

TOWN OF COLLIERVILLE T E N N E S S E E



FY 2014-2015

Approved Annual Financial Plan
and
Annual Budget

TOWN OF COLLIERVILLE, TENNESSEE

TOWN OFFICIALS

MAYOR



Stan Joyner (2016*)

ALDERMEN



Tom Allen (2014*)



Maureen Fraser (2014*)



Jimmy Lott (2016*)



Billy Patton (2014*)



John Worley (2016*)

TOWN ADMINISTRATOR

James Lewellen

TOWN ATTORNEY

Nathan Bicks

TOWN JUDGE

William Craig Hall (2014*)

TOWN CLERK

Lynn Carmack

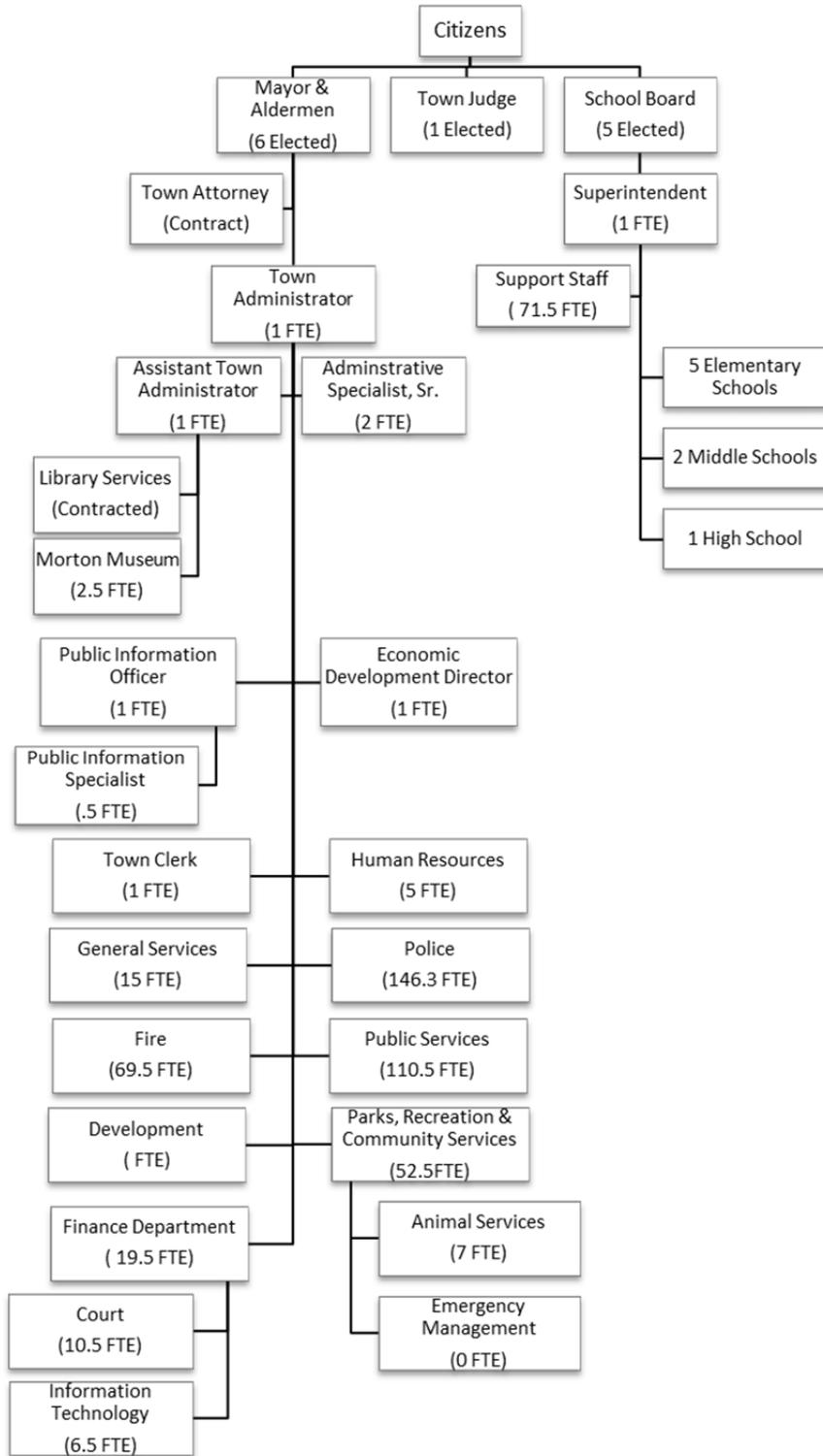
DEPARTMENT DIRECTORS

Development Director
Finance Director
Fire Chief
Director of General Services
Parks, Recreation & Community Services Director
Police Chief
Public Services Director

Jason Gambone
Jane Bevill
Jerry Crawford
Derek Honeycutt
Chip Petersen
Larry Goodwin
William Kilp

*Elected - term expires.

TOWN OF COLLIERVILLE, TENNESSEE



Note: An FTE or Full Time Equivalent equals 2,080 hours per year.

Stan Joyner
Mayor

Tom Allen, *Alderman*
Maureen Fraser, *Alderman*
Jimmy Lott, *Alderman*
Billy Patton, *Alderman*
John Worley, *Alderman*



James H. Lewellen
Town Administrator

Lynn Carmack
Town Clerk

The Town of Collierville

Dear Fellow Collierville Residents,

I am pleased to report that the Town of Collierville's approved budget for fiscal year (FY) 2015 is balanced and contains no tax increase. The total General Fund budget is \$43,670,417 which represents an increase of \$331,992 or 0.8% more than last year's budget of \$43,338,425. The FY 2015 budget was developed with a philosophy that the Board of Mayor and Aldermen (BMA) must continually look for opportunities to maintain and improve existing services while minimizing long-term costs. The BMA and Town Administration take great pride in the fact that Moody's Investor Service affirmed the Town's Aaa bond rating. This excellent bond rating will enable the Town to obtain lower interest rates to finance capital projects which in turn helps save taxpayer dollars. Only three other cities in Tennessee hold the Aaa bond rating.

One of the cornerstones of our financial plan is to keep Collierville positioned to meet the demands of the future. While we are committed to a "live within our means" approach to financial stewardship it is prudent management to maintain our commitment to an excellent quality of life by providing basic essential services in a cost-effective manner that sustains our vision of maintaining Collierville as one of the most desirable communities in the Mid-South. The FY 2015 budget continues our strong commitment to public safety with nearly half of the General Fund budget going towards keeping Collierville one of the safest communities in Tennessee. Additionally, over \$67 million dollars will go towards schools, education and the public library which is over half of the Total Town Expenditures for the fiscal year.

Collierville continues to experience growth trends that eclipse those of many other cities and towns in our region. We have several new subdivisions underway and we see our residential marketplace strengthening through increases in new single family residential building permits and available inventory of new lots in subdivisions.

The Town's FY 2015 Capital Investment Program (CIP) is \$5,593,500. The CIP budget has an emphasis of continuing to invest in the design and construction of capital projects and major infrastructure. Some areas of focus within the CIP include park improvements, equipment and vehicle replacement, drainage repairs, street widening and new infrastructure, which is central to future growth and development.

With the creation of Collierville Schools, we now have another area of operation to plan for in our budget. In 2012, the citizens of Collierville voted in a referendum to support an increase in the local option sales tax from 2.25 percent to 2.75 percent. The revenue generated from this half-cent increase in the local option sales tax will generate \$4.3 million dollars which will be used to help fund Collierville Schools and satisfy the state-mandated funding requirement for municipal school districts. The Collierville Schools Board of Education submitted a balanced budget of \$62,775,354 to the Collierville Board of Mayor and Aldermen which has been approved.

The budget is an important financial document which provides a detailed accounting of how we manage your tax dollars and is a product of many hours of planning by Town staff and the Board of Mayor and Aldermen. More importantly, the budget is the principal strategic planning instrument which guides all our decisions. It is a reflection of our values and our aspirations. Quite simply, the budget is much more than a balance sheet—it is our framework for progress.

The work we have planned in this budget will be performed by some of the best municipal employees in the country. Town employees are critical to our success every year, and I am proud to be associated with such a talented and dedicated group of individuals.

Very truly yours,

A handwritten signature in black ink that reads "Stan Joyner". The signature is written in a cursive style with a large, stylized initial "S".

Stan Joyner
Mayor

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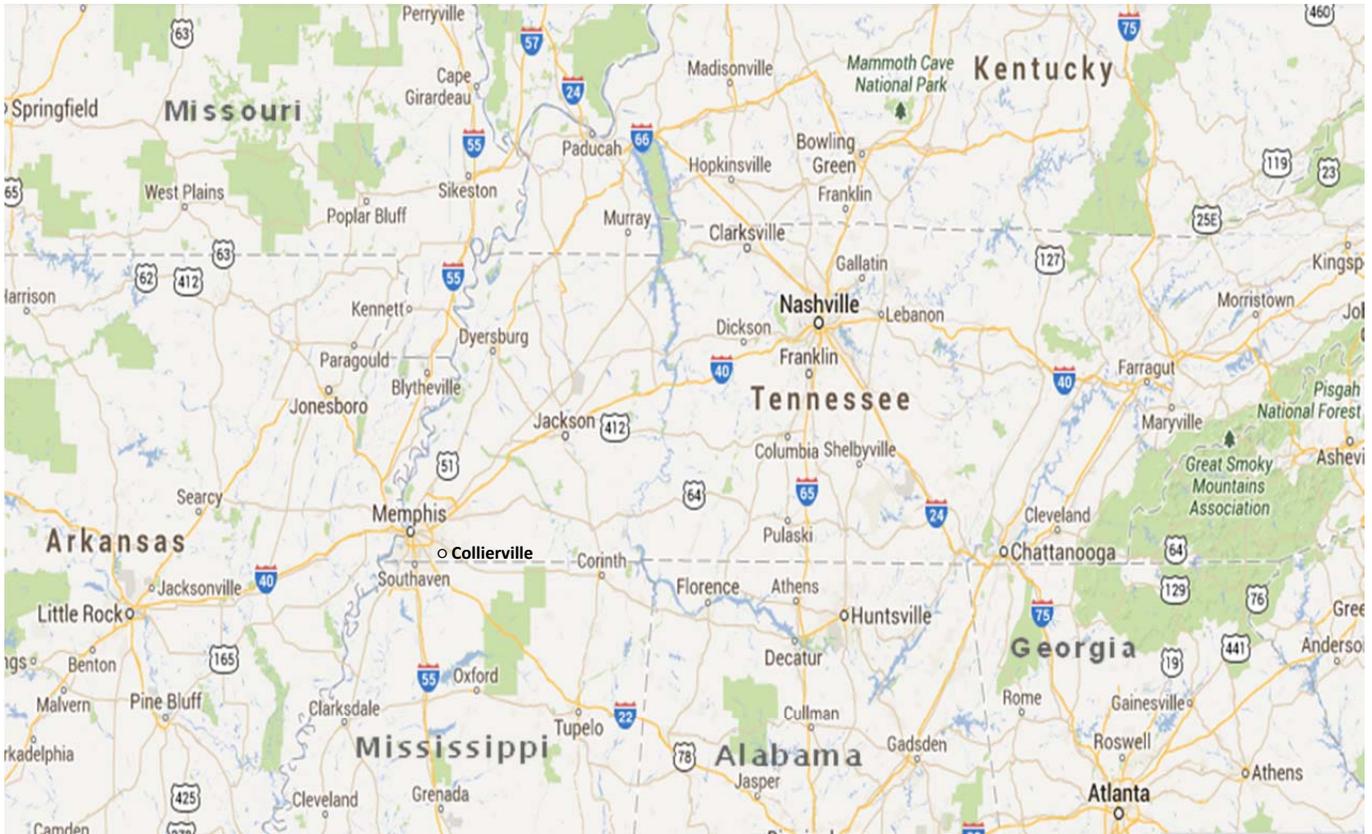
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Collierville Town Hall

MISSION STATEMENT

Through the application of sound fiscal practices and with a high degree of broad-based citizen participation, the Town of Collierville will develop a program of well-planned, balanced growth that protects the integrity and character of residential neighborhoods, provides for enhanced cultural and recreational programs, protects the environment, meets expanding transportation needs through mass transit and/or improved highway systems, and captures and utilizes advanced technology that provides improved services, promotes compatible industry, and supports a stronger, quality educational system.



The Town of Collierville is located in Shelby County, southeast of Memphis, Tennessee. Collierville was first settled in 1853 and incorporated in 1870. The Town of Collierville operates under a Private Acts Charter. The present charter was adopted in 2001. Collierville is a mayor-aldermanic/town administrator form of government. The Town conducted a special census in the spring of 2008 which put the population at 44,304, a 35% increase above the 2000 census. According to the 2010 Federal Census, the population is 43,965. Annexation in December 2011 increased the population, and currently, the Town's Planning Department estimates the population to be 47,171.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Collierville
Tennessee**

For the Fiscal Year Beginning

July 1, 2013

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **Town of Collierville, Tennessee** for its annual budget for the fiscal year beginning **July 1, 2013**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



RESOLUTION 2014 - 31

A RESOLUTION TO ADOPT THE 2014-2015 FISCAL YEAR ANNUAL OPERATING AND CAPITAL FUNDS BUDGET AND APPROPRIATE FUNDS CONTAINED THEREIN FOR THE VARIOUS GENERAL AND SPECIAL PURPOSES OF THE TOWN OF COLLIERVILLE, TENNESSEE; PROVIDING AN EFFECTIVE DATE.

WHEREAS, Section 6-209, Tennessee Code Annotated, provides that "No municipality shall exempt or release any property not exempt by laws of the State, and no levy of taxes shall be made by any municipality unless a budget of municipal purpose is first made or reported, and that no appropriation of money or revenues shall be made contrary to the estimates"; and,

WHEREAS, Article II, Section 2.02, Paragraph (7) of the Collierville Charter of Incorporation (Private Chapter 230, Acts of 1903, as amended) provides that the Town of Collierville shall have the power: "to expend the money of the Town for all lawful purposes"; and,

WHEREAS, Article IX, Section 9.03., of the Collierville Charter of Incorporation states "...the town administrator shall prepare and submit to the board a budget for the ensuing fiscal year and an accompanying message. It shall outline the proposed financial policies of the Town for the ensuing fiscal year, describe the important features of the budget, indicate any major changes from the current year in financial policies, expenditures and revenues..."; and,

WHEREAS, a Public Hearing on the Annual Operating and Capital Improvements Budget was held on the 9th day of June, 2014;

NOW, THEREFORE, BE IT RESOLVED by the Board of Mayor and Aldermen for the Town of Collierville, Tennessee:

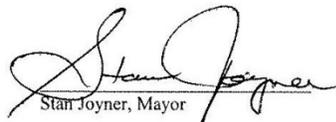
Section 1. That the Annual Operating and Capital Improvements Budget for Fiscal Year 2014-2015 for the Town of Collierville as presented in the official budget document, is hereby adopted by reference in the following total amounts by fund:

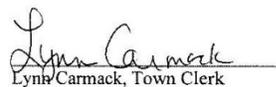
<u>Fund</u>	<u>Revenues</u>	<u>Expenditures</u>
General Fund	\$50,039,159	\$43,670,417
Water and Sewer Fund	\$12,283,624	\$12,178,187
State Street Aid Fund	\$1,200,500	\$1,287,430
Historic Preservation Fund	\$15,000	\$55,140
Library Fund	\$133,475	\$1,383,586
Sanitation Fund	\$4,069,902	\$3,532,355
Special Drug Fund	\$80,500	\$168,334
General Purpose School Fund	\$61,838,825	\$61,838,825
School Nutrition Fund	\$2,266,338	\$2,266,338
School Federal Funds	\$2,307,470	\$2,307,470
Health Insurance Fund	\$6,407,552	\$6,400,000
Retirement Fund	\$4,615,521	\$1,121,000
OPEB Fund	\$1,308,290	\$519,074
Capital Investments	\$5,593,500	\$5,593,500

Section 2. That the budget document incorporated herein as Exhibit I, detail revenues and expenditures by Fund, Department and Line Item Category, in accordance with the City Code.

Section 3. That this resolution shall become effective on July 1, 2014, from and after its adoption by the Board of Mayor and Aldermen.

Adopted this the 24th day of June, 2014.


Stan Joyner, Mayor


Lynn Carmack, Town Clerk

EXECUTIVE SUMMARY

The annual operating budget represents the Town's plans and strategies for carrying out a level of service required to suit the needs of the community. The first process in the planning effort is to take into account the current status and makeup of our community.

Collierville as a corporation has assets totaling \$287 million (2013 audit). Our Town area consists of approximately 23,064 acres or 36.04 square miles. Within our Reserve Area, we have another 9,597 acres to grow into. Ultimately, Collierville will cover 32,661 acres (approximately 51 square miles). Our Town limits are currently 33% residential, 16% vacant/undeveloped land, 11% utility/right of way, 17% agricultural, 4% commercial and office, 4% institutional, 3% industrial, and 12% open spaces, greenbelts, and parks.

The FY 2015 budget challenge has been working to find ways to fund the new demands being placed on the Town while keeping up with our goals of providing first rate service and being responsible to our financial plan through adequate funding of equipment replacement and capital asset depreciation while also continuing to fund much needed community projects which mean so much to an enhanced quality of life for which so many chose Collierville as the place they would call home.

Since the beginning of the economic downturn it has been the Board of Mayor and Aldermen's goal to live within our means, but we were also determined that we would not sacrifice safety or any of the issues that we felt were critical to the long term vision we have for the Town, because it is those qualities that make Collierville the desirable place it is. It is also those qualities that keep property values from declining and protect our citizens' investment in their homes.

From FY 2008 - 2011 that goal was realized by working more efficiently, eliminating positions, postponing employee raises, deferring equipment replacement, and using our fund balances. For the FY 2012 budget the Board made the difficult decision to raise the tax rate from \$1.18 per \$100 assessed valuation to \$1.43. This was necessary to maintain fiscal responsibility while still providing the services that Collierville citizens expect. This was the first tax rate increase since FY 2002 when the rate was increased ten cents to fund parks improvement projects. Property reappraisals in 2013 reduced the assessed value of real property in the Town by 3.6%. Each reappraisal year the Town, according to state code "shall determine and certify a tax rate which will provide the same ad valorem revenue for that jurisdiction that was levied during the previous year". That rate was determined to be \$1.53 per \$100 assessed valuation for the FY 2014 fiscal year. The FY 2015 budget was approved with no tax increase.

During the past two years, we have been engaged in one of the most critical issues to ever face this community, the establishment of a municipal school district. The Board of Mayor and Aldermen recognizes that the schools are a valued asset of this community and that many people make a choice to live here because of the outstanding schools. The coming year will be critical for us, and we plan to devote the time and resources necessary to insure that our children have the best k-12 education that the citizens of Collierville expect and our students deserve.

The FY 2015 budget meets the State's mandate of a balanced budget. Each year, it costs the Town more to provide the same services as the year before. Based upon our own experiences and the experiences of cities and towns across the country, we have to predict that this trend will continue into the foreseeable future. As such, the Town will need to continue to actively manage our growth in expenditures, including compensation and benefits, especially healthcare, resource allocation and non-core service reductions where possible. We believe we have developed a responsible spending plan that balances our income with our obligations. We have not overlooked maintenance issues or funding for long term obligations such as employee retirement or healthcare. We have responded responsibly to a significant loss in revenues, adopted a financially sound budget, and still maintained a commitment to our goals of Stewardship, Safety and Service.

This general overview of the 2015 budget for the Town of Collierville will provide Town residents with an introduction to the Town's financial plan for the upcoming fiscal year. It explains how the Town plans to utilize its resources and highlights some of the more significant changes to the Town's budget.

•**The financial plan** is a long-range approach to assessing the Town's revenue and expenditure needs and becomes the basis for formulating the annual budget. The plan is developed by utilizing existing policies, objectives, assumptions, and accepted benchmarks and activity measures. It was conceived using the following long-term goals:

- Achieve and maintain a long-term stable, strong financial position.
- Authorize a program of services which ensures safe, attractive, well-maintained neighborhoods and quality housing.
- Authorize programs to preserve the home-town charm and historic character; foster a sense of community pride, identity, and spirit; and involve citizens in community activities.
- Authorize programs which provide recreation/leisure opportunities for all.

EXECUTIVE SUMMARY

- Adopt personnel policies which promote and increase effectiveness, efficiency and high quality performance in the service of the Town.

These goals allow the Board of Mayor and Aldermen, as policy formulators, to analyze programs, to develop alternatives and to forecast. They are aimed at keeping the cost of Town government as low as possible, developing a solid diversified community and economic base, spreading the cost of government fairly among those served, and future expansion paying its own way. They provide direction for the various departments in preparing their operating and capital budget requests as well.

•**The operating budget** is the principal policy management tool for governing. It is the mechanism used to evaluate services, measure and compare needs, and implement priorities established by elected officials. In development of the annual budget, the elected officials of the Town of Collierville combine their priorities of operating cost containment, ongoing infrastructure improvements, stable financial condition, and future planning into a budget that provides quality services for their constituents.

•**Policy Issues.** During the development of the 2015 budget, a number of policy issues were addressed. The resulting decisions, some of which are listed below, provide the framework for the overall budget process.

- It is imperative to continue a revenue monitoring system to assist in trend analysis and revenue forecasting in order to maintain and/or increase the level of specific revenue sources.
- The property tax rate will be set at an amount that will provide adequate funding for the operating and CIP budgets.
- A review of all fees will be conducted to determine what changes, if any, are viable options for the 2015 budget year.
- The Town should continue to promote economic development so that the residential to business tax ratio is maintained and/or improved.
- The unassigned General Fund balance will remain at or above 25% of expenditures.
- A sufficient allocation of resources will be distributed to various projects and programs so as to address the balance between present and future needs, i.e. preventive, suppressive, or restorative strategies.
- Budgetary control must be maintained at the departmental level by line item, and expenditures may not exceed funds budgeted which constitute the legal spending limit.

•**The budget documents** provide revenue, expenditure and staffing information concerning all the Town's funds and departments. Projected revenues and expenditures for FY 2015 are provided as well as budget and estimated

revenues and expenditures for the current year and actual revenues and expenditures for the past two fiscal years.

The budget consists of three separate documents. A line item supplement to the operating budget organizes costs by type or class of expenditure and by source of revenue. Because its format adapts easily to an accounting/reporting financial system, the line item budget is an internal document and becomes a basic tool for year-long financial reporting and budget management. The line item document also contains explanations/assumptions for each revenue source and explanations/justifications for each departmental expenditure.

The second document is in the form of a program budget which we submit for grading to the Government Finance Officer's Association's (GFOA) Distinguished Budget Presentation Award Program. This document explains significant changes in priorities for the current year along with an explanation of the factors and policy direction that led to those changes. This document also includes information about the Town's long and short term policies. A detailed explanation of the budget process provides a unique understanding of the time and commitment required by elected officials and staff to develop the annual budget.

Because the basic function of the Town government is to carry out programs and provide services that benefit the citizens of Collierville, the Town budget itself is organized around programs and services provided by various Town departments. Each department defines its operational objectives as well as performance measures. Also included is a breakdown of expenditures by personnel, operating, and capital allocations. The staffing summary includes the number of authorized positions in each department.

The third document is the Capital Investment Program (CIP). This document reflects a consensus of the perceived needs and desires of the community based on current surveys and long-range planning. The CIP is used as a planning guide for future improvements to the Town's infrastructure and other Town-owned major structures. In evaluating each of the approved projects, the CIP process takes into account such factors as population growth, density, economic development concerns, the Town's fiscal ability, and the desired service levels. By projecting capital improvements in advance of actual need, several advantages accrue to the Town:

- Budgeting may take place within a system which assures that capital projects will be built according to a predetermined priority system while planning in advance for the revenue needed to finance and complete these capital projects.
- Advance planning ensures that projects are well thought out in advance of construction.

EXECUTIVE SUMMARY

- Coordination with the operating budget is maximized. When a new facility is established, it must be maintained and staffed, and obligations which begin when it is made operational will become continuous.

Included within the CIP is equipment with a cost of over \$25,000 and with a life of more than five years, such as garbage and recycling trucks, dump trucks, and fire pumps. It does not include expenditures for capital items such as office furniture or equipment other than that mentioned above.

•Development. For the operating budget, the preparation of the line item detail began first with end-of-year estimates—revenue and expenditures. These estimates are extremely important and must be as accurate as possible. The principal reason is that estimated revenue and expenditures provide the estimated addition to (or subtraction from) fund balance. This directly affects the amount of total funds available for operating expenses for the coming fiscal year since unassigned fund balance should remain at 25% of expenditures. This ensures that resources are available for operations during the period between the first of the fiscal year and the collection of property tax revenue which generally begins in November.

The Town is required to present a balanced budget. Therefore, operating expenses must not exceed projected revenues and funding sources. Since the amount of revenue available dictates the requested amounts for expenditures, revenue projection is the next step in budget preparation. A revenue forecast is prepared for each major revenue source. For some smaller sources, a forecast is made for combined totals. All estimates should be as accurate as possible. With revenue projections complete, the departmental line item budget proposals were prepared. Following guidelines provided by the Town Administrator, budget requests for the coming fiscal year were submitted by department directors. Concurrent with this procedure, the departments also prepared their performance budgets.

•Organization of the operating budget is on the basis of funds, each of which is considered to be a separate accounting entity. These funds are grouped into three categories: governmental funds, proprietary funds, and fiduciary funds:

1. Governmental funds are those through which most governmental services are provided and are directed toward maintaining and enhancing the health, safety and welfare of the community. These services include: police and fire protection, zoning, building code enforcement, and street maintenance. These services are usually funded by generally applied taxes or fees and are accounted for in the General Fund. Other governmental funds include special revenue

funds which account for proceeds of specific revenue sources.

2. Proprietary or enterprise activities such as utility operation are supported with the customer paying directly for the commodity used and are similar to regular business operations. The Town of Collierville operates a combined water and sewer utility. Charges collected and costs of operation are accounted for in the Water and Sewer Fund. The Health Insurance Fund, an internal service fund, accounts for transactions related to group medical benefits (including claims incurred but not reported) for which the Town is self-insured.
3. Fiduciary funds account for assets held in a trustee capacity or as an agent for individuals. The Town approved a new retirement plan for employees in FY 2008. The Retirement Fund, a pension trust fund, was created to account for plan assets. Also, created in FY 2008 was a new fund to account for other post-employment benefits (OPEB), which for the Town is retiree health insurance.

•Budget Adoption The Charter of the Town of Collierville requires that at least forty-five days before the beginning of the fiscal year, the Town Administrator prepares and submits to the Board of Mayor and Aldermen a budget for the ensuing fiscal year. After considering the Town Administrator's proposed budget and making modifications during one or more work sessions, the Board schedules a public hearing. At least seven days before the hearing, public notice of the time and place, along with a summary of the budget tentatively approved by the board, is published. After the public hearing, the Board adopts the budget by resolution, with such modifications or amendments as the Board deems advisable, on or before the last day of the fiscal year currently ending.

•Fund Transfer. At any time during the fiscal year, the Town Administrator upon request of the department director, may transfer part or all of any unencumbered appropriation within a department. The Board, by appropriate resolution, may authorize the Town Administrator to transfer moneys from one department to another within the same fund.

•Emergency Appropriations. Upon a declaration by the Board that there exists a public emergency affecting life, health, property, or the public peace, the Board may make emergency appropriations. If there are not available un-appropriated revenues to meet such appropriations, the Board is authorized to borrow sufficient funds to meet the emergency.

The following sections provide a summary of revenues and expenditures and identify programs and projects which have been funded in the coming fiscal year.

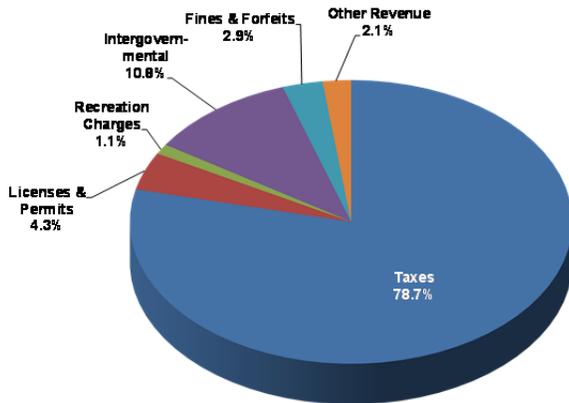
EXECUTIVE SUMMARY

GENERAL FUND

The General Fund is a major fund of the governmental type and accounts for all revenues and expenditures which are not accounted for in other funds. It is where the largest and most important accounting activity is recorded. Its primary support is from property tax revenues and other local taxes, though it receives a great variety of other revenues and finances a wide range of programs. Most of the Town's operation is financed from this fund.

•**Revenue** is largely derived from general property taxes, local option sales taxes, business taxes, licenses and permits, charges for services, and revenue received from the State as shared funding (intergovernmental revenue), most of which is distributed on a per capita basis.

Overall General Fund revenue for FY 2015 totals \$50,039,159 a 0.8% increase over the FY 2014 estimated revenue and 4.5% above the FY 2014 budget. In FY 2013, the citizens of Collierville voted on referendums to form a municipal school district and to increase the local option sales tax from 2.25% to 2.75% to provide funding for the schools. This additional tax revenue is included in General Fund total revenue but set aside in assigned fund balance for school-related expenses. The chart below shows the percentage of total revenue for each revenue category. Tax revenue accounts for the largest portion of total revenue at 78.7%. Intergovernmental revenue, which includes state-shared revenue makes up 10.8%, and licenses & permits, 4.3%.



FY 2015 General Fund Revenue

•**Tax Revenue.** Shelby County conducted a reappraisal in 2009 for the FY 2010 budget year. The appraisal for real property increased 11.8%. State statute requires that in a reappraisal the Town is required to set a certified tax rate so as not to realize a windfall from tax revenue. That “exclusive of such new construction, improvements and deletions, each governing body, in the event of a general reappraisal as determined by the state board, shall

determine and certify a tax rate which will provide the same ad valorem revenue for that jurisdiction that was levied during the previous year.” The certified rate of \$1.18 per \$100 assessed valuation was adopted.

During the FY 2012 budget process and with a reduction in revenue from the economic downturn, it became clear that the Board of Mayor and Aldermen would need to raise the property tax rate. After many work-sessions, cuts to the proposed budget, and exploring other revenue sources, the rate of \$1.43 was approved. This was a \$.25 increase over the previous rate of \$1.18.

A reappraisal in 2013 lowered the property values in the Town by 4.4% and assessments by 3.6%. The certified tax rate approved by the State Board of Equalization was determined to be \$1.53 for the 2014 fiscal year. This rate will remain the same for the FY 2015 budget.

In FY 2002, the Board of Mayor and Aldermen voted to set aside \$0.10 of the property tax for Parks improvements. In FY 2011, the Board amended that to provide a specific amount for Parks instead of the \$0.10. In FY 2012, that amount was \$750,000 plus debt service on parks projects. The same funding provision was adopted for the FY 2015 budget.

Sales tax is levied on the final sale of an item and remitted to the state by retail merchants. In FY 2013, the local option sales tax was increased from 2.25% to 2.75% to provide funding for a municipal school system which will become operational for the FY 2015 school year. The state collects the sales tax and sends it to Shelby County which then distributes it to the municipalities within the county. The additional 0.50% tax collection began in October of 2012, and the first revenue was distributed in December. For FY 2013 the revenue collected was \$3.1 million, for FY 2014 an additional \$4.4 million is estimated, and for FY 2015 the 0.50% will provide approximately \$4.5 million for local school funding.

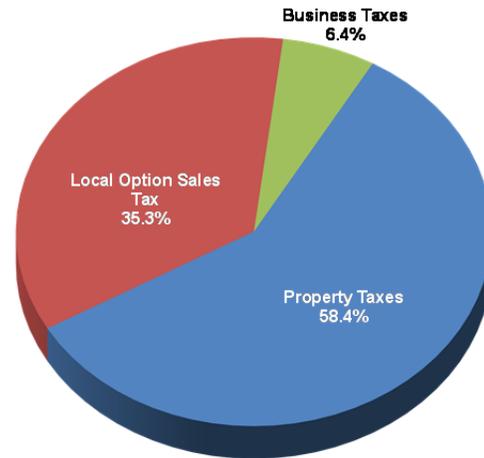
The local option sales tax is only collected on the first \$3,200 of a single item. Of the 2.25% tax collected, the Town receives 50% minus 2.125% which is divided between the state and Shelby County for administration fees. The other 50% goes to the school systems in Shelby County. Of the 0.50% tax collected, the Town receives 100% minus 1.125% for state administration fees. Local option sales tax revenue is the second largest revenue stream after real property tax and in previous years has been a good indicator of economic growth in the Town. With slowed consumer spending and the closing of several retail stores, local option sales tax revenue decreased in FY 2009 and FY 2010. In FY 2011 the local economy began to recover and revenue increased 7.0% and in FY 2012 an additional 5.7%. FY 2013 saw a decrease in revenue but an increase in collections because of the half-cent increase in the tax. A conservative

EXECUTIVE SUMMARY

increase of 2.0% above the estimated end-of-year is projected for FY 2015. Local option sales tax makes up 35.3% of total tax revenue and is a highly elastic revenue source.

Business tax revenue is derived from several sources which include: wholesale beer and liquor taxes, gross receipts taxes, occupancy taxes, and cable TV franchise taxes. The State of Tennessee began collecting and distributing gross receipts taxes in January, 2010. This change contributed to a revenue decrease for FY 2010, but revenue increased for FY 2011 (5.4%), FY 2012 (8.1%), and FY 2013 (5.0%). For FY 2015, business tax revenue is estimated to increase 1.4% above FY 2014 estimated. Business taxes are 6.4% of total tax revenue.

The chart to the right shows the percent of total taxes each category of these taxes represents. Property taxes make up the largest portion at 58.4% of total. The local option sales tax portion includes the amount that will be assigned for school funding with a 35.3% share, and business taxes furnish the remainder of tax revenue at 6.4%.



FY 2015 Tax Revenue

The chart to the left shows the General Fund revenue by source. The property tax revenue increased significantly in FY 2012 as the rate was increased from \$1.18 per \$100 of assessed value to \$1.43. The rate was maintained at \$1.43 for the FY 2013 budget, and a certified rate of \$1.53 was adopted for FY 2014 and remains the same for FY 2015. The local option sales tax revenue increased in FY 2013 because of a half-cent increase for funding a municipal school system. For FY 2015 2% above estimated end-of year is projected.

General Fund Revenue

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ 22,373,936	\$ 24,061,291	\$ 30,945,404	\$ 30,945,404	\$ 34,077,674
Revenue					
Taxes					
Property Taxes	\$ 21,343,304	\$ 21,613,088	\$ 21,976,407	\$ 22,790,181	\$ 22,979,197
Local Option Sales Tax	9,146,314	12,351,378	13,702,065	13,610,518	13,882,729
Business Taxes	2,334,857	2,553,095	2,296,000	2,456,000	2,506,000
Licenses & Permits	1,756,403	3,457,895	2,111,645	2,309,241	2,167,990
Intergovernmental	5,446,048	5,409,158	5,020,079	5,563,678	5,423,821
Charges For Services	335,548	396,752	228,232	235,392	229,582
Recreation Charges	533,444	473,788	571,715	553,000	571,140
Fines and Forfeits	1,228,708	1,465,296	1,299,750	1,416,000	1,469,200
Other	1,584,763	981,745	678,597	688,597	809,500
Total Revenue	\$ 43,709,389	\$ 48,702,197	\$ 47,884,490	\$ 49,622,607	\$ 50,039,159

•**General Fund expenditures** include the cost of general government services such as public safety, highways and streets, administrative costs, and debt service requirements. The operating budget for fiscal year 2015 contains funding for debt service on bonds issued to fund various capital projects, property and liability insurance, and grants for the Literacy Council, the Chamber of Commerce, Alive at 25, the Collierville Education Foundation, and TV-19. For a detailed explanation of fund balance, see pages 16 and 45.

On the following page is the General Fund summary of expenditures by category. Total General Fund expenditures are projected to increase .8% above the FY 2014 budget. In this summary, total expenses are shown for each category. Charges to the Water and Sewer Fund for administrative fees, insurance, and attorney fees and to the Library Fund for functions performed by General Fund departments are shown as a reduction to expenditures. The total reduction amounts to 4.6% of expenditures.

EXECUTIVE SUMMARY

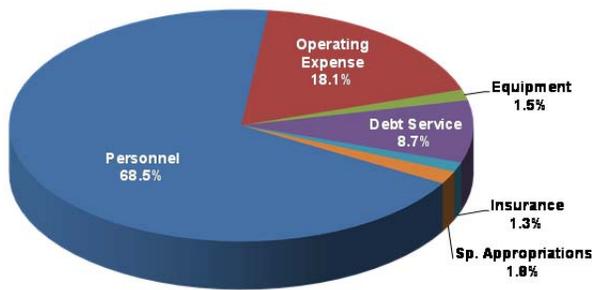
General Fund Expenditures

The chart to the right shows General Fund expenditures by category. The significant increase in special appropriations category in FY 2013 resulted from the Town’s ambulance contract expense with Shelby County being assigned to that category in FY 2013. Debt service increased in FY 2014 for a planned bond issue to provide funding, in part, for construction of a building for use by the University of Memphis to hold classes in the Town.

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Expenditures					
Personnel	\$ 26,918,789	\$ 28,167,064	\$ 30,385,977	\$ 29,948,382	\$ 31,477,684
Operating Expense	7,473,881	6,796,867	8,354,675	8,006,743	8,293,739
Capital Outlay	706,384	684,655	693,729	615,760	676,717
Debt Service	3,971,286	3,686,827	3,983,016	4,065,052	3,796,621
Insurance	462,200	534,340	671,223	575,315	615,138
Special Appropriations	514,645	1,279,674	1,283,705	1,064,982	813,371
Total Expenditures	40,047,184	41,149,428	45,372,325	44,276,233	45,673,270
Reduction to Expenditures					
Library Fund	(76,831)	(72,566)	(108,323)	(101,469)	(110,188)
Water & Sewer Fund	(1,481,190)	(1,568,456)	(1,925,577)	(1,736,484)	(1,892,665)
General Fund Expenditures	\$ 38,489,162	\$ 39,508,405	\$ 43,338,425	\$ 42,438,281	\$ 43,670,417
Revenue over (under) expenditures	5,220,227	9,193,792	4,546,065	7,184,326	6,368,742
Fund Balance Appropriation	0	0	0	0	0
Other Sources (bond proceeds)	5,065,858	5,405,265	0	0	0
Other Uses (bond retirement)	(4,900,000)	(5,343,793)	0	0	0
Operating Transfer	(3,698,730)	(2,371,153)	(2,807,559)	(4,052,056)	(7,602,777)
Fund Balance:	0	0	0	0	0
Nonspendable	153,045	161,315	153,045	161,315	161,315
Restricted	1,670,224	1,872,274	1,534,512	1,871,274	1,871,274
Committed	1,004,206	1,566,727	1,004,206	1,566,727	1,566,727
Assigned	6,019,516	10,292,131	18,750,491	17,847,819	17,001,540
Unassigned	15,214,300	17,052,956	11,241,655	12,630,539	12,242,783
Ending Fund Balance	\$ 24,061,291	\$ 30,945,404	\$ 32,683,909	\$ 34,077,674	\$ 32,843,639

Operating expenditures decreased 0.7% from the FY 2014 budget and represent 18.1% of the total General Fund expenditures for FY 2015. Capital outlay expenditures include all equipment and office furnishings costing more than \$5,000.00 and not funded in the C.I.P. These expenditures decreased by 2.5%.

The chart below shows the percentage of total General Fund expenditures by category. As this chart indicates, the greatest percent of expenditures (68.5%) represents personnel costs. This is not unusual since local government is primarily a service organization. Personnel expense increased 3.5% over the FY 2014 budget and includes merit raises and step raises for public safety personnel.



FY 2015 General Fund Expenditures

Insurance expense includes the Town’s property and liability coverage as well as long-term disability and unemployment insurance. Insurance expense is 8.4% below the FY 2014 budgeted amount. Special Appropriations include grants provided by the Town to various community agencies as well as expenditures not included in departmental budgets such as: reappraisal costs, attorney and legal fees, bank charges, and election expenses. In FY 2013, the annual ambulance contract expense was moved into this category. Insurance and Special Appropriations make up 4.1% of the FY 2015 budget.

Debt service is the payment of interest and principal on all general obligation (G.O.) debt of the Town. This expense makes up 8.7% of the FY 2015 budget. In FY 2011, the Town refunded the outstanding debt on a capital outlay note and a previous G.O. refunding bond issue. In FY 2012 and again in FY 2013 an additional refunding was issued. Moody’s Investor Service affirmed the Town’s bond rating of Aaa for this issue and for all previously issued general obligation debt as well. The Town issued \$7.7 million in new bonds in FY 2014 to renovate several buildings obtained from a land swap with Shelby County Schools, construct a new building for use by the University of Memphis, and to mitigate drainage issues in various sections of Town.

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SPECIAL REVENUE FUNDS

Special Revenue Funds are governmental funds supported by special levies and fees, grants or intergovernmental revenues. Expenditures in these funds are strictly limited to the mandates of the funding source. Special Revenue Funds are not to be used to subsidize other funds, except as required or permitted by program regulations. All of the Special Revenue Funds are non-major funds except the General Purpose School Fund.

•**State Street Aid Fund** accounts for the Town's share of State of Tennessee gas tax revenues. This revenue is distributed on a per capita basis and is restricted to street related maintenance and repair. Projected FY 2015 revenue is expected to be \$1,200,500.

Expenditures for State Street Aid are expected to be \$1,287,430 in FY 2015. The budget for the annual paving contract for asphalt overlay of streets is \$1,000,000. Funding for traffic signal maintenance and street striping is \$91,000 and asphalt, gravel, sand and concrete products for street repair and maintenance, \$196,000. Since the State Street Aid fund operates on a cash basis, funds must be available before the paving contract may be bid. Therefore, each year's paving contract is based on cash on hand at the time of the award of the contract. In FY 2010 and 2011, debt service on bond issues for road construction projects were allocated to this fund. In FY 2012, the debt service was reassigned to the General Fund in order to allow for additional street overlay funds.

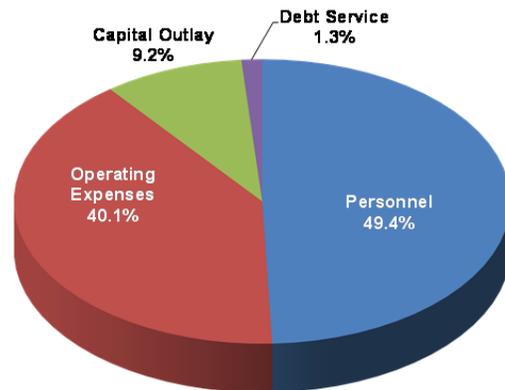
•**Historic Preservation Fund.** The Historic Preservation Fund is a special revenue fund used to maintain Town buildings, sidewalks, fencing and landscaping on the historic Town Square and other historic properties within the Town. A Historic Preservation fee of \$.25 per square foot is collected from all new commercial and office development within the corporate limits of the town. Revenues are expected to be only \$15,000 for FY 2015. For the past several years, debt service on the original Square development has been the only expense. The Fund will require a \$40,140 subsidy from General Fund in FY 2015.

•**The Sanitation Fund** is a special revenue fund used to account for the proceeds of specific revenue sources which in this case is the collection and disposal of garbage and yard waste. Sanitation Fund revenues are projected to be \$4,069,902 in FY 2014. Of the total projected revenue, \$60,000 is cart establishment fees and \$40,000 is recycling revenue. The remainder is revenue from collection fees. This is 18% above the FY 2014 estimated revenue due to an increase in fees.

Through FY 2006, new and replacement equipment was purchased with available fund balance. However, in FY 2008, most of the fund balance was used for operations. In order to avoid a fee increase in FY 2009, the remaining fund balance had been appropriated, and the General Fund subsidized operations and equipment purchases.

In FY 2010, the Board of Mayor and Aldermen approved a fee increase of \$4/month from \$15 to \$19. Nine total positions were eliminated from FY 2010-FY 2012. The fund was able to purchase equipment in FY 2010 and again in FY 2012 and still provide for operations. In FY 2013, the Town began waste collection in the newly annexed southern part of Collierville, and an additional equipment operator position was added. For FY 2015, the BMA approved a \$3/month increase to \$22. The Department added two equipment operators and purchased two recycle trucks in order to resume the recycling function that had been outsourced.

Personnel accounts for 49.4% of expenses in the Sanitation Fund. Operating expenses are 40.1% of total expenditures, 1.3% is debt service, and 9.2% is for capital outlay. The chart below indicates the percentage of total expenditures in each category.



FY 2015 Sanitation Fund Expenses

•**Library Fund.** In the fall of FY 2005, the Town took over operations of the Lucius E. and Elsie C. Burch, Jr. Library following funding cuts from Shelby County Government as part of their planned phase-out of Library funding. Numerous improvements were made including additional hours and Sunday afternoon operations.

Total revenue of \$133,475 comes from fees, fines, and donations. Originally, the Board of Mayor and Aldermen set aside the utility-in-lieu-of tax paid by the Water & Sewer Fund for construction of the Library building. After taking over operations, it was decided to continue to use these funds for Library operations. These funds (\$790,000) are shown as an operating transfer into the Library fund. An additional operating transfer from the

EXECUTIVE SUMMARY

General Fund of \$460,111 is necessary to cover expenses as well.

Total FY 2015 expenditures are projected to be \$1,383,586. The largest portion of expenditures is for staffing services (\$708,475), debt service on the construction bond issue (\$106,229), and materials (\$216,360). The Town has contracted with Library Systems and Services, Inc. (LSSI) to provide staffing and materials purchase.

•Special Drug Fund. The Police Department’s drug fund is a special revenue fund created during FY 1998 to comply with state law. Projected revenues from drug fines total \$11,000 for FY 2014 and must be used to reduce drug-related crime. State law requires that half of this amount must go into the General Fund. However, it is then returned to the Drug Fund as an operating transfer. Revenue from seizures totals \$75,000. In addition to the projected revenue, fund balance of \$87,834 will be used to fund operations and capital purchases. Expenditures total \$168,334 which include the purchase of training equipment, funding for narcotics buy money for undercover operations, turnout gear for drug task force officers, specialized training, vehicle fuel and maintenance, phone service, computer programs, K-9 operations, public education materials, and capital equipment including two undercover police vehicles, a canine transport vehicle and equipment, and a live-scan fingerprint machine.

•General Purpose School Fund. In February 2011, the Tennessee Legislature amended the Tennessee Code to allow cities to form municipal school districts. Collierville and other Shelby County municipalities immediately began planning for municipal school districts, and in August 2012 the voters of Collierville approved a referendum authorizing an increase in the local option sales tax rate from 2.25% to 2.75% - the .5% to be used for the Town’s required financing of the school district. School Board members were elected in November 2012.

After challenges to the law were upheld in court, the School Board election was declared void. The Legislature amended the Code again in April 2013, and the way was finally cleared for Collierville to create a municipal school district. School Board members were elected again in November 2013 and began to immediately plan for the opening of Collierville Schools in August 2014. A settlement with Shelby County for the eight school buildings in Collierville was reached, and Collierville Schools took possession of the five elementary schools, two middle schools, and one high school on June 2, 2014.

Responsibility for the funding of public education is shared between the State of Tennessee and the local school districts. In the state, educational monies are generated and distributed through the Basic Education Program (BEP) that was enacted by the General Assembly in 1992. BEP payments are made to school districts 10 times per year.

All residents of Shelby County pay property taxes to the County, a portion of which is distributed to all school districts in the county based on attendance. Half of the local option sales taxes collected in the county (except the .5% increase approved for school funding) also is distributed to the school districts. The local districts must spend each fiscal year for the current operation of its public schools an amount at least equal to a fifteen cents tax levy on each \$100.00 of taxable property. The local option sales tax increase provides that funding amount for Collierville Schools.

The General Purpose School Fund is a major fund and the primary fund for school operations. All expenses related to school operations are accounted for in this fund except food services and that which is funded from special federal revenues. These are accounted for in separate funds.

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Revenue					
County and Municipal Taxes	0	0	0	0	27,893,954
Charges for Services	0	0	0	125,314	1,318,012
Recurring Local Revenue	0	0	0	0	49,460
Non-recurring Local Revenue	0	0	0	0	25,271
State Education Funds	0	0	0	0	31,930,096
Other State Revenue	0	0	0	0	165,558
Federal Funds Received thru State	0	0	0	0	143,442
Other Sources	0	0	0	0	313,033
Total Revenue	0	0	0	125,314	61,838,825

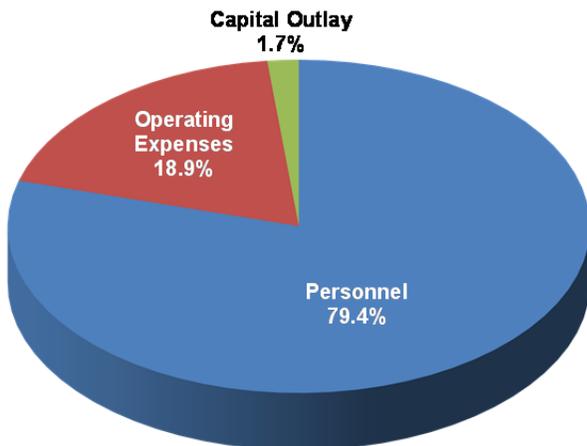
To the left is a summary of General School Fund revenues. The \$125,314 estimated revenue in FY 2014 is payment from other municipal school districts in Shelby County for shared services during the creation of the districts. Collierville Schools is providing some of these services to the other districts, and they are providing services to Collierville.

EXECUTIVE SUMMARY

The chart to the right shows the expenditure for each category. The FY 2014 budget was approved for the creation of the district. The operating transfer from General Fund is the revenue from the increase in local option sales tax that was approved by Collierville citizens to fund Collierville Schools. An additional transfer in FY 2015 is an interfund loan for operations and for payment of a settlement with Shelby County.

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Expenditures					
Personnel	0	0	963,089	600,283	49,104,157
Operating Expenses	0	0	79,588	404,080	11,659,195
Capital Outlay	0	0	198,000	276,533	1,075,473
Total Expenditure	0	0	1,240,677	1,280,896	61,838,825
Revenue over (under) expenditures	0	0	(1,240,677)	(1,155,582)	0
Fund balance appropriation	0	0	1,240,677	1,155,582	0
Operating Transfer from GF	0	0	1,240,677	1,155,582	5,000,000
Operating transfer from GF (Interfund Loan)	0	0	0	0	2,507,819
Operating transfer to GF (Interfund Loan repayment)	0	0	0	0	(2,507,819)
Restricted	0	0	0	0	5,000,000
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000

The chart below shows the percentage for each category of expenditures in the Schools General Fund. Personnel is the largest expense and accounts for 79.4%. Operating expense is 18.9% and capital outlay is 1.7%. The school district is not allowed to issue debt since the district has no taxing authority. Any debt for major capital projects must be issued by the Town. The total expense for the fund equals the total revenue.



FY 2015 General Purpose School Fund Expenses

•**School Nutrition Fund.** The School Nutrition Fund is a separate special revenue fund that accounts for activities concerned with providing meals to students and staff. Each school has a cafeteria and personnel who provide breakfasts and lunches. All revenue and expenses for food services are accounted for in this fund. Revenue comes from payments made by students and staff for meals, State matching funds, interest earned and Federal reimbursements. Federal guidelines also require that revenues received by the nonprofit school food service are to be used only for the operation or improvement of such food service. Total revenue for FY 2015 is \$2,266,338. Expenditures for FY 2015 total \$2,266,338 as well and

include personnel costs for cafeteria workers, food supplies, and food services equipment.

•**School Federal Funds.** The School Federal Funds is a separate special revenue fund that accounts for federal funding to support programs which support student achievement in two Collierville Schools, to provide for support of children eligible for special education between the ages of 3 and 21, to recruit, train, prepare, and retain high quality teachers, and to provide professional development. Federal revenue for FY 2015 is projected to be \$2,307,470. Expenses are equal to projected revenue.

PROPRIETARY FUNDS

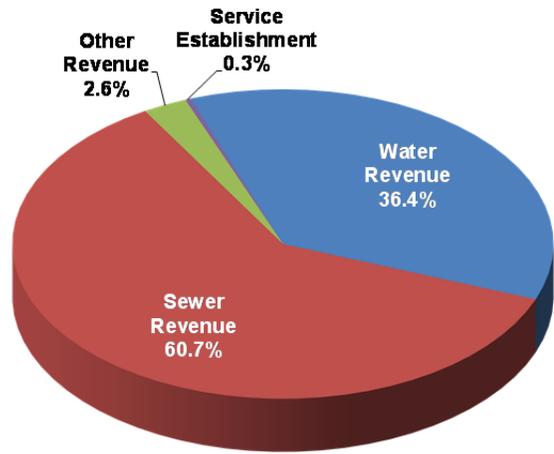
•**The Water and Sewer fund** is an enterprise fund of the proprietary type and accounts for the provision of water and sewer services to residents of the Town of Collierville. All activities necessary to provide such services are accounted for in this fund, including construction, financing, and related debt service. No Town taxes are used to support these services. All services provided are paid for by the people who use them. The Water & Sewer Fund is another major fund of the Town.

In FY 2005, a sewer engineering report and rate study was approved to determine a rate structure necessary to provide for operations and maintenance and debt service for capital investments in infrastructure and sewer treatment and to replace retained earnings that had been used to fund operations. The study was initiated because the fund had operated in a deficit for the three years prior to the study, and state law requires that the fund be completely self-supporting. A ten-year rate schedule was approved. An update to the original rate study was conducted in the spring of 2008 and resulted in a new ten-

EXECUTIVE SUMMARY

year rate schedule allowing the Town to postpone the previously scheduled increase. During 2012, another update to the rate study was conducted which included operating and capital needs for the next ten years. Over this period capital investments in infrastructure will be funded from cash reserves and development fees. Bonds will be issued for major expansion projects.

Water and Sewer Fund revenue is expected to be \$12,283,624 an increase of 2.8% over the FY 2014 estimated revenue and 1.8% below the FY 2014 budget. The sewer revenue generates the greatest percentage of revenue at 60.7% followed by water revenue at 36.4%. Service establishment contributes 0.3% of revenue, and other revenue, which includes interest income, makes up 2.6% of total revenue. The chart to the right shows the percentage of total revenue of each category. A summary of Water and Sewer Fund revenue is shown below



FY 2015 Water and Sewer Fund Revenue

Water and Sewer Fund Revenue

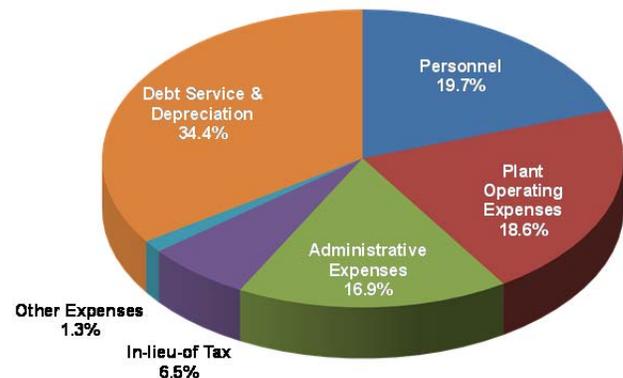
	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Revenue					
Water Revenue	\$ 4,841,645	\$ 4,575,327	\$ 4,938,672	\$ 4,631,891	\$ 4,708,506
Service Establishment	47,105	48,141	40,000	40,000	40,000
Sewer Revenue	7,487,884	7,191,956	7,445,946	7,190,063	7,450,118
Other Revenue	91,569	93,650	85,000	85,000	85,000
Total Revenue	\$ 12,468,203	\$ 11,909,075	\$ 12,509,618	\$ 11,946,954	\$ 12,283,624

Water and Sewer fund operating expenses less capital outlay, which is funded through retained earnings, total \$12,178,187. This is a 4.8% increase over the FY 2014 budget, and a 5.1% increase over the estimated end-of-year expenses. Personnel expense increased 4.1% above the FY 2014 estimated expense while operating expenses increased 15.7%. Special appropriations expense, which includes in-lieu-of property tax paid by the utility, decreased 0.1%.

Debt service and depreciation accounts for the largest portion of expenses at 34.4% of the total. Water and sewer projects funded through bond issues are financed through water and sewer revenues. In FY 2006, \$26 million in water and sewer bonds were issued to fund an upgrade and expansion at the Northwest Wastewater Treatment Plant and an expansion of the Shelton Road Wastewater Treatment Plant.

Personnel expense is 19.7%. Plant operating expense accounts for 18.6%, and in-lieu-of tax is 6.5% of the total

expense. Administrative expenses, the amount the fund pays to the General Fund departments that provide services and for insurance and attorney fees, is 16.9% of the expenses for FY 2015. Each category of expenses in the operating budget is shown in the chart below as a percentage of total expense.



FY 2015 Water and Sewer Fund Expenses

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In the summary below, each category of expense is listed. The in-lieu-of tax in this summary is included in the Special Appropriations category, and while capital outlay is shown as an expense in the total, it is funded through

retained earnings and therefore subtracted from total expenses. The following summary indicates the expenses in each category:

Water and Sewer Fund Expenses

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Expenses					
Personnel	\$ 2,199,368	\$ 2,223,498	\$ 2,259,416	\$ 2,308,458	\$ 2,404,201
Operating Expense	2,230,345	2,049,024	2,343,886	2,227,356	2,576,578
Capital Outlay	93,779	115,346	89,510	89,510	103,750
Administrative Charges	1,614,906	1,711,651	1,925,577	1,900,448	2,056,629
Special Appropriations	914,809	851,362	932,671	949,465	948,971
Debt Svc & Depreciation	4,462,278	4,273,095	4,159,899	4,204,904	4,191,807
Total	\$ 11,515,486	\$ 11,223,976	\$ 11,710,959	\$ 11,680,141	\$ 12,281,937
Capital Outlay funded through retained earnings	(93,779)	(115,346)	(89,510)	(89,510)	(103,750)
Total	\$ 11,421,707	\$ 11,108,630	\$ 11,621,449	\$ 11,590,631	\$ 12,178,187

•**The Health Insurance Fund** is an internal service fund of the proprietary type which accounts for transactions related to group medical benefits (including claims incurred but not reported) for which the Town is self-insured. The Health Insurance Fund is a non-major fund. Revenues are derived from charges to each department which pays into the fund, according to the number of employees in the plan, an amount determined by estimating claims and service charges for the year. In addition, employees are charged a monthly premium. This is paid into the fund as well.

Several plan design changes were implemented in FY 2005 in order to try to curb the escalation of expenses. This included additional charges to employees for coverage as well as greater employee co-pays to physicians and for prescription drugs. These changes resulted in substantial savings with a decrease to expenses in FY 2005 and more moderate increases in succeeding years.

Total expenses for FY 2015 are 0.9% above estimated end-of-year expenses and 10.5% over the FY 2014 budget. Total projected expenses are \$6,400,000 and include charges by a third-party vendor for administration of the plan, the actual amount of claims paid from the fund for employee health care and prescription drugs, and a reinsurance fee paid by the Town for catastrophic

coverage. Projected revenue for FY 2015 totals \$6,407,552 an increase of 0.7% over the FY 2014 estimate.

FIDUCIARY FUNDS

•**The Retirement Fund** was created in FY 2008. It is a pension trust fund which accounts for retirement plan assets and distributions. The Board of Mayor and Aldermen approved a new retirement plan beginning July 1, 2007. The Town previously maintained two retirement plans, a defined contribution plan and a defined benefit plan sponsored by the State of Tennessee. The new plan actually is two plans in one, a contributory plan and a non-contributory plan. Employees were given the opportunity to choose either the non-contributory plan called plan one or the contributory plan known as plan two or stay with their current plan.

In FY 2008, \$16,993,590 in assets from the other plans was transferred into the new plan. Projected expenses for FY 2015 are \$1,121,000 and include attorney and trustee fees, administration fees and distributions to retirees.

•**The OPEB Fund** was created in FY 2008 to comply with the Governmental Accounting Standards Board

EXECUTIVE SUMMARY

(GASB) statement 45. The OPEB Fund is a trust fund which accounts for other post-employee benefits which for the Town is retiree health insurance. The Town is required to fund the liability for all current employee's retirement health insurance. The fund also accounts for all expenses related to current retiree's health insurance coverage as well as trustee and administrator fees and attorney fees. For 2015, the total projected revenue is \$1,308,290. Projected expenses are \$519,074.

CONCLUSION

The budget is an important plan and does, in many ways, reflect on the visions and makeup of a community, but it is never the whole story. The Town of Collierville continues poised to become one of the most important trade areas in the mid-south. The government of Collierville continues to garner respect from peer communities and is looked upon as a model in many ways. The reasons for our standing can be attributed to sound leadership from our elected officials and the quality of our employees who are responsible for the level and quality of service we provide. In Tennessee, fundamental local government services are provided by the counties. Throughout their development, communities that desire a higher level of services have been allowed to form city governments to meet those needs. Collierville continues to provide this higher level of services our citizens have come to expect while still maintaining our sound financial position through our philosophy of "living within our means".

The Town is a complex organization. Our core business is one of the most diverse of any single entity one could imagine. We are engineers and accountants, auditors and

architects, soldiers and safety advisors. We are counselors and referees, coaches and teachers, rescuers and emergency medical professionals. We are doctors and lawyers, librarians and veterinarians, contractors and builders. We are janitors and crossing guards, jailers and musicians, chemists and researchers. When Town employees are not filling those roles, they are community leaders and volunteers in their own right. At its core, the Town of Collierville is people helping people. The community can be proud of the commitment, integrity and pride Town employees have in their work and their devotion to quality government.

Our budgeting process and the budget document is a visible expression of our commitment to complete transparency in the affairs of the community. Throughout the budget planning process, open public discussions took place on many different occasions, culminating in the production of a document which reports our complete financial transactions. This administration is committed to building and maintaining the public's trust through openness and transparency in all our affairs.

This executive summary is not intended to substitute for the comprehensive details contained in the Town Budget. We have attempted to cover only the highlights in summary form. For a complete understanding of the Town's fiscal plan for the coming year, the budget document should be reviewed in its entirety. Inquiries or comments may be directed to Jane Bevill, Finance Director, or James Lewellen, Town Administrator. The budget may be viewed on the Town's website, www.collierville.com.

The Town of Collierville, Tennessee (the “Town”) complies with accounting principles generally accepted in the United States of America (“US GAAP”) as codified by Governmental Accounting Standards Board (“GASB”) Statement No. 62, Codification of Accounting and Financial Reporting Guidance in Pre-November 30, 1989 FASB and AICPA Pronouncements (“GASB No. 62”). The accounting framework and the more significant accounting policies are discussed in subsequent subsections of this note.

FINANCIAL REPORTING ENTITY

The Town is a municipal corporation governed by an elected mayor and five-member board of aldermen. In determining the financial reporting entity, the Town complies with the provisions of GASB No. 14, The Financial Reporting Entity. Based on this standard, there are no component units, entities for which the Town is considered to be financially accountable, to be included in the Town’s financial statements.

The Town’s officials are responsible for appointing the members of the boards of other organizations; however, the Town’s accountability for these organizations does not extend beyond making appointments. There were no material transactions with these organizations during the year ended June 30, 2013.

GOVERNMENTAL FUNDS

•**General Fund.** The General Fund is the primary operating fund of the Town and always is classified as a major fund. Transactions relating to resources obtained and used for delivery of those services traditionally provided by a city government, which are not accounted for in other funds, are accounted for in the General Fund. These services include, among other things, general government, public safety, public works, culture and recreation, and certain courts.

•**Special Revenue Funds** are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or major capital projects) that are legally restricted to expenditures for specific purposes. The following comprise the special revenue fund:

- The State Street Aid Fund accounts for the receipt and expenditures of the Town’s share of state gasoline tax.
- The Solid Waste and Sanitation Fund accounts for the receipts and expenditures of the Town’s solid waste removal services.
- The Historic Preservation Fund accounts for the receipts and expenditures of fees charged to developers for the preservation of the Town’s historic town square. All assets of the fund have been expended as of June 30, 2013; however, the fund remains open pending future development.

- The special Drug Fund accounts for the receipt of and expenditures related to court drug fines and drug seizures.

•**Capital Investment Program Fund.** The Town has three capital project funds that account for all the Town’s capital improvement projects. Capital Projects Fund #321 currently accounts for the majority of this activity; therefore the Town’s management has elected to classify this fund as a major fund.

PROPRIETARY TYPES

•**Enterprise Funds** are used to account for business-like activities provided to the general public. These activities are financed primarily by user charges and the measurement of financial activity focuses on net income measurement similar to the private sector. The reporting entity includes the following enterprise funds:

- The Water and Sewer Fund accounts for the operations of the water and sewer department. Operating revenues are derived from service charges. Revenues derived from physical connection to the system do not substantially exceed the cost incurred to provide such services.

•**Internal Service Funds** account for operations that provide services to other departments or agencies of the government, or to other governments, on a cost reimbursed basis. The reporting entity includes the following internal service fund:

- The Health Insurance Fund accounts for transactions related to group medical benefits (including claims incurred but not reported) for which the Town is self-insured.

FIDUCIARY TYPES

•**Pension (and Other Employee Benefit) Trust Funds** Pension Trust Funds account for the activities and accumulation of resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, other postemployment benefit plans, or other employee benefit plans. The Pension Service Funds used by the Town are as follows:

- The Pension Plan Fund accounts for transactions related to the Town sponsored defined benefit pension plan.
- The Retiree Medical Plan (OPEB) Fund accounts for transactions related solely to retiree group medical benefits (including claims incurred but not reported) for which the Town is self-insured through the Health Insurance Fund discussed above.

BASIS OF ACCOUNTING

•**Basis of Accounting.** Under the accrual basis of accounting, revenues are recognized in the period in which they are earned while expenses are recognized in the period in which the liability is incurred or economic asset used. Revenues, expenses, gains, losses, assets, and

liabilities resulting from exchange and exchange-like transactions are recognized when the exchange takes place.

Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures of the current period. Accordingly, revenues are recorded when received in cash, except that revenues subject to accrual (generally 60 days after year-end) are recognized when due. The primary revenue sources, which have been treated as susceptible to accrual by the Town, are property tax, sales tax, intergovernmental revenues and other taxes. Expenditures are recorded in the accounting period in which the related fund liability is incurred, except for general obligation bond principal and interest which are reported when due.

Proprietary and fiduciary funds utilize the accrual basis of accounting, whereby revenues are recognized in the period in which they are earned while expenses are recognized in the period in which the liability is incurred. Operating revenues in the proprietary funds are those revenues that are generated from the primary operations of the fund. All other revenues are reported as non-operating revenues. Operating expenses are those that are essential to the primary operations of the fund. All other expenses are reported as non-operating expenses.

Revenues in the fiduciary funds are those additions to the benefit plan that are generated from contributions from the Town and participants and investment related income. Expenses are those deductions to the assets of the benefit plan that arise from the payment of benefits and administrative expenses.

BUDGETARY DATA

The revenues and expenditures accounted for in all governmental fund types are controlled by a formal integrated budgetary accounting system. The Mayor and Board of Aldermen approve annually the budgets for these funds. Budgetary control is maintained at the departmental level by line item, and expenditures may not exceed funds budgeted which constitute the legal spending limit. Unexpended appropriations lapse at year-end. Management may amend the budget within departments without approval of the governing body, however, any amendments made between departments must meet with the governing body's approval as prescribed by the Town Charter. The same basis of accounting is used to reflect actual revenue and expenditures recognized on a U.S. generally accepted accounting principle basis.

ENCUMBRANCES

Encumbrance accounting is not used since it is not legally required.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of cash on hand, cash in checking accounts with depository institutions, and all highly liquid debt instruments purchased with a maturity of three months or less.

INVESTMENTS

Investments are limited to those authorized by Tennessee State Law. State statutes authorize the Town to invest in Treasury bonds, notes or bills of the United States; nonconvertible debt securities of the Federal Home Loan Bank, the Federal National Mortgage Association, the Federal Farm Credit Bank and the Student Loan Marketing Association; other obligations not listed above which are guaranteed as to principal and interest by the United States or any of its agencies; certificates of deposit and other evidences of deposit at State and Federal chartered banks and savings and loan associations; obligations of the United States or its agencies under a repurchase agreement and money market funds whose portfolios consist of any of the foregoing investments if approved by the State Director of Local Finance and made in accordance with procedures established by the State Funding Board; the Local Government Investment Pool ("LGIP"); obligations of the Public Housing Authority; and bonds of the Tennessee Valley Authority. State statutes limit maturities of the above investments to two years from the date of investment unless a greater maturity is approved by the State Director of Local Finance. Investments are recorded at fair value. The Town has not adopted a formal investment policy that limits its interest rate or credit risks.

Custodial credit risk is the risk that in the event of a bank failure, the Town's deposits may not be returned to it. Although the Town has not adopted a formal deposit policy, its policy is to fully collateralize bank deposits in excess of federally insured amounts. For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty, the Town will not be able to recover the value of its investments that are in the possession of an outside party. The Town's investments in the LGIP are held by the State Treasury, not in the name of the Town.

PROPERTY TAXES

Property taxes are recorded as revenues in the fiscal year of the levy if collected within two months (by August 31) following the end of the fiscal year, in accordance with generally accepted accounting principles in the United States of America. Property tax receivables are recorded in the period when an enforceable legal claim has arisen or when resources are received, whichever is first. Deferred inflows of resources are recorded if the related revenue is not available. Delinquent taxes estimated to be collected subsequent to August 31 are included in the balance sheet as property taxes receivable and deferred

inflows of resources to reflect amounts that were not available as revenues at June 30, 2013.

INVENTORIES

Inventories are stated at cost and are charged to operations under the consumption method using average cost.

INTERFUND TRANSACTIONS

•Interfund Receivables and Payables. During the course of operations, numerous transactions occur that may result in amounts owed between individual funds. Those related to goods and services type transactions are classified as “due to and from other funds.” Short-term interfund loans are reported as “interfund receivables and payables.” Long-term interfund loans (noncurrent portion) are reported as “advances from and to other funds.”

Interfund Transfers. Permanent reallocation of resources between funds of the reporting entity are classified as interfund transfers.

CAPITAL ASSETS

Capital assets, which include property, plant, equipment, and certain infrastructure assets (roads, bridges, sidewalks and similar items) and certain intangible assets (easements, right-of-ways and similar intangible assets) are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. The Town defines capital assets as assets with an initial individual cost of at least \$1,000 and estimated useful life in excess of three years. The Town’s assets are capitalized at historical cost or estimated historical cost. Gifts or contributions of capital assets are recorded at fair market value when received. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets’ lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during the construction phase of capital assets of business-type activities is included as part of the capitalized value of the assets constructed.

Land easements, right-of-ways and construction in progress is not depreciated. Buildings, improvements, equipment, and infrastructure of the Town is depreciated using the straight-line method over the following estimated useful lives:

Buildings.....	40 years
Other Improvements.....	15-75 years
Library Materials.....	10 years
Equipment.....	3-15 years
Infrastructure	25-75 years

DEFERRED OUTFLOWS/INFLOWS OF RESOURCES

In addition to assets, the statement of financial position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position that applies to a future period(s) and so will not be recognized as outflow of resources (expense) until then. In addition to liabilities, the statement of financial position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position that applies to a future period(s) and so will not be recognized as an inflow of resources (revenue) until that time.

COMPENSATED ABSENCE

Town employees are granted sick and annual leave in varying amounts in accordance with administrative policies. Upon termination or retirement, employees are paid full value for any accrued annual leave earned not to exceed the maximum annual leave as set forth by the personnel policy. Generally, employees may accumulate sick leave up to nine hundred and sixty (960) hours, but upon termination or retirement, no payment shall be made for unused sick leave.

Vested or accumulated annual leave for terminated or retired employees that is expected to be liquidated with expendable available financial resources is reported as an expenditure and a fund liability of the governmental fund that will pay it. Amounts of vested or accumulated annual leave that are not expected to be liquidated with expendable available financial resources are maintained separately and represent a reconciling item between the fund and government-wide presentation. Vested or accumulated annual leave of governmental funds is recorded only if the leave has matured (i.e., unused reimbursable leave still outstanding following an employee’s resignation or retirement). Vested or accumulated annual leave of proprietary funds is recorded as an expense and liability of those funds as the benefits accrue to employees. The Town’s contingent liability for the unused, accumulated portions of sick leave as of June 30, 2013 approximates \$4,540,000.

RETIREMENT PLANS

The Town maintains three retirement plans. One is a defined contribution plan and the other two are defined benefit plans, one sponsored by the State of Tennessee and the other sponsored by the Town.

PREPAID EXPENSES

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid expenses.

UNBILLED UTILITY RECEIVABLE

Utility revenue is recorded when earned. Customers are billed at various times throughout the month. The estimated value of services provided but unbilled at year end has been included in the financial statements.

RESTRICTED RESOURCES

The Town applies restricted resources when an expense is incurred for purposes for which both restricted and unrestricted net assets are available.

NET POSITION

The Town recognizes the difference between its assets plus deferred outflows of resources less liabilities and deferred inflows of resources as net position in government-wide and proprietary fund financial statements. Net position categories include:

- **Net investment in capital assets.** Net investment in capital assets is comprised of the Town's capital assets, net of depreciation, reduced by the outstanding balances of bonds and notes that are attributable to the acquisition, construction or improvement of those assets. Applicable deferred outflows of resources and deferred inflows of resources, if any, should also be included in this component of net position.
- **Restricted.** Restricted net position is comprised of the Town's assets, mainly cash and investments, bound by constraints on resources that are externally imposed by creditors, grantors, contributors, or laws and regulations of other government.
- **Unrestricted.** The remaining balance of the net amount of assets, deferred outflows of resources, liabilities and deferred inflows of resources that are not included in the determination of net investment in capital or the restricted components of net position.

FUND BALANCES

The Board of Mayor and Aldermen has approved a Fund Balance Policy, which discusses the various classifications of fund balances within the framework of GASB Statement No. 54, Fund Balance Report and Governmental Fund Type Definitions. The governmental fund type classifies fund balances as follows:

- **Non-spendable.** Non-spendable fund balance consists of funds that cannot be spent due to their form (e.g. inventories and prepaid expenses) or funds that legally or contractually must be maintained intact (e.g. corpus of endowment funds).
- **Restricted.** Restricted fund balance consists of funds that are mandated for a specific purpose by external parties, constitutional provisions or enabling legislation.
- **Committed.** Committed fund balance consists of funds that are set aside for a specific purpose by the

Town's highest level of decision making authority (Board of Mayor and Aldermen). Formal action must be taken by the end of the fiscal year to commit fund balances. The same formal action must be taken to remove or change the limitations placed on the funds.

- **Assigned.** Assigned fund balance consists of funds that are set aside with the intent to be used for a specific purpose by the Town'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.** 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.

When expenditures involve funds in more than one fund balance classification, the Town's policy is to spend amounts from the expenditure's most restricted source first.

Stabilization Policy. Within the Fund Balance Policy, the Town also established a Stabilization Policy. The provisions of the Stabilization Policy do not qualify for reservation as committed or assigned fund balance and have been included as a portion of the unassigned fund balance. The Stabilization Policy has the following four main accounts: contingency, emergency, cash flow stabilization and debt service. The contingency account, estimated to be one (1) percent of the General Fund budgeted expenditures, is established in the event that during the year there are unanticipated expenses or revenue shortfalls impacting programs already approved in conjunction with the current year budget. The emergency account, estimated to be four (4) percent of the General Fund budgeted expenditures, is established to fund a finding by the Mayor, with confirmation by the Board, of "true urgent economic necessity," which is based on a significant economic downturn after the budget is complete or a natural disaster. The cash flow stabilization account, estimated to be eighteen (18) percent of the General Fund budgeted expenditures, is established to serve cash flow needs for the first few months of the fiscal year based on the tax calendar. The debt service account, estimated to be two (2) percent of the General Fund budgeted expenditures, is established to fund general obligation debt service payments for the first few months of the year based on the tax calendar. Any changes to the stabilization policy or addition of amounts requires a resolution to be passed by the Board of Mayor and Aldermen.

POLICY OVERVIEW/GOALS AND OBJECTIVES

A written policy statement provides a standard of fiscally wise practices and governmental accountability. Recognizing the importance of such a written policy, in work sessions with the Board of Mayor and Aldermen, the Town leadership has adopted the following policies, long-term goals, and objectives for FY 2015.

Leadership Policies

Through the application of sound fiscal practices and with a high degree of broad-based citizen participation, the Town of Collierville will develop a program of well-planned, balanced growth that protects the integrity and character of residential neighborhoods, provides for enhanced cultural and recreational programs, protects the environment, meets expanding transportation needs through mass transit and/or improved highway systems, and captures and utilizes advanced technology that provides improved services, promotes compatible industry, and supports a stronger, quality educational system. To accomplish this mission, the Town will:

- Be a financially sound town government.
- Become a high performance service organization.
- Preserve Collierville's heritage and character as a "Community for Family Living".
- Be recognized as a regional leader.
- Improve mobility and traffic flow.
- Create a sustainable local economy within Collierville (in partnership with the Collierville Chamber of Commerce).

Financial Policies

The Town will achieve and maintain a long-term stable, strong financial position by adopting the policies set forth below. These policies will be reviewed yearly to assist the decision-making process of the Town's leadership. They are based on the following which will:

- Protect the interest of citizens and promote business activity.
- Require budget decisions be made in a public forum open to taxpayers and the media.
- Incorporate extensive financial controls designed to prevent financial mismanagement, excessive borrowing, inordinately high taxes, and deficit spending.
- Pursue goals of efficiency and effectiveness by balancing short-term and longer-term community interests.

•Operating Budget Policies.

- The Town Administrator will present the recommended budget to the Board of Mayor and Aldermen forty-five days before the beginning of the ensuing fiscal year beginning July 1.
- Proposed revenues and expenditures will be detailed by fund, program, and activity for five years—two

years prior, current year budget and estimated and budget year proposed.

- The Board will set the tax rate adequate to meet the financial obligations of the Town each year before the beginning of the new year.
- The Board will adopt a balanced budget, in which expenditures may not exceed funds budgeted which constitute the legal spending limit.
- Budgetary control will be maintained at the departmental level by line item.
- A sufficient allocation of resources will be distributed to various projects and programs so as to address the balance between present and future needs, i.e. preventive, suppressive, or restorative strategies.

•Reserve Policies.

Factors for maintaining sufficient Fund Balance include the ability to:

- Mitigate State budget actions that may reduce Town revenue;
- Absorb litigation settlements;
- Mitigate economic downturns that the Town may face in the future;
- Front-fund or completely fund, if necessary, disaster costs or costs associated with emergencies.
- Fund the Town's expenditures and debt service payments during the first few months of the fiscal year.
- The General Fund fund balance will consist of five components:
 - 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 be maintained 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 Town's highest level of decision making authority (Board of Mayor and Aldermen). 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.

POLICY OVERVIEW/GOALS AND OBJECTIVES

This category includes the financial stabilization fund balance.

- The Financial Stabilization Fund Balance shall include funding for unanticipated expenditures and revenue shortfalls in the general Town budget. It shall include four accounts and shall be twenty five (25) percent of General Fund budgeted expenditures. The amount placed in each of the accounts shall be determined as follows:
 - The Contingency Reserve Account shall be set at a minimum of one (1) percent of the General Fund budgeted expenditures. In the event that during the year there are unanticipated expenses or revenue shortfalls impacting programs already approved in conjunction with the current year budget, the Contingency Reserve Account will be the source of any additional funding for those programs. Funds must be appropriated by a vote of the Board of Mayor and Aldermen. The Contingency Reserve Account shall not be used to fund new programs or positions added outside of the current year budget.
 - The Emergency Reserve Account shall be set at a minimum of four (4) percent of the General Fund budgeted expenditures. To utilize funds from the Emergency Reserve Account, a finding by the Mayor, with confirmation by the Board, of “urgent economic necessity” will be required, as well as a determination that no other viable sources of funds are available. A finding of urgent economic necessity would be based on a significant economic downturn after the budget is completed or a natural disaster.
 - The Cash Flow Stabilization Reserve Account shall be set at a minimum of eighteen (18) percent of the General Fund budgeted expenditures. In order to serve cash flow needs for the first few months of the year, a Cash Flow Stabilization Reserve Account will be required.
 - The Debt Service Reserve Account shall be set at a minimum of two (2) percent of the General Fund budgeted expenditures. The Debt Service Reserve Account will be required in order to fund general obligation debt service payments for the first few months of the year.

•Revenue Policies.

- A revenue monitoring system will assist in trend analysis and revenue forecasting in order to maintain and/or increase the level of specific revenue sources.
- There will be a review of all fees to determine what changes, if any, are viable options.
- The Town will continue to promote economic development so that the residential to business tax ratio is maintained and/or improved.

•Accounting/Auditing/Reporting Policies.

- There will be an audit of the financial condition of the Town conducted after the end of each fiscal year.
- The financial reports will be in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).
- Monthly financial reports will be distributed to departmental units for the purpose of budgetary control.

•Investment Policies.

- Town funds will be deposited at financial institutions at which deposits are insured by the Federal Deposit Insurance Corporation, the Federal Saving and Loan Insurance Corporation, or the local government investment pool (LGIP).
- The investments shall be diversified by:
 - limiting investments to avoid over-concentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities),
 - limiting investment in securities that have higher credit risks,
 - investing in securities with varying maturities, and
 - continuously investing a portion of the portfolio in readily available funds such as the Local Government Investment Pool (LGIP), money market funds or overnight repurchase agreements to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.
- The Town will require institutions in which funds are deposited to pledge collateral whose market value is equal to one hundred five percent (105%) of the value of the Town’s deposits secured thereby.
- Collateral will always be held by an independent third party with whom the entity has a current custodial agreement. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the entity and retained.
- The investment portfolio will be designed to obtain an average rate of return during budgetary and economic cycles, consistent with the investment objectives and cash flow needs.

•Capital Budget Policies.

- The Capital Investment Plan (CIP) serves as a financial planning and management tool by:
 - Establishing priorities that balance capital needs with available resources.
 - Pairing projects with their potential internal and external funding sources.
 - Ensuring the orderly improvement or replacement of fixed assets.
 - Providing an estimate of the size and timing of future bond issues.

POLICY OVERVIEW/GOALS AND OBJECTIVES

- The CIP will be reviewed and updated annually in order to maintain a current and viable program of on-going capital projects.
- Construction projects and capital purchases which cost more than \$25,000 and with a life of more than five years will be included in the CIP. Capital outlays of \$25,000 or less will be accounted for in the operating budget.
- Every CIP project will have a project manager who will prepare the project proposal, ensure that the required phases are completed on schedule, authorize all project expenditures, ensure that all laws and regulations are observed, and periodically report project status.
- The Town Administrator or designee will review project proposals, determine project phasing, review and evaluate the draft CIP budget document and report CIP project progress annually.
- Pay-as-you-go financing will be used when possible to conserve debt capacity for future bond issues.

•**Debt Policies.**

The Town charter, which was approved by resolution on June 25, 2001, as amended, and Title 9, Chapter 21 of the Tennessee Code Annotated (TCA) authorizes the Town to issue general obligation bonds subject to the adoption of a bond resolution by the Board of Mayor and Aldermen. Other sections of the TCA and the Federal Tax Code may govern the issuance or structure of the Town's bonds. In managing its debt, it is the Town's policy to:

- Achieve the lowest cost of capital.
- Ensure high credit quality.
- Assure access to the capital credit markets.
- Preserve financial flexibility.
- Manage interest rate risk exposure.

The Policy formally establishes parameters for issuing debt and managing a debt portfolio which considers the Town's specific capital improvement needs; ability to repay financial obligations; the existing legal, economic, and financial and debt market conditions. Specifically, the policies are intended to assist in the following:

- To guide the Town and its managers in policy and debt issuance decisions.
- To maintain appropriate capital assets for present and future needs
- To promote sound financial management.
- To protect and enhance the Town's credit rating.
- To ensure the legal use of the Town's debt issuance authority.
- To promote cooperation and coordination with other stakeholders in the financing and delivery of services.
- To evaluate debt issuance options.

There is no legal debt limit. The ratios and standards identified below are primarily intended to limit the use of

debt financing in order to facilitate long-term access to capital while ensuring that financial leveraging decisions do not negatively impact the Town's annual operations:

- General Fund Balance Requirement = 25%.
- Average Life of Total Debt \leq 10 Years.
- Percentage of Principal Paid within 10 Yrs \geq 60%.
- Per Capita Debt/Per Capita Income \leq 4%.
- Per Capita Debt/Per Capita Assessed Value \leq 4%.
- Debt Service/General Fund Operating Expense \leq 12%.

Goals and Objectives

In addition to the preceding policies, the Board of Mayor and Aldermen have set forth the following long-term goals and objectives. These also serve to guide department directors during the budget process.

Goal: Be a financially sound town government.

Objectives:

- Promote a more diversified tax base.
- Maintain adequate reserves and fund balances.
- Set a fiscally responsible tax rate.
- Be a more financially self-supporting and sustainable town government.
- Diversify revenues to be less dependent on property tax.

Goal: Become a high performance service organization.

Objectives:

- Maintain a high level of productivity
- Use the most efficient "state of the art" methods in service delivery using technology and new approaches.
- Achieve a high level of citizen satisfaction with Town services.
- Focus on "basic services".
- Maintain a highly motivated and professional workforce.
- Continue to value and practice the Town's core values with ever greater accountability.

Goal: Preserve Collierville's heritage and character as a "community for family living".

Objectives:

- Make all visitors and residents of all generations welcome.
- Provide family-oriented recreational and leisure amenities and facilities.
- Respect our past and historical roots.
- Approve developments designed with Collierville's unique character and vision in mind.
- Create a strong sense of community pride with involved citizens.
- Promote job opportunities in the community.

Goal: Be recognized as a regional leader.

Objectives:

POLICY OVERVIEW/GOALS AND OBJECTIVES

- Provide self-contained and sufficient Town services.
- Advocate for the Town's interests at the federal, state, and regional levels.
- Shape regional policies and plans protecting Collierville's interests.
- Create a leadership based upon a common vision for the future with realistic and achievable goals.
- Forge a strong relationship with local legislators based upon mutual respect.

Goal: Improve mobility and traffic flow.

Objectives:

- Reduce trip times within Collierville.
- Provide better signal synchronization within the Town.
- Improve the quality of major corridors and Town streets.
- Construct more roads connecting neighborhoods and corridors.
- Develop safe, convenient trail systems for biking and walking throughout our community.

Goal: Create a sustainable local economy within Collierville.

Objectives:

- Create a business community which has long term sustainability.
- Attract new business consistent with Collierville's vision.
- Retain current businesses and help them to prosper.
- Maintain a reputation as a business-friendly town government and community.

Goal: Forge a productive, long term partnership with the Collierville School Board

Objectives:

- Work with the School Board to quantify long term facility and capital needs of Collierville Schools.
- Explore synergies within the operations of the Town and the Schools to increase efficiency and mitigate risk.
- Explore ways that existing Town services (parks, museum, library, etc.) can be utilized to foster an extraordinary learning environment.

Core Businesses

Additionally, in strategic planning sessions, the Board identified eight core businesses of Town government and the elements of those businesses which are necessary to fulfilling their goals and objectives. They are:

Guide Collierville's future growth and development.

Operating Elements:

1. Develop and update long-term plans—the Comprehensive, Land Use, and Infrastructure plans.
2. Review and evaluate development proposals and plans.

3. Develop and enforce zoning laws and subdivision regulations.
4. Control land uses and design guidelines.

Promote economic growth in Collierville.

Operating Elements:

1. Actively recruit new businesses and industries.
2. Retain existing businesses and industries.
3. Provide financial incentives and negotiate agreements.
4. Participate in coordinated marketing program for economic development.
5. Analyze market needs and trends, defining Collierville's niche and role in economic development.

Enforce laws and regulations.

Operating Elements:

1. Provide visible police patrol throughout our community.
2. Investigate crimes, prepare cases for prosecution.
3. Operate the city court system.
4. Educate citizens on community safety and their responsibility.
5. Inspect buildings, homes and businesses.
6. Seek compliance with codes and regulations.

Provide basic utility services for an urban lifestyle.

Operating Elements:

1. Build and maintain a water distribution system – sell water to our customers.
2. Operate water treatment plants.
3. Secure an adequate, quality water supply – buy water.
4. Build and maintain a wastewater collection system.
5. Operate wastewater treatment plants.
6. Collect and dispose of solid waste, including a recycling program.
7. Maintain the storm-water drainage system.
8. Regulate quality control and oversight of electricity, gas, and cable television.

Protect life and property of citizens and businesses.

Operating Elements:

1. Provide timely response to emergency situations.
2. Respond to medical calls for services.
3. Prevent, put out fires.
4. Plan for response to emergency situations and disasters.
5. Receive and dispatch calls.
6. Inspect buildings and properties for life safety.

Develop a comprehensive transportation system.

Operating Elements:

1. Design, build, and maintain streets and streetscapes.
2. Design, build, and maintain sidewalks and greenways.
3. Provide effective traffic control.
4. Install and maintain street lights and signals.
5. Handle snow, ice, mud, or flooding situations.

POLICY OVERVIEW/GOALS AND OBJECTIVES

Advocate for the interests of Collierville.

Operating Elements:

1. Lobby at federal, state, and county levels.
2. Work on school-related issues.
3. Work with the county and neighboring cities to address issues of common concerns.
4. Work with businesses to address issues and concerns.
5. Represent “Town of Collierville” to the outside world.
6. Communicate with our citizens.

Provide recreational facilities and programs.

Operating Elements:

1. Plan and develop major community facilities, greenbelts, parks, and provisions.
2. Plan community activities.
3. Plan park development.
4. Coordinate neighborhood parks.
5. Provide organized sports and summer camps.
6. Provide cultural arts programs and activities.
7. Partner with community organizations for leisure programs.

2015 MANAGEMENT AGENDA

- Effectively deliver the services Collierville citizens need, want, and are willing to support.
- Continue to assess Collierville’s citizens’ needs and issues, reacting to address these by adjusting plans, policies and strategies to deal with changing trends.
- Facilitate a productive working relationship between Town government and Collierville Schools. Work to ensure that elected and appointed officials from both entities communicate effectively.
- Support and implement an economic development program to grow and sustain a local balanced economy that supports the expansion and retention of our residents and businesses.
- Develop a centralized communications plan to increase and encourage informed citizen engagement with local government.
- Work to better coordinate the activities of the operating departments regarding capital projects, and explore a web based communication effort to inform the public about these projects’ progress.
- Build on community strengths and distinguished character of Collierville while preparing for the Town’s future through tourism and continued development of our historic downtown, including renovating the Historic High School, creating a University of Memphis campus, other objectives.
- Create and implement a comprehensive index of community satisfaction of municipal services through a variety of channels such as the Mayor’s Action Center, and customer surveys. Provide follow up from results and recommendations.
- Assess public safety service and infrastructure needs and develop plans and strategies accordingly.

- Keep abreast of technological resources and values to realize opportunities for improving service delivery and communication among staff, citizens and community.
- Expand and sustain community partnerships in order to foster local government engagement.
- Improve the effectiveness of customer service delivery and the cost efficiency of Town operations. Implement process improvement projects to reduce processing time and costs, or increase revenues.
- Assess immediate and five year internal staffing needs. Develop and prepare staff through succession planning, workforce development training, and certification programs.
- Submit organizational achievements for professional association recognition and publications and continue to achieve recognition of excellence by professional organizations.
- Pursue appropriate alternative service delivery models through the use of regional collaborative partnerships, private contracting, volunteers, and other innovative methods.
- Maintain regular communication with state and federal representatives on community priorities and federal and state mandates.

Departmental Goals

Development Department Goals

•Planning Division.

Goal: Provide an effective application review process and proper oversight of the changing built environment.

Objectives:

- Within 30 days, improve the effectiveness and functionality of application review processes by empowering the Development Technician with the technology to track pending development applications and report the project status to the various customers we support (public, public officials, managers, project planners, inspectors).
- Within 90 days, staff will implement the “7-point inspection” process. A planner will visit a developing site at least 7 times during the construction stage at key milestones of construction. This will make site inspections for residential subdivisions and commercial properties more consistent and ensure that developments are constructed per the approved plans.

Goal: Provide training and educational opportunities to the community, staff, and Board/Commission members. Ensure career development and technical expertise of Planning Division staff.

Objectives:

POLICY OVERVIEW/GOALS AND OBJECTIVES

- Participate in continuing education opportunities to learn new planning trends. State law requires planners to obtain 8 hours per year of training and certified planners must obtain 32 hours every two years. GIS staff needs to participate in educational opportunities to stay on top of the rapidly changing profession.
- Make training opportunities (guest speakers, work sessions, and attendance at conferences) available for all Boards and Commissions with the theme for FY 2015 being “the basics and fundamentals of urban planning.” The State requires both the Planning Commission and Board of Zoning appeals to acquire 4 hours of training per year.

Goal: Utilize technology to improve internal and external information flow, customer service, communications, and efficiency, while reducing paperwork and costs.

Objectives:

- Within 120 days, every Planning-related web page and online form will be reviewed for effectiveness and updated as needed. Staff will improve access to, and the format of, information for internal and external customers through continued updates to applications, forms, and the Town’s website.
- Within 90 days, staff will use new GIS technology (public notification tool) and authoritative property ownership data from the County to create address labels for development applications to meet the Town’s mailed public notice policies. Applicants will no longer have to supply these labels with their development applications.
- For the FY 2016 budget process, to improve productively and efficiency, explore options for a web-based project tracking system for development applications (site plans, permits, subdivisions) that is fully integrated with GIS and the Mayor’s Action Center (MAC).
- Implement separate biannual training programs for both staff and consultants/property owners for recent policy and process changes.

Goal: Review and implement Small Area Plans (Downtown, I-269).

Objectives:

- Administer design, right-of-way acquisition, and construction of “Phase 1 and 2” of the “Collierville Center Connect” project funded by a Tennessee Department of Transportation (TDOT) Enhancement grant.
- Within 90 days of the BMA making a request, revisit the policies of the I-269 Small Area Plan (now 5 years old) and the Downtown Collierville Small Area Plan (now 4 years old) as they relate to special areas appropriate for multifamily dwelling units. This may

entail one or more joint work sessions of the PC and BMA and will involve coordination with property owners and the drafting of policy revisions that result from the meeting(s).

Goal: Engage in long range planning efforts to ensure high quality future development patterns and redevelopment activities that promote and protect Collierville’s character.

Objectives:

- Within 90 days of the BMA making a request to annex all, or a portion of, the remainder of the Town’s unincorporated reserve area, staff will coordinate any property owner requests, initiate any required referendums, draft the necessary ordinances, resolutions, and prepare a cost/benefit annexation analysis report.

Goal: Update and improve the Town’s land development regulations to ensure high quality development and implement land use plan and policies.

Objectives:

- As part of the Planning Division’s responsibility of ensuring the Town’s regulations remain current and effective, or to address any unanticipated outcomes of recent ordinance changes, staff will hold by the end of the 1st quarter a “workshop with the PC, DRC, HDC, and/or BMA to get direction and feedback and draft a “cleanup ordinance/resolution” within 90 days of the workshop to address any issues and present the draft for adoption. Such topics may include, but not be limited to parking, permitted uses, fencing, downtown zoning, and improving residential design standards (single family).
- Within 180 days, staff will complete its work with the DRC to develop Resolution 2014-25, a comprehensive update to the Design Guidelines to address a variety of topics (building setbacks, appropriateness of front yard parking, treatment of major intersections, reformatting of the buffer yard requirements into a tabular form, updating the plant list, use of color on buildings, signage, fence design and adding usable open space and buffer plate examples) and hold work sessions with the BMA to prepare the update for adoption before the end of FY 2015.

Goal: Support other Town departments in the preservation of the Town of Collierville’s heritage.

Objectives:

- If needed, study Historic Resources, document/share Town History; and/or support heritage tourism efforts.
- Within 90 days, create a Civil War Walking Tour web map/application.

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Goal: Provide GIS services to internal and external customers (using the 2013 recommendations of the True North Geographic Technologies GIS audit for direction).

Objectives:

- Regarding data creation and maintenance:
 - Based on the schedule determined by Collierville Police and the Computer Aided Dispatch/Record Management System vendor, GIS staff will supply any data that is necessary for the implementation of the new CAD/RMS system.
 - Support Public Services on the tracking and maintenance of the Town's infrastructure, including storm water, sanitary sewer, and water supply infrastructure.

Goal: Implement, configure, and maintain servers, software, and mapping applications.

Objectives:

- GIS Staff will continue to maintain the on-premises GIS server and database server machines, will manage the ArcGIS Online for Organizations subscription.
- Maintain the nine (9) web mapping applications developed in FY 2014 with current information (i.e. zoning, land use changes, development activity).
- Develop, with input from the Data Directions users group, new web mapping applications on an as-needed basis and provide to internal and external customers, as appropriate.

Goal: Integrate GIS System with other Town business systems.

Objectives:

- Coordinate with Emergency Services staff and the CAD/RMS vendor to integrate our enterprise GIS with the new CAD/RMS implementation.
- With the assistance from the Data Directions group we will develop and manage a Town-wide GIS training plan; including an ESRI Training Plan available to GIS staff and desktop users. The training plan will be shared with internal stakeholders and staff training will be ongoing.
- Provide potential GIS Services and support.
 - To assist with the Town's new economic development program, GIS staff can provide:
 - Data Creation/Management and Planning and Analysis (i.e. demographics, proximity to infrastructure) will be completed within 30 days of request.
 - Web-Based Mapping (both internal and external applications) will be completed within 60 days of request.
 - If the Town forms a storm water utility program, GIS staff can provide:

- Data Creation/Management (i.e. impervious features, meter locations) and Planning and Analysis (i.e. ERU calculations) will be completed within 30 days of request.
- Web-Based Mapping (both internal and external applications) will be completed within 60 days of request.
- Staff will develop a business process so that impervious calculations for new nonresidential accounts for the storm water utility program can be set up no more than one business day of the account request.

•Engineering Division.

Goal: Improve intersection operation and safety around Town.

Objectives:

- Perform a crash analysis of the Houston Levee/ Poplar Ave. intersection to identify potential improvements to reduce the accident rate.
- Obtain funding through the Congestion Mitigation Air Quality (CMAQ) program to connect all signals along Byhalia Rd. by way of fiber optic in order to coordinate the timing.
- Obtain funding through the CMAQ program to install a signal at Poplar Ave. and Collierville-Arlington and Eastley St.

Goal: Improve areas of localized flooding.

Objectives:

- Educate property owners through brochures and the Town's website on ways property owners can help to reduce yard flooding.
- Evaluate areas of flooding; plan and recommend prioritization of projects to meet adopted service levels (no structural flooding in 100-year storm event).
- Conduct a sub-basin drainage study of the area located along Royal Pecan Way in Royal Pecan Subdivision.

Goal: Enhance the multi-modal transportation system and improve traffic flow.

Objectives:

- Complete construction of signal and cross-access road between Civic Center Dr. and the Lowe's private drive.
- Complete a bike route and a truck route plan.

Goal: Improve employee job satisfaction and knowledge/performance.

Objectives:

- Attend classes, seminars offered, and take online courses. Professional Engineers are to have at least 24 professional development hours every two years.
- Maintain staff training and certification as mandated by OSHA and TDEC.

POLICY OVERVIEW/GOALS AND OBJECTIVES

- Require other employees to take at least one class every year in their related field.

Goal: Improve on skills for managing Capital Projects.

Objectives:

- Attend at least one class per year, either a webinar, class, or online course for Project Management skills. Report what was learned to department, and apply the relevant concepts.
- Continue to inspect and monitor job costs of capital projects with departments, which include job progress, schedules, pay estimates, and project close-outs. Require a construction schedule at the time a Notice to Proceed is issued.

Goal: Improve plan review and tracking of private Development Projects.

Objectives:

- Create a spreadsheet to track inspection results, meetings, and release dates.
- Report information to the BMA, Administration and other departments on a monthly basis.
- Review all plans within 3 weeks for new submittals and within 1-2 weeks for resubmittals.
- Review and customize the Town's standard Development Agreement form for different types of projects (e.g. commercial and multi-family) other than single-family subdivisions.

Goal: Establish and maintain the Town's Goal to keep the BMA informed on project status with Engineering Division Newsletter updated monthly.

Objectives:

- Check for updates and new material for the newsletter from our department employees on the last Thursday of each month. Each time material is published, review the newsletter for material that is out-of-date and delete it.

Goal: Update Town's construction details and construction specifications.

Objectives:

- Continue to make available standard details on Town's web site for design professionals, developers, and contractors.
- Revise Town's construction specifications and seek adoption of Resolution.

•Code Enforcement Division.

Goal: Customer Service: To provide the best customer service of any government code enforcement.

Objectives:

- Provide accountability through positive customer service survey feedback.

- Monitor returned customer service surveys for needed improvements.

Goal: Public Safety / Efficient Enforcement: Provide a service that is efficient and ensures a safe built environment to keep the value of Collierville above other areas and in demand.

Objectives:

- Enforce the adopted code as a minimum standard.
- Encourage and accept an engineered solution to allow flexibility when desired by the customer.
- Purchase and implement software to allow online inspection requests, results and documentation for more accurate and efficient communication between the Town, contractors and owners.
- Implement the use of mobile devices by January 1, 2015, in an effort to provide more efficient communication, documentation and increase Trade Inspector's field time to conduct inspections.
- Implement residential seismic bracing requirements similar to those enforced in the City of Memphis and Shelby County.

Goal: Maintain service levels in the area of building code enforcement.

Objectives:

- Conduct 100% of building inspections within 24 hours (next workday) of inspection request.
- Attend monthly home builder meetings to discuss solutions to construction challenges.

Goal: Maintain service levels in the area of zoning code enforcement.

Objectives:

- Investigate 100% of citizen-initiated complaints within 24 hours (next workday).
- Continue proactive enforcement of the Town's sign ordinance.
- Continue our customer service efforts with personal contact with citizens when dealing with complaints.
- Visit all new businesses to Collierville within one week of opening.

Goal: Improve the effectiveness of Town Codes and enforcement efforts.

Objectives:

- Review and analyze the effectiveness and efficiency of the Division's processes and procedures and recommend and initiate needed changes.
- Provide a monthly, statistical analysis of the number and types of cases being addressed from the Code Enforcement Module allowing staff to direct proactive efforts in most needed areas.
- Continue use of mobile devices and printing capabilities to provide more efficient communication, documentation and increase Zoning Code Enforcement Officer's field time for inspections.

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- Monitor the MAC and Code Enforcement Module daily to best direct the efforts of the limited Code Enforcement staff.

Goal: Provide training to ensure Collierville's Division of Building Codes and Codes Compliance remains a leader in the codes enforcement field and customer service.

Objectives:

- Attend and represent the Town at local, state and regional Code Enforcement Association meetings and conferences.
- Provide each Division employee with 16 hours of training in job related classes by professional programs. Training will be designed to cross-train staff for other trades with the goal of obtaining one additional certification per building inspector.
- Conduct regular staff meetings for improved consistency.

Human Resources Goals

Goal: Train employees on revisions to Federal laws.

Objectives:

- Schedule meetings and conduct training sessions with signed attendance to address changes in the following laws:
 - Family Medical Leave Act (FMLA).
 - American with Disabilities Act (ADA).
 - Health Insurance Portability and Accountability Act (HIPAA).
 - Sexual Harassment & Workplace Violence.
 - Supervisor Awareness Training.

Goal: RFQ/Review new dental program, Life Insurance and Long Term Disability programs for Town employees.

Objective:

- Provide the best dental, life insurance and LTD programs available in the area to our employees.

Goal: RFQ/Implement on-site Medical Clinic.

Objective:

- Review/evaluate/implement an on-site medical clinic for our employees.

Goal: Provide Benefits Statements to employees.

Objective:

- Distribute a listing of benefits provided by the Town for its employees.

Goal: Complete the Classification and Compensation Study.

Objective:

- Update our current pay structure to be competitive with the marketplace. Evaluate current employees' pay position-in-range and recommend any necessary adjustments.

Goal: Begin the process to exit health insurance grandfathered status.

Objective:

- Develop and implement strategies for a systemic exit from grandfathered status and re-design of health benefits compliance with legislative requirements.

Goal: Review and revise personnel policies and procedures.

Objective:

- Update HR rules and regulations that have become outdated due to law changes.

Public Safety Goals

•Police Department.

Goal: Maintain index crime clearance rates at or above the national average for comparable cities.

Objectives:

- Detect offenders.
- Conduct preliminary investigations and commence prosecutions.
- Share information on successful strategies internally and externally.
- Regularly analyze specialized patrol data generated from deployments/enforcement in targeted areas.
- Maintain a high level of marked police car visibility – perception and deterrence.
- Aggressively investigate/solve crimes to maintain high clearance rates.
- Enforce traffic laws and code violations.
- Recognize changing crime trends and formulate crime fighting strategies.
- Maintain strong community partnerships to build trust and confidence between citizens and government.
- Conduct periodic workload analysis to ensure officers have ample time for proactive work in assigned districts.

Goal: Continue a comprehensive recruiting plan that reflects our commitment to a diverse workforce, mirroring the community.

Objectives:

- Make use of Town resources to disseminate recruiting information.
- Utilize traditional and non-traditional resources (i.e.; media, internet, social media and public interaction).
- Employ community-based resources (i.e.; college job fairs, career days).
- Update recruiting material.

Goal: Continue to enhance the Department's information and technology capabilities.

Objectives:

- Implement advanced technologies (i.e., mobile data terminals, in-field reporting and NCIC queries) through the completion of CIP projects.

POLICY OVERVIEW/GOALS AND OBJECTIVES

- Provide technology training to personnel.
- Collaborate with and continue routine meetings with IT and department's technology committee.

Goal: Improve traffic safety efforts.

Objectives:

- Target enforcement efforts by addressing causative factors.
- Increase traffic enforcement and driver safety education efforts to better manage the traffic accident volume created by growth.
- Increase public information campaigns.
- Seek funding for safety programs through traffic safety grants.
- Maintain or increase voluntary compliance with traffic laws as compared to state averages as reported from State of Tennessee reports.

Goal: Maintain or improve overall departmental response time to calls for service.

Objectives:

- Ensure proper staffing of police districts.
- Analyze call volume and district boundaries.
- At least monthly, ensure all first responders receive training and/or safety briefings on Emergency Vehicle Operations techniques.
- On monthly basis, analyze response time information from the Dispatch CAD system.

Goal: Continue building effective communication with the community, schools, civic groups, and other community and neighborhood leaders within the Town of Collierville.

Objectives:

- Continue to give presentations to various civic groups and organizations upon request.
- Continue to support the neighborhood watch groups and establish new groups.
- Use drug education and a positive police image at the elementary school level as a prevention investment in our future.
- Continue to support and expand the Police Explorer program.
- Continue to utilize social media outlets for communicating public safety information with the citizenry.
- Participative involvement with community gatherings, Chamber meetings and other Town sponsored events.

Goal: Continue to educate and train our employees to maintain a competent staff and to improve the quality of our service delivery.

Objectives:

- Conduct relevant roll call training for patrol officers.

- Continue to provide relevant in-service training for our employees. Allow specialized units to attend task-specific team training.
- Continue to provide leadership and managerial training for supervisory personnel.

•Fire Department.

Goal: By November 2014, the percentage of fire inspection reports to be key-punched into the fire records management software by the Chief of Fire Prevention will decrease by 100% as reported by the Chief of Fire Prevention's monthly reports.

Objectives:

- Submit Fire Inspections electronically and maintain records electronically.
 - Switch to ACS Firehouse Mobile Inspection Program.
 - Utilize web-based electronic software and storage; iCloud.
 - Instant access to review issues with inspection reports in lieu of thirty (30) day submittal from firefighters.
- Eliminate the necessity for fire inspection data-entry to be manually entered into the fire records database.
 - Number of annual Fire Inspections = 2,715 records.
- Reallocation of man-hours resources from data-entry to time sensitive mission critical projects.
 - Elimination of manually key-punching fire inspection data; 8 hrs./week to 0 hrs./week.
 - FY 2015; Reallocation of 8 man-hours/week from key-punching data (technical clerical work) to fire protection and water supply through plans review (time sensitive; mission-critical work).
 - 8 man-hours/week = 416 man-hour annually or \$17,200 soft cost man-hours.
 - Delay personnel resources for additional manpower FY15 Personnel Budget.
- Time Frame; FY-2015.
 - From September 1, 2014 to June 30, 2015.
- The reallocation of man-hours resources will reduce the time frame of reviewing business plans to be reviewed for fire protection and water supply from a three (3) week turn-around to a two (2) week turn-around.
 - Chief of Fire Prevention.
 - Benefits the Development Department, as well as, business owner, architects, and builders.

Goal: Participate in a joint police/fire radio communications infrastructure implementation plan to ensure fire department operations.

Objectives:

- Conduct testing on fire sub-systems; firehouse alerting system, back-up paging systems, Knox-box key management systems, apparatus intercom systems, and self-contained breathing apparatus

POLICY OVERVIEW/GOALS AND OBJECTIVES

(SCBA), Click-to-Enter Gate Access, as well as, medical consultation systems (Baptist Collierville Emergency Room).

- Conduct oversight of installation of radio equipment; fire apparatus, staff vehicles, and firehouses.
- Conduct oversight testing and setup of fire console.
- Conduct oversight on testing on fire subscriber radio equipment; base radios, mobile radios, and portable radios.
- Conduct in-service training classes for all personnel.

Goal: Participate in a joint police/fire Computer-Aided Dispatch (CAD) infrastructure implementation plan to ensure fire department operations.

Objectives:

- Perform a comparison analysis of the current CAD data attributes (street names, prefixes, suffixes, designators, etc.) with the GIS Department's master street data attributes.
- Conduct oversight testing and setup of CAD interface.
- Conduct oversight on testing of the transfer of data attributes from CAD to Firehouse Software.
- Conduct in-service training classes for all personnel.

Culture and Recreation Goals

Goal: Enhance local tourism.

Objectives:

- Develop, print, and distribute new Town sports brochure.
- Update Collierville Greenbelt Brochure.
- Schedule two motorcoach tours.
- Initiate "Play Tennessee" membership/program.

Goal: Develop a new fall special event.

Objectives:

- Promote a new family evening event.
- Promote a wellness concept in the event.
- Utilize an athletic complex as the venue.

Goal: Create GPS mapping of department irrigation system.

Objectives:

- Locate and record every valve in the system.
- Store points in maintenance computer system.
- Work with GIS to create a map of each irrigation system.

Goal: Upgrade Town Square landscape beds.

Objectives:

- Perform extensive evaluation of each current area.
- Replacement to involve new vigorous shrubs using flowering types.
- Match plant growth habits to location and condition of soil.

Goal: Centralize chemical application record storage.

Objectives:

- Produce information sheet for supervisors.
- Train supervisors in recording in a centralized spread sheet.
- Standardize all documentation.

Goal: Expand recreational, educational, and instructional programming.

Objectives:

- Develop partnerships and provide volunteer opportunities in Nature Education Programs.
- Add four (4) new classes at W.C. Johnson House.
- Develop additional Seniors opportunities.

Goal: Improve communications outlets for girls' softball.

Objectives:

- Work with Germantown to increase participation numbers.
- Inform of a change from fast pitch to slow pitch.
- Create a fun league for players and parents.
- Sponsor one youth slow pitch tournament in 2014.

Goal: Develop head injury/concussion awareness program.

Objectives:

- Develop new youth sports policies and procedures regarding head injuries.
- Mandate head injury certification for all coaches.
- Mandate NYSCA certification for all head coaches.
- Provide educational material, handouts, and policies for all parents.

Goal: Expand Collierville Greenbelt System.

Objectives:

- Identify and solicit state and federal grants for funding Wolf River Boulevard Trail.
- Hire design firm to layout trails, prepare easements, and provide construction documents for the Wolf River Boulevard Trail.
- Expand Wolf River Greenway primitive trail from W. C. Johnson Boardwalk to lateral "J".
- Identify potential alignment of proposed section off Nonconnah Trail from Byhalia Road to Schilling Farms.

Goal: Enhance Cultural Arts opportunities.

Objectives:

- Concentrate on marketing techniques informing community of Cultural Arts opportunities available.
- Installation of new marquee at theatre.
- Work with Collierville schools to provide opportunities for children to attend productions at the theatre.
- Review options for major capital improvements such as orchestra pit and docking arenas.

Public Services Goals

•Streets & Drainage

POLICY OVERVIEW/GOALS AND OBJECTIVES

Goal: Improve and maintain safe roadway systems throughout Town in a cost effective manner.

Objectives:

- Reduce the response time for requests for repairs concerning pavement, drainage, curbs and signage throughout town.
- Install handicap ramps at various locations throughout the Town.
- Work with the Engineering Department to improve current road construction standards and road cut permit requirements.
- Repaint crosswalks/stop bars at all schools and intersections.
- Develop a proactive street striping program by evaluating, and prioritizing areas where re-striping will be performed.
- Continue upgrading traffic control devices to meet new Manual of Uniform Traffic Control Devices.

Goal: Improve and maintain drainage systems performance throughout Town in a cost effective manner.

Objectives:

- Perform a physical survey of all major drainage laterals, document problem areas, and schedule proactive maintenance to improve stormwater drainage throughout Town.
- Reduce response times for both routine and emergency drainage maintenance repairs throughout town.
- Inspect, document and repair concrete curbs and water tables at various locations.
- Meet Phase II State of Tennessee requirements for storm water permits.

Public Utilities Goals

Goal: Provide adequate quantities of safe drinking water in compliance with all State and Federal regulations, at equitable costs, to current customers and future development.

Objectives:

- Inspect and repair Well #402.

- Complete design of 16” waterline on Shelby Drive from Sycamore Road to Quinn Road.
- Install 16” waterline on Shelby Drive from Sycamore Road to Quinn Road.

Goal: Operate and maintain distribution system to provide for minimal loss of service to residents due to system failures and bottlenecks.

Objectives:

- Exercise all valves in the distribution system to ensure all valves are open.
- Install new 12” water main from Distribution Parkway to Shelby Drive on Holmes Road from Fleming Road to Byhalia Road.

Goal: Operate and maintain wastewater collection system without having wet weather or dry weather overflows due to pipe sizing deficiencies.

Objectives:

- Replace Nonconnah Pump Station controls.
- Replace air release valves on Nonconnah Pump Station force mains.
- Contract and complete the next Sanitary Sewer Evaluation Study Project, which cleans the sewer mains and identifies problem area for repairs.

Goal: Meet Federal and State Regulations and Laws.

Objectives:

- Obtain Board approval of updated Sewer Use and Water Ordinances.
- Perform the Lead and Copper sampling this summer as required by the Federal and State regulations.

BUDGET PROCESS

The Town of Collierville's budget process begins with a review of current Town finances, local and regional economic conditions, major program changes, and wage and price levels. The review of current Town finances covers such specifics as revenue from tax assessments, sales taxes as affected by retail sales, building permits, and business license records; debt service; and current expenditures.

•**Guidelines.** The budget document that is presented to the Board of Mayor and Aldermen represents the culmination of intensive research and analysis. The purpose of the document is to present to the legislative body and the public a comprehensive picture of proposed operations for the budget year based on the following guidelines:

- The primary objective is to provide the highest possible level of service to residents without impairing the Town's sound financial condition.
- The budget must be balanced for each fund; total projected revenues and funding sources must equal total anticipated expenditures.
- General Fund unassigned fund balance should be maintained at 25% of expenditures.
- The internal budgetary control is maintained at the department level by line item and designed to provide reasonable assurance that these objectives are met.

BUDGET ADOPTION

The Charter of the Town of Collierville requires that at least forty-five days before the beginning of the fiscal year, the Town Administrator prepares and submits to the Board of Mayor and Aldermen a budget for the ensuing fiscal year. The budget provides a complete financial plan for the coming fiscal year. State law requires that the budget presented must be balanced, which means that expenditures cannot exceed available resources, defined as revenues generated in the current period added to balances carried forward from prior years.

•**Public Notice.** After considering the Town Administrator's proposed budget and making modifications during one or more work sessions, the Board schedules a public hearing. At least seven days before the hearing, public notice of the time and place, along with a summary of the budget tentatively approved by the board, is published.

•**Budget Resolution.** After the public hearing, the Board adopts the budget by resolution, with such modifications or amendments as the Board deems advisable, on or before the last day of the fiscal year currently ending.

BUDGET AMENDMENTS

•**Fund Transfer.** At any time during the fiscal year, the Town Administrator upon request of the department

director, may transfer part or all of any unencumbered appropriation within a department. The Board, by appropriate resolution, may authorize the Town Administrator to transfer moneys from one department to another within the same fund.

•**Emergency Appropriations.** Upon a declaration by the Board that there exists a public emergency affecting life, health, property, or the public peace, the Board may make emergency appropriations. If there are not available un-appropriated revenues to meet such appropriations, the Board is authorized to borrow sufficient funds to meet the emergency.

BUDGET BASIS

The budgetary accounting basis follows the basis of accounting except that fund balances that are presented for the Town's Water and Sewer Fund do not reflect the total equity of the fund but rather only available spendable resources of the current fiscal period. Unexpended appropriations for budgeted funds lapse at fiscal yearend. Encumbrance accounting is not used since it is not legally required.

•**Governmental Funds.** The budgets of the Town are prepared on a modified accrual basis for the governmental funds (those through which most governmental functions are financed — General Fund and Special Revenue Funds, including State Street Aid Fund, Historic Preservation Fund, Library Fund, Sanitation Fund, Special Drug Fund, General Purpose School Fund, Schools Federal Funds, and School Nutrition Fund). Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures of the current period. Revenues are recorded when received in cash, except that revenues subject to accrual (generally 60 days after year-end) are recognized when due. The primary revenue sources, which have been treated as susceptible to accrual by the Town, are property tax, sales tax, intergovernmental revenues and other taxes. Expenditures are recorded in the accounting period in which the related fund liability is incurred, except for general obligation bond principal and interest which are reported when due. All annual appropriations lapse at fiscal year end to the extent that they have not been expended or lawfully encumbered.

•**Proprietary Funds.** The budgets of the proprietary funds (Water and Sewer Fund and Health Insurance Fund) use the accrual basis. Under the accrual basis, revenues are recorded as earned and expenses are recorded as incurred.

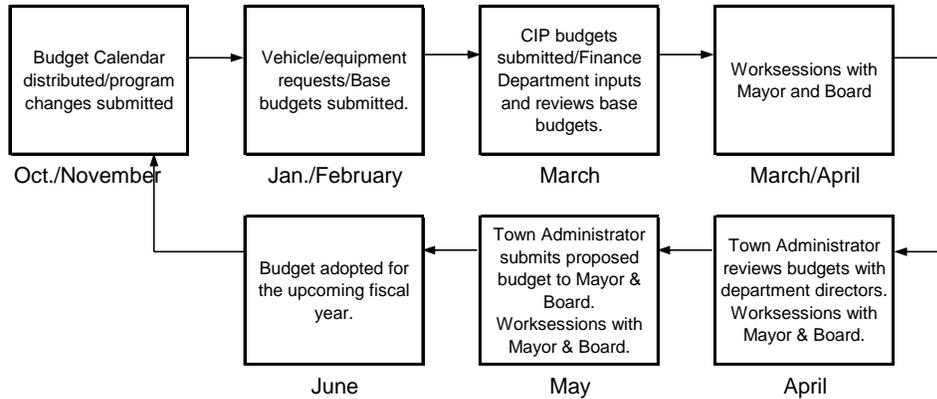
•**Fiduciary Funds.** The budgets of the fiduciary funds (Retirement Fund and OPEB Fund) use the accrual basis of accounting.

BUDGET PROCESS

BUDGET CALENDAR

The budget process began in October with the distribution of the budget calendar to department directors. Department directors submit proposed program changes requests for the coming year to Human Resources and

their year-end estimates to the Finance Department for compilation and review. After review, the base budget and program changes are submitted to the Town Administrator. The list of important dates in the budget calendar is shown below.



Shown to the left is a graphical representation of the budget process which began in October. Below is the budget calendar for fiscal year 2014-2015.

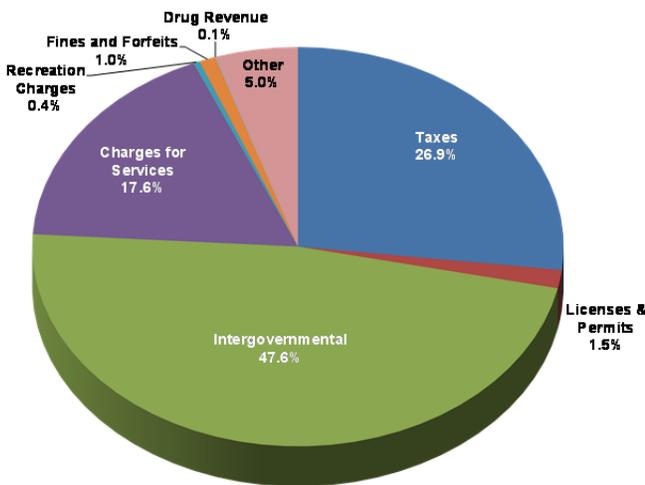
This calendar is distributed to Department Directors early in the budget process and indicates deadlines for submission of budget documents and scheduled work-sessions during the budget process. Revisions to the calendar may be made throughout the process when work-sessions are either cancelled or rescheduled.

- October 28----- Budget calendar distributed to Departments.
- November 25----- Departments submit program changes to Human Resources.
- January 13----- Departments submit vehicle and equipment purchase requests to Finance.
- January 13----- Departments submit new responsibilities & new expenses.
- January 23----- CIP work-session with department directors.
- January 27----- Personnel end of year estimates due from Human Resources.
- January 27----- Departments submit end-of-year estimates and 2015 Revenue projections.
- February 7----- Departments submit preliminary CIP requests/fee schedule changes to Finance.
- February 20----- Draft CIP Work-session with the Board of Mayor and Aldermen.
- February 21----- Departments submit base budgets to Finance Department.
- February 27----- Work-session with the Board of Mayor and Aldermen.
- March 3----- Draft CIP budgets submitted to Finance Department.
- March 6----- Work-session with the Board of Mayor and Aldermen.
- March 10-14----- Spring Break – no work-sessions.
- March 21----- Finance Department submits draft budgets to Town Administrator.
- March/April----- Town Administrator reviews draft budget.
- Each Thursday as needed----- Work-session with the Board of Mayor and Aldermen.
- May 2----- Deadline for changes to draft budgets.
- May 12----- Town Administrator submits the proposed budget to Board.
- May 22----- Deadline for changes to final draft budgets.
- May 27----- Deadline for submission of budget summaries for public notice.
- May 26----- First reading of ordinance on the tax levy.
- May 30----- Public notice of public hearing on the proposed budget.
- June 9----- Second reading of ordinance on the tax levy; public hearing on the proposed budget.
- June 13----- Deadline for changes to final draft budget.
- June 23----- Third and final reading of ordinance on the tax levy; adoption of the FY 2015 budget.
- July 1----- Fiscal year begins.

REVENUE ANALYSIS AND PROJECTIONS

FY 2015 projected revenue for all funds except the CIP totals \$146,566,157. General Purpose School Fund revenues make up the greatest portion at 42.4%. General Fund revenue is 34.1% of total, Water & Sewer Fund is 8.4%, Health Insurance is 4.4%, the Retirement Fund is 3.1%, Sanitation Fund, 2.8%. The School Federal Funds and School Nutrition Fund are 1.6% and 1.5% respectively. The OPEB Fund is 0.9%; the State Street Aid Fund is 0.8%; and the Drug Fund and Library Fund are both 0.1%. The Historic Preservation Fund makes up just 0.01%.

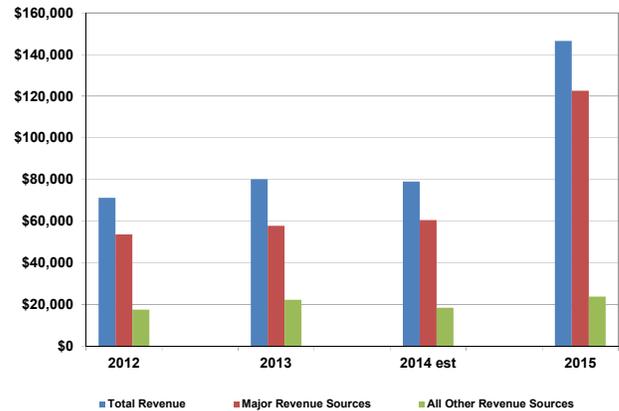
Intergovernmental revenue is the greatest amount of the total revenue at 47.6%. Most of this is the Basic Education Program (BEP) revenues that the state distributes to the schools. Taxes are next with 26.9%, while charges for services — school tuition payments, solid waste collection and water and sewer service charges, etc., make up 17.6%. The chart below shows the percentage of total revenue each revenue source contributes.



FY 2015 Revenues by Source

The following sections provide analyses and projections for FY 2015 for the Town’s major revenue sources. Major sources account for 83.7% or \$122,661,880 of total revenue. Charts depicting the revenue history of some of these sources are included as well. Revenue sources in the Schools Funds will not have history since FY 2015 will be the first year for those funds. The FY 2014 figures are estimated end-of-year amounts, and the FY 2015 numbers are projected.

The chart in the next column compares the major revenue sources and all other revenue sources to total revenue. The FY 2015 revenue columns show the impact that the School Funds revenue has on total revenue.



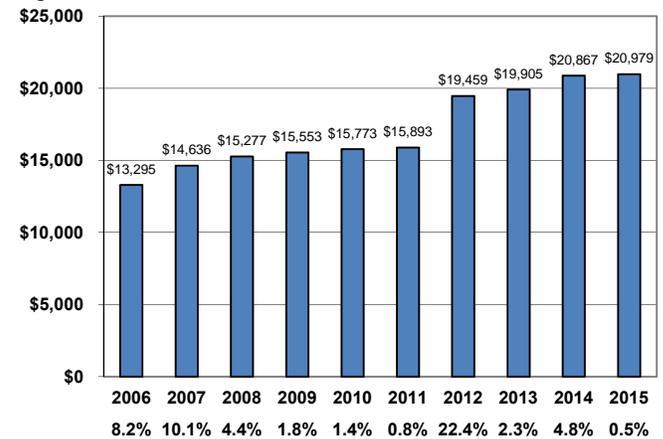
Major and Non-major Revenues (000s)

The following section provides analysis and charts for the Town’s major revenue sources:

Real Property Tax \$20,978,890

Property taxes are assessed on January 1 prior to each fiscal year in which taxes are recorded. Tax is determined by three factors: (1) the appraised value of the property as determined by the county tax assessor; (2) the level of assessment for that kind of property as set in the state Constitution; and (3) the rate of tax set by the local government. The State of Tennessee has set the level of assessment as follows: commercial and industrial - 40%; residential and farm - 25%.

In FY 10 the certified tax rate was set at \$1.18 per \$100 of assessed valuation. The revenue increase in FY 2012 resulted from a property tax rate increase to \$1.43 per \$100 of assessed valuation. Since 2013 was a reappraisal year, the Town was required to set a certified rate for the FY 2014 fiscal year that would be “revenue neutral”. With a reduction in property values of 3.6%, the certified rate was determined to be \$1.53 per \$100 of assessed valuation, an increase of \$0.10. The rate for FY 2015 was kept at \$1.53 as well.

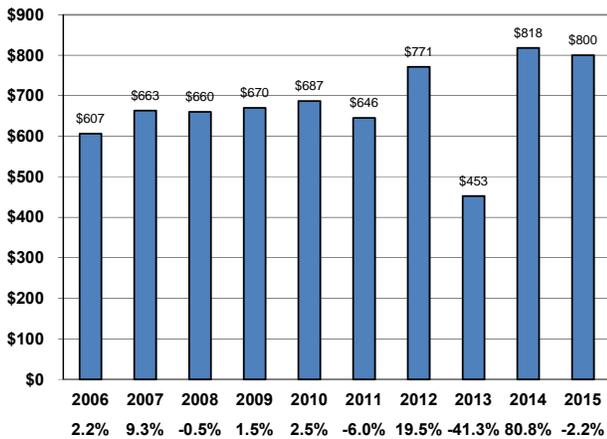


Property Tax Revenue (000s)

REVENUE ANALYSIS AND PROJECTIONS

Personal Property Tax \$800,307

Generally, the level of assessment for tangible personal property is 30% for commercial and industrial. This tax is set at the same rate as real property tax. Personal property taxes normally are reduced by a sales ratio except in reappraisal years. The increase in FY 2007 is attributed to The Avenue Carriage Crossing, an 810,000 square foot open-air, lifestyle mall, which opened in the second quarter of FY 2006. The FY 2012 revenue increase is due to a tax increase. The significant decrease in FY 2013 resulted from a refund of PILOT taxes charged in error. The FY 2015 revenue is projected to be 2.2% less than the FY 2014 estimated.



Personal Property Tax Revenues (000s)

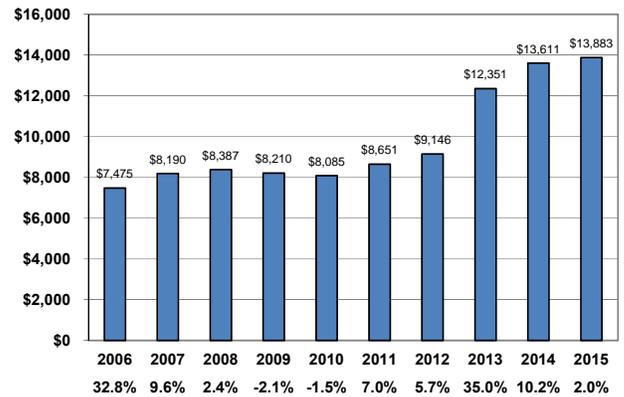
Ad Valorem Tax \$610,000

This is a separate tax which applies to utility property. The state comptroller's office appraises utility property — including railroad and motor carrier property — across the state annually. However, since appraisals of similar properties in other counties often vary, the Division of Property Assessments conducts a yearly survey of appraisal ratios in all counties, and adjusts utility appraisals accordingly. The FY 2015 revenue projection is based on FY 2014 collections.

Local Option Sales Tax \$13,882,729

Sales tax is levied on the final sale of an item and remitted to the state by retail merchants. Cities and counties may levy up to 2.75% local option sales tax in addition to the state sales tax of 7%. The Town receives 50% of 2.25% of the taxes collected with 2.125% divided between the state and Shelby County for administration fees. The other 50% is distributed to school systems within the county based on student attendance. Local option sales tax revenue is the second largest revenue stream after real property tax and in previous years has been a good indicator of economic growth in the Town.

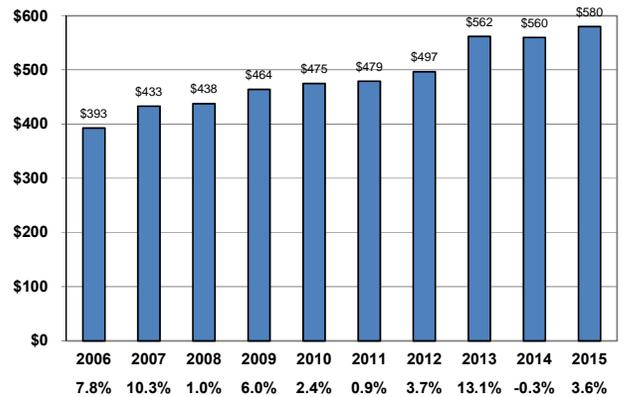
When the Avenue at Carriage Crossing opened in the second quarter of FY 2006, revenue for that year increased dramatically, rising 32.8% above the previous year. In FY 2009 and 2010; however, due to the economic recession and the closing of several large retailers, revenue decreased. A rebound in the local economy in FY 2011 increased revenue 7.0% and an additional 5.7% in FY 2012. In FY 2013 the citizens of Collierville voted to establish a municipal school district and voted to increase the local sales tax rate from 2.25% to 2.75% to fund the schools. The additional .50% will be reserved for school-related expenses.



Local Option Sales Tax Revenue (000s)

Wholesale Beer Tax \$580,000

A 17% Wholesale Beer Tax is authorized by the State. It is collected from wholesalers based on their sales to retailers in the Town and is collected monthly. While the long-term trend is up (the ten-year history shows an overall increase), yearly trends are slightly erratic for wholesale beer tax. Collections for FY 2015 are expected to be 3.6% higher than the FY 2014 estimated end of year.



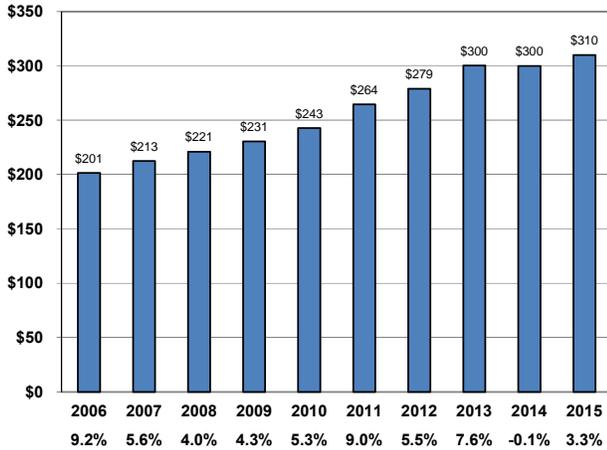
Wholesale Beer Tax Revenue (000s)

Wholesale Liquor Tax \$310,000

The State has authorized a 5% inspection fee on the wholesale of alcoholic beverages in the Town. It is

REVENUE ANALYSIS AND PROJECTIONS

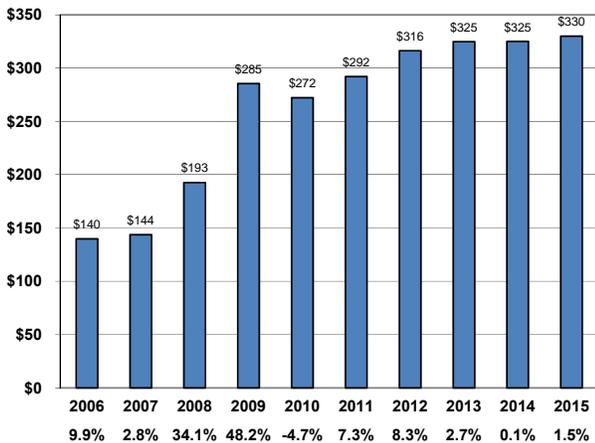
collected from wholesalers based on their sales to the retail liquor stores in the Town and is collected monthly. The ten-year history for wholesale liquor tax shows an increase. The FY 2014 revenue is estimated to decrease by 0.1% and for FY 2015 revenue is projected to be 3.3% above estimated end of year.



Wholesale Liquor Tax Revenue (000s)

Hotel/Motel Tax \$330,000

Each municipality in Tennessee is authorized to levy by ordinance a privilege tax upon occupancy in any hotel. The tax may be charged per transient in an amount not to exceed five percent (5%) of the consideration charged by the operator. Ordinance 95-15 authorizes the Town to collect an occupancy tax of 5% on the rate charged by the operator of hotels and motels within the Town limits. The significant increase beginning in FY 2008 reflects the addition of a new hotel in Collierville. Projections for FY 2015 reflect an increase of 1.5% over estimated FY 2014.

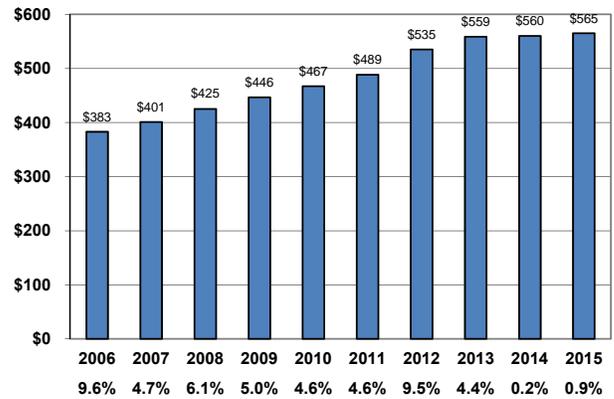


Hotel/Motel Tax Revenue (000s)

Cable TV Franchise \$565,000

The Town authorized a cable communication system franchise with Time Warner Communications (now Comcast). Revenue from this franchise fee is 5% of the

communication system's gross revenue. Trending with residential growth, this revenue source began to recover in FY 2012. FY 2015 collections are estimated to increase by 0.9%.

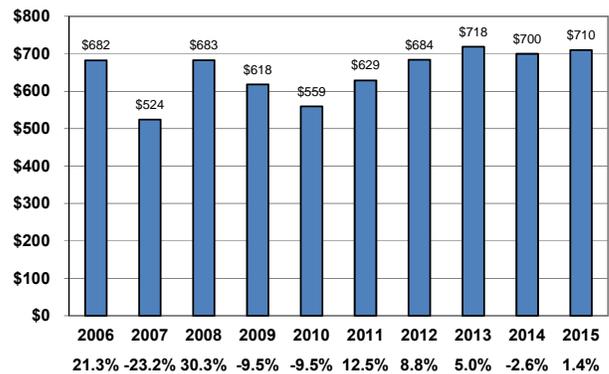


Cable TV Franchise Revenue (000s)

Business Tax \$710,000

Business taxes are privilege taxes levied by cities and counties for the right to do business within their jurisdiction. Taxpayers are subdivided into 5 classifications with different tax rates applying to each classification. Due to the complexity of the tax's administration, its tax base is slightly different from that of the local option sales tax. However, the tax base for the revenue generally tracks local option sales tax revenues.

FY 2006 collections were overstated due to an error in the Town's accounting software, which understated the liability owed the State. The decrease in FY 2007 was due to the correction of the accounting error. FY 2008 collections increased by 30.3% as the Town finished paying back its liability. In January 2010, the state took over the collection of business taxes from the municipalities. There was a period of adjustment as the state uploaded the information provided by the cities. The FY 2015 projection is 1.4% above the FY 2014 estimated end of year.

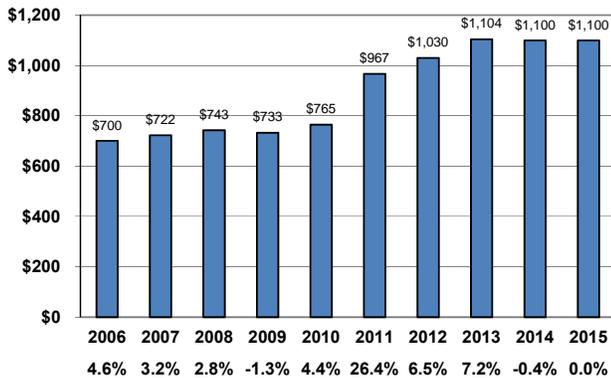


Business Tax Revenue (000s)

REVENUE ANALYSIS AND PROJECTIONS

Automobile Registration **\$1,100,000**

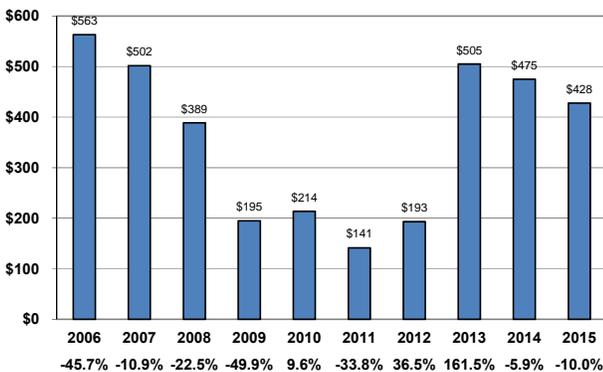
The Town receives a portion of the revenue from each car licensed within Town limits less an administrative fee charged by the Shelby County Clerk's office which distributes the funds. Auto registration revenue trends closely with the rate of residential property development. For the FY 2011 budget, the Board of Mayor and Aldermen approved an increase to the registration fee from \$20 to \$27. The increase in FY 2012 is more significant since the Clerk's office collected only ten months of the fee increase in FY 2011. FY 2015 revenue is projected to be the same as FY 2014 estimated.



Automobile Registration Revenue (000s)

Building Permits **\$427,500**

There was a significant increase in permit revenues in FY 2005 from the Avenue Carriage Crossing Project. The decrease in building permit revenue in FY 2006- 2008 is partly due to building plans review fees having been moved into a separate revenue source. The reduction in all permit revenues (building, plumbing, electrical and mechanical) from FY 2009 – FY 2011 was primarily due to a decreased rate of single family home construction in the years following the economic downturn. There was a significant increase in permits for FY 2013. FY 2014 revenue is 5.9% less than FY 2013, and FY 2015 is projected to be 10.0% less than FY 2014.



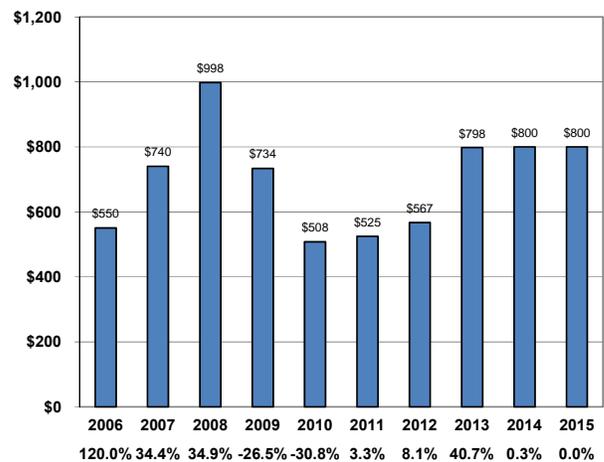
Building Permit Revenue (000s)

TVA Payments in Lieu of **\$515,000**

The state requires TVA to pay 5% of gross power sales proceeds to the state in-lieu-of taxes. Of the taxes, 48.5% is distributed to county and municipal governments. Thirty percent of this amount is distributed in equal quarterly payments to municipalities based on population. The revenue projection for FY 2015 is based on the per-capita amount provided by the state. The 2010 federal census count of 43,965 was a decrease of 339 in population. The Town annexed a portion of its reserve area in December 2011. This increased the certified population by 1,585. The projected revenue is based on the per-capita distribution.

State Income Tax **\$800,000**

The state income tax or Hall Income Tax is levied on dividends and bond interest received by individuals or other entities, including corporations and partnerships. Thirty-eight percent of revenue collected within the Town is returned in one annual payment received in July for the previous fiscal year. The allocation is affected by fluctuations in population and investment earnings. The downturn in the economy resulted in a decrease of 26.5% for FY 2009; and 30.8% in FY 2010. Revenue has begun to recover with the economy and was up 40.7% in FY 2013. The projections for FY 2014 and FY 2015 are more conservative, however. An increase of 0.3% is estimated for FY 2014, and no increase is projected for FY 2015.



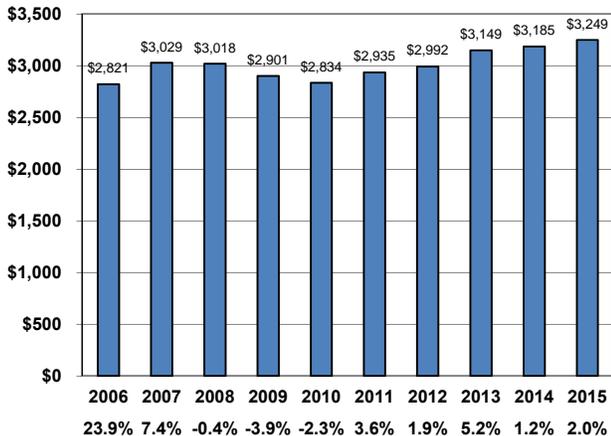
State Income Tax (000s)

State Sales Tax **\$3,248,782**

Of the revenues collected from the State's 7% sales tax rate, 4.5925% is appropriated to the incorporated municipalities within the state of Tennessee to be distributed monthly, in the proportion which the population of each municipality bears to the aggregate population of all municipalities within the state, according to the latest federal census and other censuses. The Town

REVENUE ANALYSIS AND PROJECTIONS

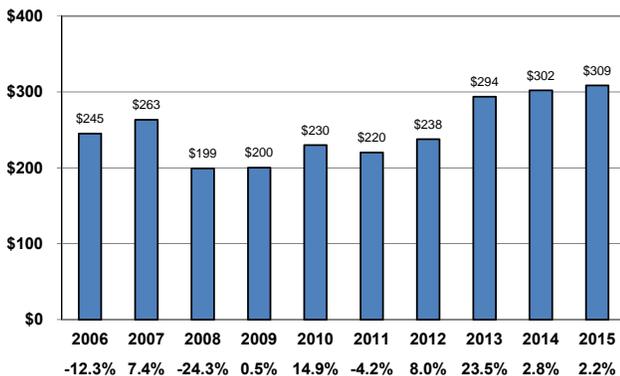
conducted a special census in the spring of 2008. The increase in population from 41,923 (2005 special census count) to 44,304 resulted in an increase in projected revenue for FY 2009. The benefits of the increased population were offset, however, by declining state sales tax collection projections, and the revenue for FY 2009 was actually a decrease of 3.9%. There was an additional decrease of 2.3% in FY 2010. The recovering economy and an annexation in FY 2013 has resulted in increases since FY 2010. The projection for FY 2015 is for a 2.0% increase.



State Sales Tax Revenue (000s)

City Court Fines \$308,500

As the chart shows, this revenue has been erratic in the past and trends are difficult to predict, which holds true for most court revenue. The trend for the last two years, however, has shown an increase. Revenues increased 8.0% in FY 2012 and 23.5% in FY 2013. A more conservative 2.8% increase is estimated for FY 2014, and a 2.2% increase is projected for FY 2015.

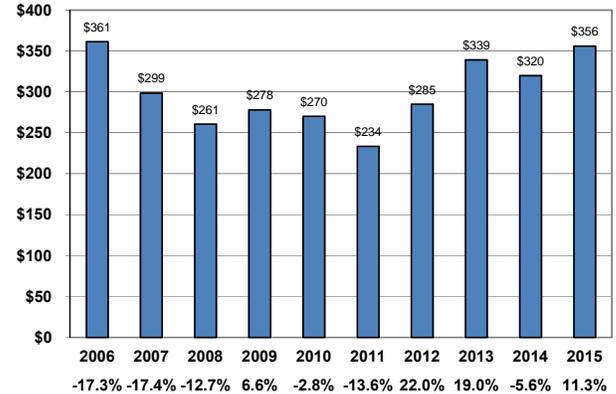


City Court Fines (000s)

Court Costs \$356,000

This revenue has been erratic in the past and trends are difficult to predict which holds true for most court revenue. After several years of increases, revenue

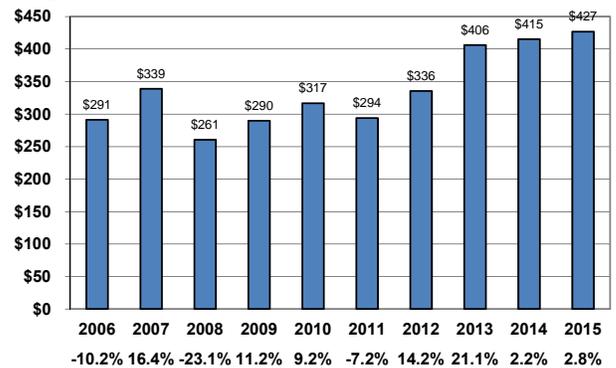
decreased dramatically in FY 2006, 2007 and 2008. In FY 2009, there was an increase of 6.6%, but decreases in FY 2010 and FY 2011. Revenue increased significantly in FY 2012 and FY 2013. A decrease of 6.6% is estimated for FY 2014, but an increase of 11.3% is projected for FY 2015.



Court Cost Revenue (000s)

Court Costs Forfeitures \$426,700

This revenue as with all court revenues has been erratic in the past and trends are difficult to predict. Revenue decreased in FY 2006, increased in FY 2007, decreased again in FY 2008, increased in 2009 and 2010 decreased in FY 2011 and increased in FY 2012 and 2013. A 2.2% increase is estimated for FY 2014, and FY 2015 revenue is expected to increase 2.8%.



Court Cost Forfeitures (000s)

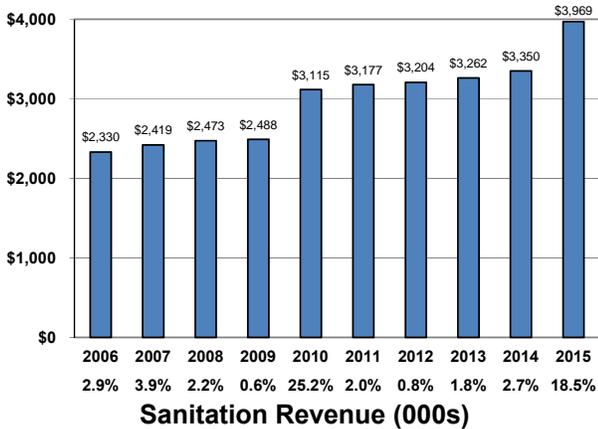
State Street Aid Revenue \$1,200,000

The State Street Aid Fund is a special revenue fund which derives its operating revenue from state shared gasoline taxes. The state distributes the monies on a per capita basis to each municipality. The revenue is dependent on the amount of gasoline taxes collected and is restricted to street related maintenance and repair. Revenue for the last ten years has been very stable with the highest amount received in FY 2011 - \$1,202,570 and the lowest in FY 2012 - \$1,143,520.

REVENUE ANALYSIS AND PROJECTIONS

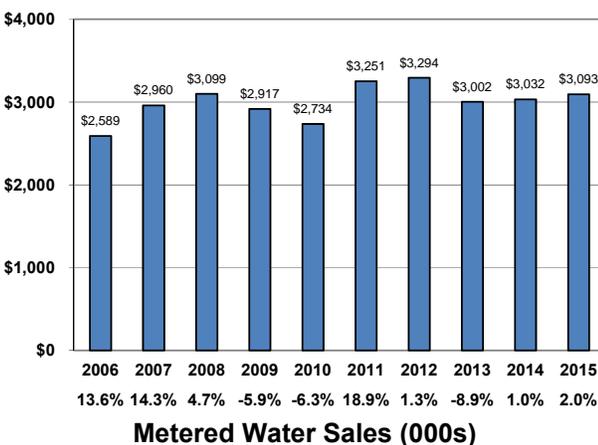
Solid Waste Collection **\$3,969,402**

This revenue is reported in the Sanitation Fund. This special revenue fund derives its operating revenue from service charges for garbage collection. All operating costs, including debt service, are funded through these charges. In FY 2010 the Board of Mayor and Aldermen approved a fee increase of \$4/month from \$15 to \$19, resulting in a 25.2% increase in estimated revenue. For FY 2015 the Board increased the fee \$3/month, and the Town will resume the collection of recyclables that was outsourced several years ago.



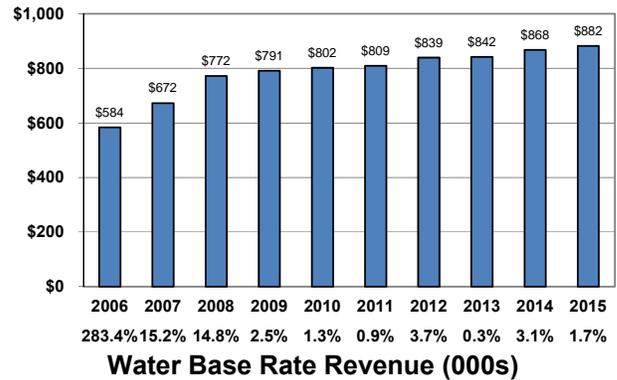
Metered Water Sales **\$3,092,573**

This revenue is reported in the Water and Sewer fund and is derived from charges for water sold to Town residents and businesses. Water also is sold to residents of Piperton, a neighboring community in Fayette County, and rates are higher than for Collierville residents (see rates in the Public Utilities section). Since the Water and Sewer Fund is a proprietary fund, it must be self-supporting. Revenue must be sufficient to cover operating expenses, including debt service. Revenue in this category will depend in part on rainfall amounts since water usage for irrigation is a contributing factor. For FY 2014 and FY 2015 revenue is expected to remain essentially flat due to higher than average projected rainfall.



Water Base Rate **\$882,013**

This charge was added in FY 2005 when a new ten-year rate structure went into effect. This revenue covers the costs associated with the creation of the Utility and its readiness to meet customer capacity demands, such as debt service and other capital costs. Growth in this revenue is directly associated with development. A 1.7% increase is projected for FY 2015.

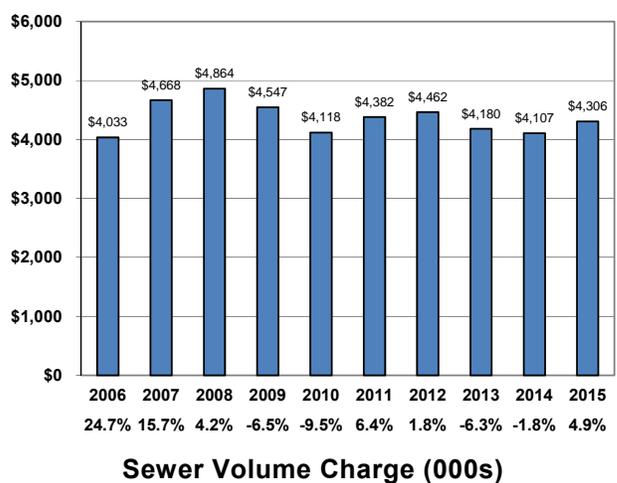


Water Customer Service **\$462,420**

This charge was added when the ten-year rate schedule went into effect, and covers the costs associated with each customer account and the maintenance of the account, such as meter reading and billing and other customer service administrative costs. Growth in this revenue is directly associated with development.

Sewer Volume Charge **\$4,306,237**

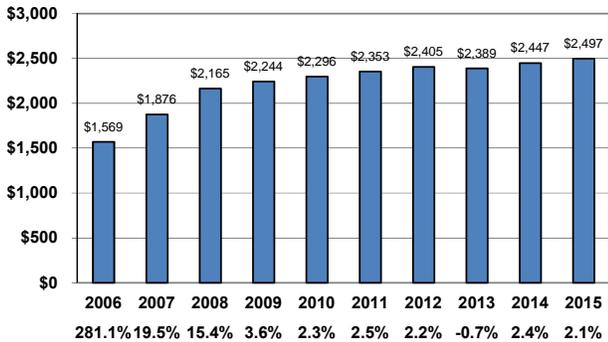
Sewer service charges are charged according to water usage of Town residents and businesses. In FY 2008, the Town began providing sewer service to some residents outside the Town limits in the annexation reserve area which are not on the Town's water system. Residential sewer volume charges are capped at 20,000 gallons of water usage. Revenue for FY 2014 is estimated to decrease 1.8%, and for FY 2015 revenue is projected to increase 4.9%.



REVENUE ANALYSIS AND PROJECTIONS

Sewer Base Rate \$2,496,994

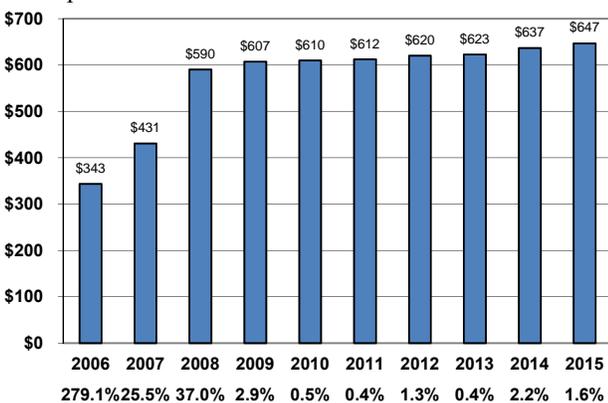
This charge was added in FY 2005 when the ten-year rate schedule went into effect. This revenue covers the costs associated with the creation of the Utility and its readiness to meet customer capacity demands, such as debt service and other capital costs. FY 2008, the Town began providing sewer service to some residents outside the Town limits in the annexation reserve area which are not on the Town's water system. Growth in this revenue is directly associated with development.



Sewer Base Charge (000s)

Sewer Customer Service \$646,887

This charge was added in FY 2005 when the ten-year rate schedule went into effect. This revenue covers the costs associated with each customer account and the maintenance of the account, such as meter reading and billing and other customer service administrative costs. In FY 2008, the Town began providing sewer service to some residents outside the Town limits in the annexation reserve area which are not on the Town's water system. Growth in this revenue is directly associated with development.



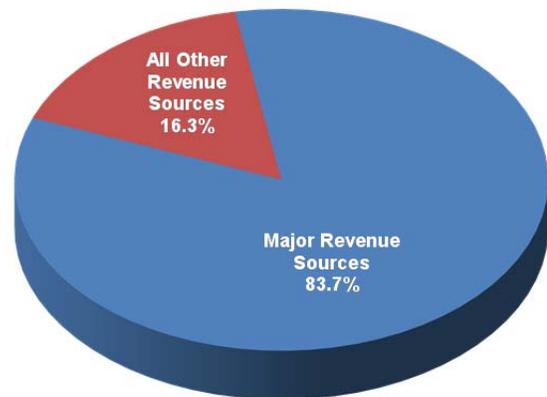
Sewer Customer Service Charge (000s)

Major Revenue Sources

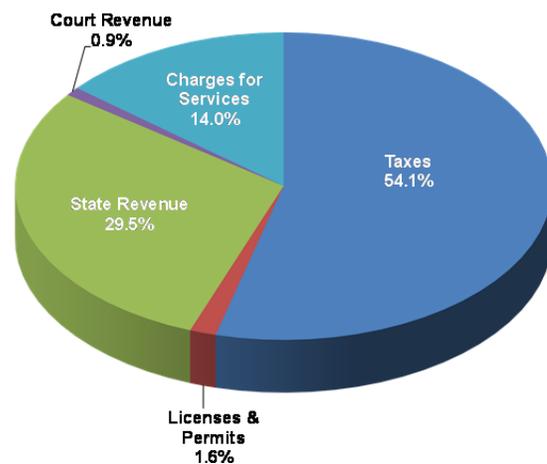
The following charts depict the revenue defined on the preceding pages. These sources make up 83.7% of revenue and total \$122,661,880. There is a significant increase in the State Revenue and the Taxes categories for

FY 2015 due to the creation of Collierville Schools. The State of Tennessee provides education funding to schools based on a formula which allocates funds according to student attendance. Property tax and local option sales tax revenue from the County is distributed to all school districts in the county based on average daily attendance as well. There is no history on these revenue sources since FY 2015 will be the first year of collection.

The first chart shows major and non-major revenue sources as a percentage of total revenue. The second chart shows the percent of each category of major revenue. Taxes make up 54.1% of the 83.7% followed by state revenue at 29.5%. Charges for services is 14.0%, licenses and permits 1.6% and court revenue is 0.9%.



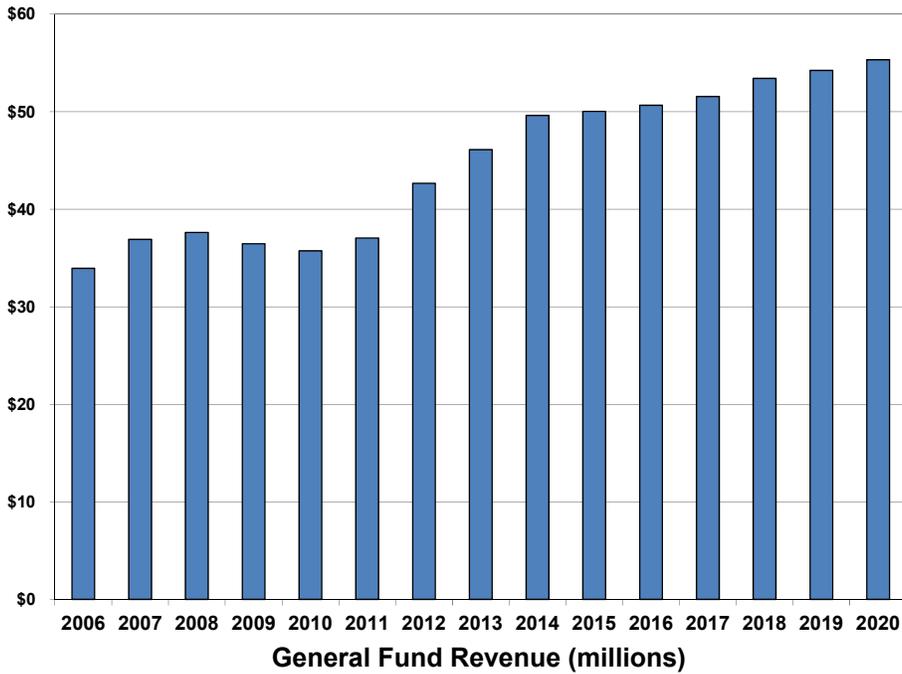
Major and Non-major Revenue



Major Revenue Sources by Category

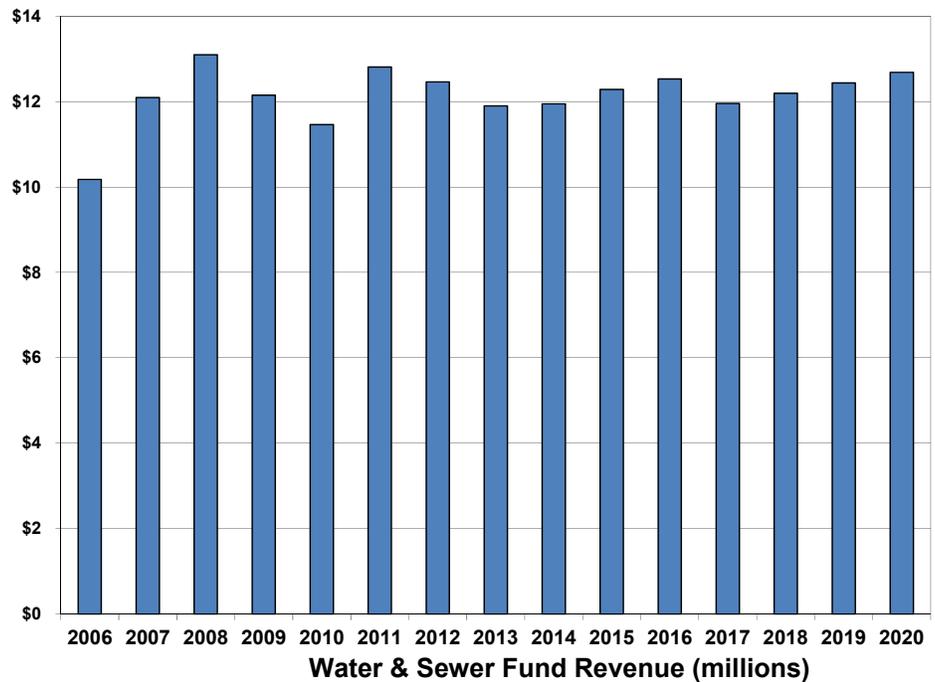
REVENUE ANALYSIS AND PROJECTIONS

5-Year Projected Revenue



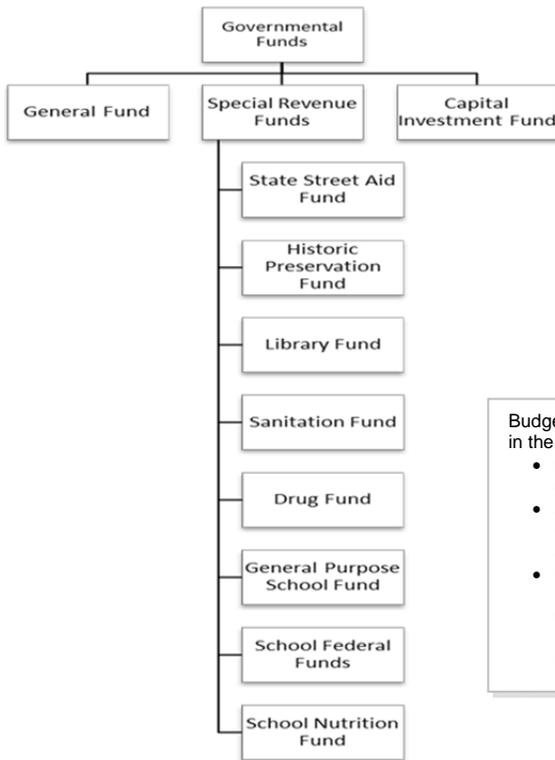
The charts on this page show actual and projected operating revenue for two of the Town’s major funds: General Fund and Water and Sewer Fund. Projections for FY 2015-2020 are based on economic conditions as they appear at this time. We are very well aware that a severe downturn in the national or regional economy will affect Collierville’s future outlook as well. In that event, adjustments to these projections will be made and steps will be taken that will preserve the financial viability of the Town.

Revenue is actual operating revenue for FY 2006 through 2013; estimated for 2014 and projected for FY 2015 through 2019. Amounts depicted are in millions of dollars. The Water & Sewer chart reflects a rate increase that began in April 2005 and the projected impact of the modified rate schedule approved in FY 2008. The Board of Mayor and Aldermen approved postponing the rate increase for FY 2011, and a new rate study was conducted in late FY 2012. A 10-year rate schedule was approved according to the study outcome.

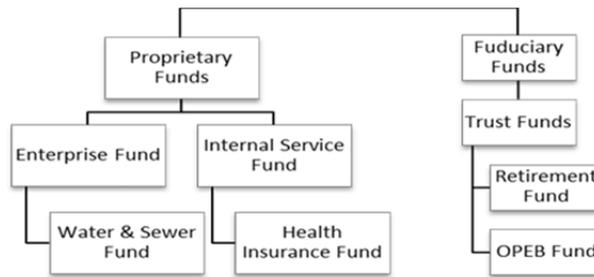


FUND STRUCTURE BY BUDGETARY BASIS

Modified Accrual Basis of Budgeting



Accrual Basis of Budgeting



Budgetary basis refers to the basis of accounting used to estimate financing sources and uses in the budget.

- **Cash Basis** indicates transactions are recognized only when cash is increased or decreased.
- **Accrual Basis** indicates revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).
- **Modified Accrual** is the accrual basis of accounting adapted to the governmental 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.

The charts above show the fund structure for all budgeted funds of the Town, major and non-major. A 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. Although the Town adopts and publishes a number of funds, the State of Tennessee requires only the adoption of the General Fund and the State Street Aid Fund.

The governmental fund types are the General Fund, Special Revenue Funds, and the Capital Investment Fund. The General Fund is one of two major governmental funds. This fund accounts for all revenues and expenditures which are not accounted for in other funds. It is where the largest and most important accounting activity is recorded. Its primary support is from property tax revenues and other local taxes, though it receives a great variety of other revenues and finances a wide range of programs. Most of the Town's operation is financed from this fund. Governmental funds use the modified accrual basis of budgeting.

The Special Revenue Funds of the Town are governmental funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. These are the State Street Aid Fund, the Historic Preservation Fund, the Library Fund, the Sanitation Fund, the Special Drug Fund, the General Purpose School Fund, the other major

governmental fund, the School Federal Funds, and the School Nutrition Fund. The Capital Investment Fund is a governmental fund which accounts for all of the Town's capital improvements.

The Water & Sewer Fund is a major fund of the Town. It is an enterprise fund of the proprietary type and accounts for the provision of water and sewer services to residents of the Town of Collierville. All activities necessary to provide such services are accounted for in this fund, including construction, financing, and related debt service.

The Health Insurance Fund is an internal service fund of the proprietary type which accounts for transactions related to group medical benefits (including claims incurred but not reported) for which the Town is self-insured. The Health Insurance Fund is a non-major fund.

The fiduciary fund types are the Retirement Fund and the OPEB fund. These are non-major trust funds. The Retirement fund accounts for retirement plan assets and distributions. The OPEB fund accounts for other post-employment benefits which for the Town is retiree health insurance.

The proprietary and fiduciary funds use the accrual basis of budgeting.

BUDGET SUMMARY - ALL FUNDS

	ACTUAL		BUDGET	ESTM'D	APPROVED	Var. Inc/(Dec)	% Inc/(Dec)
	FY 12	FY 13	FY 14	FY 14	FY 15	from Estm'd	from Estm'd
Beginning Balance	\$ 105,197,826	\$ 113,276,105	\$ 129,629,030	\$ 129,629,030	\$ 135,611,680	5,982,650	4.6%
REVENUE							
Taxes							
Property Taxes	21,343,304	21,613,088	21,976,407	22,790,181	22,979,197	189,016	0.8%
Local Option Sales Tax	9,146,314	12,351,378	13,702,065	13,610,518	13,882,729	272,211	2.0%
Business Taxes	2,348,217	2,593,539	2,311,000	2,471,000	2,521,000	50,000	2.0%
Licenses & Permits	1,756,403	3,457,895	2,111,645	2,309,241	2,167,990	(141,251)	(6.1)%
Intergovernmental	6,630,049	6,585,790	6,220,079	6,763,678	69,819,009	63,055,331	932.3%
Charges for Services	20,964,927	21,353,547	21,910,755	22,181,768	25,753,965	3,572,197	16.1%
Recreation Charges	533,444	473,788	571,715	553,000	571,140	18,140	3.3%
Fines and Forfeits	1,228,708	1,465,296	1,299,750	1,416,000	1,469,200	53,200	3.8%
Drug Revenue	182,435	138,473	53,750	67,000	80,500	13,500	20.1%
Other	7,152,095	10,173,719	6,284,175	6,948,082	7,321,427	373,345	5.4%
Total Revenue	71,285,896	80,206,514	76,441,341	79,110,467	146,566,157	67,455,689	85.3%
EXPENDITURES							
Legislative & General Government	4,482,572	5,001,869	5,965,659	5,727,456	6,292,118	564,662	9.9%
Public Safety	19,770,409	19,806,949	21,137,195	20,735,232	21,588,739	853,507	4.1%
Roads and Public Works	5,434,909	5,198,767	5,796,122	5,713,772	5,638,986	(74,786)	(1.3)%
Culture and Recreation	3,904,498	4,045,119	4,690,764	4,618,353	4,987,625	369,272	8.0%
State Street Aid	1,141,064	1,298,694	1,277,430	1,282,430	1,287,430	5,000	0.4%
Historic Preservation	0	0	0	0	0	0	0.0%
Library	1,047,606	1,053,324	1,202,730	1,113,817	1,266,316	152,499	13.7%
Sanitation	2,990,737	3,429,996	4,769,986	4,756,004	3,484,738	(1,271,266)	(26.7)%
Drug Prevention	123,994	23,008	126,504	73,134	168,334	95,201	130.2%
Education	0	0	1,240,677	1,431,431	66,412,633	64,981,202	4539.6%
Water & Sewer Systems	5,901,827	5,831,605	6,370,160	6,251,458	6,852,304	600,846	9.6%
Debt Service	8,717,158	8,222,360	8,402,325	8,529,365	8,197,415	(331,950)	(3.9)%
Special Appropriations	1,398,215	2,106,309	2,196,876	1,984,446	1,732,342	(252,104)	(12.7)%
Insurance	5,494,131	6,361,466	6,463,127	7,194,519	7,179,102	(15,417)	(0.2)%
Retirement	671,227	823,843	940,000	969,150	1,121,000	151,850	15.7%
OPEB	334,289	562,224	487,332	499,937	519,074	19,137	3.8%
Total Expenditures	61,412,636	63,765,534	71,066,887	70,880,504	136,728,156	65,847,652	92.9%
Revenue over (under) expenditures	9,873,260	16,440,981	5,374,455	8,229,963	9,838,000		
Fund Balance Appropriation	0	198,571	1,659,098	1,533,495	214,904		
Other Sources (bond proceeds)	5,065,858	5,405,265					
Other Uses (bond retirement)	(4,900,000)	(5,343,793)					
Gain/Loss on Disposal of Assets	(29,666)	(388,722)	0	(75,000)	0		
Operating Transfer	(2,546,023)	(1,258,674)	762,380	(482,803)	(1,448,625)		
Non-operating Revenue	340,185	1,494,368	100,000	1,400,000	1,000,000		
Capital Contribution	274,665	3,500					
W & S Capital Outlay/Projects	0	0	(3,089,510)	(3,089,510)	(1,823,750)		
Retained Earnings	46,739,358	48,648,948	46,560,383	47,240,779	46,530,019		
Fund Balance:							
Nonspendable	153,045	161,315	153,045	161,315	161,315		
Restricted	43,400,128	51,234,162	54,753,532	55,787,476	64,901,949		
Committed	1,749,758	2,239,517	1,317,248	1,943,752	2,339,698		
Assigned	6,019,516	10,292,131	18,750,491	17,847,819	17,001,540		
Unassigned	15,214,300	17,052,956	11,241,655	12,630,539	12,242,783		
Ending Balance	\$ 113,276,105	\$ 129,629,030	\$ 132,776,354	\$ 135,611,680	\$ 143,177,305	7,565,625	5.6%

The above is a summary of revenues by source and expenditures by function for all funds budgeted by the Town except for the CIP. Development fees in the Water and Sewer Fund are recognized as non-operating revenue. In FY 2012 and FY 2013 the capital contributions are donated infrastructure in the Water and Sewer Fund.

Capital outlay and some capital projects are funded through retained earnings in the Water and Sewer Fund. The gain/loss on disposal of assets in FY 2012 and FY 2013 is the decommissioning of a wastewater lagoon which was replaced by a traditional wastewater treatment plant.

BUDGET SUMMARY BY FUND

	Special Revenue Funds									Proprietary Funds		Fiduciary Funds		TOTAL ALL FUNDS
	GENERAL FUND	STATE STREET AID	HISTORIC PRES.	LIBRARY FUND	SANITATION FUND	DRUG FUND	SCHOOL FUND	FEDERAL FUNDS	NUTRITION FUND	W & S FUND	HEALTH INS.	RETIREMENT FUND	OPEB FUND	
Beginning Balance	\$ 34,077,674	\$ 530,386	\$ -	\$ -	\$ 377,025	\$ 395,442	\$ -	\$ -	\$ -	\$ 47,188,891	\$ 51,888	\$ 44,434,032	\$ 8,556,341	\$ 135,611,680
REVENUE														
Taxes														
Property Taxes	22,979,197													22,979,197
Local Option Sales Tax	13,882,729													13,882,729
Business Taxes	2,506,000		15,000											2,521,000
Licenses & Permits	2,167,990													2,167,990
Intergovernmental	5,423,821	1,200,000		0	0		60,179,198	2,307,470	708,520					69,819,009
Charges for Services	229,582			92,475	4,029,902		1,318,012		1,477,818	12,198,624	6,407,552			25,753,965
Recreation Charges	571,140													571,140
Fines and Forfeits	1,469,200													1,469,200
Drug Revenue						80,500								80,500
Other	809,500	500		41,000	40,000	0	341,615		80,000	85,000		4,615,521	1,308,290	7,321,427
Total Revenue	50,039,159	1,200,500	15,000	133,475	4,069,902	80,500	61,838,825	2,307,470	2,266,338	12,283,624	6,407,552	4,615,521	1,308,290	146,566,157
EXPENDITURES														
Personnel	29,932,414				1,743,543		49,104,157	1,893,765	1,196,918	2,404,201				86,274,999
Operating Expense	7,914,462	1,287,430	0	1,251,316	1,417,445	57,490	11,659,195	326,567	1,053,900	2,576,578				27,544,383
Capital Outlay	660,592	0	0	15,000	323,750	110,844	1,075,473	87,137	15,520					2,288,317
Debt Service	3,796,621		55,140	106,229	47,617					4,191,807				8,197,415
Administrative Charges										1,871,525				1,871,525
Insurance	582,957			11,041						185,104	6,400,000			7,179,102
Special Appropriations	783,371									948,971				1,732,342
Retirement												1,121,000		1,121,000
OPEB													519,074	519,074
Total Expenditures	43,670,417	1,287,430	55,140	1,383,586	3,532,355	168,334	61,838,825	2,307,470	2,266,338	12,178,187	6,400,000	1,121,000	519,074	136,728,156
Revenue +/- expenditures	6,368,742	(86,930)	(40,140)	(1,250,111)	537,547	(87,834)	0	0	0	105,437	7,552	3,494,521	789,216	9,838,000
Fund Balance Appropriation	0	86,930	40,140	1,250,111	0	87,834				0	0	0	0	1,465,016
Non-operating Revenue										1,000,000				1,000,000
Operating Transfer	(7,602,777)		40,140	1,250,111	(141,600)	5,500	5,000,000	0	0	0	0	0	0	(1,448,625)
W & S Capital Outlay/Projects										(1,823,750)				(1,823,750)
Retained Earnings										46,470,578	59,440			46,530,019
Fund Balance:														
Nonspendable	161,315													161,315
Restricted	1,871,274	443,456	0	0		313,108						47,928,553	9,345,558	59,901,949
Committed	1,566,727				772,972									2,339,698
Assigned	17,001,540													17,001,540
Unassigned	12,242,783													12,242,783
Ending Balance	\$ 32,843,639	\$ 443,456	\$ -	\$ 0	\$ 772,972	\$ 313,108	\$ 5,000,000	\$ -	\$ -	\$ 46,470,578	\$ 59,440	\$ 47,928,553	\$ 9,345,558	\$ 143,177,305

The above is a summary of revenues by source and expenditures by category for all budgeted funds of the Town except for the Capital Investment Fund which is shown in the section beginning on page 153.

The administrative charges in the Water and Sewer Fund are the portion that fund pays to various General Fund departments for services performed for the fund such as: utility billing and collection, human resources, engineering, IT, facilities maintenance, grounds maintenance, purchasing, and administrative services. In the General Fund it is accounted for as a reduction in expenditures in the departments in which the function or service is performed.

General Fund activities which are charged to the Library Fund include computer support, facilities maintenance, and grounds maintenance. There is a reduction to expenditures in the General Fund departments which perform these functions.

State law requires that half of the drug fine revenue accounted for in the special Drug Fund must go into the General Fund. However, the Board of Mayor and Aldermen made the decision to return the revenue to the Drug Fund as an operating transfer (\$5,500) to fund police

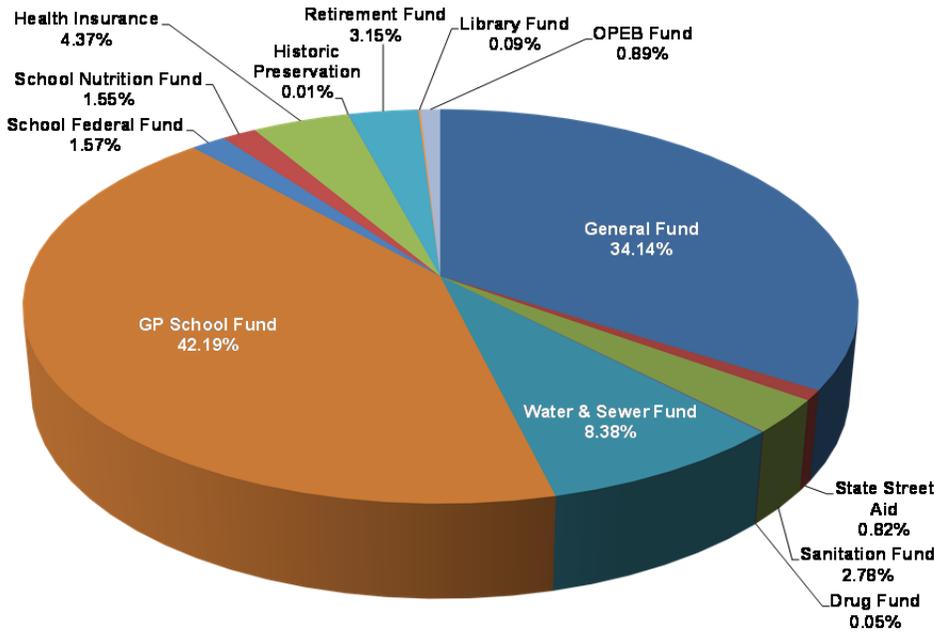
activities related to reducing drug-related crime. The remainder of the operating transfer out in General Fund is the amount appropriated to subsidize the Historic Preservation Fund and the Library Fund, the Town's required funding for the school district, and the transfer of remaining sales tax to the school district.

The Town created a municipal school district for the 2014-2015 school year. A General Fund transfer of \$5,000,000 (the remaining local option sales tax revenue from the .50% increase that was approved by voters to fund the school district) to the General Purpose School Fund was approved. This was necessary for cash flow for the first two months of the year. The additional \$2.2 million is the "maintenance of effort" payment that the Town makes to the schools as required by the State.

Capital outlay and capital projects are not accounted for in the operating budget of the Water and Sewer Fund, but are shown as a decrease to retained earnings.

The fund balances in the governmental fund types are shown divided into four categories. These categories are explained in detail in the reserve policy on page 16 and in the fund balance chart on page 45.

FY 2015 REVENUE - ALL FUNDS

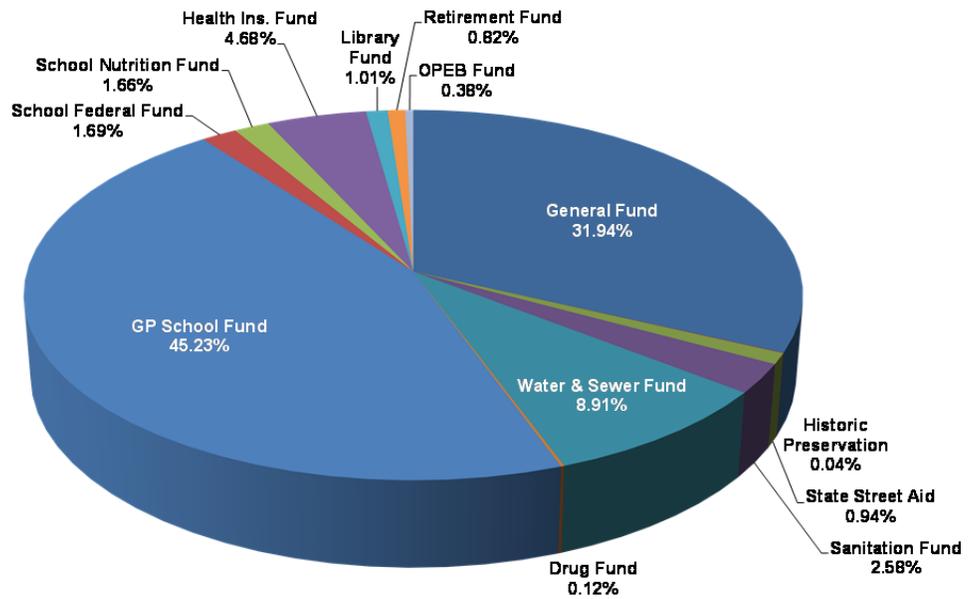


The chart to the left shows the percentage of total revenues of each fund reported. The General Purpose School Fund revenues make up the greatest percentage at 42.19%. General Fund is next with 34.14%. Water and Sewer Fund brings in 8.38% of total revenue. Following these funds are: Health Insurance Fund, 4.37%; Retirement Fund, 3.15%; Sanitation Fund, 2.78%; School Federal Fund, 1.57%; School Nutrition Fund, 1.55%; OPEB Fund 0.89%, State Street Aid, 0.82%; Library Fund, 0.09%; Special Drug Fund, 0.05% and Historic Preservation Fund, 0.01%;.

Total Revenue \$146,566,157

FY 2015 EXPENDITURES - ALL FUNDS

The chart to the right depicts the percentage of total expenditures of each fund reported. General Purpose School Fund expenditures make up the greatest percentage at 45.23%. General Fund is next with 31.94%. Water and Sewer Fund expends 18.91% of total. Following these funds are Health Insurance Fund, 4.68%; Sanitation Fund with 2.58%; School Federal Fund, 1.69%; School Nutrition Fund, 1.66%; Library Fund, 1.01%; State Street Aid, 0.94%; Retirement Fund, 0.82%; OPEB Fund, 0.38%; Special Drug Fund, 0.12%; and Historic Preservation Fund, 0.04%;



Total Expenditures \$136,728,156

GENERAL FUND DEPARTMENTAL SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ 22,373,936	\$ 24,061,291	\$ 30,945,404	\$ 30,945,404	\$ 34,077,674
REVENUE					
Taxes					
Property Taxes	21,343,304	21,613,088	21,976,407	22,790,181	22,979,197
Local Option Sales Tax	9,146,314	12,351,378	13,702,065	13,610,518	13,882,729
Business Taxes	2,334,857	2,553,095	2,296,000	2,456,000	2,506,000
Licenses & Permits	1,756,403	3,457,895	2,111,645	2,309,241	2,167,990
Intergovernmental	5,446,048	5,409,158	5,020,079	5,563,678	5,423,821
Charges for Services	335,548	396,752	228,232	235,392	229,582
Recreation Charges	533,444	473,788	571,715	553,000	571,140
Fines and Forfeits	1,228,708	1,465,296	1,299,750	1,416,000	1,469,200
Other	1,584,763	981,745	678,597	688,597	809,500
Total Revenue	43,709,389	48,702,197	47,884,490	49,622,607	50,039,159
EXPENDITURES					
Mayor and Board of Aldermen	252,047	189,882	287,315	288,036	169,857
Town Administrator's Office	520,399	576,448	689,758	636,767	742,352
Morton Museum	31,614	155,534	223,694	196,532	207,922
Human Resources	343,343	312,443	441,029	409,614	506,256
Financial Administration	940,274	988,292	1,115,016	1,038,856	1,144,176
Information Technology	473,031	543,689	658,856	629,792	759,101
General Services	1,032,277	1,331,161	1,535,740	1,515,538	1,707,634
Development					
Administration	277,147	279,153	317,364	312,296	318,929
Office of Planning	612,440	625,268	696,888	700,023	735,890
Office of Engineer	677,035	683,577	810,677	800,943	850,773
Code Enforcement	708,158	779,552	999,871	987,047	1,071,793
Public Safety					
Animal Services	461,513	489,187	568,291	537,928	572,733
Municipal Court	706,093	679,778	751,144	706,612	748,450
Police Department	10,471,710	10,889,420	11,641,802	11,412,884	11,764,802
Fire Department	7,422,935	6,969,012	7,176,087	7,090,761	7,430,960
Public Works					
Administration	277,249	323,793	361,084	352,099	364,444
Fleet Maintenance	531,357	529,619	651,036	613,605	662,703
Streets and Drainage	3,949,268	3,661,778	3,973,326	3,947,125	3,761,066
Parks and Recreation	3,904,498	4,045,119	4,690,764	4,618,353	4,987,625
Non-Departmental Accounts					
Special Appropriations	483,406	1,254,947	1,264,205	1,034,982	783,371
Debt Service	3,971,286	3,686,827	3,983,016	4,065,052	3,796,621
Insurance	442,083	513,927	501,464	543,434	582,957
Total Expenditures	38,489,162	39,508,405	43,338,425	42,438,281	43,670,417
Revenue over (under) expenditures	5,220,227	9,193,792	4,546,065	7,184,326	6,368,742
Fund Balance Appropriation	0	0	0	0	0
Other Sources (bond proceeds)	5,065,858	5,405,265			
Other Uses (bond retirement)	(4,900,000)	(5,343,793)			
Operating Transfer	(3,698,730)	(2,371,153)	(2,807,559)	(4,052,056)	(7,602,777)
Fund Balance:					
Nonspendable	153,045	161,315	153,045	161,315	161,315
Restricted	1,670,224	1,872,274	1,534,512	1,871,274	1,871,274
Committed	1,004,206	1,566,727	1,004,206	1,566,727	1,566,727
Assigned	6,019,516	10,292,131	18,750,491	17,847,819	17,001,540
Unassigned	15,214,300	17,052,956	11,241,655	12,630,539	12,242,783
Ending Fund Balance	\$ 24,061,291	\$ 30,945,404	\$ 32,683,909	\$ 34,077,674	\$ 32,843,639

GENERAL FUND CATEGORY SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ 22,373,936	\$ 24,061,291	\$ 30,945,404	\$ 30,945,404	\$ 34,077,674
REVENUE					
Taxes					
Property Taxes	21,343,304	21,613,088	21,976,407	22,790,181	22,979,197
Local Option Sales Tax	9,146,314	12,351,378	13,702,065	13,610,518	13,882,729
Business Taxes	2,334,857	2,553,095	2,296,000	2,456,000	2,506,000
Licenses & Permits	1,756,403	3,457,895	2,111,645	2,309,241	2,167,990
Intergovernmental	5,446,048	5,409,158	5,020,079	5,563,678	5,423,821
Charges for Services	335,548	396,752	228,232	235,392	229,582
Recreation Charges	533,444	473,788	571,715	553,000	571,140
Fines and Forfeits	1,228,708	1,465,296	1,299,750	1,416,000	1,469,200
Other	1,584,763	981,745	678,597	688,597	809,500
Total Revenue	43,709,389	48,702,197	47,884,490	49,622,607	50,039,159
EXPENDITURES					
Personnel	25,654,874	26,810,474	28,921,761	28,485,404	29,932,414
Operating Expense	7,236,644	6,565,609	7,995,229	7,705,809	7,914,462
Capital Outlay	700,870	676,621	672,750	603,600	660,592
Debt Service	3,971,286	3,686,827	3,983,016	4,065,052	3,796,621
Insurance	442,083	513,927	501,464	543,434	582,957
Special Appropriations	483,406	1,254,947	1,264,205	1,034,982	783,371
Total General Fund Expenditures	38,489,162	39,508,405	43,338,425	42,438,281	43,670,417
Revenue over (under) expenditures	5,220,227	9,193,792	4,546,065	7,184,326	6,368,742
Fund Balance Appropriation	0	0	0	0	0
Other Sources (bond proceeds)	5,065,858	5,405,265			
Other Uses (bond retirement)	(4,900,000)	(5,343,793)			
Operating Transfer	(3,698,730)	(2,371,153)	(2,807,559)	(4,052,056)	(7,602,777)
Fund Balance:					
Nonspendable	153,045	161,315	153,045	161,315	161,315
Restricted	1,670,224	1,872,274	1,534,512	1,871,274	1,871,274
Committed	1,004,206	1,566,727	1,004,206	1,566,727	1,566,727
Assigned	6,019,516	10,292,131	18,750,491	17,847,819	17,001,540
Unassigned	15,214,300	17,052,956	11,241,655	12,630,539	12,242,783
Ending Fund Balance	\$ 24,061,291	\$ 30,945,404	\$ 32,683,909	\$ 34,077,674	\$ 32,843,639

On the preceding page, the expenditures are reported for each function or division reported in the General Fund. In the General Fund summary on this page, expenses are indicated for each category of expenditure.

The fund balance consists of revenue reported in the operating budget which is either non-spendable, restricted, committed, or assigned for specific purposes, such as development fees, privilege taxes, parks improvement funds, etc., and revenue from third parties. Fund balance is explained on the following page and shows the transfer and fund balance detail for the above categories. Also, see the reserve policies on page 16.

The operating transfer consists of \$5,500 in drug fines returned to the Drug Fund, \$40,140 to subsidize the Historic Preservation Fund, and \$460,111 to subsidize the Library Fund operations, \$2,238,625 to the General Purpose School Fund for schools operations, 2,507,819, interfund loan to the General Purpose School Fund, \$5,000,000 transfer of the remaining .5% sales tax collected in FY 2013 & 2014 to the General Purpose School Fund. A portion of the tax collected was used during FY 2013 & 2014 when creating the school district for consulting services, attorney fees, salaries and benefits for school support staff, and office furnishings for the Schools Central Office.

FUND BALANCE SUMMARY - GENERAL FUND

The chart to the right shows the General Fund fund balance summary. The beginning fund balance is the estimated amount of total fund balance remaining at June 30, 2014. The total revenue contains revenue that has been assigned to specific purposes. If not used for current expenditures, the revenue is assigned in fund balance for future expenditures for that purpose.

This chart shows the impact of these special revenues on the General Fund. The increase in fund balance appropriation and the addition to fund balance from the special revenues is clearly detailed.

The fund balance portion of the chart shows the balance of those special revenues and others that have been assigned or committed by the Board of Mayor and Aldermen for a particular purpose. The Board may change that designation if they so choose. The significant increase in FY 2015 is the addition of \$3.5 million for capital projects and Parks Improvement, \$2.2 million of local option sales tax revenue for school implementation, \$300,000 in storm-water fee revenue which is designated for various drainage improvements, and \$800,000 in equipment replacement.

The restricted fund balance contains those funds that have been paid or given to the Town by a third party for a particular purpose and can be used only for that purpose. The Board of Mayor and Aldermen cannot change the purpose that those revenues may be used for without the specific permission of the third party.

The unassigned portion of fund balance may be appropriated for any purpose that the Board deems necessary providing that an amount equal to 25% of expenditures is retained according to the adopted Fund Balance Policy. This policy requires that 25% of expenditures be retained to fund operations and debt service until sufficient revenue is collected from property taxes, normally by November of each year.

The operating transfers are those from General Fund to other funds. In the case of the Library Fund, the operating transfer subsidizes operations. The Drug Fund transfer returns one-half of the drug-related fines back to that fund. The ending fund

Beginning Fund Balance	\$ 34,077,674
Total Revenue	\$ 50,039,159
Less Non-Operating Revenue	
Half-cent sales tax for schools	4,451,322
Parks Improvement/CIP Funds	1,100,000
Stormwater Fees	300,000
Fire Facility Fees	10,261
Total Non-Operating Revenue	5,861,583
Total Operating Revenue	\$ 44,177,576
Total Expenditure	\$ 43,670,417
Operating Expenses Funded by Non-Operating Revenues	
Parks Improvement Funds used for debt service	220,476
Public Education using Fire Facility Fees	10,261
Total Operating Expenditures Funded by Non-Operating Revenues	230,737
Total Expenditures Less Operating Expenditures Funded by Non-Operating Rev	\$ 43,439,680
Revenue over (under) expenditures from operations	737,896
Fund Balance Appropriation	0
Increase in Fund Balance from Non-Operating Revenues	5,630,846
Operating Transfer	
Transfer from Sanitation Fund for debt service on interfund loan	141,600
Transfer from School Fund -repayment on interfund loan	2,507,819
Transfer to School Fund	(9,746,444)
Transfer to Drug Fund	(5,500)
General Fund appropriation to the Library Fund	(460,111)
General Fund appropriation to the Historic Preservation Fund	(40,140)
Fund Balance	
Non-spendable	
Finance prepaids	8,858
Multiple departments - inventories	152,457
Restricted	
Fees in lieu of construction	671,929
Reserved for sidewalks	144,198
Donations	1,055,148
Committed	
Parkland Dedication Fees	409,897
Fire Facility Fee	323,654
Alternate Transportation	34,664
Police Privilege Tax	798,512
Assigned	
Codes Software	77,324
Planning Electronic Fee	10,000
Athletic Field Maintenance	77,450
Street and median lighting	1,513,450
.5% Local Option Sales Tax assigned for schools	2,212,697
Budgeted in previous CIP	3,444,808
Assigned for CIP	2,793,463
Equipment Replacement	1,050,000
Parks Improvement Fund	4,690,819
Tree Replacement	22,489
Crime Stoppers	1,200
Cartwright agreement (assigned from Stormwater Fees)	93,400
Stormwater Fees	1,014,440
Unassigned	12,242,783
Ending Fund Balance	\$ 32,843,639

balance is the amount remaining after all revenues have been added and the expenditures and transfers have been subtracted from the beginning fund balance.

The overall financial condition of the Town is strong as indicated by the unassigned portion of fund balance for fiscal year ending 2013 at 43.2% of expenditures. The estimated ending unassigned fund balance in FY 2014 will be at 29.8% of expenditures, and in FY 2015 it is projected to be 28.0%.

STATE STREET AID FUND SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ 697,467	\$ 738,125	\$ 612,316	\$ 612,316	\$ 530,386
REVENUE					
STP FHWA Grant	36,204	0	0	0	0
State Revenue	1,143,520	1,172,378	1,200,000	1,200,000	1,200,000
Interest Income	505	506	500	500	500
Other	1,493	0	0	0	0
TOTAL REVENUE	1,181,722	1,172,884	1,200,500	1,200,500	1,200,500
EXPENDITURES					
Operating Expenses	1,141,064	1,298,694	1,277,430	1,282,430	1,287,430
Capital Outlay	0	0	0	0	0
TOTAL EXPENDITURES	1,141,064	1,298,694	1,277,430	1,282,430	1,287,430
Revenue over (under) expenditures	40,659	(125,809)	(76,930)	(81,930)	(86,930)
Fund Balance Appropriation	0	125,809	76,930	81,930	86,930
Restricted	738,125	612,316	535,386	530,386	443,456
Ending Fund Balance	\$ 738,125	\$ 612,316	\$ 535,386	\$ 530,386	\$ 443,456

The State Street Aid Fund is a special revenue fund and the only fund other than the General Fund that is required to be published by the State of Tennessee. Gasoline tax revenue is distributed to municipalities by the state on a per capita basis and use is restricted to street-related expenses. Any remaining fund balances are restricted to use for the purpose of the fund. Expenditures in FY 2015 are for traffic signal maintenance, streets maintenance, and the annual paving contract. In previous years the annual paving contract was charged to a capital account. In FY 2005, however, it was reclassified as an expense and moved to an operating expense account. Beginning

in FY 2007, the total expense for street lighting has been allocated to the General Fund. In previous years the expense was split between General Fund and State Street Aid. These funds are now used to increase the funding for the street overlay program. Of the operating expenses for FY 2015, \$1,000,000 is being used for street overlays and repairs. A fund balance appropriation of \$86,930 will be used for this purpose. In FY 2010 and FY 2011, the fund paid a portion of debt service on bonds issued for road construction. A fund balance of \$443,456 is maintained for cash flow purposes.

DRUG FUND SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ 195,498	\$ 266,384	\$ 394,576	\$ 394,576	\$ 395,442
REVENUE					
Drug Revenue	182,435	138,473	53,750	67,000	80,500
Substance Tax	0	0	0	0	0
Other Revenue	153	4,648	0	0	0
TOTAL REVENUE	182,588	143,120	53,750	67,000	80,500
EXPENDITURES					
Operating Expenses	27,674	17,797	69,390	47,100	57,490
Capital Outlay	96,320	5,211	57,114	26,034	110,844
TOTAL EXPENDITURES	123,994	23,008	126,504	73,134	168,334
Revenue over (under) expenditures	58,594	120,112	(72,754)	(6,134)	(87,834)
Fund balance appropriation	0	0	72,754	6,134	87,834
Operating Transfer	12,291	8,080	3,750	7,000	5,500
Restricted	266,384	394,576	325,572	395,442	313,108
Ending Fund Balance	\$ 266,384	\$ 394,576	\$ 325,572	\$ 395,442	\$ 313,108

This fund was created in FY 1998 to comply with state law to budget funds which were previously kept in a confidential special account. A change in state law also requires that half of the revenue from drug fines must go into the General Fund. However, the Board of Mayor and Aldermen made the decision to return this revenue to the Drug Fund to be used to combat drug-related crime. It is returned as an operating transfer. For FY 2015, that amount is \$5,500.

The Drug Fund is a special revenue fund. Revenue, which is derived from drug fines and sale of seized and forfeited property, must be used to reduce drug-related crime. The fund is under the administration of the Police Department.

Expenditures for FY 2015 include:

- Educational material for drug education and public relations programs.

- Buy money, informant money for narcotic investigations and their set-up.
- Specialized narcotics and crime scene training for officers.
- Turn-out gear with identification for officer safety.
- Repair and maintenance on vehicles and equipment for drug task force units.
- Technology and equipment to be used for various operations, including a narcotic K-9.
- Sport utility vehicle fully equipped with police package and adapted for canine transport.
- A full-size sedan and a full-size SUV, both equipped for undercover operations.
- A live scan fingerprint system for the electronic submission of defendant fingerprints

SANITATION FUND SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ 504,451	\$ 745,552	\$ 672,791	\$ 672,791	\$ 377,025
REVENUE					
Recycling Grant	4,277	4,253	0	0	0
Solid Waste Collection Fee	3,204,070	3,261,740	3,300,000	3,350,000	3,969,402
Special Refuse Pick-up Fee	925	480	500	500	500
Composted Leaves	0	6,098	0	0	0
Public Auction	4,648	14,778	0	0	0
Cart Establishment Fee	56,900	104,070	60,000	60,000	60,000
Recycling Revenue	36,975	34,697	40,000	40,000	40,000
Donations	0	0	500	500	0
Total Revenue	3,307,795	3,426,116	3,401,000	3,451,000	4,069,902
EXPENDITURES					
Personnel	1,445,891	1,529,638	1,579,712	1,711,220	1,743,543
Operating Expenses	1,405,098	1,494,521	2,229,726	2,108,426	1,417,445
Capital Outlay	139,748	405,838	960,548	936,358	323,750
Debt Service	75,956	68,881	69,226	69,226	47,617
Total Expenditure	3,066,693	3,498,877	4,839,212	4,825,230	3,532,355
Revenue over (under) expenditures	241,101	(72,762)	(1,438,212)	(1,374,230)	537,547
Fund balance appropriation	0	72,762	1,438,212	1,374,230	0
Operating transfer from General Fund	0	0	0	0	0
Operating transfer from GF (Interfund Loan)	0	0	1,078,464	1,078,464	0
Operating transfer to GF (Interfund Loan)	0	0	0	0	(141,600)
Nonspendable	0	0	0	0	0
Committed	745,552	672,791	313,043	377,025	772,972
Ending Fund Balance	\$ 745,552	\$ 672,791	\$ 313,043	\$ 377,025	\$ 772,972

The Sanitation Fund is a special revenue fund used to account for the proceeds of specific revenue sources which in this case is the collection and disposal of garbage and recyclables. The monthly residential Sanitation rates remained at \$15 from FY 2001 through FY 2009. For FY 2010, the Mayor and Board of Aldermen approved a \$4/month rate increase. An additional increase of \$3/month was approved for FY 2015. The recycling function that was outsourced will be assumed by the Sanitation Department again in FY 2015. In FY 2014 an interfund loan from General Fund was used to purchase two new automated recycle trucks and new 95 gallon recycle carts. Previously, small recycle bins were used.

Since the Sanitation Fund is a special revenue fund, any operating deficit not covered by fund balance reserves is subsidized by the General Fund. Any fund balance is committed for Sanitation operations or capital equipment purchases. The operating transfer in FY 2014 is an interfund loan from General Fund. In FY 2015 the operating transfer is repayment of a portion of that loan.

Beginning in FY 2011, capital equipment purchases are being accounted for as a capital expense in the Fund, and listed in the Capital Investment Program with the Sanitation Fund as the source of funds. In FY 2015 \$323,750 will be used for capital purchases including an automated garbage truck.

HISTORIC PRESERVATION FUND SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUE					
Building Assessments	13,360	40,444	15,000	15,000	15,000
TOTAL REVENUE	13,360	40,444	15,000	15,000	15,000
EXPENDITURES					
Operating Expenses	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	94,724	85,185	86,202	86,202	55,140
TOTAL EXPENDITURES	94,724	85,185	86,202	86,202	55,140
Revenue over (under) expenditures	(81,364)	(44,741)	(71,202)	(71,202)	(40,140)
Fund Balance Appropriation	0	0	71,202	71,202	40,140
Operating Transfer	81,364	44,741	71,202	71,202	40,140
Restricted	0	0	0	0	0
Ending Fund Balance	\$ -				

In order to preserve the Historic Town Square and protect it from deterioration and demise caused by commercial and office developments within the Town but outside the Town Square, Title VI Chapter 8 of the Collierville Town Code authorizes the collection of a historic preservation tax.

This tax is levied on all new office and commercial facilities and is to be used to offset the cost of maintaining, improving, and developing the Historic Town Square and repair and maintenance of other historic property within the Town limits.

This special revenue fund accounts for all revenue received from the historic preservation tax and all expenditures made in the development and maintenance of the Historic Town Square and maintenance of other historic Town property.

With the decline in growth, revenue in this fund has steadily decreased. The only budgeted expense since FY 2011 is for debt service on the original Town Square renovation project. There has been a transfer from General Fund to cover the deficit since then.

LIBRARY FUND SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ 7,381	\$ 7,707	\$ 16,371	\$ 16,371	\$ -
REVENUE					
State Grant	0	0	0	0	0
Fees and Fines	92,636	91,150	92,726	93,350	92,475
Donations	20,076	30,410	45,243	12,500	41,000
Other	123	183	0	150	0
TOTAL REVENUE	112,836	121,743	137,969	106,000	133,475
EXPENDITURES					
Operating Expenses	1,041,644	1,045,713	1,186,341	1,104,282	1,251,316
Capital Outlay	5,962	7,611	16,389	9,534	15,000
Insurance	11,041	11,041	11,041	11,041	11,041
Debt Service	112,914	108,373	103,982	103,982	106,229
TOTAL EXPENDITURES	1,171,562	1,172,737	1,317,753	1,228,840	1,383,586
Revenue over (under) expenditures	(1,058,726)	(1,050,994)	(1,179,784)	(1,122,840)	(1,250,111)
Fund Balance Appropriation	1,058,726	1,050,994	1,179,784	1,122,840	1,250,111
Operating Transfer	1,059,052	1,059,658	1,175,846	1,106,469	1,250,111
Restricted	7,707	16,371	12,432	0	0
Ending Fund Balance	\$ 7,707	\$ 16,371	\$ 12,432	\$ -	\$ -

The Library Fund was created during the 2005 fiscal year when Shelby County announced that funding for library operations in the county would be phased out over the next two years. Previously, Memphis and Shelby County Public Library system funded and operated all libraries in Shelby County. With the announcement that Shelby County was phasing out funding, the City of Memphis requested that suburban municipalities fund the County's share of library operations in their cities. Memphis would still contribute funding and operate the libraries.

The Collierville Board of Mayor and Aldermen voted to take over library operations instead of providing funding to the City of Memphis for this function. Unlike some suburban municipalities, Collierville owns the building

which houses the Library. It was built in FY 2000 with funds that had been reserved for several years for that purpose, general obligation bonds, and a donation from the Burch family.

The Board set aside the utility-in-lieu-of tax paid by the Water & Sewer Fund to be used for construction of the Library. After taking over operations, it was decided to continue to use these funds for Library debt service and operations. Additionally, the General Fund subsidizes the Library. In FY 2015, this amount is \$460,111. The fund balances in FY 2012, 2013, and 2014 are donations from private citizens and are restricted for purchase of certain materials.

GENERAL PURPOSE SCHOOL FUND SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUE					
County and Municipal Taxes	0	0	0	0	27,893,954
Charges for Services	0	0	0	125,314	1,318,012
Recurring Local Revenue	0	0	0	0	49,460
Non-recurring Local Revenue	0	0	0	0	25,271
State Education Funds	0	0	0	0	31,930,096
Other State Revenue	0	0	0	0	165,558
Federal Funds Received thru State	0	0	0	0	143,442
Other Sources	0	0	0	0	313,033
Total Revenue	0	0	0	125,314	61,838,825
EXPENDITURES					
Regular Instruction Program	0	0	0	0	32,376,746
Alternative Education Program	0	0	0	0	291,961
Special Education Program	0	0	0	0	4,477,903
Career and Technical Education Program	0	0	0	0	919,088
Planning	0	0	0	15,376	30,751
Student Services	0	0	0	53,324	671,675
Health Services	0	0	0	0	812,303
Other Student Support	0	0	219,731	0	1,600,789
Instructional Television	0	0	0	0	90,338
Support-Regular Instruction	0	0	177,384	44,976	1,464,109
Support-Special Education	0	0	0	23,386	1,201,579
Support-Career and Technical Education	0	0	0	5,125	30,751
Board of Education	0	0	87,123	76,519	1,041,241
Office of the Superintendent	0	0	191,625	134,526	374,877
Office of the Principal	0	0	0	17,507	4,260,139
Fiscal Services	0	0	144,095	104,190	604,358
Human Resources	0	0	0	109,740	313,275
Operation of Plant	0	0	0	75,233	3,331,332
Maintenance of Plant	0	0	57,529	8,951	1,294,355
Transportation	0	0	117,151	146,917	3,482,426
Special Services	0	0	143,979	1,164	233,681
School Safety	0	0	0	0	66,986
Technology	0	0	102,058	445,638	2,383,462
Regular Capital Outlay	0	0	0	18,324	484,700
Total Expenditure	0	0	1,240,677	1,280,896	61,838,825
Revenue over (under) expenditures	0	0	(1,240,677)	(1,155,582)	0
Fund Balance Appropriation	0	0	1,240,677	1,155,582	0
Operating Transfer from GF	0	0	1,240,677	1,155,582	5,000,000
Operating transfer from GF (Interfund Loan)					2,507,819
Operating transfer to GF (Interfund Loan repayment)					(2,507,819)
Restricted	-	-	-	-	5,000,000
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000

The General Purpose School Fund was created in FY 2014 to account for expenses related to creating a municipal school district. The revenue received in FY 2014 is from other municipal school districts in the

county for shared services. The FY 2015 budget provides funding for the first year of school operations. A more detailed description of the fund can be found on the next page.

GENERAL PURPOSE SCHOOL FUND SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUE					
County and Municipal Taxes	0	0	0	0	27,893,954
Charges for Services	0	0	0	125,314	1,318,012
Recurring Local Revenue	0	0	0	0	49,460
Non-recurring Local Revenue	0	0	0	0	25,271
State Education Funds	0	0	0	0	31,930,096
Other State Revenue	0	0	0	0	165,558
Federal Funds Received thru State	0	0	0	0	143,442
Other Sources	0	0	0	0	313,033
Total Revenue	0	0	0	125,314	61,838,825
EXPENDITURES					
Personnel	0	0	963,089	600,283	49,104,157
Operating Expenses	0	0	79,588	404,080	11,659,195
Capital Outlay	0	0	198,000	276,533	1,075,473
Total Expenditure	0	0	1,240,677	1,280,896	61,838,825
Revenue over (under) expenditures	0	0	(1,240,677)	(1,155,582)	0
Fund balance appropriation	0	0	1,240,677	1,155,582	0
Operating Transfer from GF	0	0	1,240,677	1,155,582	5,000,000
Operating transfer from GF (Interfund Loan)	0	0	0	0	2,507,819
Operating transfer to GF (Interfund Loan repa)	0	0	0	0	(2,507,819)
Restricted	0	0	0	0	5,000,000
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000

In FY 2013 the State Legislature cleared the way for the creation of municipal school districts in the state. The citizens of the six suburban municipalities in Shelby County began the process of forming their own school districts. The Shelby County school system was the only school system in the county after Memphis City Schools gave up their charter and merged with the county system in 2012.

The General Purpose School Fund is a special revenue fund and the primary operating fund for Collierville Schools. This fund was created in FY 2014 to account for expenses related to the creation of a municipal school district. The operating transfer from General Fund is revenue collected from a .5% local option sales tax increase approved by the citizens of Collierville for that purpose. The summary on the previous page shows the expense for each function of the school district. The summary on this page shows the expense in each category of expense.

The largest source of revenue is the Basic Education Program funding from the State of Tennessee. This revenue is distributed to all the school districts in the county based on student attendance. County and municipal taxes are the next largest revenue source. One-half of county property tax and local option sales tax revenue is distributed to the school districts based on average daily attendance figures. Collierville is required to spend a specified minimum amount of local funds for school operations. This required spending amount is calculated based upon the total revenue that would be produced by an additional fifteen cents increase in the Collierville municipal property tax. The .5% local option sales tax increase is used for this purpose.

The \$5 million operating transfer from the Town General Fund will provide funding for cash flow during the first few months of operation. An additional \$2.5 million is an interfund loan for cash flow and will be repaid when revenue collections are sufficient to cover expenses.

SCHOOL FEDERAL FUNDS SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUE					
IDEA-B Individuals w/ Disabilities Ed. Act	0	0	0	0	1,371,023
Preschool Incentive	0	0	0	0	16,554
Consolidated Administration	0	0	0	0	217,957
TITLE I-A	0	0	0	0	391,342
TITLE II-A	0	0	0	0	285,264
TITLE III English Language Learners	0	0	0	0	25,330
Total Revenue	0	0	0	0	2,307,470
EXPENDITURES					
TITLE I-A Instruction	0	0	0	0	391,342
IDEA-B Individuals w/ Disabilities Ed. Act	0	0	0	0	1,371,023
Consolidated Administration	0	0	0	0	217,957
TITLE II-A Teachers/Principals Training	0	0	0	0	285,264
TITLE III English Language Learners	0	0	0	0	25,330
Preschool Incentive	0	0	0	0	16,554
Total Expenditure	0	0	0	0	2,307,470
Revenue over (under) expenditures	0	0	0	0	0
Fund balance appropriation	0	0	0	0	0
Operating transfer	0	0	0	0	0
Fund Balance:					
Restricted	0	0	0	0	0
Ending Fund Balance	\$ -				

The School Federal Funds is a special revenue fund created in FY 2015 that accounts for federal revenue to fund specific programs including:

The IDEA-B (Individuals with Disabilities Education Act) program provides for support of children eligible for special education between the ages of 3 and 21. It includes the cost of salaries, benefits, and contracted services used in the IDEA program

The Preschool Incentive is for support of preschool children under the IDEA program. It includes the cost of materials, supplies, out of town travel and equipment used in the Preschool Incentive program.

Title I funds are used to support programs to improve student achievement in two targeted assistance schools in Collierville. This includes the cost of materials, out of

town travel, other charges and equipment used in the TITLE I program.

Title II-A funds are used to recruit, train, prepare, and retain high quality teachers and to provide professional development. This includes the cost of salaries, benefits, materials, supplies, and services used in the Title II-A program.

Title III funds support instructional services for English Language Learners and includes the cost of materials, supplies, and out of town travel for the Title III-A program.

SCHOOL NUTRITION FUND SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUE					
Income from Lunches/Breakfasts	0	0	0	0	868,000
Ala Carte Sales	0	0	0	0	609,818
Other Local Revenue	0	0	0	0	80,000
School Nutrition - State Matching	0	0	0	0	6,520
USDA Lunch, Breakfast, and Other	0	0	0	0	702,000
Total Revenue	0	0	0	0	2,266,338
EXPENDITURES					
Personnel	0	0	0	40,713	1,196,918
Operating Expenses	0	0	0	109,822	1,053,900
Capital Outlay	0	0	0	0	15,520
Total Expenditure	0	0	0	150,535	2,266,338
Revenue over (under) expenditures	0	0	0	(150,535)	0
Fund balance appropriation	0	0	0	150,535	0
Operating transfer	0	0	0	150,535	0
Fund Balance:					
Restricted	0	0	0	0	0
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -

The School Nutrition Fund is a special revenue fund which accounts for the activities concerned with providing meals to students and staff in the school system. The fund was created in FY 2014 with the creation of the municipal school district. This service area includes the supervision of a staff whose responsibility is to prepare and serve regular and incidental meals, lunches, or snacks in connection with school activities and food delivery.

Activities of the Nutrition Fund should stand alone and be reported in a separate fund. That fund must be used exclusively when the school system has a centralized food service program rather than each school cafeteria maintaining its own accounting records. There are eight Collierville Schools, each with its own cafeteria which provides meals to the students and staff.

Expenditures include personnel expenses for those involved in the activities of the School Nutrition Program, supplies and materials related to the individual school cafeterias and to the office functions, and expenditures for the initial, additional, and replacement items of equipment used in the Food Service Program. This would include such items as computers, desks, chairs, and other equipment.

The fund is supported by payments made by students and staff for meals, State matching funds, interest earned and Federal reimbursements (when approved by the USDA). Federal guidelines also require that revenues received by the nonprofit school food service are to be used only for the operation or improvement of such food service

HEALTH INSURANCE FUND SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Retained Earnings	\$ 51,870	\$ 51,870	\$ 51,870	\$ 51,870	\$ 51,888
REVENUE					
Charges for Services	4,193,637	4,959,301	4,996,803	5,617,382	5,494,400
Charges for Services - Employee	704,577	724,630	807,876	837,876	913,152
Total Revenue	4,898,215	5,683,931	5,804,679	6,455,258	6,407,552
EXPENSES					
Contractual Services	0	3,150	0	0	0
Reinsurance Premium	628,563	705,726	761,788	761,788	96,458
Claims	4,113,506	4,808,640	4,850,858	5,514,194	6,138,080
Aggregate Fee	23,279	26,164	28,201	28,201	0
3rd Party Administration Fee	132,866	140,251	151,057	151,057	165,462
Total Expenses	4,898,215	5,683,931	5,791,904	6,455,240	6,400,000
Revenue over (under) expenses	0	0	12,775	18	7,552
Fund balance appropriation	0	0	0	0	0
Adjustments					
Operating Transfer					
Ending Balance	\$ 51,870	\$ 51,870	\$ 64,645	\$ 51,888	\$ 59,440

The Health Insurance Fund is an internal service fund of the proprietary type which accounts for transactions related to group medical benefits (including claims incurred but not reported) for which the Town is self-insured.

Revenues reported in this fund are derived from charges to each of the Town's departments which pays into the fund, according to the number of employees in the plan, an amount determined by estimating claims and service charges for the year. Employees who are covered by the plan pay a monthly premium as well.

In order to offset some of the costs, several changes in plan design were implemented in FY 2005. These changes included increased premiums for employees and increased physician and drug co-pays. This resulted in substantial savings in claims paid.

Expenditures for FY 2015 include charges by a third-party vendor for administration of the plan, the estimated amount of medical claims made by Town employees or covered family members, and a reinsurance fee. The reinsurance fee assures that the Town pays no more than a negotiated amount for any individual claim.

RETIREMENT FUND SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Balance	\$ 31,127,718	\$ 34,238,059	\$ 40,646,210	\$ 40,646,210	\$ 44,434,032
REVENUE					
Contributions - Employer	2,666,453	2,808,052	2,849,146	2,742,864	2,936,504
Contributions - Employee	433,724	439,375	427,691	439,108	454,017
Contrib. Reimb. - non vested	(21,693)	(15,359)	(25,000)	(25,000)	(25,000)
Gain/Loss	868,635	1,061,260	500,000	900,000	500,000
Unrealized Gain/Loss	(890,111)	2,086,712	0	0	0
Interest Revenue	724,559	851,953	400,000	700,000	750,000
Dividend Revenue	0	0	0	0	0
Total Revenue	3,781,568	7,231,993	4,151,837	4,756,972	4,615,521
OPERATING EXPENSES					
Attorney Fees	4,129	5,552	6,000	6,000	6,000
Premium/Discount	12,938	28,463	9,000	54,335	60,000
Professional Services	0	0	0	0	0
Trustee/Advisor Fees	87,196	102,116	115,000	120,000	130,000
Plan Administrator Fee	13,620	21,205	60,000	20,000	25,000
Distributions - Retirees	553,345	666,507	750,000	768,815	900,000
Total Expenses	671,227	823,843	940,000	969,150	1,121,000
Revenue over (under) expenses	3,110,341	6,408,151	3,211,837	3,787,822	3,494,521
Fund balance appropriation	0	0	0	0	0
Adjustments	0	0	0	0	0
Transfer	0	0	0	0	0
Restricted	34,238,059	40,646,210	43,858,047	44,434,032	47,928,553
Ending Balance	\$ 34,238,059	\$ 40,646,210	\$ 43,858,047	\$ 44,434,032	\$ 47,928,553

The Retirement Fund is a trust fund of the fiduciary type and was created in FY 2008 to account for a new retirement plan that was approved by the Board of Mayor and Aldermen.

Since FY 1994, the Town had maintained two retirement plans—a defined contribution plan and a defined benefit plan sponsored by the State of Tennessee. When the new Town plan was adopted, employees were given the opportunity to choose the new plan or stay in their current plan. Additionally, the new plan has two options, a non-

contributory option and a contributory option with enhanced benefits.

Revenue in the fund consists of contributions by the Town and contributions from employees who chose the contributory plan option. A transfer in FY 2008 from the assets of the two other plans for employees who opted out of those plans is the largest portion of the fund's balance.

Expenses are for plan administration, attorney fees, and distribution to current retirees.

OPEB (Other Post-Employment Benefits) FUND SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Balance	\$ 5,183,697	\$ 6,479,629	\$ 7,692,416	\$ 7,692,416	\$ 8,556,341
REVENUE					
Contributions - Employer	1,344,133	914,241	974,802	947,083	915,525
Contributions - Employee	84,795	101,197	107,697	111,779	112,765
Gain/Loss	152,852	172,522	100,000	175,000	150,000
Unrealized Gain/Loss	(57,343)	441,256	0	0	0
Dividend/Interest Revenue	105,784	145,795	100,000	130,000	130,000
Total Revenue	1,630,221	1,775,011	1,282,499	1,363,863	1,308,290
OPERATING EXPENSES					
FICA	0	0	1,500	0	0
Attorney Fees	398	623	1,500	1,500	1,500
Trustee/Advisor Fees	13,359	17,724	15,000	21,868	24,055
Reinsurance Premium	20,427	21,448	23,057	23,057	4,924
Claims	251,832	458,263	368,521	368,521	398,003
Aggregate Fee	985	1,034	1,112	1,112	0
3rd Party Administration Fee	5,885	6,179	6,642	6,642	592
Supplemental Reimbursement	39,953	45,953	45,000	62,237	75,000
Plan Administrator Fee	1,450	11,000	25,000	15,000	15,000
Total Expenses	334,289	562,224	487,332	499,937	519,074
Revenue over (under) expenses	1,295,932	1,212,787	795,167	863,926	789,216
Fund balance appropriation	0	0	0	0	0
Adjustments	0	0	0	0	0
Transfer	0	0	0	0	0
Restricted	6,479,629	7,692,416	8,487,583	8,556,341	9,345,558
Ending Balance	\$ 6,479,629	\$ 7,692,416	\$ 8,487,583	\$ 8,556,341	\$ 9,345,558

The OPEB Fund was created in FY 2008 to comply with the Governmental Accounting Standards Board (GASB) statement 45. The OPEB Fund is a trust fund which accounts for other post-employment benefits which for the Town is retiree health insurance. The Town is required to fund the liability for all current employee's retirement health insurance. The fund also accounts for

all expenses related to current retiree's health insurance coverage as well as trustee and administrator fees and attorney fees. For FY 2015, the total projected revenue is \$1,308,290. Projected expenses are \$519,074. Expenses are rather low at this time as the Town has only a few retirees enrolled in the Town's health plan.

WATER & SEWER FUND DEPARTMENTAL SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Retained Earnings	\$ 45,055,808	\$ 46,687,488	\$ 48,597,078	\$ 48,597,078	\$ 47,188,891
REVENUE					
Water Revenue	4,841,645	4,575,327	4,938,672	4,631,891	4,708,506
Service Establishment	47,105	48,141	40,000	40,000	40,000
Sewer Service Charge	7,487,884	7,191,956	7,445,946	7,190,063	7,450,118
Other Revenue	91,569	93,650	85,000	85,000	85,000
Total Revenues	12,468,203	11,909,075	12,509,618	11,946,954	12,283,624
EXPENSES					
Water Treatment Plant	1,116,203	1,050,950	1,182,907	1,144,991	1,161,237
Water Distribution System	1,288,060	1,282,652	1,504,554	1,498,454	1,687,378
Wastewater Collection	821,160	674,991	631,355	602,490	806,740
Wastewater Treatment	1,204,290	1,263,928	1,284,486	1,289,879	1,325,423
Town Administrator's Office	91,835	97,956	121,457	112,371	131,003
Personnel	60,590	55,137	77,829	72,285	89,339
Information Technology	46,013	48,947	49,713	50,591	66,501
General Services	102,926	116,464	130,141	126,664	141,774
Financial Administration	506,301	532,157	597,970	559,384	616,095
Development Administration	48,908	48,362	56,005	55,111	56,282
Office of Planning	108,078	111,241	122,980	123,534	129,863
Office of Engineer	225,678	227,859	268,792	266,981	283,591
Public Services Administration	219,326	265,014	291,251	287,503	295,857
Parks & Recreation	31,220	31,220	31,220	31,220	31,220
Attorney's Fees	31,239	24,727	19,500	30,000	30,000
Insurance Costs	142,792	152,567	158,718	184,804	185,104
Non-Departmental Accounts					
Special Appropriations	914,809	851,362	932,671	949,465	948,971
Debt Service & Depreciation	4,462,278	4,273,095	4,159,899	4,204,904	4,191,807
Total Expenses	11,421,707	11,108,630	11,621,449	11,590,631	12,178,187
Revenue over (under) expenses	1,046,496	800,444	888,169	356,323	105,437
Retained earnings appropriation	0	0	0	0	0
Gain/Loss on Disposal of Assets	(29,666)	(388,722)	0	(75,000)	0
Non Operating Revenue	340,185	1,494,368	100,000	1,400,000	1,000,000
Capital Contribution	274,665	3,500			
Operating Transfer	0	0	0	0	0
Capital Outlay/Projects	0	0	(3,089,510)	(3,089,510)	(1,823,750)
Ending Balance	\$ 46,687,488	\$ 48,597,078	\$ 46,495,737	\$ 47,188,891	\$ 46,470,578

WATER & SEWER FUND CATEGORY SUMMARY

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Retained Earnings	\$ 45,055,808	\$ 46,687,488	\$ 48,597,078	\$ 48,597,078	\$ 47,188,891
REVENUE					
Water Revenue	4,841,645	4,575,327	4,938,672	4,631,891	4,708,506
Service Establishment	47,105	48,141	40,000	40,000	40,000
Sewer Service Charge	7,487,884	7,191,956	7,445,946	7,190,063	7,450,118
Other Revenue	91,569	93,650	85,000	85,000	85,000
Total Revenues	12,468,203	11,909,075	12,509,618	11,946,954	12,283,624
EXPENSES					
Personnel	2,199,368	2,223,498	2,259,416	2,308,458	2,404,201
Operating Expenses	2,230,345	2,049,024	2,343,886	2,227,356	2,576,578
Administrative Charges	1,472,114	1,559,084	1,766,859	1,715,644	1,871,525
Insurance	142,792	152,567	158,718	184,804	185,104
Special Appropriations	914,809	851,362	932,671	949,465	948,971
Debt Service & Depreciation	4,462,278	4,273,095	4,159,899	4,204,904	4,191,807
Total Expenses	11,421,707	11,108,630	11,621,449	11,590,631	12,178,187
Revenue over (under) expenses	1,046,496	800,444	888,169	356,323	105,437
Retained Earnings Appropriation	0	0	0	0	0
Gain/Loss on Disposal of Assets	(29,666)	(388,722)	0	(75,000)	0
Non Operating Revenue	340,185	1,494,368	100,000	1,400,000	1,000,000
Capital Contribution	274,665	3,500	0	0	0
Operating Transfer	0	0	0	0	0
Capital Outlay/Projects	0	0	(3,089,510)	(3,089,510)	(1,823,750)
Ending Balance	\$ 46,687,488	\$ 48,597,078	\$ 46,495,737	\$ 47,188,891	\$ 46,470,578

The summary on the previous page shows expenses for each division of the Water and Sewer Fund. The amount of administrative fees paid to each General Fund department is shown. Insurance costs and attorney fees are indicated as well. Special Appropriations includes \$790,000 utility in-lieu-of tax paid to General Fund which is then transferred to the Library Fund.

The summary above lists the expense for each category of expenses. The expense for capital items and pay-as-you-go capital projects is shown as a reduction to retained earnings. The capital contributions in FY 2012 and 2013 are donated infrastructure from developers. The large loss on disposal of assets in FY 2012 and again in FY 2013 was the decommissioning of a wastewater lagoon which was replaced by a traditional wastewater treatment plant.

Retained earnings appropriations were necessary from FY 2003 to 2005 to fund operations. Water and sewer rates had remained the same for the previous ten years;

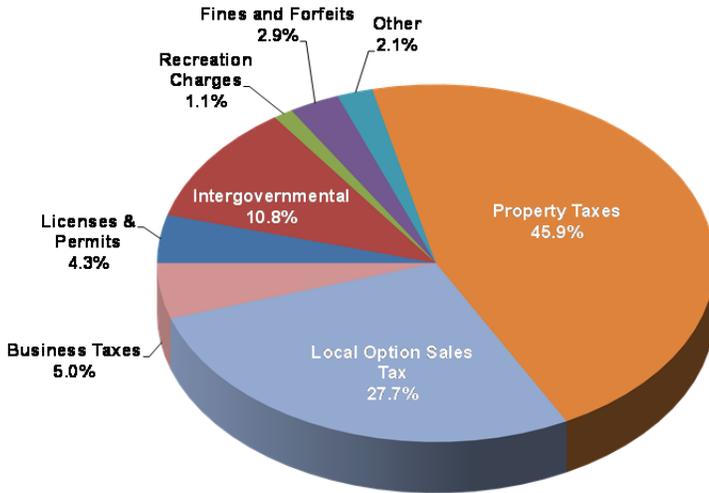
however, in FY 2005, a sewer engineering and water and sewer rate study was conducted. As a result of this study, a new ten-year rate structure was adopted and the Board of Mayor and Aldermen agreed to review the rates periodically in order to determine if they were sufficient to recover the revenue requirements or if the revenue collected exceeded these requirements.

Due to two extremely dry summers, water and sewer revenue collected in those years was greater than anticipated, so in 2008, the Town conducted an update to the 2005 rate study. This resulted in water rates remaining unchanged and the sewer volume charge reduced until January 2010. The Board again approved postponing the scheduled increase in fees for the FY 2011 budget. A rate study update was conducted again in 2012 which set rates for the next ten years. Projected revenue from service fees for FY 2015 is projected to be 1.8% less than the 2014 budgeted revenue due to predictions of greater than average rainfall amounts.

REVENUES BY SOURCE – MAJOR FUNDS

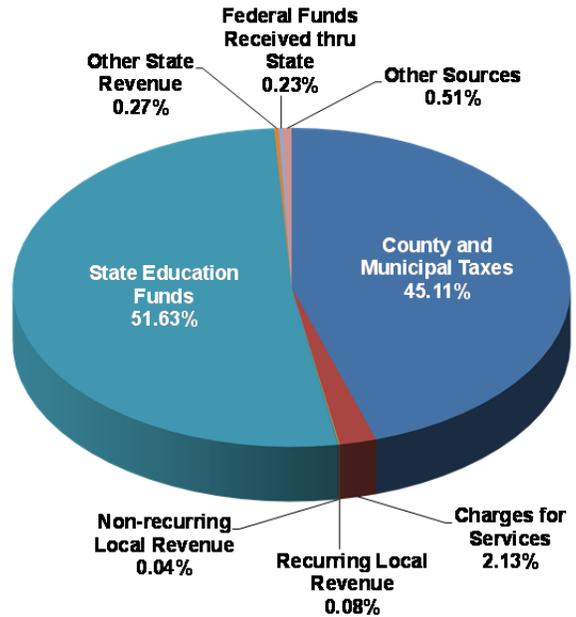
GENERAL FUND

The chart to the left shows the percentage of total revenues for each revenue category. Overall General Fund revenues for FY 2015 total \$50,039,159, a 4.5% increase over the previous year's budgeted revenue. Property tax revenue accounts for the largest portion of total revenue at 45.9% followed by local option sales tax at 27.7%. Intergovernmental revenues make up 10.8%, and licenses and permits, 4.3%. Business taxes are 5.0%, fines and forfeits 2.9%, recreation charges 1.1%, and other revenue, which includes interest income, is 2.1% of the total.



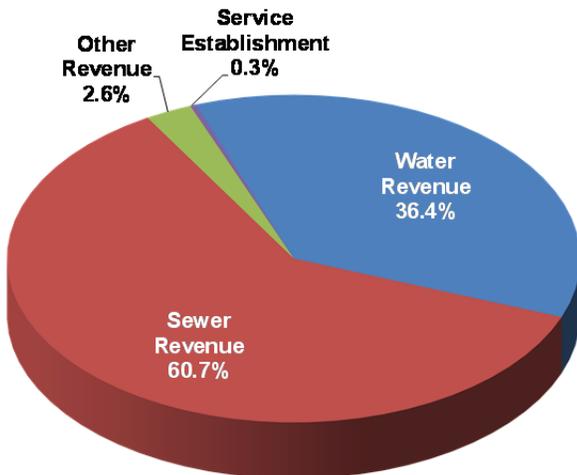
GENERAL PURPOSE SCHOOL FUND

General Purpose School Fund revenues are expected to be \$61,838,825. The chart to the right shows the percentage of total revenues of each category. State education funds are the greatest percentage of revenue at 51.63% followed by county and municipal taxes at 45.11%. Other revenues are: charges for services (this includes tuition payments), 2.13%; federal funds received through the state, 0.23%; recurring local revenue, 0.08%; non-recurring local revenue, 0.04%; other state revenue (state alcoholic beverage tax), 0.27%; and other sources (federal grants), 0.51%.



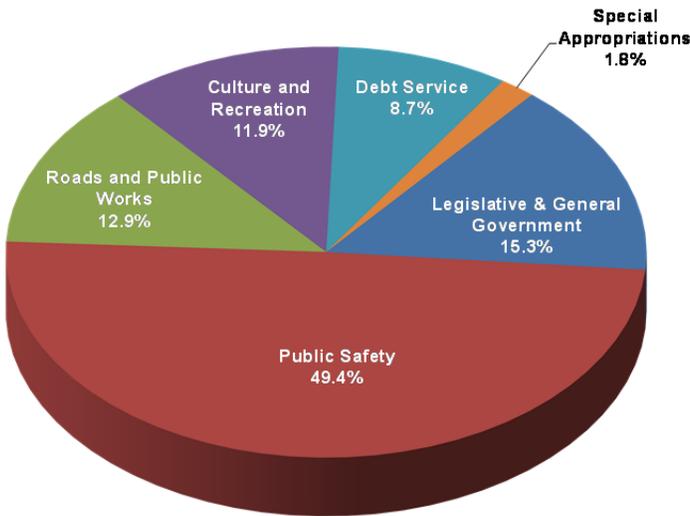
WATER & SEWER FUND

Water and Sewer Fund revenues are expected to be \$12,283,624, a decrease of 1.8% from the FY 2014 budget. The chart to the left shows the percentage of total revenues of each category. The sewer revenue generates the greatest percentage of revenue at 60.7% followed by water revenue at 36.4%. Service establishment fees are 0.3% and other revenue, which includes interest income, makes up 2.6%.



EXPENDITURES BY FUNCTION – MAJOR FUNDS

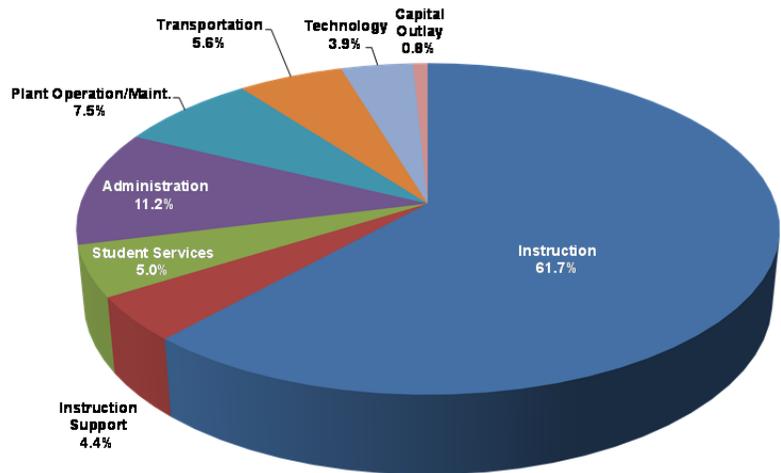
GENERAL FUND



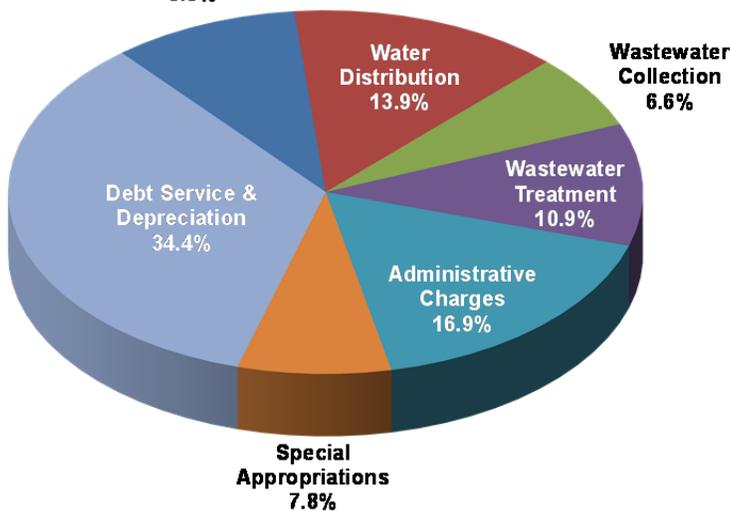
The chart to the left shows the percentage of total expenditures of each unit or function of Town Government. Public safety, comprised of Police Department, Fire Department, Municipal Court, Code Enforcement, and Animal Services, makes up 49.4% of expenditures. Legislative and General Government expends 15.3%, Roads and Public Works, 12.9%, and Culture & Recreation, 11.9%. The remainder is for debt service with 8.7% and special appropriations 1.8%.

GENERAL PURPOSE SCHOOL FUND

The chart to the right shows the percentage of total expenses each unit or function expends. Classroom instruction expends 61.7%, Administration, including the Board of Education, Superintendent, Principal’s Office Finance, HR, Special Services, Planning and School Safety 11.2%, Student Services 5.0%, Operation and Maintenance of Plant 7.5%, Transportation 5.6%, Instruction Support 4.4%, Technology 3.9% and Regular Capital Outlay 0.8%.



Water Treatment 9.5%



WATER & SEWER FUND

The chart to the left shows the percentage of total expenses each unit or function expends. Water Treatment expends 9.5%, Water Distribution 13.9%, Wastewater Collection 6.6%, Wastewater Treatment 10.9%, Administrative charges by General Fund departments are 16.9% of total expenses, Special Appropriations 7.8%, and Debt Service & Depreciation make up 34.4%.

DEPARTMENTAL USE OF FUNDS

Department	% General Fund	% Sanitation Fund	% Library Fund	% Water & Sewer Fund
Mayor and Board of Aldermen	100.00			
Town Administrator's Office	85.00			15.00
Morton Museum	100.00			
Financial Administration	65.00			35.00
Human Resources	85.00			15.00
Information Technology	89.24		2.94	7.82
General Services	89.19		3.40	7.41
Development				
Administration	85.00			15.00
Office of Planning	85.00			15.00
Code Enforcement	100.00			
Office of Engineer	75.00			25.00
Public Safety				
Animal Services	100.00			
Municipal Court	100.00			
Police Department	100.00			
Fire Department	100.00			
Public Services				
Administration	55.19			44.81
Fleet Maintenance	100.00			
Streets and Drainage	100.00			
Sanitation		100.00		
Parks and Recreation	99.20		0.18	0.62
Public Utilities				
Water Treatment Plant				100.00
Water Distribution System				100.00
Wastewater Collection				100.00
Wastewater Treatment				100.00

BOARD OF MAYOR AND ALDERMEN

The Board of Mayor and Aldermen is the elected governing body of the Town and is responsible for establishing policy within the framework of the Town Charter and the Tennessee Code Annotated. These policies may take the form of ordinances, resolutions, or motions which establish the laws, proceedings and Town service levels for the community.

The Mayor and Board members are elected for four year terms, at large by position. The Board appoints the Town Administrator who administers day-to-day operations of the Town. The Board also appoints members of the Planning Commission, Design Review Commission, Industrial Development Board, Parks and Recreation Advisory Board and several other advisory boards and commissions. The Board also appoints the Department Directors.

The Town Board adopts the annual budget and appropriates all funds for expenditures. The Board meets yearly to update the Town of Collierville Strategic Plan.

FY 2015 Goals and Objectives

Goal: Be a financially sound town government.

Objectives:

- Promote a more diversified tax base.
- Maintain adequate reserves and fund balances.
- Set a fiscally responsible tax rate.
- Be a more financially self-supporting and sustainable town government.
- Diversify revenues to be less dependent on property tax.

Goal: Become a high performance service organization.

Objectives:

- Maintain a high level of productivity
- Use the most efficient “state of the art” methods in service delivery using technology and new approaches.
- Achieve a high level of citizen satisfaction with Town services.
- Focus on “basic services”.
- Maintain a highly motivated and professional workforce.
- Continue to value and practice the Town’s core values with ever greater accountability.

Goal: Preserve Collierville’s heritage and character as a “community for family living”.

Objectives:

- Make all visitors and residents of all generations welcome.
- Provide family-oriented recreational and leisure amenities and facilities.
- Respect our past and historical roots.

- Approve developments designed with Collierville’s unique character and vision in mind.
- Create a strong sense of community pride with involved citizens.
- Promote job opportunities in the community.

Goal: Be recognized as a regional leader.

Objectives:

- Provide self-contained and sufficient Town services.
- Advocate for the Town’s interests at the federal, state, and regional levels.
- Shape regional policies and plans protecting Collierville’s interests.
- Create a leadership based upon a common vision for the future with realistic and achievable goals.
- Forge a strong relationship with local legislators based upon mutual respect.

Goal: Improve mobility and traffic flow.

Objectives:

- Reduce trip times within Collierville.
- Provide better signal synchronization within the Town.
- Improve the quality of major corridors and Town streets.
- Construct more roads connecting neighborhoods and corridors.
- Develop safe, convenient trail systems for biking and walking throughout our community.

Goal: Create a sustainable local economy within Collierville.

Objectives:

- Create a business community which has long term sustainability.
- Attract new business consistent with Collierville’s vision.
- Retain current businesses and help them to prosper.
- Maintain a reputation as a business-friendly town government and community.

Goal: Forge a productive, long term partnership with the Collierville School Board

Objectives:

- Work with the School Board to quantify long term facility and capital needs of Collierville Schools.
- Explore synergies within the operations of the Town and the Schools to increase efficiency and mitigate risk.
- Explore ways that existing Town services (parks, museum, library, etc.) can be utilized to foster an extraordinary learning environment.

BOARD OF MAYOR AND ALDERMEN

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Goal: Preserve Collierville's Heritage and Character			
# of new development projects	12	11	25
# of community events	35	36	36
Goal: Financially Sound Town Government			
% of revenues from property tax	44.3%	45.9%	45.9%
% of revenues from sales tax	25.4%	27.4%	27.7%
% of revenues from development fees	4.8%	2.4%	2.1%
% unassigned fund balance to General Fund expenditures	43.2%	29.8%	28.0%
Goal: High Performance Organization			
Employee turnover ratio	7.1%	7.3%	9.4%
Average response time to citizens concerns on MAC (hrs)*	2.1 hrs	2.0	7.5
Average resolution time to citizens concerns on MAC (days)*	1.93 days	1.8	4.0
Goal: Be Recognized as a Regional Leader			
# of meetings held with legislators	50	40	25
Membership on regional/national boards, associations or advisory boards	8	6	6
# of leadership positions on intergovernmental committees, task force or advisory boards	1	1	2
Goal: Improve Mobility and Traffic Flow			
# lane miles	673	680	680
# of lane miles overlaid	27.0	34.0	24.0
Linear feet of greenbelt trails added	4,340	4,224	7,657
Goal: Sustainable Local Economy			
# of sq. ft. of retail/commercial approved**	320,221	940,510	550,000
# of single-family homes constructed	159	140	136
# of multifamily dwellings constructed	257	203	230
# of industry sites plans approved	2	2	2
# of new businesses in Collierville	171	167	160
% increase/decrease in sales tax revenue	33.2%	0.1%	2.1%
% dependence on 10 largest tax payers	9.18%	9.00%	9.00%
% increase/decrease in property values	3.2%	-3.6%	0.5%

* Starting FY15- employee reported cases not included in average.

** Starting with FY14, square footage is reported on new and remodeled commercial construction.

BOARD OF MAYOR AND ALDERMEN

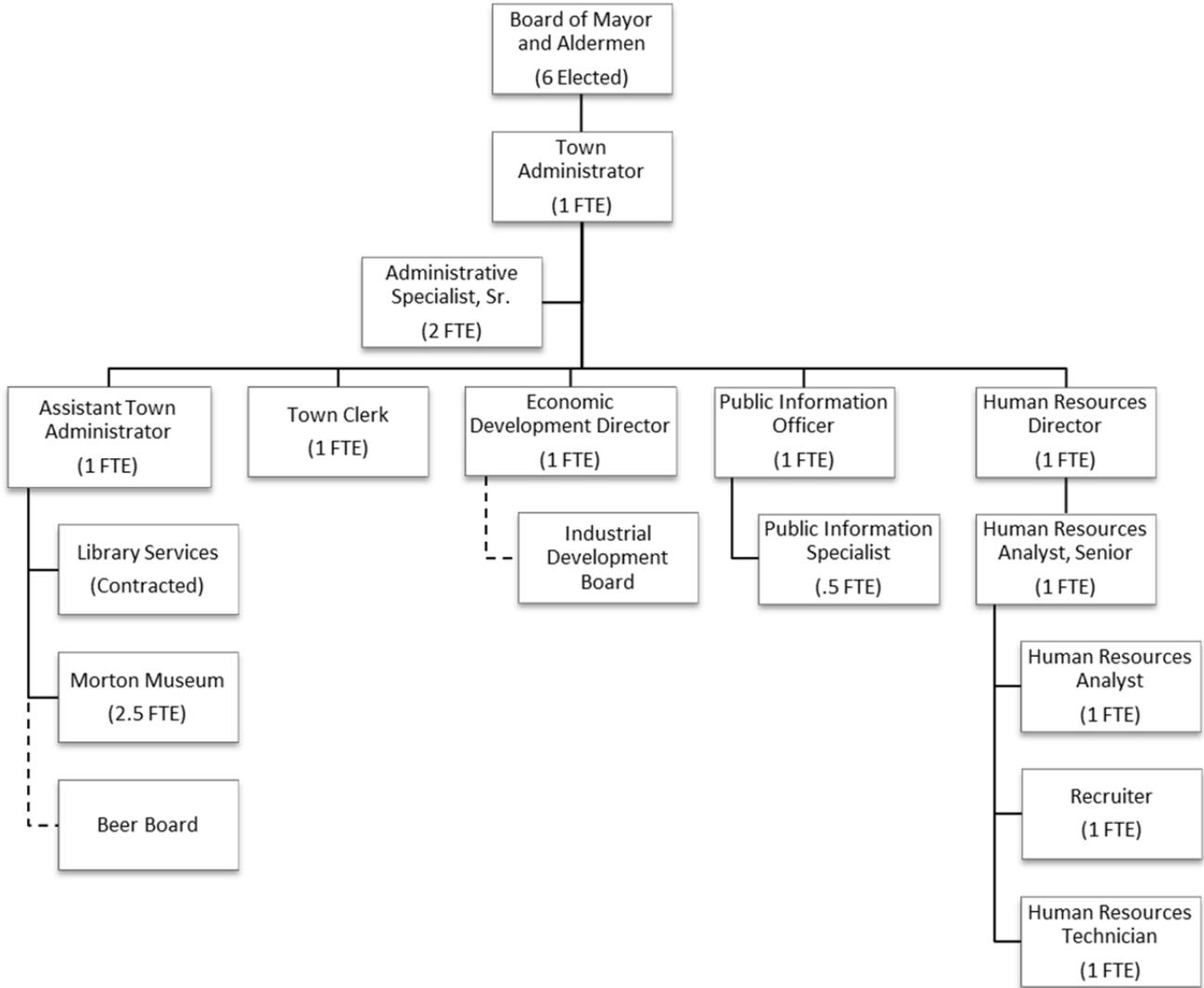
Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 99,432	\$ 93,346	\$ 92,603	\$ 99,581	\$ 96,867
Operating Expense	152,615	95,531	189,487	183,231	72,990
Capital Outlay	0	1,006	5,225	5,224	0
Total	\$ 252,047	\$ 189,882	\$ 287,315	\$ 288,036	\$ 169,857
Reduction to expenditures					
Water & Sewer Fund	0	0	0	0	0
General Fund	\$ 252,047	\$ 189,882	\$ 287,315	\$ 288,036	\$ 169,857

Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	6.0	\$ 39,589	6.0	\$ 39,600	6.0	\$ 39,600
Wages	0.0	0	0.0	0	0.0	0
Part-time	0.0	0	0.0	0	0.0	0
Other Compensation		0		0		0
Benefits		53,757		59,981		57,267
Merit & General Adjustment		0		0		0
Other Personnel		0		0		0
Total	6.0	\$ 93,346	6.0	\$ 99,581	6.0	\$ 96,867

TOWN ADMINISTRATOR'S OFFICE



TOWN ADMINISTRATOR'S OFFICE

The Administration budget accounts for the cost of operating the Town Administrator's office. This office provides staff support to the Board of Mayor and Aldermen as well.

The Town Administrator is responsible for advising and recommending actions to the Board of Mayor and Aldermen in order to meet the needs of Town residents; providing overall management of Town departments and operations; and implementing Town policy.

In addition to administering the day-to-day operations of the Town, the Town Administrator is required by law to present an annual budget to the Board for consideration of all needed Town expenditures.

Some of the objectives of the Town Administrator's office is to keep the Board of Mayor and Aldermen and the general public informed of all activities of Town government. The Town Administrator must also provide the Board with timely information in order to assist them in making difficult policy decisions.

The Town Administrator works with all Town departments in promoting efficiency and effectiveness in customer service and implements an annual plan to carry out each department's work programs, which help to accomplish the Board of Mayor and Aldermen's goals.

2015 MANAGEMENT AGENDA

- Effectively deliver the services Collierville citizens need, want, and are willing to support.
- Continue to assess Collierville's citizens' needs and issues, reacting to address these by adjusting plans, policies and strategies to deal with changing trends.
- Facilitate a productive working relationship between Town government and Collierville Schools. Work to ensure that elected and appointed officials from both entities communicate effectively.
- Support and implement an economic development program to grow and sustain a local balanced economy that supports the expansion and retention of our residents and businesses.
- Develop a centralized communications plan to increase and encourage informed citizen engagement with local government.
- Work to better coordinate the activities of the operating departments regarding capital projects, and explore a web based communication effort to inform the public about these projects' progress.
- Build on community strengths and distinguished character of Collierville while preparing for the Town's future through tourism and continued development of our historic downtown, including renovating the Historic High School, creating a University of Memphis campus, other objectives.
- Create and implement a comprehensive index of community satisfaction of municipal services through a variety of channels such as the Mayor's Action Center, and customer surveys. Provide follow up from results and recommendations.
- Assess public safety service and infrastructure needs and develop plans and strategies accordingly.
- Keep abreast of technological resources and values to realize opportunities for improving service delivery and communication among staff, citizens and community.
- Expand and sustain community partnerships in order to foster local government engagement.
- Improve the effectiveness of customer service delivery and the cost efficiency of Town operations. Implement process improvement projects to reduce processing time and costs, or increase revenues.
- Assess immediate and five year internal staffing needs. Develop and prepare staff through succession planning, workforce development training, and certification programs.
- Submit organizational achievements for professional association recognition and publications and continue to achieve recognition of excellence by professional organizations.
- Pursue appropriate alternative service delivery models through the use of regional collaborative partnerships, private contracting, volunteers, and other innovative methods.
- Maintain regular communication with state and federal representatives on community priorities and federal and state mandates.

TOWN ADMINISTRATOR'S OFFICE

Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 540,083	\$ 587,399	\$ 664,932	\$ 629,000	\$ 750,780
Operating Expense	72,151	87,005	123,283	101,619	122,575
Capital Outlay	0	0	23,000	18,520	0
Total	\$ 612,234	\$ 674,404	\$ 811,215	\$ 749,138	\$ 873,355
Reduction to expenditures					
Water & Sewer Fund	(91,835)	(97,956)	(121,457)	(112,371)	(131,003)
General Fund	\$ 520,399	\$ 576,448	\$ 689,758	\$ 636,767	\$ 742,352

Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	5.0	\$ 363,038	5.0	\$ 375,958	5.0	\$ 430,709
Wages	2.0	51,151	1.0	29,893	1.0	35,020
Part-time		0	3.0	28,694	3.0	48,859
Other Compensation		0		0		0
Benefits		173,210		194,455		213,201
Merit & General Adjustment		0		0		12,991
Other Personnel	0.0	0	0.0	0	1.0	10,000
Total	7.0	\$ 587,399	9.0	\$ 629,000	10.0	\$ 750,780

TOWN ADMINISTRATOR'S OFFICE

Performance Measures

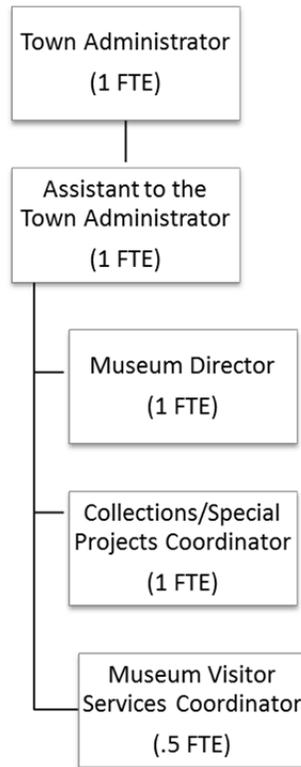
Activity	Actual FY 13	Estimated FY14	Projected FY15
Total Budget Managed*	\$81,401,642	\$88,331,820	\$142,321,656
General Fund operating budget variance from actual	-2.9%	-2.1%	-2.0%
Total Value of all Capital Projects	\$17,636,108	\$17,451,316	\$5,593,500
Total Number of Capital Projects	39	35	25
% of CIP Projects Completed on Schedule	55.6%	100.0%	75.0%
% of CIP Projects Completed Under Budget	100.0%	60.0%	85.0%
Full-Time Employees Managed	458	472	479
% of Personnel Expenses to Overall Budget	50.1%	47.9%	26.1%
# of Policy Revisions	5	3	7
# of Ordinance Amendments	13	4	10
# of Resolutions	50	30	60
Public Information			
Press Releases	96	100	125
# of subscribers to community distribution list**			1,400
# of Town Facebook page likes**			5,800
Public Presentations to Community Organizations	24	25	20
Public Hearings Conducted	17	13	20
Mayors Action Center requests reviewed***	6,839	7,000	1,200

* Including CIP budget

** New measure beginning with FY15.

*** Starting FY15- employee reported cases not included in average

MORTON MUSEUM



MORTON MUSEUM

The Morton Museum of Collierville History opened its doors to the public on June 15, 2012. The Museum is named in memory of the late Bess Crawford Morton. The Museum is housed in a historic structure, known locally as the “White Church.” The Collierville Christian Church was active in the building from 1870 – 1992. Mr. Morgan Morton donated the building to the Town and continues to support the Museum’s activities.

Between 2008 – June 2012, the building underwent extensive restoration and renovations, including the addition of the permanent exhibition hall and visitors way-finding kiosk, a publicly accessible reading room, administrative offices, and collections storage.

The mission of the Morton Museum is to preserve, interpret, and impart knowledge of the history of the Town of Collierville and to foster an appreciation of its historic significance. As it develops into a “full service” Museum; it strives to implement educational programming, changing exhibitions, and further grow its collection and archives. The Morton Museum is positioned to be a valuable community asset, cultural tourism destination, and visitor welcome center.

FY 2014 Accomplishments

- Experienced a 22% increase in museum visitation.
- Over 300 people attended Battle of Collierville sesquicentennial events held October 4-6, 2013. Events included performances by a professional storyteller, Civil War-era reenactment band, guided walking tours, symposium, and teacher workshop.
- Launched an online catalog with detailed photographs and descriptions for over 300 objects in the Museum collection.
- Offered 35 free educational programs to the community, including lectures, a Civil War movie series, summer workshops for kids, and homeschool programs.
- Hosted programs in partnership with St. George Independent School, University of Memphis, local Girl Scouts, Collierville Literacy Council, and Collierville Arts Council.
- Coordinated a cultural event in Town Square that drew over 500 people to the Historic District.

FY 2015 Goals and Objectives

Goal: Enhance the Museum’s care and exhibition of collection.

Objectives:

- Acquire relevant objects that enhance the Museum’s permanent collection and track using the Museum’s collection database.
- Develop innovative and interactive exhibitions at the Museum featuring the collection.

- Improve stewardship of all collections, including historic structure, to stabilize storage and exhibition environments.
- Improve physical and intellectual access to the Museum’s collection through multiple platforms, including the online catalog, exhibits, and publications.
- Focus on collecting primary historical voices, such as local veterans, to add meaning to the collection and extend its potential for use by broader audiences.

Goal: Promote the Museum as an education partner.

Objectives:

- Provide educational programming and publications to augment temporary Museum exhibitions.
- Develop learning activities based on the permanent exhibition that support classroom teaching and school curriculums.
- Offer family programs at the Museums that correspond with the permanent and temporary exhibitions.
- Develop and host a signature event each year related to the Museum’s mission.

Goal: Increase Museum development opportunities.

Objectives:

- Pursue at least two grants to support Museum programming.
- Support the Friends of the Morton Museum in the development of an annual fundraiser and increase base of support.

Goal: Expand Museum visitorship.

Objectives:

- Work with the Friends of the Morton Museum to develop incentives to encourage engagement and repeat visitation.
- Focus on positioning the Museum as a tourism destination, work with the local Tourism Commission, regional tourism, and state tourism professionals.
- Reach out to diverse segments of the community that do not seem to utilize the Museum’s resources.

Goal: Establish/increase Museum revenue opportunities.

Objectives:

- Offer fee-based programming, including art classes and regional daytrips.
- Promote the Museum as a rental facility.
- Establish Museum gift shop with products that reinforce the Museum’s mission and exhibitions.

MORTON MUSEUM

Performance Measures

Activity	Actual	Estimated	Projected
	FY 13	FY14	FY15
# of acquired objects	57	51	60
# of students participating in Museum programs	31	300	500
# of educational programs held	3	35	50
# of Community Partner programs held	7	40	50
Amount of secured grant funding	\$0	\$5,706	\$3,000
Corporate donations	\$3,500	\$2,500	\$3,000
Individual Donations	\$35,982	\$1,860	\$2,000
Facility rental revenue	\$8,215	\$8,680	\$9,200
Number of new Musuem Facebook Fans	152	308	400
Number of Museum volunteers	12	11	15
Number of Museum visitors	4,013	5,272	6,000
Gift shop revenue	\$3,232	\$1,488	\$2,000
Revenue from fee-based programming*	\$0	\$1,577	\$1,500

* Measurement began with FY14

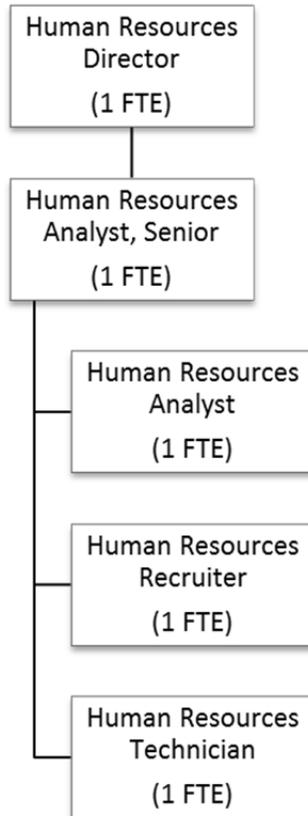
Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 2,546	\$ 82,600	\$ 132,041	\$ 109,658	\$ 125,722
Operating Expense	29,068	63,984	84,697	79,919	72,200
Capital Outlay	0	8,950	6,955	6,955	10,000
Total	\$ 31,614	\$ 155,534	\$ 223,694	\$ 196,532	\$ 207,922

Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	1.0	\$ 42,001	1.0	\$ 46,346	1.0	\$ 50,000
Wages	0.0	0	1.0	25,748	1.0	25,748
Part-time	1.0	12,116	1.0	3,978	1.0	11,232
Other Compensation		0		0		0
Benefits		28,484		33,586		37,448
Merit & General Adjustment						1,294
Other Personnel	0.0	0	0.0	0	0.0	0
Total	2.0	\$ 82,600	3.0	\$ 109,658	3.0	\$ 125,722

HUMAN RESOURCES



HUMAN RESOURCES

The Human Resources Department provides human resource management services to all Town departments. It is responsible for personnel policy development and implementation and for monitoring federal and state legislation to ensure compliance with a myriad of personnel laws. The use of the Human Resources Department's services should eliminate costly and unnecessary duplication of effort and thereby allow operating departments more time to concentrate on their primary responsibilities.

This department administers a comprehensive personnel program incorporating all aspects of equal employment opportunity. The functions of the Human Resources Office are: recruitment, selection, employment testing and retention of qualified employees, maintenance of employee and applicant records, administration of the Town's classification and compensation and employee benefit programs, new employee orientation, the employee grievance procedure, unemployment and workman's compensation, the pay for performance system, conducting supervisory and employee training, and coordination of COBRA/HIPAA administration. Additionally, this office is involved in assisting management and supervisory staff with day-to-day employee issues.

The Human Resources Director is responsible for the overall management of this function and is assisted in the day-to-day administrative procedural requirements of this office by a Human Resources Analyst, Senior, a Human Resources Analyst, and a Human Resources Technician.

FY 2014 Accomplishments

- Continuation of the random drug testing program completed, including CDL drivers and public safety employees.
- Provided flu shot campaign at no cost to employees.
- Completed annual open enrollment process for all employees.
- Coordinated the process for the development and distribution of the annual employee retirement statements.
- Assisted in the processing of health insurance claims for approximately 45% of plan participants.
- Conducted strategic planning training sessions in several departments.
- Conducted workplace conduct and bullying training.
- Conducted recruiting and interviewing training.
- Completed an outside review of the Town's Retirement Plan (TCRP).
- Began the review of the 457 Deferred Compensation plan offered to employees.
- Completed the RFQ process for our EAP and implemented a new vendor.

- Proposals for new Dental insurance vendor requested by our Insurance Consultant with unfavorable results to change vendors.
- Upgraded our HRIS software.
- Began a Classification and Compensation study of the Town's pay structure.
- Staffed the Administrative level of the new Collierville Municipal School system, to include recruiting and screening of applicants and the orientation and on-boarding processes for selected candidates for hire.
- Participated in an RFP to form a group Purchasing Cooperative and Trust with area Municipal School districts and Local Governments.
- Implemented a new Third Party Administrator and Health Care Provider for Town employees.
- Participated in a feasibility analysis to implement an on-site medical clinic.

FY 2015 Goals and Objectives

Goal: Train employees on revisions to Federal laws.

Objectives:

- Schedule meetings and conduct training sessions with signed attendance to address changes in the following laws:
 - Family Medical Leave Act (FMLA).
 - American with Disabilities Act (ADA).
 - Health Insurance Portability and Accountability Act (HIPAA).
 - Sexual Harassment & Workplace Violence.
 - Supervisor Awareness Training.

Goal: RFQ/Review new dental program, Life Insurance and Long Term Disability programs for Town employees.

Objective:

- Provide the best dental, life insurance and LTD programs available in the area to our employees.

Goal: RFQ/Implement on-site Medical Clinic.

Objective:

- Review/evaluate/implement an on-site medical clinic for our employees.

Goal: Provide Benefits Statements to employees.

Objective:

- Distribute a listing of benefits provided by the Town for its employees.

Goal: Complete the Classification and Compensation Study.

Objective:

- Update our current pay structure to be competitive with the marketplace. Evaluate current employees' pay position-in-range and recommend any necessary adjustments.

HUMAN RESOURCES

Goal: Begin the process to exit health insurance grandfathered status.

Objective:

- Develop and implement strategies for a systemic exit from grandfathered status and re-design of health benefits compliance with legislative requirements.

Goal: Review and revise personnel policies and procedures.

Objective:

- Update HR rules and regulations that have become outdated due to law changes.

Performance Measures

Activity	Actual	Estimated	Projected
	FY 13	FY14	FY15
Applications processed	785	1,931	990
Employee Orientation Programs conducted	12	13	12
New employees hired	40 *	110 *	46
Workman's compensation claims processed	75	46	50
Unemployment compensation costs	\$72,000.00	\$3,135.00	\$10,000.00
# days to process an application	2	2	2
% employees assisted with health insurance claims	50%	45%	60%
% open positions filled within 90 days	92%	93%	93%
% performance evaluations submitted to payroll by 1st pay period after being received	95%	98%	96%
% of performance evaluations received in H. R. on a timely basis (i.e., on or before due date)	70%	86%	88%

* Adjusted to include seasonal employees as of FY 2011.

Budget Summary

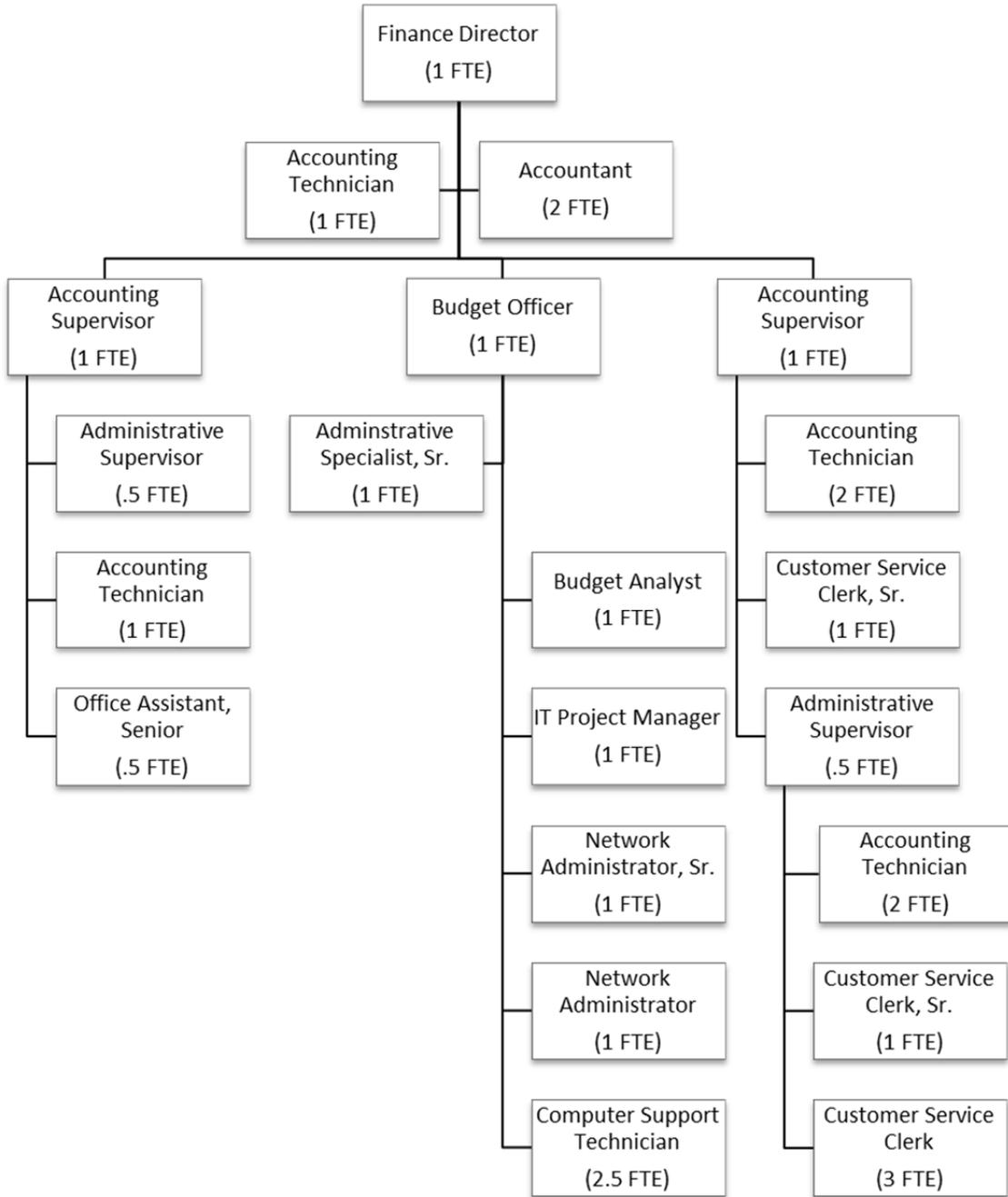
	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 346,924	\$ 315,423	\$ 415,146	\$ 393,638	\$ 452,983
Operating Expense	57,009	52,157	96,211	88,261	135,113
Capital Outlay	0	0	7,500	0	7,500
Total	\$ 403,933	\$ 367,580	\$ 518,857	\$ 481,899	\$ 595,596
Reduction to expenditures					
Water & Sewer Fund	(60,590)	(55,137)	(77,829)	(72,285)	(89,339)
General Fund	\$ 343,343	\$ 312,443	\$ 441,029	\$ 409,614	\$ 506,256

HUMAN RESOURCES

Staffing Summary

	Actual FY 13		Estimated FY 14		Budget FY 15	
Salaries	3.0	\$ 181,449	3.0	\$ 212,311	3.0	\$ 227,677
Wages	1.0	37,030	2.0	47,802	2.0	73,605
Part-time		0		0		0
Other Compensation		0		0		0
Benefits		96,944		133,525		145,932
Merit & General Adjustment				0		5,768
Other Personnel	0.0	0	0.0	0	0.0	0
Total	4.0	\$ 315,423	5.0	\$ 393,638	5.0	\$ 452,983

FINANCIAL ADMINISTRATION



FINANCIAL ADMINISTRATION

The Finance Department is responsible for managing all of the Town's fiscal affairs. The department supports the operating departments through accounting and administrative services and financial reporting. The department manages all investments of the Town, handles capital project financing, and collects taxes and other revenues. An independent firm selected by the Board of Mayor and Aldermen audits the financial records annually.

The department is responsible for all billing and collection of revenues for the Town's utilities. This includes water, sewer and sanitation services.

The department provides specific services to the operating departments including payroll, inventory and fixed asset control, budgeting, and financial reporting. Finance provides other services to the operating departments through the division of Information Technology.

FY 2014 Accomplishments

- Received the Government Finance Officers Association of the United States and Canada (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the FY 2013 Comprehensive Annual Financial Report (CAFR).
- Received the GFOA Distinguished Budget Presentation Award for the FY 2014 budget.
- Installed an updated meter reading system with AMR (Automated Meter Reading) capability.
- Issued \$7.7 million general improvement bonds.
- Conducted ten internal audits.
- Provided nine training sessions to internal customers.
- Implemented e-billing for utility customers.
- Updated the capital asset records.
- Expanded the capacity to accept credit card payments to the Library patrons and Court customers.

FY 2015 Goals and Objectives

Goal: To preserve the financial soundness of the Town.

Objectives:

- Earn the eighteenth Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).
- Earn the twenty-third Certificate of Achievement of Excellence in Financial Reporting from GFOA.
- Limit the number of audit entries to between 10 and 20.
- Maximize revenue collection by reviewing four situs reports.
- Maintain financial ratios set by the Town's debt policy.
- Perform ten internal audits by June 30, 2015.
- Issue and evaluate a Request for Information (RFI) for accounting software.

Goal: To enhance internal and external customer service performance.

Objectives:

- Distribute all monthly financial reports to internal customers by the twentieth of the following month.
- Provide at least eight hours of job-related training for all full-time employees of the department by June 30, 2015.
- Provide seven training sessions on various finance functions to internal customers.
- Send out property tax courtesy reminder notices a minimum of four times a year.
- Enroll selected employees in Municipal Technical Advisory Service (MTAS) Customer Service Certification program.

Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 1,211,106	\$ 1,299,293	\$ 1,343,728	\$ 1,351,792	\$ 1,378,194
Operating Expense	229,107	221,155	360,258	237,972	382,077
Capital Outlay	6,363	0	9,000	8,476	0
Total	\$ 1,446,575	\$ 1,520,449	\$ 1,712,986	\$ 1,598,240	\$ 1,760,271
Reduction to expenditures					
Water & Sewer Fund	(506,301)	(532,157)	(597,970)	(559,384)	(616,095)
General Fund	\$ 940,274	\$ 988,292	\$ 1,115,016	\$ 1,038,856	\$ 1,144,176

FINANCIAL ADMINISTRATION

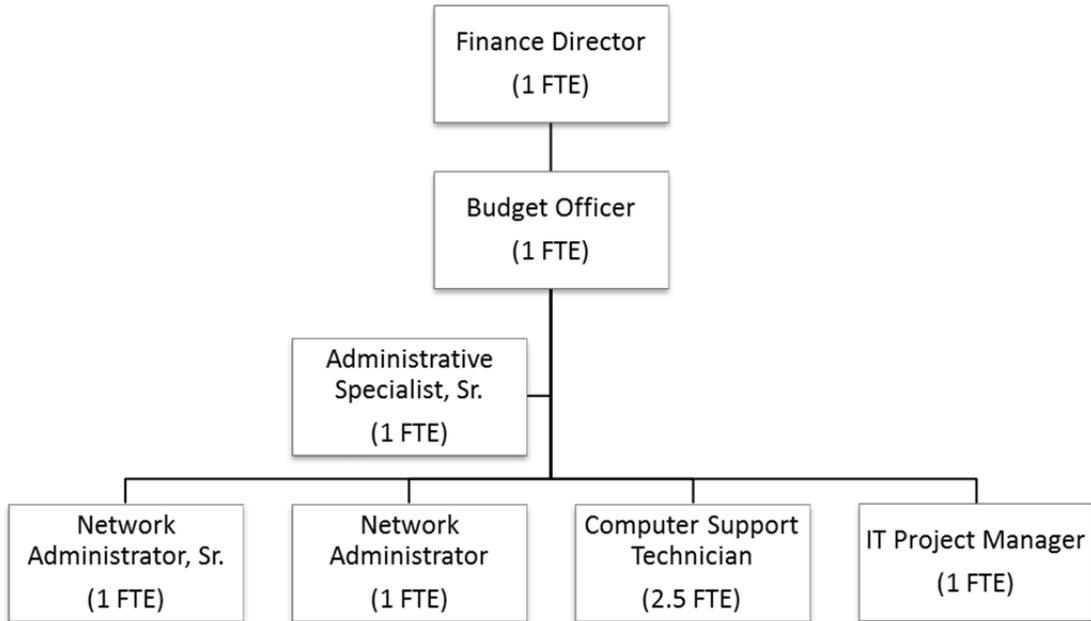
Staffing Summary

	Actual FY 13		Estimated FY 14		Budget FY 15	
Salaries	7.0	\$ 444,374	7.0	\$ 444,000	8.0	\$ 491,881
Wages	12.0	399,144	12.0	409,521	11.0	377,029
Part-time	1.0	11,127	1.0	12,000	1.0	13,100
Other Compensation		0		0		0
Benefits		444,649		486,272		480,675
Merit & General Adjustment				0		15,509
Other Personnel	0.0	0	0.0	0	0.0	0
Total	20.0	\$ 1,299,293	20.0	\$ 1,351,792	20.0	\$ 1,378,194

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Number of adjusting entries for audit purposes	10	15	12
Percent of property tax levy collected	97.79%	97.00%	97.00%
Variance of estimated revenue to actual	1.61%	2.00%	2.00%
Variance of estimated expenditures to actual	1.66%	1.80%	1.80%
Percent of unassigned fund balance to			
General Fund expenditures	43.16%	29.76%	28.03%
Ratio of debt service to General Fund expenditures	0.09	0.10	0.09
Debt service to General Fund revenues	0.08	0.08	0.08
Total bonded debt per capita	\$1,316.40	\$1,349.18	\$1,197.73
Net bonded debt per capita	\$677.28	\$765.06	\$674.02
Internal audits performed	11	10	10
General government obligation bond rating	Aaa	Aaa	Aaa
Percent of monthly financial reports delivered by			
20th of following month	100%	100%	100%
Utility bill accounts at fiscal year end	16,320	16,654	16,800
Percent of total payments received at drive			
through window	3.8%	3.1%	3.1%
Percent of customers utilizing electronic payment options	39.9%	43.0%	44.0%
Percent of full-time employees completing 8 hrs of			
inservice training	100%	89%	100%
Number of training sessions to internal customers	7	9	7
Situs reports reviewed	4	4	4
Times per year courtesy reminders sent	5	4	4

INFORMATION TECHNOLOGY



INFORMATION TECHNOLOGY

The Information Technology Department is a division of the Finance Department and was created during the FY 2003 budget process to account for the Town's computer assets, including software, equipment and networking infrastructure. Before FY 2003, the computer support staff was a part of the Finance Department.

The division is under the supervision of the Budget Officer and consists of seven employees—a project manager, senior network administrator, a network administrator, two full-time computer support technicians, a part-time computer support technician, and an administrative specialist, senior.

The IT Department's responsibilities include:

- Network security and maintenance:
 - Currently, the Department manages a municipal area network built on a fiber backbone which connects Town Hall to the Police Department, the Emergency Dispatch Center, Public Services, the Community Center, all Fire Stations, Facilities Maintenance, Parks Maintenance, the Animal Shelter, the Fleming Road water plant, both wastewater treatment plants, the Morton Museum, and the Library. This includes a number of switches and fiber modules.
 - VPNs (virtual private networks) through Comcast Cable provide connections to the Johnson Park house, laptops for Police Officers in the field, and to 3 water plants and 11 sewer lift stations for monitoring purposes.
- Support and maintenance of phone systems and computer assets:
 - The Department maintains 399 desktop PCs and laptops and 21 servers, two phone systems and numerous switches, routers, and wireless mobile devices.
- Research and development
 - IT assists departments with researching the best hardware and software options.
 - IT designs network configurations for all new Town facilities.
- Hardware and software specification approval
 - When a department needs a specific program or piece of equipment, IT must check to see if is compatible with our systems and will do the job it is intended for.

FY 2014 Accomplishments

- Purchased and installed 87 new and replacement computers, laptops and servers.
- Purchased and installed a new server for the Finance Department software system.
- Designed the IT infrastructure for the Schools Central Office at the Historic High School building.
- Created an email system for the new school administration.
- Purchased and configured computers and printers for school personnel during the creation of the new school system.
- worked with Public Services on the CIP project to upgrade the SCADA system and computers at the water plants.
- Purchased and installed a server for the GIS system.
- Assisted with the installation of the new Police records management system (RMS).
- Configured backup Dispatch Center for Police and Fire during the upgrade of the Emergency Dispatch Center work area.

FY 2015 Goals and Objectives

Goal: Utilize technology to provide the most efficient and advanced methods in the delivery of Town services.

Objectives:

- Purchase and install 68 new and replacement computers, laptops and servers by June 30, 2015.
- Purchase and install a replacement file server and storage device.
- Purchase and install a replacement phone and voicemail system at Town Hall.
- Assist with the installation of the new Police computer aided dispatch (CAD) system.

Goal: Maintain a high level of productivity from staff.

Objectives:

- Resolve 95% of helpdesk requests within 2 hours.
- Provide >99% network availability for both voice and data.
- Provide a minimum of eight hours of training to each staff member in order to remain abreast of latest technological developments.
- Utilize the helpdesk tracking system to provide measurements of staff's workload.

INFORMATION TECHNOLOGY

Performance Measures

Activity	Actual	Estimated	Projected
	FY 13	FY14	FY15
Servers maintained	21	27	35
PCs maintained	399	403	406
Routers maintained	16	16	17
VLANs	78	78	78
VPNs	21	24	24
PBXs	2	2	1
% help-desk requests resolved within 2 hours	95%	95%	95%
Network Availability	>99%	>99%	>99%
% time spent on repairs	50%	50%	50%
% time spent on administration	50%	50%	50%

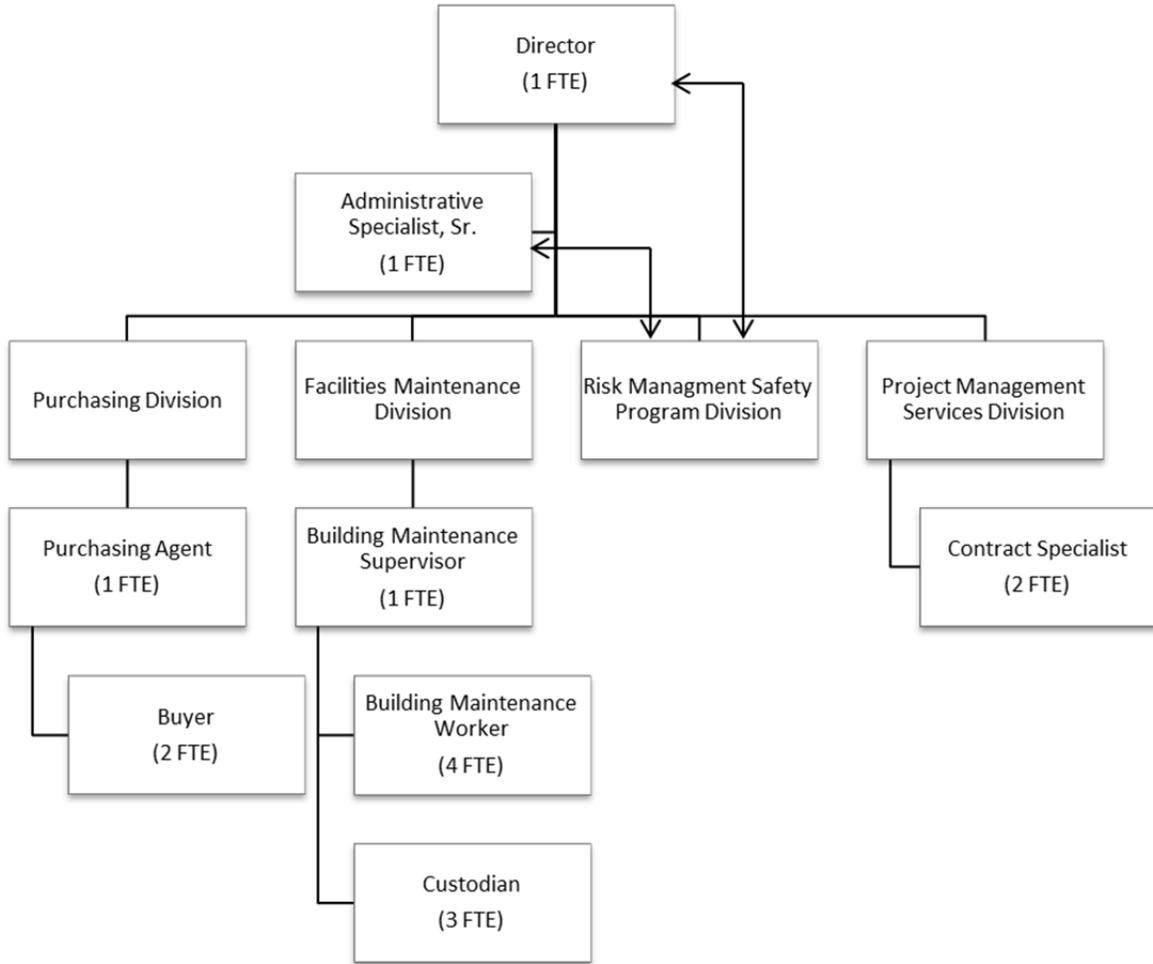
Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 306,755	\$ 326,311	\$ 331,421	\$ 337,276	\$ 443,339
Operating Expense	197,143	195,102	251,018	234,522	262,663
Capital Outlay	28,434	84,916	149,399	125,000	144,600
Total	\$ 532,332	\$ 606,329	\$ 731,838	\$ 696,798	\$ 850,602
Reduction to expenditures					
Library Fund operations	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Library Fund capital	(3,287)	(3,693)	(13,269)	(6,415)	(15,000)
Water & Sewer Fund	(46,013)	(48,947)	(49,713)	(50,591)	(66,501)
General Fund	\$ 473,031	\$ 543,689	\$ 658,856	\$ 629,792	\$ 759,101

Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	2.0	\$ 114,748	2.0	\$ 121,052	3.0	\$ 164,996
Wages	3.0	107,463	3.0	110,640	3.0	112,018
Part-time		0	0.0	0	1.0	22,269
Other Compensation		0		0		0
Benefits		104,100		105,584		139,182
Merit & General Adjustment				0		4,875
Other Personnel		0		0		0
Total	5.0	\$ 326,311	5.0	\$ 337,276	7.0	\$ 443,339

GENERAL SERVICES



GENERAL SERVICES

The General Services Department was created during the FY 2004 budget year and was placed under the direction of the Finance Director. Before FY 2004, the General Services staff was part of the Finance Department and the Parks and Recreation Department. During the budget approval process for FY 2009, the Board of Mayor and Aldermen approved the separation of the General Services Department from the Finance Department establishing it as a stand-alone department. The department consists of the following divisions: Administration, Purchasing, Facilities Management, Contract Administration and Risk Management. Town-wide Safety Program responsibilities were added in 2011.

The General Services Department serves Collierville and its citizens by supporting other Town departments in achieving their mission and the goals established by the Board of Mayor and Alderman. It performs a variety of functions that include purchasing, facilities management, risk management, contract administration and safety as well as many special assigned projects.

The Director of General Services directs the department and receives office support from an Administrative Specialist, Senior. The Purchasing Division consists of a Purchasing Agent who supervises two Buyers. Two Contract Specialists administer the Contract Administration Division, and the Risk Management and Safety Division duties are performed by certain General Service's staff. The Facilities Management Division is operated with a Building Maintenance Supervisor, four Building Maintenance Workers, and three Custodians.

FY 2014 Accomplishments

•Purchasing Division

- The Purchasing Division participated in the Collierville Business Expo this past fall in an effort to increase local vendor awareness of and to promote participation in Town procurement opportunities. Purchasing and Contract Administration staff educated vendors and citizens on the role Purchasing plays in Town business, the types of products and services procured and the steps to take to become a registered vendor and how to do business with the Town. Purchasing's participation in the event resulted in several newly registered vendors and vendors who updated their current contact information. In less than one year, several of the vendors have either participated in Town formal bids or requests for proposals or have had purchase orders issued to them.
- The Purchasing Division sponsored the West Tennessee Area Purchasing Assembly. The Purchasing and Contract Administration Divisions are members of the Tennessee Association of Public Purchasing whose members are employed in

government procurement positions across Tennessee and are involved in the purchasing process. After recognizing the opportunity for greater West Tennessee representation at TAPP conferences and identifying benefits such as education opportunities, peer networking, information sharing, and cooperative contract opportunities, the purchasing staff organized and hosted an information session attended by over 30 Purchasing representatives from other government agencies in the West Tennessee area resulting in greater awareness of State of Tennessee statewide contract offerings, NIGP and TAPP membership benefits and interest in establishing quarterly meetings in the future. Of these follow up meetings, Jozelle Booker, PSCMC, Manager, Procurement and Contracts with Memphis Light, Gas and Water Division stated, "MLGW's procurement and contracts team is very interested in connecting with other West Tennessee purchasers."

•Contract Administration Division

- Added new Contract Specialist and implemented delegation of work assignments. By dividing the workload, Contract Administration will be involved at the beginning of a project in order to understand the goals and mission of the project, review the design and mitigate the risks involved.
- Researched construction project change orders and contract amendments for the period 2011 – 2013 in order to establish a formal protocol to reduce the number of contract changes. Contract changes were reviewed and compared for additional days awarded, the use of liquidated damages and cost overruns.
 - The results of this research have been reviewed and a goal established to identify methods for reducing reoccurring construction contract changes. Policies and/or procedures are being written to accomplish this goal and publish for insertion into the Purchasing Policies and Procedures Manual.

•Facilities Maintenance Division

- The Facility Maintenance staff has continued its efforts in energy conservation throughout the Town by relighting facilities, converting fixtures from T12 to T8 bulbs and testing LED lighting on exterior applications. When relighting the facilities, 32 watt bulbs are being replaced with 28 watt bulbs creating a reduction in energy cost, issuance of "light out" work orders while saving staff time. By converting fixtures from T12 to T8 bulbs, we are staying ahead of the curve because T12 bulbs are being phased out. This also reduces our inventory cost and will eventually eliminate the need to carry T12 bulbs and ballasts.
- The Facility Maintenance Department has continued our efforts in the equipment replacement program by

GENERAL SERVICES

replacing older HVAC systems and water heaters. We replaced four gas fired unit heaters that were over 30 years old and two water heaters that were over 12 years old. The standing pilot gas fired unit heaters were replaced with new electronic ignition unit heaters. The new heaters are more energy efficient and reliable, and maintenance costs will decrease significantly as staff will no longer have to spend time making repairs, locating replacement parts and lighting pilots. Existing water heaters were replaced with new water heaters of the same make and size as the aged units. By replacing the water heaters, we reduce the risk of water damage and unscheduled down time due to tank or element failure.

FY 2015 Goals and Objectives

•Purchasing Division

Goal: Research reverse auctions.

Objective:

- Conduct research into best practices regarding reverse auctions. Reverse auctions are a form of strategic sourcing where the roles of buyers and sellers are reversed; therefore, prices decrease as the auctions progress.
- Determine the benefits and detriments of this procurement tool, to determine its applicability to Town purchases and to determine if implementing its use adds value through cost savings to the procurement process.

•Contract Administration Division

Goal: Review and revise contractor and vendor evaluation surveys.

Objective:

- Create and/or revise vendor performance evaluation forms in order to obtain accurate, relevant information that can be utilized to mitigate risks on current and future projects and ensure contract compliance.
- A procedure will be written to ensure that project managers and/or using departments' complete evaluations on all contracts (construction, product and services and professional services). This procedure will define the process for monitoring vendor/contractor performance in relation to the quality of products and services provided.

•Facilities Maintenance Division

Goal: Establish a web-based automation system.

Objective:

- Research placing the automation systems on a web-based program to decrease building environment system down time and eliminate travel time when system requires resetting or adjustments are needed.
- Evaluate our Building Automation System (BAS) programs to see what upgrades will be needed to place the systems on a web-based program that Facility Maintenance Staff can operate from any computer, phone or tablet with internet access. Gather data and present the proposed upgrades to General Services Director for review.

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Amount of facility work orders completed	1,067	1,070	980
Average cost per completed work order	\$170.95	\$195.06	\$191.00
Average number of hours spent on work orders	2.8	2.7	2.5
Property and Casualty Claims Processed	22	20	20
Total amount paid out due to claims	\$13,843.67	\$13,843.67	\$10,000.00
Number of formal bids to solicit	56	55	55
Number of formal bids awarded	51 (91%)	44 (80%)	50
Procedural infractions found during open purchase order audits	23 (5%)	13	12
Number of RFPs/SOQs solicited	16	10	7
Number of RFPs/SOQs awarded	13 (81%)	5 (50%)	5
Contracts administered			
Total number of contracts executed	83	87	75
Term contracts	117	124	110
One-time and professional services contracts	72	47	45

GENERAL SERVICES

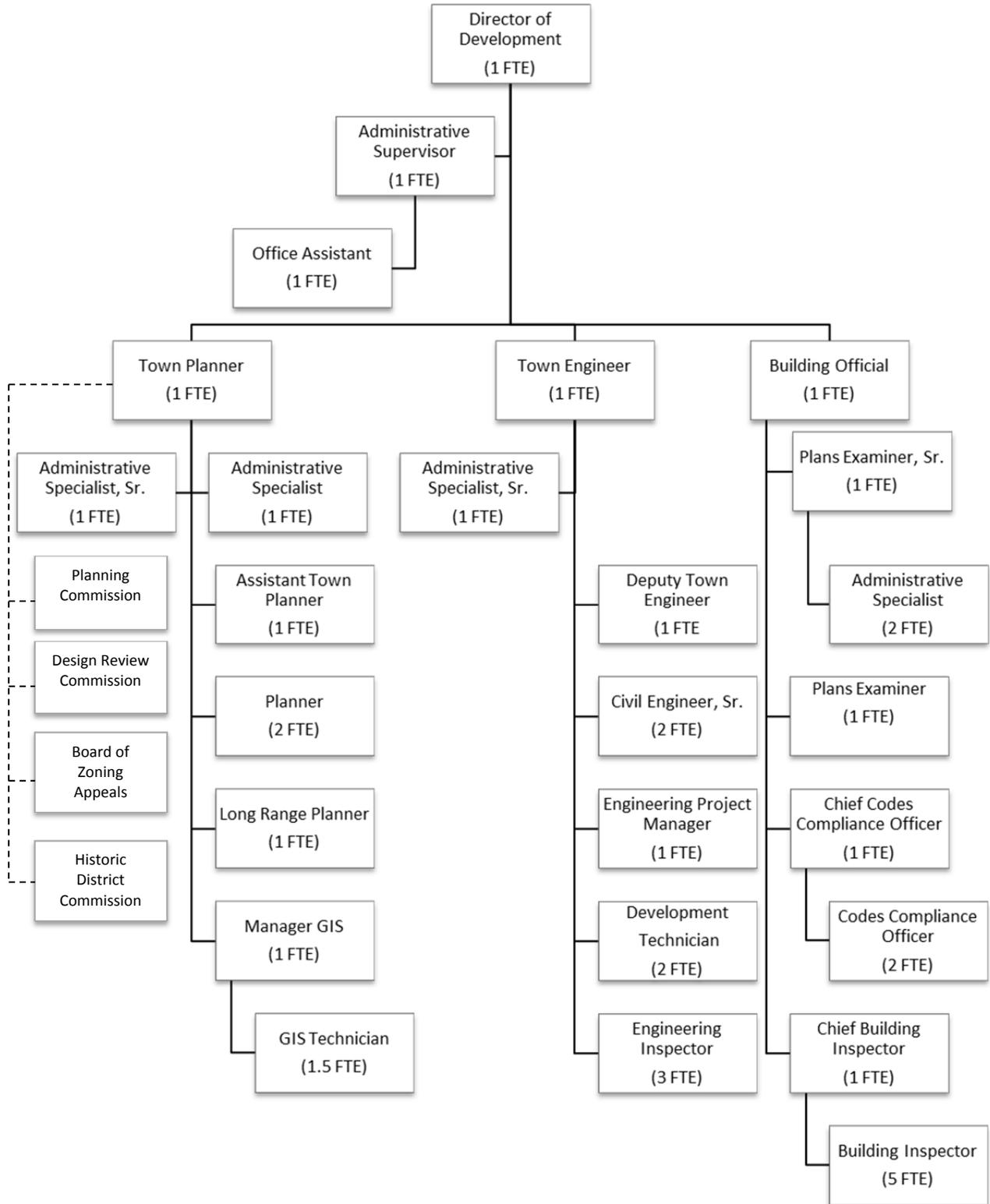
Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 686,171	\$ 776,425	\$ 870,106	\$ 846,427	\$ 945,157
Operating Expense	475,905	692,431	794,783	794,783	858,512
Capital Outlay	16,630	17,601	66,005	66,005	110,885
Total	\$ 1,178,706	\$ 1,486,457	\$ 1,730,894	\$ 1,707,215	\$ 1,914,554
Reduction to expenditures					
Library Fund	(43,503)	(38,832)	(65,013)	(65,013)	(65,147)
Water & Sewer Fund	(102,926)	(116,464)	(130,141)	(126,664)	(141,774)
General Fund	\$ 1,032,277	\$ 1,331,161	\$ 1,535,740	\$ 1,515,538	\$ 1,707,634

Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	3.0	\$ 166,124	3.0	\$ 171,095	3.0	\$ 181,788
Wages	11.0	318,477	12.0	344,005	12.0	402,609
Part-time		0		0		0
Other Compensation		3,150		5,500		3,000
Benefits		288,674		325,828		347,872
Merit & General Adjustment				0		9,888
Other Personnel		0		0		0
Total	14.0	\$ 776,425	15.0	\$ 846,427	15.0	\$ 945,157

DEPARTMENT OF DEVELOPMENT



DEVELOPMENT - ADMINISTRATION

The Development Department Administration Division consists of the Development Director, an Administrative Supervisor and an Office Assistant. A primary function of this division is to provide administration and leadership for the Department's Planning, Code Enforcement and Engineering Divisions. The Department's vision, mission and values are as follows:

VISION – A built environment in the Town of Collierville that will rank us among the nation's best places in terms of quality, character and functionality.

MISSION – Provide the Board of Mayor and Aldermen, the appointed Boards, our citizenry and the business community with the highest degree of professionalism, expertise, objectivity and efficient process management to reach good decisions that promote the development of quality, character and functionality in Collierville's built environment.

VALUES – Responsiveness, Accountability, Integrity, Trustworthiness, Financial Responsibility, Civility, Respect, Customer Friendly, Practical Solutions, Leadership and Professionalism.

The Development Director, working under the supervision of the Town Administrator, assists the Board of Mayor and Aldermen (BMA) with the establishment of land development-related goals for the Town's public and privately owned properties. The Director coordinates activities within his divisions and supervises the division managers to ensure that directives and policies are enacted to achieve the goals. Primary functions include ongoing revisions and up-dates to the Town's development regulations and processes. These include identification and implementation of streamlining measures to improve the Town's development review process and the Town's capital planning program.

Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 235,815	\$ 235,270	\$ 263,368	\$ 270,056	\$ 270,729
Operating Expense	90,240	92,245	110,001	97,351	104,481
Capital Outlay	0	0	0	0	0
Total	\$ 326,055	\$ 327,515	\$ 373,369	\$ 367,407	\$ 375,210
Reduction to expenditures					
Water & Sewer Fund	(48,908)	(48,362)	(56,005)	(55,111)	(56,282)
General Fund	\$ 277,147	\$ 279,153	\$ 317,364	\$ 312,296	\$ 318,929

Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	1.0	\$ 104,000	2.0	\$ 151,666	2.0	\$ 151,666
Wages	1.0	42,536	1.0	21,304	1.0	21,424
Part-time	2.0	15,886	0.0	0	0.0	0
Other Compensation		0		0		0
Benefits		72,848		97,087		94,829
Merit & General Adjustment		0		0		2,811
Other Personnel	0.0	0	0.0	0	0.0	0
Total	4.0	\$ 235,270	3.0	\$ 270,056	3.0	\$ 270,729

DEVELOPMENT - PLANNING

The Planning Division is responsible for long-range and current planning and maintaining the Town's Geographic Information System (GIS). The Planning Division provides staff support to the Board of Mayor and Aldermen (BMA), Planning Commission (PC), Board of Zoning Appeals (BZA), Design Review Commission (DRC) and Historic District Commission (HDC).

The Planning Division also provides staff support to the Departmental Review Team (DRT). The DRT conducts a review of most applications for land development. DRT review comments are forwarded to the PC, DRC, and BMA. The DRT meets twice each month in a non-public meeting and is comprised entirely of Town staff and includes representatives from Development Services (Building Codes, Engineering, Planning), Public Services, Finance, Fire Administration (Fire Marshal), Parks and Recreation, and Police departments.

The Planning Division also serves as an information resource to other Town departments, the general public, developers, design professionals, and real estate agencies. Planning staff routinely respond to inquiries regarding the proposed development of vacant land, the zoning classifications of specific properties, permitted uses, and the development review process.

The Current Planning staff primarily performs development application review for Site Plans, Subdivision Plats, Planned Unit Developments, Rezoning Requests, Variances and Conditional Use Permits. Additional day-to-day duties include review of certain permits and verification of zoning for business licenses. Current planning duties also include responsibility for design review of building elevations, signage, lighting, and landscape plans for consistency with the Town's adopted guidelines. The desired end results of the Town's planning processes and adopted guidelines are aesthetically pleasing architecture, tree-lined streets, buffers between different land uses, screening of objectionable views, preservation of green space, and maintaining the Town's historical character.

With the adoption of the Collierville 2040 Plan in 2012, the Long-range Planning staff is responsible for the generation and maintenance of statistical information, including demographics and population estimates. This information is published annually in the Development Report. The Long-range Planning staff also monitors the Town and neighboring jurisdictions relative to growth trends and development issues and is responsible for updates and revisions to the Town's Land Use Plan and land development regulations. They assist with land development application review for projects located in Collierville's annexation reserve areas. Staff represents the Town on the Shelby County Community Development Block Grant (CDBG) Board and plays an

integral role in coordinating Town projects funded with CDBG assistance.

Since 1998, the GIS staff, contained in the Planning Division, have conducted day-to-day maintenance and updates to the Geographic Information System. GIS functions include addressing and street names and processing requests from the Town and general public for paper and electronic data and maps. GIS databases include Tax Parcels, Zoning, Land Use, Historic District boundaries, Existing Subdivisions, Street Centerlines, and Sewer and Water infrastructure. In FY 2014, the Town's GIS System began upgrading to an "enterprise" model, which will enable us to more efficiently manage information and share that information with other Town staff and the general public.

FY 2014 Accomplishments

- The Planning Division processed a high volume of development applications and related documents:
 - 130 land use applications
 - 511 site inspections
 - 182 sign permits
 - 210 Board/Commission staff reports
 - 409 miscellaneous administrative reviews
- Improved development regulations and the effectiveness and functionality of application review processes:
 - The Development Technician position, added in 2012, has helped the Development Department to better manage the development application process by improving monthly project tracking, coordination of internal staff comments, identifying substantive issues, conflict resolution, and consistent and timely single-point communication with applicants.
 - The PC, DRC, BZA, DRT, HDC, and BMA calendar (deadlines) cycles were merged with submittal requirements for development applications to better streamline the process and make the requirements easier to understand for external and internal customers. Applicants are now asked to complete a single information sheet to help determine approval processes and timelines.
- Utilized technology to improve internal and external information flow, customer service, communications, and efficiency, while reducing paperwork and costs:
 - Implemented (9) interactive web-based maps as a supplement to PDFs of zoning maps, existing land use, future land use, the new municipal school zones, etc.
 - Scanned 100% of the archived BZA paper and electronic files (staff reports, plans, and minutes) from meetings into the new electronic file structure format, and created paper files in the current address-based format.

DEVELOPMENT - PLANNING

- Moved 100% of the 2002 to 2009 electronic files (staff reports, plans, exhibits, and minutes) for the Boards and Commissions into the new application-based electronic file structure.
- Provided exceptional GIS services to internal and external customers:
 - In FY 2014, the Town's entire GIS System began a migration toward an enterprise model. This enabled us to more efficiently manage information and to share that information with other Town staff and the general public. During FY 2014, staff also began implementing the recommendations of a study of the Town's entire GIS System by True North Geographic Technologies. The formal report is being used for annual budgeting and goal setting.
 - The Collierville Map Gallery was published and made available to the general public. The Map Gallery contains nine (9) interactive maps, including Historic Resources, Zoning, Existing Land Use, Future Land Use, and Development Activity.
 - Established the Data Directions group which will serve as an informal steering committee for GIS projects. The GIS staff will use the feedback from this group for prioritization of quarterly tasks. Participants from each Town department will attend the quarterly meetings and gain exposure to new GIS projects and capabilities and be offered an opportunity to review and comment on upcoming projects.
 - For the new Collierville Municipal School District, GIS staff provided support through Data Creation (i.e. attendance zones) and the publication of 3 interactive web-based maps showing the school locations and attendance zones.
- Continued to implement the Downtown Collierville Small Area Plan and I-269 Small Area Plan:
 - In the fall of 2013, the Town applied for another grant from the Tennessee Department of Transportation (TDOT) to implement "Phase 2" of the "Collierville Center Connect" project. The Town was notified in November of 2013 that the request funding for the matching grant was awarded.
 - In FY 2014, TDOT allowed the Town to "merge" Phases 1 and 2 of the "Collierville Center Connect" project into one project for design and construction, and a consultant was selected to administer the combined phases of the grant. By the end of FY 2014, the survey of the entire Center Street corridor was completed and the consultant had started on the design.
 - In FY 2014, staff worked with the HDC and residential infill developers to approach the rezoning of property within the local Historic Overlay differently. During FY 2014, the HDC reviewed and granted Certificates of Appropriateness for Sketch Plat applications that accompany re-zonings to the TN: Traditional Neighborhood District. This streamlined the process and allowed the HDC to give advanced input to the PC and BMA.
- Undertook long range planning efforts that promote and protect Collierville's character:
 - Planning Division staff participated in the Mid-South Regional Greenprint by serving on the Parks & Greenways Planning Working Group and Data Mapping Working Group. Through these groups, significant work is being done to map out how Collierville can connect to the region via the Mid-South Regional Greenprint Plan.
 - The fourth annual Development Report, which tracks existing and approved developments against the policies in the Collierville 2040 Plan (adopted in Spring 2012), was published. The 2013 Development Report included information and comparisons on Collierville's built-out status. In 2013, we added quarterly reports that monitor the Town and neighboring jurisdictions relative to notable growth trends and development activity Long-range Planning staff began and distributed.
- Updated and improved the Town's land development regulations to ensure high quality development and implement land use plan and policies:
 - During FY 2014, the Planning Division started an internal training program called the Collierville Way. To familiarize staff with the Town's regulatory documents (e.g. Design Guidelines, Zoning), the staff meet at least once a month and train each other on the regulations using local case studies.
 - The "signage cleanup ordinance" developed with the help of the DRC to address unanticipated outcomes of recent sign ordinance changes (2010, 2012) was adopted by the BMA in January 2014. The update addressed topics such as compatibility of signs in shopping centers, sign materials, and temporary signage.
 - The staff worked with the DRC and BMA through a series of work sessions to develop Resolution 2014-01, which amended various sections of the Design Guidelines related to approval procedures, improved design standards for attached dwellings (apartments, townhouses, etc.), and usable open space. The BMA adopted the revisions in June 2014.
 - During FY 2014, staff worked with the DRC to develop Resolution 2014-25, a comprehensive

DEVELOPMENT - PLANNING

update to the Design Guidelines to address a variety of topics not addressed in Resolution 2014-01 (building setbacks, appropriateness of front yard parking, treatment of major intersections, reformatting of the buffer yard requirements into a tabular form, updating the plant list, use of color on buildings, signage, fence design and adding usable open space and buffer plate examples). Adoption of Resolution 2014-25 by the BMA in FY 2015 is possible once the DRC completes its review of the Guidelines.

- During the summer of 2013, the Planning Division worked with a PC appointed focus group to draft an update of the Subdivision Regulations. The group of local development professionals focused on updating mainly two areas of the subdivision regulations: the subdivision processes and subdivision infrastructure planning/phasing. The Planning Commission adopted the update in September 2013.
- Preserve the Town of Collierville's Heritage, Historic Resources, and Support the Town's Tourism Efforts:
 - The Planning Division provided support for Judith Black, a well-known storyteller, who came to Collierville in October 2013 to tell of the Battle of Collierville and the impact of the Civil War. 2013 was the 150th anniversary of the Battle of Collierville.
 - The Town-wide 2004 Historic Resources was reformatted and made publically available on the website using the new interactive GIS web map technology.

FY 2015 Goals and Objectives

Goal: Provide an effective application review process and proper oversight of the changing built environment.

Objectives:

- Within 30 days, improve the effectiveness and functionality of application review processes by empowering the Development Technician with the technology to track pending development applications and report the project status to the various customers we support (public, public officials, managers, project planners, inspectors).
- Within 90 days, staff will implement the "7-point inspection" process. A planner will visit a developing site at least 7 times during the construction stage at key milestones of construction. This will make site inspections for residential subdivisions and commercial properties more consistent and ensure that developments are constructed per the approved plans.

Goal: Provide training and educational opportunities to the community, staff, and Board/Commission members. Ensure career development and technical expertise of Planning Division staff.

Objectives:

- Participate in continuing education opportunities to learn new planning trends. State law requires planners to obtain 8 hours per year of training and certified planners must obtain 32 hours every two years. GIS staff needs to participate in educational opportunities to stay on top of the rapidly changing profession.
- Make training opportunities (guest speakers, work sessions, and attendance at conferences) available for all Boards and Commissions with the theme for FY 2015 being "the basics and fundamentals of urban planning." The State requires both the Planning Commission and Board of Zoning appeals to acquire 4 hours of training per year.

Goal: Utilize technology to improve internal and external information flow, customer service, communications, and efficiency, while reducing paperwork and costs.

Objectives:

- Within 120 days, every Planning-related web page and online form will be reviewed for effectiveness and updated as needed. Staff will improve access to, and the format of, information for internal and external customers through continued updates to applications, forms, and the Town's website.
- Within 90 days, staff will use new GIS technology (public notification tool) and authoritative property ownership data from the County to create address labels for development applications to meet the Town's mailed public notice policies. Applicants will no longer have to supply these labels with their development applications.
- For the FY 2016 budget process, to improve productively and efficiency, explore options for a web-based project tracking system for development applications (site plans, permits, subdivisions) that is fully integrated with GIS and the Mayor's Action Center (MAC).
- Implement separate biannual training programs for both staff and consultants/property owners for recent policy and process changes.

Goal: Review and implement Small Area Plans (Downtown, I-269).

Objectives:

- Administer design, right-of-way acquisition, and construction of "Phase 1 and 2" of the "Collierville Center Connect" project funded by a Tennessee Department of Transportation (TDOT) Enhancement grant.

DEVELOPMENT - PLANNING

- Within 90 days of the BMA making a request, revisit the policies of the I-269 Small Area Plan (now 5 years old) and the Downtown Collierville Small Area Plan (now 4 years old) as they relate to special areas appropriate for multifamily dwelling units. This may entail one or more joint work sessions of the PC and BMA and will involve coordination with property owners and the drafting of policy revisions that result from the meeting(s).

Goal: Engage in long range planning efforts to ensure high quality future development patterns and redevelopment activities that promote and protect Collierville's character.

Objectives:

- Within 90 days of the BMA making a request to annex all, or a portion of, the remainder of the Town's unincorporated reserve area, staff will coordinate any property owner requests, initiate any required referendums, draft the necessary ordinances, resolutions, and prepare a cost/benefit annexation analysis report.

Goal: Update and improve the Town's land development regulations to ensure high quality development and implement land use plan and policies.

Objectives:

- As part of the Planning Division's responsibility of ensuring the Town's regulations remain current and effective, or to address any unanticipated outcomes of recent ordinance changes, staff will hold by the end of the 1st quarter a "workshop with the PC, DRC, HDC, and/or BMA to get direction and feedback and draft a "cleanup ordinance/resolution" within 90 days of the workshop to address any issues and present the draft for adoption. Such topics may include, but not be limited to parking, permitted uses, fencing, downtown zoning, and improving residential design standards (single family).
- Within 180 days, staff will complete its work with the DRC to develop Resolution 2014-25, a comprehensive update to the Design Guidelines to address a variety of topics (building setbacks, appropriateness of front yard parking, treatment of major intersections, reformatting of the buffer yard requirements into a tabular form, updating the plant list, use of color on buildings, signage, fence design and adding usable open space and buffer plate examples) and hold work sessions with the BMA to prepare the update for adoption before the end of FY 2015.

Goal: Support other Town departments in the preservation of the Town of Collierville's heritage.

Objectives:

- If needed, study Historic Resources, document/share Town History; and/or support heritage tourism efforts.
- Within 90 days, create a Civil War Walking Tour web map/application.

Goal: Provide GIS services to internal and external customers (using the 2013 recommendations of the True North Geographic Technologies GIS audit for direction).

Objectives:

- Regarding data creation and maintenance:
 - Based on the schedule determined by Collierville Police and the Computer Aided Dispatch/Record Management System vendor, GIS staff will supply any data that is necessary for the implementation of the new CAD/RMS system.
 - Support Public Services on the tracking and maintenance of the Town's infrastructure, including storm water, sanitary sewer, and water supply infrastructure.

Goal: Implement, configure, and maintain servers, software, and mapping applications.

Objectives:

- GIS Staff will continue to maintain the on-premises GIS server and database server machines, will manage the ArcGIS Online for Organizations subscription.
- Maintain the nine (9) web mapping applications developed in FY 2014 with current information (i.e. zoning, land use changes, development activity).
- Develop, with input from the Data Directions users group, new web mapping applications on an as-needed basis and provide to internal and external customers, as appropriate.

Goal: Integrate GIS System with other Town business systems.

Objectives:

- Coordinate with Emergency Services staff and the CAD/RMS vendor to integrate our enterprise GIS with the new CAD/RMS implementation.
- With the assistance from the Data Directions group we will develop and manage a Town-wide GIS training plan; including an ESRI Training Plan available to GIS staff and desktop users. The training plan will be shared with internal stakeholders and staff training will be ongoing.
- Provide potential GIS Services and support.
 - To assist with the Town's new economic development program, GIS staff can provide:
 - Data Creation/Management and Planning and Analysis (i.e. demographics, proximity to infrastructure) will be completed within 30 days of request.

DEVELOPMENT - PLANNING

- Web-Based Mapping (both internal and external applications) will be completed within 60 days of request.
 - If the Town forms a storm water utility program, GIS staff can provide:
 - Data Creation/Management (i.e. impervious features, meter locations) and Planning and Analysis (i.e. ERU calculations) will be completed within 30 days of request.
- Web-Based Mapping (both internal and external applications) will be completed within 60 days of request.
- Staff will develop a business process so that impervious calculations for new nonresidential accounts for the storm water utility program can be set up no more than one business day of the account request.

Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 634,115	\$ 661,727	\$ 714,650	\$ 722,797	\$ 766,186
Operating Expense	86,403	74,782	105,219	100,760	99,568
Capital Outlay	0	0	0	0	0
Total	\$ 720,518	\$ 736,509	\$ 819,869	\$ 823,557	\$ 865,754
Reduction to expenditures					
Water & Sewer Fund	(108,078)	(111,241)	(122,980)	(123,534)	(129,863)
General Fund	\$ 612,440	\$ 625,268	\$ 696,888	\$ 700,023	\$ 735,890

Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	6.0	\$ 344,796	6.0	\$ 381,102	6.0	\$ 383,282
Wages	3.0	97,127	3.0	100,505	3.0	108,375
Part-time	0.0	0	0.0	0	1.0	20,000
Other Compensation		0		0		0
Benefits		219,804		241,191		243,415
Merit & General Adjustment		0		0		11,113
Other Personnel	0.0	0	0.0	0	0.0	0
Total	9.0	\$ 661,727	9.0	\$ 722,797	10.0	\$ 766,186

DEVELOPMENT - PLANNING

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Number of Applications Received			
Rezoning (Conventional)	-	1	1
Zoning Ordinance or Guidelines Text Amendments	10	5	5
Planned Developments (New and Revisions)	9	9	10
Land Use Map or Text Amendments	-	1	1
Variances/Administrative Appeals	4	10	11
Annexation	-	1	1
Conditional Use	11	11	12
Preliminary Site Plan	6	6	7
Final Site Plan	13	13	14
Site Plan Amendments (sheet revisions, cell co-locations)	25	25	26
Subdivision Sketch Plan	4	4	5
Subdivision Preliminary Plat	12	12	13
Subdivision Final Plat	8	8	9
Right of Way or Easement Vacation	4	4	5
Produce Vendor Permits	1	1	1
Charitable Solicitor Permits	13	13	15
Sign Permits	233	222	225
Fence Permits	18	25	75
Total Applications	371	371	436
Number of Board/Commission Reports Produced			
Board of Mayor and Alderman	44	44	45
Planning Commission	27	27	30
Board of Zoning Appeals	6	6	7
Design Review Commission	12	12	14
Historic District Commission	6	6	8
Design Review Team (DRT) Administrative Review	71	71	75
Total Reports	166	166	179
Number of Development and Pre-Application Meetings	140	140	145
Number of Administration Reviews (Zoning Letters & Business Licenses)			
Zoning Letters	30	30	35
Business Licenses	221	221	225
Home Occupations	83	83	90
Field/Site Inspections	403	403	450
Average Number of Days between Application and Response	10	5	3

DEVELOPMENT - ENGINEERING

The Engineering Division is primarily responsible for the oversight of infrastructure installation throughout the Town. This includes improvements associated with privately funded development and publicly funded projects administered through the Town's Capital Investment Program (CIP). The Division provides review, approval and inspection for infrastructure (i.e. water, sewer, drainage, traffic signals, pavement markings, and streets) installed as part of the private development. This includes management of the Development Agreement Contracts between developers and the Town. Division staff also coordinates the planning, design, bidding, project management and inspection of all public CIP Projects. In-house design is performed for certain projects.

In addition, the Engineering Division serves as a resource for engineering related information to the general public and other departments. Staff routinely assists in matters such as flood area determinations, drainage complaint investigations, traffic impact and safety issues associated with private development, fencing, street lighting and coordination with federal, state and local agencies such as the Army Corps of Engineers, Tennessee Department of Transportation (TDOT), Tennessee Department of Environment and Conservation (TDEC), Shelby County and surrounding jurisdictions.

During FY 2014, the Division provided project management and/or inspection services for the following Town projects:

- Cross Winds Trail overlay (Parks)
- Construction of the new University of Memphis facility (Administration)
- Byhalia Road water line (Public Services)
- Hwy. 72 water line (Public Services)
- Holmes Road water line (Public Services)
- Sycamore water line (Public Services)
- Flag Plaza (General Services)

FY 2014 Accomplishments

Drainage

- Completed Rutledge Dr./Rutledge Cv. drainage improvements.
- Completed Queen Oaks Detention Facility.
- Completed South Street and Queen Oaks Street drainage improvements.
- Started design of grade control structure for Lateral I of the Wolf River.
- Started design of Queen Oaks Phase 2 ditch stabilization.
- Completed modeling of Lateral J (Queen Oaks ditch) and submitted application to FEMA for a Letter of Map Amendment to update Flood Insurance Rate Map.

- Started design of Phase 1 of the Downtown Drainage improvements and helped to secure partial funding with a Community Development Block Grant (CDBG).
- Completed construction plans for the installation of a larger drainage pipe under the railroad at Walnut St. and North Rowlett.

Transportation

- Started construction of mast arms at Poplar Ave. at Peterson Lake Rd. for University of Memphis.
- Awarded a contract for construction of mast arms at Poplar Ave. and Byhalia Rd.
- Awarded a contract for construction of intersection improvements and signalization at Market Blvd. and Civic Center Dr.
- Secured funding for resurfacing projects, environmental and preliminary engineering work on Poplar Ave. (SR 57) from Collierville-Arlington Rd. to SR 385 through the Metropolitan Planning Organization (MPO).
- Continued to monitor TDOT on Hwy. 72 construction and the relocation of water and sewer lines.
- Continued to monitor Byhalia Rd. construction project and the relocation of water and sewer lines. Completed acquisition of right-of-way for Byhalia Rd. and Shelby Dr./Shelby Post Rd. in accordance with TDOT contract.
- Obtained MPO/TDOT funding for resurfacing of Winchester Rd. Phase 2, Bailey Station Rd., and Bray Station Rd.
- Completed the design for signal at Poplar Ave. and Collierville/Arlington Rd.-Eastley St. and worked through MPO to secure funding for construction.
- Completed approximately 83 traffic counts throughout the Town and made the counts available to the public on the Town website.

Pedestrian Improvements

- Completed Peterson Lake Rd. Widening Project with a sidewalk connection from Bancroft Ave. to Valley Wood Dr.
- Installed school flashers on Quinn Rd.
- Installed school flashers on Houston Levee Rd.
- Completed repair of crosswalk at Main St. and Poplar Ave.; worked with Main Street Collierville to install brick pavers along north side of Washington St.
- Completed the replacement of 11 curb ramps and sidewalk along Peterson Lake Rd. at Collierville Elementary School.

Stormwater

- Completed and passed the MS-4 Audit conducted by TDEC.

DEVELOPMENT - ENGINEERING

- Organized and conducted a workshop and meetings to meet TDEC MS-4 requirements, including an on-site TN Smart Yards Workshop and off-site meeting for the Collierville Elementary School's Wolf River field trip.
- Conducted 14 education classes for Town employees regarding Stormwater Pollution Prevention and illicit discharge.
- Completed visual stream assessment of Nonconnah Creek and created a database for tracking required information.
- Began GIS mapping of stormwater infrastructure facilities.

General

- Developed and managed Development Agreements and inspections for 57 private residential or commercial projects at various stages of development. Released 5 projects.
- Assisted citizens with information and direction in their efforts to obtain flood insurance in flood prone areas.
- Actively managed and inspected 17 on-going Capital Improvement Projects for the Town.
- Completed and standardized construction details and made them available on the Town's website.

FY 2015 Goals and Objectives

Goal: Improve intersection operation and safety around Town.

Objectives:

- Perform a crash analysis of the Houston Levee/ Poplar Ave. intersection to identify potential improvements to reduce the accident rate.
- Obtain funding through the Congestion Mitigation Air Quality (CMAQ) program to connect all signals along Byhalia Rd. by way of fiber optic in order to coordinate the timing.
- Obtain funding through the CMAQ program to install a signal at Poplar Ave. and Collierville-Arlington and Eastley St.

Goal: Improve areas of localized flooding.

Objectives:

- Educate property owners through brochures and the Town's website on ways property owners can help to reduce yard flooding.
- Evaluate areas of flooding; plan and recommend prioritization of projects to meet adopted service levels (no structural flooding in 100-year storm event).
- Conduct a sub-basin drainage study of the area located along Royal Pecan Way in Royal Pecan Subdivision.

Goal: Enhance the multi-modal transportation system and improve traffic flow.

Objectives:

- Complete construction of signal and cross-access road between Civic Center Dr. and the Lowe's private drive.
- Complete a bike route and a truck route plan.

Goal: Improve employee job satisfaction and knowledge/performance.

Objectives:

- To attend classes, seminars offered, and take online courses. Professional Engineers are to have at least 24 professional development hours every two years.
- Maintain staff training and certification as mandated by OSHA and TDEC.
- Require other employees to take at least one class every year in their related field.

Goal: Improve on skills for managing Capital Projects.

Objectives:

- Attend at least one class per year, either a webinar, class, or online course for Project Management skills. Report what was learned to department, and apply the relevant concepts.
- Continue to inspect and monitor job costs of capital projects with departments, which include job progress, schedules, pay estimates, and project close-outs. Require a construction schedule at the time a Notice to Proceed is issued.

Goal: Improve plan review and tracking of private Development Projects.

Objectives:

- Create a spreadsheet to track inspection results, meetings, and release dates.
- Report information to the BMA, Administration and other departments on a monthly basis.
- Review all plans within 3 weeks for new submittals and within 1-2 weeks for resubmittals.
- Review and customize the Town's standard Development Agreement form for different types of projects (e.g. commercial and multi-family) other than single-family subdivisions.

Goal: Establish and maintain the Town's Goal to keep the BMA informed on project status with Engineering Division Newsletter updated monthly.

Objectives:

- Check for updates and new material for the newsletter from our department employees on the last Thursday of each month. Each time material is published, review the newsletter for material that is out-of-date and delete it.

Goal: Update Town's construction details and construction specifications.

Objectives:

DEVELOPMENT - ENGINEERING

- Continue to make available standard details on Town's web site for design professionals, developers, and contractors.
- Revise Town's construction specifications and seek adoption of Resolution.

Performance Measures

Activity	Actual	Estimated	Projected
	FY 13	FY14	FY15
Private Development projects			
Number of Projects Reviewed (site plans, plats, etc.)	101	114	110
Number of New Residential Lots Approved (plats recorded)	63	96	95
Amount Approved Commercial/Industrial (sq. ft.)	223,462	30,274	110,000
Average Plan Review Time (Number of Days)	3	3	3
Percent of Reviews within 3 weeks	100%	100%	100%
Capital Investment Program			
Number of Capital Investment Projects - Design Start	6	6	6
Number of Capital Investment Projects - Design Complete	9	4	5
Number of Capital Investment Projects - Bid Opening	11	4	4
Number of Capital Investment Projects -Construction Start	8	3	7
Number of Capital Investment Projects -Construction Complete	3	4	4

Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 832,891	\$ 816,374	\$ 865,495	\$ 891,075	\$ 890,674
Operating Expense	69,822	77,700	213,974	176,850	243,690
Capital Outlay	0	17,363	0	0	0
Total	\$ 902,713	\$ 911,436	\$ 1,079,469	\$ 1,067,925	\$ 1,134,364
Reduction to expenditures					
Water & Sewer Fund	(225,678)	(227,859)	(268,792)	(266,981)	(283,591)
General Fund	\$ 677,035	\$ 683,577	\$ 810,677	\$ 800,943	\$ 850,773

Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	5.0	\$ 303,588	5.0	\$ 332,518	5.0	\$ 344,487
Wages	6.0	248,169	6.0	270,102	6.0	254,879
Part-time		0		0		0
Other Compensation		0		0		0
Benefits		264,618		288,454		282,958
Merit & General Adjustment		0		0		8,349
Other Personnel	0.0	0	0.0	0	0.0	0
Total	11.0	\$ 816,374	11.0	\$ 891,075	11.0	\$ 890,674

DEVELOPMENT – CODES ENFORCEMENT

The Codes Enforcement Division of the Development Department is responsible for the administration and implementation of the Town’s adopted construction codes, Zoning Ordinance, and Town Code.

Codes Enforcement is divided into two branches: Construction Codes and Codes Compliance. Construction Codes is charged with the responsibility of permitting, review and inspection of all new construction within the Town. Code Compliance staff inspects for compliance with standards established by the Town Code and the Zoning Ordinance.

FY 2014 Accomplishments

- Held 8 Pre-Construction Meetings in FY 2014 for major commercial projects. At the pre-construction meeting, the Town reviews requirements and expectations with the owner, architect and contractor on new commercial projects. Some of last year’s projects included the Mercedes Benz Auto Dealership, University of Memphis, D-1 Sports, Gateway Tire, Panda Express, The Carrington, and Signature Apartments.
- Staff attended educational classes applicable to maintaining Inspector and Plan Review Certifications. The Building Official, Inspectors, Plans Examiners, and Code Compliance Officers attended 45 classes for a total of 165 training hours. The training hours were applicable to the Building, Mechanical, Plumbing, and Property Maintenance codes. The Tennessee Building Officials Association conference was held in Memphis where the staff gained the majority of continuing education locally without travel. In addition to the training, the Residential Plans Examiner gained his certification as: Residential Mechanical Inspector, Residential Plumbing Inspector, and Residential Electrical Inspector. The Building Official attended local West Tennessee Building Official Association monthly meetings, Memphis Home Builders Association monthly meetings, and local meetings and discussions with other Building Officials for code consistency and knowledge of surrounding jurisdictions.
- The total number of building trade inspections was 12,945 for the fiscal year, with a pass rate of 79.1%. The trade inspectors each averaged 10.4 inspections per day per inspector.
- The completion time for commercial plan reviews, measured from submission to comments being issued, continues to be 10 working days.
- There were a total of 777 plans reviewed. 356 were residential plans, which consisted of 120 for new single-family dwellings and 236 residential additions. Four Hundred Twenty One (421) were commercial

plans, which consisted of 8 new commercial projects, 56 commercial additions, and 357 multi-family units.

- There were a total of 44 new businesses visited for the year.
- Using the “Zoning Code Compliance Policy”, staff was able to gain compliance through education and personal contact with property owners. Nineteen (19) of 4,806 total zoning code cases required court action during the fiscal year.
- Initiated 3,430 zoning code actions and responded to 1,376 citizen complaints. All cases and inspection activities were logged on the Mayor’s Action Center or the Code Enforcement module. Full time Zoning Code Officers averaged 14.8 inspections per day.
- Conducted 95%+ of building inspections within 24 hours (next workday) of inspection request.
- Continued use of a survey to gain customer service feedback.
- Twenty-eight (28) Customer Survey forms were completed and returned during the fiscal year. On a scale of 1 – 5, with one being the lowest and 5 being the highest, the average ratings for the following divisions of the Codes Department is based on Overall Customer Satisfaction:
 - The Front Desk Staff received a 4.94 rating, based on 27 surveys.
 - The Plans Reviewer received a 4.91 rating, based on 16 surveys.
 - Zoning Code Compliance received a 4.78 rating based on 9 surveys.
 - Building Inspectors received a 4.93 rating based on 22 surveys.
 - During this fiscal year, the Codes Department received a 4.89 rating when customers evaluated their overall experience.
- Purchased mobile tablets and printers for the Zoning Codes Compliance staff. These allow them to query the Mayors Action Center and Code Enforcement modules and enter inspection results from the field. This reduces in-office time spent on computer terminals for field personnel.

FY 2015 Goals and Objectives

Goal: Customer Service: To provide the best customer service of any government code enforcement.

Objectives:

- Provide accountability through positive customer service survey feedback.
- Monitor returned customer service surveys for needed improvements.

Goal: Public Safety / Efficient Enforcement: Provide a service that is efficient and ensures a safe built environment to keep the value of Collierville above other areas and in demand.

Objectives:

DEVELOPMENT – CODES ENFORCEMENT

- Enforce the adopted code as a minimum standard.
- Encourage and accept an engineered solution to allow flexibility when desired by the customer.
- Purchase and implement software to allow online inspection requests, results and documentation for more accurate and efficient communication between the Town, contractors and owners.
- Implement the use of mobile devices by January 1, 2015, in an effort to provide more efficient communication, documentation and increase Trade Inspector’s field time to conduct inspections.
- Implement residential seismic bracing requirements similar to those enforced in the City of Memphis and Shelby County.

Goal: Maintain service levels in the area of building code enforcement.

Objectives:

- Conduct 100% of building inspections within 24 hours (next workday) of inspection request.
- Attend monthly home builder meetings to discuss solutions to construction challenges.

Goal: Maintain service levels in the area of zoning code enforcement.

Objectives:

- Investigate 100% of citizen-initiated complaints within 24 hours (next workday).
- Continue proactive enforcement of the Town’s sign ordinance.
- Continue our customer service efforts with personal contact with citizens when dealing with complaints.
- Visit all new businesses to Collierville within one week of opening.

Goal: Improve the effectiveness of Town Codes and enforcement efforts.

Objectives:

- Review and analyze the effectiveness and efficiency of the Division’s processes and procedures and recommend and initiate needed changes.
- Provide a monthly, statistical analysis of the number and types of cases being addressed from the Code Enforcement Module allowing staff to direct proactive efforts in most needed areas.
- Continue use of mobile devices and printing capabilities to provide more efficient communication, documentation and increase Zoning Code Enforcement Officer’s field time for inspections.
- Monitor the MAC and Code Enforcement Module daily to best direct the efforts of the limited Code Enforcement staff.

Goal: Provide training to ensure Collierville’s Division of Building Codes and Codes Compliance remains a leader in the codes enforcement field and customer service.

Objectives:

- Attend and represent the Town at local, state and regional Code Enforcement Association meetings and conferences.
- Provide each Division employee with 16 hours of training in job related classes by professional programs. Training will be designed to cross-train staff for other trades with the goal of obtaining one additional certification per building inspector.
- Conduct regular staff meetings for improved consistency.

DEVELOPMENT – CODES ENFORCEMENT

Code Compliance Activity

Activity	Actual FY 13	Estimated FY14	Projected FY15
Zoning Code Compliance Activity			
New Cases			
Town Staff Initiated	6,227	3,739	4,983
Citizen Initiated	494	1,427	961
Total New Cases	6,721	5,166	5,944
Open Cases Carried Over From Previous Month	54	30	42
Permit Activity - Key Indicators			
Number of Commercial/Industrial New Buildings or Expansions	12	8	10
Amount of Commercial/Industrial Square Footage Permitted	172,856	267,670	220,263
Number of Commercial/Industrial Buildouts	90	65	78
Amount of Commercial/Industrial Buildouts (sq.ft.)	387,154	273,539	330,347
Number of Single Family Units Permitted	159	131	145
Number of Multi-Family Units Permitted	257	372	125
Total Units Permitted	416	141	279
Construction Activity			
Number of Permits			
Building	1,052	802	927
Electrical	838	888	863
Plumbing	915	827	871
Mechanical	1,245	1,264	1,255
Total Permits	4,050	3,781	3,916
Number of Inspections			
Building	4,467	4,446	4,457
Electrical	2,768	2,796	2,782
Plumbing	3,718	3,429	3,574
Mechanical	1,699	1,724	1,712
Total Inspections	12,652	12,395	12,524
Number of Failed Inspections	2,674	2,599	2,637
Number of Courtesy Inspections	6	8	7
Average Number of Inspections per Work Day	12.2	9.9	11.1
Rate of Passed Inspections (%)	79.0%	79.0%	79.0%
Financial Tracking			
Fees			
Building	\$504,697	\$333,605	\$419,151
Electrical	\$99,838	\$86,785	\$93,312
Plumbing	\$101,885	\$106,456	\$104,171
Mechanical	\$170,637	\$138,090	\$154,364
Re-Inspections	\$44,927	\$71,400	\$58,164
Building Plans Review	\$130,901	\$71,449	\$101,175
Other (Sign, Fence, etc.)	\$28,855	\$21,035	\$24,945
Total Fees	\$1,081,740	\$828,819	\$955,280
Valuations			
Dwelling	\$56,825,585	\$46,095,170	\$51,460,378
Commercial/Industrial	\$45,723,788	\$46,324,009	\$46,023,899
Miscellaneous	\$16,901,122	\$8,764,443	\$12,832,783
Total Valuations	\$119,450,495	\$101,183,622	\$110,317,059

DEVELOPMENT - CODES ENFORCEMENT

Budget Summary

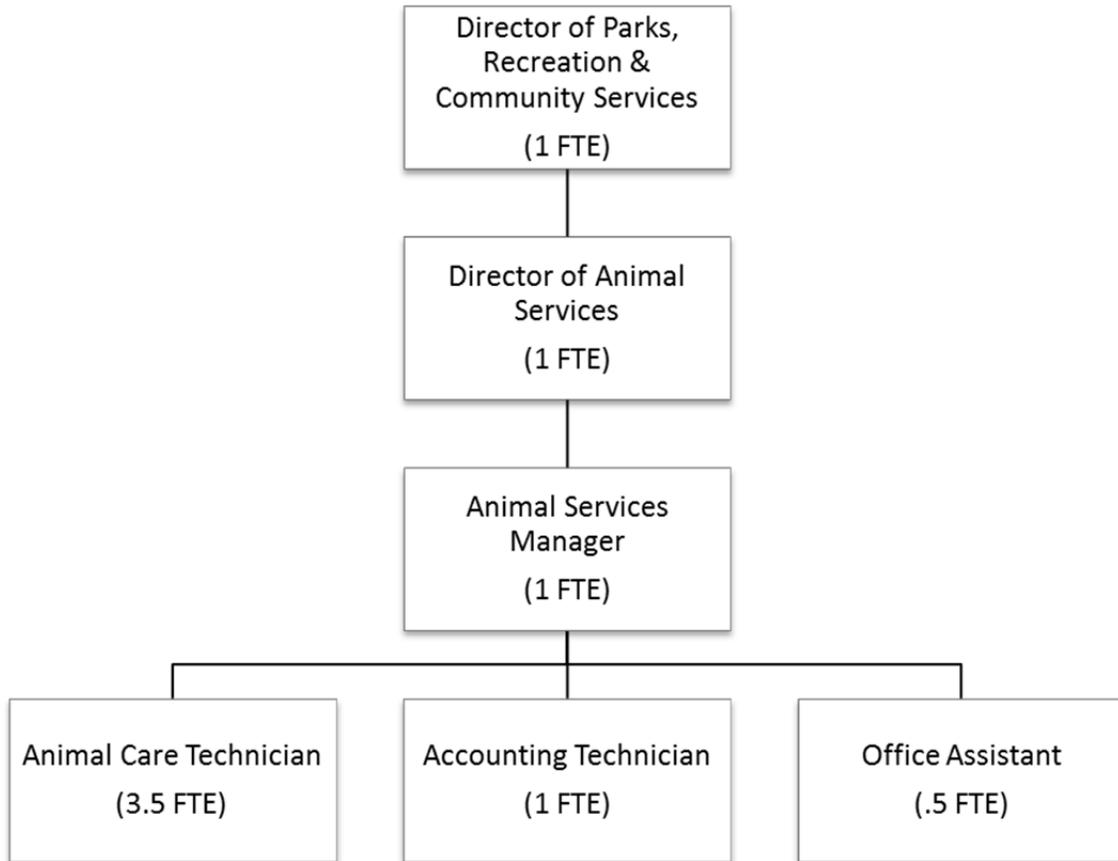
	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 621,918	\$ 715,930	\$ 911,506	\$ 899,837	\$ 961,672
Operating Expense	86,240	63,623	88,365	87,210	110,121
Capital Outlay	0	0	0	0	0
Total	\$ 708,158	\$ 779,552	\$ 999,871	\$ 987,047	\$ 1,071,793

Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	3.0	\$ 214,219	4.0	\$ 246,331	4.0	\$ 247,825
Wages	8.0	274,950	9.0	326,402	10.0	375,466
Part-time	1.0	16,054	1.0	20,000	0.0	0
Other Compensation		0		0		0
Benefits		197,754		292,105		312,328
Merit & General Adjustment		0		0		8,054
Other Personnel	1.0	12,953	1.0	15,000	1.0	18,000
Total	13.0	\$ 715,930	15.0	\$ 899,837	15.0	\$ 961,672



ANIMAL SERVICES



ANIMAL SERVICES

Animal Services is under the direction of the Parks, Recreation and Community Services Director. The Division consists of the Animal Services Director, the Animal Shelter Manager, one Accounting Technician, one full-time Animal Care Technician, five part-time Animal Care Technicians, and a part-time Office Assistant.

Mission Statement for the Town of Collierville Department of Animal Services: To enforce state and local animal control and welfare laws, provide humane, effective, courteous, and responsive animal care and control services that enhance the quality of life for people and pets in our community.

The vision of Animal Services is to provide humane leadership to educate our citizens to be more responsible and compassionate toward animals in our community.

Collierville Animal Services' mission guides the staff and volunteers to provide the Town of Collierville with quality animal care and control. Our mission, goals and vision for the future motivates us every day to bestow the best services for our community.

Core Businesses of the Collierville Animal Services:

- Enforcement of animal laws.
- Animal control and public safety.
- Rabies control and bite prevention.
- Identification program through license and tag registrations.
- Shelter Operations include:
 - Animal care and housing.
 - Adoptions and reclaims.
 - Humane education.
 - Lost and found.
 - Spay/Neuter programs – Low income assistance.
 - TNR (Trap, Neuter and Relocate) program for feral cats.

FY 2014 Accomplishments

- Received \$53,643 in donations.
- Continued participation in the Mark Lutrell Women's Correctional Center PPAWS Prison Dog program where the inmates foster puppies and dogs not ready for adoption. The program is sponsored by the SPCA of Memphis providing financial support for the care and supplies needed for this State of Tennessee PPAWS work program. Over 300 dogs have been trained and paroled from this program.
- The Paw Prints Pet Adoption Center at Carriage Crossing Shopping Center off site adoption location is another program sponsored by the SPCA of Memphis. CAS brings shelter animals for adoptions 2nd and 4th Saturday and Sunday of the month. We

now have expanded our offsite locations to Collierville PETCO and Hollywood Feed locations.

- Worked in conjunction with surrounding counties animal control agencies. CAS staff and volunteers are helping the Memphis Animal Services with Project Community Cat, a program funded by the SPCA of Memphis. The community volunteers, which include veterinarians, vet techs and animal control officers, go to MAS once a month to help with a feral cat surgery day.
- The Animal Services Director is an active member of the (NACA) National Animal Control Association.
- The Animal Services Director continues to serve for the past 9 years on the (ACAT) Animal Control Association of Tennessee Board of Directors, currently serving as ACAT Vice-President and past president.
- Continued micro-chip program for identification of Shelter and community animals which has resulted in the micro-chipping of 7,500 animals since July of 2005.
- Partnered with the Boy Scouts of America to provide opportunities for Eagle Scout projects for the completion of an additional five Scout projects at the Animal Shelter. CAS has had 36 completed Eagle Scout projects at the shelter since 2005.
- Continued the TNR program for feral (wild) cats. Since 2007 over 700 cats have been trapped, health checked, tested for disease, spayed or neutered, given a 3 year rabies vaccine, and relocated to barns and grain warehouses.
- Over 4,500 hours for court appointed community service for minor offenses and high school service hours have been served at the shelter.
- Kids Camp brought in 80 children for humane education instruction held at the shelter and the Carriage Crossing location.
- Participated in the Channel 5 Saturday Pet of the Week bringing adopters from Arkansas, Mississippi and Tennessee to our shelter.
- Worked with Collierville schools such as: St. George's High School, Collierville High School and Collierville Elementary on humane education programs and student community service projects.
- 10 University of North Texas students came to the shelter for their Alternative Spring Break Service Trip. They volunteered 4 days of their spring break walking dogs, cat care duties and cleaning kennels at the shelter.
- New for 2013-14 is the CAS internship program with University of Memphis. Interns serve a term in marketing, social media, or volunteer management. Our first intern helped us reorganize our volunteer files and design events flyers.

ANIMAL SERVICES

- Paw Fest at Carriage Crossing was bigger and better than ever October 2013, with more dog owners participating.
- Continued partnership with Schilling Farms YMCA for Pet Day at the Y.

FY 2015 Goals and Objectives

Goal: To ensure Town of Collierville animal ordinances are meeting the public safety requirements.

Objectives:

- Educate the public on rabies control and dog bite prevention.
- Maintain a safe environment with enforcement of state, county and city animal laws.
- Reduce animal cruelty through education and investigation.

Goal: Provide a safe and efficient environment for staff, volunteers, public and animals.

Objectives:

- Keep protocols and procedures current and compliant with national standards.
- Review operating procedures routinely.
- Meet with staff and volunteers to address concerns or issues.
- Train for animal behavior understanding and proper animal handling.

Goal: Encourage all area residents to help our efforts with homeless animals.

Objectives:

- Promote rabies and microchip drives to increase pet identification.
- Provide information to low income families for spay and neuter options.
- Promote pet owner responsibility.
- Provide humane education presentations to civic groups, schools and clubs.

Goal: Provide training and education for staff and volunteers.

Objectives:

- CART (Collierville Animal Response Team) has helped CAS with outside disaster responses and will continue to be a relief to CAS staff.
- Encourage participation in opportunities to learn new animal welfare trends.
- Build a stronger TEAM between staff and volunteers.

- Encourage staff participation in volunteer recruitment and training.
- Recruit more interns for internship possibilities in our animal control, fundraising, marketing and humane education areas of shelter operations with more education institutions.

Goal: Promote outreach programs that have a direct impact on our community.

Objectives:

- Continue to use the PPAWS prison program to increase rotation of dogs at the Mark Luttrell Women's Correctional Center.
- Enhance our exposure with more promotion through radio, television and publications.
- Continue TNR (Trap, Neuter and Relocate) in target areas.
- Promote Animal Adoptions at Carriage Crossing, PETCO and Hollywood Feed.
- Increase our seasonal event planning with Carriage Crossing.

Goal: Promote adult animals to reduce long term housing.

Objectives:

- Designate volunteers for websites to maintain and update Petfinder.com, TOC site and construct a shelter site.
- Utilize rescue groups and animal transfer options.
- Encourage adult cat and dog adoption through special fees and incentives.
- Increase support through local merchants and business sponsorships.
- Recruit more foster homes.

Goal: Be a financially sound animal care and control services organization.

Objectives:

- Offset medical expenses by receiving \$30,000 in donations to help with injured and abused animals.
- Secure grants, additional funding and services for the animal shelter through agencies such as SPCA of Memphis (Society for the Prevention of Cruelty to Animals), PETCO, Hollywood Feed, PETSMAART Charities, Assisi Foundation of Memphis, Pedigree, Pet-Friendly Spay/Neuter grant, local veterinarians and increase local support for spay/neuter program.
- Use our part time and temporary employees for holidays.

ANIMAL SERVICES

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Animals taken in at shelter	1,698	1,490	1,500
Percent of animals taken in that were:			
Surrendered	21.5%	17.9%	25.0%
Strays	60.0%	63.4%	56.0%
TNR (Trap, Neuter, Release) cats *	6.6%	8.3%	8.0%
No Cost Spay/Neuter Program *	11.0%	9.1%	10.0%
Wildlife	0.4%	0.1%	1.0%
Percent of animals that were:			
Adopted, placed or relocated	51.1%	54.4%	54.0%
Reclaimed and No Cost program returns	24.4%	24.6%	24.6%
Euthanized	14.6%	16.7%	16.7%
Stray animals picked up DOA	1.7%	0.5%	0.5%
In the shelter or in foster care *	8.2%	3.8%	3.8%
Animals euthanized	249	249	249
Animals picked up DOA	29	7	7
Dogs and cats adopted out	737	635	700
Adoption of other pets (chickens, rabbits, goats, etc.)	19	2	5
TNR (Trap, Neuter, Release) cats	113	96	115
Placement with rescue groups and through Seniors for Seniors program	13	76	25
No Cost Program pets returned to owners *	187	134	150
Reclaimed animals *	229	233	230
Total of live release	1,298	1,176	1,225
CAS adoptable pets spayed/neutered at shelter:			
Dogs			
Spayed	186	176	176
Neutered	205	158	158
Cats			
Spayed	180	137	137
Neutered	160	122	122
Total shelter pets spayed/neutered	731	593	593
TNR Program cats *			
Spayed	61	56	56
Neutered	52	40	40
Total cats served by the TNR program	113	96	96
No Cost program pets spayed/neutered at shelter: *			
Dogs			
Spayed	42	26	26
Neutered	33	17	17
Cats			
Spayed	64	51	51
Neutered	48	41	41
Total pets served by No Cost program	187	135	135
Total Spay and Neuters for the Shelter	1,031	824	824
Number of Kids Camp attendees	84	75	75
After hour call-outs	15	6	6
Dog bites	32	34	34
Number of community service/volunteer hours:			
Court appointed service hours	5,824	6,000	6,000
Number of volunteer hours	30,000	31,000	31,000

* Measurement began with FY 2013

ANIMAL SERVICES

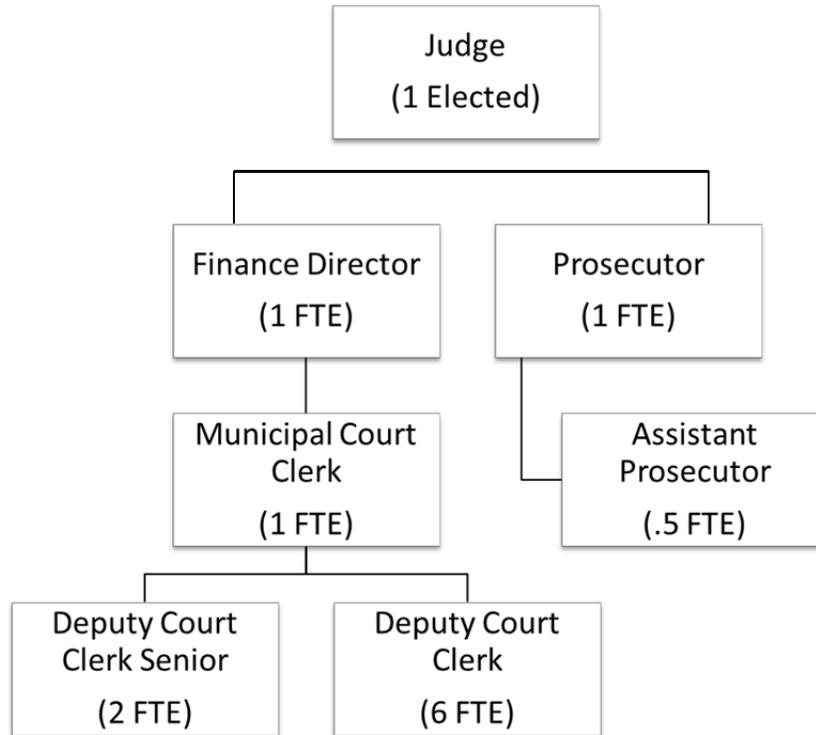
Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 351,207	\$ 338,143	\$ 368,510	\$ 358,927	\$ 391,689
Operating Expense	108,376	147,044	165,801	175,021	151,044
Capital Outlay	1,930	3,999	33,980	3,980	30,000
Total	\$ 461,513	\$ 489,187	\$ 568,291	\$ 537,928	\$ 572,733

Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	2.0	\$ 104,466	2.0	\$ 107,171	2.0	\$ 107,322
Wages	2.0	67,004	2.0	67,809	2.0	69,015
Part-time	4.0	51,614	5.0	60,200	6.0	81,874
Other Compensation		423		1,500		2,500
Benefits		114,636		122,246		126,471
Merit & General Adjustment		0		0		4,507
Other Personnel		0	0.0	0	0.0	0
Total	8.0	\$ 338,143	9.0	\$ 358,927	10.0	\$ 391,689

MUNICIPAL COURT



MUNICIPAL COURT

This is a municipal court with general sessions jurisdiction. This court exercises original jurisdiction over all misdemeanor cases. Felony cases are heard up to the preliminary hearing stage in this court. In addition, the court decides traffic cases and city ordinances violations. There is one Judge who presides over six or seven permanent court dates a month and as many times as needed for special court. He is elected for an eight-year term. The Town employs three prosecutors, one Municipal Court Clerk, two Deputy Court Clerk, Seniors, five Deputy Court Clerks, and two part-time Deputy Court Clerks.

The Court Clerk's Office prepares, processes, and maintains all legal documents and records pertaining to Court; collects and accounts for all fines, forfeitures, fees and court costs; and reports and distributes funds to city, county and state agencies on a monthly basis.

The Clerk's Office also issues warrants, subpoenas, writs of Mittimus, and is responsible for transferring appeals to the appropriate courts, and processing felony/misdemeanor cases held to the state for presentation to the Grand Jury.

FY 2014 Accomplishments

- Reorganized court staff and provided training.
- Provided on-site credit card payment option.
- Processed 2,964 online credit card transactions, which generated \$365,000 in traffic citation fines and cost.
- Collected \$1,504,000 in Court revenue.
- Judge and Court Clerk completed state required training with Administrative Office of the Courts, MTAS.
- Managed court docket without increase in court sessions.
- Consistently met deadlines to prepare and process court docket.
- Electronically reported traffic convictions and failure to pay traffic violations to the Tennessee Department of Safety within three (3) business days of the court judgment.
- Provided docket report to requesting attorneys within five (5) business days prior to court's arraignment docket.

- Interfaced with new Police software; reviewed software procedures.
- Designed and implemented new court and prosecutor file.

FY 2015 Goals and Objectives

Goal: Improve efficiency of court functions.

Objectives:

- Process and prepare Court Docket the next business day following the court session.
- Provide cross training for court employees.
- Monitor balance reports for payment accuracy.
- Monitor amendments to state statutes for compliance with state law.

Goal: Enhance internal and external customer service performance.

Objectives:

- Provide MTAS training for court employees.
- Judge and Court Clerk to complete required Administrative Office of the Courts and Department of Safety training program.
- Judge to attend General Sessions Judicial Conference.
- Provide docket report to requesting attorneys five (5) business days prior to court docket.
- Electronically report traffic-related judgments and failure to appear/pay cases to Department of Safety by the fifth business day after the court judgment.
- Complete and submit monthly financial reports and disbursements to the state, county, and internal agencies by the 15th of each month.

Goal: Enhance collections of fines and court cost.

Objectives:

- Report defendants with delinquent misdemeanor fines and costs to Department of Safety for suspension of driver's license.
- Collect \$1,700,000 in court revenue.
- Monitor, process, and submit delinquent traffic tickets to collection agency by the 15th day of each month.

MUNICIPAL COURT

Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 644,129	\$ 604,774	\$ 665,329	\$ 622,847	\$ 661,500
Operating Expense	61,964	64,205	85,815	83,765	86,950
Capital Outlay	0	10,798	0	0	0
Total	\$ 706,093	\$ 679,778	\$ 751,144	\$ 706,612	\$ 748,450

Staffing Summary

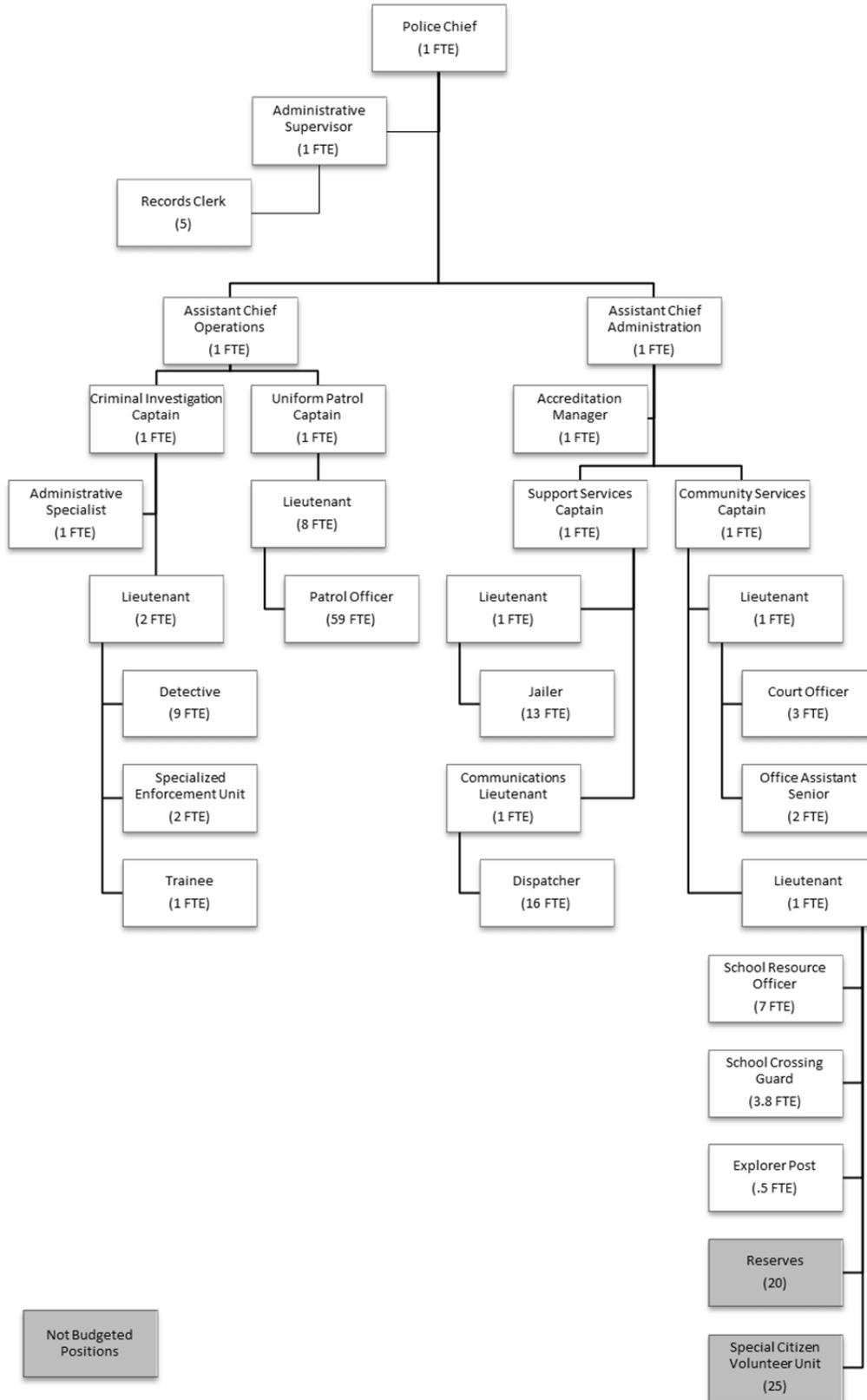
	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	2.0	\$ 122,118	2.0	\$ 124,109	2.0	\$ 131,846
Wages	7.0	168,552	7.0	191,436	7.0	201,754
Part-time	5.0	82,194	5.0	93,339	5.0	107,381
Other Compensation		10,206		5,000		3,600
Benefits		221,704		208,964		211,523
Merit & General Adjustment				0		5,396
Other Personnel	0.0	0	0.0	0	0.0	0
Total	14.0	\$ 604,774	14.0	\$ 622,847	14.0	\$ 661,500

MUNICIPAL COURT

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Total Charges			
Charge Dispositions	18,406	18,103	18,250
Held to state (Grand Jury)	395	364	375
Guilty plea	1,336	1,315	1,350
Guilty verdict	177	180	180
Dismissed with cost	4,867	5,166	5,200
Dismissed without cost	907	781	800
Not guilty	7	6	6
Traffic Forfeit (paid after court judgment)	1,552	1,470	1,500
Active pac (unpaid tickets)	1,193	1,326	1,350
Other (nolle prosequi)	1,546	1,311	1,320
Total Cases			
Case Dispositions			
Criminal cases	1,592	1,645	1,670
Traffic cases	12,179	11,764	11,800
Total case dispositions	14,405	14,150	14,200
Total cases on docket	21,102	20,071	20,300
Percent of cases disposed	68%	67%	70%
New case files prepared for court docket	6,646	6,655	6,675
Defendants w/misdemeanor dispositions	1,239	1,294	1,300
Warrants processed	613	739	900
Subpoenas issued	1,043	935	975
Traffic tickets processed	11,955	12,273	13,100
Parking tickets processed	196	170	180
Traffic ticket cases paid (closed status-without court hearing)	5,427	5,072	5,500
Scheduled court docket			
Sessions	132	130	132
Days	67	67	67
Revenue collected	\$1,431,058	\$1,504,000	\$1,700,000
Online Credit Card Transactions	\$254,034	\$365,000	\$440,000
Online Credit Card Transactions	2,170	2,964	3,460
Cash Bond Activity			
Cash Bonds Posted	\$230,068	\$225,911	\$230,000
Cash Bond Forfeits	\$18,520	\$20,520	\$21,000
Cash Bonds Transferred to fines	\$122,498	\$130,346	\$140,000
Cash Bonds Refunded	\$72,922	\$86,602	\$88,700
Active Bonds	\$113,313	\$105,293	\$110,000

POLICE DEPARTMENT



POLICE DEPARTMENT

The Collierville Police Department continues to provide a diverse and highly visible range of public safety services designed to enforce laws and regulations, protect life and property, and support Town government in the accomplishment of its mission. As a customer-oriented service provider, the professional staff utilizes innovative law enforcement programs, as well as established community policing techniques, to provide a full range of services to the Collierville community. These programs, along with our commitment to working with citizens, make Collierville a safe place to live, work and play.

•**The Office of the Chief of Police** carries out the general supervision of the department using an executive staff that consists of an Operations Assistant Chief, an Administrative Assistant Chief, and a civilian Administrative Assistant. Within the agency's organizational structure are four major divisions. These divisions are placed under the direction of an Assistant Chief and are divided functionally depending on their mission. Departmental operational divisions are committed to ensuring the safety and peaceful enjoyment of all residents and visitors to Collierville, and developing strong teams to deliver the highest level of police service. They consist of Uniform Patrol and Criminal Investigations. The Department's administration components consist of the support elements of the Police Department such as Support Services, Community Services and Accreditation management. They are committed to providing a high level of specialized police services in support of overall operations of the Police Department.

•**The Uniform Patrol** is responsible for the basic delivery of police services and is usually the first responder to most calls for service. The Uniform Patrol Division has the largest number of sworn officers in the police department. The Uniform Patrol Division's operational procedures and guidelines have a direct effect on the total efficiency of the department. The primary functions of the Uniform Patrol Division include, but are not limited to, preventative patrol, crime prevention and repression, response to calls for service, traffic control, direction and enforcement to ensure maintenance of public order, crisis intervention and the development of relationships within the community. Within this division are also specialized units such as Traffic, K-9, STAR and SWAT.

•**The Criminal Investigation Division** provides the Town with professional and skilled investigators who are available twenty-four hours a day, seven days a week. These multifunctional employees complete all crime scene investigations, criminal investigations, interrogations, personnel background checks, and internal affairs complaints. This division also houses the Victim/Witness Assistance and Domestic Violence Units

and Combined Service Unit that investigates illegal narcotics.

•**The Support Services Division** is responsible for providing support functions to the Police Department. Their professionalism and dedication to achieving the goals and objectives of the Collierville Police Department enables all police functions to operate smoothly and efficiently. This division is commanded by a Captain and includes a Jail Lieutenant, Communications Lieutenant, Dispatchers and Jailers.

•**The Community Services Division's** primary focus is to educate the public on crime issues and prevention efforts and to improve public/police communications by working with Community Organizations to solve problems. This division also is responsible for supplying specialized support services for the basic delivery of police services in addition to those of general patrol. This division is commanded by a Captain and staffed with two Lieutenants, School Resource Officers, Volunteer Reserve Officers, School Crossing Guards, Training/public relations office, the Law Enforcement Explorer Post and the Special Citizen Volunteer Program members.

FY 2014 Accomplishments

- During FY 2014, the Department received BMA approval to expand our School Resource Officer and Police Canine programs. Our commissioned complement was increased to 102 police officers, which facilitated the selection of three additional SRO's. All eight public schools are now staffed with an officer in a full time capacity. The additional K-9 handler was identified from within our existing ranks. He and his new partner "Rosco" have completed training and have been assigned to a patrol shift.
- Throughout this fiscal year, the department has been diligently working on the Dispatch Console/P-25 radio system conversion and the CAD/RMS database conversion projects.
- The department raised over \$23,000 during our annual Classic Car Show sponsored by Lander's Ford of Collierville. The proceeds benefited the Collierville Education Foundation and were matched by a Town grant. These funds were distributed to dozens of teachers in Collierville schools for classroom programs and technology.

FY 2015 Goals and Objectives

Goal: Maintain index crime clearance rates at or above the national average for comparable cities.

Objectives:

- Detect offenders.
- Conduct preliminary investigations and commence prosecutions.
- Share information on successful strategies internally and externally.

POLICE DEPARTMENT

- Regularly analyze specialized patrol data generated from deployments/enforcement in targeted areas.
- Maintain a high level of marked police car visibility – perception and deterrence.
- Aggressively investigate/solve crimes to maintain high clearance rates.
- Enforce traffic laws and code violations.
- Recognize changing crime trends and formulate crime fighting strategies.
- Maintain strong community partnerships to build trust and confidence between citizens and government.
- Conduct periodic workload analysis to ensure officers have ample time for proactive work in assigned districts.

Goal: Continue a comprehensive recruiting plan that reflects our commitment to a diverse workforce, mirroring the community.

Objectives:

- Make use of Town resources to disseminate recruiting information.
- Utilize traditional and non-traditional resources (i.e.; media, internet, social media and public interaction).
- Employ community-based resources (i.e.; college job fairs, career days).
- Update recruiting material.

Goal: Continue to enhance the Department's information and technology capabilities.

Objectives:

- Implement advanced technologies (i.e., mobile data terminals, in-field reporting and NCIC queries) through the completion of CIP projects.
- Provide technology training to personnel.
- Collaborate with and continue routine meetings with IT and department's technology committee.

Goal: Improve traffic safety efforts.

Objectives:

- Target enforcement efforts by addressing causative factors.
- Increase traffic enforcement and driver safety education efforts to better manage the traffic accident volume created by growth.
- Increase public information campaigns.
- Seek funding for safety programs through traffic safety grants.

- Maintain or increase voluntary compliance with traffic laws as compared to state averages as reported from State of Tennessee reports.

Goal: Maintain or improve overall departmental response time to calls for service.

Objectives:

- Ensure proper staffing of police districts.
- Analyze call volume and district boundaries.
- At least monthly, ensure all first responders receive training and/or safety briefings on Emergency Vehicle Operations techniques.
- On monthly basis, analyze response time information from the Dispatch CAD system.

Goal: Continue building effective communication with the community, schools, civic groups, and other community and neighborhood leaders within the Town of Collierville.

Objectives:

- Continue to give presentations to various civic groups and organizations upon request.
- Continue to support the neighborhood watch groups and establish new groups.
- Use drug education and a positive police image at the elementary school level as a prevention investment in our future.
- Continue to support and expand the Police Explorer program.
- Continue to utilize social media outlets for communicating public safety information with the citizenry.
- Participative involvement with community gatherings, Chamber meetings and other Town sponsored events.

Goal: Continue to educate and train our employees to maintain a competent staff and to improve the quality of our service delivery.

Objectives:

- Conduct relevant roll call training for patrol officers.
- Continue to provide relevant in-service training for our employees. Allow specialized units to attend task-specific team training.
- Continue to provide leadership and managerial training for supervisory personnel.

POLICE DEPARTMENT

Performance Measures

Statistics	Actual	Estimated	Projected
	FY 13	FY14	FY15
Population	46,151	47,185	48,744
Sworn Officer Complement	99	102	102
Civilian Employees	39	39	39
Volunteers	25	25	25
Reserves	8	8	8
Explorers	6	6	6
Total Incoming/Outgoing Phone Calls	134,827	137,872	140,629
Total CAD Entries / Police	43,594	43,800	44,676
Alarm Calls	2,385	2,365	2,412
911 Calls	9,012	9,320	9,506
Traffic Warnings	14,726	15,189	15,493
Traffic Citations	11,915	12,129	12,372
Total DUIs	147	123	126
Total Crashes	1,280	1,294	1,320
Auto Thefts	14	22	22
Burglaries	74	74	75
Larcenies (All Inclusive)	800	733	747

Activity	Actual	Estimated	Projected
	FY 13	FY14	FY15
Total CAD Entries / Police	43,594	43,800	44,676
Average Response Time (All Calls)	6:45	6:50	6:55
Officers per 1,000 Population	2.15	2.16	2.16
Assigned Criminal Cases to CID	1,001	950	969
Percentage of Criminal Cases Cleared	69%	57%	63%
FBI Part I Offenses Clearance Rate	55.00%	43.00%	49.00%
Prisoners Processed	1,937	1,949	1,988

* FY 15 projections are based on a 2% increase from FY 14

POLICE DEPARTMENT

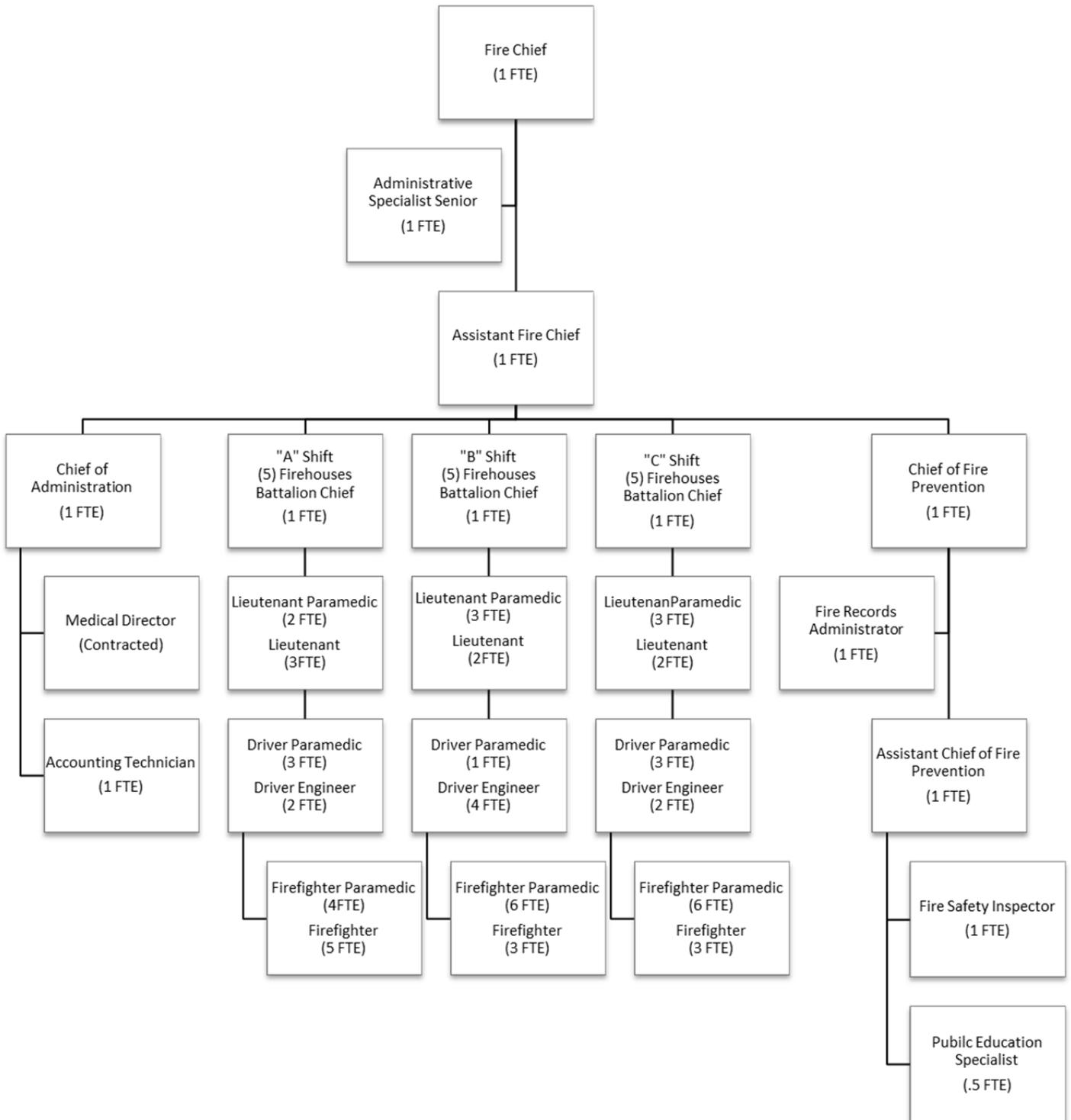
Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 9,374,947	\$ 9,768,927	\$ 10,418,754	\$ 10,261,164	\$ 10,710,337
Operating Expense	829,706	841,445	1,013,957	950,225	920,665
Capital Outlay	267,057	279,048	209,090	201,495	133,800
Total	\$ 10,471,710	\$ 10,889,420	\$ 11,641,802	\$ 11,412,884	\$ 11,764,802

Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	9.0	\$ 667,007	9.0	\$ 679,747	9.0	\$ 685,532
Wages	129.0	5,580,297	132.0	5,727,071	132.0	5,934,511
Part-time	16.0	89,834	15.0	90,000	16.0	100,272
Other Compensation		139,618		245,200		285,100
Benefits		3,292,171		3,515,546		3,532,370
Merit, Step & General Adjustment		0		0		172,552
Other Personnel	0.0	0	1.0	3,600	0.0	0
Total	154.0	\$ 9,768,927	157.0	\$ 10,261,164	157.0	\$ 10,710,337

FIRE DEPARTMENT



FIRE DEPARTMENT

The mission of the Collierville Fire & Rescue is to foster a philosophy which values employee contributions, promotes teamwork and participation, provides the highest quality of customer service, and assures a positive atmosphere directed toward a service-oriented delivery system with a vision for the future.

This department is dedicated to customer service, both internally and externally. We will respond to all requests efficiently and take pride in providing the highest quality of service with an attitude of professionalism. We will always consider the benefit of our services to those whom we serve.

We shall provide complete emergency, fire and advanced emergency medical service for the community. We will be innovative in learning and embracing new technologies and services. Our training will continually be improved and reflect the ever-changing technological advances. We will share our success, and listen and learn from others.

Collierville Fire & Rescue exists exclusively to provide a professional level of selected safety services to the general public within the Town of Collierville and in accordance with existing automatic and mutual-aid agreements. Professional service delivery requires that the members of the department:

- Provide the best possible fire protection and advanced emergency medical services to our community;
- Provide proactive programs that maintain and improve fire safety education throughout our community;
- Provide for a fire-safe environment throughout the community by enforcing the requirements of the Town's fire code, emphasizing voluntary compliance through education;
- Maintain and improve their knowledge, skills, and abilities in all aspects of the fire service by actively participating in the training program and available training opportunities;
- Share their knowledge and skills by lending enthusiastic support to fellow firefighters and other members of the emergency service community;
- Conduct themselves in a manner that shows respect toward our community, fellow employees, members of the department, and members of other agencies;
- Maintain the vehicles, equipment, and facilities of the department in a high state of readiness and cleanliness at all times; and
- Maintain and improve interagency cooperation and mutual respect among all other interacting organizations and their members.

•**Office of the Fire Chief** is responsible for overall applied strategic and operational planning, formulating

departmental policy and coordinating activities of the various divisions to achieve established planned goals and objectives. This office is key in providing vision and leadership to the members and in providing a healthy environment for employee development and moral. It is the Fire Chief's responsibility to provide direction to the organization and evaluate the capabilities of meeting the specific needs of the community. It is also the central point of contact for citizen and government inquiries.

•**Emergency Operations** under the direction of the Assistant Fire Chief is responsible to provide life safety, fire protection and customer service to the community through the delivery of Fire Suppression and Protection, Specialized Technical Rescue Operations, Hazardous Materials Incident Control Measures and Preplanning. The division also has the responsibility of planning, directing, supervising, revising and publishing all monthly training schedules, training publications, standard operating procedures, memos, letters and such other publications as may be required for the establishment, conduct, and implementation of an effective training program. Responsibilities also include developing written standard operating procedures and maintaining current records on all personnel covering the type and amount of training received yearly, keeping abreast of any state laws concerning training and implement such as necessary.

•**Fire Administration** under the direction of the Chief of Administration is responsible for planning and developing the support requirements for the department. Specific areas of responsibility include: Financial Management, Communications, Grant Management, Emergency Medical Services, Inventory and Supply Control, Maintenance Management, Research and Development, Management Information Systems, Public Information Management and Human Resource Management. The division also coordinates with other Town departments, general counsel, and works in collaboration with the Fire Chief to develop operational and strategic planning.

•**Fire Prevention** under the direction of the Chief of Fire Prevention is responsible for enhancing fire safety and life safety in the community, primarily through the development and enforcement of the Fire Code. The Division inspects new and existing buildings for Fire Code compliance, and is the primary source of general and technical information for property owners, facility managers, contractors and the public on Fire Code requirements. The Division enhances public safety through Fire Safety educational activities in schools, homes and businesses. The Division also investigates the causes of fires and related incidents, and works with law enforcement officials to reduce the incidence of arson in the community. Areas of responsibility include: Fire Protection and Water Supply through Plans Review, Fire

FIRE DEPARTMENT

Investigative Services, Fire Code Administration, Fire Prevention, Fire Records Management Systems and Public Fire Safety Education.

FY 2014 Accomplishments

- Amended Fire Code; created a more stringent open burning ordinance, which eliminated all agricultural burning within the Town limits in order to reduce complaints with residents, commuters, commercial property owners, and their patrons from smoke and fly ash.
- After conducting both an acoustic and site location study, the Outdoor Warning Siren located at Sycamore & Hwy 72 was relocated to Sycamore & Sycamore Farms to allow TDOT access for the widening of Hwy 72. The new location provides maximum coverage with the least amount of overlap.
- Awarded \$13,681 in grant funding to purchase sixty-seven (67) high-visibility yellow safety jackets with retro-reflective stripping for greater visibility while working emergency scenes in the day and/or night.
- Alert Collierville; staff worked with AT&T and Twenty-First Century Communications to update 8,183 Emergency Service Provider Data Service (ESPDS) records, which are utilized by the Town's Emergency Mass Alert and Notification System (reverse 9-1-1) to notify the community of an imminent life-threatening emergency in real-time.
- EMS Improvements; purchased continuous positive airway pressure (CPAP) devices, which improves respiratory function, reduces length of hospital stay, reduces cost of patient care, and reduces field intubations.
- EMS Improvements; switched from conventional reusable laryngoscope blades to disposable fiberoptic blades, which have better uniform lighting, prevents cross-contamination, and eliminates decontamination cleaning cost.
- EMS Improvements; purchased new state-of-the-art LifePak 15 cardiac monitor-defibrillators, which have 12-lead ECG recognition for ST segment elevated myocardial infarctions (STEMIs), capnography waveform, carbon monoxide reporting, improved ECG interpretation, patient vital trending real-time, and monitors respiratory parameters.
- EMS Improvements; switched pain management medications from Morphine to Fentanyl, which is better pain control, causes less nausea, doesn't drop blood pressure, doesn't decrease respirations, and has a shorter half-life.
- EMS Improvement; implemented a data review software (CodeStat), which is a retrospective analysis tool that provides easy access to resuscitation data and reports for post-event critiques. The software emphasizes best practices on improving measurable patient outcomes.
- Technical Advisor; staff participated on the evaluation team which provides oversight of the contract implementation for the Public Safety Radio Communication System for the Town of Collierville,
- Technical Advisor; staff participated on the evaluation team which provides oversight of the contract implementation for the RMS/CAD (Records Management System/Computer-Aided Dispatch) for the Town of Collierville.
- Staffing; conducted comprehensive promotional processes for the position of Battalion Chief, Fire Lieutenant, Driver-Engineer, and Firefighter-Paramedic.
- Staffing; conducted recruitment and hiring process to fill a vacant firefighter positions vacated by termination.
- Received annual accreditation to provide Advanced (paramedic) Life Support Emergency Medical Services through comprehensive audit process conducted on-site by Tennessee Department of Health and Environment. The purpose of this state audit was to ensure the fire department EMS program was complying with state rules and regulations.
- Partnered with the Assisi Foundation of Memphis and the Shelby County Government and distributed 12,000 "I'm Ready Calendars" to the community, which promote disaster preparedness education such as Community Emergency Response Team (CERT) training for all citizens.
- Performed a Capital Asset Inventory to provide control and accountability over capital assets and to gather and maintain information needed for the preparation of financial statements for the Finance Department.
- Uniform Change; as part of the Fire Chief's Professional Image and Competency Campaign, firefighter's uniform shirts had EMS rockers (advanced EMT or Paramedic) added underneath the department patch and had the abbreviated ranks removed from their name tags to influence public perception on professionalism and promote morale within the ranks.

FY 2015 Goals and Objectives

Goal: By November 2014, the percentage of fire inspection reports to be key-punched into the fire records management software by the Chief of Fire Prevention will decrease by 100% as reported by the Chief of Fire Prevention's monthly reports.

Objectives:

- Submit Fire Inspections electronically and maintain records electronically.
 - Switch to ACS Firehouse Mobile Inspection Program.
 - Utilize web-based electronic software and storage; iCloud.

FIRE DEPARTMENT

- Instant access to review issues with inspection reports in lieu of thirty (30) day submittal from firefighters.
- Eliminate the necessity for fire inspection data-entry to be manually entered into the fire records database.
 - Number of annual Fire Inspections = 2,715 records.
- Reallocation of man-hours resources from data-entry to time sensitive mission critical projects.
 - Elimination of manually key-punching fire inspection data; 8 hrs./week to 0 hrs./week.
 - FY 2015; Reallocation of 8 man-hours/week from key-punching data (technical clerical work) to fire protection and water supply through plans review (time sensitive; mission-critical work).
 - 8 man-hours/week = 416 man-hour annually or \$17,200 soft cost man-hours.
 - Delay personnel resources for additional manpower FY 2015 Personnel Budget.
- Time Frame; FY 2015.
 - From September 1, 2014 to June 30, 2015.
- The reallocation of man-hours resources will reduce the time frame of reviewing business plans to be reviewed for fire protection and water supply from a three (3) week turn-around to a two (2) week turn-around.
 - Chief of Fire Prevention.
 - Benefits the Development Department, as well as, business owner, architects, and builders.

Goal: Participate in a joint police/fire radio communications infrastructure implementation plan to ensure fire department operations.

Objectives:

- Conduct testing on fire sub-systems; firehouse alerting system, back-up paging systems, Knox-box key management systems, apparatus intercom systems, and self-contained breathing apparatus (SCBA), Click-to-Enter Gate Access, as well as, medical consultation systems (Baptist Collierville Emergency Room).
- Conduct oversight of installation of radio equipment; fire apparatus, staff vehicles, and firehouses.
- Conduct oversight testing and setup of fire console.
- Conduct oversight on testing on fire subscriber radio equipment; base radios, mobile radios, and portable radios.
- Conduct in-service training classes for all personnel.

Goal: Participate in a joint police/fire Computer-Aided Dispatch (CAD) infrastructure implementation plan to ensure fire department operations.

Objectives:

- Perform a comparison analysis of the current CAD data attributes (street names, prefixes, suffixes, designators, etc.) with the GIS Department's master street data attributes.
- Conduct oversight testing and setup of CAD interface.
- Conduct oversight on testing of the transfer of data attributes from CAD to Firehouse Software.
- Conduct in-service training classes for all personnel.

Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 6,278,393	\$ 6,464,956	\$ 6,745,273	\$ 6,675,981	\$ 6,884,671
Operating Expense	941,323	406,800	424,514	408,480	477,257
Capital Outlay	203,219	97,256	6,300	6,300	69,032
Total	\$ 7,422,935	\$ 6,969,012	\$ 7,176,087	\$ 7,090,761	\$ 7,430,960

FIRE DEPARTMENT

Staffing Summary

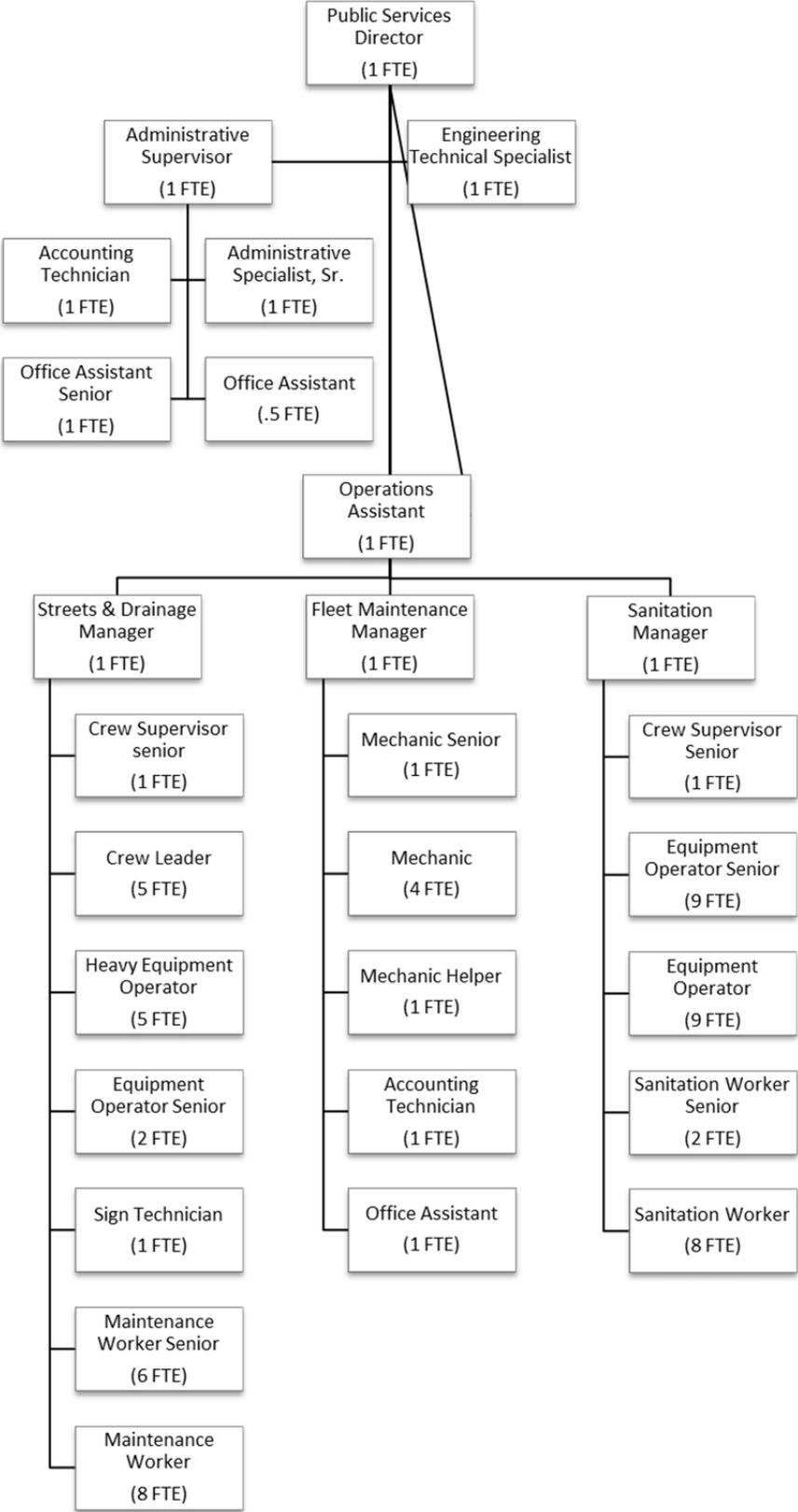
	Actual FY 13		Estimated FY 14		Budget FY 15	
Salaries	7.0	\$ 529,074	7.0	\$ 562,445	7.0	\$ 610,885
Wages	62.0	3,528,991	62.0	3,575,309	62.0	3,620,218
Part-time	1.0	13,913	1.0	17,113	1.0	21,945
Other Compensation		280,539		287,914		302,940
Benefits		2,112,438		2,233,200		2,230,967
Merit, Step & General Adjustment		0		0		97,716
Other Personnel	0.0	0	0.0	0	0.0	0
Total	70.0	\$ 6,464,956	70.0	\$ 6,675,981	70.0	\$ 6,884,671

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Population	46,151	47,171	48,744
Total Number of Calls	3,062	3,217	3,380
Avg Response Time (min:sec)	4:58	5:05	5:12
Fire Dollar Loss	\$703,931	\$790,290	\$887,244
Dollar Value Saved	\$13,521,800	\$16,940,795	\$21,224,285
Fire Dollar Loss per Capita	15.26	16.99	18.92
Structure Fires	36	37	39
Vehicle Fires	23	29	36
Outside Fires	45	48	51
Other Calls (Public Assistance & Alarms)	936	990	1,048
Emergency Medical Calls	2,022	2,116	2,214
Percent of Calls that are false alarms	16.09%	16.70%	17.33%
Civillian Injuries	7	7	7
Civillian Fatalities	1	1	1
Mutual Aid Given	23	17	12
Mutual Aid Received	12	19	29
Total Number of Inspections	2,713	2,823	2,936
Total Hazards	1,594	1,601	1,609
Total Hazards corrected within 90 days	994	876	773
Hours spent inspecting	948	925	903
Total Fire Investigations	14	17	22
Training Hours	17,972	17,110	16,289



PUBLIC SERVICES



PUBLIC SERVICES ADMINISTRATION

The Public Services Administration Division provides central direction to the department's activities and is the first point of contact between the public and the department. The department consists of a department director and administrative personnel that oversee and manage the department budget, purchasing, personnel, and payroll/salaries along with the delivery of effective and efficient operating services of eight divisions: Administration, Streets and Drainage, Fleet Maintenance Shop, Sanitation, Water Treatment, Water Distribution, Wastewater Treatment and Wastewater Treatment Plant.

The Department Director provides leadership, direction and motivation to division managers and staff. Responsibilities include developing departmental policies and standards, coordinating activities of the various divisions to ensure goals and objectives are accomplished, continuously reviewing department services to increase the efficiency of services offered while maintaining cost effectiveness and attending to special projects and assignments as requested. In addition, the Department Director communicates with the Board of Mayor and Aldermen, Town Administrator, Department Directors and the citizens of Collierville.

FY 2014 Accomplishments

- Public Service Administration promotes employee career and job success by supporting training, employee recognition and activity events. This success is seen in the numerous departmental promotions, frequent citizen compliments, and high employee retention.
- Senior staff members are encouraged to assist fellow employees by scheduling time to teach specialized skills. Many of the middle managers are now using computerized data devices on the job and others are training to receive their commercial drivers' licenses.
- Beginning June 30th, 2014 Public Service will take over collection of recyclable material. The collection process will be supported by fully automated collection vehicles utilizing new collection trucks and 95 gallon recycling carts. Recycling collection volume is expected to increase over the next year by 15 to 20% and collection costs will also be reduced.

FY 2015 Goals and Objectives

Goal: Clearly communicate and promptly respond to requests from customers and employees.

Objectives:

- Schedule meetings with Administrative Staff/Managers and employees to discuss upcoming projects and go over upcoming issues or events.

- Perform random call-backs after completion of jobs for customer satisfaction survey.
- Expand training of division supervisors ensuring that all work order program notes are updated on a regular basis.

Goal: Manage department expenses and operate within budget.

Objectives:

- Perform department services efficiently and effectively working within means of department budget.
- Work with division managers to keep them informed throughout the year on their budgets.
- Perform routine evaluations of department operations to identify areas where improvements can be made to increase efficiencies and lower costs.

Goal: Perform all Department operations safely and in accordance with OSHA regulations.

Objective:

- Reduce lost time accident hours through monthly employee safety meetings.
- Train division level managers and crew leaders to monitor job sites and work practices to ensure proper safety procedures are being followed.
- Perform job site safety inspections, document and review findings with crew leaders and managers to develop best practice for the various operations performed throughout the Department.

Goal: Track Division activities.

Objective:

- Look for higher efficiency procedures while performing maintenance activities.
- Evaluate various equipment advancements to be utilized in the performance of daily activities.

Goal: Train staff on the use of computer linked notebooks and tablets.

Objective:

- Project scheduling and assignments will be sent to Division crew leaders through computer technology.
- Tablets will be used to track project progress and costs.

Goal: Communicate operational advice and activity information to citizens.

Objective:

- Use monthly utility bill to share department guidelines.
- Publish project status in newspapers.
- Distribute helpful procedural information by mail or handouts.

PUBLIC SERVICES ADMINISTRATION

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Safety Meetings	12	12	12
Purchase orders processed	2,416	2,357	2,500
Check requests processed	152	195	200
% of purchase orders/check requests voided	15%	12%	10%
Total number of department employees	110	109	112
Number of workman's compensation claims processed	4	9	7
Man hours lost due to on the job injury	8	200	100

Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 438,651	\$ 530,028	\$ 582,501	\$ 575,006	\$ 591,715
Operating Expense	57,924	58,779	69,833	64,596	68,587
Capital Outlay	0	0	0	0	0
Total	\$ 496,575	\$ 588,807	\$ 652,334	\$ 639,602	\$ 660,302
Reduction to expenditures					
Water & Sewer Fund	\$ (219,326)	\$ (265,014)	\$ (291,251)	\$ (287,503)	\$ (295,857)
General Fund	\$ 277,249	\$ 323,793	\$ 361,084	\$ 352,099	\$ 364,444

Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	4.0	\$ 269,197	4.0	\$ 280,248	4.0	\$ 281,140
Wages	3.0	97,547	3.0	106,133	3.0	107,808
Part-time	1.0	0	1.0	4,500	1.0	12,100
Other Compensation		117		0		0
Benefits		163,168		184,125		183,241
Merit & General Adjustment		0		0		7,426
Other Personnel	0.0	0	0.0	0	0.0	0
Total	8.0	\$ 530,028	8.0	\$ 575,006	8.0	\$ 591,715

PUBLIC SERVICES - STREETS AND DRAINAGE

Streets and Drainage, a division of the Department of Public Services, is responsible for the maintenance of approximately 680 lane-miles of roadway including pavement, curb, ditches, right-of-way litter collection and street signage. A large number of drainage structures and open ditches in the right-of-way and easements are also maintained. The division also assists with street cleaning, leaf pick-up and special activity events. The division works under the general direction of the Streets and Drainage Manager who coordinates the daily work schedules of twenty-nine employees.

FY 2014 Accomplishments

- Revitalized (cut vegetation/remove silt) 5,600 feet of vertical walled concrete ditches.
- Responded to over 1,220 calls for service for signs, street repair and drainage repairs.
- Replaced numerous regulatory, warning, guide and street name signs throughout Town to meet the Hi-intensity reflective requirements as outlined by the Manual of Uniform Traffic Control Devices.
- Rebuilt the traffic island on Houston Levee Road at Poplar Avenue. The pre-existing metal guardrail at that location had been struck by motorists repeatedly in the past, and was removed to reduce annual repair costs.
- Decorated the Town Square for the Christmas Holiday hanging over 2,000 feet of garland and 1,600 strands of lights totaling over 160,000 lights.
- Assisted the Parks and Recreation Department by making erosion repairs to drainage ditch that had washed out along Johnson Park and replacing a section of green belt trail East of Sugar Cove.
- Provided snow and ice removal for major streets during the winter season.
- Replaced 2,325 feet of curb and gutter throughout town.
- Kept drainage ways clear of debris to prevent flooding during peak rainfall events throughout the year.
- The Streets and Drainage Division purchased a new Street Sweeper that replaced a 1993 unit that was

over 20 years old. The new unit is more efficient in sweeping debris and makes a more noticeable difference while covering more territory in less time.

FY 2015 Goals and Objectives

Goal: Improve and maintain safe roadway systems throughout Town in a cost effective manner.

Objectives:

- Reduce the response time for requests for repairs concerning pavement, drainage, curbs and signage throughout town.
- Install handicap ramps at various locations throughout the Town.
- Work with the Engineering Department to improve current road construction standards and road cut permit requirements.
- Repaint crosswalks/stop bars at all schools and intersections.
- Develop a proactive street striping program by evaluating, and prioritizing areas where re-striping will be performed.
- Continue upgrading traffic control devices to meet new Manual of Uniform Traffic Control Devices.

Goal: Improve and maintain drainage systems performance throughout Town in a cost effective manner.

Objectives:

- Perform a physical survey of all major drainage laterals, document problem areas, and schedule proactive maintenance to improve stormwater drainage throughout Town.
- Reduce response times for both routine and emergency drainage maintenance repairs throughout town.
- Inspect, document and repair concrete curbs and water tables at various locations.
- Meet Phase II State of Tennessee requirements for storm water permits.

PUBLIC SERVICES - STREETS AND DRAINAGE

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Roadway Lane (miles)	673	680	680
Open ditches in miles	14	14	14
Curb and Gutter replacement, linear feet	3,513	2,325	3,000
Asphalt paving, contract (lane miles)	27.0	34.0	24.0
Cost per lane mile paved	\$52,733	\$47,600	\$48,000
Percent of streets paved	3.9%	5.0%	3.5%
Asphalt patching tons	1,725	1,939	2,000
Pavement repairs*	220	362	380
Street Signs	9,100	9,100	9,150
Street Signs repaired / installed	267	501	550
Work orders processed	1,114	1,330	1,400
Number of man hours paid (non-exempt)	53,890	57,159	58,240
Percent of overtime hours paid	0.8%	1.1%	1.0%
After hour call-outs	38	65	80

* Includes major pavement repairs and potholes filled

Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 1,384,602	\$ 1,569,161	\$ 1,671,538	\$ 1,665,517	\$ 1,656,900
Operating Expense	2,497,513	2,035,209	2,282,288	2,262,108	2,104,166
Capital Outlay	67,153	57,408	19,500	19,500	0
Total	\$ 3,949,268	\$ 3,661,778	\$ 3,973,326	\$ 3,947,125	\$ 3,761,066

Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	1.0	\$ 71,427	1.0	\$ 73,337	1.0	\$ 75,190
Wages	28.0	852,594	28.0	902,200	28.0	893,030
Part-time		0		0		0
Other Compensation		11,239		20,000		20,000
Benefits		633,901		669,981		653,384
Merit & General Adjustment		0		0		15,296
Other Personnel		0		0		0
Total	29.0	\$ 1,569,161	29.0	\$ 1,665,517	29.0	\$ 1,656,900

PUBLIC SERVICES - FLEET MAINTENANCE

Fleet Maintenance is a division of the Department of Public Services and provides both preventative maintenance and repairs to Town vehicles and construction equipment. Vehicles serviced include pickup trucks, automobiles, dump trucks, fire pumpers, aerial fire trucks, a Town bus, emergency rescue trucks, hydraulic excavators, sewer machines, off road pieces of equipment such as air compressors, emergency generators, tractors, trailers, etc. The division also maintains and repairs a variety of miscellaneous power-driven pieces of equipment such as line trimmers, gas-powered trash pumps, chainsaws and other non-motorized equipment. Special jobs bid and performed by private shops are bodywork and automatic transmission repairs. Fleet Maintenance also provides welding and fabrication for all departments. The division works under the general direction of the Fleet Maintenance Manager who coordinates the daily work schedules of nine employees.

FY 2014 Accomplishments

- Continue to work with the Town Administration to develop a comprehensive and effective vehicle and equipment replacement plan for the Town's fleet.
- Increased training opportunities for employees to improve division service levels and productivity. This year two employees completed six (EVT) Emergency Vehicle Technician certification tests, one employee completed Master (ASE) Automotive Service Excellence Technician re-certification, two employees participated in the Ford Diesel Training, two employees completed GM Diagnostic training, one employee completed NAPA diagnostic training, and two employees attended RTA inventory control software training.
- The Fleet Maintenance Division installed a new 3 ton crane in the Fleet Maintenance Facility that will assist the Division in taking on larger scale vehicle and equipment repairs in a more efficient and safe manner. The new crane is expected to save the Division approximately \$9,000 annually in repair efficiency gains.
- The Fleet Maintenance Division mounted an automated leaf vacuum machine body to an existing recycle truck chassis that had been scheduled for surplus saving the Sanitation Division \$100,000 compared to purchasing the automated leaf vacuum unit pre-mounted on a new chassis.

FY 2015 Goals and Objectives

Goal: Minimize downtime and maximize the Town's return on investments through prompt repair of all Town-owned vehicles and pieces of maintenance equipment.

Objectives:

- Schedule and provide preventive maintenance to all Town-owned vehicles and pieces of maintenance equipment in an attempt to identify maintenance needs prior to their becoming dangerous or more costly.
- Expand management/inventory software program to improve preventative maintenance program and warehouse parts application (accounting of weekly and monthly reports, parts and equipment costs, tracking of work orders, surplus equipment, vehicle service schedules and history tracking to reduce cost related factors).

Goal: Increase service level and lower annual maintenance costs for Town vehicles and maintenance equipment.

Objectives:

- Provide educational opportunities for staff in an effort to improve their job-related knowledge and skills for successful completion of master emergency vehicle technician certification and every day mechanical services.
- Continue large truck rebuild/overhaul program to extend the useful life of equipment by 20% over their expected life service.
- Work to improve replacement procedures for various department equipment needs. This includes reassigning units to other departments to limit capital expenditures.

Goal: Maximize Fleet asset utilization and reduce vehicle and equipment replacement costs.

Objectives:

- Improve communications between Town Departments to better assess each Department's vehicle and equipment replacement needs.
- Identify vehicles and equipment that have been scheduled for surplus that could be utilized by other Departments in alternative capacities.
- Assist Town Departments with the transfer of vehicles and equipment that have been scheduled for surplus but could be used for beneficial purposes by other Departments.

PUBLIC SERVICES - FLEET MAINTENANCE

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Service Requests by Department:			
Public Services	1,191	1,005	995
Police	482	494	500
Fire	166	129	150
Town Administration	-	1	-
Development	77	55	60
Finance	26	23	25
Parks	68	50	60
Animal Control	29	6	4
Number of Mechanics	5	6	6
Service orders completed	2,039	1,760	1,800
Fuel Gallons Purchased:			
Regular	179,135	192,500	198,000
Diesel	114,684	121,400	140,000
Fuel Average Price per Gallon			
Regular	2.8460	2.7400	3.1000
Diesel	3.1990	3.1135	3.5000
Vehicle downtime due to normal repairs (oil change, brakes, etc.)	1 day	1 day	1 day
Number of man hours paid (non-exempt)	12,060	15,489	16,640
% of overtime hours paid	1.6%	2.2%	1.0%

Budget Summary

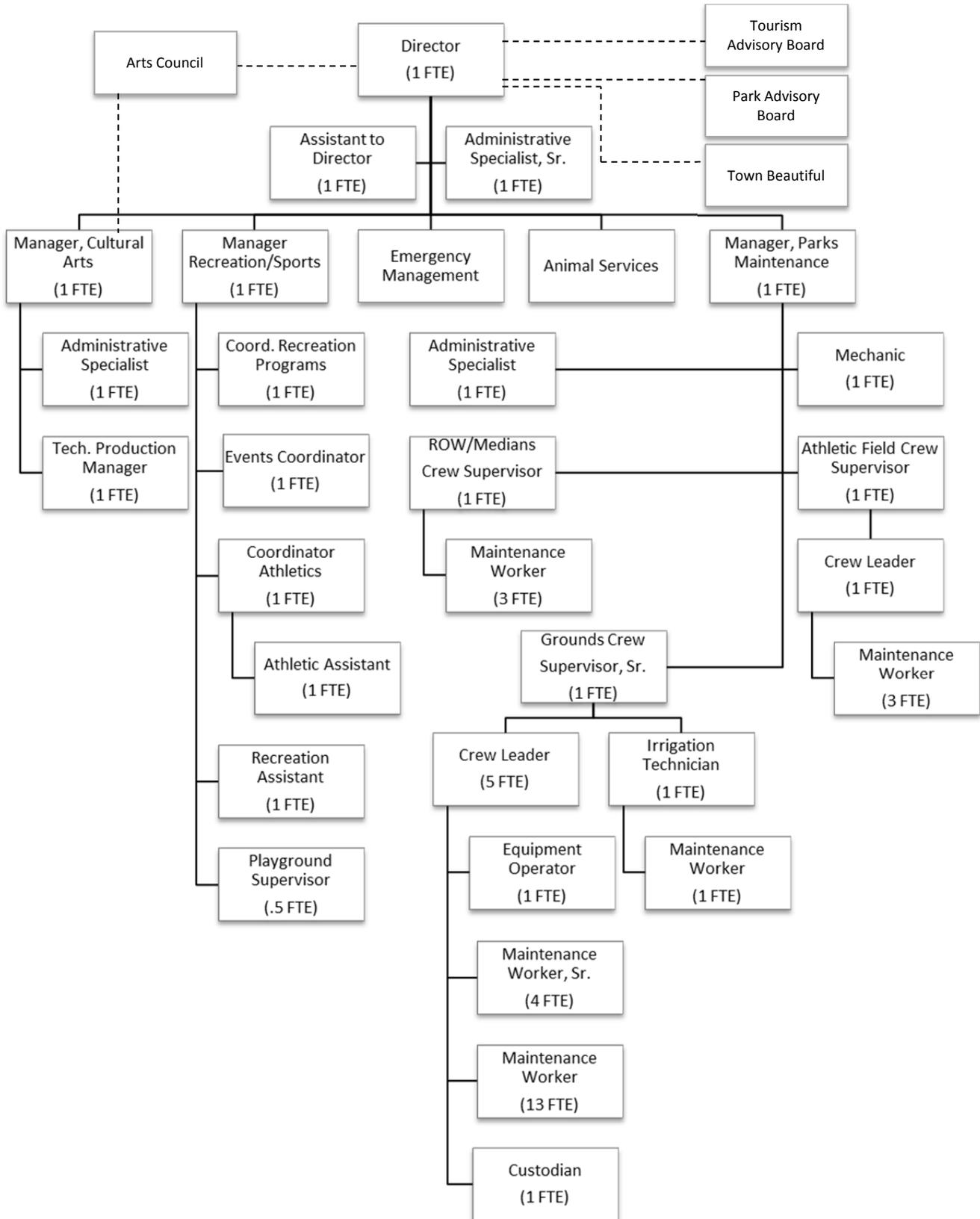
	Actual		Budget		Estimated		Approved	
	FY 12	FY 13	FY 14	FY 14	FY 14	FY 15		
Personnel	\$ 463,169	\$ 465,732	\$ 553,156	\$ 520,769	\$ 573,658			
Operating Expense	55,580	58,164	88,880	83,836	89,045			
Capital Outlay	12,608	5,722	9,000	9,000	0			
Total	\$ 531,357	\$ 529,619	\$ 651,036	\$ 613,605	\$ 662,703			

PUBLIC SERVICES - FLEET MAINTENANCE

Staffing Summary

	Actual FY 13		Estimated FY 14		Budget FY 15	
Salaries	1.0	\$ 72,308	1.0	\$ 58,814	1.0	\$ 67,500
Wages	6.0	206,509	8.0	261,287	8.0	283,591
Part-time	1.0	16,571	0.0	0	0.0	0
Other Compensation		4,200		7,000		6,000
Benefits		164,869		189,667		201,881
Merit & General Adjustment		0		0		6,686
Other Personnel	1.0	1,275	1.0	4,000	1.0	8,000
Total	9.0	\$ 465,732	10.0	\$ 520,769	10.0	\$ 573,658

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT



PARKS, RECREATION & CULTURAL ARTS DEPARTMENT

The Collierville Parks, Recreation, & Cultural Arts Department seeks to enhance the quality of life for Collierville citizens by providing a wide variety of fun and affordable recreational, athletic, educational and cultural activities and opportunities. The staff believes that a park system should create a feeling of pride, a sense of value, the challenge of developing skills and abilities while providing the opportunity to learn and grow. In order to meet these goals, the department provides regional, neighborhood and community parks with approximately 750 acres of parkland, 30 athletic fields, 10 tennis courts, 10 modular play structures, 2 spray parks and 14.45 miles of Greenbelt trails for pedestrians and bicycle use.

Collierville Parks also is responsible for the management and operations of a 55,000 square-foot community center, including a 7,700 square foot contracted Fitness Center, and the 352 seat Harrell Performing Arts Theatre. Collierville Parks is responsible for the promotion and management of special events and tourism for the Town of Collierville as well. The Collierville Parks maintenance staff of 34 employees is responsible for all public grounds, including mowing, landscaping, athletic fields, right-of-way areas, street medians and basic parks and grounds maintenance throughout the town.

Core Businesses of the Parks and Recreation Department:

- Guide the department's future growth and development:
 - Develop and update long term plans: Master Park Plan, Capital Investment Plan, Greenbelt Master Plan, Five Year Park Plan.
 - Develop a financial plan to provide for future development.
 - Oversee the budgeting process and personnel to insure adequate operating funds and personnel to operate park services.
- Provide recreational facilities and programs:
 - Plan/develop major community facilities, greenbelts, parks, and similar amenities.
 - Plan community activities and events.
 - Plan park development and improvements.
 - Provide organized sports, camps, recreational, educational, and instructional opportunities.
 - Provide cultural arts programs and activities.
 - Partner with community organizations for leisure programs and events.
- Develop, protect, promote, and maintain current and future park properties, facilities, trails, and open spaces:
 - Maintain a highly motivated, competent, and skilled maintenance division.
 - Insure administrative staff is trained on and understands all local, state, and federal opportunities for funding.

- Work with other local, state, county, and federal agencies to enhance recreational space.

FY 2014 Accomplishments

- Administered twelve (12) special events with over 26,000 participants.
- Hosted USSSA Youth Softball World Series, USSSA Youth Softball State Tournament and ASA Youth Softball National Qualifier bringing in over 150 out-of-town teams.
- Maintained over 7,000 irrigation heads including the replacement of over 400 broken irrigation heads in park system.
- Completed new Town Of Collierville Sports Facility Guide – 'Play Collierville'.
- Submitted TDEC Application for Phase I development of Wolf River Boulevard Greenbelt Trail.
- Administered over 18 instructional programs with a program participation of 2,408 participants ranging in ages from 5 to 55+.
- Inducted three (3) members to new Collierville Parks 'Hall of Fame'.
- Continued improvements to colliervilleparks.org website.
- Launched 'Live Life Local' tourism campaign including development of bumper sticker.
- Created daily tourism itineraries for Tourism Commission.
- Maintained over 94,500 sq. feet of landscaping beds.
- Completed renovation project of off-leash area to include 1,800 sq. ft. of new sod, 160 yds. of new mulch and 5 tons of rock.
- Installed over 9,500 new linear feet of irrigation lines including new irrigation system at Estanola Park.
- 86 Senior Adults traveled approximately 8,000 miles to the following locations: Spain, New Madrid/Sikeston (MO); Lancaster, Hershey, and Gettysburg (PA); New York City (NY) and San Antonio (TX).
- Established new ROW weed program to eliminate mowing cycles and increase aesthetics.
- Hosted 435 instructional tennis clinic participants (approximately 600 hrs. of court time instruction) and an additional 40 youth and adult tennis teams (510 players) with Recreational Adult Leagues, USTA Adult Leagues, and USTA Jr. Team Tennis.
- Planted over 20,800 flowers/bulbs.
- Hosted 5 weekend invitational youth baseball/softball tournaments bringing in over 100 out of town teams..
- Added 1.5 miles of new wilderness trails at W.C. Johnson Park.
- Provided logistical support and facilities for community events with an excess of 44,000 participants.

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT

- Expanded Visual Arts Programming by partnering with Morton Museum and the Arts in the Classroom Project to provide new rotating gallery exhibits in the Harrell Theatre.
- Administered summer performing arts camps for over 100 participants.
- Harrell Theatre Performances paid attendance exceeded \$6,500.
- Provided athletic leagues for over 7,000 youth and adults.
- Secured over \$4,000 in grant funding for the Town's 'Camp Smile' summer camp program for children with physical and/or mental disabilities.
- Youth Softball had a 15% increase in registration numbers from 2013.
- Launched new certification program for youth sport coaches on 'concussions & head injuries'.

FY 2015 Goals and Objectives

Goal: Enhance local tourism.

Objectives:

- Develop, print, and distribute new Town sports brochure.
- Update Collierville Greenbelt Brochure.
- Schedule two motorcoach tours.
- Initiate "Play Tennessee" membership/program.

Goal: Develop a new fall special event.

Objectives:

- Promote a new family evening event.
- Promote a wellness concept in the event.
- Utilize an athletic complex as the venue.

Goal: Create GPS mapping of department irrigation system.

Objectives:

- Locate and record every valve in the system.
- Store points in maintenance computer system.
- Work with GIS to create a map of each irrigation system.

Goal: Upgrade Town Square landscape beds.

Objectives:

- Perform extensive evaluation of each current area.
- Replacement to involve new vigorous shrubs using flowering types.
- Match plant growth habits to location and condition of soil.

Goal: Centralize chemical application record storage.

Objectives:

- Produce information sheet for supervisors.
- Train supervisors in recording in a centralized spread sheet.

- Standardize all documentation.

Goal: Expand recreational, educational, and instructional programming.

Objectives:

- Develop partnerships and provide volunteer opportunities in Nature Education Programs.
- Add four (4) new classes at W.C. Johnson House.
- Develop additional Seniors opportunities.

Goal: Improve communications outlets for girls' softball.

Objectives:

- Work with Germantown to increase participation numbers.
- Inform of a change from fast pitch to slow pitch.
- Create a fun league for players and parents.
- Sponsor one youth slow pitch tournament in 2014.

Goal: Develop head injury/concussion awareness program.

Objectives:

- Develop new youth sports policies and procedures regarding head injuries.
- Mandate head injury certification for all coaches.
- Mandate NYSCA certification for all head coaches.
- Provide educational material, handouts, and policies for all parents.

Goal: Expand Collierville Greenbelt System.

Objectives:

- Identify and solicit state and federal grants for funding Wolf River Boulevard Trail.
- Hire design firm to layout trails, prepare easements, and provide construction documents for the Wolf River Boulevard Trail.
- Expand Wolf River Greenway primitive trail from W. C. Johnson Boardwalk to lateral "J".
- Identify potential alignment of proposed section off Nonconnah Trail from Byhalia Road to Schilling Farms.

Goal: Enhance Cultural Arts opportunities.

Objectives:

- Concentrate on marketing techniques informing community of Cultural Arts opportunities available.
- Installation of new marquee at theatre.
- Work with Collierville schools to provide opportunities for children to attend productions at the theatre.
- Review options for major capital improvements such as orchestra pit and docking arenas.

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Special Events Attendance	38,500	44,250	46,200
Instructional/Recreation program participants	13,933	14,630	15,360
Maintenance man-hours worked	76,500	71,840	78,171
Work Order Completion %	98.0%	97.0%	98.5%
Greenbelt Mileage	14.5	15.3	16.5
Park Acreage Maintained	500	500	500
Total Park Acreage (Undeveloped)	275	275	275
Cost (\$) of Park Operations/Resident	\$92.25	\$95.56	\$98.42
Miles of Right of Way	79.5	80.5	83.5
Theatre Attendance	17,250	22,857	25,237

Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 2,465,936	\$ 2,515,244	\$ 2,775,919	\$ 2,717,034	\$ 2,924,910
Operating Expense	1,375,792	1,469,506	1,806,290	1,796,235	1,932,035
Capital Outlay	102,990	100,589	148,775	145,304	170,900
Total	\$ 3,944,718	\$ 4,085,339	\$ 4,730,984	\$ 4,658,573	\$ 5,027,845
Reduction to expenditures					
Library Fund	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
Water & Sewer Fund	(31,220)	(31,220)	(31,220)	(31,220)	(31,220)
General Fund	\$ 3,904,498	\$ 4,045,119	\$ 4,690,764	\$ 4,618,353	\$ 4,987,625

Staffing Summary

	Actual		Estimated		Budget	
	FY 13	FY 14	FY 14	FY 15	FY 15	FY 15
Salaries	8.0	\$ 504,734	8.0	\$ 520,424	8.0	\$ 519,714
Wages	36.0	1,039,793	38.0	1,129,218	42.0	1,224,931
Part-time	3.0	32,097	4.0	30,060	5.0	41,188
Other Compensation		36,732		60,000		62,608
Benefits		901,887		976,132		1,047,262
Merit & General Adjustment		0		0		26,686
Other Personnel	13.0	0	2.0	1,200	2.0	2,520
Total	60.0	\$ 2,515,244	52.0	\$ 2,717,034	57.0	\$ 2,924,910

NON-DEPARTMENTAL

Certain General Fund functions which cannot logically be categorized with any of the established departments are included as Non-Departmental. These activities include Debt Service, Insurance, and Special Appropriations.

• **Debt Service** is the payment of interest and principal on all general obligation debt of the Town. Included in the debt service line item are fees to the paying agent. Debt service on general obligation debt is paid by Special Revenue funds as well. The debt service on revenue bonds issued by the Town's Water and Sewer utility is paid and accounted for within the Water and Sewer Fund.

The process of issuing general obligation bonded debt in the Town begins with the departments' presentation of capital expenditure and projects needs to the Town Administrator, who then presents the requests for funding to the Mayor and Board of Aldermen. Board approval must be received before debt issues may proceed.

In FY 2006, the Town issued \$8 million in new G.O. bonds for capital projects including design and programming for an expansion to the Police/Court building, the widening of Houston Levee Road north, and several large drainage projects. In order to take advantage of lower interest rates, the Town also issued \$5.29 million in refunding bonds. In FY 2008, the Town issued \$3,000,000 in G.O. bond anticipation notes for the construction of Houston Levee Road. The notes were rolled into the \$13,000,000 bonds issued in FY 2009. In addition to the road, the Town expanded the Police Headquarters building, and constructed a new Courthouse and Police Patrol Building.

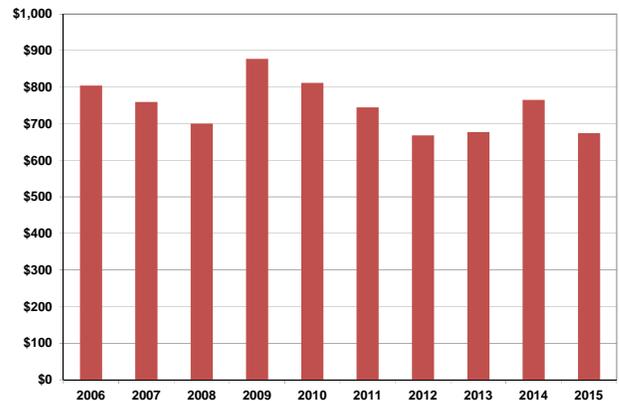
G.O. refunding bonds were issued in FY 2012 with a net present value savings of \$503,034 and again in FY 2013 with a net PV savings of 510,352. The Town issued \$7,700,000 in G.O. bonds in FY 2014 to renovate a middle school acquired from Shelby County in a land swap, to construct a building for the University of Memphis and to address drainage issues within the Town. The University will lease the building from the Town for the cost of debt service.

The Town's authority to issue bonds is in the provisions of Title 9, Chapter 21, *Tennessee Code Annotated*, as amended. There is no legal debt limit; however, the Town has adopted a formal debt policy. The ratios and standards identified below are primarily intended to limit the use of debt financing in order to facilitate long-term access to capital while ensuring that financial leveraging decisions do not negatively impact the Town's annual operations.

- General Fund Balance Requirement 25%
- Average Life of Total Debt ≤ 10 Years
- Percentage of Principal Paid within 10 Yrs ≥ 60%

- Per Capita Debt/Per Capita Income ≤ 4%
- Per Capita Debt/Per Capita Assessed Value ≤ 4%
- Debt Service/General Fund Operating Expense ≤ 12%

As of June 30, 2014, the Town is projected to have \$32,854,587 of general obligation bonds and TMBF loan outstanding. The ratio of net per-capita debt to per-capita income (using U.S. Census per-capita income figures) is 1.7% for FY 2015. The net per-capita debt to per-capita assessed value is 2.3%, and the debt service to General Fund operating expense is 8.7%. The ratio of bonded debt to assessed value of property is a measure of the Town's ability to meet interest and principal payments on its long-term debt. This ratio which is expressed in percentage terms was 2.08% for FY 2013, estimated to be 2.49% for FY 2014, and projected to be 2.26% for FY 2015. The percentage of General Fund revenues applied to debt service for FY 2014 is estimated at 8.2%. The percentage for FY 2015 is projected to be 7.6%. The net bonded debt per capita was \$677.28 in FY 2013, is estimated to be \$765.29 in FY 2014, and projected to be \$674.02 in FY 2015. The chart below depicts the net general bonded debt per capita:



Net General Bonded Debt Per Capita

The Town received a bond rating upgrade to Aaa in FY 2010. For the FY 2012 and the FY 2013 refunding issues, Moody's reaffirmed the Aaa rating. The rating was again reaffirmed for the FY 2014 issue. This rating applies to all outstanding debt. Additional debt information is included in the Appendix on pages 179-185.

• **Insurance** accounted for within the non-departmental accounts includes:

- General liability
- Law enforcement liability
- Auto liability
- Auto physical damage
- Errors and omissions
- Property
- Unemployment

NON-DEPARTMENTAL

- Disability Insurance

The Water and Sewer Fund pays a portion of all insurance costs, and the Library Fund pays a portion of the property and liability insurance.

•**Special Appropriations** include grants provided by the Town to various non-profit community agencies as well as expenditures not included in departmental budgets such as:

- Reappraisal costs
- Attorney and legal fees
- Bank charges
- Election expenses
- Environmental Commission
- Credit card processing fees
- Payment to Shelby County for processing tax relief applications

In FY 2013, the cost of the annual ambulance contract was assigned to the special appropriations section. Previously, it was accounted for in the Fire Department's budget. This decreased the Fire Department's budget and increased the special appropriations.

Fifteen percent of Attorney fees are paid by the Water and Sewer Fund.

The Town also provides funding to a number of non-profit agencies which provide needed and useful services to residents of the Town. These are:

- Chamber of Commerce
- Collierville Literacy Council
- Alive at 25 Program
- TV 19 Contribution
- Collierville Education Foundation

Non-Departmental Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Debt Service	\$ 3,971,286	\$ 3,686,827	\$ 3,983,016	\$ 4,065,052	\$ 3,796,621
Insurance	462,200	534,340	671,223	575,315	615,138
Special Appropriations	514,645	1,279,674	1,283,705	1,064,982	813,371
Total	\$ 4,948,131	\$ 5,500,841	\$ 5,937,944	\$ 5,705,348	\$ 5,225,130
Reduction to expenditures					
Library Fund	(11,041)	(11,041)	(11,041)	(11,041)	(11,041)
Water & Sewer Fund	(40,315)	(34,099)	(178,218)	(50,840)	(51,140)
General Fund	\$ 4,896,774	\$ 5,455,701	\$ 5,748,685	\$ 5,643,467	\$ 5,162,949

PUBLIC SERVICES - SANITATION

The Sanitation Department is a division of the Department of Public Services and is responsible for the collection of household waste, yard waste, and curbside recycling. The division works under the general direction of the Sanitation Supervisor who coordinates the daily work schedules of 30 employees.

The monthly sanitation fee is \$22 for residential and \$43, \$53, \$63, \$73, and \$83 for limited commercial pick-up (dependent on the number of disposal carts). The Town contracts with Waste Connections of Walnut, Mississippi for the disposal of its household garbage. Brush, grass and some leaves are disposed of at a local private demolition landfill. Recyclable waste is collected by Town employees and clean yard waste is mulched for recycling.

FY 2014 Accomplishments

- The Sanitation Division diverted approximately 9,550 tons of clean yard waste and loose leaves through a combination of public education efforts and the use of the Town's compost and mulch site facility. This yard waste process saved the Town approximately \$100,000 in disposal fees.
- The Sanitation Division with the assistance of the Collierville Environmental Commission increased public education efforts by distributing information on recycling and making recycling services available at various Town events such as the Fair on the Square, The Sunset Summer Concert Series, and the annual 4th of July Celebration.
- The Sanitation Division collected 14,050 cubic yards of loose leaves during leaf season this is a 38% increase in leaf volume compared to the previous year with no additional equipment or personnel.
- The Sanitation Division continues to provide a quality solid waste collection service at the lowest monthly service fee in Shelby County.
- The Sanitation Division delivered 9,100 96 gallon recycle carts in preparation for the new Town operated single stream curbside recycle collection service scheduled to start on June 30th 2014.
- The Sanitation Division worked with the Town's GIS Division to develop a new more efficient method of tracking both garbage and recycle carts utilizing a GIS layer on mobile tablets. In addition, the Division

worked with GIS to develop a new route map that was published on the Town's GIS website.

FY 2015 Goals and Objectives

Goal: Maintain and improve the level of daily service for timely collections of household garbage, recyclables, yard waste, junk, loose leaves and appliances in a cost effective manner.

Objectives:

- Educate the public to encourage grass and leaf recycling and other cost saving techniques.
- Review sanitation guidelines and adjust operations as needed.
- Review route design and make adjustments as needed to improve efficiency.
- Establish programs/methods to hire and retain qualified staff.
- Cross train new drivers.

Goal: Reduce the volume of solid waste land filled by twenty percent annually.

Objectives:

- Educate the public through the Town's website and public access television channel encouraging grass and leaf recycling.
- Expand and improve operations at the Town mulch/compost site to dispose of all yard waste materials.
- Work with the Environmental Commission to encourage increased participation in the Town's residential recycling program.

Goal: Improve recycle collection service levels and reduce recycle collection costs through the implementation of the new Town operated single stream curbside recycle collection program.

Objectives:

- Perform recycle collection operations with less than 10 miss complaints per week.
- Increase residential customer recycle participation by 10% within 12 months of program implementation.
- Increase volume of materials collected by 20% within 12 months of program implementation.

PUBLIC SERVICES - SANITATION

Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Personnel	\$ 1,445,891	\$ 1,529,638	\$ 1,579,712	\$ 1,711,220	\$ 1,743,543
Operating Expense	1,405,098	1,494,521	2,229,726	2,108,426	1,417,445
Capital Outlay	0	405,838	960,548	936,358	323,750
Debt Service	75,956	68,881	69,226	69,226	47,617
Total	\$ 2,926,945	\$ 3,498,877	\$ 4,839,212	\$ 4,825,230	\$ 3,532,355

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Household garbage collected (tons)	14,192	14,925	15,000
Number of loads hauled from transfer station	695	740	730
Yard waste mulched/composted (tons)	7,015	9,550	8,000
Yard Waste landfilled (tons)	13,529	12,530	13,000
Recycled household waste (tons)	2,000	1,750	2,600
Percent of household waste recycled	14.0%	12.0%	17.0%
Number of customers per employee	523	528	496
Tons collected per employee	1,240	1,411	1,236
Cost per ton collected	\$103	\$97	\$87
Number of customers receiving Sanitation services:			
Households	14,549	14,700	14,900
Commercial	107	110	112
Appliance pickup requests	400	500	550
Monthly cost per house for curbside recycling	\$2.60	\$2.50	\$2.10
Yearly cost for loose leaf collection	\$185,000	\$190,000	\$193,000
Number of manhours paid (non-exempt)	54,471	56,079	60,320
% of overtime hours paid	2.9%	2.9%	2.0%

Staffing Summary

	Actual FY 13	Estimated FY 14	Budget FY 15
Salaries	1.0 \$ 58,535	1.0 \$ 52,660	1.0 \$ 53,560
Wages	27.0 820,243	29.0 908,396	29.0 928,508
Part-time	0	0	0
Other Compensation	31,271	32,000	35,000
Benefits	603,186	718,164	709,236
Merit & General Adjustment	0	0	17,239
Other Personnel	2.0 16,402	0.0 0	0.0 0
Total	30.0 \$ 1,529,638	30.0 \$ 1,711,220	30.0 \$ 1,743,543

LUCIUS E. AND ELSIE C. BURCH, JR. LIBRARY

It is the mission of the Lucius E. and Elsie C. Burch, Jr. Library Board and staff to provide access to information and services in order to meet the evolving educational, informational, recreational, and cultural needs of our patrons with courtesy, professionalism and competence.

The Library is open 7 days per week for 60 hours per week. The staff consists of the Director, 6 full-time, and 14 part-time staff. Library Systems and Services, Inc. (LSSI), a library management company located in Germantown, MD is contracted by the Town to oversee the operation of the Library, including staffing, the integrated library system, Polaris, and payment of materials purchased for the library.

The Library owns 129,452 volumes. The Library subscribes to 162 magazine titles and 13 local and national newspapers. Thirty-seven magazine titles are available digitally, and the Knoxville News-Sentinel newspaper is available full-text through the Tennessee Electronic Library. Access to 72 electronic databases is offered. All of the databases may be accessed both in-house and remotely except the Ancestry, which is a genealogy database restricted by the vendor to in-house use only. In addition, digital ebooks, and audiobooks are available through the vendors, OverDrive and Recorded Books, respectively.

FY 2014 Accomplishments

- Material Collections:
 - Improved the library's Adult Non-Fiction collection by purchasing over 1,100 historically important titles only available through online distributors and museums.
 - Purchased over 700 new digital audiobooks, and over 500 ebooks.
 - Loaned 7,987 items to other WRLC libraries through the courier service and borrowed 7,411 items for Collierville card holders.
 - Removed more than 4,500 obsolete items from the collection.
 - Added over 12,000 new items to the collection.
 - Reorganized the Children's picture book collection into 13 subject-based categories requiring the reclassification and relabeling of over 10,000 titles.
- Programs and Events:
 - Hosted over 11 local artists' works.
 - The Civil War 150 Grant from The Library of America, The Gilder Lehrman Institute of American History and the National Endowment for the Humanities provided grant funding to host special Civil War history programming with faculty from both Middle Tennessee State University and University of Memphis.
 - Provided 111 adult programs reaching 1,807 patrons, an increase of 44% in attendance.
 - Offered 334 programs reaching 11,690 children and young adults.
 - Hosted the 2013 Summer Reading Program which attracted 1,400 citizens to the Kick-off event, 2,270 patrons to attend special Summer Reading programming, and encouraged 1,457 individual participants to log 19,408 hours of reading.
 - Provided the AARP Tax Aide program every Tuesday from February through April 15th which served 288 individual taxpayers.
 - Offered a total of 61 computer classes with a total attendance of 427, and reaching 178 individual patrons. Added a new class for PowerPoint instruction.
 - Offered many special programs and events.
 - For Children:
 - Christmas Holiday Lionel Train exhibit.
 - Tanglewood Marionettes show.
 - Stupendous Service Dogs and Etiquette.
 - Civil War Crafts.
 - Story Time with Santa.
 - Gingerbread House Decorating.
 - A series of five Family Tunes and Tales programs with the Memphis Symphony Orchestra.
 - A library skills program for Boy Scouts.
 - Reading Rumble Story Times with Ms. Jan.
 - Multiple sessions of Library Skills for Homeschooled children in K-2, 3-5 and 6-9 grades.
 - Two family Astronomy programs.
 - For Adults:
 - Online Crime Prevention.
 - Résumé Writing Workshop.
 - Library Open House for Teachers.
 - In-service program for teachers at Incarnation Preschool.
 - Raising Readers, at Tara Oaks Elementary school's "Muffins with Mom" event.
 - Preschool Fair.
 - Bringing Home Baby S.A.F.E.L.Y for new mothers.
 - Holiday Wreath Making.
 - Holiday Gift Wrapping.
 - Basic Drawing and Watercolor.
 - Five successful "Meet the Author" events
 - Staff recommends "Ideal Bookshelf".
 - For Teens:
 - How to Write Research Papers.
 - Anti-Valentine's Day Party.
 - ACT and SAT practice programs.
 - Teen Movie Book Club.
 - Teen Advisory Board Newsletter.
 - Video Game Creation Workshop.
 - Writing Through Reading, a 5 Day Workshop.

LUCIUS E. AND ELSIE C. BURCH, JR. LIBRARY

- Outreach:
 - Provided story times to the Goddard School and promoted Summer Reading at both Bailey Station and Crosswind Elementary schools reaching over 1,640 students in Collierville.
 - Participated in Read Across America's Community Reader Day at Collierville Elementary School.
 - Provided 20 outreach programs with 1,988 in attendance, or 71% increase in attendance from the previous year.
 - Visited with the school librarians at both Bailey Station and Houston High School in order to promote courier library services for the upcoming academic school year.
 - Met with the Crosswind Elementary School librarian to discuss library services, collections and partnerships.
 - Requested that Houston High School link to the Library's website to increase promotion of the Library's resources.
 - Created and implemented an Early Literacy Survey for parents of young children participating in early literacy story times in the Library to solicit feedback on service.
- Fundraising and Donations:
 - Friends of the Library book sales raised \$38,012 and donated \$13,410 to the Library.
 - Secured more than \$21,745 in-kind donations from 31 local businesses and organizations for Summer Reading prizes.
 - Received over \$350 worth of donated art.
- Social Media:
 - Updated the Library's Facebook page with 255 new posts which generated 234 new likes (total likes 712).
 - Managed 32 Pinterest boards with 3,380 pins which increased our followers from 55 to 234, a 326% increase.
 - Added 31 YouTube Videos which resulted in 2,265 views.
 - Added Instagram as an additional social media site for teens.
- Collaborations:
 - *Pete the Cat* scavenger hunt program with the Morton Museum of Collierville History.
 - A Skype "Meet the Author" program with author Julie Cantrell for the Friends of the Library.
 - The Parkinson's Disease Foundation.
 - Natural Gas Safety Day with MLGW.
 - TB Awareness with the UT Pharmacy School.
 - Collierville Literacy Council for Collierville Reads program.
 - 70th Anniversary of D-Day Bibliography of related materials in the Burch Library for the Morton Museum of Collierville History.
- Service:
 - Implemented Evanced Event Calendar and Registration System on the website to improve customer service.
 - Added a "Recommend to Purchase" feature in the OverDrive digital site for suggesting purchases to the ebook collection.
 - Answered 29,832 informational questions for patrons, a 6% increase.
 - Processed 19,141 items placed on hold by patrons, an 11% increase.
 - Hosted over 474 meetings in the Halle Room, a 4% increase.
 - Provided over 549 patrons with over 3,296 hours for private study space.
 - Improved service by offering credit card payment for fines and fees.
 - Created an online "Ask a Librarian" email service to enhance public service.
 - Created a new publication entitled, "Helping Your Child Get Ready to Read" for parents and caregivers.
 - Provided wireless printing for patrons through EnvisionWare.
 - Updated Readers Advisory links on website.
 - Updated "Collierville Parents in the Know" on the website.
 - The History of Collierville Wiki was viewed 900 times.
 - Increased the renewal limit on 12-day books to two renewals for a check-out period of nine weeks total.
- Website:
 - Total page views, 222,947, 75% of views occurring outside the library and 33% going through a mobile device or tablet.
 - There were 117 new additions to the website during the past fiscal year.
 - 112 articles were added to the News and Events blog.
 - Offered the University of Washington's Impact Survey for Technology on the Library's website encouraging patron feedback.
 - Made the Early Literacy Survey for parents of young children participating in early literacy story times available on the Library's website.
 - Created a new "How Do I" tab on website for "Print from My Laptop" directions.
 - Installed One-Click Digital Widget on website to promote service.
- Volunteers:
 - Received 6,598 hours of volunteer help in programming and services which is the equivalent of over 3 full-time staff.
- Staff Professional Development:

LUCIUS E. AND ELSIE C. BURCH, JR. LIBRARY

- Twenty-one staff members attended 64 continuing education opportunities in order to improve both the library's service and collections.
- Supervisors toured Rhodes College for both best practices discussions and ideas for Burch Library expansion.
- Hired 14 new employees.
- Provided staff training for new online calendar/event system from Evanced.
- Trained supervisors in the use of the new ICIMS applicant tracking system.
- PR and Promotion:
 - Director appeared on WMC-TV to promote the Summer Reading Program.
 - Met with reporters from both the Commercial Appeal and Collierville Herald to promote various Library services and programs.
 - Collaborated with local PR firm, Webz, to create the Library's first professional ad for publication in the Chamber Directory.

FY 2015 Goals and Objectives

Goal: To improve access to library services for all area residents.

Objectives:

- Develop a Library building Program to meet current and future vision, December 2015.

Goal: To strengthen the library collection in all formats to meet the stated needs of the Library's diverse community.

Objectives:

- Improve the adult collection by adding titles through donated funds, May 2015.
- Weed the adult non-fiction collection of titles which are no longer needed, June 2015.
- Shift expenditures from the physical materials budget to digital materials in OverDrive by 113%, June 2015.
- Increase the use of digital library resources by 5%, June 2015.
- Explore resources for local students to receive homework help by evaluating and purchasing one online interactive homework resource, January 2015.

Goal: To encourage all area residents to use library services.

Objectives:

- Maintain an accurate, interesting and updated library website, June 2015.

- Provide one library training session or service/resource promotion session in a community location outside the library.
- Continue both the Meet the Author and Meet the Artist programs, June 2015.
- Develop a monthly schedule to highlight and promote online library resources, June 2015.
- Form a partnership with local public elementary schools to encourage participation in the Summer Reading Program, June 2015.
- Continue computer instruction, June 2015.
- Expedite loaning library materials to interested staff in the local public schools through a courier service during the academic school year, June 2015.
- Conduct a "Bring a Friend to the Library" Facebook campaign, June 2015.
- Teen Services staff member will provide one in-school program, June 2015.

Goal: To seek additional and alternative funding sources to support library services and collections.

Objectives:

- Continue to work with the Friends of the Collierville Burch Library to support programs and needed materials beyond the regular budget, June 2015.
- Seek gift-in-kind donations for the Summer Reading Program, May 2015.
- Continue to partner with the Collierville Contemporary Club to support the library, June 2015.
- Continue to work with local artists to donate works of art to the library's permanent collection, June 2015.

Goal: To provide sufficient, diverse, and well-trained staff to meet the library needs of area residents.

Objectives:

- Provide opportunities for full-time staff to attend web conferences and workshops appropriate to their responsibilities, June 2015.
- Librarians will attend the TLA Conference for staff development, April 2015.
- Hire and train a new key staff including the Head of Adult Services, the Head of Circulation, the Young Adult Associate, the Children's Associate, and the Assistant to the Director.

LUCIUS E. AND ELSIE C. BURCH, JR. LIBRARY

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Total circulation transactions per staff	25,664	23,826	23,900
Circulations per capita	7.9	7.3	7.5
Circulations per registered borrower	35.8	36.0	36.0
Visits per capita	4.6	4.2	4.3
Items owned per capita	2.7	2.7	2.7
Circulations per title	3.0	2.7	2.8
New cards issued	2,363	2,351	2,000
Total collection size	122,209	129,452	130,000
Total number of original titles	103,657	105,769	108,000
Total reference questions answered per staff	1,993	2,053	2,100
Total of programs/Average attendance	445/30	445/30	440/30
Total patron visits	212,977	199,372	195,000
Total ILL requests	35	56	45
Total Donations to Library	\$30,410	\$19,707	\$19,000
Percentage of population who are registered borrowers	65.8%	72.5%	70.0%
Operating expenditures per capita	22.8	23.2	23.0
Operating expenditures per circulated item	2.9	3.2	3.0
Visitation rate per registered borrower	6.7	5.8	5.8
Total Circulation	362,498	346,188	350,000
Collection turnover	3	3	3

LUCIUS E. AND ELSIE C. BURCH, JR. LIBRARY

Budget Summary

	ACTUAL		BUDGET	ESTM'D	PROPOSED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ 7,381	\$ 7,707	\$ 16,371	\$ 16,371	\$ -
REVENUE					
State Grant	0	0	0	0	0
Fees and Fines	92,636	91,150	92,726	93,350	92,475
Donations	20,076	30,410	45,243	12,500	41,000
Other	123	183	0	150	0
TOTAL REVENUE	112,836	121,743	137,969	106,000	133,475
EXPENDITURES					
Operating Expenses	1,041,644	1,045,713	1,186,341	1,104,282	1,251,316
Capital Outlay	5,962	7,611	16,389	9,534	15,000
Insurance	11,041	11,041	11,041	11,041	11,041
Debt Service	112,914	108,373	103,982	103,982	106,229
TOTAL EXPENDITURES	1,171,562	1,172,737	1,317,753	1,228,840	1,383,586
Revenue over (under) expenditures	(1,058,726)	(1,050,994)	(1,179,784)	(1,122,840)	(1,250,111)
Fund Balance Appropriation	1,058,726	1,050,994	1,179,784	1,122,840	1,250,111
Operating Transfer	1,059,052	1,059,658	1,175,846	1,106,469	1,250,111
Restricted	7,707	16,371	12,432	0	0
Ending Fund Balance	\$ 7,707	\$ 16,371	\$ 12,432	\$ -	\$ -



COLLIERVILLE SCHOOLS

Collierville Schools, a municipal school district, was created in FY 2014. The general operating fund (General Purpose School Fund) of the school district is a special revenue fund and one of three major funds of the Town. After the formation of municipal school districts in Shelby County, the State Comptroller determined that the school's funds would be special revenue funds of the municipalities.

•**Background** In 2011, voters of the City of Memphis special school district approved by referendum the transfer of the administration of the schools in the special school district to the Shelby County Board of Education. Memphis City Schools dissolved and merged with Shelby County Schools.

In February 2011 after the passage of state legislation to allow suburban municipal school districts to form in Shelby County, Collierville, along with five other suburban municipalities began working to create school districts of their own. Each municipality contracted for a feasibility study that included:

- An analysis of current legal and regulatory requirements and issues reasonably expected to arise should the municipality choose to establish a municipal school district.
- An overview of the essential academic program and operational program requirements that the municipality could reasonably anticipate encountering should the municipality choose to establish a municipal school district, along with suggested courses of action to successfully meet those requirements.
- An analysis of the fiscal requirements and a 2011 estimate of the total annual general operational revenues and expenditures (priced at a current dollar value) that the municipality could expect to receive and incur should it choose to establish a municipal school district.

The analyses of legal, operational, and fiscal data of the feasibility study report regarding the potential creation of school districts lead to the conclusion that formation of such school districts was feasible.

Referendums were held in 2012, and citizens in all the municipalities voted to create and fund their own schools. School boards were elected in November 2012. After the elections, lawsuits were filed in federal court claiming that the law initially passed in the Tennessee General Assembly was unconstitutional because it applied only to Shelby County. The judge in the case voided the elections, but new legislation was passed in the 2013 Legislative session that cleared the way for the municipalities to proceed with forming their own school districts.

In November 2013, the citizens of Collierville and the other five municipalities again elected school boards. The

Boards of Education each hired a superintendent and began adopting policies for the creation of municipal school districts. In March 2014, Shelby County reached a settlement with the municipalities to transfer ownership of the schools in their districts to the municipal school boards.

From January through June 2014, Collierville Schools added staff, created a budget for the 2014-2015 school year, moved into the newly renovated Historic High School building, purchased software and equipment for operations, entered into contracts with the other municipal school districts for shared services, and formulated plans for the education of Collierville children.

Collierville Schools is the culmination of the vision, dedication, and hard work of the citizens of Collierville. Collierville Schools will begin the first year of classes for the 2014-2015 school year August 4th in eight schools: five elementary schools, two middle schools, and one high school.

•**Funding Sources** The main sources of general fund operating revenues for Collierville Schools are state funds provided by Tennessee's Basic Education Program or BEP, Shelby County property taxes, and Tennessee local option sales taxes. Because Tennessee has no state income tax, school districts are dependent primarily on local property taxes, local sales taxes, and state sales taxes to fund public education.

The education portion of Shelby County property taxes is distributed among all the school districts within the county based on the number of students in attendance within each school district according to Average Daily Attendance (ADA).

Tennessee State Board of Education requires municipalities that create or reactivate city school districts to partially fund the operation of their school districts from local municipal revenue sources. Each municipality must spend each fiscal year for the current operation of its public schools an amount of money in addition to the amount required to be raised by the county at least equal to the that which a fifteen cents (\$.15) tax levy on each one hundred dollars (\$100.00) of taxable property for the current year in said city school district would produce if the same were all collected. By referendum, the citizens of Collierville voted to increase the local option sales tax from 2.25% to 2.75% with the additional .5% collected to be used as the required funding amount.

Other sources of funding include: tuition charges, payments for shared services, federal funding for special education students, and mixed drink taxes.

•**Expenses** include salary and benefits for principals, teachers, classroom assistants, librarians, and support staff, school counselors, textbooks, materials and supplies and instructional equipment provided to the schools. Also

COLLIERVILLE SCHOOLS

included are salaries and benefits for directors, supervisors, psychologists, Central Office clerical personnel as well as clerical personnel located at every elementary, middle, and high school. Additional expenses are for contracts with outside providers, legal services, transportation services, supplies and maintenance of school buildings, including salaries and benefits for personnel in the School Plant Maintenance Department (building repairs, heating and air

conditioning, plumbing, electrical, glass, roof, door locks and hardware, grounds maintenance, etc.), costs for all utilities, trash pickup, out-sourcing cleaning, materials and supplies, environmental monitoring, security system maintenance, elevator maintenance, building insurance, and equipment needed to maintain cleanliness of buildings and grounds.

	ACTUAL		BUDGET	ESTM'D	APPROVED
	FY 12	FY 13	FY 14	FY 14	FY 15
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUE					
County and Municipal Taxes	0	0	0	0	27,893,954
Charges for Services	0	0	0	125,314	1,318,012
Recurring Local Revenue	0	0	0	0	49,460
Non-recurring Local Revenue	0	0	0	0	25,271
State Education Funds	0	0	0	0	31,930,096
Other State Revenue	0	0	0	0	165,558
Federal Funds Received thru State	0	0	0	0	143,442
Other Sources	0	0	0	0	313,033
Total Revenue	0	0	0	125,314	61,838,825
EXPENDITURES					
Regular Instruction Program	0	0	0	0	32,376,746
Alternative Education Program	0	0	0	0	291,961
Special Education Program	0	0	0	0	4,477,903
Career and Technical Education Program	0	0	0	0	919,088
Planning	0	0	0	15,376	30,751
Student Services	0	0	0	53,324	671,675
Health Services	0	0	0	0	812,303
Other Student Support	0	0	219,731	0	1,600,789
Instructional Television	0	0	0	0	90,338
Support-Regular Instruction	0	0	177,384	44,976	1,464,109
Support-Special Education	0	0	0	23,386	1,201,579
Support-Career and Technical Education	0	0	0	5,125	30,751
Board of Education	0	0	87,123	76,519	1,041,241
Office of the Superintendent	0	0	191,625	134,526	374,877
Office of the Principal	0	0	0	17,507	4,260,139
Fiscal Services	0	0	144,095	104,190	604,358
Human Resources	0	0	0	109,740	313,275
Operation of Plant	0	0	0	75,233	3,331,332
Maintenance of Plant	0	0	57,529	8,951	1,294,355
Transportation	0	0	117,151	146,917	3,482,426
Special Services	0	0	143,979	1,164	233,681
School Safety	0	0	0	0	66,986
Technology	0	0	102,058	445,638	2,383,462
Regular Capital Outlay	0	0	0	18,324	484,700
Total Expenditure	0	0	1,240,677	1,280,896	61,838,825
Revenue over (under) expenditures	0	0	(1,240,677)	(1,155,582)	0
Fund Balance Appropriation	0	0	1,240,677	1,155,582	0
Operating Transfer from GF	0	0	1,240,677	1,155,582	5,000,000
Operating transfer from GF (Interfund Loan)					2,507,819
Operating transfer to GF (Interfund Loan repayment)					(2,507,819)
Restricted	-	-	-	-	5,000,000
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000

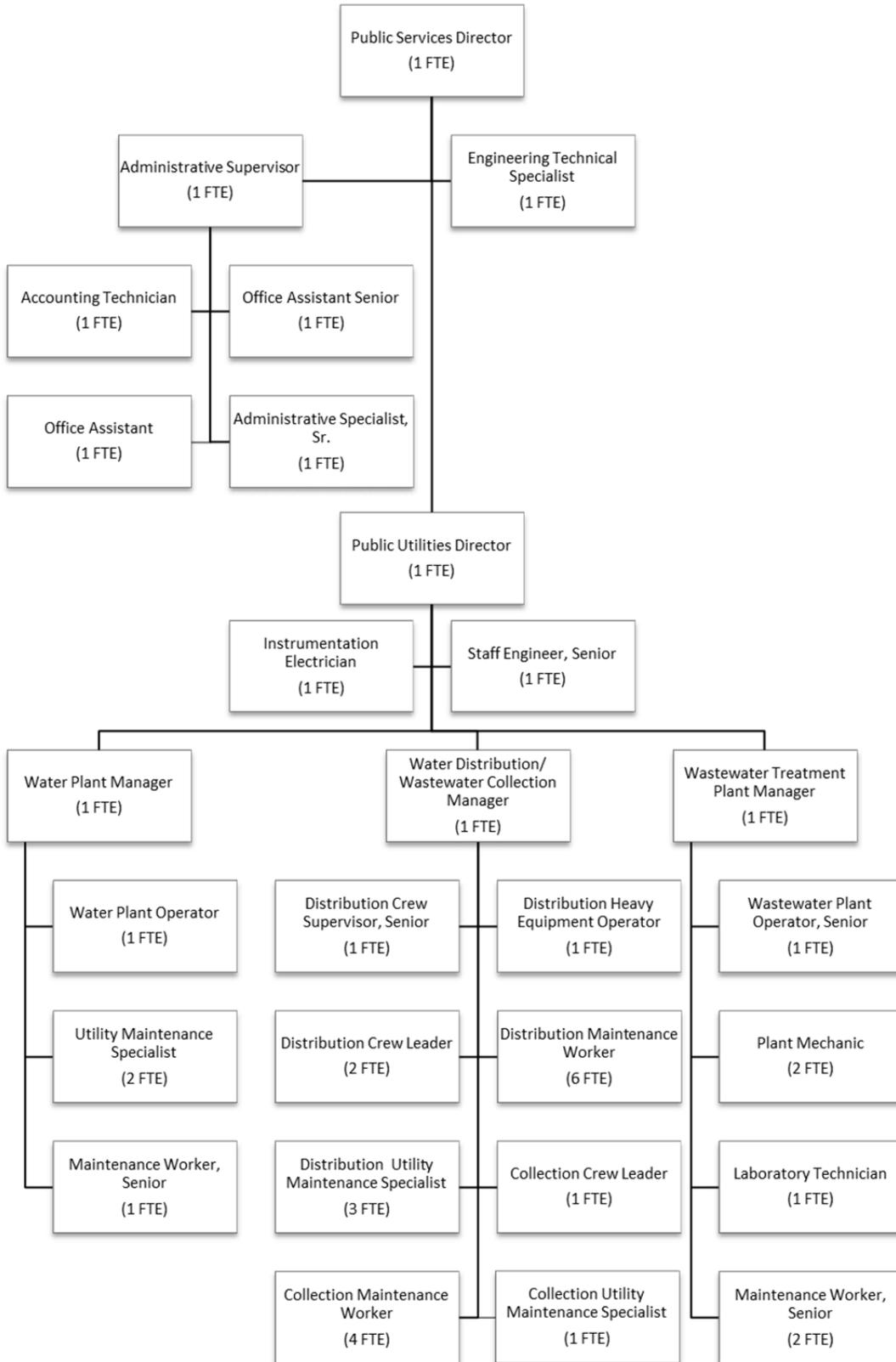
The chart to the left shows the General Purpose School Fund, the general operating fund for Collierville Schools.

The revenue section shows the categories of funding sources for Collierville Schools for the FY 2015. The estimated revenue in FY 2014 is payment from other municipal school districts for shared services during the formation of the districts.

In this chart, expenses are shown for each function of the Schools. As expected, expenses are the greatest for regular instruction which includes teachers and classroom assistants, textbooks, materials, supplies and instructional equipment including items such as computers and audio visual equipment.

Expenses for each category are shown in the chart on page 52 in the Budget Summary section.

PUBLIC UTILITIES



PUBLIC UTILITIES

The Water and Sewer fund accounts for the provision of water and sewer services to residents of the Town of Collierville. All activities necessary to provide such services are accounted for in this fund, including construction, financing, and related debt service. All services provided are paid for by the people who use them. No Town taxes are used to support these services.

•**Revenues** are derived from service fees for water and sewer. (A schedule of these fees follows this section.) Water tap and sewer tap fees are charged to builders who connect to the water and sewer lines. Other revenues come from developers who are charged development fees which are used to fund future sewer construction.

Water and Sewer rates remained the same from FY 1994 through FY 2004. However, since retained earnings appropriations were necessary to fund operations for the three previous fiscal years, the Town authorized a sewer engineering report and rate study in FY 2004. The study determined the rate structure necessary to fund expansion of the water/wastewater system for the next twenty years and fund operations and maintenance as well. The study was completed in FY 2005, and the recommended rate increase took effect in April of that year.

In the spring of 2008, an update to the 2005 rate study was completed, and adjustments to the schedule of rates was adopted. Since that time, the slowing of the national and local economy had resulted in a slowdown in growth in the Town, and in FY 2012 the Town wished to have the water and sewer rate model updated with more current operating costs and capital improvement plan data to determine projected revenue requirements and the rates to support those requirements. The primary goal of the study was to develop and recommend rates to generate revenues adequate to meet all fiscal needs of the water and wastewater systems and to promote equity in cost recovery among the customer classes of the two utility systems. An adjustment to the ten-year schedule of rates was approved and adopted.

•**The Water Treatment** division is responsible for providing water to the Town and its citizens. Staff tests the water on a daily basis for chlorine, fluoride, Ph, carbon dioxide and alkalinity to ensure the water being supplied is safe and dependable. The division adheres to all rules and regulations set forth by the EPA and the State of Tennessee. The division works under the general direction of the Water Treatment Manager who coordinates the daily work schedules of four employees.

The Town's water is supplied by twelve deep wells that pump from 280 foot to 600 foot deep aquifers directly to one of five water treatment plants for processing. Well capacity totals 23.5 million gallons per day (MGD). Collierville's water mains vary in size from six inches to sixteen inches with pressure on those mains ranging from

65 to 105 pounds per square inch. Storage capacity is 4.20 million gallons in one overhead, two ground level and three underground reservoirs. The average daily usage was 5.8 MGD in 2013.

•**The Water Distribution** division is responsible for the maintenance and repair of over 240 miles of mains that range in size from 6 inches to 20 inches, the installation and maintenance of over 3,000 fire hydrants throughout the Town, and the operation of two booster pumps; one 500 gpm pump and one 2,000 gpm pump. Water Distribution also provides meter reading services for the Town's utility billing. The division works under the general direction of Water Distribution/Collection Manager who coordinates the daily work schedules of eight employees and an Instrumentation Electrician who oversees all electrical issues within utilities.

•**The Wastewater Collection** division is responsible for the maintenance and repair of over 228 miles of gravity sewer mains that range in size from 6 inches to 48 inches and the operation of 23 sewer lift stations. The division is also responsible for conducting infiltration and inflow studies on gravity sewer mains. Wastewater Collection works under the general direction of the Water Distribution/Collection Manager who coordinates the daily work schedules of ten employees.

•**The Wastewater Treatment** division is responsible for the processing and treatment of sewer wastewater prior to being discharged into the Wolf River. The Town currently operates two sewage treatment facilities, which have a combined average treatment capacity of 9.5 MGD. The Shelton Road Treatment Plant has a capacity of 3.5 MGD. The Northwest Treatment Plant has a capacity of 6.0 MGD. Average daily flows in 2013 was 4.1 MGD. This division consists of a Wastewater Treatment Plant Manager, who coordinates the daily activities of six employees.

•**Debt Service** accounts for principal and interest payments on revenue and tax bonds issued by the Water and Sewer utility and a portion of some general obligation bonds and are secured by a pledge of the net revenues derived from the operation of the water and sewer system of the Town. As of June 30, 2014, the Town is projected to have \$25,527,413 of Water and Sewer Fund debt outstanding.

Debt	Balance 6/30/14
2005 Tax & Revenue Ref Bond	\$ 1,790,000
2006 Tax & Revenue Bond	8,720,000
2010 General Imp. Ref Bond	7,413
2012 Tax & Revenue Ref Bond	15,010,000
Total	\$ 25,527,413

PUBLIC UTILITIES

In FY 2006, the Town issued \$26 million in new debt to expand and upgrade the Town's two wastewater treatment plants. Also, in FY 2006 the Town issued \$3.76 million in refunding bonds in order to take advantage of lower interest rates. In FY 2013 \$15.655 million in refunding bonds were issued. No bond issue is planned for FY 2015. For additional information on debt, see the debt section in the appendix beginning on page 179.

•**Special Appropriations** include payments of in-lieu-of property taxes to the Town of \$790,000. The Board of Mayor and Aldermen has allocated the in-lieu-of tax for the Lucius E. and Elsie C. Burch, Jr. Library.

The Water and Sewer Fund pays a percentage of the total expenditures for the following General Fund departments and non-departmental accounts:

• Town Administrator's Office	15%
• Finance Department	35%
• Human Resources	15%
• Development Administration	15%
• Planning	15%
• Engineering	25%
• Attorney Fees	15%

In addition, a percent of the personnel budgets of the following departments are funded by Water and Sewer:

• Information Technology	15%
• General Services	15%
• Public Services Administration	50%

In FY 2009, the wastewater treatment plants were added to the Town mowing contract. This expense is accounted for in the Parks and Recreation Department, so it was added to the administrative expenses that are paid to General Fund as well.

FY 2014 Accomplishments

Water Treatment:

- Perfect compliance record following all state and federal guidelines.
- Water Production:
 - Yearly Average – 5.949 MGD
 - Monthly Average Maximum – 9.135 MGD, occurred in July, 2013
 - Daily Maximum – 12.465 MMG, occurred in July, 2013
- Inspected and repaired High Service Pumps #101 and #102.
- Inspected and repaired Well #501.
- Completed purchase of land for Water Plant #6 on Shelby Drive, west of Quinn Road.

Water Distribution:

- Exercised all water valves in Town.
- Completed Sycamore Road Waterline Construction.
- Completed Shelton Road Waterline Relocation Construction

- Completed Holmes Road Waterline Design.
- Completed installation of waterlines along Highway 72 south of the railroad.
- Completed the switch of brass fittings that meet the EPA's new no Lead standard.

Wastewater Collection:

- Completed Cured in Place Pipe (CIPP) Project along Poplar Avenue in the Byhalia Road area.
- Sewer Model Calibration completed.

Wastewater Treatment Plant (WWTP):

- Shelton Road and Northwest WWTP's were in compliance with State and Federal Laws and Regulations for all of FY 2014.
- Submitted a rewrite of the Sewer Use Ordinance to the Tennessee Department of Environment and Conservation.
- Completed closure of the Northwest Treatment Plant Lagoons.

FY 2015 Goals and Objectives

Goal: Provide adequate quantities of safe drinking water in compliance with all State and Federal regulations, at equitable costs, to current customers and future development.

Objectives:

- Inspect and repair Well #402.
- Complete design of 16" waterline on Shelby Drive from Sycamore Road to Quinn Road.
- Install 16" waterline on Shelby Drive from Sycamore Road to Quinn Road.

Goal: Operate and maintain distribution system to provide for minimal loss of service to residents due to system failures and bottlenecks.

Objectives:

- Exercise all valves in the distribution system to ensure all valves are open.
- Install new 12" water main from Distribution Parkway to Shelby Drive on Holmes Road from Fleming Road to Byhalia Road.

Goal: Operate and maintain wastewater collection system without having wet weather or dry weather overflows due to pipe sizing deficiencies.

Objectives:

- Replace Nonconnah Pump Station controls.
- Replace air release valves on Nonconnah Pump Station force mains.
- Contract and complete the next Sanitary Sewer Evaluation Study Project, which cleans the sewer mains and identifies problem area for repairs.

Goal: Meet Federal and State Regulations and Laws.

Objectives:

- Obtain Board approval of updated Sewer Use and Water Ordinances.

PUBLIC UTILITIES

- Perform the Lead and Copper sampling this summer as required by the Federal and State regulations.

Statistics

Statistics	Actual FY 13	Estimated FY14	Projected FY15
Water System			
Number of customers	16,300	16,550	16,800
Miles of water main	240	240	243
Well capacity (million gallons per day)	25.00	25.00	25.00
Storage capacity (million gallons)	4.20	4.20	4.20
Average daily consumption (million gallons)	5.8	5.9	6.0
Peak day pumpage (million gallons)	14.5	12.4	15.0
Sewer System			
Number of customers	14,850	15,050	15,300
Miles of sewer main	228	228	228
Treatment plant capacity (million gallons per day)	9.5	9.5	9.5
Wastewater treated (million gallons per day)	4.1	4.2	4.2
Peak day treatment (million gallons)	12.2	9.0	9.0
Sewer Overflows per 100 miles of sewer	5.7	4.4	4.0

Performance Measures

Activity	Actual FY 13	Estimated FY14	Projected FY15
Service orders completed	1,900	2,300	2,300
TN One Call Requests	4,650	5,100	5,200
TN One Call Requests requiring Collierville Utilities Assistance	106	350	
Number of man hours paid per division (non-exempt):			
Water Treatment	10,416	7,559	8,320
Water Distribution	20,107	24,695	29,150
Wastewater Collection	21,273	17,513	12,480
WWTP	11,898	11,957	12,480
Percent of overtime hours paid per division:			
Water Treatment	4.7%	7.7%	5.0%
Water Distribution	6.6%	7.4%	5.5%
Wastewater Collection	2.7%	4.9%	3.0%
WWTP	1.7%	1.3%	0.5%
Cost per 1,000 gallons treated for:			
Water Treatment	\$1.31	\$1.31	\$1.31
Water Distribution	\$1.40	\$1.40	\$1.40
Wastewater Collection	\$1.62	\$1.62	\$1.62
WWTP	\$1.97	\$1.97	\$1.97

PUBLIC UTILITIES

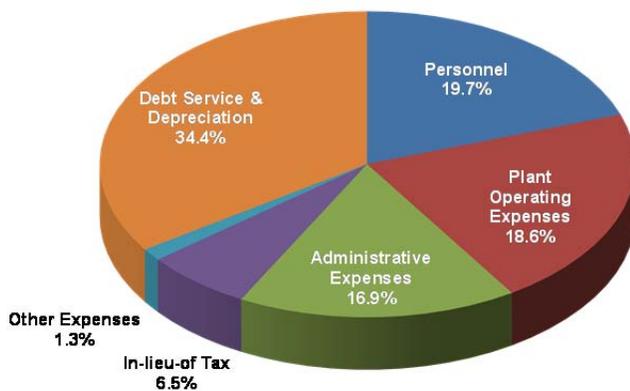
Budget Summary

	Actual		Budget	Estimated	Approved
	FY 12	FY 13	FY 14	FY 14	FY 15
Expenses					
Personnel	\$ 2,199,368	\$ 2,223,498	\$ 2,259,416	\$ 2,308,458	\$ 2,404,201
Operating Expense	2,230,345	2,049,024	2,343,886	2,227,356	2,576,578
Capital Outlay	93,779	115,346	89,510	89,510	103,750
Administrative Charges	1,614,906	1,711,651	1,925,577	1,900,448	2,056,629
Special Appropriations	914,809	851,362	932,671	949,465	948,971
Debt Svc & Depreciation	4,462,278	4,273,095	4,159,899	4,204,904	4,191,807
Total	\$ 11,515,486	\$ 11,223,976	\$ 11,710,959	\$ 11,680,141	\$ 12,281,937
Capital Outlay funded through retained earnings	(93,779)	(115,346)	(89,510)	(89,510)	(103,750)
Total	\$ 11,421,707	\$ 11,108,630	\$ 11,621,449	\$ 11,590,631	\$ 12,178,187

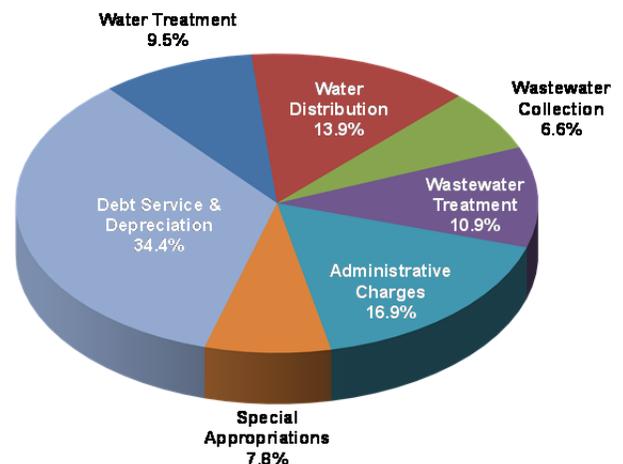
Staffing Summary

	Actual		Estimated		Budget	
	FY 13		FY 14		FY 15	
Salaries	5.0	\$ 351,510	5.0	\$ 360,995	5.0	\$ 365,474
Wages	29.0	1,008,383	29.0	1,013,226	30.0	1,066,710
Part-time	0.0	0	0.0	0	0.0	0
Other Compensation		67,852		79,250		79,000
Benefits		795,753		854,987		871,423
Merit & General Adjustment		0		0		21,594
Other Personnel	0.0	0		0		0
Total	34.0	\$ 2,223,498	34.0	\$ 2,308,458	35.0	\$ 2,404,201

FY 2015 Adopted Budget by Category



FY 2015 Adopted Budget by Division



PUBLIC UTILITIES

FY 2015 Schedule of Utility Rates in Force

Monthly Rates

Inside city (volume charge is per 1,000 gal):

Water				Sewer			
Meter Size	Customer Service Charge	Base Charge	Volume Charge	Meter Size	Customer Service Charge	Base Charge	Volume Charge
3/4"	\$2.60	\$3.45	\$1.50	3/4"	\$3.50	\$11.20	\$2.60
1"	2.60	8.63	1.50	1"	3.50	28.00	2.60
2"	2.60	27.60	1.50	2"	3.50	89.60	2.60
3"	2.60	51.75	1.50	3"	3.50	168.00	2.60
4"	2.60	86.25	1.50	4"	3.50	280.00	2.60
6"	2.60	172.50	1.50	6"	3.50	560.00	2.60
8"	2.60	276.00	1.50	8"	3.50	896.00	2.60

Outside city (volume charge is per 1,000 gal):

Meter Size	Customer Service Charge	Base Charge	Volume Charge	Meter Size	Customer Service Charge	Base Charge	Volume Charge
3/4"	\$2.60	\$5.18	\$2.25	3/4"	\$3.50	\$16.80	\$3.90
1"	2.60	12.95	2.25	1"	3.50	42.00	3.90
2"	2.60	41.40	2.25	2"	3.50	134.40	3.90
				3"	3.50	252.00	3.90
				4"	3.50	420.00	3.90
				6"	3.50	840.00	3.90
				8"	3.50	1,344.00	3.90

Piperton (volume charge is per 1,000 gal):

Meter Size	Customer Service Charge	Base Charge	Volume Charge
2"	\$2.60	\$31.74	\$1.73
6"	2.60	198.38	1.73
8"	2.60	317.40	1.73
10"	2.60	456.26	1.73

Cotton Creek (volume charge is per 1,000 gal):

Meter Size	Customer Service Charge	Base Charge	Volume Charge
3/4"	\$3.50	\$16.80	\$3.90

Special Charges:

Volume charge for carrier for water plant #2 discharge (per 1,000 gal.): \$1.82

Unmetered Cotton Creek customers: \$55.40

Note: All customers will be charged a volumetric rate provided, however, that a cap of 20,000 gallons of water usage shall apply for residential customers.

CAPITAL INVESTMENT PROGRAM SUMMARY

The Capital Investment Program as a planning guide does not fund projects but provides an orderly schedule for implementing projects and purchasing equipment. It is reviewed and updated annually in order to maintain a current and viable program of on-going capital projects. In evaluating each of the approved projects, the CIP process takes into account such factors as population growth, density, economic development concerns, the Town's fiscal ability, and the desired service levels.

The long-range goals of the Mayor and Board of Aldermen to be a financially sound government, to become a high performance service organization, to preserve Collierville's heritage and character, and to be recognized as a regional leader are all part of the planning process for the CIP.

•**Policy.** The Capital Investment Program provides for the orderly and systematic financing and acquisition of public improvements. By projecting capital investments in advance of actual need, several advantages accrue to the Town:

- Budgeting may take place within a system which assures that capital projects will be built according to a predetermined priority system while planning in advance for the revenue needed to finance and complete these capital projects.
- Advance planning ensures that projects are well thought out in advance of construction.
- Coordination with the operating budget is maximized. When a new facility is established, it must be maintained and staffed, and obligations which begin when it is made operational will become continuous.

•**Funding.** The majority of the funding for the CIP projects comes from two major sources: long-term borrowing (G.O. bonds) and current revenues. The operating budget is the primary mechanism through which current revenues are appropriated to capital projects. Other sources of financing are the fund balances which remain within the respective funds at the end of each fiscal year, specialized federal and state grants, Water and Sewer fund resources, and developer contributions in the form of fees charged for specific purposes and maintained in separate accounts.

The amount appropriated for capital projects each year is based on the Capital Investment Program in effect at the time of the development of the budget. Recommendations in subsequent CIPs may result in revisions to the amounts appropriated for specific projects.

•**Guidelines.** The following guidelines are considered in determining capital items and their inclusion within the Capital Budget:

- A. Construction projects and capital purchases which cost more than \$25,000 and with a life of more than five years will be included in the CIP. Capital outlays of \$25,000 or less will be accounted for in the operating budget.
- B. Every CIP project will have a project manager who will prepare the project proposal, ensure that the required phases are completed on schedule, authorize all project expenditures, ensure that all laws and regulations are observed, and periodically report project status.
- C. The Town Administrator or designee will review project proposals, determine project phasing, review and evaluate the draft CIP budget document and report CIP project progress annually.
- D. The CIP will emphasize project planning with projects progressing through at least two and up to six of the following phases:
 1. Designation: sets aside funding for future project development under "pay-as-you-go" financing.
 2. Study: includes concept design, site selection, feasibility analysis, schematic design, environmental determination, property appraisals, scheduling, grant application, grant approval, and specification preparation for equipment purchases.
 3. Acquisition: includes equipment purchases and property acquisition for projects, if necessary.
 4. Design: includes final design, plan and specification preparation, and construction cost estimate.
 5. Construction: includes bid administration, construction, project inspection and management, and close-out.
 6. Debt Service: installment payments of principal and interest for completed projects funded through debt financing.

•**Funding Sources** identified in the FY 2015 Capital Investment Program are as follows:

- General Obligation bonds – a prior bond issue will be used to fund the construction of approximately 3,200 linear feet of a two-lane section of Wolf River Boulevard.
- Fund balances/retained earnings in the General Fund, Sanitation Fund, and the Water & Sewer fund are used to fund pay-as-you-go projects and for equipment.
- The Parks Improvement revenue the Board of Mayor and Aldermen has set aside to fund parks projects. For FY 2015, the approved amount is \$750,000/year. This revenue will provide funding for the renovation of the old middle school gymnasium into a recreation center.

CAPITAL INVESTMENT PROGRAM SUMMARY

- A Stormwater fee is charged to residents and businesses for maintenance and repair of the Town's stormwater drainage system.
- CMAQ (Congestion Mitigation/Air Quality Grant) funds administered through Shelby County will provide funding for a traffic signal system at Poplar Avenue and Collierville-Arlington Road/Eastley Street.
- TDOT – The Tennessee Department of Transportation will provide funding for widening SR 57 (Poplar Avenue) from two lanes to five lanes from Eastley Street and Collierville/Arlington Road to SR 196.
- Police Privilege Taxes will be used to purchase additional radio equipment for the Emergency Dispatch Center.
- Donation funds from Pepsi assigned in General Fund fund balance will be used to purchase and install nine new baseball/softball scoreboards for W.C. Johnson Park Softball Complex and H.W. Cox Baseball Complex.

The following detailed description of each FY 2015 capital project/equipment purchase provides information about its funding source and its impact on the operating budget. For more comprehensive details including background information and maps, please see the Capital Budget document on our website www.collierville.com. On the Finance Department page.

The chart to the right lists each project and the amount of funding that was approved in the FY 2015 CIP. The projects are divided according to the divisions responsible for oversight of the project.

Total project funding for FY 2015 is \$5,593,500. Some projects were funded in prior years (engineering, design, land acquisition, etc.), and the funding for construction is in the current year.

The following pages list each project funded in FY 2015 with the description of the project, funding sources, responsible department, and operating budget impact.

Following the descriptions is a chart showing the five-year CIP with proposed funding and funding sources. Approved funding is for FY 2015. Years 2-5 are for planning purposes only.

Department/Project	Cost
General Government	
Accounting Software System	500,000
Development	
Collierville Center Connect, Ph. 2	22,000
Downtown Drainage Improvements	30,000
Wolf River Boulevard -Stables S/D	65,000
Shelton Road - Collierville Arlington Signal Lateral I Improvements	100,000
Poplar Ave. & Collierville Arlington Signal	400,000
SR 57 Widening Project	500,000
	937,500
Public Safety	
Outdoor Warning Siren (1)	36,000
Radio Console System - Dispatch	80,000
Parks & Recreation	
Parks Maintenance Complex	25,000
Park Maintenance Equipment	45,000
Scoreboards - WCJ East & HW Cox Baseball	50,000
College Street Recreation Center	160,000
Medians - Irrigation & Landscaping	225,000
Public Services	
Fleet Maint. Bldg. Concrete Apron Extension	36,000
Equipment - One Ton Utility Bed Truck	47,000
Equipment - Single Axle Dump Truck	115,000
Sanitation	
Equipment - Automated Garbage Truck	300,000
Public Utilities	
Equipment - Backhoe	120,000
Sewer System Improvements	500,000
Water Distribution System Improvements	1,300,000
Total FY 2015 CIP	5,593,500
Funding Sources	
General Obligation Bonds	65,000
Sanitation Equipment Replacement Fund	300,000
Police Privilege Taxes	80,000
Other Funding Source - CMAQ	500,000
TDOT	750,000
Parks Improvement Funds	160,000
General Fund Reserves	1,468,500
Assigned in General Fund fund balance - Pepsi	50,000
Stormwater Fees	300,000
Water & Sewer Fund Reserves	1,920,000
Total Funding Sources	5,593,500

CAPITAL INVESTMENT PROGRAM SUMMARY

Accounting Software System

\$500,000

This project is the purchase of an accounting system to replace or upgrade the Local Government System. This system includes the following modules: General Ledger, Property Tax, Business License, Utility Billing, Accounts Receivable for Miscellaneous Receipts, Point of Sale, Accounts Payable, Budgeting and Financial Reporting. This would be a large project involving the entire Finance department as well as other departments in Town. The Town has never made a complete change-over in the accounting software. The major issue would be the conversion of data from the current system to the new system. There would also be a large investment of time for training the staff.

Funding Source

General Fund Reserves

Department

Finance Department

Operating Budget Impact: Software maintenance costs will likely increase with a different system. The current costs are approximately \$21,000. The cost could increase to \$50,000 to \$75,000. Additional programming expenses of \$1,000 are budgeted each year for various changes to the current program. These costs would likely increase to \$5,000 in years that changes are made to meet the Town's needs.

Collierville Center Connect, Ph. 2

\$22,000

FY 14-15 Land and Right of Way: The Town was awarded a TDOT Transportation Alternatives Grant at the end of 2013 providing \$880,000 in matching funds for improvements of Collierville Center Connect Ph. 2, to streetscape certain portions of Center Street between Starlight Drive and Keough Road, including the addition of bike lanes, curb & gutter, sidewalks, crosswalks pedestrian scale lighting, seating areas, and minor landscaping. This phase will be designed within the existing prescriptive right-of-way (with some possible exceptions for seating areas), but Temporary Construction Easements ("land/right-of-way" expense) will be required, and some utility relocation and overhead wire "clean-up" will be involved. The full project scope includes design, construction administration and CEI services. The Town contracted with an engineering consultant in FY14 to perform these services over the 4-5 year period it will take to complete the Center Connect project for \$273,817. The Town is responsible for 100% of the design (\$96,000) and bid assistance (\$7,500) costs under the contract. The cost for construction administration and CEI (\$170,317) is 80% reimbursable under the grant. There are other projects in the CIP to upgrade water lines and storm water facilities in the area that will need to be completed prior to, or concurrent with the streetscape construction preventing a situation where newly installed streetscape needs to be demolished and reconstructed.

Funding Source

General Fund Reserves

Department

Development

Operating Budget Impact: Repair and maintenance to pavement, sidewalks, landscaping, storm water systems, and greenways will cost approximately \$5,000 per year for the first five years after completion of the project.

Downtown Drainage Improvements

\$30,000

The Downtown drainage improvements consist of three (3) phases:

Phase 1 (FY 13-14): - is ditch improvements from U.S. 72 to the upstream side of Sycamore Road and consist of improving the open ditch, a larger box culvert under Sycamore, and underground drainage work on Sycamore Road. This project is currently under design and construction is anticipated to begin July/August 2014.

Phase 2 (FY 14-15): - will be the design of improvements from upstream of Sycamore Road to upstream of Mills Street.

Phase 3 (FY 15-16): - consists of the design of improvements from just upstream of Mills Street to upstream of Center Street and the Phase 2 construction improvements to include the construction of a concrete channel, open ditch improvements, and larger culverts under Mills Street.

Funding Source

General Fund Reserves

Department

Development

Operating Budget Impact: Minor maintenance on ditch from year-to-year.

Wolf River Boulevard -Stables S/D

\$65,000

This project consists of the construction of approximately 3,200 linear feet of a two-lane section of roadway. The section includes 27 feet of pavement width for bike lanes and for the east bound lanes, as well as, the removal and replacement of curb and gutter. Bike lanes will be incorporated on the west bound side. In addition, the road section will include sidewalks, stub outs and sleeves for median irrigation.

CAPITAL INVESTMENT PROGRAM SUMMARY

Funding Source General Obligation Bonds
Department Development
Operating Budget Impact: Repair and maintenance to pavement, sidewalks, landscaping, stormwater systems, and greenways will cost approximately \$3,000 per year for the first three years and \$4,000 for year four after completion of the project.

Lateral I Improvements **\$400,000**

Lateral I is a major east west drainage channel that drains a major portion of the northeast side of the Town. The Lateral I Improvement project consists of the design and construction of two (2) grade control structures. Design for the first control structure is currently underway in FY14 with construction to begin in FY15. This phase primarily consists of bank stabilization along the box culvert that goes into W.C. Johnson Park, then flows along the east side and north side of Wolf River Phase 6, then passes by a levee that belongs to the Town located at W.C. Johnson Park and continues along the north side of Wolf River Ranch Phase 4.

Funding Source General Fund Reserves & Stormwater Fees
Department Development
Operating Budget Impact: Minor maintenance on ditch from year to year.

Poplar Ave. & Collierville Arlington Signal **\$500,000**

The design of this project was approved in the Town's FY 13-14 Capital Investment Plan. This project is the installation of a traffic signal system at Poplar Avenue and Collierville-Arlington Road/Eastley Street. This signal will increase the level of service for the intersection; however, the construction schedule is time dependent on Shelby County acquiring the right-of-way. The project does not include the realignment of Collierville-Arlington Road with Eastley Street. The Town's standard green mast arm system will not be installed at this time as it is anticipated that the intersections will be realigned with the widening of State Route 57 in the next several years. The mast arm will then be installed at that time.

Funding Source Congestion Mitigation Air Quality (CMAQ) Funds
Department Development
Operating Budget Impact: Minimum impact, minor maintenance on signal from year to year.

SR 57 Widening Project (MPO) **\$937,500**

This project will involve widening SR 57 from two lanes to five lanes from Eastley Street and Collierville/Arlington Road to SR 196. This segment of the SR-57 serves areas within Collierville. In addition to improving SR-57, the project also consists of realigning Collierville/Arlington Road with Eastley Street. This project will be a joint venture between the Town of Collierville, Memphis MPO and Tennessee Department of Transportation.

The proposed phasing of the project is:

- Phase 1 (FY 14-15): - This phase will consist of the environmental and preliminary engineering. The percentage cost shares are Collierville, 20%, Memphis MPO and TDOT 80%.
- Phase 2 (FY 18-19): - This Phase will consist of the right-of-way acquisition. The percentage cost shares are Collierville 20%, Memphis MPO and TDOT 80%.
- Phase 3 (FY 20-21): - This phase will be project construction. The percentage cost shares are Collierville 10%, Memphis MPO and TDOT 90%.

Funding Source General Fund Reserves & Tennessee Department of Transportation
Department Development
Operating Budget Impact: None, this is a State Route.

Additional Outdoor Warning Siren **\$36,000**

This project consists of the purchase and installation of one (1) Whelen Outdoor Warning Siren to provide coverage to the remaining 28% or 1,094 acres of land in the newly annexed territory. The project includes radio install and optimization with the current system encoder. The site location was chosen by the GIS Department based upon maximum coverage area and utility easements and will be located on East Shelby Drive adjacent to Korean Baptist Church. It includes four subdivisions (Forrest Creek, Barley Square, Cotton Plant Farms, and Forrest Hill comprised of 254 residential structures, as well as three churches and one convenience store strip mall). This outdoor warning siren will complete the town-wide siren network.

Funding Source General Fund Reserves

CAPITAL INVESTMENT PROGRAM SUMMARY

Department Fire Department
Operating Budget Impact: 3 yr. factory warranty; afterwards added to maintenance service contract as a recurring cost of \$901.00.

Radio Console System - Dispatch **\$80,000**

In FY11, the police department received funding to begin the process of replacing the console radio system utilized by dispatch. During this same timeframe, the department also became aware of some looming federal legislation regarding Public Safety interoperable communications, commonly referred to as Project 25 Compliance, which requires the replacement of our Town Wide Radio System. This project received funding in FY13. Our consultants prepared a detailed consolidated report that provided solutions for both projects. In December 2013, the Town of Collierville entered into a contract with Motorola Solutions, Inc. to facilitate the creation of a P-25 compliant radio system and the replacement of our console radio system with equipment that was compatible with our current radio system and the proposed P-25 system. Based upon the available approved funding, the Communication Committee was forced to significantly reduce the initial number of mobile and portable radios that appeared in the final adopted contract. This equipment augmentation project was created as a result of the contract negotiations with Motorola Solutions, Inc. which required the Town to reduce the initial number of mobile and portable radio equipment pieces to remain within budget on the original project. The list of equipment pieces that were initially deleted has been retained and will be re-evaluated by the Communication Committee members to recommend and approve the purchase of the additional radio equipment. Based on the fixed unit pricing for this equipment that was secured through the contract, the Communication Committee identified an anticipated number of units that would be needed to properly equip Town resources and the cost associated with this equipment, at approximately \$80,000.

Funding Source Police Privilege Tax
Department Police Department
Operating Budget Impact: None, manufacturer's warranty coverage, recurring maintenance costs included in the original project.

Parks Maintenance Complex **\$25,000**

This project involves the programming, design, and construction of a new Parks Maintenance Division Complex to be located at the old Craig Lumber Company. First, Town staff will develop a plan for programmed space needs; then the Town will hire a design firm to plan and complete construction documents and then begin construction. Construction involves office space, locker room/restrooms, crew meeting/training areas, maintenance shop, storage areas, file room, asset inventory areas, and equipment parking (250 Progress Road). The design professional will also help layout Town storage areas for all departments.

Funding Source General Fund Reserves
Department Parks and Recreation Department
Operating Budget Impact: Increase in utilities by \$8,000 per year.

Park Maintenance Equipment **\$45,000**

Replace older Parks department equipment that is costly to repair and unsafe for personnel. 2015 - Skid Steer Loader

Funding Source General Fund Reserves
Department Parks and Recreation Department
Operating Budget Impact: A reduction in labor, parts, and maintenance downtime for required upkeep of older equipment.

Scoreboards - WCJ East & HW Cox Baseball **\$50,000**

This project consists of the purchase and installation of nine (9) new baseball/softball scoreboards for W.C. Johnson Park Softball Complex (5 scoreboards) and H.W. Cox Baseball Complex (4 scoreboards).

Funding Source General Fund Restricted Revenues
Department Parks and Recreation Department
Operating Budget Impact: None.

CAPITAL INVESTMENT PROGRAM SUMMARY

College Street Recreation Center **\$160,000**

This project is the renovation of the old middle school gymnasium into a recreation center. The full renovation of the College Street Recreation Center will span several phases before completion. During this phase of the renovation project, the exterior facade will be updated creating an aesthetically appealing building exterior. A professional services contract will be awarded to an architectural firm with the experience and knowledge of creating improvements to classic older buildings. The architectural firm will concentrate on updating the main entrance and exterior lighting, improvement of the area containing the translucent acrylic insulated wall panels, improved side entrances, cleaning and application of a protective coating to the brick and mortar system for a clean and uniform appearance, as well as minor improvements to the soffit and barrel roof system for a continued watertight system.

Funding Source

Parks Improvement Funds

Department

Parks and Recreation Department

Operating Budget Impact: Approximately \$1,000/month for utilities and janitorial services.

Medians - Irrigation & Landscaping **\$225,000**

This project involves irrigation and landscaping for two medians. Phase I of the project will irrigate and landscape 1.5 miles of Highway 72 medians. This phase includes fifteen (15) medians that are 24' wide. Phase II will irrigate and landscape Wolf River Boulevard from West Shelton Road to Amber Grove Lane, 1.0 miles with eight (8) 30' wide medians. Installed irrigation will be double row with 180° throw back heads. Landscape will be oak trees on 50 foot centers and native plant materials. The total project will add 5 miles of irrigation lines, over 500 irrigation heads, trees, and additional landscape areas.

Funding Source

General Fund Reserves

Department

Parks and Recreation Department

Operating Budget Impact: Yearly recurring costs: The new medians on Highway 72 will add labor, materials, and supplies needs to the maintenance division costing approximately \$8,000. Utilities will increase approximately \$2,200 for irrigation. Contract mowing will be approximately \$2,800 per year. Wolf River Boulevard medians are currently being maintained.

Concrete Apron Extension **\$36,000**

This project involves the extension of the existing concrete apron on the East side of the Fleet Maintenance building to reduce excessive wear of the asphalt surface from heavy Sanitation and Fire Department Equipment.

Funding Source

General Fund Reserves

Department

Public Services Department

Operating Budget Impact: None.

Equipment - One Ton Utility Bed Truck **\$47,000**

This is the purchase of a new one ton utility bed truck. The new one ton utility bed truck will be used as the Streets and Drainage sign truck. The sign truck carries all the specialized tools used in the maintenance of over 9,000 signs throughout the Town of Collierville. This truck will carry a hydraulic post puller mounted to the front of the truck, various sign materials and hardware (used in the installation, maintenance and repair of signs) and will have a ladder rack mounted on the utility bed. The new truck will be a larger heavier duty truck that will better handle the stresses of the type of work performed on a daily basis.

Funding Source

General Fund Reserves

Department

Public Services Department

Operating Budget Impact: Replacement in FY 2015 - no long term impact.

Equipment - Single Axle Dump Truck **\$115,000**

Purchase a new Single Axle Dump Truck with a 6 cubic yard dump body. This truck will be an additional truck to our current fleet of three single axle dump trucks and will improve Streets and Drainage maintenance efficiency while performing additional repairs due to an increasing work load. Single axle dump trucks have a 6 cubic yard dump body and are used to haul road construction material, salt spreaders, leaf machines, and small equipment trailers. These dump trucks are also often used on projects where there are space restrictions that would prevent the use of our larger tandem axle dump trucks. In addition, single axle dump trucks are more efficient when hauling leaf machines due to shorter wheel bases allowing for tighter turns in residential

CAPITAL INVESTMENT PROGRAM SUMMARY

coves. Single axle dump trucks are used on a daily basis and during the winter are used extensively by both the Streets and Drainage Division and the Sanitation Division.

Funding Source

General Fund Reserves

Department

Public Services Department

Operating Budget Impact: \$2,000 in in fuel and maintenance costs.

Equipment - Automated Garbage Truck

\$300,000

Purchase an Automated Garbage Truck. This truck will be utilized for the collection of residential garbage from the 95 gallon green garbage carts. The purchase of this truck will increase the division's collection efficiency and will allow the Sanitation Division to continue providing a quality collection service to approximately 14,400 customers in a timely manner. The FY15 replacement truck will replace Unit #422, a 2000 model automated garbage truck that will reach the end of its useful service life. Unit #422 is the oldest of the five primary collection vehicles.

Funding Source

Sanitation Fund

Department

Public Services Department

Operating Budget Impact: Replacement in FY 2015 - no long term impact.

Equipment - Automated Garbage Truck

\$120,000

Purchase new backhoe. Backhoe #314 was purchased in 1984 and will be replaced in FY 2015.

Funding Source

Water & Sewer Retained Earnings

Department

Public Utilities Department

Operating Budget Impact: Replacement in FY 2015 - no long term impact.

Sewer Collection System Improvements

\$500,000

Sewer System Improvement projects focus on the replacement, repair, or cleaning of old or damaged sewer pipes to upgrade the system. These projects aid in the reduction of ground water infiltration and sewer overflows. When necessary, new or larger pipes are installed where flows have increased or will increase. In FY 2015, the 30 inch Nonconnah force main will be extended from just north of Halle Plantation to the Northwest WWTP. This force main was installed from the Nonconnah pump station (north of 385) all the way through Town when the lagoon treatment plant was built in the 1990s. An 18 inch force main was also constructed and extended all the way into the WWTP at that time. The 30 inch force main into the plant will allow high flows and reduce energy usage at the pump station.

Funding Source

Water & Sewer Retained Earnings

Department

Public Utilities Department

Operating Budget Impact: None.

Water Distribution System Improvements

\$1,300,000

Water Distribution System Improvement projects focus on the replacement of old water mains with ductile iron pipe in order to improve reliability and increase capacity of water distribution or add new water lines and pumps where needed. In FY 2015, a water line will be installed on Shelby Dr. from Sycamore Rd to Quinn (\$900,000). New water lines on Forest Hill Irene and Shelby Dr. from Houston Levee to Forest Hill Irene will be designed. These water lines are all part of the annexation Plan of Services. The FY 2015 budget also includes \$200,000 for the design and construction of a new water line if the Phase 2 Center Street improvement project is approved.

Funding Source

Water & Sewer Retained Earnings

Department

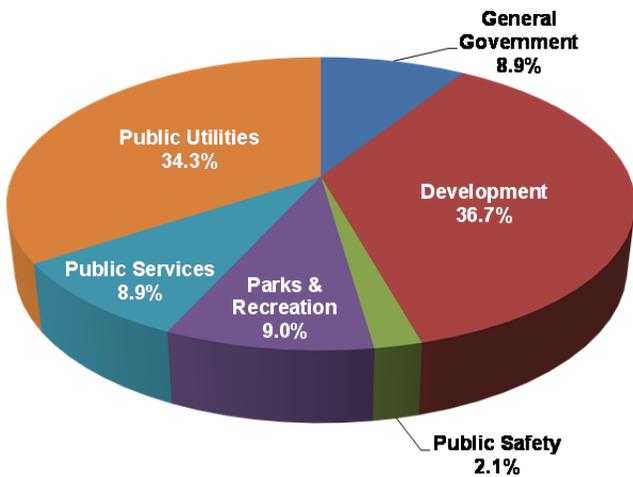
Public Utilities Department

Operating Budget Impact: None.

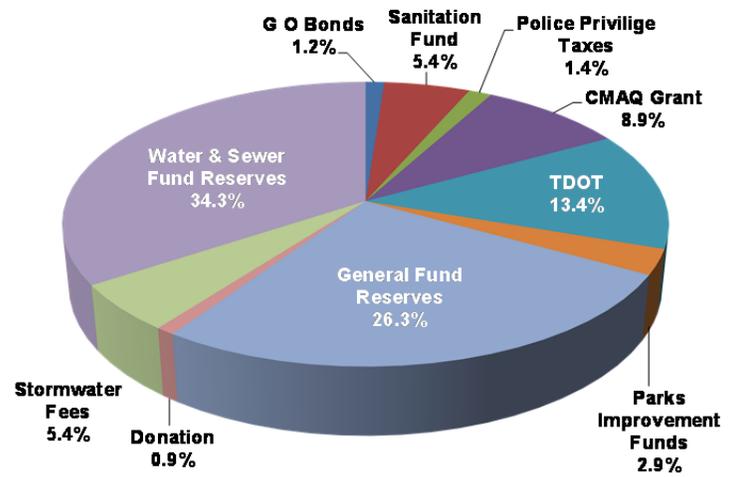
CAPITAL INVESTMENT PROGRAM SUMMARY

	APPROVED FY 2015	PROJECTED FY 2016	PROJECTED FY 2017	PROJECTED FY 2018	PROJECTED FY 2019
Expenses					
General Government	500.0	-	-	-	-
Development	2,054.5	1,780.0	1,909.0	2,893.0	18,980.0
Public Safety	116.0	1,067.0	-	-	738.0
Parks & Recreation	505.0	750.0	750.0	750.0	750.0
Public Services	498.0	300.0	270.0	275.0	370.0
Public Utilities	1,920.0	3,167.0	1,180.0	1,480.0	1,490.0
Total Expenses	5,593.5	7,064.0	4,109.0	5,398.0	22,328.0
Funding Sources					
General Obligation Bonds	65.0	-	-	-	-
Sanitation Equipment Replacement Fund	300.0	300.0	160.0	145.0	170.0
Fire Facility Fees	-	-	-	-	738.0
Police Privilege Taxes	80.0	-	-	-	-
CDBG Grants	-	85.0	85.0	-	-
Other Funding Source - CMAQ	500.0	-	-	-	-
TDOT	750.0	-	619.0	1,558.0	16,380.0
Parks Improvement Funds	160.0	270.0	550.0	660.0	750.0
General Fund Reserves	1,468.5	2,942.0	1,215.0	1,255.0	2,500.0
Assigned in General Fund fund balance - Pepsi	50.0	-	-	-	-
Stormwater Fees	300.0	300.0	300.0	300.0	300.0
Water & Sewer Fund Reserves	1,920.0	3,167.0	1,180.0	1,480.0	1,490.0
Total Funding Sources	5,593.5	7,064.0	4,109.0	5,398.0	22,328.0

(All amounts are in 000's dollars.)



FY 2015 Capital Investments by Function



FY 2015 Capital Investment Program Funding Sources

CAPITAL INVESTMENT PROGRAM SUMMARY

PROJECT	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	5 YEAR CIP
General Government						
Accounting Software System	500.0	-	-	-	-	500.0
Development						
Collierville Center Connect, Ph. 2	22.0	100.0	794.0	78.0	-	994.0
Downtown Drainage Improvements	30.0	425.0	395.0	250.0	250.0	1,350.0
Wolf River Boulevard -Stables S/D	65.0	800.0	-	-	-	865.0
Shelton Road - Collierville Arlington Signal	100.0	-	-	-	-	100.0
Lateral I Improvements	400.0	-	60.0	375.0	-	835.0
Poplar Ave. & Collierville Arlington Signal	500.0	-	-	-	-	500.0
SR 57 Widening Project	937.5	-	-	1,870.0	18,250.0	21,057.5
Crooked Creek Drive	-	30.0	160.0	-	-	190.0
Mulberry Streetscape Improvement	-	200.0	-	-	-	200.0
Miscellaneous Drainage (Ailene Drive Drainage)	-	225.0	-	-	-	225.0
Sanders Creek Improvements	-	-	500.0	-	-	500.0
Miscellaneous Sidewalks	-	-	-	25.0	30.0	55.0
Queen Oaks, Ph. 3	-	-	-	45.0	450.0	495.0
White Road Improvements	-	-	-	250.0	-	250.0
Public Safety						
Outdoor Warning Siren (1)	36.0	-	-	-	-	36.0
Radio Console System - Dispatch	80.0	-	-	-	-	80.0
Replacement Ladder Truck (1)	-	1,067.0	-	-	-	1,067.0
Rescue/Pumper Truck (1)	-	-	-	-	738.0	738.0
Parks & Recreation						
Parks Maintenance Complex	25.0	250.0	-	-	-	275.0
Park Maintenance Equipment	45.0	105.0	65.0	90.0	-	305.0
Scoreboards - WCJ East & HW Cox Baseball	50.0	-	-	-	-	50.0
College Street Recreation Center	160.0	-	-	-	-	160.0
Medians - Irrigation & Landscaping	225.0	-	-	-	-	225.0
Playground Surfaces Renovations	-	50.0	100.0	-	-	150.0
Suggs Park Improvements	-	100.0	-	-	-	100.0
Tom Brooks Park	-	120.0	-	-	195.0	315.0
Shelby Dr. Property - Parking Area	-	125.0	-	-	-	125.0
Greenbelt System	-	-	105.0	-	95.0	200.0
Parking Lot Overlays - H.W. Cox	-	-	135.0	-	-	135.0
WCJ Base/Softball Complex Bleacher Covers	-	-	150.0	-	-	150.0
WCJ Concessions Renovations	-	-	195.0	-	-	195.0
Halle Park Ampitheatre	-	-	-	40.0	460.0	500.0
HW Cox Tennis Complex - Lighting Renov.	-	-	-	80.0	-	80.0
Harrell Theatre Renovations - Seating	-	-	-	85.0	-	85.0
Halle Park - Playground	-	-	-	120.0	-	120.0
H.W. Cox Baseball Complex Lighting Renov.	-	-	-	335.0	-	335.0
Public Services						
Fleet Maint. Bldg. Concrete Apron Extension	36.0	-	-	-	-	36.0
Equipment - One Ton Utility Bed Truck	47.0	-	-	-	-	47.0
Equipment - Single Axle Dump Truck	115.0	-	-	-	-	115.0
Equipment - Automated Garbage Truck	300.0	-	-	-	-	300.0
Equipment - Road Tractor	-	140.0	-	-	-	140.0
Equipment - Rear Loading Garbage Truck	-	160.0	160.0	-	-	320.0

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CAPITAL INVESTMENT PROGRAM SUMMARY

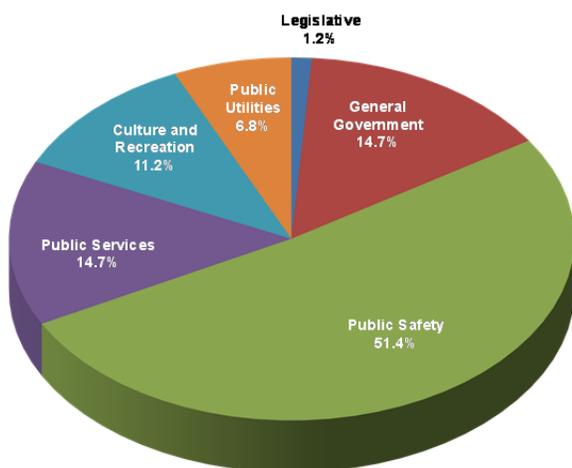
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	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	5 YEAR CIP
PROJECT						
Parking Lot Expansion at PS	-	-	50.0	-	-	50.0
Security Fence and Gates	-	-	60.0	-	-	60.0
Equipment - Backhoe	-	-	-	130.0	-	130.0
Equipment - Brush Truck	-	-	-	145.0	-	145.0
Equipment - Automated Leaf Machine	-	-	-	-	170.0	170.0
Fuel Island	-	-	-	-	200.0	200.0
Public Utilities						
Equipment - Backhoe	120.0	-	-	130.0	-	250.0
Sewer System Improvements	500.0	750.0	750.0	750.0	750.0	3,500.0
Water Distribution System Improvements	1,300.0	1,700.0	300.0	600.0	600.0	4,500.0
Equipment - One Ton Dump Truck	-	37.0	-	-	-	37.0
Screw Pump Rehab @ NWWWTP	-	180.0	-	-	-	180.0
Water Treatment Plant 5 Upgrade	-	500.0	-	-	-	500.0
Solids Handling Expansion - Shelton Rd WWTP	-	-	20.0	-	-	20.0
Equipment - Single Axle Dump Truck	-	-	110.0	-	-	110.0
Equipment - Tandem Axle Dump Truck	-	-	-	-	140.0	140.0
Total CIP	5,593.5	7,064.0	4,109.0	5,398.0	22,328.0	44,492.5
Funding Sources						
General Obligation Bonds	65.0	-	-	-	-	65.0
Sanitation Equipment Replacement Fund	300.0	300.0	160.0	145.0	170.0	1,075.0
Fire Facility Fees	-	-	-	-	738.0	738.0
Police Privilege Taxes	80.0	-	-	-	-	80.0
CDBG Grants	-	85.0	85.0	-	-	170.0
Other Funding Source - CMAQ	500.0	-	-	-	-	500.0
TDOT	750.0	-	619.0	1,558.0	16,380.0	19,307.0
Parks Improvement Funds	160.0	270.0	550.0	660.0	750.0	2,390.0
General Fund Reserves	1,468.5	2,942.0	1,215.0	1,255.0	2,500.0	9,380.5
Assigned in General Fund fund balance - Pepsi	50.0	-	-	-	-	50.0
Stormwater Fees	300.0	300.0	300.0	300.0	300.0	1,500.0
Water & Sewer Fund Reserves	1,920.0	3,167.0	1,180.0	1,480.0	1,490.0	9,237.0
Total Funding Sources	5,593.5	7,064.0	4,109.0	5,398.0	22,328.0	44,492.5

STAFFING SUMMARY

	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14		% Inc/ Dec	FY 15		% Inc/ Dec
									Est.	Var		Bud	Var	
Full-time Positions														
Mayor and Board of Aldermen	7	7	7	7	6	6	6	6	6	0	0.0%	6	0	0.0%
Town Administrator's Office	7	7	6	6	6	6	6	7	6	-1	0.0%	6	0	0.0%
Morton Museum								1	1	2	100.0%	2	0	0.0%
Financial Administration	17	18	18	19	19	18	19	19	19	0	0.0%	19	0	0.0%
Human Resources	4	4	4	4	4	4	4	4	5	1	25.0%	5	0	0.0%
Information Technology	4	5	5	5	5	5	5	5	5	0	0.0%	6	1	20.0%
General Services	8	9	11	13	13	13	13	14	15	1	15.4%	15	0	0.0%
Development														
Administration	1	1	2	2	3	2	2	2	3	1	50.0%	3	0	0.0%
Office of Planning	11	11	11	11	9	9	9	9	9	0	0.0%	9	0	0.0%
Code Enforcement	18	19	19	18	12	12	10	11	13	2	30.0%	14	1	7.7%
Office of Engineer	12	13	14	14	11	12	11	11	11	0	0.0%	11	0	0.0%
Public Safety														
Animal Services	4	6	6	6	6	5	5	4	4	0	-20.0%	4	0	0.0%
Municipal Court	8	9	9	9	9	9	9	9	9	0	0.0%	9	0	0.0%
Police Department	127	133	140	139	138	138	138	138	141	3	2.2%	141	0	0.0%
Fire Department	66	67	70	70	68	68	69	69	69	0	0.0%	69	0	0.0%
Public Services														
Administration	5	5	5	5	5	5	5	7	7	0	40.0%	7	0	0.0%
Fleet Maintenance	9	9	9	9	9	8	8	7	9	2	12.5%	9	0	0.0%
Streets and Drainage	23	25	25	25	24	25	25	29	29	0	16.0%	29	0	0.0%
Sanitation	33	34	36	36	34	32	27	28	30	2	11.1%	30	0	0.0%
Parks and Recreation	43	44	44	46	45	44	44	44	46	2	4.5%	50	4	8.7%
Public Utilities														
Water Treatment Plant	5	5	5	5	5	5	5	5	5	0	0.0%	5	0	0.0%
Water Distribution System	11	12	12	13	13	13	13	12	14	2	7.7%	17	3	21.4%
Wastewater Collection	10	10	10	10	10	10	10	10	8	-2	-20.0%	6	-2	-25.0%
Wastewater Treatment Plant	8	8	8	7	7	7	7	7	7	0	0.0%	7	0	0.0%
Total	441	461	476	479	461	456	451	458	472	14	-0.8%	479	7	1.5%

Note: For these charts employee counts are for full-time staff only. Full time equivalent information is unavailable for years prior to 2009. For current full time equivalents in each department, please see the organizational chart on the second page of this document or the charts for each department.



FY 2015 Budget Staffing by Function

In FY 2013, four positions were added in Streets and Drainage, one each in Administration, Code Enforcement, Fleet Maintenance, General Services, and Sanitation. One full-time position and a part-time position were reassigned. One full-time

position in Animal Services was changed to two part-time positions.

In FY 2014 three school resource officers, an economic development director, a museum collections specialist, a contract specialist, a human resources analyst, a mechanic, a plans examiner, and two maintenance workers were added. Two part-time positions were made full-time and two full-time positions were eliminated. During the year two positions were added in Sanitation to resume the recycling function that had been outsourced, and two positions were reassigned in the Water & Sewer divisions.

For FY 15, six full-time positions were added and a part-time code enforcement officer was changed to full-time. A project manager in IT; a four-man maintenance crew in Parks; an equipment operator in Utilities with two positions reassigned for a full year. There were four part-time positions added as well: a computer support technician in IT, a planner in Planning; an office assistant in Animal Services; and a playground supervisor in Parks.

STAFFING SUMMARY

Positions	FY 13 Actual		FY 14 Estimated			FY 15 Budget		
	Full Time	Part Time	Full Time	Part Time	Inc/ (Dec)	Full Time	Part Time	Inc/ (Dec)
Mayor and Board of Aldermen	6.0	0.0	6.0	0.0	0.0	6.0	0.0	0.0
Town Administrator's Office	7.0		6.0	3.0	2.0	6.0	3.0	0.0
Morton Museum	1.0	1.0	2.0	1.0	1.0	2.0	1.0	0.0
Financial Administration	19.0	1.0	19.0	1.0	0.0	19.0	1.0	0.0
Human Resources	4.0		5.0		1.0	5.0		0.0
Information Technology	5.0		5.0		0.0	6.0	1.0	2.0
General Services	14.0		15.0		1.0	15.0		0.0
Development								
Administration	2.0	2.0	3.0	0.0	(1.0)	3.0	0.0	0.0
Office of Planning	9.0	0.0	9.0	0.0	0.0	9.0	1.0	1.0
Code Enforcement	11.0	1.0	13.0	1.0	2.0	14.0	0.0	0.0
Office of Engineer	11.0		11.0		0.0	11.0		0.0
Public Safety								
Animal Services	4.0	4.0	4.0	5.0	1.0	4.0	6.0	1.0
Municipal Court	9.0	5.0	9.0	5.0	0.0	9.0	5.0	0.0
Police Department	138.0	16.0	141.0	15.0	2.0	141.0	16.0	1.0
Fire Department	69.0	1.0	69.0	1.0	0.0	69.0	1.0	0.0
Public Services								
Administration	7.0	1.0	7.0	1.0	0.0	7.0	1.0	0.0
Fleet Maintenance	7.0	1.0	9.0	0.0	1.0	9.0	0.0	0.0
Streets and Drainage	29.0		29.0		0.0	29.0		0.0
Sanitation	28.0		30.0		2.0	30.0		0.0
Parks and Recreation	44.0	3.0	46.0	4.0	3.0	50.0	5.0	5.0
Public Utilities								
Water Treatment Plant	5.0		5.0		0.0	5.0		0.0
Water Distribution System	12.0	0.0	14.0	0.0	2.0	17.0	0.0	3.0
Wastewater Collection	10.0		8.0		(2.0)	6.0		(2.0)
Wastewater Treatment	7.0		7.0		0.0	7.0		0.0
Total	458.0	36.0	472.0	37.0	15.0	479.0	41.0	11.0

	Actual FY 13		Estimated FY 14		Budget FY 15	
Salaries	82.0	\$ 5,068,301	84.0	\$ 5,341,929	86.0	\$ 5,612,074
Wages	376.0	14,945,960	388.0	15,568,006	393.0	16,116,248
Part-time	36.0	341,406	37.0	359,884	41.0	480,221
Other Compensation		585,348		743,364		799,748
Benefits		10,948,554		11,931,078		12,122,867
Merit & General Adjustment		0		0		455,750
Other Personnel	17.0	30,630	5.0	23,800	5.0	38,520
Total	511.0	\$ 31,920,200	514.0	\$ 33,968,061	525.0	\$ 35,625,428

Note: Full-time employees are those that are scheduled to work 2,080 hours a year. Part-time employees are scheduled to work 1,040 hours a year. Other personnel include seasonal and temporary employees. For current full time equivalent designations in each department, please see the organizational chart on the second page of this document or the charts for each department.

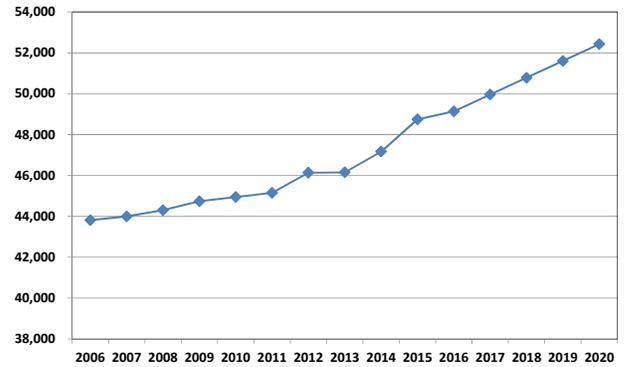
TOWN OF COLLIERVILLE, TENNESSEE

Collierville has always prided itself on being an independent Town. Established originally as a regional trade area around a Town Square, Collierville has grown from that “heart,” the Square, rather than from the sprawl typical of other areas in Shelby County. Even during the rapid growth mode the Town experienced, it continued to be a balanced “whole” community with an identity, a quality of life, and an economy distinct and separate from the larger Memphis Metropolitan Area of which it is a part. However, the need for relationships and partnerships with groups of similar interest and goals, not only in the larger Memphis Metro but in the State of Tennessee and the entire United States as well, continues to increase.



Collierville's Historic Town Square

•Population. Population growth for Collierville continues to outpace Memphis and Shelby County. The state legislature allows municipalities to conduct three special censuses in a decade. The Town conducted its third special census in May 2008, which put the population at 44,304, a 35% increase above the 2000 Federal Census. The 2010 Federal Census counted a population of 43,965. The Town annexed portions of the southeast and southwest reserve areas in 2012. This brings the official population to 45,550; however, the estimated population is currently 47,171. The chart in the next column shows the expected population growth trend.



Population Growth Trend

•Government. The Town of Collierville was first settled in 1835, incorporated in 1870, and is located in Shelby County, southeast of Memphis, Tennessee in the southwestern part of the state. Collierville as a corporation has assets totaling \$287 million (2013 audit). Our Town area consists of approximately 23,064 acres or 36.04 square miles. Within our Reserve Area, we have another 9,597 acres to grow into. Ultimately, Collierville will cover 32,661 acres (approximately 51 square miles). Our Town limits are currently 33% residential, 16% vacant/undeveloped land, 11% utility/right of way, 17% agricultural, 4% commercial and office, 4% institutional, 3% industrial, and 12% open spaces, greenbelts, and parks.

The Town is empowered to levy a property tax on both real and personal properties located within its boundaries. It also is empowered by state statute to extend its corporate limits by annexation, which occurs periodically when deemed appropriate by the Board of Mayor and Aldermen.

The Town of Collierville operates under a Private Acts Charter. The present charter was adopted in 2001 and amended in 2014. Collierville is a mayor-aldermanic/town administrator form of government. Policy-making and legislative authority are vested in a board consisting of the mayor and five aldermen. The board is responsible, among other things, for passing ordinances, adopting the budget, adopting the tax rate and setting fees, appointing boards and commissions, and appointing the town administrator and department heads.

The town administrator is responsible for carrying out the policies and ordinances of the board and for overseeing the day-to-day operations of the Town. The board is elected on a non-partisan basis by popular vote. Changes to the current charter created staggered terms and changed the time of election from May to November. To make the transition, the mayor and two aldermen elected in 2003 served 5 years and the other 3 aldermen served 3 years. All positions currently serve 4 year terms.

TOWN OF COLLIERVILLE, TENNESSEE

•**Major Initiatives.** To keep pace with the transportation needs of the growing population of residents and businesses the Town has projects in various stages of completion which, along with several other intersection and roadway improvements within the Town's interior, will help to improve traffic flow and livability of the entire community:

- The design of Byhalia Road is underway; this north-south connector project is a joint venture with developers, Town of Collierville and the Tennessee Department of Transportation. This will be a multi-year project. The project consists of widening Byhalia Road from two lanes to a four lane divided section from Shelby Drive to S.R. 385 and from a two lane to a five lane cross section from Winding Ridge Road to Shelby Drive. Also, Shelby Drive will be connected from the east side of Woodgrove Subdivision to Byhalia Road.
- The State of Tennessee is in the process of widening a portion of U.S. Highway 72 from Center Street to Poplar Avenue with new medians, drainage improvements and a new bridge over the railroad included in the project in Collierville. This major highway is a connector to proposed I-69 to the South and a southern gateway into the Town.
- The County and the State of Tennessee continue to plan, design, and construct transportation improvements in the southeast quadrant of Shelby County. These projects include a controlled access interstate design roadway along the Town's southeastern and eastern borders and the remaining segments to the north of Collierville.
- The Town approved a contract with Norfolk Southern Railroad for the installation of a larger drainage pipe under the railroad at Walnut Street and North Rowlett to help reduce potential flooding on the north side of the railroad tracks. A pipe will be installed along the west side of the Post Office to help convey water to an open ditch that runs along the south side of the Post Office.
- On Tuesday, June 26, 2012, the Tennessee Department of Transportation (TDOT) announced it was awarding the Town of Collierville a \$756,846 Enhancement Grant for Phase 1 improvements to Center Street. The project, named "Collierville Center Connect," will upgrade Center Street in six phases over several years and requires a 20% local match. Phase 1 will cover Center Street from the intersection of South Rowlett to the intersection of South Street. The main emphasis of this phase is the separation of pedestrians from parking and vehicle movements and better design and shared marking for bike facilities. This grant along with future phases will improve transportation options, will provide an

attractive gateway to the Town Square from TN Highway 385 and US Highway 72, and enhance tourism and economic development opportunities for the area.

- At the end of 2013, the Town was awarded a TDOT Transportation Alternatives Grant providing \$880,000 in matching funds for Collierville Center Connect Phase 2 to streetscape certain portions of Center Street between Starlight Drive and Keough Road, including the addition of bike lanes, curb & gutter, sidewalks, crosswalks pedestrian scale lighting, seating areas, and minor landscaping.

The Town has entered into a contract with the University of Memphis to construct a 27,000 square foot building for an educational facility to be located on Town property. Bonds were issued in 2013, and completion of the building is scheduled for December 2014. The University signed a 20-year lease agreement with the Town for the building and adjacent parking lot. Lease payments will equal debt service on the bonds issued for the building. The building will be located on the site of the former historic high school which the Town received in a land swap with Shelby County in 2012 when the new middle school was constructed. It is in the historic district near the Town's Historic Town Square and Town Courthouse. An architect rendering of the building shows the attention to historic detail.



University of Memphis Collierville Campus

The Town's greenbelt system is designed for the construction of over 60 miles of trails and sidewalks connecting parks, schools, and commercial districts. The Town currently manages approximately 14.45 miles of trails within the corporate limits. Designed to enhance the natural beauty of the town, the trails are placed along laterals of the famous Wolf River, preserving natural vegetation and providing protected wildlife habitats. The majority of the funds for greenbelt enhancement have been and will be provided by Transportation Enhancement Program Grants through the Tennessee Department of Transportation.



Wolf River Greenbelt Boardwalk – W. C. Johnson Park

•**Economy.** The Town’s economy has transcended from a predominantly agricultural base into a diverse economic structure including manufacturing, distribution, service, trade, construction, technology and retail. While Collierville did not escape the global economic decline, this diversity allowed the Town to weather the crisis better than many communities. Commercial and residential development declined as demonstrated by building permit data but has begun to increase in the past year. Property values within the Town have remained relatively stable. Collierville experienced residential foreclosures but to a lesser degree than many other communities, and the number of those has declined in recent months.

Local and state sales tax receipts show that same-store sales and consumer spending decreased during 2009 and early 2010, but began to increase again in 2011 and are expected to increase again in the coming year. Although several of the Town’s largest employers have made job reductions, they are operating soundly and continue to maintain infrastructure and make capital improvements. As the national economy has begun to recover, the Town’s economy also has resumed a more normal growth pattern.

•**Services.** The Town of Collierville provides a full range of services, including police, fire and paramedic

services; the construction and maintenance of highways, streets, and other infrastructure; planning and zoning services; sanitation and recreational activities and cultural events. During the economic downturn the challenge was to continue to provide the level of services to which Town citizens were accustomed. Some departments were downsized, but the remaining staff were dedicated to working more efficiently. Departments are now beginning to add back the staff that were lost. The recycling function that was provided by the Sanitation Department was outsourced to a private vendor. During the coming fiscal year, recycling again will be provided by the Sanitation Department.

The Town also operates its own water and sewer utility system. The Town’s water is supplied by twelve deep wells that pump from 280 foot to 600 foot deep aquifers directly to one of five water treatment plants for processing. Well capacity totals 23.5 million gallons per day (MGD). The Town currently operates two sewage treatment facilities, which have a combined average treatment capacity of 9.5 MGD. The Memphis Light, Gas and Water Division of the City of Memphis provides electrical and natural gas distribution to the Collierville service area.

•**Schools.** On Monday, April 15, 2013, both the Tennessee House and Senate approved a bill allowing municipalities to create new municipal school districts, and on April 24, 2013, Governor Bill Haslam signed the bill into law thus clearing the way for Collierville to proceed with the process of creating a new municipal school district. Formerly, Shelby County funded and operated the schools in the Town.

Five Collierville School Board members were elected in November 2013, and as of July 1, 2014, Collierville Schools will officially assume the education of students in the Town. A portion of the bonds issued in 2013 were used to renovate the historic high school building which had been acquired in a land swap with Shelby County Schools to provide a central office (pictured below) for the Collierville Schools administrative staff.



TOWN OF COLLIERVILLE, TENNESSEE

There are eight schools located in the Town - five elementary schools, two middle schools, and one high school. These former Shelby County schools were deeded to Collierville Schools in a settlement with Shelby County June 2, 2014. Some high school students will

continue to attend a school located in the adjacent city of Germantown which they attended when Shelby County operated the school system.

Pictured Below - Collierville's Historic Town Square



Spray Park at W. C. Johnson Park



Additional Data

STATISTICAL INFORMATION

	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14 Est.	% Inc/Dec	FY 15 Budget	% Inc/Dec
Population	43,812	44,000	44,304	44,740	44,944	45,152	46,134	46,151	47,171	2.2%	48,744	3.3%
Single Family Building Permits	451	212	137	50	55	63	158	159	131	-17.1%	145	10.7%
Miles of Streets	515	520	540	545	619	619	682	682	680	-0.3%	680	0.0%
Acres of Parkland	487.0	487.0	487.0	496.0	625.0	746.0	746.0	746.0	750.0	0.5%	750.0	0.0%
Water Customers	14,676	15,062	15,331	15,469	15,637	15,785	16,075	16,320	16,654	3.6%	16,816	1.0%
Sewer Customers	13,837	14,109	14,410	14,469	14,540	14,603	14,727	14,857	15,115	2.6%	15,149	0.2%
Sanitation Customers	13,063	13,519	13,674	13,770	13,908	14,018	14,072	14,738	14,951	6.2%	15,088	0.9%

**Demographic and Economic Statistics,
Last Ten Fiscal Years**

Fiscal Year	Population	Personal Income <i>(thousands of dollars)</i>	Per Capita Personal Income	School Enrollment	Unemployment Rate^b
2004	37,044	\$ 1,120,655	\$ 30,252 ^a	7,590	5.9%
2005	41,923	1,268,255	30,252	7,600	6.2
2006	41,923	1,268,255	30,252	7,887	6.2
2007	41,923	1,268,255	30,252	8,322	4.1
2008	44,304 ^c	1,445,418	32,625 ^d	8,604	6.5
2009	44,304 ^c	1,445,418	32,625	8,535	7.7
2010	44,304 ^c	1,445,418	32,625	8,562	7.0
2011	43,965 ^e	1,703,424	38,745 ^e	8,516	7.4
2012	43,965 ^e	1,703,424	38,745 ^e	8,639	6.5
2013	43,965 ^e	1,749,279	39,788 ^e	9,062	6.6

^aInformation is available through the 2000 Federal Census. Mid-decade information is unavailable for the Town.

^bInformation about unemployment is provided by the Tennessee Department of Labor and Workforce Development.

^cPopulation according to the special census conducted by the Town of Collierville in 2008.

^dPer capita income is provided by the Collierville Chamber of Commerce.

^ePopulation and per capita income according to the U. S. Census Economic Data.

**Principal Employers,
Current year and Nine Years Ago**

Employer	2013			2004		
	Employees	Rank	Percentage of Total County Employment¹	Employees	Rank	Percentage of Total County Employment¹
FedEx Corporation	4,000	1	1.01%	2,504	2	0.58%
Carrier Corporation	1,540	2	0.39	2,564	1	0.59
Shelby County Schools	556	3	0.14	-	-	-
Town of Collierville	489	4	0.12	395	3	0.09
Kroger	447	5	0.11	-	-	-
Baptist Memorial Hospital	400	6	0.10	260	5	0.06
Wal-Mart	330	7	0.08	-	-	-
Central Church	240	8	0.06	-	-	-
NSA	220	9	0.06	-	-	-
Helena Chemical Company	212	10	0.05	217	8	0.05
Pepsi Beverages Company	-	-	-	300	4	0.07
AIMS Logistics	-	-	-	228	6	0.05
Bodine	-	-	-	220	7	0.05
Central Woodwork	-	-	-	165	9	0.04
ConStar Plastics	-	-	-	160	10	0.04
Total	8,434		2.12%	7,013		1.62%

Sources: Collierville Chamber of Commerce, U. S. Census Bureau.

¹Percentage of total Shelby County employment. (TN Dept of Labor & Workforce)

Miscellaneous Data

Year	General Fund		Tax Rate	Estimated Population	Full Time Employees*	Emp. Per 1,000 Pop.
	Oper. Revenue	Expenditures				
1980	\$ 1,234,880	\$ 1,226,001	\$ 1.70	7,839	87	11.10
1985	2,634,617	2,634,617	2.08	9,480	113	11.92
1990	6,597,129	5,560,968	2.27	16,300	173	10.61
1991	6,480,179	6,114,639	2.27	14,427	176	12.20
1992	7,399,369	7,258,134	1.59	18,450	177	9.59
1993	7,357,732	7,056,818	1.59	18,150	189	10.41
1994	9,461,726	9,370,373	1.59	18,350	197	10.74
1995	9,915,510	10,575,651	1.59	18,350	226	12.32
1996	12,172,420	12,689,203	1.59	24,210	228	9.42
1997	13,578,805	12,658,018	1.59	24,210	229	9.46
1998	16,404,840	13,982,972	1.89	29,295	278	9.49
1999	18,719,681	15,592,072	1.47	31,253	297	9.50
2000	20,421,748	17,234,465	1.47	32,824	339	10.33
2001	21,429,457	19,982,011	1.47	35,448	367	10.35
2002	24,515,723	22,036,244	1.45	37,044	400	10.80
2003	25,303,574	23,991,956	1.45	38,500	416	10.81
2004	27,424,012	26,479,602	1.45	40,000	418	10.45
2005	30,341,813	26,228,575	1.45	41,923	415	9.90
2006	33,945,343	28,899,877	1.28	43,812	434	9.91
2007	36,920,275	32,153,983	1.28	44,000	454	10.32
2008	37,623,786	34,126,389	1.28	44,304	469	10.59
2009	36,454,673	36,165,469	1.28	44,740	472	10.55
2010	35,741,646	35,500,224	1.18	44,944	454	10.10
2011	37,051,615	35,217,467	1.18	45,152	449	9.94
2012	42,651,566	38,489,162	1.43	46,134	442	9.58
2013	46,116,172	39,508,405	1.43	46,151	451	9.77
2014**	49,622,607	42,438,281	1.53	47,171	465	9.86
2015***	50,039,159	43,670,417	1.53	48,744	472	9.68

*Employees who work 2,080 hours per year, excluding elected officials.

**Estimated

***Projected

Note: For this chart employee counts are for full-time staff only minus elected officials. For current full time equivalents in each department, please see the organizational chart on the second page of this document or the charts for each department.

2010 Census Quick Facts

	Tennessee	Shelby County	Germantown	Bartlett	Collierville	Brentwood	Franklin
People QuickFacts							
<u>Population, 2010</u>							
Population, percent change, 2000 to 2010	6,346,105	927,644	38,844	54,613	43,965	37,060	62,487
Population, 2000	11.50%	3.40%	4.00%	34.70%	37.90%	58.10%	49.30%
Persons under 5 years, percent, 2010	5,689,283	897,472	37,348	40,543	31,872	23,445	41,842
Persons under 18 years, percent, 2010	6.40%	7.20%	4.90%	5.30%	5.70%	5.30%	7.40%
Persons 65 years and over, percent, 2010	23.60%	26.40%	24.10%	25.30%	28.90%	31.00%	27.40%
Female persons, percent, 2010	13.40%	10.30%	16.10%	12.50%	9.00%	11.00%	10.10%
<u>Demographics</u>							
White persons, percent, 2010	51.30%	52.30%	51.60%	51.70%	51.20%	50.90%	52.20%
Black persons, percent, 2010	77.60%	40.60%	89.50%	78.70%	79.70%	90.00%	84.40%
American Indian and Alaska Native persons, percent, 2010	16.70%	52.10%	3.60%	16.10%	10.90%	3.00%	6.70%
Asian persons, percent, 2010	0.30%	0.20%	0.20%	0.30%	0.20%	0.20%	0.20%
Native Hawaiian and Other Pacific Islander, percent, 2010	1.40%	2.30%	5.20%	2.50%	7.10%	5.00%	3.80%
Persons reporting two or more races, percent, 2010	0.10%	0.00%					
Persons of Hispanic or Latino origin, percent, 2010	1.70%	1.40%	1.10%	1.60%	1.30%	1.60%	1.70%
White persons not Hispanic, percent, 2010	4.60%	5.60%	1.90%	2.70%	2.60%	2.10%	7.60%
Living in same house 1 year & over, 2005-2009	75.60%	38.70%	88.10%	77.20%	78.10%	88.30%	80.20%
Foreign born persons, percent, 2005-2009	83.30%	80.80%	89.00%	91.20%	87.00%	92.20%	78.40%
Language other than English spoken at home, pct age 5+, 2005-2009	4.10%	5.50%	7.60%	3.90%	6.70%	6.80%	8.10%
High school graduates, percent of persons age 25+, 2005-2009	5.90%	8.00%	9.20%	5.90%	8.50%	7.10%	10.80%
Bachelor's degree or higher, pct of persons age 25+, 2005-2009	81.80%	84.70%	98.30%	94.10%	95.10%	98.30%	92.70%
Mean travel time to work (minutes), workers age 16+, 2005-2009	22.40%	27.50%	62.20%	34.00%	49.50%	68.80%	50.70%
<u>Housing units, 2010</u>							
Homeownership rate, 2005-2009	2,812,133	398,274	15,536	20,143	15,781	12,577	25,586
Housing units in multi-unit structures, percent, 2005-2009	69.70%	61.70%	89.60%	90.20%	84.00%	95.50%	69.60%
Median value of owner-occupied housing units, 2005-2009	18.20%	28.30%	9.90%	4.90%	12.80%	2.90%	26.40%
Households, 2005-2009	\$128,500	\$129,800	\$281,200	\$169,700	\$273,100	\$461,100	\$296,200
Persons per household, 2005-2009	2,412,567	344,095	14,800	16,589	13,016	11,485	21,160
Per capita money income in past 12 months (2009 dollars) 2005-2009	2.49	2.61	2.74	2.84	2.99	3.03	2.7
Median household income, 2009	\$23,557	\$25,050	\$54,104	\$29,767	\$40,618	\$55,801	\$35,914
People of all ages in poverty - percent, 2005-2009	\$41,715	\$41,880	\$116,718	\$74,703	\$104,708	\$128,339	\$76,465
Business QuickFacts							
Total number of firms, 2007			2.10%	3.60%	3.90%	1.80%	6.70%
Black-owned firms, percent, 2007	545,348	76,350	4,629	4,758	4,641	6,547	9,703
American Indian and Alaska Native owned firms, percent, 2007	8.40%	30.90%		11.20%	4.40%	2.70%	1.80%
Asian-owned firms, percent, 2007	0.50%	0.30%					
Native Hawaiian and Other Pacific Islander owned firms, percent, 2007	2.00%	3.40%		3.60%	4.20%	2.40%	1.10%
Hispanic-owned firms, percent, 2007	0.10%	0.10%					
Women-owned firms, percent, 2007	1.60%	1.70%	0.70% S		1.30% S		S
Manufacturers shipments, 2007 (\$1000)	25.90%	30.80%	25.90%	25.70%	27.50%	20.90%	24.10%
Merchant wholesaler sales, 2007 (\$1000)	140,447,760	17,969,681	NA	299,344	1,582,368	NA	848,922
Retail sales, 2007 (\$1000)	80,116,528	29,636,012	265,458	472,590	510,888	505,718	2,156,749
Retail sales per capita, 2007	77,547,291	11,932,863	364,971	986,652	800,210	931,046	2,023,970
Accommodation and food services sales, 2007 (\$1000)	\$12,563	\$12,971	\$8,958	\$20,605	\$20,327	\$26,492	\$34,893
Geography QuickFacts							
Land area in square miles, 2010	10,626,759	1,787,964	70,683	75,821	66,119	107,884	229,377
Persons per square mile, 2010	41,234.90	763.17	19.97	26.65	29.29	41.18	41.23
	153.9	1,215.50	1,945.00	2,049.20	1,501.00	899.9	1,515.50

2010 Census - Collierville Economic Data

Employment Status	Number	Percent
Population 16 years and over	31,908	
In labor force	22,457	70.40%
Civilian labor force	22,435	70.30%
Employed	20,854	65.40%
Unemployed	1,581	5.00%
Armed Forces	22	0.10%
Not in labor force	9,451	29.60%
Percent Unemployed		7.00%
Females 16 years and over	17,096	
In labor force	10,367	60.60%
Civilian labor force	10,367	60.60%
Employed	9,579	56.00%
Commuting to Work		
Workers 16 years and over	20,416	
Car, truck, or van -- drove alone	17,490	85.70%
Car, truck, or van -- carpooled	1,544	7.60%
Public transportation (excluding taxicab)	-	0.00%
Walked	146	0.70%
Other means	59	0.30%
Worked at home	1,177	5.80%
Mean travel time to work (minutes)	23	
Occupation		
Civilian employed population 16 years and over	20,854	
Management, business, science, and arts occupations	9,414	45.10%
Service occupations	2,691	12.90%
Sales and office occupations	6,409	30.70%
Natural resources, construction, and maintenance occupations	870	4.20%
Production, transportation, and material moving occupations	1,470	7.00%
Industry		
Civilian employed population 16 years and over	20,854	
Agriculture, forestry, fishing and hunting, and mining	93	0.40%
Construction	773	3.70%
Manufacturing	2,408	11.50%
Wholesale trade	1,000	4.80%
Retail trade	2,253	10.80%
Transportation and warehousing, and utilities	3,294	15.80%
Information	312	1.50%
Finance and insurance, and real estate and rental and leasing	1,873	9.00%
Professional, scientific, and management, and administrative and waste management services	1,975	9.50%
Educational services, and health care and social assistance	3,504	16.80%
Arts, entertainment, and recreation, and accommodation and food services	1,245	6.00%
Other services, except public administration	1,101	5.30%
Public administration	1,023	4.90%
Class of Worker		
Civilian employed population 16 years and over	20,854	
Private wage and salary workers	16,773	80.40%
Government workers	2,478	11.90%
Self-employed in own not incorporated business workers	1,586	7.60%
Unpaid family workers	17	0.10%
Income and Benefits (in 2010 Inflation-Adjusted Dollars)		
Total households	14,435	
Less than \$10,000	185	1.30%
\$10,000 to \$14,999	301	2.10%
\$15,000 to \$24,999	873	6.00%
\$25,000 to \$34,999	689	4.80%
\$35,000 to \$49,999	1,249	8.70%
\$50,000 to \$74,999	2,153	14.90%
\$75,000 to \$99,999	1,885	13.10%
\$100,000 to \$149,999	3,424	23.70%
\$150,000 to \$199,999	2,040	14.10%
\$200,000 or more	1,636	11.30%
Median household income (dollars)	97,302	
Mean household income (dollars)	114,197	

Statistical Data Comparison - Comparable Tennessee Cities

<u>City</u>	FY 2014				FY 2013			
	<u>Pop.</u>	<u>Tax Rate</u>	<u>Operating Budget</u>	<u># of Emp.</u>	<u>Pop.</u>	<u>Tax Rate</u>	<u>Operating Budget</u>	<u># of Emp.</u>
Bartlett	56,900	1.62	61,758	483	54,613	1.49	57,741,594	468
Brentwood ¹	39,012	0.44	62,801,675	250	38,200	0.44	60,429,560	250
Cleveland	42,386	1.77	236,669,175	1,309	42,386	1.49	219,933,426	1,386
Collierville	47,171	1.53	70,880,504	472	46,151	1.43	64,936,123	458
Cookeville	31,154	0.90	130,816,261	412	31,154	0.90	129,566,281	404
Franklin ²	66,335	0.38	84,774,146	699	70,076	0.38	81,941,064	707
Germantown	40,123	1.93	71,310,377	381	40,123	1.49	61,259,208	369
Hendersonville	53,080	0.65	41,388,203	317	51,325	0.65	41,326,613	309
Maryville ³	28,233	2.17	112,521,533	304	28,265	2.17	110,950,354	304

<u>City</u>	FY 2012				FY 2011			
	<u>Pop.</u>	<u>Tax Rate</u>	<u>Operating Budget</u>	<u># of Emp.</u>	<u>Pop.</u>	<u>Tax Rate</u>	<u>Operating Budget</u>	<u># of Emp.</u>
Bartlett	54,613	1.49	55,195,052	462	54,613	1.49	55,350,355	468
Brentwood ¹	38,200	0.44	58,570,450	245	35,262	0.49	53,337,385	244
Cleveland	41,723	1.49	201,218,089	1,182	41,285	1.49	200,482,103	1,198
Collierville	46,134	1.43	61,778,493	449	45,152	1.18	57,822,680	456
Cookeville	30,435	0.85	144,062,711	396	26,656	0.87	124,518,631	392
Franklin ²	64,000	0.38	55,078,612	699	62,487	0.43	78,749,441	685
Germantown	38,844	1.49	73,718,231	364	41,011	1.43	94,048,615	368
Hendersonville	51,372	0.65	37,520,344	309	51,372	0.65	34,735,674	312
Maryville ³	27,607	2.17	114,247,842	304	27,674	2.17	112,964,452	308

¹Broad tax base - 7th largest in the state. Sales tax revenues = 35% of budget.

²Local option sales tax = 44% of revenue or twice the amount of property taxes. Operating budget excludes Capital Projects and Water & Sewer.

³ All original budget and employee numbers shown above are exclusive of the Maryville City School District. Included, however, are original budgets and employee counts for the Water & Wastewater, Storm water and Electric Utilities, which are departments of the City and report to the City Manager. Significant increases and decreases to the City's budgets from year to year are typically attributed to capital projects in the Electric and Water & Wastewater departments.

Tennessee Cities Water, Sewer, Sanitation Rates

<u>City</u>	<u>Population</u>	<u>Water Minimum</u>			<u>Sewer Minimum</u>			<u>Garbage</u>	
		<u>Gallons</u>	<u>Meter</u>	<u>Rate</u>	<u>Gallons</u>	<u>Rate</u>	<u>P/U / Wk.</u>	<u>Cost/month</u>	
Bartlett	56,900	2,000	3/4"	5.80 Min	2,000	6.19 Min	1	24.00	
Brentwood	39,012	2,000	5/8"	11.62 Min	2,000	14.53 Min	n/a	n/a	
Cleveland	42,386	1,400	5/8"	11.27 Min	1,400	13.90 Min	1	6.95	
Collierville	47,171	1,000	3/4"	7.55 Min	1,000	17.30 Min	1	19.00	
Cookeville	31,154	2,000	5/8"	4.10 Min	1,000	5.50 Min	1	0.00	
Franklin	66,335	1,000	1/2"	10.42 Min	1,000	14.55 Min	1	16.50	
Germantown	40,123	5,000	3/4"	6.75 Min	2,000	3.90 Min	1	24.50	
Hendersonville	53,080	n/a			n/a		2	21.58	
Maryville	28,233	1,500	5/8"	9.05 Min	1,000	11.98 Min	1	0.00	

**Operating Indicators by Function/Program,
Last Ten Fiscal Years**

<i>Function/Program</i>	Fiscal Year									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Development										
Permits issued	4,636	3,830	5,047	3,648	3,242	2,434	2,438	2,610	3,130	4,050
Inspections conducted	21,319	24,063	20,161	15,932	14,917	13,523	6,470	7,280	9,163	12,652
Police ^a										
Physical arrests	2,100	1,633	1,777	1,573	1,781	2,764	2,704	2,392	2,591	N/A
Traffic citations	9,158	8,499	11,444	9,805	9,166	10,901	9,075	9,978	12,001	N/A
DUI arrests	240	140	120	135	103	169	150	138	152	N/A
Fire										
Emergency responses	2,124	2,175	2,485	2,551	2,624	2,446	2,633	2,785	2,799	3,011
Fires extinguished	113	110	138	159	116	105	96	105	94	102
Inspections	2,201	2,518	1,803	2,948	2,300	1,609	1,740	2,659	2,637	2,615
Sanitation										
Refuse collected (tons) ^b	14,094	14,575	14,893	15,000	15,091	14,838	14,295	14,124	13,993	14,344
Recyclables collected (tons)	1,784	1,813	1,819	1,810	1,776	1,867	1,809	1,900	1,927	1,835
Other public works										
Street resurfacing (miles)	24	23	17	19	11	13	20	12	33	27
Sidewalk replacement (linear feet)	100	100	250	420	150	100	132	240	401	223
Pavement repairs ^d	530	350	500	500	1,044	1,057	1,909	1,138	2,889	2,599
Parks and Recreation										
Adult/youth sports participants	5,306	5,420	5,737	5,844	6,019	6,250	6,452	5,790	5,546	5,879
Community center admissions ^c	46,767	135,924	143,424	143,901	145,340	135,166	136,500	139,450	140,211	140,536
Harrell Theatre attendance	36,225	38,036	39,938	41,023	41,733	39,646	36,500	32,836	30,112	22,857
Library										
Volumes in collection	74,720	80,809	85,209	88,733	93,796	101,694	106,049	113,785	117,057	122,209
Total volumes circulated	267,225	246,339	266,049	324,185	351,133	349,731	344,280	345,914	350,044	362,498
Water										
New connections	508	724	520	386	312	169	139	182	154	212
Water main breaks	26	15	8	9	33	6	21	32	15	39
Average daily consumption (thousands of gallons)	5,522	6,182	6,883	7,342	6,996	6,222	5,950	6,821	6,803	6,006
Peak day consumption (thousands of gallons)	9,762	12,739	14,999	16,142	16,791	13,484	12,710	11,898	15,472	14,543
Wastewater										
Average daily sewage treatment (thousands of gallons)	4,347	4,753	4,910	4,471	4,241	4,290	4,318	3,868	3,937	4,144

Sources: Various town departments.

Notes:

^aThe Police Department measures are by calendar year.

^bHousehold garbage only. Junk and yard waste is not included.

^cCommunity Center admissions decreased during expansion construction in FY 2003.

^dPavement repairs consists of 802 potholes and 242 major pavement repairs in FY 2008.

Capital Asset Statistics by Function/Program,

<i>Function/Program</i>	Fiscal Year									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Police										
Stations	1	1	1	1	1	1	1	1	1	1
Satellite offices	1	1	0	1	0	0	0	0	0	0
Patrol units	59	59	66	72	76	80	75	75	75	79
Fire stations	5	5	5	5	5	5	5	5	5	5
Sanitation										
Refuse collection trucks	21	21	22	22	22	22	22	24	24	26
Recycle Trucks ^a	4	4	4	5	5	5	5	0	0	0
Other public works										
Streets (miles)	208	228	248	260	264	261	268	278	311	336
Streetlights	5,290	5,489	5,775	5,920	6,200	6,291	6,515	6,576	6,599	6,599
Traffic Signals (intersections)	28	32	32	33	34	34	35	38	39	39
Parks and Recreation										
Parks	12	15	15	15	15	15	18	18	18	18
Acreage	385	487	487	487	487	496	625	750	750	750
Playgrounds	12	12	12	12	12	13	13	13	13	13
Baseball/softball diamonds	15	15	15	15	15	15	15	15	15	15
Soccer/football fields	11	11	11	12	12	11	11	11	11	11
Community centers	1	1	1	1	1	1	1	1	1	1
Water										
Water mains (miles)	220	225	228	230	232	232	240	240	240	240
Fire hydrants	NA	NA	2,832	2,860	3,010	3,010	3,010	3,103	3,103	3,103
Water treatment plants	5	5	5	5	5	5	5	5	5	5
Storage capacity (thousands of gallons) ^b	3,500	3,500	3,500	3,500	3,500	3,500	3,500	4,250	4,250	4,250
Wastewater										
Sewer mains (miles)	204	213	216	218	220	220	228	228	228	228
Wastewater treatment plants	2	2	2	2	2	2	2	2	2	2
Treatment capacity (thousands of gallons)	6,500	6,500	6,500	6,500	9,500	9,500	9,500	9,500	9,500	9,500

Sources: Various town departments.

Notes:

^aRecycled operations were contracted out during 2011.

^bIn 2011 water storage capacity increased due to expansion of Waste Water Treatment Plant 2.

**Tax Revenue by Source, Governmental Funds,
Last Ten Fiscal Years**
(modified accrual basis of accounting)

Fiscal Year	Property	In Lieu of	Local Option Sales	Beer & Liquor	Business & Privilege	Motor Vehicle	Park Land Dedication	Historic Preservation	Substance	Total
2004	\$ 12,843,599	\$ 290,166	\$ 5,255,480	\$ 519,392	\$ 1,289,911	\$ 637,132	\$ 478,732	\$ 158,151	\$ -	\$ 21,472,563
2005	13,574,550	277,507	5,626,968	548,729	1,271,703	669,379	67,549	316,958	-	22,353,343
2006	14,517,719	286,864	7,474,750	594,020	1,376,257	700,121	340,200	74,336	6,079	25,370,346
2007	16,122,511	383,550	8,190,271	645,788	1,302,011	722,460	199,660	108,062	13,021	27,687,334
2008	16,652,124	392,133	8,386,611	658,674	1,394,007	742,574	63,330	53,349	2,794	28,345,596
2009	17,138,004	379,133	8,210,238	694,603	1,442,859	733,046	20,160	34,540	11,925	28,664,508
2010	17,387,901	413,562	8,085,485	717,806	1,330,509	765,022	5,040	66,300	3,454	28,775,079
2011	17,552,246	207,470	8,650,793	743,716	1,431,981	967,211	-	7,724	-	29,561,141
2012	21,343,304	273,984	9,146,314	775,664	1,559,193	1,030,078	-	13,360	-	34,141,897
2013	21,613,088	462,466	12,351,378	861,913	1,691,183	1,104,074	384,470	40,443	-	38,509,015
Change 2004-2013	68.3%	59.4%	135.0%	65.9%	31.1%	73.3%	-19.7%	-74.4%	0.0%	79.3%

**Assessed Value and Estimated Actual Value of Taxable Property,
Last Ten Fiscal Years**
(in thousands of dollars)

Fiscal Year	Farm Property	Residential Property	Commercial Property	Industrial Property	Multiple Property	Personal Property	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Actual Taxable Value
2004	\$ 8,093	\$ 635,116	\$ 152,631	\$ 16,274	\$ 6,328	\$ 45,230	\$ 863,672	\$ 1.45	\$ 3,197,079	27.014%
2005	7,100	678,747	151,839	15,712	6,690	44,824	904,912	1.45	3,365,547	26.888
2006	12,867	801,778	225,886	26,784	7,148	50,083	1,124,546	1.28	4,109,255	27.366
2007	12,278	854,761	264,897	30,963	6,649	59,831	1,229,379	1.28	4,457,830	27.578
2008	9,986	900,127	268,386	33,094	6,546	52,837	1,270,976	1.28	4,619,977	27.510
2009	10,235	930,251	281,384	34,324	7,321	56,907	1,320,422	1.28	4,792,998	27.549
2010	11,523	1,030,379	320,676	44,203	6,172	62,744	1,475,697	1.18	5,342,040	27.624
2011	9,920	1,026,505	319,265	45,897	5,240	57,814	1,464,641	1.18	5,298,096	27.645
2012	9,094	1,024,955	314,227	46,149	5,407	55,882	1,455,714	1.43	5,273,787	27.603
2013	12,553	1,075,944	305,564	45,164	4,968	56,406	1,500,599	1.43	5,467,621	27.445

Source: Shelby County Assessor's Office

Notes: Property in Shelby County is reassessed every three years. The county assesses property at 25 percent of actual value for residential and farm property, 40 percent for commercial and industrial property, 0 to 40 percent for multiple property and 30 percent for personal property. Tax rates are per \$100 of assessed value.

**Property Tax Levies and Collections,
Last Ten Fiscal Years**

Fiscal Year Ended June 30,	Taxes Levied for the Fiscal Year ^a	Adjustments to Initial Levy ^b	Final Adjusted Levy	Collected within the Fiscal Year of the Levy		Collections in Subsequent Years ^c	Total Collections to Date	
				Amount ^c	Percentage of Levy		Amount	Percentage of Levy
2004	\$ 12,523,244	\$ 16,485	\$ 12,539,729	\$ 12,077,997	96.32%	\$ 437,038	\$ 12,515,035	99.80%
2005	13,121,230	220,332	13,341,562	12,946,680	97.04	367,599	13,314,279	99.80
2006	14,394,186	(95,386)	14,298,800	13,888,702	97.13	381,269	14,269,971	99.80
2007	15,736,050	(39,638)	15,705,412	15,304,741	97.45	373,860	15,678,601	99.83
2008	16,268,491	46,209	16,314,700	15,837,483	97.07	453,431	16,290,914	99.85
2009	16,901,393	(156,844)	16,744,549	16,284,182	97.25	430,186	16,714,368	99.82
2010	17,413,217	(455,751)	16,957,466	16,460,339	97.07	431,142	16,891,481	99.61
2011	17,282,758	(239,730)	17,043,028	16,579,268	97.28	375,286	16,954,554	99.48
2012	20,816,706	(250,533)	20,566,173	20,081,479	97.64	287,137	20,368,616	99.04
2013	21,458,562	(167,512)	21,291,050	20,820,857	97.79	-	20,820,857	97.79

Source: Shelby County Assessor's Office

^aInitial certified levy before Board of Appeals adjustments and other change orders.

^bAdjustments include change orders and new bills.

^cBeginning with the CAFR for the year ended June 30, 2012, this schedule has been revised to net refunds and returned checks from collections.

**Principal Property Tax Payers,
Current year and Nine Years Ago**

Taxpayer	2013			2004		
	Taxable Assessed Value	Rank	Percentage of Total Town Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Town Taxable Assessed Value
AT&T Mobility, LLC	\$ 30,366,838	1	2.02%	\$ -	-	- %
Carriage Avenue, LLC	26,883,640	2	1.79	-	-	-
Carrier Corporation	20,113,680	3	1.34	13,524,640	1	1.57
Legacy Farm, LLC	11,410,080	4	0.76	-	-	-
Madison 324, LLC	9,891,030	5	0.66	-	-	-
Dogwood Creek Assoc, LLC	8,331,630	6	0.56	5,965,520	7	0.69
Baptist Memorial Hospital	7,745,840	7	0.52	-	-	-
LTF Real Estate Company	7,733,350	8	0.52	-	-	-
Wingo Properties	7,611,245	9	0.51	5,784,275	8	0.67
Gallina Centro	7,428,280	10	0.50	7,616,000	4	0.88
Schilling Farms, LLC				7,801,740	2	0.90
North Western Mutual Life				7,757,350	3	0.90
Delta Beverage Group, Inc.				7,070,560	5	0.82
Bell South Communications				6,934,324	6	0.80
Federal Station Apartments				4,974,560	9	0.58
Christian Mission Concerns				4,705,520	10	0.54
Total	<u>\$ 137,515,613</u>		9.18%	<u>\$ 72,134,489</u>		<u>8.35%</u>

Source: Shelby County Assessor's Office

**Direct and Overlapping Property Tax Rates,
Last Ten Fiscal Years**

(Rate per \$100 of assessed value)

Fiscal Year	Town Direct Rates		Total Direct Rate	Overlapping Rate ^a	
	Basic Rate	Parks Improvement ^b		Shelby County	
2004	\$ 1.35	\$ 0.10	\$ 1.45	\$	4.09
2005	1.35	0.10	1.45		4.09
2006	1.18	0.10	1.28		4.09
2007	1.18	0.10	1.28		4.09
2008	1.18	0.10	1.28		4.09
2009	1.18	0.10	1.28		4.06
2010	1.08	0.10	1.18		4.06
2011	1.10	0.08	1.18		4.06
2012	1.43	-	1.43		4.06
2013	1.43	-	1.43		4.06

Note: The Town's property tax rate may be increased by a majority vote of the Board of Mayor and Aldermen on three readings, one of which is a public hearing.

^aThe overlapping rate is that of the county government that applies to property owners in the Town of Collierville. Source: Shelby County Assessor's office.

^bThe Parks Improvement portion of the direct rate is an assignment of funds by the Board of Mayor and Aldermen and not a legal restriction on taxes levied.

DEBT SUMMARY

Debt Service is the payment of interest and principal on all general obligation debt of the Town. Debt service on some general obligation debt is paid by certain Special Revenue funds and the Water & Sewer Fund as well. The debt service on revenue bonds issued by the Town's Water and Sewer utility is paid and accounted for within the Water and Sewer Fund. Included in the debt service line item are fees to the paying agent and advisory fees.

•General Obligation Debt The process of issuing general obligation bonded debt in the Town begins with the departments' presentation of capital expenditure and projects needs to the Town Administrator, who then presents the requests for funding to the Mayor and Board of Aldermen. Board approval must be received before debt issues may proceed.

In FY 2006, the Town issued \$8 million in new G.O. bonds for capital projects including design and programming for an expansion to the Police/Court building, the widening of Houston Levee Road north, and several large drainage projects. In order to take advantage of lower interest rates, the Town also issued \$5.29 million in refunding bonds. In FY 2008, the Town issued \$3,000,000 in G.O. bond anticipation notes for the construction of Houston Levee Road. The notes were rolled into the \$13,000,000 bonds issued in FY 2009. In addition to the road, the Town expanded the Police Headquarters building, and constructed a new Courthouse and Police Patrol Building.

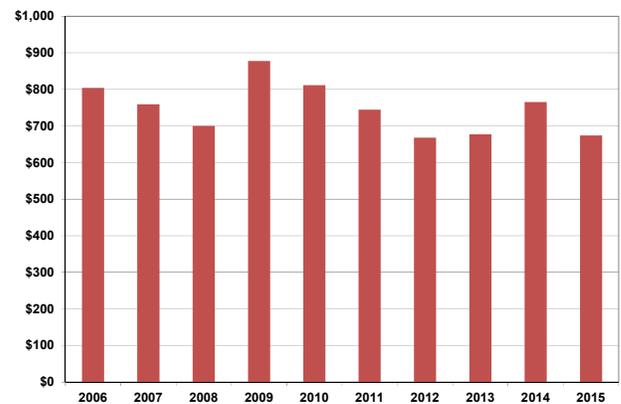
G.O. refunding bonds were issued in FY 2012 with a net present value savings of \$503,034 and again in FY 2013 with a net PV savings of 510,352. The Town issued \$7,700,000 in G.O. bonds in FY 2014 to renovate a middle school acquired from Shelby County in a land swap, to construct a building for the University of Memphis and to address drainage issues within the Town. The University will lease the building from the Town for the cost of debt service.

The Town's authority to issue bonds is in the provisions of Title 9, Chapter 21, *Tennessee Code Annotated*, as amended. There is no legal debt limit; however, the Town has adopted a formal debt policy. The ratios and standards identified below are primarily intended to limit the use of debt financing in order to facilitate long-term access to capital while ensuring that financial leveraging decisions do not negatively impact the Town's annual operations.

- General Fund Balance Requirement 25%
- Average Life of Total Debt ≤ 10 Years
- Percentage of Principal Paid within 10 Yrs ≥ 60%
- Per Capita Debt/Per Capita Income ≤ 4%
- Per Capita Debt/Per Capita Assessed Value ≤ 4%

- Debt Service/General Fund Operating Expense ≤ 12%

As of June 30, 2014, the Town is projected to have \$32,854,587 of general obligation bonds and TMBF loan outstanding. The ratio of net per-capita debt to per-capita income (using U.S. Census per-capita income figures) is 1.7% for FY 2015. The net per-capita debt to per-capita assessed value is 2.3%, and the debt service to General Fund operating expense is 8.7%. The ratio of bonded debt to assessed value of property is a measure of the Town's ability to meet interest and principal payments on its long-term debt. This ratio which is expressed in percentage terms was 2.08% for FY 2013, estimated to be 2.49% for FY 2014, and projected to be 2.26% for FY 2015. The percentage of General Fund revenues applied to debt service for FY 2014 is estimated at 8.2%. The percentage for FY 2015 is projected to be 7.6%. The net bonded debt per capita was \$677.28 in FY 2013, is estimated to be \$765.29 in FY 2014, and projected to be \$674.02 in FY 2015. The chart below depicts the net general bonded debt per capita:



Net General Bonded Debt Per Capita

The Town received a bond rating upgrade to Aaa in FY 2010. For the FY 2012 and the FY 2013 refunding issues, Moody's reaffirmed the Aaa rating. The rating was again reaffirmed for the FY 2014 issue. This rating applies to all outstanding debt.

Water & Sewer Debt. Debt service accounts for principal and interest payments on revenue and tax bonds issued by the Water and Sewer utility and a portion of some general obligation bonds and are secured by a pledge of the net revenues derived from the operation of the water and sewer system of the Town. As of June 30, 2014, the Town is projected to have \$25,527,413 of Water and Sewer Fund debt outstanding. In FY 2006, the Town issued \$26 million in new debt to expand and upgrade the Town's two wastewater treatment plants. In FY 2013 the Town issued \$15.66 million in refunding bonds in order to take advantage of lower interest rates. No bond issue is planned for FY 2015.

DEBT SUMMARY

General Obligation Debt Outstanding 6/30/14

2004 TMBF Loan	\$	572,000
2005 G. O.		735,000
2005 G. O. Refunding		2,275,000
2008 G. O.		10,700,000
2010 G. O. Refunding		1,882,587
2011 G. O. Refunding		4,070,000
2012 G. O. Refunding		5,215,000
2013 G. O.		7,405,000
Total	\$	32,854,587

Water & Sewer Debt Outstanding 6/30/14

2005 W & S Revenue & Tax Refunding	\$	1,790,000
2006 W & S Revenue & Tax		8,720,000
2010 G. O. Refunding		7,413
2012 W & S Revenue & Tax Refunding		15,010,000
Total	\$	25,527,413

Ratios of General Bonded Debt Outstanding Last Ten Fiscal Years

(dollars in thousands except per capita)

Fiscal Year	General Bonded Debt Outstanding				Percentage of Actual Taxable Value of Property	Per Capita ^a
	General Obligation Bonds ^e	Capital Outlay Notes	Bond Anticipation Notes	Total		
2004	\$ 26,255	\$ 1,895	\$ -	\$ 28,150	0.88%	\$704
2005	24,485	1,735	-	26,220	0.78	625 ^b
2006	30,875	-	-	30,875	0.75	705
2007	28,710	-	-	28,710	0.64	636
2008	26,450	-	2,980	29,430	0.64	664 ^c
2009	37,420	-	-	37,420	0.78	845 ^c
2010	34,885	-	-	34,885	0.65	787 ^c
2011	32,255	-	-	32,255	0.61	734 ^d
2012	29,331	-	-	29,331	0.56	667 ^d
2013	27,936	-	-	27,936	0.51	635 ^d

^aThe population is estimated unless otherwise noted.

^bPopulation according to the 2005 Special Census.

^cPopulation according to the 2008 Special Census.

^dPopulation according to the 2010 Census Redistricting Data.

^eStarting in the Comprehensive Annual Financial Report for Year Ending June 30, 2011, General Obligation Bonds (for all years) includes general obligation debt for governmental activities and business-type activities.

DEBT SUMMARY

Pledged-Revenue Coverage, Last Ten Fiscal Years (dollars in thousands)

Fiscal Year	Water & Sewer Tax & Revenue Bonds			Debt Service		Coverage
	Total Revenue and Other Sources	Less: Operating Expenses	Net Available Revenue	Principal	Interest	
2004	\$ 5,021	\$ 4,528	\$ 493	\$ 936	\$ 829	0.28 %
2005	6,693	4,741	1,952	962	783	1.12
2006	10,177	4,781	5,396	882	814	3.18
2007	13,306	5,047	8,259	1,777	1,049	2.92
2008	13,509	5,601	7,908	1,752	1,596	2.36
2009	12,148	6,385	5,763	1,832	1,520	1.72
2010	11,461	6,190	5,271	1,727	1,455	1.66
2011	12,269	6,369	5,900	1,784	1,389	1.86
2012	12,468	6,886	5,582	1,845	1,319	1.76
2013	11,909	6,810	5,099	1,934	1,083	1.69

Ratios of Outstanding Debt by Type, Last Ten Fiscal Years (dollars in thousands except per capita)

Fiscal Year	Governmental Activities				Business-type Activities			Total Primary Government	Percentage of Personal Income	Per Capita ^b
	General Obligation Bonds	Capital Outlay Notes	Notes Payable	Bond Anticipation Notes	Water & Sewer Revenue & Tax Bonds	Notes Payable	General Obligation Bonds			
2004	\$ 26,218	\$ 1,895	\$ -	\$ -	\$ 16,460	\$ -	\$ 37	\$ 44,610	3.69%	\$1,115
2005	24,450	1,735	1,720	-	15,500	-	35	43,440	3.43	1,036 ^c
2006 ^a	30,842	-	676	-	40,790	-	33	72,341	5.46	1,651
2007	28,679	-	2,051	-	39,015	-	31	69,776	5.11	1,546
2008	26,421	-	1,819	2,980	37,265	-	29	68,514	4.74	1,546 ^d
2009	37,393	-	1,869	-	35,435	-	27	74,724	5.17	1,687 ^d
2010	34,860	-	1,624	-	33,710	-	25	70,219	4.19	1,585 ^d
2011	32,235	-	1,372	-	31,930	-	20	65,557	3.85	1,491 ^e
2012	29,315	-	1,113	-	29,631	-	16	60,075	3.53	1,366 ^e
2013	27,924	-	846	-	29,504	-	12	58,286	3.33	1,326 ^e

^aThe Town issued \$26 million in water & sewer revenue and tax bonds in FY 2006 for expansion and upgrade of its two waste water treatment plants.

^bThe population is estimated unless otherwise noted.

^cPopulation according to the 2005 Special Census.

^dPopulation according to the 2008 Special Census.

^ePopulation according to the 2010 Census Economic Data.

DEBT SUMMARY

General Bonded Debt to Total General Expenditures and Other Uses

(dollars in thousands)

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Total General Fund Expenditures</u>	<u>Ratio of Debt Service to Total General Expenditures</u>
1990 ^a	\$897	\$462	\$1,359	\$5,561	24.44
1991	264	440	704	6,115	11.51
1992	394	406	799	7,258	11.01
1993	404	318	722	7,057	10.23
1994 ^b	487	513	1,001	8,070	12.40
1995	956	465	1,420	10,808	13.14
1996	1,571	584	2,155	12,989	16.59
1997	985	755	1,740	13,080	13.31
1998	1,402	849	2,250	14,578	15.44
1999	1,237	859	2,096	16,765	12.50
2000	1,141	792	1,933	19,675	9.82
2001	1,273	976	2,248	29,919	7.51
2002	1,238	965	2,203	25,426	8.66
2003	1,383	846	2,229	25,034	8.90
2004	1,650	1,094	2,745	29,343	9.35
2005	1,751	981	2,733	29,301	9.33
2006	1,825	1,196	3,020	28,900	10.45
2007	2,187	1,158	3,345	32,154	10.40
2008	2,191	1,130	3,321	34,126	9.73
2009	1,988	1,270	3,258	36,165	9.01
2010	2,160	1,323	3,483	35,500	9.81
2011	2,172	1,203	3,375	35,217	9.58
2012	2,631	1,258	3,889	38,489	10.10
2013	2,639	1,001	3,640	40,174	9.06
2014	3,022	1,031	4,053	42,438	9.55
2015	2,766	1,019	3,785	43,670	8.67

^aExcludes 1989 \$1,165,000 refunding bond issue considered legally defeased and includes \$700,000 capital outlay notes paid by issuance of \$980,000 new notes.

^bExcludes retirement of \$1,300,000 bond anticipation notes through issue of bonds.

DEBT SUMMARY

Schedule of Outstanding Debt For FY 2015

	Loan Name	Authorized and Unissued	Amount Outstanding at 6/30/14	Payment Fund			Total Debt Service
					Principal	Interest	
Loan Agreements	Public Improvement TMBF Loan Agreement Series 2004	\$ -	\$ 572,000	General Fund	\$ 282,000	\$ 16,016	\$ 298,016
	TOTAL LOANS:	\$ -	\$ 572,000		\$ 282,000	\$ 16,016	\$ 298,016
GO Bonds	Public Improvement Series 2005	-	735,000	General Fund	360,000	22,200	382,200
	Public Improvement Refunding Series 2005	210,000	2,275,000	General Fund	219,692	60,438	280,130
				Library Fund	83,311	22,919	106,229
				Sanitation Fund	6,997	1,925	8,922
	Public Improvement Series 2008	-	10,700,000	General Fund	510,000	480,950	990,950
	Public Improvement Refunding Series 2010	\$ 450,000	\$ 1,890,000	General Fund	604,133	39,030	643,163
				Historic Preservation Fund	51,794	3,346	55,140
				Sanitation Fund	36,347	2,348	38,695
				Water & Sewer Fund	2,726	176	2,902
	Public Improvement Refunding Series 2011	\$ 215,000	\$ 4,070,000	General Fund	485,000	88,138	573,138
	Public Improvement Refunding Series 2012	\$ 535,000	\$ 5,215,000	General Fund	-	96,800	96,800
	Public Improvement Series 2013	\$ -	\$ 7,405,000	General Fund	305,000	215,125	520,125
	TOTAL GO BONDS:	\$ 1,410,000	\$ 32,290,000		\$ 2,360,000	\$ 818,269	\$ 3,178,269
Revenue and Tax Bonds	Water & Sewer Revenue and Tax Refunding Series 2005	145,000	1,790,000	Water & Sewer Fund	270,000	66,638	336,638
	Water & Sewer Revenue and Tax Series 2006	-	8,720,000	Water & Sewer Fund	1,160,000	362,994	1,522,994
	Water & Sewer Revenue and Tax Refunding Series 2012	10,425,000	15,010,000	Water & Sewer Fund	660,000	460,500	1,120,500
	TOTAL REVENUE BONDS:	\$ 10,570,000	\$ 25,520,000		\$ 2,090,000	\$ 890,131	\$ 2,980,131

Debt Service by Fund

	Principal	Interest	Total Debt Service
General Fund	\$ 2,765,825	\$ 1,018,696	\$ 3,784,521
Historic Preservation Fund	51,794	3,346	55,140
Library Fund	83,311	22,919	106,229
Sanitation Fund	43,344	4,273	47,617
Water & Sewer Fund	2,092,726	890,307	2,983,033
	\$ 5,037,000	\$ 1,939,541	\$ 6,976,541

Debt Service by Function

	Principal	Interest	Total Debt Service
General Government	\$ 497,090	\$ 245,037	\$ 742,128
Historic Preservation	51,794	3,346	55,140
Library	83,311	22,919	106,229
Development Department	974,243	328,633	1,302,876
Public Safety	542,659	320,184	862,843
Parks & Recreation Dept.	510,709	57,147	567,856
Public Works Department	241,124	67,695	308,819
Sanitation Department	43,344	4,273	47,617
Water & Sewer Department	2,092,726	890,307	2,983,033
	\$ 5,037,000	\$ 1,939,541	\$ 6,976,541

DEBT SUMMARY

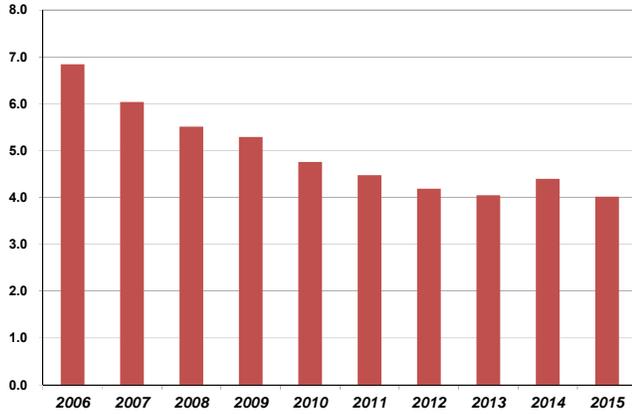
General Government Debt Service Schedule

	Tennessee Municipal Bond Fund Loan 2004 2.80%		General Improvement Bonds 11/1/05 3.50% - 4.38%		General Improvement Refunding Bonds 11/1/05 3.50% - 4.13%		General Improvement Bonds 11/1/08 3.50% - 5.00%		General Improvement Refunding Bonds 9/1/10 2.00% - 3.00%		General Improvement Refunding Bonds 10/25/11 2.00% - 2.50%		General Improvement Refunding Bonds 11/1/12 1.50% - 2.00%		General Improvement Bonds 8/22/13 2.00% - 4.00%		PRINCIPAL	INTEREST
FY	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	TOTAL	TOTAL
2015	282,000	16,016	360,000	22,200	310,000	85,281	510,000	480,950	692,274	44,724	485,000	88,138	96,800	305,000	215,125	2,944,274	1,049,234	
2016	290,000	8,120	375,000	7,500	335,000	72,381	530,000	462,750	707,215	30,878	500,000	78,438	96,800	310,000	208,975	3,047,215	965,842	
2017			535,000	54,981	550,000	442,475	483,098	9,662	440,000	68,438	475,000	92,050	315,000	202,725	2,798,098	870,331		
2018			345,000	37,381	575,000	419,975	510,000	59,638	485,000	82,450	325,000	196,325	2,240,000	795,769				
2019			365,000	23,181	600,000	393,475	520,000	49,438	490,000	73,925	335,000	188,050	2,310,000	728,069				
2020			385,000	7,941	625,000	365,194	535,000	39,038	500,000	66,500	340,000	177,925	2,385,000	656,597				
2021					660,000	337,063	520,000	27,000	510,000	58,925	355,000	165,725	2,045,000	588,713				
2022					690,000	306,256	520,000	49,900	520,000	49,900	365,000	154,975	2,135,000	525,131				
2023					725,000	273,534	535,000	39,350	370,000	146,700	1,630,000	459,584						
2024					765,000	238,600	555,000	28,450	380,000	137,325	1,700,000	404,375						
2025					805,000	201,313	565,000	17,250	390,000	127,456	1,760,000	346,019						
2026					845,000	161,597	405,000	116,263	1,830,000	283,659								
2027					890,000	118,750	415,000	103,963	1,305,000	222,713								
2028					940,000	73,000	425,000	91,363	1,365,000	164,363								
2029					990,000	24,750	440,000	78,113	1,430,000	102,863								
2030							455,000	63,275	455,000	63,275								
2031							475,000	46,406	475,000	46,406								
2032							490,000	28,313	490,000	28,313								
2033							510,000	9,563	510,000	9,563								
	\$572,000	\$24,136	\$735,000	\$29,700	\$2,275,000	\$281,147	\$10,700,000	\$4,299,681	\$1,882,587	\$85,264	\$4,070,000	\$424,125	\$5,215,000	\$708,200	\$7,405,000	\$2,458,563	\$32,854,587	\$8,310,816

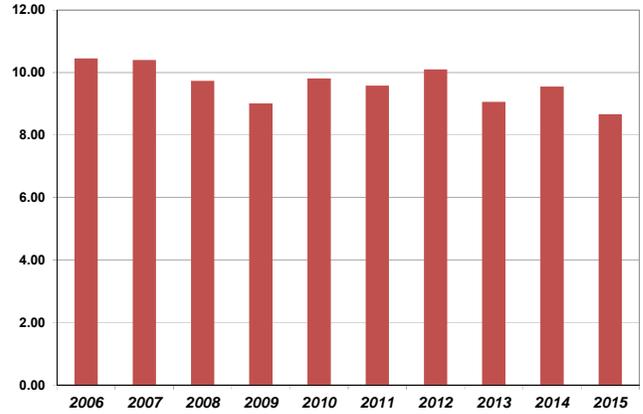
Water & Sewer Debt Service Schedule

	Water & Sewer Tax and Revenue Refunding Bonds 11/1/05 3.50% - 4.13%		Water & Sewer Tax and Revenue Bonds 6/1/06 4.00% - 4.375%		General Improvement Refunding Bonds 9/1/10 2.00% - 3.00%		Water & Sewer Tax and Revenue Refunding Bonds 11/1/12 1.50% - 4.00%		PRINCIPAL	INTEREST
FY	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	TOTAL	TOTAL
2015	270,000	66,638	1,160,000	362,994	2,726	176	660,000	460,500	2,092,726	890,307
2016	265,000	55,938	1,205,000	316,594	2,785	122	675,000	448,838	2,147,785	821,490
2017	290,000	44,838	1,260,000	268,394	1,902	38	690,000	438,600	2,241,902	751,869
2018	285,000	33,338	1,310,000	217,994			695,000	428,213	2,290,000	679,544
2019	330,000	21,038		165,594			2,115,000	391,275	2,445,000	577,906
2020	350,000	7,219		165,594			2,205,000	315,450	2,555,000	488,263
2021				165,594			2,310,000	225,150	2,310,000	390,744
2022				165,594			2,480,000	129,350	2,480,000	294,944
2023				165,594			1,565,000	64,100	1,565,000	229,694
2024				165,594			1,615,000	24,225	1,615,000	189,819
2025			1,845,000	165,594					1,845,000	165,594
2026			1,940,000	84,875					1,940,000	84,875
	\$1,790,000	\$229,006	\$8,720,000	\$2,410,006	\$7,413	\$336	\$15,010,000	\$2,925,700	\$25,527,413	\$5,565,048

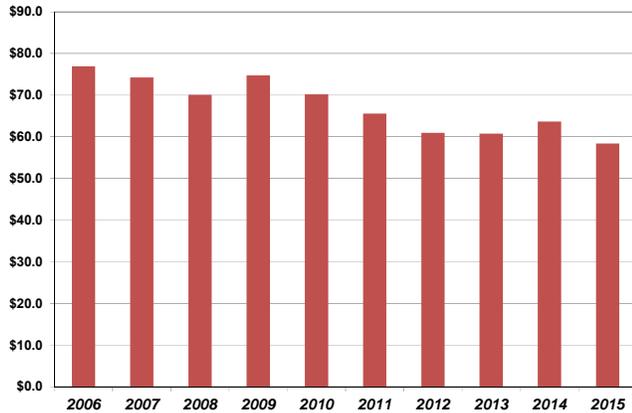
DEBT SUMMARY



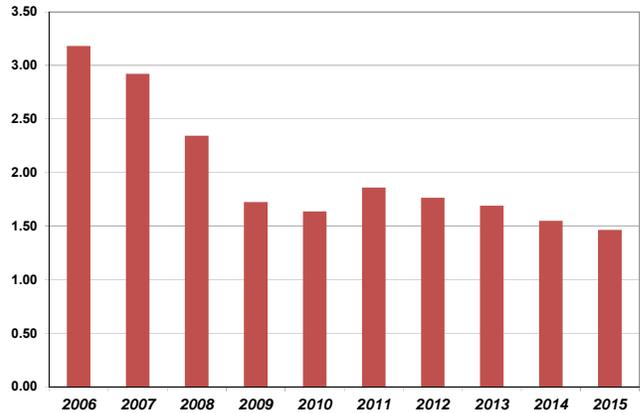
Total Debt to Assessed Valuation – Goal ≤ 7.0



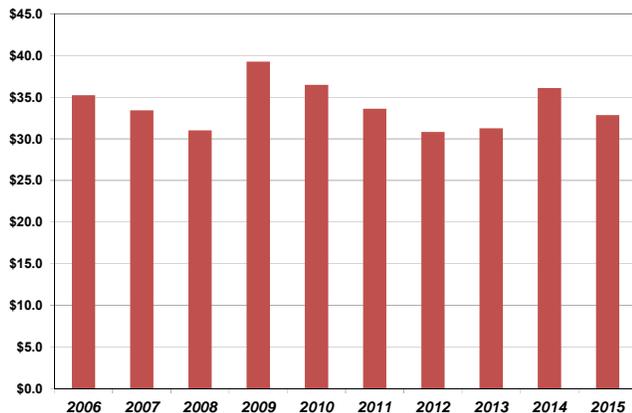
Ratio of Debt Service to General Fund Expenditures and Other Uses – Goal ≤ 12%



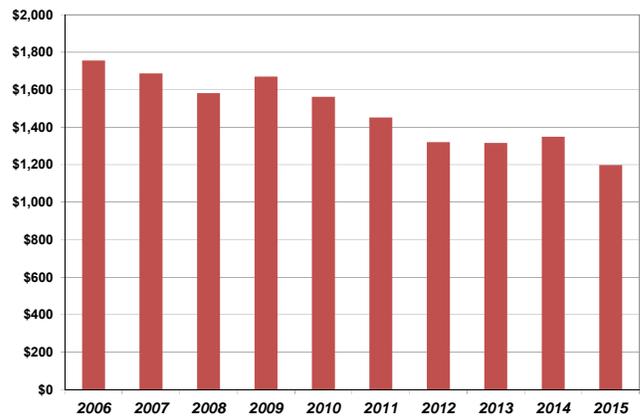
Total Bonded Debt (Millions)



Revenue Bond Coverage – Debt Service Ratio – Goal >1.0



Net Bonded Debt (Millions)



Total Bonded Debt Per Capita

GLOSSARY OF TERMS

Abatement	A complete or partial cancellation of a levy imposed by the Town, usually applied to tax levies, special assessments and service charges.
Above the Line	Above the line items are those revenue and expense items that directly affect the calculation of periodic net income.
Account	A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts.
Accounting Period	The period of time represented by published financial statements. The Town prepares financial statements for a <i>fiscal year</i> beginning July 1st and ending June 30th, however, an accounting period can begin and end for other intervals; such as quarterly or monthly.
Accounts Payable	A short term liability account reflecting amounts owed to private persons or organizations for goods and services received by the Town.
Accounts Receivable	An asset account reflecting amounts due from private persons or organizations for goods and services furnished by the Town.
Accrual Basis	The recording of the financial effects on an entity of cash transactions in the periods in which they occur rather than the periods in which the cash is received.
Accrued Interest	The amount of interest which has accumulated since the last coupon interest payment on a bond. It is the amount of interest which the holder is entitled but is not due until the payment date. The buyer pays the seller of the bond the accrued interest.
Accrued Liability	Accrued liabilities are those liabilities that have been incurred and haven't been paid off.
Accumulated Depreciation	The amount of depreciation already taken against an asset.
Actuarial Value of Assets	The value of cash, investments, other assets and property belonging to an OPEB trust, pension fund or similar entity, as used by the actuary for the purpose of actuarial valuation.
ADA	Americans with Disability Act. This act prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions and privileges of employment.
ADM	Average Daily Membership refers to student enrollment data. It is used in the formula for distributing funds to school districts.
Ad Valorem Tax	A separate tax which applies to utility property.
Adopted Budget	The budget approved by the board of Mayor and Aldermen and enacted by resolution on or before June 30 of each year.
AICPA	The American Institute of Certified Public Accountants.
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.
AMR	Automatic meter reading, or AMR, is the technology of automatically collecting consumption, diagnostic, and status data from water meter or energy metering devices (gas, electric) and transferring that data to a central database for billing, troubleshooting, and analyzing.
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

Appropriation	This is the legal authorization granted by the Board of Mayor and Aldermen to expend or obligate funds for specific purposes. An appropriation usually is limited in the amount and time that it may be expended. The Board appropriates annually, at the beginning of each fiscal year, by department, based upon the adopted Budget. Additional appropriations may be approved by the Board during the fiscal year by amending the Budget and appropriating the funds for expenditure.
ARAP	Persons who wish to make an alteration to a stream, river, lake or wetland must first obtain a water quality permit. Physical alterations to properties of waters of the State of Tennessee require an Aquatic Resource Alteration Permit (ARAP) or a §401 Water Quality Certification. Examples of stream alterations that require a permit from the Tennessee Division of Water Pollution Control include: dredging, excavation, channel widening or straightening; bank sloping; stabilization; channel relocation; water diversions or withdrawals; dams, weirs, dikes, levees or other similar structures; flooding, excavating, draining and/or filling a wetland; road and utility crossings; and structural fill.
Arbitrage	The difference between the interest paid on a municipal bond issue and the interest earned by investing the bond proceeds in other securities.
ARRA	Americans Recovery and Reinvestment Act of 2009.
ASPCA	American Society for the Prevention of Cruelty to Animals.
Assessed Value	A value set on real and other property as a basis for levying taxes. The appraised value is multiplied by the legal assessment ratio. The legal assessment ratios for Tennessee are: Residential and Farm 25%; Commercial and Industrial 40%; Commercial and Industrial Personal Property 30%; Public Utilities 55%. See <i>Tax Rate</i> .
Assessment	The valuation of property for tax purposes. In Tennessee this is the appraised value multiplied by the percentage ratio applied to the classification of the property. (For example: Under Tennessee law, the percentage applied to a Residential classification property is 25% of the appraised value while that applied to a Commercial/Industrial property is 40%. A residential property appraised at \$100,000 would be assessed at \$25,000 while a commercial property of the same appraisal would be assessed at \$40,000.)
Assessment Ratio	The fractional relationship an assessed value bears to the market value of the property in question. Example: Residential/Farm property is assessed at 25% of the appraised value.
Assessment Year	In Tennessee, the effective date of assessment is January 1 of each year and the appraisal represents the value of the property on that date.
Assessor	The publicly elected official whose legal responsibility it is to discover, list and appraise all property in the applicable jurisdiction. For the Town of Collierville, the Assessor is the Shelby County Assessor.
Asset	A probable future economic benefit obtained or controlled by the Town as a result of past transactions or events.
Assigned Fund Balance	That portion of resources consisting of funds that are set aside with the intent to be used for a specific purpose by the Town's highest level of decision making authority (Board of Mayor and Aldermen) or a body or official that has been given the authority to assign funds.
Audit	An examination, usually by an official or private accounting firm retained by the Board, that reports on the accuracy of the annual financial report.
Balanced Budget	A budget is balanced when expenditures do not exceed revenues or other financing sources.

GLOSSARY OF TERMS

Bank Qualified Debt	A debt issued in a year in which the Town issues less than \$10 million of general obligation debt. Because there are certain tax benefits for banks that purchase bank qualified debt, banks may offer a lower interest rate.
Below the Line	The bottom section referred to as "below the line" separates operating expenses and associated elements from operating revenue.
Benefits	Payments to which participants may be entitled under a pension plan, including pension benefits, death benefits and benefits due on termination of employment.
BEP	Tennessee's Basic Education Program. This program is a funding formula using Average Daily Membership (ADM) to calculate the distribution of funds to school districts within the state.
Board of Equalization	A non-judicial, appointed body which attempts to ensure that property under its jurisdiction is appraised equitably and at market value.
Bond	Written evidence of the Town'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 determining that rate. State or local governments offer municipal bonds, as they are called, to pay for special projects such as highways or sewers. The interest that investors receive is exempt from some income taxes.
Bond Anticipation Notes (BANS)	Notes issued for capital projects, which are paid off by the issuance of long-term tax-exempt bonds.
Bond Counsel	An attorney (or firm of attorneys) retained by the Town to give a legal opinion that the Town is authorized to issue proposed bonds, the Town 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.
Bonded Debt	The portion of the Town's total indebtedness represented by outstanding bonds.
Budget	The Town's estimated expenditures and revenues as well as other related data for a specific fiscal year. The Board of Mayor and Aldermen adopts the Budget by resolution.
Budget Amendment	A revision of the adopted budget that, when approved by the Board, replaces the original provision. Budget amendments occur throughout the fiscal year as spending priorities shift.
Budget Calendar	The schedule of key dates or milestones which the Town follows in the Calendar preparation and adoption of the budget.
Budget Document	The official written statement prepared by the Town's staff which presents the proposed budget to the Mayor and Aldermen.
BZA	Board of Zoning Appeals.
CAD	Computer Aided Dispatch. The system used by emergency dispatchers answering 911 calls.
CAFR	Comprehensive Annual Financial Report. The official annual report of a government.
CALEA	Communications Assistance in Law Enforcement Act. The CALEA Public Safety Communications Accreditation Program provides a communications center, or the communications unit of a public safety agency, with a process to systemically review and internally assess their operations and procedures.
Capital Budget	A plan of proposed capital projects and means of financing them. Capital projects are approved and funds are appropriated for expenditure by the Board of Mayor and Aldermen for the duration of the project. The capital budget contains the funds available for expenditure in a specific fiscal year.

GLOSSARY OF TERMS

Capital Investment Program (CIP)	A plan for capital expenditures to be incurred each year over a five-year period to meet capital needs by the Town. It sets forth each project, by department, in which the Town is to have a part, and it specifies the full resources estimated to be available to finance the projected expenditures. The first year of the CIP becomes the capital budget for that fiscal year.
Capital Outlay	Outlays which result in the acquisition (either new or replacement) or additions to fixed assets except outlays for major capital facilities which are constructed or acquired (e.g., land and buildings). Expenditures for these major capital facilities are reflected within the capital budget. Examples of capital outlays are furniture, fixtures, machinery, and equipment.
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.
CCTV	Closed circuit television. The Town uses CCTV to inspect sewer pipes for damage.
CDBG	Community Development Block Grant. Administered by Shelby County, these grants have funded several road improvement and drainage projects in the Town.
CERT	Community Emergency Response Team.
COBRA	Consolidated Omnibus Budget Reconciliation Act. Provides former employees, retirees, spouses and dependent children the right to temporary continuation of health coverage at group rates.
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: 110-42100-948. In this example 110 designates General Fund; 42100 designates Police Department, and 948 is the code for computer equipment.)
Collateral	The underlying security, mortgage, or asset for the purposes of securitization or borrowing and lending activities. It is pledged or held in trust. The Town requires collateral pledges equal to 105% of investments.
Committed Fund Balance	Committed fund balance consists of funds that are set aside for a specific purpose by the Town's highest level of decision making authority (Board of Mayor and Aldermen). 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.
Construction in Progress	A fixed asset account reflecting the cost of construction work for projects not yet completed.
Contingency	Funds set aside in a special account, but not always appropriated for expenditure. These funds are for emergency and unforeseen needs or for previously identified items that may have funding held for further actions or approvals before being appropriated for expenditure.
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	Payment of interest and repayment of principal on Town debt.
Deficit	The excess of an entity's liabilities over its assets. The excess of expenditures or expenses over revenues during a single accounting period.

GLOSSARY OF TERMS

Department	An entity within the Town for the administration of specifically related duties or responsibilities. A department head is responsible for all expenditures and other activities assigned to that department.
Depreciation	1. Expiration in the service life of fixed assets, other than wasting assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. 2. The portion of the cost of a fixed asset, other than a wasting asset, charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.
Direct Debt	The sum total of bonded debt issued by the Town.
DRC	Design Review Commission.
EMT	Emergency Medical Technician.
Encumbrance	A recorded expenditure commitment representing a contract to purchase goods or services.
Enterprise Fund	These types of funds account for operations that are financed and operated in a manner similar to a private business enterprise, where the intent of the Town is that the cost of providing services to the general public be financed or recovered through charges to users of such services. An example is the Water and Sewer Revenue.
Excise Tax	An indirect tax levied upon the manufacture, sale, or consumption of commodities or upon the license to pursue certain occupations or upon corporate privileges within the Town.
Expenditure	The authorized paying out of Town funds to defray the Town charges and expenses and all necessary obligations relating to, or arising from, the execution of the lawful authority of the Board of Mayor and Aldermen.
FASB	Financial Accounting Standards Board.
FEMA	Federal Emergency Management Agency. The primary mission of the Federal Emergency Management Agency is to reduce the loss of life and property and protect the Nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters, by leading and supporting the Nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation.
Fees	A general term used for any charge levied by the Town associated with providing a service or permitting an activity.
Fiduciary Fund	Fiduciary funds account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds.
Financial Advisor	A consultant who advises the Town on any of a variety of matters related to a bond issue.
Financial Statements	The document, published at periodic intervals, such as monthly, that provides a summary of the financial transactions of the Town for the specified reporting period or as of the date of the financial report.
Fiscal Year (FY)	A twelve month period which determines the time frame for financial reporting, budgeting, and accounting. The Town of Collierville operates with a fiscal year from July 1 to June 30.
Fire Facility Fee	A fee established by the Town and imposed and collected for the purpose of providing additional funds necessary to ensure the Town's ability to maintain fire protection in accordance with its current standards. One-half of the funds collected from one- and two-family residential structures between 3,500 gross square feet and 4,500 gross square

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	feet shall be used for the purposes of educating the public and promoting the installation of residential automatic sprinkler systems.
Fixed Assets	Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances.
FMLA	The Family & Medical Leave Act allows eligible employees to take off up to 12 work weeks in any 12 month period for the birth or adoption of a child, to care for a family member, or if the employee has serious health condition.
FSRS	The Fire Suppression Rating Schedule is the manual the Insurance Service Office (ISO) uses in reviewing the fire-fighting capabilities of individual communities.
FTE	Full Time Equivalent. Personnel who work 2,080 hours per year.
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	Those resources which at year's end exceeded requirements and have not been designated for any specific use. It represents the cumulative of surpluses and deficits over the years. These funds are not in the Budget and therefore have not been appropriated for expenditure. An Enterprise Fund may refer to these as retained earnings.
GAAP	Generally accepted accounting principles. A uniform minimum standard used by state and local governments for financial recoding and reporting; established by the accounting profession through the Governmental Accounting Standards Board.
GASB	Governmental Accounting Standards Board. The authoritative accounting and financial reporting standard-setting body for government entities.
General Fund	This fund accounts for all revenues and expenditures of the Town which are not accounted for in the other funds. Revenues are primarily derived from general property taxes, local sales taxes, license and permit fees, and revenues received from the State. Some revenue collected in the General Fund is transferred to support requirements of other funds such as the Sanitation Fund.
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 for long-term financing of capital projects and represents a written promise to pay to the bond purchaser a specified sum of money at a specified future date along with a periodic interest paid at a specified interest percentage.
GFOA	Government Finance Officers Association. A professional organization primarily of state and local government finance officers.
GIS	Geographical Information System. GIS is a system for capturing, storing, analyzing and managing data and associated attributes which are spatially referenced to the earth. It is a computer system capable of integrating, storing, editing, analyzing, sharing, and displaying geographically referenced information.
Goal	The purpose toward which an endeavor is directed. The underlying reason(s) for the provision of Town services.
Governmental Fund	Governmental funds are those used to account for all or most of the Town's general activities and services, including the acquisition or construction of capital assets.
GPS	The Global Positioning System is a global navigation satellite system (GNSS) developed by the United States Department of Defense and managed by the United States Air Force 50 th Space Wing.

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Grant	A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.
HDC	Historic District Commission.
HIPAA	Health Insurance Portability and Accountability Act. National standards to protect the privacy of personal health information.
ICC	The International Code Council (ICC) publishes building codes that promote safety and fire prevention. These codes are used throughout the U.S. to construct residential and commercial buildings, including homes and schools.
Industrial Property	Land and/or improvements that can be adapted for industrial use; a combination of land, improvements, and machinery integrated into a functioning unit to assemble, process, and manufacture products from raw materials or fabricated parts.
In Lieu of Taxes	A contribution by benefactors of Town services who are tax exempt, i.e., certain utilities which 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.
Internal Service Fund	A fund that accounts for the goods and services provided by one department to another within government on a cost-reimbursement basis.
ISO	Insurance Service Office. The recommendations, guidelines, and standards for fire protection facilities and adequate water flow published by the Insurance Service Office.
Jurisdiction	(1) The right and power to interpret and apply the law; also, the power to tax and the power to govern. (2) The territorial range of authority or control.
LAN	Local Area Network. A local area network is a group of computers and associated devices that share a common communications line or wireless link.
LEA	Local Education Agency is a commonly used synonym for a school district.
Lease	A contract for temporary use of equipment or facilities at a negotiated price.
Letter of Credit	An agreement, usually with a commercial bank, to honor demands for payment upon compliance with conditions established in the agreement.
LGIP	The Local Government Investment Pool (LGIP) is an investment mechanism authorized by the 91st General Assembly which enables all Tennessee municipalities, counties, school districts, utility districts or other local government units and political subdivisions to participate with the state in providing maximum opportunities for the investment of public funds.
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 Town 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.
LPRF	Local Park and Recreation Fund.
LWCF	Land and Water Conservation Fund.

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Major Fund	Major funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least ten percent of corresponding totals for all governmental or enterprise funds and at least five percent of the aggregate amount for all governmental and enterprise funds.
Modified Accrual Basis	The accrual basis of accounting adapted to the governmental 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.
Moody's Investor Service	A recognized bond rating agency.
Municipal Bonds	Bonds of local governmental subdivisions which are exempt from federal income taxation.
MPO	Metropolitan Planning Organization is a transportation policy-making organization made up of representatives from local government and transportation authorities.
MS4	Municipal Separate Storm Sewer Systems. To prevent harmful pollutants from being washed or dumped into an MS4, operators must obtain a NPDES permit and develop a stormwater management program.
MTAS	The Municipal Technical Advisory Service is an agency of The University of Tennessee Institute for Public Service which provides technical assistance to cities and towns across the state: their governing bodies, mayors, city managers, city recorders, and city department heads.
NCGA	National Council of Governmental Accounting.
NCIC	National Crime Information Center is the United States' central database for tracking crime-related information.
Net Assets	The amount remaining after subtracting total liabilities from total assets on an accrual basis. Net assets are the most accurate indicator of an entity's financial condition.
Net Bonded Debt	Gross bonded debt less any cash or other assets available and earmarked for its retirement and less all self-supporting debt.
NPDES	The federal National Pollutant Discharge Elimination System.
Object	A more detailed and specific listing of expenditures under "department" in the structure. Examples of objects are: 121 Wages - Regular; and 122 Wages - Overtime.
Objective	A measurable statement of the actual results which a Town activity expects to achieve in support of a stated goal.
Official Statement	A document published by the Town 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 Town.
OPEB	Other Post-Employment Benefits. The Town provides health insurance coverage to retirees.
Operating Budget	Includes all funds except those accounted for in the capital budget. The Operating Budget is adopted by the Board of Mayor and Aldermen by resolution on a fiscal year basis, and an annual appropriation is made, also by resolution, based upon this Budget. The Budget may be amended during the fiscal year pursuant to Tennessee Code.
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	The routine and/or recurring transfer of assets between funds.

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PBX	A Private Branch eXchange is a telephone exchange that serves a particular business or office, as opposed to one that a common carrier or telephone company operates for many businesses or for the general public.
PDA	A personal digital assistant is a handheld computer, also known as a palmtop computer.
PDF	Invented by Adobe Systems and perfected over 17 years, Portable Document Format (PDF) is the global standard for capturing and reviewing rich information from almost any application on any computer system and sharing it with virtually anyone, anywhere.
Pension Trust Fund	This is a fund which is administered by an independent board for which the Town performs a fiduciary role.
Per Capita Debt	The amount of the Town'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.
Personal Property	(or Personalty): Identifiable portable and tangible objects that are considered by the general public to be "personal", e.g., furnishings, artwork, antiques, gems and jewelry, collectibles, machinery and equipment; all property that is not classified as real estate. Personal property includes movable items that are not permanently affixed to, and part of, the real estate.
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.
PILOT	Payment in-lieu-of taxes. Under a Payment-in-Lieu-of-Taxes (PILOT) agreement, payments are made to the Town's Industrial Development Board in lieu of ad valorem taxes on the property involved in the Project. Generally, for real property, such amounts are to be based on the taxes being generated at the time the Board takes title to the property typically considering only the value of the unimproved property. Generally, for tangible personal property, such amounts are to be based on the taxes being generated on the current assessed value of the property at the time the Board takes title to the property.
Plat	1. A plan, map, or chart of a city, town, section, or subdivision indicating the location and boundaries of individual properties; 2. A map or sketch of an individual property that shows property lines and may include features such as soils, building locations, vegetation, and topography.
Program Budget	A budget which structures budget choices and information in terms of programs and their related work activities (i.e., repairing roads, treating water, etc.), provides information on what each program is committed to accomplish in the long run (goals) and in the short run (objectives), and measures the degree of achievement of program objectives (performance measures).
Program Change	An alteration or enhancement of current services or the provision of new services.
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 Town 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 of a fixed nature.
Proprietary Fund	When a government operates activities similar to a business, proprietary fund statements should be used to report the results of these operations. There are two types of proprietary funds. Enterprise funds are used to account for activities that sell goods or services outside of the government. Internal service funds are used to report activities that sell goods or services to other parts of the same government.

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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 Town.
Ratings	In the context of bonds, normally an evaluation of creditworthiness performed by an independent rating service.
Real Property	Land and improvements to the land.
Reappraisal	The mass appraisal of all property within an assessment jurisdiction normally accomplished within a given time period, also called revaluation or reassessment.
Recommended Budget	The budget proposed by the Town 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 Town. Sufficient resources each fiscal year must be received to meet the total requirements of the Town for that fiscal year. Examples of a resource are: revenue (from taxes, fees, etc.), sale of bonds (or other borrowings), certain recoveries, contributions-in-aid, and prior year fund balances.
Restricted Fund Balance	Restricted fund balance consists of funds that are mandated for a specific purpose by external parties, constitutional provisions or enabling legislation.
Revenue	A term used to represent actual or expected income to a specific fund.
Revenue Bonds	Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the Town.
Risk Management	An organized attempt to protect a government's assets against accidental loss in the most economical method.
Sales Ratio	The ratio of an appraised value to the sale price or adjusted sale price of a property. The appraised value is divided by the sale price to determine the individual ratio.
SAP	Town of Collierville Small Area Plan - This is the formal name for a study launched in September of 2009 and completed in July 2010. This project was initiated by the Town of Collierville to put greater focus on Collierville's historic square and its surrounding neighborhoods.
SCADA	Supervisory Control And Data Acquisition refers to an industrial control system: a computer system monitoring and controlling a process.
SCAT	Shelby County Automatic Tracking. This is the system used in Shelby County to track an individual through Shelby County Criminal Justice Center which includes all warrants and local driving registration information.
SCBA	Self-contained breathing apparatus is a piece of firefighting equipment critical to the personal safety of the Town's Fire Department personnel.
Self-supporting Debt	Debt which is to be repaid from proceeds derived exclusively from the enterprise activity for which the debt was issued - the Town's Water and Sewer Fund is an example.
Source	The revenue structure lists dollars by revenue "type" and aggregates them according to their similarity under "source." Examples of sources are Real Property Taxes and Personal Property Taxes.
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 from state and federal grants and street lighting.
SSES	Sanitary Sewer Evaluation Survey.

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Standard & Poor's Corporation	A recognized bond rating agency.
STP	The Surface Transportation Program provides flexible funding that may be used by States and localities for projects on any Federal-aid highway, including the NHS, bridge projects on any public road, transit capital projects, and intracity and intercity bus terminals and facilities.
Structure	A framework for classifying or aggregating information. The Town structures by expenditure and revenue as well as by Fund, Department, and function. Each report in the Budget utilizes one of these structures.
Surplus	Total assets minus the sum of all liabilities. Excess of revenues over expenditures.
TAZ	A traffic analysis zone (TAZ) is a special area delineated by state and/or local transportation officials for tabulating traffic-related data—especially journey-to-work and place-of-work statistics. A TAZ usually consists of one or more census blocks, block groups, or census tracts.
Tax or Taxes	Compulsory charges levied by a governmental unit for the purpose of raising revenue.
Taxable Value	Taxable value is the value of property as determined by the Assessor using methods proscribed by Tennessee Statute and Board of Equalization rules. Generally speaking, taxable value of real property is the appraised value of the land and the current replacement cost of improvements less statutory depreciation.
Tax Base	Total assessed value in a given tax district.
Tax Exemptions	Tennessee law exempts all property owned by federal, state and local governments from taxation. This includes property for schools, parks, libraries, government buildings, roads, airports, military installations and other public areas. The law also exempts churches and some other charitable organizations.
Tax Levy	The total amount of tax that optimally should be collected based on tax rates and assessed values of personal and real properties.
Tax Rate	The level of taxation levied by the Town on specifically identified property. For example, the real estate tax rate for calendar year 2011 is \$1.43 per \$100 assessed value.
Tax Relief	Elderly and Disabled citizens and Disabled Veterans may qualify for tax relief. Elderly is considered to be persons 65 or older prior to the end of a tax year; Disabled is considered to be totally and permanently disabled as rated by the Social Security Administration or other qualified agency before the end of the tax year. In either case, the combined income for all owners of the property must not exceed the income limit established for the exemption. Disabled veterans for this purpose also must be considered 100% disabled.
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. A listing of real property parcels which includes information about parcel ownership and mailing address, property location, land use and valuation.
TDOT	Tennessee Department of Transportation.
TEMA	Tennessee Emergency Management Agency. TEMA is the first point of contact for obtaining state or federal assistance. The agency's normal day-to-day duties include monitoring developing situations across the state (i.e., weather, smaller emergencies, etc.), providing timely notification to other state and federal agencies about local emergency situations, plan development, exercise development, and response capability development.
TFIRS	Tennessee Fire Incident Reporting System.

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TGFOA	Tennessee Government Finance Officers Association.
TLDA	Tennessee Local Development Authority.
TMBF	The Tennessee Municipal Bond Fund ("TMBF") creates and administers various types of loan programs for the benefit of cities and counties. As an entity of the Tennessee Municipal League, TMBF works closely with city officials to structure cost-effective and flexible borrowing options.
TML Risk Management Pool	A self-insurance pool formed in 1981 by the Tennessee Municipal League.
TOSHA	Tennessee Occupational Safety and Health Administration.
TPA	Third party administrator. The company that administers the Town's health insurance plan.
UASI	The Urban Area Security Initiative program focuses on enhancing regional preparedness in major metropolitan areas.
Unassigned Fund Balance	That portion of resources, which at years end, exceeded requirements and has not been designated at some future time for a specific project or use. Money in the unassigned fund balance is not in the Budget and therefore has not been appropriated for expenditure. However, those funds are available for use if the need arises.
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.
USERRA	The Uniformed Services Employment and Reemployment Rights Act of 1994 is a federal law intended to ensure that persons who serve or have served in the Armed Forces, Reserves, National Guard or other "uniformed services:" (1) are not disadvantaged in their civilian careers because of their service; (2) are promptly reemployed in their civilian jobs upon their return from duty; and (3) are not discriminated against in employment based on past, present, or future military service.
User Fees	The payment of a fee for direct receipt of a public service by the party benefiting from the service.
Valuation	The process of estimating the market value, insurable value, investment value, or some other properly defined value of an identified interest or interests in a specific parcel or parcels of real estate as of a given date. Valuation is a term used interchangeably with appraisal.
VLAN	Virtual Local Area Network. A virtual LAN (VLAN) is very similar to the common Local Area Network; however, the devices do not necessarily need to be connected to the same segment physically. Network administrators configure VLANs through software rather than hardware, which makes them extremely flexible.
VoIP	Voice over Internet Protocol is phone service over the Internet.
VPN	Virtual Private Network. This is a private network that uses a public network (usually the Internet) to connect remote sites or users together. Instead of using a dedicated, real-world connection such as leased line, a VPN uses "virtual" connections routed through the Internet from the entity's private network to the remote site or employee.
Zoning	The categorizing of property for permitted use and the allowed characteristics of use by a government body, such as the Planning Commission, subject to the approval of the Board of Mayor and Aldermen.

