

City of Brentwood, Tennessee
FISCAL YEAR 2010
(July 1, 2009 – June 30, 2010)
ANNUAL OPERATING BUDGET

Brentwood Board of Commissioners

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Vice Mayor

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For the Fiscal Year Beginning

July 1, 2008

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Brentwood, Tennessee for its annual budget for the fiscal year beginning July 1, 2008.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The 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.

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BETSY S. CROSSLEY
MAYOR

RHEA E. LITTLE, III
VICE-MAYOR

MICHAEL W. WALKER
CITY MANAGER



COMMISSIONERS
ANNE DUNN
JOE REAGAN
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PAUL L. WEBB, CPA

City of Brentwood

July 1, 2009

The Honorable Members of the Brentwood Board of Commissioners:

The adopted annual operating budget for the City of Brentwood for Fiscal Year 2010, beginning July 1, 2009 through June 30, 2010, is hereby transmitted. This document represents one of three major components in the financial and management plan of the City, with the other two being the adopted six-year Capital Improvements Program for FY 2010-2015 and the adopted Non-Routine Work Plan for Fiscal Year 2010.

The adopted budget has been developed and prepared in accordance with the City Charter, state and federal laws and City budget policies and procedures. A work session was held on Thursday, May 14, 2009 to review this proposal with the City Commission prior to formal consideration of the appropriations and tax rate ordinances. First reading was held at the Tuesday, May 26, 2009 meeting and final reading on Tuesday, June 22, 2009. The City Commission received formal citizen comments at three public hearings that were held prior to each reading of the ordinance and at the Monday, June 8, 2009 regular meeting.

The Fiscal Year 2010 budget is balanced with net expenditures for all funds totaling **\$55,532,510**. This represents a slight increase of \$344,532 or 0.6% above last year's budget of \$55,187,978. The overall increase can be attributed to operating expenses in the Water and Sewer Fund, primarily from increased wastewater treatment cost from Metro Nashville. Under state law, this enterprise fund must operate separately from the General Fund and must achieve a positive net income operating position similar to a comparable private enterprise.

As you know, we are facing in the world today what many are calling the most significant economic crisis since the Great Depression. All state and local governments are feeling the effects of this slowdown with declining revenue growth. Tennessee local governments must operate with a balanced budget and are limited under state law in the type of revenues available to fund basic City services, with the primary sources being property taxes and local sales taxes. While we are in better shape than most communities to "weather the storm," there is still much uncertainty on when this recession will hit bottom. At this point, we do not know the full implications of having excess retail capacity with weak demand, the apparent shift by families toward saving more rather than consumer spending, the tightening of available consumer credit, declining housing values, rising unemployment, etc. Even if one assumes the economy will improve in the next 6-12 months, it will likely take an additional 12 months before the City sees any positive turnaround in revenue collections. Accordingly, the staff is assuming any economic turnaround that benefits City tax collections will not occur until July 1, 2011 or FY 2012.

Fortunately, our systematic approach to financial management and service delivery in prior years is paying dividends as we enter tough times. Unlike many other states and cities, the City of Brentwood does not need to radically change course or resort to shortsighted or kneejerk reactions that would disrupt the organization including layoffs, furloughs, deferring maintenance and capital purchases, etc. to balance the FY 2010 proposed budget. Like everyone, we must stay focused, tighten our belts and watch closely what we commit to and spend. Clearly, we are not in a position with our current revenue stream to initiate new programs with ongoing expenditure obligations; however, we are in the position to continue providing basic services well and to invest in the future via our Capital Improvements Program.

Preparation of the FY 2010 adopted operating budget has been guided by these longstanding principles:

1. **Long Range Planning and Direction Established** - The Capital Improvements Program is an essential component of the City's budget process and allows for broader understanding and deliberation on the essential long-term capital needs of a growing city. Formal consideration and adoption of the annual non-routine work plan by the City Commission also allows departments to focus efforts on the mutually agreed upon needs of the organization and community for the coming year and also provides a better method of evaluating staff performance.
2. **Capital Improvements Funded** – As a part of formal consideration of the adopted Capital Improvements Program, the City must commit the resources necessary to implement the needed projects. General Obligation Bonds in the amount of **\$4,835,000** are proposed for issuance in late calendar year 2009 to fund two (2) significant projects – phase II improvements to Split Log Road from Ragsdale Road to east of Pleasant Hill Road (\$4,335,000) and initial funding for right-of-way acquisition for Franklin Road south improvements (\$500,000). We are fortunate that attractive interest rates combined with retirement of existing debt will allow the City to issue the 2009 General Obligation bonds and fund associated debt service obligations with no additional budgetary impact. In addition, the current economic slowdown is creating a very favorable market for undertaking capital projects as more qualified contractors are bidding on fewer projects.

Additional local funding for capital improvements includes a special appropriation and transfer by June 30, 2009 of **\$1,830,000** from the unreserved fund balance in the General Fund to the Capital Projects Fund. Projects to be funded include a \$1,000,000 commitment for an expanded street resurfacing program over the next four (4) years; and \$830,000 to leverage \$3 million in available federal funds for improvements to Concord Road from Arrowhead Drive to Jones Parkway. A systematic fund balance transfer for one-time, non-reoccurring projects is possible due to the strong reserve position that exists today.

3. **Fiscally Responsible Plan** - The staff takes pride in the strong financial position of Brentwood as reflected in the highest bond ratings possible - **Aaa** from Moody's Investors Service and **AAA** from Standard and Poor's. Our financial soundness is based in part on having a fund balance in the General Fund (after the above special transfer) on June 30, 2009 of \$24.9 million or an amount equivalent to 83% of the FY 2010 proposed General Fund budget. This amount exceeds the fiscal policy of the City to maintain minimum reserves in excess of 40% of the annual operating budget of the General Fund. By policy, the City also strives to maintain a minimum

fund balance in the Debt Service Fund equivalent to one year's debt service obligation. The fund balance for the Debt Service Fund on June 30, 2009 is \$3,732,559, an amount that is equivalent to 123% of the FY 2010 debt obligations of \$3,033,560.

The reserves enhance cash flow and interest earnings; provide superior resources to address unanticipated revenue shortfalls and emergencies that may occur during these uncertain times; and permits the judicious use of this funding for special capital projects and other one-time opportunities with a corresponding reduction in future debt.

4. **Cost Effective Service Delivery** - The FY 2010 budget was formulated on the belief that, regardless of the sound financial position of the City, Brentwood must always look for ways to maintain and improve existing services while minimizing potential long-term costs.

Since 1990, Williamson County has been one of the fastest growing counties in the United States. The 1990 U.S. Census population count for Brentwood was 16,392. The City's estimated population in 2009 is 36,300. Brentwood actually functions as a City with a population in excess of 56,000 when the 20,000+ office park employees are considered. Our population and housing growth over the past 20 years has placed additional demands on the delivery of existing services and has created expectations for new services. As we know well, it is human nature for people to want more government services but at the same time, they want us to maintain low taxes too.

Municipal service delivery, by its very nature, is a labor-intensive endeavor. Roughly 62% of the total General Fund budget is allocated to salaries and fringe benefits. Although departments continually focus efforts on identifying equipment and other technology that will allow our existing employees to deliver services more efficiently, effective service delivery to our residential and corporate citizens requires sufficient and competent personnel to be successful.

The FY 2010 adopted budget reflects a net increase of **two (2) full-time positions in all funds** from 243 to 245 total positions. All new positions were previously approved by the City Commission and filled during FY 2009 with funding provided through recently awarded federal grants or by user fees paid by those who receive the special service being provided. The 245 positions in the FY 2010 budget compared to 140 full-time employees in the FY 1991 budget represents a 75% increase in nineteen (19) years. However, the resident population has increased by 121% during the same period. In effect, the City will have 6.75 full-time employees per 1,000 residents in FY 2010 versus 8.54 in FY 1991 or 21% less. To put this productivity gain in perspective, if the City was operating and delivering services in FY 2010 with the same per capita staffing arrangement as FY 1991, the City would today have 310 full-time employees or 65 more than in the adopted budget with an additional cost obligation to the City in excess of \$5.2 million annually. To pay for this additional staffing would have required a \$.25 or 51% property tax increase, a corresponding \$5.2 million or 17% cut in existing City services, or a combination of tax increases and service reductions.

This accomplishment is even more significant when one considers during this same period the growing demand for basic services from additional residences, increased residential and employment population, expanded office and retail development, and growing citizen expectations for more and better services from their city government. For example, there has

been a dramatic increase in traffic and calls for police services in Brentwood since 1991 due to our strategic location in the Nashville Metropolitan area and development in the Cool Springs area. The Service Center and Safety Center East facilities which include two new fire stations, and a larger, more extensively used Public Library were opened and fully staffed in this period. Our park system has been greatly expanded to 575 acres including the development of the 164-acre Crockett Park along with other parks, greenways and bikeways to maintain. With 11,700 homes in Brentwood today versus 5,100 homes in 1991, there are growing demands for street maintenance, ditch cleaning, brush pickup, water and sewer services, public safety responses, etc.

5. **Quality Employees** - By necessity, the provision of responsive, quality public services with a leaner staff requires the very best people in our organization. Our ability to deliver services efficiently and effectively to residential and corporate citizens means that Brentwood must be able to attract and retain the most qualified and competent employees for each position. The City competes in a very competitive labor market with surrounding jurisdictions for essential personnel. While the current economic slowdown and rising unemployment has created short-term stability in everyone's work force, a competitive salary and benefits package is still essential for Brentwood to attract and retain outstanding employees. In these difficult times, it will be our employees who figure out creative ways to deliver expected services in a cost effective manner. The City Commission has been very supportive of our employees by providing a competitive, progressive and rewarding compensation and benefits package. That commitment is paying big dividends today as our employees appreciate working for the City of Brentwood and are committed to its long-term success. Accordingly, the adopted FY 2010 budget will continue to maintain a competitive pay plan and excellent benefit programs in the areas of retirement, medical and dental coverage, annual/sick leave, etc.

GENERAL FUND

REVENUES

The adopted FY 2010 General Fund budget will be balanced with projected revenue collections during the fiscal year. Projected revenue for FY 2010 will be **\$30,044,075**, down \$116,370 or 0.4% from the FY 2009 original budget of \$30,160,445. This is the first time in memory that no revenue growth is being projected in the budget over the previous year's budget. However, please keep in mind that many governments will be facing revenue reductions in the 3% to 10% range from a year ago.

On the positive side, the most significant increase in General Fund revenue for FY 2010 is from property taxes (\$535,000) associated with completed taxable construction for tax year 2008; municipal court fines (\$100,000) based on historic trends in recent years; and receipt of the SAFER federal grant (\$101,375) to substantially fund the cost of two new firefighter positions in the first year. Significant revenues declines are tied to the state of the economy, specifically discretionary consumer spending and federal monetary policy. They include local sales taxes (-\$290,000), interest earned from the investment of idle funds (-\$200,000), State shared sales taxes (-\$150,000) and the issuance of fewer building permits (-\$145,000).

The staff is again recommending a \$.49 property tax rate to fund the FY 2010 General Fund budget which represents the same effective City tax rate for the nineteenth (19th) year in a row. Each 1 cent on

the property tax rate generates \$212,150 for the General Fund. We are also proud of the fact that the 2008 calendar year combined effective tax rate for Brentwood/Williamson County is again the lowest rate in the State of Tennessee for communities with a population of 25,000 or greater. In real dollar terms, the \$.49 tax rate will generate an annual City residential property tax bill of \$515 or \$1.41 per day for the average home valued on the tax roll at \$420,000.

Adopted General Fund expenditures in FY 2010 are **\$30,033,050**. This represents a decrease of \$125,890 or 0.4% increase from the FY 2009 budget of \$30,158,940. Even with the slight reduction, the budget will adequately cover the operational needs for service delivery and avoids short-sighted expenditure reductions. New investments are also being made in capital improvements, equipment, technology, etc. to allow the various departments to effectively deliver services. Roughly 6.6% of the total General Fund budget (\$1,972,840) is allocated for direct capital investment. This includes a \$1,025,500 transfer to the Equipment Replacement Fund, a \$300,000 transfer to the Facilities Maintenance Fund, \$435,000 for street resurfacing, plus direct purchases of new and replacement equipment and miscellaneous vehicles totaling \$212,340.

The most significant changes in General Fund expenditures from the previous fiscal year budget are summarized below. Obviously, with no increase in the total amount of the budget, these increases are being funded through a multitude of smaller savings in various accounts from the previous year.

Salary Adjustments for Existing Employees - \$159,015

Maintaining a competitive pay plan while encouraging quality performance and extra efforts from our employees during these difficult times remains a high priority for the FY 2010 budget. The adopted **1.5%** market pay adjustment for all positions will keep the City's pay plan competitive in the recruitment of the new employees as required. This adjustment will raise the hourly entry step for Group A of the Classification and Pay Plan from \$9.94 to \$10.09. Because of limited funding, no merit pay adjustments were proposed for FY 2010. However, employees will continue to undergo year-end performance evaluations with their department heads.

Please note that approximately 50 public safety employees will not receive a market pay adjustment because this amount is already built into their FY 2009 base pay rate with the implementation of the public safety enhanced retirement program. The new retirement program was approved under a policy that all additional costs for the program would be covered through lower future pay raises to the benefitting employees. The program was implemented with a 3.5% reduction in the maximum public safety salary ranges and was carried out through a 3.5% reduction in FY 2009 salary increases for public safety employees but with no reductions in actual employee pay. These 50 employees were already at the top of their pay group when the enhanced retirement plan was implemented at the beginning of FY 2009 and received only a 2% reduction in their FY 2009 pay increase and therefore are effectively being paid at 1.5% above the maximum pay for their group today. The adopted 1.5% market adjustment will result in their current salary coming within the new maximum pay range again and will complete the initial implementation of the retirement program as envisioned a year ago.

New Positions - \$111,250

The FY 2010 General Fund budget includes **two (2)** new firefighter positions that were previously approved through the successful grant application for federal funding under the SAFER program and were filled in March 2009. The new positions allow the department to maintain adequate staffing levels which have been impacted by the call-up of personnel into the military. Federal grant funding in the amount of \$101,375 is being provided in the first year to help cover the cost with grant funding to be phased down and eliminated completely after four years. The grant is allowing the City to transition the General Fund cost over a longer period than would have otherwise been possible for the needed positions. Also note the adopted General Fund budget includes the elimination of a vacant Engineering Technician position due to the slowdown in subdivision development activity and associated inspections. Accordingly, the net increase in new General Fund positions for FY 2010 is one position.

Health Insurance - \$160,400

Health insurance coverage is an important benefit in attracting and retaining quality employees. The City has been fortunate to have an excellent program but has faced significant annual cost increases in recent years. Costs associated with medical services and prescriptions continue to escalate and the entire health insurance market remains volatile. The FY 2010 non-routine work plan for the Human Resources Department will focus on the identification of options to better control the City's health insurance costs in ways other than raising employee out-of-pocket co-pays for doctor visits, prescriptions and in-patient hospitalization. At this point the potential benefit of this effort in lowering insurance costs is unknown for calendar year 2010; therefore, we have programmed a 10% premium increase effective January 1, 2010.

Equipment Replacement Fund - \$75,000

In FY 2005, the City expanded the program that accumulates funds for the systematic future replacement of large equipment in the Fire, Public Works and Parks Department to cover replacement of police vehicles/accessory equipment and computers/other technology. To transition the expanded program, a financial model was developed to phase-in increased General Fund contributions over several years. The above contribution in FY 2010 represents the total increase over FY 2009 from benefiting departments.

Utilities - \$115,700

The FY 2010 budget reflects increases in electricity and natural gas cost for the various municipal facilities and other power usage including street lighting and traffic signal. The recent rates TVA hikes have been passed on to customers by the Nashville Electric and Middle Tennessee Electric. The most significant increase will be street lighting which will increase \$40,000 over the FY 2009 budget.

SPECIAL REVENUE FUNDS

STATE STREET AID FUND

The FY 2010 adopted budget for the State Street Aid Fund is **\$1,040,000**, which is the same funding level from the previous year. The State of Tennessee distributes a portion of the state gasoline tax collected per gallon to all cities based on population with the proceeds historically used by Brentwood for the annual street-resurfacing program. The total investment for resurfacing in FY 2010 is \$1,575,000, up \$100,000 from FY 2009. This includes \$1,040,000 from the State Street Aid Fund and \$435,000 from the General Fund (Public Works Department). A new \$100,000 contribution from the Capital Projects Fund was adopted as part of a four year, increasing commitment toward resurfacing with funding provided through an adopted FY 2009 \$1,000,000 year-end, special transfer from the unreserved fund balance in the General Fund. Additional funding is needed to maintain a City street resurfacing program on an average 20 year cycle. Street paving decisions are based on an annual field inspection and priority ranking of all roads relative to condition, use and available funding.

As a result of declining revenue from the State due to more efficient vehicles and lower gas and diesel fuel sales, cash flow projections for this fund indicate that the six-year, resurfacing program in the CIP cannot be sustained beginning in FY 2014 unless additional funding is provided. At this point, it is assumed that State road improvement needs alone will dictate an increase in the state gas tax in the next four years with a portion of the additional collections distributed to Tennessee cities and counties.

PUBLIC WORKS PROJECT FUND

This fund separates the collection of special road impact fees under the Public Works Project Fee ordinance which are calculated based on the specific traffic demand from new land use and are collected prior to the issuance of a building permit. Funding must be spent on eligible road projects which are identified in the Capital Improvements Program. The FY 2010 budget provides for the transfer of **\$150,000** to fund a portion of the improvements to Edmondson Pike (north). Future commitments from this fund are contingent on new development projects moving forward and paying the required fees.

DRUG FUND

This fund consolidates expenditures associated with special enforcement of state drug laws, drug education programs and certain eligible equipment. Revenue is generated from fines, successful prosecution of drug cases, asset forfeiture. The FY 2010 budget at **\$27,000** provides for capital outlay and educational materials for the DARE program.

EQUIPMENT REPLACEMENT FUND

This fund provides for the accumulation of funds needed to purchase higher cost replacement vehicles, equipment and computer technology without the issuance of capital outlay notes or bonds. This approach also helps to level out General Fund budgetary obligations over a multi-year period and avoid major fluctuations in capital purchases in a single year. The total General Fund transfer from all departments in FY 2010 will be \$1,025,500, up \$75,000 from FY 2009. Transfers are provided from the Police Department (\$325,000), Fire Department (\$240,000), Technology Department (\$300,000), Public

Works Department (\$145,000), Traffic Signalization activity (\$6,500), and Parks and Recreation Department (\$9,000). Adopted FY 2010 purchases total **\$1,395,000** and includes computer equipment and software (\$485,000), police vehicles and accessory equipment (\$235,000), an engine truck for the Fire Department (\$520,000), and a tractor and dump truck for the Public Works Department (\$155,000).

FACILITIES MAINTENANCE FUND

This fund was established in FY 2008 to allow for the accumulation of funds over multiple fiscal years for extraordinary maintenance and repairs to non-enterprise, City owned facilities. The fund is currently being funded with an annual operating transfer from the General Fund of \$300,000. A systematic effort at maintaining facilities will help minimize more costly repairs and larger cash or bond outlays later. Items funded include roof and HVAC replacements, resurfacing of bikeways, and other significant repairs. Projects totaling **\$105,000** were adopted for funding in FY 2010. They include \$90,000 in the Parks & Recreation Department for dugout, netting, and scoreboard repairs at Granny White Park and Crockett Park (\$40,000) and asphalt overlay for older sections of the original bikeway network (\$50,000). The other project will repair the fuel tank system at the Service Center (\$15,000).

ADEQUATE SCHOOLS FACILITIES FUND

Williamson County authorized an Adequate Schools Facilities Tax of \$1.00 per square foot of finished living space (and potential finished space) for new residential dwelling units permitted in the County after July 1, 2007. Under this private act, 30% of the total collections must be distributed back to cities with a capital improvements program, divided on a per capita basis under the latest census counts. While the funds must be used for capital improvements, Williamson County is requesting the funds provided to cities under this private act be committed for public school improvements or used for City infrastructure improvements related to schools rather than for general municipal facilities. With the slowdown in new housing starts countywide, actual revenue has fallen significantly from the anticipated collections two years ago. Only \$110,000 in new revenue is projected for FY 2010 which will increase the total amount available in the fund to \$654,680 by June 30, 2010. At this point, no funds are recommended for transfer or appropriation in the FY 2010 budget until sufficient funds have been accumulated for a worthy capital project and the City Commission adopts a policy on future use of the funds.

POST EMPLOYMENT BENEFITS FUND

This fund was originally created in FY 2006 to segregate funds dedicated for the payment of post employment life and health insurance benefits, and terminal leave pay to qualifying employees at retirement. City policy requires a minimum of 20 years of full-time service and minimum age of 55 at the time of retirement to be eligible for benefits. The primary sources of revenue for this fund in FY 2010 will be the annual transfers from the various activities with personnel including \$567,045 from the General Fund, \$21,255 from the Emergency Communications District, and \$60,000 from the Water and Sewer Fund. The transfer amounts to the fund are determined bi-annually through an actuarial study completed in accordance with the Governmental Accounting Standards Board (GASB 45).

FY 2010 direct expenditures from this fund will total **\$592,610**. The most significant expenditure will be a \$565,610 transfer to the "Trust for Other Post-Employment Benefits" to guarantee their use for future retiree health and life insurance benefits and to allow for the investment of funds over multiple years in

accordance with the adopted investment policy. In addition, \$25,000 will be used to pay life and health insurance premiums directly for a limited number of existing retirees. Beginning in FY 2009, \$118,080 is being transferred to this fund annually to allow for the accumulation of funds to help cover future payment obligations associated with final payout to employees of accrued annual and sick leave at retirement. By setting aside funds annually, the City will be better prepared to address the budgetary impact of this fluctuating expense in the coming years.

FUEL FUND

The purpose of this new special revenue fund is to "level out" over multiple years the cost of gasoline and diesel fuel for user departments and to avoid the significant budgetary impact that occurs during periods with rapid fluctuations in cost. Total fuel fund purchases are budgeted at **\$325,000** for FY 2010. All gasoline and diesel fuel is purchased by this fund through competitive bidding and stored in tanks located at City facilities. User departments then purchase gas or diesel fuel from this fund at a fixed rate per gallon that is established at the beginning of each fiscal year. The initial unit cost per gallon has been set at a rate higher than the current market cost (but much lower than the unit cost in the summer of 2008). The goal is to accumulate sufficient funds over multiple years so that the cost for departments in the future will remain stable during volatile periods in the market. The initial resources needed to establish this fund are available through the transfer of the existing fuel inventory as of June 30, 2009 and through the transfer by June 30, 2009 of the net budget savings in the gas and diesel fuel line item accounts from departments totaling \$150,000. The savings have resulted from the dramatic decline in gas and diesel fuel cost since the FY 2009 budget was approved in late June 2008.

DEBT SERVICE FUND

The Debt Service Fund consolidates payment of interest and principal associated with the City's General Obligation debt. The City's budget policy is to strive to have a fund balance that exceeds one year's debt obligations. This policy objective will be achieved in FY 2010 with a fund balance as of June 30, 2009 of \$3,732,559 and debt service payments of **\$3,033,560**. An expenditure decrease of \$415,828 from Fiscal Year 2009 is due to the retirement of existing debt and the timing of future principal and interest payments which includes obligations for the late calendar year 2009 bond issue. Total revenues for the fund in FY 2010 are projected at \$3,204,275 with the annual transfer requirement from the General Fund being \$3,150,000, or the same amount provided in FY 2009.

CAPITAL PROJECTS FUND

The Capital Projects Fund is used to consolidate the acquisition, design and construction of major capital improvements of the City other than improvements financed by the Water and Sewer Fund. The FY 2010 adopted budget at **\$10,094,500** provides funding for a variety of projects in program areas such as transportation, parks and recreation, general facility/equipment and technology. They include multi-year projects that were initiated in FY 2009 but will be completed in FY 2010 and projects that will be designed and/or initiated in FY 2010 but completed in FY 2011 or later. Major new funding sources will include proceeds from the proposed \$4,835,000 General Obligation bond issue scheduled for late calendar year 2009 and the FY 2009 General Fund year-end operating transfer at June 30, 2009 of \$1,830,000 from the available unallocated reserves.

There are 17 capital projects adopted for funding in FY 2010. The five largest projects include initial work on the Split Log Road (phase II) improvement project (\$2,830,000), right-of-way acquisition for the Concord Road East (phase II) improvement project (2,395,000), final completion of the Brentwood Library expansion project (\$1,630,000), improvements to Edmondson Pike - north section (\$1,600,000), and facility expansion at the Service Center (\$480,000). More information on the FY 2010 projects is provided in the detail budget for the Capital Projects Fund and the CIP document.

ENTERPRISE FUNDS

WATER AND SEWER FUND

The Water and Sewer Fund is an enterprise fund used to account for the operation of water and sewer services provided to customers within the legally designated service area (not the City limits) on a user charge basis. The City operates a water distribution and sewer collection system and is required under state law to operate this system on a financially self-sustaining basis. Water is purchased from the Harpeth Valley Utilities District and Metro Nashville while the collected sewer is sent to Metro Nashville for treatment. User rates, charges and tap fees are expected to generate \$14,091,585 during FY 2010 while non-capitalized operating expenses are projected at **\$13,956,645**.

FY 2010 projected income reflects a \$1,350,000 reduction in water and sewer tap fees collection due to economic slowdown, mainly from the decline in new housing starts and subdivisions. However, projected water sales will generate \$1.2 million in additional income. An additional \$630,000 in sewer income is projected from the Metro sewer treatment surcharge to customers (at \$.73 per 1,000 gallon billed) that will be added to all sewer bills effective with bills due after July 1, 2009. The City has no choice but to pass on this higher wastewater treatment cost to our customers. The Metro treatment cost for wholesale customers is increasing significantly for the first time since the early 1980's with the unit rate in FY 2010 increasing to \$1.56 rather than \$.83 per 1,000 gallons treated. For the average residential sewer customer, this \$.73 surcharge will add \$4.02 to the monthly bill based on a 2008-2009 winter water use averaging 5,500 gallons per month. This additional income is essential to offset most of the projected \$775,000 increase in Metro treatment costs. Finally, the FY 2010 budget includes a full year of fee income from the new cross connection control testing program (\$163,800) that will cover the expense to the department for this TDEC mandated program affecting irrigation customers and certain commercial enterprises. Included is the Cross Connection Control Technician position created to oversee the expanded inspection program.

During FY 2010, the highest priority of the department will be the second year of a six-year, \$30 million sewer rehabilitation program mandated by TDEC to identify & repair cracked/broken sections of sewer lines where storm water infiltration is entering the system, resulting in sewer line overflows into local streams. The required revenue bonds to pay for the improvements are being funded through an across the board, 25% sewer rate adjustment that was approved by the City Commission in March 2008. Specific information on projects is available in the six-year Capital Improvements Program.

MUNICIPAL CENTER FUND

This enterprise fund is used to consolidate expenses and rental income associated with the operation of the Brentwood Municipal Center. This approach allows for better management of expenses and rental income for a building with multiple tenants. Rental income is generated from the lease of surplus office space to private tenants (\$131,900), a \$413,400 operating transfer from the General Fund (City department rent), and \$10,600 in rent from the Emergency Communications District. The enterprise fund arrangement allows for the expensing of depreciation for future capital needs and minor facility modifications. Total operating expenses and depreciation for the Municipal Center Building are projected at **\$569,900** in FY 2010, up \$30,820 from FY 2009 expenses of \$539,080.

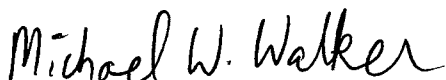
EMERGENCY COMMUNICATIONS DISTRICT

In August 2002, Brentwood voters approved the creation of an Emergency Communications District for the community. The City Commission is the board of the District and initially established 911 telephone service fees of \$.65 per month for each residential phone line and \$2.00 per month for commercial phone lines up to a maximum of 100 lines per business. Under state law, the fees collected in the district must be used for operational and capital expenses associated with public safety emergency communications services. The adopted budget for FY 2010 is **\$1,083,525**, up \$59,470 or 5.8% from the FY 2009 budget. Projected income for FY 2010 includes \$472,250 from 911 system related fees; \$264,080 from State ECD grants and supplemental funding provided to local ECD's for equipment and operations; and a \$418,700 operating transfer from the General Fund, the same transfer provided in FY 2009.

ACKNOWLEDGEMENTS

The preparation of the FY 2010 operating budget along with the six-year Capital Improvements Program and Non-Routine Work Plan represents a significant effort by the operating departments, the Finance Department and the City Manager's office. The goal is to prepare a comprehensive budget package that meets the criteria of the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award program. The City received the award for the FY 2009 document for the 17th year in a row. In order to receive the award, Brentwood must publish a budget document that meets minimum program criteria as a policy document, an operations guide, a financial plan, and as an effective communication medium to the public. Specifically, I want to recognize the efforts of Finance Director Carson Swinford, Assistant City Manager Kirk Bednar, City Treasurer Karen Harper and the department heads that contributed information and helped compile this document for your review and consideration.

Respectfully submitted,

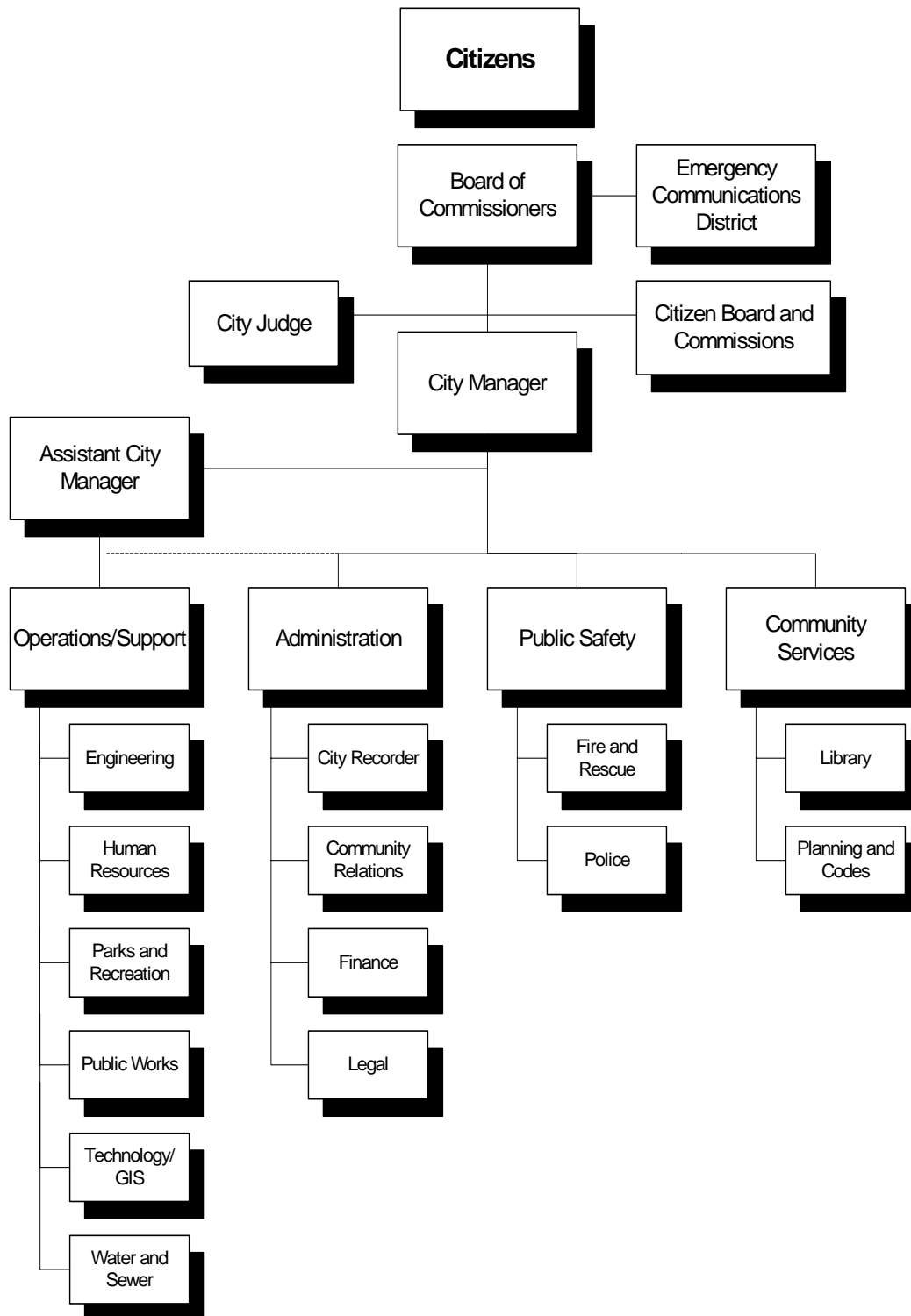


Michael W. Walker
City Manager



BUDGET OVERVIEW

City of Brentwood Organization Chart



ORDINANCE 2009-04

**AN APPROPRIATION ORDINANCE FOR THE CITY OF BRENTWOOD, TENNESSEE FOR
THE FISCAL YEAR BEGINNING JULY 1, 2009 AND ENDING JUNE 30, 2010**

BE IT ORDAINED BY THE CITY OF BRENTWOOD, TENNESSEE, AS FOLLOWS:

SECTION 1. That amounts hereinafter set out constitute the estimated revenues and the budgeted expenditures for the City of Brentwood, Tennessee, and the said sums specified herein are hereby appropriated for the purpose of meeting the expenses of the various departments, institutions, offices, agencies and programs of the City of Brentwood for the fiscal year beginning July 1, 2009 and ending June 30, 2010, to wit:

GENERAL FUND

	<u>FY 2007-08 ACTUAL</u>	<u>FY 2008-09 BUDGET</u>	<u>FY 2009-10 BUDGET</u>
Beginning Fund Balance			\$ 24,936,654
<u>Revenues and Other Sources:</u>			
Taxes	\$ 24,871,016	\$ 24,003,800	\$ 24,209,000
Licenses and Permits	806,995	643,750	415,250
Fines and Fees	631,595	440,000	575,000
Charges for Services	287,935	227,000	271,600
Intergovernmental	6,411,330	4,132,695	4,029,525
Uses of Money and Property	881,657	697,200	529,200
Other	<u>31,214</u>	<u>16,000</u>	<u>14,500</u>
Total Revenues and Sources	\$ 33,921,743	\$ 30,160,445	\$ 30,044,075
Total Funds Available			\$ 54,980,729

Note: FY 2007-08 and 2008-09 columns are shown for informational purposes only.

GENERAL FUND

	FY 2007-08 ACTUAL	FY 2008-09 BUDGET	FY 2009-10 BUDGET
<u>Expenditures and Other Uses:</u>			
City Commission	\$ 161,565	\$ 169,700	\$ 165,500
City Court	26,627	27,435	27,435
City Manager's Office	366,315	386,830	394,465
Elections	22,616	35,000	-
Finance	625,798	830,795	825,860
City Recorder	104,053	106,955	114,335
Legal Services	202,465	246,665	234,500
Technology	713,692	839,150	848,130
Geographic Information System	280,465	312,320	300,865
Human Resources	318,762	374,685	359,270
Community Relations	236,455	289,210	267,675
Planning	459,540	493,060	480,845
Codes Enforcement	749,040	786,170	766,105
Insurance/Other Benefits	753,767	853,940	837,180
Police Department	5,816,910	6,144,395	6,086,140
Fire and Rescue Department	5,483,677	5,999,100	5,986,110
Safety Center East	57,532	60,920	62,820
Public Works	2,097,435	2,313,295	2,317,070
Storm Drainage	43,101	50,000	50,000
Street Lighting	390,202	405,000	445,000
Traffic Signalization	175,709	234,675	227,795
Service Center	247,103	261,280	266,245
Engineering Services	515,691	616,650	519,095
Public Health	80,890	78,500	81,040
Parks and Recreation	1,591,611	1,735,230	1,751,195
Public Library	1,845,722	2,072,790	2,048,175
Education	225,000	225,000	225,000
Economic Development	10,000	10,000	10,000
City Boards	1,489	2,000	-
Crockett Historic Center	40,559	46,900	53,100
Transfer to Debt Service Fund	3,150,000	3,150,000	3,150,000
Transfer to Capital Projects Fund	300,000	-	-
Transfer to Municipal Center Fund	370,000	390,000	413,400
Contribution to Emergency Communication District	395,000	418,700	418,700
Transfer to Facility Maintenance Fund	300,000	300,000	300,000
Total Expenditures and Other Uses	\$ 28,158,791	\$ 30,266,350	\$ 30,033,050
Fund Balance/Surplus Transfer - Capital Projects Fund	\$ (1,200,000)	\$ -	\$ -
Estimated Ending Fund Balance			\$ 24,947,679

Note: FY 2007-08 and 2008-09 columns are shown for informational purposes only.

STATE STREET AID FUND

	<u>FY 2007-08 ACTUAL</u>	<u>FY 2008-09 BUDGET</u>	<u>FY 2009-10 BUDGET</u>
Beginning Fund Balance			\$ 485,174
<u>Revenues:</u>			
State Fuel Taxes	\$ 988,786	\$ 1,000,000	\$ 880,000
Interest Earnings	<u>18,488</u>	<u>10,000</u>	<u>10,000</u>
Total Revenues	\$ 1,007,273	\$ 1,010,000	\$ 890,000
Total Funds Available			\$ 1,375,174
Expenditures and Other Uses:			
Street Repairs	<u>\$ 1,000,000</u>	<u>\$ 1,040,000</u>	<u>\$ 1,040,000</u>
Total Expenditures and Other Uses	\$ 1,000,000	\$ 1,040,000	\$ 1,040,000
Estimated Ending Fund Balance			\$ 335,174

Note: FY 2007-08 and 2008-09 columns are shown for informational purposes only.

PUBLIC WORKS PROJECT FUND

	<u>FY 2007-08 ACTUAL</u>	<u>FY 2008-09 BUDGET</u>	<u>FY 2009-10 BUDGET</u>
Beginning Fund Balance			\$ 342,732
<u>Revenues:</u>			
Edmondson Branch Fees	\$ 29,215	\$ -	\$ -
Public Works Project Fees	310,306	1,015,080	45,000
Interest Earnings	<u>8,602</u>	<u>8,000</u>	<u>8,000</u>
Total Revenues	\$ 348,123	\$ 1,023,080	\$ 53,000
Total Funds Available			\$ 395,732
<u>Expenditures and Other Uses:</u>			
Transfer to Capital Projects Fund	<u>\$ -</u>	<u>\$ 225,000</u>	<u>\$ 150,000</u>
Total Expenditures and Other Uses	\$ -	\$ 225,000	\$ 150,000
Estimated Ending Fund Balance			\$ 245,732

Note: FY 2007-08 and 2008-09 columns are shown for informational purposes only.

DRUG FUND

	<u>FY 2007-08 ACTUAL</u>	<u>FY 2008-09 BUDGET</u>	<u>FY 2009-10 BUDGET</u>
Beginning Fund Balance			\$ 118,445
<u>Revenues:</u>			
Drug Related Fines	\$ 36,665	\$ 25,000	\$ 25,000
Interest Earnings	<u>11,025</u>	<u>2,000</u>	<u>2,000</u>
Total Revenues	\$ 47,690	\$ 27,000	\$ 27,000
Total Funds Available			\$ 145,445
<u>Expenditures and Other Uses:</u>			
Drug Enforcement	\$ 33,961	\$ 32,000	\$ 29,000
Capital Outlay	<u>69,070</u>	<u>-</u>	<u>8,000</u>
Total Expenditures and Other Uses	\$ 103,032	\$ 32,000	\$ 37,000
Estimated Ending Fund Balance			\$ 108,445

Note: FY 2007-08 and 2008-09 columns are shown for informational purposes only.

DEBT SERVICE FUND

	<u>FY 2007-08 ACTUAL</u>	<u>FY 2008-09 BUDGET</u>	<u>FY 2009-10 BUDGET</u>
Beginning Fund Balance			\$ 3,732,559
<u>Revenues:</u>			
Transfer from General Fund	\$ 3,150,000	\$ 3,150,000	\$ 3,150,000
Transfer from Historic Commission	17,292	17,045	16,775
Interest Earnings	<u>205,298</u>	<u>75,000</u>	<u>37,500</u>
Total Revenues and Other Sources	\$ 3,372,590	\$ 3,242,045	\$ 3,204,275
Total Funds Available			\$ 6,936,834
Debt Service Expenditures	<u>\$ 3,045,085</u>	<u>\$ 3,449,388</u>	<u>\$ 3,033,560</u>
Estimated Ending Fund Balance			\$ 3,903,274

Note: FY 2007-08 and 2008-09 columns are shown for informational purposes only.

EQUIPMENT REPLACEMENT FUND

	<u>FY 2007-08 ACTUAL</u>	<u>FY 2008-09 BUDGET</u>	<u>FY 2009-10 BUDGET</u>
Beginning Fund Balance			\$ 954,105
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 875,500	\$ 950,500	\$ 1,025,500
Interest Earnings	77,585	35,000	7,000
Sale of Equipment	<u>12,089</u>	<u></u>	<u></u>
Total Revenues	\$ 965,174	\$ 985,500	\$ 1,032,500
Total Funds Available			\$ 1,986,605
<u>Expenditures:</u>			
Computer Equipment and Software	\$ 159,962	\$ 405,000	\$ 485,000
Heavy Equipment and Vehicles	<u>294,697</u>	<u>1,413,500</u>	<u>910,000</u>
Total Expenditures	\$ 454,659	\$ 1,818,500	\$ 1,395,000
Estimated Ending Fund Balance			\$ 591,605

Note: FY 2007-08 and 2008-09 columns are shown for informational purposes only.

FACILITIES MAINTENANCE FUND

	<u>FY 2007-08 ACTUAL</u>	<u>FY 2008-09 BUDGET</u>	<u>FY 2009-10 BUDGET</u>
Beginning Fund Balance			\$ 347,266
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 300,000	\$ 300,000	\$ 300,000
Interest Earnings	<u>8,219</u>	<u>4,000</u>	<u>4,000</u>
Total Revenues	\$ 308,219	\$ 304,000	\$ 304,000
Total Funds Available			\$ 651,266
Expenditures:			
Service Center	\$ -	\$ 20,000	\$ 15,000
Fire and Rescue	33,750	-	-
Parks and Recreation	62,434	145,000	90,000
Library	<u>35,432</u>	<u>20,000</u>	<u>-</u>
Total Expenditures	\$ 131,616	\$ 185,000	\$ 105,000
Estimated Ending Fund Balance			\$ 546,266

Note: FY 2007-08 and 2008-09 columns are shown for informational purposes only.

ADEQUATE SCHOOLS FACILITIES FUND

	ACTUAL	BUDGET	BUDGET
	\$ -	\$ -	\$ -
Beginning Fund Balance			\$ 542,681
<u>Revenues and Other Sources:</u>			
Adequate Schools Facilities Tax	\$ 720,000	\$ 300,000	\$ 110,000
Interest Earnings	10,000	7,000	2,000
Total Revenues	\$ 730,000	\$ 307,000	\$ 112,000
Total Funds Available			\$ 654,681
Total Expenditures	\$ -	\$ -	\$ -
Estimated Ending Fund Balance			\$ 654,681

Note: FY 2007-08 and 2008-09 columns are shown for informational purposes only.

POST EMPLOYMENT BENEFITS FUND

	<u>FY 2007-08 ACTUAL</u>	<u>FY 2008-09 BUDGET</u>	<u>FY 2009-10 BUDGET</u>
Beginning Fund Balance			\$ 327,044
<u>Revenues:</u>			
Transfer from General Fund	\$ 528,905	\$ 652,240	\$ 685,125
Transfer from Water & Sewer Fund	60,000	60,000	60,000
Transfer from Emergency Communication District	21,255	21,255	21,255
Interest Earnings	<u>34,119</u>	<u>2,500</u>	<u>1,500</u>
Total Revenues	\$ 644,279	\$ 735,995	\$ 767,880
Total Funds Available			\$ 1,094,924
<u>Expenditures and Other Uses:</u>			
Post Retirement Benefits and Expenses	<u>\$ 2,260,000</u>	<u>\$ 540,000</u>	<u>\$ 592,610</u>
Total Expenditures and Other Uses	\$ 2,260,000	\$ 540,000	\$ 592,610
Estimated Ending Fund Balance			\$ 502,314

Note: FY 2007-08 and 2008-09 columns are shown for informational purposes only.

FUEL FUND

	<u>FY 2007-08 ACTUAL</u>	<u>FY 2008-09 BUDGET</u>	<u>FY 2009-10 BUDGET</u>
Estimated Beginning Fund Balance:			
Transfer from General Fund			\$ 144,300
Transfer from Water and Sewer Fund			\$ 5,700
 <u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ -	\$ -	\$ 345,700
Transfer from Water and Sewer Fund			\$ 65,000
Interest Earnings	<u>-</u>	<u>-</u>	<u>7,000</u>
 Total Revenues	 \$ -	 \$ -	 \$ 417,700
 Total Funds Available			 \$ 567,700
 Expenditures:			
Gasoline and Diesel Fuel	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 325,000</u>
 Total Expenditures	 \$ -	 \$ -	 \$ 325,000
 Estimated Ending Fund Balance			 \$ 242,700

Note: FY 2007-08 and 2008-09 columns are shown for informational purposes only.

CAPITAL PROJECTS FUND

	FY 2007-08 ACTUAL	FY 2008-09 BUDGET*	FY 2009-10 BUDGET*
<u>Revenues And Other Sources:</u>			
Transfer from P.W. Projects Fund	\$ -	\$ 225,000	\$ 150,000
Federal, State and Private Sources	1,489,561	644,000	199,500
Transfer from General Fund	1,500,000	-	-
Bond Proceeds	4,935,000	-	4,835,000
Interest Earnings	675,564	100,000	50,000
Total Revenues and Other Sources	\$ 8,600,125	\$ 969,000	\$ 5,234,500
 Transportation	 \$ 4,052,255	 \$ 4,190,000	 \$ 7,655,000
Parks and Recreation	158,484	65,000	75,000
General Facilities	668,751	6,000,000	2,284,500
Technology	-	-	80,000
Storm Drainage	-	50,000	-
Beautification	32,492	30,000	-
Total Project Appropriations	\$ 4,911,982	\$ 10,335,000	\$ 10,094,500

* Project appropriations shown are amounts estimated to remain for outstanding or committed projects or project phases. Balances remaining at the end of any fiscal year may carry over to subsequent years.

Note: FY 2007-08 and 2008-09 columns are shown for informational purposes only.

SECTION 2. That pursuant to the requirements of TCA 7-86-120, the amounts hereinafter set out constitute the estimated revenues and the budgeted expenditures for the City of Brentwood, Tennessee Emergency Communications District for the fiscal year beginning July 1, 2009 and ending June 30, 2010, to wit:

EMERGENCY COMMUNICATIONS DISTRICT

	<u>FY 2007-08 ACTUAL</u>	<u>FY 2008-09 BUDGET</u>	<u>FY 2009-10 BUDGET</u>
Estimated Beginning Net Assets			\$ 1,133,225
<u>Revenues:</u>			
911 Revenues	\$ 509,845	\$ 470,000	\$ 472,000
Contribution from City of Brentwood			
- General Fund	395,000	418,700	418,700
ECD/PSAP Equipment Reimbursement Program -			
TECB	-	-	150,000
TECB Operational Funding	104,081	104,080	104,080
GIS Maintenance Grant - TECB	10,000	10,000	10,000
Interest Earnings	<u>37,607</u>	<u>25,000</u>	<u>5,000</u>
Total Revenues	\$ 1,056,533	\$ 1,027,780	\$ 1,159,780
Total Funds Available			\$ 2,293,005
<u>Expenditures and Other Uses:</u>			
Personnel Services	\$ 666,408	\$ 732,515	\$ 739,725
Operating Services	158,283	201,540	242,300
Depreciation Expense	<u>64,446</u>	<u>90,000</u>	<u>101,500</u>
Total Expenditures	\$ 889,137	\$ 1,024,055	\$ 1,083,525
Estimated Ending Net Assets			\$ 1,209,480

Note: FY 2007-08 and 2008-09 columns are shown for informational purposes only.

SECTION 3. That total actual expenditures for the funds shown in Section 1 and 2 herein shall not exceed total appropriations for said funds, except as may be provided by ordinance to amend the budget.

SECTION 4. That the following amounts in the Water and Sewer Fund are projected operating revenues and expenses for the fiscal year beginning July 1, 2008 and ending June 30, 2009 and are provided for informational purposes.

Operating Revenues	\$ 14,091,585
Operating Expenses	\$ 13,956,645

SECTION 5. That the following amounts in the Municipal Center Fund are projected operating revenues and expenses for the fiscal year beginning July 1, 2008 and ending June 30, 2009 and are provided for informational purposes.


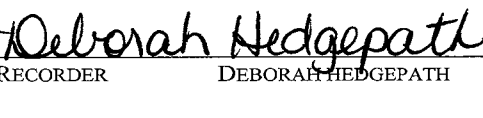
Operating Revenues	\$ 569,900
Operating Expenses	\$ 569,900

SECTION 6. That the City maintains certain Funds Held in Trust (FHIT) accounts for the use of special program funding for which no expenditure appropriation is required. Expenditures from FHIT accounts are approved by authorized personnel as funds are available.

SECTION 7. That a detailed line item financial plan to support the budget as set forth herein shall be provided to the Board of Commissioners and to the various departments of the City, which financial plan shall be used as guidance and generally followed in incurring expenditures and obligations on behalf of the City.

SECTION 8. That this ordinance shall take effect from and after its final passage, or fifteen days after its first passage, whichever occurs later, the general welfare of the City of Brentwood, Williamson County, Tennessee, requiring it.

PASSED:	1st reading	<u>5/26/09</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/22/09</u>	NOTICE OF PASSAGE	
			Notice published in:	<u>n/a</u>
			Date of publication:	<u></u>
PUBLIC HEARING	Notice published in:	<u>Williamson A.M.</u>		
	Date of publication:	<u>5/21/2009</u>		
	Date of hearing:	<u>5/26/09; 6/08/09; 6/22/09</u>	EFFECTIVE DATE	<u>6/22/09</u>

	
MAYOR	RECORDER
BETSY S. CROSSLEY	DEBORAH HEDGEPATH

Approved as to form:


CITY ATTORNEY
Roger A. Horner

ORDINANCE 2009-05

**AN ORDINANCE OF THE CITY OF BRENTWOOD, TENNESSEE TO ESTABLISH
THE TAX LEVY FOR THE FISCAL YEAR BEGINNING JULY 1, 2009 AND ENDING
JUNE 30, 2010**

BE IT ORDAINED BY THE CITY OF BRENTWOOD, TENNESSEE, AS FOLLOWS:

SECTION 1. That the tax levy for the City of Brentwood, Tennessee for the fiscal year beginning July 1, 2009 and ending June 30, 2010, on each \$100.00 of assessed value of all property (real, personal, public utility, merchants ad valorem, and mixed) within the City of Brentwood, Tennessee, shall be the sum of Forty-Nine cents (\$0.49), prorated and distributed in accordance with the Budget Ordinance for the same period, same being Ordinance 2009-04.

SECTION 2. That this ordinance shall take effect from and after its final passage, or fifteen days after its first passage, whichever occurs later, the general welfare of the City of Brentwood, Williamson County, Tennessee, requiring it.

PASSED:	1st reading	<u>5/26/09</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/22/09</u>	NOTICE OF PASSAGE	
			Notice published in:	<u>n/a</u>
			Date of publication:	<u></u>
PUBLIC HEARING				
	Notice published in:	<u>Williamson A.M.</u>		
	Date of publication:	<u>5/21/2009</u>		
	Date of hearing:	<u>5/26/09; 6/8/09; 6/22/2009</u>	EFFECTIVE DATE	<u>6/22/09</u>

Betsy S. Crossley
MAYOR Betsy S. Crossley

Deborah Hedgepath
RECORDER Deborah Hedgepath

Approved as to form:

Roger A. Horner
CITY ATTORNEY Roger A. Horner

OPERATING BUDGET POLICIES

1. The City's operating budget will consider as its highest priority the maintenance of basic public services and facilities necessary to meet the needs of its residential, institutional, and commercial "citizens." The budgeting process will strive to provide for improvement in service levels, balancing the competing needs to meet service demands and to contain operating cost. A basic public service is one that would not be provided without public action, and one that is either:
 - Essential to the health and safety of the City's residents' or
 - Necessary in order to avoid irreparable damage to City resources; or
 - A service the absence of which the City's quality of life would be generally unacceptable to its residents.
2. At a work session in January of each year, the City Commission will provide policy guidance to the City Manager and staff for preparation of the proposed budget for the next fiscal year. Commission guidance will define the appropriate service levels for municipal programs and overall personnel policies. At the formal presentation of the proposed budget, the City Manager will not be precluded from recommendation program expansions or modifications based on Commission guidance or staff initiatives.
3. The City Manager and others involved in the preparation of the operating budget will also use the priorities expressed in the Capital Improvements Plan as the framework for review and formulation of the proposed City budget. The City staff will also review programs and projects on at least an annual basis to ensure consistency with the Brentwood 2020 Plan as amended.
4. Each department of the City will continuously examine its methods for program delivery. Changes which would improve productivity, lower costs, improve services, enhance job knowledge and employee safety and further communication with the public will be implemented when practical.
5. The City will avoid procedures that balance the operating budget (anticipated revenues equaling or exceeding anticipated expenses) by shifting ongoing obligations to future years. In particular, the City will continue the scheduled level of maintenance and replacement to preserve its infrastructure and vehicle fleet.
6. In all actions to balance the budget, the City will attempt to avoid layoffs. If possible, any necessary personnel reductions will be effected through attrition.
7. The City will continue actions to ensure that all City staff members are sensitive to the special needs of the community and its residents.
8. The City will continue to encourage citizen involvement in City programs so as to enhance the delivery of services and further the ongoing planning, programming, and budgeting process.

OPERATING BUDGET POLICIES

9. The City will continue to fund career development programs and educational opportunities for all employees; to provide for the training and retention of a quality professional staff; and to improve the leadership, motivational and communication skills of all supervisory personnel.
10. The City will continue to provide for a competitive, progressive and rewarding employee benefits and compensation program to attract and retain quality employees.
11. The City will maintain a financial control system to ensure compliance with the adopted budget and will prepare monthly reports comparing actual revenues and expenditures to budgeted amounts.
12. The City will maintain a minimum combined unallocated fund balance for the General Fund and State Street Aid Fund in excess of forty percent (40%) of annual operating expenses for these funds. Such fund balance shall serve cash flow needs, protect against unforeseen emergencies and enhance the credit worthiness of the City. In addition, the city will strive to maintain an unallocated fund balance in the Debt Service Fund equal to one (1) year's General Obligation debt service requirement.

DEBT MANAGEMENT POLICIES

It is recognized that Brentwood is a high growth community with significant demands for infrastructure improvements that are essential to maintaining the City's favorable quality of life. Such needs are systematically prioritized in the six (6) year Capital Improvements Program. The up-front costs for many projects are beyond the normal resources of the City and require the issuance of long-term general obligation debt. The issuance of debt also insures that the future benefactors of the improvements will help pay for the cost over the life of the improvements.

In the State of Tennessee, there is no legal debt limit and therefore the City of Brentwood is not subject to statutory debt limitations. Regardless, the following policies are adopted by the City of Brentwood to provide budgetary guidance in developing the City's short and long-term financial planning.

1. The City will utilize long-term borrowing only for major capital improvement projects that can not be financed from current revenue sources. The City will not use long-term debt to finance current operations.
2. When the City finances capital projects by issuing bonds, it will pay back the interest and principal on the bonds for a period not exceeding the expected life of the improvements; however, no bonds will be issued for a payback period of greater than twenty (20) years.
3. The City will seek level or declining debt repayment schedules and will avoid issuing debt that provides for balloon principal payments reserved at the end of the term of the issue.
4. The City will avoid variable-rate debt due to the potential volatility of such instruments, and will only consider such a debt structure as a last resort when current interest rates are deemed excessive and will likely decline in future years.
5. The total annual debt service obligation for long-term debt (excluding short-term capital outlay notes) will not exceed eighteen (18) percent of the total operating budgets for the General Fund and State Street Aid Fund for any given year.
6. The City will strive to maintain a minimum fund balance in the Debt Service Fund at an amount equivalent to one (1) year's debt obligation. The Debt Service Fund will receive annual funding through operating transfers from other funds, primarily the General Fund, and by interest earned on cash held in the Debt Service Fund itself.
7. The proceeds from General Obligation Bond Issues will be deposited in the Capital Projects Fund. The investment of idle capital funds will be governed by state statute and City policy.
8. The City will maintain good communications with bond rating agencies about the financial condition of the City and will follow a policy of full disclosure on every financial report and bond prospectus.

REVENUE POLICIES

1. The City will attempt to develop a diversified and stable revenue system to shelter it from short run fluctuations in any one revenue source. Specifically, the City will do the following:
 - a. Continually monitor and assess the local taxing effort of Brentwood as compared to other Tennessee cities.
 - b. Maintain a local revenue structure for financing public services which does not overly emphasize the property tax and which encourages the use and development of alternative revenue sources such as the local option sales tax, user fees, utility tap fees, and development generated impact fees.
2. From an equity and fairness standpoint, the City will follow an aggressive policy of collecting all revenues.
3. The City will consider the "going market" rates and charges levied by other public and private organizations for similar services in establishing tax rates, fines, fees and charges.
4. All charges for services, licenses, permits, etc. will be reviewed annually and, when appropriate, recommendations for adjustment will be made to the City Commission. Before adoption of new user fees, the City will first determine the cost of administering and collecting the fees, fees other jurisdictions are charging for similar services, the purpose of the fees, and if the fees can be effectively and efficiently implemented.
5. The City will seek Federal and State grants as they may become available. These revenues will be targeted for capital and infrastructure improvements to the greatest extent possible.
6. The City will ensure that Brentwood receives a fair proportion of all State and County shared taxes and revenue.
7. Whenever possible, revenue sources will be designed or modified to include provisions to automatically allow the collections to grow at a rate that keeps pace with the cost of providing the service.

BUDGET FORMAT

The FY 2010 Budget document for the City of Brentwood provides historical, present and future comparisons of revenues and expenditures; allocations of resources - both fiscal and personnel; and descriptions of the anticipated annual accomplishments of City programs.

BUDGET ORGANIZATION

The budget document is organized to provide a summary of the total budget within the Schedule pages, with revenues and expenditures for each fund. The major portion of the budget consists of detail pages containing a description of the funds and activities for that function. The Personnel Schedule, Statistical Information, Glossary and Index conclude the document.

FINANCIAL STRUCTURE

The City accounts are organized by fund and account group, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped into five generic fund types and two broad fund categories as follows:

Governmental Funds

General Fund

The General Fund is the principal fund of the City and is used to account for all activities of the City not included in other specified funds. The General Fund accounts for the normal recurring activities of the City (i.e., police and fire protection, parks and recreation, public works, general government, etc.).

Special Revenue Funds

Special Revenue Funds such as the State Street Aid Fund, Public Works Project Fund, Drug Fund, Equipment Replacement Fund, Facilities Maintenance Fund, Adequate Schools Facilities Fund, Post Employee Benefits Fund, and Fuel Fund are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. Many of the Special Revenue Funds depend on funding through annual transfers from the General Fund.

Debt Service Fund

The Debt Service Fund is used to account for the payment of principal and interest on long-term general obligation debt. This debt obligation is serviced entirely through annual operating transfers from the General Fund.

BUDGET FORMAT

Capital Project Fund

The Capital Project Fund is used to account for financial resources segregated for the acquisition or construction of major capital facilities other than those financed by enterprise operations. Funding sources include proceeds from the issuance of General Obligation Bond Issues and operating transfers from the General Fund.

Enterprise Funds

The City's Enterprise Funds (Water/Sewer Fund, Municipal Center Fund and Emergency Communications District) are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body and/or the requirements under state law are that the costs of providing goods or services to the general public be financed or recovered primarily through user charges; or, (b) for which the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

BASIS FOR BUDGETING

Budgets for the General Fund, Special Revenue Funds, Debt Service Fund, Capital Projects Fund and Enterprise Funds are adopted on a basis consistent with the basis of accounting as described in the next section of the budget. Budgeted amounts and actual comparisons are as originally adopted or as amended by the City Commission.

The City Manager is authorized to transfer budgeted amounts between departments within any fund; however, the City Commission must approve any revisions that alter the total expenditures of any fund. Expenditures may not exceed appropriations at the fund level. All appropriations that are not expended lapse at year-end.

BASIS OF ACCOUNTING

All governmental funds are accounted for using the modified accrual basis of accounting, a basis consistent with general accepted accounting principles (GAAP). Revenues are recognized when they become measurable and available as net current assets. All intergovernmental revenues are recorded as revenue when received. Property tax revenues are recognized in the fiscal year for which they were levied. Licenses and permits, charges for services, fines and forfeitures, and other revenues are recorded as revenue when received in cash.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. However, an exception to this rule would include principal and interest on general long-term debt which is recognized when due.

The City's Enterprise Funds (Water and Sewer Fund Municipal Center Fund and Emergency Communications District) are accounted for using the accrual basis of accounting. Revenues are recognized when earned, and expenses are recognized when incurred.

BUDGET PROCEDURE

The Charter for the City of Brentwood (T.C.A. 6-22-122) provides that no later than May 15, prior to the beginning of the fiscal year on July 1, the City Manager shall submit to the City Commission a Proposed Budget for the next fiscal year, which presents a complete financial plan for the ensuing year. In accordance with the City Charter, the following information must be provided: (a) detailed estimates of all proposed expenditures for each department, board, office or other agency of the City, showing, in addition, the expenditures for corresponding items for the last preceding fiscal year, appropriations and anticipated expenditures for the current fiscal year and reasons for recommended departures from the current expenditures pattern; (b) statement of bonded and other indebtedness of the City; (c) detailed estimates of all anticipated revenues of the City from all sources with a comparative statement of the amounts received by the City from each of such sources for the last preceding fiscal year, the current fiscal year, and the coming fiscal year; and, (d) any other supporting schedules as requested by the City Commission.

To ensure compliance with this Charter requirement, a budget schedule is prepared to facilitate the decision-making process by providing overall direction to City departments. The budget preparation process begins in late fall when City departments begin preparation of six-year Capital Improvements Program requests. During December, staff initiates the review and evaluation of each request in light of available revenues and in accordance with the City's overall goals and objectives. By early March, the Finance Department compiles a draft Capital Improvements Plan which is submitted to the City Manager for review, refinement and approval. By late March, the consolidated draft document is submitted to the Brentwood City Commission for initial review. The program, as modified by the City Commission, is considered for formal adoption by resolution in late June.

In early January, City departments begin assessing new resource needs for the coming year relative to capital equipment, including fleet; maintenance requirements; automation services; and, proposed new or expanded work programs. At the same time, a work session is held with the City Commission in late January to receive initial policy guidance on appropriate service levels and personnel policies. Budget requests and supporting documentation are then prepared by individual departments and submitted by mid February for the Finance Department and the City Manager's review.

A self-evaluation of the departments' non-routine work plan for the current year is initiated in January and used in the preparation and development of the proposed work plan for the upcoming year. The budget documentation submitted includes a statement of proposed departmental goals and objectives, performance measures, an estimate on the status of performance at the end of the current year as well as traditional object code line item expenditure requests and justification for maintaining current and expanded expenditure requests.

BUDGET PROCEDURE

During February, the Finance Department staff reviews budget submissions and prepares information for the budget review sessions with the City Manager. Generally, the last half of February is set aside for the City Manager's budget review sessions with department heads. Departmental objectives, measures of performance and operating budgets are refined for consolidation in the Proposed Budget document during late March and April. Expenditure and revenue projections for the current fiscal year and estimates for the proposed fiscal year and thereafter are updated with the latest available data. This information permits final adjustments to routine operating expenditures and new and expanded programs for inclusion in the Proposed Budget.

The City Manager's Proposed Budget for the upcoming fiscal year is presented to the City Commission by early May for initial review. Budget work sessions are held with the City Commission by mid May to review the proposed operating budget and proposed non-routine work plan. This session provides the opportunity for the City Commission to ask questions about Proposed Budget and to request additional information as needed.

After the Budget Work Session, three public hearings are held on the Proposed Budget during and prior to final reading and approval of the Appropriations and Tax Levy Ordinances. The hearings provide formal citizen input to the City Commission on decisions and issues related to the Budget. The first reading of the Appropriations and Tax Ordinances is held at the second regular meeting in May for the City Commission to formally consider, amend as may be deemed necessary and adopt on first reading. By late June with the approval of second and final readings of the Appropriations Ordinance and Tax Levy Ordinance, the Commission effectively adopts the Budget for the new fiscal year beginning July 1, and sets the tax rate to fund the budget.

Amendments may be made to the original appropriations ordinance at any time during a current fiscal year. Except for emergency expenditures, however, increased appropriations may be made only after the city manger has certified in writing that sufficient unappropriated revenue will be available to fund the expenditure.

The City of Brentwood's budget process has evolved into a comprehensive financial management system. Refinements and modifications are made to the process each year as needed to maintain a state-of-the-art budget system always.

FISCAL YEAR 2010 - BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
12/01/08	01/05/09	Preparation of initial six-year Capital Improvements Program requests (FY 2010- FY 2015)	Finance Director, Assistant City Mgr., and affected Department Heads
01/02/09	01/30/09	Submission of budgets, narratives and schedules to Finance Department	All Department Heads
	01/22/09	Initial work session to provide policy input and direction on FY 2010 proposed budget (Annex Room)	City Commission, City Manager and all Department Heads
02/16/09	02/23/09	City Manager's department meetings on FY 2010 Budget	City Manager with Department Heads
02/23/09	04/15/09	Preparation and submission of draft departmental Non-routine Work Plans to the City Manager for FY 2010	All Department Heads
	03/09/09	Submission of Draft Capital Improvements Program Document to City Manager for final staff review	Finance Director Assistant City Mgr.
	03/23/09	Draft six-year Capital Improvements Program presented to City Commission	City Manager Finance Director Assistant City Mgr.
	03/31/09	Work session on proposed six-year Capital Improvements Program with City Commission (Annex Room)	City Manager and affected Department Heads
	05/06/09	FY 2010 Proposed Operating Budget and FY 2010 Proposed Non-routine Work Plan to City Commission	City Manager and Finance Director
	05/14/09 - 05/15/09	FY 2010 Proposed Operating Budget Work Session – All Day 5/14 and (if necessary) 5/15 at the Brentwood Safety Center East	City Commission, City Manager and all Department Heads
05/15/09	05/18/09	Budget Work Session follow-up information prepared	Finance Director

FISCAL YEAR 2010 - BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
	05/18/09	Notice of public hearing on FY 2010 Budget proposals to the <u>Williamson A.M section of The Tennessean.</u>	City Recorder
	05/18/09	Proposed Ordinance to City Recorder, Public Library and posted on City Website for public inspection	Finance Director
	05/26/09	Regular Commission meeting for public hearing, first reading and adoption of FY 2010 Appropriations and Tax Rate Ordinances	City Commission
	06/08/09	Regular Commission meeting with public hearing <u>only</u> for the FY 2010 Appropriations & Tax Ordinances	City Commission
	06/22/09	Regular Commission meeting for public hearing and second (final) reading and adoption of the FY 2010 Appropriations and Tax Rate Ordinances; and adoption by resolution: the six-year Capital Improvements Program (FY 2010–2015), FY 2010 Classification and Pay Plan, and the FY 2010 Non-routine Work Plan.	City Commission
	07/10/09	Final report on accomplishments of the FY 2009 Non-routine Work Plan due to the City Manager	All Department Heads



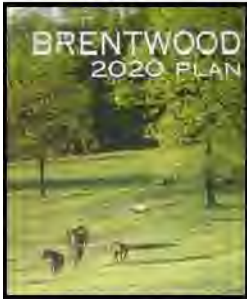
LONG-TERM GOALS AND OBJECTIVES

BRENTWOOD 2020 PLAN UPDATE

**OVERVIEW AND 2008 PROGRESS
REPORT**

1. OVERVIEW

In late 2005, the City of Brentwood began an initiative to update its 2020 Comprehensive Plan. The last update of the City's plan had been completed in 1999, and a number of conditions in the community had



changed since then. The update was undertaken with the objective of amending the plan in strategic areas, rather than undertaking a completely new Comprehensive Plan. Accordingly, this document is to be viewed as an amendment to the 1999 version of the plan.

The 2020 plan is built around seven major goals adopted by the Brentwood City Commission, arrived at through a highly participatory process involving hundreds of citizens. The seven goals relate to:

1. Environmental Conservation, Recreation & Scenic Protection
2. Retirement Provisions
3. Commercial Provisions
4. Mobility Provisions
5. Residential & Service Institutional Provisions
6. Community Identity Provisions
7. Growth Management Provisions



The 2020 Plan had been adopted in 1999 with intent of periodic 5-year updates, along with status reports on implementation and identification of priority areas for focus and activity during the next five years. That is the objective of this 2006 update: assess progress and accomplishments in addressing the goals, identify changing conditions that might make a particular goal area or program activity more or less relevant to current community needs, and identify new areas for attention.

One of the key tasks has been to solicit citizen opinions regarding issues facing the City, and to gauge levels of citizen satisfaction/dissatisfaction with various components of life in Brentwood. In March of 2006 a questionnaire was distributed to all households and business owners in Brentwood, to collect opinions on the goals of the 2020 Comprehensive

Plan as well as other pertinent City issues. Two initial surveys were sent: one to residents, and a similar survey to Brentwood businesses. The response rate to the questionnaires was high, with almost 4,000 respondents returning the survey. Their responses and comments were compiled in two reports, one evaluating quantitative responses to the questions and the other compiling individual comments.

A follow-up, second questionnaire was mailed to residents in June of 2006, based upon responses to the first questionnaire and focusing on implementation mechanisms that would address concerns and priorities that were identified in the first questionnaire.

Concurrently, an evaluation of progress in implementing the 2020 Plan was prepared, assessing the status of each of 129 recommended Action Steps in the 2020 Plan. For each, accomplishments were noted, along with work in progress, and observations offered regarding whether or not the goal statement still adequately fits with Brentwood's current priorities.

Accordingly, this 2020 Comprehensive Plan Update assumes that the basic framework of the 2020 Plan remains intact, that the seven goal areas continue to be the organizing structure for discussion, and that the Plan continues to aim at the year 2020 to define the planning period. This Update contains the following sections:

1. This Overview
2. Changed Conditions Since Adoption of 2020 Plan
3. Community Values and Opinions (from 2006 Survey)
4. Recommended Revisions to 2020 Plan Goals Objectives, and Action Steps

It is clear that the City has been aggressive over the last five years in implementing the 2020 Plan. This Update documents the progress and the accomplishments. It is clear that new challenges have emerged that need attention, and this Update addresses those. Substantive recommendations are offered in each goal area.

In terms of procedural recommendations, two key suggestions are offered:

- 1) That an annual report be prepared in January of each year, describing progress on implementation of the Plan and reporting on key statistical indicators of community well-being. (A format for the annual report and a suggested list of indicators are included here.)

- 2) Substantial community buildout is anticipated by 2016. A major comprehensive plan rewrite should be scheduled for 2012, and the focus of the plan should be on a city that is reaching its maximum level of development.

Brentwood citizens report high levels of satisfaction with the quality of life in this community, and optimism about the future. Attention to these planning and growth management issues can be an important part of achieving that future.

**Planning & Codes Department
Memorandum 2008-34**

TO: Honorable Mayor and Board of Commissioners
Planning Commission

THROUGH: Michael W. Walker, City Manager

FROM: Joe Lassus, AICP, Planning & Codes Director

DATE: August 8, 2008

SUBJECT: Brentwood 2020 Plan Update – 2008 Progress Report

The most recent comprehensive update to the Brentwood 2020 Plan (dated November 2006) contains a new action step, “Implement a formal mechanism for a status report to the public on the implementation of the Goals and Objectives at least every two years. The report should summarize accomplishments to date and identify the areas of focus during the next two years based on the direction of the City Commission.” The noted 2006 update to the Brentwood 2020 Plan includes a spreadsheet format for the reporting of progress on the fulfillment of plan objections, and also allows for the entry of ongoing issues that currently challenge the community. This noted spreadsheet was recently completed with the assistance of City staff from all operating departments, and forms the basis of this periodic report. The entire range of goals and objectives defined in the November 2006 update to the 2020 Plan are included, and new entries are shaded gray to assist in the review.

One component of the update relates to ongoing policy and planning issues that currently concern the City of Brentwood. A major issue occupying local efforts involves the protection of scenic vistas and open space. The recent implementation of new hillside protection mechanisms, use of perpetual scenic easements, and a comprehensive upgrade of lot development standards highlight City progress in meeting various land protection objections within the updated 2020 Plan. In addition, the City has made great strides in the provision of additional passive park land and the incremental addition of protected open space in residential subdivisions citywide. The update also details efforts related to historic preservation of cultural resources, such as Boiling

Springs Academy and Primm Park. Other noted planning policy advances involve continued application of roadway connectivity in residential districts, new design review standards for townhouse development, and improved development review timelines that were enacted by the state legislature as prompted by the City of Brentwood. Commercial development policies are also noted in the update, such as the expansion of retail/service uses in office park districts and actions to facilitate the redevelopment of the Town Center district (i.e., new serving infrastructure, comprehensive parking strategies, etc.). Concluding policy considerations within the update include public fiscal issues as well as related policies and opportunities.

Another component of this update allows for reporting on special projects and long term capital improvements that engage a range of City departments. Immediate sewer improvement projects are detailed in the report, as well as long term water system upgrades and the preventive maintenance program (CMOM) which will ensure the long term quality of the City sewer system. The report affords a special section that updates the immediate and long term improvements of the community roadway network, including treatment of the new traffic operations center and signal control network. One related project involves the completion of a master transportation plan for the religious uses occupying the intersection of Concord and Franklin Roads. Other activities related to our transportation network include new gateway and directional wayfinding signage throughout the City, as well as continued progress in expanding Brentwood's network of pedestrian/bike trails. The report also considers the significant successes in developing a civic activities center at the Heritage Way/Concord Road corridor area (Williamson County Recreation Center, Martin Center, Brentwood Library, etc.).

In summary, the attached 2008 update report on the implementation of the Brentwood 2020 Plan outlines significant progress in addressing a wide range of issues that currently challenge the City into the future. Our goal with the annual status report is to aid you and others in the effective communication of progress to date with the public. After your review of the attachment, please direct any questions, comments or suggestions to the City Manager, or planning staff.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
GOAL NO. I: ENVIRONMENTAL CONSERVATION, RECREATION, & SCENIC PROVISIONS							
As part of its vision to maintain a sense of rural character, Brentwood's goal for the year 2020 is to assure adequate areas for environmental conservation, recreation and scenic purposes.							
I.A Stream Corridors Objectives							
I.A.1 Conserve and protect stream corridors as drainage and flood management areas, as plant and animal habitats as to improve water quality of streams							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Continue to enforce existing regulations that structly limit the placement of new structures and fill material within the Little Harpeth River floodplain and associated tributaries so as to minimize the flood damage potential during a major storm event.	XX	XX			Brentwood Codes and Public Works Departments routinely enforce local floodplain regulations that limit development in the floodplain.	Guiding federal agency FEMA has reviewed and approved the City of Brentwood approach to floodplain management in all our watersheds.
2	Adopt and enforce all new regulations and policies formulated by the Federal Emergency Management Agency (FEMA) that allow residents and property owners in the floodplain to continue to participate in the subsidized federal flood insurance program.	XX	XX			The City's entire floodplain management ordinance was revised and updated by ordinance effective 2006.	Brentwood's standards for floodplain management meet, and in certain cases exceed, the floodplain protections mandated by guiding federal agency FEMA.
3	Establish close working relationships with the state agency responsible for management of water quality, the Tennessee Department of Environment and Conservation. Educate the public on who to contact in state government in the enforcement of water quality regulations.	XX	XX			Currently working under an agreed order with TDEC to address needed sewer upgrades in the Little Harpeth River Drainage Basin to reduce stormwater infiltration and overflows into the river.	Ongoing relationship. City provides periodic progress reports to the state agency, as well as the public on mission and objectives.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
1.A.2 Maintain and enhance stream corridors as scenic and passive recreational areas.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Continue to look for opportunities for land conservation and acquisition of land for passive parks near stream corridors.	XX	XX			Corridor park continues to expand to access land to the south of the current park boundaries.	Approximately 18 acres was acquired from members of the Adams family in 2002 in conjunction with the approval of the Parkside Downs subdivision.
1.A.3 Maintain and enhance stream corridors as pathways for linking activity areas and the community overall.							
1	Provide for a continuation of the existing bike trail on the Little Harpeth River Corridor Park as adjoining land is acquired or obtained through land dedications	XX	XX			With the extension of the Little Harpeth Corridor Park, City has extended the trail system southward to Ravenwood High School.	Southerly extension of trail along Wilson Pike to Split Log Rd will connect with new path along that road to be completed in 2008.
2	As a part of any new development abutting the proposed Little Harpeth River Corridor Park, ensure a sufficient number of pedestrian bike trail access points to reach the park from and through the new development.	XX	XX			Multiple access points were incorporated within the design of Montclair subdivision, affording excellent access to the trail system.	Ensure that possible future development of the Smith and/or Turner properties are well integrated with the pedestrian bike trail.
I.B Lands with Restrictive Topography and Soil Objectives							
I.B.1 Further limit development from areas with unstable soil conditions and steep terrain.							
1	Except for locations where subdivision development has been previously approved by the City, amend the subdivision regulations to minimize any land disturbance on hillside areas with slopes greater than 15 percent.		XX			New hillside lot development standards were instituted in 2007 to address a range of technical issues, elevating the site development standards in the OSRD zoning district.	Staff administers a policy of minimizing land disturbance for upland areas when counseling applicants on related development proposals. Generally, the OSRD development mode is recommended on larger tracts fronting arterial streets and with steep topography or floodplain
2	Encourage the preservation of hillsides with slopes greater than 15% as permanent open space by rezoning such areas to Open Space Residential Development (OSRD). Such rezoning should occur concurrently with submission of a proposed development plan for the property		XX			Staff provides ongoing guidance to developers to adopt the OSRD development type so as to preserve significant hillside open space; e.g., Hidden Creek Subd.	The OSRD development mode works concurrently with the hillside protection overlay district to effectively preserve the hillsides and upland areas.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
I.C Scenic Vistas, Hilltops and Corridor Objectives							
I.C.1 Conserve and protect hilltops in maintaining their scenic value as natural areas.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	On hillside or hilltop areas where OSRD development or rezoning is not possible, identify and prioritize highly visible tracts that are worthy of preservation. Acquire scenic easements or property to pressure such tracts from development based on the availability of public funding. In locations where the acquisitions of hilltops is not feasible or practical, amend the zoning ordinance to include requirements for natural screening of new hilltop development.	XX	XX			Adopted a new HP Hillside Protection Overlay District in 2007 which sets standards for new development above 850-foot elevation (minimum three acre lots-limitations on disturbance of terrain). Modification of existing homes in HP Overlay also employs the new standards to the greatest extent feasible.	Code provisions require scenic easements for undisturbed open space in all new subdivisions. Such open space shall remain in a natural state in perpetuity. Existing subdivisions may also grant scenic easements for natural areas, with City approval. A number of scenic easements have been incorporated within new subdivisions.
I.C.2 Conserve and protect road corridors in maintaining their scenic value as natural areas, farmlands and open space.							
1	Maintain the AR Agricultural/Residential Estate zoning district classification with minimum 3 acre lots and 175 foot front setbacks for all development along Franklin Road.	XX	XX			AR zoning is maintained by ongoing policy, however, certain SI rezonings have been approved which preserves a similar scale of development.	In lieu of maintaining AR, can require a 150' buffer from right-of-way if rezoned to SI.
2	To maintain an open, undeveloped character along the other arterial streets of the City, encourage OSRD zoning with 150-foot wide linear buffer strips with sufficient landscaping and berms to screen the new subdivision from direct view of the abutting property owners and traveling public	XX	XX			Staff encourages residential developers to implement OSRD zoning along arterial roadways so as to establish required landscape buffers.	

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
I.C.3 Conserve and protect historically and culturally significant areas in maintaining their scenic values.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Continue to utilize the mechanisms within the zoning ordinance to protect the City's historic and cultural resources that may be affected by ongoing development.		XX			Historic features on proposed development sites are identified and evaluated on an ongoing basis.	Staff recommends application of preservation mechanisms in the code wherever appropriate for development proposals.
I.C.4 Encourage the use of landscaped boulevards in creating more scenic road corridors.							
1	Encourage the Tennessee Department of Transportation to improve state highways in and near Brentwood as boulevards with grass medians incorporated into the design in those locations where the additional right-of-way can be acquired or dedicated cost effectively and the improvement does not adversely impact adjacent residential dwellings.	XX	XX			The objective has been achieved for South Wilson Pike at Inglehame Farms, providing an enhanced southern gateway to the city.	Problems have been encountered in not having sufficient right-of-way to split the roadway with medians. When possible medians are added to roadway design.
2	When improvements are proposed for arterial roads, encourage as a part of the development approval process the construction of landscaped boulevards with underground utilities.	XX	XX			Ongoing policy encouraged by staff -- e.g. Wilson Pike.	All new roadways are constructed with underground utilities.
I.C.5 Preserve Visual Character of the Cal Turner Property							
1	Consider options for public acquisition of the Cal Turner property, should the land become available for sale.						Staff will continually monitor land availability for future examination of the public acquisition option.
2	If the Cal Turner Property is developed, encourage a site plan that preserves the current visual character to the greatest extent possible and allows for extension of the River/Bikeway from Tower Park to Murray Lane and Franklin Road.						Any future development of the Turner property requiring rezoning will be guided to preserve the pastoral character of the site to the greatest extent feasible. Floodplain areas will be planned accordingly.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
I.D Natural Areas with Major Vegetation and Farmlands Objectives							
I.D.1 Conserve and protect natural areas with major vegetation, particularly indigenous vegetation, for reduction of stormwater run-off, modification of climate and improvement of air quality.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Over and beyond steep hillsides, floodplains and culturally significant areas, establish criteria and identify and prioritize other natural areas in the community worthy of permanent preservation.	XX	XX			Staff requires an archeological study for new development to ensure protection of valued historic resources; no development is allowed in the FEMA designated floodway.	Open space reserves within OSRD residential developments are protected through the application of scenic easements that maintain the natural character of forested areas. New stormwater management regulations encourage incorporation of natural drainage features into protected open space.
2	Encourage any future development of such tracts under OSRD zoning with the significant natural areas preserved within the permanent open space in development.	XX	XX			Hilltop areas within the new Azalea Park and Traditions developments were preserved in open space, using OSRD conservation design methods.	Natural areas within OSRD open space are further protected via application of perpetual scenic easement overlays, prohibiting clear cutting of existing forest.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
I.E. Passive Parks Objectives							
I.E.1 Provide additional passive parks with garden, pedestrian and sitting provisions.9							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Publicly acquire or obtain through dedication sufficient land (approximately 20 acres for each tract) to permit the construction of additional passive parks. Such parks should have some limited athletic features such as outdoor basketball goals, sand volleyball court and/or turf areas sufficient for practice and pickup soccer/baseball. However, no formal athletic programs or field lighting should occur in these parks. Targeted locations for the new parks include 1) the southwest area of the City bordered by Franklin Road, Concord Road, I-65 and Moores Lane; 2) the northeast area bordered by Concord Road, the CSX Railroad/I-65, northern city limits and Edmondson Pike; and 3) the Split Log Road- Pleasant Hill area.	XX	XX			Land for Primm Park, including historic Boiling Springs Academy, was acquired in 2003. Owl Creek Park site (21+ acres) was acquired and recently completed. The PLC development in Maryland Farms will include 24 acres dedicated to the City for a passive park to buffer the Maryland Farms business park from the Meadowlake subdivision.	The planning for passive parks incorporates citizen comments gathered during formal public meetings to consider the suggestions and concerns of nearby residents (example, Owl Creek Park planning process).
I.E.2 Provide additional passive parks in association with activity centers and public spaces.							
1	Where feasible, incorporate passive park/plaza areas within the design of any future public/civic buildings and facilities.		XX				No new civic buildings currently being planned.
I.F Active Parks Objectives							
I.F.1 Provide additional active parks at the community-scale level.							
1	Continue to look for cost effective opportunities to add active parks when acceptable sloped acreage in the range of 30-50 acres is identified.		XX				The City will continue to examine cost effective options for new active parks in underserved areas.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
GOAL NO. II: RETIREMENT PROVISIONS							
As part of its vision to include alternative retirement opportunities, Brentwood's goal for the year 2020 is to assure adequate provisions for retirement-age persons including alternate housing for all stages, services and activities.							
II.A Individual Retirement Housing Objectives							
II.A1 Explore Options for Individual Retirement Housing Options							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Evaluate possible options for providing additional single-family retirement housing alternatives in a manner that does not compromise the legal and infrastructure foundation of the City's existing low-density residential development pattern. Prepare recommendations for consideration by the City Commission and Planning Commission.	XX				OSRD-IP allows for smaller 6,000 square foot lots and places limits on some housing sizes to 2,500 square feet.	OSRD-IP regulations, adopted in 2003, provides for 6,000 square foot lots for detached units and 2,880 square foot lots for town homes. Some homes are limited to a maximum of 2,500 square feet in heated space.
II.B Transportation Services for Retirement Facilities Objectives							
II.B.1 Encourage transportation services by retirement facilities that link retirement housing locations with essential services.							
1	As part of the approval process for any additional retirement/assisted care development, require a transportation program be established and operated that will provide residents a way to reach essential services such as medical, recreation, library, grocery stores, etc without use of personal vehicles.		XX			Applications for future retirement/assisted care developments shall provide a plan for a transportation program to address basic resident needs to reach essential services.	Responsibility of the developer to provide this type of service.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
GOAL NO. III: COMMERCIAL PROVISIONS							
As part of its vision to create a balance of residential and non-residential land uses, Brentwood's goal for 2020 is to assure adequate commercial activities in providing additional tax base, serving areas with unmet needs, reducing trips associated with conveyance activities and maintaining the viability of existing activities.							
III.A Existing Commercial Objectives							
III.A.1 Redevelop existing commercial centers where they are underutilized.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Encourage/support private development that is directed toward the acquisition and/or assemblage of existing commercial properties for redevelopment, especially projects that enhance the tax base of the city. Facilitate necessary infrastructure improvements.		XX			City has completed major infrastructure improvements within Town Center, providing an alternative roadway link across the railroad gulch that formerly divided the district.	City has assisted the Town Center redevelopment through facilitation of a major parking study and planning document.
2	Encourage private property owners to improve and enhance the desirability and attractiveness of existing facilities.		XX			Recent Planning Commission approvals in Town Center included mixed use facility on Harpeth Drive.	City maintains code enforcement vigilance in redeveloping areas to enhance desirability of properties.
III.A.2 Link existing commercial tracts with any future regional transit system improvements to facilitate access for commuters.							
1	Continue to install sidewalks to provide safe and efficient pedestrian travel between future transit stations and within adjacent/nearby retail and employment centers - Maryland Farms, Synergy Office Center, Brentwood Place, Overlook Park, Town Center, Moores Lane/Cool Springs retail area, etc.			XX			Though transit stations are probably a distant issue, city codes and subdivision regulations already require sidewalk installations in areas that may host such facilities in the future.
2	In locations where walking is not practical from a transit station, evaluate the feasibility of establishing shuttle transportation services between any future transit stations and those retail and office center locations.			XX			Will be considered when relevant.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
III.B Office Center Support Services Objectives							
III.B.1 To help reduce peak traffic congestion at lunch time, encourage support Retail/Restaurant uses within office buildings.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Explore amendments to the zoning ordinance to allow for targeted retail and food services within office buildings with public access being internal within the building.	XX	XX			Completed nationwide research on related approaches to accessory uses in office districts. Formulated amendment to zoning code for local application.	Ordinance received strong support from both City Commission and Planning Commission as a means to help reduce peak hour traffic volumes and provide greater support services to the office community.
2	Work with property owners and managers to formulate an acceptable plan to identify appropriate retail uses and other criteria to encourage and control such activity within office buildings.					Provided draft proposal to affected property owners and managers for comment prior to moving on adoption process.	Will continue to work with the office management community during early implementation should further adjustments in the code be needed.
III.C Redevelopment of Town Center Objectives							
III.C.1 Continue to take proactive measures to encourage and facilitate economic activity and redevelopment within the area by the private sector.							
1	Encourage a marketing campaign and creation of a merchants association to promote activity by existing businesses in the Town Center.			XX		The City has assisted the Chamber in formulating a promotional brochure for Town Center.	The City will help or encourage any future efforts to create an association of Town Center merchants.
2	Work with interested property owners and others to encourage mixed use redevelopment within the Town Center in accordance with design standards in the zoning ordinance and pattern book.		XX			City staff and Planning Commission is working with existing properties to facilitate redevelopment and upgrades of existing facilities.	Redevelopment is dependent of private property owners to move forward with projects.
3	Undertake the constitution of public parking facilities when determined to be essential to the success of business activity in the area and can be built and operated by the City in a financially sound manner		XX			Town Center Way built by City to connect district across railroad gulch. On Pewitt Drive, the City is acquiring public ROW to facilitate upgradt of this substandard access road. Similar efforts to upgrade infrastructure for water/sewer.	The City has completed a formal study on the construction of a parking garage in this district to encourage redevelopment and investment within the area.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
GOAL NO. IV: MOBILITY PROVISIONS							
<p>As part of its vision to enhance accessibility both locally and interurban, Brentwood's goal for the year 2020 is to assure a more mobile community in conveniently and safely linking people with home, employment, essential services and recreation. A further goal is to assure mobility provisions that are sensitive to the environment and neighborhood character of Brentwood, integrate land use and promote economic activity.</p> <p>It will be increasingly difficult for the City and the entire region to address transportation and mobility demands. Traffic volumes will continue to increase but it will be increasingly difficult to build new roads or widen existing roads. Significant volumes of trips handled by public transportation is a remote prospect due to land use patterns. Increasing emphasis will be needed on non-traditional transportation alternatives, such as bicycle/pedestrian movements, ride-sharing, Transportation Demand Management (including encouraging off-peak travel), access management, and traffic management.</p>							
IV.A Community Access/Traffic Circulation Objectives							
IV.A.1 Provide arterial roadway improvements that address safety and capacity issues that are sensitive in design to adjoining residents and neighborhoods. Include separated bikeways in the project where feasible.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	<p>The following arterial roadways have safety/design deficiencies and in some cases, capacity issues and are recommended for improvement. The actual design for the road including the number of lanes will be determined at the time the project is initiated. Some projects are located on state highways and will require TDOT funding and design approval.</p> <p>--Concord Rd, from Edmondson Pike to Nolensville Rd</p> <p>--Concord Rd, from Jones Pkwy to Arrowhead Dr</p> <p>--Franklin Rd, from Concord Rd to Moores Lane</p> <p>--Split Log Rd, from Wilson Pike to Sunset Rd</p> <p>--Edmondson Pike, from Smithson Lane to City limits</p> <p>--Wilson Pike, from Church St to Concord Rd</p> <p>--Crockett Rd, from Concord Rd to Wilson Pike</p> <p>--Sunset Rd, from Concord Rd to Waller Rd</p> <p>--Waller Rd, from Concord Rd to Sunset Rd</p>		XX			<p><u>Crockett Road</u>: intersection with Concord Road will be improved in current project, and no other improvements planned. <u>Moores Lane</u>: improvement projects completed. <u>Sunset Road</u> : extended and upgraded in conjunction with recent development of the area. <u>Edmondson Pike</u> : improvements under design with ROW acquisition planned for fall 2008, construction 2009.</p>	<p><u>Franklin Road</u>: major upgrade planned from Concord Rd. to Moore's Lane subject to TDOT funding of construction. <u>Wilson Pike</u>: improvements to Old Smyrna Rd intersection planned for 2008. <u>Murray Lane</u>: joint venture project with Williamson County, pending funding commitment by county. <u>Concord Road</u>: improvements underway from Edmondson Pike to Nolensville Road Phase 1 (Edmondson to Sunset) - design complete, ROW acquisition projected in 2009, construction expected late 2009 to early 2010; Phase 2 (Sunset to Nolensville) -subject to state funding approval; Jones Pkwy to Arrowhead-federal funding for 80% costs secured; state has yet to commit on 20% share. <u>Split Log Road</u>: Phase 1 improvements Wilson Pk to Ragsdale Rd to be completed summer 2008; Phase 2 improvements east to city limits under design, ROW acquisition in 2009 with construction to begin thereafter.</p>

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
	(cont from pg 10)						
2	With the completion of the new I-65 McEwen Drive interchange, encourage and facilitate improvements/extension west to Wilson Pike and beyond to connect to Clovercroft Road near Pleasant Hill Road.					Recent development approvals for the Azalea Park and Traditions subdivisions included corridor planning for McEwen Drive east of Wilson Pike.	Master plan extension of McEwen Drive east of Wilson Pike to Pleasant Hill Rd currently under review.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
IV.B Neighborhood Access Objectives							
IV.B.1 Require developers to construct collector roads to allow for safe and multiple travel routes between and in/out of neighborhoods.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Place a high priority on the completion of the following collector roadways as shown in the Major Thoroughfare Plan with improvements timed with development in the area. --Jones Parkway, between the Brentmeade and Annandale subdivisions --Green Hill Boulevard, from the Chenoweth subdivision to Old Smyrna Road --Sunset Road, from Concord Road to Edmondson Pike --Arrowhead Drive extension, south of Crockett Road to Raintree Parkway via Autumn Place		XX			Sunset road extension is virtually complete, excepting the portion through the Levine Tract; completion will be development driven. Carriage Hills drive is connected northward through Montclair to Moores Lane. Several other projects are under construction or planned for construction.	Other identified roadway improvements will be development driven in the future.
IV.B.2 Provide roadway connections to access future residential developments							
1	When new subdivisions are proposed and approved, the City should continue to ensure that future roadway connections are provided within the layout to adjacent undeveloped tracts zoned for residential development.		XX			Interconnectivity policy has been applied to new developments in the Split Log Road corridor, namely Traditions and Azalea Park.	This public safety objective has been adopted as an on-going policy of the Planning Commission during consideration of development proposals.
IV.B.3 Where feasible, provide roadway connections between existing and future residential developments where capacity permits.							
1	Temporary dead-end roadways within existing subdivisions should be connected to new adjacent residential subdivisions as development occurs. The roadway network in the new subdivision should be designed with traffic calming features to minimize cut-through traffic. The city should maintain official signs advising current and future residents of the temporary dead-end status of the road.		XX			The Traditions development was designed to connect to existing Ingleham Farms subdivision. The roadway connection at Charity Drive will incorporate traffic calming features to help minimize cut-through traffic.	The codes section conducts regular surveys to ensure continued placement of official signs advising current and future residents of the temporary nature of listed dead-ends. Signs advise of possible future extension of such streets into neighboring properties as they develop.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
IV.C Pedestrian and Bicycle Objectives							
IV.C.1 Provide pedestrian and bicycle pathways within future residential developments, as well as connecting existing residential areas where such facilities are not already provided.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Encourage the installation of seperated bikeways/walkways within arterial road improvements.		XX			Separated bikeway/walkway improvements are included in new roadway improvement designs for Concord Rd, Split Log Rd, and Franklin Rd south.	Working closely with TDOT to ensure that such pathway improvements are incorporated within all new state highway design improvements.
2	Ensure a safe and convenient system for pedestrian and bicycle movement in new residential developments. Require sidewalks in all newly approved subdivisions. Where possible, provide pedestrian and bicycle pathways to connect existing residential neighborhoods with other neighborhoods.	XX	XX			Recent pathway connections: Preserve at Concord to Chenoweth through Thorndale; Annandale to Meadowlawn neighborhood; and Inglehame to Traditions via Sydney and Greypointe.	Code now requires installation of sidewalks in all new neighborhoods, excepting locations where steep grades create unsafe situations.
3	When seperated bikeways are not as feasible as part of an arterial road improvement project, wide shoulders or wide outside curb lanes should be incorporated into the design for safer pedestrian movement.	XX	XX				
4	In locations where dedicated bicycle lanes or separate bicycle paths are not feasible or practical, sidewalks should be provided along arterial and collector roadways that are built.		XX			Subdivision regulations amended to require sidewalks on all streets. Specifically required on arterial/collectors.	Planning Commission may call for sidewalks or bikepaths in any location deemed necessary when reviewing new development.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
IV.C.2 Provide pedestrian and bicycle connections between residential areas and special generators such as parks, recreational areas and schools.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	As part of any new development abutting future areas that can be incorporated into the Little Harpeth River Corridor Park, ensure a sufficient number of pedestrian/bike trail access points to reach the park from and through the new development.	XX	XX			Corridor park has established connections at Alamo Road, Wikle Road, Parker Place, and Hallbrook. Montclair development has a bikeway that will become part of the master corridor system.	Any future development of the Turner property will be strongly encouraged to extend the pedestrian/bike trail along the Little Harpeth River Corridor Park.
2	The location and design of new parks, recreation areas, and schools in Brentwood should incorporate pedestrian and bike path connections to as many adjacent neighborhoods as possible.		XX			River Park bike path has been extended to connect southward to Ravenwood High School.	Owl Creek Park connects to the adjoining Bridgeton Park and Chestnut Springs neighborhoods via a trail bridge over creek. Further extension of the River Park path to Split Log Rd will be completed in 2008.
IV.C.3 Where possible, pedestrians and bicycle paths should be physically separated from the roadway by a landscaped area.							
1	In accordance with accepted sidewalk and bikeway design criteria, separate pedestrian and bicycle pathways from main roadways by a minimum distance of five feet and add sidewalks along all arterials, wherever feasible		XX			This is an ongoing policy with new roadway construction. Example, Concord Road upgrade will incorporate a separated pathway from Edmondson Pk to Nolensville Rd.	

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
IV.D Public Station Objectives							
IV.D.1 Provide access locations for future commuter-rail and bus transit services.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Anticipate and plan for the construction of transit stations in the Town Center and the Moores Lane/Cool Springs Area.			XX			Long range project.
2	As a part of the site approval process for new development or redevelopment in the above locations, ensure that sufficient space is set aside for future rail and bus transfer stations.			XX			No rail station locations have been determined at this date.
3	Through the site plan approval process, ensure that adequate parking and vehicle access is provided to support the future transit stations.			XX			See comment above.
4	Provide safe and convenient pedestrian and bicycle access to all future transit stations.			XX			See comment above.
IV.D.2 In conjunction with future commuter-rail/bus transit facilities, encourage development and redevelopment of adjacent lands.							
1	If and when commuter rail/bus transit is extended to Brentwood, redevelopment of the Town Center area should be encouraged to provide a mix of retail, office and residential uses.		XX				This objective is being pursued independent of the extension of light rail; new C-4 Town Center redevelopment district.
IV.D.3 Encourage shuttle services between future commuter transit facilities and large-scale office and commercial developments.							
1	Evaluate the feasibility of establishing local shuttle transit services between any future transit stations and large-scale commercial and office center locations such as Maryland Farms, Brentwood Place, the Synergy Center, Town Center area, etc.			XX			Will be pursued at such time as transit stations are advanced.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
IV.E Trip Reduction Objectives							
IV.E.1 Provide more supporting retail uses within existing and future commercial developments.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Encourage zoning amendmants that permit the development of restaurants and smaller scale support retail within office developments in order to reduce traffic demand at peak hours.		XX			Amendments to the zoning ordinance have been well received, and are moving toward adoption.	Proposals were advanced to the business community for input.
IV.E.2 Encourage ride-sharing and alternative transportation programs that help reduce the number of single-occupancy vehicles on Brentwood's arterial and collector roadways.							
1	Encourage trip reduction and peak traffic management strategies in cooperation with large institutional uses. In order to reduce traffic demand on Brentwood's roadways, the following Traffic Demand Management (TDM) strategies should be encouraged: --Increased ridesharing for work trips and school trips. --Increased telecommuting for businesses in Brentwood. --Increased flextime and staggered work hours for businesses in Brentwood. --Employer incentives to increase bicycle commuting such as lockers, shower facilities and bicycle racks.		XX			Staggered work hours are being pursued with the business community in Maryland Farms. A form of telecommuting is being accomplished through various home occupation permits. Also, mixed use provisions in the C-4 zone district will encourage combined commercial and residential uses.	
2	Efforts should be directed with the Williamson County Schools and other private educational institutions to make traffic management a high priority with the focus on identifying and implementing methods to reduce peak hour congestion including staggered schedules and expanded use of school buses.			XX			
3	Strategies should be formalized with large, institutional places of worship to manage peak flow traffic and access.		XX			Master traffic management plan approved for Brentwood Baptist and Fellowship Bible churches in the Concord Rd/Franklin Rd area.	Management plan will facilitate traffic flow in the Concord Road/Franklin Pike corridors.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
IV.F Technology Improvements							
IV.F.1 Maximize the use of technology in order to improve the efficiency of Brentwood'd transportation system.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	<p>Continue to expand and improve the use of technology to improve traffic flow, manage incidents, and reduce delays. Technological strategies include but are not limited to the following:</p> <p>--Use of Intelligent Transportation System (ITS) strategies such as improved traffic signal systems, improved traffic detection, variable message signs, and real time video monitoring to improve traffic flow and reduce delays.</p> <p>--Use of incident management techniques to minimize the traffic impacts and delays from accidents and to improve emergency response times.</p> <p>--Use of web pages and cable television to provide citizens up to date traffic reports and information.</p>	XX	XX			<p>The Traffic Operations Center is in operation with video feeds from intersection cameras. The system manages the traffic flow and monitor for signal synchronization. City website and public access television Channel 19 provide real time views of traffic situations at key intersections during peak commuting times.</p>	<p>Project to expand signal control network along Concord Road from Wilson Pike to Sunset Rd planned for 2010.</p>

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
GOAL NO. V: RESIDENTIAL & SERVICE INSTITUTIONAL PROVISIONS							
As part of its vision to create a balance of residential and non-residential land uses, and to enhance educational opportunities, Brentwood's goal for the year 2020 is to assure the continuation of existing predominant residential types and densities in future residential areas other than for retirement districts. It is the further goal to assure adequate provisions for future service institutional uses.							
V.A Single-Family Residential Objectives							
V.A.1 Maintain average density of one or less dwelling unit per acre in future single-family residential provisions, exclusive of retirement-related continuum care residential.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Maintain the current R-2 (Suburban Residential) and Open Space Residential Development (OSRD) zoning district standards in future residential areas with a maximum density of one dwelling unit per acre.	XX	XX				A range of related code provisions maintains the standard, and reflects ongoing city policy.
V.B Service Institutional Objectives							
V.B.1 Assure adequate provisions of future sites for educational and worship facilities of locations with access to designated arterial streets.							
1	Identify key locations within the City that are appropriate for the location of or clustering of educational and/or worship facilities. Locations should have direct access to an arterial street without having to travel through a residential area. Targeted sites should include properties that are considered less desirable for single-family residential development in the future.		XX			During recent years, rezoning approvals for worship facilities in the vicinity of Concord Road and Franklin Road have located one such cluster of SI development.	Successful master planning involving affected churches, the City, and TDOT addresses current and future traffic impacts associated with proposed and approved expansions of worship facilities in the vicinity of Concord Road and Franklin Road.
V.B.2 Coordinate with the Williamson County School Board the location of future school sites with future recreational provisions.							
1	Work with the School Board to identify and acquire future school sites in advance of population growth and development.		XX			City required donation of funds for the purchase of a school site to address significant population impacts from the Taramore development.	The City continues to work with the county school system in a cooperative effort to analyze related demographics while also identifying appropriate sites for new schools in Brentwood.
2	Where feasible, coordinate the acquisition of future school sites with the placement and location of future parks so as to encourage the cost effective use of facilities for the delivery of recreational programs and services.		XX			An example of such implementation can be found with Crockett Elementary and Woodland Middle Schools located adjacent to Crockett Park.	

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
GOAL NO. VI: COMMUNITY IDENTITY PROVISIONS							
As part of its vision to enhance community identity, Brentwood's goal for th year 2020 is to enhance community identity involving entry, appearance, cultural/civic opportunities and safety.							
VI.A Gateways Objectives							
VI.A.1 Enhance the appearance of the City's primary and secondary gateways in creating unified entry corridors.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	<p>Protect and enhance the primary and secondary gateways into the city. The primary gateways include the following locations:</p> <ul style="list-style-type: none"> --Franklin Road from Old Hickory Blvd to Church Street --Franklin Road from Moores Lane to Holly Tree Gap --Moores Lane from Mallory Lane to Carothers Pkwy --Concord Road from Franklin Road to Wilson Pike --Wilson Pike from the southern city limits to Split Log Road --Concord Road from the eastern city limits to Bluff Road --McEwen Drive extension from Clovercroft Road to Pleasant Hill Road <p>The secondary gateways include the following locations:</p> <ul style="list-style-type: none"> --Murray Lane from Hillsboro Road to Beech Creek Road --Church Street East from the eastern city limits to Wilson Pike --Carothers Pkwy. from southern city limits to Moores Lane --Granny White Pike from northern city limits to Maryland Way --Sunset Road from Waller Road to Marcastle Lane --Edmondson Pike from northern city limits to In-A-Vale Drive --Sam Donald Road from the eastern city limits to Split Log Road 	XX	XX			<p>Landscaping improvement projects have been completed at all Interstate Highway access points to the City, as well as along Wilson Pike from the southern city limits to Split Log Road. Landscaped buffers will be required along the boundaries of church facilities lining Concord Road from Franklin Road to Interstate 65.</p>	

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
2	Implement a common design element for primary and secondary gateways, along arterial streets and in the Town Center that clearly identifies being in the City of Brentwood. Design guidelines should be customized for each location and address the following elements: --Architectural entrance design --City limits and directional signs and street banners --Lighting --Landscaping/buffering/screening --Pedestrian and bicycle amenities --Street furniture (benches, receptacles, etc.) --Common logos		XX			Established design criteria for gateway signs. Primary gateway sign is located at Wilson Pike city limits, and now exploring other sites for primary signs. Secondary city limit signs are completed. New directional signage has been placed on major arterial roadways.	
3	Coordinate improvements in the Franklin Rd./Old Hickory Blvd. gateway with redevelopment of the Town Center area.	XX	XX			Development of Town Center is in progress; Town Center Way has been completed.	
4	Continue to maintain and improve the landscaping and overall appearance of the three Interstate 65 interchanges that provide access into Brentwood.					Have established design criteria and location for directional signs entering the City. Interstate highway interchanges are landscaped and maintained in an attractive manner.	

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
VI.B Cultural & Civics Provisions Objectives							
VI.B.1 Designate the area immediately east of the Concord Road & I-65 interchange (the Library, YMCA, River Park, Martin Senior Center & Heritage Retirement Community) as the City's civic activity center.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Determine appropriate mechanisms to effectively communicate to the public and visitors that the area is the civic activity center of Brentwood.		XX			The City has been actively involved in the planning and development of the Heritage Way corridor in the center of Brentwood. Tower Park has been completed, a City land donation was made for the Martin Senior Center, the Williamson County Indoor Sports Center has been completed, and a municipal tract has been reserved for possible public buildings.	Entrance signage at Heritage Way has been coordinated with various entities to establish a functional monument sign for the district.
VI.C Protective Services Objectives							
VI.C.1 Continue to evaluate the feasibility for provision of additional fire and police services for the City within the construction of future community facilities.							
1	In conjunction with efforts associated with the construction and renovation of City buildings and the location and placement of future schools and park sites, continue the placement of new or expanded public safety facilities within such buildings and/or property.		XX				Will address this objective as land development opportunities arise.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
GOAL NO. VII: GROWTH MANAGEMENT PROVISIONS							
As part of its collective vision, Brentwood's goal is to maintain and enhance its effective growth management system as the City approaches full build-out.							
VII.A Planning Objectives							
VII.A.1 Where feasible and consistent with fundamental land use policies of the City, encourage integration of development policies with adjoining governmental entities and with state government agencies.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	In locations abutting the boundary of another jurisdiction, continue to encourage the use of similar and compatible land use patterns and density standards in both jurisdictions.		XX			Has provided ongoing commentary to the City of Franklin, Metro Nashville, Town of Nolensville, and Williamson County on developments adjacent to Brentwood, establishing concerns prior to approval of plans.	City maintains inter-judisdictional review arrangements with Town of Nolensville on defined boundary area. Has secured success with Williamson County in the review of development plans affecting the future growth area of the City of Brentwood.
2	In locations abutting the boundary of another jurisdiction where the potential land uses and/or zoning districts in each jurisdiction are normally incompatible with each other, continue to encourage the use of physical screening and landscaping buffers sufficient to separate and protect the less intensive land use.		XX			Brentwood has required landscape buffering within recent projects completed on Carothers Pkwy adjacent to City of Franklin.	On-going policy that is incorporated within commentary on proposed abutting development in other jurisdictions.
3	Continue to encourage unified transportation improvements through coordination of long range planning with the surrounding jurisdictions Nashville-Davidson County, Franklin, Nolensville, Williamson County and the State of Tennessee.		XX			City of Brentwood is actively involved in MPO and RTA; 2020 Plan provisions take into account regional objectives.	

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
VII.A.2 Initiate Zoning Ordinance Amendments to allow for improved oversight and review of major development proposals and site plan							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Seek authorization from the State of Tennessee to extend the statutory time allowed for plan review and approval of major development proposals beyond 30 days.	XX				Plan approval deadlines are now extended to 35 days from initial consideration at a public meeting via new state law prompted by City.	Formally, the deadline was thirty days from formal application date, forcing an immediate decision. Board now has 35 extra days to consider complex projects.
2	Expand Planning Commission oversight of design in OSRD-IP development through review and approval of building elevations for attached residential drawings.	XX				Code changes now require Planning Commission approval of elevation design for attached residences.	
VII.B Land Protection Objectives							
VII.B.1 Enhance protection of hillside, flood-prone and historical areas involving public & private management control in addition to current zoning provisions.							
1	Encourage private trust acquisition and leasing of important sites. Continue to utilize the mechanism of historic preservation easements in protection designated historic and cultural sites within new development.		XX			This historic preservation easement mechanism was used to protect the Fly House within the Cross Pointe Subdivision, as well as historic stone wall at Borgata.	Land owners who want to preserve their land in this manner are referred to the Tennessee Land Trust. Staff is well acquainted with related options for counseling.
2	Encourage preservation as permanent open space by rezoning such areas to Open Space Residential Development (OSRD).		XX			Recent examples of such development include Hidden Creek on Pinkerton Road, as well as historical preservation of Sayers Mansion at Taramore.	Staff supports and encourages this policy when counseling applicants on related development proposals.
3	Consider the creation of an advisory board to the City Commission to promote the identification, preservation, dedication, acquisition, and use of additional public and private open space for Brentwood in a cost effective manner.			XX			

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
VII.B.2 Initiate zoning ordinance amendment to further retrain development in areas with steep slopes and to address the appropriate scale of single family houses to lot sizes.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Analyze and implement new technical standards for residential housing in all zoning districts in areas with steep slopes in order to lower the permitted intensity of land use and increase screening to minimize visual impacts to the community.	XX				Newly instituted hillside lot development standards and hillside protection overlay district work together to reduce density and increase screening on City hillsides.	A range of technical standards were packaged and adopted, reducing the physical and aesthetic impact of new development particularly on the most visible hillsides throughout the City.
2	Analyze and implement additional limitations on the approval of lots in areas with steep slopes to further minimize excessive land disturbance through restrictions and limitations on cut and fill requirements and requirements for increasing visual screening.	XX				New technical standards limiting height of retaining walls effectively minimize land disturbance. New standards for lot green space and landscape screening on hillsides further objectives.	New homes within the hillside protection overlay district will be considered by the Planning Commission on a case by case basis to ensure structural design/land-scaping that blends with the existing terrain ensuring low impacts.
3	Adopt new technical development standards for OSRD developments that establish a more appropriate standard relating to the scale of house size to lot size via larger sized lots, building envelopes, setbacks, etc.	XX				New technical standards were adopted for transitional OSRD lots increase minimum lot size, lot width, and building setbacks	The adopted standards reduce the physical impact of new structures on building sites in the upland areas.
VII.C Community Involvement/Monitoring Objectives							
VII.C.1 Provide review of Comprehensive Plan/Goals & Objectives progress in assuring their implementation.							
1	Implement a formal mechanism for a status report to the public on the implementation of the Goals and Objectives at least every two years. The report should summarize accomplishments to date and identify the areas of focus during the next two years based on the direction of the City Commission.		XX			The report on 2020 Plan implementation is proposed for release at the beginning of each fiscal year (July). This schedule allows completion of work plan items that relate to the 2020 Plan.	As part of the 2006 update of the 2020 Plan, nationally recognized planning consultant Clarion Assoc has produced this matrix format for the ongoing update of the plan and its implementation progress.
2	Undertake a major update of the Brentwood 2020 Plan in the year 2012 with the focus on future priorities of the City as the community reaches full build-out. Continue to use the citizen survey method to receive public input in the formulation of the new plan.			XX			The anticipated 2012 rewrite of the comprehensive plan was based on an accelerated build-out in the community. The recent economic downturn will likely delay buildout and the timing for this program.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
VII.D Annexation Objectives							
VII.D.1 In territory adjoining the City where urban growth is expected, pursue a systematic and cost-effective program of annexation.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Continue to proceed with annexations in the City's urban growth area in an orderly, systematic manner and provide urban services to new residents and property owners within the timetable specified in the approved plan of services. Proactively annex property when new development proposals are identified to ensure the land use complies with the City's zoning ordinance and subdivision regulations.	XX	XX			City has annexed substantial tracts particularly on the eastern edge of Brentwood during the past five years; service delivery plans have been adopted for each successive annexation.	
VII.E Infrastructure Objectives							
VII.E.1 Assure the adequate provision of a long-term water source to meet the community's growth and need.							
1	Project future water demands and obtain a long-term commitment from Harpeth Valley Utility District and other providers for purchasing a dependable and adequate supply of water to meet the long-term needs of a growing residential and commercial customer base.	XX	XX			Completing a master plan update on the system hydraulic model. The objective is to provide increased water volumes in the system through upgrades to existing connections and/or through alternate providers.	City has been fortunate in securing a long term commitment for provision of water to customers at a rate that will even satisfy summer irrigation demands. Alternative approaches to expand capacity from suppliers by 3 million gallons per day are under review.
2	Construct new water mains and tanks as may be needed to meet the demands for a reliable source of potable water and for adequate fire protection.	XX	XX			Split Log Rd water tank complete and servicing area with 2.5 million gallons; no new water tanks projected.	Water tank construction has been ongoing during the past decade, addressing demands in key growth areas.
3	Maintain the existing water system in good working order through a systematic preventative maintenance program.	XX	XX			On-going annual and capital improvements budgeting addresses this vital need.	Leak detection and line replacement program being pursued through city water system.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
VII.E.2 Assure the adequate provision of wastewater treatment facilities to meet the community's growth and need.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Anticipate the future need and purchase sufficient and reliable long-term treatment capacity from Metro Nashville or other potential service providers to serve the requirements of a growing population and to protect the overall environment in Brentwood.		XX			Negotiations are in progress to revise and upgrade associated treatment contracts with Metro Nashville.	Exploring service contract with Harpeth Valley Utility District; also examining alternate wastewater strategies involving reclaimed water reuse systems.
2	Construct new sewer lines and pump stations as may be needed to meet demands for public sewer and to protect the environment.		XX			Rehabilitating large portions of existing sewer system by lining existing pipes and manholes.	On-going annual and capital improvements budgeting addresses this vital need. \$30 million committed to capital improvements over the next 7 years.
3	Maintain the existing sewer collection system in good working order through a systematic preventive maintenance program. Undertake cost efficient improvements that are needed to minimize the infiltration of storm water runoff into the collection system and to eliminate unnecessary by-passes during significant rain storm events.		XX			The preventive maintenance program is known as the CMOM Program (Capacity Management Operation & Maintenance). This is an EPA mandated preventive maintenance program.	Significant progress was made in developing new maintenance standards and instituting new on-going programs in the past year.

Brentwood 2020 Plan Update							
Updated Goals and Objectives							
VII.F Fiscal Objectives							
VII.F.1 Continue to maintain and protect the strong financial position for the City as reflected in the current bond rating.							
	Action Step	Complete	Ongoing or in Progress	Not Started But Still Planned	No Longer Relevant	Examples of Implementation	Comments
1	Maintain the City's bond rating from Moody's Investor's Service of AAA (of the equivalent rating should the rating system change).	XX	XX			In January 2000, the city's bond rating was raised by Moody's Investors Service to AAA, the highest rating. This rating was last reaffirmed in November 2007.	
2	Maintain sufficient reserves in the City's General Fund equivalent to at least 40% of the annual operating budget or approximately 5 months of expenditure obligations.	XX	XX			For FY 2007, the unreserved fund balance was \$18,511, 792 or 63% of FY 2008 budgeted operating general fund expenditures.	
3	Recognizing that it will be increasingly difficult to maintain a steady, unchanged property tax rate in the face of increasing demands for services, the need for additional facilities and infrastructure, and the limited land available for commercial tax base growth, emphasis should be placed on expanding non-traditional funding mechanisms. Options include more financial contribution requirements as part of new developments (such as impact fees), as well as cost-sharing with other entities (such as has occurred with the Williamson County school system and parks department for joint facility and field use). Higher fee structures for non-Brentwood participants in services should be implemented if it is cost effective to do so.	XX	XX			FY 2009 property tax rate of \$.49 per \$100 of assessed value is same effective tax rate for 18th year in a row.	
4	After consideration of other available revenue sources to the City, place a higher priority on increasing the local option sales tax by 1/2 cent over property tax increases to cover future revenue needs.					Increasing local option sales tax is the most significant alternative revenue source noted on list of opportunity revenues.	Increase to local sales tax by 1/2 cent would require approval by referendum.



BUDGET SUMMARIES

GOVERNMENTAL AND ENTERPRISE FUNDS REVENUES AND INCOME SOURCES

	<u>Revenues/Fund Sources</u>
General Fund	Property Taxes Local Sales Taxes Other Local Taxes Hotel/Motel Taxes State Shared Revenues Permit Fees Fines & Other Charges Interest Earnings
State Street Aid Fund	State Shared Gasoline Taxes Interest Earnings
Public Works Projects Fund	Public Works Projects Fees Interest Earnings
Drug Fund	Drug Fines Interest Earnings
Debt Service Fund	General Fund Transfers Interest Earnings
Equipment Replacement Fund	General Fund Transfers Interest Earnings
Facilities Maintenance Fund	General Fund Transfers Interest Earnings
Adequate Schools Facilities Fund	Fee Transfer from Williamson County Interest Earnings
Post Employment Benefits Fund	General Fund Transfers Water and Sewer Fund Transfers Emergency Communications Dist. Transfers Interest Earnings

GOVERNMENTAL AND ENTERPRISE FUNDS REVENUES AND INCOME SOURCES

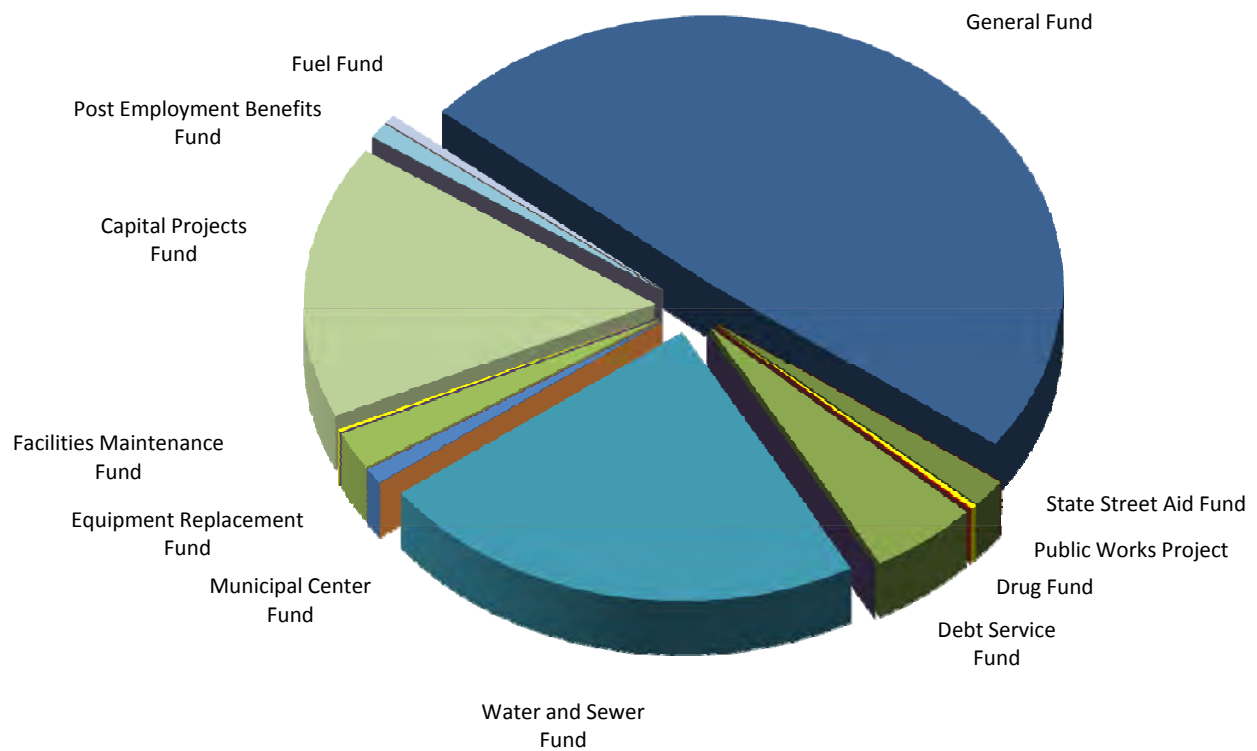
Fuel Fund	General Fund Transfers Interest Earnings
Capital Projects Fund	General Obligation Bond Proceeds PWP Fund Transfers General Fund Transfers State/County/Other Governments Private Sources Interest Earnings
Water and Sewer Fund	Water Sales and Sewer Charges Water and Sewer Tap Fees Fees for Special Services & Hydrant Rental Interest Earnings Revenue Bond Proceeds
Municipal Center Fund	General Fund Transfers Rental Income - Privately Used Space Interest Earnings
Emergency Communications District	911 Landline & Wireless Fees State ECD Transfers & Grants General Fund Transfers Interest Income

BUDGET SUMMARY - ALL FUNDS

			<u>Change</u>	
	<u>FY 2009</u>	<u>FY 2010</u>	<u>Dollars</u>	<u>Percentage</u>
General Fund	(a) \$ 30,158,940	\$ 30,033,050	\$ (125,890)	-0.4%
State Street Aid Fund	1,040,000	1,040,000	-	0.0%
Public Works Project Fund	225,000	150,000	(75,000)	-33.3%
Drug Fund	20,000	37,000	17,000	85.0%
Debt Service Fund	3,449,388	3,033,560	(415,828)	-12.1%
Water and Sewer Fund	12,271,930	13,956,645	1,684,715	13.7%
Municipal Center Fund	539,080	569,900	30,820	5.7%
Equipment Replacement Fund	1,818,500	1,395,000	(423,500)	-23.3%
Facilities Maintenance Fund	185,000	105,000	(80,000)	-43.2%
Adequate School Facilities Fund	-	-	-	0.0%
Capital Projects Fund	10,335,000	10,094,500	(240,500)	-2.3%
Post Employment Benefits Fund	540,000	592,610	52,610	9.7%
Fuel Fund	-	325,000	325,000	100.0%
Emergency Communications District	<u>1,024,055</u>	<u>1,083,525</u>	<u>59,470</u>	<u>5.8%</u>
Subtotal - All Funds and ECD	61,606,893	62,415,790	808,897	1.3%
Less: Interfund and ECD transfers	<u>(6,418,915)</u>	<u>(\$6,883,280)</u>	<u>(464,365)</u>	<u>7.2%</u>
TOTAL - ALL FUNDS (NET)	<u>\$ 55,187,978</u>	<u>\$ 55,532,510</u>	<u>\$ 344,532</u>	<u>0.6%</u>

(a) Does not include the proposed FY 2009 year-end fund balance transfer of \$1,830,000 from the General Fund to the Capital Projects Fund for an expanded street resurfacing program over the next four years (\$1 million) and the Concord Road West improvement project (\$830,000).

FUND STRUCTURE FY 2010 Budget



**PROJECTED CHANGE IN FUND BALANCE
ALL GOVERNMENTAL FUNDS**

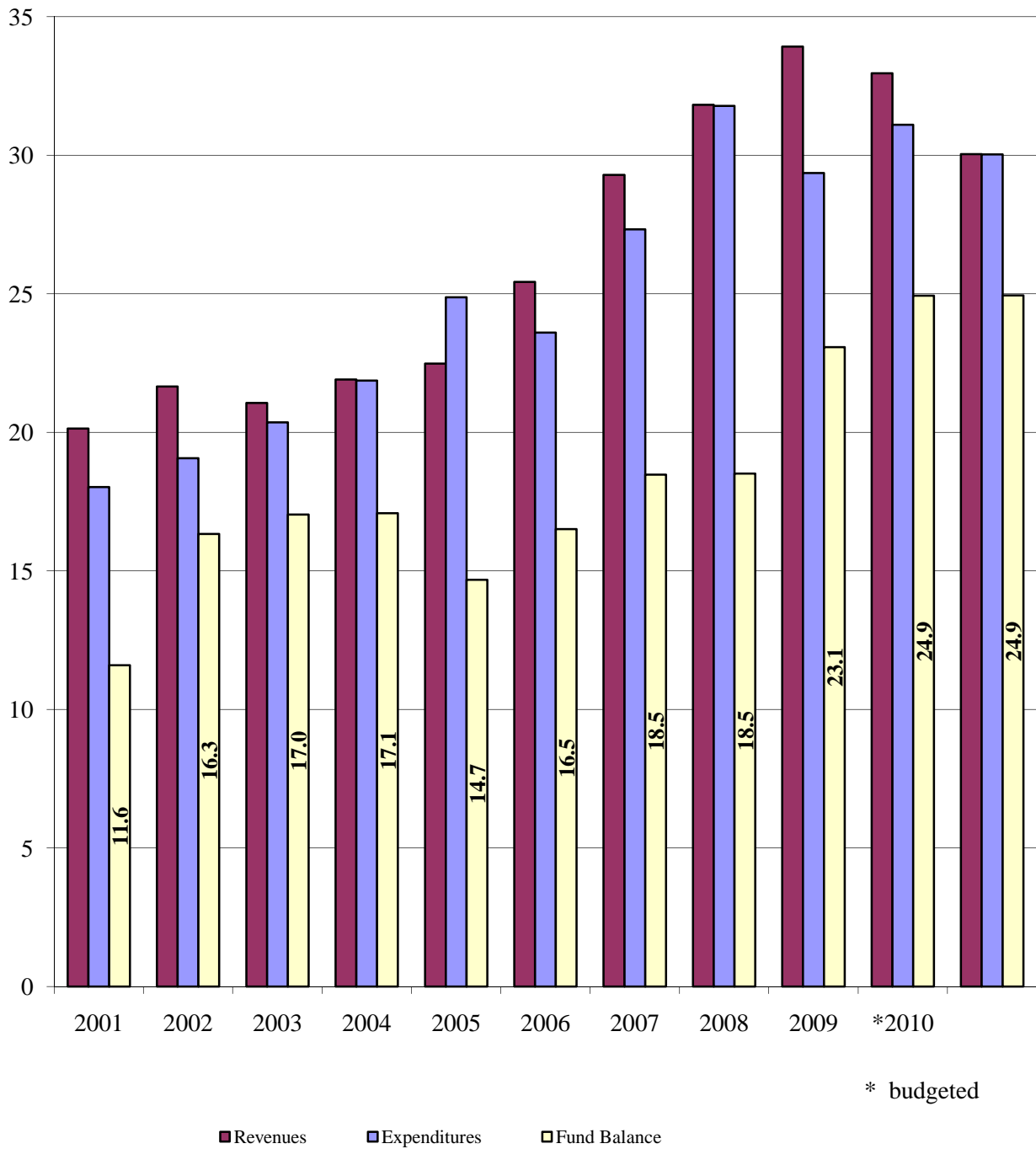
	Beginning Fund Balance July 1, 2009	Budgeted Revenues FY 2009-2010	Budgeted Expenditures FY 2009-2010	Ending Fund Balance (Projected) June 30, 2010
General Fund	\$ 24,936,654	\$ 30,044,075	\$ 30,033,050	\$ 24,947,679
State Street Aid Fund	485,174	890,000	1,040,000	335,174
Public Works Project Fund	342,732	53,000	150,000	245,732
Drug Fund	118,445	27,000	37,000	108,445
Debt Service Fund	3,732,559	3,204,275	3,033,560	3,903,274
Equipment Replacement Fund	954,105	1,032,500	1,395,000	591,605
Facilities Maintenance Fund	347,266	304,000	105,000	546,266
Adequate School Facilities Fund	542,681	112,000	-	654,681
Capital Projects Fund	13,612,265	5,234,500	10,094,500	8,752,265
Post Employment Benefits Fund	327,044	767,880	592,610	502,314
Fuel Fund	150,002	417,700	325,000	242,702
Totals	\$ 45,548,927	\$ 42,086,930	\$ 46,805,720	\$ 40,830,137
Total (Excluding Capital Projects Fund)	\$ 31,936,662	\$ 36,852,430	\$ 36,711,220	\$ 32,077,872

General Fund Budget
Year-To-Year Summary

	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget
Revenues	\$ 33,921,743	\$ 32,962,608	\$ 30,044,075
Expenditures	28,158,791	29,270,698	30,033,050
Excess (Deficiency) of Revenues Over Expenditures	5,762,952	3,691,910	11,025
Fund Balance/Special Appropriation Transfers - to Capital Projects Fund and Fuel Fund	(1,200,000)	(1,830,000)	
Beginning Fund Balance	18,511,792	23,074,744	24,936,654
Ending Fund Balance	<u>\$ 23,074,744</u>	<u>\$ 24,936,654</u>	<u>\$ 24,947,679</u>

GENERAL FUND

Millions

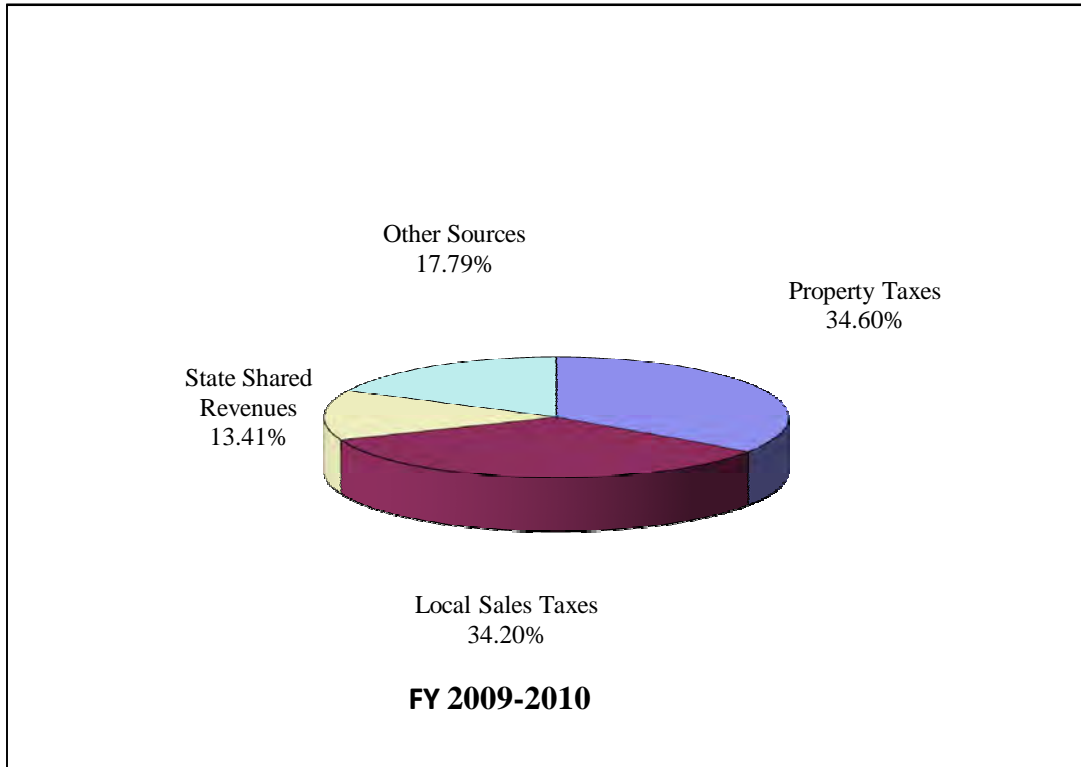


GENERAL FUND REVENUES

	FY 2007-08 Budget	FY 2007-08 Actual	FY 2008-09 Budget	FY 2008-09 Actual	FY 2009-10 Budget
Taxes					
Local Sales Tax	\$ 10,800,000	\$ 10,897,522	\$ 10,565,000	\$ 10,261,708	\$ 10,275,000
Real and Personal Property Tax	9,400,000	9,531,010	9,500,000	9,961,136	10,035,000
Public Utility Property Tax	378,500	417,340	417,000	388,324	360,000
Business Taxes	1,167,800	1,428,519	1,167,800	1,363,574	1,119,000
Hotel/Motel Taxes	955,000	1,178,084	1,000,000	1,033,436	990,000
Other Taxes	1,299,000	1,418,541	1,354,000	1,459,925	1,430,000
Total Taxes	<u>24,000,300</u>	<u>24,871,016</u>	<u>24,003,800</u>	<u>24,468,103</u>	<u>24,209,000</u>
Licenses and Permits					
Building Permits	800,000	622,263	475,000	366,586	330,000
Other	140,000	184,732	168,750	124,663	85,250
Total Licenses and Permits	<u>940,000</u>	<u>806,995</u>	<u>643,750</u>	<u>491,249</u>	<u>415,250</u>
Fines and Fees	310,000	631,595	440,000	572,663	575,000
Charges for Services	242,000	287,935	227,000	292,744	271,600
Intergovernmental					
State Sales Tax	2,440,000	2,526,559	2,450,000	2,309,064	2,300,000
State Income Tax	900,000	3,097,330	900,000	3,307,732	900,000
Other	718,670	787,441	782,695	880,121	829,525
Total Intergovernmental	<u>4,058,670</u>	<u>6,411,330</u>	<u>4,132,695</u>	<u>6,496,917</u>	<u>4,029,525</u>
Uses of Money and Property	807,200	881,657	697,200	619,777	529,200
Other	<u>16,000</u>	<u>31,214</u>	<u>16,000</u>	<u>21,155</u>	<u>14,500</u>
GRAND TOTAL	<u><u>\$ 30,374,170</u></u>	<u><u>\$ 33,921,743</u></u>	<u><u>\$ 30,160,445</u></u>	<u><u>\$ 32,962,608</u></u>	<u><u>\$ 30,044,075</u></u>

GENERAL FUND

Revenues by Source



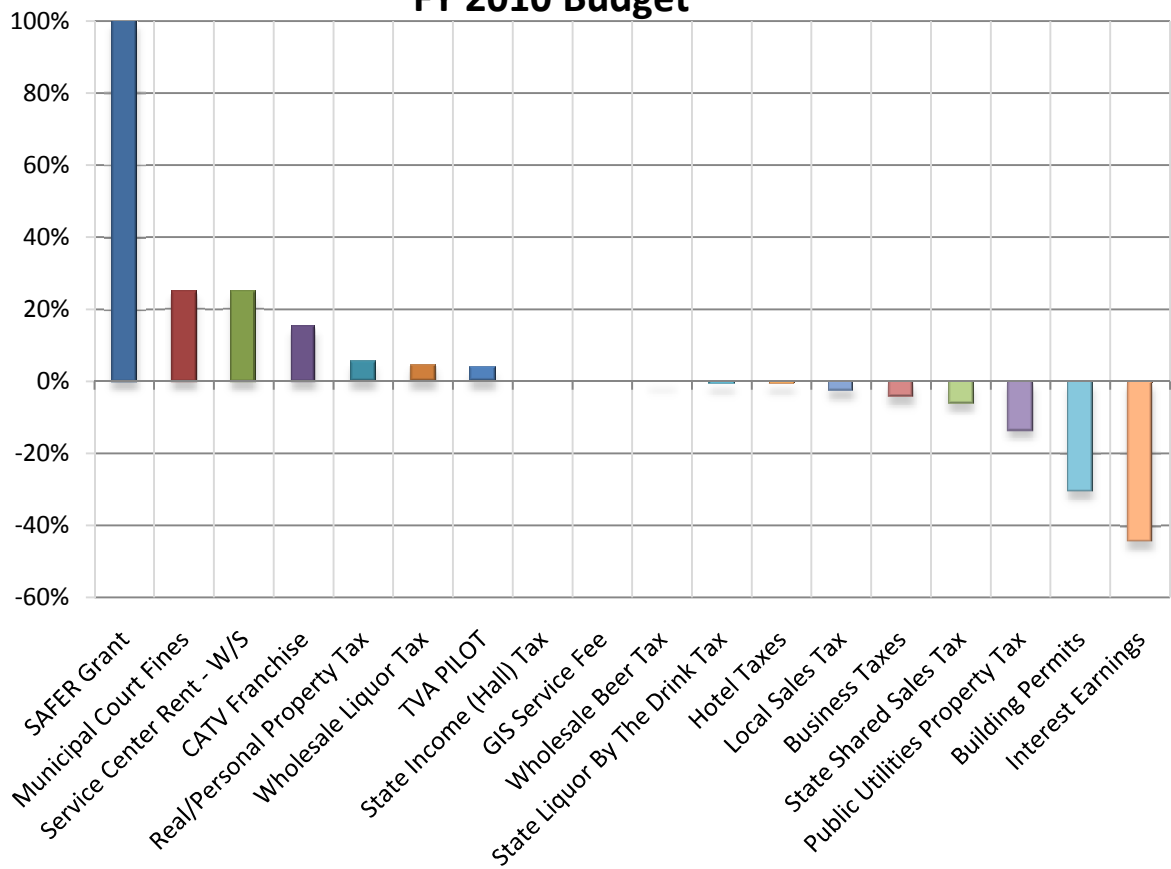
CITY OF BRENTWOOD
BUDGET REVENUE RATIOS
GENERAL FUND

	2008-2009 Amount	BUDGET %	2009-2010 Amount	BUDGET %
REVENUES:				
Property Taxes	\$9,917,000	32.89%	\$10,395,000	34.60%
Local Sales Taxes	10,565,000	35.03%	10,275,000	34.20%
State Shared Revenues	4,132,695	13.70%	4,029,525	13.41%
Other Sources	5,545,750	18.39%	5,344,550	17.79%
TOTAL REVENUES	\$30,160,445	100.00%	\$30,044,075	100.00%

GENERAL FUND REVENUES
Percent Changes
Amounts Greater Than \$100,000

	Budget FY 2009	Budget FY 2010	Change Dollar	Percentage
1 SAFER Grant	\$ -	\$ 101,375	\$ 101,375	100.00%
2 Municipal Court Fines	400,000	500,000	100,000	25.00%
3 Service Center Rent - W/S	100,000	125,000	25,000	25.00%
4 CATV Franchise	300,000	345,000	45,000	15.00%
5 Real/Personal Property Tax	9,500,000	10,035,000	535,000	5.63%
6 Wholesale Liquor Tax	425,000	445,000	20,000	4.71%
7 TVA PILOT	327,350	340,000	12,650	3.86%
8 State Income (Hall) Tax	900,000	900,000	-	0.00%
9 GIS Service Fee	138,000	138,000	-	0.00%
10 Wholesale Beer Tax	568,000	565,000	(3,000)	-0.53%
11 State Liquor By The Drink Tax	106,000	105,000	(1,000)	-0.94%
12 Hotel Taxes	1,000,000	990,000	(10,000)	-1.00%
13 Local Sales Tax	10,565,000	10,275,000	(290,000)	-2.74%
14 Business Taxes	1,150,000	1,100,000	(50,000)	-4.35%
15 State Shared Sales Tax	2,450,000	2,300,000	(150,000)	-6.12%
16 Public Utilities Property Tax	417,000	360,000	(57,000)	-13.67%
17 Building Permits	475,000	330,000	(145,000)	-30.53%
18 Interest Earnings	450,000	250,000	(200,000)	-44.44%
Net Change	29,271,350	29,204,375	(66,975)	-0.23%
19 Remaining Sources	889,095	839,700	(49,395)	-5.56%
TOTAL CHANGE	<u>\$ 30,160,445</u>	<u>\$ 30,044,075</u>	<u>\$ (116,370)</u>	<u>-0.39%</u>

GENERAL FUND REVENUES **Major Changes - Percent** **FY 2010 Budget**



BUDGET SUMMARY - REVENUES AND EXPENDITURES
ALL FUNDS
FISCAL YEAR 2009 - 2010

	General Fund	State Street Aid Fund	Public Works Project Fund	Drug Fund	Equipment Replacement Fund	Debt Fund
Revenues						
Local Sales Tax	\$ 10,275,000					
Real and Personal Property Tax	10,035,000					
State Sales Tax	2,300,000					
State Income Tax	900,000					
Business Taxes	1,119,000					
Public Utility Property Tax	360,000					
Building Permits	330,000					
Hotel/Motel Tax	990,000					
Fines and Fees	575,000					
Other Taxes and Revenues	3,160,075	10,000	8,000	2,000	7,000	37,500
State Gas/Motor Fuel Tax		880,000				
Operating Transfers /Contributions In					1,025,500	3,166,775
Public Works Project and Edmondson Branch Fees			45,000			
Drug Related Fines				25,000		
General Obligation Bond Proceeds						
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
Total Revenues and Sources of Funds	\$ 30,044,075	\$ 890,000	\$ 53,000	\$ 27,000	\$ 1,032,500	\$ 3,204,275
Expenditures						
Personal Services	18,563,095					
Program Costs	4,647,970					
Repairs and Maint - Roads and Streets		1,040,000				
Debt Service						3,033,560
Operating Transfers/Contributions Out	4,849,145		150,000			
Other Uses of Funds/Expenses				29,000		
Capital Outlay/Depreciation	1,972,840			8,000	1,395,000	
Purchased Water						
Sewage Treatment						
Total Expenditures and Other Uses	\$30,033,050	\$1,040,000	\$150,000	\$37,000	\$1,395,000	\$3,033,560
Sources Over (Under)	\$ 11,025	\$ (150,000)	\$ (97,000)	\$ (10,000)	\$ (362,500)	\$ 170,715
Balances - July 1, 2009	\$ 24,936,654	\$ 485,174	\$ 342,732	\$ 118,445	\$ 954,105	\$ 3,732,559
Estimated Balances - June 30, 2010	\$ 24,947,679	\$ 335,174	\$ 245,732	\$ 108,445	\$ 591,605	\$ 3,903,274

BUDGET SUMMARY - REVENUES AND EXPENDITURES

ALL FUNDS

FISCAL YEAR 2009 - 2010

Capital Projects Fund	Facilities Maintenance Fund	Adequate Schools Facilities Fund	Post Employment Benefits Fund	Fuel Fund	Enterprise Funds	Emergency Communication District	Totals
							\$ 10,275,000
							10,035,000
							2,300,000
							900,000
							1,119,000
							360,000
							330,000
							990,000
							575,000
249,500	4,000	112,000	1,500	7,000	579,460	15,000	4,193,035
							880,000
150,000	300,000		766,380	410,700		672,780	6,492,135
							45,000
							25,000
4,835,000							4,835,000
					7,045,000		7,045,000
					6,481,125		6,481,125
					555,900		555,900
						472,000	472,000
							-
\$ 5,234,500	\$ 304,000	\$ 112,000	\$ 767,880	\$ 417,700	\$ 14,661,485	\$ 1,159,780	\$ 57,908,195
					1,821,715	739,725	21,124,535
							4,647,970
							1,040,000
							3,033,560
			592,610				5,591,755
				325,000	3,144,830	242,300	3,741,130
10,094,500	105,000				2,660,000	101,500	16,336,840
					4,200,000		4,200,000
					2,700,000		2,700,000
\$10,094,500	\$105,000	\$0	\$592,610	\$325,000	\$14,526,545	\$1,083,525	\$62,415,790
\$ (4,860,000)	\$ 199,000	\$ 112,000	\$ 175,270	\$ 92,700	\$ 134,940	\$ 76,255	\$ (4,507,595)
\$ 13,612,265	\$ 347,266	\$ 542,681	\$ 112,385	\$ 150,002	\$ 32,965,185	\$ 1,133,225	\$ 79,432,678
\$ 8,752,265	\$ 546,266	\$ 654,681	\$ 287,655	\$ 242,702	\$ 33,100,125	\$ 1,209,480	\$ 74,925,083

TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2009 - 2010

<u>Activity/Department</u>	<u>General Fund</u>	<u>State Street Aid Fund</u>	<u>Public Works Project Fund</u>	<u>Drug Fund</u>	<u>Equipment Replacement Fund</u>	<u>Facilities Maintenance Fund</u>
City Commission	\$ 165,500					
City Court	27,435					
City Manager's Office	394,465					
Elections	-					
Finance	825,860					
City Recorder	114,335					
Legal Services	234,500					
Technology	848,130					
Geographic Information System	300,865					
Human Resources	359,270					
Community Relations	267,675					
Planning and Development	480,845					
Codes Enforcement	766,105					
Insurance/Other Benefits	837,180					
Police/Emergency Communications	6,086,140					
Drug Enforcement				37,000		
Fire and Rescue/Safety Center	6,048,930					
Public Works	2,317,070					
Storm Drainage	50,000					
Street Lighting	445,000					
Traffic Signalization	227,795					
Service Center	266,245					
Street Repairs		1,040,000				
Engineering Services	519,095					
Public Health	81,040					
Parks and Recreation	1,751,195					
Public Library	2,048,175					
Education	225,000					
Economic Development	10,000					
City Boards	-					
Crockett Historic Center	53,100					
Debt Service Fund Transfer	3,150,000					
Principal and Interest - Debt Service						
Heavy Equipment and Vehicles					910,000	
Computer Equipment and Software					485,000	
Facilities Maintenance Fund Transfer/Expenditures	300,000					105,000
Capital Projects Fund Transfer	-		150,000			
Capital Outlay - Capital Projects Fund						
Municipal Center Fund Transfer/Expenditures	413,400					
Post Retirement Benefits Fund Transfer/Expenditure	-					
Fuel Expenditures						
Emergency Communications District	418,700					
Water and Sewer Expenditures						
TOTALS	\$ 30,033,050	\$ 1,040,000	\$ 150,000	\$ 37,000	\$ 1,395,000	\$ 105,000

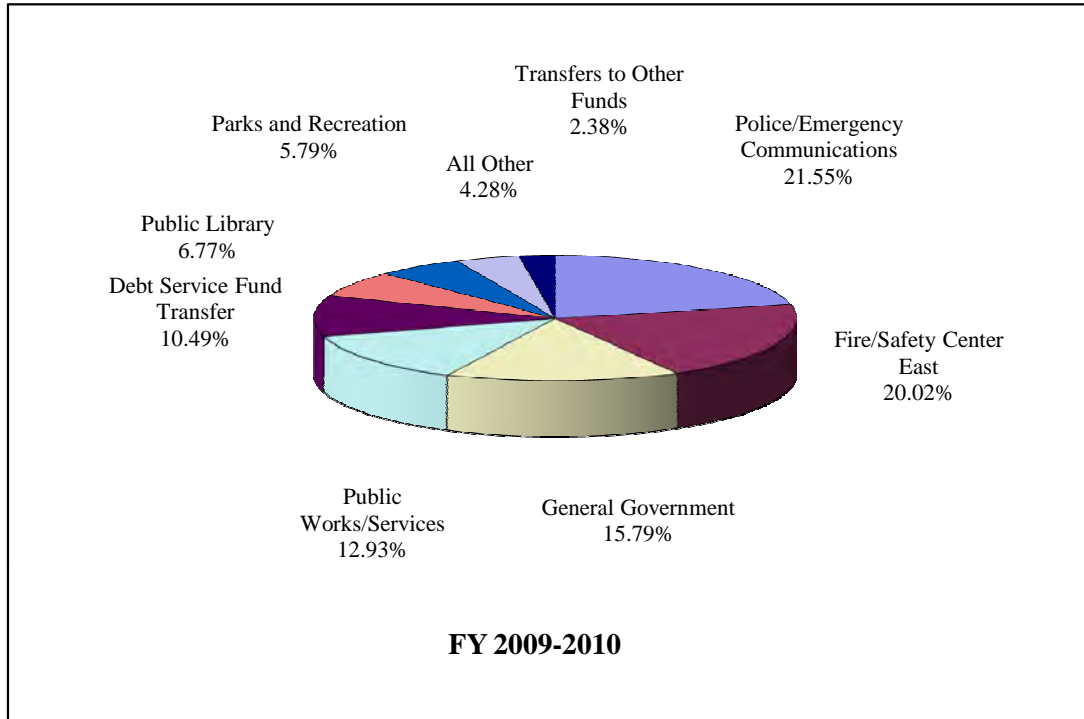
TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2009 - 2010

Post Retirement Benefits Fund	Fuel Fund	Debt Fund	Capital Projects Fund	Enterprise Funds	Emergency Communication District	Totals
						\$ 165,500
						27,435
						394,465
						-
						825,860
						114,335
						234,500
						848,130
						300,865
						359,270
						267,675
						480,845
						766,105
						837,180
						6,086,140
						37,000
						6,048,930
						2,317,070
						50,000
						445,000
						227,795
						266,245
						1,040,000
						519,095
						81,040
						1,751,195
						2,048,175
						225,000
						10,000
						-
						53,100
						3,150,000
		3,033,560				3,033,560
						910,000
						485,000
						405,000
						150,000
			10,094,500			10,094,500
				569,900		983,300
592,610				60,000		652,610
	\$ 325,000					325,000
					1,083,525	1,502,225
				13,896,645		13,896,645
\$ 592,610	\$ 325,000	\$ 3,033,560	\$ 10,094,500	\$ 14,526,545	\$ 1,083,525	\$ 62,415,790 *

* Note: Reflects Gross Expenditures for All Funds Prior to Interfund Transfers of \$6,418,915

GENERAL FUND

Expenditures by Department



CITY OF BRENTWOOD GENERAL FUND BUDGET EXPENDITURE RATIOS BY DEPARTMENT

	2008-2009 Amount	BUDGET %	2009-2010 Amount	BUDGET %
Police/Emergency Communications	\$ 6,563,095	21.76%	\$ 6,472,305	21.55%
Fire/Safety Center East	5,952,610	19.74%	6,012,855	20.02%
General Government	4,897,975	16.24%	4,743,020	15.79%
Public Works/Services	3,959,400	13.13%	3,884,195	12.93%
Debt Service Fund Transfer	3,150,000	10.44%	3,150,000	10.49%
Public Library	2,072,790	6.87%	2,032,800	6.77%
Parks and Recreation	1,735,230	5.75%	1,740,180	5.79%
All Other	1,137,840	3.77%	1,284,295	4.28%
Transfers to Other Funds	690,000	2.29%	713,400	2.38%
TOTAL EXPENDITURES	\$ 30,158,940	100.00%	\$ 30,033,050	100.00%

Note: General Government consists of City Commission, City Court, City's Manager's Office, Elections, Finance, City Recorder, Legal Services, Technology, GIS, Human Resources, Community Relations, Planning and Codes Enforcement.

All Other consists of Insurance/Other Benefits, Education, Economic Development, & Crockett Historic Center.

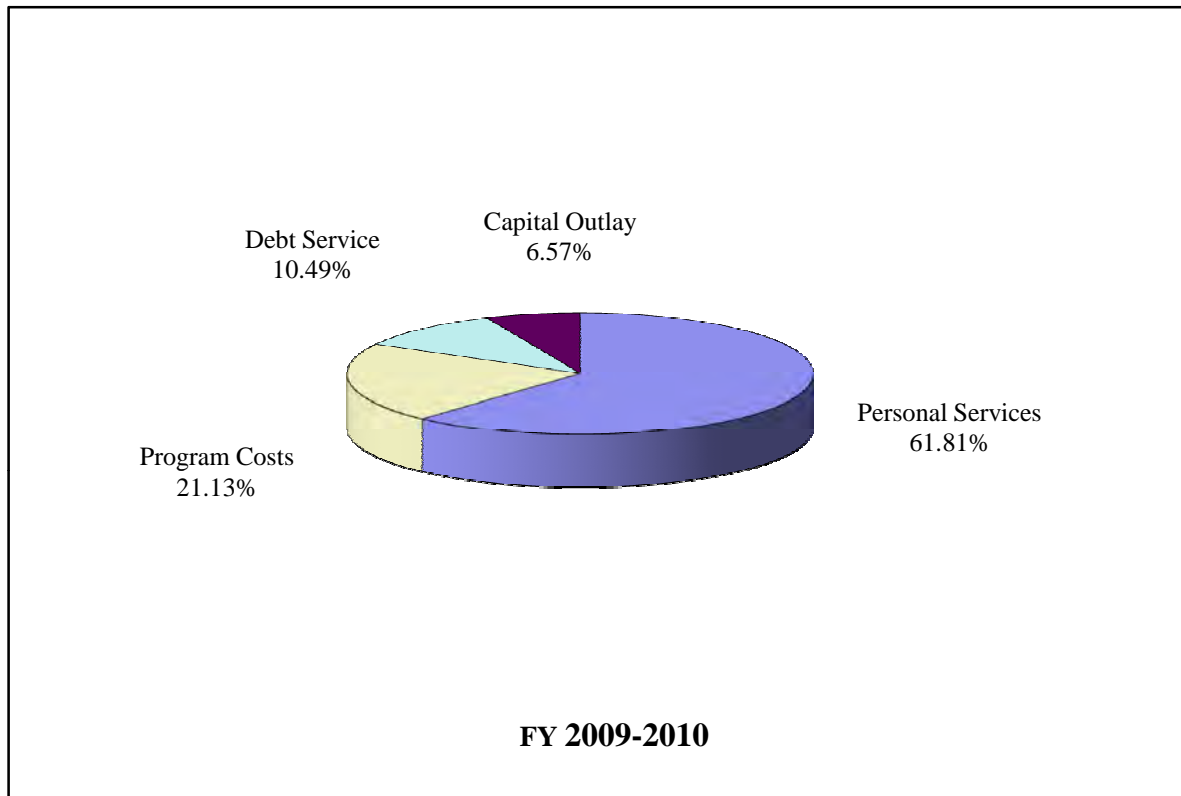
GENERAL FUND

Changes in Departmental Expenditures

<u>Activity/Department</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>	<u>Increase/ - Decrease</u>	<u>Percent Change</u>
City Commission	\$ 169,700	\$ 165,500	\$ (4,200)	-2.47%
City Court	27,435	27,435	-	0.00%
City Manager's Office	386,830	389,685	2,855	0.74%
Elections	35,000	-	(35,000)	-100.00%
Finance	830,795	817,765	(13,030)	-1.57%
City Recorder	106,955	113,260	6,305	5.90%
Legal Services	246,665	232,415	(14,250)	-5.78%
Technology	839,150	842,810	3,660	0.44%
Geographic Information System	312,320	298,195	(14,125)	-4.52%
Human Resources	374,685	356,215	(18,470)	-4.93%
Community Relations	289,210	266,280	(22,930)	-7.93%
Planning	493,060	475,865	(17,195)	-3.49%
Codes Enforcement	786,170	757,595	(28,575)	-3.63%
Insurance/Other Benefits	853,940	996,195	142,255	16.66%
Police Department	6,144,395	6,053,605	(90,790)	-1.48%
Fire Department	5,891,690	5,950,035	58,345	0.99%
Safety Center East	60,920	62,820	1,900	3.12%
Public Works	2,313,295	2,303,465	(9,830)	-0.42%
Storm Drainage	50,000	50,000	-	0.00%
Street Lighting	405,000	445,000	40,000	9.88%
Traffic Signalization	234,675	226,445	(8,230)	-3.51%
Service Center	261,280	265,100	3,820	1.46%
Engineering Services	616,650	513,145	(103,505)	-16.79%
Public Health	78,500	81,040	2,540	3.24%
Parks and Recreation	1,735,230	1,740,180	4,950	0.29%
Public Library	2,072,790	2,032,800	(39,990)	-1.93%
Education	225,000	225,000	-	0.00%
Economic Development	10,000	10,000	-	0.00%
City Boards	2,000	-	(2,000)	-100.00%
Crockett Historic Center	46,900	53,100	6,200	13.22%
Transfer to Debt Service Fund	3,150,000	3,150,000	-	0.00%
Transfer to Municipal Center Fund	390,000	413,400	23,400	6.00%
Transfer to Emergency Communication Dist.	418,700	418,700	-	0.00%
Transfer to Facility Maintenance Fund	300,000	300,000	-	0.00%
Total Expenditures and Other Uses	\$ 30,158,940	\$ 30,033,050	\$ (125,890)	-0.42%

GENERAL FUND

Expenditures by Category



CITY OF BRENTWOOD
GENERAL FUND
BUDGET EXPENDITURE RATIOS BY CATEGORY

	<u>2008-09</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>	<u>2009-10</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>
Personal Services (Salaries and Benefits)	\$ 18,451,370	61.18%	\$ 18,563,095	61.81%
Program Costs	6,389,840	21.19%	6,347,115	21.13%
Debt Service	3,150,000	10.44%	3,150,000	10.49%
Capital Outlay	2,167,730	7.19%	1,972,840	6.57%
TOTAL EXPENDITURES	\$ 30,158,940	100.00%	\$ 30,033,050	100.00%

GENERAL FUND

Expenditures by Category

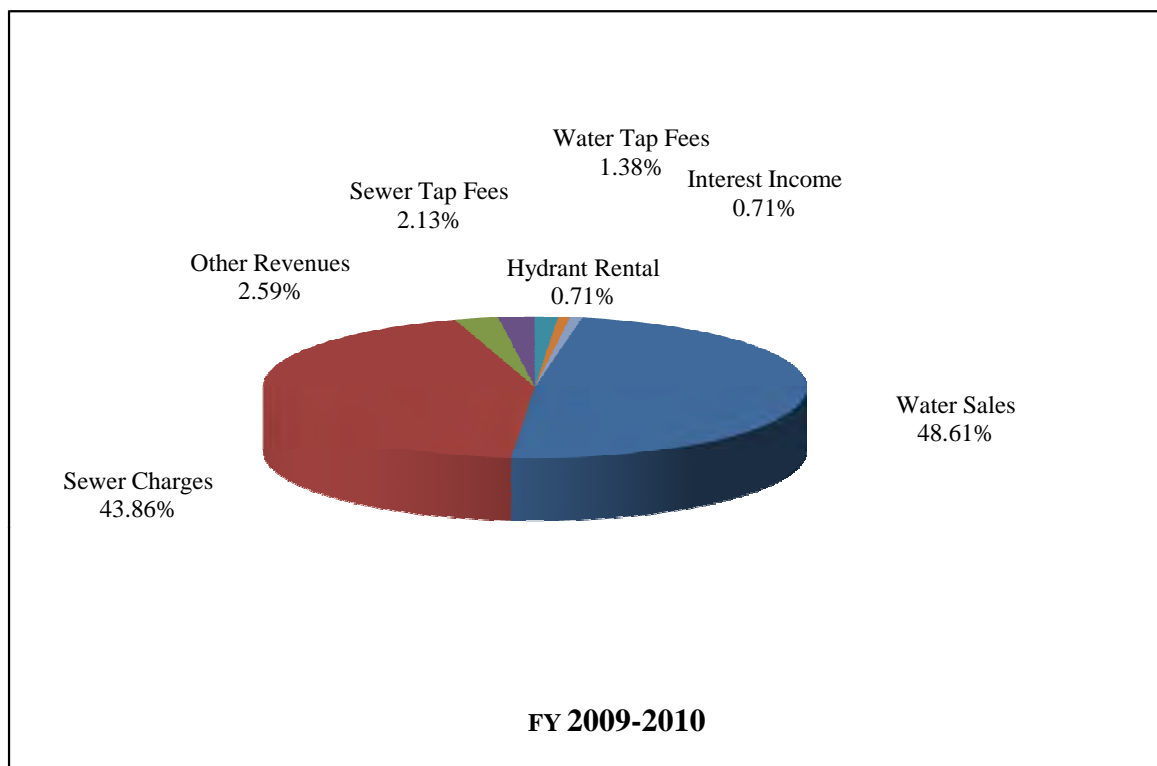
	Budget FY 2009	Budget FY 2010	<u>Change</u> Dollars	<u>Percentage</u>
Personal Services	\$ 18,451,370	\$ 18,563,095	\$ 111,725	0.61%
Program Costs	6,389,840	6,347,115	(42,725)	-0.67%
Debt Service	3,150,000	3,150,000	-	0.00%
Capital Outlay	<u>2,167,730</u>	<u>1,972,840</u>	<u>(194,890)</u>	<u>-8.99%</u>
TOTAL	<u><u>\$ 30,158,940</u></u>	<u><u>\$ 30,033,050</u></u>	<u><u>\$ (125,890)</u></u>	<u><u>-0.42%</u></u>

**GENERAL FUND
FISCAL YEAR 2009-2010
CAPITAL OUTLAY EXPENDITURES - BY ACTIVITY**

<u>Activity</u>	<u>Account #</u>	<u>Description</u>	<u>Cost</u>	<u>Total</u>
City Commission	41110-89540	(1) Computer Hardware	\$ 1,000	\$ 1,000
City Manager	41320-89540	(1) Computer Hardware	500	500
Finance	41500-89540	(1) Computer Hardware	2,000	2,000
Information/Tech	41640-88930	(1) Equip. Replacement Fund Contribution	300,000	
Information/Tech	41640-89530	(1) Miscellaneous Hand Tools	500	
Information/Tech	41640-89540	Miscellaneous Hardware	15,000	
Information/Tech	41640-89560	(1) VPN Appliance	6,000	321,500
Geographic Information	41645-89550	(1) SID Software	5,000	5,000
Human Resources	41650-89540	(1) Computer Hardware	1,000	1,000
Planning	41700-89535	(3) Digital Cameras	750	
Planning	41700-89535	(10) Rezoning Signs	660	1,410
Codes Enforcement	41710-89535	(6) Digital Cameras	1,500	
Codes Enforcement	41710-89540	(2) Servers	15,000	
Codes Enforcement	41710-89540	(2) Dual Computer Monitors	680	17,180
Police Department	42100-88930	(1) Equip. Replacement Fund Contribution	325,000	
Police Department	42100-89535	Miscellaneous Office Equipment	4,500	
Police Department	42100-89540	Miscellaneous Computer Hardware	7,500	
Police Department	42100-89560	(1) Rechargeable Battery Pack for GPS Tracker	1,000	
Police Department	42100-89560	(6) Digital Camera/CID	6,000	
Police Department	42100-89560	(7) Car Chargers	700	
Police Department	42100-89560	(1) Celebrite System	4,000	
Police Department	42100-89560	(3) Digital Recorders	300	
Police Department	42100-89560	Miscellaneous Equipment	7,000	356,000
Fire Department	42200-88930	(1) Equip. Replacement Fund Contribution	240,000	
Fire Department	42200-89530	Miscellaneous Equipment	10,000	
Fire Department	42200-89535	(1) Office Equipment	500	
Fire Department	42200-89540	(1) Computer Hardware	3,750	
Fire Department	42200-89550	(1) Computer Software	1,000	
Fire Department	42200-89560	(1) Misc Technology	1,000	256,250
Fire Department	42210-89535	(1) Office Equipment	500	500
Public Works	43120-88930	(1) Equip. Replacement Fund Contribution	145,000	
Public Works	43120-89530	(1) Snow Plow	9,500	
Public Works	43120-89530	(1) Plasma Cutter	2,500	
Public Works	43120-82640	Street Resurfacing	435,000	592,000
Storm Drainage	43150-89440	Subdivision Improvements	50,000	50,000
Traffic Signalization	43165-88930	(1) Equip. Replacement Fund Contribution	6,500	
Traffic Signalization	43165-89530	Miscellaneous Equipment	10,000	16,500
Engineering Services	43800-89530	(1) Misc Equipment	2,500	
Engineering Services	43800-89540	(1) Computer Hardware	500	3,000
Parks & Recreation	44400-88930	(1) Equip. Replacement Fund Contribution	9,000	
Parks & Recreation	44400-89520	(1) 4 X 4 Truck	22,000	
Parks & Recreation	44400-89530	(1) Bobcat Trailer	5,000	
Parks & Recreation	44400-89530	(1) Viacom Spreader	5,000	41,000
Public Library	44800-89535	Miscellaneous Office Equipment	5,000	
Public Library	44800-89540	Miscellaneous Computer Hardware	3,000	8,000
Transfer to Facility Maint	52000-88085	Miscellaneous Facility Maintenance	300,000	300,000
TOTAL			\$ 1,972,840	\$ 1,972,840

WATER & SEWER FUND

Operating Revenues



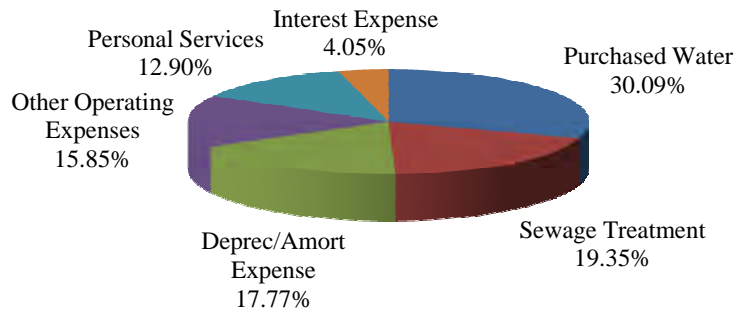
CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING REVENUE RATIOS

	2008-2009 Amount	BUDGET %	2009-2010 Amount	BUDGET %
Water Sales	\$ 5,650,000	42.13%	\$ 6,850,000	48.61%
Sewer Charges	5,448,275	40.62%	6,181,125	43.86%
Other Revenues	218,000	1.63%	365,460	2.59%
Sewer Tap Fees	900,000	6.71%	300,000	2.13%
Water Tap Fees	945,000	7.05%	195,000	1.38%
Hydrant Rental	100,000	0.75%	100,000	0.71%
Interest Income	150,000	1.12%	100,000	0.71%
TOTAL OPERATING REVENUES	\$ 13,411,275	100.00%	\$ 14,091,585	100.00%

WATER & SEWER FUND

Operating Expenses

(Excludes Capital Improvements)



FY 2009-2010

CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING EXPENSE RATIOS

	2008-2009	BUDGET	2009-2010	BUDGET
	Amount	%	Amount	%
Purchased Water	\$ 3,656,500	29.80%	\$ 4,200,000	30.09%
Sewage Treatment	1,925,700	15.69%	2,700,000	19.35%
Depreciation/Amortization Expense	2,325,000	18.95%	2,480,000	17.77%
Other Operating Expenses	2,185,500	17.81%	2,211,495	15.85%
Personal Services	1,736,515	14.15%	1,799,880	12.90%
Interest Expense	442,715	3.61%	565,270	4.05%
TOTAL OPERATING EXPENSES	\$ 12,271,930	100.00%	\$ 13,956,645	100.00%

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

The primary focus of this six-year program is to identify and address the infrastructure and facility needs for one of the fastest growing cities in the State of Tennessee. Brentwood is recognized nationally as a desirable community in the Nashville/Middle Tennessee area in which to live and work. Existing and potential residents and corporate citizens have a choice in where they live or work. In this competitive environment, it is essential that the City undertake or facilitate projects that help maintain and improve our favorable quality of life. The challenge is to proactively undertake such projects in a realistic and fiscally responsible manner. Accordingly, consideration and approval of this six-year CIP program by the City Commission represents one of the most important actions taken by the Board each year.

The adopted FY 2010-2015 Capital Improvements Program is an ambitious plan that calls for the investment of **\$136,790,000** in public and private funds to upgrade and expand the City's infrastructure in the major program areas of transportation, utilities, general facilities and equipment, parks and recreation, storm drainage, and beautification.

Total project costs in the major program areas over the next six years (FY 2010-2015) are summarized below:

Transportation	\$82,210,000	60%
Utilities	36,075,000	26.4%
Facilities & Equipment	9,445,000	6.9%
Parks and Recreation	4,410,000	3.2%
Technology	4,150,000	3.0%
Storm Drainage	<u>500,000</u>	<u>0.4%</u>
 TOTAL	 <u>\$136,790,000</u>	 <u>100.0%</u>

RESOLUTION 2009-51

**A RESOLUTION TO ADOPT A CAPITAL IMPROVEMENTS PROGRAM FOR THE
CITY OF BRENTWOOD FOR THE FISCAL YEARS 2010-2015**

WHEREAS, the City of Brentwood has grown rapidly in population and services since its inception in 1969; and


WHEREAS, a proposed program for capital improvements has been developed for the next six years to address the needs of a growing community; and

WHEREAS, this program allows for more effective use of planning, financial and organizational resources in implementing a widely understood capital improvements plan.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF BRENTWOOD, TENNESSEE, AS FOLLOWS:

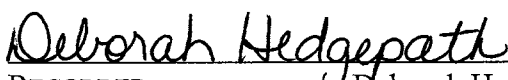
SECTION 1. That the proposed Capital Improvements Program, establishing projects to be accomplished during fiscal years 2010-2015, is hereby adopted as a guideline for Brentwood city government.

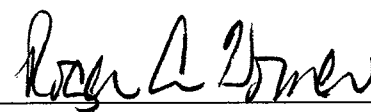
SECTION 2. That this resolution shall take effect from and after its passage, the general welfare of the City of Brentwood, Williamson County, Tennessee requiring it.


MAYOR Betsy S. Crossley

ADOPTED: 6/22/09

Approved as to form:


RECORDER Deborah Hedgepath


CITY ATTORNEY Roger A. Horner

MAJOR CAPITAL IMPROVEMENT PROJECTS
(i.e. Greater than \$500,000)
Fiscal Year 2009 - 2010

General Facilities and Equipment

Equipment/Vehicles	\$ 910,000
Library	\$ 1,795,000
Service Center	\$ 675,000

Technology

Technology Upgrades	\$ 1,135,000
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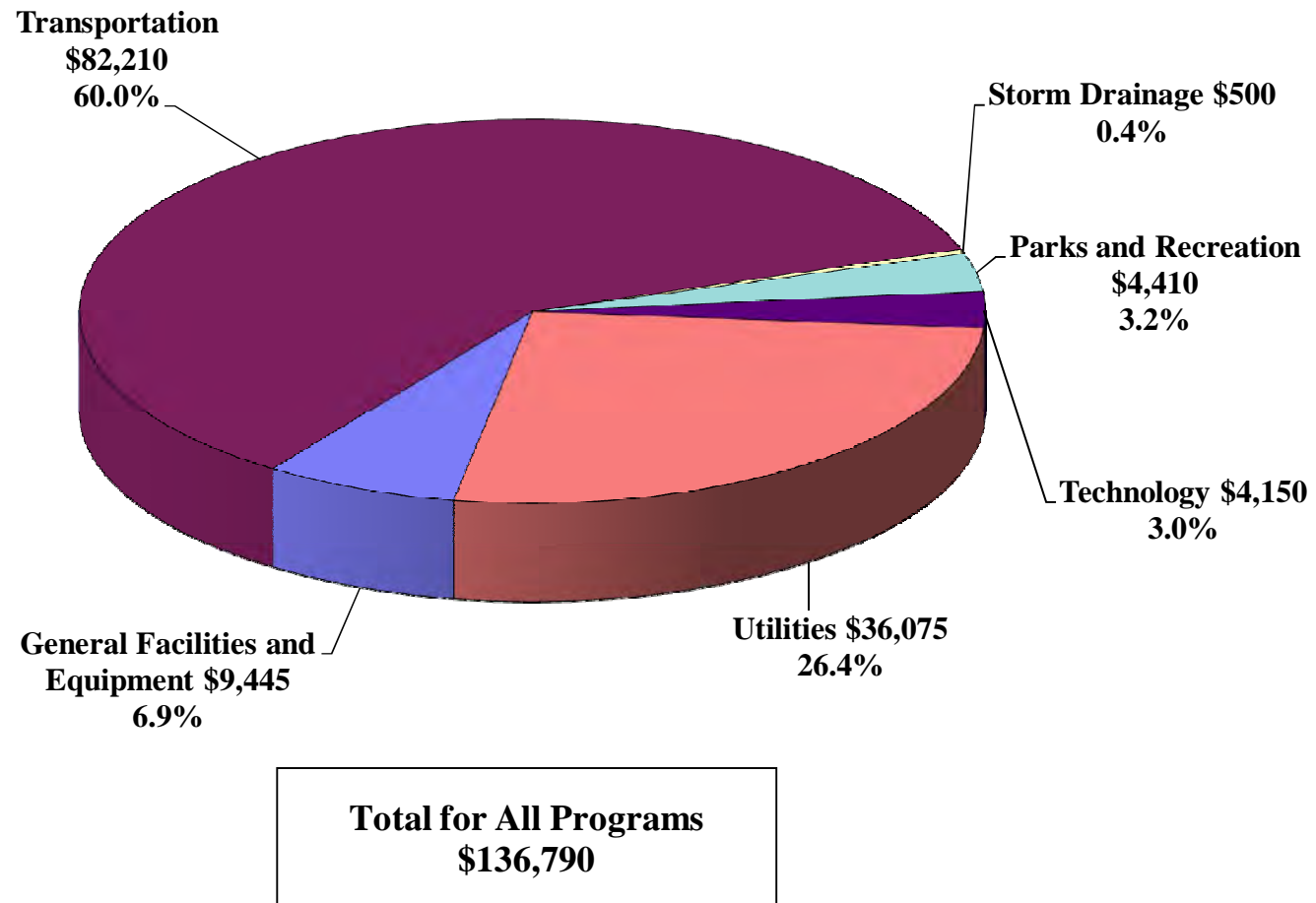
Transportation

Concord Road (east of Edmondson Pike)	\$ 7,395,000
Edmondson Pike	\$ 1,700,000
Split Log Road	\$ 2,830,000
Street Resurfacing	\$ 1,575,000

Utilities

Brentwood Sewer Rehabilitation	\$ 4,000,000
Sewer Lift Station Rehabilitation	\$ 570,000

**City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2010-2015
Program Expenditures
(000's)**



City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2010 - 2015
Summary - All Projects
(000's)

		Projected FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total 6 Years 2010-2015
General Facilities	Community Identity Features	5	10	15	15	15	15	15	85
	Community Planning	-	-	-	-	30	30	-	60
	Energy Efficiency	-	165	-	-	-	-	-	165
	Equipment/Vehicles	1,395	910	425	605	1,095	385	1,355	4,775
	Fire Stations	45	-	-	-	-	-	-	-
	Library	3,820	1,630	40	40	40	40	40	1,830
	Municipal Center	80	80	80	80	80	80	80	480
	Service Center	265	675	-	75	-	-	-	750
	Town Center Parking	-	-	1,300	-	-	-	-	1,300
	Total - General Facilities	5,610	3,470	1,860	815	1,260	550	1,490	9,445
Technology	Computer Equipment	360	435	155	345	420	150	285	1,790
	Emergency Communications Center	-	475	-	200	-	-	-	675
	Fiber Optic Network	75	25	245	-	-	-	-	270
	GIS	30	-	165	-	30	-	165	360
	Radio System	235	-	300	-	-	-	-	300
	Software Systems	155	170	50	180	50	35	180	665
	Warning Sirens	-	30	-	30	-	30	-	90
	Total - Technology	855	1,135	915	755	500	215	630	4,150
Transportation	Bikeway Improvements	310	50	175	175	175	175	175	925
	Concord Road (west of Arrowhead Drive)	-	170	250	1,750	2,000	-	-	4,170
	Concord Road (east of Edmondson Pike)	1,185	7,395	10,000	6,000	3,000	-	-	26,395
	Edmondson Pike	720	1,700	-	-	-	-	-	1,700
	Franklin Road (south section)	115	90	1,250	3,400	6,000	9,000	3,000	22,740
	McEwen Drive	-	20	-	200	1,000	1,000	2,000	4,220
	Murray Lane	-	-	-	220	500	1,800	-	2,520
	Sidewalks	-	-	50	50	50	50	50	250
	Split Log Road	1,350	2,830	2,225	-	-	-	-	5,055
	Street Lighting	-	-	20	20	20	20	20	100
	Street Resurfacing	1,475	1,575	1,675	1,775	1,875	1,975	2,075	10,950
	Sunset Road	-	-	-	-	85	350	-	435
	Town Center Area	-	140	300	300	300	300	300	1,640
	Traffic Signal Upgrades	185	160	160	160	160	160	160	960
	Waller Road	105	-	-	-	-	-	-	-
	Wilson Pike (north section)	425	150	-	-	-	-	-	150
	Total - Transportation	5,870	14,280	16,105	14,050	15,165	14,830	7,780	82,210
Storm Drainage	Southern Woods Drainage	50	-	-	-	-	-	-	-
	Subdivision Drainage	50	50	50	100	100	100	100	500
	Total - Storm Drainage	100	50	50	100	100	100	100	500

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2010 - 2015
Summary - All Projects
(000's)

	<u>Projected FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Total 6 Years 2010-2015</u>
Parks/Recreation								
Crockett Park	75	10	335	-	15	25	70	455
Deerwood Arboretum	-	75	-	-	-	-	-	75
Granny White Park	-	30	50	50	50	15	-	195
Maryland Way Park	20	-	-	25	-	-	-	25
Owl Creek Park	-	-	-	-	25	-	-	25
Park Land Acquisition & Development	-	-	-	100	1,350	-	-	1,450
Primm Park	50	-	-	-	-	-	-	-
River Park	-	-	-	-	15	10	-	25
Southeast Park	-	-	15	170	175	1,800	-	2,160
Total - Parks/Recreation	145	115	400	345	1,630	1,850	70	4,410
Utilities								
Brentwood Sewer Rehabilitation	3,100	4,000	4,850	4,650	4,650	3,750	3,750	25,650
Cool Springs Force Main	10	180	-	-	-	-	-	180
Granny White Water Main Replacement	245	-	-	-	-	-	-	-
Harpeth Valley Water Line Connector	-	-	20	225	-	-	-	245
Miscellaneous Sewer Service Additions	15	300	-	190	-	-	300	790
Miscellaneous Sewer System Improvements	-	110	110	110	110	110	110	660
Miscellaneous Water System Improvements	15	235	110	110	110	110	110	785
Old Smyrna Road Area Water Improvements	45	200	-	-	-	-	-	200
Peach Court Sewer Modifications	-	15	135	-	-	-	-	150
Robert E. Lee Water Station Replacement	-	220	-	-	-	-	-	220
Sewer Lift Station Rehabilitation	30	570	-	165	-	165	-	900
Sewer System Model	-	-	50	-	-	-	-	50
Sewer Treatment Feasibility Studies	50	-	-	-	-	-	-	-
Split Log Road Water Improvements	50	10	-	-	-	-	-	10
Town Center Utility Improvements	15	235	-	-	-	-	-	235
Water System Capacity Improvements	20	-	6,000	-	-	-	-	6,000
Willowick Sewer Lift Station	130	-	-	-	-	-	-	-
Total - Utilities	3,725	6,075	11,275	5,450	4,870	4,135	4,270	36,075
TOTALS	16,305	25,125	30,605	21,515	23,525	21,680	14,340	136,790

CITY OF BRENTWOOD, TENNESSEE
ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2010 - 2015
(000'S)

<u>Programs</u>	<u>Projects</u>	<u>Personnel Services</u>	<u>Operating Expenditures</u>	<u>Debt Service</u>	<u>Total Operating Budget Impact</u>	<u>Program Totals</u>
General Facilities	Community Identity Features	-	5	-	5	
	Community Planning	-	-	-	-	
	Equipment/Vehicles	-	-	-	-	
	Fire Stations	-	-	-	-	
	Library	50	40	-	90	
	Municipal Center		20	-	20	
	Service Center	-	15	-	15	
	Town Center Parking	-	-	-	-	
	Total - General Facilities					130
Technology	Computer Equipment	-	-	-	-	
	Emergency Communications Center	-	12	-	12	
	Fiber Optic Network	-	5	-	5	
	GIS	-	-	-	-	
	Radio System	-	-	-	-	
	Software Systems	-	-	-	-	
	Warning Sirens	-	1	-	1	
	Total - Technology					18
Transportation	Bikeway Improvements	-	75	-	75	
	Concord Road (west of Arrowhead Drive)	-	-	-	-	
	Concord Road (east of Edmondson Pike)	-	-	-	-	
	Edmondson Pike	-	-	-	-	
	Franklin Road (south section)	-	-	225	225	
	McEwen Drive	-	-	390	390	
	Murray Lane	-	-	-	-	
	Sidewalks	-	5	-	5	
	Split Log Road	-	-	130	130	
	Street Lighting	-	1	-	1	
	Street Resurfacing	-	-	-	-	
	Sunset Road	-	-	-	-	
	Town Center Area	-	-	-	-	
	Traffic Signal Upgrades	-	5	-	5	
	Waller Road	-	-	-	-	
	Wilson Pike (north section)	-	-	-	-	
	Total - Transportation					831

CITY OF BRENTWOOD, TENNESSEE
ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2010 - 2015
(000'S)

<u>Programs</u>	<u>Projects</u>	<u>Personnel Services</u>	<u>Operating Expenditures</u>	<u>Debt Service</u>	<u>Total Operating Budget Impact</u>	<u>Program Totals</u>
Storm Drainage	Southern Woods Drainage	-	-	-	-	
	Subdivision Drainage	-	-	-	-	
	Total - Storm Drainage					-
Parks/Recreation	Crockett Park	-	10	-	10	
	Deerwood Arboretum	-	1	-	1	
	Granny White Park	-	-	-	-	
	Maryland Way Park	-	1	-	1	
	Owl Creek Park	-	-	-	-	
	Park Land Acquisition & Development	40	30	100	170	
	Primm Park	-	5	-	5	
	River Park	-	-	-	-	
	Southeast Park	50	30	140	220	
	Total - Parks/Recreation					407
Utilities	Brentwood Sewer Rehabilitation	-	-	1,450	1,450	
	Cool Springs Force Main	-	-	-	-	
	Granny White Water Main Replacement	-	-	-	-	
	Harpeth Valley Water Line Connector	-	-	-	-	
	Miscellaneous Sewer Service Additions	-	5	-	5	
	Miscellaneous Sewer System Improvements	-	-	-	-	
	Miscellaneous Water System Improvements	-	-	-	-	
	Old Smyrna Road Area Water System Improvements	-	-	-	-	
	Peach Court Sewer Modifications	-	-	-	-	
	Robert E. Lee Water Station Replacement	-	(5)	-	(5)	
	Sewer Lift Station Rehabilitation	-	-	-	-	
	Sewer System Model	-	10	-	10	
	Sewer Treatment Feasibility Studies	-	-	-	-	
	Split Log Road Water Improvements	-	20	-	20	
	Town Center Utility Improvements	-	-	-	-	
	Water System Capacity Improvements	-	-	350	350	
	Willowick Sewer Lift Station	-	(5)	-	(5)	
	Total - Utilities					1,825
TOTALS - ALL PROGRAMS		\$ 140	\$ 286	\$ 2,785	\$ 3,211	\$ 3,211

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2010 - 2015
Program Expenditures - Summary
(000's)

<u>Program</u>	<u>Projected FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Total 6 Years 2010-2015</u>
General Facilities and Equipment	5,610	3,470	1,860	815	1,260	550	1,490	9,445
Technology	855	1,135	915	755	500	215	630	4,150
Transportation	5,870	14,280	16,105	14,050	15,165	14,830	7,780	82,210
Storm Drainage	100	50	50	100	100	100	100	500
Parks and Recreation	145	115	400	345	1,630	1,850	70	4,410
Utilities	3,725	6,075	11,275	5,450	4,870	4,135	4,270	36,075
Grand Total	16,305	25,125	30,605	21,515	23,525	21,680	14,340	136,790

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2010-2015
General Facilities and Equipment Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Total 6 Years 2010-15</u>
Community Identity Features	5	10	15	15	15	15	15	85
Community Planning	-	-	-	-	30	30	-	60
Energy Efficiency	-	165	-	-	-	-	-	165
Equipment/Vehicles	1,395	910	425	605	1,095	385	1,355	4,775
Fire Stations	45	-	-	-	-	-	-	-
Library	3,820	1,630	40	40	40	40	40	1,830
Municipal Center	80	80	80	80	80	80	80	480
Service Center	265	675	-	75	-	-	-	750
Town Center Parking	-	-	1,300	-	-	-	-	1,300
Grand Total	5,610	3,470	1,860	815	1,260	550	1,490	9,445

Source of Funds

Capital Projects Fund	3,860	2,085	1,300	-	-	-	-	3,385
General Fund	-	-	15	90	45	45	15	210
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	-	-	-	-
Equipment Replacement Fund	1,395	910	425	605	1,095	385	1,355	4,775
Facilities Maintenance Fund	40	15	40	40	40	40	40	215
Inter-Governmental Sources	-	165	-	-	-	-	-	165
Municipal Center Fund	80	80	80	80	80	80	80	480
Private Sources	175	35	-	-	-	-	-	35
Water and Sewer Fund	60	180	-	-	-	-	-	180
Grand Total	5,610	3,470	1,860	815	1,260	550	1,490	9,445

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2010 - 2015
Technology Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Total 6 Years 2010-15</u>
Computer Equipment	360	435	155	345	420	150	285	1,790
Emergency Communications Center	-	475	-	200	-	-	-	675
Fiber Optic Network	75	25	245	-	-	-	-	270
GIS	30	-	165	-	30	-	165	360
Radio System	235	-	300	-	-	-	-	300
Software Systems	155	170	50	180	50	35	180	665
Warning Sirens	-	30	-	30	-	30	-	90
Grand Total	855	1,135	915	755	500	215	630	4,150

Source of Funds

Capital Projects Fund	450	75	-	-	-	-	-	75
General Fund	-	-	355	30	30	30	110	555
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	-	-	-	-
Equipment Replacement Fund	385	485	205	525	470	185	465	2,335
Facilities Maintenance Fund	-	-	-	-	-	-	-	-
Inter-Governmental Sources	-	215	200	-	-	-	-	415
Municipal Center Fund	-	-	-	-	-	-	-	-
Water and Sewer Fund	20	75	155	-	-	-	55	285
ECD Fund	-	285	-	200	-	-	-	485
Grand Total	855	1,135	915	755	500	215	630	4,150

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2010 - 2015
Transportation - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Total 6 Years 2010-15</u>
Bikeway Improvements	310	50	175	175	175	175	175	925
Concord Road (west of Arrowhead Drive)	-	170	250	1,750	2,000	-	-	4,170
Concord Road (east of Edmondson Pike)	1,185	7,395	10,000	6,000	3,000	-	-	26,395
Edmondson Pike	720	1,700	-	-	-	-	-	1,700
Franklin Road (south section)	115	90	1,250	3,400	6,000	9,000	3,000	22,740
McEwen Drive	-	20	-	200	1,000	1,000	2,000	4,220
Murray Lane	-	-	-	220	500	1,800	-	2,520
Sidewalks	-	-	50	50	50	50	50	250
Split Log Road	1,350	2,830	2,225	-	-	-	-	5,055
Street Lighting	-	-	20	20	20	20	20	100
Street Resurfacing	1,475	1,575	1,675	1,775	1,875	1,975	2,075	10,950
Sunset Road	-	-	-	-	85	350	-	435
Town Center Area	-	140	300	300	300	300	300	1,640
Traffic Signal Upgrades	185	160	160	160	160	160	160	960
Waller Road	105	-	-	-	-	-	-	-
Wilson Pike (north section)	425	150	-	-	-	-	-	150
Grand Total	5,870	14,280	16,105	14,050	15,165	14,830	7,780	82,210

Source of Funds

Capital Projects Fund	3,490	5,395	1,200	300	400	-	-	7,295
General Fund	435	435	1,090	1,090	1,090	1,290	1,390	6,385
General Fund (Unreserved Balance)	-	-	-	830	-	-	-	830
G O Bond Proceeds	-	2,110	2,725	2,400	1,000	1,000	2,000	11,235
Facilities Maintenance Fund	50	50	50	50	50	50	50	300
Private Sources	520	-	-	-	-	-	-	-
Public Works Project Fund	100	150	-	420	115	350	-	1,035
Inter-Governmental Sources	20	5,000	10,000	7,920	11,470	10,800	3,000	48,190
State Street Aid Fund	1,040	1,040	1,040	1,040	1,040	1,340	1,340	6,840
Water and Sewer Fund	215	100	-	-	-	-	-	100
Grand Total	5,870	14,280	16,105	14,050	15,165	14,830	7,780	82,210

**City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2010 - 2015
Storm Drainage Program - Summary
(000's)**

<u>Projects</u>	<u>Projected FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Total 6 Years 2010-2015</u>
Southern Woods Drainage	50	-	-	-	-	-	-	-
Subdivision Drainage	50	50	50	100	100	100	100	500
Grand Total	100	50	50	100	100	100	100	500

<u>Source of Funds</u>	<u>Projected FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Total 6 Years 2010-2015</u>
Capital Projects Fund	50	-	-	-	-	-	-	-
General Fund	50	50	50	100	100	100	100	500
G O Bond Proceeds	-	-	-	-	-	-	-	-
Grand Total	100	50	50	100	100	100	100	500

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2010 - 2015
Parks and Recreation Program - Summary
(000's)

<u>Projects</u>	<u>Projected 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Total 6 Years 2010-15</u>
Crockett Park	75	10	335	-	15	25	70	455
Deerwood Arboretum	-	75	-	-	-	-	-	75
Granny White Park	-	30	50	50	50	15	-	195
Maryland Way Park	20	-	-	25	-	-	-	25
Owl Creek Park	-	-	-	-	25	-	-	25
Park Land Acquisition & Development	-	-	-	100	1,350	-	-	1,450
Primm Park	50	-	-	-	-	-	-	-
River Park	-	-	-	-	15	10	-	25
Southeast Park	-	-	15	170	175	1,800	-	2,160
Grand Total	145	115	400	345	1,630	1,850	70	4,410
<u>Source of Funds</u>								
Capital Projects Fund	50	75	15	-	-	-	-	90
General Fund	-	-	325	170	200	-	-	695
G O Bond Proceeds	-	-	-	100	1,350	1,800	-	3,250
Facilities Maintenance Fund	95	40	60	75	80	50	70	375
Private Sources	-	-	-	-	-	-	-	-
Inter-Governmental Sources	-	-	-	-	-	-	-	-
Water and Sewer Fund	-	-	-	-	-	-	-	-
Grand Total	145	115	400	345	1,630	1,850	70	4,410

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2010-2015
Water and Sewer Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Total 6 Years 2010-2015</u>
Brentwood Sewer Rehabilitation	3,100	4,000	4,850	4,650	4,650	3,750	3,750	25,650
Cool Springs Force Main	10	180	-	-	-	-	-	180
Granny White Water Main Replacement	245	-	-	-	-	-	-	-
Harpeth Valley Water Line Connector	-	-	20	225	-	-	-	245
Miscellaneous Sewer Service Additions	15	300	-	190	-	-	300	790
Miscellaneous Sewer System Improvements	-	110	110	110	110	110	110	660
Miscellaneous Water System Improvements	15	235	110	110	110	110	110	785
Old Smyrna Road Area Water Improvements	45	200	-	-	-	-	-	200
Peach Court Sewer Modifications	-	15	135	-	-	-	-	150
Robert E. Lee Water Station Replacement	-	220	-	-	-	-	-	220
Sewer Lift Station Rehabilitation	30	570	-	165	-	165	-	900
Sewer System Model	-	-	50	-	-	-	-	50
Sewer Treatment Feasibility Studies	50	-	-	-	-	-	-	-
Split Log Road Water Improvements	50	10	-	-	-	-	-	10
Town Center Utility Improvements	15	235	-	-	-	-	-	235
Water System Capacity Improvements	20	-	6,000	-	-	-	-	6,000
Willowick Sewer Lift Station	130	-	-	-	-	-	-	-
Grand Total	3,725	6,075	11,275	5,450	4,870	4,135	4,270	36,075

Source of Funds

Water & Sewer Fund	625	1,955	1,425	770	220	385	470	5,225
Private Sources	-	120	-	30	-	-	50	200
Water & Sewer Bond/Note Proceeds	3,100	4,000	9,850	4,650	4,650	3,750	3,750	30,650
Grand Total	3,725	6,075	11,275	5,450	4,870	4,135	4,270	36,075

GENERAL FUND REVENUES

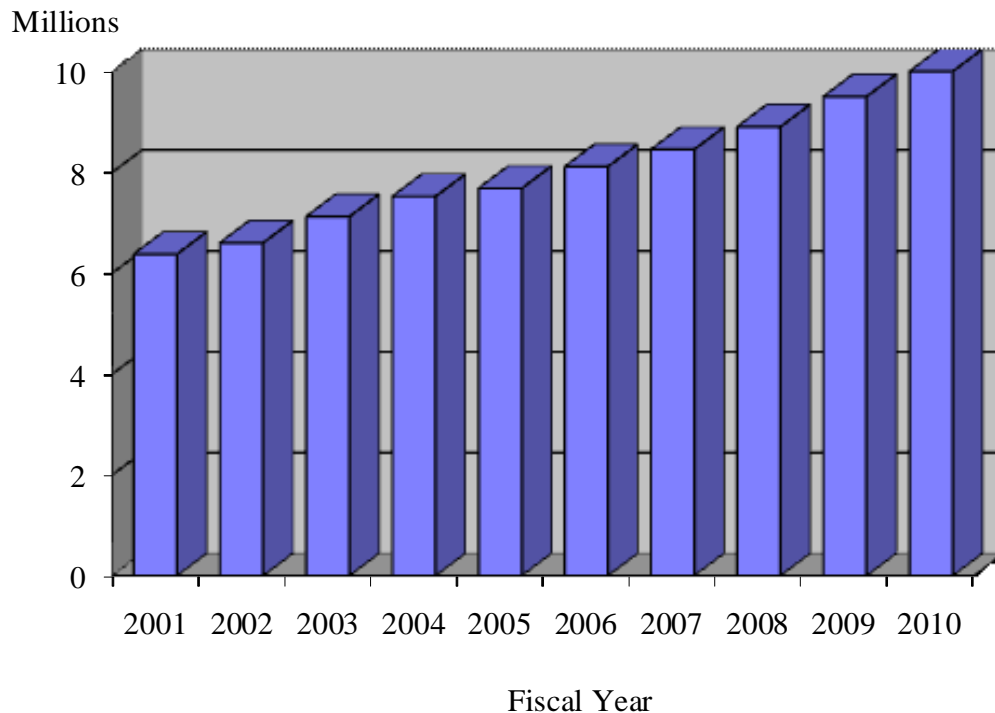


GENERAL FUND REVENUE TAXES

REAL PROPERTY TAX

The property tax rate for FY 2010 is \$.49 per \$100 of assessed value (the same effective rate for the nineteenth (19th) consecutive fiscal year). The budgeted amount for both real and personal property taxes in FY 2010 is \$10,035,000, an increase of \$535,000 or 5.6% from FY 2009 due to new taxable property constructed the past year. The projected amount is based on actual assessments for calendar year 2008. Under Tennessee law, residential property is assessed at a rate of 25% of appraised value. Commercial property is assessed at a rate of 40% of appraised value. In addition, businesses operating within the City of Brentwood are subject to a tax on the personal property used in their business. The tax rate is the same as for real property but is assessed at 30% of appraised value.

REAL AND PERSONAL PROPERTY TAX



PUBLIC UTILITY PROPERTY TAX

This is the tax paid by regulated public utilities on their property within the City limits. Public utility property is assessed by the State of Tennessee at a rate of 55% of appraised value. The FY 2010 budget estimate of \$360,000 represents an decrease of \$57,000 from FY 2009, due to the declining value (for tax purposes) of business activities by the primary public utility taxpayer in Brentwood (AT&T) at its facility on Franklin Road.

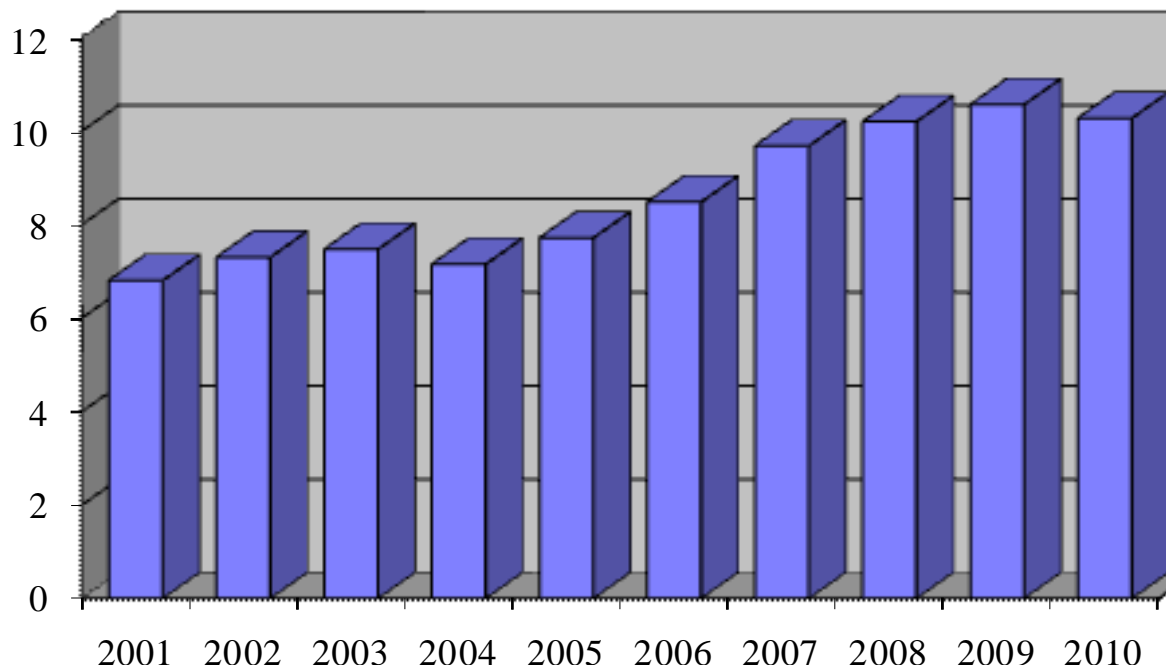
GENERAL FUND REVENUE TAXES

LOCAL SALES TAX

Under state law, Brentwood is allocated about 50% of the 2.25% Williamson County local option sales tax collected by the State from businesses located within the City limits. The remaining amount is allocated to the Williamson County Schools and Franklin Special School District based on average daily attendance. Estimated collections for Brentwood in FY 2010 will be \$10,275,000, down \$290,000 or 2.7% for last year's budgeted amount of \$10,565,000. The FY 2010 estimate is based on FY 2009 year-to-date collection trends which reflects decreased consumer spending locally and nationwide associated with the current economic recession.

LOCAL SALES TAX

Millions



WHOLESALE BEER TAX

The wholesale beer tax is collected by the State based on wholesale beer sales within the City. The net tax rate is 13.5% per barrel. Based on year-to-date collection trends, the budgeted amount for FY 2010 is projected at \$565,000, or slightly less (\$3,000) than the amount collected in FY 2009.

GENERAL FUND REVENUE TAXES

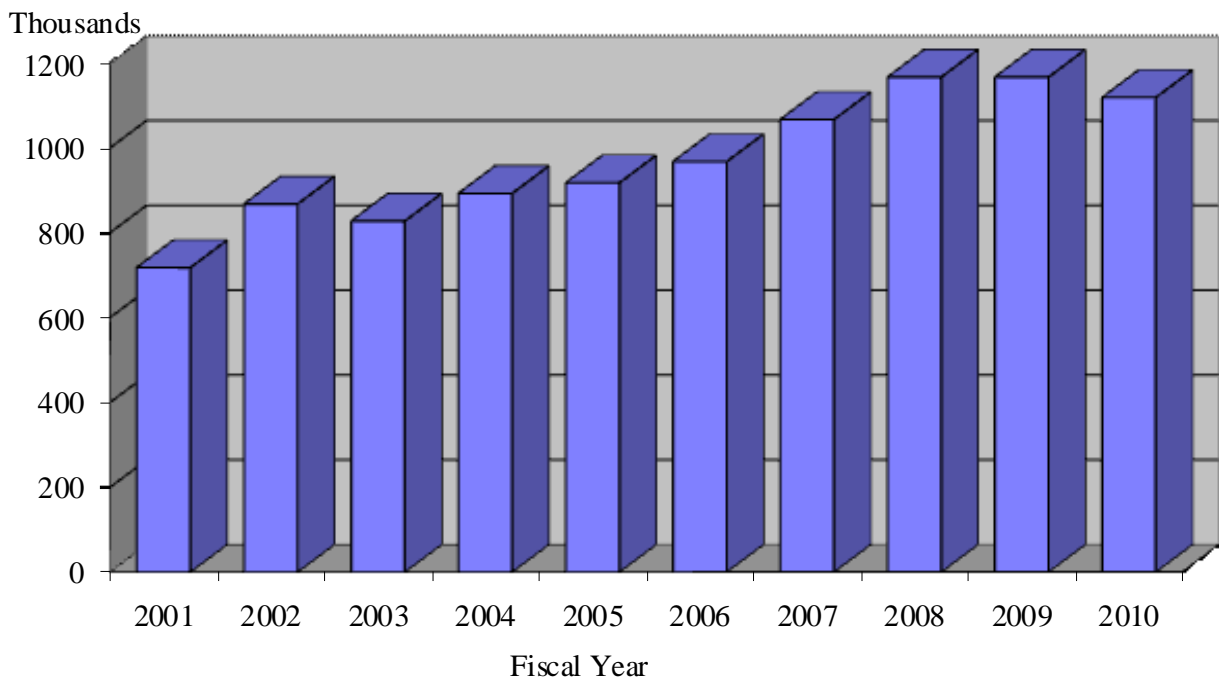
WHOLESALE LIQUOR TAX

The wholesale liquor tax is collected by the State based on wholesale liquor sales to stores within the City. The tax is assessed at the distribution point at a rate between 5% and 8% with the City receiving 95% of the tax collected. The estimated tax for FY 2010 of \$445,000 represents a \$20,000 increase from FY 2009, based on historic and year-to-date collections from the City's four privately owned liquor stores located in Cool Springs and North Brentwood.

BUSINESS TAX

The collection of business tax is authorized by the State based upon a percentage of the gross receipts and type of business. Under state law, the State of Tennessee receives 15% of the local collections; however, failure of the city to collect this tax permits the state to collect and receive 100% of the local collections. The budget estimate for FY 2010 is \$1,119,000 (which includes penalty and interest on late payments) and represents a decrease of \$48,800 or 4.2% from the amount projected for FY 2009. Most collections are not received until late May or June. This amount is being cautiously projected due to uncertainty about FY 2009 year-end collections and the impact of the national economic recession on the local business community.

BUSINESS TAXES



GENERAL FUND REVENUE TAXES

HOTEL/MOTEL TAX

The City receives a 4% tax on the cost of hotel/motel room occupancy in Brentwood. The budgeted amount for FY 2010 is \$990,000, a \$10,000 or 1% decrease from FY 2009. The amount is based on historical and year-to-date collection trends for FY 2009 and reflects a slight decline in business travel caused by the national economic recession.

CABLE TELEVISION FRANCHISE TAX

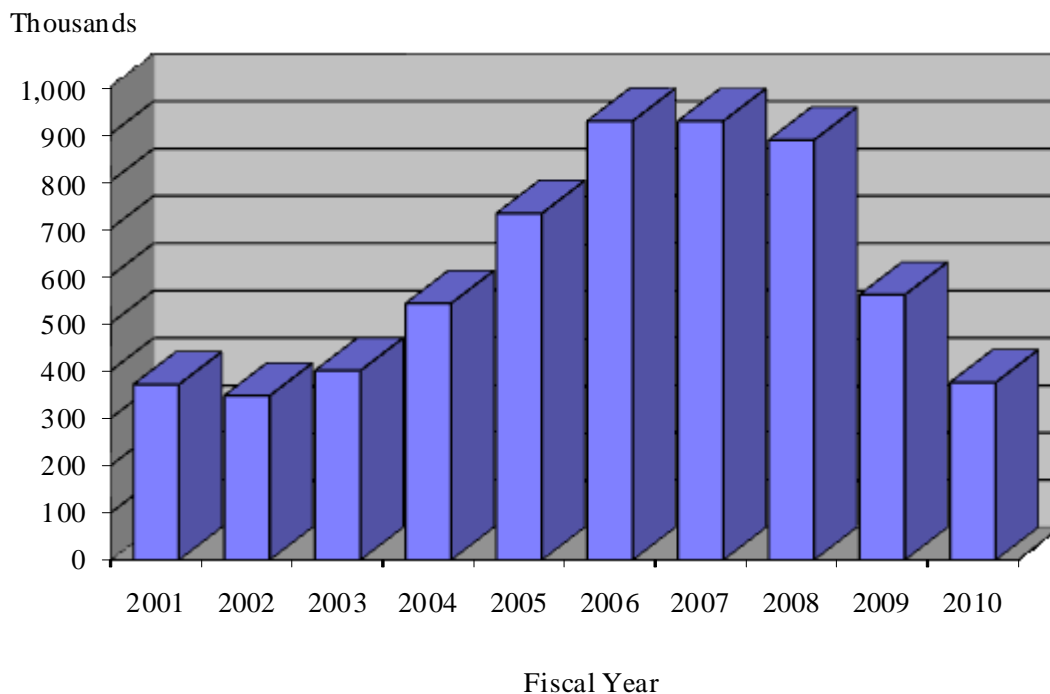
The City current receives a 3% fee on gross revenues under the City's cable television franchise ordinance (i.e. Comcast). With AT&T entering the video television business, the City will receive a 5% fee from the company under their state-wide franchise agreement. The FY 2010 budget projection of \$345,000 is an increase of \$45,000 over the FY 2009 budget estimate. This increase reflects continued growth in the number of residential customers and rising cost of cable services.

GENERAL FUND REVENUE LICENSES AND PERMITS

BUILDING, PLUMBING & MECHANICAL PERMITS

Permit fees are collected from contractors prior to construction of new structures and additions to or renovations of existing structures. The FY 2010 estimate is \$375,000, an \$185,000 or 33% decrease from the \$560,000 budget estimate for FY 2009. A significant reduction in revenue for the second year in a row reflects the tightening of the credit markets and dramatic slowdown in new housing starts locally and across the United States. While the overall value of homes locally has remained fairly stable compared to other areas in the United States, the City is clearly impacted when homeowners in other areas are unable to sell their homes quickly and move to Brentwood. Historically, permits fees have fluctuated (up and down) over the years reflecting the state of economy, interest rates, and demand/availability of housing.

BUILDING/PLUMBING PERMITS



OTHER PERMITS

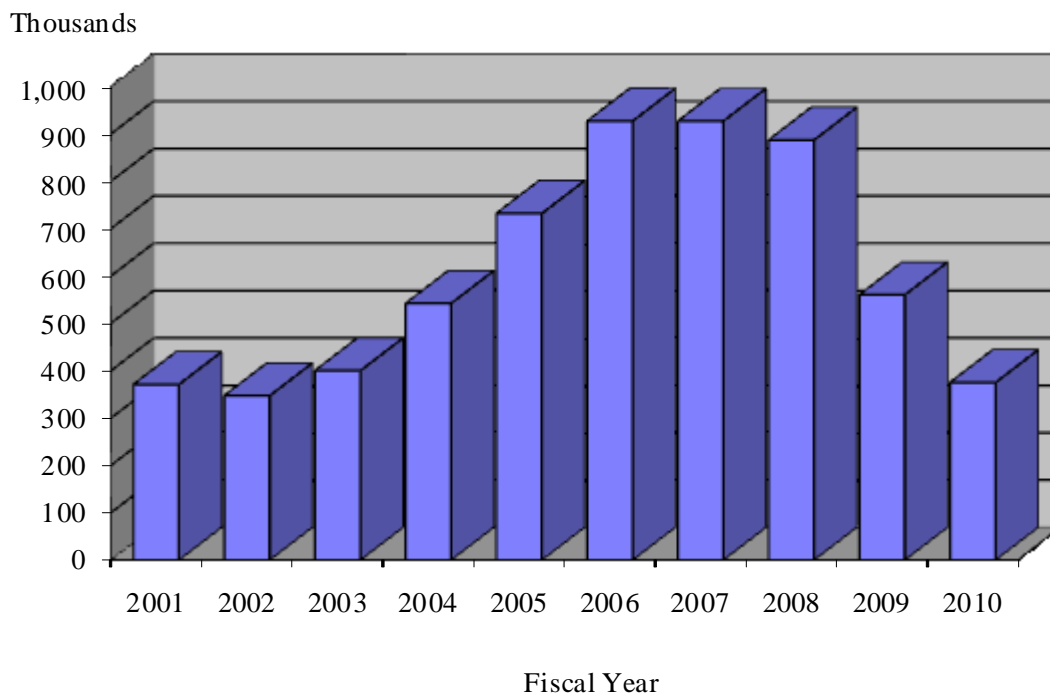
The City collects various other permits related to development activity in order to recover a portion of the cost of regulating activities from those individuals receiving the service/oversight. Some of the other permits include blasting/burning permits, excavation permits, site plan fees, and zoning permits. Consistent with the state of the housing market, revenue from all other permits has declined in FY 2010

GENERAL FUND REVENUE LICENSES AND PERMITS

BUILDING, PLUMBING & MECHANICAL PERMITS

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BUILDING/PLUMBING PERMITS



OTHER PERMITS

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GENERAL FUND REVENUE INTERGOVERNMENTAL

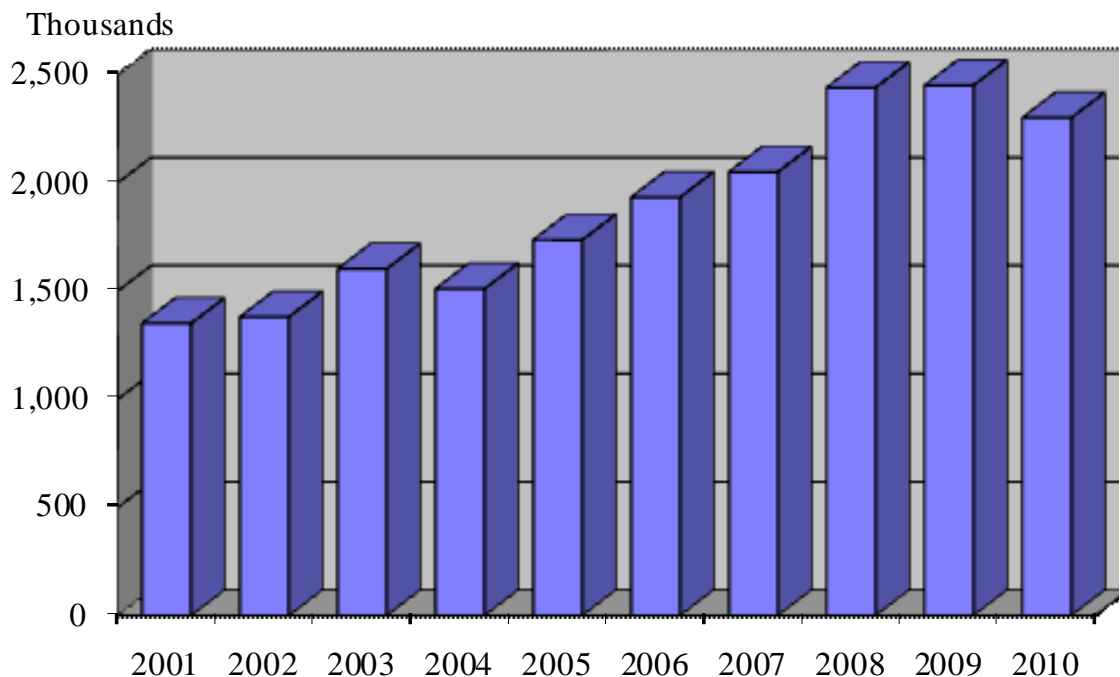
TVA PILOT (PAYMENTS-IN-LIEU-OF-TAXES)

In lieu of tax payments are provided by the Tennessee Valley Authority (TVA) based on a percentage of the utilities' power sales within the State of Tennessee which is distributed to cities on a per capita basis. The FY 2010 amount is budgeted at \$340,000, a \$12,650 or 3.9% increase from FY 2009. This distribution reflects higher income to TVA resulting from recent rate increases passed through to customers by the local power distributors.

STATE SHARED SALES TAX

The State distributes a share of the 7% State-wide sales tax to cities on a per capita basis. The FY 2010 budget amount is \$2,300,000, which represents a \$150,000 or 6.1% decrease from FY 2009. With the dramatic slowdown in the economy, Tennessee sales tax collections from across the state have steadily declined during FY 2009. No revenue growth is expected in FY 2010 due to rising unemployment trends and declining consumer spending.

STATE SHARED SALES TAX



STATE INCOME TAX

The 6% Hall Income Tax (on dividends and interest earnings) is collected by the State for the previous calendar year with 37.5% redistributed to the local governments where the taxpayer resides. The Finance Department places a high priority on auditing the state's collection rolls

GENERAL FUND REVENUE INTERGOVERNMENTAL

each year to ensure that all Brentwood taxpayers are properly coded to our jurisdiction. Actual receipts can dramatically fluctuate each year due to market returns on investments and national economic conditions. Accurate projections for FY 2010 are further compounded by the fact that FY 2009 accrued collections (for the 2008 tax year) will not be known until August 1, 2008 or 30 days after the close of the fiscal year. Given these factors, budget estimates should be estimated conservatively to avoid significant shortfalls in years when the stock market performs poorly. Therefore, the FY 2010 budget estimate (for the 2009 tax year) will remain unchanged with a conservative estimate of \$900,000.

LIQUOR BY THE DRINK TAX

The State collects a 15% tax for the City on the sale of alcohol beverages in restaurants (distilled spirits) of which the City remits one-half to the County for education. The projected amount for FY 2010 is \$105,000, a \$1,000 decrease from the previous year.

STATE, CITY, STREET & TRANSPORTATION

The State shares a small portion of the state gasoline tax with local governments on a per capita basis with no restrictions on its use. With little or no growth in state gasoline tax collections due to less driving (due to higher gasoline prices) and the purchase of more efficient vehicles, the FY 2010 budget estimate is \$75,000, a \$3,000 decrease from the previous year.

OTHER STATE REVENUE ALLOCATION - POLICE & FIRE DEPARTMENT

This revenue is received from the State to supplement the base City pay of police and fire department personnel across the state provided the sworn personnel meet minimum training requirements each year. The projected amount for FY 2010 is \$67,800, a slight increase from last year due to addition of two firefighter positions in the budget.

CORPORATE EXCISE TAX

This revenue is received from the State on a formula tied to bank profits and is distributed on a situs basis in lieu of payment for intangible personal property taxes. Cities must have levied a property tax in the previous year to be eligible to receive allocations from the State. The projected amount for FY 2010 is \$40,000, a \$60,000 decrease from the previous budget year's estimate. This conservative estimate reflects the weakened state of banks in the current economic slowdown.

COUNTY ALLOCATION - LIBRARY

Williamson County provides supplemental funding to Brentwood to support City library services which saves the County the expense of having to finance and operate library service in Brentwood. The budgeted contribution for FY 2010 is \$71,950, a \$7,995 decrease resulting from an across the board, 10% cut in funding for all county operations over the previous year.

GENERAL FUND REVENUE OTHERS REVENUES AND CHARGES FOR SERVICES

BUSINESS TAX - CLERK'S FEE

Under state law, each business tax return filed with the City requires a fee of \$5 for the handling and processing of the return.

PARK RESERVATION & EVENTS FEES

Fees are charged for the use of certain facilities, park pavilions, picnic shelters, softball fields and participation in sports programs by non-residents. Also included in this line item are forfeited deposits on facility use. Budgeted collections are estimated at \$72,000 in FY 2010, up \$17,000 from FY 2009. The increase better reflects historic collection trends.

LIBRARY FINES AND CULTURAL CHARGES

The library collects fines for overdue books and other materials not returned on time. The library also charges for the use of public meeting rooms. The FY 2010 projection is \$72,000, a slight decrease from the FY 2009 budget.

LIBRARY FEES - NON-RESIDENTS

The library charges an annual user fee of \$50 for non-Brentwood/Williamson County residents and \$65 for non-Williamson County residents for a library card and to receive the same service privileges as Brentwood residents who pay for the service through property taxes. The estimated amount for FY 2010 is \$55,000, up \$20,000 from the previous year.

HISTORIC HOUSE RENTAL FEE

The Cool Springs House in Crockett Park is available on a fee basis for meetings, receptions and parties. The estimated amount for FY 2010 is \$28,000, up \$4,000 from the FY 2009 budget.

INSPECTION FEES - ENGINEERING

This fee is paid by developers to offset the in-house cost of geotechnical services for inspection of new subdivision roads under construction. The estimated amount for FY 2010 is \$12,000, or \$18,000 less than FY 2009. The reduction reflects the continued economic slowdown in new subdivision construction related to the decline in new housing starts.

CELL TOWER RENTAL FEE

The City receives income from the placement of a cell telephone tower on City property. A new cell tower is scheduled for installation in Tower Park which will generate \$21,600 in new revenue in FY 2010.

GENERAL FUND REVENUE FINES AND FEES

MUNICIPAL COURT FINES/COSTS

The municipal court assesses fines and court costs for violations of the municipal ordinances within the city limits, primarily through directed enforcement of traffic laws. The projected amount for FY 2010 is \$500,000, a \$100,000 increase from the previous year's budget. The projection is based on actual collection trends in recent years but the amount may vary in any year based on drivers obeying the traffic laws.

COUNTY COURT FINES/COSTS

The County returns to the City a portion of the fines collected by the County court system for actions taken by the Brentwood Police Department in the enforcement of state laws. The FY 2010 revenue estimate is \$75,000, up \$35,000 from FY 2009. The amount better reflects collection trends in recent years.

GENERAL FUND REVENUE USES OF MONEY AND PROPERTY

INTEREST EARNINGS

The City invests all idle funds within the limits and parameters allowed under state law, with a goal of achieving the highest rate of return possible while maintaining complete security of the funds invested. The City's investment policy allows for funds to be invested in collateralized certificates of deposit, obligations of the US Treasury and the State of Tennessee Local Government Investment Pool (LGIP). The FY 2010 projection of \$250,000 represents a \$200,000 decrease from FY 2009. The dramatic decline in interest rates associated with efforts to stimulate the U.S. economy has negatively impacted the rate of return on idle funds.

SERVICE CENTER RENT

This line item represents the annual rent paid by the Water & Sewer Department for its pro-rata use of the Service Center facility. The projected rent for FY 2010 is \$125,000, up \$25,000 from the previous year. The increase will cover operational and maintenance expenses associated with the facility expansion.

GIS SERVICE CENTER FEE

The projected fee to the Water and Sewer Fund for FY 2010 is \$138,000, or the same amount in FY 2009. The fee covers Geographic Information Systems services (personnel and equipment) that are used to map accurately the Water and Sewer Department infrastructure system and its field components.

SALE OF EQUIPMENT

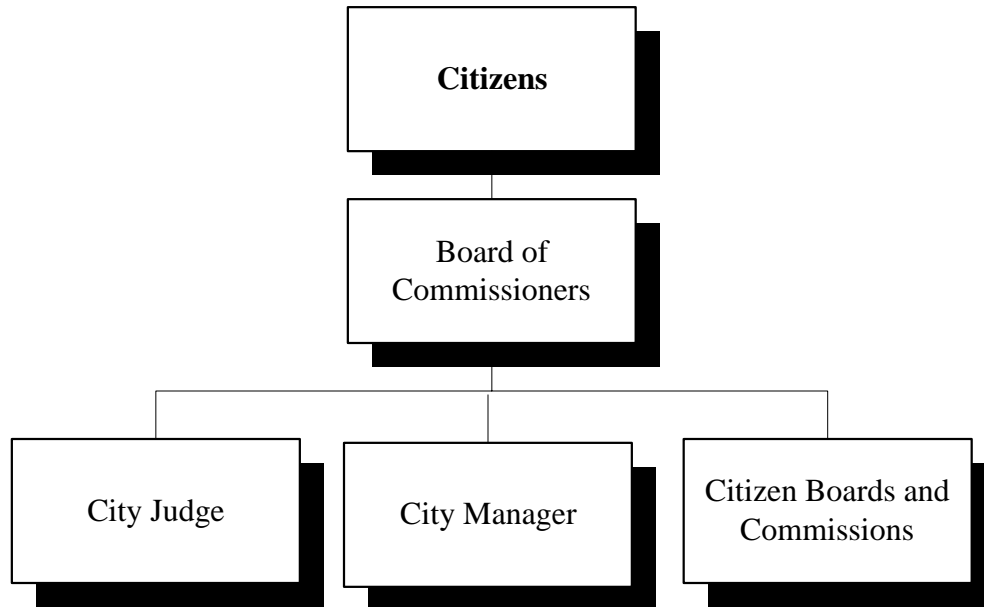
The City periodically disposes of surplus property and equipment by sale at public auction upon approval of the City Commission. Annual revenue will vary each year due to the timing of auctions and the property and equipment available for sale. The FY 2010 budget estimate is \$15,000. Revenue earned from the sale of vehicles is deposited into the Equipment Replacement Fund.



**GENERAL FUND EXPENDITURES
AND
NON-ROUTINE GOALS AND OBJECTIVES**

CITY COMMISSION

Organization Chart



CITY COMMISSION

MISSION STATEMENT

The Board of Commissioners, or City Commission, is the legislative and policy making board of the City. It consists of seven (7) members elected at large for four-year staggered terms. The mayor and vice-mayor are selected as the presiding officers of the commission by the other members for two-year terms. Responsibilities of the commission include: (1) enacting ordinances, resolutions and orders necessary for the proper governing of the City's affairs; (2) reviewing and adopting the annual budget; (3) appointing a City Manager and residents to various boards and commissions; (4) establishing policies and measures to promote the general welfare of the City and safety and health of its residents; and, (5) representing the City at official functions.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 93,301	\$ 131,575	\$ 132,500	\$ 121,732	\$ 134,000
Operating Expenditures	21,824	28,080	36,200	29,925	30,500
Capital Outlay	2,672	1,910	1,000	158	1,000
Total	\$ 117,797	\$ 161,565	\$ 169,700	\$ 151,815	\$ 165,500

BUDGET COMMENTS

This activity primarily provides for the cost of compensation and group life/health insurance benefits for the seven member City Commission. Other expenses include the broadcast of City Commission meetings, City memberships in the Tennessee Municipal League and National League of Cities and attendance at the TML annual conference and other items as may be designated or required by the City Commission. The overall FY 2010 budget decrease is possible due to a reduction in Communications expenses based on actual expenditure patterns.

<u>PERFORMANCE MEASURES</u>	Actual FY 2007	Actual FY 2008	Target FY 2009	Target FY 2010
Percent of Commission Members attending at least 90% of regularly scheduled Commission meetings.	100%	100%	100%	100%

PERSONNEL SCHEDULE

No full-time personnel are directly assigned to this activity.

CITY COURT

MISSION STATEMENT

The goal of this activity is to contribute to an orderly society by providing adjudication consistent with constitutional guarantees of promptness and impartiality. The City Court is presided over by a part-time Judge appointed by the City Commission. The Judge has jurisdiction over cases involving violations of City ordinances with the largest case load involving traffic violations. The City Judge can assess fines up to \$50, plus court costs, unless otherwise specified at a lower amount by ordinance or state law. Violations of state criminal statutes are referred to the Williamson County court system.

There are two (2) Records Clerks in the Police Department who record and maintain all dockets and documents pertaining to City Court. The Clerks are responsible for the collection and accounting of all fines, forfeitures and fees generated by the court. The Clerks submit all required reports to the City, County, and State agencies, and are responsible for the distribution of funds to the county and State agencies as required by law.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 26,092	\$ 26,627	\$ 26,835	\$ 27,197	\$ 26,835
Operating Expenditures	400	-	600	2,127	600
Capital Outlay	-	-	-	-	-
Total	\$ 26,492	\$ 26,627	\$ 27,435	\$ 29,324	\$ 27,435

BUDGET COMMENTS

This activity provides a \$2,000 per month salary for the part-time City Judge and \$2,300 annually for Brentwood's share (1/3) of a night court judge as part of the Williamson County court system. Included in operating expenditures is funding to cover the cost of mandated training for municipal judges. No change in expenditures is provided for FY 2010.

CITY COURT

<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2007</u>	<u>Actual CY 2008</u>	<u>Target CY 2009</u>	<u>Target CY 2010</u>
Percent of traffic cases input within 24 hours of receipt	100%	100%	100%	100%
Failure to appear in court rate	25%	20%	25%	25%
Collection of payments (minutes spent per item)	2	4	2	2

<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2007</u>	<u>Actual CY 2008</u>	<u>Target CY 2009</u>	<u>Target CY 2010</u>
Total Court Sessions annually	96	96	96	96
Traffic cases per month	240	229	200	250
Number of traffic violations	12,165	9,556	11,000	11,000
Number of court cases processed	2,889	2,744	2,400	2,800
Fees and court costs collected	400,621	\$560,680	\$400,000	\$500,000

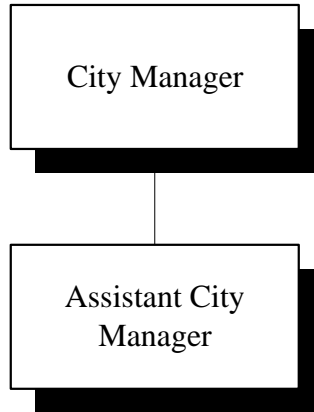
PERSONNEL SCHEDULE

No full-time personnel are directly assigned to this activity.



CITY MANAGER'S OFFICE

Organization Chart



CITY MANAGER'S OFFICE

MISSION STATEMENT

The City Charter establishes the City Manager as the Chief Executive Officer of the municipal government with duties carried out under the policy direction of the City Commission. The City Manager is appointed by and serves at the pleasure of the City Commission. The Manager is responsible for the appointment and removal of all personnel, the supervision and control of city departments, enforcement of all policies, preparation and recommendation of an annual city budget, and other duties prescribed in the City Charter. The City Manager attends meetings, participates in discussions, and makes policy recommendations to the City Commission, but does not vote. The Manager also represents the city in its relations with other government officials, business and civic leaders, the media and citizens.

It is the goal of this activity to provide effective coordination and administrative direction to City departments in order to ensure responsive and cost effective delivery of public services and to keep the City Commission informed on City affairs, requirements and problems, both existing and anticipated.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 331,355	\$ 356,112	\$ 374,610	\$ 374,414	\$ 383,265
Operating Expenditures	4,747	10,203	11,720	11,641	10,700
Capital Outlay	1,412	-	500	-	500
Total	\$ 337,514	\$ 366,315	\$ 386,830	\$ 386,055	\$ 394,465

BUDGET COMMENTS

The FY 2010 budget reflects a slight increase from FY 2009 due primarily to projected increases in group health insurance costs.

CITY MANAGER'S OFFICE

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Percent agenda items provided to Commission within 5 days prior to meeting	100%	100%	100%	100%

WORKLOAD INDICATORS

On an annual basis, the City Manager submits a proposed non-routine work plan to the City Commission for review and approval. This formal plan identifies specific projects and initiatives that the staff will undertake during the fiscal year with anticipated timetables for completion of the work. With this plan in place, staff resources can be most effectively utilized and directed while the City Commission obtains objective tools for better measuring staff performance and accomplishments at year-end.

<u>PERSONNEL</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
City Manager	1	1	1	1
Assistant City Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	2	2	2	2

ELECTIONS

MISSION STATEMENT

This activity provides for the expense of holding municipal elections for the City Commission plus any special referendums as may be called by the City Commission. The City Commission elections are held on the first Tuesday in May of every odd numbered year.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	35,528	22,616	35,000	37,019	-
Capital Outlay	-	-	-	-	-
Total	\$ 35,528	\$ 22,616	\$ 35,000	\$ 37,019	\$ -

BUDGET COMMENTS

No City elections are scheduled for FY 2010. The next scheduled election for the Board is May, 2011.

<u>PERFORMANCE MEASURES *</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Number of registered voters in Brentwood	23,926	26,211	24,000	26,000
Voter registration forms processed (countywide)	8,814	10,740	10,000	10,000

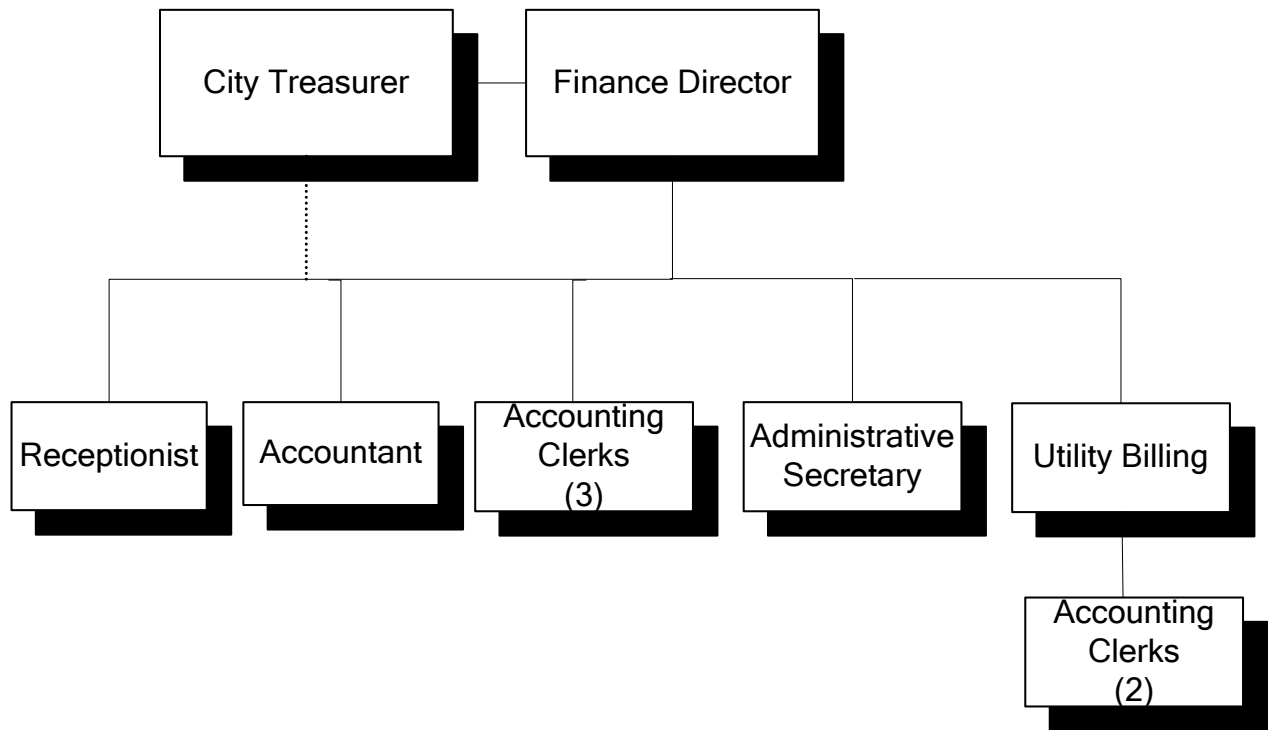
PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

* Information provided by the Williamson County Election Commission.

FINANCE DEPARTMENT

Organization Chart





FINANCE DEPARTMENT

2009-2010 Non-Routine Work Plan

The Finance Department sets forth the following as its proposed goals and objectives for the 2009-2010 fiscal year. The non-routine tasks identified herein reflect a continued emphasis on long-term planning and operational efficiencies.

1) **Implementation of Financial Management Software**

Implementation of the integrated Financial and Human Resource Software System will be completed in FY 2010. As background, our original software vendor GEMS consolidated with another business unit, PG Govern, into a single entity, MS Govern (Management Solutions for Government). This consolidation has delayed the full software implementation into FY 2010 but is expected to generate operational efficiencies and better integration of the existing and new software modules. The remaining suites to be implemented include the Utility Billing, Property Tax and Business Tax modules. The department will continue to work closely with the software vendor and the Technology Department to insure a successful implementation of these remaining modules.

Target Date: November 30, 2009

2) **Review of Centralized Purchasing System for Certain Supplies**

The City has a decentralized purchasing system, with each department responsible for purchasing items as needed and in accordance with the City's purchasing regulations. We currently have over 240 full time employees working out of 5 facilities. Accordingly, the City may be reaching the point where it is more cost effective to centralize the purchase certain items in bulk. This could include items such janitorial supplies, standard office supplies, etc. The department will investigate the feasibility of better coordination of purchases across departmental lines to potentially reduce costs but at the same time not impeding their need for supplies in a timely manner.

Target Date: October 31, 2009

3) **Enhancement of Department Services Via the Web Page**

The recent upgrade of the City's website has made it easier for citizens to access basic information and for departments to update and expand services in a timely manner. While the department currently offers certain forms and services on our website, staff will research what other governments are currently offering in an effort to enhance our E-services to citizens. This could include additional forms, applications, payment methods, access to data bases, etc.

Target Date: June 30, 2010

FINANCE DEPARTMENT

MISSION STATEMENT

The goal of this activity is to provide for proper disbursement of financial resources, to provide sound investment of idle resources and to maximize the collection of revenues that are authorized under State statutes and City codes. The department is responsible for all financial record keeping of the City and prepares the yearly financial statements, the annual operating budget, and the six-year capital improvements program budget. The department is also responsible for receipt and disbursement of funds, billing and collections for the Water and Sewer Department, budget monitoring, property and business tax collections, purchasing, accounting on all fixed assets, financial compliance with various Local, State and Federal agencies, other support services to City departments, investment of City funds and the issuance of long-term debt.

FINANCIALS

Category	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>
Personnel Services	\$ 547,255	\$ 526,445	\$ 643,395	\$ 606,664	\$ 646,160
Operating Expenditures	139,672	98,807	181,300	149,756	177,700
Capital Outlay	950	546	6,100	1,771	2,000
Total	<u><u>\$ 687,877</u></u>	<u><u>\$ 625,798</u></u>	<u><u>\$ 830,795</u></u>	<u><u>\$ 758,191</u></u>	<u><u>\$ 825,860</u></u>

BUDGET COMMENTS

The FY 2010 budget represents a slight decrease from FY 2009 primarily due to reductions in several line items to better reflect actual expenditure trends. Note that the Other Professional Services area includes funding to cover the City's share of the MTAS regional internship program.

FINANCE DEPARTMENT

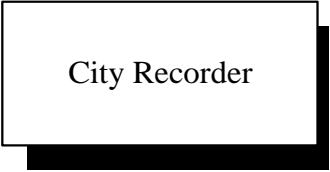
<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Average number of working days to compile monthly financial statement	4 days	4 days	4 days	4 days
Percent monthly close-outs within 20 working days of month end	95%	100%	100%	100%
Percent of quarterly reports completed within 15 working days	100%	100%	100%	100%
Percent of bank statements that are reconciled to general ledger within 12 days of receipt of bank statement	100%	100%	100%	100%
General Obligation Bond Rating (Moody's and S&P)	Aaa	Aaa	Aaa	Aaa
Percent of available funds placed in interest-bearing accounts	100%	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Business licenses issued	2,442	2,625	2,500	2,500
Invoices - AP	11,758	12,132	12,000	12,000
Invoices - AR	282	213	300	300
Vendor & payroll (ach) checks	14,774	14,161	15,000	16,000
Property tax bills processed	16,129	16,728	18,000	18,000
Total utility billings processed (includes delinquents)	124,132	129,513	122,000	125,000
Liens filed	472	207	300	300
GFOA CAFR & Budget Awards received	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Award received	Yes	Yes	Yes	Yes

<u>PERSONNEL</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
Finance Director	1	1	1	1
City Treasurer	1	1	1	1
Accountant	0	0	1	1
Accounting Clerk I & II	4	3	3	3
Administrative Secretary	1	1	1	1
Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	8	7	8	8

CITY RECORDER

Organization Chart



CITY RECORDER

2009-2010 Non-Routine Work Plan

The City Recorder proposes to undertake the following non-routine work project in the 2009-2010 fiscal year:

1) Implementation of Agenda Management Program for Planning Commission

In fiscal year 2008-2009 an agenda management software program was selected and implemented with the initial focus on streamlining the review and processing of backup material for the Board of Commissioners agenda. This program permits easy on-line public viewing of materials for single agenda items or the entire agenda packet in advance of the City Commission meeting via the City's website. After each meeting, the minutes of the meeting are available on the website, as well as the video of the meeting that allows for easy viewing of specific agenda discussion and action.

In fiscal year 2009-2010 the City Recorder will assist the Planning Department staff with the implementation of the agenda management program for the Planning Commission and Board of Zoning Appeals agendas. This process will include formalization of agenda submission procedures and process training for the planning staff and others involved with preparation of agenda backup material. The training effort will also include assistance to Planning Commissioners and Board of Zoning Appeals members on how to access and retrieve electronic agenda information and download items for printing if desired. While access to an electronic copy of the entire agenda will be sent to each Planning Commissioner and Board of Zoning Appeals member prior to each meeting, hard copies of the agenda materials will still be available for Board members if desired.

Target dates: December 31, 2009 (Implementation for Planning Commission Agendas)
March 31, 2010 (Implementation of Board of Zoning Appeals Agendas)

CITY RECORDER

MISSION STATEMENT

The primary goal of this activity is to facilitate the agenda management process for City Commission meetings, prepare minutes, legal notices, etc. and provide administrative support as needed to the City Manager's Office and the City Commission. In addition, this activity is responsible for an effective records management program in accordance with federal and state law and the records retention policy of the City. This effort includes formulation of and revisions to the records retention schedules; creation of systems to eliminate redundancy in records keeping; providing efficient electronic retrieval of records; and oversight/control of the records storage area.

FINANCIALS

Category	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>
Personnel Services	\$ 76,973	\$ 84,416	\$ 89,255	\$ 86,157	\$ 87,385
Operating Expenditures	13,539	19,637	17,700	15,806	26,950
Capital Outlay	-	-	-	-	-
Total	<u>\$ 90,512</u>	<u>\$ 104,053</u>	<u>\$ 106,955</u>	<u>\$ 101,963</u>	<u>\$ 114,335</u>

BUDGET COMMENTS

The City Recorder activity budget consists mainly of personnel services expenses associated with the City Recorder position as well as the costs associated with legal notices and periodic updates to the municipal code. The FY 2010 budget is increased from FY 2009 primarily due to the annual software maintenance agreement for the City's new automated agenda management system.

CITY RECORDER

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Number/Percentage of agenda packets delivered to Commissioners six days prior to meeting	23/100%	23/100%	23/100%	24/100%
Number/Percentage of Commission meeting agendas published in newspaper prior to meeting	23/100%	23/100%	23/100%	24/100%
Number/Percentage of public hearing notices published within legal deadlines	25/100%	25/100%	25/100%	25/100%
Number of official records scanned into document imaging system (ordinances, resolutions and Board of Commissioners minutes)	133	130	135	135

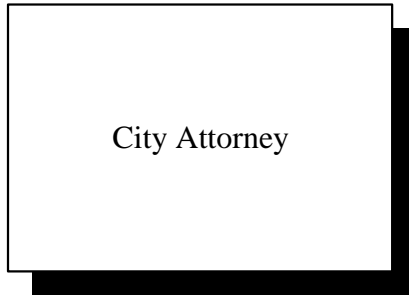
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Board of Commissioners Agenda Packets Assembled	23	23	23	23

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
City Recorder	1	1	1	1



LEGAL SERVICES DEPARTMENT

Organization Chart



LEGAL SERVICES

2009-2010 Non-Routine Work Plan

A large portion of the work performed by the City's legal counsel is non-routine in nature. Typically, a significant amount of time is spent on matters that cannot be anticipated in advance. This is particularly true when the City is involved in litigation. Nonetheless, the following non-routine work projects are proposed for the 2009-2010 fiscal year. Some of these projects have evolved from work that began in previous years.

1) Right-of-Way and Easement Acquisition for Capital Projects

Significant upcoming capital improvement projects to be carried out by the City include (a) right-of-way acquisition for TDOT roadway improvements to Concord Road from Edmondson Pike eastward; and (b) phase II roadway improvements at Split Log Road, east of Ragsdale Road. With the Concord Road project, the City will undertake the largest acquisition of right-of-way for a single project in the City's history. While right-of-way and easement acquisition for Concord Road improvements (west of Sunset Road) has been underway since FY 2008, additional acquisitions to the east will affect approximately 60 parcels. The Split Log Road project will affect up to 10 parcels. A few smaller utility projects may also necessitate acquisition of easements in FY 2009. Right-of-way for all of the City's capital projects, along with drainage, slope, utility and temporary construction easements, is acquired through negotiation if possible, or through the eminent domain process if necessary. Right-of-way and utility easement acquisition involves the coordination of effort among numerous parties, which may include various property owners, lien holders, City departments, outside engineers, appraisers, attorneys and the State of Tennessee. For the Concord Road project, the City has contracted with an outside firm to assist with property owner contacts and negotiations.

Target date: Various, throughout the year, as plans and appraisals are finalized and projects move forward.

2) Home Occupation/Bed and Breakfast Uses/Short-term Property Rentals

In conjunction with the Planning and Codes Department, amendments to the home occupation standards in the zoning ordinance will be proposed, with a goal of addressing the changing self-employment trends in today's economy. Amendments to existing provisions that encourage bed and breakfast uses in designated historic structures will also be drafted for consideration. Finally, proposed code amendments will be formulated to better address a rising trend nationally to market and use single family residential homes for short-term rentals similar to hotel rentals.

Target Date: August 31, 2009

LEGAL SERVICES

2009-2010 Non-Routine Work Plan

3) Stormwater Violation Penalties

In 2008, the City adopted comprehensive revisions to the stormwater and erosion control provisions of the Municipal Code. Persons who violate these provisions may be cited to city court and fined. Because municipal court fines are limited to \$50, they may not adequately address egregious violations that result in flooding, damage to neighboring properties and/or contamination of the City's stormwater system. Tennessee state law authorizes a process under which violators may be summoned to appear before a hearing board appointed by the local governing body. The law further provides that the hearing board may impose fines of up to \$5,000 per day for each day that violations continue. In order to take advantage of the enabling statute, further amendments to the current Municipal Code provisions will be needed. Staff will draft the necessary amendments for consideration by the Board of Commissioners.

Target Date: September 30, 2009

4) Streamline City Codes on Private, Gated Subdivisions

This joint project with the Engineering and Planning Departments is intended as a house-keeping effort to streamline existing regulations on private, gated communities within the Brentwood Municipal Code. Currently, the regulations are found in three sections of the Code, leading to confusion among the public and development community. The staff will examine existing passages and prepare recommendations for consolidation.

Target Date: March 31, 2010

5) Technical Standards for Residential Open Space

A range of issues governing the completion, transfer and use of open space in residential developments have been identified by the Planning, Engineering and Legal Departments. The concerns include but are not limited to: timetables for completion of subdivision amenities; non-resident golf course membership and use; timetables for the orderly transfer of open space to homeowners; and the condition of the open space land prior to transfer. This joint project will involve the review and recommendation of zoning ordinance amendments to address these concerns.

Target Date: May 31, 2010

Ongoing tasks to be handled will include the provision of routine legal support to the Board of Commissioners, City Manager and staff; assistance in the coordination of meeting agendas for the Board of Commissioners; and the preparation and review of the City's ordinances, resolutions and contracts.

LEGAL SERVICES

MISSION STATEMENT

The goal of this activity is to provide legal guidance to ensure that all City functions are conducted in accordance with applicable laws and regulations; to protect the interests of the City through the preparation of sound ordinances, contracts and other official documents; and to successfully prosecute and defend the City in court actions. The City Attorney's responsibilities include providing legal advice as needed to the City Manager, staff, Board of Commissioners and other boards; preparation, review and interpretation of ordinances, resolutions and contracts; and reviewing agenda materials for the City Commission meetings. The City contracts for outside legal assistance to represent the City in court and with specialized legal issues, including delinquent tax collection and some real estate matters. Outside legal representation is also provided to the City by its insurance carrier for most liability related matters.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 166,048	\$ 177,522	\$ 173,165	\$ 172,624	\$ 171,000
Operating Expenditures	53,783	24,345	73,500	27,345	63,500
Capital Outlay	-	598	-	-	-
Total	<u>\$ 219,831</u>	<u>\$ 202,465</u>	<u>\$ 246,665</u>	<u>\$ 199,969</u>	<u>\$ 234,500</u>

BUDGET COMMENTS

The FY 2010 budget reflects reductions in the Special Legal Services and Other Professional Services areas based on actual expenditure history and expected needs in the upcoming year. This budget still provides \$25,000 for outside special legal services as needed and \$25,000 for Government Relations Services as needed for assistance & representation of the City's interests (other than utilities) at the Tennessee General Assembly & with departments of State government.

LEGAL SERVICES

<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2007</u>	<u>Actual CY 2008</u>	<u>Target CY 2009</u>	<u>Target CY 2010</u>
Percentage of Commission agenda items prepared or reviewed at least five days prior to meeting	22/96%	23/100%	23/100%	23/100%

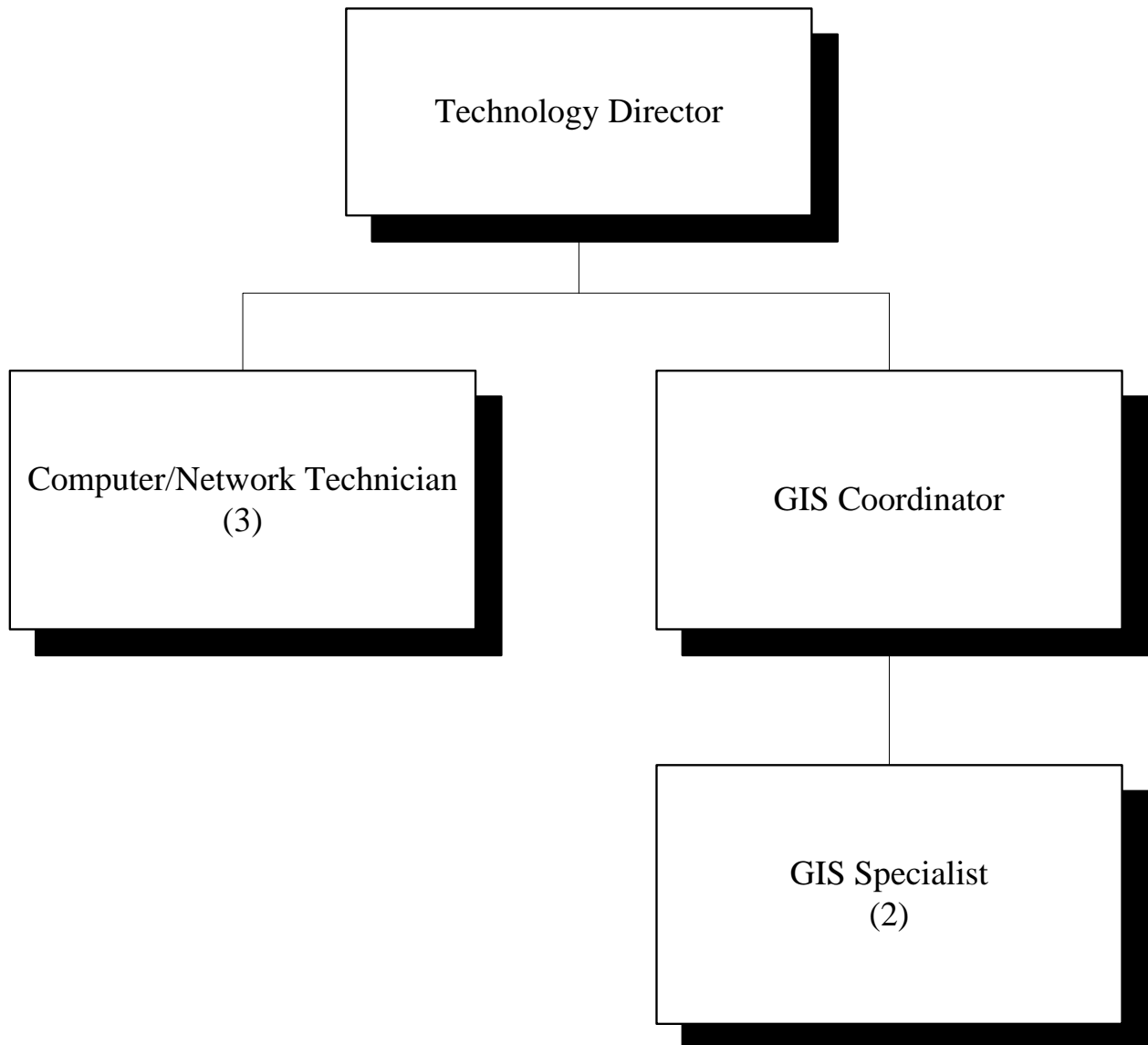
<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2007</u>	<u>Actual CY 2008</u>	<u>Target CY 2009</u>	<u>Target CY 2010</u>
Ordinances drafted/edited/reviewed	31	22	30	20
Resolutions drafted/edited/reviewed	94	78	85	85
Contracts drafted/edited/reviewed	56	48	55	55
Legal opinions and memorandums	22	28	25	20
Pending condemnations	3	2	10	15
Pending lawsuits other than condemnations	8	6	5	5
Ordinance violations prosecuted	3	3	3	3
Appeals boards/Planning				
Commission appearances	3	4	4	4
Attorney-client meetings	7	8	8	6

<u>PERSONNEL</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
City Attorney	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	1	1	1	1



TECHNOLOGY DEPARTMENT

Organization Chart



TECHNOLOGY DEPARTMENT

2009-2010 Non-Routine Work Plan

The department proposes to undertake the following non-routine work plan addressing the computer and GIS needs of the City:

1) **Investigate the feasibility of Access Control Lists (ACL) for City's Network**

Today a person can unplug a computer or printer on the city's network and connect a laptop or device and have total access to the computer network. The use of ACLs requires a unique ID number for every device on the network which is entered into security devices that monitor and control every hardware connection. This system would keep rogue devices from accessing the computer network and intruding, infecting or harming city resources. The department will do a cost/benefit analysis for changing to this security model. If feasible, a plan for implementation will be prepared.

Target date: October 31, 2010 (determine feasibility)

2) **Integration of Addresses with MS Govern Software Modules**

The GIS activity has taken on the responsibility for maintaining the city's master address database. This fiscal year the GIS will integrate the master address database with the Finance department's new financial software MS Govern for utilities, property tax and business tax. Since GIS and the new Finance databases will be stored in a Microsoft database format, data will be available to incorporate into the GIS that were unavailable in the past with the old Finance software. The GIS will be able to plot water consumption, water account info and meter replacement work orders with the data that MS Govern can provide. The GIS department will also keep current the address information within MS Govern so that the data matches the GIS.

Target Date: November 30, 2009

3) **Virtualization of Servers and Server Roles**

Technology staff will continue with the virtualization of servers and investigate the feasibility of using desktop virtualization on the network. In FY 2008-09, the department started the virtualization of network servers. This process takes a physical server with specialized operating system software and combines the roles of several servers onto one physical server. When completed, the number of physical servers that are needed will be

TECHNOLOGY DEPARTMENT

2009-2010 Non-Routine Work Plan

reduced from approximately thirty down to only twelve. Virtualization of desktop computers could potentially allow the use of less expensive terminals connected to a server that does all the processing. We could then take, for example, 30 desktop PC's that do their own individual processing today and replace them with then less expensive color terminals and use the processing power of a server to handle the processing of the 30 connections. The end user would never know that the processing is being done remotely on the server.

Target date: December 31, 2009 (formulate implementation plan)

4) **Integrate Pictometry Oblique Aerials within the GIS and Police Communications**

This project will integrate Pictometry aerials that were taken in February 2009 with the mapping application that is used by the dispatchers. Oblique aerials are very different than the usual overhead aerial photo because the oblique images are capturing at an angle, as opposed to an overhead shot, the oblique images reveal greater detail and views of an image. For example, users can see the front door of a house, the back door, the windows and more. This will be vital information for all emergency personnel especially the dispatchers, who are usually the first to pin point where incidents have occurred.

Target Date: January 30, 2010

5) **Two-factor Authentication Logon for Criminal Justice Information Services (CJIS)**

In 2010, public safety personnel will have to logon to the State of Tennessee's CJIS computers using a new authentication process with two components. They are: *something you know* and *something you have*. Traditional authentication schemes use only username and password pairs to authenticate users. This provides minimal security, because many user passwords are very easy to guess. The department will assist the Police Department with the effective implementation of a two factor authentication access system.

Target date: March 31, 2010

TECHNOLOGY

MISSION STATEMENT

This activity oversees the technology program of the City including the purchase and maintenance of computer hardware and software plus communications and other technology equipment that is used by City departments. The goal is to provide coordinated review and cost effective solutions associated with the provision of equipment needed to effectively deliver services to the citizens.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 337,375	\$ 377,897	\$ 404,450	\$ 389,215	\$ 404,130
Operating Expenditures	76,432	78,434	129,200	105,772	122,500
Capital Outlay	247,490	257,361	305,500	332,561	321,500
Total	\$ 661,297	\$ 713,692	\$ 839,150	\$ 827,548	\$ 848,130

BUDGET COMMENTS

The FY 2010 budget provides a \$40,000 increase in the contribution to the Equipment Replacement Fund in accordance with the transition financial model formulated in FY 2005. All significant computer and related technology are now programmed for systematic upgrade and replacement through this fund so that the City is not faced with a major capital outlay in any one year. Previously, such capital costs were budgeted within various General Fund activities.

Even with the increased contribution to the Equipment Replacement Fund, the overall FY 2010 is up only slightly from FY 2009. Budgeted hardware and software expenditures include \$38,000 for various software enhancements including client access licenses for all PC's to run on the latest version of MS Server 2008 currently being installed as well as a system to directly integrate the City and County computer aided dispatch systems to allow for internal transfer of calls instead of transferring calls over the external phone lines. The budget also includes \$15,000 in hardware for a network analyzer (\$12,000) to better monitor the status of all network operations and identify problems and \$3,000 for a remote access device to allow staff to restart servers remotely. Note that this budget also includes all costs associated with the City's internet services (\$50,000).

TECHNOLOGY

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Percent equipment repair/replace within 1 working day	97%	98%	98%	95%
Percent of phone system “up-time”	99%	99%	99%	99%
Percent of telecommunications request for service completed within 3 days	99%	99%	99%	99%
Percent of network service hours up-time	99%	99%	99%	99%
Percent of new users coordinated within 2 weeks	100%	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Number of service calls	11,250	10,628	11,000	12,480
Number of Computers (city-wide)	415	407	420	420

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
Technology Director	1	1	1	1
Computer/Network Technician	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
Total	4	4	4	4

GEOGRAPHIC INFORMATION SYSTEMS

MISSION STATEMENT

The goal of this activity is to coordinate all work related to the development and implementation of the City's Geographic Information System (GIS). City departments are provided digital and spatial data and expanded mapping to allow them to more effectively and efficiently deliver services to the citizens. This activity operates under the direction of the Technology Department.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 150,731	\$ 240,731	\$ 257,270	\$ 245,214	\$ 244,895
Operating Expenditures	12,252	15,189	45,050	31,883	50,970
Capital Outlay	32,187	24,545	10,000	9,702	5,000
Total	\$ 195,170	\$ 280,465	\$ 312,320	\$ 286,799	\$ 300,865

BUDGET COMMENTS

In FY 2008, expanded funding was provided to hire temporary, part-time interns to collect critical field data for initial input into the system which was essential to enhancing the capabilities and benefits of the GIS system. This concentrated effort was successful so the FY 2010 budget reflects reduced part-time payroll costs because fewer hours are now needed to keep up with the data collection needs of city departments. The FY 2010 budget also provides annual funding (\$35,000) for the second year of a three year licensing agreement with ESRI, the primary GIS software company, that allows the City unlimited use and licenses for most standard GIS software modules, including annual maintenance and upgrades. This agreement allows GIS staff access to an expanded library of software tools and also allow additional department users access to the GIS system in a cost effective manner.

Also included in the budget is additional funding for repair and maintenance of the GPS field equipment and vehicles assigned to the GIS activity. Finally, the FY 2010 budget includes the proposed purchase (\$5,000) of a software program to compress the GIS images into a manageable size and format for use in other programs such as the Codes CRW system and the 911 dispatch system.

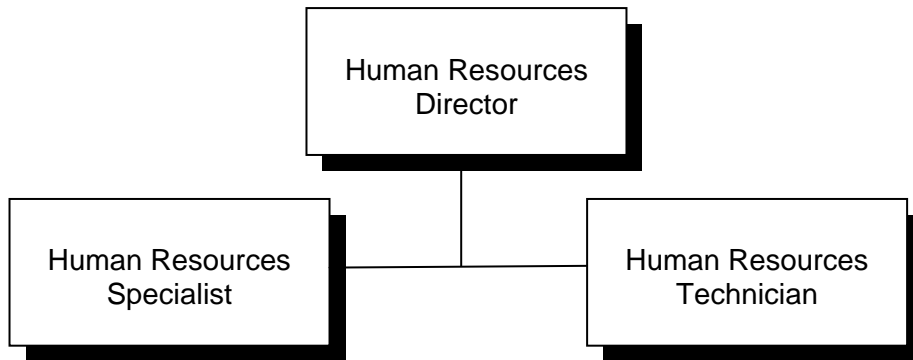
With a major portion of the expanded GIS effort dedicated to the benefit of the Water and Sewer Department, a GIS Service Fee of \$138,000 is charged annually to the benefitting non-General Fund department and is a revenue to the General Fund under line item 110-36255. This fee covers the costs associated with one full-time GIS Specialist position as well as a portion of the part-time intern costs.

GEOGRAPHIC INFORMATION SYSTEMS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Percent map requests are performed within 2 working days	75%	98%	98%	98%
Percent digital data requests are performed within 1 working day	80%	98%	98%	98%
Percent of online mapping up-time	N/A	99%	99%	99%
Percent of GIS data updated within 3 days of change	80%	99%	99%	99%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Percent of items collected (GPS)	5%	25%	65%	85%
Number of GIS users	3	12	16	24
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
GIS Coordinator	1	1	1	1
GIS Specialist	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>
Total	2	3	3	3

HUMAN RESOURCES DEPARTMENT

Organizational Chart



HUMAN RESOURCES DEPARTMENT

2009-2010 Non-Routine Work Plan

The Human Resources Department proposes to undertake the following non-routine work projects for the 2009-2010 fiscal year.

1) Evaluate Cost Control Strategies to Maintain Quality Health Insurance Coverage

The City currently offers a comprehensive benefit package to employees which includes medical and vision insurance, life and accidental death and dismemberment insurance, short and long term disability insurance and dental reimbursement. These benefit programs are critical to attracting and retaining a highly qualified workforce. Each year the cost of providing the health benefits plan routinely increases by 10% or more. This increase can be attributed to the universal rise in healthcare costs as well as employee utilization. Accordingly, new strategies are needed to better control and reduce the associated costs.

This work plan will involve: (1) thoroughly analyzing current healthcare expenses to identify the type of claims, costs of services, and clinical status of the covered population; (2) developing recommendations for cost-containment strategies including funding alternatives (fully insured vs. self insured), plan alternatives or enhancements (Health Reimbursement Accounts, Flexible Spending Account, etc); and (3) wellness and disease management programs including incentive options to reduce high utilization from preventable diseases and conditions.

Target Date: October 1, 2009

2) Develop Strategy for Public Safety Labor Relations Legislation

There are several pending pieces of legislation at the Federal level that could drastically change how local government employers are required to deal with their public safety employees. The most significant bills currently include the Employee Free Choice Act (EFCA) and the Public Safety Employers-Employee Cooperation Act. The second act would override existing state prohibitions on collective bargaining for uniform police and fire employees. It would establish minimum standards for collective bargaining including the right to bargain over wages, hours, and working conditions; a dispute resolution mechanism; and enforcement of contracts.

To ensure the City of Brentwood is prepared to properly deal with any significant change in the area of labor relations, the department will develop strategies to ensure effective communications with public safety employees as changes in the law occur. Specific activities may include: (1) preparing and communicating a policy adopted by the Board of Commissioners related to unionization; (2) provide training to supervisors and managers on proper conduct during union organization activities and how to avoid unfair labor practices; and (3) proactively educate employees on advantages and disadvantages associated with joining unions to ensure they have an opportunity to make an informed decision if faced with the choice.

Target Date: February 28, 2010

HUMAN RESOURCES

MISSION STATEMENT

The goal of this activity is to administer a comprehensive human resources program for all City employees. Functions include (1) recruitment, testing, selection and orientation of new employees, (2) administration of the comprehensive fringe benefit package, (3) review, update and implementation of the City Personnel Rules and Regulations, (4) classification and salary administration, and (5) supervisory training. Assistance is provided to department heads and supervisors to assure fairness and consistency among hiring and promotional practices, disciplinary and termination practices and for day-to-day policy interpretation.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 136,396	\$ 219,913	\$ 239,315	\$ 236,264	\$ 241,640
Operating Expenditures	119,259	98,350	131,370	118,456	116,630
Capital Outlay	-	499	4,000	2,733	1,000
Total	<u><u>\$ 255,655</u></u>	<u><u>\$ 318,762</u></u>	<u><u>\$ 374,685</u></u>	<u><u>\$ 357,453</u></u>	<u><u>\$ 359,270</u></u>

BUDGET COMMENTS

The FY 2010 budget reflects a decrease from FY 2009, primarily in the Other Professional Services area, due to the bi-annual funding of the post employment benefits actuary study in FY 2009 as required by GASB. Funding is provided in FY 2010 for an actuary review to determine the bi-annual impact of the TCRS enhanced public safety retirement plan to our contribution rate in FY 2011. The budget also includes continued funding to maintain the City's on-going fit for duty medical examinations for police and fire personnel as well as pre-employment physicals for all other employees. Funding is also provided for the City's annual employee appreciation dinner and associated service awards.

HUMAN RESOURCES

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Percent positions filled within 60 days	100%	100%	75%	100%
Targeted time to fill senior management positions	35 days	NA	120 days	120 days
Targeted time to fill professional positions	50 days	60 days	60 days	60 days
Targeted time to fill clerical positions	30 Days	35 Days	35 Days	35 Days
Targeted time to fill labor positions	21 Days	35 Days	35 Days	35 Days
Number and percent of employees hired who complete probationary period	32/86%	20/100%	32/80%	30/85%
Number and percent of internal promotions	2/5%	2/10%	4/10%	2/10%
Employee turnover rate (incl. PT)	12%	10%	15%	10%
Employee turnover rate (FT only)	6%	6%	10%	7%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Positions filled (incl. internal)	37	42	40	35
Applications received	503	791	750	900
Applicants tested/interviewed	165	163	150	175
Terminations/separations (incl. PT)	28	36	40	30
Grievances/hearing/lawsuits	1	0	2	2
Dental claims processed	415	623	650	650

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
Human Resources Director	1	1	1	1
HR/Payroll Specialist *	0	1	1	1
Human Resources Specialist	1	0	0	0
Human Resources Technician	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
	2	3	3	3

* Prior to FY 2008, HR/Payroll Specialist position was classified as an Accounting Clerk position in the Finance Department.



COMMUNITY RELATIONS DEPARTMENT

Organization Chart



Community Relations
Director

COMMUNITY RELATIONS DEPARTMENT

2009-2010 Non-Routine Work Plan

The Community Relations Department proposes the following as its goals and objectives for the non-routine work plan for the 2009-2010 fiscal year:

1) Web Site Oversight Plan

With the implementation of Brentwood's new website, the City has reached the initial goal of providing up-to-date information that is attractive in format with easy access and usability. It is important for our website to be updated constantly and at the same time continue to advance and enhance the type of city information that is available to better meet the needs of our community. Although each department is responsible for regular reviews of their pages to assure that the information is current and accurate, there needs to be an oversight plan for evaluating the website as a whole. This department will formulate a plan to ensure periodic monitoring of the website and to encourage on-going and expanded communications and service delivery to our citizens. With more and more people relying on websites as their first source of information and to handle routine business activities, this oversight plan is essential for continuous improvement and to make cost effective use of the City's web page investment.

Target Date: September 30, 2009

2) City of Brentwood 'Electronic News'

As the Brentwood community relies more on electronic information to keep up-to-date on current events including local government news, this department proposes to research the feasibility of developing a City 'electronic news' (e-news alerts) to share timely, pertinent information on the activities of City government and issues affecting the community. The electronic-news could be used to alert citizens to important emergency information and issues such as road construction and/or closing, traffic update, special events and other city related news. The department would develop guidelines for the type of material and format. The communication would also be done on an as needed basis. The format would be brief but could provide links to more information and details. As envisioned, the City would publicize the service in the fall newsletter, the web page, homeowners association, Channel 19, local media, etc. Interested citizens and others could register on-line for e-mail news.

Target Date: February 1, 2010 (initiate service)

COMMUNITY RELATIONS DEPARTMENT

2009-2010 Non-Routine Work Plan

3) Brentwood's 40th Birthday Pictorial Book

As 2009 marks the City of Brentwood's 40th year of incorporation, this Department, working with the Historic Commission, proposes to document the City's history in photographs with the potential goal of publishing a Pictorial History of Brentwood. Community photographs during the past 40 years including families, buildings, community events, accomplishments, parades, development activities, and "before and after" scenes as Brentwood has evolved over the years will be solicited. These photographs and other era materials will be duplicated, documented and returned to the residents. The department will coordinate the book project and explore different options for editing and publication. The book could be published and sold in the community or, at minimum, placed in the Brentwood library and archives.

Target Date: October 31, 2009

COMMUNITY RELATIONS

MISSION STATEMENT

The goal of this activity is to plan, organize and implement a variety of public relations activities designed to increase citizen awareness of city government projects, programs, services and policies and to promote citizen participation in the affairs of the city government. Duties include overseeing the Crockett Park and Primm Park historic areas; maintenance oversight of high visibility areas in the community (interstate exits, gateway entrances & Town Center) including landscaping & community signage; coordination of the concerts and special events at the Eddy Arnold Amphitheater and other locations; update and development of informational materials on city activities; serving as a liaison between city government and community groups; preparation of the biannual newsletter and press releases; and responding to citizen complaints.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 106,313	\$ 111,057	\$ 114,810	\$ 112,775	\$ 113,475
Operating Expenditures	149,113	125,399	174,400	134,584	154,200
Capital Outlay	-	-	-	-	-
Total	<u><u>\$ 255,426</u></u>	<u><u>\$ 236,455</u></u>	<u><u>\$ 289,210</u></u>	<u><u>\$ 247,359</u></u>	<u><u>\$ 267,675</u></u>

BUDGET COMMENTS

This activity provides funding for citywide special events, street banners, promotional materials, postage, printing costs, publications, advertising, Leadership Brentwood program, gateways and Town Center Way maintenance, etc. The department strives to obtain financial and in-kind donations from the private sector to improve programs and keep City costs down.

The proposed FY 2010 budget reflects a decrease from FY 2009 primarily due to completion of start up contributions to the Brentwood Arts Foundation (\$10,000 annually over the past 4 years) and completion of new and replacement street banners purchases in FY 2009. Funding is provided for the preparation, printing and mailing of the biannual newsletter (\$13,500) as well as the bi-annual production of an updated Community Guide (\$4,000). Special events such as the concert series at the Eddy Arnold amphitheater and the July 4th celebration are budgeted at \$50,000 and \$5,000 is allocated for Brentwood's 40th birthday events. Grounds maintenance at the various gateway entrances and other landscaped areas is funded at \$43,000 annually.

COMMUNITY RELATIONS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Percent of community newsletters and city brochures published and mailed on time	95%	96%	96%	96%
Percent of board/committee regular meetings attended	99%	99%	99%	99%

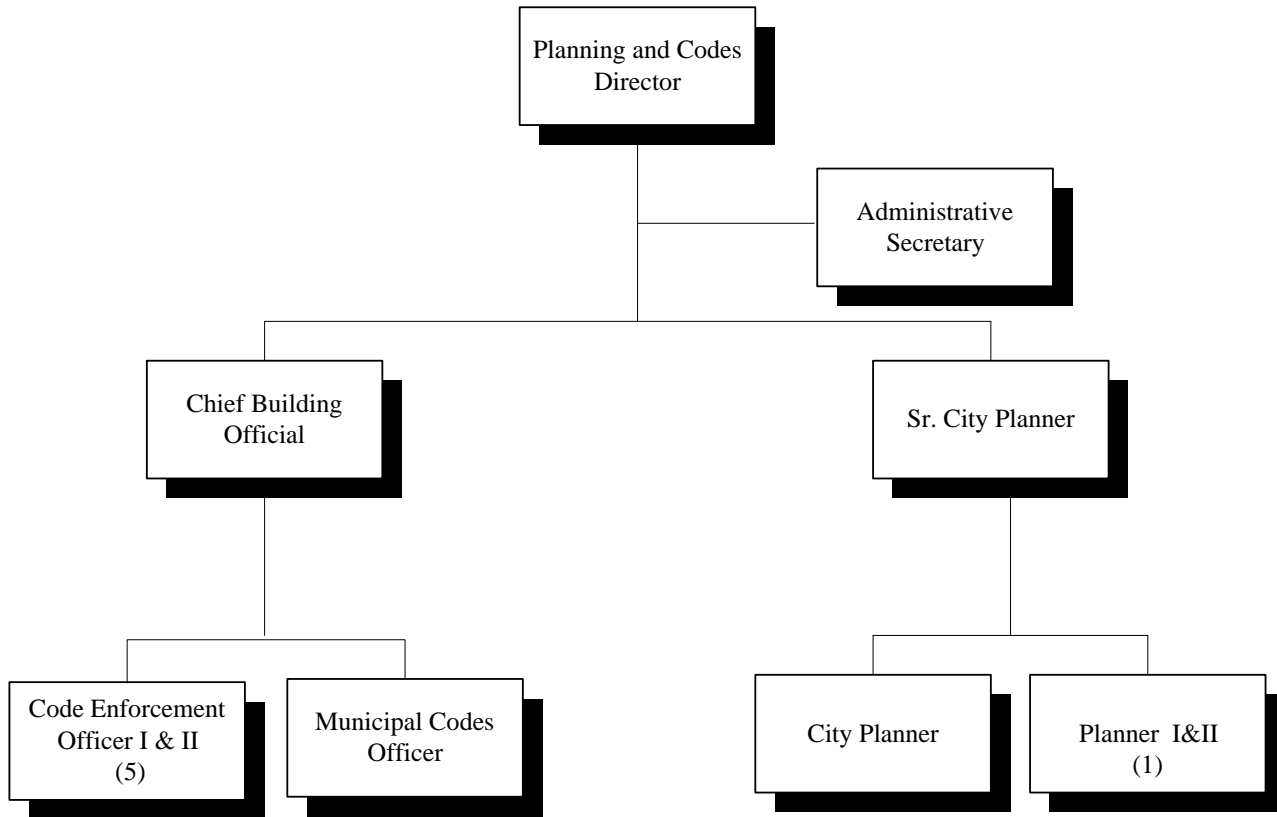
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
City-wide special events	15	18	18	15
City wide newsletter (April/October)	2	2	2	2
City calendar (January - December)	12	12	12	12
Volunteer committees	21	20	20	21
Volunteer participants	2,000	2,100	2,100	2,200
Student programs	4	5	5	5
Student participants	725	1,000	1,000	1,200
Community information pamphlets	12	14	14	12
New resident packets distributed	800	870	870	600
Telephone calls	2,900	3,000	3,000	2,900

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
Community Relations Director	1	1	1	1



PLANNING AND CODES DEPARTMENT

Organization Chart



PLANNING AND CODES DEPARTMENT

2009-2010 Non-Routine Work Plan

The Planning and Codes Department proposes the following as its goals and objectives for the non-routine work plan for the 2009-2010 fiscal year:

1) Home Occupation Code Revisions

In a coordinated effort with the Legal Department, the Department will review and prepare proposed amendments to the home occupation standards in the zoning ordinance to better address the changing self-employment trends in today's economy. The review will also consider amendments that encourage bed and breakfast uses in designated historic structures. Finally, proposed code amendments will be formulated to better address a rising trend nationally to market and use single family residential homes for short-term rentals similar to hotel rentals.

Target Date: August 31, 2009

2) Update/Revisions to the Brentwood Subdivision Regulations

During FY 2008-2009, the Department initiated with the Engineering Department a comprehensive review and research effort to update the City subdivision regulations. In FY 2009-2010, this major project will move forward to formal adoption by the Planning Commission. The draft document will be circulated within the development community (developers, engineers, home builders, etc.) and the general public for review and comments, and suggestion changes prior to formal consideration. While the Board of the Commissioners will not approve the subdivision regulations, the document will also be submitted to the Board for review and recommendations prior to formal review and consideration by the Planning Commission.

Target Date: November 2, 2009 (formal approval by the Planning Commission)

3) Environmental Quality Coordinating Committee (Land Use & Codes Issues)

Staff will provide technical assistance and information to the EQCC on green building and energy codes as may be needed in formulating the final committee recommendations to the Board of Commissioners. Information will include a review of relevant building codes as may be available for adoption via the International Codes Council. Staff will also provide information on various open space conservation efforts employed in other local communities nationwide that was originally initiated as a Department work item in FY 2009. The completion of the EQCC review with recommendations will likely result in future work items for the Department related to land use and building codes and will likely take several years to implement fully.

Target Date: December 31, 2009

PLANNING AND CODES DEPARTMENT
2009-2010 Non-Routine Work Plan

4) **Streamline City Codes on Private, Gated Subdivisions**

This joint-project with the Legal and Engineering Departments will be a house-keeping effort to streamline existing regulations on private, gated communities within Brentwood Municipal Code. Currently, the regulations are found in three sections of the city code leading to confusion among the public and development community. The staff will examine existing passages and hopefully prepare recommendations to consolidate into a single section of the code.

Target Date: March 31, 2010

5) **Technical Standards for Residential Open Space**

A range of issues governing the completion, transfer and use of open space in residential developments have been identified by Planning, Engineering and Legal Departments leading to the need to consider amendments to the City Code. The concerns include but are not limited to: timetables for completion of subdivision amenities; non-resident golf course membership and use; timetables for the orderly transfer of open space to homeowners; and the condition of the open space land prior to transfer. This joint work plan will review and recommend amendments to the zoning ordinance to address these concerns for formal consideration and approval by the Board of Commissioners.

Target Date: May 31, 2010

PLANNING

MISSION STATEMENT

The Planning activity is responsible for the review and coordination of staff recommendations to the City Commission on rezoning requests, ordinance amendments, annexation proposals and comprehensive land use planning. In addition, staff advises the Planning Commission on subdivision plats, site plan submissions, floodplain issues, vehicle access review, annexation proposals, ordinance amendments and subdivision regulations. Staff provides support to the Board of Zoning Appeals on variances, home occupations and administrative appeals. On-going responsibilities include enforcement of the sign regulations and standards, preparation of amendments to development regulations, and administration of performance bonds to guarantee successful completion of infrastructure improvements associated with new development. A significant amount of staff time is spent on answering public inquiries on land use matters, flood zone/insurance information, and municipal code regulations.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 323,776	\$ 370,742	\$ 405,820	\$ 392,932	\$ 398,085
Operating Expenditures	59,477	85,882	85,720	67,046	81,350
Capital Outlay	13,507	2,915	1,520		1,410
Total	\$ 396,760	\$ 459,540	\$ 493,060	\$ 459,978	\$ 480,845

BUDGET COMMENTS

The FY 2010 budget reflects a reduction in funding from the FY 2009 budget primarily due to elimination of the temporary intern position and less need for outside technical assistance on complex development proposals due to declining construction activity. A modest increase is shown under memberships and registrations for on-line bank rating services to more effectively oversee the quality of development securities.

PLANNING

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Percent of Information Requests Processed within 3 days	100%	100%	100%	100%
Percent of Zoning Violations resolved in 30 days, excepting cases cited	100%	100%	100%	100%
Percent historic case files recorded in database	N/A	10%	75%	75%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Planning Commission Cases	142	138	175	130
Board of Zoning Appeals Cases Reviewed	9	17	12	26
Administrative Home Occupations	138	150	140	131
Flood Insurance/Zoning Determinations	88	58	80	51
Special Event/Tent Permits	26	25	30	14
Planning Commission/BZA Plans Reviewed	171	215	190	186
Minor Land Use Cases/Administrative	53	17	30	14

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
Planning and Codes Director	1	1	1	1
Sr. City Planner	1	1	1	1
City Planner	1	1	1	1
Planner I & II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	4	4	4	4

CODES ENFORCEMENT

MISSION STATEMENT

The Codes Enforcement activity is responsible for protecting the health and safety of citizens through enforcement of the adopted building, mechanical, plumbing, electrical, housing and nuisance codes. This activity issues building & other permits for residential, commercial, and service-institutional structures and provides on-going technical assistance to citizens, developers, engineers, and contractors. For new construction and alterations to existing buildings, the Department issues all necessary permits, examines all building plans, coordinates plan review, conducts site inspections, and issues certificate of occupancies.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 616,353	\$ 666,557	\$ 697,330	\$ 687,395	\$ 700,825
Operating Expenditures	46,500	54,184	62,700	48,289	48,100
Capital Outlay	23,826	28,299	26,140	21,654	17,180
Total	\$ 686,679	\$ 749,040	\$ 786,170	\$ 757,338	\$ 766,105

BUDGET COMMENTS

The FY 2010 budget reflects a decrease from FY 2009 due primarily to the reduced need for outside technical assistance for review of complex building plans and no need to replace a vehicle. Funding is included for the purchase of two new network servers to handle system upgrades in the Codes CRW TrakIt software system.

CODES ENFORCEMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Percent of complaints responded to in 5 days.	100%	100%	100%	100%
Percent of residential building permits issued within 7-10 working days (excludes transitional-steep lots or rejected plans).	95%	95%	100%	100%
Percent of building inspection requests completed within 3 business days.	95%	99%	99%	99%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Building Permits		3,202	3,000	1,995
Building Plans Received		190	*	90
Building Inspections		14,000	12,500	12,060
Sign Reviews/Letters of Compliance		112	*	114
Sign Violations (Cited to Court)		24	*	23
Weed-Debris Violations		99	120	126
Walk-In Visitors		9,742	10,000	7,220

*New or revised workload indicators are identified by asterisk in target FY 2009 column.

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
Chief Building Official	1	1	1	1
Codes Enforcement Officer I & II	5	5	5	5
Municipal Codes Officer I & II	1	1	1	1
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	8	8	8	8

INSURANCE AND OTHER BENEFITS

MISSION STATEMENT

This budget centralizes the costs of certain benefits provided to City employees which are difficult to allocate to individual departments and activities. The benefits include the dental reimbursement plan, tuition reimbursement program, long-term disability insurance, matching contributions to employees for the IRS Section 457 and 401(a) deferred compensation supplemental retirement program, and the buy-back of accumulated sick and annual leave time for eligible employees.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 559,559	\$ 628,412	\$ 808,740	\$ 765,730	\$ 791,980
Operating Expenditures	38,148	125,355	45,200	33,979	45,200
Capital Outlay	-	-	-	-	-
Total	\$ 597,707	\$ 753,767	\$ 853,940	\$ 799,709	\$ 837,180

BUDGET COMMENTS

In the FY 2010 proposed budget, this activity initially centralizes all proposed pay adjustments for General Fund departments. This includes funding for a 1.5% market pay adjustment to the pay plan with associated FICA and TCRS costs (\$159,015).

With endorsement of the proposed pay adjustment, the above costs will be reallocated to the various activities with assigned personnel. Supporting information for the proposed pay adjustment is provided in the Budget Message at the beginning of this document.

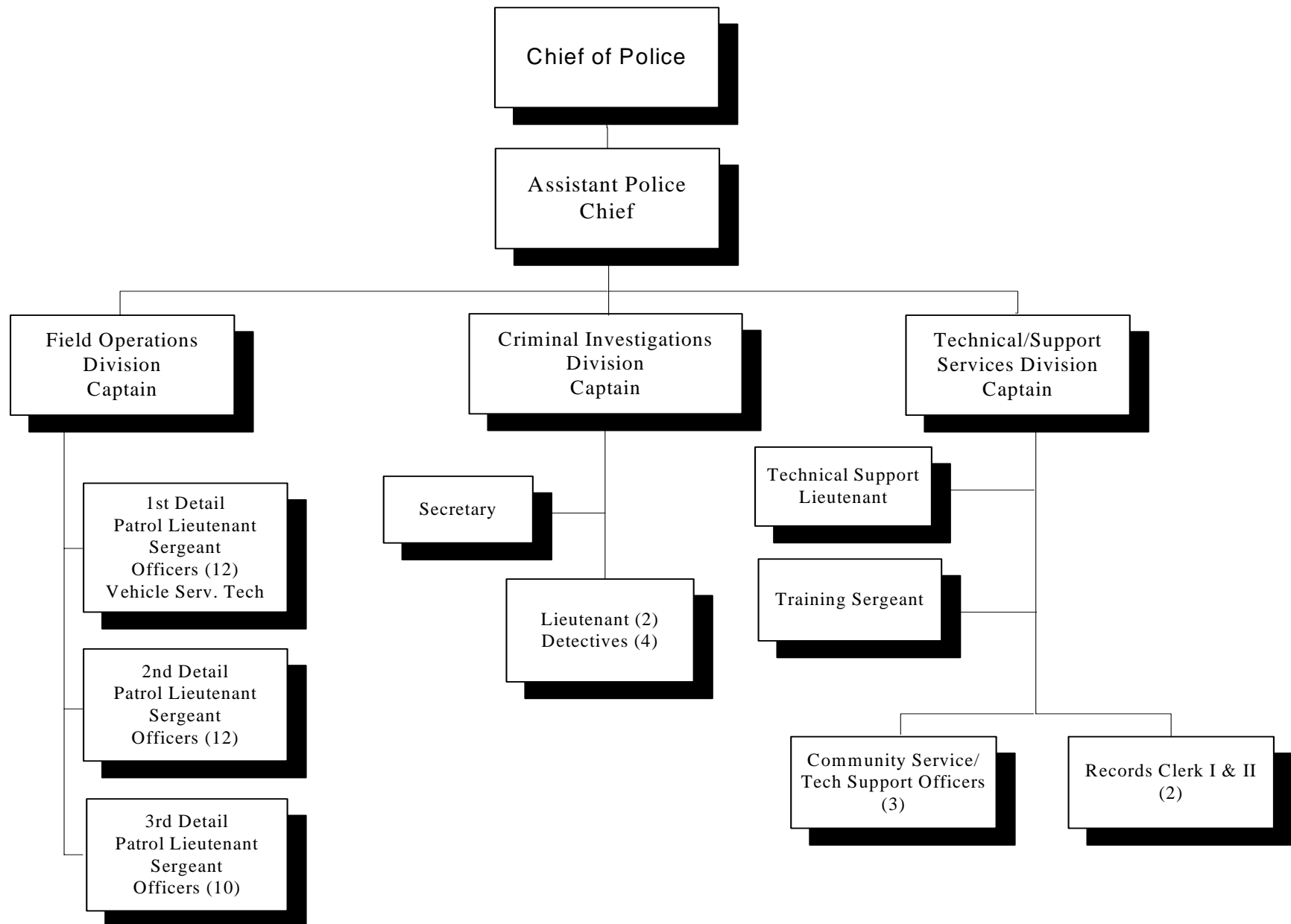
The FY 2010 budget also includes continued funding (\$118,080) for the accumulation of reserves to cover the cost of annual and sick leave payout obligations for employees at retirement in accordance with policies in the Personnel Rules & Regulations. This amount will be transferred to the Post Retirement Benefits Fund and reallocated to General Fund departments as needed each year through a budget amendment to cover the net additional budget cost for supplemental payments to the retiree. Other benefit programs in this activity reflect only minor adjustments. The \$25,000 allocated for retiree insurance benefits reflects the projected out of pocket cost for insurance premiums and Medicare supplement reimbursements for a limited number of current retirees.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity

POLICE DEPARTMENT

Organization Chart



POLICE DEPARTMENT

2009-2010 Non-Routine Work Plan

The Police Department proposes to undertake the following non-routine work projects in the 2009-2010 fiscal year:

1) Recommendations on the Automated Red Light Violation Camera System

The Police Department has spent considerable time in the past year researching the feasibility of implementing an automated red light violation system. The intent of the system is to create a deterrent to aggressive driving and red light violations, thereby leading to a reduction in serious accidents at major intersections. Several communities have implemented the system already including Knoxville, Gallatin and Murfreesboro, so public understanding of the intent and purpose of the program is better today.

Since 1998, the average number of traffic crashes that have occurred at signaled intersections in the City total approximately 30% of all crashes each year. The total number of citations issued at these intersections for red light violations make up an average of only 3% of total citations issued for each year. Traffic enforcement at the intersections requires a minimum of three officers and is difficult to conduct due to traffic volume and locations nearby where officers may park. The red light violation system has been shown to effectively reduce the number of accidents at intersections with cameras.

In February 2009, the Police Department received four proposals to review based on a Request for Proposals issued for a Red Light Automated Enforcement System. All four vendors provided demonstrations of their company's products to an in-house committee consisting of Police Department personnel and the Assistant City Manager. The Committee will be visiting other Tennessee cities in late spring that are currently using the vendor's products to observe the operations. Afterwards, the committee will present a recommendation on a specific system to the City Commission for review and consideration. If approved, the department will move forward with implementation of the first locations in the City.

Target Date: August 1, 2009 (submission of recommendations to the Board)

2) Implementation of a Bar-Coding System to Track Property and Evidence

The Police Department has been working to implement a bar-coding tracking system to record and track all property and evidence that comes into the control of the Police Department. This system will improve tracking and chain of custody of all items of property and evidence from receipt to disposal upon final disposition of each case. The bar-coding system that had been originally planned for purchase will not integrate into our current Records Management Software System. Denali Software System is currently developing software that is compatible with our current Records Management System. When completed and purchased, all property and evidence in the Police Department's property and evidence storage facilities will be scanned and logged into the new system.

Target Date: September 1, 2009

POLICE DEPARTMENT
2009-2010 Non-Routine Work Plan

3) Triennial Tennessee Information Enforcement System Audit by the TBI

The Police Department utilizes the Tennessee Bureau of Investigation's Criminal Justice Information System which provides critical access to computerized interstate and intrastate communication systems which include the Tennessee Department of Safety's databases and the FBI's National Crime Information Center (NCIC). The Tennessee Bureau of Investigation conducts triennial audits of agencies utilizing these systems to ensure proper use and adherence to the required rules and regulations. The Brentwood Police Department will prepare for the audit of the department's use of the system which is scheduled to occur in calendar year 2010.

Target Date: May 1, 2010

POLICE DEPARTMENT

MISSION STATEMENT

The mission of the Brentwood Police Department is to promote and protect the safety of citizens in this community by enforcing the law in a fair and impartial manner recognizing the constitutional rights of all persons. Every employee strives to be compassionate and responsive to the needs, rights, and expectations of all citizens, employees, and visitors. The department is committed to maintaining an effective partnership with the community through excellence in law enforcement and community service.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 4,514,629	\$ 4,905,190	\$ 5,037,775	\$ 4,979,059	\$ 5,112,140
Operating Expenditures	480,350	520,773	667,400	642,669	618,000
Capital Outlay	304,817	390,947	439,220	417,126	356,000
Total	\$ 5,299,796	\$ 5,816,910	\$ 6,144,395	\$ 6,038,854	\$ 6,086,140

BUDGET COMMENTS

As in prior years, the budget includes supplemental funding equivalent to one police officer position to provide the department with flexibility to hire additional staff on occasions when the number of exceptional candidates exceed the authorized number of positions. As the department faces periodic turnover throughout the year but undertakes a comprehensive recruitment effort twice a year, this arrangement allows the department to maintain appropriate staffing levels better with quality personnel.

Overall, the FY 2010 budget reflects a decrease from FY 2009, primarily due to a significant one-time software purchase that was included in the FY 2009 budget. The budget also includes a \$75,000 reduction in projected fuel expenses based on lower projected cost and implementation of the new Fuel Fund to level-out gasoline cost over multiple years. Other significant items include a \$25,000 increase in the department's contribution to the Equipment Replacement Fund, increasing the annual contribution to \$325,000. The department is scheduled to replace 7 vehicles through the Equipment Fund in FY 2010.

POLICE DEPARTMENT

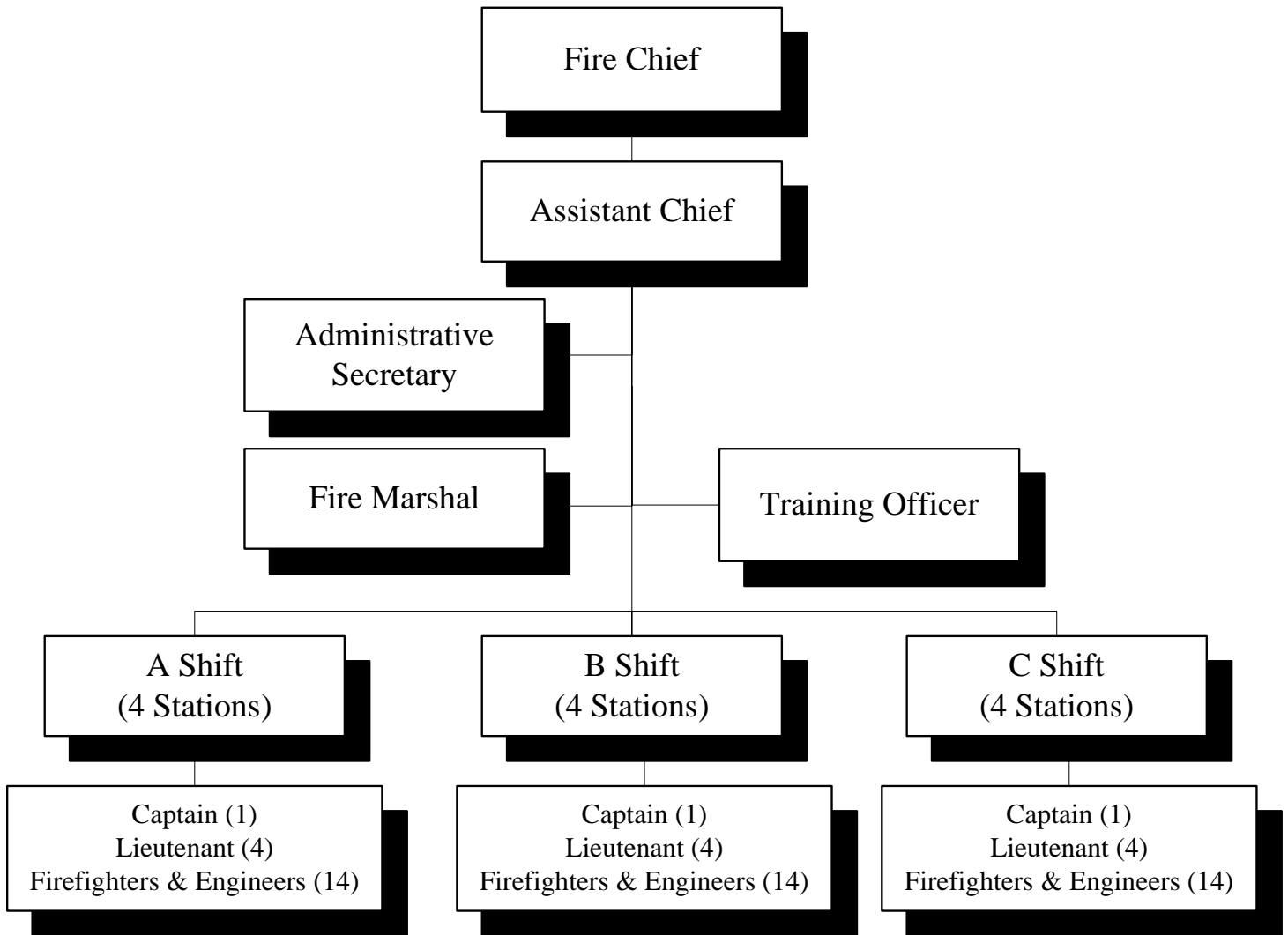
<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2007</u>	<u>Actual CY 2008</u>	<u>Target CY 2009</u>	<u>Target CY 2010</u>
Average response time per call (minutes)	5	5 min/28 sec	5	5
Number and percent of personnel completing in-service training or professional development	100%	100%	100%	100%
Percent uncommitted time	50%	50%	50%	50%
Police calls rate/1,000 population	986	827	1,000	900
Percent compliance with applicable accreditation standards	100%	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2007</u>	<u>Actual CY 2008</u>	<u>Target CY 2009</u>	<u>Target CY 2010</u>
Serious Crimes	121	198	140	200
Traffic Accidents	826	732	850	825
Criminal Investigations Clearance Rate	55%	62%	50%	50%

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
Police Chief	1	1	1	1
Assistant Police Chief	1	1	1	1
Captain	3	3	3	3
Lieutenant	6	6	6	6
Sergeant	4	4	4	4
Detective	4	4	4	4
Police Officers	37	37	37	37
Records Clerk I & II	2	2	2	2
Vehicle Services Technician	1	1	1	1
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	60	60	60	60

FIRE and RESCUE DEPARTMENT

Organization Chart



FIRE AND RESCUE DEPARTMENT

2009-2010 Non-Routine Work Plan

The Fire and Rescue Department proposes the following as its goals and objectives for the non-routine work plan for the 2009-2010 fiscal year:

1) Enter into an Automatic Aid Agreement with the City of Franklin

A non-routine work item for FY 2008-2009 was to complete a feasibility study on the advantages of having an Automatic Aid Agreement with the City of Franklin for fire response within a defined commercial/attached residential area located along our shared boundary. It was determined that this arrangement would provide cost and operational benefits to both departments due to the limited number of actual fire suppression calls that occur annually when the sharing of employees and equipment will actually be needed. This arrangement will aid in improving the overall ISO score for both cities. In FY 2010, we propose to negotiate a memorandum of understanding and recommend to the City Commission entering into an Automatic Aid Agreement with the City of Franklin within the parameters summarized above.

Target Date: September 1, 2009 (implementation of program)

2) Develop Specifications/Award Bid for New Fire Engine

The replacement of Engine Truck No. 1 is planned in the CIP for FY 2010 at an estimated cost of \$520,000. In FY2009-2010 we will develop specifications and solicit bids for its replacement. After review of bids, the department will bring the lowest and best bid meeting specifications to the City Commission for approval. Once approved and ordered, the staff will make two (2) visits to the factory. The first trip will be for a preconstruction meeting to finalize the planned design and the second trip will be for an inspection as the truck nears completion.

Target Date: January 1, 2010 (order engine truck)
September 1, 2010 (delivery to Brentwood)

3) Fire Department Accreditation

A Non-Routine Goal for FY 2009 was to complete a feasibility study on the advantages of the Fire Department pursuing national accreditation. This study revealed that accreditation would be beneficial by providing a detailed evaluation of all aspects of the department to identify areas of strengths and where improvements should be targeted in the future. The assessment takes into account the unique characteristics, needs and risks in the community and formulates fire and rescue recommendations accordingly.

In FY 2009-2010 we will begin the accreditation process in preparation of a formal application for fire and rescue department accreditation by the Commission on Fire

FIRE AND RESCUE DEPARTMENT

2009-2010 Non-Routine Work Plan

Accreditation International (CFAI) through the Center for Public Safety Excellence (CPSE). Given the complexity of this initial effort, we anticipate it will take two (2) full years to complete. Much of the effort is carried out through self assessment by the department. Therefore we are dividing the effort into two (2) separate phases. The Phase I goals will include:

- Developing a Project Work Plan and Responsibility Matrix for assigning individual areas of responsibility within the initiative.
- Utilizing a risk-assessment software application to calculate and document jurisdiction-specific risk.
- Establishing Fire Demand Zones (FDZ's) within the city limits for the purpose of documenting risk and evaluating response profiles.
- Implementing a detailed self-assessment process using the 8th Edition of the Fire and Emergency Services Self Assessment Manual.
- Starting a time-bound strategic planning process.
- Extracting and analyzing various forms of data to begin a resource deployment analysis for the Standard of Cover.

Target Date: June 30, 2010 (Phase I)
June 30, 2011 (Phase II)

FIRE AND RESCUE DEPARTMENT

MISSION STATEMENT

The goal of this activity is to protect life and property against fire, medical and other disastrous emergencies. Efforts are directed at preventing and extinguishing fires and abatement of fire hazards. Fire suppression includes the training of staff and provision of equipment necessary to respond to fires, accidents, hazardous materials spills and other man-made or natural disasters. Fire prevention services include fire inspections, fire cause investigations, pre-planning, fire suppression responses, and fire code plans review of new buildings and renovation of existing buildings. The department conducts fire safety educational programs in the schools and for local businesses and organizations. The department provides first responder medical service prior to arrival by the Williamson County Emergency Medical Services and performs routine maintenance and testing of all fire hydrants on a bi-annual basis. The department also provides mutual aid assistance to Nashville and other local fire departments under written agreements.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 4,434,773	\$ 4,807,503	\$ 5,187,747	\$ 5,112,049	\$ 5,296,625
Operating Expenditures	378,696	417,782	444,335	439,565	433,235
Capital Outlay	290,854	258,392	367,018	393,266	256,250
Total	\$ 5,104,323	\$ 5,483,677	\$ 5,999,100	\$ 5,944,880	\$ 5,986,110

BUDGET COMMENTS

With the increasing emphasis of the Department on EMS related calls and miscellaneous, non fire suppression services, the name of the department is being changed to the Fire and Rescue Department to better reflect its mission and duties.

The FY 2010 budget increase is primarily in the Personnel Services accounts due to the recent hiring of two new firefighters via federal funding from FEMA under the SAFER grant program. Grant funding will be phased out over the next four years. For accounting purposes, the full cost of the two positions is reflected in the Fire Department budget while the offsetting grant proceeds are deposited into a new General Fund revenue account (Acct. #33215 in the amount of \$101,373).

Also proposed is the reclassification of three existing firefighter positions to the Lieutenant level. The new Lieutenants will be assigned to Station 1, where currently the only company supervisor is the shift commander (Captain). Since the Shift Commander must respond to calls in other areas of the City, a significant number of responses from Station 1 are being made without a working officer present. The incremental salary and benefit cost of the three reclassifications is approximately \$13,850.

FIRE AND RESCUE DEPARTMENT

The proposed budget reflects a \$17,000 reduction in projected fuel expenses due to expected lower costs and implementation of the new Fuel Fund to help level-out fuel costs over multiple years. Other budget items of note include a \$10,000 increase in vehicle repair and maintenance due to the cost of servicing the complex fire apparatus plus an annual allocation of \$10,000 for replacement hose and radios. The Fire Department's annual rental payment to the Equipment Replacement Fund has increased from \$230,000 to \$240,000 in FY 2010 with additional incremental increases expected in future years to adequately cover the future cost for replacement of fire apparatus. In FY 2010, Engine 1 will be replaced at an estimated cost of \$520,000 funded through the Equipment Replacement Fund. The FY 2010 Capital Projects Fund also provides for the addition of a new equipment bay at Fire Station No. 3 under the Service Center expansion project.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Average response time (in minutes)	5 min. 52 sec.	5 min. 20 sec.	5 min. 30 sec.	5 min. 30 sec.
Property loss	\$2,308,003	\$2,114,250	\$3,000,000	\$3,500,000
Property saved	\$10,992,002	\$14,269,400	\$15,000,000	\$20,000,000
People reached with public education programs	15,065	13,995	15,500	15,500
Percentage of inspections completed for eligible buildings	99%	100%	100%	100%
Percentage of Officers with State Fire Officer certification	93%	94%	95%	100%
Percentage of Firefighters with State Certification	100%	100%	100%	100%
Percentage of Firefighters/Officers receiving state in-service training	95%	93%	95%	95%
Percent of hydrants flushed per year	95%	100%	100%	100%
Percentage of Firefighters/Officers State certified as EMT or higher	93%	92%	94%	93%
Percentage of on-shift Fire Officers with State Inspector Certification	100%	100%	100%	100%
Percentage of new addresses assigned within 5 days	96%	100%	98%	100%
Percentage of Fire code Violations cleared in 90 days	89%	93%	90%	90%

FIRE AND RESCUE DEPARTMENT

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>
Total calls for service	2,466	2,441	2,550	2,550
Commercial inspections	470	482	475	500
Follow-up Inspections conducted	669	620	700	600
Fire prevention programs	235	210	235	200
Hydrants maintained (Twice Annually)	2,030	2,200	2,150	2,325
Open burning permits	115	112	100	75
Blasting permits	24	11	25	10
Fire drills conducted	22	12	22	15
Plan Reviews	284	245	225	225
Acceptance tests, site visits, investigation of code related citizen complaints, incident follow-ups	254	243	200	200

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
Fire Chief	1	1	1	1
Assistant Fire Chief	0	1	1	1
Fire Training Officer	1	1	1	1
Fire Marshal	1	1	1	1
Captain	3	3	3	3
Lieutenant	9	9	9	12
Firefighter & Fire Engineer/Driver	42	42	43	42
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	58	59	60	62



SAFETY CENTER EAST

MISSION STATEMENT

This activity provides for routine maintenance and other operational expenses associated with the 15-acre Brentwood Safety Center East complex. In the main building is Fire Station No. 4 which serves the eastern area of the City, a police substation, Williamson County EMS station, and a training/community meeting room. The tract also has a fire training/driving facility and fuel island.

FINANCIALS

Category	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>
Personnel Services	\$ -	\$ -	\$ -		\$ -
Operating Expenditures	54,370	57,532	60,920	58,089	62,320
Capital Outlay	10,550	-	-	1,462	500
Total	<u>\$ 64,920</u>	<u>\$ 57,532</u>	<u>\$ 60,920</u>	<u>\$ 59,551</u>	<u>\$ 62,820</u>

BUDGET COMMENTS

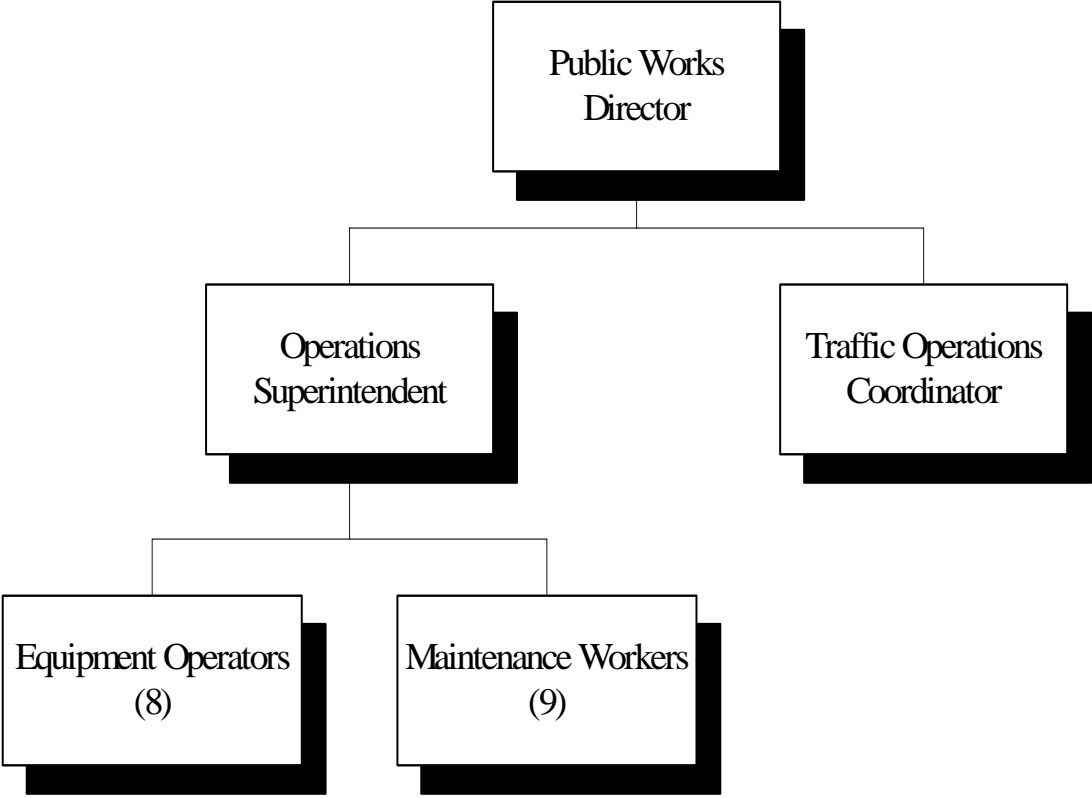
This budget provides for utilities, grounds and building maintenance of the facility. The FY 2010 operating budget reflects minor adjustments in various utility and repair/maintenance line items.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Maintenance cost per square foot	\$1.60	\$1.55	\$1.39	\$1.65
Cost per square foot-utilities	\$1.86	\$1.85	\$2.14	\$2.14
Facility operating cost per square foot	\$4.66	\$4.66	\$5.22	\$4.98
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Total square feet in building	11,675	11,675	11,675	11,675
Total acreage of site	15 acres	15 acres	15 acres	15 acres

PERSONNEL SCHEDULE

No staff is assigned to this activity.

PUBLIC WORKS DEPARTMENT
Organization Chart



PUBLIC WORKS DEPARTMENT
2009 - 2010 Non-Routine Work Plan

The following non-routine goals and objectives are proposed for the Public Works Department for the 2009-2010 fiscal year. The majority of the work projects are focused on the effective implementation of transportation projects in the capital improvements program.

1) Split Log Road, Phase II Improvements (from Ragsdale Rd to eastern City Limits)

- Complete right-of-way acquisition
- Bid project for utility relocations and roadway improvements
- Oversee initial construction activities

Target Date: November 30, 2009 (Acquire right-of-way)
February 28, 2010 (Award Contract)
March 15, 2010 (Initiate construction)

2) Concord Road East Improvement Project, Phase I & II

- Oversee phase II right-of-way acquisitions from Sunset Rd to City Limits
- Support Engineer and TDOT is solicitation, review and letting of Bids
- Assist TDOT contractor in field oversight, utility relocations, road closing and traffic detours, and initial grading and drainage work (phase I).

Target Date: July 1, 2009 (construction underway - Phase 1)
April 30, 2010 (ROW acquisition completed - Phase 2)

3) Edmondson Pike North Improvements (from Smithson Ln to county line)

- Oversee awarding of contract and construction of road improvements

Target Date: August 1, 2009 (Award bid and initiate construction)

4) Other Miscellaneous Capital Projects

- (a) **Franklin Road South** – oversee final design so right-of-way can be acquired beginning in FY 2011 (subject to TDOT commitment to fund construction).
- (b) **Wilson Pike at Concord Road** – oversee minor modification of intersection to provide for additional turns lanes.
- (c) **Street Resurfacing** – oversee City-wide annual program (\$1,575,000)

Target Date: Various dates throughout the year

PUBLIC WORKS

MISSION STATEMENT

The goal of this activity is to provide ongoing maintenance of City streets, sidewalks, public drainage & associated improvements/services necessary to protect the health and safety of residents and users. The type of services include the installation and/or repair of potholes and other street failures, curbs and gutters, pavement markings, street signs, removal of street debris, street sweeping, right-of-way mowing, small drainage repairs, snow removal, and monthly chipper/brush pickup service. This department is also responsible for overseeing the annual street resurfacing program and the transportation and drainage projects in the Capital Projects Fund.

FINANCIALS

Category	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>
Personnel Services	\$ 1,051,423	\$ 1,070,159	\$ 1,145,895	\$ 1,137,889	\$ 1,177,970
Operating Expenditures	584,955	824,423	986,900	855,291	982,100
Capital Outlay	178,069	202,853	180,500	175,759	157,000
Total	<u>\$ 1,814,447</u>	<u>\$ 2,097,435</u>	<u>\$ 2,313,295</u>	<u>\$ 2,168,939</u>	<u>\$ 2,317,070</u>

BUDGET COMMENTS

The FY 2010 department budget includes \$485,000 for street resurfacing. Total funding for resurfacing in FY 2010 is \$1,575,000 with most of the funding provided in the State Street Aid Fund plus an additional \$100,000 from the Capital Projects Fund.

The FY 2010 budget reflects a slight decrease from FY 2009 primarily due to no planned vehicle replacements and a \$22,000 reduction in projected fuel expenses based on lower projected costs and implementation of the new Fuel Fund to help level-out departmental fuel cost over multiple years. The budget includes a \$20,000 increase in ROW mowing and maintenance based upon new contract prices for FY 2010. The budget also includes a \$145,000 annual contribution to the Equipment Replacement Fund to accumulate funding over multiple years for replacement of more expensive equipment as needed. A replacement tractor and dump truck will be purchased from that fund in FY 2010.

PUBLIC WORKS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Work orders completed within two weeks	95%	95%	95%	95%
Percent of roadway sections rated in good or excellent condition by annual	90%	87%	91%	87%
Average response time for citizen generated service requests for roadway hazard removal (hours)	1 hour or less	1 hour or less	1 hr. or less	1 hour or less
Average street sweeping frequency per year on established residential routes	1 per month	1 per month	1 per month	1 per month

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Work orders processed	3,618	4,260	4,300	4,400
Chipper service - locations	28,974	29,250	30,000	31,000
Lane miles of roadway under City jurisdiction	417	453.88	417	470

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
Public Works Director	1	1	1	1
Operations Superintendent	1	1	1	1
Equipment Operator I, II & III	8	8	8	8
Maintenance Worker I & Sr.	9	9	9	9
Total	19	19	19	19

STORM DRAINAGE

MISSION STATEMENT

This activity provides for routine maintenance and minor improvements to the following types of public storm drainage features: drainage ditches, curbs and gutters, catch basins, headwalls, pipe and box culverts, and similar structures.

FINANCIALS

Category	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>
Operating Expenditures	\$ 2,500	\$ -	\$ -		\$ -
Subdivision					
Improvements	9,369	43,101	50,000	14,593	50,000
Total	<u>\$ 11,869</u>	<u>\$ 43,101</u>	<u>\$ 50,000</u>	<u>\$ 14,593</u>	<u>\$ 50,000</u>

BUDGET COMMENTS

In FY 2010, \$50,000 is provided for small, miscellaneous drainage improvements throughout the City.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Percent of outlet ditches cleaned	90%	90%	90%	90%
Percent of time storm drain system operates as designed for storm events	95%	95%	95%	95%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Maintenance/number of locations	575	1088	600	850

PERSONNEL SCHEDULE

No personnel are exclusively assigned to this activity.

STREET LIGHTING

MISSION STATEMENT

The goal of this activity is to provide adequate lighting along public streets to improve driver and pedestrian safety and discourage crime. Street lighting is installed and maintained by the two electrical distributors serving Brentwood - Nashville Electric Service and Middle Tennessee Electric Membership Corporation. This activity pays the monthly maintenance, electricity and investment charges for street lighting.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Operating Expenditures	\$ 371,254	\$ 390,202	\$ 405,000	\$ 432,115	\$ 445,000
Capital Outlay	-	-	-	-	-
Total	\$ 371,254	\$ 390,202	\$ 405,000	\$ 432,115	\$ 445,000

BUDGET COMMENTS

Based upon actual FY 2009 expenses to date reflecting new subdivisions coming on-line plus increased electric rates, projected annual expenses for FY 2010 have increased by \$40,000.

<u>PERFORMANCE MEASURES</u>	Actual FY 2007	Actual FY 2008	Target FY 2009	Target FY 2010
Percent of street lights repaired within	50%	50%	50%	50%
<u>WORKLOAD INDICATORS</u>	Actual FY 2007	Actual FY 2008	Target FY 2009	Target FY 2010
Public street lights - number	3,249	3,287	3,550	3,550

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

TRAFFIC SIGNALIZATION

MISSION STATEMENT

The goal of this activity is to maintain and operate the City's interconnected traffic signal system including 40 individual signals to facilitate safe and efficient traffic flow at key intersections and major streets. The interconnected traffic signal system includes a state of the art computer system with video network that is monitored from the Traffic Operations Center (TOC) in the Service Center. Traffic control equipment is installed under contract with a private vendor with in-house personnel assuming responsibility for most routine signal maintenance, including bulb replacement.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 88,591	\$ 94,524	\$ 105,975	\$ 99,975	\$ 107,195
Operating Expenditures	75,438	57,566	112,200	74,926	104,100
Capital Outlay	7,856	23,620	16,500	6,500	16,500
Total	\$ 171,885	\$ 175,709	\$ 234,675	\$ 181,401	\$ 227,795

BUDGET COMMENTS

The proposed FY 2010 budget reflects a slight decrease from FY 2009 due to reductions in needed contract signal maintenance and equipment repair based upon actual expenditure patterns. This activity provides funding for standard signal maintenance (i.e. bulb replacement, traffic detector loop replacement, signal head modification/replacement, etc.) as needed throughout the year. Also included is \$25,000 for traffic engineering studies by consulting engineers as needed including traffic signal warrants, stop sign studies, and other traffic work.

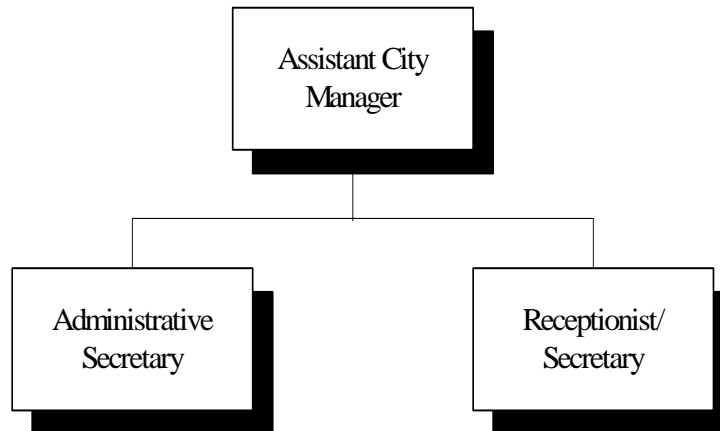
<u>PERFORMANCE MEASURES</u>	Actual FY 2007	Actual FY 2008	Target FY 2009	Target FY 2010
Percent of traffic signals repaired within 24 hours of being reported	98%	98%	98%	98%

<u>WORKLOAD INDICATORS</u>	Actual FY 2007	Actual FY 2008	Target FY 2009	Target FY 2010
Traffic signals - number	40	42	44	44

<u>PERSONNEL SCHEDULE</u>	Actual FY 2007	Actual FY 2008	Budget FY 2009	Budget FY 2010
Traffic Operations Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	1	1	1	1

SERVICE CENTER

Organization Chart



SERVICE CENTER

MISSION STATEMENT

This activity provides for the clerical assistance, routine maintenance, and other operational expenses associated with the Brentwood Service Center located on General George Patton Drive. The 10-acre facility provides office space for the Engineering, Public Works, Parks/Recreation, and Water/Sewer Departments and Assistant City Manager plus Fire Station No. 3 which serves the southern area of the City. The facility also includes a maintenance shop, equipment shed, material storage yard and fuel island.

FINANCIALS

Category	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>
Personnel Services	\$ 97,443	\$ 87,506	\$ 93,120	\$ 90,664	\$ 99,095
Operating Expenditures	141,146	159,597	168,160	162,036	167,150
Capital Outlay	-	-	-	-	-
Total	<u><u>\$ 238,589</u></u>	<u><u>\$ 247,103</u></u>	<u><u>\$ 261,280</u></u>	<u><u>\$ 252,700</u></u>	<u><u>\$ 266,245</u></u>

BUDGET COMMENTS

The FY 2010 budget reflects a slight increase from FY 2009 primarily due to projected increases in health insurance costs and utility costs resulting from the facility expansion project funded in the Capital Projects Fund.

A portion of the cost of this activity (\$125,000) is recovered from the Water and Sewer Department due to the benefits provided to the utility fund. This contribution is accounted for as a General Fund revenue line item #110-36220. This "rent" has been increased by \$25,000 in FY 2010 due to the additional space to be occupied by the W&S Department upon completion of the facility expansion project. The two positions in this activity provide clerical support to all departments located at the facility.

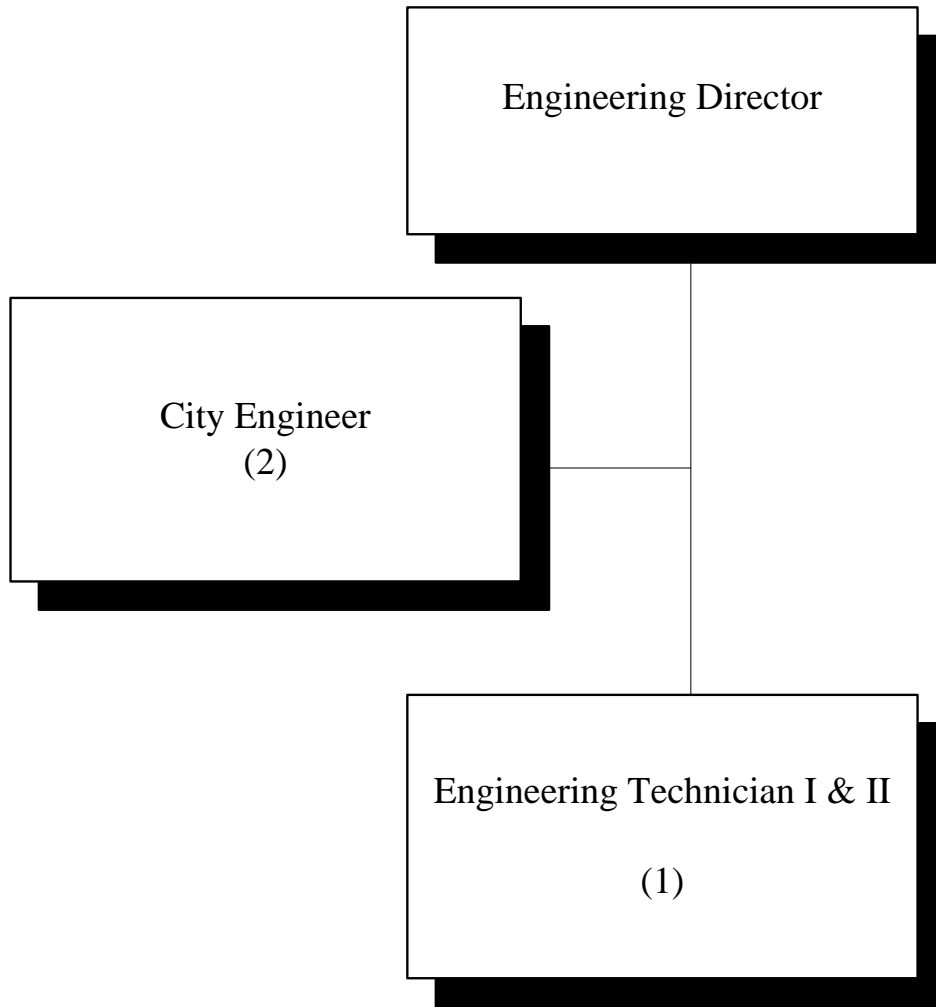
SERVICE CENTER

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Maintenance cost per square foot	\$1.45	\$1.79	\$2.30	\$1.68
Cost per square foot-utilities	\$1.67	\$1.82	\$1.96	\$1.70
Facility operating cost per square foot	\$4.65	\$4.50	\$5.36	\$4.03
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Total Phone Calls Answered	49,340	38,712	43,000	43,000
Number of Walk-In Customers Served	3,162	3,554	3,600	3,700
Total square feet in building	21,100	21,100	21,100	22,460
Total square feet in storage-shed	5,368	5,368	5,368	5,368
Total square feet in open-air covered equipment storage	2,880	2,880	2,880	10,360
Total square feet in salt storage building	2,000	2,000	2,000	2,000
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
Administrative Secretary	1	1	1	1
Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2



ENGINEERING DEPARTMENT

Organization Chart



ENGINEERING DEPARTMENT

2009-2010 Non-Routine Work Plan

The Engineering Department proposes the following as its goals and objectives for the non-routine work plan for the 2009-2010 fiscal year:

1. Renewal of the City's Storm Water Discharge Permit

This work item was included in the FY 2008-2009 work plan; however the TDEC did not issue a new permit as anticipated. Although the initial permit technically expired in February 2008, all cities covered by the permit were granted an extension by the State to continue operating under the current permit. The State has informed the Department that a new 5-year permit will be presented during the summer 2009. Upon receipt, the City is required to complete a "Notice of Intent" (NOI) for compliance with the new permit. An NOI is a document that details the methods by which the City intends to meet the requirements set forth in the permit. This document will have many of the same features that the original NOI contained but will require some necessary adjustments to address any new requirements. This initiative is mandated by the TDEC and must be completed to remain in compliance with State regulations.

Target Date: September 30, 2009 (Submission subject to permit issuance by TDEC)

2. Formal Review and Adoption of New Subdivision Regulations

During fiscal year 2008-2009, the Department, in conjunction with the Planning and Water/Sewer Departments, made substantial progress with review of the subdivision regulations including extensive research and initial drafting for the new document. In FY 2009-2010, this effort will include a final review of the Municipal Code to ensure consistency with the new subdivision regulations and current development practices. This major project will then move into public review and comment and ultimately adoption. The draft document will be initially circulated within the development community (developers, engineers, home builders, etc.) and the general public for review and comments. The process will also provide the Board of the Commissioners and other staff members an opportunity to review and make recommendations prior to formal consideration and adoption by the Planning Commission.

Target Date: November 2, 2009 (adoption by the Planning Commission)

3. Coordinate and Oversee Service Center Expansion Project

A contract for this CIP project was awarded by the City Commission in the spring 2009. The construction project includes an additional fire bay, a new open storage building on the south end of the property and enclosing the existing storage building on the north end of the property. The Department will serve as Construction manager for the project and will be responsible for ensuring the construction is completed on schedule according the plans and within the approved budget. Coordination efforts will also be necessary to reduce the impact to on-going operations that must be maintained throughout the construction work.

Target Date: November 1, 2009 (Completion of Project)

ENGINEERING DEPARTMENT 2009-2010 Non-Routine Work Plan

4. Inspect All Storm Water Detention Ponds

Detention ponds are located throughout the city in both residential and commercial developments. The ponds are essential for improving storm water quality as well as controlling storm water runoff to reduce the impact of run-off from development on downstream properties. These ponds require periodic maintenance to ensure the intent of the original design is accomplished. Detention ponds accumulate silt and debris over time and are subject to erosion. The Department will carry out TDEC mandated inspections of all ponds under our storm water permit. GPS data will also be collected during the inspections that will facilitate accurate documentation of locations of the ponds as well as their outlet structures on the city's GIS mapping system. This labor intensive effort will also utilize employees from other departments during this period of reduced development activity to accelerate this effort. When maintenance of a pond is needed, the responsible party will be notified in writing of the specific actions needed to ensure their pond functions and protects the community as originally designed.

Target Date: June 30, 2010

ENGINEERING

MISSION STATEMENT

This activity includes in-house General Fund engineering services and funding for outside technical assistance as needed for civil engineering, geotechnical, and architectural services. This activity provides technical support to the Planning and Codes Department in review, approval and inspection of subdivision infrastructure improvements by private developers to ensure completion to standards prior to acceptance by the City for perpetual maintenance. This activity also assists the Public Works Department in the design and construction oversight for minor City roads, sidewalks, drainage and utility improvements. The goal is ensure that public infrastructure improvements are built properly to minimize unnecessary repair and cost to the City and taxpayers.

FINANCIALS

Category	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>
Personnel Services	\$ 425,520	\$ 474,096	\$ 525,150	\$ 483,128	\$ 466,145
Operating Expenditures	18,609	21,005	67,000	17,345	49,950
Capital Outlay	21,709	20,591	24,500	19,238	3,000
Total	<u>\$ 465,838</u>	<u>\$ 515,691</u>	<u>\$ 616,650</u>	<u>\$ 519,711</u>	<u>\$ 519,095</u>

BUDGET COMMENTS

The FY 2010 budget reflects a significant decrease from FY 2009 due to elimination of one vacant Engineering Technician position, a reduction for outside engineering services due to reduced levels of development, and no planned vehicle replacements. The budget provides continued funding for the mandatory NPDES storm water permit compliance activities (\$11,750).

ENGINEERING

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Review subdivision plats within two weeks	75%	80%	80%	90%
Review construction plans within four	70%	75%	80%	90%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Number of subdivision plats reviewed	72	100	80	50
Number of commercial plats reviewed	18	25	20	10
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
Engineering Director	1	1	1	1
City Engineer	2	2	2	2
Engineering Technician I & II	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>
Total	5	5	5	4

PUBLIC HEALTH

MISSION STATEMENT

This activity provides for the City's share of the cost for animal control and public health services that are provided by Williamson County. The City of Brentwood along with Franklin, Fairview and Nolensville contract with the County for animal control services, including operation of the shelter, which relieves the City of providing the services directly. The County also provides basic public health services such as vaccinations to citizens as may be needed.

FINANCIALS

Category	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>
County Health					
Dept. Contract	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
County Animal					
Control Contract	<u>61,309</u>	<u>65,890</u>	<u>63,500</u>	<u>65,858</u>	<u>66,040</u>
Total	<u>\$ 76,309</u>	<u>\$ 80,890</u>	<u>\$ 78,500</u>	<u>\$ 80,858</u>	<u>\$ 81,040</u>

BUDGET COMMENTS

The FY 2010 budget provides a \$2,540 increase in funding to Williamson County for animal control services which more accurately reflects the projected cost of service based on prior year's experience.

PUBLIC HEALTH

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Health services refused because lack of income	None	None	None	None
Percent of individuals seeking services to individuals actually served	100%	100%	100%	100%

<u>WORKLOAD INDICATORS *</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Child Health	200	213	500	500
Adult Health	321	248	500	500
Sexually Transmitted Disease	57	81	50	50
Tuberculosis Control	226	169	50	50
WIC Nutrition Program	110	179	150	150
Total Animals Adopted (Countywide)	1,995	1,868	2,000	2,000
Total Animals Returned to Owner/Wild (Countywide)	394	407	500	500
Total Animals Euthanized (Countywide)	1,489	1,478	1,000	1,000
Total Animals Picked Up In Field (Countywide)	1,050	927	1,000	1,000
Total Animals Brought To Shelter (Countywide)	2,888	2,952	3,000	3,000
Total Animals Received	3,938	3,879	4,000	4,000

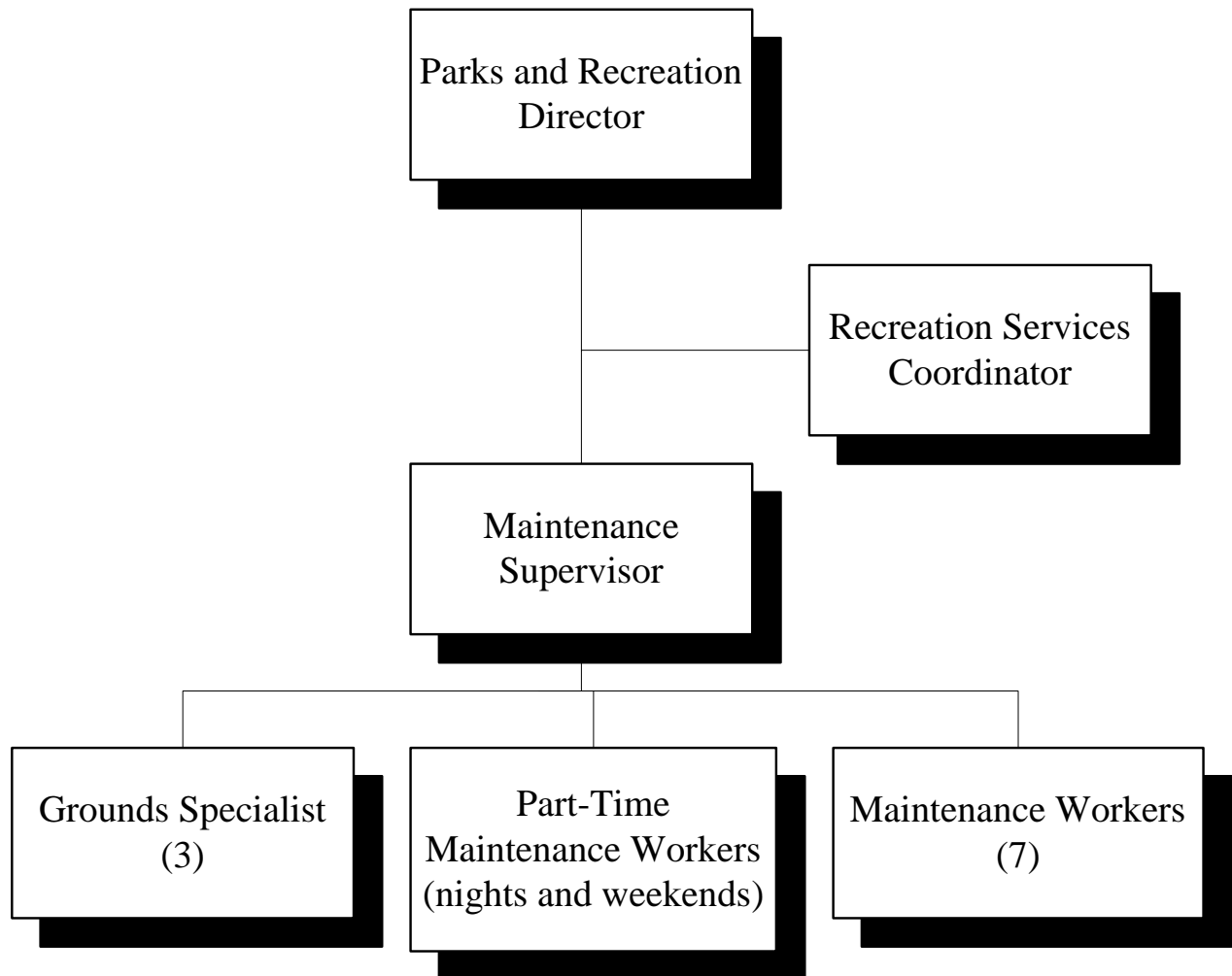
PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

* Information provided by the Williamson County Health Department and the Williamson County Animal Control Department

PARKS AND RECREATION DEPARTMENT

Organization Chart



PARKS AND RECREATION DEPARTMENT

2009-2010 Non-Routine Work Plan

The following non-routine goals and objectives are proposed for fiscal year 2009-2010 in the Parks and Recreation Department.

1. Reevaluate Fee Structure for Park Facility Usage

In light of the slowdown in revenue growth from property taxes and local sales taxes, the Department will evaluate the current fee structure used in the department and prepare recommendations for proposed adjustments for consideration by the City Commission. The fees will be evaluated in light of the cost to the City to provide the benefit versus the current fee and fees required for similar services in other nearby cities.

Target Date: December 31, 2009

2. Develop Long Term Facility Plan for the Department

With the soon to be completed improvements at the Service Center, there will be no space left for future expansion of operations at the facility. One option to consider is the possible relocation of the Parks Department to another location. Staff will evaluate the long-term office and equipment storage/maintenance space needs of the department to determine the most cost effective approach for a future capital improvements project. For example, as park acreage continues to grow, will there be a need for another maintenance facility like the one at Crockett Park? Is there a need for the current Crockett Shop to be expanded and/or renovated? Could offices be constructed on nearby land in Crockett Park or should we consider a consolidated office/maintenance/storage location elsewhere? Should we consider satellite locations for storage of equipment in other areas of the City? All of these questions will be addressed as part of this review.

Target Date: March 31, 2010

3. Update of All Park Brochures

Staff will work closely with GIS and the Community Relations Department to update all park brochures for printing in FY 2011. With recent extensions of the bikeway network, the addition of Owl Creek Park, and other park facility improvements, the current park brochures are out of date. The review and update will cover the parks general brochure, the bikeway map brochure, and the two arboretum brochures.

Target Date: June 30, 2010

PARKS AND RECREATION

MISSION STATEMENT

The goal of the Parks and Recreation Department is to provide a variety of active and passive park facilities that are well maintained to accommodate the needs, interests and expectations of local residents and users.

The focus is to maintain and expand (as needed) the City's "state of the art" parks and greenways currently totaling 575+ acres and located throughout Brentwood. The grounds and facilities provide opportunities for individuals and groups to enjoy social, cultural, athletic and/or nature oriented activities without having to travel great distances. The department also coordinates use of park facilities with volunteers and various non-profit service providers for youth and adult activities, athletic programs and special events.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY2010
Personnel Services	\$ 718,842	\$ 802,000	\$ 874,845	\$ 843,657	\$ 892,695
Operating Expenditures	699,675	697,746	786,385	751,946	817,500
Capital Outlay	44,963	91,865	74,000	66,969	41,000
Total	\$ 1,463,480	\$ 1,591,611	\$ 1,735,230	\$ 1,662,572	\$ 1,751,195

BUDGET COMMENTS

The FY 2010 budget reflects a slight increase from FY 2009 due primarily to increased electric and grounds/facility maintenance costs. The budget also includes a \$14,700 reduction in projected fuel expenses based upon lower projected costs and implementation of the new Fuel Fund to help level-out departmental fuel costs over multiple years.

Proposed FY 2010 capital equipment purchases include a replacement 3/4 ton pickup truck with tow package (\$22,000), a trailer for use with a Bobcat (\$5,000) and a fertilizer spreader (\$5,000).

PARKS AND RECREATION

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
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Percent of Parks & Facilities found to be "well-maintained" in internal audit	N/A	N/A	100%	100%
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Total Number of Parks & Facilities to maintain/Number of Parks & Facilities that require non-routine maintenance or repair	N/A	N/A	120/3	120/5
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<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
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Total Acres of Parks to maintain	N/A	575+	575+	575+
Acres per Maintenance Staff person	N/A	52	52	52

**Park Maintenance: Total Man
Hours (per year) and Hours as a
Percent of All Activities**

	Hours	%	Hours	%	Hours	%	Hours	%
Travel time/set up	4,005	15%	4,500	16%	4,100	15%	4,100	15%
Maintenance of facilities	3,342	15%	3,300	12%	3,300	12%	3,300	12%
Trash	2,405	10%	2,800	10%	2,800	10%	2,800	10%
Mowing/Weed eating	2,465	11%	1,700	6%	2,400	9%	2,400	9%
Leave Time	1,910	8%	2,450	9%	2,200	8%	2,200	8%
Tree Care	1,984	9%	1,800	7%	1,950	7%	1,950	7%
Restrooms	1,594	7%	1,800	7%	1,800	6%	1,800	6%
Baseball/softball fields	1,454	6%	1,750	6%	1,600	6%	1,600	6%
Maintenance of equipment	1,232	5%	1,200	4%	1,200	4%	1,200	4%
Trails	813	4%	1,000	4%	1,000	4%	1,000	4%
All other activities	5,748	25%	5,210	19%	5,440	20%	5,440	20%

"All other activities" includes: Multi-purpose fields, Tennis and Sand volleyball courts, Playgrounds, Picnic areas and benches, Pavilions, Irrigation, Special Events, Paperwork, Job Vacancy, and misc. items.

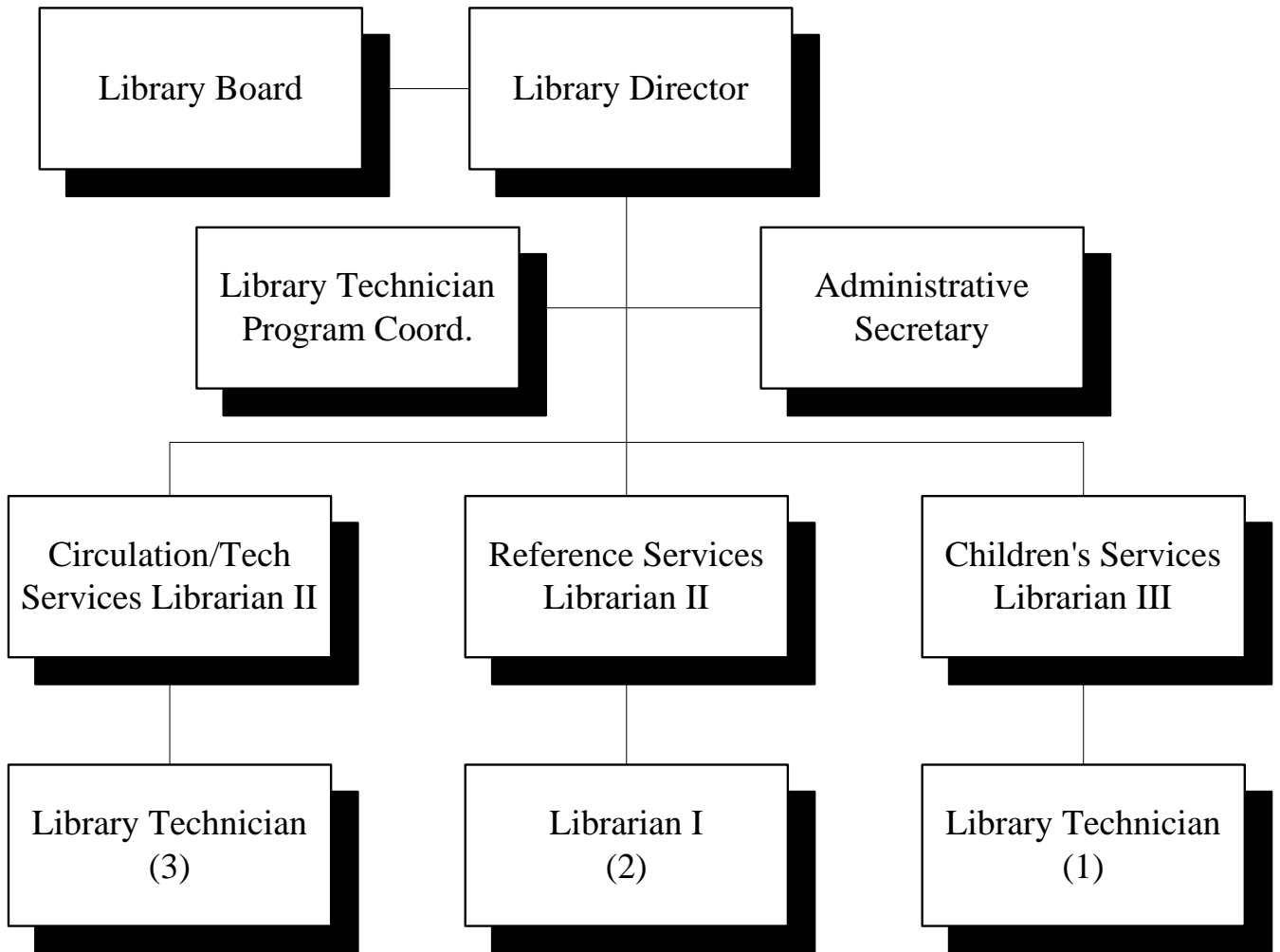
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
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Parks and Recreation Director	1	1	1	1
Recreation Services Coordinator	1	1	1	1
Parks Maintenance Supervisor	1	1	1	1
Grounds Specialist	3	3	3	3
Maintenance Worker I, II & III	<u>6</u>	<u>7</u>	<u>7</u>	<u>7</u>
Total	12	13	13	13

Note: The Parks and Recreation Department uses many part-time and seasonal employees to deliver services and maintain facilities including evening and weekend hours of operation. The combined hours of all part-time employees is equivalent to 4.0 full-time positions.

PUBLIC LIBRARY

Organization Chart



Note: In addition to the full-time staff shown above, there are a considerable number of part-time library employees. The combined hours of all part-time employees are equivalent to 12.5 full-time positions.

PUBLIC LIBRARY

2009-2010 Non-Routine Work Plan

The Library proposes the following as its goals and objectives for the non-routine work plan for the 2009-2010 fiscal year:

1) Library Facilities Expansion and Renovation

The energies of the library staff during early FY 2010 will be devoted to bringing the building expansion project toward final completion while maintaining public service. Significant time will be required working with and coordinating efforts by the architects, contractors, furniture and equipment vendors, artists and fund-raisers toward a successful conclusion and targeted opening date in mid to late September. This staff effort will conclude with “grand reopening” celebration and ribbon cutting ceremony for the community to see tour the completed facility.

Target Date: Sept. 30, 2009

2) Begin Implementation of RFID Circulation and Security System

With the savings in the Library Expansion project and consistent with the FY 2010 CIP project, the staff will prepare and solicit requests for proposals for installation of a radio frequency identification system (RFID) at the library. The system will allow for faster processing of materials being checked in and out, better inventory control, and facilitate the use of self-service checking of materials by patrons. The staff will evaluate proposals and make recommendations to the City Commission to award a contract to a vendor to purchase scanners, self checking stations and related equipment, security tags for 150,000 collection items, etc. The department will coordinate efforts by staff and volunteers to install tags, train staff on equipment use, and conduct a public information campaign to educate the patrons before full implementation.

Target Date: June 30, 2010

PUBLIC LIBRARY

MISSION STATEMENT

The goal of the Brentwood Library is to provide resources that address the information needs of its patrons with courtesy, professionalism and accuracy. The library seeks to satisfy the diverse interests of the community by providing a broad spectrum of reading, viewing and listening materials for lending and reference use. In addition, the library serves as an electronic information center where citizens can access on-line information and reference databases.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	\$ 1,051,480	\$ 1,095,280	\$ 1,209,890	\$ 1,134,882	\$ 1,164,775
Operating Expenditures	698,531	728,084	844,300	844,092	875,400
Capital Outlay	5,673	22,358	18,600	3,065	8,000
Total	<u><u>\$ 1,755,684</u></u>	<u><u>\$ 1,845,722</u></u>	<u><u>\$ 2,072,790</u></u>	<u><u>\$ 1,982,039</u></u>	<u><u>\$ 2,048,175</u></u>

BUDGET COMMENTS

The Library expansion/renovation project to add 11,000 sf. to the 43,500 sf. facility is underway and will be completed by September 2009. This construction project is funded in the Capital Projects Fund. The FY 2010 budget provides for a \$15,000 increase in funding for collection materials (books, periodicals and audio visuals), bringing the total annual commitment to the purchase of new materials to \$336,000. The budget also covers increased utility expenses associated with the expanded facility while the Other Professional Services line item has decreased due to certain one-time services related to the expansion project that were funded in FY 2009.

PUBLIC LIBRARY

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Average Items checked out per hour	145	159	161	163
New Materials Added: Print	10,507	10,242	10,300	10,400
Non-Print	2,663	2,772	2,900	3,000
Total	13,170	13,014	13,200	13,400
Turnover rate for Circulating Collections	4.5	4.5	4.5	4.5
Service Area per capita Expenditure	\$57.56	\$54.87	\$64.77	\$64.01
On-line catalogue up-time	95%	100%	100%	100%
Volunteer work hours contributed	7,351	7,234	7,500	7,700
Program Attendance	14,238	14,750	14,500	15,000
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Items Loaned	480,268	523,914	525,000	530,000
Database Searches	30,102	35,433	37,500	39,000
Visitors (annual)	312,232	317,536	318,000	320,000
New Patrons Added: Adults	2,007	2,078	2,000	2,000
Children	991	888	900	1,000
Total	2,998	2,966	2,900	3,000
Non-Resident Memberships	N/A	975	1,000	1,000
Percent of Residents with a Library Card				
State-Defined Service Area Population	30,500	32,000	32,000	32,000
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
Library Director	1	1	1	1
Librarian I, II & III	4	5	5	5
Administrative Secretary	1	1	1	1
Library Technician I, II & III	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
Total	11	12	12	12

Note: The library also uses many part-time employees to deliver services to patrons including evening and weekend hours of operation. For FY 2010, the combined hours of all part-time employees is equivalent to 13 full-time positions.

EDUCATION

MISSION STATEMENT

For the benefit of Brentwood children, the City of Brentwood provides voluntary, supplemental funding to the Williamson County Schools that are located inside the city limits and/or nearby that have a majority enrollment of students living inside the city limits. The purpose is to allow each school to purchase equipment and fund supplemental programs that benefit children over and beyond what would be normally provided by the County.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Brentwood High	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Ravenwood High	60,000	60,000	60,000	60,000	60,000
Brentwood Middle	15,000	15,000	15,000	15,000	15,000
Woodland Middle	15,000	15,000	15,000	15,000	15,000
Sunset Middle	15,000	15,000	15,000	15,000	15,000
Crockett Elementary	10,000	10,000	10,000	10,000	10,000
Edmondson Elementary	10,000	10,000	10,000	10,000	10,000
Kenrose Elementary	10,000	10,000	10,000	10,000	10,000
Lipscomb Elementary	10,000	10,000	10,000	10,000	10,000
Scales Elementary	10,000	10,000	10,000	10,000	10,000
Sunset Elementary	10,000	10,000	10,000	10,000	10,000
Unallocated	-	-	-	-	-
Total	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000

BUDGET COMMENTS

The FY 2010 budget provides \$225,000 for education, the same amount as in FY 2009. The City Commission must allocate funds to each school prior to adoption of the budget based on assessment of requests and needs. A total of six (6) elementary schools, three (3) middle schools and two (2) high schools are eligible for funding during FY 2010. Since 1986, the City has contributed over \$3.1 million to public schools serving Brentwood children.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

CHAMBER COMMERCE

MISSION STATEMENT

The City of Brentwood provides financial support to the Brentwood/Cool Springs Chamber of Commerce to enhance its programs within the community. The goal is to market Brentwood as a desirable place to live and locate a business in the Nashville/Middle Tennessee area. Success in this program results in an expanding tax base, enhanced residential property values and new employment opportunities within the retail areas & office parks located in the City of Brentwood.

FINANCIALS

Category	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>
Chamber of Commerce	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

BUDGET COMMENTS

The FY 2010 budget provides a continuation of \$10,000 in annual funding to support Chamber programs.

<u>WORKLOAD INDICATORS *</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Average Brentwood household income	\$158,061	\$171,834	\$170,000	\$170,000
Median Brentwood household income	\$126,587	\$131,047	\$120,000	\$120,000
Average Williamson County household income	\$99,073	\$106,258	\$105,000	\$105,000
Median Williamson County household income	\$84,302	\$86,648	\$80,000	\$80,000
Williamson County national ranking per median household income (all United States counties)	18th	18th	18th	18th
Bond Rating of the City of Brentwood	Aaa	Aaa	Aaa	Aaa

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

* Information provided by the Williamson County Economic Development Council and 2006 American Community Survey

HISTORIC SITES

MISSION STATEMENT

The Crockett Park Historic Area and Primm Park are City owned areas dedicated to the preservation of Brentwood's history. This activity provides for the operation and maintenance of various historic structures including the restored Boiling Spring Academy and Fewkes Indian Mounds site in Primm Park. The Historic Cool Springs House, located at the entrance to Crockett Park, is also available on a fee basis for community use, including weddings, receptions, retreats, workshops, etc.

This activity also centralizes the activities and efforts of the Brentwood Historic Commission and its general focus on historic preservation.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Operating Expenditures	\$ 45,173	\$ 40,559	\$ 46,900	\$ 36,949	\$ 53,100
Capital Outlay	-	-	-	-	-
Total	<u>\$ 45,173</u>	<u>\$ 40,559</u>	<u>\$ 46,900</u>	<u>\$ 36,949</u>	<u>\$ 53,100</u>

BUDGET COMMENTS

A significant portion of the budget is targeted to proper maintenance & upkeep of the historic buildings and property. The FY 2010 budget provides increased funding for building and facility

Rental fees for use of the Cool Springs House are estimated at \$28,000 for FY 2010 and are deposited in General Fund revenue account (110-34800).

HISTORIC SITES

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Percent of furniture/equipment inventoried	100%	100%	100%	100%
Cool Springs House cost per square foot - utilities	\$2.20	\$1.96	\$2.39	\$2.39
Cool Springs House operating cost per square foot	\$14.57	\$14.57	\$15.13	\$15.13

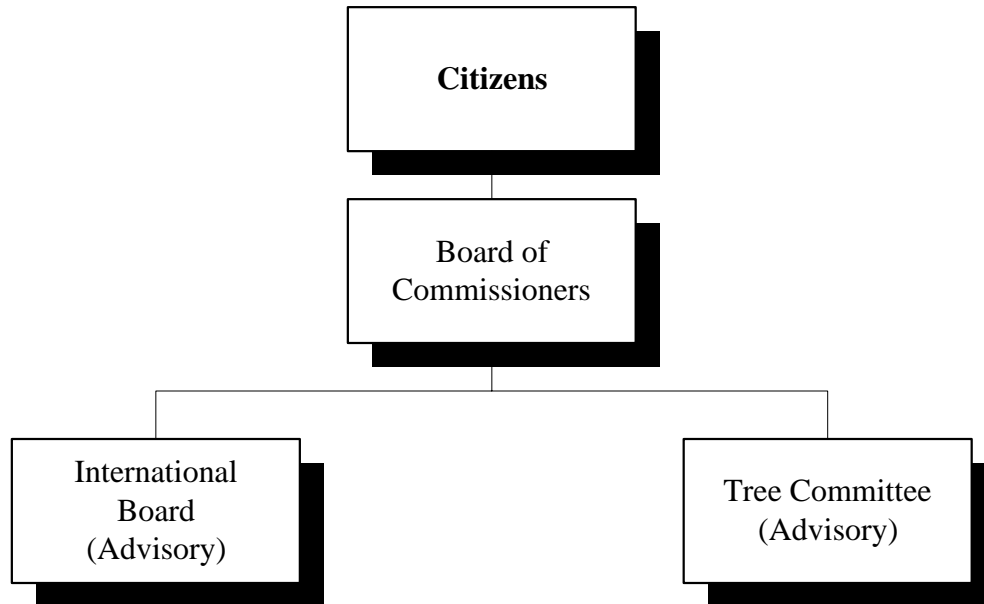
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Total Square feet in Cool Springs House	3,100	3,100	3,100	3,100

PERSONNEL SCHEDULE

Contractual services are used to maintain the facility properly and to oversee users. Overall responsibility for this activity is assigned to the Community Relations Department with rental services handled by the Finance Department.

CITY BOARDS

Organization Chart



CITY BOARDS

MISSION STATEMENT

The City of Brentwood has many volunteer boards and committees appointed by the City Commission that work on specific projects that benefit the City. Previously, this activity provided direct funding the International Board and the Tree Committee.

Other boards and committees with funding needs have the ability to generate income from private fund raisers and donations to support their programs. All City boards and commissions have an assigned staff member who also provides program support and assistance as needed.

FINANCIALS

Category	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Trees	\$ 1,573	\$ 1,489	\$ 2,000	\$ 1,316	\$ -
Total	\$ 1,573	\$ 1,489	\$ 2,000	\$ 1,316	\$ -

BUDGET COMMENTS

Funding for the Tree Board is used in support of Arbor Day activities and other related projects. Because of the small amount of funding, the \$2,000 annual contribution to the Tree Committee has been moved to the Parks and Recreation Department beginning in FY 2010. The International Board was dissolved in FY 2008, so funding was eliminated beginning in FY 2009.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

OPERATING TRANSFERS

MISSION STATEMENT

This activity provides for operating transfers from the General Fund to Debt Service, Municipal Center, Capital Projects, Emergency Communications, and Facility Maintenance Funds to help cover the financial obligations of those funds. These funds do not have the fiscal capacity to generate sufficient revenue to cover annual expenses without General Fund support. The most significant transfer is to the Debt Service Fund to cover the annual general obligation debt service payments.

BUDGET COMMENTS

In FY 2010, a **\$3,150,000** transfer to the **Debt Service Fund** will be provided to meet General Debt Obligations (interest and principal) associated with the issuance of bonds and capital outlay notes. The amount is the same as FY 2009 and will be adequate to cover cost associated with the proposed issuance of \$4.85 million in G.O. bonds by the end of calendar year 2009 due to retirement of existing bonds.

A **\$413,400** transfer to the **Municipal Center Fund** represents the City's annual rental payment for City occupied space in the building, except for space used by the Emergency Communications District. This transfer amount has increased by approximately \$23,400 due to increased utilities and depreciation expense for the enterprise fund.

Under State law, the **Emergency Communications District** must be operated as a separate enterprise fund with its major income source being 911 telephone fees and direct aid from the State ECD. The total operating and capital expenditures for the Emergency Communication District cannot be funded entirely through its dedicated revenues. An operating transfer from the General Fund of **\$418,700** is proposed for FY 2010 to help fund emergency communication services which is the same amount contributed in FY 2009.

In FY 2008, the **Facilities Maintenance Fund** was established to allow for the accumulation of funds over multiple years for the funding of extraordinary repairs to non-enterprise buildings, facilities, etc. An operating transfer of **\$300,000** is proposed for FY 2010, or the same amount transferred in FY 2008 and FY 2009.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

SPECIAL REVENUE FUNDS

STATE STREET AID FUND

MISSION STATEMENT

This activity segregates all revenue and expenditures from the City's share of State gasoline taxes. The State distributes a share of the Gasoline Tax to municipalities based on per capita population. Tennessee State Law requires the receipts be kept in a separate fund and used for construction and maintenance of city streets and certain related street expenditures. Streets are defined as streets, highways, avenues, boulevards, public owned right-of-ways, bridges, tunnels, public parking areas, and other public ways dedicated to public use.

The Public Works Department is responsible for the maintenance of the streets. The goal of this activity is to keep the City streets in excellent shape through a systematic maintenance and resurfacing program. The General Fund also provides supplemental funding for street resurfacing.

WORKLOAD INDICATORS

The workload indicators for this fund will be found in the Public Works section of this document.

BUDGET COMMENTS

In FY 2010, \$1,040,000 is programmed for the annual street resurfacing program from this fund, which is the same as FY 2009. A total of \$1,575,000 will be committed to street resurfacing in FY 2010 including \$435,000 from the General Fund in the Public Works activity and \$100,000 from the Capital Projects Fund. This total commitment represents a \$100,000 increase over the previous fiscal year. This funding increase is needed to maintain the current resurfacing program for city streets within a 20 year cycle, which is being impacted by the growing number of new streets being added to the street system.

Based upon actual FY 2009 collections received to date, FY 2010 revenue is estimated at \$880,000, down \$120,000 from the FY 2009 budget. Sufficient reserves are available in the State Street Aid fund balance to cover the difference between FY 2010 revenues and proposed expenditures. Additional funding for street resurfacing is proposed from the Capital Projects Fund beginning with \$100,000 in FY 2010 with an increasing amount of \$100,000 annually from FY 2011-2013. Funding over four years will be provided through a \$1,000,000 FY 2009 year-end appropriation from the General Fund unreserved fund balance.

Future cash flow projections for the State Street Aid Fund indicate the fund will be unable to sustain the current level of funding (\$1,040,000 annually) beyond FY 2013. By FY 2014, additional revenue through an increase in the state gas tax shared with municipalities or a significant increase from the General Fund will be required to maintain the needed level of street resurfacing.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

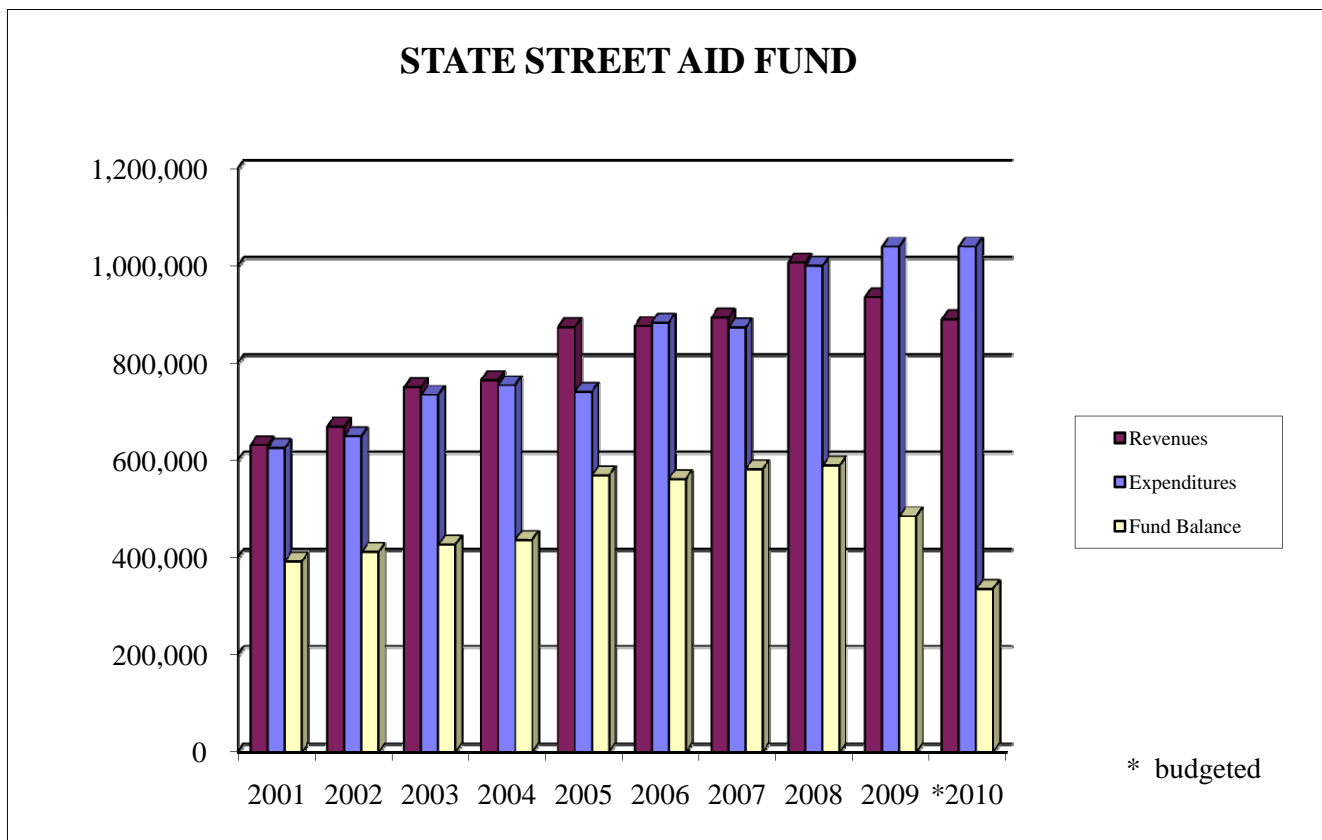
STATE STREET AID FUND

Revenues

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Intergovernmental	\$ 877,850	\$ 988,786	\$ 1,000,000	\$ 928,645	\$ 880,000
Uses of Money and Property	15,455	18,488	10,000	7,257	10,000
Total Revenues	\$ 893,305	\$ 1,007,273	\$ 1,010,000	\$ 935,902	\$ 890,000

Expenditures

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Operating Expenditures	\$ 873,144	\$ 1,000,000	\$ 1,040,000	\$ 1,039,731	\$ 1,040,000
Debt Service Fund Transfer	-	-	-	-	-
Total Expenditures	\$ 873,144	\$ 1,000,000	\$ 1,040,000	\$ 1,039,731	\$ 1,040,000



PUBLIC WORKS PROJECT FUND

MISSION STATEMENT

The Public Works Project Fund was established to handle the collection and disbursement of fees for road improvements needed to address the traffic impact from new residential and commercial growth in the City. A fee is assessed on each new building or residence based on the traffic generated by the specific type of development and is collected at the time of issuance of building permits. The funds are disbursed as available to pay for eligible road projects in the Capital Improvements Program.

BUDGET COMMENTS

The FY 2010 budget includes a \$150,000 transfer to the Capital Projects Fund to fund a portion of the cost for the Edmondson Pike north improvement project .

The severe downturn in the new housing construction and commercial development in the past year has greatly impacted fee collections for this fund. Until the economy improves, the number of capital projects funded through this account will be limited.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

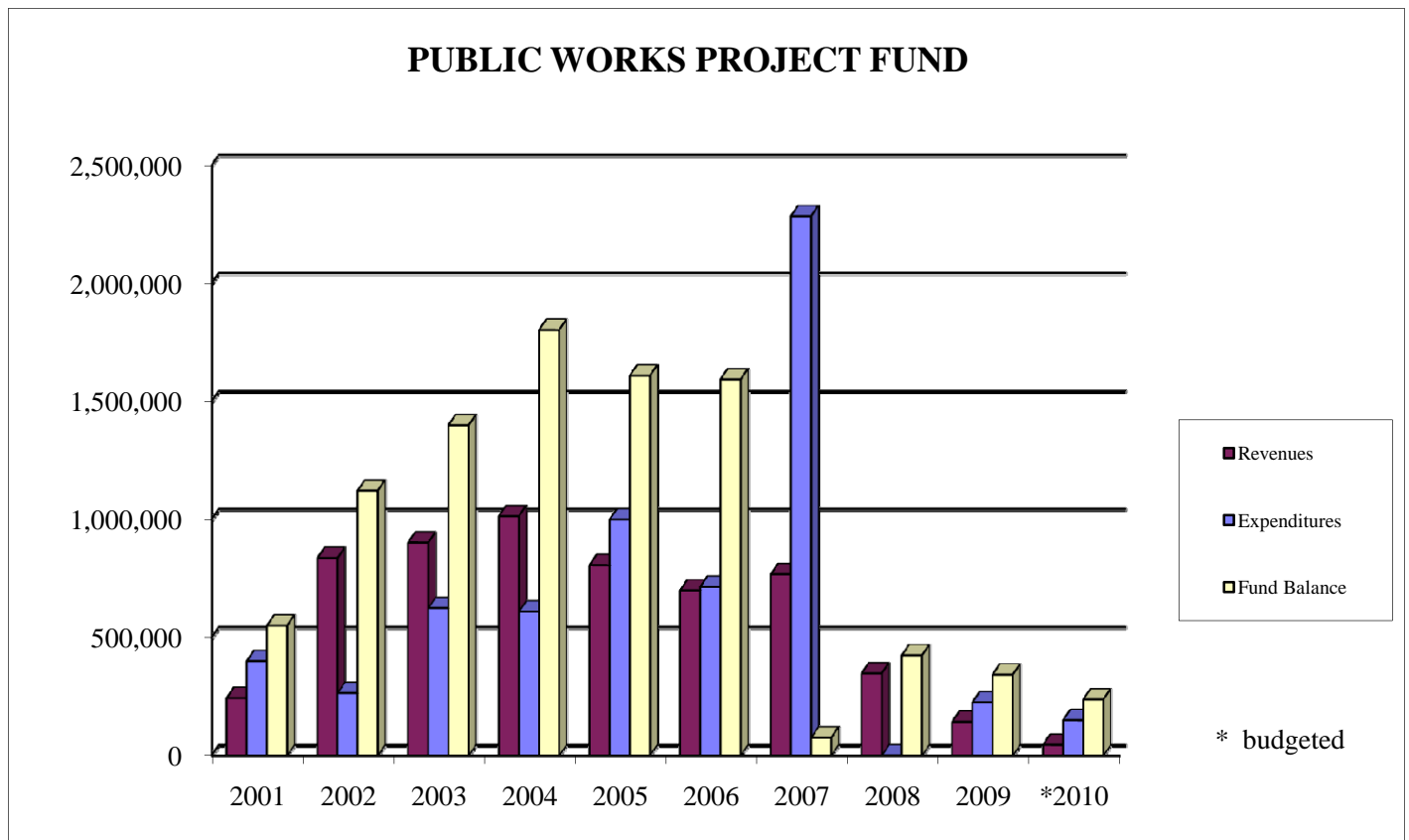
PUBLIC WORKS PROJECT FUND

Revenues

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Edmondson Branch Fees	\$ 167,666	\$ 29,215	\$ -	\$ -	\$ -
Public Works Project Fees	499,784	310,306	1,015,080	140,115	45,000
Uses of Money and Property	100,458	8,602	8,000	3,098	8,000
Total Revenues	\$ 767,908	\$ 348,123	\$ 1,023,080	\$ 143,213	\$ 53,000

Expenditures

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Capital Projects Fund Transfer	\$ 2,285,000	\$ -	\$ 225,000	\$ 225,000	\$ 150,000
Total Expenditures	\$ 2,285,000	\$ -	\$ 225,000	\$ 225,000	\$ 150,000



DRUG FUND

MISSION STATEMENT

The Drug Fund was established to segregate funds received directly from the enforcement of laws associated with illegal drug activity. Proceeds are received through fines, forfeitures and the disposal of seized goods resulting from the City's drug enforcement efforts. Under state law, the funds are to be used only for the enforcement of the drug laws, drug education programs, drug treatment and non-recurring general law enforcement expenditures.

BUDGET COMMENTS

The FY 2010 budget provides \$29,000 for the D.A.R.E. educational programs and \$8,000 for the purchase of a portable camera system.

PERSONNEL SCHEDULE

No personnel are assigned to this activity.

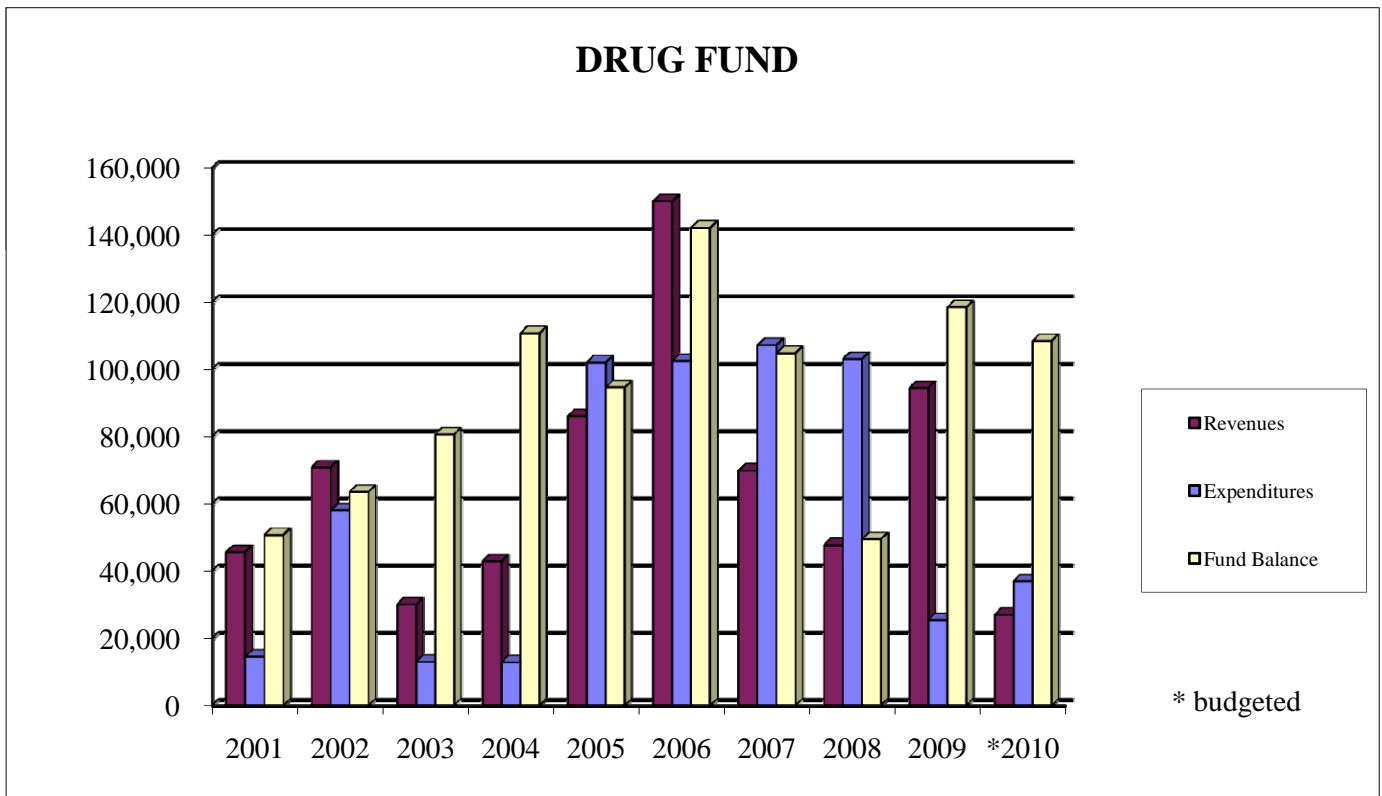
DRUG FUND

Revenues

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Drug Related Fines/Other	\$ 61,962	\$ 36,665	\$ 25,000	\$ 93,829	\$ 25,000
Uses of Money and Property	7,944	11,025	2,000	598	2,000
Total Revenues	\$ 69,906	\$ 47,690	\$ 27,000	\$ 94,427	\$ 27,000

Expenditures

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Drug Education	\$ 22,414	\$ 33,961	\$ 32,000	\$ 25,418	\$ 29,000
Capital Outlay	84,789	69,070	-	-	8,000
Total Expenditures	\$ 107,203	\$ 103,032	\$ 32,000	\$ 25,418	\$ 37,000



EQUIPMENT REPLACEMENT FUND

MISSION STATEMENT

This fund provides for the systematic accumulation of funds for purchase of replacement trucks and equipment with a cost above \$40,000, police vehicles and accessory equipment, and computer technology and related items. This approach allows the City to pay for replacement units without a significant financial impact during any budget year and avoid the issuance of capital outlay notes or bonds. Funding is provided through an annual transfer from the Police Department (\$325,000), Fire Department (\$240,000), Technology Department (\$300,000), Public Works Department (\$145,000), Parks and Recreation Department (\$9,000), and Traffic Signalization activity (\$6,500) plus interest earnings and proceeds from the sale of surplus equipment. The equipment to be purchased is identified in the six-year Capital Improvements Program.

BUDGET COMMENTS

Based on a financial analysis of the timing for future replacement of equipment and cost, the total annual contribution from the General Fund in FY 2010 has been increased by \$75,000, from \$950,500 to \$1,025,500 . This includes increased transfers of \$10,000 from the Fire Department, \$25,000 from the Police Department and \$40,000 from the Technology Department.

The FY 2010 budget provides for the purchase of a dump truck and tractor for the Public Works Department (\$155,000), seven (7) police vehicles and accessory equipment (\$235,000), and annual replacement of departmental PC's, network software upgrades, servers and other technology equipment (\$485,000). The largest single purchase will be a replacement engine for the Fire Department (\$520,000).

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

EQUIPMENT REPLACEMENT FUND

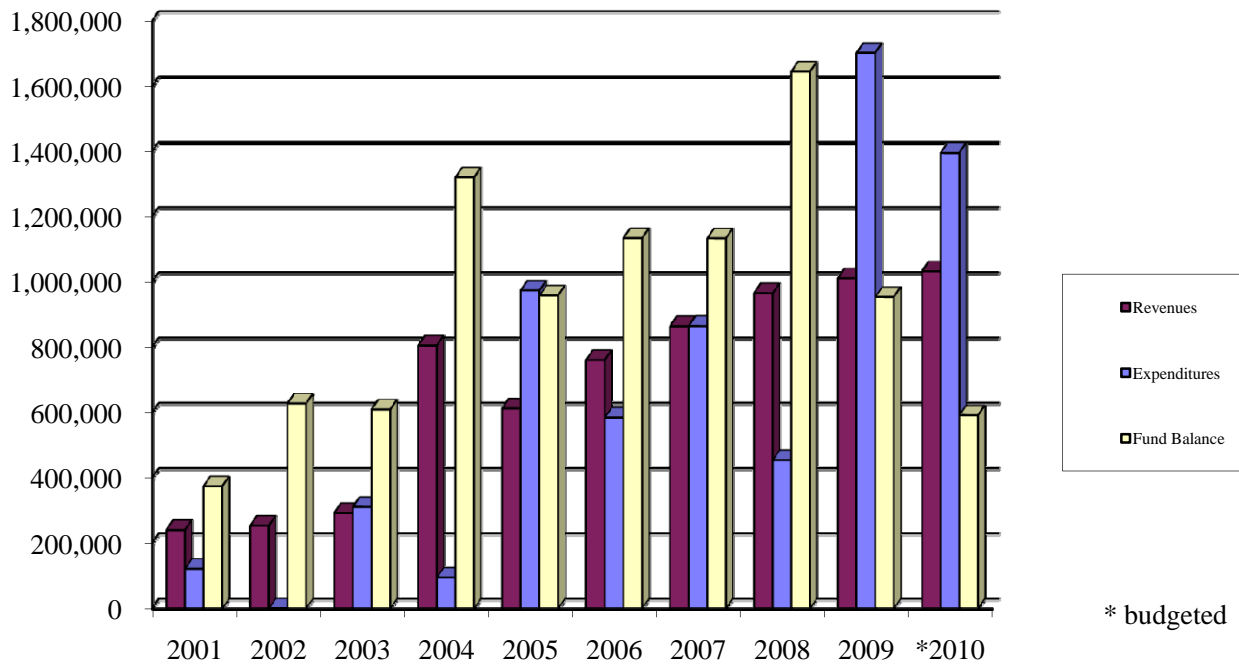
Revenues

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Other Financing Source	\$ 770,000	\$ 875,500	\$ 990,500	\$ 987,427	\$ 1,025,500
Uses of Money and Property	94,568	89,675	35,000	23,888	7,000
Total Revenues	<u>\$ 864,568</u>	<u>\$ 965,175</u>	<u>\$ 1,025,500</u>	<u>\$ 1,011,315</u>	<u>\$ 1,032,500</u>

Expenditures

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Capital Outlay	\$ 865,040	\$ 454,661	\$ 1,818,500	\$ 1,701,524	\$ 1,395,000
Total Expenditures	<u>\$ 865,040</u>	<u>\$ 454,661</u>	<u>\$ 1,818,500</u>	<u>\$ 1,701,524</u>	<u>\$ 1,395,000</u>

EQUIPMENT REPLACEMENT FUND



FACILITIES MAINTENANCE FUND

MISSION STATEMENT

This special revenue fund allows for the accumulation of funds over multiple years for extraordinary maintenance and repairs to City owned, non-enterprise facilities. A systematic approach to accumulating funds will help the City avoid more costly repairs and larger cash outlays (or the issuance of bonds) for repairs later. The type of items funded from this account include roof and HVAC replacements, resurfacing of the bikeways, and other significant repairs that are critical to maintaining our facilities in top physical condition.

BUDGET COMMENTS

An operating transfer of \$300,000 from the General Fund is proposed for FY 2010, the same amount as in FY 2009. Proposed expenditures for the FY 2010 budget total \$105,000 and include \$90,000 to the Parks & Recreation Department for replacement of deteriorating ball field covers and protective netting at Granny White Park (\$30,000), the annual asphalt overlay of older sections of the bikeway network (\$50,000) and electrical repairs of scoreboards at Crockett Park (\$10,000). The other budgeted project provides \$15,000 for replacement of the Service Center automatic fuel tank gauging system.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

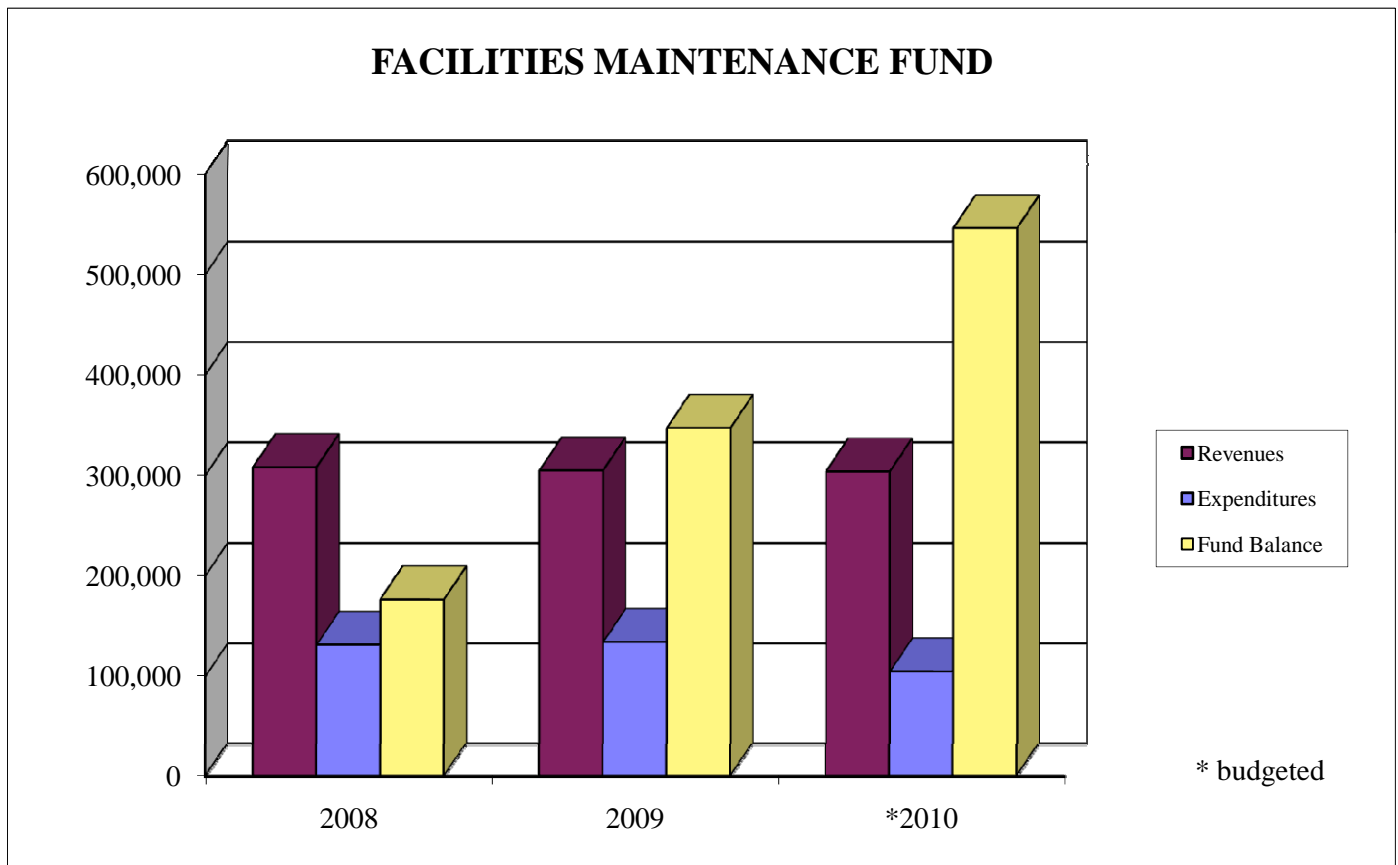
FACILITIES MAINTENANCE FUND

Revenues

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Other Financing Source	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Uses of Money and Property	-	8,219	4,000	5,022	4,000
Total Revenues	<u>\$ -</u>	<u>\$ 308,219</u>	<u>\$ 304,000</u>	<u>\$ 305,022</u>	<u>\$ 304,000</u>

Expenditures

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Operating Expenditures	\$ -	\$ 131,616	\$ 185,000	\$ 134,359	\$ 105,000
Total Expenditures	<u>\$ -</u>	<u>\$ 131,616</u>	<u>\$ 185,000</u>	<u>\$ 134,359</u>	<u>\$ 105,000</u>



ADEQUATE SCHOOL FACILITIES FUND

MISSION STATEMENT

In the spring of 2007, the Williamson County Commission approved an Adequate School Facilities Tax of \$1.00 per square foot of finished (or space that could be finished into) living space that is constructed in new residential dwellings permitted in the County after July 1, 2007. Under this private act, 30% of the total collections must be redistributed back to those incorporated cities of the County with a capital improvements program, and distributed on a per capita basis based on the last federal or certified special census. While the funds must be used for the purpose of providing public facilities associated with the demands from new development, Williamson County is requesting that the funds provided to the cities under this private act be returned to the County for public school improvements.

BUDGET COMMENTS

The dramatic slowdown in new residential home construction in all of Williamson County has dramatically reduced potential fee collections. For example, in FY 2008, Williamson County estimated that \$8 million would be collected under the new tax with 30% or \$2.4 million distributed to the cities. As Brentwood's population is about 30% of total incorporated city population in the County, the City would have received about \$720,000 in the first year. Instead, actual collections for FY 2008 were \$342,000. Collection trends for FY 2009 and FY 2010 continue downward.

In FY 2010, only \$110,000 in new revenue is projected. No funds are recommended for appropriation in the proposed FY 2010 budget. At some point when sufficient funds are accumulated, the City Commission will need to adopt a formal policy on future use of the City's funds. Some examples, funds could be targeted for actual school improvements inside the city limits of Brentwood or used to improve the City street network impacted by the proposed location of a new school facility in the community. Or the funds could also be used to purchase land for a future park adjacent to a new school site.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

ADEQUATE SCHOOL FACILITIES FUND

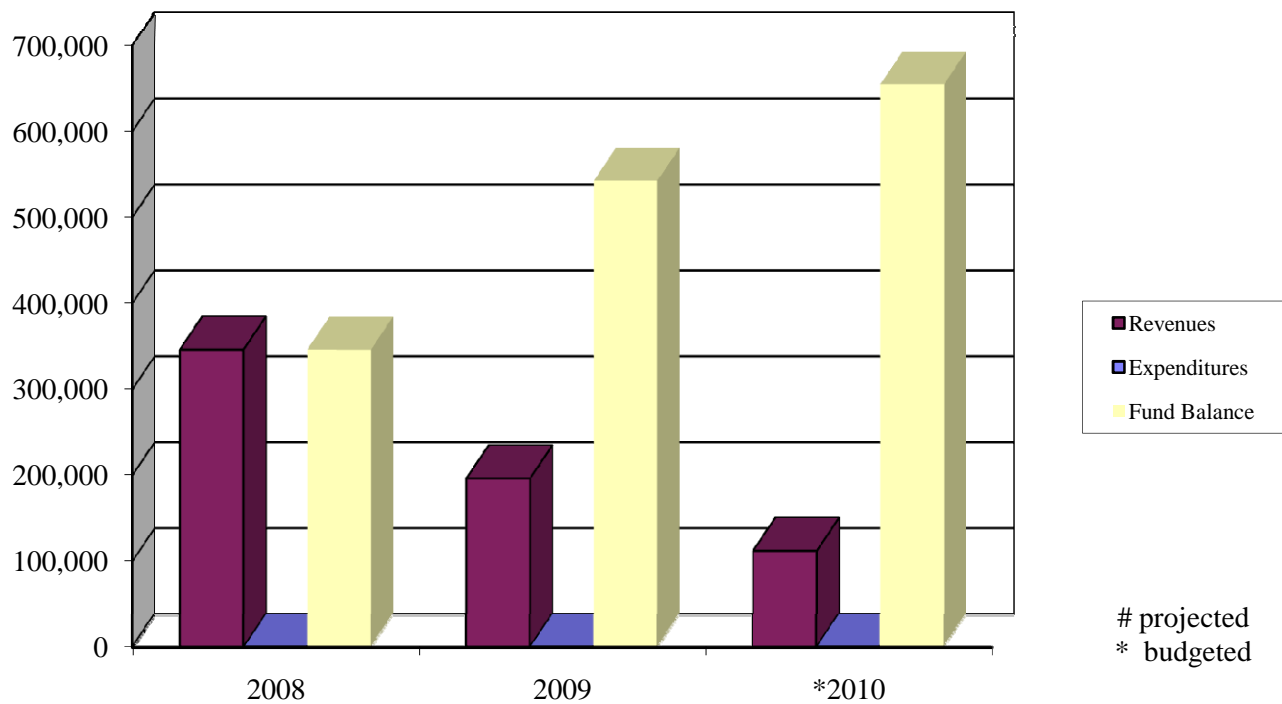
Revenues

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Other Financing Source	\$ -	\$ 341,972	\$ 300,000	\$ 191,767	\$ 110,000
Uses of Money and Property	-	4,245	7,000	4,697	2,000
Total Revenues	<u>\$ -</u>	<u>\$ 346,217</u>	<u>\$ 307,000</u>	<u>\$ 196,464</u>	<u>\$ 112,000</u>

Expenditures

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

ADEQUATE SCHOOL FACILITIES FUND



POST EMPLOYMENT BENEFITS FUND

MISSION STATEMENT

This fund was established to segregate the collection of funds for the payment of post employment life and health insurance benefits for qualified employees under the City's personnel policies as determined by minimum age and years of service at the time of retirement. The Government Accounting Standards Board now requires governmental units to expense such benefit obligations on the balance sheet when they are incurred rather than when they are paid. Annual contributions are made to the fund from the various City funds with personnel (General Fund, Water & Sewer Fund & Emergency Communication District Fund) based on a bi-annual actuarial study of future financial obligations. The actuarial study also determines the proper amount to be transferred from this fund to the Post Employment Benefits Trust. The trust is a legal instrument designed to ensure that such funds are used only to pay for qualified retiree benefits in the future and to enhance the return on investment of idle funds for which significant payment of obligations will not occur for 5-10 years.

Beginning in FY 2009, the purpose of this fund was expanded to include the accumulation of funds (via an annual transfer from the General Fund of \$118,080) for future payment of accrued sick and vacation leave to eligible employees. Under the City's terminal leave policies, certain payments are made to long-term employees at retirement with significant leave balances. In the next 5-10 years, payments for accrued leave could exceed \$100,000 in any one year, assuming multiple employees retire at the same time. By systematically reserving funds now for this purpose, the City will be able to better manage the budgetary impact in the coming years. The funds will be used only when the amount needed to cover the expense is beyond what the normal operating budget can cover and will be transferred back to the affected General Fund Department budget through a year-end appropriation transfer.

BUDGET COMMENTS

For FY 2010, \$567,045 is proposed to be transferred from the General Fund, \$60,000 from the Water & Sewer Fund and \$21,255 from the Emergency Communications District to the Post Employment Benefits Fund for payment of future post-retirement insurance benefit obligations. Actual expenditures for current retiree life and health insurance benefits during FY 2010 are projected at \$25,000 due to the limited number of eligible retirees today with payments for these obligations to be made directly from this fund. A second year transfer of \$118,080 from the General Fund is proposed as the contribution toward accumulation of adequate reserves for payment of future accrued leave payouts to retirees.

POST EMPLOYMENT BENEFITS FUND

In accordance with GASB standards, a new bi-annual actuarial study completed in April 2009 showed the City's annual OPEB cost for FY 2010 to be \$590,610, which is approximately \$44,000 higher than the FY 2009 funding level. This increase is due primarily to an increase in the number of employees covered and the actuarial impact of the new enhanced public safety retirement benefit. In FY 2009 the annual transfer from all funds was \$644,075 which included a base amount of \$600,000 plus \$44,075 to account for new positions and the enhanced public safety retirement plan. A transfer in excess of the annual required cost has allowed for the accumulation of a reasonable fund balance to help smooth out the future budgetary impact of contribution increases that may be required under future actuarial studies. Accordingly, for FY 2010, staff is again recommending a \$644,075 transfer plus \$4,225 to cover the cost for the two new firefighter positions in the budget.

With the creation of the Post Employment Benefits Trust in FY 2007, \$2,775,000 has been transferred to date to the Trust. For FY 2010, \$565,610 is proposed to be transferred to the Trust. This amount represents the \$590,610 annual OPEB cost as calculated by the actuary study less projected direct payment of current retiree benefit obligations of \$25,000. Other projected expenses of the fund include \$2,000 for audit related costs.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

POST EMPLOYMENT BENEFITS FUND

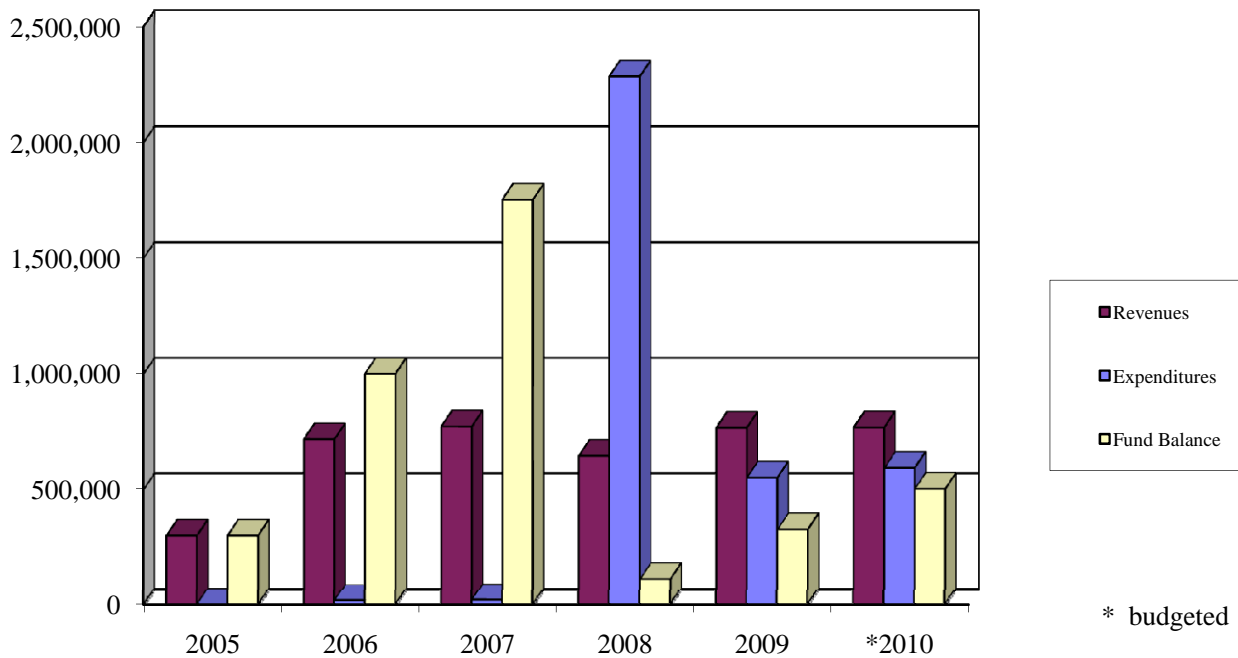
Revenues

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Other Financing Source	\$ 680,000	\$ 523,549	\$ 733,495	\$ 762,155	\$ 766,380
Uses of Money and Property	91,780	34,119	2,500	3,814	1,500
Total Revenues	\$ 771,780	\$ 557,668	\$ 735,995	\$ 765,969	\$ 767,880

Expenditures

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Operating Expenditures	\$ 18,980	\$ 27,506	\$ 25,000	\$ 35,479	\$ 27,000
Transfer to the General Fund	-	-	-	-	-
Transfer to Retiree Benefits Trust	-	2,260,000	515,000	515,000	565,610
Total Expenditures	\$ 18,980	\$ 2,287,506	\$ 540,000	\$ 550,479	\$ 592,610

POST EMPLOYMENT BENEFITS FUND



FUEL FUND

MISSION STATEMENT

The purpose of this proposed special revenue fund is to "level out" over multiple years the cost of gasoline and diesel fuel for user departments and to avoid significant budgetary challenges that occur with rapid fluctuations in cost. All gasoline and diesel fuel will be purchased by this fund through competitive bidding and stored in tanks located at City facilities. User departments will purchase gas or diesel fuel from this fund at a fixed rate per gallon that is established at the beginning of each fiscal year. The charge per gallon is targeted to allow for the accumulation of funds over multiple years so that the unit cost per gallon for departments will remain stable during volatile periods with rising costs in the free market. The initial resources needed to establish this fund are available through the transfer of existing inventory as of June 30, 2009 and from the transfer of FY 2009 net savings in the gas and diesel fuel line item accounts within departments that resulted from the dramatic decline in cost to the City since mid-summer 2008.

BUDGET COMMENTS

To establish the fund, a FY 2009 special year-end operating transfer from the General Fund of \$144,300 and \$5,700 from the Water and Sewer Fund is proposed. The transfer will occur from projected FY 2009 savings in gas and diesel fuel cost for departments. The proposed gasoline and diesel fuel cost for user departments in FY 2010 will be \$2.50 and \$3.00 per gallon. Note the City's cost for gas and diesel fuel is about \$.50 per gallon less than the cost in the retail market because the City pays no state or federal taxes

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

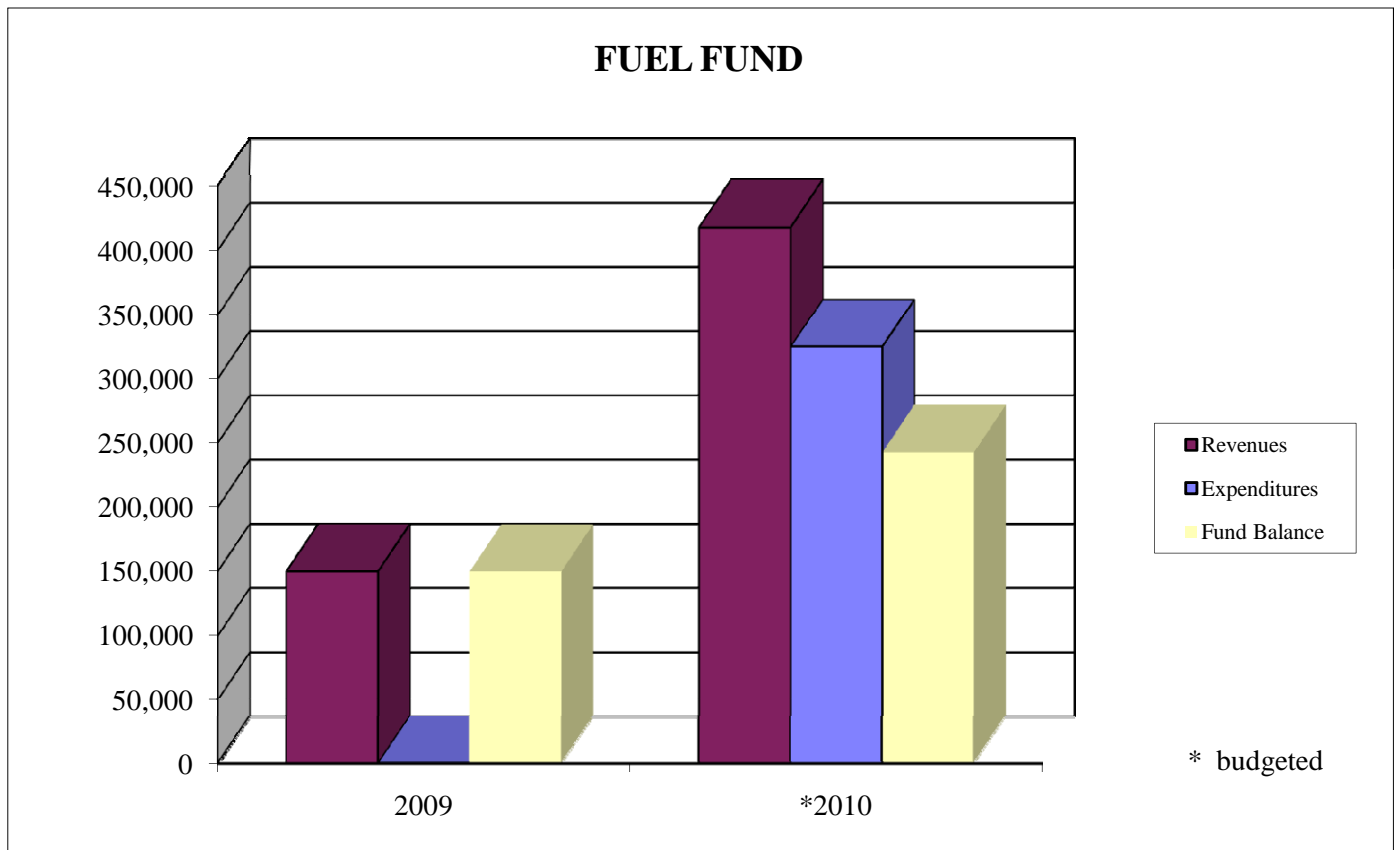
FUEL FUND

Revenues

	Budget FY 2008	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Other Financing Source	\$ -	\$ -	\$ -	\$ 150,000	\$ 410,700
Uses of Money and Property	-	-	-	2	7,000
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,002</u>	<u>\$ 417,700</u>

Expenditures

	Budget FY 2008	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 325,000
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 325,000</u>



DEBT SERVICE FUND

DEBT SERVICE FUND

MISSION STATEMENT

The Debt Service Fund provides for the accumulation of resources necessary for paying the general obligation debt service of the City other than Water/Sewer debt. Revenue for the fund is received through an operating transfer from the General Fund (\$3,150,000), interest earnings from the investment of idle funds, plus an annual contribution from the Historic Commission for debt incurred with the Boiling Springs Academy restoration project. By policy, the City strives to maintain a fund balance equivalent to one year of debt obligation in this fund.

BUDGET COMMENTS

The estimated beginning fund balance as of July 1, 2009 is \$3,727,500. Total debt service obligations for FY 2010 will be \$3,033,560, down \$415,828 from the FY 2009 budgeted amount of \$3,449,388. This decrease is due primarily to the scheduled retirement of existing debt in FY 2009. Initial funding is provided for debt service payments associated with the proposed late calendar year 2009 G.O. Bond issue. Total revenues for the fund in FY 2010 are projected at \$3,204,275 with the required annual transfer from the General Fund at \$3,150,000 - the same amount provided in FY 2009.

PERSONNEL SCHEDULE

No personnel are assigned to this activity

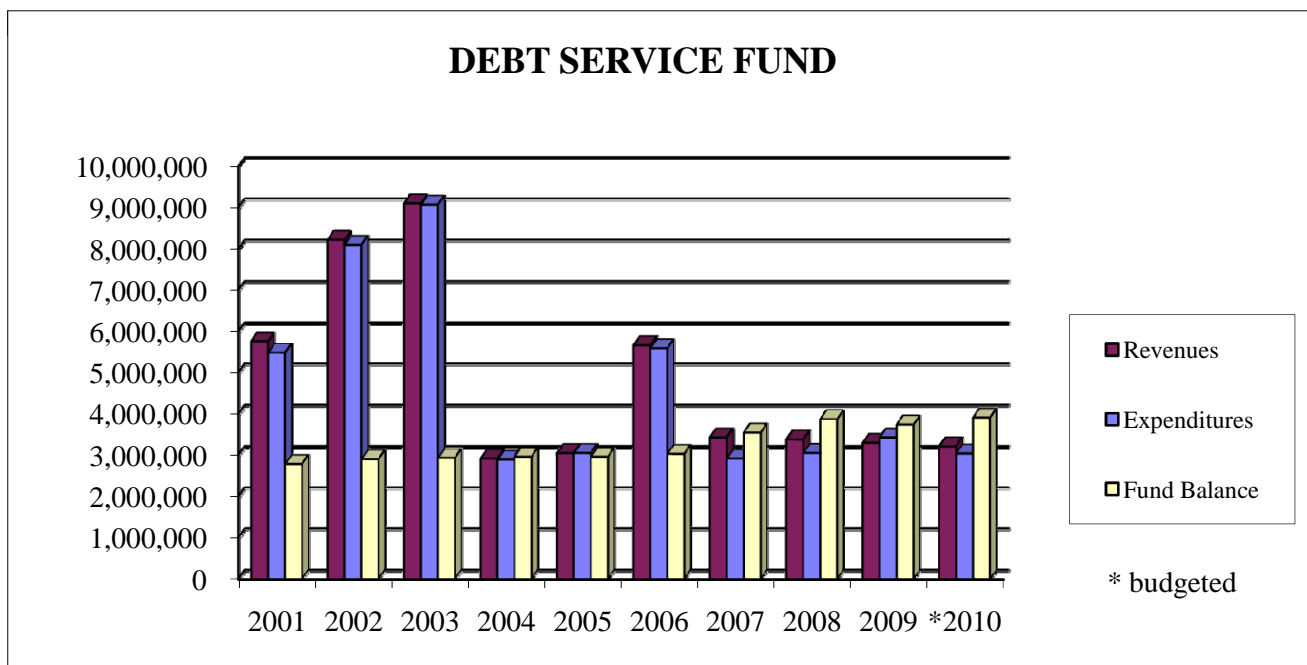
DEBT SERVICE FUND

Revenues

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Other Financing Source	\$ 3,167,522	\$ 3,167,292	\$ 3,167,045	\$ 3,167,046	\$ 3,166,775
Uses of Money and Property	257,463	205,299	75,000	123,348	37,500
Bond Refunding Proceeds	-	-	-	-	-
Total Revenues	\$ 3,424,985	\$ 3,372,591	\$ 3,242,045	\$ 3,290,394	\$ 3,204,275

Expenditures

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Debt Service:					
Principal	\$ 1,809,255	\$ 2,055,795	\$ 2,277,460	\$ 2,277,460	\$ 1,917,460
Interest	1,098,157	985,121	1,140,928	1,140,913	1,060,100
Subtotal	2,907,412	3,040,916	3,418,388	3,418,373	2,977,560
Other	3,697	4,169	31,000	4,226	56,000
Total Expenditures	\$ 2,911,109	\$ 3,045,085	\$ 3,449,388	\$ 3,422,599	\$ 3,033,560





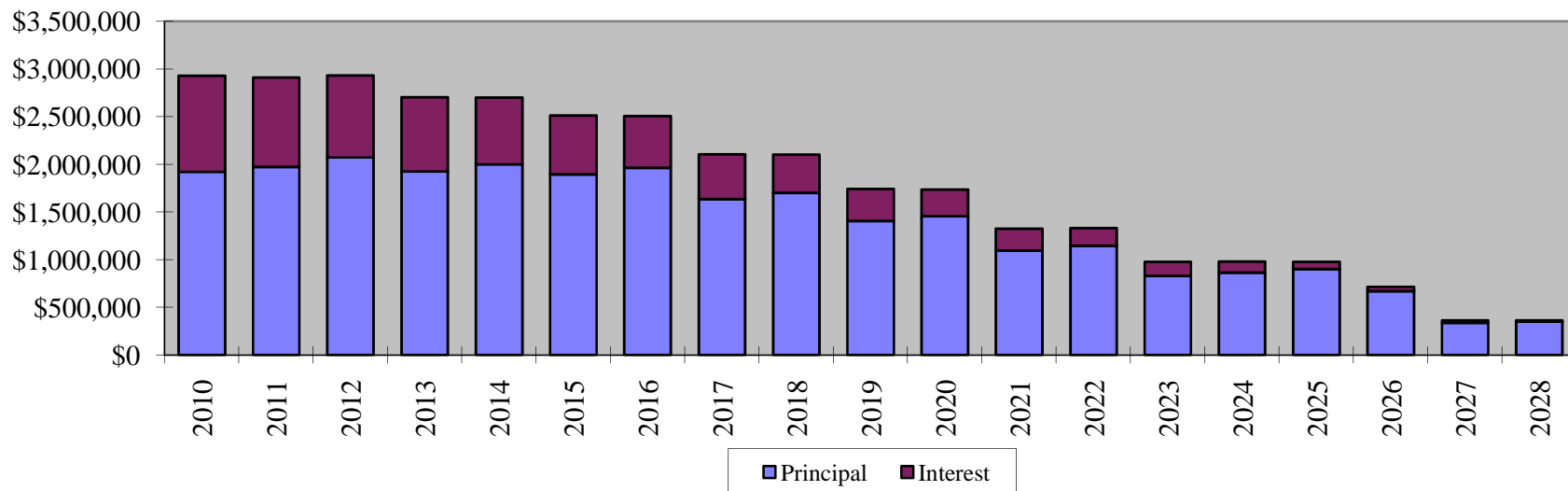
DEBT MANAGEMENT POLICIES

It is recognized that Brentwood is a high growth community with significant demands for infrastructure improvements that are essential to maintaining the City's favorable quality of life. Such needs are systematically prioritized in the six (6) year Capital Improvements Program. The up-front costs for many projects are beyond the normal resources of the City and require the issuance of long-term general obligation debt. The issuance of debt also insures that the future benefactors of the improvements will help pay for the cost over the life of the improvements.

In the State of Tennessee, there is no legal debt limit and therefore the City of Brentwood is not subject to statutory debt limitations. Regardless, the following policies are adopted by the City of Brentwood to provide budgetary guidance in developing the City's short and long-term financial planning.

1. The City will utilize long-term borrowing only for major capital improvement projects that can not be financed from current revenue sources. The City will not use long-term debt to finance current operations.
2. When the City finances capital projects by issuing bonds, it will pay back the interest and principal on the bonds for a period not exceeding the expected life of the improvements; however, no bonds will be issued for a payback period of greater than twenty (20) years.
3. The City will seek level or declining debt repayment schedules and will avoid issuing debt that provides for balloon principal payments reserved at the end of the term of the issue.
4. The City will avoid variable-rate debt due to the potential volatility of such instruments, and will only consider such a debt structure as a last resort when current interest rates are deemed excessive and will likely decline in future years.
5. The total annual debt service obligation for long-term debt (excluding short-term capital outlay notes) will not exceed eighteen (18) percent of the total operating budgets for the General Fund and State Street Aid Fund for any given year.
6. The City will strive to maintain a minimum fund balance in the Debt Service Fund at an amount equivalent to one (1) year's debt obligation. The Debt Service Fund will receive annual funding through operating transfers from other funds, primarily the General Fund, and by interest earned on cash held in the Debt Service Fund itself.
7. The proceeds from General Obligation Bond Issues will be deposited in the Capital Projects Fund. The investment of idle capital funds will be governed by state statute and City policy.
8. The City will maintain good communications with bond rating agencies about the financial condition of the City and will follow a policy of full disclosure on every financial report and bond prospectus.

City of Brentwood
Existing General Obligation Debt Service - Fiscal Years Ending June 30



City of Brentwood

Debt Obligations

Governmental Activities:

\$1,955,000 1999 General Obligation Refunding Bonds due in increasing annual installments through September 1, 2013, at varying rates of interest from 3.95% to 4.40%	900,000
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\$5,525,000 2002 General Obligation Refunding Bonds due in increasing annual installments through September 1, 2019, at varying rates of interest from 2.95% to 4.80%	5,370,000
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\$4,425,000 2002 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2022, at varying rates of interest from 3.00% to 4.35%	1,080,000
--	-----------

\$6,300,000 2003 General Obligation Refunding Bonds due in increasing annual installments through June 30, 2018, at varying rates of interest from 2.00% to 4.10%	3,915,000
---	-----------

\$3,685,000 2004 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2024, at varying rates of interest from 2.30% to 4.45%	3,115,000
--	-----------

\$4,800,000 2006 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2026, at varying rates of interest from 3.75% to 4.050%	4,440,000
---	-----------

\$2,430,000 2006 General Obligation Refunding Bonds due in increasing annual installments through September 1, 2021, at varying rates of interest from 3.75% to 3.90%.	2,430,000
--	-----------

\$4,935,000 2007 General Obligation Refunding Bonds due in increasing annual installments through March 1, 2028, at a rate of interest of 3.83%.	<div style="border-top: 1px solid black; display: inline-block;">4,800,000</div>
--	--

Total General Obligation Bonds	26,050,000
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Capital Lease Obligation (Water and Sewer Enterprise Fund):

Annual principal and interest payments of \$33,000 through June 30, 2013, based on imputed interest rate of 8.0%	<div style="border-top: 1px solid black; display: inline-block;">86,921</div>
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Total General Obligation Debt	<div style="border-top: 1px solid black; border-bottom: 3px double black; display: inline-block;">\$ 26,136,921</div>
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CITY OF BRENTWOOD, TENNESSEE
SCHEDULE OF DEBT SERVICE REQUIREMENTS - GENERAL OBLIGATION BONDS
JUNE 30

Year	1999 G.O. Refunding Bonds		2002 G. O. Refunding Bonds		2002 G.O. Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2010	170,000	35,163	270,000	235,600	200,000	44,600
2011	170,000	27,980	280,000	224,390	205,000	36,800
2012	180,000	20,498	610,000	205,618	215,000	28,600
2013	185,000	12,604	635,000	178,844	225,000	19,785
2014	195,000	4,290	660,000	150,348	235,000	10,223
2015	-	-	690,000	119,965	-	-
2016	-	-	725,000	87,593	-	-
2017	-	-	350,000	62,780	-	-
2018	-	-	365,000	46,065	-	-
2019	-	-	385,000	28,344	-	-
2020	-	-	400,000	9,600	-	-
2021	-	-	-	-	-	-
2022	-	-	-	-	-	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
	<u>\$ 900,000</u>	<u>\$ 100,535</u>	<u>\$ 5,370,000</u>	<u>\$ 1,349,147</u>	<u>\$ 1,080,000</u>	<u>\$ 140,008</u>

Year	2006 G.O. Bonds		2006 G.O. Refunding Bonds		2007 G.O. Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2010	190,000	167,273	-	92,118	180,000	183,840
2011	200,000	159,960	-	92,118	185,000	176,946
2012	205,000	152,366	10,000	91,930	190,000	169,861
2013	215,000	144,491	10,000	91,555	200,000	162,584
2014	220,000	136,335	15,000	91,086	205,000	154,924
2015	230,000	127,898	265,000	85,836	215,000	147,072
2016	240,000	119,085	270,000	75,805	220,000	138,838
2017	245,000	109,991	280,000	65,493	230,000	130,412
2018	255,000	100,616	295,000	54,711	235,000	121,603
2019	265,000	90,866	305,000	43,461	245,000	112,602
2020	275,000	80,673	315,000	31,758	255,000	103,219
2021	285,000	69,961	325,000	19,516	265,000	93,452
2022	300,000	58,625	340,000	6,630	275,000	83,303
2023	310,000	46,575	-	-	285,000	72,770
2024	320,000	33,975	-	-	300,000	61,855
2025	335,000	20,875	-	-	310,000	50,365
2026	350,000	7,088	-	-	320,000	38,492
2027					335,000	26,236
2028					350,000	13,405
	<u>\$ 4,440,000</u>	<u>\$ 1,626,653</u>	<u>\$ 2,430,000</u>	<u>\$ 842,017</u>	<u>\$ 4,800,000</u>	<u>\$ 2,041,773</u>

CITY OF BRENTWOOD, TENNESSEE
SCHEDULE OF DEBT SERVICE REQUIREMENTS - GENERAL OBLIGATION BONDS
JUNE 30

Year	2003 G.O. Refunding Bonds		2004 G.O. Bonds	
	Principal	Interest	Principal	Interest
2010	735,000	127,418	150,000	114,538
2011	750,000	104,205	155,000	110,305
2012	475,000	83,705	155,000	105,810
2013	295,000	70,230	160,000	100,925
2014	305,000	59,501	165,000	95,643
2015	320,000	47,855	175,000	89,945
2016	330,000	35,340	180,000	83,820
2017	345,000	21,833	185,000	77,340
2018	360,000	7,380	190,000	70,495
2019	-	-	205,000	63,085
2020	-	-	210,000	54,990
2021	-	-	220,000	46,280
2022	-	-	230,000	36,940
2023	-	-	235,000	27,058
2024	-	-	245,000	16,676
2025	-	-	255,000	5,674
2026	-	-	-	-
	<u>\$ 3,915,000</u>	<u>\$ 557,467</u>	<u>\$ 3,115,000</u>	<u>\$ 1,099,524</u>

	Totals Bonds	Capital Lease Obligation			Totals Debt Requirements	
Year	Principal	Interest	Principal	Interest	Principal	Interest
2010	1,895,000	1,000,550	26,196	6,804	1,921,196	1,007,354
2011	1,945,000	932,704	28,292	4,708	1,973,292	937,412
2012	2,040,000	858,388	32,433	2,440	2,072,433	860,828
2013	1,925,000	781,018	-	-	1,925,000	781,018
2014	2,000,000	702,350	-	-	2,000,000	702,350
2015	1,895,000	618,571	-	-	1,895,000	618,571
2016	1,965,000	540,481	-	-	1,965,000	540,481
2017	1,635,000	467,849	-	-	1,635,000	467,849
2018	1,700,000	400,870	-	-	1,700,000	400,870
2019	1,405,000	338,358	-	-	1,405,000	338,358
2020	1,455,000	280,240	-	-	1,455,000	280,240
2021	1,095,000	229,209	-	-	1,095,000	229,209
2022	1,145,000	185,498	-	-	1,145,000	185,498
2023	830,000	146,403	-	-	830,000	146,403
2024	865,000	112,506	-	-	865,000	112,506
2025	900,000	76,914	-	-	900,000	76,914
2026	670,000	45,580	-	-	670,000	45,580
2027	335,000	26,236	-	-	335,000	26,236
2028	350,000	13,405	-	-	350,000	13,405
	\$ 26,050,000	\$ 7,757,124	\$ 86,921	\$ 13,952	\$ 26,136,921	\$ 7,771,076



CAPITAL PROJECTS FUND

CAPITAL PROJECTS FUND

MISSION STATEMENT

This fund is used to consolidate expenditures associated with the acquisition, design, and construction of the major capital improvements and other long range projects other than improvements financed by the Water and Sewer Fund. All projects are included in the first year of the City's six-year Capital Improvements Program. Many are rollover projects initiated in the previous year and/or may take more than one fiscal year to be completed.

The primary sources of new funding include the proceeds from the proposed **\$4,835,000** General Obligation Bond issue scheduled for late calendar year 2009 for the phase II improvements to Split Log Road and initial right-of-way acquisition for the Franklin Road South project; and a proposed FY 2009 year-end, special transfer from the unreserved fund balance of **\$1,830,000** for the Concord Road West project plus enhanced street resurfacing funding over the next four years. Other significant funding sources include a \$150,000 transfer from the Public Works Projects Fund for the Edmondson Pike widening project and a \$164,500 energy efficiency block grant from the Department of Energy for energy conservation improvements.

BUDGET COMMENTS

The FY 2010 budget at **\$10,094,500** down slightly from the FY 2009 adopted budget of \$10,335,000. Given that this fund includes many large construction projects that overlap several fiscal years, fluctuations in the budget from one fiscal year to the next are common. The following projects will be initiated and/or completed during the fiscal year:

I. TRANSPORTATION (\$7,655,000)

1. **Concord Road (East of Edmondson Pike)** – This project (**\$2,395,000**) provides local funding for right-of-way acquisition for phase II improvements to a 3.6 mile section of Concord Road from Sunset Road to the eastern city limits. The project includes elimination of severe vertical and horizontal curves and widening for a continuous three (3) lane pavement section with curb and gutter within a 94 foot wide ROW. There will also be a ten (10) foot wide separated bikeway/walkway built a minimum four (4) feet behind the curb within the south ROW of the road. Under an agreement with TDOT, utility relocation and road construction will be funded by the state. Construction on the first phase of the project from Edmondson Pike to Sunset Road is tentatively scheduled to begin by late summer of 2009.
2. **Concord Road (Jones Parkway to Arrowhead Drive)** – This project (**\$170,000**) provides local funding for engineering and design of improvements to a .75 mile section of Concord Road from Jones Parkway to Arrowhead Drive. The project includes elimination of severe vertical curves and widening for a continuous three (3) lane pavement section. This project already has \$3.0 million in Federal funding allocated for construction in the MPO's 2008-11 Transportation Improvement Plan but requires an additional commitment of approximately \$830,000 to move forward. The original plan called for TDOT to provide the additional funding given its status as a state highway, but the agency will not commit the funds at this time. Rather

CAPITAL PROJECTS FUND

than risk losing \$3 million in committed federal funds, a FY 2009 transfer of \$830,000 from the unreserved fund balance of the General Fund is proposed to allow this project to move forward. If TDOT agrees to this arrangement including full acceptance of City decisions and oversight for the project, construction will be targeted to begin by early calendar year 2011.

3. **Edmondson Pike (north)** -- This project (**\$1,600,000**) provides for construction for the geometric improvements to Edmondson Pike from north of Smithson Lane to the northern city limits. Proposed improvements include two twelve (12) foot travel lanes with six (6) foot shoulders consistent with the improvements to the southern segment of the road that were completed in the 1990's. Right-of-way acquisition was completed in FY 2009 with construction targeted to begin in the summer of 2009 and completed in the fall of 2010.
4. **Franklin Road (south)** -- This project (**\$90,000**) provides for a continuation of design engineering and ROW plan development for the widening of 2.2 miles of Franklin Road from West Concord Road south to Moores Lane. The improvements will include five 12 foot wide lanes (including a continuous center turn lane) with curb and gutter section. In addition, the project is expected to include a 10 ft. wide separated bikeway/walkway on the east side of the road built a minimum of 4 feet behind the curb. Minor narrowing the roadway to 11 foot lanes and the bikeway to 8 foot are being targeted for the more heavily developed area on the south end of this corridor near Moores Lane. Construction of this project will be carried out by TDOT and is subject to future funding in the state highway construction budget.
5. **Split Log Road – Phase II** - This project (**\$2,830,000**) provides for completion of right-of-way acquisition and initial construction of improvements between Ragsdale Road and the city limits just east of Pleasant Hill Road. Improvements will include two twelve-foot travel lanes with a continuous center turn lane (with linear grass islands for traffic calming) and curb and gutter. Also included is a 10 foot wide bikeway along the south side of the road separated by a 5 foot green strip. Construction is expected to begin in early calendar year 2010 with completion expected by the fall of 2011.
6. **Street Resurfacing** – This project (**\$100,000**) provides the first of four years of supplemental funding for the annual street resurfacing program under the City's pavement management system. Funding in the Capital Projects Fund is provided through a FY 2009 special transfer from the unreserved fund balance of the General Fund of \$1,000,000. The plan is to provide \$200,000 for resurfacing in FY 2011, \$300,000 in FY 2012 and \$400,000 in FY 2013.
7. **Town Center Area** – This project (**\$140,000**) provides for upgrading a small section of Pewitt Drive immediately south of Town Center Way subject to the dedication of right-of-way by the benefitting property owners on the east side of the street. The west side of the street will be upgraded by the developer of the Town Center Corner

CAPITAL PROJECTS FUND

project. The goal is bring this section of Pewitt Drive up to City standards and acceptance as a public street.

8. **Traffic Signal Upgrades** - This project (\$160,000) provides for the installation of a new traffic signal, with the targeted location being the intersection of Moores Lane and Gordon Petty Drive, subject to approval by TDOT.
9. **Wilson Pike (north)** – This project (\$150,000) provides for additional turn lane improvements at the intersection of Wilson Pike and Concord Road. Proposed improvements include the addition of a dedicated right turn lane to the southbound Wilson Pike approach and construction of a new right turn on the northbound Wilson Pike. This will allow for the existing three lanes to be reallocated as dual dedicated left turn lanes and a thru lane. Construction is scheduled to begin in summer 2009 and completed by late fall 2009.

II. PARKS AND RECREATION (\$75,000)

1. **Deerwood Arboretum** – This project (\$75,000) provides for constructing and paving of a 1/2 mile section of the existing mulch surface trail. When completed, all primary trails will be paved with a hard surface. Construction is scheduled for the fall 2009.

III. TECHNOLOGY (\$80,000)

1. **Software Systems** – This project (\$15,000) provides for final implementation of the MS Govern financial software system including the business tax, property tax and utility billing modules.
2. **Warning Siren** – This project (\$30,000) provides for installation of a new outdoor warning siren. Locations under review include the Split Log Road/Ragsdale Road area or the Green Hill Blvd/Crockett Road area.
3. **Business Information/Reference Webpage** – This project (\$35,000) provides for the targeted development of an on-line business information/reference web page to identify and promote hotels, restaurants, businesses and other services within the City of Brentwood.

IV. GENERAL FACILITIES (\$2,284,500)

1. **Community Identity Features** – This project (\$10,000) provides for an additional gateway entrance sign at Franklin Road and Moore's Lane, pending TDOT approval.
2. **Energy Efficiency Improvements** - This project (\$164,500) provides for a detailed energy audit of all City facilities and initial implementation of energy efficiency strategies as identified by the audit. Funding for this project comes from the Federal government through an Energy Efficiency and Conservation Block Grant.

CAPITAL PROJECTS FUND

3. **Library** – This project (\$1,630,000) provides funding for completion of a 12,000 square foot addition to the library plus renovation of existing space and installation of a video projection system in the public meeting rooms. The targeted date for completion is September 2009.
4. **Service Center** – This project (\$480,000) provides for the construction of an additional equipment storage building at the Service Center and the addition of a third fire bay to Fire Station No. 3, both located on General George Patton Drive. The target date for substantial completion is early calendar year 2010.

CAPITAL PROJECTS FUND

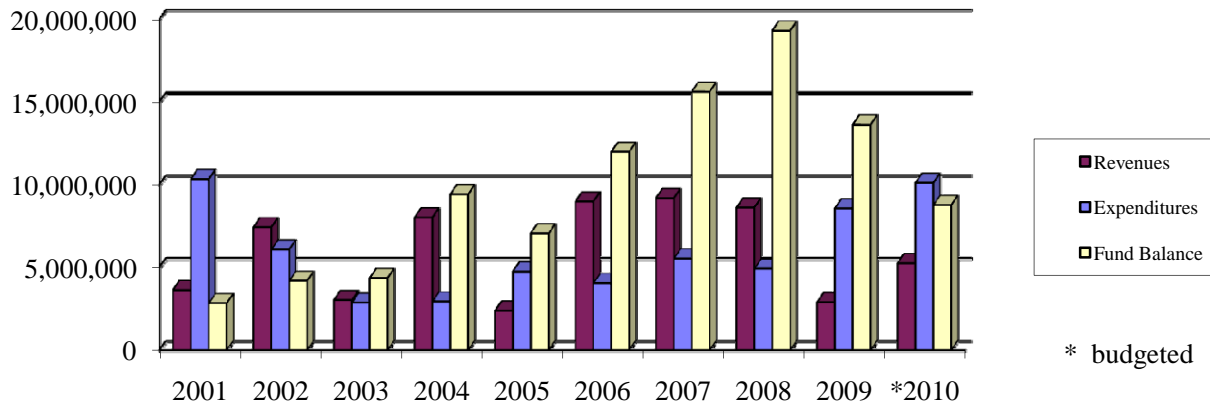
Revenues

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Intergovernmental	\$ 190,000	\$ 29,000	\$ -	\$ 17,284	\$ 164,500
Uses of Money and Property	582,249	675,565	100,000	299,736	50,000
Other Financing Source	7,985,000	1,500,000	2,055,000	2,055,000	150,000
General Obligation					
Bond Proceeds	-	4,935,000		-	4,835,000
Other (Private Sources)	404,130	1,460,561	644,000	505,882	35,000
Total Revenues	\$ 9,161,379	\$ 8,600,126	\$ 2,799,000	\$ 2,877,902	\$ 5,234,500

Expenditures

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Capital Outlay					
General Facilities and Equipment	\$ 627,340	\$ 668,754	\$ 6,000,000	\$ 4,589,504	\$ 2,284,500
Transportation	2,906,595	4,052,259	4,190,000	3,850,285	7,655,000
Storm Drainage	42,915	-	50,000	58,900	-
Parks and Recreation	1,901,231	158,485	65,000	48,055	75,000
Beautification	7,581	32,493	30,000	3,100	-
Technology	-	-	-	-	80,000
Transfer to Municipal Center	42,000	-	-	-	-
Total Expenditures	\$ 5,527,662	\$ 4,911,990	\$ 10,335,000	\$ 8,549,844	\$ 10,094,500

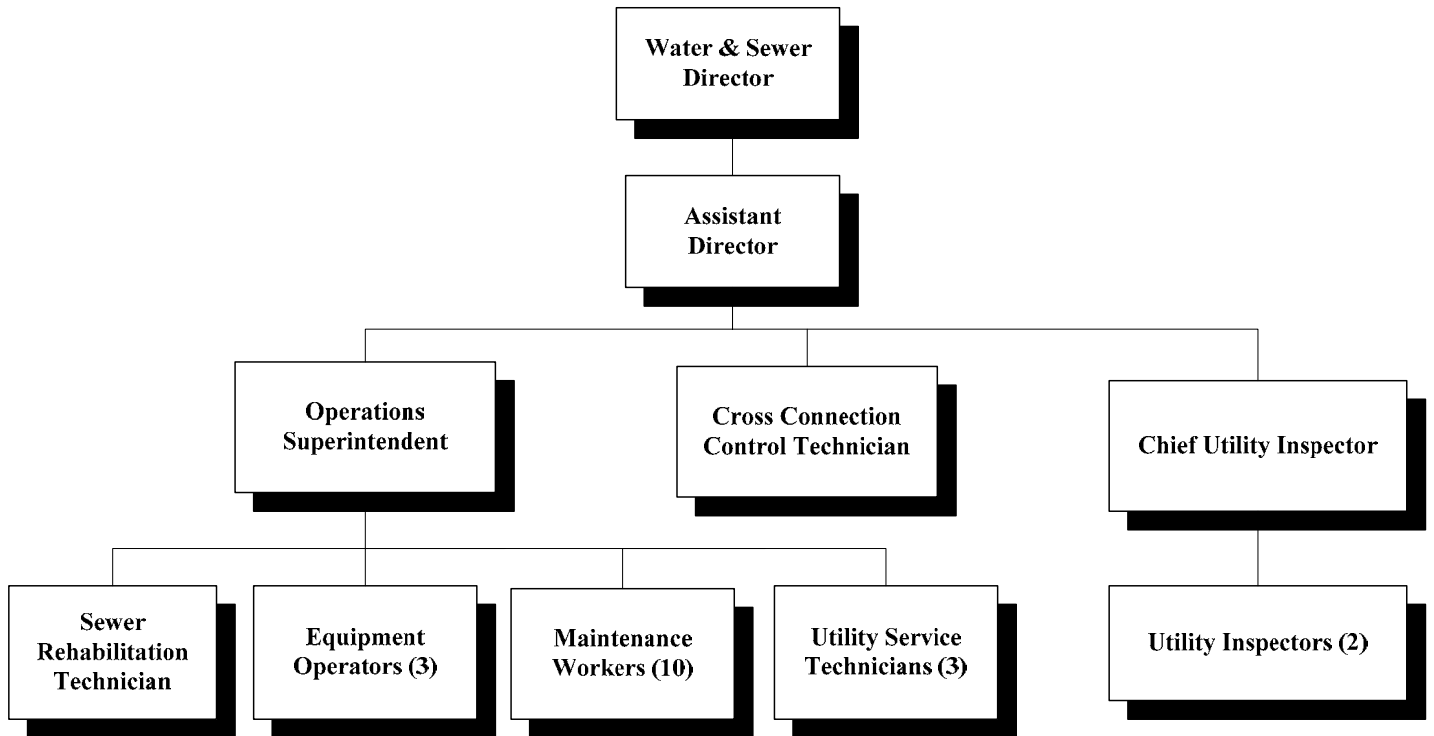
CAPITAL PROJECTS FUND



WATER AND SEWER FUND



WATER AND SEWER DEPARTMENT ORGANIZATIONAL CHART



WATER AND SEWER DEPARTMENT 2009-2010 Non-Routine Work Plan

The Water and Sewer Department proposes to undertake the following work plan in the 2009-2010 fiscal year:

1) Rewrite of Water & Sewer Construction Standards – (continuation)

As a part of a comprehensive review by several departments initiated in FY 2009, the department will finalize proposed revisions to the current Water & Sewer Construction Standards for incorporation into the new subdivision regulations. Staff will focus its review on the standard technical specifications for utilities in order to require the use of latest standards, methods and materials for construction. A new planning section will be included in the document to provide engineers, developers & contractors with a guide on how to proceed with water and sewer construction within our service area.

Target Date: August 30, 2009

2) Review of Automated Meter Reading Program

The department will investigate the feasibility of upgrading the City's automated meter reading system (or AMR) which was first implemented in 1986. At that time, Sensus Metering Systems installed "touch read" technology which allowed a transition from a "paper" meter reading system to electronic read. AMR technology has advanced greatly since that time. The department will conduct a cost benefit analysis of a system upgrade to one of the newer radio-read technologies. These systems can include "drive by" technology or fixed antenna locations to collect meter readings and customer status information. These systems transmit data directly from the meter to the billing office including real-time customer usage information. Potential advantages from the upgrade include increased meter reading efficiency, reduced operating/staff cost, and enhanced data collection. The analysis will address capital costs for the new meters, geographic limitations on fixed antenna coverage, and system wide conversion costs.

Target Date: December 31, 2009

3) Develop Water Loss Prevention Program

In recent years, there has been increased focus on identifying the source of unaccounted for system water losses which typically result from obsolete meters, main line and service line leaks and unauthorized usage. In addition, the Tennessee General Assembly is considering legislation to allow TDEC to establish rules and regulations governing acceptable water loss rates in water distribution systems. A comprehensive program will be formulated to lower the existing water loss. This could include the identification (via monitoring devices)

WATER AND SEWER DEPARTMENT 2009-2010 Non-Routine Work Plan

of leaking lines for repair/replacement, as well as the traditional meter replacement program. This effort should help capture lost revenue, increase water supplies, reduce operating costs, and improve system hydraulics.

Target Date: January 31, 2010

4) Sewer Rehabilitation Program (Year 2)

The Sewer Rehabilitation Program is a multi-year program that will continue through the year 2015 to undertake corrective actions and fulfill requirements of the Agreed Order issued by TDEC in 2006 to the City of Brentwood and Metro Water Services. This comprehensive, \$30 million program (\$5 million annually) seeks to eliminate sewer overflows caused by excessive storm water infiltration through rehabilitation and repair of original sewer pipe, manholes, service lines and upgrades to the Brentwood/Metro sewer lift station.

Year one of the program has concluded with the department rehabilitating approximately 18 miles of sewer pipeline or about 8% of the system's sewer pipes. Several point repairs were made as well by both City crews and hired contractors resulting in a significant reduction of storm water infiltration.

Year two of the program will shift focus from pipelining to other areas of rehabilitation including manhole and service line rehabilitation plus the upgrade to the Brentwood Sewer Lift Station. Contractor's proposals for these rehabilitation services are currently being solicited. After reviewing submitted proposals for these services, staff will forward recommendations to the City Commission for approval.

Target Date: June 30, 2010 (completion of year 2 work)

5) Miscellaneous Capital Improvements Projects

The department will undertake several smaller projects that are listed below and are summarized in more detail in the CIP budget document:

- a. Cool Springs Force Main
- b. Miscellaneous Sewer Service Additions (Split Log Road area)
- c. Water System Improvements (Overlook Park)
- d. Old Smyrna Road Area Water System Improvements
- e. Robert E. Lee Water Station Replacement
- f. Sewer Lift Station Rehab (Crockett Springs, Moores Lane and Scales School)

Target Dates: Various dates throughout the year

WATER AND SEWER FUND

MISSION STATEMENT

The goal of the Water & Sewer Department is to operate and maintain a safe and dependable water distribution system for residents and business at volumes and pressure sufficient to meet customer needs and for fire protection. Water is purchased from the Harpeth Valley Utilities District and Metro Nashville. The department checks all water pumping stations and tank sites daily. Water samples are taken on a daily basis at random areas throughout the City to ensure safe quality. This department has an ongoing water leak detection program to reduce costs associated with unaccounted for water loss.

This activity also operates a sewer collection system and transports sewage to Metro Nashville for treatment under the regional program. This includes maintenance and repair of the individual sewer grinder pump units that were primarily installed as part of the neighborhood sewer extension program. Larger sewer lift stations are checked daily as required by State law and repaired as needed to minimize sewage overflows. The department has an aggressive sewer rehabilitation program underway to locate and reduce inflow or infiltration of surface water into the sewer system. Reductions in inflow and infiltration lowers treatment costs and frees up capacity for new sewer connections.

Additionally, the department carries out plans review, approvals, and inspection of all improvements and expansions to the Brentwood water and sewer systems by private developers and City funded projects.

FINANCIALS

Category	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>
Personnel Services	\$ 1,440,458	\$ 1,595,342	\$ 1,736,515	\$ 1,728,898	\$ 1,821,715
Operating Expenditures	8,724,721	9,955,678	10,535,415	9,948,754	12,134,930
Total	<u>\$ 10,165,179</u>	<u>\$ 11,551,020</u>	<u>\$ 12,271,930</u>	<u>\$ 11,677,652</u>	<u>\$ 13,956,645</u>

BUDGET COMMENTS

The FY 2010 projected income reflects a significant reduction of \$1,350,000 in water and sewer tap fees collected due to economic slowdown, specifically the decline in new housing starts and subdivisions, and commercial projects. Projected water sales will generate \$1.2 million in additional income. An additional \$630,000 in sewer income is projected from the Metro sewer treatment surcharge to customers that will be added to customer bills (at \$.73 per 1,000 gallon billed) when the new Metro treatment contract (and treatment rate increase) is finalized. This additional income will offset most of the projected \$775,000 increase in Metro treatment costs which also includes the treatment of storm water inflow and infiltration into the collection system. Finally, the FY 2010 budget includes a full year of fee income received under the new cross connection control testing program (\$163,800) to cover the additional expense to the department (internal and outside assistance) for having to provide this specialized service to affected customers with irrigation systems. This includes the new Cross Connection Control Technician position that was approved by the Board of Commissioners in October 2008 to oversee an expanded program mandated by TDEC.

WATER AND SEWER FUND

Significant projected increases in operating expenses for FY 2010 include the purchase of additional water for resale (\$543,500), increased Metro sewer treatment charges (\$775,000) based on a new rate of \$1.56/1,000 gallons treated, a full year's interest payment (\$168,855) on the \$10 million water and sewer bond issued in calendar year 2008 for the sewer rehabilitation program, and market pay adjustments (1.5%) provided to other City employees (\$21,835). The mandatory depreciation expense is projected to increase by \$165,000. Also funded is outside services for the cross connection control program (\$108,060), operational costs and engineering services related to implementation of the CMOM programs (\$50,000), plus an aggressive manhole and sewer line maintenance efforts (\$200,000) in support of the overall sewer rehabilitation program efforts.

Proposed capital equipment purchases in FY 2010 include replacement of two service vehicles (\$25,000 each) and replacement of 4 desktop computers (\$8,000). Under enterprise fund accounting, these capital items are considered contributions to assets and are not reflected in the detail line item budget; however, they must be accounted for in cash flow projections for the fund.

During FY 2010, the highest priority of the department will be the second year of a six-year, \$30 million sewer rehabilitation program mandated by TDEC to identify & repair cracked/broken sections of sewer lines where storm water infiltration is entering the system, resulting in sewer line overflows into local streams. The cost of the improvements are funded through an across the board, 25% sewer rate adjustment that was approved in March 2008. Also, the department will continue an on-going project to replace failing water meters and initiate several smaller capital projects. Specific details on projects is available in the six-year Capital Improvements Program.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Operations:				
Water Quality - Percent of Samples in Compliance	100%	100%	100%	100%
Percent Water Loss	18%	21%	18%	18%
Sewer Overflow Rate - Overflows per 100 miles of pipe	7.4	8.3	N/A	6.0
Grinder Program Cost - Annual Cost per Unit	\$55	\$57	N/A	\$60
Annual Sewer Mains Inspected/Cleaned (ft.)	N/A	275,581	N/A	137,280
Meter Reads - System Read Time - Hours/Month	216	216	N/A	168
Customer Service:				
Customer Water Quality Complaints - Annual Total	N/A	200	N/A	150
Business Operations:				
Health & Safety - Lost Days per Employee	0	0	0	0
Training Hours - Hours per Employee (Annual)	N/A	N/A	N/A	12

WATER AND SEWER FUND

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Miles of Water Mains *	215	197	220	220
Water Pump Stations	16	16	16	14
Water Storage Tanks	11	11	11	10
Customers Meter Reads (Mo.)	8,085	8,205	8,200	8,300
Work Orders	6,135	5,443	7,000	7,000
Billing Calls	7,545	6,693	9,500	9,500
Sewer Customers	9,575	9,711	9,800	9,900
Sewer Lift Stations	11	10	10	10
Miles of Sewer Main	245	254	260	270
Grinder Pump Stations	2,730	2,733	2,775	2,775

* FY 2008 and later number represents more accurate data from City's GIS system.

<u>Personnel Schedule</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Water and Sewer Director	1	1	1	1
Assistant Water & Sewer Director	1	1	1	1
Operations Superintendent	1	1	1	1
Chief Utility Inspector	1	1	1	1
Utility Inspector I & II	2	2	2	2
Equipment Operator I, II & III	3	3	3	3
Cross Connection Coordinator	0	0	0	1
Sewer Rehabilitation Technician	1	1	1	1
Utility Service Technician	3	3	3	3
Maintenance Worker I & II	10	10	10	10
Accounting Clerk I & II	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Total	25	25	25	26

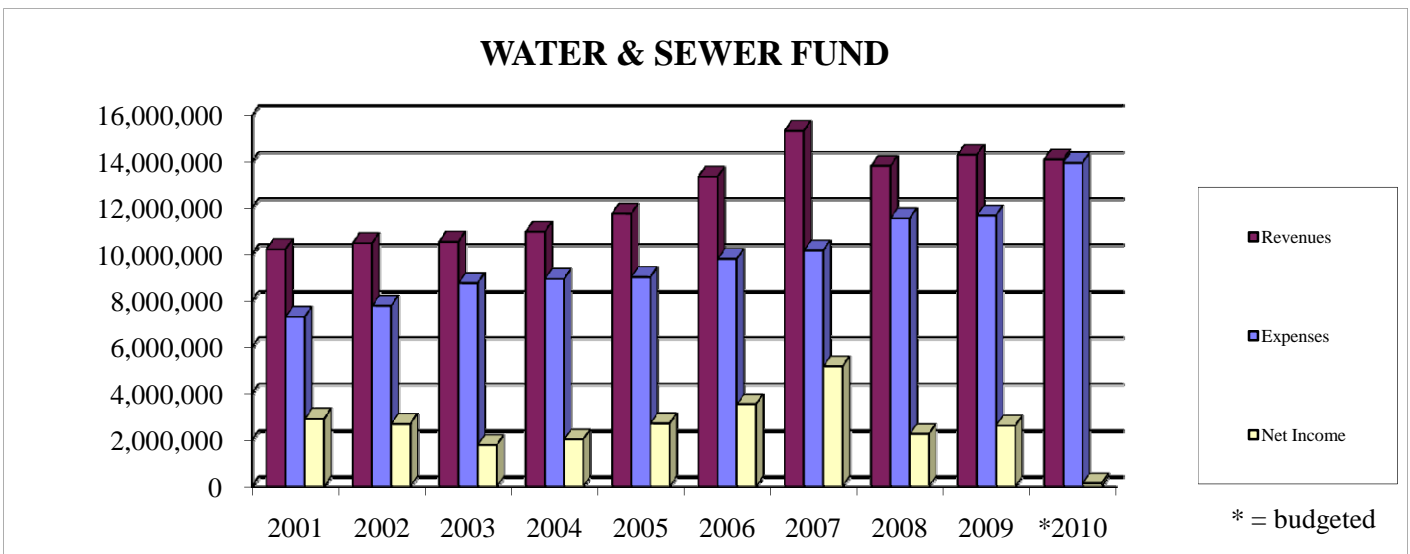
WATER AND SEWER FUND

Revenues

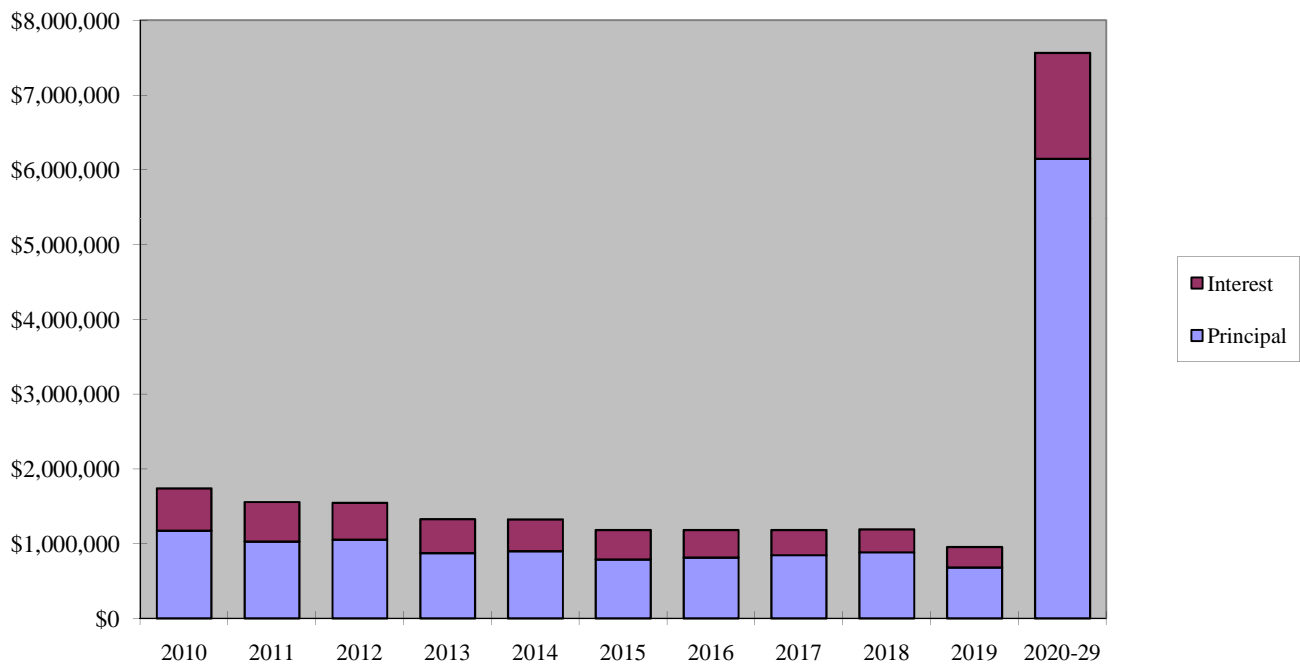
	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2009 Actual	FY 2010 Budget
Water Sales	\$ 6,378,672	\$ 7,246,448	\$ 5,650,000	\$ 7,014,580	\$ 6,850,000
Sewer Charges	4,562,922	4,808,428	5,448,275	5,697,003	6,181,125
Interest Income	430,566	376,487	150,000	131,863	100,000
Water Tap Fees	2,303,275	309,750	945,000	614,000	195,000
Sewer Tap Fees	1,147,758	639,755	900,000	343,013	300,000
Other Revenues	410,435	330,054	218,000	398,195	365,460
Hydrant Rental	100,000	100,000	100,000	100,000	100,000
Total Revenues	\$ 15,333,628	\$ 13,810,923	\$ 13,411,275	\$ 14,298,654	\$ 14,091,585

Expenses

	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2009 Actual	FY 2010 Budget
Personal Services	\$ 1,440,458	\$ 1,595,342	\$ 1,736,515	\$ 1,728,898	\$ 1,821,715
Purchased Water	3,475,324	4,121,184	3,656,500	3,990,430	4,200,000
Sewage Treatment	1,412,056	1,790,024	1,925,700	1,580,332	2,700,000
Interest Expense	358,130	262,739	442,715	561,189	565,270
Depreciation/Amortization Exp.	1,922,288	2,005,789	2,325,000	2,073,257	2,480,000
Other Operating Expenses	1,556,923	1,775,942	2,185,500	1,743,546	2,189,660
Total Expenses	\$ 10,165,179	\$ 11,551,020	\$ 12,271,930	\$ 11,677,652	\$ 13,956,645



City of Brentwood
Water & Sewer Fund Debt Service - Fiscal Years Ending June 30



**City of Brentwood
Debt Obligations**

Business-type activities debt:

Revenue and Tax Bonds:

\$645,000 1999 Sewer Revenue and Tax Refunding Bonds due in increasing annual installments through September 1, 2013, at varying rates of interest from 3.75% to 4.4% 645,000

\$0 2001 Sewer Revenue and Tax Refunding Bonds due in increasing annual installments through May 1, 2009, at varying rates of interest from 4.00% to 4.25% -

\$435,000 2001 Water Revenue and Tax Bonds due in increasing annual installments through March 31, 2021, at varying rates of interest from 4.00% to 4.75% 435,000

\$2,395,000 2003 Sewer Revenue and Tax Refunding Bonds due in increasing annual installments through September 1, 2017, at varying rates of interest from 2.00% to 4.10% 2,395,000

\$1,775,000 2006 Water Revenue and Tax Refunding Bonds due in increasing annual installments through September 1, 2021, at varying rates of interest from 3.750% to 3.85% 1,775,000

\$10,000,000 2008 Water and Sewer Revenue Tax Bonds due in increasing annual installments through September 1, 2029, at varying rates of interest from 3.00% to 4.125% 10,000,000

Total Revenue and Tax Bonds

15,250,000

Tennessee Loan Program:

\$179,770 State Loan Program Revenue Bonds, payable in monthly monthly installments through February 1, 2011, at an interest rate of approximately 3.3%. 179,770

Total Business-type Activities Debt

15,429,770

CITY OF BRENTWOOD, TENNESSEE
SCHEDULE OF DEBT SERVICE REQUIREMENTS - BUSINESS-TYPE ACTIVITIES DEBT
JUNE 30

Year	1999 Sewer Revenue and Tax Refunding Bonds		2001 Water Revenue and Tax Bonds		2003 Sewer Revenue and Tax Refunding Bonds		2006 Sewer Revenue and Tax Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2010	120,000	25,240	140,000	17,915	380,000	79,328	-	66,903
2011	125,000	20,064	145,000	12,245	395,000	67,209	-	66,903
2012	125,000	14,720	150,000	6,300	410,000	53,615	-	66,903
2013	135,000	9,096	-	-	185,000	43,203	170,000	63,715
2014	140,000	3,080	-	-	190,000	36,468	175,000	57,246
2015	-	-	-	-	195,000	29,325	185,000	50,496
2016	-	-	-	-	205,000	21,623	185,000	43,559
2017	-	-	-	-	210,000	13,425	195,000	36,434
2018	-	-	-	-	225,000	4,613	205,000	28,934
2019	-	-	-	-	-	-	210,000	21,153
2020-2029	-	-	-	-	-	-	450,000	17,463
	<u>\$ 645,000</u>	<u>\$ 72,200</u>	<u>\$ 435,000</u>	<u>\$ 36,460</u>	<u>\$ 2,395,000</u>	<u>\$ 348,806</u>	<u>\$ 1,775,000</u>	<u>\$ 519,707</u>

Year	2008 Water and Sewer Revenue and Tax Bonds		Totals Bonds		State Loan Program Revenue Bonds		Total Debt Requirements	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2010	355,000	371,039	995,000	560,424	179,770	5,841	1,174,770	566,265
2011	365,000	360,389	1,030,000	526,809	-	-	1,030,000	526,809
2012	370,000	349,439	1,055,000	490,976	-	-	1,055,000	490,976
2013	385,000	338,339	875,000	454,352	-	-	875,000	454,352
2014	395,000	326,789	900,000	423,583	-	-	900,000	423,583
2015	410,000	314,939	790,000	394,760	-	-	790,000	394,760
2016	425,000	301,614	815,000	366,795	-	-	815,000	366,795
2017	440,000	287,801	845,000	337,660	-	-	845,000	337,660
2018	455,000	272,401	885,000	305,948	-	-	885,000	305,948
2019	470,000	255,339	680,000	276,491	-	-	680,000	276,491
2120-2129	5,930,000	1,404,105	6,380,000	1,421,568	-	-	6,380,000	1,421,568
	<u>\$ 10,000,000</u>	<u>\$ 4,582,193</u>	<u>\$ 15,250,000</u>	<u>\$ 5,559,366</u>	<u>\$ 179,770</u>	<u>\$ 5,841</u>	<u>\$ 15,429,770</u>	<u>\$ 5,565,207</u>

MUNICIPAL CENTER

MUNICIPAL CENTER

MISSION STATEMENT

The Municipal Center is located at 5211 Maryland Way in the Maryland Farms Office Park. The building was opened in October 1987 and serves the public safety and administrative functions of City government as well as Fire Station No. 1. The building has assembly rooms sufficient for most public meetings, including City Commission and Planning Commission meetings.

The Municipal Center is unique in that the City owns an oversized building that was intended to meet the long-term space needs of city government. The City currently leases about 15% of the building space to private tenants. All building maintenance and cleaning, except within the fire department, is covered under a management contract.

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Total square feet in building	58,000	58,000	58,000	58,000
Square feet available for lease	9,182	9,182	9,182	9,182
Square feet leased	9,182	9,182	9,182	9,182
Gross rent generated	\$139,145	\$108,345	\$124,080	\$142,500
Square feet used by City	50,982	50,982	50,982	50,982

BUDGET COMMENTS

This enterprise fund allows the City to better account for total expenses and income associated with the various tenants in the building, including City operations. The City's share of rent for FY 2010 is covered through a \$413,400 General Fund operating transfer to this fund and \$10,600 in rent from the Emergency Communications District. The total amount is up by \$34,000 to cover increased operations and maintenance costs for the facility as well as depreciation expense.

During FY 2008 a facility master plan and space study was completed. The study indicated that a major renovation of the building to consolidate department functions together would cost about \$10 million. An investment of this magnitude cannot be justified at this point due to availability of existing office space and limited resources. Smaller projects to maintain the appearance and functionality of the facility will continue to be undertaken until such time that a major renovation can be justified and adequately funded.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

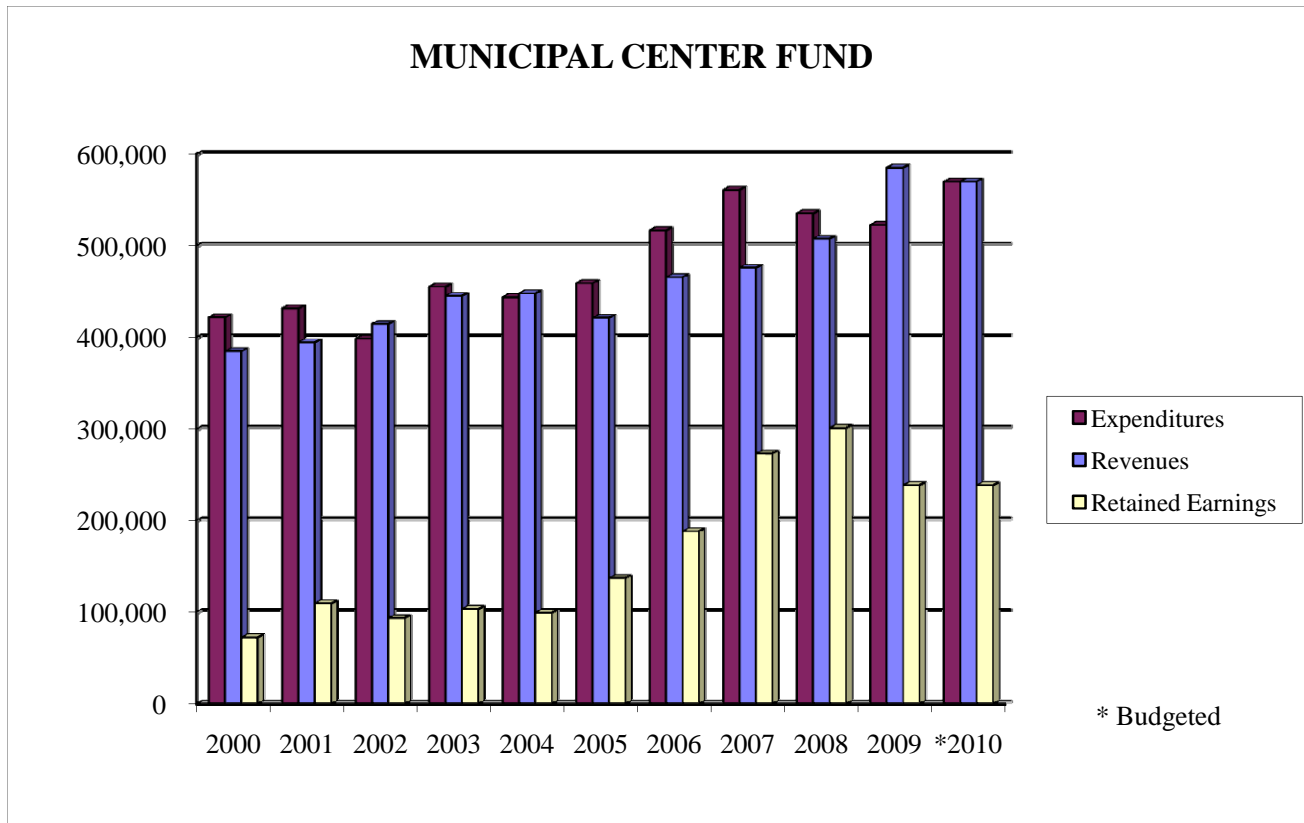
MUNICIPAL CENTER FUND

Revenues

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Rental Income	\$ 478,345	\$ 496,971	\$ 514,080	\$ 509,673	\$ 555,900
Interest Income	40,339	38,263	25,000	12,798	14,000
Transfer from Capital Projects Fund	42,000	-	-		
Total Revenues	\$ 560,684	\$ 535,235	\$ 539,080	\$ 522,471	\$ 569,900

Expenses

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Professional Services	\$ 25,291	\$ 23,503	\$ 30,000	\$ 30,833	\$ 30,000
Utilities	115,470	125,177	134,100	142,206	146,000
Maintenance	109,298	121,176	128,000	154,535	133,000
Depreciation/Amortization Expense	159,093	169,643	167,280	175,958	180,000
Other	66,636	67,857	79,700	81,368	80,900
Total Expenses	\$ 475,788	\$ 507,357	\$ 539,080	\$ 584,900	\$ 569,900



EMERGENCY COMMUNICATIONS DISTRICT

EMERGENCY COMMUNICATIONS

Organization Chart



EMERGENCY COMMUNICATIONS DISTRICT

MISSION STATEMENT

The Brentwood Emergency Communications District (ECD) was established under state law after authorization by public referendum in August 2002. The City Commission serves as the Board for the Brentwood ECD and the City Manager as Director of the ECD, with the Police Department responsible for direct supervision. The ECD is authorized to establish a monthly telephone fees to help pay for emergency communications services with the current monthly charge being \$0.65 for each residential land line and \$2.00 per month for each business line up to a maximum of 100 lines per business. Funds are also received from the State of Tennessee for cell phones fees and are distributed to local ECD's on a per capita basis.

The State ECD also distributes grants to help local ECD's upgrade critical communication equipment. All fees and grants must be used for funding operations and improvements to the emergency dispatch center including receipt and processing calls for service and direct communication with public safety personnel in the field. The Brentwood ECD has certified, trained staff on duty 24 hours a day, 7 days a week who monitor and operate state of the art telephone, radio, and computerized data recording equipment.

BUDGET COMMENTS

The FY 2010 budget included a proposed 1.5% market pay adjustment for 11 full-time employees as proposed for other City employees. Other operating expenditures include annual communication charges for all 911 related telephone and computer communication systems (\$115,000), and annual maintenance contracts for various dispatch related computer software programs (\$65,000).

Capital expenditures in the six-year CIP and budgeted for FY 2010 (\$475,000) include a new 911 telephone switch, installation of a larger, uninterrupted power supply (UPS) for the dispatch center computer systems, and an upgraded generator for the Municipal Center to meet state standards for dispatch operations. Since the district must operate as an enterprise fund, the budget also includes depreciation as a budgeted expense (\$101,500).

The cost of operating a state of the art emergency communications function cannot be supported entirely through the current fees generated from the 911 telephone service charge. Therefore, an operating transfer from the General Fund of \$418,700 is required in FY 2010 to cover the obligations of the District.

EMERGENCY COMMUNICATIONS DISTRICT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
Number and percent of personnel completing and maintaining State mandated Certification	100%	100%	100%	100%
Percent 911 calls answered in 10 seconds or less by dispatchers	100%	100%	100%	100%
Percent compliance with applicable accreditation standards	100%	100%	100%	100%

<u>WORKLOAD</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Target FY 2009</u>	<u>Target FY 2010</u>
CAD Calls for Service	33,714	33,361	34,000	34,000
Total 911 calls received	1,732	1,725	1,800	1,800
Total Time Spent on 911 Calls (Minutes)	Unknown	8,140	*	12,500
Total calls handled for other jurisdictions	97	104	120	120

* From 11-07 through 6/08

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
Public Safety Dispatcher I & II	<u>10</u>	<u>11</u>	<u>11</u>	<u>11</u>
Total	10	11	11	11

EMERGENCY COMMUNICATIONS DISTRICT

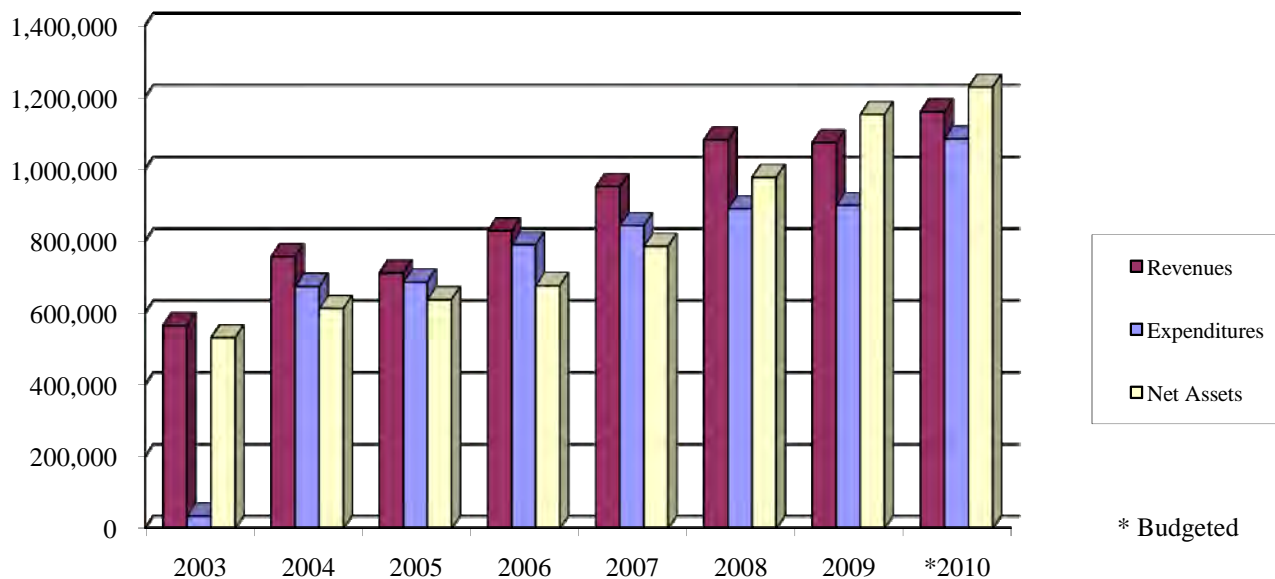
Revenues

	Actual FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
911 Fees	\$ 501,298	\$ 509,845	\$ 470,000	\$ 528,162	\$ 472,000
Contribution from Primary Govt. - General Fund	290,000	395,000	418,700	418,700	418,700
ECD/PSAP Equipment Reimbursement Program - TECB	5,000	-	-	-	150,000
TECB Operational Funding	104,080	104,081	104,080	104,081	104,080
GIS Maintenance Grant - TECB	10,000	10,000	10,000	10,000	10,000
Interest Earnings	40,068	37,607	25,000	12,442	5,000
Total Revenues	\$ 950,446	\$ 1,056,533	\$ 1,027,780	\$ 1,073,385	\$ 1,159,780

Expenditures

	Budget FY 2007	Actual FY 2008	Budget FY 2009	Actual FY 2009	Budget FY 2010
Personnel Services	635,921	\$ 666,408	732,515	677,511	739,725
Operating Expenditures	152,991	158,283	201,540	158,023	242,300
Depreciation Expense	53,136	64,446	90,000	62,718	101,500
Total Expenditures	\$ 842,048	\$ 889,137	\$ 1,024,055	\$ 898,252	\$ 1,083,525

EMERGENCY COMMUNICATIONS DISTRICT



PERSONNEL



Personnel Schedule
Summary - Full-Time Positions
City of Brentwood, Tennessee

<u>Activity</u>	<u>Actual FY 2007</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>	<u>Budget FY 2010</u>
City Manager's Office	2	2	2	2
Finance Department	8	7	8	8
City Recorder	1	1	1	1
Legal Services	1	1	1	1
Technology	4	4	4	4
Geographic Information Systems	2	3	3	3
Human Resources	2	3	3	3
Community Relations	1	1	1	1
Planning	4	4	4	4
Codes Enforcement	8	8	8	8
Police Department	60	60	60	60
Fire Department	58	59	60	62
Public Works Department	19	19	19	19
Traffic Signalization	1	1	1	1
Service Center	2	2	2	2
Engineering Services	5	5	5	4
Parks and Recreation Department	12	13	13	13
Public Library	<u>11</u>	<u>12</u>	<u>12</u>	<u>12</u>
TOTAL - GENERAL FUND	201	205	207	208
Emergency Communications District	10	11	11	11
Water and Sewer Fund	<u>25</u>	<u>25</u>	<u>25</u>	<u>26</u>
TOTAL - ALL FUNDS	<u>236</u>	<u>241</u>	<u>243</u>	<u>245</u>

City of Brentwood, Tennessee
Personnel Schedule
Full-Time Positions

		<u><i>Actual</i></u> <u><i>FY 2007</i></u>	<u><i>Actual</i></u> <u><i>FY 2008</i></u>	<u><i>Budget</i></u> <u><i>FY 2009</i></u>	<u><i>Budget</i></u> <u><i>FY 2010</i></u>
41320	City Manager's Office				
	City Manager	1	1	1	1
	Assistant City Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	2	2	2	2
41500	Finance				
	Finance Director	1	1	1	1
	City Treasurer	1	1	1	1
	Accountant	0	0	1	1
	Accounting Clerk I & II	4	3	3	3
	Administrative Secretary	1	1	1	1
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	8	7	8	8
41510	City Recorder				
	City Recorder	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		1	1	1	1
41520	Legal Services				
	City Attorney	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	1	1	1	1
41640	Technology				
	Technology Director	1	1	1	1
	Computer / Network Tech I & II	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
	Total	4	4	4	4
41645	Geographic Information Systems				
	GIS Coordinator	1	1	1	1
	GIS Specialist I & II	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>
	Total	2	3	3	3
41650	Human Resources				
	Human Resources Director	1	1	1	1
	Human Resources Specialist	1	0	0	0
	HR/Payroll Specialist	0	1	1	1
	Human Resources Technician	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	2	3	3	3
41680	Community Relations				
	Community Relations Director	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	1	1	1	1

City of Brentwood, Tennessee
Personnel Schedule
Full-Time Positions

		<u><i>Actual</i></u> <u><i>FY 2007</i></u>	<u><i>Actual</i></u> <u><i>FY 2008</i></u>	<u><i>Budget</i></u> <u><i>FY 2009</i></u>	<u><i>Budget</i></u> <u><i>FY 2010</i></u>
41700	Planning				
	Planning and Codes Director	1	1	1	1
	Senior City Planner	1	1	1	1
	City Planner	1	1	1	1
	Planner I & II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	4	4	4	4
41710	Codes Enforcement				
	Chief Building Official	1	1	1	1
	Codes Enforcement Officer I & II	5	5	5	5
	Municipal Codes Officer I & II	1	1	1	1
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	8	8	8	8
42100	Police Department				
	Police Chief	1	1	1	1
	Assistant Police Chief	1	1	1	1
	Captain	3	3	3	3
	Detective I & II	4	4	4	4
	Lieutenant	6	6	6	6
	Sergeant	4	4	4	4
	Police Officer I & II	37	37	37	37
	Vehicle Services Technician I & II	1	1	1	1
	Records Clerk I & II	2	2	2	2
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	60	60	60	60
42200	Fire Department				
	Fire Chief	1	1	1	1
	Assitant Fire Chief	0	1	1	1
	Fire Training Officer	1	1	1	1
	Fire Marshal	1	1	1	1
	Captain	3	3	3	3
	Lieutenant	9	9	9	12
	Firefighter & Fire Engineer/Driver	42	42	43	42
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	58	59	60	62
43120	Public Works Department				
	Public Works Director	1	1	1	1
	Operations Superintendent	1	1	1	1
	Equipment Operator I, II & III	8	8	8	8
	Maintenance Worker I & II	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
	Total	19	19	19	19

City of Brentwood, Tennessee
Personnel Schedule
Full-Time Positions

		<u><i>Actual</i></u> <u><i>FY 2007</i></u>	<u><i>Actual</i></u> <u><i>FY 2008</i></u>	<u><i>Budget</i></u> <u><i>FY 2009</i></u>	<u><i>Budget</i></u> <u><i>FY 2010</i></u>
43165	Traffic Signalization				
	Traffic Operations Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	1	1	1	1
43170	Service Center				
	Administrative Secretary	1	1	1	1
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	2	2	2	2
43800	Engineering Services				
	Engineering Director	1	1	1	1
	City Engineer	1	2	2	2
	Engineering Technician I & II	<u>3</u>	<u>2</u>	<u>2</u>	<u>1</u>
	Total	5	5	5	4
44400	Parks and Recreation Department				
	Parks and Recreation Director	1	1	1	1
	Recreation Services Coordinator	1	1	1	1
	Parks Maintenance Supervisor	1	1	1	1
	Grounds Specialist I & II	3	3	3	3
	Maintenance Worker I & II	<u>6</u>	<u>7</u>	<u>7</u>	<u>7</u>
	Total	12	13	13	13
44800	Public Library				
	Library Director	1	1	1	1
	Librarian I, II and III	5	5	5	5
	Administrative Secretary	1	1	1	1
	Library Technician I, II & III	<u>4</u>	<u>5</u>	<u>5</u>	<u>5</u>
	Total	11	12	12	12
	GENERAL FUND				
	Total No. of Full-Time Positions	201	205	207	208

City of Brentwood, Tennessee
Personnel Schedule
Full-Time Positions

		<i><u>Actual</u></i> <i><u>FY 2007</u></i>	<i><u>Actual</u></i> <i><u>FY 2008</u></i>	<i><u>Budget</u></i> <i><u>FY 2009</u></i>	<i><u>Budget</u></i> <i><u>FY 2010</u></i>
42110	Emergency Communications District				
	Public Safety Dispatcher I & II	<u>10</u>	<u>11</u>	<u>11</u>	<u>11</u>
	Total	10	11	11	11
52310	Water and Sewer Fund				
	Water and Sewer Director	1	1	1	1
	Assistant Water & Sewer Director	1	1	1	1
	Operations Superintendent	1	1	1	1
	Chief Utility Inspector	1	1	1	1
	Utility Inspector I & II	2	2	2	2
	Equipment Operator I, II & III	3	3	3	3
	Cross Connection Coordinator	0	0	0	1
	Sewer Rehabilitation Technician	1	1	1	1
	Utility Service Technician	3	3	3	3
	Maintenance Worker I & II	10	10	10	10
	Accounting Clerk I & II	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
	Total	25	25	25	26
	ALL FUNDS				
	Total No. of Full-Time Positions	<u>236</u>	<u>241</u>	<u>243</u>	<u>245</u>

Note: The City of Brentwood also uses temporary part-time employees to meet its service needs. Most serve in the Public Library or as seasonal employees for the Parks and Recreation

RESOLUTION 2009-52

A RESOLUTION TO AMEND THE SYSTEM OF CLASSIFICATIONS AND SALARY RANGES FOR THE EMPLOYEES OF THE CITY OF BRENTWOOD, ALL IN ACCORDANCE WITH THE POSITION CLASSIFICATION GROUPINGS AND SALARY RANGES FOR THE 2009-2010 FISCAL YEAR AS SHOWN ON THE PLAN ATTACHED HERETO AND MADE A PART OF THIS RESOLUTION BY REFERENCE

WHEREAS, pursuant to sections 2-102 and 2-103 of the Brentwood Municipal Code, a revised system of classifications and salary ranges for the employees of the City of Brentwood has been submitted to the Board of Commissioners for its approval; and

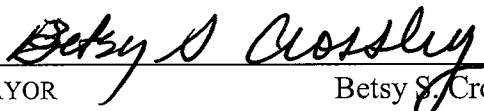
WHEREAS, said system provides for a uniform and equitable rate of pay for each class of positions based on requisite qualifications, pay for comparable work in public and private employment, cost of living data and the financial policies of the City; and

WHEREAS, it is appropriate that said system should be approved.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF BRENTWOOD, TENNESSEE, AS FOLLOWS:

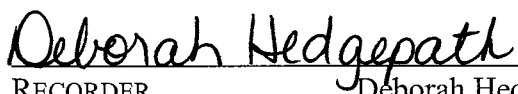
SECTION 1. That the system of classifications and salary ranges for the employees of the City of Brentwood is hereby amended, all in accordance with the position classification groupings and salary ranges for the 2009-2010 fiscal year as shown on the plan attached hereto as Attachment A and made a part of this resolution by reference.

SECTION 2. That this resolution shall take effect from and after its passage, the general welfare of the City of Brentwood, Williamson County, Tennessee requiring it.


MAYOR Betsy S. Crossley

ADOPTED: 6/22/09

Approved as to form:


RECORDER Deborah Hedgepath


CITY ATTORNEY Roger A. Horner

Classification and Pay Plan
Fiscal Year 2010
City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
Group A (ne)	\$20,987.20	\$26,228.80	\$31,491.20
Library Technician I			
Parks Worker (PT)			
Group B (ne)	\$23,504.00	\$29,390.40	\$35,256.00
Maintenance Worker			
Receptionist/Secretary			
Group C (ne)	\$26,332.80	\$32,905.60	\$39,499.20
Equipment Operator I			
Library Technician II			
Senior Maintenance Worker			
Traffic Operations Technician (PT)			
Utility Service Technician			
Group D (ne)	\$29,494.40	\$36,857.60	\$44,220.80
Accounting Clerk I			
Administrative Secretary			
Equipment Operator II			
Grounds Specialist I			
Human Resources Technician			
Library Technician III			
Municipal Codes Officer I			
Police Records Clerk I			
Public Safety Dispatcher I			
Vehicle Services Technician I			
Group E - PS (ne)	\$33,030.40	\$40,414.40	\$47,798.40
Firefighter			
Police Officer I			
Group E (ne)	\$33,030.40	\$41,288.00	\$49,545.60
Accounting Clerk II			
Cross Connection Control Technician			
Equipment Operator III			
Grounds Specialist II			
Librarian I			
Municipal Codes Officer II			
Police Records Clerk II			
Public Safety Dispatcher II			
Sewer Rehabilitation Technician			
Utility Inspector I			
Vehicle Services Technician II			

(ne) = position is non-exempt from overtime regulations of the U.S. Fair Labor Standards Act
(e) = position is exempt from overtime regulations of the U.S. Fair Labor Standards Act

Classification and Pay Plan
Fiscal Year 2010
City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
Group F - PS (ne)	\$36,982.40	\$45,260.80	\$53,539.20
Fire Engineer/Driver			
Police Detective I			
Police Officer II			
Group F (ne)	\$36,982.40	\$46,238.40	\$55,473.60
Codes Enforcement Officer I			
Engineering Technician I			
GIS Specialist I			
HR/Payroll Specialist			
Librarian II			
Planner I			
Utility Inspector II			
Group G - PS (ne)	\$41,433.60	\$50,689.60	\$59,966.40
Fire Lieutenant			
Police Sergeant			
Police Detective II			
Group G (ne)	\$41,433.60	\$51,771.20	\$62,129.60
City Recorder			
Codes Enforcement Officer II			
Computer/Network Technician I			
Engineering Technician II			
GIS Specialist II			
Librarian III			
Parks Maintenance Supervisor			
Planner II			
Recreation Services Coordinator			
Group H - PS (ne)	\$46,404.80	\$56,784.00	\$67,163.20
Police Lieutenant			
Group H (ne)	\$46,404.80	\$57,990.40	\$69,596.80
Accountant			
Chief Utility Inspector			
City Planner			
Computer/Network Technician II			
GIS Coordinator			
Traffic Operations Coordinator			

(ne) = position is non-exempt from overtime regulations of the U.S. Fair Labor Standards Act

(e) = position is exempt from overtime regulations of the U.S. Fair Labor Standards Act

Classification and Pay Plan
Fiscal Year 2010
City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
Group I - PS (e) Fire Captain (ne) Fire Training Officer Fire Marshal (ne) Police Captain	\$51,958.40	\$63,585.60	\$75,212.80
Group I (e) Chief Building Official Senior City Planner City Treasurer Community Relations Director Operations Superintendent	\$51,958.40	\$64,958.40	\$77,937.60
Group J - PS (e) Asst. Police Chief Asst. Fire Chief	\$58,198.40	\$71,219.20	\$84,240.00
Group J (e) None	\$58,198.40	\$72,758.40	\$87,297.60
Group K (e) Asst. Water & Sewer Director City Engineer Human Resources Director Library Director Parks and Recreation Director Planning and Codes Director Technology Director	\$65,187.20	\$81,473.60	\$97,780.80
Group L (e) Engineering Director Finance Director Public Works Director Water and Sewer Director	\$73,008.00	\$91,249.60	\$109,512.00
Group M - PS (e) Fire Chief Police Chief	\$81,764.80	\$100,068.80	\$118,352.00
Group M (e) City Attorney	\$81,764.80	\$102,211.20	\$122,657.60

Classification and Pay Plan
Fiscal Year 2010
City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
Group N (e) Assistant City Manager	\$91,582.40	\$114,462.40	\$137,363.20
Group O (e) City Manager	Annual Salary to be established by the Board of Commissioners each July 1		
Group P (ne) Intern	\$9.00	\$11.00	\$13.00

STATISTICAL INFORMATION

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Date of incorporation	May 13, 1969
Population (July 2007)	35,262
Form of government	Uniform City Manager – Commission
Registered voters (as of April 2009)	26,015
Total assessed value in City – (as of Oct., 2008)	\$2,047,891,167
Area of City in square miles	42 square miles

Roads and Streets

Asphalt pavement (100.00%)	470 miles
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City Employees (Full Time)

City Manager's Office	2
Water and Sewer	26
Public Works & Engineering	26
Administration	21
Police (includes ECD employees)	72
Planning and Codes	12
Parks and Recreation	13
Library	12
Fire	<u>62</u>
Total City Employees (FYE 2010)	<u>246</u>

Fire Protection

ISO classification	4
Number of stations	4
Number of full-time employees	62
Number of pumpers, tankers and ladder trucks	9
Other vehicles	12
Number of fire hydrants	2,325

Police Protection

Number of stations	1
Number of employees	72
Number of vehicles - all radio equipped cars	73

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Building Permits

Fiscal Year

2008	1,160	\$145,534,176
2007	1,410	\$198,598,659
2006	1,367	\$267,303,699
2005	1,337	\$171,611,170
2004	1,807	\$207,440,808
2003	1,706	\$156,671,593
2002	1,171	\$138,447,770
2001	717	\$229,609,720
2000	748	\$110,790,854
1999	709	\$106,468,561
1998	775	\$130,527,832
1997	814	\$154,367,765
1996	802	\$ 79,484,125
1995	788	\$ 87,781,633
1994	801	\$ 89,520,154
1993	638	\$ 67,371,559
1992	548	\$ 45,936,498
1991	385	\$ 26,097,513
1990	458	\$ 62,808,465

Education

Located in the City of Brentwood and operated by the Williamson County Board of Education:

<u>School</u>	<u>Number Of Students</u>
Crockett Elementary School (K-5)	731
Edmondson Elementary School (K-5)	666
Kenrose Elementary School (K-5)	761
Lipscomb Elementary School (K-5)	673
Scales Elementary School (K-5)	566
Brentwood Middle School (6-8)	1,037
Brentwood High School (9-12)	1,487
Woodland Middle School (6-8)	703
Ravenwood High School (9-12)	1,800
Sunset Elementary School (K-5)	716
Sunset Middle School (6-8)	<u>661</u>
Total Students	<u><u>9,801</u></u>

Other Educational Facilities:

Brentwood Academy (6-12, private)	<u><u>780</u></u>
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An Adult Education Program is operated by the Williamson County Board of Education and Columbia State Community College.

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Public Library

Brentwood Library

147,500 volumes

Utilities

Electric – Middle Tennessee Electric Membership Corporation and Nashville Electric Service

Gas – Nashville Gas Company and Atmos Energy

Water – City owned (statements and statistics are included); portions of the City are served by Harpeth Valley Utility District, Mallory Valley Utility District, and Nolensville Utility District

Sewer – City owned (statements and statistics are included); portions of the City are served by Metro Nashville Sewer Services

Telephone – BellSouth Telecommunications; ITC Deltacom (fax & long distance); United Telephone

Railroad – CSX Transportation (freight only)

Airport – Nashville International Airport (located 15 miles from Brentwood)

Religious Institutions

Brentwood Baptist Church (Baptist Deaf Church)

Brentwood Church of Christ

Brentwood Church of the Nazarene

Brentwood Cumberland Presbyterian

Brentwood First Presbyterian Church

Brentwood United Methodist Church

Calvary Chapel Brentwood

Church of the Good Shepherd

Concord Road Church of Christ

Edmondson Chapel

East Brentwood Presbyterian Church

Fellowship Bible Church

Holy Family Catholic Church

Johnson's Chapel Methodist Church

Liberty United Methodist Church

Life Community Church

Mt. Lebanon Missionary Baptist Church

New Hope Community Church

New Song Christian Fellowship

One in Messiah Congregation

Otter Creek Church of Christ

Owen Chapel Church of Christ

Remnant Fellowship Church

Rolling Hills Community Church

The Church of the Latter-Day Saints

The Community Church

Whispering Hills Church of the Nazarene

Recreational Facilities – City owned and operated

Concord Park – over 40-acre park. Paved walking/biking paths wind through this park which is the site of the Brentwood library.

Crockett Park – over 170-acre park. Trails, playgrounds, multipurpose athletic fields, lighted baseball fields, amphitheater, tennis court complex, disc golf course and a historic area which includes the Cool Springs House.

Deerwood Arboretum – 27-acre nature park, including trails and ponds devoted to preserving the natural beauty of the area, as well as a new nature center which includes a covered outdoor classroom, restrooms and observation deck and small amphitheater.

Granny White Park – 32-acre park. Eight tenths mile jogging trail, family and group picnic pavilions, tennis courts, playground, baseball/softball fields, sand volleyball courts.

Greenways – Moores Lane, Moores Lane East, Split Log and Wilson Pike Greenways covering over 75 acres.

Maryland Way Park – 7-acre park. Located in Maryland Farms, including three tenths mile jogging and fitness trail.

Primm Park – 31 acre park. Historic Boiling Spring Academy and a prehistoric Native American mound.

Owl Creek Park – 21+ acre park. Located on Concord Road in front of Chestnut Springs and Bridgeton Park subdivisions. Park Includes picnic shelters, playground, basketball courts and walking paths.

River Park – 46-acre park. Playground, basketball court, pavilion. Bordering the soccer fields at the YMCA and bikeway/walking path along the Little Harpeth River connecting with Crockett Park

Tower Park – 47-acre park. Paved walking/biking trails, multi-purpose fields and natural open spaces adjacent to the new indoor sports complex owned and operated by Williamson County.

Baseball/Softball

Brentwood Civitan Park – five lighted fields

Brentwood High School – one lighted field

Brentwood Academy – one lighted field

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Other Recreational Facilities

Biking/In-line Skating

Concord Park
Crockett Park
River Park
Tower Park
Brentwood Family YMCA

Disc Golf

Crockett Park

Swim and Tennis Clubs (members only)

Brentwood Family YMCA
Wildwood Club

Williamson County Recreation Center
YMCA at Maryland Farms

Golf Courses (members only)

Brentwood Country Club
Governors Club

Nashville Golf and Athletic Club

Skating

Brentwood Skate Center

YMCA Skate Park

Soccer/Football

Brentwood Academy
Brentwood Family YMCA
Brentwood High School

Crockett Park
Granny White Park
Ravenwood High School

Health Services

Williamson Medical Center - 140 beds (located in
Franklin, Tennessee)

Williamson County Health Department (located in
Franklin, Tennessee)

Brentwood Out Patient Clinic

Four Animal Clinics and Hospitals

Numerous Physicians and Health Care Specialists Offices

Major Employers

Product/Service

Number of Employees

Comdata	Financial Services	864
AT&T/Cingular Wireless	Communications	800
Tractor Supply Company	Retail Headquarters	425
Lattimore Black Morgan & Cain	Financial Services	325
Aspect Communications	Communications	300
City of Brentwood	Government	294
EMI Music Group	Christian Music	250
The Lampo Group (Dave Ramsey)	Financial Services	226
LifePoint Hospitals Inc.	Healthcare	200
Brookfield Senior Living	Healthcare	200

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Utility Service

	<u>Consumers</u>	<u>Revenues</u>
Water	8,205	\$7,116,842.07
Sewer	9,711	\$4,771,825.95

Water Rates

Residential, institutional, retail, and certain other commercial customers:

	<u>Inside</u>	<u>Outside</u>
First 2,000 gallons	\$11.62	\$11.62 (minimum bill)
Next 8,000 gallons	\$ 4.07	\$ 4.07 per 1,000 gallons
Thereafter	\$ 4.65	\$ 4.65 per 1,000 gallons

Commercial office customers:

Gallons equivalent to total square footage of building space

Minimum bill varies per industry – approximately \$.005814 per square foot

Usage exceeding one gallon of water per square foot up to 10,000 gallons total usage	\$4.07 per 1,000 gallons
Thereafter	\$4.65 per 1,000 gallons

Sewer Rates

Residential, institutional, retail, and certain other commercial customers:

	<u>Inside</u>	<u>Outside</u>
First 2,000 gallons	\$14.53	15.29 (minimum bill)
Next 8,000 gallons	\$ 5.09	5.35 per 1,000 gallons
Thereafter	\$ 5.81	6.11 per 1,000 gallons

Commercial office customers:

Gallons equivalent to total square footage of building space

Minimum bill varies per industry - approximately \$.007267 per square foot

Usage exceeding one gallon of water per square foot up to 10,000 gallons total usage	\$5.09 per 1,000 gallons
Thereafter	\$5.81 per 1,000 gallons

Tap Fees(1)

Water (2) – residential	\$5,000
- commercial	\$7,000 (minimum) - \$7,000 per inch
Sewer - residential – existing	\$5,000
- residential – new	\$5,000
- commercial	Varies

(1) Fees are twice the amounts above for out-of-city customers.

(2) Does not include charges for labor and materials applicable to certain customers.

Water Distribution System

Water lines	205 miles
Number of fire hydrants	2,325
Storage capacity in gallons	14,700,000
Percent of water loss	21% not adjusted

Sewer Collection System

Sanitary sewer mains	266 miles
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CITY OF BRENTWOOD, TENNESSEE

INSURANCE COVERAGE, SALARIES AND FIDELITY BONDS

Insurance Coverage

<u>Insured Risks</u>	<u>Amount of Coverage</u>
Workers' compensation	\$1,000,000
General liability:	
Other than automobiles and trucks	\$300,000/\$700,000/\$100,000
Automobiles and trucks	\$300,000/\$700,000/\$100,000
Fire and extended coverage:	
Buildings	\$ 58,340,200
Equipment & Data Processing	\$ 2,153,176
Personal property	\$ 5,141,295
Fire Department liability:	
Automobiles	\$300,000/\$700,000/\$100,000
General	\$300,000/\$700,000/\$100,000
Property Coverage on Fire Trucks (9), Public Works Trucks(16) and High-tech Sewer Trucks (2)	Actual cash value
Excess liability - general and automobile	\$1,000,000
Public employees blanket bond	\$ 150,000
Errors and omissions	\$1,000,000
Public official bonds:	
City Manager	\$100,000
Finance Director	\$ 50,000
City Judge	\$ 10,000

The insurance coverage described above pertains to all City activities (governmental and proprietary).

Salaries of Principal Elected Officials

Total Annual Compensation

Mayor	\$12,000
Vice Mayor and Board of Commissioners	\$11,400

GLOSSARY

GLOSSARY OF TERMS

Accrual Accounting	The basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to the cash basis of accounting where the transfer of funds causes the recording of the transaction.
Activity	A specific and distinguishable unit of service or program performed, such as Codes Enforcement (#110-41710).
Adopted Budget	The budget approved by the City Commission and enacted by the appropriations ordinance, on or before June 30 of each year.
Appropriation	Expenditures authorized by the City Commission that allow the City Manager and staff to incur obligations against governmental and enterprise funds and resources. Appropriations are usually for a fixed dollar amount for a particular fiscal year.
Appropriations Ordinance	The official action by the City Commission considered on two readings that, when approved, establishes the legal authority for City officials to expend funds within the fiscal year.
Appraised Value	The market value of real property determined by Williamson County Property Assessor based on review of comparable sales of similar type property. A reappraisal of all taxable property in the County occurs every 4-5 years.
Assessed Value	The constitutionally established value of personal and real property for use in levying the tax rate for real and personal property taxes. For residential property, the assessed value is 25% of the appraised value
Budget	A financial and operational plan for the City for a specific period (fiscal year) which includes, at minimum, estimates of anticipated revenues and projected expenses and information on department missions and workloads, non-routine work plans, personnel, etc.
Budget -Balanced	The anticipated revenues to be collected within a specific period (fiscal year) will equal or exceed the required expenses for the same period.
Budget Calendar	The schedule of important dates, meetings and deadlines required in the preparation, review and passage of the capital improvements program and annual operating budget.

GLOSSARY OF TERMS

Budget Documents	The written material and documents presented by the City Manager documents, including but not limited to the annual operating budget, the six-year Capital Improvements Program and Non-routine Work Plan, for the upcoming fiscal year which are used by the City Commission in the deliberation process leading to formal approval by ordinance or resolution.
Budget Message	The opening memo in the annual operating budget prepared by the City Manager which provides the City Commission and the public with a general summary of the key components and parameters used in formulating the overall recommendations and financial plan. The memo also highlights significant changes between the proposed budget and the current year budget.
Capital Projects	A physical improvement with an extended life such as a park, building, road, utility, etc that normally requires dedicated funding, professional design and construction services to complete. When completed, a capital improvement project provides a permanent addition to the City's fixed assets.
Capital Outlay	The purchase of equipment and machinery having a useful life of several years and of a significant value.
Capital Improvement Program	A systematic financial and management plan to carry out numerous capital projects and outlay purchases in major program areas over a six-year period. The plan is reviewed and updated annually.
Contractual Services	Services rendered to City activities by private companies and individuals outside City government. Examples include utilities, building, landscaping, and equipment maintenance, etc.
Debt Service	Payments made by the City toward retiring outstanding debt including principal, interest, and service payments based on a schedule for payment each fiscal year.
Debt Service Fund	A segregated fund used to accumulate resources needed to pay annually the principal and interest on general obligation debt incurred by the City of Brentwood. The majority of resources are provided by annual operating transfers from the General Fund.
Department	City activities of sufficient size and/or technical demand that require day to day oversight by a department head.
Disbursement	The payment of City funds for obligations incurred.

GLOSSARY OF TERMS

Emergency Communications District (ECD)	ECD was created in accordance with state law to account for all 911 fees paid to the Brentwood Emergency Communications District. The City Commission serves as the Board for the ECD and provides policy direction on programs and establishes the fee schedule to fund emergency communications services for the City.
Encumbrance	An accounting control under which commitments for the expenditure of money are recorded as they are incurred or obligated which typically occurs before actual payment is made. The use of encumbrances prevents overspending by providing greater certainty on how much money is really available for new expenditures.
Enterprise Fund	A form of accounting that is applied to government services which operate primarily from rates or fees charged to benefiting users based on the amount of use of the service. The accounting method recognizes income, expenses, depreciation, net income, etc., an approach typically used in the private sector. The City has three enterprise funds with the largest being the Water and Sewer Fund.
Equipment Replacement Fund	This fund provides for the systematic accumulation of funds for purchase of replacement trucks and equipment with a value above \$40,000, police vehicles and accessory equipment, and computer technology and similar technological items.
Estimated Revenue	For budget purposes, the amount of revenue projected for collection during a fiscal year.
Expenditures	The cost of goods and services received. Actual payment may not be required at a particular date for an item to be considered an expenditure.
FASB	Financial Accounting Standards Board. The official policy and procedural organization designated by the American Institute of Certified Public Accountants (AICPA) to establish accounting principles, for both profit and nonprofit entities, in the United States.
FHIT	Funds Held in Trust. Monies donated for a specific program, for example Library Gifts and Donations account and Historic Sites Donations. These monies are held by one party (the trustee) for the benefit of another (beneficiary).
Fiscal Year	A time frame designating the beginning and ending period for recording financial transactions. The City of Brentwood uses a fiscal year beginning July 1 through June 30.
Fund	A fiscal entity with a self-balancing set of accounts used to account for activities with common objectives. Commonly used government fund groups are: general fund, debt service fund, capital projects

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fund, enterprise fund, special revenue funds, internal service funds, and special assessment funds.

Fund Balance	The accumulated amount of excess revenues over expenditures in a particular fund at any point in time. A negative fund balance is the accumulated amount of excess expenditures over revenues.
GAAP	Generally Accepted Accounting Principles. The actual rules and procedures governing the accounting profession.
GASB	Governmental Accounting Standards Board. The official policy and procedural organization designated by the American Institute of Certified Public Accountants (AICPA) to establish accounting principles for state and local governments.
GFOA	Government Finance Officers Association. A group of worldwide professional government finance officers.
General Fund	The City's primary operating fund accounting for most all of the financial resources and obligations. The general fund revenues include property taxes, business taxes, sales taxes, building permits and, other miscellaneous revenues. The fund provides the resources for most City services including fire, police, public works, codes and planning, parks, and library.
General Obligation Bond	A municipal bond that is backed by pledging the full faith and credit or taxing power of the City to ensure proper payment of interest and principal obligations.
Grant	A contribution by the State or Federal government or other entity supporting a particular project.
Infrastructure	The basic physical systems of the City that are considered essential for enabling productivity in the economy. Examples include roads, bridges, water and wastewater systems.
Moody's Investors Services	A recognized bond rating agency that evaluates the financial soundness of the City and assigns a "rating" score prior to issuance of new bonds. Another recognized bond rating agency is Standard and Poor's.
Object Code	A detailed line item expenditure category, such as salaries (#81110), office supplies (#83100), or capital outlay (#89505).
Operating Budget	The expenditure plan for continuing on-going services, programs

GLOSSARY OF TERMS

and activities. In most instances, operating expenditures are made in a single fiscal year. These expenditures include personnel services, contractual services, minor capital outlay, and debt service requirements.

Operating Transfers	Amounts transferred from one fund to another. Transfers are <u>not</u> expenditures. Transfers are to be appropriated for expenditures in the fund receiving the transfer.
Performance Measures	Specific measures of work performed as an objective of the various departments based upon quality and quantity of particular items.
Post Employment Benefits	Medical and vision benefits provided to retired employees.
Proprietary Funds	Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds; enterprise funds and internal service funds.
Public Works Project Fees	A fee assessed on each new building or residence based on the traffic generation impact of the land use and location.
Retained Earnings	The total earnings of an enterprise fund (in governmental accounting) since the establishment of the fund. The amount adjusts up or down each fiscal year based on the fund's income less expenses.
Revenue	A term used to represent actual or anticipated income.
Tax Levy	The total amount of tax that should be collected based upon the current tax rates and the assessed value of real, personal, and public utility property.
Tax Rate	The amount of taxes collected per \$100.00 of assessed value of taxable property. The proposed tax rate for Fiscal Year 2008 is \$.49/\$100 of assessed value.
Vesting	Regarding pension plans, the minimum amount of service time and age required before an employee is entitled to receipt of monthly retirement income from the Tennessee Consolidated Retirement System.



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