CITY OF MURFREESBORO, TENNESSEE
FISCAL YEAR 2013-2014
ANNUAL BUDGET

OBJECTIVES

- SAFE AND LIVABLE NEIGHBORHOODS
- STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH
- EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE
- ENGAGING OUR COMMUNITY

FRONT COVER

Murfreesboro is moving into the future

The City of Murfreesboro has a vision – it is a vibrant city with a progressive mindset. This community still has many of the charms of old; yet, there is an energy, a youthfulness, and an excitement here you do not find many other places. The community has grown by more than 50% in the last 20 years and is an attractive place to be. Murfreesboro is not stagnant; rather, it is ever-evolving and this year, it is focusing on change management through technology.

Cities bring together the systems by which our world works: education, transportation, public safety, and economic development, among others. Technologies to support these systems are woven into our buildings, roads, traffic signals, emergency communications, electricity grids and water treatment plants, just to name a few. So, the question before us is how can technology help us to work smarter and provide more efficient services, while at the same time, improving our relationship with our citizens, and engaging them through apps, an interactive website, and other platforms that allow them to contribute?

Recognizing the importance of technology and its effect on our future, the City of Murfreesboro formed its first Information Technology (IT) department in 2012. While the components of the department have long been in existence as exceptional contributors to the organization, they were never centralized into one unit. The City created the IT Department and hired Chris Lilly to lead the City's IT efforts.

One of the first charges to the IT Department was to create an Information Technology Strategic Plan. The City looked at our current state of technology and where we want to go, moving into the future. In addition, the City examined which technologies are expected to make the greatest impact that will improve functionality and our ability to provide services to our citizens. The plan is nearing completion and the first elements of it will begin to take shape in FY 2014. The first module of that plan is the rollout of the City's new user-friendly website, pictured on the front cover.

But, technology alone will not move us into the future; it will require continued collaboration among talented people, our City leaders and our citizens. Together, we can make our visions become realities. That's the story of our front cover; Administration started with an idea, but Michael Nevills in the City's award-winning Communications Department made it come to life with his creativity and technological savvy. And, it is that simple example of collaboration that happens every day at the City of Murfreesboro. The results of those collaborations were state-of the-art radios for Police and Fire & Rescue; credit card payment acceptance; and, the ability to provide paperless agendas (all available for download on your tablet or Smartphone!)

The one commonality of great cities and "cool" places to live is that they have great people with great ideas. And, that's exactly what you will find in the City of Murfreesboro. The City is excited about our future, and we are looking forward to moving into the next generation with you.

Fiscal Year 2013-2014

Operating Budget

City Council

Tommy Bragg, Mayor
Ron Washington, Vice-Mayor
Toby Gilley
Madelyn Scales Harris
Shane McFarland
Eddie Smotherman
Doug Young

Robert J. Lyons, CM
City Manager

James H. Crumley, CM
Assistant City Manager

Melissa B. Wright, CPA
Finance Director

Erin E. Tucker, CPA
Assistant Finance Director

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May 14, 2013

Honorable Mayor Bragg and Members of City Council:

RE: Proposed FY 2014 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 2013-14 (FY 2014).

Technology
The City's leadership team is committed to take advantage of every technological opportunity possible to improve governance, add convenience and become the more efficient and effective "tech savvy" City.

In many ways, Murfreesboro is at the cutting edge of the delivery of municipal services. However, the rapid pace of technology development is requiring that the City rethink, restudy and plan for development of new technologies that make the work place more efficient and effective. The Water and Sewer Department has led the way with their Master Plan for Information Technology that has resulted in the purchase of new Customer Information Software (CIS). This will be followed by an automated meter reading system and other innovations.

A Strategic Plan for Information Technology in the balance of the City organization is now in a draft form. After review by Department heads, City Council will be presented the full study. The current COBOL software used daily by most departments is approaching 50 years old and is a one-of-a-kind platform. The availability of access to current data and to retrieve that data in many forms will be a tremendous gain in productivity.

And now, staff is reviewing a Master Plan for Information Technology from the City Schools. This ambitious plan will place Murfreesboro Schools ahead of the State mandates for testing of students online and will provide one information device for every two students in the School system.

Add to this a new website, the transition of major office functions and e-mail to cloud based computing, iPads and paperless agendas, deploying tablet computers to inspectors, implementing the acceptance of credit cards for payment of City fees and taxes, new mobile radios in Public Safety, the upgrade to digital cameras in Police vehicles, new communications towers and eventually new radio base operations. The emphasis on technology offering solutions to the delivery of service to our residents and customers clearly became the focus for this budget.

Technology will assist our organization in many areas. But on a daily basis, the garbage gets picked up, baseball fields are readied for games, projects get inspected and City employees find ways to save time and money and lives. Our employees breathe life into the budgets you approve. I am confident that the coming year greatness will be achieved. The City Manager's budget message is a chance to tell a story. Here is my story:

Commitment
"The difference between involvement and commitment is like ham and eggs. The chicken is involved; the pig is committed." - *Martina Navratilova*

Murfreesboro has a committed team of professionals. During last year's staff leadership retreat, we identified our organization's core values:

- Professionalism
- Progressiveness
- Integrity
- Dedication

We are all proud of the commitment and dedication of the employees of the City. And while proud of the commitment, I challenged our leadership team and myself. I challenged us to achieve greatness by:

> Leading our teams inclusively
> *We will engage our residents and our employees. We understand that the solutions to problems can be found throughout our organization. We will lead our employees so they know where we are going and what we are doing. Our employees know without a doubt that their input is important and we care. We will celebrate success all the time. We will develop our supervisors and plan for succession.*
>
> Empowering our employees
> *We will hire the best and brightest. We will help our employees use the values to guide their daily performance. We are professional. We trust our employees to make the best decision. We create a workplace where our employees feel like "we have their back." We will use our policies and procedures to be a resource and not handcuffs. We will coach up our employees and help them improve their performance.*
>
> Sharing information generously
> *We will communicate a clear sense of purpose to our residents and employees. We will achieve more when we share information because our residents have an interest in their community and our employees have an interest in the organization. We will use a personal touch and technology in combination to share information.*
>
> Focusing on the customer and performance
> *We will continue to deliver excellent services. We will be a progressive and admired city. We are innovative. We will continue service excellence and know that our focus on the internal and external customers is making a difference. We will begin working toward a systematic way to set expectations and review our performance honestly and regularly. We are accountable and will demand accountability from our supervisors.*

These core values will become a platform for hiring, promoting, training and engaging our team. I am proud of the cultural change happening in our organization and it began with *your* vision of service, excellence and customer service. City Council set this vision and City employees are working to deliver this every day. One of my favorite moments each month is to see a Murfreesboro employee receive the "Star" award.

"TECHNOLOGY DOES NOT DRIVE CHANGE…IT ENABLES CHANGE"

The economy is improving. Planners are planning, builders are building and shoppers are shopping. However, FY 2014 still has its challenges. The increase in building permits and sales tax revenues are enabling the City to move forward. However, there are adjustments to the assessed valuation of taxable property in the City as a carryover of the economic downturn. Also, the structural changes to the employee health insurance program initiated in January 2013 are working, but the full impact from these changes is too early to predict and will happen gradually over the next few months.

This budget process began with three targets: no increase in property tax rates, funding of a 3.5 percent pay increase for all full-time employees and no structural changes to health insurance benefit levels. Through tough decisions and choices, this proposed budget meets those targets.

The theme of the 2014 budget is technology. There have been substantial advances in upgrading the technology of the City. New handheld radios were purchased for Public Safety departments, new tablets are coming for Building and Codes officials to conduct damage assessments in the wake of severe weather, a new website is launching, new software for financial reporting and human resources will be deployed and cloud based computing is here. This investment in technology will greatly assist us to be more efficient, provide more information and to serve our residents more effectively.

Middle Tennessee State University

But there are several other key items in the FY 2014 budget that deserve your attention. The partnership between Murfreesboro and Middle Tennessee State University (MTSU) continues to excel. The community celebrated with the University as the General Assembly funded the new Science Building on campus. The anticipated cost of $140 million requires the University to provide $18,750,000 from its own resources. In support of MTSU, City Council has agreed to contribute $1,000,000 to the project. This budget fulfills one-third of that promise.

Similarly, the University has been an extraordinary partner in developing athletic facilities that allow the community to recruit high school and collegiate sporting events that support the City's hotels, restaurants and shopping. Having already partnered with MTSU on a baseball facility and a track and field complex, it seems only natural to combine interests in the development of an indoor tennis building. To be located at Old Fort Park, where the City's newest outdoor courts exist, the proposal plans for the City to own and operate the building while granting MTSU priority in use at selected times. The City's proposed debt issue for 2014 includes $800,000 of the total $2.5 million budget for the facility.

New Positions

Growth is returning to our community. Retail sales, building permits, additional students in the City Schools and even the number of new garbage cans delivered all point out an improving economy. When the economy contracted, the City reduced the number of authorized positions in the departments that deal with growth at the front line. This budget recommends three new positions, a Planner, an Engineer –in-Training and an Electrical Inspector, in order to keep pace and deliver the quality of service expected. The budget also proposes an additional employee in the IT Department to open a Help Desk for immediate needs of staff with their IT service.

Staff continues to scrutinize the numbers of employees and has eliminated two previously authorized positions in other Departments. Actual authorized positions increases by two employees to 788 in the general operations of the City.

Street Department returned to Engineering Department
The retirement of Rick Templeton as Director of the Street Department provided an opportunity to examine and reevaluate the functions, organization and mission of that department. This budget recommends that Street return to a division of the Engineering Department. The street signage and pavement marking function of the previous Street Department has been transferred to the Transportation Department.

As part of the transition of Street to Engineering, it is also recommended that the budgets of the Planning and Engineering Departments be separated. The proximity of the two workforces assures excellent communications, but the functions of the two suggest that independent accounting and direction are needed.

Fire & Rescue
The desire from Council members and Fire & Rescue personnel to provide medical services commensurate with their certifications is both real and commendable. Fire and Rescue staff has been researching the process relative to providing higher levels of care. This analysis involves reviews of state law, the contract with Rutherford County EMS, personnel training levels and operating costs.

Although this analysis has not been finalized, the plan is to begin training personnel accordingly and to revise the appropriate job descriptions. Conversations with Rutherford County EMS have begun in order to facilitate a move in this direction.

Remember that the budget is really a work plan for the coming year and will take hard work to successfully complete. We also know that we will sometimes fall short. However, I'll take this team anywhere!

BUDGET HIGHLIGHTS

There are a number of initiatives in the Proposed Budget that will ensure Murfreesboro maintains its excellent quality of life, including:

SAFE AND LIVABLE NEIGHBORHOODS

- Launching field based reporting in the Police Department
- Enhancing an aggressive gang interdiction strategy
- Beginning the transition to from First Responder to Basic Life Support medical service provided by the Fire & Rescue Department
- Initiate planning for a park in west Murfreesboro
- Beginning construction of the Stones River Greenway extension to Barfield Crescent Park
- Utilize social media to warn residents of severe weather and other emergencies
- Begin the transition to new Police and Fire & Rescue radio communications system
- Building a public safety training facility on the Coleman Farm
- Building a new elementary school east of Veteran's Parkway
- Funding $1.25 million for Police vehicles in the Capital Improvement Plan (CIP)
- Renovation and new signage at all Fire & Rescue stations
- Continuing the community landscape awards and a tree appreciation program
- Completing the Oakland Park renovation
- Including recycled asphalt in the repaving program to extend the number of miles of streets completed annually
- Replacing automated side loaders in the Solid Waste Department, which will improve reliability and reduce maintenance costs

STRONG AND SUSTAINABLE ECONOMIC AND FINANCIAL HEALTH

- Maintaining the existing level of property tax, which is the 15th consecutive year without a property tax increase;
- Reducing the use of fund balance in budget development
- Contributing to Middle Tennessee State University's Science Building
- Continuing the use of health insurance benefits design changes implemented in 2013 to drive consumerism and wellness
- Building an indoor tennis complex in conjunction with Middle Tennessee State University
- Adopting financial policies for the Stormwater Fund
- Eliminating vacant full-time positions in Solid Waste and Street
- Separating the budgets of Planning and Engineering to more clearly track expenditures
- Constructing Joe B. Jackson Parkway, Veterans Parkway and Middle Tennessee Boulevard
- Updating the downtown parking fine schedule to address the abuse of parking spaces and partially recover enforcement costs
- Completing the Airport Runway Extension and Overlay project

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

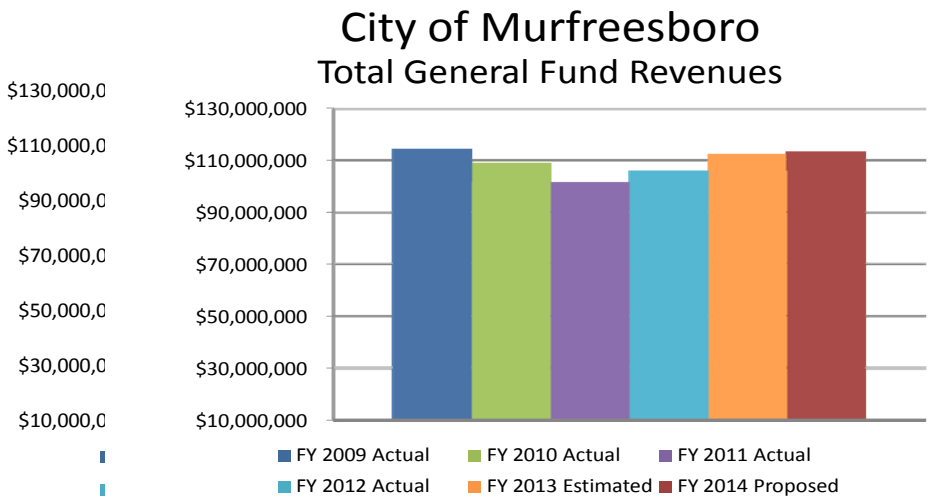
- Realigning the Street Department as a division of Engineering and relocating the signage and marking functions to Transportation
- Restructuring the Human Resources Department to optimize performance in organizational development, employee engagement ,compliance with health care reform and improving the on boarding of new employees
- Recognizing our employees as our customers and better engaging them in the workplace
- Expanding the electronic payment solutions for City services
- Adding one full-time electrical inspector, a planner and an engineer-in-training to meet the increased level of development and construction
- Implementing an information technology master plan that will create a roadmap for the acquisition of computer hardware and software, including the replacement of the legacy system currently used for financials and human resources information systems
- Adding one full-time employee to establish a Help Desk in the IT Department
- Installing GPS units on Rover buses and solid waste vehicles
- Install on-street Rover passenger shelters
- Beginning retrofitting traffic signals from incandescent bulbs to LEDs
- Renovating Sports*Com, Star*Plex, Patterson Park Community Center, McFadden Community Center and McKnight Park
- Drafting a Parks and Recreation Master Plan
- Continuing "Service Excellence," the City's customer service training program for City employees
- Initiate an employee service award program
- Continue night court sessions
- Fund pay increases and longevity pay for full-time personnel
- Increasing employee participation in wellness programs
- Opening a short golf course to be used as a teaching facility for youth
- Beginning project to construct new headquarters for Rover
- Repaving $2 million in City streets from State gasoline taxes, a 7.5% increase from FY 2013
- Replace elevator at Linebaugh Library

ENGAGING OUR COMMUNITY

- Beginning Phase 1 of an Employee Engagement effort
- Conducting of neighborhood meetings on critical issues
- Holding the second session of the Citizens Academy
- Carry the City Manager Roundtables out to the departments
- Installing information kiosks at City Hall and other strategic locations
- Interviewing city employees about their goals, needs and ideas

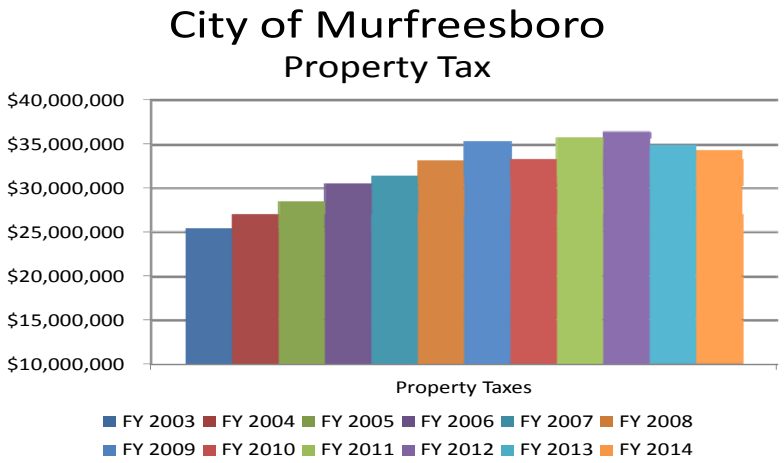
REVENUES

General Fund revenues total $113.37 million, reflecting a $1.3 million or a 1.0 percent increase from the FY 2013 budget. It should be noted that total revenues have still not returned to the level seen in FY 2009.



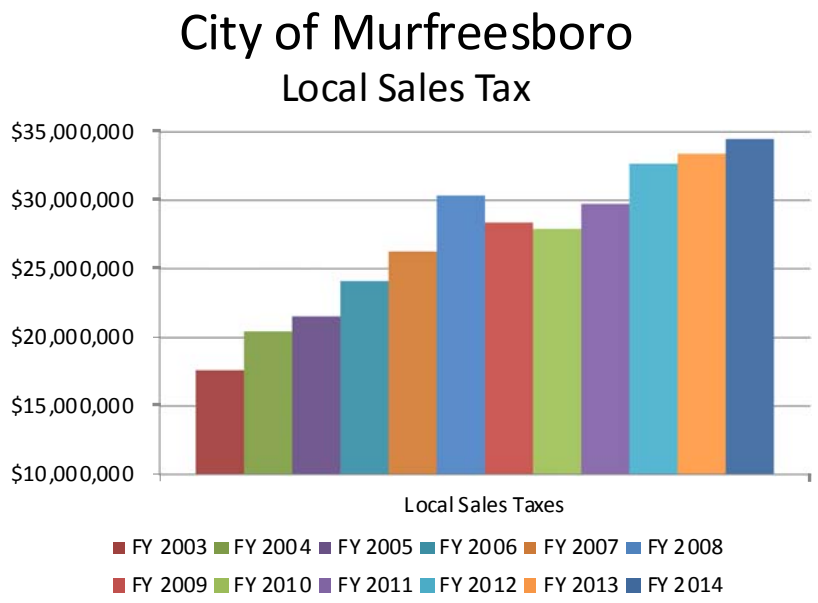
PROPERTY TAX

The Proposed budget does not recommend a property tax increase and recommends adoption of $1.2703 as the tax rate. This is the 15th consecutive year without a property tax increase. Property tax revenues are projected to be $35.32 million, a decrease of $414,000 from FY 2013. Due to the economy, property assessments in the years following the decline must be adjusted. To date, in FY 2013, Murfreesboro has refunded over $1,100,000 in prior year taxes. These adjusted appraisals will negatively impact the FY 2014 property tax collection. The FY 2014 projected collection is the smallest since FY 2010.



LOCAL SALES TAX

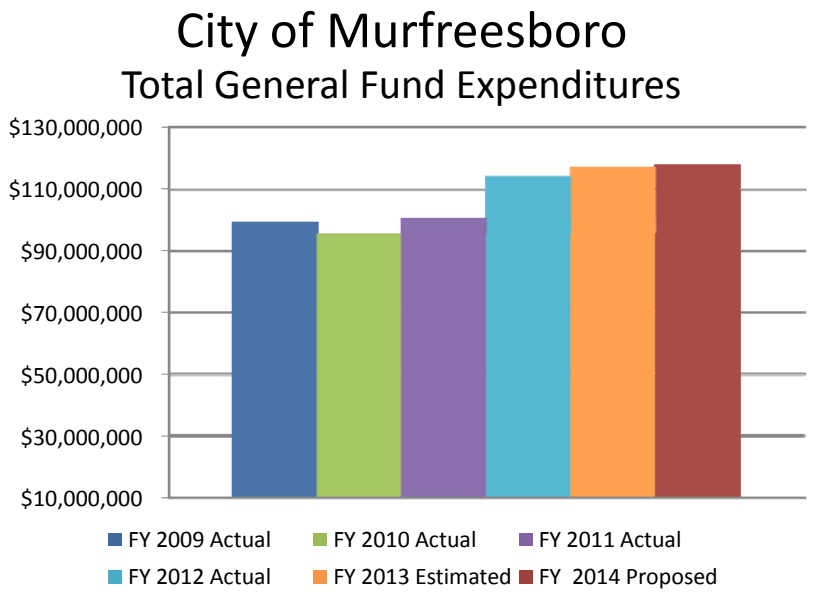
The retail economy is showing signs of rebounding as evidenced in an estimated growth of over 5 percent in local sales tax for FY 2013 as compared to FY 2012. The FY 2014 projection is an approximate $1.5 million or 3.6 percent increase for the FY 2014 budget. Although the property tax has been flat, sales taxes have been growing since FY 2010.

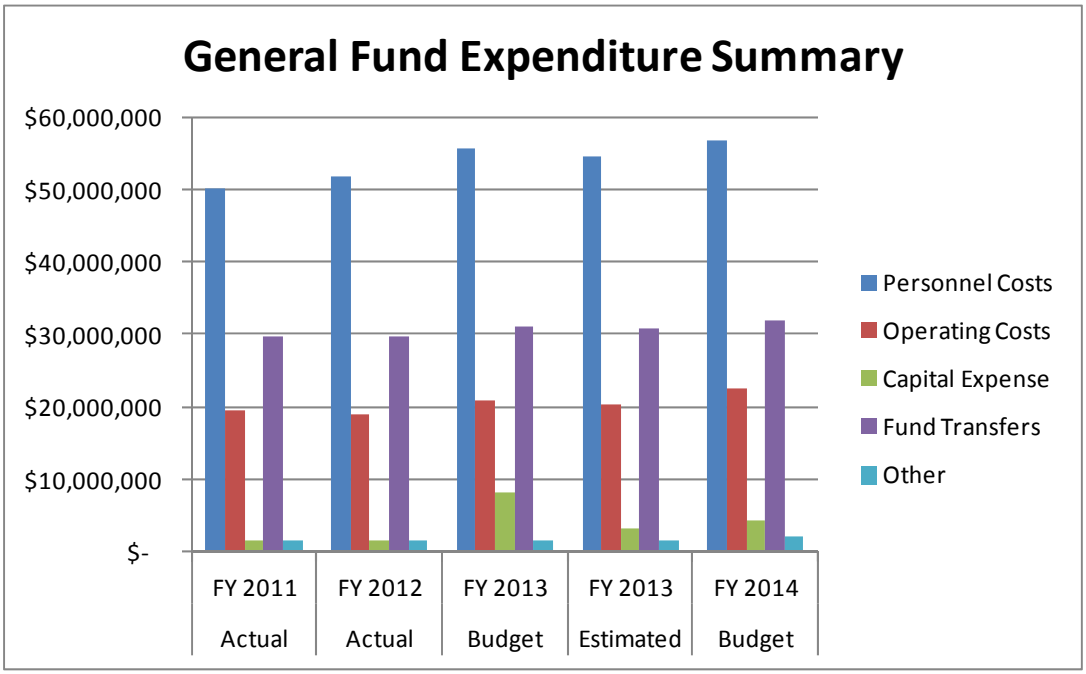


EXPENDITURES

The Proposed Budget also makes expenditure adjustments. These adjustments in expenditures begin with a focus on the core issues of safety, financial health and excellent service.

Total General Fund expenditures are $118.22 million, an increase of $899,000 or 0.76 percent over FY 2013 budget. This is the third budget year where Parks and Recreation, Public Golf, Cable, Senior Citizens, Solid Waste and a portion of the Capital Improvement Fund were transferred into the General Fund.


City of Murfreesboro
Total General Fund Expenditures
$130,000,000
$110,000,000
$90,000,000
$70,000,000
$50,000,000
$30,000,000
$10,000,000
FY 2009 Actual
FY 2010 Actual
FY 2011 Actual
FY 2012 Actual
FY 2013 Estimated
FY 2014 Proposed


General Fund Expenditure Summary
$60,000,000
$50,000,000
$40,000,000
$30,000,000
$20,000,000
$10,000,000
$-
FY 2011 Actual
FY 2012 Actual
FY 2013 Budget
FY 2013 Estimated
FY 2014 Budget
Personnel Costs
Operating Costs
Capital Expense
Fund Transfers
Other

PRIORITY 1: SAFE AND LIVABLE NEIGHBORHOODS

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 a gang interdiction unit and field based reporting.

During FY 2013, the City initiated a comprehensive overhaul of the City's public safety radios. This included purchasing state-of-the art hand-held radios and engineering new communication towers. Additionally, a new public safety training complex is under design and its construction has been funded in the 2012 bond issue.

The proposed budget also recommends that the Fire & Rescue Department begin the process to increase its level of care in medical services. Our Fire & Rescue personnel provide outstanding service to our residents. We know there is interest from Council members and staff in having Fire & Rescue personnel provide service commensurate with their certifications. This continuum of care ranges from First Responder to Basic Life Support to Advanced Life Support.

Staff has been researching the process relative to the continuum of care. This analysis involves reviews of state law, the contract with Rutherford County, personnel, training levels, supplies and operational costs. There are other possible considerations, including medical directors, dispatcher training levels and ambulance services/transport.

Although this analysis has not been finalized, the plan is to begin training personnel accordingly and to revise the appropriate job descriptions. We have initiated conversations with Rutherford County to move in this direction.

Continuing our focus on livability, the Greenway extension to Barfield Crescent Park is expected to bid in 2013.

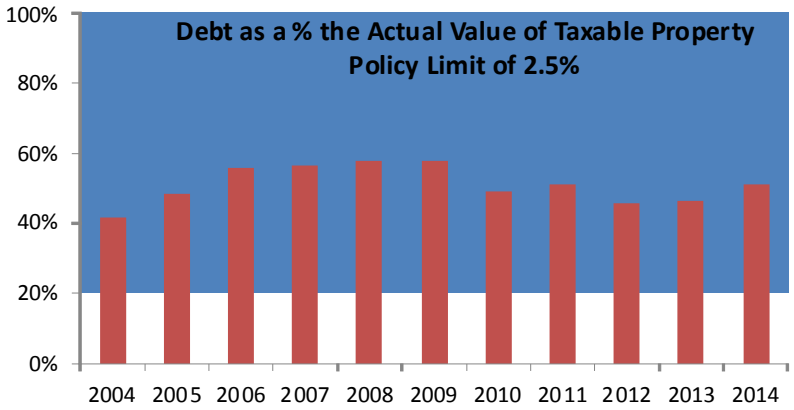
The Transportation Department budget includes installation of transit shelters and GPS units on Rover vehicles. Planning has begun on construction of a new transit facility.

PRIORITY 2: STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

The City continues to be strong financially. According to the last audit (FY 2012) and despite the difficult economic climate, the City's fund balance increased by $4,300,000 to a total of $52,758,488.

The City adopted comprehensive financial policies in 2010, which establish various performance measures. A comparison of the City's financial position against its policies shows that we remain well managed and that our financial condition is strong. For instance, the City will pay off 92 percent of its debt in the next 10 years and is well within our guidelines in terms of debt versus assessed value, debt per capita, variable debt ratios and debt as a percent of budget among others. As shown on the graph below, we are only using about half of the City's legal debt amount.

City of Murfreesboro
Debt to Estimated Actual Value of Taxable Property
with $25M New Issue



Health Insurance

The City made recent changes in plan design in order to affect our strategic areas of cost control, consumerism, and wellness in FY 2013. HealthScope Benefits has been the City's third party administrator since July 1, 2011 and the following benefits structure design changes have been implemented:

- New PPO Structure and adjustment of co-insurance level to 80/20 from 90/10
- New Health Reimbursement Arrangement (HRA) plan for active employees and retirees
- Four-Tier premium structure
- FSA debit card
- Wellness program launch with Interactive Health Services (IHS)- "Boro-Fit"

These plan design changes were recommended by the City's benefits consultant, Sherrill Morgan and were communicated during a Council workshop meeting in April, 2012.

The City has experienced a 100% increase in high claimants (claims in excess of $60k) in FY 2013 versus FY 2012, raising claims paid by $690,000. This experience has resulted in an estimated 10% increase in our stop loss premium renewal for FY 2014. Our stop loss bid renewal is currently pending final review and will be presented to you in early June.

Cost savings from FY 2013 plan design changes have not been fully realized as they only became effective in January, 2013. Many employee claims that occurred in November and December of 2012 reflect a plan utilization increase in anticipation of changes to the deductible and co-insurance structure and related out of pocket expenses in January, 2013.

Medical inflation on other claims is expected to increase by 7 percent for 2013.

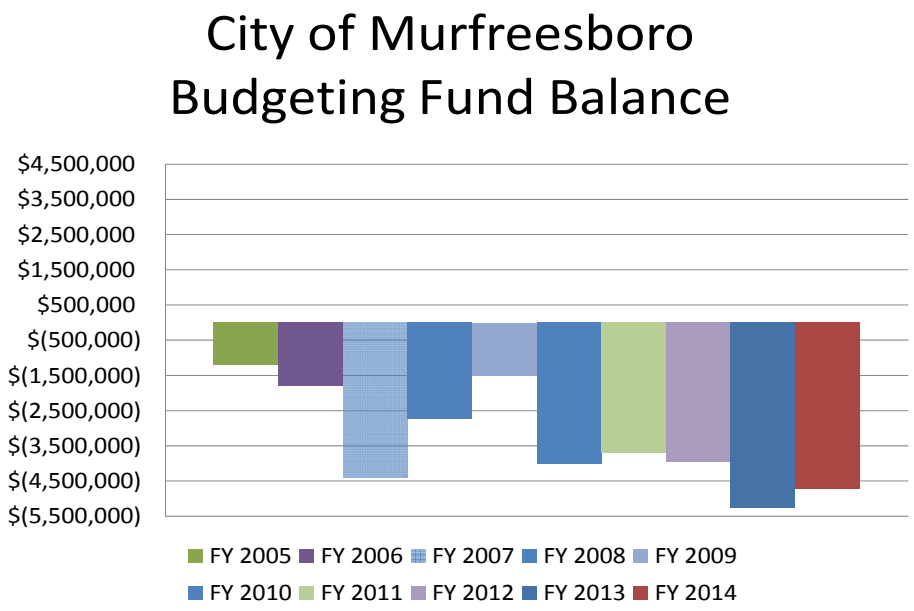
The City's wellness program, BoroFit, was also initiated in January 2013, with first year expenses of about $220,000. Continuation of BoroFit is planned for calendar 2014.

This combination of factors represents a premium increase of approximately 16% from the rates established in January, 2013. New insurance premiums with this proposal are set to become effective in December, 2013 for employees.

Budgeted Use of Fund Balance

In the past ten years the City has budgeted annually from $1.2 million to $5.3 million from fund balance to settle the General Fund's financial plan. In that same period, the City has actually had to draw from fund balance only three times. However, it is anticipated by our revenue and expenditure projections that FY 2013 will require the use of $1,254,400 in fund balance due to the unanticipated $1,119,000 in property tax refunds from 2010 and 2011.

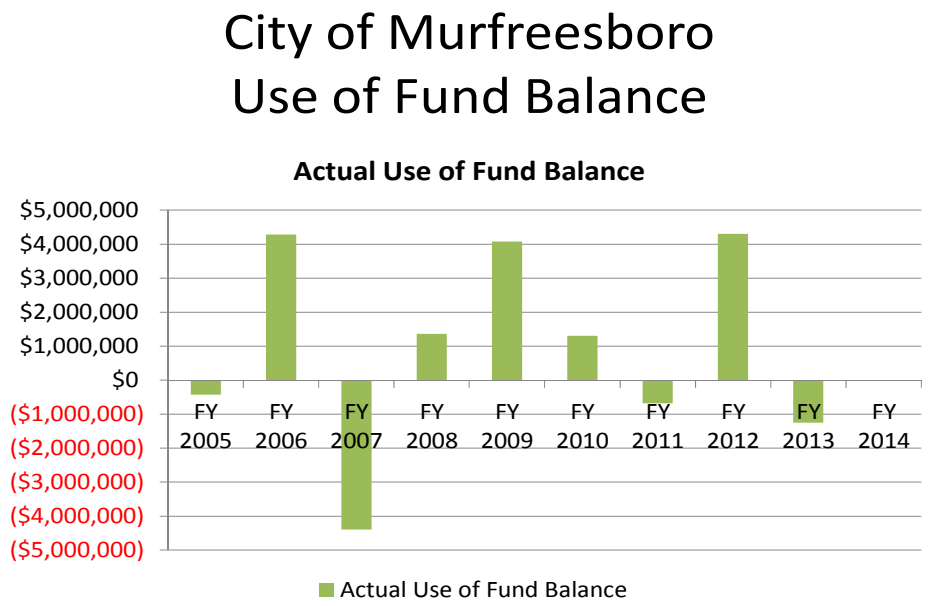
The FY 2014 proposed budget includes a use of $4.85 million from fund balance compared to last year's $5.27 million and has increased the allowance for property tax refunds to over $1.1 million.



Actual Use of Fund Balance

In 2007 the City budgeted and used fund balance to purchase the land for has become the Gateway Project. This proved to be a wise investment for the City bringing jobs, new development and additional tax dollars. It was also used in FY 2009 as a buffer in maintaining City services during the economic downturn. It is anticipated by our revenue and expenditure projections that FY 2013 will require the use of $1,254,400 in fund balance due to the unanticipated $1,119,000 in property tax refunds from 2010

and 2011. The other years on the graph below show additions to fund balance. In other words, even though the City budgeted to spend fund balance, fund balance has continued to increase.



Court fines are also recommended to be increased. The first fine is $2, of which $1 is sent to municipal training fund and $1 is a litigation tax. As a result, the City funds the enforcement of parking and receives no revenue. A survey of other downtown parking fines shows that Jackson's fine is $5, while the fines in Chattoanooga, Franklin, Knoxville and Nashville are $11. Clarksville's fine is $10 and Memphis is $21. The Main Street Board and downtown merchants association concur in the increase.

PRIORITY 3: EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

This marks the third year of the Service Excellence program. In FY 2013, employees were trained in Verbal Defense and Influence (aka Verbal Judo), which will assist our team in handling conflict and difficult situations. The feedback was excellent and extended training will be provided in this area.

Moving forward with Service Excellence in FY 2014, we want to engage and empower our employees to go even further. While plans are still in development, additional rewards programs to show our employees they are appreciated are being planned.

Information Technology (IT)

In FY 2013, Westin Engineering wrote the IT Strategic Plan. The plan is based on an assessment of existing business processes, current IT resources and an identification of the City's needs. This will result in improved productivity, enhanced citizen responsiveness and improved decision support. Implemented over a five-year timeframe, the most immediate needs are the Financial Management software, Human Resources Information System, work order management and records management. Funding for these upgrades will be included in the 2014 Capital Improvement Program.

PRIORITY 4: ENGAGING OUR COMMUNITY

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. Through technology and social media, additional outlets for telling the City's story and for receiving input from residents who have ideas, comments and suggestions about our City are being developed.

The first Citizens Academy was offered in 2013. Nineteen Murfreesboro residents spent one night per week for eight weeks being introduced to the services and the people that deliver those services. From participants evaluations the Academy was a success and will be offered again in FY 2014.

City Council's approval in FY 2013 of funding an upgrade and revamping of the City's website is nearing completion. Testing of the new site will begin in two weeks and the site should be live for public use by July 1st. The website will offer features for accessing services and making requests and allow the public to engage and interact with the City in from any location where internet access is present . Chris Lily and the IT staff will be providing more information as the rollout date nears.

EMPLOYEE COMPENSATION

Classification and Compensation Plan

Adopted in 2004, the City's Classification and Compensation Plan is a market based plan. It was built upon an analysis of the "market rate" for positions within our organization based upon survey data of both public and private employers. The pay plan targets the 60th percentile of the salary survey data for comparable jobs in other municipalities instead of the "average or 50th percentile. By using the higher percentage of 60 percent, employees' take home pay increased by 2 to 5 percent.

Burris, Thompson and Associates completed their bi-annual review of the overall pay plan. It has been the City's practice to review salary survey data for 44 benchmarks jobs every other year. These benchmark positions are a cross section of the organization and represent the large majority of the total number of employees. Additionally, the list of surveyed cities was changed to incorporate larger communities, as Murfreesboro has grown substantially since the initial study and its group of surveyed cities was selected.

During the pay plan review, Burris, Thompson and Associates compares the City's current pay steps or pay ranges to the market data. The review looks at the totality of the City's plan and the market data rather than identifying individual positions against the market. As a result, this is a "one for all, all for one" approach to see how the organization and our pay plan goals compare to the market data.

Mr. Thompson identified three alternatives:

- Alternative A recommends adjusting each step by 1.7 percent with employees staying at their current step. The cost, including FICA and retirement is an estimated $685,135. This alternative achieves the target 60th percentile of the salary survey data.
- Alternative B recommends no change to the pay steps, but employee move one pay step (3.5%). The topped out employees would not receive an increase. The total cost is an estimated $1,184,846.

- Alternative C recommends dropping step one and adding a new top step. Employees would move one step (3.5%) and those at the current top step would move to the new top step. The total cost is an estimated $1,410,573.

Pay Increases

The proposed budget includes the most aggressive recommendation, Alternative C, which is a 3.5 percent pay increase. The cost of the pay increases, including the increased cost of FICA and retirement, is approximately $1.4 million annually.

Part-time employees

Part-time pay has been increased $0.25/hour and $0.30/hour in FY 2012 and FY 2013, respectively. The City's current part-time pay rates are very competitive. In the past year, 96 positions were advertised and over 3,600 applications were received. There are pay increases recommended for the Pool Manager position in Parks and Recreation where pay was not competitive. Although across the-board part time pay increases are not included, I am recommending that part-time employees who work 52 weeks per year receive a $25 Christmas gift certificate.

Long Term Goal - Classification and Compensation Study

As I have mentioned to you, there are a number of reasons that I believe it is time to take a comprehensive look at the City's classification and compensation systems. Changing job requirements, changing workforce demographics, changing expectations about performance and the changes in the economy are driving cities to move away from step plans to new systems driven by performance and goals. Additionally, the City's current pay plan, like others, experiences compression challenges and can create an entitlement mind set in some.

This budget proposes a classification and compensation study in FY 2014 at a projected cost of $90,000. Although a scope of work has not been finalized, steps would likely include:

- Discussions regarding compensation philosophy and strategy with City Council
- Classification study
- Review of job descriptions
- Survey of total compensation
- Determinations regarding Fair Labor Standards Act
- Analysis of competitiveness of total compensation
- Development of a performance based compensation delivery model for consideration
- Transition plan
- Employee communications
- Training

The selection of the consultant will require City Council approval. This process and implementation will be a multi-year effort. Upon your approval, this will be one of the major new projects this year.

Longevity Pay

The Proposed FY 14 budget includes the normal longevity pay of $60 per 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 102 employees enrolled in the new retirement plan. The defined contribution plan requires employees to contribute 3 percent of salary to the program, with the City matching equally. Employees may contribute up to an additional 5 percent of salary with the City matching at 100 percent.

The defined benefit pension plan continues to be stable and funded at actuarially prescribed rates. The recommended percentage of salary for the defined benefits plan will remain 12.10 percent in FY 2014.

BUDGET PRESENTATION

Government Finance Officers Distinguished Budget Presentation Award

The City received the Government Finance Officer's Distinguished Budget Award for a second consecutive year for the FY 2013 budget. This is a companion to the award the City has won for 14 years for the comprehensive annual financial report.

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 budget process is long and hard. Department heads, assistant managers and administrative staff work long hours developing their budget requests. Melissa Wright and Erin Tucker devote a substantial part of their spring to budget. Shannon Logan and Ana Stovall contributed to the work of analyzing and producing the document. Jim Crumley looked beyond FY 2014 to ensure our course was correct and sustainable. As a major expense and item of importance to our employees, Glen Godwin, Pam Russell and their staff ensured the health insurance program was adequately funded and effective.

Finally, we also do not forget that once adopted, the budget is implemented by our hard working employees and we are grateful for them every day. They achieve greatness in ways that you can't always see, but are always thankful.

Thank you in advance for your input, feedback and dialogue about the proposed budget. And we will continue to be here in support of City Council's goals, policies and objectives.

Robert J. Lyons
City Manager

COMMUNITY PROFILE

CITY OVERVIEW

Overview

The City of Murfreesboro, 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. The July 1, 2012 census certified the population at 109,031 residents, up by 9,456 residents certified during the city's 2008 special census. 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 a population of 1,617,142 (2011).

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 109,031 between 2000 and 2012, a change of 58%. The city is also home to Middle Tennessee State University, the largest undergraduate university in the state of Tennessee, with an undergraduate population of 25,394 students (Fall 2012).

In 2012, Rutherford County was ranked third in the nation for employment growth and in 2013, that position was upgraded to second in the nation for employment growth by the Bureau of Labor Statistics According to CNN/Money Magazine, Rutherford County saw a 37 percent job growth, the14th best in the country, between 2000 and 2010, exemplifying our strength and resilience during the economic downturn. In addition, Murfreesboro ranked 20th in the nation for 2010 with the most affordable homes.

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, but was soon renamed "Murfreesboro" for Revolutionary War hero Colonel Hardy Murfree.

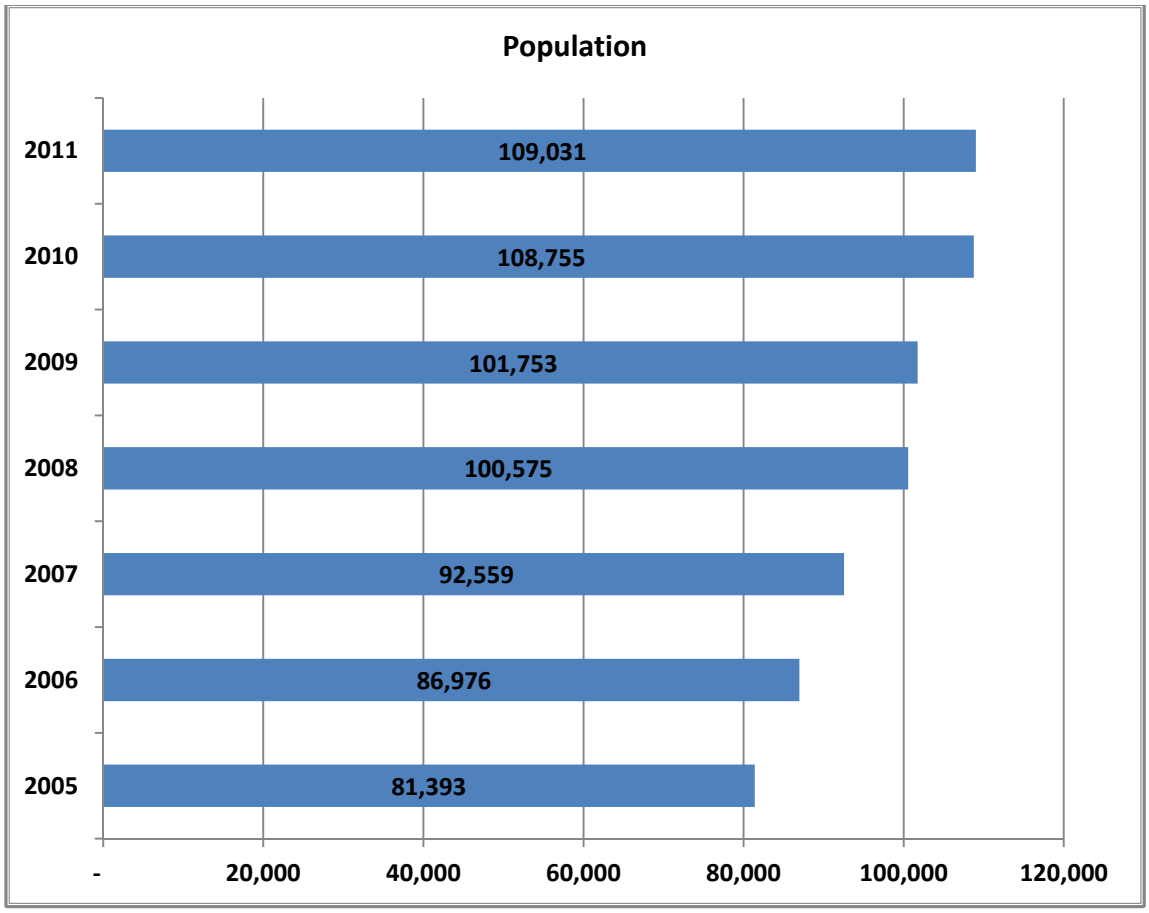
As Tennessee grew westward, it became clear that having the state capital in Knoxville would be a burden to those who had to travel from the western end of the state. In 1818, Murfreesboro became the capital of Tennessee until 1826, when Nashville became the state capital.

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 143% between 1990 and 2012, from 44,922 to 109,031.

DEMOGRAPHICS



Based on U. S. Census Bureau 2010 Population	108,755	100%
Single Race		
White Alone	82,240	75.6
Black or African American Alone	16,510	15.2
American Indian and Alaska Native Alone	378	0.3
Asian Alone	3,658	3.4
Native Hawaiian and Other Pacific Islander Alone	47	0
Some Other Race Alone	3,039	2.8
Two or More Races	2,883	2.7
Hispanic or Latino by Origin		
Not Hispanic or Latino	102,302	94.1
Hispanic or Latino	6,453	5.9
Mexican	4,005	3.7
Puerto Rican	541	0.5
Cuban	183	0.2
All Other Hispanic or Latino	1,724	1.6
Age		
Age 0 - 4	7,697	7.1
Age 5 - 9	7,178	6.6
Age 10 - 14	6,685	6.1
Age 15 - 19	9,350	8.6
Age 20 - 24	14,950	13.7
Age 25 - 29	10,402	9.6
Age 30 - 39	15,615	14.3
Age 40 - 49	13,206	12.2
Age 50 - 59	10,753	9.9
Age 60 - 69	6,810	6.2
Age 70 - 79	3,681	3.9
Age 80 - 84	1,260	1.2
Age 85 and over	1,169	1.1
Age 16 and over	85,880	79
Age 18 and over	83,207	76.5
Age 21 and over	74,548	68.5
Age 62 and over	11,244	10.3
Age 65 and over	8,873	8.2
Age		
Median Age	29.0	
Median Age - Male	28.1	
Median Age - Female	30.1	

Households	
2010 Census	41,940
2000 Census	26,511

Households by Type		
Total households	41,940	100
Family households (families)	25,108	59.9
Nonfamily households (householder living alone)	16,832	40.1
Households with individuals under 18 years	14,059	33.5
Households with individuals over 65 years	6,436	15.3
Housing Occupancy		
Total housing units	45,500	100
Occupied housing units	41,940	92.2
Vacant housing units	3,560	7.8
Homeowner vacancy rate (percent)	2.7	
Rental vacancy rate (percent)	9.9	

Source: Claritas

EDUCATIONAL FACILITIES

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.

Rutherford County Schools, with 39,895 K-12 students in 45 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.

Rutherford County Schools posted all A's in achievement in grades 3-8 for Math, Reading/Language, Social Studies and Science, according to the 2012 Tennessee Report Card. Rutherford County has six middle schools ranked in the state's top 50 schools in a three-way tie with two other Tennessee counties for top-performing middle schools. The City selected a site for a new $20 million elementary school east of Veterans Parkway and it will be under construction in 2013.

Murfreesboro City Schools, which enrolls 7,200 pre-K through 6 students in 12 schools, are 100 percent accredited by the Southern Association of Colleges and Schools. On the Terra Nova test administered in the spring, the grade average at all levels exceeded the national norms. More than 68 percent of the licensed employees have Master's degrees or higher.

Murfreesboro City Schools

- Has a Pupil Teacher Ratio (PTR) in grades K-3 of 19:1 and a PTR of 21:1 in grades 4-6.
- Enrolls 2,100 students in its Extended School Program and tutors 80 children a week at the Franklin Heights Family Learning and Resource Centers.
- Transports more than 3,000 students per day on 30 buses.
- Has licensed music, physical education, art, counselors, nurses, and media specialists in each K-6 school.
- Participates in the universal breakfast program.
- Receives community support for its educational programs through the City Schools Foundation.
- Has established strong partnerships with the medical, educational, governmental, faith-based, postsecondary, volunteer and business communities.
- Has award winning schools: 7 out of its 10 tested schools are ranked in the top 5% of the state in 2012 academic growth or achievement; Bradley and Discovery are listed as Reward Schools; Hobgood received the 2011 Education Consumers Foundation Value-Added Achievement Award; Discovery is a 2012 National Blue Ribbon School; and the district had the greatest growth in reading in the Middle Tennessee region in 2012.
- Has produced more Tennessee Teachers of the Year than any other district in the state.
- Has schools focused on specific learning styles: Bradley Academy is an arts-focused school; Hobgood is a NASA Explorer School; Bellwood-Bowdoin educates preschool children; and Discovery is an academic magnet.

Rutherford County Schools

- The State of Tennessee's Headquarters for the Virtual Enterprise program is at Rutherford County's Blackman High School.
- Oakland High School offers an International Baccalaureate (IB) Program, and is one of just 13 schools in Tennessee certified to offer this unique educational opportunity to students.
- Rutherford County Schools received "straight A's" for learning gains and achievement for grades 3 – 8 on the most recent Tennessee Report Card on Education. Those grades made Rutherford County Schools one of only nine other districts in the state to receive perfect scores for grades 3 – 8.
- All K-5 schools have after-school programs.
- All schools offer special education staffing.
- Many of the K-5 schools offer outdoor classrooms for science study.
- Several high schools have ranked in the top 10 percent in Gateway and end-of-course exams for value-added (three-year learning gains), including:
- Siegel High ranking in the top 10 percent of ACT math;
- Siegel High ranking in the top 10 percent for ACT composite scores;
- Siegel High and Blackman High ranking in the top 10 percent for U.S. History for learning gains;
- Oakland High, Siegel High and Holloway High ranking in the top 10 percent for Physical Science learning gains;
- Riverdale High ranks in the top 10 percent for English I learning gains;
- Riverdale, Siegel and Blackman High ranking in the top 10 percent of English II learning gains and Biology I learning gains; and
- Siegel High scoring in the top 10 percent for writing assessment learning gains.

Middle Tennessee State University
Middle Tennessee State University (MTSU) in Murfreesboro, founded in 1911, is a Tennessee Board of Regent institution and the largest 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. This past year, MTSU dedicated its brand-new, $65 million, 211,000-square-foot, state-of-the-art Student Union building and construction began this spring on a Student Services building to be located east of the new Student Union.

The State of Tennessee recently approved funding for a new Science building. The State included a $126.7 million capital-outlay funding request for the MTSU Science Building in its Fiscal Year 2013 budget. Nearly all of MTSU's 26,000-plus students will benefit from the improved science facilities. During fall 2010, more than 13,200 students, both majors and non-majors, were enrolled in biology, chemistry and physical science courses. Science courses to be offered in the new building serve academic programs beyond general education, biology and chemistry. Those additional programs include aerospace, agribusiness/agriscience, engineering technology, nursing, physics and astronomy, elementary education, teacher licensure in science education, wellness and exercise science in health and human performance, human sciences nutrition/food science/dietetics, geology, social work, and recording-industry production technology. Construction of the new Science Building began in the summer of 2012 and the facility could be ready for use by spring 2015.

MTSU continues to be the number one producer of college graduates for the Greater Nashville job market. MTSU enrolls approximately 25,400 students annually in:

- Basic and applied sciences
- Business
- Education and behavioral science
- Liberal arts
- Mass communication
- Continuing education and distance learning
- Graduate studies
- University honors

The university offers more than 140 programs including Master's degrees in ten areas. 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. Some other highlights from the university include:

- MTSU is a destination school and is the No. 1 choice of undergraduates in the state of Tennessee.
- The Honors College, with its prestigious Buchanan Fellowships - the highest academic scholarships awarded at MTSU - provides talented students the atmosphere of a small select college nestled within a major university.
- PhD programs in English, Economics, Human Performance and Public History have been called programs of the "highest quality"; and the programs in Economics and Public History are unique in Tennessee.

- Nationally recognized programs in aerospace, recording industry and concrete management attract students from around the world.
- The Center for Popular Music is nationally recognized as a repository of music, has one of the largest sheet music collections in the country. It was listed as one of the top 100 things to visit in Tennessee in the 20th century by the Tennessean.
- MTSU has a diverse student body which is 54 percent female, 12 percent minority, and with students from around the world.

The City is also the location of the Tennessee Technology Center, Daymar Institute (formerly Draughons) and the University of Phoenix.

LOCAL ECONOMY

The City's strong economy attracts a growing population, with in-migration at twice the national average. The City of Murfreesboro had a 52% growth rate from 2000-2013, and Rutherford County ranks as the 20th fastest growing county in the country by the U. S. Census Bureau. In 2010, the last decennial census, Murfreesboro was named the 12th fastest growing city in the country by msn.com. Income levels have also risen steadily over the period with an average household income of $57,644 per year.

The City has a diversified employment base, which includes office, industrial, institutional, government, educational and retail employment. Murfreesboro is home to Middle Tennessee State University with an enrollment of over 25,394 students. The City's Gateway Project has created opportunities for Class A office, mixed use and retail. This past year also saw the announcement of several hotel projects in the Gateway with the new Residence Inn breaking ground in April of 2013.

Moving forward, the City will continue to focus its planning and marketing efforts on the City's Gateway (Medical Center Parkway, Thompson Lane, and Fortress Boulevard). In 2012, the property taxes in the Gateway accounted for 7 percent of the overall collections. The City produced a new marketing video of the two corporate headquarter sites reserved in the Gateway. Moreover, the Planning Commission recently approved a 400-unit residential, mixed use complex to be located near the Avenue, along with a new restaurant, Peter D's, and a Holiday Inn Suites adjacent to the Embassy Suites. The medical community continues to thrive with the opening of the TrustPoint rehabilitation facility and the expansion of Murfreesboro Medical Clinic that doubled their facility size and operations. Finally, Toyota of Murfreesboro has submitted plans to construct a new dealership location on Fortress Boulevard at I-24, a first for the Gateway.

Several large projects were completed in 2012, with several more being announced thus far for 2013. The largest project completed last year was the Amazon Fulfillment Center, located off Joe B. Jackson Parkway, which officially opened just in time for the 2012 Christmas season. The facility contains over 1.25 million square feet and employs over 1,150 full-time employees. Amazon also announced it had plans to add several hundred additional jobs at the fulfillment center during 2013. The City worked in partnership with the Chamber of Commerce on the recruitment of Amazon and the developer of the project told Destination Rutherford that Murfreesboro was selected because it was "infrastructure ready and builder friendly". Seefried Properties, the development company, expressed to staff the wish that all communities worked with them like Murfreesboro and the hope of completing another project here in the future.

Another important project that is ongoing is the NHK campus located just west of the Amazon site. NHK has constructed two buildings on site (one is with their partner Daiei) and both businesses have begun operations. This manufacturer of automobile seat components is enhancing the campus with the addition of a new truck terminal facility.

Nissan, located in neighboring Smyrna, continues to contribute to the local economic engine. Their record sales bode well for the regional economy and their success in the marketplace is having a trickle-down effect on the Murfreesboro economy. Many of their suppliers call Murfreesboro home, some of whom are looking to expand and add jobs. For example, Johnson Controls announced at the beginning of 2013 their plans to construct a 90,000 square foot expansion to support additional business lines. In addition, Nissan itself will open a call center and distribution center in Murfreesboro by the end of 2013.

This will bring in an estimated 300 jobs to the local economy. New expansions throughout Rutherford County and Middle Tennessee may be why Tennessee was ranked #1 for automotive manufacturing strength by Business Facilities magazine for 2012.

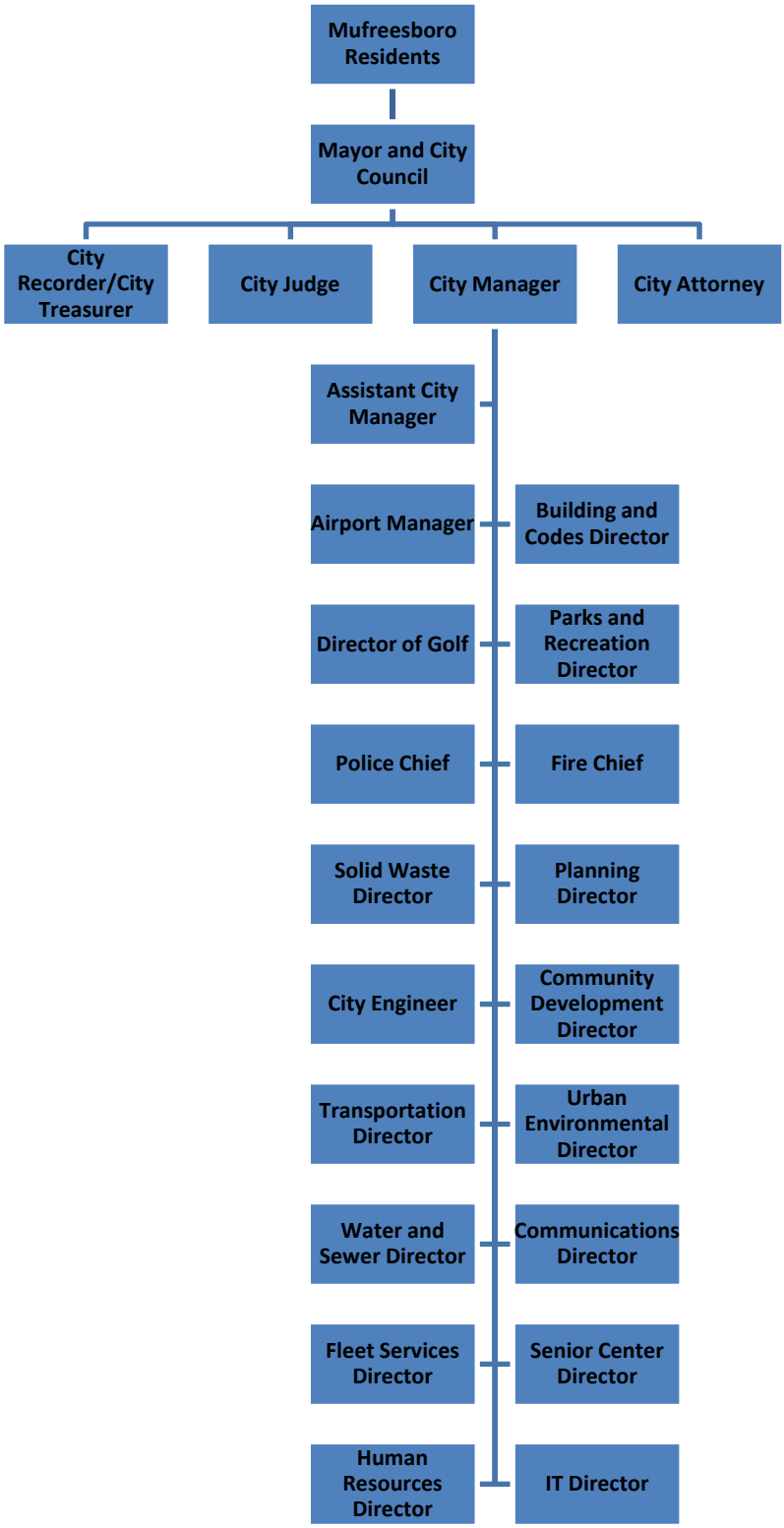
The City of Murfreesboro is fortunate to have a healthy economy, and the City along with the Chamber of Commerce, Destination Rutherford, and the Industrial Development Board, work together in partnership to bring about economic success. Retail sales continue to climb above projected expectations and the housing market is showing signs of real strength in Murfreesboro. In fact, the April 2013 single family building permit numbers are the highest monthly totals reported for the City since June of 2007.

In addition, the US Bureau of Labor Statistics information released in January 2013 stated that Rutherford County ranks 7th in the United States for job growth and the Gallup Corporation claimed in 2012 that the Rutherford/Davidson/Williamson MSA ranks 2nd in job creation among the 50 largest U.S. metro areas. Since January of 2013, Rutherford County has reported that existing industries in Murfreesboro have added 550 jobs this year alone. We also recognize that the success of all of Rutherford County and its local economies is vitally important to the long-term viability of the community.

CITY GOVERNMENT

The City operates under a Council-Manager form of government. The governing body is the City Council, which consists of seven 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 is responsible for carrying out the policies and ordinances of the City Council and the day-to-day operations. The City Manager appoints and supervises the various department heads of the City.

CITY OF MURFREESBORO ORGANIZATIONAL CHART



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, 2013 is referred to as FY 2014.

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.

The annual budget is adopted on a basis consistent with the basis of accounting as described in the Governmental Funds section on page 36.

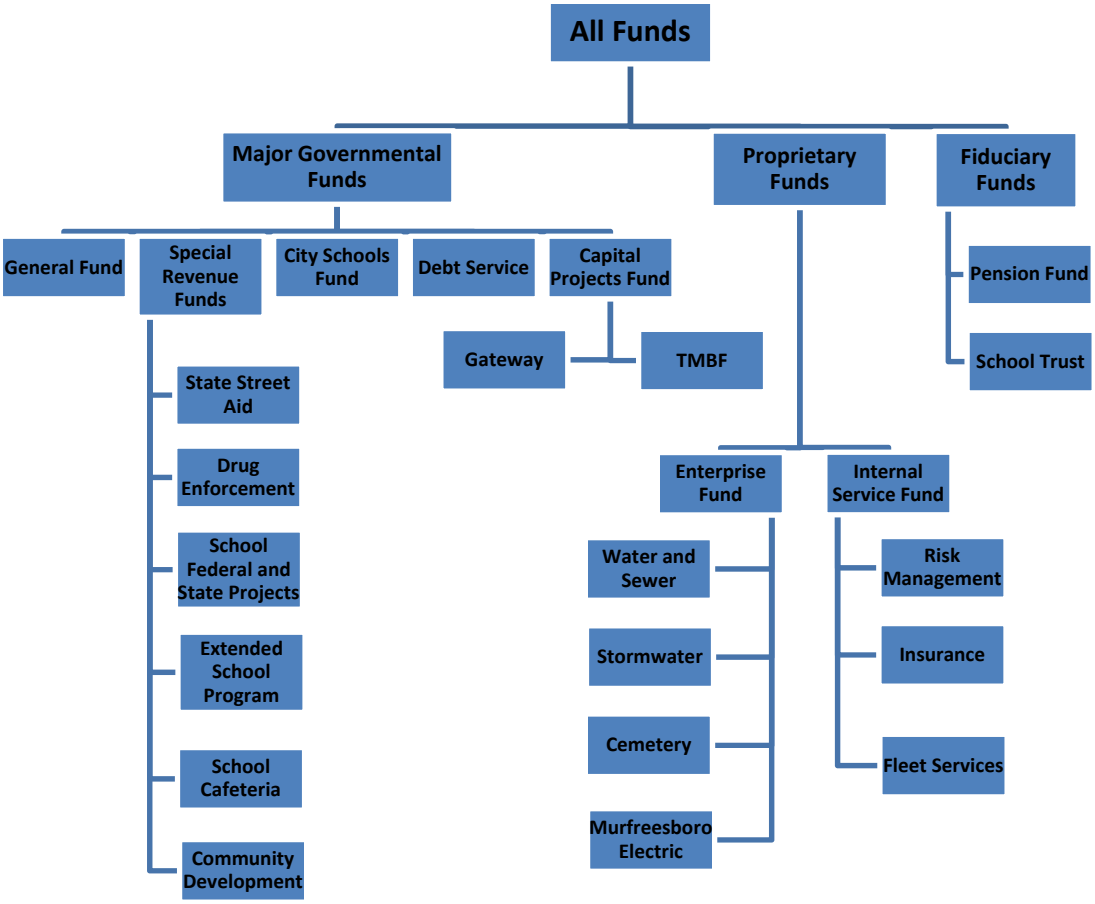
MONITORING OF REVENUES AND EXPENDITURES

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
January	City Manager	Meet with City Council to obtain input on FY 14 budget goals	
January 14	City Manager	Distribute budget calendar	
January 17-31	Assistant City Manager	Review of performance measures with Department heads	
February 1	Finance Director	Distribute non-city agency funding request forms	
February 4	Department heads	Pay and Classification Review forms due to Human Resources	
February 6-15	Human Resourses Steve Thompson	Review of Pay/Class requests	
February 19-28	City Manager	Review Pay/Class requests with Department heads	
March 4	City Manager Finance Director	Distribute Budget Instructions Distribute Budget Worksheets	
March 25	Department heads	Submit requested Budget forms and list of goals to Asst Finance Director	
March 25-29	City Manager Finance Director	Input of Departmental budget requests	
March 25	Non-city Agencies	Submit non-city agency requests for funding	
Early April	City Manager	City Manager review of budget requests	
April 1-10	City Manager Finance Director	Budget review sessions with Department heads	
April 15	City Manager Finance Director	Finalize revenue estimates and Risk Mgmt estimates	
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 tentative budget to City Council	Charter Seciton 74
May 23-June 3	City Council	Budget and CIP review sessions	
May 26	City Manager	Budget advertised in newspaper	Carter Section 76
June 6	City Council	Budget Public Hearing and First Reading of Tax Rate Ordinance and Appropiration Ordinance	
June 13	City Council	Second Reading of Ordinances	
June 20	City Council	Third Reading of Ordinances	
July 1	City Council	Start of FY 14	Carter 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, 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. State Street Aid, which is administered by the City's engineering and transportation staff; Airport, Drug Enforcement, which is administered by the police department; Community Development, 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), Gateway Project Fund (administered by the engineering and finance department) and TMBF/Bond Fund are all 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.

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. The City's water and sewer department and electric department are the largest of these funds and prepare their own budget documents. While funds are appropriated by City Council, 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 Fleet Services Fund for fleet maintenance of City vehicles and 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.

CONSOLIDATED FINANCIAL OVERVIEW

ALL FUNDS

2012/2013 FUND SUMMARIES						
	Beginning Fund Balance 7/1/2012	Total Estimated Revenues	Total Estimated Expenditures	Projected Ending Fund Balance 6/30/2013	Change In Dollars	Change as Percentage
TOTAL GENERAL FUND	$ 52,758,488	$ 109,308,797	$ 110,563,205	$ 51,504,080	$ (1,254,408)	-2.38%
DEBT SERVICE FUND	4,029,850	29,333,152	29,333,152	4,029,850	-	0.00%
STATE STREET AID FUND	1,089,874	2,800,350	2,794,500	1,095,724	5,850	0.54%
AIRPORT FUND	409,682	1,737,117	1,811,653	335,146	(74,536)	-18.19%
DRUG FUND	376,482	268,250	434,150	210,582	(165,900)	-44.07%
CAPITAL IMPROV. & CONT. FUND	(635,780)	4,937,731	3,699,571	602,380	1,238,160	-194.75%
COMMUNITY DEV. FUND	83	815,921	815,921	83	-	0.00%
GATEWAY PROJECT FUND	(1,074,380)	0	250,000	(1,324,380)	(250,000)	23.27%
TML LOAN FUNDS	16,628,945	47,057,706	11,297,088	52,389,563	35,760,618	215.05%
INSURANCE FUND	2,995,996	11,436,840	12,526,525	1,906,311	(1,089,685)	-36.37%
RISK MANAGEMENT FUND	1,418,349	4,049,640	4,049,640	1,418,349	-	0.00%
FLEET SERVICES FUND	200,959	2,324,443	2,324,443	200,959	(0)	0.00%
GRAND TOTALS	78,198,548	214,069,947	179,899,848	112,368,647	34,170,099	43.70%

Revenue Sources In Total							
2013-2014							
City of Murfreesboro							
Fund	**State of Tennessee**	**Federal Government**	**Local Taxes**	**Transfers In**	**Other Sources**	**Issuance of Debt**	**Total**
General Fund	$11,445,215	$ 4,603,649	$79,465,758	$ 2,950,323	$ 14,900,806		$113,365,751
Debt Service Fund				28,271,821			28,271,821
State Street Aid Fund	2,800,000				350		2,800,350
Airport Improvement Fund	14,300	4,687,250			1,387,751		6,089,301
Drug Fund				80,000	171,600		251,600
Insurance Fund					13,176,680		13,176,680
Risk Management Fund					3,905,049		3,905,049
Fleet Service Fund					2,364,105		2,364,105
Community Development Fund		1,049,028			15,000		1,064,028
Capital Improvement Projects Fund	600,000	3,868,000			1,087,866		5,555,866
Gateway Fund							-
TMBF/Bond Fund						$27,909,755	27,909,755
Total Revenue from Sources	$14,859,515	$14,207,927	$79,465,758	$31,302,144	$ 37,009,207	$27,909,755	$204,754,306

Expenditures In Total						
2013-2014						
City of Murfreesboro						
	Personnel	**Operating**	**Capital**	**Transfers**		
Fund	**Costs**	**Costs**	**Expenses**	**Out**	**Other**	**Total**
General Fund	$56,867,852	$22,788,541	$ 4,470,861	$31,957,366	$2,135,939	$118,220,559
Debt Service Fund		31,271,821				31,271,821
State Street Aid Fund		2,800,350				2,800,350
Airport Improvement Fund	199,932	1,233,152	4,687,200			6,120,284
Drug Fund	150,000	133,650	10,000			293,650
Insurance Fund		13,421,405				13,421,405
Risk Management Fund	287,696	3,615,853	1,500			3,905,049
Fleet Service Fund	932,912	1,410,733	20,460			2,364,105
Community Development Fund	199,394	864,634				1,064,028
Capital Improvement Projects Fund		5,555,866				5,555,866
Gateway Fund		30,000				30,000
TMBF/Bond Fund		762,048	47,882,000			48,644,048
Total Expenditures by Sources	$58,637,787	$83,888,053	$57,072,021	$31,957,366	$2,135,939	$233,691,165

Consolidated Fund Summary						
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Estimated	FY 2013-14 Budget	Budgeted Increase (Decrease)
GENERAL FUND:						
Beginning Fund Balance	49,248,735	48,451,934	52,758,488	52,758,488	51,504,080	
Accounting Change - See Note						
REVENUES						
Property Tax	34,799,508	35,449,580	35,735,992	35,722,681	35,321,858	(414,134)
Property Tax Equivalents	861,544	635,916	631,205	622,387	565,000	(66,205)
Local Option Sales Tax	29,732,214	32,675,500	32,989,408	33,000,000	34,485,000	1,495,592
Other Local Taxes	7,807,050	8,466,888	8,083,968	8,888,520	9,093,900	1,009,932
Licenses, Permits, Fines	3,430,795	5,311,627	4,541,000	5,238,945	5,160,300	619,300
Charges for Services	1,022,296	1,547,159	1,086,600	1,092,817	1,128,000	41,400
Charges for Services-Parks	1,513,995	1,465,254	1,298,637	1,436,000	1,441,300	142,663
Charges for Services-Public Golf	1,790,476	1,901,912	1,920,974	1,929,753	1,951,177	30,203
Charges for Services-Senior Citizens	183,328	130,473	142,500	132,046	150,000	7,500
Charges for Services-Solid Waste	42,255	20,425	20,500	18,830	20,500	0
Intergovernmental-County	256,540	264,810	273,459	271,633	290,705	17,246
Intergovernmental-County-Parks	108,995	119,701	105,000	120,000	120,000	15,000
State Sales Tax Allocation	6,714,432	7,379,078	7,519,264	7,477,000	7,740,000	220,736
Intergovernmental-Other State	3,280,513	3,578,515	3,651,571	3,708,306	3,705,215	53,644
Intergovernmental-Federal	2,799,330	2,247,200	2,530,957	2,062,019	1,529,649	(1,001,308)
Intergovernmental-Federal-Parks	518,884	151,320	4,750,000	750,000	3,074,000	(1,676,000)
Miscellaneous revenues	1,855,638	1,421,955	1,145,357	1,178,220	1,555,788	410,431
Miscellaneous revenues - Cable Franchise Fee	1,318,497	1,094,785	1,320,000	1,375,000	1,435,000	115,000
Transfers from Other Funds	3,773,494	4,150,897	4,304,291	4,284,640	4,598,359	294,068
	101,809,784	108,012,995	112,050,683	109,308,797	113,365,751	1,315,068
EXPENDITURES						
General Administrative	4,984,439	4,582,296	4,186,746	4,032,448	4,339,331	152,585
Information Technology	0	831,963	1,171,576	1,154,085	1,520,665	349,089
Communications	454,276	645,433	680,973	643,080	728,851	47,878
Legal	750,236	772,531	816,187	778,326	810,292	(5,895)
Human Resources	858,324	761,299	847,720	793,050	914,210	66,490
Judicial	365,072	397,178	446,668	439,797	458,006	11,338
Police	21,879,339	22,794,678	25,119,392	24,408,550	25,111,237	(8,155)
Fire	14,023,025	14,343,682	15,348,699	15,074,100	15,686,801	338,102
Building and Codes	1,666,961	1,615,140	1,719,422	1,668,474	1,808,556	89,134
Planning and Engineering	1,735,966	1,695,239	1,775,515	1,769,864	904,000	(871,515)
Transportation	3,271,637	2,139,735	4,369,613	3,178,999	2,925,361	(1,444,252)
Street	4,344,773	4,570,444	4,199,744	4,116,735	5,492,934	1,293,190
Urban Environmental	926,237	921,753	1,030,820	964,944	1,112,211	81,391
Civic Plaza	76,043	86,618	109,909	104,600	68,896	(41,013)
Parking Garage	109,960	110,735	116,975	118,170	184,487	67,512
Recreation	7,606,358	7,970,541	13,243,702	8,941,279	11,712,749	(1,530,953)
Senior Citizens	861,004	820,035	946,360	945,095	928,892	(17,468)
Golf - Old Fort	1,514,312	1,824,139	1,718,119	1,649,762	1,706,107	(12,012)
Golf - VA	321,817	315,323	305,285	287,793	306,001	716
Golf - Short Course	0	0	0	92,500	49,328	49,328
Solid Waste	4,191,427	3,998,856	4,683,442	4,505,150	4,579,852	(103,590)
Public Health & Welfare	1,502,385	1,602,842	1,711,451	1,737,701	2,135,939	424,488
Departmental Transfers	29,765,951	29,589,318	31,039,925	30,832,323	31,957,366	917,441
Miscellaneous	1,397,043	1,316,663	1,732,895	2,326,379	2,778,487	1,045,592
Total Expenditures	102,606,585	103,706,441	117,321,136	110,563,205	118,220,559	899,423
Ending Fund Balance	48,451,934	52,758,488	47,488,034	51,504,080	46,649,272	

Note: Planning & Engineering were a shared department and Street Department was a separate department until FY 2014 . In FY 2014, Planning and Engineering were split into 2 separate departments and the Street Department was incorporated as a division of Engineering.

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Estimated	FY 2013-14 Budget	Budgeted Increase (Decrease)
Debt Service Fund						
Beginning Fund Balance	4,790,767	4,799,289	4,029,850	4,029,850	4,029,850	0
Revenues						
Transfers from Other Funds	25,051,104	26,320,148	26,851,609	27,463,152	28,271,821	1,420,212
Refunding Bonds Issued	0		0	1,870,000	0	0
Premium on Refunding	0		0	0	0	0
All Other	9,522	3,578	0	0	0	0
Total Debt Service Fund Revenue	25,060,626	26,323,726	26,851,609	29,333,152	28,271,821	1,420,212
Expenditures						
Principal Retirement	17,646,836	20,243,230	20,712,509	20,525,817	23,394,565	2,682,056
Refunded Debt	0		0	1,863,350	0	0
Interest	3,727,889	4,018,681	5,964,494	3,977,105	4,509,183	(1,455,311)
Transfers to Other Funds	3,568,050	2,729,612	3,064,606	2,827,974	3,263,073	198,467
Issuance Cost and Fees	109,329	101,642	110,000	138,906	105,000	(5,000)
Total Debt Service Fund Expenditures	25,052,104	27,093,165	29,851,609	29,333,152	31,271,821	1,420,212
Ending Fund Balance	4,799,289	4,029,850	1,029,850	4,029,850	1,029,850	0
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Estimated	FY 2013-14 Budget	Budgeted Increase (Decrease)
State Street Aid Fund						
Beginning Fund Balance	1,465,288	1,583,145	1,089,874	1,089,874	1,095,724	5,850
Prior Period Adjustment	0		0	0	0	0
Revenues						
State Gasoline Tax Allocation	2,750,030	2,820,084	2,830,000	2,800,000	2,800,000	(30,000)
Federal Funds	116,332	0	0	0	0	0
All Other	9,218	753	750	350	350	(400)
Total State Street Aid Fund Revenue	2,875,580	2,820,837	2,830,750	2,800,350	2,800,350	(30,400)
Expenditures						
Street Paving	1,633,209	2,520,526	1,860,750	1,860,000	2,000,000	139,250
ARRA Project	116,332	0	0	0	0	0
Street Markings	259,354	161,947	180,000	180,000	185,000	5,000
Curbs and Gutters	191,929	140,490	140,000	125,000	125,000	(15,000)
Storm Drainage	175,636	115,481	140,000	140,000	0	(140,000)
Surveys and Engineering	58,053	41,610	80,000	80,000	80,000	0
Other Streets Related	323,210	334,054	430,001	409,500	410,350	(19,651)
Total State Street Aid Fund Expenditures	2,757,723	3,314,108	2,830,751	2,794,500	2,800,350	(30,401)
Ending Fund Balance	1,583,145	1,089,874	1,089,873	1,095,724	1,095,724	5,851

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Estimated	FY 2013-14 Budget	Budgeted Increase (Decrease)
Airport Fund						
Beginning Fund Balance	299,110	351,686	409,682	409,682	335,146	(74,536)
Revenues						
Rentals (Hangars, Terminals, etc.)	428,184	448,745	450,393	444,393	464,001	13,608
Fuel Sales	875,015	1,037,536	867,000	1,072,000	921,500	54,500
State & Federal Funds	50,448	97,008	176,625	218,269	4,701,550	4,524,925
Other Airport Revenue	3,945	4,636	1,950	2,455	2,250	300
Total Airport Fund Revenue	1,357,592	1,587,925	1,495,968	1,737,117	6,089,301	4,593,333
Expenditures						
Labor	129,731	134,355	155,056	139,390	157,731	2,675
Operations and Maintenance	26,038	35,585	27,800	23,000	28,000	200
Building and Grounds	40,320	26,011	65,000	52,400	53,600	(11,400)
Roof Replacement			100,000			(100,000)
Items for Resale, Related Rebates & Taxes	759,414	913,934	759,000	956,705	810,000	51,000
Surveys and Studies	36,903	7,858	62,000	156,348	8,000	(54,000)
Transfer to Debt Service Fund	190,725	190,725	241,250	241,250	245,362	4,112
All Other	121,885	221,461	138,469	242,560	4,817,591	4,679,122
Total Airport Fund Expenditures	1,305,016	1,529,929	1,548,575	1,811,653	6,120,284	4,571,709
Ending Fund Balance	351,686	409,682	357,075	335,146	304,163	(52,912)

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Estimated	FY 2013-14 Budget	Budgeted Increase (Decrease)
Drug Enforcement Fund						
Beginning Fund Balance	368,351	288,780	376,482	376,482	210,582	(165,900)
Revenues						
Court Fines	93,659	87,372	90,000	78,500	80,000	(10,000)
Court Fines from General Fund	93,659	87,372	90,000	78,500	80,000	(10,000)
Seizure Awards	42,325	85,506	50,000	100,000	80,000	30,000
Other Drug Enforcement Revenue	28,024	19,311	2,000	11,250	11,600	9,600
Total Drug Enforcement Fund Revenue	257,667	279,561	232,000	268,250	251,600	19,600
Expenditures						
Labor - Overtime & Court	69,915	105,827	90,000	157,000	150,000	60,000
Operations and Maintenance	4,093	7,928	7,200	3,200	6,700	(500)
Vehicles-Fleet	15,856	12,644	15,000	15,000	15,000	0
Utilities	11,239	9,830	11,700	10,000	10,700	(1,000)
Cellular Telephones	16,492	9,698	15,000	7,500	8,000	(7,000)
Rent	27,600	0	0	0	0	0
Training Personnel	0	4,252	10,000	9,500	10,000	0
Undercover Operations	43,000	27,500	70,000	45,000	70,000	0
Capital	119,744	5,544	2,500	178,600	10,000	7,500
All Other	29,299	8,636	8,575	8,350	13,250	4,675
Total Drug Enforcement Fund Expenditures	337,238	191,859	229,975	434,150	293,650	63,675
Ending Fund Balance	288,780	376,482	378,507	210,582	168,532	(209,975)

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Estimated	FY 2013-14 Budget	Budgeted Increase (Decrease)
Community Development Fund						
Beginning Fund Balance	83	83	83	83	83	0
Revenues						
Community Development Block Grant	483,311	889,212	711,535	669,602	885,347	173,812
Emergency Shelter Grant	110,543	106,185	110,000	131,319	163,681	53,681
Neighborhood Stabilization Program	219,793	117,379	0	0	0	0
Murfreesboro Housing Authority ARRA Pass thru	389,064	64,165	0	0	0	0
HOME Grant	156,804	143,461	0	0	0	0
Other Federal Funds	64,371	0	0	0	0	0
Program Income	120,832	31,244	25,000	15,000	15,000	(10,000)
Total Community Development Fund Revenue	1,544,718	1,351,646	846,535	815,921	1,064,028	217,493
Expenditures						
Administration	135,319	111,331	131,229	122,979	130,179	(1,050)
Housing Rehabilitation	350,806	438,896	304,707	292,000	425,038	120,331
Housing Assistance	107,123	197,961	159,875	140,390	201,573	41,698
Economic Development	58,110	95,600	10,000	3,009	0	(10,000)
Emergency Shelter Grant	110,543	106,185	110,000	131,319	163,681	53,681
Neighborhood Stabilization Program	219,793	117,379	0	0	0	0
Murfreesboro Housing Authority ARRA Pass thru	389,064	64,165	0	0	0	0
Street Improvements	231	0	0	0	0	0
All Other	173,729	220,129	130,724	126,224	143,557	12,833
Total Community Development Fund Expenditures	1,544,718	1,351,646	846,535	815,921	1,064,028	217,493
Ending Fund Balance	83	83	83	83	83	0
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Estimated	FY 2013-14 Budget	Budgeted Increase (Decrease)
Capital Improvement Fund						
Beginning Fund Balance	1,057,495	(611,436)	(635,780)	(635,780)	602,380	1,238,160
Transferred Fund Balance to General Fund						
Revenues						
Federal Funds	897,608	0	0	0	0	0
Federal Grants - Road Projects	0	106,734	5,672,806	1,541,285	3,868,000	(1,804,806)
State Grants - Economic Development	0	3,220,745	1,300,000	1,622,050	600,000	(700,000)
School Energy Loan Proceeds	0	1,000,000	1,000,000	971,518	0	(1,000,000)
Designated Contributions - Match	0	3,676,688	520,000	732,982	1,018,000	498,000
Donations						0
Transfer from General Fund	1,668,932	24,344	0	0	0	0
Transfer from School Fund	0	15,781	0	0	0	0
Other Capital Improvement Revenue	(1,614,968)	72,282	69,916	69,896	69,866	(50)
Total Capital Improvement Fund Revenue	951,572	8,116,574	8,562,722	4,937,731	5,555,866	(3,006,856)
Expenditures						
Economic Development						0
Capital Projects	2,133,892	7,025,908	0	0	0	0
Road Project Expenditures	0	0	5,672,806	1,541,285	4,755,366	(917,440)
Economic Dev Expenditures	0	0	1,820,000	1,772,608	800,000	(1,020,000)
School Energy Project	486,611	1,115,010	700,000	385,678	0	(700,000)
Other Miscellaneous	0	0	500	0	500	0
Transfer to Debt Service Fund						
Total Capital Improvement Fund Expenditures	2,620,503	8,140,918	8,193,306	3,699,571	5,555,866	(2,637,440)
Ending Fund Balance	(611,436)	(635,780)	(266,364)	602,380	602,380	868,744

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Estimated	FY 2013-14 Budget	Budgeted Increase (Decrease)
Gateway Fund						
Beginning Fund Balance	(1,266,169)	(1,073,980)	(1,074,380)	(1,074,380)	(1,324,380)	(250,000)
Revenues						
Land Sales	219,699	0	0	0	0	0
Total Gateway Fund Revenue	219,699	0	0	0	0	0
Expenditures						
Capital Outlay	0		0	0	0	0
Transfer to Debt Service Fund	0		0	0	0	0
Other Expenditures	27,510	400	30,000	250,000	30,000	
Total Gateway Fund Expenditures	27,510	400	30,000	250,000	30,000	0
Ending Fund Balance	(1,073,980)	(1,074,380)	(1,104,380)	(1,324,380)	(1,354,380)	(250,000)
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Estimated	FY 2013-14 Budget	Budgeted Increase (Decrease)
TMBF/Bond Fund						
Beginning Fund Balance	(10,094,778)	26,800,749	16,628,945	16,628,945	52,389,563	35,760,618
Prior Period Adjustment	0		0	0	0	0
Revenues						
Federal Funds	0		0	0	0	0
Issuance of Debt	52,474,806	604,077	44,326,350	45,820,000	27,097,707	(17,228,643)
Miscellaneous	1,107,126	1,530,802	354,210	1,237,706	812,048	457,838
Total TML Bond Fund Revenue	53,581,932	2,134,879	44,680,560	47,057,706	27,909,755	(16,770,805)
Expenditures						
Capital Outlay	16,686,405	10,927,435	40,596,560	10,159,382	47,882,000	7,285,440
Transfer to Debt Service Fund	0	1,379,248	312,210	1,137,706	762,048	449,838
Total TML Bond Fund Expenditures	16,686,405	12,306,683	40,908,770	11,297,088	48,644,048	7,735,278
Ending Fund Balance	26,800,749	16,628,945	20,400,735	52,389,563	31,655,270	11,254,535
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Estimated	FY 2013-14 Budget	Budgeted Increase (Decrease)
Insurance Fund						
Beginning Fund Balance	2,055,533	2,543,911	2,995,996	2,995,996	1,906,311	(1,089,685)
Revenues						
Insurance Premiums-City	9,459,011	10,340,610	10,366,581	9,350,340	10,738,015	371,434
Insurance Premiums-Employees	1,960,835	2,155,426	2,152,874	1,855,200	2,232,365	79,491
Miscellaneous	205,896	622,307	154,205	231,300	206,300	52,095
Total Insurance Fund Revenue	11,625,742	13,118,343	12,673,660	11,436,840	13,176,680	503,020
Expenditures						
Health Claims and Administration	11,137,364	12,666,258	12,673,660	12,526,525	13,421,405	747,745
Total Insurance Fund Expenditures	11,137,364	12,666,258	12,673,660	12,526,525	13,421,405	747,745
Ending Fund Balance	2,543,911	2,995,996	2,995,996	1,906,311	1,661,586	(1,334,410)

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Estimated	FY 2013-14 Budget	Budgeted Increase (Decrease)
Risk Management Fund						
Beginning Fund Balance	3,575,684	3,665,441	1,418,349	1,418,349	1,418,349	0
Revenues						
Insurance Premiums-City	3,569,658	3,197,718	4,062,346	4,023,140	3,878,549	(183,797)
Miscellaneous	36,493	44,929	40,000	26,500	26,500	(13,500)
Total Risk Management Fund Revenue	3,606,151	3,242,647	4,102,346	4,049,640	3,905,049	(197,297)
Expenditures						
Claims and Administrative Expenditures	2,659,227	4,657,333	3,074,112	3,224,324	2,914,781	(159,331)
Labor	202,883	208,415	214,217	219,250	221,831	7,614
Transfer to Other Funds	552,966	546,698	601,187	521,326	553,292	(47,895)
Excess Workers' Compensation Coverage	0	0	256,496	297,325	297,325	40,829
Other Risk Management Expenditures	101,318	77,293	(43,666)	(212,585)	(82,180)	(38,514)
Total Risk Management Fund Expenditures	3,516,394	5,489,739	4,102,346	4,049,640	3,905,049	(197,297)
Ending Fund Balance	3,665,441	1,418,349	1,418,349	1,418,349	1,418,349	0
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Estimated	FY 2013-14 Budget	Budgeted Increase (Decrease)
Fleet Services Fund						
Beginning Fund Balance	150,216	175,954	200,959	200,959	200,959	(0)
Revenues						
Charges for Services	2,126,835	2,242,060	2,305,079	2,324,443	2,364,105	59,026
Miscellaneous	3,803	0	0	0	0	0
Total Fleet Services Fund Revenue	2,130,638	2,242,060	2,305,079	2,324,443	2,364,105	59,026
Expenditures						
Labor	572,034	589,970	607,204	607,204	628,846	21,642
Health Insurance	117,132	131,763	133,212	133,212	145,352	12,140
Parts and Lubricants	1,130,055	1,198,255	1,165,000	1,243,858	0	(1,165,000)
Other Risk Management Expenditures	285,680	297,068	373,720	340,170	1,589,907	1,216,187
Total Fleet Services Fund Expenditures	2,104,900	2,217,055	2,279,135	2,324,443	2,364,105	84,970
Ending Fund Balance	175,954	200,959	226,903	200,959	200,959	(25,944)

GENERAL FUND REVENUE LINE ITEM DETAIL

	2013-2014 BUDGET YEAR					
	GENERAL FUND REVENUE					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
REVENUES						
REAL-PERSONAL	34,077,696	34,662,239	34,983,339	34,879,074	34,478,252	(505,087)
PUBLIC UTILITY	721,812	787,341	752,653	843,607	843,606	90,953
TOTAL PROPERTY TAX REVENUE	34,799,508	35,449,580	35,735,992	35,722,681	35,321,858	(414,134)
TAX EQUIVALENTS:						
HOUSING AUTHORITY	93,197	89,345	89,345	90,055	90,000	655
OTHER EQUIVALENTS	768,347	546,571	541,860	532,332	475,000	(66,860)
RECOVERY OF RESERVED TAXES	491,359	692,339	450,000	698,400	698,400	248,400
PENALTY & INTEREST ON TAXES	269,499	305,412	225,000	249,120	250,000	25,000
OTHER LOCAL TAXES:						
LOCAL SALES TAX	29,732,214	32,675,500	32,989,408	33,000,000	34,485,000	1,495,592
LOCAL BEER TAX	2,912,207	3,162,068	3,175,207	3,300,000	3,300,000	124,793
LOCAL LIQUOR TAX	793,004	844,397	866,261	880,000	917,000	50,739
GROSS RECEIPTS TAX	2,430,274	2,476,097	2,360,000	2,700,000	2,800,000	440,000
BEER PRIVILEGE TAX	27,037	27,425	26,500	28,500	28,500	2,000
LIQUOR PRIVILEGE TAX	61,284	64,269	61,000	65,000	65,000	4,000
HOTEL-MOTEL TAX	822,386	894,881	920,000	967,500	1,035,000	115,000
	38,400,808	41,778,304	41,704,581	42,510,907	44,143,900	2,439,319
LICENSES, PERMITS & FINES:						
ELECTRICAL LICENSE	67,880	65,435	66,000	65,020	66,000	0
GAS LICENSE	6,670	5,460	7,000	5,225	7,000	0
BUILDING PERMITS	855,936	1,403,905	1,200,000	1,448,524	1,360,000	160,000
PLUMBING PERMITS	61,673	102,545	76,000	132,571	90,000	14,000
ELECTRICAL PERMIT FEES	179,170	216,090	180,000	277,565	230,000	50,000
MECHANICAL PERMITS	78,164	87,329	65,000	88,800	80,000	15,000
GAS PERMITS	12,625	16,240	17,000	17,940	18,000	1,000
LAND DISTURBANCE PERMIT	16,250	27,050	26,000	16,400	20,800	(5,200)
FIREWORKS PERMITS	8,000	7,500	5,000	5,000	5,000	0
BEER PERMITS	14,100	13,950	12,000	12,000	12,000	0
BURGLAR ALARM PERMITS	55,360	62,455	54,000	54,000	54,000	0
PLAT REVIEW FEE	46,077	68,812	42,000	74,200	72,000	30,000
G.I.S. FEES	1,196	1,290	500	750	500	0
ATTORNEY TAX FEES	29,528	43,106	25,000	25,000	25,000	0
COURT FINES	1,448,253	2,154,580	1,900,000	1,903,000	1,985,000	85,000
COURT FINES-RED LIGHT CAMERA	434,637	933,648	760,000	1,025,000	1,045,000	285,000
COURT FINES - DRUG FUND	93,659	87,372	90,000	78,500	80,000	(10,000)
BURGLAR FALSE ALARM FEES	17,485	13,840	15,000	9,000	10,000	(5,000)
RECORDING FEE	4,132	1,020	500	450	0	(500)
	3,430,795	5,311,627	4,541,000	5,238,945	5,160,300	619,300

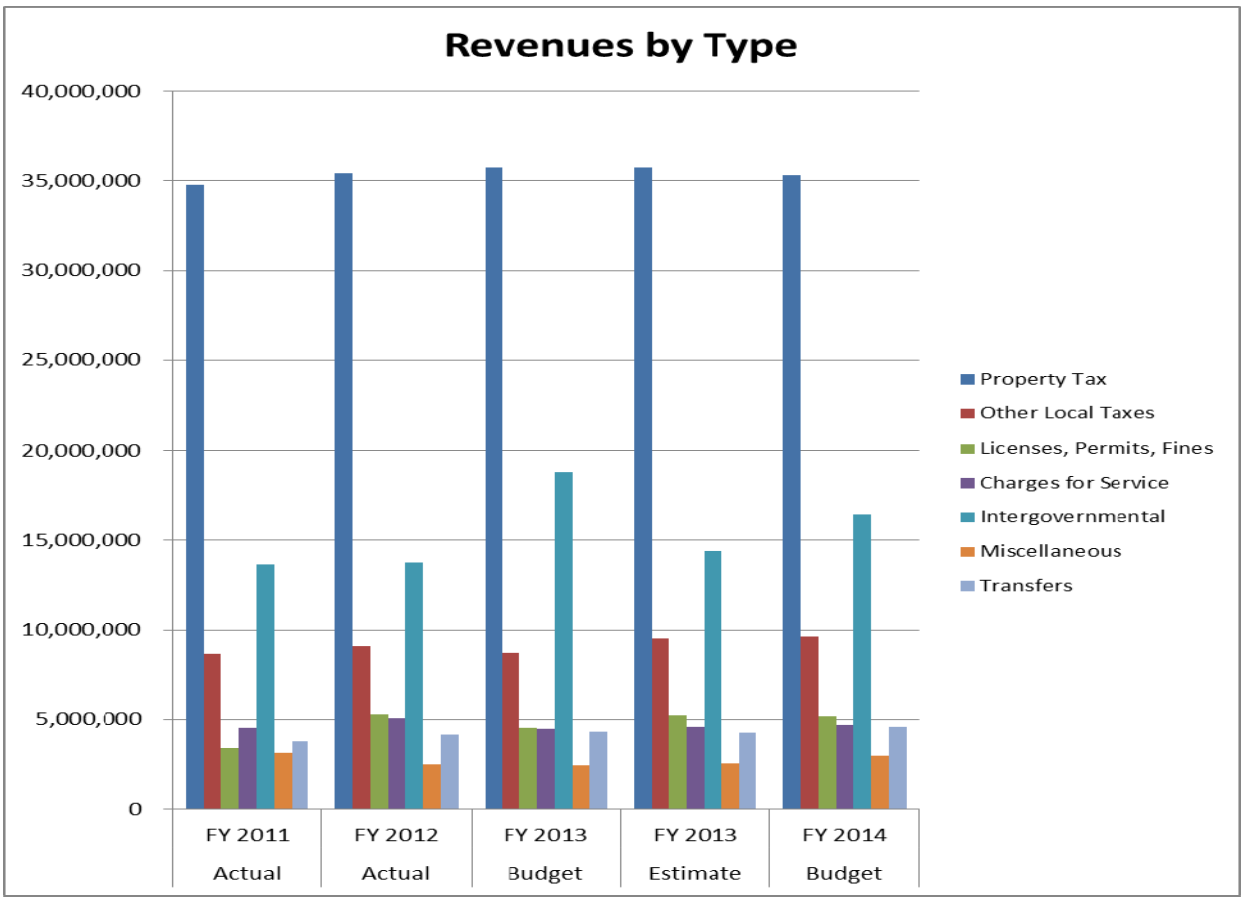
	2013-2014 BUDGET YEAR					
	GENERAL FUND REVENUE					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
CHARGES FOR SERVICES:						
OFFICE SERVICE CHARGES	470	1,052	500	350	500	0
PLANNING DEPT. SERVICE CHGS	29,246	22,583	30,000	27,000	25,000	(5,000)
PUBLIC TRANSIT FARES	101,016	123,264	124,000	124,600	125,000	1,000
POLICE DEPT. SERVICE CHGS	14,858	18,030	14,000	20,000	16,000	2,000
FIRE DEPT. SERVICE CHGS	795,622	825,182	825,000	825,000	866,800	41,800
STREET DEPT. SERVICE CHGS	31,284	60,629	29,000	33,000	30,000	1,000
STREET DEPT-SUBDIVISION PAVING		410,572				0
BUILDING DEPT. SERVICE CHGS	24,386	30,387	26,000	29,817	28,600	2,600
URBAN ENVIRON. SERVICE CHGS	0	22,050	5,000	0	3,000	(2,000)
COMMUNICATIONS	505	410	100	50	100	0
RECREATION SERVICE CHARGES	1,513,995	1,465,254	1,298,637	1,436,000	1,441,300	142,663
PUBLIC GOLF SERVICE CHARGES	1,790,476	1,901,912	1,920,974	1,929,753	1,951,177	30,203
SOLID WASTE SERVICE CHARGES	42,255	20,425	20,500	18,830	20,500	0
SR CITIZENS SERVICE CHARGES	183,328	130,473	142,500	132,046	150,000	7,500
G.I.S. MAINTENANCE	24,909	33,000	33,000	33,000	33,000	0
	4,552,350	5,065,223	4,469,211	4,609,446	4,690,977	221,766
INTERGOVERNMENTAL REVENUES:						
REVENUE FROM COUNTY:						
MAINT. COURT HOUSE CIRCLE	12,000	12,000	12,000	12,000	12,000	0
MAINTENANCE CIVIC PLAZA	29,366	35,928	45,612	43,409	28,592	(17,020)
MAINTENANCE PARKING GARAGE	36,260	34,882	36,847	37,224	58,113	21,266
REC-HOTEL/MOTEL TAX	108,995	119,701	105,000	120,000	120,000	15,000
SENIOR CITIZENS	155,000	155,000	155,000	155,000	160,000	5,000
DISPATCHER TRAINING	23,914	27,000	24,000	24,000	32,000	8,000
REVENUE FROM STATE GOVT:						
STATE SALES TAX ALLOCATION	6,714,432	7,379,078	7,519,264	7,477,000	7,740,000	220,736
STATE BEER TAX ALLOCATION	52,469	53,386	56,000	53,000	53,000	(3,000)
MIXED DRINK TAX	658,590	691,556	666,350	770,000	816,100	149,750
TVA GROSS RECEIPTS TAX	1,132,786	1,257,441	1,295,400	1,250,000	1,250,000	(45,400)
STATE INCOME TAX ALLOCATION	587,087	644,996	580,000	645,000	674,000	94,000
STATE EXCISE TAX	32,890	29,156	30,000	37,000	37,000	7,000
STREET & TRANSPORTATION	216,483	223,260	224,000	223,300	224,000	0
STATE TELECOMM-SALES TAX	6,535	6,755	6,500	8,200	8,400	1,900
STATE HIGHWAY MAINTENANCE	277,288	233,893	277,288	277,288	277,288	0
PUBLIC TRANSPORTATION GRANT	251,233	253,952	464,780	383,918	304,827	(159,953)
RECREATION GRANTS	40,457	173,017	40,653	50,000	50,000	9,347
SENIOR CITIZEN GRANTS	11,100	10,753	10,600	10,600	10,600	0
OTHER STATE FUNDS & GRANTS	13,595	350	0	0	0	0
REVENUE FROM FEDERAL GOVT.:						
PUBLIC TRANSPORTATION GRANT	807,754	800,145	2,196,957	1,683,630	952,754	(1,244,203)
PUBLIC TRANSPORTATION - ARRA	312,768	80,410	0	0	470,695	470,695
JAG GRANTS	130,775	12,373	84,500	116,910	0	(84,500)
JAG GRANTS - ARRA	3,922					0
POLICE - CADCOR GRANT		256,667	225,000	235,000	81,700	(143,300)
EECBG GRANT - ARRA	206,054	693,144	0	1,979		0
CCTV GRANT - ARRA	982,267	17,733				0
FIRE GRANTS	77,007	88,600				0
RECREATION GREENWAY GRANTS	518,884	151,320	4,750,000	750,000	3,074,000	(1,676,000)
SENIOR CITIZEN GRANTS	26,194	25,674	24,500	24,500	24,500	0
OTHER GRANTS	252,589	272,455	0	0	0	0
	13,678,694	13,740,625	18,830,251	14,388,958	16,459,569	(2,370,682)

	2013-2014 BUDGET YEAR					
	GENERAL FUND REVENUE					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
MISCELLANEOUS REVENUE:						
INTEREST	132,288	58,757	36,850	25,500	25,500	(11,350)
COUNTY SHARED BONDS		102,722	0	0	388,930	388,930
GAS FRANCHISE TAX	1,062,290	984,848	925,000	975,000	975,000	50,000
CABLE FRANCHISE FEE	1,318,497	1,094,785	1,320,000	1,375,000	1,435,000	115,000
RENTAL OF PROPERTY	69,464	71,743	72,198	72,198	72,198	0
DONATIONS-CONTRIBUTIONS	78,620	21,247	9,250	5,562	5,500	(3,750)
SENIOR CITIZENS - AGENCIES	51,495	52,408	54,500	46,500	51,500	(3,000)
POLICE - TRAINING SCHOOLS	9,600	0	500	0	500	0
SCHOOL TRAFFIC PATROL CONTRACT	25,409	17,632	25,409	26,660	26,660	1,251
POLICE - KID'S CAMPS	850	1,575	1,000	500	500	(500)
FELONY FUNDS	10,285	0	0	0	0	0
SALE OF SCRAP MATERIAL	2,743	24,560	3,000	1,000	1,000	(2,000)
SALE OF FIXED ASSETS	26,715	44,110	5,000	10,000	5,000	0
TRANSIT-AGENCY MATCH	8,354	9,217	9,300	3,300		(9,300)
OTHER MISCELLANEOUS INCOME	377,525	33,136	3,350	12,000	3,500	150
	3,174,135	2,516,740	2,465,357	2,553,220	2,990,788	525,431
TRANSFERS/REIMBURSEMENTS FROM OTHER FUNDS:						
RISK MANAGEMENT FUND (LEGAL)	512,830	546,698	601,187	521,326	553,292	(47,895)
COMMUNITY DEV (SR. CENTER)	6,000	6,000	6,000	6,000	6,000	0
ELECTRIC DEPARTMENT (LEGAL)	24,057	66,500	42,000	42,000	42,000	0
ELECTRIC DEPARTMENT (TAX EQUIV)	2,706,122	2,820,981	2,850,114	2,865,000	2,944,323	94,209
WATER & SEWER DEPT. (BENEFITS)		11,303	61,103	73,500	73,500	12,397
WATER & SEWER DEPT. (LEGAL)	140,000	140,000	140,000	140,000	140,000	0
WATER & SEWER (IT REIMB.)		16,025	72,073	38,000	38,300	(33,773)
STORMWATER FUND (ENG. LABOR)	220,570	310,563	314,814	314,814	314,814	0
STORMWATER FUND (ST.SWEEPER)					209,130	209,130
CITY SCHOOLS (DARE)	52,000	52,000	52,000	52,000	52,000	0
CITY SCHOOLS (LEGAL)	42,000	75,000	75,000	75,000	75,000	0
DRUG FUND (OVERTIME)	69,915	105,827	90,000	157,000	150,000	60,000
	3,773,494	4,150,897	4,304,291	4,284,640	4,598,359	294,068
TOTAL NON-PROPERTY TAX REVENUE	67,010,276	72,563,416	76,314,691	73,586,116	78,043,893	1,729,202
TOTAL GENERAL FUND REVENUES	101,809,784	108,012,996	112,050,683	109,308,797	113,365,751	1,315,068

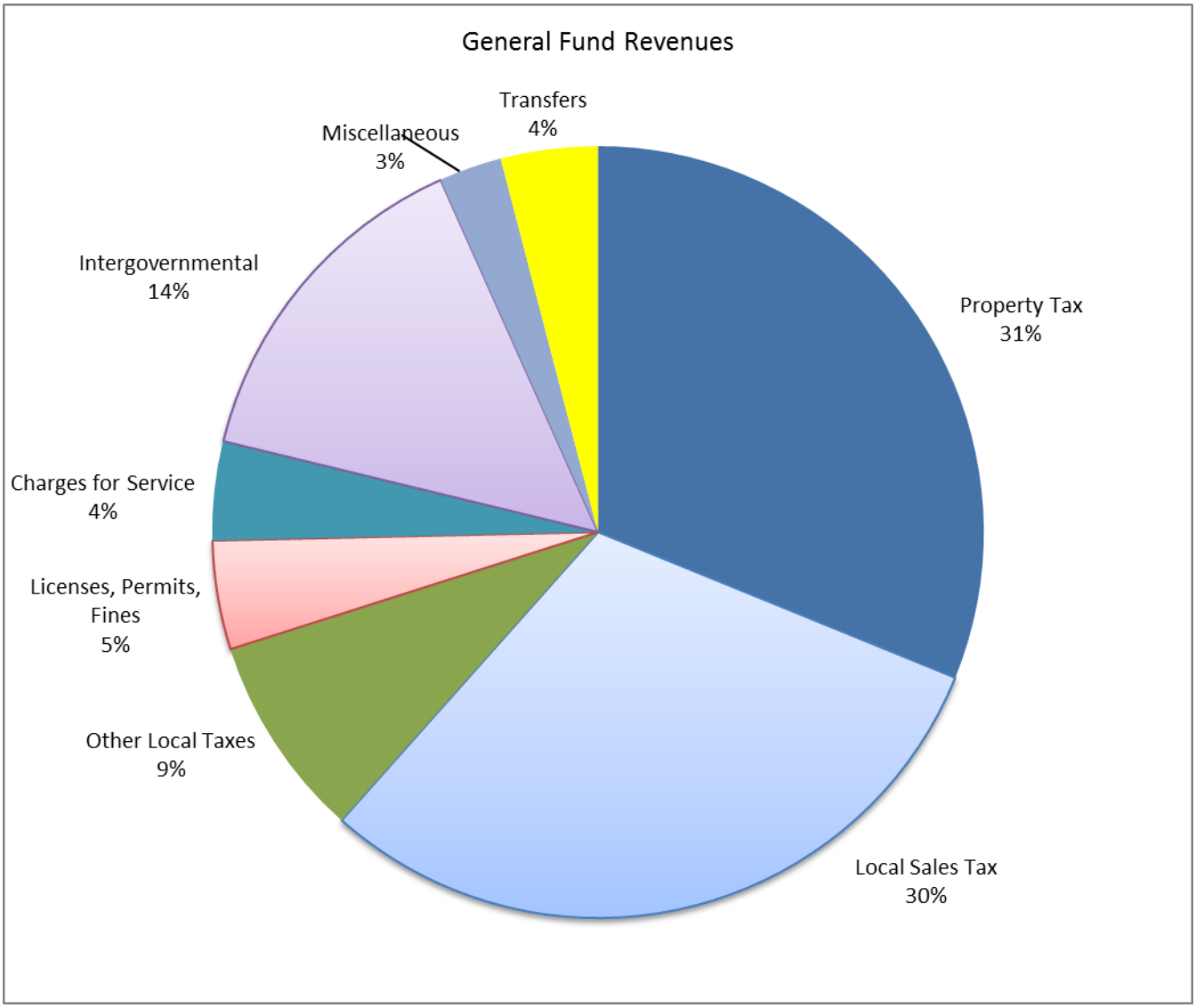
OVERVIEW

General Fund revenues for FY 2014 total $113.37 million, reflecting a $1.3 million or approximately a 1 percent increase from the FY 2013 budget.

	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Budget FY 2014	Budgeted Variance
Revenue						
Property Tax	34,799,508	35,449,580	35,735,992	35,722,681	35,321,858	(414,134)
Local Sales Tax	29,732,214	32,675,500	32,989,408	33,000,000	34,485,000	1,495,592
Other Local Taxes	8,668,594	9,102,804	8,715,173	9,510,907	9,658,900	943,727
Licenses, Permits, Fines	3,430,795	5,311,627	4,541,000	5,238,945	5,160,300	619,300
Charges for Service	4,552,350	5,065,223	4,469,211	4,609,446	4,690,977	221,766
Intergovernmental	13,678,694	13,740,625	18,830,251	14,388,958	16,459,569	(2,370,682)
Miscellaneous	3,174,135	2,516,740	2,465,357	2,553,220	2,990,788	525,431
Transfers	3,773,494	4,150,897	4,304,291	4,284,640	4,598,359	294,068
Total	101,809,784	108,012,996	112,050,683	109,308,797	113,365,751	1,315,068



As you can see in the chart below, property tax revenues make up 31 percent of General Fund revenues followed closely behind by local sales tax at 30 percent.



PROPERTY TAX

The City's Property Tax rate is established by City Council. The current property tax rate is $1.2703 for each $100 in assessed value. Property taxes are due and payable by December 31st each year.

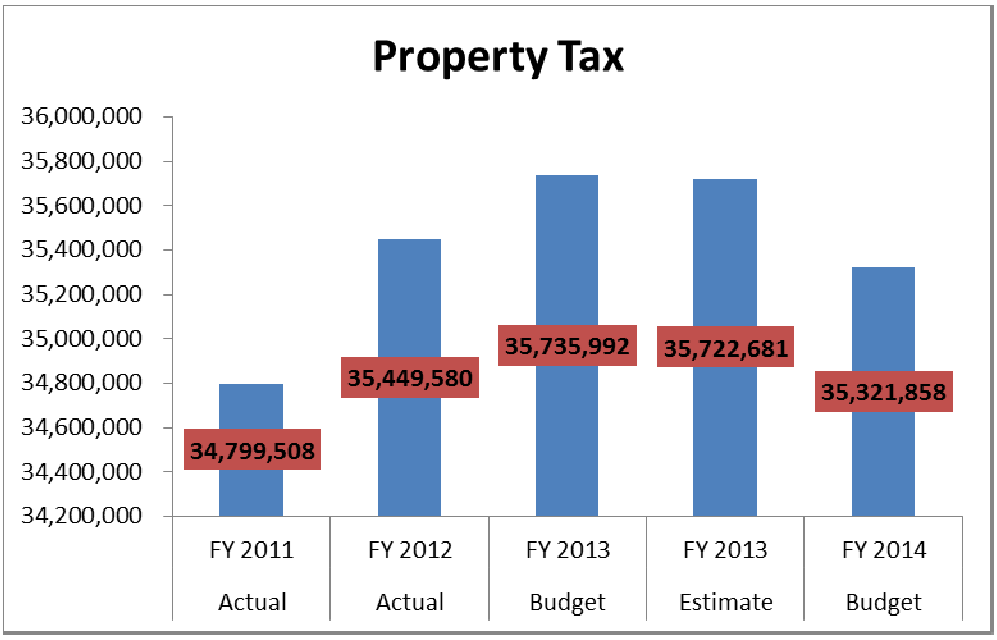
The Rutherford County Property Assessor locates and evaluates real property and tangible personal property for tax purposes. A reassessment is conducted every 4 years and was last completed in 2010. The County Board of Equalization hears assessment appeals. After completing the property reassessment, 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 31 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 $1.5 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 municipality 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 2007 and FY 2012, the City's average property tax collection rate was 99.18 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 $44.1 million of General Fund revenues. These taxes include the local option sales tax, Gross Receipts Tax, Hotel/Motel Tax, and Beer & Liquor Taxes.

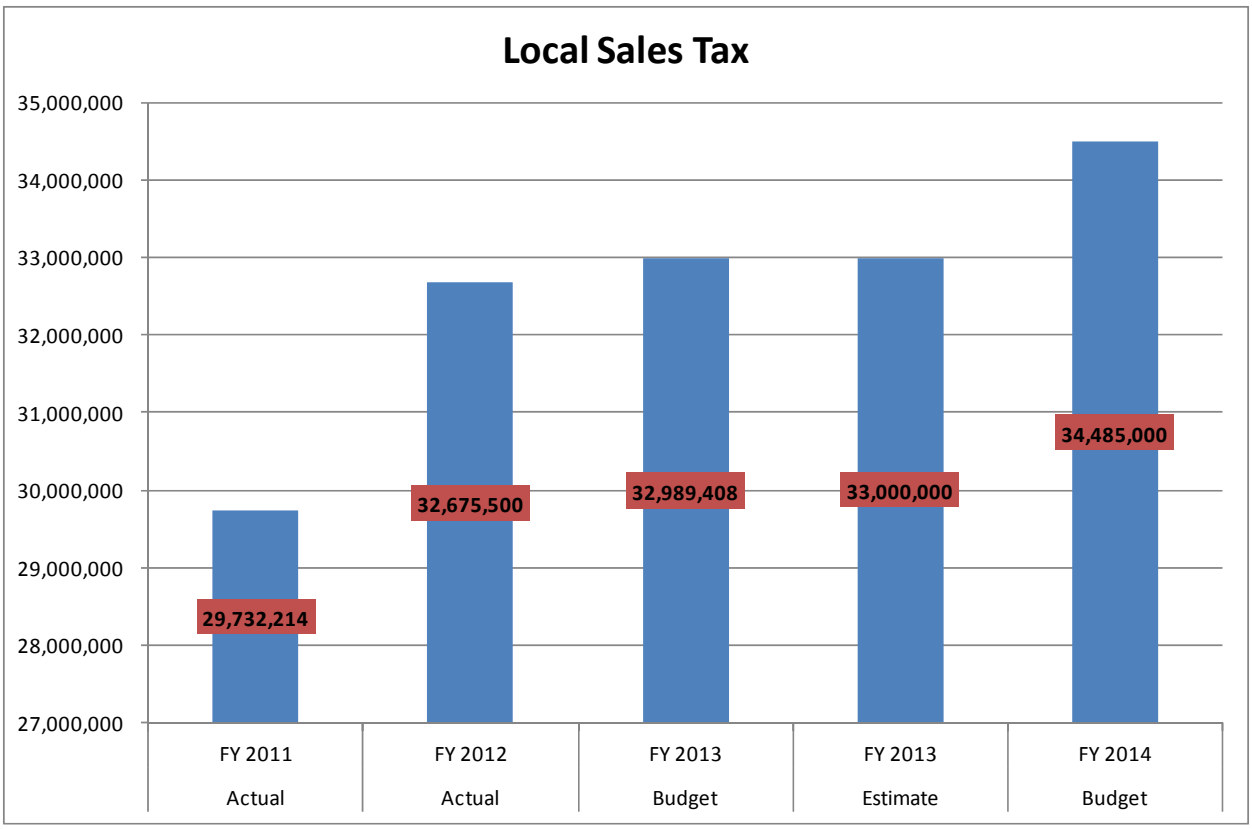
SALES TAX

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.

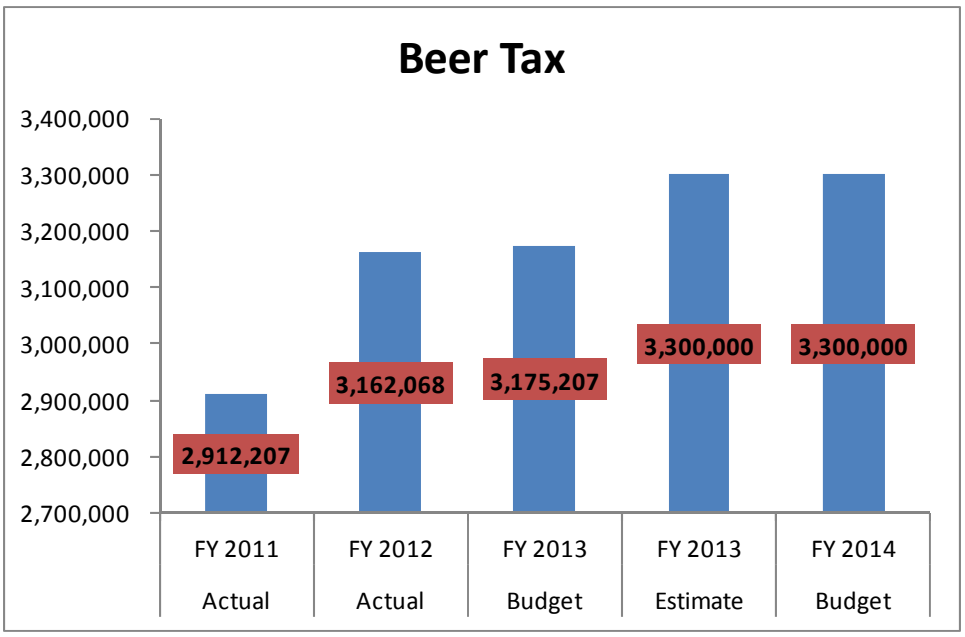
The local option sales tax is the general fund's second largest source of revenue.



BEER & LIQUOR TAXES

Beer Taxes- The City levied a local beer tax, in the amount of 17 percent of wholesale prices, on wholesale beer deliveries to retail outlets in the City. The tax is paid directly by each beer wholesaler in the City on a monthly basis. The City received 96.5 percent, the State received 0.5 percent and the wholesaler retained 3 percent for collecting the tax. Effective FY 2014, the State changed this tax to 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. The City anticipates this tax to remain flat in FY 2014 as a result of this change in law. 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 4-44 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 4-37 of the City Code provides a table of tax rates, which is calculated on the type of business. The tax ranges from $300 to $1,500. The liquor privilege tax is due on October 1 of each year.

HOTEL MOTEL TAX

The City has enacted 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 $5.16 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 26 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 permit 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.

COURT FINES

Court Fines - Court Fines make up approximately 38.5 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 2011, 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 100% ($50) of the citation amount on the first 1,200 citations paid and 50% ($25) on any additional citations paid. 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 $4.7 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 31 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.

PUBLIC GOLF DEPARTMENT SERVICE CHARGES

The Public Golf Department service charges are charges for golf rounds, rental of carts, concessions and merchandise sales. These charges make up 42 percent of the Charges for Service category. Amounts budgeted are determined based on historical trends and anticipated growth.

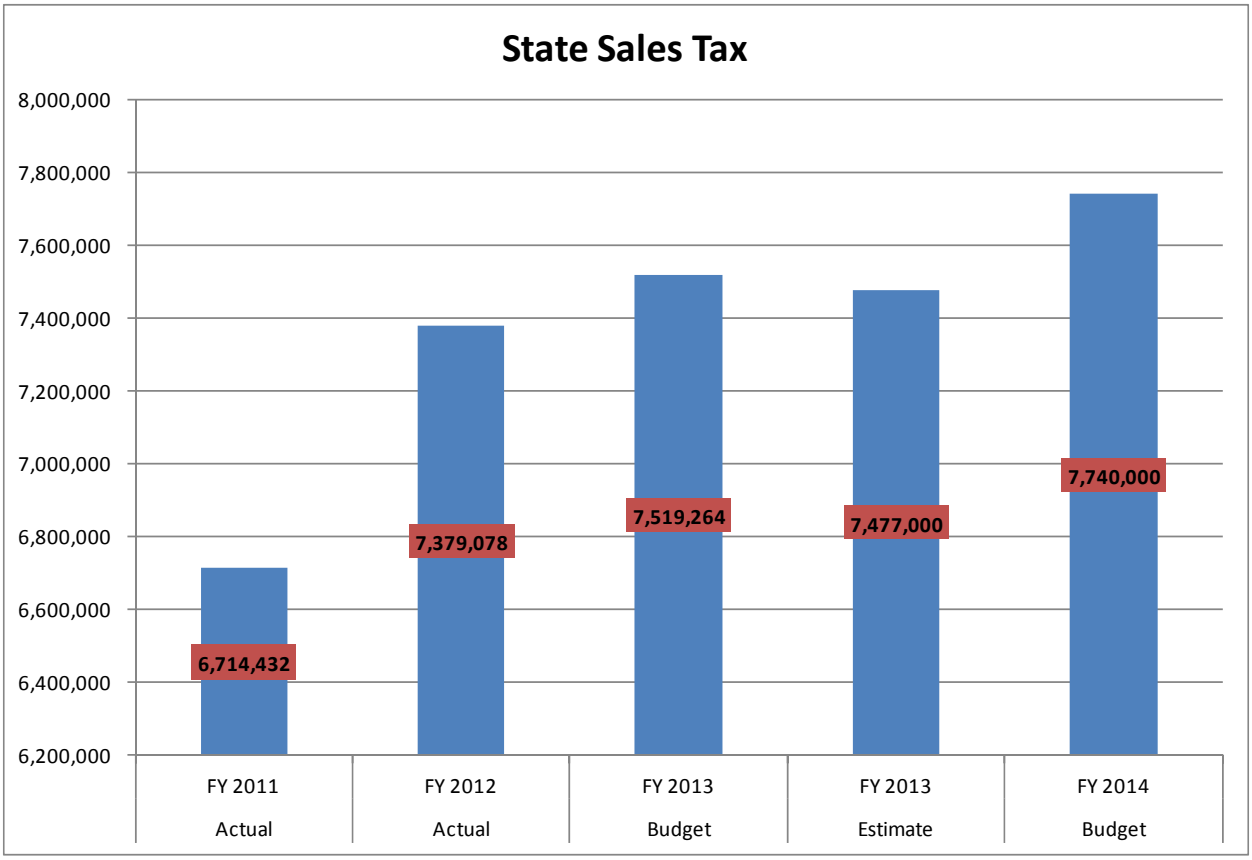
INTERGOVERNMENTAL REVENUE

Intergovernmental Revenues are made up of revenues from Rutherford County, the State of Tennessee and the Federal Government. This category is approximately $16.46 million of General Fund revenues.

State of Tennessee Shared Taxes makes up approximately 67 percent of the Intergovernmental Revenues.

State Sales Tax - The current state sales tax rate is 7 percent (except food, on which the rate is 5.5 percent), plus an additional 2.75 percent on the portion of the purchase price of single articles subject to local sales taxes from $1,600.01 through $3,200. The 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 $70.99 per City resident for FY 2014.

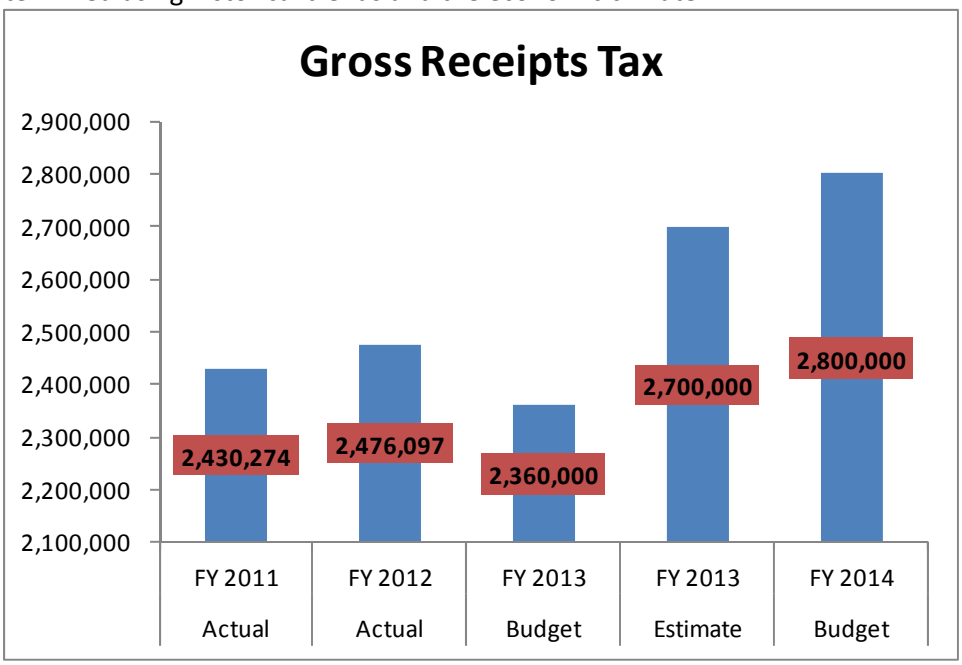
The state sales tax allocation is the general fund's third largest source of revenue.



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. The due dates are different for the various business classifications. They are as follows: February 28 (Class 1), May 31 (Class 2), August 31 (Class 3), November 30 (Class 4) and February 28 (Class 5).

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 2014, the City budgeted approximately $11.46 per City resident in state gross receipts tax revenue.

State Income Tax - Three-eighths of the 6 percent 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.

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 2014, the City budgeted approximately $0.49 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 2014, the City budgeted approximately $2.05 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 4.4 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.

Police-CADCOR Grant - The Police Department received a grant to help fund Police Officer work and training in relation to the Community Anti-Drug Coalition of Rutherford (CADCOR). This grant is specifically designed to assist in training and enforcement in regards to gangs. 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. The gas franchise is set to expire in 2015. 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.

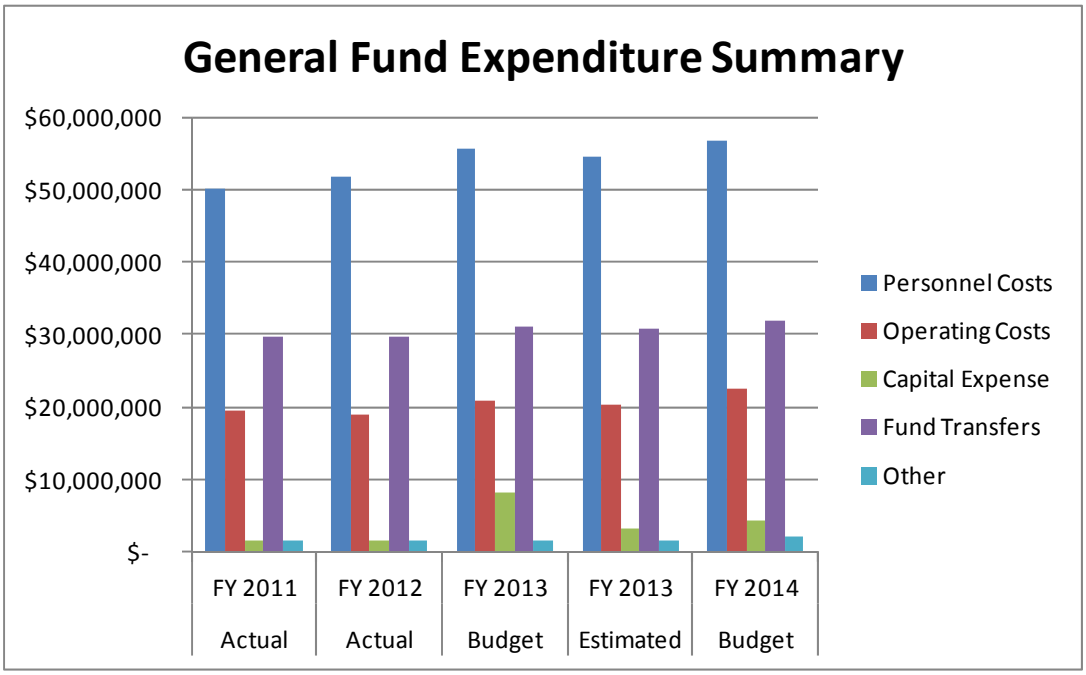
FROM ELECTRIC DEPARTMENT – TAX EQUIVALENT

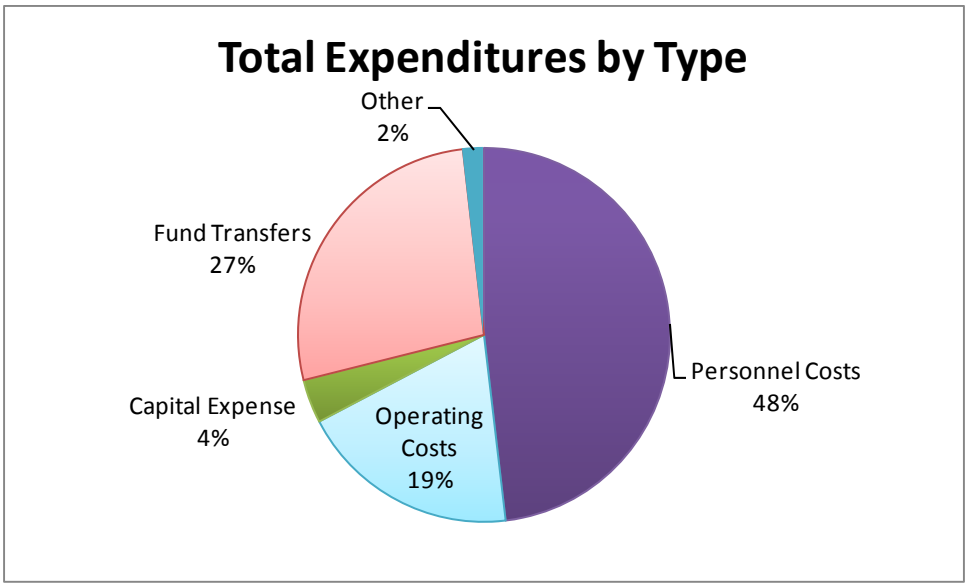
The Electric Department transfer for Tax Equivalent is submitted in lieu of taxes on the electric system and electric operations. The amount is equal to the property tax the system would pay if it were a private utility plus 4 percent of the average of revenue minus power cost for the preceding three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

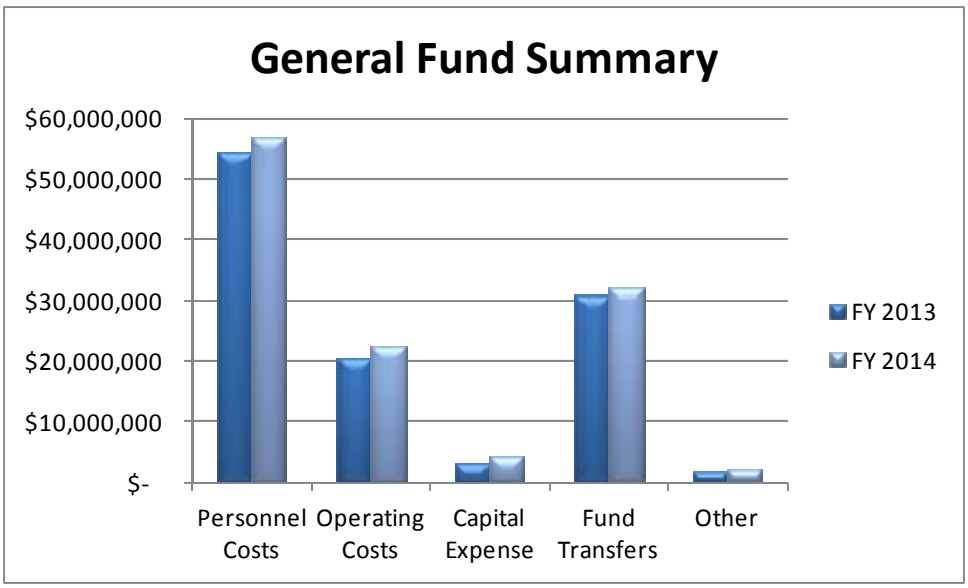
2013-2014 BUDGET YEAR
RECAPITULATION OF EXPENDITURES

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012-2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
GENERAL FUND						
GENERAL & ADMINISTRATIVE	4,984,439	4,582,296	4,186,746	4,032,448	4,339,331	152,585
LEGAL DEPARTMENT	750,236	772,531	816,187	778,326	810,292	(5,895)
PERSONNEL DEPARTMENT	858,324	761,299	847,720	793,050	914,210	66,490
PLANNING & ENGINEERING	1,735,966	1,695,239	1,775,515	1,769,864	904,000	(871,515)
ENGINEERING:						
ENGINEERING DIVISION					1,258,238	1,258,238
STREET DIVISION	4,344,773	4,570,444	4,199,744	4,116,735	4,234,696	34,952
TRANSPORTATION DEPARTMENT	3,271,637	2,139,735	4,369,613	3,178,999	2,925,361	(1,444,252)
INFORMATION TECHNOLOGY	0	831,963	1,171,576	1,154,085	1,520,665	349,089
COMMUNICATIONS DEPARTMENT	454,276	645,433	680,973	643,080	728,851	47,878
BUILDING DEPARTMENT	1,666,961	1,615,140	1,719,422	1,668,474	1,808,556	89,134
JUDICIAL DEPARTMENT	365,072	397,178	446,668	439,797	458,006	11,338
POLICE DEPARTMENT	21,770,983	22,544,750	25,119,392	24,408,550	25,111,237	(8,155)
FIRE DEPARTMENT	14,023,025	14,343,682	15,348,699	15,074,100	15,686,801	338,102
URBAN ENVIRONMENT DEPT.	926,237	921,753	1,030,820	964,944	1,112,211	81,391
CIVIC PLAZA	76,043	86,619	109,909	104,600	68,896	(41,013)
PARKING GARAGE	109,960	110,735	116,975	118,170	184,487	67,512
PARKS & RECREATION DEPT	7,606,358	7,970,541	13,243,702	8,941,279	11,712,749	(1,530,953)
PUBLIC GOLF COURSE DEPT:						
OLD FORT GOLF COURSE	1,514,312	1,824,139	1,718,119	1,649,762	1,706,107	(12,012)
VET. ADM. GOLF COURSE	321,817	315,324	305,285	287,793	306,001	716
SHORT COURSE				92,500	49,328	49,328
SOLID WASTE DEPT	4,191,427	3,998,856	4,683,442	4,505,150	4,579,852	(103,590)
SENIOR CITIZENS DEPT	861,004	820,035	946,360	945,095	928,892	(17,468)
DRUG FUND	93,659	87,372	90,000	78,500	80,000	(10,000)
AIRPORT FUND	1,810					
CITY SCHOOLS	4,810,103	4,810,103	4,810,103	4,810,103	4,810,103	0
PUB HEALTH, EDUC & WELFARE:						
OTHER GOV'T AGENCIES	823,333	868,192	927,311	927,311	1,312,799	385,488
RUTHERFORD COUNTY CHAMBER:						
ECONOMIC DEVELP. DEPT.	97,250	97,250	97,250	97,250	97,250	0
COMMUNITY NEEDS ASSESSMENT			15,000	15,000	0	(15,000)
M'BORO ECONOMIC DEV.	22,500	22,500	22,500	22,500	22,500	0
DESTINATION R'FORD	62,500	120,000	120,000	120,000	120,000	0
TOURISM	269,148	265,873	264,000	290,250	310,500	46,500
OTHER TOURISM	132,184	132,185	157,000	157,000	160,000	3,000
OUTSIDE AGENCIES	95,470	96,843	108,390	108,390	112,890	4,500
RESERVE FOR UNCOLL. TAXES	694,672	709,084	714,720	714,389	706,437	(8,283)
ADJ & ALLOW - DELINQ TAXES	61,871	167,880	175,000	1,118,990	1,119,000	944,000
MIXED DRINK TAX-SCHOOLS	325,228	344,035	333,175	385,000	408,050	74,875
UNFORESEEN CONTINGENCIES	315,273	113,489	500,000	100,000	535,000	35,000
FUEL EQUIPMENT			10,000	8,000	10,000	0
DEBT SERVICE	24,860,379	24,691,843	26,139,822	25,943,720	27,067,263	927,441
TOTAL GENERAL FUND	102,498,231	103,474,342	117,321,136	110,563,205	118,220,559	899,423

Total General Fund expenditures are $118.22 million, an increase of approximately $899,000 over FY 2013 budget. This budget proposes to modify our job table by adding a step and dropping a step which results in a 3.5% pay increase to all full-time employees again this year.







Fund transfers include funding for City schools and debt service.

The City budgeted General Fund balance of approximately $4.85 million for FY 2014, a decrease of $405,600 from the FY 2013 budget. Of the $4.85 million, refunds on taxes collected in previous years due to settlements between the Rutherford County Assessor's office and the State Board of Equalization make up more than $1 million. Additionally, the City has budgeted approximately $1.2 million in increased expenditures in Public Health and Debt Service estimates.

GENERAL ADMINISTRATIVE

DEPARTMENT SUMMARY

The General and Administrative budget includes funding for City Council, City Manager's Office, Finance Department and City Hall maintenance and operation.

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.

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.

Other responsibilities of the City Manager include the implementation of the policies of the elected City Council, preparing the annual budget, 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 Finance Department, while accounted for within the General Administration function, has significant duties and responsibilities. The Finance Department is charged with the prudent management and monitoring of the City's financial position. They maintain accurate and timely reporting of revenues and expenditures for all City financial activities. They are responsible for cash management, debt planning and long-range financial planning.

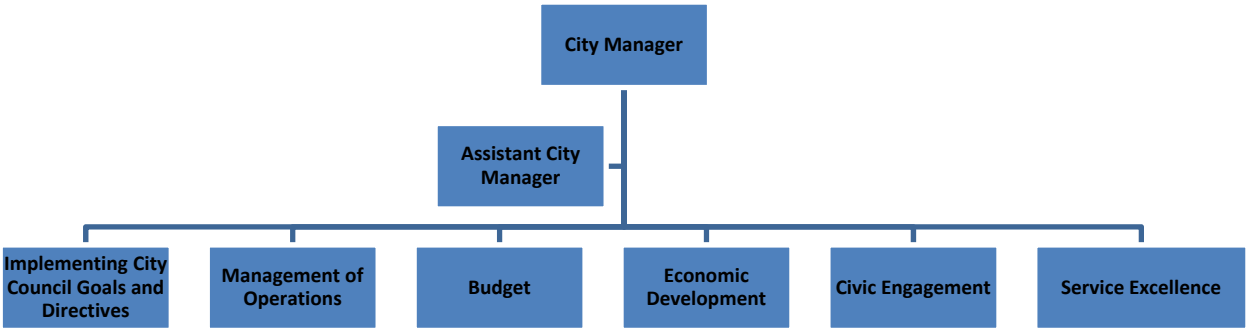
There are several individual line items in the General Administrative budget that skew normal operating costs. County Shared Costs have declined $342,500 from FY 2011, reflecting the completion of the County-wide reappraisal of property and the lowered cost to the City under the State's cost sharing formula. However, the FY 2015 budget will see the next scheduled reappraisal cycle

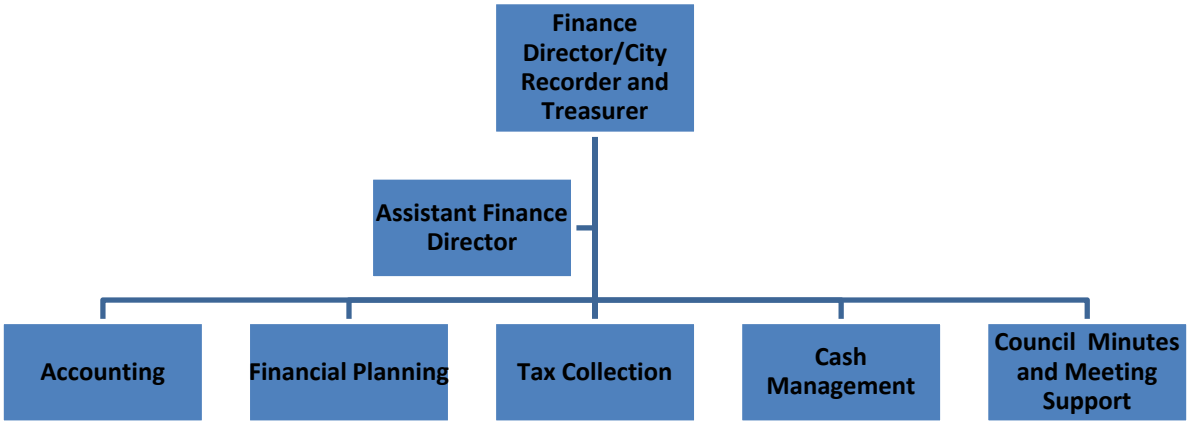
General Administrative is the home for a number of risk management and retirement related expenses for the entire organization. All expenses of the retired workforce's medical and dental coverage ($753,508) retirement administration expenses ($400,000) and Section 125 administrative expenses ($8,500) are included in this budget.

The General Administrative budget is up only 1.44% from the FY 2013 budget and includes $46,500 for the April 2014 municipal election, $6,500 for the creation of additional storage space in the Parking Garage and $10,000 for Murfreesboro's entrance to the Municipal Technical Advisory Services (MTAS) benchmarking project. Murfreesboro is the 19th Tennessee city to join the project.

Included in the Debt Service budget is $120,000 to renovate the Finance Department offices. These offices are original to the building and renovation will improve space utilization, security of employees and customer convenience.

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
- Use of technology to warn residents of weather or other emergencies
- Visioning and planning to ensure the long term livability of the community

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- 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 development of the Information Technology Strategic Plan
- Work with departments to process grant reimbursement requests 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

- Support City employees on a daily basis and in their professional development
- Continue Service Excellence training, including the development of the next phase of training
- Continue to support City departments in the innovative manner in which Murfreesboro expects
- Identify supplemental ways for Murfreesboro residents to communicate and interact
- Maintains records and storage requirements to make public records available for requests
- Identifying opportunities to streamline operations and achieve efficiencies
- Assist business owners with filing business tax information with the State

ENGAGING OUR COMMUNITY

- Provide quality methods for citizens to communicate and dialogue with their City government
- Conduct session of Citizens Academy
- Identify other social media vehicles to engage our residents
- Providing opportunities to reach out to the City's workforce to provide information and receive feedback

FY 2013 ACCOMPLISHMENTS

- Conducted leadership team retreat
- Held inaugural session of Citizens Academy
- Continued development of an information technology strategic plan
- Updated the City's policies on Social Media

- Analyzed the planning, permitting and inspection process, including a review of "one-stop" shop
- Received GFOA Budget Award for the second consecutive year
- Received GFOA Comprehensive Annual Financial Report award for thirteenth consecutive year
- Issued $46 million bond with historic low interest rate (2.17%)
- Issued $30.5M in refunding bonds that generated present value savings of $3.5M for the Water and Sewer fund and $272,000 for the Airport Fund
- Assisted City Schools in selecting new site for new elementary school in western part of the City
- Trained employees in Verbal Defense and Influence aka Verbal Judo
- Redesigned the City's website
- Initiated STARS program to recognize and reward employee accomplishments and achievements
- Continued regular communications with City Council in providing information about the City
- Launched Twitter social media site
- Began an audit of hotel/motel taxes
- Continue employee engagement efforts

FY 2014 DEPARTMENT GOALS

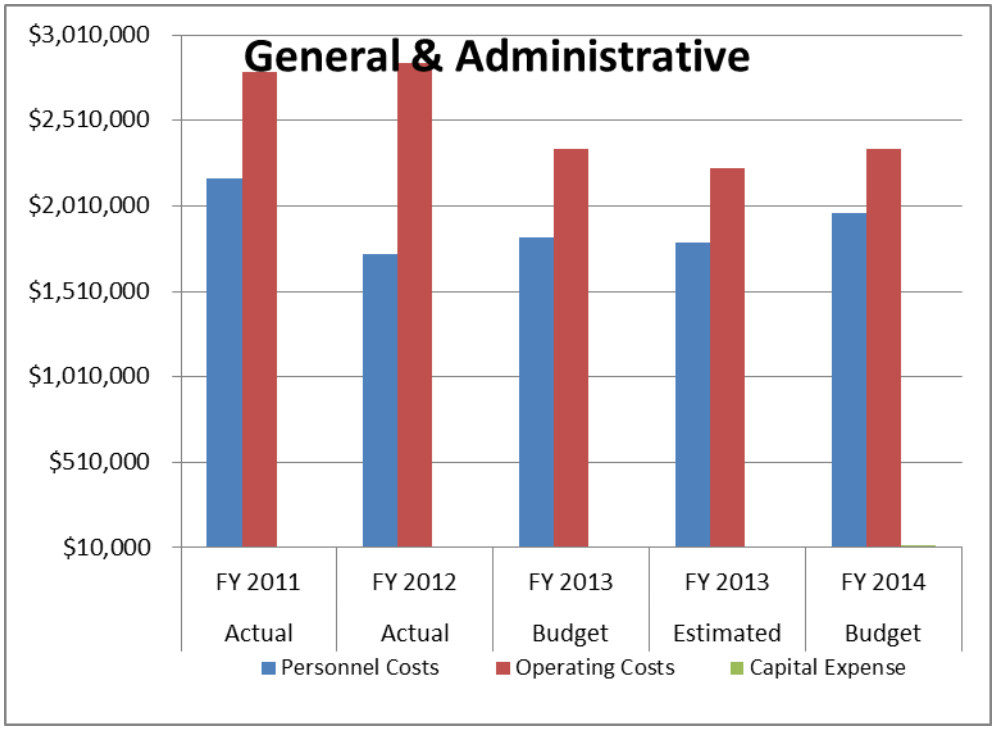
- Implement an information technology master plan, including acquisition of a new financial software system
- Select a consultant for a classification and compensation plan study
- Remodel the Finance Department
- Offer credit and debit card payments in the Finance Department
- Continue the work of the leadership teams to focus on performance and customer service, empower employees and increase communications with employees
- Continue regular communications with City Council in providing information about the City
- Continue to recruit the best and brightest persons for positions with the City and ensure that the City's workforce is representative of the City's demographics

OPERATING/PERFORMANCE MEASURES

1. Apply for the Distinguished Budget Award from the Government Finance Officers Association
2. Apply for the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association

EXPENDITURE SUMMARY

	General & Administrative				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ 2,169,196	$ 1,725,323	$ 1,827,291	$ 1,795,814	$ 1,966,350
Operating Costs	$ 2,795,727	$ 2,846,628	$ 2,342,155	$ 2,228,134	$ 2,345,806
Capital Expense	$ 19,516	$ 10,345	$ 17,300	$ 8,500	$ 27,175
Total General & Administrative	$ 4,984,439	$ 4,582,296	$ 4,186,746	$ 4,032,448	$ 4,339,331


General & Administrative
$3,010,000
$2,510,000
$2,010,000
$1,510,000
$1,010,000
$510,000
$10,000
FY 2011 Actual
FY 2012 Actual
FY 2013 Budget
FY 2013 Estimated
FY 2014 Budget
Personnel Costs
Operating Costs
Capital Expense

HUMAN RESOURCE SUMMARY

	Actual FY 2011	Actual FY 2012	Estimated FY 2013	Proposed FY 2014
Job Description				
Mayor	1	1	1	1
City Council	6	6	6	6
Total Mayor and Council	7	7	7	7
General and Administrative Department				
City Manager	1	1	1	1
Assistant City Manager	1	1	1	1
Administrative Assistant	2	1	1	1
Assistant to City Manager	0	0	0	1
Service Excellence Coordinator	0	1	1	0
Public Information Officer (moved to Cable Dept)	1	0	0	0
Subtotal City Administration	5	4	4	4
City Recorder	1	1	1	1
Assistant Finance Director	1	1	1	1
Administrative Assistant	1	1	1	1
Fixed Asset Manager	1	1	1	1
Accountant	3	4	4	4
Purchasing Agent	0	0	0	1
Administrative Support Specialist	3	3	3	3
Administrative Secretary	0	1	1	1
Secretary/Receptionist	2	1	1	1
Subtotal Finance	12	13	13	14
GIS Coordinator (moved to IT Dept)	1	0	0	0
GIS Application Specialist (moved to IT Dept)	2	0	0	0
MIS Coordinator (moved to IT Dept)	1	0	0	0
Technical Support Specialist (moved to IT Dept)	1	0	0	0
Software Specialist (moved to IT Dept)	1	0	0	0
Subtotal Technology	6	0	0	0
Maintenance Foreman	1	1	1	1
Custodian	2	2	2	2
Subtotal Maintenance Positions	3	3	3	3
Full-Time Positions	26	20	20	21
Security	1	1	1	1
Supervisor of Maintenance Workers	2	2	2	2
Courier	2	2	2	2
Part-Time Positions	5	5	5	5
Total General & Administrative Human Resource Allocation	38	32	32	33

2013-2014 BUDGET YEAR
GENERAL AND ADMINISTRATIVE DEPARTMENT

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
EXPENDITURES						
PERSONNEL COSTS**						
SALARIES & WAGES			1,292,809		1,412,574	119,765
SALARIES & WAGES	1,515,455	1,223,507	1,292,809	1,297,350	1,412,574	119,765
SOCIAL SECURITY	113,310	90,919	99,221	87,880	108,061	8,840
MEDICAL - DENTAL	297,247	242,432	266,950	245,000	269,310	2,360
PENSION PLAN	175,120	135,890	133,239	131,000	138,853	5,614
RETIREMENT (401A)		1,619	5,077	4,600	8,995	3,918
LIFE INSURANCE/LTD		264	8,511	8,500	8,511	0
WORKERS' COMPENSATION	68,064	30,692	21,484	21,484	20,046	(1,438)
TOTAL PERSONNEL COSTS	2,169,196	1,725,323	1,827,291	1,795,814	1,966,350	139,059
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	4,573	3,941	1,057	2,230	2,241	1,184
VEHICLES & MACHINERY	271	133	500	350	500	0
OFFICE EQUIPMENT	17,607	11,644	20,000	17,700	20,000	0
FUEL EQUIPMENT	6,680					
NETWORK AND INTERNET WEB SITE	26,599					
COMPUTER SOFTWARE MAINT. - G.I.S.	58,568					
OFFSITE BACKUP SERVICE	5,600					
BUILDINGS	31,992	62,310	41,000	37,142	40,000	(1,000)
	151,890	78,028	62,557	57,422	62,741	184
SUPPLIES						
POSTAGE	28,818	23,567	30,000	30,000	30,000	0
OFFICE	23,045	22,580	23,500	27,500	27,500	4,000
G.I.S. SUPPLIES	8,464					0
PRINTING-BINDING	0	0	1,000	0	0	(1,000)
NEWSPAPER-MAGAZINES	1,141	561	975	1,000	975	0
ADVERTISING	10,176	9,105	12,000	12,000	12,000	0
EMPLOYEE	4,463	5,069	6,000	5,500	6,000	0
JANITORIAL	12,259	12,478	13,000	9,500	10,000	(3,000)
FUEL	4,301	4,204	5,919	3,400	4,700	(1,219)
ART COMMITTEE EXPENSE	726	697	800	800	800	0
CLOTHING	1,409	1,106	1,800	1,200	1,500	(300)
MISCELLANEOUS SUPPLIES	1,344	916	1,500	1,000	1,500	0
	96,146	80,283	96,494	91,900	94,975	(1,519)
INSURANCE						
GENERAL (NOT PRORATED)	2,299	2,101	2,101	2,646	2,646	545
GENERAL LIABILITY (NOT PRORATED)	142,092	142,292	142,092	142,292	142,292	200
BONDS	2,868	2,918	2,918	2,918	2,918	0
AUTOMOBILE	2,966	0	2,966	2,966	2,966	0
PROPERTY INSURANCE (NOT PRORATED)	22,722	21,800	21,800	21,378	21,378	(422)
FIRE (NOT PRORATED)	28,733	42,860	45,000	68,232	68,232	23,232
S.125 ADMIN FEES (NOT PRORATED)		7,036		8,500	8,500	8,500
UNEMPLOYMENT (NOT PRORATED)	76,969	50,898	100,000	56,750	65,000	(35,000)
	278,649	269,905	316,877	305,682	313,932	(2,945)
RETIREE EXPENSES						
RETIREE MEDICAL - DENTAL	703,332	799,201	769,027	766,000	753,508	(15,519)
PENSION PLAN ADMIN (NOT PRORATED)	336,508	299,999	381,500	360,000	400,000	18,500
	1,039,840	1,099,200	1,150,527	1,126,000	1,153,508	2,981
UTILITY SERVICE						
ELECTRIC	134,324	126,914	122,400	137,000	137,000	14,600
WATER AND SEWER	14,272	13,547	12,000	10,000	10,000	(2,000)
TELEPHONE	40,210	39,547	41,000	37,000	40,000	(1,000)
CELLULAR TELEPHONE	10,769	2,132	3,000	2,700	3,000	0
INTERNET SERVICE	18,662					
	218,237	182,140	178,400	186,700	190,000	11,600

	2013-2014 BUDGET YEAR					
	GENERAL AND ADMINISTRATIVE DEPARTMENT					
	2010/2011	2011/2012	2012/2013	2012/2013	2013/2014	INCREASE
DESCRIPTIONS	**ACTUAL**	**ACTUAL**	**BUDGET**	**ESTIMATE**	**BUDGET**	**(DECREASE)**
TRAVEL AND SUBSISTENCE						
USE OF EMPLOYEE'S AUTO:						
MAYOR & COUNCIL	19,200	19,200	19,200	19,200	19,200	0
OTHERS - MILEAGE ONLY	1,601	1,437	2,000	1,000	1,000	(1,000)
OUT OF TOWN TRAVEL	1,357	276	1,500	1,000	1,000	(500)
MEALS DURING MEETINGS	2,247	3,582	3,000	3,800	3,000	0
	24,405	24,495	25,700	25,000	24,200	(1,500)
MISCELLANEOUS EXPENSE						
VENDING MACHINES	1,028	996	1,000	1,000	1,000	0
ASSOCIATION DUES	61,426	66,066	69,200	77,250	77,250	8,050
AUDIT SERVICE	171,000	175,700	173,400	165,000	165,000	(8,400)
AUDIT SERVICE-HOTEL/MOTEL			39,500	29,600	9,900	(29,600)
AUDIT SERVICE-GAS FRANCHISE FEE			25,000	0	0	(25,000)
ELECTIONS-REFERENDUMS		46,800	0	0	46,800	46,800
TRAINING PERSONNEL	17,312	19,141	18,000	30,000	30,000	12,000
SERVICE EXCELLENCE TRAINING			25,000	25,000	20,000	(5,000)
COMPUTER SOFTWARE	3,449	2,320	3,000	1,500	1,500	(1,500)
INTERLOCAL G.I.S. AGREEMENT	7,418					
COUNTY SHARED COSTS	392,790	51,634	53,000	42,000	53,000	0
EECBG GRANT EXPENSE	199,203	693,144	0	1,980	0	0
CHRISTMAS - GIFT CERTIFICATES	40,238	41,021	42,500	41,100	45,000	2,500
EMPLOYEE PICNIC			20,000	0	20,000	0
CITIZENS ACADEMY					2,000	2,000
SURVEYS & STUDIES					10,000	10,000
OTHER MISCELLANEOUS	92,696	15,755	42,000	21,000	25,000	(17,000)
	986,560	1,112,577	511,600	435,430	506,450	(5,150)
OPERATING BUDGET	4,964,923	4,571,951	4,169,446	4,023,948	4,312,156	142,710
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					16,700	
THREE DESK CHAIRS					1,000	
FAX MACHINE					800	
COMPUTER					1,000	
PRINTER					600	
FILE CABINET					400	
PARKING GARAGE STORAGE CLOSETS					6,500	
CALCULATOR					175	
	19,516	10,345	17,300	8,500	27,175	9,875
TOTAL GENERAL & ADMINISTRATIVE	4,984,439	4,582,296	4,186,746	4,032,448	4,339,331	152,585

NOTE: FY 2012 - MIS AND GIS MOVED TO INFORMATION TECHNOLOGY DEPT.

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 City's existing personnel that support management information systems (MIS), geographic information systems (GIS) and public safety software and technology have performed exceptionally. However, the current organization of these resources is decentralized. They have been managed and funded over the years in multiple departments, including Administration, Planning and Engineering, Police, Water and Sewer, MIS and GIS.

The IT Department has been formed to provide for a unified outlook, plan and allocation of resources. All of the positions below have been reassigned to the IT Department under the direction of the Information Technology Director. While they may not change work locations or overall responsibilities, the centralization of these resources has improved efficiencies and helped the City plan more globally for technology.

The creation of a Master Plan for Information Technology continues to be one of the principal goals for the Department during the fiscal year. For the next fiscal year, the IT department and its consultants, Westin Engineering, will focus on development of a centralized IT support structure and IT governance best practice model to support new technical resources throughout the city departments. The IT department has begun implementation of the items identified as high priority as per the IT Master Plan. Budget for continued development of the IT Master Plan is $98,400.

One of the implementation items of the Master Plan is the creation of a Help Desk for immediate service needs of the system. The Help Desk would allow other employees to remain focused on their immediate task, without being distracted by the urgent request of assistance from a user. The addition of one full time employee in the IT Department is required at an expense of $54,900. Software to automate the monitoring of the system and to facilitate the Help Desk operation is included in the amount of $45,800.

Another implementation item is transferring the City work force from a hodgepodge of office productivity software to a cloud based environment that places all employees on the same version of the software. This product allows the City to establish and intranet for the use of our employees and

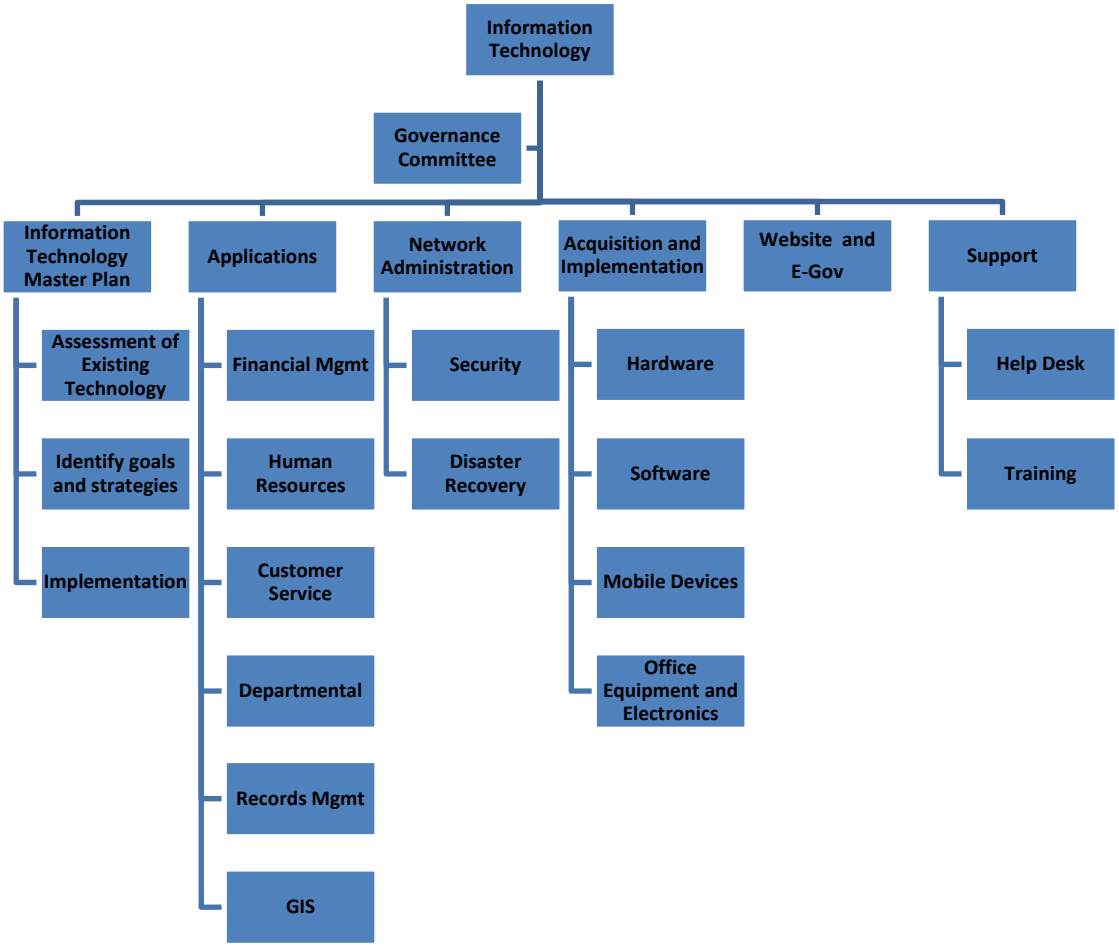
reduces the cost of archival storage by $26,000. The balance of 2013 and all of FY 2014 are budgeted at $264,600, with a continuing budget expense of approximately $147,800 in FY 2015 and forward.

The City's new website is scheduled to go live around July 1, 2013. Additional functionality and ease of access are goals for the website.

The increased emphasis on use of technology has driven the need for a computer training lab. The IT Department budget contains $32,200 in capital for the purchase of technology and furnishings for the new lab. Another $60,000 is budgeted in debt service for the renovation of the old Solid Waste Department building as a home for the lab and other functions.

While emphasis has been directed towards these new initiatives of the Master Plan, the commitment to the shared Geographic Information System (GIS) with Rutherford County and other agencies has not lessened. The City's share of the annual expense is $74,750.

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 Stretegic 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 2013 ACCOMPLISHMENTS

- Implementation of smart phones to city staff for no additional expense
- Implementation of Credit Card acceptance in Murfreesboro Water and Sewer, City Court and Building and Codes with a self-funded solution. Over $500,000 in credit payments processed since implementation
- Development of a dynamic mobile application that will help to collect, track and document storm damage to property within the City of Murfreesboro
- Development and implementation of a new city website that will aid in improved citizen engagement
- Facilitated basic Microsoft Excel training for City staff to increase staff efficiency
- Purchase of Office 365, a cloud-based computing solution
- Selection of Civic Plus software to provide intranet, website, work order and other solutions

FY 2014 DEPARTMENT GOALS

- Creation of an Information Technology Governance Group
  - Prioritize technology resources & activities
  - Direct the application of technology to support business goals and objectives
  - Define performance objectives for technology investments
  - Early involvement in technology initiatives
  - Address integration and emerging technologies
- Implementation of the Information Technology Strategic Plan
- Acquisition of financial software package and associated training
- Implementation of a new CIS system in the Murfreesboro Water and Sewer Department
- Acquisition of a human resource information system
- Acquisition of a payroll system
- Creation of an internal website (Intranet)

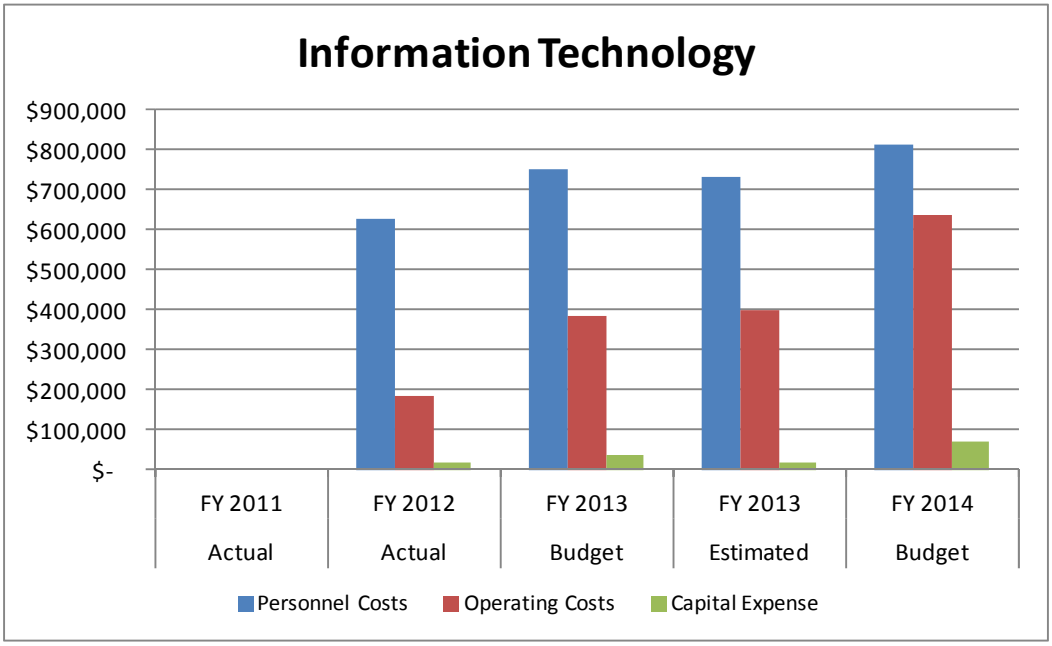
OPERATING/PERFORMANCE MEASURES

- Total number of support cases: No resources to collect measure exists
- Server Uptime: No resources to collect measure exists

METRIC	KPI	ACTION PLAN
1st call ticket resolution/by month	Current metric result: No resources to collect measure exists Goal: 75% first call resolution	▪ Implement or enhance first level knowledgebase ▪ Implement enhanced telephony system ▪ Increase training programs
Customer satisfaction based on survey results	Current metric result: No resources to collect measure exists Goal: 90% satisfaction	▪ Implement or enhance knowledgebase for IT staff ▪ Increase training ▪ Improve interpersonal skills ▪ Add self-service options
Breached SLAs (Issue resolved outside of the expected resolution time)	Current metric result: No resources to collect measure exists Goal: 5%	▪ Re-evaluate root cause ▪ Automate escalations and alerts to notify support of pending breach

EXPENDITURE SUMMARY

	Information Technology				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ -	$ 629,520	$ 752,026	$ 733,735	$ 815,415
Operating Costs	$ -	$ 184,369	$ 384,050	$ 400,350	$ 637,550
Capital Expense	$ -	$ 18,074	$ 35,500	$ 20,000	$ 67,700
Total Information Technology	$ -	$ 831,963	$ 1,171,576	$ 1,154,085	$ 1,520,665



HUMAN RESOURCES SUMMARY

Information Technology				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
IT Director		1	1	1
GIS Coordinator (from General & Administrative Dept)		1	1	1
GIS Application Specialist (from General & Administrative Dept)		2	2	2
MIS Coordinator (from General & Administrative Dept)		1	1	1
Public Safety MIS Coordinator (from Police Dept)		1	1	1
Technical Support Specialist (from Police Dept)		3	3	3
Help Desk Support Specialist				1
Software Specialist (from General & Administrative Dept)		1	1	1
		10	10	11
Geo-Coding Position		1	1	1
Part-Time Positions		1	1	1
Total Information Technology Allocation		11	11	12

2013-2014 BUDGET YEAR
INFORMATION TECHNOLOGY DEPARTMENT

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
EXPENDITURES						
PERSONNEL COSTS**						
SALARIES & WAGES			542,782	531,000	595,122	52,340
TOTAL SALARIES & WAGES		455,797	542,782	531,000	595,122	52,340
SOCIAL SECURITY		32,239	41,523	38,700	45,527	4,004
MEDICAL - DENTAL		86,400	104,588	99,500	108,908	4,320
PENSION PLAN		54,002	55,352	53,500	55,199	(153)
RETIREMENT (401A)			2,977	6,230	5,896	2,919
LIFE INSURANCE/LTD			3,699	3,700	3,700	1
WORKERS' COMPENSATION		1,082	1,105	1,105	1,063	(42)
TOTAL PERSONNEL COSTS		629,520	752,026	733,735	815,415	63,389
OPERATION AND MAINTENANCE						
NETWORK EQUIPMENT		32,487	36,200	50,000	50,000	13,800
OFFICE EQUIPMENT		374	2,400	2,300	3,000	600
OFFSITE DATA BACKUP		7,217	10,000	10,000	10,000	0
COMPUTER SOFTWARE MAINT. - G.I.S.		74,749	74,750	74,750	74,750	0
ELECTRONIC STORAGE		700	42,000	42,000	16,000	(26,000)
		115,527	165,350	179,050	153,750	(11,600)
SUPPLIES						
OFFICE		416	2,200	1,500	4,400	2,200
G.I.S. SUPPLIES		9,602	10,500	10,500	10,500	0
MISCELLANEOUS SUPPLIES			500	250	500	0
		10,018	13,200	12,250	15,400	2,200
UTILITY SERVICE						
CELLULAR TELEPHONE		4,365		8,500	5,000	5,000
INTERNET SERVICE		18,199	23,000	23,000	24,000	1,000
		22,564	23,000	31,500	29,000	6,000
TRAVEL AND SUBSISTENCE						
USE OF EMPLOYEE'S AUTO			500	50	500	0
OUT OF TOWN TRAVEL			0	500	1,500	1,500
			500	550	2,000	1,500
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES		92		0	500	500
TRAINING PERSONNEL		3,692	6,500	1,500	6,500	0
COMPUTER SOFTWARE		317	93,000	93,000	324,500	231,500
INTERLOCAL G.I.S. AGREEMENT		32,159	7,500	7,500	7,500	0
CONSULTANT (IT)			75,000	75,000	98,400	23,400
		36,260	182,000	177,000	437,400	255,400
OPERATING BUDGET		813,889	1,136,076	1,134,085	1,452,965	316,889
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					500	
APPASURE BACKUP APPLIANCE					20,000	
SIX CISCO SWITCH REPLACEMENTS					15,000	
TRAINING FACILITY					32,200	
		18,074	35,500	20,000	67,700	32,200
TOTAL INFORMATION TECHNOLOGY		831,963	1,171,576	1,154,085	1,520,665	349,089

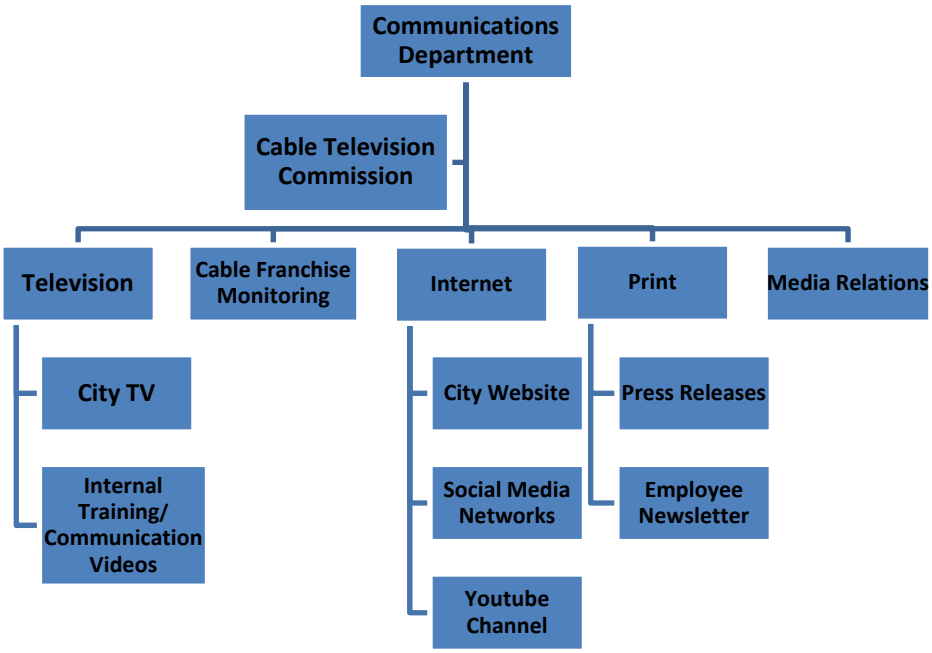
COMMUNICATIONS DEPARTMENT

DEPARTMENT SUMMARY

The Communications Department disseminates city information to the public via television, internet, and print through the utilization of Murfreesboro City TV, the city website, social media networks, city YouTube channel, press releases, and media interviews. Additionally, the department is responsible for disseminating internal communications with city employees through training videos and employee newsletter's. The department also oversees and enforces the local cable television franchise and assists citizens in resolving Comcast cable television issues.

The mission of Murfreesboro City TV 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; provide information on public health, safety and welfare issues.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Provide information on public safety, health and welfare issues
- Utilizing City TV, the city website, and social media to warn residences of severe weather and other emergencies
- Present educational information on fire and police safety, city emergency preparedness plan, etc.
- Promote safe livable neighborhoods through educational information from various city departments such Building and Codes, Street Department, Water and Sewer, Community Development, Planning Department, Parks and Recreation Department, etc.
- Providing traffic camera views on City TV during peak drive times and anytime on the city website

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Present economic development programming 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 Xfinity cable TV subscribers with resolving complaints when they are unable to do so on their own

ENGAGING OUR COMMUNITY

- Increasing the City presence through City TV, social media networks, and the city website
- Enlightening citizens with thought provoking programming featuring various perspectives including historical, social, and economic
- Providing meeting notices, public events notices, and city contact information, through City TV's video bulletin board messages, city website, and social media
- Direct contact with citizens groups through presentations about the City and tours of the City TV facility
- Publishing a citizens report for the public which highlights accomplishments of the City
- Providing hands on demonstrations of the City TV facility and equipment and explaining functions of the Communications Department for Citizens Academy classes
- Providing a means of immediate input from the community through Facebook.

FY 2013 ACCOMPLISHMENTS

- Changed the name of the Cable Television Department to the Communication Department
- Created and maintained a City YouTube channel page for cross promotions of city videos, the city website, and the city Facebook page
- Worked with the Information Technology department in redesigning and launching a new city website
- Produced City Council agenda videos highlighting some of the agenda items coming up for each upcoming meeting
- Moved from a quarterly to a monthly employee newsletter
- Supported the Service Excellence Coordinator through economic development videos
- Produced quarterly "State of the City" episodes featuring the Mayor
- Produced quarterly "State of City Schools" episodes featuring the Director of Schools
- Produced instructional health and wellness features collaborating with the Parks and Recreation Department, City Schools, and St. Clair Street Senior Center
- Continued and expanded the Murfreesboro Storytellers monthly program after the City Bicentennial ended and now includes feature episodes with council members, department heads, and other people of interest in Murfreesboro to promote the City
- Produced feature programs highlighting city departments' functions along with featuring staff members and their duties
- Produced City Council members feature videos
- Produced a promotional video on the Citizens Academy
- Produced employee benefits videos
- Utilized Comcast Spotlight Advertising to promote the City and City TV programming
- Achieved over 100,000 view/hits from the publication of archived video web streaming content
- Over 1,800 likes/followers on City Facebook page
- Over 1 million visits to the city website
- Received national government television programming awards for Telling the Story, Habitat House 100, We're Here for You, 200:The Story of Murfreesboro, In the city, South Maney Avenue Study Area, Destination Rutherford, St Clair Adult Day Services, Murfreesboro Tourism, and City TV Bulletin Boards from the National Association of Telecommunications Officers and Advisors

FY 2014 DEPARTMENT GOALS

- Create and maintain a Twitter account to provide another means of communicating to the public with the same kinds of information already being provided on the city website, city Facebook page, City TV, and through press releases
- Replace the non-linear editing systems video server storage device and the meeting graphic,/character generator system that are at end of life
- Replace the cooling system for the audio/video equipment room
- Work with the Fire & Rescue Department on a quarterly cooking television program
- Continue to provide immediate response to time sensitive information through the utilization of City TV, social media, the city website, and press releases
- Continue to search out for regional and national awards competitions for City TV programs and videos submissions as suggested by the Murfreesboro Cable Television Commission

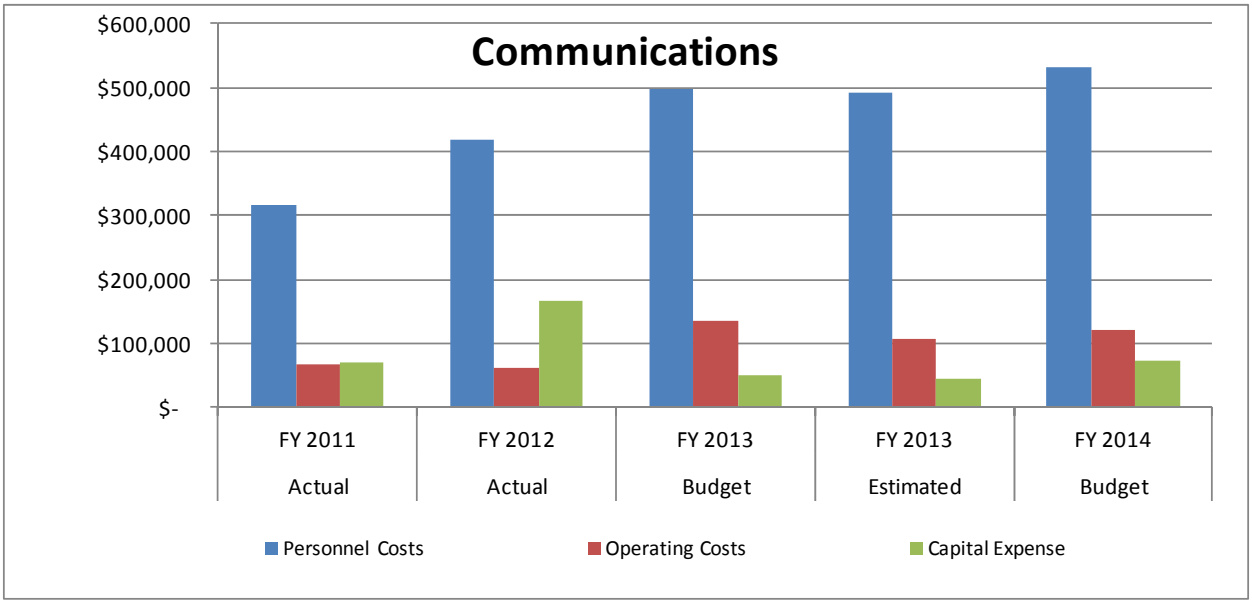
- Explore new ways to promote the City and its services
- Research City TV programming ideas and other communication method ideas through interaction with department heads and the various department Public Information Officers
- Create and publish a citizens report for the public which highlights accomplishments of the City

OPERATING/PERFORMANCE MEASURES

	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Proposed FY 2014
Hours of coverage of City public meetings and locally produced productions	160	176	175	180	190
Number of covered City public meetings and locally produced productions	352	361	350	370	380
Number of webstreaming views	53321	79891	60000	100000	60000
Number of press releases		120	105	125	208

EXPENDITURE SUMMARY

	COMMUNICATIONS				
	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Budget FY 2014
Personnel Costs	$ 317,088	$ 417,142	$ 496,049	$ 491,049	$ 532,448
Operating Costs	$ 67,802	$ 60,577	$ 135,024	$ 107,031	$ 122,653
Capital Expense	$ 69,386	$ 167,714	$ 49,900	$ 45,000	$ 73,750
Total Communications Departm	$ 454,276	$ 645,433	$ 680,973	$ 643,080	$ 728,851



HUMAN RESOURCE SUMMARY

Communications Department				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
Communications Director	1	1	1	1
Public Information Officer (from General & Admin. Dept)		1	1	1
Communications Specialist	3	3	4	4
Full-Time Positions	4	5	6	6
Part-Time Video Journalist	2	2	2	2
Part-Time Positions	2	2	2	2
Total Communications Allocation	6	7	8	8

	2013-2014 BUDGET YEAR					
	COMMUNICATIONS DEPARTMENT					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES			365,872	365,872	380,568	14,696
OVERTIME PAY			7,000	2,000	7,000	0
TOTAL SALARIES & WAGES	243,574	310,596	372,872	367,872	387,568	14,696
SOCIAL SECURITY	18,157	22,990	27,989	27,989	29,649	1,660
MEDICAL - DENTAL	28,832	47,139	55,314	55,314	73,199	17,885
PENSION PLAN	25,360	35,200	34,977	34,977	36,201	1,224
EMPLOYEE RETIREMENT (401A MATCH)			1,476	1,476	2,181	705
LIFE INSURANCE/LTD			2,055	2,055	2,055	0
WORKER'S COMPENSATION	1,165	1,217	1,366	1,366	1,595	229
TOTAL PERSONNEL COSTS	317,088	417,142	496,049	491,049	532,448	36,399
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	68	141	1,067	304	1,196	129
VEHICLES & MACHINERY	23	0	600	40	400	(200)
OFFICE EQUIPMENT	944	1,738	2,200	1,800	2,200	0
TELEVISION EQUIPMENT	12,158	9,159	30,000	27,000	30,000	0
	13,193	11,038	33,867	29,144	33,796	(71)
SUPPLIES						
POSTAGE	217	17	500	375	500	0
OFFICE	1,602	2,421	2,500	2,450	2,500	0
ADVERTISING	1,252	590	7,000	625	750	(6,250)
AUDIO/VIDEO	17,390	15,428	25,000	23,000	25,000	0
FUEL	186	398	1,000	515	800	(200)
	20,647	18,854	36,000	26,965	29,550	(6,450)
INSURANCE						
GENERAL	379		0	0	0	0
PROPERTY INSURANCE	278		0	0	0	0
FIELD VIDEO EQUIPMENT	1,098	905	1,700	905	1,200	(500)
GENERAL LIABILITY	200		0	0	0	0
AUTOMOBILE	1,657	0	607	607	607	0
	3,612	905	2,307	1,512	1,807	(500)
UTILITY SERVICE						
ELECTRIC AND WATER/SEWER						
TELEPHONE	556	526	600	560	600	0
CELLULAR TELEPHONE	2,377	1,474	3,650	2,900	3,000	(650)
DIESEL FUEL (BACK-UP GENERATOR)			5,000	1,000	0	(5,000)
	2,933	2,000	9,250	4,460	3,600	(5,650)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	114	245	1,000	400	800	(200)
MEALS DURING MEETINGS	606	726	1,600	1,000	1,300	(300)
	720	971	2,600	1,400	2,100	(500)
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	1,750	1,025	2,000	2,800	2,800	800
TRAINING PERSONNEL	1,426	813	9,000	9,750	10,000	1,000
OUTSIDE LEGAL SERVICES			3,000	0	1,000	(2,000)
COMPUTER SOFTWARE	4,563	6,114	6,000	6,000	7,000	1,000
CONTRACT SERVICES	800	0	3,000	0	3,000	0
VIDEO WEBSTREAMING/ARCHIVING	14,681	14,559	19,000	18,000	19,000	0
OTHER MISCELLANEOUS	3,477	4,298	9,000	7,000	9,000	0
	26,697	26,809	51,000	43,550	51,800	800
OPERATING BUDGET	384,890	477,719	631,073	598,080	655,101	24,028
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - FURN & EQUIP					25,000	
REPLACE LIVE GRAPHIC SYSTEM					39,000	
EQUIPMENT ROOM COOLING SYSTEM					9,750	
	69,386	167,714	49,900	45,000	73,750	23,850
TOTAL COMMUNICATIONS DEPARTMEN	454,276	645,433	680,973	643,080	728,851	47,878

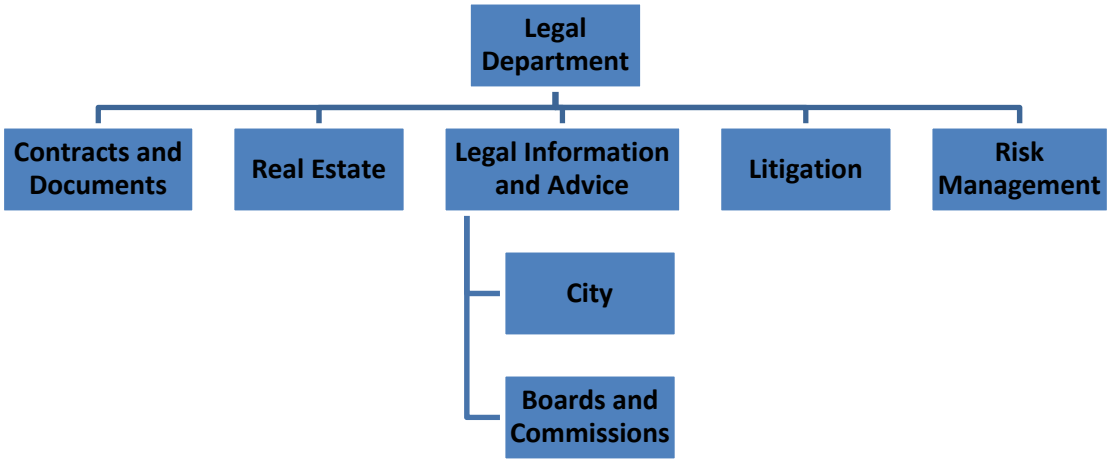
LEGAL

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. It provides research and information on a wide variety of legal issues and prepares documents needed for municipal operations including: contracts for sale or purchase of land, goods and services; lease agreements; use agreements; easements; forms; policies; ordinances; resolutions; letters; and litigation. Outside counsel may be retained for specialized areas. The Legal Department does not provide legal advice or representation to individual citizens on any matter.

The Legal Department provides legal services required by the City as an employer, landowner, builder, regulator, educator, utility provider, public communicator, taxing authority, and emergency service provider. It manages the City's self-insurance fund and its operations. It also generates revenues for the City by serving as the general counsel of the Murfreesboro City School System, the Murfreesboro Electric Department and the Murfreesboro Water and Sewer Department, collecting back taxes and recovering funds from performance bonds and letters of credit.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Research and draft ordinances that maintain and improve neighborhood livability and public safety
- Assist Building and Codes, Planning and Police departments in enforcing applicable laws affecting neighborhoods
- Assist City Engineer and City departments with approved projects and grants for construction and improvement of infrastructure
- Assist Parks and Recreation Department with community facilities and programs

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Acquire interests in real estate required for City projects at the lowest fair and reasonable price
- Prevent or minimize financial losses caused by claims against the City through advice and document preparation
- Enforce performance and assist in collecting funds owed to the City under contracts, forms of security and taxes

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMERS SERVICE

- Assist employees in complying with public record requests
- Assist in accessibility review of City facilities and programs

ENGAGING OUR COMMUNITY

- Continue implementation of policies and guidelines for social media
- Provide ordinances and resolutions for posting to City website
- Provide content describing powers, functions and responsibilities of City government
- Participate in Career Days

FY 2014 DEPARTMENT GOALS

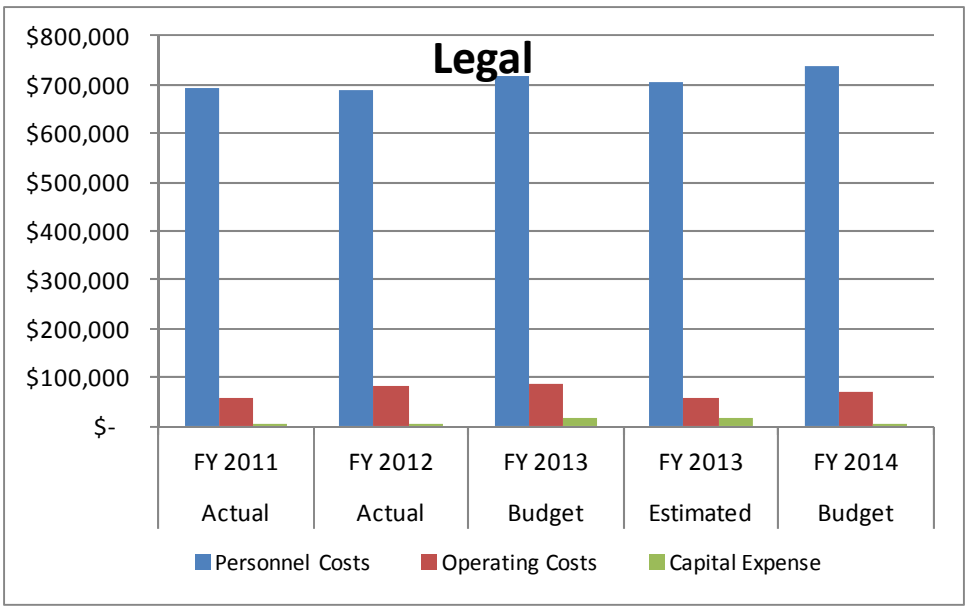
- Promptly prepare and review contracts and other legal documents
- Update development contracts
- Maintain City Code
- Manage litigation in which City is a party

OPERATING/PERFORMANCE MEASUREMENTS

	Actual FY 2011	Actual FY 2012	Actual FY 2013
Number of ordinances and resolutions written	65	57	32
Number of real estate transactions	224	201	250
Number of titles searched	*	*	*
Number of pending condemnation cases	*	*	*
Number of condemnation cases filed preceding year	*	*	*
Average number of days from project completion in contested condemnation cases to first resolution	*	*	*
Number of contracts written or reviewed	290	390	460
Average number of days to process an ITB or RFP from receipt of project to Legal Dept. approval	*	*	*
Average number of days to process a contract from receipt to Legal Dept. approval	*	*	*
Percentage of back taxes collected in first year of collectability	*	*	*
Average number of days from service of lawsuit to first adjudication in general liablity and workers' compensation cases	*	*	*
Number of public meetings attended	165	172	154
**information not tracked during this time period*			

EXPENDITURE SUMMARY

	Legal				
	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Budget FY 2014
Personnel Costs	$ 691,423	$ 688,502	$ 715,732	$ 705,346	$ 737,392
Operating Costs	$ 57,672	$ 81,547	$ 85,855	$ 55,930	$ 70,500
Capital Expense	$ 1,141	$ 2,482	$ 14,600	$ 17,050	$ 2,400
Total Legal	$ 750,236	$ 772,531	$ 816,187	$ 778,326	$ 810,292



HUMAN RESOURCES SUMMARY

Legal Department				
	Actual FY 2011	Actual FY 2012	Estimated FY 2013	Proposed FY 2014
Job Description				
City Attorney	1	1	1	1
Assistant City Attorney	1	1	1	1
Staff Attorney	2	2	2	2
Legal Assistant	3	2	3	3
Administrative Assistant	0	1	0	0
Total Legal Department Human Resource Allocation	7	7	7	7

2013-2014 BUDGET YEAR
LEGAL DEPARTMENT

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES			530,977	531,930	548,825	17,848
TOTAL SALARIES & WAGES	515,324	511,415	530,977	531,930	548,825	17,848
SOCIAL SECURITY	36,190	35,874	40,620	36,010	41,985	1,365
MEDICAL - DENTAL	68,693	73,197	71,414	65,000	72,397	983
PENSION PLAN	56,086	55,501	55,395	55,070	57,209	1,814
RETIREMENT (401A)	2,998	5,341	5,570	5,570	3,603	(1,967)
LIFE INSURANCE/LTD	530	478	3,720	3,730	3,730	10
WORKERS' COMPENSATION	11,602	6,696	8,036	8,036	9,643	1,607
TOTAL PERSONNEL COSTS	691,423	688,502	715,732	705,346	737,392	21,660
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT	3,112	2,565	3,400	2,000	3,200	(200)
	3,112	2,565	3,400	2,000	3,200	(200)
SUPPLIES						
POSTAGE	1,431	827	1,400	1,250	1,400	0
OFFICE	3,471	3,700	5,000	4,400	4,800	(200)
LIBRARY	21,681	23,006	22,000	22,000	23,000	1,000
	26,583	27,533	28,400	27,650	29,200	800
UTILITY SERVICE						
TELEPHONE	924	920	1,000	1,000	1,000	0
CELLULAR TELEPHONE	355	7	0	0	0	0
	1,279	927	1,000	1,000	1,000	0
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	102	150	200	125	200	0
	102	150	200	125	200	0
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	5,095	5,319	5,855	5,855	5,900	45
TRAINING PERSONNEL	6,282	6,869	7,500	7,500	7,500	0
LEGAL / PROFESSIONAL EXPENSE	4,872	1,344	6,000	2,000	5,000	(1,000)
LEGAL / PROFESSIONAL SERVICES	6,307	34,660	30,000	7,500	15,000	(15,000)
REAL ESTATE SERVICES	2,858	1,441	2,500	1,800	2,500	0
COMPUTER SOFTWARE	634	634	500	0	500	0
OTHER MISCELLANEOUS	548	105	500	500	500	0
	26,596	50,372	52,855	25,155	36,900	(15,955)
OPERATING BUDGET	749,095	770,049	801,587	761,276	807,892	6,305
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					2,400	
	1,141	2,482	14,600	17,050	2,400	(12,200)
TOTAL LEGAL DEPARTMENT	750,236	772,531	816,187	778,326	810,292	(5,895)

HUMAN RESOURCES

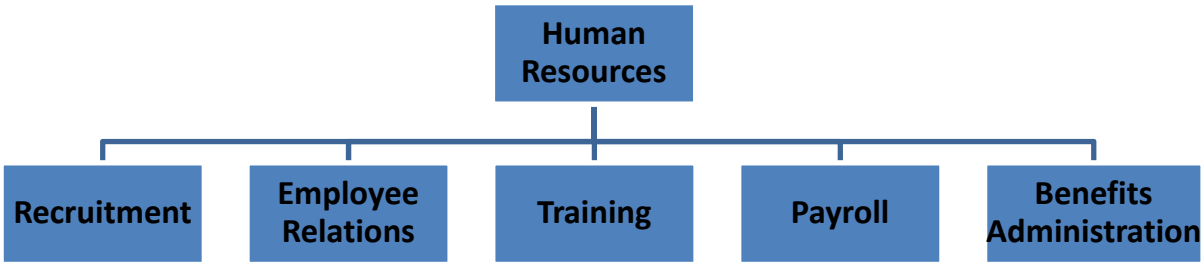
DEPARTMENT SUMMARY

The Human Resources Department is charged with recruiting, training and retaining a diverse and effective work force. To accomplish this, Human Resources partners with departments and employees in employee recruitment and staffing, payroll and benefits administration, wellness, employee training and development and employee relations.

In FY 2013 Human Resources implemented changes in employee health insurance benefit plan design that intended to attract and retain the highest quality employees while maintaining strong and sustainable financial results. Benefits changes in FY 2014 will be reflective of the Patient Protection and Affordable Care Act (Health Care Reform) requirements but will not include major changes to the Benefits structure. Human Resources expects to propose additional incentives for participation in the new Employee Wellness program, *Boro- Fit*. Human Resources will assist City Administration in beginning a new, comprehensive classification/compensation study including Vendor selection, Employee communication and Training. Human Resources will launch a new Compliance Training program and review the New Hire Background checking process with the assistance of the Legal Department.

Finally, Human Resources will assist City Administration in providing Strategic focus on Employee Engagement and related Performance Management initiatives. Funding to begin the revamping of the City's pay plan, moving away from market based towards performance driven models, is included in the amount of $70,000. Continued work in employee engagement includes $25,000 for additional consulting and $7,500 for the first employee engagement survey of the work force.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Support other departments in recruiting, training and retaining the most effective work force for the delivery of services to internal and external customers

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Compliance with all relevant aspects of health care reform within self-funded health insurance plan
- Execute HR Department restructure; Changes related to Department effectiveness, Organizational Development, Employee Engagement

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Delivery of Verbal Defense and Influence Course (Verbal Judo) in conjunction with City Administration, Service Excellence Coordinator

ENGAGING OUR COMMUNITY

- Ongoing communication and guidance with internal and external customers of NeoGov; City's Applicant Tracking System

FY 2013 ACCOMPLISHMENTS

- Completed Redesign of All City's Health Insurance Benefits Programs focusing on Consumerism, Cost Control, & Wellness
- Completed "Positive Online Benefits Enrollment" for all City employees, dependents, retirees
- Launched City's Wellness Program "Boro-Fit" with over 600 participants
- Implemented and Distributed "Hidden Paycheck" to all eligible City employees; illustrating the value of Employee benefits compared to budgeted salaries
- Continued HR Department Cross-Training Initiatives
- Conducted Audit of I-9 records for Compliance purposes

FY 2014 GOALS

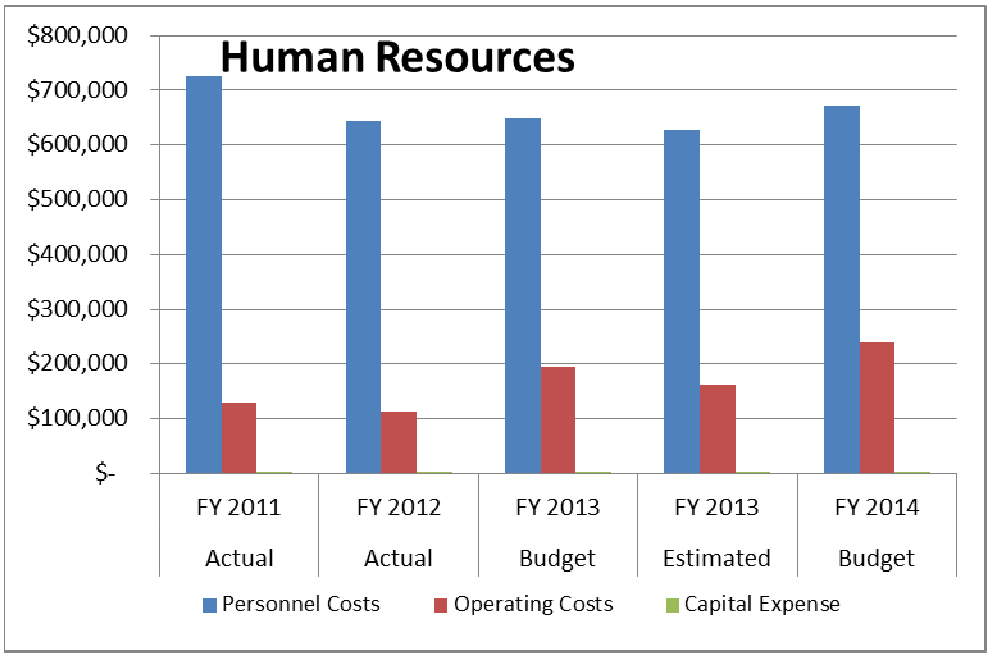
- Ensure proper compliance measures in place for 1/1/14 Health Care Reform requirements with City's self-funded Health Insurance Plans
- Continue to drive Consumerism, Wellness, Cost Savings in self-insured benefits plans
- Restructure HR Department to optimize levels of Performance and Compliance with Health Care Reform, Organizational Development, Employee Engagement, and Service Excellence
- Review Recruitment Process including Background Check process revision, Recruitment, Selection, Placement, On-boarding
- Implement Online Compliance Training for City employees
- Delivery of Verbal Defense and Influence (Verbal Judo) with Service Excellence Coordinator
- Assist with Employee Engagement Initiative by City Administration and related Performance Management Initiatives

OPERATING/PERFORMANCE MEASUREMENTS

	Actual FY 2011	Actual FY 2012	Estimated FY 2013	Proposed FY 2014
PEPY Health Benefits Costs in Claims Dollars			N/A	TBD
Employee Turnover Rate	3.32%	5.25%	4.72%	5.00%
Number of HR Staff/FTE's			1.03	0.93
Percentage of Eligible Employees in Wellness Plan			N/A	75%

EXPENDITURE SUMMARY

	Human Resources				
	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Budget FY 2014
Personnel Costs	$ 726,043	$ 643,740	$ 648,608	$ 628,080	$ 670,670
Operating Costs	$ 128,483	$ 113,960	$ 194,932	$ 161,470	$ 239,840
Capital Expense	$ 3,798	$ 3,599	$ 4,180	$ 3,500	$ 3,700
Total Human Resources	$ 858,324	$ 761,299	$ 847,720	$ 793,050	$ 914,210



HUMAN RESOURCES SUMMARY

Human Resources Department				
	Actual FY 2011	Actual FY 2012	Estimated FY 2013	Proposed FY 2014
Job Description				
Human Resources Director	1	1	1	1
Assistant Human Resources Director	1	1	1	1
Payroll Supervisor/Human Resource Specialist	1	1	1	1
Benefits Administrator	0	0	0	1
Payroll Assistant	0	0	0	1
Benefit Specialist	0	0	0	1
Administrative Assistant	1	1	1	0
Human Resources Assistants	5	5	5	3
Total Human Resources Department Allocation	9	9	9	9

2013-2014 BUDGET YEAR
HUMAN RESOURCES DEPARTMENT

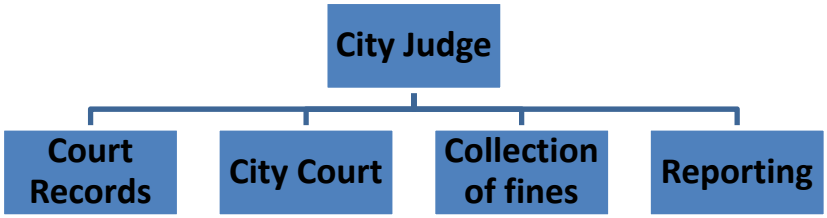
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES			429,677	429,677	467,022	37,345
OVERTIME			6,000	3,500	4,000	(2,000)
TOTAL SALARIES & WAGES	496,045	426,470	435,677	433,177	471,022	35,345
SOCIAL SECURITY	35,550	30,261	33,329	33,329	36,033	2,704
MEDICAL - DENTAL	106,147	104,942	104,628	86,600	90,341	(14,287)
PENSION PLAN	56,847	52,770	51,439	51,439	55,892	4,453
LIFE INSURANCE/LTD			3,027	3,027	3,027	0
WORKERS' COMPENSATION	31,454	29,297	20,508	20,508	14,355	(6,153)
TOTAL PERSONNEL COSTS	726,043	643,740	648,608	628,080	670,670	22,062
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT	16,434	26,672	28,387	26,900	29,800	1,413
	16,434	26,672	28,387	26,900	29,800	1,413
SUPPLIES						
POSTAGE	1,212	1,220	200	1,000	1,000	800
OFFICE	11,765	13,179	12,545	14,000	9,490	(3,055)
NEWSPAPERS-MAGAZINES			1,000	500	1,000	0
ADVERTISING	6,596	4,918	5,000	3,000	5,000	0
	19,573	19,317	18,745	18,500	16,490	(2,255)
UTILITY SERVICE						
TELEPHONE	1,534	1,615	1,600	1,600	1,700	100
CELLULAR TELEPHONE	776	645	1,000	850	850	(150)
	2,310	2,260	2,600	2,450	2,550	(50)
CONTRACTUAL SERVICES						
BACKGROUND CHECKS			15,000	0	15,000	0
	0	0	15,000	0	15,000	0
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	267	31	100	100	500	400
	267	31	100	100	500	400
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	864	912	870	870	1,000	130
TRAINING PERSONNEL	3,995	5,934	6,000	6,000	6,000	0
DRUG SCREENING	34,526	39,336	45,000	46,000	47,500	2,500
PHYSICAL AGILITY TESTING	5,576	5,988	5,500	2,500	7,000	1,500
COMPUTER SOFTWARE	9,653		5,330	1,000	1,500	(3,830)
SURVEYS AND STUDIES	4,585	1,340	8,400	8,400	70,000	61,600
EMPLOYEE TESTING		3,705		6,750	7,500	7,500
EMPLOYEE ENGAGEMENT	19,991	8,119	51,000	40,000	25,000	(26,000)
OTHER MISCELLANEOUS	10,709	346	8,000	2,000	10,000	2,000
	89,899	65,680	130,100	113,520	175,500	45,400
OPERATING BUDGET	854,526	757,700	843,540	789,550	910,510	66,970
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					500	
ASSISTANT DIRECTOR DESK					600	
TWO COMPUTERS					2,600	
	3,798	3,599	4,180	3,500	3,700	(480)
TOTAL HUMAN RESOURCES DEPT	858,324	761,299	847,720	793,050	914,210	66,490

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 our city's streets
- Provide 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 participating in customer service training for City personnel
- 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.
- Implemented payment of citations online and by credit card

FY 2013 ACCOMPLISHMENTS

- Continued with pilot project for two new night courts per month
- Coordinated improved court security through the help of the Murfreesboro Police Department
- Reconstruction of the front counter in the clerk's office to provide more security for the employees
- Implemented payment of citations online and by credit card

FY 2014 DEPARTMENT GOALS

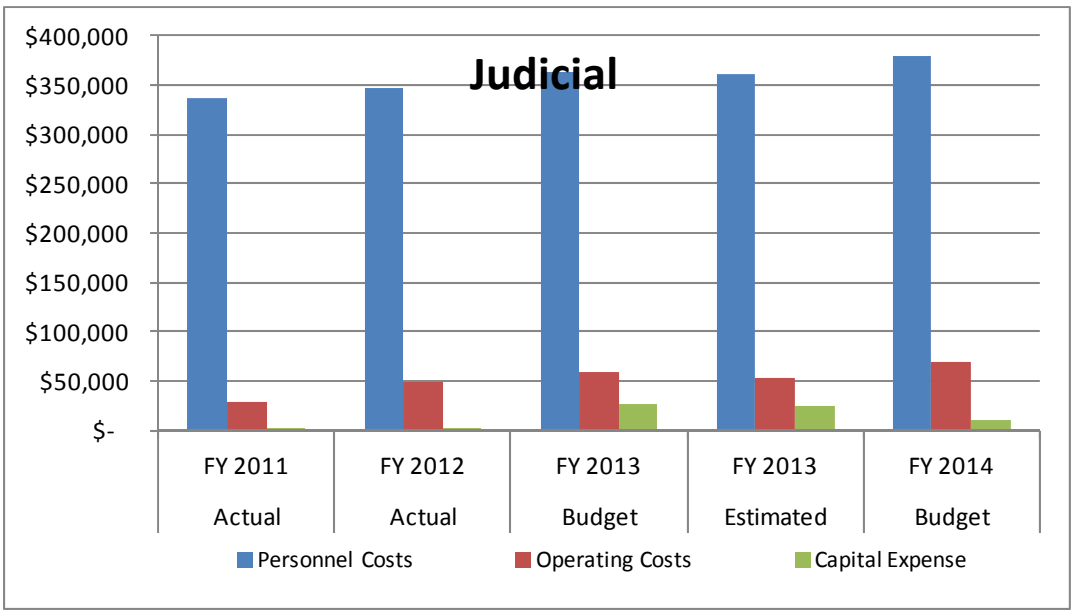
- Reduce court fines receivable by 25%
- Continue to investigate more automated, paperless court management software

OPERATING/PERFORMANCE MEASURES

	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Proposed FY 2014
Court Fines Receivable	3,263,353	3,795,638	3,000,000	4,500,000	3,500,000
Citations Processed	57,012	84,235	70,000	87,000	80,000

EXPENDITURE SUMMARY

	Judicial				
	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Budget FY 2014
Personnel Costs	$ 336,411	$ 347,865	$ 362,743	$ 361,522	$ 379,831
Operating Costs	$ 28,342	$ 47,885	$ 57,925	$ 53,275	$ 68,175
Capital Expense	$ 319	$ 1,428	$ 26,000	$ 25,000	$ 10,000
Total Judicial	$ 365,072	$ 397,178	$ 446,668	$ 439,797	$ 458,006



HUMAN RESOURCES SUMMARY

Judicial Department				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
City Judge	1	1	1	1
Chief Court Clerk	1	1	1	1
Administrative Support Specialist	3	3	3	3
Administrative Secretary	1	1	1	1
Total Judicial Allocation	6	6	6	6

	2013-2014 BUDGET YEAR					
	JUDICIAL DEPARTMENT					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES			246,052		254,869	8,817
TOTAL SALARIES & WAGES	233,286	237,181	246,052	246,052	254,869	8,817
SOCIAL SECURITY	16,640	16,904	18,823	18,000	19,497	674
MEDICAL - DENTAL	58,451	63,980	66,398	66,000	73,005	6,607
PENSION PLAN	27,420	29,301	29,235	29,235	30,258	1,023
LIFE INSURANCE/LTD			1,718	1,718	1,718	0
WORKERS' COMPENSATION	614	499	517	517	484	(33)
TOTAL PERSONNEL COSTS	336,411	347,865	362,743	361,522	379,831	17,088
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT	3,238	3,140	5,000	7,050	5,000	0
	3,238	3,140	5,000	7,050	5,000	0
SUPPLIES						
POSTAGE	3,680	2,359	5,000	3,700	5,000	0
OFFICE	12,471	11,231	14,500	8,500	14,000	(500)
	16,151	13,590	19,500	12,200	19,000	(500)
UTILITY SERVICE						
TELEPHONE	1,467	1,553	1,600	1,300	1,600	0
CELLULAR PHONE					750	750
	1,467	1,553	1,600	1,300	2,350	750
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	405	610	825	825	825	0
PART TIME - JUDICIAL SERVICES	6,030	6,750	8,000	6,000	8,000	0
TRAINING PERSONNEL	901	862	2,500	800	2,500	0
COLLECTION COSTS	50	21,380	20,000	25,000	30,000	10,000
OTHER MISCELLANEOUS	100	0	500	100	500	0
	7,486	29,602	31,825	32,725	41,825	10,000
OPERATING BUDGET	364,753	395,750	420,668	414,797	448,006	27,338
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					2,000	
FOUR COURT ROOM BENCHES					6,000	
VIDEO SURVEILLANCE SYSTEM					2,000	
	319	1,428	26,000	25,000	10,000	(16,000)
TOTAL JUDICIAL DEPARTMENT	365,072	397,178	446,668	439,797	458,006	11,338

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 our residents, neighbors and visitors.

Through prompt, efficient, and courteous service, the Police Department will strive towards the ultimate 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 229 police officers, 32 dispatchers, and 21 non-sworn support staff contribute to the always challenging fight against crime. In 2012, Part I crimes reported to the Police decreased overall by 8%, primarily due to the decrease in burglaries and larcenies. The number of reported homicides, rapes, robberies, and assaults all increased. Officers responded to 106,102 calls for service (a 5% increase over 2011), completed 13,957 official police reports, initiated 8,868 criminal charges against defendants, and issued 42,242 citations (including 17,908 violations and 24,334 warnings).

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 163 sworn officers, is the largest single division of the Department and provides all uniformed police services for the citizens of Murfreesboro. Operating 24 hours a day, the three (3) traditional patrol shifts provide police services by patrol car, motorcycle, bicycle, and foot of the 56 square miles included in the City limits 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, Crime Suppression Unit and Automated Traffic Enforcement.

The Criminal Investigations Division is responsible for the investigation of crimes reported to police. The division is divided into six (6) sections: General Investigations, Vice/Narcotics, Domestic Violence, Intelligence, Gang Unit and Pawn Shop detail. These sections are supported by detectives that also serve on 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 2011, the CID was assigned 2,955 cases that ranged from theft to homicide.

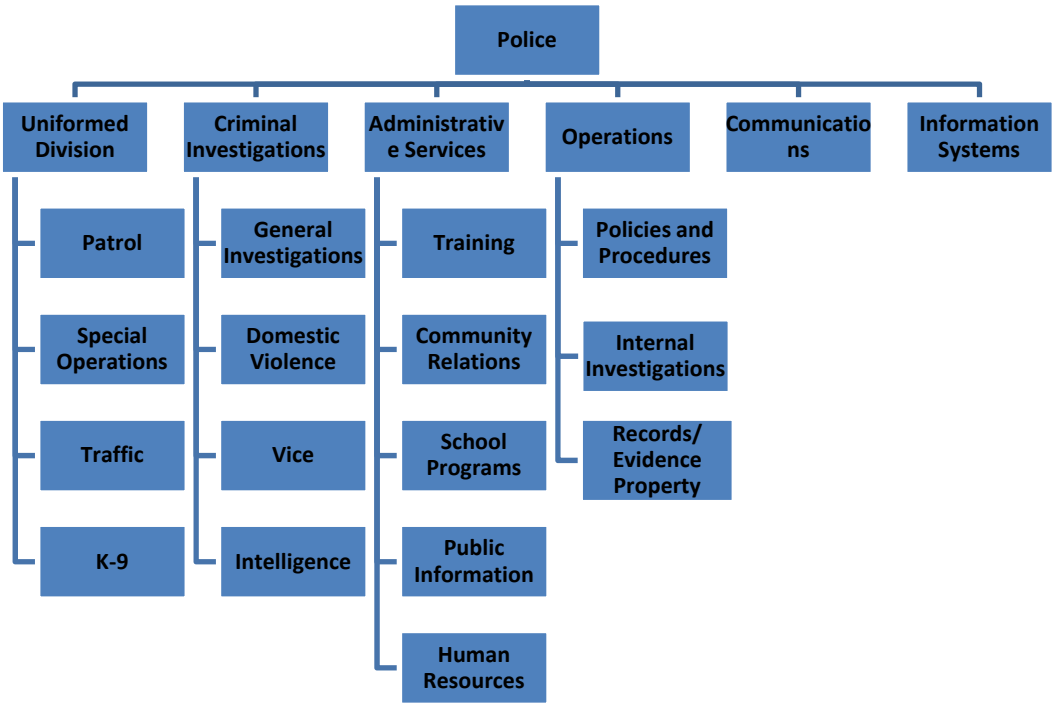
The Administrative Services Division is responsible for many of the business functions, as well as the public relation services for the Department. Alarms Enforcement, Personnel, Training, Firearms, Supply, Drug Abuse Resistance Education (D.A.R.E.), Crime Prevention, School Patrol, and Media Relations are all based out of this division. In 2012, the training section provided or coordinated a total of 42,980 hours of training for Department personnel and outside law enforcement agencies. Over 200 community events were either attended or hosted by department personnel. Firearms training resulted in 98,207 rounds of ammunition fired during training exercises.

The Operations Division consists of Office of Professional Responsibility (OPR), Police and Fire Communications, Records Management, Grant Writing, and Front Desk. OPR completed twenty-two (22) internal affairs investigations in 2012, processed 99 off duty jobs, and provided 980 copies of in-car video to officer defense 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. In 2012, more than 261,000 calls were received and 106,102 calls for service were dispatched by Police and Fire Dispatchers.

Information Systems consists of three 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. During the remainder of the 2012-2013 fiscal year, the IT staff will continue work towards 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.

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 special units

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Purchase and integration of new two-way radio components and technology to improve police radio communication and facilitate service delivery

- Radio Tower construction for improved communications, increased signal distribution and reliability and reduce land line costs
- Purchase and replacement of police vehicles to revive the take-home vehicle program and replace high mileage police vehicles
- Participate in specialized verbal judo classes for improved customer service
- Integration of new mobile data terminals to increase access to information for improved service delivery
- Expansion of G.R.E.A.T. Program to all Murfreesboro City Schools

ENGAGING OUR COMMUNITY

- For FY 2014, Murfreesboro Police will continue existing community engagement efforts which include: Citizens Police Academy; participation in the Community Anti-Drug Coalition of Rutherford County; the Patterson Park Coalition; Read to Succeed; the Wellness Council of Rutherford County, the Rutherford County Child Advocacy Center; the Rutherford County Child Abuse Coalition; and Leadership Rutherford (Adult and Youth).
- In FY 2014, the Department will launch an on-line crime reporting program offered by COPLogic, Inc. This program will allow citizens to report specific types of crimes to police via the internet.

FY 2013 ACCOMPLISHMENTS

- For calendar year 2012, Part I crime categories reported to the Police reduced by eight percent (8%)
- Replaced 300 two-way radios to improve communication

FY 2014 DEPARTMENT GOALS

- Continue and enhance an aggressive gang interdiction strategy using existing police resources as well as local, state and federal partnerships, and any available funding which may expand these efforts
- Continuation of the Automated Traffic Enforcement program to include increased targeting of violators which contribute to traffic crashes, while establishing the City of Murfreesboro program as a model for other municipalities
- Continuation of Selective Traffic Enforcement Program to target traffic enforcement areas based on crash data
- Launch of Field-Based Reporting (FBR) for Police incident, arrest and crash reports
- Initial excavation and fencing for Police K-9 training facility
- Continued development of a data-driven policing model for Murfreesboro Police
- Continue working toward State Accreditation
- Continued progress towards full implementation of a 700 MHz P25 digital two-way radio system
- Continued development and implementation of wrecker ordinance
- Consider a compressed workweek program for the Uniformed Division and Communications Section of the department

OPERATING/PERFORMANCE MEASURES

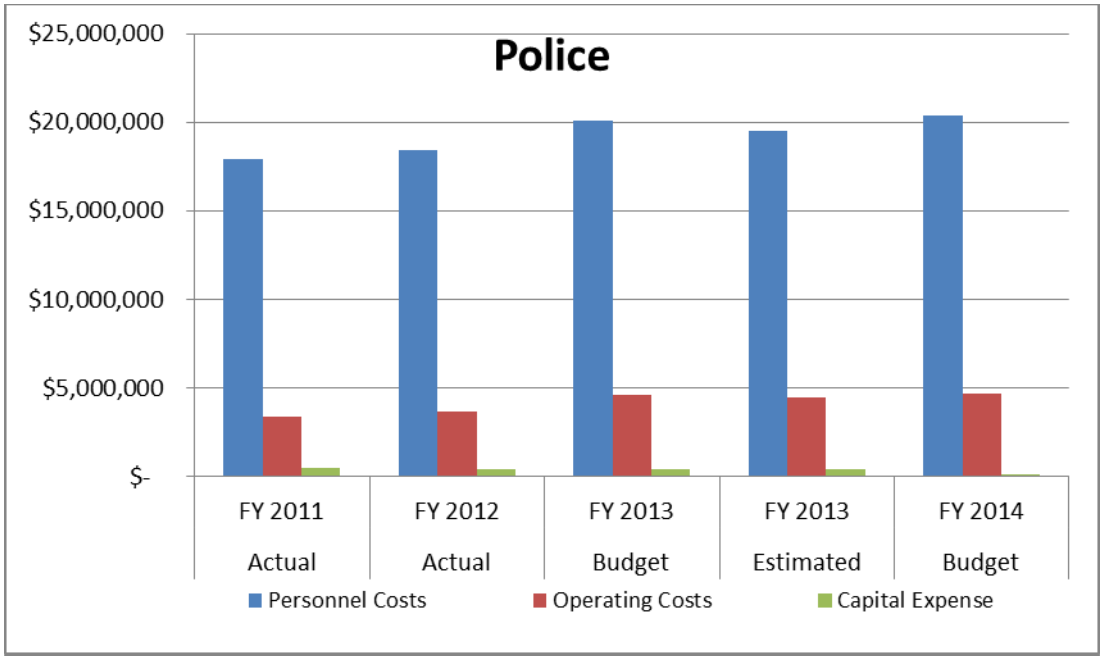
Workload Indicator	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Proposed FY 2014
Telephone Calls Received	185,673	261,286	240,000	260,000	265,000
Total 911 Calls Received	39,195	41,950	40,000	39,200	40,000
Calls For Service	94,942	106,102	110,000	110,000	110,000
Traffic Crashes - Total	4,453	4,978	4,754	4,805	4,903
Fatalities	6	9	4	5	3
Injury	928	1,294	1,000	1,200	1,300
Non-Injury	3,521	3,675	3,750	3,600	3,600
Incident Reports	17,323	13,957	16,000	14,000	15,000
Arrests	7,944	8,868	8,500	8,500	9,000
Traffic Citations	13,930	17,908	19,000	18,000	16,500
Automated Red Light Citations	9,843	20,279	20,000	21,000	19,000
Parking Citations - Total	24,705	23,049	24,000	24,080	24,000
Firearms Training (Rounds Fired)	103,757	98,207	100,000	100,000	100,000
Training Hours – Total	22,228	42,980	30,000	43,000	43,500
D.A.R.E. / G.R.E.A.T. Classes	236	97	240	89	178
Community Education Classes	116	81	120	90	90
Citizen Police Academy (C.P.A.)	13	23	25	22	22
K-9 Deployments – Total	78	86	120	168	189
Internal Investigations	27	22	30	25	30
Criminal Investigations Division:					
Cases Assigned			2,400	3,100	3,000
Cases Closed					
Cases Cleared					

NOTE: The Criminal Investigations Division Actual numbers for Cases Assigned, Closed and Cleared as well as Budgetary and Proposed numbers for Cases Closed and Cleared are incomplete because this particular data is unavailable at this time. All of these categories will be recorded starting July 2013.

	Service	FY 11	FY 12	FY 13	FY 13	FY 14
Service	**Standard**	**Actual**	**Actual**	**Budget**	**Estimated**	**Projected**
P.O.S.T. Certification	100% of all	99%	99%	100%	99	100%
Response to Emergencies	4.5 minutes*	4.3	4.3	4.4	4.3	4.3
Reduction in Fatal Crashes	20%	9	9	4	5	3
*includes 56 priority one call for service classifications						

EXPENDITURE SUMMARY

	Police				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ 17,898,213	$ 18,444,787	$ 20,114,644	$ 19,543,143	$ 20,344,430
Operating Costs	$ 3,376,331	$ 3,691,000	$ 4,583,805	$ 4,444,464	$ 4,663,352
Capital Expense	$ 496,439	$ 408,963	$ 420,943	$ 420,943	$ 103,455
Total Police	$ 21,770,983	$ 22,544,750	$ 25,119,392	$ 24,408,550	$ 25,111,237



Police Department				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
Chief	1	1	1	1
Deputy Chief	1	1	1	1
Assistant Chief	1	1	1	1
Major	4	4	4	4
Captain	4	4	3	3
Lieutenant	9	10	10	10
Sergeant	30	30	34	36
Detective	33	33	33	32
Police Officers I and II	145	144	142	141
Sworn Personnel	228	228	229	229
Civilian				
Communications Supervisor	4	7	7	7
Dispatcher	28	25	25	25
Parking Officer	2	2	2	2
Crime Analyst			1	1
Administrative Assistant			1	2
Department Coordinator	2	2	1	0
Administrative Support Specialist	5	5	5	5
Administrative Secretary	1	2	2	2
Secretary	3	2	2	2
MIS Coordinator (moved to IT Dept)	1	0	0	0
Technical Support Specialist (moved to IT Dept)	2	0	0	0
Police Evidence Technician	5	5	5	5
Custodian	2	2	2	2
Civilian Personnel	55	52	53	53
Information Desk	7	7	7	7
Private School Traffic Patrol	3	3	3	3
School Traffic Patrol	24	24	24	24
Total Part-Time Positions	34	34	34	34
Total Police Allocation	317	314	316	316

	2013-2014 BUDGET YEAR					
	POLICE DEPARTMENT					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES			12,195,140		12,459,328	264,188
ALLOWANCE FOR VACANCIES - 1.5%			(182,927)		(180,604)	2,323
ESTIMATED OVERTIME PAY			650,000		625,000	(25,000)
MEAL TIME PAY			1,000,000		900,000	(100,000)
HOLIDAY PAY			338,202		350,000	11,798
ALLOWANCE FOR MILITARY LEAVE			(187,564)		(71,712)	115,852
TOTAL NET SALARIES & WAGES	12,359,868	12,520,182	13,812,851	13,500,000	14,082,012	269,161
SOCIAL SECURITY	905,048	949,747	987,131	1,014,700	1,015,309	28,178
MEDICAL - DENTAL	2,333,128	2,470,620	2,684,418	2,460,000	2,711,093	26,675
PENSION PLAN	1,275,021	1,298,499	1,201,908	1,190,000	1,185,492	(16,416)
RETIREMENT (401A)	6,936	51,152	84,986	37,500	105,875	20,889
LIFE INSURANCE/LTD	1,888	7,273	82,407	80,000	80,000	(2,407)
WORKERS' COMPENSATION	1,016,324	1,147,314	1,260,943	1,260,943	1,164,649	(96,294)
TOTAL PERSONNEL COSTS	17,898,213	18,444,787	20,114,644	19,543,143	20,344,430	229,786
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	321,891	334,145	343,926	354,896	378,776	34,850
VEHICLES & MACHINERY	100,039	76,263	110,000	65,700	100,000	(10,000)
RADIOS	31,124	16,119	15,000	5,000	8,000	(7,000)
GUNS	294	1,162	6,000	6,000	6,000	0
OFFICE EQUIPMENT	135,539	131,727	140,000	195,000	185,000	45,000
FIRE EXTINGUISHERS	1,462	2,159	4,500	4,500	4,500	0
TRAFFIC TIMERS	6,008	5,186	5,000	3,100	7,000	2,000
CRIME LAB EQUIPMENT					5,000	5,000
INVESTIGATIVE EQUIPMENT					1,000	1,000
K - 9	5,630	3,265	6,500	8,300	8,500	2,000
VIDEO EQUIPMENT	15,321	17,703	15,000	2,750	10,000	(5,000)
MOBILE DATA TERMINALS	74,118	85,490	90,000	120,000	130,000	40,000
INTERNET AND NETWORK	12,284	22,162	20,000	21,000	20,000	0
BUILDINGS	85,771	82,095	75,000	90,000	85,000	10,000
FIRING RANGE					10,000	10,000
	789,481	777,476	830,926	876,246	958,776	127,850
SUPPLIES						
POSTAGE	7,168	4,338	6,000	5,000	6,000	0
OFFICE	75,447	79,714	65,975	73,000	70,000	4,025
EMPLOYEE	9,528	10,695	8,000	12,000	10,000	2,000
JANITORIAL	12,804	15,973	20,000	15,000	18,000	(2,000)
FUEL	507,719	602,890	765,159	684,666	685,161	(79,998)
AMMUNITION	47,399	33,108	55,000	55,000	60,000	5,000
FLASHLIGHTS, BATTERIES, VIDEO TAPES	1,495	10,257	20,000	20,000	12,000	(8,000)
CRIME PREVENTION	3,236	3,247	5,000	5,000	5,000	0
CLOTHING	204,371	213,380	224,975	224,975	256,723	31,748
CLOTHING - CLEANING	68,013	70,498	60,000	57,000	60,000	0
MISCELLANEOUS SUPPLIES	9,215	4,012	10,000	9,000	10,000	0
	946,395	1,048,112	1,240,109	1,160,641	1,192,884	(47,225)
INSURANCE						
AUTOMOBILE	180,929	0	185,949	195,731	195,731	9,782
POLICE LIABILITY	149,319	176,821	196,821	158,126	158,126	(38,695)
	330,248	176,821	382,770	353,857	353,857	(28,913)

	2013-2014 BUDGET YEAR					
	POLICE DEPARTMENT					
	2010/2011	2011/2012	2012/2013	2012/2013	2013/2014	INCREASE
DESCRIPTIONS	**ACTUAL**	**ACTUAL**	**BUDGET**	**ESTIMATE**	**BUDGET**	**(DECREASE)**
UTILITY SERVICE						
ELECTRIC	180,640	180,275	185,000	180,000	180,000	(5,000)
WATER AND SEWER	6,961	7,545	8,000	8,500	8,500	500
GAS	9,675	7,437	15,000	8,000	12,000	(3,000)
TELEPHONE	66,667	73,102	55,000	90,000	100,335	45,335
CELLULAR PHONE	103,369	103,124	105,000	130,500	130,500	25,500
MDT - CELLULAR COMMUNICATION	74,489	71,047	85,000	70,000	85,000	0
	441,801	442,530	453,000	487,000	516,335	63,335
MISCELLANEOUS EXPENSE						
EMPLOYEE TESTING	21,763	13,534	15,000	15,000	15,000	0
SEX OFFENDER EXPENSE	2,425	2,986	2,500	1,510	2,500	0
PAROLE OPPOSITION TRAVEL		729	3,000	100	0	(3,000)
ASSOCIATION DUES	4,128	3,865	5,000	5,500	8,000	3,000
TRAINING PERSONNEL	118,529	109,672	135,000	135,000	170,000	35,000
DISPATCHER TRAINING	23,914	27,000	24,000	24,000	32,000	8,000
LABORATORY FEES			25,000	0	25,000	0
STATE FINES - PASS-THRU	178,543	262,751	220,000	210,000	220,000	0
MEDICAL SERVICE - ARRESTEES	42		3,000	0	3,000	0
PRINTRAK - ANNUAL AGREEMENT	25,000	25,000	25,000	25,000	25,000	0
DRUG AWARENESS PROGRAMS		1,499	3,000	3,000	3,000	0
G.R.E.A.T./R.A.D./R.A.D. KIDS					10,000	10,000
FELONY FUNDS	1,000	4,500	15,000	4,000	15,000	0
RENT - CID		39,750	76,500	79,500	79,500	3,000
D.A.R.E. PROGRAMS	12,722	12,079	10,000	13,000	10,000	0
JAG GRANT	28,726	18,512	84,500	116,910	0	(84,500)
JAG GRANTS - ARRA	3,922			0	0	0
GANG PASS-THRU GRANT - MHA	4,874	14,442	250,000	10,500	54,000	(196,000)
GRAFFITI ERADICATION	227	202	2,000	200	2,000	0
COMPUTER SOFTWARE	37,451	17,298	18,500	22,000	47,500	29,000
RED LIGHT CAMERA PROGRAM	365,633	671,050	740,000	881,500	900,000	160,000
OTHER MISCELLANEOUS	39,507	21,192	20,000	20,000	20,000	0
	868,406	1,246,061	1,677,000	1,566,720	1,641,500	(35,500)
OPERATING BUDGET	21,274,544	22,135,787	24,698,449	23,987,607	25,007,782	309,333
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - FURN & EQUIP					82,955	
HVAC REPLACEMENT					6,000	
COPIER - ANNEX					14,500	
	496,439	408,963	420,943	420,943	103,455	(317,488)
TOTAL POLICE DEPARTMENT	21,770,983	22,544,750	25,119,392	24,408,550	25,111,237	(8,155)

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 providing progressive fire protection, rescue, medical first responder, codes enforcement and inspection, and public fire safety education. 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, placing the department in the top 1% of fire protection agencies in the United States. Nine stations and 187 employees provide fire suppression, medical first responder, rescue, hazardous material response, inspections, plans review of commercial structures and public education on a full time basis. The department responded to 11,779 calls for service during Fiscal Year 2012 and is projected to have responded to 10,419 by the end of FY 2013.

After review of the pace of development, the Fire & Rescue Department management recommended not to open Station 10 in FY 2014. Only 72 single family dwelling building permits have been issued in Station 10's service area in the last year. This is a slight increase over FY 2013. Station 9 can still meet average response times to fire calls in Station 10's district. MFRD projects to staff Station 10 in the FY 2015 if growth and call volume continues to increase.

The City of Murfreesboro Administration and MFRD Staff discussed MFRD's personnel learning to install child safety seats. On average four of five seats are installed incorrectly. In January 2013, MFRD partnered with SafeKids USA to certify and train personnel in child safety seat installation. MFRD has 46 personnel certified as safety seat installation technicians and will assist citizens with proper installation at its fire stations. Technicians inspect seats and make corrections in the seat installation while educating citizens on the proper installation. MFRD has conducted 38 safety seat inspections and distributed 9 seats.

Murfreesboro Fire & Rescue Department established a Special Events Team in June 2012. The team's purpose is to provide service excellence by engaging the community, educating the public on fire and life safety, and promoting a positive image for the City and the department. The team consists of 30 personnel who are either trained first responders or emergency medical technicians (EMTs), enabling them to provide medical and emergency assistance at the first responder level of care when necessary. The team participated in 13 events in 2012.

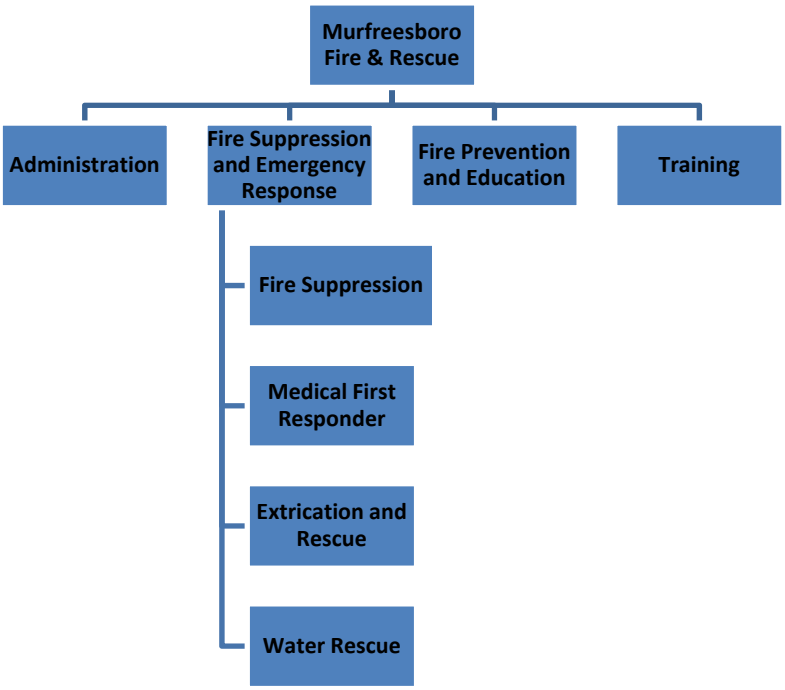
A Public Safety Training Facility is included in the 2012 Capital Improvement Program (CIP). MFRD and MPD will share this facility. Council approved the initial site plan phase.

The department is organized into four divisions: Administration, Fire Suppression and Emergency Response, Prevention, and Training.

> The Administration Division is responsible for day-to-day management and supervision of the fire and rescue department; oversees, directs and evaluates fire suppression and emergency response, fire prevention, and training; assures operational readiness with proper staffing, equipment and training. It is also responsible for general policies and administration for the protection of life and property, evaluates needs and makes recommendations on facilities, apparatus, and equipment and plans capital improvement projects and timetables for implementation.
>
> Fire Suppression and Emergency Response Division is responsible for the 24-hour per day provision of emergency services including medical first responder, extrication, structure fires, hazardous materials response, technical rescue, and major disasters.
>
> The Fire Prevention Division provides fire inspection, codes enforcement and site plans review and approval. The Division conducts investigations to determine the origin and cause of fires, and receives and distributes smoke detectors within the City. The division leads in the education of youth and adults in fire prevention and safety through programs such as "Freddie the Fire Truck," the Fire Safety house, "Dante's Dance", BullEx Fire Extinguisher Training System and participation in National Fire Prevention Week.
>
> The Training Division provides fire, medical, rescue, hazardous material 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.

As the role of the Department moves toward responding to medical emergencies and technical rescues, the need for additional training has been identified. Funding for increased off-duty training of $108,250 has been included, as well as, courses in confined space rescue and medical courses to retain skills of EMTs and Paramedics. Personnel also receive annual refresher training in firefighter survival skills and suppression techniques. The budget also includes $46,500 for mandatory respiratory and physical exams for members of the hazardous material response team.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Maintain a Class 2 rating from the Insurance Services Office (ISO), which places the Department in the top 1 percent in the nation
- Superior response times in emergencies due to adequate staffing and studied location of stations and manpower
- Conduct routine fire inspections on existing buildings
- Distribute free smoke detectors to seniors, burn out victims and others in need
- 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 fire rating assists with the recruitment of industry and other business
- Maintain an excellent response time to continue to save buildings and property from fire losses

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Continue to provide excellent training programs for fire personnel
- Maintain an average response time of four minutes for all emergency calls

- Maintain the City's ISO rating, which places in the top 1 percent of fire departments in the nation
- Participate in the third phase of a customer service training for City personnel

ENGAGING OUR COMMUNITY

- Broadcast Fire Safety Public Service Announcements (PSAs) on City TV to educate our citizens on home fire hazards such as unattended cooking, fireplace safety, holiday safety, etc. and storm shelter registration. Post these PSAs on Facebook.
- Post monthly fire safety tips and messages such as "Never leave cooking unattended." Engage with the community by answering questions arising from the PSAs and safety tips.
- Post pictures and video of the Citizens Fire Academy on Facebook to inspire interest in Academy attendance.
- Post links to the department's monthly newsletter and annual report. Post incident summary weekly, monthly statistics, commendations, training and fire suppression pictures and other interesting information and facts about the department on Facebook to teach the public more about the Department's role in the community. Introduce the public to one MFRD employee per week with a short narrative and picture.
- Set up the Special Events Team tent and display at City-sponsored events and other locations throughout the City. MFRD employees can engage with the community by discussing fire safety, distribute fire safety literature, talk about the divisions of the department, and give out take away items such as plastic fire helmets.
- Produce additional cooking segments and a "Firefighter for the Day" program on CityTV.

FY 2013 ACCOMPLISHMENTS

- Erected ground level identification signs at fire stations
- Replaced 120 MFRD two-way radios to improve communication
- Trained additional personnel on technical rescue to prepare for Heavy Rescue Service
- Installed 161 smoke alarms and 47 batteries through Project SAFE, "Smoke Alarms for Everyone" in manufactured homes
- Participated in numerous events for the public, including National Night Out, Toys for Tots, Uncle Dave Macon Days, Harvest Days, Duck Derby, etc.
- Created a Special Events Team to engage with the community
- Certified 46 personnel as Child Safety Seat Technicians
- Updated the Department's composite picture and created an Honor Guard composite picture
- Murfreesboro Fire & Rescue Department's Honor Guard placed first for the second year in a row in the National Honor Guard Competition at the Fire Department Instructors Conference (FDIC) in Indianapolis, Indiana
- Provided citizens with a departmental brochure to highlight various MFRD services
- Hosted second annual Years of Service (YOS) Awards Presentation for employees with the addition of a 10 and 15 years of service category. The YOS committee designed a special challenge coin for the new categories.
- Conducted the tenth Citizens Fire Academy for 11 citizens
- The estimated property value saved by MFRD was $7.9 million in FY 2012

FY 2014 DEPARTMENT GOALS

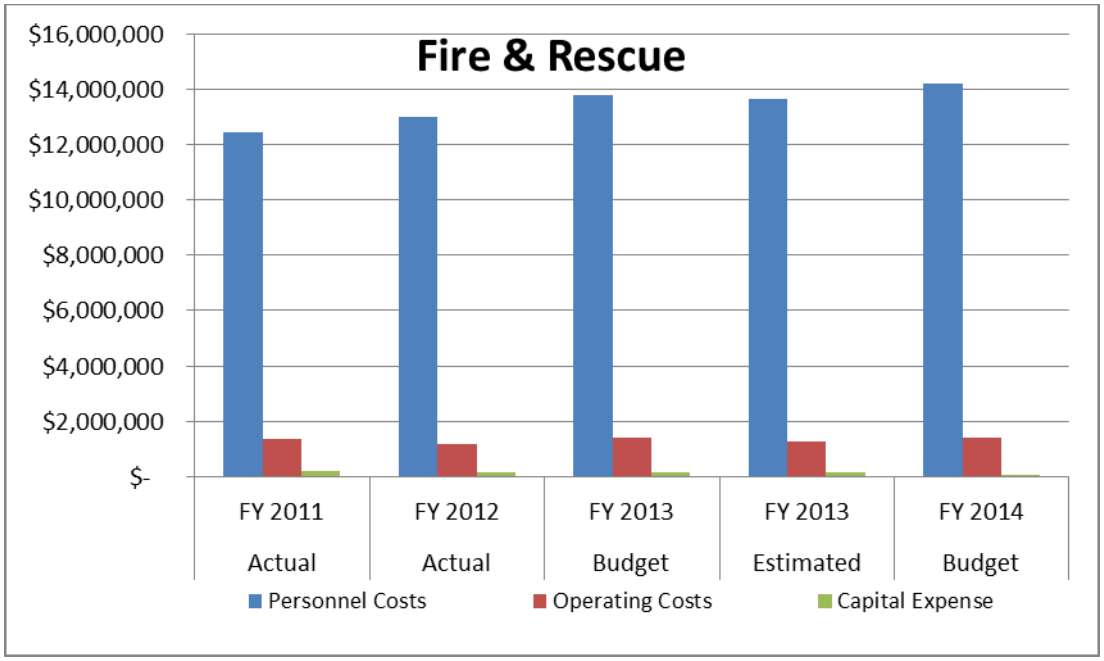
- Continue to provide various departmental brochures that educate citizens on MFRD's services and post-incident assistance to further enhance our effort for service excellence
- Begin construction of a Training Facility to help maintain ISO 2 rating and facilitate training of personnel
- Replace Ladder Truck and Two Aerials and upgrade Rescue Vehicles
- Conduct a Citizens Fire Academy during the fiscal year
- Conduct a technical rescue refresher course for existing personnel
- Upgrade the Communications Tower for expanded coverage and interoperability
- Purchase Rocket Vehicle Routers to enhance connectivity of computers in emergency apparatus
- Replace Mobile Data Terminals (MDTs) in emergency apparatus
- Design a commendation challenge coin for employees

OPERATING/PERFORMANCE MEASUREMENTS

Workload Indicator	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Proposed FY 2014
Number of emergency calls	10,921	11,779	12,248	10,419	7,900
Fires per 1,000 population	3.00	3.28		2.90	3.00
Estimated property saved from fire	$7,837,134	$5,911,255	$6,000,000	$7,500,000	$6,000,000
Personnel training hours	62,313	62,828	58,000	67,700	70,000
Fire Inspections per 1,000 population	43	38	41	37	41
Fire education contacts	27,450	32,611	26,500	26,700	28,500

Service	Service Standard	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Proposed FY 2014
Response to emergency incidents	4 minute standard response time	4:08	4:10	< 4:00	4:10	< 4:00
Estimated property saved from fire	% of property value	76%	70%	75%	72%	75%
Personnel training hours	20 hours per person, per month	100%	100%	100%	100%	100%
Fire education contacts	15% of the population	25%	30%	25%	25%	27%
Residential structure fire cause determined rate	82% national average	89%	92%	90%	92%	90%

	Fire & Rescue				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ 12,456,952	$ 13,012,518	$ 13,793,603	$ 13,631,713	$ 14,201,510
Operating Costs	$ 1,353,064	$ 1,189,621	$ 1,391,721	$ 1,279,012	$ 1,409,898
Capital Expense	$ 213,009	$ 141,543	$ 163,375	$ 163,375	$ 75,393
Total Fire	$ 14,023,025	$ 14,343,682	$ 15,348,699	$ 15,074,100	$ 15,686,801



HUMAN RESOURCES SUMMARY

Fire & Rescue				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
Chief	1	1	1	1
Deputy Chief	1	1	1	1
Assistant Chief	3	3	3	3
Shift Commander	3	3	3	3
Assistant Fire Marshal	3	3	3	3
Training Coordinator	2	2	2	2
Department Coordinator	2	2	2	1
Administrative Assistant	0	0	0	1
Administrative Support Specialist	1	1	1	1
Captain	33	33	33	32
Driver	48	48	48	48
Firefighter II	28	27	27	35
Firefighter I	64	63	63	56
Full-Time Positions	189	187	187	187
Clerk	1	1	1	1
Supply and Maintenance Personnel	1	1	1	1
Part-Time Positions	2	2	2	2
Total Fire Allocation	191	189	189	189

	2013-2014 BUDGET YEAR					
	FIRE & RESCUE DEPARTMENT					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES:						
SALARIED EMPLOYEES			1,056,405		1,204,488	148,083
HOURLY EMPLOYEES			7,957,555		8,039,838	82,283
ESTIMATED OVERTIME PAY			122,000		135,000	13,000
HOLIDAY PAY			307,000		331,680	24,680
TOTAL NET SALARIES & WAGES	8,864,951	9,043,069	9,442,960	9,437,295	9,711,006	268,046
SOCIAL SECURITY	647,358	684,133	719,020	703,920	742,892	23,872
MEDICAL - DENTAL	1,800,552	1,994,856	2,177,074	2,035,000	2,223,338	46,264
PENSION PLAN	993,095	1,079,047	1,011,635	1,009,776	997,867	(13,768)
RETIREMENT (401A)	456	7,953	22,710	25,750	34,892	12,182
LIFE INSURANCE/LTD	231	1,173	62,492	62,260	62,260	(232)
WORKERS' COMPENSATION	150,309	202,287	357,712	357,712	429,255	71,543
TOTAL PERSONNEL COSTS	12,456,952	13,012,518	13,793,603	13,631,713	14,201,510	407,907
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	230,569	249,413	264,558	246,984	257,906	(6,652)
VEHICLES & MACHINERY	19,484	28,820	58,000	58,000	34,000	(24,000)
RADIOS	4,633	2,465	4,700	4,700	4,000	(700)
OFFICE EQUIPMENT	3,147	2,983	5,200	4,800	5,200	0
FIRE EXTINGUISHERS	776	868	1,500	1,225	1,500	0
APPLIANCE REPAIR	2,311	1,787	2,700	2,300	2,600	(100)
HOSE & NOZZLES	5,460	3,140	8,500	6,500	5,500	(3,000)
VIDEO EQUIPMENT	379	145	500	1,100	1,000	500
MOBILE DATA TERMINALS			500	100	500	0
BUILDINGS	70,168	65,783	86,300	86,300	63,800	(22,500)
	336,927	355,404	432,458	412,009	376,006	(56,452)
SUPPLIES						
POSTAGE	251	204	350	305	350	0
OFFICE	18,395	18,467	18,000	16,800	19,000	1,000
NEWSPAPERS - MAGAZINES	1,721	1,713	1,750	1,725	1,750	0
EMPLOYEE	474	390	750	750	850	100
JANITORIAL	29,018	28,890	35,500	31,200	33,500	(2,000)
RAGS, TOWELS, ETC.	295	235	400	400	400	0
RESPONSE SUPPLIES	29,185	26,258	39,985	39,985	32,000	(7,985)
FUEL	108,469	132,792	169,538	123,623	137,190	(32,348)
FLASHLIGHTS, BATTERIES, ETC.	4,366	4,665	5,000	4,500	5,000	0
FIRE PREVENTION	7,948	24,962	8,000	8,000	17,000	9,000
CHEMICALS	2,483	0	2,500	2,500	6,000	3,500
HAND TOOLS & HARDWARE	1,980	1,314	2,000	2,000	2,000	0
STATION/HOUSE SUPPLIES	2,935	2,886	3,000	3,000	3,200	200
CLOTHING	150,167	147,613	183,400	183,400	228,000	44,600
CLOTHING - CLEANING	22,798	21,778	25,500	22,200	28,000	2,500
MISCELLANEOUS SUPPLIES	535	590	1,000	1,000	1,000	0
SMOKE DETECTORS	500	5,463	500	0	500	0
	381,520	418,220	497,173	441,388	515,740	18,567

	2013-2014 BUDGET YEAR					
	FIRE & RESCUE DEPARTMENT					
	2010/2011	2011/2012	2012/2013	2012/2013	2013/2014	INCREASE
DESCRIPTIONS	**ACTUAL**	**ACTUAL**	**BUDGET**	**ESTIMATE**	**BUDGET**	**(DECREASE)**
INSURANCE						
AUTOMOBILE	78,119	0	82,390	79,527	79,527	(2,863)
	78,119	0	82,390	79,527	79,527	(2,863)
UTILITY SERVICE						
ELECTRIC	144,694	117,365	168,000	138,000	152,000	(16,000)
WATER AND SEWER	16,099	16,351	20,500	19,100	22,500	2,000
TELEPHONE	45,704	49,586	54,000	63,600	76,375	22,375
CELLULAR PHONE	16,144	13,518	14,200	11,500	12,000	(2,200)
	222,641	196,820	266,700	232,200	262,875	6,175
MISCELLANEOUS EXPENSE						
USE OF EMPLOYEE'S CAR	178	226	300	100	200	(100)
PSYCHOLOGICAL	936	3,063	2,500	2,500	2,500	0
ASSOCIATION DUES	1,730	1,615	2,200	2,000	2,200	0
COMPUTER SOFTWARE	18,889	180	7,000	6,600	2,200	(4,800)
TRAINING PERSONNEL	58,727	62,616	75,000	75,000	108,250	33,250
RESPIRATORY & HAZMAT TESTING	13,277	12,171	14,500	14,500	46,500	32,000
OTHER FEDERAL GRANTS	96,259	131,216	0	0	0	0
OTHER MISC GRANTS	138,952	0	0	0	0	0
OTHER MISCELLANEOUS	4,909	8,090	11,500	13,188	13,900	2,400
	333,857	219,177	113,000	113,888	175,750	62,750
OPERATING BUDGET	13,810,016	14,202,139	15,185,324	14,910,725	15,611,408	436,084
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					41,800	
ROOF REPLACEMENT STATION 9					33,593	
	213,009	141,543	163,375	163,375	75,393	(87,982)
TOTAL FIRE DEPARTMENT	14,023,025	14,343,682	15,348,699	15,074,100	15,686,801	348,102

BUILDING AND CODES

DEPARTMENT SUMMARY

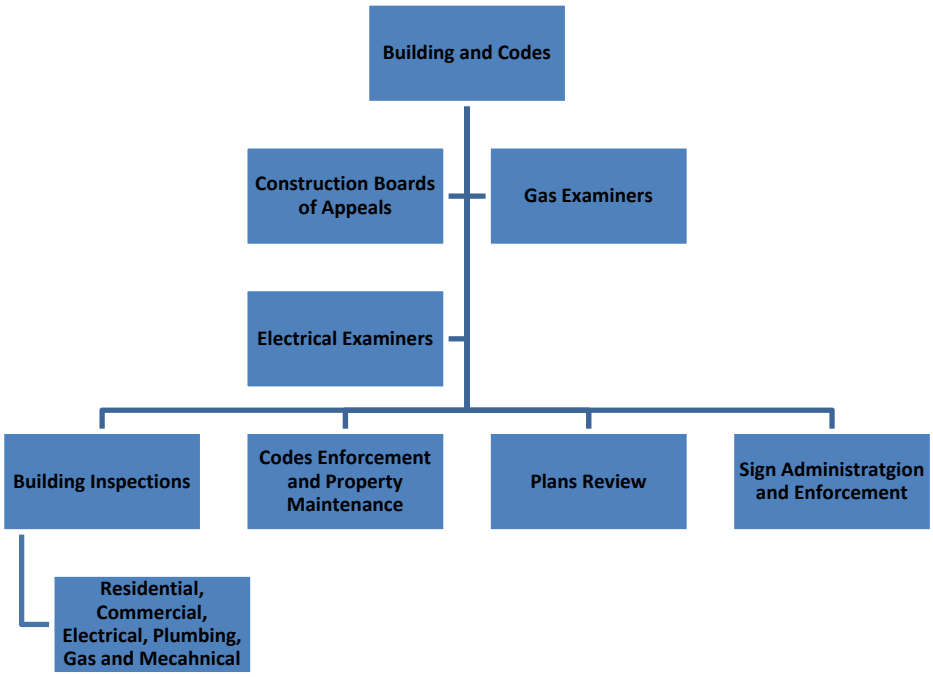
The Building and Codes Department ensures the health and safety of Murfreesboro residents through the consistent application of adopted building codes, inspections of new and renovated structures and property maintenance standards. The department oversees all residential and commercial construction beginning 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 continues to experience an increase in the number of permits issued for the calendar year of 2012. For example: Residential Single Family Permits increased from 406 in 2011 to 536 in 2012 and the total valuation of construction was $378,015,974 an increase of $175,917,827. Additionally our FY 2013 revenues will exceed our projections by an estimated $436,585.

During FY 2013 Budget year construction and development continue to increase in both Residential and Commercial construction. Our projection for the FY 2014 Budget year reflects an increase of 14% over our FY 2013 revenue.

Electrical permit revenues have increased significantly in the past three years from $179,170 in FY 10/11 to $216,090 in FY 11/12 and we are estimating $277,565 in FY 12/13 which is an overall increase of 64.5%. This increase has resulted in the need to request making a part-time Electrical Inspector a full-time position so that we may continue providing excellent customer service to the community.

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 timely comments
- 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 stakeholders meetings to engage the public and receive feedback prior to proposing changes to the sign ordinance
- Conduct public hearings for proposed sign ordinance changes
- Became members of the American Association of Code Enforcement

FY 2013 ACCOMPLISHMENTS

- Process applications to allow tracks of land, which meets specific guidelines, located within the City of Murfreesboro to return to natural areas
- Worked with the Chamber of Commerce to help recruit new industry
- Completed drafting and adoption of updates to the City Sign Ordinance
- Completed City Hall Energy Efficiency Retrofits Project
- Reviewed approximately 373 commercial plans for permit issuance
- Aid City Departments with construction related projects
- Updated ADA accessible parking spaces for the public square

FY 2014 DEPARTMENT GOALS

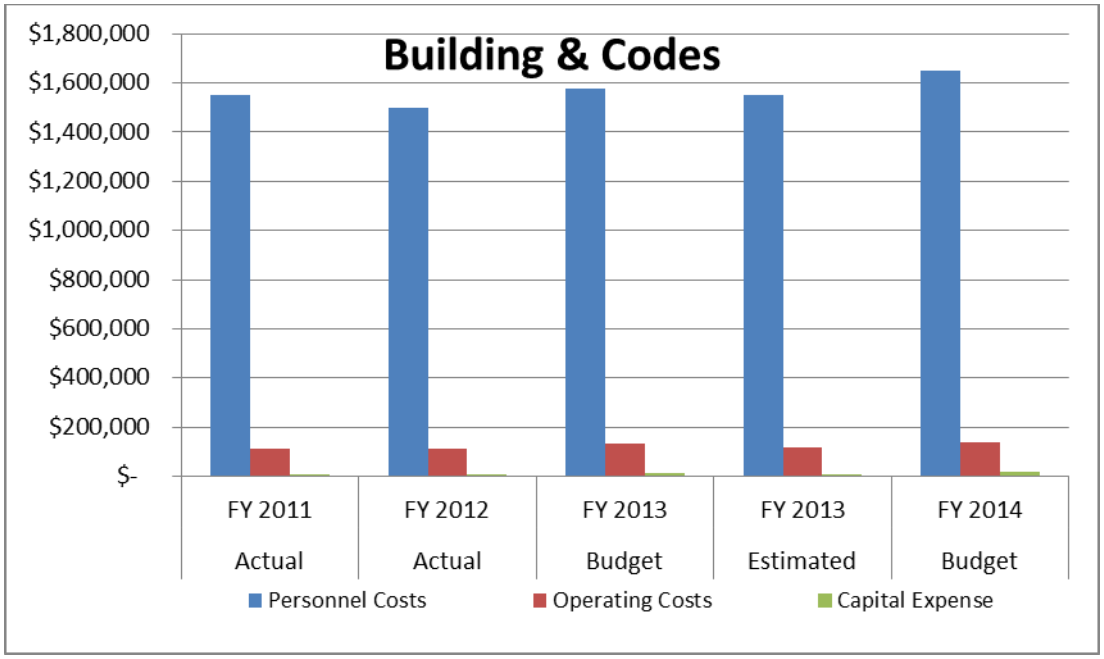
- Continue to conduct accessibility survey for compliance with Federal ADA requirements for all City buildings
- Continue to review and update the City Sign Ordinance in conjunction with the Planning and Legal Department
- Continue to provide efficient, timely reviews of construction projects and provide assistance to contractors throughout the process
- Utilize the cities social media site to inform citizens about Weeds and Grass Ordinance
- Utilize electronic storm damage assessment applications
- Adopt the 2012 International Codes series for Commercial, Residential and Property Maintenance

OPERATING/PERFORMANCE MEASUREMENTS

	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Residential Permits (new one and two family)	406	536	600	660
Residential Permits (additions and renovations)	430	630	520	572
Commercial Permits (new)	19	21	24	26
Commercial Permits (additions and renovations)	302	229	288	317

EXPENDITURE SUMMARY

	Building & Codes				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ 1,551,819	$ 1,499,388	$ 1,574,278	$ 1,549,555	$ 1,651,962
Operating Costs	$ 110,392	$ 112,418	$ 132,894	$ 116,419	$ 136,094
Capital Expense	$ 4,750	$ 3,334	$ 12,250	$ 2,500	$ 20,500
Total Building & Codes	$ 1,666,961	$ 1,615,140	$ 1,719,422	$ 1,668,474	$ 1,808,556



HUMAN RESOURCES SUMMARY

Building and Codes				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
Director	1	1	1	1
Deputy Director	1	1	1	1
Codes Inspector	9	8	8	8
Plans Examiner	1	1	1	1
Department Coordinator	2	2	2	2
Electrical Inspector	1	2	2	3
Sign Administrator	1	1	1	1
Administrative Support Specialist	5	5	5	5
Full-Time Positions	21	21	21	22
Electrical Inspector	1	1	1	1
Part-Time Positions	1	1	1	1
Total Building and Codes Allocation	22	22	22	23

2013-2014 BUDGET YEAR
BUILDING & CODES DEPARTMENT

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES			1,096,342	1,100,000	1,198,583	102,241
TOTAL SALARIES & WAGES	1,102,440	1,052,649	1,096,342	1,100,000	1,198,583	102,241
SOCIAL SECURITY	80,183	75,877	83,870	81,280	91,692	7,822
MEDICAL - DENTAL	234,014	241,516	252,958	226,500	217,777	(35,181)
PENSION PLAN	122,807	119,293	119,947	118,800	120,208	261
RETIREMENT (401A)		1,882	3,922	6,000	9,540	5,618
LIFE INSURANCE/LTD		359	7,864	7,600	7,600	(264)
WORKERS' COMPENSATION	12,375	7,812	9,375	9,375	6,562	(2,813)
TOTAL PERSONNEL COSTS	1,551,819	1,499,388	1,574,278	1,549,555	1,651,962	77,684
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT	9,060	9,356	2,500	7,500	8,000	5,500
	9,060	9,356	2,500	7,500	8,000	5,500
SUPPLIES						
POSTAGE	5,257	2,919	7,500	5,600	7,500	0
OFFICE	10,719	13,662	18,000	14,150	16,000	(2,000)
ADVERTISING	0	0	750	600	750	0
CLOTHING	940	642	1,000	900	1,000	0
FIELD	80	294	750	50	750	0
	16,996	17,517	28,000	21,300	26,000	(2,000)
INSURANCE						
AUTOMOBILE			344	344	344	0
			344	344	344	0
UTILITY SERVICE						
TELEPHONE	2,614	3,238	3,000	2,975	3,000	0
CELLULAR TELEPHONE	12,120	6,596	14,600	10,000	12,000	(2,600)
	14,734	9,834	17,600	12,975	15,000	(2,600)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	56,735	63,473	70,000	62,800	62,300	(7,700)
MEALS DURING MEETINGS	542	356	1,000	850	1,000	0
	57,277	63,829	71,000	63,650	63,300	(7,700)
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	1,819	2,026	2,250	2,200	2,250	0
ADA SURVEY			1,000	0	1,000	0
TRAINING PERSONNEL	10,355	9,110	8,500	7,500	8,500	0
COMPUTER SOFTWARE		512	700	700	10,700	10,000
OTHER MISCELLANEOUS	151	234	1,000	250	1,000	0
	12,325	11,882	13,450	10,650	23,450	10,000
OPERATING BUDGET	1,662,211	1,611,806	1,707,172	1,665,974	1,788,056	80,884
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					2,500	
REPLACE COMPUTER					1,000	
COPIER					9,500	
TABLET COMPUTERS/MOBILE PRINTERS					7,500	
	4,750	3,334	12,250	2,500	20,500	8,250
TOTAL BUILDING DEPARTMENT	1,666,961	1,615,140	1,719,422	1,668,474	1,808,556	89,134

PLANNING

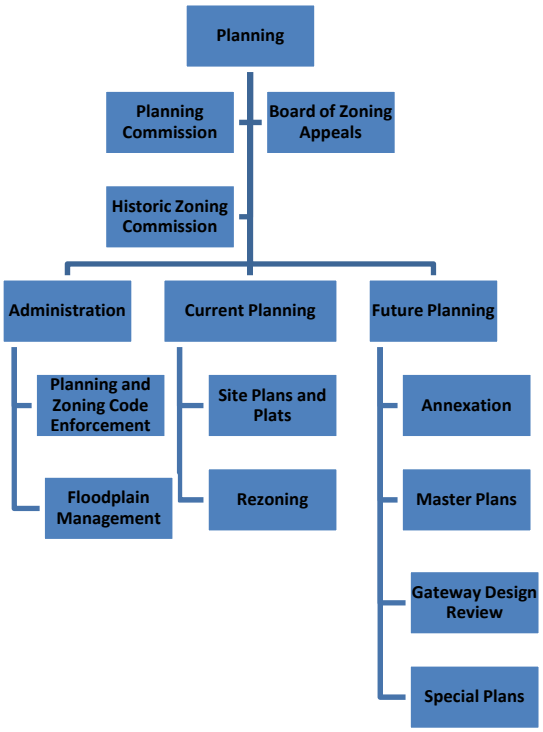
DEPARTMENT SUMMARY

Through FY 2013, the Planning and Engineering Departments operated under one budget code. In FY 2014, the two will be split into separate departments and will be accounted for independently. Planning Department will maintain the current account structure and history. Therefore, the Planning Department budget is not comparative to prior years without taking into account the Engineering Division of the Engineering Department.

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, Board of Zoning Appeals and the Historic Zoning Commission. Planning oversees the City's Flood Insurance Program.

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 Road 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
- Manage 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
- Maintain the City's participation and good standing in the National flood Insurance Program 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 the public who are visiting the Planning Office for assistance
- Welcome new City residents annexed areas using a variety of means including social media
- Held a neighborhood meeting for the South Maney Study Area
- 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 2013 ACCOMPLISHMENTS

- Continued implementation of the adopted Subdivision Regulations and Street Design Specifications
- Completed eight annexation studies
- Reviewed 140 site plans, 120 preliminary and final subdivision plats and 40 rezoning applications
- Published 44 agendas for the Planning Commission, Board of Zoning Appeals, and Historic Zoning Commission.
- Prepared minutes for all public meetings
- Provided notices of meetings for all public meetings
- Implemented the revised Gateway Streetscape Master Plan
- Implemented Veterans Parkway street renaming and property renumbering plan

- Implemented Fortress Blvd., Manson Pike, Gresham Lane street renaming and property numbering plan
- Conducted a special census of the settled annexation litigation area
- Prepared an amendment to the zoning ordinance to create the City Core Overlay District
- Attended 11 neighborhood meetings involving rezoning applications
- Implemented paperless agendas for the Planning Commission
- Completed all required training

FY 2014 DEPARTMENT GOALS

- Manage development to ensure high quality growth
- Provide quality review and assistance on development issues in a timely manner
- Review and rezone as needed the area around Medical Center Parkway and Middle Tennessee Medical Center
- Make GIS more available to the public who are visiting the Planning office for assistance
- Use the City's website to more effectively assist the public
- Implement the street naming and property numbering study for Veterans Parkway
- Review approximately 140 preliminary and final plats, 150 site plans, and 40 rezoning applications
- Publish 48 agendas for the Planning Commission, Board of Zoning Appeals, and Historic Zoning Commission
- Prepare minutes for all public meetings within three weeks of the meeting date and make them available for review by the public
- Advertise all public meetings and send notices for all public hearings
- Attend neighborhood meetings that involve annexation or rezoning applications in which affected property owners may have questions
- Assist FEMA in updating Flood Insurance Rate Maps for Stones River watershed

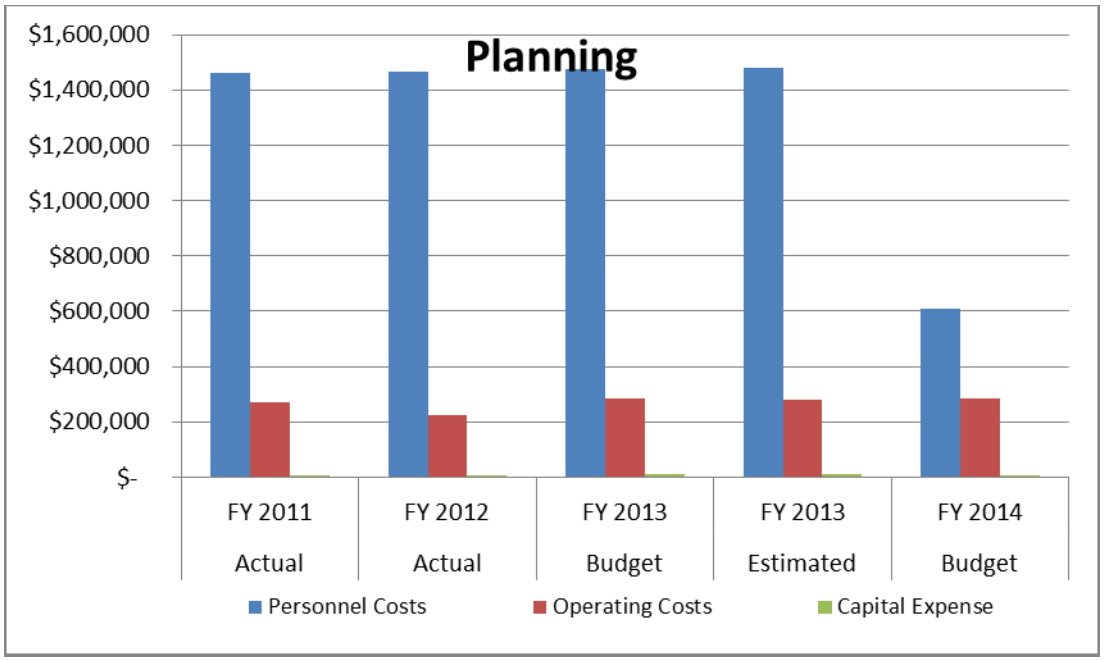
WORKLOAD MEASUREMENTS

	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Number of plats reviewed and approved	81	76	95	120	140
Number of agendas published	45	48	48	44	48
Number of Public Hearings	115	88	130	125	140
Number of Zoning Violation Cases	125	63	140	85	110
Number of Annexation Studies	1	3	2	8	10
Number of Zoning Applications	28	17	32	40	40
Number of Gateway Design Review Items	14	10	15	9	15
Number of Ordinance Amendments	10	8	10	9	10
Number of Mandatory Referrals and R.O.W.	12	12	12	22	25
Number of Home Occupations	275	316	300	250	300
Number of Site Plans reviewed	110	136	150	140	150

EXPENDITURE SUMMARY

Beginning, in FY 2014, Engineering is a separate department.

	Planning				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ 1,461,798	$ 1,465,494	$ 1,476,815	$ 1,480,764	$ 609,200
Operating Costs	$ 268,992	$ 225,321	$ 285,500	$ 279,100	$ 287,000
Capital Expense	$ 5,176	$ 4,424	$ 13,200	$ 10,000	$ 7,800
Total Planning & Engineering	$ 1,735,966	$ 1,695,239	$ 1,775,515	$ 1,769,864	$ 904,000



HUMAN RESOURCES SUMMARY

Planning				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
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
Principal Planner	2	2	2	2
Planner	2	1	1	2
Administrative Support Specialist	2	2	2	2
Total Planning Allocation	7	6	6	7

2013-2014 BUDGET YEAR
PLANNING DEPARTMENT

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
PERSONNEL COSTS**						
SALARIES & WAGES			1,040,720	1,040,720	442,928	(597,792)
OVERTIME			32,000	38,500	2,000	(30,000)
TOTAL SALARIES & WAGES	1,075,224	1,071,695	1,072,720	1,079,220	444,928	(627,792)
SOCIAL SECURITY	78,781	78,196	79,615	79,500	34,037	(45,578)
MEDICAL - DENTAL	160,020	172,158	178,949	176,500	70,446	(108,503)
PENSION PLAN	121,665	123,949	121,433	121,433	50,277	(71,156)
LIFE INSURANCE/LTD			7,137	7,150	3,575	(3,562)
WORKERS' COMPENSATION	26,108	19,496	16,961	16,961	5,937	(11,024)
TOTAL PERSONNEL COSTS	1,461,798	1,465,494	1,476,815	1,480,764	609,200	(867,615)
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT	8,510	6,519	8,000	7,600	7,000	(1,000)
	8,510	6,519	8,000	7,600	7,000	(1,000)
SUPPLIES						
POSTAGE	5,054	3,246	6,000	6,600	6,500	500
OFFICE	12,405	9,671	12,500	11,500	9,500	(3,000)
NEWSPAPERS-MAGAZINES	998	581	1,200	1,150	900	(300)
ADVERTISING	11,603	23,743	19,000	23,350	18,000	(1,000)
ENGINEERING	467	53	2,000	1,200		(2,000)
CLOTHING	1,118	817	1,500	1,300		(1,500)
	31,645	38,111	42,200	45,100	34,900	(7,300)
UTILITY SERVICE						
ELECTRIC	831	1,179	3,500	1,200	1,750	(1,750)
TELEPHONE	2,415	2,435	3,300	3,300	1,650	(1,650)
CELLULAR TELEPHONE	14,833	7,449	20,000	18,500	3,000	(17,000)
	18,079	11,063	26,800	23,000	6,400	(20,400)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	42,663	44,931	56,000	56,000	16,000	(40,000)
MEALS DURING MEETINGS	938	1,712	3,000	2,500	2,200	(800)
	43,601	46,643	59,000	58,500	18,200	(40,800)
CONTRACTUAL SERVICES						
SAMPLING AND TESTING	39,923	50,455	50,000	50,000		(50,000)
LANDFILL GAS MANAGEMENT	114,021	55,720	40,000	50,000		(40,000)
	153,944	106,175	90,000	100,000		(90,000)
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	3,670	3,300	6,000	5,600	4,000	(2,000)
SURVEYS & STUDIES	2,524	4,130	40,000	25,000	210,000	170,000
TRAINING PERSONNEL	4,935	8,618	8,000	11,000	3,750	(4,250)
COMPUTER SOFTWARE	634	317	3,000	1,500	1,500	(1,500)
OTHER MISCELLANEOUS	1,450	445	2,500	1,800	1,250	(1,250)
	13,213	16,810	59,500	44,900	220,500	161,000
OPERATING BUDGET	1,730,790	1,690,815	1,762,315	1,759,864	896,200	(866,115)
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					5,000	
ONE DESKTOP COMPUTER					1,200	
ONE DESK AND WORK STATION					1,600	
	5,176	4,424	13,200	10,000	7,800	(5,400)
TOTAL PLANNING	1,735,966	1,695,239	1,775,515	1,769,864	904,000	(871,515)

NOTE: EFFECTIVE FY 2014, PLANNING & ENGINEERING ARE NOW ACCOUNTED FOR SEPARATELY.

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).

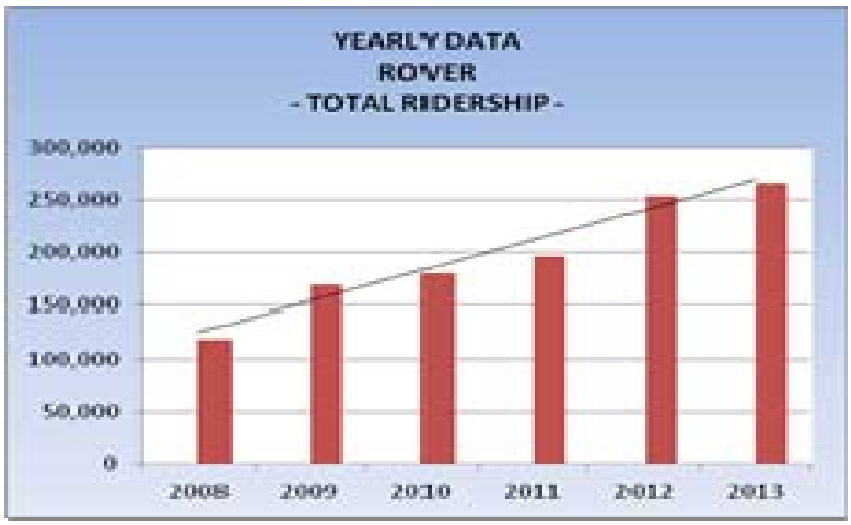
The Transportation Department is committed to providing adequate transportation facilities through the combined effort of maximizing the efficiency of the existing roadway system coupled with the construction of new roadways needed to accommodate the City's ever growing population.

The City currently operates and maintains one hundred and thirty seven (137) signalized intersections. Over the last ten years (2003-2012) the City has installed forty five (45) new traffic signals for an average of approximately 4.5 locations per year. Of the one hundred and thirty seven signalized locations, eighty (80) signalized intersections or approximately 58% are interconnected and accessible from the City's Traffic Operations Center located at City Hall. 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.

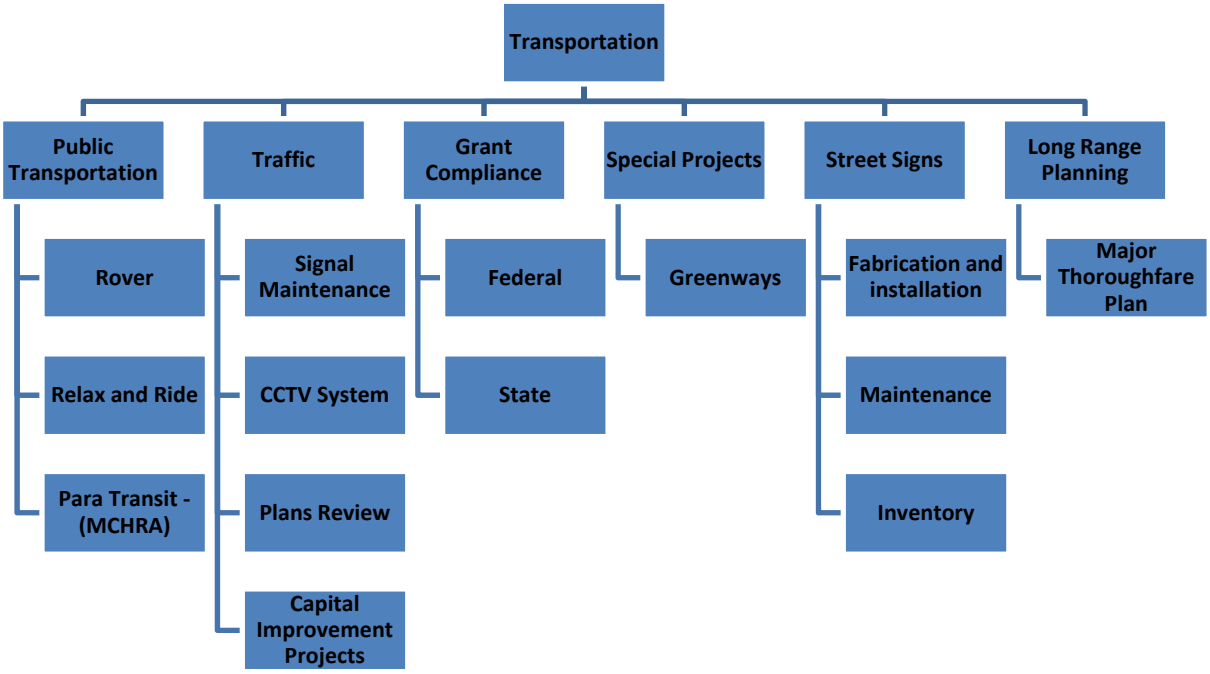
The Department is additionally committed to providing the community with public transportation options through both City-operated and contracted public transportation services.

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 additional 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. Beginning on October 1, 2012, the regional system was expanded from 16 trips per day to 31 trips per day under a three year demonstration grant.

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 buses recently purchased are split on an 83% federal, 8.5% state, and 8.5% local cost basis.



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 in order 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 public meetings and events

FY 2013 ACCOMPLISHMENTS

- Rover ridership projected to increase approximately 4% from previous year 2012 ridership of 254,098 to estimated 2013 ridership of 265,000
- Purchased nine new 23 passenger low floor kneeling replacement buses
- Began environmental study and preliminary engineering for new transit facility
- Expanded Rover service west of I-24
- Participated in the expansion of the regional Relax & Ride program from 16 to 31 trips per day
- Bid citywide on-street public transportation passenger shelter installation project
- Bid GPS based automated vehicle location (AVL) system for Rover buses
- Began SE Area Land Use and Transportation Study
- Began environmental study and preliminary engineering for Cherry Lane Extension-Phase 3
- Began environmental study and preliminary engineering for Bradyville Pike widening project

FY 2014 DEPARTMENT GOALS

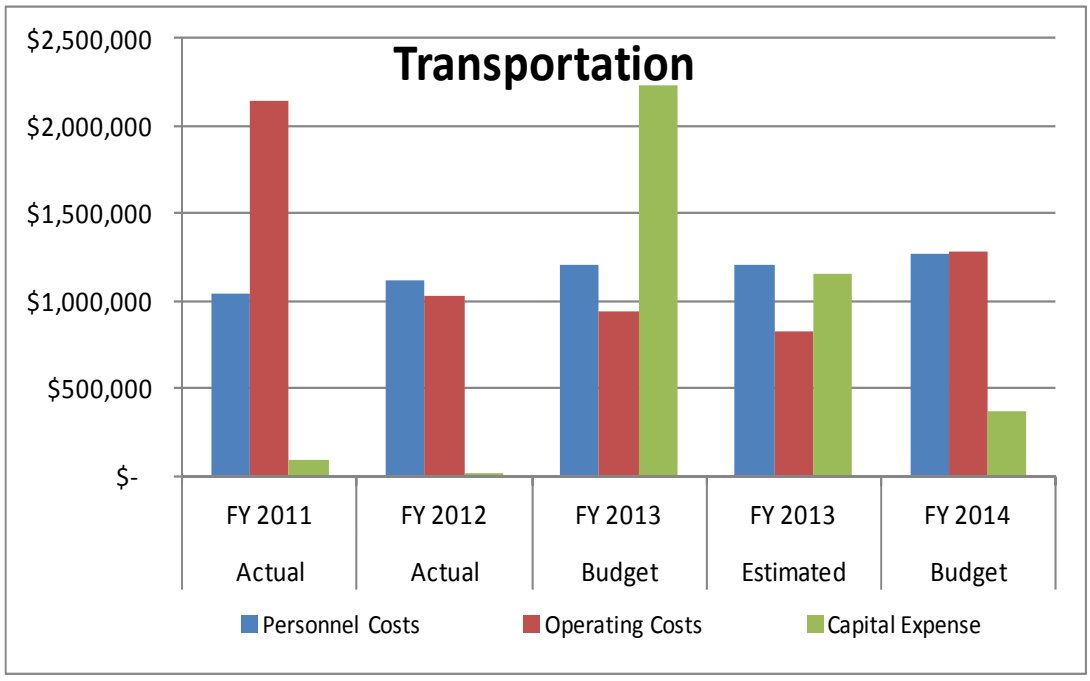
- Complete installation of on-street public transportation passenger shelters
- Complete installation of GPS based automated vehicle location (AVL) technology in Rover buses
- Conduct customer appreciation day including free fare day for Rover
- Begin construction of Stones River Greenway Extension Phase 4
- Begin traffic signal retrofit to replace incandescent bulbs with LED's
- Begin prioritization and retrofit of signalized intersections to include pedestrian signals
- Continue roadway construction projects

OPERATING/PERFORMANCE MEASURES

1. Maintain public transportation routes within 5 +/- minutes of schedule
2. Increase public transportation ridership by 5%
3. Retrofit 20 intersections with LED signal indications

EXPENDITURE SUMMARY

	Transportation				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ 1,036,980	$ 1,116,537	$ 1,203,928	$ 1,207,288	$ 1,274,306
Operating Costs	$ 2,141,670	$ 1,021,343	$ 939,766	$ 823,711	$ 1,277,990
Capital Expense	$ 92,987	$ 1,855	$ 2,225,919	$ 1,148,000	$ 373,065
Total Transportation	$ 3,271,637	$ 2,139,735	$ 4,369,613	$ 3,178,999	$ 2,925,361



HUMAN RESOURCES SUMMARY

Transportation Department				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
Transportation Director	1	1	1	1
Public Transportation				
Assistant Transportation Director	1	1	1	1
Operations Manager	1	1	1	1
Operations Supervisor	1	1	1	1
Secretary/Receptionist	1	1	1	1
Transit Operator (Full time)	7	7	7	7
Traffic				
Traffic Engineer	1	1	1	1
Sign Technician *				2
Traffic Signal Technician	3	3	3	3
Full-Time Positions	16	16	16	18
Transit Operator (Part time)	7	9	9	9
Part-Time Positions	7	9	9	9
Total Transportation Allocation	23	25	25	27
**This position was moved from the Street Department beginning in FY 2014.*				

	2013-2014 BUDGET YEAR					
	TRANSPORTATION DEPARTMENT					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
PUBLIC TRANSIT EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES			530,572	530,572	542,581	12,009
DIRECTOR SALARY - 50%			95,784	95,784	49,570	(46,214)
OVERTIME			4,000	7,900	8,000	4,000
TOTAL SALARIES & WAGES	517,739	555,533	630,356	634,256	600,151	(30,205)
SOCIAL SECURITY	38,396	40,769	41,736	41,736	42,119	383
MEDICAL - DENTAL	77,864	101,233	98,397	97,565	110,891	12,494
PENSION PLAN	41,685	44,034	35,588	35,588	29,359	(6,229)
RETIREMENT (401A)	335	4,810	7,204	7,204	8,610	1,406
LIFE INSURANCE	59	525	2,872	2,872	2,872	0
WORKER'S COMPENSATION	17,752	19,346	13,542	13,542	4,518	(9,024)
TOTAL PERSONNEL COSTS	693,830	766,250	829,695	832,763	798,520	(31,175)
INSURANCE						
AUTOMOBILE - ROVER VANS	0	0	3,705	3,705	3,705	0
AUTOMOBILE - ROVER BUSES	16,628	11,304	13,000	14,121	17,700	4,700
	16,628	11,304	16,705	17,826	21,405	4,700
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY- FLEET - ROVER	178,726	181,044	142,862	173,852	79,597	(63,265)
VEHICLES & MACHINERY- ROVER	811	995	1,000	1,200	1,200	200
BUS SHELTERS			500	20	500	0
OFFICE EQUIPMENT	111	4	0	0	300	300
BUILDINGS		151	0	0	0	0
	179,648	182,194	144,362	175,072	81,597	(62,765)
SUPPLIES						
POSTAGE	228	79	100	138	140	40
OFFICE	2,194	2,703	2,000	2,535	2,600	600
ADVERTISING	1,710	845	4,000	11,100	5,000	1,000
EMPLOYEE	89	97	200	510	550	350
JANITORIAL	238	416	400	175	300	(100)
BUS SUPPLIES	1,394	1,365	1,300	1,350	1,400	100
FUEL-ROVER	104,574	131,531	170,831	126,241	138,430	(32,401)
FARE SUPPLIES	7,972	7,786	9,000	7,475	8,500	(500)
CLOTHING	2,912	131	2,000	350	1,000	(1,000)
SAFETY SUPPLIES			100	0	100	0
MISCELLANEOUS SUPPLIES			200	0	200	0
	121,311	144,953	190,131	149,874	158,220	(31,911)
UTILITY SERVICE						
ELECTRIC	3,781	4,442	3,900	4,150	4,200	300
TELEPHONE	564	566	600	603	625	25
CELLULAR TELEPHONE	5,845	3,406	4,000	4,500	1,800	(2,200)
	10,190	8,414	8,500	9,253	6,625	(1,875)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	1,638	1,884	1,800	1,940	2,000	200
OUT OF TOWN TRAVEL			500	0	500	0
	1,638	1,884	2,300	1,940	2,500	200
CONTRACT SERVICES						
RELAX & RIDE (FEDERAL PORTION-5307)	7,735	11,742	80,000	30,000	30,126	(49,874)
RELAX & RIDE (STATE PORTION-5307)				14,300	15,100	15,100
RELAX & RIDE (LOCAL 5307)	63,108	165,629	18,152	13,670	3,800	(14,352)
RELAX & RIDE (LOCAL CMAQ)	0	0	0	1,750	7,275	7,275
MCHRA	135,659	122,583	115,000	92,400	82,000	(33,000)
	206,502	299,954	213,152	152,120	138,301	(74,851)

	2013-2014 BUDGET YEAR					
	TRANSPORTATION DEPARTMENT					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
MISCELLANEOUS EXPENSE						
MARKETING	70,913	7,116	0	0	0	0
PLANNING			83,251	30,950	60,000	(23,251)
SOFTWARE	0	0	100	0	100	0
ASSOCIATION DUES	12,058	14,058	14,903	14,876	14,876	(27)
TRAINING	1,803	1,828	3,000	4,110	4,000	1,000
MPO MATCHING FUNDS - 1/2	4,306	4,306	6,797	6,797	6,797	0
DRUG & ALCOHOL TESTING	1,434	193	0	0	0	0
TRANSIT - ARRA	312,767	80,410	0	0	470,695	470,695
OTHER MISCELLANEOUS	152	70	500	150	400	(100)
CONSULTANT/PROF SERVICES		2,500	1,000	0	500	(500)
	403,433	110,481	109,551	56,883	557,368	447,817
PUBLIC TRANSIT OPERATING EXPENDITURES	1,633,180	1,525,434	1,514,396	1,395,731	1,764,536	250,140
TRAFFIC EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES			303,173	303,173	387,288	84,115
LESS: 50% DIRECTOR SALARY - IN ROVER			(47,892)	(47,892)	(49,570)	(1,678)
OVERTIME			500	500	500	0
TOTAL SALARIES & WAGES	244,326	249,927	255,781	255,781	338,218	82,437
SOCIAL SECURITY	17,946	18,356	23,193	23,193	29,666	6,473
MEDICAL - DENTAL	41,521	44,785	51,003	51,295	52,507	1,504
RETIREMENT	28,846	30,920	36,299	36,299	46,274	9,975
LIFE INSURANCE			2,136	2,136	2,136	0
WORKER'S COMPENSATION	10,511	6,299	5,821	5,821	6,985	1,164
TOTAL PERSONNEL COSTS	343,150	350,287	374,233	374,525	475,786	101,553
INSURANCE						
AUTOMOBILE - TRAFFIC	1,821	0	1,821	1,821	1,821	0
	1,821	0	1,821	1,821	1,821	0
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	3,915	3,757	5,503	2,029	3,924	(1,579)
VEHICLES & MACHINERY	257	0	500	0	500	0
OFFICE EQUIPMENT	194	94	350	195	200	(150)
TRAFFIC SIGNALS	176,232	147,927	185,000	175,000	224,000	39,000
STREET LIGHTS	17,113	47,711	32,000	50,000	45,000	13,000
	197,711	199,489	223,353	227,224	273,624	50,271
SUPPLIES						
POSTAGE	49	4	100	40	60	(40)
OFFICE	1,443	1,790	1,300	1,300	1,300	0
NEWSPAPERS-MAGAZINES		146	300	150	200	(100)
ADVERTISING		50	400	400	400	0
FUEL	4,157	4,917	5,918	3,835	4,996	(922)
CLOTHING	420	412	450	450	450	0
	6,069	7,319	8,468	6,175	7,406	(1,062)
UTILITY SERVICE						
ELECTRIC	1,695	1,902	1,400	1,800	1,900	500
WATER AND SEWER	209	101	225	225	225	0
CELLULAR TELEPHONE	3,581	3,153	3,500	4,006	4,100	600
	5,485	5,156	5,125	6,031	6,225	1,100
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	2,640	3,480	3,300	3,830	3,900	600
	2,640	3,480	3,300	3,830	3,900	600

2013-2014 BUDGET YEAR
TRANSPORTATION DEPARTMENT

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	1,076	1,565	1,200	1,200	1,200	0
TRAINING PERSONNEL	674	4,991	4,000	5,814	9,000	5,000
MPO MATCHING FUNDS - 1/2	4,306	4,306	6,798	6,798	6,798	0
CCTV GRANT EXPENSE - ARRA	982,267	17,732	0	0	0	0
CCTV GRANT EXPENSE		16,117	0	0	0	0
SOFTWARE		1,670	500	1,350	1,500	1,000
OTHER MISCELLANEOUS	271	334	500	500	500	0
	988,594	46,715	12,998	15,662	18,998	6,000
TRAFFIC OPERATING EXPENDITURES	1,545,470	612,446	629,298	635,268	787,760	158,462
TOTAL TRANSPORTATION DEPARTMENT OPERATING BUDGET	3,178,650	2,137,880	2,143,694	2,030,999	2,552,296	408,602
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP						
TRAFFIC					2,000	
TRANSIT - SEE FUNDING BELOW					371,065	
	92,987	1,855	2,225,919	1,148,000	373,065	(1,852,854)
TOTAL TRANSPORTATION DEPARTMENT	3,271,637	2,139,735	4,369,613	3,178,999	2,925,361	(1,444,252)

ADDITIONAL FIXED ASSET DETAILS 2013/2014	**FEDERAL**	**STATE**	**LOCAL**	**2013/2014 TOTAL**
SHELTERS/BENCHES & AMENITIES + LABOR	29,301	3,663	3,663	36,627
TRANSIT FACILITY PE & DESIGN	216,000	27,000	27,000	270,000
MISC SUPPORT EQUIPMENT	33,950	4,244	4,244	42,438
BUS LIFT FOR FLEET SERVICES	19,800	2,200	2,200	22,000
	299,051	37,107	37,107	371,065

NOTE: TRANSIT - ARRA CONSISTS OF $470,695 FOR ARRA FUNDED PROJECTS FOR TRANSIT SHELTERS AND AUTOMATED VE
LOCATION SYSTEM

ENGINEERING

ENGINEERING DIVISION

The mission of the Engineering Division is to provide adequate, 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.

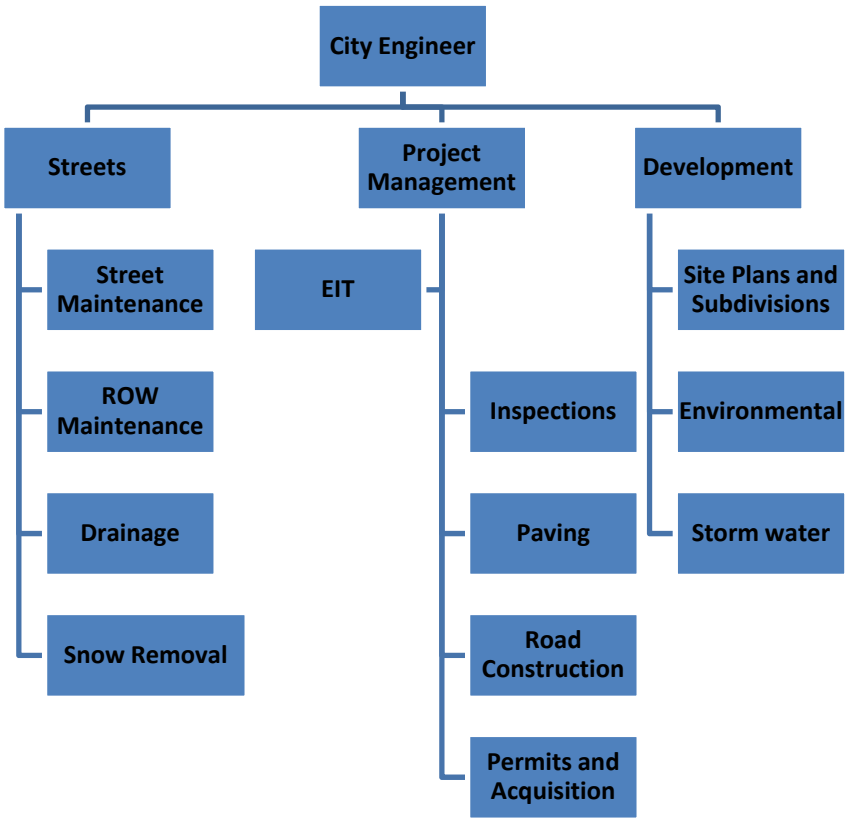
The retirement of Rick Templeton as Director of the Street Department provided an opportunity to examine and reevaluate the functions, organization and mission of that department. This budget recommends that Street return to a division of the Engineering Department. The street signage and pavement marking function of the previous Street Department has been transferred to the Transportation Department.

As part of the transition of Street to Engineering, it is also recommended that the budgets of the Planning and Engineering Departments be separated. The proximity of the two workforces assures excellent communications, but the functions of the two suggest that independent accounting and direction are needed.

The Engineering Division is net no new authorized positions. The Department Coordinator position previously in Street Division has been eliminated with functions reassigned to current Engineering Department staff.

More emphasis to develop the Storm Water Management program will be part of the strategy for lowering the current surplus of dollars in the Stormwater Fund. Currently, about $300,000 of the Engineering Division's personnel cost is funded by the Storm water user fee. An additional $120,000 from the Stormwater fees will be used to fund the street sweeping function of the Street Division.

ORGANIZATION CHART


City Engineer
Streets
Project Management
Development
Street Maintenance
ROW Maintenance
Drainage
Snow Removal
EIT
Inspections
Paving
Road Construction
Permits and Acquisition
Site Plans and Subdivisions
Environmental
Storm water

IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Provide adequate and safe 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
- 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
- Improvement of capital project management through use of staff-developed monitoring software

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- 100% participation in the second phase of a customer service training for City personnel
- Ensure prompt review of construction plans, including excellent communication with developers and builders

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 and project newsletters delivered to the impacted residents
- Complete informational segments with CityTV on topics that impact residents such as obstructions in drainage ditches

FY 2013 ACCOMPLISHMENTS

- Construction inspection and management of Veterans Parkway Phases 2a extending from the intersection of Kimbro Road/Barfield Road to Barfield Crescent Park, reconstruction of Maney Avenue from Broad Street to College Street, and construction of access roads to the new Amazon Fulfillment center
- Provided review of approximately 150 site plans, 120 preliminary and final plats and 8 annexation requests
- Implemented and managed construction related to the stormwater quality program
- Processed approximately 280 fence applications and 120 pool and fence applications including site visits to review potential easement encroachments

- Reviewed permits for approximately 400 additions or storage buildings for adequate drainage provisions
- Provided review of about 670 lots for new home construction

FY 2014 DEPARTMENT GOALS

- Construction inspection and management of the Veterans Parkway project Phase 2b, Joe B. Jackson Parkway widening and extension, Middle Tennessee Boulevard from Main Street to Greenland Drive, Wilkinson Pike, and Phase 4 of the Stones River Greenway.
- Develop designs for future projects on John Rice Boulevard/Gresham Lane, Bradyville Pike, and Cherry Lane.
- Provide professional review services on all developments
- Continue landfill monitoring study in accordance with TDEC mandates
- Operate landfill gas extraction system at Old City Dump
- Develop a regional drainage plan for the Lees Spring Branch and Bear Branch

OPERATING/PERFORMANCE MEASURES

- 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
- Process 95% of all construction permits on the same day they are submitted

WORKLOAD MEASUREMENTS

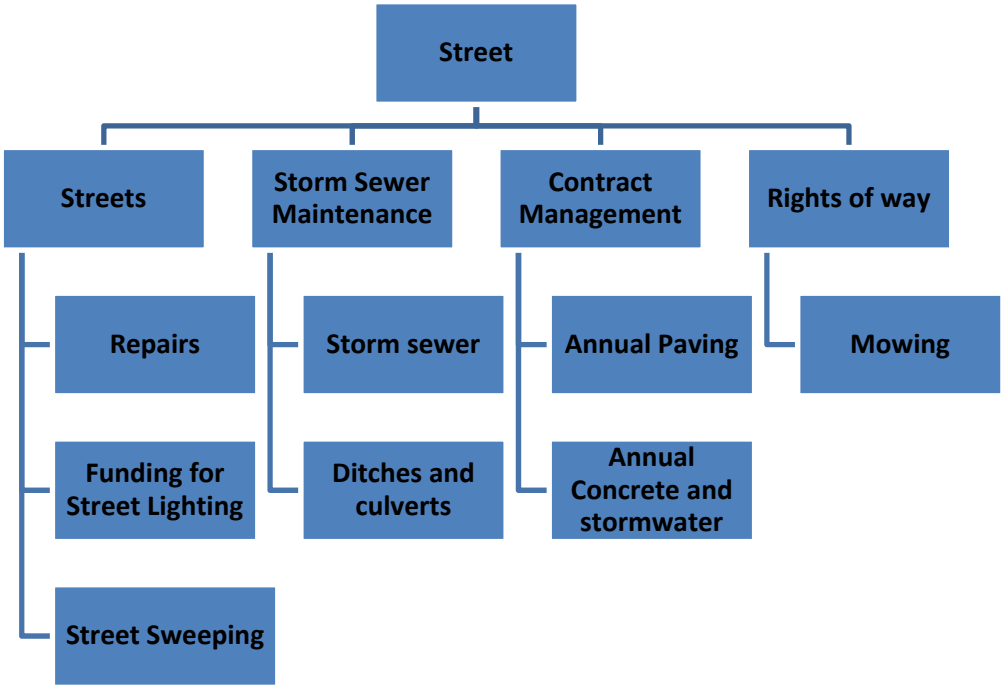
	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Proposed FY 2014
Number of bids	4	1	6	5	2
Number of Capital Improvement Projects completed	4	1	3	4	1
Value of projects completed	$24,026,284	$6,400,000	$16,300,000	$17,250,000	$2,640,000
Value of bids awarded	$24,850,000	$7,300,000	$29,900,000	$30,280,000	$8,500,000
Number of development plans reviewed	125	168	175	270	290
Number of single family permits reviewed				670	750

STREET DIVISION

The Street Division's primary functions include the maintenance of streets, sidewalks, curbs, gutters and storm drainage systems. The Street Division also is responsible for winter storm and catastrophic event response, mowing of right of ways and easements, repairs to street pavement, litter removal and street sweeping. During the fall months, they are responsible for the collection and disposal of leaves. The Street Division also is responsible for two annual contracts, one for the management of street resurfacing and the other for the maintenance of storm drainage systems. Street paving is coordinated through a pavement management system in an effort to maximize revenue for this item and ensure the longevity of the pavement. In addition, the Street Division is responsible for the issuance of all right of way construction permits.

The FY 2014 Street Division budget increased by $34,952. The cost of electricity continues to affect the Street Division budget due to overhead street lighting. After consulting with Murfreesboro Electric we have estimated that our cost for street lighting for 2013-2014 fiscal year will be approximately $1,845,868. This is based on our actual and estimated usage for Fiscal Year 2012-2013, plus 2% for TVA fuel adjustments. This is an increase of $210,158 over last year's budget for this item.

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
- Provide funding for street lighting electrical costs, which accounts for almost half of the total expenditures of the Street Division
- Implement a 20-year repaving program for City streets in an effort to maintain a high degree of safety and reliability

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

ENGAGING OUR COMMUNITY

- Utilize the City of Murfreesboro Facebook page to inform the public in regard to 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 2013 ACCOMPLISHMENTS

- Managed the resurfacing of 50 linear miles of street
- Maintained 593 linear miles of City streets and State Routes
- Collected 1,754,000 pounds of leaves and yard waste to be converted into mulch
- Demolished three single family homes on behalf of the Community Development program and three single family homes for Habitat for Humanity
- Installed or replaced 501 regulatory street marking signs
- Issued and coordinated the activities associated with the issuance of 195 right of way construction permits
- Responded to two winter storms by clearing 108 linear miles of roadway on each event

FY 2014 DEPARTMENT GOALS

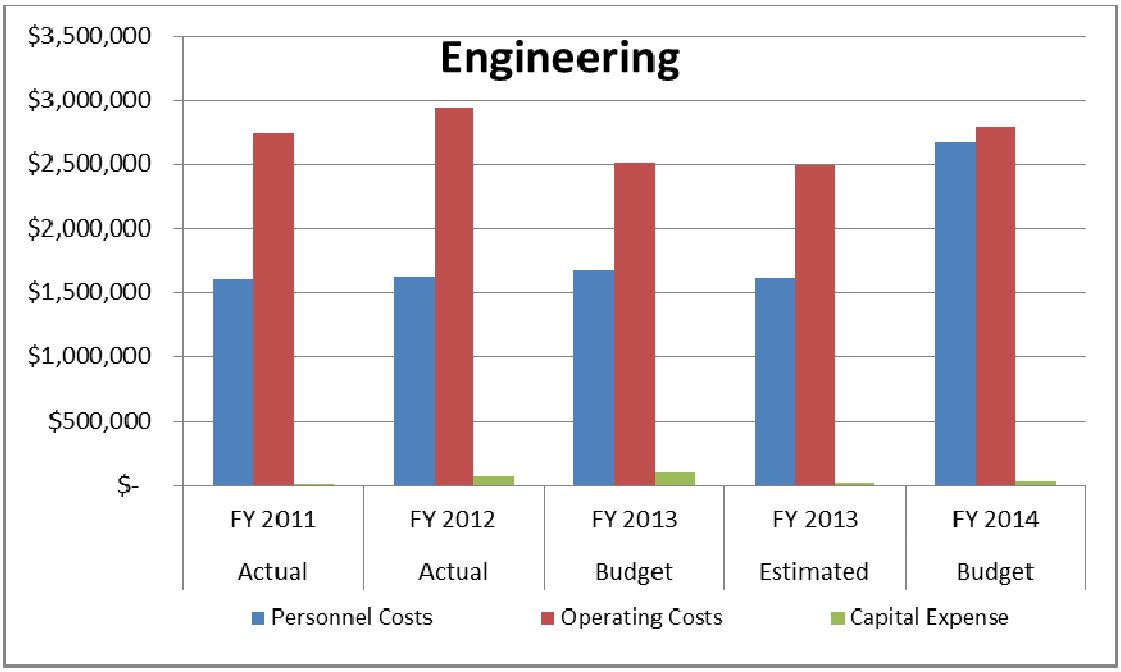
- The Street Division will continue to be integral within the City of Murfreesboro's governmental system and play a major role in providing essential services to the residents of this city
- The existing goals will continue to be the standard for the department's planning process and staff will continue to strive to meet or exceed these goals
- New goals and management practices will be evaluated and implemented in an effort to improve the productivity of the department and morale of the employees

OPERATING/PERFORMANCE MEASURES

	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Proposed FY 2014
Number of annual mowings of ROW, easements, City Property		12	12		
Miles of street resurfaced	63	75	56	50	56
Cubic yards of leaves diverted from landfill	6,588	6,500	6,500	3,508	3,508
Signs installed, replaced or repaired	848	1,000	1000	668	700
Right of Way permits issued	180	225	225	195	200

EXPENDITURE SUMMARY

	Engineering				
	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Budget FY 2014
Personnel Costs	$ 1,604,851	$ 1,629,510	$ 1,677,543	$ 1,620,795	$ 2,671,493
Operating Costs	$ 2,739,922	$ 2,940,934	$ 2,522,201	$ 2,495,940	$ 2,789,741
Capital Expense	$ 2,238	$ 76,779	$ 102,072	$ 30,000	$ 31,700
Total Engineering	$ 4,347,011	$ 4,647,223	$ 4,301,816	$ 4,146,735	$ 5,492,934



HUMAN RESOURCES SUMMARY

Engineering Department				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
Engineering Section				
City Engineer	1	1	1	1
Environmental Engineer	1	1	1	1
Engineer in Training	1	1	1	2
Project Coordinator	2	2	2	2
Senior Public Works Inspector	0	0	2	2
Public Works Inspector	5	5	3	3
Department Coordinator	0	0	0	1
Administrative Support Specialist	2	2	2	1
Street Section				
Director	1	1	1	0
Superintendent				1
Senior Public Works Inspector	1	1	1	1
Sign Technician	2	2	2	*
ROW Inspector/Safety Coordiantor	1	1	1	1
Public Works Crew Chief	3	3	3	3
Equipment Operator	5	5	5	5
Light Equipment Operator	9	9	9	9
Refuse/Custodial Crew Supervisor	2	2	2	2
Laborer	3	3	3	3
Department Coordinator	1	1	1	0
Full-Time Positions	40	40	40	38
Street Project Inspector	1	1	1	1
Part-Time Positions	1	1	1	1
Total Engineering Allocation	41	41	41	39
**This position was moved into the Transportation Department beginning in FY 2014.*				

	2013-2014 BUDGET YEAR					
	ENGINEERING DEPARTMENT					
	2010/2011	2011/2012	2012/2013	2012/2013	2013/2014	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
ENGINEERING DIVISION						
PERSONNEL COSTS						
SALARIES & WAGES					722,304	722,304
OVERTIME					38,000	38,000
TOTAL SALARIES & WAGES					760,304	760,304
SOCIAL SECURITY					58,164	58,164
MEDICAL - DENTAL					137,403	137,403
PENSION PLAN					86,237	86,237
LIFE INSURANCE/LTD					3,575	3,575
WORKERS' COMPENSATION					7,355	7,355
TOTAL PERSONNEL COSTS					1,053,038	1,053,038
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT					1,000	1,000
					1,000	1,000
SUPPLIES						
POSTAGE					500	500
OFFICE					3,500	3,500
NEWSPAPERS-MAGAZINES					300	300
ADVERTISING					6,000	6,000
ENGINEERING					2,000	2,000
CLOTHING					1,500	1,500
					13,800	13,800
UTILITY SERVICE						
ELECTRIC					4,150	4,150
WATER AND SEWER					900	900
TELEPHONE					1,650	1,650
CELLULAR TELEPHONE					17,000	17,000
INTERNET					700	700
					24,400	24,400
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT					40,000	40,000
MEALS DURING MEETINGS					800	800
					40,800	40,800
CONTRACTUAL SERVICES						
SAMPLING AND TESTING					45,000	45,000
LANDFILL GAS MANAGEMENT					40,000	40,000
					85,000	85,000
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES					2,000	2,000
SURVEYS & STUDIES					25,000	25,000
TRAINING PERSONNEL					4,750	4,750
COMPUTER SOFTWARE					1,500	1,500
OTHER MISCELLANEOUS					1,250	1,250
					34,500	34,500
OPERATING BUDGET					1,252,538	1,252,538
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					2,500	
TWO DESKTOP COMPUTERS					2,400	
ONE DESK AND WORKSTATION					800	
					5,700	5,700
TOTAL ENGINEERING DIVISION					1,258,238	1,258,238

	2013-2014 BUDGET YEAR					
	ENGINEERING DEPARTMENT					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
STREET DIVISION						
PERSONNEL COSTS						
SALARIES & WAGES			1,109,579	1,073,343	1,097,339	(12,240)
OVERTIME			40,000	41,287	45,000	5,000
ALLOWANCE FOR MILITARY & VACANCIES					(54,610)	(54,610)
TOTAL SALARIES & WAGES	1,103,135	1,107,074	1,149,579	1,114,630	1,087,729	(61,850)
SOCIAL SECURITY	79,530	81,337	87,943	79,850	87,389	(554)
MEDICAL - DENTAL	264,474	274,699	280,630	276,130	300,367	19,737
PENSION PLAN	122,391	132,360	126,871	118,600	111,699	(15,172)
RETIREMENT (401A)			900	745	6,842	5,942
LIFE INSURANCE/LTD			7,651	6,871	7,651	0
WORKERS' COMPENSATION	35,321	34,040	23,969	23,969	16,778	(7,191)
TOTAL PERSONNEL COSTS	1,604,851	1,629,510	1,677,543	1,620,795	1,618,455	(59,088)
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	205,189	242,569	211,647	206,914	225,377	13,730
VEHICLES & MACHINERY	48,330	59,950	60,000	38,200	60,000	0
RADIOS		848	500	4,101	1,500	1,000
OFFICE EQUIPMENT	983	1,034	2,000	1,051	2,000	0
EQUIPMENT RENTALS	1,252	1,040	2,000	1,162	2,000	0
STREET MARKINGS	6,909					0
BUILDINGS	5,093	12,046	24,000	6,123	15,000	(9,000)
CURBS/GUTTERS		3,911				0
SUBDIVISION PAVING	103,650	289,948				0
	371,406	611,346	300,147	257,551	305,877	5,730
MATERIAL						
RIGHT OF WAY MAINTENANCE	29,456	30,226	50,000	21,441	40,000	(10,000)
TRAFFIC CONTROL DEVICES	66,894	33,722	40,000	31,981	35,000	(5,000)
MISCELLANEOUS MATERIAL			500	0	500	0
	96,350	63,948	90,500	53,422	75,500	(15,000)
SUPPLIES						
POSTAGE	77	22	100	25	100	0
OFFICE	1,966	2,108	3,000	2,460	3,000	0
EMPLOYEE	3,757	3,925	4,000	3,454	4,000	0
JANITORIAL SUPPLIES	3,002	3,853	4,000	3,591	4,000	0
FUEL	111,520	122,544	164,108	115,715	130,000	(34,108)
CHEMICALS	27,680	66,137	0	0	0	0
HAND TOOL & HARDWARE	4,235	5,332	5,000	3,649	5,000	0
CLOTHING	3,751	4,132	5,000	6,603	5,000	0
MISCELLANEOUS SUPPLIES	56	50	500	151	500	0
	156,044	208,103	185,708	135,648	151,600	(34,108)

	2013-2014 BUDGET YEAR					
	ENGINEERING DEPARTMENT					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
INSURANCE						
AUTOMOBILE	28,576	0	38,464	38,464	38,464	0
	28,576	0	38,464	38,464	38,464	0
UTILITY SERVICE						
ELECTRIC	13,759	11,911	15,000	16,553	18,000	3,000
WATER AND SEWER	7,896	8,086	8,500	8,667	9,000	500
GAS	3,803	3,148	6,000	2,425	6,000	0
TELEPHONE	1,181	1,162	1,500	1,174	1,500	0
CELLULAR PHONE	4,754	2,633	5,000	3,009	4,000	(1,000)
STREET LIGHTING	1,724,723	1,728,394	1,635,710	1,808,800	1,845,800	210,090
	1,756,116	1,755,334	1,671,710	1,840,628	1,884,300	212,590
CONTRACTUAL SERVICE						
STREET PAVING	195,130	177,769				
STREET MARKINGS	5,892					
MAINTENANCE OF STATE ROUTES	123,150	35,446	125,000	140,000	130,000	5,000
	324,172	213,215	125,000	140,000	130,000	5,000
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	3,949	2,188	5,000	87	1,000	(4,000)
	3,949	2,188	5,000	87	1,000	(4,000)
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	276	140	600	140	500	(100)
TRAINING PERSONNEL			2,000	0	2,000	0
OTHER MISCELLANEOUS	795	9,881	1,000	0	1,000	0
	1,071	10,021	3,600	140	3,500	(100)
OPERATING BUDGET	4,342,535	4,493,665	4,097,672	4,086,735	4,208,696	111,024
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					6,000	
TWO USED CARGO VANS					20,000	
	2,238	76,779	102,072	30,000	26,000	(76,072)
TOTAL STREET DIVISION	4,344,773	4,570,444	4,199,744	4,116,735	4,234,696	34,952
TOTAL ENGINEERING DEPARTMENT	4,344,773	4,570,444	4,199,744	4,116,735	5,492,934	1,293,190

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 our proactive arboricultural efforts and to attract new home buyers, commercial projects and industrial developments by continuing to improve public corridors through the installation and maintenance of aesthetically pleasing landscapes.

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

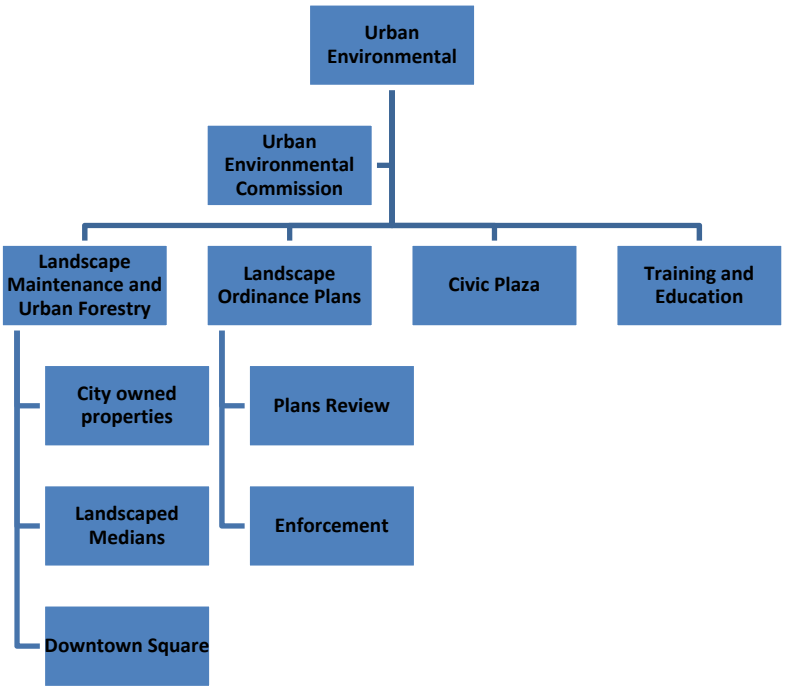
Administration – The Administration Division is responsible for the overall coordination and management of the Urban Environmental Department for the City of Murfreesboro. This involves the coordination of major initiatives, policies, practices and systems; implementation of and enforcement of City Ordinances 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; and almost 400,000 square feet of hardscape area.

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

- Provide for a greener, more aesthetically pleasing City through standards for landscaping of commercial and industrial developments
- Maintain the green infrastructure on public land for the enjoyment of all residents

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Through strong 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 the first phase of a customer service training for City personnel

ENGAGING OUR COMMUNITY

- Implement the Community Landscape Awards in order to give recognition to residents, institutions, and businesses that exceed in the design, installation and maintenance of their landscapes

- Implement 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

FY 2013 ACCOMPLISHMENTS

Approximately thirteen street trees were installed during Phase II of the Historic Downtown Landscape Revitalization Project during the fall of 2012. The 'Natchez' Crepe Myrtle and the 'Bosque' Elm were chosen for their durability and multiple seasons of visual interest. In addition, nine large 'Natchez' Crepe Myrtles were also preserved and relocated from the green space area at the intersection of Broad Street & Memorial Boulevard to the Northernmost median along Old Fort Parkway. These projects were funded by donations to the City's tree bank utilizing no tax dollars.

- Completed Phase II of the Downtown tree replacement project
- Increased overall Department visibility through public speaking engagements
- Continued a Tree Appreciation Program

FY 2014 DEPARTMENT GOALS

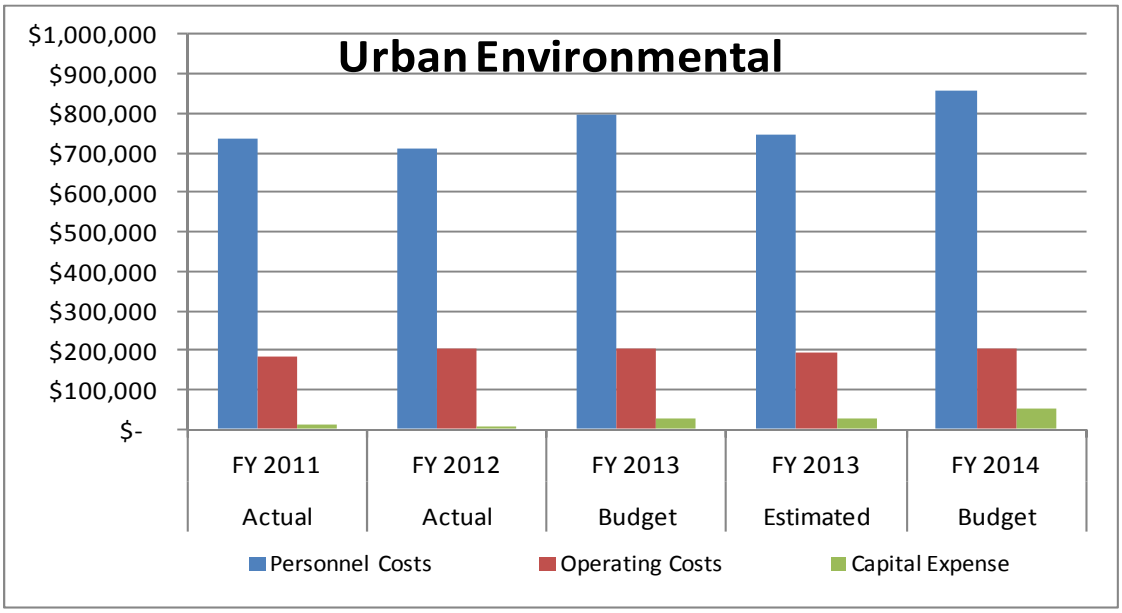
- Install Phase II of the Historic Downtown Landscape Revitalization Project
- Continue to increase overall department visibility through multiple venues such as 'Gardening in the City' (City TV programming), Master Gardner presentations, and other Civic organization presentation
- Continue Community Landscape Awards Program
- Continue Tree Appreciation Program

OPERATING/PERFORMANCE MEASURES

	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Proposed FY 2014
Downtown Tree Replacements	0	30	10	13	6
Gardening in the City episodes	0	2	2	1	2
Community Landscape Awards	0	3	16	6	4
Tree Appreciation Program Events	0	1	1	2	2

EXPENDITURE SUMMARY

	Urban Environmental				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ 734,040	$ 710,314	$ 798,672	$ 745,940	$ 857,261
Operating Costs	$ 181,814	$ 206,364	$ 204,768	$ 192,004	$ 203,475
Capital Expense	$ 10,383	$ 5,075	$ 27,380	$ 27,000	$ 51,475
Total Urban Environmental	$ 926,237	$ 921,753	$ 1,030,820	$ 964,944	$ 1,112,211



HUMAN RESOURCES SUMMARY

Urban Environmental Department				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
Director/City Horticulturist	1	1	1	1
Superintendent	1	1	1	1
Department Coordinator			1	1
Lead Landscaper/Greenskeeper	2	2	2	2
Landscape Specialist/Inspector	1	1	1	1
Landscaper/Greenskeeper	6	6	6	6
Tree Climber	1	1	1	1
Tree Groundsman	2	2	2	2
Secretary	1	1	0	0
Total Urban Environmental Allocation	15	15	15	15

	2013-2014 BUDGET YEAR					
	URBAN ENVIRONMENTAL DEPARTMENT					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE
PERSONNEL COSTS						
SALARIES & WAGES			522,675	493,815	540,368	17,693
OVERTIME			0	5,761	5,800	5,800
SALARIES	475,674	469,704	522,675	499,576	546,168	23,493
SOCIAL SECURITY	33,787	33,415	39,985	35,277	41,782	1,797
MEDICAL - DENTAL	142,657	144,783	165,066	145,004	197,391	32,325
PENSION PLAN	52,448	52,011	55,585	50,904	50,444	(5,141)
RETIREMENT (401A)	582	1,625	1,690	1,690	5,796	4,106
LIFE INSURANCE/LTD	274	406	3,626	3,444	3,626	0
WORKERS' COMPENSATION	28,618	8,370	10,045	10,045	12,054	2,009
TOTAL PERSONNEL COSTS	734,040	710,314	798,672	745,940	857,261	58,589
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	12,842	13,306	12,031	13,225	14,574	2,543
VEHICLES & MACHINERY	6,211	5,585	6,500	6,080	6,500	0
OFFICE EQUIPMENT	153	126	500	0	500	0
EQUIPMENT RENTALS		590	1,000	2,670	2,500	1,500
BUILDINGS	3,922	3,665	4,000	2,865	4,720	720
HARDSCAPE AREAS	4,953	4,741	5,000	3,741	5,000	0
	28,081	28,013	29,031	28,581	33,794	4,763
MATERIAL						
AGRICULTURAL	38,001	62,324	39,300	31,362	26,100	(13,200)
OUTSIDE SERVICES - MULCHING	31,790	30,158	35,000	35,000	35,000	0
	69,791	92,482	74,300	66,362	61,100	(13,200)
SUPPLIES						
POSTAGE	981	227	1,000	400	1,000	0
OFFICE	1,753	822	1,500	1,100	1,500	0
EMPLOYEE	1,991	1,520	2,250	1,850	5,000	2,750
JANITORIAL	1,503	1,358	2,000	1,100	2,000	0
FUEL	21,148	25,896	30,000	26,500	28,500	(1,500)
HAND TOOLS & HARDWARE	3,310	3,627	4,190	2,745	4,190	0
CLOTHING	5,339	5,024	5,250	6,400	7,500	2,250
MISCELLANEOUS SUPPLIES			1,000	850	1,000	0
	36,025	38,474	47,190	40,945	50,690	3,500
INSURANCE						
AUTOMOBILE	8,572	0	8,197	7,041	7,041	(1,156)
	8,572	0	8,197	7,041	7,041	(1,156)
UTILITY SERVICE						
ELECTRIC	18,629	26,052	22,000	23,000	23,000	1,000
WATER AND SEWER	11,997	14,477	15,500	19,000	19,000	3,500
TELEPHONE	3,065	3,227	3,000	3,100	3,000	0
CELLULAR PHONE	4,234	1,321	2,000	2,300	2,300	300
	37,925	45,077	42,500	47,400	47,300	4,800
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	44	0	1,400	0	1,400	0
	44	0	1,400	0	1,400	0
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES			150	0	150	0
TRAINING PERSONNEL	723	687	1,000	675	1,000	0
OTHER MISCELLANEOUS	653	1,631	1,000	1,000	1,000	0
	1,376	2,318	2,150	1,675	2,150	0
OPERATING BUDGET	915,854	916,678	1,003,440	937,944	1,060,736	57,296
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					1,500	
TWO CHAINSAWS					1,700	
ONE CREW CAB 4WD TRUCK					25,000	
ONE REPLACEMENT 4WD SUV					18,000	
ONE TELESCOPING POLE SAW W/PRUNER					425	
TWO DIGITAL CAMERAS					300	
FLATSCREEN TELEVISION W/MOUNT & WIFI					1,800	
SIGN STANDS (SAFETY STANDARDS REQ)					1,500	
AERATOR PUMP					800	
TWO WATERFALL PUMPS					450	
	10,383	5,075	27,380	27,000	51,475	24,095
TOTAL URBAN ENVIRONMENTAL DEPT.	926,237	921,753	1,030,820	964,944	1,112,211	81,391

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 icon 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 a venue for special events, concerts, weddings and other gatherings in our historic downtown

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

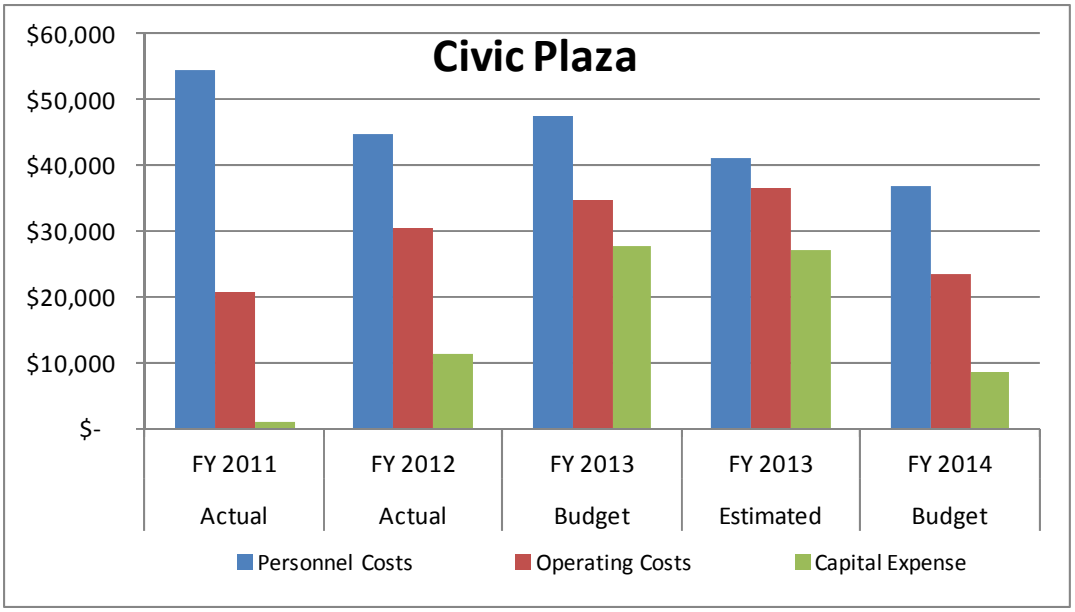
- Maintain the plaza so that it continues to be a beautiful gathering place and one of civic pride

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
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ 54,450	$ 44,777	$ 47,485	$ 41,148	$ 36,951
Operating Costs	$ 20,700	$ 30,528	$ 34,834	$ 36,417	$ 23,445
Capital Expense	$ 893	$ 11,314	$ 27,590	$ 27,035	$ 8,500
Total Civic Plaza	$ 76,043	$ 86,619	$ 109,909	$ 104,600	$ 68,896



HUMAN RESOURCES SUMMARY

Civic Plaza				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
Lead Landscaper/Greenskeeper	1	1	1	1
Total Civic Plaza Allocation	1	1	1	1

	2013-2014 BUDGET YEAR					
	CIVIC PLAZA					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES			27,572	23,286	27,332	(240)
OVERTIME			0	293	293	293
TOTAL SALARIES & WAGES	26,283	26,574	27,572	23,579	27,625	53
SOCIAL SECURITY	1,793	1,801	2,109	2,193	2,113	4
MEDICAL - DENTAL	11,679	12,512	13,623	11,197	4,835	(8,788)
PENSION PLAN	3,093	3,318	3,307	3,312		(3,307)
EMPLOYEE RETIREMENT (401A MATCH)			0	0	1,367	1,367
LIFE INSURANCE/LTD			188	182	188	0
WORKER'S COMPENSATION	11,602	572	686	686	823	137
TOTAL PERSONNEL COSTS	54,450	44,777	47,485	41,148	36,951	(10,534)
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	2,743	3,322	1,740	574	1,951	211
VEHICLES AND EQUIPMENT	992	195	1,000	1,063	1,000	0
HARDSCAPES	3,293	13,666	13,000	13,427	3,000	(10,000)
FOUNTAIN		1,135	1,200	218	1,200	0
	7,028	18,318	16,940	15,281	7,151	(9,789)
MATERIAL						
AGRICULTURAL	1,596	1,453	1,500	1,500	1,500	0
OUTSIDE SERVICES - MULCHING	2,890	2,720	3,000	3,000	3,000	0
	4,486	4,173	4,500	4,500	4,500	0
SUPPLIES						
HAND TOOLS & HARDWARE	1,082	813	1,150	39	1,150	0
CLOTHING	141	88	250	248	350	100
MISCELLANEOUS SUPPLIES	577	29	1,500	234	1,500	0
FUEL			1,500	0	1,500	0
JANITORIAL			300	300	300	0
	1,800	930	4,700	820	4,800	100
INSURANCE						
AUTOMOBILE			1,657	1,657	1,657	0
			1,657	1,657	1,657	0
UTILITY SERVICE						
ELECTRIC	2,236	2,236	2,237	2,237	2,237	0
WATER		921	800	1,789	800	0
	2,236	3,157	3,037	4,026	3,037	0
MISCELLANEOUS EXPENSE						
OTHER MISCELLANEOUS	5,150	3,950	4,000	10,133	2,300	(1,700)
	5,150	3,950	4,000	10,133	2,300	(1,700)
OPERATING BUDGET	75,150	75,305	82,319	77,565	60,396	(21,923)
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					1,500	
TURF EX					7,000	
	893	11,314	27,590	27,035	8,500	(19,090)
TOTAL CIVIC PLAZA	76,043	86,619	109,909	104,600	68,896	(41,013)

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.

The twenty-one year old elevator that transports from the garages to Church Street is obsolete and is planned for replacement at an expense of $67,000. This amount will be split between the City and County on the 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

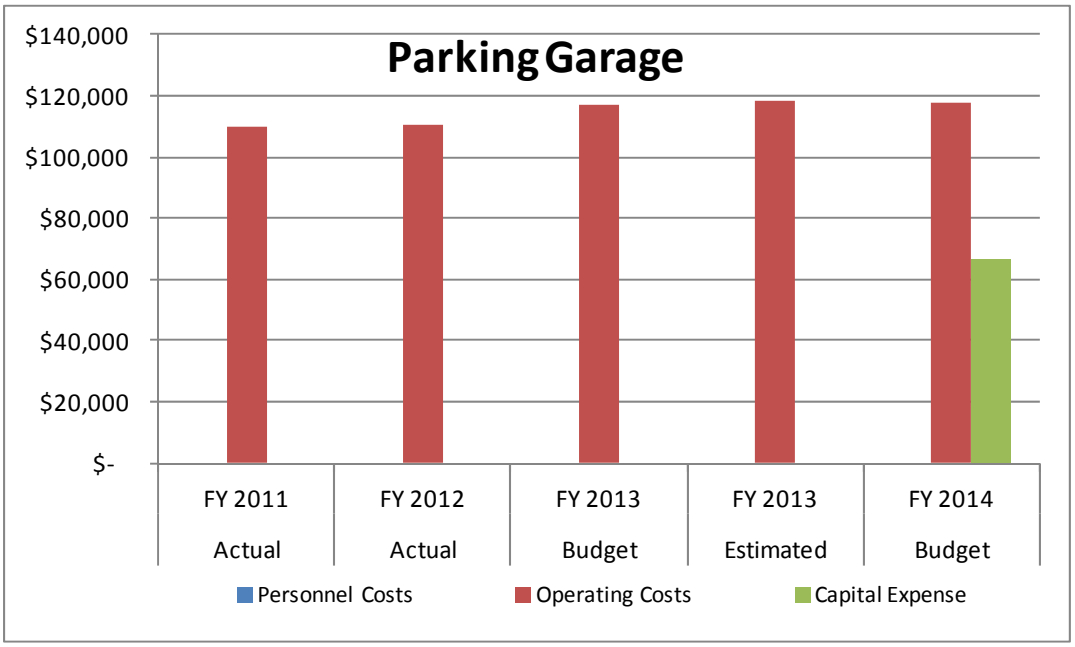
- Provide a clean and safe parking for visitors to City Hall, the Library and the Downtown area

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
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ -	$ -	$ -	$ -	$ -
Operating Costs	$ 109,960	$ 110,735	$ 116,975	$ 118,170	$ 117,487
Capital Expense	$ -	$ -	$ -	$ -	$ 67,000
Total Parking Garage	$ 109,960	$ 110,735	$ 116,975	$ 118,170	$ 184,487



HUMAN RESOURCES SUMMARY

None

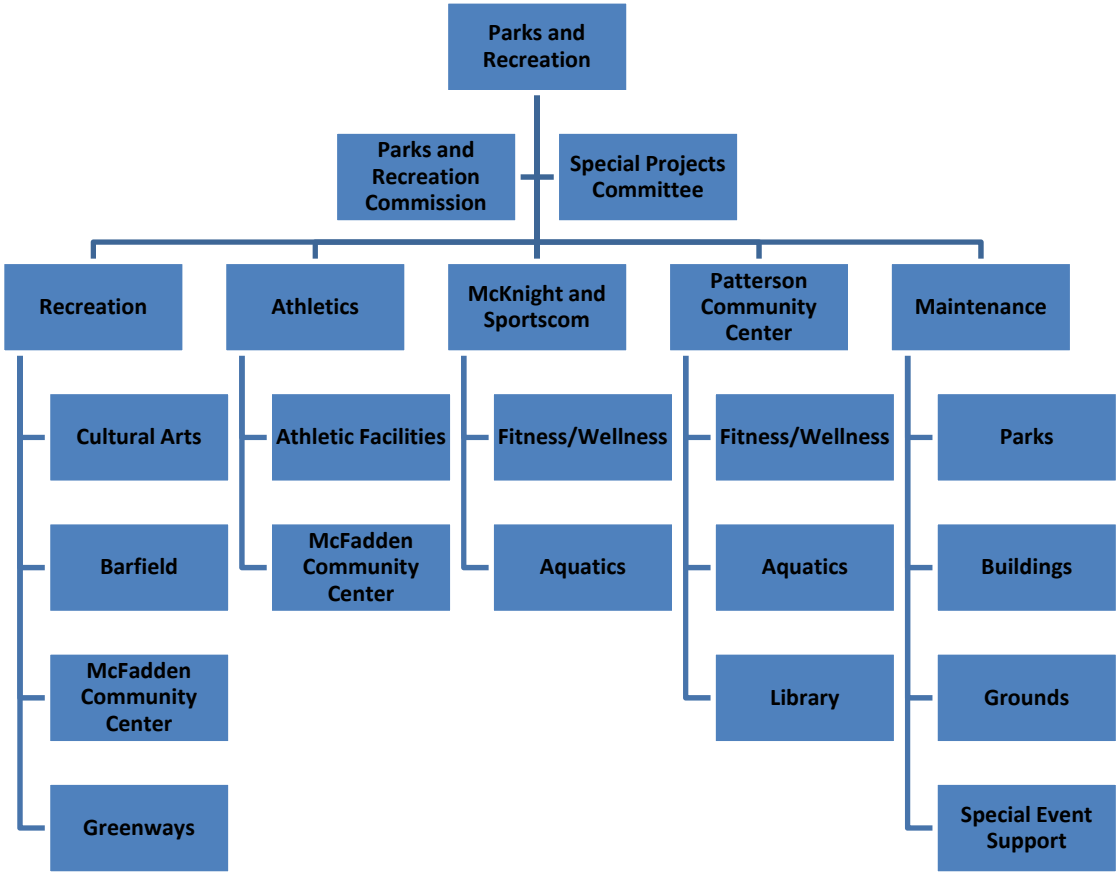
	2013-2014 BUDGET YEAR					
	PARKING GARAGE					
	2010/2011	2011/2012	2012/2013	2012/2013	2013/2014	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
OPERATION AND MAINTENANCE						
FACILITY			0	2,142	0	0
SWEEPING		5,400	5,400	5,400	5,400	0
	0	5,400	5,400	7,542	5,400	0
SUPPLIES						
LIGHTING			300	0	300	0
MISCELLANEOUS SUPPLIES	173	278	600	545	600	0
	173	278	900	545	900	0
UTILITY SERVICE						
ELECTRIC	102,902	101,832	104,500	105,971	106,000	1,500
TELEPHONE	184	185	175	187	187	12
	103,086	102,017	104,675	106,158	106,187	1,512
MISCELLANEOUS EXPENSE						
OTHER MISCELLANEOUS	6,701	3,040	6,000	3,925	5,000	(1,000)
	6,701	3,040	6,000	3,925	5,000	(1,000)
ADDITION TO FIXED ASSETS						
ELEVATOR REPLACEMENT					67,000	
					67,000	67,000
TOTAL PARKING GARAGE	109,960	110,735	116,975	118,170	184,487	67,512

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 1,115 acres of parks and greenways and operates five comprehensive recreational and cultural facilities that provide quality experiences for all Murfreesboro residents.

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 1,115 acres of parklands and $150 million in assets, which includes 28 sites and 74 buildings in our park system
- Continue application of citywide Service Excellence training, implementing skills learned
- Obtain post-program evaluation information from participants and customers
- 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
- Increase utilization of social media to include specifically targeted audiences (such as athletic leagues) on Facebook and Twitter

FY 2013 ACCOMPLISHMENTS

- Completed the Greenway, Blueway, and Bikeway Master Plan, which will guide the development of these corridors for the next 25 years
- Final completion of the 12-year Wetlands Project with the Corps of Engineers is underway with the final phase of renovation at Oaklands Park. This project included the restoration of Murfree Spring Wetland (at Discovery Center), Nickajack/Black Fox Wetland, and Oaklands Park
- Completed the renovation of a portion of the Stones River Greenway near the Broad Street Trailhead
- Renovated Field #5 at Star*Plex through a Central Magnet School partnership
- At Cannonsburgh, completed the reconstruction of the Tractor Shed and completed the restoration of the General Store and Doctor's Office
- Successfully expanded Murfreesboro Parks and Recreation Department's athletic programming, including the addition of 28 teams of flag football and an increase in youth basketball to 106 teams
- Saw a 60% increase in participation at McFadden Community Center
- Worked in collaboration with Rutherford County Chamber of Commerce in hosting the 7th Annual TSSAA Spring Fling in Murfreesboro, with an estimated economic impact of $3.5 million
- Hosted over 60 athletic tournaments, including the Tennessee Cup, a premier invitation tournament with 204 teams, Tennessee Exposure, a college showcase for high school girls' softball, and the Little League State Tournament. These tournaments have an estimated combined economic impact of $27 million
- Secured the TSSAA Girls State Soccer Championship for 2013, 2014, and 2015 that will be played at Richard Siegel Park
- Completed a yearlong, citywide celebration of our Bicentennial
- Patterson Park Community Center provided rental facilities for over 35,000 patrons in 2012. We also provided rental space at no cost to over 38,000 users including several City departments, City Schools, and community partners. Events hosted included the Police Staff and Command School, Nashville Ballet, Folkfest, Friends of India, Tennessee Valley Winds, Tennessee Recreation and Parks Association, and many more
- Completed the grant-funded Families Understanding Nature and Nutrition (FUNN) partnership with Murfreesboro City Schools and Middle Tennessee State University, which helped develop school-yard garden beds, provide gardening tools and a wide variety of supplies and classroom equipment for seven city schools
- Sports*Com hosted the Tennessee Valley Authority's annual event, The Super Challenge, in which approximately 3,500 employees and their families gathered for recreational activities

- With grant funding in partnership with the Tennessee Obesity Task Force's "Eat Well, Play More," we worked to provide more options for healthy choices on concession menus
- Won sixteen state awards at the Tennessee Recreation and Parks Association's Annual Conference. These awards included the Donald A. Stanton Award, which was awarded to Patterson Park Community Center for the 6th year straight for programs highlighting the diversity of our community including MLK activities, the Hispanic Family Center program, 1st Shot program for disadvantaged youth, Project ICE tutoring program, and the Guidance Center's Positive Action family program

FY 2014 DEPARTMENT GOALS

- Provide direct and varied opportunities to improve services both internally and externally by implementing strategies from the City's Leadership Team
- Effectively and responsibly manage and maintain resources, which include approximately 1, 115 acres of parklands and $150 million in assets
- Create a Comprehensive Master Plan, which will guide direction and growth to align our department to standards required for national accreditation, grant benchmarks, and professional excellence
- Implement an internship program in cooperation with Middle Tennessee State University
- Create a volunteer program that serves as a "one stop shop" for individuals interested in volunteering with Murfreesboro Parks and Recreation
- Increase participation and create more opportunities in Boro-Fit and Fit For Success, wellness programs for City employees
- Utilize funds from the State of Tennessee Department of Health to effectively implement the "Downtown In Motion" health initiative
- Improve, highlight, and market Murfreesboro Parks and Recreation outdoor programs, education opportunities, activities, and special events as "Outdoor Murfreesboro"
- Focus on expanding art programs by re-implementing "Arts in the Park" and increasing a diverse offering of art programs, activities, and workshops
- Mark the 10-year anniversary of Patterson by making improvements to the buildings and grounds and by honoring influential individuals and organizations that have been instrumental in the realization of the center as well as the enhancement and appreciation of the great diversity of our community
- Establish a "Youth Development" division to draw together youth enrichment programs being offered with Murfreesboro Parks and Recreation Department and its many community partners
- Reinforce partnership with Linebaugh Library System by expanding the Myrtle Glanton Lord Library's youth programming presence in the Patterson Park Community Center
- Complete renovations of the Patterson Park aquatics complex, including replacement of dehumidifier and boiler units, slide repairs, and re-plastering of pool surface
- With matching funding through a Local Parks and Recreation Fund grant from Tennessee Department of Environment and Conservation, renovate West View Mini-Park

- Complete the renovation of Sports*Com, Star*Plex and other improvements at McKnight Park
- Complete the renovation of McFadden Community Center
- Create a master plan for renovation and restoration of Cannonsburgh Village
- Begin construction of Phase IV of Stones River Greenway to complete linkage to Barfield Crescent Park
- Address shortfalls in our ability to meet current demand for athletic facilities by aligning capital improvement projections to needs assessments, citizen input, and national standards
- Work in partnership with Middle Tennessee State University to build an indoor tennis facility at Old Fort Park
- Acquire land in the western area of Murfreesboro and begin the planning phase for a new park
- Develop a standardized equipment replacement program for vehicles and for maintenance and recreational equipment that are classified as fixed assets

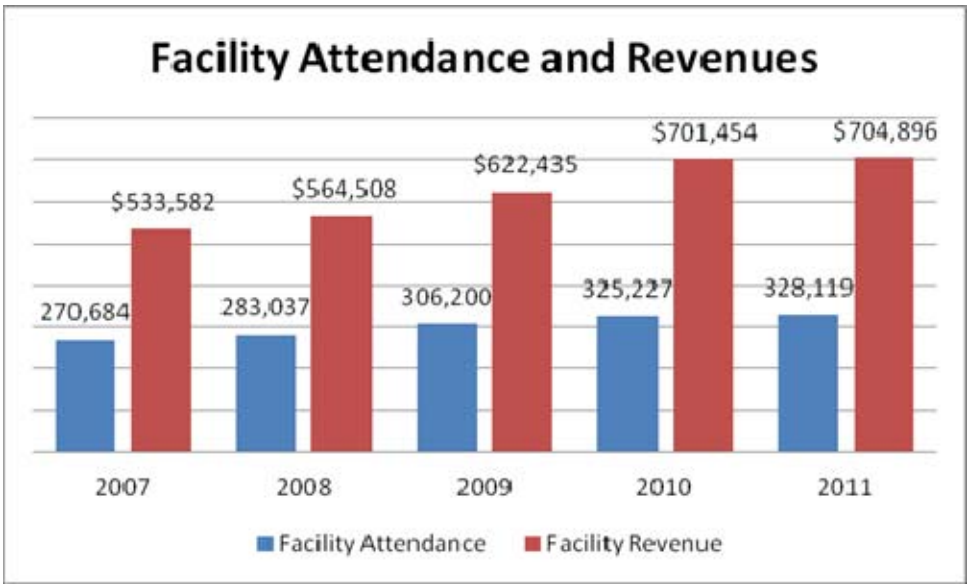
OPERATING/PERFORMANCE MEASURES

	Actual	Actual	Budget	Estimated	Proposed
	2011	**2012**	**2013**	**2013**	**2014**
Facility Attendance for Regular Admission (S*C & PPCC)	323,405	328,119	329,000	329,000	330,000
Facility Admission Revenue (S*C & PPCC)	$701,454	$704,896	$708,000	$708,000	$715,000
Facility Attendance for Rentals (S*C & PPCC)	79,029	54,508	60,000	60,000	65,000
Facility Rental Revenues (S*C & PPCC)	$92,973	$107,207	$110,000	$110,000	$112,000
Rental Revenues for Picnic Shelters	$49,890	$48,805	$52,000	$52,000	$52,000
MPRD Staff Facilitated Programs Offered	150	213	220	220	230
MPRD Staff Facilitated Program Participation	181,654	240,035	250,000	250,000	265,000
Partnering Organizations	136	167	170	170	175
Financial Assistance (Sept. 1 – Aug. 31)	$414,765	$376,785	$415,000	$415,000	$415,000

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

ADDITIONAL MEASURES

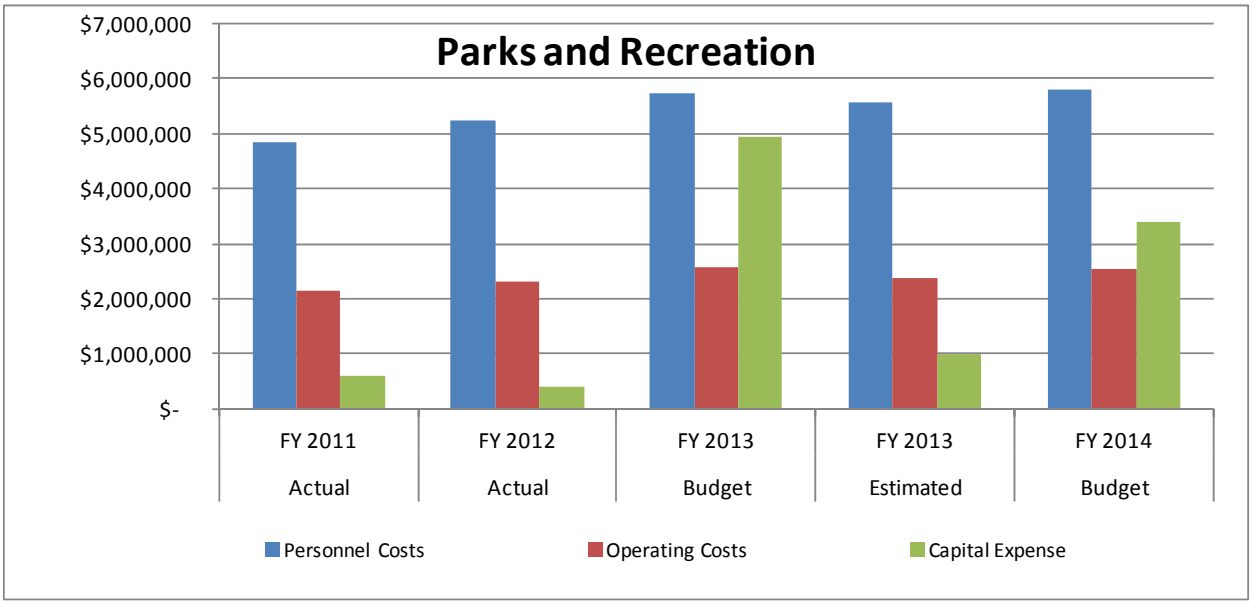
The follow chart illustrates the increase in participation and corresponding revenues for regular admission at Sports*Com and Patterson Park Community Center. These figures do not include rentals, special events, or other factors.



Additionally, the following chart depicts capital costs for the Murfreesboro Greenway System. A primary goal of the Murfreesboro Greenway System is connectivity, providing linkage for pedestrians and cyclists between parks, schools, shopping, and work. Recreation is a side benefit of this corridor, which is mainly funded through federal funding specified for pedestrian alternative transportation. Capacity is not the determining factor in building more greenways; it is determined by connectivity and accessibility for users to link to community resources.

Capitalized Costs of Greenways					
	Miles	Grant	City Costs	Donations	Total
Lytle Creek Greenway	1.50	$1,968,191	$634,926	-	$2,603,117
Stones River Greenway	3.00	$5,046,769	$424,885	-	$5,471,654
Stones River Greenway Bridge Renovation	-	$72,022	$18,005	-	$90,027
Stones River Greenway Extension Phase 1	0.60	$1,163,122	$290,781	-	$1,453,903
Stones River Greenway Extension Phase 2	3.00	$3,278,178	$888,417	-	$4,166,595
Stones River Greenway Extension Phase 3	1.50	$1,068,118	$272,804	$46,161	$1,387,083
Gateway Trail Phase 1	1.60	$1,210,519	$411,121	$12,034	$1,633,674
Gateway Trail Phase 2	0.40	$3,274,296	$768,627	$12,034	$4,054,957
Gateway Trail Land (Phase not indicated)	-	-	$368,350	$35,232	$403,582
Gateway Trail add'l costs	-	-	$9,947	-	$9,947
Pond Feature at Gateway Island	-	-	$294,787	-	$294,787
Relocate Bragg Trailhead	-	-	$194,937	-	$194,937
Bark Park	-	-	$78,630	-	$78,630
	11.60	$17,081,215	$4,656,217	$105,461	$21,842,893

	Parks and Recreation				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ 4,855,079	$ 5,240,161	$ 5,729,787	$ 5,561,426	$ 5,805,622
Operating Costs	$ 2,151,817	$ 2,315,279	$ 2,563,394	$ 2,379,853	$ 2,527,529
Capital Expense	$ 599,462	$ 415,101	$ 4,950,521	$ 1,000,000	$ 3,379,598
Total Parks & Recreation Fund	$ 7,606,358	$ 7,970,541	$ 13,243,702	$ 8,941,279	$ 11,712,749



HUMAN RESOURCES SUMMARY

Parks and Recreation Fund				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
Director	1	1	1	1
Assistant Director	1	1	1	1
Program Coordinator	12	12	12	12
Assistant Program Coordinator	5	5	6	6
Program Grant Coordinator	1	1	0	0
Cultural Arts Coordinator	1	1	1	1
Finance/Personnel Supervisor	1	1	1	1
Administrative Support Specialist	3	3	3	3
Facility Superintendent	3	3	3	3
Superintendents	2	2	2	2
Technical Support Specialist	1	1	1	1
Facility Maintenance Foreman	1	1	2	2
Crew Leader-Maintenance	1	1	0	0
Crew Leader	5	5	5	5
Groundskeeper	13	13	12	12
Groundskeeper/Maintenance	5	5	6	6
Custodian	7	7	7	7
Secretary/Receptionist	4	4	4	4
Operations Coordinator	3	3	3	3
Full-Time Positions	70	70	70	70
Part-Time Positions	242	254	254	256
Total Parks and Recreation Allocation	312	324	324	326

	2013-2014 BUDGET YEAR					
	PARKS AND RECREATION DEPARTMENT					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
REVENUES						
RECREATIONAL ACTIVITY INCOME	1,367,755	1,412,793	1,258,637	1,395,000	1,400,300	141,663
TRANSFER FROM GENERAL FUND						
RIVER TRAIL MAINTENANCE:						
CITY - HOTEL/MOTEL TAX				91,000	103,500	
COUNTY - HOTEL/MOTEL TAX	108,995	119,701	105,000	120,000	120,000	15,000
GREENWAY GRANTS	518,884	151,320	4,750,000	750,000	3,074,000	(1,676,000)
OTHER GRANTS	40,457	205,735				0
PROJECT GO GRANT		44,853	40,653	45,000	45,000	4,347
LWFC, RTP, WELLNESS GRANTS			0	5,000	5,000	5,000
CANNONSBURGH REVENUE	43,460	52,461	40,000	41,000	41,000	1,000
SALE OF FIXED ASSET	9,132	4,904	0	1,152	500	500
MISCELLANEOUS INCOME	93,647	20,925	350	350	350	0
INTEREST	2,391	1,997	1,500	4,300	2,000	500
FUND BALANCE						
TOTAL REVENUE	2,184,721	2,014,689	6,196,140	2,452,802	4,791,650	(1,507,990)
EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES	2,326,214	2,441,390	2,620,320	2,557,673	2,719,158	98,838
PART TIME EMPLOYEES	1,352,556	1,435,013	1,656,710	1,530,000	1,705,097	48,387
ALLOWANCE FOR VACANCIES - 2%			(85,541)		(88,485)	(2,944)
MAINTENANCE (ON-CALL OVERTIME)			5,980		5,980	0
TOTAL NET SALARIES & WAGES	3,678,770	3,876,403	4,197,469	4,087,673	4,341,750	144,281
SOCIAL SECURITY	269,472	286,288	327,193	312,000	332,306	5,113
MEDICAL - DENTAL	528,703	572,689	637,838	598,000	587,536	(50,302)
PENSION PLAN	270,420	275,074	267,625	267,000	278,620	10,995
RETIREMENT (401A)	392	9,062	17,952	15,600	18,441	489
LIFE INSURANCE/LTD	69	1,059	18,207	17,650	18,207	0
WORKER'S COMPENSATION	107,253	219,586	263,503	263,503	228,762	(34,741)
TOTAL PERSONNEL COSTS	4,855,079	5,240,161	5,729,787	5,561,426	5,805,622	75,835
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	30,315	38,442	37,326	37,529	41,846	4,520
VEHICLES & MACHINERY	47,309	46,021	42,965	47,000	44,945	1,980
OFFICE EQUIPMENT	14,041	17,049	13,000	14,500	13,000	0
GROUNDS & LAWNS	209,974	211,178	250,785	245,000	253,065	2,280
EDUCATIONAL ANIMALS			2,500	2,200	2,500	0
RECREATIONAL EQUIPMENT	9,404	6,260	12,305	10,150	12,305	0
JANITORIAL EQUIPMENT	273	165	1,550	1,865	1,710	160
BUILDINGS	210,935	234,633	246,317	230,000	248,201	1,884
SWIMMING POOLS	48,100	64,926	139,251	137,000	84,153	(55,098)
	570,351	618,674	745,999	725,244	701,725	(44,274)
SUPPLIES						
POSTAGE	2,369	2,135	2,700	2,650	2,700	0
OFFICE SUPPLIES	21,673	22,526	24,000	22,800	24,000	0
ADVERTISING	33,327	29,647	37,865	33,000	37,865	0
JANITORIAL	48,132	52,635	56,250	55,750	56,250	0
TROPHIES	8,227	8,799	11,565	9,500	11,565	0
FUEL	59,515	71,585	80,248	61,113	68,868	(11,380)
ACTIVITY	13,149	14,098	22,170	19,920	22,170	0
HAND TOOLS & HARDWARE	4,413	4,295	4,565	4,450	5,065	500
CLOTHING	16,371	14,823	19,371	16,500	20,698	1,327
ADMISSION SUPPLIES	28,836	26,702	29,000	28,600	29,000	0
RECREATIONAL	30,622	38,285	40,159	37,000	39,409	(750)
MISCELLANEOUS SUPPLIES	6,625	6,338	7,075	6,500	7,075	0
	273,259	291,868	334,968	297,783	324,665	(10,303)
INSURANCE						
GENERAL	13,622	20,562	20,562	33,154	33,154	12,592
PROPERTY INSURANCE	10,000	10,000	10,000	10,000	10,000	0
GENERAL LIABILITY	30,993	30,993	30,993	30,993	30,993	0
AUTOMOBILE	22,241	0	22,069	22,910	22,069	0
	76,856	61,555	83,624	97,057	96,216	12,592

2013-2014 BUDGET YEAR
PARKS AND RECREATION DEPARTMENT

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
UTILITIES						
ELECTRIC	644,627	646,643	656,000	647,000	656,000	0
WATER & SEWER	150,875	159,657	158,000	151,000	158,000	0
GAS	150,652	183,179	188,000	163,000	188,000	0
TELEPHONE	11,432	11,469	13,100	11,500	13,000	(100)
CELLULAR TELEPHONE	12,008	6,073	8,500	6,200	8,000	(500)
INTERNET SERVICE	3,119	3,168	3,205	3,264	3,325	120
	972,713	1,010,189	1,026,805	981,964	1,026,325	(480)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	18,005	18,861	20,673	18,800	20,673	0
COMMISSION MEETINGS	1,622	1,730	1,800	1,900	2,000	200
	19,627	20,591	22,473	20,700	22,673	200
RECREATIONAL ACTIVITIES						
PATTERSON COMMUNITY CENTER	210	240	250	230	250	0
PARK MOVIES	5,543	6,093	6,500	6,450	7,300	800
CULTURAL ACTIVITIES:	73,041	79,463				
SPECIAL EVENTS			62,400	58,000	58,400	(4,000)
CONCERTS IN PARKS			11,500	11,000	13,200	1,700
SENIOR CITIZENS PROGRAMS			5,000	4,600	5,000	0
SUMMER DAY CAMPS			2,950	2,925	2,950	0
CHILDREN'S THEATER			7,000	6,950	7,000	0
	78,794	85,796	95,600	90,155	94,100	(1,500)
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	1,993	2,249	2,200	2,150	2,200	0
SURVEYS AND STUDIES			100,000	0	100,000	0
TRAINING PERSONNEL	10,873	10,916	14,500	14,400	14,500	0
GRANT EXPENDITURES	2,382	70,395	5,050	28,900	5,050	0
COMPUTER SOFTWARE EXPENSE	1,039	2,731	3,300	2,500	1,200	(2,100)
PURCHASES FOR RESALE	76,679	81,906	91,800	82,000	91,800	0
SALES TAX	26,315	28,046	26,000	26,500	26,000	0
CREDIT CARD FEES					10,000	10,000
OTHER MISCELLANEOUS	40,936	30,363	11,075	10,500	11,075	0
	160,217	226,606	253,925	166,950	261,825	7,900
OPERATING BUDGET	7,006,896	7,555,440	8,293,181	7,941,279	8,333,151	39,970
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP						
ADMINISTRATIVE OFFICE						
TWENTY-FOUR COMPUTERS					20,400	
TWO LAPTOP COMPUTERS W/DOCKING STATIONS					2,000	
DIGITAL CAMERA					800	
THREE PRINTERS					900	
EXTERNAL FLASH DRIVE					138	
CENTRAL MAINTENANCE						
SIX PARK GRILLS					1,200	
TENNIS NETS					800	
RICHARD SIEGEL PARK						
TWO UTILITY VEHICLES					13,000	
SPORTS TURF MOWER					60,000	
NETTING					5,000	
ONE SET SOCCER GOALS					3,000	
BARFIELD CRESCENT PARK						
PUSHMOWER					490	
SAWZALL, 18 VOLT					200	
IMPACT GUN					320	
FLOOR JACK					200	
EIGHT PARK GRILLS					1,600	
FOUR DUGOUT COVERS					8,000	

	2013-2014 BUDGET YEAR					
	PARKS AND RECREATION DEPARTMENT					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
GREENWAY TRAIL MAINTENACE						
TWO PARK GRILLS					400	
NORTH SIDE BALL FIELD MAINTENANCE						
DRAG TRACTOR					16,000	
72" MOWER W/ATTACHMENTS					10,500	
TRUCKSTER					10,000	
SPORTS*COM						
TWO BREAKAWAY BASKETBALL RIMS					500	
BICEP CURL					3,500	
TREADMILL					5,000	
RECUMBENT BICYCLE					3,000	
ELLIPTICAL MACHINE					5,000	
STAIR CLIMBER					4,000	
FIFTEEN CHAIRS (OUTDOOR)					2,250	
SEVEN TABLES					1,400	
TWENTY-EIGHT CHAIRS (INDOOR)					4,200	
FOUR POOL SIGNS					540	
BACKBOARD RESCUE EQUIPMENT					500	
PRINTER					2,600	
PATTERSON COMMUNITY CENTER						
FOUR POOL SIGNS					540	
PORTABLE SOUND SYSTEM					600	
THREE AEROBIC EQUIPMENT HOLDERS					750	
THREE TREADMILLS					19,500	
TWO ELLIPTICAL MACHINES					11,000	
TELEVISION					800	
TWO SPEAKERS					600	
WIRELESS MICROPHONE SYSTEM					500	
VIDEO CAMERA/HARDDRIVE - SECURITY					3,000	
SIX PEDESTAL FANS					1,200	
SAFE					400	
TWO TELEPHONES					550	
BASKETBALL RIM					320	
INDOOR SOCCER GOAL					250	
FOUR STAGE SPEAKER MONITORS					1,000	
DMX SPLITTER					200	
TWO 2-WAY RADIOS					600	
PRINTER					2,600	
ATHLETICS						
PORTABLE FENCING					2,000	
FOUR VOLLEYBALL NETS & ANTENNAS					600	
MCFADDEN COMMUNITY CENTER						
SIX FOOT TABLES					300	
BUILDING SIGN					1,200	
XBOX 360					400	
TWO OFFICE CHAIRS					370	
CANNONSBURGH						
TWO WINDOW HVAC UNITS					1,200	
WILDERNESS STATION						
INTERPRETIVE SIGNS					4,000	
FOUR KAYAKS					1,400	
FOUR 4-PERSON TENTS					800	
CULTURAL ARTS/THEATRE						
FOUR WALKIE-TALKIES W/HEADSETS					600	
SEWING MACHINE					250	
MISCELLANEOUS					9,000	
					253,968	
NEW EQUIPMENT						
ADMINISTRATIVE OFFICE						
iPAD					650	

	2013-2014 BUDGET YEAR					
	PARKS AND RECREATION DEPARTMENT					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
CENTRAL MAINTENANCE						
TOP HANDLE ARBORIST CHAINSAW					600	
TWO TARPS (LEGAL REQ)					700	
GREENWAY MAINTENANCE						
61" REAR DISCHARGE MOWER					9,500	
TELESCOPING PRUNER					600	
TWO 2-CYCLE WEED TRIMMERS					800	
OLD FORT PARK						
PUSH BEHIND TURBINE BLOWER					1,500	
RICHARD SIEGEL PARK						
MITRE SAW					250	
PAINT LINER					3,000	
BARFIELD CRESCENT PARK						
POLE SAW W/3' EXTENSION					250	
TILLER					200	
IMPACT SOCKET SET					110	
BALLAST/BULB TESTER					170	
GATEWAY ISLAND						
ENCLOSED STORAGE TRAILER					3,500	
MCKNIGHT PARK						
ELECTRICAL TEST KIT					150	
18-VOLT CORDLESS KIT					1,100	
18-VOLT 2-SPEED GREASE GUN					250	
CANNONSBURGH						
LIGHTED CHRISTMAS DISPLAY					4,000	
12' LADDER					450	
PATTERSON COMMUNITY CENTER						
TV/CONTINUOUS RUN DVD					1,200	
16' LADDER					800	
MOBILE SECURITY CAMERA SYSTEM					2,000	
4-SEAT STROLLER					1,500	
ELLIPTICAL MACHINE					5,500	
SQUAT RACK					1,300	
OLYMPIC FLAT BENCH					1,000	
BOSU BALL					200	
VIDEO CAMERA					750	
TV/CONTINUOUS RUN DVD					500	
BRONZE PLAQUES					1,000	
TWO VOLLEYBALL JUDGES' STAND PADS					900	
SPORTS*COM						
WATERPROOF PA SYSTEM					1,500	
TWO BOSU BALL					400	
LAP LANE COVER					2,500	
SMALL REFRIGERATOR					300	
WILDERNESS STATION						
KAYAL TRAILER					2,000	
TWO DISPLAY BOARDS					500	
GREENWAY						
FEDERAL GRANTS (REIMBURSEMENTS)					3,074,000	
	599,462	415,101	4,950,521	1,000,000	3,379,598	(1,570,923)
TOTAL RECREATION DEPARTMENT	7,606,358	7,970,541	13,243,702	8,941,279	11,712,749	(1,530,953)

SENIOR CITIZENS DEPARTMENT

DEPARTMENT SUMMARY

St. Clair Street Senior Center (Senior Center) is a multipurpose, Level 4 senior center as established by the Aging Commission for the State of Tennessee. 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

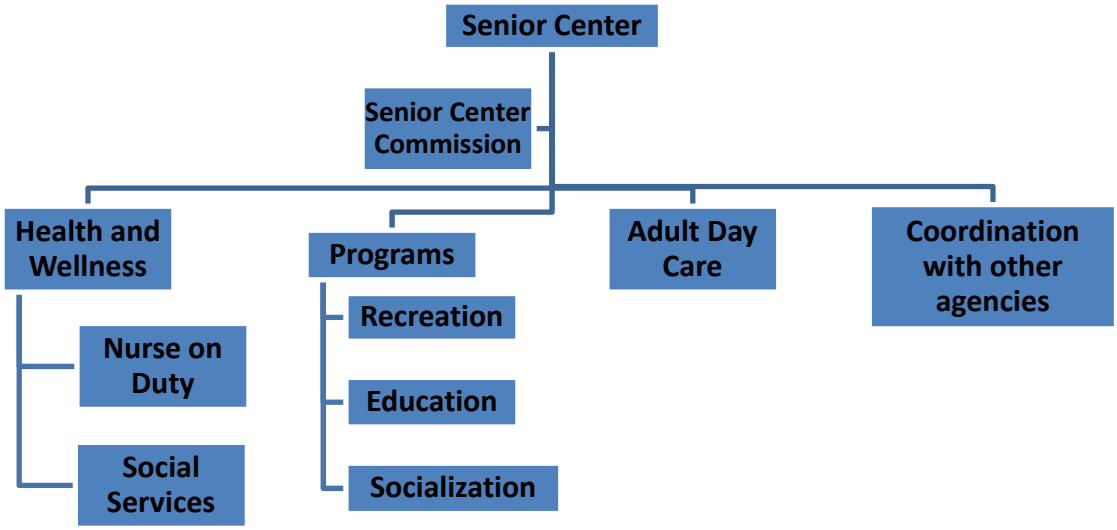
The seniors continue to enjoy the Senior Center programs, services, and activities that enhance their lives. Over 3,315 individual seniors visited the St. Clair Street location during Fiscal Year 2012. The volunteers provide services for the Senior Center. This year 203 volunteers put in 9,803 hours 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.

Health and wellness opportunities include fitness programs, healthy-eating/healthy-living classes, clinic visits with the nurse, flu shots, and others. Continuing education is also important to seniors. The Center continues to bring educational classes: 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 the person who lives isolated.

Partnerships have been established with Middle Tennessee State University programs, allowing students do their internship at the Senior Center in social services, programming, nursing, and others. The Center continues to partner with the medical community – Middle Tennessee Medical Center, 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. 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
- Participate in service excellence training
- 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 2013 ACCOMPLISHMENTS

- Purchased a new 23-passenger bus
- Remodeled senior center by adding cabinets for storage and display areas
- Added a new storage shed to allow for more activity space in the senior center
- Added a volunteer coordinator to work with over 200 volunteers
- Remodeled gift shop and lobby area to a coffee shop and seating area

FY 2014 DEPARTMENT GOALS

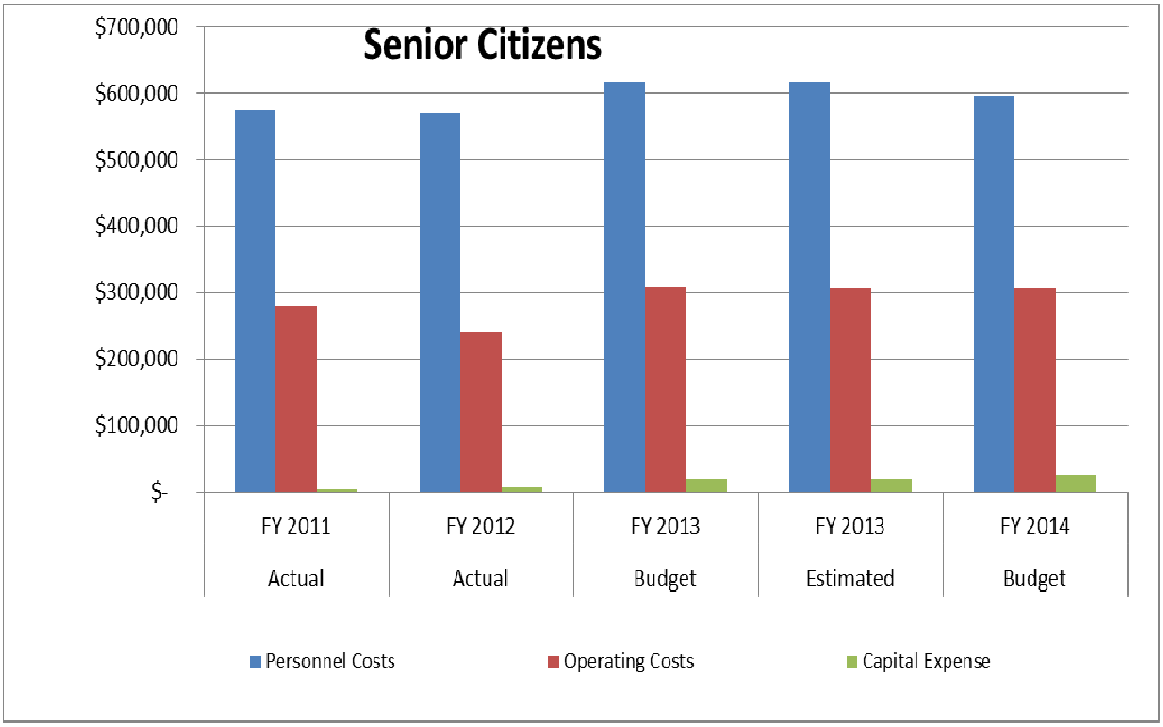
- New logo design for St. Clair Street Senior Center
- Task force for a senior friendly city and future expansion of senior services
- Community Outreach
- Involve more volunteers in strategic areas of service

OPERATING/PERFORMANCE MEASURES

Description	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Budget FY 2014
Education Service Units	8,330	7,311	7,000	7,000	7,000
Nurse on Duty Service Units	2,611	1,243	2,500	2,000	2,000
Outreach Service Units	1,184	989	700	500	500
Physical Fitness Service Units	15,440	16,837	11,500	12,000	12,000
Recreation Service Units	99,229	100,590	100,000	101,000	101,000
Visiting Service Units	481	518	500	500	400
Volunteer Hours	12,670	10,657	11,000	10,000	11,500
Volunteers	335	273	400	250	350
Total Units of Service for all programs	147,302	145,321	150,000	150,000	150,000
Total Unduplicated Participants	3,435	3,181	4,250	3,500	3,500

EXPENDITURE SUMMARY

	Senior Citizens				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ 575,435	$ 570,979	$ 617,505	$ 617,504	$ 595,271
Operating Costs	$ 280,945	$ 241,112	$ 308,377	$ 307,113	$ 307,221
Capital Expense	$ 4,624	$ 7,944	$ 20,478	$ 20,478	$ 26,400
Total Senior Citizens Fund	$ 861,004	$ 820,035	$ 946,360	$ 945,095	$ 928,892



HUMAN RESOURCES SUMMARY

Senior Citizens Fund				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
Director	1	1	1	1
Department Coordinator	1	1	1	1
Administrative Secretary	1	1	1	1
Program Director	2	2	2	2
Secretary/Receptionist	1	1	1	1
Care Director	1	1	1	1
Custodian	2	2	2	2
Full-Time Positions	9	9	9	9
Driver	1	1	1	1
Clerical/After Hours	1	1	1	1
Nurse on Duty	1	1	1	0
Adult Day Care	4	5	5	5
Volunteer Coordinator			1	1
Resource Center	1	1	1	1
Part-Time Positions	8	9	10	9
Total Senior Citizens Center Allocation	17	18	19	18

	2013-2014 BUDGET YEAR					
	SENIOR CITIZENS DEPARTMENT					
	2010/2011	2011/2012	2012/2013	2012/2013	2013/2014	INCREASE
DESCRIPTIONS	**ACTUAL**	**ACTUAL**	**BUDGET**	**ESTIMATE**	**BUDGET**	**(DECREASE)**
REVENUES						
ACTIVITY - PROGRAM INCOME	63,791	58,778	52,500	55,000	55,000	2,500
ADULT DAY CARE						
FEES FOR SERVICE	33,040	35,619	40,000	37,046	45,000	5,000
DONATIONS	1,959					0
COMMUNITY DEVELOPMENT GRANT	6,000	6,000	6,000	6,000	6,000	0
	40,999	41,619	46,000	43,046	51,000	5,000
GRANT REVENUE PASSD THRU GNRC:						
STATE FUNDS	11,100	10,753	10,600	10,600	10,600	0
FEDERAL FUNDS	26,194	25,674	24,500	24,500	24,500	0
	37,294	36,427	35,100	35,100	35,100	0
REVENUE FROM OTHER AGENCIES						
RUTHERFORD COUNTY	155,000	155,000	155,000	155,000	160,000	5,000
UNITED WAY	46,495	46,230	48,000	40,000	45,000	(3,000)
OTHER AGENCIES	5,000	6,178	6,500	6,500	6,500	0
	206,495	207,408	209,500	201,500	211,500	2,000
OTHER REVENUES						
INTEREST	773	324	1,050	350	350	(700)
TRIP REVENUE	78,238	36,076	50,000	40,000	50,000	0
DESIGNATED CONTRIBUTION	6,248	1,864	4,000	2,000	2,000	(2,000)
DONATIONS - CONTRIBUTION			5,250	3,562	3,500	(1,750)
SALE OF FIXED ASSET	33	5	0	326	0	0
OTHER MISCELLANEOUS	20	0	500	500	500	0
FROM GENERAL FUND	427,113	437,534	542,460	563,711	519,942	(22,518)
	512,425	475,803	60,800	610,449	576,292	(26,968)
TOTAL REVENUE	861,004	820,035	403,900	945,095	928,892	(17,468)
EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES			443,672	443,672	432,897	(10,775)
TOTAL SALARIES & WAGES	406,708	387,668	443,672	443,672	432,897	(10,775)
SOCIAL SECURITY	29,783	27,972	33,941	33,941	33,117	(824)
MEDICAL - DENTAL	71,196	95,386	85,725	85,725	71,327	(14,398)
PENSION PLAN	36,036	36,323	34,935	34,935	36,089	1,154
RETIREMENT (401A)		156	623	623	1,075	452
LIFE INSURANCE/LTD		37	2,202	2,202	2,202	0
WORKERS COMPENSATION	31,712	23,437	16,406	16,406	18,564	2,158
TOTAL PERSONNEL COSTS	575,435	570,979	617,505	617,504	595,271	(22,234)
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY - FLEET	6,100	3,067	4,445	3,043	3,363	(1,082)
VEHICLES & MACHINERY	990	11	500	500	500	0
OFFICE EQUIPMENT	3,185	3,226	3,700	2,500	3,700	0
RECREATIONAL EQUIPMENT	971	910	1,500	1,500	1,500	0
APPLIANCE REPAIR	351	3,479	2,500	2,500	2,500	0
BUILDINGS	14,936	21,925	20,000	20,000	20,000	0
	26,533	32,618	32,645	30,043	31,563	(1,082)

2013-2014 BUDGET YEAR
SENIOR CITIZENS DEPARTMENT

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
SUPPLIES						
POSTAGE	13,572	10,509	16,000	16,000	14,000	(2,000)
OFFICE	5,893	7,821	8,500	8,500	8,500	0
ADVERTISING & PRINTING	9,219	12,998	15,000	18,000	15,000	0
JANITORIAL	11,043	12,152	13,000	13,000	13,000	0
NURSE	1,695	2,649	3,000	3,500	2,000	(1,000)
FUEL	2,586	3,110	5,000	5,000	5,000	0
ACTIVITY SUPPLIES	33,039	31,183	35,000	40,000	40,000	5,000
TRIP EXPENSE	76,509	35,689	50,000	40,000	50,000	0
CLOTHING	553	451	1,763	1,400	1,400	(363)
ADULT DAY CARE	6,751	3,556	6,500	5,000	5,000	(1,500)
MISCELLANEOUS SUPPLIES	270	110	1,000	1,000	1,000	0
	161,130	120,228	154,763	151,400	154,900	137
INSURANCE						
AUTOMOBILE	1,214	0	2,458	1,214	2,458	0
	1,214	0	2,458	1,214	2,458	0
UTILITY SERVICE						
ELECTRIC	39,918	37,772	45,500	45,000	45,500	0
WATER & SEWER	5,072	5,458	5,500	5,500	5,500	0
GAS	7,751	5,833	12,250	12,500	12,500	250
TELEPHONE	1,698	1,597	1,500	1,300	1,500	0
CELLULAR TELEPHONE	1,250	421	1,200	600	600	(600)
	55,689	51,081	65,950	64,900	65,600	(350)
CONTRACTUAL SERVICES						
HEALTH SERVICES	2,400	2,500	2,500	2,500	2,500	0
	2,400	2,500	2,500	2,500	2,500	0
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	834	546	1,575	1,000	1,500	(75)
	834	546	1,575	1,000	1,500	(75)
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	650	980	1,200	770	1,200	0
COMPUTER SOFTWARE	2,841	1,624	8,286	8,286	3,000	(5,286)
TRAINING PERSONNEL	807	1,349	2,000	3,000	2,500	500
INSTRUCTION	20,202	23,662	27,000	36,000	36,000	9,000
DESIGNATED CONTRIBUTIONS	7,430	1,707	3,000	2,000	2,000	(1,000)
OTHER MISCELLANEOUS	1,215	4,817	7,000	6,000	4,000	(3,000)
	33,145	34,139	48,486	56,056	48,700	214
OPERATING BUDGET	856,380	812,091	925,882	924,617	902,492	(23,390)
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - EQUIPMENT					1,000	
REFRIGERATOR					3,000	
TWO LAPTOPS					2,000	
ONE COMPUTER					3,000	
DISPLAY BOARD					2,000	
INDUSTRIAL CARPET SWEEPER					1,500	
3RD SCANNER STATION					4,500	
TRACK LIGHTING FOR DINING ROOM					900	
FOUR STAGES					8,000	
STAGE SKIRT					500	
	4,624	7,944	20,478	20,478	26,400	5,922
TOTAL SENIOR CITIZENS DEPARTMENT	861,004	820,035	946,360	945,095	928,892	(17,468)

PUBLIC 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 will be adding a six-hole short course in the summer of 2013 that will be 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.

Rounds played at Old Fort Golf Club will be slightly down from 2012 due to weather and the economy as will rounds at the Veterans Golf Course. The economy continues to have an impact on our citizens and their discretionary funds. The change in the economy has required the department to reevaluate many of the practices and standards that are the basis of operations for golf courses.

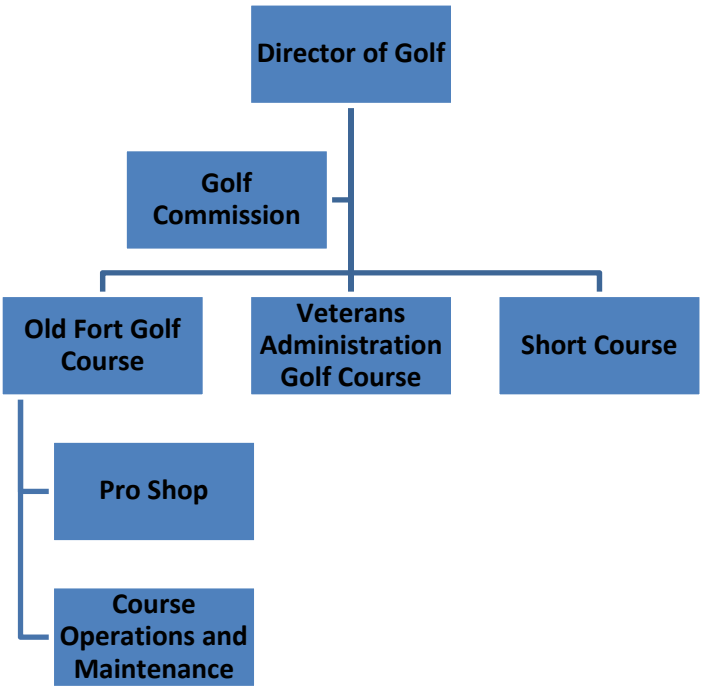
Information received by the City of Murfreesboro from the Veterans Administration has made it clear that a long term agreement between the two is not coming anytime soon. With this in mind the VA Golf Course will be operated for the upcoming fiscal year as in the past, with a minimal staff and minimal outlay of expenses, so that costs to the customer and the City can remain affordable.

Old Fort's merchandising and concessions operations continue to be a focal point in both examination and change to meet the evolving needs and habits of the customer. Reallocation of time and scheduling will be an area of exploration in an attempt to minimize costs and boost potential revenue growth.

While Old Fort rounds are tending to fluctuate year to year, adding additional rounds will still be a priority for 2014 and beyond. Once again the course was utilized by many of the local high schools and both Middle Tennessee State University (MTSU) Men's and Women's golf teams. It is anticipated that this trend will continue for 2014.

It is anticipated that the junior course will be constructed in the summer months of this year with an opening date of late summer or early fall 2013. The opening of this facility will help to grow the game and introduce youth and adults alike to the game of golf. The affordable short course will allow all our citizens to enjoy this new and exciting facility. Participation of individuals and businesses are helping to make this opportunity a reality.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Provide a quality golf recreation facility for all interested residents
- Provide a new six hole short course 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 frequent player program
- Expand the number of paid rounds of golf
- Expand merchandising and concession revenues
- Implement Grow the Game initiatives at all facilities

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 frequent player program, which offers discounts based upon purchases and participation
- Participate and excel in the service excellence training
- Provide opportunity to our current and future customers to participate in the "Grow the game" initiatives in upcoming programs
- We will provide customers a chance to participate in a custom tour "Golf Ball Fitting" from Titleist Golf that is only available at a limited number of golf facilities

ENGAGING OUR COMMUNITY

- Promote PGA of America "Grow the Game" initiatives
- Opening of a youth short course on the former demolition landfill adjacent to Old Fort Golf Club
- Expand and grow Junior Programming at Old Fort Golf Club and Veterans Golf Course to include nearby local youth
- Initiate new opportunities in conjunction with the Parks and Recreation Department through never before offered junior golf leagues for ages 5-17
- Implementation of volunteer program for adults and youth to help maintain new junior facility and conduct programming

FY 2013 ACCOMPLISHMENTS

- Improved turf quality on the entire course (one of only a few courses that did not suffer significant turf loss during the year)
- Value of the experience and quality of the product meet our goals
- Local High Schools (Blackman, Oakland, Riverdale, and Siegel) utilized the course in matches and preparation for the State Golf Championships
- Hosted the United States Junior Golf Championship Qualifier for twenty-five consecutive years, also hosted a two-day Southeastern Jr. Tour event, and the second annual MTSU Ladies College Invitational with seventeen colleges from around the mid-south.
- PGA Teaching Professional hired to be available to meet the demands of the public
- Received approval to begin work on the new six hole short course to be constructed on the old demolition landfill off Walter Hale Court

FY 2014 DEPARTMENT GOALS

- Expand the number of paid rounds of golf through enhanced leagues, tournaments and other measures
- Continue to provide more value to the golfing public through proper turf maintenance
- Support the use of the facilities by local school teams
- Continue to expand merchandising and concession operations as an additional revenue source
- Research and implement new inventive ways to increase revenues and grow the game of golf for the future

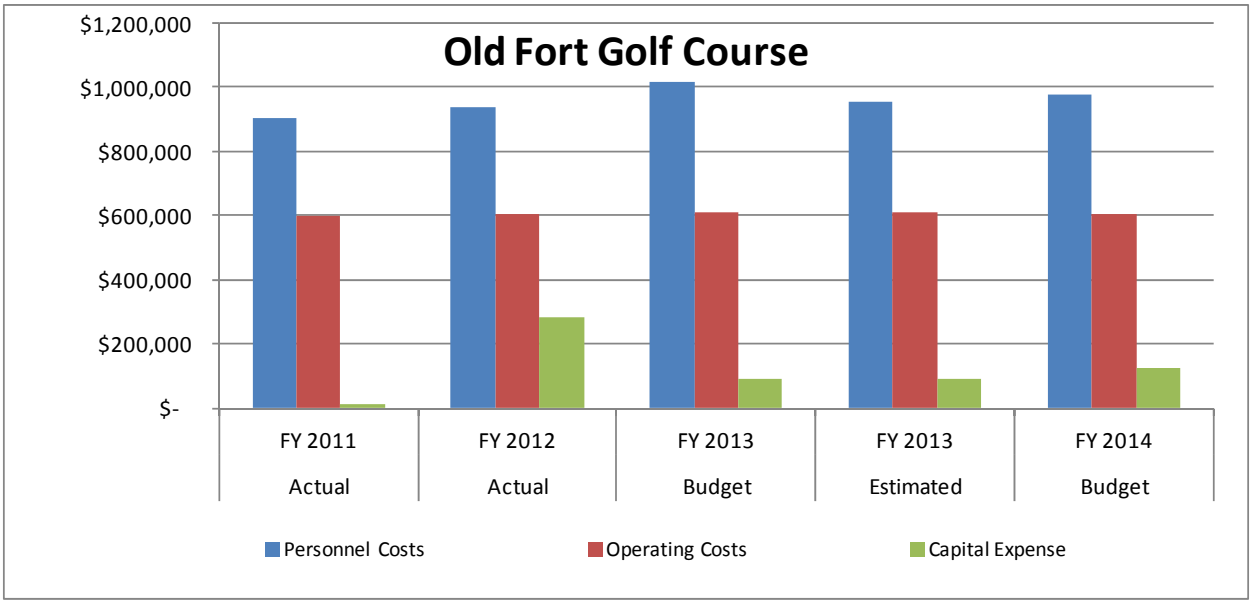
- To complete construction of the six hole short course and be open for play by late summer or early fall
- To begin league play for youth on the junior course
- To begin working with Boys and Girls Club, Tennessee School for Blind, First Shot, Parks and Recreation, Franklin Heights and Spring Valley personnel, Murfreesboro City Schools, Rutherford County Schools, and First Tee of Nashville in new programming and opportunities for the youth and adults of Murfreesboro

OPERATING/PERFORMANCE MEASURES

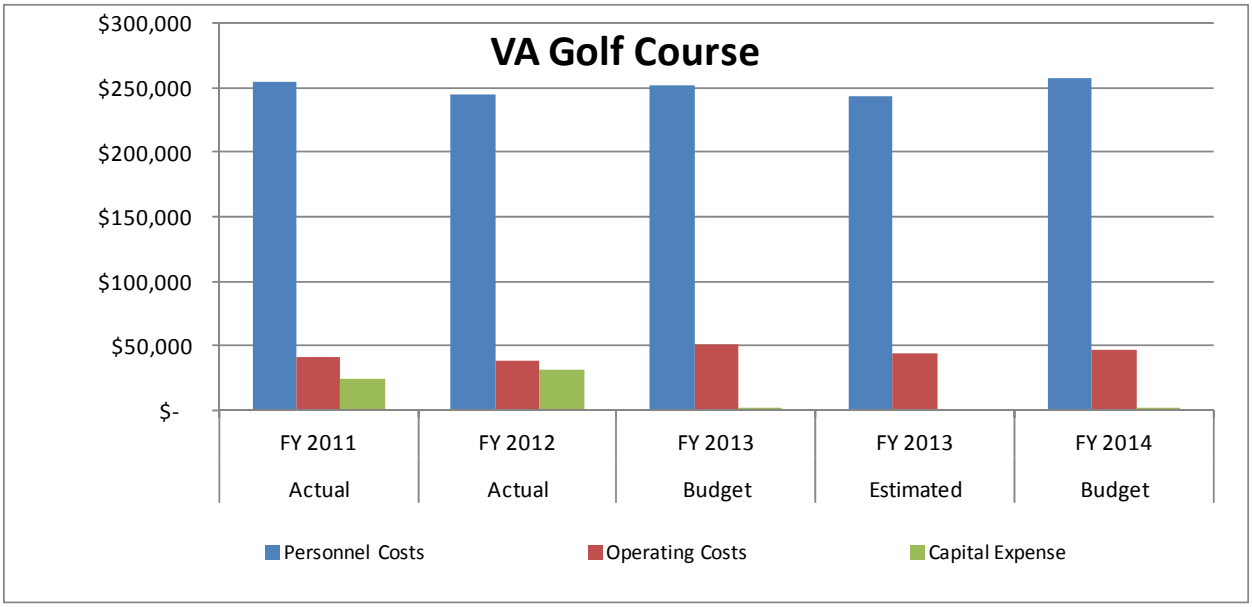
	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Proposed FY 2014
Paid rounds of golf-Old Fort	42,884	44,409	43,000	42,078	43,000
Paid rounds of golf-VA	23,143	22,892	23,000	21,067	21,000
Concession revenue-Old Fort	$158,944	$173,162	$160,000	$167,430	$170,000
Concession revenue-VA	$10,592	$9,710	$10,000	$9,257	$9,000
Merchandise revenue-Old Fort	$213,420	$214,330	$225,000	$222,537	$225,000
Merchandise revenue-VA	$4,579	$5,054	$5,000	$4,278	$4,000

EXPENDITURE SUMMARY

	Old Fort Golf Course				
	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Budget FY 2014
Personnel Costs	$ 903,725	$ 936,600	$ 1,015,959	$ 952,031	$ 978,262
Operating Costs	$ 599,649	$ 602,999	$ 609,165	$ 607,731	$ 603,095
Capital Expense	$ 10,938	$ 284,540	$ 92,995	$ 90,000	$ 124,750
Total Old Fort Golf Course	$ 1,514,312	$ 1,824,139	$ 1,718,119	$ 1,649,762	$ 1,706,107



	VA Golf Course				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ 254,807	$ 244,769	$ 251,984	$ 243,671	$ 257,098
Operating Costs	$ 42,034	$ 38,598	$ 51,801	$ 44,122	$ 47,403
Capital Expense	$ 24,976	$ 31,957	$ 1,500	$ -	$ 1,500
Total VA Golf Course	$ 321,817	$ 315,324	$ 305,285	$ 287,793	$ 306,001



	6 Hole Short Course				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ -	$ -	$ -	$ -	$ 28,485
Operating Costs	$ -	$ -	$ -	$ -	$ 20,343
Capital Expense	$ -	$ -	$ -	$ 92,500	$ 500
Total VA Golf Course	$ -	$ -	$ -	$ 92,500	$ 49,328

6 Hole Short Course
$100,000
$90,000
$80,000
$70,000
$60,000
$50,000
$40,000
$30,000
$20,000
$10,000
$-
FY 2011 Actual
FY 2012 Actual
FY 2013 Budget
FY 2013 Estimated
FY 2014 Budget
Personnel Costs
Operating Costs
Capital Expense

HUMAN RESOURCES SUMMARY

Public Golf Course Fund				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
Golf Director	1	1	1	1
Head Golf Professional	1	1	1	1
Shop Manager	2	2	2	2
Golf Facility Supervisor (VA)	1	1	1	1
Food Service Manager	1	1	1	1
Department Coordinator	1	1	1	1
Turf Care Manager	1	1	1	1
Turf Care Supervisor	1	1	1	1
Lead Groundskeeper (VA)	1	1	1	1
Groundskeeper/Clerk	1	0	0	0
Equipment Mechanic	1	1	1	1
Irrigation Technician	1	1	1	1
Landscaper/Greenskeeper	2	2	2	2
Full-Time Positions	15	14	14	14
P/T Golf Shop Personnel	19	22	25	28
P/T Maintenance Personnel	15	12	13	13
Part-Time Positions	34	34	38	41
Total Public Golf Allocation	49	48	52	55

	2013-2014 BUDGET YEAR					
	PUBLIC GOLF COURSE DEPARTMENT					
	2010/2011	2011/2012	2012/2013	2012/2013	2013/2014	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
EXPENDITURES						
OLD FORT						
PERSONNEL COSTS						
SALARIES & WAGES	566,034	578,286	579,950	578,210	574,550	(5,400)
PART TIME EMPLOYEES	161,325	163,870	217,975	169,168	194,939	(23,036)
TOTAL SALARIES & WAGES	727,359	742,156	797,925	747,378	769,489	(28,436)
SOCIAL SECURITY	55,517	55,075	61,041	56,027	58,866	(2,175)
MEDICAL - DENTAL	114,969	131,905	141,135	131,226	143,381	2,246
PENSION PLAN	66,307	70,923	68,780	69,991	68,040	(740)
LIFE INSURANCE/LTD			3,977	4,308	4,500	523
WORKER'S COMPENSATION	33,259	20,368	24,442	24,442	25,132	690
SALARY ALLOTMENT TO V.A. GOLF	(93,686)	(83,827)	(81,341)	(81,341)	(91,146)	(9,805)
TOTAL PERSONNEL COSTS	903,725	936,600	1,015,959	952,031	978,262	(37,697)
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY - FLEET	270	1,076	1,587	2,029	2,242	655
VEHICLES & MACHINERY	25,481	22,225	21,000	25,000	22,000	1,000
OFFICE EQUIPMENT	4,998	5,335	5,000	5,000	13,000	8,000
EQUIPMENT RENTAL	1,286	312	1,500	1,200	1,500	0
GROUNDS & LAWNS	4,814	3,440	4,000	3,500	3,500	(500)
BUILDINGS	7,171	11,428	11,000	11,000	11,000	0
	44,020	43,816	44,087	47,729	53,242	9,155
MATERIAL						
SAND-CEMENT-LUMBER	9,587	8,986	10,000	9,000	9,000	(1,000)
	9,587	8,986	10,000	9,000	9,000	(1,000)
SUPPLIES						
AGRICULTURAL	78,807	76,369	79,500	79,500	79,500	0
FREIGHT AND POSTAGE	496	417	600	500	600	0
OFFICE	2,336	2,236	2,750	2,200	2,500	(250)
NEWSPAPERS & MAGAZINES			50	0	50	0
ADVERTISING	3,791	762	2,500	1,000	1,500	(1,000)
EMPLOYEE / COMMISSION	495	655	1,000	1,000	500	(500)
JANITORIAL	5,731	6,126	6,000	5,500	6,000	0
FUEL	12,500	15,262	18,620	15,000	16,000	(2,620)
HAND TOOLS & HARDWARE	1,553	1,255	1,500	1,200	1,500	0
CLOTHING	2,607	2,579	3,500	3,500	2,500	(1,000)
GOLF SHOP	4,636	2,911	5,000	4,000	4,500	(500)
DRIVING RANGE	3,327	2,421	5,000	5,000	3,000	(2,000)
GOLF COURSE	4,477	3,987	5,000	4,500	4,000	(1,000)
LANDSCAPING	2,905	5,856	6,000	6,000	4,000	(2,000)
MISCELLANEOUS SUPPLIES	6,089	6,760	6,000	6,000	6,000	0
	129,750	127,596	143,020	134,900	132,150	(10,870)
INSURANCE						
GENERAL LIABILITY	665	665	665	665	665	0
GENERAL	1,362	2,056	2,056	3,316	3,500	1,444
AUTOMOBILE	1,747	0	1,460	1,460	1,460	0
PROPERTY INSURANCE	1,000	1,000	1,000	1,000	1,000	0
	4,774	3,721	5,181	6,441	6,625	1,444
UTILITY SERVICE						
ELECTRIC	47,018	52,698	52,500	52,980	54,000	1,500
WATER & SEWER	7,768	7,597	7,750	7,719	8,000	250
TELEPHONE	1,387	1,493	1,750	1,507	1,600	(150)
	56,173	61,788	62,000	62,206	63,600	1,600

	2013-2014 BUDGET YEAR					
	PUBLIC GOLF COURSE DEPARTMENT					
	2010/2011	2011/2012	2012/2013	2012/2013	2013/2014	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	1,648	1,732	2,000	1,920	2,200	200
	1,648	1,732	2,000	1,920	2,200	200
MISCELLANEOUS EXPENSE						
BANK FEES - CREDIT CARDS	21,247	22,970	24,000	22,509	24,000	0
GOLF ASSOCIATION	13,340	13,863	14,000	14,000	14,000	0
ASSOCIATION DUES	1,343	1,543	1,600	1,600	1,770	170
SURVEYS & STUDIES			1,500	0	0	(1,500)
TRAINING PERSONNEL	503	888	1,000	750	1,000	0
COMPUTER SOFTWARE			1,000	0	0	(1,000)
PURCHASES FOR RESALE	250,911	248,389	230,000	240,000	225,000	(5,000)
SALES TAX	65,347	66,973	68,577	65,926	69,508	931
OTHER MISCELLANEOUS	1,006	734	1,200	750	1,000	(200)
	353,697	355,360	342,877	345,535	336,278	(6,599)
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					2,500	
CHEMICAL SPRAYER					45,000	
TWO RIDING GREENS MOWER					56,000	
TWO HOVER MOWERS					1,500	
TWO HAND-HELD BLOWERS					400	
TWO WEEDEATERS					600	
SIXTEEN DRIVING RANGE MATS					2,500	
FIFTEEN RENTAL PULL CARTS					2,250	
PRO SHOP ENERGY REMODEL					14,000	
	10,938	284,540	92,995	90,000	124,750	31,755
TOTAL OLD FORT EXPENDITURES	1,514,312	1,824,139	1,718,119	1,649,762	1,706,107	(12,012)

	2013-2014 BUDGET YEAR					
	PUBLIC GOLF COURSE DEPARTMENT					
	2010/2011	2011/2012	2012/2013	2012/2013	2013/2014	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
VETERANS ADMINISTRATION						
PERSONNEL COSTS						
SALARIES & WAGES	79,671	80,770	81,132	81,132	84,033	2,901
PART TIME EMPLOYEES	35,834	41,997	48,750	42,355	44,078	(4,672)
TOTAL SALARIES & WAGES	115,505	122,767	129,882	123,487	128,111	(1,771)
SOCIAL SECURITY	8,542	9,105	9,936	9,300	9,800	(136)
MEDICAL - DENTAL	16,130	17,136	18,465	17,136	15,442	(3,023)
PENSION PLAN	9,342	9,987	9,614	9,614	9,950	336
LIFE INSURANCE/LTD			566	613	650	84
WORKER'S COMPENSATION	11,602	1,947	2,180	2,180	1,999	(181)
SALARY ALLOTMENT FROM OFGC	93,686	83,827	81,341	81,341	91,146	9,805
TOTAL PERSONNEL COSTS	254,807	244,769	251,984	243,671	257,098	5,114
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY - FLEET	2,186	10	1,058	51	1,121	63
VEHICLES & MACHINERY	5,513	4,978	6,000	6,000	5,500	(500)
EQUIPMENT RENTALS			150	80	150	0
BUILDINGS	710	952	3,500	1,500	2,000	(1,500)
	8,409	5,940	10,708	7,631	8,771	(1,937)
MATERIAL						
SAND-CEMENT-LUMBER	1,350	363	2,000	2,000	2,000	0
	1,350	363	2,000	2,000	2,000	0
SUPPLIES						
AGRICULTURAL	4,643	5,249	6,500	6,000	5,500	(1,000)
OFFICE	200	218	400	300	300	(100)
EMPLOYEE / COMMISSION	21	31	100	100	100	0
JANITORIAL	301	233	500	300	350	(150)
FUEL	3,689	4,414	4,500	3,700	4,500	0
HAND TOOLS & HARDWARE	318	284	350	200	350	0
CLOTHING	245	175	450	300	300	(150)
GOLF SHOP	551	582	900	900	900	0
GOLF COURSE	634	1,044	1,200	500	1,000	(200)
LANDSCAPING	875	1,316	2,000	1,500	1,500	(500)
MISCELLANEOUS SUPPLIES	1,109	913	1,250	1,250	1,300	50
	12,586	14,459	18,150	15,050	16,100	(2,050)
INSURANCE						
AUTOMOBILE		0	1,226	1,226	1,226	0
	0	0	1,226	1,226	1,226	0
UTILITY SERVICE						
ELECTRIC	6,183	5,418	6,200	6,200	6,500	300
WATER & SEWER	235	234	1,000	250	500	(500)
TELEPHONE	763	855	900	900	1,000	100
	7,181	6,507	8,100	7,350	8,000	(100)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	406	67	300	0	300	0
	406	67	300	0	300	0
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	304	299	320	299	350	30
TRAINING PERSONNEL	218	124	200	148	200	0
PURCHASES FOR RESALE	8,916	8,280	8,000	8,000	8,000	0
SALES TAX	2,277	2,188	2,447	2,118	2,106	(341)
OTHER MISCELLANEOUS	387	371	350	300	350	0
	12,102	11,262	11,317	10,865	11,006	(311)
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT OF EQUIPMENT					1,500	
	24,976	31,957	1,500	0	1,500	0
TOTAL VET. ADMIN. EXPENDITURES	321,817	315,324	305,285	287,793	306,001	716

	2013-2014 BUDGET YEAR					
	PUBLIC GOLF COURSE DEPARTMENT					
	2010/2011	2011/2012	2012/2013	2012/2013	2013/2014	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
SIX HOLE SHORT COURSE						
PERSONNEL COSTS						
PART TIME EMPLOYEES					26,460	26,460
TOTAL SALARIES & WAGES					26,460	26,460
SOCIAL SECURITY					2,025	2,025
					28,485	28,485
OPERATION AND MAINTENANCE						
VEHICLES AND MACHINERY-FLEET					200	200
VEHICLES AND MACHINERY					1,000	1,000
EQUIPMENT RENTALS					300	300
BUILDINGS					1,000	1,000
					2,500	2,500
MATERIALS						
SAND-CEMENT-LUMBER					800	800
					800	800
SUPPLIES						
AGRICULTURAL					9,000	9,000
OFFICE					150	150
EMPLOYEE/COMMISSION					100	100
JANITORIAL					500	500
FUEL					1,750	1,750
CLOTHING					300	300
GOLF COURSE					500	500
					12,300	12,300
INSURANCE						
GENERAL					150	150
					150	150
UTILITY SERVICES						
ELECTRIC					2,000	2,000
WATER AND SEWER					500	500
					2,500	2,500
MISCELLANEOUS EXPENSE						
PURCHASES FOR RESALE					1,500	1,500
SALES TAX					293	293
OTHER MISCELLANEOUS					300	300
					2,093	2,093
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT OF EQUIPMENT					500	
				92,500	500	500
TOTAL SHORT COURSE EXPENDITURES				92,500	49,328	49,328
TOTAL PUBLIC GOLF COURSE DEPART.	1,836,129	2,139,463	2,023,404	2,030,055	2,061,436	38,032

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 five-day-a-week service and operates a convenience center for trash hauling and recycling on Main Street, as well as a composting 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 42,000 households and 6,000 businesses, with more than 50,000 cans being serviced weekly. Solid waste collected at the Main Street convenience center is transported by the department 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 2012 the Solid Waste Department through its mulching program exceeded 28,000 tons of yard waste processed through the mulching facility. 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 March 1st. In 2012 the Solid Waste Department loaded 8,000 cubic yards of the double grind mulch for use by the residents of Murfreesboro. The Solid Waste Department also was able to provide the Parks and Recreation, Urban and Environmental and the Storm Water Departments an additional 2,000 yards of the double grind for various projects.

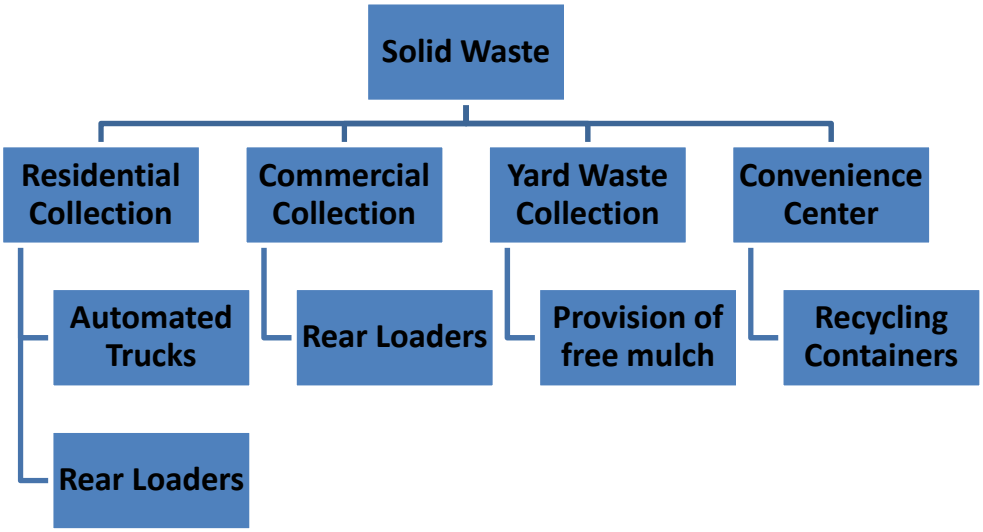
The Solid Waste Department will be hosting “train the trainer” defensive driver class. This training will then be taught to the 38 employees of the Solid Waste Department and drivers in other departments over the budget year. The Solid Waste Department intends to use this training as an aid in driver evaluations and hiring new employees. Cost of the training is $10,000.

The operating budget for the Solid Waste Department has declined $43,590 from the FY 2013 budget. The right-sizing of the labor force continues in this budget with the elimination of one full-time and two part-time positions. Three driver positions are also being downgraded to laborer jobs. Since FY 2011, twenty full-time positions have been eliminated from the Department with only minimal changes in service level to residents.

The increasing maintenance costs of an aging fleet of collection vehicles ($61,900) and the lower cost of fuel (-$80,100) net to an 18,000 reduction in operating costs for the FY 2014 budget for Solid Waste. With the purchase of new collection vehicles currently underway, additional operating savings from vehicle maintenance are expected in the FY 2015 budget.

The Solid Waste Department logged 321,252 miles collecting residential garbage, yard waste from the residents of the City of Murfreesboro. Last budget year, the department picked up 33,254.19 tons of garbage and 28,085.12 tons of brush.

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
- In November 2013 at the Public Works Facility, the Solid Waste Department, TDEC and Rutherford County Solid Waste will host a hazardous waste roundup for the residents of Murfreesboro and Rutherford County.

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Provide efficient and cost effective disposal of the City's solid waste
- The Solid Waste Department will be hosting train a trainer driver course for various departments

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Provide extraordinary service and follow up to customer issues
- Participate in the customer service training sessions

ENGAGING OUR CITIZENS

- 10,000 plus contacts Monday, Tuesday, Thursday, Friday
- Trash collectors for Jazz Fest, Uncle Dave Macon Days, Music on the Square, the Farmer's Market on the Square, Rally in the Alleys and TSSAA Spring Fling
- At the City of Murfreesboro's Convenience Center on Mondays and Thursdays, an average of 325 vehicles' a day; on Tuesday, Wednesday, Friday and Saturday over 200 vehicles a day
- March 1, 2014 the Solid Waste Department double ground mulch will be available to residents for free

FY 2013 ACCOMPLISHMENTS

- Collected 33,254 tons of residential solid waste
- Collected 28,085 tons of yard waste
- Collected and disposed all residential waste with a major cost reduction
- Collected 13,340 pounds of hazardous waste from residents of Murfreesboro and Rutherford County

FY 2014 DEPARTMENT GOALS

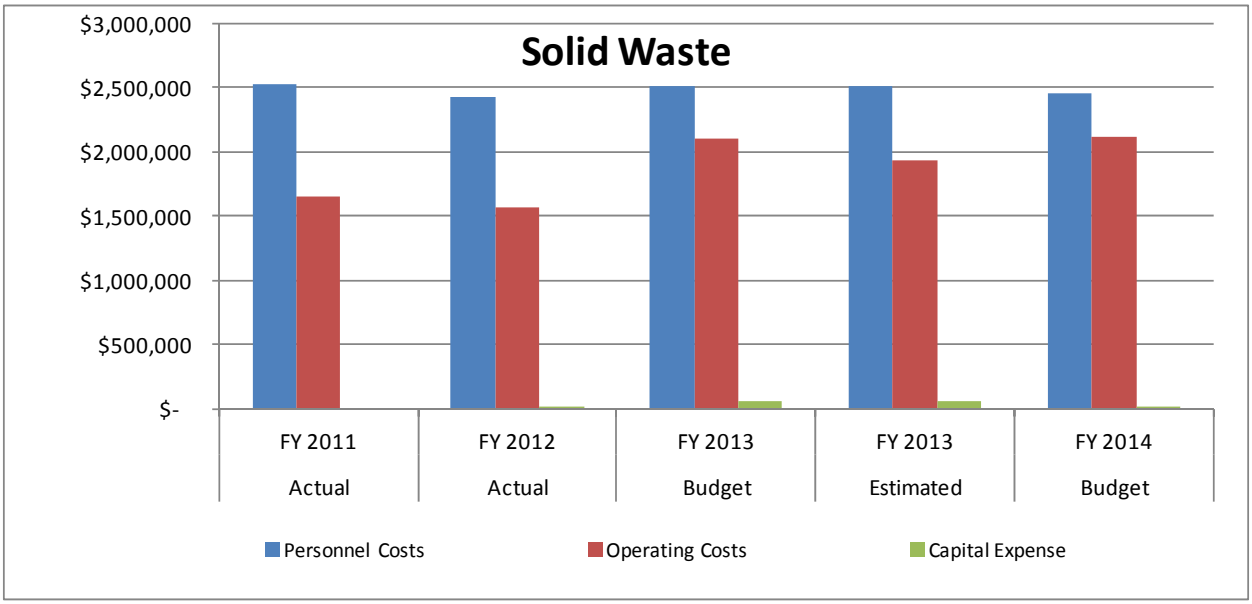
- Collect and dispose all residential solid waste from the City
- Collect and dispose of yard waste to maintain the mandated 25% reduction of waste going to a subtitle D landfill
- A continued focus on safety with employees involved with driving heavy equipment and working around moving equipment

OPERATING/PERFORMANCE MEASURES

	Actual FY 2011	Actual FY 2012	Budget FY 2012	Estimated FY 2012	Proposed FY 2013
Percentage of waste diverted from landfill disposal	94.00%	84.45%	25.00%	84.00%	25.00%
Number of cans collected per route/per day (automated routes)	965	985	1,000	990	1,000
Number of service inquires	7,347	8,234	8,000	8,000	8,000
Total number of residential stops per week	41,744	41,972	41,972	42,272	42,300
Bulk Item Pick Up	3,220	2,993	3,000	3,000	3,000

EXPENDITURE SUMMARY

	Solid Waste				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ 2,533,691	$ 2,431,356	$ 2,517,342	$ 2,517,342	$ 2,453,895
Operating Costs	$ 1,657,736	$ 1,566,996	$ 2,107,100	$ 1,933,580	$ 2,111,457
Capital Expense	$ -	$ 504	$ 59,000	$ 54,228	$ 14,500
Total Solid Waste Fund	$ 4,191,427	$ 3,998,856	$ 4,683,442	$ 4,505,150	$ 4,579,852



HUMAN RESOURCE SUMMARY

Solid Waste Fund				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
Director	1	1	1	1
Assistant Director	1	1	1	1
Department Coordinator	1	1	1	1
Administrative Secretary	1	1	1	1
Equipment Operator	2	2	3	2
Driver	36	36	32	29
Laborer	0	0	2	5
Convenience Center Attendent		1	1	1
Full-Time Positions	42	43	42	41
Convenience Center Employees	3	3	3	1
Part-Time Positions	3	3	3	1
Total Solid Waste Allocation	45	46	45	42

2013-2014 BUDGET YEAR
SOLID WASTE DEPARTMENT

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
PERSONNEL COSTS						
SALARIES & WAGES			1,505,054	1,505,054	1,508,793	3,739
OVERTIME			35,000	35,000	35,000	0
TOTAL SALARIES & WAGES	1,558,287	1,494,887	1,540,054	1,540,054	1,543,793	3,739
SOCIAL SECURITY	112,312	106,518	117,814	117,814	118,100	286
MEDICAL - DENTAL	405,038	411,257	439,889	439,889	444,812	4,923
PENSION PLAN	168,265	174,545	167,278	167,278	162,948	(4,330)
RETIREMENT (401A)		481	2,605	2,605	6,356	3,751
LIFE INSURANCE/LTD		87	10,317	10,317	10,317	0
WORKER'S COMPENSATION	289,789	243,581	239,385	239,385	167,569	(71,816)
TOTAL PERSONNEL COSTS	2,533,691	2,431,356	2,517,342	2,517,342	2,453,895	(63,447)
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	912,581	902,224	1,026,272	1,060,783	1,099,991	73,719
VEHICLES & MACHINERY	20,751	15,469	20,000	20,000	20,000	0
RADIOS	766	634	5,000	5,000	0	(5,000)
OFFICE EQUIPMENT	2,925	2,263	6,000	2,000	6,000	0
BUILDINGS	9,084	13,303	12,000	13,450	17,000	5,000
	946,107	933,893	1,069,272	1,101,233	1,142,991	73,719
SUPPLIES						
POSTAGE	168	155	400	245	400	0
OFFICE	3,715	4,816	6,000	2,710	6,000	0
ADVERTISING	1,060	1,333	3,000	1,057	2,000	(1,000)
EMPLOYEE	31	28	500	31	500	0
JANITORIAL	19,285	28,706	32,000	31,210	32,000	0
BULK GASOLINE	390,720	450,456	590,762	458,293	510,000	(80,762)
HAND TOOLS & HARDWARE	1,235	706	4,000	1,200	4,000	0
CLOTHING	12,456	13,672	16,000	16,000	17,000	1,000
SAFETY SUPPLIES	6,889	3,434	7,500	4,050	6,500	(1,000)
MISCELLANEOUS SUPPLIES	275	113	500	115	500	0
	435,834	503,419	660,662	514,911	578,900	(81,762)
INSURANCE						
AUTOMOBILE	114,184	0	130,916	100,203	130,916	0
	114,184	0	130,916	100,203	130,916	0
UTILITY SERVICE						
ELECTRIC	28,952	27,795	32,000	28,639	31,500	(500)
WATER AND SEWER	8,950	18,826	21,500	18,450	21,500	0
GAS	5,077	4,382	6,500	4,620	6,500	0
TELEPHONE	2,285	2,312	3,300	2,678	5,000	1,700
CELLULAR PHONE	1,913	770	1,000	1,114	1,500	500
	47,177	54,085	64,300	55,501	66,000	1,700
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	6,228	6,674	7,200	7,154	7,200	0
	6,228	6,674	7,200	7,154	7,200	0

	2013-2014 BUDGET YEAR					
	SOLID WASTE DEPARTMENT					
	2010/2011	2011/2012	2012/2013	2012/2013	2013/2014	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
MISCELLANEOUS EXPENSE						
DISPOSAL FEES	2,840	2,874	3,500	2,729	3,500	0
DISPOSAL CARTS	102,810	63,209	165,000	148,500	165,000	0
ASSOCIATION DUES	281	283	300	289	300	0
TRAINING PERSONNEL	75	850	3,000	1,100	13,000	10,000
SALES TAX	1,025	776	800	1,310	1,500	700
OTHER MISCELLANEOUS	1,175	933	2,150	650	2,150	0
	108,206	68,925	174,750	154,578	185,450	10,700
OPERATING BUDGET	4,191,427	3,998,352	4,624,442	4,450,922	4,565,352	(59,090)
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - FURN & EQUIP					4,000	
FOUR GPS UNITS					4,500	
REPLACEMENT OF ONE SECURITY CAMERA					6,000	
	0	504	59,000	54,228	14,500	(44,500)
TOTAL SOLID WASTE DEPARTMENT	4,191,427	3,998,856	4,683,442	4,505,150	4,579,852	(103,590)

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 limited to $2,500 in the first year. These agencies provide a variety of aid and services that are not provided by the City, but benefit our residents.

For FY 2014, there is an increase of $40,155 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.

The Chamber of Commerce funding includes a proposed $46,500 increase. This is due to two separate components: By formula, the City allocates a portion of the hotel/motel tax to support the tourism efforts of the Chamber of Commerce and hotel motel taxes are projected to increase, which in turn increases the allocation to the Chamber. Also, $25,000 is budgeted for retaining the Tennessee Secondary Schools Athletic Association (TSSAA) spring sports championships here in Murfreesboro. The "Spring Fling" brings over 5,000 high school athletes to Murfreesboro for a week of competition in May.

Fiscal Year 2014 also marks the third of three payments towards Destination Rutherford 2015, a public-private initiative for economic development. The City is also contributing $333,333 to Middle Tennessee State University in support of the new science building.

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

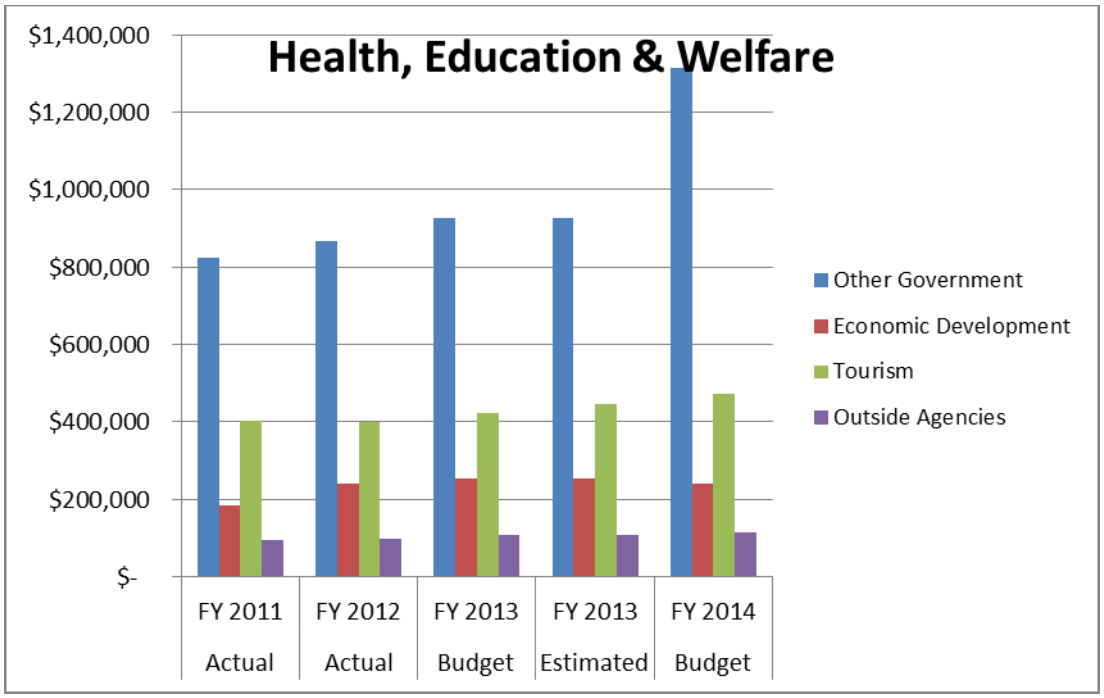
- Support of the Chamber of Commerce and its Economic Development programs, which create and retain jobs and foster investment in the community
- Funding for Destination Rutherford, a public-private partnership that has created thousands of jobs in Rutherford County. This is the first installment for Destination Rutherford 2015

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
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Other Government	$ 823,333	$ 868,192	$ 927,311	$ 927,311	$ 1,312,799
Economic Development	$ 182,250	$ 239,750	$ 254,750	$ 254,750	$ 239,750
Tourism	$ 401,332	$ 398,058	$ 421,000	$ 447,250	$ 470,500
Outside Agencies	$ 95,470	$ 96,843	$ 108,390	$ 108,390	$ 112,890
Total Health, Education & Welfare	$ 1,502,385	$ 1,602,843	$ 1,711,451	$ 1,737,701	$ 2,135,939



HUMAN RESOURCES SUMMARY

None

2013-2014 BUDGET YEAR
PUBLIC HEALTH, EDUCATION AND WELFARE

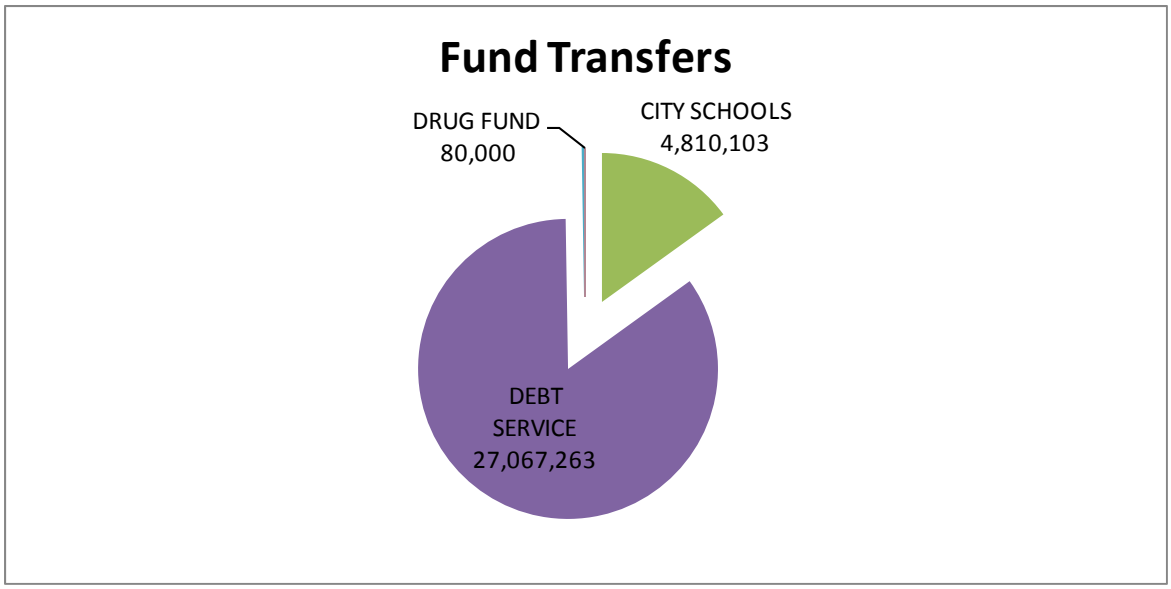
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
CASH BUDGET PAYMENTS						
OTHER GOVERNMENTAL AGENCIES						
TO STATE FOR LOCAL HEALTH DEPT.	11,000	11,000	11,000	11,000	11,000	0
TENN REHABILITATION CENTER	42,000	42,500	45,000	45,000	51,000	6,000
LINEBAUGH LIBRARY-MATCH COUNTY	645,898	690,257	721,527	721,527	751,974	30,447
MYRTLE GLANTON LORD LIBRARY	59,435	59,435	84,784	84,784	94,492	9,708
RUTHERFORD CO. ANIMAL CONTROL	65,000	65,000	65,000	65,000	68,500	3,500
RUTHERFORD CO. SOIL CONSERV. DISTRICT					2,500	
MIDDLE TN STATE UNIVERSITY					333,333	333,333
	823,333	868,192	927,311	927,311	1,312,799	382,988
ECONOMIC DEVELOPMENT						
CHAMBER OF COMMERCE:						
ECONOMIC DEVELOPMENT DEPT.	97,250	97,250	97,250	97,250	97,250	0
COMMUNITY NEEDS ASSESSMENT			15,000	15,000		(15,000)
MURFREESBORO ECONOMIC DEV.	22,500	22,500	22,500	22,500	22,500	0
DESTINATION RUTHERFORD	62,500	120,000	120,000	120,000	120,000	0
	182,250	239,750	254,750	254,750	239,750	(15,000)
TOURIST ORIENTED						
CHAMBER OF COMMERCE	269,148	265,873	264,000	290,250	310,500	46,500
RUTHERFORD COUNTY CVB - TSSAA			25,000	25,000	25,000	0
CENTER FOR THE ARTS	25,000	25,000	25,000	25,000	25,000	0
UNCLE DAVE MACON DAYS	5,000	5,000	5,000	5,000	8,000	3,000
DISCOVERY HOUSE	20,000	20,000	20,000	20,000	20,000	0
MAIN STREET	37,500	37,500	37,500	37,500	37,500	0
M'BORO YOUTH ORCHESTRA	7,500	7,500	7,500	7,500	7,500	0
MURFREESBORO SYMPHONY ORCHESTRA	10,000	10,000	10,000	10,000	10,000	0
OAKLANDS ASSOCIATION	15,000	15,000	15,000	15,000	15,000	0
AREA 16 - SPECIAL OLYMPICS	2,000	2,000	2,000	2,000	2,000	0
BRADLEY ACADEMY HISTORICAL ASSOC	7,684	7,685	7,500	7,500	7,500	0
INTERNATIONAL FOLKLORIC SOCIETY	2,500	2,500	2,500	2,500	2,500	0
	401,332	398,058	421,000	447,250	470,500	49,500
OUTSIDE AGENCIES						
RUTHERFORD CO. CRIME STOPPERS	5,000	5,000	5,000	5,000	5,000	0
PRIMARY CARE & HOPE CLINIC	10,000	10,000	10,000	10,000	10,000	0
EXCHANGE CLUB FAMILY CENTER	6,000	6,000	6,000	6,000	6,000	0
DOMESTIC VIOLENCE PROGRAM	12,500	12,500	10,000	10,000	10,000	0
MEALS ON WHEELS PROGRAM	8,000	10,000	10,000	10,000	10,000	0
LEADERSHIP RUTHERFORD	1,500	1,500	1,500	1,500	1,500	0
CASA OF RUTHERFORD COUNTY	5,000	5,000	5,000	5,000	5,000	0
PREGNANCY SUPPORT CENTER	3,500	3,500	3,500	3,500	3,500	0
BOYS AND GIRLS CLUB	2,500	2,500	2,500	2,500	2,500	0
CHILD ADVOCACY CENTER	5,000	5,000	5,000	5,000	7,500	2,500
CHILD ADVOCACY CENTER - UTILITIES	11,470	8,343	12,390	12,390	12,390	0
MARTIN LUTHER KING SCHOLARSHIP	2,000	2,000	2,000	2,000	4,000	2,000
SPECIAL KID'S INC.	10,000	10,000	10,000	10,000	10,000	0
SECOND HARVEST FOOD BANK	2,000	2,000	2,000	2,000	2,000	0
SEXUAL ASSAULT SERVICE PROGRAM			2,500	2,500	2,500	0
GENERATION FOR CREATION, INC.	2,500	2,500	2,500	2,500	2,500	0
READ TO SUCCEED	4,000	4,000	4,000	4,000	4,000	0
JOURNEYS IN COMMUNITY LIVING	2,500	2,500	10,000	10,000	10,000	0
CITY SCHOOLS FOUNDATION		2,500	2,500	2,500	2,500	0
JESSE C. BEESLEY ANIMAL HUMANE FOUND	2,000	2,000	2,000	2,000	2,000	0
	95,470	96,843	108,390	108,390	112,890	4,500
TOTAL PUBLIC HEALTH, EDUCATION AND WELFARE	1,502,385	1,602,843	1,711,451	1,737,701	2,135,939	421,988

FUND TRANSFERS

DEPARTMENT SUMMARY

The Fund Transfers budget includes the transfer of funding for other City departments. These transfers were previously budgeted in the Public Health, Safety and Welfare budget.

This budget includes funding for Murfreesboro City Schools ($4.8 million) and debt service ($27 million).



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

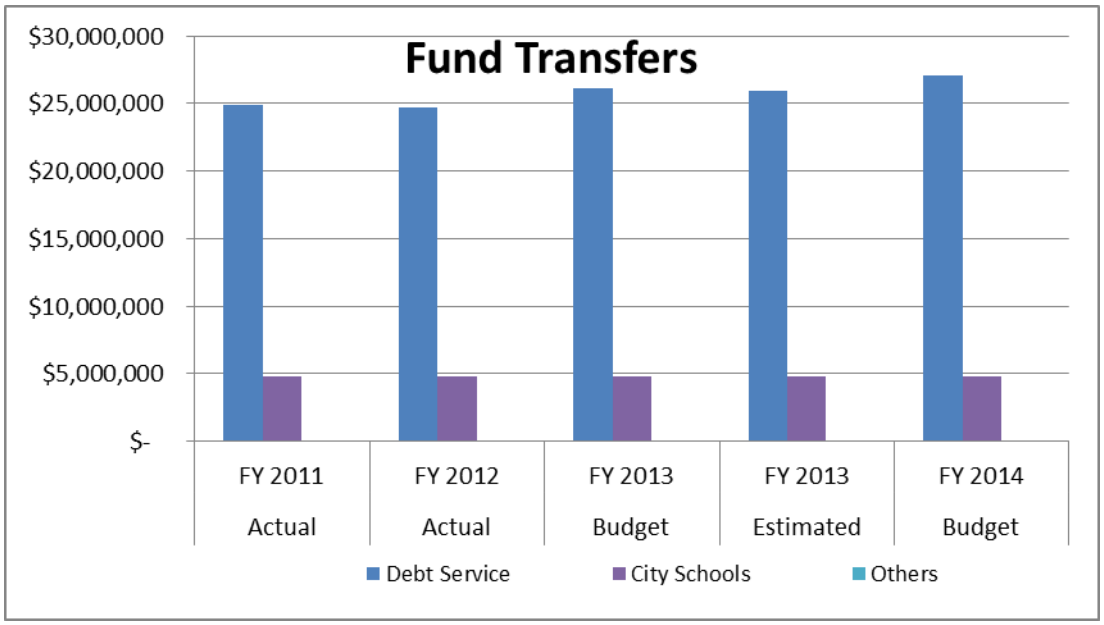
- Maintain the funding of essential City Funds

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	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Debt Service	$ 24,860,379	$ 24,691,843	$ 26,139,822	$ 25,943,720	$ 27,067,263
City Schools	$ 4,810,103	$ 4,810,103	$ 4,810,103	$ 4,810,103	$ 4,810,103
Others	$ 95,469	$ 87,372	$ 90,000	$ 78,500	$ 80,000
Total Fund Transfers	$ 29,765,951	$ 29,589,318	$ 31,039,925	$ 30,832,323	$ 31,957,366



HUMAN RESOURCES SUMMARY

None

2013-2014 BUDGET YEAR
TRANSFERS

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
CASH BUDGET PAYMENTS						
CITY FUNDS:						
DRUG FUND	93,659	87,372	90,000	78,500	80,000	(10,000)
AIRPORT	1,810					
CITY SCHOOLS	4,810,103	4,810,103	4,810,103	4,810,103	4,810,103	0
DEBT SERVICE	24,860,379	24,691,843	26,139,822	25,943,720	27,067,263	927,441
	29,765,951	29,589,318	31,039,925	30,832,323	31,957,366	917,441

NON-DEPARTMENTAL

DEPARTMENT SUMMARY

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

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. The FY 2013 adjustments and allowances exceeded budget by nearly $950,000, therefore the City increased this line item for FY 2014, as well. This increase is attributed to the decline in the economy which coincided with the previous assessment in FY 2010.

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.

Unforeseen Contingencies & Expenses is budgeted to provide for contingencies that may arise in the new fiscal year unexpectedly.

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

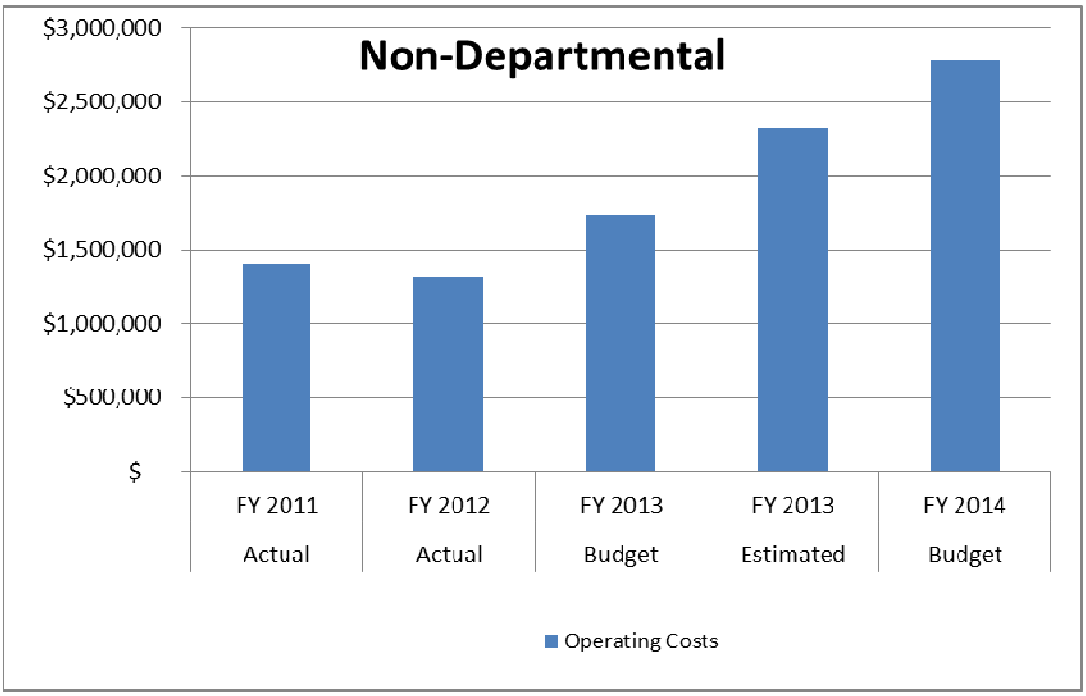
- Supports the public schools through the transfer of mixed drink taxes

HUMAN RESOURCES SUMMARY

None

EXPENDITURE SUMMARY

	Non-Departmental				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ -	$ -	$ -	$ -	$ -
Operating Costs	$ 1,397,044	$ 1,316,663	$ 1,732,895	$ 2,326,379	$ 2,778,487
Capital Expense	$ -	$ -	$ -	$ -	$ -
Total Non-Departmental	$ 1,397,044	$ 1,316,663	$ 1,732,895	$ 2,326,379	$ 2,778,487



	2013-2014 BUDGET YEAR					
	NON-DEPARTMENTAL					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
RESERVE FOR UNCOLLECTED TAXES	694,672	709,084	714,720	714,389	706,437	(8,283)
ADJ AND ALLOW ON DELINQ TAXES	61,871	167,880	175,000	1,118,990	1,119,000	944,000
PAYMENT TO SCHOOLS - PART OF LIQUOR BY DRINK TAX	325,228	344,035	333,175	385,000	408,050	74,875
UNFORESEEN CONTINGENCIES & EXP	315,273	113,489	500,000	100,000	535,000	35,000
FUEL EQUIPMENT		(17,825)	10,000	8,000	10,000	0
	1,397,044	1,316,663	1,732,895	2,326,379	2,778,487	1,045,592

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- by Standard & Poor's in December 2012 and Aa2 by Moody's Investment Service in September 2009.

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.

The City has two fixed rate loans outstanding which were obtained through the Tennessee Municipal Bond Fund. The most recent borrowing occurred in the fall of 2012.

Murfreesboro has five outstanding loans issued through the variable rate debt program managed by the Tennessee Municipal Bond Fund. These variable rate demand obligations total approximately 40 percent of the City's current outstanding debt. The budgeted interest rate for FY 2014 variable rate debt has been set at 1.5 percent. The actual effective interest rate paid in FY 2013 averaged less than 1 percent for these loans. Management understands interest rate fluctuations and is prepared to use the fund balance of General Fund if rates rise above the budgeted amount.

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. The school system is expected to finance the principal payments on this loan from savings they anticipate 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 2014 estimated payments related to City schools is approximately $3.26 million. This is in addition to the $4.8 million fund transfer to City schools for operations.

The City anticipates issuing $24 million in fixed rate debt in fiscal year 2014 including 15 year debt for a new school on the west side of the City, as well as for new school technology. Additionally, a $3 million VRDO loan is anticipated to be issued for various smaller projects, including $1.25 million for additions/replacements to our police fleet and $800,000 for the new tennis facility to be share with MTSU.

The City is budgeting the use of $3 million in the Debt Service Fund Balance for FY 2014 which would result in a decrease of Fund Balance by 74.7 percent.

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 2013 ACCOMPLISHMENTS

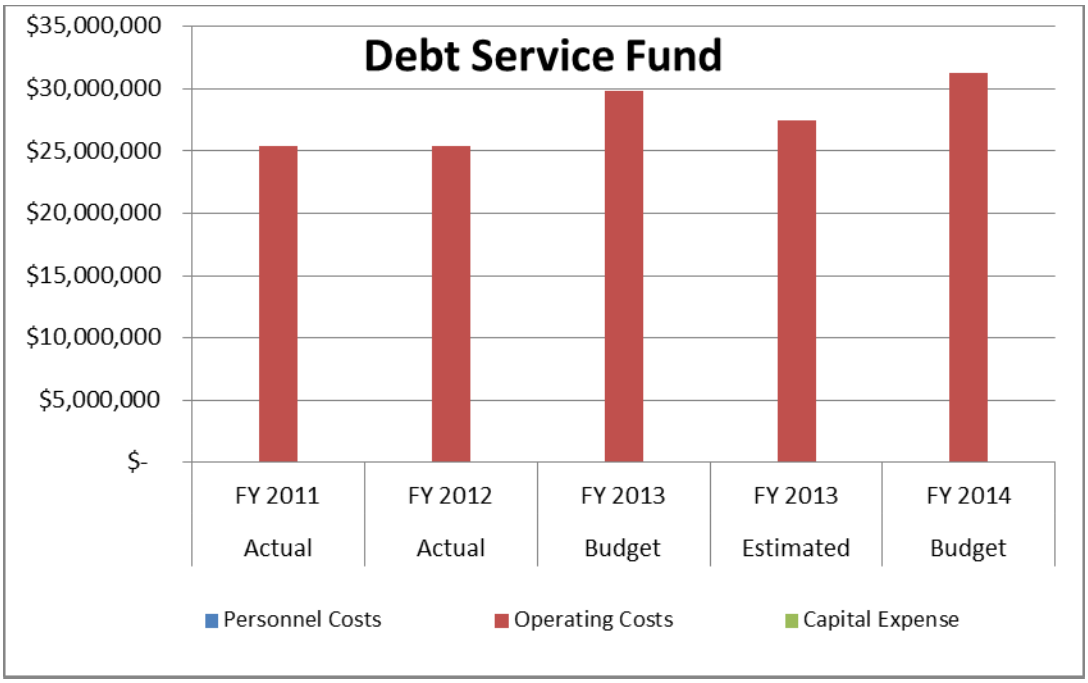
- Monitored the City's debt portfolio
- Issued the City's $45.8 million general obligation debt to support the projects approved by City Council in the Capital Improvement Program

FY 2014 DEPARTMENT GOALS

- Plan and issue the City's $24 million general obligation debt to support the construction of the new elementary school and technology associated with Schools
- Plan and issue a short term borrow of approximately $3 million to support the projects approved by City Council in the Capital Improvement Program

EXPENDITURE SUMMARY

	Debt Service Fund				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ -	$ -	$ -	$ -	$ -
Operating Costs	$ 25,433,386	$ 25,433,386	$ 29,851,609	$ 27,463,152	$ 31,271,821
Capital Expense	$ -	$ -	$ -	$ -	$ -
Total Debt Service Fund	$ 25,433,386	$ 25,433,386	$ 29,851,609	$ 27,463,152	$ 31,271,821



HUMAN RESOURCES SUMMARY

None

General Long-Term Debt

Fiscal Year Ended June 30,		Principal	Interest	Total Principal and Interest
2014	**2009 General Obligation Refunding Bonds**	7,800,000	1,473,250	9,273,250
2015	Original Loan Amount $65,855,000	3,680,000	1,083,250	4,763,250
2016	Interest Rate: 2.00%-5.00%	3,855,000	899,250	4,754,250
2017	(Includes School Debt)	4,030,000	706,500	4,736,500
2018		4,215,000	505,000	4,720,000
2019		4,045,000	294,250	4,339,250
2020		1,840,000	92,000	1,932,000
		29,465,000	5,053,500	34,518,500
2014	**2012 Tennessee Municipal Bond Fund**	2,241,000	858,875	3,099,875
2015	Original Loan Amount $40,700,000	2,380,000	808,737	3,188,737
2016	Interest Rate: 2.17%	2,432,000	756,527	3,188,527
2017		2,485,000	703,178	3,188,178
2018		2,539,000	648,668	3,187,668
2019		2,594,000	592,975	3,186,975
2020		2,650,000	536,077	3,186,077
2021		2,708,000	477,942	3,185,942
2022		2,766,000	418,549	3,184,549
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
		40,700,000	6,991,501	47,691,501
2014	**2012 Tennessee Municipal Bond Fund**	678,000	59,513	737,513
2015	Original Loan Amount $5,100,000	714,000	50,812	764,812
2016	Interest Rate: 1.25%	723,000	41,831	764,831
2017		732,000	32,738	764,738
2018		742,000	23,525	765,525
2019		751,000	14,194	765,194
2020		760,000	4,750	764,750
		5,100,000	227,363	5,327,363

Fiscal Year Ended June 30,		Principal	Interest	Total Principal and Interest
2014	**2010 Tennessee Municipal Bond Fund**	2,734,000	1,184,640	3,918,640
2015	Original Loan Amount $47,600,000	2,812,000	1,104,500	3,916,500
2016	Interest Rate: 2.89%	2,893,000	1,022,063	3,915,063
2017		2,976,000	937,256	3,913,256
2018		3,062,000	850,007	3,912,007
2019		3,150,000	760,243	3,910,243
2020		3,240,000	667,908	3,907,908
2021		3,333,000	572,928	3,905,928
2022		3,429,000	475,217	3,904,217
2023		3,527,000	374,703	3,901,703
2024		3,629,000	271,299	3,900,299
2025		3,733,000	164,918	3,897,918
2026		3,840,000	55,488	3,895,488
		42,358,000	8,441,170	50,799,170
2014	**2008 Tennessee Municipal Bond Fund**	4,198,000	669,697	4,867,697
2015	Original Loan Amount $60,000,000	3,253,000	607,908	3,860,908
2016	Interest Rate: Variable	3,416,000	558,909	3,974,909
2017	Used 1.5% for Budgeting Purposes	3,586,000	507,457	4,093,457
2018		3,766,000	453,442	4,219,442
2019		3,954,000	396,717	4,350,717
2020		4,152,000	337,159	4,489,159
2021		4,359,000	274,621	4,633,621
2022		4,577,000	208,963	4,785,963
2023		4,806,000	140,022	4,946,022
2024		5,047,000	67,631	5,114,631
		45,114,000	4,222,526	49,336,526
2014	**2006 Tennessee Municipal Bond Fund**	4,704,000	630,674	5,334,674
2015	Original Loan Amount $68,650,000	4,869,000	559,907	5,428,907
2016	Interest Rate: Variable	5,040,000	486,659	5,526,659
2017	Used 1.5% for Budgeting Purposes	5,216,000	410,839	5,626,839
2018	(Includes School Debt)	5,398,000	332,371	5,730,371
2019		5,587,000	251,165	5,838,165
2020		5,783,000	167,115	5,950,115
2021		5,839,907	80,299	5,920,206
		42,436,907	2,919,029	45,355,936
2014	**2006 Tennessee Municipal Bond Fund**	321,000	43,954	364,954
2015	Original Loan Amount $4,640,000	334,000	39,123	373,123
2016	Interest Rate: Variable	347,000	34,096	381,096
2017	Used 1.5% for Budgeting Purposes	361,000	28,874	389,874
2018		375,000	23,441	398,441
2019		391,000	17,796	408,796
2020		406,000	11,913	417,913
2021		422,000	5,803	427,803
		2,957,000	205,000	3,162,000

Fiscal Year Ended June 30,		Principal	Interest	Total Principal and Interest
2014	**2002 Tennessee Municipal Bond Fund**	290,420	3,993	294,413
	Original Loan Amount $6,000,000			
	Interest Rate: Variable	290,420	3,993	294,413
	Used 1.5% for Budgeting Purposes			
2014	**2001 Tennessee Municipal Bond Fund**	2,632,440	93,757	2,726,197
2015	Original Loan Amount $35,000,000	2,737,480	54,139	2,791,619
2016	Interest Rate: Variable	1,099,925	15,124	1,115,049
	Used 1.5% for Budgeting Purposes	6,469,845	163,020	6,632,865
2014	**Airport Refunding Note**	310,000	19,960	329,960
2015	Original Loan Amount $1,870,000	310,000	22,480	332,480
2016	Interest Rate: 1.600291%	315,000	17,480	332,480
2017		315,000	12,440	327,440
2018		320,000	7,360	327,360
2019		155,000	3,560	158,560
2020		145,000	1,160	146,160
		1,870,000	84,440	1,954,440
2014	**State of Tennessee School Energy Loan**	99,996		99,996
2015	Original Loan Amount $1,000,000	99,996		99,996
2016	Interest Rate: 0.0%	99,996		99,996
2017		99,996		99,996
2018		99,996		99,996
2019		99,996		99,996
2020		99,996		99,996
2021		99,996		99,996
2022		41,705		41,705
		841,673	0	841,673
2014	**State of Tennessee School Energy Loan**	97,152		97,152
2015	Original Loan Amount $971,517.72	97,152		97,152
2016	Interest Rate: 0.0%	97,152		97,152
2017		97,152		97,152
2018		97,152		97,152
2019		97,152		97,152
2020		97,152		97,152
2021		97,152		97,152
2022		97,152		97,152
2023		56,670		56,670
		931,038	0	931,038
	Total General Long-Term Debt	218,533,883	28,311,542	246,845,425

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:	FY 2014
Assessed value - As projected in budget	2,780,591,800
Debt limit (15% of assessed value)	417,088,770
Debt applicable to limit:	
General obligation bonds	29,465,000
Capital Outlay Notes	1,870,000
Tennessee Municipal Bond Fund Loans	185,426,172
Projected New Debt - Schools	24,000,000
Projected New Debt - Various Projects	3,000,000
Less: Debt Service Fund (projected)	(4,000,000)
Net general obligation debt	239,761,172
Capital Leases (Schools)	
Energy Loans (Schools)	1,772,711
Total Debt Applicable to Limit	241,533,883
Legal debt margin	175,554,887
Debt limit	417,088,770
Total net debt applicable to limit	241,533,883
Legal debt margin	175,554,887
Total net debt applicable to the limit	
as a percentage of debt limit	57.91%

2013 - 2014 BUDGET
DEBT SERVICE FUND

DESCRIPTIONS		2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
REVENUES					
FROM GENERAL FUND		26,139,822	25,943,720	27,067,263	927,441
FROM AIRPORT FUND		241,250	241,250	245,362	4,112
FROM CITY SCHOOLS		158,327	140,476	197,148	38,821
FROM TML LOANS		312,210	1,137,706	762,048	449,838
REFUNDING NOTE ISSUED		0	1,870,000	0	0
FROM DEBT SERVICE FUND BALANCE		3,000,000	0	3,000,000	0
TOTAL REVENUE		29,851,609	29,333,152	31,271,821	1,420,212

DESCRIPTIONS	BALANCE OUTSTANDING 6/30/2013	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
EXPENDITURES					
BONDS TO BE RETIRED					
TML REFUNDING 9/30/09 65.855M	29,465,000	6,830,640	6,830,640	6,765,885	(64,755)
TRANSFERS FOR SCHOOL DEBT SERVICE		1,124,360	1,124,360	1,034,115	(90,245)
	29,465,000	7,955,000	7,955,000	7,800,000	(155,000)
LOANS/NOTES TO BE RETIRED					
2001 TML 8/22/01 35.000M	6,469,845	2,531,440	2,531,440	2,632,440	101,000
2002 TML 5/01/03 6.000M	290,420	462,000	462,000	290,420	(171,580)
2006 TML 6/27/06 68.650M	42,436,907	3,499,102	3,342,261	3,459,185	(39,917)
TRANSFERS FOR SCHOOL DEBT SERVICE		1,204,898	1,202,739	1,244,815	39,917
		4,704,000	4,545,000	4,704,000	0
2006 TML 5/30/06 4.640M	2,957,000	321,000	309,000	321,000	0
2008 TML 2/14/08 60.00M	44,996,293	3,998,000	3,998,000	4,198,000	200,000
2010 TML 11/01/10 47.60M	42,358,000	2,658,000	2,658,000	2,734,000	76,000
2012 TML 10/15/12 5.10M	5,100,000			678,000	678,000
					0
2012 TML 10/15/12 40.70M	40,700,000			1,808,487	1,808,487
TRANSFERS FOR SCHOOL DEBT SERVICE				432,513	432,513
				2,241,000	2,241,000
2006 CAPITAL OUTLAY NOTE 1.9M		150,000	1,073,350	0	(150,000)
2007 CAPITAL OUTLAY NOTE 1.4M		104,000	1,044,000	0	(104,000)
AIRPORT REFUNDING NOTE $1.870M	1,870,000			310,000	310,000
STATE OF TN - SCHOOLS $1.0M (FY12)	841,673	99,996	99,996	99,996	0
STATE OF TN - SCHOOLS $1.0M (FY13)	931,038	58,331	40,480	97,152	38,821
	105,814,269	15,086,767	16,761,266	18,306,008	3,219,241

2013 - 2014 BUDGET
DEBT SERVICE FUND

DESCRIPTIONS	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
INTEREST ON BONDS				
TML REFUNDING (FIXED) 9/30/09 65.855M	1,555,481	1,491,725	1,213,948	(341,533)
TRANSFERS FOR SCHOOL DEBT SERVICE	315,519	379,275	259,302	(56,217)
	1,871,000	1,871,000	1,473,250	(397,750)
INTEREST ON LOANS/NOTES				
2001 TML (VRDO) 8/22/01 35.000M	219,758	75,000	93,757	(126,001)
2002 TML (VRDO) 5/01/03 6.000M	17,848	7,000	3,993	(13,855)
2006 TML (VRDO) 6/27/06 68.650M	850,757	302,000	461,165	(389,592)
TRANSFERS FOR SCHOOL DEBT SERVICE	314,322	43,000	169,509	(144,813)
	1,165,079	345,000	630,674	(534,405)
2006 TML (VRDO) 5/30/06 4.640M	81,006	30,000	43,954	(37,052)
2008 TML (VRDO) 2/14/08 60.00M	1,219,471	310,000	669,697	(549,774)
2010 TML (FIXED) 11/01/10 47.60M	1,262,554	1,262,554	1,184,640	(77,914)
2012 TML (FIXED) 10/15/12 5.10M		29,396	59,513	59,513
2012 TML (FIXED) 10/15/12 40.70M	627,826	328,649	736,056	108,230
TRANSFERS FOR SCHOOL DEBT SERVICE	105,507	78,600	122,819	17,312
	733,333	407,249	858,875	125,542
2013 TML (VRDO) 1/01/14 $3.0M			22,500	22,500
2006 CAPITAL OUTLAY NOTE 1.9M	65,392	60,352	0	(65,392)
2007 CAPITAL OUTLAY NOTE 1.4M	64,401	80,429	0	(64,401)
AIRPORT REFUNDING NOTE $1.870M			19,960	19,960
	4,828,842	2,606,980	3,587,563	(1,241,279)
OTHER MISCELLANEOUS				
BANK SERVICE CHARGES	105,000	100,000	100,000	(5,000)
OTHER COSTS	5,000	38,906	5,000	0
	110,000	138,906	105,000	(5,000)
TOTAL EXPENDITURES	29,851,609	29,333,152	31,271,821	1,420,212

STATE STREET AID FUND

DEPARTMENT SUMMARY

The State Street Aid Fund includes funding from the State of Tennessee Fuel Tax Allocation to the City. This allocation is based on population.

The Engineering Department oversees maintenance projects funded by the State Street Aid Fund.

The funding covers expenditures to maintain state streets located within the City limits. The largest expenditure is $2 million for repaving of City streets. The paving amount is adjusted each spring based upon the available funds remaining. The paving budget includes an increase of $140,000 which has been deducted from the storm drainage expenditures. Staff proposes to fund all storm water maintenance projects using the storm water user fee.

ORGANIZATION CHART

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

IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Assists in maintaining safe and drivable streets
- Repairs sidewalks, curbs, gutters and drainage in need of repair

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 2013 ACCOMPLISHMENTS

- Identify and schedule for pavement streets based on condition of the pavement

FY 2014 DEPARTMENT GOALS

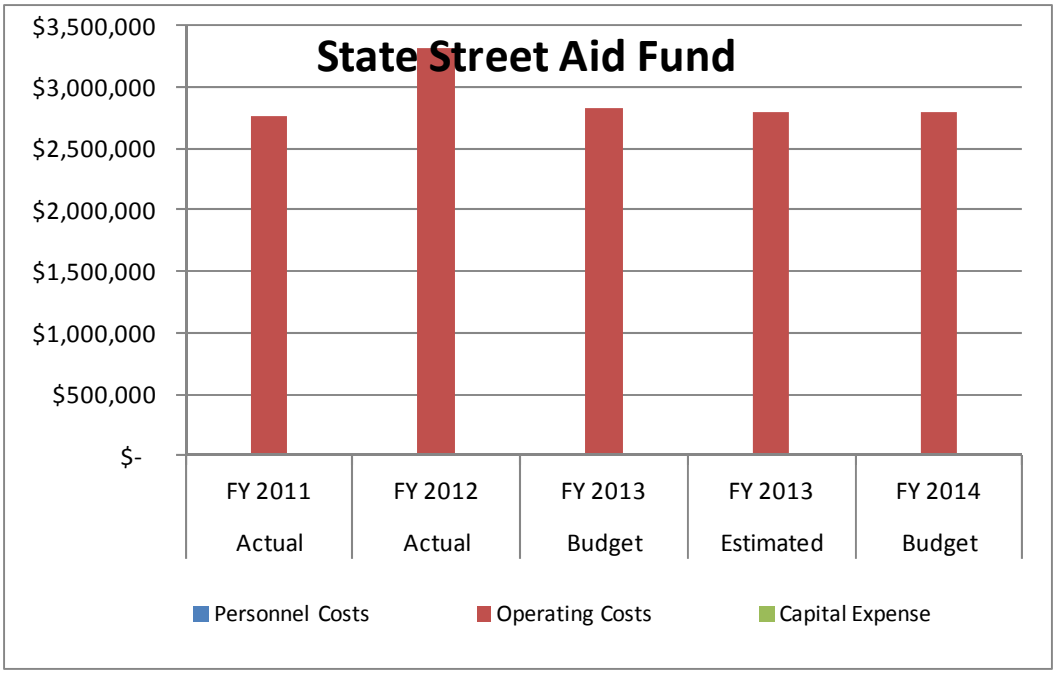
- Maximize funding from State by following Census results
- Identify and schedule for pavement streets based on condition of the pavement

OPERATING/PERFORMANCE MEASURES

	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Funding level from State	$2,750,030	$2,784,520	$2,830,000	$2,830,000	$2,830,000
Miles of street resurfaced/repaired with State Street Aid	26	34	37		

EXPENDITURE SUMMARY

	State Street Aid Fund				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ -	$ -	$ -	$ -	$ -
Operating Costs	$ 2,757,723	$ 3,314,107	$ 2,830,750	$ 2,794,500	$ 2,800,350
Capital Expense	$ -	$ -	$ -	$ -	$ -
Total State Street Aid Fund	$ 2,757,723	$ 3,314,107	$ 2,830,750	$ 2,794,500	$ 2,800,350



HUMAN RESOURCES SUMMARY

None

	2013-2014 BUDGET YEAR					
	STATE STREET AID FUND					
	2010/2011	2011/2012	2012/2013	2012/2013	2013/2014	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
REVENUES						
STATE FUEL TAX ALLOCATION	2,750,030	2,820,084	2,830,000	2,800,000	2,800,000	(30,000)
FEDERAL GRANT - ARRA	116,332					
MISCELLANEOUS INCOME	8,440					
INTEREST	778	753	750	350	350	(400)
FROM FUND BALANCE		493,270	0		0	0
TOTAL REVENUE	2,875,580	2,820,837	2,830,750	2,800,350	2,800,350	(30,400)
EXPENDITURES						
OPERATIONS AND MAINTENANCE						
TRAFFIC SIGNALS	61,362	63,470	100,000	85,000	85,000	(15,000)
CURBS & GUTTERS	191,929	140,490	140,000	125,000	125,000	(15,000)
SIDEWALKS	50,227	47,903	50,000	67,610	50,000	0
INTERSECTION IMPROVEMENTS	42,808	16,132	50,000	32,390	50,000	0
STORM DRAINAGE	175,636	115,481	140,000	140,000	0	(140,000)
RIGHTS OF WAY	93,066	72,972	100,000	100,000	100,000	0
STREET MARKINGS	259,354	161,947	180,000	180,000	185,000	5,000
	874,382	618,395	760,000	730,000	595,000	(165,000)
CONTRACTUAL SERVICES						
STREET PAVING	1,633,209	2,520,526	1,860,750	1,860,000	2,000,000	139,250
STREET CONSTRUCTION		46,630	50,000	50,000	50,000	0
	1,633,209	2,567,156	1,910,750	1,910,000	2,050,000	139,250
UTILITY SERVICE						
STREET TRAFFIC LIGHTING	75,747	78,987	80,000	74,500	75,000	(5,000)
	75,747	78,987	80,000	74,500	75,000	(5,000)
MISCELLANEOUS EXPENSE						
ARRA GRANT EXPENSE	116,332					0
SURVEYS & ENGINEERING	58,053	41,610	80,000	80,000	80,000	0
OTHER MISCELLANEOUS		7,959			350	350
	174,385	49,569	80,000	80,000	80,350	350
TOTAL STATE STREET AID FUND	2,757,723	3,314,107	2,830,750	2,794,500	2,800,350	(30,400)

AIRPORT FUND

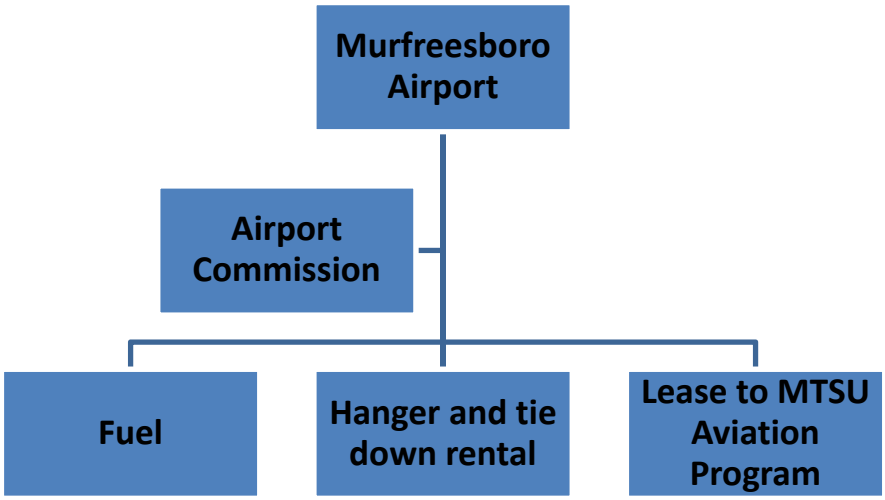
DEPARTMENT SUMMARY

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 is 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. A recent Economic Impact Study documented that 77 jobs are created at the Airport and the economic benefit of the Airport for the community is approximately $70 million annually. 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 and day and staffed typically 12 hours a day. The Airport is staffed every day of the year except for Thanksgiving and Christmas Day.

Business at the airfield is presently very good. T-hangar occupancy has been very consistent and now there is a waiting list of people interested in renting hangars. Estimated revenue from fuel sales is anticipated to be slightly above budget by $6,000. The increase in of the proposed budget of $4,785,626 is due to the design and actual construction expenses associated with the airfield pavement overlay project and runway extension project that will begin before the end of 2013.

The proposed Debt Service payment has increased this year by $4,112 to $245,362. This is not as great of an increase in Debt Service payment compared to previous years due to T-hangar occupancy rate nearing 100% on a fairly consistent basis. The proposed Budget shows a need to use $15,000 from the Airport Fund Balance. This amount is anticipated due to a loss of fuel sales during the construction period of the Airfield Pavement Overlay Project and Runway Extension.

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 the pavement overlay and runway extension project

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- 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 of the various General Aviation customers (businesses and individual aircraft owners and operators) (Host City for the 2014 Tennessee Airports Conference)

ENGAGING OUR COMMUNITY

- Continuing to provide educational tours to children and adults interested in aviation and the airport
- Conduct neighborhood meetings and public hearings as they relate to the proposed future improvements to the runway
- Continue to assist with the local Civil Air Patrol assisting them with their search and rescue and disaster relief missions
- Improve our ability to serve the business community with services provided by Commercial Operators such as air charter services, top quality aircraft maintenance, and radio and instrument services

FY 2013 ACCOMPLISHMENTS

- Received approval of modified Airport Layout Plan
- Completed all necessary revisions to Airport Layout Plan and supportive documents for the Federal Aviation Administration
- Continued to make improvements to the approach to Runway 36
- Completed hangar roof resurfacing for Hangar #3

FY 2014 DEPARTMENT GOALS

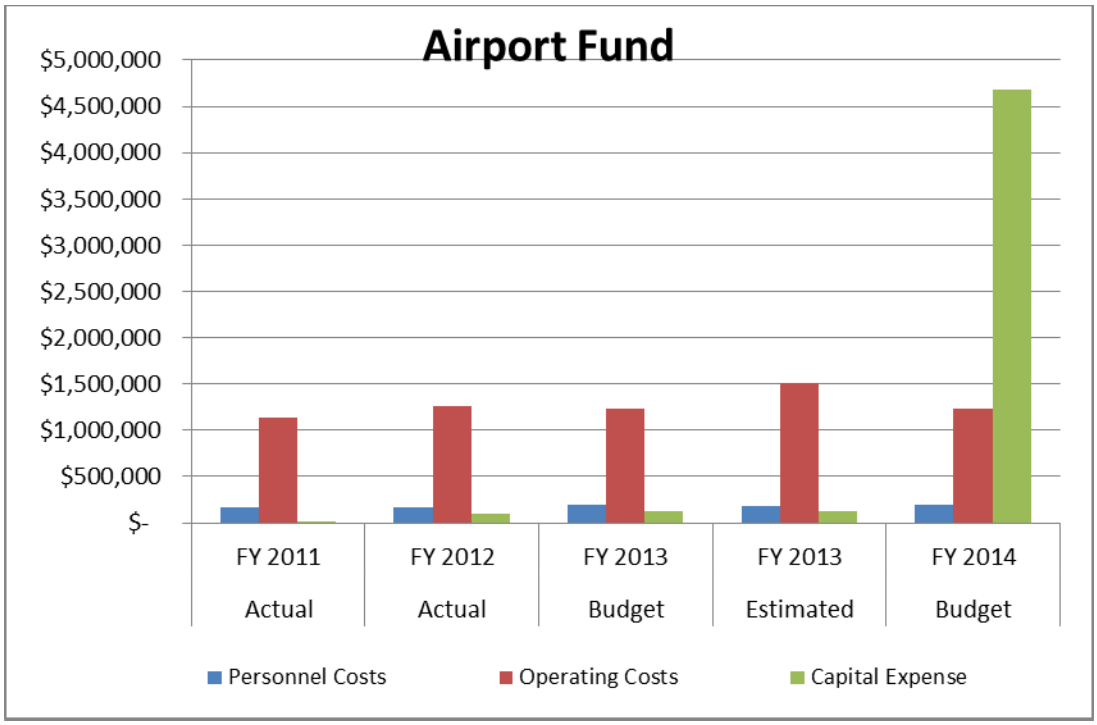
- Continue to improve our excellent service and be the "Welcome Center" to the many corporations, businesses and individual who fly into Murfreesboro on a daily basis
- Establish a mission statement defining the goals and objectives of the Airport and its service to the City of Murfreesboro
- Secure necessary approvals and Federal, State, and local funding for funding of annual maintenance and improvements at the airport
- Manage the Airfield Pavement Overlay Project and Runway Extension Project maximizing safety for everyone and minimizing economic losses for the Airport, the Aerospace Department, and Commercial Operators
- Establish new daily, weekly, and monthly task schedules with Operations Assistant improving ability to respond to customers and other departments more effectively

OPERATING/PERFORMANCE MEASURES

	Actual	Actual	Budget	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Fuel Sales Revenue	$102,476	$109,063	$95,000	$101,434	$95,000
Gallons of fuel sold	191,986	200,250	189000	195,000	188000
Hangar Revenues	$351,950	$399,296	$392,000	$386,000	$401,000
Hangar Occupancy rate	90%	94%	93%	94%	94%
Number of Based Aircraft	132	138	138	138	138

EXPENDITURE SUMMARY

	Airport Fund				
	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Budget FY 2014
Personnel Costs	$ 163,219	$ 171,554	$ 194,953	$ 179,287	$ 199,932
Operating Costs	$ 1,133,743	$ 1,256,283	$ 1,235,622	$ 1,514,366	$ 1,233,152
Capital Expense	$ 8,054	$ 102,092	$ 118,000	$ 118,000	$ 4,687,200
Total Airport Fund	$ 1,305,016	$ 1,529,929	$ 1,548,575	$ 1,811,653	$ 6,120,284



HUMAN RESOURCE SUMMARY

Airport Fund				
	Actual FY 2011	Actual FY 2012	Estimated FY 2013	Proposed FY 2014
Job Description				
Airport Manager	1	1	1	1
Full-Time Positions	1	1	1	1
Operations Assistant			1	1
Secretary	1	1	1	1
Operations Service Specialist	1	1	1	1
Operations Service Personnel	3	3	3	3
Part-Time Positions	5	5	6	6
Total Airport Fund Allocation	6	6	7	7

STATE AND FEDERAL FUNDING

A major change that has occurred in the Tennessee Aeronautics' Division policies is the change from 90% Federal and State funding of most of the major construction projects at airports to 90% Federal, 5% State funding. This policy cuts the local share of the project in half from 10% to 5%. This will provide significant savings to our local General Aviation airports and communities. This new policy is in line with most of the other Block Grant States policies and with the states that receive direct federal funding.

RETIREMENT OF DEBT SERVICE

- Debt acquired by the Airport is related to two major hangar construction projects which were completed in 1997 and 2007. The local cost of the airfield asphalt overlay and runway extension project will also be added to the Airport's Debt Retirement program.
- 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.

2013-2014 BUDGET YEAR
AIRPORT FUND

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
REVENUES						
HANGAR RENTALS	351,950	390,650	392,000	386,000	401,000	9,000
OTHER RENTALS	26,783	20,539	18,000	18,000	19,800	1,800
MTSU LEASE	42,543	31,067	31,999	31,999	32,959	960
TERMINAL BUILDING LEASE	6,908	6,489	8,394	8,394	10,242	1,848
STATE MAINTENANCE CONTRACT			13,000	14,300	14,300	1,300
FEDERAL & STATE GRANTS	50,448	97,008	163,625	203,969	4,687,250	4,523,625
FUEL SALES & FLOWAGE FEES	875,015	1,037,536	867,000	1,072,000	921,500	54,500
VENDING MACHINE SALES	740	1,087	750	1,093	1,000	250
OTHER MISCELLANEOUS	100	2,070				
INTEREST	1,295	1,479	1,200	1,362	1,250	50
FROM GENERAL FUND	1,810					
FROM FUND BALANCE			52,607		30,983	(21,624)
TOTAL REVENUE	1,357,592	1,587,925	1,548,575	1,737,117	6,120,284	4,571,709
EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES			155,056	139,390	157,731	2,675
TOTAL SALARIES & WAGES	129,731	134,355	155,056	139,390	157,731	2,675
SOCIAL SECURITY	9,723	10,045	11,495	11,495	12,066	571
MEDICAL - DENTAL	11,693	13,855	13,779	13,779	15,382	1,603
PENSION PLAN	8,489	9,075	9,041	9,041	9,357	316
LIFE INSURANCE/LTD			513	513	513	0
WORKER'S COMPENSATION	3,583	4,224	5,069	5,069	4,883	(186)
TOTAL PERSONNEL COSTS	163,219	171,554	194,953	179,287	199,932	4,979
OPERATION AND MAINTENANCE						
MACHINERY & EQUIPMENT	23,331	31,962	25,000	20,000	25,000	0
OFFICE EQUIPMENT	2,707	3,623	2,800	3,000	3,000	200
BUILDINGS & GROUNDS	40,320	26,011	65,000	52,400	53,600	(11,400)
	66,358	61,596	92,800	75,400	81,600	(11,200)
SUPPLIES						
POSTAGE	547	895	575	1,292	800	225
OFFICE	3,437	4,467	3,000	3,500	3,700	700
ADVERTISING	489	1,862	800	2,350	1,500	700
EMPLOYEE	678	1,669	1,000	1,500	1,600	600
JANITORIAL	2,198	3,429	2,500	3,700	3,000	500
FUEL	1,234	2,427	1,800	2,670	2,700	900
CLOTHING			700	0	2,500	1,800
MISCELLANEOUS SUPPLIES		11	0	200	0	0
	8,583	14,760	10,375	15,212	15,800	5,425
INSURANCE						
PROPERTY INSURANCE	1,000	735	735	874	874	139
GENERAL LIABILITY	7,493	7,493	7,650	7,493	7,493	(157)
FIRE	1,362	1,512	1,512	2,898	2,898	1,386
	9,855	9,740	9,897	11,265	11,265	1,368
UTILITY SERVICE						
ELECTRIC	32,489	29,727	31,000	30,000	31,000	0
WATER & SEWER	4,327	4,380	4,500	5,000	5,000	500
GAS	3,150	2,602	3,600	2,500	2,800	(800)
TELEPHONE	1,751	1,813	1,800	2,000	2,000	200
CELLULAR TELEPHONE	548	379	400	400	450	50
INTERNET SERVICE	611	656	600	600	625	25
	42,876	39,557	41,900	40,500	41,875	(25)

2013-2014 BUDGET YEAR
AIRPORT FUND

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	1,334	1,199	1,400	1,100	1,250	(150)
OUT OF TOWN TRAVEL	14	0	1,000	500	1,250	250
MEALS DURING MEETINGS	1,497	1,152	1,500	1,500	1,750	250
	2,845	2,351	3,900	3,100	4,250	350
MISCELLANEOUS EXPENSE						
DEBT SERVICE	190,725	190,725	241,250	241,250	245,362	4,112
CREDIT CARD FEES	13,125	14,539	13,000	13,861	14,000	1,000
PURCHASES FOR RESALE	702,088	858,812	702,000	899,782	756,000	54,000
FUEL REBATES	36,367	27,346	36,000	28,900	30,000	(6,000)
SALES TAX	20,959	27,776	21,000	28,023	24,000	3,000
SURVEYS AND STUDIES	36,903	7,858	62,000	156,348	8,000	(54,000)
TRAINING	675	702	1,000	225	500	(500)
HELIPORT	1,810					
OTHER MISCELLANEOUS	574	521	500	500	500	0
	1,003,226	1,128,279	1,076,750	1,368,889	1,078,362	1,612
OPERATING BUDGET	1,296,962	1,427,837	1,430,575	1,693,653	1,433,084	2,509
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - FURN & EQUIP					2,500	
TERMINAL SECURITY PROJECT					50,000	
HANGAR #2 AND #3 EXTERIOR					164,700	
RUNWAY, TXY, RAMP OVERLAY					1,620,000	
RUNWAY EXTENSION					2,850,000	
	8,054	102,092	118,000	118,000	4,687,200	4,569,200
TOTAL AIRPORT FUND	1,305,016	1,529,929	1,548,575	1,811,653	6,120,284	4,571,709

ADDITIONAL DETAILS

2012 / 2013 BUDGET	AIRPORT	PERCENT OF ASSISTANCE	STATE/FED FUNDING	2012/2013 TOTAL	Account Classification
RNWY, TXWY, RAMP OVERLAY DESIGN (Deposit) *		1	65,766	65,766	Studies & Surveys
HANGAR ROOF #2 AND #3 RESURFACE	1,230	1	11,070	12,300	Fixed Assets
TRACTOR MOWER/AIRCRAFT TUG	4,250	1	12,750	17,000	Fixed Assets
ALP/EA REVISIONS	4,529	1	86,053	90,582	Studies & Surveys
APPROACH CLEARING 1	3,000	1	27,000	30,000	Building and Grounds
APPROACH CLEARING 2	70	1	1,330	1,400	Building and Grounds
	13,079		203,969	217,048	

*The Airport met its 10% obligation for this project in FY 2012, therefore the balance of the project to be completed in FY 13 will be funded 100% by State/Fed funds.

2013 / 2014 BUDGET	AIRPORT	PERCENT OF ASSISTANCE	STATE/FED FUNDING	2013/2014 TOTAL	Account Classification
HANGAR ROOF #2 AND #3 RESURFACE 1	8,770	90%	78,930	87,700	Fixed Assets
HANGAR EXTERIOR #2 AND #3	3,850	1	73,150	77,000	Fixed Assets
APPROACH CLEARING 2	930	95%	17,670	18,600	Building and Grounds
TERMINAL SECURITY PROJECT	2,500	1	47,500	50,000	Fixed Assets
RNWY, TXY, RAMP OVERLAY *		1	1,620,000	1,620,000	Fixed Assets
RUNWAY EXTENSION * **		1	2,850,000	2,850,000	Fixed Assets
NOTES	16,050		4,687,250	4,703,300	

1) TOTAL LOCAL SHARE COVERED BY TML 330,000
2) CITY TO PROVIDE GATE/FENCE/DEMARKATION AT END OF AIRPORT ROAD FOR AIRPORT/McKNIGHT PARK/MTSU AEORSPACE AIRPORT CAMPUS AREA
3) MOVEMENT OF ACCESS ROAD TO McKNIGHT PARK AND MTSU AIRPORT CAMPUS INCLUDED IN RUNWAY EXTENSION PROJECT

DRUG FUND

DEPARTMENT SUMMARY

The Drug Fund accounts for 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 business and industry

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Provide children knowledge and resources to resist drugs

ENGAGING OUR COMMUNITY

- Involve the community through outreach programs to at-risk youth and others

FY 2013 ACCOMPLISHMENTS

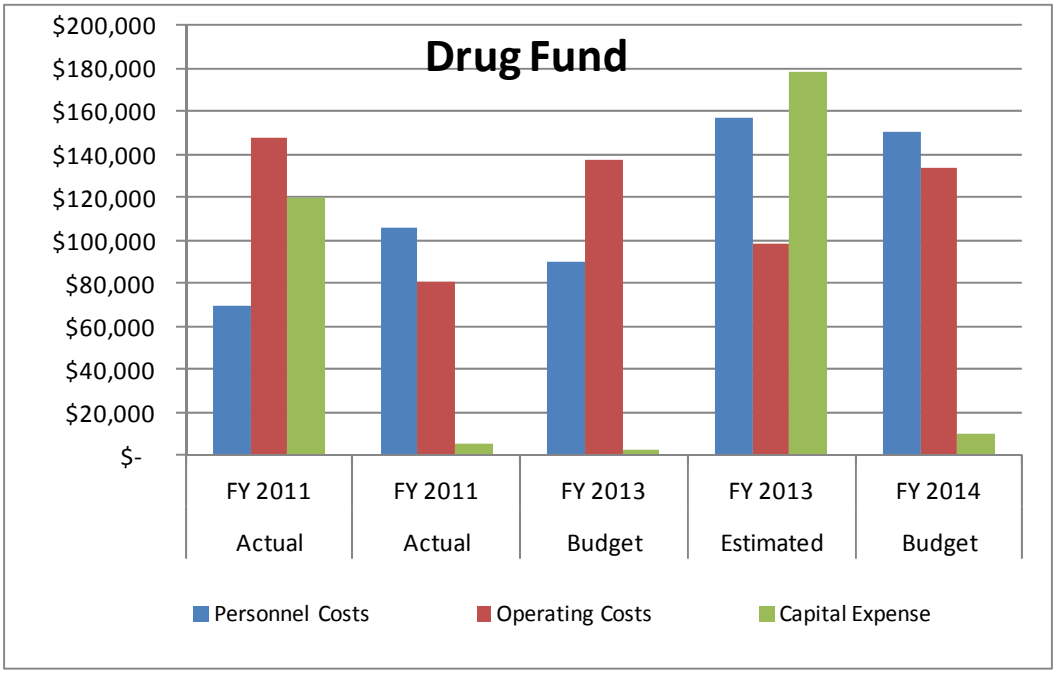
- Provided drug education to youth in public and private schools
- Addition of three (3) Drug Detector Canines including training and one (1) canine vehicle and equipment

FY 2014 DEPARTMENT GOALS

- Provide additional support to law officers involved with the elimination of illegal drug use
- Provide drug education to 10,000 young people in public and private schools

EXPENDITURE SUMMARY

	Drug Fund				
	Actual FY 2011	Actual FY 2011	Budget FY 2013	Estimated FY 2013	Budget FY 2014
Personnel Costs	$ 69,915	$ 105,827	$ 90,000	$ 157,000	$ 150,000
Operating Costs	$ 147,577	$ 80,488	$ 137,475	$ 98,550	$ 133,650
Capital Expense	$ 119,744	$ 5,544	$ 2,500	$ 178,600	$ 10,000
Total Drug Fund	$ 337,236	$ 191,859	$ 229,975	$ 434,150	$ 293,650



HUMAN RESOURCES SUMMARY

None

	2013-2014 BUDGET YEAR					
	DRUG FUND					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
REVENUES						
COURT FINES	93,659	87,372	90,000	78,500	80,000	(10,000)
COURT FINES THRU GENERAL FUND	93,659	87,372	90,000	78,500	80,000	(10,000)
SEIZURE AWARDS	42,325	85,506	50,000	100,000	80,000	30,000
INTEREST	1,143	933	1,000	1,000	1,000	0
SALE OF FIXED ASSETS & SEIZURES	639		1,000	100	500	(500)
UNAUTHORIZED SUBSTANCE TAX	225	300	0	150	100	100
MISCELLANEOUS	26,017	18,078	0	10,000	10,000	10,000
FROM FUND BALANCE				165,900	42,050	42,050
TOTAL REVENUE	257,667	279,561	232,000	434,150	293,650	61,650
EXPENDITURES						
SALARIES						
TRANSFER TO GENERAL FUND:						
OVERTIME / COURT-TIME	69,915	105,827	90,000	157,000	150,000	60,000
	69,915	105,827	90,000	157,000	150,000	60,000
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY-FLEET	15,856	12,644	15,000	15,000	15,000	0
VEHICLES & MACHINERY	1,387	6,368	2,000	500	1,000	(1,000)
RADIOS	970	0	200	200	200	0
OFFICE EQUIPMENT	550	1,334	2,500	1,000	1,500	(1,000)
BUILDINGS	1,186	226	1,500	500	500	(1,000)
DRUG DOG			1,000	1,000	3,500	2,500
	19,949	20,572	22,200	18,200	21,700	(500)
SUPPLIES						
POSTAGE	47	26	100	50	50	(50)
OFFICE SUPPLIES	1,378	1,660	2,500	1,000	1,000	(1,500)
EMPLOYEE	91	0	225	100	100	(125)
JANITORIAL	151	90	500	250	250	(250)
CLOTHING	869	143	750	750	750	0
OTHER MISC. SUPPLIES	1,530	1,592	1,500	2,500	3,000	1,500
	4,066	3,511	5,575	4,650	5,150	(425)
UTILITY SERVICE						
ELECTRIC	4,736	3,919	4,500	3,500	4,000	(500)
WATER & SEWER	1,500	1,472	1,700	1,500	1,500	(200)
GAS	1,584	614	1,500	1,000	1,200	(300)
TELEPHONE	3,419	3,825	4,000	4,000	4,000	0
CELLULAR TELEPHONES	16,492	9,698	15,000	7,500	8,000	(7,000)
	27,731	19,528	26,700	17,500	18,700	(8,000)
MISCELLANEOUS EXPENSE						
EMPLOYEE TESTING		2,709			3,500	3,500
TRAINING PERSONNEL		4,252	10,000	9,500	10,000	0
UNDERCOVER OPERATIONS	43,000	27,500	70,000	45,000	70,000	0
RENT	27,600					0
INTEL SERVICES				1,900	2,600	2,600
OTHER MISCELLANEOUS	25,231	2,416	3,000	1,800	2,000	(1,000)
	95,831	36,877	83,000	58,200	88,100	5,100
OPERATING BUDGET	217,492	186,315	227,475	255,550	283,650	56,175
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - FURN & EQUIP					10,000	
	119,744	5,544	2,500	178,600	10,000	7,500
TOTAL DRUG FUND	337,236	191,859	229,975	434,150	293,650	63,675

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, improvements 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 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 Murfreesboro/Rutherford County Homeless Task Force and administers the 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 Room in the Inn, The Journey Home and other agencies that aid 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
- Serve as City liaison on committee developing one-stop-shop public service center
- Adhere to the Citizen Participation Plan

FY 2013 ACCOMPLISHMENTS

- Exceeded goals for owner-occupied housing rehabilitation program – Goal-12/Actual-13
- Assisted first-time home buyers with down payment and closing costs – Goal-12/Actual-10
- Assisted Habitat for Humanity with acquisition of building lot
- Provided public service grants to 13 nonprofit agencies
- Developed the Fourth Year Action Plan, held public hearings on the plan and submitted it to HUD for approval
- Hosted and co-sponsored the 2013 Tennessee Fair Housing Matters Conference

FY 2014 GOALS

- Complete housing rehabilitation projects for 10 homeowners
- Assist 11 first-time home buyers with down payment and closing costs
- Provide public service grants to 14 nonprofit agencies
- Assist Habitat for Humanity with acquisition of building lot
- Maintain a leadership position in the Murfreesboro/Rutherford County Homeless Task Force

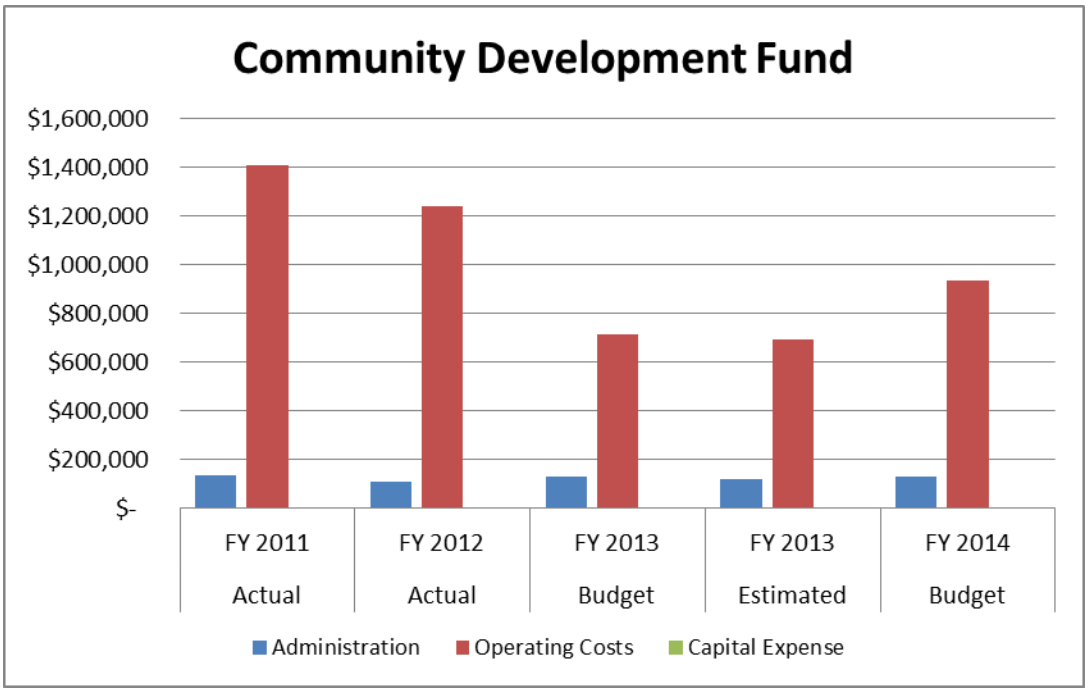
OPERATING/PERFORMANCE MEASURES

	Actual	Actual	Budget	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Funds benefiting low or moderate income persons	100%	100%	100%	100%	100%
Homes involved with downpayment assistance	5	17	12	13	11
Houses rehabbed with CDBG assistance	12	17	12	10	10

As a condition for receiving Community Development Block Grant funding, the City is required to prepare 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 2010 and is available for review on the City website, as are the most recent Action Plan and CAPER.

EXPENDITURE SUMMARY

	Community Development Fund				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Administration	$ 135,319	$ 111,331	$ 131,229	$ 122,979	$ 130,179
Operating Costs	$ 1,409,399	$ 1,240,315	$ 715,306	$ 692,942	$ 933,849
Capital Expense	$ -	$ -	$ -	$ -	$ -
Total Community Dev. Fund	$ 1,544,718	$ 1,351,646	$ 846,535	$ 815,921	$ 1,064,028



HUMAN RESOURCES SUMMARY

Community Development Fund				
	Actual	Actual	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2014
Job Description				
Director	1	1	1	1
Grant Coordinator	1	1	1	1
Full-Time Positions	2	2	2	2
Secretary	1	1	1	1
Part-Time Positions	1	1	1	1
Total Community Development Fund Allocation	3	3	3	3

2013-2014 BUDGET YEAR
COMMUNITY DEVELOPMENT FUND

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
REVENUES						
CDBG GRANTS	483,311	889,212	711,535	669,602	885,347	173,812
EMERGENCY SHELTER GRANT	110,543	106,185	110,000	131,319	163,681	53,681
HOME GRANT-RESIDENTIAL REHAB	156,804	143,461	0		0	0
CDBG-R (STIMULUS)	64,371				0	
MHA ARRA (STIMULUS PASS THRU)	389,064	64,165	0		0	0
NEIGHBORHOOD STABILIZATION (NSI	219,793	117,379	0		0	0
PROGRAM INCOME	120,832	31,244	25,000	15,000	15,000	(10,000)
TOTAL REVENUE	1,544,718	1,351,646	846,535	815,921	1,064,028	217,493
EXPENDITURES						
ADMINISTRATION						
SALARIES AND WAGES			74,258	74,258	73,049	(1,208)
SOCIAL SECURITY			5,681	5,681	5,588	(93)
MEDICAL - DENTAL			6,958	6,958	7,702	744
PENSION PLAN			7,338	7,338	7,311	(27)
LIFE INSURANCE/LTD			886	886	886	0
WORKERS' COMPENSATION			183	183	171	(12)
FAIR HOUSING			1,000	1,000	1,000	0
OFFICE SUPPLIES			2,500	3,000	2,500	0
TRAINING & TRAVEL			8,000	9,400	10,000	2,000
TELEPHONE			1,800	2,056	1,800	0
ADVERTISING			1,500	750	800	(700)
POSTAGE			750	500	600	(150)
HMIS-HOMELESS			5,000	4,000	4,000	(1,000)
OTHER MISCELLANEOUS			15,376	6,969	14,772	(604)
LESS: REIMB FROM NSP & ESG						0
	135,319	111,331	131,229	122,979	130,179	(1,050)
HOUSING REHAB						
SALARIES AND WAGES			49,367	49,573	49,663	296
SOCIAL SECURITY			3,777	3,777	3,799	22
MEDICAL - DENTAL			4,639	4,639	5,135	496
PENSION PLAN			4,892	4,892	4,874	(18)
WORKERS' COMPENSATION			67	67	62	(5)
CDBG HOUSING PROJECTS			241,966	229,052	361,505	119,539
HOME REHAB PROJECTS			0			0
	350,806	438,896	304,707	292,000	425,038	120,331
AFFORDABLE HOUSING						
SALARIES AND WAGES			27,849	27,849	28,837	988
SOCIAL SECURITY			2,130	2,130	2,206	76
MEDICAL - DENTAL			6,912	6,912	6,630	(282)
PENSION PLAN			3,440	3,440	3,427	(13)
WORKERS' COMPENSATION			58	58	54	(4)
HOUSING ASSISTANCE			119,485	100,000	160,419	40,934
HOUSING ASSISTANCE - NSP			0			
	107,123	197,961	159,875	140,390	201,573	41,698
ECONOMIC DEVELOPMENT						
MTSU/SBDC MICRO-ENTERPRISE PROJ.			10,000	3,009		(10,000)
	58,110	95,600	10,000	3,009	0	(10,000)

2013-2014 BUDGET YEAR
COMMUNITY DEVELOPMENT FUND

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
PLANNING (FAIR HOUSING STUDY)	0	0	0	0	0	0
PUBLIC SERVICE GRANTS	0	0			111,557	111,557
YOUTH PROGRAMS	9,910	14,674	23,000	23,000		(23,000)
CHILD ABUSE PREVENTION	10,000	7,500	7,500	7,500		(7,500)
LITERACY	19,000	15,000	15,000	15,000		(15,000)
ELDERLY PROGRAMS	11,000	11,000	6,000	6,000	6,000	0
PROPERTY ACQUISITION	0	15,899	26,000	25,000	26,000	0
HEALTHCARE	23,724	23,724	23,724	20,224		(23,724)
CHILD CARE SERVICES	10,000	7,500	7,500	7,500		(7,500)
JOB TRAINING ASSISTANCE	25,724	20,832	17,000	17,000		(17,000)
HOMELESS PREVENTION	0	0	5,000	5,000		(5,000)
STREET IMPROVEMENTS	231					
PUBLIC FACILITIES		104,000				
NEIGHBORHOOD STABILIZATION (NS	219,793	117,379				
CDBG-R (STIMULUS)	64,371					
MHA ARRA (STIMULUS PASS THRU)	389,064	64,165				
EMERGENCY SOLUTIONS GRANT	110,543	106,185	110,000	131,319	163,681	53,681
TOTAL COMMUNITY DEVELOPMENT FUND	1,544,718	1,351,646	846,535	815,921	1,064,028	217,493

CAPITAL IMPROVEMENT FUND

DEPARTMENT SUMMARY

1. The Capital Improvement Fund houses the major non-debt portion of capital projects of the City. For FY 2014, the fund is budgeted for the following capital projects included in its expenditures:

    a. The improvements to Middle Tennessee Boulevard between Main Street and Greenland Avenue will be entering the construction phase. Approximately $4 million is budgeted for FY 2014 construction progress from this fund, with the City's borrowed funding budgeted in the TMBF/Loan Fund. The City anticipates receiving 80% of the funding in Federal transportation dollars along with matching funding from Middle Tennessee State University. Construction is expected to last over a two year period.

    b. The extension of Cherry Lane is designed as a five-lane connector between State Route 840 and Memorial Boulevard (US 231) and includes an interchange at State Route 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 2013 and 2014, engineering expense of $2,415, 000 is budgeted from $1,932,000 Federal highway dollars and $497,000 in local match. The local City match 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 2014, engineering and design expense of $295,000 is included in the budgetas the federal share, or 75% of the project cost. The local 25% match is included in the TMBF/Bond Fund.

    d. Singer Road will be widened to support the economic development of over 300 jobs in an automated warehouse and call center for Nissan. This project use State Industrial Access (SIA) funding with the developer of the project contributing all match requirements. The construction contract will be handled by the City as a conduit in order to satisfy State grant requirements. The project is budgeted to cost $800,000.

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

ENGAGING OUR COMMUNITY

- Keep the public informed of upcoming projects through our website and the use of Facebook

FY 2013 ACCOMPLISHMENTS

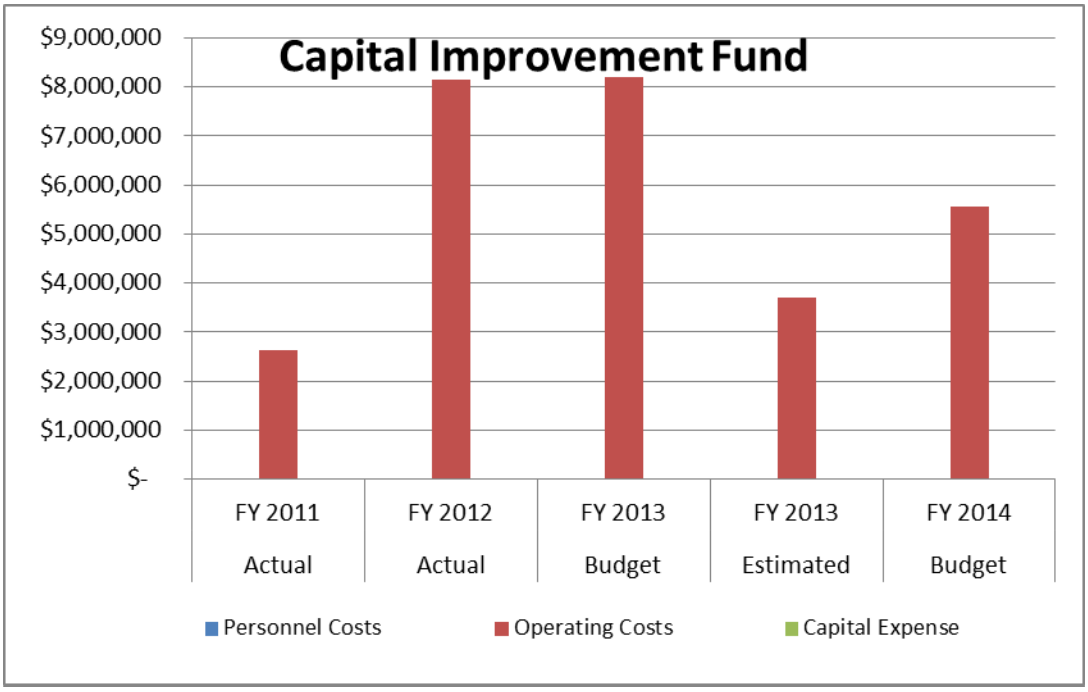
- Accurately accounted for major capital projects
- Implemented new capital improvement plan software and monitoring procedures

FY 2014 DEPARTMENT GOALS

- Continue projects in an efficient manner
- Maximize grant revenues by maintaining efficiency and accuracy

EXPENDITURE SUMMARY

	Capital Improvement Fund				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ -	$ -	$ -	$ -	$ -
Operating Costs	$ 2,620,504	$ 8,140,919	$ 8,193,306	$ 3,699,571	$ 5,555,866
Capital Expense	$ -	$ -	$ -	$ -	$ -
Total Capital Improvement Fund	$ 2,620,504	$ 8,140,919	$ 8,193,306	$ 3,699,571	$ 5,555,866



HUMAN RESOURCES SUMMARY

None

		2013-2014 BUDGET YEAR					
		CAPITAL IMPROVEMENT & CONTINGENCY FUND					
ITEM #	DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
1	**REVENUES**						
2	INTEREST	6,048	793	750	730	700	(50)
3	VARIOUS GRANTS	897,608	3,327,480				0
4	STATE GRANTS - ECONOMIC DEV.			1,300,000	1,622,050	600,000	(700,000)
5	FEDERAL GRANTS - ROAD PROJECTS			5,672,806	1,541,285	3,868,000	(1,804,806)
6	SCHOOL ENERGY LOAN PROCEEDS		1,000,000	1,000,000	971,518	0	(1,000,000)
7	DESIGNATED CONTRIBUTIONS - MATCH		3,676,688	520,000	732,982	1,018,000	498,000
8	RENT INCOME	47,916	95,833	69,166	69,166	69,166	0
9	TRANSFER FROM SCHOOL FUNDS		15,781				
10	FROM FUND BALANCE/GENERAL FUN	1,668,932	24,344				
11	**TOTAL REVENUE**	2,620,504	8,140,919	8,562,722	4,937,731	5,555,866	(3,006,856)
12	**EXPENDITURES**						
13	GRANT EXPENDITURES	2,133,893	7,025,909				0
14	ROAD PROJECT EXPENDITURES			5,672,806	1,541,285	4,755,366	(917,440)
15	ECONOMIC DEVELOP. EXPENDITURES			1,820,000	1,772,608	800,000	(1,020,000)
16	SCHOOL ENERGY PROJECT	486,611	1,115,010	700,000	385,678	0	(700,000)
17	OTHER MISCELLANEOUS			500	0	500	0
18	**TOTAL CAPITAL IMPROV. FUND**	2,620,504	8,140,919	8,193,306	3,699,571	5,555,866	(2,637,440)

GATEWAY FUND

DEPARTMENT SUMMARY

The Gateway Fund covers expenditures related to the Murfreesboro Gateway Project. 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 Gateway Fund was created as a mechanism to manage and report the financial activities related to the infrastructure and real estate expenditures and the offsetting land sales in the target area.

The project has proven to be a resounding success. Using 2012 property tax assessments, $168,781,900 in private investment stemming from the City's Gateway Initiative has taken place. Developments include The Avenue retail area, Middle Tennessee Medical Center's medical office building, the Stonegate office development, The Oaks retail center and the Murfreesboro Medical Clinic in addition to over 60 smaller projects. These totals do not include the non-taxable investment of the new Middle Tennessee Medical Center (valued at $256 million) or the 283 room Embassy Suite and its attached 80,000 square feet of convention space (covered by an In-Lieu-of Tax agreement).

The overall economic climate has slowed the pace of development in the Gateway district. The FY 2014 budget does not anticipate the sale of additional real estate by the City, and only minimal expenses to be incurred.

ORGANIZATION CHART

Staffing by members of the City Administration and Planning Departments is on an as needed basis.

IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- The continued development of high quality medical, retail and hospitality services has lowered the requirement of citizens and area residents having to travel to other communities to obtain the same caliber of services

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- The marketing of the Gateway Project through the websites of the City and Chamber of Commerce continue to attract outside interest in new development, improving the property tax base and local option sales tax collections

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Prompt review of offers for land sale purchase
- Prompt review of applications for design review

ENGAGING OUR COMMUNITY

- Utilize media and technology to keep the public informed of any new developments

FY 2014 DEPARTMENT GOALS

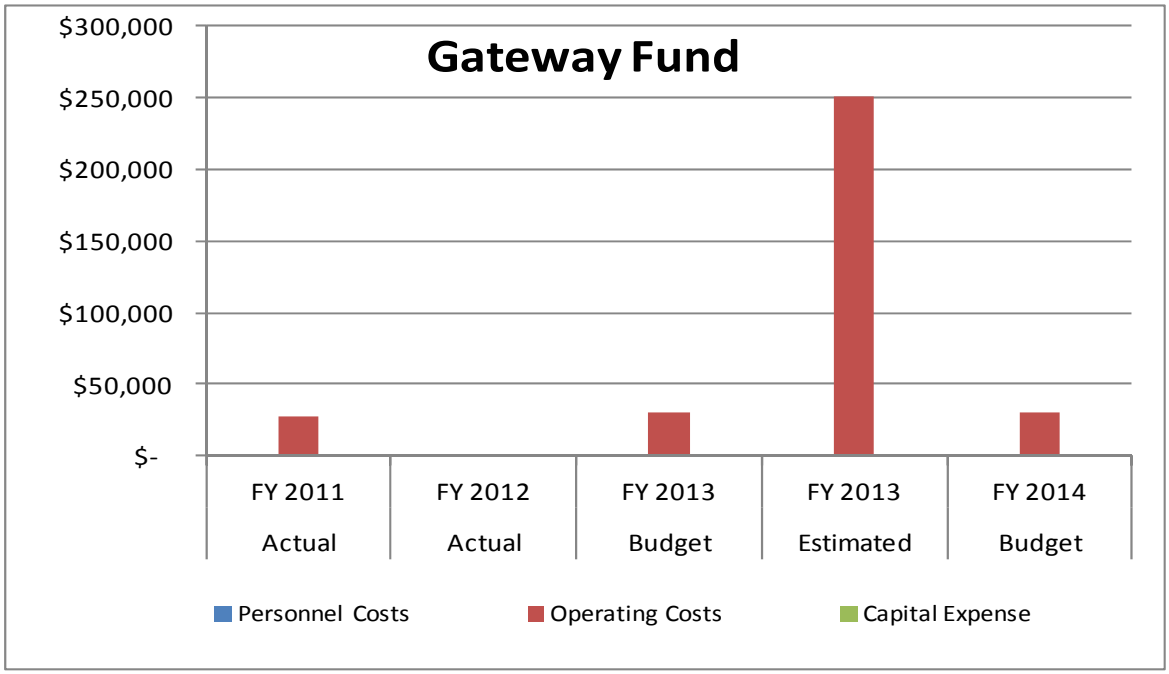
- To extend development opportunities by utilizing targeted marketing of real estate
- Continue the recruitment of headquarters offices on the two remaining large tracts held by the City for this type of development
- Continue to promote the brand of the Gateway District

OPERATING/PERFORMANCE MEASURES

	FY 2011	FY 2012	FY 2013	FY 2014
Real estate sales	$219,698	$0	$0	$0

EXPENDITURE SUMMARY

	Gateway Fund				
	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Budget FY 2014
Personnel Costs	$ -	$ -	$ -	$ -	$ -
Operating Costs	$ 27,510	$ 400	$ 30,000	$ 250,000	$ 30,000
Capital Expense	$ -	$ -	$ -	$ -	$ -
Total Gateway Fund	$ 27,510	$ 400	$ 30,000	$ 250,000	$ 30,000



HUMAN RESOURCES SUMMARY

None

	2013-2014 BUDGET YEAR GATEWAY PROJECT FUND					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
REVENUES						
SALE OF LAND	219,698					
FUND BALANCE		400	30,000	250,000	30,000	0
TOTAL REVENUE	219,698	400	30,000	250,000	30,000	0
EXPENDITURES						
OTHER MISCELLANEOUS	27,510	400	30,000	250,000	30,000	0
	27,510	400	30,000	250,000	30,000	0
TOTAL PROJECT GATEWAY FUND	27,510	400	30,000	250,000	30,000	0

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. While the City does not have any current projects being funded through a bond issue, the City will be borrowing for the construction of a new school and it has not yet been determined which vehicle will be used for this funding.

The new school to be constructed on the west side of the City is scheduled for opening in the fall of 2014 and, with technology upgrades for the entire school system , is expected to require new capital funding of $24 million. Additionally, a major renovation to one of our older schools accounts for $5 million of projects that began in 2012 and will complete in 2013.

Transportation needs continue to be an important focus for the City. Phase 2 of the Joe B. Jackson Parkway is anticipated to cost $9.4 million and will begin in 2013. This road is important to help form the loop from Highway 840 to Interstate 24 to ease inter-city traffic congestion. As always there are other road projects throughout the City as needs and priorities are determined.

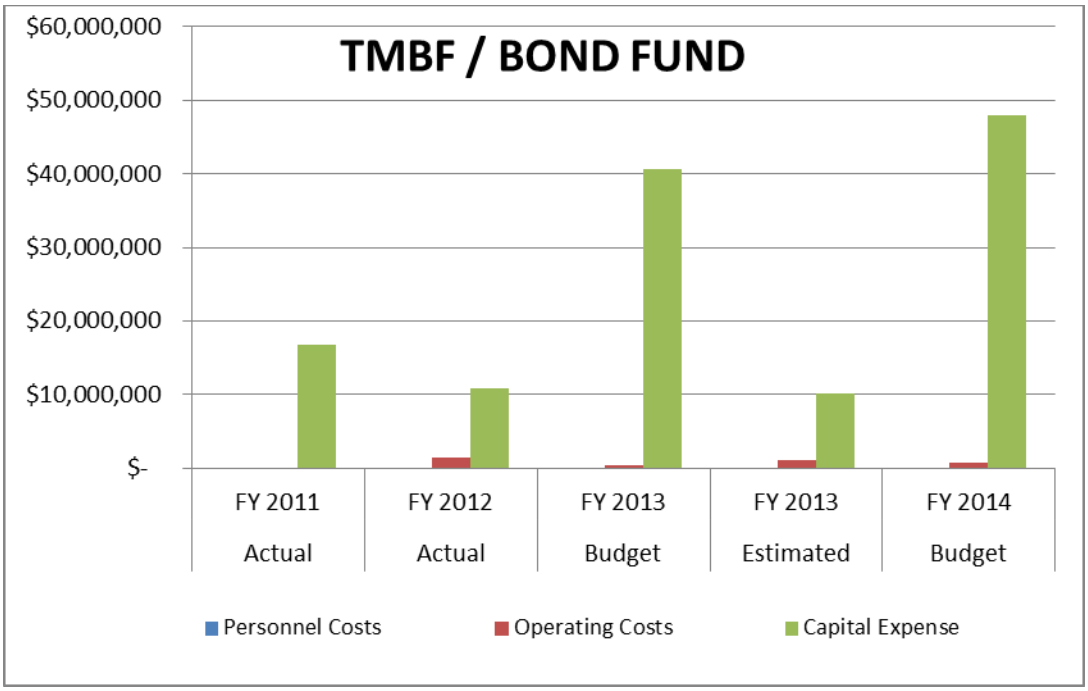
Other large capital projects included here is a major renovation to the Sports*Com, an older community recreational facility ($3 million) and fire/rescue and police equipment and facility upgrades ($14.2 million).

ORGANIZATION CHART

None

EXPENDITURE SUMMARY

	TMBF / BOND FUND				
	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Budget FY 2014
Personnel Costs	$ -	$ -	$ -	$ -	$ -
Operating Costs	$ -	$ 1,379,249	$ 312,210	$ 1,137,706	$ 762,048
Capital Expense	$ 16,686,405	$ 10,927,435	$ 40,596,560	$ 10,159,382	$ 47,882,000
Total TMBF/Bond Fund	$ 16,686,405	$ 12,306,684	$ 40,908,770	$ 11,297,088	$ 48,644,048



HUMAN RESOURCES SUMMARY

None

		2013-2014 BUDGET YEAR					
		TMBF / BOND FUND					
ITEM #	**DESCRIPTIONS**	**2010/2011 ACTUAL**	**2011/2012 ACTUAL**	**2012/2013 BUDGET**	**2012/2013 ESTIMATE**	**2013/2014 BUDGET**	**INCREASE (DECREASE)**
1	**REVENUES**						
2	2008 TML PROCEEDS	4,874,806	604,077	326,350	20,000	97,707	(228,643)
3	2010 TML PROCEEDS	47,600,000					
4	2012 DEBT PROCEEDS			44,000,000	45,800,000	0	(44,000,000)
5	2013 DEBT PROCEEDS-SCHOOL					24,000,000	24,000,000
6	2013 DEBT PROCEEDS					3,000,000	3,000,000
7	INTEREST	122,689	114,363	42,000	100,000	50,000	8,000
8	CONTRIBUTIONS FROM OTHERS	984,437	1,369,180	312,210	1,137,706	762,048	449,838
9	FEDERAL FUNDS						
10	MISCELLANEOUS		47,259				
11	FROM FUND BALANCE		10,171,805	18,000,000		20,734,293	2,734,293
12	**TOTAL REVENUE**	53,581,932	12,306,684	62,680,560	47,057,706	48,644,048	(14,036,512)
13	**EXPENDITURES**						
14	CAPITAL OUTLAY PROJECTS	16,686,405	10,927,435	40,596,560	10,159,382	47,882,000	7,285,440
15	TRANSFER TO DEBT SERVICE		1,379,249	312,210	1,137,706	762,048	449,838
16	**TOTAL TMBF/BOND FUNDS**	16,686,405	12,306,684	40,908,770	11,297,088	48,644,048	7,735,278

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 2013 DEPARTMENT ACCOMPLISHMENTS

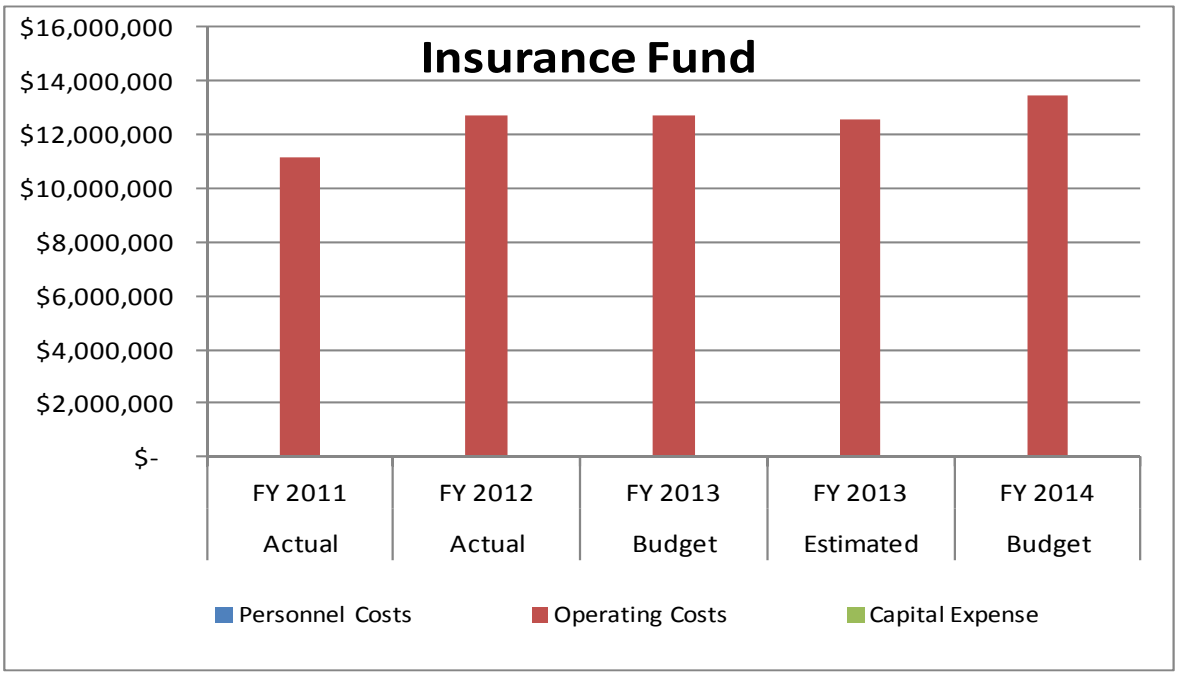
- Employed a health benefit consultant to advise the City on the design and structure of the plan
- Redesigned the City's health insurance benefits structure from 2 Tiers to 4 Tiers realizing better funding strategies based on the participant population
- Introduced two new employee health plans, a PPO and an HRA, which replaced the previous PPO and EPO plans
- Developed a wellness program:
    - Conducted first blood draw
    - Offered $250-500 incentive for participation

FY 2014 DEPARTMENT GOALS

- Continue to monitor the effectiveness of the 4 tier approach to insurance funding
- Continue wellness screenings employ new incentives to encourage healthy behaviors from employees

EXPENDITURE SUMMARY

	Insurance Fund				
	Actual	Actual	Budget	Estimated	Budget
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Personnel Costs	$ -	$ -	$ -	$ -	$ -
Operating Costs	$ 11,137,364	$ 12,666,259	$ 12,673,660	$ 12,526,525	$ 13,421,405
Capital Expense	$ -	$ -	$ -	$ -	$ -
Total Insurance Fund	$ 11,137,364	$ 12,666,259	$ 12,673,660	$ 12,526,525	$ 13,421,405



HUMAN RESOURCE SUMMARY

None

	2013-2014 BUDGET YEAR					
	INSURANCE FUND					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
REVENUES						
FROM CITY FUNDS	7,616,431	8,284,378	8,372,320	7,415,000	8,911,615	539,295
FROM ACTIVE EMPLOYEES	1,740,844	1,905,165	1,874,839	1,627,100	2,011,895	137,056
FROM RETIRED EMPLOYEES	219,991	250,261	278,035	228,100	220,470	(57,565)
FROM WATER & SEWER	1,842,580	2,056,232	1,994,261	1,935,340	1,826,400	(167,861)
FROM EVERGREEN CEMETERY	91,495	91,110	97,305	78,700	74,800	(22,505)
MEDICARE SUBSIDY	39,914	113,645	55,000	51,900	50,000	(5,000)
REINSURANCE	71,912	415,553	0	100,000	80,500	80,500
INTEREST	2,575	1,999	1,900	700	1,000	(900)
FROM FUND BALANCE	0	0	0	1,089,685	244,725	244,725
TOTAL REVENUE	11,625,742	13,118,343	12,673,660	12,526,525	13,421,405	747,745
EXPENDITURES						
EMPLOYEE ASSISTANCE BENEFITS	18,136	18,227	18,500	20,000	20,000	1,500
MEDICAL	10,523,020	12,017,653	11,970,160	11,699,800	12,360,920	390,760
DENTAL	560,895	592,733	650,000	560,000	598,760	(51,240)
SURVEYS & STUDIES	35,250	33,000	33,000	33,000	33,000	0
WELLNESS				211,725	211,725	211,725
FEDERAL PPACA FEES				0	195,000	195,000
OTHER MISCELLANEOUS	63	4,646	2,000	2,000	2,000	0
TOTAL EXPENDITURES	11,137,364	12,666,259	12,673,660	12,526,525	13,421,405	747,745

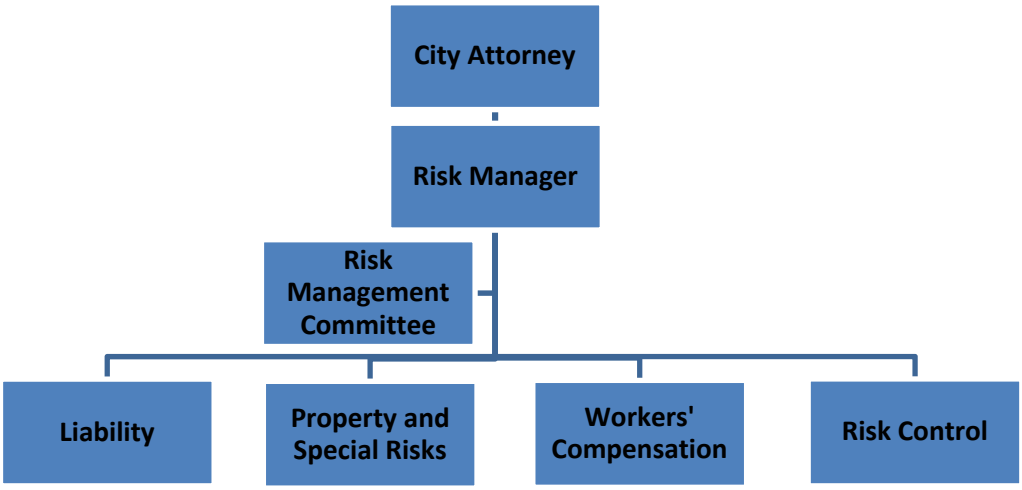
RISK MANAGEMENT FUND

FUND SUMMARY

The Risk Management Fund seeks to provide other City departments with the most practical, beneficial and economical methods to identify and treat risk issues. Risk Management is responsible for maintaining the City's self-insured programs in property, liability and workers' compensation insurance and for procuring special and excess risk insurance in key areas. The Risk Management staff manages all workers' compensation claims to ensure they are handled in compliance with state law. Property and liability claims are examined for correct and appropriate disposition. Risk Management also develops and implements safety training and risk control programs through the work of the Safety Director and City-wide Safety Committee. The Safety Director ensures City compliance with Tennessee Occupational Safety and Health Act mandated regulations and programs.

The various funds of the City contribute to the Risk Management Fund based upon the number of employees, employee classifications, nationally-recognized insurance rates and loss history. This funding formula is reviewed annually by the Risk Management Committee.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

Provide training in safety, protective measures and other areas to lower the number of injuries and preventable incidents

- Provide support to the City's safety committee

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Through strong management of the City's risk control program, continue to reduce the risk exposure of City departments
- Manage the self-insured property, liability, special risks and workers' compensation programs in the most economical methods

EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

- Administer all claims from both the public and internally in an efficient and effective manner

ENGAGING OUR COMMUNITY

- Provide information about safe use of recreational and other public facilities

FY 2014 DEPARTMENT GOALS

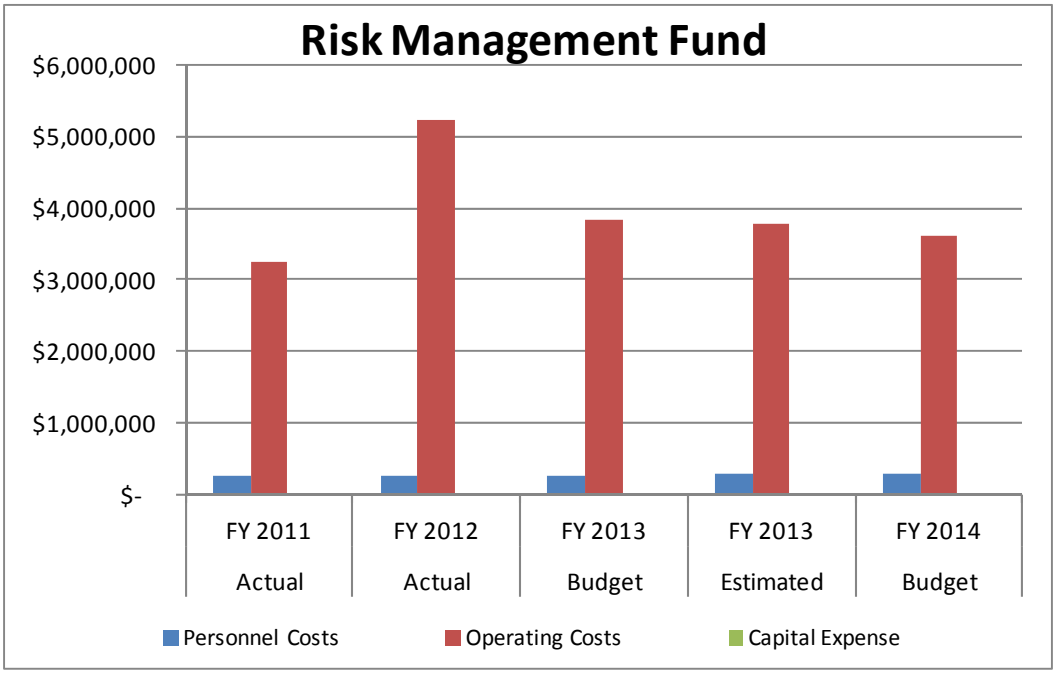
- Emphasize risk prevention and work place safety
- Administer the workers' compensation insurance program and all other programs with quality service
- Explore methods of reducing cost of insured coverages

OPERATING/PERFORMANCE MEASURES

- Place 100% of the City's purchased special risk and excess risk coverages in the required time frame
- Provide work place safety inspection and training to each department
- Ensure all claims are handled in accordance with state law

EXPENDITURE SUMMARY

	Risk Management Fund				
	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Budget FY 2014
Personnel Costs	$ 258,464	$ 267,025	$ 275,787	$ 280,460	$ 287,696
Operating Costs	$ 3,251,455	$ 5,221,161	$ 3,823,559	$ 3,765,780	$ 3,615,853
Capital Expense	$ 6,475	$ 1,553	$ 3,000	$ 3,400	$ 1,500
Total Risk Management Fund	$ 3,516,394	$ 5,489,739	$ 4,102,346	$ 4,049,640	$ 3,905,049



HUMAN RESOURCES SUMMARY

Risk Management Fund				
	Actual FY 2011	Actual FY 2012	Estimated FY 2013	Proposed FY 2014
Job Description				
Risk Manager	1	1	1	1
Safety Officer	1	1	1	1
Legal Assistant/Claims Administrator	1	1	1	1
Total Risk Management Fund Allocation	3	3	3	3

	2013-2014 BUDGET YEAR					
	RISK MANAGEMENT FUND					
DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
REVENUES						
FROM GENERAL FUND	2,549,849	2,230,688	2,988,962	2,956,041	2,838,962	(150,000)
FROM AIRPORT FUND	6,576	6,952	6,952	7,936	7,750	798
FROM FLEET SERVICES FUND	61,766	74,218	74,218	54,936	39,350	(34,868)
FROM COMMUNITY DEVELOPMENT	341	297	297	308	287	(10)
FROM WATER & SEWER	412,084	474,904	574,778	581,661	574,778	0
FROM CITY SCHOOLS	537,042	409,194	415,674	420,510	415,674	0
FROM LINEBAUGH PUBLIC LIBRARY	2,000	1,465	1,465	1,748	1,748	283
OTHER MISCELLANEOUS	7,241					
INTEREST	29,252	44,929	40,000	26,500	26,500	(13,500)
FROM FUND BALANCE		2,247,092				0
TOTAL REVENUE	3,606,151	5,489,739	4,102,346	4,049,640	3,905,049	(197,297)
EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES					221,831	221,831
TOTAL SALARIES & WAGES	202,883	208,415	214,217	219,250	221,831	221,831
SOCIAL SECURITY	15,174	15,575	16,388	16,500	16,970	582
MEDICAL - DENTAL	16,143	17,041	17,970	17,500	20,783	2,813
PENSION PLAN	24,264	25,994	25,702	25,700	26,602	900
LIFE INSURANCE/LTD			1,510	1,510	1,510	0
TOTAL PERSONNEL COSTS	258,464	267,025	275,787	280,460	287,696	226,126
OPERATION AND MAINTENANCE						
OFFICE EQUIPMENT	1,372	225	1,100	900	1,100	0
	1,372	225	1,100	900	1,100	0
SUPPLIES						
POSTAGE	866	774	800	1,000	1,100	300
OFFICE	1,300	1,691	1,500	2,000	2,000	500
LIBRARY	4,258	4,592	5,500	4,500	5,500	0
	6,424	7,057	7,800	7,500	8,600	800
INSURANCE						
CLAIMS-FLEET SERVICE			75,000	50,000	75,000	0
EXCESS WORKERS' COMP			256,496	297,325	297,325	40,829
CLAIMS-POLICE S.I.R.	54,684	37,930	50,000	20,000	50,000	0
CLAIMS	2,604,543	4,619,403	2,692,616	2,856,999	2,492,456	(200,160)
	2,659,227	4,657,333	3,074,112	3,224,324	2,914,781	(159,331)
UTILITY SERVICE						
TELEPHONE	681	640	700	700	700	0
CELLULAR TELEPHONE	807	373	800	450	700	(100)
	1,488	1,013	1,500	1,150	1,400	(100)
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT	602	705	700	550	600	(100)
MEALS DURING MEETINGS	183	298	500	150	450	(50)
	785	1,003	1,200	700	1,050	(150)
MISCELLANEOUS EXPENSE						
ASSOCIATION DUES	1,415	1,335	1,830	1,830	1,830	0
TRAINING PERSONNEL	821	862	1,300	1,300	1,300	0
LEGAL / PROFESSIONAL SERVICES	14,040	0	45,000	0	45,000	0
TRANSFERS TO OTHER FUNDS	552,966	546,698	601,187	521,326	553,292	(47,895)
COMPUTER SOFTWARE	6,267	0	80,000	0	80,000	0
ACTUARIAL STUDY	4,750	4,750	5,250	4,750	5,000	(250)
OTHER MISCELLANEOUS	1,900	885	3,280	2,000	2,500	(780)
	582,159	554,530	737,847	531,206	688,922	(48,925)
OPERATING BUDGET	3,509,919	5,488,186	4,099,346	4,046,240	3,903,549	18,420
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT-FURN & EQUIP					1,500	
	6,475	1,553	3,000	3,400	1,500	0
TOTAL RISK MANAGEMENT FUND	3,516,394	5,489,739	4,102,346	4,049,640	3,905,049	18,420

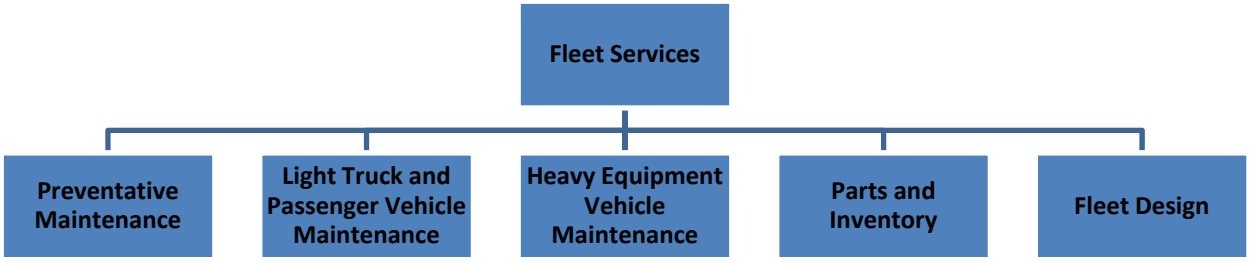
FLEET SERVICES

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 700 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.

Fleet Services budgeted fund balance reflects an increase of approximately 24.7 percent; however the majority of this increase is related to the expected increase of inventory which is a non-spendable form of fund balance.

ORGANIZATION CHART



IMPLEMENTATION OF COUNCIL PRIORITIES

SAFE AND LIVABLE NEIGHBORHOODS

- Maintains the equipment necessary to provide services to the City's neighborhoods

STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

- Maintain the most cost effective preventive maintenance and repair service for service vehicles 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 all City vehicles that are required to be tested
- Schedule and oversee annual aerial testing of all Fire & Rescue Dept. aerials and 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 2014 DEPARTMENT GOALS

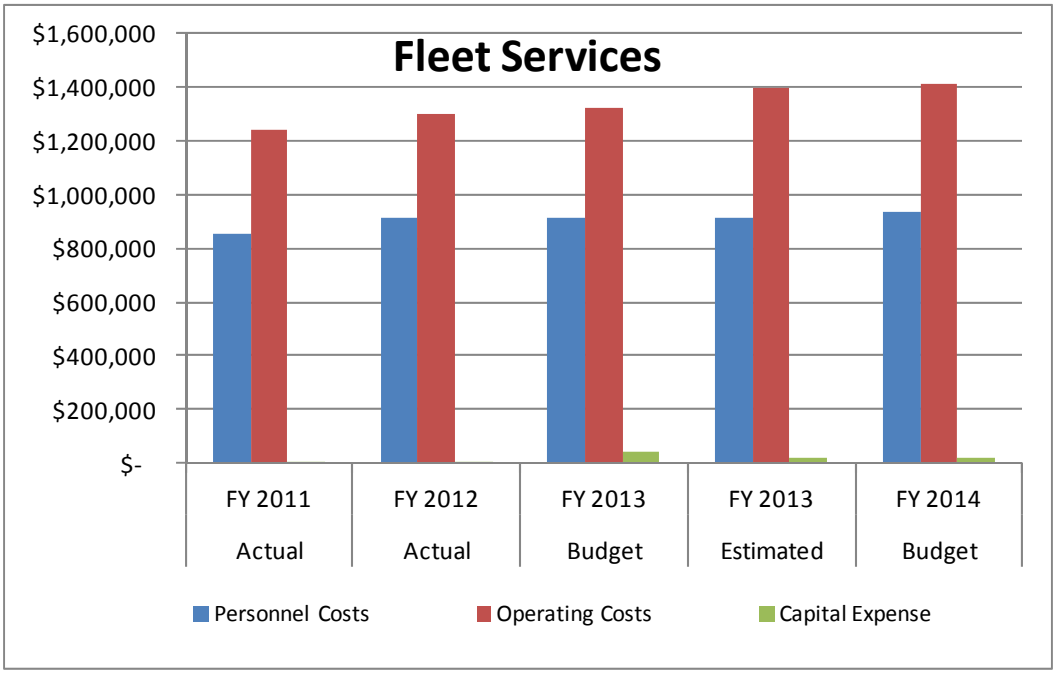
- Exceed 95% fleet availability
- Meet all inspection and preventive maintenance schedules
- Turn around 95% of all repairs within 3 days
- Maintain an industry productivity benchmark 70 percent technician productivity

OPERATING/PERFORMANCE MEASURES

	Actual	Actual	Budget	Estimated	Proposed
	FY 2011	FY 2012	FY 2013	FY 2013	FY 2014
Ratio of vehicles to mechanics	70	70	70	70	70
Work orders completed	4,127	4,302	4,600	4,250	4,500
Number of repeat repairs	150	131	150	117	100
% of fleet availablity	96%	97%	90%	97%	95%
% of timely completed preventive maintenance	81%	90%	90%	85%	90%
Technician productivity percentage			70%	64%	70%
Amount of rolling stock available	719	723	N/A	731	731

EXPENDITURE SUMMARY

	Fleet Services				
	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimated FY 2013	Budget FY 2014
Personnel Costs	$ 856,092	$ 910,624	$ 910,652	$ 910,652	$ 932,912
Operating Costs	$ 1,243,318	$ 1,300,615	$ 1,324,483	$ 1,392,741	$ 1,410,733
Capital Expense	$ 5,491	$ 5,817	$ 44,000	$ 21,050	$ 20,460
Total Fleet Services Fund	$ 2,104,901	$ 2,217,056	$ 2,279,135	$ 2,324,443	$ 2,364,105



HUMAN RESOURCES SUMMARY

Fleet Services Fund				
	Actual FY 2011	Actual FY 2012	Estimated FY 2013	Proposed FY 2014
Job Description				
Director	1	1	1	1
Administrative Support Specialist	1	1	1	1
Preventative Maintenance Technician	0	1	1	1
Parts Supervisor	1	0	0	0
Lead Mechanic	3	3	3	3
Heavy Equipment Mechanic	7	7	7	7
Total Fleet Services Fund Allocation	13	13	13	13

2013-2014 BUDGET YEAR
FLEET SERVICES FUND

DESCRIPTIONS	2010/2011 ACTUAL	2011/2012 ACTUAL	2012/2013 BUDGET	2012/2013 ESTIMATE	2013/2014 BUDGET	INCREASE (DECREASE)
REVENUES						
FROM GENERAL FUND	1,911,960	1,977,119	2,055,079	2,104,443	2,114,105	59,026
FROM RISK MANAGEMENT	32,397	57,032	75,000	50,000	75,000	0
FROM DRUG FUND	11,833	17,637	15,000	15,000	15,000	0
FROM WATER & SEWER FUND	170,645	190,272	160,000	155,000	160,000	0
SALE OF RECYCLABLES	1,297					
SALE OF FIXED ASSETS	2,506					
TOTAL REVENUES	2,130,638	2,242,060	2,305,079	2,324,443	2,364,105	59,026
EXPENDITURES						
PERSONNEL COSTS						
SALARIES & WAGES			602,204	602,204	623,846	21,642
OVERTIME			5,000	5,000	5,000	0
TOTAL SALARIES & WAGES	572,034	589,970	607,204	607,204	628,846	21,642
SOCIAL SECURITY	41,510	43,484	46,451	46,451	48,107	1,656
MEDICAL - DENTAL	117,132	131,763	133,212	133,212	145,352	12,140
PENSION PLAN	65,515	68,988	64,467	64,467	66,724	2,257
RETIREMENT (401A)	899	1,971	3,123	3,123	3,273	150
LIFE INSURANCE/LTD	219	230	4,243	4,243	4,243	0
WORKER'S COMPENSATION	58,783	74,218	51,953	51,953	36,367	(15,586)
TOTAL PERSONNEL COSTS	856,092	910,624	910,652	910,652	932,912	22,260
OPERATION AND MAINTENANCE						
VEHICLES & MACHINERY	6,527	5,880	10,000	10,000	8,500	(1,500)
OFFICE EQUIPMENT	239	958	1,000	1,000	1,000	0
BUILDINGS/SHOP	10,258	5,220	13,000	13,000	13,000	0
	17,024	12,058	34,000	24,000	22,500	(1,500)
SUPPLIES						
POSTAGE	415	356	500	500	500	0
OFFICE	1,519	1,465	2,500	2,500	2,500	0
EMPLOYEE	768	1,040	2,000	2,000	2,000	0
JANITORIAL	3,899	4,431	5,000	5,000	5,000	0
CLOTHING	3,670	4,052	5,750	5,750	6,000	250
HAND TOOLS & HARDWARE	592	192	500	650	750	250
RAGS, TOWELS, ETC.	886	889	1,000	1,250	1,250	250
FUEL	5,628	6,100	8,000	6,000	8,000	0
CHEMICALS	2,560	927	3,000	3,250	3,500	500
SAFETY SUPPLIES	964	799	1,250	1,250	1,250	0
EMPLOYEE TOOL ALLOWANCE	4,500	5,500	5,500	5,500	5,500	0
MISCELLANEOUS SUPPLIES			1,000	1,000	1,000	0
	25,401	25,751	36,000	34,650	37,250	1,250
INSURANCE						
AUTOMOBILE	2,983	0	2,983	2,983	2,983	0
	2,983	0	2,983	2,983	2,983	0

	2013-2014 BUDGET YEAR					
	FLEET SERVICES FUND					
	2010/2011	2011/2012	2012/2013	2012/2013	2013/2014	INCREASE
DESCRIPTIONS	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	(DECREASE)
UTILITY SERVICE						
ELECTRIC	36,551	36,554	40,000	40,000	42,000	2,000
WATER & SEWER	5,871	8,927	7,500	15,000	18,000	10,500
GAS	11,739	9,610	15,000	15,000	15,000	0
CELLULAR TELEPHONE	4,226	710	2,000	1,250	1,500	(500)
TELEPHONE	1,463	1,120	2,500	1,500	2,000	(500)
	59,850	56,921	67,000	72,750	78,500	11,500
TRAVEL AND SUBSISTENCE						
MILEAGE REIMBURSEMENT			500	500	500	0
	0	0	500	500	500	0
MISCELLANEOUS EXPENSE						
PARTS & LUBRICANTS	1,130,055	1,198,255	1,165,000	1,243,858		(1,165,000)
PARTS					744,000	
LUBRICANTS					60,000	
SUBLETS					302,000	
TIRES					144,000	
COMPUTER SOFTWARE	6,608	6,795	12,000	12,000	12,000	0
TRAINING PERSONNEL	855	244	4,000	500	4,000	0
OTHER MISCELLANEOUS	542	591	3,000	1,500	3,000	0
	1,138,060	1,205,885	1,184,000	1,257,858	1,269,000	(1,165,000)
OPERATING BUDGET	2,099,410	2,211,239	2,235,135	2,303,393	2,343,645	(1,131,490)
ADDITION TO FIXED ASSETS						
NORMAL REPLACEMENT - FURN & EQUIP					4,000	
TRANSMISSION FLUID EXCHANGER					5,260	
A/C SERVICE MACHINE					4,700	
WHEEL BALANCER					6,500	
	5,491	5,817	44,000	21,050	20,460	(23,540)
TOTAL FLEET SERVICES FUND	2,104,901	2,217,056	2,279,135	2,324,443	2,364,105	(1,155,030)

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, worker's 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 Public 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.

NON-MAJOR REVENUE DESCRIPTIONS

Building Permit Fee Schedule

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

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

Building permits for additions, alterations and/or accessory buildings are $8 per thousand of valuation with a minimum fee of $20.

ELECTRICAL LICENSES

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

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

PLUMBING PERMITS

Plumbing Permits	
	Fees
Flat Fee	$ 20.00
Per Fixture	$ 5.00
Water	$ 10.00
Sewer	$ 10.00

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. 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.

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.

FUEL DEPARTMENT SERVICE CHARGES

The Fuel Department service charges are charges for fuel 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 also 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 and pays a portion of the cost to provide two DARE officers in City schools.

DRUG FUND

The Drug Fund reimburses the General Fund for overtime expenses incurred by Vice officers.

TAX RATE COMPUTATION

	2013-2014 BUDGET YEAR TAX RATE COMPUTATION					
DESCRIPTIONS	**2010/2011 ACTUAL**	**2011/2012 ACTUAL**	**2012/2013 BUDGET**	**2012/2013 ESTIMATE**	**2013/2014 BUDGET**	**INCREASE (DECREASE)**
ASSESSMENTS						
REAL PROPERTY	2,498,033,785	2,549,518,915	2,572,121,255	2,564,985,450	2,532,670,000	(39,451,255)
PERSONAL PROPERTY	177,818,044	179,484,514	181,821,854	181,770,389	181,511,800	(310,054)
PUBLIC UTILITY	56,821,961	61,980,998	59,250,000	66,409,997	66,410,000	7,160,000
TOTAL ASSESSMENTS	2,732,673,790	2,790,984,427	2,813,193,109	2,813,165,836	2,780,591,800	(32,601,309)

The actual and estimated assessment values are per the tax roll as received and do not include subsequent refunds or adjustments.

BUDGET						
TOTAL 2013-2014 TENTATIVE BUDGET						118,220,559
LESS NON-PROPERTY TAX REVENUE						78,043,893
AMOUNT TO BE DERIVED FROM OTHER SOURCES						40,176,666
FROM FUND BALANCE						4,854,808
AMOUNT TO BE DERIVED FROM TAXATION						35,321,858
TAX RATE WILL PROVIDE	1.2703					35,321,858

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

1. 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.
2. The City will seek to maintain an unassigned fund balance between fifteen percent (15%) and thirty percent (30%) of General Fund operating revenues.
3. 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.
4. 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.
5. 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.
6. 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.

JOB TABLE FROM CLASSIFICATION AND COMPENSATION PLAN

	Non-Classified Pay Range:				Min	Mid	Max			
DEPARTMENT	**TITLE** Classified:Steps:	Step 1	Step 2	Step 3	Step 4	***Step 5***	Step 6	Step 7	Step 8	Step 9
AIRPORT	MANAGER, AIRPORT				$59,527	***$73,962***	$86,314			
BUILDING	DIRECTOR - BUILDING				$63,577	***$78,993***	$92,185			
BUILDING	DEPUTY DIRECTOR				$54,040	***$67,145***	$78,358			
BUILDING	ASSIST. BLDG. /PLANS EXAMINER				$50,862	***$63,195***	$73,748			
BUILDING	SIGN ADMINISTRATOR				$46,839	***$55,107***	$64,310			
BUILDING	PLAN EXAMINER	$53,334.96	$55,201.44	$57,133.68	$59,133.60	***$61,203.12***	$63,345.12	$65,562.24	$67,856.88	$70,231.92
BUILDING	ELECTRICAL INSPECTOR	$48,516.48	$50,214.24	$51,971.52	$53,790.48	***$55,673.28***	$57,622.56	$59,639.28	$61,726.56	$63,887.04
BUILDING	BUILDING/CODES INSPECTOR	$48,516.48	$50,214.24	$51,971.52	$53,790.48	***$55,673.28***	$57,622.56	$59,639.28	$61,726.56	$63,887.04
BUILDING	BUILDING/CODES INSPECTOR (TRAINEE)	$41,661.12	$43,119.36							
BUILDING	DEPARTMENT COORDINATOR	$35,625.84	$36,873.12	$38,162.88	$39,499.20	***$40,881.84***	$42,312.00	$43,792.80	$45,325.44	$46,911.84
BUILDING	ADMINISTRATIVE SUPPORT SPECIALIST	$33,382.56	$34,551.12	$35,760.00	$37,011.60	***$38,307.12***	$39,647.76	$41,035.44	$42,471.60	$43,958.16
BUILDING	SECRETARY OR SECRETARY/RECEPTIONIST	$25,839.84	$26,743.68	$27,680.16	$28,648.80	***$29,651.52***	$30,689.76	$31,764.00	$32,875.68	$34,026.24
COMMUNICATIONS	COMMUNICATIONS DIRECTOR				$56,606	***$70,332***	$82,078			
COMMUNICATIONS	PUBLIC INFORMATION OFFICER				$46,967	***$58,356***	$68,101			
COMMUNICATIONS	COMMUNICATIONS SPECIALIST	$40,728.24	$42,153.36	$43,629.12	$45,156.24	***$46,736.64***	$48,372.00	$50,064.96	$51,817.20	$53,630.88
CIVIC PLAZA	LANDSCAPER/GREENSKEEPER	$27,331.68	$28,288.08	$29,277.84	$30,303.12	***$31,363.68***	$32,461.44	$33,597.60	$34,773.60	$35,990.64
COMMUNITY DEVEL	DIRECTOR - COMMUNITY DEVELOPMENT				$67,886	***$84,348***	$98,435			
COMMUNITY DEVEL	GRANT COORDINATOR				$42,313	***$52,891***	$61,723			
ENGINEERING	CITY ENGINEER				$82,511	***$102,519***	$119,640			
ENGINEERING	DIRECTOR - STREET/SIGN DEPARTMENT				$69,901	***$86,851***	$101,356			
ENGINEERING	ASSISTANT CITY ENGINEER				$64,214	***$79,785***	$93,110			
ENGINEERING	ENVIRONMENTAL ENGINEER				$52,206	***$64,867***	$75,700			
ENGINEERING	PROJECT ENGINEER				$52,206	***$64,867***	$75,700			
ENGINEERING	PROJECT COORDINATOR				$50,705	***$63,000***	$73,521			
ENGINEERING	ENGINEER IN TRAINING				$42,548	***$52,865***	$61,693			
ENGINEERING	SR. PUBLIC WORKS INSPECTOR	$47,433.60	$49,093.92	$50,812.08	$52,590.72	***$54,431.04***	$56,336.88	$58,308.72	$60,349.44	$62,461.68
ENGINEERING	ROW INSPECTOR/SAFETY COORDINATOR	$44,469.36	$46,025.76	$47,636.64	$49,304.16	***$51,029.28***	$52,816.08	$54,664.56	$56,577.84	$58,558.08
ENGINEERING	PUBLIC WORKS INSPECTOR	$41,246.40	$42,689.76	$44,184.48	$45,730.80	***$47,331.84***	$48,988.08	$50,702.64	$52,477.20	$54,313.92
ENGINEERING	DEPARTMENT COORDINATOR	$35,625.72	$36,873.20	$38,162.80	$39,499.20	***$40,881.88***	$42,311.88	$43,792.84	$45,325.80	$46,912.32
ENGINEERING	PUBLIC WORKS CREW CHIEF	$35,246.12	$36,479.56	$37,756.68	$39,078.00	***$40,445.60***	$41,861.56	$43,326.92	$44,843.24	$46,412.60
ENGINEERING	ADMINISTRATIVE SUPPORT SPECIALIST	$33,382.44	$34,550.88	$35,759.88	$37,011.52	***$38,307.36***	$39,647.40	$41,035.28	$42,471.52	$43,958.20
ENGINEERING	EQUIPMENT OPERATOR	$30,648.80	$31,721.04	$32,831.24	$33,980.44	***$35,170.20***	$36,401.56	$37,675.56	$38,994.28	$40,359.28
ENGINEERING	DRIVER	$29,913.52	$30,959.24	$32,043.44	$33,164.04	***$34,326.24***	$35,526.40	$36,769.72	$38,056.72	$39,388.96
ENGINEERING	LIGHT EQUIPMENT OPERATOR	$28,693.08	$29,696.68	$30,736.16	$31,813.08	***$32,925.88***	$34,079.24	$35,272.12	$36,506.60	$37,784.24
ENGINEERING	REFUSE/CUSTODIAL CREW SUPER.	$27,182.48	$28,133.56	$29,117.92	$30,137.64	***$31,191.68***	$32,284.72	$33,414.68	$34,584.16	$35,794.72
ENGINEERING	LABORER	$24,827.92	$25,696.32	$26,595.92	$27,527.24	***$28,489.76***	$29,487.64	$30,519.84	$31,587.92	$32,693.44

	Non-Classified Pay Range:				Min	Mid	Max			
DEPARTMENT	**TITLE** **Classified:Steps:**	Step 1	Step 2	Step 3	Step 4	***Step 5***	Step 6	Step 7	Step 8	Step 9
FIRE	FIRE CHIEF				$80,303	***$99,777***	$116,440			
FIRE	DEPUTY FIRE CHIEF				$68,740	***$85,409***	$99,672			
FIRE	ASSISTANT FIRE CHIEF				$64,597	***$80,262***	$93,666			
FIRE	SHIFT COMMANDER				$58,519	***$72,710***	$84,853			
FIRE	FIRE TRAINING COORDINATOR				$49,185	***$61,113***	$71,319			
FIRE	FIRE CAPTAIN - SHIFT INSPECTOR	$53,267.76	$55,121.04	$57,058.56	$59,052.24	***$61,130.16***	$63,236.16	$65,454.48	$67,757.04	$70,115.76
FIRE	FIRE CAPTAIN - TRAINING OFFICER	$53,267.76	$55,121.04	$57,058.56	$59,052.24	***$61,130.16***	$63,236.16	$65,454.48	$67,757.04	$70,115.76
FIRE	FIRE CAPTAIN	$51,246.00	$53,043.12	$54,868.32	$56,805.84	***$58,799.52***	$60,849.36	$62,983.44	$65,201.76	$67,476.24
FIRE	ASSISTANT FIRE MARSHALL	$48,516.52	$50,214.06	$51,971.66	$53,790.36	***$55,673.28***	$57,622.50	$59,639.32	$61,719.84	$63,882.00
FIRE	FIRE DRIVER	$44,591.04	$46,135.44	$47,764.08	$49,420.80	***$51,161.76***	$52,958.88	$54,812.16	$56,721.60	$58,715.28
FIRE	FIREFIGHTER II	$39,761.28	$41,165.28	$42,597.36	$44,085.60	***$45,630.00***	$47,230.56	$48,887.28	$50,600.16	$52,369.20
FIRE	FIREFIGHTER I	$34,650.72	$35,858.16	$37,121.76	$38,413.44					
FIRE	DEPARTMENT COORDINATOR	$35,625.72	$36,872.94	$38,162.80	$39,498.94	***$40,881.88***	$42,311.88	$43,792.84	$45,325.54	$46,912.06
FIRE	ADMINISTRATIVE SUPPORT SPECIALIST	$33,382.44	$34,551.14	$35,760.14	$37,011.26	***$38,307.36***	$39,647.66	$41,035.28	$42,471.52	$43,957.94
FIRE	ADMINISTRATIVE SECRETARY	$31,018.26	$32,104.02	$33,226.70	$34,390.72	***$35,594.26***	$36,839.66	$38,129.00	$39,463.58	$40,844.70
FIRE	FIRE TRAINEE	$33,443.28								
FIRE	CLERK	$22,631.18	$23,422.88	$24,242.92	$25,091.56	***$25,970.10***	$26,879.32	$27,820.00	$28,793.70	$29,801.46
FLEET SERVICES	FLEET SERVICES DIRECTOR				$59,248	***$73,617***	$85,911			
FLEET SERVICES	CHIEF MECHANIC	$45,185.40	$46,766.72	$48,403.68	$50,097.84	***$51,851.28***	$53,666.60	$55,544.84	$57,489.12	$59,501.00
FLEET SERVICES	LEAD MECHANIC	$44,220.80	$45,767.80	$47,369.92	$49,028.72	***$50,744.20***	$52,521.04	$54,359.24	$56,261.92	$58,231.16
FLEET SERVICES	HEAVY EQUIPMENT MECHANIC	$40,200.68	$41,607.80	$43,064.32	$44,571.28	***$46,131.80***	$47,745.88	$49,417.16	$51,146.68	$52,937.04
FLEET SERVICES	PARTS SUPERVISOR	$35,164.48	$36,395.32	$37,668.80	$38,987.00	***$40,351.48***	$41,763.28	$43,225.00	$44,737.68	$46,303.40
FLEET SERVICES	PREVENTATIVE MAINTENANCE MECHANIC	$30,899.96	$31,981.04	$33,100.08	$34,258.12	***$35,457.24***	$36,697.96	$37,981.84	$39,312.00	$40,687.92
FLEET SERVICES	ADMINISTRATIVE SUPPORT SPECIALIST	$33,382.44	$34,550.88	$35,759.88	$37,011.52	***$38,307.36***	$39,647.40	$41,035.28	$42,471.52	$43,958.20
FLEET SERVICES	ADMINISTRATIVE SECRETARY	$31,018.52	$32,103.76	$33,226.96	$34,390.72	***$35,594.52***	$36,839.40	$38,129.00	$39,463.32	$40,844.44
GENERAL & ADMIN	CITY MANAGER				$116,960	***$145,322***	$169,591			
GENERAL & ADMIN	DEPUTY CITY MANAGER				$98,124	***$122,654***	$142,752			
GENERAL & ADMIN	ASSISTANT CITY MANAGER				$87,478	***$108,690***	$126,842			
GENERAL & ADMIN	CITY RECORDER				$85,044	***$105,666***	$123,313			
GENERAL & ADMIN	ASSISTANT TO THE CITY MANAGER				$73,593	***$91,990***	$107,353			
GENERAL & ADMIN	ASSISTANT CITY RECORDER				$65,863	***$81,834***	$95,500			
GENERAL & ADMIN	SERVICE EXCELLENCE COORDINATOR				$60,755	***$75,452***	$88,079			
GENERAL & ADMIN	ACCOUNTANT/FIXED ASSET MANAGER				$46,415	***$57,671***	$67,301			
GENERAL & ADMIN	ACCOUNTANT	$42,940.08	$44,442.96	$45,998.64	$47,608.32	***$49,274.88***	$51,000.00	$52,784.88	$54,632.40	$56,544.48
GENERAL & ADMIN	ADMINISTRATIVE ASSISTANT	$37,486.08	$38,798.16	$40,156.80	$41,561.52	***$43,015.92***	$44,521.92	$46,080.24	$47,693.04	$49,362.24
GENERAL & ADMIN	DEPARTMENT COORDINATOR	$35,625.84	$36,873.12	$38,162.88	$39,499.20	***$40,881.84***	$42,312.00	$43,793.04	$45,325.68	$46,912.08
GENERAL & ADMIN	ADMINISTRATIVE SUPPORT SPECIALIST	$33,382.56	$34,551.12	$35,760.00	$37,011.60	***$38,307.12***	$39,647.76	$41,035.44	$42,471.60	$43,958.16
GENERAL & ADMIN	REVENUE CLERK	$31,726.08	$32,837.28	$33,986.40	$35,176.32	***$36,407.52***	$37,681.20	$39,000.00	$40,365.12	$41,778.00
GENERAL & ADMIN	ADMINISTRATIVE SECRETARY	$31,018.32	$32,103.84	$33,226.80	$34,390.56	***$35,594.40***	$36,839.52	$38,129.04	$39,463.44	$40,844.64
GENERAL & ADMIN	MAINTENANCE FOREMAN	$28,576.08	$29,575.92	$30,611.04	$31,682.64	***$32,791.68***	$33,939.12	$35,127.12	$36,356.64	$37,629.12
GENERAL & ADMIN	SECRETARY OR SECRETARY/RECEPTIONIST	$25,839.84	$26,743.68	$27,680.16	$28,648.80	***$29,651.52***	$30,689.76	$31,764.00	$32,875.68	$34,026.24
GENERAL & ADMIN	CUSTODIAN MAINT. WORKER	$23,108.64	$23,917.92	$24,755.04	$25,620.72	***$26,517.60***	$27,446.64	$28,407.36	$29,401.68	$30,430.80

	Non-Classified Pay Range:				Min	Mid	Max			
DEPARTMENT	**TITLE** Classified:Steps:	Step 1	Step 2	Step 3	Step 4	**Step 5**	Step 6	Step 7	Step 8	Step 9
INFORMATION TECH.	DIRECTOR				$73,279	**$91,049**	$106,254			
INFORMATION TECH.	MIS COORDINATOR				$56,306	**$69,961**	$81,644			
INFORMATION TECH.	GIS COORDINATOR				$44,922	**$55,815**	$65,136			
INFORMATION TECH.	GIS APPLICATION SPECIALIST	$37,635.84	$38,952.72	$40,316.16	$41,727.12	**$43,187.76**	$44,699.52	$46,264.08	$47,883.36	$49,559.28
INFORMATION TECH.	SOFTWARE SPECIALIST	$38,710.32	$40,065.60	$41,467.68	$42,918.96	**$44,420.88**	$45,976.08	$47,585.04	$49,250.40	$50,974.08
INFORMATION TECH.	TECHNICAL SUPPORT SPECIALIST	$35,748.96	$37,000.32	$38,295.12	$39,635.52	**$41,022.00**	$42,458.40	$43,944.24	$45,482.40	$47,074.32
JUDICIAL	CITY JUDGE				$45,334	**$56,327**	$65,735			
JUDICIAL	CHIEF CITY COURT CLERK				$47,264	**$58,725**	$68,532			
JUDICIAL	ADMINISTRATIVE SUPPORT SPECIALIST	$33,382.56	$34,551.12	$35,760.00	$37,011.60	**$38,307.20**	$39,647.76	$41,035.44	$42,471.60	$43,958.16
JUDICIAL	ADMINISTRATIVE SECRETARY	$31,018.32	$32,103.84	$33,226.80	$34,390.56	**$35,594.40**	$36,839.52	$38,129.04	$39,463.44	$40,844.64
LEGAL	CITY ATTORNEY				$98,852	**$122,822**	$143,334			
LEGAL	ASSISTANT CITY ATTORNEY				$78,165	**$97,120**	$113,338			
LEGAL	STAFF ATTORNEY				$64,503	**$80,145**	$93,528			
LEGAL	LEGAL ASSISTANT	$39,233.52	$40,607.04	$42,028.08	$43,498.80	**$45,021.60**	$46,597.20	$48,228.24	$49,916.16	$51,663.12
LEGAL	ADMINISTRATIVE SUPPORT SPECIALIST	$33,382.56	$34,551.12	$35,760.00	$37,011.60	**$38,307.20**	$39,647.76	$41,035.44	$42,471.60	$43,958.16
OLD FORT GOLF	DIRECTOR, GOLF				$65,897	**$81,878**	$95,551			
OLD FORT GOLF	TURF CARE MANAGER				$53,363	**$66,305**	$77,377			
OLD FORT GOLF	HEAD GOLF PROFESSIONAL				$39,051	**$48,520**	$56,623			
OLD FORT GOLF	TURF CARE SUPERVISOR				$34,128	**$42,404**	$49,485			
OLD FORT GOLF	DEPARTMENT COORDINATOR	$35,625.84	$36,873.12	$38,162.88	$39,499.20	**$40,881.84**	$42,312.00	$43,792.80	$45,325.44	$46,911.84
OLD FORT GOLF	EQUIPMENT MECHANIC	$34,359.12	$35,562.00	$36,806.40	$38,094.24	**$39,428.40**	$40,806.96	$42,235.44	$43,713.60	$45,243.60
VA GOLF	GOLF FACILITY SUPERVISOR	$32,640.24	$33,782.64	$34,965.12	$36,188.40	**$37,454.88**	$38,765.76	$40,122.72	$41,526.96	$42,980.40
OLD FORT GOLF	SHOP MANAGER	$30,525.12	$31,593.84	$32,699.76	$33,844.08	**$35,028.72**	$36,254.16	$37,523.04	$38,836.32	$40,195.68
VA GOLF	LEAD GROUNDSKEEPER	$29,809.20	$30,852.48	$31,932.00	$33,049.20	**$34,206.72**	$35,403.60	$36,642.72	$37,925.28	$39,252.72
OLD FORT GOLF	IRRIGATION TECHNICIAN	$28,749.60	$29,755.68	$30,797.04	$31,875.60	**$32,990.64**	$34,146.24	$35,341.20	$36,578.16	$37,858.32
OLD FORT GOLF	GROUNDSKEEPER/CLERK	$27,619.44	$28,585.92	$29,586.96	$30,622.08	**$31,693.92**	$32,803.68	$33,951.84	$35,140.08	$36,370.08
OLD FORT GOLF	LANDSCAPER/GREENSKEEPER	$27,331.68	$28,288.08	$29,277.84	$30,303.12	**$31,363.68**	$32,461.44	$33,597.60	$34,773.60	$35,990.64
OLD FORT GOLF	FOOD SERVICE MANAGER	$24,934.08	$25,806.72	$26,709.60	$27,644.64	**$28,612.32**	$29,613.36	$30,649.68	$31,722.48	$32,832.72
HUMAN RESOURCES	HUMAN RESOURCES DIRECTOR				$71,481	**$87,564**	$103,647			
HUMAN RESOURCES	ASSISTANT HUMAN RESOURCES DIRECTOR				$53,384	**$65,396**	$77,409			
HUMAN RESOURCES	PAYROLL SUPERVISOR/PERSONNEL SPECIALIST	$50,917.20	$52,698.72	$54,544.08	$56,453.04	**$58,428.48**	$60,472.80	$62,589.36	$64,780.08	$67,047.36
HUMAN RESOURCES	ADMINISTRATIVE ASSISTANT	$37,486.08	$38,798.16	$40,156.80	$41,561.52	**$43,015.92**	$44,521.92	$46,080.24	$47,693.04	$49,362.24
HUMAN RESOURCES	HUMAN RESOURCES ASSISTANT	$33,645.12	$34,822.80	$36,042.00	$37,303.44	**$38,608.32**	$39,960.72	$41,359.20	$42,806.88	$44,305.20
PLANNING	DIRECTOR - PLANNING				$73,654	**$91,514**	$106,797			
PLANNING	PRINCIPAL PLANNER				$52,362	**$65,061**	$75,925			
PLANNING	PLANNER				$45,999	**$57,154**	$66,699			
PLANNING	PUBLIC WORKS COORDINATOR	$43,656.24	$45,184.32	$46,765.92	$48,402.24	**$50,097.12**	$51,850.32	$53,665.20	$55,543.44	$57,487.44
PLANNING	ADMINISTRATIVE ASSISTANT	$37,486.08	$38,798.16	$40,156.80	$41,561.52	**$43,015.92**	$44,521.92	$46,080.24	$47,693.04	$49,362.24
PLANNING	ADMINISTRATIVE SUPPORT SPECIALIST	$33,382.56	$34,551.12	$35,760.00	$37,011.60	**$38,307.20**	$39,647.76	$41,035.44	$42,471.60	$43,958.16

	Non-Classified Pay Range:				Min	Mid	Max			
DEPARTMENT	**TITLE** **Classified:Steps:**	Step 1	Step 2	Step 3	Step 4	***Step 5***	Step 6	Step 7	Step 8	Step 9
POLICE	POLICE CHIEF				$89,331	***$110,994***	$129,530			
POLICE	DEPUTY POLICE CHIEF				$77,447	***$96,227***	$112,297			
POLICE	ASSISTANT POLICE CHIEF				$67,061	***$83,323***	$97,238			
POLICE	POLICE MAJOR				$62,367	***$77,491***	$90,431			
POLICE	POLICE CAPTAIN	$64,104.56	$66,348.10	$68,670.94	$71,073.86	***$73,561.28***	$76,136.84	$78,801.84	$81,559.92	$84,414.46
POLICE	MIS COORDINATOR				$56,306	***$69,961***	$81,644			
POLICE	POLICE LIEUTENANT	$53,813.76	$55,697.46	$57,646.68	$59,664.80	***$61,752.60***	$63,913.72	$66,150.76	$68,466.06	$70,862.48
POLICE	COMMUNICATIONS MANAGER	$49,357.88	$51,084.80	$52,873.34	$54,723.76	***$56,638.92***	$58,621.42	$60,673.08	$62,796.76	$64,994.54
POLICE	POLICE SERGEANT	$47,428.68	$49,089.04	$50,807.12	$52,584.48	***$54,426.06***	$56,330.82	$58,302.40	$60,342.88	$62,454.86
POLICE	COMMUNICATIONS SUPERVISOR	$43,046.12	$44,553.34	$46,112.56	$47,726.38	***$49,396.10***	$51,125.10	$52,914.42	$54,766.40	$56,683.12
POLICE	DETECTIVE	$39,753.74	$41,145.52	$42,584.62	$44,075.20	***$45,618.56***	$47,214.44	$48,867.00	$50,577.28	$52,347.36
POLICE	POLICE OFFICER II	$39,753.74	$41,145.52	$42,584.62	$44,075.20	***$45,618.56***	$47,214.44	$48,867.00	$50,577.28	$52,347.36
POLICE	CRIME DATA ANALYST	$38,907.96	$40,269.06	$41,676.96	$43,135.04	***$44,645.12***	$46,207.98	$47,824.92	$49,499.06	$51,231.44
POLICE	ADMINISTRATIVE ASSISTANT	$37,486.02	$38,798.24	$40,156.74	$41,561.52	***$43,015.96***	$44,521.88	$46,080.32	$47,693.10	$49,362.30
POLICE	TECHNICAL SUPPORT SPECIALIST	$35,748.96	$37,000.34	$38,295.14	$39,635.44	***$41,023.06***	$42,458.52	$43,944.42	$45,482.58	$47,074.56
POLICE	DEPARTMENT COORDINATOR	$35,625.72	$36,872.94	$38,162.80	$39,498.94	***$40,881.88***	$42,311.88	$43,792.84	$45,325.54	$46,912.06
POLICE	POLICE OFFICER I	$34,642.92	$35,855.82	$37,110.32	$38,409.28					
POLICE	ADMINISTRATIVE SUPPORT SPECIALIST	$33,382.44	$34,551.14	$35,760.14	$37,011.26	***$38,307.36***	$39,647.66	$41,035.28	$42,471.52	$43,957.94
POLICE	ADMINISTRATIVE SECRETARY	$31,018.26	$32,104.02	$33,226.70	$34,390.72	***$35,594.26***	$36,839.66	$38,129.00	$39,463.58	$40,844.70
POLICE	DISPATCHER	$30,539.34	$31,607.94	$32,715.02	$33,859.02	***$35,045.14***	$36,271.04	$37,540.62	$38,854.66	$40,214.46
POLICE	POLICE TRAINEE	$33,471.62								
POLICE	SECRETARY OR SECRETARY/RECEPTIONIST	$25,839.84	$26,743.60	$27,680.12	$28,648.62	***$29,651.44***	$30,689.88	$31,763.94	$32,875.70	$34,026.46
POLICE	POLICE EVIDENCE TECHNICIAN	$28,904.98	$29,916.90	$30,963.92	$32,047.08	***$33,168.98***	$34,329.88	$35,531.08	$36,774.66	$38,061.66
POLICE	PARKING OFFICER	$22,590.62	$23,381.28	$24,199.76	$25,047.10	***$25,923.56***	$26,830.70	$27,769.82	$28,741.70	$29,747.64
POLICE	CUSTODIAN	$21,506.94	$22,259.38	$23,039.12	$23,845.12	***$24,679.46***	$25,542.92	$26,436.80	$27,362.14	$28,319.72
RECREATION	DIRECTOR - RECREATION				$77,933	***$96,832***	$113,003			
RECREATION	DEPUTY DIRECTOR - RECREATION				$66,243	***$82,307***	$96,052			
RECREATION	ASSISTANT DIRECTOR - RECREATION				$62,346	***$76,375***	$90,404			
RECREATION	FINANCE/PERSONNEL SUPERVISOR				$46,369	***$56,804***	$67,238			
RECREATION	FACILITY SUPERINTENDENT				$42,831	***$53,218***	$62,105			
RECREATION	ATHLETIC/RECREATION SUPERINTENDENT				$42,167	***$52,394***	$61,143			
RECREATION	FACILITY SUPERINTENDENT - MAINT.				$41,337	***$51,362***	$59,940			
RECREATION	OPERATIONS COORDINATOR	$41,199.12	$42,641.28	$44,133.12	$45,678.24	***$47,277.12***	$48,931.68	$50,644.32	$52,416.96	$54,251.52
RECREATION	ADMINISTRATIVE ASSISTANT	$37,486.08	$38,798.16	$40,156.80	$41,561.52	***$43,015.92***	$44,521.92	$46,080.24	$47,693.04	$49,362.24
RECREATION	PROGRAM COORDINATOR	$37,062.96	$38,359.92	$39,702.24	$41,092.80	***$42,531.12***	$44,018.88	$45,559.44	$47,154.00	$48,804.48
RECREATION	FACILITY MAINTENANCE FOREMAN	$34,820.88	$36,039.84	$37,301.28	$38,606.40	***$39,957.60***	$41,356.56	$42,804.00	$44,302.08	$45,852.72
RECREATION	CREW LEADER - MAINTENANCE	$35,958.96	$37,217.52	$38,520.48	$39,868.80	***$41,263.44***	$42,708.00	$44,202.72	$45,749.76	$47,351.04
RECREATION	TECHNICAL SUPPORT SPECIALIST	$35,748.96	$37,000.32	$38,295.12	$39,635.52	***$41,022.00***	$42,458.40	$43,944.24	$45,482.40	$47,074.32
RECREATION	ADMINISTRATIVE SUPPORT SPECIALIST	$33,382.56	$34,551.12	$35,760.00	$37,011.60	***$38,307.20***	$39,647.76	$41,035.44	$42,471.60	$43,958.16
RECREATION	CREW LEADER	$32,698.80	$33,843.12	$35,027.76	$36,254.16	***$37,522.56***	$38,835.60	$40,194.96	$41,601.84	$43,057.92
RECREATION	ASSISTANT PROGRAM COORDINATOR	$31,503.12	$32,605.92	$33,747.12	$34,927.92	***$36,149.76***	$37,415.52	$38,724.96	$40,080.24	$41,483.04
RECREATION	GROUNDSKEEPER/MAINTENANCE WORKER	$27,240.72	$28,194.24	$29,180.88	$30,202.08	***$31,259.52***	$32,353.44	$33,485.76	$34,657.68	$35,870.64
RECREATION	SECRETARY OR SECRETARY/RECEPTIONIST	$25,839.84	$26,743.68	$27,680.16	$28,648.80	***$29,651.52***	$30,689.76	$31,764.00	$32,875.68	$34,026.24
RECREATION	GROUNDSKEEPER	$24,827.76	$25,696.32	$26,596.32	$27,527.76	***$28,489.92***	$29,488.08	$30,520.08	$31,588.32	$32,694.00
RECREATION	CUSTODIAN	$21,506.88	$22,259.28	$23,039.04	$23,845.20	***$24,679.44***	$25,542.96	$26,436.96	$27,362.16	$28,319.76

	Non-Classified Pay Range:				Min	Mid	Max			
DEPARTMENT	**TITLE** **Classified: Steps:**	Step 1	Step 2	Step 3	Step 4	***Step 5***	Step 6	Step 7	Step 8	Step 9
RISK MGMT.	RISK MANAGER				$71,827	***$89,244***	$104,149			
RISK MGMT.	SAFETY DIRECTOR				$50,494	***$62,738***	$73,216			
RISK MGMT.	LEGAL ASSISTANT/CLAIMS ADMINISTRATOR	$43,741.20	$45,271.44	$46,855.92	$48,496.32	***$50,193.12***	$51,950.40	$53,768.64	$55,650.48	$57,598.32
RISK MGMT.	ADMINISTRATIVE ASSISTANT	$37,486.08	$38,798.16	$40,156.80	$41,561.52	***$43,015.92***	$44,521.92	$46,080.24	$47,693.04	$49,362.24
SENIOR CITIZENS	DIRECTOR				$50,284	***$62,477***	$72,911			
SENIOR CITIZENS	ADMINISTRATIVE ASSISTANT	$37,486.08	$38,798.16	$40,156.80	$41,561.52	***$43,015.92***	$44,521.92	$46,080.24	$47,693.04	$49,362.24
SENIOR CITIZENS	DEPARTMENT COORDINATOR	$35,625.84	$36,873.12	$38,162.88	$39,499.20	***$40,881.84***	$42,312.00	$43,792.80	$45,325.44	$46,911.84
SENIOR CITIZENS	CARE DIRECTOR	$35,107.44	$36,336.72	$37,608.48	$38,924.40	***$40,286.88***	$41,696.88	$43,156.32	$44,666.88	$46,230.24
SENIOR CITIZENS	PROGRAM DIRECTOR	$32,339.28	$33,471.36	$34,643.04	$35,855.04	***$37,110.48***	$38,409.36	$39,753.60	$41,144.88	$42,584.88
SENIOR CITIZENS	ADMINISTRATIVE SECRETARY	$31,018.32	$32,103.84	$33,226.80	$34,390.56	***$35,594.40***	$36,839.52	$38,129.04	$39,463.44	$40,844.64
SENIOR CITIZENS	SECRETARY OR SECRETARY/RECEPTIONIST	$25,839.84	$26,743.68	$27,680.16	$28,648.80	***$29,651.52***	$30,689.76	$31,764.00	$32,875.68	$34,026.24
SENIOR CITIZENS	CUSTODIAN	$21,506.88	$22,259.28	$23,039.04	$23,845.20	***$24,679.44***	$25,542.96	$26,436.96	$27,362.16	$28,319.76
SOLID WASTE	DIRECTOR - SOLID WASTE				$66,968	***$83,206***	$97,102			
SOLID WASTE	ASSISTANT DIRECTOR - SOLID WASTE				$42,203	***$52,437***	$61,195			
SOLID WASTE	LABOR FOREMAN	$38,464.40	$39,811.20	$41,205.32	$42,646.24	***$44,138.64***	$45,684.60	$47,283.60	$48,938.76	$50,651.64
SOLID WASTE	DEPARTMENT COORDINATOR	$35,625.72	$36,873.20	$38,162.80	$39,499.20	***$40,881.88***	$42,311.88	$43,792.84	$45,325.80	$46,912.32
SOLID WASTE	EQUIPMENT OPERATOR	$30,648.80	$31,721.04	$32,831.24	$33,980.44	***$35,170.20***	$36,401.56	$37,675.56	$38,994.28	$40,359.28
SOLID WASTE	DRIVER	$30,201.08	$31,258.24	$32,352.32	$33,484.88	***$34,656.44***	$35,869.08	$37,124.36	$38,423.84	$39,768.56
SOLID WASTE	LIGHT EQUIPMENT OPERATOR	$28,693.08	$29,696.68	$30,736.16	$31,813.08	***$32,925.88***	$34,079.24	$35,272.12	$36,506.60	$37,784.24
SOLID WASTE	ADMINISTRATIVE SECRETARY	$31,018.52	$32,103.76	$33,226.96	$34,390.72	***$35,594.52***	$36,839.40	$38,129.00	$39,463.32	$40,844.44
SOLID WASTE	CONVENIENCE CENTER LEAD ATTENDANT	$27,807.00	$28,779.92	$29,788.20	$30,830.80	***$31,908.76***	$33,026.24	$34,182.20	$35,378.20	$36,616.32
SOLID WASTE	SECRETARY OR SECRETARY/RECEPTIONIST	$25,839.84	$26,743.60	$27,680.12	$28,648.36	***$29,651.44***	$30,689.88	$31,764.20	$32,875.96	$34,026.72
SOLID WASTE	LABORER	$24,827.92	$25,696.32	$26,595.92	$27,527.24	***$28,489.76***	$29,487.64	$30,519.84	$31,587.92	$32,693.44
SOLID WASTE	NIGHT WATCHMAN/LIGHT CUSTODIAN	$21,000.20	$21,734.44	$22,495.72	$23,282.48	***$24,097.84***	$24,940.76	$25,813.84	$26,717.08	$27,652.04
TRANSPORTATION	DIRECTOR				$68,754	***$85,427***	$99,694			
TRANSPORTATION	ASSISTANT DIRECTOR				$62,137	***$77,205***	$90,099			
TRANSPORTATION	TRAFFIC ENGINEER				$56,821	***$70,600***	$82,391			
TRANSPORTATION	TRANSPORTATION OPERATIONS MANAGER				$48,074	***$58,892***	$69,710			
TRANSPORTATION	TRAFFIC SIGNAL TECHNICIAN	$41,099.04	$42,537.12	$44,025.84	$45,567.12	***$47,162.16***	$48,813.36	$50,521.68	$52,290.00	$54,120.24
TRANSPORTATION	TRANSPORTATION OPERATIONS SUPERVISOR	$40,175.52	$41,581.44	$43,036.80	$44,543.28	***$46,102.32***	$47,715.84	$49,385.76	$51,114.24	$52,903.20
TRANSPORTATION	SIGN TECHNICIAN	$31,882.76	$32,998.68	$34,153.08	$35,349.08	***$36,586.68***	$37,865.88	$39,191.36	$40,563.12	$41,982.72
TRANSPORTATION	TRANSIT OPERATOR	$29,844.24	$30,888.72	$31,969.92	$33,088.80	***$34,247.04***	$35,445.60	$36,686.16	$37,970.16	$39,299.04
TRANSPORTATION	SECRETARY OR SECRETARY/RECEPTIONIST	$25,839.84	$26,743.68	$27,680.16	$28,648.80	***$29,651.52***	$30,689.76	$31,764.00	$32,875.68	$34,026.24
URBAN ENVIRON.	DIRECTOR - URBAN ENVIRONMENTAL				$53,182	***$66,079***	$77,113			
URBAN ENVIRON.	SUPERINTENDENT	$40,831.20	$42,260.40	$43,739.04	$45,270.24	***$46,854.96***	$48,494.16	$50,191.44	$51,948.24	$53,766.48
URBAN ENVIRON.	DEPARTMENT COORDINATOR	$35,625.84	$36,873.12	$38,162.88	$39,499.20	***$40,881.84***	$42,312.00	$43,792.80	$45,325.44	$46,911.84
URBAN ENVIRON.	LANDSCAPER/GREENSKEEPER FOREMAN	$32,698.80	$33,843.12	$35,027.76	$36,254.16	***$37,522.56***	$38,835.60	$40,194.96	$41,601.84	$43,057.92
URBAN ENVIRON.	LANDSCAPER SPECIALIST / INSPECTOR	$30,283.92	$31,343.04	$32,440.08	$33,574.08	***$34,750.08***	$35,965.92	$37,224.96	$38,526.96	$39,875.52
URBAN ENVIRON.	ARBORIST	$31,789.68	$32,902.80	$34,054.32	$35,245.92	***$36,479.28***	$37,755.84	$39,077.28	$40,445.04	$41,860.56
URBAN ENVIRON.	TREE CLIMBER	$30,102.00	$31,155.36	$32,246.16	$33,374.40	***$34,542.96***	$35,751.12	$37,002.48	$38,297.52	$39,637.92
URBAN ENVIRON.	TREE GROUNDSMAN	$29,000.16	$30,015.12	$31,065.60	$32,153.28	***$33,278.64***	$34,443.12	$35,648.64	$36,896.40	$38,187.84
URBAN ENVIRON.	LEAD LANDSCAPER/GREENSKEEPER	$29,809.20	$30,852.48	$31,932.00	$33,049.20	***$34,206.72***	$35,403.60	$36,642.72	$37,925.28	$39,252.72
URBAN ENVIRON.	LANDSCAPER/GREENSKEEPER	$27,331.68	$28,288.08	$29,277.84	$30,303.12	***$31,363.68***	$32,461.44	$33,597.60	$34,773.60	$35,990.64
URBAN ENVIRON.	SECRETARY OR SECRETARY/RECEPTIONIST	$25,839.84	$26,743.68	$27,680.16	$28,648.56	***$29,651.52***	$30,689.76	$31,764.00	$32,875.68	$34,026.24

FULL TIME PERSONNEL SUMMARY

City of Murfreesboro				
Authorized Full Time Position Counts FY 2011 to FY 2014				
	Actual	Actual	Estimated	Proposed
Department	FY 2011	FY 2012	FY 2013	FY 2014
City Council	7	7	7	7
General & Administrative	26	20	20	21
Information Technology	0	10	10	11
Cable Television	4	5	6	6
Legal	7	7	7	7
Human Resources	9	9	9	9
Judicial	6	6	6	6
Police	283	280	282	282
Fire	189	187	187	187
Building & Codes	21	21	21	22
Planning	7	6	6	7
Transportation	16	16	16	18
Engineering	40	40	40	38
Urban Environmental	15	15	15	15
Civic Plaza	1	1	1	1
Recreation	70	70	70	70
Senior Citizens	9	9	9	9
Public Golf	15	14	14	14
Solid Waste	42	43	42	41
Airport	1	1	1	1
Community Development	2	2	2	2
Risk Management	3	3	3	3
Fleet Services	13	13	13	13
	786	785	787	790

			City of Murfreesboro	
			2013-2014	
		Actual	Estimated	Proposed
		2011-2012	2012-2013	2013-2014
GENERAL FUND:				
REVENUES				
Local Taxes		$77,227,884	$78,233,588	$79,465,758
State of Tennessee		10,944,576	11,185,306	11,445,215
Federal Government		2,398,520	2,812,019	4,603,649
Other Sources		13,291,119	12,793,244	13,252,770
Reimbursements from Other Funds		1,323,916	1,413,640	1,648,036
Transfers In		2,826,981	2,871,000	2,950,323
Total Revenue & Transfers In		$108,012,996	$109,308,797	$113,365,751
EXPENDITURES				
Personnel Costs		$51,799,282	$54,427,867	$56,867,852
Other Costs:				
	General Administrative	1,820,872	2,236,634	2,372,981
	Information Technology	202,443	420,350	705,250
	Communications	259,066	152,031	196,403
	Legal	84,029	72,980	72,900
	Human Resources	117,559	164,970	243,540
	Judicial	286,494	78,275	78,175
	Police	5,173,070	4,865,407	4,766,807
	Fire	1,331,165	1,442,387	1,485,291
	Building and Codes	115,752	118,919	156,594
	Planning and Engineering	229,745	289,100	294,800
	Transportation	1,011,893	1,971,711	1,651,055
	Engineering	-	-	2,821,441
	Street	2,940,934	2,495,940	-
	Urban Environmental	211,438	219,004	254,950
	Civic Plaza	41,841	63,452	31,945
	Parking Garage	110,735	118,170	184,487
	Recreation	2,668,825	3,379,853	5,907,127
	Senior Citizens	249,056	327,591	333,621
	Golf - Old Fort	887,539	697,731	727,845
	Golf - VA	70,555	44,122	48,903
	Golf - Short Course	-	92,500	20,843
	Solid Waste	1,567,501	1,987,808	2,125,957
	Public Health	1,602,842	1,737,701	2,135,939
	Departmental Transfers	29,589,318	30,832,323	31,957,366
	Miscellaneous	1,334,488	2,326,379	2,778,487
Total Expenditures & Transfers Out		$103,706,442	$110,563,205	$118,220,559
Beginning Fund Balance		$48,451,934	$52,758,488	$51,504,080
Ending Fund Balance		$52,758,488	$51,504,080	$46,649,272

	Actual 2011-2012	Estimated 2012-2013	Proposed 2013-2014
DEBT SERVICE FUND:			
REVENUES			
Other Sources	$3,578		
Transfers In	26,320,148	$29,333,152	$28,271,821
Total Revenue & Transfers In	$26,323,726	$29,333,152	$28,271,821
EXPENDITURES			
Other Costs	$24,363,553	$26,364,702	$27,811,600
Transfers Out	2,729,612	2,968,450	3,460,221
Total Expenditures & Transfers Out	$27,093,165	$29,333,152	$31,271,821
Beginning Fund Balance	$4,799,289	$4,029,850	$4,029,850
Ending Fund Balance	$4,029,850	$4,029,850	$1,029,850
STATE STREET AID FUND:			
REVENUES			
State of Tennessee	$2,820,084	$2,800,000	$2,800,000
Other Sources	753	350	350
Total Revenue	$2,820,837	$2,800,350	$2,800,350
EXPENDITURES			
Other Costs	$3,314,108	$2,794,500	$2,800,350
Total Expenditures	$3,314,108	$2,794,500	$2,800,350
Beginning Fund Balance	$1,583,145	$1,089,874	$1,095,724
Ending Fund Balance	$1,089,874	$1,095,724	$1,095,724
AIRPORT IMPROVEMENT FUND:			
REVENUES			
State of Tennessee	$27,239	$125,675	$340,750
Federal Government	69,769	92,594	4,360,800
Other Sources	1,490,917	1,518,848	1,387,751
Total Revenue	$1,587,925	$1,737,117	$6,089,301
EXPENDITURES			
Personnel Costs	$181,292	$179,287	$199,932
Other Costs	1,157,912	1,391,116	5,674,990
Transfers Out	190,725	241,250	245,362
Total Expenditures & Transfers Out	$1,529,929	$1,811,653	$6,120,284
Beginning Fund Balance	$351,686	$409,682	$335,146
Ending Fund Balance	$409,682	$335,146	$304,163

	Actual 2011-2012	Estimated 2012-2013	Proposed 2013-2014
DRUG FUND:			
REVENUES			
Other Sources	$192,189	$189,750	$171,600
Transfers In	87,372	78,500	80,000
Total Revenue & Transfers In	$279,561	$268,250	$251,600
EXPENDITURES			
Other Costs	$191,859	$434,150	$293,650
Total Expenditures	$191,859	$434,150	$293,650
Beginning Fund Balance	$288,780	$376,482	$210,582
Ending Fund Balance	$376,482	$210,582	$168,532
INSURANCE FUND:			
REVENUES			
Other Sources	$13,118,344	$11,436,840	$13,176,680
Total Revenue	$13,118,344	$11,436,840	$13,176,680
EXPENDITURES			
Other Costs	$12,666,259	$12,526,525	$13,421,405
Total Expenditures	$12,666,259	$12,526,525	$13,421,405
Beginning Fund Balance	$2,543,911	$2,995,996	$1,906,311
Ending Fund Balance	$2,995,996	$1,906,311	$1,661,586
RISK MANAGEMENT FUND:			
REVENUES			
Other Sources	$3,242,647	$4,049,640	$3,905,049
Total Revenues	$3,242,647	$4,049,640	$3,905,049
EXPENDITURES			
Personnel Costs			
Other Costs	5,489,739	4,049,640	3,905,049
Total Expenditures	$5,489,739	$4,049,640	$3,905,049
Beginning Fund Balance	$3,665,441	$1,418,349	$1,418,349
Ending Fund Balance	$1,418,349	$1,418,349	$1,418,349
FLEET SERVICES FUND:			
REVENUES			
Other Sources	$2,242,060	$2,324,443	$2,364,105
Total Revenues	$2,242,060	$2,324,443	$2,364,105
EXPENDITURES			
Personnel Costs			
Other Costs	2,217,055	2,324,443	2,364,105
Total Expenditures	$2,217,055	$2,324,443	$2,364,105
Beginning Fund Balance	$175,954	$200,959	$200,959
Ending Fund Balance	$200,959	$200,959	$200,959

	Actual 2011-2012	Estimated 2012-2013	Proposed 2013-2014
COMMUNITY DEVELOPMENT FUND:			
REVENUES			
Federal Government	$1,203,023	$800,921	$1,049,028
Other Sources	148,623	15,000	15,000
Total Revenue	$1,351,646	$815,921	$1,064,028
EXPENDITURES			
Personnel Costs	$111,331	$122,979	$130,179
Other Costs	1,234,315	686,942	927,849
Transfers Out	6,000	6,000	6,000
Total Expenditures	$1,351,646	$815,921	$1,064,028
Beginning Fund Balance	$83	$83	$83
Ending Fund Balance	$83	$83	$83
CAPITAL IMPROVEMENT PROJECTS FUND:			
REVENUES			
State of Tennessee	$3,220,745	$1,622,050	$600,000
Federal Government	106,734	1,541,285	3,868,000
Other Sources	3,773,314	802,878	1,087,866
Issuance of Debt	1,000,000	971,518	0
Total Revenue	$8,100,793	$4,937,731	$5,555,866
EXPENDITURES			
Other Costs	8,125,137	3,699,571	5,555,866
Total Expenditures	$8,125,137	$3,699,571	$5,555,866
Beginning Fund Balance	($611,436)	($635,780)	$602,380
Ending Fund Balance	($635,780)	$602,380	$602,380
GATEWAY FUND:			
REVENUES			
Other Sources			
Total Revenue	$0	$0	$0
EXPENDITURES			
Other Costs	$400	$250,000	$30,000
Total Expenditures	$400	$250,000	$30,000
Beginning Fund Balance	($1,073,980)	($1,074,380)	($1,324,380)
Ending Fund Balance	($1,074,380)	($1,324,380)	($1,354,380)
TMBF/BOND FUND:			
REVENUES			
Other Sources	$1,530,802	$1,237,706	$812,048
Issuance of Debt	604,079	45,820,000	27,097,707
Total Revenue & Debt Issuance	$2,134,881	$47,057,706	$27,909,755
EXPENDITURES			
Other Costs	$10,927,436	$10,159,382	$47,882,000
Transfers Out	1,379,249	1,137,706	762,048
Total Expenditures & Transfers Out	$12,306,685	$11,297,088	$48,644,048
Beginning Fund Balance	$26,800,749	$16,628,945	$52,389,563
Ending Fund Balance	$16,628,945	$52,389,563	$31,655,270