

CITY OF TULLAHOMA



2019-2020 BUDGET



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Tullahoma

Tennessee

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

**CITY OF TULLAHOMA
FY2020 BUDGET
TABLE OF CONTENTS**

Page Number

Front Cover Sheet.....	i
Certificate – Government Finance Officers Association Distinguished Budget Presentation Award.....	ii
Table of Contents.....	iii-v

INTRODUCTION

City Administrator Transmittal Letter.....	1
Reader’s Guide.....	6
City Officials.....	8
Mayor’s Address.....	9
Tulahoma’s Strategic Plan.....	12
Strategic Plan Accomplishments.....	14
City Organizational Chart.....	18

BUDGET SUMMARIES

Fund Description Matrix.....	19
Fund Structure.....	20
Budget Ordinance.....	21
Consolidated Statement – Operating Funds.....	25
Budget Comparison – All Funds	26
Projected Change in Fund Balance	27
General Fund.....	28
Solid Waste Fund.....	31
Debt Service Fund.....	32
Equipment Reserve Fund.....	33
Capital Projects Fund.....	34
Tulahoma Airport Authority Fund.....	36
Tulahoma Area Economic Development Corporation.....	37

PERSONNEL

Staffing Chart.....	38
Staffing Summary.....	39
Pay Grades and Pay Ranges.....	40

FINANCIAL POLICIES

Financial Planning Policy.....	42
Revenue Policies.....	44
Fund Balance Policy.....	45
Annual Operating Budget Process.....	49
Budget Adoption Calendar.....	54

BUDGETED REVENUES

Variance Discussion.....	55
General Fund Revenues Chart.....	61
General Fund Detail.....	62
Solid Waste Revenues Chart.....	65
Solid Waste Fund Detail.....	66
Drug Fund Revenues Chart.....	67
Drug Fund Detail.....	68

EXPENDITURES

Departmental Budgets, Accomplishments, Performance Measures, Objectives and Personnel

Administrative Organizational Chart.....	69
Administrative Expense Chart.....	70
Legislative and Judicial and City Court.....	71
City Administrator's Office.....	74
Community Development.....	78
Technology.....	79
Finance Department.....	80
City Recorder's Office.....	86
Human Resources Department.....	91
Planning and Codes Department.....	96
Police Department.....	101
Fire Department.....	114
Public Works - General and Solid Waste.....	124
Recreation.....	140

General Fund - Other Expenditures

Other General Fund Expense Chart.....	152
Other Budgeted Agencies.....	153
Non-Profit Allocations.....	156
Expense Budgets.....	160

DEBT SERVICE

Debt Management.....	163
Debt Schedules.....	169
General Bonded Debt.....	174

CAPITAL PROJECTS AND IMPROVEMENTS

Index.....	175
Introduction.....	177
Capital Projects 2019 Budget.....	179
Summaries.....	181
Project Details by Category.....	186

SUPPLEMENTAL DATA

Brief History of Tullahoma.....	211
Miscellaneous Statistical Data.....	213
Demographic Statistics.....	217
Principal Employers.....	218
Property Tax Tables.....	219
Capital Asset Policy.....	223
Strategic Plan.....	234
GLOSSARY.....	279



INTRODUCTION



June 30, 2019

To the Board of Mayor and Aldermen and the Citizens of Tullahoma,

As staff for the City of Tullahoma, providing for the quality of life for our citizens and visitors is our goal and greatest responsibility. This responsibility is the basis for our near and long term planning and the catalyst for our programs, staffing, and operational plans. A primary test of our effectiveness is the delivery of services within a cost constrained plan reflected in the annual budget adopted by the Tullahoma Board of Mayor and Alderman. The City strives to be a model of responsible stewardship with the taxpayers' funds allocated to support a variety of community services and government operations.

Our city leadership looks proactively at the future to anticipate, to the extent possible, impacts of changing needs, growth patterns, and demographic changes. Our city does not operate on a philosophy of business as usual. Our capital projects outline projects requirements, fiscal impacts, and assumptions and trends. Addressing the future issues now, as opposed to later, permits our departments and infrastructure to grow in proportion to the City's growth.

As a service industry, we are measured daily by how well we serve our residents and our business community. The employees of the city are the key to our successes. For the upcoming budget year and in planning and organizing future operations we prioritize retaining and training our talented workforce. The City annually allocates the resources necessary to fulfill our commitment to provide ongoing training for the professional development of our dedicated employees and to provide the equipment and facilities needed to efficiently serve our citizens.

The budgetary process for the 2020 fiscal year establishes departmental goals and objectives, and measures of success. The process projects the effects of city growth on the various departments and services. Above all, the operating budget and capital projects assist the City Administrator, the elected officials and staff with a plan of action, direction, and methodology for serving the citizens and visitors of Tullahoma, Tennessee.

Profile of the Government and its Related Agencies

The City of Tullahoma had a 2010 census population of 18,655 and is located in both Coffee and Franklin Counties in southern middle Tennessee. The Government provides a

wide range of services including: education, public works, parks and recreation, planning and codes, fire and police protection, and general administrative services. A Board of Mayor and Aldermen govern the City of Tullahoma. The board members serve the city at-large. The Board of Mayor and Aldermen sets policy for the city government, appoints committee and board members, approves an annual budget, enacts laws and ordinances, enter into contracts, and set public hearings.

The City of Tullahoma is comprised of several related entities. The City of Tullahoma Board of Mayor and Aldermen have varying degrees of authority for the operations of these entities by state law, or by local charter and ordinance. The City of Tullahoma has a city school system. The Tullahoma City Schools are governed by an elected Board of Education empowered with the daily operations of the school system. Approval of the Board of Mayor and Aldermen is required for the annual budget, capital projects and debt issuance. The Board of Education, by state law, cannot levy taxes, and therefore has limited power to generate revenues other than establishing tuition or service-related fees. A City Alderman is appointed annually as the non-voting liaison to the Board of Education, and the City provides a large portion of the school's operating budget and debt service as periodic transfers throughout the year. Since the City Board does not operate the school system nor manage its staff or projects, detail for the Tullahoma City Schools budgets is not included in the City of Tullahoma comprehensive budget document. However, the Tullahoma City Schools is listed on the budget ordinance, and shown in the Budget Document under the heading "Other Agencies" with general fund line item detail showing amounts transferred for school operations and debt service from sales tax, property tax and liquor tax collected and then distributed as per state law and local ordinance.

The Tullahoma Airport Authority (TAA), the Tullahoma Industrial Development Board (TIDB) and the Tullahoma Area Economic Development Corporation (TAEDC) are all reported as component units of the City of Tullahoma. The Board of Mayor and Aldermen appoint the members of these boards as well, with an Alderman as a non-voting liaison. The City of Tullahoma also provides the majority of the operating budget for these entities. Therefore, these agencies are included in the City of Tullahoma budget document.

Economic Conditions

Tullahoma's central location has fostered its growth into a thriving regional, commercial, shopping and medical hub that boasts a healthy business environment and is home to over 68 service and manufacturing industries. Thirty four percent (34%) of the State's 5.689 million citizens reside in the Middle Tennessee area and many pass through Tullahoma; the daily average traffic count for Tullahoma's main retail area is approximately 24,000. This excellent "hub" location continues to attract new retail big box and smaller specialty retailers.

Since the opening of Arnold Air Force Base here in 1951, Tullahoma has been an aviation and aeronautics industry center. Arnold Engineering Development Complex at Arnold Air Force Base is home to the world's largest and most comprehensive collection of flight simulation test facilities.

Tullahoma has continued to partner with Coffee County and the State of Tennessee for economic development projects and has been honored with the Governor's Three Star Award for the past 20 years. Additionally, Tullahoma has established the Tullahoma Area Economic Development Corporation (TAEDC) to assist local businesses with expansion opportunities, as well as attract new businesses to the area.

Tullahoma is situated near several lakes and parks making it a great recreational haven. It is also a regional center for the arts, with community plays, annual cultural fairs and events, a fine arts center and science center contributing to the quality of life for residents and generating tourism revenue.

Long –Term Financial Planning

The Board of Mayor and Alderman adopted "Building Our Future: Tullahoma's Strategic Plan." This document incorporates previous committee and community planning meetings, growth studies, development studies and plans to provide a comprehensive tool for immediate and long-term planning. This forty-six page document serves as the basis for long range capital and operating forecasts as well as annual budgetary decisions. The City of Tullahoma joined with the City of Manchester and Coffee County in 2005 to participate in the Governor's Three Star Program. As part of that process, the City of Tullahoma's strategic plan was folded into a new county-wide economic development plan entitled, "Our Future Together: Coffee County Tennessee Strategic Development Plan FY2006-2010". This plan provided a five-year planning basis for many of the initiatives now in process. The plan covers several broad themes such as creating a vibrant economy, developing a safe, caring and diverse community as well as promoting goals and objectives to facilitate a sustainable healthy environment. The annual budget process integrates the philosophies of this document into capital expenditure planning and direction.

Budget Process

The City's budget process is described in detail later in this document. It incorporates the long-term strategic plan's vision into departmental operating initiatives and capital projects. City departments assess new resource needs for the coming year relative to equipment, maintenance requirements, information technology, and propose new and expanded work programs to accomplish these initiatives. Departmental objectives, measures of performance and operating budgets are then refined for consolidation in the proposed budget document. Budget Work Sessions are held with the Board of Mayor and Aldermen, Tullahoma Airport Authority, Tullahoma Area Economic Development Corporation and Tullahoma Board of Education. These work sessions provide opportunities for the Board, independent boards and agencies, department heads, and the public to comment and ask questions about the proposed budget and to request additional information as needed.

The proposed budget document is presented to the Board of Mayor and Aldermen for review and approval on three separate occasions and public hearings are also conducted.

These hearings provide formal citizen input to the Board on decisions and issues related to the budget. Upon the third and final reading by the Board of Mayor and Alderman, the Board will set the appropriate tax rate for the upcoming year.

The City of Tullahoma's budget process encourages interaction among the City Administrator, members of the Board of Mayor and Aldermen, City departments, independent boards and agencies, and the general public. The City continues to review and refine this practice each year to ensure public participation at each step in the decision-making process and that the budget procedure is an informative and complete plan for identifying the revenues and expenditures, and the purposes thereof for the coming fiscal year.

Budget Overview

The FY2020 general fund budget is \$28,820,778, an increase of 2.8% from FY2019. The budget assumes a 4% increase in local sales tax and a 1.6% growth in the property tax base, with no increase in the property tax rate. Tullahoma tax base is stable, with most parcels in the city already developed. For this reason, emphasis for the last several years has been on promoting economic development and tourism as supplementary revenue sources. Currently property taxes constitute 41% of general fund revenue, with sales tax accounting for an additional 37%. Business taxes and motel tax provide only \$6887k or 3% of the operating budget, but they are two areas experiencing significant growth, as business tax is expected to increase by 8% this fiscal year. The City of Tullahoma actively recruits new businesses outside of the community through the TAEDC, partnerships with the county industrial boards and state economic development and involvement with several state and national marketing groups.

FY2020 Budget Highlights

- The budget is balanced, with current revenues equaling expenditures.
- The budget complies with the Board of Mayor and Aldermen's debt and fund balance policies.
- The Board of Mayor and Aldermen retained the state certified property tax rate of \$2.4305 per thousand for both the City of Tullahoma in Coffee County and in Franklin County, again passing no increase on to our citizens.
- A 2% cost of living increase is included in this budget as well as five new staff positions. A position will be added back into the Fire Department to fill a shift vacancy lost during the prior recession. To improve customer service, a permit technician position has been added in the Planning Department and a part-time position was converted to full-time at the animal shelter. A superintendent position was also added in Public Works to manage new construction projects and grants and a grounds maintenance position increased to full-time.
- Funding is provided for the Mayor's community initiatives: Arts Council \$10,000; Go! Green \$6,000; Sports Council \$15,000; Downtown Council \$15,000; and \$20,600 for the Tourism Committee.
- Funds were budgeted to be utilized for capital purposes as follows: \$200,000 for re-paving Lincoln and Grundy Streets downtown; \$100,000 for updates to the City's Americans with Disabilities Accessibilities Plan; \$50,000 for sidewalk

repairs: \$15,000 for a state grant match for airport improvement, and \$50,000 for repairs to the Tullahoma Municipal Building. Additionally, the annual street paving budget as increased from \$250,000 to \$300,000.

Awards and Acknowledgements

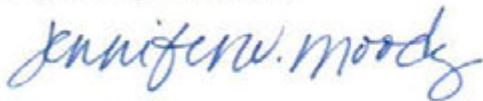
The City of Tullahoma has received the Government Finance Officers Association Distinguished Budget Award for the years 1998-2019.

The City of Tullahoma has also received the Government Finance Officers Association Certification of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for the year 1992-1994 and 1996-2009, and 2011-2018.

Both awards represent the highest national standards in financial reporting and management and reflect well on the city's financial administration. Additionally, the City's debt is rated as Aa2. Obligations rated Aa2 are judged to be of high quality and are subject to very low credit risk.

Many individuals in all our departments and agencies assisted in the preparation of this budget document. I would like to express appreciation to our department heads, particularly Finance Director Susan Wilson, and Donna Graham, the City's Accounting Manager for their input in developing this comprehensive document, and to the Board of Mayor and Aldermen for their leadership and support.

Respectfully submitted,



Jennifer Moody
City Administrator

Reader's Guide to the Budget

This budget document has been organized to provide financial and operational background in a manner that is informative and user-friendly. The budget document serves as a roadmap to our community. Information is provided on where we live, the different cultural and recreational activities that contribute to our quality of life, our current infrastructure, need and want, and our vision for the community and the plan we have in place to reach that goal. The annual budget document provides the current implementation of the steps needed to move consistently forward on the city's strategic plan and community goals. The budgeting process and technical requirements associated with the development of this document are also explained so that the reader can follow the events needed to compile and implement this phase of the city's financial plan.

This guide explains the sections of the budget document that follows. The introduction explains how the City of Tullahoma is organized, our long-term strategic plan, the Mayor's vision for the upcoming year and the Administrator's implementation plan to meet the priorities established by the Board of Mayor and Aldermen, maintain effective city services, and accomplish the capital projects and programs dictated by our plan.

The Budget Summaries section explains how the city is organized from a financial perspective. It also provides financial information for city component units that are primarily city managed and funded.

The personnel section shows current and prior year staffing as well as any changes.

Financial Policies explains not only the budgeting process, but also the policies and procedures that both govern this process and provide the basis from which we operate during the year.

Budgeted Revenues details all of the different income sources, how they are estimated and received and their impact on this budget.

The Expenditures section breaks out all of the city departments in detail to provide the reader with an understanding of each department's operations, performance measures, goals, accomplishments and the financial and human resources needed for these functions.

There is also a section on Other Expenditures in the General Fund that explains the other associated agencies and non-profit groups that also receive a portion of city funding.

Debt Service details the city's policy, past and present debt issuances and purposes, current status and impacts, as well as trend going forward.

Capital Projects and Improvements offer's an in-depth look into the city's five year plans encompassing all city operations. Summaries are provided of the expense associated with these projects, both for the initial purchase or construction and for the continued operation, as well as any income derived from the project.

A Supplemental Data section furnished the reader with background on the City of Tullahoma, Tennessee, itself. A brief history is provided as well as statistical and demographic information. A glossary explaining technical terms concludes the budget document.

We hope that this document has been compiled and organized in such a manner as to have painted a picture of our city and its government from a financial perspective. More information on the City of Tullahoma and current events can be found at www.tullahomatn.gov. Your comments and suggestions on improving the reader's experience are welcome. You may either contact the Finance Department by phone at (931)455-2648 or e-mail swilson@tullahomatn.gov.

**CITY OF TULLAHOMA, TENNESSEE
CITY OFFICIALS**

MAYOR
Lane Curlee



ALDERMEN

Robin Dunn
Jackie Duncan
Jerry Mathis, Mayor Pro Tempore

Renee Keene
Ray Knowis
James H. Blanks

CITY ADMINISTRATOR
Jennifer Moody

CITY ATTORNEY
Stephen Worsham

CITY JUDGE
James Conley

DEPARTMENT HEADS

Director of Finance and Administration
City Recorder
Police Chief
Fire Chief
Director of Public Works
Recreation Director
Director of Planning and Codes
TAEDC Executive Director
TAA Executive Director
Human Resource Director

Susan B. Wilson
Rosemary Golden
Jason Ferrell—Interim
Richard Shasteen
Robert Taylor
Kurt Glick
Lee Lawson
Thom Robinson
Jon Glass
Casta Brice

www.tullahomatn.gov

Mayor's State of the City and Budget Address
Lane Curlee, Mayor
June 24, 2019

To the Board of Aldermen and the citizens of Tullahoma. For the 17th time I present a Budget Message and State of the City to you as Mayor. I appreciate this opportunity to discuss the economic vitality of Tullahoma as well as some of the achievements that have shaped our community this past year. I will also highlight some of the initiatives we have to look forward to in the coming year.

I am pleased to report the City government enjoys a bond rating of Aa2, one of the highest in the state for a community our size. Your city government earned the GFOA Certificate of Achievement for Excellence in Financial Management, as well as the Distinguished Budget Presentation Award, one of the few cities in Tennessee to have that distinction. These are independent and objective measures of how your tax monies are managed and measured for transparent financial reporting. This budget represents a fiscally responsible and conservative approach to the use of your tax dollars. I appreciate the leadership of City Administrator Jennifer Moody and Finance Director Sue Wilson for their professional approach in managing the fiscal affairs of city government. I also appreciate all Department Heads for their leadership and management of the day-to-day affairs in their departments.

Now, to the budget before you. This budget represents our best effort at preserving, managing and building the assets of Tullahoma....whether these are people, buildings or programs. I welcome the Boards' and citizens' suggestions and offers of improvements. The budget as proposed contains no property tax increase for the next fiscal year and is balanced.

As Tullahoma grows it is important for city government to support the services needed. This year's budget includes a new Public Works Superintendent position, a full-time permit tech in Planning and Codes and an upgrade to a full-time laborer position in Parks & Rec. These positions will upgrade customer service and community attractiveness.

This budget will also fund a regional tourism strategy, enhance downtown marketing programs, increase funding for the Administrative Hearing Officer position, purchase new equipment for the police and fire departments, supports the 2020 Census, AOPA fly-in and provides for a \$500,000 THDA HOME grant program to assist Tullahoma homeowners with critical home repairs. Site work continues on the addition to the Tullahoma Business Airpark and sidewalk repairs throughout the community are ongoing.

This budget does not provide a net increase in direct funding to Tullahoma City Schools; however, \$300,000 in support was shifted from the school debt sinking fund into their general purpose fund. This action gives the School Board greater flexibility in deciding how those funds may be used. The school system will benefit from additional projected sales tax revenue for their General Fund and Sales Tax Sinking Fund accounts. This fiscal year, city government will continue to provide \$600,000 in loan payments for the THS facility improvements and East Lincoln School.

The departments of city government made requests to improve or enhance services that will not be funded. Thanks to excellent financial stewardship, total operating expenditures are up less than 3.0% I am pleased there is a 2% cost of living raise for all full-time city government employees as well as a step raise. Also included is the city's share of the Duck River Electric Substation in the Joint Industrial Park.

Ever since I can remember we have appropriated \$250,000 annually for permanent street paving. We need to do more to maintain 330 miles of roads in Tullahoma. A drive down many streets will confirm work needs to be done. Paving will be done in all four quadrants of Tullahoma. An additional \$50,000 in resurfacing is included in this year's budget.

Our six new community initiatives are seeing active community engagement. I continue to look for big things from these organizations next year. Get Fit! Tullahoma secured \$106,000 in 100% grant funding for the greenway extension (\$900,000 over the past six years). Get Fit! Tullahoma also secured \$115,000 in 100% grant funding for the new Silver Street Park. Work on the new park should start soon. Get Fit! participants "walked" the Appalachian Trail.

The Tourism Council has been active and distributed goodie bags to employees of five Welcome Centers in an effort to better acquaint them with Tullahoma.

The Downtown Council secured \$15,000 in grants and is developing a marketing and branding strategy to better position downtown as an entertainment and dining destination.

The Arts Council has been active making Tullahoma an Arts destination by hosting another successful Arts Alive! Festival, with 40 regional artists and 1,400 attendees.

The Go Green! Tullahoma effort has been active and successful with another Earth Day festival, Rock Creek clean-up, Stormwater community meeting, Compost study, and worked to increase recycling with a door-to-door campaign and direct mail piece.

The Sports Council hosted the first ever Tullahoma Sports Hall of Fame ceremony and inducted the first ten members.

All of this is designed to enhance the quality of life in Tullahoma. It is also important we design a community to which our young families want to remain, return or relocate. My research tells me these young families want to live in artsy, green, fitness-oriented communities.

I suggest our community initiative next year focus on entrepreneurship. Much of Tullahoma's success over the years is the result of a successful business community, both large and small businesses. I want us, as a community, to be welcoming and encouraging to entrepreneurs. We need to implement strategies that support entrepreneurs. We need to eliminate barriers. We need to motivate young people to pursue entrepreneurship. We need to embrace entrepreneurship as a core economic development strategy and embrace an entrepreneurial culture. We need to celebrate entrepreneurs. Entrepreneurs are the makers, doers, hustlers and dreamers. They turn ideas into reality and create jobs. I want Tullahoma to become Tennessee's rural entrepreneurial capital and the city of opportunity and innovation. Let's work to create an entrepreneurial eco-system in Tullahoma. More to come!

So what has Tullahoma accomplished over the past year? Thanks to the help of many, nearly 97% of Tullahoma citizens are employed; over 150 companies requested a Business license. Retail sales continue to outpace state and national levels. The greenway was extended. Over 6,550 tons of materials were recycled, 5.3 lane miles were paved, and 217 dogs were adopted. Firefighters have installed 4,000 free smoke alarms to-date. We maintained a Class 2 ISO fire protection rating, effectively reducing risk and liability for Tullahoma homeowners and businesses. According to data collected by the TBI for 2018, crime decreased over 3% from the previous year. In the first six months of this year, 745 pounds of prescription and over-the-counter drugs have been safely disposed of through the Drug Take-back program. 71 new single-family homes were constructed. Several high profile retailers were welcomed to Tullahoma. We saw over \$ 24,500,000 in new construction over the past year. 399 tax relief applications were approved. Tullahoma City Schools had another excellent year with the hiring of a new director and an emphasis on excellence in education, athletics and the arts. Man's best friend now has a new home until they find their forever homes. Tullahoma earned the Tree City designation for the 22nd year in a row. The Storybook Trail opened. North Jackson Streetscape plan started. Veterans Memorial at History Park was dedicated.

Over 200 recent THS graduates earned millions of dollars in scholarships to technical schools, community colleges and universities. Over 312 Tullahoma residents walked a total of 56,681 miles together on "the Appalachian Trail" as part of our Get Fit! Tullahoma initiative. TUA replaced over 3,000 street lights with LED lights, which are more aesthetic and save money and power. TUA also completed a 240KW solar farm and increased Lighttube subscriber count by 4%, to 3,769 subscribers. Our Tullahoma airport was one of three airports in the U.S. selected by AOPA to host their 80 year anniversary fly-in. And last but not least, Jennifer Moody was selected the new City Administrator.

What do we have to look forward to over the next 12 months? A new park on East Lincoln Street, an extension of the greenway, a cleaner and more attractive community, renovated grounds at South Jackson Performing Arts Center, more sidewalks and street paving, a new police station, downtown improvements, and progressing closer to our goal of having 90% of Tullahoma with ½ mile of a fitness opportunity.

Our chief job as Mayor and Aldermen is to define our vision and inspire the community to help reach the vision. It is critical we keep our eyes on our bold vision for Tullahoma to be considered world class in everything we do. From job creation, to cleanliness, to high school graduation rates and everything in-between, I want Tullahoma to be the best and considered a world-class community.

There appears to be a great deal of confidence in Tullahoma, both from citizens already here and from outsiders looking to invest here. And many more exciting things are on the drawing board. By growing Tullahoma, diverse jobs will be created from entry level to the professional level.

The opportunities are ours but we do not want to wait on opportunities. We want to create them.

Much of the positive actions I have presented are by the city government and affiliated agencies. There are countless acts of good will that quietly happen every day by Tullahoma citizens, businesses, churches and organizations that truly make a positive difference in the lives of all Tullahomans. Thanks everyone for all you do to make Tullahoma a great place to work, live, play and raise our families.

We should all be challenged by three thoughts:

- 1) "Great cities are intentional, not accidental." In other words, we must have a plan and take strategic steps to accomplish our plan
- 2) "Why can't Tullahoma be the best?" Some city is going to be the best... why not Tullahoma? We should always strive to be the best in everything we do.
- 3) "If you really love Tullahoma, you have to help make Tullahoma better." We all have opportunities to improve Tullahoma, whether through your school, job, civic club, church, neighborhood, or household. Get involved. Make a difference. Leave Tullahoma better than when you found it.

In summary, Tullahoma is truly a blessed community. We have so much to be thankful for and so much to look forward to. While it truly is a great day to be in Tullahoma, let's always remember we can make a great community even greater. Let's leave Tullahoma better than we found it by the work we do and the decisions we make.

Lane Curlee, Mayor

June 24, 2019

Tulahoma's Strategic Plan

Community Vision			
Tulahoma—A community that offers excellence in living, learning, economic well-being, enrichment, values, outdoor beauty, and enjoyment for those growing up, raising a family, retiring and visiting here.			
City Mission			
The City of Tulahoma, with the involvement of its citizens, will provide vision and leadership, deliver effective and responsive municipal services, and will remove barriers to free enterprise.			
Strategic Themes and Objectives			
Vibrant Economy	Safe Caring Diverse Community	Sustainable Healthy Environment	Responsive Effective Local Government
Positive business environment	Safety and protection maintained	Preserved natural environment	Financially healthy
Enhanced tourism and hospitality	Strong cohesive neighborhoods	Improved infrastructure	Efficient and effective municipal service delivery
Improved image and awareness nationally and locally	Celebrate culture and heritage	Effective land use	Appropriate partnerships
Skilled adaptable workforce	Nurturing environment	Transportation system with enhanced physical mobility	Effective public voice in local government

V. The Strategy (See Supplemental Data Section for entire Strategic Plan)

Vibrant Economy

- Objective 1 To provide a positive business environment and facilitate economic diversification and business growth
- Objective 2 To broaden and strengthen the tourism and hospitality sector and maximize our advantages as a gateway to national attractions
- Objective 3 To build a local and national awareness of the City of Tullahoma as an outstanding place to live, work and visit
- Objective 4 To encourage the development of a skilled and adaptable workforce

Safe, Caring and Diverse Community

- Objective 1 To provide for the safety and protection of all residents, visitors, and property
- Objective 2 To enable the development of strong cohesive neighborhoods
- Objective 3 To recognize and celebrate Tullahoma's diverse culture and heritage
- Objective 4 To create a nurturing environment where individuals can reach their full potential

Sustainable Healthy Environment

- Objective 1 To preserve and enhance Tullahoma's natural environment and green spaces
- Objective 2 To improve Tullahoma's physical infrastructure, buildings and structures
- Objective 3 To plan for the efficient, attractive and environmentally sound use of land
- Objective 4 To provide transportation systems that enhance physical mobility and better serve the economic and social needs of the community

Responsive Effective Local Government

- Objective 1 To improve the City's financial health
- Objective 2 To ensure effective and efficient delivery of municipal services
- Objective 3 To develop appropriate partnerships with the public, private, and not-for-profit sectors
- Objective 4 To provide effective opportunities for the public to have a voice in local government

STRATEGIC PLAN ACCOMPLISHMENTS

Fiscal Year 2019 Highlights

VIBRANT ECONOMY

➤ Positive Business Environment

- City Administrator served as chairperson of the Coffee County Joint Economic and Community Development Board.
- Awarded downtown grant program to provide free Wi-Fi to enhance the downtown merchants' business marketing capability.
- Closed 5 small business loans through grant programs designed to promote economic growth within the city limits.
- Assisted 9 businesses with sign ordinance compliance and local aesthetics.

➤ Tourism and Hospitality

- Sponsored and supported numerous events attracting area, regional, and national participants, including theatre and musical performances and art shows, the 41A Music Festival, Summer Music Festival, Rock Creek Concert Series, Bonnaroo Music Festival, annual All-American Soap Box Derby, Independence Day Celebration, and aviation fly-ins.



➤ Increased Awareness of Tullahoma

- Continued "Healthier Tennessee Workplace Award" initiatives emphasizing wellness and fitness within the community.
- Ranked as the #1 "micropolitan area" in the state of Tennessee based on economic strength factors.

➤ Skilled and Adaptable Workforce

- Provided job training and support for Work Based Learning Employment and Training Partnership.
- City Administrator supervised STEM-related projects outlined in Governor's Three-Star program for community preparedness in economic and community development.

SAFE, CARING AND DIVERSE COMMUNITY

➤ Safety and Protection

- Firefighters completed training, including aerial and pumper operations. Some of the firefighters attended Fire Inspector training classes and several received their Smoke Diver Certifications.
- Firefighters continued their visits to deliver fire safety messages to all City elementary schools, using the fire safety bounce house, Fire Pup mascot, and remote control fire Pluggie.
- The Fire Department installed 849 smoke alarms in residences in the City.
- The Fire Department also issued approximately 1,138 burn permits during the fiscal year, and maintains an ISO rating of 2.
- The Police Department disposed of 1,063.5 lbs. of expired prescriptions, over-the-counter medications, and intravenous instruments through the Drug Take-Back Program.
- Trained technicians performed 25 child seat inspections and replaced 23 systems for proper fit through the Child Passenger Restraint grant program. The Department has been recognized by the Governor's Highway Safety Office for its efforts.
- The Police Department through the School Resource Officer presented the Eddie Eagle Program, (a gun safety awareness program, to area-wide elementary schools.
- The City saw an overall decrease in crime rate of 3% for FY19.
- The Human Resources Department sponsored the third annual employee fitness challenge, offering incentives to participating employees, and expanded the Employee Annual Health Fair to include spouses of employees with family health insurance.



➤ Strong Cohesive Neighborhoods

- The City continued to provide grants administration on a \$500,000 Tennessee Housing Development Agency HOMES Grant, to renovate and bring housing up to code for low income property owners.

➤ Diverse Culture and Heritage

- The City sponsored "Olde Towne Christmas Stroll" and supported a variety of theatre, musical performances and art shows at the Tullahoma Fine Arts Center and South Jackson Civic Center, and local and regional music festivals.
- Coordinated the City's Independence Day Celebration for the third straight year with thousands in attendance.



➤ **Nurturing Environment**

- Finance Director served as City liaison for high school job training and transition program, establishing and monitoring internships, and providing training and support.
- Community Coordinator continued the Project Diabetes grant establishing Tullahoma as a wellness and fitness leader.



SUSTAINABLE HEALTHY ENVIRONMENT

➤ **Natural Environment and Green Spaces**

- The City was a recipient of the State’s “Healthier Tennessee Workplace Award.”

➤ **Infrastructure and Buildings**

- Completion of the City’s new \$600,000 animal shelter building, which provided a base for approximately 150 dogs adoptions in FY19.

➤ **Sound Use of Land**

- The City’s recycling program deferred 6,330 tons from the landfill. Go Green committee provided recycling training and started a new rain barrel program.

➤ **Transportation System**

- Began 3-year grant project to extend and enhance Rock Creek Greenway.
- Completed sidewalk project for East Lincoln Elementary School as part of State of Tennessee Safe Routes to School grant program.
- The Planning and Codes Department was awarded a state Community Transportation Planning Grant jointly with the City of Manchester to create a community mobility plan that will include both cities.
- 8.76 lane miles of roadway were repaved.



RESPONSIVE EFFECTIVE LOCAL GOVERNMENT

➤ **Financial Health**

- Completed fourth year of new self-funded benefits plan with City providing in-house administration resulting in \$95,000 savings for FY19.
- Received Distinguished Budget Presentation Award from the Government Finance Officers Association and the Certificate of Achievement for Excellence, and retained Aa2 bond rating in Financial Reporting.

➤ **Delivery of Municipal Services**

- Processed 70 new applicants for the Property Tax Relief Program.
- Implemented credit card acceptance system for new pool admission and concessions.

- The Planning and Codes Department obtained the City Administrative Hearing Office, providing an efficient alternative to processing code violations through the local courts.
- The Animal Control Division placed 150 dogs and microchipped 70.



➤ Partnerships

- Provided accounting functions to Tullahoma Area Economic Development Corporation, and the Tullahoma Regional Airport, and Tullahoma Industrial Development Board, including grants management.
- Assisted with local and state agencies, Tullahoma Community Pride Foundation, Arts Council, Tullahoma Sports Council, Tullahoma Arts Center, South Jackson Civic Center and Community Development held the second Arts and Crafts Festival.

➤ Public Participation

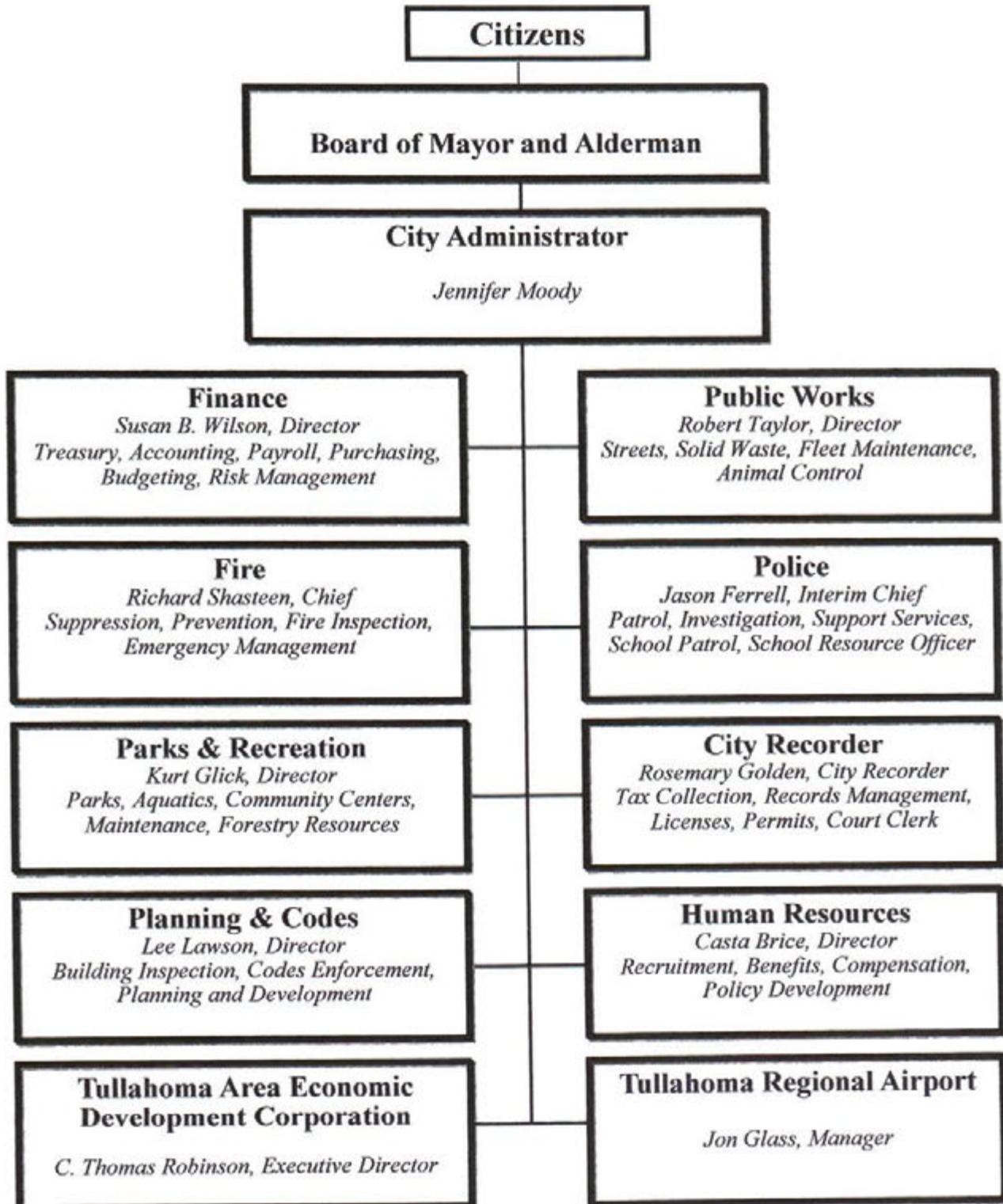
- Appointed over 75 citizens to fifteen volunteer Boards, Commissions, and Committees, providing a vital link between the citizenry and the City Council and City staff.
- Implemented Mayor's initiatives to create an Arts Council and a Tourism Council in partnership with citizens.
- Offered "Lunch and Learn" program featuring guest speakers and a variety of topics at D. W. Wilson Community Center. This program won the Tennessee Recreation and Parks Association annual award for "Best Community Center Program".

City Administrator addresses citizens at a "Lunch and Learn" public session





City of Tullahoma





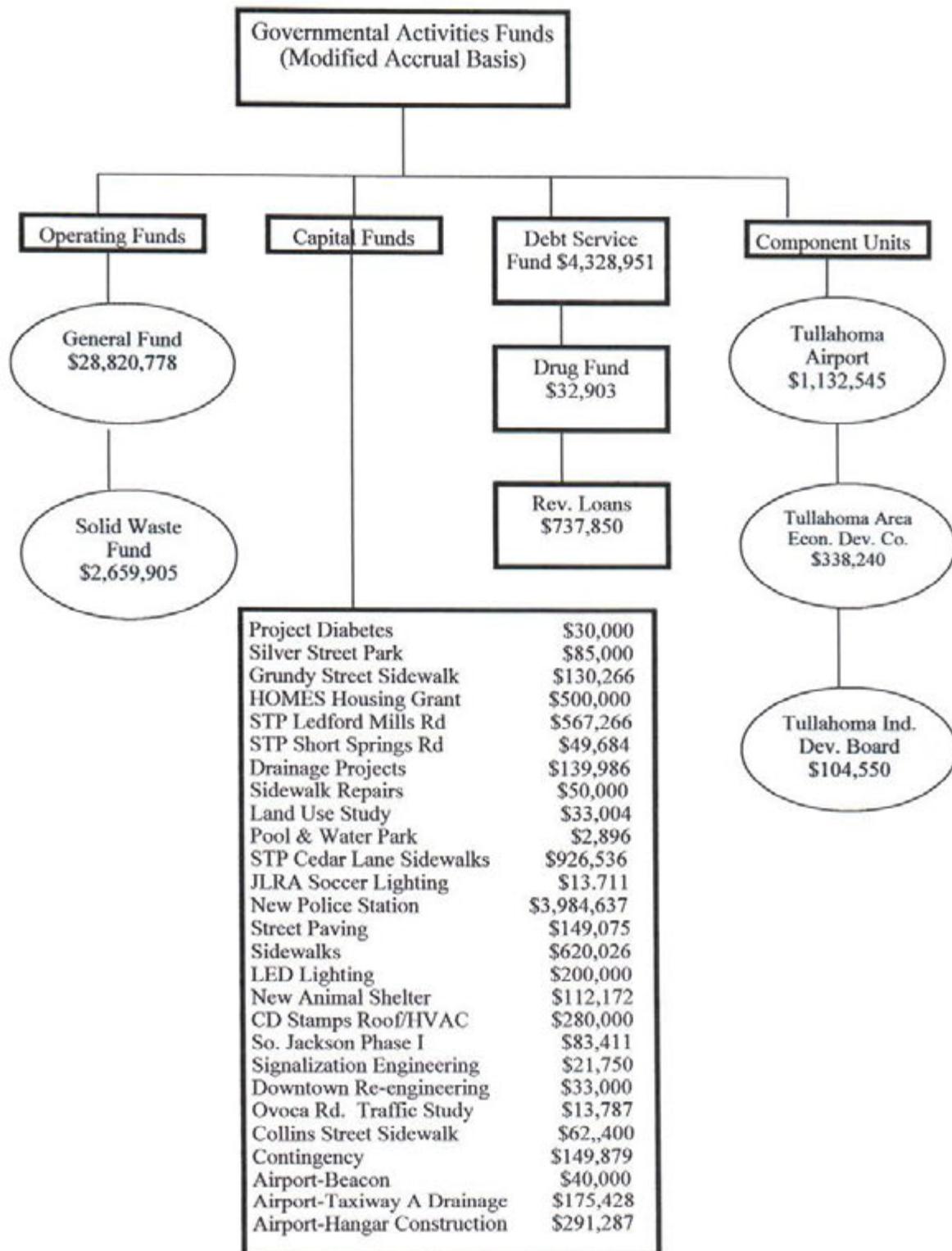
BUDGET SUMMARIES

FUND DESCRIPTION MATRIX

Department/Agency	GOVERNMENTAL			PROPRIETARY	
	General Fund	Capital Projects	Other Government	Internal Service Fund	Enterprise Funds
City Departments					
City Administration	x				
Finance	x				
City Recorder	x				
Human Resources	x				
Planning and Codes	x				
Police	x				
Fire	x				
Public Works	x	x			
Solid Waste			x		
Recreation	x	x			
Benefits Fund				x	
Other Agencies					
Tulahoma Airport Authority					x
Tulahoma City Schools			x		
Tulahoma Industrial Development Board			x		
Tulahoma Area Economic Development Corp.			x		

This table illustrates the funds each Department and Agency is a part of in the budget. In addition to the General Fund Capital Projects and Other Agencies the city also budgets for the Drug Fund, USDA/UDAG Loans, Equipment Reserve, and Building Reserve.

Fund Structure



ORDINANCE NO. 1521

AN ORDINANCE OF THE CITY OF TULLAHOMA, TENNESSEE
ADOPTING THE ANNUAL BUDGET AND TAX RATE FOR THE FISCAL YEAR
BEGINNING JULY 1, 2019 AND ENDING JUNE 30, 2020

WHEREAS, *Tennessee Code Annotated* Title 9 Chapter 1 Section 116 requires that all funds of the State of Tennessee and all its political subdivisions shall first be appropriated before being expended and that only funds that are available shall be appropriated; and

WHEREAS, the Municipal Budget Law of 1982 requires that the governing body of each municipality adopt and operate under an annual budget ordinance presenting a financial plan with at least the information required by that state statute, that no municipality may expend any moneys regardless of the source except in accordance with a budget ordinance and that the governing body shall not make any appropriation in excess of estimated available funds; and

WHEREAS, the governing body has published the annual operation budget and budgetary comparisons of the proposed budget with the prior year (actual) and the current year (estimated) in a newspaper of general circulation not less than ten (10) days prior to the meeting where the governing body will consider final passage of the budget.

NOW THEREFORE BE IT ORDAINED BY THE CITY OF TULLAHOMA, TENNESSEE AS FOLLOWS:

SECTION 1: That the governing body estimates anticipated revenues of the municipality from all sources to be as follows:

General Fund	FY2018 Actual	FY2019 Estimated	FY2020 Proposed
Local Taxes	\$ 23,259,107	\$ 23,523,404	\$ 24,129,453
Intergovernmental Revenue	\$ 2,961,199	\$ 2,902,687	\$ 3,033,475
Licenses & Permits	\$ 130,185	\$ 104,207	\$ 144,945
Fees and Fines	\$ 785,549	\$ 749,056	\$ 772,400
Miscellaneous Revenue	\$ 435,353	\$ 486,481	\$ 275,505
Fund Balance Utilized	\$ 0	\$ 264,477	\$ 465,000
Total Funds	\$ 27,571,393	\$ 28,030,312	\$ 28,820,778

Solid Waste Fund	FY2018 Actual	FY2019 Estimated	FY2020 Proposed
Commercial Garbage	\$ 723,021	\$ 754,929	\$ 754,929
Recycling & Other	\$ 345,050	\$ 351,380	\$ 330,264
Transfer from General	\$ 1,440,623	\$ 1,423,535	\$ 1,574,712
Total Revenues	\$ 2,508,694	\$ 2,529,844	\$ 2,659,905

Additional Funds	FY2018 Actual	FY2019 Estimated	FY2020 Proposed
Drug Fund	\$ 18,469	\$ 32,903	\$ 32,903
Tullahoma IDB	\$ 98,913	\$ 125,000	\$ 104,550
Airport	\$ 994,016	\$ 1,309,929	\$ 1,132,545
TAEDC	\$ 283,558	\$ 371,385	\$ 338,240
USDA/UDAG	\$ 308,623	\$ 737,750	\$ 737,850

Equipment Reserve	\$ 635,760	\$ 1,263,427	\$ 776,408
Building Reserve	\$ 87,278	\$ 218,519	\$ 217,813
City Capital Projects	\$ 1,712,939	\$ 11,840,123	\$ 8,820,201
Internal Service Fund	\$ 2,342,031	\$ 2,538,020	\$ 2,869,301
School General Purpose	\$ N/A	\$ 32,978,160	\$ 33,581,657
School Federal Projects	\$ N/A	\$ N/A	\$ N/A
School Cafeteria	\$ N/A	\$ N/A	\$ N/A
School ESP	\$ N/A	\$ N/A	\$ N/A

SECTION 2: That the governing body appropriates from these anticipated revenues and unexpended and unencumbered funds as follows:

General Fund	FY2018 Actual	FY2019 Estimated	FY2020 Proposed
General Government	\$ 1,979,143	\$ 2,026,119	\$ 2,361,062
Public Safety	\$ 5,926,011	\$ 6,245,170	\$ 6,315,622
Public Works	\$ 2,690,539	\$ 2,637,107	\$ 2,804,384
Parks and Recreation	\$ 1,999,882	\$ 2,074,638	\$ 2,136,129
Debt Service	\$ 1,348,717	\$ 1,531,632	\$ 1,167,913
Education	\$ 11,227,088	\$ 11,054,694	\$ 11,259,113
Airport	\$ 127,910	\$ 160,410	\$ 160,410
TAEDC	\$ 214,668	\$ 254,487	\$ 258,477
Other Agencies	\$ 388,843	\$ 529,520	\$ 467,956
Transfer to Capital	\$ 112,000	\$ 93,000	\$ 315,000
Transfer to Solid Waste	\$ 1,440,623	\$ 1,423,535	\$ 1,574,712
Total Appropriations	\$ 27,455,424	\$ 28,030,312	\$ 28,820,778

Solid Waste Fund	FY2018 Actual	FY2019 Estimated	FY2020 Proposed
Administration	\$ 241,982	\$ 246,948	\$ 298,038
Commercial Garbage	\$ 686,465	\$ 636,952	\$ 675,521
Residential Garbage	\$ 640,716	\$ 668,851	\$ 685,726
Brush & Leaves	\$ 444,901	\$ 468,810	\$ 448,068
Recycling	\$ 494,630	\$ 508,283	\$ 552,552
Total Appropriations	\$ 2,508,694	\$ 2,529,844	\$ 2,659,905

Additional Funds	FY2018 Actual	FY2019 Estimated	FY2020 Proposed
Drug Fund	\$ 18,469	\$ 32,903	\$ 32,903
Tulahoma IDB	\$ 85,685	\$ 125,000	\$ 104,550
Airport	\$ 991,448	\$ 1,309,929	\$ 1,132,545
TAEDC	\$ 244,549	\$ 371,385	\$ 338,240
USDA/UDAG	\$ 22,625	\$ 737,750	\$ 737,850
Equipment Reserve	\$ 507,398	\$ 1,263,427	\$ 776,708
Building Reserve	\$ 37,099	\$ 218,519	\$ 217,813
City Capital Projects	\$ 1,280,336	\$ 11,840,123	\$ 8,820,201
Internal Service Fund	\$ 2,065,641	\$ 2,538,020	\$ 2,869,301
School General Purpose	\$ N/A	\$ 32,978,160	\$ 33,581,657
School Federal Projects	\$ N/A	\$ N/A	\$ N/A
School Cafeteria	\$ N/A	\$ N/A	\$ N/A
School ESP	\$ N/A	\$ N/A	\$ N/A

SECTION 3: At the end of the current fiscal year the governing body estimates balances/ (deficits) as follows:

General Fund	<u>\$ 6,801,814</u>
General Purpose School	<u>\$ 8,617,459</u>

SECTION 4: That the governing body recognizes that the municipality has bonded and other indebtedness payable for FY2020 as follows:

Bonded or Other Indebtedness	Debt Redemption	Interest Requirements
Bonds	<u>\$ 2,663,000</u>	<u>\$ 943,158</u>
Notes	<u>\$ 376,000</u>	<u>\$ 343,793</u>
Capital Leases	<u>\$ -0-</u>	<u>\$ -0-</u>
Other Debt	<u>\$ -0-</u>	<u>\$ -0-</u>

SECTION 5: No appropriation listed above may be exceeded without an amendment of the budget ordinance as required by the Municipal Budget Law of 1982 T.C.A. Section 6-56-208. In addition, no appropriation may be made in excess of available funds except to provide for an actual emergency threatening the health, property or lives of the inhabitants of the municipality and declared by a two-thirds (2/3) vote of at least a quorum of the governing body in accord with Section 6-56-205 of the *Tennessee Code Annotated*.

SECTION 6: Money may be transferred from one appropriation to another in the same fund as prescribed by the Tullahoma Municipal Code, subject to such limitations and procedures as it may describe as allowed by Section 6-56-209 of the *Tennessee Code Annotated*.

SECTION 7: A detailed financial plan will be attached to this budget and become part of this budget ordinance. In addition, the published operating budget and budgetary comparisons shown by fund with beginning and ending fund balances and the number of full time equivalent employees required by Section 6-56-206, *Tennessee Code Annotated* will be attached.

SECTION 8: If for any reason a budget ordinance is not adopted prior to the beginning of the next fiscal year, the appropriations in this budget ordinance shall become the appropriations for the next fiscal year until the adoption of the new budget ordinance in accordance with Section 6-56-210, *Tennessee Code Annotated* provided sufficient revenues are being collected to support the continuing appropriations.

SECTION 9: The following amounts are hereby levied as the tax rate for the City imposed upon all property subject to taxation for the year 2019:

City of Tullahoma - Coffee County
General Purpose: \$2.4305 per hundred assessed

City of Tullahoma - Franklin County
General Purpose: \$2.4305 per hundred assessed

SECTION 10: All unencumbered balances of appropriations remaining at the end of the fiscal year shall lapse and revert to the respective fund balances.

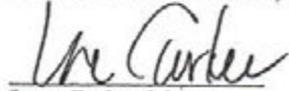
BE IT FUTHER ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF TULLAHOMA, TENNESSEE, that this ordinance shall take effect and be in full force and effect from after its passage and from and after its caption being published one time in a newspaper of general circulation in Coffee County, Tennessee the public welfare requiring it.

Passed on First Reading: June 3, 2019

Passed on Second Reading: June 10, 2019

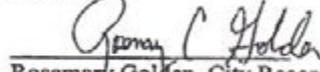
Passed on Third Reading, as amended: June 24, 2019

CITY OF TULLAHOMA, TENNESSEE:



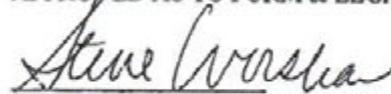
Lane Curlee, Mayor

ATTEST:



Rosemary Golden, City Recorder

APPROVED AS TO FORM & LEGALITY:



Steve Worsham, City Attorney

**CONSOLIDATED STATEMENT
CITY OF TULLAHOMA & AGENCY OPERATING FUNDS
FY2020 BUDGETS (per \$1000)**

	General	Solid Waste	Airport	TAEDC	Operating Funds FY2020	Operating Funds FY2019	Operating Funds FY2018
<u>Revenues</u>							
Taxes	24,129	-	-	-	24,129	23,434	22,851
Licenses & Permits	145	-	-	-	145	99	95
Intergovernmental	3,033	-	25	118	3,176	3,073	2,941
Fines & Fees	772	-	-	-	772	769	759
Charges for Services	176	958	949	-	2,083	2,027	2,014
Interest Income	51	-	1	-	52	39	37
Miscellaneous	32	-	3	-	35	33	28
Operating Transfers in	18	1,575	143	208	1,944	1,900	1,773
Total Revenues:	28,356	2,533	1,121	326	32,336	31,374	30,498
<u>Expenses</u>							
Administration	2,361	298	308	338	3,305	2,860	2,725
Public Safety	6,316	-	-	-	6,316	6,197	5,819
Public Works	2,804	2,362	-	-	5,166	4,908	4,825
Community Services	2,136	-	824	-	2,960	2,847	2,781
Education	11,259	-	-	-	11,259	10,985	10,825
Debt Service	1,168	-	-	-	1,168	1,535	1,436
Capital Outlay	-	-	-	-	-	-	-
Other Agencies	-	-	-	-	-	-	-
Other Organizations	-	-	-	-	-	-	-
Community Services	-	-	-	-	-	-	-
Miscellaneous	208	-	-	-	208	189	187
Transfer to Other Fund (Cap. Proj.)	315	-	-	-	315	120	112
Operating Transfers out	2,254	-	-	-	2,254	2,086	2,018
Total Expenses:	28,821	2,660	1,132	338	32,951	31,727	30,728
Beginning Fund Balance	6,161	329	721	29	7,240	7,470	8,027
Apropriated	(465)	(127)	(11)	(12)	(615)	(230)	(557)
Ending Fund Balance	5,696	202	710	17	6,625	7,240	7,470

BUDGET COMPARISON - ALL FUNDS
FY2019/FY2020

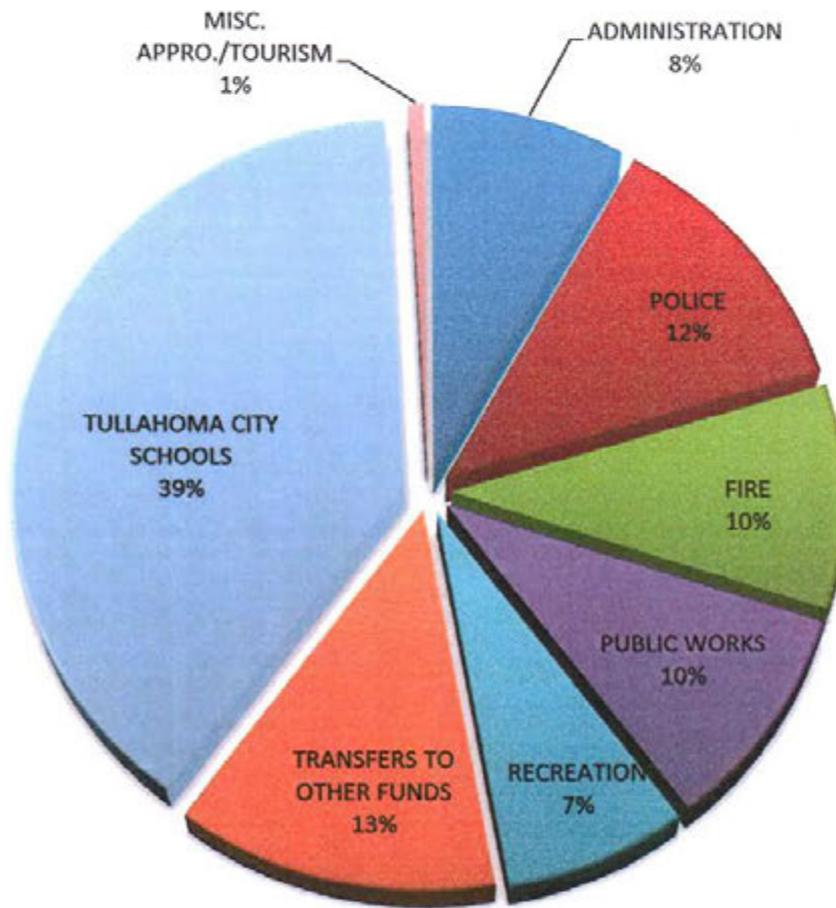
Funds	FY2019 Original Budget	FY2019 Amended Budget	FY2020 Original Budget	Change	
				Dollars (From Amended)	Percentage
General	\$ 27,799,716	\$ 28,393,650	28,820,778	\$ 427,128	-2.1%
Drug	\$ 32,903	\$ 32,903	32,903	\$ -	0.0%
Solid Waste	\$ 2,529,844	\$ 2,559,844	2,659,905	\$ 100,061	-1.2%
Debt Service	\$ 4,275,003	\$ 4,153,686	4,328,951	\$ 175,265	2.9%
Equipment Reserve	\$ 992,586	\$ 1,407,586	776,408	\$ (631,178)	-29.5%
Capital Projects	\$ 10,891,723	\$ 11,825,035	8,820,201	\$ (3,004,834)	-7.9%
Airport	\$ 1,032,710	\$ 1,503,354	1,132,545	\$ (370,809)	-31.3%
TAEDC	\$ 365,385	\$ 371,385	\$ 338,240	\$ (33,145)	-1.6%
TOTAL ALL FUNDS	\$ 47,919,870	\$ 50,247,443	\$ 46,909,931	\$ (3,337,512)	-6.6%

**PROJECTED CHANGE IN FUND BALANCE
ALL GOVERNMENT FUNDS
FY2020**

	Beginning Fund Balance (Unaudited) June 30, 2019	Budgeted Revenues FY2019-2020	Budgeted Expenditures FY2019-2020	Ending Fund Balance Projected June 30, 2020	Change Fund Balance Percentage June 30, 2020
General Fund	6,838,441	28,355,778	28,820,778	6,373,441	-7.3%
Solid Waste Fund	330,508	2,532,441	2,659,905	203,044	-62.8%
Drug Fund	90,312	19,100	32,903	76,509	-18.0%
Airport	1,721,550	1,121,545	1,132,545	1,710,550	0.6%
Debt Service Fund	293,017	4,328,951	4,328,951	293,017	0.0%
TAEDC	59,303	326,762	338,240	47,825	-24.0%
Equipment Reserve Fund	976,387	2,000	776,408	201,979	-383.4%
Revolving Loan Funds	1,113,550	297,575	737,850	673,275	-65.4%
Capital Projects Fund	1,704,609	7,410,383	8,238,486	876,506	-94.5%
Totals	13,127,677	44,394,535	47,066,066	10,456,146	-25.5%

- General Fund budget anticipates the use of \$465,000 in unassigned fund balance.
- Solid Waste Fund budget appropriates \$127,464 of unassigned fund balance.
- Drug Fund budget anticipates using approximately \$13,803 of unassigned fund balance.
- TAEDC budget estimates using \$11,478 of unassigned fund balance.
- Equipment Reserve Fund anticipates using \$774,408 of fund balance.
- Revolving loan funds budget to utilize the majority of available funds should applicant projects require them.
- The Capital projects fund budgets anticipates the usage of approximately \$828,103 of fund balance.

FY 20 BUDGETED DEPARTMENT EXPENDITURES



- ADMINISTRATION
- POLICE
- FIRE
- PUBLIC WORKS
- RECREATION
- TRANSFERS TO OTHER FUNDS
- TULLAHOMA CITY SCHOOLS
- MISC. APPRO./TOURISM

City of Tullahoma
FY2019/FY2020 Budget Summary

GENERAL FUND

	FY2019 Amended Budget	FY2019 Actual	FY2020 Budget	% Increased (Decreased)
REVENUES				
Property Tax Items	11,607,395	11,350,590	11,732,369	1%
Sales Tax	10,492,653	10,114,032	10,620,553	1%
Beer & Liquor Tax	852,631	843,779	844,710	-1%
Business & Cable	670,669	675,053	661,363	-1%
Hotel/Motel Tax	295,180	275,653	270,458	-8%
Licenses & Permits	104,207	130,185	144,945	39%
Intergovernmental	2,983,687	2,961,199	3,033,475	2%
Fees, Commissions & Fines	691,256	785,549	772,400	12%
Other Revenue	431,492	435,352	275,505	-36%
TOTAL REVENUE:	28,129,170	27,571,393	28,355,778	1%
EXPENDITURES				
Legislative	241,759	215,369	302,628	25%
Judicial	47,611	45,589	48,348	2%
City Administrator	228,275	217,277	242,328	6%
Finance	363,693	355,502	382,674	5%
City Recorder	227,330	213,426	291,970	28%
Planning	352,025	337,029	422,687	20%
Human Resources	209,510	188,257	217,901	4%
Community Development	127,094	113,685	125,913	-1%
Technology	144,127	137,120	180,570	25%
Municipal Bldg	86,827	84,257	146,044	68%
Total Administration:	2,028,251	1,907,511	2,361,063	16%
Police Administration	229,560	218,079	202,012	-12%
Investigation	476,668	467,000	501,986	5%
Patrol	2,211,864	2,166,135	2,304,228	4%
Support Services	349,489	336,021	353,170	1%
School Patrol	30,874	29,689	31,436	2%
School Resource Officer	72,176	69,648	74,390	3%
Police Training	27,558	23,846	29,508	7%
Total Police:	3,398,189	3,310,418	3,496,730	3%
Fire Administration	363,222	354,427	334,973	-8%
Suppression	2,271,027	2,260,520	2,287,302	1%
Emergency Assistance	37,970	34,126	23,338	-39%
Fire Training	40,421	38,000	40,809	1%
Bldg Maintenance	58,978	58,117	46,828	-21%

	FY2019 Amended Budget	FY2019 Actual	FY2020 Budget	% Increased (Decreased)
EXPENDITURES (continued)				
Fire Inspection	73,100	71,239	85,641	17%
Total Fire:	2,844,718	2,816,429	2,818,891	-1%
Public Works Administration	212,464	191,838	266,200	25%
Street Labor	678,483	660,092	743,900	10%
Streets/Highways	908,009	880,202	936,378	3%
Street Signs	25,570	18,977	25,570	0%
Stormwater Management	64,111	42,045	83,391	30%
Cemetery Maintenance	139,822	116,210	145,146	4%
R-O-W Mowing	11,755	10,869	12,505	6%
Fleet Maintenance	323,970	296,045	333,043	3%
Animal Control	238,904	216,223	258,251	8%
Total Public Works:	2,603,088	2,432,501	2,804,384	8%
Recreation Administration	126,007	118,794	127,178	1%
Parks & Grounds labor	524,483	508,712	506,876	-3%
Community Centers	480,252	453,742	504,793	5%
Splash Island	349,439	328,752	321,138	-8%
Pool Concessions	165,537	148,711	174,472	5%
Programming	231,478	223,725	243,405	5%
Facilities Maintenance	174,453	170,424	184,312	6%
Forestry	77,377	70,590	73,955	-4%
Total Recreation & Maintenance:	2,129,026	2,023,450	2,136,129	0%
Transfer to Solid Waste	1,483,535	1,483,535	1,574,712	6%
Transfer to Debt Service	1,404,632	1,400,034	1,167,913	-17%
Transfer to TAA-Operations	142,910	142,910	142,910	0%
Transfer to TAA-Fuel	2,500	-	17,500	600%
Transfer to TAEDC	169,487	169,487	172,877	2%
Transfer to TAEDC - TIF	50,000	42,124	50,000	0%
Transfer Tourism Initiatives	20,000	20,000	20,600	3%
Transfer Tennessee Downtown	15,000	15,000	15,000	0%
Transfer to TUB Hydrant Rental	149,734	149,734	149,734	0%
Transfer to Capital Projects	220,000	220,000	315,000	43%
Transfer to TIDB-substation	60,000	60,000	60,000	100%
Contingency	-	-	50,000	100%
Total Transfers to Other Funds:	3,717,798	3,702,824	3,736,246	0%
Total Tullahoma City Schools:	11,345,096	11,344,931	11,259,113	-1%
Total Tourism and Cultural Organizations (By Ordinance):	111,158	105,217	110,120	-1%
Total Miscellaneous Appropriations:	216,326	212,555	98,103	-55%
TOTAL EXPENSES:	28,393,650	27,855,836	28,820,778	2%
CHANGES IN FUND BALANCE	(264,480)	(284,443)	(465,000)	

City of Tullahoma
FY2019/FY2020 Budget Summary

SOLID WASTE FUND

	FY2019 Amended Budget	FY2019 Actual	FY2020 Budget	% Increased (Decreased)
REVENUES				
Commercial Garbage Fees	740,929	732,255	754,929	2%
Brush/Chipping Charges	4,000	4,035	1,000	-75%
Interest Income	650	811	800	23%
Other Solid Waste Charges	1,000	-	1,000	0%
Insurance Recovery	-	-	-	0%
Recycling Revenue	235,000	179,559	200,000	-15%
Recycling Grant	10,800	-	-	-100%
Miscellaneous Receipts	-	132	-	0%
TOTAL REVENUE:	992,379	916,792	957,729	-3%
EXPENDITURES				
Administration	213,940	201,289	298,038	39%
Residential Garbage	748,549	735,843	685,726	-8%
Commercial Garbage	613,841	585,320	675,521	10%
Brush/Limb Collection	198,789	192,433	201,887	2%
Leaf Collection	275,212	262,342	246,183	-11%
Recycle Program	509,513	498,466	552,552	8%
TOTAL EXPENSES	2,559,844	2,475,693	2,659,907	4%
GENERAL FUND TRANSFER:	1,483,535	1,483,535	1,574,712	6.1%
Changes in Fund Balance	(83,930)	(75,366)	(127,464)	

City of Tullahoma
FY2019/FY2020 Budget Summary

DEBT SERVICE FUND

	FY2019 Amended Budget	FY2019 Actual	FY2020 Budget	% Increased (Decreased)
REVENUES				
Refunding Bond Projects	-	-	-	0%
Bond Interest	-	347	-	0%
Transfer from TML Loan Balance	-	-	-	0%
Transfer from General Fund	1,535,949	1,404,435	1,051,234	-32%
Transfer from City Schools	2,739,054	2,530,048	3,277,717	20%
TOTAL REVENUE:	4,275,003	3,934,830	4,328,951	1%
EXPENDITURES				
<u>City Bonds and Notes</u>				
2009 TMBF City Note-principal	40,000	40,000	42,000	5%
2009 TMBF City Note-interest	29,485	19,547	35,685	21%
2013 Pool Renovation City-principal	89,000	89,000	91,000	2%
2013 Pool Renovation City-interest	61,620	53,436	58,950	-4%
2014 TMBF Outlay Notes City-trucks-prin.	95,000	95,000	97,000	2%
2014 TMBF Outlay Notes City-trucks-int.	6,599	6,599	4,453	-33%
2015 Pool Renovation-principal	114,000	114,000	115,000	100%
2015 Pool Renovation-interest	82,499	73,088	81,360	-1%
2016 TMBF Loan City-(ref 2005 bonds)-prin.	800,000	800,000	285,000	100%
2016 TMBF Loan City-(ref 2005 bonds)-int.	72,996	72,996	54,036	-26%
2017 Proposed Debt Issuance	20,433	14,467	183,750	0%
Fiscal Agent Fees	3,000	1,300	3,000	0%
City Total:	1,414,632	1,379,434	1,051,234	-26%
<u>School Bonds and Notes</u>				
2006 REF School-WMS-principal	1,065,000	1,065,000	1,055,000	-1%
2006 REF School-WMS-interest	324,100	324,100	284,163	-12%
2009 TMBF \$12M School-principal	412,000	412,000	431,000	5%
2009 TMBF \$12M School-interest	421,470	212,491	402,930	-4%
2010 School Bond-principal	100,000	100,000	100,000	100%
2010 School Bond-interest	145,094	145,094	142,344	-2%
2012 School Ref. Bonds (2002)-principal	150,000	150,000	750,000	400%
2012 School Ref. Bonds (2002)-interest	33,000	33,000	24,000	100%
2013 THS Roof Renovation-principal	71,000	71,000	73,000	100%
2013 THS Roof Renovation-interest	17,390	17,390	15,280	100%
School Total:	2,739,054	2,530,074	3,277,717	20%
TOTAL EXPENSES	4,153,686	3,909,508	4,328,951	4%
Changes in Fund Balance	121,317	25,322	-	

City of Tullahoma
FY2019/FY2020 Budget Summary

EQUIPMENT RESERVE FUND

	FY2019 Amended Budget	FY2019 Actual	FY2020 Budget	% Increased (Decreased)
REVENUES				
Interest Income	1,500	2,814	2,000	0%
State/Federal Grants	-	-	-	0%
Note Proceeds	-	-	-	0%
Sale of Equipment-Public Works	-	7,476	-	0%
Sale of Equipment-Police	-	5,083	-	0%
Sale of Equipment-Fire	-	6,100	-	0%
Sale of Equipment-Solid Waste	-	4,650	-	0%
Sale of Equipment-Planning & Codes	-	3,500	-	0%
Insurance Recoveries	39,983	39,983	-	0%
Insurance Recoveries-Building	-	-	-	0%
Transfers from 312-Capital	-	-	-	0%
Transfers from General Fund	345,000	-	-	0%
Transfers from Planning & Codes	-	35,000	-	0%
Transfers TAEDC	10,000	10,000	-	0%
Transfers from Police	-	150,000	-	0%
Transfers from Fire	-	-	-	0%
Transfers from Public Works	-	127,000	-	0%
Transfers from Recreation	-	33,000	-	0%
Transfers from Solid Waste	60,000	70,000	-	0%
Appropriated Fund Balance	-	-	-	0%
TOTAL REVENUE:	456,483	494,606	2,000	0%
EXPENDITURES				
Miscellaneous-Equipment Reserve	17,971	-	17,971	0%
Administration - Vehicles & Equipment	109,000	8,946	108,620	0%
Administration-Major Repairs	-	-	-	0%
Police - Vehicles & Equipment	276,675	76,005	215,375	0%
Police - Small Equipment	63,683	30,397	31,052	0%
Fire - Capital Repair	-	-	-	0%
Fire - Vehicles & Equipment	87,622	87,065	557	0%
Fire - Trucks	-	-	-	0%
Fire - Capital Repair	-	-	-	0%
Public Works - Vehicles & Equipment	415,012	158,012	260,142	0%
Public Works - Repairs	-	-	-	0%
Solid Waste-Vehicles & Equipment	294,513	207,656	56,857	0%
Planning & Codes - Vehicles & Equipment	45,645	22,715	22,930	0%
Recreation - Vehicles & Equipment	67,465	23,561	42,904	0%
Recreation/Community Center - Repairs	-	-	-	0%
Recreation/Pool - Repairs	-	-	-	0%
Recreation/Grider - Repairs	-	-	-	0%
TAEDC - Vehicles	30,000	-	20,000	0%
Transfer to SJ Civic Center - Repairs	-	-	-	0%
Transfer to Coffee Co. Sr. Center - Repairs	-	-	-	0%
Solid Waste - Garbage Trucks	-	-	-	0%
Solid Waste - Vehicles & Equipment	-	-	-	0%
TOTAL EXPENSE:	1,407,586	614,358	776,408	0%
GENERAL FUND TRANSFER:				
Change in Fund Balance	(951,103)	(119,753)	(774,408)	

City of Tullahoma
FY2019/FY2020 Budget Summary

CAPITAL PROJECTS FUND

	FY2019 Amended Budget	FY2020 Budget
REVENUES		
Interest	-	-
Grant Proceeds	2,199,658	1,719,416
Signalization Design Reimbursement	18,500	-
THDA Homes Grant	500,000	500,000
In-kind Services	-	-
Private/Other Contributions	-	-
Donations & Sponsorships	-	-
UDAG Loan Proceeds	208,000	-
Debt Issuance Proceeds	7,405,000	5,429,335
Fund Balance carried over	-	-
TOTAL REVENUE:	10,331,158	7,648,751
	FY2019 Amended Budget	FY2020 Budget
EXPENDITURES		
Federal Grant Projects (DOJ)	-	-
Police Training	-	-
CDBG Sewer Rehabilitation (TUB)	-	-
Transfer to TUB	-	-
Project Diabetes	195,625	30,000
THDA Homes Rehabilitation	500,000	500,000
City Capital Projects (2005 bonds)	-	-
TEA Downtown	-	-
Downtown WIFI	-	-
STP Ledford Mill Project	565,266	567,266
SRTS - East Lincoln Sidewalks	-	-
SRTS - Additional Sidewalks	533,566	620,026
Collins Street Sidewalks-TEA grant	319,160	62,400
STP Cedar Lane Sidewalks	927,000	926,536
Short Springs Guardrail STP	56,162	49,684
SRTS-Grundy St.	138,082	130,266
Sidewalk Repair/ADA	50,000	50,000
Ovoca Rd. Traffic Study	19,200	13,787
Grider Stadium-Phase II	1,537	-
Downtown Phase I & II - TEA grant (Eng)	33,000	33,000

	FY2019 Amended Budget	FY2020 Budget
EXPENDITURES - (continued)		
DW Wilson Pool & Waterpark	7,632	2,896
JLRA Soccer Lighting	13,711	13,711
Street Paving	270,000	149,075
Wm.Northern Signalization	391,593	-
SJCC Lighting Match	200,000	200,000
Jackson St. Signalization	10,000	21,750
CD Stamps Roof	280,000	280,000
Select TN Airport Park	269,612	-
Drainage Projects	139,896	139,986
Police Facility	4,193,160	3,984,637
Fire Apparatus	450,000	-
So. Jackson Phase I	370,485	83,411
Silver Street Park	85,000	85,000
Land Use Study	50,000	33,004
Animal Shelter	534,673	112,172
Cedar Lan Capital Project	-	-
Engineering	-	-
Expansion	-	-
Tullahoma School	-	-
Tullahoma High School Roof	-	-
Airport & Industrial Projects	-	-
FastTrack Infrastructure	-	-
Airport Grant Projects	1,062,796	581,715
Transfer to Debt Service-Note	-	-
Loan Issuance Expenditure	-	-
Due to General Fund (reimbursements)	-	-
Transfer to UDAG	-	-
Contingency	157,879	149,879
TOTAL EXPENSES	11,825,035	8,820,201
GENERAL FUND TRANSFER:	220,000	-
OTHER CAPITAL TRANSFERS	-	-
Changes in Fund Balance	(1,273,877)	(1,171,450)

City of Tullahoma
FY2019/FY2020 Budget Summary

TULLAHOMA AIRPORT AUTHORITY

	FY2019 Amended Budget	FY2019 Actual	FY2020 Budget	% Increased (Decreased)
REVENUES				
TN Aeronautics Division	33,000	19,799	29,800	-10%
Vanderbilt Lease Payments	30,000	27,500	30,000	0%
Hangar Leases	84,500	89,055	84,500	0%
Sale of Fuel/Oil	903,010	901,042	809,485	-10%
Event Sponsorships	500	17,000	6,000	1100%
Interest Income	1,000	1,133	-	0%
Office Leases	792	660	500	0%
Loan Proceeds-UDAG	193,000	193,000	-	0%
Insurance Recoveries	44,359	44,359	1,000	0%
Miscellaneous Income	2,500	2,039	2,500	0%
City of Tullahoma Appropriation	-	-	11,000	0%
Coffee County Appropriation	14,850	14,850	14,850	0%
TOTAL REVENUE:	1,307,511	1,310,437	989,635	-24%
EXPENDITURES				
Administration	488,975	469,264	308,120	-37%
Operations	1,014,379	996,670	824,425	-19%
TOTAL EXPENSE:	1,503,354	1,465,934	1,132,545	-25%
GENERAL FUND TRANSFER:	142,910	142,910	142,910	0.0%
Changes in Fund Balance	(52,933)	(12,588)	-	

City of Tullahoma
FY2019/FY2020 Budget Summary

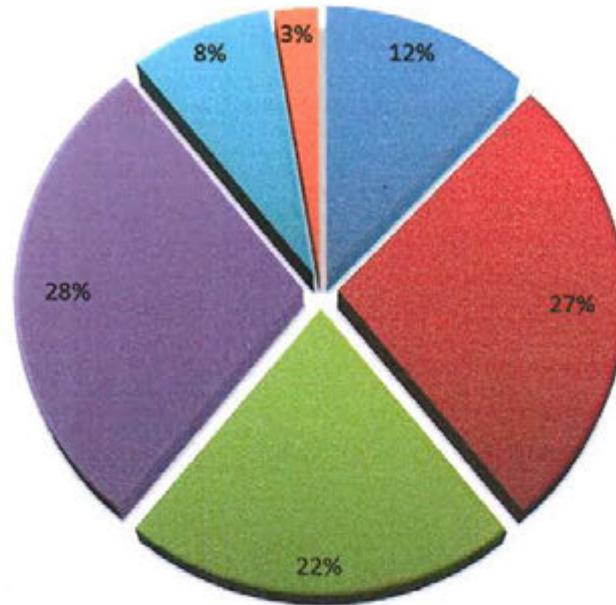
TAEDC

	FY2019 Amended Budget	FY2019 Actual	FY2020 Budget	% Increased (Decreased)
REVENUES				
TIF Application Fees	-	297	-	0%
Grant Revenue-Tourism	37,750	-	-	-100%
Grant Revenue-Entrepreneur	1,000	1,000	-	-100%
ARC WIFI Grant	5,000	-	-	-100%
City of Tullahoma TIF Payment	50,000	41,967	50,000	0%
City of Tullahoma - Tourism	20,000	20,000	20,600	3%
City of Tullahoma - Downtown	15,000	15,000	15,000	0%
Coffee County TIF Payment	68,000	55,846	68,000	0%
Miscellaneous Income	-	-	-	0%
Interest Income	50	494	285	470%
TOTAL REVENUE:	196,800	134,604	153,885	-22%
EXPENDITURES				
Administration	300,414	253,498	302,642	1%
Tourism	54,854	2,588	20,599	-62%
Downtown	16,117	3,046	14,999	-7%
TOTAL EXPENSE:	371,385	259,132	338,240	-9%
GENERAL FUND TRANSFER:	169,487	169,487	172,877	2.0%
Changes in Fund Balance	(5,098)	44,959	(11,478)	



PERSONNEL

FY 2020 STAFFING (full-time)



- ADMINISTRATION
- POLICE
- FIRE
- PUBLIC WORKS
- RECREATION
- OTHER AGENCIES

BUDGETED STAFFING CHANGES

The City of Tullahoma added five full-time positions and converted one part-time position to full-time for the FY20 budget. A full-time IT Technician working under the City Administrator, one Permit Technician in the Planning and Codes Department, one new Firefighter position added, one new Public Works Superintendent, one part-time position in Animal Control converted to full-time Animal Control Attendant and Grounds Maintenance added an additional Grounds Crew position.

STAFFING SUMMARY

Positions	FY2018	FY2018	FY2019	FY2019	FY2020	FY2020
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
Administration:						
Board of Mayor and Aldermen	0	7	0	7	0	7
City Court	0.5	0	0.5	0	0.5	0
City Administrator	3	0	3	0	4	0
Financial Administration	4	2	4	2	4	2
City Recorder	2.5	1	3.5	0	3.5	0
Human Resources	2	0	2	0	2	0
Planning and Codes	4	0	4	0	5	0
Total Administration	16	10	17	9	19	9
Police:						
Administration	2	0	2	0	2	0
Investigation	5	0	6	0	6	0
Patrol and Traffic	30	0	30	0	30	0
Support Services	5	8	5	8	5	2
School Crossing Guard	0	9	0	9	0	9
Total Police	42	17	43	17	43	11
Fire:						
Administration	3	1	3	1	3	1
Suppression	28	0	29	0	30	0
Inspection	1	0	1	0	1	0
Volunteers	0	18	0	11	0	8
Total Fire	32	19	33	12	34	9
Public Works:						
Administration	4	0	4	0	5	0
Streets	16	2	16	2	16	2
Sanitation	17	2	18	2	18	2
City Garage	3	1	3	1	3	1
Animal Control	2	1	2	1	3	0
Total Public Works:	42	6	43	6	45	5
Recreation:						
Administration	1	0	1	0	1	0
Community Centers/Programming	2	21	2	21	3	21
Concessions	1	27	1	27	1	27
Grounds Maintenance	3	11	3	11	4	8
Splash Island	2	92	2	92	1	92
Facilities Maintenance	2	6	2	6	2	6
Forestry Resource	1	0	1	0	1	0
Total Recreation:	12	157	12	157	13	154
Other Agencies:						
Airport	3	4	3	4	3	4
Tulahoma Economic Development	1	0	1	0	1	0
Total Other Agencies	4	4	4	4	4	4
TOTALS:	148	213	152	205	158	192

Pay Grade and Pay Ranges - FY20

Grade	Position	FLSA	Minimum	Midpoint	Maximum
14	City Administrator	E	83,512	104,390	125,268
13	Finance Director	E	72,620	90,775	108,929
13	Public Works Director	E	72,620	90,775	108,929
12	Chief of Fire Services	E	63,148	78,934	94,721
12	Chief of Police	E	63,148	78,934	94,721
12	Human Resources Director	E	63,148	78,934	94,721
12	Parks & Recreation Director	E	63,148	78,934	94,721
12	TAEDC Director	E	63,148	78,934	94,721
11	Deputy Director of Public Works	E	54,910	68,638	82,366
11	Planning and Codes Director	E	54,910	68,638	82,366
11	City Recorder	E	54,910	68,638	82,366
11	Community Development Director	E	54,910	68,638	82,366
11	Airport Manager	E	54,910	68,638	82,366
11	IT Manager	E	54,910	68,638	82,366
11	Accounting Manager	E	54,910	68,638	82,366
10	Deputy Fire Chief	E	49,469	61,836	74,203
10	Patrol Lieutenant	E	49,469	61,836	74,203
10	Investigations Lieutenant	E	49,469	61,836	74,203
10	Fire Captain	E	49,469	61,836	74,203
9	Administrative Manager	E	44,566	55,708	66,849
9	Deputy Fire Marshall	E	44,566	55,708	66,849
9	Assistant Fire Chief	E	44,566	55,708	66,849
9	Aquatics Operations Manager	E	44,566	55,708	66,849
8	Facility and Grounds Manager	E	40,150	50,188	60,226
8	Investigations Sergeant	NE	40,150	50,188	60,226
8	Patrol Sergeant	NE	40,150	50,188	60,226
8	Training Sergeant	NE	40,150	50,188	60,226
8	Investigator	NE	40,150	50,188	60,226
8	Purchasing Officer	NE	40,150	50,188	60,226
8	Building Inspector	NE	40,150	50,188	60,226
8	Fire Lieutenant	NE	40,150	50,188	60,226
8	Deputy Airport Manager	E	40,150	50,188	60,226
8	Recreation Program Manager	E	40,150	50,188	60,226

Grade	Position	FLSA	Minimum	Midpoint	Maximum
7	Animal Control Supervisor	NE	36,171	45,215	54,258
7	Administrative Assistant III	NE	36,171	45,215	54,258
7	Maintenance Supervisor	NE	36,171	45,215	54,258
7	Police Corporal	NE	36,171	45,215	54,258
7	Aquatics Coordinator	NE	36,171	45,215	54,258
7	Executive Secretary	NE	36,171	45,215	54,258
7	Human Resources Generalist	NE	36,171	45,215	54,258
7	Mechanic	NE	36,171	45,215	54,258
6	Police Officer	NE	32,587	40,733	48,879
6	Administrative Assistant II	NE	32,587	40,733	48,879
6	Permit Technician	NE	32,587	40,733	48,879
6	Fire Engineer	NE	32,587	40,733	48,879
6	Equipment Operator III	NE	32,587	40,733	48,879
6	Equipment Operator II	NE	32,587	40,733	48,879
6	Firefighter	NE	32,587	40,733	48,879
5	PW Driver III	NE	29,358	36,697	44,036
5	PW Driver II	NE	29,358	36,697	44,036
5	Grounds Supervisor	NE	29,358	36,697	44,036
5	Accounting Clerk II	NE	29,358	36,697	44,036
5	Concessions Coordinator	NE	29,358	36,697	44,036
5	Animal Control Officer	NE	29,358	36,697	44,036
5	Athletic Coordinator	NE	29,358	36,697	44,036
5	Sr. Services Specialist	NE	29,358	36,697	44,036
4	PW Driver I	NE	26,447	33,060	39,672
4	Maintenance Technician	NE	26,447	33,060	39,672
4	Public Service Officer II	NE	26,447	33,060	39,672
4	Recycling Foreman	NE	26,447	33,060	39,672
3	Sign Maintenance Technician	NE	23,827	29,784	35,740
3	Public Service Officer I	NE	23,827	29,784	35,740
3	Administrative Assistant I	NE	23,827	29,784	35,740
3	Accounting Assistant	NE	23,827	29,784	35,740
3	Animal Control Attendant	NE	23,827	29,784	35,740
2	Equipment Operator I	NE	21,465	26,832	32,199
2	Grounds Technician	NE	21,465	26,832	32,199
2	Public Works Laborer	NE	21,465	26,832	32,199
1	None	NE	19,338	24,173	29,009



FINANCIAL POLICIES

CITY OF TULLAHOMA

FINANCIAL POLICIES

I. Financial Planning Policy

A. Long Range Planning

In FY2003, The Board of Mayor and Aldermen adopted a new strategic plan document, "Building Tullahoma's Future: Tullahoma's Strategic Plan". This document incorporates previous committee and community planning meetings, growth studies, development studies and plans to provide a comprehensive and up to date tool for immediate and long-term planning. This forty-six page document serves as the basis for long range capital and operating forecasts as well as annual budgetary decisions. Implementation of the capital portion of the plan is described in detail in the Capital Projects section of the budget. A copy of the plan is included in the Appendix of this document.

B. Operating Budget Policies

1. The City's operating budget will consider as its highest priority the maintenance of basic public services and facilities necessary to meet the needs of its resident and corporate citizens. The budgeting process will work toward continuous improvement in the level of service provided, balancing the competing needs to meet service demands and to contain operational expenses. A basic public service is one that would not be provided without public action, and one that is either:

- a) Essential to the health, safety, and general welfare of the City's residents; or
- b) Necessary in order to avoid irreparable damage to City assets; or
- c) A service the absence of which the city's quality of life would be generally unacceptable to its residents.

2. After one or more work sessions in May of each year, the Board of Mayor and Aldermen will provide policy guidance to the City Administrator and finance staff for preparation of the proposed budget for the next fiscal year. Board guidance will define the appropriate level of service for municipal programs and overall personnel policies. Although this document represents the formal presentation of the proposed budget, the City Administrator will not be precluded from making recommendations for program expansions or modifications based on Board guidance or staff initiatives.

3. The City Administrator and others involved in the preparation of the operating budget will also use the priorities expressed in the Capital Improvement Program, which was updated in FY2003, as the framework for review and formulation of the proposed city budget. The city staff will review programs and projects on at least an annual basis to ensure consistency with The City of Tullahoma's Strategic Plan, adopted in April, 2003, and other long-term goals and objectives enacted by the Board of Mayor and Alderman.

Financial Policies - (continued)

4. Each department of the City will continue to periodically examine its methods for program delivery. Changes which would improve productivity, lower costs, improve service levels, enhance job knowledge and employee safety and further communication with the public will be implemented when practical.
5. **Balanced Budget**
 - a) The City will produce a balanced operating budget each year ensuring adequate revenue sources identified to meet approved expenditures. Should any deviation from this practice occur for any reason, it will be immediately disclosed.
 - b) The City will avoid procedures that balance the operating budget by shifting ongoing obligations to future years. In particular, the City will continue the scheduled level of maintenance and replacement to preserve its infrastructure and vehicle and equipment fleet.
 - c) In all actions to balance a budget, the City will attempt to avoid layoffs. If possible, any necessary personnel reductions will be implemented through attrition.
6. The City will continue actions to ensure that all staff members are sensitive to the special needs of the community and its residents and corporate citizens.
7. The City will continue to encourage citizen involvement in City programs and initiatives so as to enhance the delivery of public services to further the planning and budgetary process to insure the needs of the community are being adequately addressed.
8. The City will continue to provide access to career development and educational programs for all employees; to provide for the training and retention of a quality workforce; and to improve leadership, motivational and communication skills of all supervisory personnel.
9. The City will continue to provide a competitive, progressive and rewarding employee benefits and compensation program to attract and retain quality employees.
10. The City will maintain a financial management system to ensure compliance with the adopted budget and will prepare monthly and quarterly reports comparing actual revenues and expenditures to budgeted amounts.
11. The City will maintain a minimum unallocated fund balance (reserve) for the General Fund. Such a fund balance shall serve cash flow needs, protect against unforeseen emergencies, and enhance the credit worthiness of the City.

Financial Policies - (continued)

C. Capital Asset Policy

The City expanded on its previous capital asset policy by establishing a separate policy to provide sufficient information not only for internal controls, but to not only maintain assets in accordance with Government Accounting Standards Board Pronouncement 34.

II. REVENUE POLICIES

A. Policy

The City will attempt to develop a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source such as sales tax collections. Specifically, the City will do the following:

1. Continually monitor and assess the local taxing effort of Tullahoma compared to other Tennessee cities; and
2. Maintain a local revenue structure for financing public services that does not overly emphasize the property tax and which encourages the use and development of alternative revenue sources such as the local option sales tax and user fees.
3. Follow an aggressive policy of collecting all revenues including delinquent matters.

B. Revenue Diversification

1. The City will encourage a diversity of revenue sources to reduce dependence on any given source and improve ability to adapt to fluctuations in individual sources.
2. The City will seek Federal and State grants as they may become available. These revenues will be targeted for capital and infrastructure improvements to the greatest extent possible. However, grants that will positively impact neighborhoods will also be targeted to promote improvement in the quality of life of all residents in the community.
3. The City will ensure that Tullahoma receives a fair proportion of all State and County shared taxes and revenues.

C. Fees and Charges

1. The City will consider the "going market" rates and charges levied by other public and private organizations for similar services in establishing tax rates, fines, fees, and charges.

Financial Policies - (continued)

2. All charges for services, fees and licenses as referenced in the Tullahoma Municipal Code will be reviewed annually and, when warranted, staff will make recommendations for adjustment in said fees during the budget process. Before implementation of a new user fee, the City will first determine the cost of administration and collection of proposed fee, perform a review of other jurisdictions that are charging for a similar service, define the purpose of the fee, and assess if the fee can be effectively and efficiently implemented.

3. Whenever possible, revenue sources will be designed or modified to include provisions to automatically allow the collections to grow at a rate that keeps pace with the cost of providing the service.

D. Use of One-time or Unpredictable Revenues

1. The City reviews revenue sources and alternatives annually to develop a balanced budget, which best meets the needs of the citizens, current economic conditions, and long-term needs.

2. The City forecasts revenues based on historical data. Unpredictable collections such as grant revenue, donations, or reimbursements are not forecast in the initial budget document, but are added through the amendment process as they are received or contracted.

III. FUND BALANCE POLICY

On June 27, 2011, in compliance with Government Accounting Standards Board (GASB) 54, the City adopted a new fund balance policy, which is reviewed annually and utilized in budget development.

The City of Tullahoma GENERAL FUND Fund Balance Policy

The Fund Balance Policy is intended to provide guidelines during the preparation and execution of the annual budget to ensure that sufficient reserves are maintained for unanticipated expenditures or revenue shortfalls. It is also intended to preserve flexibility throughout the fiscal year to make adjustments in funding for programs approved in connection with the annual budget. The Fund Balance Policy should be established based upon a long-term perspective recognizing that state thresholds are considered minimum balances. The main objective of establishing and maintaining a Fund Balance Policy is for the city to be in a strong fiscal position that will allow for better position to weather negative economic trends.

The Fund Balance consists of five categories:

Non-spendable, Restricted, Committed, Assigned and Unassigned

Financial Policies - (continued)

- **Non-Spendable Fund Balance** consists of funds that cannot be spent due to their form (e.g. inventories and pre-pays) or funds that legally or contractually must remain intact.
- **Restricted Fund Balance** consists of funds that are mandated for a specific purpose by external parties, constitutional provisions or enabling legislation.
- **Committed Fund Balance** consists of funds that are set aside for a specific purpose by the city's highest level of decision making authority (council). Formal action must be taken prior to the end of the fiscal year. The same formal action must be taken to remove or change the limitations placed on the funds.
- **Assigned Fund Balance** consists of funds that are set aside with the intent to be used for a specific purpose by the city's highest level of decision making authority or a body or official that has been given the authority to assign funds. Assigned funds cannot cause a deficit in unassigned fund balance.
- **Unassigned Fund Balance** consists of excess funds that have not been classified in the previous four categories. All funds in this category are considered spendable resources. This category also provides the resources necessary to meet unexpected expenditures and revenue shortfalls.

NON-SPENDABLE AND RESTRICTED FUNDS

Non-spendable funds are those funds that cannot be spent because they are either:

- 1) Not in spendable form (e.g. inventories and pre-pays).
- 2) Legally or contractually required to be maintained intact.

It is the responsibility of the finance director to report all non-spendable funds appropriately in the city's financial statements.

Restricted Funds are those funds that have constraints placed on either their use either:

- 1) Externally by creditors, grantors, contributors, or laws or regulations or other governments.
- 2) By law through constitutional provisions or enabling legislation.

It is the responsibility of the finance director to report all restricted funds appropriately in the city's financial statements. All restricted funds must also be reported to the city's governing body within two months of the end of the fiscal year.

ORDER OF USE OF RESTRICTED AND UNRESTRICTED FUNDS

When both restricted and unrestricted funds are available for expenditure, restricted funds should be spent first unless legal requirements disallow it.

When committed, assigned or unassigned funds are available for expenditure, committed funds should be spent first, assigned funds second, and unassigned funds last.

Financial Policies - (continued)

AUTHORITY TO COMMIT FUNDS

The city's governing body has the authority to commit funds for a specific purpose. Any funds set aside as committed fund balance requires the passage of a resolution or ordinance by a simple majority vote. The passage of a resolution or ordinance must take place prior to June 30 of the applicable fiscal year. If the actual amount of the commitment is not available by June 30, the resolution or ordinance must state the process or formula necessary to calculate the actual amount as soon as information is available. In the event the governing body wishes to lift the committed status of funds so that they may be used for general purposes, a formal action equal to that which originally committed the funds must be taken.

STABILIZATION FUNDS

The city's governing body has the authority to establish a financial stabilization account that will be a committed fund balance. A financial stabilization account is established for the purpose of providing funds for an urgent event that affects the safety of the general public (e.g. flood, tornado, etc.). The minimum level for the financial stabilization account is 5 percent of general fund expenditures. The recognition of an urgent event must be established by the governing body or its designee (e.g. chief administrative officer). If established by the governing body's designee, the specific urgent event must be reported to the governing body at its next meeting. A budget amendment must be approved by the city's governing body. In the event that the balance drops below the established minimum level, the city's governing body will develop a plan to replenish the financial stabilization account balance to the established minimum level within four years.

AUTHORITY TO ASSIGN FUNDS

Upon passage of the fund balance policy, authority is given to the city administrator to assign funds for specific purposes in an amount not to exceed \$10,000 per purpose except in cases of emergency purchases as defined in the city's purchasing policy. Any funds set aside as assigned fund balance must be reported to the city's governing body at their next regular meeting and recorded in the minutes. The governing body has the authority to remove or change the assignment of funds with a simple majority vote.

The city's governing body has the authority to set aside funds for the intended use of a specific purpose. Any funds set aside as assigned fund balance requires a simple majority vote and must be recorded in the minutes. The same action is required to change or remove the assignment.

Upon passage of a budget ordinance where fund balance is used as a source to balance the budget, the finance director shall record the amount as assigned fund balance.

Financial Policies - (continued)

UNASSIGNED FUND BALANCE

Unassigned fund balance is the residual amount of fund balance in the general fund. It represents the resources available for future spending. An appropriate level of unassigned fund balance should be maintained in the general fund in order to cover unexpected expenditures and revenue shortfalls.

Unassigned fund balance may be accessed in the event of unexpected expenditures up to the minimum established level upon approval of a budget amendment by the city's governing body. In the event of projected revenue shortfalls, it is the responsibility of the finance director to report the projections to the city's governing body on a quarterly basis and should be recorded in the minutes.

Any budget amendment that will result in the unassigned fund balance dropping below the minimum level will require the approval of two-thirds vote of the city's governing body.

The fund balance policy established a minimum unassigned fund balance equal to 15 percent of the general fund expenditures. In the event that the balance drops below the established minimum level, the city's governing body will develop a plan to replenish the fund balance to the established minimum level within two years.

MINIMUM FUND BALANCE POLICY

PURPOSE

The city hereby establishes and will maintain reservations of fund balance as defined herein in accordance with Governmental Accounting Standards Board Statement 54 Fund Balance Reporting and Governmental Fund Type Definitions and with regards to guidance from the Government Finance Officers Association (GFOA) GAAFR. This policy shall apply to the city's general fund. Governmental fund balance may be composed of restricted, committed, assigned, non-spendable and unassigned amounts per GASB Statement 54.

MINIMUM LEVEL OF UNASSIGNED FUND BALANCE - GENERAL FUND

The general fund unassigned fund balance will be maintained at a level sufficient to provide for the required resources to meet operating cost needs, to allow for unforeseen needs of an emergency nature, and to permit orderly adjustment to changes resulting from fluctuations of revenue sources. Given that current property tax collections do not begin until the fourth month of the fiscal year, the city will maintain at least 15 percent of next year's budget in the unassigned fund balance of the general fund.

Any amounts remaining in the fiscal year-end unassigned fund balance in excess of 15 percent of the approved subsequent year's budget will be available for appropriation by the city legislative body to cover such items as revenue shortfalls and unanticipated expenditures, and to ensure stable

Financial Policies - (continued)

tax rates. The city legislative body will attempt whenever possible to avoid appropriating such funding for recurring expenses.

ANNUAL REVIEW AND DETERMINATION OF FUND BALANCE RESERVE AMOUNTS

Compliance with the provisions of this policy shall be reviewed as a part of the annual budget adoption process and the amounts of the minimum level of unassigned fund balance in the general fund shall be determined during this process.

III. ANNUAL OPERATING BUDGET

The FY2015 budget document for the City of Tullahoma provides a comparison of revenues and expenditures from previous, current, and proposed fiscal years; allocations and resources - both fiscal and personnel; and descriptions of the accomplishments of the past year and goals and objectives of City programs for the coming fiscal year.

A. Budget Organization

The budget document is organized to provide a summary of the total budget within the schedule pages, with the revenues and expenditures for various funds. The major portion of the budget document consists of detail pages containing descriptive information of the funds and activities for that function. The Personnel Schedule, Statistical Information, Glossary of Terms, and Index conclude the document. A copy of the City's Strategic Plan is also included for reference.

B. Financial Structure

Fund and accounts groups, each of which is considered a separate accounting item, structure the City accounts. The operation of each accounting item is accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. The various funds are grouped into four major fund types as follows:

1. General Fund - The General Fund is the principal fund of the City and is used to account for all activities of the City not included in other specific funds. The General Fund accounts for the normal recurring activities of the City (i.e., police and fire protection, parks and recreation, public works, municipal services, finance and administration, general government, etc.) Although the Consolidated Annual Financial Report (CAFR) includes the School General Purpose Fund in this category, for budget purposes, it is only shown in summary form in the budget ordinance, as this is not a fund managed by the Board of Mayor and Alderman or city staff.

Financial Policies - (continued)

2. Special Revenue Fund - Special Revenue Funds such as the Solid Waste Fund and Drug Fund are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes. The City considers the Solid Waste fund to be an operating fund, similar to the General Fund, but with restricted purpose.
3. Debt Service Fund - The Debt Service Fund is used to account for the payment of principal and interest on long-term general obligation debt incurred by the City and its component units. This debt obligation is serviced entirely through operating transfers from the City of Tullahoma General Fund, the Tullahoma City Schools Debt Service (Sinking) Fund, or from the Tullahoma Airport Authority.
4. Equipment Replacement and Buildings Repair Funds - The City's Equipment Replacement Fund is used to account for the replacement of vehicles purchased by municipal departments. The fund utilizes a depreciation schedule to track fleet age and provide funding for each piece of equipment that will cover replacement expenses at the scheduled time, or a modified schedule is utilized based on availability of budget funding and prioritization of capital needs. All major equipment (vehicles), with the exception of Fire apparatus, is funded through the Equipment Replacement Fund. Larger scheduled building repairs are also accommodated through the Building Repair fund.
5. Capital Projects Funds - Capital Projects Funds are governmental funds established by the City Board specifically to track construction projects or for the purchase of large vehicles such as fire trucks that are not funded through the City's vehicle replacement program. Capital Projects budgets may extend beyond a year, but are generally reviewed and reprove through the annual budget process.
6. Component Units - The City also budgets for three component units: The Tullahoma Industrial Development Board (TIDB), The Tullahoma Regional Airport and the Tullahoma Area Economic Development Agency (TAEDC). Staff for both the Airport and the TAEDC are contracted through the City and charged to the component units' operating funds. The TIDB does not have any staff members. Finance personnel at the City handle the accounting and finance responsibilities for all 3 component units.

C. Basis for Budgeting

Financing sources and uses for the General Fund and related funds are estimated using the modified accrual method of accounting. This approach recognizes revenue when they become measurable and expenditures at the time the liability is incurred. All billable items are accrued when billed, with allowances maintained for accounts not collected during the fiscal year. All revenues and expenditures must be included in the annual budget ordinance, with resolutions and transfers during the year recognized in the amended budget ordinance. Any operational appropriations not expended or encumbered shall lapse at year-end.

Financial Policies - (continued)

Budgeted amounts and actual comparisons are as originally adopted or as amended by the Board of Mayor and Aldermen. In order to amend the operating budget, the Board of Mayor and Alderman must approve a resolution. The resolution must both identify the specific amendment item (such as project, equipment, etc.) as well as either an increase in revenue or a decrease in expenditures to reflect a balanced budgeted. At the end of the fiscal year all resolutions are incorporated into the final amended budget document.

news The City Administrator has the discretion and is authorized to transfer budgeted amounts between departments within any fund; however, the Board of Mayor and Aldermen must approve changes to the total expenditures of any fund. Expenditures may not exceed appropriations at the fund level.

D. Basis for Accounting

As in the basis for budgeting, all governmental funds are accounted for using the modified accrual basis of accounting during the fiscal year. This is also referred to as a current financial resources focus. Revenues are recognized when they become measurable and available. All intergovernmental and tax revenues, with the exception of property taxes, are considered measurable at the point of sale, due date or transaction occurrence for revenue recognition. Availability for revenue recognition purpose is 60 days after the fiscal year ends. Property tax revenues are recognized in the fiscal year for which they are levied. Court fines and utility bills, as well as any other invoiced item are recognized as revenues when billed, with all other licenses and permits, charges for services, fines, and forfeitures recorded as revenue when received in cash.

For operating purposes, expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. However, an exception to this rule would include principal and interest in general long-term debt which is recognized when due. While modified accrual or fund accounting is still used as the appropriate tracking mechanism during the year, GASB34 created "government-wide financial reporting". Government-wide reporting changes the focus to operational accountability. GASB34 defines operational responsibility as "governments' responsibility to report the extent to which they have met their operating objectives efficiently and effectively, using all resources available for that purpose, and whether they can continue to meet their objectives for the foreseeable future." For that reason, at year end, modified accrual financial statements are converted to the government-wide format to generate a Statement of Net Assets and a Statement of Net Activities.

The City utilizes cost accounting measures to allocate certain overhead expenses between cost centers and funds as predetermined in the budget document. Such charges are based on historical data such as employee labor hours and associated benefits.

E. BUDGET PROCEDURE

The Tullahoma Municipal Code (Title 6, Chapter 1, Section 6-102) provides that no later than fifteen (15) days prior to the beginning of each fiscal year, the City Administrator shall

Financial Policies - (continued)

Budgeted amounts and actual comparisons are as originally adopted or as amended by the Board of Mayor and Aldermen. In order to amend the operating budget, the Board of Mayor and Alderman must approve a resolution. The resolution must both identify the specific amendment item (such as project, equipment, etc.) as well as either an increase in revenue or a decrease in expenditures to reflect a balanced budgeted. At the end of the fiscal year all resolutions are incorporated into the final amended budget document.

The City Administrator has the discretion and is authorized to transfer budgeted amounts between departments within any fund; however, the Board of Mayor and Aldermen must approve changes to the total expenditures of any fund. Expenditures may not exceed appropriations at the fund level.

D. Basis for Accounting

All governmental funds are accounted for using the modified accrual basis of accounting during the fiscal year. This is also referred to as a current financial resources focus. Revenues are recognized when they become measurable and available. All intergovernmental and tax revenues, with the exception of property taxes, are considered measurable at the point of sale, due date or transaction occurrence for revenue recognition. Availability for revenue recognition purpose is 60 days after the fiscal year ends. Property tax revenues are recognized in the fiscal year for which they are levied. Court fines and utility bills, as well as any other invoiced item are recognized as revenues when billed, with all other licenses and permits, charges for services, fines, and forfeitures recorded as revenue when received in cash.

For operating purposes, expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. However, an exception to this rule would include principal and interest in general long-term debt which is recognized when due. While modified accrual or fund accounting is still used as the appropriate tracking mechanism during the year, GASB34 created "government-wide financial reporting". Government-wide reporting changes the focus to operational accountability. GASB34 defines operational responsibility as "governments' responsibility to report the extent to which they have met their operating objectives efficiently and effectively, using all resources available for that purpose, and whether they can continue to meet their objectives for the foreseeable future." For that reason, at year end, modified accrual financial statements are converted to the government-wide format to generate a Statement of Net Assets and a Statement of Net Activities.

The City utilizes cost accounting measures to allocate certain overhead expenses between cost centers and funds as predetermined in the budget document. Such charges are based on historical data such as employee labor hours and associated benefits.

E. BUDGET PROCEDURE

The Tullahoma Municipal Code (Title 6, Chapter 1, Section 6-102) provides that no later than fifteen (15) days prior to the beginning of each fiscal year, the City Administrator shall

Financial Policies - (continued)

prepare and submit to the Board of Mayor and Alderman a proposed budget for the next fiscal year, showing separately for the general fund and for each other fund the following information:

1. Revenue and expenditures during the preceding fiscal year;
2. Appropriations and estimated revenue and expenditures for the current fiscal year; and
3. Estimated revenue and recommended expenditures for the next fiscal year

To ensure compliance with this Municipal Code requirement, a budget schedule is prepared to facilitate the decision-making process by providing overall direction to City departments and independent boards and agencies that derive funding from City government. The budget preparation process begins in late winter when the City departments begin preparation of long-term capital improvement project requests. During March, the City Administrator conducts a review and evaluation of each request in light of available revenues and in accordance with the City's overall goals and objectives. By June, the consolidated draft capital improvement plan document is submitted to the Board of Mayor and Aldermen, and is considered for formal adoption by resolution as part of the budget process in late June.

In early March, City departments begin assessing operational needs for the coming year relative to equipment, maintenance requirements, information technology, and proposed new and expanded work programs. Budget requests and supporting documentation are prepared by individual departments and submitted in early April for review by the City Administrator. The Finance Director creates a preliminary budget for review by staff and the Board during the budget process. The budget documentation submitted by individual departments also includes a statement of proposed departmental goals and objectives, performance measures and estimates of performance for the coming fiscal year, and a detailed line item budget outlining expenditure and justifications for maintaining current and expanded expenditure levels.

During May, the City Administrator, with assistance from the Finance Director, compiles the information from earlier steps in the budget process into one budget document for review by the Board of Mayor and Aldermen. Generally, the last half of April and early May is set aside for the City Administrator's budget review sessions with department heads and elected officials. Departmental objectives, measures of performance, and operating budgets are refined for consolidation in the Proposed Budget document during the month of May. Expenditures and revenue projections for the current fiscal year and estimates for the proposed fiscal year are updated with the latest available data. Final adjustments to routine operating expenditures and anticipated revenues can be introduced for inclusion in the proposed budget during this time.

Financial Policies - (continued)

The City Administrator's proposed budget for the upcoming fiscal year is presented to the Board of Mayor and Aldermen in May for initial review. Budget Work Sessions are held

with the Board of Mayor and Aldermen to review the proposed operating budget and proposed allocations to independent boards and agencies deriving funds from City government. These work sessions provide opportunities for the Board, independent boards and agencies, department heads, and the public to comment and ask questions about the proposed budget and to request additional information as needed.

After Budget Work Sessions, the Mayor will present a budget message prior to presenting his budget draft to the Board. During late May and June, the Board of Mayor and Aldermen will conduct at least one public hearing on the proposed budget. The hearing(s) provides formal citizen input to the Board on decisions and issues related to the budget. If needed, in addition to the regularly scheduled meetings, The Board of Mayor and Aldermen may schedule special call meetings specifically for the purpose of reviewing and adopting the proposed budget. Upon the third and final reading by the Board of Mayor and Aldermen, the Board will set the appropriate tax rate for the upcoming year.

The City of Tullahoma's budget process encourages interaction among the City Administrator, members of the Board of Mayor and Aldermen, City Departments, Independent Boards and Agencies, and the general public. The City continues to review and refine the budget process each year to ensure public participation at each step in the decision-making process, and that the budget process is an informative and complete process in identifying the revenues and expenditure, and the purposes thereof for the coming fiscal year.

FY 2020 BUDGET ADOPTION CALENDAR

Start	Completion	Event	Responsibility
4 Mar 2019	5 Apr 2019	Submission of budgets, narratives and schedules to Finance Department	All Departments
8 Apr 2019	26 Apr 2019	Compilation & Review of Submittals	Finance Director City Administrator
	11 Mar 2019	BMA Study Session – Non-Profits & Agencies	Board of Mayor & Aldermen
	8 Apr 2019	BMA Work Session - TAA & TAEDC & Education	Board of Mayor & Aldermen
	22 Apr 2019	Budget Work Session – General Fund Revenues, Compensation & Benefits, and Debt	Board of Mayor & Aldermen
	13 May 2019	Budget Work Session – General Fund Expenditures, Solid Waste & Capital Projects	Board of Mayor & Aldermen
20 May 2019	3 June 2019	FY 2020 Proposed Operating Budget and FY 2020-2025 Capital Improvements Program to Board of Mayor & Aldermen	City Administrator Finance Director
	3 June 2019	Mayor's Budget Message Special Call Board meeting for Public Hearing, 1 st Reading and adoption of FY 2020 Appropriations (including TCS and other Funds) Ordinance and the Tax Rate Ordinance	Board of Mayor & Aldermen
	3 June 2019	Notice of Public Hearing on FY 2019 Budget to <i>The Tullahoma News</i>	Finance Director
	10 June 2019	Regular Board Meeting for Public Hearing, 2 nd Reading and adoption of FY 2020 Appropriations (including TCS and other Funds) Ordinance and the Tax Rate Ordinance	Board of Mayor & Aldermen
	24 June 2019	Regular Board Meeting for Public Hearing, 3 rd and Final Reading and adoption of the FY 2020 Appropriations (including TCS and other Funds) Ordinance, 2020 Tax Rate Ordinance and the Capital Improvements Program (FY 2020-2025).	Board of Mayor and Aldermen

Unless otherwise indicated, all meetings will be held at 5:30 p.m. at the Tullahoma Municipal Building, 201 West Grundy Street.

The public is invited to attend. Additional budget work sessions may be required and will be announced when scheduled.

Approved by BMA: February 25, 2019

(Notes: TML Legislative Conference in Nashville on March 17-19, TCS Spring Break on March 21-29, Easter April 21, TCMA Spring Conference in Knoxville on April 3-5, Memorial Day on May 27, Annual TML Conference in Memphis on June 22-25)



BUDGETED REVENUES

REVENUE FORECAST AND TREND DETAILS

Revenues are initially forecast in April based on current year collections and relevant economic and then updated throughout May based as new information becomes available. The budget is then presented to the Board of Mayor and Aldermen for first reading at the beginning of June. In years that have contained a full property tax re-evaluation, with certified tax rates not available for the scheduled readings, the Board has passed a continuing resolution until the new budget and tax rates could be adopted.

PROPERTY TAXES

Property taxes are assessed on January 1 prior to each fiscal year in which taxes are recorded. Under Tennessee law, residential property is assessed at a rate of 25% of market value; commercial property is assessed at a rate of 40% of market value; personal property assessed at 30% of market value; utility property assessed at 55% of market value.

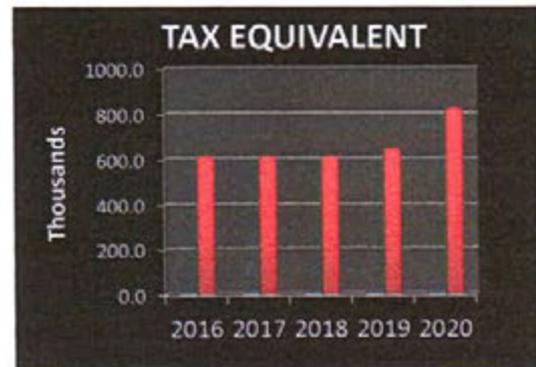
The City of Tullahoma is located in two counties. In FY2016, both Coffee County and Franklin County's property tax rates were re-certified by the State Assessor's Office, after a full appraisal of all Coffee County properties. There was a small tax rate decrease for FY2019, as the Board of Mayor and Aldermen adopted the new state certified tax rate of \$2.4305 per hundred for Tullahoma, Coffee County, and Tullahoma, Franklin County. Initial property tax estimates fell short since state rate did not include some types of improvements, and tax payments for businesses holding industrial bonds were re-categorized to tax equivalent properties. Additionally, a large local industry closed their facility and removed the taxable personal property.

The Board then retained the same tax rate for FY2020 which should generate \$10,904,256. This actually reflects a decrease of \$98,022 from the FY2019 budget.



TAX EQUIVALENT

The FY2020 budget projects revenue in the amount of \$827,843. These revenues are in-lieu of tax payments from the local utilities, government housing facilities, and commercial properties that have outstanding industrial bonds. The largest payment is received from the Tullahoma Utilities Authority based on their real and personal property located in Tullahoma. This area reflects an increase of \$181,281, due primarily to the re-categorization of properties holding industrial bonds.

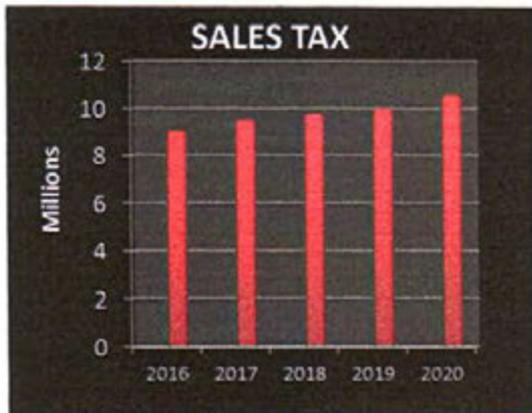


REVENUE FORECAST AND TREND DETAILS

LOCAL SALES TAX

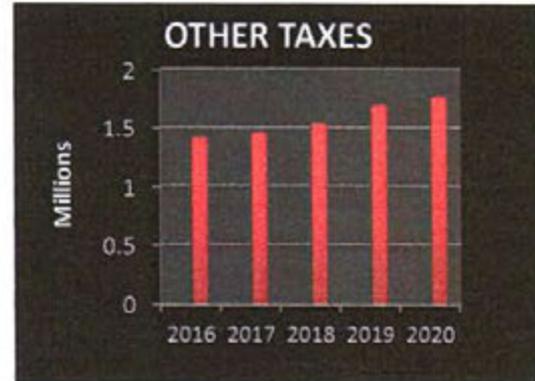
Other than property taxes, sales tax is the city's strongest source of revenue, and the one exhibiting the most growth. The city's sales tax revenue for FY2020 is estimated to be \$10,620,553, an increase of \$596,352 over last year's budget. In addition to funding city operations, state law provides that the first half of sales tax collected in the county is distributed based on school enrollment, while the second half is situs based. In addition to providing for school operations, sales tax has always been the revenue source for the Tullahoma City Schools Sinking Fund for repayment of construction bonds.

The local sales tax rate is 2.75%, with an additional 7% charged by the State of Tennessee. While the local portion is re-distributed between the counties, cities and school districts, portions of the state share are also returned to local agencies.



Tullahoma has a strong retail base. In FY2018, new retail plazas and restaurants were added to the mix. FY2019 saw the renovation of the city's mall and several new additions, including Publix. In FY2020, we expect to see continued retail growth both on the Jackson Street retail strip and in the

city's historic downtown area. The new budget projects a 5% increase in sales tax.



OTHER TAXES

Revenues in this category include wholesale beer tax, wholesale liquor tax, business tax, cable TV franchise and hotel/motel tax. Wholesale beer tax is a 17% tax authorized by the state. Liquor tax is an inspection fee collected from wholesalers in the City. Business taxes are privilege taxes levied by the cities and counties for the right to do business within their jurisdiction. The State of Tennessee Department of Revenue collects business taxes and remits them monthly to the city. Cable Television franchise fees are required be paid by the local cable television franchise holders to the city on a quarterly basis. Tullahoma Utilities Authority fiber optic service and AT&T, and Charter Communications cable services fall under franchise agreements.

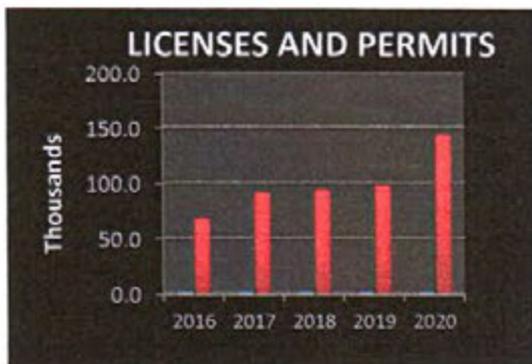
A hotel and motel tax occupancy tax of 5% is authorized by the city to be charged for all occupancies within the city limits. Motel taxes collected are then used to promote tourism and marketing. A portion of the motel taxes collected are allocated by resolution back to the local chamber of commerce,

REVENUE FORECAST AND TREND DETAILS

arts, civic and science centers, as well as regional tourism groups that market Tullahoma. The total revenue from other taxes is estimated to be \$1,776,531, an increase of \$73,175 from prior year receipts.

LICENSES AND PERMITS

Revenue for this category is derived from beer and liquor licenses, burglary alarm permits, building permits, plumbing inspection fees, zoning permits, inspection fees, mobile home permits and solicitation permits. The FY2020 revenue is estimated at \$144,945, showing an increase of \$40,738 from the prior year budget. In FY2010 the Board of Mayor and Aldermen reduced building and codes permitting fees by 50% to encourage new businesses and expansions in Tullahoma. The Planning Department conducted a recent review of area building fees and proposed a new fee schedule to provide for additional staff inspection needs. The Board of Mayor and Aldermen adopted the new schedule effective January 1, 2021.



INTERGOVERNMENTAL REVENUES

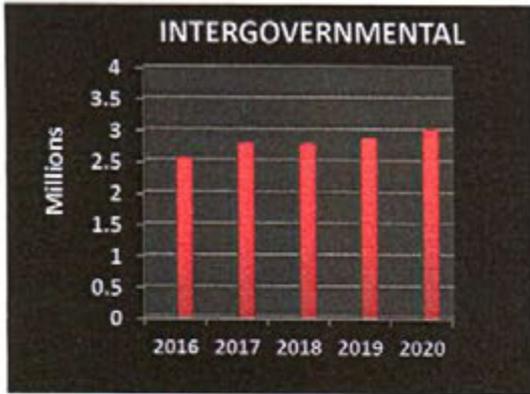
Intergovernmental revenues for FY2020 are estimated to be \$3,033,475. This represents an increase of \$153,789 over the FY2019 budget. Revenue in this category is received from the State of

Tennessee. The majority of this income, other than grants, is distributed on a per capita basis to the municipalities. Tennessee does not have a tax on earned income, but does tax interest and dividends, with a portion remitted to the municipalities based on the residency of the taxpayer. In FY2016, the state began decreasing this tax, with the intent of phasing it out entirely. Another decrease of 8% is expected for the upcoming year.

It is also projected that per capita sales tax receipts will increase close to 8 based on initial state estimates. The State of Tennessee also re-distributes gas tax for use on local roads. Cities track all public works funding to prove back to the state that all gas taxes are used for roads, sidewalks, drainage and other transportation projects. Gas taxes are projected to increase by 10% for FY2020. Additionally, the City usually receives salary supplements to compensate certified police officers and firemen for completing state training. This amount is not projected in the City's initial budgets as the state does not guarantee the program will be available every year.

State grants are added by the Board to the budget either as the department receives approval to submit the application or when awarded, depending on the timing of the award and the amount determination. Large grants with local match requirements are budgeted when approved by the Board to ensure that the funds will be available for that purpose.

REVENUE FORECAST AND TREND DETAILS



FEES, COMMISSIONS, AND FINES
 Revenue in this category is received from various charges for services including vehicle storage, reserve police assistance, special fire fees, county fees and commissions, accident report charges, public safety charges, electric permit administrative charges, and street charges. This category also includes city court fines, county fines, drug fines, and charges for city services such as the use of recreational facilities, mowing and other public works charges, and various permits. The estimate for FY2020 for this category is \$772,400, an increase of only \$3,294 from the prior year budget.

In FY2015, Splash Island, the City's new waterpark facility and concessions area, opened. Entrance fees have been increased since that time to maintain its affordability for all citizens. The other large item in this category is court fines received through primarily from traffic and code violations.

INTEREST INCOME
 Revenue in this category represents interest earned on idle funds. Although this used to be a major category for the city during periods with high rates of return, over the past several years, the continued decline in interest rates has resulted in lower returns. In addition to savings accounts at local banks, the City also invests in short term certificates of deposit to improve over the typical bank account interest rates. Although rates are still low, they are anticipated to rise somewhat in FY2020. Additionally, the City's reserve funds have been strong, and the FY2020 budget forecasts an increase of \$11,655 or 30%, to generate \$50,505.



Replace

REVENUE FORECAST AND TREND DETAILS

MISCELLANEOUS INCOME

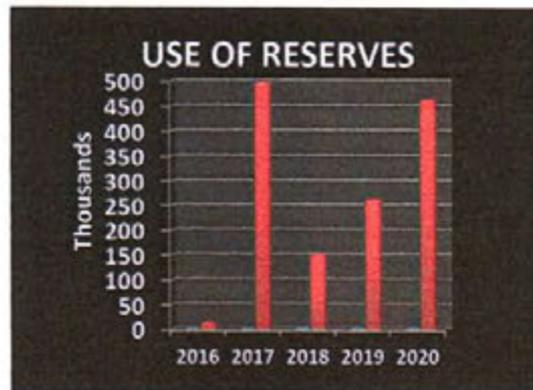
Revenues in this category are represented by items such as inter-fund transfers, reimbursements, sales of land, gasoline, local grants, donations and other agency items. The handling of fuel sales revenue for the Tullahoma Airport Authority is also in this category, and is offset in the budget by vendor fuel payments. Also, the City has a revenue line for fuel sales for the cooperative purchasing gas contract for the Tullahoma City Schools, Coffee County Senior Citizen Center and Tullahoma Housing Authority. The FY2020 budget for miscellaneous revenue is \$275,505 as compared to \$431,492 in FY2019. This is primarily due to prior year interfund transfers.



APPROPRIATED FUND BALANCE

These are nonrecurring funds derived from prior period revenues, and therefore primarily utilized by the Board of Mayor and Aldermen to fund capital and emergency purchases and interim cash flow. The City Board generally authorizes use of reserves for capital purposes only. FY2017 was an exceptional year as the City drew from its reserves to pay for tornado damage clean up that occurred in the fall of 2016. The FY2020 budget plans to appropriate \$465,000 for capital

projects. Beginning work on a new Americans with Disabilities compliance plan is slated to utilize \$100,000. Renovating downtown streets and crosswalks will require \$200,000 from reserve funds, and \$50,000 in additional paving is also planned. An additional \$50,000 is provided for city hall repairs, \$50,000 for sidewalks, and \$15,000 for the local share of Tennessee Department of Transportation grant match for airport upgrades.



SOLID WASTE REVENUES

The Solid Waste Fund Budget has traditionally been funded by charges to commercial customers, and an operating transfer from the General Fund to cover the cost of providing residential service, brush and leaf pickup. Tullahoma currently does not charge residential customers for these services. Additional revenue has been realized through the growth of the City's curbside recycling program.

The FY2020 forecast for recycling revenue is \$200,000, which is down \$55,000 from the FY2019 budget. In the past, the recycling program has proved doubly beneficial for the City as it reduces the amount of tonnage taken to the landfill and generates additional income to help offset garbage collection costs. It also helps the City comply with

REVENUE FORECAST AND TREND DETAILS

state mandates to reduce the solid waste stream. The City is a member of the Interlocal Solid Waste Association, a cooperative effort of several local cities and counties to obtain the best landfill disposal rates, through combined negotiating power.

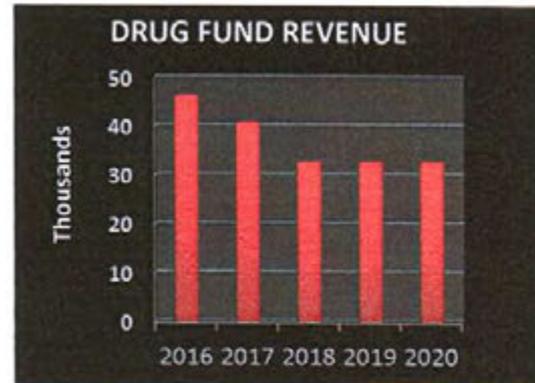
This past year, economic factors such as the tariff wars with China have greatly reduced the market for recycled materials. Although the city is collecting an increased volume materials for recycling, it is harder to obtain buyers, and prices have decreased sharply. Overall Solid Waste budget use reflects an increase of \$130,061 or 6% from the previous year, but of the overall \$2,659,905 budget, only \$957,729 is generated from fees and revenues.



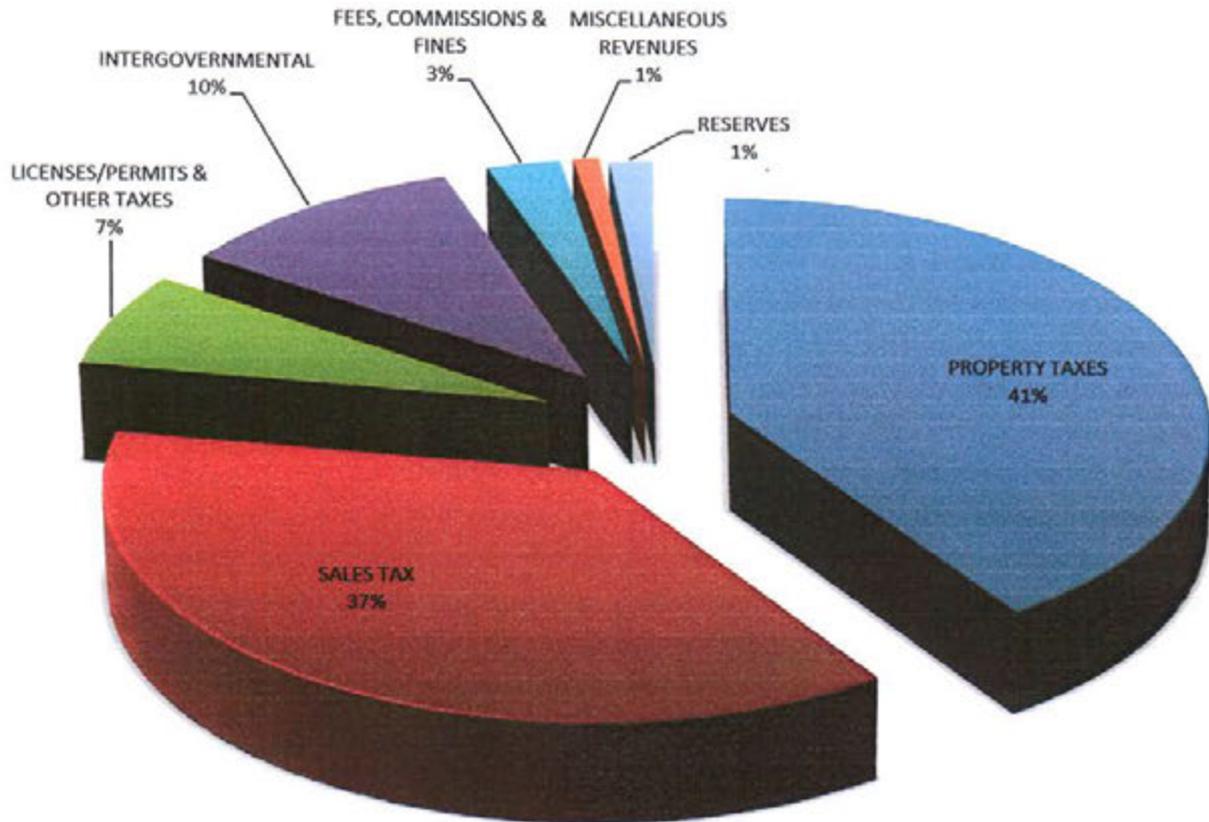
DRUG FUND REVENUES

The drug fund is established and maintained based on Tennessee state laws that require that revenue received from drug fines be segregated and utilized for drug prevention activities. Additionally, vehicles or items confiscated in drug cases may be awarded by the state to the jurisdiction. Sales of confiscated items are also returned to the drug fund. The total drug fund budget for FY2020 is \$32,903, with

\$12,000 forecast for drug fines, and \$6,000 for confiscations. The budget appropriates \$13,803 from reserves.



FY 20 BUDGET GENERAL FUND REVENUES



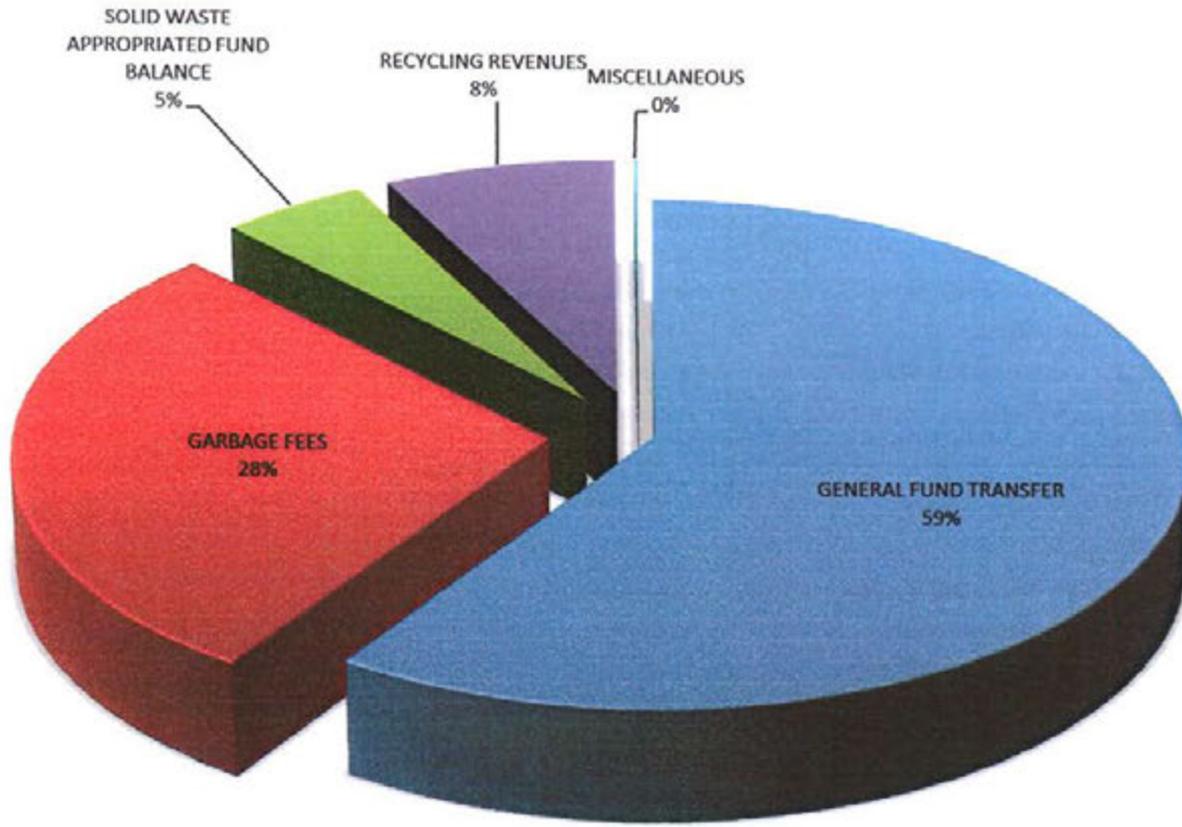
- PROPERTY TAXES
- SALES TAX
- LICENSES/PERMITS & OTHER TAXES
- INTERGOVERNMENTAL
- FEES, COMMISSIONS & FINES
- MISCELLANEOUS REVENUES
- RESERVES

FY2020 REVENUES BUDGETED					
<u>CITY OF TULLAHOMA</u>					
REVENUES	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
	Actual	Actual	Amended	Actual	Proposed
	Revenues	Revenues	Budget	Revenues	Budget
<u>LOCAL TAXES</u>					
Property Taxes	10,611,319	10,652,866	10,640,074	10,600,832	10,806,504
Property Tax Penalty	77,721	73,184	84,626	101,608	84,626
Property Tax Costs	2,220	3,168	13,395	3,390	13,396
Tax Equivalent	582,351	621,372	869,300	868,662	827,843
Sales Tax - CC	9,625,562	10,096,444	10,472,452	10,454,382	10,600,150
Sales Tax - FC	28,017	17,588	20,201	24,740	20,403
Wholesale Beer Tax	565,729	579,885	587,631	594,204	579,510
Wholesale Liquor Tax	290,077	263,894	265,000	267,157	265,200
Business Taxes	429,203	426,096	431,356	444,129	417,264
Cable TV Franchise	245,925	248,957	239,313	244,731	244,099
Hotel/Motel Tax	262,098	275,653	295,180	295,181	270,458
	22,720,222	23,259,107	23,918,528	23,899,016	24,129,453
<u>LICENSES & PERMITS</u>					
Beer Licenses	7,323	7,056	10,454	7,743	10,454
Liquor Licenses	13,625	13,775	11,684	11,101	11,684
Burglary Alarm Permits	5,725	6,075	5,050	7,475	5,050
Building Permits	42,706	65,756	42,081	48,493	73,642
Mowing Fees	0	0	5,000	0	5,000
Stormwater Permit	10,260	12,750	9,823	10,200	11,296
Excavation Permits	0	212	0	0	0
Zoning Permits	5,278	6,975	4,815	5,154	6,019
Inspection Fees	8,981	15,546	13,000	11,748	19,500
Mobile Home Permit	1,710	1,710	1,800	1,290	1,800
Solicitation Permits	320	330	500	350	500
TOTAL:	95,929	130,185	104,207	103,554	144,945
<u>INTERGOVERNMENTAL</u>					
Supplemental Pay	35,400	37,200	36,000	36,000	0
State Grants	31,518	4,945	15,000	17,148	0
State Sales Tax (per capita)	1,546,641	1,583,870	1,598,365	1,624,798	1,660,295
Telecommunications Tax	1,554	31,103	21,317	25,237	22,170
State Income Tax	246,308	172,802	160,800	159,026	143,424
State Beer Tax (per capita)	9,007	8,703	9,328	8,636	9,328
Mixed Drink Tax	102,312	114,703	110,359	123,366	90,481
State Gasoline Tax (per capita)	517,998	621,692	652,925	639,383	718,218
Street Transportation	37,702	34,456	38,243	37,040	37,310
State Street Contract	10,580	10,932	14,080	8,995	14,080
Excise Tax	123,144	128,581	114,603	84,253	118,040
TVA Gross Receipts	211,158	212,212	212,667	221,587	220,129
TOTAL:	2,873,322	2,961,199	2,983,687	2,985,469	3,033,475

FY2020 REVENUES BUDGETED-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
	Actual	Actual	Amended	Actual	Proposed
	Revenues	Revenues	Budget	Revenues	Budget
<u>FEES, COMMISSIONS & FINES</u>					
Duplicating Services & check chgs	270	222	100	240	200
Reserve Police Services	4,409	4,219	5,000	1,589	5,000
Background check fees	871	717	700	730	700
Special Fire Fees	5,000	5,000	4,950	4,950	4,950
Co Fees and Commission	22,320	18,882	18,000	15,101	18,000
Accident Report Charges	720	657	1,000	814	700
Registry Fees	1,950	3,300	2,100	3,150	3,000
Electric Permit Adm. Charges	3,710	3,790	3,000	3,785	3,500
Citizens Police Academy	0	0	0	0	0
Cemetery Burial Permit	1,375	1,050	1,000	1,050	1,000
Swimming Pool Receipts	149,084	150,799	163,708	141,114	163,708
Pool Concessions	105,372	123,167	114,967	108,962	123,060
Recreation Program Fee	0	3,784	5,000	3,124	5,000
Recreation League Fees	0	12,251	10,000	13,039	6,080
Recreation Retail Items	0	169	200	0	500
League Fees-NFL Football	0	0	0	0	8,160
League Fees-Jr. NBA	0	0	0	0	7,200
League Fees-Adult Baseball	0	0	0	0	5,100
Community Ctr Passes	125,184	97,409	85,000	80,461	99,000
Donations-Parks Programs	1,385	5,500	0	500	0
Disc Golf Club Fees	484	0	0	0	0
City Court Fines	318,727	332,712	247,292	235,340	292,292
AHO Penalties	0	0	0	500	250
Impoundment Charges	2,452	2,273	5,000	3,829	4,000
Spaying & Neutering	3,190	2,234	3,900	905	3,000
Drug Related Fines (General)	3,625	5,621	5,000	3,990	5,000
Law Enforcement Fines	3,052	3,198	3,000	3,632	3,000
County Fines	<u>9,933</u>	<u>8,595</u>	<u>12,339</u>	<u>5,710</u>	<u>10,000</u>
TOTAL:	763,113	785,549	691,256	632,515	772,400
<u>OTHER REVENUE</u>					
Interest Earnings	38,655	49,896	50,000	55,618	50,505
Sale of Land	2,000	0	19,200	19,200	0
Sale/Cemetery Lots	8,400	9,000	7,000	7,525	7,000
Insurance Recoveries	15,216	28,007	4,992	4,994	0
Sale/Gasoline	70,650	66,323	68,000	65,446	67,000
Projects & Events Donation	5,052	3,650	3,000	2,000	3,000
Animal Control Donations	27,214	25,549	25,000	26,632	20,000
Accident Reconstruction	865	75	1,000	0	200
Community Services Donations	0	0	0	100	0
Youth Development Donations	50	0	0	0	0
Animal Shelter Bldg. Donation	16,045	900	0	140	0
Arts Council Donation	0	5,731	5,000	6,098	5,000
Fireworks Sponsorships	35,673	32,040	30,000	32,580	30,000
Sports Council Sponsorship	0	10,292	110,000	104,941	0
Go Green Donations	0	631	1,000	150	1,000
Donated Land	0	115,000	0	0	0

ISWA Reimbursement	4,800	4,800	4,800	4,800	4,800
Tree Fund Donations	2,400	750	2,000	0	1,000
THA Policing Payments	38,894	41,175	35,000	41,258	37,000
FY2019 REVENUES BUDGETED-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
	Actual	Actual	Amended	Actual	Proposed
	Revenues	Revenues	Budget	Revenues	Budget
OTHER REVENUE-(continued)					
Transfer from Industrial Dev.	15,000	10,000	3,000	3,000	0
Transfer from Medical	0	0	20,000	0	0
Transfer from Airport Authority (fuel)	0	0	17,500	0	17,500
Miscellaneous Receipts	<u>20,472</u>	<u>31,533</u>	<u>25,000</u>	<u>22,824</u>	<u>31,500</u>
TOTAL:	301,385	435,352	431,492	397,306	275,505
TOTAL OPERATING REVENUES:	26,753,972	27,571,393	28,129,170	28,017,860	28,355,778
USE OF RESERVES/GRANTS					
Appropriated Fund Balance	558,924	0	219,480	0	465,000
Appropriated Restricted Reserve	0	0	0	0	0
Department specific reserves	<u>0</u>	<u>0</u>	<u>45,000</u>	<u>0</u>	<u>0</u>
TOTAL:	558,924	0	264,480	0	465,000
TOTAL REVENUES & RESERVES UTILIZED:	27,312,896	27,571,393	28,393,650	28,017,860	28,820,778

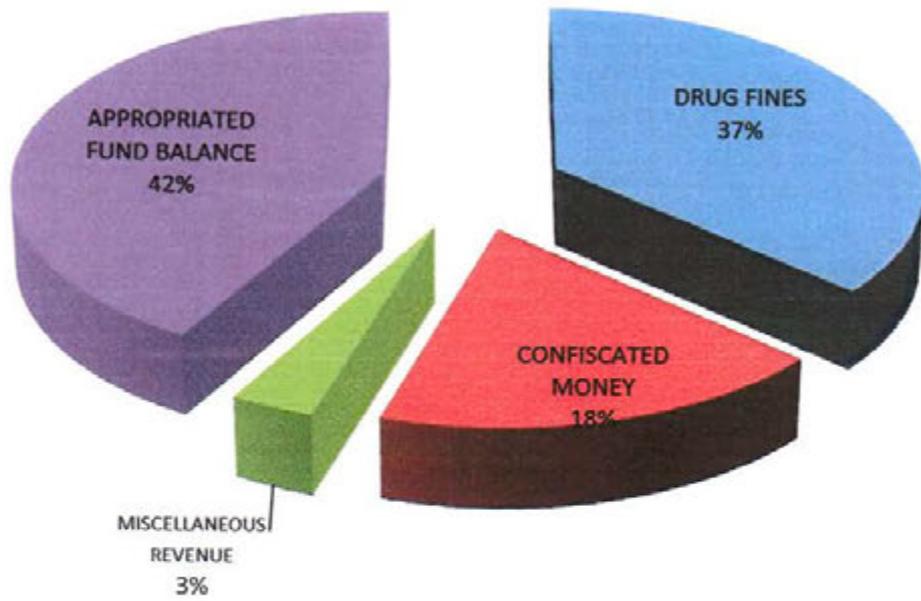
FY 20 BUDGET SOLID WASTE REVENUES



- GENERAL FUND TRANSFER
- GARBAGE FEES
- SOLID WASTE APPROPRIATED FUND BALANCE
- RECYCLING REVENUES
- MISCELLANEOUS

FY2020 DEPARTMENTAL BUDGET					
<u>SOLID WASTE</u>					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
REVENUES	Actual	Actual	Amended	Actual	Proposed
	Revenues	Revenues	Budget	Revenues	Budget
Commerical Garbage Fees	729,120	723,021	740,929	732,255	754,929
Residential garbage Fees	0	0	0	0	0
Brush/Chipping Charges	318	1,539	4,000	4,035	1,000
Interest Income	834	878	650	811	800
Insurance Recovery	0	0	0	0	0
Other Solidwaste Charges	902	0	1,000	0	1,000
Miscellaneous Receipts	0	0	0	132	0
Recycling Revenue	342,504	267,552	235,000	179,559	200,000
Recycling Grant	0	23,000	10,800	0	0
TOTAL OPERATING REVENUES	1,073,678	1,015,990	992,379	916,792	957,729
Transfer from general fund	1,587,068	1,440,623	1,483,535	1,483,535	1,574,712
Appropriated fund balance	0	52,081	83,930	75,366	127,464
TOTAL ALL REVENUES	2,660,746	2,508,694	2,559,844	2,475,693	2,659,905

FY 20 BUDGET DRUG FUND REVENUES



■ DRUG FINES

■ CONFISCATED MONEY

■ MISCELLANEOUS REVENUE

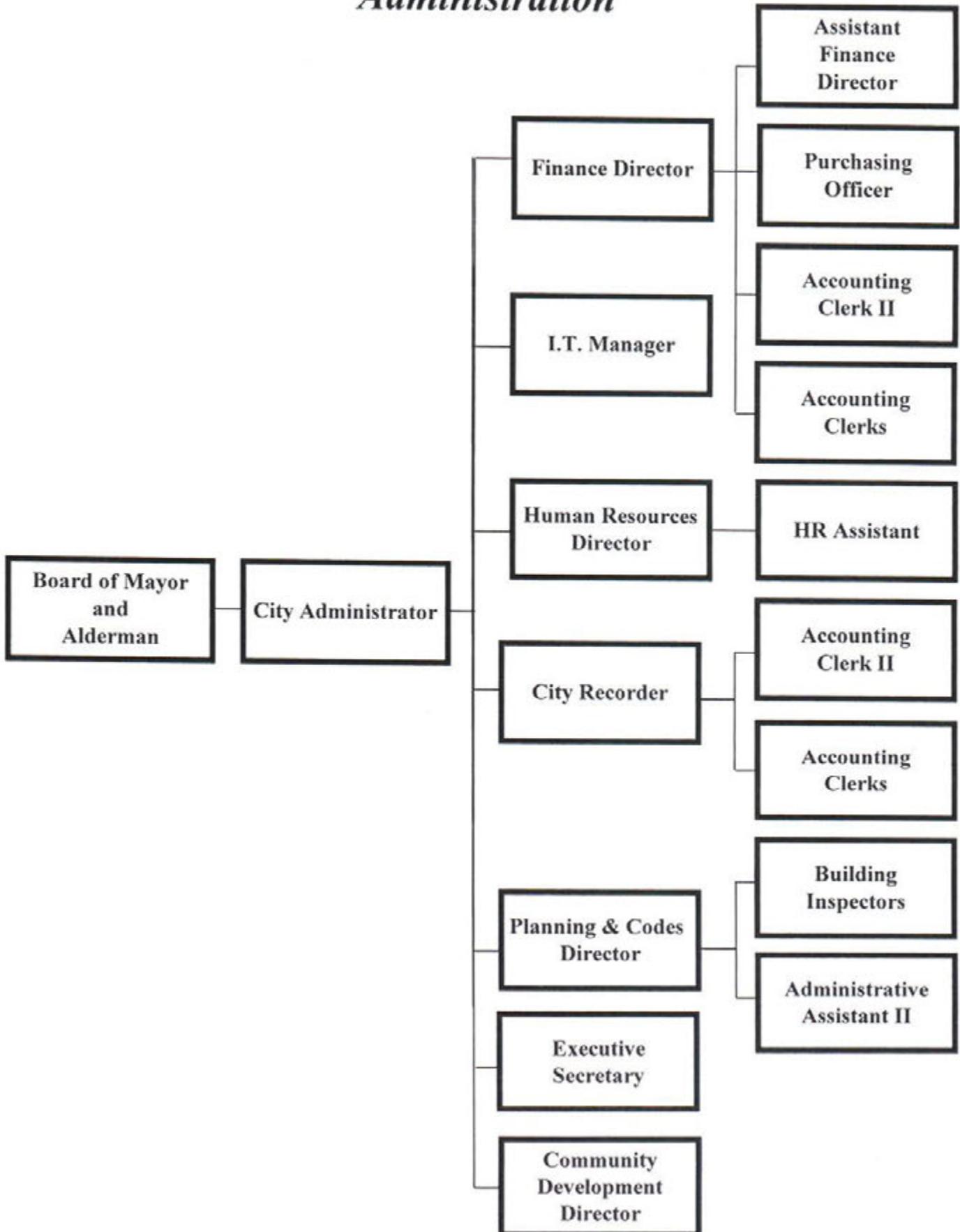
■ APPROPRIATED FUND BALANCE

<u>FY2020 DEPARTMENTAL BUDGET</u>					
<u>DRUG FUND</u>					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
<u>REVENUES</u>	Actual	Actual	Amended	Actual	Proposed
	<u>Revenues</u>	<u>Revenues</u>	<u>Budget</u>	<u>Revenues</u>	<u>Budget</u>
Drug Fines	12,414	12,034	12,000	9,670	12,000
State Substance Tax	0	0	0	0	0
Confiscated Money	4,600	836	6,000	0	6,000
Interest Income	292	337	100	331	100
Sale of Confiscated Items	0	0	0	0	0
Insurance Recoveries	0	0	0	0	0
Miscellaneous Income	0	0	1,000	0	1,000
Appropriated Fund Balance	<u>617</u>	<u>5,262</u>	<u>13,803</u>	<u>10,285</u>	<u>13,803</u>
TOTAL	17,924	18,469	32,903	20,286	32,903

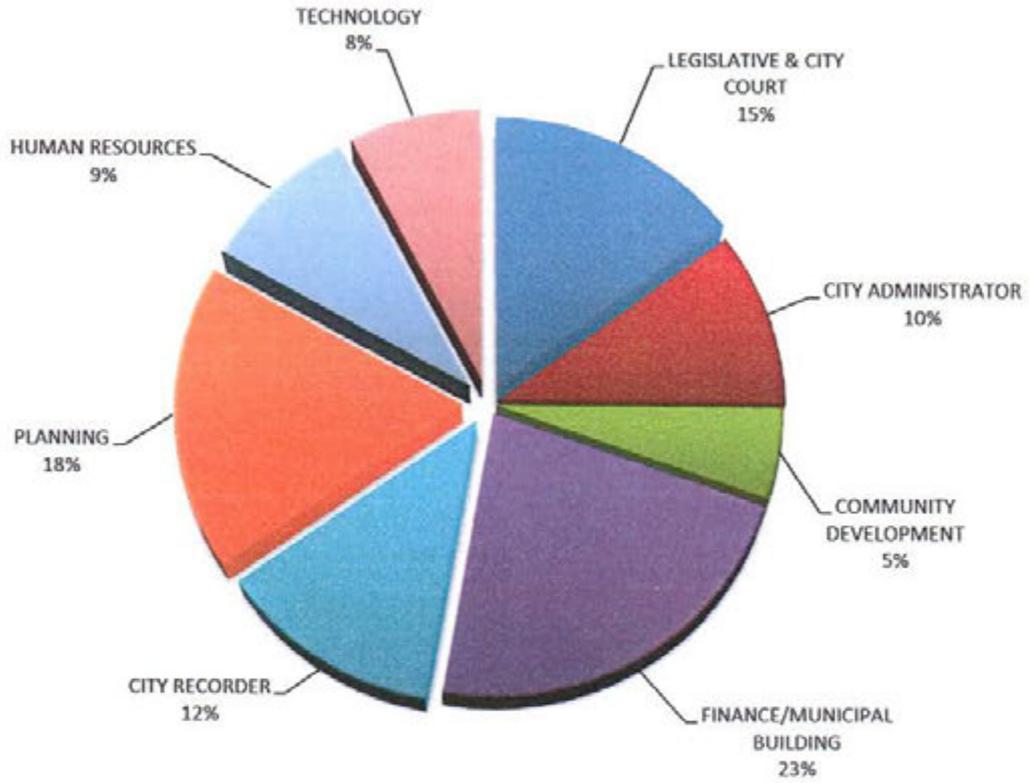


EXPENDITURES

*City of Tullahoma
Administration*



FY 20 BUDGET ADMINISTRATION EXPENSE



- LEGISLATIVE & CITY COURT
- CITY ADMINISTRATOR
- COMMUNITY DEVELOPMENT
- FINANCE/MUNICIPAL BUILDING
- CITY RECORDER
- PLANNING
- HUMAN RESOURCES
- TECHNOLOGY

LEGISLATIVE and CITY COURT

The Board of Mayor and Alderman is the legislative and policy making board of the City. It consists of seven members elected at large for three-year staggered terms. Other members of the Board select the Mayor Pro-Tempore, for a one-year term. Responsibilities of the Board include: (1) enactment of ordinances, resolutions and legislative measures for the proper governing of the City's affairs; (2) reviewing and adopting the annual and amended budgets; (3) appointing a City Administrator and City Attorney and confirming the appointment and dismissal of department heads; (4) appointing residents to various boards and commissions; (5) establishing policies and measures to promote and facilitate the general health, safety and welfare of the City and its residents; and (6) represent the City at official functions.

The City Court contributes to an orderly community by providing a jurisdiction consistent with constitutional guarantees of promptness and impartiality. The City Court is provided over by a part-time Judge elected at large by residents of the City. The Judge has jurisdiction over cases involving violations of City ordinances, with the majority of the caseload involving traffic offenses. The City Judge can assess fines up to \$500 for non-traffic related offenses unless otherwise specified at a lower amount by ordinance or state law. Violations of state criminal statutes are referred to the Coffee County or Franklin County court system.

The Legislative and City Court functions support the following elements in Tullahoma's Strategic Plan:

- Responsive, Effective Local Government: Objectives 1-4
- Safe, Caring and Diverse Community, Objective 1
- Vibrant Economy: Objective 1

FINANCIALS

Category	Actual FY2017	Actual FY2018	Actual FY2019	Budget FY2020
Personnel	\$117,021	\$102,854	\$130,806	\$ 170,324
Operating Expenses	\$181,136	\$190,306	\$257,955	\$180,652
Capital Outlay	\$ 14,167	\$115,000	\$ 9,317	\$ 0
Total	\$312,324	\$408,160	\$398,078	\$350,976

BUDGET COMMENTS

This activity provides for the compensation of six Aldermen, Mayor and the City Judge. Court Clerk salary, benefits and expenses are also allocated to this cost center. Also included are meeting expenses, memberships and printing and general operating expenses. Professional services such as the annual audit and legal services are charged under the Legislative Department. Although the FY2020 budget includes increased allowances for retiree health insurance under personnel, the overall budget for this cost center decreased by \$47,102 which was contributed by the Technology cost center that was listed with Legislative and Court in FY2019 and now in FY2020 will be listed under the City Administrator.

PERSONNEL

There is a full-time clerk who is partially cost-allocated to this department for court and assisted by the Police Department clerical staff. Additional administrative, clerical and customer support are provided by the staff of the City Recorder. There is also one elected City Judge.

FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
LEGISLATIVE (01)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Parttime	196	0	300	0	800
OASI	2,892	2,996	2,939	2,877	2,939
Health Insurance -Retirees	31,551	24,419	38,113	31,825	86,137
Board Salary	37,614	37,723	37,614	37,614	37,614
Printing & Publication	18,789	19,599	23,120	22,846	20,520
Membership & Dues	8,344	5,664	7,645	5,814	9,645
Telephone/Internet Service	9,205	9,647	0	0	0
Legal Services	46,573	56,167	55,000	54,141	53,000
Auditing Services	17,390	17,800	21,200	17,795	21,200
Professional Services	15,560	34,053	20,478	12,401	33,978
Information Technology	12,363	9,322	455	455	2,500
Travel/Training	6,015	4,007	4,600	3,219	4,600
Office Supplies	181	78	300	146	300
Operating Supplies	118	1,287	2,400	1,995	1,900
Operating Insurance	18,132	12,966	13,495	13,464	13,395
Depreciation Transfer	10,000	0	0	0	0
General Expense	14,972	16,088	14,100	10,777	14,100
Capital Outlay	14,167	115,000	0	0	0
Other Equipment Purchase	0	0	0	0	0
TOTAL:	264,062	366,816	241,759	215,369	302,628
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
COURT SYSTEM (02)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	22,055	14,263	16,787	16,777	16,862
Salaries - Overtime	639	74	500	14	500
Salaries Part-time	21	0	0	0	0
Salaries-Bonus	260	120	120	120	120
OASI	2,828	2,382	2,556	2,429	2,600
Health & Life Insurance	4,036	3,816	4,670	4,670	4,997
Retirement	870	912	1,182	1,160	1,155
Unemployment	59	34	100	24	100
Personal Services	14,000	16,115	16,500	16,500	16,500
Printing & Publication	349	172	500	217	500
Information technology	2,210	2,392	3,200	2,574	3,500
Travel & Training	0	0	375	0	375
Office Supplies	437	466	500	490	500
Operating Insurance	498	598	621	614	639
TOTAL:	48,262	41,344	47,611	45,589	48,348

OFFICE OF THE CITY ADMINISTRATOR

The Tullahoma Municipal Code establishes the City Administrator as the chief administrative officer of municipal government providing centralized, consistent direction and leadership for the coordination of operations across all municipal services. The City Administrator is appointed by the Board of Mayor and Aldermen. The City Administrator is responsible for the implementation of the goals and policies established by the Board of Mayor and Aldermen by supervising and coordinating the administrative activities of the several municipal departments; making recommendations to improve the quality and efficiency of city services; keeping the Board of Mayor and Aldermen apprised of the needs of the city; recommending public improvements; ensuring the enforcement of all policies; and reviewing and recommending the annual city budget; as well as performing other duties prescribed by the Tullahoma Municipal Code and Board of Mayor and Aldermen. The City Administrator also represents the City in its relations in intergovernmental affairs, business and community leaders and organizations, the media and citizens. The Office of City Administrator includes the Community Development Director and Information Technology cost centers.

The City Administrator's office supports the following elements in Tullahoma's Strategic Plan:

- Vibrant Economy: Objectives 1-4
- Safe, Caring and Diverse Community: Objectives 1-4
- Sustainable Healthy Environment: Objectives 1-4
- Responsive Effective Local Government: Objectives 1-4

FINANCIALS

Category	Actual FY2017	Actual FY2018	Actual FY2019	Budget FY2020
Personnel	\$ 269,162	\$ 320,756	\$ 310,876	\$ 417,770
Operating Expenses	\$ 40,100	\$ 55,620	\$ 147,889	\$ 121,041
Capital Outlay	\$ 0	\$ 0	\$ 9,317	\$ 10,000
Total	\$ 309,262	\$ 376,376	\$ 468,082	\$ 548,811

BUDGET COMMENTS

The FY2019 budget shows an overall decrease from the prior year's budget with an approximately 6%, reduction in personnel costs following the retirement of the former City Administrator in FY 2018. A new City Administrator began in September 2018 and a new position was created and filled, IT Manager, beginning in March 2019. Additionally, a part-time Downtown Coordinator position was created and filled under Community Development; together, these positions resulted in an increase in both the budgeted personnel costs and operating expenses for FY 2020.

FY2019 ACCOMPLISHMENTS

- **Three-Star Program (Vibrant Economy, Objectives 1-4)**
The City Administrator served on the Coffee County Joint Economic and Community Development Board, and supervised projects outlined in the Governor's Three-Star program for community preparedness in economic and community development. The City Administrator also served on the Franklin County Joint Economic and Community Development Board and the Tri-County Railroad Authority.

- **Continued administration of "Get Fit" and other grant funded Initiatives (Vibrant Economy, Objective; Safe, Caring and Diverse Community, Objective 4)**

The Community Development Director continues the implementation grants to expand the health and wellness programs and infrastructure for Tullahoma residents, furthering the Mayor's goal to have every resident within a one-mile radius of an outdoor, recreational amenity. Tullahoma is a recognized state-wide leader in wellness and fitness. He also worked with the Tullahoma Arts Council to coordinate local events and promote cultural tourism. Currently, with the addition of a Downtown Coordinator, the Community Development Director, is leading an initiative to revitalize and create a cohesive, recognizable brand for downtown Tullahoma and is seeking state recognition as a "certified

local government" which will assist the City and local property owners with eligibility and competitiveness for grants and other resources.



- **"Healthier Tennessee Workplace Award (Vibrant Economy, Objective 3)**

The City, as a past recipient of the State's "Healthier Tennessee Workplace Award", continues to emphasize wellness and active lifestyles within the community. There are ongoing programs and projects to expand fitness programs, amenities in neighborhood parks, nutrition, and smoking cessation. In addition, the City sponsors and helped to initiate a weekly Farmers Market that operates on Monday evenings from 3:00 – 7:00 p.m., from May through October that not only supports local agriculture, but provides nutritious, fresh, local meats, honey, produce, and other homegrown products.

- **Community Events (Safe, Caring Diverse Community, Objective 3; Vibrant Economy, Objectives 2, 4)**

The City sponsored "Olde Towne Christmas Stroll" and supported a variety of theatre and musical performances and art shows at the Tullahoma Fine Arts Center and South Jackson Civic Center. The City also supported numerous area events attracting area, regional, and national participants, including the 41A Music Festival, Bonnaroo Music Festival, the Arts Alive Festival, Independence Day Celebration, Summer Music Festival, the Rock Creek Concert Series, the annual All-American Soap Box Derby, and aviation fly-ins. The implementation of the Mayor's initiatives to create an *Arts Council* and a *Tourism Council* were instrumental in community events and area recognition as a destination location for Arts, Sports, and Musical events.

City Administrator's Office - Performance Measures

<i>Output</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure effective delivery of municipal services"	Agenda Reports Issued	22	22	21
	Ordinances and Resolutions Reviewed	50	N/A	54
	Agenda Items Presented	N/A	N/A	160
	Press Releases	79	85	88
	Social Media	1,698	2,200	2,000
"To improve Tullahoma's physical infrastructure, buildings, and structures"	Grant Applications Made	14	8	15
	Capital Projects Managed	18	19	25
"To recognize and celebrate Tullahoma's diverse culture and heritage"	Community Events Coordinated	19	18	15
	Planning & Coordinating Agency Meetings	12	12	12

<i>Efficiency</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To improve Tullahoma's physical infrastructure, buildings, and structures"	Grants Awarded	13	10	10
	Grant Amounts Received	\$575,613	\$1,038,253	\$800,000
"To ensure effective delivery of municipal services"	Budgets Managed	18	18	19
	Mayor's Initiatives Implemented	3	1	1
"To build local and national awareness of the City"	Governor's Three Star Award	Yes	Yes	Yes

FY2020 PERFORMANCE OBJECTIVES

1. Three-Star Program

Target Date: Ongoing

Continue to support two initiatives: 1) A local farmers market; 2) support local entrepreneurs (Vibrant Economy, Objectives 1-4)

2. Economic Development Initiatives

Target Date: Ongoing

Continue economic development efforts to recruit new businesses to Tullahoma, grow existing businesses, and encourage re-location and housing development. (Vibrant Economy, Objectives 1-4)

3. Continue Implementation of Mayor's Health, Cultural, Economic and Environmental Initiatives

Target Date: Ongoing

Continue to utilize staff resources, volunteers and programs towards the implementation of the Mayor's community initiatives. (Vibrant Economy, Objectives 1-4; Safe, Caring and Diverse Community, Objectives 1-4)

4. Manage the City's Capital Projects including Design and Construction of a new Police Building (\$4.2 Million Capital Project)

Target Date to Begin Construction: January 2020

Responsible Effective Local Government, Objectives 1-4; Safe, Caring and Diverse Community, Objective 1-4



PERSONNEL

	Actual FY2018	Actual FY2019	Budget FY2020
City Administrator	1	1	1
Community Development Director	1	1	1
Information Technology (IT) Manager	1	1	1
Executive Secretary	1	1	1
Total	3	3	4

FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
CITY ADMINISTRATOR (03)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	143,216	185,194	157,942	153,328	161,331
Salaries - Overtime	0	0	200	0	0
Salaries - Bonus	1,466	1,546	1,436	1,197	1,364
OASI	10,835	13,837	12,373	11,309	12,446
Health & Life Insurance	31,439	32,634	26,119	26,119	36,185
Retirement	8,339	11,111	16,433	14,185	16,569
Unemployment Insurance	58	55	110	84	110
Printing & Publication	10	180	200	0	200
Membership & Dues	1,096	1,095	1,215	1,214	1,215
Telephone Service	0	0	950	624	950
Technology	0	0	0	0	3,000
Hiring Expense	0	0	2,175	2,172	0
Repair of Equipment	830	374	450	221	450
Training	2,869	2,082	5,100	3,876	5,100
Office Supplies	266	201	300	182	300
Gas	356	296	665	195	500
Operating Insurance	2,434	2,525	2,607	2,571	2,608
Depreciation Transfer	15,000	15,000	0	0	0
Purchase of Equipment - large	0	0	0	0	0
TOTAL:	218,213	266,130	228,275	217,277	242,328
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
COMMUNITY DEVELOPMENT(090)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	51,415	53,025	65,862	62,615	68,177
Salaries-Bonus	240	240	451	451	270
OASI	3,684	3,925	5,057	4,552	5,236
Health Insurance	15,878	16,513	16,845	16,843	18,023
Retirement	2,560	2,648	3,502	3,342	4,534
Unemployment	32	28	55	55	55
Printing and Publications	1,913	2,447	2,200	2,197	2,200
Membership & Dues	0	175	200	175	200
Telephone Service	697	598	615	612	610
Hiring Expense	0	0	0	0	0
Go! Green Initiatives	0	0	11,000	8,379	6,000
Arts Council	2,520	7,481	10,000	9,523	10,000
Governor's fitness grant	2,069	475	5,000	220	0
Tourism Initiatives	0	17,761	0	0	0
Training	1,873	2,478	2,900	2,041	2,900
Office Supplies	0	0	700	650	0
Operating Supplies	116	65	200	35	200
Operating Insurance	814	974	1,007	995	1,008
Depreciation Transfer	5,000	0	0	0	0
Special Events	2,239	1,413	1,500	1,000	6,500
Purchase of Equipment - large	0	0	0	0	0
Purchase of Equipment - small	0	0	0	0	0
TOTAL:	91,049	110,246	127,094	113,685	125,913

	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
TECHNOLOGY (07)	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries- Fulltime	0	0	13,500	13,481	65,960
Salaries-Parttime	0	0	0	0	0
Salaries- Longevity	0	0	0	0	0
OASI	0	0	1,147	981	5,046
Health Insurance	0	0	1,408	1,404	18,023
Retirement	0	0	972	902	4,386
Unemployment Ins.	0	0	30	28	55
Professional Services	0	0	29,100	29,015	34,000
IT-Security Prof. Services	0	0	14,600	14,593	5,000
Internet & Phone	0	0	9,370	7,861	12,000
Hiring Expense	0	0	342	342	0
Information Technology	0	0	23,910	23,703	24,000
Maintence & Repair	0	0		0	0
Training	0	0		0	1,500
Operating Supplies	0	0	495	493	300
Operating Insurance	0	0	0	0	300
Depreciation Transfer	0	0	35,000	35,000	
Purchase of Equipment - large	0	0	0	0	0
Purchase of Equipment - small	0	0	14,253	9,317	10,000
TOTAL:	0	0	144,127	137,120	180,570

FINANCE DEPARTMENT

The Finance Department is responsible for all accounting, purchasing, payroll, risk management, accounts payable, grants and loans, budgeting and cost analysis, fixed assets, and financial compliance with various local, state, and federal agencies; we support other City departments in accounting, grants administration, economic development and general business functions, investments of City funds, and the issuance of debt and debt service administration for the City, School, and Airport. In addition to the City, the Finance Department provides accounting services for the Tullahoma Industrial Development Board, the Tullahoma Airport Authority, and the Tullahoma Area Economic Development Agency.

The Finance Department supports the following elements in Tullahoma's Strategic Plan:

- Vibrant Economy: Objectives 1-4
- Safe, Caring & Diverse Community: Objectives 1-4
- Sustainable Healthy Environment, Objective 2
- Responsive Effective Local Government: Objectives 1-3

FINANCIALS

Category	Actual FY2017	Actual FY2018	Actual FY2019	Budget FY2020
Personnel	\$282,333	\$ 287,152	\$ 313,940	\$ 332,798
Operating Expenses	\$145,865	\$ 167,648	\$ 125,819	\$ 195,920
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0
Total	\$428,198	\$ 454,800	\$ 439,759	\$ 528,718

BUDGET COMMENTS

The Finance Department is also responsible for the municipal buildings budget. Increases in personnel services are for 2% cost of living adjustment and annual step of the compensation plan adopted in FY2016, plus changes in health care coverage. Operating expenses in FY2020 include \$95,000 for anticipated repairs to historic municipal building.



FY2019 ACCOMPLISHMENTS

- ***Economic Development, Business and Agency Support (Vibrant Economy, Objective 1)***
Served as ambassadors to the local business community and assisted with recruitment opportunities via the business loan and sign programs. Commercial sign grant program assisted 18 businesses with sign ordinance compliance and local aesthetics. Closed four small business loans and four large commercial loans. Provided all accounting functions for the Tullahoma Area Economic Development Corporation including administration for the tax increment financing program. Finance Director attended courses through the Council of Development Finance Agencies on economic development incentives and business tools.
- ***Accounting Support to Other Agencies (Vibrant Economy, Objectives 2,3; Responsive Effective Local Government, Objective 3)***
Provided all accounting functions for Tullahoma Regional Airport, including grants management, revenue receipting, accounts payable, sales tax filings and hangar lease management. Also provided billing, accounting and property management services for the Tullahoma Industrial Development Board. Calculated motel tax and budget allocations, paid operating insurance and followed through on claims for locally funded non-profit agencies. Researched appropriate governmental processes and budgetary impact of Tullahoma Utilities Authority payment-in-lieu-of taxes reductions.
- ***Cost Savings & Lean Process Improvements (Responsive Effective Local Government, Objectives 1,2)***
Completed fourth year of new self-funded benefits plan with City providing in-house administration resulting in \$95,000 annual savings for FY2019. Variable debt savings of about \$200,000 due to continued low interest rate economy. Purchased and installed new time clocks with software to reduce manual input time for payroll processing. Finance staff provided city wide information technology support for FY2019 until information technology manager was hired in the spring.
- ***Housing Grant Administration (Safe, Caring & Diverse Community, Objectives 1,2,3; Sustainable Healthy Environment, Objective 2)***
Applied and approved for second phase of \$500,000 Tennessee Housing Development Agency HOMES grant. Also administered sixth year of \$150,000 Project Diabetes grant for community health and wellness programs. Finance staff participated in annual community walking challenge as well as employee fitness challenge and health fair.
- ***Work Based Learning Employment and Training Partnership (Vibrant Economy, Objective 4; Safe, Caring & Diverse Community, Objective 4)***
Served as City liaison for high school job training and transition program. Established and monitored internships. Provided job training and support.
- ***Received National Awards (Responsive Effective Local Government, Objectives 1,2)***
Successfully participated in national awards programs. Received the Distinguished Budget Presentation Award from the Government Finance Officers Association as well as the Certificate of Achievement for Excellence in Financial Reporting.

Finance - Performance Measures

<i>Output</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure effective & efficient delivery of municipal services"	Accounts Payable Checks Issued	4,082	3,995	4,000
	Annual Dollars Spent with Purchasing Card	\$ 103,705	\$ 122,649	\$ 130,000
	Purchase Orders Issued	423	419	425
	Financial Reports Issued	21	21	24
	Payroll Checks and Direct Deposits Issued	6,486	7,005	7,000
	Funds Budgeted and administered	18	18	18
	Dollars Budgeted and administered	\$ 36,429,492	\$ 46,253,884	\$ 43,641,193
"To improve Tullahoma's physical infrastructure, buildings, & structures."	Capital Projects Managed	34	31	29
	Capital Projects Budgets	\$ 4,818,081	\$ 11,753,137	8,238,486
	Grants Administered	14	17	12
	Grants Revenue	\$ 547,468	\$ 535,392	\$ 2,219,416
"To provide a positive business environment & facilitate economic diversification & business growth"	Business Loans Closed	1	7	8
	Small Business Loan Volume Outstanding	\$ 49,918	\$ 62,519	\$ 62,500
	Commercial Loan Volume Outstanding	\$833,874	\$ 965,509	\$ 1,000,000
	Sign Grants Processed	19	18	20
	Sign Grant Volume	\$8,555	\$ 8,210	\$ 10,000

<i>Efficiency</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To improve the City's financial health"	General Obligation Bond Rating (Moody's)	AA2	AA2	AA2
	Unqualified Audit Opinion	Yes	Yes	Yes
	GFOA CAFR Award(for prior year)	Yes	Yes	Yes
"To ensure effective & efficient delivery of municipal services"	GFOA Distinguished Budget Award	Yes	Yes	Yes
	Surplus Sale Volume	22	9	10
	Surplus Sale Dollars Generated	\$ 102,354	\$ 26,809	\$ 30,000
	Bond refinancing & Other Savings	\$ 502,000	\$ 295,000	\$ 300,000

FY2020 PERFORMANCE OBJECTIVES

- 1. *Economic Development and Business Support*** ***Target Date: On-going***
Continue to assist the local business community through both the small business and commercial business loan programs and award commercial sign replacement reimbursement grants as well as provide accounting functions for Tullahoma Area Economic Development Agency. Attend economic development finance classes through both the Council on Development Finance Agencies and University of Tennessee Center for Industrial Services. Forecast Tax Increment Financing for annual developer construction draws. (Vibrant Economy, Objectives 1,3; Responsive Effective Local Government, Objective 3)
- 2. *Tullahoma Airport and other Agency Accounting Support*** ***Target Date: On-going***
Provide administrative support and accounting for Tullahoma Airport and research new automated receipting software for better efficiency and internal controls. Assist with downtown main street and tourism initiatives to obtain state recognition and grant funding. (Responsive Effective Local Government, Objectives 2,3)
- 3. *Cost Savings & Lean Process Improvements*** ***Target Date: March, 2019***
Automate data upload between current payroll software and new time and attendance software to decrease manual time and improve efficiency. Anticipate continued variable debt savings of \$200,000 plus \$100,000 to be achieved through management of self-insurance benefits reserve. Converting old "Zortec" software to user-friendly "NextGen" accounting software to allow departments real time access to their budgets. (Responsive Effective Local Government, Objectives 1,2)
- 4. *Training and Staff Development*** ***Target Date: June, 2019***
State legislature instituted a new certification requirement for finance officers which began in FY2009. The Finance Director and City Recorder obtained certification in December 2010, and are required to complete 24 continuing education hours each year to maintain that certification. The Accounting Manager graduated from the CMFO program in FY2013. The Purchasing Officer completed the CMFO program in FY2018. Finance Director is pursuing accreditation as a Development Finance Certified Professional (DFCP). In addition to the required CPE hours, staff members intend to complete coursework in accounting computer systems, supervision and human resources. (Responsive Effective Local Government, Objectives 1,2)
- 5. *GFOA Distinguished Budget and CAFR Awards*** ***Target Date: March, 2019***
Plan to participate in both the GFOA Budget award process and the CAFR review, as well as attempt to compile a Popular Annual Financial Report (PAFR) for our citizens. We hope to be successful in all three categories. We are proud of our finance staff and our city programs and feel that the national awards tell our citizens that we are maintaining the high standards that they expect while managing their funds professionally and efficiently. (Responsive Effective Local Government, Objectives 1, 2)

PERSONNEL

	Actual FY2018	Actual FY2019	Budget FY 2020
Finance Director	1	1	1
Accounting Manager	1	1	1
Purchasing Officer	1	1	1
Accounting Clerk	1	1	1
Accounting Clerk (part-time)	2	2	2
Total	6	6	6

FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
FINANCE DIRECTOR (04)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	181,559	185,354	198,803	198,492	209,205
Salaries-Overtime	137	0	485	482	485
Salaries-Parttime	20,754	20,931	29,015	28,918	29,468
Salaries - Bonus	1,419	1,513	1,881	1,881	1,882
OASI	14,881	15,011	17,585	16,724	18,440
Health & Life Ins.	52,205	52,320	53,708	53,363	59,049
Retirement	11,191	11,864	13,760	13,755	13,944
Unemployment Insurance	187	159	325	325	325
Professional Services (Accounting)	2,430	1,880	3,000	2,580	3,000
Postage	26	0	50	49	25
Printing & Publication	1,478	1,492	3,785	2,171	3,785
Membership & Dues	540	515	835	175	835
Telephone Service	15,001	15,465	16,800	15,124	16,800
Hiring Expense	29	0	230	211	0
Information Technology	9,970	14,900	14,225	13,719	16,225
Maintenance & Repair	0	0	0	0	0
Training	4,115	3,006	3,900	2,451	3,900
Office Supplies	761	1,006	1,900	1,727	1,900
Operating Insurance	3,164	3,303	3,406	3,355	3,406
Depreciation Transfer	9,000	5,000	0	0	0
Purchase of Equipment - large	0	0	0	0	0
Purchase of Equipment - small	0	0	0	0	0
TOTAL:	328,846	333,719	363,693	355,502	382,674
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
MUNICIPAL BUILDING (09)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Parttime	0	0	0	0	0
Utility Service	22,948	24,597	25,256	23,153	30,276
Maintenance & Repair	10,843	16,831	20,670	20,302	95,000
Operating Insurance	14,343	14,758	13,538	13,537	14,768
L & N Railroad Rent	2,815	2,895	3,357	3,357	4,000
Depreciation Transfer	48,403	62,000	22,006	22,006	0
Capital & Furnishings	0	0	2,000	1,902	2,000
TOTAL:	99,352	121,081	86,827	84,257	146,044

CITY RECORDER DEPARTMENT

The City Recorder's Office is the point of entry to Tullahoma City Hall. The City Recorder Department is responsible for accounts receivables including property tax collection, sales tax collection, utility billing for commercial garbage collection, city court fines and collection of hotel/motel taxes. In addition, this department establishes local business licenses, vendor permits, beer permits, and other such permits and licenses. The City Recorder department is furthermore responsible for the organization and upkeep of City records. These records include: Minutes of Board Meetings, Ordinances, Resolutions, Deeds, Easements, Contracts, Police Accident Reports and additional necessary legal information.

The City Recorder Department supports the following elements in Tullahoma's Strategic Plan:

- Vibrant Economy: Objective 1
- Responsive Effective Local Government: Objectives 1-4

FINANCIALS

Category	Actual FY2017	Actual FY2018	Actual FY2019	Budget FY2020
Personnel	\$153,887	\$170,255	\$172,833	\$ 227,650
Operating Expenses	\$ 41,006	\$ 63,003	\$ 40,593	\$ 64,320
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0
Total	\$194,893	\$233,258	\$ 213,426	\$ 291,970

BUDGET COMMENTS

The FY2020 budget reflects an increase in personnel expenditures due to the addition of a full time clerk position and steps adjustments.



FY2019 ACCOMPLISHMENTS

1. ***Property Tax Relief Program (Responsive Effective Local Government, Objective 2)***
The state of Tennessee pays a portion of our qualified residence property taxes (a maximum of \$167.70) Currently there are 304 residents in Coffee County and 26 residents in Franklin County that are on the tax relief program. In addition, there were 70 new applicants this year. The tax relief application process takes approximately twenty minutes per new applicant. Each year the previous year's approved tax relief recipients have to update their financial information and confirm their residential status to remain on this program. The scanning system has been working smoothly for the flow of backup/additional documentation from Tullahoma to the state of Tennessee.
2. ***Property Tax Freeze Program (Responsive Effective Local Government, Objective 2)***
This year marks the tenth year the City has honored the State Property Tax Freeze Program. This is a local optional program allowing certain elderly homeowners (based upon income and age) to freeze the amount of property taxes they pay. Currently there are 278 qualified residents in Coffee County and 26 qualified residents in Franklin County that are signed up for this program.
3. ***Open Records (Responsive Effective Local Government, Objective 2, 4)***
The City Recorder Department has maintained compliance with the Comptroller's Office of Open Records Counsel (OORC) by adopting their model public records policy for Tennessee's local government entities. Furthermore, the City remains in compliance with the Tennessee Code Annotated (TCA). There were over 1,453 requests for open record documents that were processed and paid for during the fiscal year 2019. This generated \$1,416.14 in revenue for the City.
4. ***Tennessee Association of Municipal Clerks and Recordors and Certified Municipal Finance Officer (CMFO) (Responsive Effective Local Government, Objective 2)***
One staff member has continued to maintain taking the necessary classes and seminars required to uphold the CMFO and Municipal Clerk certifications. Several classes and seminars are offered through the Tennessee Government Finance Officers Association (TGFOA) and other such organizations. The Secretary of State also has a state certified program entitled "Tennessee Association of Municipal Clerks and Recordors" (TAMCAR). TAMCAR certification also requires continuing education credits each year. Twenty five (25) continuing education credits must be earned throughout the calendar year to retain certification for the CMFO program.
5. ***Municipal Court Clerk Certificate. (Responsive Effective Local Government, Objective 2)***
The City Recorder's Office sent an employee to a class to obtain credits towards their Municipal Court Clerk Certificate. The first class was attended in June 2019. The Municipal Court Clerk's Certificate Program is designed to help both new and the experienced Court Clerk develop the knowledge, skill, and ability required for successful court management. This program shall provide effective training and educational opportunities for municipal court clerks throughout Tennessee.

City Recorder's Office - Performance Measures

<i>Output</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure effective delivery of municipal services"	Property Tax Relief	392	400	425
	Open Records Requests Processed	1,438	1,416	1,500
"To improve the City's financial health"	Municipal Court fines collected	\$ 354,159	\$ 246,227	\$ 295,000
	Municipal Court cases processed	4,845	3,254	3,750
"To provide a positive business environment"	Property tax credit card payments processed	0	0	\$ 45,000

<i>Efficiency</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure efficient delivery of municipal services"	Credit card system maintained at			
	"Swim Complex"	Yes	Yes	Yes
	Implemented records scanning system	Yes	Yes	Yes
	Staff member certification from TN	Yes	Yes	Yes
	Association of Municipal Clerks			
	New Staff Member obtained Municipal	N/A	No	Yes
	Court Clerk Certification			

FY2020 PERFORMANCE OBJECTIVES

1. Retention and Obtaining of Certified Municipal Finance Officers (CMFO) Certification

Target Date: June, 2020

A newly hired Clerk will be asked to apply for and maintain the CMFO certification. In addition, the current City Recorder shall maintain her certification. Twenty five (25) continuing education credits must be earned throughout the year to retain certification. Several classes and seminars are offered through the Government Finance Officers Association (GFOA) and other such organizations. The Secretary of State also has a state certified program entitled "Tennessee Association of Municipal Clerks and Records" (TAMCAR). TAMCAR certification also requires continuing education credits each year. (Responsive Effective Local Government, Objective 2)

FY2020 PERFORMANCE OBJECTIVES – (continued)

- 2. *Obtaining the Municipal Court Clerk Certificate*** ***Target Date: June, 2020***
 The City Recorder's Office needs to send an employee to classes to obtain their Municipal Court Clerk Certificate. The next class (for our new employee) will be offered in November 2020. The Municipal Court Clerk's Certificate Program is designed to help both new and the experienced Court Clerk develop the knowledge, skill, and ability required for successful court management. This program shall provide effective training and educational opportunities for municipal court clerks throughout Tennessee over a three-year cycle of recorded learning towards a certificate. (Responsive Effective Local Government, Objective 2)
- 3. *Direct Deposit for Garbage Payments*** ***Target Date: September 2020***
 The Recorder's office wants to expand its accounts receivable capabilities by allowing businesses to pay their garbage invoices by direct deposit / automatic clearing house (ACH) or direct "Bill Pay". Currently only four (4) garbage accounts payments are received through this ACH system. However, several more accounts have requested information about setting up their payments through this method. (Responsive Effective Local Government, Objective 2; Vibrant Economy, Objective 1)
- 4. *Collection Agency for Court*** ***Target Date: June, 2020***
 The agency previously used for the collection of old court costs and fines has gone out of business. The City will consider utilizing another firm or utilizing the City Attorney's office. (Responsive Effective Local Government, Objective 2-3)
- 5. *Credit Card Collection Agency for Property Tax Payments*** ***Target Date: June, 2020***
 In the past, the City of Tullahoma has given its citizens the option of paying for their property taxes from the convenience of their own home using a credit card. This was accomplished through a third party vendor. The contract the City of Tullahoma had with its third party vendor was terminated by the State of Tennessee back several years ago. The City of Tullahoma will need to seek (or piggy-back on a new State contract) a new third party vendor for its credit card payment processing services for property taxes. (Responsive Effective Local Government, Objective 2)
- 6. *Pool Admission / Concessions*** ***Target Date: June 2020***
 A credit card acceptance system at the recreation department has been implemented. The system is being used to allow for customer convenience. However, the City will be looking into a more cost efficient system for this department. (Responsive Effective Local Government, Objective 2)

PERSONNEL

	Actual FY2018	Actual FY2019	Budget FY2020
City Recorder	1	1	1
Accounting Clerks	2.5	2.5	3
Total	3.5	3.5	4

FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
CITY RECORDER (08)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	99,404	113,728	125,849	122,874	158,026
Salaries-Overtime	500	84	500	100	100
Salaries- part-time	7,363	7,105	0	0	0
Salaries - Bonus	1,320	1,400	1,340	1,340	560
OASI	7,763	8,736	9,708	9,167	12,139
Health & Life Ins.	31,756	33,026	36,462	30,701	46,040
Retirement	5,718	6,095	8,453	8,451	10,515
Unemployment Insurance	64	81	270	200	270
Election Expense	2,261	24,970	2,205	1,739	25,000
Postage	16,863	14,975	16,400	15,198	16,400
Printing & Publication	2,444	1,377	2,440	2,204	2,700
Membership & Dues	190	185	331	0	150
Telephone Service	0	0	4	0	100
Hiring Expense	181	344	349	344	174
Contracted Services	0	4,695	6,423	6,421	1,000
Information Technology	7,310	11,783	10,300	9,177	11,000
Maintenance & Repair	0	0	0	0	0
Training	1,109	1,852	2,251	2,115	3,751
Office Supplies	1,207	1,380	2,021	1,925	2,021
Operating Insurance	1,441	1,442	2,024	1,470	2,024
Depreciation Transfer	8,000	0	0	0	0
Purchase of Equipment - large	0	0	0	0	0
Purchase of Equipment - small	0	0	0	0	0
TOTAL:	194,893	233,258	227,330	213,426	291,970

HUMAN RESOURCES DEPARTMENT

The Human Resources Department is responsible for recruitment and retention of qualified employees, development and enforcement of the City's personnel regulations, and coordination of the performance evaluation system. This Department is responsible for maintenance of the City's classification and compensation plan, and the coordination of employee training and development. The Department is also responsible for risk management programs, including the infectious disease program, drug and alcohol program, wellness program, and the return-to-work program. The Management of employee benefits such as health insurance, retirement, disability, life insurance, and worker's compensation is another primary function. Human Resources also ensures compliance with local, state, and federal laws pertaining to employment practices. The Safety Committee seeks to minimize work related injuries and illnesses through safety training and development of safety programs.

The Human Resources Department supports the following elements in Tullahoma's Strategic Plan:

- Safe, Caring & Diverse Community: Objectives 1, 4
- Responsive Effective Local Government: Objectives 1,2

FINANCIALS

Category	Actual FY2017	Actual FY2018	Actual FY2019	Budget FY2020
Personnel	\$ 148,720	\$ 153,666	\$ 162,559	\$ 164,040
Operating Expenses	\$ 35,868	\$ 20,985	\$ 25,698	\$ 53,861
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0
Total	\$ 184,588	\$ 174,663	\$ 188,257	\$ 217,901

BUDGET COMMENTS

FY2020 budget shows an increase in the Human Resource Department of approximately 4%, which part of the increase was due to the City adopting step raises for employees, an increase in health coverage and wellness initiatives, as well as an increase in information technology for FY2020.

FY2019 ACCOMPLISHMENTS

- ***Employee Wellness Program (Safe, Caring and Diverse Community, Objective 4)***
The fourth annual Employee Fitness Challenge was held in the fall of 2018. The challenge measures employees on fitness standards related to cardiovascular endurance, muscular endurance, flexibility and muscular strength. Employees who volunteered for the challenge had to meet standards based on their gender and age to receive a fitness incentive. Employees receive the fitness incentive based on meeting 2 out of 4 of the

FY2019 ACCOMPLISHMENTS – (continued)

requirements. In 2018, there were 68 participants and 95.6% earned a fitness incentive. Compared to last fiscal year, there were a comparable percentage of employees, 85.3%, who met 3 of the 4 fitness challenges. In order to be eligible to challenge the exam, employees were required to participate in a city sponsored walking program, submit an exercise photo or use the community center during the fitness period.

- ***Annual Service Awards Banquet (Safe, Caring and Diverse Community, Objective 4)***
The 10th Annual Service Awards Banquet was held in May 2019 and eighteen employees were recognized. Of those employees, one had 30 years of service and two had 20 years of service. The Mayor, Aldermen, City Administrator and Department Heads in attendance took the opportunity to show their appreciation for their years of service and contribution to the city.



- ***Employee Annual Health Fair (Safe, Caring and Diverse Community, Objectives 1, 4)***
The 21st annual Employee Health Fair was held in partnership with Tennova Healthcare Harton. The health fair provides employees with free blood screenings, flu shots, EKG's and wellness information. There were 133 attendees which was a 7.5% increase in attendance compared to last year. Participants included full and part-time employees and spouses covered under the city's health insurance. The health fair also provided vision exams, chair massages and information on smoking cessation, breast cancer awareness, stem cell therapy and walking programs.
- ***Employee and Supervisor Training Program (Safe, Caring and Diverse Community, Objectives 1, 4)***
The law firm of Wimberly Lawon Wright Daves & Jones, PLLC conducted supervisor training in September 2018. The objective of the training was to update management on employment law, provide them with information to better meet the responsibilities of their positions and to minimize liability to the city. The topics covered were Family and Medical Leave Act (FMLA), Social Media and Americans with Disabilities Act (ADA). Employee training was also conducted in November 2018 by the Municipal Technical Advisory Service (MTAS) for Discrimination, Harassment and Respect in the Workplace.

Human Resources Department - Performance Measures

<i>Output</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure effective, efficient delivery of municipal services"	Applications Reviewed and Processed	591	687	550
	Full-Time Employees Hired	24	33	20
	Part-Time Employees Hired	75	70	75
	Workers Compensation Claims Filed	19	22	18
	OSHA reportable Incidents	19	22	18
	Staff Training Hours Provided	26	20	20

<i>Efficiency</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To create a nurturing environment"	Safety Programs in Place	Yes	Yes	Yes
	Conducted Safety Training	Yes	Yes	Yes
	Performance Evaluation System	Yes	Yes	Yes
	Employee Assistance Plan	Yes	Yes	Yes
"To ensure effective, efficient delivery of municipal services"	Revised personnel Policies and Regulations	No	Yes	Yes
	Annually Review Benefits Plan for Cost Savings	Yes	Yes	Yes

FY2020 PERFORMANCE OBJECTIVES

1. Employee Wellness Program

Target Date: ongoing

The Safety/Wellness committee will continue to build on the program by providing employees with resources and incentives to improve their health and wellness. Research the cost impact of recommendations and determine funding sources. (Safe, Caring and Diverse Community, Objective 4)

2. Employee Health Fair

Target Date: October 2019

Coordinate a successful health fair for City employees with the local hospital. Provide free medical testing and inoculations, wellness information and access to benefit representatives. (Safe, Caring and Diverse Community, Objectives 1, 4)

FY2020 PERFORMANCE OBJECTIVES (continued)

3. ***Employee and Supervisor Training Program*** ***Target Date: Year round***
Conduct employee and supervisor training to include topics on employment law, workplace skills, customer service, health and safety and management skills. (Responsive, Effective Local Government, Objective 2)
4. ***Service Awards Banquet*** ***Target Date: May 2020***
Organize the annual Service Award Banquet which recognizes employees with milestone anniversaries. Plan the event and make necessary arrangements for the awards ceremony and banquet. (Safe, Caring and Diverse Community, Objective 4)
5. ***Human Resources Information System*** ***Target Date: June 2020***
Research options for a Human Resources Information System (HRIS) that streamlines department operations including recruitment, employee notifications, access to personnel forms and other functions that can improve department efficiency and service provided to employees. (Safe, Caring and Diverse Community, Objective 4)

PERSONNEL

	Actual FY2018	Actual FY2019	Budget FY2020
Human Resources Director	1.0	1.0	1.0
HR Assistance	1.0	1.0	1.0
Total	2.0	2.0	2.0

FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
HUMAN RESOURCES (06)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	103,334	106,644	114,055	113,861	118,081
Salaries - Part time	175	105	1,314	1,100	614
Salaries - Bonus	1,068	960	1,401	1,401	1,194
OASI	7,556	7,701	8,919	8,518	9,172
Health Insurance	30,168	31,375	29,755	29,751	27,017
Retirement	6,358	6,826	7,887	7,872	7,852
Unemployment Insurance	61	55	110	56	110
Postage	0	0	0	0	100
Printing & Publication	2,089	2,083	4,100	1,464	4,100
Membership & Dues	1,097	616	1,097	881	1,097
Telephone Service	432	432	550	450	550
Hiring Expense	0	0	0	0	100
Drug Testing	0	0	1,150	20	0
Blue Cross/ Wellness Initiatives	3,174	0	8,970	4,902	8,970
Information Technology	12,877	160	4,000	2,288	12,000
Training	4,148	4,167	4,800	3,157	4,800
Loss Control Programs	337	1,695	5,470	2,956	5,470
Driver Safety & staff Training	0	3,963	8,750	5,300	8,750
Office Supplies	1,399	1,306	1,300	990	1,300
Operating Insurance	1,317	1,347	1,377	1,375	1,419
Depreciation Transfer	7,000	0	0		0
Special Events	1,997	5,216	4,505	1,915	5,205
Purchase of Equipment - large	0	0	0	0	0
Purchase of Equipment - small	0	0	0	0	0
TOTAL:	184,588	174,651	209,510	188,257	217,901

PLANNING AND CODES DEPARTMENT

The Planning and Codes Department is responsible for the planning issues for the City of Tullahoma and its residents, inspections and plan review for all new and existing buildings, and Municipal Code Enforcement. The Planning and Codes Department participates in and coordinates the site review and development process, comprehensive planning, enforcement of zoning and subdivision regulations, plan review and permit process with city departments and agencies, code administration and development.



The Planning and Codes Department supports the following elements in Tullahoma's Strategic Plan:

- Vibrant Economy: Objective 1
- Sustainable Healthy Environment: Objectives 1-4
- Responsive Effective Local Government: Objectives 2, 4
- Safe, Caring and Diverse Community: Objective 2

FINANCIALS

Category	Actual FY2017	Actual FY2018	Actual FY2019	Budget FY2020
Personnel	\$ 247,598	\$ 285,600	\$ 296,300	\$ 362,651
Operating Expenses	\$ 56,075	\$ 46,297	\$ 40,729	\$ 60,036
Capital Outlay	\$ 0	\$ 0	\$ 0	\$ 0
Total	\$ 303,673	\$ 331,897	\$ 337,029	\$ 422,687

BUDGET COMMENTS

The FY2020 budget reflects an overall increase of approximately 21%, which reflects the compensation plan steps, cost of living adjustments, new mowing/recovery program, and addition of a full-time permit technician.

FY2019 ACCOMPLISHMENTS

1. ***Development of a Joint Community Mobility Plan (Safe, Caring and Diverse Community, Objective 2, Sustainable Healthy Environment, Objectives 1-4, Vibrant Economy, Objective 1)***

The Planning & Codes Department with the City of Manchester and the Tennessee Department of Transportation conducted a study for a Community Mobility Plan for areas along state routes inside and between both cities. A Community Mobility Plan is a multi-modal plan that identifies the existing and future transportation system, including roadways, public transportation, rail, bicycle, and pedestrian facilities needed to serve the current and anticipated travel demand in the specified areas.

2. ***Implementation of an Online Public Permitting Portal (Responsive Effective Local Government: Objectives 2, 4)***

The Planning & Code expanded permitting services by providing an online public portal that will enable contractors and homeowners to apply and pay for building permits online plus allow them to track their projects. The portal also allows applicants to upload images and pdf files. The data storage is cloud-based, and a link to the portal will be on the City's webpage. Also, a kiosk is available in the lobby of the Planning and Codes Office for individuals to access the portal.

3. ***Increased Number of Administrative Hearings (Sustainable Healthy Environment, Objective 2, Responsive, Effective Local Government, Objective 2)***

The Planning and Codes Department recommended the Board of Mayor & Aldermen to increase funding of the Administrative Hearing Office to hold more hearings in the next fiscal year. The hearings will be conducted every other month for a total of six. By increasing the frequency of hearings the Administrative Hearing Officer will be able to address a greater number of violations of the zoning, building, and property maintenance codes.

Planning and Codes Department - Performance Measures

<i>Output</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure effective delivery of municipal services."	Number of Code Complaints Received	214	193	185
	Number of Code Violation Notices Issued	135	150	140
	Number of Violations Corrected	110	140	140
	Number of Cases Filed in Court	6	3	2
"To provide a positive business environment" "Improved Infrastructure"	Building Permits Issued	332	364	375
	No. of Building Inspections Performed	1,451	1,591	1,600
	No. of Certificates of Occupancy Issued	112	123	125
	Value of Building Permits Issued	\$20,741,521	\$25,926,834	\$26,000,000

<i>Efficiency</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure efficient delivery of municipal services."	Average Response Time in Calendar Days for Initial Inspection of Code Violations	3	3	3
	Average Response Time in Calendar Days for Progressions From Inspector's Report to Voluntary Compliance or legal action	10	10	10
	Number of property maintenance cases brought into compliance per 1,000 population	5.9	8	8
	% Number of violations brought into compliance per 1,000 population	63%	73%	75%
	Average number of days for issuance of residential permit	1	1	1

FY2020 PERFORMANCE OBJECTIVES

1. ***Update the City's Comprehensive Development Plan*** ***Target Date: July 2020***
 The Planning & Codes Department will request proposals from qualified Planning Consultants for the preparation of a community-wide comprehensive development plan. The area to be considered in this plan shall include the area located within the City and the urban growth boundary. The updated plan is intended to be the principal guide for community and governmental decision-making regarding land use, zoning, transportation planning, utility capacity and construction, economic development, traffic management, recreation, capital budgeting, provision of municipal services and facilities, housing, and community engagement. (Vibrant Economy: Objective 1; Sustainable Healthy Environment: Objectives 1-4)

2. ***Update the City's Comprehensive Transportation Plan*** ***Target Date: May 2020***
 The Planning and Codes Department will recommend revisions to the Comprehensive Transportation Plan. The changes will integrate goals, recommendations, and current transportation-related data from the Community Mobile Plan into the Comprehensive Transportation Plan to strengthen the connections between the City's transportation plans, land use plan, and community vision. (Vibrant Economy: Objective 1; Sustainable Healthy Environment: Objectives 1-4; Responsive Effective Local Government: Objectives 2, 4; Safe, Caring and Diverse Community: Objective 2)

3. ***Contract with an engineering firm for building plans review*** ***Target Date: July 2020***
 The Planning & Codes Department will recommend the City to contract a qualified engineering firm to review commercial building plans for code compliance. The purpose is to expedite the plans review process and allow the City Building Inspectors more time to devote to inspections and code enforcement. (Sustainable Healthy Environment)

FY2020 PERFORMANCE OBJECTIVES (continued)

4. ***Addition of Permit Technician***

Target Date: September 2019

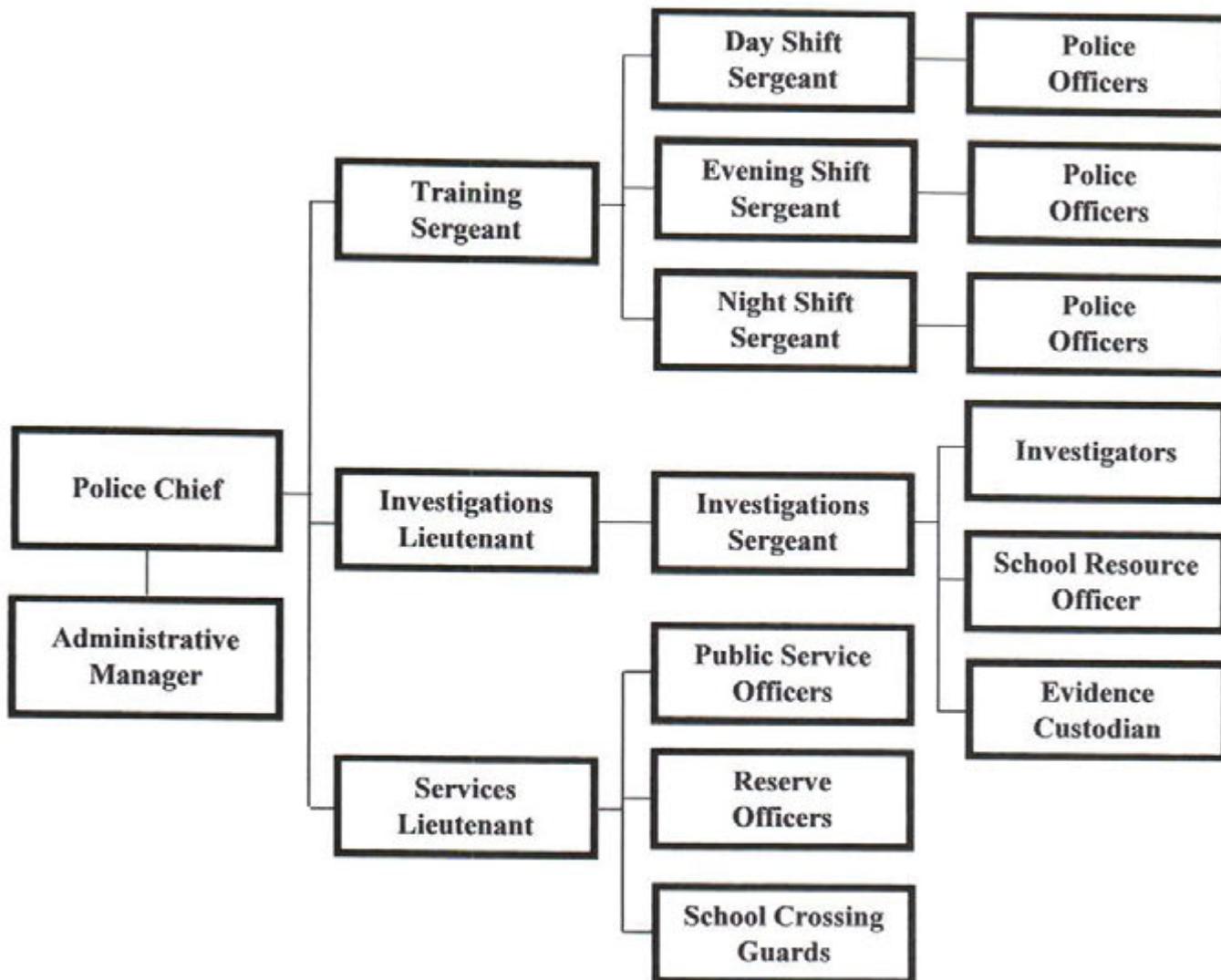
The Planning & Codes Department is adding a Permit Technician to increase the productivity of the department. The Permit Technician will review all permit applications and supporting documentation for compliance with state and local development regulations. He/she will also receive complaints about property and development code violations. The additional staff member will expedite the issuance of building permits and processing code cases.

PERSONNEL

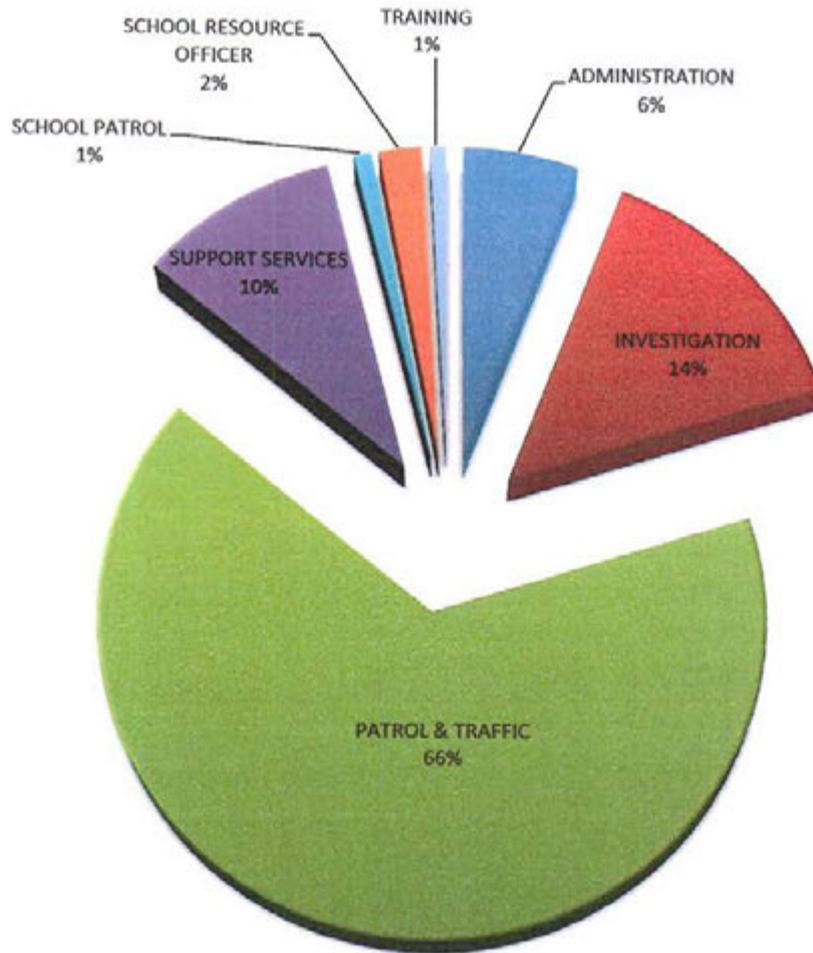
	Actual FY2018	Actual FY2019	Budget FY2020
Director of Planning & Codes	1	1	1
Building Inspector	2	2	2
Administrative Secretary	1	1	1
Permit Technician	0	0	1
Total	4	4	5

FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
PLANNING (08)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	172,168	199,372	205,964	205,955	243,870
Salaries-Overtime	164	0	580	100	300
Salaries - Part time	2,782	0	500	352	0
Salaries - Bonus	868	744	1,101	1,101	1,120
OASI	12,803	14,403	15,849	15,017	18,765
Health Insurance	48,235	58,697	59,872	59,870	82,085
Retirement	10,385	12,275	13,841	13,761	16,237
Unemployment Ins.	193	109	200	144	274
Other Professional Services	802	305	1,730	691	1,000
GIS/Mapping	265	124	670	205	1,000
Administrative Hearing Services	0	0	5,980	5,600	6,250
Printing & Publications	3,190	2,996	3,300	2,179	4,000
Membership & Dues	718	901	990	646	1,100
Utilities - Electric	3,099	2,972	4,500	3,168	4,000
Utilities - Gas	452	534	1,000	416	900
Telephone Expense	1,707	1,794	2,000	1,835	2,500
Hiring Expense	367	0	200	0	200
Information technology	3,202	2,852	6,832	6,407	5,832
Planning Commission	3,290	3,588	3,100	2,890	3,200
Historic Zoning Commission	273	0	100	0	0
Maintenance & Repair	1,092	1,185	1,928	1,903	1,328
Property Maintenance	0	0	3,000	58	5,000
Repair of Building	34	0	1,211	887	5,000
Training	4,520	0	3,250	1,730	4,250
Office Supplies	2,248	1,485	2,000	1,309	2,000
Operating Supplies	1,176	1,297	2,000	753	2,000
Uniforms	1,126	239	1,000	827	1,250
Gas	1,422	1,556	1,700	1,617	1,600
Operating Insurance	7,092	7,469	7,627	7,608	7,626
Depreciation Transfer	20,000	17,000	0	0	0
Purchase of Equipment - large	0	0	0	0	0
Purchase of Equipment - small	0	0	0	0	0
TOTAL:	303,673	331,897	352,025	337,029	422,687

City of Tullahoma
Police



FY 20 BUDGET POLICE EXPENSE



POLICE DEPARTMENT

The Police Department operates under the direction of the Chief of Police to enhance the quality of life for the citizens and visitors of Tullahoma by providing for the safety of lives and property. The Department is divided into three divisions. The Patrol Division, under the command of a Captain, includes uniformed members of the department who have the responsibility of patrolling the streets of the city, responding to calls for service, traffic accident investigation, traffic law enforcement, suppression of crime, and supervising of Reserve Police Officers. The Patrol Division also includes the Special Operations Unit (Tactical Team). The Support Division, under the command of a Lieutenant, has responsibilities that include supervising School Crossing Guards and Public Service Officers, and acting as the liaison with the Police Chaplains. The Investigations Division, under the command of a Lieutenant, is responsible for the investigation of criminal offenses, undercover operations, narcotics detection and investigations, pawnshop records, vehicle seizures and inventories, and maintaining multi-jurisdictional contacts to apprehend offenders. The Investigations Division is also responsible for the preservation and maintenance of evidence, department assets and inventories, and information systems.

The Police Department supports the following elements in Tullahoma's Strategic Plan:

- Safe, Caring & Diverse Community: Objectives 1, 2, 4
- Responsive Effective Local Government: Objectives 2, 3
- Vibrant Economy: Objectives 1, 4
- Sustainable Healthy Environment, Objective 2

FINANCIALS

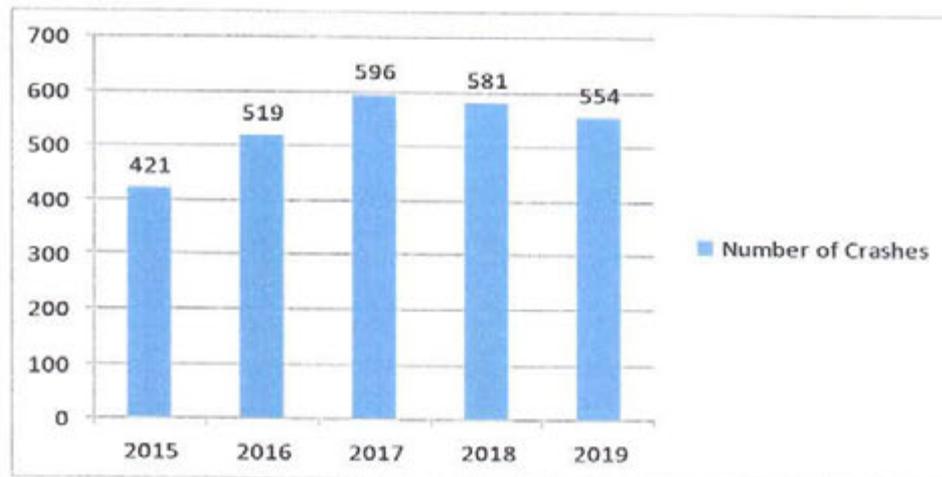
Category	Actual FY2017	Actual FY2018	Actual FY2019	Budget FY2020
Personnel	\$2,683,891	\$2,779,949	\$2,885,586	\$3,089,654
Operating Expenses	\$ 486,453	\$ 540,507	\$ 415,693	\$ 411,979
Capital Outlay	\$ 50,828	\$ 11,560	\$ 29,425	\$ 28,000
Total	\$3,221,172	\$3,332,016	\$3,330,704	\$3,529,633

BUDGET COMMENTS

The FY2020 overall budget shows approximately a 3% increase. Increases in the personnel lines were due to the annual compensation step plan and a 3.5% cost of living adjustment. Operating expenses includes increase for workman's compensation insurance coverage and small equipment grant purchases, while some of the operating line items were down for the upcoming FY2020.

FY2019 ACCOMPLISHMENTS

- **Monitored Accident Rates (Safe, Caring Diverse Community, Objective 1)**
The rate of traffic accidents showed a reduction of approximately 4.75%, from the previous fiscal year.



- **Child Passenger System (Safe Caring Diverse Community, Objectives 1, 4)**
Trained technicians provided 25 child seat inspections and replaced 23 systems for proper fit through the Child Passenger Restraint grant program. The Department has been recognized by the Governor's Highway Safety Office as the Child Passenger Restraint system agency for Middle Tennessee.
- **Drug Take Back Program (Safe, Caring Diverse Community, Objective 1; Sustainable Healthy Environment, Objective 1)**
The department, through the drug take-back program, disposed of 1063.5 lbs. of expired prescriptions, over the counter medications, and intravenous instruments. The previous year's collection and destruction was 580 lbs. The program was highlighted in a Public Service Announcement by Blue Cross Blue Shield of Tennessee and the Coffee County Anti Drug Coalition. The department participated in two public take back collections in conjunction with the Anti Drug Coalition.
- **Eddie Eagle Program (Safe, Caring Diverse Community, Objective 1,4)**
The department, through the School Resource Officer (SRO) presented the program to third graders at the Elementary Schools. The program focuses on gun safety awareness and the actions the kids should take when exposed to a firearm - STOP - DON'T TOUCH - TELL AN ADULT. All the third grade classes at the four elementary schools were presented with the program.
- **Media Involvement (Responsive Effective Local Government, Objective 3; Vibrant Economy, Objective 3)**
The Department provided 7 bi-weekly newspaper articles that address a wide variety of topics from motor vehicle operation, departmental programs, municipal ordinances, and public awareness. The Department also conducted approximately 12 local television interviews.

FY2019 ACCOMPLISHMENTS - (continued)

- Crime Reduction(Safe, Caring Diverse Community, Objective 1,4)**
 Based on the Tennessee Bureau of Investigation Annual Crime Report (2018), the city saw an overall *decrease* in the crime rate of 3%. The rate reflects an overall reduction of 4.13% in crimes against persons, and a 7.34% reduction in Property offenses.
- Grant Management(Responsive Effective Local Government, Objective 2,3)**
 The department was successful in acquiring non matching grants in the total amount of \$15,000. The funds received were earmarked for equipment purchases and overtime associated with targeting behavioral driving habits and improving dispatch and communications.



Police Department Performance Measures

<i>Output</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To provide for the safety and protection of all residents, visitors, and property" "To provide a nurturing, sustainable, and healthy environment" "Improve image and awareness"	Total Police Calls	28,841	30,283	22,623
	Incident Reports	3,676	3,178	3,200
	Violent Crimes (per 1,000 pop)	6.28	27.29	2.0
	Property Crimes (per 1,000 pop)	47.06	49.11	45
	Sobriety Checkpoints & Saturation Patrols	2	4	10
	Drug Take Back Container (in pounds)	580	1,063.5	600
	Public Presentations	56	58	20
	Newspaper Topics of Interest	26	28	10
	Local TV Interviews	52	52	10
Community Program Hours	88	100	100	

Police Department Performance Measures (continued)

<i>Efficiency</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure efficient delivery of municipal services"	Average Response Time to Emergency Calls	3 min	3 min	3 min
	Police Call Rate per 1,000 population	1,571	1,618	1,680
	Number Police Calls per Patrol Officer (26)	1,165	1,190	803
	Number Motor Vehicle Accidents per 1,000 population (combined inj & noninj)	30.15	29.25	30
	Number of Injury-Producing Motor Vehicle Accidents per / 1,000 pop.	3.69	3.58	4.95
	Percentage of Violent Crimes Cleared	52.9%	54.48%	50.7%
	Percentage of Property Crimes Cleared	28%	28.84%	25.92%
	Group A, Part 1 Crimes Cleared	45.33%	46.69%	45.8%
Assigned Cases per Investigator (Yr. Avg.)	96	99	100	

FY2020 PERFORMANCE OBJECTIVES

- 1. *Physical Facility Upgrades*** ***Target Date: June 30, 2020***
 Implement the construction phase of the facility. Design plan is for approximately 13,000 sf new construction for police services. (Sustainable Healthy Environment, Objective 2)
- 2. *Staffing Levels*** ***Target Date: Jan 31, 2020***
 Maintain maximum patrol levels by setting a minimal staffing level of five (5) officers on duty for each shift. (Responsive Effective Local Government, Objective 2; Safe, Caring Diverse Community, Objective 1)
- 3. *Sobriety Check Points & Saturation Patrols*** ***Target Date: June 30, 2020***
 Conduct sobriety checkpoints and/or saturation patrols on a monthly basis to detect, deter, and mitigate impaired driving. (Safe, Caring Diverse Community, Objective 1)
- 4. *Conduct traffic enforcement*** ***Target Date: June 30, 2020***
 Conduct an aggressive traffic enforcement program that contributes to safe and orderly movement of vehicles on the roadways. Utilizing grant funds, establish varying extra assignments to target high traffic areas. (Safe, Caring Diverse Community, Objective 1, Responsive Effective Local Government, Objective 2)
- 5. *Traffic Accident Reduction*** ***Target Date: June 30, 2020***
 Continue to work toward reducing traffic accidents. Continue the emphasis on traffic enforcement and a desired decrease in overall accidents of 3% for fiscal year 2019. (Safe, Caring Diverse Community, Objective 1)

FY2020 PERFORMANCE OBJECTIVES (continued)

6. Mobil CAD Update

Target Date: June 30, 2020

Continue to evaluate the Record Management System and a mobile CAD interface. Upon implementation the completion of reports and the dispatching to calls will be interfaced to reduce documentation steps and time. RMS and Dispatch interface established in early FY2019. Continue to refine and implement the interface capabilities. (Responsive Effective Local Government, Objective 2)

7. Provide Specialized and Quality Training

Target Date: June 30, 2020

When possible, send officers to training courses that provide advanced training and knowledge. (Vibrant Economy, Objective 4, Safe, Caring Diverse Community, Objective 4)

8. Adopt-A-Cop

Target Date: June 30, 2020

The department, in conjunction with the Tullahoma City Schools, will continue to participate in a program to allow the Elementary schools to "Adopt a Cop". The officer will attend the various school events and coordinate with the Principal or other designated employee to create interaction between the students and the officers. Complete an entire school year with officers interaction with the elementary schools. (Safe, Caring Diverse Community, Objective 1)



9. TIP411

Target Date: June 30, 2020

The department, in conjunction with the Coffee County Anti Drug Coalition (CCADC) will participate in the anonymous tip line provided by TIP411. The initial focus will be on the High School population and encourage students to notify authorities of activities that are detrimental to students and the school. Sign-up and information is available at tip411.com. (Safe, Caring and Diverse Community, Objective 1) (Responsive, Effective Local Government, Objective 3)

10. NIXLE Mass Communication System

Target Date: June 30, 2020

The department will continue to encourage citizens to enroll in the mass communication system provided by NIXLE. The current enrollment is minimal. In the coming year the department will conduct efforts to increase the enrollment by 10% during the fiscal year. The enrollment and information is available at NIXLE.com. (Safe, Caring and Diverse Community, Objective 1) (Responsive, Effective Local Government, Objective 3)

FY2020 PERFORMANCE OBJECTIVES (continued)

11. C.E.O. Program

Target Date: June 30, 2020

The department will continue to participate in the Chamber of Commerce Creating Educational Opportunities (C.E.O.) program with all the schools in the Tullahoma City Schools system. Participation will be expanded to involve the officers assigned to the Adopt a Cop program. (Safe, Caring Diverse Community, Objective 1, 4) Responsive, Effective Local Government, Objective 3)



PERSONNEL

	Actual FY2018	Actual FY2019	Budget FY2020
Chief of Police	1	1	1
Police Captain	0	0	0
Patrol Captain	1	1	0
Patrol Lieutenant	0	0	1
Patrol Sergeant	3	3	3
Patrol Corporal	3	3	3
Police Officers	21	21	21
Police Officer -Housing Authority	1	1	1
Police Officer - School Resource	1	1	1
Services Lieutenant	1	1	0
Investigations Lieutenant	1	1	1
Investigations Sergeant	1	1	1
Investigators (add 1 position in Jan. 2019)	2	3	3
Investigator - Community Service	1	1	1
Total Certified Officers	37	38	34
Chief's Admin Assistant	1	1	1
Public Service Officer I	1	1	1
Public Service Officer II	3	3	3
School Crossing Guard (P/T)	9	9	7
Reserve Police Officer (P/T)	2	7	1
Evidence Custodian (P/T)	1	1	1
Total Non-Certified Employees	17	22	14
Total	54	60	51

FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
POLICE ADMINISTRATION (10)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	124,030	127,067	159,562	155,664	139,457
Salaries - O/T	0	0	28	28	500
Salaries - Bonus	1,880	1,960	2,490	2,490	2,510
OASI	9,676	10,034	13,072	11,990	10,899
Health Insurance	17,610	18,314	17,128	17,124	19,988
Retirement	7,024	7,073	8,985	5,971	9,274
Unemployment Ins.	64	56	110	110	110
Postage	78	25	100	43	100
Printing & Publications	772	510	682	179	710
Membership & Dues	300	300	475	475	475
Utility Services	1,314	1,357	1,575	1,463	1,575
Telephone Services	1,080	1,129	1,250	1,119	1,250
Hiring Expense	0	200	0	0	0
Information Technology	0	3,000	3,000	3,000	3,000
Maintenance & Repair	3,019	35	400	114	400
Training	3,048	1,956	1,195	842	2,695
Office Supplies	293	169	300	43	300
Operating Supplies	1,662	1,702	2,900	2,558	3,001
Citizens Police Academy	191	0	540	0	0
Uniforms	292	112	325	0	325
Gas	461	502	750	296	750
Operating Insurance	4,345	4,545	4,693	4,570	4,693
Depreciation Transfer	20,000	15,000	10,000	10,000	0
Restricted Capital	0	0	0	0	0
TOTAL:	197,138	195,046	229,560	218,079	202,012
INVESTIGATION (11)	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	240,908	247,945	283,616	283,386	309,044
Salaries - Overtime	7,292	8,050	10,500	10,111	7,000
Court Pay	0	0	300	216	300
Salaries - Bonus	3,440	3,400	4,050	4,050	4,250
OASI	18,536	18,681	22,803	21,806	24,525
Health & Life Ins.	63,512	66,053	66,535	65,970	90,114
Retirement	12,188	12,732	16,111	15,214	21,017
Unemployment Ins.	160	140	270	112	270
Professional Services	0	0	0	0	0
Printing & Publication	1,654	967	1,050	519	1,000
Telephone Services	3,960	3,982	5,570	4,355	7,100
Information Technology	0	2,399	2,399	2,399	2,000
Maintenance & Repair	1,372	2,956	4,531	4,517	2,500
Office Supplies	737	261	750	466	750
Operating Supplies	1,869	1,951	2,000	1,926	2,000
Restricted Supplies	530	3,525	3,225	1,533	2,725
Uniforms	2,125	2,125	2,125	2,125	2,125
Gas	5,909	7,273	9,137	8,988	8,000
Operating Insurance	12,298	16,236	15,696	14,307	17,266
Depreciation Transfer	25,000	33,000	25,000	25,000	0
Purchase of Equipment - large	0	0	0	0	0
Purchase of Equipment - small	0	0	1,000	0	0
TOTAL:	401,491	431,676	476,668	467,000	501,986

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
PATROL/TRAFFIC (12)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	1,169,071	1,223,489	1,166,246	1,161,774	1,282,462
Salaries-Overtime	60,814	51,327	64,707	63,401	54,007
Court Pay	11,620	17,867	18,500	9,445	18,500
Salaries - Bonus	8,320	9,480	10,130	9,343	9,280
OASI	89,770	92,770	92,692	89,752	104,365
Health Insurance	387,369	406,286	376,744	371,510	446,408
Retirement	67,743	74,841	79,808	78,985	90,105
Unemployment Ins.	1,029	890	1,680	1,680	1,680
Professional Service	681	35	1,000	0	500
Radio Repair	2,990	1,130	3,000	1,193	3,000
Vehicle Tow Charges	577	500	600	565	600
Printing & Publication	5,408	4,139	5,200	2,373	5,200
Membership and Dues	300	300	400	300	400
Telephone Services	6,192	6,088	7,700	5,476	9,200
Hiring Expense	2,831	4,107	5,081	4,610	5,081
Crime Lab Reports	40	0	285	0	285
Maintenance & Repair	47,228	58,878	54,736	51,414	53,101
Office Supplies	1,324	1,095	1,750	423	1,750
Operating Supplies	5,254	5,589	4,000	3,675	4,000
Community Service Fund	201	151	450	316	450
SWAT Supplies	0	0	1,500	0	1,500
Accident Reconstruct	88	4,345	1,345	0	4,345
Law Enforcement Fines	4,365	1,500	2,400	1,500	3,400
Uniforms	10,376	13,627	12,000	11,860	12,000
RAD Program	0	0	250	0	250
Gas	56,745	64,074	65,012	62,017	66,012
Operating Insurance	106,222	119,926	122,438	122,438	118,347
Depreciation Transfer	55,000	50,000	100,000	100,000	0
Purchase of Equipment -large	0	0	0	0	0
Purchase of Equipment-small	<u>40,103</u>	<u>4,945</u>	<u>12,210</u>	<u>12,085</u>	<u>8,000</u>
TOTAL:	2,141,660	2,217,379	2,211,864	2,166,135	2,304,228

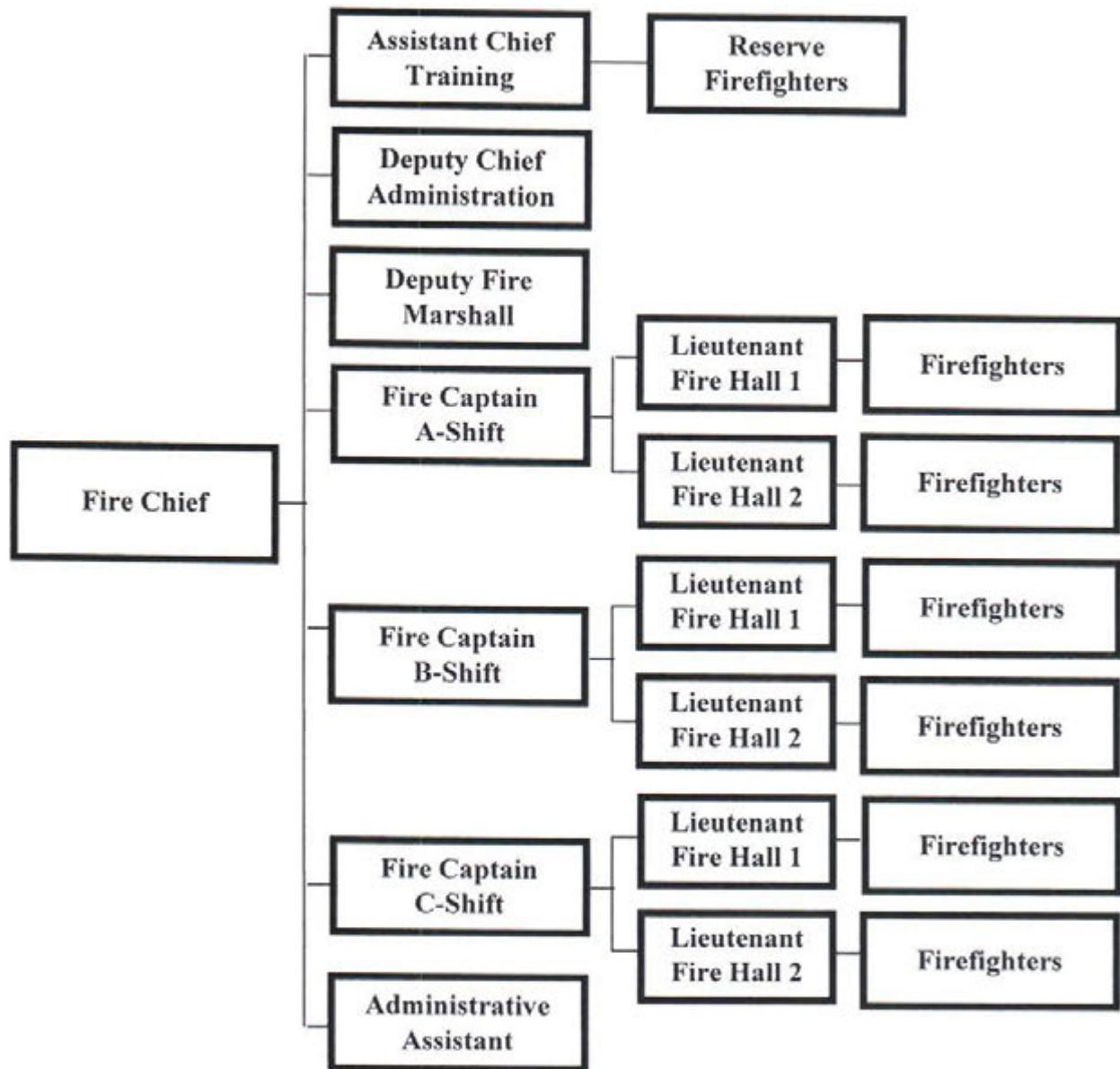
FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
SUPPORT SERVICES (068)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	184,200	173,880	181,810	179,434	188,053
Salaries-Overtime	3,849	3,265	4,700	4,465	3,700
Salaries-Parttime	24,886	30,825	29,153	29,020	29,226
Salaries - Bonus	3,600	3,680	4,360	4,120	4,560
OASI	16,065	15,441	16,706	15,885	17,254
Health Insurance	54,502	56,683	61,723	61,708	66,028
Retirement	8,152	7,463	11,369	9,770	12,752
Unemployment Ins.	241	220	360	300	360
Printing & Publication	2,962	2,852	4,050	2,682	4,050
Telephone	600	600	630	624	600
Hiring Expense	0	0	500	113	500
Information Technology	6,967	3,760	7,145	6,983	14,645
Maintenance & Repair	2,250	469	1,850	621	2,000
Office Supplies	70	150	250	15	250
Operating Supplies	274	153	300	265	299
Uniforms	1,928	968	2,125	355	1,125
Gas	736	926	999	752	999
Operating Insurance	6,350	6,571	5,769	3,909	6,769
Depreciation Transfer	20,000	30,000	15,000	15,000	0
Purchase of Equipment	0	0	0	0	0
Other Equipment Purchase	0	680	690	0	0
TOTAL:	337,632	338,586	349,489	336,021	353,170
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
SCHOOL PATROL (15)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Parttime	21,905	26,466	26,104	25,457	26,626
OASI	1,676	2,025	1,997	1,997	2,037
Unemployment Ins.	65	101	150	150	150
Uniforms	239	461	800	319	800
Operating Insurance	1,864	1,767	1,823	1,766	1,823
TOTAL:	25,749	30,820	30,874	29,689	31,436

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
<u>SCHOOL RESOURCE OFFICER (16)</u>	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Regular	40,513	40,429	41,804	41,774	42,648
Salaries-Overtime	226	14	400	343	400
Court Pay	0	56	0	0	100
Salaries-Bonus	960	0	0	0	250
OASI	2,985	2,787	3,231	2,915	3,320
Health Insurance	15,878	16,513	16,848	16,843	18,023
Retirement	1,957	1,618	2,758	1,975	2,869
Unemployment Ins.	32	28	55	28	55
Telephone	600	600	920	625	800
Maintenance & Repair	1,105	163	1,400	1,300	1,400
Training	150	0	500	0	500
Uniforms	69	135	325	124	325
Gas	713	937	1,245	1,151	900
Operating Insurance	2,454	2,589	2,690	2,570	2,800
Depreciation Transfer	10,000	15,000	0	0	0
Equipment (Vehicle)	0	0	0	0	0
TOTAL:	77,641	80,869	72,176	69,648	74,390
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
<u>TRAINING (19)</u>	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Printing & Publication	195	52	200	0	200
Training	17,164	14,762	24,525	23,645	24,525
Office Supplies	0	0	50	0	0
Operating Supplies	4,389	4,168	2,574	0	4,574
Operating Insurance	187	189	209	201	209
Equipment purchase	0	0	0	0	0
TOTAL:	21,936	19,171	27,558	23,846	29,508

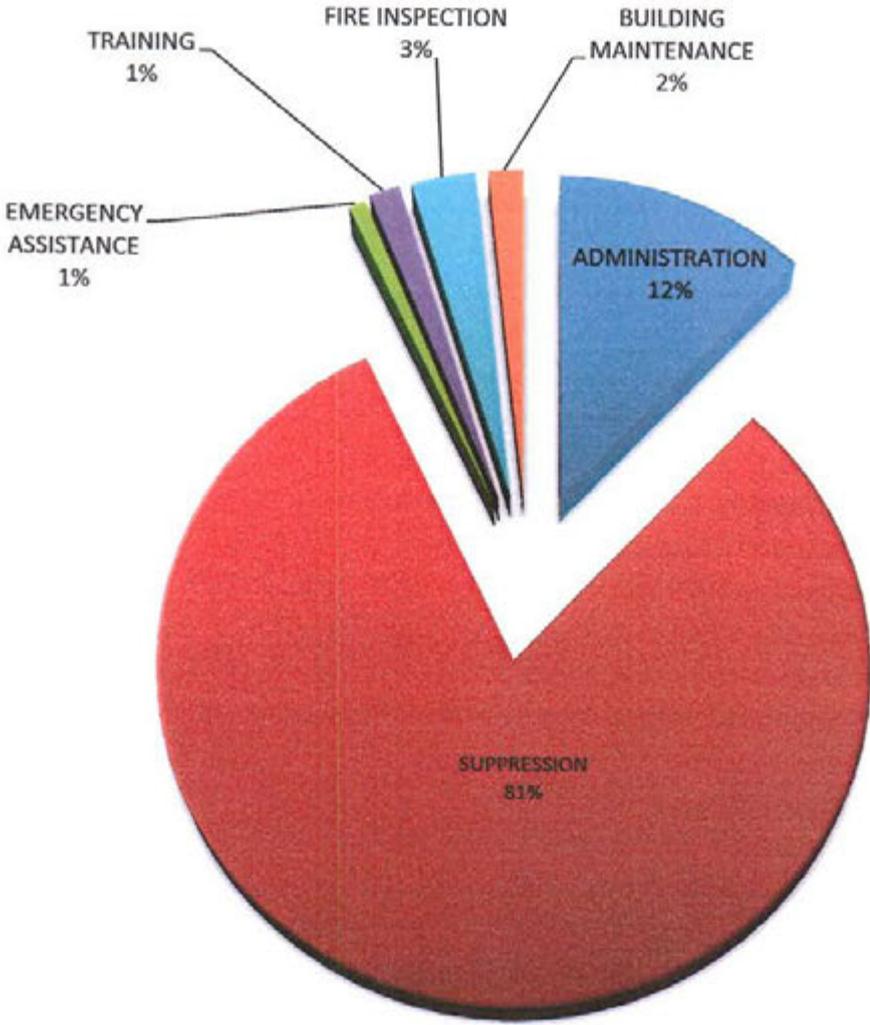
FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
DRUG FUND-Aministration	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries - Overtime	133	0	500	0	500
OASI	10	0	153	0	153
Professional Service	0	0	0	0	0
Printing and Publications	0	0	0	0	0
Repair of Equipment	393	0	1,000	0	1,000
Training	384	0	500	0	500
Office Supplies	0	0	250	0	250
Operating Supplies	0	643	500	413	500
Community Service (DARE)	1,381	1,891	2,500	533	2,500
Fingerprinting	1,500	1,500	1,500	0	1,500
General Expense	3,399	8,500	6,000	2,000	6,000
Purchase of Equipment	0	0	0	0	0
Other Equipment Purchased	<u>10,725</u>	<u>5,935</u>	<u>20,000</u>	<u>17,340</u>	<u>20,000</u>
TOTAL:	17,925	18,469	32,903	20,286	32,903

City of Tullahoma

Fire



FY 20 BUDGET FIRE EXPENSE



- ADMINISTRATION
- SUPPRESSION
- EMERGENCY ASSISTANCE
- TRAINING
- FIRE INSPECTION
- BUILDING MAINTENANCE

FIRE DEPARTMENT

The Fire Department protects life and property against fire, medical and other disastrous emergencies. Efforts are directed at preventing and suppressing fires and abatement of fire hazards. Fire suppression includes the training of staff and provision of equipment necessary to respond to fires, accidents, hazardous material incidents, and other man-made or natural disasters. Fire prevention services include fire inspections, fire cause investigations, pre-planning, fire suppression responses, analysis, and plans review of new buildings and renovation of existing buildings for compliance with fire safety codes. The department conducts fire safety educational programs in public and private schools as well as programs for local businesses and organizations. The department also provides mutual aid assistance to surrounding rural and municipal fire departments under written agreements.

The Fire Department supports the following elements in Tullahoma's Strategic Plan:

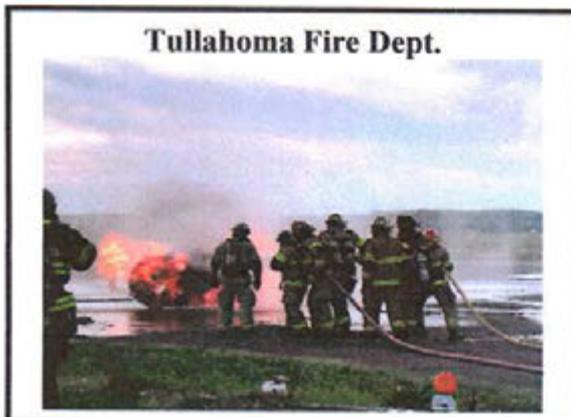
- Safe Caring Diverse Community: Objective 1
- Responsive Effective Local Government: Objective 2, 3

FINANCIALS

Category	Actual FY2017	Actual FY2018	Actual FY2019	Budget FY2020
Personnel	\$ 2,188,998	\$ 2,230,042	\$ 2,462,966	\$ 2,466,847
Operating Expenses	\$ 360,009	\$ 362,631	\$ 319,318	\$ 324,044
Capital Outlay	\$ 19,964	\$ 19,789	\$ 34,145	\$ 28,000
Total	\$ 2,568,971	\$ 2,612,462	\$ 2,816,429	\$ 2,818,891

BUDGET COMMENTS

The FY2020 budget includes pay and benefits for an additional firefighter to replace a position lost through attrition during budget reductions in 2009. The new full-time position will reduce the department's over-time costs and dependence on reserves for coverage. The new budget also provides a 2% cost of living adjustment and 1.5% compensation plan steps.



FY2019 ACCOMPLISHMENTS

- Tennessee Fire and Codes Academy***
 Firefighters attended training classes, including aerial and pumper operations. Also, firefighters attended Fire Inspector training classes and several received their Smoke Diver Certifications.
- TFACA Officer Training***
 Officers attended fire chief orientation school.
- Children's Fire Education***
 Firefighters visited all Elementary schools in the city and delivered a fire safety message using the fire safety bounce house, adopted Fire Pup mascot, and remote control Fire Pluggie. Firefighters delivered fire programs to adults, civic organizations and businesses as requested.
- Smoke Alarm Program (S)***
 The Fire Department continued its partnership with the State Fire Marshal's office, installing approximately 755 smoke alarms units in the city.

Fire Department – Performance Measures

<i>Output</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure effective delivery of municipal services"	Square Miles Served	22	22	22
	Total Housing Units	8,075	8,075	8,075
	Number of Stations	2	2	2
"To provide for the safety and protection of all property"	Total Emergency Calls	1,461	1,461	1,800
	Structure Fires Commercial	0	0	0
	Structure Fires Residential	11	11	5
	Motor/Vehicle Accidents	108	108	75
	EMS Rescue (total # of reported incidents)	829	829	1,400
	False Calls/Fire Alarms/Brush/Woods	626	626	400
	Burn Permits Issued	1,138	1,138	1,000
	Fire Inspections	683	683	750
	Installed smoked alarms	849	849	800
	"To develop appropriate partnerships"	Fire Safety Public Education Participants	21,030	21,030
Training Hours		14,339	14,339	15,000

**Fire Department
Performance
Measures (cont.)**

<i>Efficiency</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure efficient delivery of municipal services"	ISO Rating	2	2	2
	Firefighter Fire-Related Injuries/Deaths	0	0	0
	Civilian Fire-Related Injuries/Deaths	1	0	0
	Average Response Time in Minutes	1	2:58	1
	Fire codes violations cleared in 90 days	100%	100%	100%
	Met target travel time (240 sec. or less)	100%	100%	100%
	Met target ring time (15 sec)	100%	100%	100%
	Met target turnout time (80 sec or less)	100%	100%	100%
	Met target call response time (6 min. 35 sec)	100%	100%	100%

FY2020 PERFORMANCE OBJECTIVES

The tasks identified reflect a continued emphasis on fire prevention functions and the provision of appropriate training and equipment for fire suppression functions.

1. ***Check Fire Hydrants in City*** ***Target Date: October, 2019***
Tulahoma Fire Department will check over 1,300 fire hydrants in the city. (Safe, Caring Diverse, Community, Objective 1)

2. ***Toys For Tots Program*** ***Target Date: December, 2019***
Deliver toys to 500+ kids in need during Christmas in Tullahoma. (Safe, Caring Diverse, Community, Objective 1)

3. ***Smoke Alarm Program*** ***Target Date: Ongoing***
Continue smoke alarm program and fire extinguisher program for citizens in the corporate city limits. (Safe, Caring Diverse Community, Objective 1) Admin. Assistant continuing to take Community Risk Classes in September to help learn more about the smoke alarm program.

FY2020 PERFORMANCE OBJECTIVES - (continued)

4. Children's Fire Education

Target Date: Ongoing

Continue to visit every elementary school and educate students on fire safety. (Safe, Caring Diverse Community, Objective 1, Responsive Effective Local Government, Objectives 2, 3)

PERSONNEL

	Actual FY2018	Actual FY2019	Budget FY2020
Fire Chief	1	1	1
Deputy Chief	2	2	1
Assistant Fire Chief	0	0	1
Admin Assistant	1	1	1
Captain	3	3	3
Lieutenant	6	6	6
Driver-Engineer II	13	12	12
Firefighter	6	8	9
Deputy Fire Marshall	1	1	1
Reserves (part-time)	18	11	12
Total	51	45	47

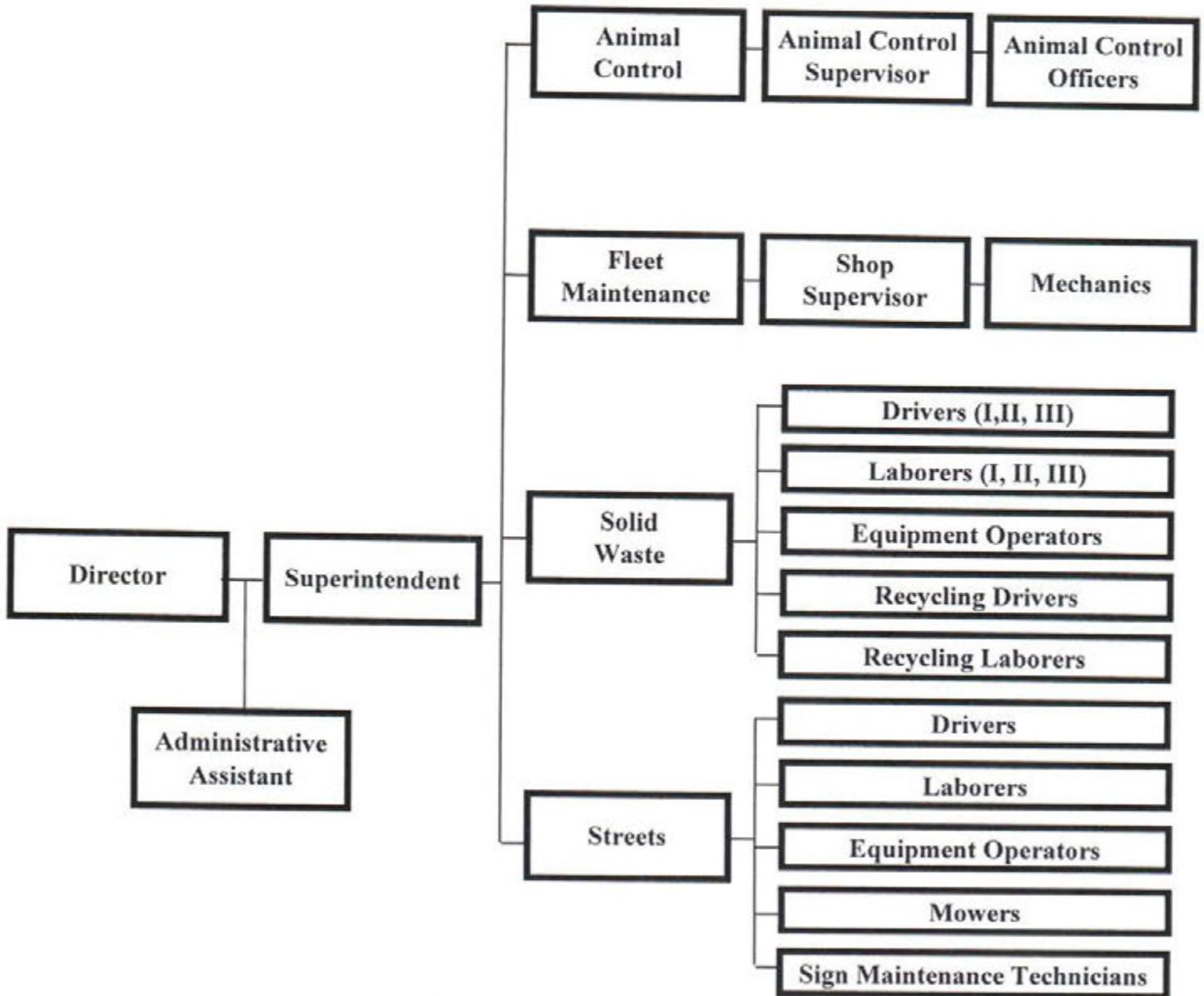
FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
FIRE ADMINISTRATION (10)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	191,587	199,842	238,975	235,796	204,765
Salaries- Part-time	15,444	16,255	17,425	17,404	16,907
Salaries-Bonus	4,040	4,400	5,450	5,450	4,350
OASI	15,507	16,139	19,806	19,197	17,291
Health Insurance	40,561	42,184	39,446	39,441	46,040
Retirement	9,448	9,774	12,995	10,527	13,617
Unemployment Ins.	143	115	220	220	220
Postage	0	0	75	12	75
Printing & Publications	42	0	42	0	42
Membership & Dues	964	789	1,357	1,357	1,357
Telephone Expense	6,774	6,065	6,570	6,470	5,200
Technology	0	0	0	0	5,000
Maintenance & Repair	3,709	3,751	2,283	2,265	2,783
Training	2,227	2,229	2,230	569	2,230
Office Supplies	943	954	965	905	965
Donated Prevention Materials	1,965	1,980	1,950	1,936	1,950
Uniforms	277	790	1,280	806	1,280
Gas	2,687	3,144	4,047	3,969	3,547
Operating Ins.	7,050	7,488	7,356	7,357	7,354
Depreciation Transfer	0	12,000	0	0	0
Purchase of Equipment - large	0	0	0	0	0
Purchase of Equipment - small	0	0	750	746	0
TOTAL:	303,367	327,899	363,222	354,427	334,973

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
SUPPRESSION (17)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Regular	1,215,241	1,231,651	1,342,417	1,342,190	1,349,876
Salaries-Overtime	7,962	8,720	13,000	11,734	9,056
Fire Call Back	34,575	38,069	64,850	64,464	43,000
Salaries - Bonus	12,400	12,760	16,640	16,640	13,370
OASI	91,837	92,355	107,787	103,478	108,271
Health & Life Ins.	367,220	377,676	405,539	405,539	438,914
Retirement	67,339	72,875	85,853	84,259	93,228
Unemployment Ins.	1,061	871	1,840	1,500	1,840
Professional Services	600	0	0	0	0
Radio Repair	3,170	3,175	5,305	5,305	5,305
Hiring Expense	4,730	3,645	4,765	4,760	4,285
Maintenance & Repair- Vehicles	43,981	44,673	38,821	38,820	42,201
Maintenance & testing - Equipment	7,742	7,520	8,352	8,264	8,352
Office Supplies	509	581	610	607	650
Operating Supplies	16,776	16,585	14,958	14,378	14,958
Fire Hose Replacement	2,215	3,336	2,025	1,992	3,625
Uniforms	12,777	13,937	11,680	11,153	14,325
Turnout Gear & Safety	11,017	9,040	12,042	12,037	8,500
Gas	10,439	10,637	14,456	13,745	11,256
Operating Insurance	79,672	91,070	86,257	86,256	88,290
Depreciation Transfer	25,000	17,000	0	0	0
Capital Outlay	0	0	0	0	0
Purchase of Equipment	0	0	11,000	10,569	20,000
Small Equipment	19,964	19,789	22,830	22,830	8,000
TOTAL:	2,036,227	2,075,965	2,271,027	2,260,520	2,287,302

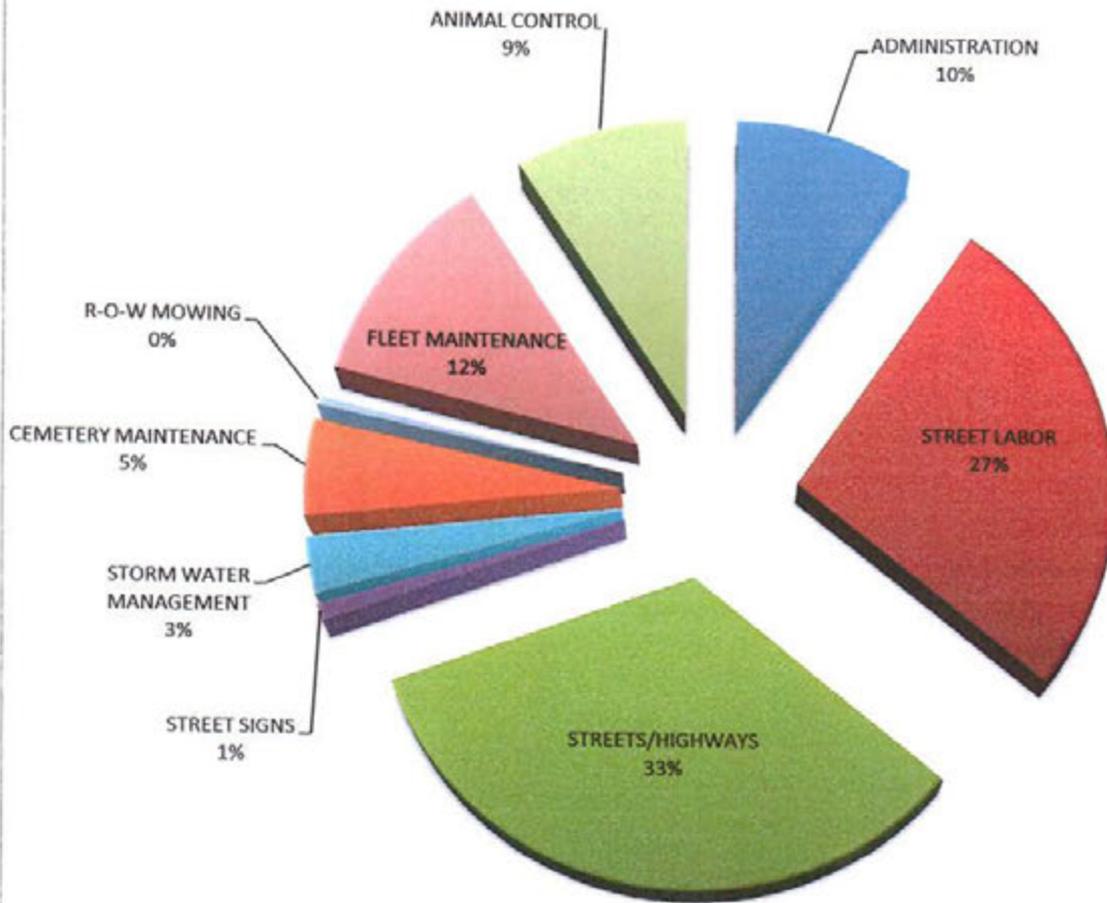
FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
EMERGENCY ASSISTANCE (18)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
OASI	2,395	1,993	2,649	1,184	185
Unemployment Ins.	97	107	180	180	120
Salaries-Volunteer	30,463	26,205	17,419	15,496	2,419
Training	2,133	1,960	1,260	1,023	1,960
Storm Damage Expense	1,209	0	0	0	0
Uniforms	2,993	4,970	2,778	2,560	4,970
Operating Insurance	13,031	13,619	13,684	13,683	13,684
Small Equipment	0	0	0	0	0
TOTAL:	52,320	48,854	37,970	34,126	23,338
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
TRAINING (19)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Training-Salaries	11,749	12,832	23,007	21,539	22,309
OASI	835	1,028	1,461	1,404	1,707
Retirement	525	794	1,148	990	1,488
Training	10,806	11,775	14,675	13,954	15,175
Operating Insurance	113	112	130	113	130
TOTAL:	24,028	26,541	40,421	38,000	40,809
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
BUILDING MAINTENANCE (21)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Utilities	23,601	23,443	22,399	22,397	24,579
Sirens & Transmitter	1,983	34	546	530	2,146
Repair of Buildings	18,980	12,940	11,930	11,188	17,000
Operating Insurance	3,168	3,271	3,103	3,002	3,103
Depreciation Transfer	15,000	15,000	21,000	21,000	0
Purchase of Equipment	0	0	0	0	0
TOTAL:	62,732	54,688	58,978	58,117	46,828

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
FIRE INSPECTION (22)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	52,186	53,821	56,055	55,721	58,021
Salaries - Bonus	840	1,120	1,390	1,390	1,400
OASI	4,108	4,215	4,424	4,385	4,546
Health & Life Ins.	8,805	1,526	0	0	9,994
Retirement	2,598	2,687	3,689	2,783	3,858
Unemployment Ins.	32	28	55	55	55
Printing and Publications	1,798	1,800	1,520	1,519	1,800
Telephone Expense	726	720	820	750	820
Maintenance & Repair	373	702	770	764	750
Training	248	339	330	200	350
Office Supplies	85	0	0	0	
Operating Supplies	81	70	100	100	100
Uniforms	322	260	325	320	325
Gas	991	942	1,264	1,084	1,264
Operating Insurance	2,104	2,285	2,358	2,168	2,358
Depreciation Transfer	15,000	8,000	0	0	0
Purchase of Equipment	0	0	0	0	0
TOTAL:	90,297	78,515	73,100	71,239	85,641

City of Tullahoma
Public Works

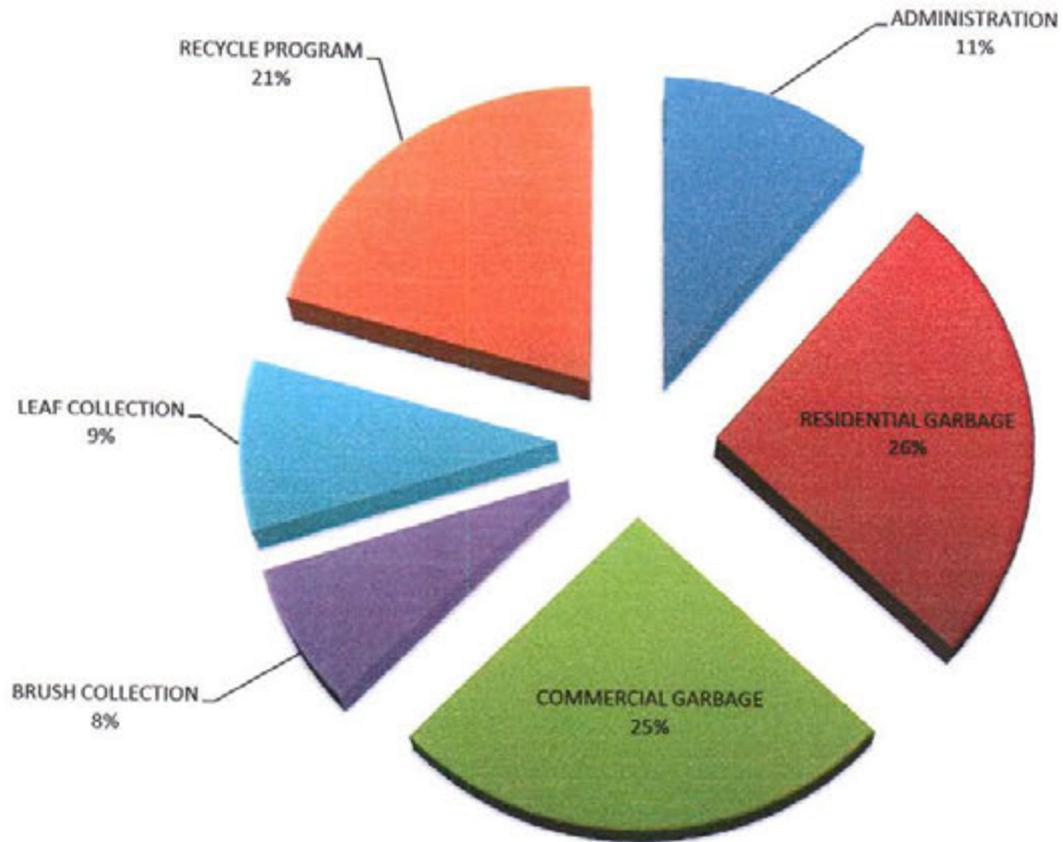


FY 20 BUDGET PUBLIC WORKS GENERAL FUND EXPENSE



- ADMINISTRATION
- STREETS/HIGHWAYS
- STORM WATER MANAGEMENT
- R-O-W MOWING
- ANIMAL CONTROL
- STREET LABOR
- STREET SIGNS
- CEMETERY MAINTENANCE
- FLEET MAINTENANCE

FY 20 BUDGET SOLID WASTE EXPENSE



■ ADMINISTRATION

■ RESIDENTIAL GARBAGE

■ COMMERCIAL GARBAGE

■ BRUSH COLLECTION

■ LEAF COLLECTION

■ RECYCLE PROGRAM

PUBLIC WORKS DEPARTMENT

The Public Works Department is divided into several cost centers, including Administration, Streets, Vehicle Maintenance, and Animal Control, which are budgeted in the City's General Fund. Public Works also is responsible for Sanitation which has a separate Solid Waste fund to track its financial transactions. Administration provides centralized administration of all other Public Works functions and provides in-house planning, design and engineering services for infrastructure improvements throughout the community. The Street Division provides maintenance and construction services including the installation and repair of streets, storm water management structures, pavement marking and signage, removal of debris and snow and ice from road surfaces, street sweeping, and right-of-way mowing. The Vehicle Maintenance Division is responsible for the preventive maintenance and repair of the city fleet. The Animal Control Division is responsible for enforcing the City of Tullahoma animal control regulations as adopted by code. Public Works also maintains the City cemeteries. The Sanitation Division is responsible for residential and commercial solid waste collection, residential and commercial recycling programs, leaf and brush collection. Although there is no separate cost center, the Public Works Director also serves as Information Technology Director for the City.

The Public Works Department supports the following elements in Tullahoma's Strategic Plan:

- Sustainable Healthy Environment: Objectives 2-4
- Responsible Effective Local Government : Objectives 1, 2
- Safe, Caring and Diverse Community: Objective 1
- Vibrant Economy, Objective 1

FINANCIALS

Category	Actual FY2017	Actual FY2018	Actual FY2019	Budget FY2020
Personnel	\$ 2,399,009	\$ 2,409,074	\$ 2,447,140	\$ 2,839,525
Operating Expenses	\$ 2,998,885	\$ 2,630,048	\$ 2,458,864	\$ 2,624,766
Capital Outlay	\$ 29,286	\$ 160,110	\$ 2,190	\$ 0
Total	\$ 5,427,180	\$ 5,199,232	\$ 4,908,194	\$ 5,464,291

BUDGET COMMENTS

The above financial table shows both Public Works in General Fund and Solid Waste Fund expenses by category. The FY2020 budget reflects an overall departmental increase of \$556,097 in Public Works and Solid Waste funding, with a large portion of the increase due to raising health care coverage. Personnel increases include a new assistant director and a labor position in the Solid Waste Fund to support recycling and litter pick up as part of the city-wide Go! Green initiative, as well as the annual cost of living adjustment and step raises. Operating expense include a 3% increase for property, liability and workman's compensation insurances.

FY2019 ACCOMPLISHMENTS

- ***East Lincoln Safe Routes to School Sidewalk (Sustainable Healthy Environment, Objectives 2, 4; Safe, Caring and Diverse Community, Objective 1)***
This project is now completed.
- ***Animal Control Adoptions (Responsive Effective Local Government, Objective 2)***
We completed our new \$600 000.00 animal shelter building this year. During FY19 we were able to adopt out 150 dogs.
- ***Recycling (Responsive Effective Local Government, Objectives 1, 2; Sustainable Healthy Environment, Objective 3)***
Public Works reported 32% reduction of solid waste going to the landfill through recycling efforts. 6330 tons deferred from the landfill resulted in landfill savings of \$318,525.60
- ***Street Paving (Sustainable Healthy Environment, Objective 4)***
During FY19 we paved approximately 8.76 lane miles.



New Animal Shelter Opening



Maintaining Our Streets

Public Works Department Performance Measures

<i>Output</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure effective delivery Of municipal services"	Work Orders Processed	2,280	2,450	2,600
	Dogs Adopted	217	150	160
	Dogs Micro-chipped	60	70	35
	Cardboard Recycled (tons)	1,802	2,065	2,100
	Newsprint recycled (tons)	330	318	350
	Plastics Recycled (tons)	110	126.92	135
	Metals Recycled (tons)	118	115	125
	Oil Recycled (tons)	4	4	4
	Brush Recycled (tons)	3,121	2,609	2,650
	Leaves Recycled (tons)	998	1,000	1,000
	Glass	60	80	40
	Electronics	6	10	6
	"To provide transportation systems For enhanced mobility"	Number of Lane Miles Maintained	333	333
Number of Lane Miles Resurfaced		5.3	8.76	8.0

<i>Efficiency</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure efficient delivery of municipal services"	Residential Garbage Collection (tons/. number of homes	7,109/7,443	7,088/7,780	7,200/7,825
	Commercial Garbage Collection (tons/ number of businesses	6,750/685	5,554/700	5,654/700
	Recycling (tons diverted from landfill)	6,550	6,330	6,600
	Information Technology expenditures per work station	213	213	300

FY2020 PERFORMANCE OBJECTIVES

1. *Sidewalk Construction*

Target Date: Dec 2020

Complete construction of a East Grundy Safe Routes to School sidewalk project. Also work on ADA compliance and repair of existing sidewalks.

(Sustainable Healthy Environment, Objectives 2, 4; Safe, Caring and Diverse Community, Objective 1)

2. *Pave City Streets*

Target Date: Sept 2020

Use the rest of the bond money to pave additional city streets along with permeant street Paving. (Sustainable, Healthy Environment, Objective 4)

3. *Increase Recycling Tonnage*

Target Date: Sept 2020

Support Go! Green initiative and more promotional activity to

Reduce tonnage to landfill both for landfill cost savings, increased recycling revenue and Positive environmental impact. (Sustainable, Healthy Environment, Objective 4)

PERSONNEL

	Actual FY2018	Actual FY2019	Budget FY2020
Director of Public Works	1	1	1
Superintendent	1	1	1
Assistant Director Of Public Works	0	0	1
Secretary-Public Works	2	2	1
Street Drive I	4	4	4
Equipment Operator I	3	3	3
Swacar Operator	1	1	1
Mower/Laborer	2	2	2
Sign Maintenance Technician	1	1	1
Laborer-Street Division	5	5	5
Sanitation Driver I	4	4	4
Sanitation Driver II	3	3	3
Sanitation Driver III	1	1	1
Laborer I - Sanitation	8	9	9
Recycling Driver	2	2	2
Laborer I - Recycle	3	3	4
Driver 1	1	1	1
Animal Control	2.5	2.5	4
Mechanics	3	3	3
Mechanic/Supervisor	.5	.5	.5
Part time Laborers	4	4	4
Total	52	53	55.5

FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
PUBLIC WORKS ADMIN.(10)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	94,098	129,713	99,211	94,741	133,784
Salaries-Overtime	654	1,697	3,000	300	3,000
Salaries - Bonus	1,360	1,420	1,420	550	975
OASI	7,268	10,171	9,501	7,280	10,539
Health & Life Ins.	20,281	16,882	17,685	17,677	32,031
Retirement	5,091	5,723	7,318	6,528	9,096
Unemployment Ins.	64	72	165	120	165
Other Professional Services	42,355	35,391	40,000	35,954	40,000
Printing and Publications	2,963	2,471	3,000	2,457	4,500
Membership & Dues	0	50	863	50	863
Telephone	1,557	1,429	2,150	1,571	2,150
Hiring Expense	497	29	921	619	181
Technology	0	0	0	0	8,500
Maintenance & Repair	37,272	26,385	3,500	2,982	3,500
Training	1,344	1,535	1,705	0	2,945
Office Supplies	1,680	1,190	3,780	3,281	2,500
Operating Supplies	110	224	360	316	360
Uniforms	377	0	425	400	425
Gas	1,709	2,411	2,941	2,520	2,941
Operating Insurance	7,074	7,300	7,519	7,492	7,745
Depreciation Transfer	20,000	10,000	7,000	7,000	0
Capital Outlay	0	0	0	0	0
Purchase of Equipment	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	245,755	254,093	212,464	191,838	266,200
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
STREET LABOR COSTS (10)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	382,302	378,599	377,046	371,667	416,006
Salaries-Overtime	32,783	13,098	15,000	13,350	22,000
Salaries - Bonus	5,345	4,289	5,735	5,735	5,600
OASI	30,617	28,233	31,421	27,784	33,936
Health & Life Ins.	168,411	152,737	169,794	168,832	180,712
Retirement	24,943	23,408	27,096	24,811	29,127
Unemployment Ins.	416	397	680	500	680
Payroll Contractual Services	0	0	392	193	2,520
Hiring Expense	686	1,093	958	902	958
Training	0	55	55	0	55
Uniforms	4,734	4,312	5,100	3,385	5,100
Operating Insurance	44,531	47,114	45,206	42,933	47,206
TOTAL:	694,768	653,335	678,483	660,092	743,900

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
STREETS/HIGHWAYS (023)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Professional Services	9,014	8,017	10,880	4,270	15,880
Street Lights	474,728	447,037	376,000	368,010	385,000
Maintenance & Repair	55,305	35,596	46,961	41,598	54,961
Permanent Streets	438,642	241,901	250,000	250,000	300,000
Sidewalk Repair	28,000	10,052	4,000	1,519	55,000
Operating Supplies	5,025	4,471	4,848	3,589	4,848
Gas	23,552	22,653	28,188	26,465	33,188
Road Surfacing Materials	57,935	40,868	63,974	61,607	73,974
Operating Insurance	11,798	12,522	13,158	13,144	13,527
Depreciation Transfer	55,000	40,000	110,000	110,000	0
Purchase of Equipment	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	1,159,000	863,117	908,009	880,202	936,378
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
STREET SIGNS (24)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Other Professional Services	0	63	1,700	0	1,700
Maintenance & Repair	3,051	1,776	2,800	355	2,800
Gas	1,829	2,282	2,742	1,911	2,742
Parts & Supplies	14,849	14,208	15,810	14,197	18,000
Operating Insurance	308	310	328	324	328
Depreciation Transfer	10,000	0	0	0	0
Small Equipment	0	0	2,190	2,190	0
TOTAL:	30,037	18,639	25,570	18,977	25,570
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
STORMWATER MANAGEMNT (30)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Professional Services	26,537	36,364	35,138	27,222	35,138
Contract Services	3,460	4,239	5,442	4,230	5,442
Maintenance & Repair	25,007	14,841	2,665	0	13,665
Operating Supplies	2,005	2,389	4,000	1,835	4,500
Gas	967	0	1,100	0	2,100
Materials	1,773	5,850	7,720	4,122	10,500
Culverts	2,694	8,636	6,300	2,913	10,300
Operating Insurance	1,622	1,634	1,746	1,723	1,746
Depreciation Transfer	15,000	10,000	0	0	0
Purchase of Equipment	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	79,065	83,953	64,111	42,045	83,391

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
CEMETERY MAINTENANCE (32)	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries - Fulltime	41,402	39,288	42,704	41,992	43,963
Salaries - Overtime	7,497	4,204	4,800	4,118	3,800
Salaries - Part-time	22,933	11,921	22,603	20,248	25,095
Salaries - Bonus	500	500	575	495	625
OASI	5,376	4,208	5,478	5,069	5,621
Health & Life Insurance	16,744	13,279	13,936	12,774	14,991
Retirement	2,774	2,555	3,102	2,899	3,176
Unemployment Insurance	114	88	135	135	135
Professional Services	0	200	6,550	1,044	2,950
Radio Repair	0	0	100	0	100
Hiring & Repair	0	0	50	50	50
Maintenance & Repair	5,681	3,047	6,800	3,700	7,000
Operating Supplies	848	910	8,179	3,085	8,179
Gas	1,465	939	2,950	2,872	2,000
Materials	37,712	23,083	14,400	10,777	20,000
Operating Insurance	6,739	7,242	7,460	6,952	7,461
Depreciation Transfer	15,000	20,000	0	0	0
Purchase of Equipment	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	164,784	131,464	139,822	116,210	145,146
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
R-O-W MOWING (65)	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Radio Repair	0	0	0	0	0
Maintenance & Repair	2,540	3,739	9,150	9,107	9,100
Operating Supplies	6	448	650	345	700
Gas	577	0	1,837	1,301	2,587
Operating Insurance	111	112	118	116	118
Depreciation Transfer	0	10,000	0	0	0
TOTAL:	3,233	14,299	11,755	10,869	12,505

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
FLEET MAINTENANCE (31)	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Fulltime	117,348	125,249	130,141	127,728	133,648
Salaries-Overtime	1,068	497	3,950	830	6,500
Salaries-Parttime	28,025	27,888	20,141	17,834	28,704
Salaries - Bonus	440	480	550	350	600
OASI	10,741	11,106	12,562	10,622	12,963
Health Insurance	37,915	37,893	44,407	43,027	47,540
Retirement	6,204	6,819	9,044	7,185	9,320
Unemployment	179	112	270	270	220
Utilities	31,273	29,945	34,500	31,535	35,500
Telephone Service	150	122	450	378	450
Hiring Expense	442	144	240	152	240
Repair Parts	22,452	13,340	13,000	6,037	25,000
Maintenance & Repair	4,628	1,690	6,000	5,370	6,000
Repair of Building	3,048	2,766	10,285	8,636	8,285
Labor Reimbursement	-70,517	-74,731	-60,000	-56,729	-75,000
Training	0	0	120	120	120
Office Supplies	171	18	350	296	350
Operating Supplies	8,792	8,059	9,680	8,461	9,680
Uniforms	1,463	1,259	3,255	825	2,255
Gas	72,583	58,679	60,713	58,806	65,213
Operating Insurance	15,027	14,998	14,312	14,312	15,455
Depreciation Transfer	25,000	55,000	10,000	10,000	0
Purchase of Equipment	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	316,429	321,333	323,970	296,045	333,043

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
ANIMAL CONTROL (16)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	83,026	87,069	88,230	85,757	115,810
Salaries-Overtime	11,135	8,870	9,000	8,979	8,000
Salaries-Parttime	11,662	12,276	13,525	12,668	0
Salaries - Bonus	360	580	770	770	660
OASI	7,934	8,084	8,594	8,013	9,522
Health & Life Ins.	29,086	30,249	30,608	29,686	43,008
Retirement	5,796	6,127	6,553	6,478	8,233
Unemployment Ins.	116	108	215	110	250
Professional Services	0	326	400	238	5,000
Printing & Publication	271	130	500	281	500
Membership & Due	190	150	190	0	190
Utility Services	4,288	3,244	6,527	5,041	14,000
Telephone	1,557	1,848	2,000	1,554	2,500
Hiring Expense	99	0	2,150	601	1,150
Maintenance & Repair	4,094	1,513	3,700	745	3,700
Repair of Building	245	1,858	2,704	841	2,704
Repairs-donations	27,766	26,653	25,000	24,274	20,000
Training	1,194	1,246	1,200	212	1,200
Operating Supplies	4,037	5,651	7,056	2,942	7,056
Spaying & Neutering	3,511	5,564	4,100	3,568	4,100
Uniforms	1,082	1,021	1,300	415	1,300
Gas	1,485	1,896	3,347	1,818	3,347
Operating Ins.	5,365	5,843	6,235	6,232	6,021
Depreciation Transfer	10,000	10,000	15,000	15,000	0
Shelter Bldg Replacement	380	130,000	0	0	0
Equipment Purchase	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	214,678	350,306	238,904	216,223	258,251

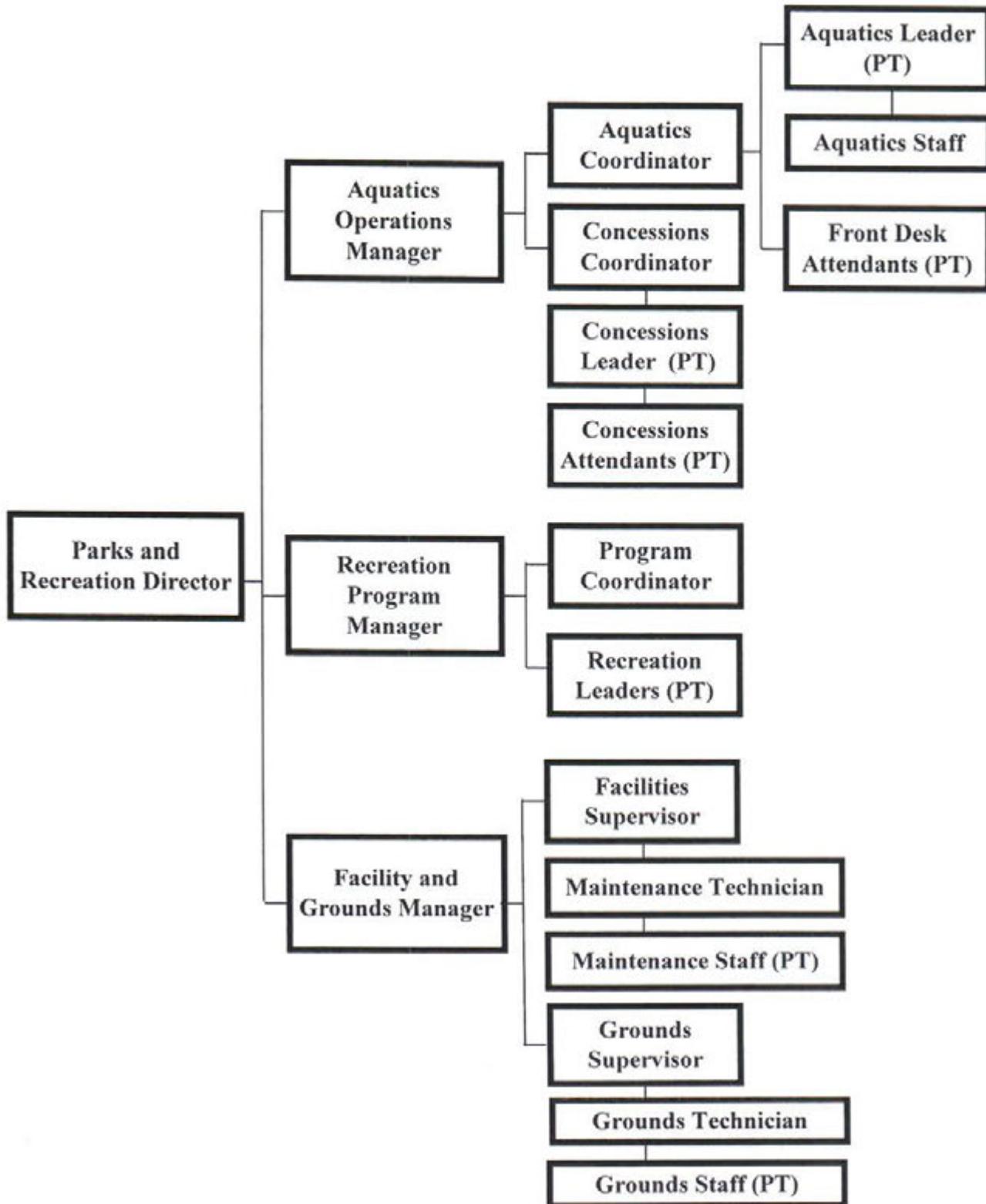
FY2020 DEPARTMENTAL BUDGET					
SOLID WASTE					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
ADMINISTRATOR & PERSONNEL	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Fulltime	9,331	10,448	10,161	10,155	10,673
Salaries-Bonus	106	94	133	132	112
OASI	701	780	788	773	825
Health & Life Insurance	1,905	2,014	1,786	1,636	1,430
Retirement	575	666	703	703	709
Unemployment Insurance	9	3	55	55	55
Telephone	48	49	55	52	50
Operating Insurance	0	0	0	0	0
TOTAL:	12,675	14,054	13,681	13,506	13,854
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
FINANCE & BILLING	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Fulltime	25,317	17,403	21,939	20,339	23,644
Salaries-Overtime	229	0	100	0	100
Salaries-Bonus	284	120	144	144	120
OASI	1,954	1,305	1,772	1,539	1,826
Health & Life Ins.	5,624	5,463	6,606	6,510	6,799
Retirement	1,072	1,113	1,537	1,407	1,579
Unemployment Insurance	35	22	55	55	55
Operating Insurance	0	0	0	0	0
TOTAL:	34,514	25,426	32,153	29,994	34,123
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
PUBLIC WORKS ADMINISTRATION	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Fulltime	114,553	151,658	113,873	113,311	154,872
Salaries-Overtime	1,284	2,815	3,430	950	4,430
Salaries-Bonus	1,720	1,800	1,758	1,020	1,075
OASI	8,830	11,875	10,191	8,701	12,269
Health Insurance	15,878	12,304	14,965	14,953	37,028
Retirement	6,310	7,180	8,734	7,794	10,594
Unemployment	48	50	110	45	110
Telephone	1,074	1,065	1,250	946	1,250
Training	0	0	500	0	1,500
Litter Collection	1,135	1,000	1,000	798	1,500
Uniforms	6,297	8,457	7,700	4,953	10,700
Operating Insurance	4,106	4,297	4,595	4,318	4,733
Contingency	0	0	0	0	10,000
TOTAL:	161,236	202,501	168,106	157,789	250,061

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
RESIDENTIAL GARBAGE(025)	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Fulltime	180,775	132,246	136,378	136,330	139,819
Salaries-Overtime	6,287	3,872	6,000	4,750	7,000
Salaries - Bonus	3,604	3,006	3,946	3,946	4,134
OASI	13,386	9,636	11,110	10,001	11,548
Health & Life Ins.	56,291	51,325	56,729	56,728	60,700
Retirement	7,745	5,034	5,677	5,086	9,763
Unemployment Ins.	164	105	380	106	380
Radio Repair	0	0	0	0	0
Hiring Expense	304	259	265	20	265
Maintenance & Repair	11,432	30,379	66,798	66,133	52,390
Repair of Buildings	0	0	500	0	500
Landfill	302,843	325,408	358,500	357,181	320,250
Operating Supplies	1,159	455	1,200	543	1,200
Gas	9,557	20,573	51,255	49,517	38,255
Parts and Supplies	1,946	2,053	5,290	4,849	4,000
Operating Insurance	21,287	24,106	24,981	22,252	24,982
Depreciation Expense	35,000	25,000	10,000	10,000	0
Garbage Carts	8,318	7,259	9,540	8,401	10,540
Purchase of Equipment	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	660,099	640,716	748,549	735,843	685,726
COMMERCIAL GARBAGE (026)	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Fulltime	104,020	102,371	103,630	103,002	107,253
Salaries-Overtime	3,378	3,428	5,000	3,252	5,000
Salaries-Parttime	13,428	14,912	21,920	21,041	14,504
Salaries - Bonus	1,596	1,754	2,159	2,029	2,296
OASI	8,772	8,881	10,032	9,319	9,873
Health & Life Ins.	35,850	33,561	36,500	36,497	44,405
Retirement	4,899	5,034	7,246	5,320	7,465
Unemployment Ins.	136	110	335	86	335
Radio Repair	0	0	0	0	0
Hiring Expense	0	200	300	0	300
Maintenance & Repair	82,606	82,587	54,500	46,287	78,000
Repair of Buildings	0	238	300	11	300
Landfill	299,822	308,396	282,522	275,121	312,122
Operating Supplies	869	977	1,150	605	1,000
Gas	44,865	50,443	31,644	30,646	42,965
Operating Insurance	21,139	23,747	24,496	22,241	24,496
Depreciation Expense	35,000	25,000	10,000	10,000	0
Purchase of Dumpsters	20,553	24,826	22,107	19,863	25,207
Purchase of Equipment	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	676,934	686,465	613,841	585,320	675,521

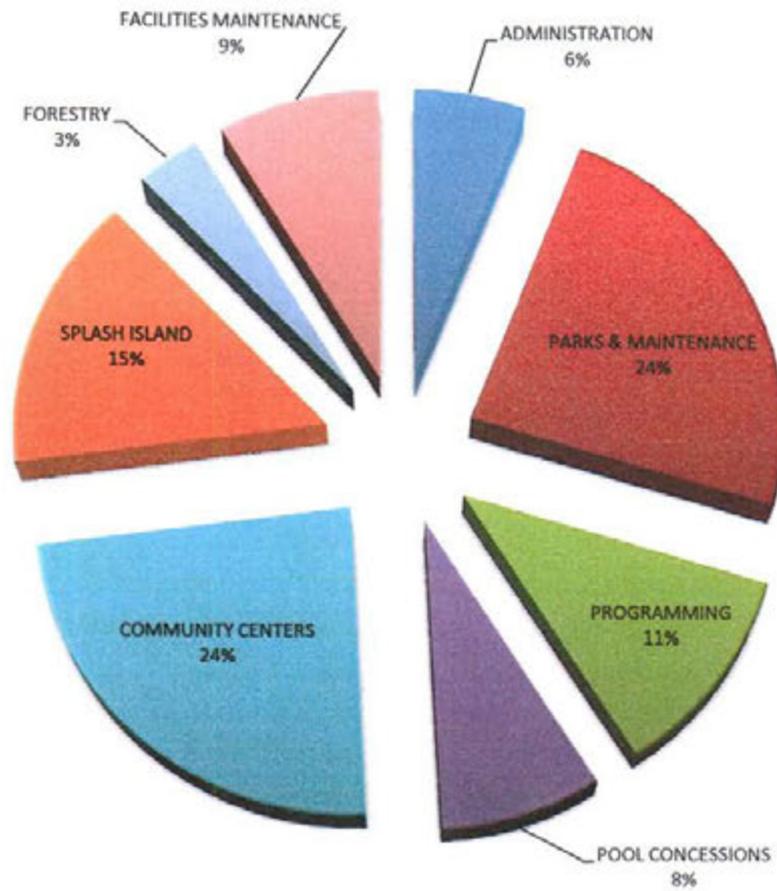
FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
BRUSH & LIMB (027)	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Fulltime	36,599	56,120	67,609	66,483	72,826
Salaries-Overtime	3,237	2,021	2,500	1,983	5,000
Salaries - Bonus	960	1,400	1,850	1,300	1,350
OASI	2,870	4,193	6,096	4,801	6,057
Health & Life Ins.	15,878	29,961	19,314	19,178	36,045
Retirement	1,763	3,102	5,217	3,767	5,175
Unemployment Ins.	72	51	110	62	110
Chipping - Contractor	14,398	42,018	43,000	42,999	43,000
Radio Repair	0	0	0	0	0
Hiring Expense	58	0	98	0	0
Maintenance & Repair	11,234	13,781	24,200	24,162	14,000
Operating Supplies	700	435	600	60	600
Storm Damage Clean Up	131,301	0	0	0	0
Gas	11,424	11,171	13,959	13,558	13,359
Operating Insurance	3,744	3,926	4,236	4,080	4,365
Depreciation Expense	25,000	25,000	10,000	10,000	0
Purchase of Equipment	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	259,240	193,179	198,789	192,433	201,887
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
LEAF COLLECTION (028)	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Fulltime	105,093	113,409	127,088	125,961	114,591
Salaries-Overtime	12,387	8,885	9,270	9,219	9,270
Salaries-Part-time	0	0	0	0	0
Salaries - Bonus	715	771	950	950	776
OASI	8,490	8,769	10,873	9,870	9,535
Health & Life Ins.	46,687	49,361	49,417	49,142	42,392
Retirement	5,909	6,194	9,429	7,638	8,237
Unemployment Ins.	118	167	380	125	380
Radio Repair	0	0	0	0	0
Hiring Expense	324	236	240	50	240
Maintenance & Repair	41,938	22,375	16,500	10,378	32,000
Operating Supplies	4,887	5,721	5,200	4,497	5,200
Gas	16,179	1,694	5,335	5,335	12,714
Operating Insurance	10,068	9,140	10,530	9,177	10,848
Depreciation Expense	20,000	25,000	30,000	30,000	0
Large equipment	0	0	0	0	0
Small equipment	0	0	0	0	0
TOTAL:	272,795	251,722	275,212	262,342	246,183

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
RECYCLE PROGRAM (069)	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Fulltime	173,739	188,363	219,284	216,776	236,056
Salaries-Overtime	17,995	14,197	13,000	11,186	16,000
Salaries-Parttime	16,991	19,856	28,345	28,184	25,342
Salaries - Bonus	2,240	3,080	3,548	3,485	3,760
OASI	15,474	16,758	19,801	18,184	21,509
Health & Life Ins.	62,574	61,849	77,737	77,735	115,099
Retirement	10,885	11,975	16,274	14,621	16,762
Unemployment Ins.	230	315	1,135	863	435
Radio Repair	0	0	0	0	0
Printing & Publication	492	179	600	433	600
Hiring Expense	710	2,475	1,692	1,033	2,192
Maintenance & Repair	26,879	26,698	28,346	28,035	23,046
Repair of Building	4,252	18,047	16,000	15,482	17,000
Operating Supplies	10,774	11,304	13,800	13,224	13,800
Gas	14,244	21,489	21,700	21,371	16,000
Operating Ins.	13,469	12,994	13,151	12,843	14,151
Depreciation Expense	25,000	25,000	10,000	10,000	0
Purchase of Dumpsters/Containers	16,703	29,941	25,100	25,011	30,800
Equipment Purchase	29,286	30,110	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	441,938	494,630	509,513	498,466	552,552

City of Tullahoma
Parks and Recreation



FY 20 BUDGET RECREATION EXPENSE



- ADMINISTRATION
- PROGRAMMING
- COMMUNITY CENTERS
- FORESTRY
- PARKS & MAINTENANCE
- POOL CONCESSIONS
- SPLASH ISLAND
- FACILITIES MAINTENANCE

PARKS & RECREATION DEPARTMENT

The primary focus of the Parks and Recreation Department is centered on the proper development and maintenance of the City's eight active/passive parks totaling 165 acres, two community centers, and indoor and outdoor pools serving Tullahoma residents and surrounding areas. The grounds and facilities provide for opportunities to enjoy social, cultural, and athletic and/or nature oriented activities through individual or organized group participation without having to travel great distances. The department also cooperates with volunteer and other community groups in the provision of youth and adult activities, programs and special events at the various park and community center facilities. Additionally, the department's Maintenance cost center is responsible for maintenance of all city facilities.

The Parks and Recreation Department supports the following elements in Tullahoma's Strategic Plan:

- Safe, Caring Diverse Community: Objectives 2, 3,
- Sustainable, Healthy Environment: Objectives 1, 2, 4
- Responsive Effective Local Government: Objectives 1-3
- Vibrant Economy: Objectives 2, 3

FINANCIALS

Category	Actual FY2017	Actual FY2018	Actual FY2019	Budget FY2020
Personnel	\$ 1,101,684	\$ 1,165,380	\$ 1,247,281	\$ 1,281,579
Operating Expenses	\$ 828,564	\$ 829,471	\$ 760,823	\$ 854,550
Capital Outlay	\$ 1,895	\$ 5,030	\$ 15,246	\$ -0-
Total	\$ 1,932,143	\$ 1,999,881	\$ 2,023,450	\$ 2,136,129

BUDGET COMMENTS

The FY2020 budget reflects an increase of approximately 5% from the FY2019 budget. This was contributed to 1.5% step increase and a 2% cost of living adjustment for full time employees, operating costs for the new Splash Island Water Park, and new programs such as the large annual fireworks display and Rock Creek concert series. Revenues from Splash Island entrance fees and concessions offset most of the operating expenses. Community donations subsidize the fireworks and concerts.

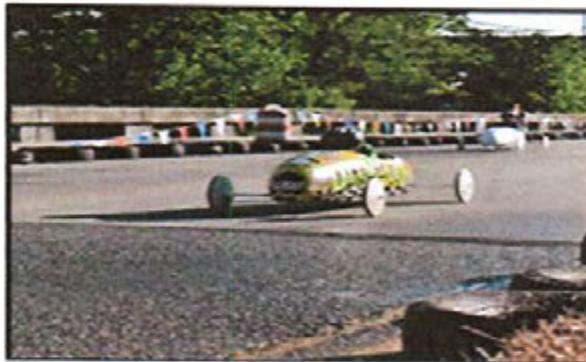
FY2019 ACCOMPLISHMENTS

- ***Walk the Appalachian Trail (Sustainable Healthy Environment, Objective 1; Responsive Effective Local Government, Objective 3)***

The Parks and Recreation Department hosted the Walk the Appalachian Trail Program as part of the Healthier Tennessee Communities Initiative. Fifty-two teams participated in the program, collectively walking approximately 56,681 miles, with thirty community sponsors.

- ***Soap Box Derby (Vibrant Economy, Objectives 2, 3; Safe, Caring and Diverse Community, Objectives 2, 3)***

Tullahoma hosted the 20th Annual, 2019 Soap Box Derby. Our representatives advanced to Akron, Ohio to compete in the International Championship and the Department offered the Super Kids Division for the ninth year.



- ***Lunch and Learn Program (Responsible, Effective Local Government, Objectives 1, 3)***

The Parks and Recreation department continued the program in which interesting topics are presented by guest speakers each month. This extends the usefulness of the full service kitchen located at D.W. Wilson Community Center. This Program won the Tennessee Recreation and Parks Association annual award for “Best Community Center Program”.



FY2019 ACCOMPLISHMENTS - (continued)

- ***Rock Creek Greenway Extension (Sustainable Healthy Environment, Objective 1)***
The three year grant project to extend and enhance Rock Greenway was continued. Year 3 saw the completion of the greenway phase of the project.
- ***Frazier McEwen Park Event Space Renovated (Responsible, Effective Local Government, Objectives 1, 2)***
The event area at Frazier McEwen Park was renovated. Enhancements included turf renovations and the addition of an irrigation system.
- ***Rock Creek Concert Series (Safe, Caring and Diverse Community, Objective 3)***
The popular concert series was continued with events in the spring and fall.
- ***Independence Day Celebration (Safe, Caring and Diverse Community, Objective 3)***
Parks and Recreation continued heading-up the planning and operation of the City's Independence Day Celebration. This third-year event was very successful, with thousands of people attending.

Parks and Recreation Department - Performance Measures

<i>Output</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure effective delivery of municipal services, to celebrate culture and heritage and to provide a nurturing environment"	Total Parks Acreage	605	615	615
	- Developed	165	168	168
	- Undeveloped	440	450	450
	Softball Fields	4	4	4
	Baseball Fields	7	7	7
	Soccer Fields	11	11	11
	Football Fields	2	2	2
	Municipal Pools	2	2	2
	Tennis Courts	2	2	2
	Community Centers	2	2	2
	Athletic Leagues	12	12	12
	Annual Recreation Memberships	164	164	164
	Annual Splash Island Visits	31,144	28,440	28,440
	Splash Island Concessions Sales (per head)	\$3.33	\$3.39	\$3.39

<i>Output – (continued)</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
	Community Center Visits (includes indoor pool)	48,793	42,261	42,261

<i>Efficiency</i>				
City Goal	Performance Indicators	Actual FY2018	Actual FY2019	Budget FY2020
"To ensure efficient delivery of municipal services"	Health Department Score on Pools	100	100	100
	Full-time equivalent staff per capita	0.9	0.9	.9
	Park acreage per 1,000 population	0.6	0.6	.6

FY2020 PERFORMANCE OBJECTIVES

1. ***Rock Creek Concert Series*** *Target Date: May 2020*
A concert series will be offered with events planned for the spring and fall. (Safe, Caring Diverse Community, Objective 3)
2. ***Soap Box Derby*** *Target Date: May, 2020*
The annual All-American Soap Box Derby Race will be held again this year. (Vibrant Economy, Objectives 2, 3; Safe, Caring Diverse Community, Objectives 2, 3)
3. ***Rock Creek Greenway Extension(Sidewalk Phase)*** *Target Date: October 2019*
The sidewalk connector for the Rock Greenway will be completed. (Sustainable Healthy Environment, Objective 1)
4. ***Independence Day Celebration*** *Target Date: July 2019*
The Fourth year of the day long festival is planned. (Safe, Caring Diverse Community, Objective 3)
5. ***CD Stamps Roof Improvements*** *Target Date: March, 2020*
Replace roof on the Community Center (Sustainable Healthy Environment, Objective 2)

PERSONNEL

	Actual FY2018	Actual FY2019	Budget FY2020
Recreation Director	1	1	1
Recreation Program Manager	1	1	1
Aquatics Operations Manager	1	1	1
Facility and Grounds Manager	1	1	1
Aquatics Coordinator	1	1	1
Recreation Program Coordinator	1	1	1
Concessions Coordinator	1	1	1
Facilities Supervisor	1	1	1
Grounds Supervisor	1	1	1
Maintenance Technician	1	1	1
Grounds Technician	3	3	1
Other Part-time	137	157	157
Total	150	170	170

FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
RECREATION ADMIN. (10)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	72,851	75,133	80,097	79,850	82,923
Salaries - Bonus	1,440	1,240	1,600	1,600	1,650
OASI	5,488	5,605	6,251	5,995	6,470
Health Insurance	15,878	15,287	16,845	16,843	18,023
Retirement	3,627	3,752	4,318	3,983	5,514
Unemployment	32	28	55	55	55
Other Professional Services	1,135	3,785	6,815	1,818	815
Printing & Publications	1,741	1,251	1,500	577	1,500
Membership & Dues	15	345	350	275	350
Telephone	720	720	780	750	780
Maintenance & Repair	366	5,227	1,167	1,166	2,167
Training	864	1,941	2,098	2,098	2,500
Office Supplies	423	0	0	0	0
Operating Supplies	2,116	1,687	1,724	1,723	2,024
Uniforms	0	0	0	0	0
Gas	458	523	869	540	869
Operating Insurance	1,455	1,493	1,538	1,521	1,538
Depreciation Transfer	0	10,000	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	108,609	128,017	126,007	118,794	127,178
PARKS & GROUNDS (33)	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	98,457	100,353	112,397	112,294	143,255
Salaries-Overtime	4,776	4,465	5,100	3,886	3,600
Salaries-Parttime & Temporary	27,616	55,139	48,815	48,331	20,008
Salaries - Bonus	1,320	1,370	2,095	2,095	1,798
OASI	9,527	11,818	12,506	12,322	12,903
Health Insurance	45,120	43,710	42,596	41,611	60,518
Retirement	6,494	6,795	8,370	7,936	9,766
Unemployment Ins.	184	289	475	350	529
Payroll Contractual Services	0	0	192	82	1,080
Other Personal Services	23,896	34,805	41,500	41,045	35,000
Membership & Dues	0	220	90	90	90
Utilities	65,938	63,285	65,734	63,477	65,734
Street Lights	11,305	10,577	12,202	11,523	12,202
Telephone	540	540	640	563	640
Hiring Expense	1,097	662	776	111	776
Grounds Maintenance	35,946	43,027	41,654	38,879	41,654
Maintenance & Repair	14,426	25,804	24,072	21,343	24,072
Repair of Buildings	27,633	18,136	15,492	15,377	16,492
Training	0	1,566	1,603	1,054	1,603
Operating Supplies	3,215	2,173	2,200	1,660	2,200
Chemicals	503	903	2,023	1,176	2,023
Uniforms	1,181	1,388	0	0	1,643
Gas	8,247	11,229	1,218	816	10,106
Operating Insurance	27,808	28,760	11,206	11,194	24,784
Rent - Buildings and Equipment	14,400	14,400	24,127	24,097	14,400
Purchase of Large Equipment	0	5,030	14,400	14,400	0
Depreciation Transfer	29,000	13,000	33,000	33,000	0
TOTAL:	458,629	499,444	524,483	508,712	506,876

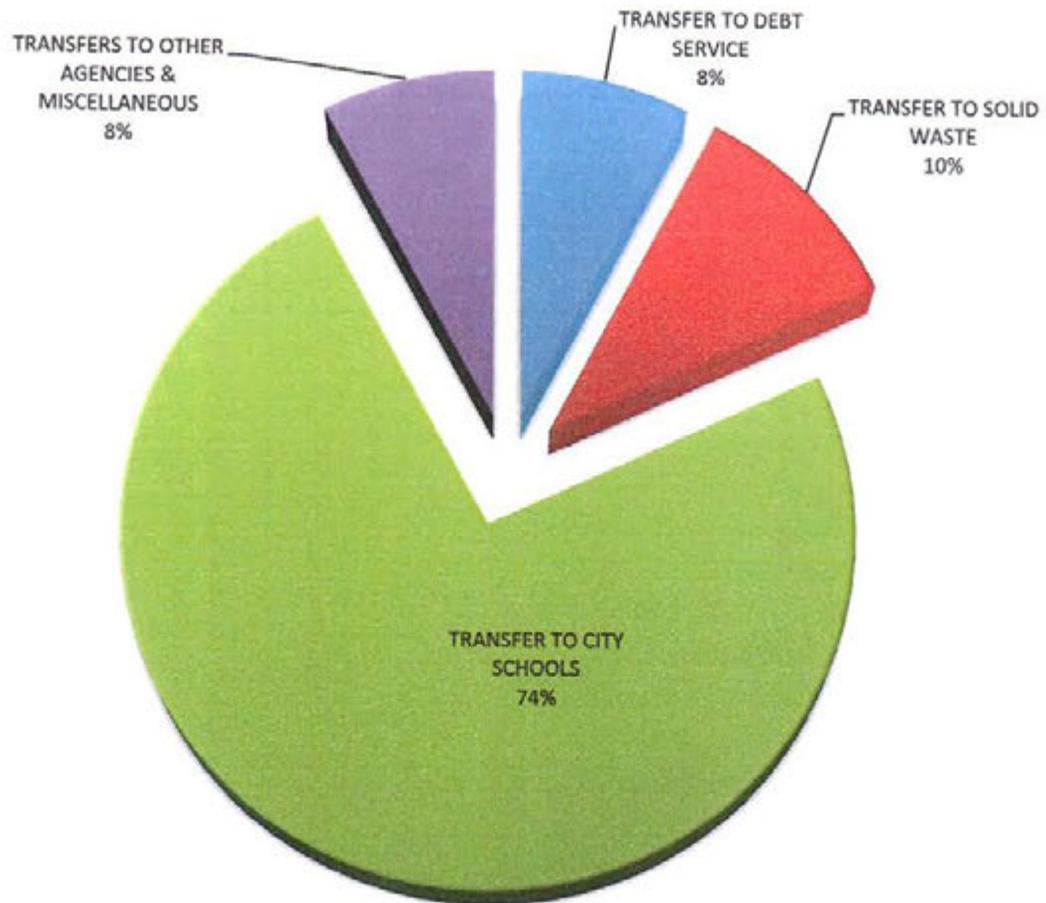
FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
COMMUNITY CENTERS (34)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	57,767	57,523	57,505	57,499	59,524
Salaries-Overtime	117	685	990	200	800
Salaries-Temporary	97,743	125,536	116,906	111,219	134,544
Salaries-Parttime Instructors	0	20,064	27,520	21,927	32,520
Salaries - Bonus	480	528	690	690	702
OASI	12,823	15,371	17,093	14,339	17,449
Health Ins.	8,805	19,816	20,215	20,212	21,627
Retirement	3,637	3,653	4,002	3,999	4,012
Unemployment Ins.	479	537	600	600	600
Payroll Contractual Services	0	0	192	94	3,240
Programs and Events	43,962	6,500	1,813	1,812	6,500
Fitness & Wellness	3,812	0	1,685	1,684	5,000
Grant Programs	0	0	0	0	0
Printing & Publication	28	194	0	0	0
Membership & Dues	155	160	160	160	160
Pool Permit	0	550	1,360	571	1,360
Utilities	117,178	120,342	124,195	117,242	124,425
Telephone	6,995	7,699	7,615	7,604	7,385
Hiring Expense	203	368	350	305	350
Information technology (p.o.s. system)	3,424	1,607	2,000	1,924	5,000
Maintenance & Repair	2,564	1,498	2,269	2,269	1,904
Repair of Buildings	20,234	23,969	38,109	35,400	36,241
Training	1,909	1,469	1,470	1,176	1,470
Operating Supplies	7,628	7,021	6,204	5,939	6,204
Chemicals	0	6,480	6,500	6,195	6,700
Uniforms	555	268	760	760	760
Gas & Oil	133	312	350	272	350
Operating Insurance	28,972	27,777	28,853	28,804	25,966
Depreciation Transfer	10,000	10,000	10,000	10,000	0
Programs and Events	0	0	0	0	0
Purchase of Equipment	0	0	0	0	0
Small Equipment	1,895	0	846	846	0
TOTAL:	431,498	459,927	480,252	453,742	504,793

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
SPLASH ISLAND(35)	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Fulltime	36,313	35,982	36,977	36,809	38,111
Salaries - Overtime	729	685	688	215	688
Salaries - Pool part-time	194,022	159,466	172,012	170,509	150,992
Salaries-Bonus	640	352	450	450	458
OASI	18,235	14,550	15,820	15,704	14,554
Health Insurance	9,425	13,211	13,867	13,864	14,418
Retirement	3,032	2,455	2,566	2,566	2,580
Unemployment Ins.	816	624	1,400	627	1,400
Payroll Contractual Services	0	0	192	175	960
Professional Services	6,310	500	5,860	750	5,860
Membership & Dues	0	0	0	0	0
Printing & Publication	0	0	543	543	543
Pool Permit	1,801	340	340	340	340
Utilities	16,311	16,764	28,600	20,065	28,000
Telephone	960	408	460	400	460
Hiring Expense	1,159	120	725	81	725
Information technology (p.o.s. system)	0	2,835	3,250	2,865	3,250
Maint- Pool Equip.	516	1,039	835	143	1,200
Repair of Building	10,052	6,921	3,954	3,831	4,422
Training	1,214	1,677	1,500	920	1,800
Red Cross Training	195	-173	420	0	0
Operating Supplies	9,429	9,754	6,262	6,214	5,632
Retail Supplies	0	0	1,200	585	500
Chemicals	29,005	22,745	29,019	28,899	24,019
Uniforms	1,842	1,212	1,023	1,023	1,250
Gas and Oil	538	418	520	330	520
Operating Insurance	18,846	20,344	20,956	20,844	18,456
Depreciation Transfer	0	0	0	0	0
Purchase of Equipment	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	361,392	312,229	349,439	328,752	321,138

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
POOL CONCESSIONS (37)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	30,602	28,019	36,681	27,151	29,465
Salaries - Overtime	0	0	165	59	165
Salaries - Concessions part-time	37,016	38,291	39,832	35,021	40,629
Salaries-Bonus	0	80	80	0	80
OASI	5,405	5,136	5,949	5,000	5,381
Health Insurance	16,354	13,004	8,243	8,166	10,404
Retirement	1,878	1,681	2,209	1,883	1,970
Unemployment Ins.	184	175	350	300	350
Membership & Dues	0	75	75	75	75
State Permit	0	0	0	0	210
Hiring Expense	0	336	545	405	545
Information technology (p.o.s. system)	3,250	3,094	3,250	3,246	3,250
Maintenance & Repair	0	1,538	0	0	500
Training	0	331	0	0	0
Operating supplies	0	0	0	0	10,000
Pool Concession Supplies	60,270	65,817	64,435	63,682	67,935
Uniforms	0	96	390	390	390
Gas & Oil	0	0	0	3,333	0
Operating Insurance	0	419	3,333	0	3,123
Depreciation Transfer	0	3,000	0	0	0
Purchase of Equipment	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	154,959	161,092	165,537	148,711	174,472
PROGRAMMING (39)	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	49,890	70,079	79,343	79,053	81,914
Salaries - Overtime	0	266	175	123	200
Salaries-Bonus	0	80	80	0	80
OASI	5,251	5,201	6,089	5,831	6,288
Health Insurance	15,973	18,008	25,801	24,633	27,607
Retirement	4,536	4,274	5,484	5,478	5,461
Unemployment Ins.	250	62	325	100	325
Printing & Copying	0	0	50	50	0
Membership & Dues	75	75	75	75	75
Telephone	0	0	30	0	0
Hiring Expense	50	569	0	0	0
Training	1,000	560	1,060	1,058	1,060
Operating Supplies	0	0	68	68	750
Gas and Oil	0	0	0	0	0
Operating Insurance	0	1,117	2,364	2,362	2,364
Soapbox Derby	0	9,000	0	0	9,000
League Expenses-NFL Flag Football	0	0	0	0	8,310
League Expenses- Jr. NBA	0	0	0	0	7,030
League Expenses- Adult Baseball	0	0	0	0	5,024
Sports Council Expenses	0	9	5,000	1,345	0
League Expenses - Babe Ruth	0	7,806	12,179	11,605	7,512
Depreciation Transfer	0	0	0	0	0
Annual Fireworks Event	55,506	51,304	52,000	51,037	50,000
Programs and Events	29,942	30,025	41,355	40,907	30,405
Purchase of Equipment	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	162,473	198,435	231,478	223,725	243,405

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
FACILITIES MAINTENANCE (67)	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Fulltime	73,995	73,390	79,300	79,243	81,640
Salaries-Overtime	4,047	4,093	4,500	3,891	5,000
Salaries-Parttime	31,615	20,160	18,189	18,031	24,773
Salaries - Bonus	1,880	1,960	2,430	2,350	2,530
OASI	8,170	7,186	8,875	7,503	8,717
Health Insurance	24,683	25,670	26,184	26,184	28,017
Retirement	4,781	4,951	5,931	5,775	5,762
Unemployment Ins.	138	121	170	170	170
Membership & Dues	0	100	100	100	100
Telephone Expense	720	720	780	750	780
Hiring Expense	568	132	362	327	362
Maintenance & Repair	1,564	1,266	1,960	1,534	2,000
Building Repair	5,624	3,425	4,500	3,625	4,500
Training	50	0	0	11,816	0
Operating Supplies	14,292	11,932	12,000	320	10,500
Uniforms	877	320	320	1,744	650
Gas	1,013	1,252	1,768	7,061	1,728
Operating Insurance	7,894	7,782	7,084	0	7,083
Depreciation Transfer	0	8,000	0	0	0
Purchase of Equipment	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	181,911	172,460	174,453	170,424	184,312
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
FORESTRY RESOURCES (62)	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries - Fulltime	29,876	31,076	32,236	32,222	33,244
Salaries - Overtime	1,309	1,457	2,000	1,077	2,000
Salaries-Bonus	560	590	745	745	753
OASI	2,313	2,497	2,655	2,478	2,754
Health Insurance	11,909	10,546	10,957	10,757	11,510
Retirement	1,172	1,284	1,475	1,412	2,344
Unemployment	24	21	55	55	55
Professional Services	1,616	480	0	0	0
Hazard Tree Removal	12,620	14,625	16,150	14,150	16,150
Printing & Publication	0	125	208	208	250
Membership & Dues	0	215	275	250	275
Telephone Expense	300	300	325	313	325
Maintenance & Repair	34	0	0	0	0
Training	0	0	0	0	0
Operating Supplies	2,092	1,275	1,831	1,831	1,831
Memorial Tree Purchases	2,575	2,416	2,000	525	1,000
Grant Purchases	4,720	0	5,000	3,105	0
Gas	239	0	0	0	0
Operating Insurance	1,313	1,370	1,465	1,462	1,464
Depreciation Transfer	0	0	0	0	0
Small Equipment	0	0	0	0	0
TOTAL:	72,672	68,277	77,377	70,590	73,955

FY 20 BUDGET OTHER GENERAL FUND EXPENSE



■ TRANSFER TO DEBT SERVICE

■ TRANSFER TO SOLID WASTE

■ TRANSFER TO CITY SCHOOLS

■ TRANSFERS TO OTHER AGENCIES & MISCELLANEOUS

OTHER BUDGETED AGENCIES

Operating Transfers to Other City Funds or Agencies

In addition to the funding of general city operations, the general fund budget provides for internal transfers to the Solid Waste Fund, Debt Service Fund, and Capital Projects Fund as well as funding for the following component units and related agencies:

Tullahoma Municipal Airport

The Tullahoma Airport Authority operates and maintains the Tullahoma Municipal Airport and its related property, and is considered a component unit of the City of Tullahoma. The municipal airport plays a vital economic role in the economic growth of Tullahoma and the surrounding region. Located less than a mile from restaurants, lodging and shopping, it operates on an airport originally constructed for the U.S. Army Air Corps. The airport offers 3 different length runways capable of handling all types of corporate jet aircraft. The 775 acre airport is also home to the Beechcraft Heritage Museum. Every year, the airport and the museum host the Beechcraft Beech Party fly-in. The Airport Authority leases hangars, sells fuel and manages the property. The Airport has been a perennial grant recipient of funding from the Tennessee Division of Aeronautics which has enabled it to expand and repair its runways, construct a new terminal building and business center, and add hangars for business rentals. It is also a base for Life Flight Helicopter transport to Vanderbilt University Hospital in Nashville, Tennessee.

The Board of Mayor and Aldermen of the City of Tullahoma appoint the members of the Airport Authority to staggered three-year terms. The City's general fund provides a large portion of the Airport Authority's operating budget, with other revenue derived from hangar rentals, sale of fuel, events and services. The FY2020 appropriation to the Airport Authority for operations is \$142,910 for operations, plus \$17,500 for fuel purchases, which is offset by \$17,500 in fuel revenue from the sale of gas at the Airport. The city also budgeted \$15,000 for the local share of a state transportation grant for airport improvements. The operating allocation and the amount provided for fuel to the Airport remained the same as the FY2019 appropriation.

In July, 2011, the City placed Airport employees on the City's payroll through a contractual relationship, which changed the employee benefits' costs. In addition to payroll, the City provides accounting, budgeting, purchasing, accounts payable, risk management services, and manages the airports hangar leases, grants and capital projects budgets. Airport capital projects and funding details are provided in the capital projects portion of this document.

Tullahoma City Schools

Tullahoma City Schools is considered to be a portion of the primary government of the City of Tullahoma for audit purposes. The school system is comprised of four elementary schools, two middle schools and one high school. The school system serves approximately 3,434 students in grade K-12. An extended school program is in place to provide before and after

Tullahoma City Schools (continued)

school care for the students. The School system is recognized within the State of Tennessee for its academic excellence.

In accordance with state law, the Board of Education submits the school budget annually to the Board of Mayor and Aldermen to approve in total, although individual line items remain under the jurisdiction of the Board of Education. The City, as part of its budget process, approves an annual appropriation to the school system. The City also distributes monthly sales tax collections to the school system for operations and debt service. Of the \$0.0275 in local sales tax collected, the state requires that the first half of state sales tax collected by the county be remitted to each school system based on enrollment figures. The second half of the sales tax collected is considered situs based and is returned to the City or Town where it was collected.

The FY2020 appropriation to the school is \$4,738,867, an increase of \$300,000 or approximately 6.8% over FY2019. The sales tax transfer to the school general purpose fund is budgeted as \$4,200,701 an increase of \$209,219 or 5.3% from FY2019. An additional sales tax amount of \$2,163,365 will be transferred for debt service. According to a recent interpretation of state statute, the department of revenue now requires that a portion of liquor taxes collected also be allocated the municipality's school system therefore \$56,180 is also budgeted for this purpose.

The City of Tullahoma Finance staff tracks and allocates sales tax proceeds, and appropriation payments to the school system. Additionally Finance budgets and pays debt payments, monitors existing debt for refunding opportunities, evaluates options and issues new debt and funds school capital projects. School capital projects are also shown in the City of Tullahoma capital improvements plan.

Tullahoma Industrial Development Board

The Tullahoma Industrial Development Board (TIDB) is also a component unit of the City government. The TIDB received funding both from the City of Tullahoma and from bond service fees paid by corporations with outstanding industrial development bonds. In June 2005, the TIBD was consolidated with the City of Manchester Industrial Board and the Coffee County Industrial Board to achieve greater recruiting effectiveness for the Coffee County area. The original incorporated entity was retained, with the purpose restricted primarily to the collection of bond services fees, and managing commercial real estate. Beginning in FY2016, the City of Tullahoma and Coffee County became responsible for payments to Duck River Electric Corporation for construction of a substation in the jointly operated industrial park in the amount of \$60,000. This amount will decrease eventually based on park electric usage.

The Board of Mayor and Aldermen continue to appoint all members of the Industrial Board, As well as a Board liaison to participate in the required annual meeting and in any other activities that may arise. The Tullahoma Industrial Board does not have any full-time

Tulahoma Industrial Development Board (continued)

personnel, and all administrative functions are provided by the City Finance Department. The City Administrator serves as Executive Director and the Finance Director is also the Industrial Board's Treasurer.

Tulahoma Area Economic Development Corporation

In 2011, after meeting for a year as a committee, the TAEDC became incorporated as an industrial development board with a focus on commercial development, as opposed to industrial functions. It is anticipated that the Coffee County Industrial Board will continue to handle primary responsibility for industrial purposes. A section was added in the general fund budget detailing a \$141,347 operating budget for the TAEDC in FY2013 and the City hired an Economic Development Director. In FY2014, The TAEDC budget was set up as a separate agency fund, with an operating transfer provided in the City General Fund Budget. The FY2020 TAEDC budget is \$208,477, which includes allocations for Tourism and Downtown Development. The TAEDC Director is on the City payroll with a contractual relationship to the corporation. The City of Tulahoma Finance Department provides all accounting and budgeting services to the TAEDC. The City and the TAEDC established a tax increment financing (TIF) plan for a large retail block in Tulahoma. The city's portion of the TIF payment for FY2020 is budgeted as \$50,000.

Non-Profit Allocations

The City of Tullahoma has traditionally provided financial allocations to many local non-profit groups. To receive funding, an organization must provide the following documentation:

1. A copy of the organization's 501C certification
2. Planned usage of the funds requested
3. The organization's most current audit
4. An accounting of any prior year funds received
5. Assurance of the organization's compliance with Title VI of the Civil Rights Act of 1964

Eligible organizations are then scheduled to speak at a budget work session before the Board of Mayor and Aldermen. The Board of Mayor and Aldermen then address these funding requests as they finalize the annual operating budget for the City. Organizations funded through the budget are then officially recognized by resolution at the regular Board meeting subsequent to budget adoption.

The City of Tullahoma enacted an ordinance designating specific percentages of hotel/motel tax collections for agencies associated aligned with or promoting tourism in Tullahoma. The Tullahoma Chamber of Commerce, Tennessee Backroads Heritage Tourism, Keep Coffee County Beautiful, Historic Preservation Society, Hands on Science Center, South Jackson Civic Center, and Tullahoma Fine Arts Center all receive a percentage of the annual hotel/motel tax collected. These organizations are identified in the section, "Appropriations by Ordinance". A portion of the motel tax is also allocated to city beautification projects, with the remaining balance used for General Fund operations.



FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
Airport - Administration	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime -TAA	100,781	101,061	110,439	109,325	114,304
Salaries-Financial Administration	21,026	21,820	22,806	22,805	25,389
Salaries-Longevity	1,041	1,125	1,560	1,424	1,519
OASI	9,456	9,296	10,301	10,095	10,803
Health & Life Insurance	17,610	23,043	23,513	23,505	25,149
Retirement	7,499	7,861	9,141	9,137	9,290
Unemployment Insurance	225	117	240	239	295
Postage	175	120	242	240	200
Printing & Publication	0	0	700	642	700
Memberships & Dues	384	429	680	679	700
Telephone	6,991	6,413	4,905	3,892	5,730
Hiring Expense	58	0	50	20	50
Legal Fees	3,904	1,975	3,800	3,785	4,000
Audit fees	4,000	5,000	5,500	5,500	5,500
Professional Services	158	70	823	823	500
Information Tech.	1,684	1,684	1,900	1,684	2,000
Repair of Equipment	0	0	0	0	200
Training & Travel	2,093	1,692	3,480	3,466	3,375
Office Supplies	3,897	3,682	3,550	3,096	4,000
Operating Supplies	643	1,213	3,360	3,352	2,000
Gas & Oil	1,667	704	1,000	783	800
Operating Insurance(liab & property)	6,383	7,630	3,019	3,017	3,109
UDAG payments	4,706	21,806	31,916	30,736	38,457
Vanderbilt hangar loan payments	30,000	30,000	30,000	30,000	10,568
Capital Outlay-Interest Expense	0	4,252	7,550	7,539	7,007
Transfer to capital projects- local match	51,550	0	208,000	193,000	0
Sponsored Events	0	0	500	480	17,000
AOPA Fly-in	0	0	0	0	0
AOPA Fly-in Non-Grant	0	0	0	0	0
Contingency	0	0	0	0	15,475
Miscellaneous expense	0	0	0	0	0
TOTAL:	275,932	250,993	488,975	469,264	308,120

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
Airport - Operations	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Full-time	0	0	24,444	24,040	32,246
Salaries-Part-time	48,324	49,878	42,689	42,004	38,500
OASI	3,590	3,923	5,364	5,042	5,412
Health Insurance	0	0	5,449	5,449	9,994
Retirement	0	0	1,849	1,604	2,144
Unemployment Insurance	0	105	325	200	325
Utilities-Electric	30,121	28,836	31,752	31,220	31,752
Utilities- Gas	1,602	2,650	2,000	1,265	3,000
Hiring Expense	217	495	525	263	525
Repair of Equipment	528	932	2,550	2,197	3,000
NDB/SDF/PAPI	475	170	100	100	0
Tractor & fuel	5,431	3,349	4,750	4,743	4,500
Building maintenance	21,335	16,494	78,064	77,969	21,000
Fuel Tanks	4,915	22,159	8,870	8,209	5,000
Airfield maintenance	17,142	9,749	21,720	20,961	23,500
Tree Clearing (State)	0	0	21,500	10,500	10,000
Catering Expense	68	96	500	99	500
Purchase of oil for sale	1,307	2,126	2,200	1,977	2,500
Vehicle gas	707	0	400	0	500
Cost of goods sold	496,231	574,973	741,200	740,790	611,898
Operating Insurance	14,063	14,296	18,128	18,038	18,129
Fuel Tanks Replacement	0	10,224	0	0	0
Vehicles & Equipment	0	0	0	0	0
Terminal Bldg furnishings	0	0	0	0	0
TOTAL:	646,055	740,455	1,014,379	996,670	824,425

FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
TAEDC (010)	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Salaries-Fulltime	69,668	71,851	76,598	76,362	79,301
Salaries-Parttime	280	0	500	83	500
Salaries-Administrative Support	7,687	7,957	8,235	7,568	8,661
Salaries - Bonus	88	98	111	111	250
OASI	5,713	5,737	6,581	6,161	6,786
Health Insurance	17,466	16,513	17,129	16,844	18,023
Retirement	3,709	3,856	4,659	4,065	5,849
Unemployment	40	32	80	36	80
Professional Services	28,000	30,000	30,000	30,000	30,000
Postage	0	0	50	0	50
Printing & Publications	702	344	1,062	412	750
Memberships & Dues	1,601	1,976	1,980	1,446	1,980
Utilities	0	0	200		200
Telephone	957	958	1,020	1,010	1,020
Hiring Expense	0	0	0	0	0
Legal Services	0	0	600	0	1,000
Auditing Services	1,500	1,500	1,500	1,500	1,500
Information Technology	1,000	0	750	750	1,000
Maintenance & Repair	779	670	300	10	800
Building Maintenance	0	0	500	0	500
Travel & Training	8,711	5,578	7,000	6,729	6,000
Office Supplies	362	239	545	346	1,000
Recruiting & Marketing	5,108	8,690	8,083	2,097	14,885
Advertising	3,421	281	500	0	1,000
Entrepreneurial Action	0	0	1,000	450	0
Gas	383	441	700	570	700
Operating Insurance	1,972	2,045	2,106	2,085	2,107
Depreciation Transfer	0	0	10,000	10,000	0
Transfer to Capital Projects	36,000	0	0	0	0
TIF Bank Escrow Payment	63,266	85,783	118,000	84,863	118,000
Special Events	475	0	625	0	700
Small Equipment	0	0	0	0	0
TOTAL:	258,888	244,549	300,414	253,498	302,642

FY2020 DEPARTMENTAL BUDGET-(continued)					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
Tourism (020)	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Fulltime	0	0	2,403	2,393	3,500
Salaries-Parttime	0	0	3,424	0	0
Salaries-longevity	0	0	20	20	15
OASI	0	0	516	175	268
Retirement	0	0	221	0	233
Uemployment	0	0	20	0	20
Professional Services	0	0	2,000	0	10,214
Historic Signs	0	0	0	0	600
Office Supplies	0	0	750	0	749
Events	0	0	3,000	0	5,000
Grant Expense	<u>0</u>	<u>0</u>	<u>42,500</u>	<u>0</u>	<u>0</u>
TOTAL:	0	0	54,854	2,588	20,599
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
Downtown (030)	Actual	Actual	Amended	Actual	Proposed
	<u>Expenses</u>	<u>Expenses</u>	<u>Budget</u>	<u>Expenses</u>	<u>Budget</u>
Salaries-Fulltime	0	0	2,403	2,394	3,500
Salaries-Parttime	0	0	2,500	0	0
Salaries-longevity	0	0	20	20	15
OASI	0	0	675	175	268
Retirement	0	0	221	0	233
Uemployment	0	0	20	0	20
Professional Services	0	0	8,000	0	6,500
Repairs- D/T WIFI, Etc	0	0	500	418	250
Office Supplies	0	0	278	0	213
Events	<u>0</u>	<u>0</u>	<u>1,500</u>	<u>39</u>	<u>4,000</u>
TOTAL:	0	0	16,117	3,046	14,999

FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
TRANSFERS TO OTHER FUNDS	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Transfer to Debt Service	1,375,343	1,348,717	1,404,632	1,400,034	1,167,913
Transfer to Solid Waste	1,587,068	1,440,623	1,483,535	1,483,535	1,574,712
Transfer to TAA-Operations	136,074	127,910	142,910	142,910	142,910
Transfer to TAA-Fuel	0	0	2,500	0	17,500
Transfer to TAEDC	159,664	166,164	169,487	169,487	172,877
Transfer to TAEDC - TIF	48,334	48,504	50,000	42,124	50,000
Tourism Initiatives	0	0	20,000	20,000	20,600
Tennessee Downtown	0	0	15,000	15,000	15,000
Transfer to Capital Projects	646,570	112,000	220,000	220,000	315,000
Transfer to TUB Hydrant Rental	142,383	144,717	149,734	149,734	149,734
Transfer to TIDB- substation pymt	60,000	60,000	60,000	60,000	60,000
Contingency	0	0	0	0	50,000
TOTAL:	4,155,436	3,448,635	3,717,798	3,702,824	3,736,246
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
TULLAHOMA CITY SCHOOLS	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Appropriation	4,438,867	4,438,867	4,438,867	4,438,867	4,738,867
Sales tax - Operations	3,812,133	4,171,795	4,209,136	4,209,136	4,200,701
Sinking Fund (1/2cent)	1,750,102	1,835,717	1,912,244	1,912,244	1,863,516
Sinking Fund add'l sales tax	599,849	599,849	599,849	599,849	299,849
State Liquor Tax allocation	51,156	57,352	53,000	53,000	56,180
Liquor tax settlement	31,923	31,923	32,000	31,924	0
Solid Waste Collections	108,237	91,585	100,000	99,911	100,000
TOTAL:	10,792,268	11,227,088	11,345,096	11,344,931	11,259,113

FY2020 DEPARTMENTAL BUDGET					
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
TOURISM AND CULTURAL ORGANIZATIONS	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Beautification (Forestry)	20,851	12,808	9,074	5,409	14,636
Chamber of Commerce	31,452	33,078	35,422	35,422	32,455
Hands-On Science Center	7,863	8,270	8,856	8,856	8,114
Historic Preservation Society	1,310	1,378	1,402	1,343	1,354
Keep Coffee County Beautiful	3,931	4,135	4,438	4,438	4,058
South Jackson Civic Center-approp	15,726	16,539	17,711	17,711	16,228
South Jackson Civic Center-insurance	8,545	8,823	8,096	8,096	9,093
South Jackson Civic Center-Utility	554	502	2,544	327	2,544
Tennessee Backroads Heritage	5,242	5,513	5,904	5,904	5,410
Tulahoma Fine Arts Center	<u>15,726</u>	<u>16,539</u>	<u>17,711</u>	<u>17,711</u>	<u>16,228</u>
TOTAL:	111,200	107,585	111,158	105,217	110,120
	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20
COMMUNITY SERVICE ORGANIZATIONS	Actual	Actual	Amended	Actual	Proposed
	Expenses	Expenses	Budget	Expenses	Budget
Civil Air Patrol	800	800	800	800	800
Coffee County Health Dept.					
Gas Services	1,618	2,094	3,668	1,934	3,668
Utility Services	10,320	10,289	10,461	10,410	10,461
Coffee County Library	11,000	11,000	15,000	15,000	15,000
Coffee County Senior Citizens					
Appropriation	9,152	9,152	9,152	9,152	9,152
Utility Services	18,944	21,183	22,845	22,549	19,535
Operating Insurance	1,770	1,828	1,677	1,677	2,189
Community Playhouse, Inc.	1,000	1,000	1,000	1,000	1,000
Old Red Cross - Utilities	1,709	1,597	1,935	1,766	1,500
Old Red Cross Building - Repairs	0	0	140	0	500
Skills Development Services	2,267	2,267	2,267	2,267	2,267
Tennessee Rehabilitation Center	5,333	5,333	5,333	5,333	5,333
Sports Council Professional Services	0	0	1,350	1,347	0
Sports Council Appropriations	0	0	15,000	15,000	15,000
Transfer-Sports Council Donations	0	0	114,000	113,969	0
Trinity Care Center	800	800	800	800	800
Tulahoma Day Care Center	6,400	6,400	6,400	6,400	6,400
South Central Human Resources	0	2,798	2,798	2,798	2,798
Tulahoma Youth Development (res)	0	0	500	0	500
Youth Activities/Drug Task Force	<u>305</u>	<u>0</u>	<u>1,200</u>	<u>353</u>	<u>1,200</u>
TOTAL:	71,417	76,541	216,326	212,555	98,103



DEBT SERVICES

DEBT MANAGEMENT

Rating

Moody's Investor Service upgraded the rating on the City of Tullahoma's outstanding general obligation debt from A1 to Aa2 in April, 2010. Moody's stated, "The Aa2 rating reflects a stable financial position with satisfactory reserve levels, a moderately growing tax base and above-average debt levels with a dedicated funding stream for school related debt." The report adds, "Moody's believes the city's financial position will remain stable, despite multiple years of draw downs and expected further declines in fiscal 2009 and 2010, given prudent fiscal management and still satisfactory reserve levels."

The report's caveat for Tullahoma was, "While Moody's believes that the city's formal policy to maintain reserves at the 25% level should assist in providing stability to its financial operations, maintenance of the current rating depends upon the city's ability to halt the annual use of General Fund reserves and stabilize financial operations." The City of Tullahoma acted on that premise, and has since only used reserves for capital projects, and not for operations. The FY2014 budget only used minimal restricted reserves for the dog pound and police equipment purchases. For FY2015, only \$20,000 in departmental specific reserves were appropriated, as the City continued to fully fund its operations. FY2016 saw this trend continued, with only the departmental specific reserves appropriated. The FY2017 budget utilized \$485,000 in reserves for capital projects as well as \$40,000 in departmental restricted reserves. The FY2018 budget appropriated \$112,306 for local matches on grant funded capital projects. The FY2019 budget then utilized \$219,479 in reserves for capital projects and equipment purchases, as well as \$45,000 in departmental restricted reserves. The FY2020 budget appropriates \$465,000 for capital projects consisting of \$100,000 towards an American with Disabilities accessibility plan, \$200,000 for downtown street paving and cross-walks, \$50,000 for paving and sidewalk repairs, \$50,000 for city hall updates, and \$15,000 for an airport grant match. Both the City of Tullahoma and Tullahoma City Schools have developed policies that support maintaining healthy reserves to provide for cash flows, capital projects and emergencies, and to ensure a strong financial base with a good bond rating.

Overview

In April, 2003, the City compiled a comprehensive plan document entitled, "Building Our Future: Tullahoma's Strategic Plan." One of the four strategic plan themes identified is "Responsive Effective Local Government." This category contains major objectives, with implementation actions. The first objective identified is:

- | | |
|-------------|---|
| Objective 1 | To Improve the City's financial health |
| Actions | <ol style="list-style-type: none">1. Review and update the fiscal fitness and debt reduction policies.2. Pursue cost-savings and rationalization in municipal operations.3. Rationalize the policy for user fees by determining which services should be supported through the tax base.4. Promote new cost-effective partnerships for service delivery. |

As indicated under Action 1, above, the City has placed emphasis on debt reduction where possible as well as on debt restructuring when savings opportunities are present.

In 2004, the City of Tullahoma developed a Capital Improvement Program for FY2005 to FY2010. The Program identified potential projects, costs and timetables, which were consolidated into a funding summary. Based on the summary, the City evaluated its long-term debt schedule to determine appropriate years when the required debt could be issued without substantially changing the City's annual debt payments. That plan is updated annually.

The City issued no new debt in FY2013, but was able to refund outstanding 2002 bonds resulting in interest savings of \$451,000. The FY2014 budget included a four cent tax increase to cover debt service on loans for high school roof repairs and commence the renovation of the City's indoor pool for competition swimming and convert the outdoor pool to a splash park. The City borrowed \$2,450,000 for this purpose. Additionally, the City borrowed \$650,000 for a new garbage truck and fire truck. For FY2015, the City closed on an additional construction loan in the amount of \$2,988,500 to complete the pool facilities as well as accomplish additional parks projects and repairs outlined in the capital improvements plan. The City completed construction draws on this loan in FY2016 and makes monthly interest payments based on the amount outstanding. The City refunded 2005 public improvement bonds in 2016 saving \$265,000 in interest expense. Other than taking advantage of the refunding opportunity, the City did not issue any new debt in FY2017. In FY2018, the City obtained a low interest rate \$7,500,000 construction loan to fund a new police station, animal shelter and several other planned capital projects. The City plans to continue construction draws on that loan for capital projects slated through FY2020.

It should also be noted that the City of Tullahoma is not subject to any legal debt limitation imposed by the State of Tennessee. Debt is only subject to the City's own policies and Board determinations.

Schedules

1. Tullahoma's Debt Policy
2. FY2020 Debt Service Fund Budget
3. Summary of All Outstanding Debt
4. Long Term Debt - City & School Bonds
5. Long Term Debt - City & School Capital Outlay Notes and Loans
6. Graph – Cumulative City and School Debt
7. Ratio of General Bonded Debt to Assessed Value & Net Bonded Debt Per Capita

Tullahoma's Debt Policy

The purpose of this debt policy is to establish a set of parameters by which debt obligations will be undertaken by the City of Tullahoma, TN. Adoption of a debt management policy fulfills the requirements of the State of Tennessee. An additional goal of this policy is to assist decision makers in planning, issuing, and managing debt obligations by providing clear direction as to the steps, substance and outcomes desired. In addition, greater stability over the long-term will be generated by the use of consistent guidelines in issuing debt.

Definition of Debt: All obligations of the City to repay, with or without interest, in installments and/or at a later date, some amount of money utilized for the purchase, construction, or operation of City resources. This includes but is not limited to notes, bond issues, capital leases, and loans of any type (whether from an outside source such as a bank or from another internal fund).

Approval of Debt: Bond anticipation notes, capital outlay notes, grant anticipation notes, and tax and revenue anticipation notes will be submitted to the State of Tennessee Comptroller's Office and the City Council prior to issuance or entering into the obligation. A plan for refunding debt issues will also be submitted to the Comptroller's Office prior to issuance. Capital or equipment leases may be entered into by the City Council; however, details on the lease agreement will be forwarded to the Comptroller's Office on the specified form within 45 days.

Transparency:

- The City shall comply with legal requirements for notice and for public meetings related to debt issuance.
- All notices shall be posted in the customary and required posting locations, including as required local newspapers, bulletin boards, and websites.
- All costs (including principal, interest, issuance, continuing, and one-time) shall be clearly presented and disclosed to the citizens, City Council, and other stakeholders in a timely manner.
- The terms and life of each debt issue shall be clearly presented and disclosed to the citizens/members, City Council, and other stakeholders in a timely manner.
- A debt service schedule outlining the rate of retirement for the principal amount shall be clearly presented and disclosed to the citizens/members, City Council, and other stakeholders in a timely manner.

Role of Debt:

Long-term debt shall not be used to finance current operations. Long-term debt may be used for capital purchases or construction identified through the capital improvement, regional development, transportation, or master process or plan. Short-term debt may be used for certain projects and equipment financing as well as for operational borrowing; however, the City will minimize the use of short-term cash flow borrowings by maintaining adequate working capital and close budget management.

Types and Limits of Debt:

- The City will seek to structure debt with level or declining debt service payments over the life of each individual bond issue or loan.
- As a rule, the City will not backload, use "wrap-around" techniques, balloon payments or other exotic formats to pursue the financing of projects. When refunding opportunities, natural disasters, other non-general fund revenues, or other external factors occur, the City may utilize non-level debt methods.
- The City may use capital leases to finance short-term projects.

- Bonds backed with a general obligations pledge often have lower interest rates than revenue bonds. The City may use its General Obligation pledge with revenue bond issues when the populations served by the revenue bond projects overlap or significantly are the same as the property tax base of the City. The Board of Mayor and Aldermen and management are committed to maintaining rates and fee structures of revenue supported debt at levels that will not require a subsidy from the City's General Fund. (This provision is necessary only if the City has a source of repayment for a revenue bond, such as a water or sewer system.)

Use of Variable Rate Debt:

- The City recognizes the value of variable rate debt obligations and that cities have greatly benefitted from the use of variable rate debt in the financing of needed infrastructure and capital improvements.
- However, the City also recognizes there are inherent risks associated with the use of variable rate debt and will implement steps to mitigate these risks; including:
 1. The City will annually include in its budget an interest rate assumption for any outstanding variable rate debt that takes market fluctuations affecting the rate of interest into consideration.
 2. Prior to entering into any variable rate debt obligation that is backed by insurance and secured by a liquidity provider, the City Council shall be informed of the potential affect on rates as well as any additional costs that might be incurred should the insurance fail.
 3. Prior to entering into any variable rate debt obligation that is backed by a letter of credit provider, the City Council shall be informed of the potential affect on rates as well as any additional costs that might be incurred should the letter of credit fail.
 4. Prior to entering into any variable rate debt obligation, the City Council will be informed of any terms, conditions, fees, or other costs associated with the prepayment of variable rate debt obligations.
 5. The City shall consult with persons familiar with the arbitrage rules to determine applicability, legal responsibility, and potential consequences associated with any variable rate debt obligation.

Use of Derivatives:

The City chooses not to use derivative or other exotic financial structures in the management of the City's debt portfolio.

Costs of Debt:

- All costs associated with the initial issuance or incurrence of debt, management and repayment of debt (including interest, principal, and fees or charges) shall be disclosed prior to action by the City Council in accordance with the notice requirements stated above.

- In cases of variable interest or non-specified costs, detailed explanation of the assumptions shall be provided along with the complete estimate of total costs anticipated to be incurred as part of the debt issue.
- Costs related to the repayment of debt, including liabilities for future years, shall be provided in context of the annual budgets from which such payments will be funded (i.e. General Obligations bonds in context of the General Fund, Revenue bonds in context of the dedicated revenue stream and related expenditures, loans and notes).

Refinancing Outstanding Debt:

- The City will refund debt when it is in the best financial interest of the City to do so. The decision to refinance must be explicitly approved by the governing body, and all plans for current or advance refunding of debt must be in compliance with state laws and regulations.
- The City will consider the following issues when analyzing possible refunding opportunities:
 1. Onerous Restrictions – Debt may be refinanced to eliminate onerous or restrictive covenants contained in existing debt documents, or to take advantage of changing financial conditions or interest rates.
 2. Restructuring for Economic Purposes – The City will refund debt when it is in the best financial interest of the City to do so. Such refunding may include restructuring to meet unanticipated revenue expectations, achieve cost savings, mitigate irregular debt service payments, or to release reserve funds. Current refunding opportunities may be considered by the City if the refunding generates positive present value savings, and the City may establish a minimum present value savings threshold for any refinancing.
 3. Term of Refunding Issues – The City will refund bonds within the term of the originally issued debt. However, the City may consider maturity extension, when necessary to achieve a desired outcome, provided such extension is legally permissible. The City may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of inter-generational equity should guide this decision.
 4. Escrow Structuring – The City shall utilize the least costly securities available in structuring refunding escrows. Under no circumstances shall an underwriter, agent or financial advisor sell escrow securities to the City from its own account.
 5. Arbitrage – The City shall consult with persons familiar with the arbitrage rules to determine applicability, legal responsibility, and potential consequences associated with any refunding.

Professional Services:

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.

- **Counsel:** 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 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.)
- **Financial Advisor:** (If the City chooses to hire financial advisors) The City shall enter into a written agreement with each person or firm serving as financial advisor for debt management and transactions. Whether in a competitive sale 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 or broker any other debt transactions for the City.
- **Underwriter:** (If there is an underwriter) 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 Entity. 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 Board of Mayor and Aldermen in advance of the pricing of the debt.

Conflicts:

- 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, liquidity or credit enhancement provider, 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.
- 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.

Review of Policy:

This policy shall be reviewed at least annually by the Board of Mayor and Aldermen with the approval of the annual budget. Any amendments shall be considered and approved in the same process as the initial adoption of this Policy, with opportunity for public input.

CITY OF TULLAHOMA
DEBT SERVICE FUND
FY2019-2020 Budget

<i>REVENUES</i>	FY17-18	FY17-18	FY18-19	FY18-19	FY19-20
	Amended <u>Budget</u>	Actual <u>Revenue</u>	Amended <u>Budget</u>	YTD(03/19) <u>Actual</u>	Estimated <u>Budget</u>
Refunding Bond Proceeds	0	0	0	0	
General Fund Transfer	1,380,206	1,348,717	1,535,949	1,072,691	1,051,234
School Board Transfer	2,768,123	2,511,911	2,739,054	2,060,768	3,277,717
Appropriated Fund Balance	0	0	52,281	14,222	0
Interest Income	0	661	0	211	0
TOTAL REVENUES:	4,148,329	3,861,289	4,327,284	3,147,892	4,328,951

<i>EXPENDITURES</i>	FY17-18	FY17-18	FY18-19	FY18-19	FY19-20
	Amended <u>Budget</u>	Actual <u>Expenses</u>	Amended <u>Budget</u>	YTD(03/19) <u>Actual</u>	Estimated <u>Budget</u>
<i>City of Tullahoma</i>					
2009 TMBF City Note-Principal	38,000	38,000	40,000	0	42,000
2009 TMBF City Note-Interest	39,195	16,979	37,485	14,302	35,685
2013 Pool renovation - Principal	88,000	88,000	89,000	0	91,000
2013 Pool renovation - Interest	47,000	46,609	61,620	34,907	58,950
2014 TMBF Outlay Notes- trucks- Prin.	93,000	93,000	95,000	95,000	97,000
2014 TMBF Outlay Notes- trucks- Int.	8,701	8,701	6,599	6,599	4,453
2015 TMBF Loan - Recreation proj. Prin.	112,000	112,000	114,000	0	115,000
2015 TMBF Loan - Recreation proj. Int.	64,000	63,500	84,780	47,726	81,360
2016 TMBF loan (ref 2005 bonds) Prin	765,000	765,000	800,000	800,000	285,000
2016 TMBF loan (ref 2005 bonds) Int	91,127	91,127	72,996	72,996	54,036
2017 TMBF City-Interest	31,183	802	183,750	14,467	183,750
Issuance/refunding fees	0	0	0	0	0
Fiscal Agent Fees	3,000	1,650	3,000	1,100	3,000
Total City	1,380,206	1,325,366	1,588,230	1,087,097	1,051,234

2006 Ref School (WM)-Principal	820,000	820,000	1,065,000	1,065,000	1,055,000
2006 Ref School (WM)-Interest	354,850	354,850	324,100	324,100	284,163
2009 TMBF School (\$12M)-Principal	394,000	394,000	412,000	0	431,000
2009 TMBF School (\$12M)-Interest	439,200	182,963	421,470	155,211	402,930
2009 Ref School (98 GO)-Principal	110,000	110,000	0	0	0
2009 Ref School (98 GO)-Interest	1,788	1,788	0	0	0
2010 School Bond-Principal	0	0	100,000	100,000	100,000
2010 School Bond-Interest	146,594	146,594	145,094	145,094	142,344
2012 Ref school (2002) principal	375,000	375,000	150,000	150,000	750,000
2012 Ref school (2002) interest	38,250	38,250	33,000	33,000	24,000
2013 THS roof renovation- Principal	69,000	69,000	71,000	71,000	73,000
2013 THS roof renovation- Interest	19,441	19,441	17,390	17,390	15,280
Total School	2,768,123	2,511,885	2,739,054	2,060,795	3,277,717

Total Expenditures	4,148,329	3,837,251	4,327,284	3,147,892	4,328,951
---------------------------	------------------	------------------	------------------	------------------	------------------

Summary of All Outstanding Debt
City of Tullahoma and Tullahoma City Schools

	<u>Outstanding Debt</u>	<u>Jun-16</u>	<u>Jun-17</u>	<u>Jun-18</u>	<u>Jun-19</u>
City	TMBF City Note 2009	908,000	871,000	833,000	793,000
	2007 Outlay Note	101,000	-	-	-
	2014 Capital Outlay Note	476,000	385,000	292,000	203,000
	TMBF City Note 2013	2,229,000	2,142,000	2,054,000	1,959,000
	TMBF City Note 2015	2,988,500	2,938,000	2,826,000	2,712,000
	GO REF 2016 (2005)	4,585,000	3,845,000	3,080,000	2,280,000
	TMBF City Loan 2017	-	-	95,000	2,070,665
		<u>11,287,500</u>	<u>10,181,000</u>	<u>9,180,000</u>	<u>10,017,665</u>
School	GOPI REF 2006 (2001)	9,090,000	9,055,000	8,235,000	7,170,000
	GO REF 2012 (2002)	3,100,000	2,100,000	1,725,000	1,575,000
	GO REF 2009	215,000	110,000	-	-
	TMBF School Note 2009	10,137,000	9,760,000	9,366,000	8,954,000
	GO 2010 School	4,250,000	4,150,000	4,150,000	4,050,000
	TMBF Outlay Note 2013	765,000	698,000	629,000	558,000
		<u>27,557,000</u>	<u>25,873,000</u>	<u>24,105,000</u>	<u>22,307,000</u>

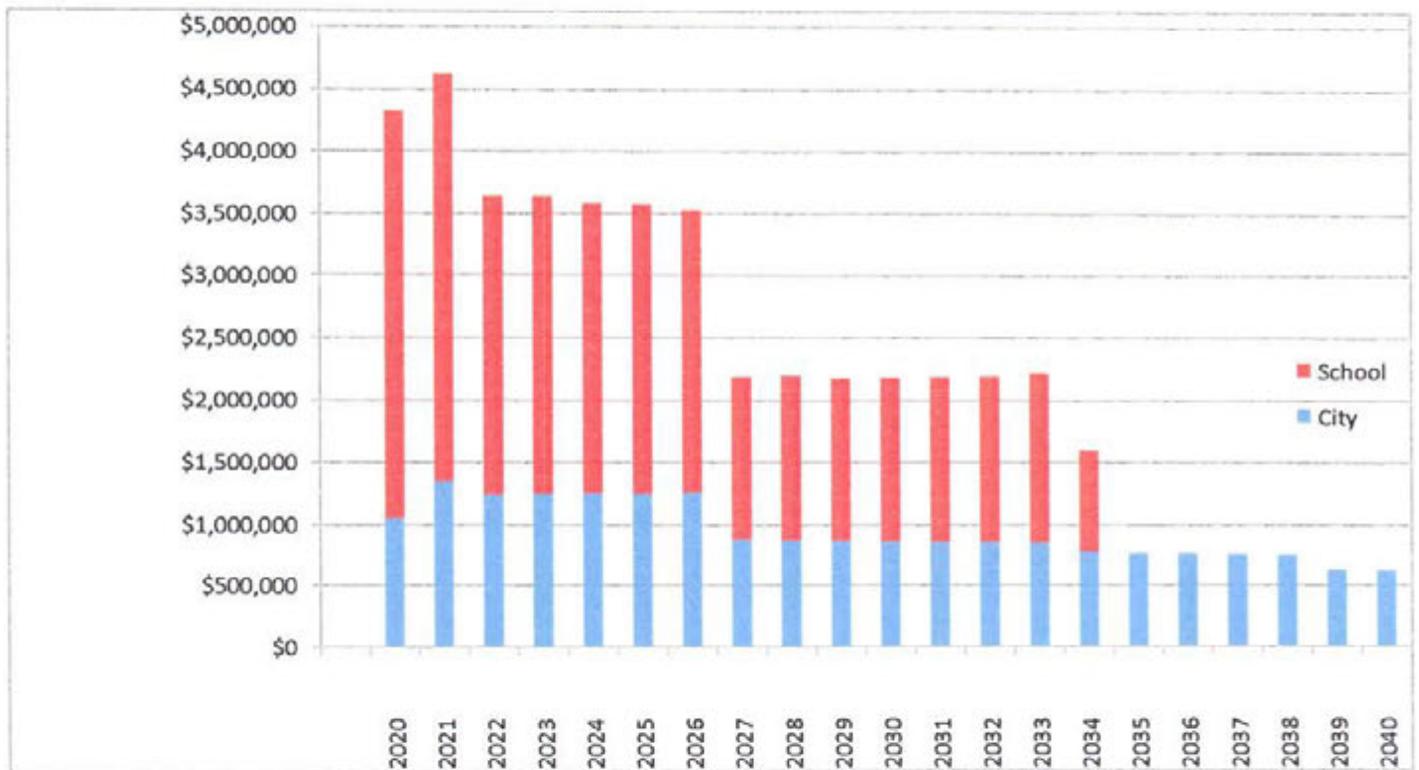
**SCHEDULE OF LONG TERM DEBT - BONDS
CITY OF TULLAHOMA & TULLAHOMA CITY SCHOOLS**

Principal Maturities	GO Refunding Bonds 2012 School	Public Impr. Bonds 2016 General	GO Refunding Bonds 2006 School	TMBF Bond 2008 General	TMBF Bond 2008 School	GO Refunding Bonds 2011 School	Total G. O. Bonds
	<u>Principal</u>	<u>Principal</u>	<u>Principal</u>	<u>Principal</u>	<u>Principal</u>	<u>Principal</u>	<u>Principal</u>
2020	750,000	285,000	1,055,000	42,000	431,000	100,000	2,663,000
2021	825,000	300,000	1,040,000	44,000	450,000	100,000	2,759,000
2022	-	310,000	1,035,000	46,000	470,000	100,000	1,961,000
2023	-	325,000	1,025,000	48,000	492,000	150,000	2,040,000
2024	-	340,000	1,015,000	50,000	514,000	150,000	2,069,000
2025	-	350,000	1,005,000	52,000	537,000	200,000	2,144,000
2026	-	370,000	995,000	54,000	561,000	200,000	2,180,000
2027				57,000	586,000	375,000	1,018,000
2028				60,000	613,000	400,000	1,073,000
2029				62,000	640,000	400,000	1,102,000
2030				65,000	669,000	425,000	1,159,000
2031				68,000	699,000	450,000	1,217,000
2032				71,000	731,000	475,000	1,277,000
2033				74,000	763,000	525,000	1,362,000
2034					798,000		798,000
	1,575,000	2,280,000	7,170,000	793,000	8,954,000	4,050,000	24,822,000

**SCHEDULE OF LONG TERM DEBT - OUTLAY NOTES AND LOANS
CITY OF TULLAHOMA & TULLAHOMA CITY SCHOOLS**

	TMBF 2013 Note THS Roof	TMBF 2013 Loan Pools	TMBF 2014 Note Fire & Garbage tr	TMBF 2015 Loan Recreation	TMBF 2017 Loan City Projects	Total Loans & Notes
Principal	<u>Principal</u>	<u>Principal</u>	<u>Principal</u>	<u>Principal</u>	<u>Principal</u>	<u>Principal</u>
Maturities						
2020	73,000	91,000	97,000	115,000	0	376,000
2021	75,000	92,000	100,000	116,000	295,000	678,000
2022	77,000	93,000		118,000	302,000	590,000
2023	80,000	95,000		119,000	310,000	604,000
2024	82,000	96,000		120,000	317,000	615,000
2025	84,000	97,000		122,000	325,000	628,000
2026	87,000	99,000		123,000	333,000	642,000
2027		100,000		125,000	341,000	566,000
2028		102,000		126,000	350,000	578,000
2029		103,000		127,000	358,000	588,000
2030		105,000		129,000	367,000	601,000
2031		106,000		130,000	376,000	612,000
2032		108,000		132,000	385,000	625,000
2033		109,000		133,000	395,000	637,000
2034		111,000		135,000	404,000	650,000
2035		112,000		136,000	414,000	662,000
2036		114,000		138,000	424,000	676,000
2037		115,000		140,000	435,000	690,000
2038		117,000		141,000	445,000	703,000
2039				143,000	456,000	599,000
2040				144,000	468,000	612,000
	558,000	1,965,000	197,000	2,712,000	7,500,000	12,932,000

City and School Debt Payment Trend



**RATIO OF GENERAL BONDED DEBT TO ASSESSED VALUE
AND NET BONDED DEBT PER CAPITA**

TEN YEAR SUMMARY

June 30, 2019

Fiscal Year	Tax Year	Net General Bonded Debt*	Assessed Value	Percent Net Indebtedness To Assessed Valuation	Estimated Population	Per Capita Net Indebtedness
2019	2018	27,389,000	432,669,208	6.33%	19,370	1,413.99
2018	2017	27,484,000	406,602,178	6.76%	19,273	1,426.04
2017	2016	29,891,000	399,255,200	7.49%	19,229	1,554.48
2016	2015	32,285,000	396,861,246	8.14%	19,061	1,693.77
2015	2014	34,621,000	386,284,180	8.96%	18,942	1,827.74
2014	2013	36,911,000	387,416,593	9.53%	18,759	1,967.64
2013	2012	39,074,000	381,674,755	10.24%	18,702	2,089.30
2012	2011	41,406,000	376,527,339	11.00%	18,658	2,219.21
2011	2010	43,498,000	376,458,949	11.55%	18,611	2,337.22
2010	2009	39,256,588	351,985,377	11.15%	18,579	2,112.95
2009	2008	31,692,463	346,992,284	9.13%	18,533	1,710.06

* Excludes Capital Outlay Notes & Loans

Note:

The City of Tullahoma has no legal debt margin.



CAPITAL PROJECTS
AND IMPROVEMENTS

**City of Tullahoma
Capital Projects**

I. Introduction

Tullahoma Capital Improvements Planning Process
Capital Improvements Plan Structure

II. FY2017 Capital Projects Budget

III. Summaries

Table 1.	Summary of All Projects
Table 2.	Expenditure By Program
Table 3.	Funding Summary
Table 4.	Estimated Additional Expenses
Table 5.	Estimated Additional Revenue or Cost Savings

IV . Project Details by Categories

General Facilities

Entrance Signage
Cemeteries
Police Facility
Fire Stations
Municipal Building
Animal Shelter
Miscellaneous Public Buildings

Parks and Recreation Improvements

C.D. Stamps Community Center
D. W. Wilson Community Center
Outdoor Aquatic Center
Grider Stadium
Imagination Station
Johnson Lane Recreation Area
Silver Street Park

Storm Drainage Improvements

Transportation Improvements

Airport Business Park
Bikeway/Greenway Improvements
Traffic Signalization
Downtown Revitalization Improvements

**City of Tullahoma
Capital Projects (continued)**

State Route Improvements
Sidewalk Improvements
Street Resurfacing

Airport/Aviation Improvements

Taxiway Improvements
Runway Drainage Repair
Hangar Construction
Airfield Beacon

CITY OF TULLAHOMA CAPITAL PROJECTS

I. Introduction

For planning, budgeting, and auditing purposes, the City of Tullahoma municipal entity consists of not only the city, but also the Tullahoma City Schools, Tullahoma Regional Airport, Tullahoma Area Economic Development Agency and Tullahoma Industrial Board. The City capital improvements planning process involves coordinating with those named agencies as well as the Coffee County Senior Citizens Center and the South Jackson Civic Center, since both organizations have long term leases operating on City-owned facilities.

The City maintains a six year Capital Improvements Plan, which provides the prior year completions, current year budget, and four additional years of projections. Building improvements over \$5,000 with a multi-year life as well as large fire apparatus are included in the capital plan. The City Administrator works with the Finance Director and other department heads to catalog and plan internal capital needs and goals, and then receives input from the other related agencies to organize all projects into one cohesive city document. Each spring, department heads evaluate their facilities and equipment status, and indicate items needing repairs or replacement, as well as propose projects or improvements that have been requested by citizens or that they feel would enhance services. The City Administrator and Finance Director review the departmental submissions to update or add into the annual five year plan draft, and address funding options.

The City Administrator also collates the outside agency plans that impact the City into one comprehensive draft document. The plan draft is then presented to the Board of Mayor and Aldermen in April for input and prioritization. The City Planning Commission also reviews the draft to look at community impacts and ensure that the City's growth plan and overall goals are being addressed. After review by both boards, the Capital Improvements Plan is formally adopted, and becomes the basis for the new fiscal year capital projects budget.

Capital Improvements Plan Structure

The City's Capital Improvements Plan is a fairly large and comprehensive document. Therefore, only the portions relevant to the City and the FY2020 budget have been included for purposes of this report. The Tullahoma Utilities Authority's projects are not usually included in the City's five year plan since the City does not provide any funding for those projects. However, the Public Works Department works closely with utilities staff to ensure that water and sewer line projects and street paving are coordinated.

The Tullahoma Board of Education establishes the capital improvements plan for the Tullahoma City Schools, and then budgets and completes smaller projects themselves. The Board of Education maintains and monitors their projects and has a Facilities Maintenance Committee that reviews and prioritizes capital needs. Larger projects requiring additional funding or debt issuance are presented to the City Board of Mayor and Aldermen for approval when needed.

The FY2020 budget summary follows the introduction and includes FY2018 and FY2019 project expenses as well. A summary is then included of all scheduled projects covering FY2019 actual expenses and FY2020-2024 projections. Expenditures by Program breaks out the categories by area impacted. Sections are included for general facilities, parks and recreation, storm drainage, transportation, education and aviation. Major FY2020 projects in each section are also detailed, as well as associated funding requirements. The transportation section also includes projects authorized and funded directly by the State of Tennessee Department Transportation (TDOT) for construction in Tullahoma, but not requiring any budget or input by the City.

The aviation section covers projects approved by the Tullahoma Airport Authority, the board that manages the Tullahoma Municipal Airport. Members of the Airport Authority are appointed by the City Board of Mayor and Aldermen. The Airport Authority operating and capital budgets are submitted the City Board annually for approval and funding. Most of the aviation projects receive grant funding through TDOT's aeronautics division. The grants usually require between a 5 to 20% local match. Aeronautics grants are funded through taxes issued on the sale of aviation fuel.

The Funding Summary identifies sources for the projects. Projects are scheduled and prioritized based on need and availability of resources. Emphasis is placed on leveraging city funds with grant funds and limiting debt issuances. The Summary of Additional Expenses shows charges associated with the projects, such as annual debt service, utilities, staffing and supplies. Annual debt service charges allocated to the projects are budgeted and paid in the Debt Service Fund. Annual operating costs associated with the projects are paid in the General Fund, Solid Waste Fund or by the Airport, depending on the type of project. A summary of associated revenue is also included, which addresses additional user fees, concession sales, hangar rentals, fuel sales and utilities savings.

Individual project detail sheets provide supporting background information on the project and time table for completion as well as project financial data.

**II. CITY CAPITAL PROJECTS BUDGET
FY 2019 REVENUES**

	FY2018	FY2019	FY2020
<u>REVENUES</u>	Actual	Actual(6/19)	Proposed Budget
Grant Revenue - TN Department of Transportation	179,276	19,300	1,366,048
Grant Revenue - TN Aeronautics Division	79,877	365,120	238,368
Grant Revenue - State Project Diabetes	142,043	106,730	30,000
Grant Revenue-USDA	28,714	0	0
Grant Revenue- TN Economic Development	117,578	91,390	0
Grant Revenue-State Health Department	0	0	85,000
Grant Revenue - Home Rehabilitation	0	0	500,000
Transfers from General Fund	82,000	220,000	0
Transfer from Airport Authority	200,000	193,000	0
Private Donations and Contributions/In kind services	230,000	18,000	0
Debt Issuance Proceeds	95,000	1,975,665	5,429,335
Appropriated Fund Balance	0	328,335	896,135
Total Revenues	1,154,488	3,317,540	8,544,886

**II. CITY CAPITAL PROJECTS BUDGET
FY 2020 EXPENDITURES**

<u>EXPENDITURES</u>	FY2018 Actual	FY2019 Actual(6/19)	FY2020 Budget
Safe Routes to School Grants - Sidewalks	172,454	7,933	130,266
State Transportation Grant – Ledford Mills Road	1,052	3,250	567,266
State Transportation Grant – Short Springs Road	7,338	6,478	49,684
THDA HOMES Grant Housing Rehabilitation	0	0	500,000
Project Diabetes	151,474	195,303	30,000
Land Use Study	0	25,419	24,581
Downtown Sidewalks & Lighting	0	15,053	17,947
William Northern Blvd Signalization	17,803	366,593	0
Drainage (all projects)	49,400	0	139,986
New Animal Shelter	65,327	441,071	112,172
Outdoor Pool Renovation and Water Park	28,378	4,736	28,706
Grider Stadium Repairs- Phase II	6,258	0	0
Johnson Lane Recreation Soccer Lighting and Paving	0	0	13,711
New Police Facility	6,840	208,523	3,984,637
New Fire Apparatus	0	450,000	0
So. Jackson Civic Center Lighting & Parking	64,653	288,164	82,321
Additional Street Paving	0	124,687	145,312
Sidewalks Program	18,874	0	583,566
Ovoca Road Traffic Study	0	19,200	0
Collins Street Sidewalk/Greenway	0	184,134	135,026
Silver Street Park	0	0	85,000
STP Cedar Lane Sidewalk Grant Project	0	464	926,536
Contribution to LED Lighting	0	40,534	0
USDA Downtown WIFI Grant	41,020	41,020	0
Airpark Site Renovation	164,743	141,371	0
CD Stamps Community Center Roof	0	0	280,000
Debt Issuance Expense	45,000	0	0
Projects Contingency	0	0	132,069
Aeronautics Grant- Northwest Ramp Expansion	2,544	2,544	0
Aeronautics Grant - East Side Hangar	0	0	0
Aeronautics Grant – FY18 Hangar Construction	0	739,702	291,287
Aeronautics Grant – Taxiway Improvement	0	4,489	70,511
Aeronautics Grant – Beacon	0	0	40,000
Aeronautics Grant - Drainage Repair	740	5,698	174,302
Aeronautics Grant - North West Taxiway	2,304	0	0
Aeronautics Grant - Taxiway Lighting & Signage	2,760	0	0
Aeronautics Grant – Fencing	74,588	1,174	0
Turf Runway Repair	1,651	0	0
Total Expenses	925,201	3,317,540	8,544,886

City of Tullahoma, Tennessee
CAPITAL IMPROVEMENTS PROGRAM

**TABLE 1
SUMMARY OF ALL PROJECTS
(\$000's)**

PROJECTS	PROJECTED FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL FY20-24
City Entrance Signage	0	10	10	10	0	0	30
Public Cemetery Improvements	25	15	15	15	15	15	75
Police Facility	209	3985	25	25	25	25	4085
Fire Stations & Apparatus	462	30	20	20	20	470	560
Tullahoma Municipal Building	20	50	100	125	525	525	1325
Tullahoma Animal Shelter	456	127	15	15	15	15	187
Public Buildings - Miscellaneous	314	110	30	30	32	32	234
C. D. Stamps Community Center	0	280	0	0	0	0	280
D. W. Wilson Community Center	32	36	40	40	40	40	196
Outdoor Aquatic Center	20	29	20	20	20	20	109
Frazier McEwen Park	0	0	0	0	0	0	0
Grider Stadium	0	0	0	0	0	0	0
Imagination Station	5	5	5	100	5	5	120
Johnson Lane Recreation Area	0	13	0	0	0	0	13
East Park	0	0	0	0	0	0	0
Silver Street Park	0	125	0	0	0	0	125
Waggoner Park	0	0	0	0	0	0	0
Stormwater Repairs & Improvements	80	224	85	185	85	85	664
Airport Business Park	165	141	0	0	0	0	141
Bikeway/Greenway Improvements	184	135	100	100	0	0	335
Jackson Street Traffic Signalization	367	0	0	0	0	0	0
Downtown Revitalization Improvement	16	18	200	100	0	0	318
State Route Improvements	0	536	4100	4850	1041	0	10527
Sidewalk Improvements	8	1132	550	50	50	50	1832
Street Resurfacing	385	1062	500	700	400	400	3062
Approach Lighting	0	0	0	0	0	0	0
Taxiway Improvements	5	70	0	100	0	0	170
Runway drainage repair	6	174	0	0	0	0	174
Main Ramp Repair	0	0	0	0	0	0	0
Area Fencing	0	0	0	0	0	0	0
Hangar Construction	740	291	0	0	0	0	291
Northwest Ramp Expansion	0	0	0	0	0	0	0
Northwest Taxiway Improvements	0	0	0	0	0	0	0
Runway Extension	0	0	0	0	0	0	0
Taxiway Lighting & Signage	0	0	0	0	0	0	0
Airfield Beacon	0	40	0	0	0	0	40
TOTAL	3499	8638	5815	6485	2273	1682	24893

City of Tullahoma, Tennessee
CAPITAL IMPROVEMENTS PROGRAM

TABLE 2
SUMMARY OF PROJECT EXPENDITURE BY PROGRAM
 (\$000's)

PROGRAM	PROJECTED FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL FY20-24
Beautification	25	25	25	25	15	15	105
General Facilities	1461	4302	190	215	617	1067	6391
Parks & Recreation	57	488	65	160	65	65	843
Storm Drainage	80	224	85	185	85	85	664
Transportation	1125	3024	5450	5800	1491	450	16215
Airport/Aviation	751	575	0	100	0	0	675
GRAND TOTAL	3499	8638	5815	6485	2273	1682	24893

City of Tullahoma, Tennessee
CAPITAL IMPROVEMENTS PROGRAM

**TABLE 3
 FUNDING SUMMARY
 (in \$000's)**

SOURCE	PROJECTED FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL FY20-24
General Fund	718	949	785	635	632	632	3633
Gen. Obligation Bonds	2102	4892	720	720	600	1050	7982
Intergovernmental	431	2797	4310	5130	1041	0	13278
Private Sources	248	0	0	0	0	0	0
TOTAL FUNDING SOURCES	3499	8638	5815	6485	2273	1682	24893

City of Tullahoma, Tennessee
CAPITAL IMPROVEMENTS PROGRAM

TABLE 4
SUMMARY OF ALL PROJECTS ESTIMATED ADDITIONAL EXPENSES
(\$000's)

PROJECTS	PROJECTED FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL FY20-24
City Entrance Signage	0	0	0	0	0	0	0
Public Cemetery Improvements	0	0	0	0	0	0	0
Police Facility	0	0	293	293	293	293	1172
Fire Stations & Apparatus	0	31	31	31	31	62	186
Tullahoma Municipal Building	0	0	15	51	86	126	278
Tullahoma Animal Shelter	0	43	43	43	43	43	215
Public Buildings - Miscellaneous	0	25	25	25	25	25	125
C. D. Stamps Community Center	0	0	19	19	19	19	76
D. W. Wilson Community Center	230	230	230	230	230	230	1150
Outdoor Aquatic Center	349	349	349	349	349	349	1745
Frazier McEwen Park	0	0	0	0	0	0	0
Grider Stadium	36	36	36	36	36	36	180
Imagination Station	0	0	0	0	8	8	16
Johnson Lane Recreation Area	41	41	41	41	41	41	205
Silver Street Park	0	0	5	5	5	5	20
Waggoner Park	0	0	0	0	0	0	0
Stormwater Repairs & Improvements	0	0	0	10	10	10	30
Airport Business Park	0	0	0	0	0	0	0
Bikeway/Greenway Improvements	0	9	9	9	9	9	45
Jackson Street Traffic Signalization	0	35	35	35	35	35	175
Downtown Revitalization Improvements	9	0	15	15	15	15	60
State Route Improvements	0	0	0	0	0	0	0
Sidewalk Improvements	0	0	155	155	155	155	620
Street Resurfacing	0	52	52	52	52	52	260
Approach Lighting	0	0	0	0	0	0	0
Taxiway Improvements	3	3	3	3	3	3	15
Runway drainage repair	6	0	0	0	0	0	0
Lighting Systems Modification	0	0	0	0	0	0	0
Main Ramp Repair	0	0	0	0	0	0	0
Area Fencing	0	0	0	0	0	0	0
Hangar Construction	740	27	27	27	27	27	135
Northwest Ramp Expansion	0	0	0	0	0	0	0
Northwest Taxiway Improvements	0	0	0	0	0	0	0
Runway 18/36 Improvements	0	0	0	0	0	0	0
Runway Extension	0	0	0	0	0	0	0
South Ramp Drainage	0	0	0	0	0	0	0
Taxiway Lighting & Signage	0	0	0	0	0	0	0
Striping and Marking	0	0	0	0	0	0	0
TOTAL	1414	881	1383	1429	1472	1543	6708

**City of Tullahoma, Tennessee
CAPITAL IMPROVEMENTS PROGRAM**

**TABLE 5
SUMMARY OF ALL PROJECTS ESTIMATED ADDITIONAL REVENUE OR SAVINGS
(\$000's)**

PROJECTS	PROJECTED						TOTAL FY20-24
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	
City Entrance Signage	0	0	0	0	0	0	0
Public Cemetery Improvements	5	5	5	5	5	5	25
Police Facility	0	0	0	0	0	0	0
Fire Stations & Apparatus	0	0	0	0	0	0	0
Tullahoma Municipal Building	0	0	0	0	0	0	0
Tullahoma Animal Shelter	0	5	5	5	5	5	25
Public Buildings - Miscellaneous	0	5	5	5	5	5	25
C. D. Stamps Community Center	0	0	13	13	13	13	52
D. W. Wilson Community Center	98	98	98	98	98	98	490
Outdoor Aquatic Center	140	140	140	140	140	140	700
Frazier McEwen Park	0	0	0	0	0	0	0
Grider Stadium	5	5	5	5	5	5	25
Imagination Station	0	0	0	0	0	0	0
Johnson Lane Recreation Area	5	5	5	5	5	5	25
Silver Street Park	0	0	0	0	0	0	0
Waggoner Park	0	0	0	0	0	0	0
Stormwater Repairs & Improvements	0	0	0	0	0	0	0
Airport Business Park	0	5	10	15	30	30	90
Bikeway/Greenway Improvements	0	0	0	0	0	0	0
Jackson Street Traffic Signalization	0	500	500	500	500	500	2500
Downtown Revitalization Improvements	0	0	5	5	5	5	20
State Route Improvements	0	0	0	0	0	0	0
Sidewalk Improvements	0	0	0	0	0	0	0
Street Resurfacing	0	0	0	0	0	0	0
Approach Lighting	0	0	0	0	0	0	0
Taxiway Improvements	0	5	5	5	5	5	25
Runway drainage repair	0	5	5	5	5	5	25
Main Ramp Repair	0	0	0	0	0	0	0
Area Fencing	0	0	0	0	0	0	0
Hangar Construction	0	27	27	27	27	27	135
Northwest Ramp Expansion	0	0	0	0	0	0	0
Northwest Taxiway Improvements	0	0	0	0	0	0	0
Runway Extension	0	0	0	0	0	0	0
Taxiway Lighting & Signage	0	0	0	0	0	0	0
Striping and Marking	0	0	0	0	0	0	0
TOTAL	253	805	828	833	848	848	4162



PROJECT	City Entrance Signage		
PROGRAM	Beautification	RESPONSIBLE DEPARTMENT	Public Works

DESCRIPTION

This project provides for the construction of ground entrance sign for the city for the approach from Shelbyville and also Arnold AFB/AEDC, and repairs and updates to the signs at the other entrances.

STATUS

The project has been endorsed by the Arnold Community Council and Dream Tullahoma and would be funded from hotel/motel tax beautification funds. Next step is to obtain appropriate property rights at the Shelbyville entrance side.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024		Proposed FY20-24
EXPENDITURE								
Improvements	0	10	10	10	0	0		30
TOTAL ALLOCATION	0	10	10	10	0	0		30
FUNDING SOURCE								
General Fund	0	5	5	5	0	0		15
Private Sources	0	0	0	0	0	0		0
Intergovernmental	0	5	5	5	0	0		15
TOTAL FUNDS	0	10	10	10	0	0		30

JUSTIFICATION

This project would enhance entryways to the city.

	<p>ANNUAL OPERATING BUDGET IMPACT (\$000):</p> <p>Minimal upkeep</p> <p>PROGRAM & FACILITY COSTS:</p> <p>Mowing and maintenance of landscaping.</p> <p>OFFSETTING REVENUE:</p>
<p>ENTRANCE SIGN - CURRENT STYLE</p>	



PROJECT	Public Cemetery Improvements		
PROGRAM	Beautification	RESPONSIBLE DEPARTMENT	Public Works

DESCRIPTION

This project provides improvements at each of the publicly owned and maintained cemetery sites, including paving and fencing. The city maintains the following public cemeteries: Citizens, Evergreen, Maplewood and Oakwood. The Foundation for the Preservation of Oakwood Cemetery added a monument for unmarked graves in FY2011. In FY2011 the City partnered with historic groups to add a Civil War Trails marker at Maplewood.

STATUS

In FY2017, the City upgraded the fencing and paving at Maplewood Cemetery. In FY2018, fence repair and paving were started in Oakwood Cemetery and were completed in FY2019.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024		Proposed FY20-24
EXPENDITURE								
Improvements	25	15	15	15	15	15		75
TOTAL ALLOCATION	25	15	15	15	15	15		75
FUNDING SOURCE								
GO Debt	0	0	0	0	0	0		0
General Fund	25	15	15	15	15	15		75
Private Sources	0	0	0	0	0	0		0
Intergovernmental	0	0	0	0	0	0		0
TOTAL FUNDS	25	15	15	15	15	15		75

JUSTIFICATION

The placement of perimeter fencing and entrance improvements helps delineate the cemetery boundaries, reduce vandalism by limiting access points, and provides a barrier to undesirable off-road vehicular traffic. The Confederate Cemetery at Maplewood is not part of the City cemetery and is maintained by a private association.

	<p>ANNUAL OPERATING BUDGET IMPACT (\$000):</p> <p>\$15k budgeted annually for base repairs, plus additional in years with capital improvements</p> <p>PROGRAM & FACILITY COSTS:</p> <p>No change; included in annual cemetery maintenance budget.</p> <p>OFFSETTING REVENUE:</p> <p>Approximately \$5 through sale of cemetery plots.</p>
<p>OAKWOOD CEMETERY JACKSON ST. at HWY. 55</p>	



PROJECT	Police Facility		
PROGRAM	General Facilities & Equipment	RESPONSIBLE DEPARTMENT	Police Dept.

DESCRIPTION

This project provides for a facility to accommodate police department activities. Features that should be considered for inclusion in a new facility include: Public lobby, offices, training room, records room, booking & intoximeter room, briefing room, evidence room, emergency generator, break area, rest rooms and parking areas.

STATUS

Architects were retained in FY2018 with construction commencing in FY2019 and facility to be bid and constructed in FY2020.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024		Proposed FY20-24
EXPENDITURE								
Construction	209	3985	25	25	25	25		4085
TOTAL ALLOCATION	209	3985	25	25	25	25		4085
FUNDING SOURCE								
GO Debt	209	3985	0	0	0	0		3985
General Fund	0	0	25	25	25	25		100
Intergovernmental	0	0	0	0	0	0		0
TOTAL FUNDS	209	3985	25	25	25	25		4085

JUSTIFICATION

The Police department has very limited space for its operations; current facility used to be firehall and is not well configured. Land for the new building was donated to the City in FY2018. Construction costs are estimated at \$200 per square foot.

	<p>ANNUAL OPERATING BUDGET IMPACT (\$000):</p>
	<p>Debt service of \$293 annually for 20 years.</p>
	<p>PROGRAM & FACILITY COSTS:</p>
	<p>New facility will increase utilities cost as well as janitorial costs, but some savings will be realized through increased HVAC efficiency.</p>
	<p>OFFSETTING REVENUE:</p>
	<p>None.</p>
<p>TULLAHOMA POLICE DEPARTMENT at TULLAHOMA MUNICIPAL BUILDING 201 WEST GRUNDY STREET</p>	



PROJECT	Fire Stations & Apparatus		
PROGRAM	General Facilities & Equipment	RESPONSIBLE DEPARTMENT	Fire

DESCRIPTION

This project category provides for fire apparatus replacements and improvements to the fire stations within the city.

STATUS

The FY2019 budget included \$450 for a new rescue pumper, based on a new debt issue. Replacement responder trucks and SUVs are scheduled annually. The fire bay floors at Fire hall 1 were refinished and sealed in FY2018. The bays at Fire hall 2 will be refinished in FY2020, and paging equipment replaced.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024		Proposed FY20-24
EXPENDITURE								
Apparatus	450	0	0	0	0	450		450
Building improvements	12	30	20	20	20	20		110
Parking improvements	0	0	0	0	0	0		0
TOTAL ALLOCATION	462	30	20	20	20	470		560
FUNDING SOURCE								
GO Debt	450	0	0	0	0	450		450
General Fund	12	30	20	20	20	20		110
TOTAL FUNDS	462	30	20	20	20	470		560

JUSTIFICATION

Future projects could include a third fire station (\$1,700K for estimated cost) at a site to be determined. A third fire station would also require an annual expenditure of over \$500K for personnel and operations.



FIRE STATION NO. 2
OVOCA ROAD

ANNUAL OPERATING BUDGET IMPACT (\$000):

Debt service: \$31 annually for large vehicle purchases
Smaller vehicle replacement and building maintenance budgeted annually in general fund.

PROGRAM & FACILITY COSTS:

No additional costs unless third station eventually required.

OFFSETTING REVENUE:

Property taxes and other general fund revenue



PROJECT	Tullahoma Municipal Building		
PROGRAM	General Facilities & Equipment	RESPONSIBLE DEPARTMENT	Finance & Admin.

DESCRIPTION

This project provides for improvements of the municipal building and adjacent parking to improve areas of the building to accommodate existing and future activities. In FY2018, some door security upgrades were completed, as well as computer system replacements. FY2019 budget includes funds for HVAC repair and accounting and payroll software conversion. Major renovations will not be required after the new Police Station is completed and building usage can be reviewed.

STATUS

Partial window replacement began occurred in FY2017, and the phone system was replaced and upgraded. Parking improvements are planned for FY2020 to correct drainage issues and connect to the new police station.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024		Proposed FY20-24
EXPENDITURE								
A/E Services	0	0	0	0	0	0		0
Municipal Bldg.	20	50	100	125	525	525		1325
TOTAL ALLOCATION	20	50	100	125	525	525		1325
FUNDING SOURCE								
GO Debt	0	0	0	100	500	500		1100
General Fund	20	50	100	25	25	25		225
TOTAL FUNDS	20	50	100	125	525	525	0	1325

JUSTIFICATION

The municipal building was constructed in 1954. The last major renovation was in 1994 when an elevator was installed to comply with the Americans with Disabilities Act. Roof repairs were completed in FY2012.



TULLAHOMA MUNICIPAL BUILDING
201 WEST GRUNDY STREET

ANNUAL OPERATING BUDGET IMPACT (\$000):

Annual budgeted maintenance. Future debt service of at least \$72 annually. All current repairs to be paid from annual operating budget

PROGRAM & FACILITY COSTS:

No additional costs. Upgrades to HVAC and lighting could result in energy savings.

OFFSETTING REVENUE:

None.



PROJECT	Tullahoma Animal Shelter		
PROGRAM	General Facilities & Equipment	RESPONSIBLE DEPARTMENT	Public Works

DESCRIPTION

This project plans to replace the existing animal shelter with a new, larger dog facility. Several fundraisers have been held and private groups and citizens have donated to raise \$130 towards the new shelter. Initial plans estimated \$300 for the shelter, but construction bids came in at \$600. Staff is working on design and construction changes to reduce costs and will rebid. The City plans to borrow funds needed to complete the project in FY2019-20.

STATUS

Initial design work complete with review of cost containment options for FY2017. Construction to begin in FY2018. The animals were able to take occupancy in late FY2019 with final touches to be completed in FY2020.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024		Proposed FY20-24
EXPENDITURE								
Capital Maintenance	15	15	15	15	15	15		75
New Construction	441	112	0	0	0	0		112
TOTAL ALLOCATION	456	127	15	15	15	15		187
FUNDING SOURCE								
GO Debt	311	112	0	0	0	0		112
General Fund	15	15	15	15	15	15		75
Private Sources	130	0	0	0	0	0		0
TOTAL FUNDS	456	127	15	15	15	15	0	187

JUSTIFICATION

The current building is old and too small and difficult to clean and to segregate the animals comfortably.



ANNUAL OPERATING BUDGET IMPACT (\$000):

Annual budgeted maintenance.
Debt service of \$31

PROGRAM & FACILITY COSTS:

Potential increase of \$12 in utilities due to increased building size.

OFFSETTING REVENUE:

Adoption fees and miscellaneous donations.
Donations and fundraisers for the new building construction totalled \$130.



PROJECT	Public Buildings - Miscellaneous		
PROGRAM	Parks & Recreation	RESPONSIBLE DEPARTMENT	Parks & Recreation

DESCRIPTION

This project consists of improvements to unclassified public buildings including the Coffee County Senior Citizens Center, the South Jackson Civic Center and the Serenity House. The proposed construction project in FY2018-FY2019 will be to implement a new parking area and period lighting for the historic South Jackson Civic Center, which is owned by the City with a long-term lease to the SJCC Association.

STATUS

This project is contingent on funds from intergovernmental and private sources. Private sources indicated are \$100k matching funds raised by the SJCC Association for period lighting. Additional paving with egress to Carroll street is proposed fro FY2020.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
Construction	288	82	0	0	0	0	82
Annual Support	26	28	30	30	32	32	152
TOTAL ALLOCATION	314	110	30	30	32	32	234
FUNDING SOURCE							
GO Debt	188	82	0	0	0	0	82
General Fund	26	28	30	30	32	32	152
Intergovernmental	0	0	0	0	0	0	0
Private Sources	100	0	0	0	0	0	0
TOTAL FUNDS	314	110	30	30	32	32	234

<p>JUSTIFICATION In CY1999 the city allocated \$150K toward the construction of the Senior Citizens Center. Both buildings are owned by the City with long term leases requiring that the lessee maintain the properties.</p>

	<p>ANNUAL OPERATING BUDGET IMPACT (\$000): Debt service: \$25</p>
	<p>PROGRAM & FACILITY COSTS: Maintained by the independent agencies. Potentially higher utility charges for added lighting</p>
	<p>OFFSETTING REVENUE: The Civic Center is a tourist attraction and generates sales tax and motel tax for the city.</p>



PROJECT	C. D. Stamps Community Center		
PROGRAM	Recreation	RESPONSIBLE DEPARTMENT	Parks & Recreation

DESCRIPTION

This project consists of improvements to the C. D. Stamps Community Center.

STATUS

IN FY2014 the Parks Department received a grant for a community garden on the site. In FY2019, a design firm will be selected for re-roofing the building and relocating the roof HVAC units. The project should be completed in FY2020.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
Construction	0	280	0	0	0	0	280
TOTAL ALLOCATION	0	280	0	0	0	0	280
FUNDING SOURCE							
General Fund	0	0	0	0	0	0	0
GO Debt	0	280	0	0	0	0	280
Intergovernmental	0	0	0	0	0	0	0
Private Sources	0	0	0	0	0	0	0
TOTAL FUNDS	0	280	0	0	0	0	280

JUSTIFICATION

Roof is currently leaking in places. Relocating th HVAC unit to the ground will limit future damage to the roof as well as improve



C. D. STAMPS COMMUNITY CENTER
810 SOUTH JACKSON ST.

ANNUAL OPERATING BUDGET IMPACT (\$000):

Debt Service: \$19

PROGRAM & FACILITY COSTS:

None

OFFSETTING REVENUE:

New HVAC should generate utility savings of \$13.



PROJECT	D. W. Wilson Community Center		
PROGRAM	Parks & Recreation	RESPONSIBLE DEPARTMENT	Parks & Recreation

DESCRIPTION

This project consists of improvements to the DW Wilson Community Center. Current facilities include gymnasium, fitness equipment, indoor competition pool, outdoor water park, and concessions. Upgrades in FY2016 to the indoor pool included a timing system with scoreboard, starting platforms, wake reducing gutter system, offset entryway for easy access by the disabled and seniors, evacuator system to improve indoor air quality by removing chloramines, and 17-ft. climbing wall.

STATUS

Indoor pool work was completed in FY2016. Climbing walls were added in FY2017. No major facilities work is planned for the indoor facility in FY2020.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
Renovation	32	36	40	40	40	40	196
TOTAL ALLOCATION	32	36	40	40	40	40	196
FUNDING SOURCE							
GO DebtBond	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0
General Fund	32	36	40	40	40	40	196
Private Sources	0	0	0	0	0	0	0
TOTAL FUNDS	32	36	40	40	40	40	196

JUSTIFICATION

The DW Wilson Center combines indoor and outdoor facilities and programs. Four meeting rooms, 2 dance/aerobic studios, weight room, full size gym, and 25-yard indoor pool. *The attached water park is shown as a separate project.* The Wilson Center also houses the administrative offices of the Parks and Recreation Department.



DW WILSON COMMUNITY CENTER
501 NORTH COLLINS STREET

ANNUAL OPERATING BUDGET IMPACT (\$000):
Debt Service: Total FY2015-FY2017 project costs of \$4.5m requiring annual debt service of \$315 including the water park. Community Center portion is only \$100.

PROGRAM & FACILITY COSTS:

Addition of part-time pool staff \$100, supplies \$20, as well as concessions cost center \$140 offset by pool revenue of \$130 and concessions revenue of \$98.

OFFSETTING REVENUE:

Concessions revenue and user fees from swimming tournaments. As indicated above.



PROJECT	Outdoor Aquatic Center		
PROGRAM	Parks & Recreation	RESPONSIBLE DEPARTMENT	Parks & Recreation

DESCRIPTION

This project consisted of the complete reconstruction of the outdoor Pool located at the DW Wilson Community Center. The project components included the demolition and complete reconstruction of the outdoor pool, converting it into an asymmetrical splash pool with slides, lazy river, zero-entry points, lighting and play features. Plan also includes concession area, parking and landscaping.

STATUS

The renovation project was essentially completed and opened in FY2016. A climbing wall was added in FY2017, with some landscaping and site work added in FY2018, as well as re-paving the parking lot.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
A/E & Construction	0	0	0	0	0	0	0
Capital Maintenance	20	29	20	20	20	20	109
TOTAL ALLOCATION	20	29	20	20	20	20	109
FUNDING SOURCE							
GO Debt	0	19	0	0	0	0	19
General Fund	20	10	20	20	20	20	90
Intergovernmental	0	0	0	0	0	0	0
Private Sources	0	0	0	0	0	0	0
TOTAL FUNDS	20	29	20	20	20	20	109

JUSTIFICATION

The old outdoor pool was opened in 1979, and needed renovation. The new splash park not only is huge recreational draw for residents, but also draws visitors to Tullaoma from the surrounding cities and counties.



OUTDOOR AQUATIC CENTER
at DW WILSON COMMUNITY CENTER

ANNUAL OPERATING BUDGET IMPACT (\$000):
Debt Service: Total FY2015-FY2017 project costs of \$4.5m requiring annual debt service of \$315 including the communit center. Water park portion is \$215.

PROGRAM & FACILITY COSTS:
Staffing: \$194
Utilities & Supplies: \$96

** See also Community Center Project upgrades for Concession staffing costs.

OFFSETTING REVENUE:
User fees: \$140 in entrance fees and \$98 for concessions



PROJECT	Imagination Station		
PROGRAM	Parks & Recreation	RESPONSIBLE DEPARTMENT	Parks & Recreation

DESCRIPTION

This category is for repairs and improvements to the Imagination Station. The wooden structure is restained and the feature areas repainted on a regular basis. Major wood replacement is scheduled for FY2022.

STATUS

In FY 2010 the parks & recreation department added a new section to this playground. In FY2016, fitness funding through a Project Diabetes grant was used to add a pirate ship with climbing ropes to the playground.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
Construction	5	5	5	100	5	5	120
TOTAL ALLOCATION	5	5	5	100	5	5	120
FUNDING SOURCE							
GO Debt	0	0	0	100	0	0	100
General Fund	5	5	5	0	5	5	20
Intergovernmental	0	0	0	0	0	0	0
Private Sources	0	0	0	0	0	0	0
TOTAL FUNDS	5	5	5	100	5	5	120

JUSTIFICATION

Imagination Station has high use. It is anticipate to need refurbishing by the next city debt issuance.



IMAGINATION STATION
NORTH COLLINS STREET

ANNUAL OPERATING BUDGET IMPACT (\$000):

Debt service of \$8

PROGRAM & FACILITY COSTS:

Paint and seal structure in FY2016 as part of regular maintenance budget.

OFFSETTING REVENUE:



PROJECT	Johnson Lane Recreation Area		
PROGRAM	Parks & Recreation	RESPONSIBLE DEPARTMENT	Parks & Recreation

DESCRIPTION

This category is for improvements to the Johnson Lane Recreation Area. Phase II improvements included an access roadway from New Rock Creek Road, parking, building, two tournament soccer fields, two Under 10 soccer/multi-use fields, water & sewer lines, stub-out for athletic field lighting, fencing, landscaping and signage.

STATUS

Debt for recreation projects was issued in FY2015 with construction mostly completed in FY2016. Fencing will be added in FY2020.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
A/E Services	0	0	0	0	0	0	0
Construction	0	13	0	0	0	0	13
Athletic Lighting	0	0	0	0	0	0	0
TOTAL ALLOCATION	0	13	0	0	0	0	13
FUNDING SOURCE							
GO Debt	0	13	0	0	0	0	13
General Fund	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0
Private Sources	0	0	0	0	0	0	0
TOTAL FUNDS	0	13	0	0	0	0	13

JUSTIFICATION

The Recreation Area presently accommodates three ball fields, a playground, trails, parking and grounds. The first phase was completed in early 2001.



ANNUAL OPERATING BUDGET IMPACT (\$000):

Debt service of \$26 from FY2015-2016 renovation.

PROGRAM & FACILITY COSTS:

Additional utilities charges for lighting of \$15.

OFFSETTING REVENUE:

User fees of \$5 through ability to host tournaments, increased field use.



PROJECT	Silver Street Park		
PROGRAM	Parks & Recreation	RESPONSIBLE DEPARTMENT	Parks & Recreation

DESCRIPTION

This project consists of improvements to Silver Street Park. The land for this park was donated to the City in FY2017. The City was awarded two Department of Health grants totalling \$95,000 for use in developing the park. Additional borrowed funds as needed and a Project Diabetes grant for \$30,000 will be used to construct a lighted basketball court and walking trails.

STATUS

Design work began in FY2019 with construction planned fro FY2020.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
A/E Services	0	0	0	0	0	0	0
Construction	0	125	0	0	0	0	125
Athletic Lighting	0	0	0	0	0	0	0
TOTAL ALLOCATION	0	125	0	0	0	0	125
FUNDING SOURCE							
GO Bond	0	0	0	0	0	0	0
General Fund	0	0	0	0	0	0	0
Private Sources	0	0	0	0	0	0	0
Intergovernmental	0	125	0	0	0	0	125
TOTAL FUNDS	0	125	0	0	0	0	125

JUSTIFICATION

Land was donated to the City to provide recreational green space for an underserved area of town.

	<p>ANNUAL OPERATING BUDGET IMPACT (\$000): City to provide in-kind labor for installation. Grant will pay for equipment and most of construction.</p> <p>PROGRAM & FACILITY COSTS: Limited maintenance required. Minimal utility cost for lighting. \$5</p> <p>OFFSETTING REVENUE: Grant funding</p>
--	---



PROJECT	Stormwater Repairs & Improvements		
PROGRAM	Storm Drainage	RESPONSIBLE DEPARTMENT	Public Works

DESCRIPTION

This project provides for annual storm drainage improvements, generally undertaken by the in-house forces of the Department Public Works. General fund has a cost center for stormwater maintenance. Projects are designed, bid and budgeted in capital projects funds.

STATUS

In FY2018, a section of drainage pipe on West Lincoln Street was replaced. A large culvert section on Country Club Drive is scheduled to begin repair in FY2019 and be completed in FY2020.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024		Proposed FY20-24
EXPENDITURE								
Maintenance	80	84	85	85	85	85		424
Construction	0	140	0	100	0	0		240
TOTAL ALLOCATION	80	224	85	185	85	85		664
FUNDING SOURCE								
General Fund	80	224	85	85	85	85		664
GO Debt	0	0	0	100	0	0		100
TOTAL FUNDS	80	224	85	185	85	85		664

JUSTIFICATION

This category addresses drainage problems as they are identified throughout the city.

	<p>ANNUAL OPERATING BUDGET IMPACT (\$000): \$10 annual debt service in additional to regular maintenance program.</p> <p>PROGRAM & FACILITY COSTS: Approximately \$80 annually for maintenance is provided for in the annual general fund operating budget utilizing property tax dollars.</p> <p>OFFSETTING REVENUE: Property taxes</p>
<p>STATE ROUTE 130 DRAINAGE</p>	



PROJECT	Airport Business Park		
PROGRAM	Transportation	RESPONSIBLE DEPARTMENT	TDOT

DESCRIPTION

This project consists of the construction of a 1496 linear foot access road from Ledford Mill Road into the airport business park. This project is funded through the State Economic Development.

STATUS

This project is in the construction phase. The City received for a 70/30 state grant. The TAEDC pays \$36; the Airport pays \$48 of the local match portion with the City paying \$36.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
Design	0	0	0	0	0	0	0
Construction	165	141	0	0	0	0	141
TOTAL ALLOCATION	165	141	0	0	0	0	141
FUNDING SOURCE							
GO Debt	0	0	0	0	0	0	0
General Fund	47	49	0	0	0	0	49
Intergovernmental	118	92	0	0	0	0	92
Private Sources	0	0	0	0	0	0	0
TOTAL FUNDS	165	141	0	0	0	0	141

<p>JUSTIFICATION</p> <p>The project is in compliance with the 2000 Airport Area Development Study.</p> <p>Project No. 16950-2596-04; PIN: 118493.0</p>

<p>ACCESS ROAD AIRPORT BUSINESS PARK</p>	<p>ANNUAL OPERATING BUDGET IMPACT (\$000):</p> <p>No annual budget impact as this is developing an industrial site which will be marketed by the State Economic Development department to recruit businesses</p> <p>PROGRAM & FACILITY COSTS:</p> <p>No operating costs anticipated with this project.</p> <p>OFFSETTING REVENUE:</p> <p>When site is finished, new businesses will provide employment, and property taxes on new buildings.</p>
---	---



PROJECT	Bikeway/Greenway Improvements		
PROGRAM	Transportation	RESPONSIBLE DEPARTMENT	Parks & Recreation

DESCRIPTION

This project provides for the construction of the Rock Creek Greenway and other bikeway segments or extensions within the city. Rock Creek Greenway comprises the main trunk of the Tullahoma Greenway system. Extension (\$168K) from Rock Creek to Cedar Ln crossing Collins St. constructed in FY14 under TEA program. The Rock Creek trail extension behind the shopping plaza on W. Lincoln started in FY2017-2018. The new Collins Street connector began construction in FY2019 with a greenway trail head near the the Ollie's shopping center following sidewalks on Grundy and Collins Street to the library trail.

STATUS

Design completed and trail and sidewalks under construction in FY2019 and FY2020. Future sections planned.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
Design & Construction	184	135	100	100	0	0	335
TOTAL ALLOCATION	184	135	100	100	0	0	335
FUNDING SOURCE							
GO Debt	77	135	20	20	0	0	175
General Fund	0	0	0	0	0	0	0
Intergovernmental	107	0	80	80	0	0	180
TOTAL FUNDS	184	135	100	100	0	0	335

JUSTIFICATION

The goal of the Rock Creek Greenway project is to provide an alternate mode of transportation by establishing significant linkages between educational facilities, businesses, recreational areas, residential neighborhoods, public housing and historical sites while using scenic and natural resource corridors. Other pedestrian and bikeway enhancements were identified in the City of Tullahoma Comprehensive Transportation Plan. TDOT and TDEC grants do not allocate funds for real estate acquisition, therefore the city will need to continue to work with private groups to acquire the corridors for future bikeway extensions which will be identified in the master plan.



ROCK CREEK GREENWAY
EXTENSION TO COLLINS ST

ANNUAL OPERATING BUDGET IMPACT (\$000):

Miminal maintenance required. Installation has been primarily grant funded with no match required. Bonded debt for FY2019 portion payments of \$9 annually

PROGRAM & FACILITY COSTS:

Limited maintenance.

OFFSETTING REVENUE:



PROJECT	Jackson Street Traffic Signalization at William Northern Boulevard		
PROGRAM	Transportation	RESPONSIBLE DEPARTMENT	Public Works

DESCRIPTION

This project is the design and installation of a new traffic signal near the Northgate Mall on Jackson to service new retail development in the City's designated tax increment financing district. The developers will reimburse the design portion.

STATUS

This project was begun in FY2016 and was be completed in FY2019 prior to the opening of the new Publix store.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
Design	0	0	0	0	0	0	0
Construction	367	0	0	0	0	0	0
TOTAL ALLOCATION	367	0	0	0	0	0	0
FUNDING SOURCE							
GO Debt	349	0	0	0	0	0	0
General Fund	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0
Private Sources	18	0	0	0	0	0	0
TOTAL FUNDS	367	0	0	0	0	0	0

JUSTIFICATION

This project will service additional properties adjacent to the mall as they are improved for retail.



New traffic light on Jackson Street

ANNUAL OPERATING BUDGET IMPACT (\$000):

None. Project design reimbursed by developer with construction provided from the general fund.

Annual debt service of \$27.

PROGRAM & FACILITY COSTS:

Minor utility charges of \$8 for lighting

OFFSETTING REVENUE:

Sales tax and job creation from retail development of approximately \$500 annually from new big box grocery store.



PROJECT	Downtown Revitalization Improvements		
PROGRAM	Transportation	RESPONSIBLE DEPARTMENT	Public Works

DESCRIPTION

This project would provide for improvements in the central business district. Phase I & II will be combined. Phase I consists of sidewalk, ADA and pedestrian lighting on Lincoln Street from Jackson St. to Atlantic St. Phase II would be on Atlantic St. from Lincoln St. to Grundy St. Additionally, in FY2017-18, the City obtained a matching grant to install downtown Wi-Fi.

STATUS

Construction was initially completed and downtown beautification added banners and flower pots. Then engineering services contracted for FY2019 to improve pedestrian cross walks and paving on Grundy Street. Construction slated for FY2020-21.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
Engineering	16	18	0	0	0	0	18
Construction	0	0	200	100	0	0	300
TOTAL ALLOCATION	16	18	200	100	0	0	318
FUNDING SOURCE							
GO Debt	0	0	100	100	0	0	200
General Fund	16	18	100	0	0	0	118
Intergovernmental	0	0	0	0	0	0	0
TOTAL FUNDS	16	18	200	100	0	0	318

JUSTIFICATION

The downtown area sidewalks had not been updated in decades. The lighting is now more energy efficient and many of the overhead lines were buried. One of the delivery alleys was blocked off and converted to pedestrian use only. Additional pedestrian crossings are expected.



DOWNTOWN REHABILITATION PROJECT

ANNUAL OPERATING BUDGET IMPACT (\$000):

The 20% local match was transferred from the general fund to the capital projects fund in a prior period for construction.

Annual debt payments of \$15

PROGRAM & FACILITY COSTS:

City pays the electric bill for the lighting currently and may see some energy cost savings. However, new sprinkler lines were also installed for the landscaping which will add minimal cost.

OFFSETTING REVENUE:

State Department of Transportation grant provided 80% funding. On-going downtown maintenance costs offset by property taxes and increased sales tax.



PROJECT	State Route Improvements		
PROGRAM	Transportation	RESPONSIBLE DEPARTMENT	Tennessee Department of Transportation (TDOT)

DESCRIPTION

This project consists of improvements to State Route 55 in Tullahoma. The Veterans Viaduct over the CSX Railroad, on the east side of State Route 16 was rehabilitated by TDOT. A separate widening project is proposed on State Route 55 from State Route 16 (US41-A/Jackson St.) to First Avenue and is estimated at \$7,900. The West Grundy Street Bridge is also proposed for replacement at \$941.

STATUS

The state route 55 widening project is in the preliminary engineering phase of FY2020. The West Grundy Street Bridge is scheduled as "pending".

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
Engineering	0	536	600	450	100	0	1686
Construction	0	0	3500	4400	941	0	8841
TOTAL ALLOCATION	0	536	4100	4850	1041	0	10527
FUNDING SOURCE							
GO Bonds	0	0	0	0	0	0	0
General Fund	0	0	0	0	0	0	0
Intergovernmental	0	536	4100	4850	1041	0	10527
TOTAL FUNDS	0	536	4100	4850	1041	0	10527

JUSTIFICATION

State coordinates with local municipalities on monitoring and maintaining state routes, right of ways and structures. Two projects currently identified, scheduled and funded by State of Tennessee.

 <p>SR55 VETERANS VIADUCT N-BOUND ATLANTIC STREET VIEW</p>	<p>ANNUAL OPERATING BUDGET IMPACT (\$000): Not budgeted locally - State of Tennessee project</p>
	<p>PROGRAM & FACILITY COSTS: N/A</p>
	<p>OFFSETTING REVENUE: N/A</p>



PROJECT	Sidewalk Improvements		
PROGRAM	Transportation	RESPONSIBLE DEPARTMENT	Public Works

DESCRIPTION

This program includes new sidewalks and/or sidewalk repairs within the city. Typical scope of work includes construction of sidewalks, removal of deteriorated sidewalks, ADA ramps, markings & signage. State of Tennessee Safe Routes to School grant 100% funded East Lincoln Elementary project from the school to Roosevelt St. which was completed in FY2018. An additional Safe Routes to School grant is funding the East Lincoln Elementary project on Grundy Street from College St. to Dosset Apartments in FY2020.

STATUS

Repairs are ongoing, with capital construction both grant and debt funded. State ADA requirements to be in FY2020-21.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
Design	8	25	25	0	0	0	50
Construction	0	1057	500	0	0	0	1557
Repair/Maintenance	0	50	25	50	50	50	225
TOTAL ALLOCATION	8	1132	550	50	50	50	1832
FUNDING SOURCE							
GO Debt	0	190	500	0	0	0	690
General Fund	0	50	25	50	50	50	225
Intergovernmental	8	892	25	0	0	0	917
TOTAL FUNDS	8	1132	550	50	50	50	1832

JUSTIFICATION

The city periodically receives requests from citizens regarding the lack of pedestrian access to various public facilities and points of interest in the community. Major sidewalk repairs are identified and field-checked by the public works department. State of Tennessee has new Americans with Disabilities (ADA) plan requirements that will be phased on over the next three years.



SIDEWALK IMPROVEMENTS
HIGHWAY 130

ANNUAL OPERATING BUDGET IMPACT (\$000):

School portions were 100% grant reimbursed by the State of Tennessee Department of Transportation. Annual debt service of \$105 for FY2019-2020 portions.

PROGRAM & FACILITY COSTS:

City plans to budget \$50 for maintenance commencing in FY2020.

OFFSETTING REVENUE:

Grant revenue offset construction costs for initial phases.



PROJECT	Street Resurfacing		
PROGRAM	Transportation	RESPONSIBLE DEPARTMENT	Public Works

DESCRIPTION

This project provides for street resurfacing as part of the City's pavement management system. It includes the annual pavings shown in the general fund, as well as capital projects paving funded through debt issuances as well as by State Transportation Program grants.

STATUS

The City typically budgets at least \$250 annually for paving in the General fund operating budget. Additional paving is accomplished through State funding, capital projects and debt issuances. Additional paving was approved from a 2017 debt issuance for FY2019-2021

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024		Proposed FY20-24
EXPENDITURE								
Regular Paving	250	300	300	300	300	300		1500
Capital Projects	135	762	200	400	100	100		1562
TOTAL ALLOCATION	385	1062	500	700	400	400		3062
FUNDING SOURCE								
GO Debt	125	76	100	300	100	100		676
General Fund	250	376	300	300	300	300		1576
Intergovernmental	10	610	100	100	0	0		810
TOTAL FUNDS	385	1062	500	700	400	400		3062

JUSTIFICATION

Streets rated in poor condition are resurfaced as funding becomes available. City currently has two state transportation funded paving projects: Ledford Mills Road expansion and Short Springs guard rail replacement.



ANNUAL OPERATING BUDGET IMPACT (\$000):

\$250-300 annually budgeted for capital repairs
Debt service estimated to be \$52

PROGRAM & FACILITY COSTS:

Patching done in house; new paving decreases maintenance costs.

OFFSETTING REVENUE:

STP state grant reimbursement for some portions.



PROJECT	Taxiway Improvements		
PROGRAM	Airport	RESPONSIBLE DEPARTMENT	TAA

DESCRIPTION

This project consists of improvements to the Tullahoma Municipal Airport. Project is for general taxiway paving and improvements area of the airport. The intergovernmental share will be split by the State and the Federal government.

STATUS

Projects are ongoing as needed.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
Construction	5	70	0	100	0	0	170
TOTAL ALLOCATION	5	70	0	100	0	0	170
FUNDING SOURCE							
General Fund	5	0	0	5	0	0	5
GO Debt	0	0	0	0	0	0	0
Intergovernmental	0	70	0	95	0	0	165
Private Sources	0	0	0	0	0	0	0
TOTAL FUNDS	5	70	0	100	0	0	170

JUSTIFICATION



TULLAHOMA MUNICIPAL AIRPORT
WILLIAM NORTHERN FIELD

ANNUAL OPERATING BUDGET IMPACT (\$000):

None

PROGRAM & FACILITY COSTS:

Mowing and sweeping

OFFSETTING REVENUE:

fuel sales



PROJECT	Runway drainage repair		
PROGRAM	Airport	RESPONSIBLE DEPARTMENT	TAA

DESCRIPTION

This project consists of improvements to the Tullahoma Municipal Airport runway 9/27 to improve drainage issues.

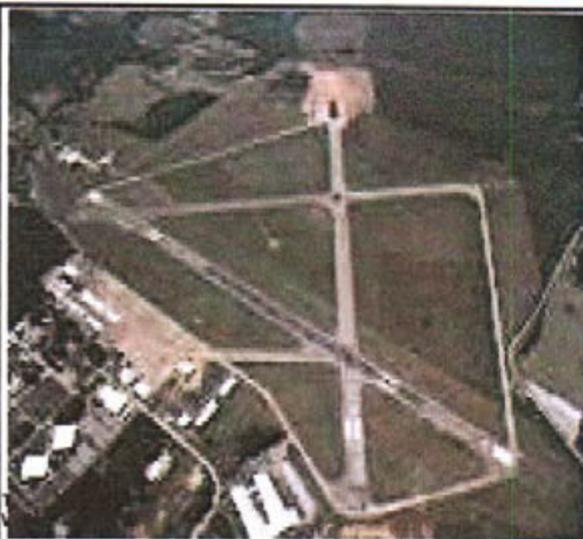
STATUS

This project was started in FY2017 and should be completed in FY2020.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY20-24
EXPENDITURE							
Construction	6	174	0	0	0	0	174
TOTAL ALLOCATION	6	174	0	0	0	0	174
FUNDING SOURCE							
General Fund	6	30	0	0	0	0	30
GO Debt	0	0	0	0	0	0	0
Intergovernmental	0	144	0	0	0	0	144
Private Sources	0	0	0	0	0	0	0
TOTAL FUNDS	6	174	0	0	0	0	174

JUSTIFICATION

Project No. 16-555-0484-04



ANNUAL OPERATING BUDGET IMPACT (\$000):

Funds allocated in capital projects budget for local match.

PROGRAM & FACILITY COSTS:

None.

OFFSETTING REVENUE:

Fuel sales.



PROJECT	Hangar Construction		
PROGRAM	Airport	RESPONSIBLE DEPARTMENT	TAA

DESCRIPTION

This project consists of improvements to the Tullahoma Municipal Airport, specifically the construction of T-hangars. Hangar space needs anticipated due to expansion.

STATUS

FY2018 hangar construction project funded through a grant, local match and low interest loan. Project approved and funded in FY2018 with construction planned to be completed by FY2020.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024		Proposed FY20-24
EXPENDITURE								
Construction	740	291	0	0	0	0	0	291
TOTAL ALLOCATION	740	291	0	0	0	0	0	291
FUNDING SOURCE								
General Fund	159	0	0	0	0	0	0	0
GO Debt	393	0	0	0	0	0	0	0
Intergovernmental	188	291	0	0	0	0	0	291
Private Sources	0	0	0	0	0	0	0	0
TOTAL FUNDS	740	291	0	0	0	0	0	291

JUSTIFICATION



ANNUAL OPERATING BUDGET IMPACT (\$000):

Annual debt service of \$27 for local share, state grant for majority of construction funding.

PROGRAM & FACILITY COSTS:

Minor annual maintenance costs.

OFFSETTING REVENUE:

Hangar lease payments and increased fuel sales to cover \$27 debt service payments.



PROJECT	Airfield Beacon		
PROGRAM	Airport	RESPONSIBLE DEPARTMENT	TAA

DESCRIPTION

This project consists of improvements to the Tullahoma Municipal Airport. The specific project will entail the replacement of the airfield light beacon.

STATUS

Beacon replaced in FY2015 using state grant. FY2020 project is repairs and upgrades.

PROJECT BUDGET (\$000)	Projected FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024		Proposed FY20-24
EXPENDITURE								
Construction	0	40	0	0	0	0		40
TOTAL ALLOCATION	0	40	0	0	0	0		40
FUNDING SOURCE								
General Fund	0	8	0	0	0	0		8
GO Debt	0	0	0	0	0	0		0
Intergovernmental	0	32	0	0	0	0		32
Private Sources	0	0	0	0	0	0		0
TOTAL FUNDS	0	40	0	0	0	0		40

JUSTIFICATION



TULLAHOMA MUNICIPAL AIRPORT
WILLIAM NORTHERN FIELD

ANNUAL OPERATING BUDGET IMPACT (\$000):
None

PROGRAM & FACILITY COSTS:
None

OFFSETTING REVENUE:
fuel sales



SUPPLEMENTAL DATA

BRIEF HISTORY OF TULLAHOMA, TENNESSEE

Tullahoma was founded in 1852 as a work camp along the new Nashville and Chattanooga Railroad. Its name is derived from the Choctaw language, and means "red rock."

In April 1861, Company B, 1st Regiment of Tennessee Volunteers formed Peter Turney's division in Tullahoma. The division joined Robert E. Lee's Army of Northern Virginia. The division fought in the battles of Bull Run, Fredericksburg, Chancellorsville, Gettysburg and Petersburg, and surrendered to U. S. Grant at Appomattox. The town became highly significant during the Civil War, and served as the headquarters for the Confederate Army of Tennessee in 1863.

After the war, Tullahoma began to prosper from its vital railroad link. During this period, Tullahoma became renowned for its educational facilities, a rarity in the area at that time. At the turn of the 20th century, Tullahoma became a popular health destination, with many spas across town. Manufacturing grew in the area, notably of shoes, clothing, and sporting goods. In 1924, the General Shoe Corporation was established in Tullahoma, which would eventually grow into Genesco Inc., a diversified apparel firm which is Tennessee's oldest listed firm on the New York Stock Exchange. From the early 1900s a variety of sports products have been manufactured in Tullahoma. Such products were baseballs, bats, and golf clubs by Campbell Manufacturing, Wilsons, Worth Sports, and Rawlings. In 1939, U.S. Highway 41A was built through the town, giving Tullahoma access to Nashville and Chattanooga.

In the early to mid-20th century, the area benefited from considerable federal investment and development, from the Tennessee Valley Authority to the establishment of Camp Forrest, an infantry training center and later POW camp, and Arnold Engineering Development Center (AEDC), where the Air Force and NASA did early wind tunnel testing.

The opening of AEDC at Arnold Air Force Base in 1951 served as the catalyst for numerous private business ventures and nurtured Tullahoma's high-tech environment. AEDC houses the world's largest aeronautical research center and offers scheduled tours. Today, Tullahoma has more than 50 industries and an excellent selection of retail goods and services.

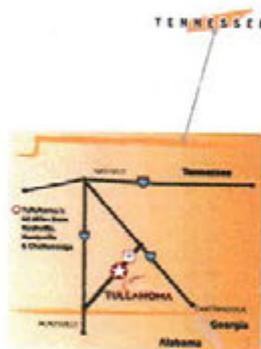
Tullahoma is proud to be home to George Dickel Distillery and is also located right down the road from Jack Daniel's Distillery.

Tullahoma has earned the distinction of being the number one "micropolitan" city in Tennessee. Residents enjoy the uniqueness of a high-tech environment coupled with friendly small-town character. It is the largest city in Coffee County, Tennessee, located in the Southwest corner of Coffee County and Northern Franklin County. The City of Tullahoma's population is 18,655 (2010 Census) residents, an increase of 3.67% over the 2000 Census which showed a population of 17,994 and is projected on a continued growth pattern of approximately 4% over the later Census stats.

The citizens of Tullahoma are proud of the educational opportunities provided by the Tullahoma City Schools. Tullahoma High School students' ACT and SAT scores for college entrance consistently exceed the state and national average. A culturally sophisticated lifestyle complements the low cost of living, and recreational opportunities in beautiful surroundings enhance the quality of life. Nestled in the rolling hills of Middle Tennessee, Tullahoma is surrounded by lakes, woods, rivers, and streams.

Tullahoma, in cooperation with Coffee County, continues to be a recipient of the Governor's Three Star Award. The State of Tennessee Three Star Program annually recognizes communities that encourage development and economic growth by creating and expanding the business environment while enhancing quality of life.

The City of Tullahoma - a great place to live, work and grow!



Picture
in here
2+

Community Highlights

- #1 Micropolitan city in Tennessee for two years/ #18 in country
- #2 City in Middle Tennessee for quality of life
- #2 City in Middle Tennessee for retirement
- Voted one of Tennessee's Best Towns to Live In
- Gigabit fiber to every home and business
- Regional retail, medical and arts destination
- Award-winning sports facilities
- State of the art Splash Island aquatic park and indoor pool
- 600+ acres of parks with greenways
- Earned Tree City USA award for 20th year in a row
- Three pristine lakes and 3 golf courses within 15 minutes
- Top 5 general aviation airports in Tennessee
- Home to largest complex of flight simulation test facilities in world
- Home to Hands-On Science Center
- Within 75 minutes of Nashville, Chattanooga & Huntsville
- Drug Free! Tullahoma, Go Green! Tullahoma and Get Fit! Tullahoma initiatives
-

Community Education

- 1:1 Digital initiative; leads the state and the country; increased access to Chrome Books
- Academic achievement: Students consistently earn ACT scores above state average; recent greatest ACT composite gain in Tennessee
- Award-winning extra-curricular activities
- 11% of teachers have Master's degrees or higher
- 15.12% of population has earned a bachelor's degree or higher
- 89% Tullahoma High School graduation rate
- Dual/joint enrollment at local community college; focus on AP classes
- Recognized by State of TN Governor as example of "What is possible"
- Higher Education Options
 - Motlow State Community College
 - 2-year degrees including nursing program, vocational and technical "mechatronics" training program; "TN Promise" scholarship program
 - Trevecca Nazarene University 4-year and Masters degrees in cooperation with Motlow State
 - University of Tennessee Space Institute (advanced aerospace education)



Community Health and Safety

Health Facilities

- Tennova Health Care-Harton
 - 135 beds/130 physicians with over 35 specialties
 - Outpatient surgical center
- Highland Rim Mental Health Center
- Life Care Center of Tullahoma – 169 beds
- National Healthcare Corporation – 90 beds
- Coffee County Health Department
- Vanderbilt Life Flight (helicopter medical evacuation facility)

Public Safety

Fire Protection

- | | |
|---|-------|
| • ISO Classification | 2 |
| • Number of Fire Stations | 2 |
| • Number of full-time fire fighters | 33 |
| • Number of pumpers, tankers, and ladder trucks | 5 |
| • Other vehicles | 9 |
| • Number of fire Hydrants | 1,300 |
| • | |

Police Protection

- | | |
|---------------------------------------|----|
| • Number of Police Stations | 1 |
| • Number of Police Sub-Station | 0 |
| • Number of Certified Officers | 38 |
| • Number of Vehicles (radio equipped) | 42 |



Community Growth/Infrastructure

Building Permits

<u>Year</u>	<u>Number</u>	<u>Total Valuation</u>
2019	386	\$ 24,781,327
2018	574*	\$ 40,391,006*
2017	409	\$ 33,952,052
2016	242	\$ 17,442,799
2015	213	\$ 13,260,280
2014	200	\$ 9,791,652

*based on 2018 monthly averages



Local Option Sales Tax Receipts

<u>Year</u>	<u>Amount</u>	<u>% Annual Change</u>
2018-2019	10,448,137	2.46%
2017-2018	10,196,443	5.93%
2016-2017	9,625,562	0.00 %*
2015-2016	9,623,159	6.37%
2014-2015	9,046,619	4.16%
2013-2014	8,685,051	3.11%
2012-2013	8,422,893	2.15%

*Growth flat in 2017 due to change in Tennessee Dept. of Revenue cut-off time.



Utilities

- Electric Tullahoma Utilities Authority
- Sewer Tullahoma Utilities Authority
- Water Tullahoma Utilities Authority
- Fiber Optics Tullahoma Utilities Authority
- Natural Gas Elk River Public Utility District

Transportation/Aviation

- Railroad CSX Transportation (freight only)
- Municipal Airport City-owned/four runways/handles corporate jet aircraft/
home base to over 140 aircraft
- Highways U.S Highways: 41A
State Highways: 55 and 130
11 miles to Interstate 24

Find more information about Tullahoma at: www.tullahomatn.gov
www.tullahoma.org
www.thinktullahoma.com

DEMOGRAPHIC STATISTICS

Last Ten Fiscal Years

Fiscal Year	(1) Population	(2) Per Capita Income	(3) Median Age	School Enrollment	June 30, 2019 (4) Unemployment Rate
2010	18,533	24,718	38.1	3,802	6.9%
2011	18,579	23,129	38.1	3,542	9.8%
2012	18,655	23,129	38.1	3,370	7.6%
2013	18,655	23,129	38.1	3,373	9.3%
2014	18,655	21,802	40.5	3,443	6.6%
2015	18,655	23,334	43.4	3,465	5.9%
2016	18,655	23,968	41.8	3,347	5.5%
2017	18,655	24,765	43.8	3,513	5.1%
2018	18,655	24,041	40.4	3,535	3.8%
2019	19,826	24,171	42.5	3,434	3.5%

- (1) Population - official census
- (2) Per capita income - U.S. Census
- (3) Median age - South Central Tennessee Development District
- (4) Unemployment rate - Bureau of Labor Statistics

**CITY OF TULLAHOMA, TENNESSEE
PRINCIPAL EMPLOYERS
CURRENT YEAR AND NINE YEARS AGO**

Employer	2019			2010		
	Number of Employees	Rank	Percentage of Total County Employment	Number of Employees	Rank	Percentage of Total County Employment
Harton Regional Medical Center	662	1	2.71%	576	1	2.41%
City of Tullahoma	428	2	1.75%	417	2	1.74%
Cubic Transportation Systems	188	5	0.77%	180	6	0.75%
Wisco Envelopes Co., Inv.	187	6	0.76%	265	4	1.11%
TE Connectivity	-	-	0.00%	-	-	-
JSP International	104	8	0.43%	-	-	-
Sonoco Corporation	-	-	0.00%	-	-	-
Schmiede Corporation	140	7	0.57%	155	7	0.65%
Coca Cola Bottling Works	-	-	0.00%	-	-	-
Tennessee Apparel	200	4	0.82%	342	3	1.43%
Oak Gloves	86	10	-	-	-	-
United Tech/Goodrich	270	3	-	263	5	1.10%
U.S Displays	-	-	-	95	9	0.40%
Createc Corporation	91	9	-	125	8	0.52%
Tullahoma News	-	-	-	88	10	0.37%
	<u>2,265</u>		<u>7.80%</u>	<u>2,293</u>		<u>9.57%</u>

Source: Middle Tennessee Industrial Development Association and Industrial Board of Coffee County.

**CITY OF TULLAHOMA, TENNESSEE
PRINCIPAL PROPERTY TAXPAYERS
CURRENT YEAR AND NINE YEARS AGO**

<u>Taxpayer</u>	<u>2019</u> <u>(for tax year 2018)</u>			<u>2010</u> <u>(for tax year 2009)</u>		
	<u>Taxable Assessed Value</u>	<u>Rank</u>	<u>Percentage of Total City Taxable Assessed Value</u>	<u>Taxable Assessed Value</u>	<u>Rank</u>	<u>Percentage of Total City Taxable Assessed Value</u>
Tullahoma HMA Inc	\$10,436,680	1	2.57%	\$ 7,022,720	1	2.02%
Northgate Unlimited			-	2,302,720	10	0.66%
Harton Family Partners			-	2,447,455	7	0.71%
Forrest Gallery LLC	4,473,280	3	1.10%	4,595,680	2	1.32%
Northgate Retail Partners	3,131,080	8	0.77%	-		-
Centro NP Commerce Central	4,498,960	2	1.11%	4,199,640	3	1.21%
Fuji Color Processing			-	2,341,217	9	0.67%
Lowes Home Center, Inc.	3,274,240	7	0.81%	3,446,720	5	0.99%
Harton Regional Medical			-	2,351,085	8	0.68%
Ascend Federal Credit	4,043,960	5	0.99%			-
Bell South			-	2,703,617	6	0.78%
Cherokee Square	2,366,040	10	0.58%			-
Goodrich/United Technology	4,394,691	4	1.08%	3,930,326	4	-
Tennova/Harton Regional	3,447,818	6	0.85%			-
ADA Ferrell Garden II LP	2,500,520	9	0.61%			-
	<u>\$42,567,269</u>		<u>10.47%</u>	<u>\$35,341,180</u>		<u>9.05%</u>

CITY OF TULLAHOMA, TENNESSEE
ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
LAST TEN FISCAL YEARS

<u>Fiscal Year</u>	<u>Tax Year</u>	<u>Residential Property</u>	<u>Commercial Property</u>	<u>Total Taxable Assessed Value</u>	<u>County</u>	<u>Total Direct Tax Rate</u>	<u>Estimated Actual Taxable Value</u>	<u>Taxable Assessed Value as a Percentage of Actual Taxable Value</u>
2010	2009	166,140,275	162,085,710	328,225,985	Coffee	2.44	1,103,987,272	29.731%
		19,049,450	4,709,942	23,759,392	Franklin	2.44	90,930,491	26.129%
2011	2010	169,593,225	183,579,854	353,173,079	Coffee	2.29	1,165,946,883	30.291%
		18,803,125	4,482,745	23,285,870	Franklin	2.42	89,140,759	26.123%
2012	2011	169,198,875	183,726,208	352,925,083	Coffee	2.29	1,163,428,830	30.335%
		18,722,900	4,879,356	23,602,256	Franklin	2.42	88,680,716	26.615%
2013	2012	170,118,350	188,815,256	358,933,606	Coffee	2.29	1,183,144,274	30.337%
		18,403,050	4,338,099	22,741,149	Franklin	2.31	86,593,425	26.262%
2014	2013	171,331,825	192,247,233	363,579,058	Coffee	2.54	1,198,477,195	30.337%
		18,729,550	5,107,985	23,837,535	Franklin	2.56	90,464,876	26.350%
2015	2014	169,335,750	192,629,158	361,964,908	Coffee	2.60	1,189,993,603	30.417%
		19,406,475	4,912,797	24,319,272	Franklin	2.61	92,564,873	26.273%
2016	2015	176,428,575	194,591,762	371,020,337	Coffee	2.60	1,224,636,987	30.296%
		20,377,700	5,463,209	25,840,909	Franklin	2.61	98,303,094	26.287%
2017	2016	178,058,200	195,395,177	373,453,377	Coffee	2.60	1,239,956,432	30.118%
		20,700,150	5,101,673	25,801,823	Franklin	2.61	98,771,326	26.123%
2018	2017	180,593,025	198,232,506	378,825,531	Coffee	2.60	1,255,878,087	30.164%
		22,849,900	4,926,747	27,776,647	Franklin	2.44	106,305,516	26.129%
2019	2018	204,435,875	200,592,523	405,028,398	Coffee	2.6	1,347,794,925	30.051%
		22,794,600	4,846,210	27,640,810	Franklin	2.44	105,712,297	26.147%

Ratio of assessed value to appraised value: 25% Residential, Farm, Agricultural, and Forest
40% Commercial and Industrial

PROPERTY TAX LEVIES AND COLLECTIONS

TEN YEAR SUMMARY

June 30, 2019

Fiscal Year	Total Tax Levy	Current Tax Collections	Percent Collected	Delinquent Tax Collections	Total Collections	Total Collected as Percent of Current Levy	Outstanding Delinquent Taxes	Outstanding Delinquent Taxes as Percent of Current Levy
2019	\$10,504,458	\$10,154,680	96.67%	\$234,622	\$10,389,202	98.90%	\$231,573	2.20%
2018	\$10,509,894	\$10,171,282	96.80%	\$378,175	\$10,549,457	100.00%	\$272,043	2.50%
2017	\$10,376,607	\$10,374,952	99.90%	\$243,562	\$10,618,514	102.3%	\$255,574	2.50%
2016	\$10,320,976	\$9,952,370	96.40%	\$491,718	\$10,253,467	96.9%	\$243,042	2.35%
2015	\$10,271,041	\$9,833,739	95.70%	\$379,655	\$10,434,312	98.4%	\$268,423	2.61%
2014	\$9,981,425	\$9,433,864	94.51%	\$448,268	\$9,882,132	99.0%	\$342,744	3.43%
2013	\$8,871,714	\$8,479,360	95.58%	\$339,323	\$8,818,683	99.4%	\$255,616	2.88%
2012	\$8,782,720	\$8,349,786	95.07%	\$398,272	\$8,748,058	99.6%	\$327,185	3.73%
2011	\$8,756,655	\$8,562,514	97.78%	\$166,828	\$8,729,342	99.7%	\$313,969	3.59%
2010	\$8,588,443	\$8,454,948	98.45%	\$110,609	\$8,565,557	99.7%	\$247,712	2.88%

ASSESSED PROPERTY VALUE

TEN YEAR SUMMARY

June 30, 2019

Fiscal Year	Assessed Property Value*		
	Commercial**	Residential***	Total
2010	166,795,652	185,189,725	351,985,377
2011	188,062,599	188,396,350	376,458,949
2012	188,605,564	187,921,775	376,527,339
2013	193,153,355	188,521,400	381,674,755
2014	197,355,218	171,331,825	368,687,043
2015	197,541,955	188,742,225	386,284,180
2016	200,054,971	196,806,275	396,861,246
2017	200,496,850	198,758,350	399,255,200
2018	203,159,253	203,442,925	406,602,178
2019	205,438,733	227,230,475	432,669,208

* Assessed value per City tax rolls.

** Includes Commercial, industrial, public utility and personal tangible property.

*** Includes Residential, farm and agricultural.



City of Tullahoma

Capital Asset Policy

OVERVIEW

Capital assets are specific items of property that: (1) are tangible in nature; (2) have a life longer than one year; and (3) have a significant value. Each governing board must establish the determining capital asset criteria. Although some assets may meet the first two tests, the significant value test is important because while certain individual assets that are tangible and long-lived, their values may be so small that the time and expense incurred in maintaining detailed accounting and inventory records for them are not justified.

Based on GFOA recommendations, the City of Tullahoma has established a minimum threshold of \$5,000 for capital assets. Maintaining a complete and accurate accounting for capital assets with significant value is important for several reasons. Adequate accounting procedures and records for capital assets are essential to effective property management and control. The stewardship responsibility involved in safeguarding such a large public investment is of the utmost importance to sound financial administration.

BENEFITS OF A GOOD CAPITAL ASSETS ACCOUNTING SYSTEM

A good system of capital assets accounting facilitates overall control and custody of the City's property; permits the assignment of direct responsibility for custody and proper use of specific capital assets to individual public officials; and provides data essential to the proper management of capital assets, including repairs/maintenance management and acquisition of adequate insurance coverage. An accounting of capital assets is required for preparation of a satisfactory, and complete financial report. To meet the test of full disclosure, an annual financial report for the City of Tullahoma must include complete capital assets information.

CONTROLLING CAPITAL ASSETS

All capital assets should be appropriately marked and numbered by a permanent method of identification. Authorized personnel should take periodic inventories.

CAPITAL ASSETS INVENTORY

Inadequate capital asset records continue to be one of the major deficiencies state and local government's financial statements. Failure of a municipality to install and maintain a capital asset management system will result in a qualification in the independent auditor's report. This occurs when the auditor is unable to establish that the municipality's accounting records properly summarize capital asset expenditure transactions; that physical safe guards over assets are absent or fall short of controlling such assets or that records are absent to substantiate that assets used by the municipality are actually owned.

Capitalization Policy

All items purchased that have a useful life of more than three years, are of a tangible nature and have a value of \$5,000 or more, net cost, not including trade-ins or any taxes, licenses, etc. are considered to be capital assets.

Items of less than \$5,000.00 are not required to be capitalized unless they form an integral and essential part of another piece of equipment or structure considered to be a capital asset or a part of a Capital Project. Items meeting capital asset purchasing criteria, that are not capital assets, will continue to be inventoried for control purposes only.

Items valued at greater than \$50,000 will be considered Capital Projects. Vehicles, trucks, heavy machinery, tractors, etc are not considered Capital Projects regardless of their value.

For compliance with Generally Accepted Accounting Principals, local governments must maintain a ledger or group of accounts in which to record the details relating to the general capital assets of the unit or public authority. More specifically GASB 34 requires municipalities to not only maintain detailed capital asset records, but to establish a formal capital asset policy, identify capital assets at historical cost, add these capital assets to the balance sheets and provide for depreciation.

Classification of Capital Assets:

- 1) Land: Purchased land will be carried on the Capital Assets detail at acquired cost. All cost for legal services incidental to the acquisition and other charges incurred in preparing the land for use, such as surveying, site preparation, and demolition, shall be included in the cost.
- 2) Buildings: All buildings will be valued at purchase price or construction cost. Cost should include all charges applicable to the building acquisition including fees for brokers, appraisers, engineering consultants, and architects.

- 3) **Improvements Other than Buildings:** In order for improvements to be capitalized, the improvement should be considered permanent and should add value or improve the use of land. Items in this category include storage tanks, parking areas, landscaping, connector driveways, traffic signals, parking meters, fences or retaining walls.
- 4) **Equipment and Machinery:** All items of tangible property not permanently affixed to real property, which are needed in carrying out the operations of the City. All costs required to place the item into service should be included in the capitalized amount. Examples are furniture, machinery, heavy equipment, tools, and computers.
- 5) **Vehicles:** All equipment that must be titled by the State of Tennessee and bear a license tag. Cars, trucks and trailers are examples.
- 6) **Construction Work In Progress (CWIP):** This is primarily used in conjunction with Capital Projects. Capital Project costs, including labor, materials, equipment, and direct overhead, are temporarily accumulated until completion, then transferred to the appropriate capital asset account. The capitalization policy does not apply in these cases, and all cost must be recorded to give accurate values. CWIP is not depreciated until the project is closed and transferred to another class of assets.
- 7) **Infrastructure:** Assets in this category include streets, bridges, tunnels and drainage systems. They may be classified by networks or subsystems. A ruling by the Governmental Accounting Standards Board (GASB) requires the City to maintain infrastructure as a capital asset beginning June 30, 2003. New items in this category are added as the project is completed. The City of Tullahoma also retroactively added its earlier total database for this category in FY2006, as required.

Additions and Modifications to Existing Assets:

Costs are often incurred in connection with capital assets after the original acquisition cost has been established. In general, any expenditure which is definitely an addition to a capital asset, or an integral part of it, that significantly increases the value of, enhances the performance of or changes its useful life, should be classified as a capital expenditure and the original acquisition cost adjusted. The addition of an air conditioning system to a building, equipment to outfit a new fire truck or a dump body to a truck chassis where none existed before are some examples. When modifications, which enhance the performance or life of an asset, are made, the value of the asset should be adjusted by the difference in cost between the original and the modification. However, if the cost of the original cannot be determined, the asset value cannot be adjusted correctly and the modification will be considered a maintenance and repair expense.

Procedure:

To insure continuity, the maintenance of the City's capital asset database will be coordinated by the Purchasing Officer. Purchases and disposals will be made in accordance with the City of Tullahoma's Purchasing Policy.

A. Additions

PURCHASES: When a purchase order is written over the specified amount of \$5,000.00, the Purchasing Officer of the Finance Department (Purchasing) will attach a Data Sheet for each qualifying item to the originating department's copy of the purchase order. Upon receipt of the goods (not before) the originating department will complete the Data Sheet(s) and return it to Purchasing. Purchasing will verify the data and adjust the capital asset inventory.

DONATIONS: The Board of Mayor and Aldermen of the City of Tullahoma must approve any capital asset(s) proposed to be donated to the City. Once accepted by the Board, the department receiving the donated item(s), e.g., land, buildings, works of art, vehicles, etc., having an estimated fair market value exceeding the capitalization limit of \$5,000.00 will complete the Data Sheet(s) upon the receipt of these items and forward it to Purchasing. Any problems occurring with establishing a fair market value should be referred to the Finance Director. Purchasing will verify the data and adjust the capital asset inventory.

VEHICLES AND MOTORIZED EQUIPMENT: It is the City of Tullahoma's policy that each department will maintain all new or donated vehicles and motorized equipment. The vehicle will be received by the department where it will be utilized, in order that they may complete required inspections and ascertain bid specifications were met before placing equipment into operation. Any additions/modifications that are necessary to place the vehicle or equipment in service that add to its asset cost/value such as body installation, mounting of a crane, etc., will be done at the direction of each department. Purchasing will attach a Data Sheet for each qualifying item to the copy of the purchase order(s) and forward to the department.

Upon receipt of the equipment (not before), the department will complete the Data Sheet(s) identifying qualifying additions/modifications and return it to Purchasing. Purchasing will verify the data and adjust the capital asset inventory. Additions/modifications will include radios, light-bars and sirens that may be attached.

TAGGING: Upon receipt of a purchased or donated capital asset(s) and verification of the Data Sheet(s) for additions, Purchasing will adjust the capital

asset inventory and assign the inventory numbers. Asset tags will be affixed to the relevant item per Section H of this policy.

B. Leases

- 1) Capital assets do not always have to be constructed or purchased outright in order to be of benefit to a local government. Capital assets may be temporarily utilized through a rental agreement, known as an operating lease. In other situations, the utilization of leased capital assets may be such that the unit has in effect purchased the asset by virtue of the length of its use of the asset, or the amount of payments it has made to use the asset. This type of lease is known as a capital lease.
- 2) A lease is an operating lease if it does not transfer the benefits and risk of ownership to the local governmental unit. Operating lease payments are recognized as expenses/expenditures to the local governmental unit when they become payable. The capital assets leased through operating leases are not capitalized; however, they should be inventoried and tagged for control purposes.
- 3) A lease is a capital lease if at the inception of the lease it meets any one of the following criteria:
 - a. The lease transfers ownership of the property to the governmental unit by the end of the lease term.
 - b. The lease contains a bargain purchase option (an option extending to the lease the right to purchase the leased property at a price so favorable that the exercise of the option appears, at the inception of the lease, to be reasonably assured).
 - c. The lease term is 75% or more of the estimated economic life of the leased property.
 - d. The present value, at the beginning of the lease term, of the minimum lease payments is at least 90 % of the fair market value of the leased property to the lessor.
- 4) If the beginning of the term falls within the last 25% of the total estimated life of the leased property, criteria (c) and (d) are not used for classifying the lease. For leases involving land, either condition (a) or (b) must be met. If title to the land will not be transferred to the lessee at some point, the lease is not a capital lease.
- 5) Once a lease has been determined to be a capital lease, the governmental unit should record the asset acquired and the corresponding obligation at

the present value of the minimum lease payments minus any portion representing executory cost and related profit. However, if the fair market value of the leased property is lower than the present value of the net lease payments, the asset and obligation should be recorded at the fair market value of the leased property. To determine the present value of the net lease payments, the local governmental unit must use the lower of its incremental borrowing rate (the rate, that at the inception of the lease, the lessee would have incurred to borrow, over a similar term, the funds necessary to purchase the leased property) or the implicit rate computed by the lessor, if available.

C. Transfers

- 1) From time to time, the responsibility for a capital asset will be transferred from one department or division to another. The transferring department must initiate the preparation of a Data Sheet(s) in this type of transaction. The transferring department will fully identify the asset, will indicate the receiving department and will forward the Data Sheet to Purchasing. Purchasing will verify the receipt of the asset with the receiving department and will make the required changes in the inventories. The Transferring department may want to follow through to verify that the asset no longer appears on its inventory.
- 2) When a vehicle or motorized piece of equipment is to be transferred, the Transferring department will deliver the vehicle to the department receiving the transfer. The receiving department will verify the transaction, adjust its records, and prepare a Data Sheet(s) describing the details of the transfer. The completed Data Sheet will be forwarded to Purchasing for action as above. The transferring department may want to follow through to verify that the asset no longer appears on its inventory.

D. Removals

Capital Assets will be removed from a departments/divisions capital asset inventory as follows:

- 1) **SURPLUS PROPERTY:** From time to time the Board of Mayor and Aldermen of the City of Tullahoma, Tennessee, may declare certain real property owned, or held or claimed or apparently owned by the City of Tullahoma and/or its agencies on behalf of the City of Tullahoma, to be surplus, and may direct the disposition thereof as prescribed in the Purchasing Policies and Procedures of the City of Tullahoma.
- 2) **SURPLUS MATERIAL & EQUIPMENT:** Items that have been replaced, are not worth repairing, or are obsolete and identified as having no further use are deemed surplus and will be disposed of through the direction of

Purchasing or retained for the annual auction. Departments will identify an item as surplus in the "Reason for Disposal" box on a Data Sheet(s) and submit it to purchasing for final action. Purchasing will make the necessary adjustments to the capital asset inventory when the item is disposed.

- 3) **EXCESS ITEMS:** Although excess to one operation, some items may be considered fit for re-use and may be transferred to another operation for further service. Other than those items listed below, this may be done directly by using the procedure in (B) above. Otherwise, departments will identify any excess item as re-usable in the "Reason for Disposal" Box on a Data Sheet(s) and submit it to Purchasing. Periodically, a list of usable excess items will be circulated to department directors for their consideration. The responsibility for these items will be the same as with surplus items until transferred or otherwise disposed. Purchasing will make the necessary adjustments to the capital asset inventories.
- 4) **LOST OR STOLEN ITEMS:** When theft of an item is suspected, the incident must be reported to the Police Department as soon as possible. The department will complete a Data Sheet(s), attach a copy of the police report or other documentation and forward it to Purchasing for action. Purchasing will report any abuse of this procedure to the Finance Director.
- 5) **TRADE-INS:** Purchasing will be responsible for handling any trade-in arrangements that result from the purchase of new equipment/vehicles. The new asset will be added and the old asset will be removed according to governmental accounting procedures.
- 6) Exception to the above will be:
 - a) Computer equipment will be identified as surplus by the Public Works Director/Systems Administrator. Computer equipment will not be moved from its existing location without the specific approval of the Systems Administrator.

E. Inventory

The existence, location, and condition of all capital assets should be verified by taking an annual inventory. Each department has the responsibility to complete an annual year-end physical inventory of its assigned capital assets. A capital asset report listing the current status of the department's inventory will be distributed to appropriate departmental personnel in the fourth quarter of the fiscal year by the Purchasing Officer.

This inventory should be performed prior to fiscal year end (June 30). All discrepancies should be reported to the Purchasing Officer as soon as possible.

All inventories will be subject to unannounced audits by the Finance Department. Periodically, the Finance Department will actively participate in each department's physical inventory on a random basis.

F. Reports

Year-end reports will be processed, reconciled to the general ledger, and maintained. Departmental inventory reports will be made available upon request. Finance should be notified of any discrepancies found in these reports without delay.

G. Standard Life of Assets/Depreciation.

Proprietary assets will be depreciated on a straight-line basis using the approved schedule of standard new life. Certain assets may be depreciated differently, based on current governmental accounting practices and procedures.

H. Capital Asset Tags

- 1) Buildings – Not Applicable
- 2) Land – Not Applicable
- 3) Office Equipment & Furniture - tagged
- 4) Operating & Maintenance Equipment - tagged
- 7) Automotive Service Equipment – tagged
- 8) Vehicles-Assigned vehicle number and entered into City's maintenance database. Number is then painted on vehicle.

I. Items Not Considered to be Capital Assets

In order to clarify the question of asset classification, the following list of specific examples is provided.

- 1) **COMPUTER SOFTWARE:** Computer software, regardless of cost, is not regarded as a capital asset because it is not a tangible item. Most of the purchase price of software consists of a one-time license fee to use the product only. The media and documentation cost are incidental.
- 2) **MAINTENANCE AND REPAIR REPLACEMENTS:** The replacement costs of component part(s) of a capital asset, not the entire asset itself, during a maintenance and repair operation which also enhances the

performance or life of the asset are not generally considered to be capital asset additions or modifications. For example, replacing an original disk drive with a higher capacity disk drive in a microcomputer or a more powerful engine in a leaf vacuum machine is considered to be a maintenance and repair expense.

- 3) **DRAPERIES AND CARPET:** The original purchase of draperies and carpet is considered an addition to the total asset value of the building. Replacement of either of these items is classified as maintenance to the building.
- 4) **SUPPLIES:** Any supply, regardless of cost, that is not permanent and will be consumed within a year is not considered a capital asset.
- 5) **AGGREGATE PURCHASES:** A purchase of items in quantity with an extended cost equal to, or more than the capital asset limit of \$5,000. For example, 50 chairs at \$100 each were purchased on a single purchase order for a total of \$5,000. Even though the total is at the policy limit, the chairs are not considered as capital assets since the individual cost does not qualify.

J. Recommended Life Cycle of Capital Assets

The following are recommended life cycle of named capital assets stated in years. Where necessary other criteria are listed as additional criteria to determine the life cycle of certain capital assets.

Vehicles-Have titles & license tags

Vehicles are those items classified as requiring licensing to use the roads; Titling does not necessarily classify an item as a vehicle. Only licensed vehicles should appear in these categories.

Description	Useful Life	Other Criteria* In Years
Trailers	15	
Refuse Collectors – Side loaders	5	
Refuse Collectors – front & rear loaders	8	
Auto (Sedans-Administrative-Other than Police)	10	or Miles
Auto (Sedans-Police Cruisers)	3	or Miles
Auto (Sedans-Police Detectives)	7	or Miles
Sports Vehicle – 2WD	7	or Miles
Sports Vehicle – 4 WD	7	or Miles
Trucks – Pick Ups	7	or Miles
Trucks – Utility 2 WD	7	or Miles
Trucks – Utility 4 WD	7	or Miles

Trucks – Dump	8	or Miles
Trucks – Recycle	7	or Miles
Trucks – Fire Engines	15	or Hours
Trucks – Special Equipment, includes cranes, street sweepers, tractor-trailer	8	or Hours
Vans	7	or Miles
All Other Vehicles	7	or Miles

Equipment

Mobile motorized equipment that may travel the public streets that is either rider operated, self-propelled, and not licensed as a motor vehicle; or is trailer mounted. Generally described as contractor's equipment.

Description	Useful Life	Other Criteria* In Years
Backhoes/Front Loaders	9	or Hours
Excavators	12	or Hours
Loaders/Fork Lifts	8	or Hours
Tractors/Bush Hogs/Tillers	10	or Hours
Riding Mowers/Tractors w/mowers-tillers	3	or Hours
Other Rider Operated, Self-Propelled Equip	3	or Hours
Leaf/Vacuum	3	or Hours
Other Equipment	5	or Hours

Office Furniture & Equipment

Description	Useful Life	Other Criteria* In Years
Telephones	5	
P. A. System Equipment	5	
Capital Radio Transmitters/Consoles	5	
Radio Towers	6	
Main Frame Computers	5	
Printers	5	
Scanners	5	
Copiers	5	
Microfilm equipment	7	
General Appliances	7	
Desks	7	

Protective Equipment

Description	Useful Life	Other Criteria* In Years
Breathing Apparatus	5	
Protective Clothing (Chem. suits, body armor, riot shields)	5	
Other Protective Equipment	5	

Other

Description	Useful Life	Other Criteria* In Years
Land	Unlimited	
Buildings	30	
Improvements	20	
Streets	17	
Drainage Projects	20	

*Other Criteria to be determined at a later date in order to accumulate historical information to provide accurate figures.

Building Our Future: Tullahoma's Strategic Plan

Overview
About The Plan
The Planning Process
The Community's Vision



The City's Mission
The Strategy
How The Plan Will Be Used

Tulahoma's Strategic Plan

Community Vision			
<p>Tulahoma—A community that offers excellence in living, learning, economic well-being, enrichment, values, outdoor beauty, and enjoyment for those growing up, raising a family, retiring and visiting here.</p>			
City Mission			
<p>The City of Tulahoma, with the involvement of its citizens, will provide vision and leadership, deliver effective and responsive municipal services, and will remove barriers to free enterprise.</p>			
Strategic Themes and Objectives			
Vibrant Economy	Safe Caring Diverse Community	Sustainable Healthy Environment	Responsive Effective Local Government
Positive business environment	Safety and protection maintained	Preserved natural environment	Financially healthy
Enhanced tourism and hospitality	Strong cohesive neighborhoods	Improved infrastructure	Efficient and effective municipal service delivery
Improved image and awareness nationally and locally	Celebrate culture and heritage	Effective land use	Appropriate partnerships
Skilled adaptable workforce	Nurturing environment	Transportation system with enhanced physical mobility	Effective public voice in local government

I. About Tullahoma's Strategic Plan

"Before we can build projects, we must use our strategic plan to see how they would fit together."

*Mayor Steve Cope,
January 13, 2003*

Tullahoma is a community experiencing change. Some of these changes, like the aging of the population, shifting economic structure and pressures on community and social services are common to most communities in Tennessee.

Recognizing these changes, the City of Tullahoma faces some tough choices. The Board of Mayor and Aldermen must continue to ensure the municipality's fiscal fitness while at the same time addressing the growing and changing needs of its citizens, businesses and other community interests. Instead of waiting to see how events will unfold, the City Board has developed a plan for its future.

Tullahoma's strategic plan entitled, "Building Our Future" establishes a community vision for the future and develops objectives and actions for the City to follow in realizing this future. The plan sets out the City's mission and strategy. As part of this strategic planning process, the community has an active role to play in working to achieve the future vision.

II. The Planning Process

"Tullahoma is over the hurdle of providing leadership."

Fred Bracey

Tennessee Economic & Community Development

Previous Studies

Outlook series (2001)
Tennessee Valley Economic Conference (2000)
Chapter 1101 Growth Policy (1999)
21st Century Program (1998)
Tullahoma Planning Charette (1997)
Industrial Park Task Force (1997)
Comprehensive Transportation Plan (1996)
Crossroads at Economic Development (1995)
Tullahoma Design Shop (1994)
Community Goal Setting (1992)

Tullahoma's strategic planning process is an on-going process. Its foundation was laid in the 1990's with a core of community leaders attempting to develop a consensus for a common vision. Citizens, staff members and special interest groups were involved in the process. People talked about their values, hopes and dreams for Tullahoma. As well, they spoke of their concerns and the issues that face the community now and in the future. Staff and members of the City Board to draft the strategic plan used all of this information.

Over the past years many individuals and groups have expressed their views in many traditional and new ways. Examples of how people got involved are listed below.

Community leaders representing various areas of Tullahoma met with others interested in the sector to discuss their views. Arts and culture, health, major industry, people with disabilities, seniors, and education are just examples of some of these sectors of interest.

Residents, both experienced and new to community involvement, provided their input through various mechanisms. Some wrote letters or completed questionnaires. Others attended an Outlook meeting. Workshops provided yet another avenue to discuss the community strategic plan with members of City Board.

III. The Community's Vision

"Tullahoma—A community that offers excellence in living, learning, economic well-being, enrichment, values, outdoor beauty, and enjoyment for those growing up, raising a family, retiring and visiting here."

Community Vision

Tullahoma's community vision, stated opposite, provides a clear statement of what the community of Tullahoma wants to become. It also contains words and phrases that make it unique to Tullahoma as opposed to applying to any community.

The community vision builds on a number of the strengths and values that emerged through the consultation process. It captures people's views on what they want to see in Tullahoma as it moves through the 21st century. Some of these values include a sense of community and the importance of people, the strong culture and heritage of the area, the importance of the downtown, the green spaces and land uses, the location close to major markets and a significant agricultural area, and the need for continued investment in public and community services and facilities.

Tullahoma's community vision is the touchstone to guide all of Tullahoma's planning for the future. The City of Tullahoma has used this community vision to develop its mission or role as a municipal corporation, and to develop objectives and actions that support the City's mission and achieve the community vision.

IV. The City's Mission

" The City of Tullahoma, with the involvement of its citizens, will provide vision and leadership, deliver effective and responsive municipal services, and will remove barriers to free enterprise."

City Mission Statement

The City of Tullahoma has adopted the mission statement shown opposite, to define its role in achieving the community vision. Members of the Board of Mayor and Aldermen and senior staff thought long and hard about this mission before adopting it. They listened to the comments made by participants and they are reflected in the mission statement. The City's mission contains words and phrases that have important meanings. In some ways, this mission signifies a new way of doing business.

"...with the involvement of its citizens..." indicates a strong commitment to involving citizens in the work of City Hall.

"... provide vision and leadership..." recognizes the duality of gaining community input and providing a vision of the future that can be and helping lead the community there.

"... effective and responsive municipal services..." recognizes that citizens want value for money in the services that they receive from City Hall. They also want these services to meet their needs.

"...remove barriers to free enterprise..." commits to a new way of providing services, including more joint projects with other public sector, not- for- profit and private sector organizations, while removing local barriers to free enterprise.

The City's commitment to the community vision is reflected in the strategic themes, objectives and actions outlined in the next section of the plan. The

City's mission statement is specifically addressed in the objectives and actions contained in the section of the plan dealing with Responsive Effective Local Government.

V. The Strategy

Vibrant Economy

- Objective 1 To provide a positive business environment and facilitate economic diversification and business growth
- Objective 2 To broaden and strengthen the tourism and hospitality sector and maximize our advantages as a gateway to national attractions
- Objective 3 To build a local and national awareness of the City of Tullahoma as an outstanding place to live, work and visit
- Objective 4 To encourage the development of a skilled and adaptable workforce

Safe, Caring and Diverse Community

- Objective 1 To provide for the safety and protection of all residents, visitors, and property
- Objective 2 To enable the development of strong cohesive neighborhoods
- Objective 3 To recognize and celebrate Tullahoma's diverse culture and heritage
- Objective 4 To create a nurturing environment where individuals can reach their full potential

Sustainable Healthy Environment

- Objective 1 To preserve and enhance Tullahoma's natural environment and green spaces
- Objective 2 To improve Tullahoma's physical infrastructure, buildings and structures
- Objective 3 To plan for the efficient, attractive and environmentally sound use of land
- Objective 4 To provide transportation systems that enhance physical mobility and better serve the economic and social needs of the community

Responsive Effective Local Government

- Objective 1 To improve the City's financial health
- Objective 2 To ensure effective and efficient delivery of municipal services
- Objective 3 To develop appropriate partnerships with the public, private, and not-for-profit sectors
- Objective 4 To provide effective opportunities for the public to have a voice in local government

Vibrant Economy

"Local shopping helps not only the merchant but the employee...it is important to the merchant, the schools and the city government."

Mike Niederhauser

The citizens of Tullahoma value such things as the increase in economic activity resulting from the automotive industry and associated spin-offs, the City's locational advantages as Tennessee's aerospace testing & evaluation leader, and the City's unique strengths in manufacturing and related industries

During the consultation process, participants identified critical economic issues to be addressed such as repositioning the image of Tullahoma, strengthening partnerships between the various sectors, creating employment opportunities for young people, and ensuring a vibrant healthy downtown.

Tullahoma's citizens are looking to the future with optimism, but hope for a more diversified economy providing new job opportunities. Key ingredients to the City's future economic success include: creating an environment in which investment and entrepreneurship can grow and diversify; enhancing the City's tourism and hospitality sectors; developing a skilled adaptable workforce; and improving the City's image both globally and locally.

Vibrant Economy

Objective 1

To provide a positive business environment and facilitate economic diversification and business growth

Actions

1. Support the Arnold Community Council and promote the benefits of the Arnold Air Force Base and Arnold Engineering Development Center to both the national defense and local economy.

2. Establish a coordinated approach to the provision of industrial, commercial and residential development services

2. Encourage more research and development partnership opportunities between industry, Motlow State Community College, and the University of Tennessee Space Institute

3. Develop strategies for economic diversification

4. Support the preservation of state-shared revenues from the State of Tennessee

5. Foster the development of and coordination of improved air, rail, and road facilities and services

6. Increase the City's economic development initiatives, particularly with Coffee, Moore and Franklin Counties

7. Pursue the necessary legislative changes to enable

greater discretion in the use of transportation funds

8. Continue to emphasize the importance of retail shopping in Tullahoma for the growth of local businesses, employers, and the community's tax base.

9. Support business improvement associations in their business strengthening efforts

Success Indicators

A more diverse mix of jobs and opportunities

Increased industrial/commercial assessment

Capital investments across all sectors

Vibrant Economy

Objective 2

To broaden and strengthen the tourism and hospitality sector and maximize our advantages as a gateway to national attractions

Actions

1. Initiate the development of family-oriented attractions in partnership with government, the private sector and community groups
2. Pursue private sector investment for major City tourism projects
3. Develop a Downtown Business District Revitalization Plan
4. Continue to encourage Chamber of Commerce programs for local service industry employees serving tourists, emphasizing friendly and courteous service
5. Develop tourism attractions in partnership with the County
6. Continue to encourage and support arts and culturally-based festivals and events
7. Maximize and promote the tourism and cultural opportunities in the City

Success Indicators

More visitors and longer stays

More tourism products (e.g. family attractions)

More hotel space

Healthier downtown

More jobs in tourism, hospitality and spin-off areas

Vibrant Economy

Objective 3

To build a local and national awareness of the City of Tullahoma as an outstanding place to live, work and visit

Actions

1. Work with the Chamber of Commerce to develop a coordinated marketing strategy for Tullahoma including a common theme and brand image and a more aggressive advertising campaign

2. Improve the "first impression" impact at key entrances to the City and along major roadways

3. Encourage incentives or awards to owners who enhance their properties and businesses

4. Develop partnerships to improve the City's image

5. Increase the use of the Internet to build the awareness of Tullahoma

6. Beautify major roadways

7. Develop a program to publicize locally the strengths of Tullahoma and build civic pride

Success Indicators

Increased population

Increased visitation

Capital investment

Increased outside favorable publicity

Increased civic pride

Improved visual impression of Tullahoma

Decreased litter

Vibrant Economy

Objective 4

To encourage the development of a skilled and adaptable workforce

Actions

1. Encourage increased partnerships between industry, Motlow State Community College, the University of Tennessee Space Institute, Tullahoma City Schools and the Coffee County Lannom Public Library
2. Encourage the development of a workforce with skilled trades through education programs in schools and colleges
3. Encourage the development of more cooperative employment opportunities and apprenticeship programs
4. Encourage business and education to work together to employ students in Tullahoma following graduation
5. Take a lead role in employing persons with employment disadvantages and educating all sectors respecting disability issues
6. Lobby the federal and state governments to improve funding for job training programs
7. Encourage lifelong learning

Success Indicators

Skilled, creative, motivated workforce

Educated students

Improved literacy and lifelong learning skills

Strong education system

Increased cooperation between education and
business/industry

More opportunities for work experience, cooperative
training and education

TCS graduates prepared for technical endeavors in
both higher education & the workplace

Safe, Caring and Diverse Community

"The mission of the Tullahoma City Schools is to provide all students with opportunities to obtain an excellent education."

City Schools Mission Statement

"Tullahoma offers Tennessee warmth and work ethic."

Jack Jennings

Tullahoma offers its citizens a unique quality of life, with both "small town" and "big city" characteristics. Citizens value the sense of community, caring, safety and security - some call it "that small town feeling". At the same time, they value the City's ethnic and cultural mosaic, its rich heritage and its special cultural institutions.

The City faces social challenges: such as addressing the requirements of an aging population, understanding the changing needs of today's youth, and helping people make transitions in their lives to their full potential.

Citizens want to maintain a place where the streets are safe to walk at night. It will be important for the City to address the diversity of needs in the community including the needs of youth, seniors, and people with disabilities. The City wants to be known for its healthy strong neighborhoods where people support each other. There is a strong interest in maintaining excellence in education as well as recognizing and celebrating the City's arts, culture and heritage.

Safe, Caring and Diverse Community

Objective 1

To provide for the safety and protection of all residents, visitors, and property

Actions

1. Improve programs for youth to get involved more in crime prevention and build their understanding of the costs of crime and vandalism
2. Enhance public safety education for all ages using existing agencies
3. Enhance community policing
4. Promote and expand community/citizen involvement in policing and fire services
5. Strengthen recreation programs to help reduce vandalism and other forms of negative recreation
6. Improve the safety of roads, sidewalks and parks through improved lighting, appropriate repairs and "adopt a park" programs
7. Work in cooperation with Coffee County, and surrounding counties, county municipalities, and industry to expand joint emergency planning
8. Effectively enforce state law and municipal codes related to safety, traffic control and crime prevention
9. Continually update and test emergency plans for homeland security, accidents, and natural disasters

10. Maximize the use of effective technology in police, fire protection and emergency services

Success Indicators

Community actively participating in solutions to safety concerns

Streets safe to walk at night

Reduced crimes involving persons and property

Adequate response times to emergencies

Safe, Caring and Diverse Community

Objective 2

To enable the development of strong cohesive neighborhoods

Actions

1. Encourage and facilitate increased volunteerism in the provision of neighborhood community services

2. Implement a one-stop shopping approach through multi use of existing facilities

3. Improve awareness of existing community services through better advertising and cooperation with community partners

4. Encourage business areas to develop their own unique character

5. Consult with ethnic cultural community organizations to assist them in accessing municipal services

Success Indicators

Recognition and preservation of the unique character of neighborhoods

Improved physical design of neighborhoods

Development of social and support services which are responsive to the neighborhood and the demographics of the community

Safe, Caring and Diverse Community

Objective 3

To recognize and celebrate Tullahoma's diverse culture and heritage

Actions

1. Continue to encourage the development of the City's cultural and heritage institutions and facilities

2. Encourage self-sustaining arts, culture and heritage groups and increased cooperation and partnerships within these sectors

3. Foster the preservation of historic buildings and homes

4. Support the development of an improved heritage signage and promotional program

5. Support the development of programs to promote Tullahoma's historic role during the Civil War and World War II

Success Indicators

Continued community pride in ethnic and religious diversity

Continued promotion and support for arts, culture and heritage

Strong multicultural events and festivals

Community awareness and understanding of Tullahoma's history and different cultures

Heritage buildings and areas conserved

Safe, Caring and Diverse Community

Objective 4

To create a nurturing environment where individuals can reach their full potential

Actions

1. Develop partnerships with school board, multicultural organizations, the business community and other agencies to develop education and development programs for youth related to the prevention of domestic violence, teenage pregnancies and other social concerns

2. In Education, to equip students to become informed citizens, able to contribute to and compete in a global economy; to provide and maintain state-of-the-art equipment and facilities that are accessible to all components of the community; to become one of the best school systems in the nation; to maintain a safe school environment; to create within the community a sense of ownership and a belief that the school system is an investment in the quality of life and the prosperity of the city; and to provide a committed, well-qualified educational team

3. Promote the development of new and creative partnerships with churches, agencies, service clubs and schools and encourage these groups to focus their assistance on emerging community needs

4. Support job training, re-education programs, counseling, job opportunities and programs for the disadvantaged

5. Encourage business strengthening and employment and training programs

Success Indicators

Basic needs of individuals are met (e.g. food, clothing, affordable and accessible shelter)

Social supports in place which enable people, regardless of income, to fully participate in the community and connect to each other

Increased voter participation

School system recognized by the Southern Association of Colleges and Schools and the Tennessee Department of Education

School employee retention rate exceeds state average

Recognition and support for diversity of needs (e.g. different age groups, persons with disabilities)

Improvement in a variety of social indicators such as: domestic violence, teenage pregnancies, low birth weight babies, literacy rate, graduation rate, the incidence of child abuse, crime and addictions

Sustainable Healthy Environment

"In order to look at the quality of life in an area, we need to view our built or human-made environment as well as our natural environment."

Marjorie Collier

"The Board of Public Utilities of the City of Tullahoma is dedicated to enhancing the quality of life and the environment of Tullahoma and its surrounding area by providing quality utility service at the lowest practical cost to our customers."

TUB Mission

Statement

The City of Tullahoma is blessed by environmental qualities such as a temperate climate, the surrounding lakes, trees and green spaces. The City's trails, parks and recreational facilities are valued by citizens.

Tullahoma citizens are concerned about key environmental and infrastructure issues. There is an interest in improving the quality of the environmental and sustaining the necessary investment to upgrade the City's infrastructure.

The citizens of Tullahoma want to see further "greening" and enhancement of Tullahoma's natural environment, parks and open spaces. Upgrading the City's infrastructure, particularly its roads and sewers, is important to the quality of life and the City's future. Citizens want Tullahoma to be a well-planned and designed community. They want to see a City that is "pedestrian and bicycle friendly" - committed to alternative modes of transportation.

Sustainable Healthy Environment

Objective 1

To preserve and enhance Tullahoma's natural environment and green spaces

Actions

1. Review and update the Parks & Recreation Master Plan

2. Review and implement the Greenway Master Plan, and consolidate and update the policies

3. Implement the Bikeway Plan

4. Develop an "adopt a" program for parks, natural areas, sections of waterfront, bikeways etc.

5. Develop an improved signage system to educate the public about trails and the natural environment

6. Develop a program to protect environmental resources and the integrity of ecosystems

7. Naturalize appropriate city parks and encourage a balance of uses in city parks and open spaces

8. Develop an improved process for setting maintenance priorities in parks and recreation

9. Continue support of City Forestry and Tree Board activities

Success Indicators

Expanded trails

Compliance with the Short Springs Management Plan

Natural areas preserved and managed

Appropriate mix of open space

Improved air and water quality

Increased forest cover

Enlightened use and consumption of materials

Sustainable Healthy Environment

Objective 2

To improve Tullahoma's physical infrastructure, buildings and structures

Actions

1. Develop a 6-year capital improvements plan emphasizing road, sewer and water system upgrading and rehabilitation
2. Explore creative/alternative funding options to pay for infrastructure improvements
3. Examine cost effectiveness of contracting out certain infrastructure services to independent contractors
4. Reward and recognize innovation and excellence in the built environment (e.g. through awards for civic design)
5. Encourage landowners to maintain the appearance of streets beside their homes
6. Examine alternate development standards to encourage cost savings
7. Ensure future ability to meet EPA standards for water & wastewater treatment at reduced capital and operating costs
8. Improve physically deteriorated areas of the City
9. Set adequate standards relative to

building/property maintenance

Success Indicators

Excellence in building design

Barrier free community

Roads upgraded to appropriate standards

Fire flow improvements to NFPA standards

Improved drinking water

Meet or exceed EPA quality standards for drinking water and waste water discharge

Installation of sidewalks and street lighting in all areas of the City

Compliance with EPA Phase II storm water requirements

Sustainable Healthy Environment

Objective 3

To plan for the efficient, attractive and environmentally sound use of land

Actions

1. Examine future growth needs of the City of Tullahoma

2. Update and maintain on an ongoing basis the City's Official Land Use Plan

3. Develop a plan for meeting the industrial land needs for Tullahoma

4. Develop a strategy for alternative uses for environmentally problematic vacant properties/sites

5. Analyze changing neighborhood demographics when planning land use/development to ensure sustainable neighborhoods

6. Emphasize infilling and protect natural areas from development

7. Develop storm water plans in cooperation with surrounding municipalities

8. Address and develop a position relative to land development in environmentally sensitive areas

9. Continue programs to promote appropriate disposal of hazardous waste

10. Reduce landfill use

11. Improve recycling and composting programs

Success Indicators

Robust neighborhoods throughout the entire City

Updated Official Land Use Plan

Adequate supply of industrial serviced land as well as residential and commercial land

Continuously updated inventory of environmentally sensitive areas

Improved neighborhood design

Increased public participation in the recycling program

Sustainable Healthy Environment

Objective 4	To provide transportation systems that enhance physical mobility and better serve the economic and social needs of the community
Actions	<ol style="list-style-type: none">1. Develop strategies that capitalize on Tullahoma's strategic location as a medical service hub and reinforce its gateway role2. Review and update the comprehensive transportation system plan for Tullahoma3. Put in place user-friendly signage for citizens and visitors4. Review parking policies and amend them to support accessible and affordable parking
Success Indicators	<p>Transportation infrastructure and services adequately funded</p> <p>Improved user-friendly signage</p> <p>Balanced parking supply including convenient parking in the Downtown Business District</p> <p>Declining air pollution</p>

Responsive Effective Local Government

"A well-prepared Capital Improvements Plan would be an excellent document to show...that we have a proactive plan for growth and development."

Troy Bisby

The citizens of Tullahoma value the leadership that has been provided by the City's Board and administration. They appreciate being consulted and welcome further opportunities to provide input to the City's ongoing activities.

At the same time, there are concerns about taxes, the need for coordination among agencies, and the need for the City to become more self-sustaining in the face of state government budget cuts.

Looking to the future, the City needs to achieve a balance between competing demands and interests while continuing to improve its financial health. Citizens expect effective and efficient service delivery with ease of access to services and information. The City cannot achieve these objectives alone. It must develop appropriate partnerships with other governments, the private and not-for-profit sectors, and with groups of citizens.

Responsive Effective Local Government

Objective 1

To improve the City's financial health

Actions

1. Review and update the fiscal fitness and debt reduction policies

2. Pursue cost-savings and rationalization in municipal operations

3. Rationalize the policy for user fees by determining which services should be supported through the tax base

4. Promote new cost-effective partnerships for service delivery

5. Develop the joint industrial park

Success Indicators

Reduced dependence on grants from state or federal government

Controlled and appropriate debt

Controlled tax rates

Rationalized user fees

Businesses located in the joint industrial park

Responsive Effective Local Government

Objective 2

To ensure effective and efficient delivery of municipal services

Actions

1. Define core services to be provided by the municipality

2. Complete a new and updated Strategic Plan for the City

3. Simplify the City's operating procedures both internally and externally

4. Provide opportunities for continuing educational development and training of employees

5. Continue to support, recognize and reward employee efforts to deliver excellent cost-efficient and consistent municipal services

7. Develop a flexible compensation package which supports attraction and retention of skilled municipal employees

Success Indicators

Effective municipal organization aligned to achieve the City's objectives

Satisfied citizens

Employees who reflect the diversity of the City

Employees who are motivated, recognized and committed to the City's mission

Municipal corporation a leader in "best practices" of government

Multi-skilled and flexible employees

Responsive Effective Local Government

Objective 3

To develop appropriate partnerships with the public, private, and not-for-profit sectors

Actions

1. Develop a protocol for encouraging and developing appropriate partnerships with public, private and not-for-profit sectors

2. Encourage "adopt a" programs

3. Enhance and recognize volunteerism throughout the City

4. Explore further opportunities to jointly use facilities in the community

5. Continue to explore partnership opportunities with neighboring communities including Coffee County

6. Examine gaps and duplications in the provision of community services to identify areas where partnerships should be pursued

Success Indicators

Strategic partnerships

An environment in which innovation and partnerships are valued

Improved delivery of services

Responsive Effective Local Government

Objective 4

To provide effective opportunities for the public to have a voice in local government

Actions

1. Utilize citizen surveys to solicit public feedback on service priorities and quality

2. Explore opportunities to expand public access to information through the use of technology (e.g. Internet)

3. Coordinate public information available and make it consistent and accessible

4. Develop "one-stop shopping" for information on the City's land use planning process including information on how lands are being used

5. Use flex time for employees to provide services to public for longer time periods

6. Create further opportunities for youth involvement in City initiatives and committees

7. Advertise and promote City Hall activities through multi-media television, radio, print, fax and computer technology

8. Develop a process for evaluating progress and updating the Strategic Plan on an ongoing basis

Success Indicators

More effective public participation

More young people interested and involved in government

Citizens more informed about the City and its activities

Improved access to City Hall and City information

Increased voter turnout at municipal elections

VI. How the Plan Will Be Used

"The strategic plan will be the City's primary planning document and should precede and give direction to all other planning activities".

*Jody Baltz,
City Administrator,
City of Tullahoma*

Tullahoma's community strategic plan contains objectives and actions that will help the City of Tullahoma, through its mission, achieve the community vision. However, the strategic plan will only be successful if it is acted upon and implemented. Implementation means that once the Board approves the strategic plan, it must become the guiding force for all ongoing work of the City. The objectives and actions will establish the work to be included as part of the City's annual work planning and budgeting processes. The success indicators will tell the City and the community when the objectives are met.

The following implementation program outlines the general activities to be carried out as the strategic plan moves forward.

Comments on the draft strategic plan will be reviewed and where appropriate, changes will be made.

Once approved by the Board, the City Administrator, working with the Mayor and senior staff, will develop a detailed implementation strategy to determine priorities. This implementation plan will contain the following information:

- Priorities for each of the actions based on immediate (Year 1), short-term (Year 2-3) and long term (Year 3+) timeframes. These times indicate when the action will start and not necessarily how long it will take to complete.

- Staff responsibilities for each action in terms of primary and supporting roles. Experience has shown that only one department (and unit within the

department) can be assigned responsibility for undertaking an action. However, in performing this role, there may be support required from other departments and units.

- Detailed plans will be developed for all immediate actions to be completed in Year One. The plans will contain information of specific activities to be undertaken to carry out the action, responsibilities and resources required.

The implementation plan will be developed within three months of Board approval of the strategic plan. It will be presented to the Board for approval.

Once approved by the Board, the actions contained in the implementation plan will be incorporated into the City's annual budgeting process.

Staff under the direction of the City Administrator, will prepare an annual report on the progress of implementing the strategic plan. The report will also include new objectives and actions to be undertaken which may emerge over the year.

The Board will review the annual staff report and make changes as appropriate for the coming year. As part of this review, the Board may wish to include consultation with the community.

The Board should revisit the strategic plan at the beginning of every new term. As part of this exercise,

the Board working with senior staff and the community, should examine the community vision, City mission, strategic themes and objectives, actions and end results.

The actions contained in this strategy describe initiatives for the City of Tullahoma to undertake as part of achieving the community vision. In addition, community groups and organizations in Tullahoma are encouraged to develop their own action plans to move the community vision forward.

Bibliography

DOCUMENTS, STUDIES AND REPORTS

- Barge, Waggoner Sumner & Cannon. *Tullahoma Regional Airport Area Development Study*. Montgomery, AL. June 2000.
- City of Tullahoma. *Chapter 1101 Growth Plan*. Tullahoma, TN. 1999.
- City of Tullahoma. *21 Objectives for the Twenty-First Century*.
- Coffee County Coordinating Committee. *Countywide Growth Policy Plan for Coffee County, Tennessee*. December 1999.
- Design Shop. *Tullahoma: Envisioning Our Future*. Tullahoma, TN. 1994.
- Frederick, Jane, etal. *Tullahoma Planning Charette*. September 1997.
- IDE Associates, Inc. *City of Tullahoma Comprehensive Transportation Plan*. Nashville, TN. June 1996.
- Jose, Jennifer. South Central Bell & Tennessee Department of Economic Development. *Coffee County: Tennessee Business Retention and Expansion Program: Final Report*. September 1991.
- Municipal Technical Advisory Service. *Tullahoma Community Goal Setting Community Survey*. Nashville, TN. 1992.
- Tennessee Valley Authority. *Future Water Supply Needs in the Upper Duck River Basin*. Environmental Impact Statement. August 2000.
- Tennessee's Backroads Heritage. *Historic Survey & Preservation Plan for the 1863 Tullahoma Campaign Trail*. Tullahoma, TN. 2002.
- Tullahoma Airport Authority. *Long Range Agenda*. Tullahoma, TN. 1995.
- Tullahoma City Schools. *Tullahoma Performance Audit: Performance Indicators for the Tullahoma City School System*. Tullahoma, TN. 2001.
- Tullahoma Industrial Development Board & Chamber of Commerce. *Tullahoma: At a Crossroads in Economic Development*. Tullahoma, TN. 1995.
- Tullahoma Parks & Recreation Department. *Recreation Survey Results*. 1996.

PUBLIC MEETINGS

Outlook Series.

Education, November 29, 2001.

Quality of Life, October 25, 2001.

The Economy, February 8, 2001.

Tourism & Hospitality, April 26, 2001.



GLOSSARY

GLOSSARY OF TERMS

Abatement	A complete or partial cancellation of a levy imposed by the City, usually applied to tax levies, special assessments and service charges.
Account	A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts.
Accounts Payable	A short term liability account reflecting amounts owed to private persons or organizations for goods and services received by the City.
Accounts Receivable	An asset account reflecting amounts due from private persons or organizations for goods and services furnished by the City.
Accrual Accounting	The basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to the cash basis of accounting where the transfer of funds causes the recording of the transaction.
Ad Valorem Tax	The separate tax which applies to utility property.
Activity	A specific and distinguishable unit of service or program performed, such as Police (#42100).
Adopted Budget	The budget approved by the Board of Mayor and Aldermen and enacted by budget appropriation ordinance, on or before June 30 of each year.
Amortization	The process of paying the principal amount of an issue of bonds by periodic payments. Payments are usually calculated to include interest in addition to a partial payment of the original principal amount.
Amortization Schedule	A table showing the gradual repayment of an amount of indebtedness.
Appraised Value	The estimate of fair market value assigned to property by an appraiser or the County Tax Assessor. For tax assessment purposes, the value is stated as of the last reappraisal date.

Glossary of Terms - (continued)

Appropriation	An authorization made by the Board of Mayor and Aldermen which permits the City staff to incur obligations against and to make expenditures of governmental funds and resources. Appropriations are usually for a fixed dollar amount for a particular budget year.
Arbitrage	The difference between the interest paid on a municipal bond issue and the interest earned by investing the bond proceeds in other securities.
Assessed Value	The value of personal and real property for use as the basis for levying the real and personal property taxes.
Asset	A probable future economic benefit obtained or controlled by the City as a result of past transactions or events.
Audit	An examination, usually by an official or private accounting firm retained by the Board of Mayor and Aldermen, that reports on the accuracy of the annual financial report.
Balanced Budget	A balanced budget occurs when the total sum of money a government collects in a year is equal to the amount it spends on goods, services, and debt interest.
Benefits	Payments to which participants may be entitled under a pension plan, including pension benefits, death benefits, and benefits due on termination of employment.
Bond	Written evidence of the City's obligation to repay a specified principal amount on a certain date, together with interest at a stated rate, or according to a formula for determine that rate.
Bond Anticipation Note (BANS)	Notes issued for capital projects, which are paid off by the issuance of long-term exempt bonds.
Bond Counsel	An attorney (or firm of attorneys) retained by the City to give a legal opinion that the City is authorized to issue proposed bonds, the City has met all legal requirements necessary for issuance, and interest on the proposed bonds will be exempt from federal income taxation and, where applicable, from state and local taxation.
Budget	A plan of the financial operations comprised of estimates of anticipated revenues and expenses for a specific period (fiscal year).

Glossary of Terms - (continued)

Budget Amendment	A revision of the adopted budget that, when approved by the Board of Mayor and Aldermen, replaces the original provision. Budget amendments occur throughout the fiscal year as spending priorities shift.
Budget Appropriation Ordinance	The official enactment by the Board of Mayor and Aldermen on three readings establishing the legal authority for the City officials to expend funds.
Budget Calendar	The schedule of the dates involved in the preparation, review, and passage of the annual budget.
Budget Documents	The official written documents comprised of the annual operating budget, the three-year Capital Improvements Program, and Non-routine Work Plan for the fiscal year as approved by the Board of Mayor and Aldermen.
Budget Message	Opening section of the budget which provides the Board of Mayor Aldermen and the public with a general summary of the key parts of the budget. Also listed are changes from the current and previous fiscal years with comments from the City Administrator.
CAFR	Comprehensive Annual Financial Report. The official annual report of a government.
Capital Assets	Long-lived tangible assets obtained or controlled as a result of past transaction, events or circumstances. Capital assets are defined by the City's capital asset policy.
Capital Expenditure	Funds used to acquire a long-term assets. A capital expenditure results in depreciation deductions over the life of the acquired asset. the City's capital asset policy defines items that would be purchased as capital expenditures.
Capital Improvement Plan	The City's plan for major capital projects over the next three years. The plan is reviewed and updated annually.
Capital Outlay	The purchase of equipment and machinery having a useful life of several years and of a significant value. Capital improvements such as acquisition of land and related construction and engineering are included in the Capital Improvements budget.
Capital Projects	Projects identified specifically for the purpose of showing the cost of a particular project. Capital projects are usually large public work projects such as roads, bridges and buildings.

Glossary of Terms - (continued)

Capitalized Interest	A portion of the proceeds of a bond issue set aside, upon issuance of bonds, to pay interest on the bonds for a specified period of time.
Cash Basis	The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.
Chart of Accounts	A chart that assigns a unique number to each type of transaction and to each budgetary unit in the organization.
Coding	A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used reveals quickly certain required information. (Example: 110-42100-940-012. In this example 110 designated General Fund; 42100 designates Police Department; 940 designates Purchase of Equipment, and 012 designates Patrol Division).
Component Unit	A legally separate organization for which the elected officials of the primary government are financially accountable for.
Contractual Services	Services rendered to City activities by private firms and individuals outside City government. Examples include utilities, building maintenance, and equipment maintenance.
Construction in Progress	A fixed asset account reflecting the cost of construction work for projects not yet completed.
Credit	An amount expressed as a "minus". A negative resource usually means a transfer to another fund or fund balance. A negative expenditure usually implies an anticipated credit in that account during the year.
Debt Service	Annual payments of the City's outstanding debt including principal, interest, and bond reserve requirements.
Deficit	The excess of an entity's liabilities over its assets. The excess of expenditures or expenses over revenues during a single accounting period.
Department	Closely associated City activities under the day to day oversight by a department head.
Depreciation	A method of allocating the cost of a tangible asset over its useful life.
Derivative	A financial security with a value that is reliant upon or derived from, an underlying asset or group of assets.

Glossary of Terms - (continued)

Designated/Reserved Fund Balance	That portion of resources, which at year's end, exceeded requirements and has been designated for use at some future time for a specific project or use. Money in a designated fund balance is not in the Budget and therefore has not been appropriated for expenditure. However, those funds are not available for use except for designated purposes.
Direct Debt	The sum total of bonded debt issued by the City.
Disbursement	The payment of City funds for obligations incurred.
EMT	Emergency Medical Technician
Encumbrance	An administrative control under which commitments for the expenditures of money are recorded; thus the money is not available for new expenditure commitments. The use of encumbrances prevents overspending and permits officials to be certain of how much money is available for new commitments.
Enterprise Fund	A format of accounting for a particular unit of government which provides services for fees. The accounting for an enterprise fund is similar to that of a private business. The City of Tullahoma does not currently have an enterprise fund.
Estimated Revenues	The amount of projected revenue to be collected during the fiscal year.
Expenditures	The cost of goods and services received. Actual payment may not be required at a particular date for an item to be considered an expenditure.
FASB	Financial Accounting Standards Board. The official policy and procedural organization designed by the American Institute of Certified Public Accountants (AICPA) to establish accounting principles, for both profit and nonprofit entities, in the United States.
Fees	A general term used for any charge levied by the City associated with providing a service or permitting an activity.
Financial Advisor	A consultant who advises the City on any of a variety of matters related to a bond issue.

Glossary of Terms - (continued)

Fiscal Year (FY)	A time frame designating the beginning and ending period for recording financial transactions. The City of Tullahoma uses a fiscal year beginning July 1 through June 30.
Fixed Assets	Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances.
Full-Time Equivalent	A measure that allows the company to calculate the equivalent number of full-time employees it would have on a given period of time.
Function	Broad categories are accounted for by classifying each as a function. Examples are: Revenue from Taxes, Revenue from Intergovernmental, and Fund Balance.
Fund	Each fund is considered to be a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures.
Fund Balance	The accumulated amount of excess revenues over expenditures in a particular fund at any point in time. A negative fund balance is the accumulated amount of excess expenditures over revenues.
GAAP	General Accepted Accounting Principles. The actual rules and procedures governing the accounting profession.
GASB	Government Accounting Standards Board. The official policy and procedural organization designated by the American Institute of Certified Public Accountants (AICPA) to establish accounting principles for state and local governments.
GFOA	Government Finance Officers Association. A group of worldwide professional government finance officers.
General Fund	The City's primary operating fund accounting for most all of the financial resources and obligations. The general fund revenues include property taxes, business taxes, sales taxes, building permits, plus, other revenues. The fund provides the resources for most City services including fire, police, public works, codes and planning, and parks.
General Obligation Bond	When a government pledges its full faith and credit and unlimited taxing power to repayment of the bonds it issues, then those bonds are General Obligation Bonds (GO). A GO bond is typically used

General Obligation Bond (continued)	for long-term financing of capital projects represents a written promise to pay to the bond purchaser a specified sum of money at a specified future date along with a periodic interest paid at a specified interest percentage.
Goal	The underlying reason(s) for the provision of City services.
Governmental Fund	A grouping used in accounting for tax—supported activities completed by the government.
Grant	A contribution by the State or Federal government or other entity supporting a particular project.
In Lieu of Taxes	A contribution by benefactors of City services who are tax exempt, i.e. certain utilities who must pay a “tax equivalent amount”.
Interest	Compensation for the use of borrowed money, generally expressed as an annual percentage of the principal amount.
Interfund Transfers	Amounts transferred from one fund to another.
Intergovernmental Revenue	Revenue received from another government for general purposes or a special purpose.
Lease	A contract for temporary use of equipment or facilities at a negotiated price.
Liabilities	Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.
Line Item Budget	A budget summarizing the detail categories of expenditures for goods and services the City intends to purchase during the fiscal year.
Long Term Debt	A financial obligation with maturity of more than one year after the date of issuance.
Modified Accrual Basis	The accrual basis of accounting adapted to the government fund-type measurement focus. Revenues are recognized when they become both measurable and available meaning collectible in the current period or soon enough thereafter to pay liabilities on the current period. Expenditures are recognized when the liability is incurred.

Glossary of Terms - (continued)

Moody's Investor Service	A recognized bond rating agency.
Net Bonded Debt	Gross bonded debt less any cash or other assets available and earmarked for its retirement and less all self-supporting debt.
Object Code	A detailed line item expenditure category, such as salaries (#111), office supplies (#310), or capital outlay (#900).
Objective	A measurable statement of the actual results which a City activity expects to achieve in support of a state goal.
Official Statement	A document published by the City which discloses information on a bond issue, including the purposes of the bond issue, how the bonds will be repaid, and financial, economic, and demographic characteristics of the City.
Operating Budget	The expenditure plan for continuing everyday service programs and activities. In most instances, operating expenditures are made in a single fiscal year. These expenditures include personal services, contractual services, minor capital outlay, and debt service requirements.
Operating Expenses	The cost of contractual services, materials, supplies, and other expenses not related to personnel and capital outlay expenses or capital projects.
Operating Transfer	Amounts transferred from one fund to another. Transfers are <u>not</u> expenditures. Transfers are to be appropriated for expenditures in the fund receiving the transfer.
Per Capital Debt	The amount of the City's debt divided by the population. It is used as an indication of credit position by reference to the proportionate debt borne per resident.
Performance Measures	Specific measures of work performed as an objective of the various departments based upon quality and quantity of particular items.
Personnel Expenses	Cost of salaries, wages, and fringe benefits such as employer's share of social security contributions, retirement expenses, and health and life insurance payments.
Program Budget	A budget which structures budget choices and information in terms of programs and their related work activities (repair of roads, garbage removal, etc.). It provides information on what each program is committed to accomplish in the long run (goals) and in the short

Glossary of Terms - (continued)

Program Budget (continued)	run (objectives), and measures the degree of achievement of program objectives (performance measures).
Project (Capital)	An item for which the purchase, construction, or other acquisition will represent a public betterment to the community and add to the total physical worth of the City provided that the project considered meets the criteria for total cost and life expectancy. Examples of capital projects are land, buildings, roads, and certain major pieces of equipment or a fixed nature.
Purchase Order	A written legal document stating or confirming an offer to buy goods or services, which upon acceptance by a vendor, becomes a contract. Its main function is to expedite document and control buying by the City.
Ratings	In the context of bonds, normally an evaluation of creditworthiness performed by an independent rating service.
Recommended Budget	The budget proposed by the City Administrator to the Board of Mayor and Aldermen for adoption.
Reserve	Each fund may have one or more reserve accounts. These accounts contain funds which have been set aside for a specific purpose.
Resource	The income which supports the operation of the City. Sufficient resources each fiscal year must be received to meet the total requirements of the City for the fiscal year. Examples of a resource are: revenue (from taxes, fees, etc.), sale of bonds/notes, certain recoveries, contributions, and prior year fund balances.
Revenues	A term used to represent actual or anticipated income.
Revenue Bonds	Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the City.
Self-supporting Debt	Debt which is to be repaid from proceeds derived exclusively from the enterprise activity for which the debt was issued - the City's Water and Sewer Fund for example.
Source	The revenue structure lists dollars by revenue "type" and aggregates them according to their similarity under "source". Examples of sources are Property Taxes and Sales Taxes.

Glossary of Terms - (continued)

Special Revenue Fund	This fund accounts for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. This includes resources obtained drug fines and solid waste.
TGFOA	Tennessee Government Finance Officers Association.
Tax Levy	The total amount of tax that should be collected based upon the current tax rates and the assessed value of real, personal, and public utility property.
Tax Rate	The amount of taxes collected per \$100.00 of assessed value of taxable property. The tax rate for Fiscal Year 2004 is \$2.39.
Tax Roll	The official list showing the amount of taxes levied against each taxpayer or parcel of property, prepared and authenticated in proper form to warrant the collecting officers to proceed with the enforcement of the tax.
TDOT	The State of Tennessee Department of Transportation is the department that oversees the statewide transportation system including highways, rail, airports, waterways and transits
THDA	Tennessee Housing and Development Agency is the state agency tasked with creating safe, sound affordable housing opportunities within the borders of the State.
Tullahoma Airport Authority (TAA)	The Tullahoma Airport Authority board is appointed by the City of Tullahoma to operate the Tullahoma Municipal Airport.
Tullahoma Area Economic Development Corporation (TAEDC)	Entity created by the Board of Mayor and Alderman to drive economic development in the greater Tullahoma region by focusing on the several core areas; aerospace and aviation, medical services and technology, retail, information technology, and entrepreneurship.
Tullahoma Utilities	Public utility providing electric, water, waste water and fiber optics to the residents of Tullahoma and the surrounding community.
Undesignated Fund Balance	That portion of resources, which at year's end, exceeded requirements and is not designated for future specific project or use. Money in the undesignated fund balance has not be appropriated for expenditure, and therefore is not reflected in the budget. However, those funds are available for use if the need arises.

Glossary of Terms - (continued)

Unencumbered Balance	The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.
United States Department of Agriculture (USDA)	Federal and State funding agency that awarded the City of Tullahoma a small business revolving loan grant to assist business start-ups and expansions.
Urban Development Action Grant (UDAG)	Old United States department of Housing and Urban Development grant awarded to the City of Tullahoma to create a revolving loan Fund for economic development, urban renewal and job creation.