

City of Brentwood, Tennessee

FISCAL YEAR 2012

(July 1, 2011 – June 30, 2012)

ANNUAL OPERATING BUDGET

Brentwood Board of Commissioners

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For the Fiscal Year Beginning

July 1, 2010



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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, 2010.

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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City of Brentwood

July 1, 2011

CITY MANAGER MEMORANDUM

2011-03

TO: The Honorable Members of the Brentwood Board of Commissioners

FROM: Michael W. Walker, City Manager

SUBJECT: **Fiscal Year 2011-2012 Adopted Operating Budget**

The adopted annual operating budget for the City of Brentwood for Fiscal Year 2012, beginning July 1, 2011 through June 30, 2012, is hereby submitted. 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 2012-2017 and the adopted Non-Routine Work Plan for Fiscal Year 2012.

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 12, 2011 to review the FY 2012 proposed budget with the City Commission prior to formal consideration of the appropriations and tax rate ordinances. First reading was held on the Monday, May 23, 2011 meeting and final reading on Monday, June 27, 2011. 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 14, 2011 regular meeting.

The Fiscal Year 2012 budget is balanced with net expenditures for all funds totaling **\$58,570,450**. This represents an increase of \$2,983,065 or 5.4% over last year's budget of \$55,587,385. The increase is attributed entirely to the final payment for the purchase of land and initial design and development of the 320 acre Marcella Vivrette Smith Park (\$5,925,000) which is budgeted in the Capital Projects Fund.

Economic Outlook

Since 2008, the United States has faced the most significant economic downturn since the Great Depression. While the economy is starting to show signs of a slow recovery, the immediate future is not bright for many state and local governments. These governments expanded programs rapidly during the last decade when times were good but now face difficult decisions including cuts in services and employee lay-offs due to declining revenues and reduced support from the Federal government.

Fortunately, Brentwood's balanced approach of operating conservatively in good times as well as bad times is serving us well today. For the first time in three years, we are able to project new revenue growth in FY 2012.

While this is good news, there is still much uncertainty in our world today. For example, with the potential prospect of inflation and possible default by the Federal government on its debt, how will the municipal bond market react? With new housing starts trending upward (71 for the first four months of calendar year 2011 compared to 34 and 12 for the same period in 2010 and 2009 respectively), will we see a corresponding improvement in the sale of existing homes soon? Retail sales are definitely improving but are they sustainable with rising fuel costs? With budget problems at the Federal and State level, will we see even more efforts to push service delivery and regulatory functions down to the local level but without additional funding support?

Such "challenges" make it imperative that we continue to position the City of Brentwood to meet the demands of an uncertain future. While it is wise to maintain a conservative approach toward financial management and expansion of services, we should always remember why our residential and corporate citizens choose to be in Brentwood. They expect the City to maintain the excellent quality of life by delivering basic services cost effectively and to invest in infrastructure improvements that enhance our desirability as a community both now and in the future.

Core Principles for Preparation of this Budget

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 for the coming year on the mutually agreed upon needs of the organization and community 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. General Obligation Bonds in the amount of **\$5,000,000** are proposed for issuance in late calendar year 2011 to fund the final payment for the purchase of 320 acres for Marcella Vivrette Smith Park. We are fortunate that attractive interest rates plus less competition in the bond market today will allow the City to issue the bonds and fund associated debt service obligations with no additional budgetary impact.

Additional local funding for capital improvements is proposed through a special FY 2011 General Fund operating transfer to the Capital Projects Fund of **\$1,200,000** before June 30, 2011 which is possible due to excess revenue collections in the current fiscal year over original budget estimates. Carrying out capital improvements in this manner allows the City to reduce the amount of long-term debt that would otherwise be needed to meet the needs of the community.

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 on June 30, 2011 of \$23.5 million or an amount equivalent to 77% of the FY 2012 proposed General Fund budget. This amount takes into account the special year-end transfer of \$1.2 million to the Capital Projects Fund and a one-time appropriation from the fund balance of \$5 million for the purchase of Smith Park in FY 2011. The fund balance exceeds the fiscal policy of the City to maintain minimum reserves in excess of 40% of the General Fund operating budget. 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, 2011 is \$3,942,589, an amount that is equivalent to 115% of the FY 2012 debt obligations of \$3,433,590.

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 2012 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 most recent Federal Census Count for 2010 is 37,060. Brentwood actually functions as a City with a population in excess of 57,000 when the 20,000+ office park employees are considered. This 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.

Municipal service delivery, by its very nature, is a labor-intensive endeavor. Roughly 59% 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 2012 proposed budget reflects a net increase of one (1) full-time position in all funds from 244 to 245 total positions, which is the same authorized staffing level as in FY 2009 or three years ago. The 245 full-time positions in the FY 2012 budget compared to 140 full-time positions in the FY 1991 budget represents a 75% increase in twenty-one (21) years. However, the resident population has increased by 126% during the same period. In effect, the City will have 6.61 full-time employees per 1,000 residents in FY 2012 versus 8.54 in FY 1991 or 22.6% less. To put this productivity gain in perspective, if the City was operating and delivering services in FY 2012 with the same per capita staffing arrangement as FY 1991, the City would today have 316 full-time employees or 71 more than in the proposed budget with an additional cost obligation to the City in excess of \$5.7 million annually. To pay for this additional staffing would have required a 53% property tax increase, a corresponding \$5.7 million or 18.5% 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. Our park system has expanded greatly to 861 acres including the development of the 164-acre Crockett Park along with other parks, greenways and bikeways to maintain. With 12,600 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. With an improving economy and retirements, we are starting to see more turnover in the workforce than a year or two ago. Accordingly, a competitive salary and benefits package is still essential for Brentwood to attract, retain and motivate outstanding employees. In these challenging times, it is our employees who will figure out creative ways to deliver the expected services more cost effectively. The adopted FY 2012 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 2012 General Fund budget will be balanced with projected revenue collections during the fiscal year. Projected revenue for FY 2012 will be **\$30,750,200**, up \$970,175 or 3.25% from the FY 2011 budget of \$29,780,025. For the first time in three years, we are in a positive position to project revenue growth from the previous year's budget estimate.

Major changes in individual revenues accounts (up and down) are summarized below:

- *Local Sales Taxes* – up \$700,000 due to an improving retail market.
- *Hotel/Motel Taxes* – up \$180,000 due to increased business travel to our employment centers.
- *Municipal Court Fines/Costs* – down \$150,000 due to fewer traffic enforcement citations.
- *State Shared Sales Taxes* – up \$85,000 due to an improving economy in Tennessee.
- *Williamson County Library Contribution* – down \$72,000 due to the inability to accept conditions placed by the county for receipt of funds because of the adverse impact on library activities and community use of meeting rooms. A portion of the lost revenue (\$25,000) will be regained by increasing the library card fee for non-taxpaying patrons from \$50 to \$75 annually.
- *Real Property Tax* – up \$40,000 from new development activity.

As you know, a reappraisal of property for tax purposes is underway by Williamson County with newly established values subject to review and appeal by property owners this spring. State law requires the City to establish a certified property tax rate that will generate the same tax levy as last year (prior to new taxable improvements) using the new assessed value of property. At this point, we have been advised by the Williamson County Property Assessor's Office that the calendar year 2011 property tax rate needed to generate the same tax levy as last year should be lowered to **\$.44** versus the previous \$.49 per \$100 of assessed valuation of taxable property. Each 1 cent on the property tax rate will now generate about \$245,230 for the General Fund. The proposed \$.44 property tax rate represents the same effective City tax rate for the 21st year in a row. Brentwood continues to have one of the lowest effective tax rates of any full service municipality in the State of Tennessee. The annual City property tax bill will be \$508 for the average home in the community that is valued on the tax rolls at \$462,000.

The purpose of the reappraisal is to ensure that all taxable property in Williamson County is assessed fairly based on its current market value. Accordingly, the City tax bills for individual properties may increase or decrease from the previous year depending on how much the taxable value of the property changed from the last reappraisal five years ago relative to the total increase in taxable property value which averaged about 10.2%. In other words, if the value established for tax purposes for an individual property increases more than 10.2%, the City tax bill will increase from last year. If the taxable value increased less than 10.2% from last year's assessment, the City tax bill will be less than last year.

EXPENDITURES

Proposed General Fund expenditures in FY 2012 are **\$30,742,835**. This represents an increase of \$963,990 or 3.23% from the FY 2011 budget of \$29,778,845. The budget will adequately cover the operational needs of departments for service delivery and provides new investments in capital improvements, equipment, technology, etc. that allow the various departments to delivery services effectively. Roughly 8% of the total General Fund budget (\$2,424,000) is allocated for capital investment. This includes a \$1,100,500 transfer to the Equipment Replacement Fund, a \$300,000 transfer to the Capital Projects Fund, a \$200,000 transfer to the Facilities Maintenance Fund, \$460,000 for street resurfacing, plus direct purchases of new and replacement equipment/software and miscellaneous vehicles totaling \$363,500.

Significant new expenditures in the adopted FY 2012 General Fund Budget are summarized below:

Salary Adjustments for Existing Employees - \$410,500

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 2012 adopted budget. Because of the uncertainty of revenue growth for the City in FY 2011, a one-time, lump sum merit payment (bonus) of **1.5%** was provided to employees in July 2010. With the improved financial situation, funding is proposed in FY 2012 for merit pay adjustments averaging **3%** with the actual amount for each employee to be based on performance evaluations and recommendations from department heads. The merit pay adjustments for individual employees will typically range from 1.5% up to a maximum of 4.5%. No market pay adjustment to the current pay plan is proposed as the overall pay ranges for positions remain competitive in the Nashville/Middle Tennessee area. The baseline, entry pay for the lowest positions in the Classification and Pay Plan (Group A) will remain at \$10.09 per hour.

Transfer to the Capital Projects Fund - \$300,000

With the purchase of 320 acres for the new Marcella Vivrette Smith Park and the initiation of a master planning process for the future layout and development, a \$300,000 transfer is proposed to the Capital Projects Fund to help fund initial infrastructure improvements. This amount combined with other funding sources will allow the City to complete engineering design and begin construction of an entrance road and bridge to access the park across the CSX railroad tracks.

New Positions - \$114,135

The adopted FY 2012 budget provides for two (2) new positions to better meet the service needs of the City. Given the essential use of technology to deliver services in a responsive and effective manner, a **Network Analyst** position is proposed to better respond to and address the more technically complex network issues facing the City on a regular basis. In addition, a **Parks Maintenance Worker** position is proposed to address the increasing workload demands associated with the new Smith Park. Please note that with the State of Tennessee taking over the business tax collections, a vacant Accounting Clerk position in the Finance Department has been eliminated in FY 2012. Accordingly, the net change in authorized full-time positions for all funds is an increase of one position - from 244 to 245.

Transfer to Municipal Center Fund - \$104,735

With the renovation of office space and relocation of departments in the Municipal Center during calendar year 2011 and the takeover of space previously rented to a private business, the “rent” that the General Fund pays to the Municipal Center Fund will increase by \$104,735 in FY 2012. This also provides for the accumulation of additional depreciation as required for this enterprise fund. When completed, the improvements to the 24 year old building are expected to serve the needs of citizens and operating departments for the next 5-10 years.

EQUIPMENT REPLACEMENT FUND

Pursuant to the revised definition of special revenue funds in Governmental Accounting Standards Board (GASB) Statement #54, the activity of the Equipment Replacement Fund will be considered a component activity of the General Fund in the FY 2012 budget for reporting purposes in the Comprehensive Annual Financial Report (CAFR). However, the fund is budgeted separately to simplify the review and oversight of an important activity that provides for the annual accumulation of reserves over multiple years for the purchase of higher cost replacement vehicles, equipment and computer technology. This approach ensures relative consistency in General Fund budgetary obligations over a multi-year period and avoids major fluctuations in capital purchases in a single year and the borrowing of funds to pay for the purchases. The total General Fund transfer from all departments in FY 2012 will be \$1,100,500, up \$40,000 from FY 2011. Transfers are provided from the Police Department (\$350,000), Fire Department (\$240,000), Technology Department (\$340,000), Public Works Department (\$160,000), Traffic Signalization activity (\$6,500), and Parks and Recreation Department (\$4,000). Proposed FY 2012 purchases total **\$1,000,500** and includes computer equipment and software (\$500,000), ten police vehicles with accessory equipment (\$290,000), a chipper truck and dump truck

for the Public Works Department (\$155,500) and two rotary mowers for the Parks Department (\$55,000).

FACILITIES MAINTENANCE FUND

Pursuant to the revised definition of special revenue funds in Governmental Accounting Standards Board (GASB) Statement #54, the activity of the Facilities Maintenance Fund will be considered a component activity of the General Fund in the FY 2012 budget for reporting purposes in the Comprehensive Annual Financial Report (CAFR). However, the fund will be budgeted separately to simplify the review and oversight of an important activity that provides for the accumulation of reserves over multiple fiscal years to pay for extraordinary maintenance and repairs to General Fund owned facilities. A systematic approach for maintaining facilities helps to 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 2012 funding is provided through an annual operating transfer from the General Fund of \$200,000, the same as last year. Projects totaling **\$175,000** are proposed for funding in FY 2012. This includes \$110,000 in the Parks & Recreation Department for miscellaneous park repairs and resurfacing of bikeways (\$110,000), possible boiler replacement at the Library (\$40,000), and miscellaneous repairs at the Service Center (\$25,000).

SPECIAL REVENUE FUNDS

STATE STREET AID FUND

The FY 2012 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 2012 is \$1.8 Million, up \$125,000 from FY 2011. This includes \$1,040,000 from the State Street Aid Fund, \$460,000 from the General Fund (Public Works Department) and a \$300,000 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. If approved by the General Assembly, a portion of the additional collections will likely be 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 relative slowdown in residential and commercial development in recent years, no appropriation is proposed for road projects in FY 2012. Future projects are contingent on new development projects moving forward and paying the required fees. Funds collected in FY 2012 will be accumulated with existing funds and will be available 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 2012 budget at **\$20,000** provides for the purchase educational materials for the DARE program.

ADEQUATE FACILITIES TAX FUND

The Adequate Facilities Tax in Williamson County requires payment of \$1.00 per square foot for finished living space (and potential finished space) in 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. The act requires that the funds received by the City be used for capital improvements. Williamson County initially requested that the funds provided to cities be committed for public school improvements but no community was willing to forgo this revenue source. In addition, many City park facilities are used extensively by the Williamson County Schools at no cost to the county. With the slowdown in new housing starts countywide, tax collections have been significantly less than expected during the housing boom. An estimated \$225,000 in new revenue is projected for FY 2012 which will increase the total collections in the fund over five years to \$1,288,000. The first project recommended for funding in FY 2012 is a \$750,000 transfer to the Capital Projects Fund for initial improvements to Smith Park. Please note that this new park will be used extensively by high school sports programs such as lacrosse and rugby, thereby relieving the County of the expense of providing the facilities.

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 2012 will be the annual transfers from the various activities with personnel including \$546,210 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 transferred from the General Fund 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 2012 direct expenditures from this fund will total **\$584,210**. The most significant expenditure will be a \$537,210 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, \$45,000 will be used to pay life and health insurance benefits directly for a limited number of existing retirees.

INTERNAL SERVICE FUNDS

FUEL FUND

This internal service fund was established with an initial investment in late June 2009. 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. The goal is to "level out" over multiple years the cost of gasoline and diesel fuel to user departments and avoid a significant budgetary impact that occurs during periods with rapid fluctuations in cost. This is accomplished by accumulating extra funds during periods with lower gas and fuel cost so that the "internal" price to departments can remain stable during more volatile periods in the market. Total fuel fund purchases are budgeted at **\$443,000** for FY 2012, up \$61,400 from the FY 2011 budget amount of \$381,600. If current market cost trends continue, a fund balance (reserve) of \$187,365 is projected on June 30, 2012.

HEALTH INSURANCE FUND

This internal service fund was created by the Board of Commissioners in FY 2010 with the objective to keep the annual budget increases for employee group health insurance at no more than 10% annually. This is done by "managing" over multiple years the rapid increases in health care costs by undertaking acceptable cost containment features with reasonable risk factors and by maintaining and accumulating extra funds during periods with lower costs to cover the years with dramatic cost increases. This fund is used to consolidate City payments to a third party administrator for claim services under the partially self insured program, including the high deductible Health Reimbursement Arrangement (HRA), plus stop loss insurance coverage to limit the City's maximum liability for catastrophic claims and total aggregate claims. Health insurance premiums are now budgeted at \$6,700 for each eligible employee plus payroll deductions from participating employees with dependent coverage are transferred to this fund from activities with personnel in the General Fund, Water and Sewer Fund and Emergency Communications District. In FY 2012, total expenditures in the fund are estimated at **\$2,260,200** with projected new revenue at \$2,213,090. The projected fund balance as of June 30, 2012 is \$895,850.

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 2012 with a fund balance as of June 30, 2011 of \$3,942,589 and new debt service payments of **\$3,433,590**. The expenditure increase of \$172,205 from Fiscal Year 2011 is due primarily to the projected interest payment associated with the proposed General Obligation bond issue in the fall of 2011. Total revenues for the fund in FY 2012 are projected at \$3,191,210 with the annual transfer requirement from the General Fund being \$3,150,000, or the same amount provided in FY 2011.

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 2012 adopted budget at **\$11,025,000** 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 2011 but will be completed in FY 2012 and projects that will be designed and/or initiated in FY 2012 but completed in FY 2013 or later. There are 20 capital projects proposed for funding in FY 2012. The four (4) largest projects include the final payment for the purchase of land and design/initial construction for Marcella Vivrette Smith Park (\$5,925,000); the purchase of two lots (4+ acres) and demolition of substantially damaged homes adjacent to the Little Harpeth River as part of the Floodway Open Space Expansion project (\$1,265,000); right-of-way acquisition and initial construction for the Concord Road West improvement project between Arrowhead Drive and Jones Parkway (\$950,000); and final right-of-way acquisition and sewer extension for the Concord Road improvements, east of Sunset Road (700,000).

Major new funding sources include the proceeds from the proposed \$5,000,000 General Obligation bond issue in the fall of 2011 (the final purchase payment for Smith Park); federal and state grants associated with the Floodway Open Space and Concord Road West improvement projects (\$1,505,000); a FY 2011 year-end special appropriation transfer of \$1,200,000 from the General Fund for multiple projects; plus a \$750,000 transfer from the Adequate Schools Facilities Fund and \$300,000 from the General Fund for initial improvements to Smith Park. More information on the FY 2012 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. Water sales, sewer charges, and tap fees are expected to generate \$15,306,310 during FY 2012 while non-capitalized operating expenses, including interest payments on prior debt issues, are projected at **\$14,672,610**.

The most significant expenses in FY 2012 include the cost of purchasing water from Harpeth Valley and Metro Water Services (\$4.7 million), wastewater treatment services from Metro (\$2.5 million), mandatory expenses for depreciation over the estimated life of the asset (\$2.7 million), and interest payments associated with the issuance of 20 year bonds for sewer rehabilitation and water capacity improvements (\$773,258). About 73% of the total expenses for the Water and Sewer Fund are associated with these four items.

During FY 2012, the highest priority of the Water Services Department will be the fourth year of a six-year, \$30 million sewer rehabilitation program mandated by TDEC to identify & repair broken sections of sewer lines, manholes 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 continue with 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 Public Improvement Bond that was issued in 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 space to private tenants (\$82,745), a \$558,135 operating transfer from the General Fund for City department rent (up \$104,735 from FY 2011), and \$31,800 in rent from the Emergency Communications District.

Total operating expenses for the Municipal Center Building are projected at **\$680,200** in FY 2012, up \$54,100 from FY 2011 expenses of \$626,100. Enterprise fund accounting requires the expensing of depreciation for future replacement of assets. Most of the new cost is associated with the takeover of previously rented space for city operations and increased depreciation expenses associated with the current renovation/improvement project. The City is undertaking the most significant upgrade to the building since it was constructed in 1987 in order to maintain its appearance and functionality in serving the public and internal operations. Funding was provided through a FY 2010 year-end transfer of \$1 million from the unreserved fund balance of the General Fund.

EMERGENCY COMMUNICATIONS DISTRICT

In August 2002, Brentwood voters approved the creation of an Emergency Communications District (ECD) with the City Commission serving as the board of the District. The District is funded through a 911 telephone service fee of \$1.50 per month for each residential landline phone and \$3.00 per month for business land line phones up to a maximum of 100 lines per business. In addition, the District receives direct per capita support from the Tennessee Emergency Communications Board from fees paid by cell phone users and a \$418,700 operating transfer from the General Fund. Under state law, the fees collected in the district must be used for operational and capital expenses associated with public safety emergency communications services. The adopted budget for FY 2012 is **\$1,280,255**, up \$117,630 or 10.1% from the FY 2011 budget. Most of the increase is associated with a higher depreciation expense resulting from upcoming improvements to the communications center plus the reallocation of 50% of the cost of an existing Computer/Network Technician position to the District due to the extensive, on-going work that is needed for computer technology/equipment support.

ACKNOWLEDGEMENTS

The preparation of the FY 2012 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 2011 document for the 19th 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.



Michael W. Walker

CITY OF BRENTWOOD, TENNESSEE

Brentwood is located in middle Tennessee in the northeastern part of Williamson County. The City is adjacent to the southern boundary of Metropolitan Nashville and Davidson County and immediately north of the City of Franklin. The incorporated area of the City covers approximately 42 square miles and has a certified 2010 census population of 37,060.

The City is a 15-minute drive from the Nashville International Airport, a multi-air carrier commercial aviation facility. Interstate 65 traverses the City, and Interstates 24 and 40 are located nearby. Other land transportation is served by U.S. Highways 31 and 431, and State Highway 96. Rail transportation is provided by CSX Transportation Group.



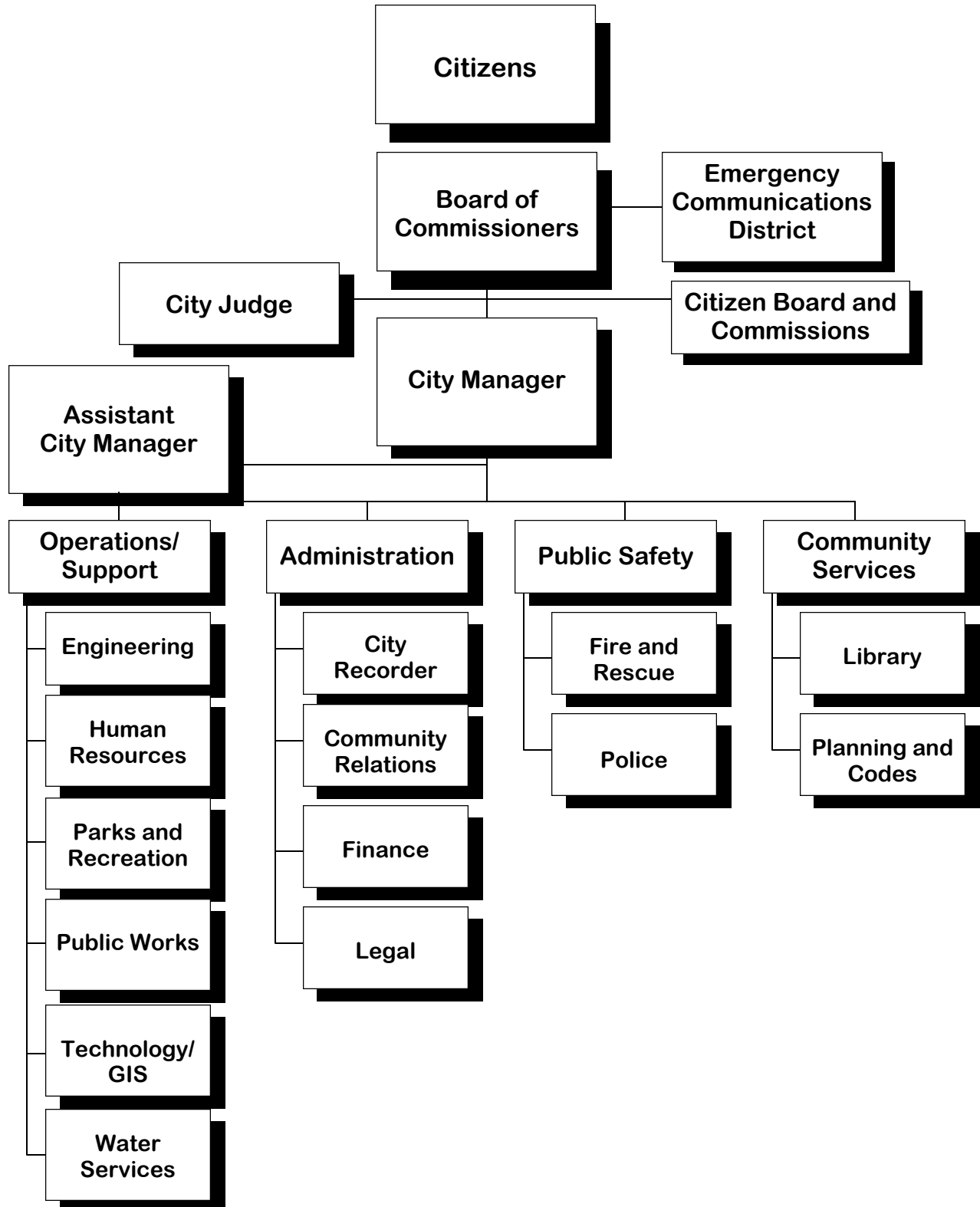
Brentwood is a rapidly growing, highly affluent area of the State, known for its fashionable residential neighborhoods, commercial office parks and high quality of life. Historically, Brentwood and Williamson County have benefited from the highest per capita income and some of the lowest unemployment rates in the State.

GOVERNMENTAL STRUCTURE

General. The City was incorporated on May 13, 1969 pursuant to the uniform City Manager-Commission Charter, Title 6, Chapter 18, *Tennessee Code Annotated* as supplemented and amended. The governing body of the City is the Board of Commissioners consisting of seven members who serve a four-year term of office. Non-partisan elections for Commissioners are held on a staggered basis every other odd year on the calendar. Commissioners are elected at-large, rather than by district. Following each regular biennial City election, the Commission elects two of its members to serve for a two-year period as Mayor and Vice Mayor, respectively. The Mayor is the presiding officer of the Commission. The Commission is responsible, among other things, for passing ordinances and resolutions, adopting the budget, appointing committees and appointing the City Manager who is the chief executive officer of the City. The City Manager is responsible for carrying out the policies, ordinances and resolutions of the Commission, for overseeing day-to-day operations of the government and for appointing the heads of the various departments.

The City provides a wide range of services characteristic of similar jurisdictions in the State, including public safety (police and fire protection), street maintenance, parks and recreation, library, public improvements, planning and zoning and general administrative services. For fiscal year 2012, there are 245 full-time employees authorized.

City of Brentwood Organizational Chart



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 2012 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.). Additionally, the City reports the activity of the Equipment Replacement Fund and the Facilities Maintenance Fund within the General Fund for financial reporting purposes.

Special Revenue Funds

Special Revenue Funds such as the State Street Aid Fund, Public Works Project Fund, Drug Fund and Adequate Schools Facilities Fund are used to account and report the proceeds of revenue sources that are specific revenue sources that are restricted or committed to expenditures for specific purposes other than debt service or capital projects. Pursuant to the revised definition of special revenue funds in GASB Statement #54, the Equipment Replacement and Facilities Maintenance Funds are reported in the General Fund for CAFR reporting purposes.

Internal Service Funds

Internal Service Funds are an accounting device used to accumulate and allocate costs internally among the City's various functions. The City uses internal service funds to account for the health insurance and fuel costs.

BUDGET FORMAT

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.

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.

BUDGET FORMAT

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 2012 - BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
12/01/10	01/03/11	Preparation of initial six-year Capital Improvements Program requests (FY 2012- FY 2017)	Finance Director, Assistant City Mgr., and affected Department Heads
01/03/11	01/28/11	Submission of budgets, narratives and schedules to Finance Department	All Department Heads
	01/31/11	Initial work session to provide policy input and direction on FY 2012 proposed budget (Annex Room)	City Commission, City Manager and all Department Heads
02/09/11	02/18/11	City Manager's department meetings on FY 2012 Budget	City Manager with Department Heads
03/21/11	04/04/11	Preparation and submission of draft departmental Non-routine Work Plans to the City Manager for FY 2012	All Department Heads
	03/07/11	Submission of Draft Capital Improvements Program Document to City Manager for final staff review	Finance Director Assistant City Mgr.
	03/21/11	Draft six-year Capital Improvements Program presented to City Commission	City Manager Finance Director Assistant City Mgr.
	03/31/11	Work session on proposed six-year Capital Improvements Program with City Commission (Annex Room)	City Manager and affected Department Heads
	05/04/11	FY 2012 Proposed Operating Budget and FY 2012 Proposed Non-routine Work Plan to City Commission	City Manager and Finance Director
	05/12/11 - 05/13/11	FY 2012 Proposed Operating Budget Work Session – All Day 5/12 and (if necessary) 5/13 at the Brentwood Safety Center East	City Commission, City Manager and all Department Heads
05/13/11	05/16/11	Budget Work Session follow-up information prepared	Finance Director

FISCAL YEAR 2012 - BUDGET CALENDAR

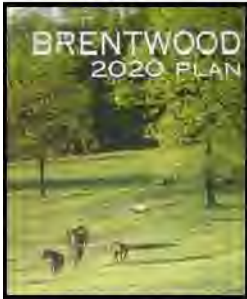
Date		Event	Responsibility
Start	Completion		
	05/16/11	Notice of public hearing on FY 2012 Budget proposals to the <u>Williamson A.M section of The Tennessean.</u>	City Recorder
	05/16/11	Proposed Ordinance to City Recorder, Public Library and posted on City Website for public inspection	Finance Director
	05/23/11	Regular Commission meeting for public hearing and first reading for the FY 2012 Appropriations and Tax Rate Ordinances	City Commission
	06/14/11	Regular Commission meeting with public hearing <u>only</u> for the FY 2012 Appropriations & Tax Ordinances	City Commission
	06/27/11	Regular Commission meeting for public hearing and second (final) reading and adoption of the FY 2012 Appropriations and Tax Rate Ordinances; and adoption by resolution: the six-year Capital Improvements Program (FY 2012–2017), FY 2012 Classification and Pay Plan, and the FY 2012 Non-routine Work Plan.	City Commission
	07/08/11	Final report on accomplishments of the FY 2011 Non-routine Work Plan due to the City Manager	All Department Heads

LONG-TERM GOALS AND OBJECTIVES

BRENTWOOD 2020 PLAN UPDATE

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

Revenues/Fund Sources

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 Facilities Tax 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

Expenditures/Uses of Funds

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 Facilities Tax Fund	Public Facilities

GOVERNMENTAL AND ENTERPRISE FUNDS EXPENDITURES AND USE OF FUNDS

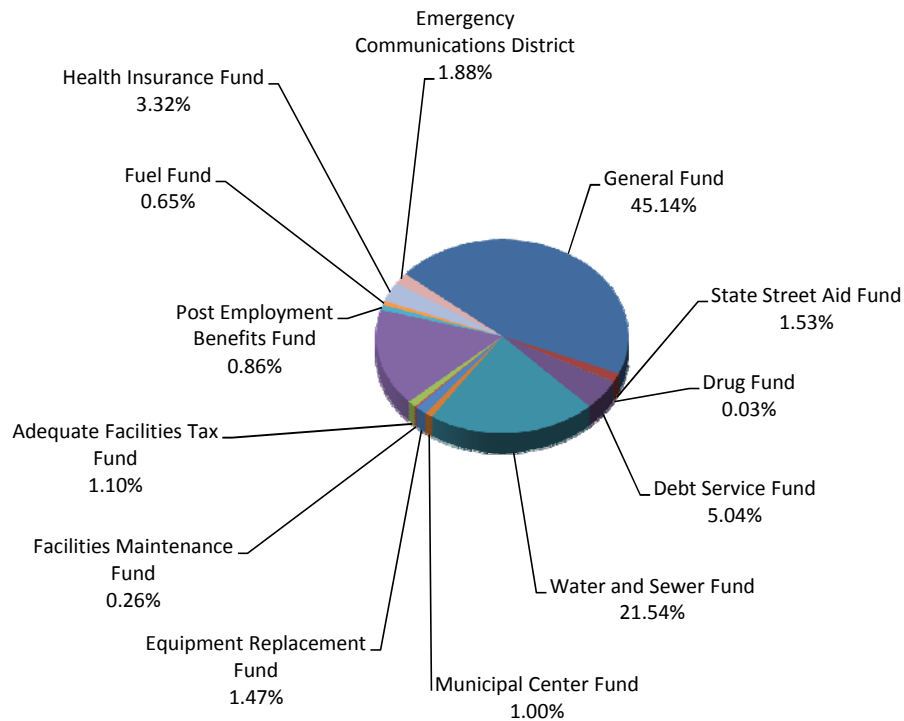
	<u>Expenditures/Uses of Funds</u>
Post Employment Benefits Fund	Transfer to Post Employment Benefits Trust Current Retiree Life/Health Insurance Terminal Leave Payouts
Fuel Fund	Gasoline and Diesel Fuel Expenditures
Health Insurance Fund	Group Medical Claims HRA Claims Stop Loss Insurance Premiums Group Vision Insurance Premiums Health Plan Administration Fees Benefit Plan Consultant Fees
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 2011	FY 2012	Change Dollars	Percentage
<u>Expenditures and Other Uses:</u>					
General Fund	(a) \$	29,778,845	\$ 30,742,835	\$ 963,990	3.2%
Equipment Replacement Fund		1,115,000	1,000,500	(114,500)	-10.3%
Facilities Maintenance Fund		2,370,000	175,000	(2,195,000)	-92.6%
State Street Aid Fund		1,040,000	1,040,000	-	0.0%
Public Works Project Fund		-	-	-	0.0%
Drug Fund		15,000	20,000	5,000	33.3%
Adequate Facilities Tax Fund		-	750,000	750,000	0.0%
Post Employment Benefits Fund		602,610	584,210	(18,400)	-3.1%
Fuel Fund		381,600	443,000	61,400	16.1%
Health Insurance Fund		2,054,725	2,260,200	205,475	10.0%
Debt Service Fund		3,261,385	3,433,590	172,205	5.3%
Capital Projects Fund		6,515,000	11,025,000	4,510,000	69.2%
Water and Sewer Fund		14,641,620	14,672,610	30,990	0.2%
Municipal Center Fund		626,100	680,200	54,100	8.6%
Emergency Communications District		<u>1,162,625</u>	<u>1,280,255</u>	<u>117,630</u>	<u>10.1%</u>
Subtotal Expenditures - All Funds and ECD		63,564,510	68,107,400	4,542,890	7.1%
Less: Interfund and ECD transfers		<u>(7,977,125)</u>	<u>(9,536,950)</u>	<u>(1,559,825)</u>	<u>19.6%</u>
TOTAL EXPENDITURES- ALL FUNDS (NET)	\$	<u>55,587,385</u>	<u>\$ 58,570,450</u>	<u>\$ 2,983,065</u>	<u>5.4%</u>

(a) Does not include the proposed FY 2011 special year-end transfer of \$1,200,000 from the General Fund to the Capital Projects Fund to help pay for certain proposed FY 2012 capital projects.

FUND STRUCTURE FY 2012 Budget



Note: The above pie chart demonstrates the proportional relationship of FY 2012 expense budgeted for each Governmental and Enterprise Fund to the total FY 2012 budgeted expense for all funds.

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

	Beginning Fund Balance July 1, 2011	Budgeted Revenues FY 2011-2012	Budgeted Expenditures FY 2011-2012	Ending Fund Balance (Projected) June 30, 2012
General Fund	\$ 23,474,766	\$ 30,750,200	\$ 30,742,835	\$ 23,482,131
Equipment Replacement Fund	1,176,695	1,115,500	1,000,500	1,291,695
Facilities Maintenance Fund	879,194	204,000	175,000	908,194
State Street Aid Fund	397,128	957,000	1,040,000	314,128
Public Works Project Fund	861,393	305,000	0	1,166,393
Drug Fund	186,548	21,000	20,000	187,548
Adequate Facilities Tax Fund	1,106,312	228,500	750,000	584,812
Post Employment Benefits Fund	631,085	729,465	584,210	776,340
Fuel Fund	249,765	380,600	443,000	187,365
Health Insurance Fund	942,953	2,213,090	2,260,200	895,843
Debt Service Fund	3,942,589	3,191,210	3,433,590	3,700,209
Capital Projects Fund	9,229,556	7,665,000	11,025,000	5,869,556
Totals	\$ 43,077,984	\$ 47,760,565	\$ 51,474,335	\$ 39,364,214
Total (Excluding Capital Projects Fund)	\$ 33,848,428	\$ 40,095,565	\$ 40,449,335	\$ 33,494,658

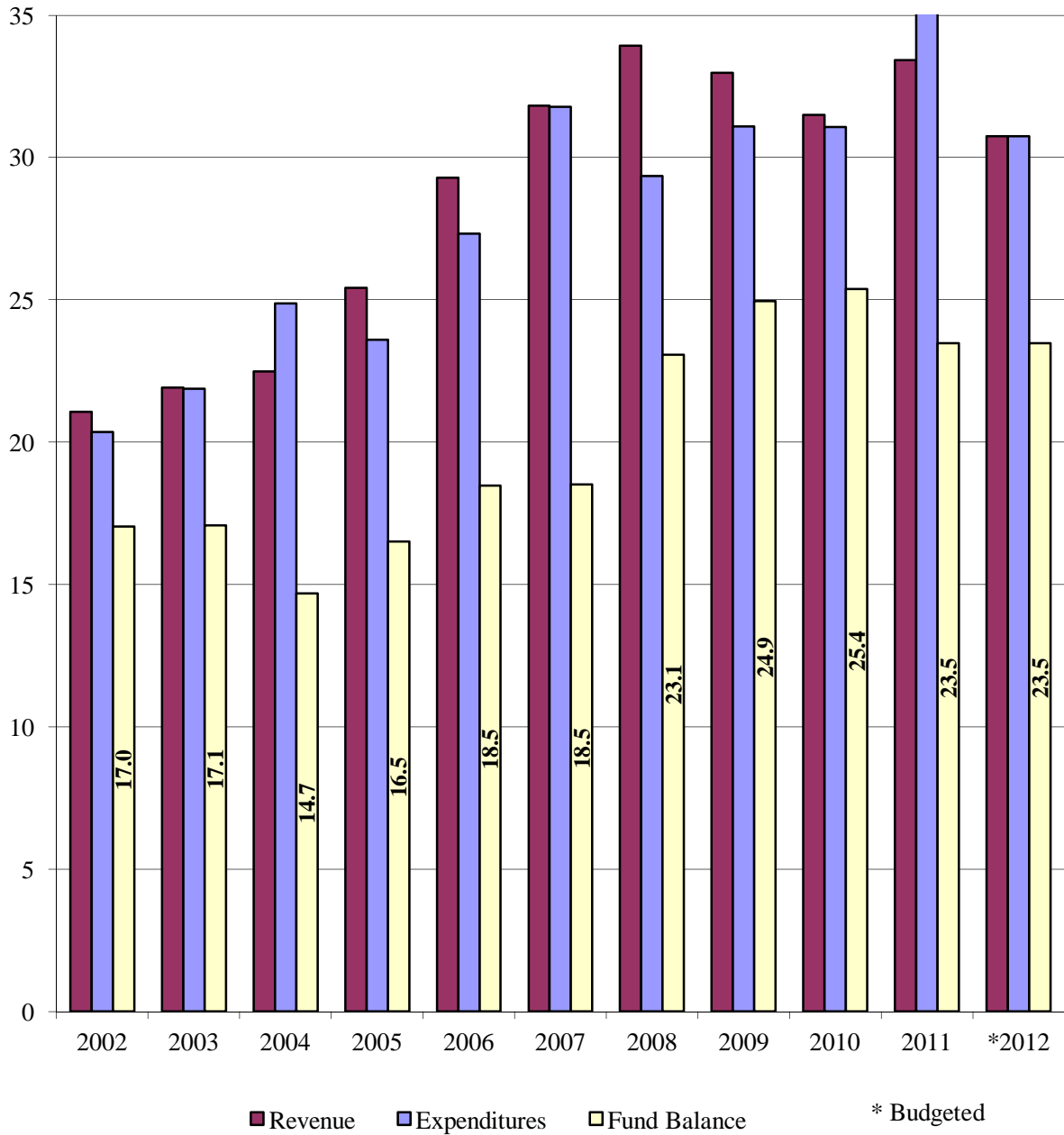
General Fund Budget

Year-To-Year Summary

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget
Revenues	\$ 31,501,041	\$ 33,422,683	\$ 30,750,200
Expenditures	29,065,565	29,132,062	30,742,835
Excess (Deficiency) of Revenues Over Expenditures	2,435,476	4,290,621	7,365
Fund Balance/Special Appropriation Transfers - to Capital Projects, Health Insurance, Municipal Center and Facility Maintenance Funds	(2,000,000)	(6,200,000)	
Beginning Fund Balance	24,948,669	25,384,145	23,474,766
Ending Fund Balance	<u>\$ 25,384,145</u>	<u>\$ 23,474,766</u>	<u>\$ 23,482,131</u>

GENERAL FUND

Millions



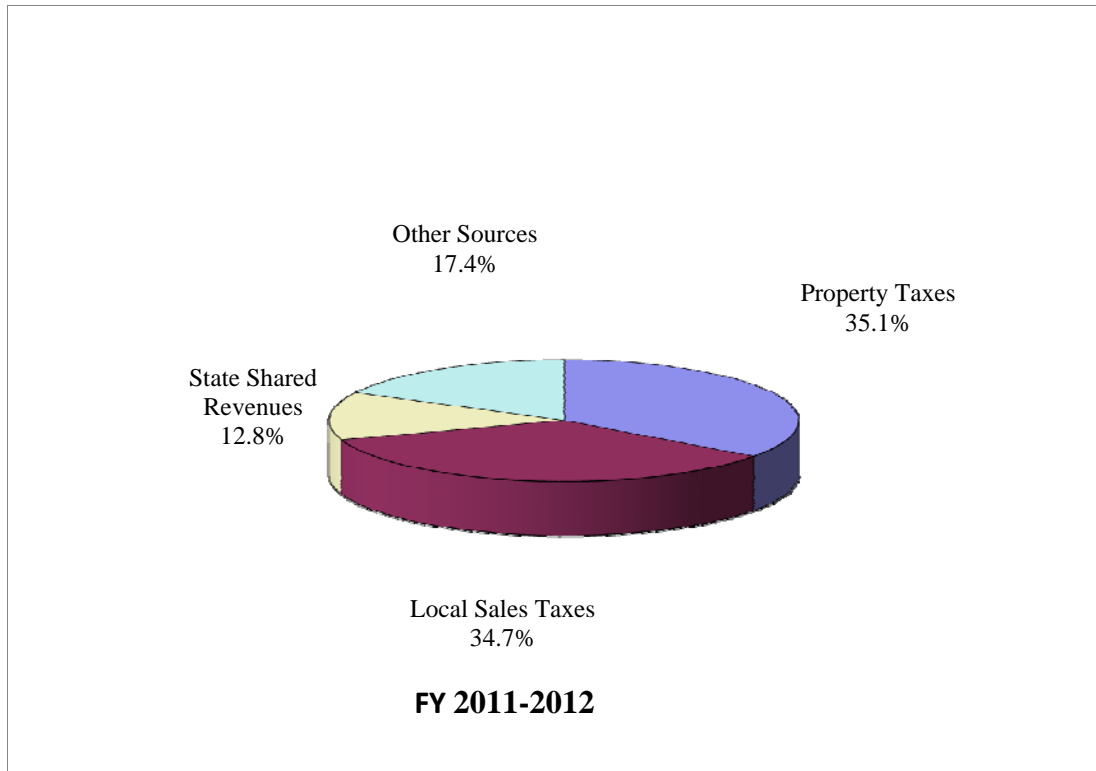
Note: The above bar graph provides a 10-year comparison of the General Fund Revenues, Expenditures and Fund Balance.

GENERAL FUND REVENUES

	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Actual	FY 2011-12 Budget
Taxes				
Local Sales Tax	\$ 10,173,406	\$ 9,975,000	\$ 11,027,909	\$ 10,675,000
Real and Personal Property Tax	10,158,436	10,300,000	10,535,897	10,340,000
Public Utility Property Tax	508,232	450,000	527,553	450,000
Business Taxes	1,261,891	1,196,500	1,274,083	1,175,000
Hotel/Motel Taxes	956,904	820,000	1,017,629	1,000,000
Other Taxes	1,501,735	1,470,000	1,639,654	1,520,000
Total Taxes	<u>24,560,604</u>	<u>24,211,500</u>	<u>26,022,725</u>	<u>25,160,000</u>
Licenses and Permits				
Building Permits	370,110	350,000	523,723	415,000
Other	122,156	90,200	179,893	101,700
Total Licenses and Permits	<u>492,266</u>	<u>440,200</u>	<u>703,616</u>	<u>516,700</u>
Fines and Fees	378,877	440,000	277,949	290,000
Charges for Services	284,182	274,000	331,362	323,100
Intergovernmental				
State Sales Tax	2,255,922	2,200,000	2,348,032	2,285,000
State Income Tax	2,070,725	900,000	2,204,396	900,000
Other	863,545	828,825	858,839	740,900
Total Intergovernmental	<u>5,190,192</u>	<u>3,928,825</u>	<u>5,411,267</u>	<u>3,925,900</u>
Uses of Money and Property	527,343	429,000	528,203	439,000
Other	<u>67,577</u>	<u>56,500</u>	<u>147,561</u>	<u>95,500</u>
GRAND TOTAL	<u><u>\$ 31,501,041</u></u>	<u><u>\$ 29,780,025</u></u>	<u><u>\$ 33,422,683</u></u>	<u><u>\$ 30,750,200</u></u>

GENERAL FUND

Revenues by Source



CITY OF BRENTWOOD BUDGET REVENUE RATIOS GENERAL FUND

	<u>2010-2011</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>	<u>2011-2012</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>
REVENUES:				
Property Taxes	10,750,000	36.1%	\$10,790,000	35.1%
Local Sales Taxes	9,975,000	33.5%	10,675,000	34.7%
State Shared Revenues	3,928,825	13.2%	3,925,900	12.8%
Other Sources	5,126,200	17.2%	5,359,300	17.4%
TOTAL REVENUES	\$29,780,025	100.0%	\$30,750,200	100.0%

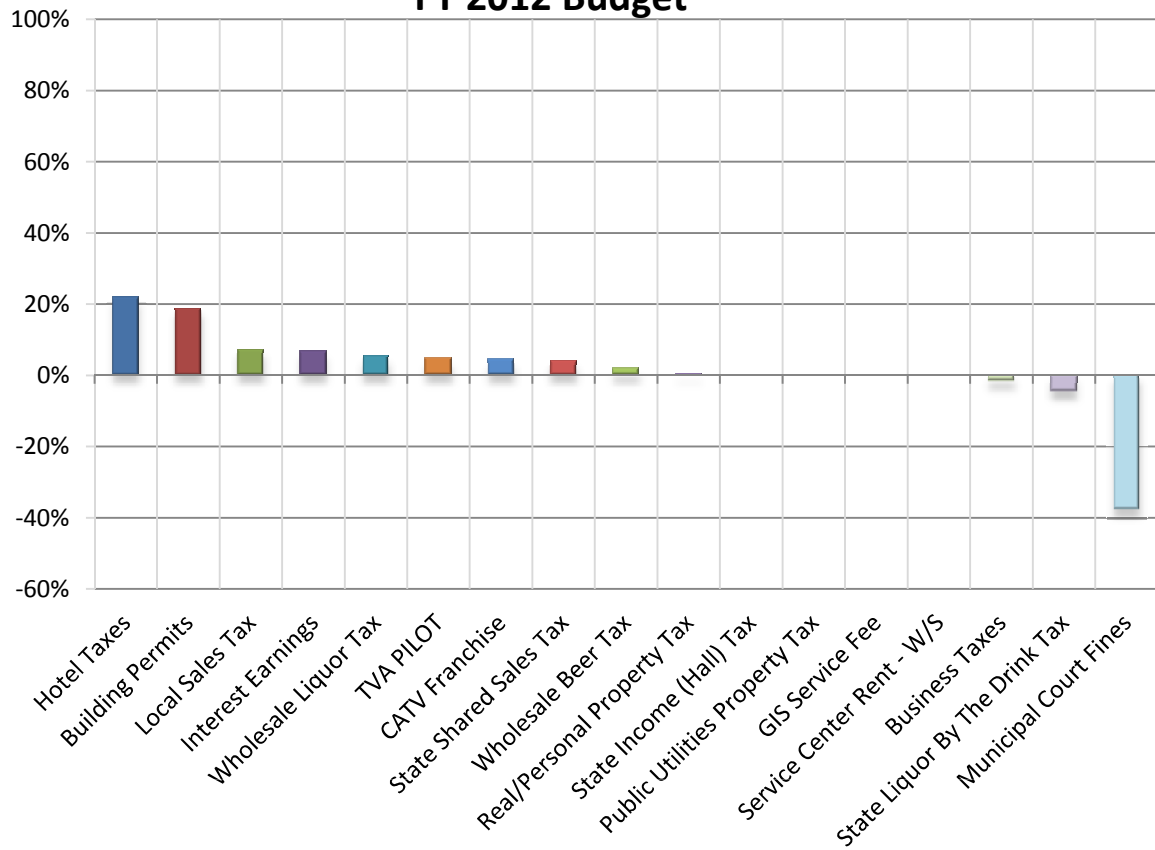
GENERAL FUND REVENUES
Percent Changes
Amounts Greater Than \$100,000

	Budget FY 2011	Budget FY 2012	Change Dollar	Percentage
1 Hotel Taxes	\$ 820,000	\$ 1,000,000	\$ 180,000	22.0%
2 Building Permits	350,000	415,000	65,000	18.6%
3 Local Sales Tax	9,975,000	10,675,000	700,000	7.0%
4 Interest Earnings	150,000	160,000	10,000	6.7%
5 Wholesale Liquor Tax	475,000	500,000	25,000	5.3%
6 TVA PILOT	368,500	385,000	16,500	4.5%
7 CATV Franchise	360,000	375,000	15,000	4.2%
8 State Shared Sales Tax	2,200,000	2,285,000	85,000	3.9%
9 Wholesale Beer Tax	570,000	580,000	10,000	1.8%
10 Real/Personal Property Tax	10,300,000	10,340,000	40,000	0.4%
11 State Income (Hall) Tax	900,000	900,000	-	0.0%
12 Public Utilities Property Tax	450,000	450,000	-	0.0%
13 GIS Service Fee	138,000	138,000	-	0.0%
14 Service Center Rent - W/S	125,000	125,000	-	0.0%
15 Business Taxes	1,196,500	1,175,000	(21,500)	-1.8%
16 State Liquor By The Drink Tax	110,000	105,000	(5,000)	-4.5%
17 Municipal Court Fines	400,000	250,000	(150,000)	-37.5%
Net Change	28,888,000	29,858,000	970,000	3.4%
18 Remaining Sources	892,025	892,200	175	0.0%
TOTAL CHANGE	\$ 29,780,025	\$ 30,750,200	\$ 970,175	3.3%

GENERAL FUND REVENUES

Major Changes - Percent

FY 2012 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 2011 - 2012

	General Fund	Equipment Replacement Fund	Facilities Maintenance Fund	State Street Aid Fund	Public Works Project Fund
Revenues					
Local Sales Tax	\$ 138,000				
Real and Personal Property Tax	2,285,000				
State Sales Tax	125,000				
State Income Tax	10,340,000				
Business Taxes	10,675,000				
Public Utility Property Tax	1,000,000				
Building Permits	500,000				
Hotel/Motel Tax	1,175,000				
Fines and Fees	290,000				
Other Taxes and Revenues	4,222,200	15,000	4,000	2,000	5,000
Federal, State and Private Sources			-		
State Gas/Motor Fuel Tax				955,000	
Operating Transfers /Contributions In		1,100,500	200,000		
Public Works Project and Edmondson Branch Fees					300,000
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	\$ 30,750,200	\$ 1,115,500	\$ 204,000	\$ 957,000	\$ 305,000
Expenditures					
Personnel Services	18,115,480				
Program Costs	5,435,045				
Repairs and Maint - Roads and Streets				1,040,000	
Debt Service					
Operating Transfers/Contributions Out	4,768,310				
Flood Recovery			-		
Other Uses of Funds/Expenses					
Capital Outlay/Depreciation	2,424,000	1,000,500	175,000		
Purchased Water					
Sewage Treatment					
Total Expenditures and Other Uses	\$30,742,835	\$1,000,500	\$175,000	\$1,040,000	\$0
Sources Over (Under)	\$ 7,365	\$ 115,000	\$ 29,000	\$ (83,000)	\$ 305,000
Balances - July 1, 2011	\$ 23,474,766	\$ 1,176,695	\$ 879,194	\$ 397,128	\$ 861,393
Estimated Balances - June 30, 2012	\$ 23,482,131	\$ 1,291,695	\$ 908,194	\$ 314,128	\$ 1,166,393

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

FISCAL YEAR 2011 - 2012

	Drug Fund	Adequate Facilities Tax Fund	Post Employment Benefits Fund	Fuel Fund	Health Insurance 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	1,000	228,500	2,000	1,500	3,000
Federal, State and Private Sources					
State Gas/Motor Fuel Tax					
Operating Transfers /Contributions In			727,465	379,100	2,210,090
Public Works Project and Edmondson Branch Fees					
Drug Related Fines	20,000				
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	\$ 21,000	\$ 228,500	\$ 729,465	\$ 380,600	\$ 2,213,090
Expenditures					
Personnel Services			45,000		
Program Costs					
Repairs and Maint - Roads and Streets					
Debt Service					
Operating Transfers/Contributions Out		750,000	537,210		
Flood Recovery					
Other Uses of Funds/Expenses	20,000		2,000	443,000	2,260,200
Capital Outlay/Depreciation	-				
Purchased Water					
Sewage Treatment					
Total Expenditures and Other Uses	\$20,000	\$750,000	\$584,210	\$443,000	\$2,260,200
Sources Over (Under)	\$ 1,000	\$ (521,500)	\$ 145,255	\$ (62,400)	\$ (47,110)
Balances - July 1, 2011	\$ 186,548	\$ 1,106,312	\$ 631,085	\$ 249,765	\$ 942,953
Estimated Balances - June 30, 2012	\$ 187,548	\$ 584,812	\$ 776,340	\$ 187,365	\$ 895,843

BUDGET SUMMARY - REVENUES AND EXPENDITURES

ALL FUNDS

FISCAL YEAR 2011 - 2012

	Debt Fund	Capital Projects Fund	Enterprise Funds	Emergency Communication District	Totals
Revenues					
Local Sales Tax					\$ 138,000
Real and Personal Property Tax					2,285,000
State Sales Tax					125,000
State Income Tax					10,340,000
Business Taxes					10,675,000
Public Utility Property Tax					1,000,000
Building Permits					500,000
Hotel/Motel Tax					1,175,000
Fines and Fees					290,000
Other Taxes and Revenues	25,000	50,000	531,510	10,000	5,100,710
Federal, State and Private Sources		1,565,000			1,565,000
State Gas/Motor Fuel Tax					955,000
Operating Transfers /Contributions In	3,166,210	1,050,000	25,000	418,700	9,277,065
Public Works Project and Edmondson Branch Fees					300,000
Drug Related Fines					20,000
General Obligation Bond Proceeds		5,000,000			5,000,000
Water Sales/Tap Fees			8,091,800		8,091,800
Sewer Charges/Tap Fees			6,693,000		6,693,000
Rental Income			672,680		672,680
911 Fees				665,000	665,000
TECB Operational Funding, Grants and Reimbursements				189,155	189,155
Total Revenues and Sources of Funds	\$ 3,191,210	\$ 7,665,000	\$ 16,013,990	\$ 1,282,855	\$ 65,057,410
Expenditures					
Personnel Services			1,725,540	854,555	20,740,575
Program Costs					5,435,045
Repairs and Maint - Roads and Streets					1,040,000
Debt Service	3,433,590	-			3,433,590
Operating Transfers/Contributions Out		25,000			6,080,520
Flood Recovery					
Other Uses of Funds/Expenses			3,502,270	255,700	6,483,170
Capital Outlay/Depreciation		11,000,000	2,875,000	170,000	17,644,500
Purchased Water			4,750,000		4,750,000
Sewage Treatment			2,500,000		2,500,000
Total Expenditures and Other Uses	\$3,433,590	\$11,025,000	\$15,352,810	\$1,280,255	\$68,107,400
Sources Over (Under)	\$ (242,380)	\$ (3,360,000)	\$ 661,180	\$ 2,600	\$ (3,049,990)
Balances - July 1, 2011	\$ 3,942,589	\$ 9,229,556	\$ 37,665,241	\$ 1,838,289	\$ 82,581,514
Estimated Balances - June 30, 2012	\$ 3,700,209	\$ 5,869,556	\$ 38,326,421	\$ 1,840,889	\$ 79,531,524

TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2011 - 2012

<u>Activity/Department</u>	<u>General Fund</u>	<u>Equipment Replacement Fund</u>	<u>Facilities Maintenance Fund</u>	<u>State Street Aid Fund</u>	<u>Drug Fund</u>
City Commission	\$ 167,405				
City Court	27,400				
City Manager's Office	391,065				
Elections	-				
Finance	770,790				
City Recorder	114,005				
Legal Services	203,365				
Technology	910,905				
Geographic Information System	286,085				
Human Resources	347,500				
Community Relations	270,870				
Planning and Development	380,985				
Codes Enforcement	721,335				
Insurance/Other Benefits	1,302,285				
Police/Emergency Communications	5,898,265				
Drug Enforcement					20,000
Fire and Rescue/Safety Center	6,057,385				
Public Works	2,472,605				
Storm Drainage	50,000				
Street Lighting	445,000				
Traffic Signalization	207,675				
Service Center	256,430				
Street Repairs				1,040,000	
Engineering Services	508,990				
Public Health	85,000				
Parks and Recreation	1,813,780				
Public Library	2,118,525				
Education	225,000				
Economic Development	10,000				
Crockett Historic Center	73,350				
Debt Service Fund Transfer	3,150,000				
Principal and Interest - Debt Service					
Heavy Equipment and Vehicles		500,500			
Computer Equipment and Software		500,000			
Facilities Maintenance Fund Transfer/Expenditures	200,000		175,000		
Adequate Facilities Tax Fund Transfer					
Capital Projects Fund Transfer	300,000				
Capital Outlay - Capital Projects Fund					
Municipal Center Fund Transfer/Expenditures	558,135				
Post Retirement Benefits Fund Transfer/Expenditures	-				
Fuel Expenditures					
Health/Vision Premiums and HRA Claim Expenditures					
Emergency Communications District	418,700				
Water and Sewer Expenditures					
TOTALS	\$ 30,742,835	\$ 1,000,500	\$ 175,000	\$ 1,040,000	\$ 20,000

TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2011 - 2012

<u>Activity/Department</u>	<u>Adequate Facilities Tax Fund</u>	<u>Post Employment Benefits Fund</u>	<u>Fuel Fund</u>	<u>Health Insurance Fund</u>	<u>Debt Service 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					
Crockett Historic Center					
Debt Service Fund Transfer					
Principal and Interest - Debt Service					3,433,590
Heavy Equipment and Vehicles					
Computer Equipment and Software					
Facilities Maintenance Fund Transfer/Expenditures					
Adequate Facilities Tax Fund Transfer	750,000				
Capital Projects Fund Transfer					
Capital Outlay - Capital Projects Fund					
Municipal Center Fund Transfer/Expenditures					
Post Retirement Benefits Fund Transfer/Expenditures		584,210			
Fuel Expenditures			443,000		
Health/Vision Premiums and HRA Claim Expenditure:				\$ 2,260,200	
Emergency Communications District					
Water and Sewer Expenditures					
TOTALS	<u>\$ 750,000</u>	<u>\$ 584,210</u>	<u>\$ 443,000</u>	<u>\$ 2,260,200</u>	<u>\$ 3,433,590</u>

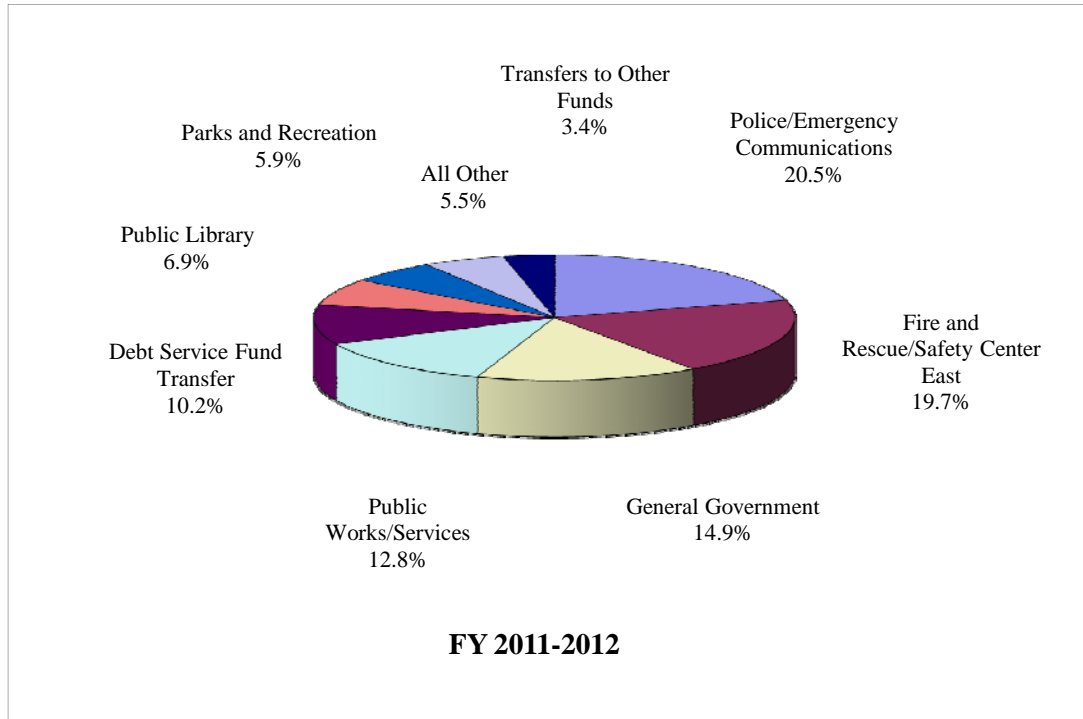
TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2011 - 2012

Activity/Department	Capital Projects Fund	Enterprise Funds	Emergency Communication District	Totals
City Commission				\$ 167,405
City Court				27,400
City Manager's Office				400,865
Elections				-
Finance				786,290
City Recorder				116,260
Legal Services				207,645
Technology				1,002,835
Geographic Information System				289,940
Human Resources				353,745
Community Relations				273,730
Planning and Development				386,245
Codes Enforcement				738,120
Insurance/Other Benefits				777,650
Police/Emergency Communications				6,009,780
Drug Enforcement				20,000
Fire and Rescue/Safety Center				6,175,215
Public Works				2,500,230
Storm Drainage				50,000
Street Lighting				445,000
Traffic Signalization				209,995
Service Center				258,420
Street Repairs				1,040,000
Engineering Services				521,260
Public Health				85,000
Parks and Recreation				1,875,080
Public Library				2,149,540
Education				225,000
Economic Development				10,000
Crockett Historic Center				73,350
Debt Service Fund Transfer				3,150,000
Principal and Interest - Debt Service				3,433,590
Heavy Equipment and Vehicles				500,500
Computer Equipment and Software				500,000
Facilities Maintenance Fund Transfer/Expenditures				375,000
Adequate Facilities Tax Fund Transfer				750,000
Capital Projects Fund Transfer				300,000
Capital Outlay - Capital Projects Fund	11,025,000			11,025,000
Municipal Center Fund Transfer/Expenditures		680,200		1,238,335
Post Retirement Benefits Fund Transfer/Expenditures		60,000		644,210
Fuel Expenditures				443,000
Health/Vision Premiums and HRA Claim Expenditure				2,260,200
Emergency Communications District			1,280,255	1,698,955
Water and Sewer Expenditures		14,612,610		14,612,610
TOTALS	\$ 11,025,000	\$ 15,352,810	\$ 1,280,255	\$ 68,107,400 *

* Note: Reflects Gross Expenditures for All Funds Prior to Interfund Transfers of \$9,536,950

GENERAL FUND

Expenditures by Department



CITY OF BRENTWOOD GENERAL FUND BUDGET EXPENDITURE RATIOS BY DEPARTMENT

	2010-2011 Amount	BUDGET %	2011-2012 Amount	BUDGET %
Police/Emergency Communications	\$ 6,391,000	21.5%	\$ 6,316,965	20.5%
Fire and Rescue/Safety Center East	6,095,210	20.5%	6,057,385	19.7%
General Government	4,646,960	15.6%	4,591,710	14.9%
Public Works/Services	3,874,755	13.0%	3,940,700	12.8%
Debt Service Fund Transfer	3,150,000	10.6%	3,150,000	10.2%
Public Library	2,060,310	6.9%	2,118,525	6.9%
Parks and Recreation	1,723,250	5.8%	1,813,780	5.9%
All Other	1,183,960	4.0%	1,695,635	5.5%
Transfers to Other Funds	653,400	2.2%	1,058,135	3.4%
TOTAL EXPENDITURES	\$ 29,778,845	100.0%	\$ 30,742,835	100.0%

Note: General Government consists of City Commission, City Court, City 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, Public Health, Education, Economic Development, & Historic Sites.

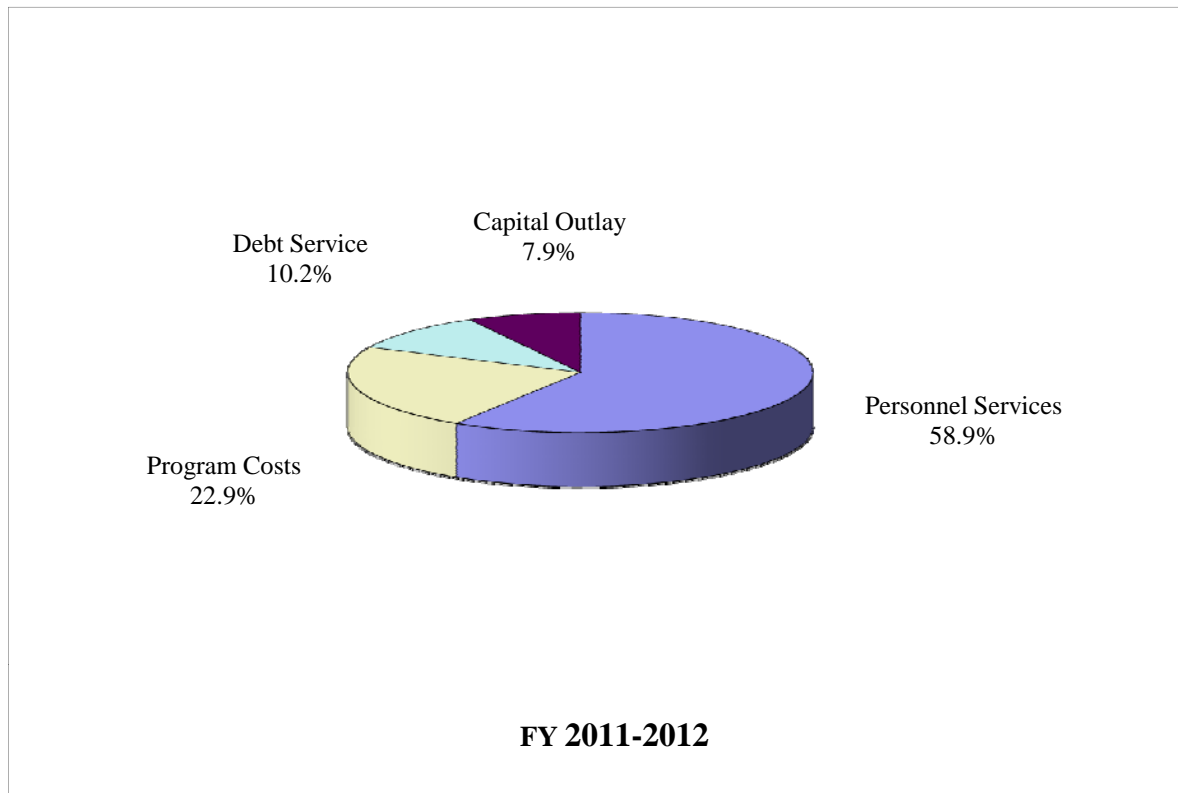
GENERAL FUND

Changes in Departmental Expenditures

<u>Activity/Department</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</u>	<u>Increase/ - Decrease</u>	<u>Percent Change</u>
City Commission	160,805	167,405	6,600	4.1%
City Court	27,400	27,400	-	0.0%
City Manager's Office	398,565	400,865	2,300	0.6%
Elections	40,000	-	(40,000)	-100.0%
Finance	828,270	786,290	(41,980)	-5.1%
City Recorder	112,890	116,260	3,370	3.0%
Legal Services	204,815	207,645	2,830	1.4%
Technology	875,255	1,002,835	127,580	14.6%
Geographic Information System	282,265	289,940	7,675	2.7%
Human Resources	346,880	353,745	6,865	2.0%
Community Relations	266,400	273,730	7,330	2.8%
Planning	353,110	386,245	33,135	9.4%
Codes Enforcement	750,305	738,120	(12,185)	-1.6%
Insurance/Other Benefits	815,860	777,650	(38,210)	-4.7%
Police Department	5,972,300	6,009,780	37,480	0.6%
Fire and Rescue Department	6,024,840	6,099,995	75,155	1.2%
Safety Center East	70,370	75,220	4,850	6.9%
Public Works	2,378,060	2,500,230	122,170	5.1%
Storm Drainage	50,000	50,000	-	0.0%
Street Lighting	445,000	445,000	-	0.0%
Traffic Signalization	225,695	209,995	(15,700)	-7.0%
Service Center	267,260	258,420	(8,840)	-3.3%
Engineering Services	508,740	521,260	12,520	2.5%
Public Health	83,000	85,000	2,000	2.4%
Parks and Recreation	1,723,250	1,875,080	151,830	8.8%
Public Library	2,060,310	2,149,540	89,230	4.3%
Education	225,000	225,000	-	0.0%
Economic Development	10,000	10,000	-	0.0%
Crockett Historic Center	50,100	73,350	23,250	46.4%
Transfer to Capital Projects Fund	-	300,000	300,000	100.0%
Transfer to Debt Service Fund	3,150,000	3,150,000	-	0.0%
Transfer to Municipal Center Fund	453,400	558,135	104,735	23.1%
Transfer to Emergency Communication Dist.	418,700	418,700	-	0.0%
Transfer to Facility Maintenance Fund	200,000	200,000	-	0.0%
Total Expenditures and Other Uses	\$ 29,778,845	\$ 30,742,835	\$ 963,990	3.2%

GENERAL FUND

Expenditures by Category



CITY OF BRENTWOOD
GENERAL FUND
BUDGET EXPENDITURE RATIOS BY CATEGORY

	<u>2010-11</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>	<u>2011-12</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>
Personnel Services (Salaries and Benefits)	\$ 18,279,850	61.4%	\$ 18,115,480	58.9%
Program Costs	6,306,495	21.2%	7,053,355	22.9%
Debt Service	3,150,000	10.6%	3,150,000	10.2%
Capital Outlay	2,042,500	6.9%	2,424,000	7.9%
TOTAL EXPENDITURES	\$ 29,778,845	100.0%	\$ 30,742,835	100.0%

GENERAL FUND
Expenditures by Category

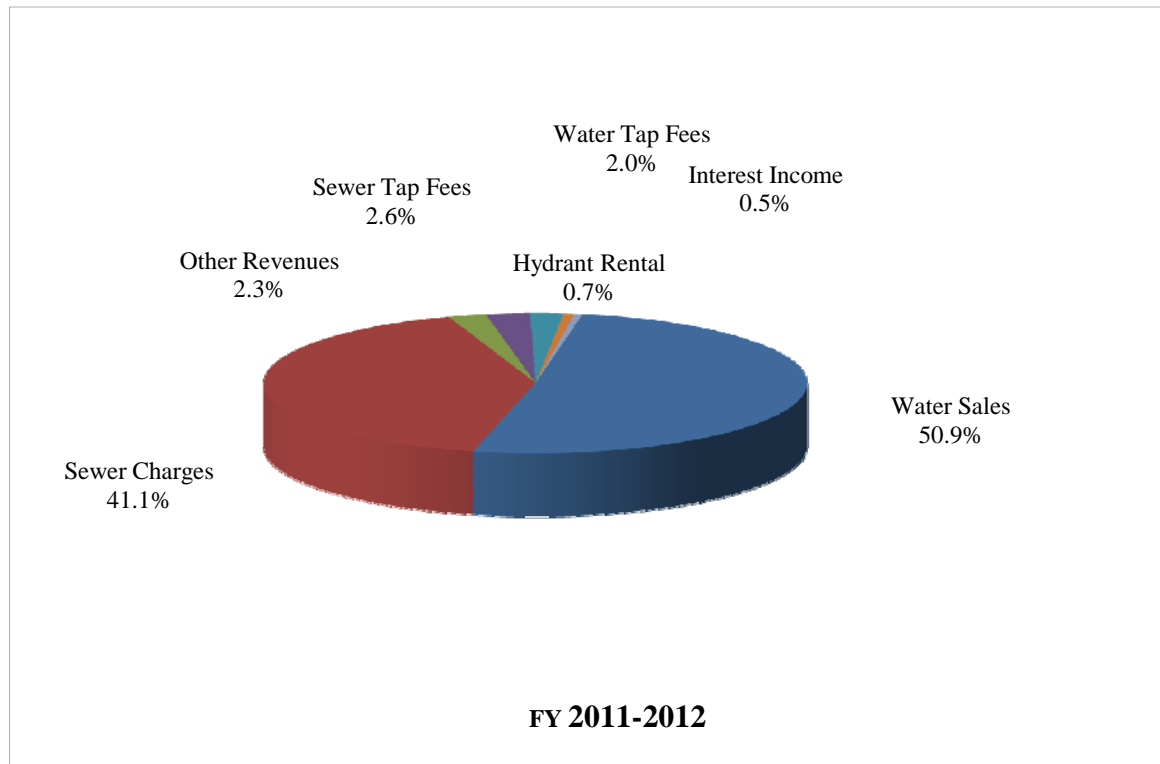
	Budget FY 2011	Budget FY 2012	<u>Change</u> Dollars	<u>Percentage</u>
Personnel Services	\$ 18,279,850	\$ 18,115,480	\$ (164,370)	-0.9%
Program Costs	6,306,495	7,053,355	746,860	11.8%
Debt Service	3,150,000	3,150,000	-	0.0%
Capital Outlay	<u>2,042,500</u>	<u>2,424,000</u>	<u>381,500</u>	<u>18.7%</u>
TOTAL	<u><u>\$ 29,778,845</u></u>	<u><u>\$ 30,742,835</u></u>	<u><u>\$ 963,990</u></u>	<u><u>3.2%</u></u>

**GENERAL FUND
FISCAL YEAR 2011-2012
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	Backup Firewall and Memory	25,000	
Information/Tech	41640-89550	(1) MS Exchange	15,000	
Information/Tech	41640-89550	(1) Virtual Server	8,000	
Information/Tech	41640-89560	Miscellaneous Technology	10,000	398,000
GIS	41645-89530	(2) Trimble GPS Units	16,000	16,000
Planning	41700-89550	(1) CRW GIS Software Module	25,000	25,000
Police Department	42100-88930	(1) Equip. Replacement Fund Contribution	350,000	
Police Department	42100-89540	Miscellaneous Computer Hardware	7,500	
Police Department	42100-89550	(1) Interact - RMS Athena Forms Customization	8,000	
Police Department	42100-89560	(1) Covert Audio Transmitter	7,500	373,000
Fire Department	42200-88930	(1) Equip. Replacement Fund Contribution	240,000	
Fire Department	42200-89520	(1) 4 Door Sedan	26,000	
Fire Department	42200-89560	(1) Radio Interface	25,000	291,000
Public Works	43120-88930	(1) Equip. Replacement Fund Contribution	160,000	
Public Works	43120-89520	(1) Dump Truck	45,500	
Public Works	43120-89530	(1) 10' Snow Plow	8,125	
Public Works	43120-89530	(1) Chipper Truck	26,875	
Public Works	43120-82640	Street Resurfacing	460,000	700,500
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	4,000	
Parks & Recreation	44400-89520	(1) 4 X 4 Truck	25,000	
Parks & Recreation	44400-89530	(2) Zero Turn Mowers	20,000	49,000
Public Library	44800-89535	Miscellaneous Office Equipment	5,000	5,000
Transfer to Capital Project	52000-88080	Miscellaneous Capital Projects	300,000	300,000
Transfer to Facility Maint	52000-88085	Miscellaneous Facility Maintenance	200,000	200,000
TOTAL			\$ 2,424,000	\$ 2,424,000

WATER & SEWER FUND

Operating Revenues



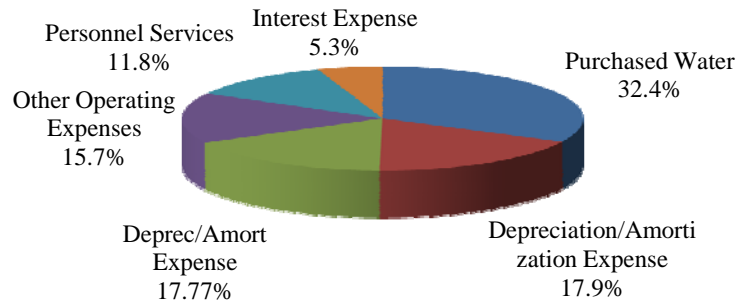
CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING REVENUE RATIOS

	2010-2011 Amount	BUDGET %	2011-2012 Amount	BUDGET %
Water Sales	\$ 7,201,800	49.2%	\$ 7,791,800	50.9%
Sewer Charges	6,367,125	43.5%	6,293,000	41.1%
Other Revenues	358,915	2.5%	346,510	2.3%
Sewer Tap Fees	340,000	2.3%	400,000	2.6%
Water Tap Fees	200,000	1.4%	300,000	2.0%
Hydrant Rental	100,000	0.7%	100,000	0.7%
Interest Income	75,000	0.5%	75,000	0.5%
TOTAL OPERATING REVENUES	\$ 14,642,840	100.0%	\$ 15,306,310	100.0%

WATER & SEWER FUND

Operating Expenses

(Excludes Capital Improvements)



FY 2011-2012

CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING EXPENSE RATIOS

	2010-2011 Amount	BUDGET %	2011-2012 Amount	BUDGET %
Purchased Water	\$ 4,400,000	30.1%	\$ 4,750,000	32.4%
Depreciation/Amortization Expense	2,512,000	17.2%	2,625,000	17.9%
Sewage Treatment	3,100,000	21.2%	2,500,000	17.0%
Other Operating Expenses	2,000,900	13.7%	2,298,810	15.7%
Personnel Services	1,851,905	12.6%	1,725,540	11.8%
Interest Expense	776,815	5.3%	773,260	5.3%
TOTAL OPERATING EXPENSES	\$ 14,641,620	100.0%	\$ 14,672,610	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 proposed FY 2012-2017 Capital Improvements Program is an ambitious plan that calls for the investment of **\$101,215,000** 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 2012-2017) are summarized below:

Transportation	\$40,770,000	40.3%
Utilities	28,150,000	27.8%
Parks and Recreation	18,785,000	18.5%
Facilities & Equipment	8,255,000	8.2%
Technology	4,655,000	4.6%
Storm Drainage	<u>600,000</u>	<u>0.6%</u>
 TOTAL	 <u>\$101,215,000</u>	 <u>100.0%</u>

RESOLUTION 2011-34

**A RESOLUTION TO ADOPT A CAPITAL IMPROVEMENTS PROGRAM FOR THE
CITY OF BRENTWOOD FOR THE FISCAL YEARS 2012-2017**

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

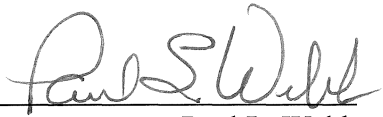
WHEREAS, a proposed program for capital improvements has been developed for the next six years to address the needs of a growing community; and

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 2012-2017, 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 Paul L. Webb

ADOPTED: 6/27/11



RECORDER Deborah Hedgepath

Approved as to form:



CITY ATTORNEY Roger A. Horner

MAJOR CAPITAL IMPROVEMENT PROJECTS
(i.e. Greater than \$500,000)
Fiscal Year 2011 - 2012

General Facilities and Equipment

Equipment/Vehicles	\$ 500,000
--------------------	------------

Technology

Computer Equipment	\$ 570,000
Emergency Communications Center	\$ 645,000

Transportation

Concord Road (west of Arrowhead Drive)	\$ 950,000
Concord Road (east of Edmondson Pike)	\$ 5,500,000
Street Resurfacing	\$ 1,800,000

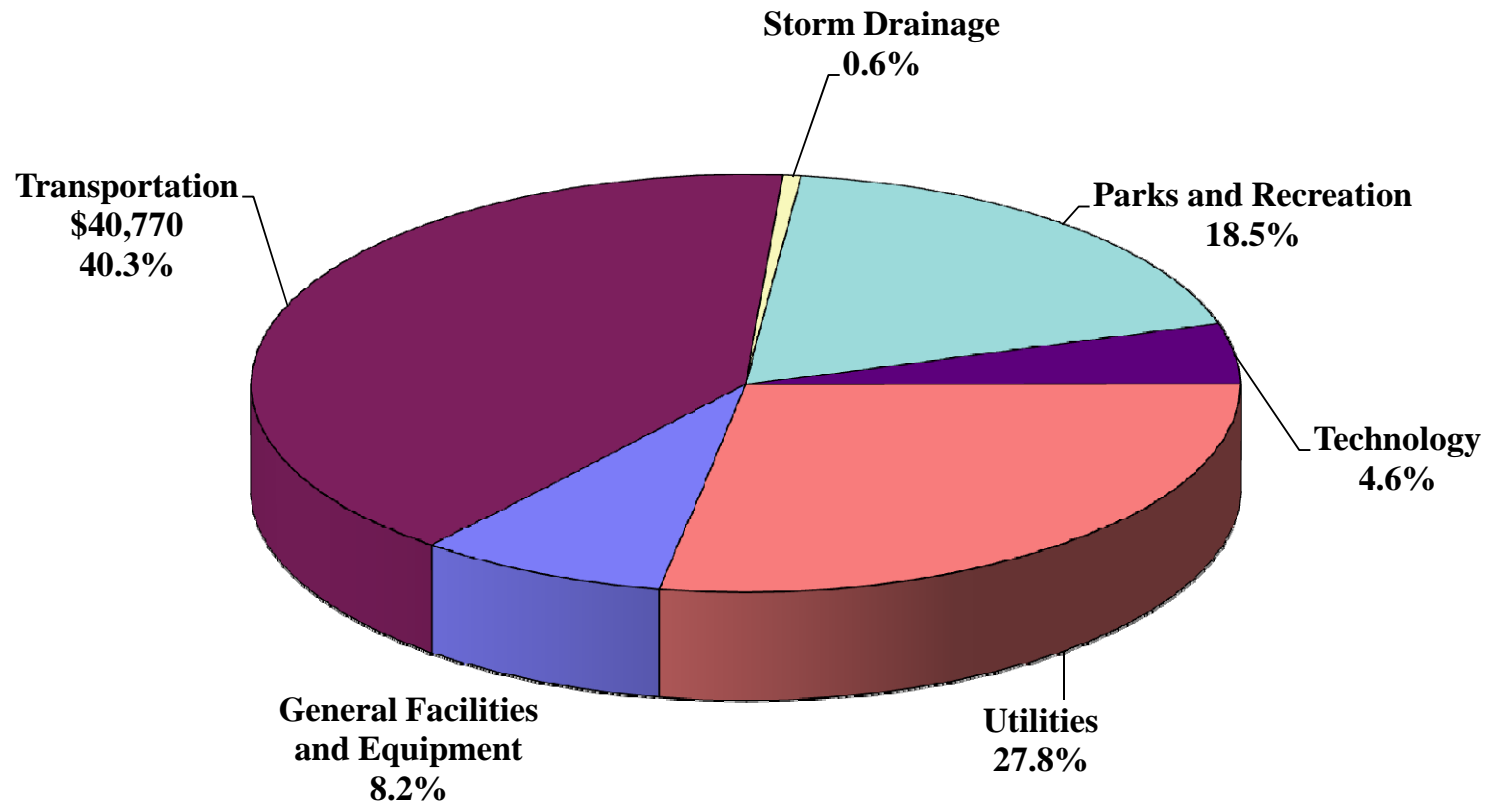
Parks

Floodway Open Space	\$ 1,265,000
Marcella Vivrette Smith Park	\$ 5,925,000

Utilities

Brentwood Sewer Rehabilitation	\$ 2,685,000
Meter Reading Program Upgrade	\$ 600,000
Water System Capacity Improvements	\$ 4,505,000

**City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2012-2017
Program Expenditures
(000's)**



**Total for All Programs
\$101,215**

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2012 - 2017
Summary - All Projects
(000's)

		Projected FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total 6 Years 2012-2017
General Facilities	Community Identity Features	20	15	15	15	15	15	15	90
	Community Planning	-	-	-	30	30	-	-	60
	Energy Efficiency Improvements	145	-	-	-	-	-	-	-
	Equipment/Vehicles	1,000	500	1,125	360	1,350	545	815	4,695
	Library	85	190	40	40	40	40	40	390
	Municipal Center	730	485	180	180	180	180	180	1,385
	Safety Center East	-	185	-	-	-	-	-	185
	Service Center	10	25	25	25	25	25	25	150
	Town Center Improvements	-	-	1,300	-	-	-	-	1,300
	Total - General Facilities	1,990	1,400	2,685	650	1,640	805	1,075	8,255
Technology	Computer Equipment	155	570	720	225	370	445	225	2,555
	Emergency Communications Center	510	645	-	-	-	-	-	645
	Fiber Optic Network	35	310	50	-	-	-	-	360
	GIS	-	165	-	30	-	165	-	360
	Radio System	400	-	-	-	-	-	-	-
	Software Systems	95	210	25	20	140	25	20	440
	Telephone System	50	190	-	-	-	-	-	190
	Warning Sirens	-	15	30	-	30	-	30	105
	Total - Technology	1,245	2,105	825	275	540	635	275	4,655
Transportation	Bikeway Improvements	175	175	175	175	175	175	175	1,050
	Concord Road (west of Arrowhead Drive)	100	950	3,750	-	-	-	-	4,700
	Concord Road (east of Edmondson Pike)	4,575	5,500	6,000	3,600	-	-	-	15,100
	Edmondson Pike	65	-	-	-	-	-	-	-
	Franklin Road (south section)	-	-	-	-	-	1,250	3,400	4,650
	Sidewalks	-	-	50	50	50	50	50	250
	Split Log Road	3,600	375	-	-	-	-	-	375
	Street Lighting	-	-	20	20	20	20	20	100
	Street Resurfacing	1,675	1,800	1,900	1,975	2,075	2,175	2,275	12,200
	Sunset Road	-	-	-	-	85	350	-	435
	Town Center Area	-	-	300	300	300	300	-	1,200
	Traffic Signal Upgrades	80	390	-	160	-	160	-	710
	Total - Transportation	10,270	9,190	12,195	6,280	2,705	4,480	5,920	40,770
Storm Drainage	Derby Glen Drainage	-	50	-	-	-	-	-	50
	Subdivision Drainage	50	50	100	100	100	100	100	550
	Wildwood Drainage	50	-	-	-	-	-	-	-
	Total - Storm Drainage	100	100	100	100	100	100	100	600

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2012 - 2017
Summary - All Projects
(000's)

		Projected FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total 6 Years 2012-2017
Parks/Recreation	Crockett Park	155	20	325	25	70	80	-	520
	Deerwood Arboretum	-	-	-	5	10	-	-	15
	Flagpole (Southwest) Park	-	25	80	1,000	-	-	-	1,105
	Floodway Open Space	-	1,265	-	-	-	-	-	1,265
	Granny White Park	30	20	50	50	15	20	20	175
	Marcella Vivrette Smith Park	5,050	5,925	450	4,900	1,850	-	-	13,125
	Maryland Way Park	-	15	-	-	-	-	-	15
	Owl Creek Park	-	-	-	25	-	-	25	50
	Park Land Acquisition & Development	-	-	-	-	-	2,300	-	2,300
	River Park	-	-	-	10	15	-	-	25
	Southeast Park	-	-	-	15	170	-	-	185
	Tower Park	50	-	-	-	-	5	-	5
	Total - Parks/Recreation	5,285	7,270	905	6,030	2,130	2,405	45	18,785
Utilities	Brentwood Sewer Rehabilitation	2,395	2,685	2,650	4,950	1,000	-	-	11,285
	Harpeth Valley Water Line Connector	-	305	-	-	-	-	-	305
	Meter Reading Program Upgrade	250	600	750	500	500	-	-	2,350
	Miscellaneous Sewer Service Additions	40	35	35	35	35	35	35	210
	Miscellaneous Sewer System Improvements	-	110	110	110	110	110	110	660
	Miscellaneous Water System Improvements	130	110	110	110	110	110	110	660
	Mooreland Estates Water Sys. Improvements	80	-	-	-	-	-	-	-
	Peach Court Sewer Modifications	10	145	-	-	-	-	-	145
	Robert E. Lee Water Station	130	-	-	-	-	-	-	-
	Sewer Lift Station Rehabilitation	90	260	220	-	-	-	-	480
	Sewer System Model	-	-	50	-	-	-	-	50
	Split Log Road Water Improvements	270	-	-	-	-	-	-	-
	Water Line Replacement Program	-	-	220	220	220	220	220	1,100
	Water System Capacity Improvements	945	4,505	980	1,420	300	3,700	-	10,905
	Total - Utilities	4,340	8,755	5,125	7,345	2,275	4,175	475	28,150
TOTALS		23,230	28,820	21,835	20,680	9,390	12,600	7,890	101,215

CITY OF BRENTWOOD, TENNESSEE
ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2012 - 2017
(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	-	-	-	-	
	Municipal Center		20	-	20	
	Safety Center East		40	-	40	
	Service Center	-	15	-	15	
	Town Center Improvements	-	-	-	-	
	Total - General Facilities					80
Technology	Computer Equipment	-	-	-	-	
	Emergency Communications Center	-	15	-	15	
	Fiber Optic Network	-	5	-	5	
	GIS	-	-	-	-	
	Radio System	-	3	-	3	
	Software Systems	-	-	-	-	
	Telephone System	-	-	-	-	
	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	
	Sidewalks	-	5	-	5	
	Split Log Road	-	-	130	130	
	Street Lighting	-	1	-	1	
	Street Resurfacing	-	-	-	-	
	Sunset Road	-	-	-	-	
	Town Center Area	-	-	-	-	
	Traffic Signal Upgrades	-	5	-	5	
	Total - Transportation	-	-	-	-	441
Storm Drainage	Derby Glen Drainage	-	-	-	-	
	Subdivision Drainage	-	-	-	-	

CITY OF BRENTWOOD, TENNESSEE
ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2012 - 2017
(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>
	Wildwood Drainage	-	-	-	-	
	Total - Storm Drainage					-
Parks/Recreation	Crockett Park	-	10	-	10	
	Deerwood Arboretum	-	-	-	-	
	Flagpole (Southwest) Park	-	20	70	90	
	Floodway Open Space	-	1	-	1	
	Granny White Park	-	-	-	-	
	Marcella Vivrette Smith Park	40	120	620	780	
	Maryland Way Park	-	1	-	1	
	Owl Creek Park	-	-	-	-	
	Park Land Acquisition & Development	40	30	160	230	
	River Park	-	-	-	-	
	Southeast Park	-	20	-	20	
	Tower Park	10	5	-	15	
	Total - Parks/Recreation					1,147
Utilities	Brentwood Sewer Rehabilitation	-	(1,000)	950	(50)	
	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)	
	Peach Court Sewer Modifications	-	-	-	-	
	Robert E. Lee Water Station	-	(5)	-	(5)	
	Sewer Lift Station Rehabilitation	-	(20)	-	(20)	
	Sewer System Model	-	5	-	5	
	Split Log Road Water Improvements	-	20	-	20	
	Water Line Replacement Program	-	(10)	-	(10)	
	Water System Capacity Improvements	-	-	855	855	(106)
	Total - Utilities					
TOTALS - ALL PROGRAMS		\$ 90	\$ (659)	\$ 3,010	\$ 2,441	\$ 1,586

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2012 - 2017
Program Expenditures - Summary
(000's)

<u>Program</u>	<u>Projected FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total 6 Years 2012-2017</u>
General Facilities and Equipment	1,990	1,400	2,685	650	1,640	805	1,075	8,255
Technology	1,245	2,105	825	275	540	635	275	4,655
Transportation	10,270	9,190	12,195	6,280	2,705	4,480	5,920	40,770
Storm Drainage	100	100	100	100	100	100	100	600
Parks and Recreation	5,285	7,270	905	6,030	2,130	2,405	45	18,785
Utilities	4,340	8,755	5,125	7,345	2,275	4,175	475	28,150
Grand Total	23,230	28,820	21,835	20,680	9,390	12,600	7,890	101,215

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2012 - 2017
Sources of Funds - Summary
(000's)

<u>Source</u>	<u>Projected FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total 6 Years 2012-17</u>
Capital Projects Fund	6,460	4,460	2,980	15	-	50	-	7,505
Emergency Communications District Fund	145	675	-	-	-	-	-	675
Equipment Replacement Division	1,205	1,000	1,620	605	1,860	1,015	1,060	7,160
Facilities Maintenance Division	125	160	165	205	225	220	160	1,135
General Fund	485	525	1,725	1,490	1,575	1,715	1,275	8,305
General Fund (Unreserved Balance)	5,000	-	-	-	-	-	-	-
General Obligation Bond Proceeds	-	5,000	-	3,000	1,850	3,500	1,400	14,750
Municipal Center Fund	730	460	180	180	180	180	180	1,360
Private Sources	-	65	5	2,905	5	5	5	2,990
Public Works Project Fee Fund	-	-	-	-	85	350	-	435
Inter-Governmental Sources	3,540	6,555	9,000	3,600	-	-	2,000	21,155
State Street Aid Fund	1,040	1,040	1,040	1,340	1,340	1,340	1,340	7,440
Water and Sewer Fund	910	1,690	1,490	970	970	525	470	6,115
Water & Sewer Bond/Note Proceeds	3,590	7,190	3,630	6,370	1,300	3,700	-	22,190
Grand Total	23,230	28,820	21,835	20,680	9,390	12,600	7,890	101,215

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2012-2017
General Facilities and Equipment Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total 6 Years 2012-17</u>
Community Identity Features	20	15	15	15	15	15	15	90
Community Planning	-	-	-	30	30	-	-	60
Energy Efficiency Improvements	145	-	-	-	-	-	-	-
Equipment/Vehicles	1,000	500	1,125	360	1,350	545	815	4,695
Library	85	190	40	40	40	40	40	390
Municipal Center	730	485	180	180	180	180	180	1,385
Safety Center East	-	185	-	-	-	-	-	185
Service Center	10	25	25	25	25	25	25	150
Town Center Improvements	-	-	1,300	-	-	-	-	1,300
Grand Total	1,990	1,400	2,685	650	1,640	805	1,075	8,255

Source of Funds

Capital Projects Fund	105	360	1,300	-	-	-	-	1,660
General Fund	-	15	15	45	45	15	15	150
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	-	-	-	-
Equipment Replacement Division	1,000	500	1,125	360	1,350	545	815	4,695
Facilities Maintenance Division	10	65	65	65	65	65	65	390
Inter-Governmental Sources	145	-	-	-	-	-	-	-
Municipal Center Fund	730	460	180	180	180	180	180	1,360
Private Sources	-	-	-	-	-	-	-	-
Water and Sewer Fund	-	-	-	-	-	-	-	-
Grand Total	1,990	1,400	2,685	650	1,640	805	1,075	8,255

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2012 - 2017
Technology Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total 6 Years 2012-17</u>
Computer Equipment	155	570	720	225	370	445	225	2,555
Emergency Communications Center	510	645	-	-	-	-	-	645
Fiber Optic Network	35	310	50	-	-	-	-	360
GIS	-	165	-	30	-	165	-	360
Radio System	400	-	-	-	-	-	-	-
Software Systems	95	210	25	20	140	25	20	440
Telephone System	50	190	-	-	-	-	-	190
Warning Sirens	-	15	30	-	30	-	30	105
Grand Total	1,245	2,105	825	275	540	635	275	4,655

Source of Funds

Capital Projects Fund	340	550	-	-	-	-	-	550
General Fund	-	-	330	30	30	110	30	530
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	-	-	-	-
Equipment Replacement Division	205	500	495	245	510	470	245	2,465
Facilities Maintenance Division	-	-	-	-	-	-	-	-
Inter-Governmental Sources	395	250	-	-	-	-	-	250
Municipal Center Fund	-	-	-	-	-	-	-	-
Water and Sewer Fund	160	130	-	-	-	55	-	185
ECD Fund	145	675	-	-	-	-	-	675
Grand Total	1,245	2,105	825	275	540	635	275	4,655

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2012 - 2017
Transportation - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total 6 Years 2012-17</u>
Bikeway Improvements	175	175	175	175	175	175	175	1,050
Concord Road (west of Arrowhead Drive)	100	950	3,750	-	-	-	-	4,700
Concord Road (east of Edmondson Pike)	4,575	5,500	6,000	3,600	-	-	-	15,100
Edmondson Pike	65	-	-	-	-	-	-	-
Franklin Road (south section)	-	-	-	-	-	1,250	3,400	4,650
Sidewalks	-	-	50	50	50	50	50	250
Split Log Road	3,600	375	-	-	-	-	-	375
Street Lighting	-	-	20	20	20	20	20	100
Street Resurfacing	1,675	1,800	1,900	1,975	2,075	2,175	2,275	12,200
Sunset Road	-	-	-	-	85	350	-	435
Town Center Area	-	-	300	300	300	300	-	1,200
Traffic Signal Upgrades	80	390	-	160	-	160	-	710
Grand Total	10,270	9,190	12,195	6,280	2,705	4,480	5,920	40,770

Source of Funds

Capital Projects Fund	5,745	2,440	1,150	-	-	50	-	3,640
General Fund	435	460	955	1,290	1,230	1,490	1,130	6,555
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	-	-	-	-	85	350	-	435
Inter-Governmental Sources	3,000	5,200	9,000	3,600	-	-	2,000	19,800
State Street Aid Fund	1,040	1,040	1,040	1,340	1,340	1,340	1,340	7,440
Water and Sewer Fund	-	-	-	-	-	-	-	-
Grand Total	10,270	9,190	12,195	6,280	2,705	4,480	5,920	40,770

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2012 - 2017
Storm Drainage Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total 6 Years 2012-2017</u>
Derby Glen Drainage	-	50	-	-	-	-	-	50
Subdivision Drainage	50	50	100	100	100	100	100	550
Wildwood Drainage	50	-	-	-	-	-	-	-
Grand Total	100	100	100	100	100	100	100	600

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

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2012 - 2017
Parks and Recreation Program - Summary
(000's)

<u>Projects</u>	<u>Projected 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total 6 Years 2012-17</u>
Crockett Park	155	20	325	25	70	80	-	520
Deerwood Arboretum	-	-	-	5	10	-	-	15
Flagpole (Southwest) Park	-	25	80	1,000	-	-	-	1,105
Floodway Open Space	-	1,265	-	-	-	-	-	1,265
Granny White Park	30	20	50	50	15	20	20	175
Marcella Vivrette Smith Park	5,050	5,925	450	4,900	1,850	-	-	13,125
Maryland Way Park	-	15	-	-	-	-	-	15
Owl Creek Park	-	-	-	25	-	-	25	50
Park Land Acquisition & Development	-	-	-	-	-	2,300	-	2,300
River Park	-	-	-	10	15	-	-	25
Southeast Park	-	-	-	15	170	-	-	185
Tower Park	50	-	-	-	-	5	-	5
Grand Total	5,285	7,270	905	6,030	2,130	2,405	45	18,785

Source of Funds

Capital Projects Fund	220	1,060	530	15	-	-	-	1,605
General Fund	-	-	325	25	170	-	-	520
General Fund (Unreserved Balance)	5,000	-	-	-	-	-	-	-
G O Bond Proceeds	-	5,000	-	3,000	1,850	2,300	-	12,150
Facilities Maintenance Division	65	45	50	90	110	105	45	445
Private Sources	-	60	-	2,900	-	-	-	2,960
Inter-Governmental Sources	-	1,105	-	-	-	-	-	1,105
Water and Sewer Fund	-	-	-	-	-	-	-	-
Grand Total	5,285	7,270	905	6,030	2,130	2,405	45	18,785

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2012-2017
Water and Sewer Program - Summary
(000's)

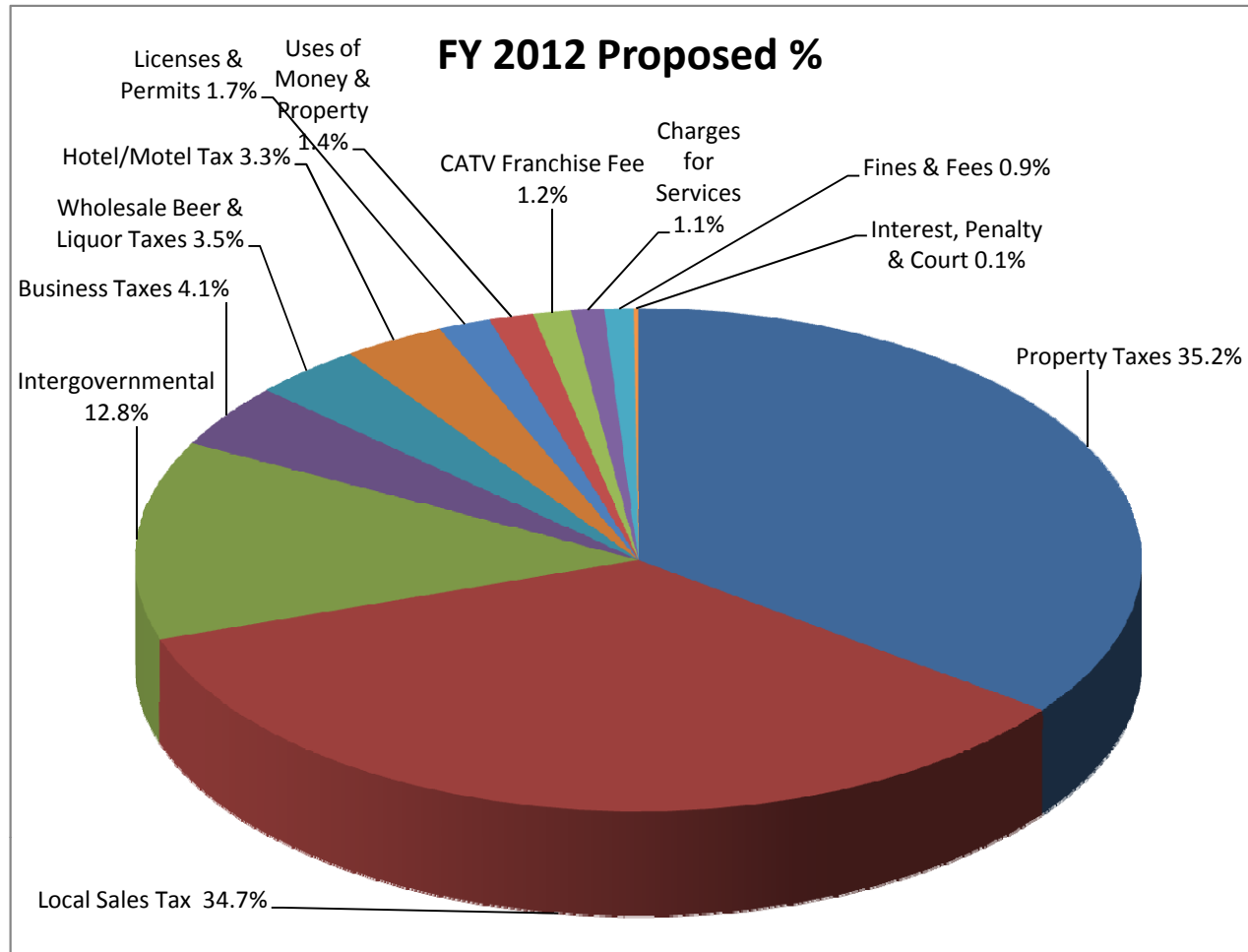
<u>Projects</u>	<u>Projected FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total 6 Years 2012-2017</u>
Brentwood Sewer Rehabilitation	2,395	2,685	2,650	4,950	1,000	-	-	11,285
Harpeth Valley Water Line Connector	-	305	-	-	-	-	-	305
Meter Reading Program Upgrade	250	600	750	500	500	-	-	2,350
Miscellaneous Sewer Service Additions	40	35	35	35	35	35	35	210
Miscellaneous Sewer System Improvements	-	110	110	110	110	110	110	660
Miscellaneous Water System Improvements	130	110	110	110	110	110	110	660
Mooreland Estates Water Sys. Improvements	80	-	-	-	-	-	-	-
Peach Court Sewer Modifications	10	145	-	-	-	-	-	145
Robert E. Lee Water Station	130	-	-	-	-	-	-	-
Sewer Lift Station Rehabilitation	90	260	220	-	-	-	-	480
Sewer System Model	-	-	50	-	-	-	-	50
Split Log Road Water Improvements	270	-	-	-	-	-	-	-
Water Line Replacement Program	-	-	220	220	220	220	220	1,100
Water System Capacity Improvements	945	4,505	980	1,420	300	3,700	-	10,905
Grand Total	4,340	8,755	5,125	7,345	2,275	4,175	475	28,150

Source of Funds

Water & Sewer Fund	750	1,560	1,490	970	970	470	470	5,930
Private Sources	-	5	5	5	5	5	5	30
Water & Sewer Bond/Note Proceeds	3,590	7,190	3,630	6,370	1,300	3,700	-	22,190
Grand Total	4,340	8,755	5,125	7,345	2,275	4,175	475	28,150

GENERAL FUND REVENUES

GENERAL FUND MAJOR REVENUES



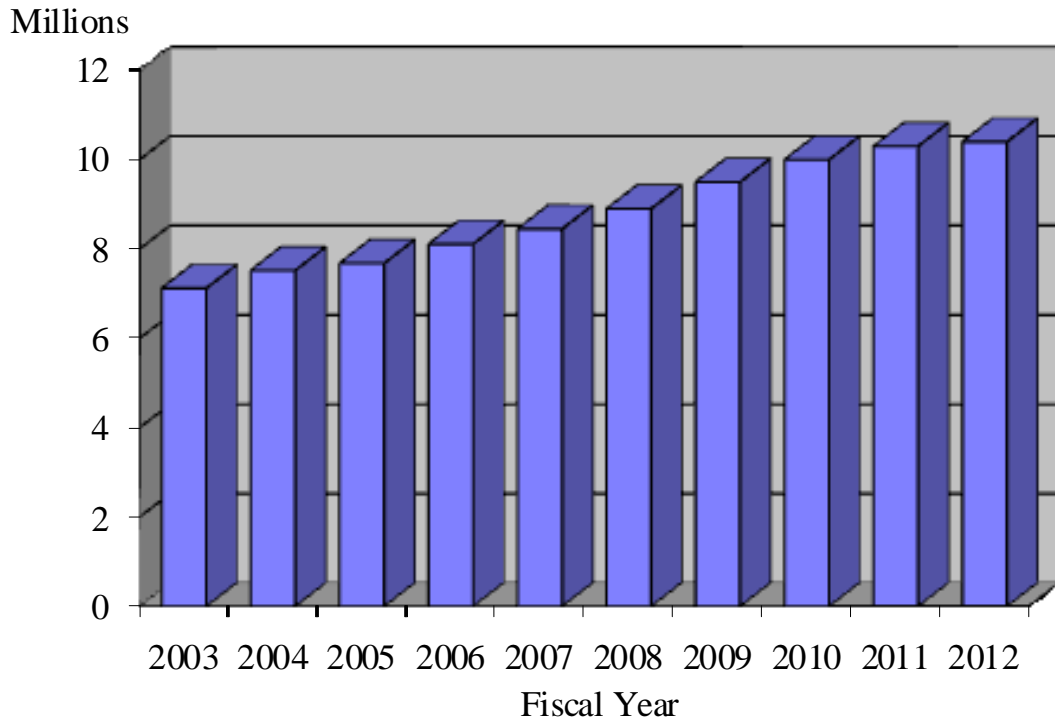
Revenue Source	FY 2012 Proposed	FY 2012 Proposed %
Property Taxes	10,815,000	35.2%
Local Sales Tax	10,675,000	34.7%
Intergovernmental	3,925,900	12.8%
Business Taxes	1,265,000	4.1%
Wholesale Beer & Liquor Taxes	1,080,000	3.5%
Hotel/Motel Tax	1,000,000	3.3%
Licenses & Permits	516,700	1.7%
Uses of Money & Property	439,000	1.4%
CATV Franchise Fee	375,000	1.2%
Charges for Services	323,100	1.1%
Fines & Fees	290,000	0.9%
Interest, Penalty & Court	40,000	0.1%
Other	5,500	0.0%
Total General Fund Revenues	<u>\$ 30,750,200</u>	<u>100.0%</u>

GENERAL FUND REVENUE TAXES

REAL PROPERTY TAX

A reappraisal of property by Williamson County for the first time since 2006 has been completed and will serve as the basis for the assessed value of taxable property for tax year 2011 (Fiscal Year 2012). State law requires the City to establish a certified property tax rate that will generate the same tax levy as last year (prior to new taxable improvements) using the new assessed value of property. At this point, we have been notified the certified property tax rate for FY 2012 will decrease from \$.49 to \$.44. per \$100 of assessed value. This rate is proposed for FY 2012 and representing the same effective tax rate for the 21th consecutive year. The budgeted amount for both real and personal property taxes in FY 2012 is \$10,340,000, an increase of only \$40,000 from FY 2011 due to limited new taxable property being completed and placed on the tax rolls in the past year. 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 which is assessed at 30% of appraised value.

REAL AND PERSONAL PROPERTY TAX



PUBLIC UTILITY PROPERTY TAX

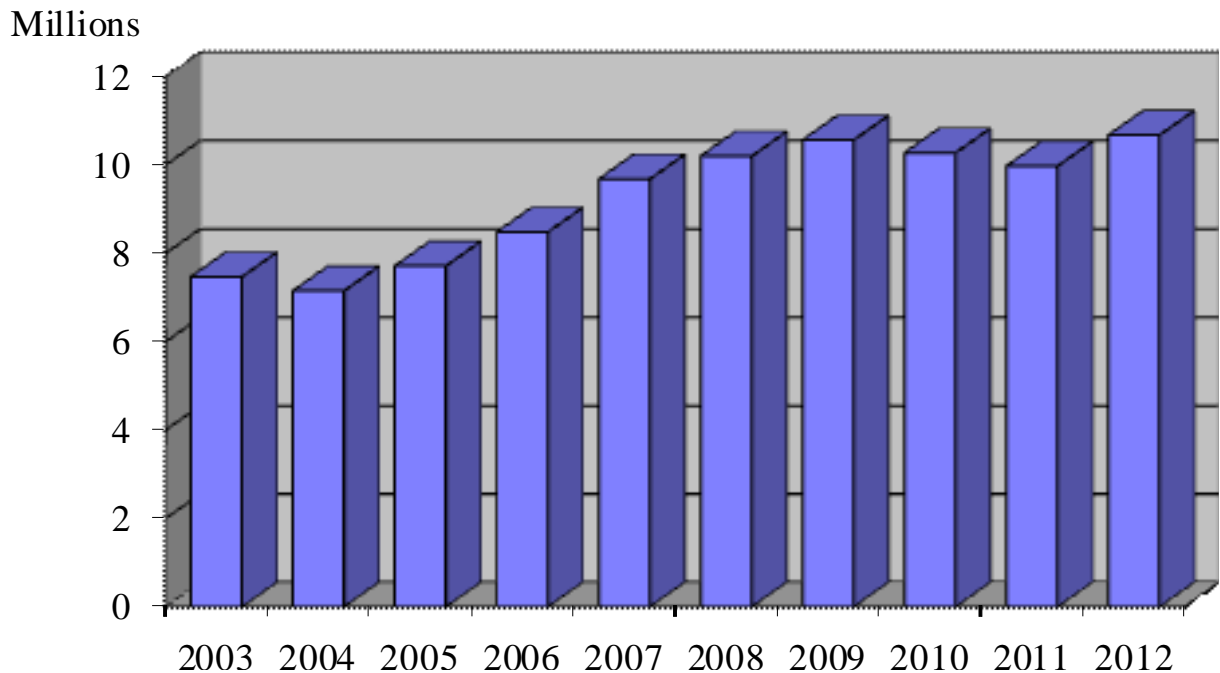
This is the tax paid by regulated public utilities on their property within the City limits. Public utility property is assessed by the State of Tennessee at a rate of 55% of appraised value. Annual tax collections can fluctuate widely each year. The FY 2012 estimate of \$450,000 represents the same amount budgeted in FY 2011. 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 2012 will be \$10,675,000, an increase of \$700,000 or 7% from last year's budgeted amount of \$9,975,000. The FY 2012 estimate is based on FY 2011 year-to-date collection trends which reflects improvement in retail sales after several years of slightly declining revenue.

LOCAL SALES TAX



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 2012 is projected at \$580,000, up slightly (\$10,000) from the FY 2011 budgeted amount.

GENERAL FUND REVENUE TAXES

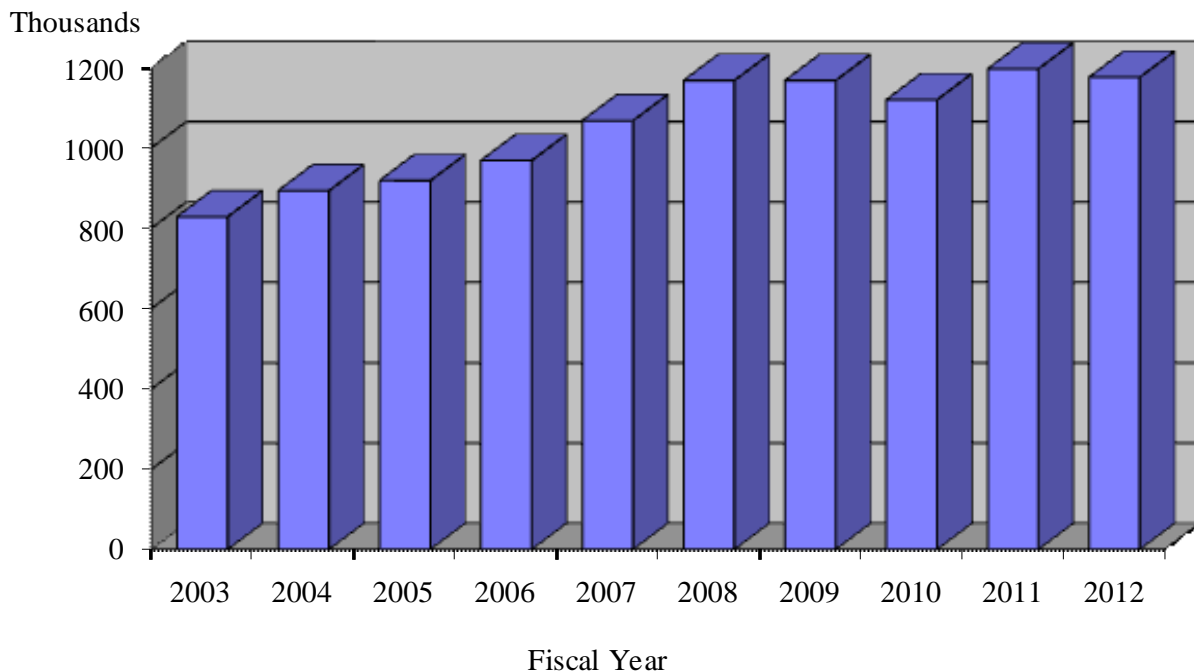
WHOLESALE LIQUOR TAX

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 2012 of \$500,000 represents a \$25,000 increase from FY 2011, based on historic and year-to-date collections from the City's four privately owned liquor stores located in the Cool Springs area 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 continue to obtain the initial business licenses from the City to ensure compliance with zoning regulations. From the fees collected, 57% are distributed to the City and 43% retained by the State. The budget estimate for FY 2012 of \$1,175,000 represents no change from last year's budgeted business tax collections. Note that the most significant collections are not received until late May or June. Also, beginning in FY 2012 with the elimination of business tax collections at the local level, the City will no longer budget for interest and penalty payments.

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 2012 is \$1,000,000, an \$180,000 or 22% increase from FY 2011. The higher estimate is based on year-to-date collection trends for FY 2011 and reflects an improving travel market, particularly with business travelers to our employment centers.

CABLE TELEVISION FRANCHISE TAX

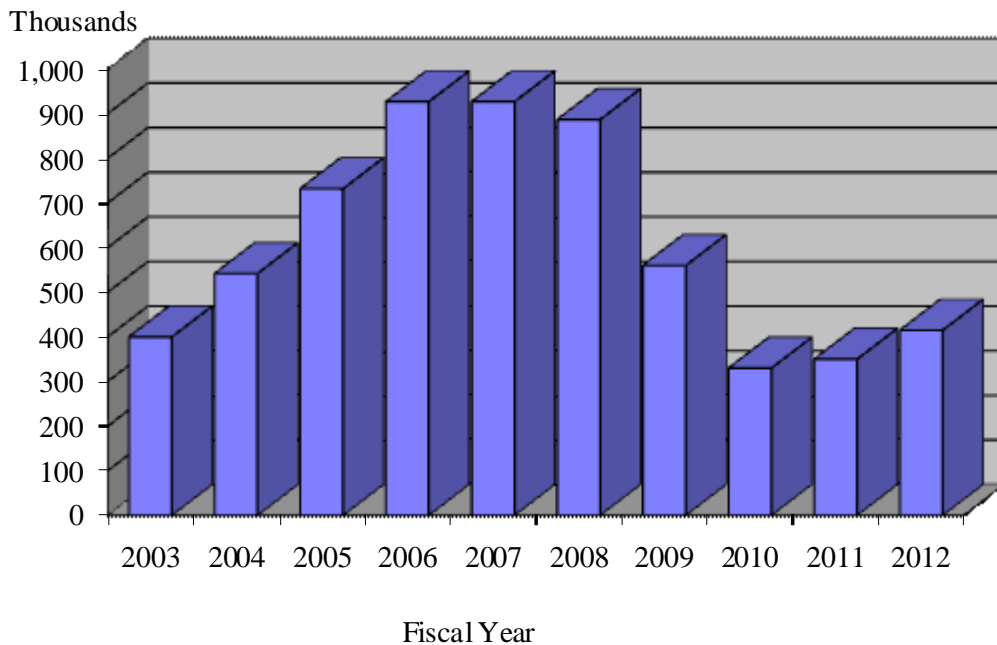
The City current receives a 3% fee on gross revenues under the City's cable television franchise ordinance (i.e. Comcast). With AT&T now in the video television business too, the City receives a 5% fee from the company under their state-wide franchise agreement. The FY 2012 budget projection of \$375,000 is an increase of \$15,000 over the FY 2011 budget estimate. This increase reflects growth in the number of customers using CATV services and the charge for 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 2012 estimate is \$415,000, a \$65,000 or 19% increase above the \$350,000 budget estimate for FY 2011. This reflects steady improvement in the number of new housing starts locally from the past two years but is nowhere near the collections received during the boom years of 2005-2008. Historically, permits fees have fluctuated (up and down) over the years reflecting the state of the 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 for 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 gradual improvement in the housing market, revenue from all other permits are expected to increase slightly in FY 2012.

GENERAL FUND REVENUE INTERGOVERNMENTAL

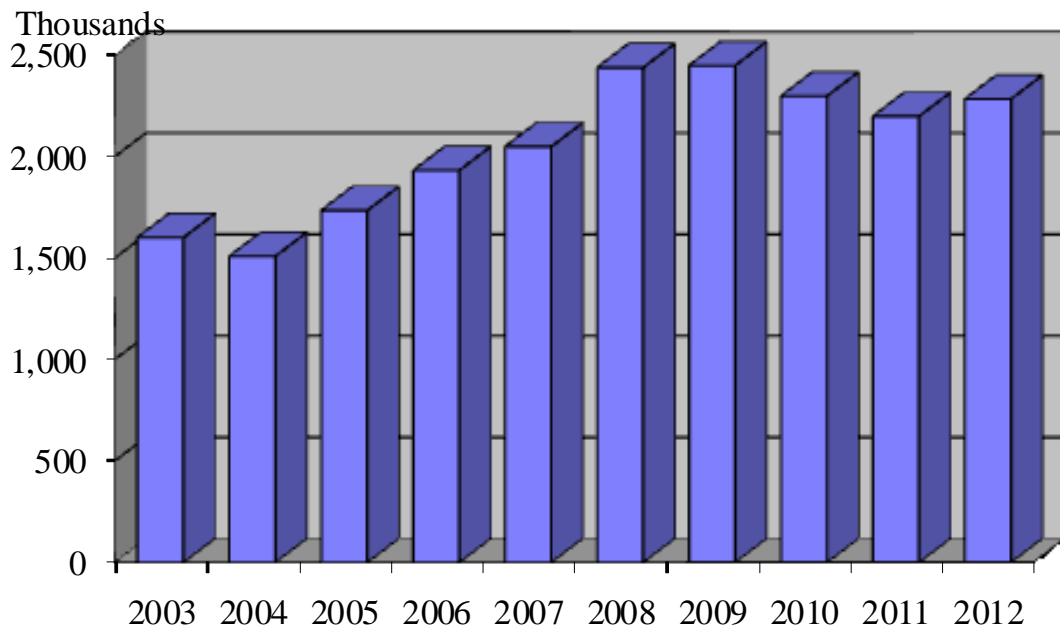
TVA PILOT (PAYMENTS IN-LIEU OF TAXES)

The in-lieu of tax payments provided by the Tennessee Valley Authority (TVA) is based on a percentage of the utilities' power sales within the State of Tennessee which is distributed to cities on a per capita basis. Based on YTD 2011 trends, the FY 2012 amount is budgeted at \$385,000, a \$16,500 or 4.5% increase from FY 2011.

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 2012 budget amount is \$2,285,000, which represents an \$85,000 or 3.7% increase from FY 2011. The increase reflects an improving economy in Tennessee but the estimate is still less than the amount received in FY 2008 and FY 2009.

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 each year to ensure that all Brentwood taxpayers are properly coded to our jurisdiction. Actual

GENERAL FUND REVENUE INTERGOVERNMENTAL

receipts can fluctuate dramatically each year due to market returns on investments, national economic conditions and the location of residency for the taxpayers. Accurate projections for FY 2012 are further compounded by the fact that FY 2011 accrued collections (from the 2010 tax year) will not be known until August 1, 2011 or 30 days after the close of the fiscal year. Over the past 10 years, annual collections have ranged from as low as \$965,000 in FY 2005 to \$3,308,000 in FY 2009. Given these factors, budget estimates have been estimated conservatively to avoid significant shortfalls in years when the investment market performs poorly. Therefore, the FY 2012 budget estimate (for the 2011 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 2012 is \$105,000, a \$5,000 decrease from the previous year based on FY 2011 year-to-date trends. The amount collected has been generally consistent in recent years.

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 2012 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 2012 is \$68,400, a slight increase of \$600 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. Based on recent trends, the projected amount for FY 2012 is \$40,000, a \$10,000 decrease from the previous budget year's estimate.

GENERAL FUND REVENUE INTERGOVERNMENTAL

COUNTY ALLOCATION - LIBRARY

Williamson County historically provided supplemental funding to Brentwood to support City library services which saved the County, at minimum, an estimated \$400,000 to \$500,000 annually in operating expenses plus debt service had they provided a library branch to serve 37,000 residents like they do in other areas in the County. FY 2011 contribution amount was \$71,950. Beginning with the FY 2012, the City will no longer accept this supplemental funding due to an unwillingness to accept conditions placed by the County for receipt of funds that adversely impact library activities and community use of meeting rooms. A portion of the lost revenue (\$25,000) will be regained by the proposed increase in the fee for a library card for non-taxpayer users from \$50 to \$75 annually.

GENERAL FUND REVENUE OTHERS REVENUES AND CHARGES FOR SERVICES

BUSINESS TAX - CLERK'S FEE

Under state law, each business tax return filed with the State requires a processing fee of \$15 that is remitted to the local jurisdiction. The fee was originally established when the local governments collected the fee and was adjusted upward last year by the State for municipalities to be the same amount as the county fee. Based on FY 2011 trends, the FY 2012 estimate is \$90,000, a \$38,000 or 73% increase from last year's budget amount.

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 \$100,000 in FY 2012, up \$10,000 from FY 2011. The increase is due to recent changes in park reservation fees and historic collection trends.

LIBRARY FINES AND CHARGES

The library collects fines for overdue books and other materials not returned on time. The library also charges fees for the use of public meeting rooms. The FY 2012 projection is \$80,000, no change from the FY 2011 budget.

LIBRARY FEES - NON-RESIDENTS

The current 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 that allows for the same check-out and computer use privileges as Brentwood residents who pay for this service through their property taxes. Due to the loss of \$71,950 in supplemental funding from Williamson County in FY 2012, the proposed budget provides for an increase in the annual fee for non-taxpaying users to \$75, which will provide an additional \$25,000 in FY 2012 (from \$52,000 to \$77,000).

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 2012 is \$22,000, the same as FY 2011 budget.

GENERAL FUND REVENUE OTHERS REVENUES AND CHARGES FOR SERVICES

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 2012 is \$7,500, or 50% less than FY 2011. The decrease reflects the drop in new subdivision development activity. The fees will remain relatively low until the inventory of existing lots drops to a point that warrants the investment in new lot construction.

CELL TOWER RENTAL FEE

The City receives income from the placement of a cell telephone towers on City property. A new cell tower was installed in Granny White Park in FY 2011 and will generate \$21,600 in revenue in FY 2012

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 2012 is \$250,000, a \$150,000 decrease from the previous year's budget. The projection is based on actual collection trends in the past year. Collections will vary each year depending on the level of directed enforcement needed to encourage safe driving.

COUNTY COURT FINES/COSTS

Under State law, Williamson 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 2012 revenue estimate is \$40,000, no change from FY 2011.

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 2012 projection of \$160,000 represents a \$10,000 increase from FY 2011.

SERVICE CENTER RENT

This line item represents the annual rent paid by the Water Services Department for its pro-rata use of the Service Center facility. The projected rent for FY 2012 is \$125,000, no change from the previous year.

GIS SERVICE CENTER FEE

The service fee to the Water Services Department for FY 2012 is \$138,000, or the same amount in FY 2011. The fee covers Geographic Information Systems services (personnel and equipment) used to map accurately the Water and Sewer infrastructure systems and its field components.

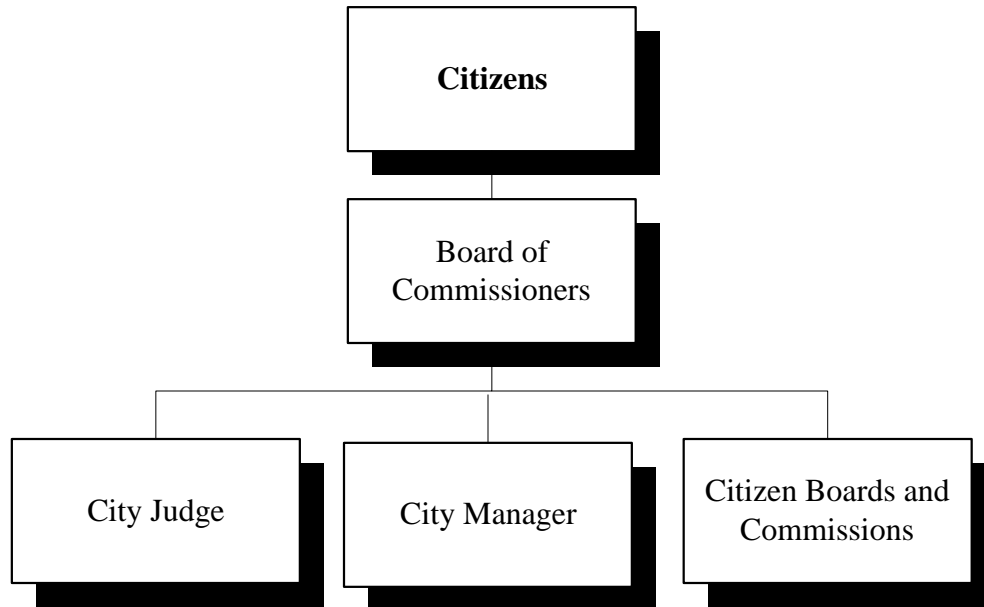
SALE OF EQUIPMENT

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 2012 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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 121,730	\$ 129,654	\$ 129,305	\$ 129,241	\$ 135,905
Operating Expenditures	29,924	23,660	31,500	24,361	31,500
Capital Outlay	158	-	-	-	-
Total	\$ 151,812	\$ 153,314	\$ 160,805	\$ 153,602	\$ 167,405

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 FY 2012 budget reflects an increase in the health insurance line item to cover the potential cost of a new Commissioner participating in the group health insurance program.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 27,196	\$ 26,091	\$ 26,900	\$ 27,192	\$ 26,900
Operating Expenditures	2,127	163	500	-	500
Capital Outlay	-	-	-	-	-
Total	\$ 29,323	\$ 26,254	\$ 27,400	\$ 27,192	\$ 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 2012.

CITY COURT

<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2009</u>	<u>Actual CY 2010</u>	<u>Target CY 2011</u>	<u>Target CY 2012</u>
Percent of traffic cases input within 24 hours of receipt	100%	100%	100%	100%
Failure to appear in court rate	15%	15%	20%	15%
Collection of payments (minutes spent per item)	4	4	4	4

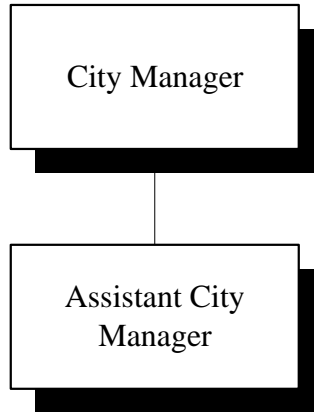
<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2009</u>	<u>Actual CY 2010</u>	<u>Target CY 2011</u>	<u>Target CY 2012</u>
Total Court Sessions annually	96	96	96	96
Traffic cases per month	158	132	225	175
Number of traffic violations	7,667	5,313	9,500	7,500
Number of court cases processed	1,890	1,582	2,250	1,800
Fees and court costs collected	\$428,562	\$300,762	\$400,000	\$300,000

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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 374,411	\$ 380,153	\$ 388,435	\$ 385,961	\$ 390,905
Operating Expenditures	11,640	9,025	10,130	8,418	9,960
Capital Outlay	-	-	-	-	-
Total	\$ 386,051	\$ 389,178	\$ 398,565	\$ 394,379	\$ 400,865

BUDGET COMMENTS

The FY 2012 budget reflects a decrease from FY 2011 due to the funding of the one-time, 1.5% lump sum merit payment that was provided to employees in FY 2011 and changes to the system for budgeting individual health insurance coverage under the new partially self funded program. Under the previous fully insured health insurance plan, the budget reflected each employee's actual premium costs for their selected tier of coverage (i.e. single, married, family, etc.). Under the new partially self-funded plan, the budgeting of cost is being simplified using a flat rate per employee (\$6,700 annually) regardless of the level of coverage with the amount transferred to the Health Insurance Fund to help fund the program.

CITY MANAGER'S OFFICE

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</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 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	37,019	-	40,000	39,134	-
Capital Outlay	-	-	-	-	-
Total	37,019	-	40,000	39,134	-

BUDGET COMMENTS

There is no city election scheduled during FY 2012. The next City election is scheduled for May 7, 2013.

<u>PERFORMANCE MEASURES *</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Number of registered voters in Brentwood	25,677	26,517	26,000	26,000
Voter registration forms processed (countywide)	12,519	5,670	10,000	10,000

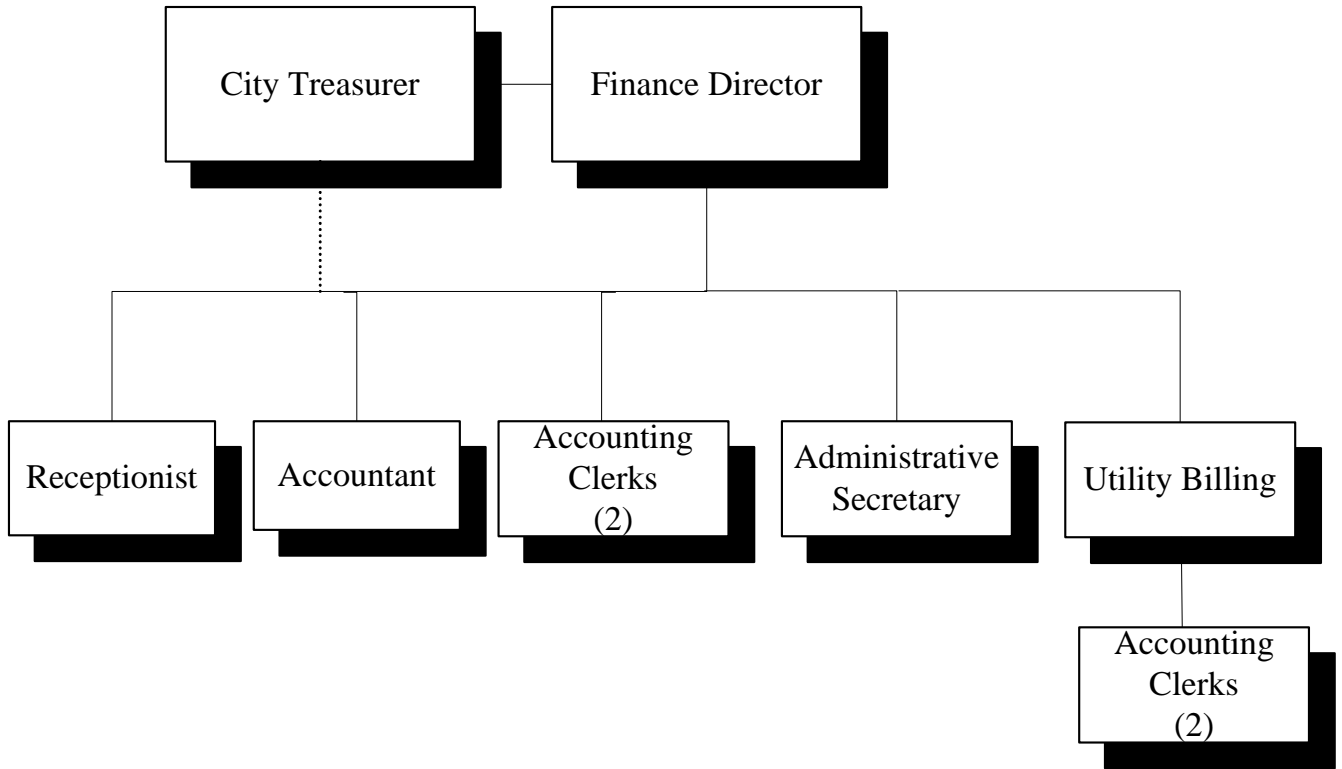
PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

* Information provided by the Williamson County Election Commission.

FINANCE DEPARTMENT

Organization Chart



FINANCE DEPARTMENT

2011-2012 Non-Routine Work Plan

The Finance Department sets forth the following as its proposed goals and objectives for the 2011-2012 fiscal year. The non-routine tasks identified herein reflect a continued emphasis on long-term planning and operational efficiencies.

1) Revisions to the City's Debt Management Policy

The City of Brentwood adopted a debt management policy fifteen years ago to provide guidance to the City Commission and staff in the financial planning for the issuance of bonds. The conservative policies have served us well and have contributed to the City receiving the highest possible credit ratings from Moody's Investors Services and Standard and Poor's. They include policies to avoid the issuance of variable-rate debt due to the potential volatility of such instruments and maintaining a minimum fund balance in the Debt Service Fund at an amount equivalent to one (1) year's debt obligation. In reaction to problems experienced by a few Tennessee cities in 2008 engaged in complex debt transactions that they did not fully understand, such as swaps and derivatives, the State Funding Board adopted in December 2010 a model-debt management policy for use by Tennessee cities as a guide in formulating a formal policy for their communities. The debt policy should include and address the following principles: 1) understanding the transaction, 2) explaining to citizens what is being considered, 3) avoiding conflicts of interests, and 4) disclosing costs and risks. Staff will review the guidelines and recommend amendments to our current debt policy that may be needed to meet this State mandate that is effective January 1, 2012. The goal will be to maintain a policy that is concise and understandable by the general public.

Target Date: September 1, 2011

2) Enhancements to Vendor Payment Processing

The City of Brentwood currently processes approximately 6,500 checks annually. The estimated cost of processing a paper check, factoring in supplies, printing and postage costs, ranges from \$1.00-\$3.00 per check. In an effort to reduce these costs, staff will research options for electronic vendor payment processing, including ACH and Virtual Purchasing Card Payments with rebates back to the City. This initiative will build upon our current system of processing employee pay checks via direct deposit rather than by paper payroll check which is also a more secure and reliable way of making payment. The research will review how other jurisdictions are transitioning to electronic payment systems and determining how the new payment program must be structured to comply with State law.

Target Date: December 31, 2011

FINANCE DEPARTMENT
2011-2012 Non-Routine Work Plan

3) **Documentation of Finance Department Activities**

The Finance Department is responsible for a wide range of financial and administrative support activities carried out by a fairly small staff. Since there is limited redundancy of responsibilities and duties among the personnel, it is more challenging for staff to assume the duties of others when there are extended absences or turnover. The staff will undertake the detailed documentation of each program and activity carried out on a daily basis by the Finance Department personnel including departmental responsibilities, processes, time schedules, contacts, resources, etc. This documentation will address, but is not be limited to, accounts payables, accounts receivables, miscellaneous cash receipting, property tax collections, business licensing, utility billing, and receptionist duties.

Target Date: March 31, 2012

4) **Electronic Account Viewing/Billing Services for Water/Sewer Customers**

The Water Services Department is in the initial stages of a multi-year upgrade of the water meter reading technology with remote electronic reading features and more sophisticated data collection capabilities on customer usage, etc. This system upgrade will also provide enhanced features via the system software that will allow customers to access their accounts to view real-time usage information. The Finance Department staff will work closely with the Water Services staff to lay the framework for future integration of this system with our billing system software to allow for enhanced online viewing of accounts and electronic billing services for our water and sewer customers.

Target Date: June 30, 2012

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 Services 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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 606,663	\$ 648,765	\$ 651,770	\$ 567,422	\$ 606,540
Operating Expenditures	149,750	118,834	176,500	129,754	179,750
Capital Outlay	1,770	81	-	-	-
Total	\$ 758,183	\$ 767,680	\$ 828,270	\$ 697,176	\$ 786,290

BUDGET COMMENTS

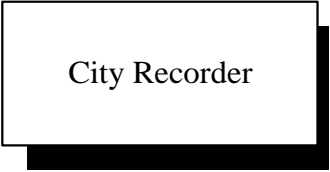
The FY 2012 budget reflects a decrease from FY 2011 due primarily to the elimination of a vacant full-time accounting clerk position that previously required for business tax collections. With the State of Tennessee assuming responsibility for the collection of all business taxes, the position is no longer needed. New funding is provided in FY 2012 for a 25 hour per week, part-time clerical employee to assist with coverage of the new receptionist center during lunch hours and vacations and to provide needed assistance with other Department activities. Funding is also provided to expand the City's records scanning and retrieval system to allow for better processing of the large volume of financial related records that require long-term storage.

FINANCE DEPARTMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</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/AAA
Percent of available funds placed in interest-bearing accounts	100%	100%	100%	100%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Business licenses issued	2,280	2,259	2,500	2,300
Invoices - AP	11,782	12,768	12,000	13,000
Invoices - AR	164	76	200	100
Vendor & payroll (ach) checks	14,195	13,492	15,000	12,000
Property tax bills processed	16,997	16,930	18,000	18,000
Total utility billings processed (includes delinquents)	121,096	122,135	125,000	125,000
Liens filed	231	282	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 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</u>
Finance Director	1	1	1	1
City Treasurer	1	1	1	1
Accountant	1	1	1	1
Accounting Clerk I & II	3	3	3	2
Administrative Secretary	1	1	1	1
Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	8	8	8	7

CITY RECORDER

Organization Chart



CITY RECORDER

MISSION STATEMENT

The primary goal of this activity is to facilitate the agenda management system 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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 86,154	\$ 86,326	\$ 88,940	\$ 76,863	\$ 91,060
Operating Expenditures	15,803	22,746	23,950	29,827	25,200
Capital Outlay	-	-	-	-	-
Total	<u><u>\$ 101,957</u></u>	<u><u>\$ 109,072</u></u>	<u><u>\$ 112,890</u></u>	<u><u>\$ 106,690</u></u>	<u><u>\$ 116,260</u></u>

BUDGET COMMENTS

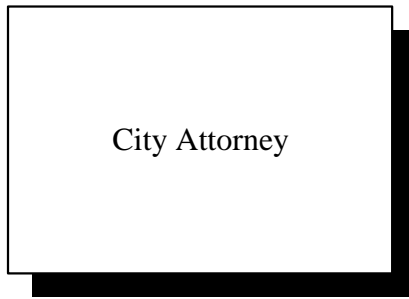
This activity provides funding for the City Recorder position and the cost of legal notices, periodic updates to the municipal code, and the maintenance agreement for the City's automated agenda management software system. The FY 2012 budget shows a slight increase from FY 2011 primarily due to the fact that the travel/training costs were lower in FY 2011 due to the location of the International Institute of Municipal Clerks Conference in Nashville.

CITY RECORDER

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</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%	18/100%	24/100%	24/100%
Number of official records scanned into document imaging system (ordinances, resolutions and Board of Commissioners minutes)	114	134	130	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 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</u>
City Recorder	1	1	1	1

LEGAL SERVICES DEPARTMENT

Organization Chart



LEGAL SERVICES

2011-2012 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. Nevertheless, the following non-routine work projects are proposed for the 2011-2012 fiscal year.

1) Formal Policy for Receiving Public Comments from Citizens

It has been the City's longtime practice to allow any citizen to address the Board of Commissioners on any matter involving the City during the time reserved for comments from citizens on meeting agendas. There is no formal policy imposing limitations or restrictions on these comments. However, under an informal policy practiced by the Board of Commissioners, the Mayor sometimes exercises authority to impose time limits on each speaker, or to establish a cutoff time, after which the Board will move on with its agenda. Restrictions on citizen comments have been the basis for First Amendment challenges asserted against some local governments. Recent case law indicates that governing bodies may impose reasonable restrictions on citizen comments, and that courts are more likely to dismiss such challenges when the governing body operates from a consistently enforced formal policy. Staff will propose a policy for consideration by the Board of Commissioners that maintains the City's longstanding commitment to receiving citizen comments in a reasonable manner. If adopted, the policy on comments from citizens will be posted on the City's website, so that potential speakers may become aware of the policy in preparation for attending a Board of Commissioners meeting.

Target Date: August 31, 2011

2) Nonconforming Structures in OSRD Subdivisions

A number of existing homes in OSRD (Open Space Residential Development) districts are "lawful nonconforming structures" that met zoning requirements when they were built, but would not be allowed under current standards. For example, condominiums are included in some OSRD subdivisions where only detached single family homes would be allowed if the subdivisions were being developed now. Other OSRD subdivisions have homes that are built across current setback lines, exceed current minimum green space requirements or are on lots that are less than the current minimum size. These situations present challenges when an addition or other modification is proposed. The City's zoning regulations for nonconforming structures provide that no such structure may be enlarged or altered in a way which increases its nonconformity. Furthermore, if a nonconforming structure is destroyed to an extent of more than 50 percent of its replacement cost, it may not be replaced with any new noncompliant structure. Under this rule, if an existing nonconforming condominium were destroyed, it could not be

LEGAL SERVICES

2011-2012 Non-Routine Work Plan

rebuilt. Such limitations discourage upgrades and improvements to homes that could enhance the quality of older OSRD neighborhoods and be done in a way that is consistent with the character of the subdivision. In a joint effort between the City Attorney and the Planning and Codes Department, staff will draft new Zoning Ordinance amendments to realistically address what may and may not be done with these nonconforming structures. Proposed amendments will be submitted to the Board of Commissioners and Planning Commission for consideration.

Target Date: October 31, 2011

3) Standard Templates for Solicitation of Proposals/Bids

Each year, bids are solicited for a wide variety of purchases to be made on behalf of the various departments of the City. In addition, requests for proposals (“RFPs”) are issued for professional services and in other situations not fitting the traditional bid process. Since the City does not have a centralized purchasing department, each department is responsible for its own bid solicitations and RFPs. The bid solicitations and RFPs that have been issued follow a number of formats, and may not consistently include language that should be standard. Staff will develop standard templates to assist departments in preparing bid solicitations and RFPs. These templates will insure that bid/proposal documents include all necessary components, along with standardized language that both protects the City and guarantees compliance with the City’s purchasing regulations (including the newly adopted bid protest policy.)

Target date: April 30, 2012

In addition to the projects described above, 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 for representation 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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 172,622	\$ 169,533	\$ 173,315	\$ 172,667	\$ 175,845
Operating Expenditures	27,341	18,041	31,500	19,567	31,800
Capital Outlay	-	-	-	-	-
Total	<u>\$ 199,963</u>	<u>\$ 187,574</u>	<u>\$ 204,815</u>	<u>\$ 192,234</u>	<u>\$ 207,645</u>

BUDGET COMMENTS

This budget provides funding for the City Attorney position, various legal publications and databases to assist the City Attorney in effectively researching legal issues, and contingency funding (\$20,000) should the need arise for specialized outside legal assistance. The FY 2012 budget reflects no significant change from FY 2011.

LEGAL SERVICES

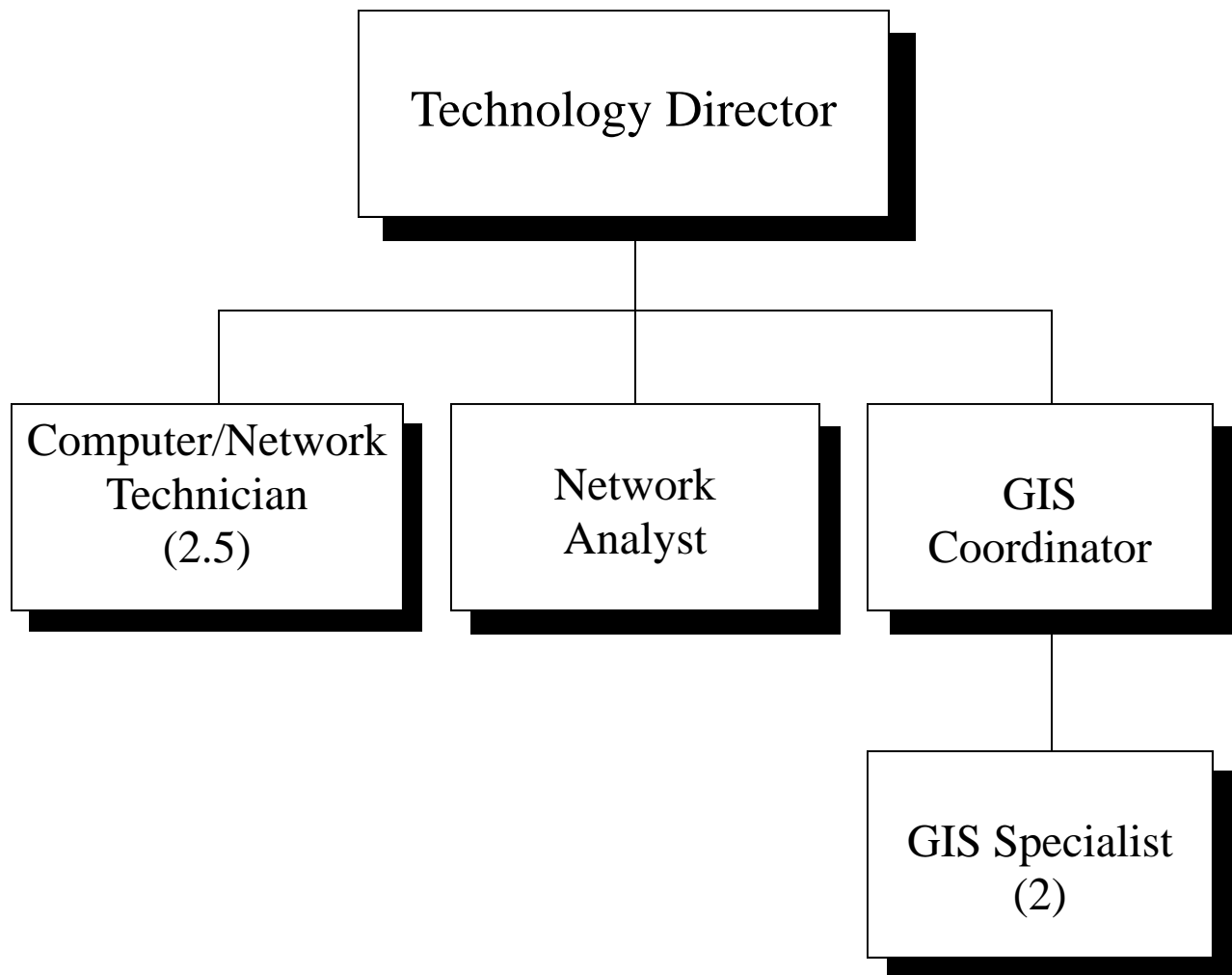
<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2009</u>	<u>Actual CY 2010</u>	<u>Target CY 2011</u>	<u>Target CY 2012</u>
Percentage of Commission agenda items prepared or reviewed at least five days prior to meeting	23/100%	23/100%	23/100%	23/100%

<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2009</u>	<u>Actual CY 2010</u>	<u>Target CY 2011</u>	<u>Target CY 2012</u>
Ordinances drafted/edited/reviewed	13	20	16	15
Resolutions drafted/edited/reviewed	115	68	85	70
Contracts drafted/edited/reviewed	72	74	60	60
Legal opinions and memorandums	18	14	20	20
Pending condemnations	9	8	10	8
Pending lawsuits other than condemnations	5	5	4	4
Ordinance violations prosecuted	2	2	3	3
Appeals boards/Planning	7	7	5	6
Commission appearances				
Attorney-client meetings	3	1	4	3

<u>PERSONNEL</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</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

2011-2012 Non-Routine Work Plan

The department proposes to undertake the following non-routine work plan addressing the technology and geographic information system needs of the City during fiscal year 2011-2012:

1) **Oversee the Installation of a New VoIP Phone System for All City Buildings**

The current telephone system that serves City operations and facilities is 18 years old. The system has technological limitations and has encountered support problems in recent years. With the significant renovation of office space underway and the shifting of operations within the Municipal Center, it makes sense to incorporate a new telephone system as soon as possible rather than spending time and resources on expanding the old system into the new office arrangements. With recent approval of a new phone system by the City Commission, the department is working with the vendor on the detail design and implementation of a more flexible, state of the art system based on Voice over Internet Protocols (VoIP). The department is formulating a transition plan from the current system and will oversee the installation of the new phone system in early fiscal year 2012.

Target Date: July 31, 2011

2) **Installation of Electronic Features Associated with the Emergency Communications Center Improvement Project**

The City is currently undertaking interior office improvements in the Municipal Center that will allow for a significant expansion of the Emergency Communications Center (ECC). The expansion is needed to incorporate the latest technology and equipment to respond to citizen calls effectively in the years ahead. The department will oversee the installation of the new electronic equipment that is possible from the expansion of the ECC. This will include the installation of new and additional radio consoles, a new 911 telephone switch, an uninterrupted power supply (UPS) for the dispatch operations, and a larger generator to serve the building.

Target Date: December 31, 2011

TECHNOLOGY DEPARTMENT

2011-2012 Non-Routine Work Plan

3) Develop Program for Technology Disaster Recovery Operations

Major disasters can occur in this area anytime without much advance notice. Since the City is highly dependent on the use of technology and automated systems to carry out all services, it is critical that we have a program in place that would allow City operations to resume quickly if a disaster severely damages or destroys the Municipal Center. The Technology staff will seek outside professional assistance to help evaluate the critical system needs including enterprise data storage, networking and security and formulate a response plan to resume operations quickly at a secondary location. The Library will most likely be the location because of its connectivity to the City's fiber optic network. Implementation of this program will likely require expenditures for redundant equipment and technology that will be addressed in recommendations for the FY 2013-18 Capital Improvements Program budget.

Target Date: February 28, 2012

4) Update Aerial/Oblique Photos, Elevation Data and Planimetric Layers for GIS

The City of Brentwood last updated aerial/oblique photography in March of 2009 and the elevation and planimetric data was last updated in March of 2006. Elevation and planimetric data include: 2 foot contour lines, DEM (Digital Elevation Model), edge of pavement, driveway, building footprints and sidewalk layers. The aerial photography will be acquired in winter of 2011 and delivered in the spring of 2012. The estimated time for elevation and plan data acquisition is summer of 2012.

Target Date: February - June 2012

TECHNOLOGY

MISSION STATEMENT

This activity oversees the City's comprehensive technology program including the purchase and maintenance of computer hardware and software plus communications and other specialized 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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 389,209	\$ 398,436	\$ 407,905	\$ 399,710	\$ 457,335
Operating Expenditures	106,591	87,927	96,350	109,673	147,500
Capital Outlay	332,558	324,061	371,000	364,372	398,000
Total	\$ 828,358	\$ 810,424	\$ 875,255	\$ 873,755	\$ 1,002,835

BUDGET COMMENTS

The FY 2012 budget reflects a decrease in the personnel services category due to the transfer of 50% of the cost for one Network Technician to the Emergency Communications District to more accurately allocate the staff time dedicated to the emergency communications function. The FY 2012 budget also includes funding for a proposed new Network Analyst position. This position will provide a higher level of expertise needed to monitor and maintain the increasingly complex network components of the City's computer system. The costs associated with the new position are reflected as a new program cost in the Insurance and Other Benefits budget activity. After review and consideration by the City Commission, the cost will be transferred to the Technology Department budget prior to final adoption of the budget.

The significant increase in the Equipment Repair and Maintenance line item is primarily due to a change to allocate costs appropriately to the proper account. These expenses are related to annual maintenance/licensing agreements for the various components and back-end systems of the City's computer network. In prior years, these charges were paid for in the Equipment Replacement Fund. Since these are really annual operating costs and not capital costs, the cost has been shifted to this Department's operating budget. With the shifting of the cost out of the Equipment Replacement Fund, the FY 2012 contribution to that fund can remain the same as in FY 2011 and avoid a \$20,000 increase as originally projected.

Direct computer related expenditures include \$25,000 for a backup firewall and additional storage capacity for several servers. Planned software enhancements include upgrading the City's e-mail system to MS Exchange 2010 (\$15,000) and implementation of one new virtual server system (\$8,000).

TECHNOLOGY

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2011</u>
Percent equipment repair/replace within 1 working day	97%	96%	96%	96%
Percent of phone system “up-time”	99%	98%	99%	99%
Percent of telecommunications request for service completed within 3 days	99%	98%	99%	99%
Percent of network service hours up-time	100%	99%	99%	99%
Percent of new users coordinated within 2 weeks	100%	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Number of service calls	11,000	11,607	13,000	14,000
Number of Computers (city-wide)	422	470	450	500

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</u>
Technology Director	1	1	1	1
Network Analyst	0	0	0	1
Computer/Network Technician	<u>3</u>	<u>3</u>	<u>3</u>	<u>2.5</u>
Total	4	4	4	4.5

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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 245,210	\$ 233,255	\$ 242,095	\$ 230,531	\$ 240,420
Operating Expenditures	31,881	32,342	40,170	34,275	33,520
Capital Outlay	9,702	3,900	-	-	16,000
Total	\$ 286,793	\$ 269,497	\$ 282,265	\$ 264,806	\$ 289,940

BUDGET COMMENTS

With the majority of the GIS backbone information 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 link with infrastructure maintenance records, work order history, planning and codes land use data, etc. The FY 2012 budget includes continued funding for a 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 2012 budget reflects a slight increase from FY 2011. This is primarily due to the proposed replacement of two handheld GPS units (\$16,000). The existing units are 5 years old and are experiencing maintenance issues. Also note that the budget for part-time interns has decreased as the emphasis is shifting away from intensive field data collection.

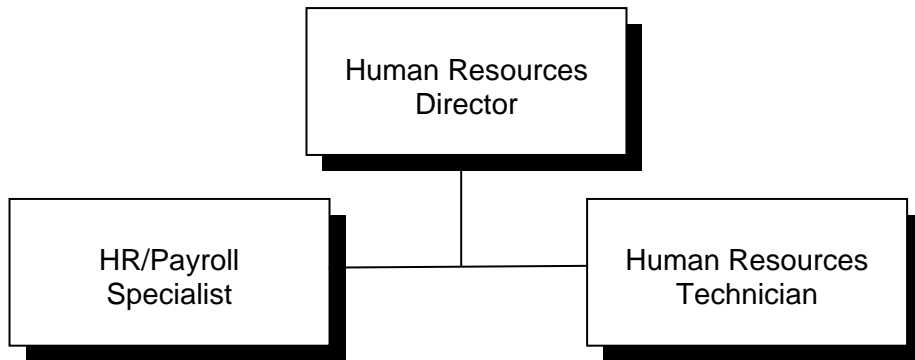
With a major portion of the GIS activity dedicated to services for the Water Services Department, a GIS Service Fee of \$138,000 is charged annually to the department and is recorded as a revenue to the General Fund under line item 110-36255.

GEOGRAPHIC INFORMATION SYSTEMS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Percent map requests are performed within 2 working days	99%	99%	98%	98%
Percent digital data requests are performed within 1 working day	98%	98%	98%	98%
Percent of online mapping up-time	100%	99%	99%	99%
Percent of GIS data updated within 3 days of change	100%	99%	99%	99%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Percent of items collected (GPS)	90%	90%	92%	94%
Number of GIS users	27	29	33	36
<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

2011-2012 Non-Routine Work Plan

The Human Resources Department proposes to undertake the following non-routine work projects for the 2011-2012 fiscal year.

1) Establish 401(a) Deferred Compensation Accounts for Matching City Funds

After two years of service with the City, full-time employees are eligible to receive from the City a contribution of up to 3% of their salary on a dollar-for-dollar matching basis if they participate in the supplemental retirement program. Currently for most employees, the matching funds from the City are deposited in the individual employee's tax deferred, 457(b) deferred compensation account. A few employees who personally contribute the maximum allowable amount under the law to their 457(b) accounts have their 3% City match deposited in a separate tax deferred 401(a) account. Both programs are now offered by the deferred compensation providers, ICMA-RC and Nationwide Retirement Services, with similar investment options plus combined financial statements for the accounts.

The staff is proposing that effective with the first full payroll in July 2011, the City's matching contribution up to 3% be deposited into individual 401(a) accounts established for all eligible, participating employees. The advantage to the City is that deposits into a 401(a) account are exempt from the employer's payment of the Social Security (FICA) tax. Based on the current level of City contributions to the 457(b) accounts of employees, the City will save \$15,000 annually with no reduction in contributions to the employees. In addition, everyone will be able to track better from this point forward the City's commitment of matching contributions because the funds will not be combined within tax deferred withholdings made directly by the employee to the 457(b) account. The only limitation from the change is that funds accumulated in a 401(a) account cannot be withdrawn early by an individual employee, without penalty, until they reach the minimum retirement age of 59 ½ whereas 457(b) funds can be withdrawn earlier by the employee without penalty. However, this limitation is consistent with the City's original intent for providing up to a 3% match for a supplemental retirement program so employees will have extra income available when they retire.

Target Date: July 31, 2011

2) Phase II of the Self-Funded Health Insurance Program

In FY 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 Arrangement (HRA). Implementation of this insurance plan generated significant annual cost savings to the City in the first year, while continuing to provide excellent healthcare benefits to our employees and their families.

HUMAN RESOURCES DEPARTMENT

2011-2012 Non-Routine Work Plan

In FY 2011, the department analyzed the actual effectiveness of the changes made to the insurance plan for calendar year 2010 and developed other cost containment strategies to hold future cost increases to a reasonable level. When the City's healthcare provider initially proposed an unsustainable renewal rate increase of 34% for the 2011 calendar year, the staff immediately analyzed alternatives with the assistance of an outside professional independent of the insurance companies. The result was the City moving the group health insurance program from a fully insured plan to a partially self-funded plan with stop-loss insurance protection.

In FY 2012, the department will continue to work with the City's insurance consultant to analyze the effectiveness of the changes made to the insurance plan over the past two years and to identify new alternatives approaches and cost containment strategies to help minimize cost increases to the City and employees for coverage in calendar year 2012. Options will be reviewed with the Board of Commissioners by early fall with the goal of making acceptable adjustments to the program that maintain quality coverage in a cost effective manner.

Target Date: October 1, 2011

3) Update of Job Descriptions in Police Department

The job descriptions for City positions including minimum duties and responsibilities were formulated in 1995. While the basic legal and human resources components in the job descriptions remain solid, the duties and responsibilities of positions and the required knowledge, skills and abilities can change over time. While some job descriptions have been updated since 1995, particularly those unique positions being refilled, there has not been a comprehensive review of all elements contained in the existing job descriptions. Having accurate job descriptions and documenting the tasks of each job are an essential component in evaluating the performance of employees. Accordingly, the Department will initiate a comprehensive review and update of all employee job descriptions over the next few years. The Police Department is interested in undertaking a Job-Task Analysis of all positions within the department as part of meeting an objective in the CALEA accreditation process. Accordingly, Department will coordinate this effort with the supervisory personnel in the Police Department to collect, review and compile information needed to update the job descriptions.

Target Date: February 28, 2012

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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 236,262	\$ 241,326	\$ 243,345	\$ 243,521	\$ 249,160
Operating Expenditures	118,455	86,001	103,535	100,913	104,585
Capital Outlay	2,733	-	-	-	-
Total	\$ 357,450	\$ 327,327	\$ 346,880	\$ 344,434	\$ 353,745

BUDGET COMMENTS

The FY 2012 budget reflects no significant changes from FY 2011. This activity funds all of the City's HR related functions including staffing and recruitment, payroll, and benefits administration. This includes funding for 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 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Percent positions filled within 60 days	100%	100%	100%	100%
Targeted time to fill senior management positions	NA	104 days	120 days	120 days
Targeted time to fill professional positions	NA	NA	60 days	60 days
Targeted time to fill clerical positions	35 days	43	35 days	35 days
Targeted time to fill labor positions	28 days	21	35 days	35 days
Number and percent of employees hired who complete probationary period	23/100%	5/100%	30/85%	30/85%
Number and percent of internal promotions	1/4%	2/29%	2/10%	2/10%
Employee turnover rate (incl. PT)	11%	7%	10%	10%
Employee turnover rate (FT only)	6%	5%	7%	7%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Positions filled (incl. internal)	32	7	35	35
Applications received	785	825	900	900
Applicants tested/interviewed	120	145	175	175
Terminations/separations (incl. PT)	32	20	30	30
Grievances/hearing/lawsuits	0	0	2	2
Dental claims processed	606	570	650	650

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</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

COMMUNITY RELATIONS DEPARTMENT

2011-2012 Non-Routine Work Plan

The Community Relations Department proposes the following as its goals and objectives for the non-routine work plan for the 2011-2012 fiscal year:

1) Smith Park Master Planning – Historic Structures

The Community Relations Department will assume the lead in overseeing restoration work to the historic structures and adjacent grounds in the new Marcella Vivrette Smith Park. Since the historic Ravenswood Home built in 1825 has not been occupied for over 10 years, the City will undertake immediate steps to stabilize the house from a structural standpoint until its future use is determined. An assessment of the structure's current condition and a report describing steps needed to "mothball" the house has been completed by an architecture firm with an extensive experience and expertise in assessment of historic structures. The department will solicit proposals from qualified historic restoration contractors to undertake the work in the report that will maintain and improve the structural integrity of the house.

Staff will also work closely with the consultants in the Smith Park Master Planning process in formulating recommendations on the future use of structures and grounds in the historic area of the new park including restoration improvements that will be needed to permit public use. Once the study is completed and cost estimates are determined, the department will take the lead in implementing the improvements based on the priorities established by the City Commission from the approved Master Plan and the availability of funding.

Target Date: September 30, 2011 (completion of the initial stabilization work and approval of the master plan for future use and improvements)

2) Policy for Naming of Public Properties and Facilities

Many local governments are taking advantage of private sponsorships to help finance the cost of constructing and operating programs. The department will investigate the feasibility of establishing a formal program which for larger contributions is typically tied to the naming rights for specific public properties and facilities. The staff will research the policies for sponsor/donor naming rights in other cities and governmental agencies and provide recommendations to the City Commission for consideration and approval. This would include guidelines and procedures for determining the appropriate contribution amounts, receipt of payments, signage, duration and termination of agreements, obligation of the parties, etc. The potential naming rights could include, but is not limited to, property, athletic fields, buildings, rooms, fixtures, parks, and trails.

Target Date: December 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 also include overseeing the historic areas in Crockett, Primm and Smith Parks; 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 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>
Personnel Services	\$ 112,770	\$ 110,380	\$ 114,550	\$ 111,739	\$ 115,980
Operating Expenditures	134,580	114,395	151,850	115,240	157,750
Capital Outlay	-	-	-	-	-
Total	<u><u>\$ 247,350</u></u>	<u><u>\$ 224,775</u></u>	<u><u>\$ 266,400</u></u>	<u><u>\$ 226,979</u></u>	<u><u>\$ 273,730</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 also obtains financial and in-kind donations and sponsorships from the private sector to enhance the quality of community programs and events while keeping City costs down.

The proposed FY 2012 budget is increased slightly from the previous year due to higher cost for postage for information sent to residents and the printing of an updated Community Guide. Continued funding is provided for the preparation, printing and mailing of the semi-annual newsletter to all residents. 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

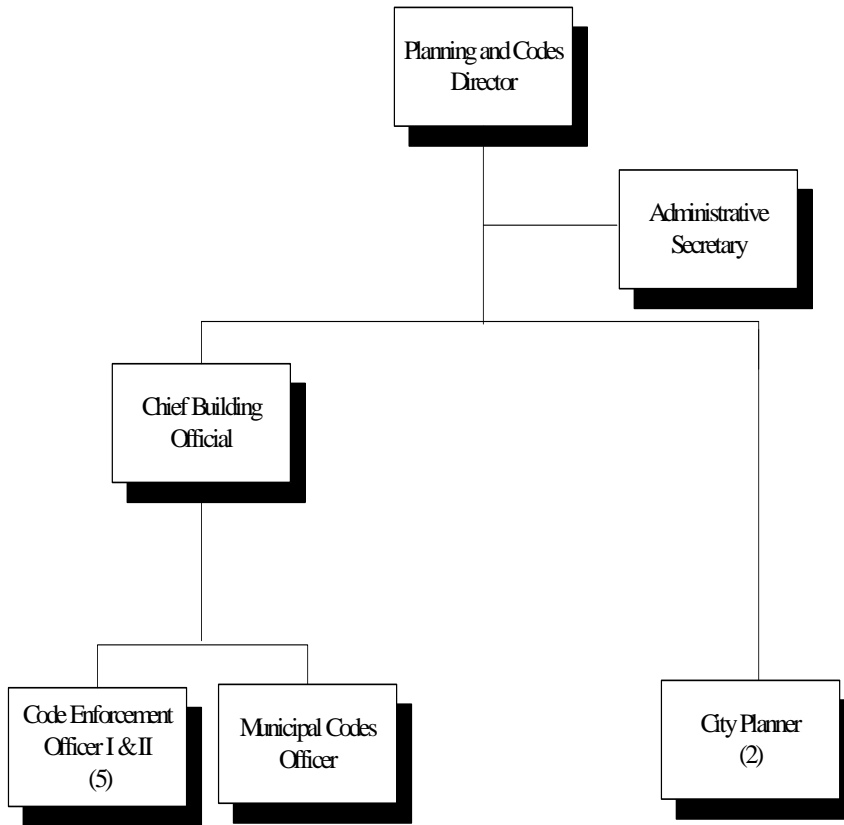
<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Percent of community newsletters and city brochures published and mailed on time	96%	96%	96%	96%
Percent of board/committee regular meetings attended	99%	99%	99%	99%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
City-wide special events	16	15	14	14
City wide newsletter (April/October)	2	2	2	2
City calendar (January - December)	12	12	12	12
Volunteer committees	20	20	20	19
Volunteer participants	2,000	1,900	2,100	2,000
Student programs	5	5	5	5
Student participants	1,100	1,000	1,100	1,100
Community information pamphlets	13	10	11	10
New resident packets distributed	600	450	500	400
Telephone calls	2,800	2,700	2,600	2,650

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</u>
Community Relations Director	1	1	1	1

PLANNING AND CODES DEPARTMENT

Organization Chart



PLANNING AND CODES DEPARTMENT

2011-2012 Non-Routine Work Plan

1) Nonconforming Dwellings in OSRD Subdivisions

A number of existing homes in the OSRD (Open Space Residential Development) zoning district are “lawful nonconforming structures” meaning they met the minimum zoning requirements when built but would not be allowed in the same arrangement under the current technical standards. For example, some single family homes were built under the County setback standards and are closer to the property lines or are located on smaller lots than permitted today. Some grandfathered condominium developments built in 1970’s and 1980’s were placed in the OSRD district for zoning protection because it was the closest residential district available. This situation presents challenges when a reasonable addition or other modification to the home is proposed by the homeowner. For example, the City’s current zoning regulations for nonconforming residential structures provides that no such structure may be enlarged or altered in a way that would increase its nonconformity. As the neighborhoods age, this may be a detriment for encouraging upgrades of dwellings. Furthermore, if a nonconforming dwelling is destroyed to an extent of more than 50 percent of its replacement cost, it cannot be replaced or rebuilt as a new noncompliant structure. In a joint effort between the City Attorney and the Planning and Codes Department, staff will draft Zoning Ordinance amendments for consideration by the Board of Commissioners that provide more flexibility for undertaking improvements to nonconforming OSRD residential structures within parameters that are consistent with the overall development standards in the subdivision.

Target Date: October 31, 2011

2) Landscaping Standards in the Zoning Ordinance

The development community has been operating under the current version of the Tree Ordinance since 1999. While some sections have been amended since that date, a comprehensive review of the technical standards is needed, particularly on the sections related to the minimum tree planting requirements and buffer standards for new commercial and residential projects. For example, many OSRD projects with planting requirements in buffers along arterial streets have received reductions in the number of plantings required due to overcrowding and the inability to achieve satisfactory long term growth as the trees mature. The review will lead to proposed amendments to the ordinance addressing the appropriate number and type of plantings required based on the width of the required buffer. It will also update the list of acceptable trees for planting. The effort will incorporate assistance and advice from a licensed landscape architect and the Tree Committee.

Target Date: January 31, 2012

3) Develop a Formal Policy for the Issuance of Temporary Certificates of Occupancy Permits

The Planning and Codes staff issues temporary certificates of occupancy (CO) for many commercial and residential structures to accommodate the needs of builders and future owners/occupants to move into the structure early before all non-life safety code requirements are completed. Deficiencies can include work both inside and outside the building.

PLANNING AND CODES DEPARTMENT

2011-2012 Non-Routine Work Plan

Unfortunately, some contractors and owners are slow in timely completion of the deficient work once the structure is occupied. The staff will investigate how other communities are handling this problem and formulate a recommend policy with a definite time requirement for completion of all outstanding punch list items plus effective penalties to ensure compliance. Options could include additional inspection fees for failure to complete the work on time and requirements for adequate security (submitted by the contractor) to ensure timely completion of the items.

Target Date: January 31, 2012

4) Develop Standards for Restraint Barriers at Locations with Steep Grade Changes

Abrupt elevation changes resulting from land development activity typically require the installation of retaining walls to address changing topography and to protect existing trees. When significant grade changes occur near occupied structures, a barrier requirement at the top of the retaining wall may be needed for safety reasons to minimize a possible fall by a unsuspecting person. The staff will review options and recommend code standards for the installation of safety barriers (over and beyond requirements in the building code) when there is an excessive grade drop due to retaining walls placed in areas where people activity is likely. Barriers of a certain minimum height could include dense shrubbery, hand rails, decorative fencing, etc. The review will also determine the appropriate grade change to require the installation of a safety barrier. The Planning and Codes staff will coordinate this review effort with staff from the Engineering Department.

Target Date: April 30, 2012

5) Develop Construction Standards for Pre-split Rock Walls

The Municipal Code contains no standards related to the construction of pre-split rock walls (i.e. rock cuts). Some walls can present a safety risk to the public if significantly tall and from falling rock. Several developments in the City have incorporated significant sections of pre-split walls into their project design. Such walls are not necessarily bad and in many cases, minimize excessive land disturbance and help preserve existing trees and topographic features. Unfortunately, pre-split walls do not always split with a “clean” rock cut. The final appearance of the wall can include soil voids, weathered rock, fracturing and seams that affect the aesthetics and stability of the cut.

Staff will review regulations used by other communities and prepare code recommendations for consideration by the City Commission. The standards for pre-split walls could include requirements for geotechnical studies, minimum setbacks from public use areas, maximum height restrictions, masonry aesthetic treatments, and features to address safety concerns and long term maintenance. Planning and Codes staff will coordinate the review effort with staff from the Engineering Department.

Target Date: May 31, 2012

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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 392,928	\$ 346,185	\$ 277,060	\$ 276,060	\$ 292,945
Operating Expenditures	67,041	29,835	76,050	48,693	68,300
Capital Outlay	-	25,772	-	-	25,000
Total	\$ 459,969	\$ 401,792	\$ 353,110	\$ 324,753	\$ 386,245

BUDGET COMMENTS

The FY 2012 budget increase is due to the purchase (\$25,000) of an upgraded network version of the CRW Trakit computerized permitting system to allow for full integration of the CRW system with the City's GIS system. This integration will allow for planning and codes project and permit information to be tied directly to the parcel data within GIS and thus provide a more comprehensive history of tracking relevant City data and activity for each parcel in the city.

PLANNING

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</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	100%	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Planning Commission Cases	120	103	100	110
Board of Zoning Appeals Cases Reviewed	26	26	17	30
Administrative Home Occupations	136	597	150	600
Flood Insurance/Zoning Determinations	54	65	51	60
Special Event/Tent Permits	14	18	15	20
Planning Commission/BZA Plans Reviewed	160	119	120	130
Minor Land Use Cases/Administrative	14	15	15	18

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</u>
Planning and Codes Director	1	1	1	1
Sr. City Planner	1	1	0	0
City Planner	1	1	1	2
Planner I & II	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>
Total	4	4	3	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 certificates of occupancy.

FINANCIALS

Category	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>
Personnel Services	\$ 687,390	\$ 681,508	\$ 702,605	\$ 668,756	\$ 692,920
Operating Expenditures	48,282	40,426	47,700	30,970	45,200
Capital Outlay	21,654	15,256	-	-	-
Total	<u><u>\$ 757,326</u></u>	<u><u>\$ 737,190</u></u>	<u><u>\$ 750,305</u></u>	<u><u>\$ 699,726</u></u>	<u><u>\$ 738,120</u></u>

BUDGET COMMENTS

The decrease in the FY 2012 budget is primarily due to elimination of one recently vacated, part-time clerical support position. The position was needed during periods with record housing construction activity but is not needed with the current pace of new residential development.

CODES ENFORCEMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Percent of complaints responded to in 5 days.	100%	99%	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 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Building Permits	1,898	1,944	1,700	1,900
Building Plans Received	62	140	100	150
Building Related Inspections*	11,858	15,834	12,000	16,000
Sign Reviews/Letters of Compliance	118	111	100	120
Sign Violations (Cited to Court)	0	6	15	15
Weed-Debris Violations	2	101	10	100
Walk-In Visitors	7,519	9,121	7,600	9,000

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</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

*Inspections include -- Final, Deck Final, Mechanical Final, Plumbing Final, Pool Final, Above Ceiling, Backflow, Backflow Test, Commercial Sewer & Water Line, Crawl Space, Deck Footing, Driveway, Erosion Control, Footing, Foundation Water Proof, Foundation Survey, Gas Line, House Wrap & Flash, Life Safety, Mechanical, No Framing Order, Plumbing, Pool Final, Rough-In, Site, Slab Radon, & Water & Sewer.

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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 765,725	\$ 749,594	\$ 774,860	\$ 724,779	\$ 736,650
Operating Expenditures	33,978	37,041	41,000	35,415	41,000
Capital Outlay	-	-	-	-	-
Total	\$ 799,703	\$ 786,635	\$ 815,860	\$ 760,194	\$ 777,650

BUDGET COMMENTS

This activity initially centralizes for easier review and consideration the cost for proposed new enhancements to Personnel Services in General Fund activities for FY 2012. Funding is provided for the proposed merit pay adjustments averaging 3% (\$410,500), including associated payments for FICA and TCRS. In addition, funding is provided for two (2) new full-time positions, a Network Analyst for the Technology Department and a Maintenance Worker for the Parks Department (\$114,135 for salaries and benefits).

After initial review and endorsement of the proposed pay adjustments and new positions, these costs will be reallocated to the various activities with assigned personnel. Supporting information for the proposed enhancements is provided in the Budget Message at the beginning of this document.

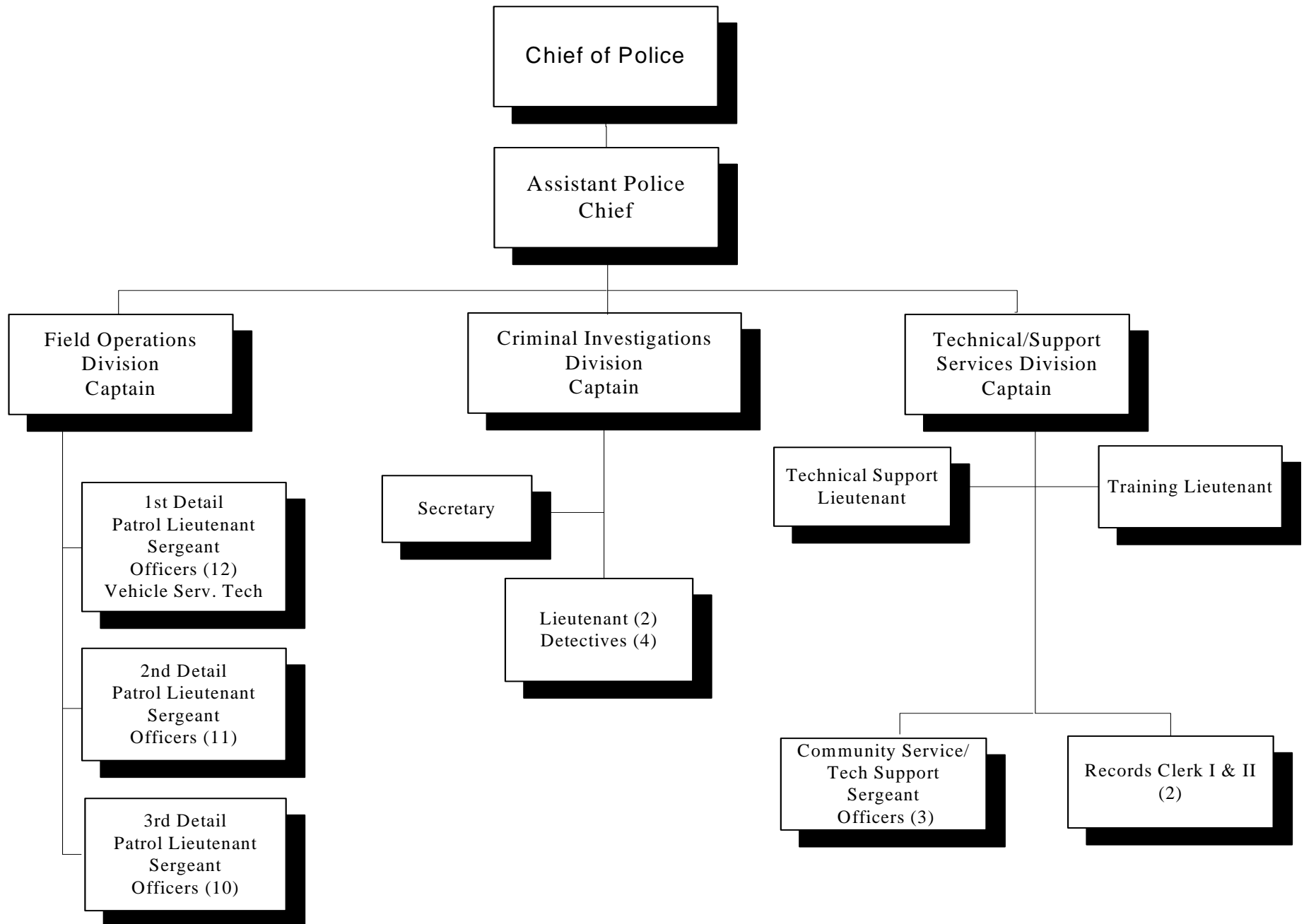
The FY 2012 budget also reflects a proposed change in the processing of the City's deferred compensation matching benefit which provides a dollar for dollar match up to 3% of the eligible employees salary. Currently most deferred compensation matching contributions are deposited in the employee's 457(b) account. Beginning in FY 2012, it is proposed that the matching contribution be made to the employee's 401(a) account. This change will save the City approximately \$15,000 annually because contributions to a 401(a) account are not subject to FICA taxes. This proposed change is addressed in more detail in Human Resources Department's Non-Routine work plan. Other benefit programs in this activity reflect only minor adjustments except that the \$25,000 allocated in prior years for direct retiree health insurance cost is now funded from the Post Employment Benefits Fund.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity

POLICE DEPARTMENT

Organization Chart



POLICE DEPARTMENT 2011-2012 Non-Routine Work Plan

The Police Department proposes to undertake the following non-routine work projects in the 2011-2012 fiscal year:

1) Complete the Law Enforcement Accreditation Program

The new Law Enforcement Accreditation Program has been created for Tennessee law enforcement agencies and is administered by the Tennessee Association of Chiefs of Police, Professional Standards Committee. The program will provide certain targeted standards for police departments to encourage cooperation, recognize professional standing, encourage professional services and ensure public safety throughout the State of Tennessee. Many police departments do not have the time, resources or interest in obtaining national accreditation through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). Because the Brentwood Police Department will only be required to meet five (5) additional standards specific to the State of Tennessee to achieve this certification at the state level, the Department will complete the process to secure state accreditation too.

Target Date: October 1, 2011

2) Space Renovations and Relocations within the Municipal Center

As part of the space planning and overall renovations occurring within the Municipal Center, most Police Department operations and its personnel will be significantly affected by the necessary changes. The Records Division will move across the main lobby into former Finance Department space and will serve the public from a window accessible from the lobby. Administrative/support personnel will move into the space at the front of the building formerly occupied by Benefits Consultants. All evidence and stored property will be consolidated into a new vault within that space as well. The Patrol Division's Field Operations Supervisors will vacate the offices upstairs and relocate to the first floor in space vacated by the Administrative/support services. The Roll Call room, the Vehicle Maintenance Technician and the Armory will also be relocated to the first floor. The upstairs space will be converted to use by the Fire Department. Finally, a significantly larger, Emergency Communications Center will be constructed on the first floor. The renovations and moves affecting the Police Department will be occurring in phases and in concert with other renovation going on at the Municipal Center. By making these moves within the building, police personnel will be gaining much needed additional space which will allow for a more effective and efficient delivery of services to field personnel and the public in the years ahead. However, during this period, a lot of logistical planning and coordination will be required by the Department to maintain service delivery at acceptable levels and to avoid significant disruptions in operations.

Target Date: December 31, 2011

POLICE DEPARTMENT
2011-2012 Non-Routine Work Plan

3) Implementation of False Alarm Billing System

Responding to false alarms is a significant problem to the Police Department and diverts manpower away from other important needs in the community. Presently, when alarms are classified as false, it very difficult to take enforcement action including assessment of \$25 fines to encourage follow up action by the owner to correct or minimize the faulty alarm. The Department proposes to implement an alarm reduction and false alarm billing program that is already available under an existing software program called Cry Wolf. The software works in conjunction with the Computer Aided Dispatch software to enable the Police Department to easily track false alarms with the goal of reducing the number of repeat false alarms through enforcement and education. Cry Wolf also provides outsourcing services as an option to manage alarm registration, false alarm correspondence, invoicing and statistical management at no direct cost to the agency. By using the outsourcing option, the Department will not be required to add additional staff or increase the workload of current staff to achieve this goal. The City's existing false alarm ordinance will be reviewed with recommendations to the City Commission for revisions that may be needed before implementing this program.

Target Date: January 31, 2012

4) Update Job Descriptions in Police Department

The job descriptions for Police Department positions including minimum duties and responsibilities were formulated in 1995. While the basic legal and human resources components in the job descriptions remain solid, the duties and responsibilities (job tasks) of certain positions and the required knowledge, skills and abilities have evolved over time. Having accurate job descriptions and documenting the job tasks of each job are an essential component in evaluating the performance of employees. Accordingly, the Department will work with the Human Resources Department to undertake a comprehensive review and update of all employee job descriptions including specific job-tasks within each core position. This effort will also help meet an objective in the CALEA accreditation process.

Target Date: February 1, 2012

5) Explore Use of an Outside Vendor to Dispose of Surplus Property

The Police Department, working closely with the Finance Department, will explore the feasibility of using an outside vendor on a fee basis to dispose of surplus city property, including property formerly held as evidence that has been awarded to the City. This does not include drugs or contraband which must be destroyed, or guns which are used only in trade with a reputable Law Enforcement vendor. The property could include all

POLICE DEPARTMENT
2011-2012 Non-Routine Work Plan

surplus property, with value, that might otherwise be sold at auction to the public. The potential benefits of using an outside vendor include:

- Routine pick-up at our location, which eliminates on-going storage concerns
- Clean and repair property prior to sale, which maximizes the return on the sale of all surplus property
- Photograph, post, advertise, and conduct all transactions related to surplus property – vendor assumes these responsibilities which would otherwise be done by city personnel
- Maintains and provides records related to all transactions for audit purposes

If this approach is deemed beneficial and cost effective to the City, the Departments will present recommendations to the City Commission on entering into an agreement with a vendor to provide the service.

Target Date: March 1, 2012

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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 4,979,053	\$ 4,999,553	\$ 4,947,300	\$ 4,915,468	\$ 4,923,630
Operating Expenditures	642,661	571,470	634,500	577,666	713,150
Capital Outlay	417,125	370,042	390,500	406,394	373,000
Total	\$ 6,038,839	\$ 5,941,065	\$ 5,972,300	\$ 5,899,528	\$ 6,009,780

BUDGET COMMENTS

The decrease in the FY 2012 budget is due primarily to the funding of the one-time, 1.5% lump sum merit payment that was provided to employees in FY 2011 and the cumulative savings resulting from the recent retirements and associated internal promotions in the ranks. The proposed budget does provide extra funding equivalent to six months salary for a police officer position which will allow for a temporary "overfilling" with exceptional recruits during periods of high turnover. The increase in the health insurance cost in FY 2012 is due to changes in budgeting individual health insurance under the new partially self-funded plan. A simplified flat rate of \$6,700 per employee is being used instead of trying to reflect each employees actual premium cost (single, married, family, etc) which is difficult, particularly in departments with turnover.

Other significant new items include \$14,500 for four night vision units, \$12,000 for MS Office software licenses for all patrol vehicles and \$8,000 for customization of in-car computer forms to allow for direct input of data from the patrol car to the police records management system. The budget also includes a \$10,000 increase in the annual contribution to the Equipment Replacement Fund based on projected future vehicle replacement costs. The department will replace 10 vehicles through the Equipment Replacement Fund in FY 2012.

POLICE DEPARTMENT

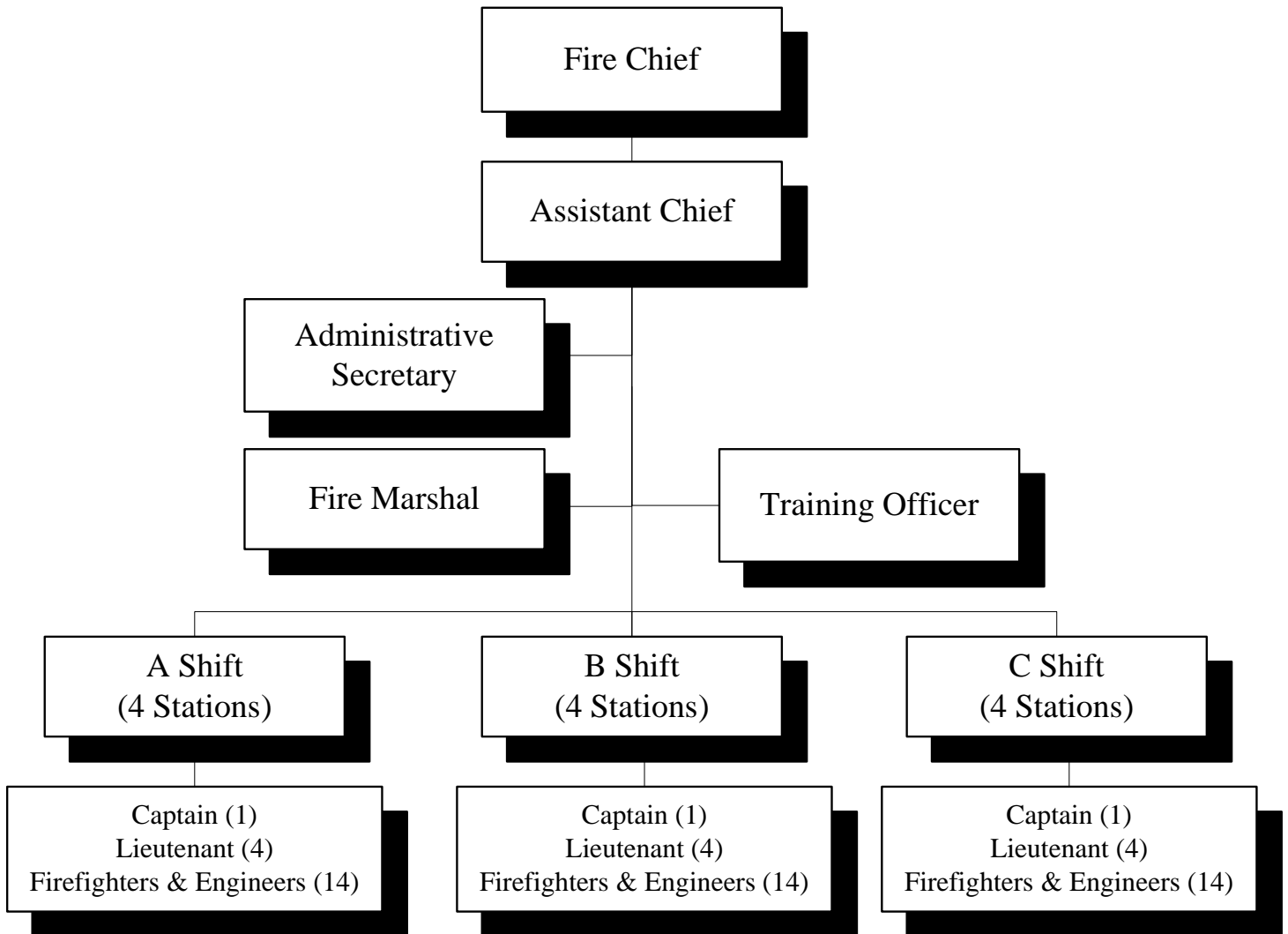
<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2009</u>	<u>Actual CY 2010</u>	<u>Target CY 2011</u>	<u>Target CY 2012</u>
Average response time per call (minutes)	4 min/42 sec	5 min/29 sec	5 min	5 min
Number and percent of personnel completing in-service training or professional development	100%	100%	100%	100%
Percent uncommitted time	50%	50%	50%	50%
Police calls rate/1,000 population	824	709	900	850
Percent compliance with applicable accreditation standards	100%	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2009</u>	<u>Actual CY 2010</u>	<u>Target CY 2011</u>	<u>Target CY 2012</u>
Serious Crimes	130	137	150	145
Traffic Accidents	666	638	800	700
Criminal Investigations Clearance Rate	58%	52%	50%	50%

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</u>
Police Chief	1	1	1	1
Assistant Police Chief	1	1	1	1
Captain	3	3	3	3
Lieutenant	6	6	6.5	6.5
Sergeant	4	4	3	4
Detective	4	4	4	4
Police Officers	37	37	37	36
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	59.5	59.5

FIRE and RESCUE DEPARTMENT

Organization Chart



FIRE AND RESCUE DEPARTMENT

2011-2012 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 2011-2012 fiscal year:

1) Implement Transitional Leadership for Department

The retirements of Chief Kenny Lane and Captain Dennis Tatum effective June 30, 2011 will generate significant change in key supervisory level positions within the Department. Projected position vacancies resulting from the retirements include the Fire Chief, Assistant Fire Chief, Training Captain, a Shift Commander (Captain), and two Lieutenants. In order to ensure as seamless a transition as possible, evaluation and testing processes were initiated in the last half of FY 2010-2011 to identify and appoint personnel from within the department to fill these positions effective July 1, 2011. Once the new fiscal year begins, an orderly process will take place to transition newly promoted personnel to their new position, station, and shift assignments.

Target Date: July 15, 2011

2) Finalize a Comprehensive Workforce Plan

With completion of promotions, the focus will be on building an effective leadership team and maintaining continuous improvement within the Department. A workforce plan, identified as a primary goal within our departmental strategic plan, will be completed. A workforce planning group will be established to assist the Fire Chief with the transitional leadership process identified above as well as contribute to the creation of a formal succession plan, update job descriptions, reorganize responsibilities of key leadership positions, and further develop and assign responsibility to current personnel for individual programs within the Department.

Target Date: November 30, 2011

3) Space Improvements and Expansion in the Municipal Center

As part of the FY 2012 phase of improvements in the Municipal Center, the Fire and Rescue Department will obtain needed office space on the second floor which is currently occupied by the Police Department. The current plan calls for relocating the Training Division and Fire Marshal's office to the newly acquired space as well as providing separate office and sleeping quarters for the Shift Commander. The current Training Division office space will be incorporated into the 911 Emergency Communications Center expansion project. The first-floor Fire Marshal's office will be converted into a much-needed Fire Department conference room that will also serve as an emergency operations center (EOC) when needed.

Target Date: December 31, 2011 (completion of all space improvements)

FIRE AND RESCUE DEPARTMENT

2011-2012 Non-Routine Work Plan

4) 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 a minimum of two (2) full years. Therefore, the process was divided into two phases. Phase I is essentially complete with the exception of ongoing efforts in the area of data collection and validation pertaining to dispatch and response times. While progress has been made, new expectations for data and limitations inherent with our current system have affected this collection effort. Planned upgrades in the 911 dispatch center as well as technology improvements from the vendor are expected to facilitate this data collection effort in FY 2012

In Fiscal Year 2012, the Department will undertake the following work (Phase II) toward completion of minimum performance requirements for national accreditation of the Fire and Rescue Department:

- Continue to work with GIS, Technology, Emergency Communications, and other internal stakeholders to complete the Standards of Cover Manual.
 - Obtain, 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.
- Keep the strategic plan current.
- 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, 2012 (Phase II completed)

August 31, 2012 (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 automatic aid assistance to Franklin and mutual aid assistance to Nashville and other local fire departments under written agreements.

FINANCIALS

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 5,112,045	\$ 5,311,076	\$ 5,301,040	\$ 5,357,873	\$ 5,323,445
Operating Expenditures	439,549	419,247	454,800	445,888	485,550
Capital Outlay	393,264	289,842	269,000	270,282	291,000
Total	\$ 5,944,858	\$ 6,020,165	\$ 6,024,840	\$ 6,074,043	\$ 6,099,995

BUDGET COMMENTS

The FY 2012 budget includes funding for two firefighters initially hired in 2009 via the FEMA Safer grant program. Grant funding will be phased out over the next two years with the grant proceeds deposited into a General Fund revenue account (Acct. #33215 in the amount of \$39,000).

The decrease in the FY 2012 budget is due primarily to the funding of the one time, 1.5% lump sum merit payment that was provided to employees in FY 2011 and the cumulative savings expected from upcoming retirements and associated internal promotions in the ranks. The Salaries-Other line item was added in FY 2011 to better track the additional straight time (not overtime) pay to firefighters for emergency callouts or call-ins to meet minimum staffing levels. Prior to FY 2011, this cost was lumped into the base salary line item, making it difficult to track and predict from a budgeting standpoint. The increase in the health insurance cost in FY 2012 budgeted amount is due to changes in budgeting individual health insurance under the new partially self-funded plan. A simplified flat rate of \$6,700 per employee is being used instead of trying to reflect each employees actual premium cost (single, married, family, etc) which is difficult, particularly in departments with turnover.

Other significant changes in the budget include \$18,500 for the replacement of five SCBA units, \$25,000 for installation of a radio interface with the Franklin Fire Department to better enhance communications under the automatic aid agreement, and funding for miscellaneous office related furniture and equipment for the Fire Administration/Support functions in new space that will be available from the Municipal Center renovation project. Finally, the Department contribution to the Equipment Replacement Fund is increasing by \$30,000 based on the projected future replacement costs for motorized equipment.

FIRE AND RESCUE DEPARTMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Average response time (in minutes)	5 min. 57 sec.	6 min. 31 sec.	5 min. 30 sec.	6 min. 0 sec.
Property loss	\$3,050,051	\$2,449,425	\$3,500,000	\$3,000,000
Property saved	\$33,548,561	\$12,669,710	\$20,000,000	\$15,000,000
People reached with public education programs	15,010	11,090	15,500	13,500
Percentage of inspections completed for eligible buildings	99%	99%	100%	100%
Percentage of Officers with State Fire Officer certification	100%	100%	100%	100%
Percentage of Firefighters with State Certification	100%	100%	100%	100%
Percentage of Firefighters/Officers receiving state in-service training	89%	92%	90%	93%
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	87%	92%	90%	93%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Total calls for service	2,455	2,473	2,500	2,525
Commercial inspections	486	492	500	500
Follow-up Inspections conducted	646	634	600	625
Fire prevention programs	221	205	200	215
Hydrants maintained (Twice Annually)	2,326	2,313	2,340	2,330
Open burning permits	93	89	100	95
Blasting permits	5	7	10	10
Fire drills conducted	13	18	15	20
Plan Reviews	218	131	225	175
Acceptance tests, site visits, investigation of code related citizen complaints, incident follow-ups	289	132	225	160

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</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	12	12	12
Firefighter & Fire Engineer/Driver	45	42	42	42
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	62	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, located off Sunset Rd. 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. A new salt storage facility is also proposed to be built adjacent to the lower training/driving area in FY 2012.

FINANCIALS

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	58,081	81,032	70,370	68,546	75,220
Capital Outlay	1,461	60	-	-	-
Total	\$ 59,542	\$ 81,092	\$ 70,370	\$ 68,546	\$ 75,220

BUDGET COMMENTS

This budget provides for utilities, grounds and building maintenance of the facility. The FY 2012 budget reflects increased costs associated with the installation of a wireless network to serve the facility.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
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Maintenance cost per square foot	\$1.80	\$2.19	\$1.90	\$1.63
Cost per square foot-utilities	\$1.50	\$1.82	\$2.15	\$1.93
Facility operating cost per square foot	\$4.97	\$6.94	\$6.03	\$6.44

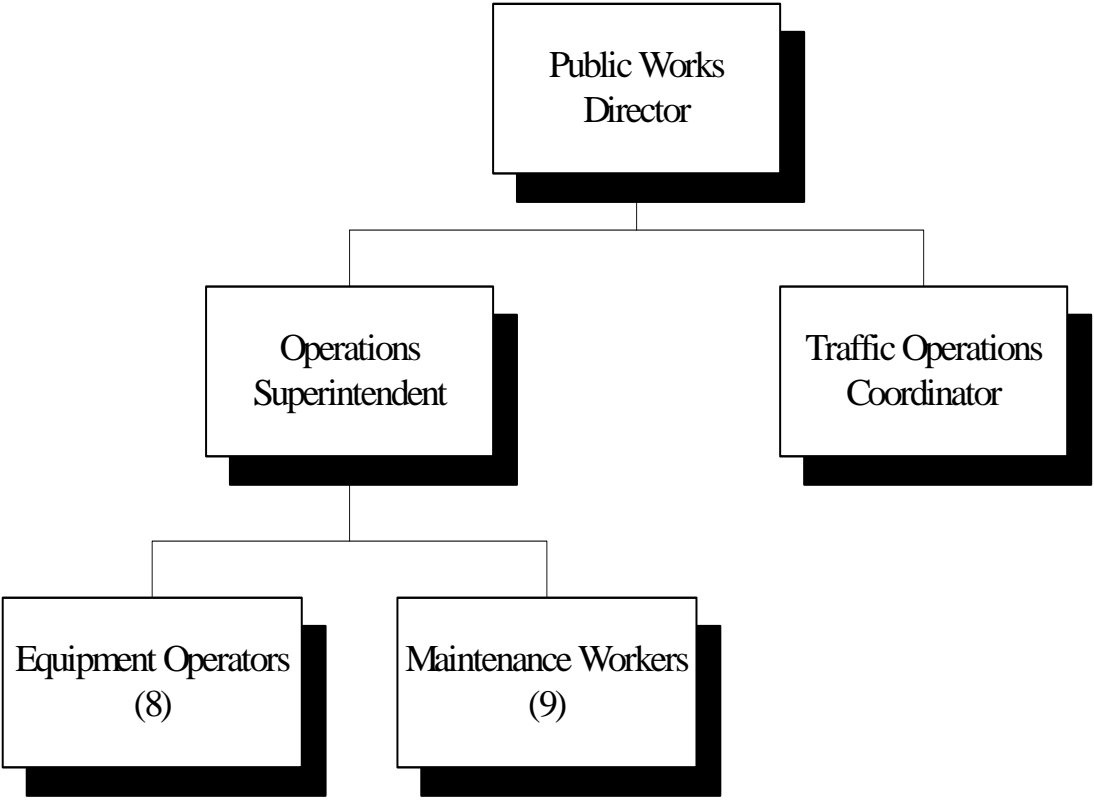
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
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Total square feet in building	11,675	11,675	11,675	11,675
Total acreage of site	15 acres	15 acres	15 acres	15 acres

PERSONNEL SCHEDULE

No staff is assigned to this activity.

PUBLIC WORKS DEPARTMENT
Organization Chart



PUBLIC WORKS DEPARTMENT
2011-2012 Non-Routine Work Plan

The following non-routine goals and objectives are proposed for the Public Works Department in the 2011-2012 fiscal year. The majority of the work projects are focused on the effective implementation of the capital improvements program.

1) Concord Road East Improvements, Phase II (from Sunset Rd to Nolensville Rd)

- A) Oversee final Right of Way acquisition and approval of final construction plans by TDOT.
- B) Coordinate with TDOT on bidding and initiation of construction – most likely utility relocations first. The timing of the bid process is dependent on the appropriation of funding for construction by the General Assembly.

Target Date: July 31, 2011 (all ROW secured and presented to TDOT)
December 31, 2011 (TDOT awarding of bid for construction)

2) Concord Road West Improvements (Wilson Pike to Arrowhead Drive)

- A) Oversee ROW appraisals and acquisition in accordance with TDOT standards.
- B) Oversee completion of final design and construction plans.
- C) Coordinate construction bidding and oversee initial construction work.

Target Date: December 31, 2011 (complete ROW acquisition)
February 28, 2012 (construction plans ready for bid)
April 30, 2012 (construction contract awarded)

3) New Salt Storage Building at the Brentwood Safety Center East

- A) Oversee design of new building adjacent to the lower fire training lot.
- B) Oversee final design, bidding of work, site excavation and construction of building.

Target Dates: July 1, 2011 (complete design of building)
November 30, 2011 (complete building and prep for salt storage)

PUBLIC WORKS DEPARTMENT
2011-2012 Non-Routine Work Plan

4) Review of Street Resurfacing Alternatives

Maintaining City streets in good condition is a high priority of the Department. With the a lack of revenue growth from the City's share of the State Gasoline Tax and the projected growth in streets needing re-surfacing in the next 5-10 years, Public Works staff will research and identify potential new and innovative ways to cost effectively extend the life of streets beyond the normal pavement overlays that occur today. This will include identification of any techniques used successfully by other cities that have the same expectation level for maintaining streets properly.

Target Date: January 31, 2012 (report discussing alternatives)

5) Other Miscellaneous Capital Projects

A) Oversee large drainage project in Derby Glen Subdivision, off of Derby Glen Lane.

B) Oversee Annual Street Re-surfacing program.

C) Oversee street signal installation at Gordon Petty Drive and Moores Lane and approval of new signal at the intersection of Wilson Pike and Split Log Rd.

Target Dates: Various throughout the year. Many are weather driven.

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 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>
Personnel Services	\$ 1,137,883	\$ 1,168,268	\$ 1,177,960	\$ 1,169,152	\$ 1,196,630
Operating Expenditures	855,281	927,803	994,100	979,050	1,063,100
Capital Outlay	175,759	151,835	206,000	203,997	240,500
Total	<u>\$ 2,168,923</u>	<u>\$ 2,247,906</u>	<u>\$ 2,378,060</u>	<u>\$ 2,352,199</u>	<u>\$ 2,500,230</u>

BUDGET COMMENTS

The FY 2012 budget includes \$460,000 for street resurfacing, an increase of \$25,000. Total funding for the resurfacing program from all funds is \$1,800,000 and includes \$1,040,000 from the State Street Aid Fund plus \$300,000 from the Capital Projects Fund.

Another significant increase in the FY 2012 is \$40,000 for the purchase of salt to initially stock the proposed new salt storage building to be constructed at the Safety Center East Complex. Construction of the building is funded in the Capital Projects Fund. Capital equipment funded includes replacement of a smaller 1 ton dump truck (\$45,000), a new snow plow unit (\$8,000) for the replacement truck, and a new chipper machine (\$27,000). The budget also includes a \$5,000 increase in the annual contribution to the Equipment Replacement Fund based on projected future equipment replacement costs. A replacement chipper truck and large dump truck will be purchased directly from that fund in FY 2012.

PUBLIC WORKS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</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 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2011</u>
Work orders processed	4,057	4,628	4,400	4,500
Chipper service - locations	31,681	31,709	32,000	33,000
Lane miles of roadway under City jurisdiction	424	426	430	436

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</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 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>
Operating Expenditures \$	-	\$ -	\$ -	\$ -	\$ -
Subdivision					
Improvements	14,592	24,694	50,000	49,014	50,000
Total	<u>\$ 14,592</u>	<u>\$ 24,694</u>	<u>\$ 50,000</u>	<u>\$ 49,014</u>	<u>\$ 50,000</u>

BUDGET COMMENTS

In FY 2012, \$50,000 is provided for small, miscellaneous drainage improvements throughout the City.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</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 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Maintenance/number of locations	1,031	1,653	1,100	1,200

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	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>
Operating Expenditures	\$ 432,115	\$ 409,087	\$ 445,000	\$ 444,598	\$ 445,000
Capital Outlay	-	-	-	-	-
Total	<u><u>\$ 432,115</u></u>	<u><u>\$ 409,087</u></u>	<u><u>\$ 445,000</u></u>	<u><u>\$ 444,598</u></u>	<u><u>\$ 445,000</u></u>

BUDGET COMMENTS

With the limited growth in new subdivisions and actual expense trends, no funding increase is required for the FY 2012 budget.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Percent of street lights repaired within	50%	50%	50%	50%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2010</u>	<u>Target FY 2012</u>
Public street lights - number	3,309	3,347	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 45 individual signals to facilitate safe and efficient traffic flow at key intersections and along 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) at the Service Center and the Emergency Communications Center at the Municipal Center. Traffic control equipment is installed by private vendors with in-house personnel assuming responsibility for most routine signal maintenance, including bulb replacement.

FINANCIALS

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 99,973	\$ 106,192	\$ 108,095	\$ 94,125	\$ 91,895
Operating Expenditures	74,921	89,556	101,100	67,868	101,600
Capital Outlay	6,500	8,423	16,500	15,465	16,500
Total	\$ 181,394	\$ 204,171	\$ 225,695	\$ 177,458	\$ 209,995

BUDGET COMMENTS

The FY 2012 budget is down from FY 2011 due to elimination of a vacant, part-time position that was unneeded to carry out this activity effectively. 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 engineering work.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
------------------------------------	----------------------------------	----------------------------------	----------------------------------	----------------------------------

Percent of traffic signals repaired within 24 hours of being reported

98%

99%

98%

99%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
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Traffic signals - number

44

44

45

47

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</u>
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Traffic Operations Coordinator

1

1

1

1

Total

1

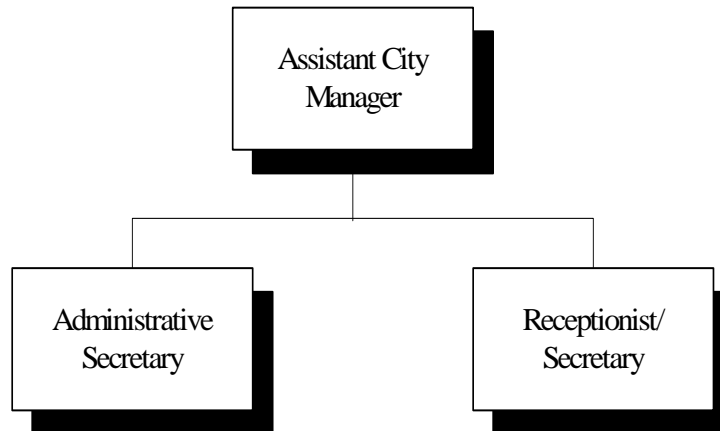
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SERVICE CENTER

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 Services Departments as well as the 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 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>
Personnel Services	\$ 90,661	\$ 96,805	\$ 98,160	\$ 82,526	\$ 86,070
Operating Expenditures	162,030	141,993	169,100	163,558	172,350
Capital Outlay	-	-	-	-	-
Total	<u><u>\$ 252,691</u></u>	<u><u>\$ 238,798</u></u>	<u><u>\$ 267,260</u></u>	<u><u>\$ 246,084</u></u>	<u><u>\$ 258,420</u></u>

BUDGET COMMENTS

The FY 2012 budget reflects a decrease from FY 2011 primarily due to savings resulting from recent turnover and lower replacement cost. The two positions funded through this activity provide clerical support to all departments located at the facility.

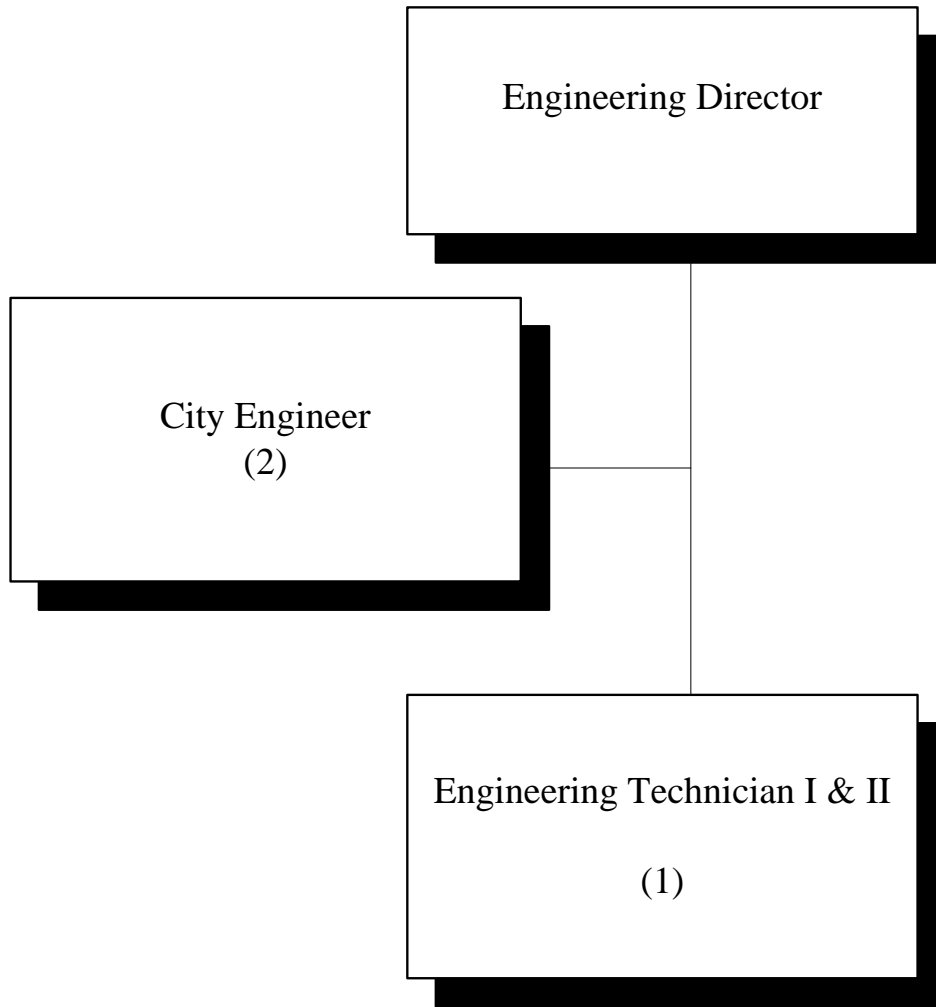
A portion of the cost of this activity (\$125,000) is recovered from the Water and Sewer Fund as rent for use of the facility by the Water Services Department. This contribution is accounted for as a General Fund revenue line item #110-36220.

SERVICE CENTER

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Maintenance cost per square foot	\$1.88	\$1.65	\$1.59	\$1.67
Cost per square foot-utilities	\$2.04	\$1.27	\$1.71	\$1.50
Facility operating cost per square foot	\$5.17	\$3.53	\$4.07	\$4.09
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Total Phone Calls Answered	37,825	29,362	35,000	30,000
Number of Walk-In Customers Served	2,812	1,509	2,500	1,750
Total square feet in building	21,100	22,460	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	10,360	10,360	10,360
Total square feet in salt storage building	2,000	2,000	2,000	4,000
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</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 2011-2012 Non-Routine Work Plan

The Engineering Department proposes the following as its goals and objectives for the non-routine work plan for the 2011-2012 fiscal year:

1. Implement Storm Water Outfall & Stream Sampling Program

There are new requirements in the City's latest storm water discharge permit issued by Tennessee Department of Environment and Conservation (TDEC) for in-stream sampling of impaired streams (as determined by TDEC) plus visual inspections of storm water discharges into impaired streams. The department will develop procedures for performing the necessary tasks to comply with this requirement. The plan will identify stream locations and establish a sampling process including criteria and documentation forms; creation of a central database to maintain and track inspection data; and coordination with the GIS Office for mapping of inspection data by locations. The results will be submitted to TDEC as part of our annual storm water permit report.

Target Date: September 30, 2011

2. Implement Retro-Commissioning Energy Projects at the Library

The City received \$164,500 from the Federal Energy Efficiency and Conservation Block Grant program in 2009. A portion of the grant was used to fund an energy audit of the City's largest facilities to determine opportunities to save energy and reduce costs. The audit identified the need to perform a retro-commissioning study of the HVAC system at the Library which was completed during FY 2011. The recommendations from the study included recalibration and adjustment of the HVAC system controls, a revised "setback" schedule to ensure systems are in shutdown mode or operating at reduced power when not needed, and possible replacement of the existing boiler and valves with more efficient equipment. The audit indicates that as much as \$29,000 can be saved annually by implementing the recommendations from the retro-commissioning effort. The Department will oversee the implementation of this project on behalf of the Library.

Target Date: November 1, 2011 (items requiring capital funding will take longer to implement)

ENGINEERING DEPARTMENT

2011-2012 Non-Routine Work Plan

3. Oversee Final Renovations at the Municipal Center

Major renovations to the Municipal Center were initiated in FY 2011 and represent the first significant upgrade to the building since its completion in 1987. The focus is to improve our emergency communications capabilities, provide more convenient service delivery to residents, and address cramped conditions for employees in the Police, Fire and Finance Departments. Because of the nature of the improvements and the shifting of operations within existing office space, the renovation work must be phased in over two years. The work in FY 2011 included a consolidated server room for the Technology Department, renovation of Finance Department to incorporate the Police Records function, and the retrofitting of the underutilized main lobby to include a receptionist work station and service windows for Police records and utility billing services. The Department will continue to oversee renovation improvements in FY 2012. This will include construction of an expanded 911 emergency communications center, relocation of Police administrative/support functions to the space formerly occupied by Benefit Consultants, and the retrofitting of the vacated Police administrative space for use by Police patrol functions and the Fire Department.

Target Date: December 31, 2011

4. Review the City's Current Building Maintenance Services

This item is a carryover item from the Department's FY 2011 work plan necessitated by the expanded scope and time requirements for the Municipal Center project. The review was initiated by the results of the energy audit of major City facilities during FY 2010 which identified several opportunities for energy savings. While maintenance and repair was not a specific element of the audit, several opportunities that were identified could have been avoided 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 FY 2012, 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, 2012

ENGINEERING

MISSION STATEMENT

This activity provides in-house General Fund engineering services and funding for outside technical assistance as needed for civil engineering, surveying, and geotechnical services. The goal is ensure that public infrastructure improvements are built properly to minimize unnecessary repair and cost to the City and taxpayers later. The Department provides technical support to the Planning and Codes Department in review, approval and inspection of subdivision infrastructure improvements constructed 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.

FINANCIALS

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 483,124	\$ 454,216	\$ 467,740	\$ 463,371	\$ 479,760
Operating Expenditures	17,343	19,495	41,000	16,244	41,000
Capital Outlay	19,237	-	-	-	500
Total	\$ 519,704	\$ 473,711	\$ 508,740	\$ 479,615	\$ 521,260

BUDGET COMMENTS

The FY 2012 budget reflects no significant changes from FY 2011. Funding (\$12,000) is provided for the City's storm water program to ensure compliance with the NPDES permit issued by TDEC. Funding is available for outside geotechnical and engineering services as needed during the year for specialized or unique projects.

ENGINEERING

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Review subdivision plats within two weeks	85%	90%	95%	100%
Review construction plans within four	80%	90%	95%	100%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Number of subdivision plats reviewed	75	41	40	40
Number of commercial plats reviewed	15	7	10	8
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</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 Health Department provides basic public health services such as vaccinations to citizens as may be needed and technical support and assistance to the City when there is a potential public health threat to the entire community.

FINANCIALS

Category	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>
County Health					
Dept. Contract	\$ 15,000	\$15,000	\$ 15,000	\$15,000	\$ 15,000
County Animal					
Control Contract	65,858	63,518	68,000	66,248	70,000
Total	<u>\$ 80,858</u>	<u>\$ 78,518</u>	<u>\$ 83,000</u>	<u>\$ 81,248</u>	<u>\$ 85,000</u>

BUDGET COMMENTS

The FY 2012 budget provides \$2,000 in additional funding to Williamson County for animal control services in accordance with the agreement for services. Contracting for the services allows the City to avoid having to provide in-house at a higher cost.

PUBLIC HEALTH

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</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 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Child Health	206	214	300	250
Adult Health	215	261	300	300
Sexually Transmitted Disease	55	80	50	50
Tuberculosis Control	188	282	100	200
WIC Nutrition Program	166	159	150	150
Total Animals Adopted (Countywide)	1,835	1,660	2,000	2,000
Total Animals Returned to Owner/Wild (Countywide)	474	404	500	500
Total Animals Euthanized (Countywide)	1,965	1,391	1,500	1,500
Total Animals Picked Up In Field (Countywide)	1,120	798	1,000	1,000
Total Animals Brought To Shelter (Countywide)	3,310	2,895	3,000	3,000
Total Animals Received	4,430	3,716	4,000	4,000

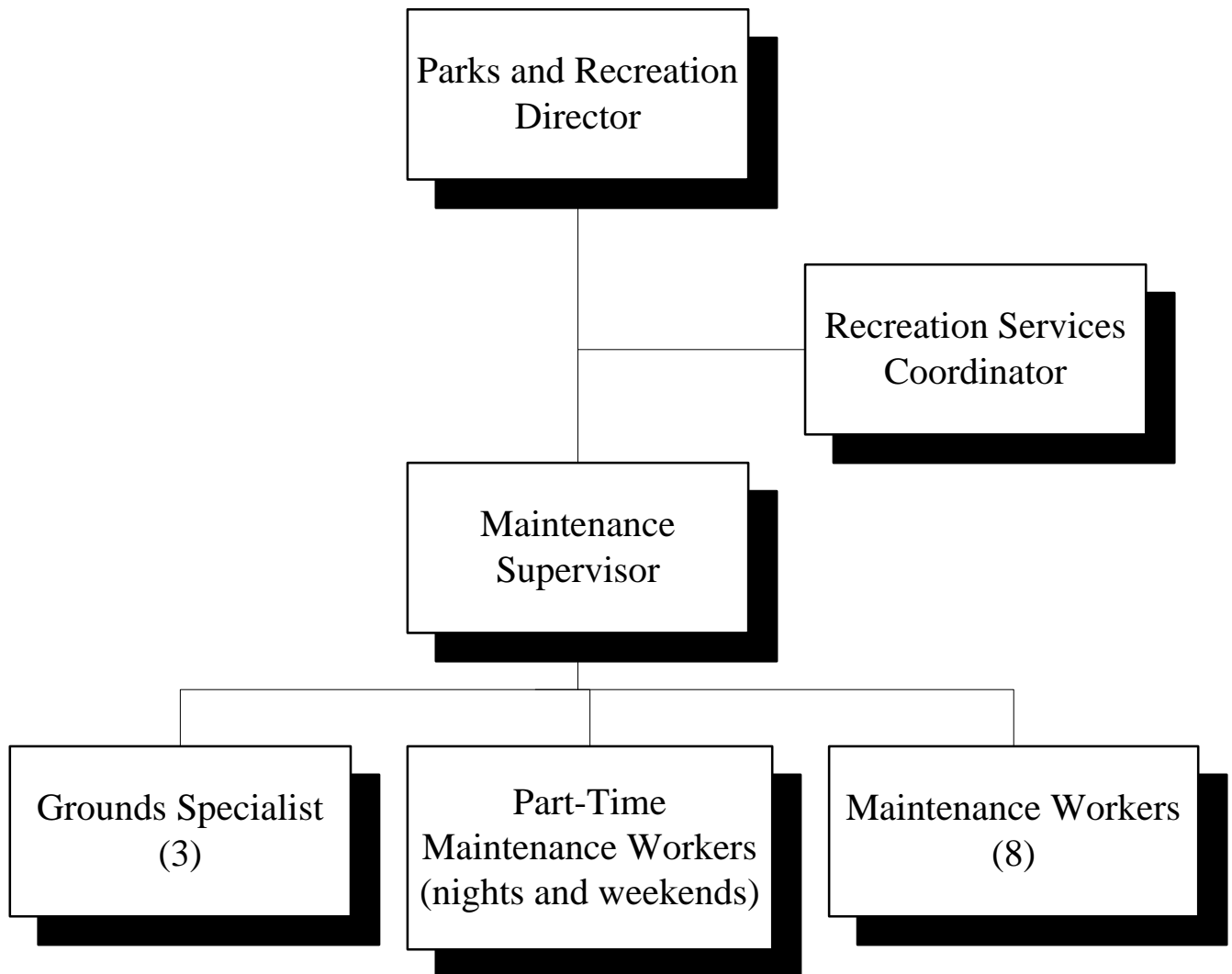
PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

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

PARKS AND RECREATION DEPARTMENT

Organization Chart



PARKS AND RECREATION DEPARTMENT

2011-2012 Non-Routine Work Plan

The following projects are proposed for fiscal year 2011-2012 in the Parks and Recreation Department.

1. Smith Park Master Plan

The Parks Department will be responsible for oversight of the master planning process, including public input meetings to ensure the process and final report meets the expectations of the City. The master plan will help determine the location and placement of various features in the park which will include, at minimum, unlighted multi-purpose athletic fields, hiking & walking trails, a renovated historic home for public use, a brush recycling environmental center and basic infrastructure such as a bridge across the railroad tracks to access the park, roads, utilities, parking lots, restrooms, etc. Following adoption of the master plan by the City Commission, the Department will oversee engineering design services, bidding and awarding of a construction contract, and the initiation of construction for phase one of the park development. The goal is have the park open for initial public use by the spring of 2013.

Target Dates: Master Plan Adoption – September 30, 2011
Phase 1 Construction Initiated – March 1, 2012

2. Flagpole Park Master Plan

The Parks Departments will be responsible for oversight of the master planning process for this new 24 acre park located at the northern end of Mallory Lane. The process will include coordination of a public input process with the surrounding residents. As envisioned, the park will have active, unlighted athletic fields on the southern end with a passive park on the northern end. The Department will coordinate selection of an engineer/architect to prepare the master plan including cost estimates for future improvements. Since vehicle access to the park is subject to a future extension of Mallory Lane in the next phase of the Mallory Park commercial development, no development of the park is projected until FY 2014.

Target Date: January 31, 2012

PARKS AND RECREATION DEPARTMENT
2011-2012 Non-Routine Work Plan

3. Update to Long-term Maintenance Plan

Maintaining the existing park facilities and equipment in good condition is a high priority of the Parks Department. The Department will update its comprehensive audit of all facilities originally completed in 2008 and use the results to update the strategic plan for major maintenance requirements for the City's park facilities in years to come. It will focus on identifying the facility maintenance needs for our parks by types of facilities, structures, infrastructure, etc & creating a priority listing for the next 5-10 years with cost estimates. This information will be used in the development of future capital improvement plans and funding requests from the Facility Maintenance Fund. A copy of the report will be submitted to the City Commission when completed.

Target Date: February 29, 2012

4. Review/Update of Official Bikeway Map/Directional Signage Plan

With the recent expansion of the City's bikeway network along Split Log Road and Concord Road and the future addition of bikeway connections to Smith Park, the Department will complete a thorough review of the bikeway signage plan to insure that the new bikeway segments are properly signed so users can fully explore the City's ever expanding bikeway network and park system. In addition to existing and planned off road bikeway segments, this review will also identify appropriate directional signage and street markings for marked on-street bike lanes and potential low traffic neighborhood street bike route designations to further enhance connectivity (for example – a designated route between Green Hill Blvd. and Crockett Park through the Liberty Downs and Indian Point subdivisions). Following completion of a plan update with an official map that identifies the City's existing and future bikeway segments, the Department will oversee the installation of new directional signage and street markings along the designated routes.

Target Date: March 31, 2012

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 properly and expand (as needed) the City's "state of the art" parks and greenways currently totaling 860+ 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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 843,653	\$ 880,566	901,750	\$ 896,401	981,730
Operating Expenditures	751,935	675,388	782,500	702,014	844,350
Capital Outlay	66,969	68,072	39,000	32,232	49,000
Total	\$ 1,662,557	\$ 1,624,026	\$ 1,723,250	\$ 1,630,647	\$ 1,875,080

BUDGET COMMENTS

The FY 2012 budget includes a \$45,000 increase in the contractual grounds maintenance cost due to the significant additional parkland acreage (Smith Park and Flagpole area) gained during FY 2011 and a 5% cost increase provided under the contract. Electricity expenses will increase due to the newly installed lights on Field #3 at Crockett Park. FY 2012 capital equipment purchases include a replacement 3/4 ton, four-wheel drive pick-up with tow package (\$25,000) and two zero turn mowers to replace three older mowers that have reached the end of their useful life. The increase in the health insurance cost is due to changes in budgeting individual health insurance under the new partially self-funded plan. A simplified flat rate of \$6,700 per employee is being used instead of trying to reflect each employees actual premium cost (single, married, family, etc) which is difficult, particularly in departments with turnover.

The FY 2012 budget also provides for an additional Maintenance Worker position to help with the increasing workload associated with acquisition of 320 acres for the new Smith Park. The costs associated with this new position are reflected in the Insurance and Other budget activity and will be transferred to the Parks budget prior to final adoption of the budget.

PARKS AND RECREATION

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
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Percent of Parks & Facilities found to be "well-maintained" in internal audit	100	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	120/4	120/4	120/5	122/5
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<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
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Total Acres of Parks to maintain	575+	575+	575+	861.5
Acres per Maintenance Staff person	52	52	52	78

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

	Hours	%	Hours	%	Hours	%	Hours	%
Travel time/set up	3,723	13%	3,620	14%	4,100	15%	4,100	15%
Maintenance of facilities	3,417	12%	3,605	12%	3,300	12%	4,000	14%
Trash	2,632	9%	2,502	9%	2,800	10%	2,800	10%
Mowing/Weed eating	1,957	7%	2,001	7%	2,400	9%	2,500	9%
Leave Time	2,387	9%	2,236	8%	2,200	8%	2,200	8%
Tree Care	1,923	7%	2,117	7%	1,950	7%	2,200	9%
Restrooms	2,023	7%	1,800	6%	1,800	6%	1,800	6%
Baseball/softball fields	1,982	7%	1,879	7%	1,600	6%	1,600	6%
Maintenance of equipment	1,334	5%	1,467	6%	1,200	4%	1,200	4%
Trails	984	4%	1,025	4%	1,000	4%	1,200	4%
All other activities	5,354	19%	5,489	20%	5,440	20%	5,400	19%

"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.

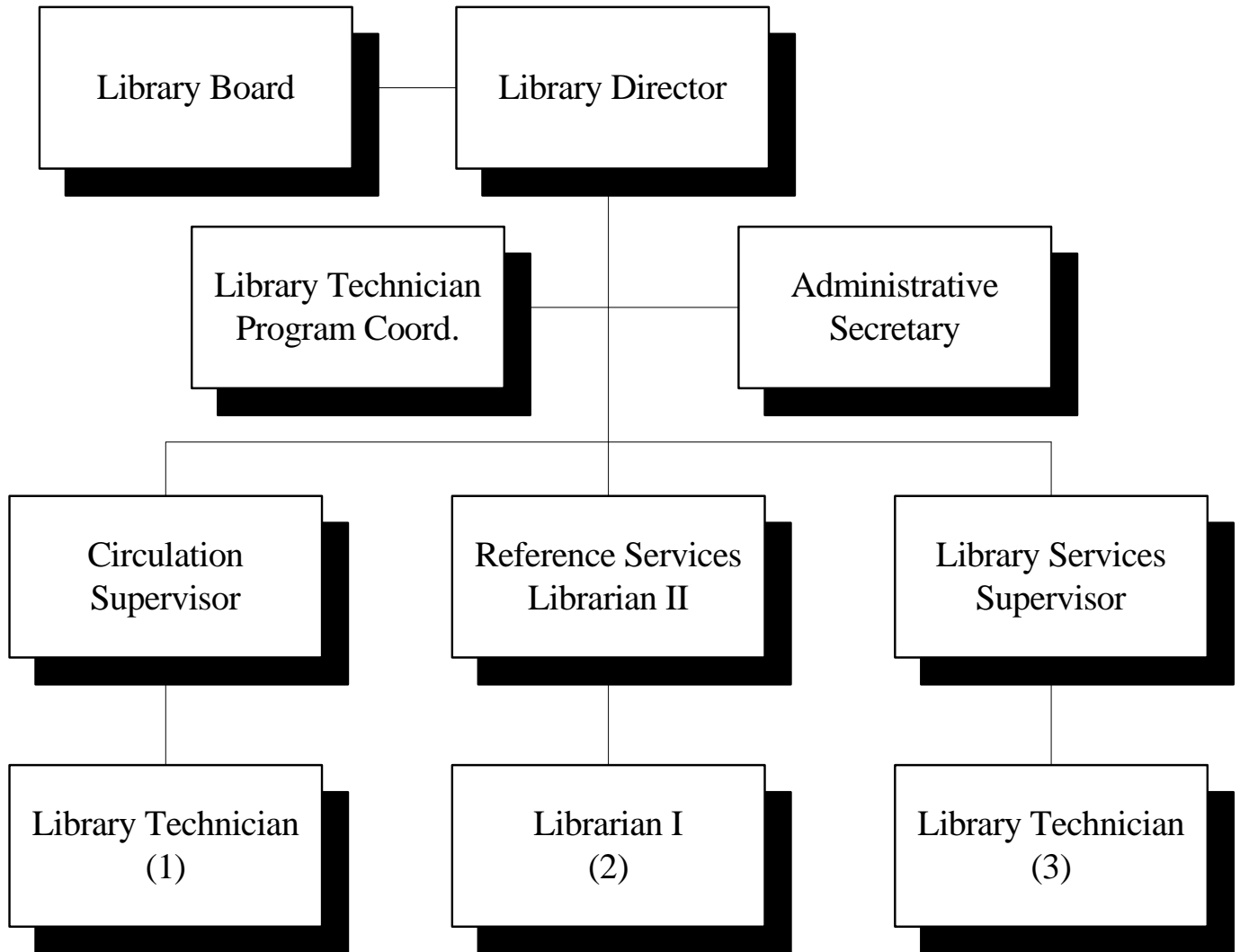
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</u>
----------------------------------	----------------------------------	----------------------------------	----------------------------------	----------------------------------

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>8</u>
Total	13	13	13	14

Note: The Parks and Recreation Department also 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
2011-2012 Non-Routine Work Plan

The Library proposes to undertake the following non-routine work projects for the 2011-2012 fiscal year:

1) Implement a New Integrated Library System

The Library is highly dependent on an integrated data base system that ties together circulation, cataloging, acquisitions, etc. The current Integrated Library System (ILS) has been used by the library since the mid 1990's. The antiquated system is not providing an effective and efficient infrastructure that supports the increasing requests and expectations of our patrons. The identification and purchase of a new integrated library system is proposed for FY 2012. Anticipated enhancements from a new system include faster check-out resulting from use of an in-house server and removal of an outside, third party interface; interactive patron account features and public catalog functions; integrated search results; internal functionality that allows the collection to be up-to-date and accessible for patron convenience; and more flexible reports for tracking statistical data. The RFP process is expected to begin in July 2011 with a target date for migrating to a new system, including staff training in early calendar year 2012.

Target Date: January 31, 2012

2) Expand Formatted Collections Through eBooks and Digital Media

When the Material Selection Policy for the library was recently updated, it recognized that eBooks (electronic books) is a format worth pursuing as more and more patrons have purchased eBook readers. The library already has eBooks available via a statewide service called OverDrive. In FY 2012, the collection budget provides for an allocation of funds to eBooks in order to increase the number of titles and copies available to support patron requests. Developing a digital collection of items that are unique to our Library will be accomplished by using a cataloging tool called CONTENTdm. The software will be used to capture in 3D imagery the Brentwood Room artifacts, the art lending library, the children's animal sculptures, etc. This will allow the items with descriptions to be viewed on-line and be accessible to the world.

Target Date: May 31, 2012

PUBLIC LIBRARY
2011-2012 Non-Routine Work Plan

3) Enhance and Promote the Brentwood Room Collection

The collection in the Brentwood Room is a treasure chest of items that many residents may not realize exist due to the nature of the collection. There is no data base system that catalogues the items so that a person can find out easily what is available in the room and where it is located. The goal is to catalogue all items into the new Integrated Library System by use of the CONTENTdm software and other tools. The unique items in the Brentwood Room will exposed more to patrons through use of the website, Facebook and brochures. In conjunction with other groups, programs that highlight different items in the collection, including genealogy, will be initiated.

Target Date: May 31, 2012

4) Enhance Library Programs for All Ages

The library already has a popular pre-school children's program as well as a generous schedule of programs geared to younger children during the summer months. The Library will initiate an effort to expand programs to other ages such as the older elementary, middle-school, and teens through possible partnerships with outside agencies such as the YMCA and Junior Achievement. In addition, the Library will explore adult programs that could benefit citizens through new partnerships such as a "Music on the Terrace" series with musical groups performing on the reading terrace during certain seasons.

Target Date: May 31, 2012

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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 1,134,877	\$ 1,132,877	\$ 1,152,010	\$ 1,138,547	\$ 1,187,940
Operating Expenditures	844,080	832,198	892,800	880,466	956,600
Capital Outlay	3,064	9,563	15,500	1,257	5,000
Total	\$ 1,982,021	\$ 1,974,638	\$ 2,060,310	\$ 2,020,270	\$ 2,149,540

BUDGET COMMENTS

The FY 2012 budget provides for a \$15,000 total increase in funding for collection materials in all accounts, which includes e-books and online resources and services, bringing the total commitment for new materials to \$366,000. The part-time staffing budget reflects an increase of 20 hours per week for technical assistance in the implementation of the Library's new enhanced computer operating system - the integrated library system (ILS) which is funded in the Capital Projects Fund.

Significant operating expenditure increases in FY 2012 is reflected in machinery repair and maintenance costs to cover the annual maintenance costs for the new RFID system, a projected rise in electricity costs, and in communications expenses to allow for a comprehensive upgrade to the computer wireless network in the library.

In FY 2012, two of the five existing Librarian positions have been renamed to Library Services Supervisor and Circulation Supervisor to better reflect duties and responsibilities of the position. There is no change in the placement of the positions in the classification and pay plan.

PUBLIC LIBRARY

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Average Items checked out per hour	178	182	185	190
New Materials Added: Print	10,875	10,184	11,000	11,000
Non-Print	2,775	3,051	3,000	5,000
Total	13,650	13,235	14,000	16,000
Turnover rate for Circulating Collections	4.5	4	4.5	4
Service Area per capita Expenditure	\$56.54	\$53.14	\$56.91	\$56.57
On-line catalogue up-time	100%	100%	100%	100%
Volunteer work hours contributed	8,866	11,500	9,000	12,000
Program Attendance	15,573	27,544	15,700	17,000

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Items Loaned	567,107	624,952	575,000	650,000
Database Searches	50,858	63,141	51,000	55,000
Visitors (annual)	379,353	397,365	380,000	400,000
New Patrons Added: Adults	2,219	1,450	2,300	2,300
Children	739	901	800	800
Total	2,958	2,351	3,100	3,100
Non-Resident Memberships	1,022	1,322	1,100	1,325
State-Defined Service Area Population	35,058	37,159	36,200	38,000

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</u>
Library Director	1	1	1	1
Library Services Supervisor	0	0	0	1
Librarian I, II	5	5	5	3
Circulation Supervisor	0	0	0	1
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 2012, the combined hours of all part-time employees is equivalent to 13.75 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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Brentwood High	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Ravenwood High	60,000	60,000	60,000	60,000	60,000
Brentwood Middle	15,000	15,000	15,000	15,000	15,000
Woodland Middle	15,000	15,000	15,000	15,000	15,000
Sunset Middle	15,000	15,000	15,000	15,000	15,000
Crockett Elementary	10,000	10,000	10,000	10,000	10,000
Edmondson Elementary	10,000	10,000	10,000	10,000	10,000
Kenrose Elementary	10,000	10,000	10,000	10,000	10,000
Lipscomb Elementary	10,000	10,000	10,000	10,000	10,000
Scales Elementary	10,000	10,000	10,000	10,000	10,000
Sunset Elementary	10,000	10,000	10,000	10,000	10,000
Unallocated	-	-	-	-	-
Total	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000

BUDGET COMMENTS

The FY 2012 budget provides \$225,000 for education, the same amount as in FY 2011. The City Commission will need to allocate funds to each school prior to adoption of the budget based current policy and an assessment of requests and needs. A total of six (6) elementary schools, three (3) middle schools and two (2) high schools are potentially eligible for funding. Since 1986, the City has contributed over \$3.8 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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
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 2012 budget provides a continuation of \$10,000 in annual funding to support Chamber programs.

<u>WORKLOAD INDICATORS *</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Average Brentwood household income	\$192,252	\$188,055	\$170,000	\$170,000
Median Brentwood household income	\$131,542	\$133,127	\$120,000	\$120,000
Average Williamson County household income	\$117,757	\$121,883	\$105,000	\$105,000
Median Williamson County household income	\$87,400	\$88,195	\$80,000	\$80,000
Williamson County national ranking per median household income (all United States counties)	17th	15th	17th	15th
Bond Rating of the City of Brentwood	Aaa	Aaa/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, Primm Park, and Ravenswood Home in Smith Park are dedicated commitments by the City toward the preservation of Brentwood's history. This activity provides for the operation and maintenance of the various historic structures in each park. The Historic Cool Springs House, located at the entrance to Crockett Park, is 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 - CROCKETT PARK / PRIMM PARK

Category	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>
Operating Expenditures	\$ 36,946	\$ 39,882	\$ 50,100	\$ 46,568	\$ 73,350
Capital Outlay	-	-	-	-	-
Total	<u>\$ 36,946</u>	<u>\$ 39,882</u>	<u>\$ 50,100</u>	<u>\$ 46,568</u>	<u>\$ 73,350</u>

BUDGET COMMENTS

A significant portion of the budget is allocated to the proper maintenance & upkeep of the historic buildings and property. The increased funding for FY 2012 reflects the anticipated operating costs related to the City's takeover of Ravenswood historic structure that will be required in the short term until the master planning for Smith Park is completed and the home is renovated for other public uses. Additional funding (\$100,000) is provided in the FY 2012 Capital Projects Fund for completion of recommended structural repairs needed in the short-term to stabilize the Ravenswood home. Future operational costs will increase once the home is extensively renovated and available for public use.

Rental fees for use of the Cool Springs House are estimated at \$22,000 for FY 2012 and are deposited in General Fund revenue account (110-34800).

HISTORIC SITES

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Percent of furniture/equipment inventoried	100%	100%	100%	100%
Cool Springs House cost per square foot - utilities	\$1.92	\$1.73	\$2.26	\$2.26
Cool Springs House operating cost per square foot	\$11.92	\$12.87	\$16.16	\$16.60

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</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.

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 2012, a **\$3,150,000** operating 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 2011 and is adequate to cover the new FY 2012 debt service costs associated with the proposed Fall 2011 G.O. Bond issue of \$5.0 million for the final payment for the purchase of land for Smith Park.

A **\$558,135** transfer to the **Municipal Center Fund** represents the 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 \$105,000 from FY 2011 due to the loss of private rental income with the takeover of formerly leased space for City use and increased depreciation expense in this enterprise fund associated with the current renovation projects.

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 2012 (no change from FY 2011) to help subsidize the cost of emergency communication services.

The FY 2012 budget provides for a **\$300,000** operating transfer to the **Capital Projects Fund** to help fund the first phase of development at Smith Park. In addition, stronger revenue collections than originally projected for the General Fund in FY 2011 will permit a special FY 2011 year-end operating transfer of **\$1,200,000** to the Capital Projects Fund to help fund various FY 2012 capital projects. Detail expenditure information is provided under the Capital Projects Fund.

In FY 2012, an operating transfer of **\$200,000** to the **Facilities Maintenance Fund** allows for the accumulation of funds over multiple years to pay for extraordinary repairs to non-enterprise buildings, facilities, etc.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

EQUIPMENT REPLACEMENT FUND

MISSION STATEMENT

This component activity of the General Fund 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 (\$350,000), Fire Department (\$240,000), Technology Department (\$340,000), Public Works Department (\$160,000), Parks and Recreation Department (\$4,000), 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 2012 has been increased by \$35,000, from \$1,060,500 to \$1,095,500. Increased transfers include \$5,000 from Public Works, \$10,000 from Police, and \$30,000 from Fire and Rescue. The Technology Department contribution was reduced by \$5,000 due to the cost of some annual maintenance and licensing costs being shifted out of the Equipment Replacement Fund and into the Technology operating budget.

The FY 2012 budget provides for the purchase of a chipper truck and small dump truck for the Public Works Department (\$155,500), ten (10) police vehicles and accessory equipment (\$290,000), and annual replacement of departmental PC's, network software upgrades, servers and other technology equipment (\$500,000). The Parks Department will replace a reel mower with two, lower cost rotary mowers (\$55,000). The two rotary mowers will not be covered by the Equipment Replacement Fund in the future, which results in the Parks Department contribution being reduced by \$5,000 in FY 2012 and beyond.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

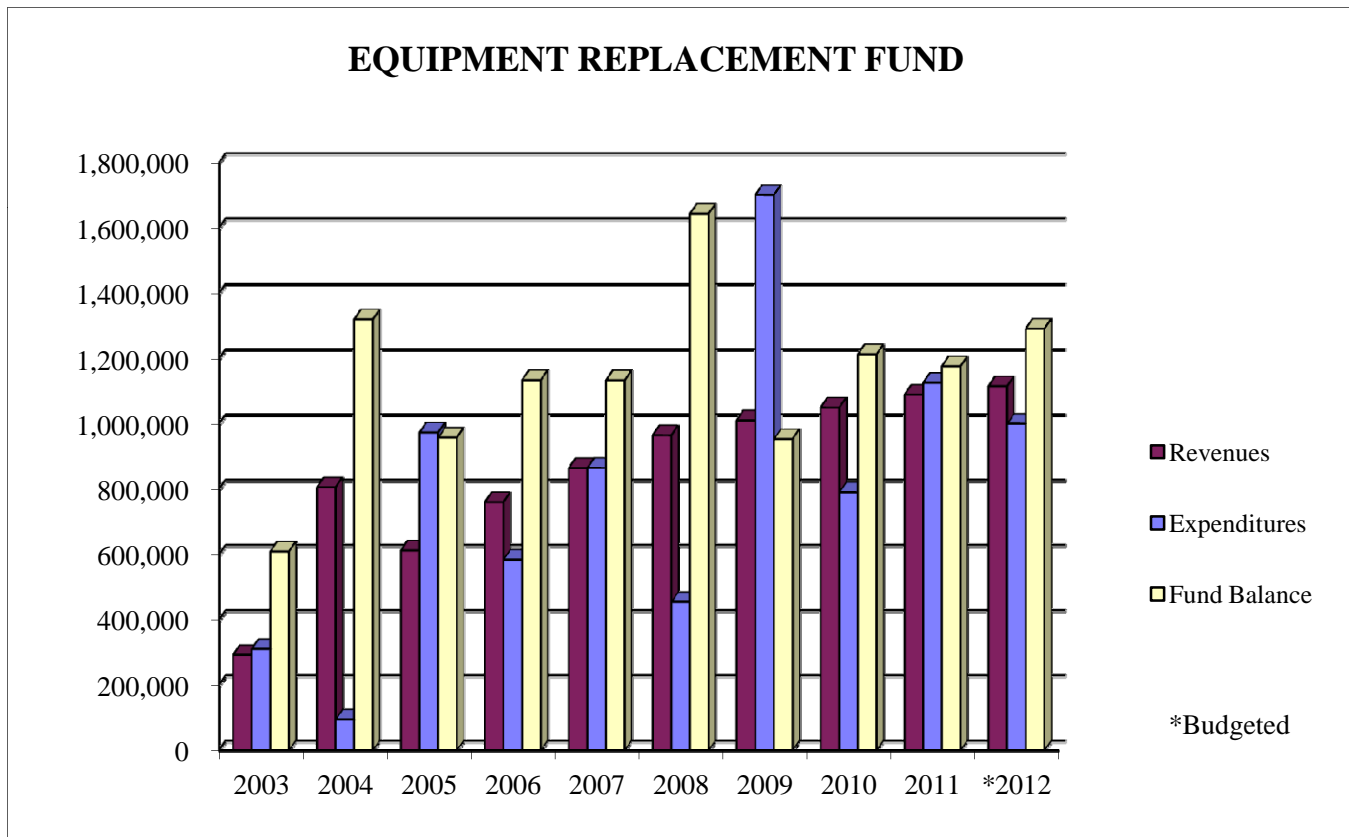
EQUIPMENT REPLACEMENT FUND

Revenues

	<u>Actual</u> <u>FY 2009</u>	<u>Actual</u> <u>FY 2010</u>	<u>Budget</u> <u>FY 2011</u>	<u>Actual</u> <u>FY 2011</u>	<u>Budget</u> <u>FY 2012</u>
Other Financing Source	\$ 987,427	\$ 1,042,253	\$ 1,060,500	\$ 1,060,500	\$ 1,108,000
Uses of Money and Property	23,888	7,642	5,000	28,820	7,500
Total Revenues	<u>\$ 1,011,315</u>	<u>\$ 1,049,895</u>	<u>\$ 1,065,500</u>	<u>\$ 1,089,320</u>	<u>\$ 1,115,500</u>

Expenditures

	<u>Actual</u> <u>FY 2009</u>	<u>Actual</u> <u>FY 2010</u>	<u>Budget</u> <u>FY 2011</u>	<u>Actual</u> <u>FY 2011</u>	<u>Budget</u> <u>FY 2012</u>
Non Capital Outlay	\$ -	\$ 12,431	\$ -	\$ 34,531	\$ -
Capital Outlay	\$ 1,701,523	\$ 778,152	\$ 1,115,000	\$ 1,091,512	\$ 1,000,500
Total Expenditures	<u>\$ 1,701,523</u>	<u>\$ 790,583</u>	<u>\$ 1,115,000</u>	<u>\$ 1,126,043</u>	<u>\$ 1,000,500</u>



FACILITIES MAINTENANCE FUND

MISSION STATEMENT

This component activity of the General 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

Following the May 2010 floods, the City Commission authorized a transfer of \$500,000 from the General Fund unreserved fund balance to the Facilities Maintenance Fund to provide matching local funds for emergency flood repair projects. These projects were completed in late FY 2010 and the first half of FY 2011. Reimbursements totaling nearly \$870,000 are expected to be received from FEMA during FY 2011 and FY 2012.

An operating transfer of \$200,000 will be provided from the General Fund in FY 2012. Proposed expenditures for the FY 2012 include \$110,000 for the Parks & Recreation Department directed toward facility painting at Granny White Park (\$20,000) and Crockett Park (\$10,000), the reconstruction of the Civitan parking lot driveway approach to allow easier ingress and egress from Concord Road (\$15,000), the replacement of existing exercise stations along the park trail in Maryland Way Park (\$15,000), and the annual asphalt overlay of older sections of the bikeway network (\$50,000). Funding (\$40,000) is also provided for possible capital equipment replacement at the Library based on the HVAC retro-commissioning study recently completed through the Energy Efficiency grant. The other project (\$25,000) provides funding for major maintenance items that may arise during the year at the Service Center.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

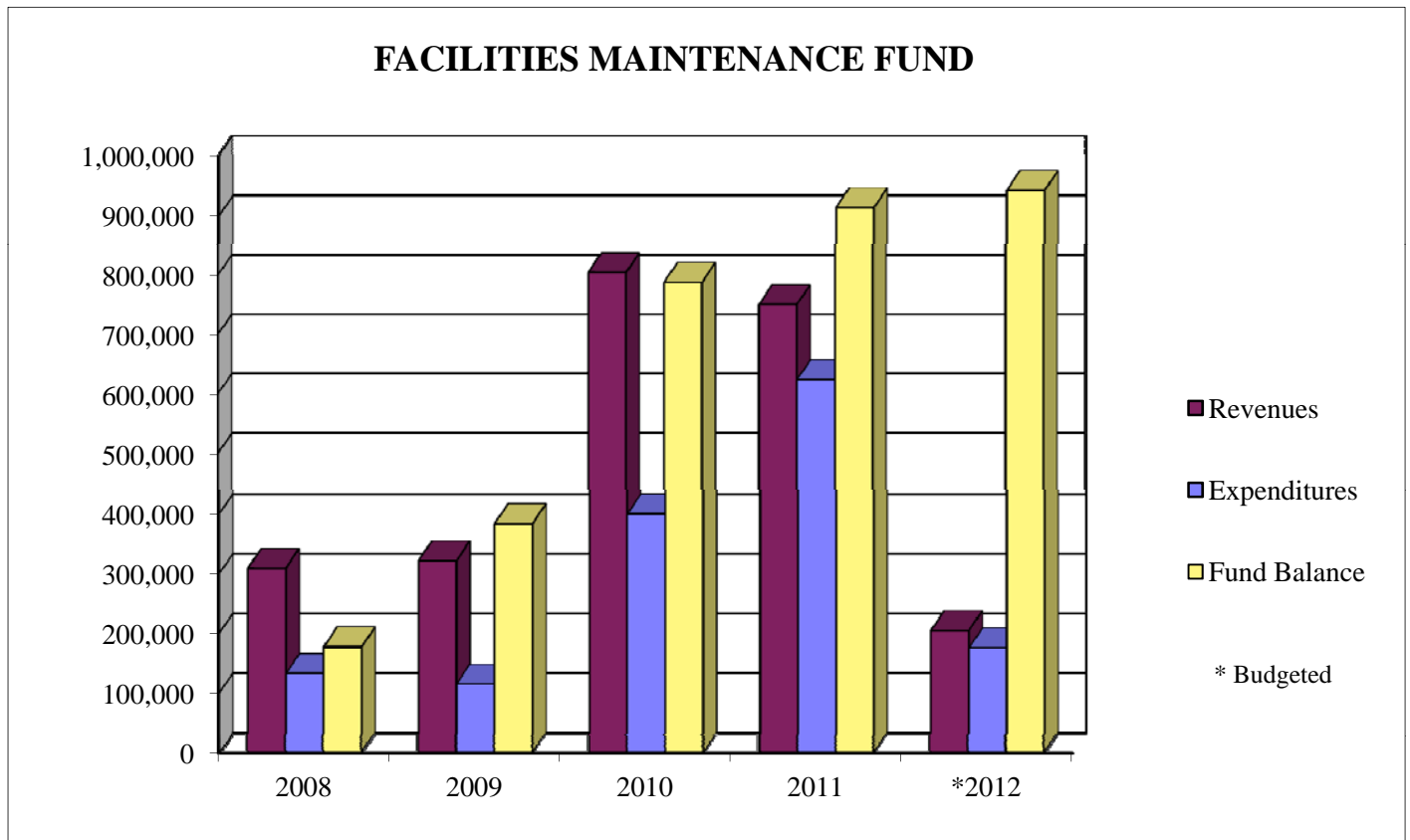
FACILITIES MAINTENANCE FUND

Revenues

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Other Financing Source	\$ 316,051	\$ 800,000	\$ 2,150,000	\$ 743,061	\$ 200,000
Uses of Money and Property	5,021	3,346	3,000	6,301	4,000
Total Revenues	<u>\$ 321,072</u>	<u>\$ 803,346</u>	<u>\$ 2,153,000</u>	<u>\$ 749,362</u>	<u>\$ 204,000</u>

Expenditures

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Operating Expenditures	\$ 134,358	\$ 413,744	\$ 2,370,000	\$ 623,086	\$ 175,000
Total Expenditures	<u>\$ 134,358</u>	<u>\$ 413,744</u>	<u>\$ 2,370,000</u>	<u>\$ 623,086</u>	<u>\$ 175,000</u>



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 2012, \$1,040,000 is programmed for the annual street resurfacing program from this fund. A total of \$1,800,000 will be committed to street resurfacing in FY 2012 including \$460,000 from the General Fund in the Public Works activity and \$300,000 from the Capital Projects Fund. The total commitment from all funds represents a \$125,000 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 2011 collections received to date, FY 2012 revenue is estimated at \$955,000, up \$17,000 from the FY 2011 budget. New revenue collections plus reserves in the State Street Aid Fund are sufficient to cover the proposed expenditures in FY 2012.

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 2014. 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

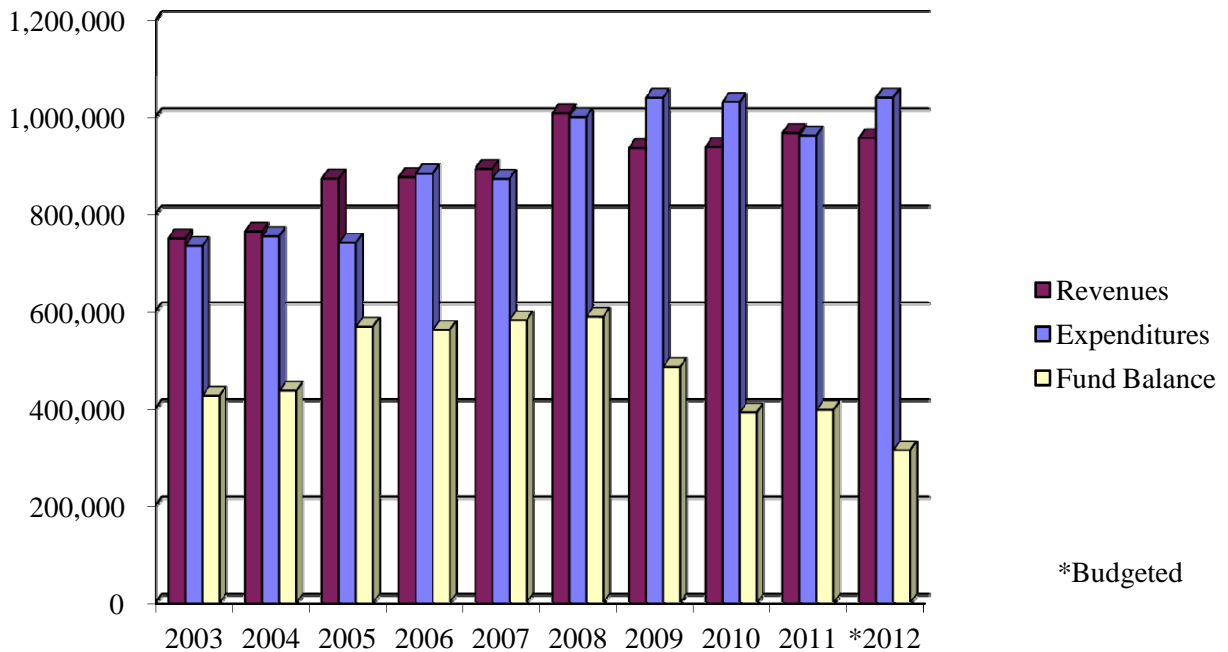
Revenues

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Intergovernmental	\$ 928,645	\$ 936,575	\$ 938,000	\$ 961,773	\$ 955,000
Uses of Money and Property	7,257	1,580	2,000	5,274	2,000
Total Revenues	\$ 935,902	\$ 938,155	\$ 940,000	\$ 967,047	\$ 957,000

Expenditures

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Operating Expenditures	\$ 1,039,731	\$ 1,031,116	\$ 1,040,000	\$ 962,133	\$ 1,040,000
Total Expenditures	\$ 1,039,731	\$ 1,031,116	\$ 1,040,000	\$ 962,133	\$ 1,040,000

STATE STREET AID FUND



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 road projects are proposed for funding from this Fund in FY 2012 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 three years has greatly impacted fee collections for this fund. Until new housing starts increase significantly or adequate funds are accumulated over multiple years, the number of road improvement projects funded through this account will be limited. Revenue projections for FY 2012 are based on 175 new housing starts plus an estimated \$85,000 in fees from commercial related development.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

PUBLIC WORKS PROJECT FUND

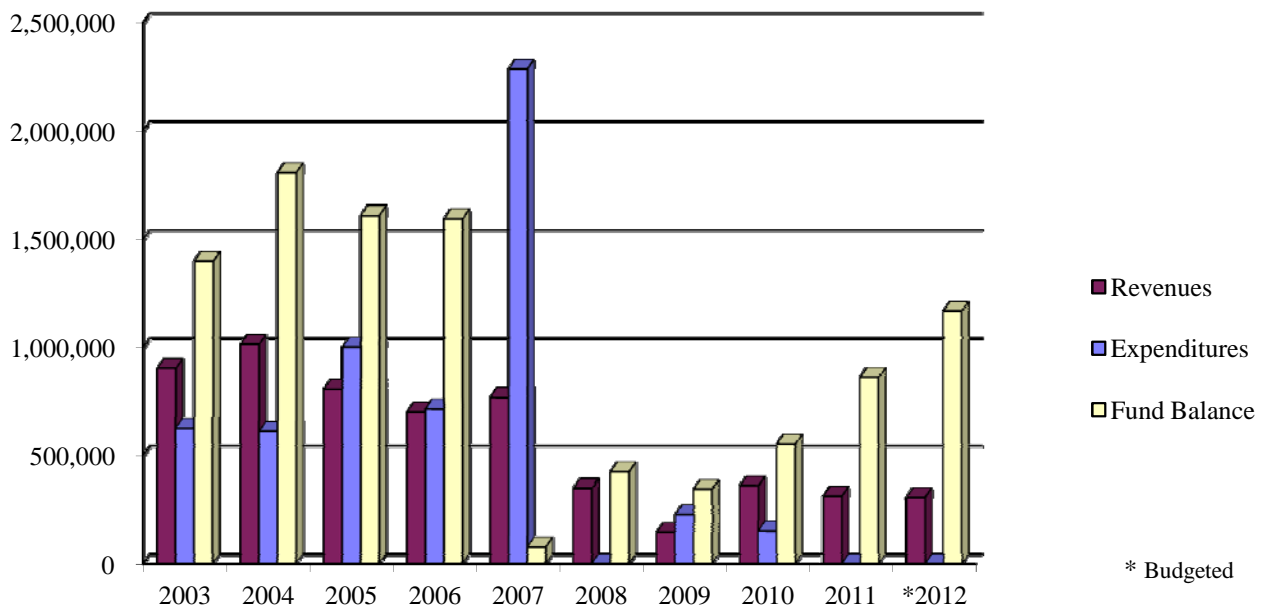
Revenues

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Edmondson Branch Fees	\$ -	\$ 22,863	\$ -	\$ -	\$ -
Public Works Project Fees	140,115	335,111	45,000	301,848	300,000
Uses of Money and Property	3,098	1,665	2,000	7,169	5,000
Total Revenues	<u>\$ 143,213</u>	<u>\$ 359,639</u>	<u>\$ 47,000</u>	<u>\$ 309,017</u>	<u>\$ 305,000</u>

Expenditures

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Capital Projects Fund Transfer	\$ 225,000	\$ 150,000	\$ -	\$ -	\$ -
Total Expenditures	<u>\$ 225,000</u>	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</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 2012 budget provides \$20,000 for the D.A.R.E. educational programs.

PERSONNEL SCHEDULE

No personnel are assigned to this activity.

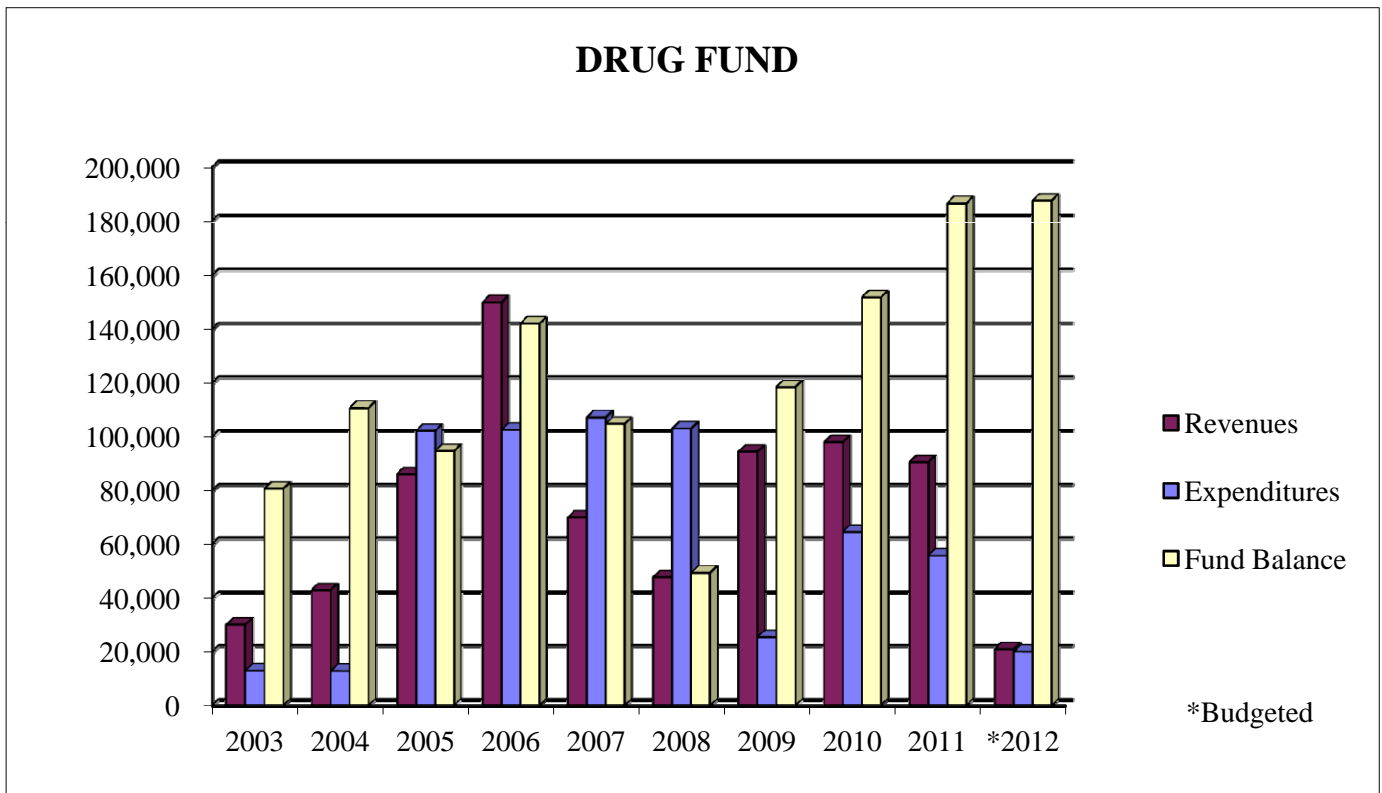
DRUG FUND

Revenues

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Drug Related Fines/Other	\$ 93,828	\$ 97,340	\$ 15,000	\$ 88,723	\$ 20,000
Uses of Money and Property	597	614	500	1,767	1,000
Total Revenues	\$ 94,425	\$ 97,954	\$ 15,500	\$ 90,490	\$ 21,000

Expenditures

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Drug Education	\$ 25,418	\$ 25,278	\$ 15,000	\$ 16,861	\$ 20,000
Capital Outlay	-	39,314	-	38,892	-
Total Expenditures	\$ 25,418	\$ 64,592	\$ 15,000	\$ 55,753	\$ 20,000



ADEQUATE FACILITIES TAX FUND

MISSION STATEMENT

Effective July 1, 2007, the Williamson County Commission authorized the collection of an Adequate Schools 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. 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, 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 share 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 steadily declined over the next two years with a modest increase over last year projected for FY 2011.

The projected fund balance as of June 30, 2011 (after 4 years of collections) is \$1,060,000. For FY 2012, \$228,500 in new revenue is projected, which is consistent with recent fiscal year collections. With the purchase of land for Smith Park during FY 2011, staff is recommending a FY 2012 transfer of \$750,000 to the Capital Projects Fund to provide funding for infrastructure improvements to serve the new park. While Smith Park will certainly be utilized by the entire Brentwood community, it is also expected to serve the facility needs for the growing Lacrosse and Rugby programs at the Brentwood and Ravenwood High Schools. Currently, the Williamson County Schools are unable to serve these programs at school facilities.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

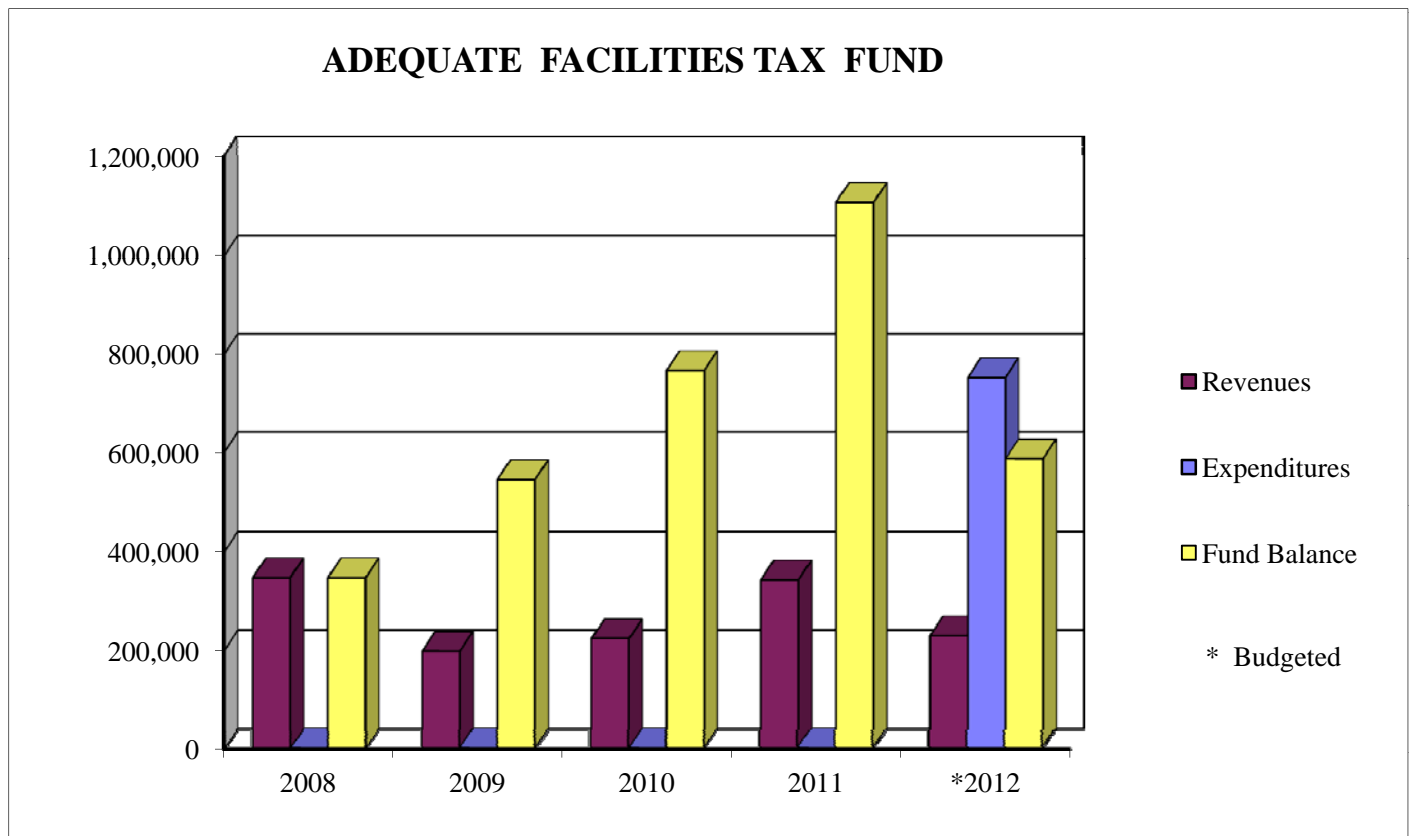
ADEQUATE FACILITIES TAX FUND

Revenues

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Other Financing Source	\$ 191,767	\$218,989	\$ 190,000	\$332,178	\$ 225,000
Uses of Money and Property	4,696	3,176	3,000	9,286	3,500
Total Revenues	\$ 196,463	\$ 222,165	\$ 193,000	\$ 341,464	\$ 228,500

Expenditures

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 750,000



OTHER BUDGET INFORMATION - OPEB

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 which is 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 defined payments are made to long-term employees at retirement with significant leave balances. By systematically reserving funds now for this purpose, the City is 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 2012, \$546,210 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. 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 2012, \$537,210 is estimated for transfer to the Post Employment Benefits Trust and \$45,000 is estimated to pay retiree health benefit obligations for the current fiscal year.

In accordance with GASB standards, an updated actuarial study was completed during FY 2011. The results of this study will determine the City's annual OPEB required contribution for FY 2012 and 2013. The estimated amount transferred to the trust as of June 30, 2011 is \$3,920,000.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

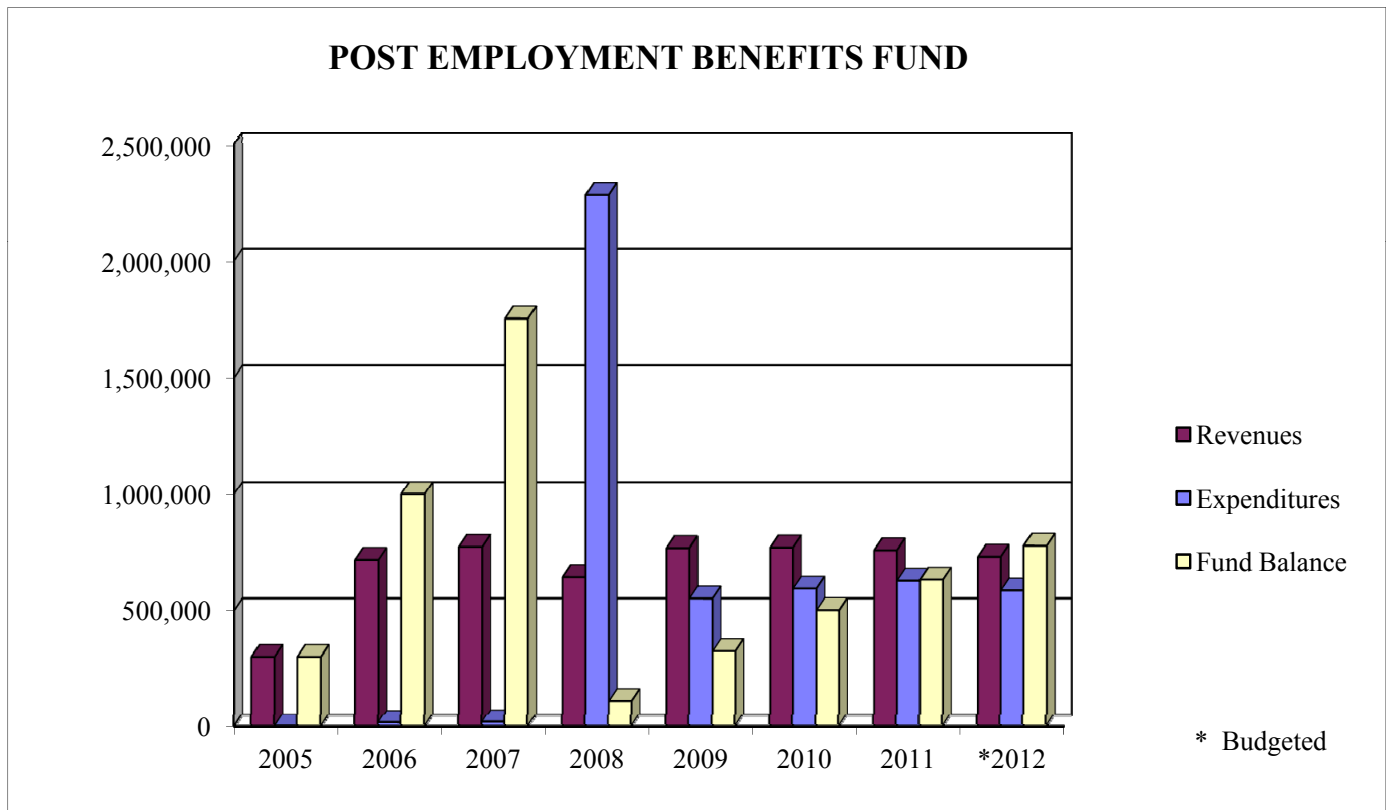
POST EMPLOYMENT BENEFITS FUND

Revenues

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Other Financing Source	\$ 762,155	\$ 766,380	\$ 748,300	\$ 748,300	\$ 727,465
Uses of Money and Property	3,814	2,437	1,500	8,454	2,000
Total Revenues	\$ 765,969	\$ 768,817	\$ 749,800	\$ 756,754	\$ 729,465

Expenditures

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Operating Expenditures	\$ 35,478	\$ 25,760	\$ 47,000	\$ 38,441	\$ 47,000
Transfer to Retiree Benefits Trust	515,000	566,846	555,610	587,978	537,210
Total Expenditures	\$ 550,478	\$ 592,606	\$ 602,610	\$ 626,419	\$ 584,210



INTERNAL SERVICE FUNDS

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 fuel cost within the same fiscal year.

BUDGET COMMENTS

The proposed gasoline and diesel fuel cost for user departments throughout FY 2012 will again be \$2.40 and \$2.75 per gallon respectively. 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.

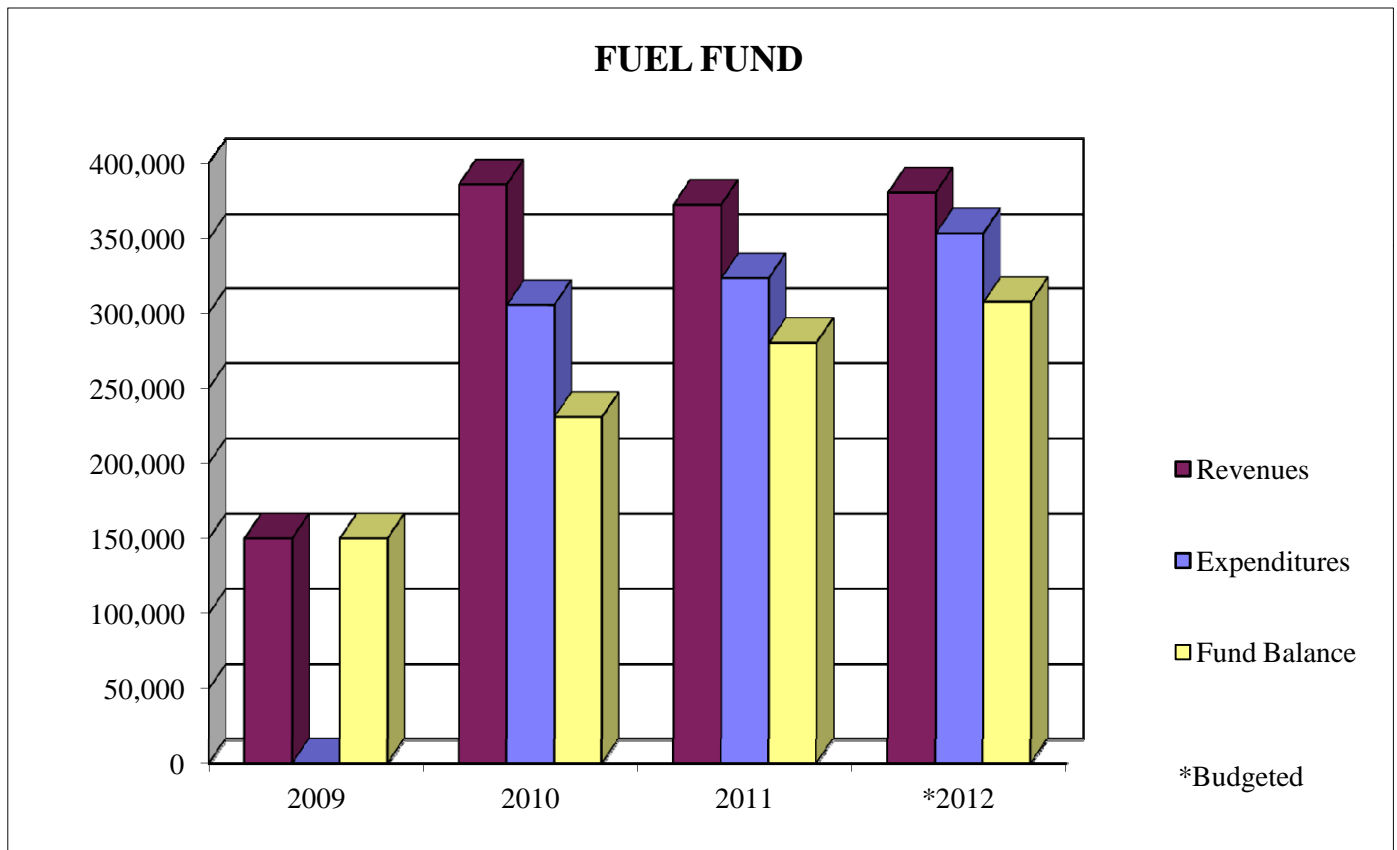
FUEL FUND

Revenues

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Other Financing Source	\$ 150,000	\$ 385,295	\$ 378,600	\$ 370,642	\$ 379,100
Uses of Money and Property	\$ 2	\$ 719	\$ 1,000	\$ 2,042	\$ 1,500
Total Revenues	\$ 150,002	\$ 386,014	\$ 379,600	\$ 372,684	\$ 380,600

Expenditures

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Operating Expenditures	\$ -	\$ 305,260	\$ 381,600	\$ 353,676	\$ 443,000
Total Expenditures	\$ -	\$ 305,260	\$ 381,600	\$ 353,676	\$ 443,000



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 expenses and the health reimbursement arrangement (HRA) account. The goal is to keep the annual budget increases for employee group health insurance at no more than 10% annually. This is done 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

This fund receives transfers of the budgeted health and vision 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 and vision insurance coverage. Under the partial self-funding plan implemented in calendar year 2011, expenditures within this fund include payment of group medical claims, stop loss insurance premiums, health plan administration fees, group vision insurance premiums, HRA claims and benefit plan consultant fees.

To provide initial cash flow stability for the new fund, 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 (\$589,000 total). Due to the reduced premiums for the last six months of FY 2010 and the favorable HRA utilization pattern during this same six months, the fund ended FY 2010 with a balance of over \$775,000. Year to date experience within the Health Insurance Fund has remained positive and the projected year-end FY 2011 balance is approximately \$950,000.

With the change to a partially self-funded health insurance program effective January 1, 2011, the FY 2012 methodology for budgeting these costs within the various departments with employees is changed. Instead of budgeting for each individual employee based on that employee's selected level of coverage, staff has calculated a flat per employee cost of \$6,700 for FY 2012. Each department's budget reflects this per employee cost and 1/12 of this amount will automatically be transferred from the department operating budgets to the Health Insurance Fund each month.

The FY 2012 budget at \$2,260,200 projects a 10% increase in health plan costs over FY 2011. Staff believes this amount is a reasonable projection of FY 2012 expenses for health and vision plan related costs. It should be noted that the estimated maximum liability exposure of the health plan during FY 2012 based on known calendar year 2011 and projected calendar year 2012 stop loss trigger levels could be as much as \$2.5 million. If this worst case scenario did occur, a budget amendment would be required. However, there is sufficient cash reserves within the Health Insurance Fund to cover this potential maximum liability and still maintain a healthy fund balance. In FY 2012, the staff will work with our benefits consultant to identify and recommend new plan design strategies for the CY 2012 plan year and beyond that limit future year increases to a manageable level.

PERSONNEL SCHEDULE

No personnel is directly assigned to this fund.

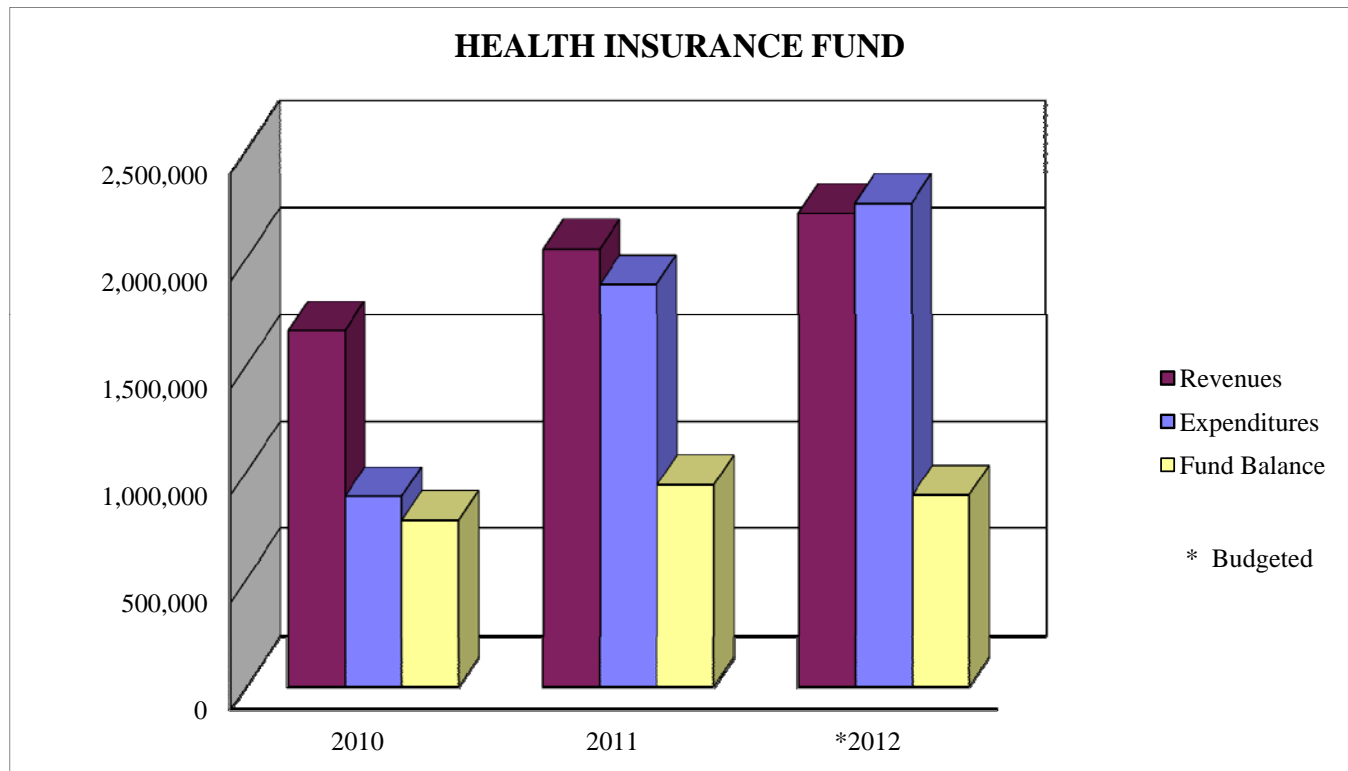
HEALTH INSURANCE FUND

Revenues

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Other Financing Source	\$ -	\$ 1,665,181	\$ 2,027,715	\$ 2,037,809	\$ 2,210,090
Uses of Money and Property	-	1,340	3,000	8,365	3,000
Total Revenues	<u>\$ -</u>	<u>\$ 1,666,521</u>	<u>\$ 2,030,715</u>	<u>\$ 2,046,174</u>	<u>\$ 2,213,090</u>

Expenditures

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Operating Expenditures	\$ -	\$ 889,039	\$ 2,054,725	\$ 1,880,704	\$ 2,260,200
Total Expenditures	<u>\$ -</u>	<u>\$ 889,039</u>	<u>\$ 2,054,725</u>	<u>\$ 1,880,704</u>	<u>\$ 2,260,200</u>



DEBT SERVICE FUND

DEBT SERVICE FUND

MISSION STATEMENT

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

BUDGET COMMENTS

The estimated beginning fund balance as of July 1, 2011 is \$3,923,985. Total debt service obligations for FY 2012 will be \$3,433,590, up \$172,205 from the FY 2011 expenditure of \$3,261,385. While the amount of principal and interest payments due on older bond issues will fluctuate up or down depending on how each issue was structured, this net increase in debt service payments for FY 2012 is due primarily to the first year of new debt service associated with the \$5 million bond issue scheduled for Fall 2011. Total revenues for the fund in FY 2012 are projected at \$3,191,210 including the annual transfer from the General Fund at \$3,150,000. This transfer amount is the same as provided in FY 2011.

PERSONNEL SCHEDULE

No personnel are assigned to this activity

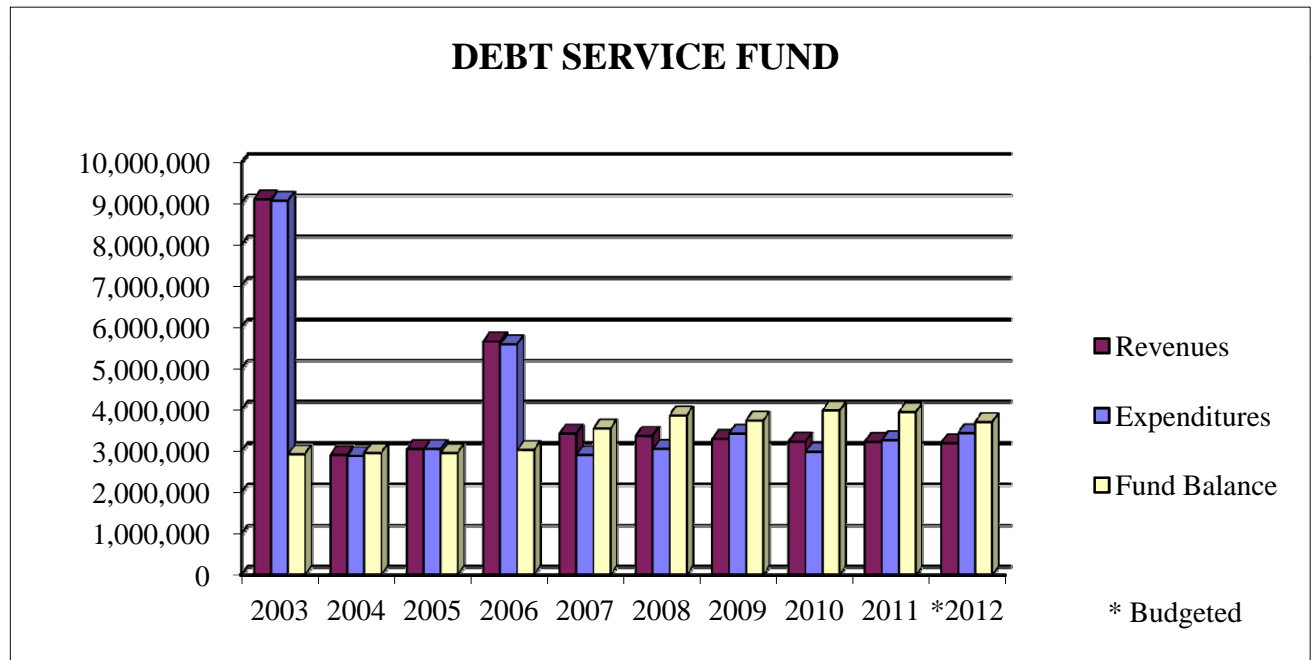
DEBT SERVICE FUND

Revenues

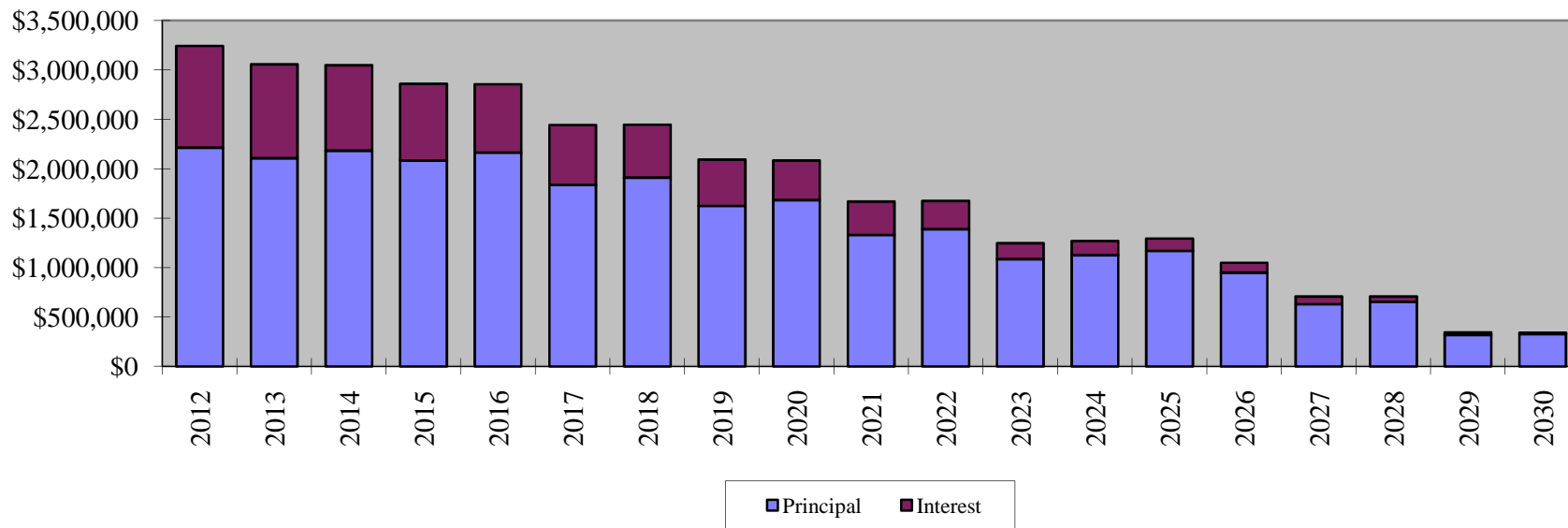
	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Other Financing Source	\$ 3,167,046	\$ 3,208,115	\$ 3,166,500	\$ 3,166,500	\$ 3,166,210
Uses of Money and Property	123,348	16,778	22,500	56,099	25,000
Total Revenues	\$ 3,290,394	\$ 3,224,893	\$ 3,189,000	\$ 3,222,599	\$ 3,191,210

Expenditures

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Debt Service:					
Principal	\$ 2,277,460	\$ 1,919,256	\$ 2,141,200	\$ 2,141,197	\$ 2,243,300
Interest	1,140,910	1,056,352	1,114,185	1,114,176	1,124,290
Subtotal	3,418,370	2,975,608	3,255,385	3,255,373	3,367,590
Other	4,225	2,781	6,000	3,700	66,000
Total Expenditures	\$ 3,422,595	\$ 2,978,389	\$ 3,261,385	\$ 3,259,073	\$ 3,433,590



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%	560,000
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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%	4,820,000
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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%	675,000
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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%	2,430,000
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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%	2,810,000
--	-----------

\$4,800,000 2006 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2026, at varying rates of interest from 3.75% to 4.050%	4,050,000
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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%.	4,435,000
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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%.	4,590,000
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Total General Obligation Bonds	26,800,000
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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%	32,433
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Total General Obligation Debt	\$ 26,832,433
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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
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>\$ 560,000</u>	<u>\$ 37,392</u>	<u>\$ 4,820,000</u>	<u>\$ 889,157</u>	<u>\$ 675,000</u>	<u>\$ 58,608</u>

Year	2006 G.O. Refunding Bonds		2007 G.O. Bonds		2009 G.O. Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
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>\$ 657,781</u>	<u>\$ 4,435,000</u>	<u>\$ 1,680,987</u>	<u>\$ 4,590,000</u>	<u>\$ 1,974,463</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
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>\$ 2,430,000</u>	<u>\$ 325,844</u>	<u>\$ 2,810,000</u>	<u>\$ 874,681</u>	<u>\$ 4,050,000</u>	<u>\$ 1,299,420</u>

Year	Totals Bonds		Capital Lease Obligation		Totals Debt Requirements	
	Principal	Interest	Principal	Interest	Principal	Interest
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>\$ 26,800,000</u>	<u>\$ 7,640,412</u>	<u>\$ 32,433</u>	<u>\$ 2,440</u>	<u>\$ 26,832,433</u>	<u>\$ 7,642,852</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 2012 projects is the proceeds from the **\$5,000,000** General Obligation Bond issue scheduled for fall 2011, a \$1.2 million FY 2011 special year-end appropriation transfer from the General Fund made possible due to excess revenue collections, and a FY 2012 direct operating transfer of \$300,000 from the General Fund. A new local funding source is the transfer of \$750,000 from the Adequate Facilities Tax Fund to fund the initial infrastructure improvements at the new Marcella Vivrette Smith Park. Federal and state grants totaling \$1,505,000 are anticipated in FY 2012 under the FEMA flood buyout program and from the Metropolitan Planning Organization (MPO) for the Concord Road (Jones Parkway to Arrowhead Drive) improvement project.

BUDGET COMMENTS

The FY 2012 budget at **\$11,020,000** is up significantly from the FY 2011 adopted budget of \$6,515,000. This increase is due almost entirely to the final payment of \$5,000,000 for the purchase of 320 acres for the new Marcella Vivrette Smith Park. 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 (\$2,840,000)

1. **Concord Road (Jones Parkway to Arrowhead Drive)** – This project (**\$950,000**) provides final engineering, right-of-way acquisition and utility relocation 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 with a sidewalk and bikeway section. This project has \$3.4 million in Federal funding allocated for construction and utility relocation in the MPO's 2011-15 Transportation Improvement Plan. Construction is targeted to begin in spring of calendar year 2012.
2. **Concord Road (East of Edmondson Pike)** – This project (**\$700,000**) provides local funding for final 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

CAPITAL PROJECTS FUND

funded by the state. Road construction by TDOT is scheduled to begin in spring of calendar year 2012 subject to funding by TDOT in the FY 2012 state budget.

3. **Traffic Signal Upgrades** - This project (**\$390,000**) provides for the installation of a new traffic signal at the intersection of Moores Lane and Gordon Petty Drive scheduled for fall of calendar year 2010. Funding is also provided at the installation of a new traffic signal at the intersection of Split Log Road and Wilson Pike in time for the public opening of the nearby Smith Park. Installation of this signal will be subject to an engineering study to determine if the traffic signal meets warrant standards. In addition, funding is provided for replacement of nine traffic signal controllers along the Moore's Lane corridor.
4. **Split Log Road – Phase II** - This project (**\$375,000**) provides for final close-out of the construction of road improvements between Ragsdale Road and the city limits just east of Pleasant Hill Road. Improvements 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 early summer of 2011.
5. **Street Resurfacing** – This project (**\$300,000**) provides the third year of a four year program of providing supplemental funds for the annual street resurfacing program under the City's pavement management system. Funding is possible 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 for the construction of a proposed bikeway connector between the River Oaks and Laurelwood subdivisions to provide access between subdivisions and to the Deerwood Arboretum for neighborhoods located on the north side of the Little Harpeth River. This project will require acquisition of easements across remnant parcels located to the rear of the Derby Glen subdivision.

II. STORM DRAINAGE (\$50,000)

1. **Derby Glen Drainage** – This project (**\$50,000**) provides for public drainage improvements in the Derby Glen subdivision near Suffolk Crest to address siltation and erosion problems that have altered the natural flow of stormwater.

CAPITAL PROJECTS FUND

III. PARKS AND RECREATION (\$7,225,000)

1. **Marcella Vivrette Smith Park** – This project (\$5,925,000) provides funding for the final payment of \$5 million to complete the purchase of 320 acres for the new park. Funding is included for completion of the master plan for future improvements as well as engineering design and initial construction of Phase I improvements, including an entrance road from Wilson Pike and bridge across the CSX railroad.
2. **Floodway Open Space** – This project (\$1,265,000) provides for the creation of new permanent open space along the Little Harpeth River through the purchase and demolition of homes that were built in the floodway in the early 1970's prior to the creation of FEMA flood development regulations. The City anticipates receiving federal and state funding under FEMA's voluntary flood buy-out program to purchase two homes that were substantially damaged during the May 2010 floods.
3. **Flagpole (Southwest) Park** – This project (\$25,000) provides for master planning of this new park on land dedicated to the City as part of the Mallory Park Phase II development project. The master planning process will include input from residents of the surrounding neighborhoods.
4. **Crockett Park** – This project (\$10,000) provides for small additions to the paved trail near the community playground to connect to the adjacent parking area behind Woodland Middle School.

IV. GENERAL FACILITIES (\$335,000)

1. **Safety Center East** - This project (\$185,000) provides for construction of a second salt storage building adjacent to the lower training area of the Safety Center East to provide additional salt storage capacity for the Public Works Department.
2. **Library** – This project (\$150,000) provides funding for replacement of the Library's computer operating system which manages all library information and data base functions including cataloging, circulation, acquisitions, etc. The new system will improve customer service through expanded online services, text messaging to communicate with users, and access to the Library databases via smart phone and other mobile devices.

V. TECHNOLOGY (\$545,000)

1. **Mobile Data Equipment** – This project (\$185,000) provides for installation of fixed GPS units and replacement of the ticket printers and laptop mounting equipment in all police patrol vehicles.

CAPITAL PROJECTS FUND

2. **Telephone System** – This project (\$125,000) provides for replacement of the City's 20 year old telephone system with a new system using current Voice Over Internet Protocol (VOIP) technology. Additional funding for this project is budgeted in the Water and Sewer and ECD Funds.
3. **Geographic Information System** – This project (\$110,000) provides or a full update of the base aerial and topographic mapping systems used within the City's GIS system. Additional funding for this project is budgeted in the Water and Sewer Fund.
4. **Fiber Optic Network** – This project (\$60,000) provides the local share for a federally funded project to extend City's the traffic signal fiber network from Wilson Pike to Sunset Road and an extension south to the Safety Center East to connect that facility to the City's network for high speed voice and data services.
5. **Disaster Recovery System** – This project (\$25,000) provides for preliminary design work on a disaster recovery system for the City's computer network.
6. **Software Systems** – This project (\$25,000) provides for completion of the Property Tax component of the MS Govern software package within the Finance Department.
7. **Warning Siren** – This project (\$15,000) provides for installation of a new outdoor warning siren. The location under consideration is near the Moore's Lane and Franklin Road intersection. This siren is proposed to be a shared siren with the City of Franklin.

In addition to the projects listed above, the FY 2012 budget also includes a transfer of \$25,000 to the Municipal Center Fund for paving repairs to a portion of the rear parking lot at the Municipal Center.

CAPITAL PROJECTS FUND

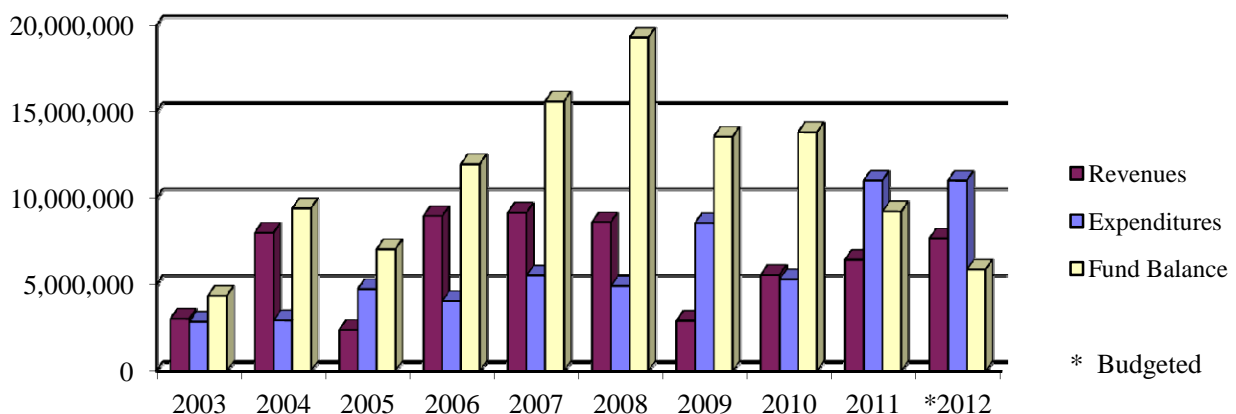
Revenues

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Intergovernmental	\$ 17,284	\$ 167,610	\$ 85,000	\$ 114,183	\$ 1,505,000
Uses of Money and Property	299,736	125,751	75,000	125,761	50,000
Other Financing Source	2,075,000	318,943	6,200,000	6,200,000	1,050,000
General Obligation					
Bond Proceeds	-	4,760,000	-	-	5,000,000
Other (Private Sources)	505,882	181,573	-	-	60,000
Total Revenues	\$ 2,897,902	\$ 5,553,877	\$ 6,360,000	\$ 6,439,944	\$ 7,665,000

Expenditures

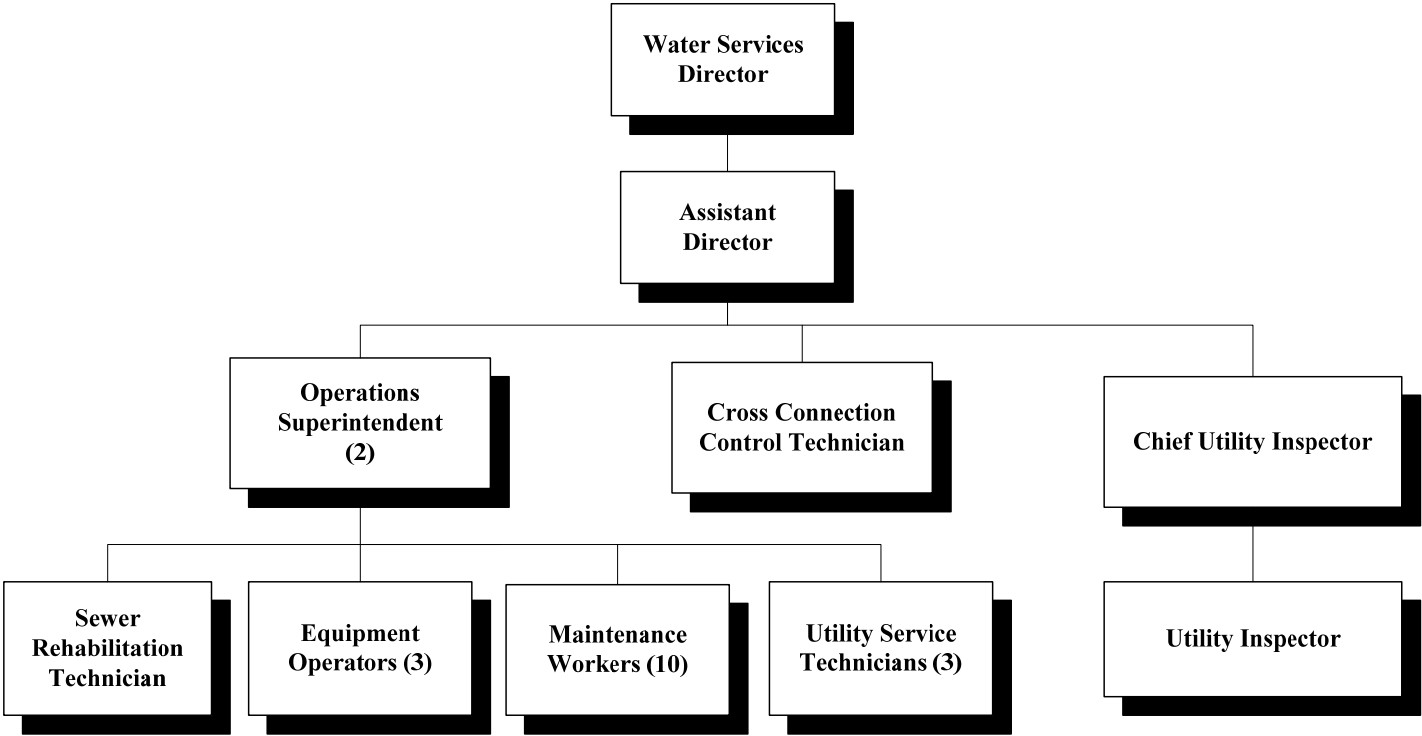
	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2011
Capital Outlay					
General Facilities and Equipment	\$ 4,589,500	\$ 1,536,958	\$ 155,000	\$ 253,925	\$ 335,000
Transportation	3,850,282	3,507,877	5,765,000	4,904,272	2,840,000
Storm Drainage	58,900	44,100	50,000	-	50,000
Parks and Recreation	48,055	45,120	5,175,000	5,326,724	7,225,000
Beautification	3,099	1,683	-	-	-
Technology	-	77,403	370,000	537,142	545,000
Other Financing Uses	-	89,809	-	-	-
Transfer to Municipal Center	-	-	-	-	25,000
Total Expenditures	\$ 8,549,836	\$ 5,302,950	\$ 11,515,000	\$ 11,022,063	\$ 11,020,000

CAPITAL PROJECTS FUND



WATER AND SEWER FUND

**WATER SERVICES DEPARTMENT
ORGANIZATIONAL CHART**



WATER SERVICES DEPARTMENT

2011-2012 Non-Routine Work Plan

The Water Services Department proposes to undertake the following projects in the 2011-2012 fiscal year:

1) Update and Expand Water Meter Repair, Testing and Replacement Program

This project will update and formalize the Department's current water meter replacement plan and expand the focus to include guidance and procedures for the testing, calibration and repair of system water meters. The purpose is to identify meter inaccuracies resulting from age, reduce lost revenue from these inaccuracies, and ensure equity of rate charges and collections for all customers. This proactive plan will also enhance our legal position with possible claims of faulty metering equipment.

Target Date: December 31, 2011

2) Comprehensive Review of Municipal Code - Utilities

The Department is proposing a comprehensive review of Chapter 70 of the municipal code which is section that regulates water and sewer utilities. While there have been amendments to various sections of Chapter 70 in the past, there has never been a comprehensive review of the code chapter in its entirety. This effort is intended to ensure that our rules are up to date with current industry practices and regulatory requirements. Any recommend changes will be presented to the City Commission as ordinance amendments for consideration and approval.

Target Date: December 31, 2011

3) Implementation of Asset Management/Work Order Software Program

The City's Geographic Information System (GIS) activity has been collecting location and feature data for most of the City's infrastructure and is merging this data with owner and parcel information to allow for a visual display of the City's assets. The next logical step in the development of a fully functional GIS program is to integrate this data with asset management software. This software will allow staff to use this collected infrastructure asset data to generate and manage work orders; aid in capital expenditure planning by generating historical maintenance reports on each asset; job costing for asset value and replacement; inventory control and work order portability. The Department will take the lead and work with GIS and other City departments to evaluate, select and implement this asset management software program.

Target Date: June 30, 2012

WATER SERVICES DEPARTMENT

2011-2012 Non-Routine Work Plan

4) Implementation of Automated Meter Reading Program (Year 2)

The department will continue implementation of a multi-year program to upgrade the City's automated meter reading system (or AMR) that was first implemented in 1986. At that time, the Department began installation of state-of-the-art "touch-read" technology which allowed a transition from a "paper" meter reading to an electronic read system. In FY 2011, the department initiated an effort to upgrade the system 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 two to three 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 new system also includes water main leak detection equipment used to pinpoint system leaks to aid the Department in efforts to reduce "unaccounted for" 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 2012, the department will oversee installation of the first antenna site and the installation of the first of group of what will eventually be almost 2,000 new water meters.

Target Date: June 30, 2012 (completion of year 2 work)

5) Sewer Rehabilitation Program (Year 4)

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 investment of \$30 million over six years 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 three (3) of the construction portion of the program resulted in the Department rehabilitating approximately 25 miles of sewer pipeline or about 10% of the system's sewer pipes. This past year also saw a shift in the program's focus from solely relining sewer pipe to addressing leaking manholes and individual sewer services. To date about 400 manholes have been rehabilitated and 75 individual sewer service lines have been repaired. The total repairs have resulted in a documented reduction of over 590,000,000 million gallons per year (or about 1,600,000 gallons per day) of storm water entering the system and being transported to Metro for treatment, which results in an annual savings of approximately \$997,100.

In FY 2012 or the 4th year of the construction portion of the program, the Department will continue to focus on rehabilitating sewer manholes and individual service connections.

WATER SERVICES DEPARTMENT

2011-2012 Non-Routine Work Plan

Additionally, a major rehabilitation project to upgrade the Brentwood/Metro sewer station is targeted for completion in the Fall 2011.

Target Date: June 30, 2012 (completion of year 4 work)

6) Water Capacity Improvement Projects (Year 2)

Based on the recommendations from the Water System Capacity Model study, the Department will move forward in a multi-year effort to upgrade undersized water pumping stations and associated water lines listed below in a systematic effort to meet peak water capacity needs of our customers. This effort is summarized in more detail in the CIP budget document:

FY 2012 Water System Capacity Improvements:

- Plymouth Drive Station & Line Replacement
- Murray Lane Station Upgrade
- Johnson Chapel Station & Line Upgrade
- Granny White Line Upgrade

Prior to moving forward with some of the projects listed above, the Department will complete discussions with Mallory Valley Utility District (MVUD) to determine if it is more cost effective to pay a tap fee and purchase water at a meter point near the end of Carriage Hills Drive on the Smith family property. If this connection is deemed cost effective, one or more of the projects listed above may be eliminated. A connection with MVUD would require consideration and approval of a contract agreement by the City Commission.

Target Dates: Various completion dates throughout the year

WATER AND SEWER FUND

MISSION STATEMENT

The goal of the Water Services Department (formerly the Water and 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 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Personnel Services	\$ 1,728,898	\$ 1,778,347	\$ 1,851,905	\$ 1,762,368	\$ 1,725,540
Operating Expenditures	9,948,725	10,462,570	12,789,715	11,347,535	12,947,070
Total	\$ 11,677,623	\$ 12,240,917	\$ 14,641,620	\$ 13,109,903	\$ 14,672,610

WATER AND SEWER FUND

BUDGET COMMENTS

The FY 2012 projected income reflects a stabilization in water and sewer tap fees collected after several years of declining collections due to the economic slowdown. Projected water sales including surcharges that pass on a portion of the cost of rate increases from the City's water providers are expected to generate \$7.8 million in income. Projected sewer charges including surcharges that pass on a portion of the rate increases for treatment services from Metro Nashville are expected to generate \$6.23 million in income. Surcharges recover from customers only the additional cost to the City for the water and sewer services used by the customer and do not recover the additional cost of unaccounted for water loss and Metro wastewater treatment costs for storm water inflow and infiltration into the collection system. However, the success of the City's on-going sewer rehabilitation program is helping to offset these costs due to the reduction in inflow and infiltration to the sewer collection system, with an estimated \$900,000 in annual savings.

The FY 2012 budget anticipates the cost to purchase water from our providers at \$4.75 million plus \$2.5 million to Metro Nashville for wastewater treatment services with an anticipated 8% rate increase in November 2011. Debt service payments have increased significantly in recent years from the issuance of \$10 million in water and sewer revenue bonds in 2008 and 2010 to undertake mandated system improvements. Total principal and interest payments will increase from \$1,682,267 in FY 2011 to \$2,253,258 in FY 2012, or \$571,991. Finally, with this associated capital investment, the mandatory depreciation expense in FY 2012 is projected at \$2.6 million, up \$383,000 in just two years.

Proposed capital equipment in FY 2012 includes a second one-ton flat bed dump truck for use by a second repair crew (\$40,000), supplemental shop equipment for use in the enclosed building area that was completed in 2010 (\$40,000). Additionally, the department will purchase asset management software to aide staff in managing system assets to provide the best return on the public's investment. The Water Services Department is taking the lead, working with the GIS staff, to purchase and implement a program that can be expanded later to serve other City departments.

During FY 2012, the highest priority of the department will be the fourth 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 department will initiate several water system projects aimed at meeting future growth demands and benefitting current operations. Projects addressing capacity are identified in the 2009 Water System Master Plan report and will be funded from approximately \$5 million in bond proceeds received from the 2010 bond issue. The department will also continue to 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 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Operations:				
Water Quality - Percent of Samples in Compliance	100%	100%	100%	100%
Percent Water Loss	23%	25%	18%	18%
Sewer Overflow Rate - Overflows per 100 miles of pipe	11.2	6.1	3.0	3.0
Grinder Program Cost - Annual Cost per Unit	\$63	\$76	\$65	\$70
Annual Sewer Mains Inspected/Cleaned (ft.)	409,203	161,086	100,000	100,000
Customer Service:				
Customer Water Quality Complaints - Annual Total	55	69	100	100
Business Operations:				
Health & Safety - Lost Days per Employee	0	0	3	0
Training Hours - Avg. Hours per Employee (Annual)	NA	20	13	20

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Miles of Water Mains	204	205	208	210
Water Pump Stations	16	13	13	13
Water Storage Tanks	10	10	9	9
Customers Meter Reads (Mo.)	8,253	8,356	8,380	8,475
Work Orders	4,563	5,215	5,500	5,500
Billing Calls	6,714	5,663	8,000	8,000
Sewer Customers	9,792	9,933	10,000	10,100
Sewer Lift Stations	10	10	10	10
Miles of Sewer Main	260	263	271	270
Grinder Pump Units	2,472	2,490	2,785	2,505

<u>Personnel Schedule</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Water and Sewer Director	1	1	1	1
Assistant Water & Sewer Director	1	1	1	1
Operations Superintendent	1	1	2	2
Chief Utility Inspector	1	1	1	1
Utility Inspector I & II	2	1	1	1
Equipment Operator I, II & III	3	3	3	3
Cross Connection Coordinator	1	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	26	25	26	26

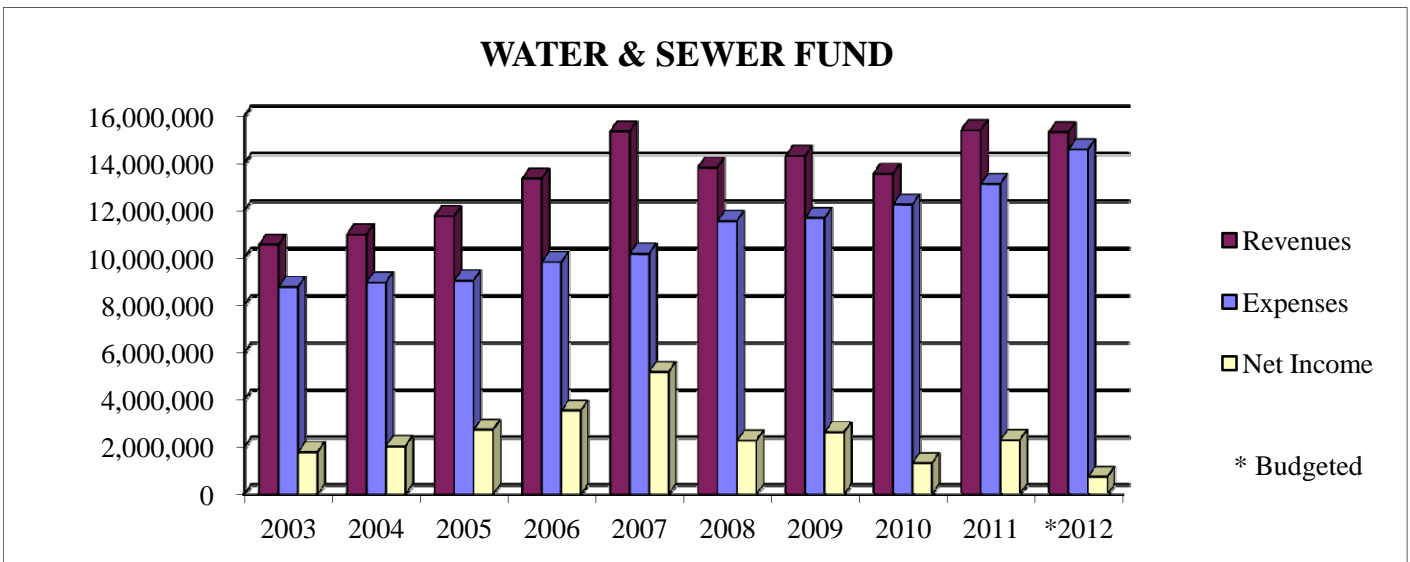
WATER AND SEWER FUND

Revenues

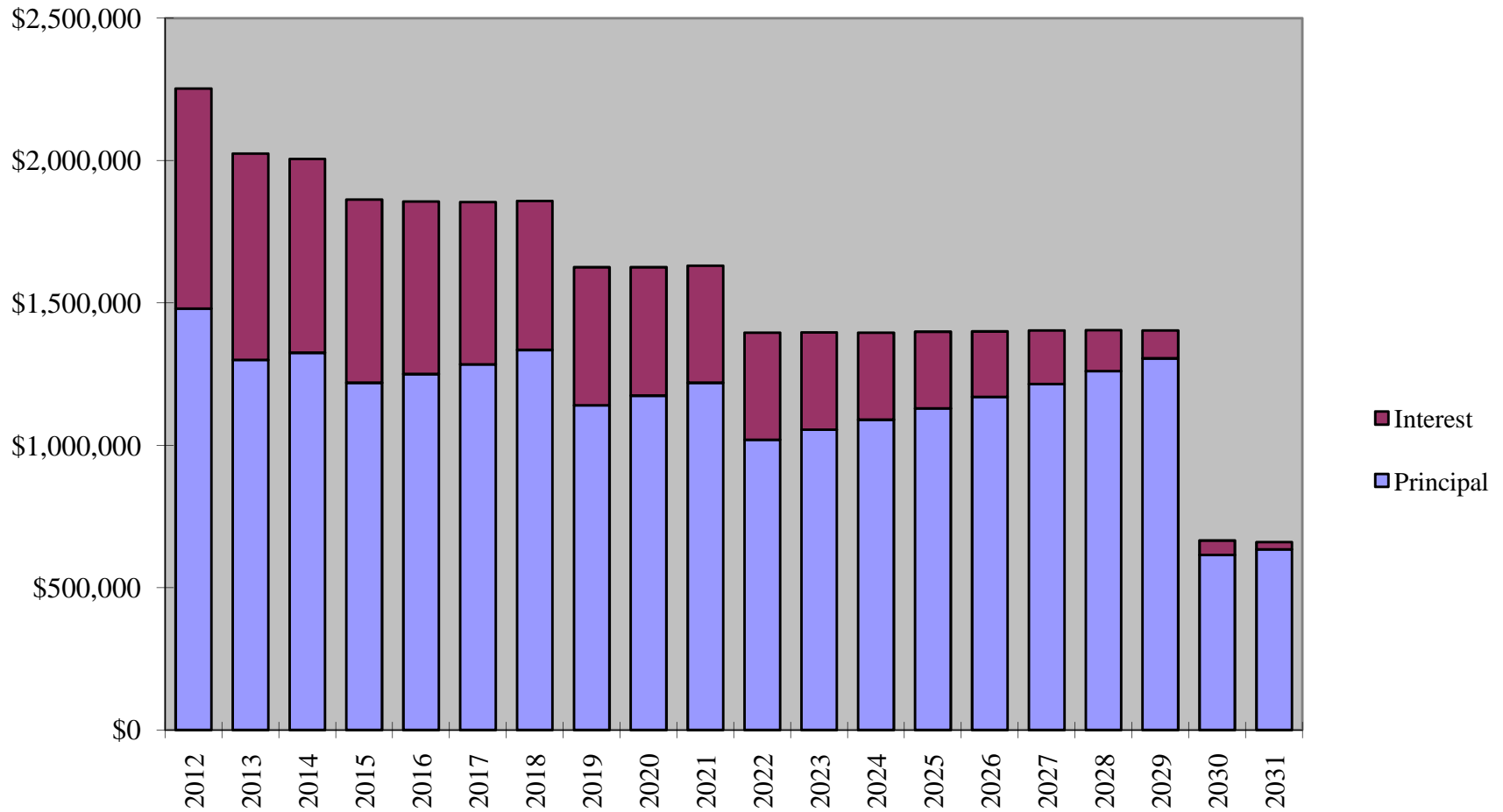
	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Water Sales	\$ 7,014,577	\$ 6,061,559	\$ 7,201,800	\$ 7,239,170	\$ 7,791,800
Sewer Charges	5,696,998	6,096,580	6,367,125	6,150,739	6,293,000
Interest Income	131,862	80,474	75,000	216,804	75,000
Water Tap Fees	614,000	431,805	200,000	545,000	300,000
Sewer Tap Fees	343,012	378,152	340,000	745,848	400,000
Other Revenues	398,191	400,489	358,915	389,279	346,510
Hydrant Rental	100,000	100,000	100,000	100,000	100,000
Total Revenues	\$ 14,298,640	\$ 13,549,059	\$ 14,642,840	\$ 15,386,840	\$ 15,306,310

Expenses

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personnel Services	\$ 1,728,898	\$ 1,778,347	\$ 1,851,905	\$ 1,762,368	\$ 1,725,540
Purchased Water	3,990,430	3,445,089	4,400,000	3,972,284	4,750,000
Sewage Treatment	1,580,332	2,520,124	3,100,000	2,547,042	2,500,000
Interest Expense	561,188	575,284	776,815	763,214	773,260
Depreciation/Amortization Exp.	2,073,256	2,237,848	2,512,000	2,413,271	2,625,000
Other Operating Expenses	1,743,519	1,684,225	2,000,900	1,651,724	2,298,810
Total Expenses	\$ 11,677,623	\$ 12,240,917	\$ 14,641,620	\$ 13,109,903	\$ 14,672,610



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



**City of Brentwood
Debt Obligations**

Business-type activities debt:

Revenue and Tax Bonds:

\$645,000 1999 Sewer Revenue and Tax Refunding Bonds due in increasing annual installments through September 1, 2013, at varying rates of interest from 3.75% to 4.4%	400,000
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\$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%	150,000
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\$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%	1,620,000
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\$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
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\$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%	9,280,000
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\$10,000,000 2010 Water Sewer Public Improvements Bonds due in increasing annual installments through March 1, 2031, at varying rates of interest from 2.00% to 4.00%	10,000,000
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Total Business-type Activities Debt	<u><u>23,225,000</u></u>
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CITY OF BRENTWOOD, TENNESSEE
SCHEDULE OF DEBT SERVICE REQUIREMENTS - BUSINESS-TYPE ACTIVITIES DEBT
JUNE 30

Year	1999 Sewer Revenue and Tax Refunding Bonds		2001 Water Revenue and Tax Bonds		2003 Sewer Revenue and Tax Refunding Bonds		2006 Sewer Revenue and Tax Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2012	125,000	14,720	150,000	6,300	410,000	53,615	-	66,903
2013	135,000	9,096	-	-	185,000	43,203	170,000	63,715
2014	140,000	3,080	-	-	190,000	36,498	175,000	57,246
2015	-	-	-	-	195,000	29,325	185,000	50,496
2016	-	-	-	-	205,000	21,623	185,000	43,559
2017	-	-	-	-	210,000	13,425	195,000	36,434
2018	-	-	-	-	225,000	4,613	205,000	28,934
2019	-	-	-	-	-	-	210,000	21,153
2020	-	-	-	-	-	-	220,000	13,035
2021	-	-	-	-	-	-	230,000	4,428
	<u>\$ 400,000</u>	<u>\$ 26,896</u>	<u>\$ 150,000</u>	<u>\$ 6,300</u>	<u>\$ 1,620,000</u>	<u>\$ 202,301</u>	<u>\$ 1,775,000</u>	<u>\$ 385,902</u>

Year	2008 Water and Sewer Revenue and Tax Bonds		2010 Water and Sewer Improvements Bonds		Totals Debt Requirements	
	Principal	Interest	Principal	Interest	Principal	Interest
2012	370,000	349,439	425,000	282,281	1,480,000	773,257
2013	385,000	338,339	425,000	269,531	1,300,000	723,883
2014	395,000	326,789	425,000	256,781	1,325,000	680,394
2015	410,000	314,939	430,000	248,281	1,220,000	643,041
2016	425,000	301,614	435,000	239,681	1,250,000	606,476
2017	440,000	287,801	440,000	230,981	1,285,000	568,641
2018	455,000	272,401	450,000	217,781	1,335,000	523,729
2019	470,000	255,339	460,000	208,781	1,140,000	485,272
2020	490,000	237,714	465,000	199,006	1,175,000	449,755
2021	510,000	218,849	480,000	187,963	1,220,000	411,240
2022	530,000	199,214	490,000	175,963	1,020,000	375,177
2023	555,000	178,279	500,000	163,100	1,055,000	341,379
2024	575,000	156,356	515,000	149,350	1,090,000	305,706
2025	600,000	133,356	530,000	135,188	1,130,000	268,544
2026	625,000	109,356	545,000	120,613	1,170,000	229,969
2027	655,000	84,356	560,000	104,263	1,215,000	188,619
2028	680,000	57,338	580,000	87,463	1,260,000	144,801
2029	710,000	29,288	595,000	69,338	1,305,000	98,626
2030	-	-	615,000	50,000	615,000	50,000
2031	-	-	635,000	25,400	635,000	25,400
	<u>\$ 9,280,000</u>	<u>\$ 3,850,766</u>	<u>\$ 10,000,000</u>	<u>\$ 3,421,745</u>	<u>\$ 23,225,000</u>	<u>\$ 7,893,909</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 10% of the building space to private tenants. All building maintenance services are covered under a management contract.

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</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	4,957
Square feet leased	7,735	7,735	7,735	4,957
Gross rent generated by tenants	\$119,673	\$131,816	\$187,480	\$82,745
Square feet used by City	46,165	46,165	46,165	48,943

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 2012 is covered through a \$558,135 General Fund operating transfer to this fund and \$31,800 in rent from the Emergency Communications District. The City's total contribution is up by \$104,735 in FY 2012 to cover the takeover of previously rented space for city operations and increased depreciation expenses associated with the current renovation/improvement project.

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 was provided in late FY 2010 to fund a major renovation/improvement project that is underway in calendar year 2011. These projects are being coordinated with facility improvements in the emergency communications center that are being funded by the Emergency Communications District.

PERSONNEL SCHEDULE

No personnel are directly assigned to this fund.

MUNICIPAL CENTER FUND

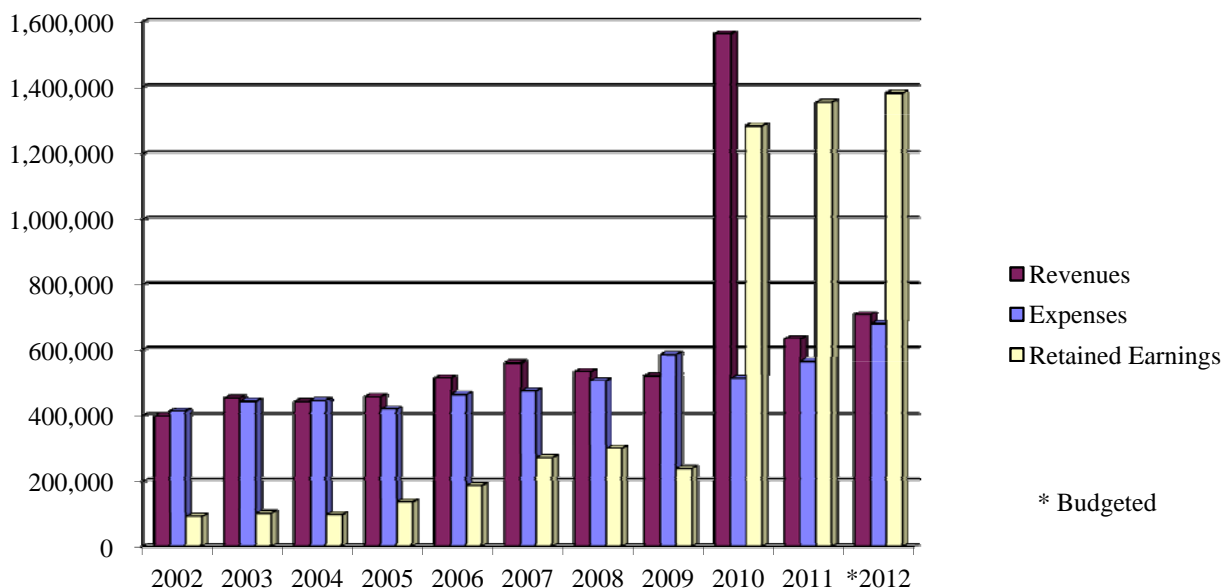
Revenues

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Rental Income	\$ 509,673	\$ 555,816	\$ 621,210	\$ 611,567	\$ 672,680
Transfer - General Fund	-	1,000,000	-	-	-
Transfer - Capital Projects Fund	-	-	-	-	25,000
Interest Income/Other	12,798	6,222	6,000	21,653	10,000
Total Revenues	\$ 522,471	\$ 1,562,038	\$ 627,210	\$ 633,220	\$ 707,680

Expenses

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Actual FY 2011	Budget FY 2012
Professional Services	\$ 30,833	\$ 21,807	\$ 30,000	\$ 23,942	\$ 30,000
Utilities	142,205	133,054	156,300	156,728	156,300
Maintenance	154,532	124,588	168,000	134,330	169,000
Depreciation/Amortization Expense	175,958	181,205	200,000	196,904	250,000
Other	81,365	54,766	71,800	52,937	74,900
Total Expenses	\$ 584,893	\$ 515,420	\$ 626,100	\$ 564,841	\$ 680,200

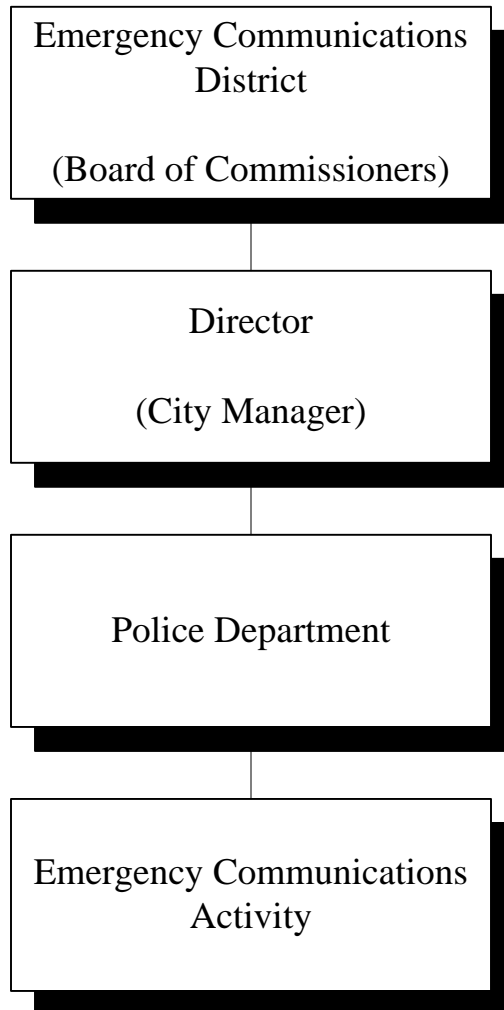
MUNICIPAL CENTER FUND



EMERGENCY COMMUNICATIONS DISTRICT

EMERGENCY COMMUNICATIONS DISTRICT

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 \$1.50 for each residential land line and \$3.00 per month for each business line up to a maximum of 100 lines per business. Funds are also received from the State of Tennessee from cell phones fees and are distributed to local ECD's on a per capita basis.

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

BUDGET COMMENTS

The Tennessee Emergency Communications Board authorized in May 2010 an increase in monthly 911 service fees from \$.65 to \$1.50 (residential lines) and from \$2.00 to \$3.00 (business lines). The fee increase is allowing the City 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) is being funded through grants provided by the State ECB.

The FY 2012 budget provides for the reassignment of 50% of a Computer/Network Technician position to the ECD to more accurately reflect the staff time spent on emergency communications functions. Since the district must operate as an enterprise fund, the budget also includes depreciation as a budgeted expense at \$170,000, up \$54,585 due to the significant new investment in equipment and facility improvements.

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 2012 to adequately fund the requirements of the District.

EMERGENCY COMMUNICATIONS DISTRICT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</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 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
CAD Calls for Service	32,106	28,507	34,000	33,000
Total 911 calls received	1,634	1,549	1,800	1,700
Total calls handled for other jurisdictions	75	69	110	85
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</u>
Computer/Network Technician				0.5
Lieutenant (Police)			0.5	0.5
Public Safety Dispatcher I & II	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>
Total	11	11	11.5	12

EMERGENCY COMMUNICATIONS DISTRICT

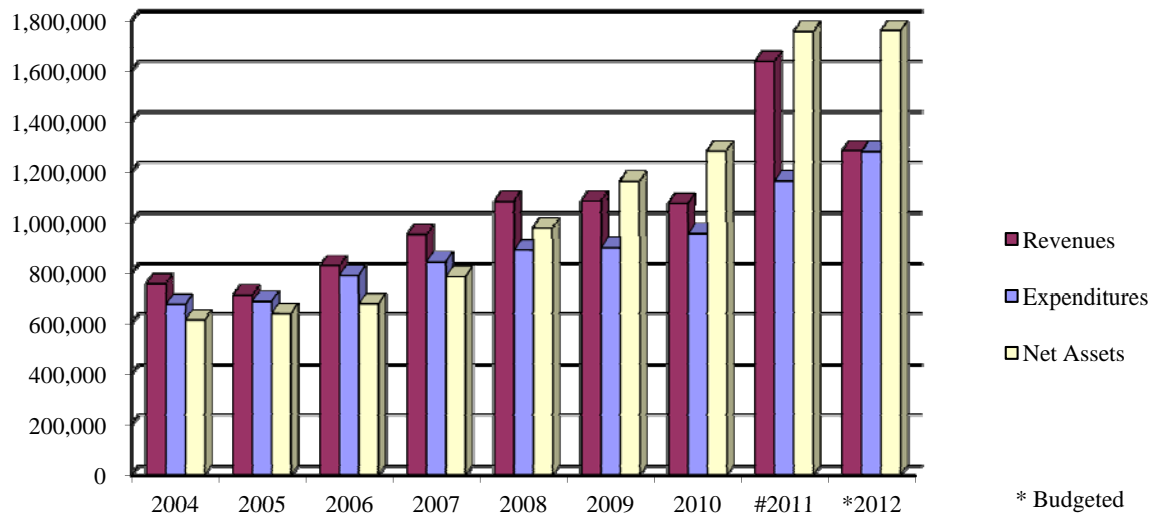
Revenues

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>
911 Fees	\$ 538,140	\$ 491,113	\$ 733,030	\$ 653,547	\$ 665,000
Contribution from Primary Govt.					
- General Fund	418,700	418,700	418,700	418,700	418,700
ECD/PSAP Equipment					
Reimbursement Program - TECB	702	-	360,000	363,077	-
TECB Operational Funding	104,080	147,616	179,155	188,376	189,155
GIS Maintenance Grant - TECB	10,000	10,000	10,000	10,000	-
Interest Earnings	12,442	6,329	5,500	11,793	10,000
Total Revenues	<u>\$ 1,084,064</u>	<u>\$ 1,073,758</u>	<u>\$ 1,706,385</u>	<u>\$ 1,645,493</u>	<u>\$ 1,282,855</u>

Expenditures

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>
Personnel Services	\$ 678,207	676,029	788,760	781,054	854,555
Operating Expenditures	158,020	216,536	258,250	230,874	255,700
Depreciation Expense	62,718	61,383	115,615	58,285	170,000
Total Expenditures	<u>\$ 898,945</u>	<u>\$ 953,948</u>	<u>\$ 1,162,625</u>	<u>\$ 1,070,213</u>	<u>\$ 1,280,255</u>

EMERGENCY COMMUNICATIONS DISTRICT



APPENDIX

FY 2012 BUDGET APPROPRIATION AND TAX LEVY ORDINANCE

ORDINANCE 2011-03

**AN APPROPRIATION ORDINANCE FOR THE CITY OF BRENTWOOD, TENNESSEE FOR THE
FISCAL YEAR BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012**

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, 2011 and ending June 30, 2012, to wit:

GENERAL FUND

	<u>FY 2009-10 ACTUAL</u>	<u>FY 2010-11 BUDGET</u>	<u>FY 2011-12 BUDGET</u>
Beginning Fund Balance			\$ 23,474,766
<u>Revenues and Other Sources:</u>			
Taxes	\$ 24,560,604	\$ 24,211,500	\$ 25,160,000
Licenses and Permits	492,266	440,200	516,700
Fines and Fees	378,877	440,000	290,000
Charges for Services	284,182	274,000	323,100
Intergovernmental	5,190,192	3,928,825	3,925,900
Uses of Money and Property	527,343	429,000	439,000
Other	<u>67,577</u>	<u>56,500</u>	<u>95,500</u>
Total Revenues and Sources	\$ 31,501,041	\$ 29,780,025	\$ 30,750,200
Total Funds Available			\$ 54,224,966

Note: FY 2009-10 and 2010-11 columns are shown for informational purposes only.

GENERAL FUND

	FY 2009-10 ACTUAL	FY 2010-11 BUDGET	FY 2011-12 BUDGET
<u>Expenditures and Other Uses:</u>			
City Commission	\$ 153,314	\$ 160,805	\$ 167,405
City Court	26,254	27,400	27,400
City Manager's Office	389,178	398,565	400,865
Elections	-	40,000	-
Finance	767,680	828,270	786,290
City Recorder	109,072	112,890	116,260
Legal Services	187,574	204,815	207,645
Technology	810,424	875,255	1,002,835
Geographic Information System	269,497	282,265	289,940
Human Resources	327,327	346,880	353,745
Community Relations	224,775	266,400	273,730
Planning	401,792	353,110	386,245
Codes Enforcement	737,190	750,305	738,120
Insurance/Other Benefits	786,635	815,860	777,650
Police Department	5,941,065	5,972,300	6,009,780
Fire and Rescue Department	6,020,165	6,024,840	6,099,995
Safety Center East	81,092	70,370	75,220
Public Works	2,247,906	2,378,060	2,500,230
Storm Drainage	24,694	50,000	50,000
Street Lighting	409,087	445,000	445,000
Traffic Signalization	204,171	225,695	209,995
Service Center	238,798	267,260	258,420
Engineering Services	473,711	508,740	521,260
Public Health	78,518	83,000	85,000
Parks and Recreation	1,624,026	1,723,250	1,875,080
Public Library	1,974,638	2,060,310	2,149,540
Education	225,000	225,000	225,000
Economic Development	10,000	10,000	10,000
Historic Sites	39,882	50,100	73,350
Transfer to Capital Projects Fund	-	-	300,000
Transfer to Debt Service Fund	3,150,000	3,150,000	3,150,000
Transfer to Municipal Center Fund	413,400	453,400	558,135
Contribution to Emergency Communication District	418,700	418,700	418,700
Transfer to Facility Maintenance Fund	300,000	200,000	200,000
Total Expenditures and Other Uses	\$ 29,065,565	\$ 29,778,845	\$ 30,742,835
Fund Balance/Surplus Transfers - Municipal Center Fund, Facilities Maintenance Fund and Health Insurance Fund	\$ (2,000,000)	\$ (6,200,000)	\$ -
Estimated Ending Fund Balance			\$ 23,482,131

Note: FY 2009-10 and 2010-11 columns are shown for informational purposes only.

EQUIPMENT REPLACEMENT FUND

	<u>FY 2009-10 ACTUAL</u>	<u>FY 2010-11 BUDGET</u>	<u>FY 2011-12 BUDGET</u>
Beginning Fund Balance			\$ 1,176,695
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 1,025,500	\$ 1,060,500	\$ 1,100,500
Interest Earnings	7,642	5,000	7,500
Sale of Equipment	<u>16,753</u>	<u>-</u>	<u>7,500</u>
Total Revenues	\$ 1,049,895	\$ 1,065,500	\$ 1,115,500
Total Funds Available			\$ 2,292,195
<u>Expenditures:</u>			
Computer Equipment and Software	\$ 453,745	\$ 205,000	\$ 500,000
Heavy Equipment and Vehicles	<u>336,838</u>	<u>910,000</u>	<u>500,500</u>
Total Expenditures	\$ 790,583	\$ 1,115,000	\$ 1,000,500
Estimated Ending Fund Balance			\$ 1,291,695

Note: FY 2009-10 and 2010-11 columns are shown for informational purposes only.

FACILITIES MAINTENANCE FUND

	<u>FY 2009-10 ACTUAL</u>	<u>FY 2010-11 BUDGET</u>	<u>FY 2011-12 BUDGET</u>
Beginning Fund Balance			\$ 879,194
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 800,000	\$ 200,000	\$ 200,000
Federal and State Sources	-	1,950,000	-
Interest Earnings and Other	<u>3,346</u>	<u>3,000</u>	<u>4,000</u>
Total Revenues	\$ 803,346	\$ 2,153,000	\$ 204,000
Total Funds Available			\$ 1,083,194
<u>Expenditures:</u>			
Service Center	\$ 14,352	\$ 10,000	\$ 25,000
Parks and Recreation	68,453	110,000	110,000
Library	-	-	40,000
Flood Recovery	<u>330,939</u>	<u>2,250,000</u>	<u>-</u>
Total Expenditures	\$ 413,744	\$ 2,370,000	\$ 175,000
Estimated Ending Fund Balance			\$ 908,194

Note: FY 2009-10 and 2010-11 columns are shown for informational purposes only.

STATE STREET AID FUND

	FY 2009-10 ACTUAL	FY 2010-11 BUDGET	FY 2011-12 BUDGET
Beginning Fund Balance			\$ 397,128
<u>Revenues:</u>			
State Fuel Taxes	\$ 936,575	\$ 938,000	\$ 955,000
Interest Earnings	<u>1,580</u>	<u>2,000</u>	<u>2,000</u>
Total Revenues	\$ 938,155	\$ 940,000	\$ 957,000
Total Funds Available			\$ 1,354,128
Expenditures and Other Uses:			
Street Repairs	<u>\$ 1,031,116</u>	<u>\$ 1,040,000</u>	<u>\$ 1,040,000</u>
Total Expenditures and Other Uses	\$ 1,031,116	\$ 1,040,000	\$ 1,040,000
Estimated Ending Fund Balance			\$ 314,128

Note: FY 2009-10 and 2010-11 columns are shown for informational purposes only.

PUBLIC WORKS PROJECT FUND

	<u>FY 2009-10 ACTUAL</u>	<u>FY 2010-11 BUDGET</u>	<u>FY 2011-12 BUDGET</u>
Beginning Fund Balance			\$ 861,393
<u>Revenues:</u>			
Edmondson Branch Fees	\$ 22,863	\$ -	\$ -
Public Works Project Fees	335,111	45,000	300,000
Interest Earnings	<u>1,665</u>	<u>2,000</u>	<u>5,000</u>
Total Revenues	\$ 359,639	\$ 47,000	\$ 305,000
Total Funds Available			\$ 1,166,393
<u>Expenditures and Other Uses:</u>			
Transfer to Capital Projects Fund	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>
Total Expenditures and Other Uses	\$ 150,000	\$ -	\$ -
Estimated Ending Fund Balance			\$ 1,166,393

Note: FY 2009-10 and 2010-11 columns are shown for informational purposes only.

DRUG FUND

	<u>FY 2009-10 ACTUAL</u>	<u>FY 2010-11 BUDGET</u>	<u>FY 2011-12 BUDGET</u>
Beginning Fund Balance			\$ 186,548
<u>Revenues:</u>			
Drug Related Fines/Other	\$ 97,340	\$ 15,000	\$ 20,000
Interest Earnings	<u>614</u>	<u>500</u>	<u>1,000</u>
Total Revenues	\$ 97,954	\$ 15,500	\$ 21,000
Total Funds Available			\$ 207,548
<u>Expenditures and Other Uses:</u>			
Drug Enforcement	\$ 25,278	\$ 15,000	\$ 20,000
Capital Outlay	<u>39,314</u>	<u>-</u>	<u>-</u>
Total Expenditures and Other Uses	\$ 64,592	\$ 15,000	\$ 20,000
Estimated Ending Fund Balance			\$ 187,548

Note: FY 2009-10 and 2010-11 columns are shown for informational purposes only.

ADEQUATE FACILITIES TAX FUND

	<u>FY 2009-10 ACTUAL</u>	<u>FY 2010-11 BUDGET</u>	<u>FY 2011-12 BUDGET</u>
Beginning Fund Balance			\$ 1,106,312
<u>Revenues and Other Sources:</u>			
Adequate Facilities Tax	\$218,989	\$ 190,000	\$ 225,000
Interest Earnings	<u>3,176</u>	<u>3,000</u>	<u>3,500</u>
Total Revenues	\$ 222,165	\$ 193,000	\$ 228,500
Total Funds Available			\$ 1,334,812
<u>Expenditures and Other Uses:</u>			
Transfer to Capital Projects Fund	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 750,000</u>
Total Expenditures and Other Uses	\$ -	\$ -	\$ 750,000
Estimated Ending Fund Balance			\$ 584,812

Note: FY 2009-10 and 2010-11 columns are shown for informational purposes only.

POST EMPLOYMENT BENEFITS FUND

	FY 2009-10 ACTUAL	FY 2010-11 BUDGET	FY 2011-12 BUDGET
Estimated Beginning Fund Balance:			\$ 631,085
<u>Revenues:</u>			
Transfer from General Fund	\$ 685,125	\$ 667,045	\$ 646,210
Transfer from Water & Sewer Fund	60,000	60,000	60,000
Transfer from Emergency Communication District	21,255	21,255	21,255
Interest Earnings	2,437	1,500	2,000
Total Revenues	\$ 768,817	\$ 749,800	\$ 729,465
Total Funds Available			\$ 1,360,550
<u>Expenditures and Other Uses:</u>			
Post Retirement Benefits and Expenses	\$ 592,606	\$ 602,610	\$ 584,210
Total Expenditures and Other Uses	\$ 592,606	\$ 602,610	\$ 584,210
Estimated Ending Fund Balance			\$ 776,340

Note: FY 2009-10 and 2010-11 columns are shown for informational purposes only.

FUEL FUND

	FY 2009-10 ACTUAL	FY 2010-11 BUDGET	FY 2011-12 BUDGET
Estimated Beginning Fund Balance:			\$ 249,765
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 337,789	\$ 333,600	\$ 334,100
Transfer from Water and Sewer Fund	47,506	45,000	45,000
Interest Earnings	719	1,000	1,500
Total Revenues	\$ 386,014	\$ 379,600	\$ 380,600
Total Funds Available			\$ 630,365
Expenditures:			
Gasoline and Diesel Fuel	\$ 305,260	\$ 381,600	\$ 443,000
Total Expenditures	\$ 305,260	\$ 381,600	\$ 443,000
Estimated Ending Fund Balance			\$ 187,365

Note: FY 2009-10 and 2010-11 columns are shown for informational purposes only.

HEALTH INSURANCE FUND

	FY 2009-10 ACTUAL	FY 2010-11 BUDGET	FY 2011-12 BUDGET
Estimated Beginning Fund Balance:			\$ 942,953
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 1,444,702	\$ 1,774,320	\$ 1,896,065
Transfer from Water and Sewer Fund	164,752	188,530	228,540
Transfer from ECD Fund	55,727	64,865	85,485
Interest Earnings	1,340	3,000	3,000
Total Revenues	\$ 1,666,521	\$ 2,030,715	\$ 2,213,090
Total Funds Available			\$ 3,156,043
Expenditures:			
Medical Claims	\$ -	\$ -	\$ 1,481,900
HRA Claims	171,101	530,000	360,000
Health/Life Insurance	717,938	1,524,725	387,300
Other Professional Services	-	-	31,000
Total Expenditures	\$ 889,039	\$ 2,054,725	\$ 2,260,200
Estimated Ending Fund Balance			\$ 895,843

Note: FY 2009-10 and 2010-11 columns are shown for informational purposes only.

DEBT SERVICE FUND

	FY 2009-10 ACTUAL	FY 2010-11 BUDGET	FY 2011-12 BUDGET
Beginning Fund Balance			\$ 3,942,589
<u>Revenues:</u>			
Transfer from General Fund	\$ 3,150,000	\$ 3,150,000	\$ 3,150,000
Transfer from Historic Commission	16,777	16,500	16,210
Interest Earnings	<u>58,115</u>	<u>22,500</u>	<u>25,000</u>
Total Revenues and Other Sources	\$ 3,224,892	\$ 3,189,000	\$ 3,191,210
Total Funds Available			\$ 7,133,799
Debt Service Expenditures	<u>\$ 2,978,389</u>	<u>\$ 3,261,385</u>	<u>\$ 3,433,590</u>
Estimated Ending Fund Balance			\$ 3,700,209

Note: FY 2009-10 and 2010-11 columns are shown for informational purposes only.

CAPITAL PROJECTS FUND

	FY 2009-10 ACTUAL	FY 2010-11 BUDGET*	FY 2011-12 BUDGET*
<u>Revenues And Other Sources:</u>			
Transfer from Public Works Projects Fund	\$ 150,000	\$ -	\$ -
Federal, State and Private Sources	349,182	85,000	1,565,000
Transfer from General Fund	-	-	300,000
Transfer from Adequate Facilities Tax Fund	-	-	750,000
Bond Proceeds	4,928,943	-	5,000,000
Interest Earnings	125,751	75,000	50,000
Total Revenues and Other Sources	\$ 5,553,876	\$ 160,000	\$ 7,665,000
Transportation	\$ 3,507,873	\$ 5,765,000	\$ 2,840,000
Parks and Recreation	45,119	175,000	7,225,000
General Facilities	1,536,955	155,000	335,000
Technology	77,402	370,000	550,000
Storm Drainage	44,100	50,000	50,000
Beautification	-	-	-
Debt Service	89,808	-	-
Transfers	-	-	25,000
Total Project Appropriations and Other Uses	\$ 5,301,257	\$ 6,515,000	\$ 11,025,000

* 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 2009-10 and 2010-11 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, 2011 and ending June 30, 2012, to wit:

EMERGENCY COMMUNICATIONS DISTRICT

	<u>FY 2009-10 ACTUAL</u>	<u>FY 2010-11 BUDGET</u>	<u>FY 2011-12 BUDGET</u>
Estimated Beginning Net Assets			\$ 1,738,737
<u>Revenues:</u>			
911 Revenues	\$ 491,113	\$ 733,030	\$ 665,000
Contribution from City of Brentwood			
- General Fund	418,700	418,700	418,700
ECD/PSAP Equipment Reimbursement Program -			
TECB	-	360,000	-
TECB Operational Funding	147,616	179,155	189,155
GIS Maintenance Grant - TECB	10,000	10,000	-
Interest Earnings	6,329	5,500	10,000
Total Revenues	\$ 1,073,758	\$ 1,706,385	\$ 1,282,855
Total Funds Available			\$ 3,021,592
<u>Expenditures and Other Uses:</u>			
Personnel Services	\$ 676,029	\$ 788,760	\$ 854,555
Operating Services	216,536	258,250	255,700
Depreciation Expense	61,383	115,615	170,000
Total Expenditures	\$ 953,948	\$ 1,162,625	\$ 1,280,255
Estimated Ending Net Assets			\$ 1,741,337

Note: FY 2009-10 and 2010-11 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, 2011 and ending June 30, 2012 and are provided for informational purposes.

Operating Revenues	\$	15,306,310
Operating Expenses	\$	14,672,610

SECTION 5. That the following amounts in the Municipal Center Fund are projected operating revenues and expenses for the fiscal year beginning July 1, 2011 and ending June 30, 2012 and are provided for informational purposes.

Operating Revenues	\$	707,680
Operating Expenses	\$	680,200

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>5/23/11</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/27/11</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>5/16/2011</u>		
	Date of hearing:	<u>5/23/11; 6/14/11; 6/27/11</u>	EFFECTIVE DATE	<u>6/27/11</u>
<u>Paul L. Webb</u>			<u>Deborah Hedgepath</u>	
MAYOR	PAUL L. WEBB		RECORDER	DEBORAH HEDGEPATH

Approved as to form:

Roger A. Horner

CITY ATTORNEY Roger A. Horner


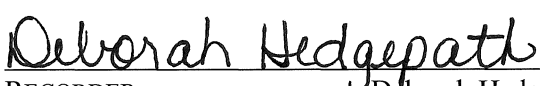
ORDINANCE 2011-04

**AN ORDINANCE OF THE CITY OF BRENTWOOD, TENNESSEE TO ESTABLISH
THE TAX LEVY FOR THE FISCAL YEAR BEGINNING JULY 1, 2011 AND ENDING
JUNE 30, 2012**


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, 2011 and ending June 30, 2012, 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-Four cents (\$0.44), prorated and distributed in accordance with the Budget Ordinance for the same period, same being Ordinance 2011-03.

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>5/23/11</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/27/11</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>		
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	Date of hearing:	<u>5/23/11;6/14/11;6/27/11</u>	EFFECTIVE DATE	<u>6/27/11</u>
				
MAYOR	Paul L. Webb		RECORDER	Deborah Hedgepath

Approved as to form:


CITY ATTORNEY Roger A. Horner

PERSONNEL

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

<u>Activity</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</u>
City Manager's Office	2	2	2	2
Finance Department	8	8	8	7
City Recorder	1	1	1	1
Legal Services	1	1	1	1
Technology	4	4	4	4.5
Geographic Information Systems	3	3	3	3
Human Resources	3	3	3	3
Community Relations	1	1	1	1
Planning	4	4	3	3
Codes Enforcement	8	8	8	8
Police Department	60	60	59.5	59.5
Fire Department	62	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	4	4	4
Parks and Recreation Department	13	13	13	14
Public Library	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>
TOTAL - GENERAL FUND	209	208	206.5	207
Emergency Communications District	11	11	11.5	12
Water and Sewer Fund	<u>25</u>	<u>26</u>	<u>26</u>	<u>26</u>
TOTAL - ALL FUNDS	<u>245</u>	<u>245</u>	<u>244</u>	<u>245</u>

City of Brentwood, Tennessee
Personnel Schedule
Full-Time Positions

		<u>Actual</u> <u>FY 2009</u>	<u>Actual</u> <u>FY 2010</u>	<u>Budget</u> <u>FY 2011</u>	<u>Budget</u> <u>FY 2012</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	1	1	1	1
	Accounting Clerk I & II	3	3	3	2
	Administrative Secretary	1	1	1	1
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	8	8	8	7
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
	Network Analyst	0	0	0	1
	Computer / Network Tech I & II	<u>3</u>	<u>3</u>	<u>3</u>	<u>2.5</u>
	Total	4	4	4	4.5
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>Actual</u> <u>FY 2009</u>	<u>Actual</u> <u>FY 2010</u>	<u>Budget</u> <u>FY 2011</u>	<u>Budget</u> <u>FY 2012</u>
41700	Planning				
	Planning and Codes Director	1	1	1	1
	Senior City Planner	1	1	0	0
	City Planner	1	1	1	2
	Planner I & II	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>
	Total	4	4	3	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	6.5	6.5
	Sergeant	4	4	3	4
	Police Officer I & II	37	37	37	36
	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	59.5	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	12	12	12
	Firefighter & Fire Engineer/Driver	45	42	42	42
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	62	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 2009</i></u>	<u><i>Actual</i></u> <u><i>FY 2010</i></u>	<u><i>Budget</i></u> <u><i>FY 2011</i></u>	<u><i>Budget</i></u> <u><i>FY 2012</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>1</u>	<u>1</u>	<u>1</u>
	Total	5	4	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>8</u>
	Total	13	13	13	14
44800	Public Library				
	Library Director	1	1	1	1
	Library Services Supervisor	0	0	0	1
	Librarian I and II	5	5	5	3
	Circulation Supervisor	0	0	0	1
	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	209	208	206.5	207

City of Brentwood, Tennessee
Personnel Schedule
Full-Time Positions

		<u><i>Actual</i></u> <u><i>FY 2009</i></u>	<u><i>Actual</i></u> <u><i>FY 2010</i></u>	<u><i>Budget</i></u> <u><i>FY 2011</i></u>	<u><i>Budget</i></u> <u><i>FY 2012</i></u>
42110	Emergency Communications District				
	Lieutenant (Police)			0.5	0.5
	Computer/Network Technician				0.5
	Public Safety Dispatcher I & II	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>
	Total	11	11	11.5	12
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	2	2
	Chief Utility Inspector	1	1	1	1
	Utility Inspector I & II	2	2	1	1
	Equipment Operator I, II & III	3	3	3	3
	Cross Connection Coordinator		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
ALL FUNDS					
	Total No. of Full-Time Positions	<u>245</u>	<u>245</u>	<u>244</u>	<u>245</u>

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

RESOLUTION 2011-33

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 2011-2012 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

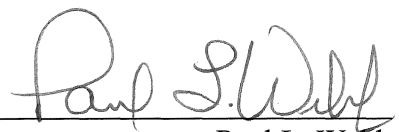
WHEREAS, said system provides for a uniform and equitable rate of pay for each class of positions based on requisite qualifications, pay for comparable work in public and private employment, cost of living data and the financial policies of the City; and

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 2011-2012 fiscal year as shown on the plan attached hereto as Attachment A and made a part of this resolution by reference.

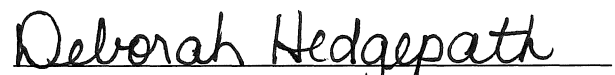
SECTION 2. That this resolution shall take effect from and after its passage, the general welfare of the City of Brentwood, Williamson County, Tennessee requiring it.



MAYOR Paul L. Webb

ADOPTED: 6/27/11

Approved as to form:



RECORDER Deborah Hedgepath



CITY ATTORNEY Roger A. Horner

Classification and Pay Plan
Fiscal Year 2012
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			

(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 2012

City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
Group E (ne)	\$33,030.40	\$41,288.00	\$49,545.60
Accounting Clerk II			
Circulation Supervisor			
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			
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			
Library Services Supervisor			
Planner II			
Recreation Services Coordinator			

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

Classification and Pay Plan
Fiscal Year 2012
City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
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			
 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			
Network Analyst			
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
Assistant Water Services Director			
City Engineer			
Human Resources Director			
Library Director			
Parks and Recreation Director			
Planning and Codes Director			
Technology Director			

(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 2012

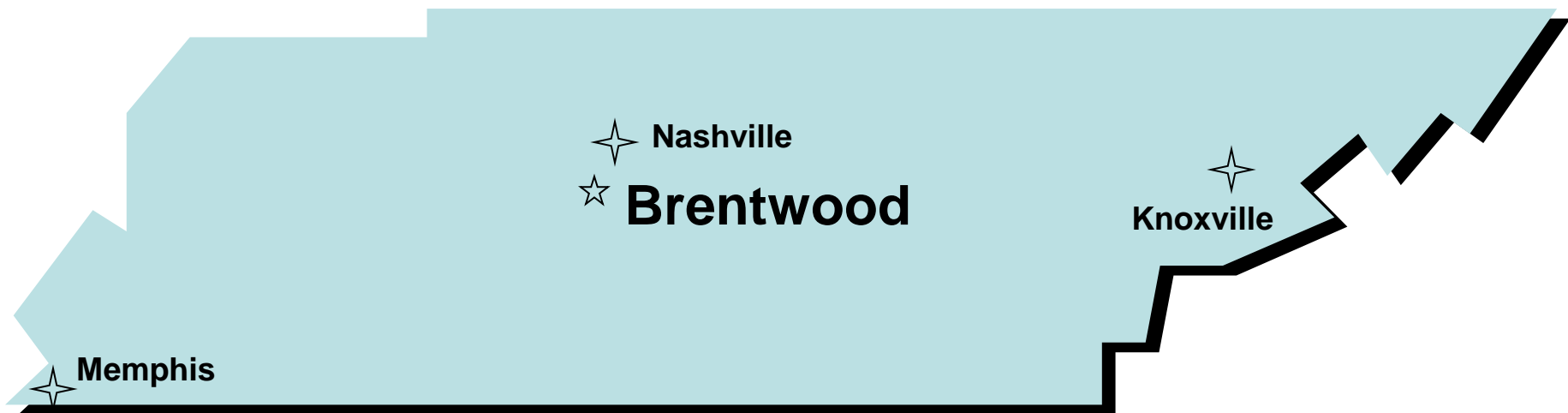
City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
Group L (e)	\$73,008.00	\$91,249.60	\$109,512.00
Engineering Director			
Finance Director			
Public Works Director			
Water Services 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
None			
Group N (e)	\$91,582.40	\$114,462.40	\$137,363.20
Assistant City Manager			
City Attorney			
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			

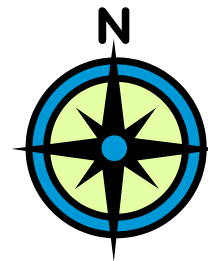
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STATISTICAL INFORMATION



Location Map
City of Brentwood, Tennessee



CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Date of incorporation	May 13, 1969
Population (2010 census)	37,060
Form of government	Uniform City Manager – Commission
Registered voters (as of April 2011)	26,695
Total assessed value in City – (est. as of Oct. 2011)	\$2,359,383,528
Area of City in square miles	42 square miles

Roads and Streets

Asphalt pavement (100.00%)	456 miles
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City Employees (Full Time)

City Manager's Office	2.0
Water and Sewer	26.0
Public Works & Engineering	26.0
Administration	20.5
Police (includes ECD employees)	71.5
Planning and Codes	11.0
Parks and Recreation	14.0
Library	12.0
Fire	<u>62.0</u>
Total City Employees (FY 2012)	<u>245.0</u>

Fire Protection

ISO classification	4
Number of stations	4
Number of sworn personnel	61
Number of pumpers, tankers and ladder trucks	10
Other vehicles	13
Number of fire hydrants	2,303

Police Protection

Number of stations	1
Number of sworn personnel	57
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>
2010	909	\$74,162,942
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

Education

Operated by the Williamson County Schools and either located in the City Limits of Brentwood or having a majority of students that are Brentwood residents:

<u>School</u>	<u>Number Of Students</u>
Crockett Elementary School (K-5)	753
Edmondson Elementary School (K-5)	668
Kenrose Elementary School (K-5)	805
Lipscomb Elementary School (K-5)	732
Scales Elementary School (K-5)	617
Brentwood Middle School (6-8)	1,013
Brentwood High School (9-12)	1,587
Woodland Middle School (6-8)	839
Ravenwood High School (9-12)	1,945
Sunset Elementary School (K-5)	767
Sunset Middle School (6-8)	<u>793</u>
Total Students	<u>10,519</u>

Other Educational Facilities:

Brentwood Academy (6-12, private)	<u>751</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

161,786 volumes

Utilities

Electric – Middle Tennessee Electric Membership Corporation and Nashville Electric Service

Gas – Piedmont Natural Gas Co. 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 –AT&T; TW Telecom; United Telephone

Railroad – CSX Transportation (freight only)

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

Religious Institutions

Bethel Chapel

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

East Brentwood Presbyterian Church

Fellowship Bible Church

Grace Community Church

Holy Family Catholic Church

Johnson's Chapel Methodist Church

Liberty United Methodist Church

Mt. Lebanon Missionary Baptist Church

New Hope Community Church

New Song Christian Fellowship

Otter Creek Church of Christ

Owen Chapel Church of Christ

Remnant Fellowship Church

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.

Marcella Vivrette Smith Park – future 320+ acre park, including historic Ravenswood House.

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.

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Other Recreational Facilities

Baseball/Softball

Brentwood Civitan Park – six lighted fields
Brentwood High School – one lighted field
Brentwood Academy – one lighted field

Biking/In-line Skating

Bikeway System
Brentwood Family YMCA
Concord Park
Crockett Park

Owl Creek
River Park
Tower Park

Disc Golf

Crockett Park

Golf Courses (members only)

Brentwood Country Club
Governors Club

Nashville Golf and Athletic Club

Skating

Brentwood Skate Center

YMCA Skate Park

Soccer/Football

Brentwood Academy
Brentwood Blaze
Brentwood Family YMCA
Brentwood High School

Crockett Park
Granny White Park
Indoor Arena at Crockett Park
Ravenwood High School

Swim and Tennis Clubs (members only)

Brentwood Family YMCA
Wildwood Club

Williamson County Recreation Center
YMCA at Maryland Farms

Health Services

Williamson Medical Center - 158 beds (located in
Franklin, Tennessee)

Williamson County Health Department (located in
Franklin, Tennessee)

Three Animal Clinics

Numerous Physicians and Health Care Specialists Offices

Major Employers

Products/Services

Number of Employees

Comdata Corporation	Financial Services	864
AT&T	Communications	800
DaVita	Medical Clinic	500
Tractor Supply	Retail Headquarters	500
Cogent Healthcare	Healthcare	400
Life Point Hospitals	Healthcare	309
Aspect Software	Telecommunications Software	300
Lattimore Black Morgan & Cain	Financial Services	270
City of Brentwood	Government	245
The Lampo Group	Financial Services	226

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

<u>Utility Service</u>	<u>Consumers</u>	<u>Revenues</u>
Water	8,326	\$5,943,531
Sewer	9,901	\$5,440,895

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	\$ 0.29	\$ 0.29 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

Thereafter

\$4.07 per 1,000 gallons
\$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	\$ 0.86	\$ 0.86 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

Thereafter

\$5.09 per 1,000 gallons
\$5.81 per 1,000 gallons

Tap Fees(1)

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

Sewer - residential – existing \$5,000
- residential – new \$5,000
- commercial Varies

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

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

Water Distribution System

Water lines 205 miles
Number of fire hydrants 2,303
Storage capacity in gallons 14,500,000
Percent of water loss 25% not adjusted

Sewer Collection System

Sanitary sewer mains 263 miles

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	\$ 56,005,000
Equipment & Data Processing	\$ 2,806,849
Personal property	\$ 5,106,295
Fire Department liability:	
Automobiles	\$300,000/\$700,000/\$100,000
General	\$300,000/\$700,000/\$100,000
Property Coverage on Fire Trucks (10), Public Works Trucks(18) 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	\$100,000
Finance Director	\$100,000
City Treasurer	\$100,000
Accounting Clerk	\$100,000

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
Bond Rating Agency	A bond rating agency evaluates the financial soundness of the City and assigns a “rating” score prior to issuance of new bonds. The City currently receives ratings from two recognized bond rating agencies, Moody’s Investors Services and Standard and Poor’s.
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.

GLOSSARY OF TERMS

Disbursement	The payment of City funds for obligations incurred.
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.

GLOSSARY OF TERMS

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 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.
Internal Service Funds	An accounting device used to accumulate and allocate costs internally among the City's various functions. The City uses internal service funds to account for the health insurance and fuel costs.

GLOSSARY OF TERMS

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 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 2012 is \$.44/\$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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