



**City of Murfreesboro  
Annual Budget for FY 2016-2017**



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## FRONT COVER

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The photos chosen for the front cover of our annual budget are representative of the activities that have made this a hallmark year for the Murfreesboro Fire and Rescue Department (MFRD).

In August 2015, the City of Murfreesboro welcomed Mark Foulks as Murfreesboro's new Fire and Rescue Chief. Chief Foulks has brought a renewed energy to the department and challenged our personnel to focus on improvements in firefighter safety, communications and training. In the photo at center-right of the cover page, Chief Foulks is among the MFRD personnel who proudly hosted the Steering Committee for the Firehouse Expo to be held at the Music City Center in Nashville in October 2016. This photo demonstrates just one example of how the department is building stronger community relationships and partnerships under Chief Foulks' leadership.

In October 2015, MFRD's Special Operations Team deployed to assist in South Carolina, where a heavy rainstorm had resulted in record flooding. The photo in the top right corner of the cover page depicts the City's swift water rescue efforts. Team member Jeremy McCullough has said, "This is what we are trained to do and we are ready." The City of Murfreesboro is proud of their efforts and grateful for their personal sacrifices in offering their skilled capabilities to assist our neighbors in need.

In our community, the MFRD works closely with Middle Tennessee State University; this public institution hosts an average of 30,000 people on campus each day. The photo in the bottom left of the cover page depicts MFRD's newest fire engine, Engine 3, complete with MTSU's logos and colors. Engine 3 will be used by the company closest to the university's campus and was unveiled on Saturday, April 16, 2016 before the Blue-White spring football game.

Any given week, our fire and rescue personnel make a dramatic, and often life-saving, difference in the lives of individuals in our community. The photo in the upper left corner of the cover page depicts a recent rescue at the Walter Hill Dam in Murfreesboro. The photo at center-left on the cover page depicts MFRD's response to a double car fire on Dill Lane. In carrying out their duties, the highest values of our organization are exemplified in these men and women who are dedicated to continual training, teamwork and professional public service on a daily basis. In the year ahead, the Murfreesboro Fire and Rescue Department will continue to work towards its long-term goal of transitioning to a higher level of emergency medical care.



Fiscal Year 2016-2017

## Operating Budget

### **City Council**

Shane McFarland, Mayor

Doug Young, Vice-Mayor

Madelyn Scales Harris

Rick LaLance

William Shacklett

Eddie Smotherman

Ron Washington

Robert J. Lyons, ICMA Credentialed Manager (CM)

*City Manager*

James H. Crumley, ICMA Credentialed Manager (CM)

*Assistant City Manager*

Melissa B. Wright, CPA

*Finance Director*

Erin E. Tucker, CPA

*Assistant Finance Director*

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# BUDGET MESSAGE

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May 15, 2016

Honorable Mayor McFarland and Members of City Council:

## **RE: Proposed FY 2017 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 2016-17 (FY17). This proposed budget provides the financial resources while our team provides the heart and soul of the work of the City.

It should not be a surprise that this year's budget theme is growth. The City is enjoying a period of new investment, new homes, new ideas and rapid growth. The Proposed Budget is engineered for growth. And it needs to be.

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“GROWTH IS NEVER BY MERE CHANCE; IT IS THE RESULT OF FORCES WORKING  
TOGETHER”

JAMES CASH PENNEY

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### **Growth**

Middle Tennessee has become one of the most desirable places to live and work in the United States. And Murfreesboro has been one of the most desirable places to live in Middle Tennessee. The regions' exponential growth is staggering. The Murfreesboro 2035 Comprehensive Plan predicts that the City will grow to 240,000 in the next twenty years.

During this growth, the City has been recognized on many lists: Best Places for Millennials, Fastest Growing Cities, Top Ten School system and there are more accolades. The Proposed budget will help Murfreesboro continue to grow well. It includes new personnel in Police, Fire & Rescue, Planning, Urban Environmental and other departments that face increased workloads. It also recommends a space planning study for the existing Police building. Finally, Murfreesboro 2035 will provide a blueprint for the community for the next 20 years.

### **Forces**

I wasn't very good at physics! I had to look up the definition of forces: “A force is a push or pull upon an object resulting from the object's *interaction* with another object. Whenever there is an *interaction* between two objects, there is a force upon each of the objects. When the *interaction* ceases, the two objects no longer experience the force. Forces only exist as a result of an interaction.”

The City interacts with our entire community. City Council and City staff interact with the people who live, work, play, visit and desire to come here. Beginning with the Council and supported by the City employees, we work hard to make these interactions and forces positive in this high growth climate. In order to better manage change and these forces, the Proposed Budget includes funds for a change

management project. It will help build a better foundation for successful change and how to activate change more effectively.

### **Working Together**



*"You give 100 percent in the first half of the game, and if that isn't enough, in the second half you give what's left."* — Yogi Berra

Our city is great because we work together with our residents, business community, non-profits and other agencies who partner and collaborate with the Council and staff. Best of all, during these projects, initiatives and programs, the credit is shared by those who participated and were involved. Our growth is directly related to working together. Our city employees are talented and give their all. Due to huge workloads, they have worked long hours and risen to meet the challenge.

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## **PRIORITY 1: SAFE AND LIVABLE NEIGHBORHOODS**

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### Highlights

- New personnel in Police and Fire & Rescue
- Opening of Fire Station 10 on Veterans Parkway
- Construction of the new Police HQ and Public Safety Training Facility
- Progress toward full implementation of a 700 MHz two-way radio system for public safety
- Beginning construction of the Stones River Greenway extension to Barfield Crescent Park
- Study of the Bottoms and Highland Avenue corridor
- Complete city-wide design guidelines

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 6 new police officer positions.

The Proposed Budget provides for the expansion of Fire and Rescue Department's Basic Life Support (BLS) to include medication administration and procedure by October 1 and a target date of July 1, 2017 has been identified to move to Advanced Life Support (ALS). Additionally, it recommends the opening of Station 10 and relocating Station 4 to Medical Center Parkway, where its aerial units are better positioned to serve the taller building found in the Gateway. These significant advancements earned the Fire & Rescue Department's first time on the budget cover.

Continuing our focus on livability, land acquisition for a new park in western Murfreesboro will be completed in FY 2017. The Adams Tennis Center has been a true success and has covered 84 percent of its expenses with revenue during its first nine months of operation. Parks and Recreation will also begin a master planning process for all recreation needs, build the Miracle Field, open a new soccer practice facility at the Jordan Farm and begin a greenway extension.

The Street Department continues to advance its levels of service. Rover reports over a quarter million rides per year. Urban Environmental keeps our city beautiful and an additional staff person is recommended.

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

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### Highlights

- Maintaining the existing level of effective property tax rate, which is the 18<sup>th</sup> consecutive year without a property tax increase
- Redevelopment of the former First Methodist Church/Franklin Synergy site
- Study tax increment financing districts as a method to encourage re-development
- Further deployment of new financial and human resources software
- A 4 percent health insurance premium increase after no increase last year
- Recruiting new jobs and employers to the Gateway
- Attracting tournaments to the indoor tennis complex in conjunction with Middle Tennessee State University, increasing even more a robust sports tourism economy
- Partnering with the Rutherford County Chamber of Commerce in workforce development
- Constructing Lytle Street, Jones Boulevard, St. Claire Street and Middle Tennessee Boulevard

The City continues to be strong financially. Moody's has upgraded Murfreesboro to Aa1 from Aa2, which is the second highest rating possible on an 18-step range. The Aa1 rating reflects the city's large sized and growing tax base benefitting from its proximity to the Nashville metro region, the well-managed financial position with ample reserves and liquidity supported by strong budgetary controls, and above average debt levels that remain manageable given well-developed debt plans and prudent policies. Moody's also mentioned the large institutional presence (MTSU, the VA, St. Thomas Rutherford Hospital) that provides tax base stability and a cushion during recession.

According to the last audit (FY 15), the City's actual revenues exceeded budgeted revenues by over \$5.37 million. The General Fund Balance is \$62.2 million in reserve, or 43% of one year's revenues available to meet financial obligations.

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 the City remains well managed and that its financial condition is strong. For instance, the City will pay off 92 percent of its debt in the next 10 years and is within the policies in terms of debt versus assessed value, debt per capita, variable debt ratios and debt as a percent of budget.

### *Fund Balance*

In the past ten years the City has budgeted annually from \$1.5M to \$4.8 million from fund balance to balance the General Fund's annual operating budget. This year's budget recommends using approximately \$4 million.

In that same period, the City has actually used fund balance to close only twice. Current budget estimates for FY 2016 revenue and expenditures will result in the use of approximately \$500,000 in fund

balance. However, the purchase of Franklin Synergy property for \$1.55 million was not budgeted and explains the use of fund balance.

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

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#### Highlights

- Recognizing our employees as our customers and better engaging them in the workplace
- Selecting new land development management software for Planning and Building and Codes
- Continuing “Service Excellence,” the City’s customer service training program for City employees
- Converting CityTV to High Definition (HD) through a grant from Comcast
- Repaving \$2 million in City streets from State gasoline taxes
- Develop a shop and restrooms for Bloomfield Links

Service Excellence training and the STARS program continue to be two additional areas that we invest in our employees.

The Proposed Budget also recommends a Training and Development Manager in the Human Resources Department. Focused on training, employee development, this position will provide a dedicated staff member to help support the City’s initiatives and programs.

The Legal Department will also publish the City Code on-line for the first time. This will benefit our customers by having real-time access to the City’s code and requirements.

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### PRIORITY 4: ENGAGING OUR COMMUNITY

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#### Highlights

- Utilizing an on-line community discussion board such as the comprehensive plan’s Mindmixer site
- Using social media, technology and neighborhood meetings to develop the comprehensive plan
- Conducting of neighborhood meetings on critical issues

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

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## REVENUES OVERVIEW

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General Fund revenues total \$144,256,026, which is an increase of 10.6 percent.

The Proposed Budget recommends an increase to the hotel-motel tax from 2.5 percent to 5 percent. A 1983 private act enabled a city hotel motel tax rate of 5 percent. Upon adoption, City Council approved a rate of 1.5 percent, which was increased to 2.5 percent in 1993.

Since the last increase 23 years ago, the City has substantially invested in tourism. There are a number of substantial capital expenses, including the land for the Embassy Suites and Conference (\$5.5 million), Siegel Soccer Complex (\$13 million), Adams Tennis Center (\$5 million). Additionally, the City built and staffs Barfield Crescent Park, Star\*Plex and maintains Cannonsburg and Bradley Academy. The City directly funds special events including Jazzfest through its support of Main Street, Uncle Dave Macon Days, Discover Center among others. In FY 2016, over \$150,000 was budget for tourism events.

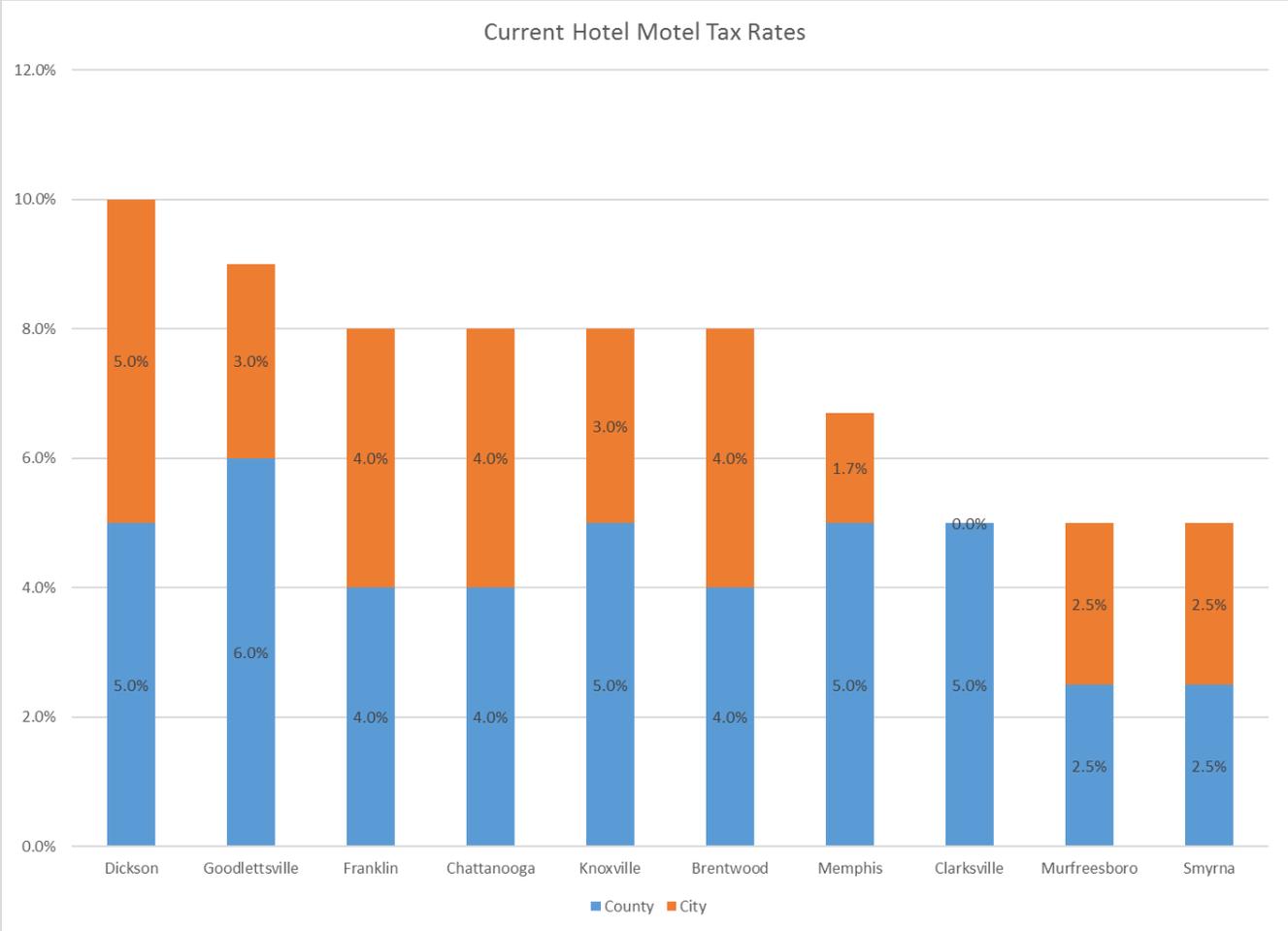
By formula, the City earmarks 30 percent of the hotel motel tax collections for the Convention and Visitors Bureau (CVB). In FY 2016, it is estimated that the CVB will receive approximately \$390,000 under the current 2.5 percent tax. Combined with the tourism events, the City spends \$550,000 for tourism plus the cost to operate, maintain and staff the facilities used by tournaments.

Rutherford County also levies a 2.5 percent hotel motel tax even though virtually all of the hotels are located within the municipalities. As you are aware, Mayor Burgess has recommended the County's rate be increased to 5 percent. As a result, the city and county rates are stacked and guests are charged the combined total, which is currently 5 percent.

### Survey Data

In 2015, the Tennessee Advisory Commission on Intergovernmental Relations (TACIR) published a study of hotel motel taxes. The study analyzes the effect of lodging taxes, hotel customer's sensitivity to room prices and taxes, Tennessee's tax structure and includes survey data of states, cities and counties.

The TACIR study was previously sent to City Council. A selection of peer cities is shown below.



To prepare for the coming closing of the Middle Point Landfill, the City is proposing a Solid Waste Fee of \$5 per City collected can per month to begin in January 2017. It is estimated that this fee would generate approximately \$1.3 million during the fiscal year and begin the process of transferring solid waste services from general fund support to an enterprise of the similar to the Water and Sewer Department. As part of this effort, the City will also begin studying a curbside residential recycling program and funds are included in the Proposed Budget.

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**EXPENDITURES OVERVIEW**

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General Fund expenditures total \$148,270,324, which is an increase of 7.96 percent.

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## EMPLOYEE COMPENSATION AND TOTAL REWARDS

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### Pay increases

The 2015 Classification and Compensation Study recommended adjustments based on the Labor Department's Bureau of Labor Statistics Employment Cost Index (ECI) for State and Local Government. The ECI is currently 1.8 percent.

The proposed budget recommends a 2 percent across-the-board increase as well a 2 percent adjustment to the minimum and maximum pay ranges. While the City led the state in pay increases for 5 years running, this year the recommended increases moves us back toward our peers. However, the combined salary increases over the last five years along with this year, still puts Murfreesboro at the top.

### Longevity Pay

The Proposed FY 2017 budget includes the normal longevity pay of \$60/completed year of service.

### Retirement Plans

The City initiated a defined contribution plan (retirement plan) on July 1, 2010 to replace the traditional defined benefit retirement (pension plan) for City employees. At the current time, there are over 260 employees in the new retirement plan. It requires employees to contribute 3% of salary to the program, with the City matching equally. Employees may contribute up to an additional 5% of salary, with the City matching 100% of their contributions.

The defined benefits retirement plan continues to be stable and funded at actuarially prescribed rates. The recommended percentage of salary for the defined benefits plan is unchanged at 12.32 percent.

### Health Insurance

The Proposed Budget includes a 4 percent increase to health insurance premiums beginning on January 1. The increased amount begins in December since insurance is paid a month in advance.

## NEW POSITIONS

As is the case each year, departments requested new positions, but not all of the positions are included in the Proposed Budget. Several requests are not recommended for funding during the priority setting and balancing of the budget. In FY 2016, there are 820 full-time positions, which is still 22 fewer positions than the high water mark in FY 09. During the recession, the City chose to eliminate 52 positions through attrition or reduction in force. Now that growth has increased workloads for all City departments, and some dramatically, FY 2017 is the time to add back additional labor to maintain customer satisfaction and service levels.

### Full-time

Below is a spreadsheet summarizing the new positions in the Proposed Budget. As mentioned above, I am recommending 6 new police officers to form a second Directed Patrol unit.

<b>New Positions/Promotion Requests For FY17</b>			
<b>Department</b>	<b>Position Requesting</b>	<b>Description</b>	<b>Addition to headcount?</b>
Building & Codes	Building Inspector	New Position	Yes
Fire & Rescue	Fire Trainees (4)	New Positions	Yes
Fire & Rescue	Firefighters (5)	New Positions	Yes
Fire & Rescue	Driver (3)	New Positions	Yes
Fire & Rescue	Captain (3)	New Positions	Yes
Human Resources	Training & Development Mgr	New Position	Yes
IT	Network Specialist	New Position	Yes
IT	Admin Support Specialist I	New Position	Yes
Planning	Assistant Planning Director	New Position	Yes
Police	Police Officer (6)	New positions	Yes
Urban	Landscaper/Greenskeeper	New Position	Yes
Airport	Admin Support Specialist	Convert part-time to full-time	Yes
Building & Codes	Permit Technician	Convert part-time to full-time	Yes
Fire & Rescue	Captain (6) Driver <6>	Job elimination/replacement	No
Fire & Rescue	Supplemental Pay	(8) EMT supplements, (3) Paramedic supplements	No
Golf	Facility Attendant	Increase from 4 part-time to 5 part-time with no cost increase	Yes, but \$0
Golf	Laborer (2)	New part-time positions to eliminate work contracted out	No

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## BUDGET PRESENTATION

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### Government Finance Officers Distinguished Budget Presentation Award

The City has won 5 consecutive Distinguished Budget Presentation Awards and we will seek our fifth with this budget. This is a companion to the award the City has won for 17 years for our annual audit.

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

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## ACKNOWLEDGEMENTS

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The FY 2017 Proposed Budget is the first using the new Munis software. While the program has features and functionality that is a marked improvement, it required training for all departments and there is still a learning curve. Because the prior budget years were not imported into Munis, the program only includes FY 2016 Estimated Expenditure and the Proposed Budget. This will remedy itself over time.

As part of the conversion, the City established a new chart of accounts. This resulted in expenditures being changed from the prior line to a new one. This has improved the consistency across the board on how expenses are categorized and will deliver new reporting capabilities. This is the reason you may see large line item reductions and the following line item has an equivalent increase.

Like last year, Ana Marie Stovall was a “rockstar” again and Erin Tucker’s command of Munis made the transition easier. They were extremely helpful as staff had questions about how to input the budget in Munis. They were supported by Jim Crumley, Jennifer Moody, Melissa Wright, Amanda DeRosia and the Finance Department’s support staff. Cheryl Sharp ran payroll projections and was a significant help.

We are blessed to living in a thriving community. I believe the budget should equip the City for the growth that is here now and what we expect is coming. I believe it provides the resources and tools for the men and women who do the work of the City and make us proud every day. They love what they do and it shows. We look forward to your input and advice.

Robert J. Lyons  
City Manager

## COMMUNITY PROFILE

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### 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 160% between 1990 and 2014, from 44,922 to 117,044.

## CITY OVERVIEW

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The City of Murfreesboro (or the “City”), county seat of Rutherford County, is located at the geographic center of the State of Tennessee approximately 35 miles southeast of Nashville, the state capitol. The City’s corporate boundary encompasses 55.94 square miles. The US Census Bureau estimated the 2013 population to be 117,044, an increase of 7.6% when compared to the certified census of 2010. Murfreesboro’s population growth continues to be strong and is on pace to make Murfreesboro the fifth largest city in Tennessee by 2020. The city is part of the Nashville Metropolitan Statistical Area, which includes thirteen counties and an estimated population of 1,757,912.

Although Murfreesboro is sometimes considered a suburb or exurb of Nashville, Tennessee, at 35 miles it is far enough away and has a large enough population to maintain a separate identity from its larger neighbor. It is Tennessee’s fastest growing major city and one of the fastest growing cities in the country, with a population growth from 68,816 to 117,044 between 2000 and 2013, a change of 70%. The city is also home to Middle Tennessee State University, the largest undergraduate university in the state of Tennessee, with a total student population of approximately 23,000 students.

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

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

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

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

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

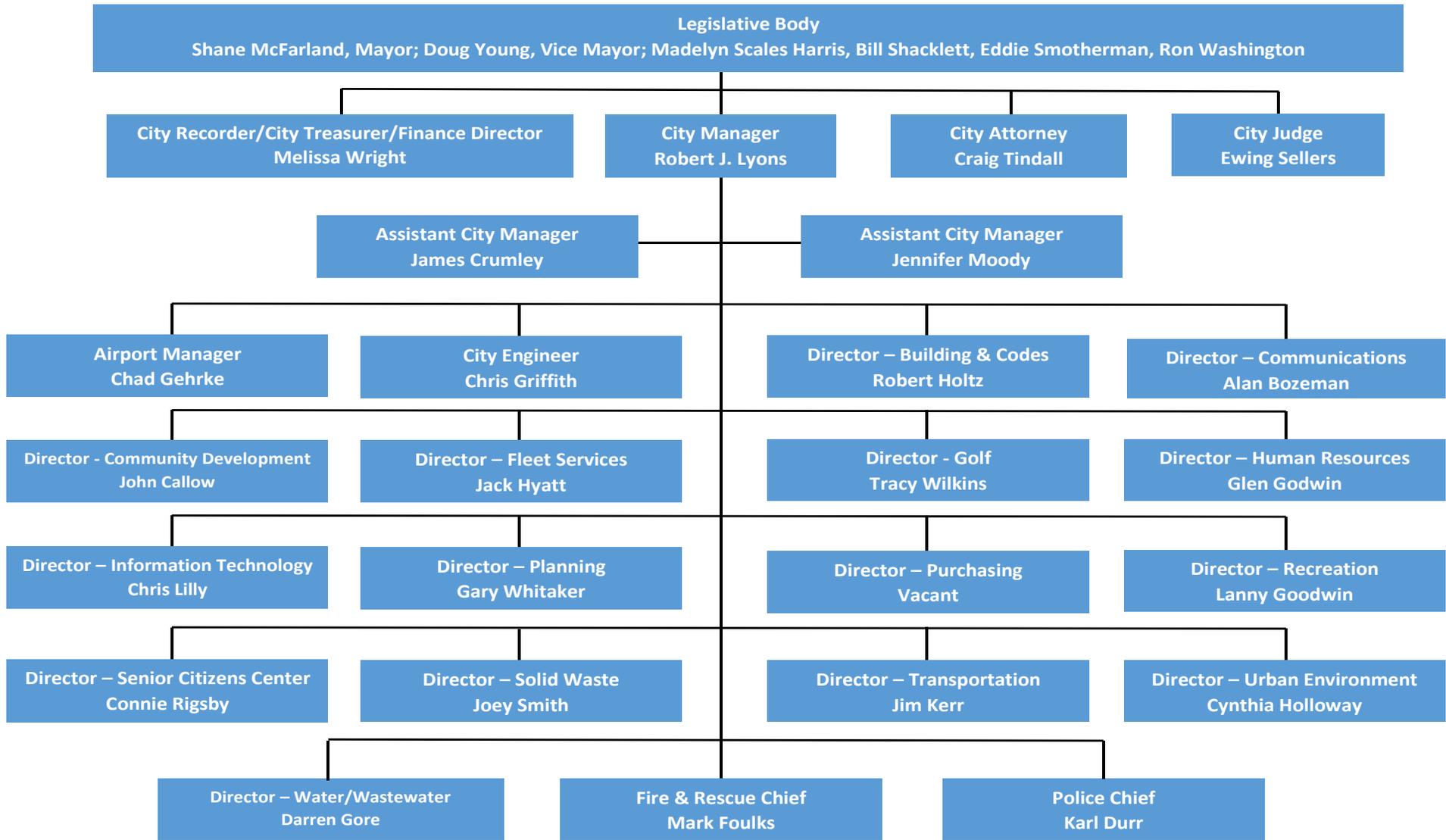
## GOVERNMENTAL STRUCTURE

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The City operates under a Council-Manager form of government. The governing body is the City Council, which consists of a Mayor and six council members who serve four-year terms of office. Non-partisan elections for City Council are held in even numbered years on a staggered basis. City Council members are elected at-large. The City Council is responsible for adopting ordinances, the annual budget, appointing committees and establishing policies. The City Council appoints a City Manager, who has the day-to-day responsibility of operating the City. Through various departments, the City Manager is responsible for providing and maintaining the essential services of the City. The City employs approximately 947 full-time and 350 part-time employees. The employees are managed through a structured personnel and administrative system, coordinated by the City Manager. Each job has been carefully defined and ranked within a comprehensive and aggressive pay and classification schedule. Job market assessments and review of the compensation and classification system are done periodically. Individual salary increases are affected once a year based on the budgeted general increase. Collective bargaining does not exist with respect to the City's employment.

ORGANIZATIONAL CHART

# City of Murfreesboro – Organization Chart





## FINANCIAL INFORMATION

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

### BUDGET AND APPROPRIATIONS PROCEDURES

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

### FINANCIAL REPORTING

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

The City's Comprehensive Annual Financial Report was last awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA) for FY 2013. The Certificate of Achievement is the highest form of recognition for excellence in state and local government financial reporting. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

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

#### Financial Policies

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

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

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

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## BASIS OF ACCOUNTING

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

### Fund Structure

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

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

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## FUND BALANCES

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

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## ECONOMIC AND DEMOGRAPHIC INFORMATION

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### UNEMPLOYMENT

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According to the Bureau of Labor Statistics, the unemployment rate for Rutherford County, of which the City is a part of, as of 2015, was 4.6%. The unemployment rate for the City as of 2014 was 4.2%. Unemployment trends for the City, Rutherford County, the Nashville-Davidson-Murfreesboro-Franklin, TN MSA, the State and Nation from 2006 to 2015 are presented below.

**Unemployment**  
(Annual, Not Seasonally Adjusted)

Year	City	County	MSA	State	National
2006	4.2%	4.0%	4.2%	5.2%	4.6%
2007	4.0%	3.8%	4.0%	4.8%	4.6%
2008	6.0%	5.8%	5.7%	6.6%	5.8%
2009	9.9%	9.7%	9.4%	10.6%	9.3%
2010	9.0%	8.8%	8.7%	9.9%	9.6%
2011	8.2%	8.0%	8.1%	9.3%	8.9%
2012	6.7%	6.5%	6.6%	8.2%	8.1%
2013	6.9%	6.4%	6.4%	8.2%	7.4%
2014	5.4%	5.3%	5.2%	6.7%	6.2%
2015	4.2%	4.6%	4.6%	5.8%	5.3%

Source: United States Department of Labor [www.bls.gov](http://www.bls.gov) and Tennessee Department of Labor and Workforce Development

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### PRINCIPAL EMPLOYERS

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

**Rutherford County Top Ten Principal Employers  
(as of June 30, 2015)**

<b>Employer</b>	<b>2015</b>		
	<b>Employees</b>	<b>Rank</b>	<b>% of Total County Employment</b>
Nissan Motor Manufacturing Corp. USA	8,000	1	5.15%
Rutherford County Government and Board of Education	6,073	2	3.91%
Middle Tennessee State University	2,205	3	1.42%
National Health Corporation	2,071	4	1.33%
Ingram Book Company	2,000	5	1.29%
City of Murfreesboro and Board of Education	1,912	6	1.23%
State Farm Insurance	1,650	7	1.06%
Amazon	1,550	8	1.00%
St. Thomas Rutherford	1,400	9	0.90%
Alvin C. York Veterans Administration Medical Center	1,300	10	0.84%

**POPULATION**

Between 2000 and 2010, the population of the nation is estimated to have increased by 9.7% and the estimate for the increase in the population of the State of Tennessee is 11.5%. The population of Rutherford County is estimated to have shown an increase of 44.5%. The 2010 population of Murfreesboro was calculated by the U.S. Census Bureau at 108,755, a 58.0% increase over the 2000 population. The 2013 estimated population of Murfreesboro was 117,044; an estimated population increase of 70% over the 2000 Census.

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

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

Source: U.S. Bureau of the Census. [www.census.gov](http://www.census.gov)

## PER CAPITA INCOME

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<u>Year</u>	<u>County</u>	<u>MSA</u>	<u>State</u>	<u>National</u>
2008	31,914	40,372	35,061	40,873
2009	30,646	39,458	34,412	39,357
2010	31,665	40,696	35,431	40,163
2011	32,723	42,629	37,129	42,298
2012	34,551	45,213	38,752	43,735
2013	35,113	45,759	39,558	45,759

Source: U.S. Bureau of Economic Analysis. [www.bea.gov](http://www.bea.gov)

## EDUCATION

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

The Murfreesboro City School System operates twelve pre-K-6 public schools, has approximately 8,430 students enrolled and a budgeted per pupil expenditure of \$8,156 for the 2016-2017 fiscal year. The System has had seven teachers named to the Tennessee Teachers Hall of Fame, which is more than any other system in the state. In addition, three teachers have been named Tennessee Teacher of the Year.

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

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

Rutherford County Schools, with over 41,000 K-12 students in 46 schools, are 100 percent accredited by the Southern Association of Colleges and Schools, with 99.32% of its core courses taught by highly qualified teachers (as defined by state and federal standards). Additionally, all new teachers hired must be highly qualified.

Middle Tennessee State University (MTSU) in Murfreesboro, founded in 1911, is a Tennessee Board of Regent institution and the largest undergraduate public university in the state. Located on a 500+-acre campus, the university has 109 permanent buildings (3.8 million square feet of space) and is one mile from the geographic center of Tennessee. Recently, MTSU dedicated its brand-new, \$65 million, 211,000-square-foot, state-of-the-art Student Union building and opened a new Student Services building located east of the new Student Union.

MTSU also unveiled a new \$147 million science building. The State included a \$126.7 million capital-outlay funding request for the MTSU Science Building in its Fiscal Year 2013 budget. The City has also approved \$1 million in funding for this project. 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/agriculture, 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.

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.

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

## HEALTHCARE

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Murfreesboro is home to St. Thomas-Rutherford Hospital, the largest and most comprehensive hospital between Nashville and Chattanooga, TN. The hospital is staffed with more than 200 physicians and holds more than 288 beds. St. Thomas-Rutherford offers a wide array of specialized services including neonatal intensive care, pediatric care, intensive and coronary care, and neurosurgery. Murfreesboro is also home to the Alvin C. York Veterans Administration Campus which provides comprehensive medical care to veterans and houses 510 hospital beds and 166 nursing home beds. StoneCrest Medical Center, a 100-bed facility, is located in Rutherford County, as well with over 130 physicians on staff.

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

## TRANSPORTATION

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

Murfreesboro is bisected by Interstate 24, linking Nashville and Chattanooga. Interstate 24 intersects with Interstate 40 and Interstate 65 in Nashville, offering easy access to all points north, west and east. In addition to the interstate system, the Interstate quality State Route 840 serves as the southern loop around Nashville and links with Interstate 24 in Murfreesboro. This vital link opened in 2013 allows through traffic on Interstate 40 to bypass the congested area of Nashville.

## RECENT DEVELOPMENTS

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

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

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

Three major hotels join the existing Embassy Suites in the Gateway district of Murfreesboro by adding well over 500 rooms to the area. There are now over 1,000 top quality hotel rooms in Murfreesboro to support the local, regional and state markets. Due to the strong price increases for downtown Nashville hotel properties, Murfreesboro has been even more competitive for state and regional conferences.

As the recession subsides into memory, auto dealers have been some of the first to build new dealerships (Toyota and Chevrolet) or completely remodel their existing stores (Ford and City Auto). Like most Tennessee communities, the auto and auto related sales makes up over 25% of all retail activity. The new dealerships are also located in the Gateway district.

Grocers and restaurants have also stepped up their investment in retail sites. The major expansion of one Kroger store and the addition of two new Wal-Mart grocery stores has seen the investment of over \$24M in bricks and mortar since July 1, 2014. The latest is another totally new Kroger location of approximately 110,000 square feet and a \$11.5M investment.

One new industry joins five other major expansions by existing industry since the FY 2014 CAFR. Schwan Cosmetics USA, Inc. celebrated on Thursday, September 24, 2015 the Grand Opening of its new facilities in Murfreesboro, Tennessee. It is the powerful and future-oriented integration of its two aging plants of Piscataway (New Jersey) and Lewisburg (Tennessee) into one centralized location. With this \$40-million US Dollar investment, Schwan Cosmetics provides about 350 jobs in Murfreesboro.

Existing industry General Mills is investing \$250 million to expand its operations in Murfreesboro and creating 117 new jobs as part of an expansion. The expansion will increase production on existing lines (Yoplait yogurt) and install additional production equipment. A majority of the jobs are waged technician jobs and food technicians that are actually on the floor of the plant helping make product.

In conjunction with General Mills expansion, Interstate Warehousing announced the addition of 450,000 additional square feet of freezer and refrigerated space at their existing Murfreesboro location. The facility opened in 2006 and expanded in 2011 and 2015.

Wei-Chuan USA, the California-based processor and distributor of Asian foods completed renovation of a 138,200-square-foot building that created 317 jobs in Murfreesboro with a new manufacturing and distribution facility. This will be Wei Chuan's Eastern U.S. distribution center and represents an investment by the company of over \$19 million.

Jagemann Precision Plastics announced in February 2015 its plans to expand its Murfreesboro facility and add 90 jobs to meet increased demand. The expansion will allow further growth and capability as to precision insert- and over-molding stamping, fine blanking and assembly. The expansion will add 30,000 square feet of space and enable the company to maintain its commitment to making high-quality parts.

International Paper is investing in a “geo-grid” on the existing Murfreesboro plant site. In case of a catastrophic incident at the company’s Memphis headquarters, the “geo-grid” would allow International Paper to quickly reestablish global operations from the Murfreesboro location.

Public projects of Middle Tennessee State University (MTSU) and the City have continued new investments over the past two years. MTSU has completely renovated the recently acquired Bell Street building from its previous medical office use. Additions to the Science building on campus and a new Flight Simulator building at Murfreesboro Municipal Airport (MBT) continue the University’s investment in important programs.

The City has recently renovated the 25-year old Sports\*Com Recreation Center, newly constructed a \$6.6M indoor tennis facility in partnership with MTSU and the Christy-Houston Foundation and completed a runway extension at the Airport to 4,850 feet in length. This enables business aircraft to successfully obtain insurance and consider MBT as their permanent base, while allowing the University’s Aviation program the ability to continue training of pilots on larger aircraft. Negotiation is underway for two new commercial hangars and a potential expansion of an existing industry currently based at MBT.

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## BUDGET GUIDE

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### OVERVIEW

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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, 2016 is referred to as FY 2017.

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### BUDGET PROCESS

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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 31.

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### MONITORING OF REVENUES AND EXPENDITURES

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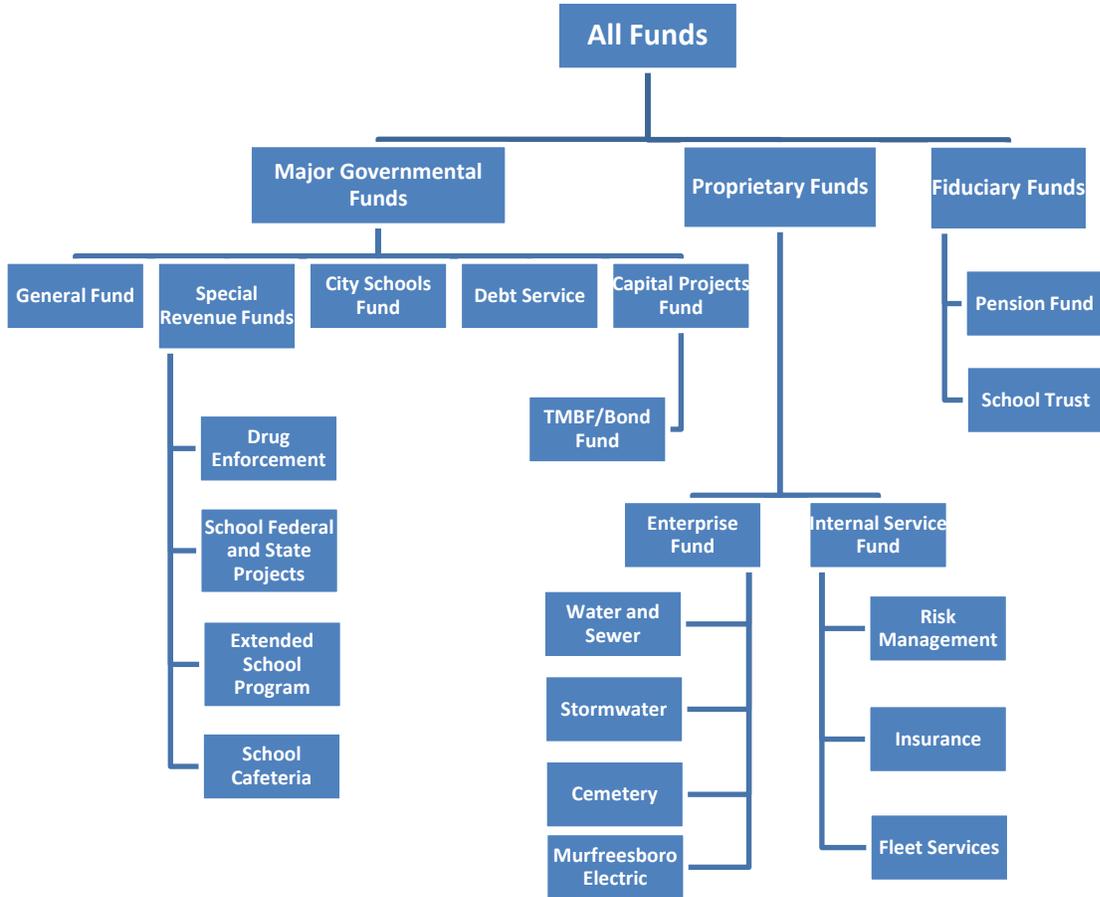
Through the course of each fiscal year, the City Manager, Finance Director/City Recorder and department heads monitor the budget established by City Council.

BUDGET CALENDAR

<b>Date</b>	<b>Responsible Party</b>	<b>Required Activity</b>	<b>Reference</b>	<b>Status</b>
<b>February 2</b>	City Manager	Distribute budget calendar		
<b>Early February</b>	City Manager	Meet with City Council to obtain input on FY 2016 budget goals		
<b>February 3</b>	Finance Director	Distribute non-city agency funding request forms		
<b>Late February/Early March</b>	City Manager Finance Director	Distribute Budget Instructions MUNIS Budget entry available Distribute Budget Forms (Personnel Action, Vehicle Request and Budget Narrative)		
<b>March 25</b>	Department heads	Deadline for MUNIS Budget entry Submit Requested budget forms and narrative to Asst Finance Director		
<b>March 28-April 10</b>	City Manager Finance Director	Export of MUNIS budget requests to budget document format		
<b>March 25</b>	Non-city Agencies	Submit non-city agency requests for funding		
<b>Early April</b>	City Manager	City Manager review of budget requests		
<b>April 11-20</b>	City Manager Finance Director	Budget Review sessions with department heads		
<b>April 15</b>	City Manager Finance Director	Finalize revenue estimates and Risk Mgmt estimates		
<b>May 13</b>	City Manager	Submit to Council the assessment of taxable property as determined by Assessor	Charter Section 83	
<b>May 13</b>	City Manager	Deadline to submit tentative budget to City Council	Charter Section 74	
<b>May 19-June 2</b>	City Council	Budget Review Sessions		
<b>May 24</b>	City Manager	Budget Advertised in newspaper	Charter Section 76	
<b>June 2</b>	City Council	Budget Public Hearing and First Reading of Tax Rate Ordinance and Appropriation Ordinance		
<b>June 16</b>	City Council	Second Reading of Ordinances		
<b>July 1</b>	City Council	Start of FY 2016	Charter Section 73	

## FUND OVERVIEW

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## FUND DESCRIPTIONS

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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

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

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

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

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

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

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## PROPRIETARY FUNDS

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

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

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

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

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## FIDUCIARY FUNDS

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

## CAPITAL BUDGET SUMMARY

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All capital expenditures funded by current income or grants are included in the operating budget for the various departments. These projects total \$87,996,585. Maintenance and staffing impacts associated with requested projects are considered during the development of the operating budget. Normal replacements of items are not included in the capital budget summary, unless deemed significant to the discussion.

Brief descriptions of major capital expenditures included in the FY 2017 budget are included below. Funding amounts apply to only the FY 2017 year. Anticipated operating budget impacts for staffing and maintenance associated with each project are noted.

1. The Communications Department budgeted \$750,000 in equipment for their Hi-Definition equipment upgrade. The City received a grant from Comcast for the purchase of this equipment which is shown as Other Grant Revenue in the General Fund. Other than normal operations and maintenance costs, no additional fiscal impact is anticipated from this purchase.
2. The City Manager's budget includes \$21,759 for the replacement of the courier vehicle used daily. Other than normal operations and maintenance costs, no additional fiscal impact is anticipated from this purchase.
3. The Information Technology Department budgeted \$559,500 for various software upgrades, licenses and equipment. The Microsoft Office 365 licenses of \$150,000 and the Software Assurance for MS Windows and Antivirus of \$150,000 are annual expenses. The remaining items are for equipment and technological upgrades and replacement. These costs are anticipated each year.
4. The Urban Environmental Department budgeted \$50,000 for an office remodel that will allow for additional office space for existing staff. Other than a slight increase in electricity, no additional fiscal impact is anticipated from this project.
5. The Fleet Services Department budgeted \$61,571 for various equipment purchases. The majority of these purchases are to replace aging equipment. The Waste Oil Heater budgeted at \$8,850 will be used to supplement an existing waste oil heater already in use. These heaters recycle used motor oil and generate heat for the shop. The use of one of these heaters has reduced the gas utility bill by 50%. Incorporating a second heater is expected to reduce this utility even more.
6. The Fire Department budgeted \$184,475 in replacement and new equipment. These purchases are normal costs and, other than normal repairs and maintenance, are not expected to cause any additional fiscal impact to the City.
7. The Street Division of the Engineering Department has budgeted \$199,500 for replacement of equipment and vehicles. These purchases are normal costs and, other than normal repairs and maintenance, are not expected to cause any additional fiscal impact to the City.

8. The Parks and Recreation Department budget has funding to acquire the land and to construct Phase IV of Stones River Greenway. This segment will complete the linkage to Barfield Crescent Park from State Highway 99 and is estimated at a cost of \$2,580,000. Funding for the project is 80% Federal from an Enhancement grant and a 20% local match from borrowed funds. The City funding is included in the TMBF/Bond Fund as part of the 2016 financing. No increase in staffing or maintenance expense is included in the FY 2017 budget, a slight increase is expected in future years to maintain the surrounding landscape. Long term, the increased amount of paved path will increase the City's repaving expense also.

Additionally, the Parks and Recreation Department has approximately \$410,000 for normal replacement of equipment and approximately \$290,000 for the addition of new equipment. No additional maintenance expense or staffing is anticipated from these purchases.

9. The Airport Fund has also budgeted \$233,000 to complete the resurfacing and runway extension at a 95% reimbursement from the State with the remaining funds coming from the TMBF/Bond Fund. Construction of a new \$700,000 terminal building is also budgeted. Airport has budgeted 50% of the project (\$350,000) for the State portion and the remaining 50% will be paid out of the TMBF/Bond Fund. Increased annual maintenance costs are anticipated from these projects.

Additionally, the Airport Fund budgeted \$50,000 for a security fence at the north end of the airfield. No additional fiscal impact is anticipated from this project.

10. Total capital funding for the Transportation Department is budgeted at \$126,200 from a mix of Federal, State and local dollars. The Transportation Department continues work on the design and engineering of a transit terminal and recently identified a potential location. Completion of the bus terminal construction is anticipated once the design stage is complete and will require additional expenditures for maintenance, utilities and supplies. Staffing is as yet undetermined, but the addition of personnel is expected.

11. Old Fort Golf Course has budgeted \$300,000 to replace and upgrade their golf cart fleet. Upgrades will include an onboard computer that will enhance customer experience and provide communication with carts on the course. The software will require an annual subscription costing \$26,100 per year. A majority of this will be offset by a \$1 increase in cart rental fees. No additional fiscal impact is anticipated from this project.

The Golf Courses have collectively budgeted \$202,371 in replacement and new equipment purchases. These purchases are normal costs and, other than normal repairs and maintenance, are not expected to cause any additional fiscal impact to the City.

In FY 2015, the junior golf course, Bloomfield Links, received a \$125,000 grant for the construction of a small building to house vending, restrooms, and a rest area for participants. The building is expected to be constructed and has been budgeted in the FY 2017 budget. No additional personnel expense is anticipated at this time, a slight increase is anticipated for electric and water utilities, no additional fiscal impact is anticipated for this project.

12. The grant funded portion of road projects is included in the Engineering Department's budget. For FY 2017, the fund is budgeted for the following capital projects:
- a. The improvements to Middle Tennessee Boulevard between Main Street and Greenland Avenue will be entering the construction phase. Approximately \$4.56 million of grant funded expenditures is budgeted for FY 2017 for construction progress from this department, with the City's local share budgeted in the TMBF/Loan Fund. The City anticipates receiving 80% of the project costs in Federal transportation dollars. Construction is expected to be completed by summer of 2018.
  - 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 2017, \$190,000 in federally funded expenditures is budgeted. The local City share is budgeted in the TMBF/Bond Fund.
  - c. Bradyville Pike (State Route 99) is planned for a 2.1 mile widening project, improving the current two lane profile to a three lane section with sidewalks, bike lanes and permanent transit shelters. Total cost of the project is estimated at \$7,378,400, of which the City's contribution is only \$366,880. For FY 2017, \$1,000,000 is included in the budget as the federal share of the project cost. The local match is included in the TMBF/Bond Fund.

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

13. 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 Street Division of the Engineering Department has budgeted approximately \$1 million for various equipment needs including replacements. Similarly, the Fire & Rescue Department is budgeting \$1.4 million for the replacement of a Snorkel Truck. The Solid Waste Department is budgeting approximately \$2 million in equipment replacement. Renovations and updates to various City Departments is budgeted at approximately \$3.6 million. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.

The Police Department began the remodel of their new facility purchased in FY 2016. This facility will be completely remodeled during the next year and will eventually house all Police operations in one location, leaving several City buildings open for use by other departments. An additional \$42.7 million is anticipated to be spent out of this Fund for renovations and remodeling. While no significant fiscal impact is expected in FY 2017, once the facility is operational there will be additional utility and maintenance costs.

The Police Department has also budgeted approximately \$2 million for equipment and software purchases. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.

The Parks & Recreation Department has budgeted \$7 million for the purchase and development of a new park on the West side of town. There will be operating and staffing impacts once the park is complete but none of these costs are anticipated in FY 2017. Approximately \$1.2 million for the City's local match is anticipated to be used towards extending the Greenway system (the Federal match is found in the Recreation budget). In addition, approximately \$7.4 million in renovations at various parks and the purchase of equipment has also been budgeted. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.

Transportation needs continue to be an important focus for the City. Approximately \$14.7 million in construction of various projects across the City have been budgeted. Future maintenance costs for this and other highways is paid for through the General Fund and the State Street Aid funds as part of the City's normal maintenance costs.

## CONSOLIDATED FINANCIAL OVERVIEW

### ALL FUNDS

	2016/2017 FUND SUMMARIES					
	Projected Beg	Total	Total	Projected Ending	Change	
	Fund Balance	Budgeted	Budgeted	Fund Balance	In	Change as
	7/1/2016	Revenues	Expenditures	6/30/2017	Dollars	Percentage
TOTAL GENERAL FUND	\$ 61,692,876	\$145,545,342	\$ 148,450,403	\$ 58,787,814	\$ (2,905,061)	-4.71%
DEBT SERVICE FUND	\$ 2,776,002	33,309,138	34,959,138	1,126,002	(1,650,000)	-59.44%
AIRPORT FUND	\$ 465,622	2,114,900	2,118,882	461,640	(3,982)	-0.86%
DRUG FUND	\$ 384,393	343,100	474,950	252,543	(131,850)	-34.30%
CAPITAL IMPROV. & CONT. FUND	\$ 5,882,285	9,200,850	9,200,850	5,882,285	-	0.00%
TMBF/BOND FUNDS	\$ 90,291,381	80,050,000	80,050,000	90,291,381	-	0.00%
INSURANCE FUND	\$ 4,707,612	16,400,975	16,400,975	4,707,612	-	0.00%
RISK MANAGEMENT FUND	\$ 1,584,431	3,770,774	4,093,036	1,262,169	(322,262)	-20.34%
GRAND TOTALS	167,784,602	290,735,079	295,748,234	162,771,446	(5,013,156)	-2.99%

Revenue Sources In Total							
2016-2017							
City of Murfreesboro							
	State of	Federal	Local	Transfers	Other	Issuance	
Fund	Tennessee	Government	Taxes	In	Sources	of Debt	Total
General Fund	\$ 16,568,159	\$ 10,611,650	\$ 92,794,746	\$ 3,290,000	\$ 22,280,787		\$ 145,545,342
Debt Service Fund				\$ 33,309,138			\$ 33,309,138
Airport Improvement Fund	\$ 383,300	\$ 200,500			\$ 1,531,100		\$ 2,114,900
Drug Fund				\$ 100,000	\$ 243,100		\$ 343,100
Insurance Fund				13,691,475	\$ 2,709,500		\$ 16,400,975
Risk Management Fund					\$ 3,770,774		\$ 3,770,774
Capital Improvement Projects Fund	\$ 2,140,000	-			\$ 3,100,400		\$ 5,240,400
TMBF/Bond Fund						\$ 2,409,375	\$ 2,409,375
<b>Total Revenue from Sources</b>	\$ 19,091,459	\$ 10,812,150	\$ 92,794,746	\$ 50,390,613	\$ 33,635,661	\$ 2,409,375	\$ 209,134,004

Expenditures In Total						
2016-2017						
City of Murfreesboro						
	Personnel	Operating	Capital	Transfers		
Fund	Costs	Costs	Expenses	Out	Other	Total
General Fund	\$ 68,053,587	\$ 32,778,407	\$ 6,868,225	\$ 38,186,165	\$ 2,564,019	\$ 148,450,403
Debt Service Fund		\$ 34,959,138				\$ 34,959,138
Airport Improvement Fund	\$ 224,982	\$ 1,258,400	\$ 635,500			\$ 2,118,882
Drug Fund	\$ 75,000	\$ 206,450	\$ 193,500			\$ 474,950
Insurance Fund		\$ 16,400,975				\$ 16,400,975
Risk Management Fund	\$ 312,801	\$ 3,698,485	\$ 81,750			\$ 4,093,036
Capital Improvement Projects Fund		\$ 9,200,850				\$ 9,200,850
TMBF/Bond Fund		\$ 50,000	\$ 80,000,000			\$ 80,050,000
<b>Total Expenditures by Sources</b>	\$ 68,666,370	\$ 98,552,705	\$ 87,778,975	\$ 38,186,165	\$ 2,564,019	\$ 295,748,234

Consolidated Fund Summary						
	FY 2013-14	FY 2014-2015	FY 2015-16	FY 2015-16	FY 2016-17	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase (Decrease)
<b>GENERAL FUND:</b>						
Beginning Fund Balance	53,183,801	56,771,507	62,201,814	62,201,814	61,694,376	
Prior Period Adjustments:						
State Street Aid						
Community Development Gateway Project						
Capital Improvement Fund						
	53,183,801	56,771,507	62,201,814	62,201,814	61,694,376	
<b>REVENUES</b>						
Property Tax	36,028,567	36,553,488	37,577,772	37,421,740	38,336,396	758,624
Property Tax Equivalents	680,135	667,596	691,136	699,330	697,950	6,814
Local Option Sales Tax	35,373,537	37,583,362	38,944,100	40,184,140	42,605,500	3,661,400
Other Local Taxes	9,010,603	9,685,758	9,095,166	10,063,800	11,154,900	2,059,734
Licenses, Permits, Fines	6,060,119	5,606,035	5,273,450	6,071,030	6,037,570	764,120
Charges for Services	1,188,824	1,290,949	1,191,132	1,363,704	2,676,206	1,485,074
Charges for Services-Parks	1,496,846	1,483,824	1,665,347	1,532,594	1,534,400	(130,947)
Charges for Services-Golf	1,658,614	1,769,633	1,903,701	1,840,469	1,879,765	(23,936)
Charges for Services-Senior Citizens	123,073	131,122	159,000	94,641	86,500	(72,500)
Charges for Services-Solid Waste	19,066	131,122	159,000	94,641	86,500	(72,500)
Intergovernmental-County	1,596,472	338,866	283,257	245,300	266,861	(16,396)
Intergovernmental-County-Parks	157,051	172,362	150,000	189,000	190,000	40,000
State Sales Tax Allocation	7,789,827	8,257,647	8,375,000	8,687,655	9,061,500	686,500
Intergovernmental-Other State	7,586,348	6,994,641	7,173,284	7,239,570	7,506,659	333,375
Intergovernmental-Federal	3,968,958	1,695,878	5,048,079	4,429,522	7,760,950	2,712,871
Intergovernmental-Federal-Parks	104,557	85,729	1,800,000	100,000	2,850,700	1,050,700
Miscellaneous revenues	2,314,052	7,101,044	2,291,569	2,167,242	4,752,868	2,461,299
Miscellaneous revenues - Cable Franchise Fee	1,509,418	1,630,255	1,555,000	1,650,000	1,700,000	145,000
Transfers & Reimbursements from Other Funds	4,842,014	7,600,069	7,101,842	5,655,444	6,360,117	(741,725)
	121,508,081	128,779,380	130,437,835	129,729,822	145,545,342	15,107,507
<b>EXPENDITURES</b>						
Mayor and Council			218,488	219,510	302,437	83,949
City Manager's Office	4,068,086	4,357,896	894,613	1,066,813	973,065	78,452
Finance and Tax			1,560,902	1,502,613	1,503,208	(57,694)
Purchasing			221,864	153,830	235,870	14,006
Building Maintenance			435,132	428,034	439,762	4,630
Information Technology	1,537,046	1,731,102	2,374,298	1,749,818	2,772,541	398,243
Communications	600,394	686,112	1,510,928	707,243	1,567,402	56,474
Legal	799,518	847,878	1,002,969	984,226	1,038,080	35,111
Human Resources	808,666	890,679	1,092,545	1,007,942	1,144,188	51,643
Judicial	436,176	471,130	530,692	470,071	535,778	5,086
Police	25,154,026	25,947,269	27,661,105	26,516,840	28,097,475	436,370
Fire	15,598,308	16,130,071	17,572,756	17,613,474	18,179,247	606,491
Building and Codes	1,747,137	1,867,817	1,935,694	1,811,567	1,931,963	(3,731)
Planning	647,529	1,137,183	1,391,013	1,086,230	1,428,874	37,861
Transportation	2,455,001	2,254,624	2,632,838	2,241,544	2,867,430	234,592
Engineering & Street	6,702,549	6,850,831	9,008,780	8,834,851	12,680,091	3,671,311
State Street Aid	2,767,337	2,196,271	2,900,350	2,783,200	2,850,000	(50,350)
Urban Environmental	1,025,071	984,480	1,277,467	1,072,843	1,273,780	(3,687)
Civic Plaza	56,912	71,747	70,238	57,400	70,540	302
Parking Garage	105,610	173,253	143,200	148,344	100,200	(43,000)
Fleet Services	2,254,659	2,342,356	2,473,402	2,676,638	496,429	(1,976,973)
Recreation	8,770,081	10,915,904	12,195,747	9,692,580	13,860,470	1,664,723
Senior Citizens	862,051	886,776	1,062,316	999,967	1,106,280	43,964
Community Development	991,968	827,336	1,206,605	850,094	1,152,997	(53,608)
Golf - Old Fort	1,603,371	1,622,819	1,734,883	1,785,387	2,479,505	744,622
Golf - VA	293,025	324,744	325,972	321,465	351,664	25,692
Golf - Short Course	39,356	36,770	185,532	71,314	82,730	(102,802)
Solid Waste	3,959,760	4,125,196	4,583,325	4,072,630	5,049,672	466,347
Gateway Project	17,257	80,737	180,000	150,000	180,000	0
Public Health & Welfare	2,163,154	2,586,700	2,123,056	2,123,056	2,418,447	295,391
Departmental Transfers	33,021,769	31,279,650	33,351,808	32,912,463	38,186,165	4,834,357
Miscellaneous	1,689,217	1,721,742	3,474,931	4,125,273	3,094,113	(380,818)
Total Expenditures	117,920,375	123,349,073	137,333,449	130,237,260	148,450,403	11,116,954
Ending Fund Balance	56,771,507	62,201,814	55,306,200	61,694,376	58,789,314	

Note: Effective FY 2013, Gateway Fund was moved into General Fund. 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. Effective FY 2014, State Street Aid Fund was moved into General Fund. Effective FY 2016, General and Administrative was divided into five separate departments: Mayor & Council, Administrative, Finance and Tax, Purchasing, and Building Maintenance; and Fleet Services Fund was moved into the General Fund

	FY 2013-14	FY 2014-2015	FY 2015-16	FY 2015-16	FY 2016-17	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase
						(Decrease)
<b>Debt Service Fund</b>						
Beginning Fund Balance	4,427,052	3,861,500	2,776,002	2,776,002	2,776,002	0
<b>Revenues</b>						
Transfers from Other Funds	29,701,984	27,577,693	29,165,764	28,323,577	33,309,138	4,143,374
Refunding Bonds Issued						0
All Other	2,410	2,007	0	0	0	0
<b>Total Debt Service Fund Revenue</b>	<b>29,704,394</b>	<b>27,579,700</b>	<b>29,165,764</b>	<b>28,323,577</b>	<b>33,309,138</b>	<b>4,143,374</b>
<b>Expenditures</b>						
Principal Retirement	23,214,395	20,152,019	19,194,694	19,260,776	22,188,914	2,994,220
Refunded Debt			0	0	0	0
Interest	3,853,545	3,611,448	5,372,087	3,348,957	6,399,858	1,027,771
Transfers to Other Funds	3,120,040	4,820,641	6,193,982	5,634,144	6,265,366	71,384
Issuance Cost and Fees	81,966	81,090	105,000	79,700	105,000	0
<b>Total Debt Service Fund Expenditures</b>	<b>30,269,946</b>	<b>28,665,198</b>	<b>30,865,764</b>	<b>28,323,577</b>	<b>34,959,138</b>	<b>4,093,374</b>
Ending Fund Balance	3,861,500	2,776,002	1,076,002	2,776,002	1,126,002	50,000
	FY 2013-14	FY 2014-2015	FY 2015-16	FY 2015-16	FY 2016-17	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase
						(Decrease)
<b>Airport Fund</b>						
Beginning Fund Balance	400,858	392,072	457,751	457,751	465,622	7,871
<b>Revenues</b>						
Rentals (Hangars, Terminals, etc.)	458,090	476,421	470,418	462,400	491,900	21,482
Fuel Sales	1,094,525	1,003,977	1,083,359	673,300	1,037,500	(45,859)
State & Federal Funds	284,955	1,953,488	2,428,137	4,572,400	583,800	(1,844,337)
Other Airport Revenue	1,680	1,871	2,061	6,650	1,700	(361)
<b>Total Airport Fund Revenue</b>	<b>1,839,250</b>	<b>3,435,757</b>	<b>3,983,975</b>	<b>5,714,750</b>	<b>2,114,900</b>	<b>(1,869,075)</b>
<b>Expenditures</b>						
Personnel Costs	188,374	187,626	218,880	214,570	224,982	6,102
Operating Budget	1,402,308	1,224,174	1,309,830	902,205	1,258,400	(51,430)
Fixed Assets	257,354	1,958,278	2,451,987	4,590,104	635,500	(1,816,487)
<b>Total Airport Fund Expenditures</b>	<b>1,848,036</b>	<b>3,370,078</b>	<b>3,980,697</b>	<b>5,706,879</b>	<b>2,118,882</b>	<b>(1,861,815)</b>
Ending Fund Balance	392,072	457,751	461,029	465,622	461,640	611

	FY 2013-14	FY 2014-2015	FY 2015-16	FY 2015-16	FY 2016-17	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase
						(Decrease)
<b>Drug Enforcement Fund</b>						
Beginning Fund Balance	407,335	653,387	857,042	857,042	384,393	(472,649)
<b>Revenues</b>						
City Court Revenue	140,401	94,724	100,000	87,921	100,000	0
Drug Related Fines	140,401	97,973	100,000	87,921	100,000	0
Seizure Awards	264,574	261,901	150,000	70,044	100,000	(50,000)
Other Drug Enforcement Revenue	19,328	29,777	68,100	18,763	43,100	(25,000)
<b>Total Drug Enforcement Fund Revenue</b>	<b>564,704</b>	<b>484,375</b>	<b>418,100</b>	<b>264,649</b>	<b>343,100</b>	<b>(75,000)</b>
<b>Expenditures</b>						
Labor - Overtime & Court	126,765	102,196	110,000	82,000	75,000	(35,000)
Operating Budget	155,174	157,691	185,250	152,837	206,450	21,200
Fixed Assets	36,713	20,833	10,000	502,461	193,500	183,500
<b>Total Drug Enforcement Fund Expenditures</b>	<b>318,652</b>	<b>280,720</b>	<b>305,250</b>	<b>737,298</b>	<b>474,950</b>	<b>169,700</b>
Ending Fund Balance	653,387	857,042	969,892	384,393	252,543	(717,349)
	FY 2013-14	FY 2014-2015	FY 2015-16	FY 2015-16	FY 2016-17	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase
						(Decrease)
<b>Capital Improvement Fund</b>						
Beginning Fund Balance	846,392	1,060,436	5,882,285	5,882,285	4,882,685	(999,600)
Transferred Fund Balance to General Fund						
<b>Revenues</b>						
Federal Funds	0	0	7,600	400	3,100,400	3,092,800
School Energy Loan Proceeds	0	0	1,500,000	0	2,140,000	640,000
Other Capital Improvement Revenue	214,104	4,821,849	4,620,516	0	0	(2,232,900)
<b>Total Capital Improvement Fund Revenue</b>	<b>214,104</b>	<b>4,821,849</b>	<b>6,128,116</b>	<b>400</b>	<b>5,240,400</b>	<b>(887,716)</b>
<b>Expenditures</b>						
Economic Development						0
Capital Projects	0	0	7,600	0	132,600	125,000
School Energy Project	0	0	6,120,016	1,000,000	8,167,750	2,047,734
Other Miscellaneous	60	0	500	0	900,500	900,000
Transfer to Debt Service Fund						
<b>Total Capital Improvement Fund Expenditures</b>	<b>60</b>	<b>0</b>	<b>6,128,116</b>	<b>1,000,000</b>	<b>9,200,850</b>	<b>3,072,734</b>
Ending Fund Balance	1,060,436	5,882,285	5,882,285	4,882,685	922,235	(4,960,050)

	FY 2013-14	FY 2014-2015	FY 2015-16	FY 2015-16	FY 2016-17	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase
						(Decrease)
<b>TMBF/Bond Fund</b>						
Beginning Fund Balance	47,633,011	38,709,845	23,390,127	23,390,127	90,291,381	66,901,254
<b>Revenues</b>						
Issuance of Debt	11,441,556	2,467,403	75,859,375	86,851,254	2,359,375	(73,500,000)
Miscellaneous	1,461,200	1,774,163	350,000	74,113	50,000	98,083,115
<b>Total TMBF Bond Fund Revenue</b>	<b>12,902,756</b>	<b>4,241,566</b>	<b>76,209,375</b>	<b>86,925,367</b>	<b>2,409,375</b>	<b>(73,800,000)</b>
<b>Expenditures</b>						
Capital Outlay	20,440,565	18,545,814	105,000,000	20,000,000	80,000,000	(25,000,000)
Transfer to Debt Service Fund	1,385,357	1,015,470	300,000	24,113	50,000	(250,000)
<b>Total TMBF Bond Fund Expenditures</b>	<b>21,825,922</b>	<b>19,561,284</b>	<b>105,300,000</b>	<b>20,024,113</b>	<b>80,050,000</b>	<b>(25,250,000)</b>
Ending Fund Balance	38,709,845	23,390,127	(5,700,498)	90,291,381	12,650,756	18,351,254
	FY 2013-14	FY 2014-2015	FY 2015-16	FY 2015-16	FY 2016-17	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase
						(Decrease)
<b>Insurance Fund</b>						
Beginning Fund Balance	1,535,049	2,280,487	3,714,275	3,714,275	4,707,612	993,337
<b>Revenues</b>						
Insurance Premiums-City	10,812,377	12,247,564	13,063,842	12,944,300	13,296,999	233,157
Insurance Premiums-Employees	2,189,415	2,320,593	2,300,025	2,336,520	2,455,000	154,975
Miscellaneous	603,605	169,558	250,100	183,910	648,976	398,876
<b>Total Insurance Fund Revenue</b>	<b>13,605,397</b>	<b>14,737,715</b>	<b>15,613,967</b>	<b>15,464,730</b>	<b>16,400,975</b>	<b>787,008</b>
<b>Expenditures</b>						
Health Claims and Administration	13,312,043	13,303,927	15,613,967	14,471,393	16,400,975	787,008
<b>Total Insurance Fund Expenditures</b>	<b>13,312,043</b>	<b>13,303,927</b>	<b>15,613,967</b>	<b>14,471,393</b>	<b>16,400,975</b>	<b>787,008</b>
Ending Fund Balance	1,828,403	3,714,275	3,714,275	4,707,612	4,707,612	993,337

	FY 2013-14	FY 2014-2015	FY 2015-16	FY 2015-16	FY 2016-17	Budgeted
	Actual	Actual	Budget	Estimated	Budget	Increase
						(Decrease)
<b>Risk Management Fund</b>						
Beginning Fund Balance	2,605,846	1,870,541	2,053,245	2,053,245	1,584,431	(468,814)
Prior Period Adjustment						
<b>Revenues</b>						
Insurance Premiums-City	3,861,250	3,804,125	3,589,448	3,735,136	3,758,774	169,326
Miscellaneous	15,847	13,399	15,000	12,000	12,000	(3,000)
<b>Total Risk Management Fund Revenue</b>	<b>3,877,097</b>	<b>3,817,524</b>	<b>3,604,448</b>	<b>3,747,136</b>	<b>3,770,774</b>	<b>166,326</b>
<b>Expenditures</b>						
Personnel Costs	287,348	300,746	304,304	295,729	312,801	8,497
Operating Budget	4,324,150	3,333,004	3,711,595	3,919,499	3,698,485	(13,110)
Fixed Assets	904	1,070	81,500	722	81,750	250
<b>Total Risk Management Fund Expenditures</b>	<b>4,612,402</b>	<b>3,634,820</b>	<b>4,097,399</b>	<b>4,215,950</b>	<b>4,093,036</b>	<b>(4,363)</b>
<b>Ending Fund Balance</b>	<b>1,870,541</b>	<b>2,053,245</b>	<b>1,560,294</b>	<b>1,584,431</b>	<b>1,262,169</b>	<b>(298,125)</b>

# GENERAL FUND

## GENERAL FUND REVENUE LINE ITEM DETAIL

<b>2016 - 2017 Budget Year</b>						
<b>GENERAL FUND REVENUE</b>						
Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Property Tax - Real & Personal	35,191,626	35,675,427	36,697,772	36,456,840	37,371,480	673,708
Public Utilities Property Tax	836,941	878,061	880,000	964,900	964,916	84,916
<b>Total Property Tax Revenue</b>	<b>36,028,567</b>	<b>36,553,488</b>	<b>37,577,772</b>	<b>37,421,740</b>	<b>38,336,396</b>	<b>758,624</b>
<b>Tax Equivalents</b>						
Payment In Lieu Of Taxes - MHA	103,520	108,672	105,000	114,330	114,500	9,500
Payments From Industry	576,615	558,924	586,136	585,000	583,450	(2,686)
Recovery on Reserved Taxes	710,912	834,395	710,000	710,000	835,000	125,000
Penalty and Interest on Taxes	251,066	204,223	225,000	185,000	220,000	(5,000)
<b>Other Local Taxes</b>						-
Local Option Sales Tax	35,373,537	37,583,362	38,944,100	40,184,140	42,605,500	3,661,400
Wholesale Beer Tax	3,281,336	3,299,165	3,300,000	3,371,300	3,400,000	100,000
Wholesale Liquor Tax	947,463	1,001,145	970,000	1,125,000	1,150,000	180,000
Gross Receipts Tax	2,604,070	2,959,129	2,500,000	3,083,000	3,660,400	1,160,400
Beer Privilege Tax	27,810	27,925	28,300	28,500	28,500	200
Liquor Privilege Tax	61,828	58,501	62,000	61,000	61,000	(1,000)
Room Occupancy Tax	1,126,118	1,301,275	1,299,866	1,500,000	1,800,000	500,134
	<b>45,064,275</b>	<b>47,936,716</b>	<b>48,730,402</b>	<b>50,947,270</b>	<b>54,458,350</b>	<b>5,727,948</b>
<b>Licenses, Permits &amp; Fines</b>						
Electrical License	66,305	67,365	71,500	82,700	75,620	4,120
Gas/Mechanical License	14,053	6,274	6,200	6,700	6,200	-
Building Permits	1,732,499	1,525,045	1,365,000	2,250,000	2,000,000	635,000
Electrical Permits	349,270	340,360	388,000	430,000	440,000	52,000
Plumbing Permits	173,345	161,850	153,000	236,000	220,000	67,000
Excavating Permits	39,750	44,266	42,000	46,000	42,000	-
Mechanical Permits	178,602	108,784	127,000	137,000	133,000	6,000
Gas Permits	22,899	31,745	36,750	38,000	36,750	-
Fireworks Permits	7,500	8,500	5,000	5,000	5,000	-
Beer Application Permit	11,800	15,500	12,000	14,000	12,000	-
Burglar Alarm Permit	66,260	58,315	57,000	62,393	57,000	-
City Court Fines And Costs	1,908,892	2,288,781	2,000,000	1,925,000	2,000,000	-
City Ct - Safe Street Program	1,115,885	935,800	1,000,000	825,000	1,000,000	-
Burglar Alarm Service Charge	12,010	13,450	10,000	13,238	10,000	-
	<b>5,699,070</b>	<b>5,606,035</b>	<b>5,273,450</b>	<b>6,071,030</b>	<b>6,037,570</b>	<b>764,120</b>
<b>Charges For Service</b>						
Copies			-	500	500	500
Charges For Service	1,558	492	500	3	250	(250)
Fees And Commissions	25,972	22,840	17,000	15,000	15,000	(2,000)
Information Technology	37,396	878	1,300	734	-	(1,300)
Communications	240	50	50	20	20	(30)
Human Resources			-	638	-	-
Planning	237,461	193,133	175,000	277,000	205,000	30,000
Urban Environmental	30,016	9,322	18,000	338	18,000	-
Police	22,634	25,039	19,000	31,987	20,000	1,000
Fire	866,846	911,222	921,132	934,950	970,116	48,984
Building & Codes	37,800	22,450	24,150	29,352	40,000	15,850
Engineering/Street	20,849	84,869	20,000	29,756	35,000	15,000
Traffic			-	7,122	-	-
Public Transit Fares	128,610	132,979	136,000	127,798	134,000	(2,000)
Solid Waste	19,066	18,797	18,000	3,148	1,324,820	1,306,820
Senior Citizens Center	123,073	131,122	159,000	94,641	86,500	(72,500)
Parks & Recreation	1,496,846	1,483,824	1,665,347	1,532,594	1,534,400	(130,947)

**2016 - 2017 Budget Year  
GENERAL FUND REVENUE**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Charges For Service			1,903,701	-	-	(1,903,701)
Green Fees			-	805,111	805,000	805,000
Driving Range Fees			-	47,824	50,000	50,000
Cart Trail Fees			-	475	475	475
Association Fees			-	16,000	16,000	16,000
Concession Income			-	166,227	170,000	170,000
Pro-Shop Income			-	213,083	215,000	215,000
Cart Rentals			-	302,954	330,000	330,000
Pull Cart Rentals			-	3,079	3,000	3,000
Contract Income			-	729	700	700
VA Golf Allotment			-	96,478	95,440	95,440
Green Fees			-	146,000	145,000	145,000
Cart Trail Fees			-	1,354	1,400	1,400
Footgolf Green Fees			-	5,965	6,000	6,000
Concession Income			-	7,912	8,000	8,000
Pro-Shop Income			-	4,223	4,250	4,250
Pull Cart Rentals			-	6,455	6,400	6,400
Green Fees			-	15,000	20,000	20,000
Concession Income			-	-	1,000	1,000
Pull Cart Rentals			-	100	100	100
Contract Income			-	1,500	2,000	2,000
Public Golf Facilities	1,658,614	1,769,633	1,903,701	1,840,469	1,879,765	(23,936)
	4,706,981	4,806,650	5,078,180	4,926,050	6,263,371	2,505,191
Intergovernmental Revenues						
Revenue from County:						
Other County Revenues	1,416,818	150,729	86,257	82,550	72,111	(14,146)
Other County Revenues	24,654	25,387	32,000	-	32,000	-
Other County Revenues	155,000	162,750	165,000	162,750	162,750	(2,250)
Other County Revenues	157,051	172,362	150,000	189,000	190,000	40,000
	1,753,523	511,228	433,257	434,300	456,861	23,604
Revenue from State Government:						
State Grants- Police	5,446	9,658	-	30,955	-	-
State Grants- Fire	7,091	16,551	9,000	9,000	9,000	-
State Grants- Public Transportation	274,039	125,537	327,872	267,978	311,698	(16,174)
State Grants- Senior Citizens Center	11,700	12,600	11,300	10,300	12,550	1,250
State Sales Tax	7,789,827	8,257,647	8,375,000	8,687,655	9,061,500	686,500
State Income Tax	1,013,007	1,190,091	1,050,000	1,190,100	1,246,400	196,400
State Beer Tax	51,591	52,146	52,000	53,200	53,000	1,000
State Alcoholic Beverage Tax	828,161	900,169	960,000	940,000	986,600	26,600
State Highway And Street Funds	1,074,321	248,660	276,212	276,212	276,212	-
State Gas & Motor Fuel Tax	223,126	222,423	222,500	221,875	224,100	1,600
State Gas & Motor Fuel Tax	2,820,858	2,878,616	2,900,000	2,850,000	3,009,500	109,500
Gross Receipts - TVA	1,207,209	1,264,619	1,292,600	1,280,400	1,292,600	-
State Telecomm Sales Tax	11,152	10,673	11,800	9,890	10,000	(1,800)
State Excise Tax	58,647	62,898	60,000	99,660	75,000	15,000
	15,376,175	15,252,288	15,548,284	15,927,225	16,568,159	1,019,875
Revenue from Federal Government						
Federal Grants - Police	107,904	42,838	30,000	30,000	180,000	150,000
Federal Grants - Fire		28,000				
Federal Grants - Engineering	1,727,048	268,541	2,840,000	2,840,000	5,750,000	2,910,000
Federal Grants - Public Transportation	1,066,930	318,537	831,974	645,656	806,049	(25,925)
Federal Grants - Senior Citizens Center	35,613	31,173	24,500	24,500	44,500	20,000
Federal Grants	104,557	85,729	1,800,000	100,000	2,850,700	1,050,700
Community Development Grants	893,287	770,534	1,172,605	816,088	980,401	(192,204)
Federal Equitable Sharing			-	73,278	-	-
Other Federal Grants	138,176	236,255	149,000	-	-	(149,000)
	4,073,515	1,781,607	6,848,079	4,529,522	10,611,650	3,783,571

**2016 - 2017 Budget Year  
GENERAL FUND REVENUE**

	2013 - 2014	2014 - 2015	2015 - 2016	2015 - 2016	2016 - 2017	Increase/ (Decrease)
Description	Actual	Actual	Budget	Estimated	Budget	
Miscellaneous Revenue						
Natural Gas Franchise Tax	1,243,293	1,195,739	1,100,000	1,066,000	1,066,000	(34,000)
Cable TV Franchise Tax	1,509,418	1,630,255	1,555,000	1,650,000	1,700,000	145,000
Sale Of Recyclable Materials			-	6,600	16,000	16,000
Sales Tax Collected			-	67,367	67,126	67,126
Sales Tax Collected			-	1,945	1,955	1,955
Sales Tax Collected			-	5	207	207
Program Income - Senior Citizens Center	47,451	45,316	-	64,000	65,000	65,000
Program Income - Parks & Recreation			-	401,500	399,600	399,600
Police Training Schools			500	1,875	500	-
Police School Patrol	26,661	26,661	26,661	28,000	28,000	1,339
Police - Kid's Camps	675	825	500	-	500	-
Community Engagement			-	455	455	455
Program Income- Community Developmen	104,681	62,314	40,000	40,007	20,000	(20,000)
Drug Related Fines	140,401	97,973	100,000	87,921	100,000	-
Interest Earnings	23,841	41,404	22,900	24,970	174,275	1,375
Rent - Long-Term	169,781	177,856	155,508	163,250	163,250	7,742
Other Grant Revenues			750,000	-	750,000	-
Other Grant Revenues - Sr Citizens Ctr			57,000	47,500	50,000	(7,000)
Other Grant Revenues - Bloomfield Links			-	-	125,000	125,000
Sale Of Fixed Asset	25,730	59,502	9,000	25,897	26,500	17,500
Donations-Contributions	587,940	2,465,421	28,500	101,947	38,000	9,500
Sale of Scrap & Recyclable Mat	26,983	16,621	1,000	21,167	9,500	8,500
Miscellaneous Income	56,527	2,911,412	-	16,837	1,651,000	1,500,500
	3,963,382	8,731,299	3,846,569	3,817,242	6,452,868	2,705,399
Transfers/Reimbursements from Other Funds						
Risk Mgmt Reimbursement (Legal)	553,292	573,494	625,492	533,434	661,385	35,893
Risk Mgmt Reimbursement (Fleet)		68,022	100,000	163,695	195,000	95,000
Drug Fund Reimbursement (Overtime)	126,765	102,196	110,000	60,052	110,000	-
Drug Fund Reimbursement (Fleet)		29,960		14,504	45,000	45,000
City Schools Reimbursement (Legal)	75,000	75,000	75,000	75,000	75,000	-
Water & Sewer Reimb (Legal)	140,000	140,000	140,000	140,000	140,000	-
Water & Sewer Reimb (IT)	108,003	97,506	115,000	115,000	115,000	-
Water & Sewer Reimb (Human Resources)	80,749	79,019	91,500	20,000	20,000	(71,500)
Water & Sewer Reimb (Fleet)		180,983		175,170	240,000	240,000
MED Reimbursement (Legal)	42,000	42,000	42,000	42,000	42,000	-
In Lieu Of Tax - Electric	3,047,251	3,120,100	3,265,000	3,259,860	3,290,000	25,000
Stormwater Reimbursement (Fleet)			-	11,730	25,000	25,000
Stormwater Reimbursement (Engineering)	569,050	966,827	660,000	660,000	660,000	-
Stormwater Reimbursement (Street)	93,904		403,500	385,000	741,732	338,232
Miscellaneous	6,579	2,124,962	1,474,350	-	-	(1,474,350)
	4,842,593	7,600,069	7,101,842	5,655,444	6,360,117	(741,725)
<b>Total Non-Property Tax Revenue</b>	<b>85,479,514</b>	<b>92,225,892</b>	<b>92,860,063</b>	<b>92,308,082</b>	<b>107,208,946</b>	<b>15,787,983</b>
<b>Total General Fund Revenues</b>	<b>121,508,081</b>	<b>128,779,380</b>	<b>130,437,835</b>	<b>129,729,822</b>	<b>145,545,342</b>	<b>16,546,607</b>

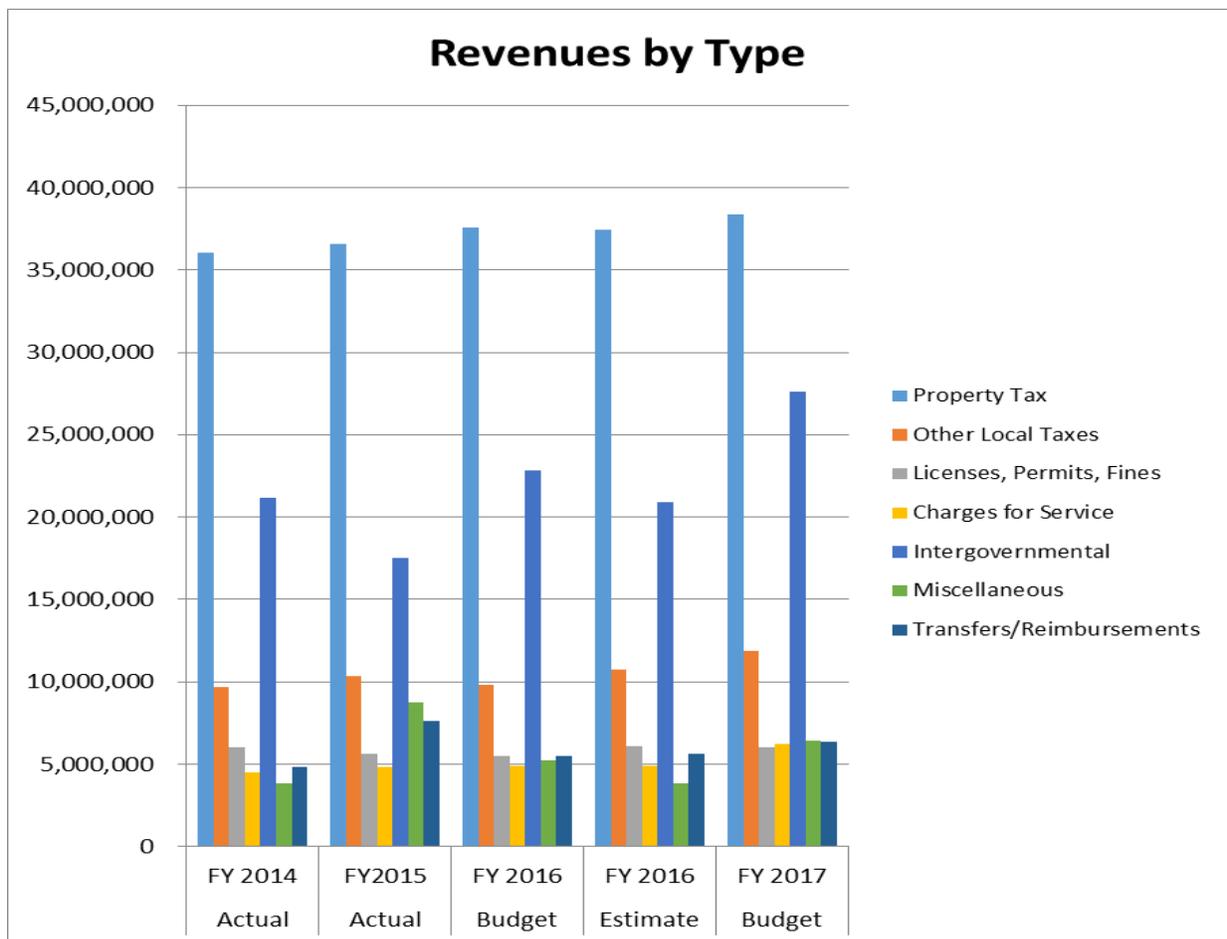
## GENERAL FUND REVENUES

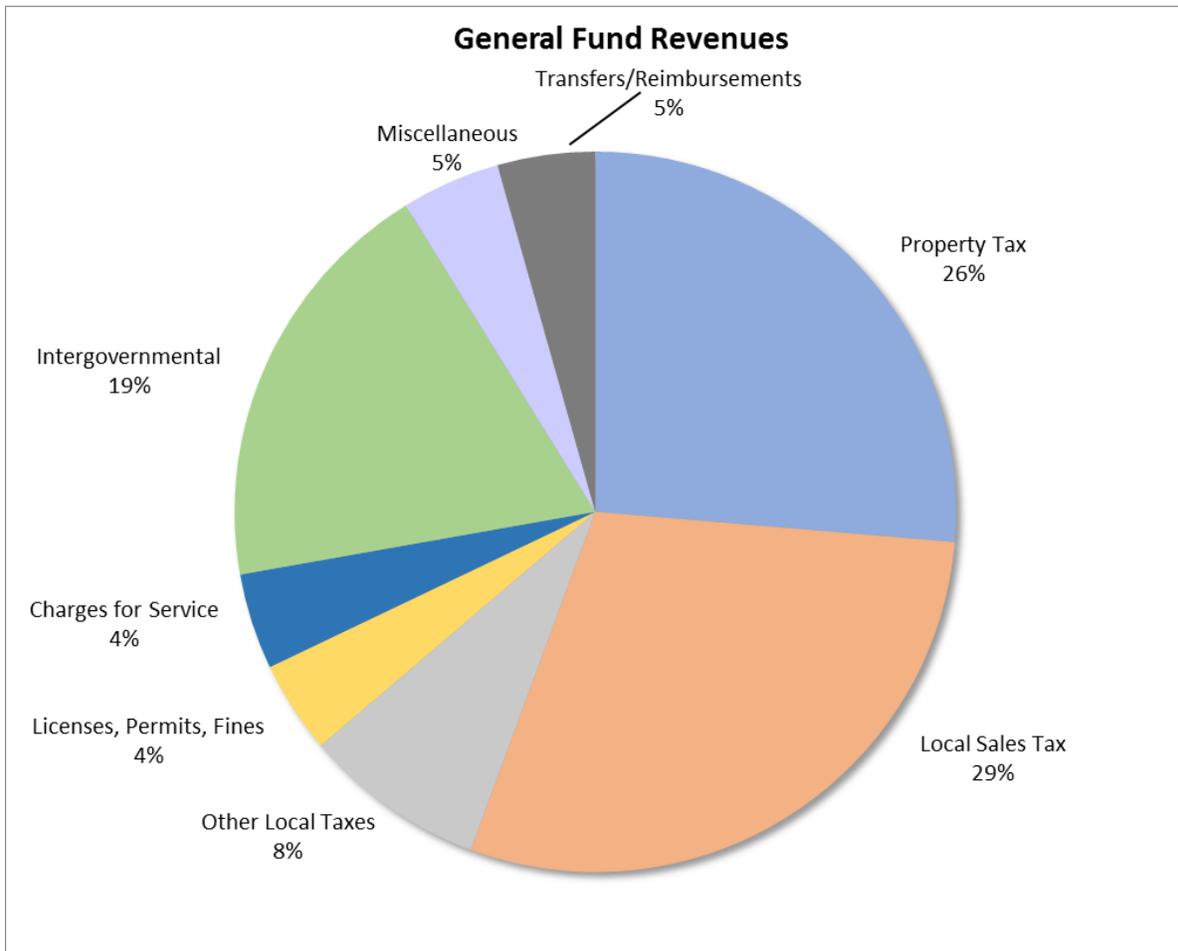
### OVERVIEW

General Fund revenues for FY 2017 total \$145.55 million, reflecting a \$15.2 million or approximately a 11.7 percent increase from the FY 2016 budget.

	Actual FY 2014	Actual FY2015	Budget FY 2016	Estimate FY 2016	Budget FY 2017	Budgeted Variance
<b>Revenue</b>						
Property Tax	36,028,567	36,553,488	37,577,772	37,421,740	38,336,396	758,624
Local Sales Tax	35,373,537	37,583,362	38,944,100	40,184,140	42,605,500	3,661,400
Other Local Taxes	9,690,738	10,353,354	9,786,302	10,763,130	11,852,850	2,066,548
Licenses, Permits, Fines	6,060,119	5,606,035	5,531,750	6,071,030	6,037,570	505,820
Charges for Service	4,486,423	4,806,650	4,919,880	4,926,050	6,263,371	1,343,491
Intergovernmental	21,203,213	17,545,123	22,823,620	20,891,046	27,636,670	4,813,050
Miscellaneous	3,823,470	8,731,299	5,220,919	3,817,242	6,452,868	1,231,949
Transfers/Reimbursements	4,842,014	7,600,069	5,533,492	5,655,444	6,360,117	826,625
<b>Total</b>	<b>121,508,081</b>	<b>128,779,380</b>	<b>130,337,835</b>	<b>129,729,822</b>	<b>145,545,342</b>	<b>15,207,507</b>

As you can see in the charts below, local sales tax revenues make up 29 percent of General Fund revenues followed closely behind by property tax revenues at 26 percent.






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## MAJOR REVENUE DESCRIPTIONS, ANALYSES AND PROJECTIONS

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### PROPERTY TAX

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The City's Property Tax rate is established by City Council. The current property tax rate is \$1.2066 for each \$100 in assessed value. Property taxes are due and payable by December 31st each year.

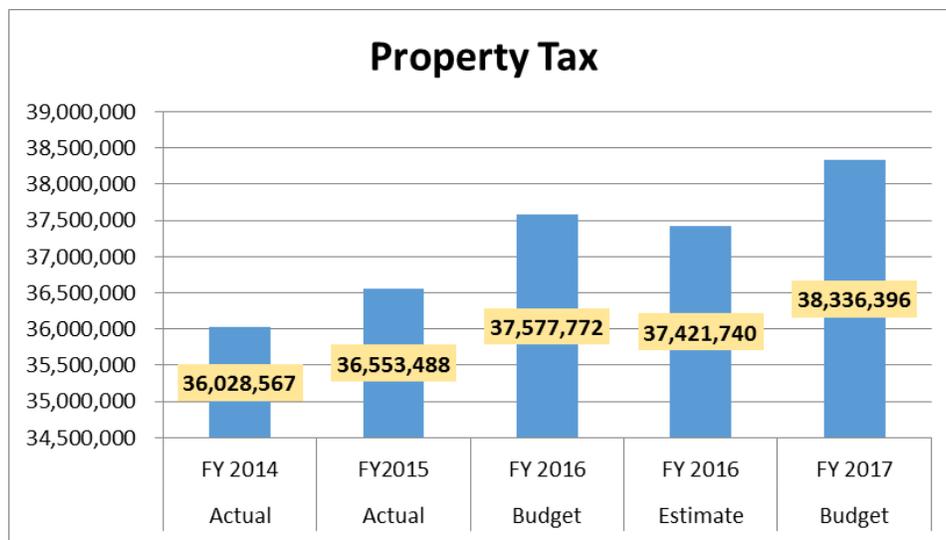
The Rutherford County Property Assessor locates and evaluates real property and tangible personal property for tax purposes. A reassessment is conducted every 4 years and was last completed in 2014. The County Board of Equalization hears assessment appeals. After completing the property reassessment, the certified tax rate is calculated, which is the tax rate on the new total assessment that would produce an equal amount of property tax levy as the preceding year. The new total assessment does not include properties being added to the tax roll for the first time in the reassessment year for the purposes of determining the new certified rate.

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

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

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

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



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

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

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Tax Equivalents, Recovery of Reserved Taxes and Penalty & Interest on Taxes make up approximately \$1.75 million of budgeted General Fund revenues.

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

According to state law, a City has an additional 10 years to collect property taxes once they become delinquent. The recovery of reserved taxes represents property tax payments from previous years that

are received by the City. Between FY 2009 and FY 2015, the City’s average property tax collection rate was 98.28 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

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Other Local Taxes make up approximately \$52.7 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

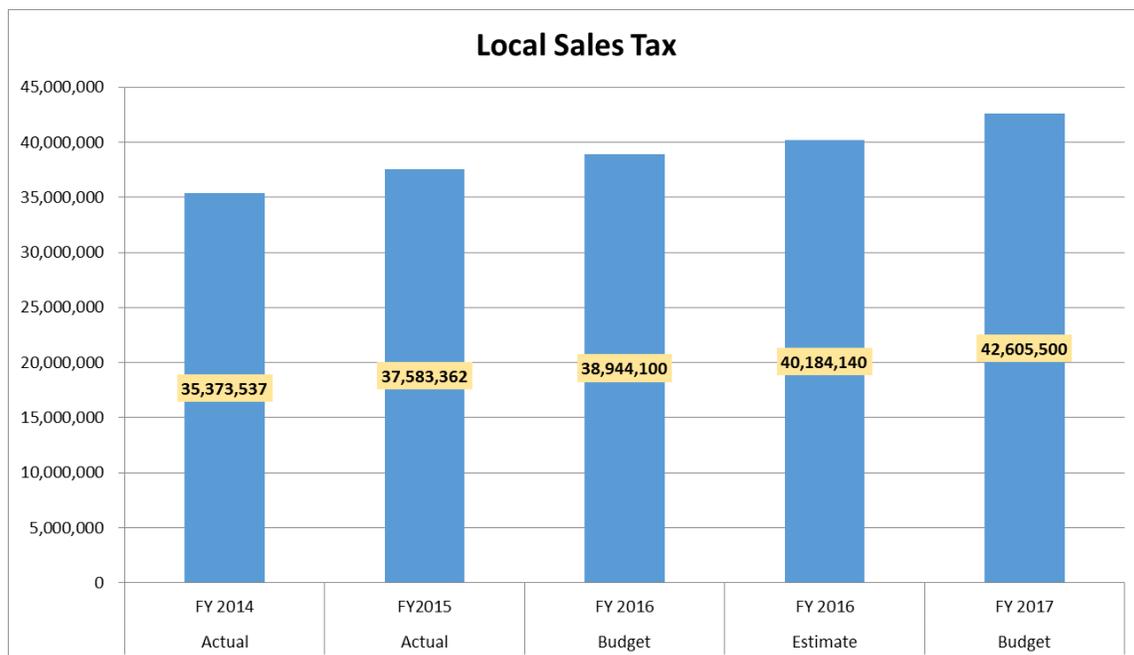
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The local option sales tax is 2.75 percent on most retail purchases. State law requires that the first half of all local option sales tax be distributed to County and City schools based on the average daily school attendance ratio between the two systems. 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.



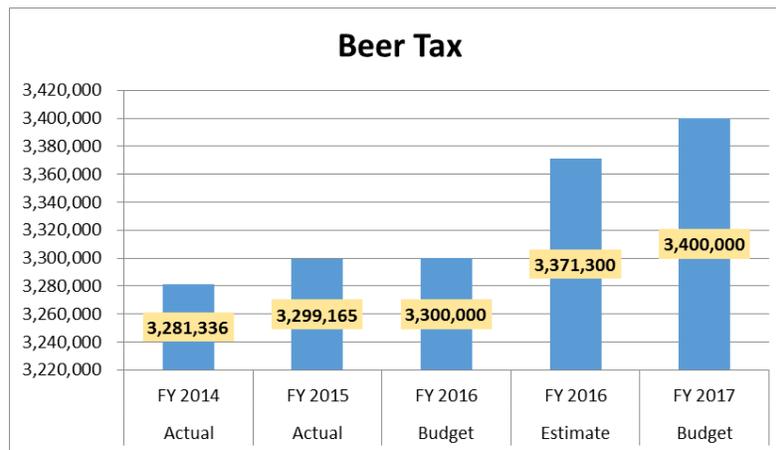
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## BEER & LIQUOR TAXES

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




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## LIQUOR TAX

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**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.

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## HOTEL MOTEL TAX

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

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## LICENSES, PERMITS, FINES AND FEES

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

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### BUILDING & DEVELOPMENT

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

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

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

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

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

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

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

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

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## COURT FINES

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Court Fines - Court Fines make up approximately 35.3 percent of Licenses, Permits, Fines and Fees. Budgeted amounts are determined based on population growth and historical trends.

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

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

Automated Traffic Enforcement - The Automated Traffic Enforcement citations are \$50. During FY 2016, the City issued an Invitation to Bid on these services and as a result a new contract with our existing service provider was negotiated. Under the new contract, the service provider will receive \$28 per \$50 citation and the City will receive the remaining \$22. 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

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Charges for Service make up approximately \$6.2 million of General Fund revenues. These are departmental charges to the public for use of facilities and/or services of the City.

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### RECREATION DEPARTMENT SERVICE CHARGES

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The Recreation Department service charges include charges for use of Recreational facilities and participation in Recreational activities. These charges make up approximately 24 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.

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### GOLF DEPARTMENT SERVICE CHARGES

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The Golf Department service charges are charges for golf rounds, rental of carts, concessions and merchandise sales. These charges make up 30 percent of the Charges for Service category. Amounts budgeted are determined based on historical trends and anticipated growth.

## INTERGOVERNMENTAL REVENUE

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Intergovernmental Revenues are made up of revenues from Rutherford County, the State of Tennessee and the Federal Government. This category is approximately \$27.6 million of General Fund revenues.

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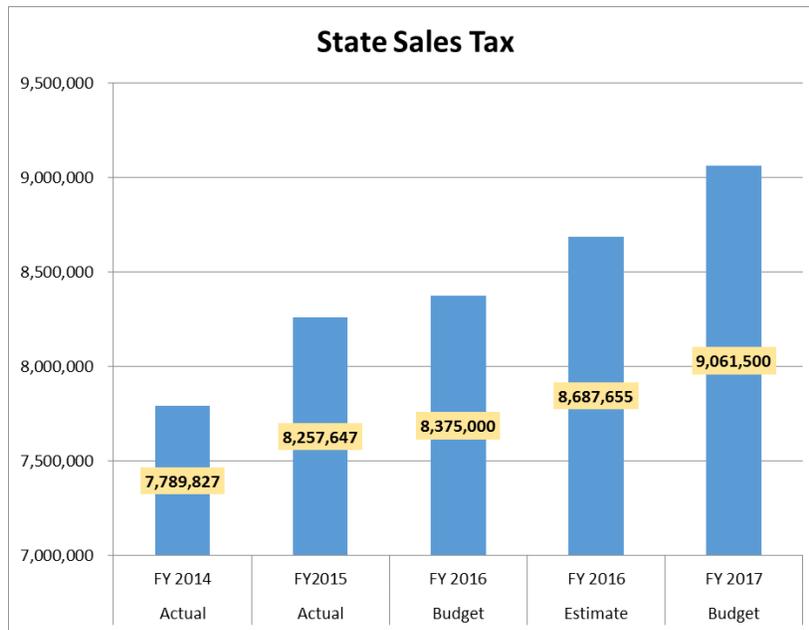
### STATE OF TENNESSEE SHARED TAXES

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State of Tennessee Shared Taxes makes up approximately 58 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 \$82 per City resident for FY 2017.

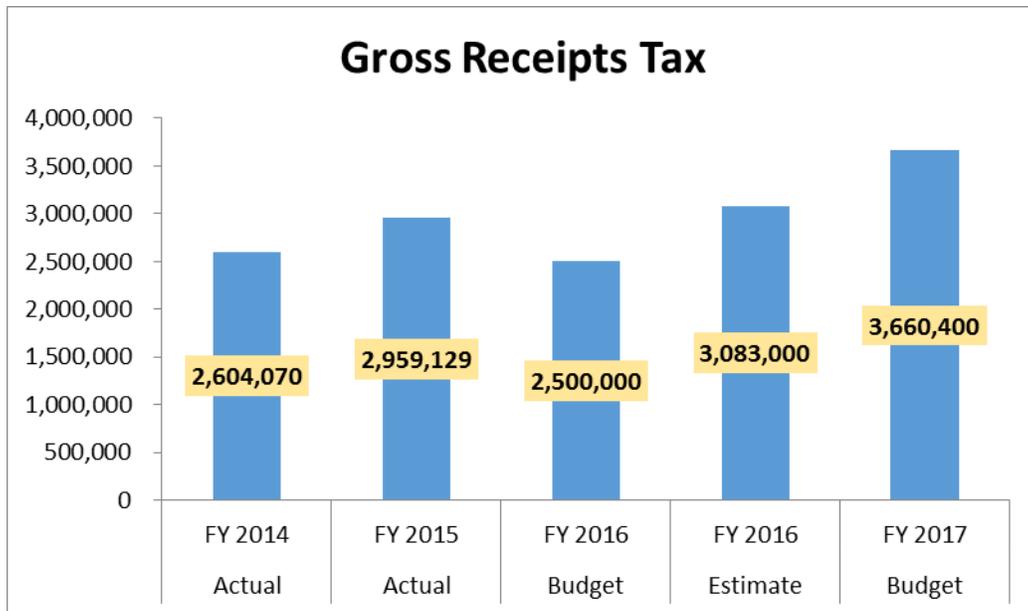
The state sales tax allocation is the general fund's third largest source of revenue.



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

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

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 2017, the City budgeted approximately \$11.77 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 2017, the City budgeted approximately \$0.48 per City resident from the state in state beer tax.

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

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

Street & Transportation - The Special Petroleum Products Tax is levied by the State, in the amount of 1 cent per gallon on all petroleum products. It is distributed to cities based on population. For FY 2017, the City budgeted approximately \$2.04 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.

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## STATE AND FEDERAL GRANTS

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

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

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

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

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## MISCELLANEOUS REVENUE

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### GAS FRANCHISE TAX

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

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### CABLE FRANCHISE FEE

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Amounts budgeted are based on historical trends.

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## TRANSFERS & REIMBURSEMENTS FROM OTHER FUNDS

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

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### FROM ELECTRIC DEPARTMENT – TAX EQUIVALENT

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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.

## GENERAL FUND EXPENDITURES

2016 - 2017						
RECAPITULATION OF EXPENDITURES						
DESCRIPTIONS	2013/2014 ACTUAL	2014/2015 ACTUAL	2015/2016 BUDGET	2015/2016 ESTIMATE	2016/2017 BUDGET	INCREASE (DECREASE)
<b>GENERAL FUND</b>						
MAYOR & COUNCIL			218,488	219,510	302,437	83,949
CITY MANAGER	4,068,086	4,357,896	894,613	1,066,813	973,065	78,452
FINANCE & TAX			1,560,902	1,502,613	1,503,208	(57,694)
PURCHASING			221,864	153,830	235,870	14,006
LEGAL DEPARTMENT	799,518	847,878	1,002,969	984,226	1,038,080	35,111
HUMAN RESOURCES DEPARTMENT	808,666	890,679	1,092,545	1,007,942	1,144,188	51,643
PLANNING	647,529	1,137,183	1,391,013	1,086,230	1,428,874	37,861
ENGINEERING:						-
ENGINEERING DIVISION	2,701,373	2,424,482	4,535,698	4,649,758	7,874,520	3,338,822
STREET DIVISION	4,001,176	4,426,349	4,473,082	4,185,093	4,805,571	332,489
GENERAL GOV'T BUILDING			435,132	428,034	439,762	4,630
STATE STREET AID DEPARTMENT	2,767,337	2,196,271	2,900,350	2,783,200	2,850,000	(50,350)
TRANSPORTATION DEPARTMENT	2,455,001	2,254,624	2,632,838	2,241,544	2,867,430	234,592
INFORMATION TECHNOLOGY	1,537,046	1,731,102	2,374,298	1,749,818	2,772,541	398,243
COMMUNICATIONS DEPARTMENT	600,394	686,112	1,510,928	707,243	1,567,402	56,474
BUILDING DEPARTMENT	1,747,137	1,867,817	1,935,694	1,811,567	1,931,963	(3,731)
JUDICIAL DEPARTMENT	436,176	471,130	530,692	470,071	535,778	5,086
POLICE DEPARTMENT	25,154,026	25,947,269	27,661,105	26,516,840	28,097,475	436,370
FIRE & RESCUE DEPARTMENT	15,598,308	16,130,071	17,572,756	17,613,474	18,179,247	606,491
URBAN ENVIRONMENT DEPT.	1,025,071	984,480	1,277,467	1,072,843	1,273,780	(3,687)
CIVIC PLAZA	56,912	71,747	70,238	57,400	70,540	302
PARKING GARAGE	105,610	173,253	143,200	148,344	100,200	(43,000)
FLEET SERVICES	2,254,659	2,342,356	2,473,402	2,676,638	496,429	(1,976,973)
PARKS & RECREATION DEPT	8,770,081	10,915,904	12,195,747	9,692,580	13,860,470	1,664,723
GOLF DEPARTMENT:						-
OLD FORT GOLF COURSE	1,603,371	1,622,819	1,734,883	1,785,387	2,479,505	744,622
VET. ADM. GOLF COURSE	293,025	324,744	325,972	321,465	351,664	25,692
BLOOMFIELD	39,356	36,770	185,532	71,314	82,730	(102,802)
SOLID WASTE DEPT	3,959,760	4,125,196	4,583,325	4,072,630	5,049,672	466,347
SENIOR CITIZENS DEPT	862,051	886,776	1,062,316	999,967	1,106,280	43,964
COMMUNITY DEVELOPMENT	991,968	827,336	1,206,605	850,094	1,152,997	(53,608)
DRUG FUND	140,401	97,973	100,000	87,921	100,000	-
CITY SCHOOLS	4,810,103	4,810,103	5,310,103	5,310,103	5,310,103	-
CITY SCHOOLS - PROJECT						-
PUB HEALTH, EDUC & WELFARE:						-
OTHER GOV'T AGENCIES	1,312,799	1,689,621	1,204,956	1,204,956	1,306,807	101,851
RUTHERFORD COUNTY CHAMBER:						-
ECONOMIC DEVELP. DEPT.	97,250	97,250	97,250	97,250	97,250	-
M'BORO ECONOMIC DEV.	22,500	22,500	22,500	22,500	22,500	-
DESTINATION R'FORD	120,000	120,000	120,000	120,000	120,000	-
TOURISM	341,415	382,444	549,460	549,460	710,000	160,540
OTHER TOURISM	160,189	160,193				-
OUTSIDE AGENCIES	109,001	114,692	128,890	128,890	161,890	33,000
GATEWAY PROJECT	17,257	80,737	180,000	150,000	180,000	-
RESERVE FOR UNCOLL. TAXES	718,496	731,959	751,555	749,000	766,640	15,085
ADJ & ALLOW - DELINQ TAXES	499,050	(347)	100,000	19,061	100,000	-
MIXED DRINK TAX-SCHOOLS	409,123	443,594	480,000	398,884	470,000	(10,000)
UNFORESEEN CONTINGENCIES	45,593	22,185	500,000	1,575,000	250,000	(250,000)
GENERAL & LIABILITY INSURANCES	**	**	314,192	362,752	391,418	77,226
RETIREE HOSPITAL & HEALTH INS.	**	**	959,949	970,000	1,024,670	64,721
UNEMPLOYMENT INSURANCE	**	**	55,000	21,000	55,000	-
S.125 ADMINISTRATION COSTS	**	**	11,000	8,270	11,000	-
HEALTH WELLNESS/HRA INCENTIVE	-	-	277,850	-	-	(277,850)
FUEL EQUIPMENT	16,955	12,486	*	*	*	-
OTHER MISC GENERAL GOVERNMENT	-	-	385	363	385	-
COUNTY SHARED COSTS	-	511,865	25,000	22,442	25,000	-
DEBT SERVICE	28,071,265	26,371,574	27,941,705	27,514,439	32,381,586	4,439,881
INSURANCE FUND					394,476	394,476
<b>TOTAL GENERAL FUND</b>	<b>120,175,034</b>	<b>123,349,073</b>	<b>137,333,449</b>	<b>130,238,760</b>	<b>148,450,403</b>	<b>11,116,954</b>
PY	117,920,375	121,006,716				

\* - Fuel equipment expenses were moved to the Fleet Services Department in FY16.

\*\* - General & Liability Insurances, Retiree Hospital & Health Insurance expenses, Unemployment Insurance, and Section 125 Administration Costs were moved to Other General Government as they benefit all Departments within the City. Historic data is presented in the City Manager budget line.

NOTE: In FY 2016 the City implemented a new City-wide software system. New software was put in place for Finances, Purchasing, Timekeeping, and Payroll. As a part of the Finance implementation, the Chart of Accounts was updated using the MTAS chart of accounts as a guide in anticipation of the State of Tennessee requiring a standardized chart of accounts. The overall categories of revenues, salary expenses, operating expenses, and fixed asset expenses were maintained, but the accounts within those categories have changed. The totals of these categories have been presented with their respective departments in total only. Detailed Actual information for FY 2014 and FY 2015 can be found in the Appendix of this document.

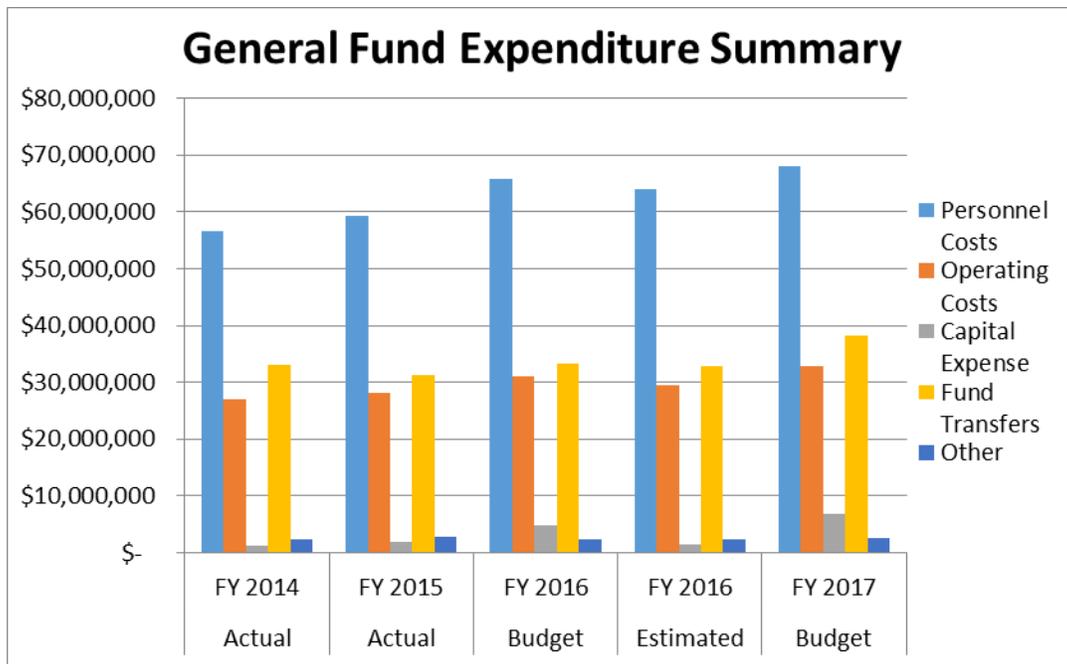
In addition, please note that the Fleet Services Department was previously reported as an internal service fund. In FY 2016, the City transferred Fleet Services into the General Fund. For comparative purposes, the historical information for Fleet Services is presented in the General Fund.

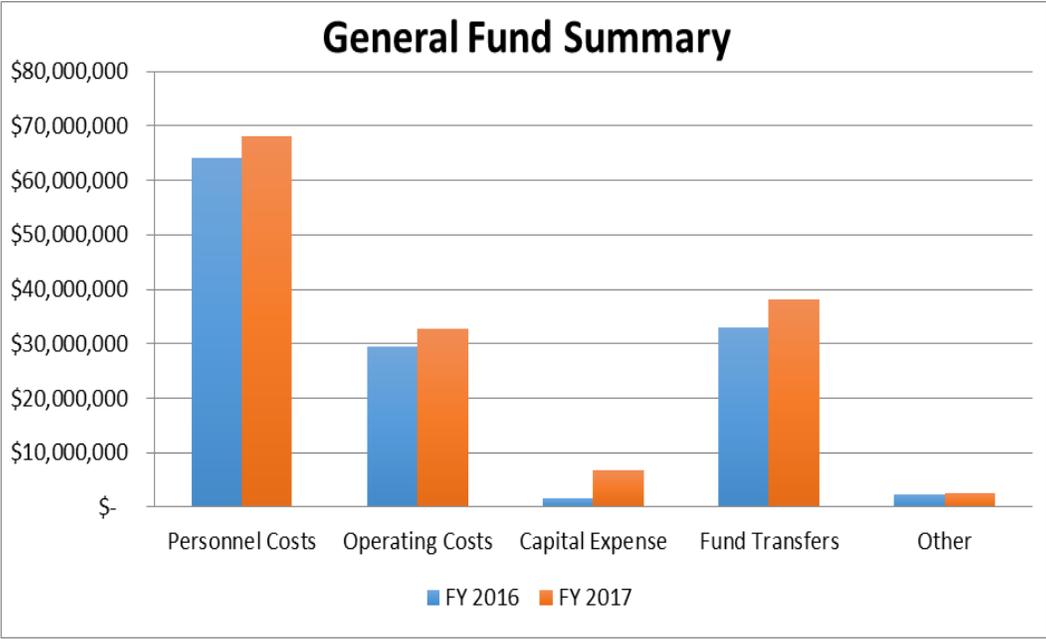
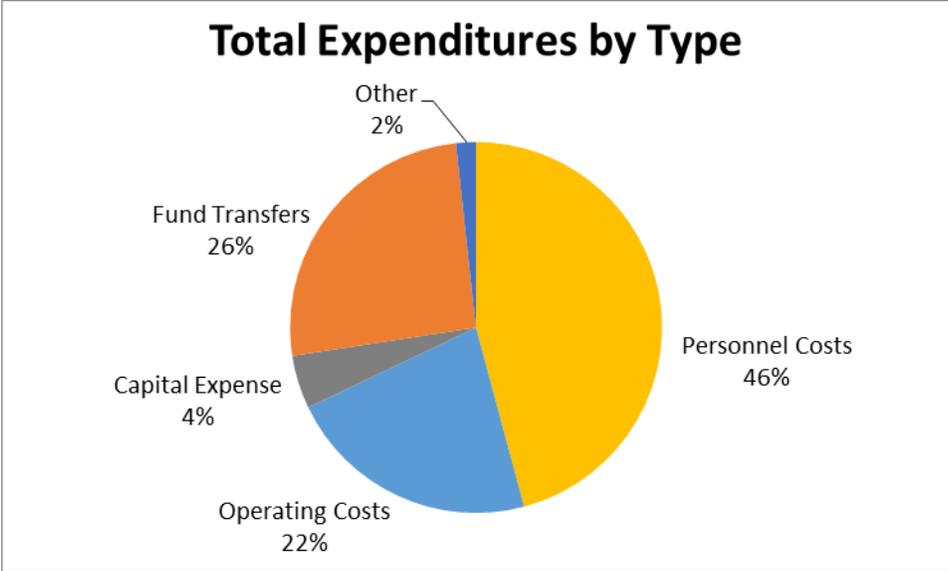
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### GENERAL FUND EXPENDITURE SUMMARY

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Total General Fund expenditures are \$148.5 million, an increase of approximately \$11.1 million over FY 2016 budget. This budget proposes a 2% step increase to all full-time employees this year.





Fund transfers include funding for City schools and debt service.

The City has budgeted General Fund balance of approximately \$2.9 million for FY 2017, which is approximately \$4.0 million less than budgeted fund balance in FY 2016.



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## MAYOR AND COUNCIL

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### DEPARTMENT SUMMARY

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

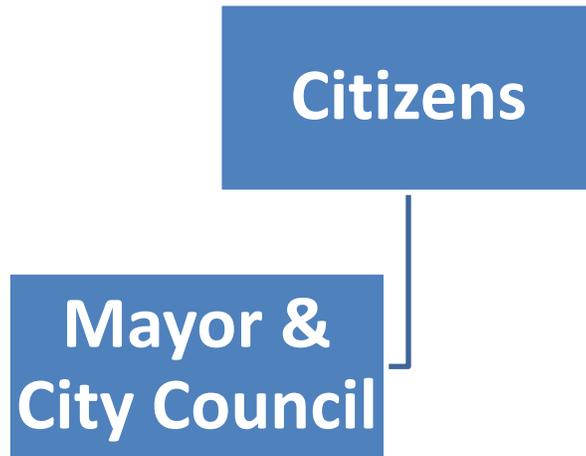
The City Council is responsible for adopting ordinances, the annual budget, appointing committees and establishing policies.

The majority of costs incurred by this department are related to salaries, benefits and training.

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### ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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

---

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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- Support City employees on a daily basis and in their professional development
- Continue to support City departments in the innovative manner in which Murfreesboro expects
- Continue communication and interaction with Murfreesboro residents

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### ENGAGING OUR COMMUNITY

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

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### FY 2016 ACCOMPLISHMENTS

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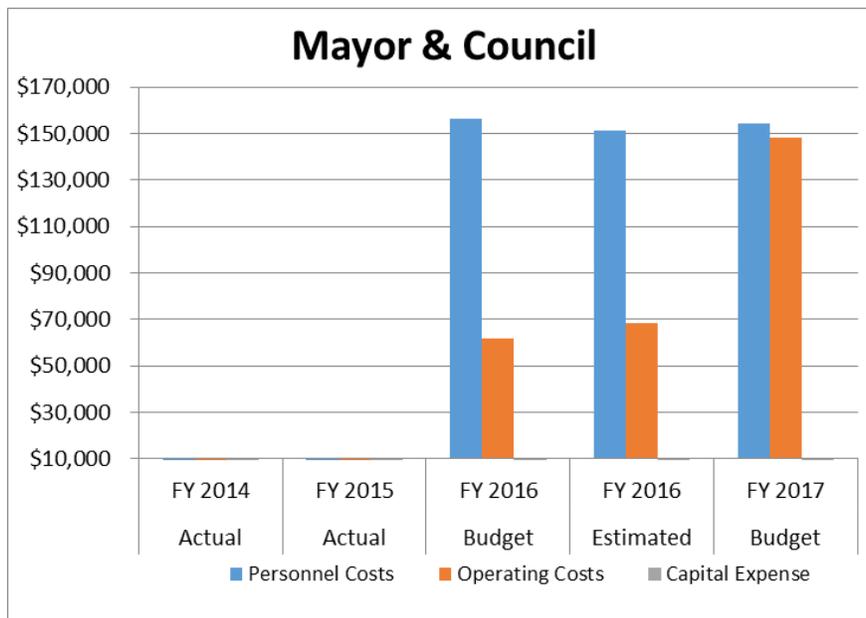
- Approved the purchase of the former First Methodist Church/Franklin Synergy property
- Sought public input through a downtown chalkboard
- Continued a public comment period at the first Council meeting of each month
- Approved an \$82 million Capital Improvement Plan
- Hired Farrar and Bates to promote the City's legislative goal's with the General Assembly
- Recruited a new City Attorney
- Implemented a new Beer Board
- Launch of the Better Boro project, including the Mayor's 5k on New Year's Day
- Approved land use studies for the Historic Bottoms and Highland Avenue
- Updated City Manager evaluation form

## FY 2017 DEPARTMENT GOALS

- Approve the comprehensive plan, Murfreesboro 2035
- Study the solid waste and recycling issues facing the City and Rutherford County
- Funding for City Employee Christmas Gift (Miscellaneous Expense)

## EXPENDITURE SUMMARY

	Mayor & Council				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ -	\$ -	\$ 156,338	\$ 151,077	\$ 154,237
Operating Costs	\$ -	\$ -	\$ 61,650	\$ 68,433	\$ 148,200
Capital Expense	\$ -	\$ -	\$ 500	\$ -	\$ -
<b>Total General &amp; Administrative</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 218,488</b>	<b>\$ 219,510</b>	<b>\$ 302,437</b>



## HUMAN RESOURCE SUMMARY

	Legislative			
	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Proposed FY 2017
Job Description				
Mayor	1	1	1	1
City Council	6	6	6	6
<b>Total Legislative</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

*In FY16 the Mayor and Council, City Manager's Office, Finance and Tax Department, Purchasing Department, and General Government Buildings were divided out from Finance and Administration Department.*

## 2016 - 2017 Budget Year

### Mayor and Council

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			80,400	82,800	80,400	-
Social Security & Medicare Tax			6,151	7,056	5,594	(557)
Medicare Tax			-	164	1,308	1,308
Hospital And Health Insurance			43,398	33,480	36,923	(6,475)
Dental Insurance - Delta			-	1,663	2,053	2,053
Defined Benefit Plan			4,213	5,666	5,484	1,271
Defined Contribution Plan			2,310	2,716	2,578	268
LTD & Life Insurance			553	620	553	-
Worker's Compensation			113	113	144	31
Use of Employee's Auto			19,200	16,800	19,200	-
<b>Total Personnel Costs</b>	-	-	156,338	151,077	154,237	(2,101)
Printing Services			-	350	500	500
Memberships & Dues					58,250	58,250
Publication - Formal & Legal			500	-	500	-
Profession. Svc - Subscription			-	205	250	250
Cell Phone			500	968	1,000	500
Professional Services				10,000	20,000	20,000
Legal Services & Expenses			2,000	250	2,000	-
Travel Expense			13,250	5,000	11,500	(1,750)
Tuition & Registration Fees			-	1,400	1,500	1,500
Office Supplies and Materials			-	-	650	650
Postage & Shipping			250	10	250	-
Other Office Supp & Materials			150	-	-	(150)
Other Machinery and Equipment			500	-	-	(500)
Miscellaneous Expense			43,000	48,500	50,000	7,000
Meals During Meetings			1,500	1,750	1,800	300
<b>Total Operating Budget</b>	-	-	61,650	68,433	148,200	86,550
<b>Operating and Salary Budget</b>	-	-	217,988	219,510	302,437	84,449
Computer Software Exp				-	-	-
<b>Total Fixed Assets</b>	-	-	500	-	-	-
<b>Total Mayor &amp; Council Budget</b>	-	-	218,488	219,510	302,437	83,949
<b>** NOTE: PRIOR TO FY 2016 MAYOR &amp; COUNCIL BUDGET WAS INCLUDED IN GENERAL AND ADMINISTRATIVE. THE HISTORY PRIOR TO FY 2016 CAN NOW BE FOUND IN THE CITY MANAGER BUDGET.</b>						



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## CITY MANAGER'S OFFICE

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### DEPARTMENT SUMMARY

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

Other responsibilities of the City Manager include the implementation of the policies of the elected City Council, 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 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.

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### ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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- 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
- Oversee the Comprehensive Plan development

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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- Support City employees on a daily basis and in their professional development
- Continue to support City departments in the innovative manner in which Murfreesboro expects
- Continued participation in Municipal Technical Advisory Service Benchmarking project

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### ENGAGING OUR COMMUNITY

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- Provide quality methods for citizens to communicate and dialogue with their City government
- Conduct a third session of Citizens Academy
- Identify other social media vehicles to engage our residents
- Provide opportunities to reach out to the City's workforce to provide information and receive feedback
- Continue to engage the community around priorities identified in the 2035 Comprehensive Plan

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### FY 2016 ACCOMPLISHMENTS

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- Received a bond rating upgrade from Moody's to Aa1
- Recruited new Police Chief, Fire & Rescue Chief, Transportation Director, Planning Director and Building and Codes Director
- Continued development of an information technology strategic plan

- Continued STARS program to recognize and reward employee accomplishments and achievements
- Continued regular communications with City Council in providing information about the City
- Continued use of Twitter social media site
- Continue employee engagement efforts
- Completed classification and compensation plan study
- Conducted valuation study of Murfreesboro Electric Department

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### FY 2017 DEPARTMENT GOALS

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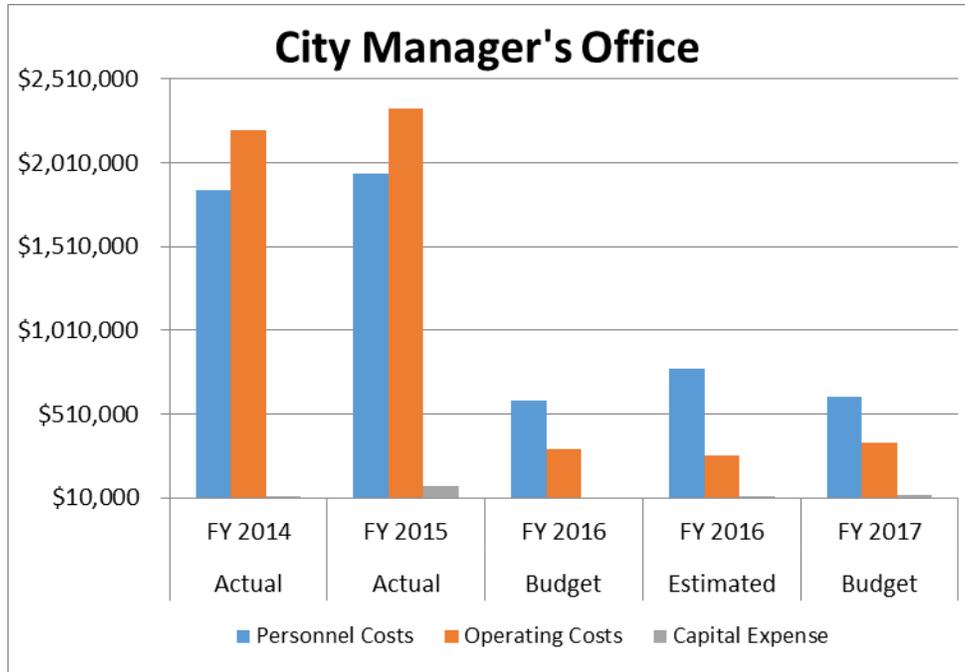
- Complete the City's Comprehensive Plan
- Facilitate the re-development of the former First Methodist Church/Franklin Synergy property
- Engage the development community to attract new investment and knowledge based jobs
- Study the use of Tax Increment Financing Districts as an economic development tool
- Initiate a city-wide study of space needs to create efficiencies and adjacencies following the Police Department's move to the new headquarters on Highland Avenue
- Engage and train employees on change management
- 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
- Continue to develop a strategy for enhancing access to broadband (Fiber) throughout the City
- Implement a city-wide Customer Service Survey program
- Study and recommend policies to support Small Businesses
- Study and recommend a "naming" police for city roads, bridges, parks, and facilities
- Study and recommend improvements to the City's Civic Plaza Use and Special Events permits

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### EXPENDITURE SUMMARY

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	<b>City Manager's Office</b>				
	Actual	Actual	Budget	Estimated	Budget
	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017
Personnel Costs	\$ 1,844,336	\$ 1,946,285	\$ 588,597	\$ 783,282	\$ 611,835
Operating Costs	\$ 2,206,146	\$ 2,330,559	\$ 301,016	\$ 261,300	\$ 337,471
Capital Expense	\$ 17,604	\$ 81,052	\$ 5,000	\$ 22,231	\$ 23,759
<b>Total General &amp; Administrative</b>	<b>\$ 4,068,086</b>	<b>\$ 4,357,896</b>	<b>\$ 894,613</b>	<b>\$ 1,066,813</b>	<b>\$ 973,065</b>



## HUMAN RESOURCE SUMMARY

City Manager's Office				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
<b>Job Description</b>				
City Manager	1	1	1	1
Assistant City Manager	1	2	2	2
Administrative Aide II	1	1	1	1
Assistant to City Manager	1	0	0	0
Subtotal Full-Time Positions	4	4	4	4
Courier	2	2	2	2
Subtotal Part-Time Positions	2	2	2	2
<b>Total City Manager's Office</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<i>In FY16 the Mayor and Council, City Manager's Office, Finance and Tax Department, Purchasing Department, and General Government Buildings were divided out from Finance and Administration Department.</i>				

**2016 - 2017 Budget Year  
City Manager Budget**

<b>Description</b>	<b>2013 - 2014 Actual</b>	<b>2014 - 2015 Actual</b>	<b>2015 - 2016 Budget</b>	<b>2015 - 2016 Estimated</b>	<b>2016 - 2017 Budget</b>	<b>Increase/ (Decrease)</b>
Salary - Full-Time - Regular			450,800	453,751	450,441	(359)
Longevity			2,460	2,460	2,640	180
Part-Time Regular Emp Wages			-	1,390	22,173	22,173
Social Security & Medicare Tax			34,674	235,172	28,050	(6,624)
Hospital And Health Insurance			53,919	36,566	50,998	(2,921)
Dental Insurance - Delta			-	1,496	2,148	2,148
Defined Benefit Plan			40,944	40,140	41,763	819
Defined Contribution Plan			4,904	7,060	8,916	4,012
LTD & Life Insurance			182	3,709	3,033	2,851
Worker's Compensation			714	1,537	1,673	959
<b>Total Personnel Costs</b>	<b>1,844,336</b>	<b>1,946,285</b>	<b>588,597</b>	<b>783,282</b>	<b>611,835</b>	<b>23,238</b>
Contractual Services			65,000	42,553	251,500	186,500
Printing Services			-	900		-
Memberships & Dues			64,200	87,817	10,000	(54,200)
Subscriptions - Newspapers			1,250	746	6,150	4,900
Telephone & Other Comm.			37,500	32,841		(37,500)
Cell Phone			1,500	1,543	2,000	500
Legal Services & Expenses			-	-	5,000	5,000
Accounting & Auditing Services			17,000	-		(17,000)
Repair & Maint. Motor Vehicles			400	71	400	-
Fleet - Repair & Maintenance			3,470	1,221	1,100	(2,370)
Repair & Maint - Software			13,500	-		(13,500)
Repair & Maint Furn. & Machine			3,000	2,032	3,000	-
Repair & Maint - Other			-	80		-
Employee			4,700		500	(4,200)
Travel Expense			19,250	2,824	18,000	(1,250)
Other Employee & Travel			-	-		-
Supplies			-	7,500		-
Office Supplies and Materials			2,500	5,700	3,000	500
Postage & Shipping			500	306	500	-
Other Office Supp & Materials			500	3,789		(500)
Food			-	18,115		-
Household & Janitor Supplies			250	157	250	-
Educational Supplies			-	569		-
Gas			3,464	1,957	2,480	(984)
Surety Bonds - Officials & Emp			350	350	350	-
Vehicle Insurance			2,382	2,382	2,241	(141)
Other Grants			-	4,250	-	-
Other Machinery and Equipment			-	450	-	-
Miscellaneous Expense			23,000	31,418	25,000	2,000
Art Committee			900	407	1,000	100
Meals During Meetings			2,400	11,121	5,000	2,600
Service Excellence Training			20,000	-	-	(20,000)
Community Engagement			14,000	200	-	(14,000)
<b>Total Operating Budget</b>	<b>2,206,146</b>	<b>2,330,559</b>	<b>301,016</b>	<b>261,300</b>	<b>337,471</b>	<b>36,455</b>
<b>Operating and Salary Budget</b>	<b>4,050,482</b>	<b>4,276,844</b>	<b>889,613</b>	<b>1,044,582</b>	<b>949,306</b>	<b>59,693</b>
Transp Equipment						
Equinox SUV for Courriers					21,759	
Other Machinery and Equipment					2,000	
<b>Total Fixed Assets</b>	<b>17,604</b>	<b>81,052</b>	<b>5,000</b>	<b>22,231</b>	<b>23,759</b>	<b>18,759</b>
<b>Total City Manager Budget</b>	<b>4,068,086</b>	<b>4,357,896</b>	<b>894,613</b>	<b>1,066,813</b>	<b>973,065</b>	<b>78,452</b>

**\*\* NOTE: BEGINNING IN FY 2016 MAYOR & COUCNIL, FINANCE & TAX, PURCHASING, AND GENERAL GOVERNMENT BUILDINGS WERE MOVED TO THEIR OWN BUDGETS. THE HISTORY PRESENTED HERE IS FOR THE COMBINED GENERAL AND ADMINISTRATIVE BUDGETS.**



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## FINANCE & TAX DEPARTMENT

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### DEPARTMENT SUMMARY

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

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

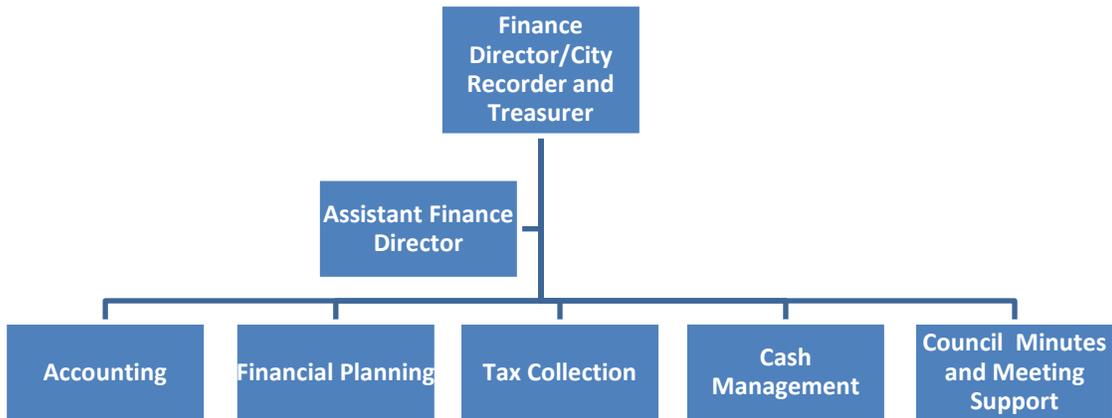
The City Recorder is required to attend City Council meetings to record the motion and vote of Council members, and to prepare and maintain minutes of Council meetings. Records of the City are maintained in this department, or coordinated with other departments, for access as requested as a public record.

FY 2016 saw the implementation of a new City-wide enterprise resource program (ERP) financial software. The Department was the key point of contact in working with the software implementation team in the configuration according to the City's needs. In addition, the Department developed a new Chart of Accounts in order to maximize the reporting capabilities of the ERP software and to allow for future growth. Whereas the previous system was only accessible by Finance staff, this program allows end users to access their own financial and payroll information real-time. This allows for increased efficiencies, the ability to track budgets without the need for ancillary spreadsheets and reports and improved documentation City-wide.

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## ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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

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### ENGAGING OUR COMMUNITY

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

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### FY 2016 ACCOMPLISHMENTS

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- Implemented and trained end users for the new Enterprise Resource Planning (ERP) software for the City's Financial Information System
- Received GFOA Budget Award for the fifth consecutive year
- Received GFOA Comprehensive Annual Financial Report award for seventeenth consecutive year
- Implemented the new senior tax freeze in coordination with the Rutherford County Trustee and Assessor's offices
- Assisted in the Moody's & Standard & Poor's rating reviews which resulted in a Moody's upgrade of Aa1 and maintained Standard & Poor's rating of AA

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### FY 2017 DEPARTMENT GOALS

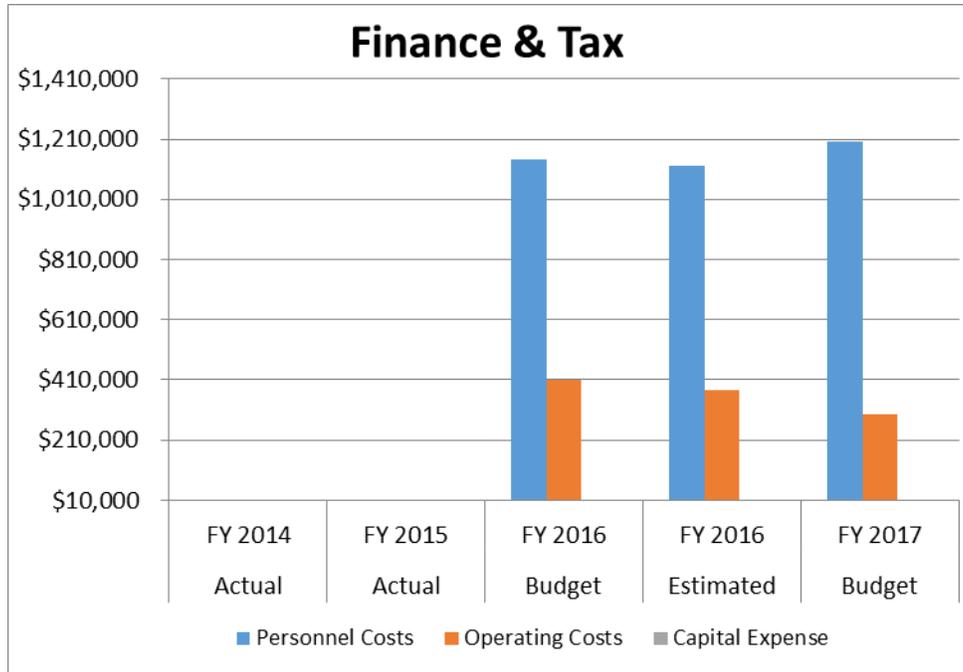
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- Implement additional ERP modules: Fixed Assets and Contract management as training is complete and core finance modules are in place and proven
- Manage the Judicial Department software conversion and integration with the financial software
- Use the train-the-trainer approach to continue training new users to the ERP software
- Issue debt for new Capital Improvement Plan
- Coordinate with the Information Technology Department to add security measures to the Finance area
- Continue to work with Information Technology Department for an online property tax payment solution

	Actual	Actual	Budget	Projected	Proposed
	FY14	FY15	FY16	FY16	FY17
Submit annual budget to GFOA Distinguished Budget Award within 90 days of adoption	YES	YES	N/A	YES	YES
Receive GFOA Distinguished Budget Award	YES (3rd)	YES (4th)	N/A	YES (5th)	YES
Submit Comprehensive Annual Financial Report (CAFR) for GFOA Distinguished Reporting Award by December 31	EXTENSION	YES	N/A	YES	YES
Receive GFOA Distinguished Report Award	YES (17th CONSECUTIVE)	UNKNOWN	N/A	YES	YES

## EXPENDITURE SUMMARY

	Finance & Tax				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ -	\$ -	\$ 1,143,427	\$ 1,121,476	\$ 1,200,608
Operating Costs	\$ -	\$ -	\$ 408,600	\$ 377,880	\$ 293,950
Capital Expense	\$ -	\$ -	\$ 8,875	\$ 3,257	\$ 8,650
<b>Total General &amp; Administrative</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,560,902</b>	<b>\$ 1,502,613</b>	<b>\$ 1,503,208</b>



## HUMAN RESOURCE SUMMARY

Finance and Tax Department				
	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Proposed FY 2017
<b>Job Description</b>				
City Recorder/Finance Director	1	1	1	1
Assistant Finance Director	1	1	1	1
Administrative Aide II	1	1	1	1
Accountant	3	3	3	3
Accounts Payable Specialist	0	0	1	1
Reporting & Compliance Manager	1	2	2	2
Administrative Support Specialist II	4	4	5	5
Tax/Licensing Supervisor	1	1	1	1
Administrative Support Specialist I	1	1	1	1
<b>Total Finance and Tax Department</b>	<b>13</b>	<b>14</b>	<b>16</b>	<b>16</b>

*In FY16 the Mayor and Council, City Manager's Office, Finance and Tax Department, Purchasing Department, and General Government Buildings were divided out from Finance and Administration Department.*

## 2016 - 2017 Budget Year

### Finance and Tax

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			811,663	781,485	869,201	57,538
Longevity			12,900	12,900	14,160	1,260
Overtime Wages			-	1,000	8,500	8,500
Social Security & Medicare Tax			63,079	57,773	63,142	63
Hospital And Health Insurance			161,303	140,219	138,561	(22,742)
Dental Insurance - Delta			-	7,030	6,898	6,898
Defined Benefit Plan			78,945	76,770	85,311	6,366
Defined Contribution Plan			8,544	5,705	8,716	172
LTD & Life Insurance			5,088	5,088	4,983	(105)
Worker's Compensation			1,905	1,154	1,136	(769)
Temporary Agency Service			-	32,352	-	-
<b>Total Personnel Costs</b>	-	-	1,143,427	1,121,476	1,200,608	57,181
Contractual Services			-	850	16,000	16,000
Memberships & Dues			5,800	5,710	6,500	700
Publication - Formal & Legal			3,500	2,000	2,500	(1,000)
Subscriptions - Newspapers			250	220	250	-
Telephone & Other Comm.			2,000	1,975	2,100	100
Accounting & Auditing Services			173,400	173,400	173,400	-
Repair & Maint - Software			128,100	120,000	9,150	(118,950)
Repair & Maint Furn. & Machine			11,900	6,500	7,000	(4,900)
Repair & Maint - Office Equip			-	-	-	-
Repair & Maint. Buildings			1,000	-	-	(1,000)
Car Allowance & Mileage			1,050	-	250	(800)
Travel Expense			12,500	8,000	13,900	1,400
Office Supplies and Materials			25,100	23,500	24,000	(1,100)
Postage & Shipping			29,000	30,000	32,000	3,000
Household & Janitor Supplies			500	175	300	(200)
Surety Bonds - Officials & Emp			3,000	500	500	(2,500)
Bad Debt Expense			-	1,000	1,000	1,000
Miscellaneous Expense			11,000	4,000	5,000	(6,000)
Meals During Meetings			500	50	100	(400)
<b>Total Operating Budget</b>	-	-	408,600	377,880	293,950	(114,650)
<b>Operating and Salary Budget</b>	-	-	1,552,027	1,499,356	1,494,558	(57,469)
Computer Equipment						
Four Replacement Scanners for Accounts Payable					1,800	
Laptop with 10-key					1,350	
Other Machinery and Equipment					5,500	
<b>Total Fixed Assets</b>	-	-	8,875	3,257	8,650	(225)
<b>Total Finance &amp; Tax Budget</b>	-	-	1,560,902	1,502,613	1,503,208	(57,694)
			1,560,902			
<b>**</b>	<b>NOTE: PRIOR TO FY 2016 FINANCE AND TAX BUDGET WAS INCLUDED IN GENERAL AND ADMINISTRATIVE. THE HISTORY PRIOR TO FY 2016 CAN NOW BE FOUND IN THE CITY MANAGER BUDGET.</b>					



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## PURCHASING DEPARTMENT

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### DEPARTMENT SUMMARY

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The Purchasing Department provides centralized direction and oversight of the purchasing function and performs as the city’s purchasing agent and is the primary contact for all departments and those staff involved in the purchasing function.

#### **Mission**

The mission of Murfreesboro Purchasing Department is to provide procurement services using experience, integrity and courtesy with all City Departments and to provide quality products, goods, and services which meet or exceed expectations while complying with all applicable laws.

#### **Mission Statement**

“The Purchasing Department is dedicated to delivering innovative procurement processes through best practices, value added services, advanced technology, and a strong code of ethics.”

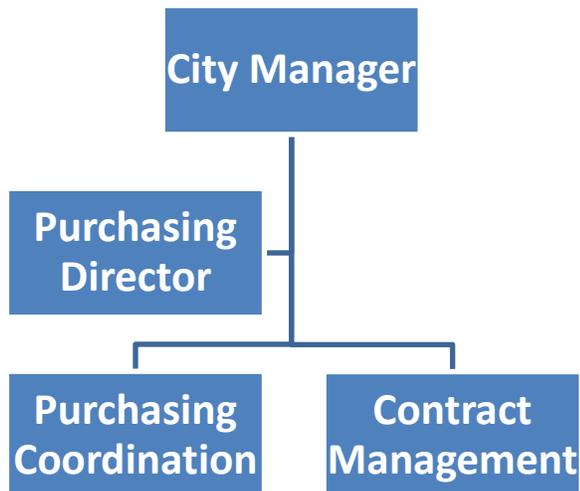
#### **Purpose**

The Purchasing Department is responsible for establishing purchasing policies under a centralized purchasing system for the procurement of goods, services, and equipment and the provision of fair and equitable treatment of all persons. The department will always strive to be a good steward of public funds by using “best practices,” market knowledge, innovation, and efficiency.

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### ORGANIZATION CHART

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## IMPLEMENTATION OF CITY MANAGER CENTRALIZATION PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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

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### ENGAGING OUR COMMUNITY

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

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### FY 2016 ACCOMPLISHMENTS

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- Conducted one on one Department Head meetings to prepare for a centralized procurement software system and implementation
- Began a task force to help formulate and communicate a centralized purchasing infrastructure
- Implemented centralized purchasing system through new financial enterprise resource management software
- Instituted a website
- Launched a vendor portal to register and obtain bid notifications

## FY 2017 DEPARTMENT GOALS

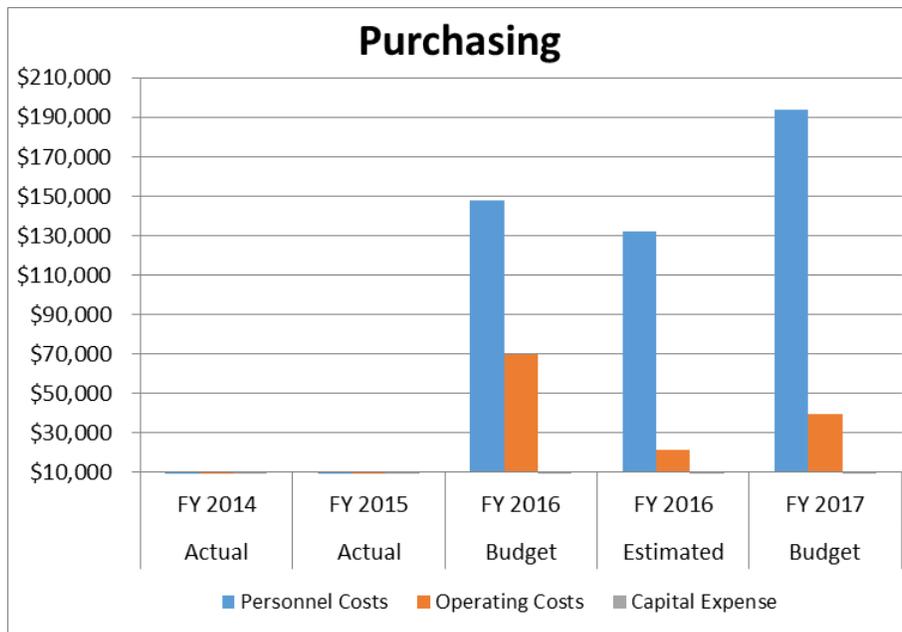
- Continue training all City departments who initiate requisitions and purchase requests
- Utilize the vendor portal to issue and accept straight forward quotes and bids
- Hire and train at least two employees for the purchasing department

## PERFORMANCE MEASUREMENTS

	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Estimated	Proposed
Number of requisitions processed	N/A	N/A	9,600.00	10,000.00
Number of Purchase Orders processed	N/A	N/A	8,250.00	9,000.00
Number of Bids/Requests for Proposals approved	N/A	N/A	55	60
<i>(Note: Centralized Purchasing Department established in FY 2015, financial software implemented in FY 2016 which provides metrics listed above)</i>				

## EXPENDITURE SUMMARY

	Purchasing				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ -	\$ -	\$ 147,714	\$ 132,207	\$ 193,885
Operating Costs	\$ -	\$ -	\$ 69,650	\$ 21,623	\$ 39,485
Capital Expense	\$ -	\$ -	\$ 4,500	\$ -	\$ 2,500
Total General & Administrative	\$ -	\$ -	\$ 221,864	\$ 153,830	\$ 235,870



## HUMAN RESOURCE SUMMARY

Purchasing Department				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
<b>Job Description</b>				
Purchasing Director	1	1	1	1
Purchasing Anaylist	0	0	0	1
Contract Specialist	0	0	1	0
<b>Total Purchasing Department</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>

*In FY16 the Mayor and Council, City Manager's Office, Finance and Tax Department, Purchasing Department, and General Government Buildings were divided out from Finance and Administration Department.*

## 2016 - 2017 Budget Year

### Purchasing Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			115,580	90,199	137,805	22,225
Social Security & Medicare Tax			8,842	5,170	8,324	(518)
Hospital And Health Insurance			16,875	3,326	26,603	9,728
Dental Insurance - Delta			-	118	1,281	1,281
Defined Contribution Plan			5,779	2,957	4,134	(1,645)
LTD & Life Insurance			528	275	550	22
Worker's Compensation			110	162	188	78
Temporary Agency Service			-	30,000	15,000	15,000
<b>Total Personnel Costs</b>	-	-	147,714	132,207	193,885	46,171
Memberships & Dues				190	6,500	6,500
Advertising			8,100	7,718	8,000	(100)
Subscriptions - Newspapers			1,500	110	200	(1,300)
Profession. Svc - Subscription			1,600	-	-	(1,600)
Public Relations			1,700	-	-	(1,700)
Telephone & Other Comm.			600	-	-	(600)
Cell Phone			1,200	210	500	(700)
Professional Services			18,300	-	-	(18,300)
Consultant's Services			-	1,700	-	-
Repair & Maint Furn. & Machine			500	350	-	(500)
Repair & Maint - Office Equip			-	400	500	500
Car Allowance & Mileage			300	300	300	-
Travel Expense			20,750	3,500	20,000	(750)
Other Contractual Services			7,500	-	-	(7,500)
Office Supplies and Materials			4,500	5,500	2,500	(2,000)
IT Supplies			250	1,210	250	-
Postage & Shipping			100	50	50	(50)
Other Office Supp & Materials			250	-	-	(250)
Surety Bonds - Officials & Emp				185	185	185
Miscellaneous Expense			2,500	200	500	(2,000)
<b>Total Operating Budget</b>	-	-	69,650	21,623	39,485	(30,165)
<b>Operating and Salary Budget</b>	-	-	217,364	153,830	233,370	16,006
Other Machinery and Equipment					2,500	
<b>Total Fixed Assets</b>	-	-	4,500	-	2,500	(2,000)
<b>Total Purchasing Budget</b>	-	-	221,864	153,830	235,870	14,006
** NOTE: THE PURCHASING DEPARTMENT WAS CREATED IN FY 2016. PRIOR TO THAT TIME PURCHASING FUNCTIONS WERE PERFORMED BY THE GENERAL AND ADMINISTRATIVE DEPARTMENT.						



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## GENERAL GOVERNMENT BUILDINGS

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### DEPARTMENT SUMMARY

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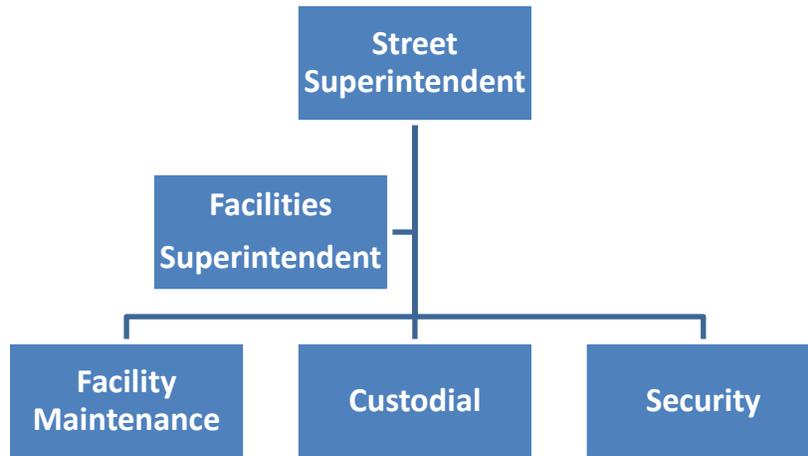
The General Government Buildings Division will house the maintenance costs for all City buildings. This division is expected to create efficiencies in both cost and service to the other City departments by consolidating into one department. Facilities Maintenance works closely with other city departments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

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### ORGANIZATION CHART

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### IMPLEMENTATION OF COUNCIL PRIORITIES

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#### SAFE AND LIVABLE NEIGHBORHOODS

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

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## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- Increase efficiencies by consolidating services, time, and materials

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## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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- Respond timely to requests for service

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## ENGAGING OUR COMMUNITY

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

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## FY 2016 ACCOMPLISHMENTS

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- Created and hired two new Building Maintenance Technician positions
- Began Implementation of the “Facilities Dude” online Facilities Maintenance Program
- Introduced our new Building Maintenance program to Department Heads and Building Tenants
- Began comprehensive building and maintenance equipment inventory
- Began determining and implementing preventive maintenance schedules for inventoried assets
- Successfully completed over 150 work orders through our work order system

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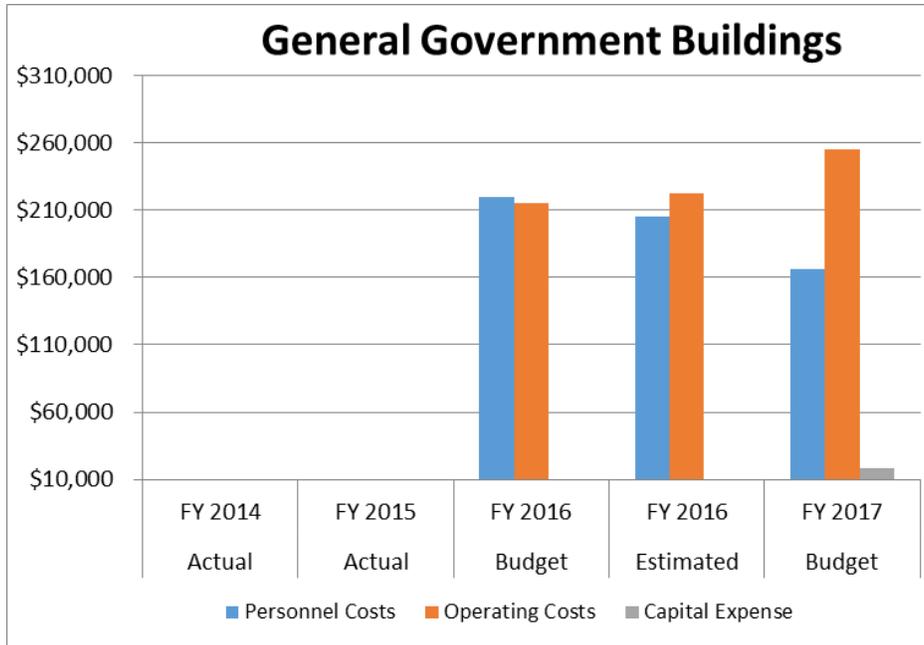
## FY 2017 DEPARTMENT GOALS

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- Complete the “Facilities Dude” online Facilities Maintenance Program implementation
- Complete comprehensive building and maintenance equipment inventory
- Determine building and equipment conditions / inefficiencies and identify replacement timelines
- Schedule routine maintenance for all City facilities through the “Facilities Dude” online Facilities Maintenance Program.
- Forecast future asset scheduled routine maintenance and replacement costs
- Perform regular building and maintenance equipment assessments for all City facilities
- Increase communication, response time, and customer service to all building tenants
- Reduce overall building maintenance and repair costs to Departments and the City of Murfreesboro

## EXPENDITURE SUMMARY

General Government Buildings					
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ -	\$ -	\$ 219,592	\$ 205,362	\$ 165,834
Operating Costs	\$ -	\$ -	\$ 215,040	\$ 222,672	\$ 255,228
Capital Expense	\$ -	\$ -	\$ 500	\$ -	\$ 18,700
<b>Total General &amp; Administrative</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 435,132</b>	<b>\$ 428,034</b>	<b>\$ 439,762</b>



## HUMAN RESOURCE SUMMARY

General Government Buildings				
	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Proposed FY 2017
<b>Job Description</b>				
Maintenance Crew Leader	1	1	1	1
Custodian	2	2	2	2
<b>Subtotal Full-Time Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Facility Attendant	1	1	1	1
Maintenance Crew Leader	2	2	1	1
<b>Subtotal Part-Time Positions</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>
<b>Total General Government Buildings Department</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>

*In FY16 the Mayor and Council, City Manager's Office, Finance and Tax Department, Purchasing Department, and General Government Buildings were divided out from Finance and Administration Department.*

**2016 - 2017 Budget Year**  
**General Government Buildings Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			131,800	133,703	89,541	(42,259)
Longevity			1,920	1,920	1,260	(660)
Part-Time Regular Emp Wages			-	1,803	28,090	28,090
Overtime Wages			18,100	551	2,000	(16,100)
Social Security & Medicare Tax			11,614	9,461	6,254	(5,360)
Hospital And Health Insurance			25,361	25,420	22,811	(2,550)
Dental Insurance - Delta			-	900	867	867
Defined Benefit Plan			8,687	8,450	4,884	(3,803)
Defined Contribution Plan			1,202	1,331	2,173	971
LTD & Life Insurance			677	677	652	(25)
Worker's Compensation			20,231	21,147	7,303	(12,928)
<b>Total Personnel Costs</b>	-	-	219,592	205,362	165,834	(53,758)
Contractual Services			-	1,560	1,600	1,600
Electric			140,000	110,997	115,000	(25,000)
Water			10,000	7,963	10,000	-
Telephone & Other Comm.			600	685	700	100
Cell Phone			1,200	2,221	3,000	1,800
Professional Services			-	-	800	800
Repair & Maint. Motor Vehicles			100	-	500	400
Fleet - Repair & Maintenance			992	5,785	6,630	5,638
Repair & Maint - Software			500	-	500	-
Repair & Maint - Office Equip			500	-	500	-
Repair & Maint. Buildings			45,000	63,024	80,700	35,700
Employee			250	-	250	-
Office Supplies and Materials			1,250	175	1,750	500
Postage & Shipping			500	-	500	-
Household & Janitor Supplies			9,250	18,132	20,000	10,750
Public Safety Supplies			1,000	1,000	1,000	-
Clothing and Uniforms			-	935	1,500	1,500
Repair & Maint. Supplies			-	2,000	2,000	2,000
Gas			750	572	750	-
Vehicle Insurance			1,798	1,798	1,798	-
Miscellaneous Expense			1,000	5,000	5,000	4,000
Flowers			250	-	250	-
Meals During Meetings			100	825	500	400
<b>Total Operating Budget</b>	-	-	215,040	222,672	255,228	40,188
<b>Operating and Salary Budget</b>	-	-	434,632	428,034	421,062	(13,570)
Machinery and Equipment					2,000	
Computer Software Exp					15,500	
Computer Equipment					1,200	
<b>Total Fixed Assets</b>	-	-	500	-	18,700	18,200
<b>Total General Government Building Budget</b>	-	-	435,132	428,034	439,762	4,630
** NOTE: PRIOR TO FY 2016 GENERAL GOVERNMENT BUILDING BUDGET WAS INCLUDED IN GENERAL AND ADMINISTRATIVE. THE HISTORY PRIOR TO FY 2016 CAN NOW BE FOUND IN THE CITY MANAGER BUDGET.						



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## INFORMATION TECHNOLOGY

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### DEPARTMENT SUMMARY

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

The IT Department was formed 4 years ago to provide for a unified outlook, plan and allocation of technical resources. The first task of this department was to develop a Master Plan for Information Technology. The Master Plan for Information Technology was created and approved by City Council 3 years ago. This plan focuses on the development of a centralized IT support structure and IT governance best practice model to support new technical resources throughout the city departments. This Master Plan helps to guide the City in aligning its technology activities to support and enhance its business strategies. The ultimate goal of the IT Master Plan is to align priorities of the IT Department and business strategies throughout the City to achieve maximum efficiency within a diversified and complex organization. The IT department has begun implementation of the items identified as high priority as per the IT Master Plan.

Substantial dollars are being invested to upgrade software and implement the IT Master Plan. Westin Engineering has served the City as consultant in the development of the IT Master Plan. The budget contains \$190,000 where consulting will be needed for six major projects.

One project is the selection of a Land Development Management Software solution. This software will track and manage the entire land development process including applications, plan reviews, permits, inspections, fees management, and Certificates of Occupancy.

This covers consulting fees to help select the software.

The second project is for the planning and the implementation of the City's new municipal court package. This court package was selected and purchased last year along with our ERP selection.

The third project is a redesign of the City's internal SharePoint site. This site has the ability to serve as a full functioning Intranet Solution for every Department within the city. There is additional programming needed to take advantage of SharePoint's full potential. The IT department will be selecting and working with a SharePoint consultant that will program our SharePoint site to be a fully functioning Intranet site.

The fourth project is to consolidate all telephony service lines by converting to Primary Rate Interface (PRI). PRI service will enable 30 calls to be made simultaneously from one physical telephone circuit. This will reduce our telephone line monthly bills significantly.

The fifth project is to enhance our network security by upgrading our Active Directory Servers. This upgrade will give us better control of our network security and login access to the City's internal infrastructure.

The sixth project will be to create the City's first training facility. This facility is located at 630 W. Main St. Renovations to the building are ongoing with a projected time of completion being June 2016. The IT department will then install the computer and network hardware so that this building can facilitate up to 3 classroom trainings and two additional offices.

### **Computer Replacement**

Last year, the IT Department replaced 60 PC's that were identified as outdated and unable to perform required daily tasks. Replacing these PC's and laptops has continued to help position the City in initiating a defined PC replacement schedule. This schedule ensures that we provide all City employees with the technical resources needed to improve and enhance their PC experience. Last year's budget anticipated the replacement of up to 20% of the City's PC's every year. The goal has been to maintain a 5-year PC cycle for PC's and laptops. This will allow the City to stay up-to-date with current technologies in order to maximize efficiencies and resources. This year approximately 65 PC's have been identified as exceeding the recommended life of 5 years. The capital budget reflects \$65,000 to replace these PC's over the course of the 2017 fiscal year.

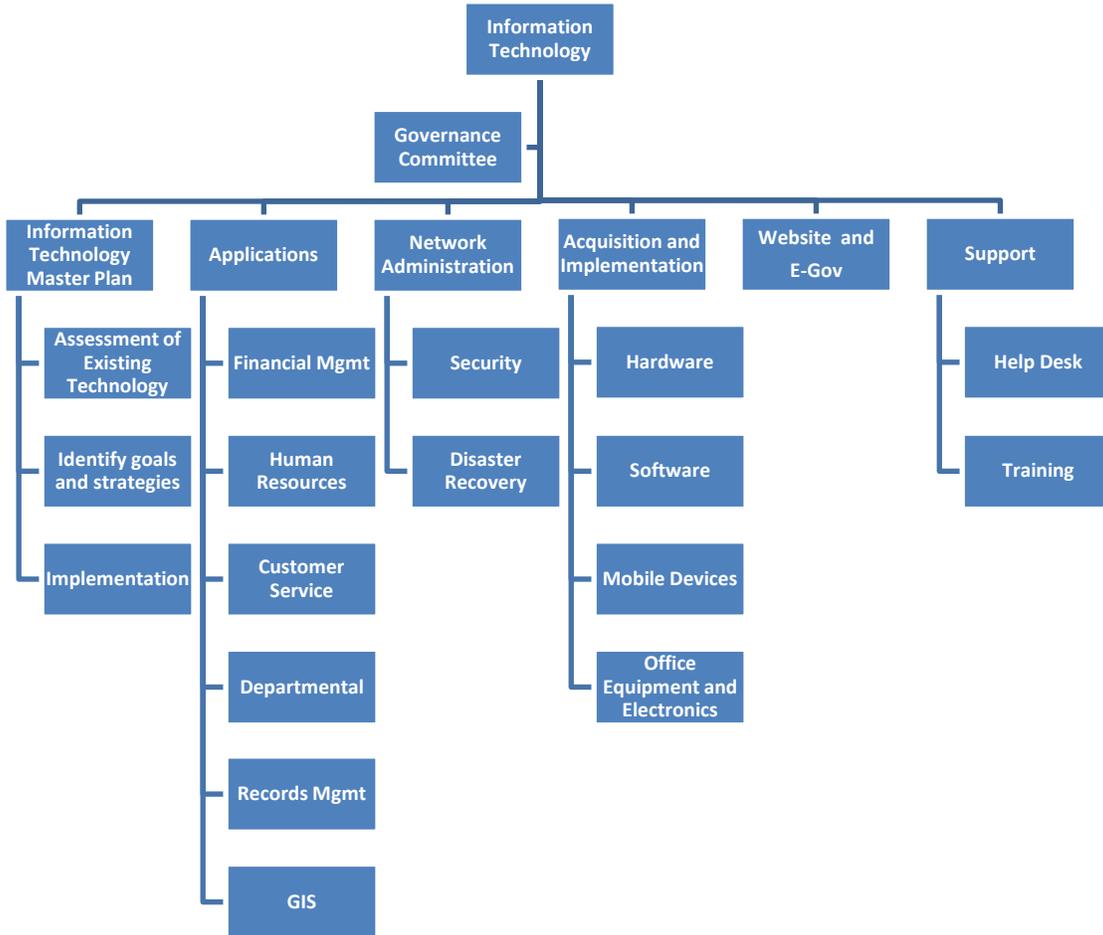
### **UAS Program**

The City's Unmanned Aircraft Systems (UAS) program continues to grow. Last year, the Information Technology Department communicated had a department goal to develop a UAS program. We are proud to announce that the UAS program has developed and has received Federal, State, County and local recognition. The City of Murfreesboro is the first city in the state of Tennessee, and only the one of 18 cities in the country, to receive our Certificate of Authorization (COA) from the Federal Aviation Administration to fly our aircraft for City and Public Safety use. We have begun to work with our Police and Fire Departments to develop situational scenarios where we can utilize our UAS aircraft to maximize safety measures for all. Since receiving our COA, we have been contacted by several cities and government agencies desiring to develop UAS programs, including the Tennessee Department of Transportation. The second phase is to ensure that we put a staff member in place to coordinate all UAS efforts. The current UAS aircraft used is a recreational-grade aircraft. We will need to request approval to purchase a commercial-grade aircraft to fulfill the operational needs of the City.

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## ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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- 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

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

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## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMERS SERVICE

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- 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

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## ENGAGING OUR COMMUNITY

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

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## FY 2016 ACCOMPLISHMENTS

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- Selected and implemented a new Financial System, Human Resources System and a Time and Attendance tool to be used citywide
- Developed the City's UAS Program (First in the State of Tennessee)
- Continued to create iPhone Mobile Applications for dynamic inspection and identification for Building and Codes, Streets, Engineering and the Fire Department
- Created a new public-use GIS map application that aids the City, local businesses, developers and engineering firms in land use planning
- Upgraded network infrastructure to increase network reliability

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## FY 2017 DEPARTMENT GOALS

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- Select and begin Implementation of Land Development Management Software
- Complete Primary Rate Interface (PRI) Telephony installation
- Continue to develop the City's UAS program
- Increase network security and functionality by upgrading our Active Directory Servers
- Create the City's first training facility

Information Technology Metrics  
City Hall & MWSD

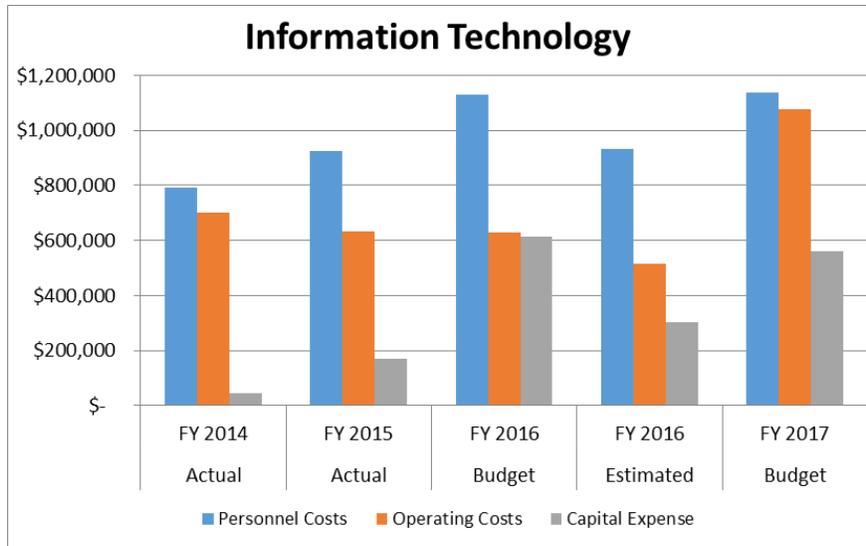
<b>Metric</b>	<b>Key Performance Indicators (KPI)</b>	<b>Description</b>
Total Number of Help Desk Tickets (FY16)	3299 Help Desk Cases  69 Project Cases	<ul style="list-style-type: none"> <li>▪ Sev 1 - 17</li> <li>▪ Sev 2 - 87</li> <li>▪ Sev 3 - 2818</li> <li>▪ Sev 4 - 377</li> </ul>
Total Number of First Call Resolution	FCR = 1073 of 3299 cases	<ul style="list-style-type: none"> <li>▪ Issue was resolved during the customer's initial call to the helpdesk</li> </ul>
Time To Close By Severity	Sev 1 (SLA 4 hours) - Avg. 1.18 hours Sev 2 (SLA 8 hours) - Avg. 1.75 hours Sev 3 (SLA 5 days) - Avg. 2 days Sev 4 (NO SLA) - Avg. 2days 4 hours	All severity averages are meeting or exceeding service level agreements
Customer satisfaction based on survey results	Current metric result: No resources to collect measure exists  Goal: 90% satisfaction	<ul style="list-style-type: none"> <li>▪ Implement or enhance knowledgebase for IT staff</li> <li>▪ Increase training</li> <li>▪ Improve interpersonal skills</li> <li>▪ Add self-service options</li> </ul>
Breached SLAs (Issue resolved outside of the expected resolution time)	53*  (Goal: 5%) Total: 1.6%  <i>*Case mgmt. system time does not stop during nights or weekends</i>	<ul style="list-style-type: none"> <li>▪ Re-evaluate root cause</li> <li>▪ Employee Training</li> <li>▪ Automate escalations and alerts to notify support of impending breach</li> </ul>

Police & Fire

<b>Metric</b>	<b>Key Performance Indicators (KPI)</b>	<b>Description</b>
Total Number of Help Desk Tickets (FY16)	3102 Help Desk Cases	Public Safety Case mgmt. system has not yet transitioned to the enterprise wide system due to legal restrictions around Domain connectivity.
Average First Response Time	42 Minutes	
Average Time to Close	13 Hours 22 minutes	

## EXPENDITURE SUMMARY

	Information Technology				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 790,600	\$ 926,944	\$ 1,131,032	\$ 931,677	\$ 1,136,866
Operating Costs	\$ 700,423	\$ 632,802	\$ 628,766	\$ 513,902	\$ 1,076,175
Capital Expense	\$ 46,023	\$ 171,356	\$ 614,500	\$ 304,239	\$ 559,500
<b>Total Information Technology</b>	<b>\$ 1,537,046</b>	<b>\$ 1,731,102</b>	<b>\$ 2,374,298</b>	<b>\$ 1,749,818</b>	<b>\$ 2,772,541</b>



## HUMAN RESOURCES SUMMARY

	Information Technology			
	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Proposed FY 2017
<b>Job Description</b>				
IT Director	1	1	1	1
GIS Coordinator	1	1	1	1
Systems Coordinator	0	0	1	1
GIS Mapping Technician	2	2	2	2
MIS Coordinator	2	2	2	2
Systems Analyst	0	1	1	1
Network Specialist	3	3	3	4
Help Desk Support Specialist	1	1	1	1
Network Administrator	1	1	1	1
	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
GIS Mapping Specialist	1	1	1	1
Part-Time Positions	1	1	1	1
<b>Total Information Technology Allocation</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>

**2016 - 2017 Budget Year**  
**Information Technology Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			781,347	632,578	783,920	2,573
Longevity			8,220	7,560	8,220	-
Part-Time Regular Emp Wages			8,975	265	18,314	9,339
Social Security & Medicare Tax			61,088	43,569	52,453	(8,635)
Hospital And Health Insurance			187,533	165,980	187,583	50
Dental Insurance - Delta			-	7,530	7,725	7,725
Defined Benefit Plan			66,909	61,157	62,824	(4,085)
Defined Contribution Plan			11,913	7,834	11,233	(680)
LTD & Life Insurance			4,086	4,086	4,333	247
Worker's Compensation			961	1,118	261	(700)
<b>Total Personnel Costs</b>	<b>790,600</b>	<b>926,944</b>	<b>1,131,032</b>	<b>931,677</b>	<b>1,136,866</b>	<b>5,834</b>
Contractual Services			155,500	167,287	290,500	135,000
Communication & Transp			-	27,694	2,000	2,000
Memberships & Dues			500	-	5,590	5,090
Interlocal GIS Agreement			7,500	-	7,500	-
Cell Phone			8,400	7,176	10,000	1,600
Internet			24,000	33,526	22,400	(1,600)
Repair & Maint - Software			69,366	45,000	410,985	341,619
Repair & Maint Furn. & Machine			5,000	4,415	10,000	5,000
Repair & Maint - Network & Web			180,000	44,150	131,000	(49,000)
Repair & Maintenance - G.I.S.			127,000	127,000	127,000	-
Repair & Maint - OffsiteBackup			16,000	38,857	35,000	19,000
Car Allowance & Mileage			500	-	500	-
Travel Expense			14,500	11,300	15,000	500
Office Supplies and Materials			10,000	4,503	5,000	(5,000)
IT Supplies			10,500	2,678	3,000	(7,500)
Food			-	-	200	200
Educational Supplies			-	315	500	500
<b>Total Operating Budget</b>	<b>700,423</b>	<b>632,802</b>	<b>628,766</b>	<b>513,902</b>	<b>1,076,175</b>	<b>447,409</b>
<b>Operating and Salary Budget</b>	<b>1,491,023</b>	<b>1,559,746</b>	<b>1,759,798</b>	<b>1,445,579</b>	<b>2,213,041</b>	<b>453,243</b>
Machinery and Equipment					10,000	
Communication Equipment Exp					20,000	
Telecom Switch and Phones for Training Facility					20,000	
Office Machinery and Equipment						
Storage Cage & GIS Shelving					5,000	
Cubicle Offices					8,000	
Computer Software Exp						
Office 365					150,000	
Microsoft Core Cals					50,000	
Software Assurance for MS Windows and Antivirus					150,000	
Computer Equipment						
Multiple PC Replacements					65,000	
Centralized Data Storage Server					85,000	
Computer ( Two New Hire)					4,000	
Five Employee Self-Service Kiosks					7,500	
Other Machinery and Equipment						
Additional Server Cabinet					5,000	
<b>Total Fixed Assets</b>	<b>46,023</b>	<b>171,356</b>	<b>614,500</b>	<b>304,239</b>	<b>559,500</b>	<b>(55,000)</b>
<b>Total Information Technology Budget</b>	<b>1,537,046</b>	<b>1,731,102</b>	<b>2,374,298</b>	<b>1,749,818</b>	<b>2,772,541</b>	<b>398,243</b>



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## COMMUNICATIONS DEPARTMENT

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### DEPARTMENT SUMMARY

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

The department disseminates city information to city stakeholders through utilization of Murfreesboro CityTV, the city website, social media (YouTube, Facebook, Twitter), news releases, and media relations (television, radio, print, and web organizations).

Additionally, the department is responsible for disseminating internal information to city employees through training and communication videos and the utilization of the intranet know as Murfree's Web; assisting citizens in resolving Comcast cable television issues; overseeing the city INET which connects over 30 municipal buildings by utilizing dedicated fiber from Comcast for internal city communications; serving as support staff for the Murfreesboro Cable Television Commission which oversees and enforces the local Comcast cable television franchise agreement, the policies regarding the operation of CityTV, and makes recommendations to the City Council regarding cable television issues.

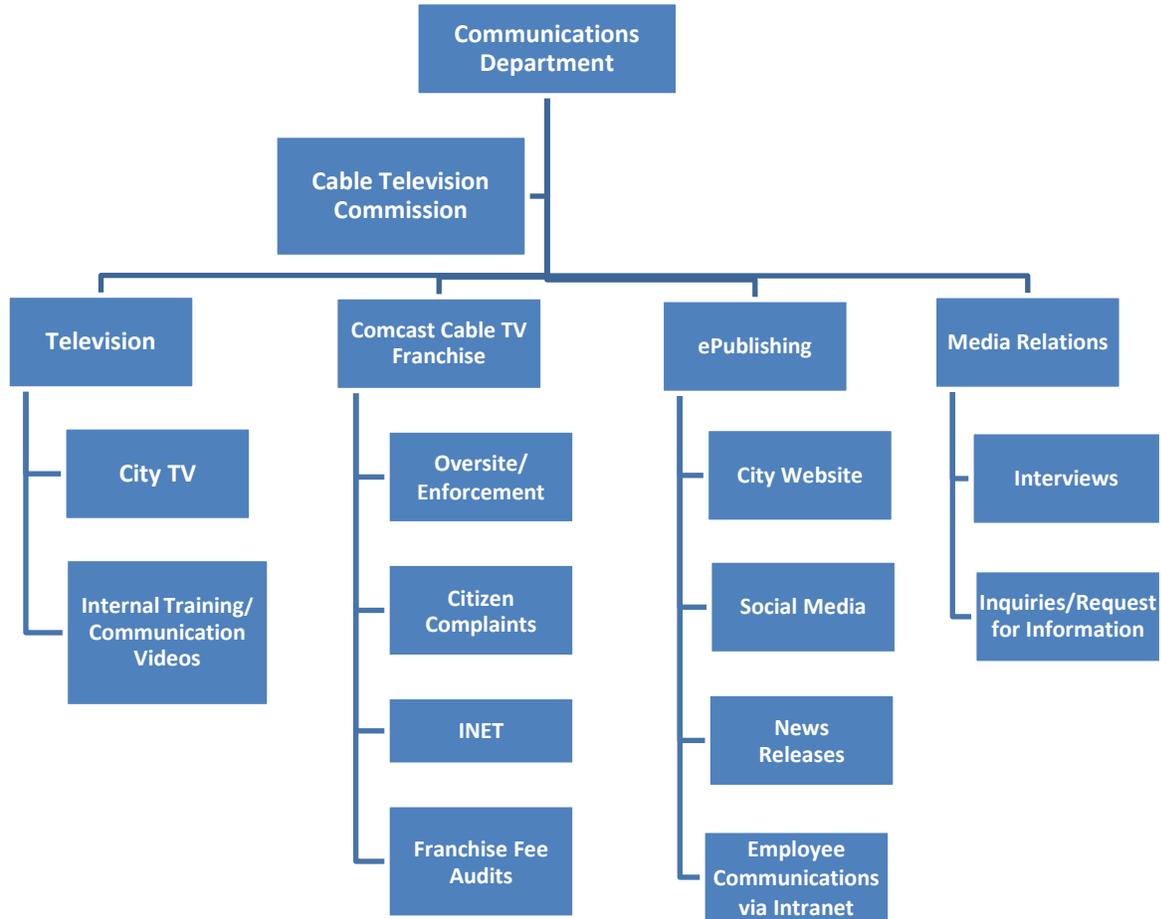
The mission of the Communications Department is to inform and engage residents about programs and public services by the City via multimedia platforms. The mission of Murfreesboro CityTV is to promote the education of City residents concerning local government by cablecasting and video web streaming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

The main initiative in the Communications budget is to provide new ADA audio and video services by live closed captioning of City Council meetings and upgrading the wireless assisted listening devices for the Council Chambers. The department will also begin work on renewing the cable television franchise agreement with Comcast.

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## ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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

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## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- Present economic development information and other similar types of information

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## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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

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## ENGAGING OUR COMMUNITY

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

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## FY 2016 ACCOMPLISHMENTS

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- Began upgrading CityTV facility to high definition
- Began renovating the Communications Department work area for better work flow, efficiency, and to isolate the noise and cooling of the equipment racks by constructing a separate enclosed server room and a new control room. Constructed an office for the Public Information Officer and several edit suites/rooms for staff
- Began renovating the Council Chambers by replacing the wood panel wall, carpet, and audience seating as well as painting
- Conducted a Comcast franchise fee review
- Worked with MWSD regarding promoting water conservation and safety with videos and news releases
- Worked with St. Clair Street Senior Center on developing quarterly video features promoting the Center and senior topics
- Worked with the Parks and Recreation Department on developing quarterly video features promoting the facilities and actives
- Covered and published videos on the Murfreesboro 2035 Community Chapter Presentations as well as promoting the campaign

- Continued to provide immediate response to time sensitive information through the utilization of CityTV, social media, the city website, and news releases
- Utilized Comcast Spotlight Advertising to promote the City and CityTV programming
- Achieved over 60,000 view/hits from the publication of archived video web streaming content and Live video web streaming
- Over 4,200 likes/followers on City Facebook page
- Over 3,200 followers on the City Twitter feed
- Over 300 subscribers to the City YouTube channel
- Over 1.8 million page views on the city website
- Received a national award from the National Association of Telecommunications Officers and Advisors and the City-County Communications and Marketing Association for the Murfreesboro 2035 promotional video

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### FY 2017 DEPARTMENT GOALS

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- Complete the upgrade of CityTV facility to high definition
- Complete renovations to the Communications Department work area for better work flow, efficiency, and to isolate the noise and cooling of the equipment racks by constructing a separate enclosed server room and a new control room. Constructed an office for the Public Information Officer and several edit suites/rooms for staff
- Complete renovations to the Council Chambers by replacing the wood panel wall, carpet, and audience seating as well as painting
- Added CityTV channel to ROKU
- As part of CityTV's high definition upgrade, update existing and create new videos for the high definition format
- Ongoing participation in various training sessions as part of the high definition hardware and software upgrades
- Add real time closed captioning of City Council meetings
- Upgrade outdated ADA wireless assisted listening devices for Council Chambers
- Hire an outside legal attorney/consultant to assist with renewing the Comcast franchise agreement expiring in 2018

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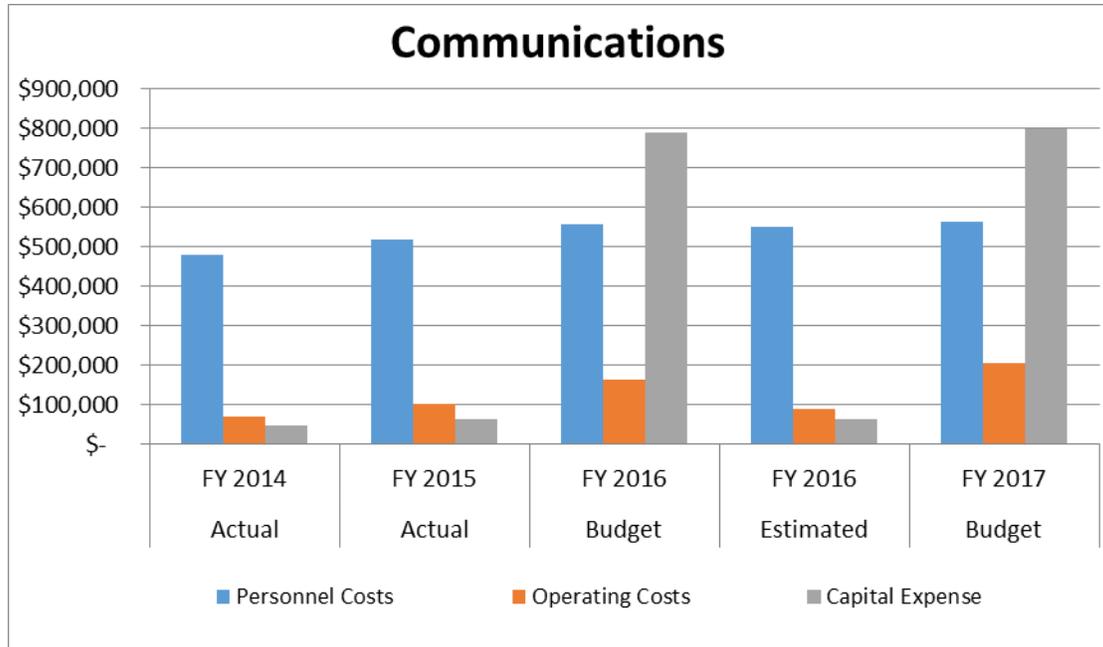
### BENCHMARKING MEASURES

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	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Proposed FY 2017
Hours of coverage of City public meetings and locally produced productions	224	242	200	245	200
Number of covered City public meetings and locally produced productions	502	550	450	503	450
Number of video webstreaming views	43831	61472	45000	61500	62000
Number of news releases	67	153	150	155	150
Number of internal employee communications via intranet		160	100	170	170

## EXPENDITURE SUMMARY

	Communications				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 479,252	\$ 518,377	\$ 558,195	\$ 551,093	\$ 564,470
Operating Costs	\$ 72,193	\$ 102,667	\$ 164,733	\$ 91,150	\$ 204,732
Capital Expense	\$ 48,949	\$ 65,068	\$ 788,000	\$ 65,000	\$ 798,200
<b>Total Communications Department</b>	<b>\$ 600,394</b>	<b>\$ 686,112</b>	<b>\$ 1,510,928</b>	<b>\$ 707,243</b>	<b>\$ 1,567,402</b>



## HUMAN RESOURCE SUMMARY

Communications Department				
	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Proposed FY 2017
<b>Job Description</b>				
Communications Director	1	1	1	1
Public Information Officer (from General & Admin. De	1	1	1	1
Media Program Specialist	4	4	4	4
Full-Time Positions	6	6	6	6
Part-Time Video Journalist	2	2	2	2
Part-Time Positions	2	2	2	2
<b>Total Communications Allocation</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

## 2016 - 2017 Budget Year Communications Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			390,808	375,250	361,175	(29,633)
Longevity			3,720	3,720	4,080	360
Part-Time Regular Emp Wages			-	7,000	37,136	37,136
Overtime Wages			7,000	5,000	7,000	-
Social Security & Medicare Tax			30,717	31,108	28,640	(2,077)
Hospital And Health Insurance			87,517	86,275	82,561	(4,956)
Dental Insurance - Delta			-	3,100	3,015	3,015
Defined Benefit Plan			29,895	29,313	30,492	597
Defined Contribution Plan			4,766	6,062	6,699	1,933
LTD & Life Insurance			2,441	2,921	2,433	(8)
Worker's Compensation			1,331	1,344	1,239	(92)
<b>Total Personnel Costs</b>	<b>479,252</b>	<b>518,377</b>	<b>558,195</b>	<b>551,093</b>	<b>564,470</b>	<b>6,275</b>
Contractual Services			6,000	6,000	25,000	19,000
Memberships & Dues			3,110	3,300	3,400	290
Publication - Formal & Legal			750	800	800	50
Subscriptions - Newspapers			-	90	100	100
Telephone & Other Comm.			600	532	3,600	3,000
Cell Phone			3,000	1,747	2,500	(500)
Legal Services & Expenses			34,000	8,000	30,000	(4,000)
Repair & Maint. Motor Vehicles			400	395	1,000	600
Fleet - Repair & Maintenance			1,166	395	1,325	159
Repair & Maint Other Mach & Eq			30,000	5,000	47,000	17,000
Repair & Maint Furn. & Machine			1,200	275	500	(700)
Car Allowance & Mileage			400	250	300	(100)
Travel Expense			10,000	8,510	10,500	500
Office Supplies and Materials			2,500	1,649	2,000	(500)
Postage & Shipping			200	100	200	-
Operating Supplies			24,000	24,000	30,000	6,000
Gas			500	200	300	(200)
Vehicle Insurance			607	607	607	-
Field Video Equipment			2,000	300	500	(1,500)
Miscellaneous Expense			22,200	8,000	15,000	(7,200)
Meals During Meetings			1,100	1,000	1,100	-
Video Webstreaming/Archiving			21,000	20,000	29,000	8,000
<b>Total Operating Budget</b>	<b>72,193</b>	<b>102,667</b>	<b>164,733</b>	<b>91,150</b>	<b>204,732</b>	<b>39,999</b>
<b>Operating and Salary Budget</b>	<b>551,445</b>	<b>621,044</b>	<b>722,928</b>	<b>642,243</b>	<b>769,202</b>	<b>46,274</b>
Communication Equipment Exp						
Assisted Listening System-Council Chambers					3,000	
Edit Workstations/Office Furniture					18,000	
HD Equipment Upgrade					750,000	
Computer Software Exp					7,200	
Other Machinery and Equipment					20,000	
<b>Total Fixed Assets</b>	<b>48,949</b>	<b>65,068</b>	<b>788,000</b>	<b>65,000</b>	<b>798,200</b>	<b>10,200</b>
<b>Total Communications Budget</b>	<b>600,394</b>	<b>686,112</b>	<b>1,510,928</b>	<b>707,243</b>	<b>1,567,402</b>	<b>56,474</b>



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## LEGAL

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### DEPARTMENT SUMMARY

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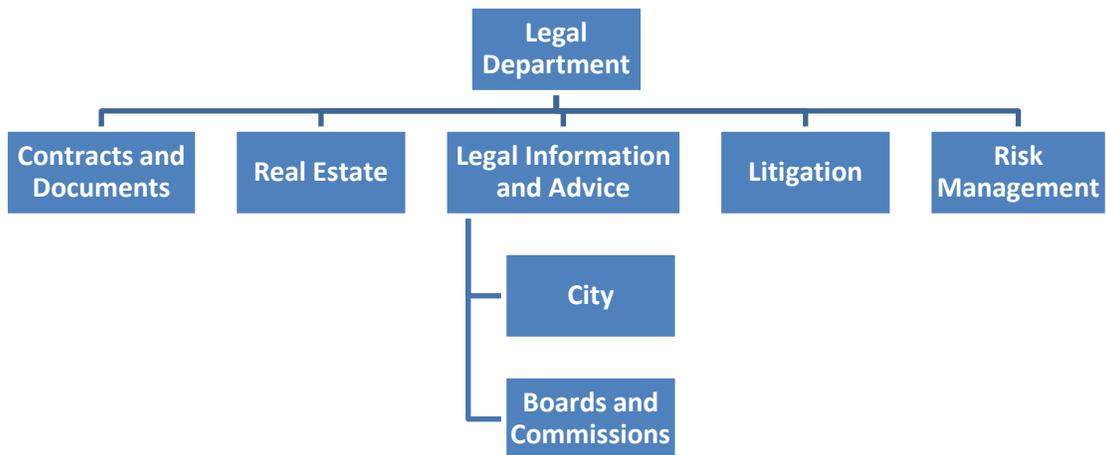
The Legal Department serves as the primary source of legal advice to the City Council, City Manager, the City's various boards and commissions and City employees. The Department provides the legal services regularly required by the City as an employer, landowner, builder, regulator, educator, utility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

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

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### ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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- Research and draft ordinances that maintain and improve the quality of life and neighborhood livability and public safety
- Assist Building and Codes, Planning, and Police departments with the enforcement of laws affecting neighborhoods
- Assist Engineering, Water & Sewer, and Electric Department with construction and improvement of infrastructure serving neighborhoods
- Assist Parks and Recreation Department with development of recreational land and facilities and prepare agreements needed to assure well maintained community facilities and programs

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- Support economic development projects that provide long-term financial benefits
- Acquire real estate that is required for City projects
- Prevent and mitigate the financial aspects of claims and lawsuits
- Enforce City contracts and laws
- Assist departments with federal and state grants
- Participate in the purchasing process to assure legal compliance as efficiently as possible

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMERS SERVICE

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- Respond to client requests in a timely manner with practical advice and guidance
- Provide excellent legal guidance that incorporates the critical factual context of an issue
- Offer direction to assist with the conduction of effective public meetings

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### ENGAGING OUR COMMUNITY

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- Maintain an acute awareness of the social and political factors that form the context of requested legal assistance
- Assure consistent adherence to state and federal laws
- Remain appropriately available to the media in order to provide a clear explanation of City legal positions on issues and actions

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### FY 2017 DEPARTMENT GOALS

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- Implement on-line accessibility of the City Code
- Become a strong resource for economic development
- Transition primary responsibility for Employee Handbook to Human Resources Department
- Assist with development of purchasing department with emphasis on construction procurement and contracting procedures
- Remain engaged in Murfreesboro 2035 plan

## Measures of Legal Department Productivity

	Actual FY 2014	Actual FY 2015	Actual FY 2016
Number of ordinances and resolutions written	114	106	113
Number of real estate transactions	207	251	90
Number of titles searched	1198	1079	994
Number of pending condemnation cases	193	37	39
Number of condemnation cases filed preceding year	*	193	193
Average number of days to process an ITB or RFP from receipt of project to Legal Dept. approval	4.41	5.65	4.57
Number of contracts written or reviewed	526	628	439
Average number of days to process a contract from receipt to Legal Dept. approval	2.05	2.32	1.77
Percentage of back taxes collected in first year of collectability	97.96%	99.09%	96.32%
Average number of days from service of lawsuit to first adjudication in general liability and workers' compensation cases	141	163	289
Number of public meetings attended	158	173	126
**YTD, 3rd Quarter			

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

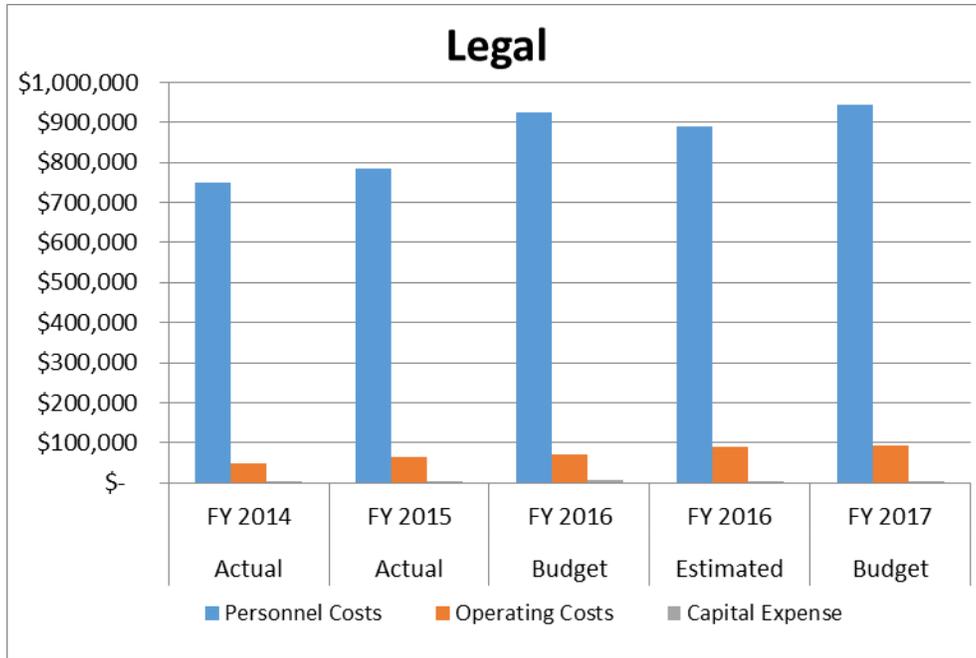
- The immediate availability of legal advice and guidance;
- An enhanced understanding of organization's culture, goals and objectives, and true needs;
- Participation in the organization's long-term plans;
- A knowledge and appreciation for the people and personalities involved in an issue; and
- A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

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## EXPENDITURE SUMMARY

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	<b>Legal</b>				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 748,341	\$ 783,556	\$ 926,319	\$ 890,857	\$ 944,180
Operating Costs	\$ 48,565	\$ 63,612	\$ 69,450	\$ 90,544	\$ 91,700
Capital Expense	\$ 2,612	\$ 710	\$ 7,200	\$ 2,825	\$ 2,200
Total Legal	\$ 799,518	\$ 847,878	\$ 1,002,969	\$ 984,226	\$ 1,038,080



### HUMAN RESOURCES SUMMARY

Legal Department				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
<b>Job Description</b>				
City Attorney	1	1	1	1
Assistant City Attorney	3	3	3	3
Legal Assistant	3	3	3	3
<b>Total Legal Department Human Resource Allocation</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

## 2016 - 2017 Budget Year

### Legal Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			681,515	667,529	710,609	29,094
Longevity			4,800	4,800	3,840	(960)
Social Security & Medicare Tax			52,503	43,152	45,900	(6,603)
Hospital And Health Insurance			106,761	91,115	95,912	(10,849)
Dental Insurance - Delta			-	5,520	4,634	4,634
Defined Benefit Plan			62,058	59,773	57,055	(5,003)
Defined Contribution Plan			11,519	8,619	19,800	8,281
LTD & Life Insurance			3,876	3,876	3,300	(576)
Worker's Compensation			3,287	3,436	3,130	(157)
Relocation Expenses				3,037		-
<b>Total Personnel Costs</b>	<b>748,341</b>	<b>783,556</b>	<b>926,319</b>	<b>890,857</b>	<b>944,180</b>	<b>17,861</b>
Printing Services			-	270	25,000	25,000
Memberships & Dues			6,000	4,902	6,000	-
Profession. Svc - Subscription			20,000	20,701	20,000	-
Real Estate Services & Fees			2,500	1,526	2,500	-
Telephone & Other Comm.			1,000	897	-	(1,000)
Cell Phone			-	853	1,500	1,500
Legal Services & Expenses			20,000	22,251	17,500	(2,500)
Repair & Maint Furn. & Machine			3,000	3,750	3,200	200
Car Allowance & Mileage			200	100	200	-
Travel Expense			9,250	6,900	9,300	50
Office Supplies and Materials			4,600	4,000	4,600	-
Postage & Shipping			1,400	1,341	1,400	-
Miscellaneous Expense			1,500	23,054	500	(1,000)
<b>Total Operating Budget</b>	<b>48,565</b>	<b>63,612</b>	<b>69,450</b>	<b>90,544</b>	<b>91,700</b>	<b>22,250</b>
<b>Operating and Salary Budget</b>	<b>796,906</b>	<b>847,168</b>	<b>995,769</b>	<b>981,401</b>	<b>1,035,880</b>	<b>40,111</b>
Office Machinery and Equipment					2,000	
Computer Equipment						
Two CD Readers					200	
<b>Total Fixed Assets</b>	<b>2,612</b>	<b>710</b>	<b>7,200</b>	<b>2,825</b>	<b>2,200</b>	<b>(5,000)</b>
<b>Total Legal Expenses</b>	<b>799,518</b>	<b>847,878</b>	<b>1,002,969</b>	<b>984,226</b>	<b>1,038,080</b>	<b>35,111</b>



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## HUMAN RESOURCES

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### DEPARTMENT SUMMARY

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The Human Resources Department (HR) is charged with recruiting, benefits administration, employee relations, training, and retaining a diverse and effective work force. To accomplish this, HR partners with departments and employees in identifying talent throughout the organization, and in conducting a wide array of professional Human Resources, Benefits, and Payroll administration related services for our internal customers, City employees.

In FY 2016 the Finance Department launched the Munis Enterprise Resources Platform (ERP) as part of the IT Strategic Plan. Human Resources then implemented the Munis Payroll module concurrently with the Kronos electronic time and attendance software. Both implementations were the result of a multi-departmental Team effort and the Kronos/Munis Payroll implementation was one of the first of its kind in being applied to a current Payroll cycle. While the implementation was delayed from the target, payroll transparency, system efficiency, and savings from time and attendance integration and system reporting will be accretive to the City's overall labor and cost efficiency in the future. Assistant HR Director Pam Russell and Payroll Supervisor Cheryl Sharp's contributions are both deserving and noteworthy in this past year's implementation.

Health Insurance premiums were not increased in Calendar year 2016 due in part to the continuing trend toward consumerism by City employees, by a relatively small Stop Loss (Reinsurance) claim year, and by the City enjoying a more competitively priced network in Blue Cross Blue Shield of Tennessee, Network P. HRA enrollment increased in 2016 with approximately 25% of eligible employees participating in the Health Reimbursement Arrangement (HRA) as compared to 13% participation in 2012 when the plan was originally implemented. It appears a modest premium increase will be necessary in FY17 to offset claims trend, since the City is self-insured for health insurance claims. The City's contract with Benefits Consulting firm Cowan Benefits of Franklin, Tennessee is expiring after a three-year period and these contracted services are subject to being placed for competitive sealed proposal during FY 2017.

Human Resources has begun reviewing plans to improve our Wellness program, Boro-Fit, for FY 2017 which was first launched in 2012, based upon the trend in participation. This strategy will include a comprehensive review of the Wellness program including conducting a Request for Competitive Sealed Proposals for providers.

Human Resources plays a significant role in attracting key Leadership to fill Department Head and other Leadership team vacancies and will continue to partner with City Administration in this area by identifying critical competencies and using proven and effective recruitment and selection strategies.

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## ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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- Assist departments in recruiting and orientation of all new employees, including new Fire & Rescue Station 10
- Assist Police and Fire & Rescue Departments in administration of MF&R Affirmative Action Plan and Equal Employment Opportunity Programs (EEOP)
- Ongoing project work with Police and Fire & Rescue departments on Physical Abilities Testing and related studies

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- Compliance with all relevant aspects of health care reform as required by the Patient Protection and Affordable Care Act (PPACA) Maintain appropriate affordability and Pay or play plan status with non-benefit eligible employees
- Maintain and monitor per employee per month (PEPM) costs associated with Health insurance, Stop Loss coverage, ancillary coverage, and the three priorities of Consumerism, Wellness, and cost control in conjunction with Finance Department and Insurance Fund Implementation and
- Conduct Employee Engagement or Pulse Survey to determine level of engagement, gap analysis, and assist Departments with plans of action

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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- STARS program administration and development

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## ENGAGING OUR COMMUNITY

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- Revise and coordinate the City's Wellness Program, Boro-Fit for compliance with the Affordable Care Act (ACA) and maximum employee participation
- Revise, coordinate and administer annual City Manager Performance Evaluation at Public meeting
- Recruitment of Key Leadership positions including multiple Department Heads and City Council direct reports

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## FY 2016 ACCOMPLISHMENTS

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- Successfully implemented new time and attendance and payroll system, Kronos, concurrent with the Tyler/Munis Payroll module
- Conducted approximately 200 hours of training for Supervisors City-wide for Kronos system implementation
- Continuation of Classification/Compensation Study implementation including completion of Training with Classification Manager software and maintenance of market studies
- Provided City Council with City Manager Performance evaluation process change to ICMA Best practices model with new competencies, and weighted average scoring for performance measures
- Updated the Job Description Template from the MAG Classification and Compensation study, with Department updates to Safety Sensitive Classifications
- Co-Chaired Successful United Way Campaign with City Administration
- Assisted City Administration and City Council with the Recruitment of Assistant City Manager, City Attorney, Fire & Rescue Chief, Police Chief, Transportation Director
- Conducted Leadership Development Training for Murfreesboro Fire and Rescue Command Staff
- Launched Physical Abilities Testing Benchmarking Study with COHRE and Murfreesboro Police Department
- Retirement (Pension) Administration-Conducted approximately 30 education meetings and processed 18 employee retirements
- Completed FTA Annual Oversight meeting with Third Party Agency

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## FY 2017 GOALS

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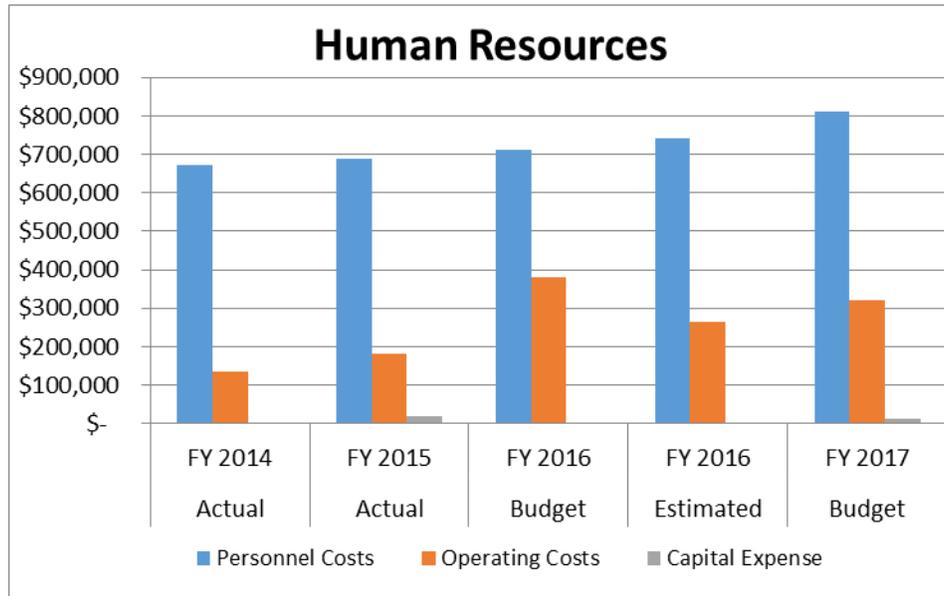
- Continue Munis Human Resources Module implementation schedule and train Key Department Leaders and Staff
- Utilize the Employee Self Service (ESS) Feature of Munis for Benefits Open Enrollment (Open enrollment)
- Implement the Kronos FMLA Module for full functionality
- Recruit, select, train a new Training and Development Manager; develop 90-day and 120 key performance indicators for position
- Recruit, select, train a new part time Payroll Assistant, reporting to Cheryl Sharp
- Coordinate and transition all Payroll cycles to Arrears with City Administration, Finance, IT
- Launch Compliance training initiative for all City Department heads, managers, supervisors
- Redesign Employee Wellness program to increase participation and integrate with Health insurance plan, while remaining compliant with the ACA

- Redesign, develop, and deliver Electronic Employee Handbook with modifications in coordination with City Administration and Legal Department

	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Proposed FY 2017
Health Benefits Costs in Claims Dollars	\$ 12,716,856	\$ 14,158,230	\$ 15,754,458	\$ 17,005,362
PEPY (Per Employee Per Year costs)	\$ 1,018	\$ 1,117	\$ 1,261	\$ 1,361
Employee Turnover Rate	5.50%	7.70%	5.30%	6.00%
Number of HR Staff/FTE's	9.00	9.00	9.00	10.50
Percentage of Eligible Employees in Wellness Plan	57%	40%	36%	60%

### EXPENDITURE SUMMARY

	Human Resources				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 671,763	\$ 688,330	\$ 711,228	\$ 741,268	\$ 811,188
Operating Costs	\$ 134,015	\$ 181,416	\$ 381,017	\$ 265,688	\$ 320,800
Capital Expense	\$ 2,888	\$ 20,933	\$ 300	\$ 985	\$ 12,200
Total Human Resources	\$ 808,666	\$ 890,679	\$ 1,092,545	\$ 1,007,942	\$ 1,144,188



HUMAN RESOURCES SUMMARY

Human Resources Department				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
Job Description				
Human Resources Director	1	1	1	1
Assistant Human Resources Director	1	1	1	1
Training and Development Manager				1
HR and Payroll Supervisor	1	1	1	1
Human Resource Analyst		1	1	1
Benefits Administrator	2	2	2	2
Payroll Assistant	1	1	1	1
Human Resources Assistants	3	2	2	2
	9	9	9	10
Payroll Assistant				1
Subtotal Part-Time Positions	0	0	0	1
<b>Total Human Resources Department Allocation</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>11</b>

**2016 - 2017 Budget Year**  
**Human Resources Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			514,938	525,880	575,222	60,284
Temp/Seasonal Salary			-	-	500	500
Longevity			4,140	4,140	4,620	480
Overtime Wages			-	3,374	-	-
Social Security & Medicare Tax			39,709	36,694	41,196	1,487
Hospital And Health Insurance			90,369	94,815	108,052	17,683
Dental Insurance - Delta			-	4,232	4,710	4,710
Dental Insurance - Assurant			-	61	96	96
Defined Benefit Plan			52,137	50,699	53,180	1,043
Defined Contribution Plan			4,587	5,243	8,503	3,916
LTD & Life Insurance			3,325	3,325	3,283	(42)
Worker's Compensation			2,023	2,115	1,826	(197)
Temporary Agency Service			-	10,690	10,000	10,000
<b>Total Personnel Costs</b>	<b>671,763</b>	<b>688,330</b>	<b>711,228</b>	<b>741,268</b>	<b>811,188</b>	<b>99,960</b>
Employee Testing			15,000	20,389	7,500	(7,500)
Contractual Services			101,000	37,000	100,000	(1,000)
Printing Services			-	-	10,000	10,000
Publicity			1,500	2,176	2,000	500
Publication - Formal & Legal			12,500	90	100	(12,400)
Subscriptions - Newspapers			1,250	11,250	10,000	8,750
Telephone & Other Comm.			1,700	1,708	1,750	50
Cell Phone			850	735	1,050	200
HR Support Charges			2,500	-	-	(2,500)
Consultant's Services			-	59,100	60,000	60,000
Other Professional Services			22,500	4,347	-	(22,500)
Drug & Alcohol Testing			55,000	10,100	60,000	5,000
Physical Agility Testing			8,500	5,889	8,500	-
Repair & Maint - Software			78,967	86,218	-	(78,967)
Repair & Maint Furn. & Machine			22,000	4,232	1,000	(21,000)
Car Allowance & Mileage			250	50	250	-
Travel Expense			20,000	7,088	25,000	5,000
Office Supplies and Materials			15,000	11,650	18,000	3,000
Postage & Shipping			2,500	1,500	150	(2,350)
Operating Supplies			-	906	250	250
Food			-	-	250	250
Service Excellence Training			-	-	12,500	12,500
Miscellaneous Expense			20,000	1,261	2,500	(17,500)
<b>Total Operating Budget</b>	<b>134,015</b>	<b>181,416</b>	<b>381,017</b>	<b>265,688</b>	<b>320,800</b>	<b>(60,217)</b>
<b>Total Operating and Salary Budget</b>	<b>805,778</b>	<b>869,746</b>	<b>1,092,245</b>	<b>1,006,957</b>	<b>1,131,988</b>	<b>39,743</b>
Computer Software Exp					2,500	
Computer Equipment (New Hire)					2,200	
Other Machinery and Equipment						
Front Office Remodel					7,500	
<b>Total Fixed Assets</b>	<b>2,888</b>	<b>20,933</b>	<b>300</b>	<b>985</b>	<b>12,200</b>	<b>11,900</b>
<b>Total Human Resources Budget</b>	<b>808,666</b>	<b>890,679</b>	<b>1,092,545</b>	<b>1,007,942</b>	<b>1,144,188</b>	<b>51,643</b>



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## JUDICIAL

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### DEPARTMENT SUMMARY

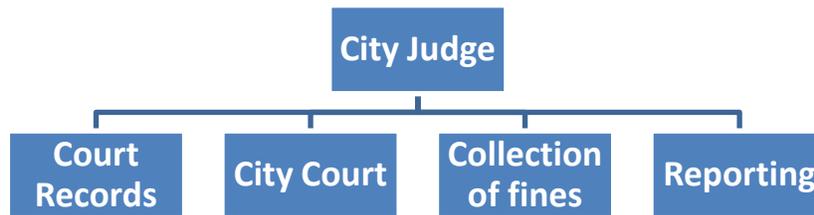
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The City Judge is the head of the Judicial Department and determines whether City Ordinances have been violated through a hearing and testimony from all necessary parties. The Judge also determines the fine to be imposed if he determines an ordinance 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.

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### ORGANIZATION CHART

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### IMPLEMENTATION OF COUNCIL PRIORITIES

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#### SAFE AND LIVABLE NEIGHBORHOODS

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

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#### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- 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 2016 ACCOMPLISHMENTS**

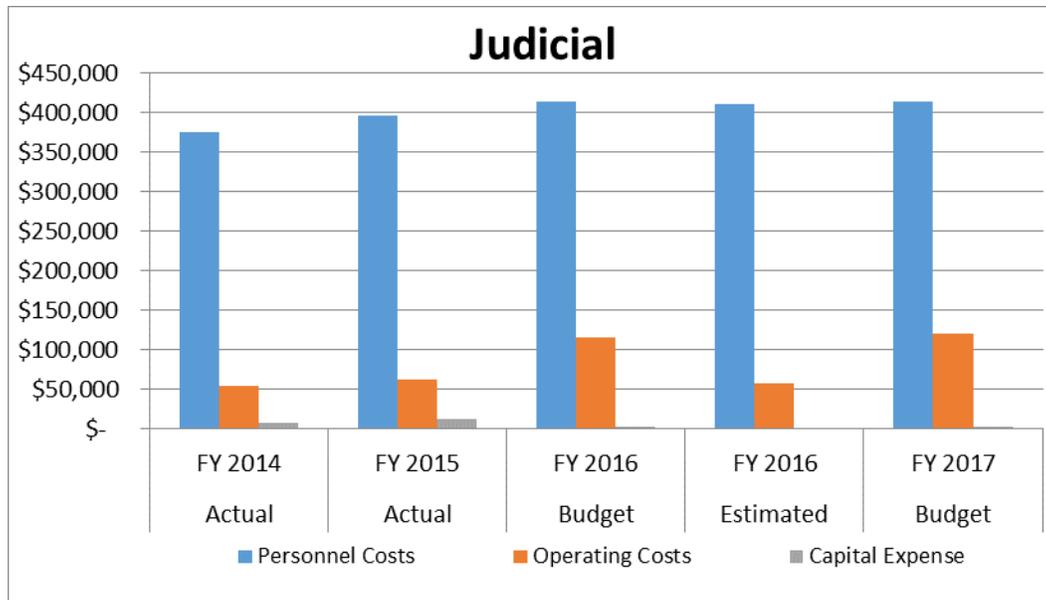
- Updated the Court Procedures on City’s web site and posted same for review by Court participants

**FY 2017 DEPARTMENT GOALS**

- Update our website page to make it more user friendly and more informational
- Real time upload of timed parking citations
- Successfully install and deploy new court case management software

**EXPENDITURE SUMMARY**

	<b>Judicial</b>				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 374,781	\$ 396,826	\$ 413,264	\$ 411,322	\$ 413,878
Operating Costs	\$ 53,664	\$ 62,697	\$ 115,428	\$ 57,999	\$ 119,900
Capital Expense	\$ 7,731	\$ 11,607	\$ 2,000	\$ 750	\$ 2,000
<b>Total Judicial</b>	<b>\$ 436,176</b>	<b>\$ 471,130</b>	<b>\$ 530,692</b>	<b>\$ 470,071</b>	<b>\$ 535,778</b>



## HUMAN RESOURCES SUMMARY

Judicial Department				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
Job Description				
City Judge	1	1	1	1
Chief Court Clerk	1	1	1	1
Court Clerk	3	3	3	3
Administrative Support Specialist II	1	1	1	1
<b>Total Judicial Allocation</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

### 2016 - 2017 Budget Year Judicial Budget

	2013 - 2014	2014 - 2015	2015 - 2016	2015 - 2016	2016 - 2017	Increase/ (Decrease)
Description	Actual	Actual	Budget	Estimated	Budget	
Salary - Full-Time - Regular			269,932	268,403	271,037	1,105
Longevity			5,520	5,520	5,340	(180)
Overtime Wages			-	50	-	-
Social Security & Medicare Tax			21,072	18,822	15,619	(5,453)
Hospital And Health Insurance			81,309	79,480	85,589	4,280
Dental Insurance - Delta			-	4,280	3,842	3,842
Defined Benefit Plan			33,256	32,598	29,134	(4,122)
Defined Contribution Plan					1,037	1,037
LTD & Life Insurance			1,783	1,783	1,857	74
Worker's Compensation			392	386	423	31
<b>Total Personnel Costs</b>	<b>374,781</b>	<b>396,826</b>	<b>413,264</b>	<b>411,322</b>	<b>413,878</b>	<b>614</b>
Contractual Services			8,000	6,200	8,000	-
Memberships & Dues			900	835	1,200	300
Publication - Formal & Legal			-	550	600	600
Subscriptions - Newspapers			-	300	400	400
Telephone & Other Comm.			1,600	910	1,600	-
Cell Phone			750	300	600	(150)
Professional Services			-	120	500	500
Other Professional Services			35,000	30,000	35,000	-
Repair & Maint - Software			41,178	1,463	45,000	3,822
Repair & Maint Furn. & Machine			5,000	734	2,000	(3,000)
Travel Expense			2,500	1,000	4,500	2,000
Office Supplies and Materials			14,000	9,000	13,000	(1,000)
Office Stationery and Forms			-	850	1,000	1,000
Postage & Shipping			6,000	5,000	6,000	-
Bad Debt Expense			-	738	500	500
Miscellaneous Expense			500			
<b>Total Operating Budget</b>	<b>53,664</b>	<b>62,697</b>	<b>115,428</b>	<b>57,999</b>	<b>119,900</b>	<b>4,472</b>
<b>Operating and Salary Budget</b>	<b>428,445</b>	<b>459,523</b>	<b>528,692</b>	<b>469,321</b>	<b>533,778</b>	<b>5,086</b>
Other Machinery and Equipment					2,000	
<b>Total Fixed Assets</b>	<b>7,731</b>	<b>11,607</b>	<b>2,000</b>	<b>750</b>	<b>2,000</b>	<b>-</b>
<b>Total Judicial Budget</b>	<b>436,176</b>	<b>471,130</b>	<b>530,692</b>	<b>470,071</b>	<b>535,778</b>	<b>5,086</b>



## POLICE

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### DEPARTMENT SUMMARY

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The Murfreesboro Police Department is committed to the protection of life and the prevention of crime and disorder. With an emphasis on community policing, the Police Department will build partnerships and seek proactive approaches and innovative solutions to address crime and other safety issues in Murfreesboro, which adversely affect the daily lives of the City's 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 237 police officers, 32 dispatchers, and 21 non-sworn support staff, 33 school patrol, and 6 part-time staff members contribute to the always challenging fight against crime and the protection of our community. In 2015, Part I crimes reported to the police increased overall by 241 incidents (4%). Officers responded to 110,786 calls for service (about 298 calls per day), completed 14,581 official police reports, initiated 8,921 criminal charges against defendants, and issued 19,746 citations.

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

The Uniformed Division, consisting of 168 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, Directed Patrol Unit, Aggressive Driving Unit, Parks and Greenway Patrol, 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: Crimes Against Property, Special Victims Unit, Crimes Against Persons, General Investigations, Special Investigations, Vice/Narcotics, and Forensic Services. 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. The CID assigned 2,504 cases for criminal investigation.

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, Field Training and Evaluation Program, Firearms, Supply, School Safety and Education programs, Crime Prevention, School Patrol, Grant Writing and Management, Accreditation Management, and Media Relations are all based out of this division. In 2015, the training section provided or coordinated a total of 43,525 hours of training for Department personnel and outside law enforcement agencies. Numerous community events were either attended or hosted by department personnel. Firearms training resulted in 74,588 rounds of ammunition fired during training exercises.

The Operations Division consists of Office of Professional Responsibility (OPR), Police and Fire Communications, Records Management, and Front Desk. OPR completed thirty (30) internal affairs investigations, processed 139 off duty jobs, and provided 1,470 copies of in-car video to officers, attorneys and citizens.

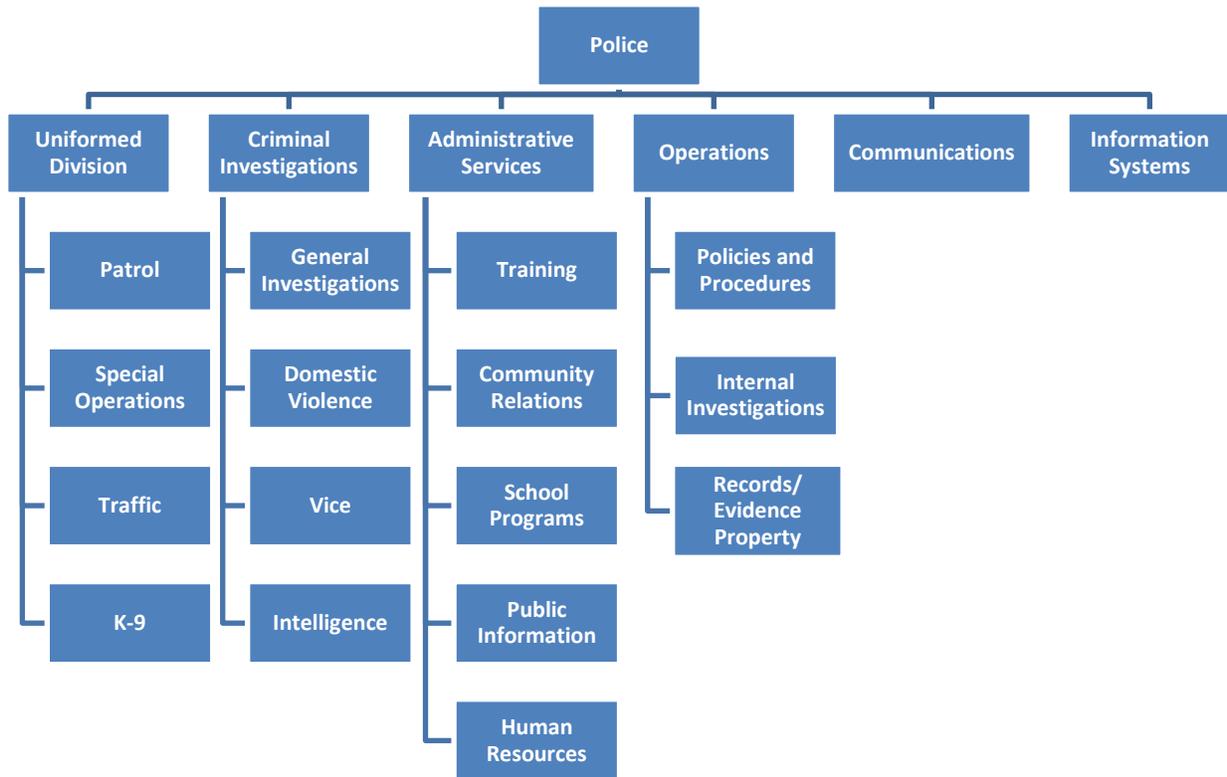
The Murfreesboro Police and Fire Communications Center serves the community by answering emergency and nonemergency calls for service, coordinating responses for those calls, and assisting the emergency service providers in protecting life and property. Consistently, this center is the busiest Public Safety Answering Point (P.S.A.P.) in Rutherford County. In 2015, more than 188,124 calls were received and 110,786 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. 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.

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## ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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- 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
- 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 reduction of land line costs
- Purchase and replacement of police vehicles to revive the take-home vehicle program and replace high mileage police vehicles

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

- Provide education to local businesses regarding crime prevention topics

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#### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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- Participate in specialized verbal judo classes for improved community relations and communication
- Integration of new mobile data terminals to increase access to information for improved service delivery to our citizens
- Providing School Safety Enforcement Officer (S.S.E.O.) programs (D.A.R.E. and G.R.E.A.T.) to all Murfreesboro City Schools including the new Overall Creek Elementary
- Expanding communications through social media

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#### ENGAGING OUR COMMUNITY

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- For FY 2017, 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)

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#### FY 2016 ACCOMPLISHMENTS

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- Design development phase for the New Police Headquarters at 1004 North Highland completed
- Began the construction phase of the two-way public safety radio tower network
- Implementation of a criminal investigative unit to address human trafficking and prostitution
- Trained supervisors in executive level leadership and management consisting of 1,500 hours of training in FBI LEEDA, Northwestern School of Police Staff and Command, the Tennessee Bureau of Investigation Leadership Academy and Southeastern Leadership Academy
- Provided training to officers from law enforcement agencies from across the U.S.

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#### FY 2017 DEPARTMENT GOALS

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- Begin the construction phase of the new Police Headquarters building at 1004 North Highland
- Attain the second award of police accreditation through the Tennessee Law Enforcement Accreditation Program
- Continuation of Selective Traffic Enforcement Program and utilization of the Aggressive Driving Unit and Motorcycle Unit to target traffic enforcement areas based on crash data
- Expansion of Field-Based Reporting (FBR) for Police incident, arrest and crash reports
- Implementation of document management and storage software for archiving official records
- Continued progress towards the Public Safety training facility
- Continued progress towards full implementation of a 700 MHz P25 digital two-way radio system, including the construction of two-way public safety radio tower network
- Complete disposal and sale of court awarded firearms in accordance with state law

Workload Indicator	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Proposed FY 2017
Telephone Calls Received	247,982	188,124	250,000	250,000	250,000
Total 911 Calls Received	44,111	47,660	44,000	50,000	44,000
Calls For Service	103,971	110,786	110,000	110,000	110,000
Traffic Crashes - Total	5,040	5,549	5,000	5,500	5,000
Fatalities	10	5	8	6	8
Injury	1,272	1,330	1,200	1,300	1,200
Non-Injury	3,758	4,214	3,800	4,200	3,800
Incident Reports	13,563	14,581	14,000	15,000	14,000
Arrests	9,993	8,921	9,500	9,000	9,500
Traffic Citations	17,010	19,746	18,000	20,000	18,000
Automated Red Light Citations	18,284	18,730	23,000	19,000	23,000
Parking Citations - Total	19,750	18,024	22,000	20,000	22,000
Firearms Training (Rounds Fired)	91,626	74,588	100,000	100,000	100,000
Training Hours – Total	23,324	20,460	40,000	40,000	40,000
S.S.E.O. (D.A.R.E. / G.R.E.A.T.) Classes	100	216	225	220	225
Community Education Classes	44	58	100	60	100
Citizen Police Academy (C.P.A.)	16	71	30	70	30
K-9 Deployments – Total	38	59	75	60	75
Internal Investigations	29	30	30	30	30
Criminal Investigations Division:					
Cases Assigned	2,785	2,504	3,000	3,000	3,000
Cases Closed	1,224	785	900	800	900
Cases Cleared	717	651	600	700	600

	Service	FY 14	FY 15	FY 2016	FY 2016	FY 2017
Service	Standard	Actual	Actual	Budget	Estimated	Projected
P.O.S.T. Certification	100% of all	97.2%	96%	100%	100%	100%
Response to Emergencies	4.5 minutes*	4.47	4.42	4.5	4.42	4.5
Reduction in Fatal Crashes	20%	-1	-5	4	-1	-1
*includes 56 priority one call for service classifications						

## 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

### Police

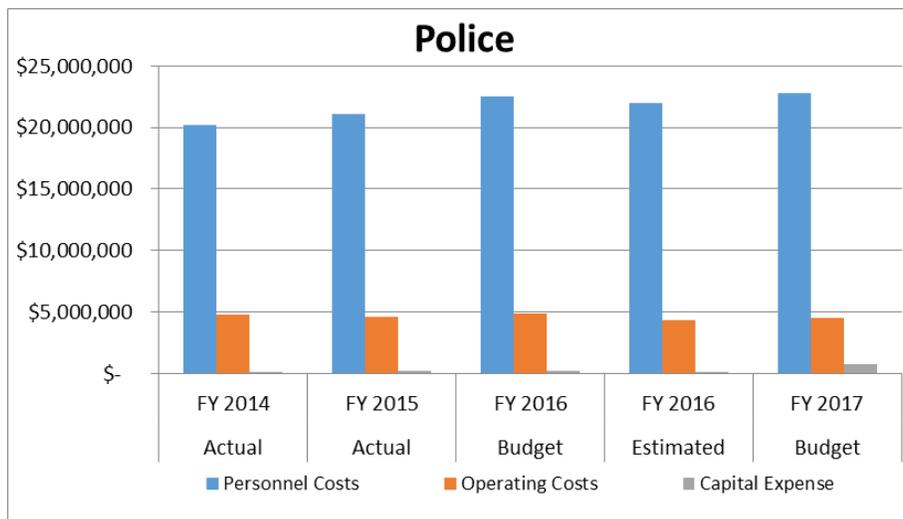
False Alarms/per 12 months	Fee
1-3	No charge
4-19	\$25 per false alarm
20 and above	\$25 per false alarm plus citation to City Court

## POLICE CAMPS

The MPD holds three 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.

## EXPENDITURE SUMMARY

	Police				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 20,220,268	\$ 21,091,856	\$ 22,547,610	\$ 22,001,404	\$ 22,831,380
Operating Costs	\$ 4,807,111	\$ 4,639,824	\$ 4,905,089	\$ 4,351,290	\$ 4,550,219
Capital Expense	\$ 126,647	\$ 215,589	\$ 208,406	\$ 164,147	\$ 715,876
<b>Total Police</b>	<b>\$ 25,154,026</b>	<b>\$ 25,947,269</b>	<b>\$ 27,661,105</b>	<b>\$ 26,516,840</b>	<b>\$ 28,097,475</b>



HUMAN RESOURCES SUMMARY

Police Department				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
<b>Job Description</b>				
Police Chief	1	1	1	1
Deputy Police Chief	1	1	1	1
Assistant Police Chief	1	1	1	1
Major	4	4	4	4
Captain	3	3	3	3
Lieutenant	10	10	10	10
Sergeant	37	37	38	38
Police Officer	173	175	179	185
Sworn Personnel	230	232	237	243
<b>Civilian</b>				
Communications Shift Supervisor	7	7	7	7
Dispatcher	25	25	25	25
Parking Enforcement Aide	2	2	2	2
Crime Data Analyst	1	1	1	1
Administrative Aide II	2	2	2	2
Department Coordinator	0	0	0	0
Administrative Support Specialist II	7	7	7	7
Administrative Support Specialist I	2	2	2	2
Police Evidence Technician	5	5	5	5
Custodian	2	2	2	2
Civilian Personnel	53	53	53	53
Information Desk	7	7	7	7
Private School Traffic Patrol	3	3	3	3
School Traffic Patrol	27	27	27	27
Total Part-Time Positions	37	37	37	37
<b>Total Police Allocation</b>	<b>320</b>	<b>322</b>	<b>327</b>	<b>333</b>

## 2016 - 2017 Budget Year

### Police Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			12,997,727	13,983,930	13,725,187	727,460
ALLOWANCE FOR UNFILLED VACANCIES					(274,452)	(274,452)
Longevity			180,840	180,840	175,260	(5,580)
Holiday Pay			350,000	350,000	350,000	-
Part-Time Regular Emp Wages			312,733	100,000	348,270	35,537
Overtime Wages			625,000	500,000	625,000	-
Meal Time Pay			931,500	-	931,500	-
Social Security & Medicare Tax			1,177,932	1,137,226	1,022,161	(155,771)
Hospital And Health Insurance			3,461,539	3,122,701	3,256,598	(204,941)
Dental Insurance - Delta			-	137,403	138,893	138,893
Dental Insurance - Assurant			-	1,476	1,516	1,516
Defined Benefit Plan			1,253,072	1,093,404	1,119,493	(133,579)
Defined Contribution Plan			90,071	178,065	226,384	136,313
LTD & Life Insurance			81,571	81,571	83,922	2,351
Worker's Compensation			1,085,625	1,134,788	1,101,648	16,023
<b>Total Personnel Costs</b>	<b>20,220,268</b>	<b>21,091,856</b>	<b>22,547,610</b>	<b>22,001,404</b>	<b>22,831,380</b>	<b>283,770</b>
Contractual Services			925,000	747,898	547,000	(378,000)
Memberships & Dues			8,000	7,686	8,000	-
Public Relations			-	10,808	27,000	27,000
County Shared Costs			31,500	32,085	33,000	1,500
Electric			190,000	158,191	190,000	-
Water			9,000	11,223	9,000	-
Gas			11,000	6,210	10,000	(1,000)
Telephone & Other Comm.			120,000	163,081	120,000	-
Cell Phone			215,000	157,686	215,000	-
Employee Testing			15,000	10,000	15,000	-
Medical Service - Arrestees			3,000	-	3,000	-
Repair & Maint. Motor Vehicles			100,000	83,846	100,000	-
Fleet - Repair & Maintenance			368,958	351,570	412,912	43,954
Repair & Maint - Lab Equipment			-	-	10,000	10,000
Repair & Maint - Invest Equip			10,000	9,000	500	(9,500)
Repair & Maint. - Animals			15,000	17,113	17,000	2,000
Repair & Maint. - Fire Ext.			7,500	1,100	10,000	2,500
Repair & Maint. - Firing Range			10,000	-	10,000	-
Repair & Maintenance - Guns			6,000	13,900	12,000	6,000
Repair & Maint - Video Equip			10,000	4,569	10,000	-
Repair & Maint Furn. & Machine			210,000	188,500	210,000	-
Repair & Maint - Traffic Timer			7,000	113	7,000	-
Repair & Maint. Buildings			95,000	104,713	100,000	5,000
Repair & Maintenance - Two-Way Comm Equip			10,000	190	35,000	25,000
Repair & Maint - MDTs			155,000	231,459	180,000	25,000
Repair & Maint. - Internet			24,000	18,422	32,000	8,000
Employee			10,000	13,423	11,000	1,000
Travel Expense			190,000	226,976	210,000	20,000
Other Employee & Travel			5,000	1,788	5,000	-
Office Supplies and Materials			100,000	99,508	100,000	-
Postage & Shipping			6,000	6,269	6,000	-
Chemical, Lab & Med Supplies			20,000	-	20,000	-
Household & Janitor Supplies			18,000	36,538	20,000	2,000

**2016 - 2017 Budget Year  
Police Budget**

<b>Description</b>	<b>2013 - 2014 Actual</b>	<b>2014 - 2015 Actual</b>	<b>2015 - 2016 Budget</b>	<b>2015 - 2016 Estimated</b>	<b>2016 - 2017 Budget</b>	<b>Increase/ (Decrease)</b>
Public Safety Supplies			340,109	484,550	130,913	(209,196)
Clothing and Uniforms			-	40,152	312,435	312,435
Flashlights			12,000	1,800	12,000	-
Educational Supplies			80,000	3,047	10,000	(70,000)
Gas			687,350	287,229	361,765	(325,585)
Clothing - Cleaning			-	-	60,000	60,000
Safety Supplies			5,000	2,896	5,000	-
Professional Liability			207,784	144,945	207,784	-
Vehicle Insurance			197,003	197,003	264,568	67,565
Rent			81,885	71,957	84,342	2,457
Special Investigative Funds			20,000	9,000	20,000	-
Federal Equitable			-	16,320	-	-
Sex Offender			2,500	800	2,500	-
JAG Grant Expense			30,000	72,185	30,000	-
GREAT&RAD Programs			10,000	1,733	10,000	-
DARE Program			15,000	15,000	17,000	2,000
Miscellaneous Expense			35,000	63,812	44,500	9,500
State Fines - Pass Thru			240,000	210,118	240,000	-
Graffiti Eradication			1,000	-	1,000	-
Drug Programs			3,000	306	3,000	-
Community Engagement			500	1,649	6,000	5,500
Travel Expense - Dispatchers			32,000	12,924	32,000	-
<b>Total Operating Budget</b>	<b>4,807,111</b>	<b>4,639,824</b>	<b>4,905,089</b>	<b>4,351,290</b>	<b>4,550,219</b>	<b>(354,870)</b>
<b>Operating and Salary Budget</b>	<b>25,027,379</b>	<b>25,731,680</b>	<b>27,452,699</b>	<b>26,352,693</b>	<b>27,381,599</b>	<b>(71,100)</b>
Transp Equipment						
Two Motorcycles (Safe Street)					64,000	
General Purp Machinery & Equip						
Twenty-Five Tasers w/Accessories					40,000	
Two Hundred Fifty Active Shooter Response Kits					125,000	
ATF Type 2 Explosives Magazine					10,000	
Multifunction Copy Machine					11,000	
GHSO Designated for Radar Equipment					50,000	
Computer Software Exp						
Vendor Increase in Upgrade Expenses					113,200	
Cell Brite Software Upgrade					3,300	
Document Management System					45,000	
TriTech Software Systems (shared with County)					65,101	
Computer Equipment						
Morpho Trak Live Scan System					15,000	
Virtual Server System					100,000	
Other Machinery and Equipment						
Normal Replacement					50,275	
Two Radar Trailers (Safe Street)					24,000	
<b>Total Fixed Assets</b>	<b>126,647</b>	<b>215,589</b>	<b>208,406</b>	<b>164,147</b>	<b>715,876</b>	<b>507,470</b>
<b>Total Police Budget</b>	<b>25,154,026</b>	<b>25,947,269</b>	<b>27,661,105</b>	<b>26,516,840</b>	<b>28,097,475</b>	<b>436,370</b>



## FIRE & RESCUE

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### DEPARTMENT SUMMARY

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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, technical rescue, emergency medical services, hazardous materials response and mitigation, and community risk reduction. The Department also provides the community with a coordinated and planned response to natural and man-made disasters.

The Murfreesboro Fire & Rescue Department maintains an Insurance Services Office (ISO) rating of Class 2, which equates to extremely low insurance rates for all residential, mercantile, industrial, and commercial properties. Nine stations and 189 employees provide fire suppression, emergency medical care, rescue, hazardous material response and mitigation, inspections, plans review of commercial structures and public education on a full time basis. The department responded to 10,720 calls for service during Fiscal Year 2015 (21.4% increase from FY2014) and is projected to respond to 11,283 calls for service by the end of FY 2016.

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

The Administration Division is responsible for day-to-day management and supervision of the fire and rescue department; oversees, directs and evaluates fire suppression, emergency medical services, special operations, community risk reduction, and training. It is also responsible for leadership and administration of the department and ensures that all personnel are provided the training, equipment, and other resources to effectively serve the citizens and visitors of Murfreesboro. Administration evaluates needs and makes recommendations on facilities, apparatus, and equipment and plans capital improvement projects and timetables for implementation. The Administration Division works with other city departments to strategically plan for the emergency response needs of this community including provisions for services, locations of stations, personnel, training, strategic partnerships, etc.

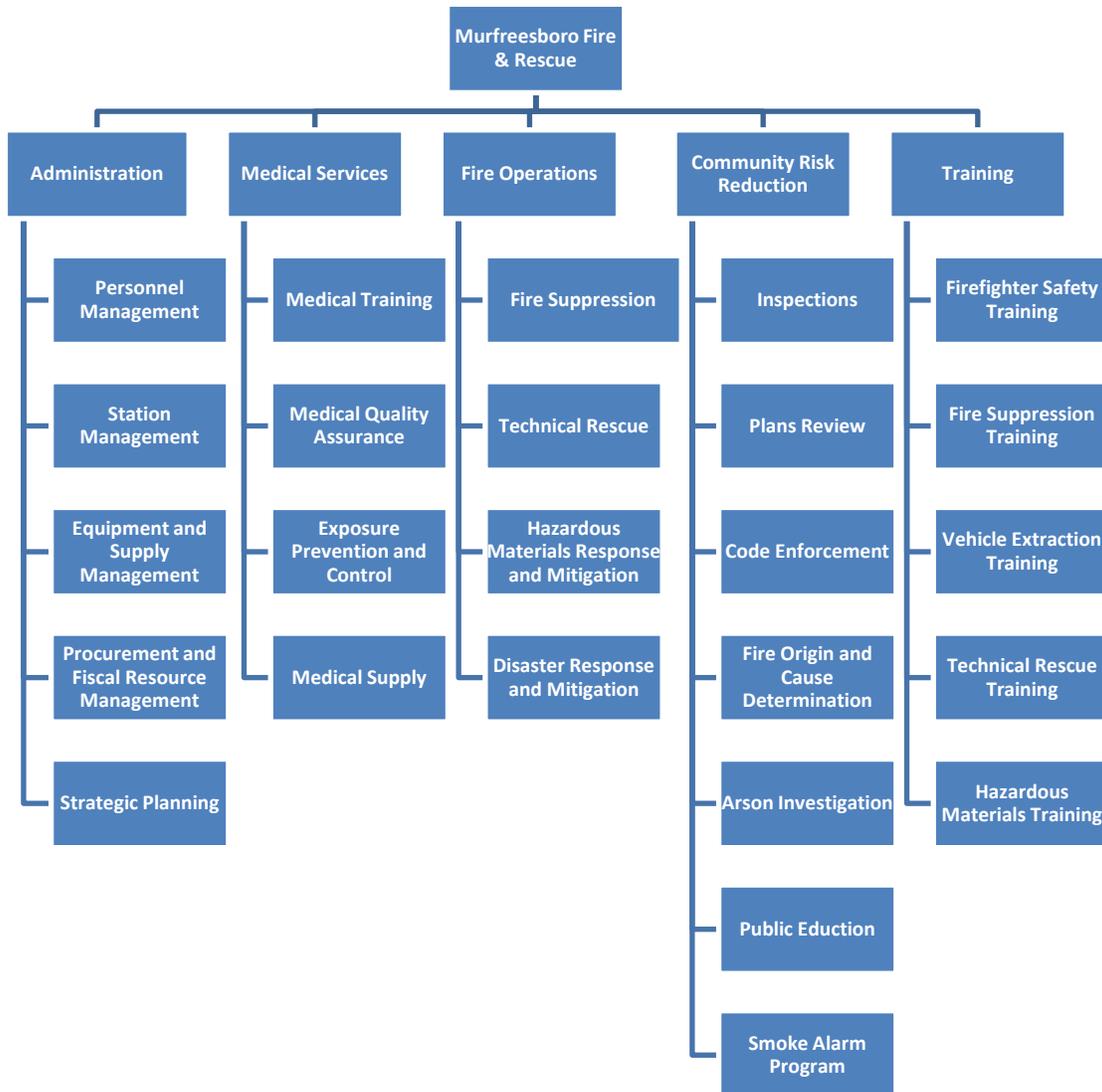
The Fire Prevention Division provides fire inspection, codes enforcement and site plans review and approval. The Division conducts investigations to determine the origin and cause of fires, and distributes and installs smoke alarms within the City. The division leads in the education of youth and adults in fire prevention and safety through programs such as "Freddie the Fire Truck," the Fire Safety house, "Dante's Dance", and participation in National Fire Prevention Week. The division also leads a child safety seat program.

The Medical Services Division is responsible for the 24-hour per day provision of emergency medical services. The division oversees all medical training, medical quality assurance, exposure prevention and control, and medical supplies.

Fire Operations Division is responsible for the 24-hour per day provision of emergency services including suppression, extrication, hazardous materials response and mitigation, technical rescue, and disaster response and mitigation.

The Training Division provides fire, 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.

## ORGANIZATION CHART



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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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

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### ENGAGING OUR COMMUNITY

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- Update Fire Safety PSAs in High Definition format and broadcast on CityTV to educate our citizens on our services as well as fire safety, cooking safety, etc.
- Publish the monthly newsletter “The Extinguisher” with news, human interest items, etc. The link will be posted to the website as well as Facebook, so that the public has the opportunity to MFRD’s monthly activities. Past issues of the newsletter will also be available in archives
- Continue to quarterly produce “Cooking with MFRD” for CityTV and YouTube. This allows MFRD to introduce our employees and their favorite recipes to the public. The archived episodes and recipes are also available on the website
- Set up smoke alarm canvasses in high risk areas in Murfreesboro. This canvassing can be a MFRD venture or can be conducted jointly with other organizations such as the State Fire Marshal’s Office or American Red Cross. When possible, MFRD can team up with MTSU and high schools for volunteers

- Set up the Special Events Team tent and display board at various events throughout the City. MFRD employees discuss fire safety, distribute fire safety literature, and give out items such as plastic fire hats, etc.
- Post pictures, fire safety messages, State Fire Marshal's Office (SFMO) press releases, MFRD news releases, event flyers, etc. on MFRD's Facebook as well as the City of Murfreesboro's Facebook. This will encourage the public to be more involved with events in the City and also create responses to the "calls to action" from both MFRD and SFMO
- Conduct a six-week Citizens Fire Academy to give citizens a chance to better appreciate and understand MFRD employees and the services the department offers
- Film and photograph MFRD training for YouTube and Facebook to allow the public to view the exercises MFRD performs

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### FY 2016 ACCOMPLISHMENTS

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- In September 2015 initiated change in first alarm assignment to all structure fires, which sends an additional firefighting company to all reports of structure fires. This change in dispatch procedure enhances scene safety, operational capabilities, and better complies with ISO and National Fire Protection Association (NFPA) standards
- In September 2015 all Captains, Shift Training/Safety Officers, Shift Commanders, and other members received training regarding firefighting tactics and safety. The training included new tactics based on research, which involve flow path control, quick water, and sequenced ventilation
- In October 2015 rescue teams were deployed to South Carolina to assist with devastating flooding from Hurricane Joaquin. Two separate teams were deployed involving 13 MFRD personnel and numerous pieces of equipment. Our personnel performed numerous rescues and welfare functions during the deployment
- In January of 2016 all Captains, Shift Training/Safety Officers, Training Coordinators, Assistant Fire Marshals, Shift Commanders, Fire Marshal, Assistant Chiefs, and Deputy Chief received leadership and discipline training. The training included leadership in the fire and emergency services, mentoring, coaching, counseling, and discipline. Human Resources Director Glen Godwin facilitated role play exercises during this training
- One Pumper was completed and delivered in February 2016. All essential equipment was placed on the apparatus and training was conducted. The new apparatus was placed in service in April 2016. The acquisition of this apparatus was a result of a settlement and trade-in of a 2008 4x4 pumper which has been non-operational for more than three (3) years
- Worked with Middle Tennessee State University (MTSU) on design of logos to be placed on the new pumper and pumper was decal'd with various MTSU logos. The pumper was placed into service at Station 3 on Mercury Blvd which is the first due station for campus. The new "True Blue" pumper signifies the pride that the City of Murfreesboro has for our University as well as the continued partnership and connection of MTSU to the City
- Completed transition for all personnel licensed as EMT-IV to AEMT
- Incorporated two Humvees into emergency fleet to respond to off-road brush or wildland fires and airport incidents
- Fire Prevention Division was renamed the Community Risk Reduction Division to better capture the diversity of programs and activities that the division conducts and to better prepare to serve

our community in expanded roles in the future. The thirteenth Citizens Fire Academy was held in September and October 2015. Thirteen (13) citizens graduated on October 27, 2015

- The communications upgrade consisting of four new communications towers was initiated with a groundbreaking ceremony on December 29, 2015. Construction on the towers should be completed around the end of October 2016 and the new simulcast system should be operational by the end of the calendar year. The upgraded communications towers will expand coverage and enhance interoperability which will greatly improve safety for responders.
- Began expanded use of FireRMS software including entering equipment in the software system to enhance tracking and replacement
- Developed departmental Succession Plan that includes updated job descriptions, minimum position requirements, and promotional procedures

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### CAPITAL PROJECTS INITIATED IN FY16

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- Replace SCBA mounted firefighter escape “bail-out” systems with new systems which will be built into each firefighter’s individual gear
- Install equipment to facilitate video conferencing within the entire department. Video conferencing will be utilized for all classroom based training in the department. This training method will keep units in their primary response zone resulting in decreased response times and significant long term costs savings
- Replace current phone system with VoIP system through the City network which will result in significant costs savings
- Upgrade existing IT network infrastructure at all stations, fire administration, the police department, and city hall. This upgrade includes replacing network switches, routers, and provisions for wireless network at all stations and fire administration
- Upgraded computer automated dispatch, new version of FireRMS, new electronic patient care reporting, and enhanced station alerting
- Initial outlay of replacement turnout gear and helmets, which will initiate rolling replacement of all turn-out gear
- Purchase and install commercial washer/extractors to clean turnout gear and other protective clothing
- Purchase and install back-up generators for eight of the ten fire stations. This will provide emergency power and 24/7 operational capabilities for all stations

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### FY 2017 DEPARTMENT GOALS

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- Open Fire Station 10 on Veteran’s Parkway by August 1, 2016
- Begin providing complete Basic Life Support services (medication administration and procedures) by October 1, 2016
- Begin providing Advanced Life Support emergency medical services by July 1, 2017.
- Provide “in-house” Emergency Medical Technician training program to upgrade 24 personnel from Emergency Medical Responder to Emergency Medical Technician through partnership with Motlow State Community College
- Initiate contract with a Medical Director for BLS and ALS level emergency medical services.
- Rename Fire Prevention Division to Community Risk Reduction Division to better capture the amount and level of risk reduction programs our department provides

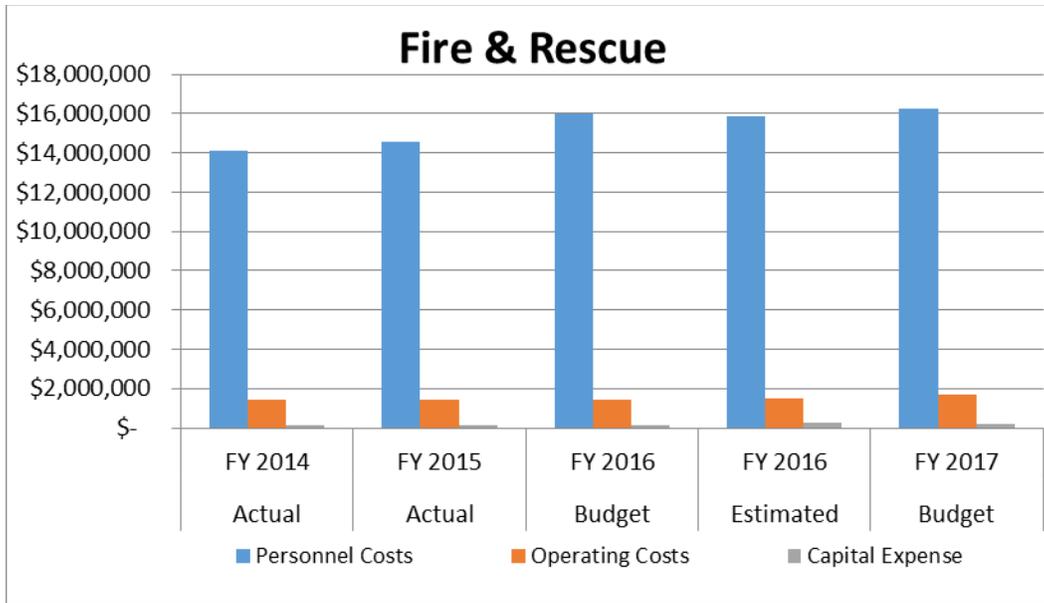
- Secure the site and begin construction of the Public Safety Training Facility to enhance ISO points and training of personnel
- Prepare specifications and order 100' Platform Aerial
- Begin construction of the new Station 4 which will be located on Medical Center Parkway.
- Grow and expand public education programs with regard to fire safety, injury and accident prevention, and pre-incident planning. This expansion includes developing a partnership with Murfreesboro City Schools
- Train personnel on new electronic patient care reporting (ePCR) software and new version of FireRMS and fully implement in FY17
- Continue to broaden use of current FireRMS software for inventory, training and certifications.
- Increase training hours for suppression, medical and special operations

Workload Indicator	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Proposed FY 2017
Number of emergency calls	8,838	10,720	10,585	11,283	11,875
Fires per 1,000 population	3.20	3.19	3.38	3.03	3.00
Estimated property saved from fire	\$ 7,673,721	\$ 14,901,196	\$ 13,692,204	\$ 7,746,744	\$8,100,000
Personnel training hours	71,653	60,827	54,712	76,566	80,000
Fire Inspections per 1,000 population	40.39	48	40	44	40
Public Relations contacts	43,794	35,581	34,750	55,000	50,000

Service	Service Standard	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Proposed FY 2017
Response to emergency incidents	4 minute standard response time	4:09	4:09	4:09	4:08	4:08
Estimated property saved from fire	% of property value	78%	87%	80%	87%	80%
Personnel training hours	20 hours per person, per month	100%	100%	100%	100%	100%
Residential structure fire cause determined rate	82% national average	90%	84%	90%	85%	88%

## EXPENDITURE SUMMARY

	Fire & Rescue				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 14,081,082	\$ 14,563,405	\$ 15,969,645	\$ 15,859,713	\$ 16,279,491
Operating Costs	\$ 1,408,596	\$ 1,411,086	\$ 1,451,055	\$ 1,501,822	\$ 1,704,381
Capital Expense	\$ 108,630	\$ 155,580	\$ 152,056	\$ 251,939	\$ 195,375
<b>Total Fire</b>	<b>\$ 15,598,308</b>	<b>\$ 16,130,071</b>	<b>\$ 17,572,756</b>	<b>\$ 17,613,474</b>	<b>\$ 18,179,247</b>



## HUMAN RESOURCES SUMMARY

Fire & Rescue				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
<b>Job Description</b>				
Fire Chief	1	1	1	1
Deputy Fire Chief	1	1	1	1
Assistant Fire Chief	3	3	3	3
Fire Marshal	1	1	1	1
Shift Commander	3	3	3	3
Assistant Fire Marshal	3	3	3	3
Fire Training Coordinator	2	2	2	2
Administrative Aide II	3	3	3	3
Fire Captain	33	33	33	36
Fire Driver	48	48	48	51
Firefighter	90	90	90	99
<b>Full-Time Positions</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>203</b>
Administrative Support Specialist I	1	1	1	1
Laborer	1	1	1	1
<b>Part-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Total Fire Allocation</b>	<b>190</b>	<b>190</b>	<b>190</b>	<b>205</b>

## 2016 - 2017 Budget Year

### Fire & Rescue Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			9,995,740	10,160,935	10,536,594	540,854
Longevity			166,380	166,380	163,140	(3,240)
Holiday Pay			372,865	350,000	372,865	-
Part-Time Regular Emp Wages			37,356	947	38,103	747
Overtime Wages			361,797	361,797	372,000	10,203
Other Wages			-	-	4,272	4,272
Social Security & Medicare Tax			836,462	711,650	785,027	(51,435)
Hospital And Health Insurance			2,497,348	2,315,940	2,348,142	(149,206)
Dental Insurance - Delta			-	108,000	110,588	110,588
Dental Insurance - Assurant			-	150	96	96
Defined Benefit Plan			1,067,889	1,016,521	1,041,177	(26,712)
Defined Contribution Plan			55,406	67,220	108,552	53,146
LTD & Life Insurance			63,672	63,672	65,919	2,247
Worker's Compensation			480,730	502,500	296,016	(184,714)
Respiratory Protection Program			34,000	34,000	37,000	3,000
<b>Total Personnel Costs</b>	<b>14,081,082</b>	<b>14,563,405</b>	<b>15,969,645</b>	<b>15,859,713</b>	<b>16,279,491</b>	<b>309,846</b>
Contractual Services			-	-	45,000	45,000
Memberships & Dues			2,300	2,400	1,500	(800)
Subscriptions - Newspapers			2,600	2,600	2,850	250
Profession. Svc - Subscription			-	1,500	1,700	1,700
Electric			152,000	124,500	142,000	(10,000)
Water			19,000	20,100	21,300	2,300
Telephone & Other Comm.			132,000	132,100	80,000	(52,000)
Cell Phone			14,000	14,000	16,700	2,700
Employee Testing			3,050	6,600	6,888	3,838
Repair & Maint. Motor Vehicles			37,000	36,500	41,300	4,300
Fleet - Repair & Maintenance			287,550	349,385	342,105	54,555
Repair & Maint Other Mach & Eq			-	500	4,600	4,600
Repair & Maint. - Appliances			3,200	3,200	3,200	-
Repair & Maint. - Fire Ext.			2,000	2,800	2,000	-
Repair & Maint - Hose & Nozzle			5,500	72,500	21,000	15,500
Repair & Maint - Video Equip			1,500	1,500	1,500	-
Repair & Maint Furn. & Machine			5,400	5,400	5,700	300
Repair & Maint Grounds & Imp			-	150	300	300
Repair & Maint. Buildings			71,500	69,350	64,500	(7,000)
Repair & Maint - Other			-	2,000	2,000	2,000
Repair & Maintenance - Radios			3,000	3,000	18,400	15,400
Repair & Maint - MDTs			500	500	500	-
Car Allowance & Mileage			300	100	300	-
Travel Expense			79,990	87,700	102,175	22,185
Disposal Fees			-	60	360	360
Office Supplies and Materials			22,000	22,000	24,000	2,000
Postage & Shipping			350	500	1,000	650
Chemical			6,000	6,000	6,000	-

## 2016 - 2017 Budget Year

### Fire & Rescue Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Household & Janitor Supplies			37,500	37,500	41,200	3,700
Rags, Towels, Etc.			450	450	450	-
Clothing and Uniforms			192,000	192,000	303,000	111,000
Response Supplies			58,225	58,225	93,525	35,300
Flashlights			5,000	7,700	14,900	9,900
Smoke Detectors			500	-	-	(500)
Fire Prevention			18,000	18,000	12,000	(6,000)
Child Safety Supplies			9,000	9,000	9,000	-
Educational Supplies			-	4,500	15,400	15,400
Gas			145,938	73,800	105,836	(40,102)
Clothing - Cleaning			22,000	22,000	24,000	2,000
Consumable Tools			3,500	3,500	5,700	2,200
Other Supplies & Materials			1,250	1,250	-	(1,250)
Vehicle Insurance			85,152	85,152	88,332	3,180
Miscellaneous Expense			20,000	20,000	19,960	(40)
Community Engagement			1,800	1,800	12,200	10,400
<b>Total Operating Budget</b>	<b>1,408,596</b>	<b>1,411,086</b>	<b>1,451,055</b>	<b>1,501,822</b>	<b>1,704,381</b>	<b>253,326</b>
<b>Operating and Salary Budget</b>	<b>15,489,678</b>	<b>15,974,491</b>	<b>17,420,700</b>	<b>17,361,535</b>	<b>17,983,872</b>	<b>563,172</b>
Transp Equipment						
Ford F-150 Super Crew 4X4					37,000	
Ford Explorer Interceptor SUV					31,700	
General Purp Machinery & Equip						
Station 10 Lawn Equipment					4,600	
HazMat Chemical Triner					5,500	
E-10 Equipment					4,700	
Office Machinery and Equipment						
Station 10 Office Equipment					6,000	
Computer Software Exp						
MyFire Rules					8,700	
Crystal Reports Software					1,000	
Crystal Reports - Setup					1,200	
Computer Equipment					5,500	
Other Machinery and Equipment						
Normal Replacement					40,000	
Equipment & Props needed for AEMT Training					11,500	
Lockers for Station 7 & 8					16,100	
DEF Pump and Cart					2,000	
Fifteen Replacement Recliners					4,875	
Station 10 Housing Equipment					15,000	
<b>Total Fixed Assets</b>	<b>108,630</b>	<b>155,580</b>	<b>152,056</b>	<b>251,939</b>	<b>195,375</b>	<b>43,319</b>
<b>Total Fire &amp; Rescue Budget</b>	<b>15,598,308</b>	<b>16,130,071</b>	<b>17,572,756</b>	<b>17,613,474</b>	<b>18,179,247</b>	<b>606,491</b>



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## BUILDING AND CODES

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### DEPARTMENT SUMMARY

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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.

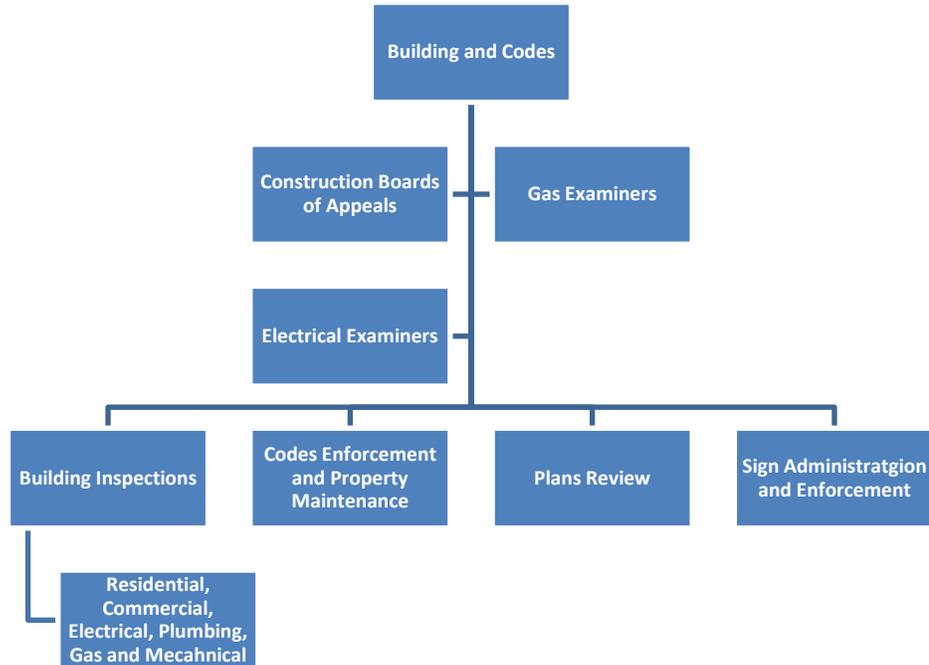
The Department has experienced a significant increase in expected permit revenue for the FY 2016 budget year. The Department budgeted gross revenues were \$2,265,387 and estimated revenue for this fiscal year will be \$3,200,000, an increase of \$934,613 over budgeted revenue.

New residential construction has increased along with apartment buildings which is the major reason our total number of permits increased from 9,500 in FY 2015 to an estimated 11,000 in FY 2016. In light of the increase in construction activity, we are requesting to add one more building inspector and to make a part-time permit clerk into a full-time position.

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## ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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- 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

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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

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## ENGAGING OUR COMMUNITY

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

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## FY 2016 ACCOMPLISHMENTS

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- Continue design phase of bringing City Owned Buildings into compliance with ADA
- Successfully transitioned from two Administrative Support Specialists retiring and transfer of Department Head, which caused seven of the ten office staff members to move into new positions

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## FY 2017 DEPARTMENT GOALS

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- Begin Phase III of updating and modifying the Sign Ordinance
- Make Social Media a more prominent tool for informing the construction industry of new policies, procedures and code information
- Bid out first phases of the ADA upgrade to City owner buildings
- Inter-office training so that all positions will have a back-up person

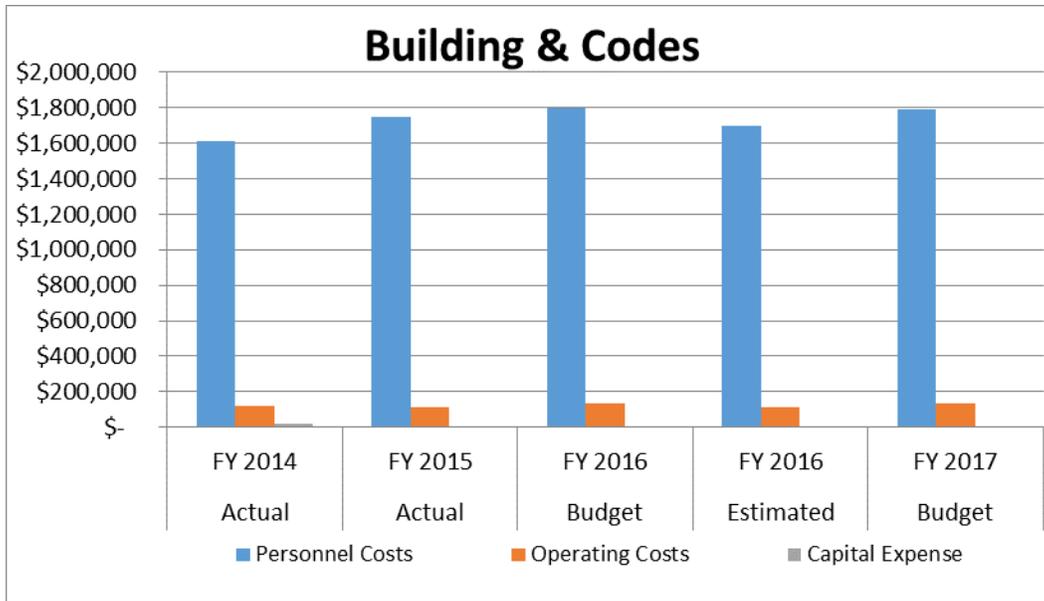
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Proposed FY 2017
Residential Permits (new one and two family)	638	710	710	750	825
Multi-family Units Permitted Including Motels		805	805	1097	900
Commercial Permits (new)	28	33	33	29	30
All Other Expansions Commercial	267	265	265	235	250
All Other Expansions Residential	557	576	576	500	475

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## EXPENDITURE SUMMARY

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	<b>Building &amp; Codes</b>				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 1,610,165	\$ 1,748,738	\$ 1,799,710	\$ 1,699,562	\$ 1,790,569
Operating Costs	\$ 119,805	\$ 114,687	\$ 130,984	\$ 110,472	\$ 134,964
Capital Expense	\$ 17,167	\$ 4,392	\$ 5,000	\$ 1,533	\$ 6,430
<b>Total Building &amp; Codes</b>	<b>\$ 1,747,137</b>	<b>\$ 1,867,817</b>	<b>\$ 1,935,694</b>	<b>\$ 1,811,567</b>	<b>\$ 1,931,963</b>



## HUMAN RESOURCES SUMMARY

Building and Codes				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
<b>Job Description</b>				
Director - Building	1	1	1	1
Assistant Director - Building	1	1	1	1
Building/Codes Inspector	8	7	7	8
Plan Examiner	1	2	2	2
Administrative Aide I	2	2	2	2
Electrical Inspector	3	3	4	4
Sign Administrator	1	1	1	1
Permits Technician	5	5	5	6
<b>Full-Time Positions</b>	<b>22</b>	<b>22</b>	<b>23</b>	<b>25</b>
Electrical Inspector	1	0	0	0
Administrative Support Specialist I	0	1	1	0
<b>Part-Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Total Building and Codes Allocation</b>	<b>23</b>	<b>23</b>	<b>24</b>	<b>25</b>

**2016 - 2017 Budget Year**  
**Building and Codes Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			1,242,805	1,196,468	1,270,904	28,099
Longevity			16,980	16,980	12,540	(4,440)
Part-Time Regular Emp Wages			18,876	-	18,872	(4)
Overtime Wages			-	53	5,000	5,000
Social Security & Medicare Tax			97,818	84,122	76,158	(21,660)
Medicare Tax			-	4,500	16,507	16,507
Hospital And Health Insurance			278,433	257,200	261,535	(16,898)
Dental Insurance - Assurant			-	125	93	93
Defined Benefit Plan			112,840	107,756	96,179	(16,661)
Defined Contribution Plan			13,681	14,293	23,807	10,126
LTD & Life Insurance			7,912	7,912	7,931	19
Worker's Compensation			10,365	10,152	1,043	(9,322)
<b>Total Personnel Costs</b>	<b>1,610,165</b>	<b>1,748,738</b>	<b>1,799,710</b>	<b>1,699,562</b>	<b>1,790,569</b>	<b>(9,141)</b>
Contractual Services			-	2,767	2,600	2,600
Memberships & Dues			2,500	3,304	2,800	300
Advertising			500	-	500	-
Subscriptions - Newspapers			-	306	300	300
Telephone & Other Comm.			3,500	3,449	3,700	200
Cell Phone			16,000	6,435	13,480	(2,520)
Repair & Maint. - Software			9,500	11,500	11,500	2,000
Car Allowance & Mileage			65,000	56,073	66,100	1,100
Travel Expense			8,500	4,500	8,500	-
Office Supplies and Materials			16,000	16,000	16,000	-
Postage & Shipping			5,500	3,215	5,500	-
Public Safety Supplies			1,500	400	1,500	-
Field Supplies-PS			750	800	750	-
Vehicle Insurance			234	234	234	-
Miscellaneous Expense			500	-	500	-
Meals During Meetings			1,000	1,489	1,000	-
<b>Total Operating Budget</b>	<b>119,805</b>	<b>114,687</b>	<b>130,984</b>	<b>110,472</b>	<b>134,964</b>	<b>3,980</b>
<b>Operating and Salary Budget</b>	<b>1,729,970</b>	<b>1,863,425</b>	<b>1,930,694</b>	<b>1,810,034</b>	<b>1,925,533</b>	<b>(5,161)</b>
Computer Equipment						
Computer (New Hire)					1,100	
Computer for Receptionist					1,100	
Two Laptops (Residential Field Inspectors)					2,400	
Computer Monitor					230	
Scanner (Permit Technician)					1,600	
<b>Total Fixed Assets</b>	<b>17,167</b>	<b>4,392</b>	<b>5,000</b>	<b>1,533</b>	<b>6,430</b>	<b>1,430</b>
<b>Total Building &amp; Codes Budget</b>	<b>1,747,137</b>	<b>1,867,817</b>	<b>1,935,694</b>	<b>1,811,567</b>	<b>1,931,963</b>	<b>(3,731)</b>



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## PLANNING

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### DEPARTMENT SUMMARY

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During 2015-2016 budget year, Planning has seen an increase in all types of construction. Single family permits increased from 821 during 2014-2015 to 1142 during 2015-2016. Multi-family permits increased from 1023 to 1185 units. Preliminary approval of 1277 lots was given along with final approval of 914 lots. At the end of 2015 only 748 single family lots were available for construction, the lowest in years. The Planning Commission conducted 72 public hearings and held 25 regular meetings. Staff has reviewed approximately 3,000 applications for permits and helped approximately 6,900 visitors.

One of the key goals for the Planning Department in FY 2016-17, is to focus on allowing the public and private sector as partners in the development of our City to reduce development cost by providing delivery of services in a timely manner; which, includes exemplary customer services.

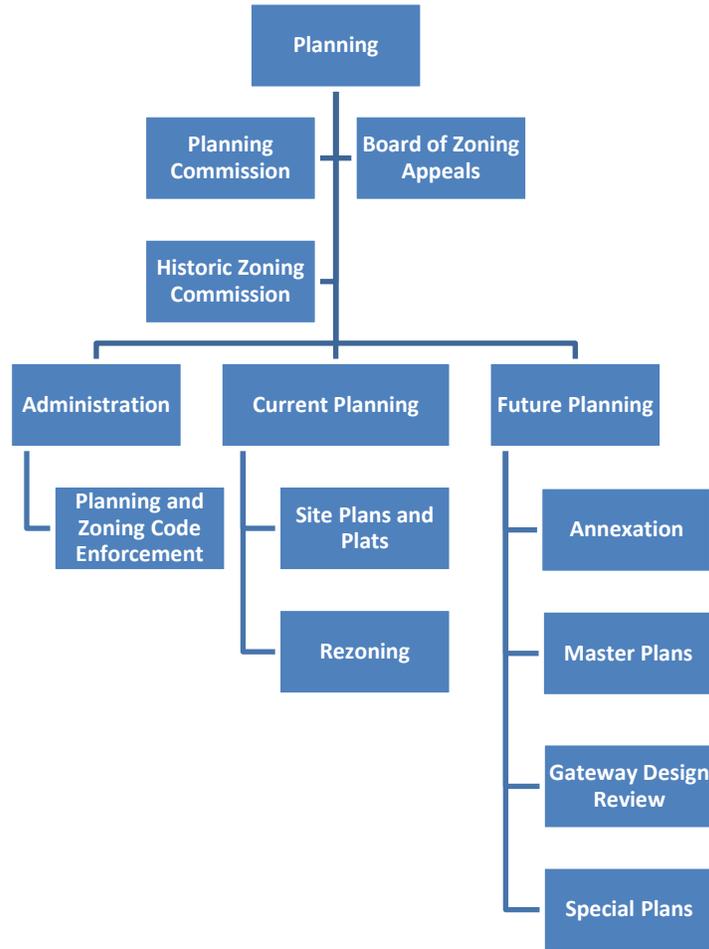
The Planning Department is charged with coordinating the physical development of the community and managing long-term growth to create a well-designed, high quality community. This is accomplished through effective planning, zoning, plan review and ordinance enforcement activities to preserve and enhance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

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## ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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

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## STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- 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
- Provide assistance with the City's participation in the National Flood Insurance Program (NFIP) to make low cost flood insurance available throughout the community

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## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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- 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

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## ENGAGING OUR COMMUNITY

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- 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 in annexed areas using a variety of means including social media
- Held a neighborhood meeting for the Gateway Overlay District to discuss proposed amendments to the regulations
- Utilize social media for public notification and for public participation in Planning related projects
- Attend meetings of civic and educational organizations as featured speakers

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## FY 2016 ACCOMPLISHMENTS

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- Review approximately 177 preliminary and final plats, 197 site plans and 33 rezoning applications
- Actively solicit input from stake holders within the development community
- Review approximately 3,000 new commercial, residential, multi-family permits; which also includes residential fence, and remodeling permits.

- Begin studying Murfreesboro downtown area for possible redevelopment
- Provide input and staff support for the Gateway Design Review Committee
- Amend the sign ordinance section dealing with temporary sign's
- Provide support to Murfreesboro 2035 consultants
- Continue to implement the City Core Overlay
- Prepare minutes for all public meetings
- Complete all required training
- Assist approximate 6,900 visitors to Planning & Engineering Department

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### FY 2017 DEPARTMENT GOALS

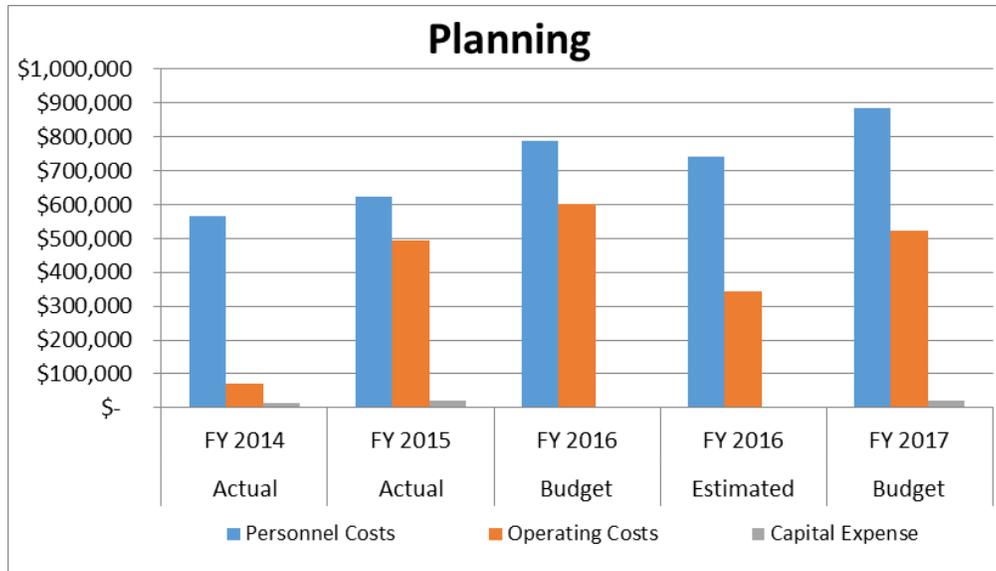
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- Continue reviewing the development process and identify areas which can be improved
- Provide quality plan review in a timely manner
- Work with the development community to open dialog between design professional and staff
- Review the zoning ordinance to identify areas which could be revised to streamline the development process
- Update the City's web site to be more user friendly
- Manage the Board of Zoning Appeal, Planning Commission and Historic Zoning.
- Attend neighborhood meeting and provide information to the public regarding annexation and rezoning of property
- Assist the Engineer Department in complying with the cities Flood Insurance Program
- Develop Design Guidelines for use in commercial zones
- Implement changes to the zoning ordinance to stream line the review process

	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017
Number of plats reviewed and approved	169	170	183	177	170
Number of agendas published	42	48	48	34	40
Number of Public Hearings	137	140	126	72	75
Number of Zoning Violation Cases	70	120	46	37	40
Number of Annexation Studies	13	12	12	11	12
Number of Zoning Applications	50	50	56	33	40
Number of Gateway Design Review Items	16	25	23	34	30
Number of Ordinance Amendments	7	10	10	2	5
Number of Mandatory Referrals and R.O.W.	18	25	24	18	20
Number of Home Occupations	192	250	297	283	250
Number of Site Plans reviewed	157	160	156	197	155

## EXPENDITURE SUMMARY

	Planning				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 564,322	\$ 621,474	\$ 787,513	\$ 740,843	\$ 885,074
Operating Costs	\$ 70,111	\$ 495,412	\$ 600,500	\$ 343,208	\$ 524,500
Capital Expense	\$ 13,096	\$ 20,297	\$ 3,000	\$ 2,179	\$ 19,300
<b>Total Planning &amp; Engineering</b>	<b>\$ 647,529</b>	<b>\$ 1,137,183</b>	<b>\$ 1,391,013</b>	<b>\$ 1,086,230</b>	<b>\$ 1,428,874</b>



## HUMAN RESOURCES SUMMARY

	Planning			
	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Proposed FY 2017
<b>Job Description</b>				
Planning Commission	7	7	7	7
Board of Zoning Appeals	5	5	5	5
	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
Planning Director	1	1	1	1
Assistant Planning Director				1
Principal Planner	2	3	3	3
Planner	2	2	2	2
Administrative Aide II	1	1	1	1
Administrative Support Specialist II	1	1	1	1
Administrative Support Specialist I				1
<b>Total Planning Allocation</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>10</b>

## 2016 - 2017 Budget Year Planning Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			595,358	537,303	617,263	21,905
Longevity			3,660	3,660	5,700	2,040
Part-Time Regular Emp Wages			-	2,850	22,800	22,800
Social Security & Medicare Tax			45,825	36,442	46,543	718
Hospital And Health Insurance			88,023	92,235	119,028	31,005
Dental Insurance - Delta			-	4,000	4,725	4,725
Defined Benefit Plan			34,844	48,517	50,862	16,018
Defined Contribution Plan			9,147	4,859	8,880	(267)
LTD & Life Insurance			3,575	3,575	3,014	(561)
Worker's Compensation			7,081	7,401	6,259	(822)
<b>Total Personnel Costs</b>	<b>564,322</b>	<b>621,474</b>	<b>787,513</b>	<b>740,843</b>	<b>885,074</b>	<b>97,561</b>
Contractual Services			517,000	265,000	394,000	(123,000)
Special Census					50,000	50,000
Printing Services			-	2,250	-	-
Memberships & Dues			2,500	5,174	3,500	1,000
Publication - Formal & Legal			27,000	25,000	27,000	-
Subscriptions - Newspapers			900	500	700	(200)
Electric			1,750	-	-	(1,750)
Telephone & Other Comm.			1,650	3,010	1,300	(350)
Cell Phone			3,800	2,500	3,000	(800)
Repair & Maint Furn. & Machine			7,000	3,000	5,000	(2,000)
Car Allowance & Mileage			8,000	4,500	5,500	(2,500)
Travel Expense			4,000	5,400	7,500	3,500
Office Supplies and Materials			11,000	18,374	13,000	2,000
Postage & Shipping			6,000	3,500	4,500	(1,500)
Miscellaneous Expense			7,500	3,000	4,500	(3,000)
Meals During Meetings			2,400	2,000	5,000	2,600
<b>Total Operating Budget</b>	<b>70,111</b>	<b>495,412</b>	<b>600,500</b>	<b>343,208</b>	<b>524,500</b>	<b>(76,000)</b>
<b>Operating and Salary Budget</b>	<b>634,433</b>	<b>1,116,886</b>	<b>1,388,013</b>	<b>1,084,051</b>	<b>1,409,574</b>	<b>21,561</b>
Office Machinery and Equipment						
Four Office Modules (remodel)					8,000	
Computer Equipment						
Two Computer					3,000	
Laptop/Docking Station for BZA					1,800	
Computer & Equip (New Hire)					5,000	
Computer Software Exp					1,500	
<b>Total Fixed Assets</b>	<b>13,096</b>	<b>20,297</b>	<b>3,000</b>	<b>2,179</b>	<b>19,300</b>	<b>16,300</b>
<b>Total Planning Budget</b>	<b>647,529</b>	<b>1,137,183</b>	<b>1,391,013</b>	<b>1,086,230</b>	<b>1,428,874</b>	<b>37,861</b>



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## TRANSPORTATION

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### DEPARTMENT SUMMARY

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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).

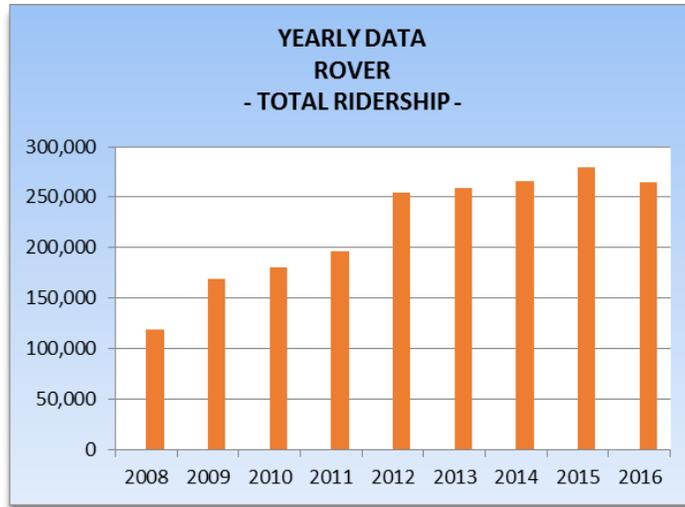
The Transportation Department is committed to providing adequate transportation facilities through the combined effort of maximizing the efficiency of the existing roadway system coupled with the construction of new roadways needed to accommodate the City's ever growing population.

The City currently operates and maintains one hundred and forty-four (144) signalized intersections. Over the last thirteen years (2003-2015) the City has installed fifty-three (53) new traffic signals for an average of approximately 4.1 locations per year. Of the one hundred and forty-four signalized locations, eighty-six (86) signalized intersections or approximately 60% are interconnected and accessible from the City's Traffic Operations Center located at City Hall. The inclusion of an on-street CCTV camera system with 32 individual cameras coupled with the interconnection of the traffic signals, primarily along the arterial portion of the City's roadway system, provides the ability to remotely identify traffic problems, make signal timing modifications, and view the operational results of the timing changes.

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

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

Public transportation operations funding for local and regional transportation services is shared between the Federal Transportation Administration, Tennessee Department of Transportation, and the City of Murfreesboro. Operations funding is generally split on a 50% federal, 25% state and 25% local cost basis. Capital funding is generally split on an 80% federal, 10% state, and 10% local cost basis. Some capital items, such as the new buses recently purchased are split on an 83% federal, 8.5% state, and 8.5% local cost basis.

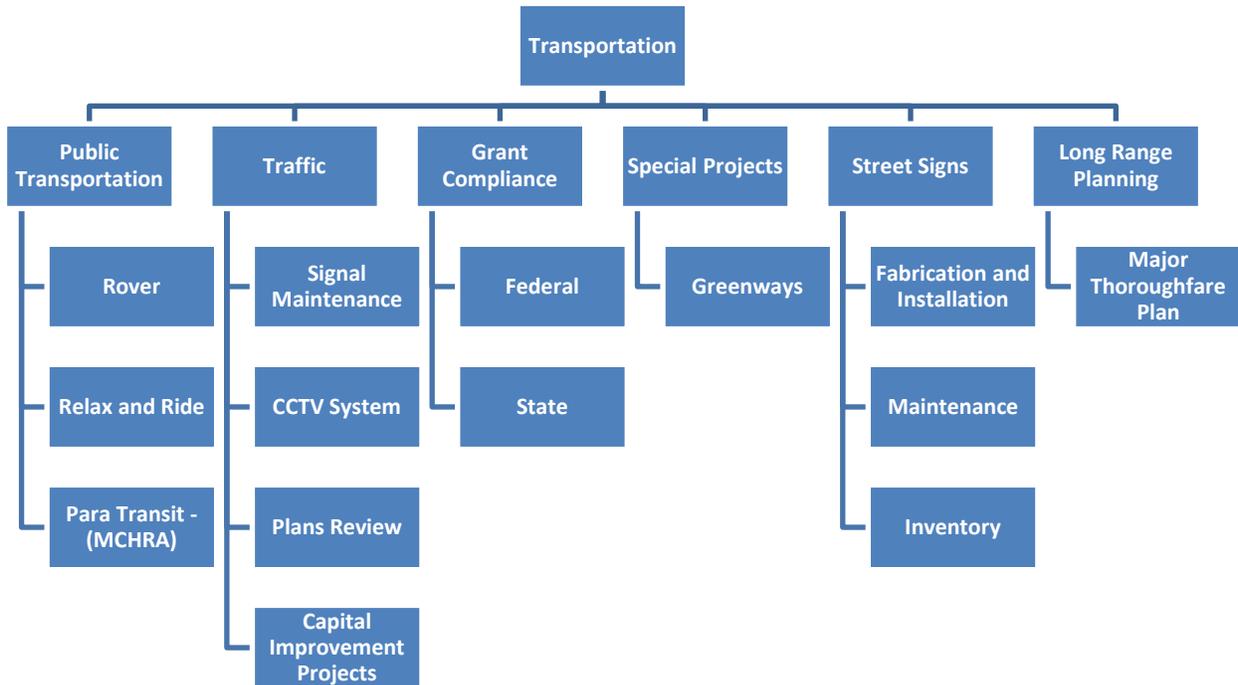


\* FY 2016 IS PROJECTED RIDERSHIP

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## ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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- 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

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- 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

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- 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

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

### FY 2016 ACCOMPLISHMENTS

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- Completed modification of system wide operations moving Rover from 30-minute to 45-minute trip times
- Continued environmental study for new transit center
- Replaced 16 signalized intersections with incandescent bulbs to LED bulbs
- Retrofitted and/or installed 9 new pedestrian signal indications at signalized intersections
- Began Major Thoroughfare Plan update as part of 2035 Comprehensive Plan

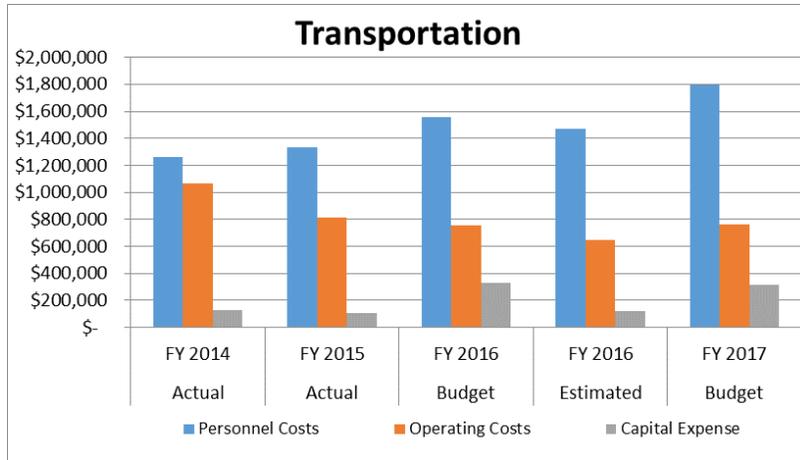
### FY 2017 DEPARTMENT GOALS

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- Hire additional full time staff for Rover to improve scheduling challenges
- Conduct construction bid letting for Stones River Greenway Extension phases 4A & B
- Complete environmental study and begin final design phase for new transit center
- Continue replacing signalized intersections with incandescent bulbs to LED bulbs
- Continue retrofitting pedestrian signal indications at signalized intersections
- Continue operational study of the impact of the Broad & Memorial Interchange

## EXPENDITURE SUMMARY

	Transportation				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 1,259,964	\$ 1,336,186	\$ 1,554,686	\$ 1,470,066	\$ 1,792,021
Operating Costs	\$ 1,068,409	\$ 813,026	\$ 751,674	\$ 649,813	\$ 762,709
Capital Expense	\$ 126,628	\$ 105,412	\$ 326,478	\$ 121,665	\$ 312,700
<b>Total Transportation</b>	<b>\$ 2,455,001</b>	<b>\$ 2,254,624</b>	<b>\$ 2,632,838</b>	<b>\$ 2,241,544</b>	<b>\$ 2,867,430</b>



## HUMAN RESOURCES SUMMARY

Transportation Department				
	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Proposed FY 2017
<b>Job Description</b>				
Director - Transportation	1	1	1	1
Assistant Director - Transportation	0	0	1	1
<b>Public Transportation</b>				
Assistant Director - Transportation	1	1	1	1
Transportation Operations Manager	1	1	1	1
Transportation Operations Supervisor	1	1	1	1
Administrative Support Specialist I	1	1	1	2
Transit Operator (Full time)	7	7	7	9
<b>Traffic</b>				
Assistant Director - Traffic	1	1	1	1
Sign Technician *	2	2	2	2
Traffic Signal Technician	3	3	3	3
<b>Full-Time Positions</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>22</b>
Transit Operator (Part time)	9	9	9	7
Administrative Support Specialist I	0	1	1	0
<b>Part-Time Positions</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>7</b>
<b>Total Transportation Allocation</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>29</b>
<i>*This position was moved from the Street Department beginning in FY 2014.</i>				

**2016 - 2017 Budget Year  
Transportation Budget**

	2013 - 2014	2014 - 2015	2015 - 2016	2015 - 2016	2016 - 2017	Increase/ (Decrease)
Description	Actual	Actual	Budget	Estimated	Budget	
<b>Traffic</b>						
Salary - Full-Time - Regular			440,714	417,179	605,377	164,663
Longevity			5,340	5,340	3,900	(1,440)
Part-Time Regular Emp Wages			-	1,014	20,759	20,759
Overtime Wages			685	650	-	(685)
Other Wages			-	-	6,000	6,000
Social Security & Medicare Tax			38,142	29,186	46,005	7,863
Hospital And Health Insurance			102,881	87,360	110,359	7,478
Dental Insurance - Delta			-	4,500	5,763	5,763
Defined Benefit Plan			44,478	42,863	45,397	919
Defined Contribution Plan			5,559	2,762	6,900	1,341
LTD & Life Insurance			2,468	2,468	2,777	309
Worker's Compensation			8,878	9,923	10,206	1,328
<b>Total Personnel Costs</b>	<b>495,266</b>	<b>498,361</b>	<b>649,145</b>	<b>603,245</b>	<b>863,443</b>	<b>214,298</b>
Memberships & Dues			1,600	1,600	1,600	-
Advertising			250	100	250	-
Subscriptions - Newspapers,etc			200	200	200	-
Electric			2,000	2,000	2,000	-
Water			225	225	225	-
Cell Phone			5,200	5,200	5,200	-
Repair & Maint. Motor Vehicles			2,500	1,500	2,500	-
Fleet - Repair & Maintenance			5,156	3,400	5,520	364
Repair & Maint Furn. & Machine			2,000	3,000	3,000	1,000
Repair & Maint Traffic Lights			223,200	200,000	200,000	(23,200)
Repair & Maint - Street Lights			45,000	45,000	45,000	-
Repair & Maint - Other			-	3,000	3,000	3,000
Car Allowance & Mileage			3,200	2,800	3,200	-
Travel Expense			6,000	7,800	9,500	3,500
Office Supplies and Materials			1,400	1,500	1,500	100
Postage & Shipping			40	150	150	110
Public Safety Supplies			800	900	1,000	200
Other Operating Supplies			250	-	-	(250)
Gas, Oil, Diesel, Grease, Etc.			10,085	2,500	5,000	(5,085)
Handtools & Hardware			600	500	600	
Traffic Signal Supplies			-	-	90,000	90,000
Traffic Control Devices			35,000	30,000	35,000	-
Safety Supplies			150	150	150	-
Other Supplies & Materials			-	200	250	250
Vehicle Insurance			3,822	4,965	3,844	22
Miscellaneous Expense			500	500	500	-
MPO Matching Funds			6,798	7,500	7,500	702
<b>Total Operating Budget</b>	<b>235,458</b>	<b>315,297</b>	<b>355,976</b>	<b>324,690</b>	<b>426,689</b>	<b>70,713</b>
<b>Operating and Salary Budget</b>	<b>730,724</b>	<b>813,658</b>	<b>1,005,121</b>	<b>927,935</b>	<b>1,290,132</b>	<b>285,011</b>
Computer Software Exp					2,500	
Other Machinery and Equipment						
Normal Replacement					2,000	
Traffic Sign Machine					9,000	
Utility Locator					6,000	
<b>Total Fixed Assets</b>	<b>-</b>	<b>-</b>	<b>4,500</b>	<b>2,000</b>	<b>19,500</b>	<b>15,000</b>
<b>Total Traffic Budget</b>	<b>730,724</b>	<b>813,658</b>	<b>1,009,621</b>	<b>929,935</b>	<b>1,309,632</b>	<b>300,011</b>

**2016 - 2017 Budget Year  
Transportation Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
<b>Transportation</b>						
Salary - Full-Time - Regular			683,849	603,574	508,009	(175,840)
Longevity			2,820	2,820	3,480	660
Part-Time Regular Emp Wages			-	37,000	170,265	170,265
Overtime Wages			8,000	8,000	8,000	-
Social Security & Medicare Tax			49,176	44,105	50,647	1,471
Hospital And Health Insurance			117,749	123,360	134,926	17,177
Dental Insurance - Delta			-	5,600	6,258	6,258
Defined Benefit Plan			28,080	27,438	28,642	562
Defined Contribution Plan			10,719	9,673	12,699	1,980
LTD & Life Insurance			2,872	2,872	3,044	172
Worker's Compensation			2,276	2,379	2,608	332
<b>Total Personnel Costs</b>	<b>764,698</b>	<b>837,825</b>	<b>905,541</b>	<b>866,821</b>	<b>928,578</b>	<b>23,037</b>
Memberships & Dues			15,000	15,000	15,000	-
Advertising			4,000	1,000	4,000	-
Other Pub, Subscription & Dues			15,000	15,000	15,000	-
Electric			5,000	5,000	5,000	-
Telephone & Other Comm.			600	800	800	200
Cell Phone			1,900	2,100	2,100	200
Repair & Maint. Motor Vehicles			123,944	5,600	7,000	(116,944)
Fleet - Repair & Maintenance			-	145,830	137,945	137,945
Repair & Maint Other Mach & Eq			4,750	-	-	(4,750)
Repair & Maint Furn. & Machine			300	2,600	1,500	1,200
Repair & Maint. - Shelters			500	1,500	1,500	1,000
Repair & Maint. - AVL			-	3,275	3,500	3,500
Employee			800	750	800	-
Car Allowance & Mileage			1,300	1,000	1,300	-
Travel Expense			4,500	1,500	4,500	-
Office Supplies and Materials			3,350	5,600	6,000	2,650
Postage & Shipping			150	175	200	50
Operating Supplies			860	100	850	(10)
Household & Janitor Supplies			700	750	750	50
Public Safety Supplies			1,500	1,500	1,500	-
Gas, Oil, Diesel, Grease, Etc.			147,499	75,000	83,000	(64,499)
Fare Supplies			8,000	9,000	9,000	1,000
Safety Supplies			100	115	100	-
Other Supplies & Materials			200	200	200	-
Vehicle Insurance			48,747	24,028	26,775	(21,972)
Miscellaneous Expense			200	200	200	-
MPO Matching Funds			6,798	7,500	7,500	702
<b>Total Operating Budget</b>	<b>832,951</b>	<b>497,729</b>	<b>395,698</b>	<b>325,123</b>	<b>336,020</b>	<b>(59,678)</b>
<b>Operating and Salary Budget</b>	<b>1,597,649</b>	<b>1,335,554</b>	<b>1,301,239</b>	<b>1,191,944</b>	<b>1,264,598</b>	<b>(36,641)</b>
RTA-Pass Thru				10,725	12,000	
Relax & Ride				23,940	70,000	
MCHRA				85,000	85,000	
Other Buildings						
Transit Facility PE & Design					126,200	
<b>Total Fixed Assets</b>	<b>126,628</b>	<b>105,412</b>	<b>321,978</b>	<b>119,665</b>	<b>293,200</b>	<b>(28,778)</b>
<b>Total Transportation Budget</b>	<b>1,724,277</b>	<b>1,440,966</b>	<b>1,623,217</b>	<b>1,311,609</b>	<b>1,557,798</b>	<b>(65,419)</b>
<b>Total Traffic &amp; Transportation Budget</b>	<b>2,455,001</b>	<b>2,254,624</b>	<b>2,632,838</b>	<b>2,241,544</b>	<b>2,867,430</b>	<b>234,592</b>



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## ENGINEERING

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### ENGINEERING DIVISION

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

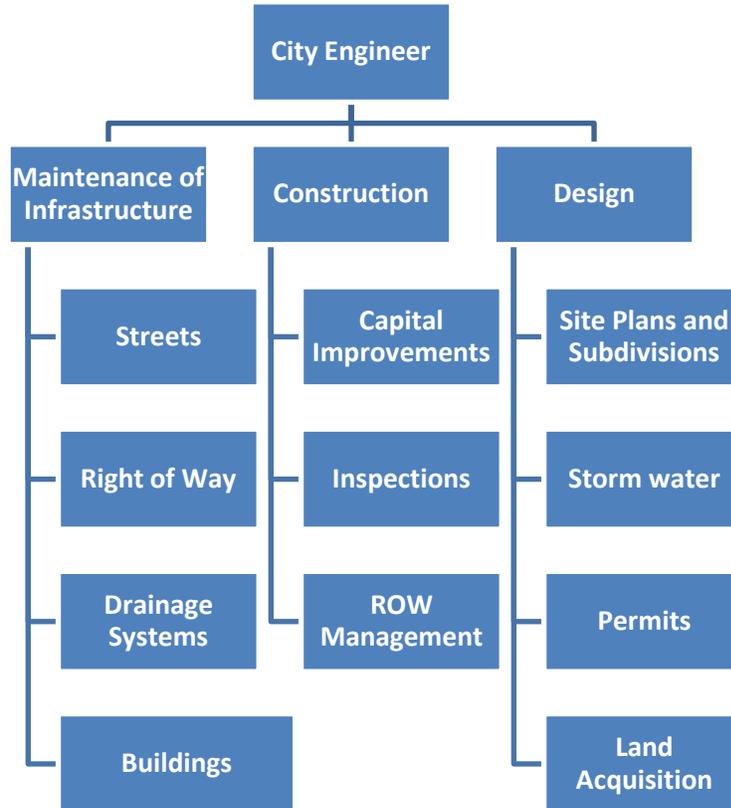
The Engineering Department is responsible for road projects that were previously reported in the Capital Improvement Fund. These projects are managed by the City Engineer and his staff. The grant funded portion of road projects is included in the Engineering Department's budget. For FY 2017, the fund is budgeted for the following capital projects

- The improvements to Middle Tennessee Boulevard between Main Street and Greenland Avenue will be entering the construction phase. Approximately \$4,560,000 of grant funded expenditures is budgeted for FY 2017 for construction from this department, with the City's local share budgeted in the TMBF/Loan Fund. The City anticipates receiving 80% of the project costs in Federal transportation dollars. Construction has begun and is expected to be completed by the summer of 2018.
- 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 2017, \$190,000 in federally funded expenditures is budgeted for design expenditures. The local City share is budgeted in the TMBF/Bond Fund.
- Bradyville Pike (State Route 99) is planned for a 2.1 mile widening project, improving the current two lane profile to a three lane section with sidewalks, and bike lanes. Total cost of the project is estimated at \$7,378,400, of which the City's contribution is only \$366,880. For FY 2017, \$1,000,000 is included in the budget as the federal share for design costs and right-of-way acquisition. The local match is included in the TMBF/Bond Fund.

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## ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- 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

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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

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### ENGAGING OUR COMMUNITY

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

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### FY 2016 ACCOMPLISHMENTS

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- Construction inspection and management for the last phase of the Veterans Parkway project from Barfield Road to Saint Andrews Drive. This project completed the southwest loop route which consists of a 4-lane or 5-lane highway extending 10-1/2 miles from Burnt Knob Road to Church Street including an interchange at SR-840
- Provided engineering review of all site plans, plats and annexation requests
- Implemented and managed construction projects related to the storm water quality program
- Processed over 750 fence and miscellaneous construction applications which sometimes included site visits to review potential easement encroachments
- Provided review of over 850 lots for new home construction
- Inspection and administration for the construction of four new communication towers for emergency services to improve and expand their ability to communicate throughout the city
- Processed 425 permits for construction in city streets including obtaining and maintaining sureties for the work to be completed

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### FY 2017 DEPARTMENT GOALS

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- 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
- Provide construction inspection and management on Middle Tennessee Boulevard improvements from Main Street to Greenland Drive. This project will complete the Middle Tennessee Boulevard construction extending from New Salem Highway to Greenland Drive
- Provide construction inspection and management on the relocation and improvements to Lytle Street, Kingdom Drive Bridge and the extension of Phase 4 of the Stones River Greenway project

- Provide engineering review of proposed capital improvement projects including Bradyville Pike, Cherry Lane extension, Maney Avenue Phase II, Butler Drive, Jones Boulevard, Brinkley Road, Kingdom Drive Bridge and Perlino Drive Bridge

	Engineering				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Proposed FY 2017
Number of bids	2	1	2	3	1
Number of Capital Improvement Projects completed	0	2	1	1	1
Value of projects completed	\$ -	\$ 13,000,000	\$ 7,600,000	\$ 8,500,000	\$ 2,200,000
Value of bids awarded	\$ 9,600,000.00	\$ 10,000,000	\$ 4,550,000	\$ 23,000,000	\$ 3,000,000
Number of development plans reviewed	214	280	250	320	290
Number of single family permits reviewed	837	750	850	875	850




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## STREET DIVISION

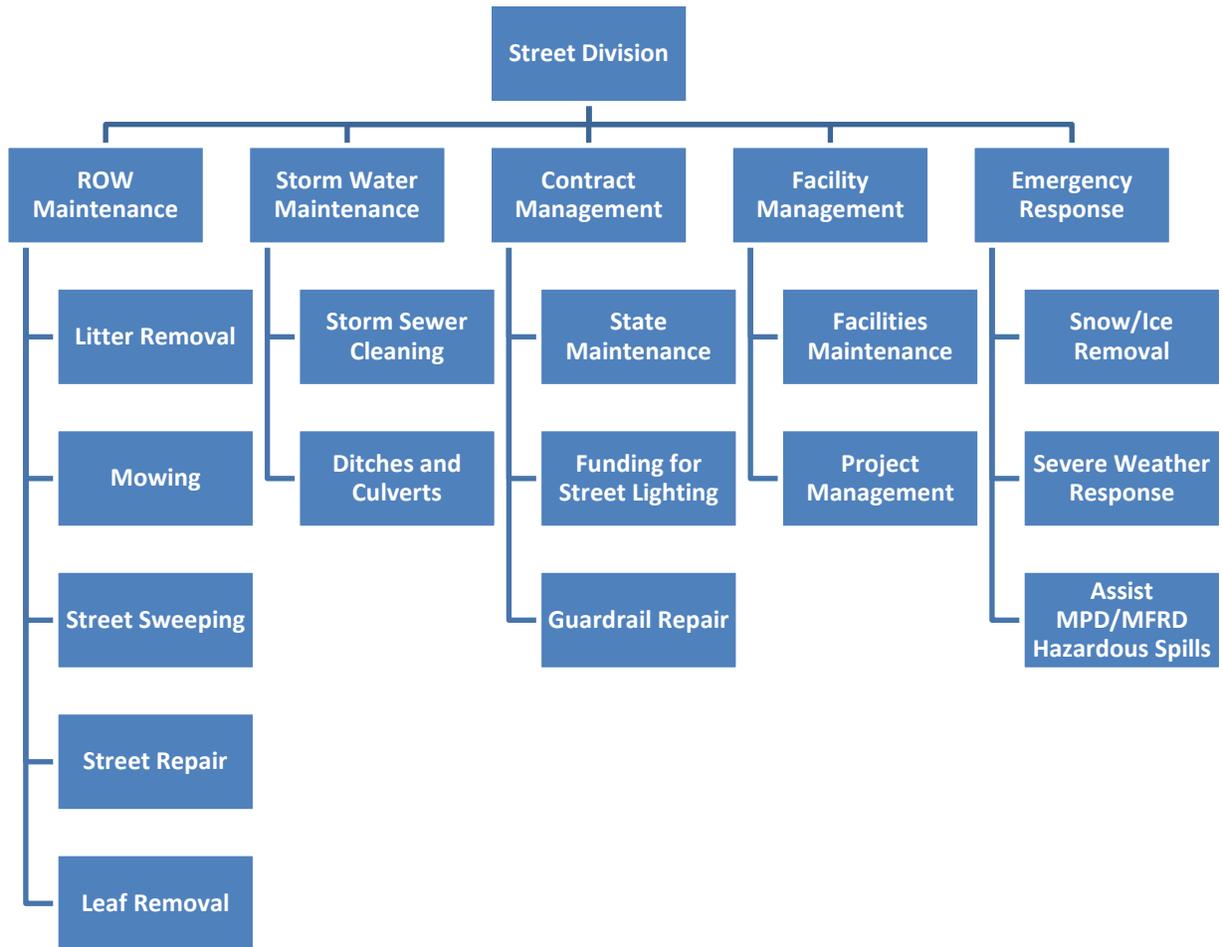
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The Street Division’s primary functions include the maintenance of streets, facilities, sidewalks, curbs, gutters and storm drainage systems with a focus on customer service. The Street Division is responsible for winter storm and catastrophic event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

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## ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- 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

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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

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### ENGAGING OUR COMMUNITY

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- 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

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### FY 2016 ACCOMPLISHMENTS

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- Successfully completed over one hundred storm water projects
- Responded to two major winter storm events using over 1,300 tons of salt
- Updated and implemented new Sweeper Routes
- Successfully repaired over 150 road failures
- Processed over 250 work orders through our work order system
- Completed Phase I of the Building Maintenance Program including the hiring of two new employees
- Completed site work for West Main St. Fuel Station improvements
- Implemented routine Storm Water Maintenance of inlet cleaning and vacuuming of Storm water structures

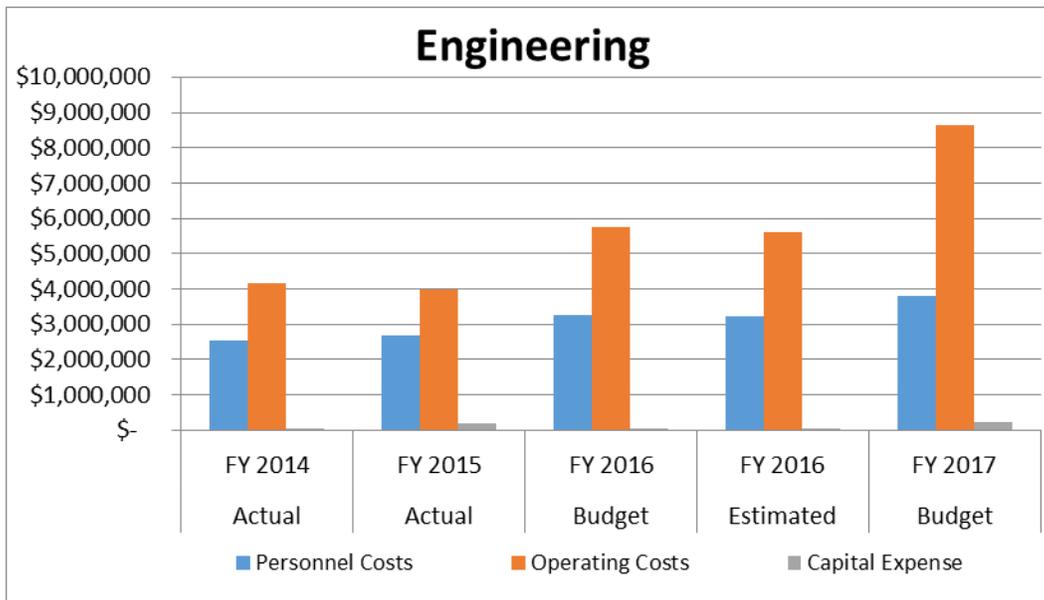
## FY 2017 DEPARTMENT GOALS

- Update State Maintenance Contract reflecting annexations
- Update and implement salt routes to include recent annexation areas
- Continue second phase of Storm Water Maintenance program
- Continue second phase of Facilities Maintenance program
- Improve Employee Training in field related programs and customer service
- Implement new Brine system to help with snow and ice removal

	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Proposed FY 2017
Number of annual mowings of ROW, easements, City Property	12	12	20	21	25
Miles of street resurfaced	40	58	40	37	37
Cubic yards of leaves diverted from landfill	2,272	3,200	3,500	2,820	3,000

## EXPENDITURE SUMMARY

	Engineering				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 2,521,256	\$ 2,694,146	\$ 3,241,261	\$ 3,206,244	\$ 3,816,234
Operating Costs	\$ 4,157,031	\$ 3,970,653	\$ 5,733,019	\$ 5,619,508	\$ 8,644,557
Capital Expense	\$ 24,262	\$ 186,032	\$ 34,500	\$ 9,100	\$ 219,300
<b>Total Engineering</b>	<b>\$ 6,702,549</b>	<b>\$ 6,850,831</b>	<b>\$ 9,008,780</b>	<b>\$ 8,834,851</b>	<b>\$ 12,680,091</b>



HUMAN RESOURCES SUMMARY

Engineering Department				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
Job Description				
Engineering Section				
City Engineer	1	1	1	1
Assistant City Engineer				1
Environmental Engineer	1	1	1	0
Project Engineer	0	1	2	2
Engineer in Training	2	1	1	1
Project Coordinator	2	1	1	1
Public Works Inspector	2	3	3	3
ROW Safety Inspector	0	1	1	1
Public Works Projects Inspector	3	4	4	4
Administrative Aide I	1	1	1	1
Administrative Support Specialist II	1	1	1	1
Street Section				
Street Superintendent	1	1	1	1
Senior Public Works Inspector	1	**	**	**
Sign Technician	*	*	*	*
ROW Inspector/Safety Coordinator	1	**	**	**
Public Works Crew Leader	3	3	3	4
Heavy Equipment Operator				1
Equipment Operator	14	14	15	15
Refuse/Custodial Crew Supervisor	2	2	2	2
Laborer (Full time)	3	6	6	6
Facilities Superintendent	0	1	1	1
Maintenance Technician	0	2	3	3
Full-Time Positions	38	44	47	49
Laborer	0	7	7	7
Project Intern	0	0	1	1
Street Project Inspector	1	0	0	0
Part-Time Positions	1	7	8	8
Total Engineering Allocation	39	51	55	57
<i>*This position was moved into the Transportation Department beginning in FY 2014.</i>				
<i>**This position was moved into the Engineering Section beginning in FY 2015.</i>				

**2016 - 2017 Budget Year**  
**Engineering and Street Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
<b>ENGINEERING DIVISION</b>						
Salary - Full-Time - Regular			996,375	1,048,823	1,214,999	218,624
Longevity			12,180	12,180	12,960	780
Part-Time Regular Emp Wages			-	2,423	27,725	27,725
Overtime Wages			80,000	120,000	140,000	60,000
Social Security & Medicare Tax			83,274	76,627	83,941	667
Hospital And Health Insurance			220,327	234,960	256,931	36,604
Dental Insurance - Delta			-	10,000	10,100	10,100
Dental Insurance - Assurant			-	200	203	203
Defined Benefit Plan			97,655	87,331	101,989	4,334
Defined Contribution Plan			10,186	11,087	18,849	8,663
LTD & Life Insurance			4,342	4,342	6,517	2,175
Worker's Compensation			759	793	1,043	284
Temporary Agency Services				2,700		
<b>Total Personnel Costs</b>	<b>1,033,668</b>	<b>1,146,225</b>	<b>1,505,098</b>	<b>1,611,466</b>	<b>1,875,257</b>	<b>370,159</b>
Contractual Services			25,000	6,143	-	(25,000)
Publicity			1,500	500	1,500	-
Advertising			3,000	500	1,000	(2,000)
Electric			4,700	4,700	4,700	-
Water			900	900	900	-
Telephone & Other Comm.			1,650	1,650	1,700	50
Cell Phone			10,500	8,500	10,500	-
Internet			800	400	800	-
Professional Services			-	1,125	40,000	40,000
Engineer & Professional Svc			2,000	4,500	-	(2,000)
Repair & Maint. Motor Vehicles			7,000	1,500	10,500	3,500
Repair & Maint Furn. & Machine			1,000	3,750	4,000	3,000
Repair & Maint Roads & Streets			2,840,000	2,840,000	5,750,000	2,910,000
Car Allowance & Mileage			15,000	42,000	15,000	-
Travel Expense			4,750	4,000	5,000	250
Office Supplies and Materials			5,000	2,824	4,000	(1,000)
Postage & Shipping			500	200	500	-
Household & Janitor Supplies			500	100	200	(300)
Public Safety Supplies			2,500	1,500	2,500	-
Clothing and Uniforms			-	1,700	1,500	1,500
Gas			14,000	4,000	14,000	-
Vehicle Insurance			-	-	9,163	9,163
Sampling & Testing			45,000	45,000	45,000	-
Landfill Gas Management			40,000	60,000	55,000	15,000
Miscellaneous Expense			1,000	1,000	1,000	-
Meals During Meetings			800	800	1,000	200
<b>Total Operating Budget</b>	<b>1,664,238</b>	<b>1,254,244</b>	<b>3,027,100</b>	<b>3,037,292</b>	<b>5,979,463</b>	<b>2,952,363</b>
<b>Operating and Salary Budget</b>	<b>2,697,906</b>	<b>2,400,469</b>	<b>4,532,198</b>	<b>4,648,758</b>	<b>7,854,720</b>	<b>3,322,522</b>

**2016 - 2017 Budget Year**  
**Engineering and Street Budget**

	2013 - 2014	2014 - 2015	2015 - 2016	2015 - 2016	2016 - 2017	Increase/ (Decrease)
Description	Actual	Actual	Budget	Estimated	Budget	
Office Machinery and Equipment						
Cubicle Office Divider					3,000	
Furniture					1,500	
Computer Equipment						
Six Computer Monitors					1,800	
Four Laptops					8,000	
Two Computers (new hires)					4,000	
Computer Software Exp					1,500	
Total Fixed Assets	3,467	24,013	3,500	1,000	19,800	16,300
<b>Total Engineering Budget</b>	<b>2,701,373</b>	<b>2,424,482</b>	<b>4,535,698</b>	<b>4,649,758</b>	<b>7,874,520</b>	<b>3,338,822</b>
<b>STREET DIVISION</b>						
Salary - Full-Time - Regular			1,010,479	1,039,708	1,115,179	104,700
Longevity			19,740	19,740	18,180	(1,560)
Part-Time Regular Emp Wages			88,329	20,000	105,347	17,018
Overtime Wages			50,000	46,000	50,000	-
Other Wages			-	-	8,544	8,544
Social Security & Medicare Tax			89,394	79,053	84,232	(5,162)
Hospital And Health Insurance			312,585	217,200	297,396	(15,189)
Dental Insurance - Delta			-	12,900	13,982	13,982
Defined Benefit Plan			95,967	91,568	91,629	(4,338)
Defined Contribution Plan			12,959	8,435	15,336	2,377
LTD & Life Insurance			7,651	7,651	6,837	(814)
Worker's Compensation			49,059	51,281	134,315	85,256
Temporary Agency Services			-	1,241	-	-
Total Personnel Costs	1,487,588	1,547,921	1,736,163	1,594,778	1,940,977	204,814
Contractual Services			10,000	10,000	10,000	-
Memberships & Dues			150	-	150	-
Subscriptions - Newspapers			-	204	210	210
Utility Services			-	353	5,000	5,000
Electric			18,000	11,596	15,000	(3,000)
Water			8,500	8,525	10,500	2,000
Gas			10,000	3,403	5,000	(5,000)
Telephone & Other Comm.			1,500	1,079	1,500	-
Cell Phone			4,000	3,821	5,800	1,800
Street Light-Electric & Maint			1,875,800	1,672,721	1,800,000	(75,800)
Professional Services			-	3,615	1,000	1,000
Employee Testing			-	542	500	500
Repair & Maint. Services			-	300	500	500
Repair & Maint. Motor Vehicles			60,000	50,000	40,000	(20,000)
Fleet - Repair & Maintenance			221,117	255,570	248,300	27,183
Repair & Maint Other Mach & Eq			-	34,143	52,000	52,000
Repair & Maint Furn. & Machine			1,500	5,228	2,000	500
Repair & Maint Traffic Lights			1,500	-	-	(1,500)
Repair & Maint. Buildings			15,000	12,696	15,000	-

**2016 - 2017 Budget Year**  
**Engineering and Street Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Repair & Maint Roads & Streets			-	1,934	1,000	1,000
Repair & Maintenance - Radios			1,250	511	1,000	(250)
Training & Travel			2,000	-	2,000	-
Car Allowance & Mileage			5,500	2,309	3,800	(1,700)
Office Supplies and Materials			2,000	3,200	2,600	600
Postage & Shipping			100	69	100	-
Other Chemicals			47,000	181,044	60,000	13,000
Household & Janitor Supplies			3,000	5,154	4,500	1,500
Public Safety Supplies			15,000	14,720	1,500	(13,500)
Clothing and Uniforms			-	8,274	15,000	15,000
Repair & Maint. Supplies			-	181	500	500
Gas			161,848	65,900	100,000	(61,848)
Tires			-	9,000	16,000	16,000
Other Repair & Maint Supplies			-	2,825	4,000	4,000
Consumable Tools			6,000	6,669	6,000	-
Safety Supplies			-	1,047	2,500	2,500
Right of Way Materials			50,000	51,197	20,000	(30,000)
Asphalt and Asphalt Filler			-	4,280	30,000	30,000
Concrete			-	8,030	15,000	15,000
Other Supplies & Materials			21,000	7,240	15,000	(6,000)
Vehicle Insurance			59,154	59,154	42,634	(16,520)
Machinery and Equipment Rental			4,000	15,234	7,500	3,500
Maintenance of State Routes			100,000	60,000	100,000	-
Miscellaneous Expense			1,000	448	1,000	-
Meals During Meetings			-	-	1,000	1,000
<b>Total Operating Budget</b>	<b>2,492,793</b>	<b>2,716,409</b>	<b>2,705,919</b>	<b>2,582,216</b>	<b>2,665,094</b>	<b>(40,825)</b>
<b>Operating and Salary Budget</b>	<b>3,980,381</b>	<b>4,264,330</b>	<b>4,442,082</b>	<b>4,176,993</b>	<b>4,606,071</b>	<b>163,989</b>
Machinery and Equipment						
Trimmer					800	
Blower					400	
Chinsaw					800	
Welder					5,000	
Transp Equipment						
Dodge Ram 3500 4WD					49,000	
New Holland Boom Mower Tractor					100,000	
3/4 Ton Full-size, Crew Cab, 4WD Truck					27,000	
Computer Equipment						
Three Laptop Computers					3,500	
Computer (Stormwater)					1,500	
Other Machinery and Equipment						
Normal Replacement					5,000	
Bush Hog					6,500	
<b>Total Fixed Assets</b>	<b>20,795</b>	<b>162,019</b>	<b>31,000</b>	<b>8,100</b>	<b>199,500</b>	<b>168,500</b>
						-
<b>Total Street Budget</b>	<b>4,001,176</b>	<b>4,426,349</b>	<b>4,473,082</b>	<b>4,185,093</b>	<b>4,805,571</b>	<b>332,489</b>
						-
<b>Total Engineering and Street Budget</b>	<b>6,702,549</b>	<b>6,850,831</b>	<b>9,008,780</b>	<b>8,834,851</b>	<b>12,680,091</b>	<b>3,671,311</b>



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## STATE STREET AID DEPARTMENT

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### DEPARTMENT SUMMARY

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

The Engineering Department oversees maintenance projects funded by this department.

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

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### ORGANIZATION CHART

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

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### IMPLEMENTATION OF COUNCIL PRIORITIES

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#### SAFE AND LIVABLE NEIGHBORHOODS

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

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#### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

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#### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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

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#### ENGAGING OUR COMMUNITY

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

## FY 2016 ACCOMPLISHMENTS

- Identify and schedule for pavement streets based on condition of the pavement
- Coordinate with local utilities regarding upcoming projects

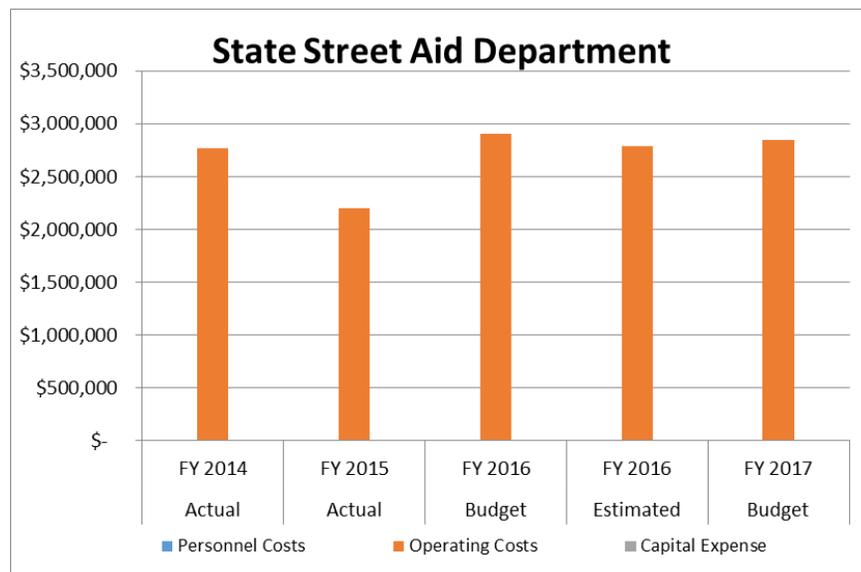
## FY 2017 DEPARTMENT GOALS

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

	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Proposed FY 2017
Funding level from State	\$ 2,820,858	\$ 2,819,838	\$ 2,900,000	\$ 2,783,200	\$ 2,850,000
Miles of street resurfaced/repaired with State Street Aid	40	38	40	37	37

## EXPENDITURE SUMMARY

State Street Aid Department					
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 2,767,337	\$ 2,196,271	\$ 2,900,350	\$ 2,783,200	\$ 2,850,000
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total State Street Aid Fund</b>	<b>\$ 2,767,337</b>	<b>\$ 2,196,271</b>	<b>\$ 2,900,350</b>	<b>\$ 2,783,200</b>	<b>\$ 2,850,000</b>



## HUMAN RESOURCES SUMMARY

None

**2016 - 2017 Budget Year  
State Street Aid Budget**

<b>Description</b>	<b>2013 - 2014 Actual</b>	<b>2014 - 2015 Actual</b>	<b>2015 - 2016 Budget</b>	<b>2015 - 2016 Estimated</b>	<b>2016 - 2017 Budget</b>	<b>Increase/ (Decrease)</b>
<b>Expenditures</b>						
Street Light-Electric & Maint			75,000	50,000	75,000	-
Consultant's Services			80,000	50,000	80,000	-
Repair & Maint Traffic Lights			61,800	50,000	61,800	-
Repair & Maint Roads & Streets			2,123,200	2,123,200	2,123,200	-
Repair & Maint. - Sidewalks			75,000	-	-	(75,000)
Repair & Maint - StreetMarking			185,000	185,000	185,000	-
Repair & Maint - Rights of Way			100,000	325,000	325,000	225,000
Repair & Maint. - Curbs & Gutt			100,000	-	-	(100,000)
Repair & Maint - Intersections			50,000	-	-	(50,000)
Miscellaneous Expense			350	-	-	(350)
<b>Total Operating Budget</b>	<b>2,767,337</b>	<b>2,196,271</b>	<b>2,850,350</b>	<b>2,783,200</b>	<b>2,850,000</b>	<b>(350)</b>
Street Construction				-	-	
<b>Total Fixed Assets</b>			<b>50,000</b>	<b>-</b>	<b>-</b>	<b>(50,000)</b>
						-
<b>Total State Street Aid Expenses</b>	<b>2,767,337</b>	<b>2,196,271</b>	<b>2,900,350</b>	<b>2,783,200</b>	<b>2,850,000</b>	<b>(50,350)</b>



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## URBAN ENVIRONMENTAL

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### DEPARTMENT SUMMARY

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

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

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

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

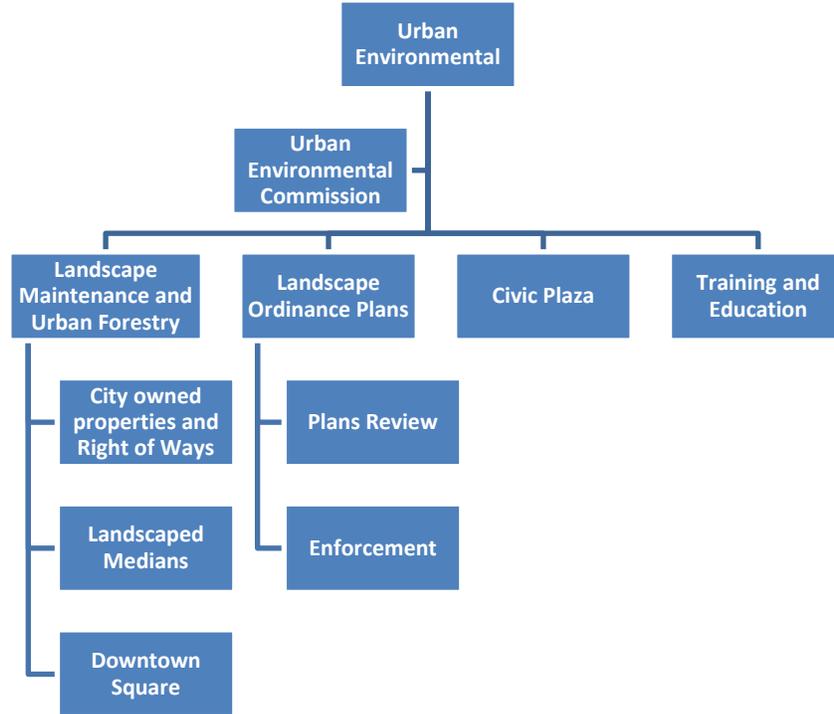
Landscape and Urban Forestry – A major responsibility of the Landscape and Urban Forestry Division is the maintenance of over 50 City owned properties and City owned trees. This division maintains over 1,200,000 square feet of turf, 600,000 square feet of plant beds; almost 400,000 square feet of hardscape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

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

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## ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

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**EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE**

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- Participate in additional customer service training for City personnel

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**ENGAGING OUR COMMUNITY**

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

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**FY 2016 ACCOMPLISHMENTS**

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- Completed Phase I of the Medical Center Parkway Street Replacement Program
- Installed Phase VI of the Historic Downtown Landscape Revitalization Project
- Completed 2015 Ice Storm damaged tree replacement
- Continued to increase overall department visibility through multiple venues such as “Gardening in the City”, “In the City” (City TV Programming), Master Gardener presentations, and other civic organization presentations
- Continued Tree Appreciation Programs

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**FY 2017 DEPARTMENT GOALS**

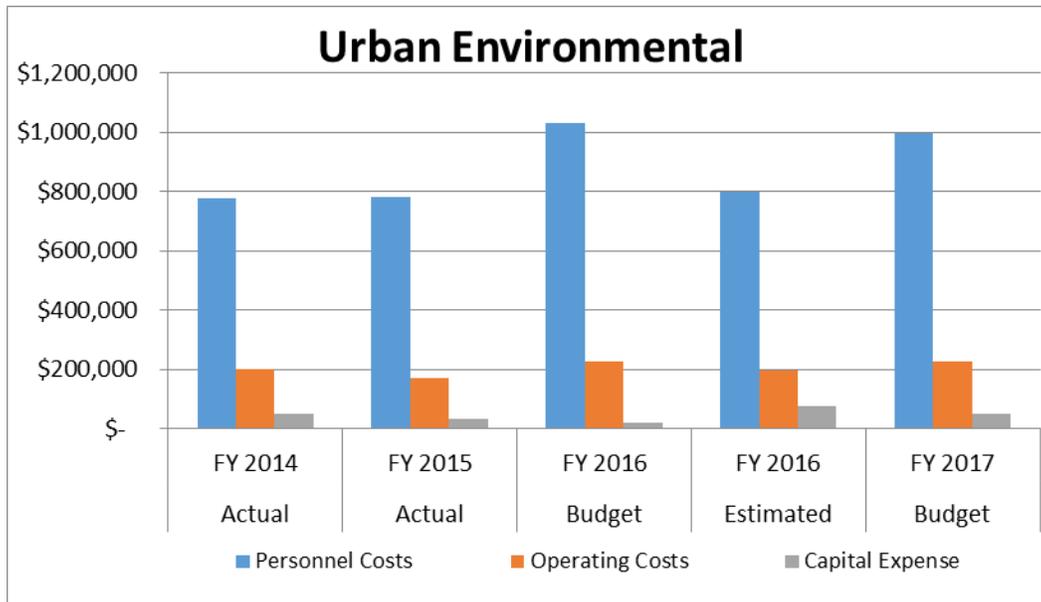
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- Install Phase VII of the Historic Downtown Landscape Revitalization Program
- Complete Phase II of the Medical Center Parkway Street Tree Replacement Program
- Continue to increase overall department visibility through multiple venues such as “Gardening in the City”, “In the City” (City TV Programming), Master Gardener presentations, and other civic organization presentations
- Begin an Emerald Ash Borer (EAB) monitoring/education program
- Begin Phase III of the Oakland’s tree maintenance and replacement program

	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Proposed FY 2017
Downtown Tree Replacements	10	16	8	5	4
Medical Center Parkway Tree Replacement			24	20	18
Gardening in the City episodes	2	4	4	3	2
Tree Appreciation Program Events	2	1	2	2	2

## EXPENDITURE SUMMARY

	Urban Environmental				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 776,116	\$ 780,027	\$ 1,030,494	\$ 799,886	\$ 996,357
Operating Costs	\$ 199,785	\$ 171,433	\$ 225,773	\$ 198,432	\$ 225,923
Capital Expense	\$ 49,170	\$ 33,020	\$ 21,200	\$ 74,525	\$ 51,500
<b>Total Urban Environmental</b>	<b>\$ 1,025,071</b>	<b>\$ 984,480</b>	<b>\$ 1,277,467</b>	<b>\$ 1,072,843</b>	<b>\$ 1,273,780</b>



## HUMAN RESOURCES SUMMARY

Urban Environmental Department				
	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Proposed FY 2017
<b>Job Description</b>				
Director - Urban Environmental	1	1	1	1
Assistant Director - Urban Environmental	0	0	1	1
Turf Care Supervisor	1	1	1	1
Administrative Aide II	1	1	1	1
Lead Landscaper/Greenskeeper	2	2	2	2
Landscape Site Plan Inspector	1	1	1	1
Landscaper/Greenskeeper	6	6	6	7
Tree Trimmer	1	1	1	1
Tree Groundsman	2	2	2	2
<b>Total Urban Environmental Allocation</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>17</b>

**2016 - 2017 Budget Year**  
**Urban Environment Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			664,067	503,465	666,535	2,468
Longevity			8,100	8,100	7,560	(540)
Overtime Wages			3,000	-	-	(3,000)
Social Security & Medicare Tax			51,650	34,371	46,444	(5,206)
Hospital And Health Insurance			212,969	172,850	192,591	(20,378)
Dental Insurance - Delta			-	8,900	8,819	8,819
Defined Benefit Plan			48,545	37,187	38,732	(9,813)
Defined Contribution Plan			13,502	5,217	11,107	(2,395)
LTD & Life Insurance			3,626	3,626	3,444	(182)
Worker's Compensation			25,035	26,169	21,125	(3,910)
<b>Total Personnel Costs</b>	<b>776,116</b>	<b>780,027</b>	<b>1,030,494</b>	<b>799,886</b>	<b>996,357</b>	<b>(34,137)</b>
Memberships & Dues			400	240	400	-
Electric			23,000	15,432	23,000	-
Water			19,000	6,507	19,000	-
Telephone & Other Comm.			3,000	2,952	3,000	-
Cell Phone			2,000	977	2,000	-
Internet			500	-	500	-
Employee Testing			-	150	150	150
Repair & Maintenance - Motor Vehicles			6,500	7,200	8,000	1,500
Fleet - Repair & Maintenance			15,652	14,660	20,750	5,098
Repair & Maint Furn. & Machine			500	500	500	-
Repair & Maint Grounds & Imp			5,000	3,300	5,000	-
Repair & Maint. Buildings			5,500	5,843	5,500	-
Employee			5,000	7,126	5,000	-
Car Allowance & Mileage			1,400	457	1,400	-
Travel Expense			2,000	1,360	2,000	-
Other Contractual Services			55,000	69,525	50,000	(5,000)
Office Supplies and Materials			1,500	2,664	2,750	1,250
Postage & Shipping			1,250	462	1,250	-
Agriculture and Hort. Supplies			26,100	19,749	26,100	-
Household & Janitor Supplies			2,000	1,613	2,000	-
Public Safety Supplies			7,500	6,028	7,500	-
Gas			26,509	19,546	22,000	(4,509)
Handtools & Hardware			4,190	2,195	4,000	(190)
Other Supplies & Materials			1,000	-	1,000	-
Vehicle Insurance			7,772	7,772	9,623	1,851
Machinery and Equipment Rental			2,500	1,500	2,500	-
Miscellaneous Expense			1,000	674	1,000	-
<b>Total Operating Budget</b>	<b>199,785</b>	<b>171,433</b>	<b>225,773</b>	<b>198,432</b>	<b>225,923</b>	<b>150</b>
<b>Operating and Salary Budget</b>	<b>975,901</b>	<b>951,460</b>	<b>1,256,267</b>	<b>998,318</b>	<b>1,222,280</b>	<b>(33,987)</b>
Buildings Exp						
Office Remodel					50,000	
Other Machinery and Equipment					1,500	
<b>Total Fixed Assets</b>	<b>49,170</b>	<b>33,020</b>	<b>21,200</b>	<b>74,525</b>	<b>51,500</b>	<b>30,300</b>
<b>Total Urban Environment Budget</b>	<b>1,025,071</b>	<b>984,480</b>	<b>1,277,467</b>	<b>1,072,843</b>	<b>1,273,780</b>	<b>(3,687)</b>



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## CIVIC PLAZA

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### DEPARTMENT SUMMARY

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

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

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### IMPLEMENTATION OF COUNCIL PRIORITIES

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#### SAFE AND LIVABLE NEIGHBORHOODS

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

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#### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

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#### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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

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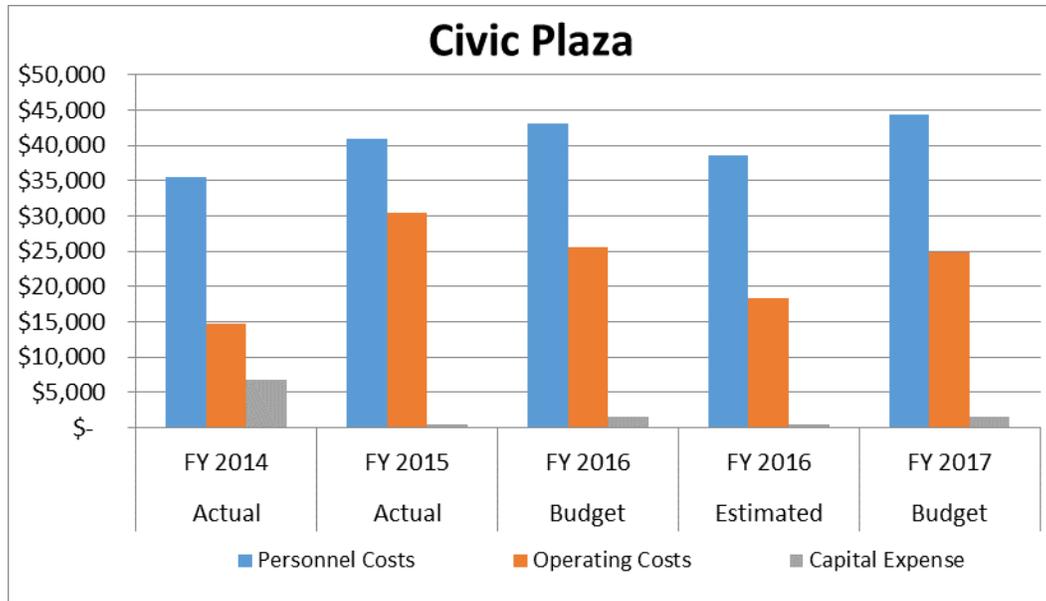
#### ENGAGING OUR COMMUNITY

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

## EXPENDITURE SUMMARY

	Civic Plaza				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 35,462	\$ 40,896	\$ 43,081	\$ 38,627	\$ 44,281
Operating Costs	\$ 14,713	\$ 30,411	\$ 25,657	\$ 18,273	\$ 24,759
Capital Expense	\$ 6,737	\$ 440	\$ 1,500	\$ 500	\$ 1,500
<b>Total Civic Plaza</b>	<b>\$ 56,912</b>	<b>\$ 71,747</b>	<b>\$ 70,238</b>	<b>\$ 57,400</b>	<b>\$ 70,540</b>



## HUMAN RESOURCES SUMMARY

	Civic Plaza			
	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Proposed FY 2017
Job Description				
Lead Landscaper/Greenskeeper	1	1	1	1
<b>Total Civic Plaza Allocation</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## 2016 - 2017 Budget Year Civic Plaza Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			29,420	26,047	30,008	588
Longevity			120	120	180	60
Overtime Wages			300	-	300	-
Social Security & Medicare Tax			2,283	1,831	2,212	(71)
Hospital And Health Insurance			6,292	6,115	4,857	(1,435)
Dental Insurance - Delta			-	200	227	227
Defined Contribution Plan			1,765	1,366	900	(865)
LTD & Life Insurance			195	188	340	145
Worker's Compensation			2,706	2,759	5,257	2,551
<b>Total Personnel Costs</b>	<b>35,462</b>	<b>40,896</b>	<b>43,081</b>	<b>38,627</b>	<b>44,281</b>	<b>1,200</b>
Electric			2,237	2,237	2,237	-
Water			2,000	1,897	2,000	-
Repair & Maint. Motor Vehicles			1,000	450	1,000	-
Fleet - Repair & Maintenance			1,463	1,620	1,615	152
Repair & Maint. - Fountain			2,700	528	2,700	-
Repair & Maint Grounds & Imp			3,000	2,336	3,000	-
Other Contractual Services			3,000	4,500	3,000	-
Agriculture and Hort. Supplies			1,500	1,200	1,500	-
Household & Janitor Supplies			300	-	300	-
Public Safety Supplies			350	225	350	-
Repair & Maint. Supplies			1,150	-	1,150	-
Gas			1,500	1,500	1,500	-
Other Supplies & Materials			1,500	120	1,500	-
Vehicle Insurance			1,657	1,657	607	(1,050)
Miscellaneous Expense			2,300	4	2,300	-
<b>Total Operating Budget</b>	<b>14,713</b>	<b>30,411</b>	<b>25,657</b>	<b>18,273</b>	<b>24,759</b>	<b>(898)</b>
<b>Operating and Salary Budget</b>	<b>50,175</b>	<b>71,307</b>	<b>68,738</b>	<b>56,900</b>	<b>69,040</b>	<b>302</b>
Other Machinery and Equipment					1,500	
<b>Total Fixed Assets</b>	<b>6,737</b>	<b>440</b>	<b>1,500</b>	<b>500</b>	<b>1,500</b>	<b>-</b>
<b>Total Civic Plaza Budget</b>	<b>56,912</b>	<b>71,747</b>	<b>70,238</b>	<b>57,400</b>	<b>70,540</b>	<b>302</b>



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## PARKING GARAGE

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### DEPARTMENT SUMMARY

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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.

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### IMPLEMENTATION OF COUNCIL PRIORITIES

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#### SAFE AND LIVABLE NEIGHBORHOODS

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- 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

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#### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

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#### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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

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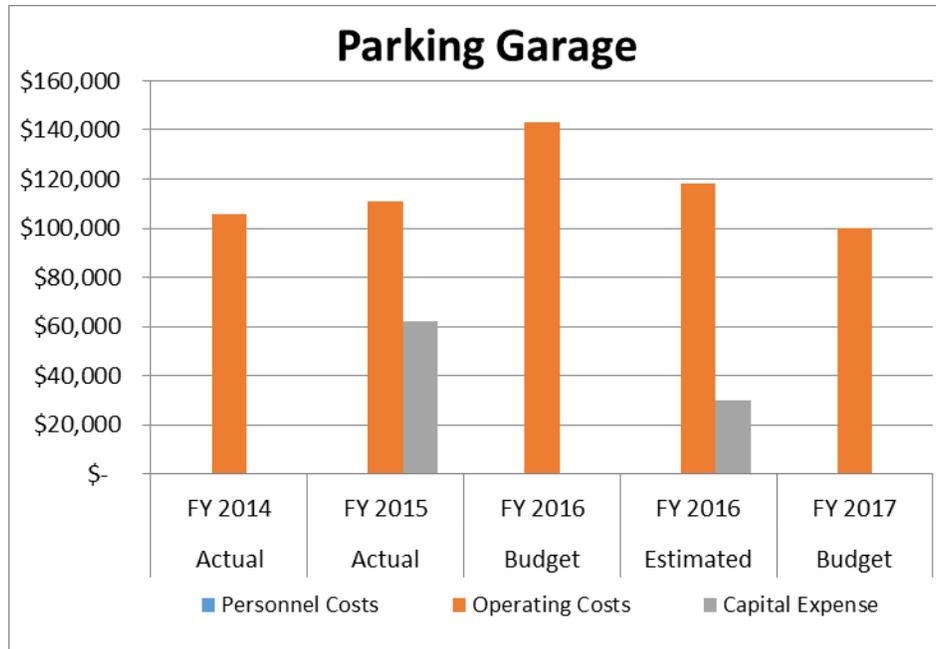
#### ENGAGING OUR COMMUNITY

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

**EXPENDITURE SUMMARY**

<b>Parking Garage</b>					
	Actual	Actual	Budget	Estimated	Budget
	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 105,610	\$ 111,035	\$ 143,200	\$ 118,344	\$ 100,200
Capital Expense	\$ -	\$ 62,218	\$ -	\$ 30,000	\$ -
<b>Total Parking Garage</b>	<b>\$ 105,610</b>	<b>\$ 173,253</b>	<b>\$ 143,200</b>	<b>\$ 148,344</b>	<b>\$ 100,200</b>



**HUMAN RESOURCES SUMMARY**

None

## 2016 - 2017 Budget Year Parking Garage Department

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
<b>Expenditures</b>						
Contractual Services			5,100	4,250	5,100	-
Electric			106,000	78,282	90,000	(16,000)
Telephone & Other Comm.			200	175	200	-
Other Utility Services			300	-	300	-
Repair & Maint. Buildings			-	638	2,000	2,000
Other Supplies & Materials			600	-	600	-
Miscellaneous Expense			31,000	35,000	2,000	(29,000)
<b>Total Operating Budget</b>	<b>105,610</b>	<b>111,035</b>	<b>143,200</b>	<b>118,344</b>	<b>100,200</b>	<b>(43,000)</b>
<b>Capital Outlay</b>					-	-
<b>Total Fixed Assets</b>	-	62,218	-	30,000	-	-
<b>TOTAL PARKING GARAGE DEPARTMENT</b>	<b>105,610</b>	<b>173,253</b>	<b>143,200</b>	<b>148,344</b>	<b>100,200</b>	<b>(43,000)</b>

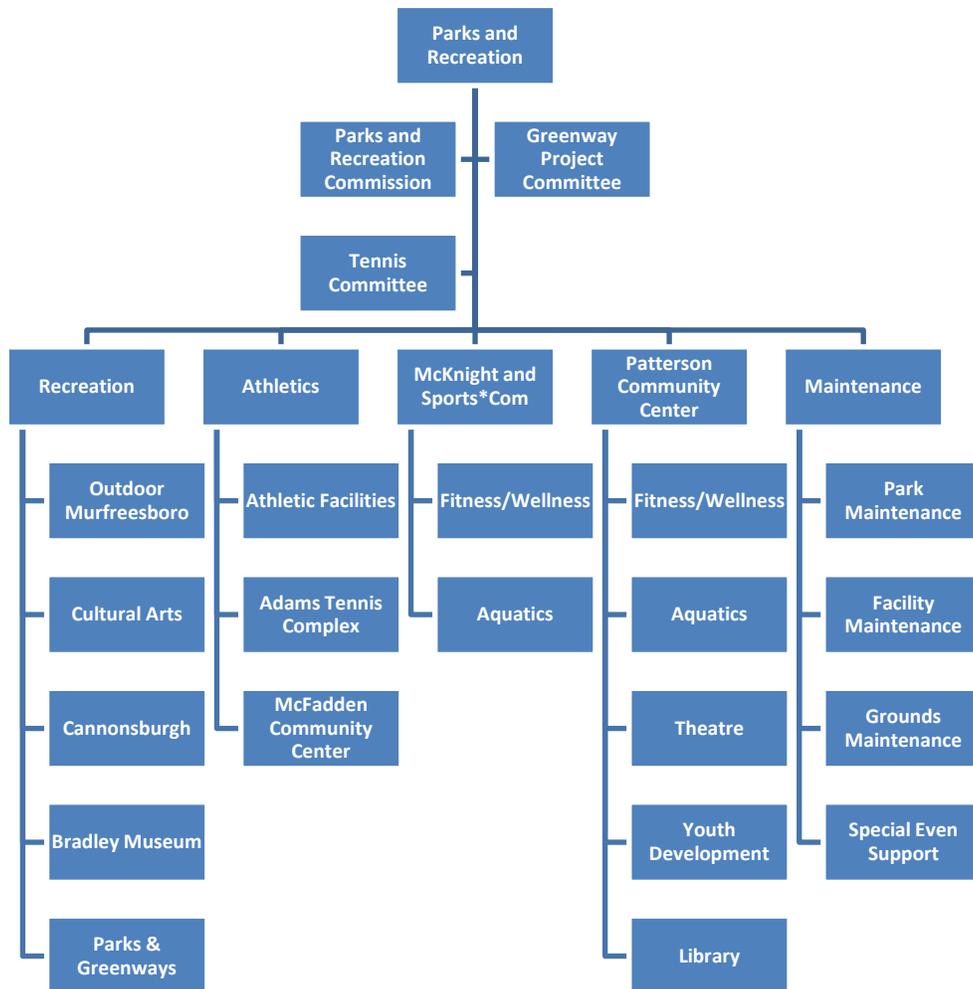


PARKS AND RECREATION DEPARTMENT

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 and twenty-three other park sites that provide quality experiences for all.

ORGANIZATION CHART



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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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- 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

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- 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

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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- 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 75 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

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### ENGAGING OUR COMMUNITY

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- 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

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## FY 2016 ACCOMPLISHMENTS

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- Opened the Adams Tennis Complex in partnership with Middle Tennessee State University
- A goal of 100 memberships was set for the first year at Adams Tennis Complex. To date, more than 300 individuals and families have joined. The complex also hosted collegiate tennis championships including Conference USA, Southern Athletic Association Conference, and the Intercollegiate Tennis Association, as well as many other successful tournaments and events
- Hired the City's first Tennis Pro, John Kreis
- Partnered with Project One Four, a David Price Foundation, to break ground for a Miracle Field at McKnight Park. The Miracle Field will allow children with physical and mental disabilities to play baseball on a synthetic surface; other features include an inclusive playground, a standard field, a 20-yard dash track, concession/restroom facilities, and other amenities
- Began management of Bradley Academy Museum and Cultural Center. Completed basic renovations, and assumed operating and programming responsibilities, engaging the community of volunteers and advocates
- Held the Inaugural City of Murfreesboro New Year's Day 5k as a part of "The Better 'Boro Project: A Wellness Initiative of Mayor Shane McFarland" to promote healthy eating, encourage outdoor recreation, and provide unique and accessible wellness activities
- Added trailside wayfinding stations with mileage and amenity logos to 6 sites on the greenway; these sites serve to increase communication and understanding between users and emergency personnel
- Increased participation in Youth Basketball by 12% with 161 teams
- Hosted 68 tournaments, including TSSAA Spring Fling state championships. In addition, we hosted the Tennessee Cup with 200 soccer teams as well as nationwide events such as the BPA World Series with 128 teams. These tournaments bring in approximately 50,000 athletes and coaches to Murfreesboro, and have an estimated combined economic impact in excess of \$30 million
- Launched "Park Smart" Safety Campaign in partnership with Murfreesboro Police Department, which achieved national attention with promotion on the National Recreation and Parks Association's news update
- Cannonsburgh improved a historical display of Murfreesboro through a donation from Westbrook estate
- Grew Cultural Arts programming by 300% introducing new arts initiatives including a partnership with the Murfreesboro Health Department that forms a HAM band (Health, Art, Music). Theatre programs were restructured and branded as Perform Murfreesboro, resulting in dramatic increases in both participation and attendance. For example, Disney's Cinderella Kids set record attendance with a cast and crew of 126 and 5 sold-out performances for a total audience of 1,520.
- Boro Beach, the outdoor pool at Sports\*Com, maintained capacity rentals and a daily average attendance of 1,800 swimmers
- Continued efforts to ensure the high quality and sustainability of parks and park facilities by implementing renovations of athletic fields
- Implemented increased opportunities for recycling in parks. Rutherford County Solid Waste placed and began servicing three single-stream recycling dumpsters, allowing a dramatic increase in system-wide recycling. Fourteen staff attended an in-service about effective recycling and best practices at All-In-One Recycling, and bins were strategically placed (both

permanent-install and portable). Facility recycling has increased, as well as successfully recycled refuse from large special events including the Murfreesboro Half Marathon and multiple large soccer tournaments at Richard Siegel Park.

- Won twenty-seven state awards at the Tennessee Recreation and Parks Association's Annual Conference. These awards included the President's Cup and the Four Star Awards for Conservation/Outdoor Recreation, Arts, Programs, Marketing, Renovated Facility, and New Facility

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## FY 2017 DEPARTMENT GOALS

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- Effectively and responsibly manage and maintain resources, which include approximately 1, 115 acres of parklands and \$150 million in assets
- Engage professional services to develop a Parks and Recreation Master Plan in order to ensure the continued improvement and development of park facilities and services, which was identified as a critical strategy in Murfreesboro 2035 Comprehensive Master Plan
- Continue partnership with Murfreesboro City Schools in the growth and development of joint-use School Parks
- Complete construction of the Miracle Field, and complete parking lot improvements at McKnight Park
- Provide connectivity and accessibility for linkage to community resources for pedestrians and cyclists through the Murfreesboro Greenway System. Continue construction of Phase IV of Stones River Greenway, and continue partnership through the U.S. Army Corps of Engineers for the construction of the North Murfreesboro Greenway
- Continue to engage the community of volunteers and advocates of Bradley Academy Museum and Cultural Center. Expand historic preservation and arts programming, and partner with City Schools to bring in local students
- Expand partnership and programming opportunities with St. Clair Senior Center
- Engage the Youth Development participants in a community beautification project, in which kids will design and create a mural at Patterson Park Community Center in cooperation with Cultural Arts staff
- Continue efforts to "drown-proof Murfreesboro," increasing promotion and participation in swim lessons through the implementation of the American Red Cross Learn-to-Swim program
- Develop and improve professional development offerings and opportunities to insure that trainings are aligned with our vision, mission, and goals
- Incorporate green practices, utilizing energy efficient products and practices, growing recycling efforts, and publicize to model these activities to the public
- Utilize technology to improve efficiency throughout the department, improving availability of our online information and interaction with services to our customers; increase and improve options for payment through credit cards
- Improve and expand Wi-Fi capability at parks and facilities
- Work in partnership with the Rutherford County Convention and Visitors Bureau to acquire athletic tournaments and other special events to promote economic growth
- 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
- Build soccer practice fields at the Jordan Farm property
- Acquire land in the western area of Murfreesboro and begin the planning phase for a new park

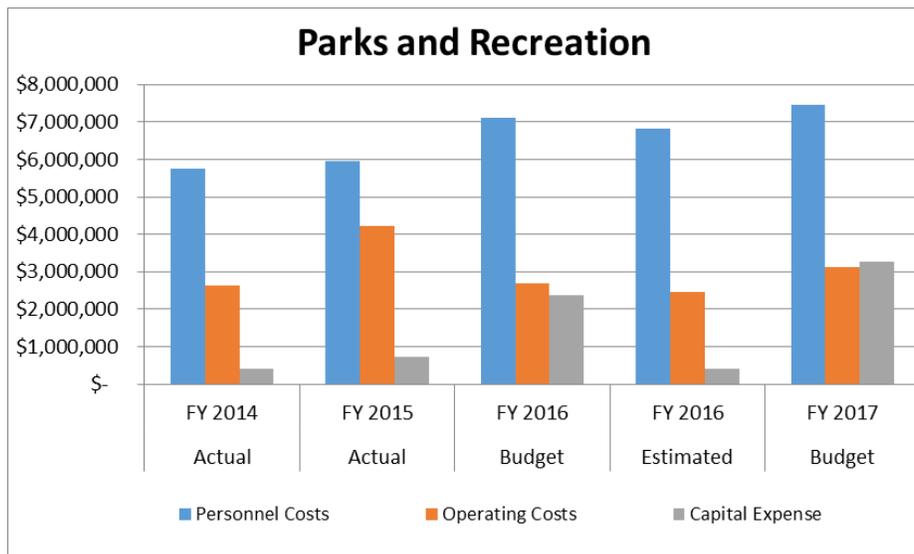
**OPERATING/PERFORMANCE MEASURES**

	Actual	Actual	Budget	Estimated	Proposed
	2014	2015	2016	2016	2017
Facility Attendance for Regular Admission (S*C & PPCC)	321,698	302,552	325,000	330,000	325,000
Facility Admission Revenue (S*C & PPCC)	\$963,116.05	\$866,189	\$949,500	\$955,000	950,000
Facility Attendance for Rentals (S*C & PPCC)	111,058	108,651	125,000	115,000	125,000
Facility Rental Revenues (S*C & PPCC)	\$120,856.73	\$115,029	\$70,500	120,000	122,000
Rental Revenues for Picnic Shelters	\$53,194	\$52,767	\$49,000	\$50,000	\$50,000
Partnering Organizations	148	154	160	150	155
Financial Assistance (Sept. 1 – Aug. 31)	\$432,248	\$389,633	\$455,000	\$475,000	\$455,000

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

**EXPENDITURE SUMMARY**

	Parks and Recreation				
	Actual	Actual	Budget	Estimated	Budget
	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017
Personnel Costs	\$ 5,740,374	\$ 5,966,085	\$ 7,112,716	\$ 6,826,809	\$ 7,447,170
Operating Costs	\$ 2,630,091	\$ 4,219,311	\$ 2,699,865	\$ 2,453,216	\$ 3,133,332
Capital Expense	\$ 399,616	\$ 730,508	\$ 2,383,166	\$ 412,555	\$ 3,279,968
Total Parks & Recreation Fund	\$ 8,770,081	\$ 10,915,904	\$ 12,195,747	\$ 9,692,580	\$ 13,860,470



HUMAN RESOURCES SUMMARY

Parks and Recreation				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
Job Description				
Director	1	1	1	1
Assistant Director	1	1	1	1
Program Coordinator	12	13	13	9
Recreation Facility Coordinator				8
Assistant Program Coordinator	6	8	8	6
Head Tennis Professional	0	1	1	1
Assistant Rec				2
Cultural Arts Coordinator	1	1	1	0
Finance/Personnel Supervisor	1	1	1	1
Administrative Support Specialist II	3	3	3	3
Facility Superintendent	3	3	3	2
Facility Supervisor				1
Superintendents	2	2	2	2
Network Specialist	1	1	1	1
Facility Maintenance Foreman	2	2	2	2
Crew Leader	5	5	5	5
Turf Manager	0	1	1	1
Lead Landscaper/Groundskeeper				5
Groundskeeper	12	12	12	6
Groundskeeper/Maintenance	6	6	6	7
Custodian	7	7	7	7
Administrative Support Specialist I	4	4	4	4
Operations Coordinator	3	3	3	0
Full-Time Positions	70	75	75	75
Part-Time Positions	256	267	272	272
<b>Total Parks and Recreation Allocation</b>	<b>326</b>	<b>342</b>	<b>347</b>	<b>347</b>

## 2016 - 2017 Budget Year

### Recreation Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			3,039,665	2,992,715	3,088,030	48,365
ALLOWANCE FOR UNFILLED VACANCIES					(100,683)	(100,683)
Longevity			52,500	50,760	47,760	(4,740)
Part-Time Regular Emp Wages			1,577,785	1,556,534	1,960,302	382,517
Temp/Seasonal Part-Time Wages			777,431	662,000	785,000	7,569
Overtime Wages			35,000	5,465	35,000	-
Social Security & Medicare Tax			419,402	352,615	444,879	25,477
Hospital And Health Insurance			727,290	694,875	700,001	(27,289)
Dental Insurance - Delta			-	36,800	35,236	35,236
Dental Insurance - Assurant			-	67	93	93
Defined Benefit Plan			288,224	278,127	254,690	(33,534)
Defined Contribution Plan			39,721	34,935	46,812	7,091
LTD & Life Insurance			18,383	18,383	19,386	1,003
Worker's Compensation			137,315	143,534	130,664	(6,651)
<b>Total Personnel Costs</b>	<b>5,740,374</b>	<b>5,966,085</b>	<b>7,112,716</b>	<b>6,826,809</b>	<b>7,447,170</b>	<b>334,454</b>
Contractual Services			25,000	7,434	-	(25,000)
Memberships & Dues			2,668	2,600	2,800	132
Advertising			43,330	31,214	45,300	1,970
Electric			695,510	631,000	706,000	10,490
Water			160,000	128,490	140,000	(20,000)
Gas			209,100	117,000	140,000	(69,100)
Telephone & Other Comm.			13,215	15,418	16,700	3,485
Cell Phone			8,000	11,661	12,900	4,900
Internet			4,000	4,800	4,800	800
Other Utility Services			-	-	1,600	1,600
Consultant's Services			-	-	135,000	135,000
Employee Testing			-	1,277	-	-
Repair & Maint. Motor Vehicles			49,570	-	-	(49,570)
Fleet - Repair & Maintenance			42,637	42,530	48,230	5,593
Repair & Maint Other Mach & Eq			16,720	49,570	58,800	42,080
Repair & Maint. - Animals			2,500	2,600	2,500	-
Repair & Maint - Jan Equipment			2,950	1,500	3,000	50
Repair & Maint - Rec Equipment			12,500	11,000	12,900	400
Repair & Maint - Software			-	24,999	2,000	2,000
Repair & Maint Furn. & Machine			-	7,702	8,000	8,000
Repair & Maint Grounds & Imp			368,300	371,202	533,215	164,915
Repair & Maint. Buildings			250,000	266,592	270,200	20,200
Repair & Maint - Other			80,809	63,000	230,600	149,791
Car Allowance & Mileage			19,000	11,291	19,000	-
Travel Expense			18,290	18,031	18,300	10
Office Supplies and Materials			26,850	33,737	27,200	350
Postage & Shipping			3,500	3,322	3,500	-
Household & Janitor Supplies			68,750	66,461	70,800	2,050
Recreation Supplies			51,008	48,832	52,700	1,692
Activity Supplies			26,870	24,872	26,900	30
Trophies Supplies			14,040	10,887	14,000	(40)
Admission Supplies			30,500	34,964	31,000	500
Clothing and Uniforms			23,445	17,491	24,700	1,255
Gas			75,673	45,000	75,700	27
Handtools & Hardware			6,930	6,877	7,200	270

## 2016 - 2017 Budget Year

### Recreation Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Supplies For Resale			128,950	142,867	142,450	13,500
Other Supplies & Materials			8,625	6,429	8,600	(25)
Vehicle Insurance			27,270	27,270	32,437	5,167
Bad Debt Expense			-	(51)	200	200
Patterson Community Center			250	200	300	50
Cultural Activities			124,080	107,669	144,200	20,120
Park Movies			7,300	7,200	7,300	-
Miscellaneous Expense			12,825	12,878	12,800	(25)
Sales Tax			36,000	32,000	36,000	-
Meals During Meetings			2,900	3,400	3,500	600
<b>Total Operating Budget</b>	<b>2,630,091</b>	<b>4,219,311</b>	<b>2,699,865</b>	<b>2,453,216</b>	<b>3,133,332</b>	<b>433,467</b>
<b>Operating and Salary Budget</b>	<b>8,370,465</b>	<b>10,185,396</b>	<b>9,812,581</b>	<b>9,280,025</b>	<b>10,580,502</b>	<b>767,921</b>
<b>FIXED ASSETS</b>						
Greenway Projects - Extension 4a & 4b					2,580,700	
Parks&Recreation Facilities						
Replace four Dugout Covers at Ball Fields					8,000	
Replace Athletic Field Netting					6,000	
Replace Portable Fencing Ball Fields					2,000	
Replace Pair of Regulation Size Soccer Goals, portable to be used at Rogers, Patterson, etc.					6,000	
Two Aluminum Team Benches Richard Siegel Park					900	
Outdoor Trash Cans for Cannonsburgh					1,000	
Replace Scoreboards at McKnight Park & StarPlex					17,000	
Machinery and Equipment						
Replace R72" riding mower Central Maintenance					11,500	
Replace tractor w/attachments Central Maintenance					32,000	
Replace Weedeater Central Maintenance					450	
Replace Backpack Blower Central Maintenance					450	
Replace 60" Diesel ZTR Mower Barfield Crescent Park					13,500	
Replace 6 x 4 Utility Truckster, medium duty Barfield Crescent Park					13,000	
Replace Pull Behind Turbine Blower Barfield Crescent Park					7,500	
Replace two Weedeaters Barfield Crescent Park					800	
Replace Diesel Truckster 6 x 4 Greenway Trail					13,000	
Replace Field Line Paint Sprayer Richard Siegel Park					2,000	
Replace 60" ZTR Mower Richard Siegel Park					13,500	
Replace 42" Bagging Mower Ball Fields					12,000	
Replace Heavy Duty Utility Truckster					23,000	
Replace Ball Field Drag Tractor					18,000	
Replace Gang Mower Ball Fields					18,000	
Replace 2 72" Riding Mowers Sports*Com-McKnight Park					23,000	
Replace Edger Cannonsburgh					540	
Miscellaneous Replacement of Equipment					9,000	
Utility Tractor Turf Maintenance					24,500	
20' Deck Over Trailer Turf Maintenance					5,900	

## 2016 - 2017 Budget Year

### Recreation Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
42" Bagging Mower for Adams Tennis Complex					12,500	
Backpack Blower for Adams Tennis Complex					450	
Weedeater for Adams Tennis Complex					450	
72" ZTR Mower Greenway Maintenance					11,500	
Hammer Drill Greenway Maintenance					300	
Two Weedeaters Greenway Maintenance					600	
Backpack Blower Greenway Maintenance					500	
Debris Blower Ball Fields					7,500	
Field Mower Richard Siegel Park					62,000	
Heavy Duty Truckster, 4-wheel drive Richard Siegel Park					22,000	
Tool Package Richard Siegel Park					900	
Hedge Trimmer Richard Siegel Park					400	
Generator Richard Siegel Park					950	
Top Handle Chain Saw Richard Siegel Park					400	
60" ZTR Riding Mower for Sports*Com-McKnight Park					12,500	
Chainsaw for Cannonsburgh					160	
Backpack Blower for Cannonsburgh					400	
Transp Equipment						
15 Passenger Van for Outdoor Recreation and Other Programs					33,000	
Replace Pickup Truck 4 x 4 Greenway Trail					32,000	
Replace Crew Cab Pick Up Truck Ball Fields					29,000	
General Purp Machinery & Equip						
Replace Twelve 32-gallon trash cans at Barfield Crescent Park					4,800	
Replace Grill at General Bragg Trailhead Pavilion Greenway					700	
Replace Wetlands Signage					6,000	
Replace Blue Trailhead Markers Greenway					2,000	
Replace Maps & Park Rules Signs at Greenway Trailheads					5,000	
Replace Full Size Soccer Goals w/Wheel Kit Siegel Park					9,000	
Replace Ice Machine Richard Siegel Park					2,500	
Replace Seated Row Weight Machine Sports*Com wellness					4,000	
Replace Elliptical Machine Sports*Com wellness					6,000	
Replace Two Drinking Fountains w/bottle filling station Sports*Com lobby and upstairs					3,500	
Replace Treadmill Sports*Com wellness					6,000	
Replace Manual Pool Vacuum Pump Sports*Com pool					6,000	
Replace Krank Cycle Sports*Com wellness					3,000	
Replace Two Water Fountains Sports*Com gym and pool					2,300	
Replace Three Short Course Lap Lanes Indoor Pool Sports*Com					1,950	
Replace Lifeguard Stand Patterson Community Center Pool					5,000	
Replace Nu Step Machine Patterson Wellness					8,000	
Replace Two 60lb Dumbbells Patterson Wellness					400	
Replace Two 50lb Dumbbells Patterson Wellness					350	
Replace Breakaway Basketball Goal Patterson Community Center Gym					200	
Replace Two Basketball Goal Padding Patterson Community Center Gym					378	
Replace Score Clock Panel Patterson Community Center Gym					450	

## 2016 - 2017 Budget Year

### Recreation Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Replace Portable Sound System McFadden Community Center					1,200	
Replace Couch in Teen Room McFadden Community Center					800	
Replace Two Basketball Backboard Padding McFadden Community Center					500	
Replace Commercial Freezer McFadden Community Center					1,000	
Replace Three Tables in Game Room, McFadden Comm Ctr, non-folding					780	
Replace Two Ball Carts McFadden Community Center					600	
Replace Project Screen Movies Under the Stars					7,000	
Replace Popcorn Popper Movies Under the Stars					800	
Replace Snow Cone Machine Movies Under the Stars					600	
Wayfinding Signs Four Locations Greenway					2,500	
Photometric Pool Chemical Test Kit Patterson Pool					350	
Swim Suit Dryer Patterson Pool. Sports*Com has one and is very popular					2,200	
Two Olympic Barbells Patterson Wellness					1,200	
Two Training Bars Patterson Wellness					500	
Power Rack Patterson Wellness					2,000	
90lb Flip 'T Trainer Patterson Wellness. Vinyl covered foam tire - simulates tractor tire used for					1,000	
130lb Flip 'T Trainer Patterson Wellness. Vinyl covered foam tire - simulates tractor tire used for					1,200	
Horizontal Plate Rack Patterson Wellness					300	
Chin-Up Bar Patterson Wellness					500	
Bluetooth CD Player Boom Box Patterson Community Center					500	
Wireless Transmitter Patterson Community Center					2,800	
Landmine Core Trainer Patterson Wellness. Holds barbell, allows for multi-directional swivel &					400	
Medicine Ball Kit Patterson Wellness					1,500	
12 Channel Mixer for Theatre at Patterson Community Center					150	
Five Handheld Microphones for Theatre at Patterson Community Center					750	
Rowing Machine Patterson Wellness					1,500	
46" Flat Screen Television for New Gaming Systems Teen Room Patterson					1,200	
Xbox for Teen Room Patterson					450	
Bluetooth Receiver Module Patterson Community Center					300	
Three Dumbbell Racks Patterson Wellness					1,800	
Wireless Handheld Microphone System Patterson Community Center					300	
Nu-Step Machine Sports*Com Wellness					5,000	
Back Extension Exercise Equipment Sports*Com Wellness					4,000	
Commercial Steam Cleaner - clean tile floors & walls, pool deck Sports*Com					4,000	
Two Utility Carts Sports*Com					300	
Television for Training Aquatics Staff at Sports*Com					250	
Photometric Pool Chemical Test Kit Sports*Com pools					350	
Two Drumming Balls for new program at Sports*Com, includes balls, stands & sticks. Involves beating					500	
Refrigerator for New Party Room at Sports*Com					500	
Ice Machine for Miracle Field Concession Stand					2,800	
Popcorn Popper for Miracle Field Concession Stand					1,800	
Food Warmer for Miracle Field Concession Stand					1,500	
Upright Freezer for Miracle Field Concession Stand					2,000	
Pizza Oven for Miracle Field Concession Stand					1,700	

## 2016 - 2017 Budget Year

### Recreation Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Microwave Oven for Miracle Field Concession Stand					400	
Drink Cooler for Miracle Field Concession Stand					2,500	
Hot Dog Roller w/bun warmer & sneeze guard Miracle Field Concession Stand					2,000	
Nacho Machine for Miracle Field Concession Stand					500	
Coffee Urn for Miracle Field Concession Stand					600	
Commercial Refrigerator for Miracle Field Concession Stand					2,000	
Snow Cone Machine for Miracle Field Concession Stand					1,000	
Cotton Candy Machine for Miracle Field Concession Stand					1,500	
Portable Tripod Projection Screen Athletics					500	
50" Television for Athletics-McFadden Community Center					750	
Video Game Console (Xbox) with Accessories McFadden Community Center					700	
Three IPads for Live Scoring Athletic Events					3,000	
Video Recorder for McFadden Community Center					250	
Fire Pit Kit McFadden Community Center					200	
Four Tenets for Outdoor Recreation Programs - Wilderness Station					800	
Hanging Projector for Bradley Academy Museum					4,000	
Hanging Projector Screen for Bradley Academy Museum					600	
Small Ice Machine for Bradley Academy Museum					1,500	
<b>Office Machinery and Equipment</b>						
Replace fourteen cash drawers and card swipes					6,510	
Replace three Desk Chair Sports*Com reception desk					450	
Replace Podium Sports*Com					500	
Replace Portable White Board Sports*Com					600	
Replace 100 Meeting Room Chairs Patterson Community Center					8,000	
Replace Podium Patterson Community Center					250	
Replace Two Office Chairs Athletics					700	
Office Chair for Wellness Staff Sports*Com					200	
Eighty Stack Chairs McFadden Community Center					3,500	
Chair Cart for McFadden Community Center					200	
Ten 8' Folding Tables McFadden Community Center					1,000	
Laser Printer McFadden Community Center					175	
Twenty-five Stack Chairs for After School Program at McFadden Community Center					2,625	
Podium/Lectern McFadden Community Center					350	
Table Cart McFadden Community Center					500	
Magnetic Letter Board McFadden Community Center					300	
Two Lateral File Cabinets for Cannonsburgh					700	
Five Tables for McFadden Youth Program, non-folding					750	
Conference Table for McFadden Community Center					200	
<b>Total Fixed Assets</b>	399,616	730,508	2,383,166	412,555	3,279,968	896,802
<b>Total Parks &amp; Recreation Budget</b>	8,770,081	10,915,904	12,195,747	9,692,580	13,860,470	1,664,723



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## SENIOR CITIZENS DEPARTMENT

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### DEPARTMENT SUMMARY

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St. Clair Street Senior Center is a multipurpose 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 4,000 individual seniors visited the St. Clair Street location during FY 2016. The volunteers provide services for the Senior Center. This year 192 volunteers put in 7,107 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.

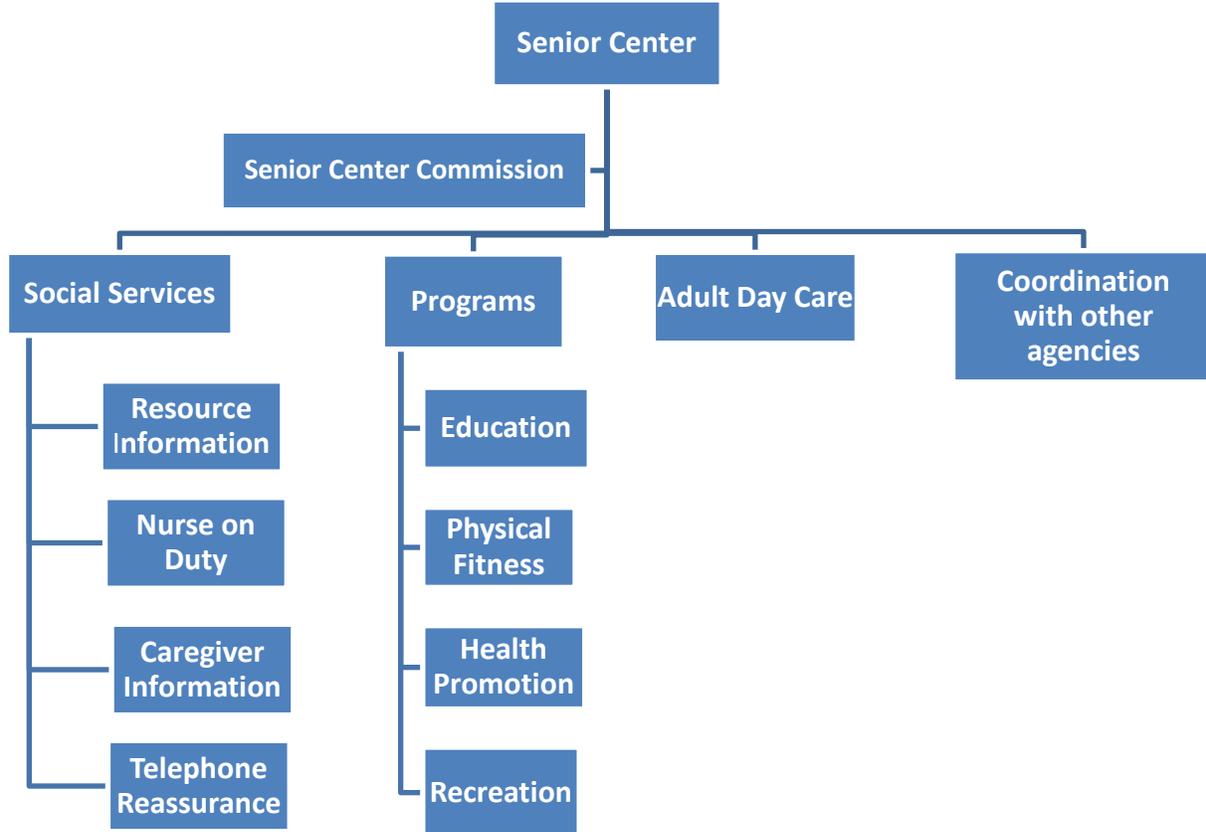
Health and wellness opportunities include fitness programs, evidence based education classes, healthy-eating/healthy-living classes, clinic visits with the nurse, flu shots, and others. Continuing education is important to seniors. The center introduced Stepping On as a new evidence based program that discusses the need for fall prevention. Staff has increased the number of education programs in: art, language, crafts, music, drama, computer, health education, and dancing. The benefits of socialization are almost as important as nutrition. Lack of socialization will diminish quality of life and take years off of 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 – St Thomas Rutherford, physicians and other healthcare professionals who bring programs of health education and information to the seniors. The United Way continues to fund the Senior Center programs. 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.

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## ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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- 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

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- 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

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## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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- Caring and compassionate commitment in provision of services to senior adults
- Participate in service excellence training
- Provide service to all seniors without bias

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## ENGAGING OUR COMMUNITY

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- Open forums at the Senior Center—legislature, health care, scams, etc.
- Monthly contact with 3,300 seniors in the community through the newsletter
- Media contact through radio, television, newsletter, and the city's Facebook
- Outreach opportunities

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## FY 2016 ACCOMPLISHMENTS

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- Completion of Evidence Based Training by Nurse Laura Grissom and ADS staff Kathy Herod in Stepping On
- Completion of Evidence Based Training by Caregiver Information Coordinator Cindi Thomas and Social Service Specialist Dee Brown in Powerful Tools for the Caregiver
- Hiring of Travel Program Coordinator Drew Anderson and opening of Welcome Center
- Produced TV3 show Life after 60 featuring St. Clair Street Senior Center programs and seniors
- Addition of 60 new educational, physical fitness and health promotion programs presented by programming staff in 2015-2016
- Hosted State Senior Center Director Training in May 2016
- Hosted and participated in the Regional Brain Games in coordination with TN Commission on Aging and Disability
- Director Connie Rigsby and Caregiver Information Coordinator Cindi Thomas received certificates as Memory Trainers from renowned Eurag Memory Training professor Dana Steinova of Prague, Czech Republic
- Staffed received communication training from SERA business advisors
- Improved physical fitness programs with purchase of new fitness equipment: 2 Treadmills, recumbent bike, crank cycle and elliptical machine
- Acquired CIP funding for remodel of center

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## FY 2017 DEPARTMENT GOALS

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- Completion of remodel of main entrance, flooring, heating & air, lighting, improved security system and update of interior spaces
- Celebrate reopening of facility and serving seniors for another 40 years
- Offer staff training in physical fitness, senior bullying, verbal defense & influencing others and technology
- Establish a program scholarship for participants

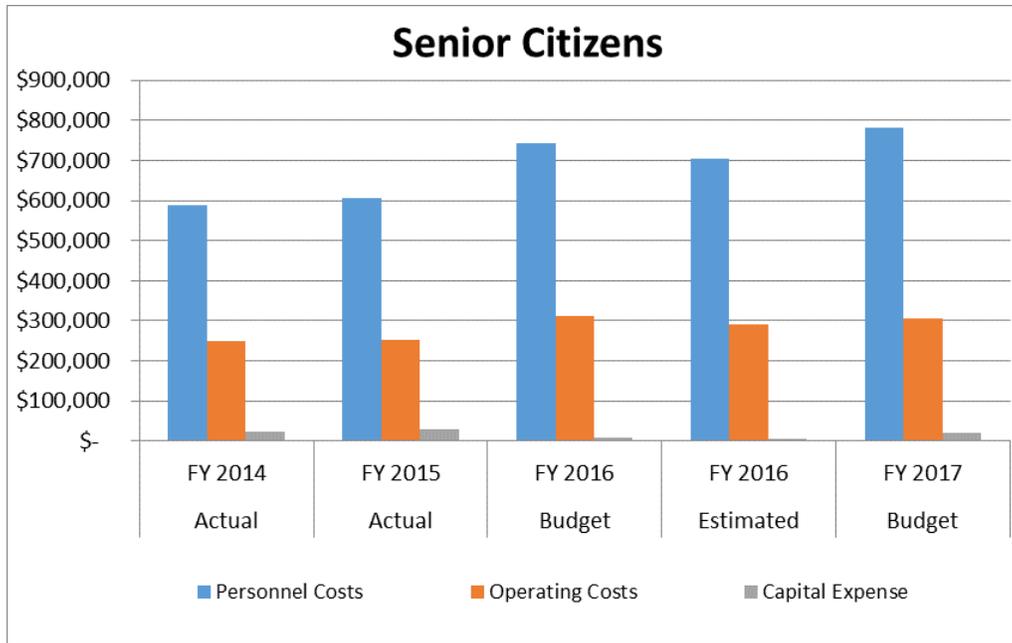
Description	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Education Service Units	8996	10236	9000	9300	9000
Nurse Service Units	1931	3345	4000	4200	4000
Outreach Service Units (TCAD dropped this service for Senior Center in August 2014 after budget projections)	369	0	0	0	
Physical Fitness Service Units	16592	22700	16500	24000	20000
Recreation Service Units (TCAD Lowered focus for this service in August after budget projections)	82751	86407	65000	83000	75000
Visiting Service Units ( TCAD Dropped this service for Senior Centers in August 2014 after budget projections)	369	0	0	0	0
Volunteer Hours	11425	9338	12000	10000	12000
Volunteers	195	216	225	216	225
Total Units of Service for all programs	124568	135000	140000	135000	140000
Total Unduplicated Participants	3594	4000	4500	4000	4500

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### EXPENDITURE SUMMARY

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	<b>Senior Citizens</b>				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 589,573	\$ 607,463	\$ 743,326	\$ 705,278	\$ 782,261
Operating Costs	\$ 250,108	\$ 251,311	\$ 311,990	\$ 289,689	\$ 304,519
Capital Expense	\$ 22,370	\$ 28,002	\$ 7,000	\$ 5,000	\$ 19,500
Total Senior Citizens Fund	\$ 862,051	\$ 886,776	\$ 1,062,316	\$ 999,967	\$ 1,106,280



## HUMAN RESOURCES SUMMARY

Senior Citizens				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
<b>Job Description</b>				
Director - Senior Center	1	1	1	1
Administrative Aide II	1	1	1	1
Administrative Support Specialist	0	0	1	0
Administrative Aide I	2	2	2	2
Program Coordinator	2	2	2	3
Care Program Specialist	1	1	1	1
Custodian	2	2	2	2
<b>Full-Time Positions</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>
Driver	1	3	3	2
Facility Attendant	1	1	1	1
Nurse on Duty	1	1	1	1
Adult Day Services Program Coordinator				1
Adult Day Services Activity Assistant	5	3	3	3
Administrative Support Specialist I	1	1	1	1
Caregiver Information Coordinator	1	1	1	1
<b>Part-Time Positions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Total Senior Citizens Center Allocation</b>	<b>19</b>	<b>19</b>	<b>20</b>	<b>20</b>

**2016 - 2017 Budget Year**  
**Senior Citizens Center Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			517,617	464,017	410,879	(106,738)
Longevity			4,020	4,020	4,560	540
Part-Time Regular Emp Wages			-	39,772	193,718	193,718
Social Security & Medicare Tax			39,959	37,247	31,089	(8,870)
Hospital And Health Insurance			110,609	89,410	77,982	(32,627)
Dental Insurance - Delta			-	4,000	3,883	3,883
Defined Benefit Plan			30,564	29,306	31,175	611
Defined Contribution Plan			6,980	3,193	6,735	(245)
LTD & Life Insurance			2,278	2,278	2,501	223
Worker's Compensation			30,599	31,984	19,039	(11,560)
<b>Total Personnel Costs</b>	<b>589,573</b>	<b>607,463</b>	<b>743,326</b>	<b>705,278</b>	<b>782,261</b>	<b>38,935</b>
Memberships & Dues			1,200	15,810	19,200	18,000
Publications - Formal & Legal			17,500			(17,500)
Electric			45,000	42,000	45,000	-
Water			7,500	8,000	6,500	(1,000)
Gas			10,000	9,000	10,000	-
Telephone & Other Comm.			1,700	1,700	1,700	-
Cell Phone			600	600	600	-
Health Services			2,500	2,500	2,500	-
Repair & Maint. Motor Vehicles			500	450	500	-
Fleet - Repair & Maintenance			2,925	3,040	3,255	330
Repair & Maint Other Mach & Eq			2,500	2,500	2,500	-
Repair & Maint Furn. & Machine			5,000	3,500	3,500	(1,500)
Repair & Maint. Buildings			20,000	20,000	20,000	-
Repair & Maint - Other			1,000	1,425	1,000	-
Car Allowance & Mileage			1,000	800	1,000	-
Travel Expense			6,500	1,500	2,500	(4,000)
Other Contractual Services			40,000	38,000	38,000	(2,000)
Office Supplies and Materials			8,500	6,000	8,500	-
Postage & Shipping			12,000	10,000	12,000	-
Household & Janitor Supplies			13,000	13,000	13,000	-
Nurse Supplies			2,000	2,000	2,350	350
Trip Expense Supplies			50,000	50,000	50,000	-
Activity Supplies			45,000	45,000	47,000	2,000
Clothing and Uniforms			1,200	1,200	1,200	-
Gas			4,101	2,900	5,000	899
Other Supplies & Materials			1,000	1,000	1,000	-
Vehicle Insurance			2,264	2,264	1,214	(1,050)
Desig Donations/Contributions			3,500	1,500	1,500	(2,000)
Miscellaneous Expense			4,000	4,000	4,000	-
<b>Total Operating Budget</b>	<b>250,108</b>	<b>251,311</b>	<b>311,990</b>	<b>289,689</b>	<b>304,519</b>	<b>(7,471)</b>
<b>Operating and Salary Budget</b>	<b>839,681</b>	<b>858,774</b>	<b>1,055,316</b>	<b>994,967</b>	<b>1,086,780</b>	<b>31,464</b>

**2016 - 2017 Budget Year**  
**Senior Citizens Center Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Computer Software Exp						
Two Adobe Creative Cloud Licenses					1,600	
Four Annual Updates - MySeniorCenter					2,400	
Snag It Computer Software					500	
Other Machinery and Equipment						
Normal Replacement					2,000	
NuStep Exercise Equipment					3,500	
Scanner for Munis System					800	
MySeniorCenter Computer w/Touchscreen monitor					2,800	
Five ADS Side Tables (replacement)					1,000	
Four ADS Recliners (replacement)					2,000	
Projector for Main Dining Room					2,900	
<b>Total Fixed Assets</b>	22,370	28,002	7,000	5,000	19,500	12,500
<b>Total Senior Citizen Center Expenses</b>	862,051	886,776	1,062,316	999,967	1,106,280	43,964



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## COMMUNITY DEVELOPMENT

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### DEPARTMENT SUMMARY

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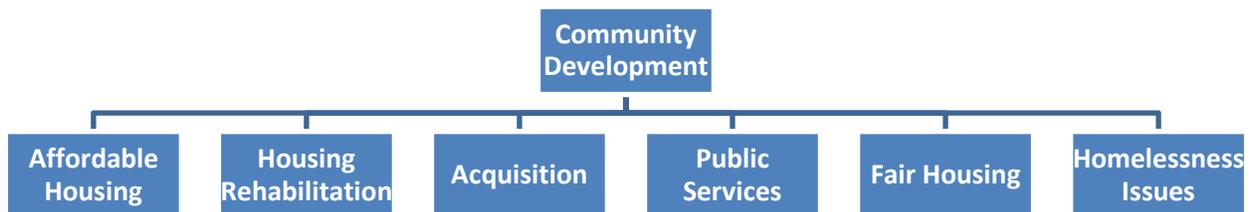
Effective FY 2014, Community Development Fund was moved into the General Fund as a department.

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

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### ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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- 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

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- 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 assist the homeless population
- Use CDBG funds to implement the Community Development Department's anti-poverty initiatives

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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- 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

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### ENGAGING OUR COMMUNITY

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

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### FY 2016 ACCOMPLISHMENTS

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- Prepared and submitted to HUD the 2015-2020 Consolidated Plan/First-Year Action Plan
- Updated 2010 Analysis of Impediments to Fair Housing Choice
- Assisted six first-time home buyers with Affordable Housing Loans
- Assisted six homeowners with Housing Rehabilitation Loans
- Assisted Rutherford County Area Habitat for Humanity with the purchase of two lots to be used for building single-family homes for re-sale to low-income households
- Assisted two non-profit agencies with the acquisition of housing units to be used as affordable rental housing
- Administered 15 Public Service Grants to agencies that provided services to more than 5,000 residents
- Administered Emergency Solutions Grant – Seven sub-recipients provided services to the homeless and persons in danger of becoming homeless

## FY 2017 GOALS

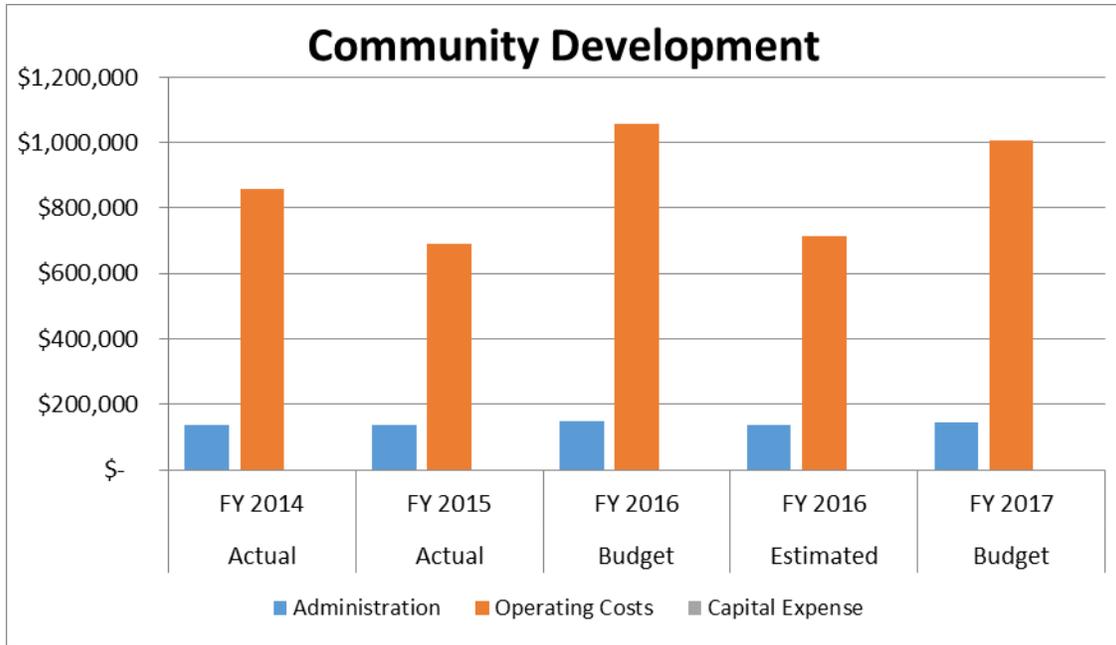
- Provide down payment assistance to income-eligible first-time home buyers
- Rehabilitate owner-occupied single-family homes
- Acquire homes to be used by nonprofits as affordable rental housing
- Acquire building lot for donation to Rutherford County Area Habitat for Humanity
- Assist low-income residents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

	Actual	Actual	Budget	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017
Funds benefiting low or moderate income persons	100%	100%	100%	100%	100%
Homes involved with downpayment assistance	12	12	12	6	10
Houses rehabbed with CDBG assistance	9	12	6	6	6
Houses acquired for affordable rental property	n/a	n/a	2	2	2
Lots acquired to build homes for low-income households	1	2	1	2	1

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

## EXPENDITURE SUMMARY

	Community Development Department				
	Actual	Actual	Budget	Estimated	Budget
	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017
Administration	\$ 135,132	\$ 135,133	\$ 149,681	\$ 138,080	\$ 145,572
Operating Costs	\$ 856,836	\$ 692,203	\$ 1,056,924	\$ 712,015	\$ 1,007,425
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Total Community Dev. Fund	\$ 991,968	\$ 827,336	\$ 1,206,605	\$ 850,094	\$ 1,152,997



### HUMAN RESOURCES SUMMARY

Community Development				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
<b>Job Description</b>				
Director - Community Development	1	1	1	1
Grant Coordinator	1	1	1	1
Full-Time Positions	2	2	2	2
Administrative Support Specialist I	1	1	1	1
Part-Time Positions	1	1	1	1
<b>Total Community Development Fund Allocation</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**2016 - 2017 Budget Year**  
**Community Development Budget**

<b>Description</b>	<b>2013 - 2014 Actual</b>	<b>2014 - 2015 Actual</b>	<b>2015 - 2016 Budget</b>	<b>2015 - 2016 Estimated</b>	<b>2016 - 2017 Budget</b>	<b>Increase/ (Decrease)</b>
Administration			149,681	138,080	145,572	(4,109)
Acquisition			234,000	287,163	235,000	1,000
Child Abuse Prevention			10,000	7,733	10,000	-
Childcare Services			5,000	7,965	5,000	-
Youth/Crime Prevention			12,000	5,625	12,000	-
Healthcare			26,224	10,764	26,224	-
Job Training			22,000	7,828	22,000	-
Homeless Assistance			11,886	4,795	11,886	-
Domestic Abuse			7,500	6,631	9,500	2,000
Housing Rehabilitation			308,265	80,888	299,992	(8,273)
Affordable Housing			163,687	94,629	110,000	(53,687)
Elderly			11,000	20,546	11,000	-
Emergency Solutions Grant			224,238	145,771	159,366	(64,872)
Public Service Grants			21,124	972	4,928	(16,196)
Public Facilities			-	30,706	89,529	89,529
Fair Housing			-	-	1,000	1,000
<b>Total Community Development Budget</b>	<b>991,968</b>	<b>827,336</b>	<b>1,206,605</b>	<b>850,094</b>	<b>1,152,997</b>	<b>(53,608)</b>



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## GOLF COURSE DEPARTMENT

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### DEPARTMENT SUMMARY

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

Rounds played at Old Fort Golf Club are trending up for 2016. Rounds at the Veterans Golf Course are trending up as well. The economy continues to have an impact on our citizens and their discretionary funds. The department will continue to reevaluate many of the practices and standards that are the basis of operations for golf courses. Continued emphasis will be placed on growing the game through new league participation at all facilities along with a renewed push to upgrade customer service and appreciation.

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. The City is currently in the final year of a two-year contract between the City of Murfreesboro and the Veterans Administration and 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 2017 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 2017. Old Fort Golf Club will host the Southern Athletic Association Conference Championships for 2016.

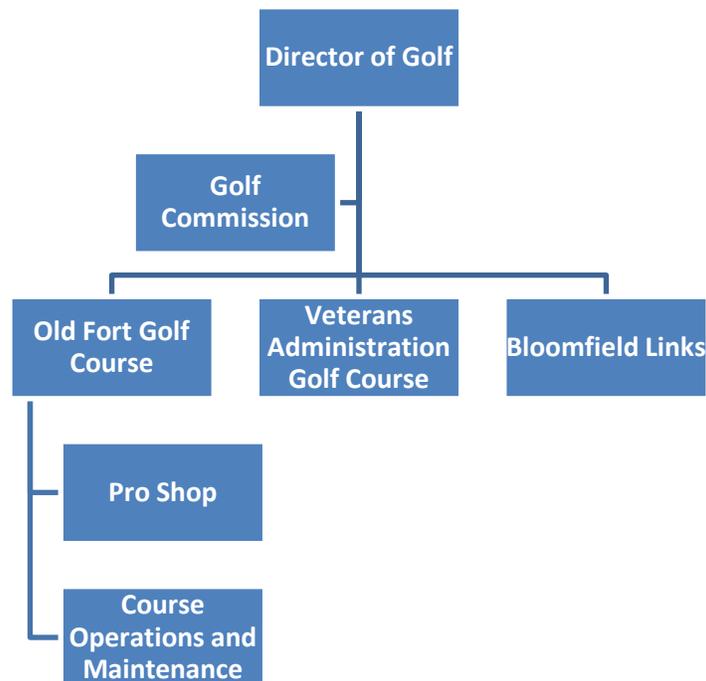
Bloomfield Links opened for a short time beginning October 12, 2013 before closing for the winter months. The course reopened in March 2014 for its first official season. Initial response to the facility's first two seasons was outstanding and several events are scheduled for the course this season. Multiple civic and local groups will make use of the facility to further grow golf and enhance their own programs. This facility will emphasize life skills and health opportunities and will offer a lower than normal fee structure so that all youth will have a never before offered opportunity to learn and participate in golf for a long time so the necessary skills can be mastered and passed on. 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 helped to make this opportunity a reality. The addition of Jex Wilson as Director of Youth Golf Development has allowed golf to be introduced into our Murfreesboro Schools and already over 1000 kids have tried golf for the first time.

FootGolf was introduced at the Veterans Golf Course in July of 2014 and has been received very well by the regular golfers and foot golfers alike. The FootGolf course is set up inside the regular golf course and both sets of golfers can play and enjoy their sports together. FootGolf is new to the area and has only been in the United States for a short period of time. It seems to be catching on all across the country and so far it has helped revenues for the Veterans Course with little up-front costs and very little maintenance required. At this point it is expected to continue to grow and the positive impact on revenues indicates that we will continue to keep FootGolf for this coming year and hopefully for the future as well.

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### ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- Continued implementation of the FREEquent Player Program
- Expand the number of paid rounds of golf
- Expand merchandising and concession revenues
- Implement Grow the Game initiatives at all facilities
- Provide programming that will introduce the game of golf and make the game faster and more enjoyable through new and innovative ways of teaching and presenting the game

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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- Old Fort Golf Course continues to be named among the best golf courses in Middle Tennessee
- Provide value for golfers via the FREEquent Player Program, which offers discounts based upon purchases and participation
- 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
- All employees, full-time and part-time, have participated in continual training in Service Excellence with an emphasis on showing appreciation for visiting our facilities

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### ENGAGING OUR COMMUNITY

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- Promote PGA of America “Grow the Game” initiatives
- Expand and grow Junior Programming at Old Fort Golf Club, Bloomfield Links and Veterans Golf Course to include nearby local youth
- 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
- A new volunteer program that engages adults to participate in the above mentioned youth programs
- Working closely with local civic and charitable organizations to offer opportunities to grow golf and engage community involvement: City Schools, ESP, Special Olympics, One Goal, Above the Rim, First Tee, several others to join us this year

- Engage several citizens in volunteer work on Bloomfield Links programs for our youth
- In 2016 Bloomfield Links was enjoyed by The First Tee of Nashville, which we are an affiliate facility, KBD Foundation, Special Olympics, Veterans Hospital Group taught by First Tee, and several local middle schools that practiced and held matches at the course. It is our goal to increase the number of participants in 2017

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### FY 2016 ACCOMPLISHMENTS

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- Acquired funding for a Building Project that will house mowing and golf equipment along with restrooms and shelter for Bloomfield Links from the Christy Houston Foundation
- Jex Wilson was recognized for his work with junior golf and growth of the game initiatives by winning the PGA Award for Middle Tennessee and was a finalist in the State Awards.
- Initiated a pilot program for golf at John Pittard Elementary with over 900 kids being introduced to golf, many for the first time
- Provided in-service training to Murfreesboro Elementary PE teachers for the SNAG Program
- New dedicated Website for the Golf Department
- Over one hundred youth participated in the junior golf league the second year in existence
- Junior Golf Opportunities will reach a new high in 2016-17 with the introduction of the Murfreesboro Junior Golf Association
- Old Fort hosted the Middle Tennessee Lady Raiders fall golf tournament for the fifth year
- The Southern Athletic Association Fall Preview was hosted again in 2015
- The Southern Athletic Association Men's and Women's Conference Championships have been scheduled for 2015 and 2016 and will take place in the spring at Old Fort Golf Club
- FootGolf is in its second year at the Veterans Golf Course and has produced good revenue and will continue for 2017

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### FY 2017 DEPARTMENT GOALS

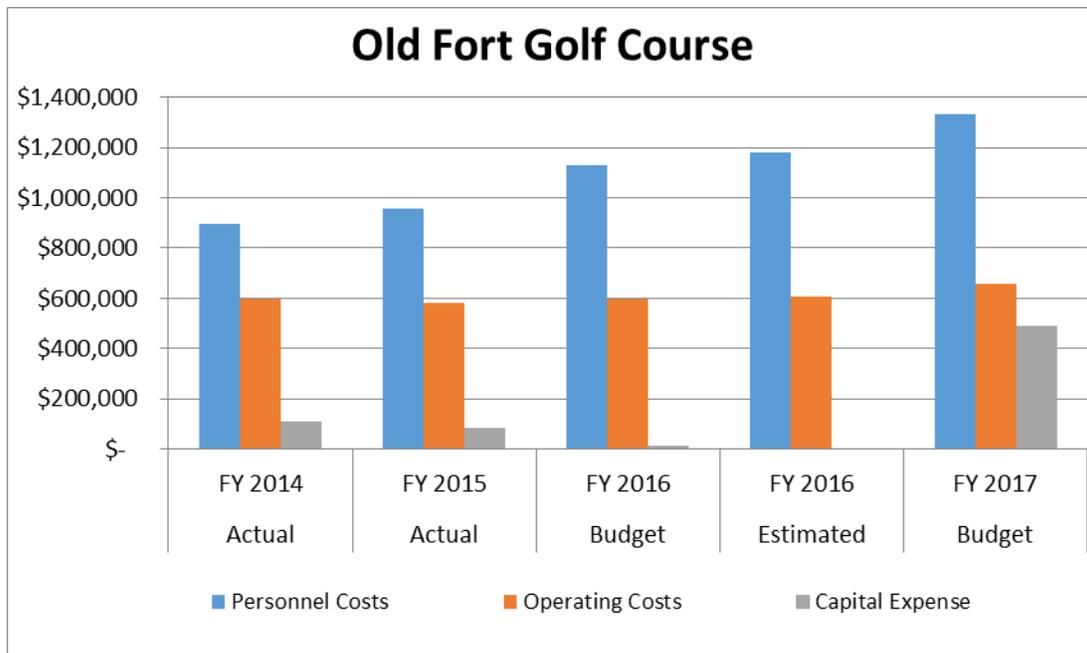
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- Continue to improve our Service Excellence
- Implementation of Online Tee Times and new POS
- Increase rounds at all facilities with increased opportunities for all ages and abilities
- Work with ESP After School Program with City Schools to introduce golf during summer months. Currently five (5) schools signed up to participate, up to 100 students
- Develop and fund the premier golf program in the State of Tennessee
- Double or triple participation in the Junior League at Bloomfield Links
- Increase PGA Junior League to two teams to play area golf courses in match play events at each course
- Engage more citizens as volunteers to help with junior golf opportunities
- Tap into previously untapped market for beginners, ladies, and juniors

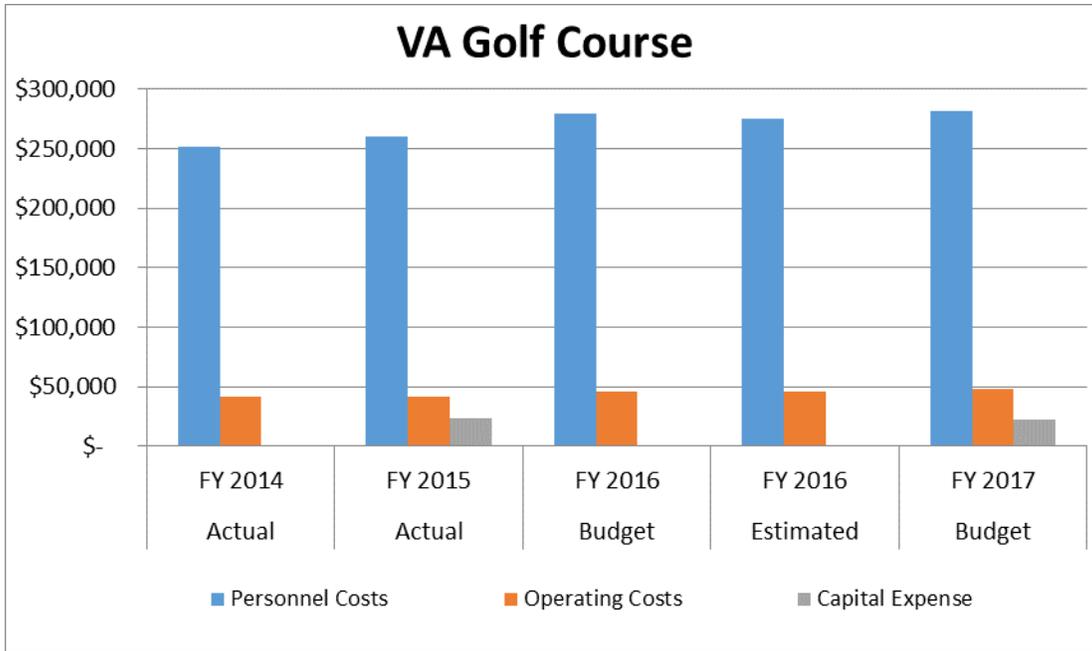
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Proposed FY 2017
Paid rounds of golf-Old Fort	37,416	38,456	40,000	39,584	40,000
Paid rounds of golf-VA	17,705	18,418	19,000	19,600	19,000
Concession revenue-Old Fort	\$ 146,186	\$ 165,066	\$ 160,000	\$ 166,227	\$ 170,000
Concession revenue-VA	\$ 7,169	\$ 7,707	\$ 7,500	\$ 7,912	\$ 7,500
Merchandise revenue-Old Fort	\$ 199,042	\$ 187,049	\$ 200,000	\$ 213,083	\$ 215,000
Merchandise revenue-VA	\$ 3,249	\$ 5,368	\$ 5,000	\$ 4,223	\$ 4,500

### EXPENDITURE SUMMARY

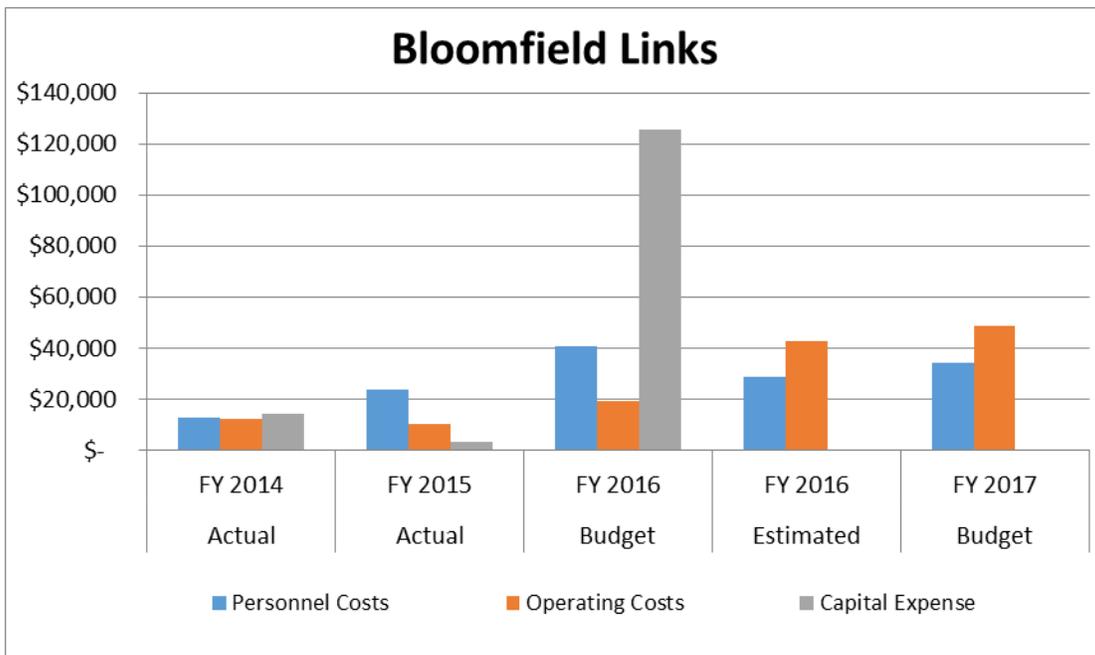
	Old Fort Golf Course				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 897,156	\$ 956,972	\$ 1,128,125	\$ 1,178,226	\$ 1,331,167
Operating Costs	\$ 595,835	\$ 583,739	\$ 594,758	\$ 606,910	\$ 658,817
Capital Expense	\$ 110,380	\$ 82,108	\$ 12,000	\$ 250	\$ 489,521
Total Old Fort Golf Course	\$ 1,603,371	\$ 1,622,819	\$ 1,734,883	\$ 1,785,387	\$ 2,479,505



	VA Golf Course				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 251,204	\$ 259,937	\$ 278,822	\$ 275,120	\$ 281,181
Operating Costs	\$ 41,486	\$ 41,595	\$ 45,650	\$ 46,345	\$ 48,008
Capital Expense	\$ 335	\$ 23,212	\$ 1,500	\$ -	\$ 22,475
Total VA Golf Course	\$ 293,025	\$ 324,744	\$ 325,972	\$ 321,465	\$ 351,664



	Bloomfield Links				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 12,924	\$ 23,561	\$ 40,875	\$ 28,867	\$ 34,273
Operating Costs	\$ 12,100	\$ 10,014	\$ 19,157	\$ 42,447	\$ 48,457
Capital Expense	\$ 14,332	\$ 3,195	\$ 125,500	\$ -	\$ -
<b>Total Bloomfield Links</b>	<b>\$ 39,356</b>	<b>\$ 36,770</b>	<b>\$ 185,532</b>	<b>\$ 71,314</b>	<b>\$ 82,730</b>



HUMAN RESOURCES SUMMARY

Golf Course				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
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
Administrative Aide I	1	1	1	1
Turf Care Supervisor	2	2	2	2
Lead Groundskeeper (VA)	1	1	1	1
Equipment Mechanic	1	1	1	1
Irrigation Technician	1	1	1	1
Landscaper/Greenskeeper	2	2	2	2
Full-Time Positions	14	14	14	14
P/T Golf Shop Personnel	28	28	28	30
P/T Maintenance Personnel	13	13	13	14
Part-Time Positions	41	41	41	44
<b>Total Golf Allocation</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>58</b>

## 2016 - 2017 Budget Year Golf Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
<b>Old Fort Golf Course</b>						
Salary - Full-Time - Regular			540,032	636,510	717,084	177,052
Temp/Seasonal Salary			-	-	-	-
Longevity			11,760	11,760	12,480	720
Part-Time Regular Emp Wages			229,783	197,056	247,838	18,055
Social Security & Medicare Tax			67,171	60,813	76,695	9,524
Hospital And Health Insurance			181,214	168,420	167,201	(14,013)
Dental Insurance - Delta			-	8,500	8,237	8,237
Defined Benefit Plan			70,882	66,649	69,241	(1,641)
Defined Contribution Plan			3,058	3,400	6,024	2,966
LTD & Life Insurance			4,500	4,500	4,071	(429)
Worker's Compensation			19,725	20,618	22,296	2,571
<b>Total Personnel Costs</b>	<b>897,156</b>	<b>956,972</b>	<b>1,128,125</b>	<b>1,178,226</b>	<b>1,331,167</b>	<b>203,042</b>
Memberships & Dues			2,500	2,500	2,500	-
Advertising			5,000	5,000	10,000	5,000
Subscriptions - Newspapers			50	50	50	-
Electric			56,000	52,573	55,000	(1,000)
Water			8,000	8,000	8,500	500
Telephone & Other Comm.			1,500	1,300	1,400	(100)
Employee Testing			-	375	400	400
Fleet - Repair & Maintenance			975	135	550	(425)
Repair & Maint Other Mach & Eq			30,000	32,500	32,500	2,500
Repair & Maint - Office Equip			6,000	1,305	1,680	(4,320)
Repair & Maint - Software				4,695	34,320	34,320
Repair & Maint Grounds & Imp			3,500	3,500	5,000	1,500
Repair & Maint. Buildings			10,000	11,103	10,000	-
Employee			600	600	600	-
Car Allowance & Mileage			2,000	1,500	2,000	-
Travel			1,000	981	1,200	200
Office Supplies and Materials			2,500	2,500	2,750	250
Postage & Shipping			500	500	600	100
Operating Supplies			7,000	5,000	5,000	(2,000)
Agriculture and Hort. Supplies			81,500	81,500	81,500	-
Landscaping Supplies			6,500	6,500	7,500	1,000
Household & Janitor Supplies			6,000	6,000	7,500	1,500
Golf Shop Supplies			4,000	4,000	4,500	500
Driving Range Supplies			4,000	4,000	5,000	1,000
Golf Supplies			3,000	3,000	3,500	500
Golf Association Supplies			15,000	16,000	16,000	1,000
Clothing and Uniforms			3,000	3,000	3,000	-
Gas			16,500	16,500	16,500	-
Handtools & Hardware			1,500	1,500	1,500	-
Supplies For Resale			215,000	225,000	230,000	15,000

## 2016 - 2017 Budget Year Golf Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Sand-Cement-Lumber			11,000	11,000	12,000	1,000
Vehicle Insurance			812	812	841	29
Machinery and Equipment Rental			2,500	2,500	4,000	1,500
Bank Service Charges			23,000	22,915	23,000	-
Miscellaneous Expense			1,200	1,200	1,300	100
Sales Tax			63,121	67,367	67,126	4,005
<b>Total Operating Budget</b>	<b>595,835</b>	<b>583,739</b>	<b>594,758</b>	<b>606,910</b>	<b>658,817</b>	<b>64,059</b>
<b>Operating and Salary Budget</b>	<b>1,492,991</b>	<b>1,540,711</b>	<b>1,722,883</b>	<b>1,785,137</b>	<b>1,989,984</b>	<b>267,101</b>
Improvements Other Bdgs Exp						
Two AC/Heater Window Units for Maintenance Facility					1,800	
Chemical Room and Break Room Expansion					2,000	
Machinery and Equipment						
Two Triplex Riding Greens Mower					69,000	
Gandy Drop Spreader					900	
Two Commercial Weedeaters					900	
Accugauge					350	
Six Walking Greens Mowers					60,000	
Transp Equipment						
Seventy-Five Replacement Golf Carts w/Accessories & GPS					300,000	
Four Large Carryall Electric Utility Carts					37,168	
Small Carryall Electric Utility Cart					8,253	
Communication Equipment Exp						
Ten Two-way Radios					1,500	
Two-way Irrigation Radio					500	
Other Machinery and Equipment						
Pallet Forks for Tractor					1,400	
Fifteen Rental Pull Cart Replacements					2,250	
Normal Replacement and Reserve					3,500	
<b>Total Fixed Assets</b>	<b>110,380</b>	<b>82,108</b>	<b>12,000</b>	<b>250</b>	<b>489,521</b>	<b>477,521</b>
<b>Total Old Fort Golf Course Budget</b>	<b>1,603,371</b>	<b>1,622,819</b>	<b>1,734,883</b>	<b>1,785,387</b>	<b>2,479,505</b>	<b>744,622</b>

## 2016 - 2017 Budget Year Golf Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
<b>VA Golf Course</b>						
Salary - Full-Time - Regular			85,507	85,507	87,217	1,710
Longevity			2,040	2,040	2,160	120
Part-Time Regular Emp Wages			56,579	49,732	53,598	(2,981)
Social Security & Medicare Tax			11,026	9,311	10,436	(590)
Hospital And Health Insurance			18,276	18,400	16,638	(1,638)
Dental Insurance - Delta			-	900	867	867
Defined Benefit Plan			10,534	10,329	10,745	211
LTD & Life Insurance			650	650	588	(62)
Worker's Compensation			1,745	1,773	3,492	1,747
Old Fort Salary Allotment			92,465	96,478	95,440	2,975
<b>Total Personnel Costs</b>	<b>251,204</b>	<b>259,937</b>	<b>278,822</b>	<b>275,120</b>	<b>281,181</b>	<b>2,359</b>
Publicity			-	300	350	350
Electric			6,750	6,000	6,500	(250)
Water			250	160	200	(50)
Telephone & Other Comm.			1,400	2,100	2,250	850
Employee Testing			-	50	50	50
Fleet - Repair & Maintenance			496	245	550	54
Repair & Maint Other Mach & Eq			7,050	6,750	7,000	(50)
Repair & Maint. Buildings			3,000	4,437	4,000	1,000
Employee			100	-	100	-
Car Allowance & Mileage			250	-	200	(50)
Travel Expense			200	100	175	(25)
Office Supplies and Materials			400	400	500	100
Operating Supplies			1,500	1,305	1,500	-
Agriculture and Hort. Supplies			6,500	6,500	6,500	-
Landscaping Supplies			500	500	500	-
Household & Janitor Supplies			300	375	450	150
Golf Shop Supplies			700	700	700	-
Golf Supplies			1,500	1,500	1,500	-
Clothing and Uniforms			500	500	500	-
Gas			3,453	3,500	3,500	47
Handtools & Hardware			350	350	350	-
Supplies For Resale			6,000	6,000	6,000	-
Sand-Cement-Lumber			1,500	1,500	1,500	-
Vehicle Insurance			578	578	578	-
Machinery and Equipment Rental			300	300	300	-
Miscellaneous Expense			250	250	300	50
Sales Tax			1,823	1,945	1,955	132
<b>Total Operating Budget</b>	<b>41,486</b>	<b>41,595</b>	<b>45,650</b>	<b>46,345</b>	<b>48,008</b>	<b>2,358</b>
<b>Operating and Salary Budget</b>	<b>292,690</b>	<b>301,532</b>	<b>324,472</b>	<b>321,465</b>	<b>329,189</b>	<b>4,717</b>
Machinery and Equipment						
Work Truckster (replacement)					22,000	
Canopy for Tractor					475	
Other Machinery and Equipment					-	
<b>Total Fixed Assets</b>	<b>335</b>	<b>23,212</b>	<b>1,500</b>	<b>-</b>	<b>22,475</b>	<b>20,975</b>
<b>Total VA Golf Course Budget</b>	<b>293,025</b>	<b>324,744</b>	<b>325,972</b>	<b>321,465</b>	<b>351,664</b>	<b>25,692</b>

## 2016 - 2017 Budget Year Golf Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
<b>Bloomfield Links</b>						
Part-Time Regular Emp Wages			37,786	26,526	30,839	(6,947)
Social Security & Medicare Tax			2,891	1,876	2,359	(532)
Worker's Compensation			198	465	1,075	877
<b>Total Personnel Costs</b>	<b>12,924</b>	<b>23,561</b>	<b>40,875</b>	<b>28,867</b>	<b>34,273</b>	<b>(6,602)</b>
Contractual Services			-	24,000	24,000	24,000
Printing Services			-	20	50	50
Memberships & Dues			-	975	100	100
Electric			1,000	310	1,000	-
Water			500	-	300	(200)
Telephone & Other Comm.			-	-	1,000	1,000
Employee Testing			-	50	50	50
Fleet - Repair & Maintenance			100	-	-	(100)
Repair & Maint Other Mach & Eq			3,000	3,000	3,000	-
Repair & Maint - Software			-	-	500	500
Repair & Maint Grounds & Imp			1,000	-	-	(1,000)
Repair & Maint. Buildings			500	-	200	(300)
Employee			100	-	-	(100)
Office Supplies and Materials			100	-	100	-
Operating Supplies			1,000	1,037	1,000	-
Agriculture and Hort. Supplies			6,000	6,000	7,500	1,500
Landscaping Supplies			-	1,000	1,000	1,000
Household & Janitor Supplies			400	-	400	-
Activity Supplies			-	2,000	3,000	3,000
Golf Shop Supplies			750	750	750	-
Golf Supplies			500	500	500	-
Clothing and Uniforms			500	300	300	(200)
Gas			600	600	600	-
Handtools & Hardware			300	300	300	-
Supplies For Resale			1,000	-	1,000	-
Sand-Cement-Lumber			1,000	1,000	1,000	-
Machinery and Equipment Rental			300	300	300	-
Miscellaneous Expense			300	300	300	-
Sales Tax			207	5	207	-
<b>Total Operating Budget</b>	<b>12,100</b>	<b>10,014</b>	<b>19,157</b>	<b>42,447</b>	<b>48,457</b>	<b>29,300</b>
<b>Operating and Salary Budget</b>	<b>25,024</b>	<b>33,575</b>	<b>60,032</b>	<b>71,314</b>	<b>82,730</b>	<b>22,698</b>
Buildings Exp						
<b>Total Fixed Assets</b>	<b>14,332</b>	<b>3,195</b>	<b>125,500</b>	<b>-</b>	<b>-</b>	<b>(125,500)</b>
<b>Total Bloomfield Budget</b>	<b>39,356</b>	<b>36,770</b>	<b>185,532</b>	<b>71,314</b>	<b>82,730</b>	<b>(102,802)</b>
<b>Total Golf</b>	<b>1,935,752</b>	<b>1,984,333</b>	<b>2,246,387</b>	<b>2,178,166</b>	<b>2,913,899</b>	<b>667,512</b>



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## SOLID WASTE DEPARTMENT

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### DEPARTMENT SUMMARY

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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 44,000 households and 6,000 businesses, with more than 51,000 cans being serviced weekly. In 2015, the Solid Waste Department collected 35,274 tons of garbage from the residents of Murfreesboro. This was a 3.77% increase in tonnage from 2014. Solid waste collected at the Main Street convenience center is transported by Republic Services to approved recycling centers or for other disposition.

In 1997, the City implemented a program to collect yard waste with a goal of reducing grass, brush and leaves from the landfill. In 2015, the Solid Waste Department collected and ground 42,168 tons of yard waste, an increase of 27% from 2014. Each year the Solid Waste Department processes double grind mulch, which the department windrows into static piles to make black mulch. The double grind mulch is free to residents starting the first Monday in March. In 2015 the Solid Waste Department loaded 16,000 cubic yards of the double grind mulch for use by the residents of Murfreesboro. The Solid Waste Department also was able to provide the Urban and Environmental Department the mulch for the re-mulching project on Old Fort Parkway. The Solid Waste Department was able to assist the Storm Water and Parks and Recreation Departments in their mulching projects.

In 1995, Murfreesboro and Rutherford County entered into an agreement with the Middle Point Landfill that allowed both City and County free disposal for municipally collected solid waste. In approximately 8 years the Middle Point Landfill will be closing.

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

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

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

In May 2016, the City and County opened bids for the solid waste consultant. The process will take an estimated 10 months to complete.

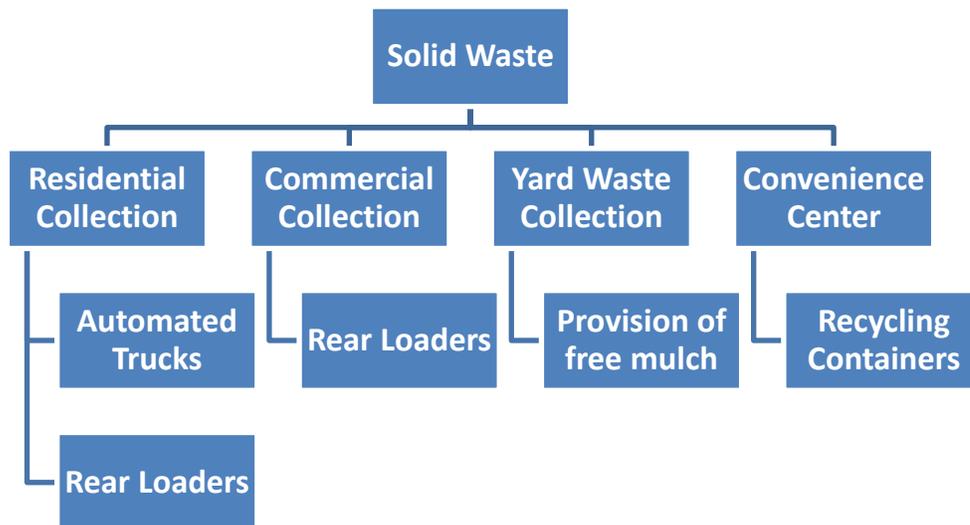
To prepare for the coming closing of the Middle Point Landfill, the City is proposing a Solid Waste Fee of \$5 per City collected can per month to begin in January 2017. It is estimated that this fee would generate approximately \$1.3 million during six months of the fiscal year and begin the process of transferring solid waste services from general fund support to an enterprise, similar to the Water and Sewer Department.

Additionally, dollars have been budgeted for the City’s 50% share of the consultant study (\$100,000), the cost of establishing a billing mechanism for the Solid Waste Fee and any actions on recycling or in other areas recommended from the consultant’s study (\$200,000).

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### ORGANIZATION CHART

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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- Assists in providing safe and livable neighborhoods by quickly reducing garbage and removing yard waste
- In November 2016, the Solid Waste Department, TDEC and Rutherford County Solid Waste will host a hazardous waste roundup for the residents of Murfreesboro and Rutherford County at the Public Works Facility

### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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

### ENGAGING OUR CITIZENS

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- 11,500 plus contacts Monday, Tuesday, Thursday, and Friday
- Trash collections 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
- Serve over 1450 recycling drop-offs per week at the City of Murfreesboro's Convenience Center on East Main Street
- 1<sup>st</sup> Monday in March, 2016 the Solid Waste Department double ground mulch will be available to residents for free

### FY 2016 ACCOMPLISHMENTS

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- We increased recycling in the parks with the help of Rutherford County Solid Waste by placing bins for plastic recycling
- Increased the use of City mulch in storm water projects
- Delivered 858 carts to new homes and business

### FY 2017 DEPARTMENT GOALS

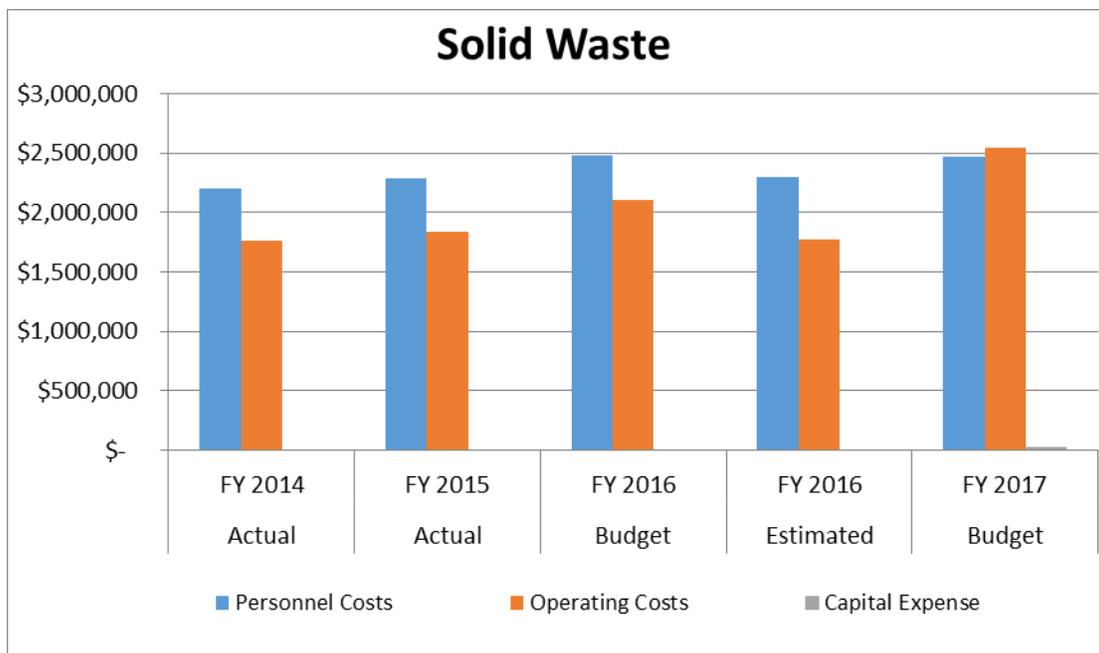
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- To change the perception that garbage service is free by adding a utility service collection fee structure to an existing bill either (electric, water and sewer, or property tax bill)
- With the expected closure of the Middle Point Landfill in 8 years the Solid Waste Department is undertaking along with Rutherford County to hire a Solid Waste Consultant to help guide us in disposal options that will include a new integrated Solid Waste Management plan to include curbside recycling for the residents of Murfreesboro
- To increase the use of the Solid Waste Mulch into more City projects

	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Proposed FY 2017
Percentage of waste diverted from landfill disposal	91.29%	35.00%	25.00%	83.61%	25.00%
Number of cans collected per route/per day (automated routes)	985	985	985	990	985
Number of service inquires	9,102	8,000	8,000	10,125	8,000
Total number of residential stops per week	43,980	44,000	45,000	46,500	47,000
Bulk Item Pick Up	3,111	3,000	3,000	4,127	3,000

### EXPENDITURE SUMMARY

	Solid Waste				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 2,201,358	\$ 2,291,806	\$ 2,475,869	\$ 2,295,684	\$ 2,471,796
Operating Costs	\$ 1,758,252	\$ 1,833,080	\$ 2,104,956	\$ 1,775,936	\$ 2,546,376
Capital Expense	\$ 150	\$ 310	\$ 2,500	\$ 1,010	\$ 31,500
Total Solid Waste Fund	\$ 3,959,760	\$ 4,125,196	\$ 4,583,325	\$ 4,072,630	\$ 5,049,672



**HUMAN RESOURCE SUMMARY**

Solid Waste Department				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
Job Description				
Director - Solid Waste	1	1	1	1
Assistant Director - Solid Waste	1	1	1	1
Administrative Aide I	1	1	1	1
Administrative Support Specialist II	1	1	1	1
Equipment Operator	2	2	2	2
Driver	30	30	29	29
Laborer	4	4	5	5
Facility Attendant Lead	1	1	1	1
Full-Time Positions	41	41	41	41
Facility Attendant	1	1	1	1
Part-Time Positions	1	1	1	1
<b>Total Solid Waste Allocation</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>

## 2016 - 2017 Budget Year

### Solid Waste Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Salary - Full-Time - Regular			1,562,495	1,518,455	1,558,737	(3,758)
Longevity			29,340	29,340	29,880	540
Part-Time Regular Emp Wages			7,946	1,243	8,106	160
Overtime Wages			-	1,648	40,000	40,000
Social Security & Medicare Tax			122,383	109,555	109,876	(12,507)
Hospital And Health Insurance			498,069	368,400	441,522	(56,547)
Dental Insurance - Delta			-	19,000	20,312	20,312
Defined Benefit Plan			158,638	154,665	156,784	(1,854)
Defined Contribution Plan			13,345	6,405	9,958	(3,387)
LTD & Life Insurance			10,317	10,317	9,512	(805)
Worker's Compensation			73,336	76,657	87,109	13,773
<b>Total Personnel Costs</b>	<b>2,201,358</b>	<b>2,291,806</b>	<b>2,475,869</b>	<b>2,295,684</b>	<b>2,471,796</b>	<b>(4,073)</b>
Memberships & Dues			400	398	400	-
Publication - Formal & Legal			2,600	4,063	3,000	400
Electric			31,500	30,056	31,500	-
Water			21,500	17,142	21,500	-
Gas			6,500	2,868	6,500	-
Telephone & Other Comm.			5,000	2,314	5,000	-
Cell Phone			1,500	1,109	1,500	-
Consultant's Services			-	-	250,000	250,000
Employee Testing			-	69	75	75
Fleet - Repair & Maintenance			1,081,901	1,101,900	1,214,010	132,109
Repair & Maint Other Mach & Eq			30,000	31,528	32,000	2,000
Repair & Maint Furn. & Machine			6,000	6,327	6,000	-
Repair & Maint. Buildings			20,000	25,000	25,000	5,000
Employee			500	955	1,000	500
Car Allowance & Mileage			7,200	6,535	7,200	-
Travel Expense			10,000	3,710	10,000	-
Disposal Fees			5,000	5,700	5,000	-
Office Supplies and Materials			6,000	5,818	6,000	-
Postage & Shipping			400	65	400	-
Household & Janitor Supplies			32,000	9,866	34,560	2,560
Clothing and Uniforms			17,000	15,450	18,360	1,360
Gas			514,482	209,433	318,850	(195,632)
Handtools & Hardware			4,000	5,026	4,000	-
Safety Supplies			7,000	3,450	7,000	-
Disposal Carts			160,000	150,000	160,000	-
Disposal Cart Parts			15,000	20,000	20,000	5,000
Vehicle Insurance			114,973	114,973	153,576	38,603
Miscellaneous Expense			3,000	1,323	3,000	-
Recycling					200,000	200,000
Sales Tax			1,500	858	945	(555)
<b>Total Operating Budget</b>	<b>1,758,252</b>	<b>1,833,080</b>	<b>2,104,956</b>	<b>1,775,936</b>	<b>2,546,376</b>	<b>441,420</b>
<b>Operating and Salary Budget</b>	<b>3,959,610</b>	<b>4,124,886</b>	<b>4,580,825</b>	<b>4,071,620</b>	<b>5,018,172</b>	<b>437,347</b>

**2016 - 2017 Budget Year**  
**Solid Waste Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Office Machinery and Equipment						
Tower Software Upgrade					6,000	
Copier Replacement					11,000	
Normal Replacement					2,500	
Other Machinery and Equipment						
Computer Servers Replacement					12,000	
<b>Total Fixed Assets</b>	150	310	2,500	1,010	31,500	29,000
						-
<b>Total Solid Waste Budget</b>	3,959,760	4,125,196	4,583,325	4,072,630	5,049,672	466,347



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## FLEET SERVICES

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### DEPARTMENT SUMMARY

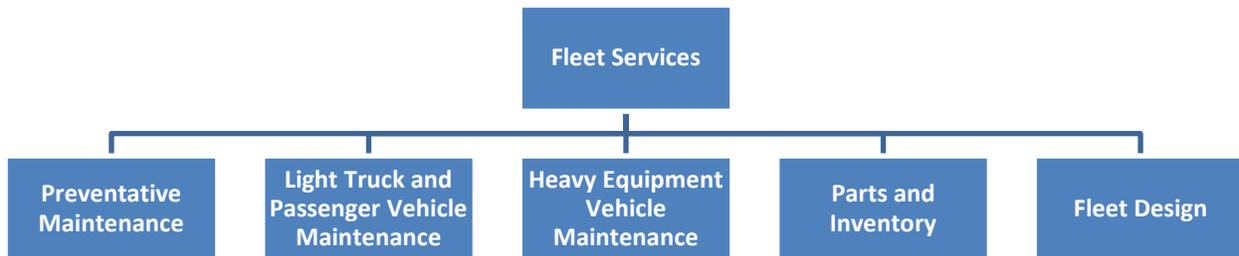
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The Fleet Services Department ensures that all City fleet vehicles are selected, utilized and maintained in a manner that provides the most economical support to City services. Fleet services effectively and efficiently manages over 700 pieces of rolling 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.

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### ORGANIZATION CHART

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### IMPLEMENTATION OF COUNCIL PRIORITIES

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#### SAFE AND LIVABLE NEIGHBORHOODS

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

#### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

#### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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- 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. aerals and the Urban Environmental bucket truck

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### ENGAGING OUR COMMUNITY

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- 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

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### FY 2017 DEPARTMENT GOALS

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- 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

	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Proposed FY 2017
Ratio of vehicles to mechanics	72	72	66	66	65
Work orders completed *	4,372	4,126	4,000	3,900	4,000
Number of repeat repairs *	88	82	80	70	70
% of fleet availability	97%	97%	95%	97%	95%
% of timely completed preventive maintenance	88%	87%	90%	85%	90%
Technician productivity percentage	69%	74%	75%	73%	68%
Amount of rolling stock available	726	726	726	714	730

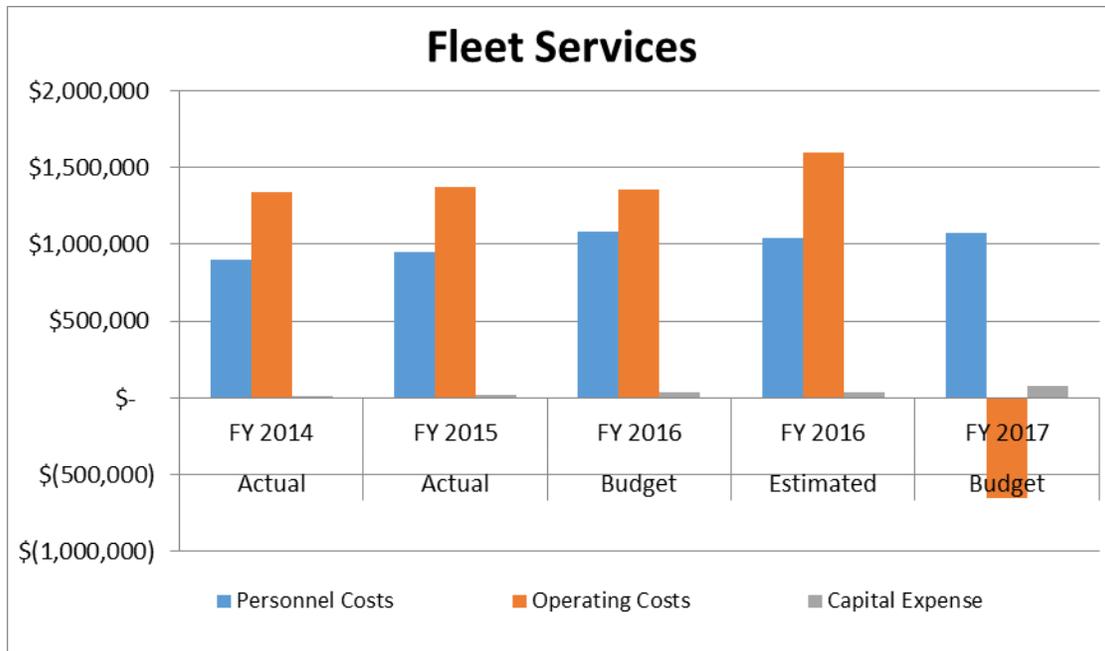
\*Administrative changes to how work orders are entered will cause the number to go down but not the level of work.

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### EXPENDITURE SUMMARY

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	<b>Fleet Services</b>				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ 901,175	\$ 949,990	\$ 1,083,948	\$ 1,042,097	\$ 1,073,351
Operating Costs	\$ 1,338,931	\$ 1,375,711	\$ 1,352,754	\$ 1,594,440	\$ (652,493)
Capital Expense	\$ 14,553	\$ 16,655	\$ 36,700	\$ 40,100	\$ 75,571
Total Fleet Services Fund	\$ 2,254,659	\$ 2,342,356	\$ 2,473,402	\$ 2,676,638	\$ 496,429
<i>Note: Fleet Services moved into the General Fund effective FY 2016. As such, total expenses decreased due to the effects of the General Fund contra-expense account.</i>					



### HUMAN RESOURCES SUMMARY

Fleet Services Fund				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
<b>Job Description</b>				
Director - Fleet Services	1	1	1	1
Administrative Support Specialist II	1	1	1	1
Chief Mechanic	0	0	1	0
Preventative Maintenance Mechanic	1	1	1	1
Lead Mechanic	3	3	2	2
Heavy Equipment Mechanic	7	7	8	9
<b>Total Fleet Services Fund Allocation</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>14</b>

**2016 - 2017 Budget Year**  
**Fleet Services Budget**

<b>Description</b>	<b>2013 - 2014 Actual</b>	<b>2014 - 2015 Actual</b>	<b>2015 - 2016 Budget</b>	<b>2015 - 2016 Estimated</b>	<b>2016 - 2017 Budget</b>	<b>Increase/ (Decrease)</b>
Transfer In From Risk Mgmt Fnd			(100,000)	(163,695)	(195,000)	(95,000)
Transfer In From Drug Fund			(25,000)	(14,504)	(45,000)	(20,000)
Transfer In From Water & Sewer			(175,000)	(175,170)	(240,000)	(65,000)
Transfer In From Stormwater			-	(11,730)	(25,000)	(25,000)
	2,258,393	2,397,926	(300,000)	(365,099)	(505,000)	(205,000)
Salary - Full-Time - Regular			731,148	720,722	700,234	(30,914)
Longevity			6,660	6,660	7,320	660
Overtime Wages			15,000	1,106	15,000	-
Social Security & Medicare Tax			57,590	50,910	49,271	(8,319)
Hospital And Health Insurance			195,232	168,830	205,737	10,505
Dental Insurance - Delta			-	9,500	8,552	8,552
Defined Benefit Plan			65,748	71,778	66,561	813
Defined Contribution Plan			6,155	6,084	9,800	3,645
LTD & Life Insurance			4,392	4,392	4,356	(36)
Worker's Compensation			2,023	2,115	6,520	4,497
Total Personnel Costs	901,175	949,990	1,083,948	1,042,097	1,073,351	(10,597)
Transfer In From Other Departments/Contra Account				(2,311,539)	(2,444,797)	(2,444,797)
Electric			42,000	27,923	42,000	-
Water			15,000	24,119	15,000	-
Gas			10,000	4,654	7,000	(3,000)
Telephone & Other Comm.			1,500	1,500	1,500	-
Cell Phone			1,500	492	1,500	-
Employee Testing			-	452	500	500
Repair & Maint. Motor Vehicles			10,000	16,080	10,000	-
Fleet - Sublet Repair & Maint			250,000	400,000	580,000	330,000
Repair & Maint Other Mach & Eq			-	15,309	-	-
Repair & Maint. - Software			14,000	-	-	(14,000)
Repair & Maint Furn. & Machine			1,000	746	1,000	-
Repair & Maint. Buildings			17,000	14,500	18,000	1,000
Repair & Maint. Fuel Equipment			15,000	10,000	15,000	-
Training & Travel			6,000	165	6,000	-
Employee			2,000	346	2,000	-
Car Allowance & Mileage			500	-	500	-
Other Employee & Travel			6,500	-	6,500	-
Office Supplies and Materials			2,500	2,053	2,500	-
Postage & Shipping			500	400	500	-
Operating Supplies			1,250	1,872	1,350	100
Chemical			3,500	-	3,000	(500)
Household & Janitor Supplies			12,500	6,088	12,500	-
Clothing and Uniforms			6,500	6,500	6,500	-
Gas			6,511	4,773	5,000	(1,511)
Lubricants, Part, & Tires			917,959	1,046,551	1,044,670	126,711
Handtools & Hardware			1,750	3,652	1,900	150
Safety Supplies			1,500	1,551	1,600	100
Other Supplies & Materials			200	-	200	-
Vehicle Insurance			3,584	3,584	3,584	-
Miscellaneous Expense			2,500	1,131	2,500	-
Total Operating Budget	1,338,931	1,375,711	1,352,754	1,594,440	(652,493)	(2,005,247)
<b>Operating and Salary Budget</b>	<b>2,240,106</b>	<b>2,325,701</b>	<b>2,436,702</b>	<b>2,636,538</b>	<b>420,858</b>	<b>(2,015,844)</b>

**2016 - 2017 Budget Year**  
**Fleet Services Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Computer Software Exp					14,000	
Other Machinery and Equipment						
Four Model MCH413 Portable vehicle lift system with adjustable forks.					26,180	
Four Model RS18YL adjustable jack stands 56.1"-82.3"					2,691	
Model SPO12-SW 2 post surface mounted 12,000lb lift with 3 stage arms and truck adapters					8,300	
200,000 BTU Waste Oil Heater for the Light Equipment Shop					8,850	
Computer for the Supervisors					1,450	
Cabinets and sink in employee break room.					5,000	
36" Evaporative Cooler					2,600	
Model RC55A Coats tire changer					6,500	
<b>Total Fixed Assets</b>	14,553	16,655	36,700	40,100	75,571	38,871
<b>Total Fleet Services Expenses</b>	2,254,659	2,342,356	2,473,402	2,676,638	496,429	(1,976,973)



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## HEALTH, EDUCATION AND WELFARE

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### DEPARTMENT SUMMARY

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

For FY 2017, there is an increase of \$98,351 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.

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### IMPLEMENTATION OF COUNCIL PRIORITIES

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#### SAFE AND LIVABLE NEIGHBORHOODS

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

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#### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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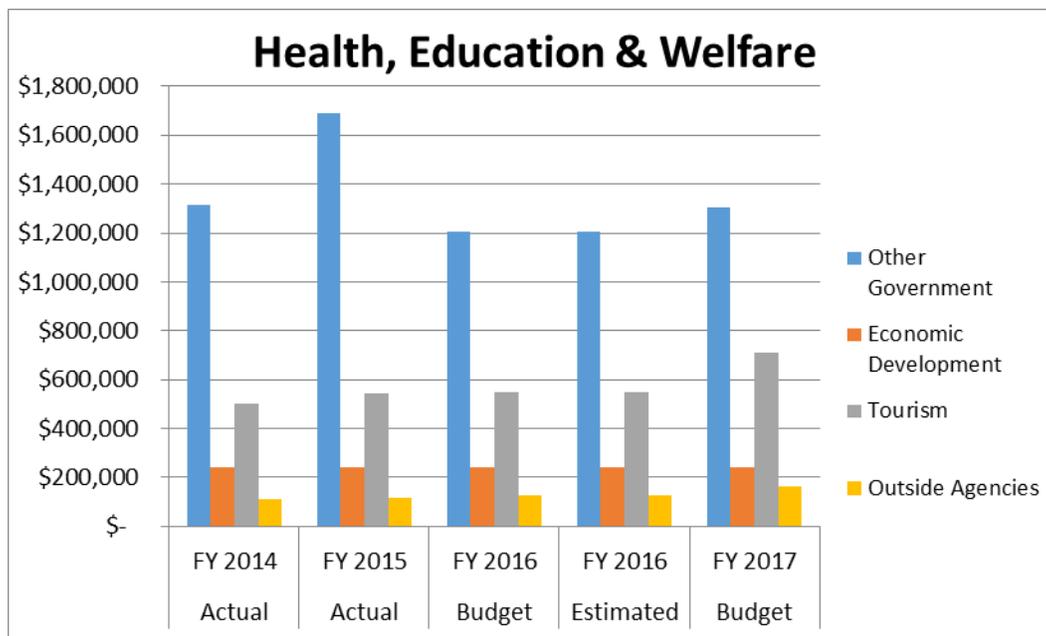
- Provide an array of services at more affordable costs in many instances than government
- Support of the Chamber of Commerce and its Economic Development programs, which create and retain jobs and foster investment in the community
- Funding for Destination Rutherford, a public-private partnership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

**EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE**

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

**EXPENDITURE SUMMARY**

	<b>Health, Education &amp; Welfare</b>				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Other Government	\$ 1,312,799	\$ 1,689,621	\$ 1,204,956	\$ 1,204,956	\$ 1,306,807
Economic Development	\$ 239,750	\$ 239,750	\$ 239,750	\$ 239,750	\$ 239,750
Tourism	\$ 501,604	\$ 542,637	\$ 549,460	\$ 549,460	\$ 710,000
Outside Agencies	\$ 109,001	\$ 114,692	\$ 128,890	\$ 128,890	\$ 161,890
<b>Total Health, Education &amp; Welfare</b>	<b>\$ 2,163,154</b>	<b>\$ 2,586,700</b>	<b>\$ 2,123,056</b>	<b>\$ 2,123,056</b>	<b>\$ 2,418,447</b>



**HUMAN RESOURCES SUMMARY**

None

## 2016 - 2017 Budget Year

### Public Health, Education and Welfare Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
<b>Cash Budget Payments</b>						
<b>Other Governmental Agencies</b>						
Health Department			11,000	11,000	11,000	-
County Shared Costs			31,000	31,000	33,000	2,000
DHS-Rehabilitation Servic			51,000	51,000	51,000	-
Linebaugh Library			892,571	892,571	979,285	86,714
Linebaugh (Patterson) Lib.			148,385	148,385	160,022	11,637
Rutherford County Paws			68,500	68,500	70,000	1,500
Ruth County Soil Conservation			2,500	2,500	2,500	-
	1,312,799	1,689,621	1,204,956	1,204,956	1,306,807	101,851
<b>Economic Development</b>						
Chamber of Commerce:						
Chamber-Economic Development			97,250	97,250	97,250	-
Chamber-Murfreesboro Econ Dev			22,500	22,500	22,500	-
Chamber-Destination Rutherford			120,000	120,000	120,000	-
	239,750	239,750	239,750	239,750	239,750	-
<b>Tourist Oriented</b>						
Chamber Of Commerce			389,960	389,960	540,000	150,040
Chamber - TSSAA			25,000	25,000	25,000	-
Center for the Arts			25,000	25,000	25,000	-
Uncle Dave Macon Days			10,000	10,000	10,000	-
Discovery House			20,000	20,000	20,000	-
Main Street			40,000	40,000	40,000	-
Murfreesboro Youth Orchestra			7,500	7,500	10,000	2,500
Middle TN Symphony			12,500	12,500	15,000	2,500
Oaklands Association			15,000	15,000	20,000	5,000
Area 16-Special Olympics			2,000	2,000	2,000	-
Folkfest			2,500	2,500	3,000	500
	501,604	542,637	549,460	549,460	710,000	160,540
<b>Outside Agencies</b>						
Crime Stoppers			5,000	5,000	5,000	-
Exchange Club Center			6,000	6,000	6,000	-
Primary Care Clinic			10,000	10,000	10,000	-
Domestic Violence Program			10,000	10,000	10,000	-
Meals On Wheels			10,000	10,000	10,000	-
Leadership Rutherford			1,500	1,500	1,500	-
CASA Of Rutherford County			5,000	5,000	5,000	-
Pregnancy Support Center			3,500	3,500	3,500	-
Boys & Girls Club			6,000	6,000	7,500	1,500
Child Advocacy Center			19,890	19,890	19,890	-
Martin Luther King Schlr			6,000	6,000	8,000	2,000

## 2016 - 2017 Budget Year

### Public Health, Education and Welfare Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Special Kid's Inc			10,000	10,000	10,000	-
2nd Harvest Food Bank			2,500	2,500	5,000	2,500
Sexual Assault Service Pr			2,500	2,500	2,500	-
Journeys In Community Living			10,000	10,000	10,000	-
Generation For Creation			2,500	2,500	2,500	-
Read To Succeed			6,000	6,000	7,500	1,500
City Schools Foundation			2,500	2,500	2,500	-
Beesley Animal Foundation			2,500	2,500	3,000	500
Greenhouse Ministries			5,000	5,000	10,000	5,000
Transit Alliance			2,500	2,500	5,000	2,500
Homeless Alliance of Rutherford County					15,000	15,000
Journey Home					2,500	2,500
	109,001	114,692	128,890	128,890	161,890	33,000
<b>Total Public Health, Education and Welfare Expenses</b>	2,163,154	2,586,700	2,123,056	2,123,056	2,418,447	295,391



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## FUND TRANSFERS

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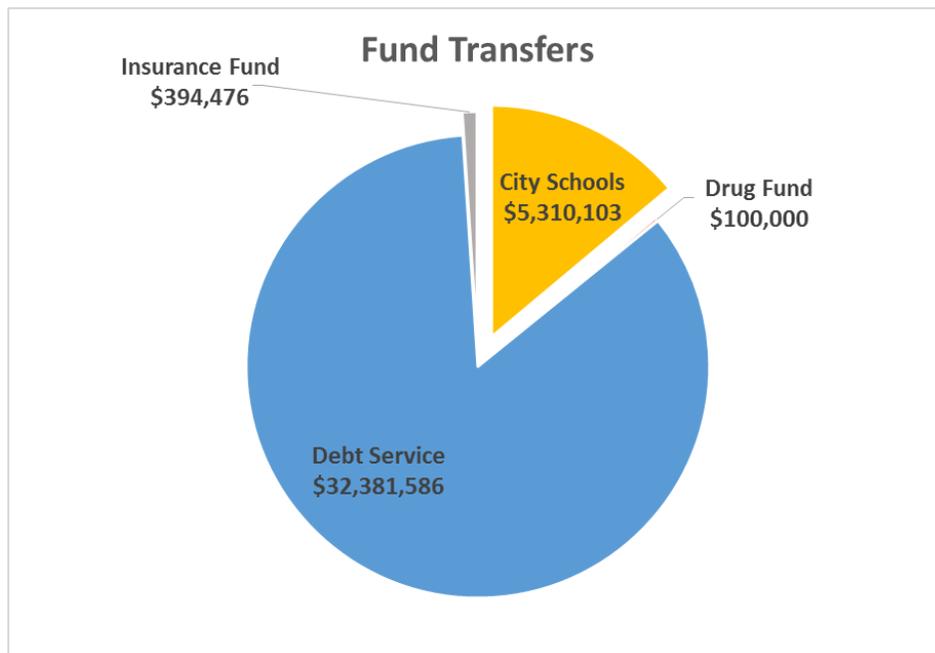
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### DEPARTMENT SUMMARY

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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 (\$5.3 million) which is the same as FY 2016 and funding for debt service (\$32.4 million).



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### IMPLEMENTATION OF COUNCIL PRIORITIES

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#### SAFE AND LIVABLE NEIGHBORHOODS

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- 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**

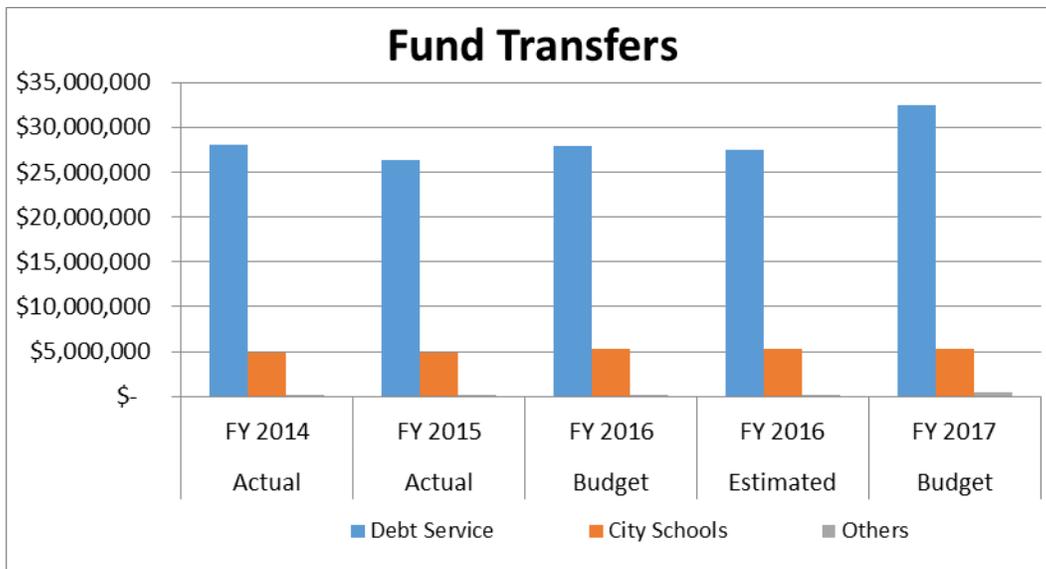
- Maintain the funding of essential City Funds

**ENGAGING OUR COMMUNITY**

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

**EXPENDITURE SUMMARY**

	<b>Fund Transfers</b>				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Debt Service	\$ 28,071,265	\$ 26,371,574	\$ 27,941,705	\$ 27,514,439	\$ 32,381,586
City Schools	\$ 4,810,103	\$ 4,810,103	\$ 5,310,103	\$ 5,310,103	\$ 5,310,103
Others	\$ 140,401	\$ 97,973	\$ 100,000	\$ 87,921	\$ 494,476
<b>Total Fund Transfers</b>	<b>\$ 33,021,769</b>	<b>\$ 31,279,650</b>	<b>\$ 33,351,808</b>	<b>\$ 32,912,463</b>	<b>\$ 38,186,165</b>



**HUMAN RESOURCES SUMMARY**

None

## 2016 - 2017 Budget Year

### Non-Departmental Transfers Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Transfer To City Schools	4,810,103	4,810,103	5,310,103	5,310,103	5,310,103	-
Transfer To Drug Fund	140,401	97,973	100,000	87,921	100,000	-
Transfer to Debt Service Fund	28,071,265	26,371,574	27,941,705	27,514,439	32,381,586	4,439,881
Transfer to Insurance Fund					394,476	394,476
	33,021,769	31,279,650	33,351,808	32,912,463	38,186,165	4,834,357



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## OTHER GENERAL GOVERNMENT FUND

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### DEPARTMENT SUMMARY

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

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

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

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

County Shared Costs remain constant at \$25,000 for FY 2017. The costs for the tax roll printing and other various County Assessor charges are accounted for in this line item.

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

The City has moved all general and liability insurances that have been spread amongst various departments of the General Fund into this fund for better tracking and comparison purposes. The amount of these insurances total approximately \$313,000.

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

The Gateway line item 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 project has proven to be a resounding success.

The overall economic climate has slowed the pace of development in the Gateway district, though there has been continued development. Because activity has slowed it was decided that in FY 2016 the Gateway Fund would be moved into Other General Government. The FY 2017 budget anticipates the sale of additional real estate by the City, and only minimal expenses to be incurred.

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**IMPLEMENTATION OF COUNCIL PRIORITIES**

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**SAFE AND LIVABLE NEIGHBORHOODS**

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

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**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**

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

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**ENGAGING OUR COMMUNITY**

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

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**HUMAN RESOURCES SUMMARY**

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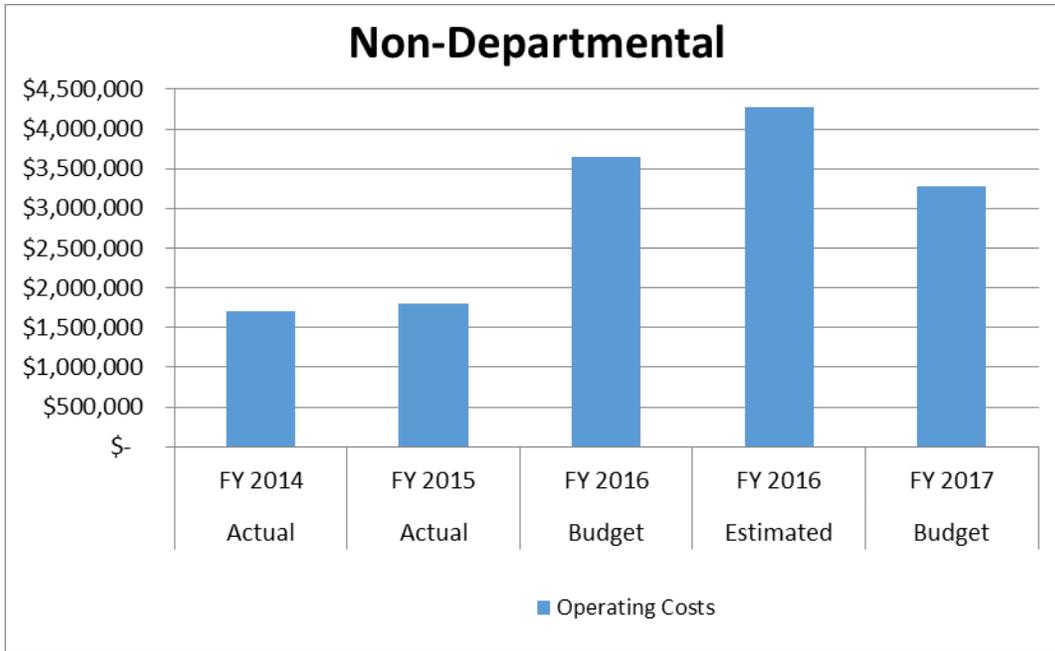
None

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**EXPENDITURE SUMMARY**

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	<b>Non-Departmental</b>				
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 1,706,474	\$ 1,802,479	\$ 3,654,931	\$ 4,276,773	\$ 3,274,113
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Non-Departmental</b>	<b>\$ 1,706,474</b>	<b>\$ 1,802,479</b>	<b>\$ 3,654,931</b>	<b>\$ 4,276,773</b>	<b>\$ 3,274,113</b>



<b>2016 - 2017 Budget Year</b>						
<b>Other General Government Budget</b>						
Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Retiree Hospital & Health Ins.			959,949	970,000	1,024,670	64,721
Wellness Benefit			277,850	-	-	(277,850)
Unemployment Insurance			55,000	21,000	55,000	-
S.125 Administration Costs			11,000	8,270	11,000	-
County Shared Costs		511,865	25,000	22,442	25,000	-
Telephone & Other Comm.			385	363	385	-
General Liability Insurance			176,371	173,950	173,950	(2,421)
Property Insurance			32,500	32,500	35,000	2,500
Building Insurance			1,000	-	-	(1,000)
Fire Insurance			104,321	156,302	182,468	78,147
Transfer Schools Mix Drink Tax	409,123	443,594	480,000	398,884	470,000	(10,000)
Fueling Station Costs	16,955	12,486				
Gateway	17,257	80,737	180,000	150,000	180,000	-
Loss on Reserved Taxes	718,496	731,959	751,555	749,000	766,640	15,085
Adjustment & Allowance on Tax	499,050	(347)	100,000	19,061	100,000	-
Unforeseen Contingencies	45,593	22,185	500,000	1,575,000	250,000	(250,000)
<b>Total Other General Government</b>	<b>1,706,474</b>	<b>1,802,479</b>	<b>3,654,931</b>	<b>4,276,773</b>	<b>3,274,113</b>	<b>(380,818)</b>



## DEBT SERVICE FUND

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### DEPARTMENT SUMMARY

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

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

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 2016, the City issued \$79 million in fixed rates bonds at an all-in rate of 2.109 percent. This loan will be used for various projects including equipment and vehicles, land acquisition, infrastructure improvements, and building construction/improvements. These bonds will mature in fifteen years.

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

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. Currently, the City is working to refund the bonds issued in FY 2011 and take advantage of historically low interest rates.

After repaying the 2001 variable rate loan in FY 2016, Murfreesboro has four outstanding loans issued through the variable rate debt program managed by the Tennessee Municipal Bond Fund. The most recent loan was issued in April, 2014 at \$10.43 million. This loan is being used for short-term projects and equipment purchases which include the new ERP software, Police and Solid Waste vehicles and Information Technology purchases for the City and for the Schools. These variable rate demand obligations total approximately 27 percent of the City's current outstanding debt. The budgeted interest rate for FY 2017 variable rate debt has been set at 1.5 percent. The actual effective interest rate paid in FY 2016 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 Schools anticipate receiving another Energy Loan in FY 2017 totaling \$2.14 million. This new loan will carry an interest rate of .75% and will also be paid by the schools.

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 2017 estimated payments related to City schools is approximately \$6.3 million. This is in addition to the operating transfer to the City schools for operations from the General Fund.

The City has budgeted the use of \$1.7 million in the Debt Service Fund Balance for FY 2017.

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## IMPLEMENTATION OF COUNCIL PRIORITIES

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### SAFE AND LIVABLE NEIGHBORHOODS

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

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### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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

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### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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- 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 2016 ACCOMPLISHMENTS**

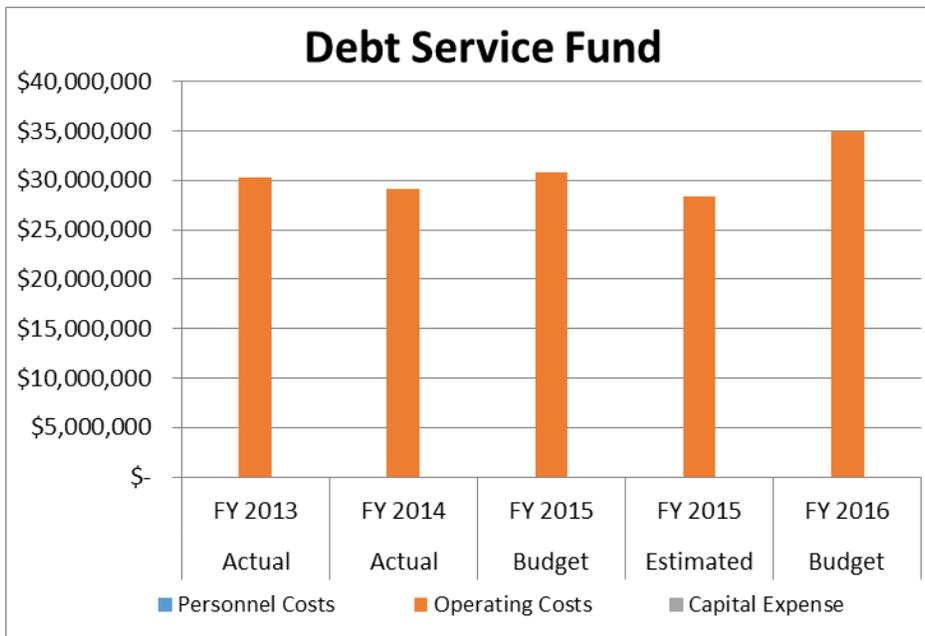
- Monitored the City’s debt portfolio
- Updated the 5-year Capital Improvement Plan
- Issued \$79 million in fixed rate bonds
- Refinance the City’s 2010 bonds

**FY 2017 DEPARTMENT GOALS**

- Monitor the City’s debt portfolio

**EXPENDITURE SUMMARY**

<b>Debt Service Fund</b>					
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 30,269,946	\$ 29,081,221	\$ 30,865,764	\$ 28,323,577	\$ 34,959,138
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Debt Service Fund</b>	<b>\$ 30,269,946</b>	<b>\$ 29,081,221</b>	<b>\$ 30,865,764</b>	<b>\$ 28,323,577</b>	<b>\$ 34,959,138</b>



AMORTIZATION SCHEDULES

<u>General Long-Term Debt</u>				
Fiscal Year Ended June 30,		Principal	Interest	Total Principal and Interest
2017	<b>2009 General Obligation Refunding Bonds</b>	4,030,000	706,500	4,736,500
2018	Original Loan Amount \$65,855,000	4,215,000	505,000	4,720,000
2019	Interest Rate: 2.00%-5.00%	4,045,000	294,250	4,339,250
2020	(Includes School Debt)	1,840,000	92,000	1,932,000
		<b>14,130,000</b>	<b>1,597,750</b>	<b>15,727,750</b>
2017	<b>2014 General Obligation Refunding Bonds</b>	1,650,000	895,188	2,545,188
2018	Original Loan Amount \$29,355,000	1,700,000	845,688	2,545,688
2019	Interest Rate: 1.00%-5.00%	1,735,000	811,688	2,546,688
2020	(Includes School Debt)	1,820,000	724,938	2,544,938
2021		1,855,000	688,538	2,543,538
2022		1,950,000	595,788	2,545,788
2023		1,990,000	556,788	2,546,788
2024		2,070,000	477,188	2,547,188
2025		2,150,000	394,388	2,544,388
2026		2,240,000	308,388	2,548,388
2027		2,325,000	218,788	2,543,788
2028		2,395,000	149,038	2,544,038
2029		2,470,000	77,188	2,547,188
		<b>26,350,000</b>	<b>6,743,588</b>	<b>33,093,588</b>
2017	<b>2016 General Obligation Refunding Bonds</b>	3,575,000	3,220,800	6,795,800
2018	Original Loan Amount \$79,000,000	4,050,000	2,749,250	6,799,250
2019	Interest Rate: 2.00%-5.00%	4,250,000	2,546,750	6,796,750
2020	(Includes School Debt)	4,450,000	2,334,250	6,784,250
2021		4,675,000	2,111,750	6,786,750
2022		4,900,000	1,878,000	6,778,000
2023		5,150,000	1,633,000	6,783,000
2024		5,400,000	1,375,500	6,775,500
2025		5,625,000	1,159,500	6,784,500
2026		5,800,000	990,750	6,790,750
2027		5,900,000	874,750	6,774,750
2028		6,025,000	756,750	6,781,750
2029		6,200,000	576,000	6,776,000
2030		6,400,000	390,000	6,790,000
2031		6,600,000	198,000	6,798,000
		<b>79,000,000</b>	<b>22,795,050</b>	<b>101,795,050</b>

Fiscal Year				
Ended				Total
June 30,				Principal
		Principal	Interest	and Interest
2017	<b>2014 Tennessee Municipal Bond Fund</b>	2,085,000	93,574	2,178,574
2018	Original Loan Amount \$10,430,000	2,137,000	62,234	2,199,234
2019	Used 1.5% for Budgeting Purposes	2,190,000	30,113	2,220,113
		<b>6,412,000</b>	<b>185,921</b>	<b>6,597,921</b>
2017	<b>2012 Tennessee Municipal Bond Fund</b>	2,485,000	703,178	3,188,178
2018	Original Loan Amount \$40,700,000	2,539,000	648,668	3,187,668
2019	Interest Rate: 2.17%	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
		<b>33,647,000</b>	<b>4,567,362</b>	<b>38,214,362</b>
2017	<b>2012 Tennessee Municipal Bond Fund</b>	732,000	32,738	764,738
2018	Original Loan Amount \$5,100,000	742,000	23,525	765,525
2019	Interest Rate: 1.25%	751,000	14,194	765,194
2020		760,000	4,750	764,750
		<b>2,985,000</b>	<b>75,207</b>	<b>3,060,207</b>
2017	<b>2010 Tennessee Municipal Bond Fund</b>	2,976,000	937,256	3,913,256
2018	Original Loan Amount \$47,600,000	3,062,000	850,007	3,912,007
2019	Interest Rate: 2.89%	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
		<b>33,919,000</b>	<b>5,129,967</b>	<b>39,048,967</b>
2017	<b>2008 Tennessee Municipal Bond Fund</b>	3,586,000	509,223	4,095,223
2018	Original Loan Amount \$60,000,000	3,766,000	455,208	4,221,208
2019	Interest Rate: Variable	3,954,000	398,483	4,352,483
2020	Used 1.5% for Budgeting Purposes	4,152,000	338,925	4,490,925
2021		4,359,000	370,326	4,729,326
2022		4,577,000	304,669	4,881,669
2023		4,806,000	141,788	4,947,788
2024		5,047,000	69,396	5,116,396
		<b>34,247,000</b>	<b>2,588,018</b>	<b>36,835,018</b>

Fiscal Year Ended June 30,		Principal	Interest	Total Principal and Interest
2017	<b>2006 Tennessee Municipal Bond Fund</b>	5,216,000	410,839	5,626,839
2018	Original Loan Amount \$68,650,000	5,398,000	332,371	5,730,371
2019	Interest Rate: Variable	5,587,000	251,165	5,838,165
2020	Used 1.5% for Budgeting Purposes	5,783,000	167,115	5,950,115
2021	(Includes School Debt)	5,839,907	80,299	5,920,206
		<b>27,823,907</b>	<b>1,241,789</b>	<b>29,065,696</b>
2017	<b>2006 Tennessee Municipal Bond Fund</b>	361,000	28,874	389,874
2018	Original Loan Amount \$4,640,000	375,000	23,441	398,441
2019	Interest Rate: Variable	391,000	17,796	408,796
2020	Used 1.5% for Budgeting Purposes	406,000	11,913	417,913
2021		422,000	5,803	427,803
		<b>1,955,000</b>	<b>87,827</b>	<b>2,042,827</b>
2017	<b>Airport Refunding Note</b>	315,000	12,440	327,440
2018	Original Loan Amount \$1,870,000	320,000	7,360	327,360
2019	Interest Rate: 1.600291%	155,000	3,560	158,560
2020		145,000	1,160	146,160
		<b>935,000</b>	<b>24,520</b>	<b>959,520</b>
2017	<b>State of Tennessee School Energy Loan</b>	99,996		99,996
2018	Original Loan Amount \$1,000,000	99,996		99,996
2019	Interest Rate: 0.0%	99,996		99,996
2020		99,996		99,996
2021		99,996		99,996
2022		41,705		41,705
		<b>541,685</b>	<b>0</b>	<b>541,685</b>
2017	<b>State of Tennessee School Energy Loan</b>	97,152		97,152
2018	Original Loan Amount \$971,517.72	97,152		97,152
2019	Interest Rate: 0.0%	97,152		97,152
2020		97,152		97,152
2021		97,152		97,152
2022		97,152		97,152
2023		56,670		56,670
		<b>639,582</b>	<b>0</b>	<b>639,582</b>
	<b>Total General Long-Term Debt</b>	<b>262,585,174</b>	<b>45,036,999</b>	<b>307,622,172</b>

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 2016	FY 2017	
Assessed value - As projected in budget	3,107,226,685	3,177,224,945	
Debt limit (15% of assessed value)	466,084,003	476,583,742	
Debt applicable to limit:			
General obligation bonds	119,480,000	110,225,000	
Capital Outlay Notes	935,000	620,000	
Tennessee Municipal Bond Fund Loans	140,988,907	123,547,907	
Less: Debt Service Fund (projected)	(2,470,000)	(770,000)	
Net general obligation debt	258,933,907	233,622,907	
Energy Loans - Low Interest (Schools)		2,140,000	
Energy Loans - Interest Free (Schools)	1,181,267	984,119	
Total Debt Applicable to Limit	260,115,174	236,747,026	
Legal debt margin	205,968,829	239,836,716	
Debt limit	466,084,003	476,583,742	
Total net debt applicable to limit	260,115,174	236,747,026	
Legal debt margin	205,968,829	239,836,716	
Total net debt applicable to the limit as a percentage of debt limit	55.81%	49.68%	

<b>2016-2017 BUDGET</b>					
<b>DEBT SERVICE FUND</b>					
		<b>2015/2016</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>INCREASE</b>
<b>DESCRIPTIONS</b>		<b>BUDGET</b>	<b>ESTIMATE</b>	<b>BUDGET</b>	<b>(DECREASE)</b>
<b>REVENUES</b>					
FROM GENERAL FUND		27,941,705	27,514,439	32,381,586	4,439,881
FROM AIRPORT FUND		164,516	164,516	150,000	(14,516)
FROM CITY SCHOOLS		759,543	619,622	727,552	(31,991)
FROM TML LOANS		300,000	25,000	50,000	(250,000)
FROM DEBT SERVICE FUND BALANCE		1,700,000	0	1,650,000	(50,000)
<b>TOTAL REVENUE</b>		<b>30,865,764</b>	<b>28,323,577</b>	<b>34,959,138</b>	<b>4,093,374</b>
<b>BALANCE</b>					
	<b>OUTSTANDING</b>	<b>2015/2016</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>INCREASE</b>
<b>DESCRIPTIONS</b>	<b>42,551</b>	<b>BUDGET</b>	<b>ESTIMATE</b>	<b>BUDGET</b>	<b>(DECREASE)</b>
<b>EXPENDITURES</b>					
<b>BONDS TO BE RETIRED</b>					
TMBF REFUNDING 9/30/09 65.855M	14,130,000	3,054,170	3,054,170	3,195,939	141,769
TRANSFERS FOR SCHOOL DEBT SERVICE		800,830	800,830	834,061	33,231
	14,130,000	3,855,000	3,855,000	4,030,000	175,000
2014 BOND 5/14/14 \$29.355M	26,350,000	571,479	637,560	623,786	52,307
TRANSFERS FOR SCHOOL DEBT SERVICE		1,033,521	967,440	1,026,214	(7,307)
	26,350,000	1,605,000	1,605,000	1,650,000	45,000
2016 BOND 4/25/16 \$79M	79,000,000			3,424,423	3,424,423
TRANSFERS FOR SCHOOL DEBT SERVICE				150,577	150,577
	79,000,000	0	0	3,575,000	3,575,000
<b>TOTAL BONDS TO BE RETIRED</b>	<b>119,480,000</b>	<b>5,460,000</b>	<b>5,460,000</b>	<b>9,255,000</b>	<b>3,795,000</b>
<b>LOANS / NOTES TO BE RETIRED</b>					
2001 TMBF 8/22/01 35.000M	-	1,099,925	1,099,925	0	(1,099,925)
2006 TMBF 6/27/06 68.650M	27,823,907	3,706,270	3,706,270	3,835,695	129,425
TRANSFERS FOR SCHOOL DEBT SERVICE		1,333,730	1,333,730	1,380,305	46,575
		5,040,000	5,040,000	5,216,000	176,000
2006 TMBF 5/30/06 4.640M	1,955,000	347,000	347,000	361,000	14,000
2008 TMBF 2/14/08 60.00M	34,247,000	3,416,000	3,416,000	3,586,000	170,000
2010 TMBF 11/01/10 47.60M	33,919,000	2,893,000	2,893,000	2,976,000	83,000
2012 TMBF 10/15/12 5.10M	2,985,000	723,000	723,000	732,000	9,000
2012 TMBF 10/15/12 40.70M	33,647,000	2,050,237	2,050,237	2,094,917	44,680
TRANSFERS FOR SCHOOL DEBT SERVICE		381,763	381,763	390,083	8,320
		2,432,000	2,432,000	2,485,000	53,000
2014 TMBF (VRDO) 4/14/14 \$10.430M	6,412,000	1,018,614	1,018,614	1,044,154	25,540
TRANSFERS FOR SCHOOL DEBT SERVICE		1,015,386	1,015,386	1,040,846	25,460
		2,034,000	2,034,000	2,085,000	51,000
AIRPORT REFUNDING NOTE \$1.870M	935,000	315,000	315,000	315,000	0
STATE OF TN - SCHOOLS \$1.0M (FY12)	541,685	99,996	99,996	99,996	0
STATE OF TN-SCHOOLS \$971,517.72 (FY13)	639,582	97,152	97,152	97,152	0
STATE OF TN-SCHOOLS \$2.140M (FY17)		125,000	0	85,536	(39,464)
<b>TOTAL LOANS/NOTES TO BE RETIRED</b>	<b>143,105,174</b>	<b>18,622,073</b>	<b>18,497,073</b>	<b>18,038,684</b>	<b>(583,389)</b>
<b>TOTAL PRINCIPAL</b>	<b>262,585,174</b>	<b>24,082,073</b>	<b>23,957,073</b>	<b>27,293,684</b>	<b>3,211,611</b>

	<b>2016 - 2017 BUDGET</b>				
	<b>DEBT SERVICE FUND</b>				
		<b>2015/2016</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>INCREASE</b>
<b>DESCRIPTIONS</b>		<b>BUDGET</b>	<b>ESTIMATE</b>	<b>BUDGET</b>	<b>(DECREASE)</b>
<b>INTEREST ON BONDS</b>					
TMBF REFUNDING (FIXED) 9/30/09 65.855M		733,214	733,214	580,505	(152,709)
TRANSFERS FOR SCHOOL DEBT SERVICE		166,036	166,036	125,995	(40,041)
		899,250	899,250	706,500	(192,750)
2014 BOND 5/14/14 \$29.355M		335,886	356,631	338,428	2,542
TRANSFERS FOR SCHOOL DEBT SERVICE		607,451	586,707	556,760	(50,691)
		943,338	943,338	895,188	(48,150)
2016 BOND 4/25/16 \$79M		1,572,750		3,021,401	1,448,651
TRANSFERS FOR SCHOOL DEBT SERVICE		204,750		199,400	(5,351)
		1,777,500	0	3,220,800	1,443,300
<b>TOTAL INTEREST ON BONDS</b>		<b>3,620,088</b>	<b>1,842,588</b>	<b>4,822,488</b>	<b>1,202,401</b>
<b>INTEREST ON LOANS/NOTES</b>					
2001 TMBF (VRDO) 8/22/01 35.000M		15,124		0	(15,124)
2006 TMBF (VRDO) 6/27/06 68.650M		355,150	239,344	299,336	(55,814)
TRANSFERS FOR SCHOOL DEBT SERVICE		131,509	25,550	111,503	(20,006)
		486,659	264,894	410,839	(75,820)
2006 TMBF (VRDO) 5/30/06 4.640M		34,096	20,174	28,874	(5,222)
2008 TMBF (VRDO) 2/14/08 60.00M		560,675	264,894	509,223	(51,452)
2010 TMBF (FIXED) 11/01/10 47.60M		1,022,063	1,022,063	937,256	(84,807)
2012 TMBF (FIXED) 10/15/12 5.10M		41,831	41,831	32,738	(9,094)
2012 TMBF (FIXED) 10/15/12 40.70M		637,771	637,771	592,797	(44,974)
TRANSFERS FOR SCHOOL DEBT SERVICE		118,756	118,756	110,381	(8,375)
		756,527	756,527	703,178	(53,349)
2014 TMBF (VRDO) 4/14/14 \$10.430M		46,047	15,555	46,861	814
TRANSFERS FOR SCHOOL DEBT SERVICE		78,101	40,798	46,713	(31,388)
		124,148	56,353	93,574	(30,574)
AIRPORT REFUNDING NOTE \$1.870M		17,480	17,480	12,440	(5,040)
STATE OF TN-SCHOOLS \$2.140M (FY17)				9,844	9,844
<b>TOTAL INTEREST ON LOANS / NOTES</b>		<b>3,058,603</b>	<b>2,444,216</b>	<b>2,737,966</b>	<b>(320,638)</b>
<b>TOTAL INTEREST</b>		<b>6,678,691</b>	<b>4,286,804</b>	<b>7,560,454</b>	<b>881,763</b>
<b>OTHER MISCELLANEOUS</b>					
BANK SERVICE CHARGES		100,000	75,000	100,000	0
OTHER COSTS		5,000	4,700	5,000	0
		105,000	79,700	105,000	0
<b>TOTAL EXPENDITURES</b>		<b>30,865,764</b>	<b>28,323,577</b>	<b>34,959,138</b>	<b>4,093,374</b>



## AIRPORT FUND

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### DEPARTMENT SUMMARY

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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. The Airport's largest tenant is the Aerospace Department of Middle Tennessee State University (MTSU). MTSU is one of the top schools for aviation in the nation. While the Airport has been operational at its current location since 1952, the City became directly involved with the daily management of the Airport on September 1, 1994. The Airport is open 24 hours a day and staffed typically 12 hours a day. The Airport is staffed every day of the year except for Thanksgiving and Christmas Day.

Also at the Airport are four other businesses which provide services to aircraft owners such as aircraft maintenance and avionics work along with services such as flight training and air charter. Mike Jones employs 14 Full-Time and 3 Part-Time highly trained avionics technicians and aircraft mechanics, has built a reputation of excellent renovations of aircraft and has customers from as far away as South America and Europe. Two companies provide Air Charter services (Executive Air Express and Murfreesboro Aviation) in aircraft that can seat three to ten passengers. Rental cars and a courtesy car are available to the traveling public through Murfreesboro Aviation. The success of these companies, in a very difficult industry, play a key role in the success of our airport and its ability to serve the community. The fourth company on the field is Vanderbilt LifeFlight (Air Methods) which provide emergency air lift services from this area of Middle Tennessee to our various hospitals including the Vanderbilt Hospital Trauma Center.

The focus of FY 2016 has been on the major improvements to the runway, taxiway connectors, and airfield lighting system. This runway extension and improvement project was funded with funds from the Tennessee Department of Transportation – Division of Aeronautics and the Federal Aviation Administration totaling \$5,111,800.00. The Runway Extension began the end of FY 2015. The project included many improvements such as improved drainage system; new LED airfield lighting system; new airfield lighting regulator vault structure; new taxiway runway connectors meeting the latest Federal Aviation Administration airfield design standards; and new Taxiway "E" servicing the development area on the north end of the runway. Following the construction of the runway is the clearing of obstacles in the approaches on the north and south ends of the runway. Funding has been secured and work has begun in hopes that the new approaches will be approved by the Federal Aviation Administration and published in November allowing aircraft to use the entire length of the new runway.

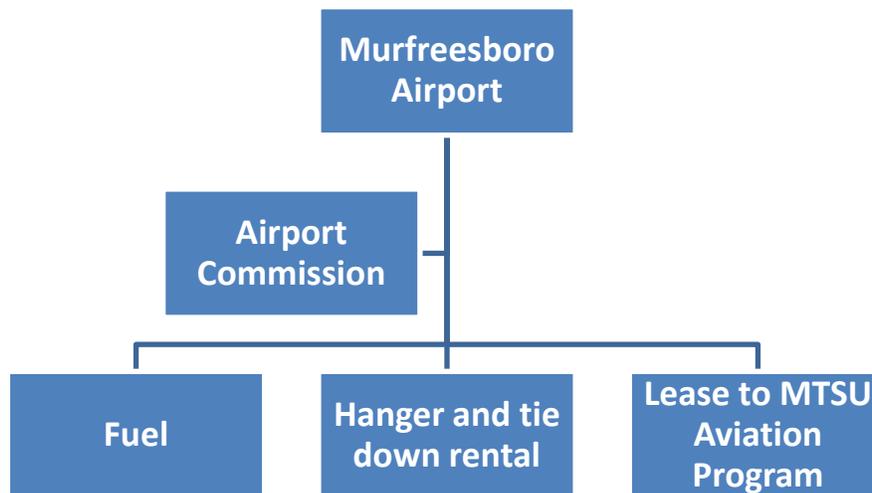
With the completion of the runway extension and repaving following the major ramp resurfacing completed one year ago, the majority of the paved surfaces at the airport are in excellent condition.

The new areas improvement that the Airport Commission is concentrating on are the development of the area on the north end of the field around Taxiway E and the redevelopment of the area around the Terminal. The Airport Commission is currently negotiating with two companies regarding land leases in the area around Taxiway E. The Airport Commission has begun the initial planning of a new Terminal building and redevelopment of the area surrounding the Terminal. This work may include the building of new parking lots to support the Terminal and various existing hangars, relocation and upgrade of the fuel farm, and construction of a new large hangar to replace the antiquated Quonset hut style hangar.

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### ORGANIZATION CHART

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### IMPLEMENTATION OF COUNCIL PRIORITIES

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#### SAFE AND LIVABLE NEIGHBORHOODS

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- 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 continued work on the approaches into the airport

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#### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- 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

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## EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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- 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 2016 Tennessee Airports Conference)

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## ENGAGING OUR COMMUNITY

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- Continuing to provide educational tours to children and adults interested in aviation and the airport
- Engaging a Terminal Design Team to assist in the planning and development of a new Terminal and Business Center that will serve our community with a new and exciting venue to conduct businesses and meetings
- Continue to assist with the local Civil Air Patrol assisting them with their search and rescue and disaster relief missions
- Provide facilities in support of the Vanderbilt LifeFlight base station
- 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

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## FY 2016 ACCOMPLISHMENTS

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- Completed the Runway Extension and associated airfield improvements
- Signed a temporary Lease Agreement with Air Methods/Vanderbilt LifeFlight to begin operations in July
- Completed Architect Selection process and began the initial planning process for the design and construction of a new Terminal and Business Center
- Secured the funding for all of the above mentioned projects

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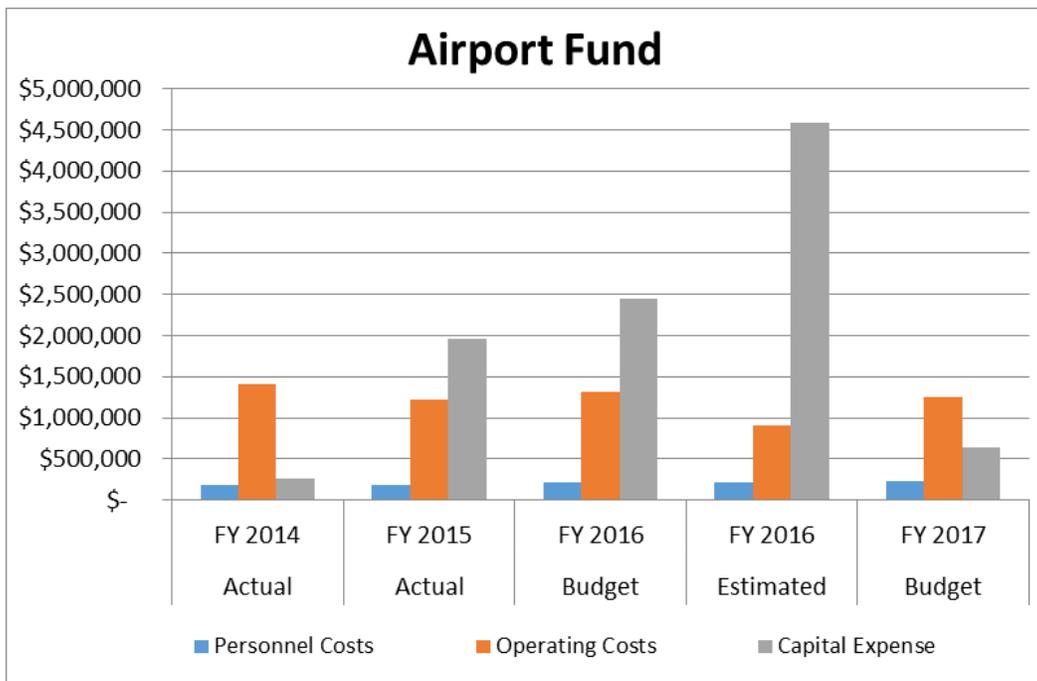
## FY 2017 DEPARTMENT GOALS

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- Complete the approach clearing and get approved and published approaches for the new runway
- Develop and secure new funding for airport improvements given the changes that have occurred to the Tennessee Aviation Fuel Equity Fund and decrease in aviation fuel tax revenues
- Develop plans for the new Terminal and Business Center that will serve this community in new capacities for the next 50-years plus
- Continue to foster growth of our local and based businesses assisting them to meet their needs to provide excellent serve to our community through excellent facilities and service
- Add a second Full-Time employee (Administration Support Assistant) meeting the demands of improving accounting systems, expanding airfield management requirements, and continued improvements in customer service

## EXPENDITURE SUMMARY

	Airport Fund				
	Actual	Actual	Budget	Estimated	Budget
	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017
Personnel Costs	\$ 188,374	\$ 187,626	\$ 218,880	\$ 214,570	\$ 224,982
Operating Costs	\$ 1,402,308	\$ 1,224,174	\$ 1,309,830	\$ 902,205	\$ 1,258,400
Capital Expense	\$ 257,354	\$ 1,958,278	\$ 2,451,987	\$ 4,590,104	\$ 635,500
<b>Total Airport Fund</b>	<b>\$ 1,848,036</b>	<b>\$ 3,370,078</b>	<b>\$ 3,980,697</b>	<b>\$ 5,706,879</b>	<b>\$ 2,118,882</b>



## HUMAN RESOURCE SUMMARY

	Airport Fund			
	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Proposed FY 2017
<b>Job Description</b>				
Airport Manager	1	1	1	1
Administrative Support Specialist II				1
<b>Full-Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>
Operations Assistant	1	1	1	1
Administrative Support Specialist I	1	1	1	0
Operations Service Personnel	4	4	4	4
<b>Part-Time Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>
<b>Total Airport Fund Allocation</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

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## STATE AND FEDERAL FUNDING

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In April of 2015, legislation was introduced to the State Transportation Committee which substantially changed the amount of funding that is used to improve and maintain our State's air carrier and General Aviation airports. This legislation put a cap on the amount of tax that any one company will pay on aviation fuel. This decrease in tax revenue will leave just enough funding for General Aviation airports to support the annual maintenance and repair of the paved surfaces (runways, taxiways, and ramps) leaving no funding for capital improvements. Hangar and ramp expansions will not receive State funding.

In response to the Tennessee Aviation Fuel Equity Fund legislation, a Task Force Chaired by the Economic Development Commissioner Randy Boyd has been created and has met three times over the last few months. The Task Force has provided many suggestions that could assist with new forms of funding and initiatives that could possibly replace a portion of the funding lost in the aviation fuel tax legislation. The real issue that has hurt the funding of our Tennessee airports before this tax cap even is in full effect is the low amount of aviation fuel tax revenue due to the continued decrease in fuel prices.

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

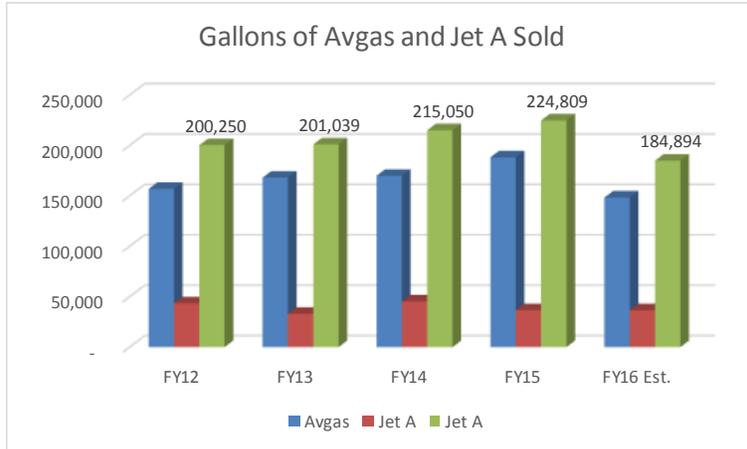
This decrease in aviation fuel tax revenue and the impact of the fuel tax cap has already made an impact on the Murfreesboro Municipal Airport and how capital improvements are funded. While the members of the Task Force are working hard to maintain some level of state airport funding it is certain that they will not be able to generate funding levels like we once experienced for so many years. This new level of airport improvement funding will impact our airport's ability to stay completely self-sufficient. The Airport Manager and Airport Commission will pursue alternative grant, funding, and revenue sources to attempt to fill the funding difference.

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## RETIREMENT OF DEBT SERVICE

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



	Actual	Actual	Budget	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017
Fuel Sales Revenue	\$ 110,076	\$ 100,000	\$ 93,240	\$ 95,000	\$ 96,000
Gallons of fuel sold	215,040	224,809	185,000	184,890	200,000
Hangar Revenues	\$ 385,860	\$ 376,980	\$ 396,165	\$ 388,500	\$415,500
Hangar Occupancy rate	97%	97%	96%	99%	99%
Number of Based Aircraft	132	128	128	130	132

**2016 - 2017 Budget Year**  
**Airport Fund Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
<b>Revenues</b>						
Federal Grants	162,178	-	198,380	481,000	200,500	2,120
State Grants	108,477	1,939,188	2,215,457	4,077,100	369,000	(1,846,457)
Other State Grants	14,300	14,300	14,300	14,300	14,300	-
Interest Earnings	1,099	988	1,200	900	1,000	(200)
Insurance Recoveries			-	5,000	-	-
Miscellaneous Income			-	10	-	-
Vending Machine Sales	581	883	861	740	700	(161)
Aviation Gasoline	1,094,525	1,003,977	1,083,359	673,300	1,037,500	(45,859)
Hangar Rentals	385,860	411,197	396,165	388,500	415,500	19,335
MTSU Lease	46,858	44,323	45,717	45,700	47,200	1,483
Plant And Facility Rentals	18,030	18,943	16,416	16,100	16,700	284
Terminal Bldg Areas Revenues	7,342	1,958	12,120	12,100	12,500	380
USE OF FUND BALANCE	8,786				3,982	3,982
	1,848,036	3,435,757	3,983,975	5,714,750	2,118,882	(1,869,075)
<b>Expenditures</b>						
Salary - Full-Time - Regular			80,796	80,796	113,758	32,962
Longevity			1,200	1,200	1,260	60
Part-Time Regular Emp Wages			90,843	85,501	49,054	(41,789)
Social Security & Medicare Tax			13,222	13,800	10,139	(3,083)
Hospital And Health Insurance			17,870	17,900	32,331	14,461
Dental Insurance - Delta			-	650	1,336	1,336
Defined Benefit Plan			9,954	9,800	10,153	199
Defined Contribution Plan			-	-	940	940
LTD & Life Insurance			531	500	513	(18)
Worker's Compensation			4,464	4,423	5,498	1,034
Total Personnel Costs	188,374	187,626	218,880	214,570	224,982	6,102
Contractual Services			10,250	6,600	6,000	(4,250)
Radio And TV Services			-	1,700	1,100	1,100
Other Communication & Transp			-	2,300	2,300	2,300
Publication - Formal & Legal			1,700	1,000	1,000	(700)
Electric			29,000	30,400	30,000	1,000
Water			5,200	5,200	5,200	-
Gas			3,200	3,200	3,200	-
Telephone & Other Comm.			2,000	2,700	2,500	500
Cell Phone			460	500	500	40
Internet			725	700	700	(25)
Repair & Maint Other Mach & Eq			20,000	20,000	20,000	-
Repair & Maint Furn. & Machine			3,500	1,000	3,000	(500)
Repair & Maint. Buildings			55,000	50,000	68,000	13,000
Car Allowance & Mileage			1,200	600	1,200	-
Travel Expense			2,265	5,700	5,500	3,235
Office Supplies and Materials			3,000	2,000	3,000	-

## 2016 - 2017 Budget Year

### Airport Fund Budget

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Postage & Shipping			700	300	400	(300)
Household & Janitor Supplies			3,000	4,600	4,000	1,000
Public Safety Supplies			1,000	1,500	1,500	500
Gas			1,657	500	1,000	(657)
Fuel Rebates			38,202	29,500	30,500	(7,702)
Supplies For Resale			913,756	522,300	860,000	(53,756)
General Liability Insurance			7,493	7,500	7,500	7
Other Liability Insurance			2,604	2,900	2,900	296
Building Insurance			844	900	900	56
Bank Service Charges			13,369	8,900	15,000	1,631
Debt Service			164,516	164,500	150,000	(14,516)
Miscellaneous Expense			500	6,005	1,000	500
Sales Tax			23,289	16,600	28,000	4,711
Meals During Meetings			1,400	2,600	2,500	1,100
<b>Total Operating Budget</b>	<b>1,402,308</b>	<b>1,224,174</b>	<b>1,309,830</b>	<b>902,205</b>	<b>1,258,400</b>	<b>(51,430)</b>
<b>Operating and Salary Budget</b>	<b>1,590,682</b>	<b>1,411,800</b>	<b>1,528,710</b>	<b>1,116,775</b>	<b>1,483,382</b>	<b>(45,328)</b>
Admin (Office Buildings)						
Terminal Construction					350,000	
Airfields					233,000	
Other Buildings						
Security Fence North End					50,000	
Other Machinery and Equipment					2,500	
<b>Total Fixed Assets</b>	<b>257,354</b>	<b>1,958,278</b>	<b>2,451,987</b>	<b>4,590,104</b>	<b>635,500</b>	<b>(1,816,487)</b>
						-
<b>Total Airport Fund Budget</b>	<b>1,848,036</b>	<b>3,370,078</b>	<b>3,980,697</b>	<b>5,706,879</b>	<b>2,118,882</b>	<b>(1,861,815)</b>



## DRUG FUND

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### DEPARTMENT SUMMARY

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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.

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### IMPLEMENTATION OF COUNCIL PRIORITIES

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#### SAFE AND LIVEABLE NEIGHBORHOODS

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- 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 2016 ACCOMPLISHMENTS

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- The Vice and Narcotics Unit seized \$495,852 from drug related cases
  - Working with the DEA and TBI, Vice Detectives interdicted a major heroin distribution ring, seizing five kilograms of heroin and arresting two individuals
-

- Approximately \$252,975 was collected through court fines and penalties assessed on drug related criminal cases

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### FY 2017 DEPARTMENT GOALS

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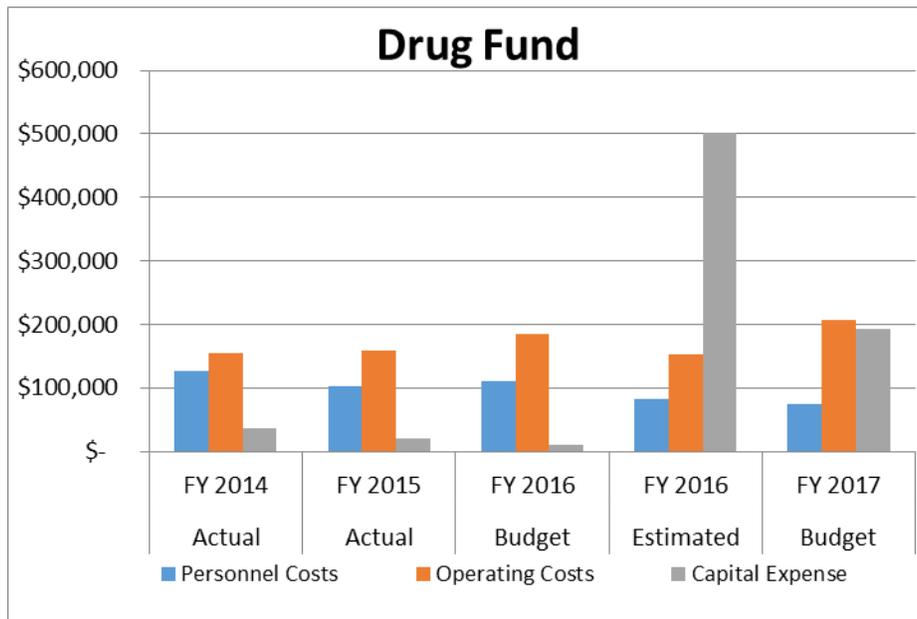
- Continue to partner with federal law enforcement agencies to investigate drug related cases that have local and national impact
- Fund education programs designed to reduce drug use
- Collect unused prescription drugs through voluntary disposal programs
- Establish partnerships with local pharmacies and physicians to combat prescription drug abuse

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### EXPENDITURE SUMMARY

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<b>Drug Fund</b>					
	Actual	Actual	Budget	Estimated	Budget
	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017
Personnel Costs	\$ 126,765	\$ 102,196	\$ 110,000	\$ 82,000	\$ 75,000
Operating Costs	\$ 155,174	\$ 157,691	\$ 185,250	\$ 152,837	\$ 206,450
Capital Expense	\$ 36,713	\$ 20,833	\$ 10,000	\$ 502,461	\$ 193,500
<b>Total Drug Fund</b>	<b>\$ 318,652</b>	<b>\$ 280,720</b>	<b>\$ 305,250</b>	<b>\$ 737,298</b>	<b>\$ 474,950</b>




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### HUMAN RESOURCES SUMMARY

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None

## 2016 - 2017 Budget Year Drug Fund

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
<b>Revenues</b>						
City Court Revenue	140,401	94,724	100,000	87,921	100,000	-
Drug Related Fines	140,401	97,973	100,000	87,921	100,000	-
Unauthorized Substance Tax	150	250	100	263	100	-
Seizure Awards	264,574	261,901	150,000	70,044	100,000	(50,000)
Interest Earnings	1,196	1,609	1,000	1,500	1,000	-
Sale Of Equipment			50,000	-	25,000	(25,000)
Miscellaneous	17,982	27,919	17,000	17,000	17,000	-
Use of Fund Balance				472,649	131,850	
<b>TOTAL REVENUE</b>	<b>564,704</b>	<b>484,376</b>	<b>418,100</b>	<b>737,298</b>	<b>474,950</b>	<b>(75,000)</b>
<b>Expenditures</b>						
Overtime Salary			110,000	82,000	75,000	(35,000)
Total Personnel Costs	126,765	102,196	110,000	82,000	75,000	(35,000)
Electric			4,500	3,700	4,500	-
Water			2,000	1,500	2,000	-
Gas			1,000	700	1,000	-
Telephone & Other Comm.			7,000	8,500	8,500	1,500
Cell Phone			10,000	11,000	12,000	2,000
Employee Testing			3,500	1,500	5,000	1,500
Repair & Maint. Motor Vehicles			1,000	143	1,000	-
Fleet - Repair & Maintenance			25,000	20,000	45,000	20,000
Repair & Maint. - Animals			11,000	10,000	10,000	(1,000)
Repair & Maint Furn. & Machine			500	143	500	-
Repair & Maint. Buildings			1,000	-	1,000	-
Repair & Maintenance - Radios			1,500	-	1,500	-
Employee			100	-	100	-
Travel Expense			15,000	22,000	20,000	5,000
Office Supplies and Materials			2,500	3,750	4,500	2,000
Postage & Shipping			50	-	50	-
Household & Janitor Supplies			300	-	300	-
Public Safety Supplies			750	-	1,000	250
Other Supplies & Materials			2,500	478	2,500	-
Miscellaneous Expense			4,550	1,575	4,500	(50)
Intel Services			6,500	4,343	6,500	-
Undercover Operations			85,000	63,506	75,000	(10,000)
Total Operating Budget	155,174	157,691	185,250	152,837	206,450	21,200
<b>OPERATING &amp; SALARY EXPENDITURES</b>	<b>281,939</b>	<b>259,887</b>	<b>295,250</b>	<b>234,837</b>	<b>281,450</b>	<b>(13,800)</b>
General Purp Machinery & Equip					10,000	
Carlson CR5 Total Station Equipment					100,000	
Five Meth Lab Suits for Certified Technicians					12,500	
Covert Pole Camera					15,000	
Covert Camera System					20,000	
Twenty Peltor Headset Systems					18,000	
Two LS32 Flir Thermal Monocular					8,000	
Computer Software Exp					2,000	
Other Machinery and Equipment					8,000	
Total Fixed Assets	36,713	20,833	10,000	502,461	193,500	183,500
<b>TOTAL DRUG FUND</b>	<b>318,652</b>	<b>280,720</b>	<b>305,250</b>	<b>737,298</b>	<b>474,950</b>	<b>169,700</b>



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## CAPITAL IMPROVEMENT FUND

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### DEPARTMENT SUMMARY

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The Capital Improvement Fund houses the major non-bonded debt portion of capital projects of the City. During FY 2016 and FY 2017, the school energy efficiency project is expected to cost \$5,675,000 in total, and is funded by a low interest rate loan as well as county shared bond funds. An additional \$2,492,750 will be spent on school capital projects from the balance of current and anticipated County funds.

The City has entered into an agreement with Linebaugh Library to participate in building a Community Technology Center on City owned property. Funding of \$900,000 is anticipated from Christy Houston Foundation as well as the City share of \$400,000 which is funded by the 2016 Bond Issuance.

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

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

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### IMPLEMENTATION OF COUNCIL PRIORITIES

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#### SAFE AND LIVABLE NEIGHBORHOODS

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

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#### STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH

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- Maintain capital improvement plan software and monitoring procedures

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#### EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE

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

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## ENGAGING OUR COMMUNITY

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- Keep the public informed through the use of wayfaring signs

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## FY 2016 ACCOMPLISHMENTS

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- Accurately accounted for capital projects
- Kicked off the School Energy Efficiency project at various City elementary schools

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## FY 2017 DEPARTMENT GOALS

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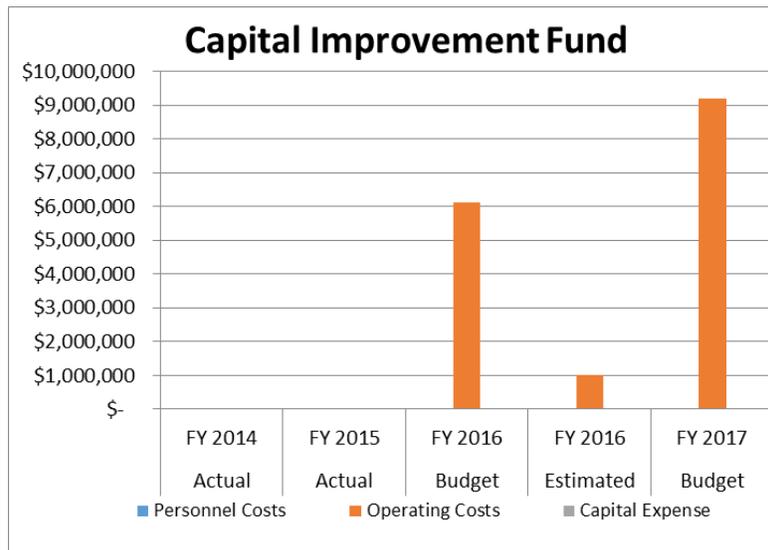
- Maximize grant revenues, County Shared Bond proceeds and a low interest loan proceeds by maintaining efficiency and accuracy
- Completion of the School Energy Efficiency project
- Construct Bloomfield Links restroom/vending building
- Continue partnership with Linebaugh Library for community technology center

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## EXPENDITURE SUMMARY

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Capital Improvement Fund					
	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Budget FY 2017
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 60	\$ -	\$ 6,128,116	\$ 1,000,000	\$ 9,200,850
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Improvement Fund</b>	<b>\$ 60</b>	<b>\$ -</b>	<b>\$ 6,128,116</b>	<b>\$ 1,000,000</b>	<b>\$ 9,200,850</b>




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## HUMAN RESOURCES SUMMARY

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None

## 2016 - 2017 Budget Year Capital Improvement Fund

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
<b>Revenues</b>						
Other Grant Revenues			7,600	-	900,000	892,400
Interest Earnings			400	400	400	-
County Shared Bonds					2,200,000	2,200,000
Sale Of Notes (Energy Loan for Schools)			1,500,000	-	2,140,000	640,000
Fund Balance			4,620,116	999,600	3,960,450	(659,666)
	214,104	4,821,849	6,128,116	1,000,000	9,200,850	3,072,734
<b>Expenditures</b>						
Grants & Donations - Othr Inst			7,600	-	7,600	-
Christy Houston Comm Tech Center			-	-	900,000	900,000
Capital Outlay						
Bloomfield Links					125,000	125,000
Schools			6,120,016	1,000,000	8,167,750	2,047,734
Miscellaneous Expense			500	-	500	-
<b>TOTAL EXPENDITURES</b>	60	-	6,128,116	1,000,000	9,200,850	3,072,734



## TMBF / BOND FUND

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### DEPARTMENT SUMMARY

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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.

Projects budgeted in this fund include:

- The Street Division of the Engineering Department has budgeted approximately \$1 million for various equipment needs, half of which is to replace older equipment that has become less reliable. Similarly, the Fire & Rescue Department is budgeting \$1.4 million for the replacement of a Snorkel Truck Replacement, and an additional \$627,120 for other fire and rescue equipment. The Solid Waste Department is budgeting approximately \$2 million in equipment replacement. Renovations and updates to various City Departments is budgeted at approximately \$3.6 million. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.
- The Police Department purchased a vacant medical office building near the downtown area for approximately \$4 million. This facility will be completely remodeled during the next 2 years and will eventually house all Police operations in one location, leaving several City buildings open for use by other departments. An additional \$42.7 million is anticipated to be spent out of this Fund for renovations and remodeling. While no significant fiscal impact is expected in FY 2017, once the facility is operational there will be additional utility and maintenance costs.
- The Police Department has also budgeted approximately \$2 million for equipment and software purchases. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.
- The Parks & Recreation Department is budgeting \$7 million for the purchase and development of a new park on the West side of town. There will be operating and staffing impacts once the park is complete but none of these costs are anticipated in FY 2017. Approximately \$1.2 million for the City's local match is anticipated to be used towards extending the Greenway system (the Federal match is found in the Recreation budget). In addition, approximately \$7.4 million in

renovations at various parks and the purchase of equipment has also been budgeted. Other than normal operating and maintenance costs, no additional fiscal impact is expected from these purchases.

- Transportation needs continue to be an important focus for the City. Approximately \$14.7 million in construction of various projects across the City have been budgeted. Future maintenance costs for this and other highways is paid for through the General Fund and the State Street Aid as part of the City's normal maintenance costs.

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### ORGANIZATION CHART

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None

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### FY 2016 ACCOMPLISHMENTS

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- Managed borrowed funds to track spending by category and loan type for effective reporting
- Issued \$79 million in fixed rate bonds

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### FY 2017 DEPARTMENT GOALS

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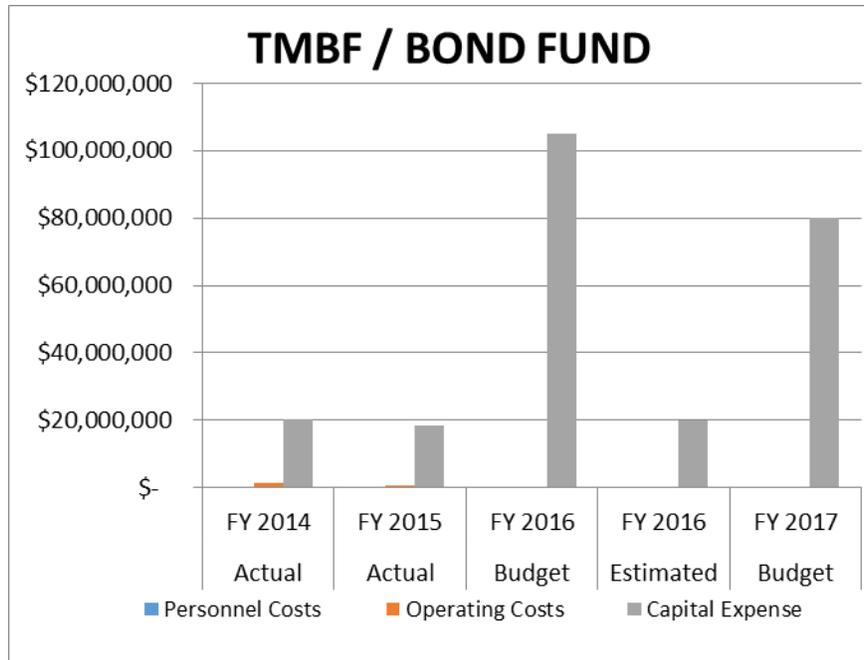
- Coordinate with new financial software to track borrowed funds for reporting and inquiry purposes

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### EXPENDITURE SUMMARY

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<b>TMBF / BOND FUND</b>					
	Actual	Actual	Budget	Estimated	Budget
	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 1,385,357	\$ 700,470	\$ 300,000	\$ 24,113	\$ 50,000
Capital Expense	\$ 20,440,565	\$ 18,545,815	\$ 105,000,000	\$ 20,000,000	\$ 80,000,000
<b>Total TMBF/Bond Fund</b>	<b>\$ 21,825,922</b>	<b>\$ 19,246,285</b>	<b>\$ 105,300,000</b>	<b>\$ 20,024,113</b>	<b>\$ 80,050,000</b>



### HUMAN RESOURCES SUMMARY

None

### 2016 - 2017 Budget Year TMBF / BOND FUND

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
<b>Revenues</b>						
Interest Earnings			50,000	50,000	50,000	-
Sale Of Notes			2,859,375	500,000	2,359,375	(500,000)
Sale Of Bonds			73,000,000	86,351,254	-	(73,000,000)
Contributed Capital			300,000	24,113	-	(300,000)
Fund Balance			29,090,625		77,640,625	48,550,000
	21,825,922	19,246,284	105,300,000	86,925,367	80,050,000	(73,800,000)
<b>Expenditures</b>						
Transfer to Debt Service Fund			300,000	24,113	50,000	(250,000)
Capital Outlay			105,000,000	20,000,000	80,000,000	(25,000,000)
<b>TOTAL EXPENDITURES</b>	21,825,922	19,246,284	105,300,000	20,024,113	80,050,000	(25,250,000)



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## INSURANCE FUND

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### DEPARTMENT SUMMARY

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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.

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### IMPLEMENTATION OF COUNCIL PRIORITIES

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#### SAFE AND LIVABLE NEIGHBORHOODS

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

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### FY 2016 DEPARTMENT ACCOMPLISHMENTS

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- Reviewed the medical plan benefits for diagnostic testing to decrease participant cost by treating these tests as if the plan deductible had already been met
- Managed and reviewed all insurance plans offered, with the assistance of a third-party consultant

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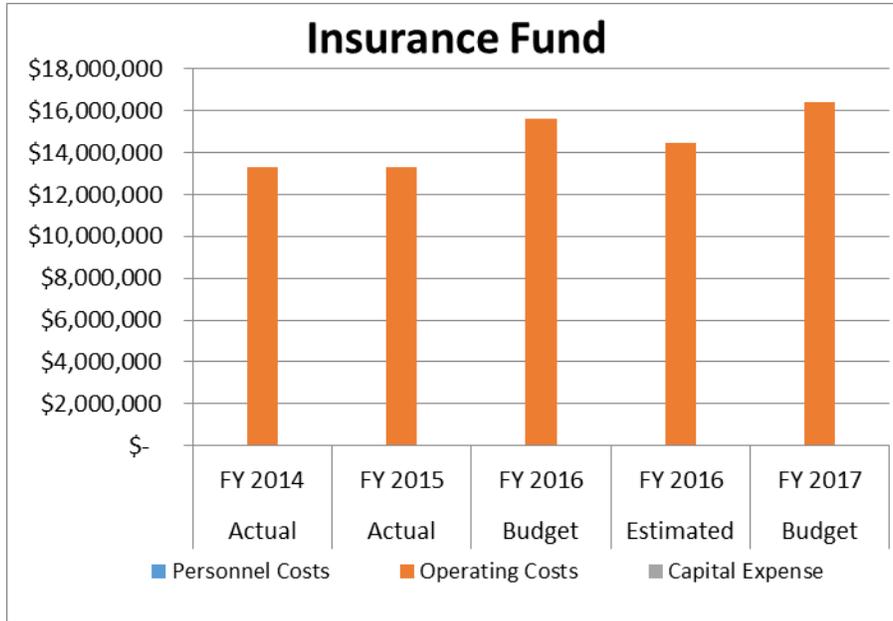
### FY 2017 DEPARTMENT GOALS

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- Track and efficiently manage all funding costs within the new software system to allow for better information sharing for management review
- Revitalize and update the wellness program to promote consumerism at the participant level
- Coordinate with the third-party consultant to offer a high-quality insurance plan while also managing the plan cost

**EXPENDITURE SUMMARY**

<b>Insurance Fund</b>					
	Actual	Actual	Budget	Estimated	Budget
	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs	\$ 13,312,043	\$ 13,303,927	\$ 15,613,967	\$ 14,471,393	\$ 16,400,975
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Insurance Fund</b>	<b>\$ 13,312,043</b>	<b>\$ 13,303,927</b>	<b>\$ 15,613,967</b>	<b>\$ 14,471,393</b>	<b>\$ 16,400,975</b>



**HUMAN RESOURCE SUMMARY**

None

**2016 - 2017 Budget Year**  
**Insurance Fund Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
Interest Earnings			1,000	1,800	1,000	-
Premiums from City			10,517,092	10,347,000	10,595,799	78,707
Premiums - Water & Sewer Fnd			2,546,750	2,597,300	2,701,200	154,450
Premiums from Employee			1,989,400	2,036,520	2,125,000	135,600
Premiums from Retirees			310,625	300,000	330,000	19,375
Premiums from Other Entities			99,100	99,060	103,500	4,400
Reinsurance Collections			100,000	-	100,000	-
Medicare D Subsidies			50,000	83,050	50,000	-
Transfers in					394,476	
	13,605,397	14,737,715	15,613,967	15,464,730	16,400,975	392,532
Administration Fees			-	312,230	413,700	413,700
Consultant's Services			90,000	90,000	90,000	-
Medical PPO			14,424,467	6,917,150	8,065,500	(6,358,967)
Medical HRA			-	1,691,155	2,000,000	2,000,000
Medical - Medicare			-	190,000	200,000	200,000
HRA Medicare			-	188,000	200,000	200,000
Delta Dental			680,000	587,150	650,000	(30,000)
Assurant Dental			-	3,065	3,065	3,065
Pharmacy			-	3,857,816	4,100,000	4,100,000
Wellness & FSA			247,000	66,850	163,500	(83,500)
Stop Loss			-	425,800	479,560	479,560
Healthcare Law			150,000	115,982	5,650	(144,350)
EAP			20,000	23,625	25,000	5,000
Miscellaneous Expense			2,500	2,570	5,000	2,500
	13,312,043	13,303,927	15,613,967	14,471,393	16,400,975	787,008



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## RISK MANAGEMENT FUND

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### FUND SUMMARY

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The Risk Management Fund provides other City departments a means to assess, mitigate, insure against, and administer their risk issues. Risk Management is responsible for maintaining the City's self-insured programs in property, liability, and workers' compensation coverages, as well as procuring special and excess risk coverage in specific areas.

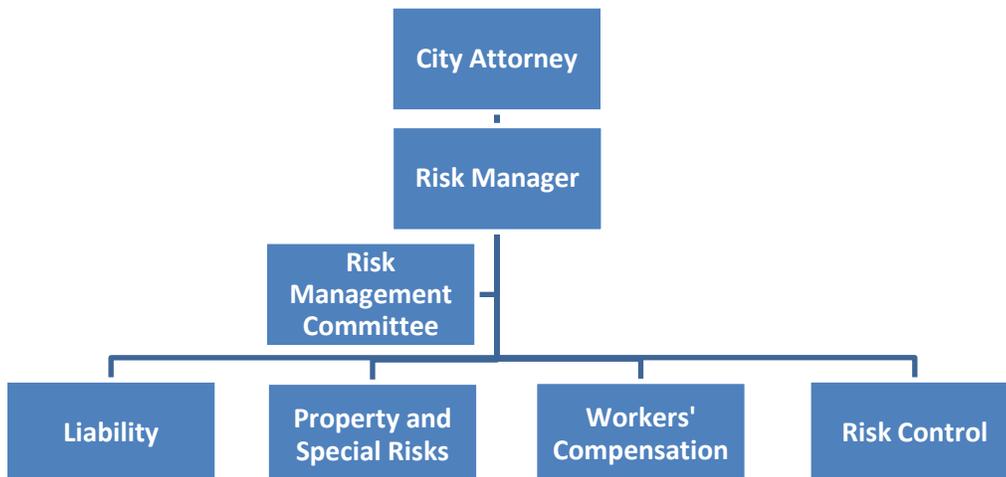
Risk Management staff administers workers' compensation claims in compliance with state law. Risk Management also develops and implements safety training and risk control programs with the assistance of a City-wide Safety Committee assuring continued compliance with Tennessee Occupational Safety and Health Act mandated regulations and programs.

Funding of the Risk Management Fund is overseen by the Risk Management Committee. Various funds of the City contribute to the Risk Management Fund.

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### ORGANIZATION CHART

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**IMPLEMENTATION OF COUNCIL PRIORITIES**

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**SAFE AND LIVABLE NEIGHBORHOODS**

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- Assure City work within the community is performed safely

**STRONG AND SUSTAINABLE FINANCIAL AND ECONOMIC HEALTH**

---

- Mitigate City financial exposure due to inherent risks
- Provide ability to administer self-insurance retention in an efficient manner

**EXCELLENT SERVICES WITH A FOCUS ON CUSTOMER SERVICE**

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- Provide departments with appropriate financial assurance and coverage for operations
- Develop and implement safety-related programs to protect City employee and minimize departmental loss of work time

**ENGAGING OUR COMMUNITY**

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- Provide information about safe use of recreational and other public facilities
- Implement community based safety programs

**FY 2017 DEPARTMENT GOALS**

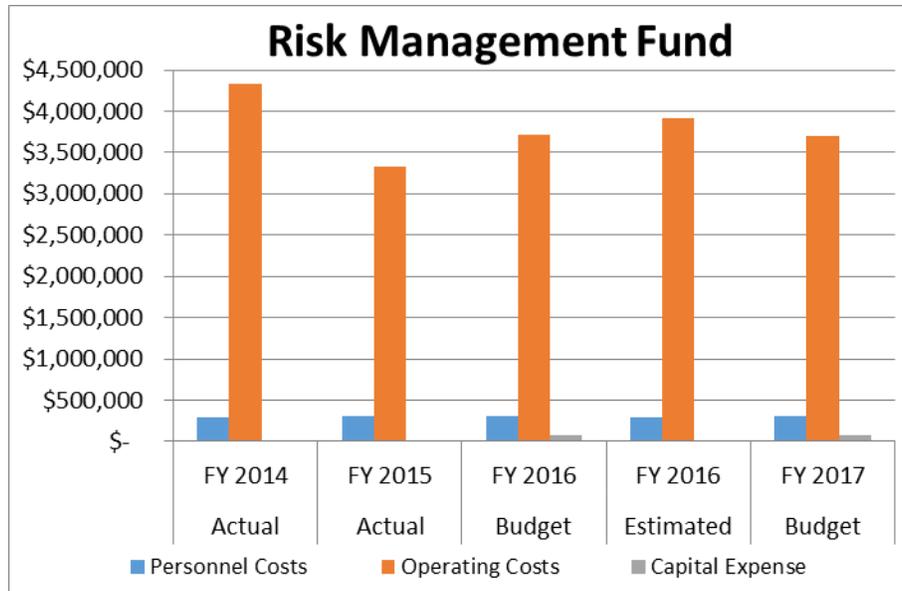
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- Comprehensive review of self-insurance funding and insurance coverages
- Implement consistent insurance practices for construction activity
- Continue public education of Move Over Law through multi-media campaign
- Assist with implementation of NIMS training

**EXPENDITURE SUMMARY**

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<b>Risk Management Fund</b>					
	Actual	Actual	Budget	Estimated	Budget
	FY 2014	FY 2015	FY 2016	FY 2016	FY 2017
Personnel Costs	\$ 287,348	\$ 300,746	\$ 304,304	\$ 295,729	\$ 312,801
Operating Costs	\$ 4,324,150	\$ 3,333,004	\$ 3,711,595	\$ 3,919,499	\$ 3,698,485
Capital Expense	\$ 904	\$ 1,070	\$ 81,500	\$ 722	\$ 81,750
<b>Total Risk Management Fund</b>	<b>\$ 4,612,402</b>	<b>\$ 3,634,820</b>	<b>\$ 4,097,399</b>	<b>\$ 4,215,950</b>	<b>\$ 4,093,036</b>



## HUMAN RESOURCES SUMMARY

Risk Management Fund				
	Actual	Actual	Estimated	Proposed
	FY 2014	FY 2015	FY 2016	FY 2017
<b>Job Description</b>				
Risk Manager	1	1	1	1
Safety Officer	1	1	1	1
Claims Specialist	1	1	1	1
<b>Total Risk Management Fund Allocation</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**2016 - 2017 Budget Year**  
**Risk Management Fund Budget**

Description	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimated	2016 - 2017 Budget	Increase/ (Decrease)
<b>Revenue</b>						
Interest Earnings	15,847	13,399	15,000	12,000	12,000	(3,000)
Transfer In From Other Funds	5,187	8,619	7,338	1,000	1,000	(6,338)
Transfer In From General Fund	2,917,369	2,897,012	2,679,132	2,814,577	2,693,150	14,018
Transfer in From Airport Fund	7,742	7,608	7,323	8,416	9,491	2,168
Transfer In From City Schools	432,858	433,928	445,987	467,119	467,950	21,963
Transfer In From Water & Sewer	498,094	456,958	449,668	444,024	587,183	137,515
USE OF FUND BALANCE	735,307		492,951	468,814	322,262	(170,689)
	<b>4,612,404</b>	<b>3,817,524</b>	<b>4,097,399</b>	<b>4,215,950</b>	<b>4,093,036</b>	<b>(4,363)</b>
<b>Expenditures</b>						
Salary - Full-Time - Regular			228,691	211,208	232,214	3,523
Longevity			2,340	2,340	2,520	180
Overtime Wages			-	120	-	-
Social Security & Medicare Tax			17,674	17,901	16,874	(800)
Hospital And Health Insurance			25,861	32,920	29,680	3,819
Dental Insurance - Delta			-	2,280	1,332	1,332
Defined Benefit Plan			28,175	27,398	28,609	434
LTD & Life Insurance			1,563	1,563	1,572	9
Total Personnel Costs	<b>287,348</b>	<b>300,746</b>	<b>304,304</b>	<b>295,729</b>	<b>312,801</b>	<b>8,497</b>
Printing Services			-	108	500	500
Memberships & Dues			1,830	775	1,900	70
Profession. Svc - Subscription			6,000	4,200	6,000	-
Other Pub				650	17,500	17,500
Telephone & Other Comm.			700	528	700	-
Cell Phone			700	612	1,000	300
Legal Services & Expenses			45,000	-	50,000	5,000
Consultant's Services			5,000	4,750	5,000	-
Repair & Maint Furn. & Machine			1,100	1,650	1,100	-
Car Allowance & Mileage			600	231	650	50
Travel Expense			3,450	600	3,450	-
Office Supplies and Materials			2,200	2,433	2,300	100
Postage & Shipping			1,100	950	1,100	-
Food			-	-	350	350
Public Safety Supplies			-	525	550	550
General Liability Claims			-	688,300	500,000	500,000
Workers Compensation Insurance			364,628	-	370,000	5,372
Workers' Comp Claims			-	2,004,000	1,350,000	1,350,000
Risk Management Claims			2,500,000	-	-	(2,500,000)
Risk Mgmt Claims - Police			50,000	25,000	50,000	-
Risk Mgmt Claims - Fleet			100,000	163,695	195,000	95,000
Risk Mgmt Claims - Auto			-	250,000	250,000	250,000
Risk Mgmt Claims - Fire/Csfty			-	234,500	225,000	225,000
Transfers To Other Funds			625,492	533,434	661,385	35,893
Miscellaneous Expense			3,795	2,558	5,000	1,205
Total Operating Budget	<b>4,324,150</b>	<b>3,333,004</b>	<b>3,711,595</b>	<b>3,919,499</b>	<b>3,698,485</b>	<b>(13,110)</b>
<b>Operating and Salary Budget</b>	<b>4,611,498</b>	<b>3,633,750</b>	<b>4,015,899</b>	<b>4,215,228</b>	<b>4,011,286</b>	<b>(4,613)</b>

## GLOSSARY

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### **Budget Glossary**

Municipal budgeting often involves a language known only to the astute local government elected or appointed official. The glossary below is intended to explain in common terms some of the more frequently used budgeting terms.

#### **Accounting Period:**

The annual period for which financial statements, budgets and other reports are prepared. In Tennessee, the accounting period begins July 1 and ends June 30.

#### **Accounts:**

Accounts are used to enter the formally adopted annual operating budget into the general ledger, as well as to organize expenditures and revenues by fund, department, activities etc.

#### **Accounts Payable:**

A short-term liability account reflecting amounts owed to private persons or organizations for goods and services

#### **Accounts Receivable:**

An asset account reflecting amounts owed by private persons or organizations for goods and services furnished by the government

#### **Accounting System:**

The total structure of records that are used to record, classify, and report information on the financial status and operation of a government.

#### **Accrual Basis:**

Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of cash flows.

#### **Adopted Budget:**

The budget that has been approved by the City Council that becomes the legal authority for spending.

#### **Ad Valorem Tax:**

A tax levied in the assessed value of real and personal property located within the City.

#### **Allocation:**

The distribution of expenses among various City functions or between different funding agencies. For example, the expense of maintaining the Civic Plaza and Parking Garage are divided by formula between the City and Rutherford County.

#### **Amortization:**

The reduction of a debt or other liability through regular payments over a specific period of time.

**Annual Budget:**

An estimate of expenditures for specific purposes during the fiscal year and the proposed means (estimated revenues) for financing those activities.

**Appropriation:**

A legal authorization made by the legislative body that permits staff to incur obligations and to make expenditures of governmental resources.

**Arbitrage:**

An investment that results in interest earnings in excess of interest costs.

**Assessed Valuation:**

A value set upon real and personal property by the Rutherford County Assessor as a basis for levying property taxes.

**Assets:**

Resources owned or held by the City which has real monetary value.

**Assigned Fund Balance:**

Assigned Fund Balance describes that portion of fund balance that reflects a government's intended use of resources. Such intent can be established by the governing body, another body or official designated for that purpose. There are two essential differences between committed fund balance and assigned fund balance. First, committed fund balance requires action by the highest level of decision-making authority (City Council). Second, formal action is necessary to impose, remove or modify a constraint reflected in the committed fund balance, whereas less formality is necessary in the case of assigned fund balance.

**Audit:**

A study of the City's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for the handling of public funds, including state law, city ordinance and administrative policy.

**Balanced Budget:**

The planned expenditures do not exceed the budgeted revenue plus the unassigned fund balance.

**Balance Sheet:**

The basic financial statement, which discloses the assets, liabilities and equities of a fund at a specified date in conformity with GAAP (Generally Accepted Accounting Principles).

**Bond:**

A written promise to pay a specified sum of money (principal or "face value") at a specified future date ("maturity date") along with periodic interest paid at a specified percentage of the principal ("interest rate"). Bonds are typically used for long term financing of capital improvements.

**Bond Rating:**

A rating made by an established credit rating agency indicating the probability of timely repayment of principal and interest on bonds issued by the City. Murfreesboro maintains a AA- rating from Standard and Poor's and a Aa2 rating from Moody's Investors Service.

**Budget:**

A plan of financial operation consisting of an estimate of proposed expenditures for a given period and the proposed means of financing them.

**Budget Amendment:**

To change the original adopted budget through action of members of the City Council by ordinance.

**Budget Calendar:**

The schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

**Budget Document:**

The official written statement reflecting the decisions made by City Council in their budget deliberations.

**Budget Message:**

A general discussion of the submitted budget presented in writing by the City Manager as part of the budget document reflecting the most important aspects of the budget and his recommendations.

**Budget Ordinance:**

The formal legislative enactment by the City Council.

**Capital Improvements:**

Major construction, repairs, additions, buildings, parks, streets and other facilities that cost more than \$25,000 and have a useful life of more than three years.

**Capital Improvements Budget:**

A one-year plan of capital expenditures and the means of financing them. The capital budget is enacted as part of the annual budget. The capital improvements budget is based upon the Capital Improvements Program (CIP).

**Capital Improvements Program (CIP) :**

A plan for capital expenditures to be incurred each year over a fixed period of years describing each project, its duration, and its cost. These projects are prioritized by a committee comprised of both City staff and council members. The CIP document is a companion to the annual budget document.

**Capital Object Codes:**

The "Buildings," "Structures," and "Equipment" object codes are used to show expenditures related to the one-year capital improvements budget. These items are of a permanent and tangible nature with a cost of \$5,000 or more.

**Capital Projects Fund:**

Funds created to account for the financial resources used for the acquisition or construction of major capital facilities or equipment.

**Cash Flow Budget:**

A projection of the cash receipts and disbursements anticipated during a given period.

**CDBG:**

An acronym for the Community Development Block Grant; these annual grants are federal funds, typically used for the construction or rehabilitation of affordable housing.

**Committed Fund Balance:**

Committed fund balance represents that portion of fund balance whose use is constrained by limitations that the government imposes on itself at the highest decision making level (City Council) and remains binding unless removed in the same manner.

**Contingency Account:**

An account in which funds are budgeted for emergency and exceptional expenditures that arises during the year and has not been provided for in other portions of the operating budget. Murfreesboro maintains such an account in the Non-Departmental budget.

**Contractual Services:**

The costs related to services performed for the City by individuals, business or utilities.

**Cost:**

The amount of money or other consideration exchanged for goods or services.

**Current Assets:**

Those assets available or that can be made readily available to finance current operations or pay current liabilities. Examples include cash, investments and receivables that can be collected within one year.

**Current Liabilities:**

Debt or other legal obligations arising out of transactions in the past, that must be liquidated, renewed or refunded within one year.

**Debt Limit:**

The maximum amount of outstanding debt legally permitted. The City Charter prescribes a general obligation debt limit of fifteen percent (15%) of assessed value. The Charter provides that revenue supported debt is excluded from the calculation and also provides Council with the method to exceed that limitation.

**Debt Service:**

The actual cost of interest, principal and related costs on borrowed funds, such as bonds and notes.

**Deferred Compensation:**

The City sponsors a supplemental retirement income plan (457). Employees may make voluntary contributions up to the limit prescribed by the Internal Revenue Service.

**Deficit:**

(1) The excess of an entity's liabilities and reserves over its assets; (2) the excess of expenditures over revenues during a single accounting period (e.g., a fiscal year).

**Department:**

A major administrative division of the City. A department has overall management responsibility for an operation or a group of related operations in one functional area.

**Depreciation:**

The decrease in value of capital assets over their useful life due to use.

**Designation:**

Funds earmarked for a specific purpose.

**Division:**

A program or function that falls within the functional area of a particular Department. Several Divisions may exist within one Department.

**Encumbrance:**

A financial commitment for a contract not yet performed. An encumbrance is charged against an appropriation at the time it is incurred for the purpose of satisfying the encumbrance after completion of the services.

**Enterprise Fund:**

A proprietary fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the enterprise funds is that the full cost of providing goods or services be financed primarily through charges and fees specific to the good or services and not with general tax revenues. The City's enterprise funds are: Water and Sewer and Electric.

**Exempt Employee:**

Employees that are not required to receive overtime pay under federal law.

**Expenditure:**

An amount of money, cash or checks actually paid or obligated for payment; a decrease in net financial resources.

**Fiscal Year:**

A twelve month period for which an organization plans the use of its resources. For Tennessee cities, the fiscal year is July 1 through June 30.

**Fixed Assets:**

Assets of a long-term nature that are intended to be held or used by the City. Examples include land, buildings, machinery, furniture and other equipment.

**Franchise Fee:**

A fee paid by public and private service businesses for the use of City streets, alleys and property in providing their services to the citizens of the City. Examples include franchise fees paid by cable providers, gas companies and electric utilities.

**FTE or Full Time Equivalent:**

A measurement of staffing. One FTE is a 40-hour per week position. An employee working 20-hours per week or an employee working 40-hours per week for only six months per year would be ½ FTE.

**Fund:**

The financial transactions of the City are recorded in Funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, equity, revenues and expenditures. Each individual fund records the financial transactions for a specific activity or function.

**Fund Balance:**

The excess of a fund's assets over its liabilities. This term is used in relation to governmental funds.

**Fund Equity:**

The excess of a fund's assets over its liabilities. This term is used in relation to proprietary funds.

**Fund Type:**

The City classifies its Funds into three generic fund types: Governmental, Proprietary and Fiduciary.

**GAAP:**

Generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB) or through common practice.

**GASB:**

Governmental Accounting Standards Board

**General Fund:**

The General Fund is the primary operating fund of the City. It is used to account for all financial resources of the general government except those required to be reported for in another fund.

**General Ledger:**

A record containing the accounts needed to reflect the financial position and the results of operations of a City government.

**General Obligation Bonds:**

Debt issued by the City that is guaranteed for repayment by the full faith and credit of the City. The City pledges to levy whatever taxes are required to repay the bonds for any particular year.

**Goals:**

A statement of broad direction, purpose or intent based on the needs of the City. A goal is general in nature and usually has no specific time frame for its attainment.

**Governmental Funds:**

The financial transactions of most governmental functions are presented through governmental funds. These include the following fund types: General, Special Revenue, Capital Projects and Debt Service.

**Grants:**

A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant moneys are usually dedicated for specific purposes.

**Infrastructure:**

The basic framework of cities. Examples include streets, water and sewer systems, public buildings and parks.

**Interfund Transfer:**

Payments from one fund to another fund which results in the recording of a receipt and expenditure. The annual transfer from the General Fund to the Park and Recreation Fund is one example of an interfund transfer.

**Intergovernmental Revenue:**

Revenue collected by one government and distributed to another government, usually along a predetermined formula or basis.

**Internal Service Funds:**

Funds used to account for the financing of goods or services provided by one City Department to other City or governmental entities on a cost reimbursement basis. Examples include the Fleet Service, Risk Management and Insurance funds.

**Levy:**

To impose taxes for the support of governmental activities or the total amount of taxes imposed by a government.

**Liability:**

Debt or other legal obligation arising out of transactions in the past which must be liquidated renewed or refunded at some future date.

**Maintenance:**

The upkeep of physical property used by the City in the provision of services.

**Materials and Services:**

Expenditures which are not related to personnel, transfers, debt service or capital. These are a fund's "discretionary" accounts and include items like supplies, consulting services, publications and training.

**Modified Accrual:**

Basis of accounting for all governmental funds and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations, which are recorded when due. It is a modified version of the full accrual basis of accounting that emphasizes and measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit and loss).

**Non-Exempt Personnel:**

Employees eligible to receive overtime pay.

**Non-spendable Fund Balance:**

According to GASB, "Fund balance is only an approximate measure of liquidity. One reason is that some of the assets reported in governmental funds may be inherently non-spendable from the vantage point of the current period. There are assets that will never convert to cash (e.g., prepaid items and inventories of supplies); assets that will not convert to cash soon enough to affect the current period (e.g., non-financial assets held for resale, such as foreclosed properties); and resources that must be maintained intact pursuant to legal or contractual requirements (e.g., capital of a revolving loan fund).

**Operating Budget:**

The City's financial plan that outlines proposed expenditures for the coming fiscal year and estimates the revenues that will be used to finance them.

**Ordinance:**

A formal legislative enactment of the governing body of the municipality.

**Performance Measurement:**

Any systematic attempt to learn how responsive a government's services are to the needs of its constituents through the use of standards, workload indicators and other techniques.

**Personnel Services:**

Expenditures that are directly related to personnel, such as salaries, overtime, fringe benefits (health benefits) and payroll insurances (FICA, workers' compensation, etc.).

**Property Tax:**

A tax levied on the assessed value of real and personal property located within the City.

**Proprietary Funds:**

Proprietary funds are used to account for a government's ongoing operations and activities similar to those found in the private sector. Enterprise and internal service funds are Murfreesboro's uses of this fund type.

**Refunding:**

The issuance of long term debt to refinance existing long-term debt.

**Restricted Fund Balance:**

Restricted fund balance represents that portion of fund balance that is subject to externally enforceable legal restrictions. Such restrictions typically are imposed by parties altogether outside the government such as creditors, grantors, contributors or other governments. Restrictions can also arise when the authorization to raise revenues is conditioned upon the revenue being used for a particular purpose (e.g., gas tax for road construction).

**Retained Earnings:**

An equity account reflecting the accumulated earning of an enterprise or internal service fund.

**Revenue:**

An increase in governmental fund type net current assets. It is usually income from various sources used to finance government, such as tax and grant receipts.

**Special Revenue Fund:**

A fund used to account for resources that are subject to legal spending restrictions to finance a particular activity. Examples include the Golf, Airport and Recreation funds of the City.

**Supplies:**

A cost category for minor items required by City Departments to conduct their operations.

**Surplus:**

An excess of the assets of a fund over its liabilities and restricted equity.

**Tax Base:**

The total assessed value of property within the City.

**Trust and Agency Funds:**

These fiduciary funds are custodial and do not involve the measurement of results of operation. Principal and interest of these funds may be expended in the course of their designated operations. Examples of these are the Pension Fund and the School Trust Fund.

**Unassigned Fund Balance:**

The general fund will often have net resources in excess of what can properly be classified in one of the other four categories of fund balance. If so, that surplus is presented as unassigned fund balance.

**User Charges:**

The payment of a fee for direct receipt of a public service by the party benefiting from the service. Water and Sewer charges are examples of user fees.

**Workload Indicators:**

An indication of the output of a Department or activity. It may consist of transactions, products, events, services, persons served or other measurements of output.

## APPENDIX

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### FY14 AND FY15 ACTUALS

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In FY 2016 the City implemented a new City-wide software system. New software was put in place for Finances, Purchasing, Timekeeping, and Payroll. As a part of the Finance implementation, the Chart of Accounts was updated using the MTAS chart of accounts as a guide in anticipation of the State of Tennessee requiring a standardized chart of accounts. The overall categories of revenues, salary expenses, operating expenses, and fixed asset expenses were maintained, but the accounts within those categories have changed. The totals of these categories have been presented with their respective departments in total only. Below are the audited actual expenses broken down by the previous Chart of Accounts for FY14 and FY15 for reference.

**2016-2017 BUDGET YEAR  
RECAPITULATION OF EXPENDITURES**

DESCRIPTIONS	2013/2014 ACTUAL	2014/2015 ACTUAL
<b>GENERAL FUND</b>		
ADMINISTRATION	4,068,086	4,357,896
LEGAL DEPARTMENT	799,518	847,878
HUMAN RESOURCES DEPARTMEN	808,666	890,679
PLANNING	647,529	1,137,183
ENGINEERING:		
ENGINEERING DIVISION	2,701,373	2,424,482
STREET DIVISION	4,001,176	4,426,349
STATE STREET AID DEPARTMENT	2,767,337	2,196,271
TRANSPORTATION DEPARTMENT	2,455,001	2,254,624
INFORMATION TECHNOLOGY	1,537,046	1,731,102
COMMUNICATIONS DEPARTMENT	600,394	686,112
BUILDING DEPARTMENT	1,747,137	1,867,817
JUDICIAL DEPARTMENT	436,176	471,130
POLICE DEPARTMENT	25,154,026	25,947,269
FIRE & RESCUE DEPARTMENT	15,598,308	16,130,071
URBAN ENVIRONMENT DEPT.	1,025,071	984,480
CIVIC PLAZA	56,912	71,747
PARKING GARAGE	105,610	173,253
PARKS & RECREATION DEPT	8,770,081	10,915,904
GOLF DEPARTMENT:		
OLD FORT GOLF COURSE	1,603,371	1,622,819
VET. ADM. GOLF COURSE	293,025	324,744
BLOOMFIELD	39,356	36,770
SOLID WASTE DEPT	3,959,760	4,125,196
SENIOR CITIZENS DEPT	862,051	886,776
COMMUNITY DEVELOPMENT	991,968	827,336
DRUG FUND	140,401	97,973
CITY SCHOOLS	4,810,103	4,810,103
PUB HEALTH, EDUC & WELFARE:		
OTHER GOV'T AGENCIES	1,312,799	1,689,621
RUTHERFORD COUNTY CHAMBER:		
ECONOMIC DEVELP. DEPT.	97,250	97,250
M'BORO ECONOMIC DEV.	22,500	22,500
DESTINATION R'FORD	120,000	120,000
TOURISM	341,415	382,444
OTHER TOURISM	160,189	160,193
OUTSIDE AGENCIES	109,001	114,692
GATEWAY PROJECT	17,257	80,737
RESERVE FOR UNCOLL. TAXES	718,496	731,959
ADJ & ALLOW - DELINQ TAXES	499,050	(347)
MIXED DRINK TAX-SCHOOLS	409,123	443,594
UNFORESEEN CONTINGENCIES	45,593	22,185
COUNTY SHARED COSTS	0	511,865
FUEL EQUIPMENT	16,955	12,486
DEBT SERVICE	28,071,265	26,371,574
<b>TOTAL GENERAL FUND</b>	<b>117,920,375</b>	<b>121,006,716</b>

<b>RECAPITULATION OF EXPENDITURES</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>DEBT SERVICE FUND</b>		
PER BUDGET	29,148,304	30,269,946
<b>INSURANCE FUND</b>		
PER BUDGET	13,312,043	13,303,927
<b>RISK MANAGEMENT FUND</b>		
PER BUDGET	4,612,402	3,634,821
<b>DRUG FUND</b>		
PER BUDGET	318,652	280,720
<b>AIRPORT FUND</b>		
PER BUDGET	1,848,036	3,370,078
<b>FLEET SERVICES FUND</b>		
PER BUDGET	2,254,659	2,342,356
<b>CAPITAL IMPROV. &amp; CONT. FUND</b>		
PER BUDGET	60	0
<b>TMBF/BOND FUNDS</b>		
PER BUDGET	21,825,922	19,246,284

<b>CITY MANAGER BUDGET</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>EXPENDITURES</b>		
<b>PERSONNEL COSTS**</b>		
SALARIES & WAGES	1,327,358	1,404,014
SOCIAL SECURITY	95,928	101,042
MEDICAL - DENTAL	250,779	268,795
PENSION PLAN	138,027	134,968
RETIREMENT (401A)	3,407	5,459
LIFE INSURANCE/LTD	8,679	9,417
WORKERS' COMPENSATION	20,158	22,590
<b>TOTAL PERSONNEL COSTS</b>	<b>1,844,336</b>	<b>1,946,285</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY-FLEET	4,606	3,762
VEHICLES & MACHINERY	206	80
OFFICE EQUIPMENT	18,055	13,611
BUILDINGS	24,926	67,000
SOFTWARE	0	4,442
	<b>47,793</b>	<b>88,895</b>
<b>SUPPLIES</b>		
POSTAGE	23,886	21,254
OFFICE	22,689	33,050
NEWSPAPER-MAGAZINES	1,316	1,623
ADVERTISING	6,760	11,603
PRINTING	0	824
EMPLOYEE	3,790	3,887
JANITORIAL	9,239	9,696
FUEL	3,836	2,910
ART COMMITTEE EXPENSE	988	1,643
CLOTHING	847	1,178
MISCELLANEOUS SUPPLIES	148	217
	<b>73,499</b>	<b>87,885</b>

<b>CITY MANAGER BUDGET</b>		
<b>DESCRIPTIONS</b>	<b>2013/2014 ACTUAL</b>	<b>2014/2015 ACTUAL</b>
<b>INSURANCE</b>		
GENERAL (NOT PRORATED)		
GENERAL LIABILITY (NOT PRORATED)	142,292	142,292
BONDS	2,868	2,868
AUTOMOBILE	2,966	2,382
PROPERTY INSURANCE (NOT PRORATED)	21,403	21,468
FIRE (NOT PRORATED)	63,496	67,907
S.125 ADMIN FEES (NOT PRORATED)	9,911	9,573
UNEMPLOYMENT (NOT PRORATED)	10,802	17,380
	<b>253,738</b>	<b>263,870</b>
<b>RETIREE EXPENSES</b>		
RETIREE MEDICAL - DENTAL	809,021	924,503
OPEB ACTUARY STUDY	15,000	0
PENSION PLAN ADMIN (NOT PRORATED)	345,086	371,425
	<b>1,169,107</b>	<b>1,295,928</b>
<b>UTILITY SERVICE</b>		
ELECTRIC	129,565	130,632
WATER AND SEWER	8,269	8,673
TELEPHONE	39,867	39,967
CELLULAR TELEPHONE	3,377	5,182
INTERNET SERVICES	0	1,433
	<b>181,078</b>	<b>185,887</b>
<b>TRAVEL AND SUBSISTENCE</b>		
USE OF EMPLOYEE'S AUTO:		
MAYOR & COUNCIL	19,200	18,600
OTHERS - MILEAGE ONLY	510	596
OUT OF TOWN TRAVEL	967	1,533
MEALS DURING MEETINGS	5,781	7,339
	<b>26,458</b>	<b>28,068</b>
<b>MISCELLANEOUS EXPENSE</b>		
VENDING MACHINES	557	399
ASSOCIATION DUES	72,133	68,385
AUDIT SERVICE	165,150	181,650
ELECTIONS-REFERENDUMS	61,001	0
TRAINING PERSONNEL	33,845	29,029
SERVICE EXCELLENCE TRAINING	1,385	180
COMPUTER SOFTWARE	12,705	2,964
COUNTY SHARED COSTS	43,456	0
CHRISTMAS - GIFT CERTIFICATES	0	42,385
CITIZENS ACADEMY	1,453	0
SURVEYS & STUDIES	3,500	6,543
OTHER MISCELLANEOUS	59,288	48,491
	<b>454,473</b>	<b>380,026</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>2,206,146</b>	<b>2,330,559</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>4,050,482</b>	<b>4,276,844</b>
<b>ADDITION TO FIXED ASSETS</b>	<b>17,604</b>	<b>81,052</b>
<b>TOTAL CITY MANAGER'S OFFICE</b>	<b>4,068,086</b>	<b>4,357,896</b>
<b>NOTE: BEGINNING IN FY 2016 LEGISLATIVE, FINANCE AND TAX, PURCHASING, AND GENERAL GOVERNMENT BUILDINGS WERE MOVED TO THEIR OWN BUDGETS. THE HISTORY PRESENTED HERE IS FOR THE COMBINED GENERAL AND ADMINISTRATIVE BUDGETS.</b>		

<b>INFORMATION TECHNOLOGY DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>EXPENDITURES</b>		
<b>PERSONNEL COSTS**</b>		
TOTAL SALARIES & WAGES	564,623	649,721
SOCIAL SECURITY	40,858	46,528
MEDICAL - DENTAL	115,958	155,445
PENSION PLAN	57,390	62,489
RETIREMENT (401A)	6,573	7,329
LIFE INSURANCE/LTD	4,067	4,299
WORKERS' COMPENSATION	1,131	1,133
<b>TOTAL PERSONNEL COSTS</b>	<b>790,600</b>	<b>926,944</b>
<b>OPERATION AND MAINTENANCE</b>		
NETWORK EQUIPMENT	73,416	35,834
OFFICE EQUIPMENT	1,417	9,710
OFFSITE DATA BACKUP	7,697	11,535
COMPUTER SOFTWARE MAINT. - G.I.S.	75,320	133,997
ELECTRONIC STORAGE	3,076	21,919
	<b>160,926</b>	<b>212,995</b>
<b>SUPPLIES</b>		
OFFICE	3,068	1,661
G.I.S. SUPPLIES	2,781	2,839
MISCELLANEOUS SUPPLIES	0	286
	<b>5,849</b>	<b>4,786</b>
<b>UTILITY SERVICE</b>		
CELLULAR TELEPHONE	6,040	11,229
INTERNET SERVICE	8,282	0
	<b>14,322</b>	<b>11,229</b>
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	0	295
TRAINING PERSONNEL	3,133	5,691
COMPUTER SOFTWARE	309,679	232,758
INTERLOCAL G.I.S. AGREEMENT	90,514	32,076
OUTSIDE SERVICES	116,000	132,972
	<b>519,326</b>	<b>403,792</b>
<b>TOTAL OPERATING BUDGET</b>	<b>700,423</b>	<b>632,802</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>1,491,023</b>	<b>1,559,746</b>
<b>ADDITION TO FIXED ASSETS</b>		
	<b>46,023</b>	<b>171,356</b>
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>1,537,046</b>	<b>1,731,102</b>

<b>COMMUNICATIONS DEPARTMENT</b>		
<b>DESCRIPTIONS</b>	<b>2013/2014 ACTUAL</b>	<b>2014/2015 ACTUAL</b>
<b>EXPENDITURES</b>		
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	341,992	370,718
SOCIAL SECURITY	25,030	26,911
MEDICAL - DENTAL	73,082	82,843
PENSION PLAN	33,861	28,798
EMPLOYEE RETIREMENT (401A MATCH)	1,309	5,075
LIFE INSURANCE/LTD	2,351	2,528
WORKERS' COMPENSATION	1,627	1,504
<b>TOTAL PERSONNEL COSTS</b>	<b>479,252</b>	<b>518,377</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY-FLEET	278	57
OFFICE EQUIPMENT	908	286
TELEVISION EQUIPMENT	24,013	10,613
	<b>25,199</b>	<b>10,956</b>
<b>SUPPLIES</b>		
POSTAGE	45	60
OFFICE	1,741	1,101
ADVERTISING	184	213
AUDIO/VIDEO	8,672	34,274
FUEL	379	305
	<b>11,021</b>	<b>35,953</b>
<b>INSURANCE</b>		
FIELD VIDEO EQUIPMENT	905	905
AUTOMOBILE	607	607
	<b>1,512</b>	<b>1,512</b>
<b>UTILITY SERVICE</b>		
TELEPHONE	579	586
CELLULAR TELEPHONE	1,692	1,543
	<b>2,271</b>	<b>2,129</b>
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	120	318
MEALS DURING MEETINGS	749	481
	<b>869</b>	<b>799</b>
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	2,925	2,135
TRAINING PERSONNEL	4,846	5,354
PROFESSIONAL SERVICES	0	3,300
COMPUTER SOFTWARE	1,064	3,947
CONTRACT SERVICES (A/V ENGINEER)	0	13,200
VIDEO WEBSTREAMING/ARCHIVING	18,440	16,584
MUSIC LICENSES	0	3,379
OTHER MISCELLANEOUS	4,046	3,419
	<b>31,321</b>	<b>51,318</b>
<b>TOTAL OPERATING BUDGET</b>	<b>72,193</b>	<b>102,667</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>551,445</b>	<b>621,044</b>
<b>ADDITION TO FIXED ASSETS</b>		
	<b>48,949</b>	<b>65,068</b>
<b>TOTAL COMMUNICATIONS DEPARTMENT</b>	<b>600,394</b>	<b>686,112</b>

<b>LEGAL DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	548,299	569,949
SOCIAL SECURITY	38,059	39,082
MEDICAL - DENTAL	72,159	82,862
PENSION PLAN	57,145	58,988
RETIREMENT (401A)	5,765	5,967
LIFE INSURANCE/LTD	3,876	3,839
WORKERS' COMPENSATION	23,038	22,869
<b>TOTAL PERSONNEL COSTS</b>	<b>748,341</b>	<b>783,556</b>
<b>OPERATION AND MAINTENANCE</b>		
OFFICE EQUIPMENT	1,361	1,675
	1,361	1,675
<b>SUPPLIES</b>		
POSTAGE	1,207	762
OFFICE	3,599	4,178
LIBRARY	23,003	17,356
	27,809	22,296
<b>UTILITY SERVICE</b>		
TELEPHONE	929	968
	929	968
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	5,754	5,758
TRAINING PERSONNEL	6,966	9,739
LEGAL / PROFESSIONAL EXPENSES	2,539	2,678
LEGAL / PROFESSIONAL SERVICES	2,610	18,891
REAL ESTATE SERVICES	490	438
COMPUTER SOFTWARE	0	1,047
OTHER MISCELLANEOUS	107	122
	18,466	38,673
<b>TOTAL OPERATING BUDGET</b>	<b>48,565</b>	<b>63,612</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>796,906</b>	<b>847,168</b>
<b>ADDITION TO FIXED ASSETS</b>		
	2,612	710
<b>TOTAL LEGAL DEPARTMENT</b>	<b>799,518</b>	<b>847,878</b>

<b>HUMAN RESOURCES DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	469,442	504,275
SOCIAL SECURITY	33,634	36,266
MEDICAL - DENTAL	90,958	88,835
PENSION PLAN	55,956	52,823
EMPLOYEE RETIREMENT (401A MATCH)	0	1,624
LIFE INSURANCE/LTD	3,314	3,113
WORKERS' COMPENSATION	18,459	1,394
<b>TOTAL PERSONNEL COSTS</b>	<b>671,763</b>	<b>688,330</b>
<b>OPERATION AND MAINTENANCE</b>		
OFFICE EQUIPMENT	21,975	25,008
	21,975	25,008
<b>SUPPLIES</b>		
POSTAGE	1,767	1,540
OFFICE	9,695	13,184
NEWSPAPERS-MAGAZINES	2,817	1,074
ADVERTISING	3,021	3,258
	17,300	19,056
<b>UTILITY SERVICE</b>		
TELEPHONE	1,648	1,769
CELLULAR TELEPHONE	932	841
	2,580	2,610
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	32	46
	32	46
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	883	1,307
TRAINING PERSONNEL	8,487	3,537
DRUG SCREENING	44,584	42,631
PHYSICAL AGILITY TESTING	9,974	12,516
SURVEYS AND STUDIES	24,425	51,515
EMPLOYEE TESTING	2,657	296
EMPLOYEE ENGAGEMENT	392	0
SOFTWARE	0	500
OTHER MISCELLANEOUS	726	22,394
	92,128	134,696
<b>TOTAL OPERATING BUDGET</b>	<b>134,015</b>	<b>181,416</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>805,778</b>	<b>869,746</b>
<b>ADDITION TO FIXED ASSETS</b>	<b>2,888</b>	<b>20,933</b>
<b>TOTAL HUMAN RESOURCES DEPT</b>	<b>808,666</b>	<b>890,679</b>

<b>JUDICIAL DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	254,869	266,057
SOCIAL SECURITY	18,275	18,966
MEDICAL - DENTAL	69,112	77,923
PENSION PLAN	30,258	31,621
LIFE INSURANCE/LTD	1,783	1,810
WORKERS' COMPENSATION	484	449
<b>TOTAL PERSONNEL COSTS</b>	<b>374,781</b>	<b>396,826</b>
<b>OPERATION AND MAINTENANCE</b>		
OFFICE EQUIPMENT	1,925	3,384
	1,925	3,384
<b>SUPPLIES</b>		
POSTAGE	3,396	5,215
OFFICE	7,878	10,328
	11,274	15,543
<b>UTILITY SERVICE</b>		
TELEPHONE	844	919
CELLULAR PHONE	489	278
	1,333	1,197
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	1,274	785
PART TIME - JUDICIAL SERVICES	4,013	3,915
TRAINING PERSONNEL	300	589
COLLECTION COSTS	32,857	24,507
OTHER MISCELLANEOUS	688	12,777
	39,132	42,573
<b>TOTAL OPERATING BUDGET</b>	<b>53,664</b>	<b>62,697</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>428,445</b>	<b>459,523</b>
<b>ADDITION TO FIXED ASSETS</b>		
	7,731	11,607
<b>TOTAL JUDICIAL DEPARTMENT</b>	<b>436,176</b>	<b>471,130</b>

<b>POLICE DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>PERSONNEL COSTS</b>		
TOTAL NET SALARIES & WAGES	14,107,207	14,494,863
SOCIAL SECURITY	1,036,772	1,045,618
MEDICAL - DENTAL	2,606,962	3,006,368
PENSION PLAN	1,141,470	1,121,513
RETIREMENT (401A)	75,049	114,822
LIFE INSURANCE/LTD	81,622	82,411
WORKERS' COMPENSATION	1,171,186	1,226,261
<b>TOTAL PERSONNEL COSTS</b>	<b>20,220,268</b>	<b>21,091,856</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY-FLEET	292,190	329,351
VEHICLES & MACHINERY	106,932	112,439
RADIOS	5,455	9,481
GUNS	5,048	4,121
OFFICE EQUIPMENT	160,882	192,574
FIRE EXTINGUISHERS	1,275	1,257
TRAFFIC TIMERS	5,572	7,615
CRIME LAB EQUIPMENT	4,945	7,019
INVESTIGATIVE EQUIPMENT	930	539
K - 9	7,270	11,192
VIDEO EQUIPMENT	6,090	4,791
MOBILE DATA TERMINALS	131,429	125,229
INTERNET AND NETWORK	23,635	39,935
BUILDINGS	104,275	59,261
FIRING RANGE	7,108	2,328
	<b>863,036</b>	<b>907,132</b>
<b>SUPPLIES</b>		
POSTAGE	5,203	4,105
OFFICE	80,838	74,777
EMPLOYEE	10,380	9,492
JANITORIAL	16,345	13,916
FUEL	600,443	458,900
AMMUNITION	87,093	101,226
FLASHLIGHTS, BATTERIES, VIDEO TAPES	4,064	8,770
CRIME PREVENTION	3,898	4,635
CLOTHING	253,623	241,588
CLOTHING - CLEANING	72,199	75,453
LOCK OUT/IPOK KITS	0	25,039
CITIZENS ACADEMY	0	125
MISCELLANEOUS SUPPLIES	22,687	11,382
	<b>1,156,773</b>	<b>1,029,408</b>

<b>POLICE DEPARTMENT</b>		
<b>DESCRIPTIONS</b>	<b>2013/2014 ACTUAL</b>	<b>2014/2015 ACTUAL</b>
<b>INSURANCE</b>		
AUTOMOBILE	189,370	203,700
POLICE LIABILITY	183,512	207,784
	<b>372,882</b>	<b>411,484</b>
<b>UTILITY SERVICE</b>		
ELECTRIC	256,189	197,198
WATER AND SEWER	12,005	11,409
GAS	8,859	9,491
TELEPHONE	154,336	174,135
CELLULAR PHONE	102,795	123,904
MDT - CELLULAR COMMUNICATION	72,997	69,037
	<b>607,181</b>	<b>585,174</b>
<b>MISCELLANEOUS EXPENSE</b>		
EMPLOYEE TESTING	16,209	24,209
SEX OFFENDER EXPENSE	2,223	2,590
TRAVEL-OTHER	566	2,057
ASSOCIATION DUES	5,341	6,041
TRAINING PERSONNEL	161,255	165,605
DISPATCHER TRAINING	27,638	25,387
STATE FINES - PASS-THRU	266,965	311,307
MEDICAL SERVICE - ARRESTEES	140	0
PRINTRAK - ANNUAL AGREEMENT	25,000	25,000
DRUG AWARENESS PROGRAMS	2,035	2,059
G.R.E.A.T./R.A.D./R.A.D. KIDS	10,086	10,514
FELONY FUNDS	2,500	6,000
RENT - CID	79,500	80,692
D.A.R.E. PROGRAMS	10,669	15,456
GOVERNORS HWY SAFETY GRANT	0	49,925
JAG GRANT	70,520	42,886
GANG PASS-THRU GRANT - MHA	4,510	0
COMPUTER SOFTWARE	39,013	53,690
RED LIGHT CAMERA PROGRAM	890,461	801,275
OTHER MISCELLANEOUS	192,608	81,933
	<b>1,807,239</b>	<b>1,706,626</b>
<b>TOTAL OPERATING BUDGET</b>	<b>4,807,111</b>	<b>4,639,824</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>25,027,379</b>	<b>25,731,680</b>
<b>ADDITION TO FIXED ASSETS</b>		
	<b>126,647</b>	<b>215,589</b>
<b>TOTAL POLICE DEPARTMENT</b>	<b>25,154,026</b>	<b>25,947,269</b>

<b>FIRE &amp; RESCUE DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>PERSONNEL COSTS</b>		
TOTAL NET SALARIES & WAGES	9,543,344	9,821,243
SOCIAL SECURITY	694,159	731,075
MEDICAL - DENTAL	2,166,158	2,372,769
PENSION PLAN	994,067	1,007,099
RETIREMENT (401A)	38,813	50,319
LIFE INSURANCE/LTD	62,548	63,009
WORKERS' COMPENSATION	581,993	517,891
<b>TOTAL PERSONNEL COSTS</b>	<b>14,081,082</b>	<b>14,563,405</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY-FLEET	290,611	285,791
VEHICLES & MACHINERY	32,254	32,435
RADIOS	146	235
OFFICE EQUIPMENT	5,218	4,113
FIRE EXTINGUISHERS	925	1,089
APPLIANCE REPAIR	2,107	1,647
HOSE & NOZZLES	4,457	6,126
VIDEO EQUIPMENT	941	707
BUILDINGS	63,457	84,041
	<b>400,116</b>	<b>416,184</b>
<b>SUPPLIES</b>		
POSTAGE	271	275
OFFICE	18,782	21,290
NEWSPAPERS - MAGAZINES	1,863	2,142
EMPLOYEE	855	535
JANITORIAL	31,607	31,280
RAGS, TOWELS, ETC.	215	450
RESPONSE SUPPLIES	37,557	63,537
FUEL	126,606	102,977
FLASHLIGHTS, BATTERIES, ETC.	4,212	7,292
FIRE PREVENTION	16,690	11,497
CHEMICALS	4,967	6,019
HAND TOOLS & HARDWARE	6,118	8,157
STATION/HOUSE SUPPLIES	2,642	4,718
CLOTHING	227,617	177,312
CLOTHING - CLEANING	17,809	16,593
CHILD SAFETY SUPPLIES	2,679	5,675
CITIZENS ACADEMY		1,449
MISCELLANEOUS SUPPLIES	1,000	869
	<b>501,490</b>	<b>462,067</b>

<b>FIRE &amp; RESCUE DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>INSURANCE</b>		
AUTOMOBILE	77,951	82,845
	<u>77,951</u>	<u>82,845</u>
<b>UTILITY SERVICE</b>		
ELECTRIC	141,732	140,599
WATER AND SEWER	20,452	18,854
TELEPHONE	121,583	131,590
CELLULAR PHONE	11,560	13,175
	<u>295,327</u>	<u>304,218</u>
<b>MISCELLANEOUS EXPENSE</b>		
USE OF EMPLOYEE'S CAR	52	250
EMPLOYEE TESTING	1,850	1,208
ASSOCIATION DUES	1,760	1,980
COMPUTER SOFTWARE	3,200	235
TRAINING PERSONNEL	83,231	70,353
RESPIRATORY & HAZMAT TESTING	27,085	24,882
OTHER FEDERAL GRANTS	0	36,555
OTHER MISCELLANEOUS	16,534	10,309
	<u>133,712</u>	<u>145,772</u>
<b>TOTAL OPERATING BUDGET</b>	<u>1,408,596</u>	<u>1,411,086</u>
<b>OPERATING AND SALARY BUDGET</b>	<u>15,489,678</u>	<u>15,974,491</u>
<b>ADDITION TO FIXED ASSETS</b>		
	108,630	155,580
<b>TOTAL FIRE DEPARTMENT</b>	<u>15,598,308</u>	<u>16,130,071</u>

<b>BUILDING &amp; CODES DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	1,163,229	1,232,395
SOCIAL SECURITY	84,863	89,210
MEDICAL - DENTAL	227,383	270,652
PENSION PLAN	115,994	120,668
RETIREMENT (401A)	10,647	12,459
LIFE INSURANCE/LTD	8,049	8,265
WORKERS' COMPENSATION	0	15,089
<b>TOTAL PERSONNEL COSTS</b>	<b>1,610,165</b>	<b>1,748,738</b>
<b>OPERATION AND MAINTENANCE</b>		
OFFICE EQUIPMENT	10,890	9,961
	10,890	9,961
<b>SUPPLIES</b>		
POSTAGE	5,660	3,895
OFFICE	13,971	15,055
ADVERTISING	225	160
CLOTHING	986	1,301
FIELD	546	99
	21,388	20,510
<b>INSURANCE</b>		
AUTOMOBILE	234	234
	234	234
<b>UTILITY SERVICE</b>		
TELEPHONE	3,473	3,556
CELLULAR TELEPHONE	9,123	13,567
	12,596	17,123
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	65,458	58,799
MEALS DURING MEETINGS	612	716
	66,070	59,515
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	2,326	1,851
TRAINING PERSONNEL	6,301	4,984
OTHER MISCELLANEOUS	0	509
	8,627	7,344
<b>TOTAL OPERATING BUDGET</b>	<b>119,805</b>	<b>114,687</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>1,729,970</b>	<b>1,863,425</b>
<b>ADDITION TO FIXED ASSETS</b>		
	17,167	4,392
<b>TOTAL BUILDING DEPARTMENT</b>	<b>1,747,137</b>	<b>1,867,817</b>

<b>PLANNING DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>PERSONNEL COSTS**</b>		
TOTAL SALARIES & WAGES	427,450	460,132
SOCIAL SECURITY	31,924	33,397
MEDICAL - DENTAL	54,049	68,550
PENSION PLAN	44,711	46,582
EMPLOYEE RETIREMENT (401A MATCH)	1,380	3,079
LIFE INSURANCE/LTD	2,792	2,762
WORKERS' COMPENSATION	2,016	6,972
<b>TOTAL PERSONNEL COSTS</b>	<b>564,322</b>	<b>621,474</b>
<b>OPERATION AND MAINTENANCE</b>		
OFFICE EQUIPMENT	3,034	2,648
	<b>3,034</b>	<b>2,648</b>
<b>SUPPLIES</b>		
POSTAGE	5,663	4,387
OFFICE	10,846	7,084
NEWSPAPERS-MAGAZINES	232	262
ADVERTISING	28,337	22,391
CLOTHING	41	0
	<b>45,119</b>	<b>34,124</b>
<b>UTILITY SERVICE</b>		
TELEPHONE	1,272	1,299
CELLULAR TELEPHONE	2,811	1,327
	<b>4,083</b>	<b>2,626</b>
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	5,092	3,838
MEALS DURING MEETINGS	1,495	1,759
	<b>6,587</b>	<b>5,597</b>
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	1,629	1,608
SURVEYS & STUDIES	120	438,728
TRAINING PERSONNEL	3,925	1,835
COMPUTER SOFTWARE	0	1,646
OTHER MISCELLANEOUS	5,614	6,600
	<b>11,288</b>	<b>450,417</b>
<b>TOTAL OPERATING BUDGET</b>	<b>70,111</b>	<b>495,412</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>634,433</b>	<b>1,116,886</b>
<b>ADDITION TO FIXED ASSETS</b>		
	<b>13,096</b>	<b>20,297</b>
<b>TOTAL PLANNING</b>	<b>647,529</b>	<b>1,137,183</b>

<b>TRANSPORTATION DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>PUBLIC TRANSIT EXPENDITURES</b>		
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	581,048	634,689
SOCIAL SECURITY	43,004	45,796
MEDICAL - DENTAL	96,669	110,884
PENSION PLAN	34,879	33,068
RETIREMENT (401A)	5,468	9,400
LIFE INSURANCE	2,766	2,872
WORKERS' COMPENSATION	864	1,116
<b>TOTAL PERSONNEL COSTS</b>	<b>764,698</b>	<b>837,825</b>
<b>INSURANCE</b>		
AUTOMOBILE - ROVER BUSES	47,710	45,268
	47,710	45,268
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY- FLEET - ROVER	54,926	102,071
VEHICLES & MACHINERY- ROVER	6,275	6,401
BUS SHELTERS	2,204	759
BUILDINGS	0	153
BUILDINGS	1,851	3,724
	65,256	113,108
<b>SUPPLIES</b>		
POSTAGE	133	102
OFFICE	2,332	2,841
ADVERTISING	0	335
EMPLOYEE	383	635
JANITORIAL	460	993
BUS SUPPLIES	288	1,090
FUEL-ROVER	137,579	101,239
FARE SUPPLIES	6,866	8,051
CLOTHING	1,641	2,393
	149,682	117,679
<b>UTILITY SERVICE</b>		
ELECTRIC	5,045	5,110
TELEPHONE	771	703
CELLULAR TELEPHONE	1,861	2,620
	7,677	8,433
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	2,164	1,308
	2,164	1,308

<b>TRANSPORTATION DEPARTMENT</b>		
<b>DESCRIPTIONS</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>CONTRACT SERVICES</b>		
RELAX & RIDE (FEDERAL PORTION-5307)	12,280	12,663
RELAX & RIDE (LOCAL 5307)	64,711	75,762
MCHRA	86,719	88,214
	<b>163,710</b>	<b>176,639</b>
<b>MISCELLANEOUS EXPENSE</b>		
MARKETING	12,461	
PLANNING		11,064
ASSOCIATION DUES	14,903	14,903
TRAINING	2,322	2,337
MPO MATCHING FUNDS - 1/2	6,797	6,797
TRANSIT - ARRA	360,269	0
OTHER MISCELLANEOUS	0	193
	<b>396,752</b>	<b>35,294</b>
<b>PUBLIC TRANSIT OPERATING EXPENDITURES</b>		
	<b>1,597,649</b>	<b>1,335,554</b>
<b>TRAFFIC EXPENDITURES</b>		
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	347,139	349,333
SOCIAL SECURITY	25,053	25,179
MEDICAL - DENTAL	70,430	73,331
RETIREMENT	40,377	38,667
LIFE INSURANCE	2,595	2,537
WORKERS' COMPENSATION	9,672	9,314
TOTAL PERSONNEL COSTS	<b>495,266</b>	<b>498,361</b>
<b>INSURANCE</b>		
AUTOMOBILE - TRAFFIC	3,478	3,913
	<b>3,478</b>	<b>3,913</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY-FLEET	4,192	4,230
VEHICLES & MACHINERY	1,218	288
OFFICE EQUIPMENT	370	2,785
TRAFFIC SIGNALS	133,701	152,955
STREET LIGHTS	25,378	69,713
	<b>164,859</b>	<b>229,971</b>
<b>MATERIAL</b>		
TRAFFIC CONTROL DEVICES	31,067	40,024
	<b>31,067</b>	<b>40,024</b>

<b>TRANSPORTATION DEPARTMENT</b>		
<b>DESCRIPTIONS</b>	<b>2013/2014 ACTUAL</b>	<b>2014/2015 ACTUAL</b>
<b>SUPPLIES</b>		
POSTAGE	33	20
OFFICE	2,112	1,657
NEWSPAPERS-MAGAZINES	277	0
ADVERTISING	0	250
FUEL	7,647	5,877
HAND TOOLS & HARDWARE	0	397
CLOTHING	669	788
MISCELLANEOUS SUPPLIES	0	98
	<b>10,738</b>	<b>9,087</b>
<b>UTILITY SERVICE</b>		
ELECTRIC	1,510	2,030
CELLULAR TELEPHONE	4,432	9,008
	<b>5,942</b>	<b>11,038</b>
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	2,640	3,241
	<b>2,640</b>	<b>3,241</b>
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	1,479	1,578
TRAINING PERSONNEL	3,867	4,085
MPO MATCHING FUNDS - 1/2	6,797	6,797
SOFTWARE	1,578	5,534
OTHER MISCELLANEOUS	3,013	29
	<b>16,734</b>	<b>18,023</b>
<b>TRAFFIC OPERATING EXPENDITURES</b>	<b>730,724</b>	<b>813,658</b>
<b>TOTAL TRANSPORTATION DEPARTMENT OPERATING BUDGET</b>	<b>2,328,373</b>	<b>2,149,212</b>
<b>ADDITION TO FIXED ASSETS</b>		
	<b>126,628</b>	<b>105,412</b>
<b>TOTAL TRANSPORTATION DEPARTMENT</b>	<b>2,455,001</b>	<b>2,254,624</b>

<b>ENGINEERING DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>ENGINEERING DIVISION</b>		
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	754,738	816,752
SOCIAL SECURITY	54,157	57,889
MEDICAL - DENTAL	145,766	182,865
PENSION PLAN	73,308	76,911
RETIREMENT (401A)	919	5,893
LIFE INSURANCE/LTD	4,492	5,078
WORKERS' COMPENSATION	288	837
<b>TOTAL PERSONNEL COSTS</b>	<b>1,033,668</b>	<b>1,146,225</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY		
OFFICE EQUIPMENT	740	1,564
BUILDINGS	1,656	0
	<b>2,396</b>	<b>1,564</b>
<b>SUPPLIES</b>		
POSTAGE	180	223
OFFICE	5,678	2,408
ADVERTISING	395	0
ENGINEERING	1,535	584
CLOTHING	1,445	2,362
JANITORIAL	36	0
	<b>9,269</b>	<b>5,577</b>
<b>UTILITY SERVICE</b>		
ELECTRIC	4,755	5,321
WATER AND SEWER	522	656
TELEPHONE	1,310	1,363
CELLULAR TELEPHONE	6,311	7,942
	<b>12,898</b>	<b>15,282</b>
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	37,375	36,637
MEALS DURING MEETINGS	164	0
	<b>37,539</b>	<b>36,637</b>

<b>ENGINEERING DEPARTMENT</b>		
<b>DESCRIPTIONS</b>	<b>2013/2014 ACTUAL</b>	<b>2014/2015 ACTUAL</b>
<b>CONTRACTUAL SERVICES</b>		
SAMPLING AND TESTING	40,305	42,296
LANDFILL GAS MANAGEMENT	46,841	45,805
ROAD PROJECTS	1,497,069	1,070,974
	<b>1,584,215</b>	<b>1,159,075</b>
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	2,031	2,130
SURVEYS & STUDIES	14,724	32,577
TRAINING PERSONNEL	599	325
COMPUTER SOFTWARE	0	931
OTHER MISCELLANEOUS	567	146
	<b>17,921</b>	<b>36,109</b>
<b>TOTAL OPERATING BUDGET</b>	<b>1,664,238</b>	<b>1,254,244</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>2,697,906</b>	<b>2,400,469</b>
<b>ADDITION TO FIXED ASSETS</b>		
	<b>3,467</b>	<b>24,013</b>
<b>TOTAL ENGINEERING DIVISION</b>	<b>2,701,373</b>	<b>2,424,482</b>
<b>STREET DIVISION</b>		
<b>PERSONNEL COSTS</b>		
SALARIES & WAGES		
PART-TIME		
OVERTIME		
LONGEVITY		
ALLOWANCE FOR MILITARY & VACANCIES		
TOTAL SALARIES & WAGES	1,021,207	1,075,023
SOCIAL SECURITY	73,689	77,552
MEDICAL - DENTAL	267,192	273,992
PENSION PLAN	113,438	103,231
RETIREMENT (401A)	1,683	2,612
LIFE INSURANCE/LTD	6,923	6,587
WORKERS' COMPENSATION	3,456	8,924
TOTAL PERSONNEL COSTS	<b>1,487,588</b>	<b>1,547,921</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY-FLEET	219,369	235,558
VEHICLES & MACHINERY	39,928	55,909
RADIOS	678	0
OFFICE EQUIPMENT	820	625
EQUIPMENT RENTALS	1,563	7,086
STREET PAVING	0	28,116
DRAINAGE	0	30,046
BUILDINGS	11,018	14,780
	<b>273,376</b>	<b>372,120</b>

<b>ENGINEERING DEPARTMENT</b>		
<b>DESCRIPTIONS</b>	<b>2013/2014 ACTUAL</b>	<b>2014/2015 ACTUAL</b>
<b>MATERIAL</b>		
RIGHT OF WAY MAINTENANCE	66,972	66,203
TRAFFIC CONTROL DEVICES	571	840
MISCELLANEOUS MATERIAL	265	19
	<b>67,808</b>	<b>67,062</b>
<b>SUPPLIES</b>		
POSTAGE	13	0
OFFICE	2,963	1,210
EMPLOYEE	3,720	4,171
JANITORIAL SUPPLIES	2,661	4,194
FUEL	120,162	107,863
CHEMICALS	0	91,320
HAND TOOL & HARDWARE	2,872	3,952
CLOTHING	9,184	12,816
MISCELLANEOUS SUPPLIES	167	0
	<b>141,742</b>	<b>225,526</b>
<b>INSURANCE</b>		
AUTOMOBILE	33,055	33,856
	<b>33,055</b>	<b>33,856</b>
<b>UTILITY SERVICE</b>		
ELECTRIC	16,376	14,885
WATER AND SEWER	8,341	9,358
GAS	9,996	7,474
TELEPHONE	1,181	1,184
CELLULAR PHONE	4,410	3,881
STREET LIGHTING	1,807,137	1,864,150
	<b>1,847,441</b>	<b>1,900,932</b>
<b>CONTRACTUAL SERVICE</b>		
STREET PAVING	0	11,877
MAINTENANCE OF STATE ROUTES	127,470	100,158
	<b>127,470</b>	<b>112,035</b>
<b>TRAVEL AND SUBSISTENCE</b>		
MEAL DURING MEETINGS	1,124	1,273
	<b>1,124</b>	<b>1,273</b>
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES		
TRAINING PERSONNEL	0	1,809
COMPUTER SOFTWARE	229	0
OTHER MISCELLANEOUS	548	1,796
	<b>777</b>	<b>3,605</b>
<b>TOTAL OPERATING BUDGET</b>	<b>2,492,793</b>	<b>2,716,409</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>3,980,381</b>	<b>4,264,330</b>
<b>ADDITION TO FIXED ASSETS</b>	<b>20,795</b>	<b>162,019</b>
<b>TOTAL STREET DIVISION</b>	<b>4,001,176</b>	<b>4,426,349</b>
<b>TOTAL ENGINEERING DEPARTMENT</b>	<b>6,702,549</b>	<b>6,850,831</b>

<b>STATE STREET AID DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>REVENUES</b>		
STATE FUEL TAX ALLOCATION	2,820,858	2,878,616
INTEREST	513	476
FROM FUND BALANCE		
<b>TOTAL REVENUE</b>	<b>2,821,371</b>	<b>2,879,092</b>
<b>EXPENDITURES</b>		
<b>OPERATIONS AND MAINTENANCE</b>		
TRAFFIC SIGNALS	78,618	91,425
CURBS & GUTTERS	103,014	20,532
SIDEWALKS	44,686	29,776
RIGHTS OF WAY	99,402	20,922
STREET MARKINGS	154,569	40,691
	480,289	203,346
<b>CONTRACTUAL SERVICES</b>		
STREET PAVING	2,117,940	1,872,660
STREET CONSTRUCTION	36,511	64,496
	2,154,451	1,937,156
<b>UTILITY SERVICE</b>		
STREET TRAFFIC LIGHTING	76,418	55,769
	76,418	55,769
<b>MISCELLANEOUS EXPENSE</b>		
SURVEYS & ENGINEERING	55,780	0
OTHER MISCELLANEOUS	399	0
	56,179	0
<b>TOTAL STATE STREET AID FUND</b>	<b>2,767,337</b>	<b>2,196,271</b>

<b>SOLID WASTE DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	1,428,986	1,483,662
SOCIAL SECURITY	101,590	104,869
MEDICAL - DENTAL	406,951	450,574
PENSION PLAN	145,901	147,966
RETIREMENT (401A)	2,407	5,691
LIFE INSURANCE/LTD	9,549	9,522
WORKERS' COMPENSATION	105,974	89,522
<b>TOTAL PERSONNEL COSTS</b>	<b>2,201,358</b>	<b>2,291,806</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY-FLEET	928,049	1,076,359
VEHICLES & MACHINERY	33,974	28,942
RADIOS	3,442	943
OFFICE EQUIPMENT	1,602	6,043
BUILDINGS	18,230	16,503
	<b>985,297</b>	<b>1,128,790</b>
<b>SUPPLIES</b>		
POSTAGE	127	82
OFFICE	5,105	3,216
ADVERTISING	1,002	2,291
EMPLOYEE	39	38
JANITORIAL	27,730	22,480
BULK GASOLINE	467,150	359,009
HAND TOOLS & HARDWARE	2,018	1,543
CLOTHING	13,050	15,235
SAFETY SUPPLIES	3,084	4,533
MISCELLANEOUS SUPPLIES	247	588
	<b>519,552</b>	<b>409,015</b>
<b>INSURANCE</b>		
AUTOMOBILE	122,252	116,726
	<b>122,252</b>	<b>116,726</b>
<b>UTILITY SERVICE</b>		
ELECTRIC	29,183	28,468
WATER AND SEWER	16,511	18,604
GAS	4,945	4,774
TELEPHONE	2,364	2,491
CELLULAR PHONE	1,487	1,125
	<b>54,490</b>	<b>55,462</b>
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	7,299	8,689
	<b>7,299</b>	<b>8,689</b>

<b>SOLID WASTE DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>MISCELLANEOUS EXPENSE</b>		
DISPOSAL FEES	2,824	6,239
DISPOSAL CARTS	64,256	105,000
ASSOCIATION DUES	240	345
TRAINING PERSONNEL	150	480
SALES TAX	993	1,117
OTHER MISCELLANEOUS	899	1,217
	69,362	114,398
<b>TOTAL OPERATING BUDGET</b>	<b>1,758,252</b>	<b>1,833,080</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>3,959,610</b>	<b>4,124,886</b>
<b>ADDITION TO FIXED ASSETS</b>		
	150	310
<b>TOTAL SOLID WASTE DEPARTMENT</b>	<b>3,959,760</b>	<b>4,125,196</b>

<b>FLEET SERVICES</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	628,237	651,471
SOCIAL SECURITY	45,289	46,903
MEDICAL - DENTAL	150,546	173,446
PENSION PLAN	66,256	67,263
RETIREMENT (401A)	3,000	3,264
LIFE INSURANCE/LTD	4,391	4,296
WORKERS' COMPENSATION	3,456	3,347
<b>TOTAL PERSONNEL COSTS</b>	<b>901,175</b>	<b>949,990</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY	10,257	10,066
OFFICE EQUIPMENT	299	671
BUILDINGS/SHOP	14,310	14,614
	<b>24,866</b>	<b>25,351</b>
<b>SUPPLIES</b>		
POSTAGE	543	459
OFFICE	2,083	1,625
EMPLOYEE	814	1,035
JANITORIAL	5,077	5,512
CLOTHING	5,092	5,310
HAND TOOLS & HARDWARE	646	821
RAGS, TOWELS, ETC.	921	962
FUEL	4,498	4,311
CHEMICALS	1,968	3,760
SAFETY SUPPLIES	1,247	1,331
EMPLOYEE TOOL ALLOWANCE	5,500	5,500
MISCELLANEOUS SUPPLIES	59	627
	<b>28,448</b>	<b>31,253</b>
<b>INSURANCE</b>		
AUTOMOBILE	2,399	3,584
	<b>2,399</b>	<b>3,584</b>
<b>UTILITY SERVICE</b>		
ELECTRIC	39,045	37,962
WATER & SEWER	17,184	16,058
GAS	12,341	11,329
CELLULAR TELEPHONE	1,134	830
TELEPHONE	952	919
	<b>70,656</b>	<b>67,098</b>

<b>FLEET SERVICES</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>MISCELLANEOUS EXPENSE</b>		
PARTS & LUBRICANTS		
PARTS	576,318	703,519
LUBRICANTS	51,449	35,545
VENDOR SERVICES	432,296	316,682
TIRES	140,567	177,480
COMPUTER SOFTWARE	10,272	10,093
TRAINING PERSONNEL	129	3,552
OTHER MISCELLANEOUS	1,531	1,554
	<b>1,212,562</b>	<b>1,248,425</b>
<b>TOTAL OPERATING BUDGET</b>	<b>1,338,931</b>	<b>1,375,711</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>2,240,106</b>	<b>2,325,701</b>
<b>ADDITION TO FIXED ASSETS</b>		
	<b>14,553</b>	<b>16,655</b>
<b>TOTAL FLEET SERVICES</b>	<b>2,254,659</b>	<b>2,342,356</b>

<b>URBAN ENVIRONMENTAL DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>PERSONNEL COSTS</b>		
TOTAL SALARY & WAGES\	502,292	500,559
SOCIAL SECURITY	35,301	35,038
MEDICAL - DENTAL	170,804	172,241
PENSION PLAN	41,729	35,611
RETIREMENT (401A)	3,497	4,853
LIFE INSURANCE/LTD	3,487	3,279
WORKERS' COMPENSATION	19,006	28,446
<b>TOTAL PERSONNEL COSTS</b>	<b>776,116</b>	<b>780,027</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY-FLEET	11,468	11,688
VEHICLES & MACHINERY	6,758	5,779
OFFICE EQUIPMENT	0	500
EQUIPMENT RENTALS	261	221
BUILDINGS	4,553	4,857
HARDSCAPE AREAS	419	2,122
	<b>23,459</b>	<b>25,167</b>
<b>MATERIAL</b>		
AGRICULTURAL	56,583	31,452
OUTSIDE SERVICES - MULCHING	35,045	34,997
	<b>91,628</b>	<b>66,449</b>
<b>SUPPLIES</b>		
POSTAGE	702	518
OFFICE	1,469	1,208
EMPLOYEE	4,040	5,331
JANITORIAL	687	902
FUEL	23,581	19,135
HAND TOOLS & HARDWARE	4,065	3,504
CLOTHING	6,473	7,920
MISCELLANEOUS SUPPLIES	1,008	123
	<b>42,025</b>	<b>38,641</b>
<b>INSURANCE</b>		
AUTOMOBILE	8,091	7,513
	<b>8,091</b>	<b>7,513</b>

<b>URBAN ENVIRONMENTAL DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>UTILITY SERVICE</b>		
ELECTRIC	19,551	20,365
WATER AND SEWER	8,245	7,212
TELEPHONE	3,140	3,303
CELLULAR PHONE	2,198	1,734
	<u>33,134</u>	<u>32,614</u>
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	99	0
	<u>99</u>	<u>0</u>
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	160	260
TRAINING PERSONNEL	540	200
OTHER MISCELLANEOUS	649	589
	<u>1,349</u>	<u>1,049</u>
<b>TOTAL OPERATING BUDGET</b>	<u>199,785</u>	<u>171,433</u>
<b>OPERATING AND SALARY BUDGET</b>	<u>975,901</u>	<u>951,460</u>
<b>ADDITION TO FIXED ASSETS</b>		
	<u>49,170</u>	<u>33,020</u>
<b>TOTAL URBAN ENVIRONMENTAL DEPT.</b>	<u>1,025,071</u>	<u>984,480</u>

<b>CIVIC PLAZA</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	23,368	27,795
SOCIAL SECURITY	1,729	2,026
MEDICAL - DENTAL	4,835	5,626
EMPLOYEE RETIREMENT (401A MATCH)	1,402	1,645
LIFE INSURANCE/LTD	195	192
WORKERS' COMPENSATION	3,933	3,612
<b>TOTAL PERSONNEL COSTS</b>	<b>35,462</b>	<b>40,896</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY-FLEET	142	363
VEHICLES AND EQUIPMENT	822	340
HARDSCAPES	1,217	16,727
FOUNTAIN	362	1,353
	<b>2,543</b>	<b>18,783</b>
<b>MATERIAL</b>		
AGRICULTURAL	1,661	1,051
OUTSIDE SERVICES - MULCHING	3,417	3,385
	<b>5,078</b>	<b>4,436</b>
<b>SUPPLIES</b>		
HAND TOOLS & HARDWARE	318	282
CLOTHING	397	167
MISCELLANEOUS SUPPLIES	34	0
	<b>749</b>	<b>449</b>
<b>INSURANCE</b>		
AUTOMOBILE	1,657	1,657
	<b>1,657</b>	<b>1,657</b>
<b>UTILITY SERVICE</b>		
ELECTRIC	2,237	2,237
WATER	2,204	2,341
	<b>4,441</b>	<b>4,578</b>
<b>MISCELLANEOUS EXPENSE</b>		
OTHER MISCELLANEOUS	245	508
	<b>245</b>	<b>508</b>
<b>TOTAL OPERATING BUDGET</b>	<b>14,713</b>	<b>30,411</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>50,175</b>	<b>71,307</b>
<b>ADDITION TO FIXED ASSETS</b>		
	<b>6,737</b>	<b>440</b>
<b>TOTAL CIVIC PLAZA</b>	<b>56,912</b>	<b>71,747</b>

<b>PARKING GARAGE</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>OPERATION AND MAINTENANCE</b>		
SWEEPING	3,600	5,100
	<u>3,600</u>	<u>5,100</u>
<b>UTILITY SERVICE</b>		
ELECTRIC	101,190	97,513
TELEPHONE	189	192
	<u>101,379</u>	<u>97,705</u>
<b>MISCELLANEOUS EXPENSE</b>		
OTHER MISCELLANEOUS	631	8,230
	<u>631</u>	<u>8,230</u>
<b>TOTAL OPERATING BUDGET</b>	<u>105,610</u>	<u>111,035</u>
<b>ADDITION TO FIXED ASSETS</b>		
	0	62,218
<b>TOTAL PARKING GARAGE</b>	<u>105,610</u>	<u>173,253</u>

<b>PUBLIC HEALTH, EDUCATION AND WELFARE</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>CASH BUDGET PAYMENTS</b>		
<b>OTHER GOVERNMENTAL AGENCIES</b>		
TO STATE FOR LOCAL HEALTH DEPT.	11,000	11,000
TENN REHABILITATION CENTER	51,000	51,000
LINEBAUGH LIBRARY-MATCH COUNTY	751,974	783,174
MYRTLE GLANTON LORD LIBRARY	94,492	106,780
RUTHERFORD CO. ANIMAL CONTROL	68,500	68,500
RUTHERFORD CO. SOIL CONSERV. DISTRICT	2,500	2,500
MIDDLE TN STATE UNIVERSITY	333,333	666,667
	<b>1,312,799</b>	<b>1,689,621</b>
<b>ECONOMIC DEVELOPMENT</b>		
<b>CHAMBER OF COMMERCE:</b>		
ECONOMIC DEVELOPMENT DEPT.	97,250	97,250
MURFREESBORO ECONOMIC DEV.	22,500	22,500
DESTINATION RUTHERFORD	120,000	120,000
	<b>239,750</b>	<b>239,750</b>
<b>TOURIST ORIENTED</b>		
CHAMBER OF COMMERCE	341,415	382,444
RUTHERFORD COUNTY CVB - TSSAA	25,000	25,000
CENTER FOR THE ARTS	25,000	25,000
UNCLE DAVE MACON DAYS	8,000	8,000
DISCOVERY HOUSE	20,000	20,000
MAIN STREET	37,500	37,500
M'BORO YOUTH ORCHESTRA	7,500	7,500
MURFREESBORO SYMPHONY ORCHESTRA	10,000	10,000
OAKLANDS ASSOCIATION	15,000	15,000
AREA 16 - SPECIAL OLYMPICS	2,000	2,000
BRADLEY ACADEMY HISTORICAL ASSOC	7,689	7,693
INTERNATIONAL FOLKLODIC SOCIETY	2,500	2,500
	<b>501,604</b>	<b>542,637</b>
<b>OUTSIDE AGENCIES</b>		
RUTHERFORD CO. CRIME STOPPERS	5,000	5,000
PRIMARY CARE & HOPE CLINIC	10,000	10,000
EXCHANGE CLUB FAMILY CENTER	6,000	6,000
DOMESTIC VIOLENCE PROGRAM	10,000	10,000
MEALS ON WHEELS PROGRAM	10,000	10,000
LEADERSHIP RUTHERFORD	1,500	1,500
CASA OF RUTHERFORD COUNTY	5,000	5,000
PREGNANCY SUPPORT CENTER	3,500	3,500
BOYS AND GIRLS CLUB	2,500	6,000
CHILD ADVOCACY CENTER	7,500	7,191
CHILD ADVOCACY CENTER - UTILITIES	8,501	8,501
MARTIN LUTHER KING SCHOLARSHIP	4,000	4,000
SPECIAL KID'S INC.	10,000	10,000
SECOND HARVEST FOOD BANK	2,000	2,000
GREENHOUSE MINISTRIES	0	2,500
SEXUAL ASSAULT SERVICE PROGRAM	2,500	2,500
GENERATION FOR CREATION, INC.	2,500	2,500
READ TO SUCCEED	4,000	4,000
JOURNEYS IN COMMUNITY LIVING	10,000	10,000
CITY SCHOOLS FOUNDATION	2,500	2,500
JESSE C. BEESLEY ANIMAL HUMANE FOUND	2,000	2,000
	<b>109,001</b>	<b>114,692</b>
<b>TOTAL PUBLIC HEALTH, EDUCATION AND WELFARE</b>	<b>2,163,154</b>	<b>2,586,700</b>

<b>PARKS AND RECREATION DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>PERSONNEL COSTS</b>		
SALARIES & WAGES	2,692,496	2,815,478
PART TIME EMPLOYEES	1,603,341	1,661,155
TOTAL NET SALARIES & WAGES	4,295,837	4,476,633
SOCIAL SECURITY	316,841	331,585
MEDICAL - DENTAL	581,892	641,500
PENSION PLAN	280,902	283,632
RETIREMENT (401A)	15,663	22,017
LIFE INSURANCE/LTD	18,573	18,566
WORKERS' COMPENSATION	230,666	192,152
TOTAL PERSONNEL COSTS	5,740,374	5,966,085
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY-FLEET	27,239	54,358
VEHICLES & MACHINERY	54,398	64,629
OFFICE EQUIPMENT	12,155	4,718
GROUNDS & LAWNS	289,546	427,033
EDUCATIONAL ANIMALS	1,194	2,776
RECREATIONAL EQUIPMENT	8,375	4,901
JANITORIAL EQUIPMENT	1,689	3,133
BUILDINGS	210,600	249,714
SWIMMING POOLS	75,068	51,148
	680,264	862,410
<b>SUPPLIES</b>		
POSTAGE	2,360	2,185
OFFICE SUPPLIES	23,440	26,223
ADVERTISING	32,532	33,360
JANITORIAL	60,373	71,424
TROPHIES	8,829	10,147
FUEL	71,173	58,889
ACTIVITY	19,640	22,253
HAND TOOLS & HARDWARE	4,848	6,354
CLOTHING	17,530	17,825
ADMISSION SUPPLIES	28,159	22,072
RECREATIONAL	36,387	41,604
MISCELLANEOUS SUPPLIES	7,324	9,924
	312,595	322,260
<b>INSURANCE</b>		
GENERAL	29,667	30,860
PROPERTY INSURANCE	10,000	10,000
GENERAL LIABILITY	30,993	30,993
AUTOMOBILE	22,234	24,764
	92,894	96,617

<b>PARKS AND RECREATION DEPARTMENT</b>		
<b>DESCRIPTIONS</b>	<b>2013/2014 ACTUAL</b>	<b>2014/2015 ACTUAL</b>
<b>UTILITIES</b>		
ELECTRIC	630,864	619,265
WATER & SEWER	127,914	123,657
GAS	176,966	147,309
TELEPHONE	11,573	11,487
CELLULAR TELEPHONE	7,487	10,509
INTERNET SERVICE	3,478	3,631
	<b>958,282</b>	<b>915,858</b>
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	17,669	17,211
COMMISSION MEETINGS	2,016	3,549
	<b>19,685</b>	<b>20,760</b>
<b>RECREATIONAL ACTIVITIES</b>		
PATTERSON COMMUNITY CENTER	114	157
PARK MOVIES	7,774	7,690
CULTURAL ACTIVITIES:	71,832	91,922
	<b>79,720</b>	<b>99,769</b>
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	2,171	2,172
SURVEYS AND STUDIES	0	72,493
TRAINING PERSONNEL	15,703	13,382
GRANT EXPENDITURES	3,540	1,348
DESIGNATED DONATIONS-PROJECTS	329,447	1,670,553
COMPUTER SOFTWARE	509	0
PURCHASES FOR RESALE	79,508	98,129
SALES TAX	26,263	28,268
OTHER MISCELLANEOUS	29,510	15,292
	<b>486,651</b>	<b>1,901,637</b>
<b>TOTAL OPERATING BUDGET</b>	<b>2,630,091</b>	<b>4,219,311</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>8,370,465</b>	<b>10,185,396</b>
<b>ADDITION TO FIXED ASSETS</b>		
	<b>399,616</b>	<b>730,508</b>
<b>TOTAL RECREATION DEPARTMENT</b>	<b>8,770,081</b>	<b>10,915,904</b>

<b>GOLF DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>OLD FORT</b>		
<b>PERSONNEL COSTS</b>		
SALARIES & WAGES	530,349	590,080
PART TIME EMPLOYEES	166,837	154,934
TOTAL SALARIES & WAGES	697,186	745,014
SOCIAL SECURITY	52,211	55,587
MEDICAL - DENTAL	142,767	157,622
PENSION PLAN	66,887	65,274
RETIREMENT (401A)	0	1,082
LIFE INSURANCE/LTD	3,926	3,905
WORKERS' COMPENSATION	25,342	22,590
SALARY ALLOTMENT TO V.A. GOLF	(91,163)	(94,102)
TOTAL PERSONNEL COSTS	897,156	956,972
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY - FLEET	46	24
VEHICLES & MACHINERY	25,435	29,345
OFFICE EQUIPMENT	12,254	5,971
EQUIPMENT RENTAL	1,061	1,898
GROUNDS & LAWNS	9,210	0
BUILDINGS	7,432	12,295
	55,438	49,533
<b>MATERIAL</b>		
SAND-CEMENT-LUMBER	6,160	11,659
	6,160	11,659
<b>SUPPLIES</b>		
AGRICULTURAL	83,360	83,077
FREIGHT AND POSTAGE	194	253
OFFICE	2,365	2,227
NEWSPAPERS & MAGAZINES	0	49
ADVERTISING	702	701
EMPLOYEE / COMMISSION	494	410
JANITORIAL	5,418	5,896
FUEL	18,043	16,174
HAND TOOLS & HARDWARE	1,641	292
CLOTHING	2,382	2,979
GOLF SHOP	4,179	1,920
DRIVING RANGE	3,055	618
GOLF COURSE	1,822	3,780
LANDSCAPING	8,575	3,993
MISCELLANEOUS SUPPLIES	4,015	7,875
	136,245	130,244

<b>GOLF DEPARTMENT</b>		
<b>DESCRIPTIONS</b>	<b>2013/2014 ACTUAL</b>	<b>2014/2015 ACTUAL</b>
<b>INSURANCE</b>		
GENERAL LIABILITY	665	665
GENERAL	2,967	3,086
AUTOMOBILE	1,315	812
PROPERTY INSURANCE	1,000	1,000
	<u>5,947</u>	<u>5,563</u>
<b>UTILITY SERVICE</b>		
ELECTRIC	52,470	56,068
WATER & SEWER	6,815	7,785
TELEPHONE	1,395	1,443
	<u>60,680</u>	<u>65,296</u>
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	1,461	1,614
	<u>1,461</u>	<u>1,614</u>
<b>MISCELLANEOUS EXPENSE</b>		
BANK FEES - CREDIT CARDS	21,770	21,812
GOLF ASSOCIATION	11,071	9,002
ASSOCIATION DUES	1,763	1,763
TRAINING PERSONNEL	884	804
PURCHASES FOR RESALE	234,963	224,114
SALES TAX	58,886	60,365
OTHER MISCELLANEOUS	567	1,970
	<u>329,904</u>	<u>319,830</u>
<b>TOTAL OPERATING EXPENSES</b>	<u>595,835</u>	<u>583,739</u>
<b>OPERATING AND SALARY BUDGET</b>	<u>1,492,991</u>	<u>1,540,711</u>
<b>ADDITION TO FIXED ASSETS</b>		
	<u>110,380</u>	<u>82,108</u>
<b>TOTAL OLD FORT EXPENDITURES</b>	<u>1,603,371</u>	<u>1,622,819</u>
<b>VETERANS ADMINISTRATION</b>		
<b>PERSONNEL COSTS</b>		
SALARIES & WAGES	80,358	86,455
PART TIME EMPLOYEES	42,567	39,835
TOTAL SALARIES & WAGES	122,925	126,290
SOCIAL SECURITY	9,139	9,423
MEDICAL - DENTAL	15,443	17,625
PENSION PLAN	9,950	10,075
LIFE INSURANCE/LTD	585	575
WORKERS' COMPENSATION	1,999	1,847
SALARY ALLOTMENT FROM OFGC	91,163	94,102
<b>TOTAL PERSONNEL COSTS</b>	<u>251,204</u>	<u>259,937</u>

<b>GOLF DEPARTMENT</b>		
<b>DESCRIPTIONS</b>	<b>2013/2014 ACTUAL</b>	<b>2014/2015 ACTUAL</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY - FLEET	51	177
VEHICLES & MACHINERY	5,799	7,327
EQUIPMENT RENTALS	80	246
BUILDINGS	2,676	1,962
	<b>8,606</b>	<b>9,712</b>
<b>MATERIAL</b>		
SAND-CEMENT-LUMBER	347	1,997
	<b>347</b>	<b>1,997</b>
<b>SUPPLIES</b>		
AGRICULTURAL	4,389	5,926
OFFICE	161	331
JANITORIAL	252	304
FUEL	3,280	3,069
HAND TOOLS & HARDWARE	140	255
CLOTHING	225	170
GOLF SHOP	645	552
GOLF COURSE	3,601	617
LANDSCAPING	1,965	0
MISCELLANEOUS SUPPLIES	1,103	1,069
	<b>15,761</b>	<b>12,293</b>
<b>INSURANCE</b>		
AUTOMOBILE	1,081	578
	<b>1,081</b>	<b>578</b>
<b>UTILITY SERVICE</b>		
ELECTRIC	6,403	6,492
WATER & SEWER	176	181
TELEPHONE	1,132	1,348
	<b>7,711</b>	<b>8,021</b>
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	0	149
	<b>0</b>	<b>149</b>
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	299	299
TRAINING PERSONNEL	148	99
PURCHASES FOR RESALE	5,805	6,472
SALES TAX	1,503	1,749
OTHER MISCELLANEOUS	225	226
	<b>7,980</b>	<b>8,845</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>41,486</b>	<b>41,595</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>292,690</b>	<b>301,532</b>
<b>ADDITION TO FIXED ASSETS</b>		
	<b>335</b>	<b>23,212</b>
<b>TOTAL VET. ADMIN. EXPENDITURES</b>	<b>293,025</b>	<b>324,744</b>

<b>GOLF DEPARTMENT</b>		
<b>DESCRIPTIONS</b>	<b>2013/2014 ACTUAL</b>	<b>2014/2015 ACTUAL</b>
<b><u>BLOOMFIELD</u></b>		
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	12,185	21,458
SOCIAL SECURITY	739	1,697
WORKERS' COMPENSATION		406
	<u>12,924</u>	<u>23,561</u>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES AND MACHINERY-FLEET	1,088	493
	<u>1,088</u>	<u>493</u>
<b><u>MATERIALS</u></b>		
SAND-CEMENT-LUMBER	799	988
	<u>799</u>	<u>988</u>
<b><u>SUPPLIES</u></b>		
AGRICULTURAL	3,963	5,760
JANITORIAL	16	0
FUEL	0	490
HAND TOOLS & HARDWARE	296	161
CLOTHING	64	10
GOLF SHOP	1,143	414
GOLF COURSE	1,425	337
LANDSCAPING	1,355	0
MISCELLANEOUS OPERATING	795	1,080
	<u>9,057</u>	<u>8,252</u>
<b><u>UTILITY SERVICES</u></b>		
ELECTRIC	306	281
	<u>306</u>	<u>281</u>
<b><u>MISCELLANEOUS EXPENSE</u></b>		
OTHER MISCELLANEOUS	850	0
	<u>850</u>	<u>0</u>
<b>TOTAL OPERATING EXPENSES</b>	<u>12,100</u>	<u>10,014</u>
<b>OPERATING AND SALARY BUDGET</b>	<u>25,024</u>	<u>33,575</u>
<b><u>ADDITION TO FIXED ASSETS</u></b>		
	<u>14,332</u>	<u>3,195</u>
<b>TOTAL BLOOMFIELD EXPENDITURES</b>	<u>39,356</u>	<u>36,770</u>
<b>TOTAL GOLF DEPARTMENT</b>	<u>1,935,752</u>	<u>1,984,333</u>

<b>SENIOR CITIZENS DEPARTMENT</b>		
<b>DESCRIPTIONS</b>	<b>2013/2014 ACTUAL</b>	<b>2014/2015 ACTUAL</b>
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	421,142	424,133
SOCIAL SECURITY	31,376	31,465
MEDICAL - DENTAL	81,642	88,105
PENSION PLAN	33,888	27,372
RETIREMENT (401A)	645	2,435
LIFE INSURANCE/LTD	2,162	2,160
WORKERS' COMPENSATION	18,718	31,793
<b>TOTAL PERSONNEL COSTS</b>	<b>589,573</b>	<b>607,463</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY - FLEET	2,296	2,518
VEHICLES & MACHINERY	558	35
OFFICE EQUIPMENT	3,562	3,312
RECREATIONAL EQUIPMENT	1,667	210
APPLIANCE REPAIR	988	1,050
BUILDINGS	20,486	21,084
	<b>29,557</b>	<b>28,209</b>
<b>SUPPLIES</b>		
POSTAGE	5,722	6,986
OFFICE	7,906	4,999
ADVERTISING & PRINTING	14,452	12,766
JANITORIAL	13,543	12,843
NURSE	1,731	1,725
FUEL	3,874	2,945
ACTIVITY SUPPLIES	37,393	44,347
TRIP EXPENSE	24,774	24,329
CLOTHING	1,136	1,201
ADULT DAY CARE	2,503	2,942
MISCELLANEOUS SUPPLIES	380	82
	<b>113,414</b>	<b>115,165</b>
<b>INSURANCE</b>		
AUTOMOBILE	2,264	2,264
	<b>2,264</b>	<b>2,264</b>
<b>UTILITY SERVICE</b>		
ELECTRIC	38,029	38,135
WATER & SEWER	6,506	7,743
GAS	9,284	8,434
TELEPHONE	1,656	1,749
CELLULAR TELEPHONE	360	567
	<b>55,835</b>	<b>56,628</b>
<b>CONTRACTUAL SERVICES</b>		
HEALTH SERVICES	2,500	2,496
	<b>2,500</b>	<b>2,496</b>
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	501	705
	<b>501</b>	<b>705</b>
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	725	320
COMPUTER SOFTWARE	1,700	1,200
TRAINING PERSONNEL	419	832
INSTRUCTION	37,256	41,438
DESIGNATED CONTRIBUTIONS	5,554	262
OTHER MISCELLANEOUS	383	1,792
	<b>46,037</b>	<b>45,844</b>
<b>TOTAL OPERATING BUDGET</b>	<b>250,108</b>	<b>251,311</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>839,681</b>	<b>858,774</b>
<b>ADDITION TO FIXED ASSETS</b>		
	<b>22,370</b>	<b>28,002</b>
<b>TOTAL SENIOR CITIZENS DEPARTMENT</b>	<b>862,051</b>	<b>886,776</b>

<b>COMMUNITY DEVELOPMENT DEPARTMENT</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>ADMINISTRATION</b>		
	135,132	151,299
<b>HOUSING REHAB</b>		
	325,265	161,218
<b>AFFORDABLE HOUSING</b>		
	200,949	198,796
<b>YOUTH PROGRAMS</b>	7,500	12,000
<b>CHILD ABUSE PREVENTION</b>	10,000	10,000
<b>LITERACY</b>	15,000	10,000
<b>ELDERLY PROGRAMS</b>	5,000	5,000
<b>PROPERTY ACQUISITION</b>	23,002	40,924
<b>HEALTHCARE</b>	26,224	26,224
<b>CHILD CARE SERVICES</b>	7,500	5,000
<b>JOB TRAINING ASSISTANCE</b>	22,000	22,000
<b>HOMELESS PREVENTION</b>	10,833	11,881
<b>BATTERED/ABUSED SPOUSES</b>	7,500	7,500
<b>PUBLIC FACILITIES</b>		
<b>NEIGHBORHOOD STABILIZATION (NSP)</b>	2,151	488
<b>EMERGENCY SOLUTIONS GRANT</b>	193,912	165,007
<b>TOTAL COMMUNITY DEVELOPMENT FUND</b>	991,968	827,336

<b>DEPARTMENT TRANSFERS</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>CASH BUDGET PAYMENTS</b>		
<b>CITY FUNDS:</b>		
DRUG FUND	140,401	97,973
CITY SCHOOLS - OPERATING	4,810,103	4,810,103
DEBT SERVICE	28,071,265	26,371,574
	33,021,769	31,279,650

<b>NON-DEPARTMENTAL</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
RESERVE FOR UNCOLLECTED TAXES	718,496	731,959
ADJ AND ALLOW ON DELINQ TAXES	499,050	(347)
PAYMENT TO SCHOOLS - PART OF LIQUOR BY DRINK TAX	409,123	443,594
UNFORESEEN CONTINGENCIES & EXP	45,593	22,185
PROPERTY TAX COUNTY SHARED COSTS	0	511,865
FUELING STATION COSTS	16,955	12,486
	1,689,217	1,721,742

<b>INSURANCE FUND</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>REVENUES</b>		
FROM CITY FUNDS	8,715,771	9,810,549
FROM ACTIVE EMPLOYEES	1,931,331	2,040,371
FROM RETIRED EMPLOYEES	258,084	280,222
FROM WATER & SEWER	2,096,606	2,437,015
FROM EVERGREEN CEMETERY	61,936	90,990
MEDICARE SUBSIDY	92,423	77,349
REINSURANCE	448,386	0
INTEREST	860	1,219
FROM FUND BALANCE		
<b>TOTAL REVENUE</b>	<b>13,605,397</b>	<b>14,737,715</b>
<b>EXPENDITURES</b>		
EMPLOYEE ASSISTANCE BENEFITS	18,506	18,680
MEDICAL	12,639,216	12,315,229
DENTAL	576,621	603,711
SURVEYS/STUDIES/CONSULTANT	60,800	90,000
WELLNESS		129,851
FEDERAL PPACA FEES	4,902	144,672
OTHER MISCELLANEOUS	11,998	1,784
<b>TOTAL EXPENDITURES</b>	<b>13,312,043</b>	<b>13,303,927</b>

<b>RISK MANAGEMENT FUND</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>REVENUES</b>		
FROM GENERAL FUND	2,917,369	2,897,012
FROM AIRPORT FUND	7,742	7,608
FROM FLEET SERVICES FUND	3,456	6,931
FROM WATER & SEWER	498,094	456,958
FROM CITY SCHOOLS	432,858	433,928
FROM LINEBAUGH PUBLIC LIBRARY	1,731	1,688
INTEREST	15,847	13,399
FROM FUND BALANCE	735,307	(182,703)
<b>TOTAL REVENUE</b>	<b>4,612,404</b>	<b>3,634,821</b>
<b>EXPENDITURES</b>		
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	221,831	229,903
SOCIAL SECURITY	16,646	17,114
MEDICAL - DENTAL	22,269	24,892
PENSION PLAN	25,039	27,271
LIFE INSURANCE/LTD	1,563	1,566
<b>TOTAL PERSONNEL COSTS</b>	<b>287,348</b>	<b>300,746</b>
<b>OPERATION AND MAINTENANCE</b>		
OFFICE EQUIPMENT	458	936
	458	936
<b>SUPPLIES</b>		
POSTAGE	870	975
OFFICE	2,014	2,104
LIBRARY	3,867	3,280
	6,751	6,359
<b>INSURANCE</b>		
CLAIMS-FLEET SERVICE		
EXCESS WORKERS' COMP	332,839	0
CLAIMS-POLICE S.I.R.	28,932	0
CLAIMS	3,385,087	2,736,705
	3,746,858	2,736,705
<b>UTILITY SERVICE</b>		
TELEPHONE	637	1,242
CELLULAR TELEPHONE	565	469
	1,202	1,711

<b>RISK MANAGEMENT FUND</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	552	645
	552	645
<b>MISCELLANEOUS EXPENSE</b>		
ASSOCIATION DUES	1,485	1,495
TRAINING PERSONNEL	0	1,583
LEGAL / PROFESSIONAL SERVICES	0	1,236
TRANSFERS TO OTHER FUNDS	553,292	573,494
ACTUARIAL STUDY	12,667	4,750
OTHER MISCELLANEOUS	885	4,091
	568,329	586,649
<b>TOTAL OPERATING BUDGET</b>	<b>4,324,150</b>	<b>3,333,005</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>4,611,498</b>	<b>3,633,751</b>
<b>ADDITION TO FIXED ASSETS</b>		
	904	1,070
<b>TOTAL RISK MANAGEMENT FUND</b>	<b>4,612,402</b>	<b>3,634,821</b>

<b>DRUG FUND</b>		
<b>DESCRIPTIONS</b>	<b>2013/2014 ACTUAL</b>	<b>2014/2015 ACTUAL</b>
<b>REVENUES</b>		
COURT FINES	140,401	94,724
COURT FINES THRU GENERAL FUND	140,401	97,973
SEIZURE AWARDS	264,574	261,901
INTEREST	1,196	1,609
UNAUTHORIZED SUBSTANCE TAX	150	250
MISCELLANEOUS	17,982	27,919
FROM FUND BALANCE	(246,052)	(203,656)
<b>TOTAL REVENUE</b>	<b>318,652</b>	<b>280,720</b>
<b>EXPENDITURES</b>		
<b>SALARIES</b>		
TRANSFER TO GENERAL FUND:		
OVERTIME / COURT-TIME	126,765	102,196
	<b>126,765</b>	<b>102,196</b>
<b>OPERATION AND MAINTENANCE</b>		
VEHICLES & MACHINERY-FLEET	24,925	19,599
VEHICLES & MACHINERY	5,658	180
OFFICE EQUIPMENT	0	370
BUILDINGS	980	7
DRUG DOG	10,598	9,565
	<b>42,161</b>	<b>29,721</b>
<b>SUPPLIES</b>		
POSTAGE	37	14
OFFICE SUPPLIES	2,170	1,932
EMPLOYEE	33	0
JANITORIAL	97	183
CLOTHING	12,097	253
OTHER MISC. SUPPLIES	1,173	1,651
	<b>15,607</b>	<b>4,033</b>
<b>UTILITY SERVICE</b>		
ELECTRIC	3,750	3,781
WATER & SEWER	1,475	1,472
GAS	766	1,018
TELEPHONE	5,231	6,741
CELLULAR TELEPHONES	8,490	9,371
	<b>19,712</b>	<b>22,383</b>
<b>MISCELLANEOUS EXPENSE</b>		
EMPLOYEE TESTING	3,405	479
ASSOCIATION DUES	180	0
TRAINING PERSONNEL	18,966	14,757
UNDERCOVER OPERATIONS	49,556	63,000
COMPUTER SOFTWARE	1,750	550
INTEL SERVICES		
OTHER MISCELLANEOUS	3,837	22,768
	<b>77,694</b>	<b>101,554</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>155,174</b>	<b>157,691</b>
<b>OPERATING AND SALARY BUDGET</b>	<b>281,939</b>	<b>259,887</b>
<b>ADDITION TO FIXED ASSETS</b>	<b>36,713</b>	<b>20,833</b>
<b>TOTAL DRUG FUND</b>	<b>318,652</b>	<b>280,720</b>

<b>AIRPORT FUND</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>REVENUES</b>		
HANGAR RENTALS	385,860	411,197
OTHER RENTALS	18,030	18,943
MTSU LEASE	46,858	44,323
TERMINAL BUILDING LEASE	7,342	1,958
STATE MAINTENANCE CONTRACT	14,300	14,300
FEDERAL GRANTS	162,178	0
STATE GRANTS	108,477	1,939,188
FUEL SALES & FLOWAGE FEES	1,094,525	1,003,977
VENDING MACHINE SALES	581	883
INTEREST	1,099	988
FROM FUND BALANCE	8,786	(65,679)
<b>TOTAL REVENUE</b>	<b>1,848,036</b>	<b>3,370,078</b>
<b>EXPENDITURES</b>		
<b>PERSONNEL COSTS</b>		
TOTAL SALARIES & WAGES	147,110	144,265
SOCIAL SECURITY	11,113	10,698
MEDICAL - DENTAL	15,380	17,621
PENSION PLAN	9,357	9,749
LIFE INSURANCE/LTD	531	522
WORKERS' COMPENSATION	4,883	4,771
<b>TOTAL PERSONNEL COSTS</b>	<b>188,374</b>	<b>187,626</b>
<b>OPERATION AND MAINTENANCE</b>		
MACHINERY & EQUIPMENT	18,519	21,385
OFFICE EQUIPMENT	2,960	3,346
BUILDINGS & GROUNDS	84,022	51,996
	<b>105,501</b>	<b>76,727</b>
<b>SUPPLIES</b>		
POSTAGE	472	379
OFFICE	5,985	2,718
ADVERTISING	1,728	1,228
EMPLOYEE	579	519
JANITORIAL	2,443	2,737
FUEL	1,851	1,326
CLOTHING	21	105
MISCELLANEOUS SUPPLIES	78	262
	<b>13,157</b>	<b>9,274</b>

<b>AIRPORT FUND</b>		
	<b>2013/2014</b>	<b>2014/2015</b>
<b>DESCRIPTIONS</b>	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>INSURANCE</b>		
PROPERTY INSURANCE	866	844
GENERAL LIABILITY	7,493	7,493
FIRE	2,568	2,604
	<u>10,927</u>	<u>10,941</u>
<b>UTILITY SERVICE</b>		
ELECTRIC	26,799	27,066
WATER & SEWER	5,073	5,133
GAS	3,437	2,541
TELEPHONE	2,106	2,094
CELLULAR TELEPHONE	456	1,056
INTERNET SERVICE	863	752
	<u>38,734</u>	<u>38,642</u>
<b>TRAVEL AND SUBSISTENCE</b>		
MILEAGE REIMBURSEMENT	1,106	726
MEALS DURING MEETINGS	414	1,130
	<u>1,520</u>	<u>1,856</u>
<b>MISCELLANEOUS EXPENSE</b>		
DEBT SERVICE	245,362	190,649
CREDIT CARD FEES	13,328	12,157
ASSOCIATION DUES	0	250
COMPUTER SOFTWARE	0	184
PURCHASES FOR RESALE	910,058	813,953
FUEL REBATES	38,202	39,940
SALES TAX	22,861	22,207
SURVEYS AND STUDIES	600	6,269
TRAINING	1,844	1,125
CONTRACTUAL FBO SERVICES		
OTHER MISCELLANEOUS	214	
	<u>1,232,469</u>	<u>1,086,734</u>
<b>TOTAL OPERATING EXPENSES</b>	<u>1,402,308</u>	<u>1,224,174</u>
<b>OPERATING AND SALARY BUDGET</b>	<u>1,590,682</u>	<u>1,411,800</u>
<b>ADDITION TO FIXED ASSETS</b>		
	<u>257,354</u>	<u>1,958,278</u>
<b>TOTAL AIRPORT FUND</b>	<u>1,848,036</u>	<u>3,370,078</u>

**NON-MAJOR REVENUE DESCRIPTIONS**

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**BUILDING PERMIT FEE SCHEDULE**

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<b>Building Permit</b>		
<b>New Construction</b>		
<b>Fee Schedule</b>		
<b>Residential</b>	<b>Min Fee</b>	<b>Plus</b>
Less than 1,000 SF	\$ 250.00	Not Applicable
1,000 SF to 2,000 SF	\$ 250.00	\$0.28 per SF over 1,000 SF
2,001 to 3,000 SF	\$ 530.00	\$0.36 per SF over 2,000 SF
More than 3,000 SF	\$ 890.00	\$0.40 per SF over 3,000 SF

*Fees are rounded up to the next whole dollar.*

<b>Building Permit</b>			
<b>Commercial</b>			
<b>Fee Schedule</b>			
<b>Construction Value</b>	<b>Min Fee</b>	<b>Min Fee Includes</b>	<b>Plus</b>
\$101 to \$2,000			\$22 per \$1000 valuation or fraction thereof
2,001 to \$15,000	\$ 46.00	First \$2,000 valuation	\$14 for each additional \$1,000 up to \$15,000
\$15,001 to \$50,000	\$ 220.00	First \$15,000	\$11.20 for each additional \$1,000 up to \$50,000
\$50,001 to \$100,000	\$ 614.00	First \$50,000	\$900 for each additional \$1,000 up to \$100,000
\$100,001 to \$500,000	\$ 1,064.00	First \$100,000	\$5.60 for each additional \$1,000 up to \$500,000
More than \$500,000	\$3,314.00	First \$500,000	\$3.40 for each additional \$1,000

*Fees are rounded up to the next whole dollar.*

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

**ELECTRICAL LICENSES**

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<b>Electrical License Fees</b>	
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.

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## 271GAS LICENSE

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<b>Gas License Fees</b>	
<b>Type</b>	<b>Amount</b>
Class I Commercial Gas Contractor License	\$ 100.00
Class II Residential Gas Contractor License	\$ 50.00
Journeyman Gas Installer Registration	\$ 10.00

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## PLUMBING PERMITS

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<b>Plumbing Permits</b>	
	<b>Fees</b>
Flat Fee	\$ 20.00
Per Fixture	\$ 5.00
Water	\$ 10.00
Sewer	\$ 10.00

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## FIREWORKS PERMITS

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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.

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## BEER PERMITS

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A permit is required for selling beer at retail establishments, wholesaler, distributors, and caterers. The current rate for an application is \$250.

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## BURGLAR ALARM PERMITS

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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

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## PLAT REVIEW FEES

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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.

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### GEOGRAPHIC INFORMATION SYSTEM (GIS) FEES

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There is a charge of \$47 per topographical map, plus an additional \$12 fee if the map includes property lines.

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### ATTORNEY TAX FEES

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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.

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### FALSE ALARM FEES

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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.

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### OFFICE SERVICE CHARGES

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In accordance with state law, the City charges for copies made of City documents.

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### PLANNING DEPARTMENT SERVICE

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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).

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### PUBLIC TRANSIT FARES

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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.

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### POLICE DEPARTMENT SERVICE CHARGES

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The Police Department service charges include the cost of copies of police reports.

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### FIRE DEPARTMENT SERVICE CHARGES

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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.

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### STREET DEPARTMENT SERVICE CHARGES

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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.

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### BUILDING DEPARTMENT SERVICE CHARGES

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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.

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### URBAN ENVIRONMENTAL DEPARTMENT SERVICE CHARGES

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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.

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### SOLID WASTE DEPARTMENT SERVICE CHARGES

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The Solid Waste Department service charges are charges for additional garbage pick-ups and additional carts as well as for miscellaneous scrap sales.

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### FUEL DEPARTMENT SERVICE CHARGES

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The Fuel Department service charges are charges for fuel sales.

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## SENIOR CITIZENS DEPARTMENT SERVICE CHARGES

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The Senior Citizens Department charges for activities offered to their members. These revenues also include private grants.

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## GIS MAINTENANCE

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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.

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## COURT HOUSE CIRCLE MAINTENANCE

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The Urban Environmental Department maintains the Rutherford County Courthouse Circle. Rutherford County provides funding to offset these costs.

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## CIVIC PLAZA MAINTENANCE

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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.

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## PARKING GARAGE MAINTENANCE

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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.

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## RENTAL OF PROPERTY

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The City receives rental income principally for real property from various agencies, including the Murfreesboro Little Theatre.

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## DONATIONS

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The City will occasionally receive donations for equipment or programs.

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## POLICE TRAINING SCHOOLS

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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.

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### SCHOOL TRAFFIC CONTROL CHARGES

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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.

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### POLICE CAMPS

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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.

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### SCRAP MATERIAL SALES

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There are occasional sales of scrap materials and metal.

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### SALE OF FIXED ASSETS

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The majority of the City's fixed assets determined available for disposal are sold on-line via the Govdeals.com website.

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### OTHER MISCELLANEOUS INCOME

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All other revenue not categorized is classified as miscellaneous revenue.

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### INTEREST

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This revenue represents the General Fund's share of Interest income generated by the investment of idle funds.

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### FROM RISK MANAGEMENT FUND

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The Risk Management Fund transfer reimburses the General Fund for Legal Department costs incurred to administer the City's risk management program.

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### FROM ELECTRIC DEPARTMENT

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The Electric Department transfer reimburses the General Fund for Legal Department services for the Electric Department.

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### FROM WATER AND SEWER DEPARTMENT

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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.

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FROM STORMWATER FUND

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The Stormwater Fund transfer reimburses the General Fund for Information Technology, Human Resources and Engineering services for the Stormwater Fund.

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FROM CITY SCHOOLS

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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.

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DRUG FUND

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

**TAX RATE COMPUTATION**

<b>2016-2017 BUDGET YEAR TAX RATE COMPUTATION</b>						
<b>DESCRIPTIONS</b>	<b>2013/2014 ACTUAL</b>	<b>2014/2015 ACTUAL</b>	<b>2015/2016 BUDGET</b>	<b>2015/2016 ESTIMATE</b>	<b>2016/2017 BUDGET</b>	<b>INCREASE (DECREASE)</b>
<b>ASSESSMENTS</b>						
REAL PROPERTY	2,572,847,355	2,770,191,935	2,827,881,698	2,835,153,806	2,903,450,706	75,569,008
PERSONAL PROPERTY	185,286,523	189,969,064	213,538,147	192,103,013	193,804,373	(19,733,774)
PUBLIC UTILITY	65,885,601	72,771,332	72,932,206	79,969,866	79,969,866	7,037,660
<b>TOTAL ASSESSMENTS</b>	<b>2,824,019,479</b>	<b>3,032,932,331</b>	<b>3,114,352,051</b>	<b>3,107,226,685</b>	<b>3,177,224,945</b>	<b>62,872,894</b>
The actual and estimated assessment values are per the tax roll as received and do not include subsequent refunds or adjustments.						
<b>BUDGET</b>						
<b>TOTAL 2016-2017 TENTATIVE BUDGET</b>						148,270,324
<b>LESS NON-PROPERTY TAX REVENUE</b>						105,919,630
<b>AMOUNT TO BE DERIVED FROM OTHER SOURCES</b>						42,350,694
<b>FROM FUND BALANCE</b>						4,014,298
<b>AMOUNT TO BE DERIVED FROM TAXATION</b>						38,336,396
<b>TAX RATE WILL PROVIDE</b>	1.2066					38,336,396

## FINANCIAL MANAGEMENT POLICIES

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### 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.

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## OPERATING BUDGET POLICIES

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### GENERAL

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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 15<sup>th</sup>.
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.

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## REVENUE

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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.

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## EXPENDITURES

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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.

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## FUND BALANCE POLICIES

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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

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## CAPITAL IMPROVEMENT PLAN POLICIES

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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

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## DEBT POLICIES

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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.

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## OVERVIEW

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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.

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### RECOMMENDED DEBT RATIOS

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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.

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### VARIABLE RATE DEBT OBLIGATIONS

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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.

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### SALE OF DEBT

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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

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### REFUNDING DEBT

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- 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

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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.

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## AUTHORIZED INVESTMENTS

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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.

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## INVESTMENT RISK MANAGEMENT

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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.

## CASH MANAGEMENT POLICIES

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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.

FULL TIME PERSONNEL SUMMARY

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City of Murfreesboro				
Authorized Full Time Position Counts FY 2014 to FY 2017				
	Actual	Actual	Estimated	Proposed
Department	FY 2014	FY 2015	FY 2016	FY 2017
Mayor and Council	7	7	7	7
City Manager's Office	4	4	4	4
Finance and Tax	13	14	16	16
Purchasing	1	1	2	2
General Govt Buildings	3	3	3	3
Information Technology	11	12	13	14
Communications	6	6	6	6
Legal	7	7	7	7
Human Resources	9	9	9	10
Judicial	6	6	6	6
Police	283	285	290	296
Fire	188	188	188	203
Building & Codes	22	22	23	25
Planning	7	8	8	10
Transportation	18	18	19	22
Engineering	38	44	47	50
Urban Environmental	15	15	16	17
Civic Plaza	1	1	1	1
Recreation	70	75	75	75
Senior Citizens	9	9	10	10
Golf	14	14	14	14
Solid Waste	41	41	41	41
Airport	1	1	1	2
Community Development	2	2	2	2
Risk Management	3	3	3	3
Fleet Services	13	13	14	14
	792	808	825	860

**ORDINANCE PASSED BY CITY COUNCIL**

		City of Murfreesboro 2016-2017		
		Actual 2014-2015	Estimated 2015-2016	Proposed 2016-2017
<b>GENERAL FUND:</b>				
<b>REVENUES</b>				
Local Taxes		\$84,490,204	\$88,369,010	\$92,794,746
State of Tennessee		15,252,288	15,927,225	16,568,159
Federal Government		1,781,607	4,529,522	10,611,650
Other Sources		19,655,212	15,248,621	19,210,670
Reimbursements from Other Funds		4,479,969	2,395,584	3,070,117
Transfers In		3,120,100	3,259,860	3,290,000
<b>Total Revenue &amp; Transfers In</b>		<b>\$128,779,380</b>	<b>\$129,729,822</b>	<b>\$145,545,342</b>
<b>EXPENDITURES</b>				
Personnel Costs		\$59,535,066	\$64,298,590	68,266,251
Other Costs:				
General and Administrative		2,411,611	-	-
Legislative		-	68,433	148,200
City Manager		-	283,531	361,230
Finance		-	381,137	302,600
Purchasing		-	21,623	41,985
Legal		64,322	93,369	93,900
Human Resources		202,349	266,673	333,000
Planning		515,709	345,387	543,800
Engineering		4,156,685	5,628,608	8,863,857
General Government Buildings		-	222,672	273,928
State Street Aid		2,196,271	2,783,200	2,850,000
Transportation		918,438	771,478	1,075,409
Information Technology		804,158	818,141	1,635,675
Communications		167,735	156,150	1,002,932
Building and Codes		119,079	112,005	141,394
Judicial		74,304	58,749	121,900
Police		4,855,413	4,515,437	5,266,095
Fire		1,566,666	1,753,761	1,899,756
Urban Environmental		204,453	272,957	277,423
Civic Plaza		30,851	18,773	26,259
Parking Garage		173,253	148,344	100,200
Fleet Services		1,392,366	1,634,540	(576,922)
Park & Recreation		4,949,819	2,865,771	6,413,300
Golf		743,863	695,953	1,267,278
Solid Waste		1,833,390	1,776,946	2,577,876
Senior Citizens		279,313	294,689	324,019
Community Development		485,130	639,551	940,333
Public Health		2,586,700	2,123,056	2,418,447
Transfers Out		4,908,076	5,398,024	5,804,579
Debt Service - Transfer Out		26,371,574	27,514,439	32,381,586
Miscellaneous		1,802,479	4,275,273	3,274,113
<b>Total Expenditures &amp; Transfers Out</b>		<b>\$123,349,073</b>	<b>\$130,237,261</b>	<b>\$148,450,403</b>
Beginning Fund Balance		\$56,771,507	\$62,201,814	\$61,694,376
Ending Fund Balance		\$62,201,814	\$61,694,376	\$58,789,314

			City of Murfreesboro 2016-2017	
		Actual 2014-2015	Estimated 2015-2016	Proposed 2016-2017
<b>DEBT SERVICE FUND:</b>				
<b>REVENUES</b>				
Other Sources		\$2,007	-	-
Transfers In		27,577,693	\$28,323,577	\$33,309,138
Total Revenue & Transfers In		\$27,579,700	\$28,323,577	\$33,309,138
<b>EXPENDITURES</b>				
Other Costs		\$23,844,557	\$22,689,432	\$28,693,772
Transfers Out		4,820,641	5,634,144	6,265,366
Total Expenditures & Transfers Out		\$28,665,198	\$28,323,577	\$34,959,138
Beginning Fund Balance		\$3,861,500	\$2,776,002	\$2,776,002
Ending Fund Balance		\$2,776,002	\$2,776,002	\$1,126,002
<b>AIRPORT IMPROVEMENT FUND:</b>				
<b>REVENUES</b>				
State of Tennessee		\$1,953,488	\$4,091,400	\$383,300
Federal Government		-	481,000	200,500
Other Sources		1,482,269	1,142,350	1,531,100
Total Revenue		\$3,435,757	\$5,714,750	\$2,114,900
<b>EXPENDITURES</b>				
Personnel Costs		\$187,626	\$214,570	\$224,982
Other Costs		2,991,803	5,327,809	1,743,900
Transfers Out		190,649	164,500	150,000
Total Expenditures & Transfers Out		\$3,370,078	\$5,706,879	\$2,118,882
Beginning Fund Balance		\$392,072	\$457,751	\$465,622
Ending Fund Balance		\$457,751	\$465,622	\$461,640
<b>DRUG FUND:</b>				
<b>REVENUES</b>				
Other Sources		\$386,402	\$176,728	\$243,100
Transfers In		97,973	87,921	100,000
Total Revenue & Transfers In		\$484,375	\$264,649	\$343,100
<b>EXPENDITURES</b>				
Other Costs		\$280,720	\$737,298	\$474,950
Total Expenditures		\$280,720	\$737,298	\$474,950
Beginning Fund Balance		\$653,387	\$857,042	\$384,393
Ending Fund Balance		\$857,042	\$384,393	\$252,543
<b>INSURANCE FUND:</b>				
<b>REVENUES</b>				
Other Sources		\$14,737,715	\$15,464,730	\$16,400,975
Transfers In				394,476
Total Revenue		\$14,737,715	\$15,464,730	\$16,400,975
<b>EXPENDITURES</b>				
Other Costs		\$13,303,927	\$14,471,393	\$16,400,975
Total Expenditures		\$13,303,927	\$14,471,393	\$16,400,975
Beginning Fund Balance		\$2,280,487	\$3,714,275	\$4,707,612
Ending Fund Balance		\$3,714,275	\$4,707,612	\$4,707,612

			City of Murfreesboro 2016-2017		
			Actual 2014-2015	Estimated 2015-2016	Proposed 2016-2017
<b><u>RISK MANAGEMENT FUND:</u></b>					
REVENUES					
Other Sources		\$3,817,524	\$3,747,136	\$3,770,774	
Total Revenues		<u>\$3,817,524</u>	<u>\$3,747,136</u>	<u>\$3,770,774</u>	
EXPENDITURES					
Personnel Costs		\$300,746	\$295,729	\$312,801	
Other Costs		3,334,074	3,920,221	3,780,235	
Total Expenditures		<u>\$3,634,820</u>	<u>\$4,215,950</u>	<u>\$4,093,036</u>	
Beginning Fund Balance		\$1,870,541	\$2,053,245	\$1,584,431	
Ending Fund Balance		\$2,053,245	\$1,584,431	\$1,262,169	
<b><u>CAPITAL IMPROVEMENT PROJECTS FUND:</u></b>					
REVENUES					
Other Sources		\$4,821,849	\$400	\$3,100,400	
Issuance of Debt		-	-	2,140,000	
Total Revenue		<u>\$4,821,849</u>	<u>\$400</u>	<u>\$5,240,400</u>	
EXPENDITURES					
Other Costs		\$ -	\$1,000,000	\$9,200,850	
Total Expenditures		<u>\$0</u>	<u>\$1,000,000</u>	<u>\$9,200,850</u>	
Beginning Fund Balance		\$1,060,436	\$5,882,285	\$4,882,685	
Ending Fund Balance		\$5,882,285	\$4,882,685	\$922,235	
<b><u>TMBF/BOND FUND:</u></b>					
REVENUES					
Other Sources		\$1,091,163	\$74,113	\$50,000	
Transfers In		683,000	-	-	
Issuance of Debt		2,467,403	86,851,254	2,359,375	
Total Revenue & Debt Issuance		<u>\$4,241,566</u>	<u>\$86,925,367</u>	<u>\$2,409,375</u>	
EXPENDITURES					
Other Costs		\$18,545,814	\$20,000,000	\$80,000,000	
Transfers Out		1,015,470	24,113	50,000	
Total Expenditures & Transfers Out		<u>\$19,561,284</u>	<u>\$20,024,113</u>	<u>\$80,050,000</u>	
Beginning Fund Balance		\$38,709,845	\$23,390,127	\$90,291,381	
Ending Fund Balance		\$23,390,127	\$90,291,381	\$12,650,756	