

**MURFREESBORO CITY COUNCIL**  
**Workshop Meeting Agenda**  
**Airport Business Center – 2:00 PM**  
**March 12, 2026**

**Public Hearing on Actionable Items**

**Action Items**

1. Ordinance 26-O-10 FY26 Budget Amendment (2nd and Final Reading) (Finance)
2. Capital Improvement Program Funds Reallocations (Finance)
3. Microsoft Enterprise Agreement Amendment (Information Technology)

**Workshop Items**

4. Lytle Street Multimodal Study Presentation (Engineering)
5. Murfreesboro Safe Streets Presentation (Engineering)
6. Access Management Presentation (Engineering)
7. January 2026 Dashboard (Finance)

**Board & Commission Appointments**

**Licensing**

8. Beer Permits (Finance)

**Payment of Statements**

**Other Business**

9. Change Order to Contract with Thrivence Consulting

**Adjourn**

# COUNCIL COMMUNICATION

Meeting Date: 03/12/2026

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**Item Title:** Ordinance 26-O-10 FY26 Budget Amendment [Second and Final Reading]

**Department:** Finance

**Presented by:** Erin Tucker, CFO/City Recorder

**Requested Council Action:**

- Ordinance
  - Resolution
  - Motion
  - Direction
  - Information
- 

**Summary**

Consider amendment to the City’s FY26 Budget Ordinance on second and final reading.

**Staff Recommendation**

Approve Ordinance 26-O-10, amending the City’s budget.

**Background Information**

**Police**

The Police Department received \$1.5 million formula funded allocation from the State of Tennessee through Violent Crime Intervention Fund (VCIF) Zip Code Grant under the Office of Criminal Justice Program (OCJP). Increase revenues and expenditures by \$1,500,000.

**Golf**

Golf previously received a designated donation and now wishes to spend those funds. \$12,512 of Assigned Fund Balance will be used to increase the Golf Designated Donation expense.

**General Fund**

During an internal reconciliation it was determined that the ARPA expense for Town Creek required truing up for expenditures that occurred in previous years. Expenditures are decreasing by \$1,714,226. General Fund revenue for grants is also decreasing by \$1,569,551.

**State Street Aid**

The City was awarded the Safe Streets and Roads for All (SS4A) grant for the pedestrian safety program. Federal grant revenues are increasing by \$288,000. Grant expenses are increasing by \$360,000, which includes the local match to be paid for with State Street Aid funds.

**Council Priorities Served**

*Responsible Budgeting*

The budget amendments reflect the City's increased revenues and expenses.

**Fiscal Impact**

The amendment for the use assigned Golf designated donation, ARPA grant adjustments, and State Street Aid grant results in a decrease in the use of Restricted and Assigned fund balance of \$60,163.

The amendment to the City's FY26 budget results in no change to Unassigned Fund Balance.

**Attachments**

1. FY26 City Budget Ordinance 26-O-10 and Exhibit A

**ORDINANCE 26-O-10** amending the Fiscal Year 2026 (hereafter “FY2026”) Budget (3<sup>rd</sup> Amendment).

**WHEREAS**, the City Council adopted the FY2026 Budget by motion; and,

**WHEREAS**, the City Council adopted an appropriations ordinance, Ordinance 25-O-09, on June 5, 2025 to implement the FY2026 Budget; and,

**WHEREAS**, it is now desirable and appropriate to adjust and modify the FY2026 Budget adopted by this Ordinance to incorporate expenditure decisions made during the fiscal year.

**NOW THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MURFREESBORO, TENNESSEE, AS FOLLOWS:**

SECTION 1. The FY2026 Budget adopted by the City Council is hereby revised and amended as shown on Exhibit A, attached hereto.

SECTION 2. That this Ordinance take effect immediately upon and after its passage upon second and final reading, as an emergency Ordinance, an emergency existing, and it being imperative to provide for the necessary expenses, general and special, of said City of Murfreesboro for the FY2026 at the earliest practicable time, the welfare of the City requiring it.

Passed:

1<sup>st</sup> reading \_\_\_\_\_

2<sup>nd</sup> reading \_\_\_\_\_

\_\_\_\_\_  
Shane McFarland, Mayor

ATTEST:

\_\_\_\_\_  
Erin E. Tucker  
City Recorder

APPROVED AS TO FORM:

Signed by:  
  
\_\_\_\_\_  
95786DA477474A3.  
Kelley Blevins Baker  
Interim City Attorney

SEAL

Department	Account	BUDGET AS PASSED OR PREV AMENDED	AMENDED BUDGET	AMENDMENT INCREASE (DECREASE)
<u>General Fund</u>				
<u>Revenues</u>				
	<u>Assigned</u>			
	Other Federal Grants	\$ 8,786,089.55	\$ 7,216,538.88	(1,569,550.67)
	<u>Restricted</u>			
State Street Aid	Federal Grants	\$ -	\$ 288,000.00	288,000.00
	<u>Unassigned</u>			
Police	State Grant Revenues	\$ 1,275,000.00	\$ 2,775,000.00	1,500,000.00
				<u>218,449.33</u>
<u>Expenditures</u>				
	<u>Assigned</u>			
Golf	Designated Donations/Contributions	\$ -	\$ 12,512	12,512.45
Infrastructure	Other Improvements - Town Creek	\$ 8,678,341	\$ 6,964,115	(1,714,225.96)
	<u>Restricted</u>			
State Street Aid	Grants	\$ -	\$ 360,000	360,000.00
	<u>Unassigned</u>			
Police	Grants		\$ 1,500,000	1,500,000.00
				<u>158,286.49</u>
CHANGE IN RESERVED, RESTRICTED, AND ASSIGNED FUND BALANCE		\$ (103,143,648)	\$ (103,083,485)	(60,162.84)
CHANGE IN UNASSIGNED FUND BALANCE		\$ (12,989,922)	\$ (12,989,922)	-
ESTIMATED ENDING FUND BALANCE		\$ 123,364,355		
Adjustments for FY25 Closing Entries		\$ 120,977,042		
TOTAL ESTIMATED ENDING FUND BALANCE		\$ 244,341,397	\$ 244,401,560	60,162.84

# COUNCIL COMMUNICATION

Meeting Date: 03/12/2026

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**Item Title:** Capital Improvement Program Funds Reallocations

**Department:** Finance

**Presented by:** Erin Tucker, CFO/City Recorder

**Requested Council Action:**

- |             |                                     |
|-------------|-------------------------------------|
| Ordinance   | <input type="checkbox"/>            |
| Resolution  | <input type="checkbox"/>            |
| Motion      | <input checked="" type="checkbox"/> |
| Direction   | <input type="checkbox"/>            |
| Information | <input type="checkbox"/>            |
- 

**Summary**

Capital Improvement Program (CIP) funds transfers for various projects

**Background Information**

Funding for various CIP projects can be reallocated for facility improvements.

- Engineering is requesting to reallocate \$288,000 from Medical Center Parkway Phase 1 to the newly acquired Ridgely Road building for office space.
- Transportation is requesting to reallocate \$150,000 from Medical Center Parkway Phase 1 to the New Salem Highway Transportation building for facility improvements.

**Priorities Served**

*Responsible budgeting*

CIP Fund Transfers reallocate available resources in an efficient manner after receiving City Manager approval.

**Fiscal Impact**

The transfers, totaling \$438,000, will have no effect on the total CIP Funds balance.

**Attachments**

1. CIP Funds Transfer Request – Ridgely Road property
2. CIP Funds Transfer Request – New Salem Highway Transportation Facility



... creating a better quality of life

**CIP Funds Reallocation Request**

Mr. Gore:

Submitted for your approval is the following request to transfer CIP funds.

CIP Loan 2022 Bond

Transfer CIP funds from:

Transfer CIP funds to:

Medical Center Pkwy Phase 1	\$ (288,000.00)	Ridgely Rd Inspector Offices	\$ 288,000.00
TOTAL TRANSFER	\$ (288,000.00)	TOTAL TRANSFER	\$ 288,000.00

Explanation: Funding is needed for the 910 Ridgely Road Inspector Offices Renovations. It is requested that these funds be reallocated from Medical Center Parkway Phase 1.

[Signature] CFO/City Recorder 2-24-26 Date

Vicki G. Massey Reviewed by Finance 02/23/26 Date

Approved

Declined

[Signature] City Manager

2/24/26 Date

Please send the original to Vicki Massey, Finance & Tax Dept., once all signatures have been obtained.



# COUNCIL COMMUNICATION

Meeting Date: 03/12/2026

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**Item Title:** Microsoft Enterprise Agreement Amendment

**Department:** Information Technology

**Presented by:** Matthew Jarratt

**Requested Council Action:**

- Ordinance
  - Resolution
  - Motion
  - Direction
  - Information
- 

**Summary**

Consider amendment to Microsoft 365 EA

**Staff Recommendation**

Approve amending the three-year enterprise agreement of Microsoft 365 under the State of Tennessee’s Restricted State-Wide Contract #3999 NASPO Commercial Off-The Shelf Software Contract with Insight.

**Background Information**

Microsoft 365 is a cloud-based subscription service that provides email, calendars, two-factor authentication, single sign-on, document collaboration, messaging, web conferencing, and intranet access from virtually any device. City employees have used Microsoft 365 since 2013 as the primary platform for productivity and communication.

Upon execution of the amendment with Insight, the total license count and total contract amount will be increased, as well as accounting for additional licensed users.

**Council Priorities Served**

*Excellent Services with a Focus on Customer Service*

**Fiscal Impact**

The annual cost associated with subscription of Microsoft 365 hosted services is \$474,259 per year. Pricing is based on 1,334 users and will increase per additional licensed user. MWRD will fund 25% of the total amount.

**Attachments**

1. IT\_Insight-Microsoft MSA Amendment-1

**FIRST AMENDMENT TO THE AGREEMENT  
BETWEEN  
THE CITY OF MURFREESBORO  
AND  
INSIGHT PUBLIC SECTOR, INC.  
FOR  
MICROSOFT ENTERPRISE PRODUCTS**

This First Amendment (“First Amendment”) to the Agreement for Microsoft Enterprise Products, entered into March 28, 2025 (“Agreement”), is entered into and effective as of \_\_\_\_\_, by and between the **City of Murfreesboro** (“City”), a municipal corporation of the State of Tennessee, and **Insight Public Sector, Inc.** (“Contractor”), a Corporation of the State of Illinois (City and Contractor are each a “Party” and are sometimes collectively referred to as the “Parties”).

**RECITALS**

**WHEREAS**, on March 28, 2025, the City entered into the Agreement with Contractor for the purchase of Microsoft Enterprise Products pursuant to the State of Tennessee SWC 3999 NASPO COTS SOFTWARE (CONTRACT 62925) with Insight Public Sector, Inc.; and

**WHEREAS**, Section 11 of the Agreement allows modifications to the Agreement upon mutual agreement between City and Contractor; and

**WHEREAS**, the City is rapidly growing and hiring more employees, which has created a need for additional licenses to be purchased pursuant to the Agreement between City and Contractor; and

**WHEREAS**, the Parties desire to amend the Agreement to incorporate an updated quote for the second year of the Agreement Term, which includes an overall increase to the purchase price listed in the Agreement.

**NOW THEREFORE**, the City and Contractor mutually agree as follows:

1. The Agreement between City and Contractor shall now incorporate this First Amendment and Insight’s Quote #0229084007 dated January 7, 2026, for the additional needed licenses, for which the purchase price is four hundred seventy-four thousand two hundred fifty-nine dollars and zero cents (\$474,259.00), for the second year of the Agreement Term.
2. In anticipation that the City will require additional licenses for the third year of the Term of the Agreement, the City and Contractor agree to a reasonable increase to the agreed upon purchase price that is the direct result of the City’s desire to purchase additional licenses.
3. Except as provided herein, no other changes to the Agreement are contemplated by this First Amendment, and all other terms and conditions of the March 28, 2025 Agreement remain in full force and effect.

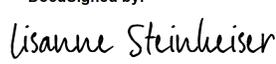
APPROVED by the Murfreesboro City Council and ENTERED into and effective this \_\_\_\_\_.

**IN WITNESS WHEREOF**, the Parties executed this First Amendment on the date first written above.

**CITY OF MURFREESBORO**

By: \_\_\_\_\_  
Shane McFarland, Mayor

**INSIGHT PUBLIC SECTOR, INC.**

By:  \_\_\_\_\_  
Lisanne Steinheiser, Global Compliance Officer

**Approved as to form:**

 \_\_\_\_\_  
Kelley Blevins Baker, Interim City Attorney



INSIGHT PUBLIC SECTOR, INC.  
 2701 E INSIGHT WAY  
 CHANDLER AZ 85286-1930  
 Tel: 800-467-4448

**Account name: 10183254**

CITY OF MURFREESBORO  
 111 W VINE ST  
 MURFREESBORO TN 37130-3573

**SHIP-TO**

CITY OF MURFREESBORO  
 111 W VINE ST  
 MURFREESBORO TN 37130-3573

**We deliver according to the following terms:**

**Payment Terms** : Net 30 days  
**Ship Via** : Electronic Delivery  
**Terms of Delivery** : FOB DESTINATION  
**Currency** : USD

Quotation	
<b>Quotation Number</b>	: <a href="#">0229084007</a>
<b>Document Date</b>	: 07-JAN-2026
<b>PO Number</b>	:
<b>PO Release</b>	:
<b>Sales Rep</b>	: Ashley McDonald
<b>Email</b>	: <a href="mailto:ASHLEY.MCDONALD@INSIGHT.COM">ASHLEY.MCDONALD@INSIGHT.COM</a>
<b>Phone</b>	: +18004674448
<b>Sales Rep 2</b>	: Chalsey Hinton
<b>Email</b>	: <a href="mailto:CHALSEY.HINTON@INSIGHT.COM">CHALSEY.HINTON@INSIGHT.COM</a>
<b>Phone</b>	: +14804096546

Material	Material Description	Quantity	Unit Price	Extended Price
<a href="#">1O4-00001-ESA3</a>	Microsoft Power Automate Premium Sub Per User STATE OF TENNESSEE NASPO VALUEPOINT SOFTWARE VAR(# CTR060025/SWC 3999/77151) Coverage period: 4/1/2026 - 3/31/2027 LICENSE : 49022359 AUTHORIZATION NUMBER : ANNUAL BILLING DUE 4/1/2026	3	161.01	483.03
<a href="#">68B-00008-ESA3</a>	Power BI Premium USL - subscription license - 1 user STATE OF TENNESSEE NASPO VALUEPOINT SOFTWARE VAR(# CTR060025/SWC 3999/77151) Coverage period: 4/1/2026 - 3/31/2027 LICENSE : 49022359 AUTHORIZATION NUMBER : ANNUAL BILLING DUE 4/1/2026	1	182.48	182.48
<a href="#">7LS-00002-ESA3</a>	Microsoft Project Plan 3 - subscription license (1 month) - 1 user STATE OF TENNESSEE NASPO VALUEPOINT SOFTWARE VAR(# CTR060025/SWC 3999/77151) Coverage period: 4/1/2026 - 3/31/2027 LICENSE : 49022359 AUTHORIZATION NUMBER : ANNUAL BILLING DUE 4/1/2026	5	273.72	1,368.60
<a href="#">83I-00001-ESA3</a>	Microsoft 365 - Co-pilot - Managed - Subscription license - Add-on STATE OF TENNESSEE NASPO VALUEPOINT SOFTWARE VAR(# CTR060025/SWC 3999/77151) Coverage period: 4/1/2026 - 3/31/2027 LICENSE : 49022359 AUTHORIZATION NUMBER : ANNUAL BILLING DUE 4/1/2026	20	365.94	7,318.80
<a href="#">AAA-10732-ESA3</a>	Microsoft Enterprise Mobility + Security E3 Full - subscription license (1 month) - 1 user STATE OF TENNESSEE NASPO VALUEPOINT SOFTWARE VAR(# CTR060025/SWC 3999/77151)	1,334	102.95	137,335.30



Material	Material Description	Quantity	Unit Price	Extended Price
	Coverage period: 4/1/2026 - 3/31/2027 LICENSE : 49022359 AUTHORIZATION NUMBER : ANNUAL BILLING DUE 4/1/2026			
<a href="#">AAA-10758-ESA3</a>	Microsoft Office 365 (Plan E3) - subscription license (1 month) - 1 user STATE OF TENNESSEE NASPO VALUEPOINT SOFTWARE VAR(# CTR060025/SWC 3999/77151) Coverage period: 4/1/2026 - 3/31/2027 LICENSE : 49022359 AUTHORIZATION NUMBER : ANNUAL BILLING DUE 4/1/2026	817	209.81	171,414.77
<a href="#">AAA-10842-ESA3</a>	Microsoft Office 365 (Plan E3) - subscription license - 1 user STATE OF TENNESSEE NASPO VALUEPOINT SOFTWARE VAR(# CTR060025/SWC 3999/77151) Coverage period: 4/1/2026 - 3/31/2027 LICENSE : 49022359 AUTHORIZATION NUMBER : ANNUAL BILLING DUE 4/1/2026	517	246.89	127,642.13
<a href="#">KF5-00002-ESA3</a>	Microsoft Office 365 Advanced Threat Protection Plan 1 - subscription license - 1 user STATE OF TENNESSEE NASPO VALUEPOINT SOFTWARE VAR(# CTR060025/SWC 3999/77151) Coverage period: 4/1/2026 - 3/31/2027 LICENSE : 49022359 AUTHORIZATION NUMBER : ANNUAL BILLING DUE 4/1/2026	1,334	18.30	24,412.20
<a href="#">N9U-00002-ESA3</a>	Microsoft Visio Plan 2 - subscription license (1 month) - 1 user STATE OF TENNESSEE NASPO VALUEPOINT SOFTWARE VAR(# CTR060025/SWC 3999/77151) Coverage period: 4/1/2026 - 3/31/2027 LICENSE : 49022359 AUTHORIZATION NUMBER : ANNUAL BILLING DUE 4/1/2026	11	136.86	1,505.46
<a href="#">NK4-00002-ESA3</a>	Power BI Pro - subscription license (1 month) - 1 user STATE OF TENNESSEE NASPO VALUEPOINT SOFTWARE VAR(# CTR060025/SWC 3999/77151) Coverage period: 4/1/2026 - 3/31/2027 LICENSE : 49022359 AUTHORIZATION NUMBER : ANNUAL BILLING DUE 4/1/2026	12	91.12	1,093.44
<a href="#">NYG-00001-ESA3</a>	Microsoft Audio Conferencing Select Dial Out Add-on - subscription license - 1 license STATE OF TENNESSEE NASPO VALUEPOINT SOFTWARE VAR(# CTR060025/SWC 3999/77151) Coverage period: 4/1/2026 - 3/31/2027 LICENSE : 49022359 AUTHORIZATION NUMBER : ANNUAL BILLING DUE 4/1/2026	1,334	0.00	0.00
<a href="#">SEJ-00002-ESA3</a>	Microsoft Power Apps Premium - Subscription license - 1 user STATE OF TENNESSEE NASPO VALUEPOINT SOFTWARE VAR(# CTR060025/SWC 3999/77151) Coverage period: 4/1/2026 - 3/31/2027 LICENSE : 49022359	1	214.68	214.68



Material	Material Description	Quantity	Unit Price	Extended Price
	AUTHORIZATION NUMBER : ANNUAL BILLING DUE 4/1/2026			
<a href="#">V9B-00001-ESA3</a>	Microsoft Teams Rooms Pro - subscription license - 1 device STATE OF TENNESSEE NASPO VALUEPOINT SOFTWARE VAR(# CTR060025/SWC 3999/77151) Coverage period: 4/1/2026 - 3/31/2027 LICENSE : 49022359 AUTHORIZATION NUMBER : ANNUAL BILLING DUE 4/1/2026	3	429.37	1,288.11
			Product Subtotal	474,259.00
			TAX	0.00
			<b>Total</b>	<b>474,259.00</b>

Thank you for choosing Insight. Please contact us with any questions or for additional information about Insight's complete IT solution offering.

Sincerely,

Ashley McDonald  
 +18004674448  
[ASHLEY.MCDONALD@INSIGHT.COM](mailto:ASHLEY.MCDONALD@INSIGHT.COM)  
 Fax +14807608991

Chalsey Hinton  
 +14804096546  
[CHALSEY.HINTON@INSIGHT.COM](mailto:CHALSEY.HINTON@INSIGHT.COM)

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# COUNCIL COMMUNICATION

**Meeting Date: 03/12/2026**

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**Item Title:** Lytle Street Multimodal Study Presentation

**Department:** Engineering

**Presented by:** Chris Griffith, P.E., Executive Director

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## **Summary**

Update on the Lytle Street Multimodal Study.

## **Background Information**

The City entered in a contract with Kimley Horn for the Lytle Street Multimodal Study to improve mobility between Downtown Murfreesboro and MTSU. The study identifies key needs such as filling sidewalk gaps, providing bicycle accommodations, improving pedestrian infrastructure, and addressing ADA accessibility challenges. Existing site constraints—including driveway density, right-of-way limitations, and utility and drainage conflicts—helped shape the refined design concepts being presented for Council feedback.

## **Council Priorities Served**

*Expand infrastructure*

The concepts support enhanced multimodal connections between major activity centers.

# COUNCIL COMMUNICATION

Meeting Date: 03/12/2026

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**Item Title:** Murfreesboro Safe Streets Presentation

**Department:** Engineering

**Presented by:** Lexi Stacey, Project Coordinator

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## Summary

Update on the Murfreesboro Safe Streets Action Plan.

## Background Information

The City is developing a Safety Action Plan (SAP) through the SS4A grant program to guide future safety improvements and position the City for federal implementation funding. As part of this effort, Kimley-Horn has analyzed crash data, engaged the public, and developed initial strategies to improve roadway safety in target areas. This presentation allows Council to review and comment on these findings before the draft plan is completed.

## Council Priorities Served

### *Expand Infrastructure*

Murfreesboro Safe Streets SAP will support long-term planning for transportation safety improvements.

### *Responsible budgeting*

The plan provides a foundation for prioritizing future projects and grant applications.

# COUNCIL COMMUNICATION

Meeting Date: 03/12/2026

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**Item Title:** Access Management Presentation  
**Department:** Engineering  
**Presented by:** Chris Griffith, P.E., Executive Director

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## Summary

Presentation on the City's proposed Access Management strategy.

## Background Information

Engineering staff and consultants have developed an access management framework based on current best practices and corridor-level analysis. This includes recommended minimum spacing for signals and driveways, coordination of parallel access roads, and integration of access guidelines into future land-use planning. These principles aim to improve safety, enhance multimodal connectivity, and support responsible development along major arterial corridors.

The presentation will provide an overview of the access management concepts, the rationale behind the recommended spacing standards, and how these strategies will be implemented on upcoming projects and reviewed during development applications.

## Council Priorities Served

*Expand Infrastructure*

Access management supports long-term roadway planning and coordinated corridor improvements that help with traffic congestion and safety.

# COUNCIL COMMUNICATION

Meeting Date: 03/12/2026

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**Item Title:** January 2026 Dashboard  
**Department:** Finance  
**Presented by:** Erin Tucker, CFO/City Recorder

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## Summary

January 2026 Dashboard packet

## Background Information

Dashboard information includes relevant Financial, Building & Codes, and Construction data.

## Council Priorities Served

*Responsible budgeting*

Providing Council with assessable financial information on a regular-basis assists in critical decision-making about the fiscal affairs of the City.

## Fiscal Impacts

None

## Attachments:

1. January 2026 Dashboard
2. January Impact Fee Report
3. City Schools January Dashboard

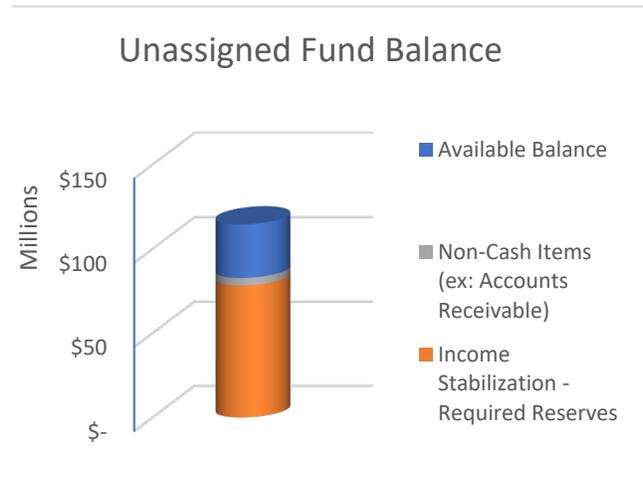
# JANUARY 2026 DASHBOARD

## FUND BALANCE

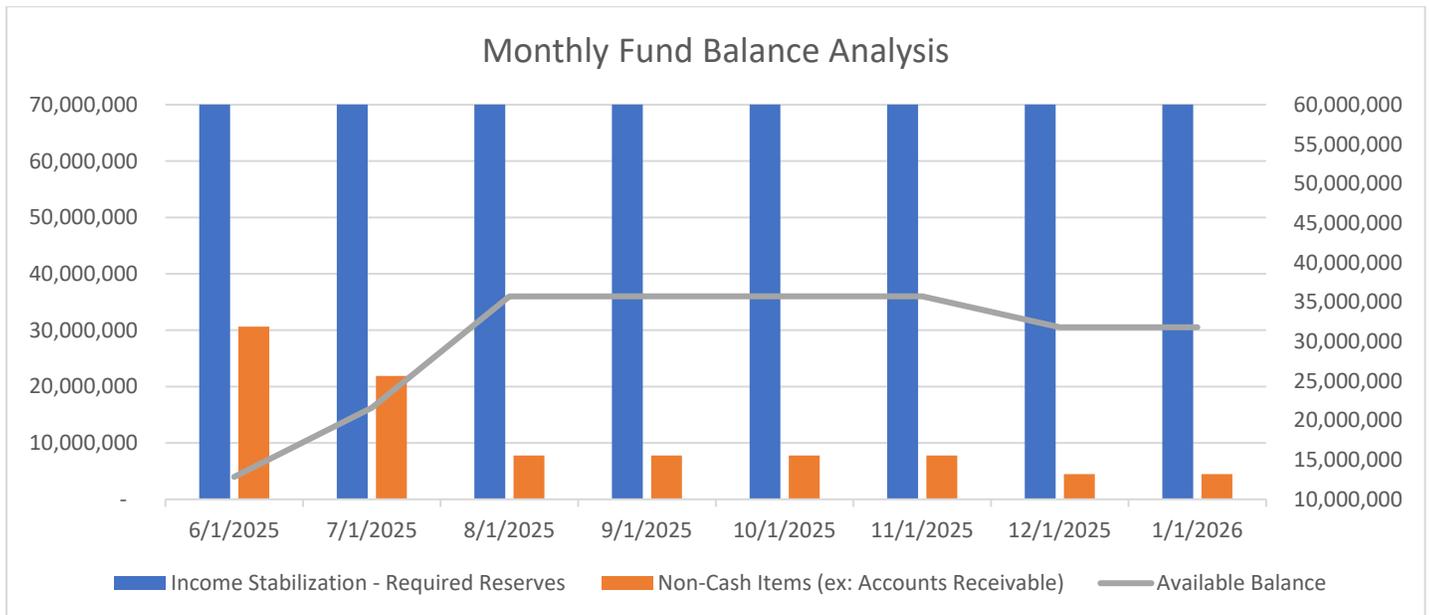
The City's Fund Balance policy requires a reserve of 15-30% of General Fund revenues. This reserve is maintained in the Unassigned Fund Balance within General Fund. Other components of this account include non-spendable assets, including Accounts Receivable. The remaining funds are available for use, generally for one-time, non-recurring expenses. Examples include economic development related expenses and capital spending for land, buildings and equipment.

The graph and chart below reflects the total Unassigned Fund Balance categorized by required reserves, non-cash items, and available balance. The maximum reserve (30% of General Fund operating revenues) is used. These amounts are unaudited.

Unassigned Fund Balance	
1/31/2026	
Available Balance	31,804,703
Non-Cash Items (ex: Accounts Receivable)	4,461,518
Income Stabilization - Required Reserves	78,300,000
	<b>114,566,221</b>



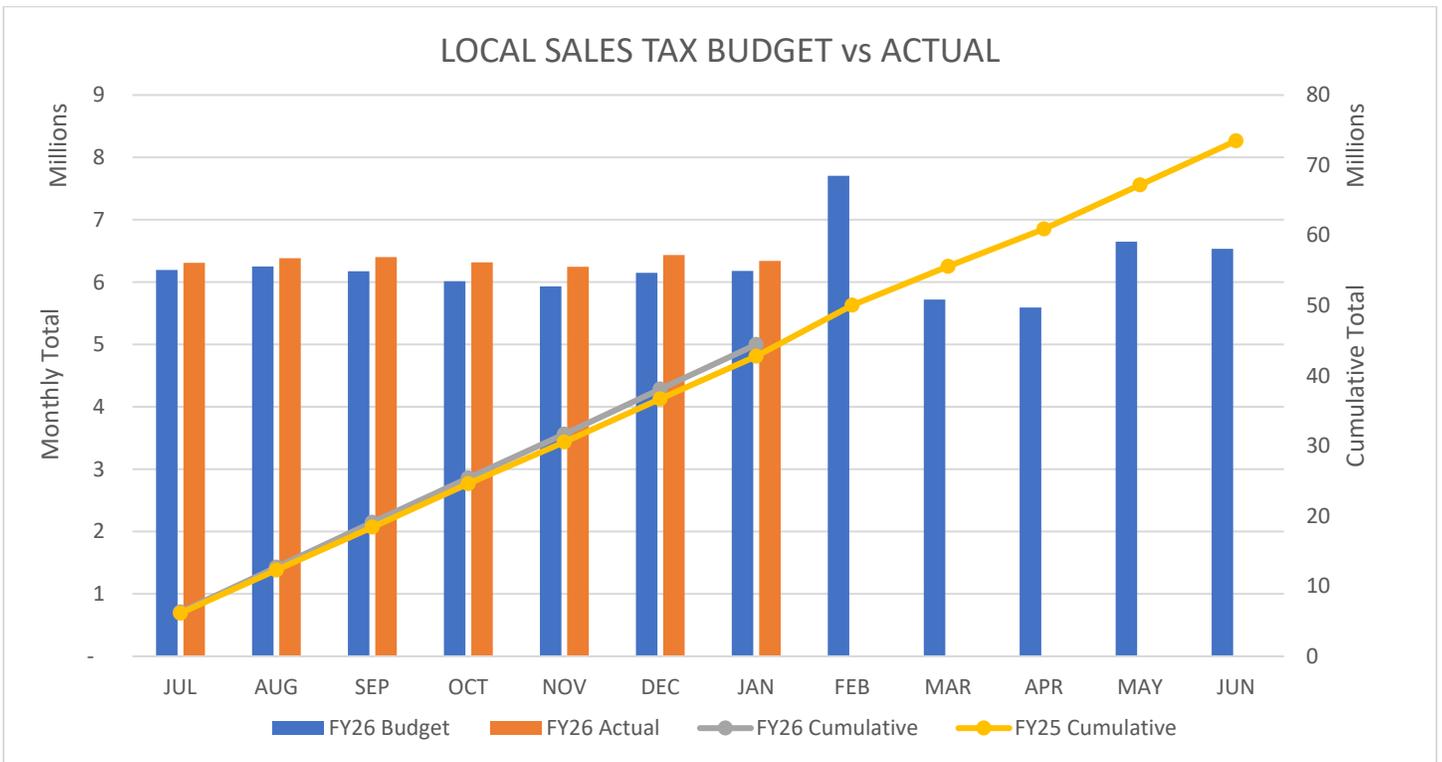
The chart below displays the changes in use of Unassigned Fund Balance by month.



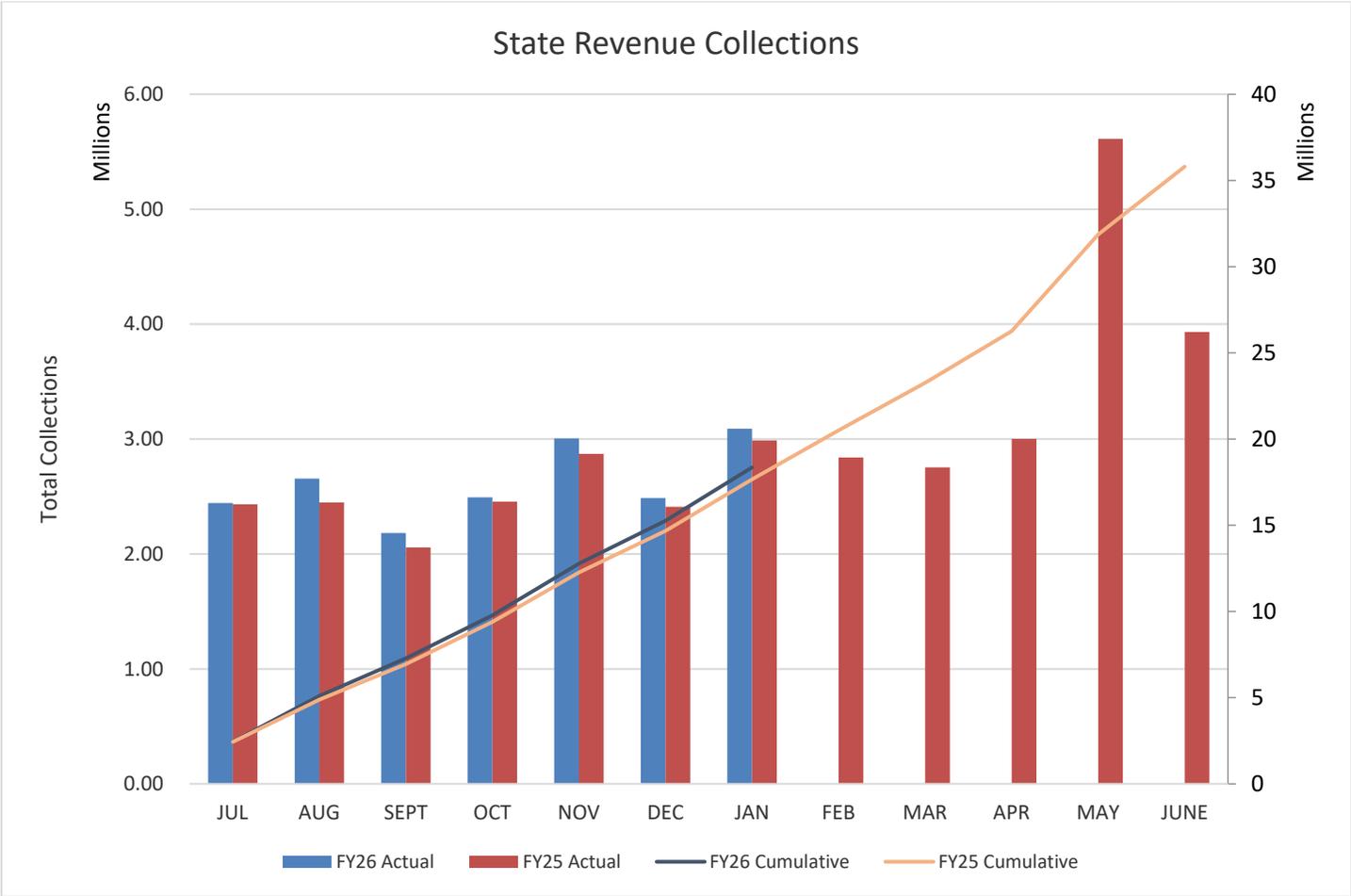
## REVENUES



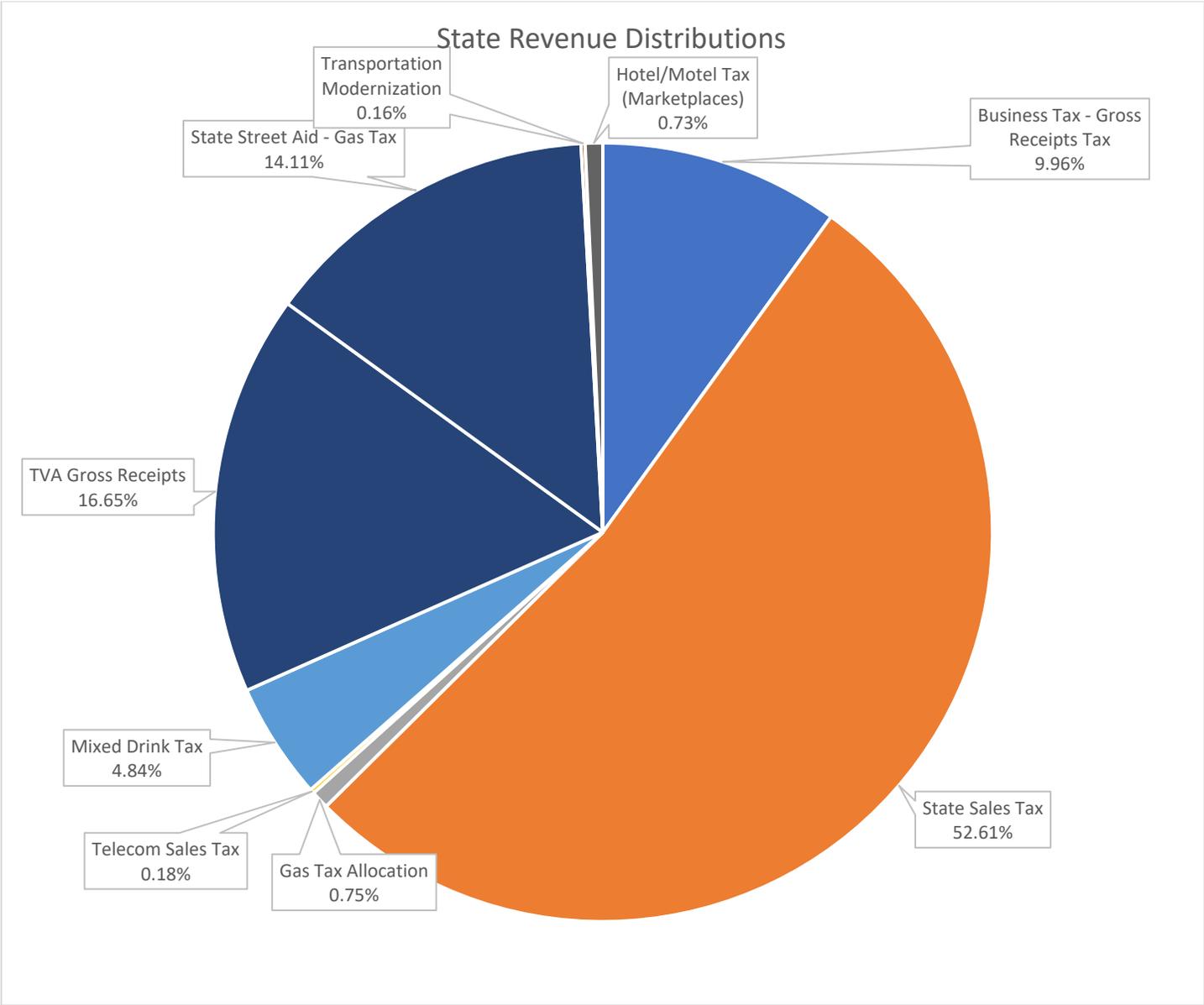
Property Tax notices were mailed in early October. The FY26 budget reflects a 3% increase over FY25, which is consistent with last year's growth, however actual results were a bit lower at 2.8%.



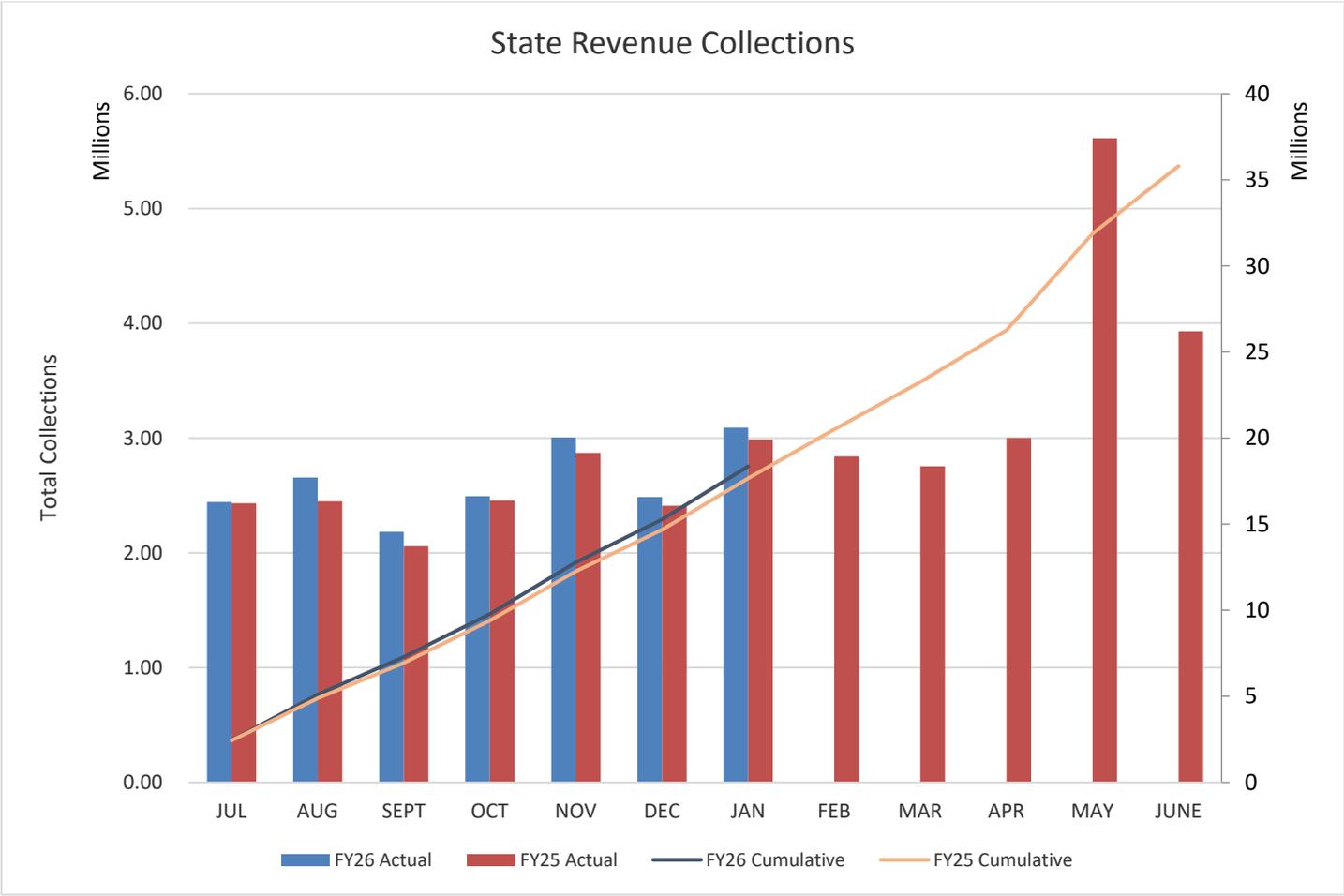
FY26 Local Sales Tax collections were budgeted with a 2.5% increase over FY25 projected results. January receipts show \$259k more than last year (4.3% increase) for the month and \$1.7m (3.9%) increase for the year. This revenue also shows a \$1.5m (3.6%) increase over budgeted projections.



FY26 State Sales Tax collections were budgeted at 2.3% over FY25. January receipts, for November sales, were up 1.8% compared to last year and up 3.4% over budget.

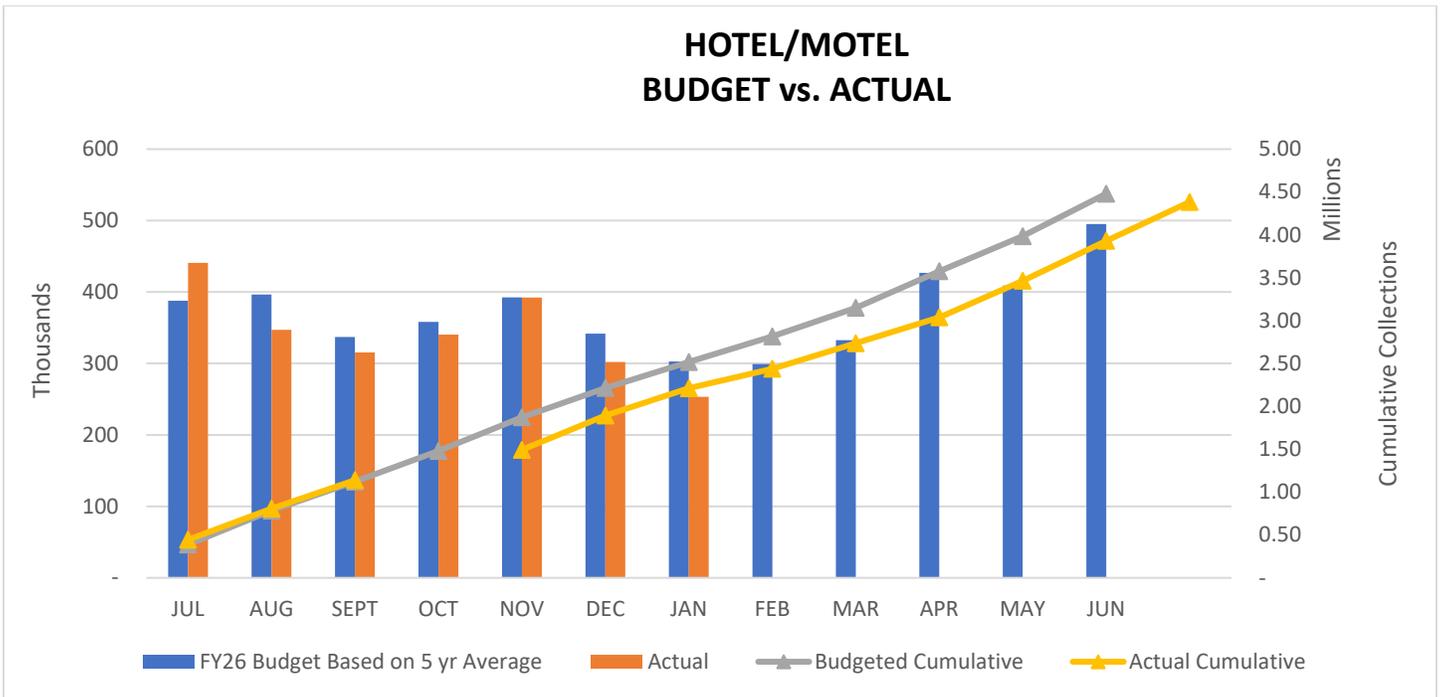


For January, Sales Tax made up 53% of State revenues. TVA gross receipts brought in 17% of total state shared taxes. Business Tax receipts made up 10%. State Street Aid (restricted to road improvements) made up 14% of the month's receipts. Mixed Drink tax totaled 5% for the month. The remaining revenues were made up with other miscellaneous taxes, including telecom and miscellaneous gas tax revenues.



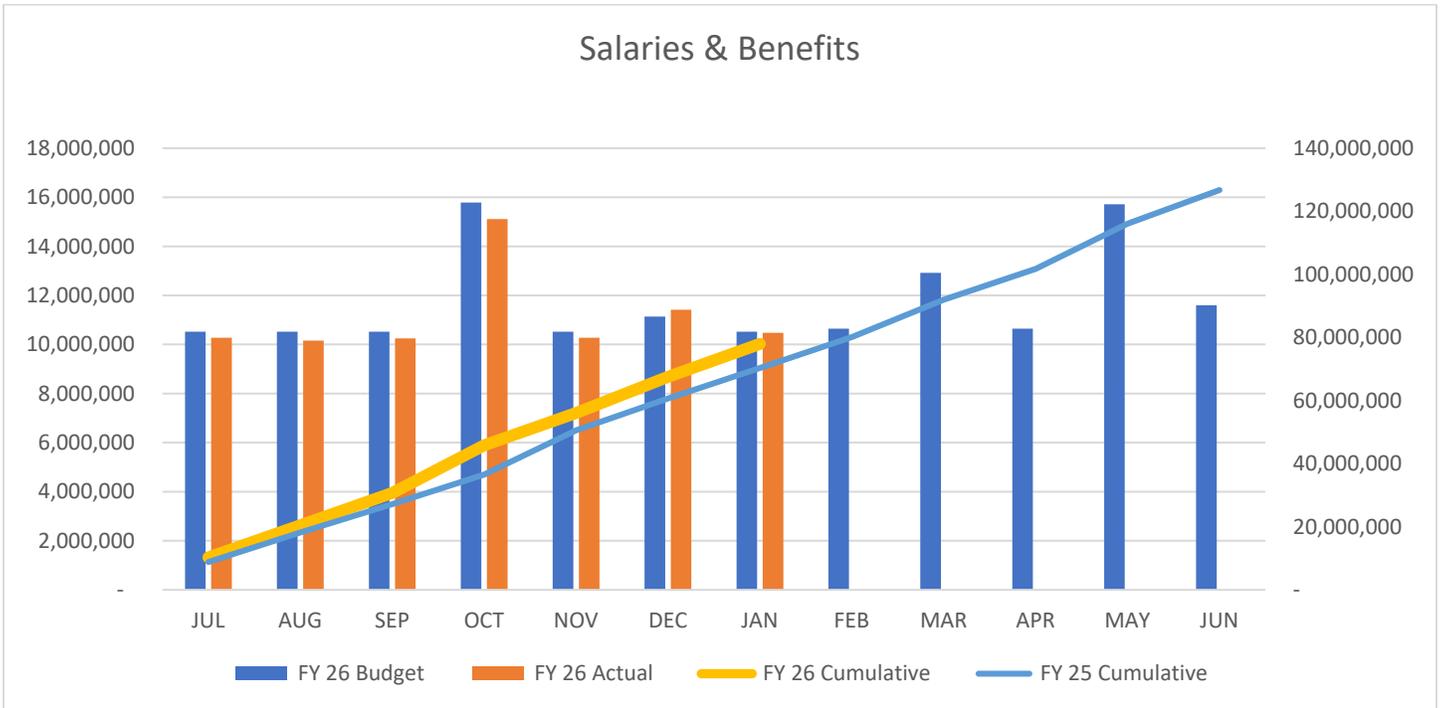
Overall, State Shared Revenue collections showed a 3.4% increase for January over last year. Business License (Gross Receipts) Taxes are up 15% for the year, and up 12% for the month. This tax can fluctuate depending on when returns are filed. Mixed drink taxes are down 1% for the month, with 5% cumulative growth over last year. State Street Aid Gas Tax continues to reflect flat results compared to FY25. These revenues are restricted and can only be spent on eligible roadway maintenance and construction projects.

## HOTEL/MOTEL BUDGET vs. ACTUAL



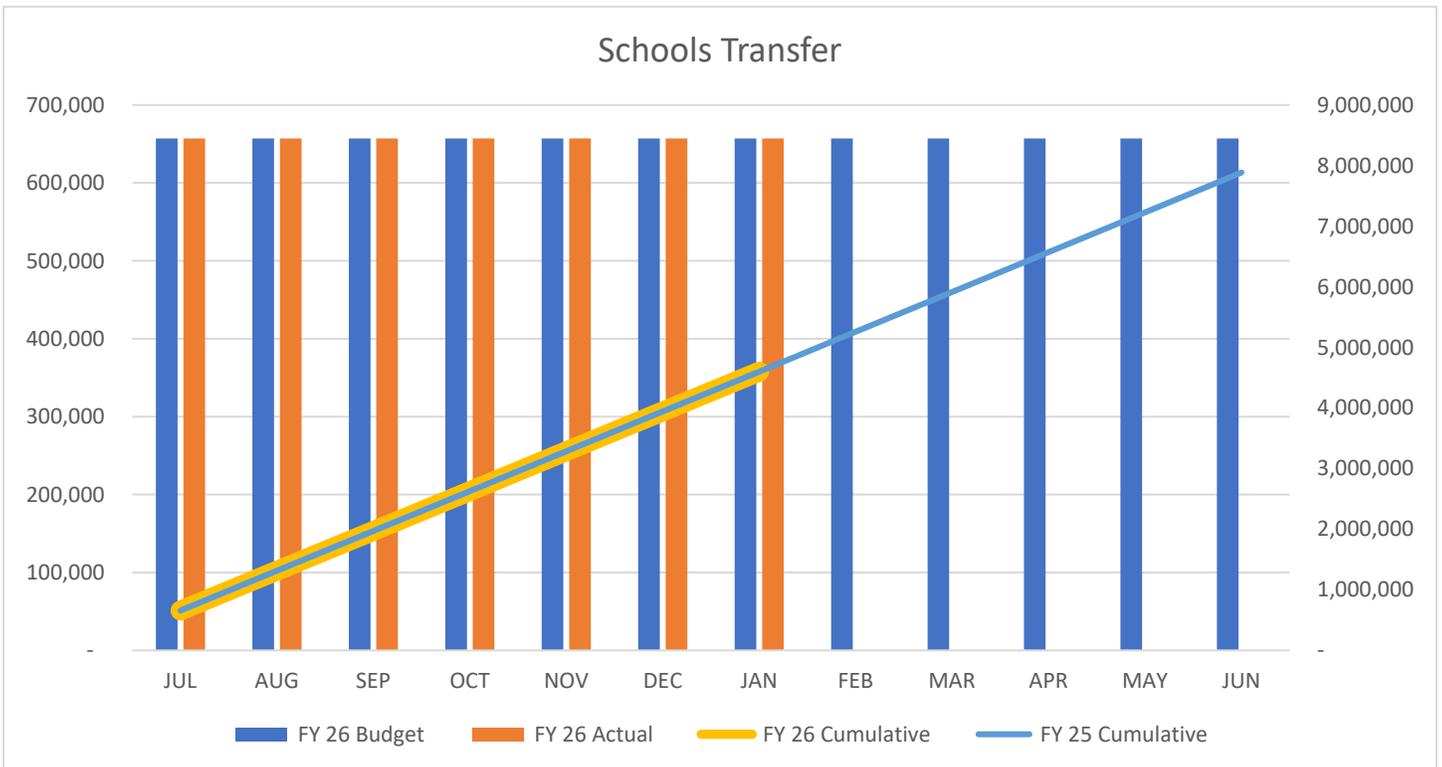
FY26 Hotel/Motel Taxes were budgeted 11% more than the FY25 budget. January results reflect a 5.5% increase compared to last year for the month. For the year, this revenue reflects a 5% cumulative budget deficit. The Finance Department has hired an accounting firm to conduct an audit of the City's hotels and motels to ensure accurate and timely reporting.

## EXPENSES

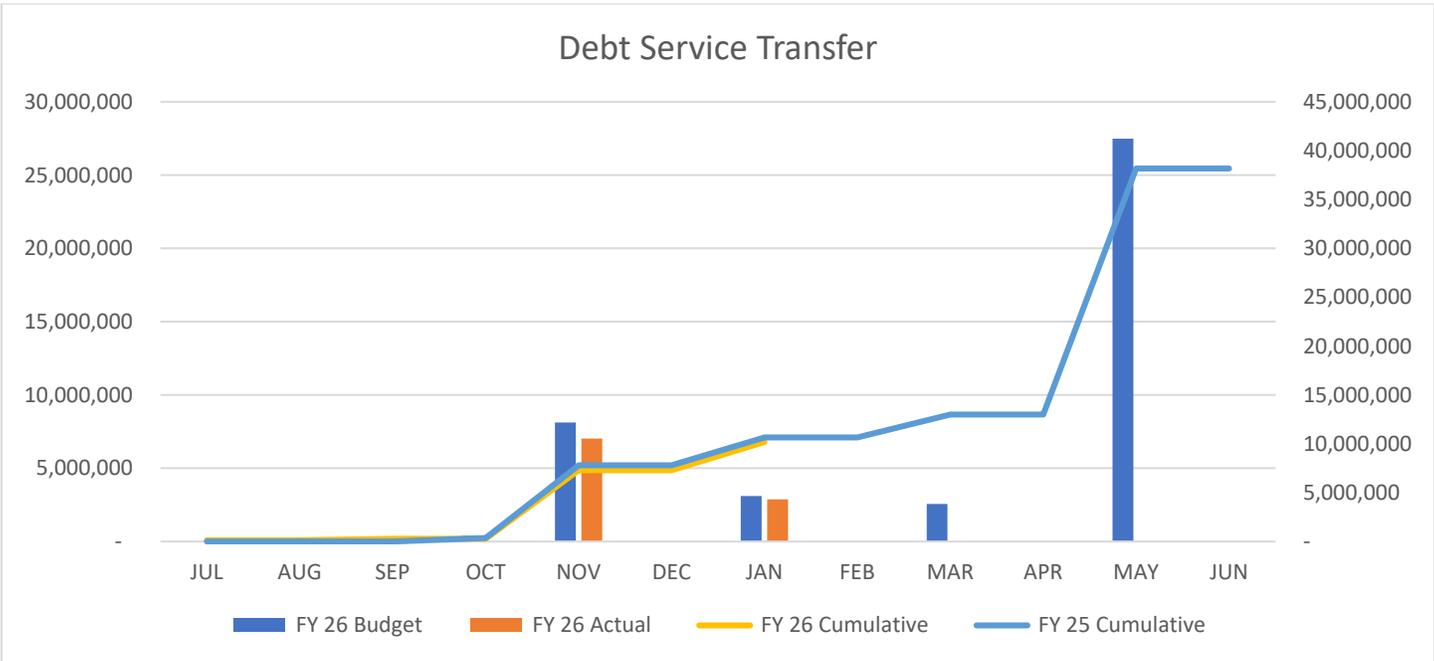


Salaries & Benefits make up 35% of General Fund’s budget. The FY26 budget included 32 additional full-time positions, 23 of which are for public safety. Full-time approved positions increased from 1,148 to 1,180 positions.

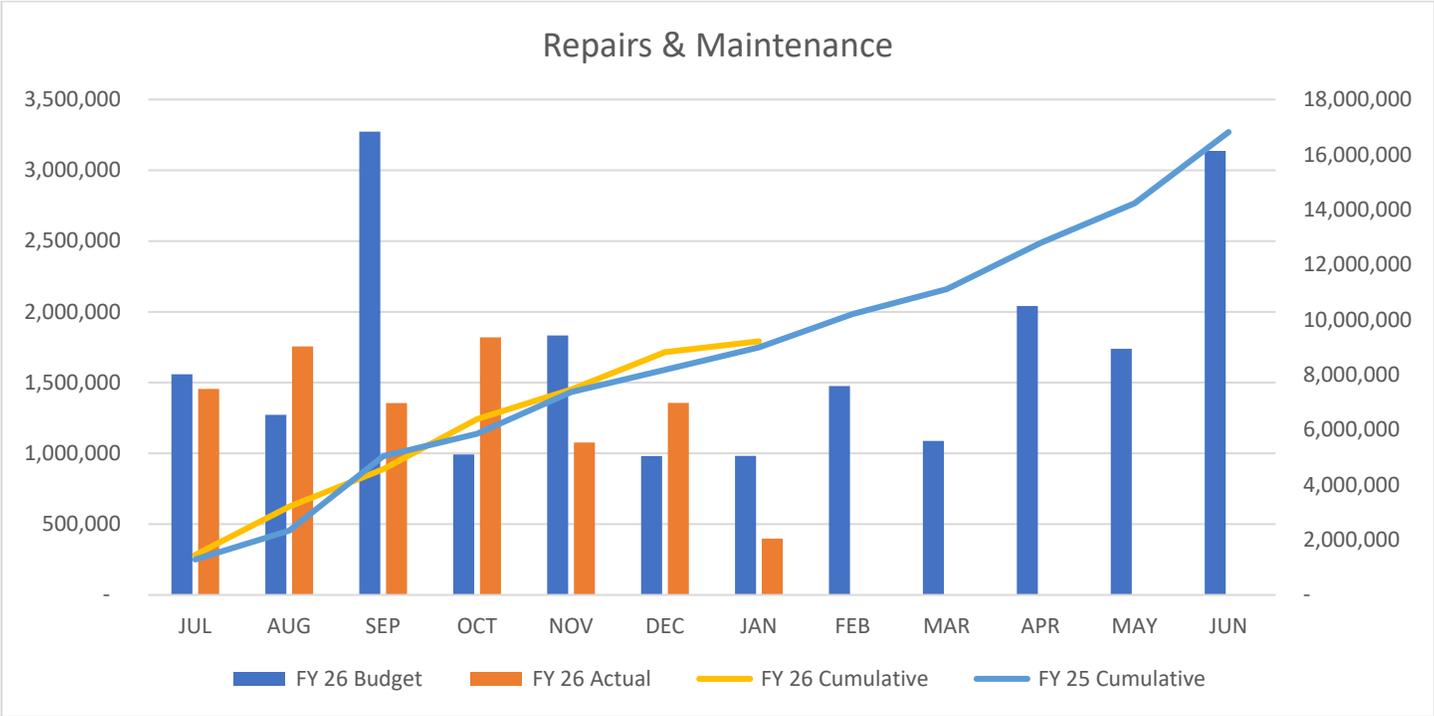
As of 1/31/26, there were 1,111 filled full-time positions and 69 vacancies. Police had 26 open positions at the end of December, including 19 sworn officer positions. Overall, salary expenses are down compared to budget by 2%.



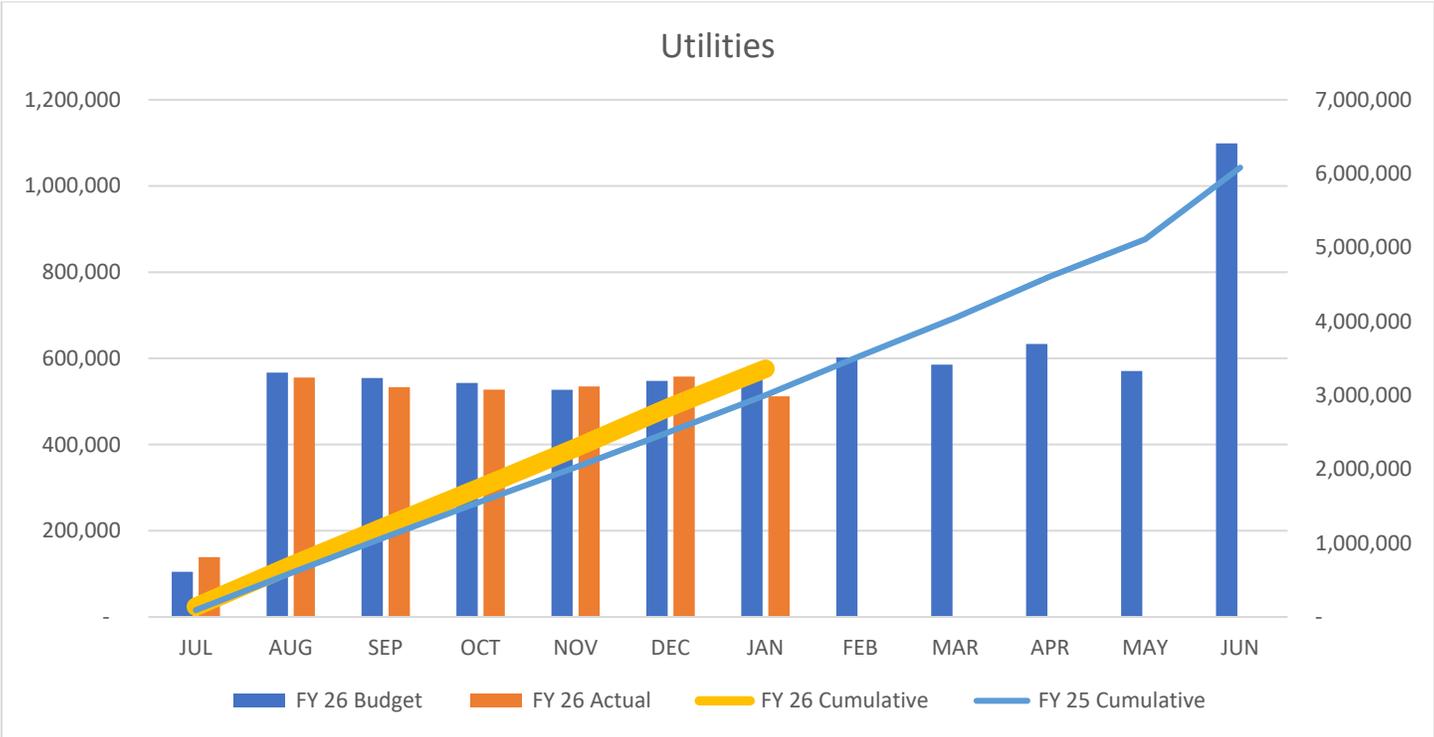
Transfers to City Schools makes up 2% of General Fund’s budget. Budgeted Transfers to City Schools is budgeted at \$7.885M. This transfer is made in monthly increments evenly distributed throughout the year.



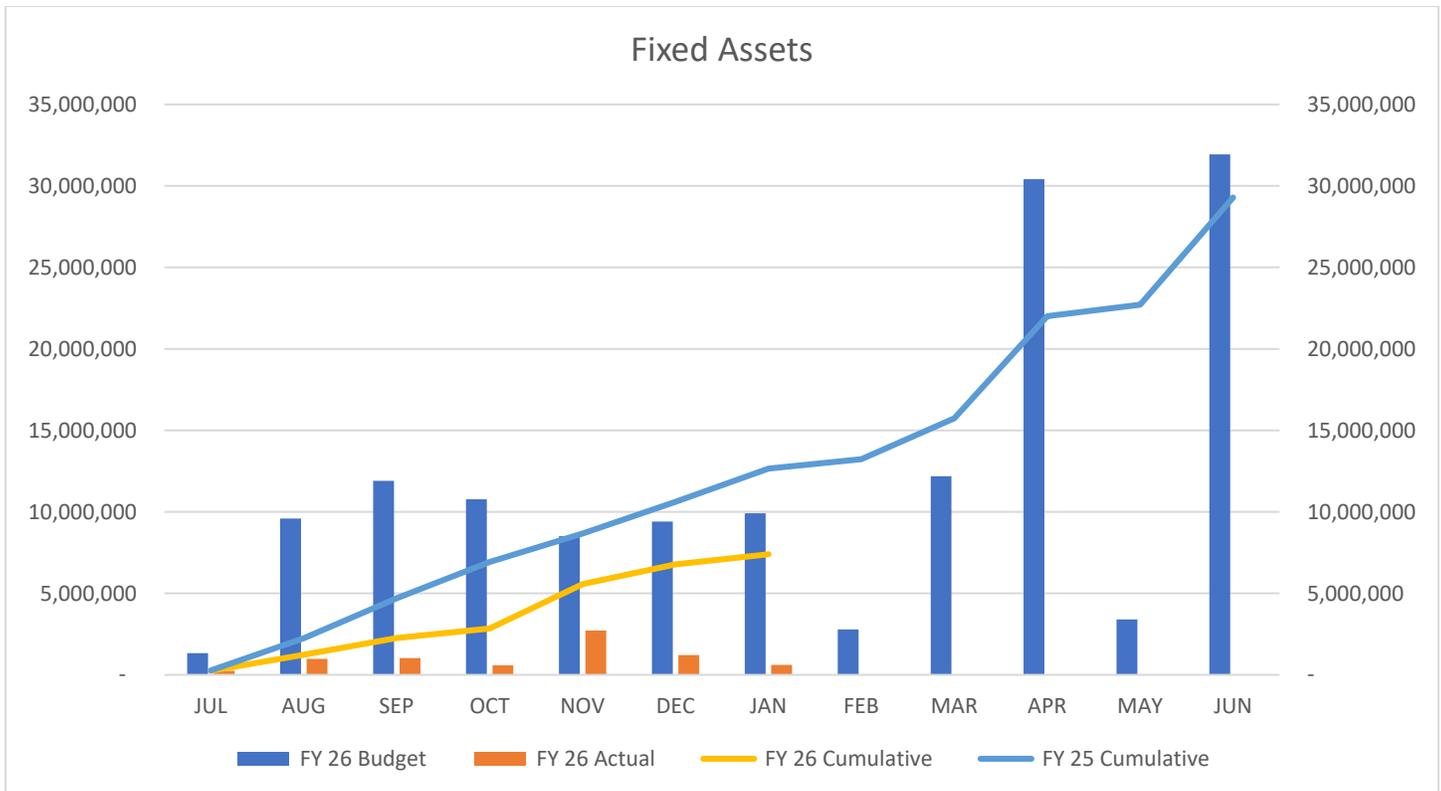
Budgeted Debt Service makes up 12% of General Fund’s budget. Council approved a \$70m debt issuance in FY25 which is expected to be issued in mid-late FY26. The Debt Service budget totals \$41.3m which includes a mid-year debt issuance.



Repairs & Maintenance make up 5% of General Fund budgeted expenses. This includes technology maintenance (software, network & hardware) (\$4.4m), fleet services (\$5.5m), and Police R&M for radios, mobile data terminals, etc. (\$1.7m). State Street Aid R&M of streets, markings and right of way totals \$5.7m. While monthly budgeted amounts are based on last year’s actual results, these expenses are seasonal and fluctuate depending on contract timing and timing of repairs. Repair & Maintenance costs are up 2% compared to last year through January. Overall, costs are down 15% compared to budget for the year.



Utilities make up 2% of General Fund’s budget. Results are up 12% as compared to FY25 and are continue to run flat compared to the budget through January. These costs tend to fluctuate with fuel increases, so more fluctuations are anticipated this year.



Fixed Assets make up 35% of General Fund’s budget, totaling \$142M These items include:

- \$40m – MED funded Roads
- \$6.5 – MED funded Parks
- \$17.7m – CIP swap
- \$33m – FY25 CIP (General Fund funded)
- \$10.7m – ARPA funded projects
- \$16.7m – Infrastructure for grant funded road construction

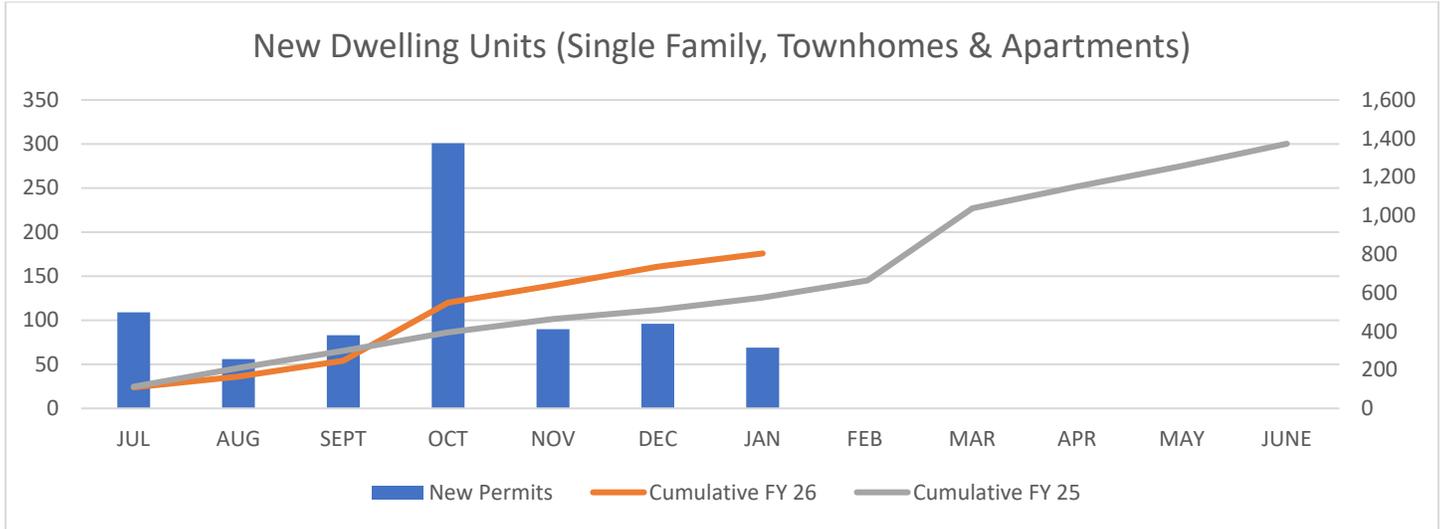
The FY25 CIP included allocation of \$39m of Unassigned Fund Balance for CIP projects. In addition, several General Fund projects and expenses were swapped, using previous bond proceeds to facilitate accelerated

spending of these proceeds. This resulted in projects being “swapped” from the Loan/Bond Fund with General Fund.

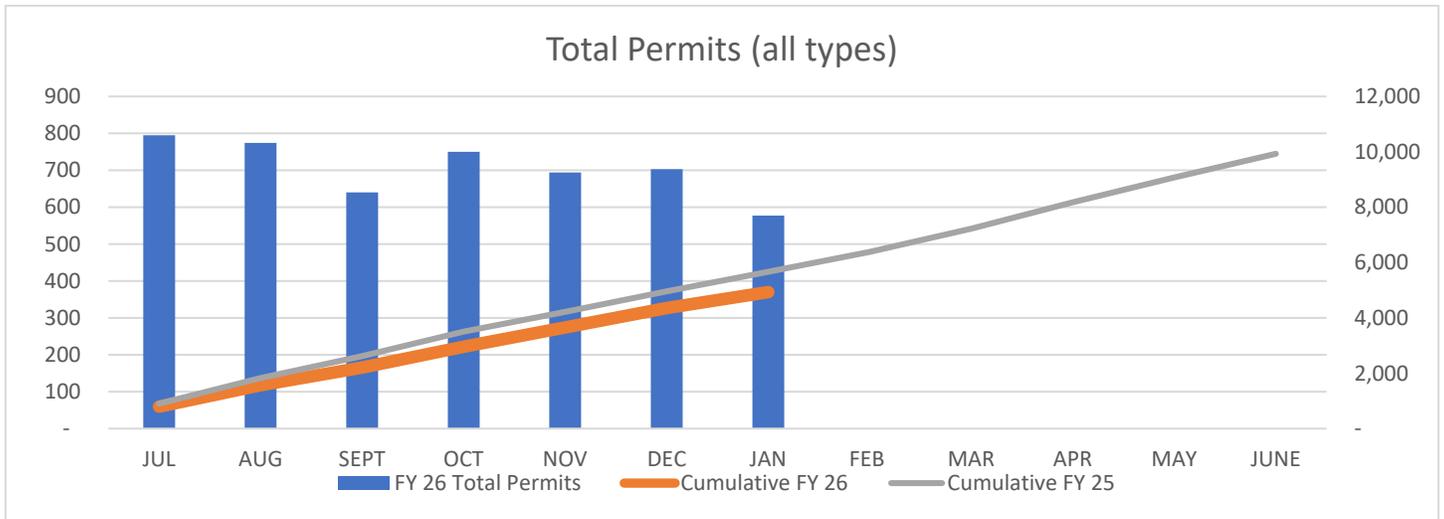
Like Repairs & Maintenance, timing on spending in Fixed Assets is also seasonal and can fluctuate based on the construction schedules and delivery of equipment. There are also several significant construction projects funded in the operating budget. Fixed asset spending was down 42% compared to last year’s expenses through January and down 88% compared to budget.

## BUILDING & CODES

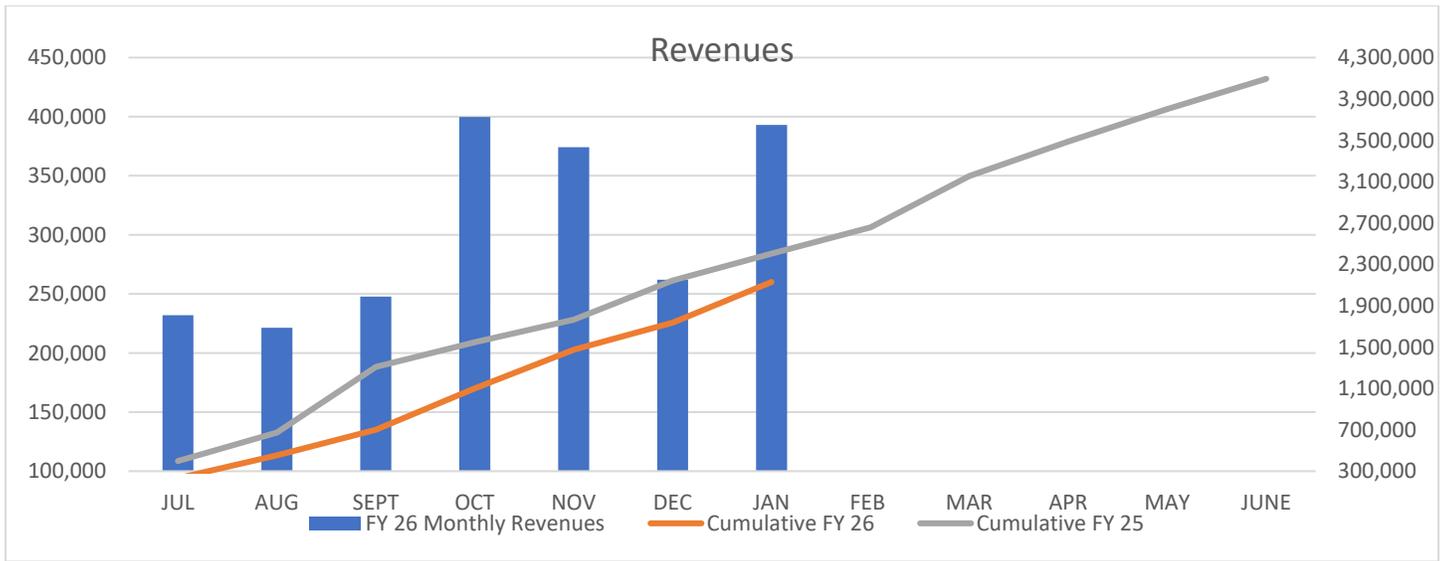
Building & Codes budgeted revenues reflect a 7% decrease from the FY25 budget and reflect an 11% decrease as compared to FY25's actual results.



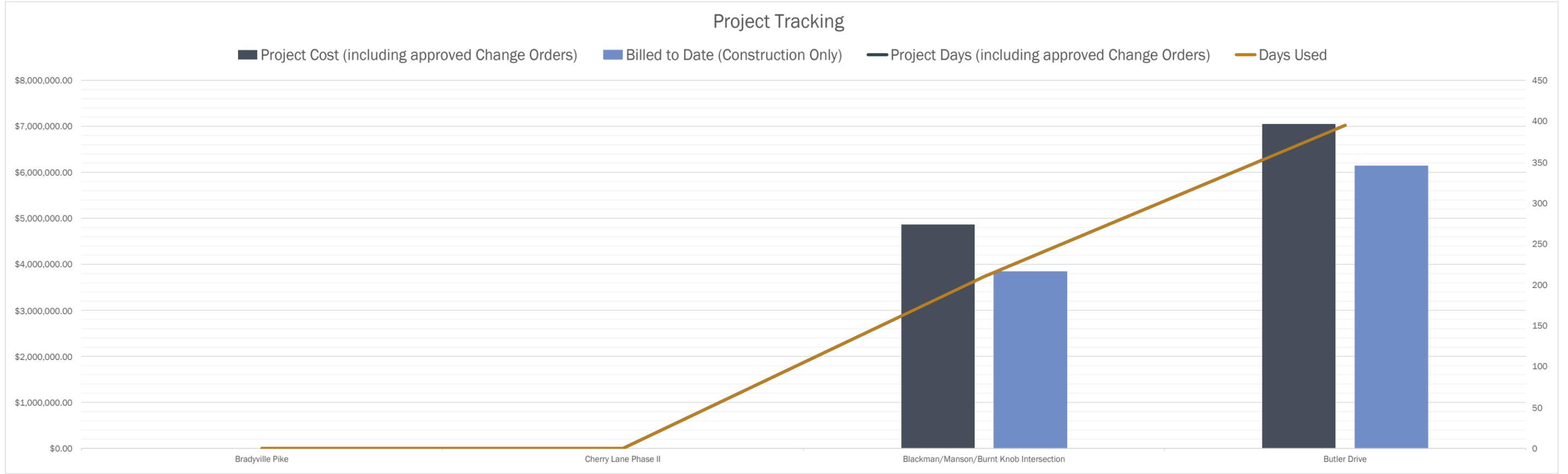
January new dwelling permits reflect an 8% increase compared to last year and are up 40% overall for the year, due primarily to a new apartment complex permitted in the fall.



Total permits were trending down from last year by 13% for January, an overall improvement compared to the largest decline of 16% in September.



For January, revenues are up 51% for the month as compared to last year but down 11% overall for the year.



Project Limits				Project Cost (including approved Change Orders)	Billed to Date (Construction Only)	Project Days (including approved Change Orders)	Days Used	Percent Days	Estimated Substantial Completion	N.T.P.
Project Name	From	To	Distance							
Bradyville Pike	SE Broad Street	S Rutherford Blvd	2.10 Miles	\$22,500,000 (Est Cost)	\$0.00	0	0	0%		
Cherry Lane Phase II	Siegel Soccer Park	Sulphur Springs Road	1.73 Miles	\$26,500,000 (Est Cost)	\$0.00	0	0	0%		
Blackman/Manson/Burnt Knob Intersection	N/A	N/A	N/A	\$4,865,978.00	\$3,840,967.78	210	210	100%	8/6/2025	2/9/2025
Butler Drive	1000 Butler Drive	Joe B Jackson	.88 Miles	\$7,039,011	\$6,138,388.89	395	395	100%	2/20/2025	1/22/2024
<b>Total</b>				<b>\$60,904,989</b>	<b>\$9,979,357</b>					

	<b>Project Status / Comments</b>
Cherry Lane Phase II	Environmental permits secured. Right-of-way plans complete and exhibits and descriptions are being finalized. City staff finalized right of way acquisition proposal from consultant. Scheduled to go for Council approval.
Cherry Lane Phase III	TDOT funding has been secured for interchange. City staff and Volkert working on certifying ROW. Utility coordination is ongoing for the project. SOAR and NEPA Reevaluation is being updated.
MLK Sidewalk Phase 2	Contractor has installed traffic control and epsc measures. The are currently stripping top soil and hauling in material for sidewalk preperation along north side of project.
Blackman/Burnt Knob/Manson Intersection	Construction complete. Contractor working on punch list items. Staff working on end of job paperwork.
Medical Center Phase 2	The contractor is currently excavating and rebuilding the island to the west of the Fountains.
Rutherford Blvd Extension	Construction plans are being finalized and bid book is being review by staff. Right of way acquisition being finalized. Updated traffic study underway.

<b>Project</b>	<b>ROW Updates</b>
Cherry Lane Phase III	Order of possession received on final tract.
Rutherford Blvd Extension	6 out of 7 tracts finalized

## Impact Fee Report for New Development in the City of Murfreesboro

### Month of January 2026

Land Use Type	Total Impact Fee Assessed	Road Fee	Park Fee	Public Safety Fee	School Fee
Single-Family Residential	177,403.08	38,794.52	62,864.56	19,924.14	55,819.86
SFR-Townhomes	-	-	-	-	-
Multi-Family Residential	-	-	-	-	-
Retail/Commercial	13,103.15	8,651.22	-	4,451.93	-
Office	-	-	-	-	-
Public/Institutional	-	-	-	-	-
Industrial	-	-	-	-	-
<b>Total</b>	<b>190,506.23</b>	<b>47,445.74</b>	<b>62,864.56</b>	<b>24,376.07</b>	<b>55,819.86</b>

### Fiscal Year 2026 to Date

Land Use Type	Total Impact Fee Assessed	Road Fee	Park Fee	Public Safety Fee	School Fee
Single-Family Residential	1,871,482.67	409,255.87	663,178.59	210,186.14	588,862.07
SFR-Townhomes	75,605.99	16,533.52	26,791.74	8,491.31	23,789.42
Multi-Family Residential	-	-	-	-	-
Retail/Commercial	1,029,877.41	679,966.26	-	349,911.15	-
Office	4,911.14	3,213.06	-	1,698.08	-
Public/Institutional	132,747.65	86,840.85	-	45,906.80	-
Industrial	60,306.41	39,468.74	-	20,837.67	-
<b>Total</b>	<b>3,174,931.27</b>	<b>1,235,278.30</b>	<b>689,970.33</b>	<b>637,031.15</b>	<b>612,651.49</b>

### Total Revenues to Date

Land Use Type	Total Impact Fee Assessed	Road Fee	Park Fee	Public Safety Fee	School Fee
Single-Family Residential	6,283,191.23	1,374,008.31	2,226,511.57	705,665.06	1,977,006.28
SFR-Townhomes	98,236.48	21,482.35	34,811.08	11,032.94	30,910.11
Multi-Family Residential	-	-	-	-	-
Retail/Commercial	1,268,178.69	837,302.29	-	430,876.40	-
Office	42,610.25	27,877.33	-	14,732.92	-
Public/Institutional	137,347.59	89,850.04	-	47,497.55	-
Industrial	70,488.84	46,132.83	-	24,356.01	-
<b>Total</b>	<b>7,900,053.08</b>	<b>2,396,653.15</b>	<b>2,261,322.65</b>	<b>1,234,160.88</b>	<b>2,007,916.39</b>
<b>Expenditures</b>	<b>(1,370,000.00)</b>	<b>(1,370,000.00)</b>	<b>(1,370,000.00)</b>	<b>(1,370,000.00)</b>	<b>(1,370,000.00)</b>
	<b>6,530,053.08</b>	<b>2,396,653.15</b>	<b>891,322.65</b>	<b>1,234,160.88</b>	<b>2,007,916.39</b>

# COUNCIL COMMUNICATION

Meeting Date: 3/12/2026

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**Item Title:** January 2026 MCS Cash Flow Statement and Revenue and Expenditure Budget Comparison Reports

**Department:** Murfreesboro City Schools

**Presented by:** Daniel Owens

**Requested Council Action:**

- Ordinance
  - Resolution
  - Motion
  - Direction
  - Information
- 

**Summary**

FY26 Cash Flow Statement (January 2026)

FY26 Revenue and Expenditure Budget Comparison Reports (January 2026)

**Background Information**

The State has recommended the Schools provide a Cash Flow Statement to the City Council on a monthly basis to indicate enough cash reserves are forecasted to be available to pay monthly expenses. We also will be including Revenue and Expenditure Budget Comparison Reports, that is provided to the Murfreesboro City School Board each month. This information will be included in the Wednesday agenda each month. A formal presentation will not be made each month, however there will be an opportunity for questions and comments.

**Council Priorities Served**

Strong and Sustainable Financial and Economic Health

**Fiscal Impact**

None

**Attachments**

January 2026 MCS Cash Flow Statement

January 2026 MCS Revenue and Expenditure Budget Comparison Reports

**Cash Flow Forecast Schedule \*\***  
**FY 2026-General Purpose**

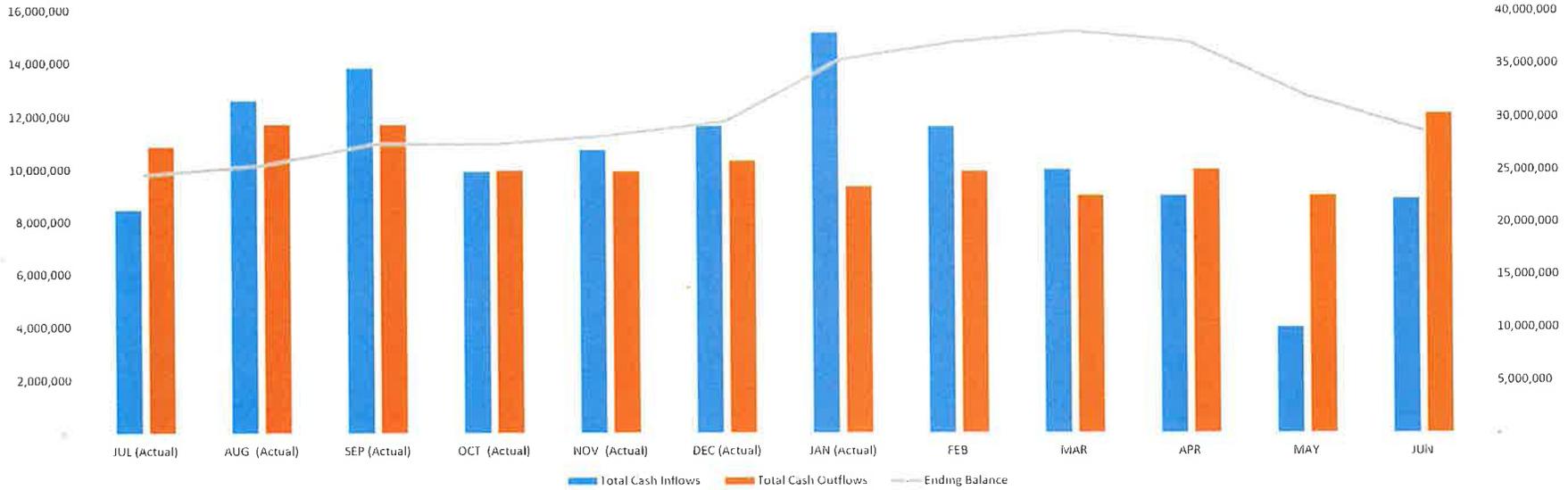
City or Town of:

Murfreesboro

Fund Name	JUL (Actual)	AUG (Actual)	SEP (Actual)	OCT (Actual)	NOV (Actual)	DEC (Actual)	JAN (Actual)	FEB	MAR	APR	MAY	JUN	TOTAL
Cash Receipts	\$ 8,477,277	\$ 12,603,436	\$ 13,812,369	\$ 9,936,569	\$ 10,757,363	\$ 11,652,131	\$ 15,147,501	\$ 11,630,439	\$ 10,000,000	\$ 9,000,000	\$ 4,000,000	\$ 8,892,412	\$ 125,909,497
Loan Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Inflows	8,477,277	12,603,436	13,812,369	9,936,569	10,757,363	11,652,131	15,147,501	11,630,439	10,000,000	9,000,000	4,000,000	8,892,412	125,909,497
Beg Cash Bal	26,975,782	24,550,742	25,430,022	27,527,340	27,482,272	28,289,277	29,595,441	35,382,141	37,059,747	38,044,196	37,028,645	32,013,094	
Available Cash	35,453,059	37,154,178	39,242,391	37,463,909	38,239,635	39,941,408	44,742,942	47,012,579	47,059,747	47,044,196	41,028,645	40,905,506	
Cash Payments	\$ 10,886,765	\$ 11,708,605	\$ 11,699,500	\$ 9,966,086	\$ 9,934,807	\$ 10,330,416	\$ 9,345,251	\$ 9,937,282	\$ 9,000,000	\$ 10,000,000	\$ 9,000,000	\$ 12,094,521	123,903,233
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers Out	15,551	15,551	15,551	15,551	15,551	15,551	15,551	15,551	15,551	15,551	15,551	46,540	217,601
Total Cash Outflows	10,902,316	11,724,156	11,715,051	9,981,637	9,950,358	10,345,967	9,360,802	9,952,833	9,015,551	10,015,551	9,015,551	12,141,061	124,120,834
Ending Balance	24,550,742	25,430,022	27,527,340	27,482,272	28,289,277	29,595,441	35,382,141	37,059,747	38,044,196	37,028,645	32,013,094	28,764,445	
Cash Inflows - Outflows	\$ (2,425,040)	\$ 879,280	\$ 2,097,317	\$ (45,068)	\$ 807,004	\$ 1,306,164	\$ 5,786,700	\$ 1,677,606	\$ 984,449	\$ (1,015,551)	\$ (5,015,551)	\$ (3,248,649)	\$ 1,788,663

\*\* This schedule is only required for certain funds. Please refer to the **Information Tab** to see if this schedule is required for your local government.

Cash Flow Forecast



**COMPARISON OF BUDGET TOTALS**  
**July 1, 2025 Through January 31, 2026**

<b>TOTAL INCOME</b>	<b>7/1/25 - 1/31/26</b>	<b>\$</b>	<b>64,327,682</b>
<b>TOTAL EXPENSES</b>	<b>7/1/25 - 1/31/26</b>		<b>61,319,842</b>
			<hr/>
	<b>NET INCOME</b>	<b>1/31/26</b>	<b>\$</b>
			<b>3,007,840</b>
			<hr/> <hr/>

JANUARY 2026

**YEAR-TO-DATE REVENUE COMPARISON**

	BUDGET CLASS.	2024-25 BUDGET	2024-25 YTD REV.	2024-25 OVR/(UNDR) BUDGET	2024-25 % Received	2025-26 BUDGET	2025-26 YTD REV.	2025-26 OVR/(UNDR) BUDGET	2025-26 % Received
1	40110-Current Prop. Tax	15,000,000	6,956,245	(8,043,755)	46.4%	14,000,000	7,161,515	(6,838,485)	51.2%
2	40210-Local Option Sales Tax	16,700,000	7,565,760	(9,134,240)	45.3%	17,888,900	8,292,324	(9,596,576)	46.4%
3	40000-41110-Other County Rev	1,972,000	674,029	(1,297,971)	34.2%	2,032,500	912,435	(1,120,065)	44.9%
4	43300-44999-Other Local Revenue (Interest, Tuition)	1,621,796	1,015,778	(606,018)	62.6%	786,675	786,121	(554)	99.9%
	<b>SUBTOTAL LOCAL REVENUE</b>	<b>\$ 35,293,796</b>	<b>\$ 16,211,812</b>	<b>\$ (19,081,984)</b>		<b>\$ 34,708,075</b>	<b>\$ 17,152,394</b>	<b>\$ (17,555,681)</b>	
5	46310-Project Diabetes Grant	126,700	-	(126,700)	0.0%	-	-	-	N/A
6	46510-TISA	63,477,651	38,737,590	(24,740,061)	61.0%	65,887,040	40,285,175	(25,601,865)	61.1%
7	46513-TISA On-Behalf Payments	30,000	-	(30,000)	N/A	30,000	-	(30,000)	N/A
8	46515-Early Childhood Ed. (VPK Grant & SPED PK)	1,500,605	623,683	(876,922)	41.6%	1,326,895	472,344	(854,551)	35.6%
9	46590-Other State Education	1,851,909	-	(1,851,909)	0.0%	1,805,750	1,699,589	(106,161)	94.1%
10	46596-Paid Parental Leave	300,000	79,339	(220,661)	N/A	250,000	43,567	(206,433)	17.4%
11	46610-Career Ladder Program	51,000	28,972	(22,028)	56.8%	40,000	23,296	(16,704)	58.2%
12	46591-Coordinated School Health (ended FY23)	-	-	-	N/A	-	-	-	N/A
13	46595-Family Resource (ended FY23)	-	-	-	N/A	-	-	-	N/A
14	46800-46990-Safe Schools and Public School Security Grant	-	-	-	N/A	183,622	-	(183,622)	N/A
	<b>SUBTOTAL STATE REVENUES</b>	<b>\$ 67,337,865</b>	<b>\$ 39,469,584</b>	<b>\$ (27,868,281)</b>		<b>\$ 69,523,307</b>	<b>\$ 42,523,970</b>	<b>\$ (26,999,337)</b>	
15	47000- Federal Funds	396,348	136,766	(259,582)	34.5%	16,200	-	(16,200)	0.0%
	<b>SUBTOTAL FEDERAL REVENUES</b>	<b>\$ 396,348</b>	<b>\$ 136,766</b>	<b>\$ (259,582)</b>		<b>\$ 16,200</b>	<b>\$ -</b>	<b>\$ (16,200)</b>	
16	49100-49800 Insurance Recovery/Indirect Costs	195,000	-	(195,000)	0.0%	320,000	51,674	(268,326)	16.1%
17	49810-City of Murfreesboro Allocation	7,885,103	4,599,643	(3,285,460)	58.3%	7,885,103	4,599,643	(3,285,460)	58.3%
18	49820-City TN All Corp Grant	156,000	156,000	-	100.0%	-	-	-	N/A
	<b>SUBTOTAL OPERATING TRANSFERS</b>	<b>\$ 8,236,103</b>	<b>\$ 4,755,643</b>	<b>\$ (3,480,460)</b>		<b>\$ 8,205,103</b>	<b>\$ 4,651,318</b>	<b>\$ (3,553,785)</b>	
	<b>TOTAL REVENUES</b>	<b>\$ 111,264,112</b>	<b>\$ 60,573,806</b>	<b>\$ (50,690,306)</b>	<b>54.4%</b>	<b>\$ 112,452,685</b>	<b>\$ 64,327,682</b>	<b>\$ (48,125,003)</b>	<b>57.2%</b>

**YEAR-TO-DATE EXPENDITURE COMPARISON**

JANUARY 2026

PAGE 1

	<b>2024-25 BUDGET</b>	<b>2024-25 YTD EXP.</b>	<b>2024-25 OVR/(UNDR) BUDGET</b>	<b>2024-25 %</b>	<b>2025-26 BUDGET</b>	<b>2025-26 YTD EXP.</b>	<b>2025-26 OVR/(UNDR) BUDGET</b>	<b>2025-26 %</b>
1 <b>71100-Reg. Instruction</b>	61,154,757	29,502,134	(31,652,623)	48.2%	62,340,982	\$ 32,006,991	(30,333,991)	51.3%
2 <b>71200-Sp. Ed. Instruction</b>	13,930,329	6,622,836	(7,307,493)	47.5%	13,959,246	7,462,516	(6,496,730)	53.5%
3 <b>71400-Student Body Ed.</b>	-	-	-	N/A	-	-	-	N/A
4 <b>72110-Attendance</b>	188,725	100,289	(88,436)	53.1%	192,705	113,477	(79,228)	58.9%
5 <b>72120-Health Services</b>	1,252,495	634,375	(618,120)	50.6%	1,175,870	520,050	(655,820)	44.2%
6 <b>72130-Guidance</b>	4,188,625	2,074,891	(2,113,734)	49.5%	3,711,291	1,850,814	(1,860,477)	49.9%
7 <b>72210-Reg. Instr. Support</b>	2,774,798	1,503,558	(1,271,240)	54.2%	4,197,780	2,222,727	(1,975,053)	53.0%
8 <b>72220-Sp. Ed. Support</b>	2,209,555	1,104,202	(1,105,353)	50.0%	3,067,320	1,594,910	(1,472,410)	52.0%
9 <b>72250-Technology</b>	2,738,190	1,642,445	(1,095,745)	60.0%	2,826,855	1,427,044	(1,399,811)	50.5%
10 <b>72310-Bd. Of Education</b>	2,187,020	1,290,774	(896,246)	59.0%	2,167,885	1,397,723	(770,162)	64.5%
11 <b>72320-Office of Supt.</b>	471,438	250,952	(220,486)	53.2%	475,310	249,693	(225,617)	52.5%
12 <b>72410-Office of Principal</b>	6,151,248	3,238,953	(2,912,295)	52.7%	6,201,205	3,295,391	(2,905,814)	53.1%
13 <b>72510-Fiscal Services</b>	885,280	527,236	(358,044)	59.6%	972,675	550,010	(422,665)	56.5%
14 <b>72520-Personnel Services</b>	606,845	351,219	(255,626)	57.9%	663,990	388,561	(275,429)	58.5%
15 <b>72610-Oper. Of Plant</b>	6,372,847	3,141,761	(3,231,086)	49.3%	6,272,020	3,478,685	(2,793,335)	55.5%
16 <b>72620-Maint. Of Plant</b>	3,481,108	1,427,303	(2,053,805)	41.0%	3,363,837	1,486,413	(1,877,424)	44.2%
17 <b>72710-Pupil Transp.</b>	5,457,902	2,343,984	(3,113,918)	42.9%	4,784,870	2,214,110	(2,570,760)	46.3%
18 <b>73300-Community Service</b>	507,561	247,788	(259,773)	48.8%	468,005	242,579	(225,426)	51.8%
19 <b>73400-Early Childhood Educ.</b>	1,154,547	544,464	(610,083)	47.2%	1,173,395	585,163	(588,232)	49.9%
20 <b>76100-Reg. Cap. Outlay</b>	3,243,219	23,695	(3,219,524)	0.7%	202,365	124,129	(78,236)	61.3%
21 <b>82130-Education Debt Serv.</b>	-	-	-	N/A	-	-	-	N/A
22 <b>82230-Education Debt Int</b>	-	-	-	N/A	-	-	-	N/A
23 <b>99100-Operating Transfers</b>	217,601	108,857	(108,744)	50.0%	217,590	108,857	(108,733)	50.0%
<b>TOTALS</b>	<b>119,174,090</b>	<b>56,681,716</b>	<b>\$ (62,492,374)</b>	<b>47.6%</b>	<b>118,435,196</b>	<b>61,319,842</b>	<b>\$ (57,115,354)</b>	<b>51.8%</b>

**No Items.**

# COUNCIL COMMUNICATION

Meeting Date: 03/12/2026

**Item Title:** Beer Permits  
**Department:** Finance  
**Presented by:** Erin Tucker, City Recorder  
**Requested Council Action:**

- Ordinance
- Resolution
- Motion
- Direction
- Information

## Summary

TCA 57-5-103 delegates the authority to regulate the sale, distribution, manufacture, or storage of beer to the City where the business is located.

## Staff Recommendation

The applications from the following applicants meet requirements and are recommended to be approved. The permits will only be issued once the permits are approved by the City Council (Beer Board) and building and codes final inspections are passed for regular beer permits or a special event permit is approved for special event beer permits.

## Regular Beer Permits

Name of Applicant	Name of Business	Address	Type of Permit	Type of Business	Reason
Memorial Blvd Fuel Inc.	MAPCO	1320 Memorial Blvd	Off-Premises	Gas Station	Ownership Change
Vui's Kitchen Murfreesboro, LLC	Vui's Kitchen	4310 Veterans Pkwy Ste B	On-Premises	Restaurant	New Location
Veterans Market LLC	Veterans Market	106 Veterans Pkwy	Combined	Gas Station/ Restaurant	Permit Type Change

## Background Information

All applicants meet the requirements for issuing a beer permit per the City Code Chapter 4 Alcoholic Beverages with the exception of pending building and codes inspections for regular beer permits or pending special event permit for special event beer permits.

## Council Priorities Served

*Maintain public safety*

Controlling the sale of beer within the City provides enforcement tools by the City for restrictions as to where beer is sold, ability to obtain the right to sell beer, time of beer sales and onsite consumption.

**Attachments**

Summaries of Request

## Beer Application

Summary of information from the beer application:

<b>Name of Business Entity/Sole Proprietor</b>	Memorial Blvd Fuel Inc.
<b>Name of Business</b>	MAPCO
<b>Business Location</b>	1320 Memorial Blvd
<b>Type of Business</b>	Gas-Station
<b>Type of Permit Applied For</b>	Off-Premises

Type of Application:

<b>New Location</b>	_____
<b>Ownership Change</b>	_____ X _____
<b>Name Change</b>	_____
<b>Permit Type Change</b>	_____
<b>Corporation</b>	_____ X _____
<b>Partnership</b>	_____
<b>LLC</b>	_____
<b>Sole Proprietor</b>	_____

5% or more Ownership

<b>Name</b>	Muhammad H. Kanakrieh
<b>Age</b>	25
<b>Residency City/State</b>	Murfreesboro, TN
<b>Race/Sex</b>	White/M
<b>Background Check Findings</b>	
City of Murfreesboro:	No indication of any record that may preclude the applicant for consideration.
TBI/FBI:	No indication of any record that may preclude the applicant for consideration.

Application Completed Properly? Yes

Occupancy Application Approved? No

The actual beer application is available in the office of the City Recorder.

\*\*\*I request permission to issue the beer permit upon successful completion of all required building and codes inspections.

**Beer Application**

Summary of information from the beer application:

<b>Name of Business Entity/Sole Proprietor</b>	Vui's Kitchen Murfreesboro LLC
<b>Name of Business</b>	Vui's Kitchen
<b>Business Location</b>	4310 Veterans Pkwy Ste B
<b>Type of Business</b>	Restaurant
<b>Type of Permit Applied For</b>	On-Premises

**Type of Application:**

<b>New Location</b>	<u>          X          </u>
<b>Ownership Change</b>	<u>                          </u>
<b>Name Change</b>	<u>                          </u>
<b>Permit Type Change</b>	<u>                          </u>
<b>Corporation</b>	<u>                          </u>
<b>Partnership</b>	<u>                          </u>
<b>LLC</b>	<u>                  X          </u>
<b>Sole Proprietor</b>	<u>                          </u>

**5% or more Ownership**

<b>Name</b>	Bruce Doucette
<b>Age</b>	53
<b>Residency City/State</b>	Hendersonville, TN
<b>Race/Sex</b>	White/M
<b>Background Check Findings</b>	
City of Murfreesboro:	No indication of any record that may preclude the applicant for consideration.
TBI/FBI:	No indication of any record that may preclude the applicant for consideration.

<b>Name</b>	Joseph Burke
<b>Age</b>	38
<b>Residency City/State</b>	Lebanon, TN
<b>Race/Sex</b>	White/M
<b>Background Check Findings</b>	
City of Murfreesboro:	No indication of any record that may preclude the applicant for consideration.
TBI/FBI:	No indication of any record that may preclude the applicant for consideration.

<b>Name</b>	John Abston
<b>Age</b>	29
<b>Residency City/State</b>	Nashville, TN
<b>Race/Sex</b>	White/M
<b>Background Check Findings</b>	
City of Murfreesboro:	No indication of any record that may preclude the applicant for consideration.
TBI/FBI:	No indication of any record that may preclude the applicant for consideration.

**Application Completed Properly?** Yes

**Occupancy Application Approved?** No

**The actual beer application is available in the office of the City Recorder.**

\*\*\*I request permission to issue the beer permit upon successful completion of all required building and codes inspections.

## Beer Application

Summary of information from the beer application:

<b>Name of Business Entity</b>	Veterans Market LLC
<b>Name of Business</b>	Veterans Market
<b>Business Location</b>	106 Veterans Pkwy
<b>Type of Business</b>	Grocery/Market
<b>Type of Permit Applied For</b>	Combined

### Type of Application:

<b>New Location</b>	_____
<b>Ownership Change</b>	_____
<b>Name Change</b>	_____
<b>Permit Type Change</b>	_____ X _____
<b>Corporation or LLC</b>	_____ X _____
<b>Partnership</b>	_____
<b>Sole Proprietor</b>	_____

### 5% or more ownership:

<b>Name</b>	Girbis Morgan
<b>Age</b>	47
<b>Residency City/State</b>	Murfreesboro, TN
<b>Race/Sex</b>	White/M
<b>Background Check Findings</b>	
City of Murfreesboro:	No indication of any record that may preclude the applicant for consideration.
TBI/FBI:	No indication of any record that may preclude the applicant for consideration.
<b>Name</b>	Marlin Genty
<b>Age</b>	31
<b>Residency City/State</b>	Murfreesboro, TN
<b>Race/Sex</b>	White/F
<b>Background Check Findings</b>	
City of Murfreesboro:	No indication of any record that may preclude the applicant for consideration.
TBI/FBI:	No indication of any record that may preclude the applicant for consideration.

**Application Completed Properly?** Yes

**Occupancy Application Approved?** No

**The actual beer application is available in the office of the City Recorder.**

\*\*\*I request permission to issue the beer permit upon successful completion of all required building and codes inspections.

# COUNCIL COMMUNICATION

Meeting Date: 03/12/2026

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**Item Title:** Change Order to Contract with Thrivence Consulting  
**Department:** Planning  
**Presented by:** Ben Newman, Director of Land Management and Planning  
**Requested Council Action:**

- Ordinance
  - Resolution
  - Motion
  - Direction
  - Information
- 

## Summary

Consider approval of a change order to the contract with Thrivence Consulting for implementation of the first phase of operational and organizational improvements to the Planning Department, consistent with the study completed earlier this year.

## Staff Recommendation

Approve the funding for a change order being developed to the contract with Thrivence Consulting contingent on approval by the City Legal Department.

## Background Information

In 2025, Council approved a contract with Thrivence Consulting to study operational and organizational elements of the Planning Department in order to determine where improvements could be made. On February 4<sup>th</sup>, 2026, Thrivence presented its findings to the Planning Commission and City Council at the Joint Conceptual Workshop meeting. In its report, Thrivence made recommendations for phased operational and organizational improvements. The report recommended moving expeditiously in the implementation of its recommendations in order to keep momentum going in a positive direction. Among the findings of the study was that the Planning Department was insufficiently staffed -- as such, it does not currently possess the capacity to administer the improvements. However, Thrivence has the ability to assist in the implementation of these recommendations. Staff recommends that Council approve a change order to the contract with Thrivence pertaining to the implementation of Phase 1 of those recommendations in the following categories: Priority SOP Development, Organizational Structure & Role Alignment, and Workload Analysis & Time Study. This correlates to a portion of Task Order 1, and Task Orders 2, 4, and 5 of the attached.

## Council Priorities Served

*Establish Strong City Brand*

City Administration and City Council have expressed that it is a high priority to ensure that the Planning Department is "easy, speedy, and receptive" for its customers. The implementation of the recommendations contained in Thrivence's study will help achieve operational and organizational improvements for the Department that will advance the City's overarching commitment to customer service.

*Improve Economic Development*

Implementing the recommendations in Thrivence's study will lead to more efficient processing of development plans, allowing physical investments in the community to more quickly become reality.

**Fiscal Impact**

The cost of this change order to the contract is \$150,500 and will be paid out of the Planning Department budget.

**Attachments:**

Thrivence Consulting Proposal for Follow-up Organizational Improvement Work

City of Murfreesboro  
**Change Order – Statement of Work**  
March 10, 2026

This Statement of Work (“SOW”) will confirm the mutual understanding and agreement of The City of Murfreesboro (“Murfreesboro”) and Thrivence, LLC. (“Thrivence”) as to the terms and conditions pursuant to which Thrivence will perform the services outlined in the Scope of Work described herein. It is a continuation of work originally provided by Thrivence under the “Organizational and Operational Assessment” SOW dated October 8, 2025.

The terms and conditions of this SOW are included below.

**Change Order – Scope of Work**

The City’s Planning Department has experienced organizational and operational challenges due to the ongoing growth of the City and increased demand of the department’s services. In late 2025 Murfreesboro asked Thrivence to conduct a thorough evaluation of the Planning Department’s organization structures, operational functions, and workflow processes to identify areas of improvement and make recommendations.

In early 2026 Thrivence presented the results of two assessments: 1) Operational Assessment (process mapping, workflow optimization, best practice gap analysis, and others), and 2) Organizational Assessment (structural analysis, resource assessment for staffing, supervisory structure evaluation, and others).

The next phase of work will focus on three workstreams:

1. *Standard Operating Procedure (SOP) Standard Development and Priority Workflow SOP Build-Out*: establish a “gold standard” SOP template for consistent use and produce a first wave of high-impact, detailed SOPs.
2. *Organizational Structure and Role Alignment*: finalize the department’s organization structure and associated roles through developing org charts, job descriptions, RACIs, and supporting communications and change management.
3. *Workload Analysis and Time Study*: generate a view of workload, complexity, and staff capacity to inform organizational design, staffing levels, and contractor strategies.

## Deliverables

Thrivence will provide the following deliverables to Murfreesboro as part of this engagement:

1. An SOP template for future procedure mapping
2. 10 SOP packages (Visio, narrative, checklists, training notes)
3. Developer-facing visual quick guides
4. Staff onboarding/training guide
5. Org chart v1 (aligned to budget deadlines)
6. Org chart v2 refined post-workload analysis
7. Role descriptions
8. Governance and leadership rhythm plan
9. Workload Analysis Report
10. Time Study Summary
11. Complexity Matrix
12. Daily Heat Map Dashboard design
13. Staffing recommendations
14. Use case guidance for activating 1099s

## Assumptions

### Key Assumptions, Dependencies & Exclusions

- Murfreesboro leadership will identify and allocate appropriate internal stakeholders to support decision-making, facility engagement, and program governance.
- Legal, HR, and compliance matters—such as employee transitions, benefits, and policies—will be led by Murfreesboro with support from Thrivence where needed to support communication and change management activities.
- Scope changes or additional support requests beyond the defined deliverables will be addressed through formal change order requests.

## Pricing & Payment Terms

The cost for services provided as described above is \$150,500.

**Contract Acceptance**

By signing, Thrivence, LLC. and City of Murfreesboro agree to the terms of this Change Order and Statement of Work.

Accepted By:	<b>City of Murfreesboro</b>	<b>Thrivence, LLC.</b>
Signature:	_____	_____
By:	Mayor Shane McFarland	Paul Kleine-Kracht
Title:	Mayor, City of Murfreesboro	CEO
Date:	_____	_____
Approved as to Form:	_____	
By:	Kelley Blevins Baker	
Title:	Interim City Attorney, City of Murfreesboro	
Date:	_____	

**No Items.**

