0.00% |
| Other Supplies & Materials | 2,026 | - | 1,000 | 500 | 1,000 | - | 0.00% |
| Vehicle Insurance | 841 | 841 | 635 | 597 | 841 | 206 | 32.44% |
| Machinery and Equipment Rental | 1,643 | 2,448 | 4,000 | 2,700 | 2,500 | (1,500) | -37.50% |
| Bank Service Charges | 21,215 | 26,627 | 24,500 | 24,000 | 25,500 | 1,000 | 4.08% |
| Miscellaneous Expense | 460 | 360 | 1,000 | - | 1,000 | - | 0.00% |
| Sales Tax | 64,944 | 67,294 | 75,000 | 58,000 | 75,000 | - | 0.00% |
| Total Operating Budget | 591,334 | 640,378 | 700,555 | 658,087 | 647,211 | (53,344) | -7.61% |
| | | | | | | | |
| **Operating and Salary Budget** | 1,668,571 | 1,777,649 | 1,744,056 | 1,612,841 | 1,636,059 | (107,997) | -6.19% |
| | | | | | | | |
| Buildings Exp | | 5,261 | 15,000 | 14,050 | | (15,000) | -100.00% |
| Machinery and Equipment | | 138,336 | 23,500 | 33,758 | | (23,500) | -100.00% |
| Normal replacement | | | | | 8,000 | 8,000 | |
| Transp Equipment | | 338,789 | - | - | | - | |
| Office Machinery and Equipment | | 445 | 12,330 | 3,531 | | (12,330) | -100.00% |
| Computer Equipment | | - | - | 1,064 | | - | |
| Total Fixed Assets | 999 | 482,831 | 50,830 | 52,403 | 8,000 | (42,830) | -84.26% |
| | | | | | | | |
| **Total Old Fort Golf Course Budget** | 1,669,570 | 2,260,480 | 1,794,886 | 1,665,244 | 1,644,059 | (150,827) | -8.40% |

# 2018 - 2019 Budget Year

## Golf Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **VA Golf Course** | | | | | | | |
| Salary - Full-Time - Regular | 86,147 | 87,988 | 87,515 | 89,698 | 89,835 | 2,320 | 2.65% |
| Overtime Salary | | - | 1,000 | - | 2,000 | 1,000 | 100.00% |
| Longevity | 2,040 | 2,160 | 2,280 | 2,280 | 2,400 | 120 | 5.26% |
| Holiday Pay | | 190 | - | 1,365 | 1,365 | 1,365 | |
| Part-Time Regular Emp Wages | 42,445 | 46,186 | 49,242 | 44,193 | 42,000 | (7,242) | -14.71% |
| Temp/Seasonal Part-Time Wages | 7,259 | 8,122 | 8,064 | 7,290 | 9,299 | 1,235 | 15.31% |
| Annual Holiday Gift | | | | 225 | 225 | 225 | |
| Social Security & Medicare Tax | 10,194 | 11,013 | 10,762 | 10,674 | 10,618 | (144) | -1.33% |
| Hospital And Health Insurance | 17,700 | 17,374 | 17,670 | 19,133 | 17,629 | (41) | -0.23% |
| Dental Insurance - Delta | 919 | 902 | 903 | 989 | 902 | (1) | -0.11% |
| Defined Benefit Plan | 11,278 | 10,924 | 10,783 | 11,065 | 11,562 | 779 | 7.22% |
| LTD & Life Insurance | 588 | 651 | 607 | 678 | 569 | (38) | -6.26% |
| Worker's Compensation | 1,773 | 3,492 | - | 1,673 | - | - | |
| Old Fort Salary Allotment | 94,481 | 80,816 | 95,440 | 95,440 | 95,440 | - | 0.00% |
| Total Personnel Costs | 274,825 | 269,819 | 284,266 | 284,702 | 283,844 | (422) | -0.15% |
| | | | | | | | |
| Memberships & Dues | 299 | 299 | 350 | 350 | 350 | - | 0.00% |
| Subscriptions - Newspapers,etc | | - | 50 | - | 50 | - | 0.00% |
| Electric | 5,415 | 5,402 | 6,500 | 6,500 | 6,500 | - | 0.00% |
| Water | 168 | 165 | 200 | 150 | 200 | - | 0.00% |
| Telephone & Other Comm. | 1,874 | 740 | 600 | 500 | 600 | - | 0.00% |
| Internet | - | 1,439 | 1,440 | 1,400 | 1,440 | - | 0.00% |
| Employee Testing | 31 | 26 | 30 | - | 30 | - | 0.00% |
| Fleet - Repair & Maintenance | - | 292 | 500 | 1,000 | 1,000 | 500 | 100.00% |
| Repair & Maint Other Mach & Eq | 6,007 | 4,444 | 7,000 | 7,000 | 4,000 | (3,000) | -42.86% |
| Repair & Maint. Buildings | 7,467 | 2,752 | 5,000 | 4,000 | 4,000 | (1,000) | -20.00% |
| Training & Travel | 99 | - | 200 | 200 | 200 | - | 0.00% |
| Employee | - | - | 150 | - | 150 | - | 0.00% |
| Car Allowance & Mileage | - | - | 200 | 200 | 200 | - | 0.00% |
| Office Supplies and Materials | 66 | 237 | 500 | 300 | 500 | - | 0.00% |
| Operating Supplies | 770 | 179 | 750 | 600 | 750 | - | 0.00% |
| Agriculture and Hort. Supplies | 3,847 | 5,181 | 6,500 | 6,500 | 6,000 | (500) | -7.69% |
| Landscaping Supplies | - | - | 500 | 500 | 500 | - | 0.00% |
| Household & Janitor Supplies | 144 | 256 | 450 | 450 | 450 | - | 0.00% |
| Golf Shop Supplies | 557 | 226 | 700 | 700 | 700 | - | 0.00% |
| Golf Supplies | 852 | 117 | 1,500 | 1,500 | 500 | (1,000) | -66.67% |
| Clothing and Uniforms | 150 | 150 | 500 | 350 | 500 | - | 0.00% |
| Gas, Oil, Diesel, Grease, Etc. | 1,863 | 1,938 | 2,100 | 1,700 | 3,200 | 1,100 | 52.38% |
| Handtools & Hardware | 82 | 97 | 350 | 300 | 350 | - | 0.00% |
| Supplies For Resale | 6,828 | 5,339 | 8,000 | 8,000 | 6,000 | (2,000) | -25.00% |
| Sand-Cement-Lumber | 484 | 1,165 | 1,500 | 1,000 | 1,500 | - | 0.00% |
| Other Supplies & Materials | - | - | - | 500 | 500 | 500 | |
| Vehicle Insurance | 578 | 578 | 436 | 410 | 578 | 142 | 32.57% |
| Machinery and Equipment Rental | - | 1,240 | 1,000 | 1,300 | - | (1,000) | -100.00% |

# 2018 - 2019 Budget Year

## Golf Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **VA Golf Course** | | | | | | | |
| Miscellaneous Expense | 210 | 210 | 250 | - | 250 | - | 0.00% |
| Cash Over and Short | (1) | (0) | - | (0) | - | - | |
| Sales Tax | 1,695 | 1,357 | 1,850 | 1,200 | 1,750 | (100) | -5.41% |
| Total Operating Budget | 39,486 | 33,828 | 49,106 | 46,610 | 42,748 | (6,358) | -12.95% |
| | | | | | | | |
| **Operating and Salary Budget** | 314,311 | 303,647 | 333,372 | 331,311 | 326,592 | (6,780) | -2.03% |
| | | | | | | | |
| Machinery and Equipment | | 21,166 | 1,750 | 2,485 | 3,000 | 1,250 | 71.43% |
| Office Machinery and Equipment | | - | 1,000 | - | | | |
| Total Fixed Assets | - | 21,166 | 2,750 | 2,485 | 3,000 | 250 | 9.09% |
| | | | | | | | |
| **Total VA Golf Course Budget** | 314,311 | 324,813 | 336,122 | 333,796 | 329,592 | (6,530) | -1.94% |

# 2018 - 2019 Budget Year

## Golf Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Bloomfield Links** | | | | | | | |
| Part-Time Regular Emp Wages | 21,097 | 28,704 | 31,142 | 24,351 | 25,000 | (6,142) | -19.72% |
| Annual Holiday Gift | | | | 75 | 75 | 75 | |
| Social Security & Medicare Tax | 1,669 | 2,282 | 2,400 | 1,871 | 1,913 | (487) | -20.31% |
| Worker's Compensation | 465 | 1,075 | - | 418 | - | - | |
| Total Personnel Costs | 23,231 | 32,060 | 33,542 | 26,716 | 26,988 | (6,554) | -19.54% |
| | | | | | | | |
| Contractual Services | 23,000 | 24,000 | 24,000 | 24,000 | 24,000 | - | 0.00% |
| Printing Services | 13 | - | - | - | - | - | |
| Memberships & Dues | 975 | - | - | - | - | - | |
| Electric | 306 | 306 | 1,000 | 500 | 1,000 | - | 0.00% |
| Water | - | - | 500 | 200 | 500 | - | 0.00% |
| Repair & Maint Other Mach & Eq | 1,205 | - | 3,000 | 1,500 | 1,500 | (1,500) | -50.00% |
| Repair & Maint - Software | - | - | 250 | 200 | 500 | 250 | 100.00% |
| Repair & Maint. Buildings | - | - | 500 | - | 500 | - | 0.00% |
| Office Supplies and Materials | - | - | 100 | - | 100 | - | 0.00% |
| Operating Supplies | - | - | 1,000 | - | 1,000 | - | 0.00% |
| Agriculture and Hort. Supplies | 5,705 | 6,869 | 7,500 | 7,500 | 5,000 | (2,500) | -33.33% |
| Landscaping Supplies | - | - | 1,000 | 1,000 | 1,000 | - | 0.00% |
| Household & Janitor Supplies | - | - | 400 | - | 400 | - | 0.00% |
| Activity Supplies | 2,483 | 1,577 | 3,000 | 1,005 | 1,000 | (2,000) | -66.67% |
| Golf Shop Supplies | 134 | 228 | 750 | - | 750 | - | 0.00% |
| Golf Supplies | 99 | - | 500 | - | 500 | - | 0.00% |
| Clothing and Uniforms | - | 19 | 500 | - | 500 | - | 0.00% |
| Gas, Oil, Diesel, Grease, Etc. | - | - | 600 | 500 | 600 | - | 0.00% |
| Handtools & Hardware | - | - | 300 | - | 300 | - | 0.00% |
| Supplies For Resale | - | - | 1,000 | 400 | 1,000 | - | 0.00% |
| Sand-Cement-Lumber | 484 | 1,030 | 1,000 | 1,000 | 1,000 | - | 0.00% |
| Other Supplies & Materials | 25 | - | 300 | - | 300 | - | 0.00% |
| Machinery and Equipment Rental | 1,120 | 520 | 520 | 500 | 500 | (20) | -3.85% |
| Miscellaneous Expense | - | - | 300 | - | 300 | - | 0.00% |
| Sales Tax | - | - | 107 | 100 | 150 | 43 | 40.19% |
| Total Operating Budget | 35,550 | 34,549 | 48,127 | 38,405 | 42,400 | (5,727) | -11.90% |
| | | | | | | | |
| **Operating and Salary Budget** | 58,780 | 66,609 | 81,669 | 65,121 | 69,388 | (12,281) | -15.04% |
| | | | | | | | |
| Machinery and Equipment | | - | - | - | | | |
| Office Machinery and Equipment | | - | 1,080 | 1,080 | | (1,080) | -100.00% |
| Normal replacement | | | | | 2,000 | 2,000 | |
| Total Fixed Assets | - | - | 1,080 | 1,080 | 2,000 | 920 | 85.19% |
| | | | | | | | |
| **Total Bloomfield Budget** | 58,780 | 66,609 | 82,749 | 66,201 | 71,388 | (11,361) | -13.73% |
| | | | | | | | |
| **Total Golf Budget** | 2,042,661 | 2,651,902 | 2,213,757 | 2,065,241 | 2,045,039 | (168,718) | -7.62% |

# SOLID WASTE DEPARTMENT

## DEPARTMENT SUMMARY

The Murfreesboro Solid Waste Department provides the residents and business community of this City with an environmentally-safe and cost-effective integrated waste management system for non-hazardous solid waste. Above all, the department maintains and exceeds compliance with all Tennessee Department of Environment and Conservation waste disposal regulations. The department provides four-day-a-week service and operates a convenience center for trash hauling and recycling on Main Street, as well as a mulching facility on Florence Road. It also promotes and provides solutions to household hazardous waste disposal.

The Solid Waste Department is instrumental to the City providing safe and livable neighborhoods by quickly reducing garbage and removing yard waste. The department provides solid waste collection and disposal service for approximately 44,868 households and 6,125 businesses, with more than 52,963 cans being serviced weekly. In 2017, the Solid Waste Department collected 38,000 tons of garbage from the residents of Murfreesboro. We collected 3000 more tons of garbage from 2016. Solid waste collected at the Main Street convenience center is transported by Republic Services to approved recycling centers or for other disposition.

In 1997, the City implemented a program to collect yard waste with a goal of reducing grass, brush and leaves from the landfill. In 2017, the Solid Waste Department collected and ground 37,000 tons of yard waste. Each year the Solid Waste Department processes double grind mulch, which the department windrows into static piles to make black mulch. The double grind mulch is free to residents starting the first Monday in February. The Solid Waste Department also could provide the Urban and Environmental Department the mulch for the re-mulching project on Old Fort Parkway, Fire Station #4, Solid Waste Department as well as the Street Department. The Solid Waste Department could assist the Storm Water and Parks and Recreation Departments in their mulching projects.

In 1995, Murfreesboro and Rutherford County entered into an agreement with the Middle Point Landfill that allowed both City and County free disposal for municipally collected solid waste. The timeline for the closing of Middle Point landfill could be as close to as 2023. That is 6 years, this is due to the growth engine of Middle Tennessee. The Rutherford county C&D landfill has quit accepting construction & demolition debris on February 23, 2018. The Rutherford county C&D will continue to collect tires & brush.

The challenge for the City and County is to find an economical and environmentally friendly way to dispose of the solid waste generated in Rutherford County. Both Mayor Shane McFarland of Murfreesboro and Mayor Earnest Burgess of Rutherford County realize that a fundamental shift in how collection, disposal and funding for solid waste services will have to change for the residents of

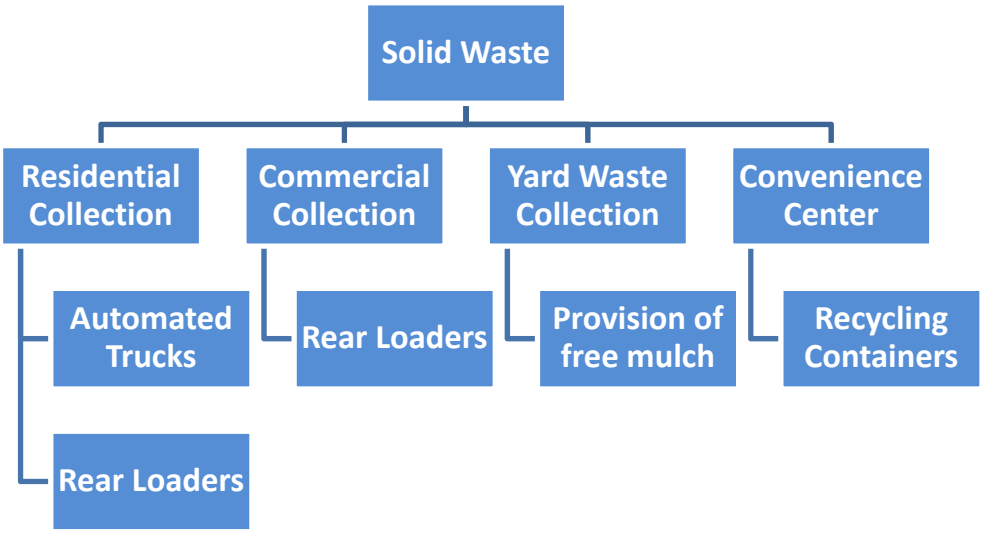
Murfreesboro and of Rutherford County. Now, the residents believe that garbage service is free, as they receive no bill for collection or using any of the convenience centers located in the City or County. Changing that perception will be very difficult.

In that respect, both the City of Murfreesboro and the Rutherford County Solid Waste Departments have worked together in hiring a consultant service to assist in identifying and evaluating available technologies to expand, supplement or replace the existing infrastructure used to manage the community's solid waste for the next 20-40-year horizon. The City and County are interested in solutions that are sited inside Rutherford County and sized sufficiently for the estimated population of the entire County.

On February 27th, 2018, GBB the solid waste consultants completed the third workshop with the Solid Waste Committee that includes representatives from all 4 municipalities and Rutherford County. Our solid waste consultant GBB recommended to the SWAC that a solid waste authority should be formed to handle all the combined Rutherford county and City of Murfreesboro solid waste. The GBB went through three disposal options and discussed with the SWAC committee and recommended that maximum flexibility should be perused, which is a transfer station to the North of Murfreesboro and one to the South of Murfreesboro. In March of 2018 Rutherford County commissioners voted against allowing Republic Services the right for core drilling at the closed Rutherford County landfill. This in effect was a vote to pursue maximum flexibility. Rutherford County & City of Murfreesboro with the help of the Engineering Department of the City of Murfreesboro we have been looking at sites south of Murfreesboro, so we can begin the maximum flexibility implementation. This transfer station is the first part of having infrastructure that will allow the City of Murfreesboro to implement a curbside recycling program for the residents of the City of Murfreesboro. In the 2019-2020 CIP the solid waste department has placed $7.5 million dollars for our 50/50 split with Rutherford County for the south side transfer station.

Additionally, dollars have been budgeted for the City's 50% share of the consultant study ($100,000), the cost of establishing a billing mechanism for the Solid Waste Fee and any actions on recycling or in other areas recommended from the consultant's study ($200,000). The final cost of the consulting firm will be carried over into the 2018-2019 budget. Mayor Shane McFarland and Mayor Ernest Burgess worked together to bring the municipalities of Eagleville, LaVergne, and Smyrna to join Murfreesboro and Rutherford County in this monumental task. The cost will be split using a formula based on population.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Assists in providing safe and livable neighborhoods by quickly reducing garbage and removing yard waste
- The City of Murfreesboro Solid Waste Department, Rutherford County Solid Waste, along with the help of TDEC will host two hazardous waste roundups for the residents of Murfreesboro and Rutherford County. This will be held on April 7, 2018 & November 3, 2018 at the Public Works Facility at 4765 Florence Road

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Develop a new ordinance for brush collection and the amount of brush to be collected at each home
- Develop a new ordinance to change business with 8 or more carts to move to dumpster collection, which will be include city buildings

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Develop a newcomer welcome package for the Solid Waste Department to give to the new residents of Murfreesboro to be handed out at Water & Sewer, CUD, City Hall and Solid Waste

## ENGAGING OUR CITIZENS

- Trash collections for Jazz Fest, Uncle Dave Macon Days, Music on the Square, the Farmer's Market on the Square, Rally in the Alleys, The Wine Around the Square and TSSAA Spring Fling
- 1st Monday in February 2018 the Solid Waste Department double ground mulch will be available to residents for free

## FY 2018 ACCOMPLISHMENTS

- Increased the use of City mulch in storm water projects
- Delivered 1000 carts to new homes and business
- Took delivery of 3 new auto side loader and one new rear loader loaders in August

## FY 2019 DEPARTMENT GOALS

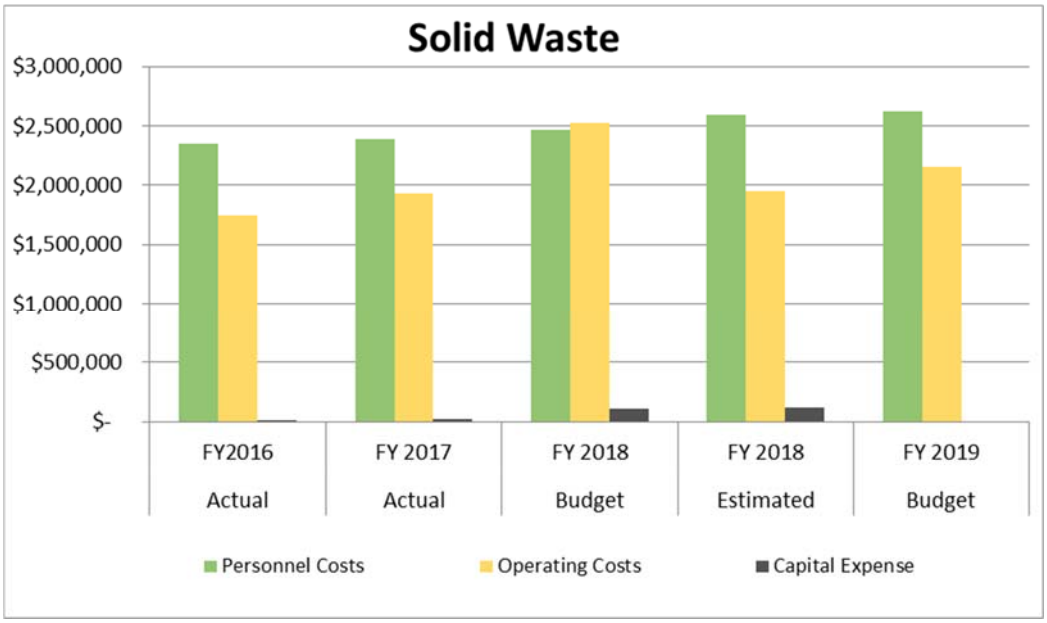
- With the expected closure of the Middle Point Landfill in 6 years the Solid Waste Department is undertaking along with Rutherford County a new direction in solid waste. We have hired a Solid Waste Consultant to help guide us in disposal options that will include a new integrated Solid Waste Management plan that could include curbside recycling for the residents of Murfreesboro

## BENCHMARKING MEASURES

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|
| Percentage of waste diverted from landfill disposal | 48.00% | 37.50% | 25.00% | 36% | 25.00% |
| Number of cans collected per route/per day (automated routes) | 985 | 990 | 990 | 990 | 990 |
| Number of service inquires | 9,175 | 10,000 | 10,000 | 14,650 | 10,000 |
| Total number of residential stops per week | 45,125 | 46,125 | 46,125 | 47,459 | 48,000 |
| Bulk Item pick-up | 3,971 | 4,175 | 4,175 | 4300 | 4000 |

## EXPENDITURE SUMMARY

| | Solid Waste | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 2,346,047 | $ 2,392,595 | $ 2,464,409 | $ 2,590,496 | $ 2,626,009 |
| Operating Costs | $ 1,741,420 | $ 1,934,643 | $ 2,525,577 | $ 1,949,766 | $ 2,154,180 |
| Capital Expense | $ 673 | $ 25,458 | $ 107,000 | $ 120,762 | $ - |
| Total Solid Waste Fund | $ 4,088,140 | $ 4,352,696 | $ 5,096,986 | $ 4,661,024 | $ 4,780,189 |




## HUMAN RESOURCE SUMMARY

| Solid Waste Department | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Director - Solid Waste | 1 | 1 | 1 | 1 |
| Assistant Director - Solid Waste | 1 | 1 | 1 | 1 |
| Administrative Aide I | 1 | 1 | 1 | 1 |
| Administrative Support Specialist II | 1 | 1 | 1 | 1 |
| Equipment Operator | 2 | 2 | 2 | 2 |
| Driver | 29 | 29 | 30 | 30 |
| Laborer | 5 | 5 | 4 | 4 |
| Crew Leader | | | | 1 |
| Facility Attendant Lead | 1 | 1 | 1 | 1 |
| Full-Time Positions | 41 | 41 | 41 | 42 |
| | | | | |
| Facility Attendant | 1 | 1 | 2 | 0 |
| Part-Time Positions | 1 | 1 | 2 | 0 |
| | | | | |
| Total Solid Waste Allocation | 42 | 42 | 43 | 42 |

# 2018 - 2019 Budget Year

## Solid Waste Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Salary - Full-Time - Regular | 1,471,118 | 1,452,457 | 1,539,920 | 1,536,906 | 1,603,819 | 63,899 | 4.15% |
| Longevity | 29,280 | 29,340 | 29,280 | 29,280 | 30,540 | 1,260 | 4.30% |
| Holiday Pay | | - | - | 16,376 | - | - | |
| Part-Time Regular Emp Wages | 4,836 | 4,666 | 19,569 | 13,242 | - | (19,569) | -100.00% |
| Overtime Wages | 31,451 | 124,849 | 75,000 | 104,209 | 75,000 | - | 0.00% |
| Annual Holiday Gift | | - | | 2,025 | 2,025 | 2,025 | |
| Social Security & Medicare Tax | 109,552 | 117,465 | 109,802 | 123,038 | 117,088 | 7,286 | 6.64% |
| Hospital And Health Insurance | 429,466 | 396,982 | 428,745 | 503,392 | 449,563 | 20,818 | 4.86% |
| Dental Insurance - Delta | 19,096 | 18,499 | 20,396 | 23,556 | 19,287 | (1,109) | -5.44% |
| Defined Benefit Plan | 159,688 | 136,605 | 143,119 | 139,348 | 146,046 | 2,927 | 2.05% |
| Defined Contribution Plan | 5,415 | 4,022 | 11,575 | 11,403 | 15,646 | 4,071 | 35.17% |
| LTD & Life Insurance | 9,489 | 10,511 | 10,856 | 11,574 | 10,215 | (641) | -5.90% |
| Worker's Compensation | 76,657 | 87,020 | 76,147 | 76,147 | 156,780 | 80,633 | 105.89% |
| Temporary Agency Service | | 10,180 | - | - | - | - | |
| Total Personnel Costs | 2,346,047 | 2,392,595 | 2,464,409 | 2,590,496 | 2,626,009 | 161,600 | 6.56% |
| | | | | | | | |
| Contractual Services | 700 | - | 23,000 | - | - | (23,000) | -100.00% |
| Memberships & Dues | 357 | 357 | 525 | 536 | 525 | - | 0.00% |
| Advertising | 2,397 | 2,663 | 3,000 | 3,261 | - | (3,000) | -100.00% |
| Public Relations | - | 965 | - | - | - | - | |
| Utility Services | 182 | - | - | - | - | - | |
| Electric | 29,719 | 23,792 | 31,500 | 18,630 | 31,500 | - | 0.00% |
| Water | 20,262 | 61,167 | 24,500 | 170,000 | 24,500 | - | 0.00% |
| Gas | 2,598 | 2,794 | 6,500 | 5,069 | 6,500 | - | 0.00% |
| Telephone & Other Comm. | 2,181 | 2,644 | 5,000 | 2,094 | 5,000 | - | 0.00% |
| Cell Phone | 1,252 | 1,320 | 1,500 | 1,366 | 1,500 | - | 0.00% |
| Professional Services | - | - | 150,000 | 151,497 | 25,000 | (125,000) | -83.33% |
| Employee Testing | 46 | 43 | 85 | - | 85 | - | 0.00% |
| Repair & Maint. Motor Vehicles | 7,990 | 4,506 | - | 15,559 | - | - | |
| Fleet - Repair & Maintenance | 1,120,503 | 1,140,586 | 1,277,434 | 950,000 | 1,190,434 | (87,000) | -6.81% |
| Repair & Maint Other Mach & Eq | 24,448 | 82,823 | 60,000 | 40,247 | 60,000 | - | 0.00% |
| Repair & Maint - Software | 1,392 | 1,392 | 9,101 | - | 9,101 | (0) | 0.00% |
| Repair & Maint Furn. & Machine | 383 | 1,591 | 6,000 | 2,462 | 6,000 | - | 0.00% |
| Repair & Maint. Buildings | 25,375 | 23,358 | 27,250 | 48,584 | 27,250 | - | 0.00% |
| Training & Travel | 3,146 | 168 | 10,000 | 330 | 5,000 | (5,000) | -50.00% |
| Employee | 459 | - | 1,000 | 33 | 1,000 | - | 0.00% |
| Car Allowance & Mileage | 6,589 | 6,256 | 7,200 | 5,190 | 7,200 | - | 0.00% |
| Disposal Fees | 3,346 | 3,750 | 6,270 | 7,350 | 6,270 | - | 0.00% |
| Recycling Charges | - | - | 200,000 | - | - | (200,000) | |
| Office Supplies and Materials | 3,428 | 2,566 | 6,000 | 3,938 | 6,000 | - | 0.00% |
| IT Supplies | | - | - | 35 | - | - | |
| Postage & Shipping | 68 | 74 | 400 | 64 | 400 | - | 0.00% |
| Household & Janitor Supplies | 4,656 | 3,808 | 4,000 | 10,552 | 4,000 | - | 0.00% |
| Public Safety Supplies | 300 | - | - | - | - | - | |
| Clothing and Uniforms | 15,896 | 14,573 | 19,500 | 14,810 | 19,500 | - | 0.00% |
| Gas, Oil, Diesel, Grease, Etc. | 227,756 | 261,720 | 353,000 | 246,000 | 435,000 | 82,000 | 23.23% |

# 2018 - 2019 Budget Year

## Solid Waste Budget

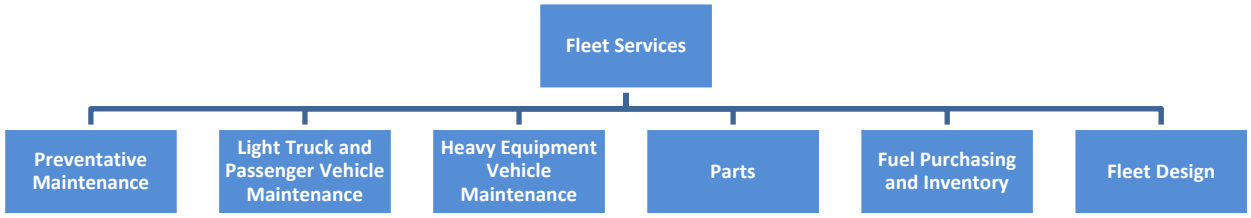
| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Handtools & Hardware | 881 | 849 | 4,000 | 4,552 | 4,000 | - | 0.00% |
| Safety Supplies | 2,479 | 2,411 | 7,000 | 10,000 | 7,000 | - | 0.00% |
| Disposal Carts | 91,407 | 103,675 | 130,000 | 102,246 | 100,000 | (30,000) | -23.08% |
| Disposal Cart Parts | 24,236 | 21,541 | 21,000 | 16,170 | 21,000 | - | 0.00% |
| Vehicle Insurance | 115,060 | 160,830 | 126,867 | 100,774 | 147,470 | 20,603 | 16.24% |
| Machinery and Equipment Rental | | - | - | 15,038 | - | - | |
| Bad Debt Expense | 19 | - | - | - | - | - | |
| Miscellaneous Expense | 882 | 1,126 | 3,000 | 1,695 | 2,000 | (1,000) | -33.33% |
| Cash Over and Short | (0) | (2) | - | - | - | - | |
| Sales Tax | 1,028 | 1,296 | 945 | 1,685 | 945 | - | 0.00% |
| Total Operating Budget | 1,741,420 | 1,934,643 | 2,525,577 | 1,949,766 | 2,154,180 | (371,397) | -14.71% |
| | | | | | | | |
| **Operating and Salary Budget** | 4,087,467 | 4,327,238 | 4,989,986 | 4,540,262 | 4,780,189 | (209,797) | -4.20% |
| | | | | | | | |
| Machinery and Equipment | | - | - | 537 | - | | |
| Office Machinery and Equipment | | 8,040 | 2,000 | 225 | - | (2,000) | -100.00% |
| Computer Software Exp | | 5,580 | 60,000 | 60,000 | - | (60,000) | -100.00% |
| Computer Equipment | | 11,838 | 45,000 | 60,000 | - | (45,000) | -100.00% |
| Total Fixed Assets | 673 | 25,458 | 107,000 | 120,762 | - | (107,000) | -100.00% |
| | | | | | | | |
| **Total Solid Waste Budget** | 4,088,140 | 4,352,696 | 5,096,986 | 4,661,024 | 4,780,189 | (316,797) | -6.22% |

# FLEET SERVICES

## DEPARTMENT SUMMARY

The Fleet Services Department ensures that all City fleet vehicles are selected, utilized, and maintained in a manner that provides the most economical support to City services. Fleet services effectively and efficiently manages over 820 pieces of rolling stock by maintaining suitable parts inventories, performing inspections, scheduling and conducting preventive maintenance, keeping equipment histories, assisting in drafting specifications for new equipment, in addition to the repair and maintenance of assigned vehicles and equipment.

## ORGANIZATION CHART




## IMPLEMENTATION OF COUNCIL PRIORITIES

### SAFE AND LIVABLE NEIGHBORHOODS

- Maintains the equipment necessary to provide services to the City's neighborhoods
- Purchase and maintain inventory of gas and diesel used by the City

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Maintain the most cost effective preventive maintenance and repair service for vehicles and equipment of other departments

### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Participate in the first round of customer service training
- Use computerized data base to distribute cost analysis reports (maintenance/repair costs, mileage reports, cost per mile and utilization) to department heads
- Communicate with department heads concerning maintenance costs
- Facilitate vehicle emissions testing with the State for the 426 City vehicles that are required to be tested
- Schedule and oversee annual aerial and pump recertification of all Fire & Rescue Dept. aerials and pumpers. Schedule the annual dielectric recertification of the Urban Environmental bucket truck

## ENGAGING OUR COMMUNITY

- The Fleet Service Department does not typically interact with the general public on a daily basis. However, its role in efficiently maintaining the City's fleet of vehicles and equipment allows each Department to carry out their specific assignments throughout the City in a safe and effective manner

## FY 2018 ACCOMPLISHMENTS

- Installed upgrades to the Fuel Master software to fully automate the daily inventory and transactions. This did away with the practice of manually reading the pump totalizers to maintain inventory and accuracy
- Facilitate and host the Fire and Rescue Dept. aerial and pump recertification's for their 7 aerials and 15 pumper trucks. All trucks passed inspection and were recertified
- Facilitate and host over two days in April annual emissions testing for 343 City vehicles under 10,500 Lbs. with Gov. tags. The Fleet Dept. also handles emissions testing for the 83 vehicles that run expiring tags. Of the 426 vehicles tested only 4 failed emissions on their initial test. When retested all 4 vehicles passed their subsequent test

## FY 2019 DEPARTMENT GOALS

- Exceed 95% fleet availability
- Meet all inspection and preventive maintenance schedules
- Turn around 95% of all repairs within 3 days
- Maintain an industry productivity benchmark 70 percent technician productivity

## BENCHMARKING MEASURES

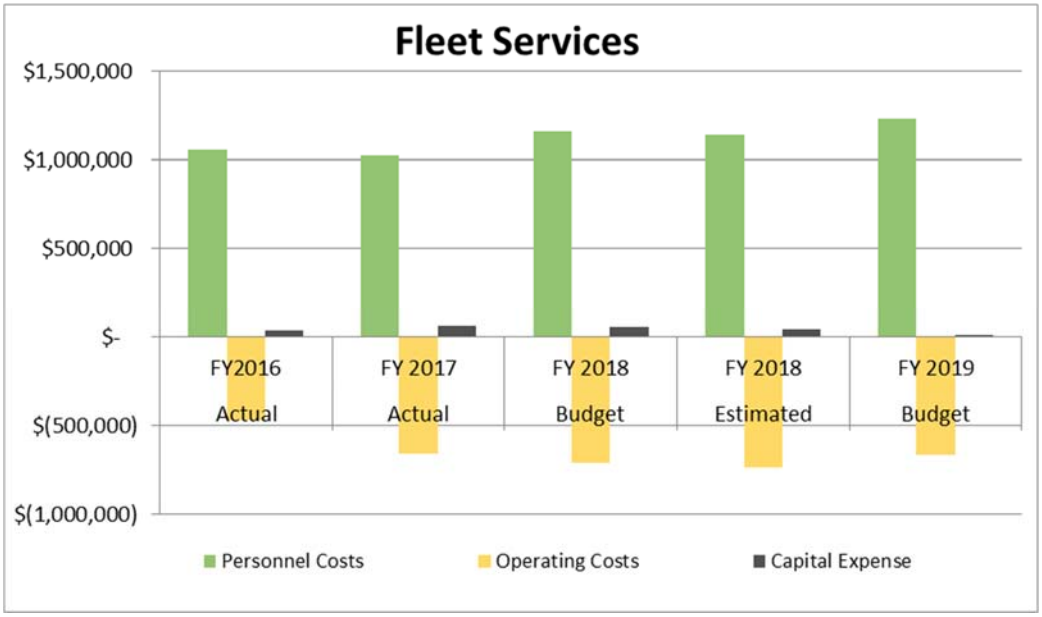
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Budget | FY 2018 Estimated | FY 2019 Proposed |
|---|---|---|---|---|---|
| Ratio of vehicles to mechanics | 72 | 65 | 71 | 75 | 65 |
| Work orders completed* | 4,668 | 4,000 | 4,500 | 4,400 | 4,500 |
| Number of repeat repairs* | 88 | 70 | 70 | 76 | 70 |
| % of fleet availability | 96% | 95% | 95% | 97% | 95% |
| % of timely completed preventive maintenance | 79% | 90% | 90% | 92% | 90% |

| | | | | | |
|---|---|---|---|---|---|
| Technician productivity percentage | 75% | 68% | 70% | 71% | 70% |
| Amount of rolling stock available | 720 | 730 | 790 | 828 | 870 |

*Administrative changes to how work orders are entered will cause the number to go down but not the level of work.

## EXPENDITURE SUMMARY

| | Fleet Services | | | | |
|---|---|---|---|---|---|
| | Actual FY2016 | Actual FY 2017 | Budget FY 2018 | Estimated FY 2018 | Budget FY 2019 |
| Personnel Costs | $ 1,058,106 | $ 1,024,514 | $ 1,161,224 | $ 1,138,008 | $ 1,232,735 |
| Operating Costs | $ (469,362) | $ (655,672) | $ (706,104) | $ (733,747) | $ (661,935) |
| Capital Expense | $ 35,248 | $ 61,531 | $ 54,880 | $ 46,581 | $ 11,200 |
| Total Fleet Services Fund | $ 623,992 | $ 430,372 | $ 510,000 | $ 450,842 | $ 582,000 |



## HUMAN RESOURCES SUMMARY

| Fleet Services Fund | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Director - Fleet Services | 1 | 1 | 1 | 1 |
| Administrative Support Specialist II | 1 | 1 | 1 | 1 |
| Chief Mechanic | 1 | 0 | 0 | 0 |
| Preventative Maintenance Mechanic | 1 | 1 | 1 | 1 |
| Lead Mechanic | 2 | 2 | 2 | 2 |
| Heavy Equipment Mechanic | 8 | 9 | 10 | 11 |
| | | | | |
| Total Fleet Services Fund Allocation | 14 | 14 | 15 | 16 |

# 2018 - 2019 Budget Year
# Fleet Services Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Sale f Fixed Asset | | (8,179) | (5,000) | - | - | 5,000 | -100.00% |
| Transfer In From Risk Mgmt Fnd | (194,697) | (149,295) | (195,000) | (91,500) | (195,000) | - | 0.00% |
| Transfer In From Drug Fund | (17,495) | (18,314) | (45,000) | (14,500) | (50,000) | (5,000) | 11.11% |
| Transfer In From Water & Sewer | (223,289) | (216,895) | (240,000) | (300,000) | (300,000) | (60,000) | 25.00% |
| Transfer In From Stormwater | (19,655) | (35,638) | (25,000) | (36,400) | (37,000) | (12,000) | 48.00% |
| Miscellaneous Income | | - | - | (8,442) | - | - | |
| Miscellaneous | (142,960) | (2,052) | - | - | - | - | |
| | (598,097) | (430,372) | (510,000) | (450,842) | (582,000) | (72,000) | 14.12% |
| | | | | | | | |
| Salary - Full-Time - Regular | 706,612 | 662,345 | 752,972 | 717,632 | 791,731 | 38,759 | 5.15% |
| Longevity | 6,660 | 7,320 | 8,580 | 8,040 | 8,820 | 240 | 2.80% |
| Overtime Wages | 6,095 | 11,752 | 20,000 | 11,222 | 5,000 | (15,000) | -75.00% |
| Tool Allowance | - | 5,500 | 6,500 | 6,500 | 7,000 | 500 | 7.69% |
| Annual Holiday Gift | | | | 700 | 700 | 700 | |
| Social Security & Medicare Tax | 51,325 | 49,435 | 53,672 | 52,409 | 57,243 | 3,571 | 6.65% |
| Hospital And Health Insurance | 196,558 | 198,258 | 215,815 | 236,522 | 221,914 | 6,099 | 2.83% |
| Dental Insurance - Delta | 8,617 | 8,153 | 9,136 | 10,430 | 9,560 | 424 | 4.64% |
| Defined Benefit Plan | 68,913 | 63,219 | 67,974 | 68,330 | 71,624 | 3,650 | 5.37% |
| Defined Contribution Plan | 6,727 | 7,123 | 11,368 | 10,919 | 15,150 | 3,782 | 33.27% |
| LTD & Life Insurance | 4,484 | 4,896 | 5,159 | 5,255 | 4,847 | (312) | -6.05% |
| Worker's Compensation | 2,115 | 6,513 | 10,048 | 10,048 | 39,146 | 29,098 | 289.59% |
| Total Personnel Costs | 1,058,106 | 1,024,514 | 1,161,224 | 1,138,008 | 1,232,735 | 71,511 | 6.16% |
| | | | | | | | |
| Transfer In From Other Departments/Contra Account | (2,246,907) | (2,304,740) | (2,598,010) | (2,406,879) | (2,494,063) | 103,947 | -4.00% |
| Contractual Services | 1,055 | - | - | - | - | - | |
| Electric | 32,048 | 31,203 | 40,000 | 23,684 | 32,000 | (8,000) | -20.00% |
| Water | 23,644 | 11,886 | 15,000 | 10,007 | 13,000 | (2,000) | -13.33% |
| Gas | 4,285 | 3,702 | 7,000 | 5,964 | 7,000 | - | 0.00% |
| Telephone & Other Comm. | 1,330 | 971 | 1,600 | 1,725 | 1,700 | 100 | 6.25% |
| Cell Phone | 879 | 808 | 1,500 | 2,105 | 2,000 | 500 | 33.33% |
| Employee Testing | 627 | 316 | 500 | - | 2,000 | 1,500 | 300.00% |
| Repair & Maint. Motor Vehicles | 157 | 3,728 | 7,000 | 3,238 | 4,000 | (3,000) | -42.86% |
| Fleet - Sublet Repair & Maint | 461,552 | 341,779 | 530,000 | 393,923 | 447,000 | (83,000) | -15.66% |
| Repair & Maint. Fuel Equipment | - | 12,792 | 30,500 | 10,322 | 25,000 | (5,500) | -18.03% |
| Repair & Maint Other Mach & Eq | 12,653 | 1,214 | - | 825 | 1,000 | 1,000 | |
| Repair & Maint. - Software | 180 | 15,351 | 22,000 | 15,854 | 23,000 | 1,000 | 4.55% |
| Repair & Maint Furn. & Machine | 497 | 763 | 1,100 | 1,200 | 1,200 | 100 | 9.09% |
| Repair & Maint. Buildings | 19,386 | 23,883 | 33,000 | 30,000 | 30,000 | (3,000) | -9.09% |
| Repair & Maint - Other | - | 382 | - | - | - | - | |
| Training & Travel | 110 | 2,454 | 10,000 | 7,500 | 5,000 | (5,000) | -50.00% |
| Employee | 867 | 378 | 2,000 | - | 1,000 | (1,000) | -50.00% |
| Car Allowance & Mileage | - | - | 500 | - | 500 | - | 0.00% |
| Disposal Fees | | 511 | - | - | - | - | |
| Office Supplies and Materials | 2,591 | 1,132 | 2,500 | 2,000 | 2,500 | - | 0.00% |
| Postage & Shipping | 469 | 351 | 500 | 234 | 500 | - | 0.00% |

# 2018 - 2019 Budget Year

# Fleet Services Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Operating Supplies | 1,116 | 1,133 | 1,450 | 1,450 | 1,500 | 50 | 3.45% |
| Chemical, Lab & Med Supplies | - | - | 1,500 | - | 1,000 | (500) | -33.33% |
| Food | | | | 750 | - | - | |
| Household & Janitor Supplies | 6,420 | 10,963 | 14,000 | 14,000 | 13,000 | (1,000) | -7.14% |
| Clothing and Uniforms | 5,110 | 5,060 | 9,000 | 8,000 | 7,200 | (1,800) | -20.00% |
| Gas, Oil, Diesel, Grease, Etc. | 3,364 | 4,510 | 3,500 | 2,600 | 3,300 | (200) | -5.71% |
| Lubricants | 48,454 | 981,530 | - | - | - | - | |
| Vehicle Parts & Repair | 927,995 | (4,115) | 968,750 | 950,000 | 975,000 | 6,250 | 0.65% |
| Parts Management Fee | 48,669 | 189,688 | 180,000 | 180,000 | 225,000 | 45,000 | 25.00% |
| Tires, Tubes and Etc. | 167,842 | - | - | - | - | - | |
| Handtools & Hardware | 935 | 299 | 2,050 | 1,059 | 2,300 | 250 | 12.20% |
| Safety Supplies | 997 | 1,228 | 1,750 | 1,750 | 2,000 | 250 | 14.29% |
| Vehicle Insurance | 3,584 | 3,584 | 2,706 | 2,572 | 2,428 | (278) | -10.27% |
| Miscellaneous Expense | 728 | 1,583 | 2,500 | 2,370 | 1,000 | (1,500) | -60.00% |
| Total Operating Budget | (469,362) | (655,672) | (706,104) | (733,747) | (661,935) | 44,169 | -6.26% |
| | | | | | | | |
| **Operating and Salary Budget** | 588,743 | 368,842 | 455,120 | 404,261 | 570,800 | 115,680 | 25.42% |
| | | | | | | | |
| Machinery & Equipment | | 49,586 | 37,880 | 45,000 | | (37,880) | -100.00% |
| Normal replacement | | | | | 10,000 | 10,000 | |
| Office Machinery & Equipment | | 733 | 1,000 | 1,109 | | (1,000) | -100.00% |
| Normal replacement | | | | | 1,200 | 1,200 | |
| Computer Software Exp | | 10,500 | 16,000 | - | - | (16,000) | -100.00% |
| Computer Equipment | | 712 | - | 472 | - | - | |
| Total Fixed Assets | 35,248 | 61,531 | 54,880 | 46,581 | 11,200 | (43,680) | -79.59% |
| | | | | | | | |
| **Total Fleet Services Expenses** | 623,992 | 430,372 | 510,000 | 450,842 | 582,000 | 72,000 | 14.12% |

# HEALTH, EDUCATION AND WELFARE

## DEPARTMENT SUMMARY

The Health, Education and Welfare budget includes funding for other government agencies, economic development, tourism and non-City agencies that provide services to Murfreesboro residents. Outside agencies must provide services to Murfreesboro and submit funding requests. Funding for agencies is typically limited to $2,500 in the first year. These agencies provide a variety of aid and services that are not provided by the City yet benefit our residents.

For FY 2019, there is an increase of $69,720 for the Linebaugh and Glanton Public Libraries. By agreement with Rutherford County funding for the Public Library system is divided on a 44% City and 56% County basis.

## IMPLEMENTATION OF COUNCIL PRIORITIES

### SAFE AND LIVABLE NEIGHBORHOODS

- Support many community agencies that offer services aimed at improving the quality of life

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

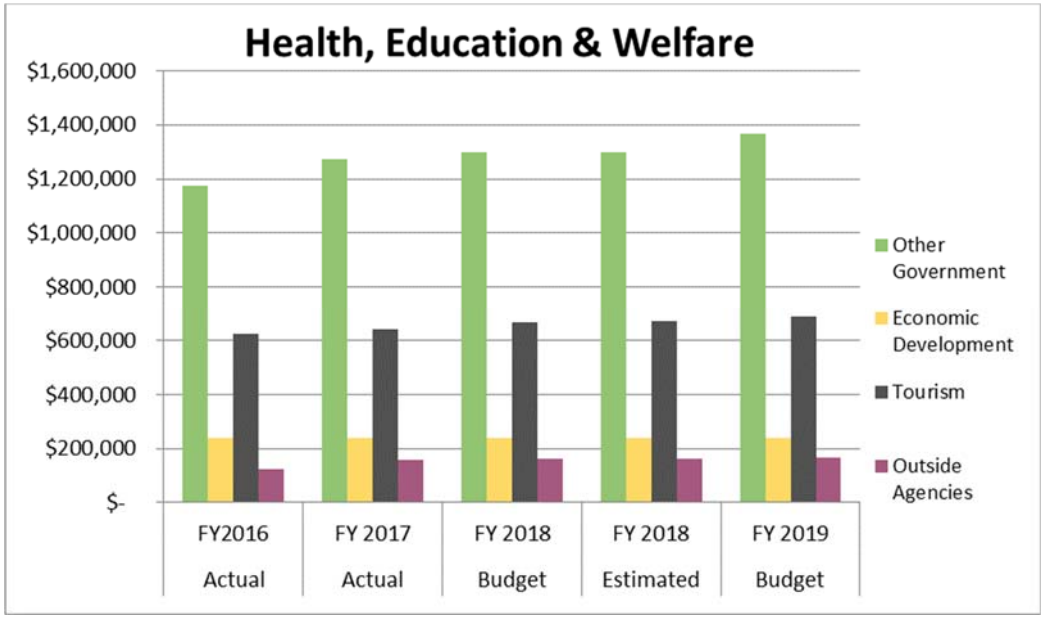
- Provide an array of services at more affordable costs in many instances than government
- Support of the Chamber of Commerce and its Economic Development programs, which create and retain jobs and foster investment in the community
- Funding for Destination Rutherford, a public-private partnership that has created thousands of jobs in Rutherford County

### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- The focus on tourism programs and activities that are funded to enhance our quality of life and generate sales and hotel motel tax revenues

## EXPENDITURE SUMMARY

| | Health, Education & Welfare | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Other Government | $ 1,173,956 | $ 1,273,807 | $ 1,297,821 | $ 1,297,821 | $ 1,367,541 |
| Economic Development | $ 239,750 | $ 239,750 | $ 239,750 | $ 239,750 | $ 239,750 |
| Tourism | $ 623,791 | $ 641,044 | $ 665,000 | $ 670,451 | $ 689,000 |
| Outside Agencies | $ 122,505 | $ 156,139 | $ 162,000 | $ 162,000 | $ 167,000 |
| Total Health, Education & Welfar | $ 2,160,002 | $ 2,310,740 | $ 2,364,571 | $ 2,370,022 | $ 2,463,291 |




## HUMAN RESOURCES SUMMARY

None

# 2018 - 2019 Budget Year
# Public Health, Education and Welfare Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Cash Budget Payments** | | | | | | | |
| **Other Governmental Agencies** | | | | | | | |
| Health Department | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | - | 0.00% |
| County Shared Costs | - | - | - | - | - | - | |
| DHS-Rehabilitation Servic | 51,000 | 51,000 | 52,530 | 52,530 | 52,530 | - | 0.00% |
| Linebaugh Library | 892,571 | 979,285 | 1,000,344 | 1,000,344 | 1,051,129 | 50,785 | 5.08% |
| Linebaugh (Patterson) Lib. | 148,385 | 160,022 | 161,447 | 161,447 | 180,382 | 18,935 | 11.73% |
| Rutherford County Paws | 68,500 | 70,000 | 70,000 | 70,000 | 70,000 | - | 0.00% |
| Ruth County Soil Conservation | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | - | 0.00% |
| | 1,173,956 | 1,273,807 | 1,297,821 | 1,297,821 | 1,367,541 | 69,720 | 5.37% |
| **Economic Development** | | | | | | | |
| Chamber of Commerce: | | | | | | | |
| Chamber-Economic Development | 97,250 | 97,250 | 97,250 | 97,250 | 97,250 | - | 0.00% |
| Chamber-Murfreesboro Econ Dev | 22,500 | 22,500 | 22,500 | 22,500 | 22,500 | - | 0.00% |
| Chanber-Destination Rutherford | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 | - | 0.00% |
| | 239,750 | 239,750 | 239,750 | 239,750 | 239,750 | - | 0.00% |
| **Tourist Oriented** | | | | | | | |
| Chamber Of Commerce | 464,291 | 471,044 | 495,000 | 495,000 | 519,000 | 24,000 | 4.85% |
| Chamber - TSSAA | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | - | 0.00% |
| Center for the Arts | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | - | 0.00% |
| Uncle Dave Macon Days | 10,000 | 10,000 | 10,000 | 15,451 | 10,000 | - | 0.00% |
| Children's Museum Corp. of Rutherford Center (Discovery Center) | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | - | 0.00% |
| Main Street | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | - | 0.00% |
| Ethos Youth Ensembles (formerly Murfreesboro Youth Orchestra) | 7,500 | 10,000 | 10,000 | 10,000 | 10,000 | - | 0.00% |
| Middle TN Symphony | 12,500 | 15,000 | 15,000 | 15,000 | 15,000 | - | 0.00% |
| Oaklands Association | 15,000 | 20,000 | 20,000 | 20,000 | 20,000 | - | 0.00% |
| Area 16-Special Olympics | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | - | 0.00% |
| International Folkloric Society | 2,500 | 3,000 | 3,000 | 3,000 | 3,000 | - | 0.00% |
| | 623,791 | 641,044 | 665,000 | 670,451 | 689,000 | 24,000 | 3.61% |
| **Outside Agencies** | | | | | | | |
| Crime Stoppers | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | - | 0.00% |
| The Family Center | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | - | 0.00% |
| Primary Care & Hope Clinic | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | - | 0.00% |
| Domestic Violence Program & Sexual Assult Services | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | - | 0.00% |
| Meals On Wheels | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | - | 0.00% |
| Leadership Rutherford | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | - | 0.00% |
| CASA Of Rutherford County | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | - | 0.00% |

# 2018 - 2019 Budget Year

## Public Health, Education and Welfare Budget

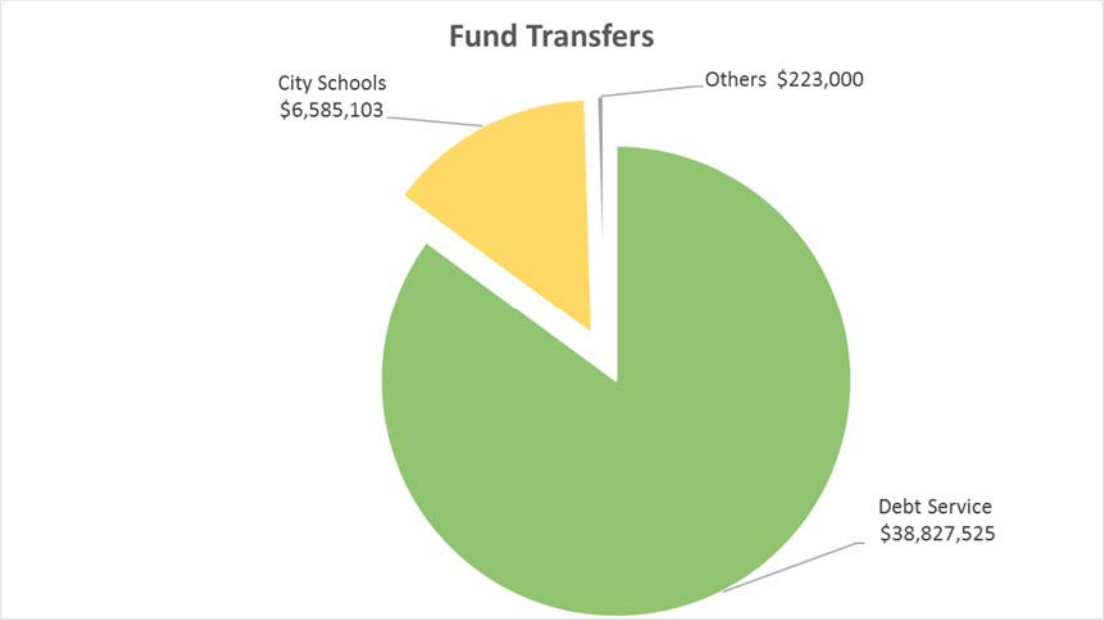
| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| **Cash Budget Payments** | | | | | | | |
| **Outside Agencies** | | | | | | | |
| Portico - Pregnancy Support Center | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | - | 0.00% |
| Boys & Girls Club | 6,000 | 7,500 | 7,500 | 7,500 | 7,500 | - | 0.00% |
| Child Advocacy Center | 13,505 | 14,139 | 17,500 | 17,500 | 17,500 | - | 0.00% |
| Dr. Martin Luther King Jr. Scholarship | 6,000 | 8,000 | 8,000 | 8,000 | 8,000 | - | 0.00% |
| Special Kid's Inc | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | - | 0.00% |
| Second Harvest Food Bank | 2,500 | 5,000 | 5,000 | 5,000 | 5,000 | - | 0.00% |
| Sexual Assault Services Program | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | - | 0.00% |
| Journeys In Community Living | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | - | 0.00% |
| Generation For Creation | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | - | 0.00% |
| Read To Succeed | 6,000 | 7,500 | 10,000 | 10,000 | 10,000 | - | 0.00% |
| City Schools Foundation | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | - | 0.00% |
| Beesley Animal Foundation | 2,500 | 3,000 | 3,000 | 3,000 | 3,000 | - | 0.00% |
| Greenhouse Ministries | 5,000 | 10,000 | 10,000 | 10,000 | 10,000 | - | 0.00% |
| Transit Alliance | 2,500 | 5,000 | 5,000 | 5,000 | 5,000 | - | 0.00% |
| Homeless Alliance of Rutherford County (HARC) | - | 15,000 | 15,000 | 15,000 | 20,000 | 5,000 | 33.33% |
| The Journey Home, Inc. | - | 2,500 | 2,500 | 2,500 | 2,500 | - | 0.00% |
| | 122,505 | 156,139 | 162,000 | 162,000 | 167,000 | 5,000 | 3.09% |
| **Total Public Health, Education and Welfare Expenses** | 2,160,002 | 2,310,740 | 2,364,571 | 2,370,022 | 2,463,291 | 98,720 | 4.17% |

# FUND TRANSFERS

## DEPARTMENT SUMMARY

The Fund Transfers budget includes the transfer of funding for other City departments.

This budget includes funding for Murfreesboro City Schools ($6.8 million) which is an increase of $1.5 million over FY 2018. The transfer for funding debt service has increased $4.6 million, to a total of $38.7 million. The transfers to the Drug Fund are 50% of the anticipated Rutherford County court revenue received for drug related crimes. The transfers to Airport Fund of $123,000 is budgeted for the salary and benefits of the Airport Director.




## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Support various City departments that offer services aimed at improving the quality of life

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Provide an array of services at more affordable costs in many instances than government

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

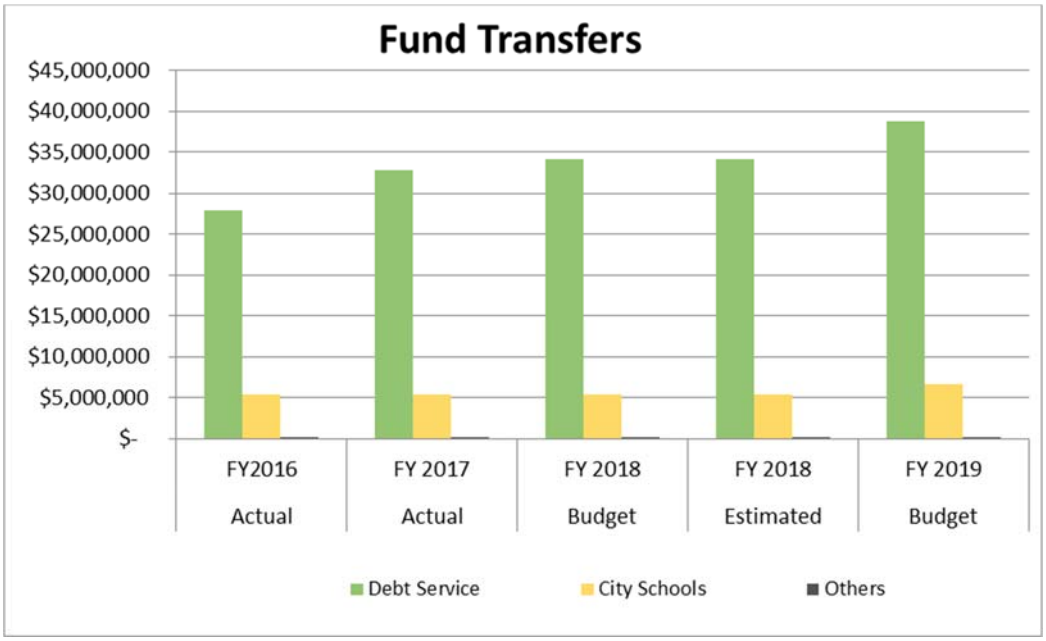
- Maintain the funding of essential City Funds

## ENGAGING OUR COMMUNITY

- Provide funding for City Schools and other Funds to enable our citizens to take part in our community

## EXPENDITURE SUMMARY

| | Fund Transfers | | | | |
|---|---|---|---|---|---|
| | Actual FY2016 | Actual FY 2017 | Budget FY 2018 | Estimated FY 2018 | Budget FY 2019 |
| Debt Service | $ 27,941,705 | $ 32,871,220 | $ 34,082,247 | $ 34,082,247 | $ 38,827,525 |
| City Schools | $ 5,310,103 | $ 5,310,103 | $ 5,310,103 | $ 5,310,103 | $ 6,585,103 |
| Others | $ 100,181 | $ 63,314 | $ 100,000 | $ 43,869 | $ 223,000 |
| Total Fund Transfers | $ 33,351,989 | $ 38,244,637 | $ 39,492,350 | $ 39,436,219 | $ 45,635,628 |




## HUMAN RESOURCES SUMMARY

None

# 2018 - 2019 Budget Year

## Non-Departmental Transfers Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Transfer To City Schools | 5,310,103 | 5,310,103 | 5,310,103 | 5,310,103 | 6,585,103 | 1,275,000 | 24.01% |
| Transfer To Drug Fund | 100,181 | 63,314 | 100,000 | 43,869 | 100,000 | - | 0.00% |
| Transfer to Debt Service Fund | 27,941,705 | 32,871,220 | 34,082,247 | 34,082,247 | 38,827,525 | 4,745,278 | 13.92% |
| Transfer to Airport Fund | | | | | 123,000 | 123,000 | |
| | | | | | | | |
| **Total Non-Departmenal Transfers** | 33,351,989 | 38,244,637 | 39,492,350 | 39,436,219 | 45,635,628 | 6,143,278 | 15.56% |

# OTHER GENERAL GOVERNMENT

## DEPARTMENT SUMMARY

The Other General Government section is used to budget for items that are not related to a particular operating budget within the departmental structure of the General Fund.

Effective FY 2018, the General Fund employees who have retired and are running out their benefit hours have been moved to this department. This will allow the opportunity to view this class of employees collectively without skewing the budgeted salaries and benefits of the departments they are retiring from.

The Reserve for Uncollected Taxes is set at 2% of the tax levy to allow for taxes that will not be collected in the current year, and for those that may never be collected. While the City's legal department serves as its tax attorney, there are some taxes that will never be collected because there is no property to attach and sell (personal property taxes for businesses that closed without paying that tax). Additionally, there are properties that are in bankruptcy or have protested their assessment and delayed payments may be received several years after the initial assessment.

Adjustment and Allowance on Delinquent Taxes is used to allow for tax refunds that may be made for property taxes that are paid on time, but later determined by the property assessor to be overvalued. Additionally, if a property tax for a delinquent year is adjusted by the assessor before the allowance account has been used the adjustment is posted here.

Payment to Schools – The State levies a 15 percent gross receipts tax on wine and spirit sales. The tax is earmarked for education and local government. The State returns 25 percent of the tax collected from businesses in their City limits on wine and sprit sales. Of the amount received, half is distributed to the City and County school systems based on average daily attendance.

County Shared Costs have decreased to $15,000 to cover the City's share of the annual costs for the tax roll printing and other various County Assessor charges.

The budget item for Health Wellness/HRA incentives has moved to the Insurance Fund.

Beginning in FY 2018, all insurance premiums have been moved to the Risk Management Fund. The premiums charged to the General Fund have been placed in this department and may be spread to the individual departments at a later date.

The City is currently evaluating the employee's classification and compensation plan. In anticipation of adjustments to that plan and a/or a possible 3 percent raise to salaries, the City has budgeted $3.66 million.

The Gateway line item covers expenditures related to the Murfreesboro Gateway Project, including the Gateway Island which is managed by the Recreation Department. The leadership of Murfreesboro saw an opportunity to spur development with the construction of a connector street (Medical Center Parkway) and the purchase of real estate to create new retail, hospitality, medical and office development along the new northern entrance corridor from Interstate-24 to the center of Murfreesboro. The project has proven to be a resounding success.

The overall economic climate has slowed the pace of development in the Gateway district, though there has been continued development. The FY 2019 budget anticipates only minimal expenses to be incurred.

## IMPLEMENTATION OF COUNCIL PRIORITIES

### SAFE AND LIVABLE NEIGHBORHOODS

- Provides a budgeted allocation to give flexibility in the annual operation of the City

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Provides a budgeted allocation to give flexibility in the annual operation of the City

### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Provide for contingencies in the budget in case of an event that would not otherwise be funded for

### ENGAGING OUR COMMUNITY

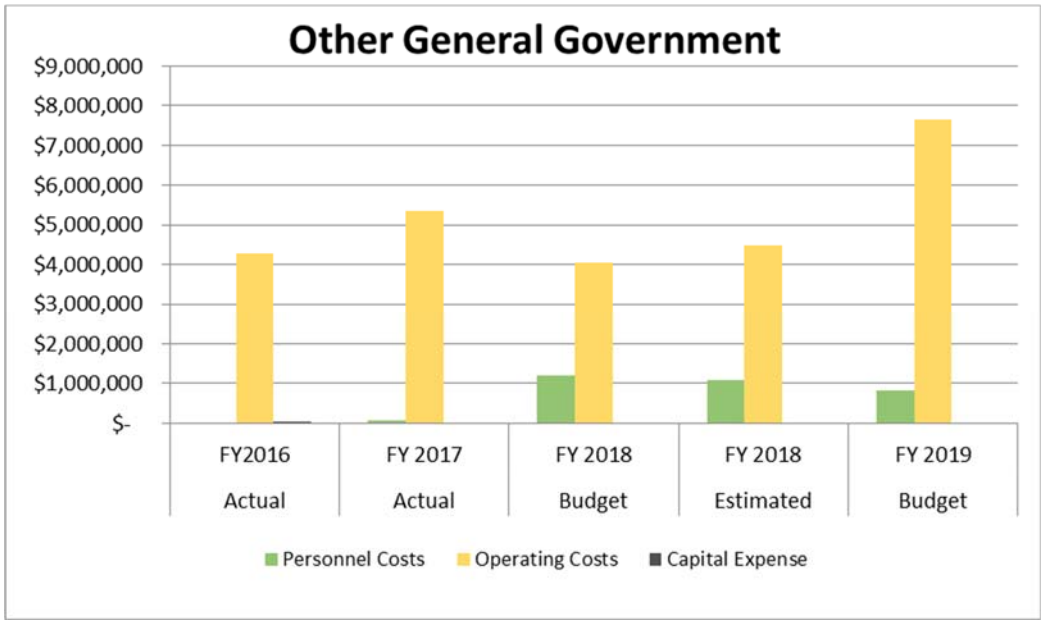
- Supports the public schools through the transfer of mixed drink taxes

## HUMAN RESOURCES SUMMARY

None

## EXPENDITURE SUMMARY

| | Other General Government | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ - | $ 54,777 | $ 1,212,479 | $ 1,078,477 | $ 817,439 |
| Operating Costs | $ 4,277,539 | $ 5,366,134 | $ 4,055,204 | $ 4,492,878 | $ 7,635,277 |
| Capital Expense | $ 9,056 | $ - | $ - | $ - | $ - |
| Total Other General Government | $ 4,286,595 | $ 5,420,911 | $ 5,267,683 | $ 5,571,354 | $ 8,452,716 |



# 2018 - 2019 Budget Year

# Other General Government Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Benefit Payout | - | 45,375 | 885,720 | 787,254 | 601,246 | (284,474) | -32.12% |
| Social Security & Medicare Tax | - | 3,382 | 64,712 | 56,438 | 35,961 | (28,751) | -44.43% |
| Hospital And Health Insurance | - | - | 145,884 | 134,888 | 107,615 | (38,269) | -26.23% |
| Dental Insurance - Delta | - | - | 6,751 | 6,204 | 4,365 | (2,386) | -35.34% |
| Defined Benefit Plan | - | 5,571 | 102,134 | 92,881 | 64,067 | (38,067) | -37.27% |
| Defined Contribution Plan | - | 63 | 1,121 | 278 | - | (1,121) | -100.00% |
| LTD & Life Insurance | - | 386 | 6,157 | 535 | 4,185 | (1,973) | -32.04% |
| Total Personnel Costs | - | 54,777 | 1,212,479 | 1,078,477 | 817,439 | (395,040) | -32.58% |
| | | | | | | | |
| Retiree Hospital & Health Ins. | 961,730 | 1,099,791 | 1,063,000 | 1,256,230 | 1,300,000 | 237,000 | 22.30% |
| Unemployment Insurance | 15,589 | 4,900 | 25,000 | 25,000 | 25,000 | - | 0.00% |
| S.125 Administration Costs | 8,257 | 8,761 | 10,000 | 10,000 | 10,000 | - | 0.00% |
| County Shared Costs | 14,961 | 11,229 | 515,000 | 833,900 | 15,000 | (500,000) | -97.09% |
| Telephone & Other Comm. | 408 | 411 | 450 | 2,600 | 3,000 | 2,550 | 566.67% |
| Professional Services | | 578 | - | - | - | - | |
| Repair & Maintenance - Gateway | 158,846 | 78,039 | 30,000 | 30,000 | 30,000 | - | 0.00% |
| Office Supplies and Materials | 500 | - | - | - | - | - | |
| Fuel Inventory Change | (24,731) | (80,143) | - | - | - | - | |
| General Liability Insurance | 173,950 | 173,950 | 638,039 | 638,039 | 608,485 | (29,554) | -4.63% |
| Surety Bonds - Officials & Emp | 2,242 | 3,284 | - | - | - | - | |
| Property Insurance | 32,622 | 31,000 | 42,823 | 42,824 | 87,492 | 44,669 | 104.31% |
| Fire Insurance | 123,833 | 84,632 | - | - | - | - | |
| Transfer Schools Mix Drink Tax | 473,558 | 489,224 | 490,000 | 515,000 | 550,000 | 60,000 | 12.24% |
| Loss on Reserved Taxes | 748,435 | 786,604 | 808,940 | 809,285 | 846,300 | 37,360 | 4.62% |
| Adjustment & Allowance on Tax | 25,609 | 75,017 | 100,000 | 25,000 | 500,000 | 400,000 | 400.00% |
| Unforeseen Contingencies | 1,561,717 | 2,598,858 | 331,952 | 305,000 | - | (331,952) | -100.00% |
| Raise, Class, and Compensation | | | | | 3,660,000 | 3,660,000 | |
| Clearing - Other | 12 | - | - | - | - | - | |
| Total Operating Budget | 4,277,539 | 5,366,134 | 4,055,204 | 4,492,878 | 7,635,277 | 3,580,073 | 88.28% |
| | | | | | | | |
| Total Fixed Assets | 9,056 | - | - | - | - | - | |
| | | | | | | | |
| **Total Other General Government Budget** | 4,286,595 | 5,420,911 | 5,267,683 | 5,571,354 | 8,452,716 | 3,185,033 | 60.46% |

# DEBT SERVICE FUND

## DEPARTMENT SUMMARY

The Debt Service Fund receives transfers from the General Fund and Airport Fund to pay principal and interest payments on capital projects for police, fire, roads, solid waste, recreation, land acquisition, airport improvements, city schools and other similar projects. The pace of growth in Murfreesboro in the last fifteen years has created a need for significant investments that has caused debt service levels as a percent of budget to exceed levels normally expected in other cities or by the rating agencies. Additionally, the 15-year term on all of Murfreesboro's debt, results in an aggressive repayment of 91 percent of principal within 10 years. This increases the debt ratios but lowers interest expense and lowers the City's overall expense. The City maintains a strong fund balance in the General Fund which, combined with comprehensive capital improvement plans and debt policies, ensures that City Council and management practice proper restraint and discipline when dealing with this higher debt service to overall budget ratios.

Principal and interest on City debt is backed by the full faith, credit and taxing power of the City. The City was affirmed at AA (stable) by Standard & Poor's and upgraded from Aa2 to Aa1 (stable) by Moody's Investment Service in April 2016, which was maintained in the March 2018 rating.

Refunded Debt:
In the fall of FY 2016 the City refunded a 2010 TMBF issuance with a fixed rate bond issuance to take advantage of historically low rates. The TIC rate is 1.33 percent and the bonds will be paid off in the same timeframe as the original debt.

The City has a fixed rate bond issue outstanding which was issued in FY 2010 to refund five variable rate loans. The debt service on the bond issue will be extinguished in the same timeframe as the initial loans which were refunded.

In FY 2013 the City refinanced two capital outlay notes that were issued in 2006 and 2007 as taxable fixed rate capital outlay notes for construction of hangars at our municipal airport. The City secured a fixed 1.6% interest rate for the remaining term of these loans, which will be re-paid on the same timeline as the initial loans.

Fixed Rate Issuance:
In FY 2018, the City issued $71 million in fixed rate bonds at a total interest cost (TIC) rate of 2.793 percent. This loan will be used for various projects including equipment and vehicles, land acquisition, infrastructure improvements and building construction/improvements. These bonds will mature in fifteen years.

In FY 2016, the City issued $79 million in fixed rates bonds at a TIC rate of 2.109 percent. These bonds will mature in fifteen years.

In FY 2014, the City issued $29.35 million in fixed rate bonds at a TIC rate of 2.67 percent. These bonds will mature in fifteen years.

In FY 2012 the City obtained two fixed rate funding instruments through the Tennessee Municipal Bond Fund Loan Program, one at $5.1 million (1.25%) 7-year maturity and a second one at $40.7 million (2.17%) 15-year maturity.

Variable Rate Issuance:
Murfreesboro has four outstanding loans issued through the variable rate debt program managed by the Tennessee Municipal Bond Fund. These variable rate demand obligations total approximately 17.2 percent of the City's current outstanding debt. The budgeted interest rate for FY 2019 variable rate debt has been set at 2.5 percent. The actual effective interest rate paid in FY 2018 averaged slightly more than the budgeted rate. Management understands interest rate fluctuations and is prepared to use the fund balance of General Fund, if rates rise above the budgeted amount. 70 percent of the total variable rate loans will be fully matured by FY 2021.

School Energy Loans:
The City was the recipient of two State of Tennessee interest free loans totaling up to $2 million to be used to fund an energy efficiency project in our city schools in FY 2011- and FY 2012. Additionally, a new loan was obtained in FY 2017 totaling $2.140 million with a fixed interest rate of .75% to continue improving energy efficiencies in five more schools. The school system is financing the debt payments on these loans from savings they are realizing on their utility bills.

The General Fund debt service also includes principal and interest payments for City school property, but these payments will be split out for year-end reporting purposes. The FY 2019 estimated payments related to City schools is approximately $6.5 million, excluding the energy loans paid directly by the school system. This is in addition to the operating transfer to the City schools for operations from the General Fund.

The City has budgeted the use of $2,070,000 million in the Debt Service Fund Balance for FY 2019.

## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- The Debt Service Fund provides financial resources for the capital projects that benefit our neighborhoods

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Manage the City's debt portfolio in a long-term manner with lowest total interest costs and diversity of debt instruments as goals

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- By maintaining the current payment schedule, interest savings should allow for completion of planned projects on a timely basis

## ENGAGING OUR COMMUNITY

- Maintain transparency as outlined in bond requirements

## FY 2018 ACCOMPLISHMENTS

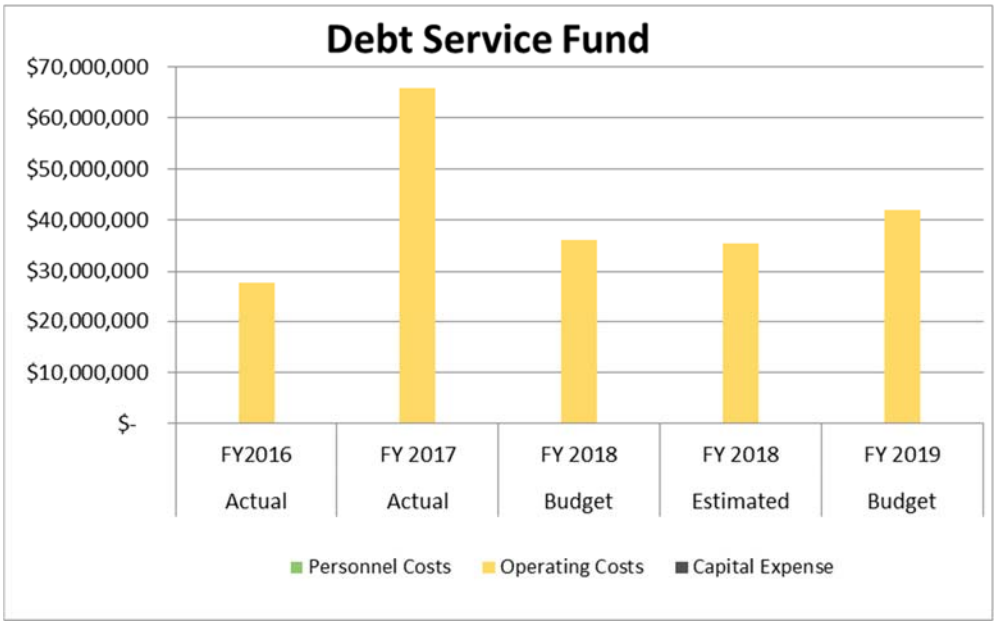
- Monitored the City's debt portfolio
- Issued $71 million in fixed rate bonds
- Capital Improvement Plan updated

## FY 2019 DEPARTMENT GOALS

- Monitor the City's debt portfolio
- Issuance of new debt planned for mid-2019 for new elementary school

## EXPENDITURE SUMMARY

| | **Debt Service Fund** | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ - | $ - | $ - | $ - | $ - |
| Operating Costs | $ 27,666,104 | $ 65,871,571 | $ 36,081,904 | $ 35,465,462 | $ 42,007,956 |
| Capital Expense | $ - | $ - | $ - | $ - | $ - |
| Total Debt Service Fund | $ 27,666,104 | $ 65,871,571 | $ 36,081,904 | $ 35,465,462 | $ 42,007,956 |


Debt Service Fund
$70,000,000
$60,000,000
$50,000,000
$40,000,000
$30,000,000
$20,000,000
$10,000,000
$-
FY2016 Actual
FY 2017 Actual
FY 2018 Budget
FY 2018 Estimated
FY 2019 Budget
Personnel Costs
Operating Costs
Capital Expense

General Long-Term Debt

| Fiscal Year Ended June 30, | | Principal | Interest | Total Principal and Interest |
|---|---|---|---|---|
| | **2009 General Obligation Refunding Bonds** | | | |
| 2019 | Original Loan Amount $65,855,000 | 4,045,000 | 294,250 | 4,339,250 |
| 2020 | Interest Rate: 2.00%-5.00% | 1,840,000 | 92,000 | 1,932,000 |
| | (Includes School Debt) | 5,885,000 | 386,250 | 6,271,250 |
| | | | | |
| | **2016B General Obligation Refunding Bonds** | | | |
| 2019 | Original Loan Amount $27,430,000 | 2,635,000 | 970,025 | 3,605,025 |
| 2020 | Interest Rate: 1.33% | 2,760,000 | 835,150 | 3,595,150 |
| 2021 | | 2,900,000 | 693,650 | 3,593,650 |
| 2022 | | 3,050,000 | 544,900 | 3,594,900 |
| 2023 | | 3,200,000 | 388,650 | 3,588,650 |
| 2024 | | 3,365,000 | 224,525 | 3,589,525 |
| 2025 | | 3,480,000 | 105,600 | 3,585,600 |
| 2026 | | 3,540,000 | 35,400 | 3,575,400 |
| | | 24,930,000 | 3,797,900 | 28,727,900 |
| | | | | |
| | **2014 General Obligation Bonds** | | | |
| 2019 | Original Loan Amount $29,355,000 | 1,735,000 | 811,688 | 2,546,688 |
| 2020 | Interest Rate: 1.00%-5.00% | 1,820,000 | 724,938 | 2,544,938 |
| 2021 | (Includes School Debt) | 1,855,000 | 688,538 | 2,543,538 |
| 2022 | | 1,950,000 | 595,788 | 2,545,788 |
| 2023 | | 1,990,000 | 556,788 | 2,546,788 |
| 2024 | | 2,070,000 | 477,188 | 2,547,188 |
| 2025 | | 2,150,000 | 394,388 | 2,544,388 |
| 2026 | | 2,240,000 | 308,388 | 2,548,388 |
| 2027 | | 2,325,000 | 218,788 | 2,543,788 |
| 2028 | | 2,395,000 | 149,038 | 2,544,038 |
| 2029 | | 2,470,000 | 77,188 | 2,547,188 |
| | | 23,000,000 | 5,002,713 | 28,002,713 |
| | | | | |
| | **2016 General Obligation Bonds** | | | |
| 2019 | Original Loan Amount $79,000,000 | 4,250,000 | 2,546,750 | 6,796,750 |
| 2020 | Interest Rate: 2.00%-5.00% | 4,450,000 | 2,334,250 | 6,784,250 |
| 2021 | (Includes School Debt) | 4,675,000 | 2,111,750 | 6,786,750 |
| 2022 | | 4,900,000 | 1,878,000 | 6,778,000 |
| 2023 | | 5,150,000 | 1,633,000 | 6,783,000 |
| 2024 | | 5,400,000 | 1,375,500 | 6,775,500 |
| 2025 | | 5,625,000 | 1,159,500 | 6,784,500 |
| 2026 | | 5,800,000 | 990,750 | 6,790,750 |
| 2027 | | 5,900,000 | 874,750 | 6,774,750 |
| 2028 | | 6,025,000 | 756,750 | 6,781,750 |
| 2029 | | 6,200,000 | 576,000 | 6,776,000 |
| 2030 | | 6,400,000 | 390,000 | 6,790,000 |
| 2031 | | 6,600,000 | 198,000 | 6,798,000 |
| | | 71,375,000 | 16,825,000 | 88,200,000 |

| Fiscal Year Ended June 30, | | Principal | Interest | Total Principal and Interest |
|---|---|---|---|---|
| | **2018 General Obligation Bonds** | | | |
| 2019 | Original Loan Amount $71,000,000 | 3,390,000 | 2,846,163 | 6,236,163 |
| 2020 | Interest Rate: 2.95%-5.00% | 3,560,000 | 2,676,663 | 6,236,663 |
| 2021 | | 3,740,000 | 2,498,663 | 6,238,663 |
| 2022 | | 3,925,000 | 2,311,663 | 6,236,663 |
| 2023 | | 4,120,000 | 2,115,413 | 6,235,413 |
| 2024 | | 4,330,000 | 1,909,413 | 6,239,413 |
| 2025 | | 4,545,000 | 1,692,913 | 6,237,913 |
| 2026 | | 4,770,000 | 1,465,663 | 6,235,663 |
| 2027 | | 4,965,000 | 1,274,863 | 6,239,863 |
| 2028 | | 5,160,000 | 1,076,263 | 6,236,263 |
| 2029 | | 5,365,000 | 869,863 | 6,234,863 |
| 2030 | | 5,530,000 | 708,913 | 6,238,913 |
| 2031 | | 5,690,000 | 545,778 | 6,235,778 |
| 2032 | | 5,865,000 | 372,233 | 6,237,233 |
| 2033 | | 6,045,000 | 190,418 | 6,235,418 |
| | | 71,000,000 | 22,554,878 | 93,554,878 |
| | **2014 Tennessee Municipal Bond Fund** | | | |
| 2019 | Original Loan Amount $10,430,000 | 2,190,000 | 50,188 | 2,240,188 |
| | Used 2.5% for Budgeting Purposes | 2,190,000 | 50,188 | 2,240,188 |
| | **2012 Tennessee Municipal Bond Fund** | | | |
| 2019 | Original Loan Amount $40,700,000 | 2,594,000 | 592,974 | 3,186,974 |
| 2020 | Interest Rate: 2.17% | 2,650,000 | 536,077 | 3,186,077 |
| 2021 | | 2,708,000 | 477,943 | 3,185,943 |
| 2022 | | 2,766,000 | 418,550 | 3,184,550 |
| 2023 | | 2,826,000 | 357,876 | 3,183,876 |
| 2024 | | 2,888,000 | 295,879 | 3,183,879 |
| 2025 | | 2,950,000 | 232,537 | 3,182,537 |
| 2026 | | 3,014,000 | 167,828 | 3,181,828 |
| 2027 | | 3,080,000 | 101,708 | 3,181,708 |
| 2028 | | 3,147,000 | 34,145 | 3,181,145 |
| | | 28,623,000 | 3,215,517 | 31,838,517 |
| | **2012 Tennessee Municipal Bond Fund** | | | |
| 2019 | Original Loan Amount $5,100,000 | 751,000 | 14,194 | 765,194 |
| 2020 | Interest Rate: 1.25% | 760,000 | 4,750 | 764,750 |
| | | 1,511,000 | 18,944 | 1,529,944 |
| | **2008 Tennessee Municipal Bond Fund** | | | |
| 2019 | Original Loan Amount $60,000,000 | 3,954,000 | 664,138 | 4,618,138 |
| 2020 | Interest Rate: Variable | 4,152,000 | 564,875 | 4,716,875 |
| 2021 | Used 2.5% for Budgeting Purposes | 4,359,000 | 460,644 | 4,819,644 |
| 2022 | | 4,577,000 | 351,215 | 4,928,215 |
| 2023 | | 4,806,000 | 236,313 | 5,042,313 |
| 2024 | | 5,047,000 | 115,660 | 5,162,660 |
| | | 26,895,000 | 2,392,845 | 29,287,845 |

| Fiscal Year Ended June 30, | | Principal | Interest | Total Principal and Interest |
|---|---|---|---|---|
| | **2006 Tennessee Municipal Bond Fund** | | | |
| 2019 | Original Loan Amount $68,650,000 | 5,587,000 | 418,608 | 6,005,608 |
| 2020 | Interest Rate: Variable | 5,783,000 | 278,525 | 6,061,525 |
| 2021 | Used 2.5% for Budgeting Purposes | 5,839,907 | 133,831 | 5,973,738 |
| | (Includes School Debt) | 17,209,907 | 830,964 | 18,040,871 |
| | **2006 Tennessee Municipal Bond Fund** | | | |
| 2019 | Original Loan Amount $4,640,000 | 391,000 | 29,660 | 420,660 |
| 2020 | Interest Rate: Variable | 406,000 | 19,854 | 425,854 |
| 2021 | Used 2.5% for Budgeting Purposes | 422,000 | 9,671 | 431,671 |
| | | 1,219,000 | 59,185 | 1,278,185 |
| | **Airport Refunding Note** | | | |
| 2019 | Original Loan Amount $1,870,000 | 155,000 | 3,560 | 158,560 |
| 2020 | Interest Rate: 1.600291% | 145,000 | 1,160 | 146,160 |
| | | 300,000 | 4,720 | 304,720 |
| | **State of Tennessee School Energy Loan** | | | |
| 2019 | Original Loan Amount $1,000,000 | 99,996 | | 99,996 |
| 2020 | Interest Rate: 0.0% | 99,996 | | 99,996 |
| 2021 | | 99,996 | | 99,996 |
| 2022 | | 41,705 | | 41,705 |
| | | 341,693 | 0 | 341,693 |
| | **State of Tennessee School Energy Loan** | | | |
| 2019 | Original Loan Amount $971,517.72 | 97,152 | | 97,152 |
| 2020 | Interest Rate: 0.0% | 97,152 | | 97,152 |
| 2021 | | 97,152 | | 97,152 |
| 2022 | | 97,152 | | 97,152 |
| 2023 | | 56,670 | | 56,670 |
| | | 445,278 | 0 | 445,278 |
| | **State of Tennessee School Energy Loan** | | | |
| 2019 | Original Loan Amount $2,140,835 | 172,644 | 13,968 | 186,612 |
| 2020 | Interest Rate: .75% | 173,952 | 12,660 | 186,612 |
| 2021 | | 175,260 | 11,352 | 186,612 |
| 2022 | | 176,580 | 10,032 | 186,612 |
| 2023 | | 177,900 | 8,712 | 186,612 |
| 2024 | | 179,244 | 7,368 | 186,612 |
| 2025 | | 180,588 | 6,024 | 186,612 |
| 2026 | | 181,944 | 4,668 | 186,612 |
| 2027 | | 183,324 | 3,288 | 186,612 |
| 2028 | | 184,704 | 1,908 | 186,612 |
| 2029 | | 154,901 | 551 | 155,452 |
| | | 1,941,041 | 80,531 | 2,021,572 |
| | **Total General Long-Term Debt** | 276,865,919 | 55,219,634 | 332,085,553 |

Note: The above information is for existing debt only. Anticipated debt amortization schedules are not included.

| City of Murfreesboro | | | | |
|---|---|---|---|---|
| Projected Legal Debt Margin Information | | | | |
| | | | | |
| Legal Debt Margin Calculation For Fiscal Year: | | 6/30/2018 | | 6/30/2019 |
| Assessed value - As projected in budget | | 3,431,154,566 | | 4,429,097,434 |
| Debt limit (15% of assessed value) | | 514,673,185 | | 664,364,615 |
| Debt applicable to limit: | | | | |
| General obligation bonds | | 196,190,000 | | 180,135,000 |
| Capital Outlay Notes | | 300,000 | | 145,000 |
| Tennessee Municipal Bond Fund Loans | | 77,647,907 | | 62,180,907 |
| Less: Debt Service Fund (projected) | | (2,226,449) | | (156,450) |
| Net general obligation debt | | 271,911,458 | | 242,304,457 |
| Energy Loans - Low Interest (Schools) | | 1,941,041 | | 1,768,397 |
| Energy Loans - Interest Free (Schools) | | 786,971 | | 589,823 |
| Total Debt Applicable to Limit | | 274,639,470 | | 244,662,677 |
| Legal debt margin | | 240,033,715 | | 419,701,938 |
| | | | | |
| | | | | |
| Debt limit | | 514,673,185 | | 664,364,615 |
| | | | | |
| Total net debt applicable to limit | | 274,639,470 | | 244,662,677 |
| | | | | |
| Legal debt margin | | 240,033,715 | | 419,701,938 |
| | | | | |
| Total net debt applicable to the limit | | | | |
| as a percentage of debt limit | | 53.36% | | 36.83% |
| | | | | |
| *Projection does not include new debt that is proposed to be issued in FY 2019.* | | | | |

## 2018 - 2019 BUDGET
## DEBT SERVICE FUND

| DESCRIPTIONS | | 2017 - 2018 BUDGET | 2017 - 2018 ESTIMATE | 2018 - 2019 BUDGET | INCREASE (DECREASE) | % Change |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | |
| FROM GENERAL FUND | | 34,082,247 | 34,082,247 | 38,827,525 | 4,745,278 | 13.92% |
| FROM AIRPORT FUND | | 150,000 | 150,000 | 150,000 | 0 | 0.00% |
| FROM CITY SCHOOLS | | 822,909 | 827,730 | 860,431 | 37,522 | 4.56% |
| FROM TMBF/BOND FUND | | 100,000 | 376,752 | 100,000 | 0 | 0.00% |
| FROM DEBT SERVICE FUND BALANCE | | 926,748 | 28,733 | 2,070,000 | 1,143,252 | 123.36% |
| **TOTAL REVENUE** | | 36,081,904 | 35,465,462 | 42,007,956 | 5,926,052 | 16.42% |

| DESCRIPTIONS | BALANCE OUTSTANDING 6/30/2018 | 2017 - 2018 BUDGET | 2017 - 2018 ESTIMATE | 2018 - 2019 BUDGET | INCREASE (DECREASE) | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **BONDS TO BE RETIRED** | | | | | | |
| 2009 REFUNDING BOND 9/30/09 65.855M | 5,885,000 | 3,346,094 | 3,346,094 | 3,301,756 | (44,338) | -1.33% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | | 868,906 | 868,906 | 743,244 | (125,662) | -14.46% |
| | 5,885,000 | 4,215,000 | 4,215,000 | 4,045,000 | (170,000) | -4.03% |
| 2014 BOND 5/14/14 $29.355M | 23,000,000 | 642,689 | 642,689 | 655,921 | 13,232 | 2.06% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | | 1,057,311 | 1,057,311 | 1,079,079 | 21,768 | 2.06% |
| | 23,000,000 | 1,700,000 | 1,700,000 | 1,735,000 | 35,000 | 2.06% |
| 2016A BOND 4/25/16 $79M | 71,375,000 | 3,886,777 | 3,886,777 | 3,977,459 | 90,682 | 2.33% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | | 163,223 | 163,223 | 272,541 | 109,318 | 66.97% |
| | 71,375,000 | 4,050,000 | 4,050,000 | 4,250,000 | 200,000 | 4.94% |
| 2016B REFUNDING BOND 8/12/16 $30.943M | 24,930,000 | 2,500,000 | 2,500,000 | 2,635,000 | 135,000 | 5.40% |
| 2018 BOND 4/10/18 $70M | 71,000,000 | 0 | 0 | 3,374,048 | 3,374,048 | 0.00% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | | 0 | 0 | 15,952 | 15,952 | 0.00% |
| | 71,000,000 | 0 | 0 | 3,390,000 | 3,390,000 | 0.00% |
| **TOTAL BONDS TO BE RETIRED** | 196,190,000 | 12,465,000 | 12,465,000 | 16,055,000 | 3,590,000 | 28.80% |
| **LOANS / NOTES TO BE RETIRED** | | | | | | |
| 2006 TMBF 6/27/06 68.650M | 17,209,907 | 3,969,533 | 3,969,533 | 4,108,518 | 138,985 | 3.50% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | | 1,428,467 | 1,428,467 | 1,478,482 | 50,015 | 3.50% |
| | 17,209,907 | 5,398,000 | 5,398,000 | 5,587,000 | 189,000 | 3.50% |
| 2006 TMBF 5/30/06 4.640M | 1,219,000 | 375,000 | 375,000 | 391,000 | 16,000 | 4.27% |
| 2008 TMBF 2/14/08 60.00M | 26,895,000 | 3,766,000 | 3,766,000 | 3,954,000 | 188,000 | 4.99% |
| 2012 TMBF 10/15/12 5.10M | 1,511,000 | 742,000 | 742,000 | 751,000 | 9,000 | 1.21% |
| 2012 TMBF 10/15/12 40.70M | 28,623,000 | 2,140,440 | 2,140,440 | 2,186,807 | 46,367 | 2.17% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | | 398,560 | 398,560 | 407,193 | 8,633 | 2.17% |
| | 28,623,000 | 2,539,000 | 2,539,000 | 2,594,000 | 55,000 | 2.17% |
| 2014 TMBF (VRDO) 4/14/14 $10.430M | 2,190,000 | 1,070,195 | 1,070,195 | 1,096,738 | 26,543 | 2.48% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | | 1,066,805 | 1,066,805 | 1,093,262 | 26,457 | 2.48% |
| | 2,190,000 | 2,137,000 | 2,137,000 | 2,190,000 | 53,000 | 2.48% |
| AIRPORT REFUNDING NOTE $1.870M | 300,000 | 320,000 | 320,000 | 155,000 | (165,000) | -51.56% |
| STATE OF TN - SCHOOLS $1.0M (FY12) | 341,693 | 99,996 | 99,996 | 99,996 | 0 | 0.00% |
| STATE OF TN-SCHOOLS $971,517.72 (FY13) | 445,278 | 97,152 | 97,152 | 97,152 | 0 | 0.00% |
| STATE OF TN-SCHOOLS $2.140M (FY17) | 1,941,041 | 171,360 | 171,360 | 172,644 | 1,284 | 0.75% |
| **TOTAL LOANS/NOTES TO BE RETIRED** | 80,675,919 | 15,645,508 | 15,645,508 | 15,991,792 | 346,284 | 2.21% |
| **TOTAL PRINCIPAL** | 276,865,919 | 28,110,508 | 28,110,508 | 32,046,792 | 3,936,284 | 14.00% |

**2018 - 2019 BUDGET**
**DEBT SERVICE FUND**

| DESCRIPTIONS | 2017 - 2018 BUDGET | 2017 - 2018 ESTIMATE | 2018 - 2019 BUDGET | INCREASE (DECREASE) | % Change |
|---|---|---|---|---|---|
| **INTEREST ON BONDS** | | | | | |
| TMBF REFUNDING (FIXED) 9/30/09 65.855M | 420,708 | 420,708 | 253,404 | (167,304) | -39.77% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | 84,292 | 84,292 | 40,846 | (43,446) | -51.54% |
| | 505,000 | 505,000 | 294,250 | (210,750) | -41.73% |
| 2014 BOND 5/14/14 $29.355M | 319,714 | 319,714 | 306,860 | (12,854) | -4.02% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | 525,974 | 525,974 | 504,827 | (21,147) | -4.02% |
| | 845,688 | 845,688 | 811,687 | (34,001) | -4.02% |
| 2016A BOND 4/25/16 $79M | 2,576,465 | 2,576,465 | 2,383,434 | (193,031) | -7.49% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | 172,785 | 172,785 | 163,316 | (9,469) | -5.48% |
| | 2,749,250 | 2,749,250 | 2,546,750 | (202,500) | -7.37% |
| 2016B BOND 4/25/16 $79M | 1,098,400 | 1,098,400 | 970,025 | (128,375) | -11.69% |
| 2018 BOND 04/10/18 $71M | 1,100,000 | 401,309 | 2,832,769 | 1,732,769 | 157.52% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | | 1,897 | 13,393 | 13,393 | 0.00% |
| | 1,100,000 | 403,206 | 2,846,162 | 1,746,162 | 158.74% |
| 2019 BOND (FOR SCHOOL) $33M est. 2/1/19 | | | 600,000 | 600,000 | 0.00% |
| **TOTAL INTEREST ON BONDS** | 6,298,338 | 5,601,544 | 8,068,874 | 1,770,536 | 28.11% |
| **INTEREST ON LOANS/NOTES** | | | | | |
| 2006 TMBF (VRDO) 6/27/06 68.650M | 240,874 | 279,270 | 302,989 | 62,115 | 25.79% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | 91,497 | 101,830 | 115,619 | 24,122 | 26.36% |
| | 332,371 | 381,100 | 418,608 | 86,237 | 20.60% |
| 2006 TMBF (VRDO) 5/30/06 4.640M | 23,441 | 26,875 | 29,660 | 6,219 | 26.53% |
| 2008 TMBF (VRDO) 2/14/08 60.00M | 455,208 | 520,279 | 664,138 | 208,930 | 45.90% |
| 2012 TMBF (FIXED) 10/15/12 5.10M | 23,525 | 23,525 | 14,194 | (9,331) | -39.66% |
| 2012 TMBF (FIXED) 10/15/12 40.70M | 546,842 | 546,842 | 499,892 | (46,950) | -8.59% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | 101,825 | 101,825 | 93,082 | (8,743) | -9.39% |
| | 648,667 | 648,667 | 592,974 | (55,693) | -9.39% |
| 2014 TMBF (VRDO) 4/14/14 $10.430M | 31,166 | 26,976 | 25,134 | (6,032) | -19.35% |
| TRANSFERS FOR SCHOOL DEBT SERVICE | 31,068 | 38,376 | 25,054 | (6,014) | -19.36% |
| | 62,234 | 65,352 | 50,188 | (12,046) | -19.36% |
| AIRPORT REFUNDING NOTE $1.870M | 7,360 | 7,360 | 3,560 | (3,800) | -51.63% |
| STATE OF TN-SCHOOLS $2.140M (FY17) | 15,252 | 15,252 | 13,968 | (1,284) | -8.42% |
| **TOTAL INTEREST ON LOANS / NOTES** | 1,568,058 | 1,688,410 | 1,787,290 | 219,232 | 13.98% |
| **TOTAL INTEREST** | 7,866,396 | 7,289,954 | 9,856,164 | 1,989,768 | 25.29% |
| **OTHER MISCELLANEOUS** | | | | | |
| BANK SERVICE CHARGES | 100,000 | 60,000 | 100,000 | 0 | 0.00% |
| OTHER COSTS | 5,000 | 5,000 | 5,000 | 0 | 0.00% |
| | 105,000 | 65,000 | 105,000 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | 36,081,904 | 35,465,462 | 42,007,956 | 5,926,052 | 16.42% |

# AIRPORT FUND

## DEPARTMENT SUMMARY

The Murfreesboro Airport (MBT) is a general aviation airport serving Murfreesboro and Middle Tennessee. One of only four small General Aviation Airports in Tennessee that has been self-sufficient, the Murfreesboro Municipal Airport is committed to safety and the improvement of its facilities to better serve its commercial operators, the business community, local aircraft owners and operators, and people from all over the nation that fly into the community to visit friends and family. The Airport's largest tenant is the Aerospace Department of Middle Tennessee State University (MTSU). MTSU is one of the top schools for aviation in the nation. While the Airport has been operational at its current location since 1952, the City became directly involved with the daily management of the Airport on September 1, 1994. The Airport is open 24 hours a day and staffed typically 12 hours a day. The Airport is staffed every day of the year except for Thanksgiving and Christmas Day.

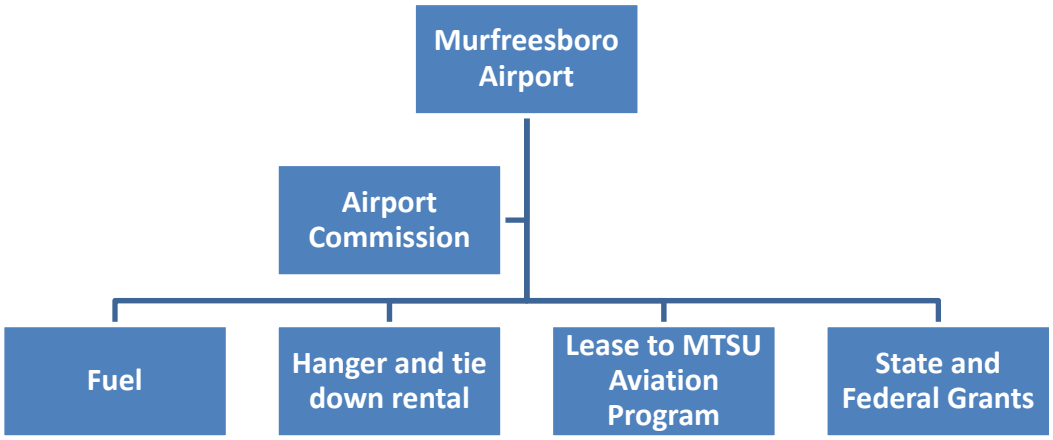
The Murfreesboro Municipal Airport is an economic asset providing a significant economic impact to the local economy. In addition to the Middle Tennessee State Universities Aerospace Department the Airport has four other businesses which provide services to aircraft owners such as aircraft maintenance and avionics work flight instruction, and air charter services. Mike Jones, who employs 16 Full-Time and 3 Part-Time highly trained avionics technicians and aircraft mechanics, has built a reputation for his excellent renovations of aircraft with customers from as far away as South America and Europe. Two companies provide Air Charter services (Executive Air Express and Murfreesboro Aviation) in aircraft that can seat three to ten passengers. Rental cars and a courtesy car are available to the traveling public through Murfreesboro Aviation. The success of these companies, in a very difficult industry, play a key role in the success of our airport and its ability to serve the community. The fourth company on the field is Vanderbilt LifeFlight (Air Methods) which provide emergency air lift services from this area of Middle Tennessee to our various hospitals including the Vanderbilt Hospital Trauma Center.

The focus of FY 2018 has been the completion of several projects associated with the Runway Extension dealing specifically with the new approaches and meeting the Federal Aviation Administration standards and requirements. The Airport has coordinated with the Federal Aviation Administration to finally get the appropriate measures in place allowing for the full use of the new extended runway at the end of March of this year.

The focus this year has been on completing the design and plans of the new Terminal Building and preparing getting that project out for bid. This new Terminal will dramatically change the look of the airport to all who pass through its doors giving visitors to the City a very positive impression of the great City of Murfreesboro. The Airport Commission and City Staff also worked with TDK Construction on their new hangar and office facility to be located on the north end of the Airport. This large and extremely

beautiful facility will be the home of some corporate aircraft and for the Vanderbilt LifeFlight helicopter and crew. These improvements will also prompt a focus on elevating the level of service and capabilities that the airport will be able to provide its customers.

## ORGANIZATION CHART



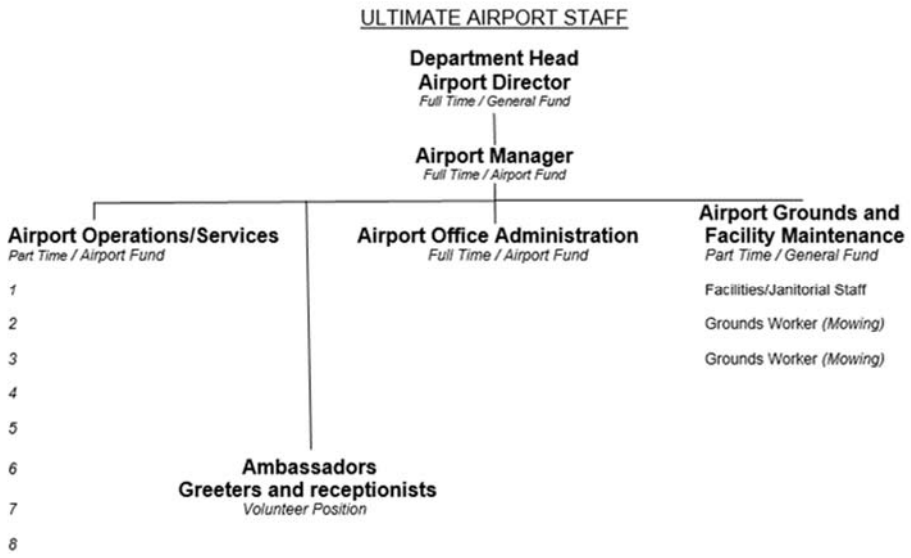

## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Maintain safe operations of the airport and good working relationships with supporting agencies, neighbors and customers
- Continue to implement Airport Layout Plan improvements addressing safety and improved services to the community including a new Terminal with facilities that will benefit the entire community

## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Initiate first steps of Airport Staff reorganization to achieve stability in succession planning and balance of work load




- Continue to be an economic asset to the community
- Continue to improve our service as the "Front Door" of the community for its businesses, industries, and the general aviation flying community
- Monitor and manage the various revenue sources, making adjustments where needed to maintain available key services, maximize growth, and maintain budget goals

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Continue to provide a welcoming and informative Airport Staff who serve as "Ambassadors" of the community to those who are flying to Murfreesboro to conduct business, attend events, tourism, and are just passing through
- Participate in training and focus on application of core values in daily service
- Continue to be an advocate for the community as well as for all the various General Aviation customers (businesses and individual aircraft owners and operators) Hosted the Annual Tennessee Airports Conference for the fourth year in a row)

## ENGAGING OUR COMMUNITY

- Continuing to provide educational tours to children and adults interested in aviation and the airport, showing them how pilots and everyone in this industry uses math and science daily
- Continue to assist with the local Civil Air Patrol with their search and rescue and disaster relief missions
- Provide facilities in support of the Vanderbilt LifeFlight base station
- Improve our ability to provide the business community with services through our Commercial Operators such as air charter services, top quality aircraft maintenance, and radio and instrument services

## FY 2018 ACCOMPLISHMENTS

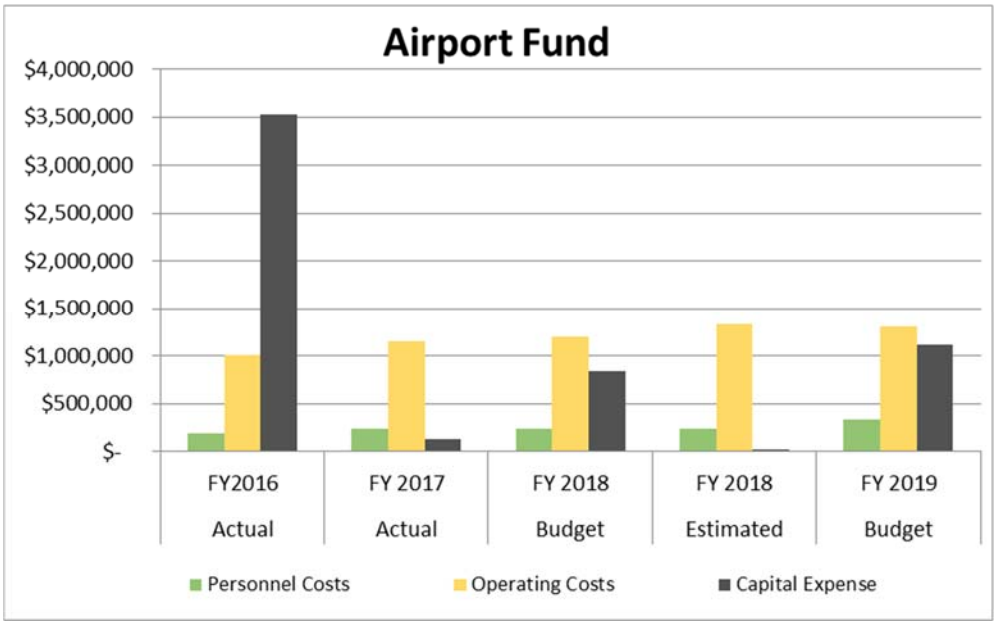
- Completed the long process with the Federal Aviation Administration to put in place our new approaches into the airport and utilize the entire length of the new extended runway
- Prepared plans and specifications for the new Terminal to get this project out for bids
- Secured state and federal funding for several projects including the design of a new renovated and relocated fuel farm and further planning of the north end of the airfield
- Worked with several agencies and departments to get utilities in place for the TDK Hangar and future airport development on the north end of the airfield

## FY 2019 DEPARTMENT GOALS

- Installation of utilities for the TDK Hangar and future development on the north end of the airfield
- Secure successful bids for the Terminal and begin construction
- Secure an acceptable temporary Terminal and Administrative building for the Airport Staff and Mike Jones Aircraft Sales staff while the new Terminal is under construction
- Initiate restructuring of Airport Staff to secure succession ability and divide work load between Airport Services and Airport Facility and Improvements
- Develop and secure new funding for airport improvements given continued changes in state airport funding programs and levels

## EXPENDITURE SUMMARY

| | **Airport Fund** | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 192,824 | $ 233,454 | $ 241,101 | $ 234,972 | $ 334,661 |
| Operating Costs | $ 1,002,830 | $ 1,154,871 | $ 1,201,862 | $ 1,331,813 | $ 1,311,370 |
| Capital Expense | $ 3,524,815 | $ 129,205 | $ 843,375 | $ 17,100 | $ 1,112,700 |
| Total Airport Fund | $ 4,720,469 | $ 1,517,531 | $ 2,286,338 | $ 1,583,885 | $ 2,758,731 |




## HUMAN RESOURCE SUMMARY

| Airport Fund | | | | |
|---|---|---|---|---|
| | Actual FY 2016 | Actual FY 2017 | Estimated FY 2018 | Proposed FY 2019 |
| Job Description | | | | |
| Airport Director (formally Manager) | 1 | 1 | 1 | 1 |
| Airport Manager | 0 | 0 | 0 | 1 |
| Administrative Support Specialist II | 0 | 1 | 1 | 1 |
| Full-Time Positions | 1 | 2 | 2 | 3 |
| | | | | |
| Operations Assistant | 1 | 0 | 0 | 0 |
| Administrative Support Specialist I | 1 | 0 | 0 | 0 |
| Operations Service Personnel | 4 | 7 | 8 | 8 |
| Part-Time Positions | 6 | 7 | 8 | 8 |
| | | | | |
| Total Airport Fund Allocation | 7 | 9 | 10 | 11 |

## STATE AND FEDERAL FUNDING

Since the 2015 legislation that capped the largest providers of aviation fuel tax revenues that are used to fund airport improvement projects across the state, new funding programs have been implemented. These new funding programs are very focused on job growth and economic development compared to the operational or customer facility demand focused projects of the past. This new airport economic improvement program was funded with $15 million the first year and monies were awarded to approximately six General Aviation airports. This year the fund is expected to have $10 million available

for new airport projects. The Murfreesboro Airport Commission does plan to provide a grant request for the Tennessee Airport Commission's consideration this year.

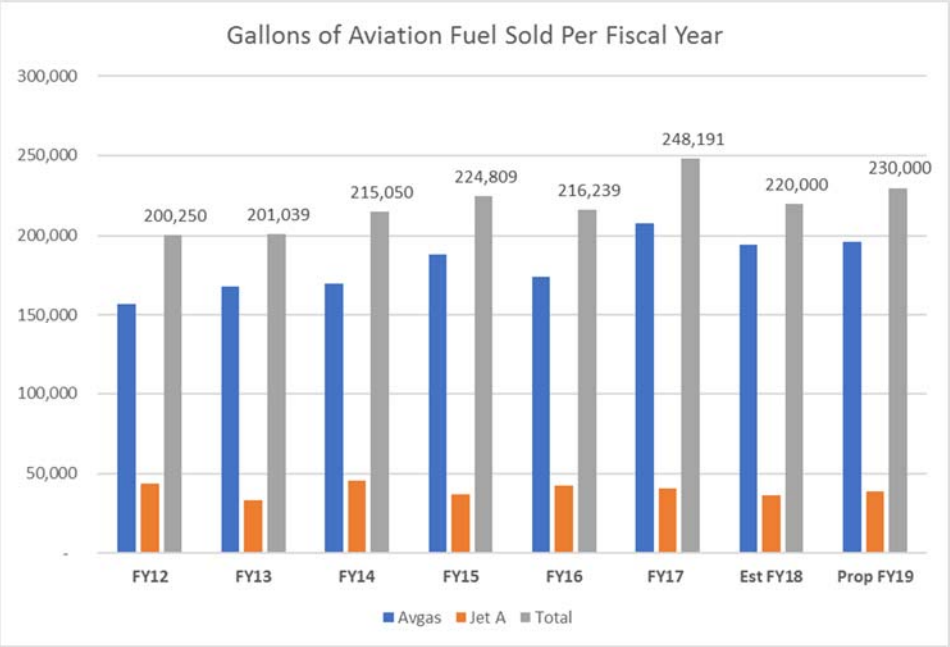
There continues to be possible further legislation on the horizon that could lower the fuel tax even further or do away with the Aviation Fuel Equity Fund all together, possibly replacing it with revenues gained from other means such as sales tax generated at our airports positioned across our state.

Federal funding is still available but is not as accessible as the State funding was in the past. As with any federal funding, the various restrictions and requirements must be carefully considered before accepting a federal grant.

This new decreased level of airport improvement funding impacts the airports across our state, commercial service airports as well as general aviation airport. It has and will continue to impact our airport's ability to stay completely self-sufficient. The Airport is the last department within our City to not be included in the General Fund. How the Airport Fund will continue to operate in the future along with the restructuring of the Airport Staff needs careful consideration at this time. The Airport Manager and Airport Commission will continue to pursue alternative grant, funding, and revenue sources to attempt to fill the funding difference.

## RETIREMENT OF DEBT SERVICE

- Debt acquired by the Airport is related to two major hangar construction projects, ramp resurfacing, and runway extension and improvement projects which have occurred over the last decade
- The Airport Commission adjusts the monthly hangar rental rates annually by 3% or based on occupancy rates and current market demands
- The Airport Commission's goal is the retirement of the Airport's debt service to be retired within a 20-year period



| | Actual | Actual | Budget | Estimated | Proposed |
|---|---|---|---|---|---|
| | FY 2016 | FY 2017 | FY2018 | FY 2018 | FY 2019 |
| Fuel Sales Revenue | $ 128,000 | $ 120,850 | $ 112,000 | $ 126,900 | $ 91,300 |
| Gallons of fuel sold | 216,238 | 250,000 | 200,000 | 220,000 | 230,000 |
| Hangar Revenues | $ 438,000 | $ 456,000 | $ 448,000 | $ 449,000 | $ 460,000 |
| Hangar Occupancy rate | 100% | 99% | 99% | 100% | 100% |
| Number of Based Aircraft | 134 | 132 | 132 | 138 | 134 |

# 2018 - 2019 Budget Year
# Airport Fund Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Federal Grants | 361,310 | 121,310 | 360,000 | 7,200 | 615,800 | 255,800 | 71.06% |
| State Grants | 3,170,632 | 7,936 | 456,150 | 24,500 | 418,400 | (37,750) | -8.28% |
| Other State Grants | 21,800 | 14,300 | 14,300 | 14,300 | 14,300 | - | 0.00% |
| Interest Earnings | 1,362 | 2,397 | 900 | 800 | 1,000 | 100 | 11.11% |
| Insurance Recoveries | 3,439 | - | - | - | - | - | |
| Miscellaneous Income | 5 | 70 | - | - | 1,050,000 | 1,050,000 | |
| Vending Machine Sales | 786 | 582 | 200 | 320 | 300 | 100 | 50.00% |
| Aviation Gasoline | 778,683 | 955,661 | 950,000 | 1,120,000 | 1,020,000 | 70,000 | 7.37% |
| Hangar Rentals | 438,044 | 456,184 | 448,000 | 449,000 | 456,920 | 8,920 | 1.99% |
| MTSU Lease | 46,254 | 47,642 | 48,634 | 48,630 | 50,168 | 1,534 | 3.15% |
| Plant And Facility Rentals | 7,351 | 21,091 | 18,000 | 26,000 | 26,780 | 8,780 | 48.78% |
| Terminal Bldg Areas Revenues | - | 520 | 3,300 | 6,620 | 5,400 | 2,100 | 63.64% |
| Transfer from General Fund | | | | | 123,000 | | |
| | 4,829,665 | 1,627,693 | 2,299,484 | 1,697,370 | 3,782,068 | 1,359,584 | 59.13% |
| | | | | | | | |
| Salary - Full-Time - Regular | 113,461 | 109,761 | 107,714 | 111,850 | 161,334 | 53,620 | 49.78% |
| Overtime Salary | | | 2,000 | 2,000 | 2,000 | - | 0.00% |
| Longevity | 1,200 | 1,260 | 1,320 | 1,320 | 1,440 | 120 | 9.09% |
| Special Payments | - | 4,114 | - | - | - | - | |
| Part-Time Regular Emp Wages | 33,730 | 61,228 | 70,672 | 57,500 | 81,300 | 10,628 | 15.04% |
| Overtime Wages | 287 | 984 | 2,000 | 2,000 | 2,000 | - | 0.00% |
| Annual Holiday Gift | | | | 250 | 250 | 250 | |
| Social Security & Medicare Tax | 11,316 | 13,386 | 13,047 | 13,050 | 18,257 | 5,210 | 39.94% |
| Hospital And Health Insurance | 17,258 | 24,454 | 27,383 | 29,861 | 45,955 | 18,572 | 67.82% |
| Dental Insurance - Delta | 679 | 1,056 | 1,332 | 1,460 | 1,332 | - | 0.00% |
| Defined Benefit Plan | 9,953 | 10,349 | 10,154 | 10,153 | 10,607 | 453 | 4.46% |
| Defined Contribution Plan | - | 611 | 760 | 807 | 4,245 | 3,485 | 458.59% |
| LTD & Life Insurance | 517 | 754 | 739 | 740 | 682 | (57) | -7.71% |
| Worker's Compensation | 4,423 | 5,498 | 3,980 | 3,980 | 5,259 | 1,279 | 32.14% |
| Total Personnel Costs | 192,824 | 233,454 | 241,101 | 234,972 | 334,661 | 93,560 | 38.81% |
| | | | | | | | |
| Contractual Services | 1,410 | - | - | 2,738 | - | - | |
| Communication & Transp | 2,671 | 2,328 | 3,000 | - | - | (3,000) | -100.00% |
| Printing Services | 7,439 | 46 | 200 | 200 | 300 | 100 | 50.00% |
| Memberships & Dues | 250 | 450 | 500 | 500 | 500 | - | 0.00% |
| Advertising | 664 | 825 | - | 800 | 800 | 800 | |
| Profession. Svc - Subscription | 130 | 123 | - | - | - | - | |
| Electric | 28,918 | 27,910 | 29,000 | 28,500 | 29,000 | - | 0.00% |
| Water | 5,195 | 5,092 | 5,000 | 5,700 | 5,500 | 500 | 10.00% |
| Gas | 1,594 | 3,490 | 3,000 | 4,500 | 4,250 | 1,250 | 41.67% |
| Telephone & Other Comm. | 2,710 | 2,786 | 2,600 | 3,000 | 2,900 | 300 | 11.54% |
| Cell Phone | 734 | 629 | 650 | 800 | 700 | 50 | 7.69% |
| Internet | 465 | 912 | 900 | 530 | 750 | (150) | -16.67% |
| Cable Service | | - | - | 520 | 750 | 750 | |
| Other Utility Services | 1,522 | - | - | | - | - | |
| Professional Services | 10,223 | 19,125 | 10,000 | 10,000 | 10,000 | - | 0.00% |

# 2018 - 2019 Budget Year
# Airport Fund Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Repair & Maint. Services | 2,780 | - | - | - | - | - | |
| Repair & Maint Other Mach & Eq | 23,080 | 23,249 | 22,000 | 18,000 | 24,000 | 2,000 | 9.09% |
| Repair & Maint Furn. & Machine | 170 | 179 | 2,500 | 200 | 200 | (2,300) | -92.00% |
| Repair & Maint Grounds & Imp | 17,183 | 4,466 | 2,500 | 38,000 | 46,200 | 43,700 | 1748.00% |
| Repair & Maint. Buildings | 36,120 | 50,763 | 68,000 | 50,000 | 55,000 | (13,000) | -19.12% |
| Repair & Maint - Other | 2,365 | 476 | - | - | - | - | |
| Training & Travel | 1,722 | 1,350 | 5,500 | 3,600 | 5,000 | (500) | -9.09% |
| Car Allowance & Mileage | 1,779 | 693 | 1,800 | 500 | 700 | (1,100) | -61.11% |
| Disposal Fees | | 546 | - | 118 | 500 | 500 | |
| Supplies | 128 | - | - | 400 | 400 | 400 | |
| Office Supplies and Materials | 2,114 | 2,133 | 3,800 | 2,900 | 3,000 | (800) | -21.05% |
| Software Subscriptions | | - | - | 3,500 | 3,500 | 3,500 | |
| Postage & Shipping | 383 | 1,074 | 750 | 750 | 800 | 50 | 6.67% |
| Agriculture and Hort. Supplies | 577 | - | - | - | - | - | |
| Food | 1,668 | 1,105 | - | 1,300 | 1,300 | 1,300 | |
| Household & Janitor Supplies | 3,898 | 2,548 | 4,000 | 3,100 | 3,000 | (1,000) | -25.00% |
| Public Safety Supplies | 1,676 | - | 500 | 1,700 | 1,000 | 500 | 100.00% |
| Clothing and Uniforms | - | 1,072 | 1,500 | 1,000 | 1,250 | (250) | -16.67% |
| Repair & Maint. Supplies | 1,198 | 332 | - | - | 300 | 300 | |
| Gas, Oil, Diesel, Grease, Etc. | 1,210 | 1,452 | 1,000 | 1,000 | 2,200 | 1,200 | 120.00% |
| Fuel Rebates | 36,093 | 44,268 | 36,000 | 50,800 | 45,000 | 9,000 | 25.00% |
| Other Repair & Maint Supplies | 1,716 | - | - | - | - | - | |
| Supplies For Resale | 587,939 | 759,230 | 790,000 | 890,000 | 850,000 | 60,000 | 7.59% |
| Other Supplies & Materials | 3,465 | - | - | 50 | 50 | 50 | |
| General Liability Insurance | 8,176 | 7,759 | 13,295 | 13,295 | 15,276 | 1,981 | 14.90% |
| Other Liability Insurance | 5,316 | 3,108 | 2,622 | 2,622 | 4,294 | 1,672 | 63.77% |
| Building Insurance | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | - | 0.00% |
| Building and Office Rental | 1,033 | - | - | - | - | - | |
| Bank Service Charges | 9,301 | 11,452 | 10,000 | 10,600 | 11,000 | 1,000 | 10.00% |
| Charges for Legal Service | | | 4,745 | 4,750 | 4,750 | 5 | 0.11% |
| Transfer to Debt Service Fund | 164,516 | 150,000 | 150,000 | 150,000 | 150,000 | - | 0.00% |
| Miscellaneous Expense | 1,118 | 148 | 500 | 300 | 200 | (300) | -60.00% |
| Cash Over and Short | 1 | 0 | - | - | - | - | |
| Sales Tax | 18,018 | 20,446 | 22,000 | 22,040 | 23,000 | 1,000 | 4.55% |
| Meals During Meetings | 2,165 | 1,307 | 2,000 | 1,500 | 2,000 | - | 0.00% |
| Total Operating Budget | 1,002,830 | 1,154,871 | 1,201,862 | 1,331,813 | 1,311,370 | 109,508 | 9.11% |
| | | | | | | | |
| **Operating and Salary Budget** | 1,195,654 | 1,388,326 | 1,442,963 | 1,566,785 | 1,646,031 | 203,068 | 14.07% |
| | | | | | | | |
| Buildings Exp | | - | - | - | | | |
| Terminal Bldg | | | | | 350,000 | 350,000 | |
| T-hangar Electrical Revovation | | | | | 20,000 | 20,000 | |
| T-hangar Renovation design | | | | | 40,000 | 40,000 | |
| Misc. Utility Improvement | | | | | 10,000 | 10,000 | |
| Airfields | | 128,590 | 839,875 | 8,000 | | (839,875) | -100.00% |
| Approach Maintenance Cont. | | | | | 36,000 | 36,000 | |

# 2018 - 2019 Budget Year

# Airport Fund Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Machinery and Equipment | | - | 2,500 | 7,800 | | (2,500) | -100.00% |
| Fuel Farm Design | | | | | 54,200 | 54,200 | |
| Fuel Farm Construction | | | | | 598,500 | 598,500 | |
| Office Machinery and Equipment | | - | 1,000 | 500 | | (1,000) | -100.00% |
| Normal replacement | | | | | 2,000 | 2,000 | |
| Computer Equipment | | 615 | - | 800 | | - | |
| Normal replacement | | | | | 2,000 | 2,000 | |
| Total Fixed Assets | 3,524,815 | 129,205 | 843,375 | 17,100 | 1,112,700 | 269,325 | 31.93% |
| | | | | | | | |
| **Total Airport Fund Budget** | 4,720,469 | 1,517,531 | 2,286,338 | 1,583,885 | 2,758,731 | 472,393 | 20.66% |

# DRUG FUND

## DEPARTMENT SUMMARY

The Drug Fund is comprised of revenue from drug fines and confiscated property seized by the Murfreesboro Police Department. All management of the Fund's monies is directed by the Police Department. The fund is used to support additional drug enforcement activities by the police department and to provide anti-drug education programs in local schools.

## IMPLEMENTATION OF COUNCIL PRIORITIES

### SAFE AND LIVEABLE NEIGHBORHOODS

- Enforcement activities designed to eradicate illegal drug use in neighborhoods and communities throughout the City
- Educate young people on the risks involved with drug use

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- These funds support the Police Department's efforts to ensure the City remains an excellent location for schools, businesses, and industry

### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Provide anti-drug programs for local youth

### ENGAGING OUR COMMUNITY

- Involve the community through outreach programs to at-risk youth and others
- Provide information to the public using social media

## FY 2018 ACCOMPLISHMENTS

- Increased staffing levels in the SID Section from 11 to 16
- Completed investigations involving local spas resulting in over $200,000 of seized assets
- Completed a successful human trafficking investigation that led to multiple arrests

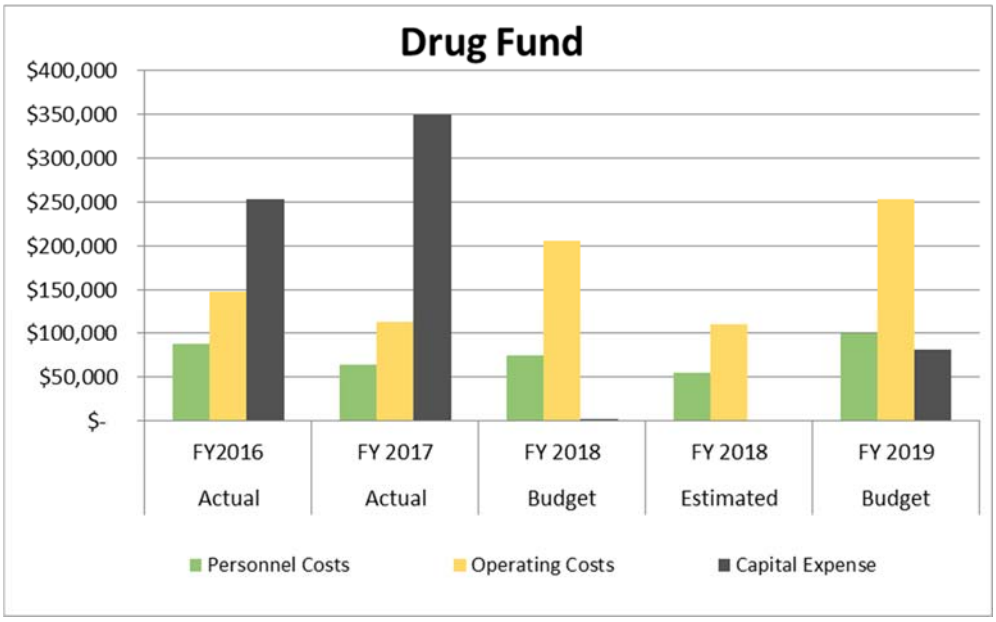
- Separation of SID into specialized sections that include Narcotics (6 Detectives and a Sergeant), VICE (2 Detectives and a Sergeant), and Gangs (4 Detectives and a Sergeant)
- Narcotics assisted the DEA with a multi-state marijuana investigation, in which, over $100,000.00 in currency was recovered in our jurisdiction.
- Developed intelligence that led to multiple drug arrests, seizure of assets, and recovery of stolen firearms at a location known to adversely impact the community
- Collaborated with other local law enforcement agencies to locate and arrest a dealer of fentanyl laced heroin
- The Gang Unit seized $14,159.00
- The Narcotics Unit seized $57,526.00
- The VICE Unit seized $256,983.69
- Total SID money seizures $ 368,688.69
- Approximately $63,810 resulted from the auction of seized assets
- Approximately $110,385.26 was collected through court fines and penalties assessed on drug related criminal cases

## FY 2019 DEPARTMENT GOALS

- Assist education programs designed to reduce drug use
- Continue to collect unused prescription drugs through voluntary disposal programs
- Develop a social media tip line
- Increase resources toward the investigation of heroin and opioid cases
- Implement new gang intelligence software

## EXPENDITURE SUMMARY

| | **Drug Fund** | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 87,543 | $ 63,787 | $ 75,000 | $ 55,211 | $ 100,000 |
| Operating Costs | $ 148,827 | $ 112,647 | $ 206,350 | $ 109,519 | $ 253,320 |
| Capital Expense | $ 253,411 | $ 349,099 | $ 2,500 | $ 1,000 | $ 81,640 |
| Total Drug Fund | $ 489,781 | $ 525,534 | $ 283,850 | $ 165,730 | $ 434,960 |




## HUMAN RESOURCES SUMMARY

None

# 2018 - 2019 Budget Year

## Drug Fund Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| City Court Revenue | 100,294 | 63,314 | 105,000 | 43,869 | 105,000 | - | 0.00% |
| Drug Related Fines | 113 | - | - | - | - | - | |
| Unauthorized Substance Tax | 175 | 150 | 100 | - | 100 | - | 0.00% |
| Seizure Awards | 101,306 | 126,807 | 100,000 | 168,279 | 170,000 | 70,000 | 70.00% |
| Interest Earnings | 1,665 | 1,671 | 700 | 431 | 700 | - | 0.00% |
| Sale Of Fixed Asset | 2,599 | 2,484 | 2,500 | - | 2,500 | - | 0.00% |
| Transfer in from General Fund | 100,181 | 63,314 | 100,000 | 43,869 | 100,000 | - | 0.00% |
| Miscellaneous | 17,548 | 3,370 | 17,000 | 2,880 | 17,000 | - | 0.00% |
| Use of Fund Balance | 165,901 | 264,425 | | | | - | |
| | 489,781 | 525,534 | 325,300 | 259,328 | 395,300 | 70,000 | 21.52% |
| | | | | | | | |
| Overtime Salary | 87,543 | 63,787 | 75,000 | 55,211 | 100,000 | 25,000 | 33.33% |
| Total Personnel Costs | 87,543 | 63,787 | 75,000 | 55,211 | 100,000 | 25,000 | 33.33% |
| | | | | | | | |
| Employee Testing | 1,064 | - | - | - | - | - | |
| Memberships & Dues | 30 | - | - | - | - | - | |
| Electric | 3,601 | 3,543 | 3,600 | 1,488 | 3,700 | 100 | 2.78% |
| Water | 1,463 | 1,029 | 1,800 | 863 | 1,900 | 100 | 5.56% |
| Gas | 630 | 667 | 1,000 | 891 | 1,200 | 200 | 20.00% |
| Telephone & Other Comm. | 9,297 | 10,316 | 9,000 | 5,000 | 12,300 | 3,300 | 36.67% |
| Cell Phone | 8,431 | 7,186 | 8,500 | 3,550 | 11,240 | 2,740 | 32.24% |
| Employee Testing | - | - | 5,000 | - | 5,000 | - | 0.00% |
| Repair & Maint. Motor Vehicles | - | 1,590 | 2,000 | 750 | 2,200 | 200 | 10.00% |
| Fleet - Repair & Maintenance | 17,495 | 18,314 | 45,000 | 10,517 | 50,000 | 5,000 | 11.11% |
| Repair & Maint Other Mach & Eq | 6,622 | 15,732 | 1,500 | 1,000 | 5,000 | 3,500 | 233.33% |
| Repair & Maint. - Animals | 7,865 | 6,788 | 10,000 | 3,500 | 20,000 | 10,000 | 100.00% |
| Repair & Maint - Software | - | 2,781 | 1,000 | 825 | 1,280 | 280 | 28.00% |
| Repair & Maint Furn. & Machine | 95 | - | 500 | - | 500 | - | 0.00% |
| Repair & Maint. Buildings | 345 | 171 | 1,000 | 750 | 2,000 | 1,000 | 100.00% |
| Repair & Maintenance - Radios | - | - | 1,500 | - | 1,500 | - | 0.00% |
| Training & Travel | 17,569 | 12,309 | 20,000 | 18,897 | 30,000 | 10,000 | 50.00% |
| Employee | - | - | 100 | - | 100 | - | 0.00% |
| Office Supplies and Materials | 1,775 | 2,170 | 3,000 | 2,000 | 4,500 | 1,500 | 50.00% |
| Postage & Shipping | - | - | 50 | 10 | 50 | - | 0.00% |
| Household & Janitor Supplies | - | 6 | 300 | - | 500 | 200 | 66.67% |
| Public Safety Supplies | 2,078 | 563 | 1,000 | - | 1,200 | 200 | 20.00% |
| Clothing and Uniforms | | | | - | 3,500 | 3,500 | |
| Other Supplies & Materials | 1,411 | 1,451 | 1,500 | 1,350 | 1,650 | 150 | 10.00% |
| Miscellaneous Expense | 927 | 110 | 7,500 | - | 7,500 | - | 0.00% |
| Intel Services | 4,500 | 5,090 | 6,500 | 16,098 | 11,500 | 5,000 | 76.92% |
| Undercover Operations | 63,631 | 22,832 | 75,000 | 42,030 | 75,000 | - | 0.00% |
| Total Operating Budget | 148,827 | 112,647 | 206,350 | 109,519 | 253,320 | 46,970 | 22.76% |
| | | | | | | | |
| **Operating and Salary Budget** | 236,370 | 176,435 | 281,350 | 164,730 | 353,320 | 71,970 | 25.58% |

# 2018 - 2019 Budget Year

## Drug Fund Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Machinery and Equipment | | 126,512 | 2,500 | 1,000 | | (2,500) | -100.00% |
| Normal Replacement | | | | | 1,000 | 1,000 | |
| Transp Equipment | | 213,955 | - | - | | - | |
| Eight Interceptor sedans - Ford Lincoln | | | | | 80,000 | 80,000 | |
| Office Machinery and Equipment | | 614 | - | - | - | | |
| Computer Software Exp | | 7,330 | - | - | 640 | 640 | |
| Money counter | | | | | | | |
| Furniture & Fixtures | | 688 | - | - | | | |
| Total Fixed Assets | 253,411 | 349,099 | 2,500 | 1,000 | 81,640 | 79,140 | 3165.60% |
| **Total Drug Fund Budget** | 489,781 | 525,534 | 283,850 | 165,730 | 434,960 | 151,110 | 53.24% |

# CAPITAL IMPROVEMENT FUND

## DEPARTMENT SUMMARY

The Capital Improvement Fund houses the major non-bonded debt portion of capital projects of the City. In FY 2017, a project to add classrooms to Black Fox Elementary began and is being funded from county shared bonds. The construction is anticipated to cost approximately $2.5 million and be completed in June 2018. Remaining county shared bonds are being used for projects at various City schools, including bleacher replacement, purchase of school buses, voice-over-internet phone technology as well as other technology needs.

The City entered into an agreement with Linebaugh Library to participate in building a Community Technology Center on City owned property. Construction began in FY 2018 and the facility is expected to open in FY 2018. Funding of $1,100,000 is anticipated from Christy Houston Foundation, $100,000 for the State of Tennessee, as well as the City share of $600,000, which is to be funded through bonds funds. Additional funds have been contributed to the library system from Rutherford County for furnishings and technology needs.

The City's junior golf course, Bloomfield Links, received a grant for $125,000 in FY 2015 from the Christy Houston Foundation to be used towards construction of a small building for restrooms, a vending area and a rest stop for the junior participants. Construction began in 2017 and is anticipated to be completed in FY 18.

Additionally, the use of a Wayfaring Grant received in a prior fiscal period is available for use maintaining directional and information signs placed in the downtown area.

## IMPLEMENTATION OF COUNCIL PRIORITIES

### SAFE AND LIVABLE NEIGHBORHOODS

- Provides funding and accounting for the capital improvement projects that improve the infrastructure of parks, schools and roadways

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Maintain capital improvement plan software and monitoring procedures

## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Continue to maintain capital projects to meet the needs of the City and its citizens

## ENGAGING OUR COMMUNITY

- Keep the public informed through the use of wayfaring signs

## FY 2018 ACCOMPLISHMENTS

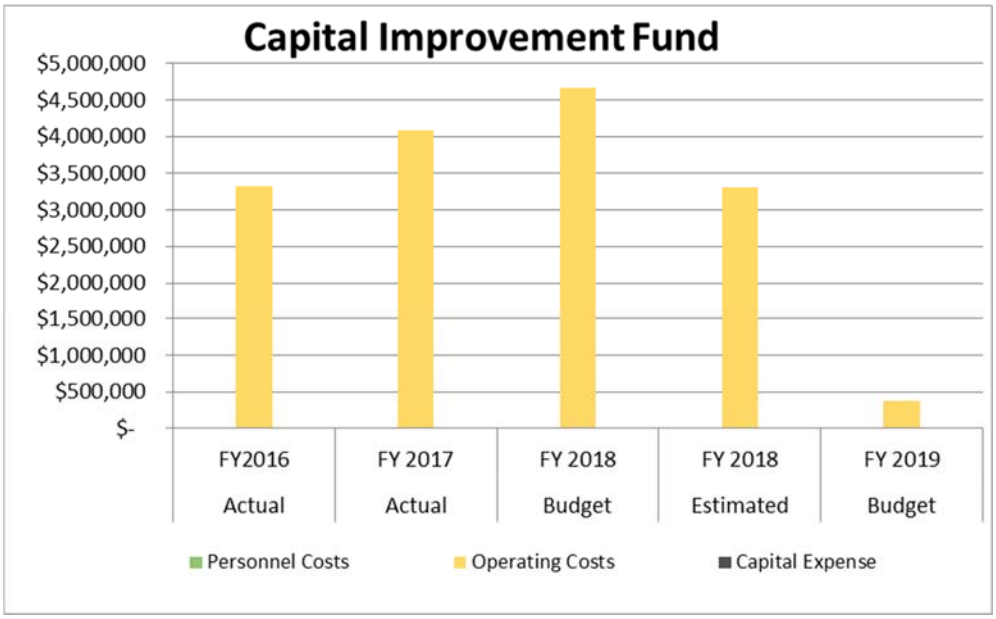
- Accurately accounted for capital projects
- Complete construction of Bloomfield Links restroom/vending building
- Completion of the classroom addition project for Black Fox Elementary
- Complete construction of the community technology center

## FY 2019 DEPARTMENT GOALS

- Maximize grant revenues, County Shared Bond proceeds and a low interest loan proceeds by maintaining efficiency and accuracy
- Partner with City school staff to allocate county shared bond funds to various school capital projects

## EXPENDITURE SUMMARY

| | **Capital Improvement Fund** | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ - | $ - | $ - | $ - | $ - |
| Operating Costs | $ 3,321,091 | $ 4,085,888 | $ 4,658,100 | $ 3,313,800 | $ 376,100 |
| Capital Expense | $ - | $ - | $ - | $ - | $ - |
| Total Capital Improvement Fund | $ 3,321,091 | $ 4,085,888 | $ 4,658,100 | $ 3,313,800 | $ 376,100 |




## HUMAN RESOURCES SUMMARY

None

# 2018 - 2019 Budget Year

# Capital Improvement Fund Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| State Grants | | | | 100,000 | - | - | |
| Other Grant Revenues | - | - | 1,100,000 | 1,057,000 | 168,000 | (932,000) | -84.73% |
| Interest Earnings | 10,156 | 4,976 | 500 | 2,500 | 600 | 100 | 20.00% |
| County Shared Bonds | - | 2,282,799 | 750,000 | - | - | (750,000) | -100.00% |
| Sale Of Notes (Energy Loan for School | - | 2,140,000 | - | - | - | - | |
| Fund Balance | | | 2,807,600 | 2,154,300 | 207,500 | (2,600,100) | -92.61% |
| | 10,156 | 4,427,775 | 4,658,100 | 3,313,800 | 376,100 | (4,282,000) | -91.93% |
| | | | | | | | |
| Capital Outlay | - | - | - | | | - | |
| Schools | 3,321,091 | 4,085,888 | 3,425,000 | 2,156,800 | 200,000 | (3,225,000) | -94.16% |
| Bloomfield Links | | | 125,000 | 100,000 | 25,000 | (100,000) | -80.00% |
| Community Technology Center | | | 1,100,000 | 1,057,000 | 143,000 | (957,000) | -87.00% |
| Other Institutions | | | 7,600 | | 7,600 | - | 0.00% |
| Miscellaneous Expense | - | - | 500 | | 500 | - | 0.00% |
| | 3,321,091 | 4,085,888 | 4,658,100 | 3,313,800 | 376,100 | (4,282,000) | -91.93% |

# TMBF / BOND FUND

## DEPARTMENT SUMMARY

The TMBF/BOND Fund is a capital project fund that covers expenses of the City's projects funded through the Tennessee Municipal Bond Fund (TMBF) or bonds issued through the open market. The TMBF has loaned Murfreesboro funds for capital projects through a Variable Rate Debt Obligation (VRDO) facility as well as fixed rate obligations. The VRDO has provided very low-cost capital funds historically over the more than 20 years of Murfreesboro's use of the fund. As a capital project fund, revenues from TMBF and bond issues are recorded and expensed to Capital Projects and Debt Service Funds.

A sampling of some of the larger projects budgeted for in this fund include:

- Energy Efficiency initiatives across the City totaling $6.1 million.

- A new Airport terminal to replace the original building built in the 1950s. This building is anticipated to be around 20,000 square feet. The building will have conference center amenities as well.

- Approximately $500,000 for new equipment for the Street Division of the Engineering Department.

- The Police Department purchased a vacant medical office building near the downtown area for approximately $4.7 million in December 2013. Complete remodel of the facility was completed in FY 2018 and will allow all Police operations to be housed in one location, leaving several City buildings open for use by other departments. $45.6 million was budgeted from 2014 and 2016 debt instruments for remodeling costs and an additional $6.2 million was funded from our FY 2018 bond issue to complete the project, including furnishings. Once all divisions have moved into the new facility there will be additional utility and maintenance costs. In addition, $11.7 million was borrowed for a new Police Communications and Radio System.

- Fire Station 4 is in construction to relocate the current station to be closer to an area of the City that has multi-story structures and commercial businesses including a hospital and several hotels. The funds borrowed in FY 2018 total $4.2 million to build a facility that will meet the needs of a large aerial vehicle and provide for male and female staffing. This move will positively enhance the City's ISO rating and improve response times with a 100' aerial truck. In addition, $1.2 million was borrowed to purchase two Heavy Rescue trucks and $2.7 million was borrowed to construct Fire Station 11.

- The Parks & Recreation Department has $5 million from the 2018 bond issue to begin development of the new park on the West side of town which was purchased in FY 2017 for $8.8 million. There will be operating and staffing impacts once the park is complete but none of these costs are anticipated in FY 2019. Another project began in FY 2017 to build practice soccer fields in the Siegel area on property originally purchased by the Water & Sewer Department to spray affluent water. The cost of the project is anticipated to be $6.1 million, of which $2.6 million was included in our FY 2018 bond issue, and will include purchase of the land, restrooms, pavilion, and walking track. Approximately $1.5 million is expected to be used for the City's match to federal dollars for the additions to the greenway system, of which $600,000 is from the 2018 borrowing.

- Transportation needs continue to be an important focus for the City. Approximately $5 million may be spent from current bond funds with another $12 million borrowed in the FY 2018 issue for construction of various projects across the City. Future maintenance costs for this and other highways is paid for through the General Fund and the State Street Aid as part of the City's normal maintenance costs.

- The Solid Waste Department has $1 million in the FY 2018 bond issue to replace the tub grinder used extensively in the City's mulching operation. Lower maintenance costs should be released because of the replacement of the older unit.

- Issuance of additional bond funds are being planned for FY 2019. Primary in this issuance will be funds for construction of a new elementary school on the southwest side of town.

## ORGANIZATION CHART

None

## FY 2018 ACCOMPLISHMENTS

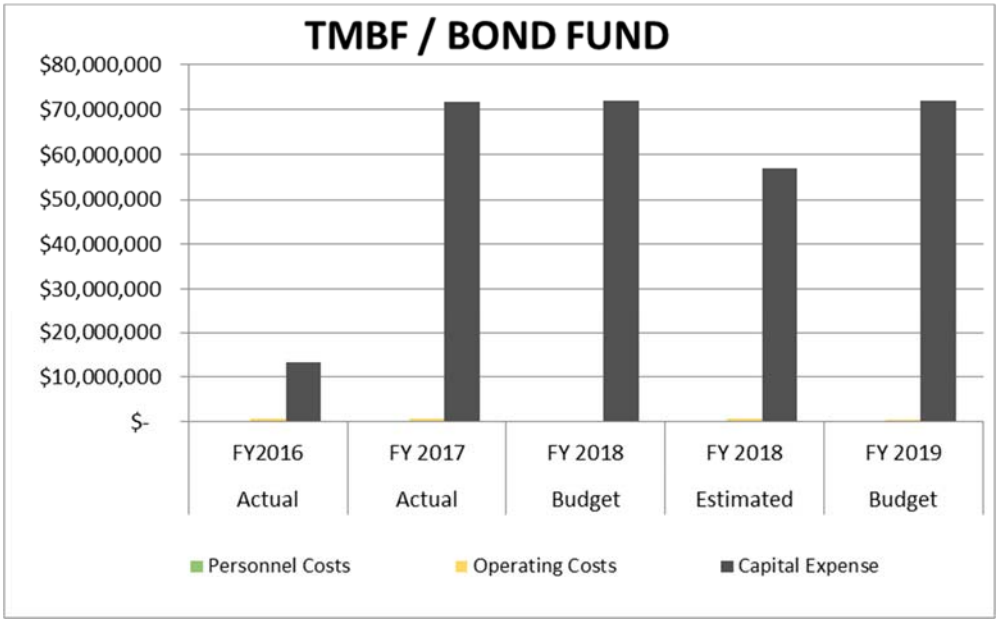
- Managed borrowed funds to track spending by category and loan type for effective reporting
- Issued $71 million in fixed rate bonds
- Proposed revisions to Capital Improvement Plan

## FY 2019 DEPARTMENT GOALS

- Coordinate with new financial software to track borrowed funds for reporting and inquiry purposes
- Complete new Capital Improvement Plan and issue borrowing for funding

## EXPENDITURE SUMMARY

| | TMBF / BOND FUND | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ - | $ - | $ - | $ - | $ - |
| Operating Costs | $ 694,647 | $ 562,119 | $ 100,000 | $ 672,747 | $ 395,000 |
| Capital Expense | $ 13,201,742 | $ 71,846,484 | $ 72,000,000 | $ 57,000,000 | $ 72,000,000 |
| Total TMBF/Bond Fund | $ 13,896,389 | $ 72,408,603 | $ 72,100,000 | $ 57,672,747 | $ 72,395,000 |




## HUMAN RESOURCES SUMMARY

None

# 2018 - 2019 Budget Year

## TMBF/Bond Fund Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Interest Earnings | 129,276 | 617,934 | 200,000 | 150,000 | 150,000 | (200,000) | -100.00% |
| Premiums On Bonds Sold | 7,081,673 | - | - | 4,784,824 | - | - | |
| Issuance of Debt | 74,510,972 | 1,617,383 | 56,000,000 | 71,000,000 | 33,000,000 | (23,000,000) | -41.07% |
| Miscellaneous | 420,807 | 91,636 | 100,000 | 36,800 | 50,000 | (50,000) | -50.00% |
| Contributed Capital | - | - | - | - | - | - | |
| Fund Balance | - | 70,081,651 | 15,800,000 | | 39,195,000 | 23,545,000 | 149.02% |
| | 82,142,728 | 72,408,603 | 72,100,000 | 75,971,624 | 72,395,000 | 295,000 | 0.41% |
| | | | | | | | |
| Issuance Costs | 410,564 | 345 | - | 295,995 | 295,000 | 295,000 | |
| Transfers To Other Funds | 284,083 | 561,774 | 100,000 | 376,752 | 100,000 | - | 0.00% |
| Capital Outlay | 13,201,742 | 71,846,484 | 72,000,000 | 57,000,000 | 72,000,000 | - | 0.00% |
| | 13,896,389 | 72,408,603 | 72,100,000 | 57,672,747 | 72,395,000 | 295,000 | 0.41% |

# INSURANCE FUND

## DEPARTMENT SUMMARY

The Insurance fund reflects the cost of the City's self-funded health insurance plan and dental program.

Because Human Resources and the Insurance Fund goals are interrelated, several of the operating and performance measures of Human Resources also serve the Insurance Fund.

## IMPLEMENTATION OF COUNCIL PRIORITIES

## SAFE AND LIVABLE NEIGHBORHOODS

- Self-insurance has proven a cost-effective way for the City to provide health insurance for its employees and their dependents

## FY 2018 DEPARTMENT ACCOMPLISHMENTS

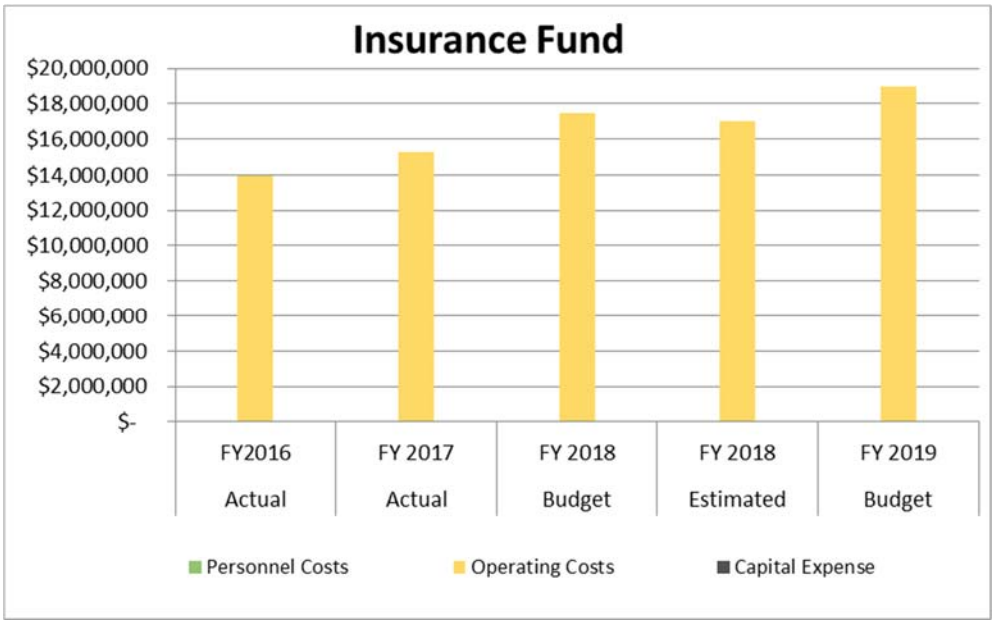
- Managed and reviewed all insurance plans offered, with the assistance of a third-party consultant
- Implemented new agreements after competitive sealed proposal process, completed in the Spring of 2017, for benefit agreements that expired in December 2017
- Increased participation in Go 365, the City's wellness plan, adding participation from employees who have not participated in the past
- Implemented wellness lunch and learns
- Opened up the Fit For Success program to retirees and part-time staff as a part of the City's wellness initiative

## FY 2019 DEPARTMENT GOALS

- Track and efficiently manage all funding costs within the new software system to allow for better information sharing for management review
- Continue looking for opportunities to encourage new participation in the Go365 wellness plan
- Request for competitive sealed proposals for the City's stop-loss contract which expires in the fall of 2018

## EXPENDITURE SUMMARY

| | Insurance Fund | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ - | $ - | $ - | $ - | $ - |
| Operating Costs | $ 13,982,659 | $ 15,249,743 | $ 17,440,746 | $ 16,997,700 | $ 18,943,500 |
| Capital Expense | $ - | $ - | $ - | $ - | $ - |
| Total Insurance Fund | $ 13,982,659 | $ 15,249,743 | $ 17,440,746 | $ 16,997,700 | $ 18,943,500 |




## HUMAN RESOURCE SUMMARY

None

# 2018 - 2019 Budget Year

## Insurance Fund Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Interest Earnings | 2,237 | 17,237 | 4,500 | 42,800 | 42,000 | 37,500 | 833.33% |
| Premiums from City | 10,584,534 | 10,771,195 | 11,314,146 | 10,859,100 | 11,953,500 | 639,354 | 5.65% |
| Premiums - Water & Sewer Fnd | 2,648,224 | 2,671,578 | 2,815,000 | 2,653,200 | 2,700,000 | (115,000) | -4.09% |
| Premiums from Employee | 1,934,329 | 2,141,021 | 2,828,500 | 2,169,200 | 2,988,400 | 159,900 | 5.65% |
| Premiums from Retirees | 311,451 | 344,696 | 350,000 | 400,600 | 450,000 | 100,000 | 28.57% |
| Premiums from Other Entities | 99,059 | 77,994 | 78,600 | 83,400 | 86,400 | 7,800 | 9.92% |
| Medicare D Subsidies | 138,420 | 120,889 | 50,000 | 50,000 | 50,000 | - | 0.00% |
| Transfers in | | | | | 673,200 | 673,200 | |
| | 15,718,254 | 16,144,610 | 17,440,746 | 16,684,400 | 18,943,500 | 1,502,754 | 8.62% |
| | | | | | | | |
| Administration Fees | 321,870 | 366,320 | 400,000 | 433,300 | 450,000 | 50,000 | 12.50% |
| Professional Services | 90,000 | 84,500 | 75,000 | 77,000 | 77,000 | 2,000 | 2.67% |
| Medical PPO | 6,743,116 | 7,532,109 | 8,592,246 | 8,344,400 | 9,180,000 | 587,754 | 6.84% |
| Medical HRA | 1,771,644 | 1,668,124 | 2,000,000 | 1,776,400 | 1,850,000 | (150,000) | -7.50% |
| Medical - Medicare | 216,854 | 237,711 | 248,700 | 401,600 | 760,000 | 511,300 | 205.59% |
| HRA Medicare | 27,558 | 34,117 | 42,100 | 40,300 | 45,000 | 2,900 | 6.89% |
| Delta Dental | 582,237 | 634,882 | 720,000 | 693,500 | 720,000 | - | 0.00% |
| Assurant Dental | 3,348 | 1,616 | - | - | - | - | |
| Pharmacy | 3,598,238 | 4,139,909 | 4,770,500 | 4,571,100 | 5,028,000 | 257,500 | 5.40% |
| Wellness & FSA | 66,685 | 41,953 | 70,000 | 117,500 | 150,000 | 80,000 | 114.29% |
| Stop Loss | 423,263 | 411,929 | 486,000 | 516,800 | 650,000 | 164,000 | 33.74% |
| Healthcare Law | 116,265 | 76,504 | 6,200 | 6,000 | 6,500 | 300 | 4.84% |
| EAP Benefits | 18,914 | 20,069 | 25,000 | 19,800 | 22,000 | (3,000) | -12.00% |
| Miscellaneous Expense | 2,668 | - | 5,000 | - | 5,000 | - | 0.00% |
| | 13,982,659 | 15,249,743 | 17,440,746 | 16,997,700 | 18,943,500 | 1,502,754 | 8.62% |

# RISK MANAGEMENT FUND

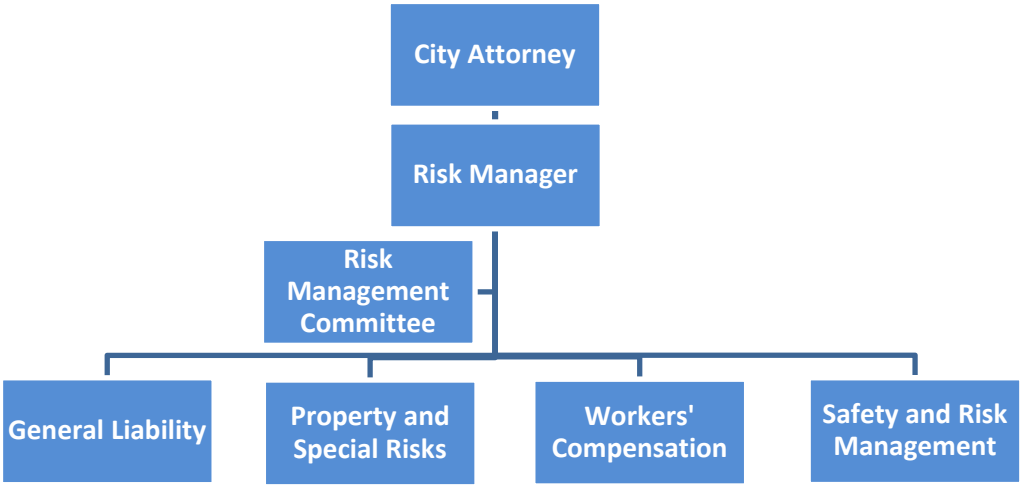
## FUND SUMMARY

The Risk Management Fund insures other City departments through self-insurance retention and insurance policies. It provides a means to assess, mitigate, insure against, and manage operational risks.

Risk Management staff oversees the administration of workers' compensation claims. Risk Management also develops and implements safety training and risk control programs with the assistance of a City-wide Safety Committee, assuring continued compliance with Tennessee Occupational Safety and Health Act mandated regulations and programs.

Funding of the Risk Management Fund is overseen by the Risk Management Committee. Various departmental budgets are assessed amounts that contribute to the Risk Management Fund.

## ORGANIZATION CHART



## IMPLEMENTATION OF COUNCIL PRIORITIES

### SAFE AND LIVABLE NEIGHBORHOODS

- Make recommendations for safe operations within City departments to assure uninterrupted, unimpaired service is consistently provided

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Identify and recommend methods to mitigate City financial exposure due to inherent operational risks
- Administer the self-insurance retention in the most efficient and effective manner
- Secure insurance coverage from financially sound carriers to offset risk inappropriate for self-insurance retention

### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Assist departments in identifying operational risks and suggest changes or improvements to mitigate such risk
- Provide departments with an appropriate degree of financial assurance and insurance coverage to off-set risk associated with City operations
- Develop and implement safety-related programs designed to protect City employees and assets

### ENGAGING OUR COMMUNITY

- Develop communication materials to support safety of City employees while working in the community

## FY 2018 DEPARTMENT ACCOMPLISHMENTS

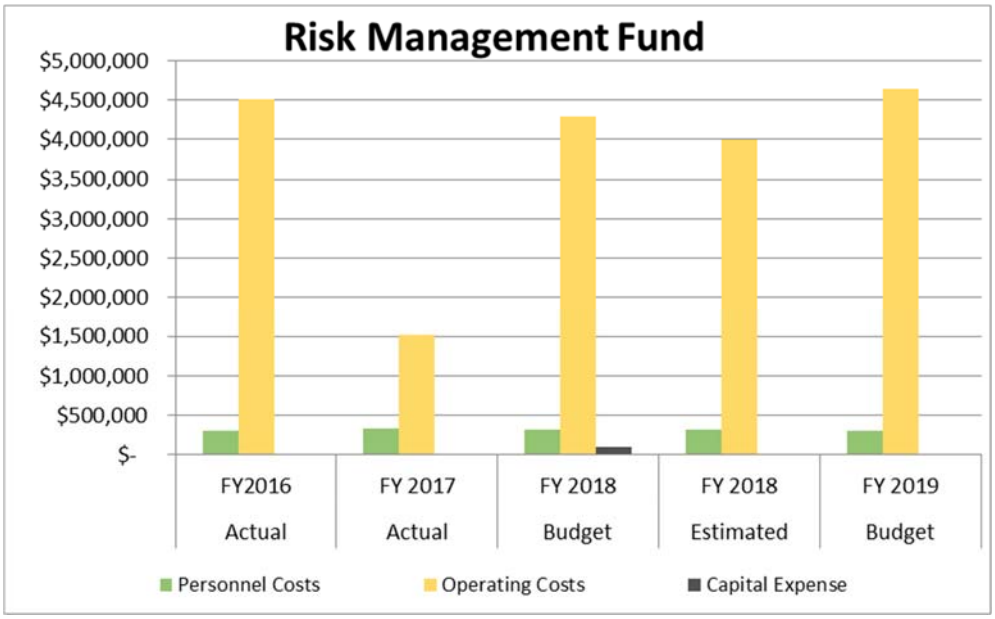
- Transitioned workers compensation claim administration to third-party administrator
- Maintained a level of recordable employee injuries less than National and State averages for local governments
- Obtained Cyber Insurance coverage
- On-boarded a new Safety Officer

## FY 2019 DEPARTMENT GOALS

- Implement a return-to-work program designed to return employees to work timely and reduce claim costs
- Continual review of self-insurance funding and insurance coverages to assure most cost-efficient management of operational risk
- Review and implement new safety programs and enhance employee safety training

## EXPENDITURE SUMMARY

| | Risk Management Fund | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Budget | Estimated | Budget |
| | FY2016 | FY 2017 | FY 2018 | FY 2018 | FY 2019 |
| | | | | | |
| Personnel Costs | $ 302,409 | $ 327,434 | $ 317,452 | $ 316,539 | $ 298,893 |
| Operating Costs | $ 4,505,227 | $ 1,519,307 | $ 4,290,726 | $ 4,004,857 | $ 4,635,800 |
| Capital Expense | $ 897 | $ 1,353 | $ 103,250 | $ 1,342 | $ 2,200 |
| Total Risk Management Fund | $ 4,808,533 | $ 1,848,094 | $ 4,711,428 | $ 4,322,737 | $ 4,936,893 |




## HUMAN RESOURCES SUMMARY

| Risk Management Fund | | | | |
|---|---|---|---|---|
| | Actual | Actual | Estimated | Proposed |
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Job Description | | | | |
| Risk Manager | 1 | 1 | 1 | 1 |
| Safety Officer | 1 | 1 | 1 | 1 |
| Claims Specialist | 1 | 1 | 1 | 1 |
| | | | | |
| Total Risk Management Fund Allocation | 3 | 3 | 3 | 3 |

# 2018 - 2019 Budget Year

## Risk Management Fund Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Interest Earnings | 14,449 | 14,512 | 14,000 | 26,000 | 25,000 | 11,000 | 78.57% |
| Sale Of Fixed Asset | 7,617 | - | - | - | - | - | |
| Premiums from General Fund | 2,814,577 | 2,666,835 | 2,524,509 | 2,524,507 | 3,532,065 | 1,007,556 | 39.91% |
| Premiums - Water & Stormwater Fnd | 444,024 | 606,341 | 798,021 | 798,021 | 831,376 | 33,355 | 4.18% |
| Premiums - City Schools Fnd | 467,119 | 469,626 | 709,699 | 709,700 | 1,051,663 | 341,964 | 48.18% |
| Premiums From Airport Fund | 8,416 | 9,491 | 19,897 | 19,898 | 24,829 | 4,932 | 24.79% |
| Premiums From Others | 1,000 | 1,000 | 2,034 | 2,034 | 4,378 | 2,344 | 115.24% |
| USE OF FUND BALANCE | 1,051,330 | | 643,268 | 242,577 | | (643,268) | -100.00% |
| | 4,808,533 | 3,767,805 | 4,711,428 | 4,322,737 | 5,469,311 | 757,883 | 16.09% |
| | | | | | | | |
| Salary - Full-Time - Regular | 221,723 | 236,019 | 236,027 | 237,484 | 221,988 | (14,039) | -5.95% |
| Longevity | 2,340 | 2,520 | 2,700 | 2,700 | 2,040 | (660) | -24.44% |
| Special Payments | | 8,931 | - | - | - | - | |
| Overtime Wages | 205 | 57 | 500 | 3,407 | 3,500 | 3,000 | 600.00% |
| Annual Holiday Gift | | | | 150 | 150 | 150 | |
| Social Security & Medicare Tax | 17,240 | 18,582 | 17,062 | 18,388 | 16,494 | (568) | -3.33% |
| Hospital And Health Insurance | 29,838 | 29,078 | 29,255 | 23,902 | 29,159 | (96) | -0.33% |
| Dental Insurance - Delta | 1,358 | 1,332 | 1,332 | 1,230 | 1,332 | - | 0.00% |
| Defined Benefit Plan | 28,134 | 29,186 | 29,080 | 28,021 | 21,363 | (7,717) | -26.54% |
| Defined Contribution Plan | | | | 140 | 1,680 | 1,680 | |
| LTD & Life Insurance | 1,572 | 1,728 | 1,496 | 1,116 | 1,187 | (309) | -20.66% |
| Total Personnel Costs | 302,409 | 327,434 | 317,452 | 316,539 | 298,893 | (18,559) | -5.85% |
| | | | | | | | |
| Printing Services | 72 | 135 | 1,500 | - | 500 | (1,000) | -66.67% |
| Memberships & Dues | 529 | 1,210 | 2,200 | 1,778 | 2,200 | - | 0.00% |
| Advertising | 702 | - | - | - | - | - | |
| Profession. Svc - Subscription | 2,800 | 4,435 | 10,500 | 6,505 | 10,000 | (500) | -4.76% |
| License/Prof Fees | | 400 | - | - | 400 | 400 | |
| Telephone & Other Comm. | 601 | 53 | 500 | 589 | 600 | 100 | 20.00% |
| Cell Phone | 885 | 1,431 | 1,500 | 1,438 | 1,500 | - | 0.00% |
| Professional Services | 4,750 | 4,750 | 5,000 | 5,700 | 10,000 | 5,000 | 100.00% |
| Legal Services & Expenses | - | 19,544 | - | - | - | - | |
| Repair & Maint Other Mach & Eq | 495 | 663 | - | 815 | 900 | 900 | |
| Repair & Maint Furn. & Machine | 165 | 562 | 700 | 600 | 700 | - | 0.00% |
| Training & Travel | 397 | 360 | 2,000 | 439 | 2,000 | - | 0.00% |
| Car Allowance & Mileage | 842 | 1,209 | 1,200 | 1,740 | 1,500 | 300 | 25.00% |
| Office Supplies and Materials | 2,206 | 2,278 | 2,300 | 1,274 | 2,300 | - | 0.00% |
| Postage & Shipping | 963 | 1,016 | 1,100 | 700 | 1,100 | - | 0.00% |
| Food | - | - | 450 | - | 450 | - | 0.00% |
| Public Safety Supplies | - | - | 700 | - | 700 | - | 0.00% |
| Educational Supplies | - | - | - | - | 1,000 | 1,000 | |
| General Liability Claims | 1,151,534 | (218,598) | 750,000 | 525,300 | 650,000 | (100,000) | -13.33% |
| Police Liability-Premium | - | - | 195,200 | 38,760 | 195,000 | (200) | -0.10% |
| Cyber Security Errors and Ommissions | - | - | 150,000 | 6,384 | 15,000 | (135,000) | -90.00% |
| Airport General Liability | | | | | 5,500 | 5,500 | |
| Surety Bonds - Officials & Emp | | - | - | 3,284 | 6,000 | 6,000 | |

# 2018 - 2019 Budget Year

## Risk Management Fund Budget

| Description | 2015 - 2016 Actual | 2016 - 2017 Actual | 2017 - 2018 Budget | 2017 - 2018 Estimated | 2018 - 2019 Budget | Increase/ (Decrease) | % Change |
|---|---|---|---|---|---|---|---|
| Workers Compensation Insurance | - | - | 413,376 | 412,963 | 430,000 | 16,624 | 4.02% |
| Workers' Comp Claims | 2,084,282 | 765,549 | 1,800,000 | 2,562,700 | 2,300,000 | 500,000 | 27.78% |
| Workers' Comp Third Party Admin | | | 147,500 | 147,500 | 97,500 | (50,000) | -33.90% |
| Risk Mgmt Claims - Police | 25,000 | - | 300,000 | 56,500 | 150,000 | (150,000) | -50.00% |
| Risk Mgmt Claims - Auto | 208,705 | 816,343 | 250,000 | 111,000 | 250,000 | - | 0.00% |
| Risk Mgmt Claims - Fire/Cslty | 392,366 | 116,653 | 100,000 | 18,003 | 100,000 | - | 0.00% |
| Risk Mgmt Claims - Cyber | | | | - | 25,000 | 25,000 | |
| Fire & Casulaty Premium | - | - | - | 81,018 | 160,000 | 160,000 | |
| Inland Marine Premium | - | - | - | 19,702 | 60,900 | 60,900 | |
| Bank Service Charges | 72 | - | - | 38 | 50 | 50 | |
| Transfer To General Fund | 625,492 | - | 150,000 | - | 150,000 | - | 0.00% |
| Miscellaneous Expense | 2,370 | 1,316 | 5,000 | 125 | 5,000 | - | 0.00% |
| Total Operating Budget | 4,505,227 | 1,519,307 | 4,290,726 | 4,004,857 | 4,635,800 | 345,074 | 8.04% |
| | | | | | | | |
| **Operating and Salary Budget** | 4,807,636 | 1,846,741 | 4,608,178 | 4,321,395 | 4,934,693 | 326,515 | 7.09% |
| | | | | | | | |
| Machinery and Equipment | | 249 | 750 | - | | (750) | -100.00% |
| Office Machinery and Equipment | | - | 1,000 | - | | (1,000) | -100.00% |
| Normal Replcement | | | | | 1,000 | 1,000 | |
| Computer Software Exp | | 1,105 | 101,500 | 1,000 | | (101,500) | -100.00% |
| Normal Replcement | | | | | 1,200 | 1,200 | |
| Computer Equipment | | - | - | 342 | | - | |
| Total Fixed Assets | 897 | 1,353 | 103,250 | 1,342 | 2,200 | (101,050) | -97.87% |
| | | | | | | - | |
| **Total Risk Management Fund Budget** | 4,808,533 | 1,848,094 | 4,711,428 | 4,322,737 | 4,936,893 | 225,465 | 4.79% |

**Budget Glossary**

Municipal budgeting often involves a language known only to the astute local government elected or appointed official. The glossary below is intended to explain in common terms some of the more frequently used budgeting terms.

**Accounting Period:**
The annual period for which financial statements, budgets and other reports are prepared. In Tennessee, the accounting period begins July 1 and ends June 30.

**Accounts:**
Accounts are used to enter the formally adopted annual operating budget into the general ledger, as well as to organize expenditures and revenues by fund, department, activities etc.

**Accounts Payable:**
A short-term liability account reflecting amounts owed to private persons or organizations for goods and services

**Accounts Receivable:**
An asset account reflecting amounts owed by private persons or organizations for goods and services furnished by the government

**Accounting System:**
The total structure of records that are used to record, classify, and report information on the financial status and operation of a government.

**Accrual Basis:**
Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of cash flows.

**Adopted Budget:**
The budget that has been approved by the City Council that becomes the legal authority for spending.

**Ad Valorem Tax:**
A tax levied in the assessed value of real and personal property located within the City.

**Allocation:**
The distribution of expenses among various City functions or between different funding agencies. For example, the expense of maintaining the Civic Plaza and Parking Garage are divided by formula between the City and Rutherford County.

**Amortization:**
The reduction of a debt or other liability through regular payments over a specific period of time.

**Annual Budget:**
An estimate of expenditures for specific purposes during the fiscal year and the proposed means (estimated revenues) for financing those activities.

**Appropriation:**
A legal authorization made by the legislative body that permits staff to incur obligations and to make expenditures of governmental resources.

**Arbitrage:**
An investment that results in interest earnings in excess of interest costs.

**Assessed Valuation:**
A value set upon real and personal property by the Rutherford County Assessor as a basis for levying property taxes.

**Assets:**
Resources owned or held by the City which has real monetary value.

**Assigned Fund Balance:**
Assigned Fund Balance describes that portion of fund balance that reflects a government's intended use of resources. Such intent can be established by the governing body, another body or official designated for that purpose. There are two essential differences between committed fund balance and assigned fund balance. First, committed fund balance requires action by the highest level of decision-making authority (City Council). Second, formal action is necessary to impose, remove or modify a constraint reflected in the committed fund balance, whereas less formality is necessary in the case of assigned fund balance.

**Audit:**
A study of the City's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for the handling of public funds, including state law, city ordinance and administrative policy.

**Balanced Budget:**
The planned expenditures do not exceed the budgeted revenue plus the unassigned fund balance.

**Balance Sheet:**
The basic financial statement, which discloses the assets, liabilities and equities of a fund at a specified date in conformity with GAAP (Generally Accepted Accounting Principles).

**Bond:**
A written promise to pay a specified sum of money (principal or "face value") at a specified future date ("maturity date") along with periodic interest paid at a specified percentage of the principal ("interest rate"). Bonds are typically used for long term financing of capital improvements.

**Bond Rating:**
A rating made by an established credit rating agency indicating the probability of timely repayment of principal and interest on bonds issued by the City. Murfreesboro maintains a AA- rating from Standard and Poor's and a Aa2 rating from Moody's Investors Service.

**Budget:**
A plan of financial operation consisting of an estimate of proposed expenditures for a given period and the proposed means of financing them.

**Budget Amendment:**
To change the original adopted budget through action of members of the City Council by ordinance.

**Budget Calendar:**
The schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

**Budget Document:**
The official written statement reflecting the decisions made by City Council in their budget deliberations.

**Budget Message:**
A general discussion of the submitted budget presented in writing by the City Manager as part of the budget document reflecting the most important aspects of the budget and his recommendations.

**Budget Ordinance:**
The formal legislative enactment by the City Council.

**Capital Improvements:**
Major construction, repairs, additions, buildings, parks, streets and other facilities that cost more than $25,000 and have a useful life of more than three years.

**Capital Improvements Budget:**
A one-year plan of capital expenditures and the means of financing them. The capital budget is enacted as part of the annual budget. The capital improvements budget is based upon the Capital Improvements Program (CIP).

**Capital Improvements Program (CIP):**
A plan for capital expenditures to be incurred each year over a fixed period of years describing each project, its duration, and its cost. These projects are prioritized by a committee comprised of both City staff and council members. The CIP document is a companion to the annual budget document.

**Capital Object Codes:**
The "Buildings," "Structures," and "Equipment" object codes are used to show expenditures related to the one-year capital improvements budget. These items are of a permanent and tangible nature with a cost of $5,000 or more.

**Capital Projects Fund:**
Funds created to account for the financial resources used for the acquisition or construction of major capital facilities or equipment.

**Cash Flow Budget:**
A projection of the cash receipts and disbursements anticipated during a given period.

**CDBG:**
An acronym for the Community Development Block Grant; these annual grants are federal funds, typically used for the construction or rehabilitation of affordable housing.

**Committed Fund Balance:**
Committed fund balance represents that portion of fund balance whose use is constrained by limitations that the government imposes on itself at the highest decision-making level (City Council) and remains binding unless removed in the same manner.

**Contingency Account:**
An account in which funds are budgeted for emergency and exceptional expenditures that arises during the year and has not been provided for in other portions of the operating budget. Murfreesboro maintains such an account in the Non-Departmental budget.

**Contractual Services:**
The costs related to services performed for the City by individuals, business or utilities.

**Cost:**
The amount of money or other consideration exchanged for goods or services.

**Current Assets:**
Those assets available or that can be made readily available to finance current operations or pay current liabilities. Examples include cash, investments and receivables that can be collected within one year.

**Current Liabilities:**
Debt or other legal obligations arising out of transactions in the past, that must be liquidated, renewed or refunded within one year.

**Debt Limit:**
The maximum amount of outstanding debt legally permitted. The City Charter prescribes a general obligation debt limit of fifteen percent (15%) of assessed value. The Charter provides that revenue supported debt is excluded from the calculation and also provides Council with the method to exceed that limitation.

**Debt Service:**
The actual cost of interest, principal and related costs on borrowed funds, such as bonds and notes.

**Deferred Compensation:**
The City sponsors a supplemental retirement income plan (457). Employees may make voluntary contributions up to the limit prescribed by the Internal Revenue Service.

**Deficit:**
(1) The excess of an entity's liabilities and reserves over its assets; (2) the excess of expenditures over revenues during a single accounting period (e.g., a fiscal year).

**Department:**
A major administrative division of the City. A department has overall management responsibility for an operation or a group of related operations in one functional area.

**Depreciation:**
The decrease in value of capital assets over their useful life due to use.

**Designation:**
Funds earmarked for a specific purpose.

**Division:**
A program or function that falls within the functional area of a particular Department. Several Divisions may exist within one Department.

**Encumbrance:**
A financial commitment for a contract not yet performed. An encumbrance is charged against an appropriation at the time it is incurred for the purpose of satisfying the encumbrance after completion of the services.

**Enterprise Fund:**
A proprietary fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the enterprise funds is that the full cost of providing goods or services be financed primarily through charges and fees specific to the good or services and not with general tax revenues. The City's enterprise funds are: Water and Sewer and Electric.

**Exempt Employee:**
Employees that are not required to receive overtime pay under federal law.

**Expenditure:**
An amount of money, cash or checks actually paid or obligated for payment; a decrease in net financial resources.

**Fiscal Year:**
A twelve-month period for which an organization plans the use of its resources. For Tennessee cities, the fiscal year is July 1 through June 30.

**Fixed Assets:**
Assets of a long-term nature that are intended to be held or used by the City. Examples include land, buildings, machinery, furniture and other equipment.

**Franchise Fee:**
A fee paid by public and private service businesses for the use of City streets, alleys and property in providing their services to the citizens of the City. Examples include franchise fees paid by cable providers, gas companies and electric utilities.

**FTE or Full Time Equivalent:**
A measurement of staffing. One FTE is a 40-hour per week position. An employee working 20-hours per week or an employee working 40-hours per week for only six months per year would be ½ FTE.

**Fund:**
The financial transactions of the City are recorded in Funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, equity, revenues and expenditures. Each individual fund records the financial transactions for a specific activity or function.

**Fund Balance:**
The excess of a fund's assets over its liabilities. This term is used in relation to governmental funds.

**Fund Equity:**
The excess of a fund's assets over its liabilities. This term is used in relation to proprietary funds.

**Fund Type:**
The City classifies its Funds into three generic fund types: Governmental, Proprietary and Fiduciary.

**GAAP:**
Generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB) or through common practice.

**GASB**:
Governmental Accounting Standards Board

**General Fund:**
The General Fund is the primary operating fund of the City. It is used to account for all financial resources of the general government except those required to be reported for in another fund.

**General Ledger:**
A record containing the accounts needed to reflect the financial position and the results of operations of a City government.

**General Obligation Bonds:**
Debt issued by the City that is guaranteed for repayment by the full faith and credit of the City. The City pledges to levy whatever taxes are required to repay the bonds for any particular year.

**Goals:**
A statement of broad direction, purpose or intent based on the needs of the City. A goal is general in nature and usually has no specific time frame for its attainment.

**Governmental Funds:**
The financial transactions of most governmental functions are presented through governmental funds. These include the following fund types: General, Special Revenue, Capital Projects and Debt Service.

**Grants:**
A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant moneys are usually dedicated for specific purposes.

**Infrastructure:**
The basic framework of cities. Examples include streets, water and sewer systems, public buildings and parks.

**Interfund Transfer:**
Payments from one fund to another fund which results in the recording of a receipt and expenditure. The annual transfer from the General Fund to the Park and Recreation Fund is one example of an interfund transfer.

**Intergovernmental Revenue:**
Revenue collected by one government and distributed to another government, usually along a predetermined formula or basis.

**Internal Service Funds:**
Funds used to account for the financing of goods or services provided by one City Department to other City or governmental entities on a cost reimbursement basis. Examples include the Fleet Service, Risk Management and Insurance funds.

**Levy:**
To impose taxes for the support of governmental activities or the total amount of taxes imposed by a government.

**Liability:**
Debt or other legal obligation arising out of transactions in the past which must be liquidated renewed or refunded at some future date.

**Maintenance:**
The upkeep of physical property used by the City in the provision of services.

**Materials and Services:**
Expenditures which are not related to personnel, transfers, debt service or capital. These are a fund's "discretionary" accounts and include items like supplies, consulting services, publications and training.

**Modified Accrual:**
Basis of accounting for all governmental funds and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations, which are recorded when due. It is a modified version of the full accrual basis of accounting that emphasizes and measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit and loss).

**Non-Exempt Personnel:**
Employees eligible to receive overtime pay.

**Non-spendable Fund Balance:**
According to GASB, "Fund balance is only an approximate measure of liquidity. One reason is that some of the assets reported in governmental funds may be inherently non-spendable from the vantage point of the current period. There are assets that will never convert to cash (e.g., prepaid items and inventories of supplies); assets that will not convert to cash soon enough to affect the current period (e.g., non-financial assets held for resale, such as foreclosed properties); and resources that must be maintained intact pursuant to legal or contractual requirements (e.g., capital of a revolving loan fund).

**Operating Budget:**
The City's financial plan that outlines proposed expenditures for the coming fiscal year and estimates the revenues that will be used to finance them.

**Ordinance:**
A formal legislative enactment of the governing body of the municipality.

**Performance Measurement:**
Any systematic attempt to learn how responsive a government's services are to the needs of its constituents through the use of standards, workload indicators and other techniques.

**Personnel Services:**
Expenditures that are directly related to personnel, such as salaries, overtime, fringe benefits (health benefits) and payroll insurances (FICA, workers' compensation, etc.).

**Property Tax:**
A tax levied on the assessed value of real and personal property located within the City.

**Proprietary Funds:**
Proprietary funds are used to account for a government's ongoing operations and activities similar to those found in the private sector. Enterprise and internal service funds are Murfreesboro's uses of this fund type.

**Refunding:**
The issuance of long term debt to refinance existing long-term debt.

**Restricted Fund Balance:**
Restricted fund balance represents that portion of fund balance that is subject to externally enforceable legal restrictions. Such restrictions typically are imposed by parties altogether outside the government such as creditors, grantors, contributors or other governments. Restrictions can also arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose (e.g., gas tax for road construction).

**Retained Earnings:**
An equity account reflecting the accumulated earning of an enterprise or internal service fund.

**Revenue:**
An increase in governmental fund type net current assets. It is usually income from various sources used to finance government, such as tax and grant receipts.

**Special Revenue Fund:**
A fund used to account for resources that are subject to legal spending restrictions to finance a particular activity. Examples include the Golf, Airport and Recreation funds of the City.

**Supplies:**
A cost category for minor items required by City Departments to conduct their operations.

**Surplus:**
An excess of the assets of a fund over its liabilities and restricted equity.

**Tax Base:**
The total assessed value of property within the City.

**Trust and Agency Funds:**
These fiduciary funds are custodial and do not involve the measurement of results of operation. Principal and interest of these funds may be expended in the course of their designated operations. Examples of these are the Pension Fund and the School Trust Fund.

**Unassigned Fund Balance:**
The general fund will often have net resources in excess of what can properly be classified in one of the other four categories of fund balance. If so, that surplus is presented as unassigned fund balance.

**User Charges:**
The payment of a fee for direct receipt of a public service by the party benefiting from the service. Water and Sewer charges are examples of user fees.

**Workload Indicators:**
An indication of the output of a Department or activity. It may consist of transactions, products, events, services, persons served or other measurements of output.

# APPENDIX

## NON-MAJOR REVENUE DESCRIPTIONS

### BUILDING PERMIT FEE SCHEDULE

Murfreesboro has the lowest building and development fees in the Middle Tennessee area and fees have not been increased since 2008. Exact changes to the fee structure are not being proposed at this time as further study is required to ensure that the City remains a competitive market for development. It is anticipated that early in FY 19 a proposed fee schedule will be brought to Council for approval.

Residential building permits make up 25 percent of Licenses, Permits, Fines and Fees. Building permit fees are based on square footage of heated areas plus one-third of the square feet of unheated areas and areas under roof, such as garages, unfinished basements and carports. Commercial building permit fees are calculated using a sliding scale based on the construction cost. The fees shown below reflect the current fees schedule in place at the time of budget adoption.

| **Building Permit** | | |
|---|---|---|
| **New Construction** | | |
| **Fee Schedule** | | |
| | | |
| **Residential** | **Min Fee** | **Plus** |
| Less than 1,000 SF | $ 250.00 | Not Applicable |
| 1,000 SF to 2,000 SF | $ 250.00 | $0.28 per SF over 1,000 SF |
| 2,001 to 3,000 SF | $ 530.00 | $0.36 per SF over 2,000 SF |
| More than 3,000 SF | $ 890.00 | $0.40 per SF over 3,000 SF |

*Fees are rounded up to the next whole dollar.*

| **Building Permit** | | | |
|---|---|---|---|
| **Commercial** | | | |
| **Fee Schedule** | | | |
| | | | |
| | | | |
| **Construction Value** | **Min Fee** | **Min Fee Includes** | **Plus** |
| $101 to $2,000 | | | $22 per $1000 valuation or fraction thereof |
| 2,001 to $15,000 | $ 46.00 | First $2,000 valuation | $14 for each additional $1,000 up to $15,000 |
| $15,001 to $50,000 | $ 220.00 | First $15,000 | $11.20 for each additional $1,000 up to $50,000 |
| $50,001 to $100,000 | $ 614.00 | First $50,000 | $900 for each additional $1,000 up to $100,000 |
| $100,001 to $500,000 | $1,064.00 | First $100,000 | $5.60 for each additional $1,000 up to $500,000 |
| More than $500,000 | $3,314.00 | First $500,000 | $3.40 for each additional $1,000 |

*Fees are rounded up to the next whole dollar.*

Building permits for additions, alterations and/or accessory buildings are $8 per thousand of valuation with a minimum fee of $20.

## ELECTRICAL LICENSES

The City requires electrical contractors to obtain a City of Murfreesboro electrical license to install, maintain or repair electrical wiring, devices, signs and appliances. Section 11-50 of the City Code sets forth the limitations of work permitted in each class of license. The fees are due on October 1.

| **Electrical License Fees** | |
|---|---|
| | |
| | |
| Class 1A Electrical Contractor | $ 200 |
| Class 1B Electrical Contractor | $ 100 |
| Class III Residential Electrical Contractor | $ 75 |
| Class III Electrical Heating and AC Contractor | $ 75 |
| Class IV Electrical Sign Contractor | $ 75 |
| Special License | $ 100 |
| Journeyman Electrical registration fee | $ 25 |

The City's Board of Electrical Examiners is responsible for approving applicants to take the exams for the classes listed above.

## GAS LICENSE

The City requires gas contractors to obtain a City of Murfreesboro gas license to install or modify gas piping, venting or equipment. Section 15-25 of the City Code sets forth the limitations of work permitted by each class of license. The City's Board of Gas Examiners is responsible for approving applicants to take the exams for the classes listed. The fees are due and payable on October 1 of each year.

| **Gas License Fees** | |
|---|---|
| | |
| | |
| **Type** | **Amount** |
| Class I Commercial Gas Contractor License | $ 100.00 |
| Class II Residential Gas Contractor License | $ 50.00 |
| Journeyman Gas Installer Registration | $ 10.00 |

## ELECTRICAL PERMITS

Electrical permit fees are calculated based on service size and the number of inspections. The base fee is $35.00.

## PLUMBING PERMITS

| **Plumbing Permits** | |
|---|---|
| | |
| | **Fees** |
| Flat Fee | $ 20.00 |
| Per Fixture | $ 5.00 |
| Water | $ 10.00 |
| Sewer | $ 10.00 |

## MECHANICAL PERMITS

Mechanical permits for residential units are $38. Commercial units are a $30 flat fee plus $20 for the first 1,000 square feet (sf) and $6/each additional 1,000 sf.

## LAND DISTURBANCE PERMITS

New construction projects in the City of Murfreesboro such as new retail buildings, new subdivisions, or new roadways that include land disturbing activities like grading, excavation, clearing, and utility installation are required to obtain a City Land Disturbance Permit. The owner, developer, engineer or contractor can initiate the permitting process by completion and submittal of a Land Disturbance Permit application to the City Engineering Department. Following approval of the application by the Engineering Department, a Land Disturbance Permit must be obtained by the contractor from the Building and Codes Department prior to beginning construction activities. Fees for the permit are $150 plus $50 per acre of construction area.

## MOBILE FOOD SERVICE VEHCILE PERMITS

Mobile Food Service Vehicle permit fees are $50.00 and are valid for one year.

## FIREWORKS PERMITS

Prior to issuance of a fireworks permit, an applicant must have obtained a state fireworks permit, approval of the proposed location by the Board of Zoning Appeals and a valid City of Murfreesboro business license. A tent permit, in the amount of $75.00, is also required, plus fees for on-site signage.

## BEER PERMITS

A permit is required for selling beer at retail establishments, wholesaler, distributors, and caterers. The current rate for an application is $250.

## BURGLAR ALARM PERMITS

The burglar alarm permit fees are:

- Class I (Monitored by Alarm Company) $30 permit fee is valid for 3-year period
- Class II (System is not monitored) $25 permit fee is valid for 3-year period
- Class III (Direct line into Police Department) $250 permit fee is valid for 1-year

## PLAT REVIEW FEES

The fee for preliminary plat review fee is $300 plus $75 per lot. The final plat review fee is $150 per plat plus $50 per lot.

Plat review fees are being studied for possible adjustment in early FY 19.

## GEOGRAPHIC INFORMATION SYSTEM (GIS) FEES

There is a charge of $47 per topographical map, plus an additional $12 fee if the map includes property lines.

## ATTORNEY TAX FEES

The Attorney Tax Fees represent 10% of the base real property tax collected at Chancery Court. This revenue line item is dependent upon the amount collected on Recovery of Reserved Taxes. There is no due date and revenues are received from Chancery Court automatically.

## FALSE ALARM FEES

The false alarm fees are calculated based on the number of false alarms in a 12-month period.

**Police**

| False Alarms/per 12 months | Fee |
|---|---|
| 1-3 | No charge |
| 4-19 | $25 per false alarm |
| 20 and above | $25 per false alarm plus citation to City Court |

**Fire**

| False Alarms/per 12 months | Fee |
|---|---|
| 1-3 | No charge |
| 4-9 | $25 per false alarm |
| 10 and above | $25 per false alarm plus citation to City Court |

There is a 10-day grace period for new permits only.

## OFFICE SERVICE CHARGES

In accordance with state law, the City charges for copies made of City documents.

## PLANNING DEPARTMENT SERVICE

The Planning Commission service charges include rezoning applications ($600), site plan review ($300), Board of Zoning Appeals application ($250) and re-subdivision plat review ($100).

## PUBLIC TRANSIT FARES

Rover, the City's transportation system, charges $1 per ride for persons 17 to 64 and $0.50 for persons under 16, over 65 or disabled. Rover also offers ticket books of 10 tickets at a discounted rate.

## POLICE DEPARTMENT SERVICE CHARGES

The Police Department service charges include the cost of copies of police reports.

## FIRE DEPARTMENT SERVICE CHARGES

The City provides fire protection to the Veterans Administration Campus, which is outside the City limits, on a contract basis. Services are provided as set forth in the terms and conditions of the contract. The monthly rate is negotiated by the City Manager.

## STREET DEPARTMENT SERVICE CHARGES

The Street Department requires a permit for work performed in the City's right of way, in the amount of $30. The applicant also provides a letter of credit to ensure the work is completed in accordance with the City's specifications. The Street Department also charges for mowing or cleanup of property that has been cited by the Building and Codes Department. These charges are based on actual costs plus an administrative fee.

## BUILDING DEPARTMENT SERVICE CHARGES

The Building and Codes Department service charges include fees for temporary electrical service, temporary gas service, conditional certificate of occupancy, grading permits and other miscellaneous fees.

## URBAN ENVIRONMENTAL DEPARTMENT SERVICE CHARGES

The Urban Environmental Department collects bonds to guarantee the installation and/or maintenance of landscaping in accordance with Section 27 of the Zoning Ordinance. Bonds that are forfeited are deposited into this revenue line item. The department also occasionally receives donations.

The forfeited funds and donations are used only for the purpose of planting trees and shrubs on public property.

## SOLID WASTE DEPARTMENT SERVICE CHARGES

The Solid Waste Department service charges are charges for additional garbage pick-ups and additional carts as well as for miscellaneous scrap sales.

## SENIOR CITIZENS DEPARTMENT SERVICE CHARGES

The Senior Citizens Department charges for activities offered to their members. These revenues also include private grants.

## GIS MAINTENANCE

The City's Geographic Information System (GIS) charges a portion of the annual maintenance of the GIS software to the Murfreesboro Water and Sewer Department.

## COURT HOUSE CIRCLE MAINTENANCE

The Urban Environmental Department maintains the Rutherford County Courthouse Circle. Rutherford County provides funding to offset these costs.

## CIVIC PLAZA MAINTENANCE

In accordance with the 1989 Joint Parking Facility Contract, the City and County agreed to share the cost of maintenance of the Civic Plaza above the Library block. The City is responsible for maintenance of the Civic Plaza above the City Hall block. The City funds 58.5 percent of the annual maintenance and the County's share is 41.5 percent.

## PARKING GARAGE MAINTENANCE

In accordance with the 1989 Joint Parking Facility Contract, the City and County agreed to share the cost of maintenance of the Parking Garage. The City funds 68.5 percent of the maintenance and the County's share is 31.5 percent.

## RENTAL OF PROPERTY

The City receives rental income principally for real property from various agencies, including the Murfreesboro Little Theatre.

## DONATIONS

The City will occasionally receive donations for equipment or programs.

## POLICE TRAINING SCHOOLS

The actual number of training schools hosted by the Murfreesboro Police Department and the revenue associated with each varies from year to year. The schools include training sessions attended by other law enforcement agencies and include spring and fall sessions of the Citizens Police Academy. Each session averages 20 people with a cost of $50.00 per person.

## SCHOOL TRAFFIC CONTROL CHARGES

The Police Department provides a total of three (3) Crossing Guards at private schools, one each at Middle Tennessee Christian School, St. Rose of Lima School and Providence Christian Academy. The annual charge is $8,469.58 per school.

## POLICE CAMPS

The MPD holds four RAD Camps during the months of June and July with a cost of $25.00 per participant and an average enrollment of 20 campers per session.

## SCRAP MATERIAL SALES

There are occasional sales of scrap materials and metal.

## SALE OF FIXED ASSETS

The majority of the City's fixed assets determined available for disposal are sold on-line via the Govdeals.com website.

## OTHER MISCELLANEOUS INCOME

All other revenue not categorized is classified as miscellaneous revenue.

## INTEREST

This revenue represents the General Fund's share of Interest income generated by the investment of idle funds.

## FROM RISK MANAGEMENT FUND

The Risk Management Fund transfer reimburses the General Fund for Legal Department costs incurred to administer the City's risk management program.

## FROM ELECTRIC DEPARTMENT

The Electric Department transfer reimburses the General Fund for Legal Department services for the Electric Department.

## FROM WATER AND SEWER DEPARTMENT

The Water and Sewer Fund transfer reimburses the General Fund for Legal Department, Information Technology, and Human Resources services for the Water and Sewer Department.

## FROM STORMWATER FUND

The Stormwater Fund transfer reimburses the General Fund for Information Technology, Human Resources and Engineering services for the Stormwater Fund.

## FROM CITY SCHOOLS

The City schools transfer reimburses the General Fund for Legal Department services to City Schools.

## DRUG FUND

The Drug Fund reimburses the General Fund for overtime expenses incurred by Vice officers.

**2018 -2019 BUDGET YEAR**
**TAX RATE COMPUTATION**

| ITEM # | DESCRIPTIONS | 2015 - 2016 ACTUAL | 2016 - 2017 ACTUAL | 2017 - 2018 BUDGET | 2017 - 2018 ESTIMATE | 2018 - 2019 BUDGET | INCREASE (DECREASE) |
|---|---|---|---|---|---|---|---|
| 1 | **ASSESSMENTS** | | | | | | |
| 2 | REAL PROPERTY | 2,829,240,206 | 2,980,098,366 | 3,102,639,869 | 3,124,052,555 | 4,097,182,439 | 994,542,570 |
| 3 | PERSONAL PROPERTY | 192,103,013 | 202,420,435 | 249,520,760 | 229,645,294 | 262,793,454 | 13,272,694 |
| 4 | PUBLIC UTILITY | 79,969,866 | 77,456,717 | 77,456,717 | 77,456,717 | 83,462,553 | 6,005,836 |
| 5 | TOTAL ASSESSMENTS | 3,101,313,085 | 3,259,975,518 | 3,429,617,346 | 3,431,154,566 | 4,443,438,446 | 1,013,821,100 |

Note: The actual and estimated assessment values are per the tax roll as received and do not include subsequent refunds or adjustments, or the effects of the tax freeze program.

| | | |
|---|---|---|
| | **BUDGET** | |
| 6 | **TOTAL 2017-2018 TENTATIVE BUDGET** | 170,181,908 |
| 7 | **LESS NON-PROPERTY TAX REVENUE** | 122,766,848 |
| 8 | **AMOUNT TO BE DERIVED FROM OTHER SOURCES** | 47,415,060 |
| 9 | **FROM FUND BALANCE** | 5,229,055 |
| 10 | **AMOUNT TO BE DERIVED FROM TAXATION** | 42,186,005 |
| 11 | **TAX RATE WILL PROVIDE** 0.9494 | 42,186,005 |

# FINANCIAL MANAGEMENT POLICIES

## Overview

The following financial policies adopted by Resolution No. 10-R-26 of the City Council of Murfreesboro, Tennessee on September 16, 2010 (the "Resolution") ("Financial Policy Statements") establish the framework for the City of Murfreesboro Tennessee's (the "City") overall fiscal planning and management. These policies do not apply to the Murfreesboro Pension Fund, Murfreesboro Electric Department, Murfreesboro Water and Sewer Department, Murfreesboro Stormwater Fund, Murfreesboro City Schools, Evergreen Cemetery or any of their related funds.

The financial policies set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. These publicly adopted financial policies are also intended to demonstrate to residents, the credit rating industry, municipal bond investors, auditors and the State Comptroller that the City is committed to sound financial management and fiscal integrity.

The financial policies also improve the City's fiscal stability by helping City officials plan fiscal strategy with a consistent approach. Adherence to adopted financial policies promotes sound financial management, which can improve City bond ratings, lower the cost of capital, manage interest rate risk exposure, and preserve financial flexibility. It is presumed that these policies are consistent with all laws and regulations, but such laws and regulations shall control in the event of a conflict or discrepancy.

1. The City will adopt and maintain these Financial Policy Statements to guide its decision making in the areas of budget, fund balance, capital improvement planning, debt management, investments and cash management. These financial policies can provide guidance during the preparation and deliberation of the City's annual budget and other policy decisions that impact the City's financial condition. The Financial Policy Statements will be reviewed annually during preparation of the budget.
2. The City will maintain a system of financial monitoring, control and reporting for all operations and funds held on behalf of the City.
3. The City will strive to synchronize its annual budget, capital improvement plan, Council-established goals and planning studies in a comprehensive manner reflected in the published budget, annual capital improvement plan and annual comprehensive financial report.
4. All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial health.
5. The City's accounting and financial reporting systems will be maintained in conformance with all federal and state laws, generally accepted accounting principles (GAAP) and standards of the Government Accounting Standards Board (GASB) and Government Finance Officers Association (GFOA).
6. An annual audit will be performed by an independent public accounting firm, with an audit opinion to be included with the City's published Comprehensive Annual Financial Report (CAFR).
7. The independent auditor will present the CAFR and discuss audit findings at a public meeting.
8. The City intends to participate in the GFOA Certification of Achievement for Excellence in Financial Reporting Program.
9. The City's CAFR will be submitted to the Electronic Municipal Market Access (EMMA) as required to meet continuing disclosure requirements.

10. The City Charter also prescribes certain duties and responsibilities of the City Recorder, City Treasurer and City Manager that are not amended or changed by these policies. In the event of a conflict, the City Charter or City Code shall control.

## OPERATING BUDGET POLICIES

### GENERAL

The City will use a long-term perspective to examine short term operations and capital planning to maintain stability in the City's finances, make the organization an efficient and effective provider of needed services, maintain good credit ratings and prepare for unforeseen emergencies.

1. In accordance with the City Charter Section 74, the City Manager will submit the proposed budget to City Council not later than May 15th.
2. The City Manager's proposed budget will include revenues and expenditures detailed by fund, program and activity for four years (two years prior, current year budget and estimated and the proposed budget year).
3. The City Council will adopt a balanced operating budget using current revenues which may include use of Fund Balance. The budgeting of Fund Balance, as described in the Fund Balance Policies herein, for operating capital has been a historical practice of the City.
4. The budget process will incorporate a long-term perspective that will help assess the impacts of current and proposed operating and capital budgets in order to develop appropriate strategies to achieve the goals of financial stability, efficient operations, good credit ratings and preparedness for the unforeseen.
5. The City Manager and Finance Director/City Recorder will project revenues and expenditures over time using assumptions about economic conditions, historical and current financial performance, major goals and projects and other relevant factors.
6. The budget will reflect the City's broad organizational goals. These broad goals are reflected in the master plans for transportation, land use, recreation, other studies and through information communicated during the preparation of the annual budget and capital improvement plan.
7. The budget document will include the City's financial policies, goals, and budget calendar.
8. The budget will involve and promote effective communications with residents, including conducting a public hearing prior to the final approval of the budget.
9. The budget process is intended to weigh competing requests for City resources, within expected fiscal constraints.
10. Requests for new, on-going programs made outside the budget process will be discouraged.
11. The City Manager will provide financial updates relative to the established budget to the City Council during the fiscal year. The City Manager and City Council will determine the schedule for the frequency and content of these reports. The Finance Department will provide monthly statements of expenditures to department heads after closeout of each month.
12. Budget amendments must be approved by the City Council. Generally, these will be considered annually at the conclusion of the fiscal year.

## REVENUE

1. The City will maintain diversified and stable revenues to shelter it from the impact of short-term fluctuations in any one revenue source. The City will strive to further broaden the revenue stream, to the extent possible, including the diversifying of the property tax base and local sales tax generators.
2. The City Council will adopt a tax rate adequate to meet the financial obligations of the City each year.
3. Nonrecurring revenues and other financing resources will not be used to finance ongoing operations with the exception of the use of approved grants or the use of Fund Balance under fund balance policies.
4. Revenue estimates will be conservative and based upon trend analysis, economic conditions and other factors and will be established by the City Manager and Finance Director/City Recorder.
5. The City will annually review its fees and other charges for service to ensure that revenues are meeting intended program goals and are keeping pace with inflation, other cost increases and any applicable competitive rate.
6. Grants will be spent for the purposes intended and will not be relied on for basic general fund services.
7. All potential grants will be carefully examined for matching requirements (both dollar and level-of-effort matches). The City will vigorously pursue grants for capital projects that fit long-range community improvements goals. The City will review grants for operating programs on an individual basis to determine the suitability of accepting the grants from a sustainable long-term financial perspective.
8. The City will use appropriate methods to collect monies owed on property taxes, court judgments and other sources.

## EXPENDITURES

1. Current operating expenditures will be funded with current operating revenues, approved grants or under the approved policy for the use of fund balance.
2. The City will pursue goals of efficiency and effectiveness by balancing short term and longer-term community interests.
3. Where possible, performance measures and productivity indicators will be integrated into the budget.
4. Department Heads are charged with budgetary responsibility of managing expenditures of their departments. Department heads are expected to manage total expenditures within the limit established by City Council during the budget process for the fiscal year. The department head shall notify the City Manager and Finance Director in writing as soon as possible when it is identified that total expenditures are expected to exceed the authorized limits of the adopted budget.
5. During the fiscal year, the City Manager and Finance Director/City Recorder will monitor revenues and expenditures monthly to compare actual performance to budget. Regular monitoring is intended to provide an opportunity for actions to be taken to bring the budget back into balance.

6. The number of full-time authorized positions is set by the City Council during the annual budget approval. Any additions to the number of full-time authorized positions must be approved by City Council.
7. The annual budget will include a line item for funding of unforeseen needs of an emergency and non-recurring nature. The target "Unforeseen Contingency" line item will be $500,000.
8. At this time, the City chooses not to use derivative financial structures in the management of the City's expenditures. Prior to any proposed use of derivatives, a written management report detailing the positive and negative consequences of the structures will be presented and adopted by City Council.

## FUND BALANCE POLICIES

The City's Fund Balance is the accumulated difference between assets and liabilities within governmental funds. A sufficient fund balance allows the City to meet its contractual obligations, provide funds for new and existing programs established by City Council, mitigate negative revenue implications of federal or state budget actions, mitigate economic downturns, fund disaster or emergency costs, provide funds for cash flow timing discrepancies and fund non-recurring expenses identified as necessary by City Council.

This policy establishes limitations on the purposes for which Fund Balances can be used in accordance with Governmental Accounting Standards Board Statement Number 54. The City's financial statements will report up to five components of Fund Balance: (1) Non-spendable Fund Balance; (2) Restricted Fund Balance; (3) Committed Fund Balance; (4) Assigned Fund Balance and (5) Unassigned Fund Balance.

*Non-spendable Fund Balance*
According to GASB, "Fund balance is only an approximate measure of liquidity. One reason is that some of the assets reported in governmental funds may be inherently non-spendable from the vantage point of the current period. There are assets that will never convert to cash (e.g., prepaid items and inventories of supplies); assets that will not convert to cash soon enough to affect the current period (e.g., non-financial assets held for resale, such as foreclosed properties); and resources that must be maintained intact pursuant to legal or contractual requirements (e.g., capital of a revolving loan fund). Accountants signal this practical constraint on spending by labeling the relevant portion of fund balance as non-spendable fund balance.

*Restricted Fund Balance*
Restricted fund balance represents that portion of fund balance that is subject to externally enforceable legal restrictions. Such restrictions typically are imposed by parties altogether outside the government such as creditors, grantors, contributors or other governments. Restrictions can also arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose (e.g., gas tax for road construction).

*Committed Fund Balance*
Committed fund balance represents that portion of fund balance whose use is constrained by limitations that the government imposes on itself at the highest decision making level (City Council) and remains binding unless removed in the same manner.

*Assigned Fund Balance*
Assigned Fund Balance describes that portion of fund balance that reflects a government's intended use of resources. Such intent can be established by the governing body, another body or official designated for that purpose.

There are two essential differences between committed fund balance and assigned fund balance. First, committed fund balance requires action by the highest level of decision-making authority (City Council). Second, formal action is necessary to impose, remove or modify a constraint reflected in the committed fund balance, whereas less formality is necessary in the case of assigned fund balance.

*Unassigned Fund Balance*
The general fund will often have net resources in excess of what can properly be classified in one of the four categories described above. If so, that surplus is presented as unassigned fund balance."
Source: What Everyone Needs to Know about the New Fund Balance, Stephen J. Gauthier, GFOA

3. An adequate fund balance can provide a financial cushion against the shock of unanticipated circumstances and events, such as revenue shortfalls, unanticipated expenditures, natural disasters or other event.
4. The City will seek to maintain an unassigned fund balance between fifteen percent (15%) and thirty percent (30%) of General Fund operating revenues.
5. The following circumstances may justify a higher target level of fund balance:
    a. Significant volatility of operating revenues or expenditures;
    b. Potential drain on resources from other funds facing financial difficulties;
    c. Exposure to natural disasters;
    d. Reliance on a single corporate taxpayer or upon a group of corporate taxpayers in the same industry;
    e. Rapidly growing budgets;
    f. Rapid population growth;
    g. Significant demand for infrastructure and capital projects;
    h. Significant exposure to variable rate debt;
    i. Disparities in timing between revenue collections and expenditures.
6. The Assigned Fund Balance consists of funds set aside by management and intended for a specific purpose or project. The City Manager will communicate in writing to City Council assigned fund balances, which will include the purpose of the assignment. Although the City Manager may assign portions of the fund balance to designated purposes, any expenditure of fund balance is still subject to the provisions of the City Charter, City Code and/or TCA.
7. If spending in designated circumstances has reduced unassigned fund balance below the targeted minimum level, it should be replenished until the balance is restored to the minimum level. The source of funds and the period over which the replenishment is to occur should be provided to the City Council by the City Manager and Finance Director.
8. The following information outlines the City of Murfreesboro's Fund Balance Spending Policies by fund type:
    **a. General Fund**
    Revenues earned in the General Fund may be restricted, committed, assigned, or unassigned for specific purposes.

If there is no provision in a grantor agreement regarding earnings on grant proceeds, earnings will be unassigned to for use of the General Fund.

If a grant agreement involves a local match, the match will be considered assigned for the purpose of the grant by Mayor and Council upon approval of the grant. This may result in assigned fund balance being spent before restricted fund balance.

Unless otherwise stated, fund balance will be spent in the following order:

- Restricted
- Committed
- Assigned
- Unassigned

**b. Capital Projects**

Revenues earned in Capital Projects accounts are assigned unless otherwise restricted or committed and can only be used for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

If there is no provision in a grantor agreement regarding earnings on grant proceeds, earnings will be assigned the capital projects fund as outlined above.

If a grant agreement involves a local match, the match will be considered assigned for the purpose of the grant by Mayor and Council upon approval of the grant. This may result in assigned fund balance being spent before restricted fund balance.

Unless otherwise stated, fund balance will be spent in the following order:

- Restricted
- Committed
- Assigned
- Unassigned

**c. Debt Service**

Transfers in and revenues earned in the Debt Service Fund are assigned unless otherwise restricted or committed and can only be used for activities related to debt and/or financing.

Unless otherwise stated, fund balance will be spent in the following order:

- Restricted
- Committed
- Assigned
- Unassigned

**d. Special Revenue**

Special Revenue funds are either restricted or committed to the purpose of that individual fund. Revenues earned in Special Revenue accounts are committed unless otherwise restricted and can only be used for the purpose of that individual fund.

If a grant agreement involves a local match, the match will be considered assigned for the purpose of the grant by Mayor and Council upon approval of the grant. This may result in assigned fund balance being spent before restricted fund balance.

Unless otherwise stated, fund balance will be spent in the following order:

- Restricted
- Committed
- Assigned
- Unassigned

## CAPITAL IMPROVEMENT PLAN POLICIES

In order to ensure proper planning, funding and implementation of the provision of public facilities and infrastructure, the replacement of expendable assets at the end of their useful lives, and provide for major maintenance and capital improvements for current assets, a Capital Improvements Plan (CIP) will be adopted by City Council. It is a financial planning and management tool that establishes priorities, matches projects with their potential internal and external funding sources, ensures the orderly improvement or replacement of fixed assets and provides an estimate of the size and timing of future bond issues or loans.

1. The City Manager will prepare and submit to City Council on an annual basis a Capital Improvement Plan (CIP), which identifies major projects.
2. The CIP will include a schedule for completion of each project, its general scope, estimated costs, identification of funding sources and financing requirements in future years.
3. The CIP will include projects and capital purchases which cost more than $50,000, either individually or in aggregate, with a life of at least five years.
4. The development and adoption of the CIP will consider planning studies, comprehensive reports, such as the Major Thoroughfare Plan, and other master plans. These long-range planning tools will help guide the selection and prioritization of projects in the CIP.
5. The City Manager and department heads will use a database that will take into account the following factors:
    a. Appropriate technological solutions for project accounting, scheduling and reporting, which may include spreadsheets, project management software and customized databases.
    b. The roles of staff, including access, input and editing privileges for system users charged with compiling, analyzing, and reporting financial and management information.
    c. The process for controlling and managing project changes.
    d. Accountability and data integrity within the financial management system.
    e. Data accuracy.
    f. Triggers and protocols for identifying and addressing project cost overruns.
6. The designated project managers will regularly monitor capital projects' financial and development activities and recouping of funding from other sources, such as developer agreements. Any major deviations in cost, schedule or scope will be reported through the chain-of-command. During the course of the project, the designated project manager will be responsible for tracking and initiating collection of any income or contributions to the project.

7. The project manager will close out the project, including necessary reporting regarding asset management, letters of credit or other sureties, any grant reporting requirements, collection of assessments related to third-party contracts and financial reporting.
8. Pay-as-you-go financing will be used when possible and economically prudent to conserve debt capacity for future bond issues or loans

## DEBT POLICIES

The debt policy serves as a public commitment by the City Council to manage the financial affairs of the City so as to minimize risks while still meeting the capital needs of the City. A debt management policy signals to the credit rating services that Murfreesboro is using a disciplined approach to financing the City's capital needs.

This debt policy addresses two areas: (1) the strategy for planning, structuring and managing the City's debt portfolio and (2) the process for transaction execution, including how debt is sold and procurement of the third-parties who assist the City in structuring and marketing the obligations.

The overarching goal for Murfreesboro is providing the highest quality of services to our residents at the lowest possible cost. To accomplish this, along with other strategies, the City strives to maintain and improve its current credit ratings from multiple rating services considering the demographics, capital needs, ability to budget and the maintenance of financial flexibility. This lowers the cost of borrowing and helps with long term planning of capital needs.

## OVERVIEW

1. Long term debt shall not be used to finance current operations. The City will minimize the use of short-term cash flow borrowings by maintaining adequate working capital and stringent budgeting.
2. The useful life of assets to be purchased or built with bonded debt proceeds shall not be less than the maturity of the underlying debt. The City will continue its long standing general practice of retiring debt within fifteen (15) years, but in no situation shall the life of the bonds exceed the Charter imposed limit of forty (40) years.
3. An adopted capital improvements plan shall be the basis of determining borrowing, both as to the amount and the timing of debt sales. The City will plan and manage debt with a "top-down" approach that is not driven by specific projects.
4. The City Charter prescribes a general obligation debt limit of fifteen percent (15%) of assessed value. The Charter provides that revenue supported debt is excluded from the calculation and also provides Council with the method to exceed that limitation.
5. The City's practice has been to issue General Obligation debt with up to fifteen (15) year maturities in order to rapidly recapture its authorized bonding capacity. The percentage of debt retired over a ten-year period may be adjusted for economic conditions and the pace of growth.
6. Because of the City's choice to issue primarily fifteen-year debt, the City recognizes that the percentage of debt service to the overall budget is higher than Murfreesboro's peer group cities (See Recommended Debt Ratio No. 12 below). It is recognized that the annual General Fund debt service holds and pays the debt for other governmental funds, including City

Schools, Solid Waste and Parks and Recreation. How this percentage is established should be determined by the growth rate of the community, overall financial condition of the City and current guidance from the bond rating agencies and will be evaluated annually along with the capital improvement plan.

7. The City will strive to retire sixty five percent (65%) of its General Obligation debt over a ten-year period, but in no case shall it retire less than fifty percent (50%) of its outstanding obligation each ten years. If the City uses a longer maturity than 15 years, this policy will be amended accordingly.
8. The City will seek to structure its General Obligation debt with level debt service payments over the life of each individual bond issue. As a rule, the City will not backload, use "wrap around" techniques or balloon payments to pursue new projects. Revenue and Tax Increment debt, when utilized, may be structured to match new incomes derived from the construction of the project. Capitalized interest for periods not exceeding three years is appropriate when financing new revenue generating projects. When refunding opportunities, natural disasters or other external factors occur, the City may utilize non-level debt methods if it is in the City's best interest.
9. General Obligation bonds typically have lower interest rates than any type of revenue bond. The City will use its General Obligation pledge with revenue bond issues when the populations served by the revenue bond projects overlaps or significantly are the same as the property tax base of the City. The City Council and management are committed to maintain rates and fee structures of revenue supported debt at a level where no subsidy from the City's General Fund is required. The use of "wrap arounds," backloading or balloon payments will be thoroughly discussed with the City's Financial Advisor and City Council prior to implementing any of these techniques.
10. The City will comply with all legal requirements for notice of public meetings related to debt issuance.
11. In the interest of transparency, all costs (whether interest, issuance, continuing or one-time) will be disclosed to City Council, residents and stakeholders in a timely manner. Upon issuance of new debt, the City will disclose these costs on the City's website. A copy of said web page posting shall be maintained by the Finance Director.

## RECOMMENDED DEBT RATIOS

12. Direct debt includes all long-term obligations directly supported by general revenues and taxes. It does not include interest expenses. Net direct debt (sometimes called net bonded debt) excludes self-supporting debt. Direct General Obligation debt service should not exceed thirty three percent (33%) percent of the annual operating budget of the General Fund.
13. Direct General Obligation debt should not exceed two and one half percent (2.5%) of the full real estate value for taxation purposes of the City, as determined by the Rutherford County Property Assessor. This number should be determined by the growth rate of the community, overall financial conditions of the City and the current guidance from the bond rating agencies and will be evaluated annually along with the capital improvement plan.
14. At the time debt is issued, direct debt per capita should not exceed $2,600 per person as calculated by the most recent census. This number should be determined by the growth rate of the community, overall financial conditions of the City and the current guidance from the

bond rating agencies and will be evaluated annually along with the capital improvement plan.

## VARIABLE RATE DEBT OBLIGATIONS

15. The City recognizes the value of variable rate debt obligations (VRDO's) and has greatly benefitted from the use of these bonds in the financing of needed infrastructure. The changing economic climate, the failure of bond insurance companies to retain their AAA credit ratings, the difficulty of obtaining letters of credit and other liquidity features and the failure of auction-rate variable instruments has required all municipal issuers to reassess the role that variables play in debt financing. The City will avoid over-reliance on variable rate debt due to the volatility seen in those credit markets. If variable rate debt is greater than 50 percent, the City and its financial advisor should closely analyze whether additional variable rate debt is preferred.
16. The City will closely follow state legislative requirements and guidance from the credit rating agencies in adjusting this policy from time to time.
17. The City may use VRDO's with the purchase of assets with expected useful life of less than ten years, for construction financing on major multi-year projects and in other situations where fixed rate financing is not feasible.
18. In addition to the diversification of the VRDO debt portfolio of the City, the City's general practice is to budget variable rate debt service at least one percent over the past twelve month's average if interest rates have been stable. It is important to maintain strong unassigned Fund Balances to mitigate the potential negative exposure to market changes in variable rate debt. If interest rates are volatile, the City will budget interest costs using a larger safety factor.
19. With recommendation from the City's Financial Advisors, the City may use third-party credit enhancement techniques when financial savings can be obtained or unnecessary risk can be avoided. Diversification of risk will be a consideration in selecting third-party credit enhancement or liquidity providers.
20. At this time, the City chooses not to use derivative financial structures in the management of the City's debt portfolio. Prior to any proposed use of derivatives, a written management report detailing the positive and negative consequences of the structures will be presented and adopted by City Council.

## SALE OF DEBT

21. The City shall require all professionals engaged in the process of issuing debt to clearly disclose all compensation and consideration received related to services provided in the debt issuance process by both the City and the lender or conduit issuer, if any. This includes "soft" costs or compensations in lieu of direct payments.
22. The City will utilize a financial advisor to review debt policies, evaluate the capital improvement plan, examine the capacity of the City for additional debt, follow and understand market conditions, structure the bond offering to best fit those market conditions, prepare and lead staff through the credit rating agency process, obtain access to credit enhancements when needed and conduct the actual sale of the bonds. This is a "trust relationship" with the Financial Advisor having fiduciary responsibilities to the City.

23. The Financial Advisor shall fully disclose all existing client and business relationships between and among all professional participants in the debt issuance process to prevent any appearance of a conflict of interest. The Financial Advisor shall refrain from entering into any future relationship that might give rise to a conflict of interest for the duration of the time period during which they serve the City.
24. Upon recommendation of the City Manager, the Financial Advisor will be selected by City Council after thorough review of the firm's credentials and experience in a merit based process. The relationship between the City and its Financial Advisor should be reviewed every three to five years.
25. The City shall enter into a written agreement with each person or firm serving as financial advisor for debt management and transactions.
26. Whether in a competitive or negotiated sale, the financial advisor shall not be permitted to bid on, privately place or underwrite an issue for which they are or have been providing advisory services for the issuance.
27. Because of the importance of the Financial Advisor to the City's ability to sell debt in the most efficient manner, the City will require the Financial Advisor to maintain its independence and not serve as an underwriter or broker/dealer of the City's bonds throughout the time of their engagement.
28. Likewise, the City must employ Bond Counsel to render an opinion on the tax exempt nature of the bonds and that all legal requirements for issuance of the debt have been correctly performed. Bond counsel will be selected by a merit based process and the relationship will be reviewed at the time of issuance of new bonds. The City's Bond Counsel shall fully disclose all existing client and business relationships between any other transaction participants in the debt issuance process to prevent any appearance of a conflict of interest. The Bond Counsel shall refrain from entering into any future relationships that might give rise to a conflict of interest for the duration of the time period during which they serve the City.
29. The City shall enter into an engagement letter agreement with each lawyer or law firm representing the City in a debt transaction. (No engagement letter is required for any lawyer who is an employee of the City or lawyer or for a law firm which is under a general appointment or contract to serve as counsel to the City. The City does not need an engagement letter with counsel not representing the City, such as underwriters' counsel.)
    a. If bond counsel for a debt transaction does not represent the City in that transaction, the City will enter into a fee payment letter agreement with such lawyer or law firm specifying: the party represented in the debt transaction; and
    b. the City's obligation with respect to the payment of such lawyer or law firm's fees and expenses.
30. Underwriters are required participants in negotiated bond sales. The primary role of the Underwriter in a negotiated sale is to market the City's bond to investors.
31. Underwriters of City bond transactions shall not serve as the Financial Advisor to the City in the same debt or derivative transaction. A Financial or Swap Advisor cannot resign and become the Underwriter of a debt transaction. The Underwriter must not be selected until after a Financial Advisor has been engaged for the debt transaction.
32. The Underwriter must have documented experience in underwriting similar cities with financings of comparable size, structure and complexity. The Underwriter is to be selected in a fair process with the assistance of the Financial Advisor. The relationship will be reviewed at each new issuance of debt by the City.

33. The City shall require the Underwriter to clearly identify itself in writing (*e.g.*, in a response to a request for proposals or in promotional materials provided to an issuer) as an underwriter and not as a financial advisor from the earliest stages of its relationship with the City with respect to that issue. The Underwriter must clarify its primary role as a purchaser of securities in an arm's-length commercial transaction and that it has financial and other interests that differ from those of the City. The Underwriter in a publicly offered, negotiated sale shall be required to provide pricing information both as to interest rates and to takedown per maturity to the City Council in advance of the pricing of the debt. The Underwriter must disclose all relationships (including fees and payments) to any other transaction participant outside of the transaction. The Underwriter shall fully disclose all existing client and business relationships between any other transaction participants in the debt issuance process to prevent any appearance of a conflict of interest. The Underwriter shall refrain from entering into any future relationships that might give rise to a conflict of interest for the duration of the time period during which they serve the City.
34. The City reserves the right to approve the selection of the Underwriter's Counsel.
35. The Underwriter's Counsel must disclose all relationships (including fees and payments) to any other transaction participant outside of the transaction. The Underwriter's Counsel shall fully disclose all existing client and business relationships between any other transaction participants in the debt issuance process to prevent any appearance of a conflict of interest. The Underwriter's Counsel shall refrain from entering into any future relationships that might give rise to a conflict of interest.
36. All other professionals involved in a debt transaction hired or compensated by the City shall be required to disclose to the City 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 disclosure shall include that information reasonably sufficient to allow the City to appreciate the significance of the relationships.
37. 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 are not subject to this disclosure. No disclosure is required that would violate any rule or regulation of professional conduct.
38. All professionals subject to the Municipal Securities Rulemaking Board (MSRB) must comply with its rules regarding issuance of debt which constitutes a security.
39. The City will sell its debt using the method of sale that is most likely to achieve the lowest cost of borrowing while in compliance with federal and state law. This analysis takes into account bond structure, underlying security, credit ratings and other factors pertaining to the bond issue that may impact the ability for the efficient sale of debt.
40. The City's preferred method of sale is through competitive bid. However, when advised by the Financial Advisor that a negotiated sale may be the most advantageous (refinancing or unusual structures of debt), the City may enter into negotiated or private placement of the bonds. Any sale of bonds must conform to current Tennessee law.
41. The City will provide through its website and/or through EMMA, copies of annual budget documents, comprehensive annual financial reports, official statements of debt issues and other financial and operating information in a timely fashion. In addition, the following material events will trigger disclosure of any information pertaining to the City's debt issues:
    a. Principal and interest payment delinquencies;

b. Non-payment related defaults;
c. Unscheduled draws on debt service reserves reflecting financial difficulties;
d. Unscheduled draws on credit enhancements reflecting financial difficulties;
e. Substitution of credit or liquidity providers, or their failure to perform;
f. Adverse tax opinions or events affecting the tax-exempt status of the security;
g. Modifications to rights of security holders;
h. Optional contingent or unscheduled Bond calls;
i. Defeasances;
j. Release, substitution, or sale of property securing repayment of the securities;
k. Rating changes
l. Failure to provide annual financial information as required
m. Any other changes that may be required

## REFUNDING DEBT

42. Opportunities for refunding bond issues should be surveyed semiannually or when there are big swings in the interest rate environment.
43. Refunding opportunities shall be reported to the Council if net present value savings of [3%] or more can be achieved. The option value of each maturity for refunding consideration should also be reviewed by the Finance Director and the Financial Advisor to determine favorability as a refunding candidate.
44. Comprehensive cost information associated with a refunding shall be reported to the Council as well a complete plan of refunding detailing the costs and benefits of each option.
45. Refunding opportunities for revenue bonds should be considered if restrictive covenants prevent the issuance of other debt or create other restrictions on the financial management of revenue producing activities.

# INVESTMENT POLICIES

The funds of the City (with the exception of Pension Funds) will be invested in accordance with state law, including Tennessee Code Annotated (TCA) 6-56-106, which sets out authorized investments for Tennessee municipalities and within the parameters of this policy. Funds of the Employees' Pension Trust are subject to different investment guidelines, which are established by the Pension Committee and City Council.

1. The City's investments shall be managed in such a manner as to attain a market average rate of return throughout all economic cycles. Preserving and protecting the capital will always be first priority followed by liquidity and yield.
2. Each investment transaction shall seek to first ensure that capital losses are avoided, whether they are from securities defaults or erosion of market value.
3. Investment decisions should not incur unreasonable investment risks in order to obtain current investment income.
4. The standard of prudence to be applied shall be the "prudent investor rule", which states "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."
5. The prudent investor rule shall be applied in the context of managing the overall portfolio.
6. Before the City invests any of its funds in Collateralized Certificates of Deposit, competitive bids will be requested. All interested banks will be notified several working days prior to the date of bidding as to the amount and duration of investments. On the date of bidding, the request for bids will be sent out by e-mail or fax machine to all banks that have a collateral security agreement in place. The bidding will end at a time established and communicated in the official notification to interested banks after which time the winning bank will then be notified. All bids will be made on a 360 day basis or adjusted to a 360 day basis for comparison.
7. The City Recorder, Finance Director, City Treasurer and City Manager are designated as the investment officers of the City and are granted the authority to make investment decisions jointly within the parameters of the policy.
8. The investment officers will monitor the content of the investment portfolio, the available markets and the relative values of the qualifying investments, and will have privileges of adjusting the portfolio accordingly. No investments will be considered that are not described in the investment policy.

## AUTHORIZED INVESTMENTS

The investment officers will diversify instruments to avoid unreasonable risks inherent in over investing in specific instruments, individual institutions or maturities. The instruments to be used are as follows:

1. Bonds, notes and treasury bills of the United States or other obligations guaranteed as to principal and interest by the United States or any of its agencies. May be used for up to 100 percent of the portfolio.
2. Repurchase agreements for obligations of the United States or its agencies.
3. Certificates of deposit in banks and savings and loan associations recognized as state depositories pursuant to TCA Section 9-4-107; provided, however, certificates of deposit shall be collateralized in accordance with the provisions of Tennessee Code Annotated.
4. Prime commercial paper which shall be rated in the highest category by at least two nationally recognized commercial paper rating services.
5. Prime bankers' acceptances eligible for purchase by the Federal Reserve System.
6. Securities lending agreement whereby securities may be loaned for a fee; provided, however, eligible collateral as defined in Tennessee Code Annotated, Section 9-4-103, whose market value is at least equal to one hundred two percent (102%) of the market value of the borrowed securities shall be required for each loan. For purposes of this provision, eligible collateral shall include cash collateral, which shall be equal to at least one hundred percent (100%) of the market value of the borrowed securities.
7. Local Government Investment Pool; up to 100 percent of the portfolio.

All investments of the City will meet the maturity standards prescribed in state law, including TCA Section 6-56-106.

## INVESTMENT RISK MANAGEMENT

1. In order to minimize custodial credit risk, all deposits with financial institutions are required to be secured in one or a combination of the following ways:
    a. FDIC coverage
    b. By designated collateral securities under a collateral agreement with the institution, or
    c. By the institution's participation in the Tennessee collateral pool.
2. Interest rate risk will be managed through limiting maturities on investments. The following limits will apply to original maturities on investments:
    a. No greater than 24% of the total portfolio may be invested for periods longer than 1 year at any time.
    b. No amounts may be invested with original maturities for periods greater than 2 years.

1. The City recognizes that effective cash management is an integral component of sound financial management. Therefore, it is the policy of the City that funds deemed idle, based on projected cash flow and shall be invested in a manner that seeks to maximize their productivity until such time as they are needed for the operations of the City. Investments shall be at the highest rates obtainable at the time of investment, within the limitations of the law and our prudent investment policy. The City's investment portfolio shall be designed and managed in accordance with the responsibility of ensuring the public's trust and shall also be consistent with state and local laws.
2. Responsibility for the management of the City's investment portfolio is delegated to the Finance Director by the City Manager. The Finance Director will establish and maintain written procedures for the operation of the cash management and investment program consistent with this policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Director.
3. The City Finance Department requires that departments collecting cash receipts, whether in cash or other forms of payment, must turn in such receipts to the Finance Department on a daily basis together with records required to verify the accuracy of such collections. All receipts shall be deposited daily. Departments that are authorized to make bank deposits will promptly submit bank deposit receipts and daily cash reports to the Finance Department to verify the accuracy of collections. Any violation of this section of this policy by any employee of the City may result in disciplinary action.
4. The City may invest funds with depositories having offices located in the corporate limits of the City. If required services are not available with the local depository branch, the City may utilize services from the nearest branch to the corporate city limits. Any financial institution in which the City has funds shall provide such financial data to the Finance Director as may be required by the City to evaluate the financial condition of the institution. Such data may be in the form of audited financial statements or Federal Deposit Insurance Corporation regulatory reports. Any refusal to provide such information to the City may be cause for termination of the banking relationships or contracts with such institution.
5. The City requires full collateralization of all City investments as required in State statute. The City prefers financial institutions participate in the State Treasurer's collateralization pool. The City will allow FDIC coverage to be considered in calculating full collateralization.
6. At this time, the City chooses not to use derivative financial structures in the management of the City's investment portfolio. Prior to any proposed use of derivatives, a written management report detailing the positive and negative consequences of the structures will be presented and adopted by City Council.

| City of Murfreesboro | | | | |
|---|---|---|---|---|
| Authorized Full Time Position Counts FY 2016 to FY 2019 | | | | |
| | | | | |
| | Actual | Actual | Estimated | Proposed |
| Department | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Mayor and Council | 7 | 7 | 7 | 7 |
| City Manager's Office | 5 | 5 | 5 | 7 |
| Finance and Tax | 16 | 16 | 16 | 16 |
| Purchasing | 2 | 2 | 2 | 2 |
| General Govt Buildings | 3 | 3 | 9 | 9 |
| Information Technology | 13 | 14 | 16 | 17 |
| Communications | 5 | 5 | 5 | 5 |
| Legal | 7 | 7 | 7 | 7 |
| Human Resources | 9 | 10 | 10 | 9 |
| Judicial | 6 | 6 | 6 | 6 |
| Police | 290 | 305 | 320 | 328 |
| Fire | 188 | 202 | 206 | 209 |
| Building & Codes | 23 | 25 | 26 | 26 |
| Planning | 8 | 10 | 12 | 12 |
| Transportation | 19 | 22 | 23 | 24 |
| Engineering | 46 | 49 | 49 | 52 |
| Urban Environmental | 16 | 17 | 17 | 17 |
| Civic Plaza | 1 | 1 | 1 | 1 |
| Recreation | 75 | 75 | 78 | 76 |
| Senior Citizens | 10 | 10 | 10 | 10 |
| Golf | 14 | 15 | 16 | 16 |
| Solid Waste | 41 | 41 | 41 | 42 |
| Airport | 1 | 2 | 2 | 3 |
| Community Development | 2 | 2 | 2 | 2 |
| Risk Management | 3 | 3 | 3 | 3 |
| Fleet Services | 14 | 14 | 15 | 16 |
| | 824 | 868 | 904 | 922 |

| | | | | |
|---|---|---|---|---|
| | | | City of Murfreesboro | |
| | | | 2018-2019 | |
| | | Actual | Estimated | Proposed |
| | | 2016-2017 | 2017-2018 | 2018-2019 |
| GENERAL FUND: | | | | |
| REVENUES | | | | |
| Local Taxes | | $94,684,271 | $98,246,228 | $103,368,705 |
| State of Tennessee | | 16,565,436 | 16,725,580 | 19,311,875 |
| Federal Government | | 5,041,673 | 5,343,541 | 11,765,968 |
| Other Sources | | 18,239,950 | 17,820,323 | 24,842,305 |
| Reimbursements from Other Funds | | 1,566,545 | 1,819,306 | 2,464,000 |
| Transfers In | | 3,124,547 | 3,131,481 | 3,200,000 |
| Total Revenue & Transfers In | | $139,222,421 | $143,086,459 | $164,952,853 |
| EXPENDITURES | | | | |
| Personnel Costs | | 66,786,921 | 70,090,013 | 73,499,599 |
| Other Costs: | | | | |
| | Legislative | 188,343 | 198,933 | 110,848 |
| | City Manager | 136,430 | 127,811 | 106,047 |
| | Finance | 262,616 | 325,800 | 284,800 |
| | Purchasing | 15,508 | 35,310 | 27,550 |
| | Legal | 97,044 | 60,568 | 85,200 |
| | Human Resources | 192,600 | 175,300 | 184,040 |
| | Planning | 385,994 | 346,103 | 93,200 |
| | Engineering | 3,061,398 | 2,724,193 | 3,211,687 |
| | General Government Buildings | 258,748 | 274,771 | 620,686 |
| | State Street Aid | 2,605,723 | 3,501,748 | 5,501,500 |
| | Infrastructure | 3,848,430 | 5,901,492 | 11,185,000 |
| | Transportation | 1,038,476 | 1,120,456 | 2,539,103 |
| | Information Technology | 1,234,483 | 1,447,662 | 1,385,532 |
| | Communications | 576,643 | 193,601 | 198,707 |
| | Building and Codes | 130,742 | 143,708 | 178,634 |
| | Judicial | 144,311 | 138,978 | 139,200 |
| | Police | 6,139,679 | 4,197,591 | 5,401,828 |
| | Fire | 1,826,039 | 2,831,323 | 2,205,544 |
| | Urban Environmental | 293,936 | 267,288 | 237,687 |
| | Civic Plaza | 21,112 | 26,531 | 21,607 |
| | Parking Garage | 92,681 | 83,279 | 84,220 |
| | Fleet Services | (594,142) | (687,166) | (650,735) |
| | Park & Recreation | 4,136,383 | 4,205,571 | 3,861,294 |
| | Golf | 1,212,752 | 799,069 | 745,359 |
| | Solid Waste | 1,960,101 | 2,070,528 | 2,154,180 |
| | Senior Citizens | 215,221 | 282,977 | 257,114 |
| | Community Development | 760,121 | 949,452 | 901,281 |
| | Public Health | 2,310,740 | 2,370,022 | 2,463,291 |
| | Transfers Out | 5,373,417 | 5,353,972 | 6,685,103 |
| | Debt Service - Transfer Out | 32,871,220 | 34,082,247 | 38,827,525 |
| | Miscellaneous | 5,374,322 | 4,492,878 | 7,635,277 |
| Total Expenditures & Transfers Out | | 142,957,994 | $148,132,009 | $170,181,908 |
| Beginning Fund Balance | | $67,585,192 | $63,849,619 | $58,804,069 |
| Ending Fund Balance | | $63,849,619 | $58,804,069 | $53,575,014 |

| | Actual 2016-2017 | Estimated 2017-2018 | Proposed 2018-2019 |
|---|---|---|---|
| DEBT SERVICE FUND: | | | |
| REVENUES | | | |
| Other Sources | $1,430 | - | - |
| Transfers In | 64,754,559 | $35,436,729 | $39,937,956 |
| Total Revenue & Transfers In | $64,755,989 | $35,436,729 | $39,937,956 |
| | | | |
| EXPENDITURES | | | |
| Other Costs | $60,385,796 | $30,482,190 | $36,934,155 |
| Transfers Out | 5,485,775 | 4,983,272 | 5,073,801 |
| Total Expenditures & Transfers Out | $65,871,571 | $35,465,462 | $42,007,956 |
| | | | |
| Beginning Fund Balance | $3,241,272 | $2,125,690 | $2,096,957 |
| Ending Fund Balance | $2,125,690 | $2,096,957 | $26,957 |
| | | | |
| AIRPORT IMPROVEMENT FUND: | | | |
| REVENUES | | | |
| State of Tennessee | $22,236 | $38,800 | $432,700 |
| Federal Government | 121,310 | 7,200 | 615,800 |
| Other Sources | 1,484,148 | 1,651,370 | 2,733,568 |
| Total Revenue | $1,627,694 | $1,697,370 | $3,782,068 |
| | | | |
| EXPENDITURES | | | |
| Personnel Costs | $233,454 | $234,972 | $334,661 |
| Other Costs | 1,134,076 | 1,198,913 | 2,274,070 |
| Transfers Out | 150,000 | 150,000 | 150,000 |
| Total Expenditures & Transfers Out | $1,517,531 | $1,583,885 | $2,758,731 |
| | | | |
| Beginning Fund Balance | $566,947 | $677,110 | $790,595 |
| Ending Fund Balance | $677,110 | $790,595 | $1,813,932 |
| | | | |
| DRUG FUND: | | | |
| REVENUES | | | |
| Other Sources | $197,795 | $215,458 | $295,300 |
| Transfers In | 63,314 | 43,869 | 100,000 |
| Total Revenue & Transfers In | $261,109 | $259,328 | $395,300 |
| | | | |
| EXPENDITURES | | | |
| Other Costs | $525,534 | $165,730 | $434,960 |
| Total Expenditures | $525,534 | $165,730 | $434,960 |
| | | | |
| Beginning Fund Balance | $691,142 | $426,717 | $520,314 |
| Ending Fund Balance | $426,717 | $520,314 | $480,654 |
| | | | |
| INSURANCE FUND: | | | |
| REVENUES | | | |
| Other Sources | $16,144,610 | $16,684,400 | $18,943,500 |
| Transfers In | 0 | 0 | 0 |
| Total Revenue | $16,144,610 | $16,684,400 | $18,943,500 |
| | | | |
| EXPENDITURES | | | |
| Other Costs | $15,249,742 | $16,997,700 | $18,943,500 |
| Total Expenditures | $15,249,742 | $16,997,700 | $18,943,500 |
| | | | |
| Beginning Fund Balance | $5,449,870 | $6,344,738 | $6,031,438 |
| Ending Fund Balance | $6,344,738 | $6,031,438 | $6,031,438 |

| | Actual 2016-2017 | Estimated 2017-2018 | Proposed 2018-2019 |
|---|---|---|---|
| RISK MANAGEMENT FUND: | | | |
| REVENUES | | | |
| Other Sources | $3,767,805 | $4,080,160 | $5,469,311 |
| Total Revenues | $3,767,805 | $4,080,160 | $5,469,311 |
| | | | |
| EXPENDITURES | | | |
| Personnel Costs | $327,434 | $316,539 | $298,893 |
| Other Costs | 1,520,660 | 4,006,199 | 4,638,000 |
| Total Expenditures | $1,848,094 | $4,322,737 | $4,936,893 |
| | | | |
| Beginning Fund Balance | $1,001,915 | $2,921,626 | $2,679,048 |
| Ending Fund Balance | $2,921,626 | $2,679,048 | $3,211,466 |
| | | | |
| CAPITAL IMPROVEMENT PROJECTS FUND: | | | |
| REVENUES | | | |
| Other Sources | $2,287,775 | $1,159,500 | $168,600 |
| Issuance of Debt | 2,140,000 | 0 | - |
| Total Revenue | $4,427,775 | $1,159,500 | $168,600 |
| | | | |
| EXPENDITURES | | | |
| Other Costs | $4,085,888 | $3,313,800 | $376,100 |
| Total Expenditures | $4,085,888 | $3,313,800 | $376,100 |
| | | | |
| Beginning Fund Balance | $2,571,350 | $2,913,237 | $758,937 |
| Ending Fund Balance | $2,913,237 | $758,937 | $551,437 |
| | | | |
| TMBF/BOND FUND: | | | |
| REVENUES | | | |
| Other Sources | $709,570 | $4,971,624 | $200,000 |
| Transfers In | - | - | - |
| Issuance of Debt | 1,617,383 | 71,000,000 | 33,000,000 |
| Total Revenue & Debt Issuance | $2,326,953 | $75,971,624 | $33,200,000 |
| | | | |
| EXPENDITURES | | | |
| Other Costs | $71,846,829 | $57,295,995 | $72,295,000 |
| Transfers Out | 561,774 | 376,752 | 100,000 |
| Total Expenditures & Transfers Out | $72,408,603 | $57,672,747 | $72,395,000 |
| | | | |
| Beginning Fund Balance | $92,047,000 | $21,965,350 | $40,264,227 |
| Ending Fund Balance | $21,965,350 | $40,264,227 | $1,069,227 |