

City of Brentwood, Tennessee

FISCAL YEAR 2011

(July 1, 2010 – June 30, 2011)

PROPOSED ANNUAL OPERATING BUDGET AND NON-ROUTINE WORK PLAN

Brentwood Board of Commissioners

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Rhea E. Little, III

Vice Mayor

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City Commissioner

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City Commissioner

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City Commissioner

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City Commissioner

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City Staff

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City Manager

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Tennessee**

For the Fiscal Year Beginning

July 1, 2009

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, 2009.

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
REGINA R. SMITHSON
BRIAN J. SWEENEY
PAUL L. WEBB

City of Brentwood

July 1, 2010

The Honorable Members of the Brentwood Board of Commissioners:

The adopted annual operating budget for the City of Brentwood for Fiscal Year 2011, beginning July 1, 2010 through June 30, 2011, 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 2011-2016 and the adopted Non-Routine Work Plan for Fiscal Year 2011.

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 13, 2010 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 Monday, May 24, 2010 meeting and final reading on Monday, June 28, 2010. The City Commission received formal citizen comments at three public hearings that were held prior to each reading of the ordinance and at the Tuesday, June 15, 2010 regular meeting.

The Fiscal Year 2011 budget is balanced with net expenditures for all funds totaling **\$55,587,385**. This represents essentially no change from last year's budget of \$55,532,510. Amazingly, the FY 2011 budget provides for a \$2,250,000 special appropriation in the Facilities Maintenance Fund for emergency repairs to City property and infrastructure caused by the unprecedented flooding that occurred in Middle Tennessee on May 1-2, 2010 when 14-17 inches of rain fell in 30 hours. Had the flood not occurred, the actual total budget for all funds in FY 2011 would have been 4% less than in FY 2010.

For the past two years, the United States has faced the most significant economic downturn since the Great Depression. While some economists are starting to proclaim the recession "over," state and local governments, including Brentwood, continue to see unprecedented declines in revenue collections. While Brentwood is in better shape financially than most communities in facing the future without fear, there is still much uncertainty. There remains weak demand for new housing; families are continuing to save more and/or pay-off existing debts rather than spend; the availability of consumer credit remains tight; and unemployment is at its highest levels in 20 years. Even if one assumes that growth in the economy will improve in the next year, the corresponding growth in revenue collections will be much less than five years ago. Without question, the current crisis is forcing all cities to approach budgeting and service delivery in new ways. Accordingly, this "challenge" should be considered an "opportunity" to better position the City of Brentwood to meet the demands of an uncertain future.

Fortunately, our conservative, systematic approach to financial management and service delivery in prior years continues to pay dividends in uncertain times. Unlike many states and cities, the City of Brentwood will not need to resort to shortsighted approaches to balance the budget such as layoffs, furloughs, deferring maintenance and capital purchases, etc. While we are not in a position with our current revenue stream to initiate new programs with ongoing expenditure obligations, we are in the position to deliver basic services well and to invest in the future via our Capital Improvements Program.

Preparation of the FY 2011 proposed 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 proposed Capital Improvements Program, the City must commit the resources necessary to implement the needed projects. Water and Sewer Revenue Bonds in the amount of **\$10,000,000** are proposed for issuance in late calendar year 2010 to fund the next phase of improvements under the sewer rehabilitation program (\$4.56 million) and the first phase of water system capacity improvements (\$5.44 million). We are fortunate that attractive interest rates will allow the City to issue the new bonds and fund associated debt service obligations within the current water and sewer rate structure. It is a great time to undertake infrastructure projects because the current economic slowdown is creating a very favorable construction market for bids from qualified contractors.

Additional local funding for capital improvements is proposed through a special appropriations transfer by June 30, 2010 of **\$1,000,000** from the unreserved fund balance in the General Fund to the Municipal Center Fund. This funding will allow us to undertake small scale improvements over next ten years that maintain and improve the functionality and appearance of this 23 year old building. A systematic fund balance transfer for 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, 2010 of \$25.3 million or an amount equivalent to 86% of the FY 2011 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, 2010 is \$3,979,064, an amount that is equivalent to 122% of the FY 2011 debt obligations of \$3,261,385.

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 2011 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 2010 is 36,000. 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 places 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 61.4% of the total General Fund budget is allocated to personnel services. Our departments continue to focus on identifying equipment, technology and processes that allow our existing employees to deliver services more efficiently and to keep staffing levels as low as possible.

The FY 2011 proposed budget reflects a **decrease of one (1) full-time position** in all funds from 245 to 244 total positions. The reduction is the result of the elimination of a vacant Planner position which was possible due to slowdown in development activity in the City. The 244 positions in the FY 2011 budget compared to 140 full-time employees in the FY 1991 budget represents a 74% increase in twenty (20) years. However, the resident population has increased by 120% during the same period. In effect, the City will have 6.78 full-time employees per 1,000 residents in FY 2011 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 2011 with the same per capita staffing arrangement as FY 1991, the City would today have 307 full-time employees or 63 more than in the proposed budget with an additional cost obligation to the City in excess of \$5.0 million annually. To pay for this additional staffing would have required a \$.23 or 47% property tax increase, a corresponding \$5.0 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 residential dwellings, increased residential and employment population, expanded office and retail development, and growing citizen expectations for more and better services from their city government. Since 1991, there has been a dramatic increase in traffic and calls for police services in Brentwood 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 with two fire stations, and a larger, more extensively used Public Library were opened and fully staffed in this period. Our park system has expanded greatly 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 lean 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. In addition, the City competes in a competitive labor market with surrounding jurisdictions for essential personnel. Our employees genuinely appreciate working for the City of Brentwood and are committed to its long-term success. While the current economic slowdown and rising unemployment is creating short-term stability in everyone's work force, a competitive salary and benefits package is still essential for Brentwood to attract, retain and motivate outstanding employees. In these difficult times, it will be our employees who figure out creative ways to deliver expected services in a more cost effective manner. Accordingly, the adopted FY 2011 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 2011 General Fund budget will be balanced with projected revenue collections during the fiscal year. Projected revenue for FY 2011 will be **\$29,780,025**, down \$264,050 or 0.9% from the FY 2010 budget of \$30,044,075. This is the second year in a row that no revenue growth is projected in the budget from the previous year's budget estimate. While the lack of revenue growth is unprecedented in the modern era and is reflective of the state of the economy, please keep in mind that many governments are facing revenue declines in the 3% to 5% range or higher this year on top of similar reductions from a year ago.

On the positive side, the most significant growth in General Fund revenue for FY 2011 is from property taxes (\$265,000) associated with completed taxable construction for tax year 2009, business taxes/clerks fees resulting from changes in State law regarding the transfer of collections to the State (\$119,000), and public utility property tax based on last year's actual collections (\$90,000). Significant revenues declines are mostly tied to the state of the economy, specifically discretionary consumer spending and federal monetary policy. They include local sales taxes (-\$300,000), hotel/motel taxes (-\$170,000), interest earned from the investment of idle funds (-\$100,000), State shared sales taxes (-\$100,000), and municipal fines/court costs (-\$100,000).

Despite lower projected revenues, the staff is again recommending a \$.49 property tax rate to fund the FY 2011 General Fund budget. This represents the same effective City tax rate for the twentieth (20th) year in a row. Each 1 cent on the property tax rate generates \$219,390 for the General Fund. We are also proud of the fact that the 2009 calendar year combined effective tax rate for Brentwood/Williamson County is the second lowest rate in the State of Tennessee for the 21 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 2011 are **\$29,778,845**. This represents a decrease of \$254,205 or 0.8% from the FY 2010 budget of \$30,033,050. Despite 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. that allow the various departments to deliver services effectively. Roughly 6.9% of the total General Fund budget (\$2,042,500) is allocated for capital investment. This includes a \$1,060,000 transfer to the Equipment Replacement Fund, a \$200,000 transfer to the Facilities Maintenance Fund, \$435,000 for street resurfacing, plus direct purchases of new and replacement equipment and miscellaneous vehicles totaling \$347,500.

SIGNIFICANT EXPENDITURE INCREASES

One-Time, Lump Sum Merit Payment of 1.5% - \$211,290

Maintaining a competitive pay plan that recognizes quality performance and extra efforts by our employees during these difficult times is a high priority for the FY 2011 adopted budget. Because of the uncertainty of revenue growth for the City in future years, the staff is unable to recommend any pay adjustment that would be incorporated into the base pay plan for future years. Accordingly, a one-time, lump sum merit payment of **1.5%** payable at the first full pay period in July 2010 was adopted for most employees who have been working continuously for the City since July 1, 2009. For part-time employees, the payment will be calculated on actual hours worked and pay earned in FY 2010. Payments would be made consistent with the City policy for merit pay adjustments. No market pay adjustments will be provided in FY 2011. We are fortunate that the current compensation/pay plan remains competitive for FY 2011 due to market and merit pay adjustments in prior years. The baseline, entry pay for the lowest positions in the Classification and Pay Plan (Group A) will remain at \$10.09 per hour.

TCRS Retirement Contribution - \$66,570

In the past year, the City adopted a new Tennessee Consolidated Retirement System program that requires a 5% employee (pretax) payroll contribution toward the cost of the retirement system for all eligible employees hired after January 1, 2010. Adoption of the program resulted in a projected .75% savings in the City's contribution cost based on historic turnover rates. Recently, the City also received notice that the current base contributory rate by the City of 13.88% was increasing for the next two years by 1.33% to 15.19%. The net rate through adoption of the new program applying the .75% credit is 14.44% or a .58% increase. However, with declining staff turnover in the past year, there is concern that a higher City contribution rate may be required in the future due to over-optimistic projections from employee contributions. Therefore, the staff is recommending that the contribution to TCRS be increased by an additional .42%, making the base contributory rate at 14.88% or a 1% increase from the previous year. This additional contribution should help reduce future rate increases from what would otherwise be required due to declining turnover. Also note the Public Safety enhanced early retirement program which requires an additional 3.5% contribution for uniform police and fire employees (which is funded by an equivalent reduction in their current pay) will remain stable for the next two years.

Transfer to Municipal Center Fund - \$40,000

With the anticipated improvements to the Municipal Center over the next 10 years associated with the adopted FY 2010 year-end, \$1 million transfer from the unreserved fund balance of the General Fund to the Municipal Center Fund, the City will face additional operational costs and depreciation expense associated with the improvements in the years ahead. The increase in the annual operating transfer from the General Fund in FY 2011 (from \$413,400 to \$453,400) will allow the fund remain financially sound and absorb future expenses associated with the improvements.

Commission Election - \$40,000

The next election for the Board of Commissioners is scheduled for May 3, 2011. Funding will cover the cost from the Williamson County Election Commission for various polling locations city-wide on Election Day plus 2+ weeks of early voting at the Library and Municipal Center.

Equipment Replacement Fund - \$35,000

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 multiple years. The above contribution in FY 2011 represents the total increase over FY 2010 from the benefiting departments.

SIGNIFICANT EXPENDITURE REDUCTIONS

With the total FY 2011 budget down by \$254,205 from the previous year and funding of the items noted above, significant savings were needed elsewhere to balance the budget without a tax increase. Besides a multitude of smaller savings throughout the budget from the previous year, the following items contributed significantly to our ability to balance the General Fund budget:

Employee Turnover/Transfer – (\$303,135)

The General Fund was able to gain salary and FICA savings through elimination of one vacant position in the Planning and Codes Department and the retirement of a senior employee in the Police Department with corresponding promotions in the ranks at a lower compensation rate. In addition, savings occurred from the reassignment of 50% of a Police Lieutenant position to the Emergency Communications District to more accurately reflect supervisory duties over the emergency communications center. Other savings resulted from normal turnover with newly hired employees compensated at a lower rate.

Health Insurance - (\$224,100)

Effective January 1, 2010, the City instituted significant changes to the group health insurance program by self-insuring a portion of the cost through a Health Reimbursement Arrangement (HRA) plus increases in employee deductibles and co-pays for office visits and prescriptions. The HRA program is self insured approach where the City assumes on a limited basis the cost of routine and minor non-

routine services while maintain full insurance for major claims exceeding \$5,000. The City is further protected if single year losses are greater than expected through the creation of the Health Insurance Fund with a \$500,000 contribution from the unreserved fund balance of the General Fund. The above savings to the General Fund in FY 2011 is the result of the plan change plus incremental savings resulting from fewer employees and net changes in dependent coverage.

Transfer to Facility Maintenance Fund – (\$100,000)

In FY 2010, an operating transfer of \$300,000 was made to the Facility Maintenance Fund. With the recent expansion/renovation improvements to the Library that were funded from the Capital Projects Fund, there will be less need for extraordinary improvements in the facility in the years ahead. Accordingly, the annual operating transfer can be reduced to \$200,000 in FY 2011 and meet obligations.

SPECIAL REVENUE FUNDS

STATE STREET AID FUND

The FY 2011 adopted budget for the State Street Aid Fund is **\$1,040,000**, which is the same funding level as last fiscal 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 2011 is \$1,675,000, up \$100,000 from FY 2010. This includes \$1,040,000 from the State Street Aid Fund, \$435,000 from the General Fund (Public Works Department) and a \$200,000 contribution from the Capital Projects Fund under the four year program approved and funded beginning in FY 2010 to increase street resurfacing by \$100,000 annually through FY 2013. This level of funding is needed to maintain a City street resurfacing program on an average 20 year cycle. Resurfacing decisions are made after an annual field inspection and priority ranking of roads relative to condition, use and available funding.

As a result of limited revenue growth from the State gasoline tax due to more efficient vehicles in the market today, 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. It is assumed that TDOT road improvement needs alone will dictate an increase in the state gas tax by FY 2014 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. Fees are calculated based on the specific traffic demand from new land use and are collected prior to the issuance of a building permit. Funds collected must be spent on eligible road projects which are identified in the Capital Improvements Program. Because of the slowdown in residential and commercial development, no appropriation was adopted for road projects in FY 2011. Future commitments from this fund are contingent on new development projects moving forward and paying the required fees. Funds collected in FY 2011 will be accumulated and carried over for future road improvement projects.

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 2011 budget at **\$15,000** provides for the purchase 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 provides relative consistency in General Fund budgetary obligations over a multi-year period and avoids major fluctuations in capital purchases in a single year. The total General Fund transfer from all departments in FY 2011 will be \$1,060,500, up \$35,000 from FY 2010. Transfers are provided from the Police Department (\$340,000), Fire Department (\$210,000), Technology Department (\$340,000), Public Works Department (\$155,000), Traffic Signalization activity (\$6,500), and Parks and Recreation Department (\$9,000). Proposed FY 2011 purchases total **\$1,115,000** and includes computer equipment and software (\$205,000), ten police vehicles and accessory equipment (\$320,000), an engine truck for the Fire Department – a delayed purchase from FY 2010 (\$520,000), and a chipper truck for the Public Works Department (\$70,000).

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. A systematic approach for 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. FY 2011 funding is provided through an annual operating transfer from the General Fund of \$200,000, a decrease of \$100,000 from FY 2010. With the recently completed expansion/renovation of the library, less funding will be required for extraordinary maintenance projects in FY 2011. Projects totaling **\$120,000** are proposed for funding in FY 2011. They include \$110,000 in the Parks & Recreation Department for repairs and cleaning of the Amphitheater roof in Crockett Park (\$30,000), tennis court resurfacing and light pole/restroom facility painting at Granny White Park (\$30,000), and asphalt overlay on older sections of the original bikeway network (\$50,000). The other project will replace the hot water heating system at the Service Center (\$10,000).

As mentioned earlier, the major flood in Brentwood and the surrounding area on May 1-2, 2010 was the result of 14-17 inches of rainfall over a 30 hour period. The rain produced two consecutive days of flooding in excess of 100 year storm events and caused significant damage to private and public property and infrastructure. Because President Obama declared most of Middle Tennessee including Williamson County a federal disaster area, the City is eligible to receive federal and state assistance to help pay for a significant portion of the cost of the initial emergency response and for repairs to damaged City property and infrastructure. Since the event occurred after submission of the initial proposed budget, staff recommended and the Board of Commissioners approved a special appropriation of \$2,250,000 for this fund in FY 2011 in the newly created Flood Recovery expenditure account to cover the initial projected cost (other than for the Water & Sewer Fund) and to cash flow expenses until

a significant amount of Federal & State Grants (reimbursement revenue of \$1,950,000) is received from FEMA and the State of Tennessee.

ADEQUATE SCHOOLS FACILITIES FUND

Williamson County has 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 initially requested that the funds provided to cities under this private act be committed for public school improvements and/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 three years ago. An estimated \$190,000 in new revenue is projected for FY 2011 which will increase the total amount available in the fund to \$928,450 by June 30, 2011. At this point, no funds are recommended for transfer or appropriation in the FY 2011 budget until sufficient funds have been accumulated for a worthy capital project and the City Commission adopts a policy on use of the funds.

POST EMPLOYMENT BENEFITS FUND

This fund was 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 2011 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). In addition, \$100,000 is being transferred to this fund in FY 2011 to allow for the accumulation of funds to help cover future payment obligations associated with the 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.

FY 2011 direct expenditures from this fund will total **\$602,610**. The most significant expenditure will be a \$555,610 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, \$35,000 will be used to pay life and health insurance premiums directly for a limited number of existing retirees.

FUEL FUND

The purpose of this special revenue fund is to "level out" over multiple years the cost of gasoline and diesel fuel for user departments and avoid the significant budgetary impact that occurs during periods

with rapid fluctuations in cost. This is accomplished by accumulating sufficient funds over multiple years so that the gas and fuel cost for departments will remain stable during volatile periods in the market. The initial resources needed to establish this fund were made available on June 30, 2009 through the transfer of the existing fuel inventory and net budget savings in the gas and diesel fuel line item accounts from departments totaling \$150,000. To accumulate additional funds, the initial unit cost per gallon was set at a rate higher in FY 2010 than the current market cost (but much lower than the unit cost in the summer of 2008). Total fuel fund purchases are budgeted at **\$381,600** for FY 2011 with a projected fund balance (reserve) of \$205,065 on June 30, 2011. All gasoline and diesel fuel is purchased 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.

HEALTH INSURANCE FUND

This new fund was created by the Board of Commissioners in FY 2010 with the goal of “leveling out” over multiple years the cost of group health insurance and keeping the annual cost increases below double-digit growth. This fund is used to consolidate payment of the monthly premium costs to the City’s health insurance carrier and to reimburse allowable deductibles and co-insurance cost under the Health Reimbursement Arrangement (HRA) that was adopted effective January 1, 2010. Budgeted individual health insurance premiums and employee payroll deductions for dependent coverage are transferred to this fund from activities in the General Fund with personnel, the Water and Sewer Fund and Emergency Communications District. To provide for financial stability and initial cash flow requirements in FY 2010, the fund received an initial contribution of \$589,000 from the three funds via a special year-end appropriation from the fund balance or reserves. In FY 2011, total expenditures for health insurance coverage and reimbursement of HRA claims are projected at **\$2,054,725**.

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 2011 with a fund balance as of June 30, 2010 of \$3,979,064 and new debt service payments of **\$3,261,385**. An expenditure increase of \$227,825 from Fiscal Year 2010 is due to the timing of principal and interest payments and includes the obligations from the late calendar year 2009 bond issue. Total revenues for the fund in FY 2011 are projected at \$3,189,000 with the annual transfer requirement from the General Fund being \$3,150,000, or the same amount provided in FY 2010.

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 2011 adopted budget at **\$6,515,000** 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 2010 but will be completed in FY 2011 and projects that will be designed and/or initiated in FY 2011 but completed in FY 2012 or later. Major funding for projects is provided through the proceeds from the \$4,835,000 General Obligation bond issue in November 2009.

There are 16 capital projects adopted for funding in FY 2011. The four (4) largest projects include phase II construction on Split Log Road (\$3,855,000), right-of-way acquisition for the Concord Road improvements-east of Sunset Road (1,000,000), right-of-way acquisition for improvements to Concord Road-west of Arrowhead Drive (\$300,000), and upgrades to radio system (\$270,000). More information on the FY 2011 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 \$14,642,840 during FY 2011 while non-capitalized operating expenses are projected at **\$14,641,620**, up \$684,975.

For the first time in recent years, there will be relative stability in projecting income and expenses due to settlement of the lawsuit and approval of a new contract agreement with Metro Water Services for wastewater treatment services. The most significant increase in expenses is associated with wastewater treatment (\$3.1 million – up \$400,000) while the cost of purchasing water from Harpeth Valley and Metro Water Services is projected to cost \$4.4 million – up \$200,000. Over 50% of the total expenses for the Water and Sewer Fund are associated with these two items.

During FY 2010, the highest priority of the department will be the third year of a six-year, \$30 million sewer rehabilitation program mandated by TDEC to identify & repair broken sections of sewer lines and lateral connections where storm water infiltration is entering the system and upgrades to the sewer lift stations to minimize overflows into the environment. In addition, the department will initiate a major program to expand the capacity of the water system through systematic line upgrades and improvements to the pumping stations. Both efforts will be funded by a \$10 million Water and Sewer Revenue Bond issue targeted for late calendar year 2010. 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 (\$136,010), a \$453,400 operating transfer from the General Fund for City department rent (up \$40,000 from FY 2010), and \$31,800 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 **\$626,100** in FY 2011, up \$56,200 from FY 2010 expenses of \$569,900.

The City will undertake a program of relatively small scale improvements to this 23 year old facility averaging \$100,000 annually over the next 10 years to maintain the appearance, functionality and efficient operation of the building. Funding for the proposed improvements for FY 2011 and beyond is subject to a FY 2010 year-end transfer of \$1 million from the unreserved fund balance of the General Fund to the Municipal Center Fund.

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 landline phone and \$2.00 per month for business land line phones up to a maximum of 100 lines per business. Subject to approval by the Tennessee Emergency Communications Board, the service fee will increase to \$1.50 for residential lines and \$3.00 for business lines effective August 1, 2010. The service fee increase is needed to fund major, mandated upgrades to the City's emergency communications center and associated equipment with a total projected capital cost of \$1,115,000. 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 proposed budget for FY 2011 is **\$1,162,625**, up \$79,100 or 7.3% from the FY 2010 budget. Projected income for FY 2011 includes \$733,030 from 911 system related fees; \$360,000 from State ECD grants and supplemental funding provided to local ECD's for equipment upgrades and operations; and a \$418,700 operating transfer from the General Fund, the same transfer provided in FY 2010.

ACKNOWLEDGEMENTS

The preparation of the FY 2011 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 2010 document for the 18th 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.

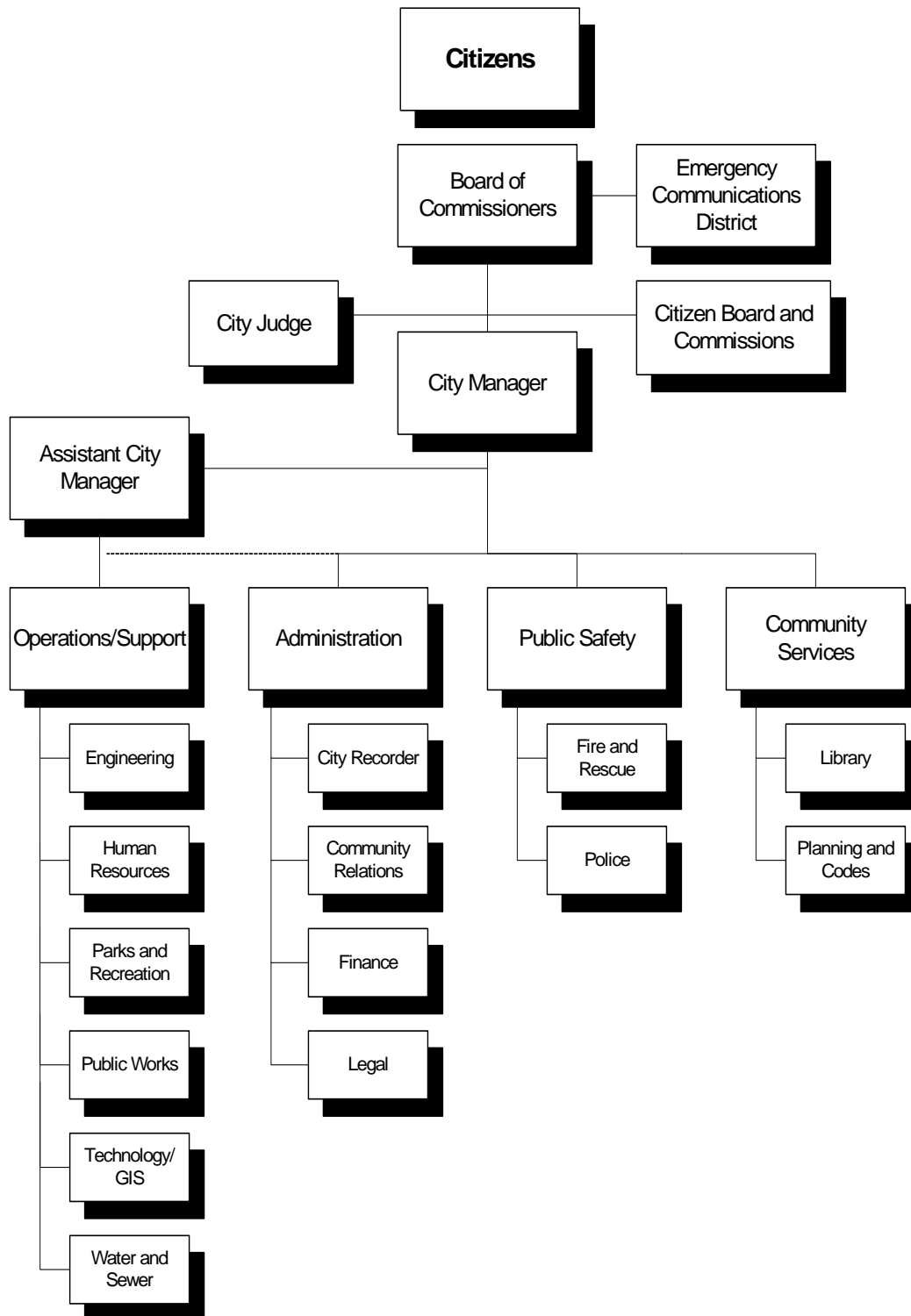
Respectfully submitted,

A handwritten signature in cursive script that reads "Michael W. Walker".

Michael W. Walker
City Manager

BUDGET OVERVIEW

City of Brentwood Organization Chart



ORDINANCE 2010-10

**AN APPROPRIATION ORDINANCE FOR THE CITY OF BRENTWOOD, TENNESSEE FOR
THE FISCAL YEAR BEGINNING JULY 1, 2010 AND ENDING JUNE 30, 2011**

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, 2010 and ending June 30, 2011, to wit:

GENERAL FUND

	<u>FY 2008-09 ACTUAL</u>	<u>FY 2009-10 BUDGET</u>	<u>FY 2010-11 BUDGET</u>
Beginning Fund Balance			\$ 25,383,411
<u>Revenues and Other Sources:</u>			
Taxes	\$ 24,468,095	\$ 24,209,000	\$ 24,211,500
Licenses and Permits	491,246	415,250	440,200
Fines and Fees	572,662	575,000	440,000
Charges for Services	292,743	271,600	274,000
Intergovernmental	6,496,912	4,029,525	3,928,825
Uses of Money and Property	631,800	529,200	429,000
Other	<u>21,153</u>	<u>14,500</u>	<u>56,500</u>
Total Revenues and Sources	\$ 32,974,611	\$ 30,044,075	\$ 29,780,025
Total Funds Available			\$ 55,163,436

Note: FY 2008-09 and 2009-10 columns are shown for informational purposes only.

GENERAL FUND

	FY 2008-09 ACTUAL	FY 2009-10 BUDGET	FY 2010-11 BUDGET
<u>Expenditures and Other Uses:</u>			
City Commission	\$ 151,812	\$ 165,500	\$ 160,805
City Court	29,323	27,435	27,400
City Manager's Office	386,051	394,465	398,565
Elections	37,019	0	40,000
Finance	758,183	825,860	828,270
City Recorder	101,957	114,335	112,890
Legal Services	199,963	234,500	204,815
Technology	828,358	848,130	875,255
Geographic Information System	286,793	300,865	282,265
Human Resources	357,450	359,270	346,880
Community Relations	247,350	267,675	266,400
Planning	459,969	480,845	353,110
Codes Enforcement	757,326	766,105	750,305
Insurance/Other Benefits	799,703	837,180	815,860
Police Department	6,038,839	6,086,140	5,972,300
Fire and Rescue Department	5,944,858	5,986,110	6,024,840
Safety Center East	59,542	62,820	70,370
Public Works	2,168,923	2,317,070	2,378,060
Storm Drainage	14,592	50,000	50,000
Street Lighting	432,115	445,000	445,000
Traffic Signalization	181,394	227,795	225,695
Service Center	252,691	266,245	267,260
Engineering Services	519,704	519,095	508,740
Public Health	80,858	81,040	83,000
Parks and Recreation	1,662,557	1,751,195	1,723,250
Public Library	1,982,021	2,048,175	2,060,310
Education	225,000	225,000	225,000
Economic Development	10,000	10,000	10,000
City Boards	1,316	0	0
Crockett Historic Center	36,946	53,100	50,100
Transfer to Debt Service Fund	3,150,000	3,150,000	3,150,000
Transfer to Municipal Center Fund	390,000	413,400	453,400
Contribution to Emergency Communication District	418,700	418,700	418,700
Transfer to Facility Maintenance Fund	300,000	300,000	200,000
Total Expenditures and Other Uses	\$ 29,271,313	\$ 30,033,050	\$ 29,778,845
Fund Balance/Surplus Transfer - Capital Projects Fund	\$ (1,830,000)	\$ -	\$ -
Estimated Ending Fund Balance			\$ 25,384,591

Note: FY 2008-09 and 2009-10 columns are shown for informational purposes only.

STATE STREET AID FUND

	<u>FY 2008-09 ACTUAL</u>	<u>FY 2009-10 BUDGET</u>	<u>FY 2010-11 BUDGET</u>
Beginning Fund Balance			\$ 392,215
<u>Revenues:</u>			
State Fuel Taxes	\$ 928,645	\$ 880,000	\$ 938,000
Interest Earnings	<u>7,257</u>	<u>10,000</u>	<u>2,000</u>
Total Revenues	\$ 935,902	\$ 890,000	\$ 940,000
Total Funds Available			\$ 1,332,215
Expenditures and Other Uses:			
Street Repairs	<u>\$ 1,039,731</u>	<u>\$ 1,040,000</u>	<u>\$ 1,040,000</u>
Total Expenditures and Other Uses	\$ 1,039,731	\$ 1,040,000	\$ 1,040,000
Estimated Ending Fund Balance			\$ 292,215

Note: FY 2008-09 and 2009-10 columns are shown for informational purposes only.

PUBLIC WORKS PROJECT FUND

	<u>FY 2008-09 ACTUAL</u>	<u>FY 2009-10 BUDGET</u>	<u>FY 2010-11 BUDGET</u>
Beginning Fund Balance			\$ 552,376
<u>Revenues:</u>			
Public Works Project Fees	140,115	45,000	45,000
Interest Earnings	<u>3,098</u>	<u>8,000</u>	<u>2,000</u>
Total Revenues	\$ 143,213	\$ 53,000	\$ 47,000
Total Funds Available			\$ 599,376
<u>Expenditures and Other Uses:</u>			
Transfer to Capital Projects Fund	<u>\$ 225,000</u>	<u>\$ 150,000</u>	<u>\$ -</u>
Total Expenditures and Other Uses	\$ 225,000	\$ 150,000	\$ -
Estimated Ending Fund Balance			\$ 599,376

Note: FY 2008-09 and 2009-10 columns are shown for informational purposes only.

DRUG FUND

	<u>FY 2008-09 ACTUAL</u>	<u>FY 2009-10 BUDGET</u>	<u>FY 2010-11 BUDGET</u>
Beginning Fund Balance			\$ 151,811
<u>Revenues:</u>			
Drug Related Fines	\$ 93,828	\$ 25,000	\$ 15,000
Interest Earnings	<u>597</u>	<u>2,000</u>	<u>500</u>
Total Revenues	\$ 94,425	\$ 27,000	\$ 15,500
Total Funds Available			\$ 167,311
<u>Expenditures and Other Uses:</u>			
Drug Enforcement	\$ 25,418	\$ 29,000	\$ 15,000
Capital Outlay	<u>-</u>	<u>8,000</u>	<u>-</u>
Total Expenditures and Other Uses	\$ 25,418	\$ 37,000	\$ 15,000
Estimated Ending Fund Balance			\$ 152,311

Note: FY 2008-09 and 2009-10 columns are shown for informational purposes only.

DEBT SERVICE FUND

	<u>FY 2008-09 ACTUAL</u>	<u>FY 2009-10 BUDGET</u>	<u>FY 2010-11 BUDGET</u>
Beginning Fund Balance			\$ 3,979,064
<u>Revenues:</u>			
Transfer from General Fund	\$ 3,150,000	\$ 3,150,000	\$ 3,150,000
Transfer from Historic Commission	17,046	16,778	16,500
Interest Earnings	<u>123,348</u>	<u>46,137</u>	<u>22,500</u>
Total Revenues and Other Sources	\$ 3,290,394	\$ 3,212,915	\$ 3,189,000
Total Funds Available			\$ 7,168,064
Debt Service Expenditures	<u>\$ 3,422,595</u>	<u>\$ 3,033,560</u>	<u>\$ 3,261,385</u>
Estimated Ending Fund Balance			\$ 3,906,679

Note: FY 2008-09 and 2009-10 columns are shown for informational purposes only.

EQUIPMENT REPLACEMENT FUND

	<u>FY 2008-09 ACTUAL</u>	<u>FY 2009-10 BUDGET</u>	<u>FY 2010-11 BUDGET</u>
Beginning Fund Balance			\$ 1,213,418
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 980,500	\$ 1,025,500	\$ 1,060,500
Interest Earnings	23,888	7,000	5,000
Sale of Equipment	<u>6,927</u>	<u>-</u>	<u>-</u>
Total Revenues	\$ 1,011,315	\$ 1,032,500	\$ 1,065,500
Total Funds Available			\$ 2,278,918
<u>Expenditures:</u>			
Computer Equipment and Software	\$ 360,376	\$ 485,000	\$ 205,000
Heavy Equipment and Vehicles	<u>1,341,147</u>	<u>910,000</u>	<u>910,000</u>
Total Expenditures	\$ 1,701,523	\$ 1,395,000	\$ 1,115,000
Estimated Ending Fund Balance			\$ 1,163,918

Note: FY 2008-09 and 2009-10 columns are shown for informational purposes only.

FACILITIES MAINTENANCE FUND

	<u>FY 2008-09 ACTUAL</u>	<u>FY 2009-10 BUDGET</u>	<u>FY 2010-11 BUDGET</u>
Beginning Fund Balance			\$ 752,920
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 300,000	\$ 300,000	\$ 200,000
Federal and State Sources	-	-	1,950,000
Interest Earnings and Other	<u>21,072</u>	<u>4,000</u>	<u>3,000</u>
Total Revenues	\$ 321,072	\$ 304,000	\$ 2,153,000
Total Funds Available			\$ 2,905,920
<u>Expenditures:</u>			
Service Center	\$ 19,498	\$ 15,000	\$ 10,000
Parks and Recreation	95,206	90,000	110,000
Library	19,654	-	-
Flood Recovery	<u>-</u>	<u>-</u>	<u>2,250,000</u>
Total Expenditures	\$ 134,358	\$ 105,000	\$ 2,370,000
Estimated Ending Fund Balance			\$ 535,920

Note: FY 2008-09 and 2009-10 columns are shown for informational purposes only.

ADEQUATE SCHOOLS FACILITIES FUND

	<u>FY 2008-09</u> <u>ACTUAL</u>	<u>FY 2009-10</u> <u>BUDGET</u>	<u>FY 2010-11</u> <u>BUDGET</u>
Beginning Fund Balance			\$ 764,848
<u>Revenues and Other Sources:</u>			
Adequate Schools Facilities Tax	\$ 191,767	\$ 110,000	\$ 190,000
Interest Earnings	<u>4,696</u>	<u>2,000</u>	<u>3,000</u>
Total Revenues	\$ 196,463	\$ 112,000	\$ 193,000
Total Funds Available			\$ 957,848
Total Expenditures	\$ -	\$ -	\$ -
Estimated Ending Fund Balance			\$ 957,848

Note: FY 2008-09 and 2009-10 columns are shown for informational purposes only.

POST EMPLOYMENT BENEFITS FUND

	FY 2008-09 ACTUAL	FY 2009-10 BUDGET	FY 2010-11 BUDGET
Estimated Beginning Fund Balance:			\$ 500,751
<u>Revenues:</u>			
Transfer from General Fund	\$ 680,900	\$ 685,125	\$ 667,045
Transfer from Water & Sewer Fund	60,000	60,000	60,000
Transfer from Emergency Communication District	21,255	21,255	21,255
Interest Earnings	3,814	1,500	1,500
Total Revenues	\$ 765,969	\$ 767,880	\$ 749,800
Total Funds Available			\$ 1,250,551
<u>Expenditures and Other Uses:</u>			
Post Retirement Benefits and Expenses	\$ 550,478	\$ 592,610	\$ 602,610
Total Expenditures and Other Uses	\$ 550,478	\$ 592,610	\$ 602,610
Estimated Ending Fund Balance			\$ 647,941

Note: FY 2008-09 and 2009-10 columns are shown for informational purposes only.

FUEL FUND

	FY 2008-09 ACTUAL	FY 2009-10 BUDGET	FY 2010-11 BUDGET
Estimated Beginning Fund Balance:			\$ 230,757
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 144,300	\$ 345,700	\$ 333,600
Transfer from Water and Sewer Fund	5,700	65,000	45,000
Interest Earnings	2	7,000	1,000
Total Revenues	\$ 150,002	\$ 417,700	\$ 379,600
Total Funds Available			\$ 610,357
Expenditures:			
Gasoline and Diesel Fuel	\$ -	\$ 325,000	\$ 381,600
Total Expenditures	\$ -	\$ 325,000	\$ 381,600
Estimated Ending Fund Balance			\$ 228,757

Note: FY 2008-09 and 2009-10 columns are shown for informational purposes only.

HEALTH INSURANCE FUND

	<u>FY 2008-09</u> <u>ACTUAL</u>	<u>FY 2009-10</u> <u>BUDGET</u>	<u>FY 2010-11</u> <u>BUDGET</u>
Estimated Beginning Fund Balance:			\$ 804,647
<u>Revenues and Other Sources:</u>			
Transfer from General Fund			\$ 1,774,320
Transfer from Water and Sewer Fund			188,530
Transfer from ECD Fund			64,865
Interest Earnings			3,000
	<hr/>	<hr/>	<hr/>
Total Revenues	\$ -	\$ -	\$ 2,030,715
Total Funds Available			\$ 2,835,362
Expenditures:			
HRA Claims			\$ 530,000
Health/Line Insurance			1,524,725
	<hr/>	<hr/>	<hr/>
Total Expenditures	\$ -	\$ -	\$ 2,054,725
Estimated Ending Fund Balance			\$ 780,637

Note: FY 2008-09 and 2009-10 columns are shown for informational purposes only.

CAPITAL PROJECTS FUND

	FY 2008-09 ACTUAL	FY 2009-10 BUDGET*	FY 2010-11 BUDGET*
<u>Revenues And Other Sources:</u>			
Transfer from P.W. Projects Fund	\$ 225,000	\$ 150,000	\$ -
Federal, State and Private Sources	543,166	199,500	85,000
Transfer from General Fund	1,830,000	-	-
Bond Proceeds	-	4,835,000	-
Interest Earnings	299,736	50,000	75,000
Total Revenues and Other Sources	\$ 2,897,902	\$ 5,234,500	\$ 160,000
Transportation	\$ 3,850,282	\$ 7,655,000	\$ 5,765,000
Parks and Recreation	48,055	75,000	175,000
General Facilities	4,589,500	2,284,500	155,000
Technology	-	80,000	370,000
Storm Drainage	58,900	-	50,000
Beautification	3,099	-	-
Total Project Appropriations	\$ 8,549,836	\$ 10,094,500	\$ 6,515,000

* 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 2008-09 and 2009-10 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, 2010 and ending June 30, 2011, to wit:

EMERGENCY COMMUNICATIONS DISTRICT

	<u>FY 2008-09 ACTUAL</u>	<u>FY 2009-10 BUDGET</u>	<u>FY 2010-11 BUDGET</u>
Estimated Beginning Net Assets			\$ 1,165,280
<u>Revenues:</u>			
911 Revenues	\$ 538,140	\$ 472,000	\$ 733,030
Contribution from City of Brentwood			
- General Fund	418,700	418,700	418,700
ECD/PSAP Equipment Reimbursement Program -			
TECB	702	150,000	372,000
TECB Operational Funding	104,080	104,080	167,155
GIS Maintenance Grant - TECB	10,000	10,000	10,000
Interest Earnings	<u>12,442</u>	<u>5,000</u>	<u>5,500</u>
Total Revenues	\$ 1,084,064	\$ 1,159,780	\$ 1,706,385
Total Funds Available			\$ 2,871,665
<u>Expenditures and Other Uses:</u>			
Personnel Services	\$ 678,207	\$ 739,725	\$ 788,760
Operating Services	158,020	242,300	258,250
Depreciation Expense	<u>62,718</u>	<u>101,500</u>	<u>115,615</u>
Total Expenditures	\$ 898,945	\$ 1,083,525	\$ 1,162,625
Estimated Ending Net Assets			\$ 1,709,040

Note: FY 2008-09 and 2009-10 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, 2010 and ending June 30, 2011 and are provided for informational purposes.

Operating Revenues	\$ 14,642,840
Operating Expenses	\$ 14,641,620

SECTION 5. That the following amounts in the Municipal Center Fund are projected operating revenues and expenses for the fiscal year beginning July 1, 2010 and ending June 30, 2011 and are provided for informational purposes.

Operating Revenues	\$ 627,210
Operating Expenses	\$ 626,100

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>5/24/10</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/28/10</u>	NOTICE OF PASSAGE	
			Notice published in:	<u>n/a</u>
			Date of publication:	<u></u>
PUBLIC HEARING			EFFECTIVE DATE	<u>6/28/10</u>
	Notice published in:	<u>Williamson A.M.</u>		
	Date of publication:	<u>5/17/2010</u>		
	Date of hearing:	<u>5/24/10; 6/15/10; 6/28/10</u>		
<u>Betsy S. Crossley</u>			<u>Deborah Hedgepath</u>	
MAYOR	BETSY S. CROSSLEY		RECORDER	DEBORAH HEDGEPATH

Approved as to form:

<u>Roger A. Horner</u>	
CITY ATTORNEY	Roger A. Horner

ORDINANCE 2010-11

**AN ORDINANCE OF THE CITY OF BRENTWOOD, TENNESSEE TO ESTABLISH
THE TAX LEVY FOR THE FISCAL YEAR BEGINNING JULY 1, 2010 AND ENDING
JUNE 30, 2011**

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, 2010 and ending June 30, 2011, 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 2010-10.

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>5/24/10</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/28/10</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>5/17/2010</u>		
	Date of hearing:	<u>5/24/10; 6/15/10; 6/28/10</u>	EFFECTIVE DATE	<u>6/28/10</u>

Betsy D Crossley
MAYOR Betsy D. 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.

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.

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.

BUDGET FORMAT

The FY 2011 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, Health Insurance 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 2011 - BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
12/01/09	01/04/10	Preparation of initial six-year Capital Improvements Program requests (FY 2011- FY 2016)	Finance Director, Assistant City Mgr., and affected Department Heads
01/04/10	01/29/10	Submission of budgets, narratives and schedules to Finance Department	All Department Heads
	01/28/10	Initial work session to provide policy input and direction on FY 2011 proposed budget (Annex Room)	City Commission, City Manager and all Department Heads
02/15/10	02/22/10	City Manager's department meetings on FY 2011 Budget	City Manager with Department Heads
02/22/10	04/16/10	Preparation and submission of draft departmental Non-routine Work Plans to the City Manager for FY 2011	All Department Heads
	03/08/10	Submission of Draft Capital Improvements Program Document to City Manager for final staff review	Finance Director Assistant City Mgr.
	03/22/10	Draft six-year Capital Improvements Program presented to City Commission	City Manager Finance Director Assistant City Mgr.
	03/29/10	Work session on proposed six-year Capital Improvements Program with City Commission (Annex Room)	City Manager and affected Department Heads
	05/03/10	FY 2011 Proposed Operating Budget and FY 2011 Proposed Non-routine Work Plan to City Commission	City Manager and Finance Director
	05/13/10 - 05/14/10	FY 2011 Proposed Operating Budget Work Session – All Day 5/13 and (if necessary) 5/14 at the Brentwood Safety Center East	City Commission, City Manager and all Department Heads
05/14/10	05/17/10	Budget Work Session follow-up information prepared	Finance Director

FISCAL YEAR 2011 - BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
	05/17/10	Notice of public hearing on FY 2011 Budget proposals to the <u>Williamson A.M section of The Tennessean.</u>	City Recorder
	05/17/10	Proposed Ordinance to City Recorder, Public Library and posted on City Website for public inspection	Finance Director
	05/24/10	Regular Commission meeting for public hearing, first reading and adoption of FY 2011 Appropriations and Tax Rate Ordinances	City Commission
	06/15/10	Regular Commission meeting with public hearing <u>only</u> for the FY 2011 Appropriations & Tax Ordinances	City Commission
	06/28/10	Regular Commission meeting for public hearing and second (final) reading and adoption of the FY 2011 Appropriations and Tax Rate Ordinances; and adoption by resolution: the six-year Capital Improvements Program (FY 2011–2016), FY 2011 Classification and Pay Plan, and the FY 2011 Non-routine Work Plan.	City Commission
	07/09/10	Final report on accomplishments of the FY 2010 Non-routine Work Plan due to the City Manager	All Department Heads

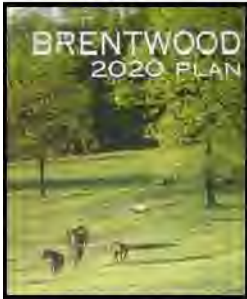
LONG-TERM GOALS AND OBJECTIVES

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 preserve 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

	<u>Revenues/Fund Sources</u>
Fuel Fund	General Fund Transfers Water and Sewer Fund Transfers Interest Earnings
Health Insurance Fund	General Fund Transfers Water and Sewer Fund Transfers Emergency Communications Dist. Transfers Employee Payroll Deductions for Dependent Health and Vision Insurance Coverage 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

GOVERNMENTAL AND ENTERPRISE FUNDS EXPENDITURES AND USE OF FUNDS

	<u>Expenditures/Uses of Funds</u>
General Fund	Departmental/Activity Programs Educational & Community Contributions Transfer to Municipal Center Fund Transfer to Debt Service Fund Transfer to Capital Projects Fund Transfer to Emergency Communications Dist. Transfer to Equipment Replacement Fund Transfer to Facilities Maintenance Fund Transfer to Post Employment Benefits Fund Transfer to Health Insurance Fund Transfer to Fuel Fund
State Street Aid Fund	Street Resurfacing/Maintenance
Public Works Projects Fund	Street Improvements via Transfer to Capital Projects Fund
Drug Fund	Drug Prevention Programs/Equipment
Debt Service Fund	General Obligation Debt Service
Equipment Replacement Fund	Heavy Equipment/Vehicles (over \$40,000) Police Vehicles/Technological Equipment
Facilities Maintenance Fund	Extraordinary Facility Repairs
Adequate Schools Facilities Fund	Public Facilities

GOVERNMENTAL AND ENTERPRISE FUNDS EXPENDITURES AND USE OF FUNDS

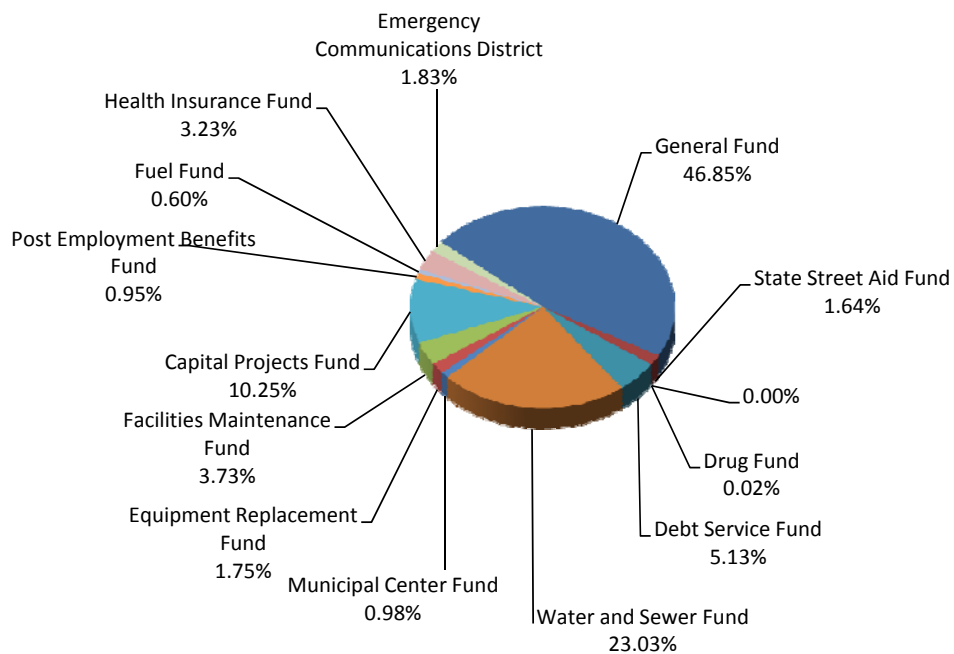
	<u>Expenditures/Uses of Funds</u>
Post Employment Benefits Fund	Transfer to Post Employment Benefits Trust Current Retiree Life/Health Insurance Terminal Leave Payouts
Fuel Fund	Gasoline and Diesel Fuel Expenditures
Health Insurance Fund	Group Health and Vision Insurance Premiums HRA Claims
Capital Projects Fund	Capital Projects
Water and Sewer Fund	Purchase of Water Wastewater Treatment Charges Departmental/Activity Programs Debt Service
Municipal Center Fund	Facility Operations and Maintenance
Emergency Communications District	Communication Services/Programs

BUDGET SUMMARY ALL FUNDS

		FY 2010	FY 2011	Change Dollars	Percentage
<u>Expenditures and Other Uses:</u>					
General Fund	(a) \$	30,033,050	\$ 29,778,845	\$ (254,205)	-0.8%
State Street Aid Fund		1,040,000	1,040,000	0	0.0%
Public Works Project Fund		150,000	0	(150,000)	-100.0%
Drug Fund		37,000	15,000	(22,000)	-59.5%
Debt Service Fund		3,033,560	3,261,385	227,825	7.5%
Water and Sewer Fund		13,956,645	14,641,620	684,975	4.9%
Municipal Center Fund		569,900	626,100	56,200	9.9%
Equipment Replacement Fund		1,395,000	1,115,000	(280,000)	-20.1%
Facilities Maintenance Fund		105,000	2,370,000	2,265,000	2157.1%
Adequate School Facilities Fund		-	-	-	0.0%
Capital Projects Fund		10,094,500	6,515,000	(3,579,500)	-35.5%
Post Employment Benefits Fund		592,610	602,610	10,000	1.7%
Fuel Fund		325,000	381,600	56,600	17.4%
Health Insurance Fund		0	2,054,725	2,054,725	100.0%
Emergency Communications District		<u>1,083,525</u>	<u>1,162,625</u>	<u>79,100</u>	<u>7.3%</u>
Subtotal Expenditures - All Funds and ECD		62,415,790	63,564,510	1,148,720	1.8%
Less: Interfund and ECD transfers		<u>(6,883,280)</u>	<u>(7,977,125)</u>	<u>(1,093,845)</u>	<u>15.9%</u>
TOTAL EXPENDITURES- ALL FUNDS (NET)		<u>\$ 55,532,510</u>	<u>\$ 55,587,385</u>	<u>\$ 54,875</u>	<u>0.1%</u>

(a) Does not include the proposed FY 2010 year-end fund balance transfer of \$1,000,000 from the General Fund to the Municipal Center Fund to undertake small scale improvements over the next ten years to maintain and improve the functionality and appearance of the 23-year old building.

FUND STRUCTURE FY 2011 Budget



Note: The above pie chart demonstrates the proportional relationship of FY 2011 expense budgeted for each Governmental and Enterprise Fund to the total FY 2011 budgeted expense for all funds.

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

	Beginning Fund Balance July 1, 2010	Budgeted Revenues FY 2010-2011	Budgeted Expenditures FY 2010-2011	Ending Fund Balance (Projected) June 30, 2011
General Fund	\$ 25,383,411	\$ 29,780,025	\$ 29,778,845	\$ 25,384,591
State Street Aid Fund	392,215	940,000	1,040,000	292,215
Public Works Project Fund	552,376	47,000	0	599,376
Drug Fund	151,811	15,500	15,000	152,311
Debt Service Fund	3,979,064	3,189,000	3,261,385	3,906,679
Equipment Replacement Fund	1,213,418	1,065,500	1,115,000	1,163,918
Facilities Maintenance Fund	752,920	2,153,000	2,370,000	535,920
Adequate School Facilities Fund	764,848	193,000	0	957,848
Capital Projects Fund	13,811,673	160,000	6,515,000	7,456,673
Post Employment Benefits Fund	500,751	749,800	602,610	647,941
Fuel Fund	230,757	379,600	381,600	228,757
Health Insurance Fund	804,647	2,030,715	2,054,725	780,637
Totals	\$ 48,537,891	\$ 40,703,140	\$ 47,134,165	\$ 42,106,866
Total (Excluding Capital Projects Fund)	\$ 34,726,218	\$ 40,543,140	\$ 40,619,165	\$ 34,650,193

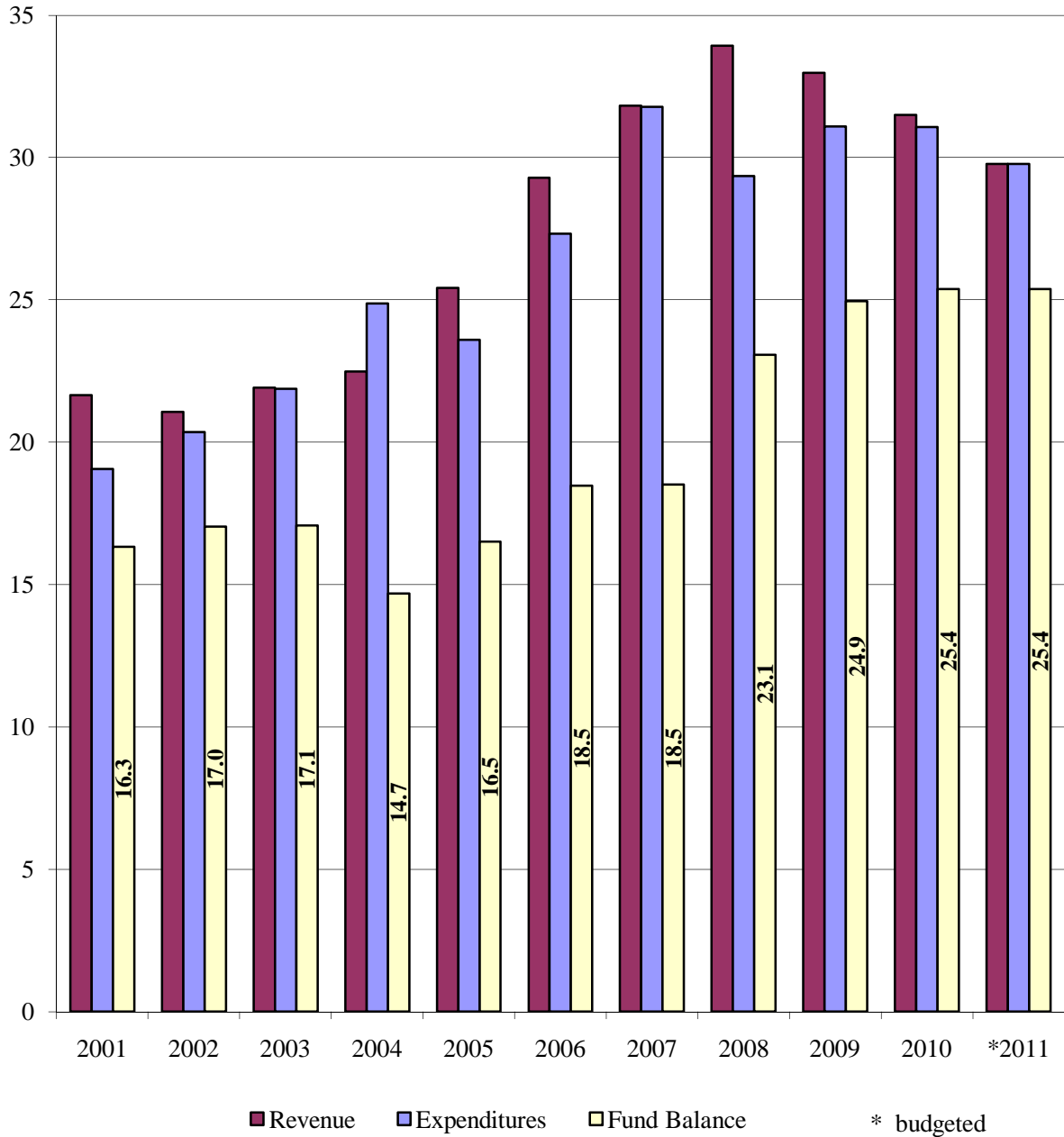
General Fund Budget

Year-To-Year Summary

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget
Revenues	\$ 32,974,611	\$ 31,501,162	\$ 29,780,025
Expenditures	29,271,313	29,065,778	29,778,845
Excess (Deficiency) of Revenues Over Expenditures	3,703,298	2,435,384	1,180
Fund Balance/Special Appropriation Transfers - to Capital Projects, Health Insurance, Municipal Center and Facility Maintenance Funds	(1,830,000)	(2,000,000)	
Beginning Fund Balance	23,074,729	24,948,027	25,383,411
Ending Fund Balance	<u>\$ 24,948,027</u>	<u>\$ 25,383,411</u>	<u>\$ 25,384,591</u>

GENERAL FUND

Millions



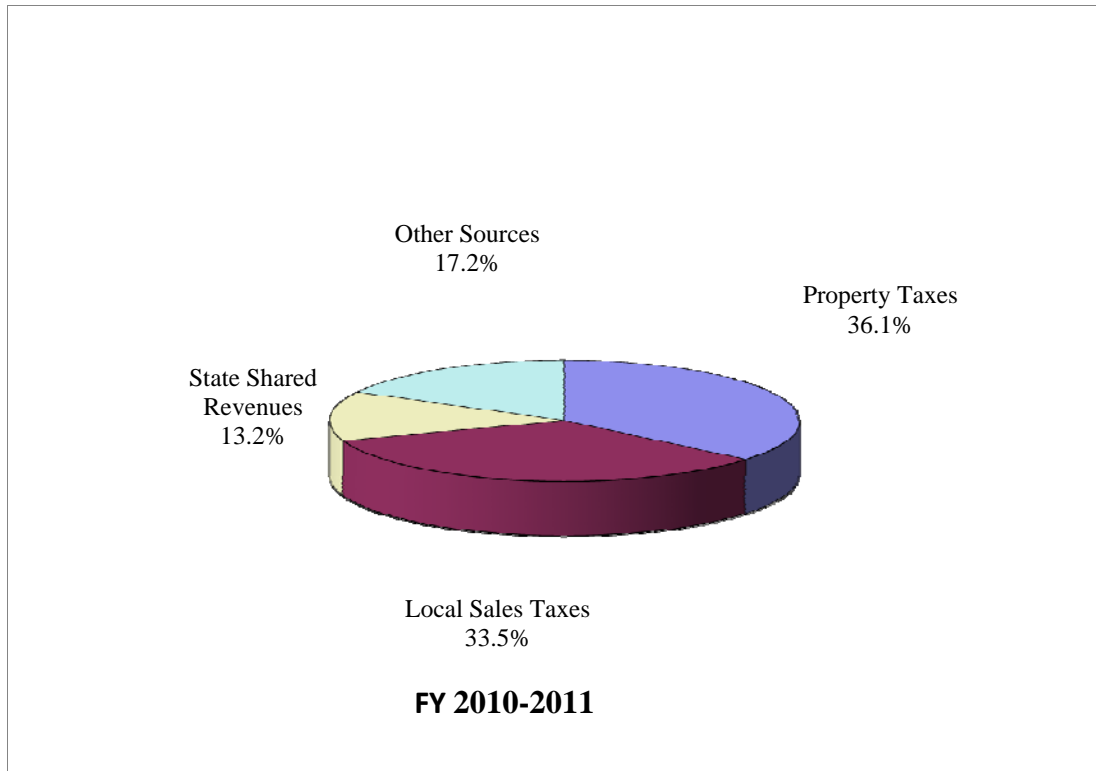
Note: The above bar graph provides a 10-year comparison of the General Fund Revenues, Expenditures and Fund Balance.

GENERAL FUND REVENUES

	FY 2008-09 Budget	FY 2008-09 Actual	FY 2009-10 Budget	FY 2009-10 Actual	FY 2010-11 Budget
Taxes					
Local Sales Tax	\$ 10,565,000	\$ 10,261,707	\$ 10,275,000	\$ 10,173,406	\$ 9,975,000
Real and Personal Property Tax	9,500,000	9,961,134	10,035,000	10,158,436	10,300,000
Public Utility Property Tax	417,000	388,324	360,000	508,233	450,000
Business Taxes	1,167,800	1,363,572	1,119,000	1,261,894	1,196,500
Hotel/Motel Taxes	1,000,000	1,033,435	990,000	956,904	820,000
Other Taxes	1,354,000	1,459,923	1,430,000	1,501,738	1,470,000
Total Taxes	<u>24,003,800</u>	<u>24,468,095</u>	<u>24,209,000</u>	<u>24,560,611</u>	<u>24,211,500</u>
Licenses and Permits					
Building Permits	475,000	366,585	330,000	370,111	350,000
Other	168,750	124,661	85,250	122,159	90,200
Total Licenses and Permits	<u>643,750</u>	<u>491,246</u>	<u>415,250</u>	<u>492,270</u>	<u>440,200</u>
Fines and Fees	440,000	572,662	575,000	378,978	440,000
Charges for Services	227,000	292,743	271,600	284,184	274,000
Intergovernmental					
State Sales Tax	2,450,000	2,309,063	2,300,000	2,255,922	2,200,000
State Income Tax	900,000	3,307,732	900,000	2,070,725	900,000
Other	850,105	880,117	829,525	863,549	828,825
Total Intergovernmental	<u>4,200,105</u>	<u>6,496,912</u>	<u>4,029,525</u>	<u>5,190,196</u>	<u>3,928,825</u>
Uses of Money and Property	697,200	631,800	529,200	527,346	429,000
Other	16,000	21,153	14,500	67,577	56,500
GRAND TOTAL	<u><u>\$ 30,227,855</u></u>	<u><u>\$ 32,974,611</u></u>	<u><u>\$ 30,044,075</u></u>	<u><u>\$ 31,501,162</u></u>	<u><u>\$ 29,780,025</u></u>

GENERAL FUND

Revenues by Source



CITY OF BRENTWOOD BUDGET REVENUE RATIOS GENERAL FUND

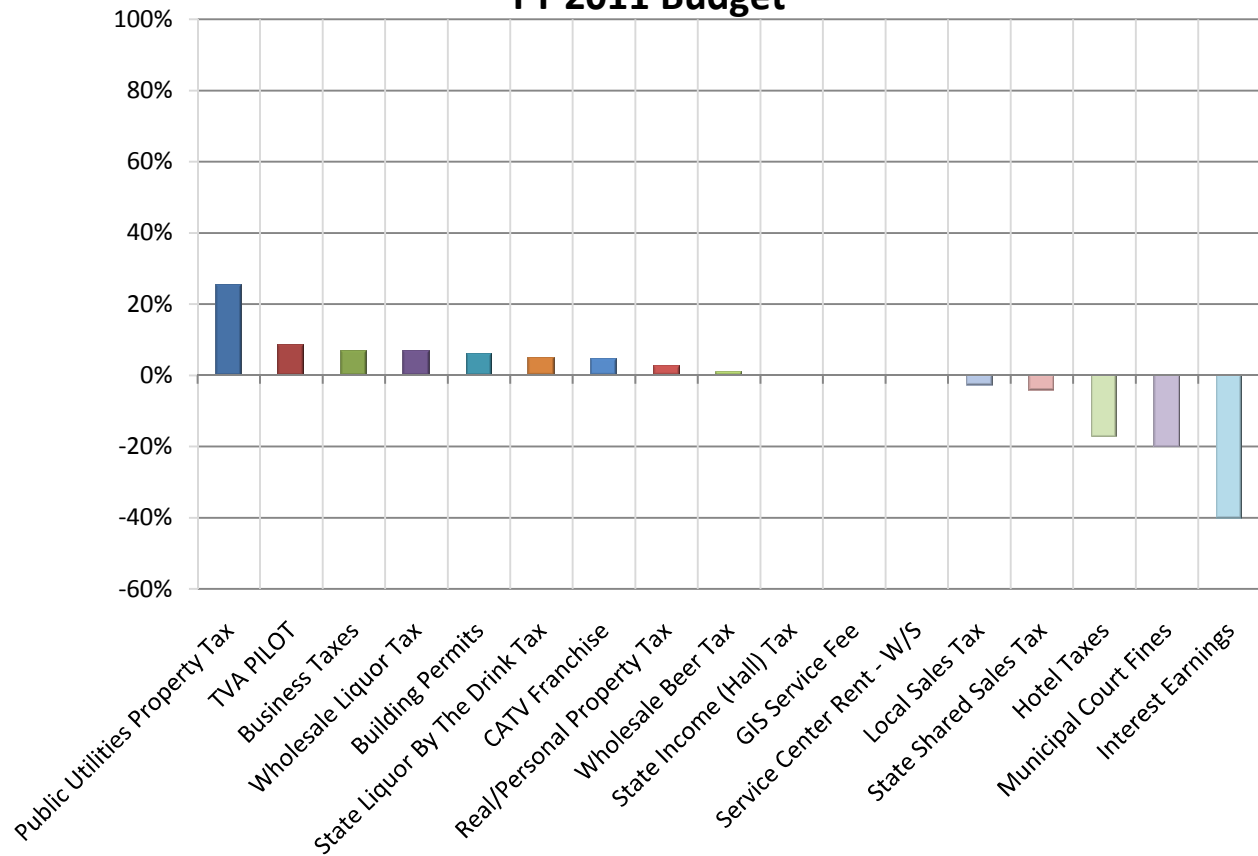
	<u>2009-2010</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>	<u>2010-2011</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>
REVENUES:				
Property Taxes	\$10,395,000	34.6%	\$10,750,000	36.1%
Local Sales Taxes	10,275,000	34.2%	9,975,000	33.5%
State Shared Revenues	4,029,525	13.4%	3,928,825	13.2%
Other Sources	5,344,550	17.8%	5,126,200	17.2%
TOTAL REVENUES	\$30,044,075	100.0%	\$29,780,025	100.0%

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

	Budget FY 2010	Budget FY 2011	Change Dollar	Percentage
1 Public Utilities Property Tax	\$ 360,000	\$ 450,000	\$ 90,000	25.0%
2 TVA PILOT	340,000	368,500	28,500	8.4%
3 Business Taxes	1,100,000	1,175,000	75,000	6.8%
4 Wholesale Liquor Tax	445,000	475,000	30,000	6.7%
5 Building Permits	330,000	350,000	20,000	6.1%
6 State Liquor By The Drink Tax	105,000	110,000	5,000	4.8%
7 CATV Franchise	345,000	360,000	15,000	4.3%
8 Real/Personal Property Tax	10,035,000	10,300,000	265,000	2.6%
9 Wholesale Beer Tax	565,000	570,000	5,000	0.9%
10 State Income (Hall) Tax	900,000	900,000	-	0.0%
11 GIS Service Fee	138,000	138,000	-	0.0%
12 Service Center Rent - W/S	125,000	125,000	-	0.0%
13 Local Sales Tax	10,275,000	9,975,000	(300,000)	-2.9%
14 State Shared Sales Tax	2,300,000	2,200,000	(100,000)	-4.3%
15 Hotel Taxes	990,000	820,000	(170,000)	-17.2%
16 Municipal Court Fines	500,000	400,000	(100,000)	-20.0%
17 Interest Earnings	250,000	150,000	(100,000)	-40.0%
Net Change	29,103,000	28,866,500	(236,500)	-0.8%
18 Remaining Sources	941,075	913,525	(27,550)	-2.9%
TOTAL CHANGE	\$ 30,044,075	\$ 29,780,025	\$ (264,050)	-0.9%

GENERAL FUND REVENUES

Major Changes - Percent FY 2011 Budget



Note: The above bar graphs compares the percentage change in each General Fund Revenue Source.

**BUDGET SUMMARY - REVENUES AND EXPENDITURES
ALL FUNDS**

FISCAL YEAR 2010 - 2011

	<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>
Revenues					
Local Sales Tax	\$ 9,975,000				
Real and Personal Property Tax	10,300,000				
State Sales Tax	2,200,000				
State Income Tax	900,000				
Business Taxes	1,196,500				
Public Utility Property Tax	450,000				
Building Permits	350,000				
Hotel/Motel Tax	820,000				
Fines and Fees	440,000				
Other Taxes and Revenues	3,148,525	2,000	2,000	500	5,000
Federal, State and Private Sources					
State Gas/Motor Fuel Tax		938,000			
Operating Transfers /Contributions In					1,060,500
Public Works Project and Edmondson Branch Fees			45,000		
Drug Related Fines				15,000	
General Obligation Bond Proceeds					
Water Sales/Tap Fees					
Sewer Charges/Tap Fees					
Rental Income					
911 Fees					
TECB Operational Funding, Grants and Reimbursements					
Total Revenues and Sources of Funds	<u>\$ 29,780,025</u>	<u>\$ 940,000</u>	<u>\$ 47,000</u>	<u>\$ 15,500</u>	<u>\$ 1,065,500</u>
Expenditures					
Personnel Services	18,279,850				
Program Costs	4,667,350				
Repairs and Maint - Roads and Streets		1,040,000			
Debt Service					
Operating Transfers/Contributions Out	4,789,145				
Flood Recovery					
Other Uses of Funds/Expenses				15,000	
Capital Outlay/Depreciation	2,042,500				1,115,000
Purchased Water					
Sewage Treatment					
Total Expenditures and Other Uses	<u>\$29,778,845</u>	<u>\$1,040,000</u>	<u>\$0</u>	<u>\$15,000</u>	<u>\$1,115,000</u>
Sources Over (Under)	\$ 1,180	\$ (100,000)	\$ 47,000	\$ 500	\$ (49,500)
Balances - July 1, 2010	\$ 25,383,411	\$ 392,215	\$ 552,376	\$ 151,811	\$ 1,213,418
Estimated Balances - June 30, 2011	\$ 25,384,591	\$ 292,215	\$ 599,376	\$ 152,311	\$ 1,163,918

BUDGET SUMMARY - REVENUES AND EXPENDITURES
ALL FUNDS
FISCAL YEAR 2010 - 2011

	Debt Fund	Capital Projects Fund	Facilities Maintenance Fund	Adequate Schools Facilities Fund	Post Employment Benefits Fund
Revenues					
Local Sales Tax					
Real and Personal Property Tax					
State Sales Tax					
State Income Tax					
Business Taxes					
Public Utility Property Tax					
Building Permits					
Hotel/Motel Tax					
Fines and Fees					
Other Taxes and Revenues	22,500	75,000	3,000	193,000	1,500
Federal, State and Private Sources		85,000	1,950,000		
State Gas/Motor Fuel Tax					
Operating Transfers /Contributions In	3,166,500		200,000		748,300
Public Works Project and Edmondson Branch Fees					
Drug Related Fines					
General Obligation Bond Proceeds					
Water Sales/Tap Fees					
Sewer Charges/Tap Fees					
Rental Income					
911 Fees					
TECB Operational Funding, Grants and Reimbursements					
Total Revenues and Sources of Funds	\$ 3,189,000	\$ 160,000	\$ 2,153,000	\$ 193,000	\$ 749,800
Expenditures					
Personnel Services					35,000
Program Costs					
Repairs and Maint - Roads and Streets					
Debt Service	3,261,385				
Operating Transfers/Contributions Out					555,610
Flood Recovery			2,250,000		
Other Uses of Funds/Expenses					12,000
Capital Outlay/Depreciation		6,515,000	120,000		
Purchased Water					
Sewage Treatment					
Total Expenditures and Other Uses	\$3,261,385	\$6,515,000	\$2,370,000	\$0	\$602,610
Sources Over (Under)	\$ (72,385)	\$ (6,355,000)	\$ (217,000)	\$ 193,000	\$ 147,190
Balances - July 1, 2010	\$ 3,979,064	\$ 13,811,673	\$ 752,920	\$ 764,848	\$ 500,751
Estimated Balances - June 30, 2011	\$ 3,906,679	\$ 7,456,673	\$ 535,920	\$ 957,848	\$ 647,941

BUDGET SUMMARY - REVENUES AND EXPENDITURES
ALL FUNDS
FISCAL YEAR 2010 - 2011

	Fuel Fund	Health Insurance Fund	Enterprise Funds	Emergency Communication District	Totals
Revenues					
Local Sales Tax					\$ 9,975,000
Real and Personal Property Tax					10,300,000
State Sales Tax					2,200,000
State Income Tax					900,000
Business Taxes					1,196,500
Public Utility Property Tax					450,000
Building Permits					350,000
Hotel/Motel Tax					820,000
Fines and Fees					440,000
Other Taxes and Revenues	1,000	3,000	555,915	5,500	4,018,440
Federal, State and Private Sources					2,035,000
State Gas/Motor Fuel Tax					938,000
Operating Transfers /Contributions In	378,600	2,027,715		418,700	8,000,315
Public Works Project and Edmondson Branch Fees					45,000
Drug Related Fines					15,000
General Obligation Bond Proceeds					-
Water Sales/Tap Fees			7,401,800		7,401,800
Sewer Charges/Tap Fees			6,691,125		6,691,125
Rental Income			621,210		621,210
911 Fees				733,030	733,030
TECB Operational Funding, Grants and Reimbursements				549,155	549,155
Total Revenues and Sources of Funds	\$ 379,600	\$ 2,030,715	\$ 15,270,050	\$ 1,706,385	\$ 57,679,575
Expenditures					
Personnel Services			1,851,905	788,760	20,955,515
Program Costs					4,667,350
Repairs and Maint - Roads and Streets					1,040,000
Debt Service					3,261,385
Operating Transfers/Contributions Out					5,344,755
Flood Recovery					
Other Uses of Funds/Expenses	381,600	2,054,725	3,203,815	258,250	5,925,390
Capital Outlay/Depreciation			2,712,000	115,615	12,620,115
Purchased Water			4,400,000		4,400,000
Sewage Treatment			3,100,000		3,100,000
Total Expenditures and Other Uses	\$381,600	\$2,054,725	\$15,267,720	\$1,162,625	\$61,314,510
Sources Over (Under)	\$ (2,000)	\$ (24,010)	\$ 2,330	\$ 543,760	\$ (5,884,935)
Balances - July 1, 2010	\$ 230,757	\$ 804,647	\$ 35,319,926	\$ 1,273,520	\$ 85,131,337
Estimated Balances - June 30, 2011	\$ 228,757	\$ 780,637	\$ 35,322,256	\$ 1,817,280	\$ 79,246,402

**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2010 - 2011**

<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>
City Commission	\$ 160,805				
City Court	27,400				
City Manager's Office	398,565				
Elections	40,000				
Finance	828,270				
City Recorder	112,890				
Legal Services	204,815				
Technology	875,255				
Geographic Information System	282,265				
Human Resources	346,880				
Community Relations	266,400				
Planning and Development	353,110				
Codes Enforcement	750,305				
Insurance/Other Benefits	815,860				
Police/Emergency Communications	5,972,300				
Drug Enforcement				15,000	
Fire and Rescue/Safety Center	6,095,210				
Public Works	2,378,060				
Storm Drainage	50,000				
Street Lighting	445,000				
Traffic Signalization	225,695				
Service Center	267,260				
Street Repairs		1,040,000			
Engineering Services	508,740				
Public Health	83,000				
Parks and Recreation	1,723,250				
Public Library	2,060,310				
Education	225,000				
Economic Development	10,000				
City Boards	-				
Crockett Historic Center	50,100				
Debt Service Fund Transfer	3,150,000				
Principal and Interest - Debt Service					
Heavy Equipment and Vehicles					910,000
Computer Equipment and Software					205,000
Facilities Maintenance Fund Transfer/Expenditures	200,000				
Capital Projects Fund Transfer			-		
Capital Outlay - Capital Projects Fund					
Municipal Center Fund Transfer/Expenditures	453,400				
Post Retirement Benefits Fund Transfer/Expenditures	-				
Fuel Expenditures					
Health/Vision Premiums and HRA Claim Expenditure:					
Emergency Communications District	418,700				
Water and Sewer Expenditures					
TOTALS	\$ 29,778,845	\$ 1,040,000	\$ -	\$ 15,000	\$ 1,115,000

**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2010 - 2011**

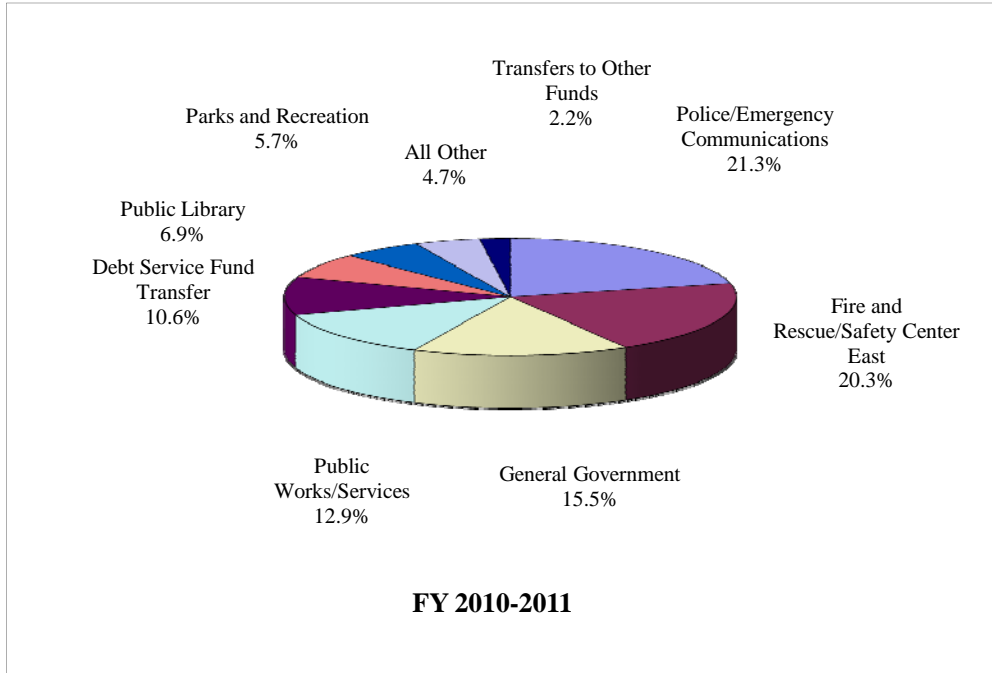
<u>Activity/Department</u>	<u>Facilities Maintenance Fund</u>	<u>Post Retirement Benefits Fund</u>	<u>Fuel Fund</u>	<u>Health Insurance Fund</u>	<u>Debt Fund</u>
City Commission					
City Court					
City Manager's Office					
Elections					
Finance					
City Recorder					
Legal Services					
Technology					
Geographic Information System					
Human Resources					
Community Relations					
Planning and Development					
Codes Enforcement					
Insurance/Other Benefits					
Police/Emergency Communications					
Drug Enforcement					
Fire and Rescue/Safety Center					
Public Works					
Storm Drainage					
Street Lighting					
Traffic Signalization					
Service Center					
Street Repairs					
Engineering Services					
Public Health					
Parks and Recreation					
Public Library					
Education					
Economic Development					
City Boards					
Crockett Historic Center					
Debt Service Fund Transfer					
Principal and Interest - Debt Service					3,261,385
Heavy Equipment and Vehicles					
Computer Equipment and Software					
Facilities Maintenance Fund Transfer/Expenditures	2,370,000				
Capital Projects Fund Transfer					
Capital Outlay - Capital Projects Fund					
Municipal Center Fund Transfer/Expenditures					
Post Retirement Benefits Fund Transfer/Expenditures		602,610			
Fuel Expenditures			381,600		
Health/Vision Premiums and HRA Claim Expenditure:				\$ 2,054,725	
Emergency Communications District					
Water and Sewer Expenditures					
TOTALS	\$ 2,370,000	\$ 602,610	\$ 381,600	\$ 2,054,725	\$ 3,261,385

**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2010 - 2011**

<u>Activity/Department</u>	<u>Capital Projects Fund</u>	<u>Enterprise Funds</u>	<u>Emergency Communication District</u>	<u>Totals</u>
City Commission				\$ 160,805
City Court				27,400
City Manager's Office				398,565
Elections				40,000
Finance				828,270
City Recorder				112,890
Legal Services				204,815
Technology				875,255
Geographic Information System				282,265
Human Resources				346,880
Community Relations				266,400
Planning and Development				353,110
Codes Enforcement				750,305
Insurance/Other Benefits				815,860
Police/Emergency Communications				5,972,300
Drug Enforcement				15,000
Fire and Rescue/Safety Center				6,095,210
Public Works				2,378,060
Storm Drainage				50,000
Street Lighting				445,000
Traffic Signalization				225,695
Service Center				267,260
Street Repairs				1,040,000
Engineering Services				508,740
Public Health				83,000
Parks and Recreation				1,723,250
Public Library				2,060,310
Education				225,000
Economic Development				10,000
City Boards				-
Crockett Historic Center				50,100
Debt Service Fund Transfer				3,150,000
Principal and Interest - Debt Service				3,261,385
Heavy Equipment and Vehicles				910,000
Computer Equipment and Software				205,000
Facilities Maintenance Fund Transfer/Expenditures				2,570,000
Capital Projects Fund Transfer				-
Capital Outlay - Capital Projects Fund	6,515,000			6,515,000
Municipal Center Fund Transfer/Expenditures		626,100		1,079,500
Post Retirement Benefits Fund Transfer/Expenditures		60,000		662,610
Fuel Expenditures				381,600
Health/Vision Premiums and HRA Claim Expenditure:				2,054,725
Emergency Communications District			1,162,625	1,581,325
Water and Sewer Expenditures		14,581,620		14,581,620
TOTALS	\$ 6,515,000	\$ 15,267,720	\$ 1,162,625	\$ 63,564,510

GENERAL FUND

Expenditures by Department



CITY OF BRENTWOOD

GENERAL FUND

BUDGET EXPENDITURE RATIOS BY DEPARTMENT

	2009-2010 Amount	BUDGET %	2010-2011 Amount	BUDGET %
Police/Emergency Communications	\$ 6,504,840	21.7%	\$ 6,334,140	21.3%
Fire and Rescue/Safety Center East	6,048,930	20.1%	6,031,015	20.3%
General Government	4,784,985	15.9%	4,605,955	15.5%
Public Works/Services	3,825,205	12.7%	3,852,140	12.9%
Debt Service Fund Transfer	3,150,000	10.5%	3,150,000	10.6%
Public Library	2,048,175	6.8%	2,044,940	6.9%
Parks and Recreation	1,751,195	5.8%	1,712,005	5.7%
All Other	1,206,320	4.0%	1,395,250	4.7%
Transfers to Other Funds	713,400	2.4%	653,400	2.2%
TOTAL EXPENDITURES	\$30,033,050	100.0%	\$29,778,845	100.0%

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.

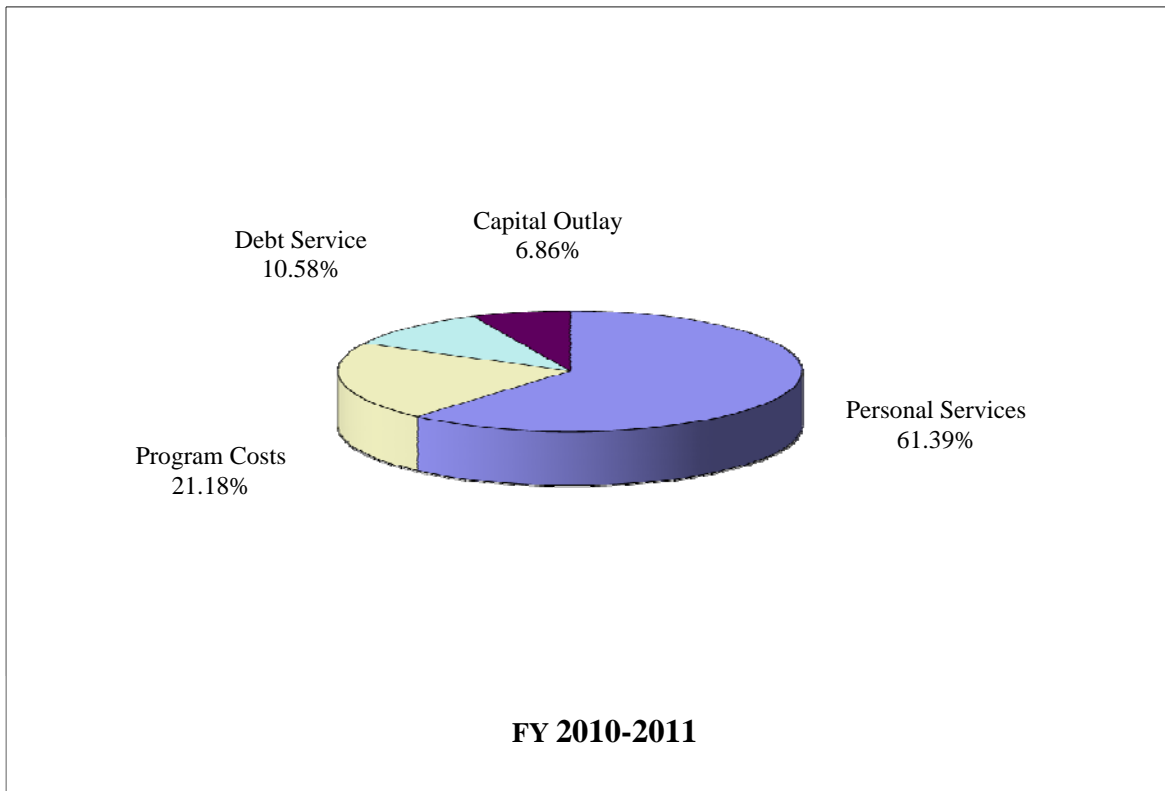
GENERAL FUND

Changes in Departmental Expenditures

<u>Activity/Department</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</u>	<u>Increase/ - Decrease</u>	<u>Percent Change</u>
City Commission	\$ 165,500	\$ 160,805	\$ (4,695)	-2.8%
City Court	27,435	27,400	(35)	-0.1%
City Manager's Office	394,465	393,605	(860)	-0.2%
Elections	-	40,000	40,000	100.0%
Finance	825,860	820,000	(5,860)	-0.7%
City Recorder	114,335	111,765	(2,570)	-2.2%
Legal Services	234,500	202,680	(31,820)	-13.6%
Technology	848,130	870,125	21,995	2.6%
Geographic Information System	300,865	279,535	(21,330)	-7.1%
Human Resources	359,270	343,765	(15,505)	-4.3%
Community Relations	267,675	264,970	(2,705)	-1.0%
Planning	480,845	349,700	(131,145)	-27.3%
Codes Enforcement	766,105	741,605	(24,500)	-3.2%
Insurance/Other Benefits	837,180	1,027,150	189,970	22.7%
Police Department	6,086,140	5,915,440	(170,700)	-2.8%
Fire and Rescue Department	5,986,110	5,960,645	(25,465)	-0.4%
Safety Center East	62,820	70,370	7,550	12.0%
Public Works	2,317,070	2,364,130	47,060	2.0%
Storm Drainage	50,000	50,000	-	0.0%
Street Lighting	445,000	445,000	-	0.0%
Traffic Signalization	227,795	224,305	(3,490)	-1.5%
Service Center	266,245	266,105	(140)	-0.1%
Engineering Services	519,095	502,600	(16,495)	-3.2%
Public Health	81,040	83,000	1,960	2.4%
Parks and Recreation	1,751,195	1,712,005	(39,190)	-2.2%
Public Library	2,048,175	2,044,940	(3,235)	-0.2%
Education	225,000	225,000	-	0.0%
Economic Development	10,000	10,000	-	0.0%
Crockett Historic Center	53,100	50,100	(3,000)	-5.6%
Transfer to Debt Service Fund	3,150,000	3,150,000	-	0.0%
Transfer to Municipal Center Fund	413,400	453,400	40,000	9.7%
Transfer to Emergency Communication Dist.	418,700	418,700	-	0.0%
Transfer to Facility Maintenance Fund	300,000	200,000	(100,000)	-50.0%
Total Expenditures and Other Uses	<u><u>\$ 30,033,050</u></u>	<u><u>\$ 29,778,845</u></u>	<u><u>\$ (254,205)</u></u>	<u><u>-0.8%</u></u>

GENERAL FUND

Expenditures by Category



CITY OF BRENTWOOD

GENERAL FUND

BUDGET EXPENDITURE RATIOS BY CATEGORY

	2009-10	BUDGET	2010-11	BUDGET
	Amount	%	Amount	%
Personal Services (Salaries and Benefits)	\$ 18,563,095	61.8%	\$ 18,279,850	61.4%
Program Costs	6,347,115	21.1%	6,306,495	21.2%
Debt Service	3,150,000	10.5%	3,150,000	10.6%
Capital Outlay	1,972,840	6.6%	2,042,500	6.9%
TOTAL EXPENDITURES	\$ 30,033,050	100.0%	\$ 29,778,845	100.0%

GENERAL FUND

Expenditures by Category

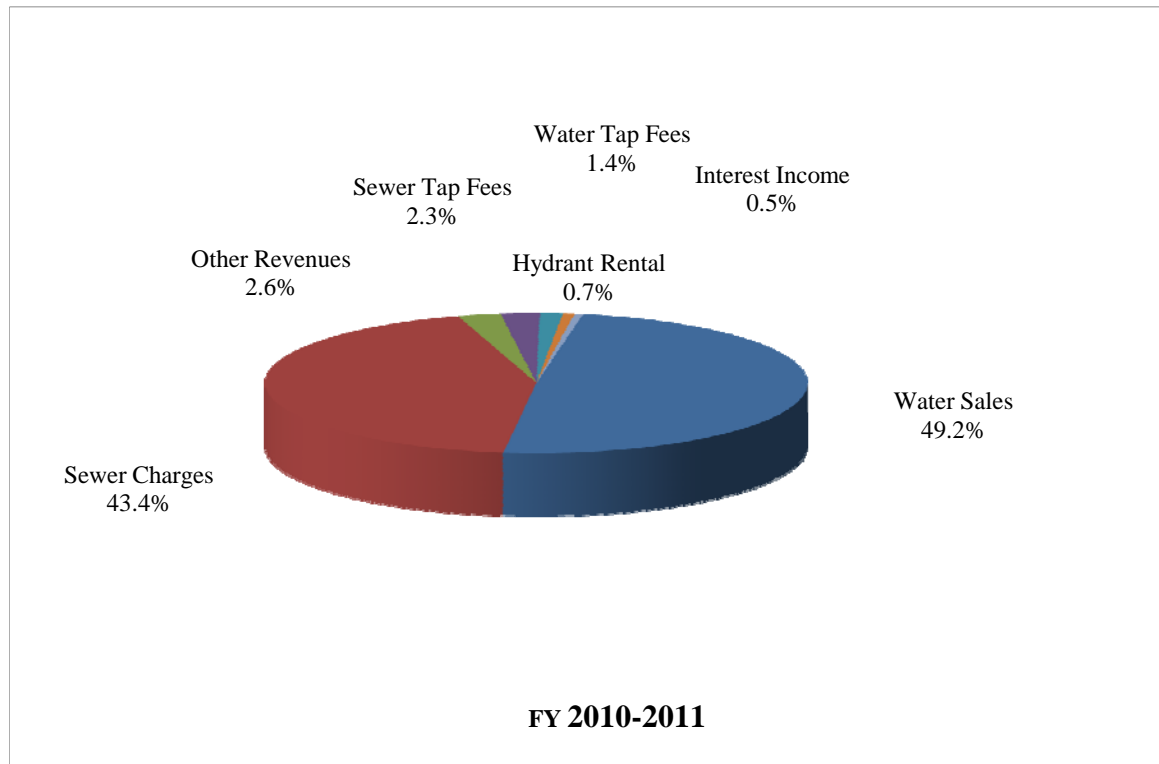
	Budget FY 2010	Budget FY 2011	<u>Change</u> Dollars	<u>Percentage</u>
Personal Services	\$ 18,563,095	\$ 18,279,850	\$ (283,245)	-1.53%
Program Costs	6,347,115	6,306,495	(40,620)	-0.64%
Debt Service	3,150,000	3,150,000	-	0.00%
Capital Outlay	<u>1,972,840</u>	<u>2,042,500</u>	<u>69,660</u>	<u>3.53%</u>
TOTAL	<u><u>\$ 30,033,050</u></u>	<u><u>\$ 29,778,845</u></u>	<u><u>\$ (254,205)</u></u>	<u><u>-0.85%</u></u>

**GENERAL FUND
FISCAL YEAR 2010-2011
CAPITAL OUTLAY EXPENDITURES - BY ACTIVITY**

<u>Activity</u>	<u>Account #</u>	<u>Description</u>	<u>Cost</u>	<u>Total</u>
Information/Tech	41640-88930	(1) Equip. Replacement Fund Contribution	340,000	
Information/Tech	41640-89540	Miscellaneous Hardware	25,000	
Information/Tech	41640-89560	(1) VPN Appliance	6,000	371,000
Police Department	42100-88930	(1) Equip. Replacement Fund Contribution	340,000	
Police Department	42100-89530	(50) Portable Radios	33,000	
Police Department	42100-89540	Miscellaneous Computer Hardware	7,500	
Police Department	42100-89560	(1) AEX Color Scanner	10,000	390,500
Fire Department	42200-88930	(1) Equip. Replacement Fund Contribution	210,000	
Fire Department	42200-89520	(1) Ford F350 Super Body Truck	30,000	
Fire Department	42200-89520	(1) Ford F250 Super Body Truck	29,000	269,000
Public Works	43120-88930	(1) Equip. Replacement Fund Contribution	155,000	
Public Works	43120-89520	(1) 1-Ton Four-Wheel Drive Truck	23,000	
Public Works	43120-89530	(1) Chipper Machine	28,000	
Public Works	43120-82640	Street Resurfacing	485,000	691,000
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
Parks & Recreation	44400-88930	(1) Equip. Replacement Fund Contribution	9,000	
Parks & Recreation	44400-89520	(1) 4 X 4 Truck	25,000	
Parks & Recreation	44400-89550	(1) Computer Software	5,000	39,000
Public Library	44800-89535	Miscellaneous Office Equipment	5,000	
Public Library	44800-89540	Miscellaneous Computer Hardware	5,500	
Public Library	44800-89545	Miscellaneous Technology	5,000	15,500
Transfer to Facility Maint	52000-88085	Miscellaneous Facility Maintenance	200,000	200,000
TOTAL			\$ 2,042,500	\$ 2,042,500

WATER & SEWER FUND

Operating Revenues



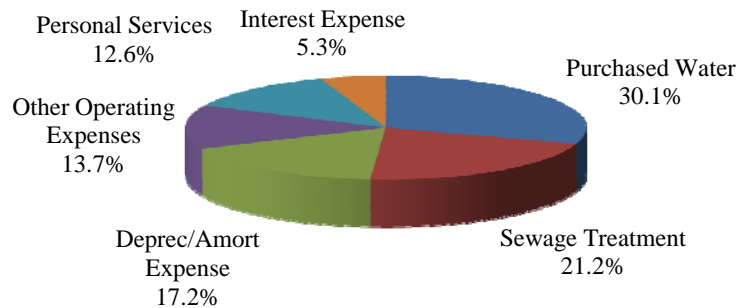
CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING REVENUE RATIOS

	2009-2010 Amount	BUDGET %	2010-2011 Amount	BUDGET %
Water Sales	\$ 6,850,000	48.6%	\$ 7,201,800	49.2%
Sewer Charges	6,181,125	43.9%	6,351,125	43.4%
Other Revenues	365,460	2.6%	374,915	2.6%
Sewer Tap Fees	300,000	2.1%	340,000	2.3%
Water Tap Fees	195,000	1.4%	200,000	1.4%
Hydrant Rental	100,000	0.7%	100,000	0.7%
Interest Income	100,000	0.7%	75,000	0.5%
TOTAL OPERATING REVENUES	\$ 14,091,585	100.0%	\$ 14,642,840	100.0%

WATER & SEWER FUND

Operating Expenses

(Excludes Capital Improvements)



FY 2010-2011

CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING EXPENSE RATIOS

	2009-2010	BUDGET	2010-2011	BUDGET
	Amount	%	Amount	%
Purchased Water	\$ 4,200,000	30.1%	\$ 4,400,000	30.1%
Sewage Treatment	2,700,000	19.3%	3,100,000	21.2%
Depreciation/Amortization Expense	2,480,000	17.8%	2,512,000	17.2%
Other Operating Expenses	2,189,660	15.7%	2,000,900	13.7%
Personal Services	1,821,715	13.1%	1,851,905	12.6%
Interest Expense	565,270	4.1%	776,815	5.3%
TOTAL OPERATING EXPENSES	\$ 13,956,645	100.0%	\$ 14,641,620	100.0%

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 2011-2016 Capital Improvements Program is an ambitious plan that calls for the investment of **\$109,485,000** 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 2011-2016) are summarized below:

Transportation	\$55,950,000	51.1%
Utilities	32,055,000	29.3%
Parks and Recreation	8,250,000	7.5%
Facilities & Equipment	8,080,000	7.4%
Technology	4,550,000	4.2%
Storm Drainage	<u>600,000</u>	<u>0.5%</u>
 TOTAL	 <u>\$109,485,000</u>	 <u>100.0%</u>

RESOLUTION 2010-30

**A RESOLUTION TO ADOPT A CAPITAL IMPROVEMENTS PROGRAM FOR THE
CITY OF BRENTWOOD FOR THE FISCAL YEARS 2011-2016**

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 2011-2016, 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: 6/28/10

Approved as to form:


RECORDER Deborah Hedgepath


CITY ATTORNEY Roger A. Horner

MAJOR CAPITAL IMPROVEMENT PROJECTS
(i.e. Greater than \$500,000)
Fiscal Year 2010 - 2011

General Facilities and Equipment

Equipment/Vehicles	\$ 910,000
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Technology

Emergency Communications Center	\$ 1,065,000
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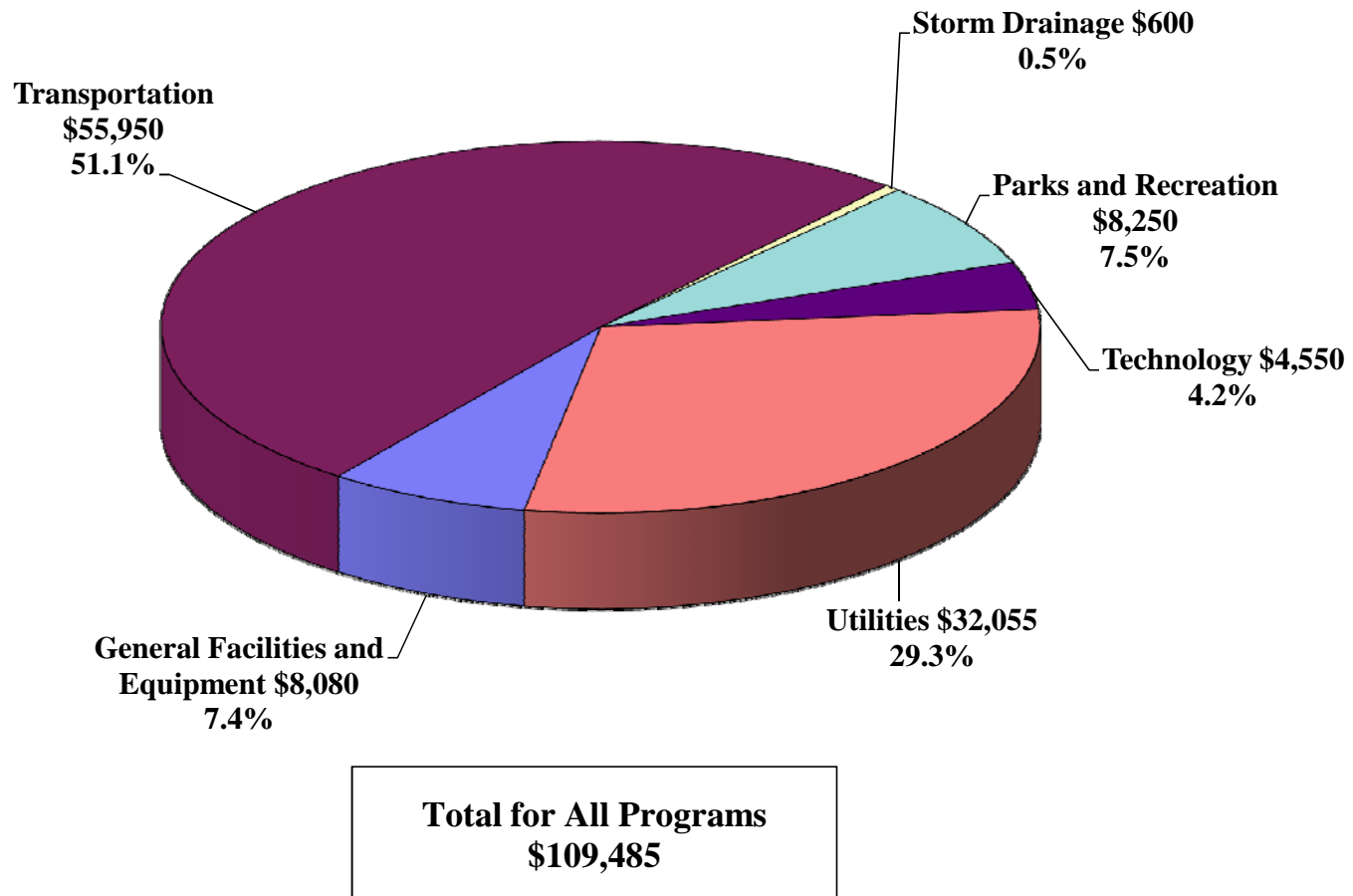
Transportation

Concord Road (east of Edmondson Pike)	\$ 4,750,000
Split Log Road	\$ 3,855,000
Street Resurfacing	\$ 1,675,000

Utilities

Brentwood Sewer Rehabilitation	\$ 2,560,000
Water System Capacity Improvements	\$ 1,755,000

**City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Years 2011-2016
Program Expenditures
(000's)**



City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2011 - 2016
Summary - All Projects
(000's)

		Projected FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total 6 Years 2011-2016
General Facilities	Community Identity Features	-	20	15	15	15	15	15	95
	Community Planning	-	-	-	-	30	30	-	60
	Energy Efficiency Improvements	80	85	-	-	-	-	-	85
	Equipment/Vehicles	370	910	560	1,175	545	1,345	540	5,075
	Library	1,185	50	40	40	40	40	40	250
	Municipal Center	70	180	180	180	180	180	180	1,080
	Service Center	675	10	25	25	25	25	25	135
	Town Center Improvements	-	-	1,300	-	-	-	-	1,300
	Total - General Facilities	2,380	1,255	2,120	1,435	835	1,635	800	8,080
Technology	Computer Equipment	435	155	345	420	150	285	440	1,795
	Emergency Communications Center	50	1,065	-	-	-	-	-	1,065
	Fiber Optic Network	60	270	-	-	-	-	-	270
	GIS	-	-	165	-	30	-	165	360
	Radio System	15	400	-	-	-	-	-	400
	Software Systems	160	75	180	50	35	180	50	570
	Warning Sirens	-	30	-	30	-	30	-	90
	Total - Technology	720	1,995	690	500	215	495	655	4,550
Transportation	Bikeway Improvements	50	175	175	175	175	175	175	1,050
	Concord Road (west of Arrowhead Drive)	115	300	1,875	1,960	-	-	-	4,135
	Concord Road (east of Edmondson Pike)	7,360	4,750	5,300	6,000	3,600	-	-	19,650
	Edmondson Pike	1,485	-	-	-	-	-	-	-
	Franklin Road (south section)	90	50	-	-	1,200	3,400	6,000	10,650
	McEwen Drive	5	-	-	-	-	-	-	-
	Murray Lane	-	-	220	500	1,800	-	-	2,520
	Sidewalks	-	-	50	50	50	50	50	250
	Split Log Road	1,165	3,855	-	-	-	-	-	3,855
	Street Lighting	-	-	20	20	20	20	20	100
	Street Resurfacing	1,575	1,675	1,775	1,875	1,975	2,075	2,175	11,550
	Sunset Road	-	-	-	-	85	350	-	435
	Town Center Area	120	-	300	300	300	300	-	1,200
	Traffic Signal Upgrades	130	235	-	160	-	160	-	555
	Wilson Pike (north section)	150	-	-	-	-	-	-	-
	Total - Transportation	12,245	11,040	9,715	11,040	9,205	6,530	8,420	55,950
Storm Drainage	Southern Woods Drainage	45	-	-	-	-	-	-	-
	Subdivision Drainage	50	50	100	100	100	100	100	550
	Wildwood Drainage	-	50	-	-	-	-	-	50
	Total - Storm Drainage	95	100	100	100	100	100	100	600

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2011 - 2016
Summary - All Projects
(000's)

		Projected FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total 6 Years 2011-2016
Parks/Recreation	Crockett Park	10	205	325	15	25	70	80	720
	Deerwood Arboretum	55	-	-	-	5	10	-	15
	Granny White Park	30	30	50	50	15	-	20	165
	Maryland Way Park	-	-	10	-	-	-	-	10
	Owl Creek Park	-	-	-	25	-	-	-	25
	Park Land Acquisition & Development	-	-	2,050	2,000	2,800	250	-	7,100
	River Park	-	-	-	15	10	-	-	25
	Southeast Park	-	-	-	15	170	-	-	185
	Tower Park	-	-	-	-	-	-	5	5
	Total - Parks/Recreation	95	235	2,435	2,120	3,025	330	105	8,250
Utilities	Brentwood Sewer Rehabilitation	3,410	2,560	2,000	1,900	4,680	800	-	11,940
	Cool Springs Force Main	130	-	-	-	-	-	-	-
	Harpeth Valley Water Line Connector	-	20	250	-	-	-	-	270
	Meter Reading Program Upgrade	-	350	500	500	500	500	-	2,350
	Miscellaneous Sewer Service Additions	-	40	35	35	35	35	35	215
	Miscellaneous Sewer System Improvements	-	110	110	110	110	110	110	660
	Miscellaneous Water System Improvements	190	185	110	110	110	110	110	735
	Mooreland Estates Water Sys. Improvements	40	80	-	-	-	-	-	80
	Old Smyrna Road Area Water Improvements	215	-	-	-	-	-	-	-
	Peach Court Sewer Modifications	15	135	-	-	-	-	-	135
	Robert E. Lee Water Station	40	80	-	-	-	-	-	80
	Sewer Lift Station Rehabilitation	410	415	-	220	-	-	-	635
	Sewer System Model	-	-	-	50	-	-	-	50
	Split Log Road Water Improvements	20	200	-	-	-	-	-	200
	Town Center Utility Improvements	130	-	-	-	-	-	-	-
	Water Line Replacement Program	-	-	220	220	220	220	220	1,100
	Water System Capacity Improvements	45	1,755	3,290	1,625	1,655	1,150	4,130	13,605
	Willowick Sewer Lift Station	5	-	-	-	-	-	-	-
	Total - Utilities	4,650	5,930	6,515	4,770	7,310	2,925	4,605	32,055
TOTALS		20,185	20,555	21,575	19,965	20,690	12,015	14,685	109,485

CITY OF BRENTWOOD, TENNESSEE
ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2011 - 2016
(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	-	-	-	-	
	Energy Efficiency Improvements	-	-	-	-	
	Equipment/Vehicles	-	-	-	-	
	Library	50	40	-	90	
	Municipal Center		20	-	20	
	Service Center	-	15	-	15	
	Town Center Improvements	-	-	-	-	
	Total - General Facilities					130
Technology	Computer Equipment	-	-	-	-	
	Emergency Communications Center	-	15	-	15	
	Fiber Optic Network	-	5	-	5	
	GIS	-	-	-	-	
	Radio System	-	3	-	3	
	Software Systems	-	-	-	-	
	Warning Sirens	-	1	-	1	
	Total - Technology					24
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	-	-	-	-	
	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	
	Wilson Pike (north section)	-	-	-	-	
	Total - Transportation	-	-	-	-	441
Storm Drainage	Southern Woods Drainage					

CITY OF BRENTWOOD, TENNESSEE
ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2011 - 2016
(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>
	Subdivision Drainage	-	-	-	-	
	Wildwood Drainage	-	-	-	-	
	Total - Storm Drainage					-
Parks/Recreation	Crockett Park	-	10	-	10	
	Deerwood Arboretum	-	-	-	-	
	Granny White Park	-	-	-	-	
	Maryland Way Park	-	1	-	1	
	Owl Creek Park	-	-	-	-	
	Park Land Acquisition & Development	80	50	490	620	
	River Park	-	-	-	-	
	Southeast Park	-	20	-	20	
	Tower Park		1		1	
	Total - Parks/Recreation					652
Utilities	Brentwood Sewer Rehabilitation	-	-	345	345	
	Cool Springs Force Main	-	-	-	-	
	Harpeth Valley Water Line Connector	-	-	-	-	
	Meter Reading Program Upgrade	-	(50)	-	(50)	
	Miscellaneous Sewer Service Additions	-	5	-	5	
	Miscellaneous Sewer System Improvements	-	-	-	-	
	Miscellaneous Water System Improvements	-	-	-	-	
	Mooreland Estates Water Sys. Improvements	-	(1)	-	(1)	
	Old Smyrna Road Area Water Improvements	-	-	-	-	
	Peach Court Sewer Modifications	-	-	-	-	
	Robert E. Lee Water Station	-	(5)	-	(5)	
	Sewer Lift Station Rehabilitation	-	(10)	-	(10)	
	Sewer System Model	-	5	-	5	
	Split Log Road Water Improvements	-	20	-	20	
	Town Center Utility Improvements	-	-	-	-	
	Water Line Replacement Program	-	(10)		(10)	
	Water System Capacity Improvements	-		405	405	
	Willowick Sewer Lift Station		(5)			704
	Total - Utilities					
TOTALS - ALL PROGRAMS		\$ 130	\$ 221	\$ 1,595	\$ 1,951	\$ 1,951

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2011 - 2016
Program Expenditures - Summary
(000's)

<u>Program</u>	<u>Projected FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total 6 Years 2011-2016</u>
General Facilities and Equipment	2,380	1,255	2,120	1,435	835	1,635	800	8,080
Technology	720	1,995	690	500	215	495	655	4,550
Transportation	12,245	11,040	9,715	11,040	9,205	6,530	8,420	55,950
Storm Drainage	95	100	100	100	100	100	100	600
Parks and Recreation	95	235	2,435	2,120	3,025	330	105	8,250
Utilities	4,650	5,930	6,515	4,770	7,310	2,925	4,605	32,055
Grand Total	20,185	20,555	21,575	19,965	20,690	12,015	14,685	109,485

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2011 - 2016
Sources of Funds - Summary
(000's)

<u>Source</u>	<u>Projected FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total 6 Years 2011-16</u>
Capital Projects Fund	7,320	6,430	2,085	875	-	-	-	9,390
Emergency Communications District Fund	50	700	-	-	-	-	-	700
Equipment Replacement Division	855	1,115	1,085	1,645	730	1,810	1,030	7,415
Facilities Maintenance Division	105	120	175	195	170	195	220	1,075
General Fund	485	485	1,370	1,260	1,475	1,565	1,255	7,410
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
General Obligation Bond Proceeds	-	-	2,050	2,000	4,000	1,650	-	9,700
Municipal Center Fund	70	180	180	180	180	180	180	1,080
Private Sources	230	-	5	5	5	5	5	25
Public Works Project Fee Fund	-	-	220	30	85	350	-	685
Inter-Governmental Sources	5,080	4,425	6,800	7,970	5,400	2,000	6,000	32,595
State Street Aid Fund	1,040	1,040	1,040	1,040	1,340	1,340	1,340	7,140
Water and Sewer Fund	1,495	1,605	1,025	1,240	870	2,120	525	7,385
Water & Sewer Bond/Note Proceeds	3,455	4,455	5,540	3,525	6,435	800	4,130	24,885
Grand Total	20,185	20,555	21,575	19,965	20,690	12,015	14,685	109,485

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2011-2016
General Facilities and Equipment Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total 6 Years 2011-16</u>
Community Identity Features	-	20	15	15	15	15	15	95
Community Planning	-	-	-	-	30	30	-	60
Energy Efficiency Improvements	80	85	-	-	-	-	-	85
Equipment/Vehicles	370	910	560	1,175	545	1,345	540	5,075
Library	1,185	50	40	40	40	40	40	250
Municipal Center	70	180	180	180	180	180	180	1,080
Service Center	675	10	25	25	25	25	25	135
Town Center Improvements	-	-	1,300	-	-	-	-	1,300
Grand Total	2,380	1,255	2,120	1,435	835	1,635	800	8,080

Source of Funds

Capital Projects Fund	1,490	70	1,300	-	-	-	-	1,370
General Fund	-	-	15	15	45	45	15	135
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	-	-	-	-
Equipment Replacement Division	370	910	560	1,175	545	1,345	540	5,075
Facilities Maintenance Division	15	10	65	65	65	65	65	335
Inter-Governmental Sources	80	85	-	-	-	-	-	85
Municipal Center Fund	70	180	180	180	180	180	180	1,080
Private Sources	175	-	-	-	-	-	-	-
Water and Sewer Fund	180	-	-	-	-	-	-	-
Grand Total	2,380	1,255	2,120	1,435	835	1,635	800	8,080

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2011 - 2016
Technology Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total 6 Years 2011-16</u>
Computer Equipment	435	155	345	420	150	285	440	1,795
Emergency Communications Center	50	1,065	-	-	-	-	-	1,065
Fiber Optic Network	60	270	-	-	-	-	-	270
GIS	-	-	165	-	30	-	165	360
Radio System	15	400	-	-	-	-	-	400
Software Systems	160	75	180	50	35	180	50	570
Warning Sirens	-	30	-	30	-	30	-	90
Grand Total	720	1,995	690	500	215	495	655	4,550

Source of Funds

Capital Projects Fund	110	370	110	-	-	-	-	480
General Fund	-	-	-	30	30	30	110	200
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	-	-	-	-
Equipment Replacement Division	485	205	525	470	185	465	490	2,340
Facilities Maintenance Division	-	-	-	-	-	-	-	-
Inter-Governmental Sources	-	590	-	-	-	-	-	590
Municipal Center Fund	-	-	-	-	-	-	-	-
Water and Sewer Fund	75	130	55	-	-	-	55	240
ECD Fund	50	700	-	-	-	-	-	700
Grand Total	720	1,995	690	500	215	495	655	4,550

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2011 - 2016
Transportation - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total 6 Years 2011-16</u>
Bikeway Improvements	50	175	175	175	175	175	175	1,050
Concord Road (west of Arrowhead Drive)	115	300	1,875	1,960	-	-	-	4,135
Concord Road (east of Edmondson Pike)	7,360	4,750	5,300	6,000	3,600	-	-	19,650
Edmondson Pike	1,485	-	-	-	-	-	-	-
Franklin Road (south section)	90	50	-	-	1,200	3,400	6,000	10,650
McEwen Drive	5	-	-	-	-	-	-	-
Murray Lane	-	-	220	500	1,800	-	-	2,520
Sidewalks	-	-	50	50	50	50	50	250
Split Log Road	1,165	3,855	-	-	-	-	-	3,855
Street Lighting	-	-	20	20	20	20	20	100
Street Resurfacing	1,575	1,675	1,775	1,875	1,975	2,075	2,175	11,550
Sunset Road	-	-	-	-	85	350	-	435
Town Center Area	120	-	300	300	300	300	-	1,200
Traffic Signal Upgrades	130	235	-	160	-	160	-	555
Wilson Pike (north section)	150	-	-	-	-	-	-	-
Grand Total	12,245	11,040	9,715	11,040	9,205	6,530	8,420	55,950

Source of Funds

Capital Projects Fund	5,620	5,765	675	860	-	-	-	7,300
General Fund	435	435	930	1,090	1,130	1,390	1,030	6,005
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	1,200	1,400	-	2,600
Facilities Maintenance Division	50	50	50	50	50	50	50	300
Private Sources	-	-	-	-	-	-	-	-
Public Works Project Fund	-	-	220	30	85	350	-	685
Inter-Governmental Sources	5,000	3,750	6,800	7,970	5,400	2,000	6,000	31,920
State Street Aid Fund	1,040	1,040	1,040	1,040	1,340	1,340	1,340	7,140
Water and Sewer Fund	100	-	-	-	-	-	-	-
Grand Total	12,245	11,040	9,715	11,040	9,205	6,530	8,420	55,950

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2011 - 2016
Storm Drainage Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total 6 Years 2011-2016</u>
Southern Woods Drainage	45	-	-	-	-	-	-	-
Subdivision Drainage	50	50	100	100	100	100	100	550
Wildwood Drainage	-	50	-	-	-	-	-	50
Grand Total	95	100	100	100	100	100	100	600

<u>Source of Funds</u>								
Capital Projects Fund	45	50	-	-	-	-	-	50
General Fund	50	50	100	100	100	100	100	550
G O Bond Proceeds	-	-	-	-	-	-	-	-
Grand Total	95	100	100	100	100	100	100	600

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2011 - 2016
Parks and Recreation Program - Summary
(000's)

<u>Projects</u>	<u>Projected 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total 6 Years 2011-16</u>
Crockett Park	10	205	325	15	25	70	80	720
Deerwood Arboretum	55	-	-	-	5	10	-	15
Granny White Park	30	30	50	50	15	-	20	165
Maryland Way Park	-	-	10	-	-	-	-	10
Owl Creek Park	-	-	-	25	-	-	-	25
Park Land Acquisition & Development	-	-	2,050	2,000	2,800	250	-	7,100
River Park	-	-	-	15	10	-	-	25
Southeast Park	-	-	-	15	170	-	-	185
Tower Park	-	-	-	-	-	-	5	5
Grand Total	95	235	2,435	2,120	3,025	330	105	8,250

Source of Funds

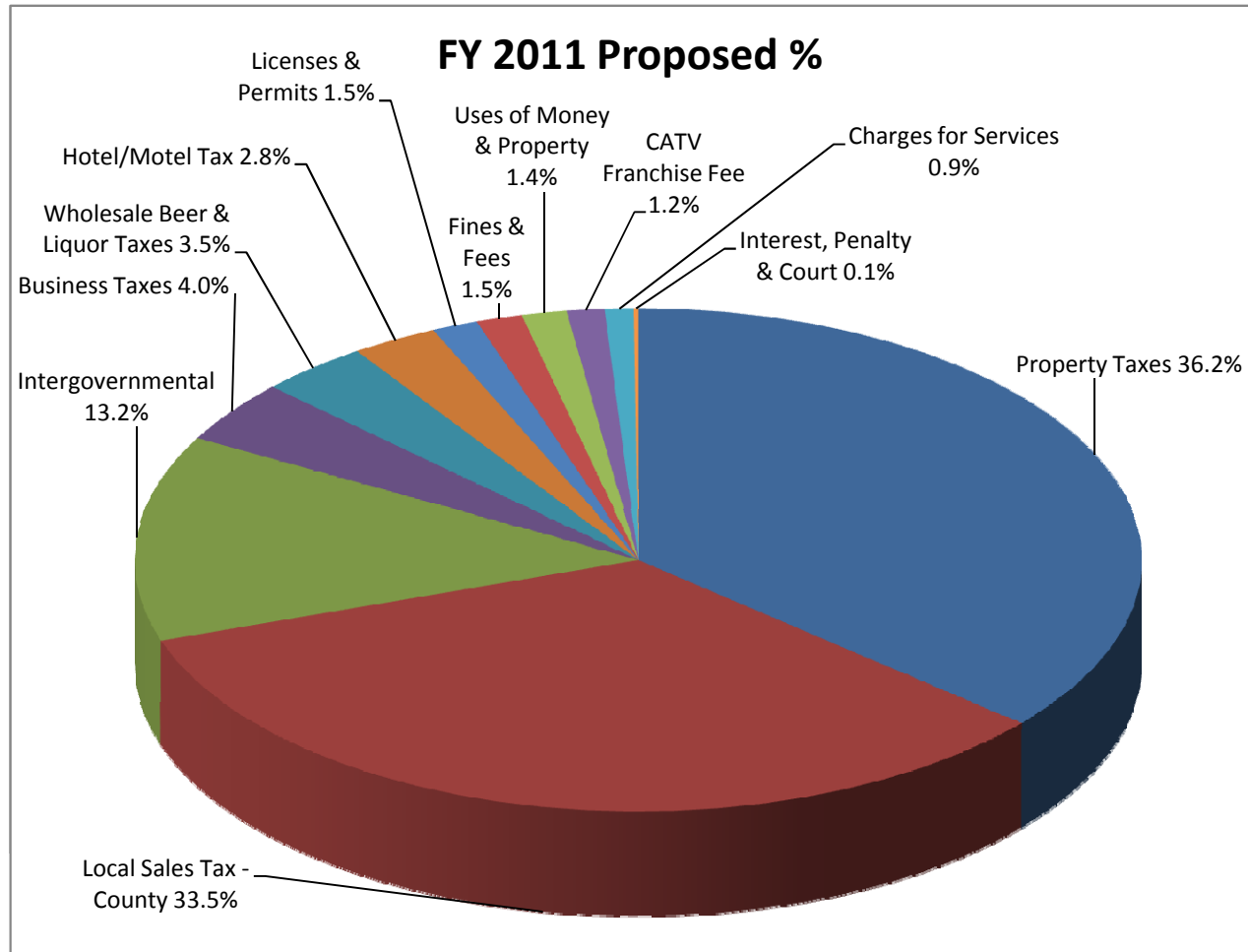
Capital Projects Fund	55	175	-	15	-	-	-	190
General Fund	-	-	325	25	170	-	-	520
G O Bond Proceeds	-	-	2,050	2,000	2,800	250	-	7,100
Facilities Maintenance Division	40	60	60	80	55	80	105	440
Private Sources	-	-	-	-	-	-	-	-
Inter-Governmental Sources	-	-	-	-	-	-	-	-
Water and Sewer Fund	-	-	-	-	-	-	-	-
Grand Total	95	235	2,435	2,120	3,025	330	105	8,250

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2011-2016
Water and Sewer Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total 6 Years 2011-2016</u>
Brentwood Sewer Rehabilitation	3,410	2,560	2,000	1,900	4,680	800	-	11,940
Cool Springs Force Main	130	-	-	-	-	-	-	-
Harpeth Valley Water Line Connector	-	20	250	-	-	-	-	270
Meter Reading Program Upgrade	-	350	500	500	500	500	-	2,350
Miscellaneous Sewer Service Additions	-	40	35	35	35	35	35	215
Miscellaneous Sewer System Improvements	-	110	110	110	110	110	110	660
Miscellaneous Water System Improvements	190	185	110	110	110	110	110	735
Mooreland Estates Water Sys. Improvements	40	80	-	-	-	-	-	80
Old Smyrna Road Area Water Improvements	215	-	-	-	-	-	-	-
Peach Court Sewer Modifications	15	135	-	-	-	-	-	135
Robert E. Lee Water Station	40	80	-	-	-	-	-	80
Sewer Lift Station Rehabilitation	410	415	-	220	-	-	-	635
Sewer System Model	-	-	-	50	-	-	-	50
Split Log Road Water Improvements	20	200	-	-	-	-	-	200
Town Center Utility Improvements	130	-	-	-	-	-	-	-
Water Line Replacement Program	-	-	220	220	220	220	220	1,100
Water System Capacity Improvements	45	1,755	3,290	1,625	1,655	1,150	4,130	13,605
Willowick Sewer Lift Station	5	-	-	-	-	-	-	-
Grand Total	4,650	5,930	6,515	4,770	7,310	2,925	4,605	32,055
<u>Source of Funds</u>								
Water & Sewer Fund	1,140	1,475	970	1,240	870	2,120	470	7,145
Private Sources	55	-	5	5	5	5	5	25
Water & Sewer Bond/Note Proceeds	3,455	4,455	5,540	3,525	6,435	800	4,130	24,885
Grand Total	4,650	5,930	6,515	4,770	7,310	2,925	4,605	32,055

GENERAL FUND REVENUES

GENERAL FUND MAJOR REVENUES



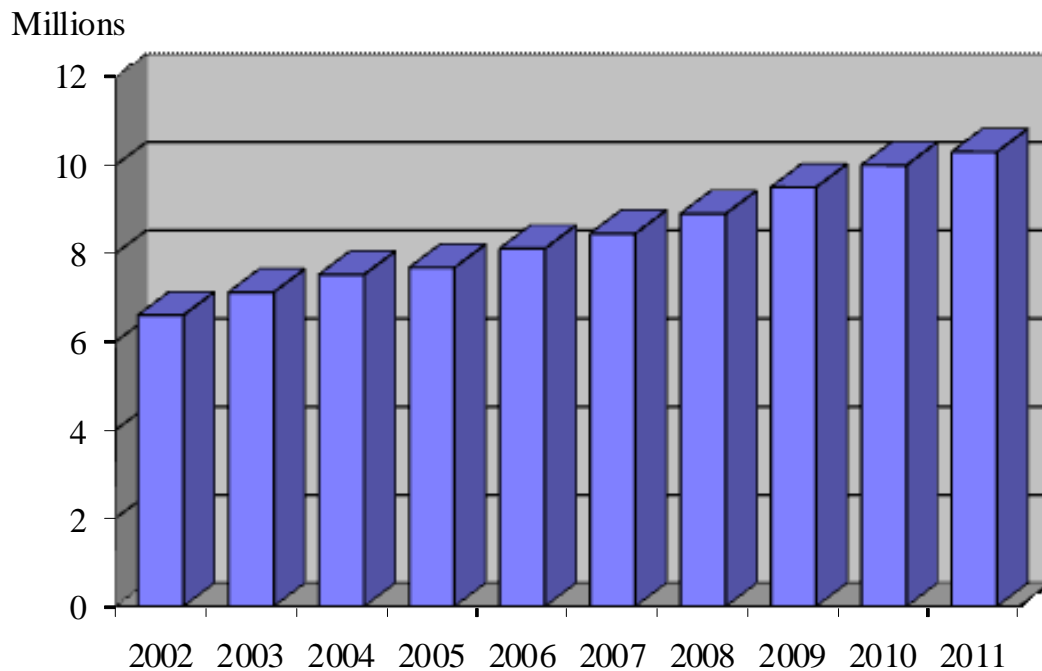
Revenue Source	FY 2011 Proposed	FY 2011 Proposed %
Property Taxes	10,775,000	36.2%
Local Sales Tax - County	9,975,000	33.5%
Intergovernmental	3,928,825	13.2%
Business Taxes	1,196,500	4.0%
Wholesale Beer & Liquor Taxes	1,045,000	3.5%
Hotel/Motel Tax	820,000	2.8%
Licenses & Permits	440,200	1.5%
Fines & Fees	440,000	1.5%
Uses of Money & Property	429,000	1.4%
CATV Franchise Fee	360,000	1.2%
Charges for Services	274,000	0.9%
Interest, Penalty & Court	40,000	0.1%
Other	56,500	0.2%
Total General Fund Revenues	<u>\$ 29,780,025</u>	<u>100.0%</u>

GENERAL FUND REVENUE TAXES

REAL PROPERTY TAX

The property tax rate for FY 2011 is \$.49 per \$100 of assessed value which is the same effective tax rate for the 20th consecutive fiscal year. The budgeted amount for both real and personal property taxes in FY 2011 is \$10,035,000, an increase of \$265,000 or 2.6% from FY 2010 due to completed new taxable property placed on the tax rolls in the past year. The projected amount is based on actual assessments for calendar year 2009. 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. Annual tax collections fluctuate widely each year. The FY 2011 budget estimate of \$450,000 represents an increase of \$90,000 from FY 2010 based on the previous year's collections. Brentwood's primary public utility taxpayer is AT&T.

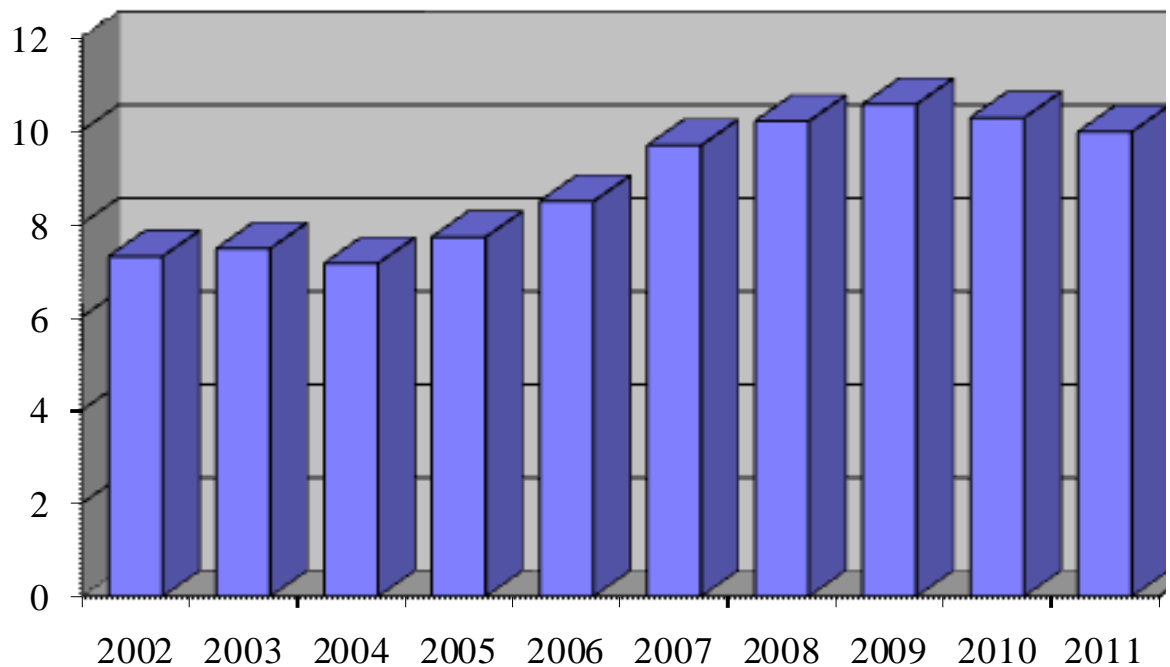
GENERAL FUND REVENUE TAXES

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 2011 will be \$9,975,000, down \$300,000 or 2.9% for last year's budgeted amount of \$10,275,000. The FY 2011 estimate is based on FY 2010 year-to-date collection trends which have declined due to less consumer spending 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 2011 is projected at \$570,000, up slightly (\$5,000) above the FY 2010 budgeted amount.

GENERAL FUND REVENUE TAXES

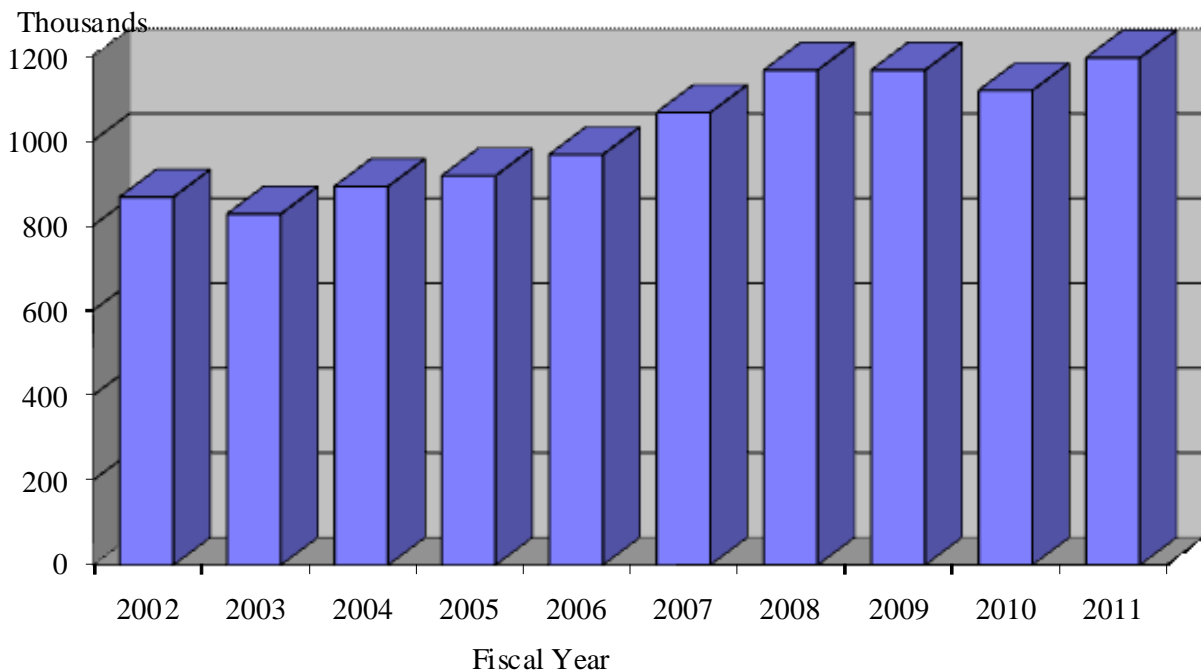
WHOLESALE LIQUOR TAX

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 2011 of \$475,000 represents a \$23,000 increase from FY 2010, 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. In FY 2010, the State General Assembly enacted Public Chapter 530, which shifted the administration and collection of business tax from local municipalities and counties to the Tennessee Department of Revenue effective February 28, 2010. All tax returns are now filed with the State. Businesses will continue to obtain the initial business licenses from municipal and county officials. From fees collected, 57% are distributed to the appropriate municipality and 43% retained by the State. While there is no historical data yet, collection by the State should increase revenues to the City due to the availability of Federal and State databases on businesses to review for cross checking/auditing/compliance. The budget estimate for FY 2011 is \$1,196,500 (which includes penalty and interest on late payments) and represents an increase of \$77,500 or 6.9% from the amount projected for FY 2010. Most collections are not received until late May or June.

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 2011 is \$820,000, a \$170,000 or 17.17% decrease from FY 2010. The estimate is based on year-to-date collection trends for FY 2010 and reflects a decline in business travel caused by the economic recession.

CABLE TELEVISION FRANCHISE TAX

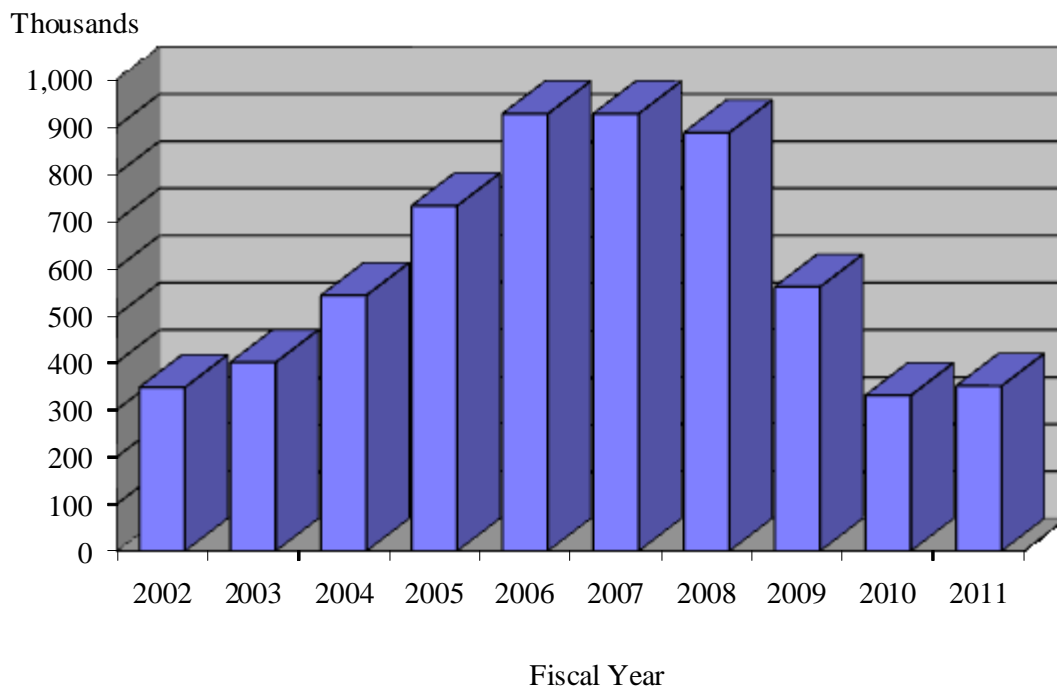
The City current receives a 3% fee on gross revenues under the City's cable television franchise ordinance (i.e. Comcast). With AT&T entering the video television business, the City will receive a 5% fee from the company under their state-wide franchise agreement. The FY 2011 budget projection of \$360,000 is an increase of \$15,000 over the FY 2010 budget estimate. This increase reflects net growth in the number of residential customers using CATV 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 2011 estimate is \$350,000, a \$20,000 or 6% increase above the \$330,000 budget estimate for FY 2010. This increase reflects a slight uptick in new housing starts locally from the previous year but is nowhere near the record level of housing starts in 2006. Despite the economic slowdown, the overall value of homes locally has remained fairly stable compared to other areas in the United States. 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 slight improvement in the housing market, revenue from all other permits are expected to increase slightly in FY 2011.

GENERAL FUND REVENUE INTERGOVERNMENTAL

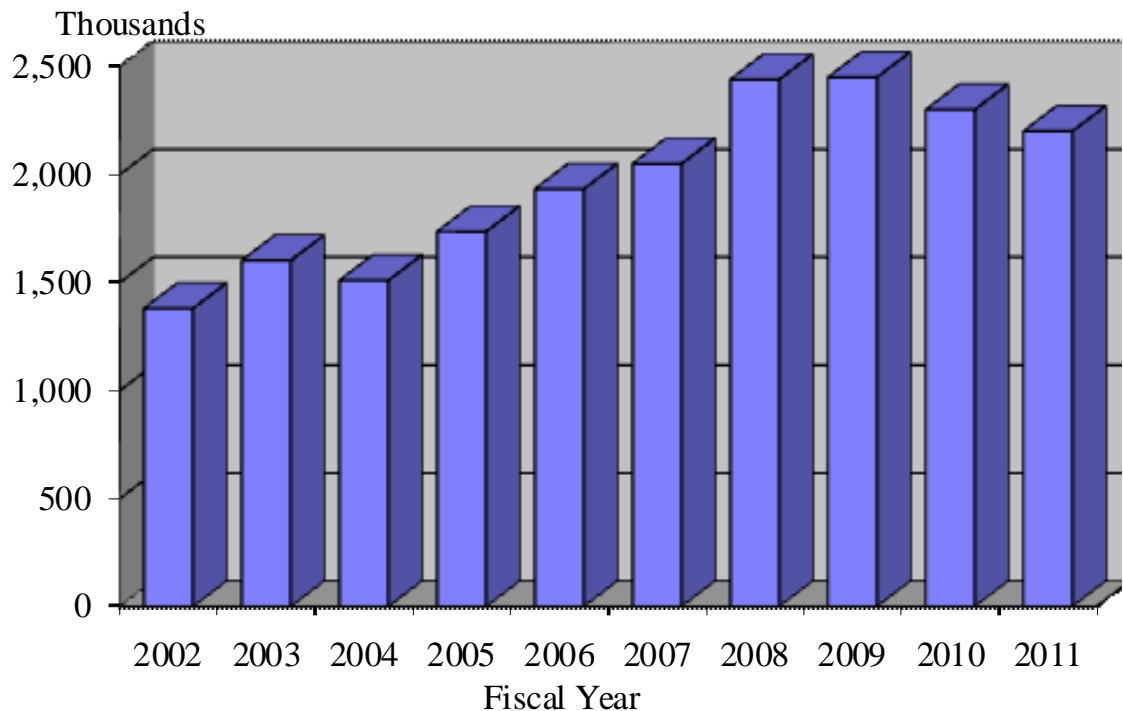
TVA PILOT (PAYMENTS IN-LIEU OF TAXES)

The in-lieu of tax payments 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 2011 amount is budgeted at \$368,000, a \$28,000 or 8.24% increase from FY 2010. This distribution reflects higher income to TVA resulting from recent rate increases instituted and passed on 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 2011 budget amount is \$2,200,000, which represents a \$100,000 or 4.3% decrease from FY 2010. With the dramatic slowdown in the economy, sales tax collections from across the state have declined steadily for the past two years. No revenue growth is expected in FY 2011 due to high unemployment trends and less consumer spending statewide.

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 2011 are further compounded by the fact that FY 2010 accrued collections (from the 2009 tax year) will not be known until August 1, 2010 or 30 days after the close of the fiscal year. Given these factors, budget estimates have been estimated conservatively to avoid significant shortfalls in years when the stock market performs poorly. Therefore, the FY 2011 budget estimate (for the 2010 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 2011 is \$110,000, a \$5,000 increase 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 gasoline consumption resulting from more efficient vehicles on the road and less travel overall, the FY 2011 budget estimate is \$75,000, no change from last year's budgeted estimate.

OTHER STATE REVENUE ALLOCATION - POLICE & FIRE DEPARTMENT

This revenue is received from the State to supplement the base pay for police and fire department personnel across the state for sworn personnel that meet minimum training requirements each year. The projected amount for FY 2011 is \$67,800, no change from the previous year's budgeted estimate.

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 2011 is \$50,000, a \$10,000 increase from the previous budget year's estimate.

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 County contribution for FY 2011 is \$71,950, no change from the FY 2010 budget estimate.

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 \$15 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. Collections are estimated at \$90,000 in FY 2011, up \$15,000 from FY 2010. The increase is due to recent changes in park reservation fees and 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 2011 projection is \$80,000, an \$8,000 increase from the FY 2010 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 check-out privileges as Brentwood residents who pay for the service through property taxes. The estimated amount for FY 2011 is \$52,000, a slight decrease of \$3,000 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 2011 is \$22,000, down \$6,000 from the FY 2010 budget and reflects current collection trends.

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 2011 is \$15,000 or \$3,000 more than FY 2010. The increase reflects the slight uptick in new subdivision construction related to new housing starts.

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 2011 is \$400,000, a \$100,000 decrease from the previous year's budget. The projection is based on actual collection trends in the past year.

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 2011 revenue estimate is \$40,000, down \$35,000 from FY 2010. The projection is based on actual collection trends in the past year.

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 2011 projection of \$150,000 represents a \$100,000 decrease from FY 2010. The dramatic decline in interest rates associated with the Federal Reserve's effort 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 2011 is \$125,000, no change from the previous year.

GIS SERVICE CENTER FEE

The projected fee to the Water and Sewer Fund for FY 2011 is \$138,000, or the same amount in FY 2010. The fee covers Geographic Information Systems services (personnel and equipment) used to map accurately the Water and Sewer Department infrastructure system and its field components.

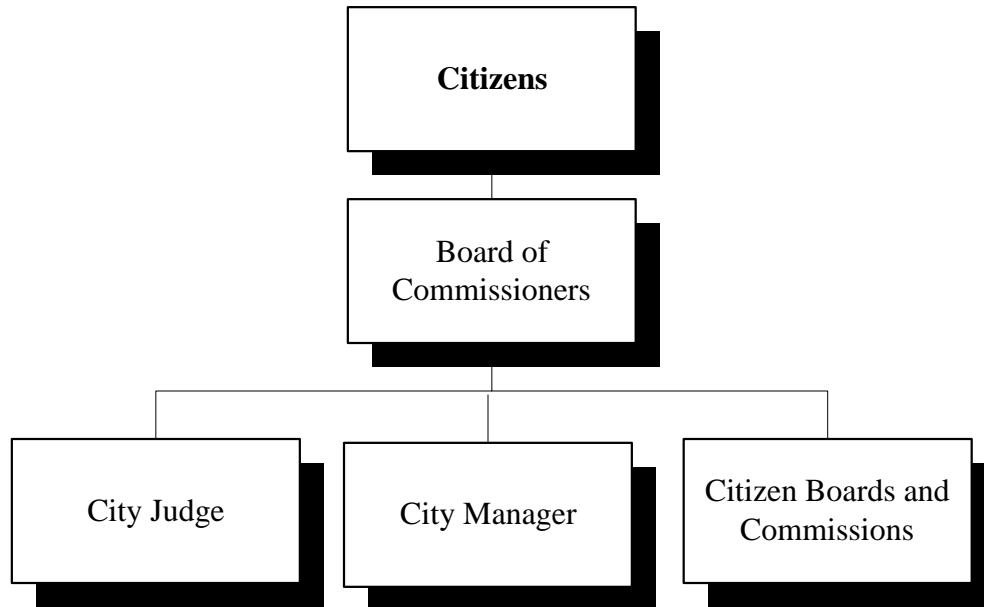
SALE OF EQUIPMENT

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 2011 budget estimate is \$15,000, no change from the previous year. 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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 131,573	\$ 121,730	\$ 134,000	\$ 129,655	\$ 129,305
Operating Expenditures	28,077	29,924	30,500	23,662	31,500
Capital Outlay	1,910	158	1,000	0	0
Total	\$ 161,560	\$ 151,812	\$ 165,500	\$ 153,317	\$ 160,805

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 2011 budget decrease reflects savings in health insurance costs resulting from current participants and adoption of the partially self-insured HRA program.

<u>PERFORMANCE MEASURES</u>	Actual FY 2008	Actual FY 2009	Target FY 2010	Target FY 2011
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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 26,626	\$ 27,196	\$ 26,835	\$ 26,092	\$ 26,900
Operating Expenditures	0	2,127	600	163	500
Capital Outlay	0	0	0	0	0
Total	\$ 26,626	\$ 29,323	\$ 27,435	\$ 26,255	\$ 27,400

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 significant change in expenditures is proposed for FY 2011.

CITY COURT

<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2008</u>	<u>Actual CY 2009</u>	<u>Target CY 2010</u>	<u>Target CY 2011</u>
Percent of traffic cases input within 24 hours of receipt	100%	100%	100%	100%
Failure to appear in court rate	20%	15%	25%	20%
Collection of payments (minutes spent per item)	4	4	2	4

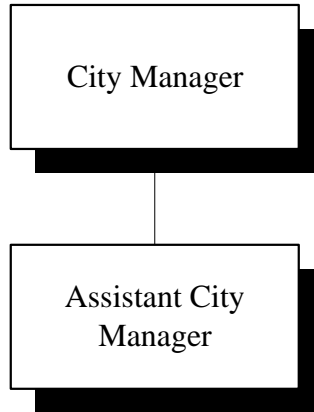
<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2008</u>	<u>Actual CY 2009</u>	<u>Target CY 2010</u>	<u>Target CY 2011</u>
Total Court Sessions annually	96	96	96	96
Traffic cases per month	229	158	250	225
Number of traffic violations	9,556	7,667	11,000	9,500
Number of court cases processed	2,744	1,890	2,800	2,250
Fees and court costs collected	\$560,680	\$428,562	\$500,000	\$400,000

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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 356,112	\$ 374,411	\$ 383,265	\$ 380,156	\$ 388,435
Operating Expenditures	10,203	11,640	10,700	9,027	10,130
Capital Outlay	0	0	500	0	0
Total	\$ 366,315	\$ 386,051	\$ 394,465	\$ 389,183	\$ 398,565

BUDGET COMMENTS

The only significant changes in the FY 2011 proposed budget are a reduction in health insurance costs due to the adoption of the HRA partially self-insured program for calendar year 2010 and an increase in the TCRS retirement contribution rate effective July 1, 2010.

CITY MANAGER'S OFFICE

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</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 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	22,616	37,019	-	-	40,000
Capital Outlay	-	-	-	-	-
Total	\$ 22,616	\$ 37,019	\$ -	\$ -	\$ 40,000

BUDGET COMMENTS

The next scheduled election for the Board is May 3, 2011. Election expenses also includes early voting at two locations for 2+ weeks prior to election day.

<u>PERFORMANCE MEASURES *</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Number of registered voters in Brentwood	26,211	25,677	26,000	26,000
Voter registration forms processed (countywide)	10,740	12,519	10,000	10,000

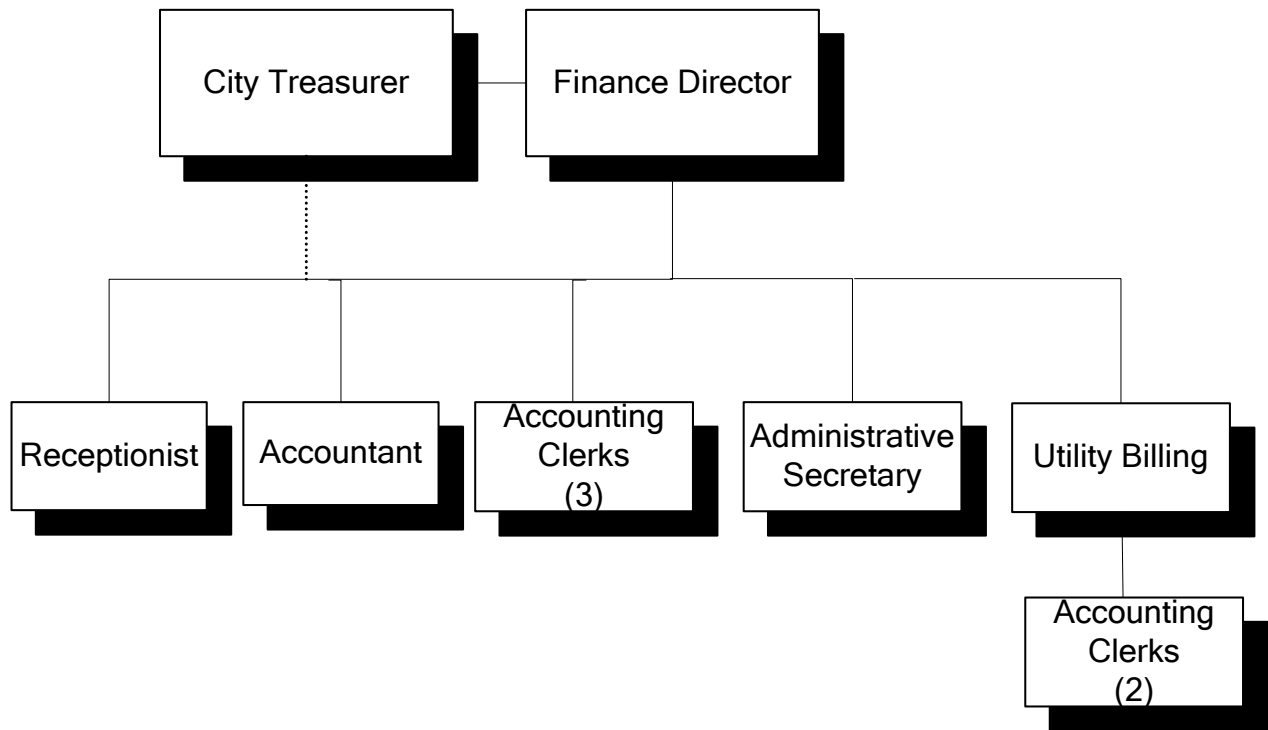
PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

* Information provided by the Williamson County Election Commission.

FINANCE DEPARTMENT

Organization Chart



FINANCE DEPARTMENT

2010-2011 Non-Routine Work Plan

The Finance Department sets forth the following as its proposed goals and objectives for the 2010-2011 fiscal year. The non-routine tasks identified herein reflect a continued emphasis on long-term planning and operational efficiencies.

1) Banking Services Contract RFP

The City of Brentwood's banking contract with Pinnacle National Bank will expire in October 2010. In mid July, the Finance Department will solicit proposals from banking institutions with offices located inside the city limits of Brentwood to provide depository and banking services to the City. A number of criteria will be used to evaluate these proposals, including aggregate total net banking service cost, interest rates offered on City accounts, ability to offer online banking services for funds transfer, wire transfers, account inquiry, stop payments and reconciliation features. In addition, the City will also require the banking institution to provide pricing for lock box services, a feature we currently use to process our utility and property tax payments as well as merchant services for acceptance of credit card and e-check payments. We anticipate thoroughly reviewing the proposals and submitting a recommendation prior to expiration of the current agreement with Pinnacle.

Target Date: September 1, 2010

2) Implementation of a Document Imaging System

In an effort to save storage space, manage and retrieve documents easier and faster, make images centrally available, and eliminate the need for many file cabinets, the Finance Department will evaluate cost effective options for an imaging solution that best meets the needs of the department. A complete document imaging system is comprised of five elements: scanning, storage, indexing, retrieval, and access. The department will evaluate the systems available and make recommendations to the City Commission on how best to move forward.

Target Date: March 31, 2011

FINANCE DEPARTMENT
2010-2011 Non-Routine Work Plan

3) **Analysis of Copier and Printer Needs**

Decisions on selection of copier services are currently decentralized within the various City departments. This department will be working with the Technology Department to analyze the current printing, copier and advanced document scanning needs for all departments to identify ways to meet those needs effectively while reducing costs. This will include a review of individual contracts for existing copiers to identify opportunities to bid multiple printing/copier services at the same time and to consolidate services across departmental lines if possible to lower overall costs to the City.

Target Date: May 30, 2011

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	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 526,441	\$ 606,663	\$ 646,160	\$ 648,768	\$ 651,770
Operating Expenditures	98,804	149,750	177,700	108,840	176,500
Capital Outlay	545	1,770	2,000	81	0
Total	<u><u>\$ 625,790</u></u>	<u><u>\$ 758,183</u></u>	<u><u>\$ 825,860</u></u>	<u><u>\$ 757,689</u></u>	<u><u>\$ 828,270</u></u>

BUDGET COMMENTS

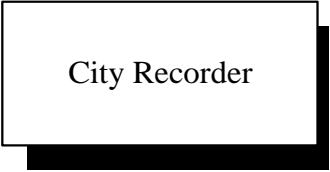
The FY 2011 budget represents a slight decrease from FY 2010 primarily due to reduced health insurance costs from adoption of the HRA program in calendar year 2010. Other Professional Services includes funding for a temporary, graduate level intern to undertake special projects for the City.

FINANCE DEPARTMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</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	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/AAA	Aaa/AAA
Percent of available funds placed in interest-bearing accounts	100%	100%	100%	100%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Business licenses issued	2,625	2,280	2,500	2,500
Invoices - AP	12,132	11,782	12,000	12,000
Invoices - AR	213	164	300	200
Vendor & payroll (ach) checks	14,161	14,195	16,000	15,000
Property tax bills processed	16,728	16,997	18,000	18,000
Total utility billings processed (includes delinquents)	129,513	121,096	125,000	125,000
Liens filed	207	231	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 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</u>
Finance Director	1	1	1	1
City Treasurer	1	1	1	1
Accountant	0	1	1	1
Accounting Clerk I & II	3	3	3	3
Administrative Secretary	1	1	1	1
Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	7	8	8	8

CITY RECORDER

Organization Chart



CITY RECORDER

2010-2011 Non-Routine Work Plan

The City Recorder proposes to undertake the following non-routine work project in the 2010-2011 fiscal year:

1) Documentation of City Recorder Activities

The office is responsible for a wide range of administrative support activities. As a one person department, the detailed knowledge, planning and execution requirements for many activities and the related policies and procedures are not widely known by others at the City. The department will undertake the detailed documentation of each program and activity - how it works, departmental responsibilities, processes, time schedules, contacts, resources, etc. This documentation will address, but is not be limited to, departmental responsibilities related to maintaining agenda management software; agenda packet preparation; recording City Commission and Planning Commission meetings and posting those meetings on the city's website; implementing records retention schedule; maintaining ordinances, resolutions and minutes as permanent records; organizing various city meetings and work sessions; administrative assistance to City Manager and City Commission; update city news on Cable Channel 19; compile and coordinate the electronic distribution of monthly department reports to the City Commission and maintaining the volunteer board data base.

Target Date: May 31, 2011

2) Implementation of Social Media Program for Administration

The City is currently utilizing the services of a team of local government professionals to study the various social media options (Facebook, Twitter, Nixle, etc.) available to the City for improving direct communications with citizens. A report and recommended implementation plan with policies will be available prior to July 1, 2010. If the City Commission agrees to move forward with implementation of a social media communication program, it is likely that certain departments (Police, Fire, Parks, Library) will have their own page and/or account to maintain and update. For the smaller departments, there may be a more general "City of Brentwood" page or account. Under this scenario, the smaller departments would still be responsible for posting most items, but there will be a need for centralized coordination and oversight. As envisioned, the City Recorder would assume responsibility for this oversight such as monitoring what is being posted by the departments, insuring that important news items are posted in a timely manner, and identifying additional opportunities to utilize social media applications to communicate with Brentwood residents.

Target Date: September 30, 2010 (for social media plan implementation)

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	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 84,413	\$ 86,154	\$ 87,385	\$ 86,328	\$ 88,940
Operating Expenditures	19,634	15,803	26,950	22,748	23,950
Capital Outlay	0	0	0	0	0
Total	<u>\$ 104,047</u>	<u>\$ 101,957</u>	<u>\$ 114,335</u>	<u>\$ 109,076</u>	<u>\$ 112,890</u>

BUDGET COMMENTS

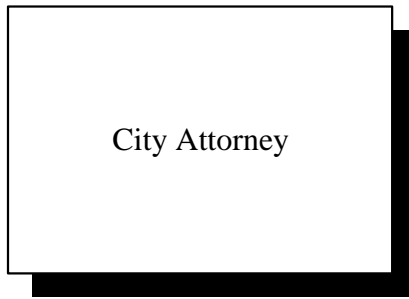
This activity provides funding for City Recorder position and the cost of legal notices, periodic updates to the municipal code, and the maintenance agreement for the City's automated agenda management system. The FY 2011 budget shows a slight decrease from FY 2010 due to reduced health insurance costs and in other professional services due to projected lower cost.

CITY RECORDER

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Number/Percentage of agenda packets delivered to Commissioners six days prior to meeting	23/100%	23/100%	24/100%	24/100%
Number/Percentage of Commission meeting agendas published in newspaper prior to meeting	23/100%	23/100%	24/100%	24/100%
Number/Percentage of public hearing notices published within legal deadlines	25/100%	25/100%	25/100%	24/100%
Number of official records scanned into document imaging system (ordinances, resolutions and Board of Commissioners minutes)	130	114	135	130
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Board of Commissioners Agenda Packets Assembled	23	23	23	24
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</u>
City Recorder	1	1	1	1

LEGAL SERVICES DEPARTMENT

Organization Chart



LEGAL SERVICES

2010-2011 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 2010-2011 fiscal year. Some of these projects have carried over from the previous fiscal year.

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

Right-of-way and easement acquisitions will continue to be carried out in conjunction with roadway improvements to Concord Road from Edmondson Pike eastward. With the Concord Road project, the City has undertaken the largest acquisition of right-of-way for a single project in the City's history. Right-of-way and easement acquisition for the project has been underway since FY 2008, with more than 80 parcels affected. A few smaller projects may also necessitate acquisition of property rights during FY 2011. 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. These acquisitions involve coordination of effort among numerous parties, including 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) Bid Protest Policy

Current City purchasing policies provide bid procedures that are used by City departments for purchases over certain dollar amounts (unless exemptions apply.) The policies do not include provisions describing how the City handles protests asserted by vendors whose bids are not selected. In order to minimize the risk of legal challenges resulting from dissatisfied bidders, a bid protest policy will be drafted. The policy will describe steps to be followed to register a protest, and measures to be taken by the City in response. While the City strives to identify the best bids received, a vendor who disagrees with a staff recommendation should have the opportunity to make their case. After the bid protest period has passed, the vendor would have no further opportunity to challenge the purchasing decision.

Target Date: August 31, 2010

LEGAL SERVICES

2010-2011 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: October 31, 2010

4) 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: December 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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 177,518	\$ 172,622	\$ 171,000	\$ 169,537	\$ 173,315
Operating Expenditures	24,342	27,341	63,500	18,043	31,500
Capital Outlay	598	0	0	0	0
Total	<u>\$ 202,458</u>	<u>\$ 199,963</u>	<u>\$ 234,500</u>	<u>\$ 187,580</u>	<u>\$ 204,815</u>

BUDGET COMMENTS

The FY 2011 budget reflects a \$5,000 reduction in Special Legal Services due to historic and projected future need in the upcoming year. Funding for Government Relations Services (\$25,000) has been eliminated in FY 2011 due to a lack of targeted need for special assistance at the Tennessee General Assembly & departments of State government in the past few years.

LEGAL SERVICES

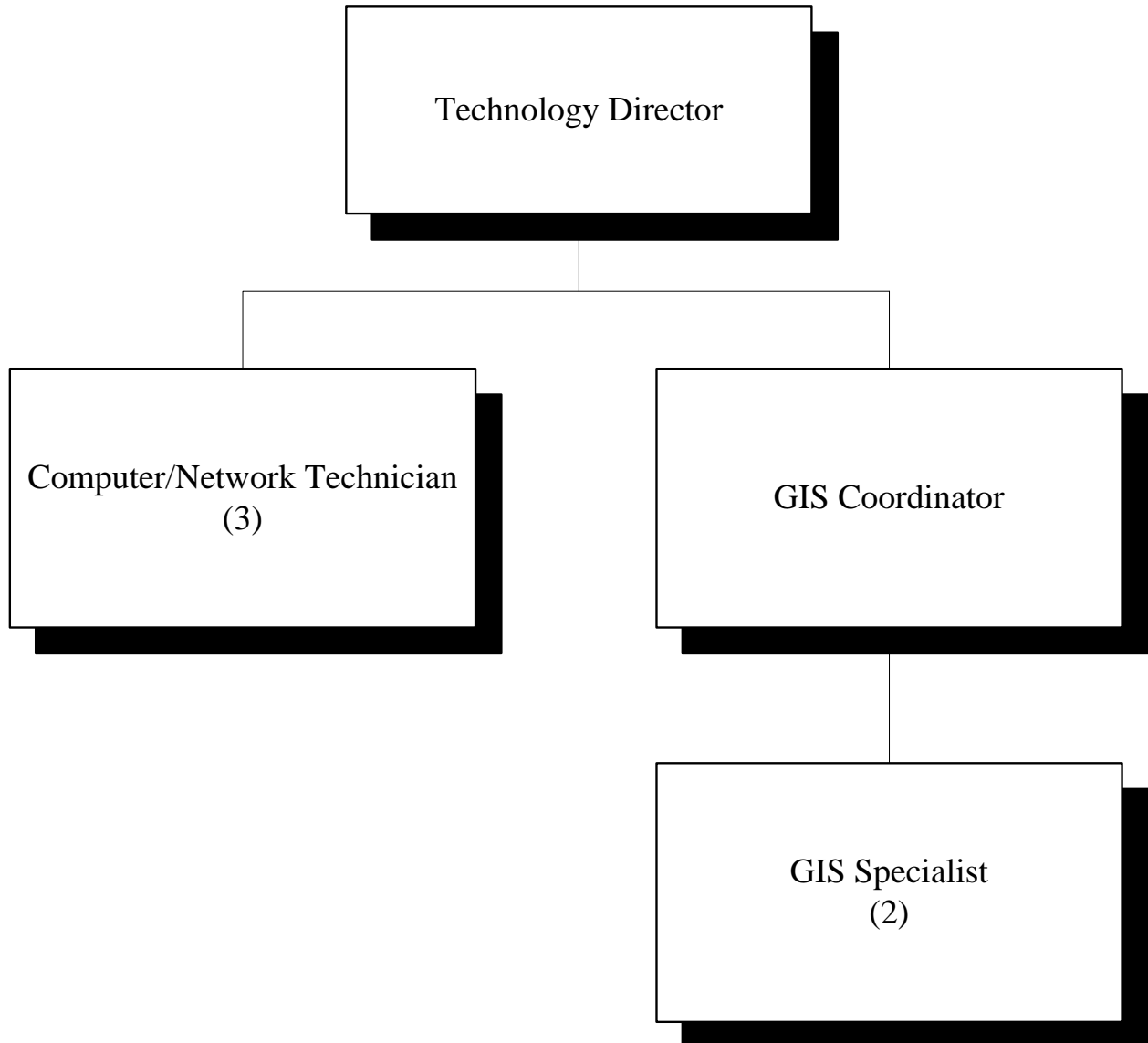
<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2008</u>	<u>Actual CY 2009</u>	<u>Target CY 2010</u>	<u>Target CY 2011</u>
Percentage of Commission agenda items prepared or reviewed at least five days prior to meeting	23/100%	23/100%	23/100%	23/100%

<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2008</u>	<u>Actual CY 2009</u>	<u>Target CY 2010</u>	<u>Target CY 2011</u>
Ordinances drafted/edited/reviewed	22	13	20	16
Resolutions drafted/edited/reviewed	78	115	85	85
Contracts drafted/edited/reviewed	48	72	55	60
Legal opinions and memorandums	28	18	20	20
Pending condemnations	2	9	15	10
Pending lawsuits other than condemnations	6	5	5	4
Ordinance violations prosecuted	3	2	3	3
Appeals boards/Planning				
Commission appearances	4	7	4	5
Attorney-client meetings	8	3	6	4

<u>PERSONNEL</u>	<u>Actual FY 2008</u>	<u>Actual FY 2008</u>	<u>Budget FY 2010</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

2010-2011 Non-Routine Work Plan

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

1) **Continue and Expand GIS User Training**

GIS staff will initiate a training program to help City employees expand their current knowledge on the available GIS features and how to use them effectively. This will include group type training plus expansion of our self paced training program for employees using individual computers. This type of training allows the GIS users the ability to focus on specific features of the GIS software that will be most beneficial to them and can be completed at any time during the fiscal year.

Target Date: October 31, 2010 (initiation of training program)

2) **Overseeing the Electronic Features within the Emergency Communications Center Expansion Project**

The Department will coordinate the development of minimum specifications, evaluation of proposals or bids, recommend vendors, and oversee the installation of electronic equipment associated with physical upgrades to and expansion of the Emergency Communications Center. Upgrades will include new radio consoles, a new 911 telephone switch, an uninterrupted power supply (UPS) for the operations, a larger generator to serve the building, and relocation of servers at various locations in the Municipal Center to a new data center adjacent to the Technology Department offices.

Target Date: November 30, 2010 (for completion of all improvements)

3) **Public Safety Radio System Enhancements**

The single most important feature of any public safety radio is to ensure that a transmission by an officer is successful the first time and every time. The existing radio system was installed two years ago and needs some minor coverage enhancements to address several “dead zones” for portable radio communications inside the city limits. The enhancement will include the installation of remote receivers and transmitters for the three (3) primary public safety channels on a tower in Franklin owned by Williamson County near the jail on Century Court. This third site will also add redundancy to our system if we were to lose one of our existing towers in Brentwood Hills or Nolensville.

Target Date: November 30, 2010

TECHNOLOGY DEPARTMENT

2010-2011 Non-Routine Work Plan

4) Narrow Banding for all 2 way Radio Equipment

Just as TV is switching to digital, so is two-way radio. Digital technology is more efficient than analog, meaning more information can be transmitted in a given bandwidth. Historically, commercial two-way radio used 25 kHz wide channels for a single voice path. Since only a fixed amount of radio frequency spectrum is available for two-way radio applications, and as the number of users has increased over the years, the availability of spectrum has decreased. Accordingly, the FCC has mandated all business and public safety radio users transition from 25 kHz channel spacing to at least 12.5 kHz wide channels. To remedy the situation and comply with new FCC standards, the Department will develop a plan and oversee the reprogramming of each department's handheld and mobile radios. This will be a coordinated effort with the surrounding public safety departments in Williamson County.

Target Date: December 31, 2010

5) Document the entire GIS system

The Geographic Information System activity has grown rapidly since its formal establishment in August 2006. During this period, the GIS staff had no time to document the entire back end of the system. In case of a city-wide computer network failure, this documentation will help existing and future staff in getting the GIS back on-line in the least amount of time. This documentation will also provide a blueprint for future staff showing the steps it took to start the GIS and how to maintain the GIS system. With the slowdown in new development, the GIS staff will have time document better how the system was started and what software is being used along with detailed information concerning software installation and configuration.

Target Date: December 31, 2010 (completion of core documentation)

6) Replacement of Non-Public Safety Radio System

The Technology staff will be working with our Radio System vendor to design, build and implement a new radio system to serve all non-public safety users (Public Works, Parks, Water/Sewer, GIS, Technology and Codes Departments). The current radio system does not provide adequate coverage and lacks the channel capacity for multi users and functionality to be able to work with public safety personnel during a severe emergency. The new system will provide for additional repeaters to be located on a tower near East Brentwood to enhance radio coverage throughout the city and down to the County

TECHNOLOGY DEPARTMENT

2010-2011 Non-Routine Work Plan

landfill. It will also include features that will allow for quick identification of the location of the units on a map similar to the public safety radio system.

Target Date: February 28, 2011 (full implementation of the system)

7) Integration of Asset Management with GIS

The GIS system has many city owned assets (manholes, water valves, cross connection devices etc.) mapped and located along with some additional attributes and records. GIS systems are not limited in what can and cannot be located and entered into the databases. However, GIS systems can be overloaded with information that may not needed by every user each time. Establishing separate maintenance databases for all of these assets will be a better way long term to manage assets and infrastructure. Beginning in FY 2011, the GIS staff will start the integration of a customized asset management system that is more flexible and meets the needs of the City better.

Target Date: April 30, 2011

8) Analysis of Copier and Printing Needs

Decisions on copier services are currently decentralized within the various departments. Technology staff will be working with the Finance Department to analyze the current printing, copier and advanced document scanning needs of all departments to identify ways to meet their needs while reducing costs. This will include a review of individual contracts for existing copiers to identify opportunities to bid multiple printing/copier services at the same time and to consolidate services across departmental lines if possible to lower overall costs to the City.

Target Date: May 30, 2011

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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 377,891	\$ 389,209	\$ 404,130	\$ 398,441	\$ 407,905
Operating Expenditures	78,627	106,591	122,500	87,934	96,350
Capital Outlay	257,360	332,558	321,500	324,062	371,000
Total	\$ 713,878	\$ 828,358	\$ 848,130	\$ 810,437	\$ 875,255

BUDGET COMMENTS

The FY 2011 budget provides for a \$40,000 increase in the annual contribution to the Equipment Replacement Fund in accordance with the 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.

Direct computer related expenditures include \$13,000 for software enhancements including additional access licenses for the City's network monitoring system. The hardware component includes \$25,000 for a network radius server (\$9,000) and \$16,000 to equip all city building with secure wireless access capabilities. Funding for Internet service (\$43,000) has declined by \$7,000 from FY 2010 based on the new service provider contract.

TECHNOLOGY

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Percent equipment repair/replace within 1 working day	98%	97%	95%	96%
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%	100%	99%	99%
Percent of new users coordinated within 2 weeks	100%	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Number of service calls	10,628	11,000	12,480	13,000
Number of Computers (city-wide)	407	422	420	450

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 240,726	\$ 245,210	\$ 244,895	\$ 233,258	\$ 242,095
Operating Expenditures	15,188	31,881	50,970	32,344	40,170
Capital Outlay	24,544	9,702	5,000	3,900	0
Total	\$ 280,458	\$ 286,793	\$ 300,865	\$ 269,502	\$ 282,265

BUDGET COMMENTS

With the majority of the GIS backbone in place, the emphasis will shift in coming years to increased utilization of the system by field staff and expansion of the system to provide more asset management capabilities to include maintenance records, work order history, etc. To support this effort, the FY 2011 budget includes funding for the third year of a 3 year licensing agreement with ESRI, the primary GIS software company, for unlimited City use and licenses for most standard GIS software modules, including annual maintenance and upgrades.

The overall FY 2011 budget reflects a decrease from FY 2010. This is primarily due to reallocating \$10,000 of the annual ESRI licensing fee noted above to the Emergency Communications District for their use of the GIS system as well as savings in health insurance due to adoption of the HRA program in calendar year 2010.

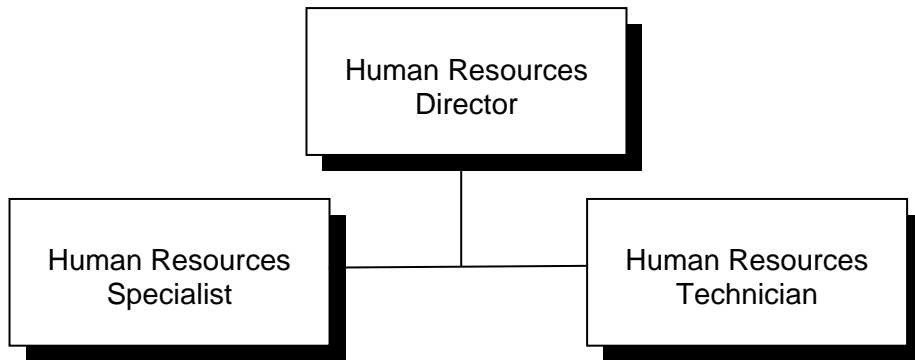
With a major portion of the GIS activity dedicated to services for the Water and Sewer Department, a GIS Service Fee of \$138,000 is charged annually to the department and is recorded as a revenue to the General Fund under line item 110-36255.

GEOGRAPHIC INFORMATION SYSTEMS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Percent map requests are performed within 2 working days	98%	99%	98%	98%
Percent digital data requests are performed within 1 working day	98%	98%	98%	98%
Percent of online mapping up-time	99%	100%	99%	99%
Percent of GIS data updated within 3 days of change	99%	100%	99%	99%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Percent of items collected (GPS)	25%	90%	85%	92%
Number of GIS users	12	27	24	33
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</u>
GIS Coordinator	1	1	1	1
GIS Specialist	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Total	3	3	3	3

HUMAN RESOURCES DEPARTMENT

Organizational Chart



HUMAN RESOURCES DEPARTMENT

2010-2011 Non-Routine Work Plan

The Human Resources Department proposes to undertake the following non-routine work projects for the 2010-2011 fiscal year.

1) Evaluate Effectiveness of New HRA Health Insurance Program

In Fiscal Year 2010, the department undertook a non-routine work project to analyze the rapidly rising employee healthcare expense and recommend cost-containment strategies that maintain a high-quality, competitive healthcare benefit. This resulted in the approval and implementation of a high-deductible medical plan coupled with a City funded Health Reimbursement Plan (HRA). Implementation of the plan is projected to generate significant annual cost savings to the City (\$200,000) from the projected cost had we remained under the old program while continuing to provide excellent healthcare benefits to our employees and their families. .

In FY 2011, the department will analyze the actual effectiveness of the changes made to the insurance plan for calendar year 2010 and determine if additional changes are needed to hold projected future rate increases below 5%.

In addition, a related component of this review will be to determine the short and long term implications of the Patient Protection and Affordability Act recently passed by Congress on City sponsored benefit plans to ensure compliance with the various effective dates for mandated changes by the Federal government.

Target Date: October 1, 2010

2) Develop a City of Brentwood Employee Facebook page.

In this information age of high-speed electronic communications, many employees have established email accounts on the City's server and/or use the Internet as their primary means of communication and information exchange regarding city related issues. However, there are still many "field" employees who do not have work computers and City e-mail accounts but have personal e-mail accounts at home. To stay informed, these employees must rely on more traditional forms of communication at work like "snail-mail", telephone, bulletin boards postings, meetings, etc. Almost all employees have cellular telephones that are capable of sending and receiving text messages.

The establishment of an employee Facebook page would provide an additional mechanism to connect and communicate personnel and payroll matters with all employees, especially those field employees. Facebook postings or communications can be sent to employees mobile telephones almost immediately. The Facebook page would be designed for internal use only and would allow for two-way communications with the Human Resources Department. This would provide a mechanism for employees to ask questions and receive information on work related topics almost immediately from any location.

Target Date: February 28, 2011

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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 219,910	\$ 236,262	\$ 241,640	\$ 241,329	\$ 243,345
Operating Expenditures	98,345	118,455	116,630	86,006	103,535
Capital Outlay	499	2,733	1,000	0	0
Total	\$ 318,754	\$ 357,450	\$ 359,270	\$ 327,335	\$ 346,880

BUDGET COMMENTS

The decrease in the FY 2011 budget is primarily in Other Professional Services due to a change in the provider of the Employee Assistance Program and the bi-annual timing for special actuary services for the enhanced public safety retirement benefit program. The bi-annual actuarial study of the post employment benefits program as required by GASB will occur in FY 2011 and is funded within the Post Employment Benefits Fund. This activity also funds the 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 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Percent positions filled within 60 days	100%	100%	100%	100%
Targeted time to fill senior management positions	NA	NA	120 days	120 days
Targeted time to fill professional positions	60 days	NA	60 days	60 days
Targeted time to fill clerical positions	35 days	35 days	35 days	35 days
Targeted time to fill labor positions	35 days	28 days	35 days	35 days
Number and percent of employees hired who complete probationary period	20/100%	23/100%	30/85%	30/85%
Number and percent of internal promotions	2/10%	1/4%	2/10%	2/10%
Employee turnover rate (incl. PT)	10%	11%	10%	10%
Employee turnover rate (FT only)	6%	6%	7%	7%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Positions filled (incl. internal)	42	32	35	35
Applications received	791	785	900	900
Applicants tested/interviewed	163	120	175	175
Terminations/separations (incl. PT)	36	32	30	30
Grievances/hearing/lawsuits	0	0	2	2
Dental claims processed	623	606	650	650

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</u>
Human Resources Director	1	1	1	1
HR/Payroll Specialist	1	1	1	1
Human Resources Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	3	3	3	3

COMMUNITY RELATIONS DEPARTMENT

Organization Chart



Community Relations
Director

A rectangular box with a black border containing the text "Community Relations Director". The box is positioned in the center of the page. To the right of the box, there is a thick black vertical bar. Below the box, there is a thick black horizontal bar.

Community Relations Department 2010-2011 Non-Routine Work Plan

The Community Relations Department proposes the following as its goals and objectives for the non-routine work plan for the 2010-2011 fiscal year:

1) Social Media

In the past several years, the use of Social Media or Web 2.0 (Face book, Twitter, Nixle, etc) by individuals as well as governments has grown significantly. With the community relying more and more on electronic information to obtain day-to-day news and information, this department has been investigating the feasibility of using appropriate social media tools to provide timely, pertinent City government information with the citizens. While social media affords new opportunities to reach thousands of citizens more effectively, there are potential challenges that are unique for governments. This department has been working with the Technology Department and the Assistant City Manager to research different social media applications, how they relate to Municipal operations, and the appropriate policies needed. To assist in the research and the development of policies and procedures, the City has also partnered with an ICMA Consulting Assistance team. They are expected to identify effective uses of social media in local governments across the country and provide recommendations on development and policy oversight of the social media program. The staff will be brining recommendations to the City Commission on how best to move forward with a social media program. If approved, the City departments will move forward with development and implementation of the social media program under the approved policies and procedures.

Target Date: December 31, 2010 (substantial implementation of program)

2) Business/Community Website

With the implementation of Brentwood's new business/community website, *Explore Brentwood*, the City has reached the initial goal of creating a website to promote businesses having a physical presence within the Brentwood city limits. The website provides newcomers and residents via the computer an informative, interesting, user-friendly search tool for locating businesses and service providers in Brentwood. In FY 2011, the department will oversee the on-going expansion and content development of the *Explore Brentwood* website to ensure that the site continues to improve in quality of content, photography, video production, and development of new features. This includes monitoring use of the website and working with the web page contractor to improve, expand and promote use of the site to better meet the needs and desires of Brentwood businesses in reaching more visitors and residents.

Target Date: January 31, 2011 (first assessment report on overall effectiveness of service)

**Community Relations Department
2010-2011 Non-Routine Work Plan**

3) Documentation of Community Relations Department Activities

The department undertakes a wide range of activities each year. They generally cover planning, organizing and implementing various public relations activities to increase awareness of City projects, programs, services and policies, and to promote citizen participation and volunteerism in Brentwood City government. As a one person department, the detailed knowledge, planning and execution requirements for many activities and the related policies and procedures are not widely known by others at the City. The department will undertake the detailed documentation of each program and activity - how it works, departmental responsibilities, processes, time schedules, contacts, resources, etc. This documentation will address, but is not be limited to, departmental responsibilities related to volunteer board activities; creation and publication of the bi-annual newsletter; City and business websites; Cable Channel 19; Summer concert selection, contracts and promotion; Fourth of July fireworks; supervision/ maintenance of historic buildings, Cool Springs House including guidelines & policies; Boiling Spring Academy education programs and policies for the historic area; Town Center & I-65 interchange landscaping/maintenance; periodic purchase and installation of seasonal banners and Christmas decorations; fundraising; creation and publication of school activity books, City brochures and City maps; etc.

Target Date: May 31, 2011

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	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>
Personnel Services	\$ 111,055	\$ 112,770	\$ 113,475	\$ 110,383	\$ 114,550
Operating Expenditures	125,393	134,580	154,200	114,399	151,850
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u><u>\$ 236,448</u></u>	<u><u>\$ 247,350</u></u>	<u><u>\$ 267,675</u></u>	<u><u>\$ 224,782</u></u>	<u><u>\$ 266,400</u></u>

BUDGET COMMENTS

This activity provides funding for 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 2011 budget is down slightly from the previous year. Additional funding is provided under Other Professional Services to cover the annual maintenance costs (\$10,000) associated with the new Explore Brentwood website. Continued funding is provided for the preparation, printing and mailing of the semi-annual newsletter (\$13,500). Special events such as the concert series at the Eddy Arnold amphitheater and the July 4th celebration are budgeted at \$50,000. Grounds maintenance at the various gateway entrances and other landscaped areas is funded at \$43,000 annually.

COMMUNITY RELATIONS

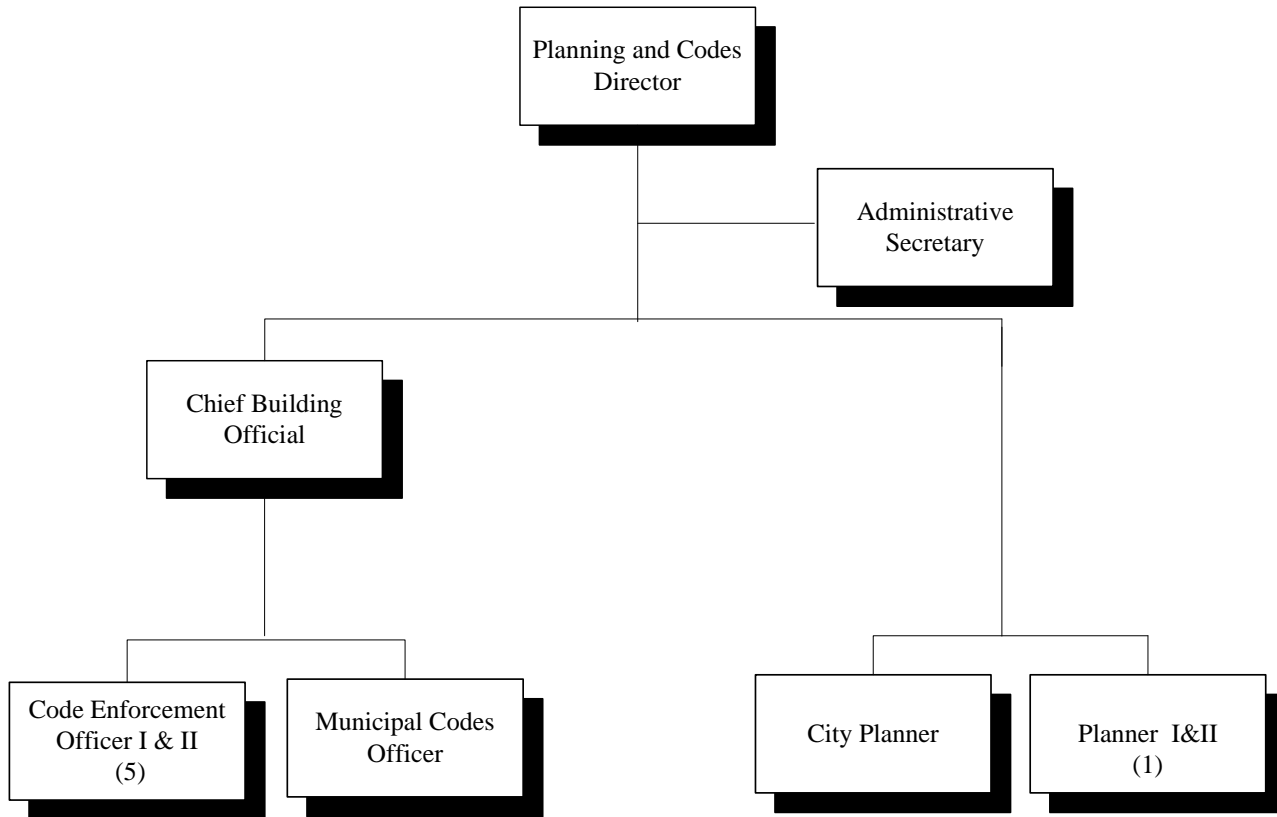
<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Percent of community newsletters and city brochures published and mailed on time	96%	96%	96%	96%
Percent of board/committee regular meetings attended	99%	99%	99%	99%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
City-wide special events	18	16	15	14
City wide newsletter (April/October)	2	2	2	2
City calendar (January - December)	12	12	12	12
Volunteer committees	20	20	21	20
Volunteer participants	2,100	2,000	2,200	2,100
Student programs	5	5	5	5
Student participants	1,000	1,100	1,200	1,100
Community information pamphlets	14	13	12	11
New resident packets distributed	870	600	600	500
Telephone calls	3,000	2,800	2,900	2,600

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</u>
Community Relations Director	1	1	1	1

PLANNING AND CODES DEPARTMENT

Organization Chart



Planning and Codes Department 2010-2011 Non-Routine Work Plan

The Planning and Codes Department proposes to undertake the following projects in the 2010-2011 fiscal year:

1) Review/ Update Technical and Development Standards in the C-4 Town Center District

Location – The current C-4 Town Center District code is geared primarily to the areas of the City that were developed prior to incorporation. Redevelopment had been very difficult because of the numerous small parcels with as many as 37 property owners to coordinate development efforts. There are nearby areas zoned commercial that might be suitable for C-4 mixed use development which could help “jump start” the creation of a traditional downtown area for Brentwood where residents could live, work and shop without using a vehicle every time. The department will review and make zoning amendment recommendations for consideration by the City Commission.

Residential Development - The trend for new urban residential development is for the housing to be integrated within a mixed land use environment but not necessarily include or require retail or office development exclusively on the first floor. Changes to the technical and development standards within the C-4 zoning district will be required to permit residential development on the ground floor of the building. The department will review the current standards for residential development and provide recommendations that meet the intent of the C-4 District but provide more flexibility in design and development.

Sign Design - The department will review the sign requirements included within the C-4 District of the zoning ordinance and the main sign ordinance and prepared recommendations for amendments to the zoning ordinance to insure the C-4 standards are in line with recent Planning Commission direction. For instance, the Planning Commission recently approved signage within the C-4 District that includes non-backlit signage washed with exterior lighting. Standards will be developed for the signs, including acceptable materials and the style of lighting fixtures used for illumination. While this type of signage is referenced in the Pattern Book, there is no specific requirement or standard in the zoning ordinance.

Target Date: August 31, 2010

2) Improve the Verification Process for Escrow Accounts Held by Private Subdivisions

The department, in cooperation with the Engineering and Finance staff, will review the current process and institute changes as needed to create a closed loop system for improved documentation and verification of required escrow accounts for future road maintenance in private, gated subdivisions. The process will include an outside verification component plus communication to each homeowner of the requirements and expectations so they are aware fully of the requirements and can hold their HOA Boards accountable for compliance. Affected subdivisions include the Governors Club, Hampton Reserve, Windstone, Sheridan Park, Elmbrooke (future), and Lookout Ridge.

Target Date: October 31, 2010

Planning and Codes Department
2010-2011 Non-Routine Work Plan

3) Review Applicable Zoning Ordinance Wording Regarding Churches

Historically, the zoning ordinance has used the word “Church” as the general reference for all religious institutions within a community. With the diversity of religious practices in the United States today, it is appropriate to review the current ordinance and prepare recommendations that would standardize the technical wording to say “religious institution.” The staff will work with the Legal Department to undertake this comprehensive word search of the code which is referenced in numerous articles and sections throughout the zoning ordinance.

Target Date: October 31, 2010

4) 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: December 31, 2010

5) Minimum Requirements in the Sign Ordinance for Residential Street Name Signs

There are several federal and state mandates in the near future regarding minimum MUTCD standards for the design and use of highly reflective materials on street information and warning sign including street name signs. Signs will be required to be designed, constructed and installed to be much more visible to the public, particularly at night and for emergency response. The Public Works Department is currently working to meet a January 2012 deadline to establish and implement a sign management system. The compliance date for regulatory, warning and ground mounted guide signs is January 2015, while overhead and street name signs is January 2018.

It is anticipated that several new sections will be required in the Sign Ordinance to address the minimum levels of retro-reflectivity and other standards mentioned above. Most affected will be privately maintained street name signs used and installed by many subdivisions. Such signs will be required by the year 2018 to have minimum reflectivity standards and letter sizing. Rather than waiting until 2018 to warn subdivisions of this requirement, it would be best to provide adequate advance notice of the new standard so they can plan for and transition in a more systematic manner. Traditional City street name signs will likewise have to meet the minimum visibility standards. The department will work with multiple City departments to formulate recommended code amendments that meet the new safety requirements while causing the least impact to subdivisions with privately maintained street name signs.

Target Date: May 31, 2011

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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 370,740	\$ 392,928	\$ 398,085	\$ 346,189	\$ 277,060
Operating Expenditures	85,876	67,041	81,350	29,839	76,050
Capital Outlay	2,915	0	1,410	25773	0
Total	\$ 459,531	\$ 459,969	\$ 480,845	\$ 401,801	\$ 353,110

BUDGET COMMENTS

The significant reduction in the FY 2011 budget is the result of elimination of a vacant planner position due to the slowdown in development activity in the City. In addition, less funding is needed for outside technical assistance on complex development projects due to the economic slowdown.

PLANNING

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</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	10%	100%	75%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Planning Commission Cases	138	120	130	100
Board of Zoning Appeals Cases Reviewed	17	26	26	17
Administrative Home Occupations	150	136	131	150
Flood Insurance/Zoning Determinations	58	54	51	51
Special Event/Tent Permits	25	14	14	15
Planning Commission/BZA Plans Reviewed	215	160	186	120
Minor Land Use Cases/Administrative	17	14	14	15

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</u>
Planning and Codes Director	1	1	1	1
Sr. City Planner	1	1	1	0
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	3

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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 666,554	\$ 687,390	\$ 700,825	\$ 681,512	\$ 702,605
Operating Expenditures	54,177	48,282	48,100	40,431	47,700
Capital Outlay	28,297	21,654	17,180	15,258	0
Total	\$ 749,028	\$ 757,326	\$ 766,105	\$ 737,201	\$ 750,305

BUDGET COMMENTS

The decrease in FY 2011 budget is due to completion of a one-time capital investment in FY 2010 for two network servers to handle the upgraded CRW TrakIt software system. Lower health insurance costs are due to changes on dependent coverage and adoption of the HRA program in calendar year 2010.

CODES ENFORCEMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</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.	99%	99%	99%	99%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Building Permits	3,202	1,898	1,995	1,700
Building Plans Received	190	62	90	100
Building Inspections	14,000	11,858	12,060	12,000
Sign Reviews/Letters of Compliance	112	118	114	100
Sign Violations (Cited to Court)	24	0	23	15
Weed-Debris Violations	99	2	126	10
Walk-In Visitors	9,742	7,519	7,220	7,600

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

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 628,407	\$ 765,725	\$ 791,980	\$ 749,599	\$ 774,860
Operating Expenditures	125,354	33,978	45,200	37,041	41,000
Capital Outlay	0	0	0	0	0
Total	\$ 753,761	\$ 799,703	\$ 837,180	\$ 786,640	\$ 815,860

BUDGET COMMENTS

This activity initially centralizes all proposed pay adjustments for General Fund departments in FY 2011. Funding is provided for a one-time, lump sum merit payment of 1.5% to most full-time and regular part-time employees who have been employed since July 1, 2009 or earlier. This one-time payment would be made to the eligible employees on or before July 23, 2010. The total cost of \$211,290 includes associated payments for FICA and TCRS.

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.

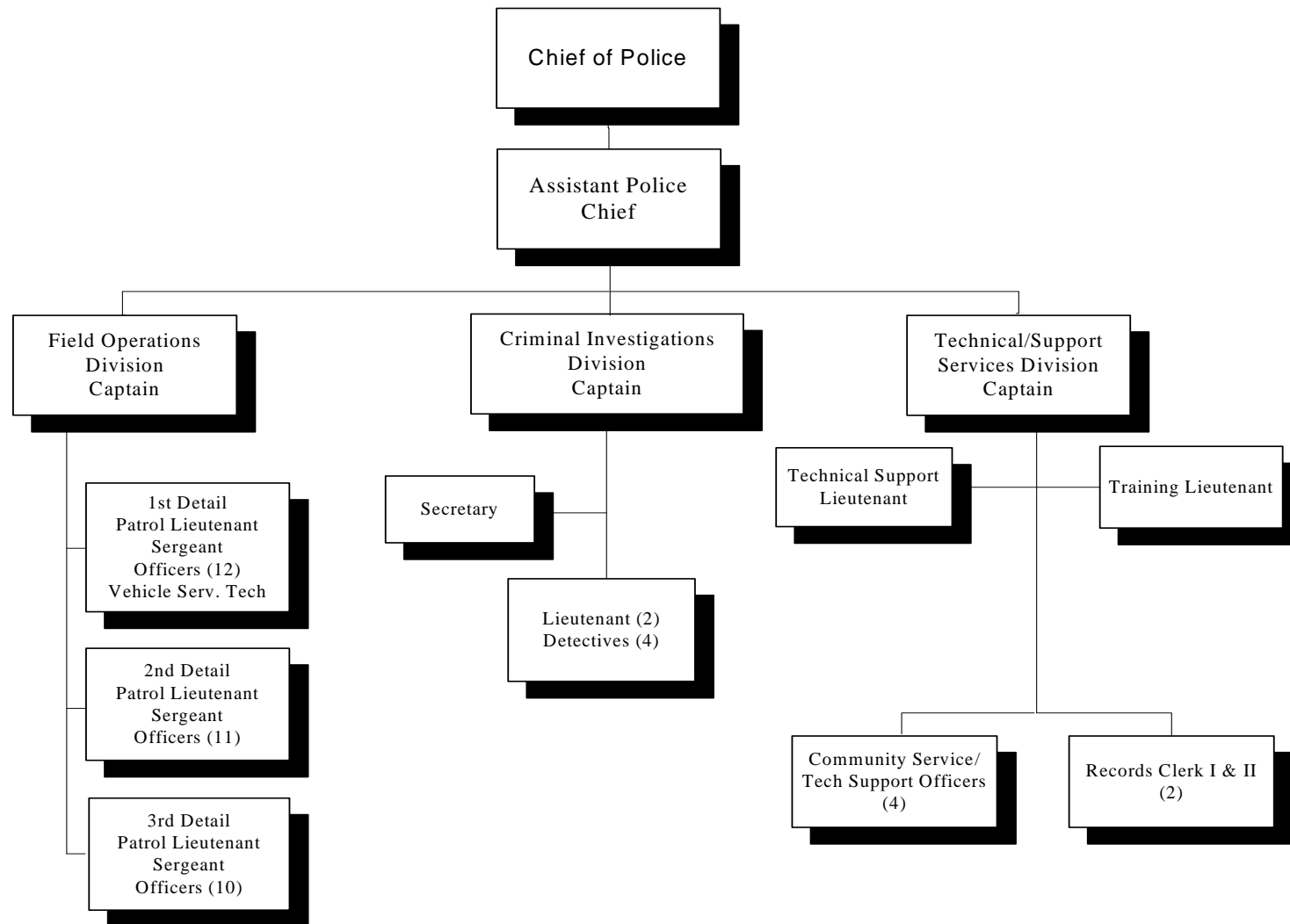
Based on review of anticipated retirements over the next 10 years, the FY 2011 budget contribution to the accumulation of reserves to cover the net additional cost of annual and sick leave payout obligations for eligible employees at retirement has been reduced by \$18,080 to \$100,000. This amount is transferred to the Post Retirement Benefits Fund and will be reallocated to General Fund departments as needed in future years to meet one-time cost obligations that cannot be funded through the annual operating budget. Other benefit programs in this activity reflect only minor adjustments. The \$25,000 allocated for retiree insurance benefits reflects the projected direct 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 2010-2011 Non-Routine Work Plan

The Police Department proposes to undertake the following non-routine work projects in the 2010-2011 fiscal year:

1) 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: August 31, 2010

2) Implement use of Solutia Account Solutions for Collection of Unpaid Traffic Fines

Presently the Police Department has a back log of unpaid traffic citations which go back a number of years. In an effort to make sure everyone pays their appropriate fines and court costs, the Police Department will explore the possibility of using a third party vendor, Solutia Account Solutions to assist in collecting these overdue fines. Solutia services are being used by many City Courts in Tennessee today. Solutia will locate and contact each of the violators who have outstanding unpaid citations and attempt to collect funds owed to the city. The violator will pay the unpaid fine to the City plus an additional \$50 fee to the vendor. The full amount of the fine collected is forwarded by the vendor to the city. Currently, no efforts have been made to collect these outstanding fines, although the offender's driver's license has been suspended by the state in most cases. Based on comparisons with fines collected by this vendor in neighboring jurisdictions, coupled with the number of outstanding unpaid citations we currently have in records, we estimate that efforts to collect these fines may generate upwards of \$50,000 in unpaid traffic fines. The department will work with the City Attorney to formulate an acceptable agreement with the third party for consideration and approval by the Board.

Target Date: September 30, 2010

**POLICE DEPARTMENT
2010-2011 Non-Routine Work Plan**

3) Implementation of an In-House Defensive Driving Course

The Police Department is investigating the requirements to implement an in-house defensive driving course to replace the existing course utilized by the City Court. Presently when violators are sentenced to defensive driving in City Court, they have the option of either taking a four hour class on-line, or a four hour course in a classroom setting in Franklin. While the City does receive a portion of the monies paid by individuals who choose to take the on-line course, we do not receive any money from those who attend the classroom course in Franklin. By implementing this in-house course, which would be taught by Police personnel, the department believes the quality of the training program curriculum will improve and be more effective and beneficial to the driver. The in-house program would also generate new revenue for the City from those offenders who were sentenced to attend such a course. Local citizens would also have the convenience of attending this course in Brentwood as opposed to having to drive to Franklin. To undertake this program in-house, there are several state requirements that must be researched and addressed before moving ahead.

Target Date: October 1, 2010 (implementation of program)

4) 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. Denali Software System is currently developing software that is compatible with our current Records Management System. When completed, 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: January 3, 2011 (implementation of tracking system)

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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 4,905,186	\$ 4,979,053	\$ 5,112,140	\$ 4,999,558	\$ 4,947,300
Operating Expenditures	520,761	642,661	618,000	571,482	634,500
Capital Outlay	390,946	417,125	356,000	370,045	390,500
Total	\$ 5,816,893	\$ 6,038,839	\$ 6,086,140	\$ 5,941,085	\$ 5,972,300

BUDGET COMMENTS

The decrease in the FY 2011 budget is due to savings resulting from the recent retirement of the Asst. Police Chief and associated internal promotions in the ranks and the elimination of funding equivalent to one police officer position which allowed for the temporary "overfilling" with exceptional recruits during periods of high turnover. In addition, 50% of a Lieutenant position has been reassigned to the Emergency Communications District to accurately reflect the time spent in supervising the activities of the Emergency Communications Center. Other significant new items include \$33,000 for new portable radios with the existing units to be reprogrammed and transferred for use by the Service Center and a \$15,000 increase in the annual contribution to the Equipment Replacement Fund. The department will replace 10 vehicles through the Equipment Replacement Fund in FY 2011. The training coordinator position has been reclassified from a Sergeant to Lieutenant rank to better reflect comparable responsibilities with no additional cost in FY 2011.

POLICE DEPARTMENT

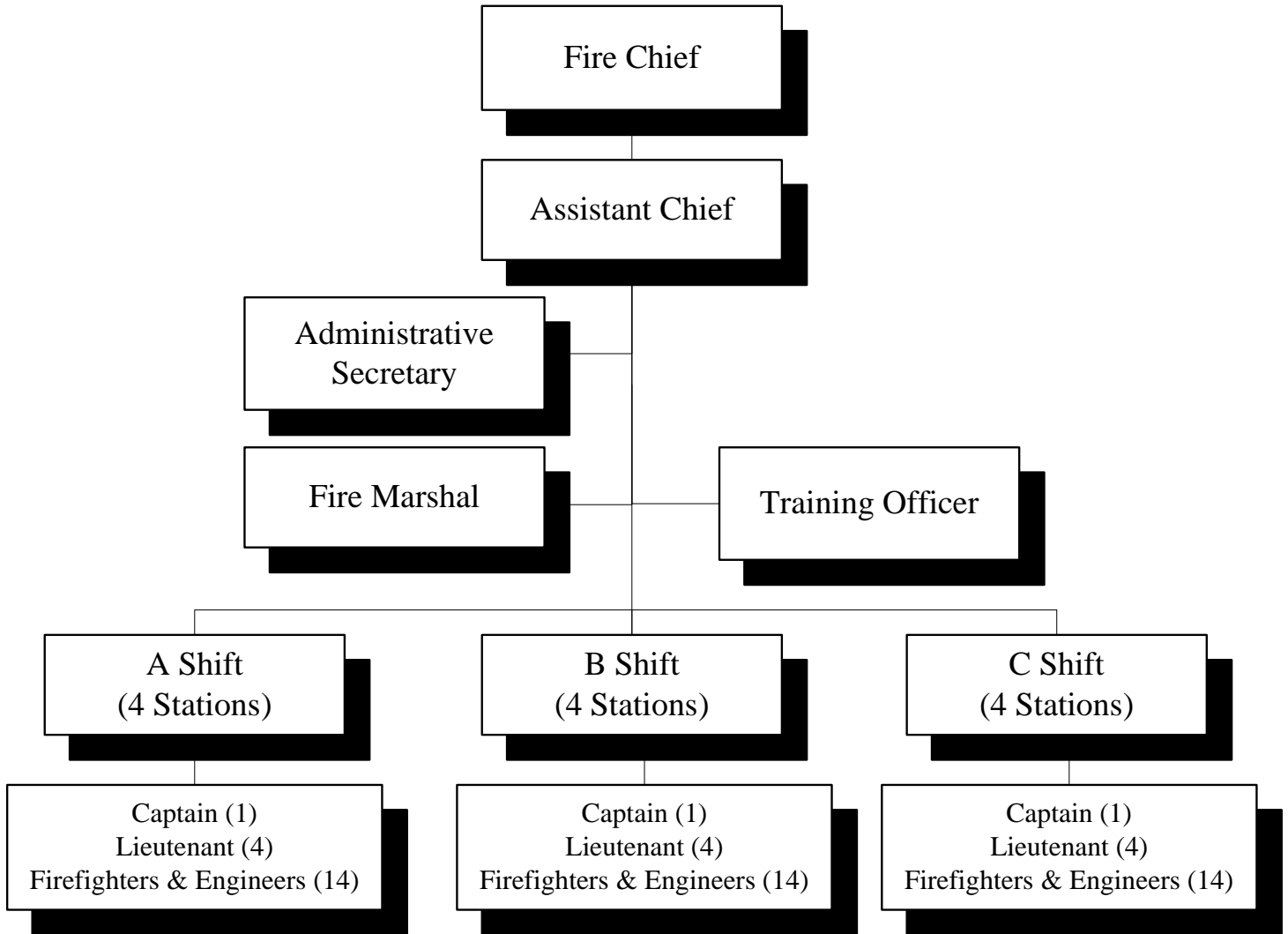
<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2008</u>	<u>Actual CY 2009</u>	<u>Target CY 2010</u>	<u>Target CY 2011</u>
Average response time per call (minutes)	5 min/28 sec	4 min/42 sec	5	5
Number and percent of personnel completing in-service training or professional development	100%	100%	100%	100%
Percent uncommitted time	50%	50%	50%	50%
Police calls rate/1,000 population	827	824	900	900
Percent compliance with applicable accreditation standards	100%	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2008</u>	<u>Actual CY 2009</u>	<u>Target CY 2010</u>	<u>Target CY 2011</u>
Serious Crimes	198	130	200	150
Traffic Accidents	732	666	825	800
Criminal Investigations Clearance Rate	62%	58%	50%	50%

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</u>
Police Chief	1	1	1	1
Assistant Police Chief	1	1	1	1
Captain	3	3	3	3
Lieutenant	6	6	6	6.5
Sergeant	4	4	4	3
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	59.5

FIRE and RESCUE DEPARTMENT

Organization Chart



FIRE AND RESCUE DEPARTMENT

2010-2011 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 2010-2011 fiscal year:

1) Oversee Construction and Delivery of New Fire Engine

Funding was provided in the FY 2010 budget for replacement of Engine Truck No.1. With the potential availability of FEMA grant money to help pay for a significant portion of the truck, we delayed the purchase of the truck until spring 2010. With the April 2010 decision by FEMA to disapprove the grant request, the purchase of the truck with City funds only will be submitted to the City Commission for consideration and approval in May 2010. Since it takes about 8 months to construct the truck, oversight of the project will extend into FY 2011. Several staff members will travel to the factory twice during construction. One trip will be for a preconstruction meeting to finalize the planned design and the second trip will be for inspection of the workmanship as the truck nears completion. Upon acceptance and delivery of the truck to Brentwood, the staff will work with the delivery technician to insure that all personnel are effectively trained on the operation of the new truck and equipment.

Target Date: December 15, 2010 (delivery and acceptance of engine)

2) Fire and Rescue Department Accreditation

In FY 2010, the department initiated Phase I of the accreditation process in preparation for a formal application for accreditation by the Commission on Fire Accreditation International (CFAI) through the Center for Public Safety Excellence (CPSE). Given the complexity of the initial process, we anticipated that full completion would take two (2) full years. Therefore, the process was divided into two phases. Below are the goals of each phase and a summary of the progress to date:

Phase I – FY2010:

- Develop a Project Work Plan and Responsibility Matrix for assigning individual areas of responsibility within the initiative.
 - The Project Work Plan and Responsibility Matrix were developed in January of 2010 and category managers were assigned. A meeting was held with all category managers in February to begin the process.
- Utilize a risk-assessment software application to calculate and document jurisdiction-specific risk.
 - The software is in place and data entry is near completion. As of mid March there were only 40-50 commercial buildings within the city that remained to be documented. Following the commercial entries, residential samplings will be included to complete the process. Completion is expected 5/1/2010.

FIRE AND RESCUE DEPARTMENT

2010-2011 Non-Routine Work Plan

- Establish Fire Demand Zones (FDZs) within the city limits for the purpose of documenting risk and evaluating response profiles.
 - This process will take place once the risk-assessment process is completed with a target date of 6/1/2010
- Implement a detailed self-assessment process using the 8th Edition of the Fire and Emergency Services Self Assessment Manual.
 - Research for the self assessment process is currently underway with a completion date goal of 7/15/2010. We are currently ahead of schedule..
- Start a time-bound strategic planning process
 - An agreement was recently approved by City Commission with the Center for Public Safety Excellence to have them facilitate a community-driven strategic planning process with the Fire & Rescue Department. This planning process will begin in April of this year and conclude by 7/1/2010.
- Extract and analyzing various forms of data to begin a resource deployment analysis for the Standard of Cover.
 - This process began in October of 2009 and continues to progress. We have encountered significant technological issues with CAD, the mobile data terminals, and software applications which have made it extremely challenging to obtain credible data. We continue to work diligently with PD Communications and IT to correct the problems we are experiencing.

Phase II – FY2011:

- Continue to work with GIS, IT, Communications, and other internal stakeholders to complete the Standards of Cover Manual.
 - Clean, confirm, and verify CAD data.
 - Complete the critical tasking process for each departmental specialty.
 - Create maps showing deployment, distribution, concentration, and historical performance of resources.
 - Develop benchmark objectives using fractile measurements to demonstrate performance based on distribution and concentration.
- Compile the data obtained through the questions in the Resource & Information Collection Guide and complete the final version of the Self-Assessment Manual.
- Create an electronic exhibit file to verify the assertions made in the Self Assessment Manual.
- Complete the strategic planning process with final document in-hand.
- Apply with the Commission on Fire Accreditation International (CFAI) for Applicant Agency status.
- Upload all documents to the Sharepoint Site (web-based sharing program) and schedule the on-site visit.

Target Dates: June 30, 2010 (Phase I)
June 30, 2011 (Phase II completed)
August 31, 2011 (Receipt of accreditation)

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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	4,807,498	\$ 5,112,045	\$ 5,296,625	\$ 5,311,079	\$ 5,301,040
Operating Expenditures	417,767	439,549	433,235	419,258	454,800
Capital Outlay	258,391	393,264	256,250	289,844	269,000
Total	\$ 5,483,656	\$ 5,944,858	\$ 5,986,110	\$ 6,020,181	\$ 6,024,840

BUDGET COMMENTS

The FY 2011 budget includes additional local funding for two firefighters hired in 2009 via a FEMA grant. Grant funding will be phased out over the next three years. The full cost of the two positions is reflected in the Fire Department budget while the offsetting grant proceeds are deposited into a General Fund revenue account (Acct. #33215 in the amount of \$62,575).

The proposed FY 2011 budget includes several format changes to better track expenses. These include separate line items for personal protective equipment previously budgeted with all other uniforms and the payment of straight time pay paid to firefighters for extra hours worked before overtime pay is required. Other significant items include an increase in other professional services for the fire accreditation process (\$14,000) and \$5,000 for specialized technology assistance as may be needed throughout the year.

In FY 2009, \$40,000 in savings from the department's budget was transferred to the Equipment Replacement Fund for the anticipated replacement of the shift commander's vehicle. Because of the timing of various equipment purchases, the shift commander vehicle as well as a pick up truck (\$59,000 total) will be purchased directly from the department budget in FY 2011. In order to recover the extra funding transferred to the Equipment Replacement Fund in FY 2009, the department's FY 2011 rental payment has been reduced. In addition, Engine 1 will be replaced at an estimated cost of \$520,000 through the Equipment Replacement Fund.

FIRE AND RESCUE DEPARTMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Average response time (in minutes)	5 min. 20 sec.	5 min. 57 sec.	5 min. 30 sec.	5 min. 30 sec.
Property loss	\$2,114,250	\$3,050,051	\$3,500,000	\$3,500,000
Property saved	\$14,269,400	\$33,548,561	\$20,000,000	\$20,000,000
People reached with public education programs	13,995	15,010	15,500	15,500
Percentage of inspections completed for eligible buildings	100%	99%	100%	100%
Percentage of Officers with State Fire Officer certification	94%	100%	100%	100%
Percentage of Firefighters with State Certification	100%	100%	100%	100%
Percentage of Firefighters/Officers receiving state in-service training	93%	89%	95%	90%
Percent of hydrants flushed per year	100%	100%	100%	100%
Percentage of Firefighters/Officers State certified as EMT or higher	92%	92%	93%	93%
Percentage of on-shift Fire Officers with State Inspector Certification	100%	100%	100%	100%
Percentage of new addresses assigned within 5 days	100%	100%	100%	100%
Percentage of Fire code Violations cleared in 90 days	93%	87%	90%	90%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Total calls for service	2,441	2,455	2,550	2,500
Commercial inspections	482	486	500	500
Follow-up Inspections conducted	620	646	600	600
Fire prevention programs	210	221	200	200
Hydrants maintained (Twice Annually)	2,200	2,326	2,325	2,340
Open burning permits	112	93	75	100
Blasting permits	11	5	10	10
Fire drills conducted	12	13	15	15
Plan Reviews	245	218	225	225
Acceptance tests, site visits, investigation of code related citizen complaints, incident follow-ups	243	289	200	225

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</u>
Fire Chief	1	1	1	1
Assistant Fire Chief	1	1	1	1
Fire Training Officer	1	1	1	1
Fire Marshal	1	1	1	1
Captain	3	3	3	3
Lieutenant	9	9	12	12
Firefighter & Fire Engineer/Driver	42	45	42	42
Administrative Secretary	1	1	1	1
Total	59	62	62	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	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$0	\$0	\$0	\$0	\$0
Operating Expenditures	57,526	58,081	62,320	81,040	70,370
Capital Outlay	0	1,461	500	60	0
Total	\$ 57,526	\$ 59,542	\$ 62,820	\$ 81,100	\$ 70,370

BUDGET COMMENTS

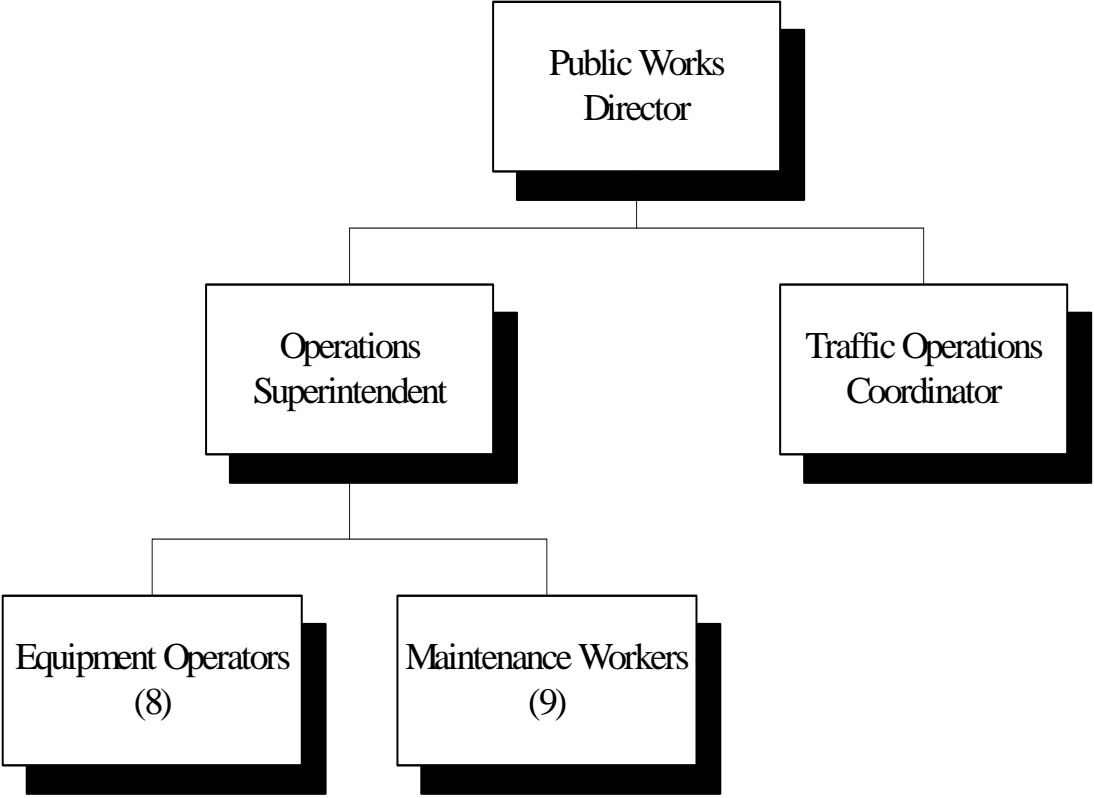
This budget provides for utilities, grounds and building maintenance of the facility. The FY 2011 operating budget reflects increased costs for data communication services to this facility which is not currently connected to the City's fiber optic network. These costs will be reduced significantly in FY 2012 when the fiber network is extended to this facility as part of the Concord Road East improvement project.

<u>PERFORMANCE MEASURES</u>	Actual FY 2008	Actual FY 2009	Target FY 2010	Target FY 2011
Maintenance cost per square foot	\$1.55	\$1.80	\$1.65	\$1.90
Cost per square foot-utilities	\$1.85	\$1.50	\$2.14	\$2.15
Facility operating cost per square foot	\$4.93	\$4.97	\$5.34	\$6.03
<u>WORKLOAD INDICATORS</u>	Actual FY 2008	Actual FY 2009	Target FY 2010	Target FY 2011
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 2010-2011 Non-Routine Work Plan

The following non-routine goals and objectives are proposed for the Public Works Department for the 2010-2011 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)

- Bid project and award contract for utility relocations and roadway improvements.
- Oversee successful completion of construction activities.

Target Dates: July 31, 2010	Initiate Construction
August 31, 2011	Substantial Completion of Project

2) Concord Road East – Phase I & II Improvements (from Edmondson Pike to eastern City Limits)

- Assist TDOT contractor in field oversight, road closings, and detours associated with Phase I construction.
- Complete right-of-way acquisition in Brentwood for Phase II improvements.
- Support TDOT and contractor in the relocation of utilities for Phase II improvements.

Target Dates: October 1, 2010	Phase II Right-of-way Acquisition completed
April 1, 2011	Construction in Phase I completed
October 1, 2011	Utility Relocations in Phase II completed

3) Concord Road Improvements (from Jones Parkway to Arrowhead Drive)

- Oversee engineering design and approvals by TDOT
- Initiate appraisals and right-of-way acquisition

Target Date: December 31, 2010	Engineering design approved
June 30, 2011	Right-of-way appraisals completed and acquisition underway

4) Other Miscellaneous Capital Projects

- Oversee bikeway construction along Concord Road from Green Hills Blvd. to Edmondson Pike.
- Street Resurfacing Program – oversee city-wide annual roadway paving program costing \$1,675,000.
- Oversee drainage improvements in Wildwood Subdivision between Eastbourne and Westbourne Drives.
- Subject to TDOT approval, oversee traffic signal installation at Moores Lane and Gordon Petty Drive

Target Dates: 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 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>
Personnel Services	\$ 1,070,155	\$ 1,137,883	\$ 1,177,970	\$ 1,168,272	\$ 1,177,960
Operating Expenditures	824,414	855,281	982,100	927,809	994,100
Capital Outlay	202,852	175,759	157,000	151,836	206,000
Total	<u>\$ 2,097,421</u>	<u>\$ 2,168,923</u>	<u>\$ 2,317,070</u>	<u>\$ 2,247,917</u>	<u>\$ 2,378,060</u>

BUDGET COMMENTS

The FY 2011 department budget includes \$435,000 for street resurfacing. Total funding for the resurfacing program from all funds is \$1,675,000 which includes \$1,040,000 from the State Street Aid Fund plus \$200,000 from the Capital Projects Fund.

The increase in the FY 2011 budget is due primarily to the replacement of a 1-ton, four-wheel drive pick-up truck and a chipper machine. The budget also includes a \$15,000 increase in signs/salt/stripping supplies to ensure funding for winter salt without compromising the department's ability to provide street striping. The budget also includes a \$10,000 increase in the annual contribution to the Equipment Replacement Fund to meet the cost of future equipment replacement. A replacement chipper truck will be purchased from that fund in FY 2011.

PUBLIC WORKS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Work orders completed within two weeks	95%	95%	95%	95%
Percent of roadway sections rated in good or excellent condition by annual	87%	87%	87%	87%
Average response time for citizen generated service requests for roadway hazard removal (hours)	1 hour or less	1 hour or less	1 hour 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 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Work orders processed	4,260	4,057	4,400	4,400
Chipper service - locations	29,250	31,681	31,000	32,000
Lane miles of roadway under City jurisdiction	453.88	456.78	470	470

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</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 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>
Operating Expenditures	\$0	\$0	\$0	\$ -	\$0
Subdivision					
Improvements	43,100	14,592	50,000	24,695	50,000
Total	<u>\$ 43,100</u>	<u>\$ 14,592</u>	<u>\$ 50,000</u>	<u>\$ 24,695</u>	<u>\$ 50,000</u>

BUDGET COMMENTS

In FY 2011, \$50,000 is provided for small, miscellaneous drainage improvements throughout the City.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</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 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Maintenance/number of locations	1,088	1,031	850	1,100

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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Operating Expenditures	\$ 390,202	\$ 432,115	\$ 445,000	\$ 409,088	\$ 445,000
Capital Outlay	0	0	0	0	0
Total	<u>\$ 390,202</u>	<u>\$ 432,115</u>	<u>\$ 445,000</u>	<u>\$ 409,088</u>	<u>\$ 445,000</u>

BUDGET COMMENTS

With the limited growth in new subdivisions and actual expense trends, no funding increase is required for the FY 2011 budget.

<u>PERFORMANCE MEASURES</u>	Actual FY 2008	Actual FY 2008	Target FY 2010	Target FY 2011
Percent of street lights repaired within	50%	50%	50%	50%
<u>WORKLOAD INDICATORS</u>	Actual FY 2008	Actual FY 2008	Target FY 2010	Target FY 2011
Public street lights - number	3,287	3,309	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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 94,521	\$ 99,973	\$ 107,195	\$ 106,195	\$ 108,095
Operating Expenditures	57,561	74,921	104,100	89,559	101,100
Capital Outlay	23,619	6,500	16,500	8,423	16,500
Total	\$ 175,701	\$ 181,394	\$ 227,795	\$ 204,177	\$ 225,695

BUDGET COMMENTS

The FY 2011 budget is down slightly from FY 2010. 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.

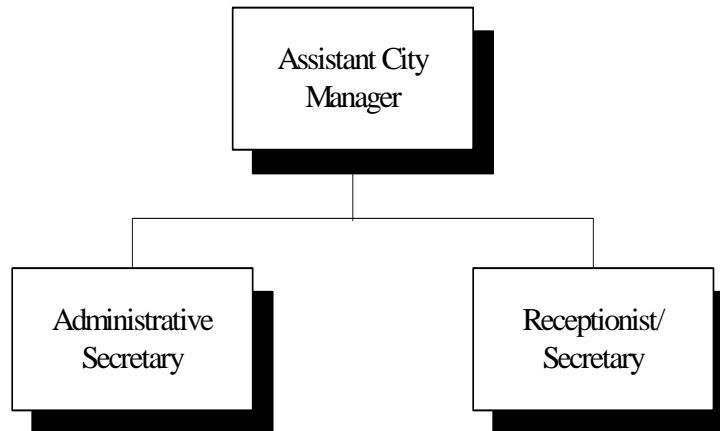
<u>PERFORMANCE MEASURES</u>	Actual FY 2008	Actual FY 2009	Target FY 2010	Target FY 2011
Percent of traffic signals repaired within 24 hours of being reported	98%	98%	98%	98%

<u>WORKLOAD INDICATORS</u>	Actual FY 2008	Actual FY 2009	Target FY 2010	Target FY 2011
Traffic signals - number	42	44	44	45

<u>PERSONNEL SCHEDULE</u>	Actual FY 2008	Actual FY 2009	Budget FY 2010	Budget FY 2011
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 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>
Personnel Services	\$ 87,504	\$ 90,661	\$ 99,095	\$ 96,808	\$ 98,160
Operating Expenditures	159,588	162,030	167,150	142,003	169,100
Capital Outlay	0	0	0	0	0
Total	<u>\$ 247,092</u>	<u>\$ 252,691</u>	<u>\$ 266,245</u>	<u>\$ 238,811</u>	<u>\$ 267,260</u>

BUDGET COMMENTS

The FY 2011 budget reflects a slight increase in electricity costs due to the recent completion of the new fire bay and additional equipment storage structures. The two positions provide clerical support to all departments located at the facility.

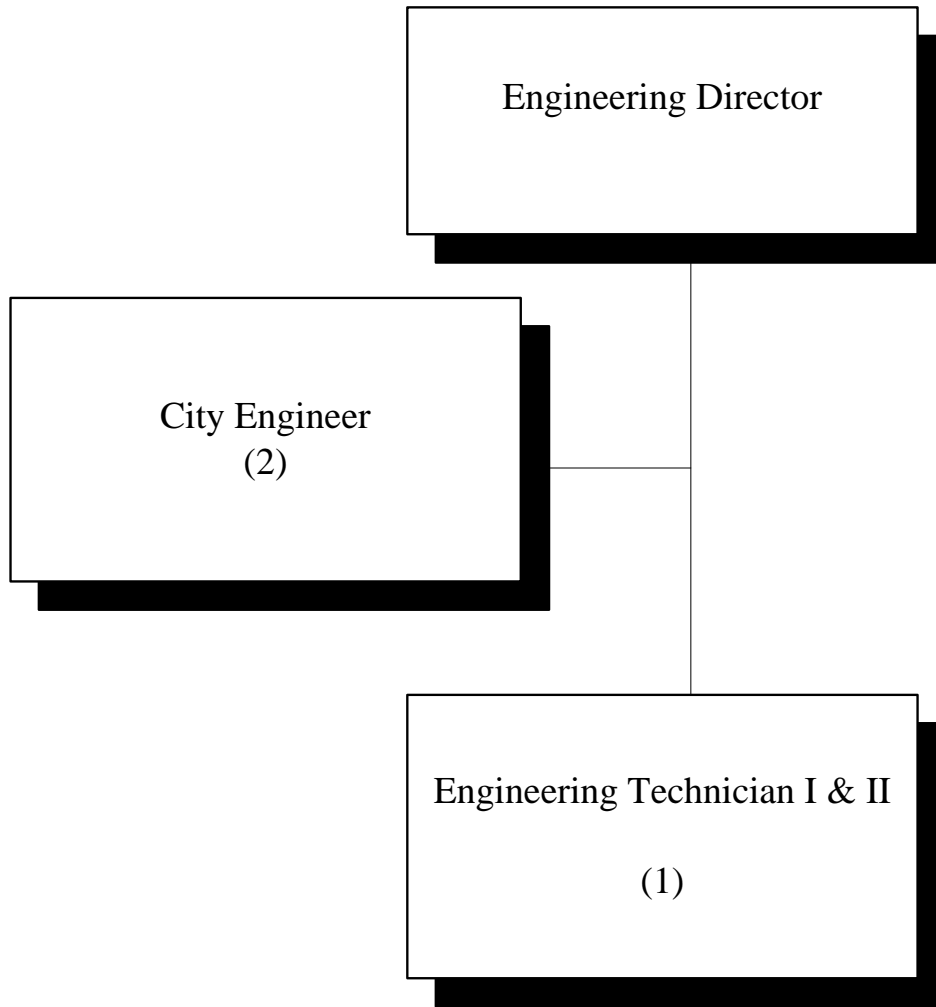
A portion of the cost of this activity (\$125,000) is recovered from the Water and Sewer Department due to the benefits provided to the utility fund. This contribution is accounted for as a General Fund revenue line item #110-36220. This "rent" was increased by \$25,000 in FY 2010 due to the additional space provided to the W&S Department from expansion of the facility.

SERVICE CENTER

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Maintenance cost per square foot	\$1.79	\$1.88	\$1.68	\$1.59
Cost per square foot-utilities	\$1.82	\$2.04	\$1.70	\$1.71
Facility operating cost per square foot	\$5.09	\$5.17	\$4.16	\$4.21
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Total Phone Calls Answered	38,712	37,825	43,000	35,000
Number of Walk-In Customers Served	3,554	2,812	3,700	2,500
Total square feet in building	21,100	21,100	22,460	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	10,360	10,360
Total square feet in salt storage building	2,000	2,000	2,000	2,000
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</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 2010-2011 Non-Routine Work Plan

The Engineering Department proposes the following as its goals and objectives for the non-routine work plan for the 2010-2011 fiscal year:

1. Develop Inspection/Documentation Process for Storm Water Outfalls & Stream Sampling

The department expects new requirements in the storm water discharge permit from TDEC in late summer. The new requirements will include in-stream sampling of impaired streams and visual inspections of storm water discharges into impaired streams. In response, the department will develop procedures for performing the necessary tasks to comply with this requirement. The plan will establish sampling locations, sampling processes, and prepare cost estimates for the sampling work. It will also include developing inspection criteria, inspection forms; creation of a central database to maintain inspection data, and coordination with the GIS department for mapping of inspection data and locations in the GIS system.

Target Date: September 30, 2010 (implementation of the program)

2. Implementation of Energy Efficiency Projects.

The City received \$164,500 from the American Recovery and Reinvestment Act of 2009 in the form of an Energy Efficiency and Conservation Block Grant. A portion of the grant was used to fund an energy audit of the City's largest facilities. The highest priority identified by the audit was replacement of existing light fixtures with more energy efficient fixtures. Once completed, the audit projects the City will save approximately \$10,000 in electrical usage annually.

The department has prepared the bid package and is bidding out the project in the spring of 2010. The department will serve as Construction manager to ensure the work is completed on schedule according to the plans and within the approved budget. Coordination of work will be critical to reduce the impact to on-going operations during construction work.

Another opportunity identified by the audit was the need to perform a retro-commissioning effort on the HVAC system at the library. This effort will entail inspection, calibration and adjustment of the HVAC system controls to ensure the system is operating at peak efficiency and is "setback" whenever the library is not operating. The audit indicates as much as \$29,000 in savings annually by performing the retro-commissioning effort. The department will oversee the implementation of this project on behalf of the Library.

Target Date: October 31, 2010 (Completion of Project)

Engineering Department 2010-2011 Non-Routine Work Plan

3. Improve the Verification Process for Escrow Accounts Held by Private Subdivisions

This effort will be coordinated among the Engineering, Planning and Finance Departments. Private street subdivisions are required to escrow funds to pay for future maintenance of roads within their respective boundaries. Engineering currently provides estimates of the amount each private subdivision should be holding in escrow accounts based on when the roads were last paved and projected life of the pavement. The subdivision HOA verifies annually that adequate funds are in place to meet the obligation. This project will identify appropriate additional steps that are needed to verify independently that sufficient funds are being held in trust for this future obligation. This effort will better protect residents in private “gated” subdivisions to avoid large “one-time” assessments of residents to cover the expense and/or minimize future requests for the City to take over responsibility for the private streets due to inadequate funding for private maintenance. The department will also use this opportunity to communicate directly to residents of these subdivisions what is required and expected by the City with escrow accounts and future road maintenance so they are fully aware of their obligations and can hold their HOA Boards accountable for this requirement.

Target Date: October 31, 2010

4. Review the City’s Current Building Maintenance Services

An energy audit of several city facilities was conducted by a consultant during the 2009-2010 fiscal year. The audit identified several opportunities for energy savings. While maintenance and repair was not a specific element of the audit, several opportunities that were identified could be corrected or improved by increasing our focus on maintenance frequency, quality and discipline. Needed upgrades and repairs to the HVAC system at the Municipal Center is one example. During the 2010-2011 fiscal year, the department will review the city’s current maintenance practices and recommend changes that can reduce energy consumption, extend equipment life, reduce operating cost and improve the working environment for city workers and citizens. The primary goal of the review is to ensure we are conducting maintenance at the recommended intervals in accordance with established industry standards at a fair and reasonable price. Additionally, we will put into place a system of checks and balances to ensure the appropriate tasks are performed on a perpetual basis.

Target Date: March 31, 2011

ENGINEERING

MISSION STATEMENT

This activity includes in-house General Fund engineering services and funding for outside technical assistance as needed for civil engineering, surveying, and geotechnical 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 City managed road improvement projects, 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	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 474,094	\$ 483,124	\$ 466,145	\$ 454,219	\$ 467,740
Operating Expenditures	21,001	17,343	49,950	19,499	41,000
Capital Outlay	20,590	19,237	3,000	0	0
Total	<u>\$ 515,685</u>	<u>\$ 519,704</u>	<u>\$ 519,095</u>	<u>\$ 473,718</u>	<u>\$ 508,740</u>

BUDGET COMMENTS

The decrease in the FY 2011 budget is due primarily to a reduction in outside engineering services due to the slowdown in the economy and complex development projects.

ENGINEERING

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Review subdivision plats within two weeks	80%	85%	90%	95%
Review construction plans within four	75%	80%	90%	95%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Number of subdivision plats reviewed	100	75	50	40
Number of commercial plats reviewed	25	15	10	10
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</u>
Engineering Director	1	1	1	1
City Engineer	2	2	2	2
Engineering Technician I & II	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	5	4	4	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	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
County Health					
Dept. Contract	\$ 15,000	\$ 15,000	\$ 15,000	\$15,000	\$ 15,000
County Animal					
Control Contract	65,889	65,858	66,040	63,519	68,000
Total	\$ 80,889	\$ 80,858	\$ 81,040	\$ 78,519	\$ 83,000

BUDGET COMMENTS

The FY 2011 budget provides for increased funding to Williamson County for animal control services.

PUBLIC HEALTH

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</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 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Child Health	213	206	500	300
Adult Health	248	215	500	300
Sexually Transmitted Disease	81	55	50	50
Tuberculosis Control	169	188	50	100
WIC Nutrition Program	179	166	150	150
Total Animals Adopted (Countywide)	1,868	1,835	2,000	200
Total Animals Returned to Owner/Wild (Countywide)	407	474	500	500
Total Animals Euthanized (Countywide)	1,478	1,965	1,000	1,500
Total Animals Picked Up In Field (Countywide)	927	1,120	1,000	1,000
Total Animals Brought To Shelter (Countywide)	2,952	3,310	3,000	3,000
Total Animals Received	3,879	4,430	4,000	4,000

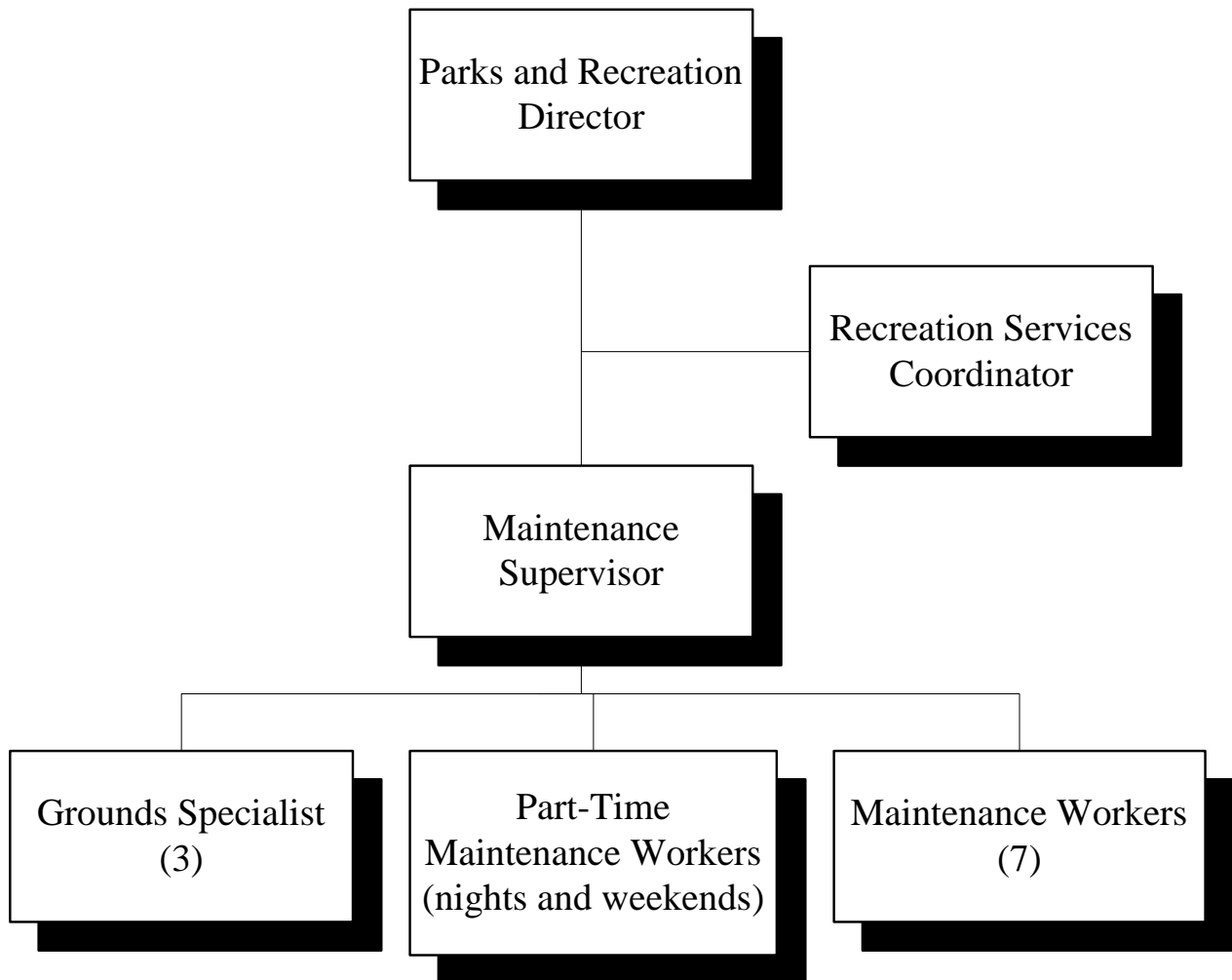
PERSONNEL SCHEDULE

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 DEPARMENT

Organization Chart



Parks and Recreation Department 2010-2011 Non-Routine Work Plan

The following non-routine goals and objectives are proposed for fiscal year 2010-2011 in the Parks and Recreation Department.

1. Oversight of Construction/Extraordinary Maintenance Projects

The Department will oversee the successful implementation of several significant projects during FY 2011. The largest project will be the installation of new athletic lighting on multipurpose field #3 at Crockett Park. Other projects include a mid-life comprehensive cleaning and minor repairs to the Eddy Arnold Amphitheater roof to insure its 20 year life is met. At Granny White Park, the tennis courts will be resurfaced and light pole painted plus the concession building will be painted.

Target Date: Various throughout the year but all completed by June 30, 2011

2. Feasibility Study for Potential Dog Park

Staff will conduct a feasibility study of construction of a Dog Park within an existing Brentwood Park. Included in the study will be an assessment of site requirements (adequate parking, nearby restrooms, utilities, etc.), identification of suitable locations within existing park land, desired facility features and projected construction costs, operating/use policies, and annual maintenance costs. The study will also include surveys of other park systems that have implemented dog parks, field site visits to dog parks to assess strengths and weaknesses, and review of operational policies including health, safety, legal and insurance requirements. A report with recommendations will be presented to the Park Board and City Commission for consideration and approval.

Target Date: September 30, 2010 (report completed and presented)

3. Park Land Acquisition

With the downturn in the economy, there may be opportunities for land purchases at affordable process that were not available just a couple of years ago. The department, working with the City Manager and other City departments, will initiate an effort to identify potential tracts of land of sufficient size for purchase that would allow for both active and passive uses to be developed at a reasonable cost to the City. It is expected that owners who are interested and willing to sell tracts will let the City know of their interest to sell. Any sufficient sized tract that is identified will be assessed by the department and recommendations will be provided to the City Commission related to the desirability of location, land and development cost, potential uses, available road access and utilities, impact to adjoining properties, etc. This effort is expected to complement the current successful efforts of obtaining tracts through the development process at no cost.

Target Date: June 30, 2011

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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY2011
Personnel Services	\$ 802,000	\$ 843,653	\$ 892,695	\$ 880,572	901,750
Operating Expenditures	697,746	751,935	817,500	675,401	782,500
Capital Outlay	91,865	66,969	41,000	68,073	39,000
Total	\$ 1,591,611	\$ 1,662,557	\$ 1,751,195	\$ 1,624,046	\$ 1,723,250

BUDGET COMMENTS

The decrease in the FY 2011 budget is due to reduced grounds/facility maintenance costs based on the new contract prices effective July 1, 2010 and lower water expense based on actual trends in recent years. FY 2011 capital equipment purchases include a replacement 3/4 ton, four-wheel drive pick-up with tow package (\$25,000). Funding (\$5,000) is provided for purchase of a new online reservation system to allow residents to reserve park shelters directly on-line. The FY 2011 budget also provides for the reclassification of the Parks Maintenance Supervisor position from Group G to H to more accurately reflect the scope of responsibilities and supervisory duties within the pay plan.

PARKS AND RECREATION

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
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Percent of Parks & Facilities found to be "well-maintained" in internal audit	N/A	100	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	120/4	120/5	120/5
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<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
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Total Acres of Parks to maintain	575+	575+	575+	575+
Acres per Maintenance Staff person	52	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	4,500	16%	3,723	13%	4,100	15%	4,100	15%
Maintenance of facilities	3,300	12%	3,417	12%	3,300	12%	3,300	12%
Trash	2,800	10%	2,632	9%	2,800	10%	2,800	10%
Mowing/Weed eating	1,700	6%	1,957	7%	2,400	9%	2,400	9%
Leave Time	2,450	9%	2,387	9%	2,200	8%	2,200	8%
Tree Care	1,800	7%	1,923	7%	1,950	7%	1,950	7%
Restrooms	1,800	7%	2,023	7%	1,800	6%	1,800	6%
Baseball/softball fields	1,750	6%	1,982	7%	1,600	6%	1,600	6%
Maintenance of equipment	1,200	4%	1,334	5%	1,200	4%	1,200	4%
Trails	1,000	4%	984	4%	1,000	4%	1,000	4%
All other activities	5,210	19%	5,354	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.

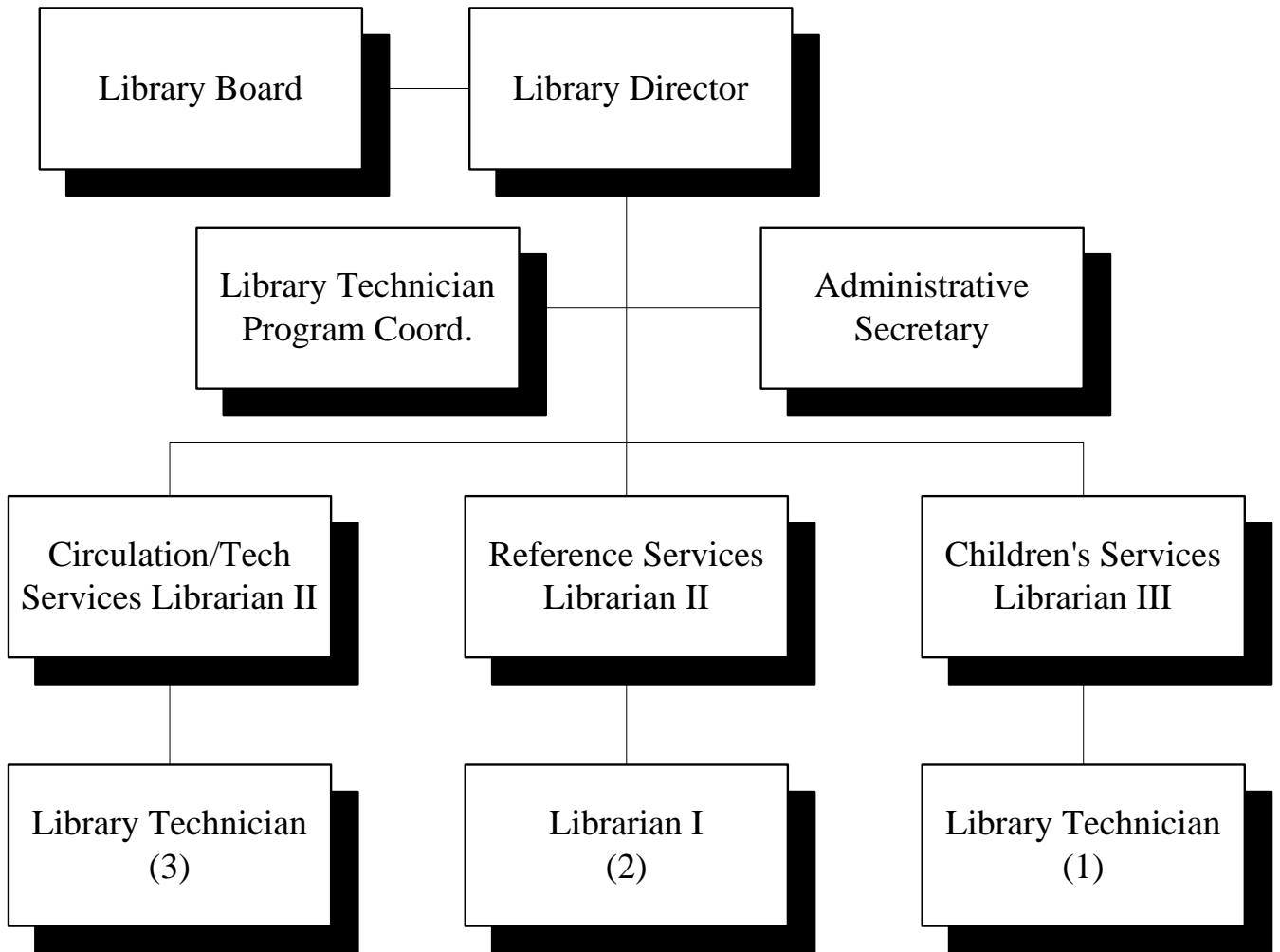
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</u>
----------------------------------	----------------------------------	----------------------------------	----------------------------------	----------------------------------

Parks and Recreation Director	1	1	1	1
Park Maintenance Supervisor	1	1	1	1
Recreation Services Coordinator	1	1	1	1
Grounds Specialist	3	3	3	3
Maintenance Worker I, II & III	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>
Total	13	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 13.5 full-time positions.

PUBLIC LIBRARY

2010-2011 Non-Routine Work Plan

The Library proposes to undertake the following non-routine work projects for the 2010-2011 fiscal year:

1) Develop a Visual Catalog of the Library's Art Collection

The Library has accumulated an extensive art collection over the years but it is difficult for patrons to determine what is available without physically inspecting each piece. The staff will photograph each piece of art work owned by the library and develop a webpage linked to the library's website with a digital catalog. When completed, patrons can view each piece that is available for circulation easier before coming to check out the piece on loan.

Target Date: September 30, 2010

2) Develop Programs for Elementary School Children

At present, the Library has a wide range of programs for preschool age children and teenagers but nothing for the elementary age children. Assuming approval of the new part-time position in the FY 2011 budget, the staff will develop and promote new programs and activities geared this age group. The first year will also be used to evaluate the effectiveness and interest of the initial offerings and adjust programs as needed during the year.

Target Date: October 31, 2010

3) Review and Update Materials Selection Policy

The FY 2011 budget includes \$350,000 for the purchase of books, magazines, reference materials, audio-visual materials, electronic data services, etc. With the rapid changes caused by and benefits gained through quick access to the Internet, electronic data bases, and the electronic media, it is appropriate to review the current Material Selection Policy from a long term perspective. The staff will evaluate trends and local needs to determine what changes may be needed to ensure that future collection dollars are spent wisely and in the most beneficial way for our changing world while still meeting the needs and expectations of the community. Recommendations will be presented to Library Board for consideration and approval.

Target Date: May 31, 2011

PUBLIC LIBRARY
2010-2011 Non-Routine Work Plan

4) Development of an Early Literacy Collection System

The collection in the Children's Library is arranged in the traditional manner without regard to age or reading skills. This makes it difficult to easily identify appropriate level reading books within the larger collection. The staff will undertake an effort to create a more user friendly arrangement of books in the Easy Reader collection by organizing them into reading level groups.

Target Date: May 31, 2011

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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 1,095,278	\$ 1,134,877	\$ 1,164,775	\$ 1,132,882	\$ 1,152,010
Operating Expenditures	728,074	844,080	875,400	832,211	892,800
Capital Outlay	22,356	3,064	8,000	9,563	15,500
Total	<u><u>\$ 1,845,708</u></u>	<u><u>\$ 1,982,021</u></u>	<u><u>\$ 2,048,175</u></u>	<u><u>\$ 1,974,656</u></u>	<u><u>\$ 2,060,310</u></u>

BUDGET COMMENTS

The Library expansion/renovation project was completed under budget in September 2009. The project to implement a radio frequency identification system (RFID) to allow self checkout of materials and better inventory control will be fully operational by early fall 2010. These projects were funded in the Capital Projects Fund. The FY 2011 budget provides for a \$15,000 increase in funding for collection materials (books and audio visuals), bringing the total annual commitment for the purchase of new materials to \$351,000. Personnel savings due to one-time cost associated with implementation of the RFID system via extra hours by part-time employees in FY 2010 will allow for the creation of two - 20 hours per week positions for a program targeted to elementary school age children and for a reference position to be located near the new teen center area.

PUBLIC LIBRARY

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Average Items checked out per hour	159	178	163	185
New Materials Added: Print	10,242	10,875	10,400	11,000
Non-Print	2,772	2,775	3,000	3,000
Total	13,014	13,650	13,400	14,000
Turnover rate for Circulating Collections	4.5	4.5	4.5	4.5
Service Area per capita Expenditure	\$57.68	\$56.54	\$64.01	\$56.91
On-line catalogue up-time	100%	100%	100%	100%
Volunteer work hours contributed	7,234	8,866	7,700	9,000
Program Attendance	14,750	15,573	15,000	15,700

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Items Loaned	523,914	567,107	530,000	575,000
Database Searches	35,433	50,858	39,000	51,000
Visitors (annual)	317,536	379,353	320,000	380,000
New Patrons Added: Adults	2,078	2,219	2,000	2,300
Children	888	739	1,000	800
Total	2,966	2,958	3,000	3,100
Non-Resident Memberships	975	1,022	1,000	1,100
State-Defined Service Area Population	32,000	35,058	32,000	36,200

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</u>
Library Director	1	1	1	1
Librarian I, II & III	5	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	12	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 2011, the combined hours of all part-time employees is equivalent to 13.5 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. Funding is not provided in support of on-going educational programs with reoccurring expenses next year.

FINANCIALS

Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
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	<u><u>\$ 225,000</u></u>	<u><u>\$ 225,000</u></u>	<u><u>\$ 225,000</u></u>	<u><u>\$ 225,000</u></u>	<u><u>\$ 225,000</u></u>

BUDGET COMMENTS

The FY 2011 budget provides \$225,000 for education, the same amount as in FY 2010. The City Commission will 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. Since 1986, the City has contributed over \$3.3 million to public schools serving Brentwood children.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

ECONOMIC DEVELOPMENT

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	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Chamber of Commerce	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

BUDGET COMMENTS

The FY 2011 budget provides a continuation of \$10,000 in annual funding to support Chamber programs.

<u>WORKLOAD INDICATORS *</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Average Brentwood household income	\$171,834	\$192,252	\$170,000	\$170,000
Median Brentwood household income	\$131,047	\$131,542	\$120,000	\$120,000
Average Williamson County household income	\$106,258	\$117,757	\$105,000	\$105,000
Median Williamson County household income	\$86,648	\$87,400	\$80,000	\$80,000
Williamson County national ranking per median household income (all United States counties)	18th	17th	18th	17th
Bond Rating of the City of Brentwood	Aaa	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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Operating Expenditures	\$ 40,556	\$ 36,946	\$ 53,100	\$ 39,887	\$ 50,100
Capital Outlay	0	0	0	0	0
Total	<u>\$ 40,556</u>	<u>\$ 36,946</u>	<u>\$ 53,100</u>	<u>\$ 39,887</u>	<u>\$ 50,100</u>

BUDGET COMMENTS

A significant portion of the budget is targeted to proper maintenance & upkeep of the historic buildings and property. The decreased funding for FY 2011 reflects actual cost experience for building and facility maintenance.

Rental fees for use of the Cool Springs House are estimated at \$22,000 for FY 2011 and are deposited in General Fund revenue account (110-34800). A \$6,000 reduction in projected revenue from FY 2010 is based on recent actual rental income trends.

HISTORIC SITES

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Percent of furniture/equipment inventoried	100%	100%	100%	100%
Cool Springs House cost per square foot - utilities	\$1.96	\$1.92	\$2.39	\$2.26
Cool Springs House operating cost per square foot	\$13.08	\$11.92	\$17.13	\$16.16

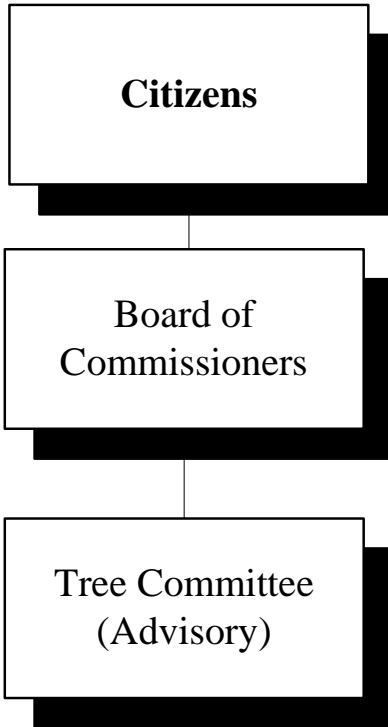
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Total Square feet in Cool Springs House	3,100	3,100	3,100	3,100

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 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Trees	\$ 1,488	\$ 1,316	\$0	\$0	\$0
Total	\$ 1,488	\$ 1,316	\$0	\$0	\$0

BUDGET COMMENTS

Funding for Tree Board activities related to Arbor Day was previously budgeted here. Because of the small amount of funding, the \$2,000 annual contribution to the Tree Committee was moved to the Parks and Recreation Department budget beginning in FY 2010.

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 the Debt Service, Municipal Center, Facility Maintenance Funds and the Emergency Communications District Funds to help cover a portion of the financial obligations of those funds. These funds do not have the fiscal capacity to operate in a financially sound manner 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 2011, 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 2010 and is adequate to cover costs associated with the November 2009 G.O. Bond issue of \$4.935 million.

A **\$453,400** 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 \$40,000 due to increased utilities and depreciation expense for the enterprise fund. In addition, a FY 2010 year-end transfer of \$1 million from the unreserved fund balance of the General Fund to the Municipal Center Fund is proposed to fund needed improvements and renovations to the facility over the next 5-10 years.

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 ECB. The total operating and capital expenditures for the ECD cannot be funded entirely through its dedicated fees and state grants. An operating transfer from the General Fund of **\$418,700** is proposed for FY 2011 (no change from FY 2010) to help subsidize the cost of emergency communication services. Additional new funding is projected from the proposed increase in the 911 land line fees effective August 1, 2010. The new fees will allow the ECD to undertake a significant project to expand the emergency communications center and purchase new technology and equipment.

In FY 2011, a transfer of **\$200,000** to the **Facilities Maintenance Fund** will be provided to allow for the accumulation of funds over multiple years for the funding of extraordinary repairs to non-enterprise buildings, facilities, etc. With the recently completed expansion/renovations to the Library, the operating transfer has been reduced by \$100,000 from FY 2010.

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 and Capital Projects Fund also provide 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 2011, \$1,040,000 is programmed for the annual street resurfacing program from this fund. A total of \$1,675,000 will be committed to street resurfacing in FY 2011 including \$435,000 from the General Fund in the Public Works activity and \$200,000 from the Capital Projects Fund. The total commitment from all funds represents a \$100,000 increase over the previous fiscal year. This increase is needed to maintain the current street resurfacing program within a 20 year cycle which is being impacted by the number of new City streets added to the system during the past 15 years.

Based upon actual FY 2010 collections received to date, FY 2011 revenue is estimated at \$938,000, up \$58,000 from the FY 2010 budget. New revenue collections plus reserves in the State Street Aid Fund are sufficient to cover the proposed expenditures in FY 2011.

Additional annual funding for the street resurfacing program is being funded through FY 2013 via the Capital Projects Fund. 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.

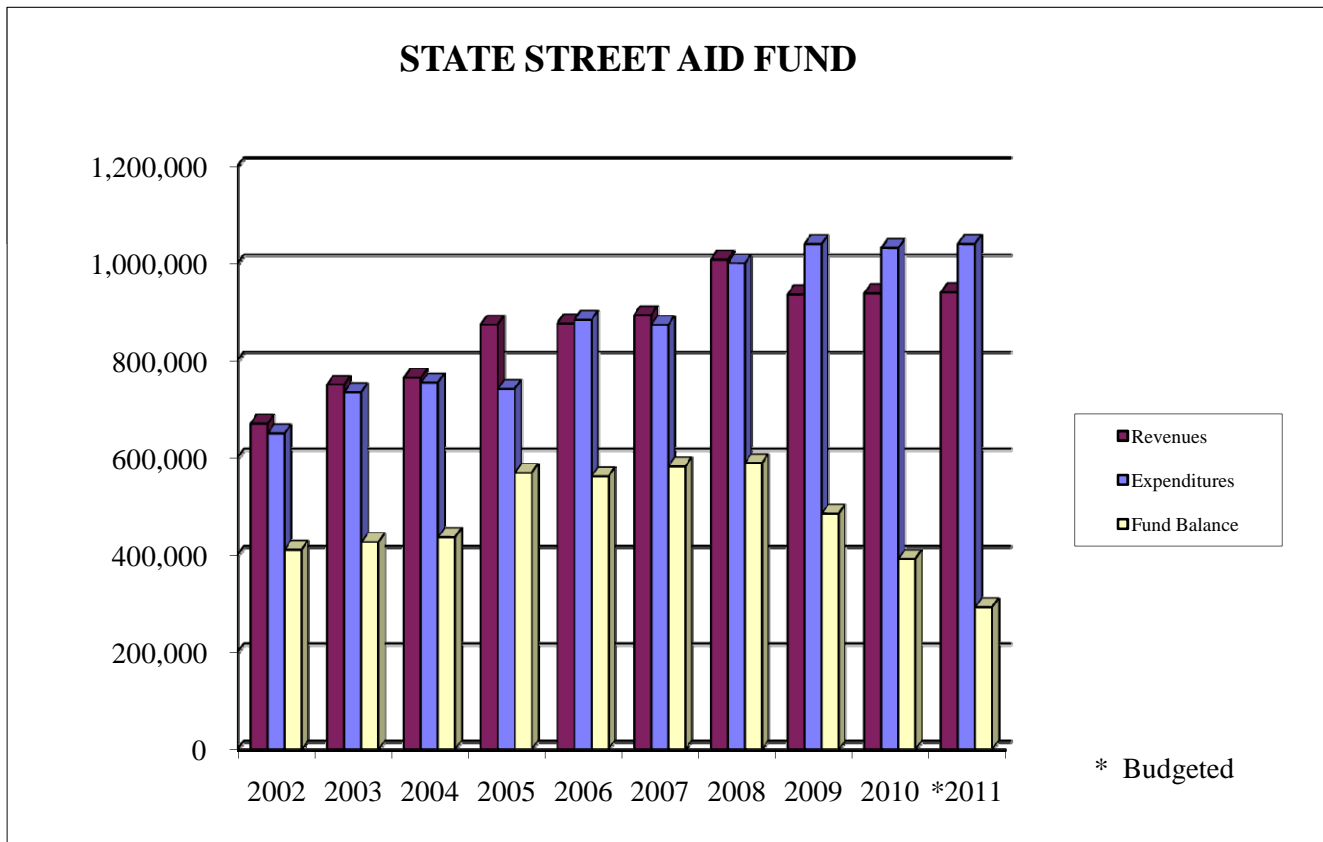
STATE STREET AID FUND

Revenues

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Intergovernmental	\$ 988,785	\$ 928,645	\$ 880,000	\$ 936,576	\$ 938,000
Uses of Money and Property	18,487	7,257	10,000	1,580	2,000
Total Revenues	\$ 1,007,272	\$ 935,902	\$ 890,000	\$ 938,156	\$ 940,000

Expenditures

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Operating Expenditures	\$ 1,000,000	\$ 1,039,731	\$ 1,040,000	\$ 1,031,116	\$ 1,040,000
Total Expenditures	\$ 1,000,000	\$ 1,039,731	\$ 1,040,000	\$ 1,031,116	\$ 1,040,000



PUBLIC WORKS PROJECT FUND

MISSION STATEMENT

The Public Works Project Fund was established to handle the collection and disbursement of special fees collected for road improvements that 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

No funds are proposed for road projects in FY 2011 which is handled via a transfer to the Capital Projects Fund.

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

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

PUBLIC WORKS PROJECT FUND

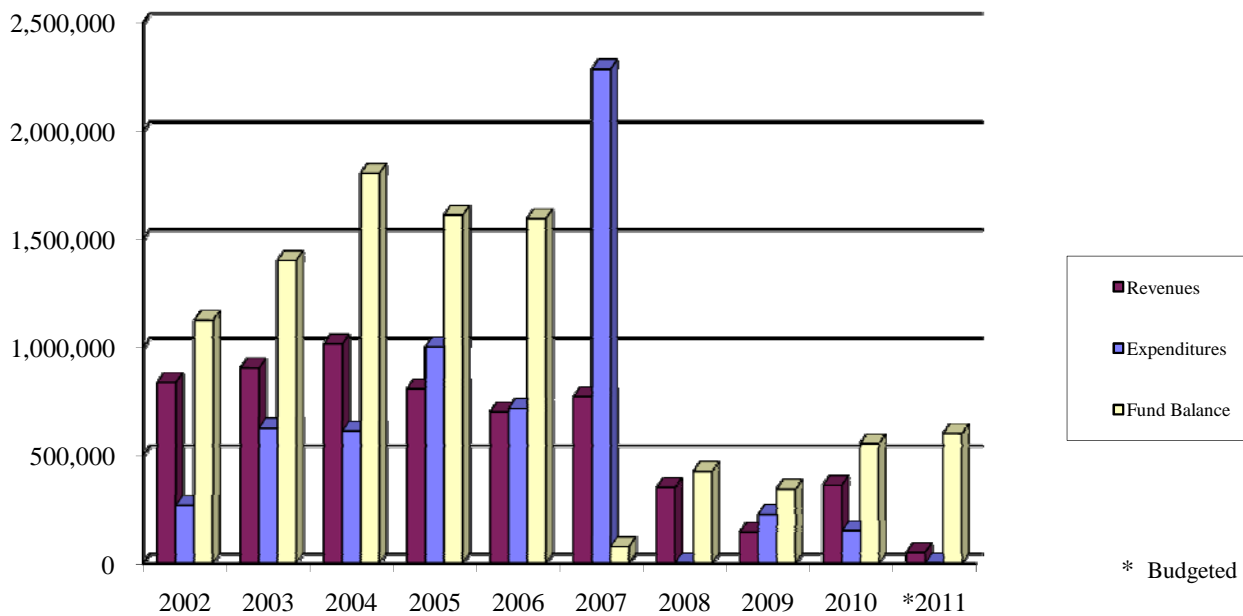
Revenues

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Edmondson Branch Fees	\$ 29,214	\$ -	\$ -	\$ 22,864	\$ -
Public Works Project Fees	310,305	140,115	45,000	335,112	45,000
Uses of Money and Property	8,602	3,098	8,000	1,665	2,000
Total Revenues	<u>\$ 348,121</u>	<u>\$ 143,213</u>	<u>\$ 53,000</u>	<u>\$359,641</u>	<u>\$ 47,000</u>

Expenditures

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Capital Projects Fund Transfer	\$ -	\$ 225,000	\$ 150,000	\$ 150,000	\$ -
Total Expenditures	<u>\$ -</u>	<u>\$ 225,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ -</u>

PUBLIC WORKS PROJECT FUND



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 2011 budget provides \$15,000 for the D.A.R.E. educational programs.

PERSONNEL SCHEDULE

No personnel are assigned to this activity.

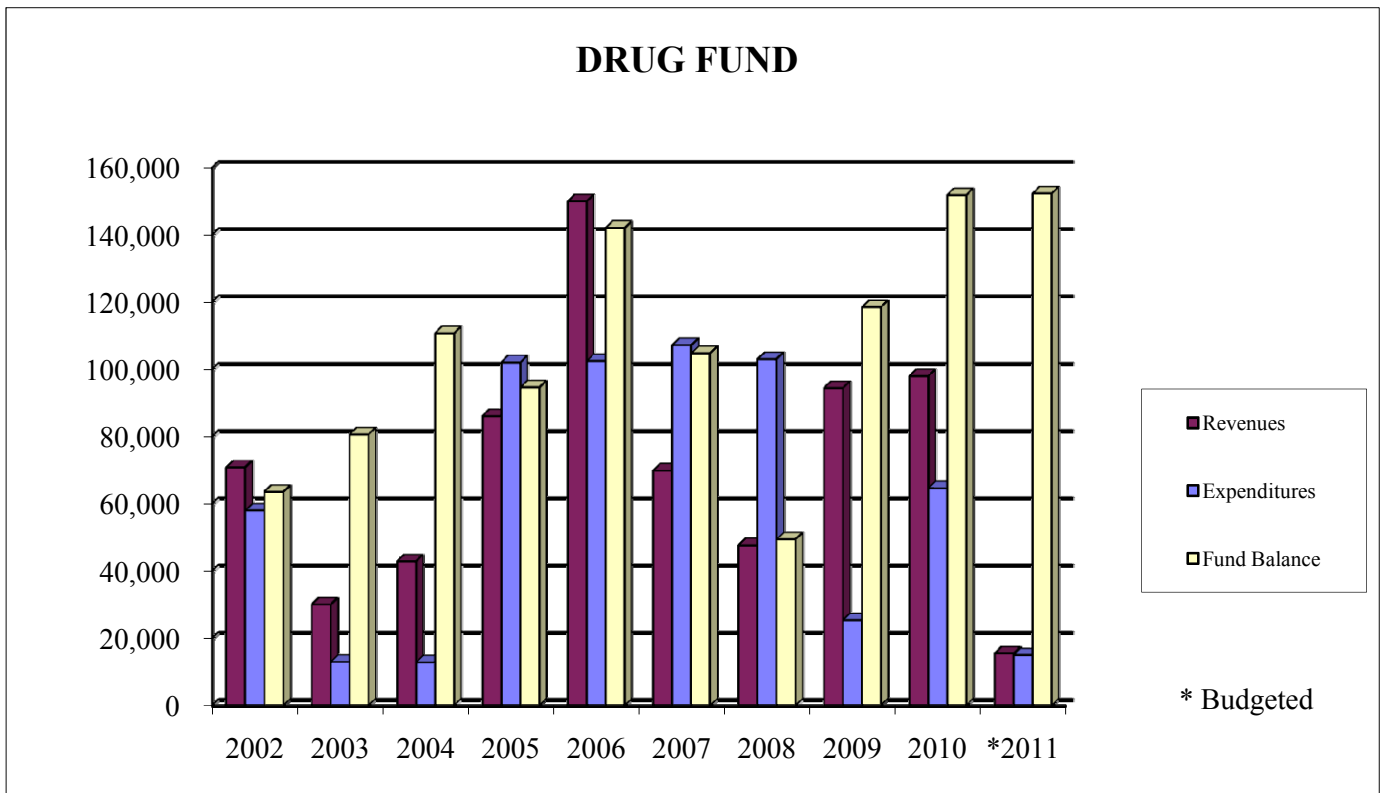
DRUG FUND

Revenues

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Drug Related Fines/Other	\$ 39,130	\$ 93,828	\$ 25,000	\$ 97,343	\$ 15,000
Uses of Money and Property	8,558	597	2,000	615	500
Total Revenues	\$ 47,688	\$ 94,425	\$ 27,000	\$ 97,958	\$ 15,500

Expenditures

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Drug Education	\$ 33,961	\$ 25,418	\$ 29,000	\$ 25,278	\$ 15,000
Capital Outlay	69,069	-	8,000	39,315	-
Total Expenditures	\$ 103,030	\$ 25,418	\$ 37,000	\$ 64,593	\$ 15,000



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 (\$340,000), Fire Department (\$210,000), Technology Department (\$340,000), Public Works Department (\$155,000), 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 the annual financial analysis of the cost and timing for future replacement of equipment, the total annual contribution from the General Fund in FY 2011 has been increased by \$35,000, from \$1,025,500 to \$1,060,500. Increased transfers include \$10,000 from Public Works, \$15,000 from Police, and \$40,000 from the Technology Departments. Based on the financial model, the Fire and Rescue Department contribution for FY 2011 should be \$250,000. However, the contribution amount is being reduced to \$210,000 to reconcile a \$40,000 excess contribution made in FY 2009 for the intended purchase of a shift commander vehicle. The purchase of this vehicle along with a pick-up truck is now proposed in the Department's FY 2011 General Fund budget and the reduced contribution to the Equipment Replacement Fund in FY 2011 will allow the department to recapture the funds for use in the General Fund. The Fire and Rescue Department contribution to the fund will be revert to the normal funding level in FY 2012.

The FY 2011 budget provides for the purchase of a chipper truck for the Public Works Department (\$70,000), ten (10) police vehicles and accessory equipment (\$320,000), and annual replacement of departmental PC's, network software upgrades, servers and other technology equipment (\$205,000). The largest single purchase will be a replacement engine for the Fire Department (\$520,000) which was originally scheduled for FY 2010 but was delayed pending final notification on a grant application to fund a portion of this replacement cost. The grant was not approved.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

EQUIPMENT REPLACEMENT FUND

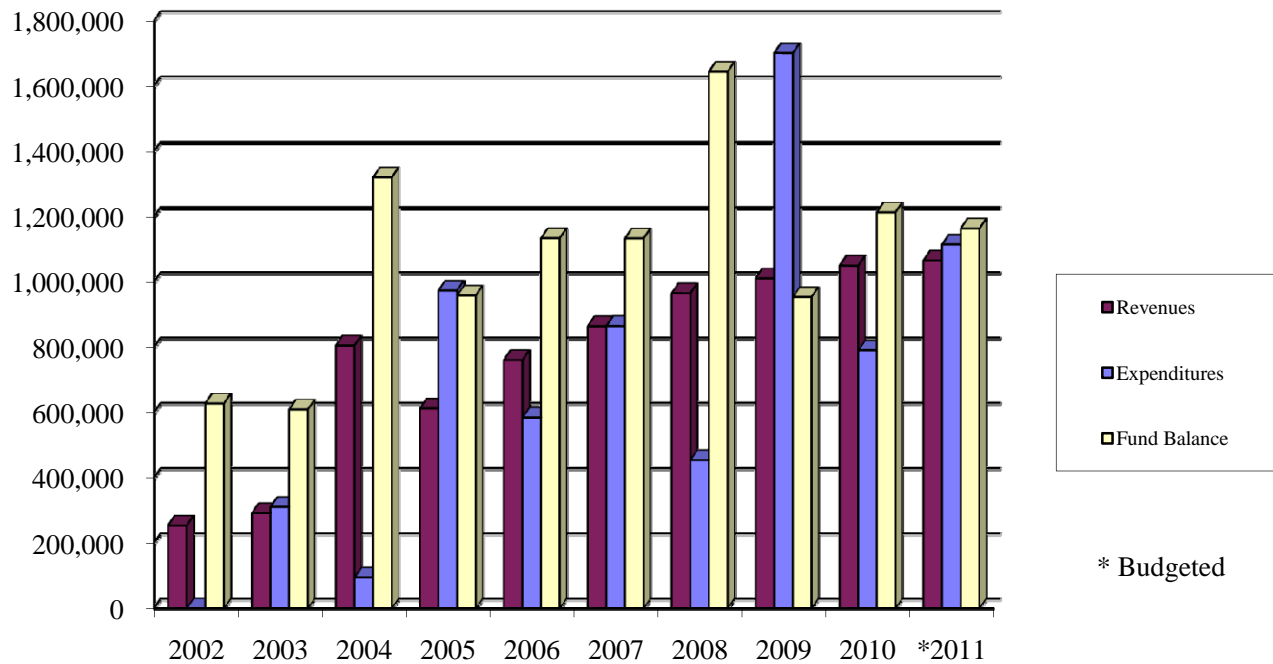
Revenues

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Other Financing Source	\$ 875,500	\$ 987,427	\$ 1,025,500	\$ 1,041,830	\$ 1,060,500
Uses of Money and Property	89,674	23,888	7,000	5,941	5,000
Total Revenues	<u>\$ 965,174</u>	<u>\$ 1,011,315</u>	<u>\$ 1,032,500</u>	<u>\$ 1,047,771</u>	<u>\$ 1,065,500</u>

Expenditures

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Capital Outlay	\$ 454,659	\$ 1,701,523	\$ 1,395,000	\$ 630,160	\$ 1,115,000
Total Expenditures	<u>\$ 454,659</u>	<u>\$ 1,701,523</u>	<u>\$ 1,395,000</u>	<u>\$ 630,160</u>	<u>\$ 1,115,000</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 enables the City to 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 \$200,000 will be provided from the General Fund in FY 2011. With the recent expansion and renovation to the Library, the transfer was reduced by \$100,000 from FY 2010. Proposed expenditures for the FY 2011 include \$110,000 for the Parks & Recreation Department directed toward tennis court resurfacing and facility painting at Granny White Park (\$30,000), the annual asphalt overlay of older sections of the bikeway network (\$50,000) and cleaning and minor repair of the amphitheatre roof at Crockett Park (\$30,000). The other project (\$10,000) provides for replacement of a leaking hot water system at the Service Center.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

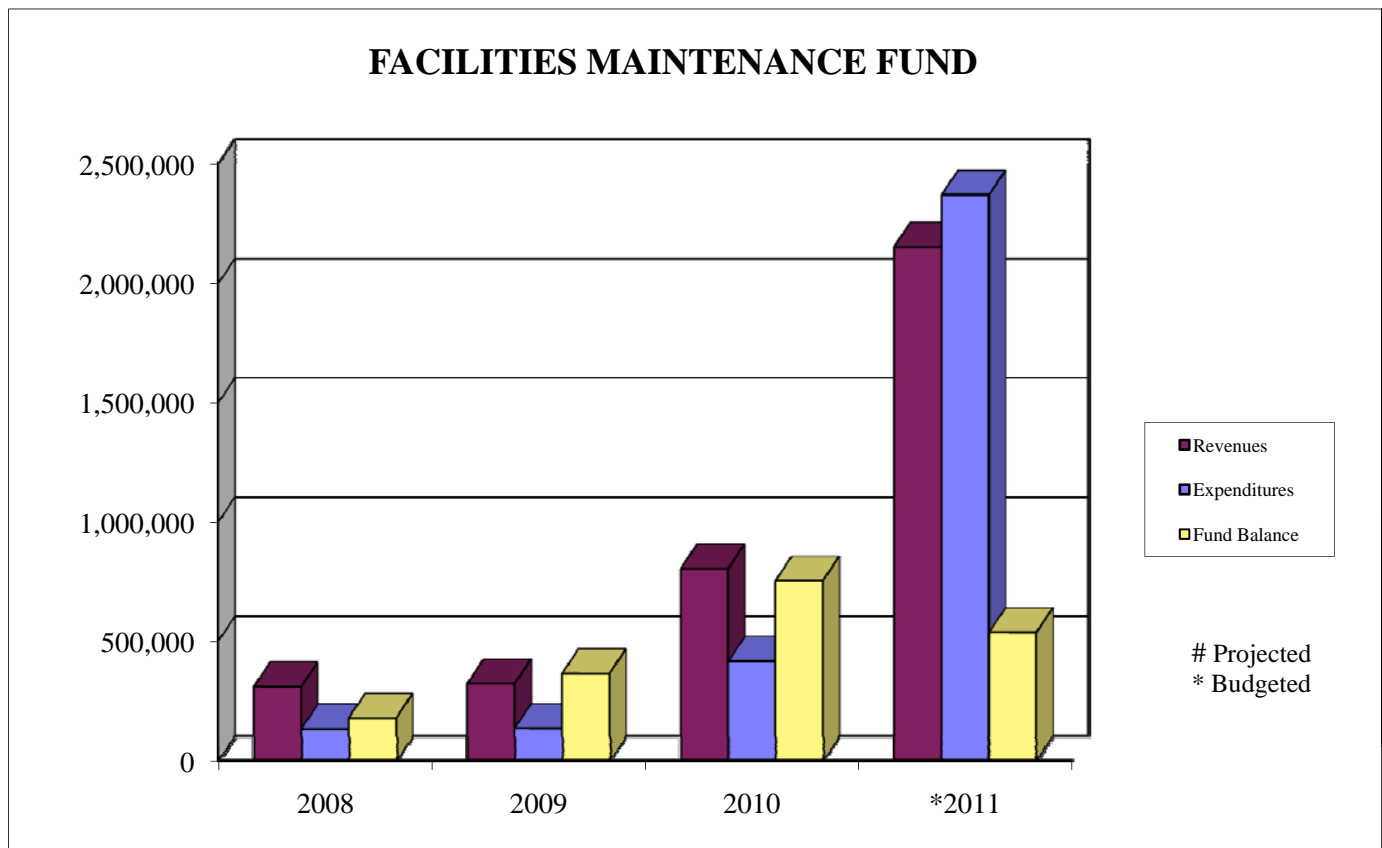
FACILITIES MAINTENANCE FUND

Revenues

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Other Financing Source	\$ 311,627	\$ 316,051	\$ 300,000	\$ 800,000	\$ 2,150,000
Uses of Money and Property	8,219	5,021	4,000	3,347	3,000
Total Revenues	\$ 319,846	\$ 321,072	\$ 304,000	\$ 803,347	\$ 2,153,000

Expenditures

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Operating Expenditures	\$ 131,616	\$ 134,358	\$ 105,000	\$ 413,745	\$ 2,370,000
Total Expenditures	\$ 131,616	\$ 134,358	\$ 105,000	\$ 413,745	\$ 2,370,000



ADEQUATE SCHOOL FACILITIES FUND

MISSION STATEMENT

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. Under the law, the funds must be used for needed public facility improvements caused by the impact of new development.

BUDGET COMMENTS

The dramatic slowdown in new residential home construction throughout Williamson County since FY 2008 has greatly reduced potential fee collections. When enacted in FY 2008, Williamson County estimated that \$8 million would be collected annually under the new tax with 30% or \$2.4 million distributed to the cities. The projected amount for Brentwood's with 30% of total incorporated city population in the County would have been \$720,000 annually. Instead, actual collections in FY 2008 were \$342,000 and have steadily declined since.

For FY 2011, \$190,000 in new revenue is projected, which is consistent with recent fiscal year collections. The projected fund balance as of June 30, 2011 (after 4 years of collections) is \$928,450. Accordingly, no funds are recommended for appropriation in the FY 2011 budget. At some point when sufficient funds are accumulated for capital projects, the City Commission will need to adopt a formal policy on use of the City's funds. For example, funds could be targeted for school facility improvements inside the city limits of Brentwood or used to improve the City street network impacted by the traffic generated from school facilities in Brentwood. Or the funds could also be used to purchase land for a future park.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

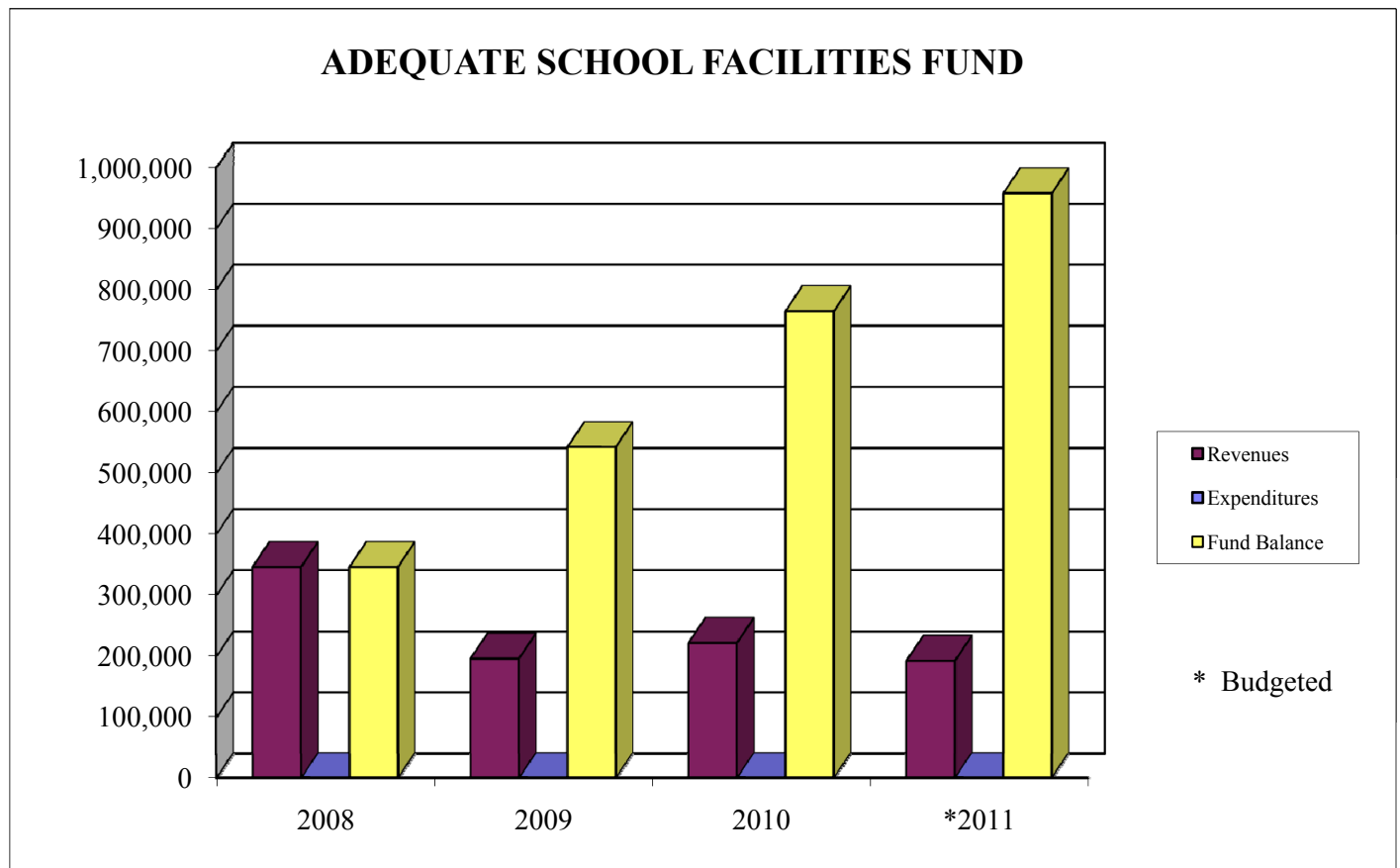
ADEQUATE SCHOOL FACILITIES FUND

Revenues

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Other Financing Source	\$ 341,972	\$ 191,767	\$ 110,000	\$218,990	\$ 190,000
Uses of Money and Property	4,245	4,696	2,000	3,177	3,000
Total Revenues	\$ 346,217	\$ 196,463	\$ 112,000	\$ 222,167	\$ 193,000

Expenditures

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -



POST EMPLOYMENT BENEFITS FUND

MISSION STATEMENT

This fund is used to centralize 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.

This fund is also used to accumulate reserves (via an annual transfer from the General Fund) for future accrued sick and vacation leave payment to eligible employees. Under the City's terminal leave policies, certain payments are made to long-term employees at retirement with significant leave balances. 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 2011, \$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 health insurance benefits during FY 2011 are projected at \$35,000 due to the limited number of eligible retirees today with payments for these obligations to be made directly from this fund. In addition, the fund will receive a transfer of \$100,000 from the General Fund for the accumulation of adequate reserves for payment of future accrued leave payouts to retirees. In FY 2011, \$555,610 will be transferred to the Post Employment Benefits Trust and \$35,000 will be used to pay current retiree benefit obligations for the current fiscal year. Other expenses include \$10,000 for the bi-annual audit.

In accordance with GASB standards, an updated actuarial study will be completed in during FY 2011. The results of this study will determine the City's annual OPEB required contribution for FY 2012 and 2013. As of June 30, 2010, \$3,330,000 has been transferred to the Trust.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

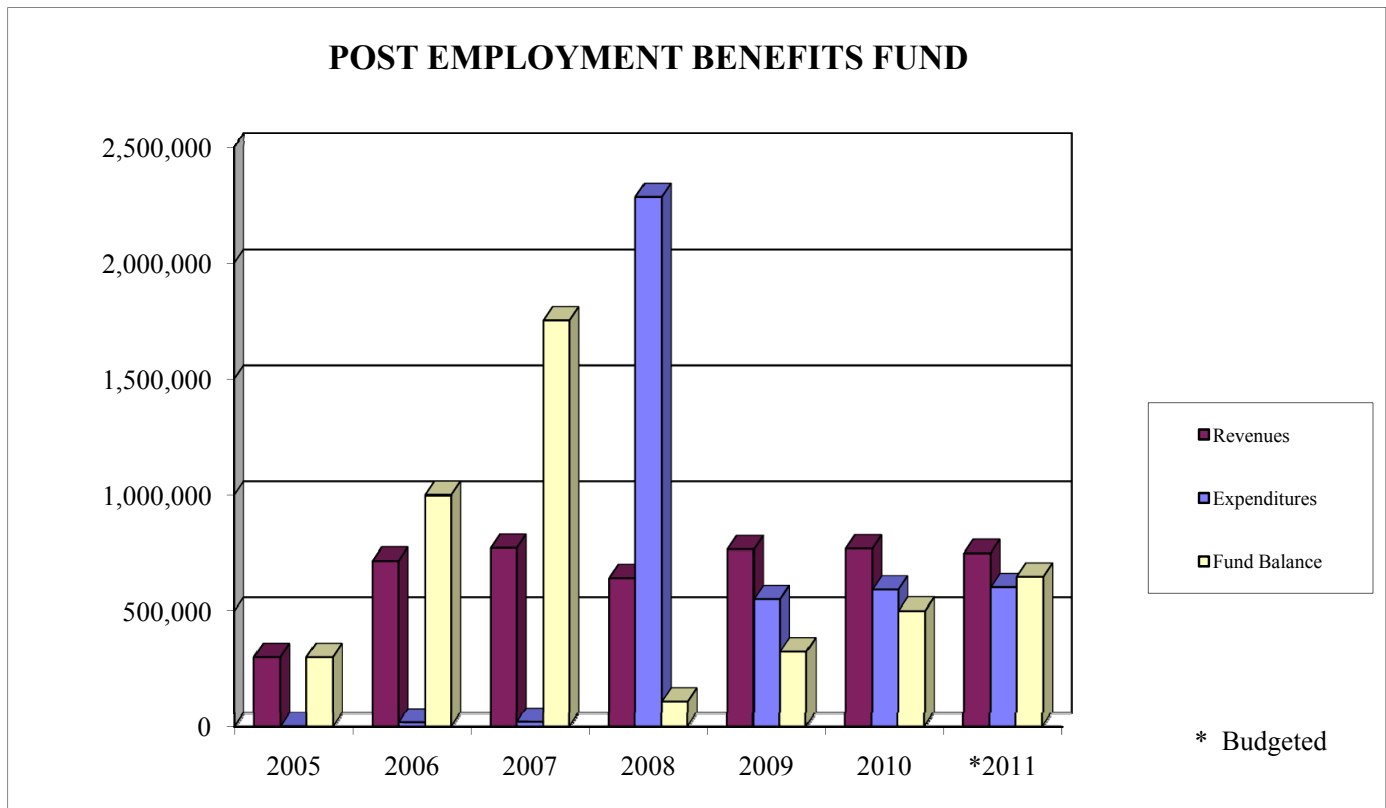
POST EMPLOYMENT BENEFITS FUND

Revenues

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Other Financing Source	\$ 523,549	\$ 762,155	\$ 766,380	\$ 766,380	\$ 748,300
Uses of Money and Property	34,119	3,814	1,500	2,438	1,500
Total Revenues	\$ 557,668	\$ 765,969	\$ 767,880	\$ 768,818	\$ 749,800

Expenditures

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Operating Expenditures	\$ 27,506	\$ 35,478	\$ 27,000	\$ 25,761	\$ 47,000
Transfer to the General Fund	-	-	-	-	-
Transfer to Retiree Benefits Trust	-	515,000	565,610	566,846	555,610
Total Expenditures	\$ 27,506	\$ 550,478	\$ 592,610	\$ 592,607	\$ 602,610



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 in order to avoid significant budgetary challenges that occur with rapid fluctuations in cost. All gasoline and diesel fuel is purchased by this fund through competitive bidding and stored in tanks located at City facilities. User departments 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 relatively stable during volatile periods in the market. The initial resources needed to establish this fund were provided through the transfer of existing inventory as of June 30, 2009 and from the FY 2009 net savings (\$150,000) in the gas and diesel fuel line item accounts within departments that resulted from the dramatic increase and decline in cost to the City during the fiscal year.

BUDGET COMMENTS

The proposed gasoline and diesel fuel cost for user departments throughout FY 2011 will be \$2.40 and \$2.75 per gallon. The charge will be down by \$.10 per gallon for gasoline and \$.25 per gallon for diesel fuel from FY 2010 rates. Note the City's cost for gas and diesel fuel is typically about \$.50 per gallon less than the cost in the retail market because the City pays no state or federal taxes and can buy larger quantities at better prices.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

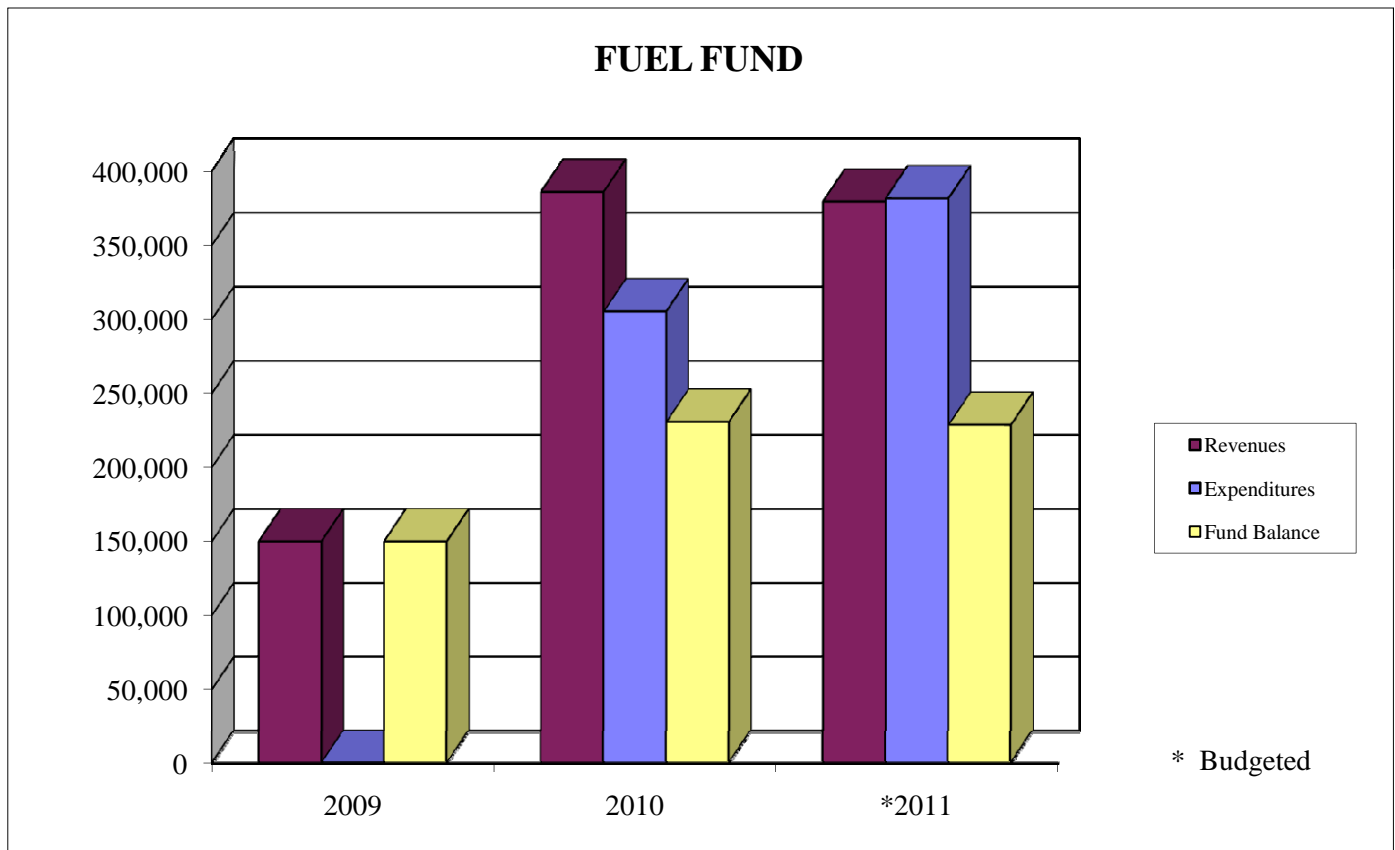
FUEL FUND

Revenues

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Other Financing Source	\$ -	\$ 150,000	\$ 410,700	\$ 385,296	\$ 378,600
Uses of Money and Property	\$ -	\$ 2	\$ 7,000	\$ 719	\$ 1,000
Total Revenues	\$ -	\$ 150,002	\$ 417,700	\$ 386,015	\$ 379,600

Expenditures

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Operating Expenditures	\$ -	\$ -	\$ 325,000	\$ 305,261	\$ 381,600
Total Expenditures	\$ -	\$ -	\$ 325,000	\$ 305,261	\$ 381,600



HEALTH INSURANCE FUND

MISSION STATEMENT

This fund was created effective January 1, 2010 to centralize the payment of all health insurance related expenditures including group insurance premiums and the health reimbursement arrangement (HRA) account. The goal of the fund is to eliminate the double digit growth in the cost of the group health insurance program that was prevalent under the traditional health insurance program through better management of claims and by assuming a calculated risk for direct reimbursement of claims cost through a partially self insured program. The initial reserves combined with any annual program savings are intended to "level out" better future insurance premium cost increases over a rolling three year period.

BUDGET COMMENTS

To provide initial cash flow stability for the new fund and a safety net if calendar year 2010 HRA utilization is greater than expected, FY 2010 transfers from the General Fund as well as the W&S and ECD funds (funds with assigned personnel) were made in the following amounts: General Fund \$500,000, W&S Fund \$62,500, and ECD Fund \$26,500. These allocations were based on the percentage of employees for each fund.

This fund receives transfers of the budgeted health insurance from the various operating funds with assigned personnel (General Fund, Water and Sewer Fund, and Emergency Communications Fund) as well as employee payroll deductions for dependent health insurance coverage. Expenditures within this fund include payment of group insurance premiums and monthly reimbursements under the HRA program for self-insured claims.

PERSONNEL SCHEDULE

No personnel is directly assigned to this fund.

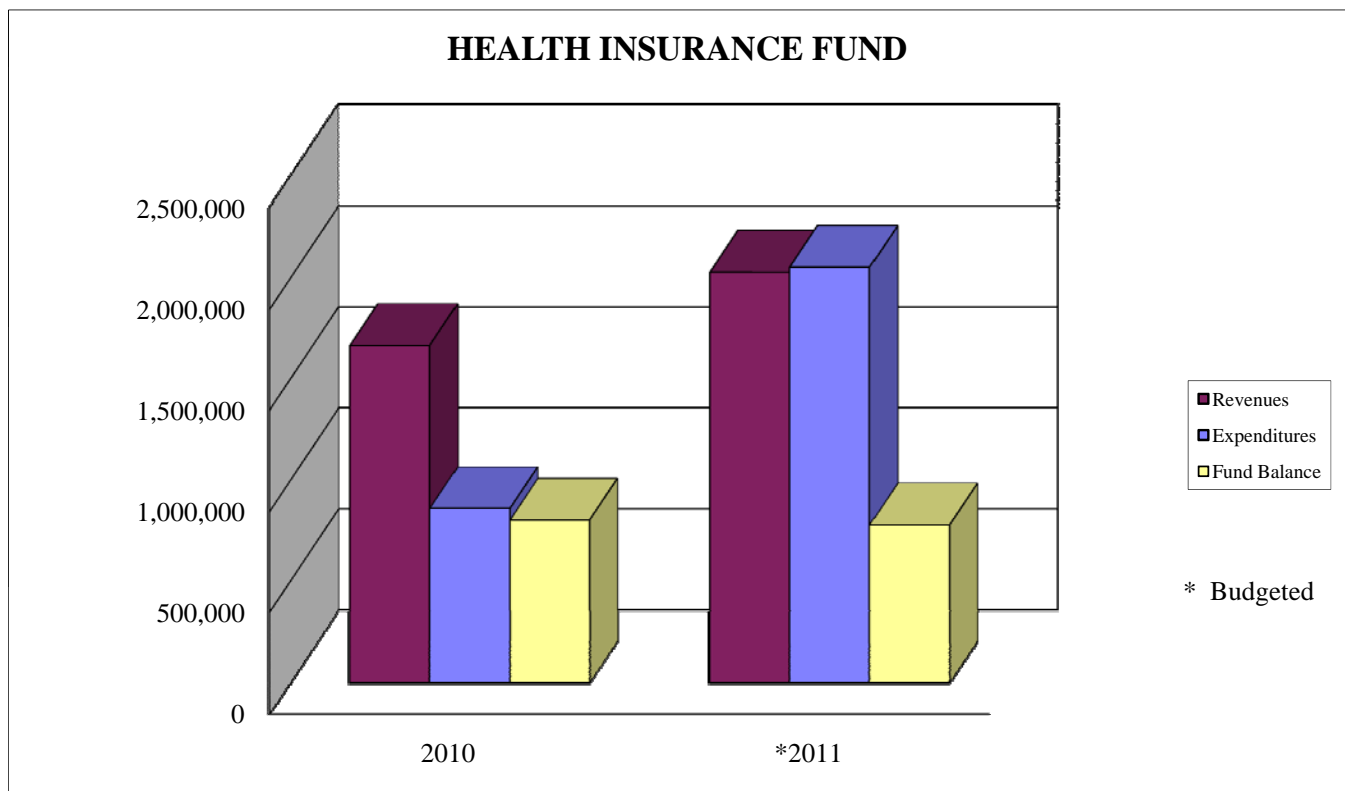
HEALTH INSURANCE FUND

Revenues

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Other Financing Source	\$ -	\$ -	\$ -	\$ 1,665,181	\$ 2,027,715
Uses of Money and Property	-	-	-	1,341	3,000
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,666,522</u>	<u>\$ 2,030,715</u>

Expenditures

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Operating Expenditures	\$ -	\$ -	\$ -	\$ 861,875	\$ 2,054,725
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 861,875</u>	<u>\$ 2,054,725</u>



DEBT SERVICE FUND

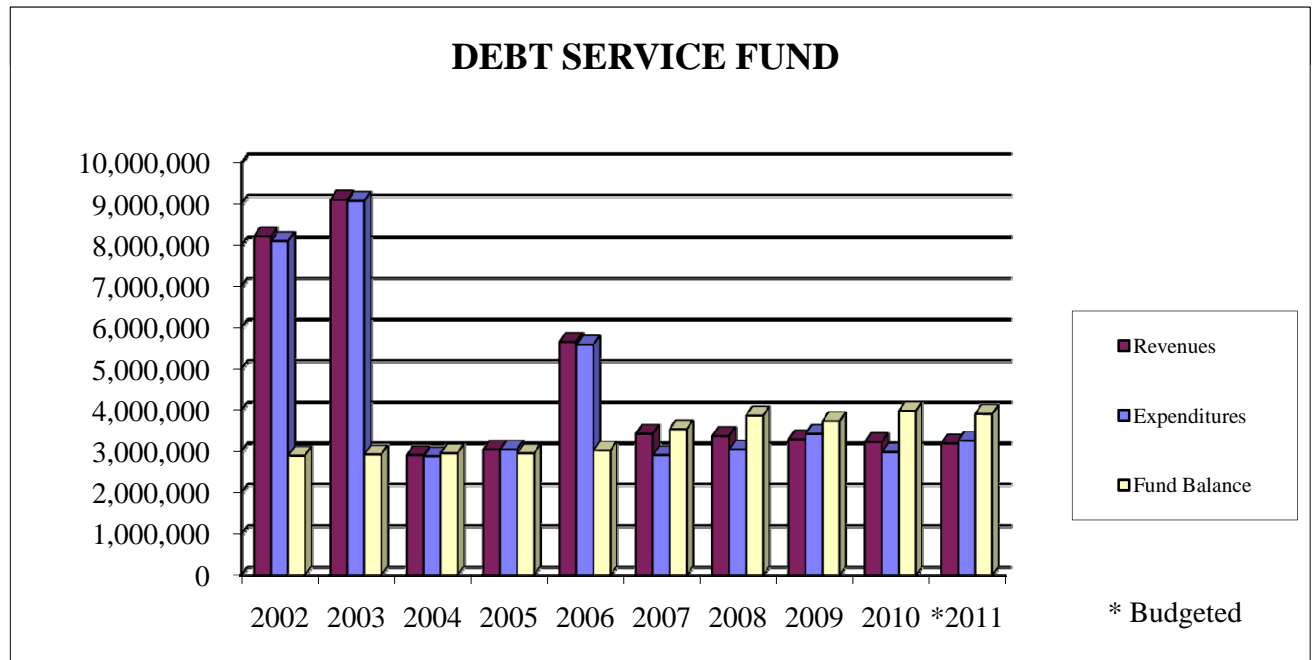
DEBT SERVICE FUND

Revenues

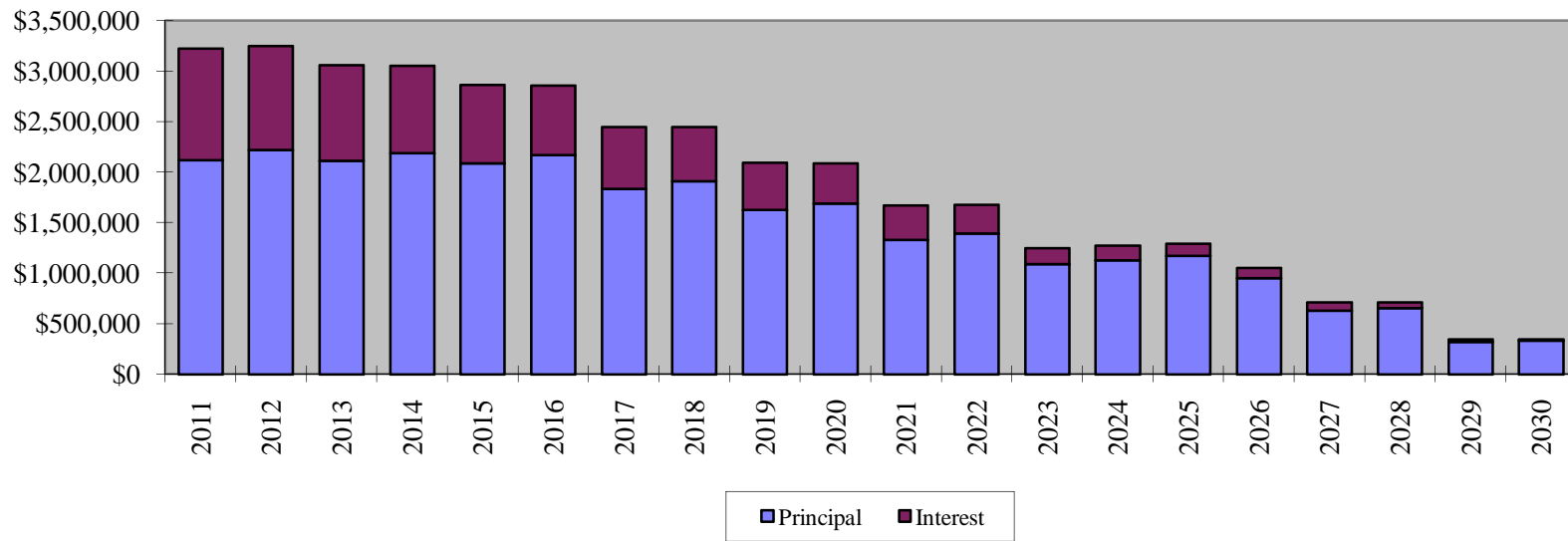
	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Other Financing Source	\$ 3,167,292	\$ 3,167,046	\$ 3,166,775	\$ 3,208,115	\$ 3,166,500
Uses of Money and Property	205,298	123,348	37,500	16,778	22,500
Total Revenues	\$ 3,372,590	\$ 3,290,394	\$ 3,204,275	\$ 3,224,893	\$ 3,189,000

Expenditures

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Debt Service:					
Principal	\$ 2,055,795	\$ 2,277,460	\$ 1,917,460	\$ 1,919,256	\$ 2,141,200
Interest	985,117	1,140,910	1,060,100	1,056,358	1,114,185
Subtotal	3,040,912	3,418,370	2,977,560	2,975,614	3,255,385
Other	4,168	4,225	56,000	2,782	6,000
Total Expenditures	\$ 3,045,080	\$ 3,422,595	\$ 3,033,560	\$ 2,978,396	\$ 3,261,385



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



Note: The above bar graph compares Principal and Interest of Existing General Obligation Debt Services for future fiscal years.

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%	730,000
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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%	5,100,000
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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%	880,000
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\$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%	3,180,000
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\$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%	2,965,000
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\$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%	4,250,000
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\$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
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\$4,935,000 2007 General Obligation Public Improvement Bonds due in increasing annual installments through March 1, 2028, at a rate of interest of 3.83%.	4,620,000
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\$4,760,000 2009 General Obligation Public Improvement Bonds due in increasing annual installments through March 1, 2030, at varying rates of interest from 2.50% to 4.00%.	4,760,000
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Total General Obligation Bonds	28,915,000
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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%	60,725
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Total General Obligation Debt	\$ 28,975,725
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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
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>\$ 730,000</u>	<u>\$ 65,372</u>	<u>\$ 5,100,000</u>	<u>\$ 1,113,547</u>	<u>\$ 880,000</u>	<u>\$ 95,408</u>

Year	2006 G.O. Refunding Bonds		2007 G.O. Bonds		2009 G.O. Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2011	-	92,118	185,000	176,946	170,000	174,669
2012	10,000	91,930	190,000	169,861	175,000	170,419
2013	10,000	91,555	200,000	162,584	185,000	166,044
2014	15,000	91,086	205,000	154,924	185,000	160,494
2015	265,000	85,836	215,000	147,072	190,000	155,869
2016	270,000	75,805	220,000	138,838	200,000	151,119
2017	280,000	65,493	230,000	130,412	200,000	142,119
2018	295,000	54,711	235,000	121,603	210,000	136,119
2019	305,000	43,461	245,000	112,602	220,000	129,819
2020	315,000	31,758	255,000	103,219	230,000	120,194
2021	325,000	19,516	265,000	93,452	235,000	110,131
2022	340,000	6,630	275,000	83,303	245,000	100,731
2023	-	-	285,000	72,770	255,000	89,706
2024	-	-	300,000	61,855	260,000	81,100
2025	-	-	310,000	50,365	270,000	72,000
2026	-	-	320,000	38,492	280,000	61,200
2027			335,000	26,236	295,000	50,000
2028			350,000	13,405	305,000	38,200
2029					320,000	26,000
2030					330,000	13,200
	<u>\$ 2,430,000</u>	<u>\$ 749,899</u>	<u>\$ 4,620,000</u>	<u>\$ 1,857,933</u>	<u>\$ 4,760,000</u>	<u>\$ 2,149,131</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		2006 G.O. Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2011	750,000	104,205	155,000	110,305	200,000	159,960
2012	475,000	83,705	155,000	105,810	205,000	152,366
2013	295,000	70,230	160,000	100,925	215,000	144,491
2014	305,000	59,501	165,000	95,643	220,000	136,335
2015	320,000	47,855	175,000	89,945	230,000	127,898
2016	330,000	35,340	180,000	83,820	240,000	119,085
2017	345,000	21,833	185,000	77,340	245,000	109,991
2018	360,000	7,380	190,000	70,495	255,000	100,616
2019	-	-	205,000	63,085	265,000	90,866
2020	-	-	210,000	54,990	275,000	80,673
2021	-	-	220,000	46,280	285,000	69,961
2022	-	-	230,000	36,940	300,000	58,625
2023	-	-	235,000	27,058	310,000	46,575
2024	-	-	245,000	16,676	320,000	33,975
2025	-	-	255,000	5,674	335,000	20,875
2026	-	-	-	-	350,000	7,088
	<u>\$ 3,180,000</u>	<u>\$ 430,049</u>	<u>\$ 2,965,000</u>	<u>\$ 984,986</u>	<u>\$ 4,250,000</u>	<u>\$ 1,459,380</u>

Year	Totals Bonds		Capital Lease Obligation		Totals Debt Requirements	
	Principal	Interest	Principal	Interest	Principal	Interest
2011	2,115,000	1,107,373	28,292	4,708	2,143,292	1,112,081
2012	2,215,000	1,028,806	32,433	2,440	2,247,433	1,031,246
2013	2,110,000	947,061	-	-	2,110,000	947,061
2014	2,185,000	862,843	-	-	2,185,000	862,843
2015	2,085,000	774,440	-	-	2,085,000	774,440
2016	2,165,000	691,599	-	-	2,165,000	691,599
2017	1,835,000	609,967	-	-	1,835,000	609,967
2018	1,910,000	536,988	-	-	1,910,000	536,988
2019	1,625,000	468,177	-	-	1,625,000	468,177
2020	1,685,000	400,433	-	-	1,685,000	400,433
2021	1,330,000	339,340	-	-	1,330,000	339,340
2022	1,390,000	286,229	-	-	1,390,000	286,229
2023	1,085,000	162,476	-	-	1,085,000	162,476
2024	1,125,000	142,955	-	-	1,125,000	142,955
2025	1,170,000	122,365	-	-	1,170,000	122,365
2026	950,000	99,692	-	-	950,000	99,692
2027	630,000	76,236	-	-	630,000	76,236
2028	655,000	51,605	-	-	655,000	51,605
2029	320,000	26,000	-	-	320,000	26,000
2030	330,000	13,200	-	-	330,000	13,200
	<u>\$ 28,915,000</u>	<u>\$ 8,747,784</u>	<u>\$ 60,725</u>	<u>\$ 7,148</u>	<u>\$ 28,975,725</u>	<u>\$ 8,754,932</u>

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.

Besides the existing programmed reserves in the fund, the primary source of new funding for FY 2011 projects is the proceeds from the **\$4,835,000** General Obligation Bond issue in November 2009. Other new funding sources include \$85,000 via the energy efficiency block grant from the Department of Energy for energy conservation improvements.

BUDGET COMMENTS

The FY 2011 budget at **\$6,515,000** is down significantly from the FY 2010 adopted budget of \$10,094,500. This is due primarily to the completion of the Library expansion/renovation and Service Center expansion projects and improvements to Edmondson Pike. 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 (\$5,765,000)

1. **Split Log Road – Phase II** - This project (**\$3,855,000**) provides for construction of road improvements between Ragsdale Road and the city limits just east of Pleasant Hill Road. Improvements will include two twelve-foot wide 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 targeted for completion by late summer of 2011.
2. **Concord Road (East of Edmondson Pike)** – This project (**\$1,000,000**) 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. Relocation of utilities and purchase of right-of-way in the Davidson County section of the road by TDOT is tentatively scheduled to begin in early calendar year 2011. Road construction by TDOT is scheduled to begin in late calendar year 2011.

CAPITAL PROJECTS FUND

3. **Concord Road (Jones Parkway to Arrowhead Drive)** – This project (**\$300,000**) provides final engineering and initiation of right-of-way acquisition for 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 has \$3.0 million in Federal funding allocated for construction in the MPO's 2008-11 Transportation Improvement Plan. Construction is targeted to begin in early calendar year 2012.
4. **Traffic Signal Upgrades** - This project (**\$235,000**) provides for the installation of a new traffic signal at the intersection of Moores Lane and Gordon Petty Drive, subject to approval by TDOT. In addition, funding is provided for repainting weathered signal poles.
5. **Street Resurfacing** – This project (**\$200,000**) provides the second year of a four year program of supplemental funding for the annual street resurfacing program under the City's pavement management system. Funding was provided through a FY 2009 special transfer from the unreserved fund balance of the General Fund of \$1,000,000. The plan provides \$100,000 for resurfacing in FY 2010, \$200,000 in FY 2011, \$300,000 in FY 2012 and \$400,000 in FY 2013.
6. **Bikeway Improvements** – This project (**\$125,000**) provides the construction of a back of curb bikeway segment along Concord Road between Edmondson Pike and Green Hill Blvd to connect to soon to be complete improvements to the east and the on-street bike lanes on Green Hill Blvd.
7. **Franklin Road (south)** -- This project (**\$50,000**) provides for completion of engineering and right-of-way plans for the future widening of 2.2 miles of Franklin Road from West Concord Road south to Moores Lane. Right-of-way acquisition will be delayed pending a firm commitment is made by TDOT to construct the improvements within the state highway construction budget.

II. STORM DRAINAGE (\$50,000)

1. **Wildwood Drainage** – This project (**\$50,000**) provides for public drainage improvements in the Wildwood subdivision near Eastbourne Drive to address siltation and undergrowth problems that have altered the natural flow of stormwater.

III. PARKS AND RECREATION (\$175,000)

1. **Crockett Park** – This project (**\$175,000**) provides for installation of lights to multi-purpose field no. 3 to better meet the demand for outdoor play at night.

CAPITAL PROJECTS FUND

IV. GENERAL FACILITIES (\$155,000)

1. **Community Identity Features** – This project (\$20,000) provides for an additional gateway entrance sign at Franklin Road and Moore's Lane, pending TDOT approval.
2. **Energy Efficiency Improvements** - This project (\$85,000) provides for installation of new light fixtures and other improvements identified through a detailed energy audit of all City facilities. Funding for this project comes from the Federal government through an Energy Efficiency and Conservation Block Grant.
3. **Library** – This project (\$50,000) provides funding for completion of the implementation of the Radio Frequency Identification (RFID) system for the collection/circulation system.

V. TECHNOLOGY (\$370,000)

1. **Radio System** – This project (\$270,000) provides for the upgrade of the radio system for non-public safety departments to improve cross-department communication during emergencies and three radio channels for regular communication.
2. **Fiber Optic Network** – With the installation of the fiber optic network to serve traffic signals east of Wilson Pike to Sunset Road, this project (\$45,000) provides for extension of the fiber network from Sunset Road to the Safety Center East to connect to the City network for high speed voice and data needs.
3. **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.
4. **Software Systems** – This project (\$25,000) provides for completion of the Property Tax component of the MS Govern software package within the Finance Department and implementation of social media and mobile viewing modules within the City's website.

CAPITAL PROJECTS FUND

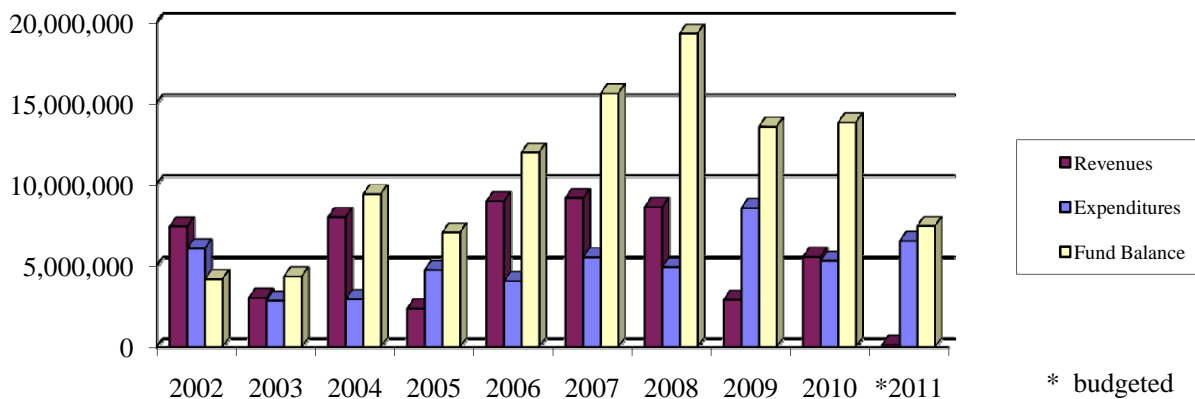
Revenues

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Intergovernmental	\$ 29,000	\$ 17,284	\$ 164,500	\$ 167,610	\$ 85,000
Uses of Money and Property	675,565	299,736	50,000	125,751	75,000
Other Financing Source	1,511,627	2,075,000	150,000	318,943	-
General Obligation					
Bond Proceeds	4,935,000	-	4,835,000	4,760,000	-
Other (Private Sources)	1,460,561	505,882	35,000	181,573	-
Total Revenues	\$ 8,611,753	\$ 2,897,902	\$ 5,234,500	\$ 5,553,877	\$ 160,000

Expenditures

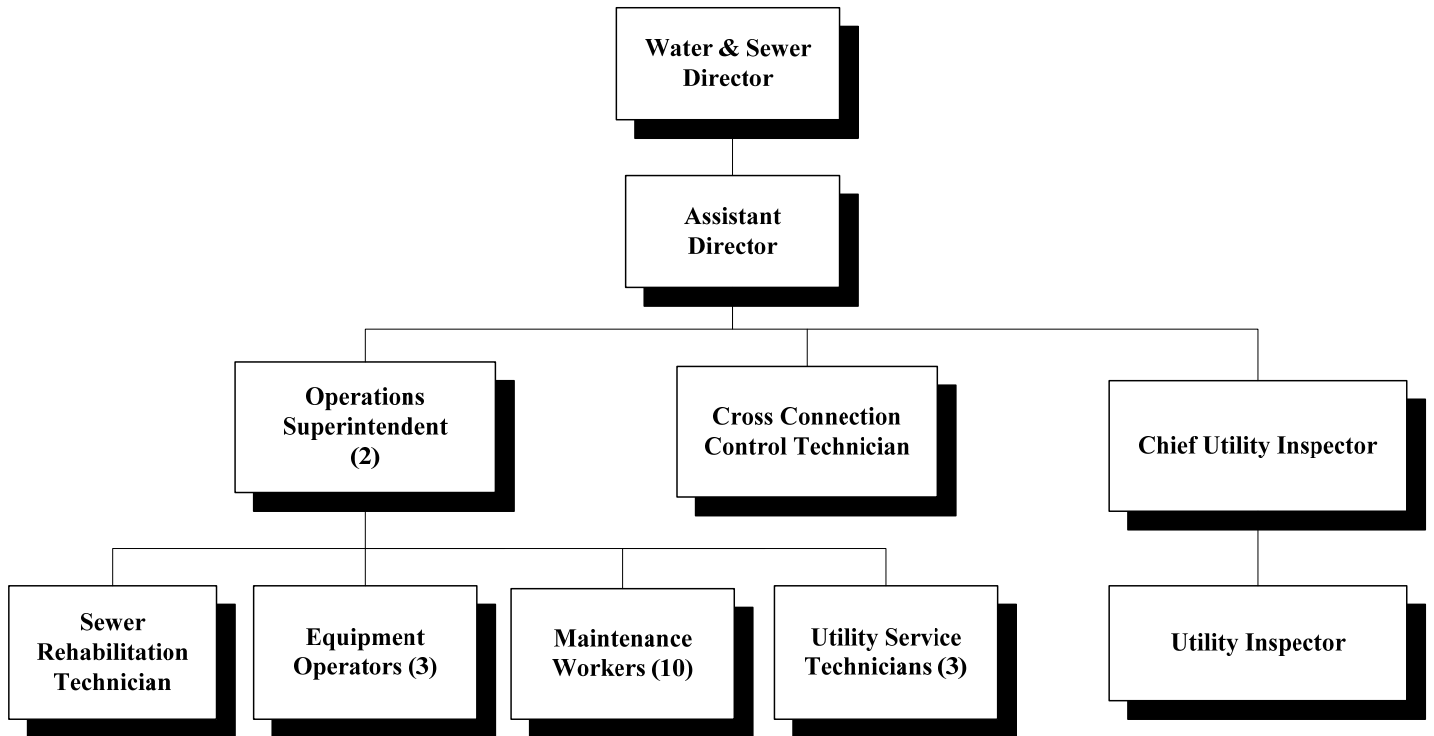
	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Capital Outlay					
General Facilities and Equipment	\$ 668,751	\$ 4,589,500	\$ 2,284,500	\$ 1,536,958	\$ 155,000
Transportation	3,966,518	3,850,282	7,655,000	3,507,877	5,765,000
Storm Drainage	-	58,900	-	44,100	50,000
Parks and Recreation	158,484	48,055	75,000	45,120	175,000
Beautification	32,492	3,099	-	1,683	-
Technology	-	-	80,000	77,403	370,000
Other Financing Uses	85,737	-	-	89,809	-
Transfer to Municipal Center	-	-	-	-	-
Total Expenditures	\$ 4,911,982	\$ 8,549,836	\$ 10,094,500	\$ 5,302,950	\$ 6,515,000

CAPITAL PROJECTS FUND



WATER AND SEWER FUND

WATER AND SEWER DEPARTMENT ORGANIZATIONAL CHART



WATER AND SEWER DEPARTMENT 2010-2011 Non-Routine Work Plan

The Water and Sewer Department proposes to undertake the following projects in the 2010-2011 fiscal year:

1) Implementation of Automated Meter Reading Program

The department will begin a multi-year upgrade of 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. In FY 2011, the department will begin implementation of a system upgrade from the touch-read technology to a fixed-based radio reading technology. This system will consist of a series of fixed antenna sites (Robert E. Lee tower site and possibly one or two additional sites) that will allow for remote collection of customer meter reading data which is then transmitted directly to computer servers located in the Water and Sewer Billing office. The proposed system also includes water main leak detection equipment used to pinpoint system leaks to aid in the Department's efforts to reduce water loss. Advantages from the upgrade include increased meter reading efficiency, enhanced customer service, reduced operating cost and lower wholesale water cost through reduced water loss.

In FY 2011, the department will oversee installation of the first antenna site and the installation of the first 1,000 new water meters.

Target Date: June 30, 2011 (completion of year 1 work – full
implementation will take 5 years)

2) Sewer Rehabilitation Program (Year 3)

The Sewer Rehabilitation Program is a multi-year program directed at corrective actions and fulfilling requirements of the Agreed Order issued by TDEC in 2006 to the City of Brentwood and Metro Water Services. This comprehensive program with a projected cost of \$30 million is targeted at the elimination of sewer overflows at the Brentwood/Metro sewer pumping station caused by excessive storm water infiltration. Specific work includes rehabilitation and repair of original sewer pipe, manholes, service lines and upgrade of the Brentwood/Metro sewer lift station.

Year two of the construction portion of the program concluded with the department rehabilitating approximately 25 miles of sewer pipeline or about 10% of the system's sewer pipes. This past year saw a shift in the program's focus from solely relining sewer pipe to addressing leaking manholes and individual sewer services. About 100 manholes and 40 individual sewer services were

WATER AND SEWER DEPARTMENT 2010-2011 Non-Routine Work Plan

repaired during the second year of the program. The total repairs have resulted in a documented reduction of over one million gallons per day of storm water entering the system and being transported to Metro for treatment which results in an annual savings of approximately \$650,000.

In FY 2011 or year three of the construction portion of the program, the department will continue to focus on rehabilitating sewer manholes and individual service connections. Additionally, work to upgrade the Brentwood/Metro sewer station will take place in this fiscal year. In addition, the department will undertake rehabilitation of two additional sewer lift stations.

Target Date: June 30, 2011 (completion of year 3 work)

3) Water Capacity Improvement Projects

Based on the recommendations from the Water System Capacity Model study, the department will initiate a multi-year effort to upgrade several undersized water lines listed below plus repairs to Dead End Water Mains. This effort is summarized in more detail in the CIP budget document:

Water System Capacity Improvements:

- Twin Springs Line Upsizing/Replacement
- Ewell Drive Line Upsizing/Replacement
- Brentmeade Blvd. Line Upsizing/Replacement
- Plymouth Drive Station Evaluation/Replacement

Target Dates: Various completion 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	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Personnel Services	\$ 1,623,371	\$ 1,728,898	\$ 1,821,715	\$ 1,851,905	\$ 1,851,905
Operating Expenditures	9,927,626	9,948,725	12,134,930	10,269,416	12,789,715
Total	\$ 11,550,997	\$ 11,677,623	\$ 13,956,645	\$ 12,121,321	\$ 14,641,620

WATER AND SEWER FUND

BUDGET COMMENTS

The FY 2011 projected income will again reflect a significant reduction 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 are expected to generate \$7.2 million in income. An additional \$150,000 in water income is projected from the Harpeth Valley Utility District purchased water surcharge for water customers (at \$0.15 per 1,000 gallons billed) which took effect in January 2010. Sewer sales are expected to generate \$6.4 in income. An additional \$750,000 in sewer income is projected from the Metro sewer treatment surcharge for customers (at \$.73 per 1,000 gallon billed). This surcharge was required to offset most of the rate increase in Metro treatment costs which also includes the treatment of storm water inflow and infiltration into the collection system. However, the success of the City's sewer rehabilitation program has helped to offset these increasing costs. Due to a reduction in inflow and infiltration to the sewer collection system as a result of the ongoing sewer rehab work, an estimated \$600,000 in annual savings is expected.

The FY 2011 budget includes the reclassification of a Utility Inspector position into an Operations Superintendent position to correctly reflect the duties being carried out by the position. Significant projected increases in operating expenses for FY 2011 include the purchase of additional water for resale (\$200,000) based on a new rate of \$1.86/1,000 gallons purchased, increased Metro sewer treatment charges (\$400,000) based on a new rate of \$1.56/1,000 gallons treated, increased interest cost (\$316,000) on the \$10 million water and sewer bond issue from calendar year 2008 and the upcoming \$10 bond issue scheduled for late calendar year 2010. The mandatory depreciation expense is projected to increase slightly (\$35,000). Operational costs and engineering services related to implementation of CMOM programs continue to decrease (\$25,000) since most of the programs are now implemented. Aggressive manhole and sewer line maintenance efforts (\$150,000) required under CMOM continue to decrease too.

Proposed capital equipment purchases in FY 2011 includes replacement of a Jet Truck and associated equipment (\$65,000). Originally purchased in 1992, this truck is the primary equipment used by the department's sewer rehabilitation crew in maintaining sewer lines, replacement of a portable pump (\$50,000) critical to emergency operations and two new water tank mixing units (\$125,000) to aid reduction of system disinfection byproducts which have recently been regulated by TDEC. Additionally, the department is proposing to purchase four (4) rugged laptop units to install in service vehicles to be used in conjunction with ongoing GIS efforts. 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 2011, the highest priority of the department will be the third 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 initiate several water system projects primarily aimed at meeting future growth demands but will include projects that will also benefit operations. Projects addressing capacity are identified in the 2009 Water System Master Plan report and will be funded from \$5.4 million in bond proceeds received from the 2010 bond issue. The department will also initiate a multi-year program to replace/upgrade the meter reading equipment in an effort to reduce water loss and improve customer service.

WATER AND SEWER FUND

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Operations:				
Water Quality - Percent of Samples in Compliance	100%	100%	100%	100%
Percent Water Loss	21%	23%	18%	18%
Sewer Overflow Rate - Overflows per 100 miles of pipe	8.3	4.1	6.0	3.0
Grinder Program Cost - Annual Cost per Unit	\$57	\$63	\$60	\$65
Annual Sewer Mains Inspected/Cleaned (ft.)	275,581	409,203	137,280	100,000
Customer Service:				
Customer Water Quality Complaints - Annual Total	200	55	150	100
Business Operations:				
Health & Safety - Lost Days per Employee	0	0	0	3
Training Hours - Avg. Hours per Employee (Annual)	N/A	NA	12	13

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Miles of Water Mains *	197	204	220	208
Water Pump Stations	16	16	14	13
Water Storage Tanks	11	10	10	9
Customers Meter Reads (Mo.)	8,205	8,253	8,300	8,380
Work Orders	5,443	4,563	7,000	5,500
Billing Calls	6,693	6,714	8,500	8,000
Sewer Customers	9,711	9,792	9,900	10,000
Sewer Lift Stations	10	10	10	10
Miles of Sewer Main	254	266	270	271
Grinder Pump Units	2,733	2,752	2,775	2,785

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

<u>Personnel Schedule</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Water and Sewer Director	1	1	1	1
Assistant Water & Sewer Director	1	1	1	1
Operations Superintendent	1	1	1	2
Chief Utility Inspector	1	1	1	1
Utility Inspector I & II	2	2	2	1
Equipment Operator I, II & III	3	3	3	3
Cross Connection Coordinator	0	1	1	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	26	26	26

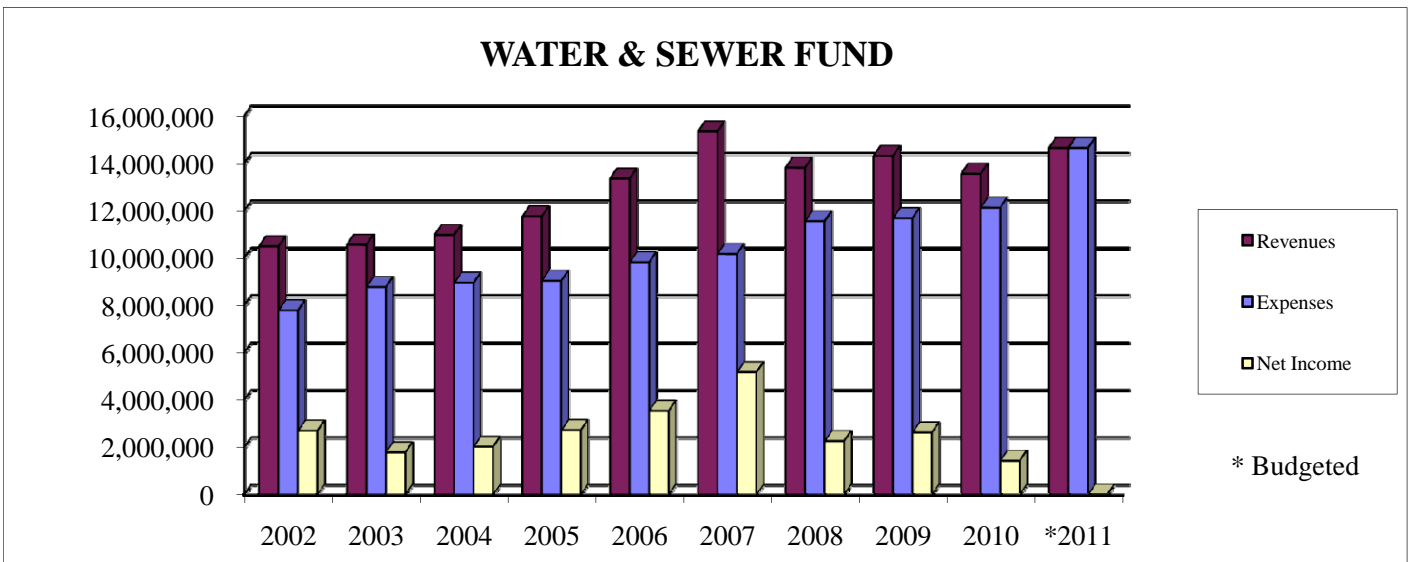
WATER AND SEWER FUND

Revenues

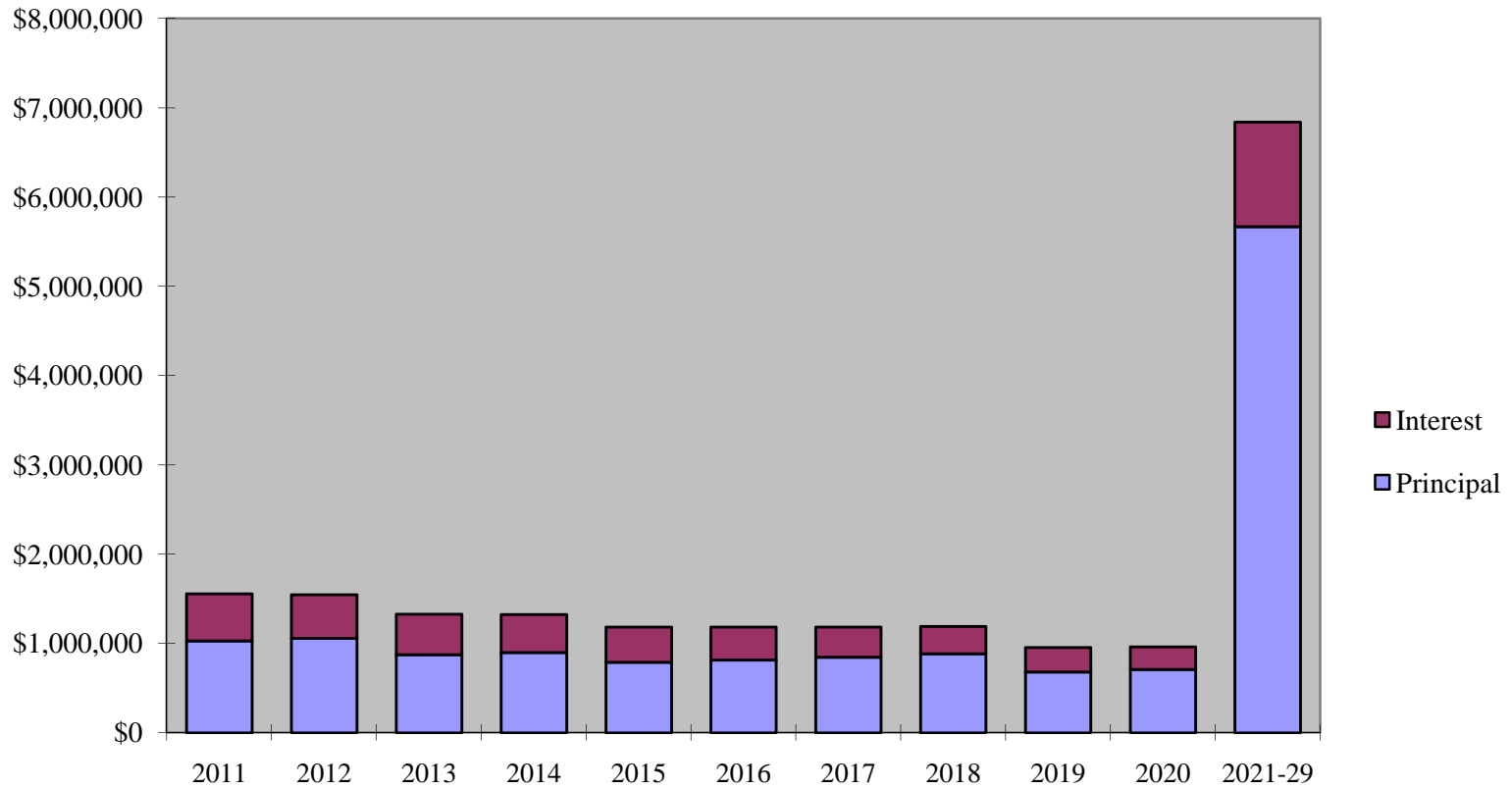
	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 Actual	FY 2011 Budget
Water Sales	\$ 7,246,447	\$ 7,014,577	\$ 6,850,000	\$ 6,061,563	\$ 7,201,800
Sewer Charges	4,808,426	5,696,998	6,181,125	6,096,583	6,367,125
Interest Income	376,486	131,862	100,000	80,474	75,000
Water Tap Fees	309,750	614,000	195,000	431,805	200,000
Sewer Tap Fees	639,754	343,012	300,000	378,153	340,000
Other Revenues	330,053	398,191	365,460	400,490	358,915
Hydrant Rental	100,000	100,000	100,000	100,000	100,000
Total Revenues	\$ 13,810,916	\$ 14,298,640	\$ 14,091,585	\$ 13,549,068	\$ 14,642,840

Expenses

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 Actual	FY 2011 Budget
Personnel Services	\$ 1,623,371	\$ 1,728,898	\$ 1,821,715	\$ 1,851,905	\$ 1,851,905
Purchased Water	4,121,184	3,990,430	4,200,000	3,445,089	4,400,000
Sewage Treatment	1,790,024	1,580,332	2,700,000	2,353,401	3,100,000
Interest Expense	319,709	561,188	565,270	370,876	776,815
Depreciation/Amortization Exp.	2,005,788	2,073,256	2,480,000	2,237,253	2,512,000
Other Operating Expenses	1,690,921	1,743,519	2,189,660	1,862,797	2,000,900
Total Expenses	\$ 11,550,997	\$ 11,677,623	\$ 13,956,645	\$ 12,121,321	\$ 14,641,620



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



Note: The above bar graph compares Principal and Interest of the Water & Sewer Fund Debt Service for future fiscal years.

**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%	525,000
\$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%	295,000
\$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%	2,015,000
\$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%	9,645,000
Total Business-type Activities Debt	<u><u>14,255,000</u></u>

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	
	Principal	Interest	Principal	Interest	Principal	Interest
2011	125,000	20,064	145,000	12,245	395,000	67,209
2012	125,000	14,720	150,000	6,300	410,000	53,615
2013	135,000	9,096		-	185,000	43,203
2014	140,000	3,080	-	-	190,000	36,498
2015	-	-	-	-	195,000	29,325
2016	-	-	-	-	205,000	21,623
2017	-	-	-	-	210,000	13,425
2018	-	-	-	-	225,000	4,613
2019	-	-	-	-	-	-
2020	-	-	-	-	-	-
2021-2029	-	-	-	-	-	-
	<u>\$ 525,000</u>	<u>\$ 46,960</u>	<u>\$ 295,000</u>	<u>\$ 18,545</u>	<u>\$ 2,015,000</u>	<u>\$ 269,509</u>

Year	2006 Sewer Revenue and Tax Refunding Bonds		2008 Water and Sewer Revenue and Tax Bonds		Totals Debt Requirements	
	Principal	Interest	Principal	Interest	Principal	Interest
2011	-	66,903	365,000	360,389	1,030,000	526,809
2012	-	66,903	370,000	349,439	1,055,000	490,976
2013	170,000	63,715	385,000	338,339	875,000	454,352
2014	175,000	57,246	395,000	326,789	900,000	423,613
2015	185,000	50,496	410,000	314,939	790,000	394,760
2016	185,000	43,559	425,000	301,614	815,000	366,795
2017	195,000	36,434	440,000	287,801	845,000	337,660
2018	205,000	28,934	455,000	272,401	885,000	305,948
2019	210,000	21,153	470,000	255,339	680,000	276,491
2020	220,000	13,035	490,000	237,714	710,000	250,749
2121-2129	230,000	4,428	5,440,000	1,166,391	5,670,000	1,170,819
	<u>\$ 1,775,000</u>	<u>\$ 452,804</u>	<u>\$ 9,645,000</u>	<u>\$ 4,211,154</u>	<u>\$ 14,255,000</u>	<u>\$ 4,998,973</u>

MUNICIPAL CENTER

MUNICIPAL CENTER FUND

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 has more space than is currently required of City operations. Accordingly, the City currently leases about 15% of the building space to private tenants. All building maintenance services are covered under a management contract.

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
Total square feet in building	54,000	54,000	54,000	54,000
Square feet available for lease	7,735	7,735	7,735	7,735
Square feet leased	7,735	7,735	7,735	7,735
Gross rent generated by tenants	\$126,970	\$119,673	\$131,900	\$136,010
Square feet used by City	46,165	46,165	46,165	46,165

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 2011 is covered through a \$453,400 General Fund operating transfer to this fund and \$31,800 in rent from the Emergency Communications District. The total amount is up by \$61,200 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. Accordingly, a \$1 million special transfer from the unreserved fund balance of the General Fund is proposed by June 30, 2010 to fund smaller renovation/improvement projects during the next 10 years. These projects will be initiated in FY 2011 and will be coordinated with facility improvements that will be funded by the Emergency Communications District.

PERSONNEL SCHEDULE

No personnel are directly assigned to this fund.

MUNICIPAL CENTER FUND

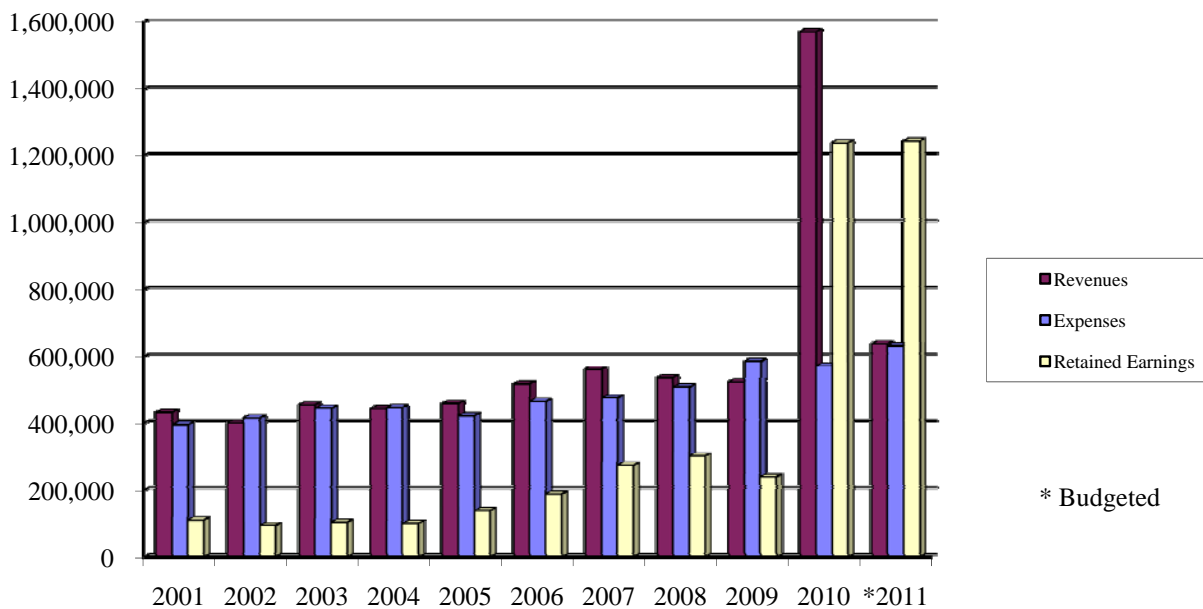
Revenues

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Rental Income	\$ 496,970	\$ 509,673	\$ 555,900	\$ 555,817	\$ 621,210
Transfer - General Fund	-	-	1,000,000	1,000,000	-
Interest Income/Other	38,263	12,798	14,000	6,222	6,000
Total Revenues	<u>\$ 535,233</u>	<u>\$ 522,471</u>	<u>\$ 1,569,900</u>	<u>\$ 1,562,039</u>	<u>\$ 627,210</u>

Expenses

	Actual FY 2008	Actual FY 2009	Budget FY 2010	Actual FY 2010	Budget FY 2011
Professional Services	\$ 23,503	\$ 30,833	\$ 30,000	\$ 21,807	\$ 30,000
Utilities	125,175	142,205	146,000	133,056	156,300
Maintenance	121,174	154,532	133,000	124,588	168,000
Depreciation/Amortization Expense	169,643	175,958	180,000	181,205	200,000
Other	67,856	81,365	80,900	54,769	71,800
Total Expenses	<u>\$ 507,351</u>	<u>\$ 584,893</u>	<u>\$ 569,900</u>	<u>\$ 515,425</u>	<u>\$ 626,100</u>

MUNICIPAL CENTER FUND



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 fee on land-line service 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

Subject to approval by the Tennessee Emergency Communications Board, the monthly service fees will increase effective August 1, 2010 from \$.65 to \$1.50 (residential lines) and from \$2.00 to \$3.00 (business lines). The fee increase is needed to undertake facility improvements and purchase equipment (total cost \$1,115,000) to meet next generation communication standards mandated by the State ECB. A portion of the cost (\$360,000) will be funded through grants provided by the State ECB.

The FY 2011 budget provides for the reassignment of 50% of a Police Lieutenant position to the ECD due to supervisory oversight of the emergency communications center. Since the district must operate as an enterprise fund, the budget also includes depreciation as a budgeted expense (\$115,615).

The cost of operating the Emergency Communications function cannot be supported entirely through the fees generated from the 911 telephone service charge. Therefore, an operating transfer from the General Fund of \$418,700 is required in FY 2011 to adequately fund the requirements of the District.

EMERGENCY COMMUNICATIONS DISTRICT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</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 INDICATORS</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Target FY 2010</u>	<u>Target FY 2011</u>
CAD Calls for Service	33,361	32,106	34,000	34,000
Total 911 calls received	1,725	1,634	1,800	1,800
Total calls handled for other jurisdictions	104	75	120	110
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Budget FY 2011</u>
Lieutenant (Police)				0.5
Public Safety Dispatcher I & II	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>
Total	11	11	11	11.5

EMERGENCY COMMUNICATIONS DISTRICT

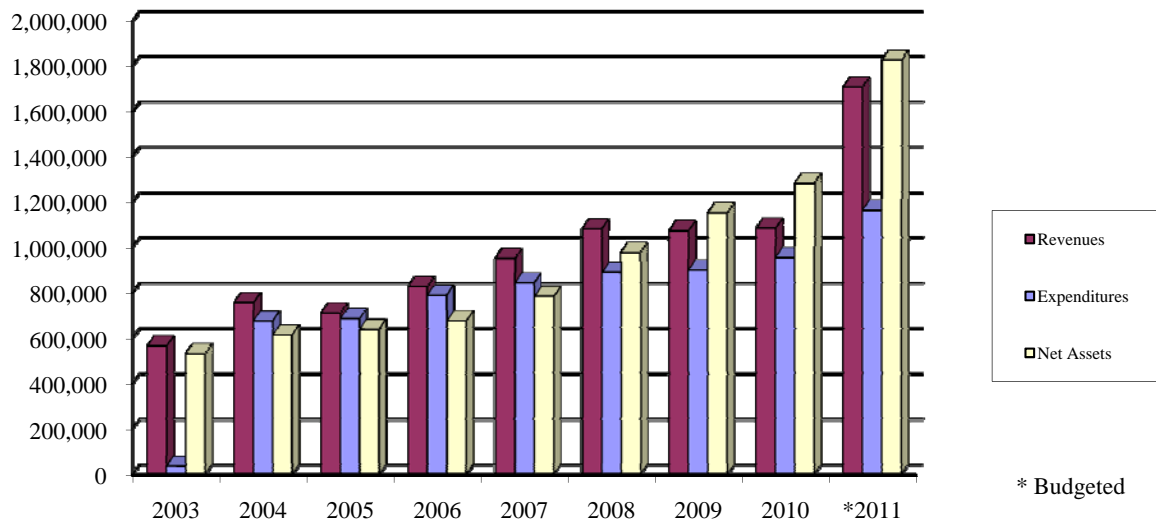
Revenues

	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>
911 Fees	\$ 509,845	\$ 538,140	\$ 472,000	\$ 491,114	\$ 733,030
Contribution from Primary Govt.					
- General Fund	395,000	418,700	418,700	418,700	418,700
ECD/PSAP Equipment					
Reimbursement Program - TECB	0	702	150,000	-	360,000
TECB Operational Funding	104,080	104,080	104,080	168,129	189,155
GIS Maintenance Grant - TECB	10,000	10,000	10,000	-	-
Interest Earnings	37,607	12,442	5,000	6,329	5,500
Total Revenues	<u>\$ 1,056,532</u>	<u>\$ 1,084,064</u>	<u>\$ 1,159,780</u>	<u>\$ 1,084,272</u>	<u>\$ 1,706,385</u>

Expenditures

	<u>Actual FY 2008</u>	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>
Personnel Services	\$ 673,861	\$ 678,207	739,725	676,035	788,760
Operating Expenditures	150,818	158,020	242,300	216,539	258,250
Depreciation Expense	64,446	62,718	101,500	61,383	115,615
Total Expenditures	<u>\$ 889,125</u>	<u>\$ 898,945</u>	<u>\$ 1,083,525</u>	<u>\$ 953,957</u>	<u>\$ 1,162,625</u>

EMERGENCY COMMUNICATIONS DISTRICT



PERSONNEL

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

<u><i>Activity</i></u>	<u><i>Actual FY 2008</i></u>	<u><i>Actual FY 2009</i></u>	<u><i>Budget FY 2010</i></u>	<u><i>Budget FY 2011</i></u>
City Manager's Office	2	2	2	2
Finance Department	7	8	8	8
City Recorder	1	1	1	1
Legal Services	1	1	1	1
Technology	4	4	4	4
Geographic Information Systems	3	3	3	3
Human Resources	3	3	3	3
Community Relations	1	1	1	1
Planning	4	4	4	3
Codes Enforcement	8	8	8	8
Police Department	60	60	60	59.5
Fire Department	59	62	62	62
Public Works Department	19	19	19	19
Traffic Signalization	1	1	1	1
Service Center	2	2	2	2
Engineering Services	5	5	4	4
Parks and Recreation Department	13	13	13	13
Public Library	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>
TOTAL - GENERAL FUND	205	209	208	206.5
Emergency Communications District	11	11	11	11.5
Water and Sewer Fund	<u>25</u>	<u>25</u>	<u>26</u>	<u>26</u>
TOTAL - ALL FUNDS	<u>241</u>	<u>245</u>	<u>245</u>	<u>244</u>

City of Brentwood, Tennessee
Personnel Schedule
Full-Time Positions

		<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>	<u><i>Budget</i></u> <u><i>FY 2011</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	1	1	1
	Accounting Clerk I & II	3	3	3	3
	Administrative Secretary	1	1	1	1
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	7	8	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>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
	Total	3	3	3	3
41650	Human Resources				
	Human Resources Director	1	1	1	1
	HR/Payroll Specialist	1	1	1	1
	Human Resources Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	3	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 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>	<u><i>Budget</i></u> <u><i>FY 2011</i></u>
41700	Planning				
	Planning and Codes Director	1	1	1	1
	Senior City Planner	1	1	1	0
	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	3
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	6.5
	Sergeant	4	4	4	3
	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	59.5
42200	Fire Department				
	Fire Chief	1	1	1	1
	Assitant Fire Chief	1	1	1	1
	Fire Training Officer	1	1	1	1
	Fire Marshal	1	1	1	1
	Captain	3	3	3	3
	Lieutenant	9	9	12	12
	Firefighter & Fire Engineer/Driver	42	45	42	42
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	59	62	62	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 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>	<u><i>Budget</i></u> <u><i>FY 2011</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	2	2	2	2
	Engineering Technician I & II	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>
	Total	5	5	4	4
44400	Parks and Recreation Department				
	Parks and Recreation Director	1	1	1	1
	Parks Maintenance Supervisor	1	1	1	1
	Recreation Services Coordinator	1	1	1	1
	Grounds Specialist I & II	3	3	3	3
	Maintenance Worker I & II	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>
	Total	13	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>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
	Total	12	12	12	12
	GENERAL FUND				
	Total No. of Full-Time Positions	205	209	208	206.5

City of Brentwood, Tennessee
Personnel Schedule
Full-Time Positions

		<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>	<i><u>Budget</u></i> <i><u>FY 2011</u></i>
42110	Emergency Communications District				
	Lieutenant (Police)	0	0	0	0.5
	Public Safety Dispatcher I & II	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>
	Total	11	11	11	11.5
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	2
	Chief Utility Inspector	1	1	1	1
	Utility Inspector I & II	2	2	2	1
	Equipment Operator I, II & III	3	3	3	3
	Cross Connection Coordinator	0	0	1	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	26	26
ALL FUNDS					
	Total No. of Full-Time Positions	<u>241</u>	<u>245</u>	<u>245</u>	<u>244</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 in the Parks and Recreation Department.

RESOLUTION 2010-29

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 2010-2011 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:

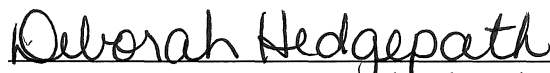
SECTION 1. That the system of classifications and salary ranges for the employees of the City of Brentwood is hereby amended, all in accordance with the position classification groupings and salary ranges for the 2010-2011 fiscal year as shown on the plan attached hereto as Attachment A and made a part 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: 6/28/10

Approved as to form:


RECORDER Deborah Hedgepath


CITY ATTORNEY Roger A. Horner

Classification and Pay Plan
Fiscal Year 2011
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 2011
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			
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			
Parks Maintenance Supervisor			
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 2011
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)	\$51,958.40	\$63,585.60	\$75,212.80
Fire Captain (ne)			
Fire Training Officer			
Fire Marshal			
Police Captain			
Group I (e)	\$51,958.40	\$64,958.40	\$77,937.60
Chief Building Official			
Senior City Planner			
City Treasurer			
Community Relations Director			
Operations Superintendent			
Group J - PS (e)	\$58,198.40	\$71,219.20	\$84,240.00
Asst. Police Chief			
Asst. Fire Chief			
Group J (e)	\$58,198.40	\$72,758.40	\$87,297.60
None			
Group K (e)	\$65,187.20	\$81,473.60	\$97,780.80
Asst. Water & Sewer Director			
City Engineer			
Human Resources Director			
Library Director			
Parks and Recreation Director			
Planning and Codes Director			
Technology Director			
Group L (e)	\$73,008.00	\$91,249.60	\$109,512.00
Engineering Director			
Finance Director			
Public Works Director			
Water and Sewer Director			
Group M - PS (e)	\$81,764.80	\$100,068.80	\$118,352.00
Fire Chief			
Police Chief			
Group M (e)	\$81,764.80	\$102,211.20	\$122,657.60
City Attorney			

(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 2011

City of Brentwood, Tennessee

Pay Range (non-exempt/exempt)

Minimum

Mid-point

Maximum

Group N (e)

\$91,582.40

\$114,462.40

\$137,363.20

Assistant City Manager

Group O (e)

City Manager

Annual Salary to be established by the
Board of Commissioners each July 1

Group P (ne)

\$9.00

\$11.00

\$13.00

Intern

(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

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 2010)	26,440
Total assessed value in City – (as of Oct., 2009)	\$2,182,919,991
Area of City in square miles	42 square miles

Roads and Streets

Asphalt pavement (100.00%)	424 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)	71
Planning and Codes	11
Parks and Recreation	13
Library	12
Fire	<u>62</u>
Total City Employees (FY 2011)	<u>244</u>

Fire Protection

ISO classification	4
Number of stations	4
Number of sworn personnel	61
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 sworn personnel	56
Number of vehicles - all radio equipped cars	67

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Building Permits

<u>Fiscal Year</u>	<u>Number of Permits</u>	<u>Valuation</u>
2009	795	\$91,382,145
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)	769
Edmondson Elementary School (K-5)	674
Kenrose Elementary School (K-5)	758
Lipscomb Elementary School (K-5)	673
Scales Elementary School (K-5)	595
Brentwood Middle School (6-8)	1,037
Brentwood High School (9-12)	1,505
Woodland Middle School (6-8)	760
Ravenwood High School (9-12)	1,915
Sunset Elementary School (K-5)	756
Sunset Middle School (6-8)	<u>731</u>
Total Students	<u>10,173</u>

Other Educational Facilities:

Brentwood Academy (6-12, private)	<u>740</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

150,299 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 164-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	Disc Golf
Concord Park	Crockett Park
Crockett Park	
River Park	
Tower Park	
Brentwood Family YMCA	
Swim and Tennis Clubs (members only)	
Brentwood Family YMCA	Williamson County Recreation Center
Wildwood Club	YMCA at Maryland Farms
Golf Courses (members only)	
Brentwood Country Club	Nashville Golf and Athletic Club
Governors Club	
Skating	
Brentwood Skate Center	YMCA Skate Park
Soccer/Football	
Brentwood Academy	Crockett Park
Brentwood Family YMCA	Granny White Park
Brentwood High School	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

<u>Major Employers</u>	<u>Product/Service</u>	<u>Number of Employees</u>
Comdata	Financial Services	864
AT&T/Cingular Wireless	Communications	800
Tractor Supply Company	Retail Headquarters	600
City of Brentwood	Government	294
Publix	Retail Grocer	268
Lattimore Black Morgan & Cain	Financial Services	250
The Lampo Group (Dave Ramsey)	Financial Services	226
LifePoint Hospitals Inc.	Healthcare	200
Costco	Retail Grocer	185
Brookfield Senior Living	Healthcare	180

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Utility Service

	<u>Consumers</u>	<u>Revenues</u>
Water	8,253	\$7,022,202.67
Sewer	9,792	\$5,693,049.87

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
Water surcharge for all Brentwood water customers	\$ 0.15	\$ 0.15 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
Wastewater surcharge for all Brentwood sewer customers	\$ 0.73	\$ 0.73 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	204 miles
Number of fire hydrants	2,325
Storage capacity in gallons	14,500,000
Percent of water loss	23% not adjusted

Sewer Collection System

Sanitary sewer mains	260 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	\$ 51,211,383
Equipment & Data Processing	\$ 2,221,401
Personal property	\$ 5,166,295
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	\$ 550,000
Errors and omissions	\$1,000,000
Public official bonds:	
City Manager	\$100,000
Surety bonds:	
City Manager	\$75,000
Finance Director	\$75,000
City Treasurer	\$75,000
Accounting Clerk	\$75,000

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 Expenditures/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

GLOSSARY OF TERMS

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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