

City of Brentwood, Tennessee

FISCAL YEAR 2013

(July 1, 2012 – June 30, 2013)

ANNUAL OPERATING BUDGET

Brentwood Board of Commissioners

Paul L. Webb

Mayor

Rod Freeman

Vice Mayor

Anne Dunn

City Commissioner

Jill Burgin

City Commissioner

Rhea E. Little, III

City Commissioner

Betsy Crossley

City Commissioner

Regina Smithson

City Commissioner

City Staff

Michael W. Walker

City Manager

Kirk E. Bednar

Assistant City Manager

Carson K. Swinford

Finance Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Brentwood
Tennessee**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Danison Jeffrey R. Emer

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Brentwood, Tennessee for its annual budget for the fiscal year beginning July 1, 2011.

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.

TABLE OF CONTENTS

	<u>PAGE</u>
I. <u>BUDGET MESSAGE</u>	
City Manager's Transmittal Memorandum	5-17
II. <u>BUDGET OVERVIEW/SUMMARIES</u>	
Community Profile	18
Organization Chart	19
Operating Budget Policies	20-21
Fund Balance Policy	22-25
Debt Management Policy	26-33
Revenue Policies	34
Investment Policy	35-38
Budget Format	39-41
Budget Procedure	42-43
Budget Calendar	44-45
Long-Term Goals and Objectives - Brentwood 2020 Plan	46-78
Budget Summaries	79-109
III. <u>CAPITAL IMPROVEMENTS PROGRAM</u>	110-128
IV. <u>GENERAL FUND</u>	
General Fund Revenues	129-142
General Fund - Activities, Expenditures and Non-routine Goals & Objectives	
City Commission	144
City Court	146
City Manager's Office	148
Elections	151
Finance	152
City Recorder	157
Legal Services	160
Technology	166
Geographic Information Systems	170
Human Resources	172
Community Relations	177
Planning	182
Codes Enforcement	188
Insurance/Other Benefits	190
Police	191
Fire and Rescue	195
Safety Center East	200
Public Works	201
Storm Drainage	206
Street Lighting	207
Traffic Signalization	208

TABLE OF CONTENTS

	<u>PAGE</u>
Service Center	209
Engineering Services	212
Public Health	217
Parks and Recreation	219
Public Library	223
Education	227
Economic Development	228
Historic Sites	229
Operating Transfers to Other Funds	231
Equipment Replacement Fund	233
Facilities Maintenance Fund	235
 V. <u>SPECIAL REVENUE FUNDS</u>	
State Street Aid Fund	238
Public Works Project Fund	240
Drug Fund	242
Adequate Facilities Tax Fund	244
Post Employment Benefits Fund	247
 VI. <u>INTERNAL SERVICE FUNDS</u>	
Fuel Fund	250
Insurance Fund	252
 VII. <u>DEBT SERVICE FUND</u>	255
 VIII. <u>CAPITAL PROJECTS FUND</u>	262
 IX. <u>ENTERPRISE FUNDS</u>	
Water and Sewer Fund	268
Municipal Center Fund	280
Emergency Communications District	283
 X. <u>SUPPLEMENTAL INFORMATION</u>	
Appropriations Ordinance	289
Tax Levy Ordinance	304
Personnel Summary/Schedule	306
Classification and Pay Plan	311
Statistical Information	316
Glossary	325
Index	331



City of Brentwood

July 1, 2012

CITY MANAGER MEMORANDUM

2012-02

TO: The Honorable Members of the Brentwood Board of Commissioners

FROM: Michael W. Walker, City Manager

SUBJECT: **Fiscal Year 2012-2013 Adopted Operating Budget**

The adopted annual operating budget for the City of Brentwood for Fiscal Year 2013, beginning July 1, 2012 through June 30, 2013, is hereby submitted for your consideration. 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 2013-2018 and the adopted Non-Routine Work Plan for Fiscal Year 2013.

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 10, 2012 to review this proposal with the City Commission prior to formal consideration of the appropriations and tax rate ordinances. First reading was held on Tuesday, May 29, 2012 meeting and final reading on Monday, June 25, 2012. 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 12, 2012 regular meeting.

The Fiscal Year 2013 budget is balanced with net expenditures for all funds totaling **\$59,679,560**. This represents an increase of \$1,109,110 or 1.9% more than last year's budget of \$58,570,450. While various funds reflect either increases and decreases in appropriations from the previous year, a significant portion of the total increase is related to the purchase of new and replacement fire vehicles in FY 2013.

Economic Outlook

Since 2008, the United States has faced the most significant economic downturn since the Great Depression. While the local economy in Brentwood and Middle Tennessee has seen steady improvement since April 2010, the economic outlook for many local governments remains bleak. Many expanded programs rapidly in the last decade when revenue collections were good but now face difficult

decisions on cutting basic services and employee lay-offs due to declining revenues and reduced support from the State and Federal governments. Fortunately, Brentwood's philosophy of operating conservatively in good times as well as bad times has served the community well and enabled us to avoid these problems. We are also able to project positive revenue growth for the second year in a row for FY 2013.

While this is good news, there is still much uncertainty in our world today. With the structural deficits at the Federal level and no consensus on how to balance the budget, will we see more efforts to push service delivery and regulatory functions down to the local level without additional funding support? New housing starts are trending upward toward the historic average of 268 units annually and the sale of existing homes is improving, yet there is still sluggish growth in the value of homes sold in today's market. As a regional shopping destination point, could rising fuels costs hurt retail sales and affect local sales tax collections?

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 essential to maintain a conservative approach toward financial management and expansion of services, we should never forget 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 investing 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 adopted Capital Improvements Program, the City must commit the resources necessary to implement the needed projects. Water and Sewer Revenue Tax Bonds in the projected amount of **\$6,700,000** are scheduled for issuance by early May 2012 to fund the next phase of the sewer system rehabilitation project and for water system capacity improvements. We are fortunate that historically low interest rates in the bond market today should allow the City to issue the bonds and fund associated debt service obligations with no budgetary impact for the Water and Sewer Fund.

Additional local funding for capital improvements is proposed through a special FY 2012 General Fund operating transfer of **\$1,560,000** to the Capital Projects and Equipment Replacement Funds before June 30, 2012. The transfer is possible due to positive 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 projected minimum unassigned fund balance in the General Fund on June 30, 2012 of \$26.5 million or an amount equivalent to 83% of the FY 2013 adopted General Fund budget. This amount takes into account the special year-end transfer of \$1.56 million to the Capital Projects and Equipment Replacement Funds. The fund balance exceeds the fiscal policy of the City to maintain minimum unassigned 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, 2012 is \$3,793,311 an amount that is equivalent to 112% of the FY 2013 debt obligations of \$3,374,330

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 2013 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 was 37,060 and the estimated population today is 38,200. Brentwood actually functions as a City with a population in excess of 58,000 when the 20,000+ office park employees are considered. This population and housing growth since 1990 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 2013 adopted budget reflects a net increase of one (1) full-time position in all funds from 245 to 246 total positions. Note this is also only one fulltime position more than the authorized staffing level in FY 2009 or four years ago. The 246 full-time positions in the FY 2013 budget compared to 140 full-time positions in the FY 1991 budget represents a 76% increase in twenty-two (22) years. However, the resident population has increased by 133% during the same period. In effect, the City will have 6.41 full-time employees per 1,000 residents in FY 2013 versus 8.54 in FY 1991 or 25% less. To put this productivity gain in perspective, if the City was operating and delivering services in FY 2013 with the same per capita staffing arrangement in FY 1991, the City would today have 326 full-time employees or 81 more than in the adopted budget with an additional cost obligation to the City in excess of \$6.7 million annually. To pay for this additional staffing would have required a 59% property tax increase, a

corresponding \$6.7 million or 21% 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 from 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 12,750 homes in Brentwood today versus 5,100 homes in 1991, there are greater 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 normal turnover occurring again with an improving local economy and retirements, more recruitment of new personnel is necessary today than at the beginning of the Great Recession in 2008-2010. Accordingly, a competitive salary and benefits package is 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 2013 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 2013 General Fund budget will be balanced with projected revenue collections during the fiscal year. Projected revenue for FY 2013 will be **\$31,827,880**, up \$1,077,680 or 3.5% from the FY 2012 budget of \$30,750,200.

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

- *Local Sales Taxes* – up \$515,000 due to an improving retail market.
- *Building/Plumbing Permits* – up \$188,000 due to an increase in housing starts and commercial construction.
- *State Shared Sales Taxes* – up \$115,000 due to an improving economy across Tennessee.
- *Business Taxes* – up \$100,000 due to improved business activity in Brentwood.

- *Public Utility Property Taxes* – down \$90,000 due to lower assessments of taxable investment provided by the Tennessee Regulatory Authority for AT&T and other regulated utilities.
- *Williamson County Library Contribution* – up \$72,000 reflecting an expected continuation of funding from the County in support of library programs and services in Brentwood.

As you know, a reappraisal of property for tax purposes was completed by the Williamson County Assessor's Office in calendar year 2011. State law required the City to establish a new certified property tax rate that would generate the same tax levy as last year (prior to new taxable improvements) using the new assessed value of property which increased across the board by slightly less than 10%. Accordingly, the calendar year 2011 property tax rate that was needed to generate roughly the same tax levy as in calendar year 2010 decreased from \$0.49 per \$1000 of assessed valuation of taxable property to **\$0.44**. Each 1 cent on the property tax rate generates about \$243,182 for the General Fund. The adopted \$.44 property tax rate represents the same effective City tax rate for the 22nd 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.

EXPENDITURES

Adopted General Fund expenditures in FY 2013 are **\$31,817,765**. This represents an **increase** of **\$1,074,930** or **3.5%** over the FY 2012 budget of \$30,742,835. 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 8.4% of the total General Fund budget (\$2,658,500) is allocated for capital investment. This includes a \$1,145,500 transfer to the Equipment Replacement Fund, a \$600,000 transfer to the Capital Projects Fund, a \$200,000 transfer to the Facilities Maintenance Fund, \$460,000 for street resurfacing, \$50,000 for drainage improvements, plus direct purchases of new and replacement equipment/software and miscellaneous vehicles totaling \$203,000.

Significant new expenditures in the FY 2013 General Fund Budget totaling \$1,233,180 are summarized below:

Salary Adjustments for Existing Employees - \$420,900

Maintaining a competitive pay plan that recognizes quality performance and extra efforts by our employees during these challenging times is a high priority for the FY 2013 adopted budget. With the improved financial situation, funding is proposed in FY 2013 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 need to resurface more City streets in the years ahead, rising asphalt cost, and the lack of revenue growth from our per capita share of the State gasoline tax, an additional \$300,000 transfer is proposed to the Capital Projects Fund in FY 2013. This will allow the accumulation of additional funds so that an appropriate level of street resurfacing can be undertaken in FY 2014 in accordance with the recommendations in the six-year Capital Improvements Program.

Health Insurance - \$137,630

In recent years, the City has undertaken several initiatives to better control long term the cost of employee group health insurance and to keep annual cost increases to less than 10%. This includes the creation of the Health Insurance Fund with a partial self insured program with stop loss reinsurance and a HRA component. Given the newness of the program, the FY 2013 budget includes a 10% increase in the transfer to this internal service fund to cover claims expense and further strengthen the financial position of the fund to handle claims cost over multiple years. The amount budgeted per fulltime employee will increase from \$6,700 to \$7,370 annually.

Increased Fuel Costs - \$124,000

Like everyone else in the country, the City has seen a significant increase in the cost of gasoline and diesel fuel recently with a 20% increase since December 2011. While the creation of the Fuel Fund has allowed us to stabilize the rising fuel cost for operating departments and avoid budgetary overruns in FY 2012 by maintaining a fixed internal cost per gallon, the rising cost from suppliers has affected the long term financial position of the fund. Accordingly, the FY 2013 Fuel Fund charge to departments is being increased from \$2.40 to \$3.50 per gallon for gasoline and from \$2.75 to \$4.00 for diesel fuel. Note the City is typically able to purchase gasoline and diesel fuel at about \$.50 per gallon under the retail market. The new per gallon charge for departments will be fixed throughout fiscal year 2013.

Transfer to Debt Service Fund - \$100,000

By formal policy, the City strives to maintain an unreserved fund balance in the Debt Service Fund equal to one year's debt service obligations. Looking ahead at existing and projected future debt service requirements and taking into account the dramatic decline in interest earnings from investment of the fund balance, the City needs to increase the annual General Fund transfer from \$3,150,000 to \$3,250,000 in FY 2013. This represents the first increase in the operating transfer since FY 2007.

New Positions - \$85,650

The adopted FY 2012 budget provides for one (1) new fulltime position to better meet the service needs of the City. Efficient traffic flow in the City today is highly dependent on the effective operation of the traffic signal system. Given the significant increase in traffic signals (47 signals) and associated equipment that must operate effectively at all times, a second fulltime position, **Equipment Operator**, is proposed for assignment to the "Traffic Signalization" activity in the Public Works Department. An existing, trained Public Works employee will be transferred to this new position necessitating a replacement Equipment Operator in the Public Works Department with a total annual cost of \$43,660.

Approval of the position will increase the total authorized full-time positions for all funds from 245 to 246.

In addition, several temporary fulltime (seasonal) **Parks Maintenance Worker** positions totaling 3,645 hours (total cost \$41,990) are proposed for the Parks and Recreation Department to help with the development of the trail system and other improvements in the new 320 acre Smith Park. Almost three quarters of the new park will be preserved for passive use with roughly eight (8) miles of trails to be included. The goal is to have the trail system in place and the park in overall good shape for public use when the facility is open for public use in late fall 2013.

Transfer to Municipal Center Fund - \$65,000

With the completion of the renovation project in the Municipal Center in FY 2012 and the projected reduction in rental income from private occupants, the “rent” that the General Fund pays to the Municipal Center Fund will increase by \$65,000 in FY 2013. This will also fund the additional depreciation expense for facility improvements as required for this enterprise fund. The annual rent paid by the General Fund will increase from \$558,135 in FY 2012 to \$623,135 in FY 2013.

EQUIPMENT REPLACEMENT FUND

Pursuant to the Governmental Accounting Standards Board (GASB) Statement #54, the Equipment Replacement Fund is considered a component activity of the General Fund 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 2013 will be \$1,145,500, up \$45,000 from FY 2012. Transfers are provided from the Police Department (\$360,000), Fire and Rescue Department (\$255,000), Technology Department (\$355,000), Public Works Department (\$165,000), Traffic Signalization activity (\$6,500), and Parks and Recreation Department (\$4,000). Adopted FY 2013 purchases total **\$1,823,375** and includes replacement of Engine 2 and purchase of a mini pumper unit for the Fire and Rescue Department (\$790,000), computer equipment and software (\$495,000), 12 police vehicles with accessory equipment (\$363,000), and a chipper truck and dump truck for the Public Works Department (\$175,375). A FY 2012 General Fund year-end transfer of \$205,000 will fund the purchase of the mini-pumper for the Fire and Rescue Department.

FACILITIES MAINTENANCE FUND

Pursuant to the Governmental Accounting Standards Board (GASB) Statement #54, the Facilities Maintenance Fund is considered a component activity of the General Fund 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 2013 funding is provided through an annual operating transfer from the General Fund of \$200,000, the same as last year. Projects totaling **\$250,000** are proposed for funding in FY 2013. This includes \$120,000 for the Parks & Recreation Department for miscellaneous park repairs and resurfacing of bikeways, replacement of two original boilers at the Library (\$105,000), and repairs to the stormwater detention area at the Service Center (\$25,000).

SPECIAL REVENUE FUNDS

STATE STREET AID FUND

The FY 2013 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 2013 is \$1.9 Million, up \$100,000 from FY 2012. This includes \$1,040,000 from the State Street Aid Fund, \$460,000 from the General Fund (Public Works Department) and a \$400,000 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. The increased level of funding is needed to maintain a City wide 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 and from other sources indicate that the six-year, resurfacing program in the CIP cannot be sustained beginning in FY 2015 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. With improved fee collections in recent years from residential and commercial development, a **\$1,000,000** appropriation (via a transfer to the Capital Projects Fund) is proposed for the Franklin Road South project in FY 2013.

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 2013 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. An estimated \$250,000 in new revenue is projected for FY 2013. The first project receiving funds was in FY 2012 with a \$750,000 transfer to the Capital Projects Fund for initial improvements to Smith Park. To allow the fund to accumulate sufficient reserves for future capital improvements, no projects are proposed for funding in FY 2013.

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 2013 will be the annual transfers from the various activities with personnel including \$547,870 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 **\$747,575**. The most significant expenditure will be a \$635,575 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, \$50,000 will be used to pay life and health insurance benefits directly for a limited number of existing retirees and \$50,000 for associated retiree medical claims in the Health Insurance Fund. This cost will be reimbursed from a \$100,000 transfer back from the Retiree Benefits Trust account to the City's Fund.

INTERNAL SERVICE FUNDS

FUEL FUND

This internal service fund was established with an initial investment in 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 can occur unexpectedly during periods with rapid fluctuations in fuel 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. With the 20% increase in fuel costs from December 2011 to April 2012, the amount charged to departments for fuel will increase in FY 2013 from \$2.40 to \$3.50 per gallon for gasoline and from \$2.75 to \$4.00 for diesel fuel. This will generate an additional \$139,700 from user departments. Total fuel fund purchases are budgeted at **\$523,000** in FY 2013, up \$80,000 or 18.1% above the original FY 2012 budget of \$443,600. If current market cost trends continue, a fund balance (reserve) of \$178,700 is projected on June 30, 2013.

INSURANCE FUND

This fund was created on 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" rising insurance premium cost better over a rolling 3 year period.

Transfers of the budgeted health and vision insurance coverage are received 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. Health insurance related expenditures within this division 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. Favorable HRA utilization and medical claims experience since the inception of the account has allowed the fund balance to grow. The fund balance at the end of FY 2011 was in excess of \$940,000 and based on claims experience and trends, is expected to grow to \$1.1 million as of June 30, 2012.

For FY 2013, the fund has been renamed the "Insurance Fund" to reflect an expanded scope to include worker's compensation coverage. An analysis of prior year claims and premiums for worker's compensation coverage indicates an opportunity for the City to achieve potential long-term financial savings in annual premiums by assuming a higher per claim deductible based on a calculated risk assumption. The new division receives transfers of the worker's compensation coverage budgeted in the various operating funds with assigned personnel (General Fund, Water and Sewer Fund, and Emergency Communications Fund). Worker's compensation related expenditures within this fund include payment of worker's compensation benefits up to a maximum \$50,000 per claim deductible and the premium cost for worker's compensation insurance for the coverage of large claims that exceed the \$50,000 threshold.

A similar approach to the implementation of the health insurance division of this fund is proposed for the new worker's compensation division. FY 2012 year-end transfers to the Insurance Fund totaling \$150,000 from the General Fund (\$129,250), Water and Sewer Fund (\$19,310), and ECD Fund (\$1,440) are adopted to provide initial cash flow stability for the high deductible worker's compensation program.

In FY 2013, total expenditures in the combined Insurance Fund are estimated at **\$2,440,800** with projected new revenue of \$2,655,845. The total expenditures for the health insurance division are projected at \$2,140,800 which is a slight decrease from FY 2012. Expenditures for the new worker's compensation division of the Insurance Fund are \$300,000 with projected revenues of \$326,145.

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 2013 with a projected fund balance as of June 30, 2012 of \$3,793,311 and new debt service payments of **\$3,374,330**. The expenditure decrease of \$59,260 from Fiscal Year 2012 is due primarily to the timing of retirement for existing debt. Total revenues for the fund in FY 2013 are projected at \$3,268,500 with the annual transfer requirement from the General Fund being \$3,250,000, an increase of \$100,000 from the amount provided in FY 2012.

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 2013 adopted budget at **\$10,937,000** 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 2012 or earlier but will be completed in FY 2013 and projects that will be designed and/or initiated in FY 2013 but completed in FY 2014 or later. There are 19 capital projects proposed for funding in FY 2013. The four (4) largest projects include the initial phase I construction for Marcella Vivrette Smith Park (\$3,755,000); construction improvements to Concord Road West from Jones Parkway to Arrowhead Drive (\$3,160,000); right-of-way acquisition for improvements to Franklin Road South between Concord Road and Moores Lane (\$1,250,000); and a City-wide upgrade to the traffic signal controllers/operating systems plus a signal installation at the intersection of Wilson Pike and Split Log Road (\$470,000).

Major new funding sources include federal and state grants for the Concord Road West project (\$2,520,000); a FY 2012 year-end special appropriation transfer of \$1,355,000 from the General Fund for multiple projects; a \$1,000,000 transfer from the Public Works Project Fund for the Franklin Road South project; and a \$600,000 direct transfer from the General Fund for: 1) the Franklin Road South project (\$250,000), 2) Lipscomb Drive Area Drainage (\$50,000), and 3) a reserve for street resurfacing in FY 2014 (\$300,000). More information on the FY 2013 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 \$16,202,655 during FY 2013 while non-capitalized operating expenses, including interest payments on prior debt issues, are projected at **\$15,566,380**.

The most significant expenses in FY 2013 include the cost of purchasing water from Harpeth Valley and Metro Water Services (\$4.9 million), wastewater treatment services from Metro (\$2.9 million), mandatory expenses for depreciation over the estimated life of the asset (\$2.9 million), and interest payments associated with the issuance of 20 year bonds for sewer rehabilitation and water capacity improvements (\$707,870). About 73% of the total expenses for the Water and Sewer Fund are associated with these four items.

During FY 2013, the highest priority of the Water Services Department will be the fifth 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 move forward with a major program to expand the total capacity of the water system through the installation of new 16 and 20 inch water lines and improvements to several water pumping stations in west Brentwood. Both efforts will be partially funded by \$6.7 million in Water and Sewer Public Improvement Bonds that are scheduled for issuance in the spring of 2012. 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 (\$42,040), a \$623,135 operating transfer from the General Fund for City department rent (up \$65,000 from FY 2012 due to assumption of private space for City operations), and \$31,800 in rent from the Emergency Communications District.


Total operating expenses for the Municipal Center Building are projected at **\$742,500** in FY 2013, up \$62,300 from FY 2012 expenses of \$680,200. Enterprise fund accounting requires the expensing of depreciation for future replacement of assets. Most of the new cost is associated with increased depreciation expenses (\$50,000) associated with the recently completed renovation/expansion project in the building. This project was the most significant upgrade to the building since construction in 1987 and was undertaken 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 proposed budget for FY 2013 is **\$1,301,340**, up \$21,085 or 1.6% over the FY 2012 budget. Most of the increase is associated with a merit pay adjustment averaging 3% for employees assigned to the ECD Fund.

ACKNOWLEDGEMENTS

The preparation of the FY 2013 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 expects to receive the award for the FY 2012 document for the 20th 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.



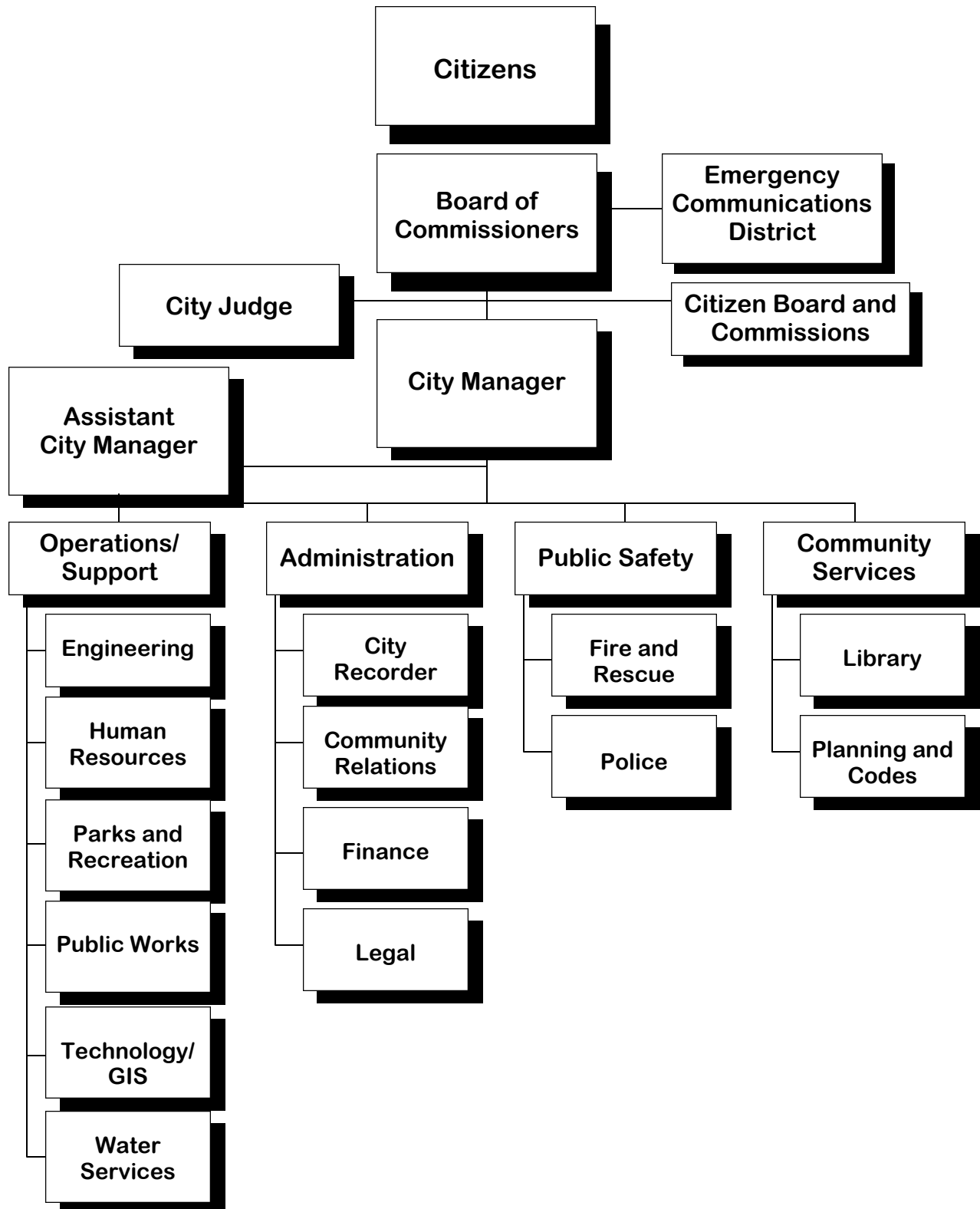
Brentwood is a rapidly growing, highly affluent area of the State, known for its fashionable residential neighborhoods, commercial office parks and high quality of life. Historically, Brentwood and Williamson County have benefited from the highest per capita income and some of the lowest unemployment 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 2013, there are 246 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 unassigned fund balance for the General Fund in excess of forty percent (40%) of annual operating expenses for this fund. 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 a committed fund balance in the Debt Service Fund equal to one (1) year's General Obligation debt service requirement.

FUND BALANCE POLICY

The City of Brentwood hereby establishes and will maintain reservations of Fund Balance as defined herein in accordance with the **Governmental Accounting and Financial Standards Board (GASB) Statement No. 54 *Fund Balance Reporting and Governmental Fund Type Definitions***. Fund Balance represents the difference between assets and fund liabilities in the governmental funds balance sheet and is commonly referred to as fund equity. This Policy shall apply to the City's General Fund and all governmental funds. This policy does not apply to Proprietary, Fiduciary and Internal Service Funds.

The fund balance policy addresses the following components: (1) clearly defined classifications that make the nature and extent of the constraints placed on the various fund balances more transparent; (2) providing a better understanding of fund balances by clarifying the definitions of governmental fund types; (3) reservations of the City's General Fund and all governmental funds; (4) minimum level of unassigned fund balance; and (5) the City's order of spending regarding restricted and unrestricted fund balance and the order of spending for committed, assigned and unassigned fund balance.

Classifications of Fund Balances

Under GASB Statement No. 54, fund balances are classified as non-spendable, restricted, committed, assigned or unassigned amounts.

1. **Non-Spendable** – Amounts that cannot be spent because they are either in a (a) non-spendable form, including items not expected to be converted to cash (i.e. inventories, prepaid amounts, long-term portion of loans and notes receivable and property acquired for resale), or (b) legally or contractually required to be maintained intact (i.e. the principal of a permanent fund).
2. **Restricted** – Amounts constrained to be used for a specific purpose as per external parties, constitutional provision, or enabling legislation.
3. **Committed** – Amounts constrained to be used for a specific purpose as per action by the Board of Commissioners. Amounts classified as committed are not subject to legal enforceability like restricted resources; however, they cannot be used for any other purpose unless the Board removes or changes the commitment by taking the same action it employed to impose the commitment.
4. **Assigned** – Amounts intended to be used by the City for a specific purpose, but are neither restricted nor committed. The intent shall be expressed by the Board of Commissioners or a designee authorized by the Board of Commissioners for a specific purpose in accordance with policy established by the Board of Commissioners. The nature of the actions necessary to remove or modify an assignment is not as rigid as required under a committed fund balance classification.

FUND BALANCE POLICY

5. **Unassigned** – Amounts available for any purpose (amounts that are not Non-Spendable, Restricted, Committed or Assigned) in the General Fund.

Governmental Fund Type Definitions

The City of Brentwood's governmental fund types as defined by GASB No. 54 are as follows:

1. The **General Fund** is used to account for financial resources not accounted for and reported in other funds. In addition, the General Fund now includes component activities and amounts previously reported as Special Revenue Funds, specifically the Equipment Replacement Fund and Facilities Maintenance Fund.
2. **Special Revenue Funds** account for the proceeds from dedicated revenue sources that are required by law to be segregated from the General Fund and used for specific allowable expenditures. Special Revenue funds include but are not limited to the State Street Aid Fund, the Public Works Project Fund, the Drug Fund and the Adequate Facilities Tax Fund.
3. The **Capital Projects Fund** accounts for resources that are used primarily for capital outlay expenditures. The types of expenditures made from this fund include the acquisition and construction of capital facilities and capital assets. Assets purchased by the proprietary funds such as the Water and Sewer Fund are not included in this fund.
4. The **Debt Service Fund** is used to account for resources that are restricted, committed, or assigned to expenditures for the principal and interest of General Obligation bond issues. This fund may also accumulate additional resources to make future debt service payments.
5. **Permanent Funds** are used to report resources that benefit the City, where only the earnings of the fund may be used for City related purposes, the principal must remain intact. The City currently does not have any endowment type funds.

Reservations of Fund Balance

1. **Restricted Fund Balance**
 - a. There are no restricted fund balance reserves in the **General Fund**.
 - b. The **State Street Aid Fund** is restricted by State law for use in 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.
 - c. The **Drug Fund** is restricted under state law for the enforcement of the drug laws, drug education programs, drug treatment and non-recurring general law enforcement expenditures.

FUND BALANCE POLICY

- d. The **Public Works Project Fund** was established by the Tennessee General Assembly in 1987 by a Private Act and is restricted for use in construction of transportation infrastructure associated with the demands from new development.
- e. The **Adequate Facilities Tax Fund** was established by the Tennessee General Assembly in 1987 by a Private Act and is restricted for the purpose of providing public facilities and related capital improvements associated with new residential development. The tax is collected by Williamson County and distributed to the cities in the county on a per capita basis.

2. Committed Fund Balance

- a. The **General Fund** contains the following committed resources:
 - i. The **Equipment Replacement Fund** balance is committed by the Board of Commissioners as set forth in the annual budget (and any amendments thereto) to provide for the systematic accumulation of funds needed to purchase large vehicles and equipment (general greater than \$40,000) without the issuance of capital outlay notes or general obligation bonds. The fund balance at the end of each fiscal year shall remain in this committed account to allow for the accumulation of funds for the future purchase of expensive vehicles and equipment.
 - ii. The **Facilities Maintenance Fund** balance is committed by the Board of Commissioners as set forth in the annual budget (and any amendments thereto) to provide for extraordinary maintenance and repairs to City owned, non-enterprise facilities. The fund balance at the end of the fiscal year shall remain in this committed account to allow for the accumulation of funds for larger maintenance projects in future years.
- b. The **Debt Service Fund** balance is committed by the Board of Commissioners as set forth in the annual budget (and any amendments thereto) for the payment of the general obligation debt service of the City other than Water/Sewer debt. The City also strives to maintain a fund balance in the Debt Service Fund equal to one (1) year's General Obligation debt service requirement.
- c. The **Capital Projects Fund** balance is committed by the Board of Commissioners as set forth in the annual budget (and any amendments thereto) for expenditures associated with the acquisition, design, and construction of the major capital improvements and other long range projects other than improvements financed by the Proprietary Funds such as the Water and Sewer Fund.

FUND BALANCE POLICY

3. Assigned Fund Balance

Except for unanticipated large capital and program needs that may arise during the fiscal year that will be subject to a special appropriation amendment by the close of the fiscal year, the City does not anticipate reporting an assigned fund balance.

4. Non-Spendable Fund Balance

Amounts classified by the City as a non-spendable fund balance such as inventory and prepaid expenses are not expected to be converted to cash.

Prioritization of Fund Balance Use (Spending Policy)

When expenditures are incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, it shall be the policy of the City to use the restricted amounts first as permitted under the law. When an expenditure is incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, it shall be the policy of the City to use the committed amounts first, followed by the assigned amounts and then unassigned amounts.

Minimum Level of Unassigned Fund Balance

The City will maintain a minimum unassigned fund balance for the General Fund in excess of forty percent (40%) of annual operating expenses for this fund. Such fund balance shall serve cash flow needs, protect against unforeseen emergencies and enhance the credit worthiness of the City.

Annual Review and Determination of Fund Balance Reserve Amounts

Compliance with the provisions of this policy shall be reviewed as part of the closing of the financial books at year-end (June 30) and the amounts of restricted, committed, assigned and non-spendable fund balance will be determined. Any residual general fund balance amounts will be classified as unassigned.

DEBT MANAGEMENT POLICY

I. PURPOSE

The purpose of this policy is to establish parameters by which debt obligations will be undertaken by the City of Brentwood, TN [the “City”]. This policy reinforces the commitment of the City and its officials to manage the issuance of bonds in a way that achieves the long-term capital improvement objectives while minimizing risks, avoiding conflicts of interest, and insuring transparency. This debt management policy provides a formal commitment to the public, credit rating agencies, investors and the capital markets that the City will use a disciplined and defined approach to financing its capital needs. This policy also fulfills a requirement of the State of Tennessee to adopt a more comprehensive debt management policy on or before January 1, 2012.

II. GENERAL POLICIES

- A. The City will seek to limit total outstanding General Obligation supported debt obligations to no more than 5% of the total assessed value of the taxable property of the City according to the most recent property assessment excluding overlapping debt from other governmental entities.

In addition, the total annual debt service obligation for long-term debt (excluding short-term capital outlay notes) will not exceed fifteen (15) percent of the total operating budgets for the General Fund and State Street Aid Fund in any given year.

- B. The City will use long-term borrowing only for major capital improvement projects that cannot be financed from current revenue sources. The City will not use long-term debt to finance current operations.
- C. When the City finances capital projects by issuing bonds, it will pay back the interest and principal on the bonds within 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.
- D. 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.
- E. The City will not issue variable-rate debt due to the potential volatility and financial risks associated with such instruments.

DEBT MANAGEMENT POLICY

- F. The City will not use derivatives or other exotic financial structures in the management of the City's debt portfolio.
- G. 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.
- H. The City will strive to maintain the highest possible credit rating from at least two nationally recognized rating agencies.

III. PROCEDURE FOR ISSUANCE OF DEBT

A. Authority

- 1) The City of Brentwood will only issue debt by utilizing the statutory authorities provided by *Tennessee Code Annotated* as may be supplemented and periodically revised ("TCA") and the Internal Revenue Code (the "Code").
- 2) The City of Brentwood will also adhere to any lawfully promulgated rules and regulations of the State of Tennessee and those promulgated under the Code.
- 3) All debt shall be formally authorized by resolution of the City of Brentwood Board of Commissioners (City Commission).

B. Method of Issuance

It shall be the policy of the City to sell all General Obligation and Revenue bonds through a competitive bid process. The City's bonds will be offered in a public sale to any and all eligible bidders. Unless all bids are rejected, the debt will be awarded to the bidder providing the lowest true interest cost as long as the bid adheres to the requirements set forth in the official notice of sale.

C. Transparency

- 1) It is understood that the issuance of debt will require various approvals, and on occasion, written reports provided by the State of Tennessee Comptroller's office, either prior to adoption of resolutions authorizing such debt, prior to issuance and/or following issuance. The City and/or its Financial Advisor will ensure compliance with TCA, the Code and all applicable federal and State rules and regulations. Such State compliance will include, but not be limited to, compliance with all legal requirements regarding adequate public notice of all meetings of the City related to consideration and approval of debt.

DEBT MANAGEMENT POLICY

- 2) All costs (including interest, issuance, continuing, and one-time), the terms and conditions of each debt issue along with a debt service schedule outlining the rate of retirement for the principal amount will be disclosed to the City Commission, citizens and other interested parties in a timely manner and will be available for public review on request during normal working hours.
- 3) Additionally, the City will provide the Tennessee Comptroller's office sufficient information on the debt to not only verify transparency regarding the issuance, but to ensure that the Comptroller's office has sufficient information to adequately report on or approve any formal action related to the sale and issuance of debt. The City will also make this information available through the City website, newspapers, and other customary locations for City notices to its City Commission, citizens and other interested parties.
- 4) The City will file its Annual Audited Financial Statements which include debt schedules and any Continuing Disclosure documents, prepared by the City or its Dissemination Agent with the MSRB through the Electronic Municipal Market Access system ("EMMA"). These documents will be made available to its citizens and other interested parties by posting on the City's web page www.brentwood-tn.org with a hard copy available for review at the Finance Department and Library during normal working hours.

IV. DEBT TYPES

When the City determines that the issuance on long term debt is appropriate, the following criteria will be used to evaluate the type of debt to be issued.

A. Security Structure

1) General Obligation Bonds

The City may issue debt supported by its full faith, credit and unlimited ad valorem taxing power ("General Obligation Debt"). General Obligation Debt will be used to finance capital projects that do not have significant independent creditworthiness or significant on-going revenue streams and as additional credit support for revenue-supported debt, if such support improves the economics of the debt and is used in accordance with these guidelines.

2) Revenue Bonds

The City may issue debt supported exclusively with revenues generated by a project or enterprise fund such as Water and Sewer Improvements ("Revenue Debt"), where repayment of the debt service obligations will be made through income generated from specifically designated and reliable sources. Revenue debt will only be issued for capital projects which are essential to the long-term needs of the project or enterprise fund.

DEBT MANAGEMENT POLICY

3) Capital Leases

The City may use capital leases to finance projects such as equipment, if the Finance Director, City Manager, and Financial Advisor determine that such an instrument is economically feasible.

B. Duration

A. Long-Term Debt

The City may issue long-term debt when it is deemed that capital improvements cannot or should not be financed from current revenues or short-term borrowings. Long-term debt will not be used to finance current operations or normal maintenance expenses. Long-term debt will be structured such that the financial obligations do not exceed the expected useful economic life of the project(s) financed.

- i. *Serial and Term Debt.* Serial and Term Debt may be issued in fixed rate modes up to twenty (20) years to finance capital infrastructure projects;
- ii. *Capital Outlay Notes ("CONs").* CONs may be issued to finance capital infrastructure projects with an expected life up to twelve (12) years; or
- iii. *Capitalized Leases.* Capitalized Leases may be issued to finance infrastructure projects or equipment for a period not greater than its expected useful life.

V. REFINANCING OUTSTANDING DEBT

The Finance Director and City Manager, with assistance from the City's Financial Advisor, will have the responsibility to analyze outstanding debt for refunding opportunities. The following parameters will be considered when analyzing possible refunding opportunities:

A. Debt Service Savings

Absent other compelling considerations such as the opportunity to eliminate onerous or unduly restrictive covenants contained in existing debt documents, the City will require in any refunding bond issue a minimum net present value savings threshold of at least three (3) percent of the refunded debt principal amount.

DEBT MANAGEMENT POLICY

B. Restructuring for economic purposes

The City may also consider refunding debt when it is in its best financial interest to do so. Such a refunding will be limited to restructuring to meet unanticipated revenue shortfalls, achieve annual cost savings, mitigate irregular debt service payments, release reserve funds, etc.

C. Term of Refunding Issues

Normally, the City will refinance debt equal to or within its existing term. However, the City may consider maturity extension for economic purposes, when necessary to achieve desired outcomes, provided that such extension is legally permissible. The City may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful economic life of the financed facility and the concept of inter-generational equity will guide these decisions.

D. Escrow Structuring

The City will utilize the least costly securities available in structuring refunding escrows. In the case of open market securities, a certificate will be provided by a third party agent, who is not the financial advisor or broker-dealer stating that the securities were procured through an arms-length, competitive bid process.

E. Arbitrage

The City will take all necessary steps to optimize escrows and to avoid negative arbitrage in its refunding. Any positive arbitrage will be rebated as necessary according to Federal guidelines.

VI. PROFESSIONAL SERVICES

The City shall require all professionals engaged in the process of issuing debt to clearly disclose all compensation and consideration received related to services provided in the debt issuance process by both the City and the lender or conduit issuer, if any. This includes “soft” costs or compensations in lieu of direct payments.

A. Counsel

The City shall enter into an engagement letter agreement with each lawyer or law firm representing the City in a debt transaction. No engagement letter shall be required for any lawyer who is an employee of the City or lawyer or law firm which is under a general appointment or contract to serve as counsel to the City. The City shall not require an engagement letter with counsel not representing the City, such as underwriters’ counsel.

DEBT MANAGEMENT POLICY

B. Financial Advisor

The City may select a Financial Advisor with relevant experience in Tennessee municipal government to assist in its issuance of debt.

The City shall enter into a written agreement with each person or firm serving as financial advisor for debt management and transactions. Whether in a competitive sale or negotiated sale, the financial advisor shall not be permitted to bid on, privately place or underwrite an issue for which they are or have been providing advisory services for the issuance.

C. Underwriter

As noted earlier, it is the intent of the City to issue bonds through a competitive bid process rather than through a negotiated sale using the services of an Underwriter. However, if an underwriter is used for a debt issue, the City shall require the Underwriter to clearly identify itself in writing (*e.g., in a response to a request for proposals or in promotional materials provided to an issuer*) as an underwriter and not as a financial advisor from the earliest stages of its relationship with the City with respect to that issue. The Underwriter must clarify its primary role as a purchaser of securities in an arm's-length commercial transaction and that it has financial and other interests that differ from those of the Entity. The Underwriter in a publicly offered, negotiated sale shall be required to provide pricing information both as to interest rates and to takedown per maturity to the City Commission in advance of the pricing of the debt.

VII. CONFLICTS

- A. Professionals involved in a debt transaction hired or compensated by the City shall be required to disclose to the City existing client and business relationships between and among the professionals to the transaction (including but not limited to financial advisor, swap advisor, bond counsel, swap counsel, trustee, paying agent, liquidity or credit enhancement provider, underwriter, counterparty, and remarketing agent), as well as conduit issuers, sponsoring organizations and program administrators. This disclosure shall include sufficient information to allow the City to understand fully the significance of the relationships.
- B. Professionals who become involved in the debt transaction as a result of a bid submitted in a publicly advertised competitive sale conducted using an industry standard, electronic bidding platform shall not be subject to this disclosure. No disclosure is required that would violate any rule or regulation of professional conduct.

DEBT MANAGEMENT POLICY

VIII. COMPLIANCE

A. Continuing Annual Disclosure

When the debt is delivered, the City will execute a Continuing Disclosure Certificate in which it will covenant for the benefit of holders and beneficial owners of the publically traded debt to provide certain financial information relating to the City by not later than twelve months after each of the City's fiscal years, (the "Annual Report") and provide notice of the occurrence of certain enumerated events. The Annual Report will be filed with the MSRB through the Electronic Municipal Market Access system ("EMMA") and, if applicable, any State Information Depository established in the State of Tennessee (the "SID"). If the City is unable to provide the Annual Report to the MSRB and any SID by the date required, notice of each failure will be sent to the MSRB and the SID on or before such date. These covenants are made in order to assist the Underwriter in complying with SEC Rule 15c2-12(b).

B. Arbitrage Rebate

The City will also maintain a system of record keeping and reporting which complies with the arbitrage rebate compliance requirements of the Internal Revenue Code (the "Code").

C. Records

The City will also maintain records required by the Code including, but not limited to, all records related to the issuance of the debt including detailed receipts and expenditures for a period up to six (6) years following the final maturity date of the Debt.

IX. DEBT POLICY REVIEW

A. General Guidance

The guidelines outlined herein are intended to provide general direction regarding the future issuance of Debt. The City Commission maintains the right to modify this Debt Policy and make reasonable exceptions to any of its guidelines at any time to the extent that the execution of such Debt achieves the overall debt management goals of the City, and such exceptions or changes are consistent with TCA and any rules and regulations promulgated by the State of Tennessee.

DEBT MANAGEMENT POLICY

The adequacy of this Debt Policy shall be reviewed during the annual budget process and amended as circumstances, rules and regulations warrant. Any amendments to the Debt Policy shall be approved by resolution of the City Commission.

B. Designated Official

The Finance Director and City Manager shall be responsible for ensuring substantial compliance with this Debt Policy.

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.

CITY OF BRENTWOOD, TENNESSEE

INVESTMENT POLICY

1. SCOPE

This policy applies to the investment of all funds of the City of Brentwood, Tennessee. Investments of employees' post benefit retirement funds are covered by a separate policy. Except for special funds that are otherwise specifically provided for, the City of Brentwood will consolidate the balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation of capital in the overall portfolio in accordance with generally accepted accounting principles.

2. POLICY

It is the policy of the City of Brentwood to invest idle public funds in a manner that is in compliance with Tennessee law and meets the daily cash flow demands of the City with the primary objectives, in priority order, being: a) Safety of Principal b) Liquidity and c) Yield.

A) Safety of Principal

Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate the following risks:

1. Credit Risk

The City will minimize credit risk, which is the risk of loss due to the failure of the investment issuer or backer, by:

- Limiting the portfolio to the types of investments pursuant to TCA 6-56-106 (refer to Section 5).
- Pre-qualifying the financial institutions with which the City will do business in accordance with Section 4.
- Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

2. Interest Rate Risk

The City will minimize interest rate risk, which is the risk that the market value of investments in the portfolio will fall due to changes in market interest rates, by:

- Structuring the portfolio to meet the cash requirements of ongoing operations, thereby mitigating the need to liquidate investments at a loss prior to maturity;
- Investing operating funds primarily in shorter-term investments, money market mutual funds, CDs or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy.

3. Concentration Risk

The City will minimize Concentration of Credit Risk, which is the risk of loss due to having a significant portion of resources invested in a single issuer, by diversifying the investment portfolio as described in Section 8. Diversification so that the impact of potential losses from any one type of security or issuer will be minimized. Investments issued or explicitly guaranteed by the U.S. government or Tennessee Bank Collateral Pool, Tennessee Local Government Investment Pool (LGIP) and any other external investment pools authorized by that are authorized by the State are excluded from this requirement.

CITY OF BRENTWOOD, TENNESSEE INVESTMENT POLICY

4. Custodial Credit Risk

The City will minimize Custodial Credit Risk for deposits, which is the risk that in the event of the failure of a depository financial institution the deposits or collateralized investments that are in the possession of an outside party would not be able to be recovered, as addressed in Section 6, Collateralization.

The City will minimize Custodial Credit Risk for investments, which is the risk that in the event of the failure of the counterparty to a transaction the value or collateralized investments that are in the possession of an outside party would not be able to be recovered, as addressed in Section 9, Safekeeping and Custody.

B) Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated.

C) Yield

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

3. STANDARDS OF CARE

A) Prudence

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

The "prudent person" standard states that, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

B) Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Each employee involved in the investment process shall disclose any material interests in financial institutions held by the employee or an immediate family member of the employee. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio.

C) Delegation of Authority

Authority to manage the investment program is granted to the City Treasurer, hereinafter referred to as the Investment Officer, who shall refrain from personal business activity that could impair his/her ability to

CITY OF BRENTWOOD, TENNESSEE INVESTMENT POLICY

make impartial decisions. Investments with a maturity date exceeding six months or in an amount exceeding \$1,000,000 shall also be approved by the Finance Director. Investments with a maturity date exceeding one year or in an amount exceeding \$5,000,000 shall also be approved by the City Manager. The Investment Officer, Finance Director and City Manager, acting in accordance with this investment policy and exercising due diligence, shall be relieved of personal responsibility for the failure of any investment to perform according to expectations, provided that the Investment Officer shall report any deviations from expectations in a timely fashion.

4. AUTHORIZED FINANCIAL INSTITUTIONS

A list will be maintained of financial institutions and depositories authorized to provide investment services. All financial institutions who desire to become qualified for investment transactions must supply the following as appropriate:

- Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines
- Proof of membership in the Tennessee Bank Collateral Pool
- Certification of having read and understood and agreeing to comply with the City's investment policy.

5. AUTHORIZED AND SUITABLE INVESTMENTS

The City of Brentwood's investment officer, in order to provide a safe temporary medium for investment of idle funds, shall have the authority to purchase and invest prudently as authorized by TCA 6-56-106 or as it may be amended. (Appendix A)

6. COLLATERALIZATION

In accordance with State law TCA 9-4-105 and the GFOA Recommended Practices on the Collateralization of Public Deposits, full collateralization will be required on all demand deposit accounts, including checking accounts and non-negotiable certificates of deposit, except when the institution issuing the certificate of deposit belongs to the Tennessee Bank Collateral Pool.

7. REPORTING

The Investment Officer shall prepare an investment report not less than quarterly of the status of the current investments. The report will include the following:

- Percent invested in each security type (CD, US Treasury, money market funds, etc).
- Listing of investments by maturity date.

8. DIVERSIFICATION

It is the policy of the City of Brentwood to reduce overall risks while attaining average market rates of return by diversifying its investments.

The investments shall be diversified by:

- limiting investments to avoid over concentration in eligible securities from a specific issuer or business sector (excluding U.S. Treasury securities),
- avoiding investment in ineligible securities that have higher credit risks,

**CITY OF BRENTWOOD, TENNESSEE
INVESTMENT POLICY**

- investing in securities with variable maturities, and
- investing a portion of the portfolio in readily available funds such as the Tennessee Local Government Investment Pool (LGIP) or collateralized money market funds to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

In establishing specific diversification strategies, the following general policies and constraints shall apply:

Portfolio maturities shall be staggered to avoid undue concentration of assets with similar maturity dates. Maturities selected shall provide for stability of income and reasonable liquidity.

For cash management funds, liquidity shall be assured through practices ensuring that the next disbursement date and payroll date are covered through maturing investments or marketable U.S. Treasury bills.

9. CUSTODY

The City Manager shall approve a system of internal controls, which shall be documented in writing. The controls shall be designed to prevent the loss of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees and officers of the entity. Eligible securities will be held by the City in a secure location.

10. AMENDMENTS

This investment policy shall be reviewed at least every three years.

BUDGET FORMAT

The FY 2013 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 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 2013 - BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
12/05/11	01/06/12	Preparation of initial six-year Capital Improvements Program requests (FY 2013- FY 2018)	Finance Director, Assistant City Mgr., and affected Department Heads
01/09/12	01/27/12	Submission of budgets, narratives and schedules to Finance Department	All Department Heads
	01/30/12	Initial work session to provide policy input and direction on FY 2013 proposed budget (Annex Room)	City Commission, City Manager and all Department Heads
02/13/12	02/24/12	City Manager's department meetings on FY 2013 Budget	City Manager with Department Heads
03/19/12	04/06/12	Preparation and submission of draft departmental Non-routine Work Plans to the City Manager for FY 2013	All Department Heads
	03/05/12	Submission of Draft Capital Improvements Program Document to City Manager for final staff review	Finance Director Assistant City Mgr.
	03/19/12	Draft six-year Capital Improvements Program presented to City Commission	City Manager Finance Director Assistant City Mgr.
	03/29/12	Work session on proposed six-year Capital Improvements Program with City Commission (Annex Room)	City Manager and affected Department Heads
	05/02/12	FY 2013 Proposed Operating Budget and FY 2013 Proposed Non-routine Work Plan to City Commission	City Manager and Finance Director
	05/10/12 - 05/11/12	FY 2013 Proposed Operating Budget Work Session – All Day 5/10 and (if necessary) 5/11 at the Brentwood Safety Center East	City Commission, City Manager and all Department Heads
05/11/12	05/21/12	Budget Work Session follow-up information prepared	Finance Director

FISCAL YEAR 2013 - BUDGET CALENDAR

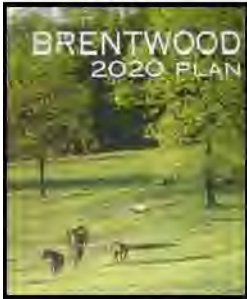
Date		Event	Responsibility
Start	Completion		
	05/18/12	Notice of public hearing on FY 2013 Budget proposals to the <u>Williamson A.M section of The Tennessean.</u>	City Recorder
	05/18/12	Proposed Ordinance to City Recorder, Public Library and posted on City Website for public inspection	Finance Director
	05/29/12	Regular Commission meeting for public hearing and first reading for the FY 2013 Appropriations and Tax Rate Ordinances	City Commission
	06/12/12	Regular Commission meeting with public hearing <u>only</u> for the FY 2013 Appropriations & Tax Ordinances	City Commission
	06/25/12	Regular Commission meeting for public hearing and second (final) reading and adoption of the FY 2013 Appropriations and Tax Rate Ordinances; and adoption by resolution: the six-year Capital Improvements Program (FY 2013–2018), FY 2013 Classification and Pay Plan, and the FY 2013 Non-routine Work Plan.	City Commission
	07/13/12	Final report on accomplishments of the FY 2012 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 Ingleham 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

GOVERNMENTAL AND ENTERPRISE FUNDS REVENUES AND INCOME SOURCES

	<u>Revenues/Fund Sources</u>
Post Employment Benefits Fund	General Fund Transfers Water and Sewer Fund Transfers Emergency Communications Dist. Transfers Interest Earnings
Fuel Fund	General Fund Transfers Water and Sewer Fund Transfers Interest Earnings
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 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

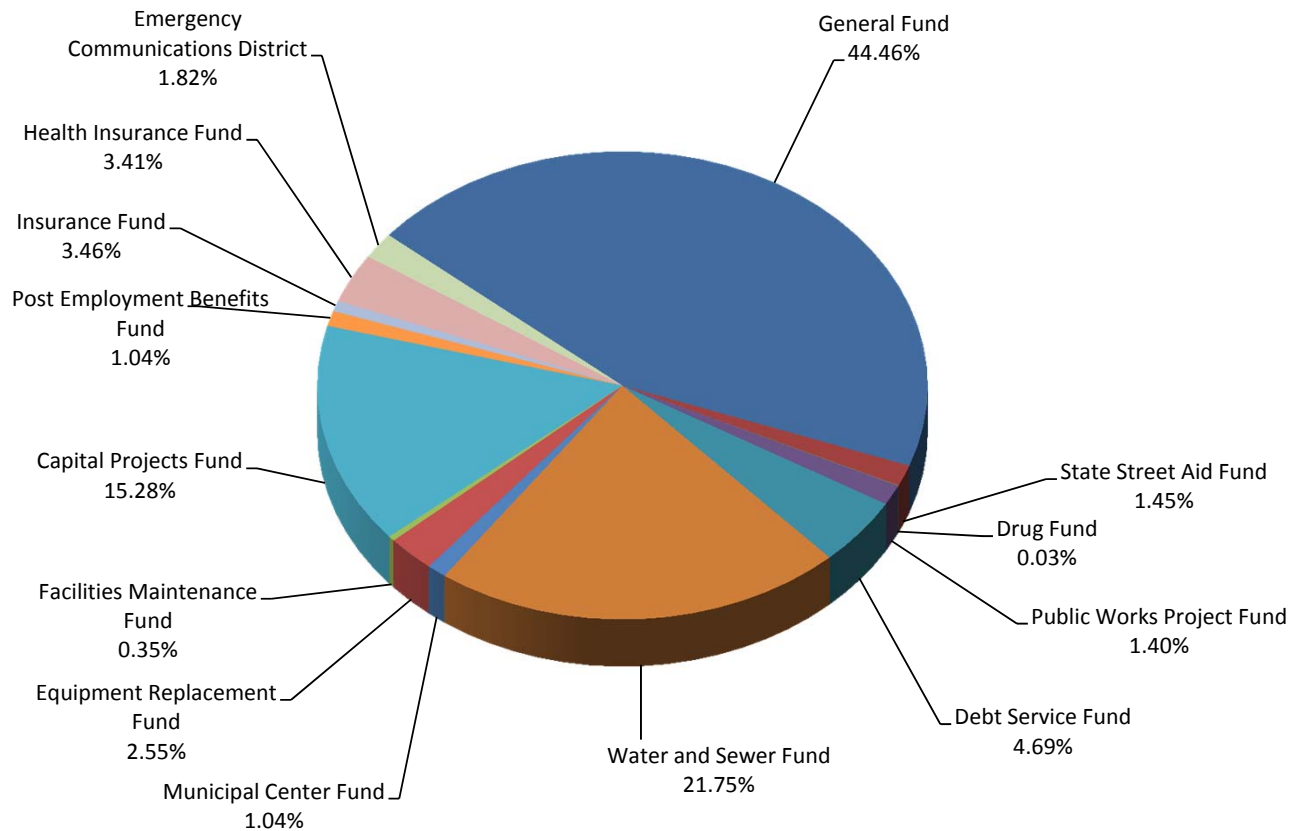
	<u>Expenditures/Uses of Funds</u>
Post Employment Benefits Fund	Transfer to Post Employment Benefits Trust Current Retiree Life/Health Insurance Terminal Leave Payouts
Fuel Fund	Gasoline and Diesel Fuel Expenditures
Insurance Fund	Group Medical Claims HRA Claims Stop Loss Insurance Premiums Group Vision Insurance Premiums Health Plan Administration Fees Benefit Plan Consultant Fees Worker's Compensation Benefit Claims Worker's Compensation Premiums
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

		<u>FY 2012</u>	<u>FY 2013</u>	<u>Change</u> <u>Dollars</u>	<u>Percentage</u>
<u>Expenditures and Other Uses:</u>					
General Fund	(a) \$	30,742,835	\$ 31,817,765	\$ 1,074,930	3.5%
Equipment Replacement Fund		1,000,500	1,823,375	822,875	82.2%
Facilities Maintenance Fund		175,000	250,000	75,000	42.9%
State Street Aid Fund		1,040,000	1,040,000	-	0.0%
Public Works Project Fund		-	1,000,000	1,000,000	0.0%
Drug Fund		20,000	20,000	-	0.0%
Adequate Facilities Tax Fund		750,000	-	(750,000)	-100.0%
Post Employment Benefits Fund		584,210	747,575	163,365	28.0%
Fuel Fund		443,000	523,000	80,000	18.1%
Insurance Fund		2,260,200	2,440,800	180,600	8.0%
Debt Service Fund		3,433,590	3,357,925	(75,665)	-2.2%
Capital Projects Fund		11,025,000	10,937,000	(88,000)	-0.8%
Water and Sewer Fund		14,672,610	15,566,380	893,770	6.1%
Municipal Center Fund		680,200	742,500	62,300	9.2%
Emergency Communications District		<u>1,280,255</u>	<u>1,301,340</u>	<u>21,085</u>	<u>1.6%</u>
Subtotal Expenditures - All Funds and ECD		68,107,400	71,567,660	3,460,260	5.1%
Less: Interfund and ECD transfers		<u>(9,536,950)</u>	<u>(11,888,100)</u>	<u>(2,351,150)</u>	<u>24.7%</u>
TOTAL EXPENDITURES- ALL FUNDS (NET)	\$	<u>58,570,450</u>	<u>\$ 59,679,560</u>	<u>\$ 1,109,110</u>	<u>1.9%</u>

(a) Does not include the proposed FY 2012 special year-end transfer of \$1,560,000 from the General Fund to the Capital Projects Fund (\$1,355,000) and Equipment Replacement Fund (\$205,000) to help pay for certain FY 2013 capital projects and equipment purchases. A FY 2012 special year-end transfer of \$150,000 is also proposed to the Insurance Fund for the new worker's compensation division with funding to be provided as follows: General Fund (\$129,250), Water and Sewer Fund (\$19,310), and ECD Fund (\$1,440).

FUND STRUCTURE FY 2013 Budget



Note: The above pie chart demonstrates the proportional relationship of FY 2013 expense budgeted for each Governmental and Enterprise Fund to the total FY 2013 budgeted expense for all funds.

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

	Beginning Fund Balance July 1, 2012	Budgeted Revenues FY 2012-2013	Budgeted Expenditures FY 2012-2013	Ending Fund Balance (Projected) June 30, 2013
General Fund (Unassigned)	\$ 26,400,355	\$ 31,827,880	\$ 31,817,765	\$ 26,410,470
Equipment Replacement Fund	1,743,900	1,160,500	1,823,375	1,081,025
Facilities Maintenance Fund	1,021,900	205,000	250,000	976,900
State Street Aid Fund	359,000	953,000	1,040,000	272,000
Public Works Project Fund	1,465,500	836,000	1,000,000	1,301,500
Drug Fund	284,500	21,000	20,000	285,500
Adequate Facilities Tax Fund	771,600	253,000	0	1,024,600
Post Employment Benefits Fund	718,400	831,125	747,575	801,950
Fuel Fund	162,100	520,300	523,000	159,400
Insurance Fund	1,481,000	2,655,845	2,440,800	1,696,045
Debt Service Fund	3,793,300	3,268,500	3,357,925	3,703,875
Capital Projects Fund	8,600,300	4,170,000	10,937,000	1,833,300
Totals	\$ 46,801,855	\$ 46,702,150	\$ 53,957,440	\$ 39,546,565
 Total (Excluding Capital Projects Fund)	 \$ 38,201,555	 \$ 42,532,150	 \$ 43,020,440	 \$ 37,713,265

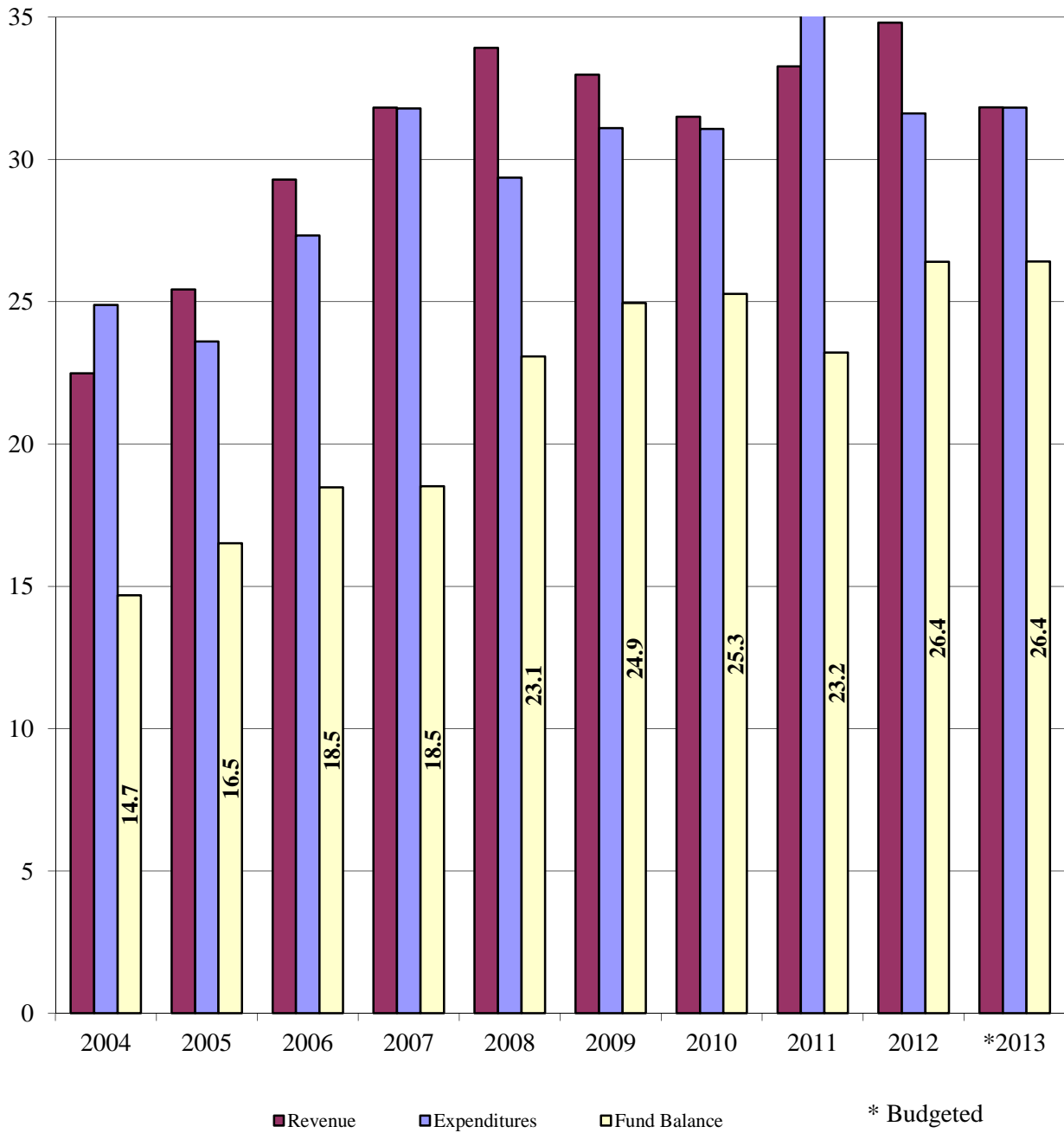
General Fund Budget (Unassigned Balance)

Year-To-Year Summary

	FY 2010-11 Actual	FY 2011-12 Projected	FY 2012-13 Budget
Revenues	\$ 33,270,210	\$ 34,800,600	\$ 31,827,880
Expenditures	29,131,781	29,926,995	31,817,765
Excess (Deficiency) of Revenues Over Expenditures	4,138,429	4,873,605	10,115
 Fund Balance/Special Appropriation Transfers - to Capital Projects, Insurance, and Equipment Replacement Funds	 (6,200,000)	 (1,689,250)	
 Beginning Fund Balance	 25,277,571	 23,216,000	 26,400,355
 Ending Fund Balance	 <u>\$ 23,216,000</u>	 <u>\$ 26,400,355</u>	 <u>\$ 26,410,470</u>

GENERAL FUND

Millions

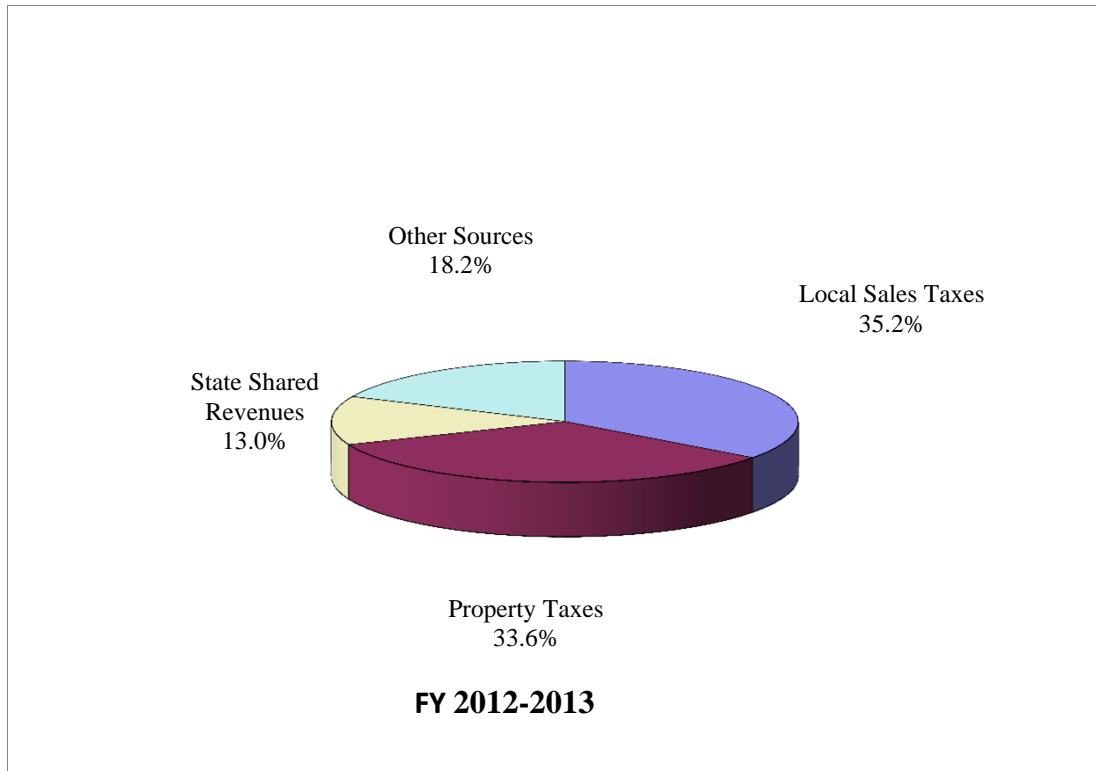


GENERAL FUND REVENUES

	FY 2010-11	FY 2011-12	FY 2011-12	FY 2012-13
	Actual	Budget	Actual	Budget
Taxes				
Local Sales Tax	\$ 11,027,909	\$ 10,675,000	\$ 12,005,650	\$ 11,190,000
Real and Personal Property Tax	10,383,444	10,340,000	10,388,370	10,340,000
Public Utility Property Tax	527,552	450,000	395,069	360,000
Business Taxes	1,274,081	1,175,000	1,210,940	1,275,000
Hotel/Motel Taxes	1,017,628	1,000,000	1,144,406	1,025,000
Other Taxes	1,639,653	1,520,000	1,754,719	1,570,000
Total Taxes	<u>25,870,267</u>	<u>25,160,000</u>	<u>26,899,154</u>	<u>25,760,000</u>
Licenses and Permits				
Building Permits	523,723	415,000	669,656	600,000
Other	179,890	101,700	184,859	129,700
Total Licenses and Permits	<u>703,613</u>	<u>516,700</u>	<u>854,515</u>	<u>729,700</u>
Fines and Fees	277,949	290,000	373,100	360,000
Charges for Services	331,361	323,100	369,013	311,600
Intergovernmental				
State Sales Tax	2,348,031	2,285,000	2,513,971	2,400,000
State Income Tax	2,204,396	900,000	2,284,851	900,000
Other	858,832	740,900	870,193	832,080
Total Intergovernmental	<u>5,411,259</u>	<u>3,925,900</u>	<u>5,669,015</u>	<u>4,132,080</u>
Uses of Money and Property	528,202	439,000	484,062	404,000
Other	<u>147,559</u>	<u>95,500</u>	<u>151,757</u>	<u>130,500</u>
GRAND TOTAL	<u><u>\$ 33,270,210</u></u>	<u><u>\$ 30,750,200</u></u>	<u><u>\$ 34,800,616</u></u>	<u><u>\$ 31,827,880</u></u>

GENERAL FUND

Revenues by Source



CITY OF BRENTWOOD BUDGET REVENUE RATIOS GENERAL FUND

	<u>2011-2012</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>	<u>2012-2013</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>
REVENUES:				
Local Sales Taxes	\$10,675,000	34.7%	\$11,190,000	35.2%
Property Taxes	10,790,000	35.1%	10,700,000	33.6%
State Shared Revenues	3,925,900	12.8%	4,132,080	13.0%
Other Sources	5,359,300	17.4%	5,805,800	18.2%
TOTAL REVENUES	\$30,750,200	100.0%	\$31,827,880	100.0%

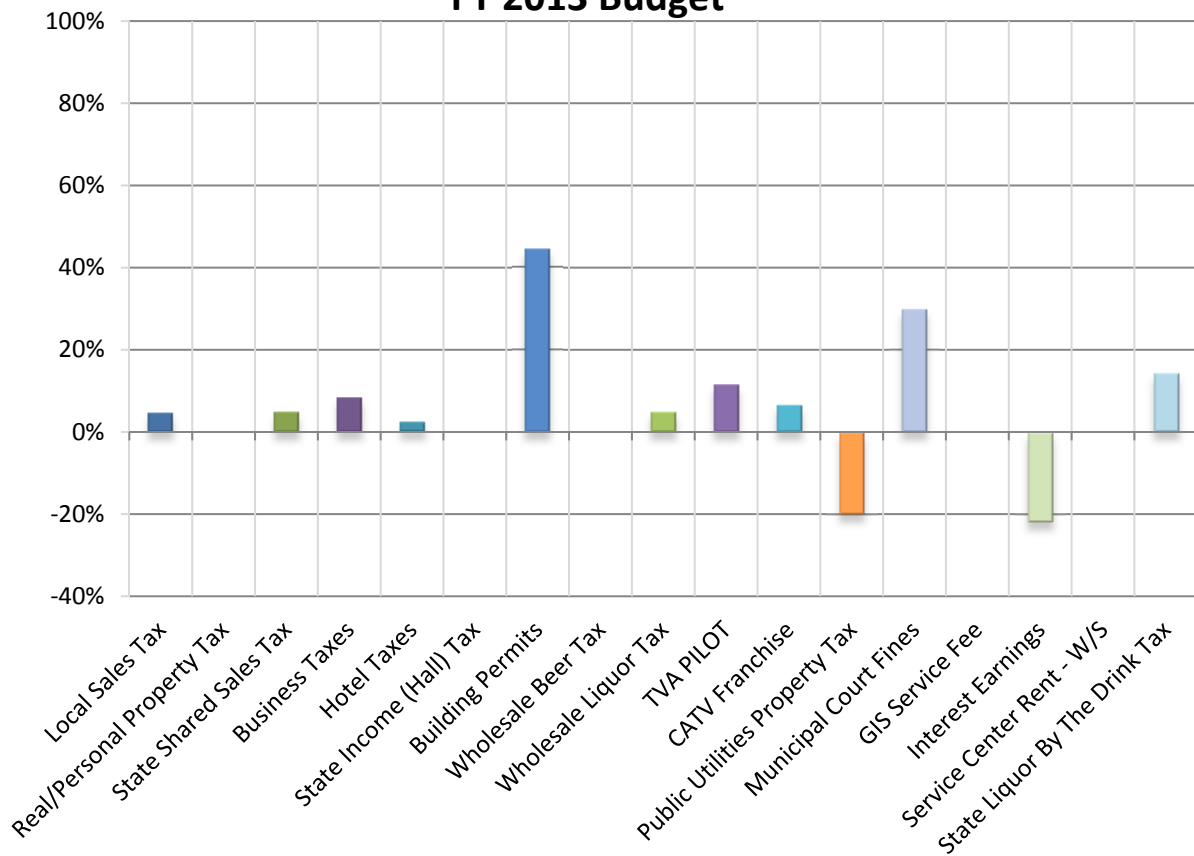
GENERAL FUND REVENUES
Amounts Greater Than \$100,000
Changes From Previous Years

	Budget FY 2012	Budget FY 2013	Change Dollar	Percentage
1 Local Sales Tax	\$ 10,675,000	\$ 11,190,000	\$ 515,000	4.8%
2 Real/Personal Property Tax	10,340,000	10,340,000	-	0.0%
3 State Shared Sales Tax	2,285,000	2,400,000	115,000	5.0%
4 Business Taxes	1,175,000	1,275,000	100,000	8.5%
5 Hotel Taxes	1,000,000	1,025,000	25,000	2.5%
6 State Income (Hall) Tax	900,000	900,000	-	0.0%
7 Building Permits	415,000	600,000	185,000	44.6%
8 Wholesale Beer Tax	580,000	580,000	-	0.0%
9 Wholesale Liquor Tax	500,000	525,000	25,000	5.0%
10 TVA PILOT	385,000	430,000	45,000	11.7%
11 CATV Franchise	375,000	400,000	25,000	6.7%
12 Public Utilities Property Tax	450,000	360,000	(90,000)	-20.0%
13 Municipal Court Fines	250,000	325,000	75,000	30.0%
14 GIS Service Fee	138,000	138,000	-	0.0%
15 Interest Earnings	160,000	125,000	(35,000)	-21.9%
16 Service Center Rent - W/S	125,000	125,000	-	0.0%
17 State Liquor By The Drink Tax	105,000	120,000	15,000	14.3%
Net Change	29,858,000	30,858,000	1,000,000	3.3%
18 Remaining Sources	892,200	969,880	77,680	8.7%
TOTAL CHANGE	\$ 30,750,200	\$ 31,827,880	\$ 1,077,680	3.5%

GENERAL FUND REVENUES

Major Changes - Percent

FY 2013 Budget



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

**CITY OF BRENTWOOD
EXECUTIVE SUMMARY
REVENUES AND EXPENDITURES - ALL FUNDS**

	General Fund			Equipment Replacement Fund		
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget
Revenues						
Local Sales Tax	11,027,909	12,005,650	11,190,000			
Real and Personal Property Tax	10,383,444	10,388,370	10,340,000			
State Sales Tax	2,348,031	2,513,971	2,400,000			
State Income Tax	2,204,396	2,284,851	900,000			
Business Taxes	1,274,081	1,210,940	1,275,000			
Public Utility Property Tax	527,552	395,069	360,000			
Building Permits	523,723	669,656	600,000			
Hotel/Motel Tax	1,017,628	1,144,406	1,025,000			
Fines and Fees	277,949	373,100	360,000			
Other Taxes and Revenues	3,685,497	3,814,603	3,377,880	28,820	40,224	15,000
Federal, State and Private Sources						
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In				1,060,500	1,305,500	1,145,500
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
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	\$ 33,270,210	\$ 34,800,616	\$ 31,827,880	\$ 1,089,320	\$ 1,345,724	\$ 1,160,500
Expenditures						
Personnel Services	18,131,892	18,266,530	18,620,270			
Program Costs	4,977,625	4,883,326	5,699,290			
Repairs and Maint - Roads and Streets						
Debt Service	3,150,000	3,150,000	3,250,000			
Operating Transfers/Contributions Out	7,072,100	2,993,521	1,589,705			
Flood Recovery						
Other Uses of Funds/Expenses						
Capital Outlay/Depreciation	2,000,164	2,322,868	2,658,500	1,126,040	778,447	1,823,375
Purchased Water						
Sewage Treatment						
Total Expenditures and Other Uses	\$35,331,781	\$31,616,245	\$31,817,765	\$1,126,040	\$778,447	\$1,823,375
Sources Over (Under)	\$ (2,061,571)	\$ 3,184,371	\$ 10,115	\$ (36,720)	\$ 567,277	\$ (662,875)
Estimated Balances - July 1	\$ 25,277,571	\$ 23,216,000	\$ 26,400,371	\$ 1,213,416	\$ 1,176,696	\$ 1,743,973
Estimated Balances - June 30	\$ 23,216,000	\$ 26,400,371	\$ 26,410,486	\$ 1,176,696	\$ 1,743,973	\$ 1,081,098

**CITY OF BRENTWOOD
EXECUTIVE SUMMARY
REVENUES AND EXPENDITURES - ALL FUNDS**

	Facilities Maintenance Fund			State Street Aid Fund		
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget
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	6,300	5,917	5,000	5,274	3,383	3,000
Federal, State and Private Sources	543,059		-			
State Gas/Motor Fuel Tax				961,773	960,766	950,000
Operating Transfers /Contributions In	200,000	200,000	200,000			
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
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	\$ 749,359	\$ 205,917	\$ 205,000	\$ 967,047	\$ 964,149	\$ 953,000
Expenditures						
Personnel Services						
Program Costs						
Repairs and Maint - Roads and Streets				962,133	1,002,279	1,040,000
Debt Service						
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses						
Capital Outlay/Depreciation	623,085	63,233	250,000			
Purchased Water						
Sewage Treatment						
Total Expenditures and Other Uses	\$623,085	\$63,233	\$250,000	\$962,133	\$1,002,279	\$1,040,000
Sources Over (Under)	\$ 126,274	\$ 142,684	\$ (45,000)	\$ 4,914	\$ (38,130)	\$ (87,000)
Estimated Balances - July 1	\$ 752,919	\$ 879,193	\$ 1,021,877	\$ 392,214	\$ 397,128	\$ 358,998
Estimated Balances - June 30	\$ 879,193	\$ 1,021,877	\$ 976,877	\$ 397,128	\$ 358,998	\$ 271,998

**CITY OF BRENTWOOD
EXECUTIVE SUMMARY
REVENUES AND EXPENDITURES - ALL FUNDS**

	Public Works Project Fund			Drug Fund		
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget
<u>Revenues</u>						
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	7,169	6,208	6,000	1,767	1,326	1,000
Federal, State and Private Sources						
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In						
Public Works Project Fees	301,848	597,895	830,000			
Drug Related Fines/Forfeited Property				88,722	160,938	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	\$ 309,017	\$ 604,103	\$ 836,000	\$ 90,489	\$ 162,264	\$ 21,000
<u>Expenditures</u>						
Personnel Services						
Program Costs						
Repairs and Maint - Roads and Streets			1,000,000			
Debt Service						
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses				16,860	14,935	20,000
Capital Outlay/Depreciation				38,892	49,391	-
Purchased Water						
Sewage Treatment						
Total Expenditures and Other Uses	\$0	\$0	\$1,000,000	\$55,752	\$64,326	\$20,000
Sources Over (Under)	\$ 309,017	\$ 604,103	\$ (164,000)	\$ 34,737	\$ 97,938	\$ 1,000
Estimated Balances - July 1	\$ 552,375	\$ 861,392	\$ 1,465,495	\$ 151,811	\$ 186,548	\$ 284,486
Estimated Balances - June 30	\$ 861,392	\$ 1,465,495	\$ 1,301,495	\$ 186,548	\$ 284,486	\$ 285,486

**CITY OF BRENTWOOD
EXECUTIVE SUMMARY
REVENUES AND EXPENDITURES - ALL FUNDS**

	Adequate Facilities Tax Fund			Post Employment Benefits Fund		
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget
<u>Revenues</u>						
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	341,463	415,276	253,000	8,454	5,191	2,000
Federal, State and Private Sources						
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In				748,300	727,465	829,125
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
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	\$ 341,463	\$ 415,276	\$ 253,000	\$ 756,754	\$ 732,656	\$ 831,125
<u>Expenditures</u>						
Personnel Services				26,941	116,080	100,000
Program Costs						
Repairs and Maint - Roads and Streets						
Debt Service						
Operating Transfers/Contributions Out				587,977	527,210	635,575
Flood Recovery						
Other Uses of Funds/Expenses		750,000		11,500	2,000	12,000
Capital Outlay/Depreciation						
Purchased Water						
Sewage Treatment						
Total Expenditures and Other Uses	\$0	\$750,000	\$0	\$626,418	\$645,290	\$747,575
Sources Over (Under)	\$ 341,463	\$ (334,724)	\$ 253,000	\$ 130,336	\$ 87,366	\$ 83,550
Estimated Balances - July 1	\$ 764,848	\$ 1,106,311	\$ 771,587	\$ 500,698	\$ 631,034	\$ 718,400
Estimated Balances - June 30	\$ 1,106,311	\$ 771,587	\$ 1,024,587	\$ 631,034	\$ 718,400	\$ 801,950

**CITY OF BRENTWOOD
EXECUTIVE SUMMARY
REVENUES AND EXPENDITURES - ALL FUNDS**

	Fuel Fund			Insurance Fund		
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget
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	2,042	769	1,000	8,364	6,506	6,000
Federal, State and Private Sources						
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In	370,641	356,125	519,300	2,037,808	2,323,621	2,649,845
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
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	\$ 372,683	\$ 356,894	\$ 520,300	\$ 2,046,172	\$ 2,330,127	\$ 2,655,845
Expenditures						
Personnel Services						
Program Costs						
Repairs and Maint - Roads and Streets						
Debt Service						
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses	353,675	444,554	523,000	1,880,703	1,792,065	2,440,800
Capital Outlay/Depreciation						
Purchased Water						
Sewage Treatment						
Total Expenditures and Other Uses	\$353,675	\$444,554	\$523,000	\$1,880,703	\$1,792,065	\$2,440,800
Sources Over (Under)	\$ 19,008	\$ (87,660)	\$ (2,700)	\$ 165,469	\$ 538,062	\$ 215,045
Estimated Balances - July 1	\$ 230,757	\$ 249,765	\$ 162,105	\$ 777,483	\$ 942,952	\$ 1,481,014
Estimated Balances - June 30	\$ 249,765	\$ 162,105	\$ 159,405	\$ 942,952	\$ 1,481,014	\$ 1,696,059

**CITY OF BRENTWOOD
EXECUTIVE SUMMARY
REVENUES AND EXPENDITURES - ALL FUNDS**

	Debt Fund			Capital Projects Fund		
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2010-11	FY 2011-12	FY 2012-13
	Actual	Actual	Budget	Actual	Actual	Budget
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	56,099	32,461	18,500	125,761	61,930	50,000
Federal, State and Private Sources				142,805	734,578	2,520,000
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In	3,166,500	3,575,201	3,250,000	6,200,000	2,590,780	1,600,000
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
General Obligation Bond Proceeds		10,635,000			4,845,000	-
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
TECB Operational Funding, Grants and Reimbursements						
Total Revenues and Sources of Funds	\$ 3,222,599	\$ 14,242,662	\$ 3,268,500	\$ 6,468,566	\$ 8,232,288	\$ 4,170,000
Expenditures						
Personnel Services						
Program Costs						
Repairs and Maint - Roads and Streets						
Debt Service	3,259,071	3,265,149	3,357,925			
Operating Transfers/Contributions Out					25,000	130,000
Flood Recovery						
Other Uses of Funds/Expenses		11,126,794				
Capital Outlay/Depreciation				11,022,053	8,865,343	10,807,000
Purchased Water						
Sewage Treatment						
Total Expenditures and Other Uses	\$3,259,071	\$14,391,943	\$3,357,925	\$11,022,053	\$8,890,343	\$10,937,000
Sources Over (Under)	\$ (36,472)	\$ (149,281)	\$ (89,425)	\$ (4,553,487)	\$ (658,055)	\$ (6,767,000)
Estimated Balances - July 1	\$ 3,979,063	\$ 3,942,591	\$ 3,793,310	\$ 13,811,673	\$ 9,258,186	\$ 8,600,131
Estimated Balances - June 30	\$ 3,942,591	\$ 3,793,310	\$ 3,703,885	\$ 9,258,186	\$ 8,600,131	\$ 1,833,131

**CITY OF BRENTWOOD
EXECUTIVE SUMMARY
REVENUES AND EXPENDITURES - ALL FUNDS**

	Enterprise Funds			Emergency Communication District		
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget
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	727,734	831,901	578,115	11,792	7,110	5,000
Federal, State and Private Sources		4,500				
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In		25,000	130,000	418,700	418,700	418,700
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
General Obligation Bond Proceeds						
Water Sales/Tap Fees	7,784,168	8,109,488	8,710,500			
Sewer Charges/Tap Fees	6,896,582	8,913,335	6,921,540			
Rental Income	611,567	670,488	696,975			
911 Fees				663,715	842,393	662,000
TECB Operational Funding, Grants and Reimbursements				552,229	207,912	219,155
Total Revenues and Sources of Funds	\$ 16,020,051	\$ 18,554,712	\$ 17,037,130	\$ 1,646,436	\$ 1,476,115	\$ 1,304,855
Expenditures						
Personnel Services	1,762,368	1,749,127	1,961,200	781,047	840,820	875,440
Program Costs						
Repairs and Maint - Roads and Streets						
Debt Service						
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses	2,782,867	2,753,139	3,322,680	230,868	189,817	255,900
Capital Outlay/Depreciation	2,610,175	2,820,523	3,225,000	58,285	138,220	170,000
Purchased Water	3,972,284	4,066,069	4,900,000			
Sewage Treatment	2,547,042	2,533,959	2,900,000			
Total Expenditures and Other Uses	\$13,674,736	\$13,922,817	\$16,308,880	\$1,070,200	\$1,168,857	\$1,301,340
Sources Over (Under)	\$ 2,345,315	\$ 4,631,895	\$ 728,250	\$ 576,236	\$ 307,258	\$ 3,515
Estimated Balances - July 1	\$ 35,319,925	\$ 37,665,240	\$ 42,297,135	\$ 1,263,007	\$ 1,839,243	\$ 2,146,501
Estimated Balances - June 30	\$ 37,665,240	\$ 42,297,135	\$ 43,025,385	\$ 1,839,243	\$ 2,146,501	\$ 2,150,016

**CITY OF BRENTWOOD
EXECUTIVE SUMMARY
REVENUES AND EXPENDITURES - ALL FUNDS**

	Totals		
	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Budget
Revenues			
Local Sales Tax	11,027,909	12,005,650	11,190,000
Real and Personal Property Tax	10,383,444	10,388,370	10,340,000
State Sales Tax	2,348,031	2,513,971	2,400,000
State Income Tax	2,204,396	2,284,851	900,000
Business Taxes	1,274,081	1,210,940	1,275,000
Public Utility Property Tax	527,552	395,069	360,000
Building Permits	523,723	669,656	600,000
Hotel/Motel Tax	1,017,628	1,144,406	1,025,000
Fines and Fees	277,949	373,100	360,000
Other Taxes and Revenues	5,016,536	5,232,805	4,321,495
Federal, State and Private Sources	685,864	739,078	2,520,000
State Gas/Motor Fuel Tax	961,773	960,766	950,000
Operating Transfers /Contributions In	14,202,449	11,522,392	10,742,470
Public Works Project Fees	301,848	597,895	830,000
Drug Related Fines/Forfeited Property	88,722	160,938	20,000
General Obligation Bond Proceeds	-	15,480,000	-
Water Sales/Tap Fees	7,784,168	8,109,488	8,710,500
Sewer Charges/Tap Fees	6,896,582	8,913,335	6,921,540
Rental Income	611,567	670,488	696,975
911 Fees	663,715	842,393	662,000
TECB Operational Funding, Grants and Reimbursements	552,229	207,912	219,155
Total Revenues and Sources of Funds	\$ 67,350,166	\$ 84,423,503	\$ 65,044,135
Expenditures			
Personnel Services	20,702,248	20,972,557	21,556,910
Program Costs	4,977,625	4,883,326	5,699,290
Repairs and Maint - Roads and Streets	962,133	1,002,279	2,040,000
Debt Service	6,409,071	6,415,149	6,607,925
Operating Transfers/Contributions Out	7,660,077	3,545,731	2,355,280
Flood Recovery	-	-	-
Other Uses of Funds/Expenses	5,276,473	17,073,304	6,574,380
Capital Outlay/Depreciation	17,478,694	15,038,025	18,933,875
Purchased Water	3,972,284	4,066,069	4,900,000
Sewage Treatment	2,547,042	2,533,959	2,900,000
Total Expenditures and Other Uses	\$69,985,647	\$75,530,399	\$71,567,660
Sources Over (Under)	\$ (2,635,481)	\$ 8,893,104	\$ (6,523,525)
Estimated Balances - July 1	\$ 84,987,760	\$ 82,352,279	\$ 91,245,383
Estimated Balances - June 30	\$ 82,352,279	\$ 91,245,383	\$ 84,721,858

**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2012 - 2013**

<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>Public Works Project Fund</u>
City Commission	\$ 174,590				
City Court	37,200				
City Manager's Office	417,170				
Elections	40,000				
Finance	772,845				
City Recorder	119,660				
Legal Services	214,745				
Technology	1,015,915				
Geographic Information Systems	292,290				
Human Resources	377,185				
Community Relations	275,595				
Planning and Development	381,135				
Codes Enforcement	767,170				
Insurance/Other Benefits	768,300				
Police/Emergency Communications	6,172,740				
Drug Enforcement					
Fire and Rescue/Safety Center	6,332,045				
Public Works	2,478,350				
Storm Drainage	50,000				
Street Lighting	450,000				
Traffic Signalization	264,400				
Service Center	255,400				
Street Repairs				1,040,000	
Engineering Services	498,535				
Public Health	85,000				
Parks and Recreation	2,008,560				
Public Library	2,175,750				
Education	216,000				
Economic Development	10,000				
Crockett Historic Center	75,350				
Debt Service Fund Transfer	3,250,000				
Principal and Interest - Debt Service					
Heavy Equipment and Vehicles		1,328,375			
Computer Equipment and Software		495,000			
Facilities Maintenance Fund Transfer/Expenditures	200,000		250,000		
Adequate Facilities Tax Fund Transfer					
Capital Projects Fund Transfer	600,000				1,000,000
Capital Outlay - Capital Projects Fund					
Municipal Center Fund Transfer/Expenditures	623,135				
Post Retirement Benefits Fund Transfer/Expenditures	-				
Fuel Expenditures					
Health Insurance and Worker's Compensation					
Emergency Communications District	418,700				
Water and Sewer Expenditures					
TOTALS	\$ 31,817,765	\$ 1,823,375	\$ 250,000	\$ 1,040,000	\$ 1,000,000

**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2012 - 2013**

<u>Activity/Department</u>	<u>Drug Fund</u>	<u>Adequate Facilities Tax Fund</u>	<u>Post Employment Benefits Fund</u>	<u>Fuel Fund</u>	<u>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 Systems						
Human Resources						
Community Relations						
Planning and Development						
Codes Enforcement						
Insurance/Other Benefits						
Police/Emergency Communications						
Drug Enforcement	20,000					
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						3,357,925
Heavy Equipment and Vehicles						
Computer Equipment and Software						
Facilities Maintenance Fund Transfer/Expenditures						
Adequate Facilities Tax Fund Transfer		-				
Capital Projects Fund Transfer						
Capital Outlay - Capital Projects Fund						
Municipal Center Fund Transfer/Expenditures						
Post Retirement Benefits Fund Transfer/Expenditures			747,575			
Fuel Expenditures				523,000		
Health Insurance and Worker's Compensation					\$ 2,440,800	
Emergency Communications District						
Water and Sewer Expenditures						
TOTALS	\$ 20,000	\$ -	\$ 747,575	\$ 523,000	\$ 2,440,800	\$ 3,357,925

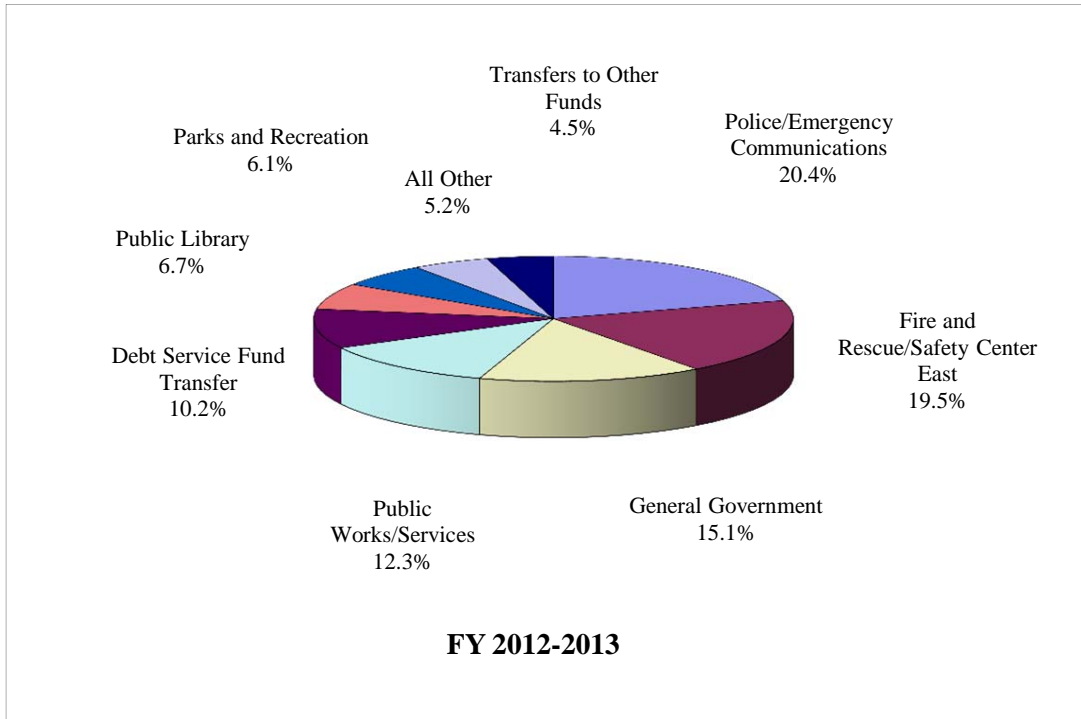
**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2012 - 2013**

<u>Activity/Department</u>	<u>Capital Projects Fund</u>	<u>Enterprise Funds</u>	<u>Emergency Communication District</u>	<u>Totals</u>
City Commission				\$ 174,590
City Court				37,200
City Manager's Office				417,170
Elections				40,000
Finance				772,845
City Recorder				119,660
Legal Services				214,745
Technology				1,015,915
Geographic Information Systems				292,290
Human Resources				377,185
Community Relations				275,595
Planning and Development				381,135
Codes Enforcement				767,170
Insurance/Other Benefits				768,300
Police/Emergency Communications				6,172,740
Drug Enforcement				20,000
Fire and Rescue/Safety Center				6,332,045
Public Works				2,478,350
Storm Drainage				50,000
Street Lighting				450,000
Traffic Signalization				264,400
Service Center				255,400
Street Repairs				1,040,000
Engineering Services				498,535
Public Health				85,000
Parks and Recreation				2,008,560
Public Library				2,175,750
Education				216,000
Economic Development				10,000
Crockett Historic Center				75,350
Debt Service Fund Transfer				3,250,000
Principal and Interest - Debt Service				3,357,925
Heavy Equipment and Vehicles				1,328,375
Computer Equipment and Software				495,000
Facilities Maintenance Fund Transfer/Expenditures				450,000
Adequate Facilities Tax Fund Transfer				-
Capital Projects Fund Transfer				1,600,000
Capital Outlay - Capital Projects Fund	10,937,000			10,937,000
Municipal Center Fund Transfer/Expenditures		742,500		1,365,635
Post Retirement Benefits Fund Transfer/Expenditures				747,575
Fuel Expenditures				523,000
Health Insurance and Worker's Compensation				2,440,800
Emergency Communications District			1,301,340	1,720,040
Water and Sewer Expenditures		15,566,380		15,566,380
TOTALS	\$ 10,937,000	\$ 16,308,880	\$ 1,301,340	\$ 71,567,660 *

* Note: Reflects Gross Expenditures for All Funds Prior to Interfund Transfers of \$11,888,100

GENERAL FUND

Expenditures by Department



CITY OF BRENTWOOD GENERAL FUND BUDGET EXPENDITURE RATIOS BY DEPARTMENT

	2011-2012 Amount	BUDGET %	2012-2013 Amount	BUDGET %
Police/Emergency Communications	\$ 6,428,480	20.9%	\$ 6,474,930	20.4%
Fire and Rescue/Safety Center East	6,175,215	20.1%	6,208,805	19.5%
General Government	4,750,480	15.5%	4,804,295	15.1%
Public Works/Services	3,984,905	13.0%	3,908,680	12.3%
Debt Service Fund Transfer	3,150,000	10.2%	3,250,000	10.2%
Public Library	2,149,540	7.0%	2,144,360	6.7%
Parks and Recreation	1,875,080	6.1%	1,942,360	6.1%
All Other	1,171,000	3.8%	1,661,200	5.2%
Transfers to Other Funds	1,058,135	3.4%	1,423,135	4.5%
TOTAL EXPENDITURES	\$ 30,742,835	100.0%	\$ 31,817,765	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.

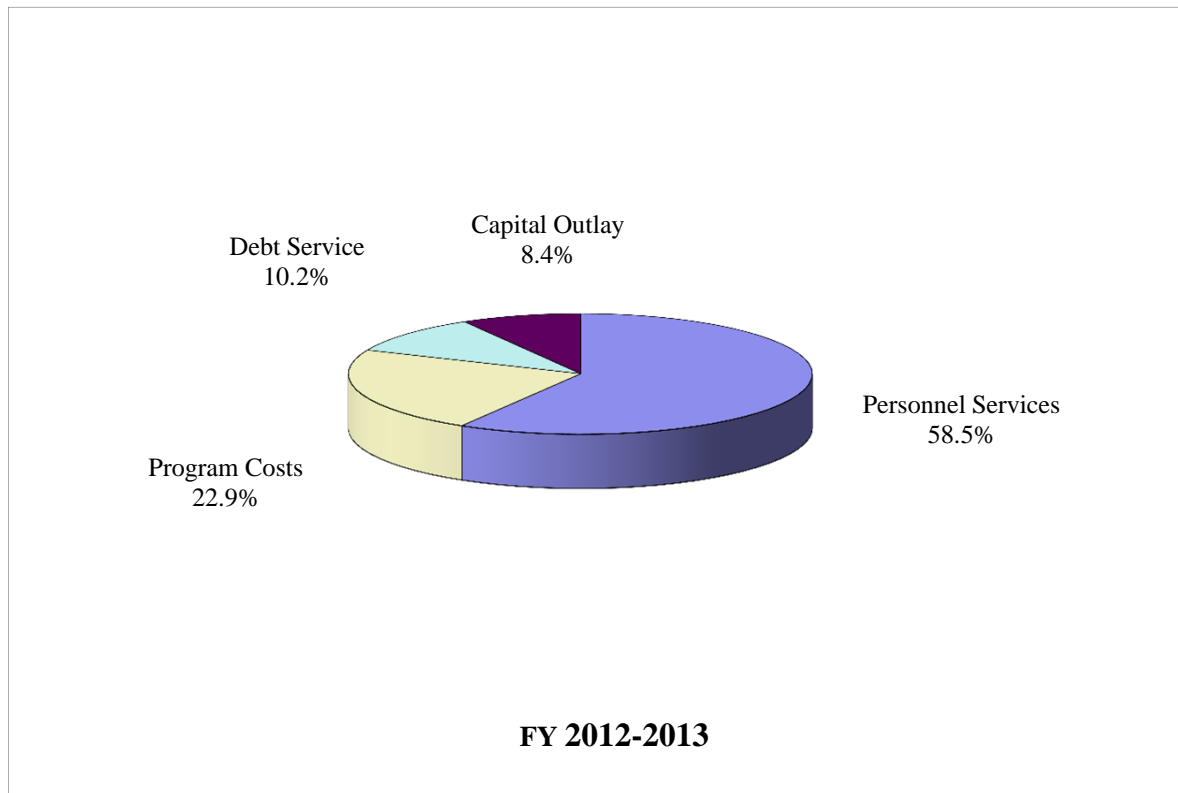
GENERAL FUND

Changes in Activity/Departmental Expenditures

<u>Activity/Department</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</u>	<u>Increase/ - Decrease</u>	<u>Percent Change</u>
City Commission	167,405	174,590	7,185	4.3%
City Court	27,400	37,200	9,800	35.8%
City Manager's Office	400,865	407,010	6,145	1.5%
Elections	-	40,000	40,000	100.0%
Finance	786,290	758,095	(28,195)	-3.6%
City Recorder	116,260	117,325	1,065	0.9%
Legal Services	207,645	210,325	2,680	1.3%
Technology	1,002,835	1,003,970	1,135	0.1%
Geographic Information Systems	289,940	286,565	(3,375)	-1.2%
Human Resources	353,745	370,740	16,995	4.8%
Community Relations	273,730	272,730	(1,000)	-0.4%
Planning	386,245	375,665	(10,580)	-2.7%
Codes Enforcement	738,120	750,080	11,960	1.6%
Insurance/Other Benefits	777,650	1,274,850	497,200	63.9%
Police Department	6,009,780	6,056,230	46,450	0.8%
Fire and Rescue Department	6,099,995	6,138,385	38,390	0.6%
Safety Center East	75,220	70,420	(4,800)	-6.4%
Public Works	2,500,230	2,407,615	(92,615)	-3.7%
Storm Drainage	50,000	50,000	-	0.0%
Street Lighting	445,000	450,000	5,000	1.1%
Traffic Signalization	209,995	260,680	50,685	24.1%
Service Center	258,420	253,375	(5,045)	-2.0%
Engineering Services	521,260	487,010	(34,250)	-6.6%
Public Health	85,000	85,000	-	0.0%
Parks and Recreation	1,875,080	1,942,360	67,280	3.6%
Public Library	2,149,540	2,144,360	(5,180)	-0.2%
Education	225,000	216,000	(9,000)	-4.0%
Economic Development	10,000	10,000	-	0.0%
Historic Sites	73,350	75,350	2,000	2.7%
Transfer to Capital Projects Fund	300,000	600,000	300,000	100.0%
Transfer to Debt Service Fund	3,150,000	3,250,000	100,000	3.2%
Transfer to Municipal Center Fund	558,135	623,135	65,000	11.6%
Transfer to Facility Maintenance Fund	200,000	200,000	-	0.0%
Transfer to Emergency Communication Dist.	418,700	418,700	-	0.0%
Total Expenditures and Other Uses	\$ 30,742,835	\$ 31,817,765	\$ 1,074,930	3.5%

GENERAL FUND

Expenditures by Category



CITY OF BRENTWOOD
GENERAL FUND
BUDGET EXPENDITURE RATIOS BY CATEGORY

	<u>2011-12</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>	<u>2012-13</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>
Personnel Services (Salaries and Benefits)	\$ 18,115,480	58.9%	\$ 18,620,270	58.5%
Program Costs	7,053,355	22.9%	7,288,995	22.9%
Debt Service	3,150,000	10.2%	3,250,000	10.2%
Capital Outlay	<u>2,424,000</u>	<u>7.9%</u>	<u>2,658,500</u>	<u>8.4%</u>
TOTAL EXPENDITURES	\$ 30,742,835	100.0%	\$ 31,817,765	100.0%

GENERAL FUND
Changes in Expenditures by Category

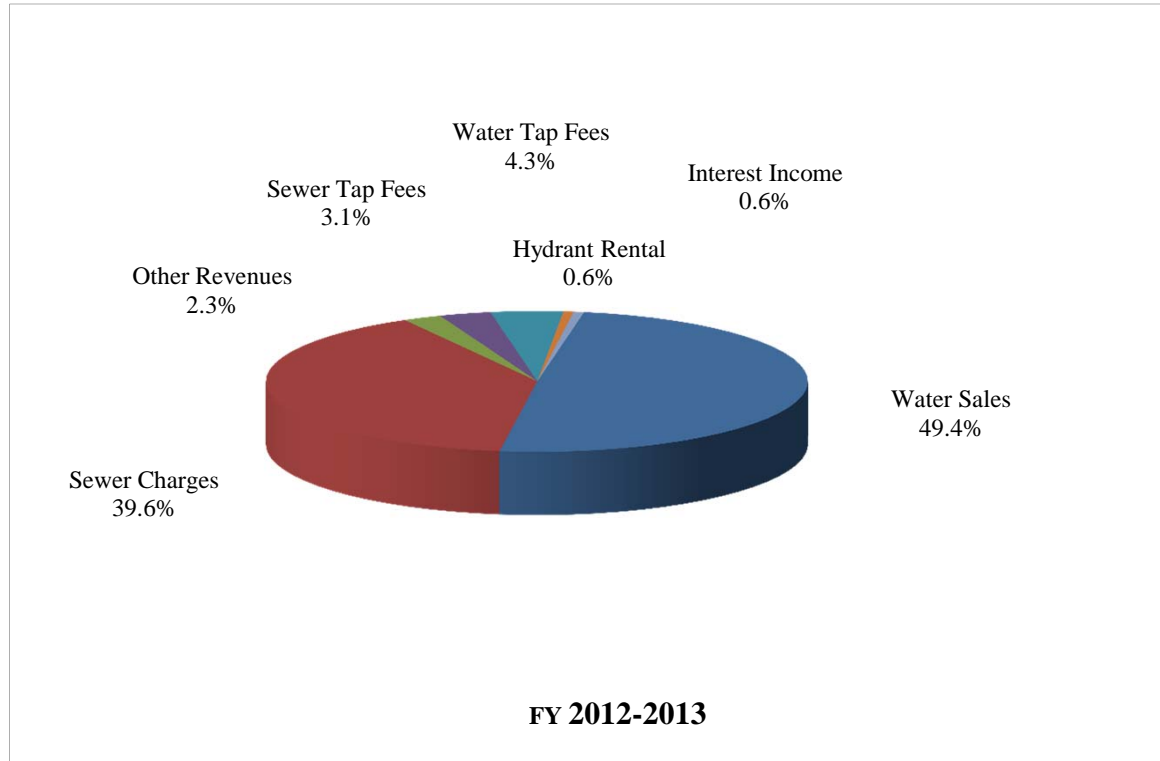
	Budget FY 2012	Budget FY 2013	<u>Change</u> Dollars	<u>Percentage</u>
Personnel Services	\$ 18,115,480	\$ 18,620,270	\$ 504,790	2.8%
Program Costs	7,053,355	7,288,995	235,640	3.3%
Debt Service	3,150,000	3,250,000	100,000	3.2%
Capital Outlay	<u>2,424,000</u>	<u>2,658,500</u>	<u>234,500</u>	<u>9.7%</u>
TOTAL	<u><u>\$ 30,742,835</u></u>	<u><u>\$ 31,817,765</u></u>	<u><u>\$ 1,074,930</u></u>	<u><u>3.5%</u></u>

**GENERAL FUND
FISCAL YEAR 2012-2013
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	355,000	
Information/Tech	41640-89540	(3) Laptops	6,000	
Information/Tech	41640-89550	Software for Wireless Access Points	15,000	
Information/Tech	41640-89560	Miscellaneous Technology	10,000	386,000
Police Department	42100-88930	(1) Equip. Replacement Fund Contribution	360,000	
Police Department	42100-89540	Miscellaneous Computer Hardware	7,500	
Police Department	42100-89550	(1) Interact - RMS Athena Forms Customization	15,000	
Police Department	42100-89550	Miscellaneous Computer Software	5,000	
Police Department	42100-89560	Miscellaneous Technology	7,500	395,000
Fire Department	42200-88930	(1) Equip. Replacement Fund Contribution	255,000	
Fire Department	42200-89560	Miscellaneous Technology	25,000	280,000
Public Works	43120-88930	(1) Equip. Replacement Fund Contribution	165,000	
Public Works	43120-89530	(1) Chipper	29,500	
Public Works	43120-89530	(1) Snow Plow	8,000	
Public Works	43120-89530	Miscellaneous Equipment	6,500	
Public Works	43120-82640	Street Resurfacing	460,000	669,000
Storm Drainage	43150-89440	Subdivision Improvements	50,000	50,000
Traffic Signalization	43165-88930	(1) Equip. Replacement Fund Contribution	6,500	
Traffic Signalization	43165-89530	Miscellaneous Equipment	10,000	16,500
Parks & Recreation	44400-88930	(1) Equip. Replacement Fund Contribution	4,000	
Parks & Recreation	44400-89520	(1) 3/4 Ton 4 X 4 Truck	25,000	
Parks & Recreation	44400-89530	(1) Debris Blower	6,500	
Parks & Recreation	44400-89530	(1) Hot Water Washer	7,500	
Parks & Recreation	44400-89530	(1) Gator	6,500	
Parks & Recreation	44400-89530	(1) Backhoe	12,500	62,000
Transfer to Capital Project	52000-88080	Miscellaneous Capital Projects	600,000	600,000
Transfer to Facility Maint	52000-88085	Miscellaneous Facility Maintenance	200,000	200,000
TOTAL			\$ 2,658,500	\$ 2,658,500

WATER & SEWER FUND

Operating Revenues



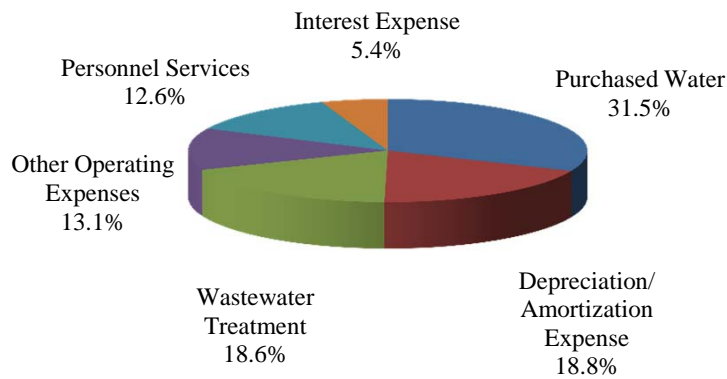
CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING REVENUE RATIOS

	2011-2012 Amount	BUDGET %	2012-2013 Amount	BUDGET %
Water Sales	\$ 7,791,800	50.9%	\$ 8,010,500	49.4%
Sewer Charges	6,293,000	41.1%	6,421,540	39.6%
Other Revenues	346,510	2.3%	370,615	2.3%
Sewer Tap Fees	400,000	2.6%	500,000	3.1%
Water Tap Fees	300,000	2.0%	700,000	4.3%
Hydrant Rental	100,000	0.7%	100,000	0.6%
Interest Income	75,000	0.5%	100,000	0.6%
TOTAL OPERATING REVENUES	\$ 15,306,310	100.0%	\$ 16,202,655	100.0%

WATER & SEWER FUND

Operating Expenses

(Excludes Capital Improvements)



FY 2012-2013

CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING EXPENSE RATIOS

	2011-2012	BUDGET	2012-2013	BUDGET
	Amount	%	Amount	%
Purchased Water	\$ 4,750,000	32.4%	\$ 4,900,000	31.5%
Depreciation/Amortization Expense	2,725,000	18.6%	2,925,000	18.8%
Wastewater Treatment	2,500,000	17.0%	2,900,000	18.6%
Other Operating Expenses	2,011,650	13.7%	2,039,770	13.1%
Personnel Services	1,912,700	13.0%	1,961,200	12.6%
Interest Expense	773,260	5.3%	840,410	5.4%
TOTAL OPERATING EXPENSES	\$ 14,672,610	100.0%	\$ 15,566,380	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 2013-2018 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 2013-2018) are summarized below:

Transportation	\$50,485,000	47.5%
Utilities	26,415,000	24.9%
Parks and Recreation	15,500,000	14.6%
Facilities & Equipment	9,345,000	8.8%
Technology	3,845,000	3.6%
Storm Drainage	<u>600,000</u>	<u>0.6%</u>
 TOTAL	 <u>\$106,190,000</u>	 <u>100.0%</u>

Transportation improvements are the largest component in the six year program. Proposed projects will address serious safety concerns associated with substandard narrow roads and provide additional capacity to help minimize future traffic gridlock. Two significant projects are targeted at improvements to state highways and are dependent on TDOT participation to move

forward. They include Concord Road East (phase 2) from Sunset Road to the eastern city limits (\$15.1 million) and Franklin Road South from Concord Road to Moores Lane (\$15.7 million). In addition, City and Federal funding allocated through the MPO is provided for reconstruction of a substandard section of Concord Road from Jones Parkway to Arrowhead Drive (\$4.2 million).

In the above City/TDOT projects, the City has assumed responsibility for engineering design and right-of-way acquisition costs, subject to TDOT paying for utility relocations and construction costs. TDOT continues to face serious budget limitations and is unable to fund all the road construction needs across the State from the revenue generated from the current State gasoline tax. That said, we are reasonably optimistic that State funding will be provided in FY 2012 for phase 2 improvements to Concord Road East (from Sunset Road to Nolensville Road) and in FY 2015 for the Franklin Road South project.

The City will maintain a significant commitment to street resurfacing over the six year period in the total amount of \$10.9 million. Despite little or no revenue growth anticipated in the State Street Aid Fund from the State's distribution of a portion of the gas tax to Tennessee local governments, the first two years of the proposed resurfacing program (FY 2013-2014) are fully funded with \$100,000 annual increases from the previous year via special appropriations or direct transfers from the General Fund to the Capital Projects Fund. This will require a \$300,000 direct transfer which is included in the proposed FY 2013 General Fund operating budget. However, proposed resurfacing for the remaining four years in the CIP reflects lower funding amounts. This could be resolved if the General Assembly approves an increase in the State gasoline tax in three years to cover unfunded needs with State highways and distributes a portion of the new revenue back to local governments to help with maintaining local streets. While no one likes to see an increase in the gasoline tax, the failure to fund important road projects and the gradual deterioration of state and local streets across Tennessee is unacceptable in a State that has long prided itself on its excellent road system.

Under the agreed order with the Tennessee Department of Environment and Conservation (TDEC), the proposed six-year **utilities** program will continue to place the highest priority on rehabilitation of the original sewer system. Approximately \$11.1 million in projects will be carried out over the next six years. The primary focus will be a continuation of the "slip lining" of the inside walls of the original sewer lines and manholes and the repair of service line connections at the sewer mains to reduce storm water inflow/infiltration into the sewer collection system. Funding is also provided to upgrade the main Brentwood sewer lift station that pumps sewage into Metro Nashville for wastewater treatment. The rehabilitation work accomplished to date has allowed for a partial lifting of the moratorium on new sewer connections within the Little Harpeth River drainage basin and is reducing the City's cost to Metro Nashville for treatment of storm water infiltration at their wastewater treatment facility.

From a water service standpoint, the City will carry out a \$9.7 million investment over six years to expand the capability of the system to obtain more water from our wholesale providers and distribute to our customers to meet the projected future peak summer demand associated with irrigation and outdoor water use. Several water line sections and major booster stations will be upgraded based on the deficiencies or potential enhancements identified in the water system computer model and master plan report. This investment should position the system to handle the peak summer demands in the immediate future and when build-out occurs in our water service area.

A major commitment toward the acquisition and development of new park land was initiated in FY 2011 with the purchase of the 320 acre Marcella Vivrette Smith Park at Ravenswood Farm for \$10 million. The initial \$5 million payment for the land was made in December 2010 from the fund balance reserves in the General Fund and the final \$5 million payment was made in December 2011 from the proceeds of the fall 2011 G.O. bond issue. The primary focus for the **parks and recreation** program will be for improvements to Smith Park as outlined in the approved master plan with a projected cost over six years of \$12.8 million. This includes the \$2.9 million needed to exercise an option to purchase an additional 78 acres for Smith Park by December 31, 2013 subject to funding through private contributions and grants from other governments. Funding in the amount of \$1.6 million is also provided for the future development of the Flagpole (Southwest) Park in CY 2016.

The primary focus of the **general facilities and equipment** program over six years will be the ongoing effort to accumulate funding annually for the periodic replacement and upgrade of essential vehicles. This systematic approach will allow for \$6.1 million in vehicles and equipment (costing more than \$40,000 per unit) to be replaced over the six years. This reserve allows us to avoid an adverse budgetary impact in a single year. In addition, funding is provided for periodic improvements to the Municipal Center that may be needed to better serve the public and improve operations for departments.

The **technology** program is focused primarily on the replacement and upgrade of computer hardware and software and other state of the art equipment that allows our employees to continue to deliver services in a responsive, cost effective manner. About \$2.8 million is allocated for computer equipment, hardware and software upgrades over six years. In addition, \$450,000 is allocated for extension of the fiber optic network to connect new signals to the Traffic Operations Center and the Safety Center East facility to the City's computer network.

RESOLUTION 2012-46

**A RESOLUTION TO ADOPT A CAPITAL IMPROVEMENTS PROGRAM FOR THE
CITY OF BRENTWOOD FOR THE FISCAL YEARS 2013-2018**

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

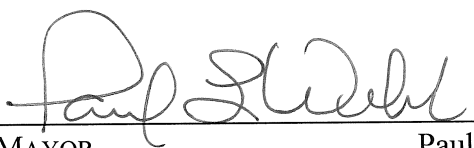
WHEREAS, a proposed program for capital improvements has been developed for the next six years to address the needs of a growing community; and

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 2013-2018, is hereby adopted as a guideline for Brentwood city government.

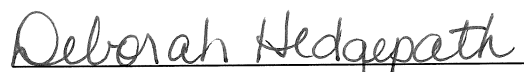
SECTION 2. That this resolution shall take effect from and after its passage, the general welfare of the City of Brentwood, Williamson County, Tennessee requiring it.



MAYOR Paul L. Webb

ADOPTED: 6/25/2012

Approved as to form:



RECORDER Deborah Hedgepath



CITY ATTORNEY Roger A. Horner

MAJOR CAPITAL IMPROVEMENT PROJECTS
(i.e. Greater than \$500,000)
Fiscal Year 2012 - 2013

General Facilities and Equipment

Equipment/Vehicles	\$ 1,330,000
--------------------	--------------

Technology

Computer Equipment	\$ 880,000
--------------------	------------

Transportation

Concord Road (east of Edmondson Pike)	\$ 7,100,000
Concord Road (west of Arrowhead Drive)	\$ 3,160,000
Street Resurfacing	\$ 1,900,000
Franklin Road (south section)	\$ 1,250,000

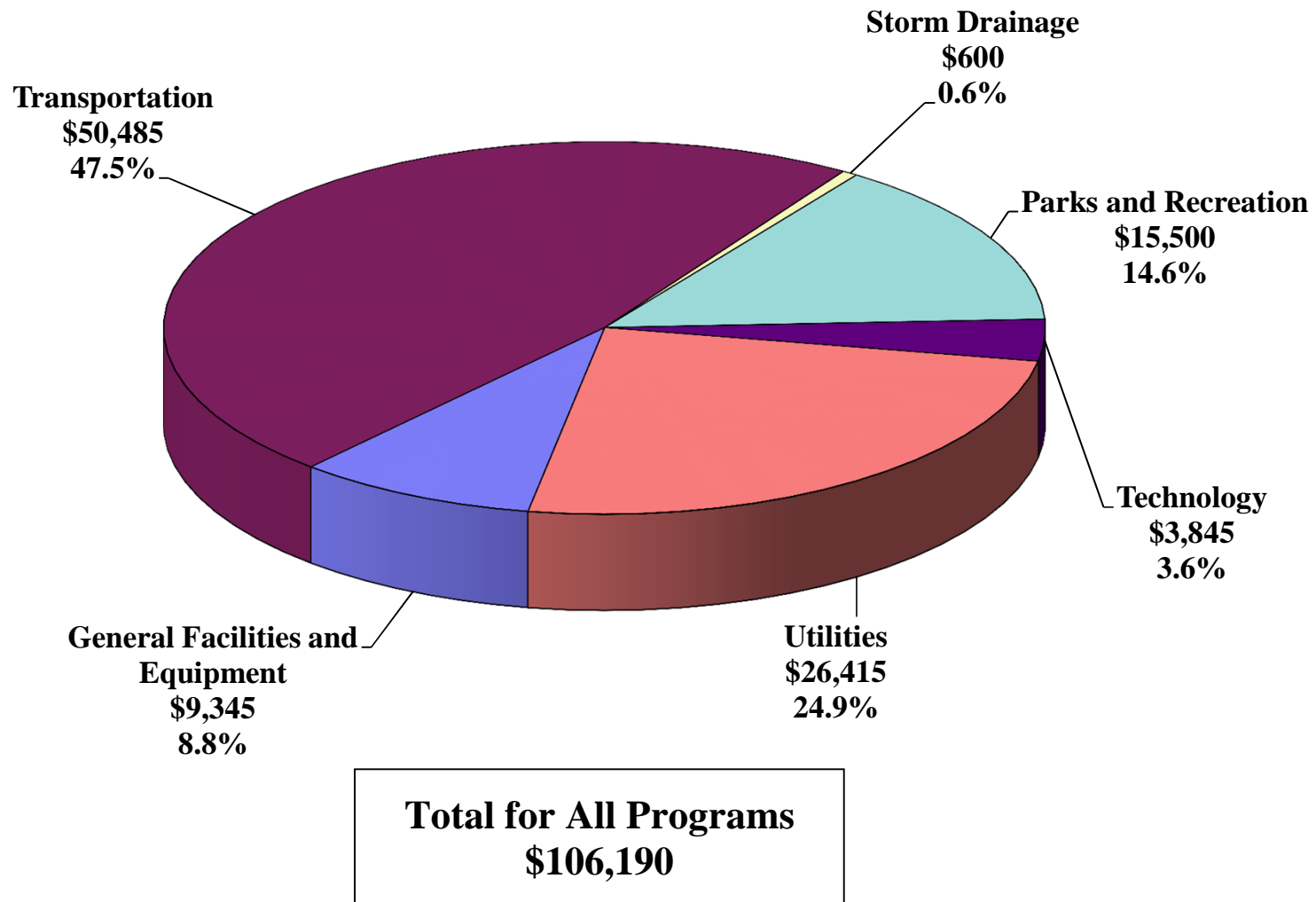
Parks

Marcella Vivrette Smith Park	\$ 3,755,000
------------------------------	--------------

Utilities

Brentwood Sewer Rehabilitation	\$ 6,080,000
Water System Capacity Improvements	\$ 4,350,000
Meter Reading Program Upgrade	\$ 550,000

**City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2013-2018
Program Expenditures
(000's)**



City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2013 - 2018
Summary - All Projects
(000's)

		Projected FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total 6 Years 2013-2018
General Facilities	Community Identity Features	0	0	15	15	15	15	15	75
	Community Planning	0	0	40	30	0	0	0	70
	Equipment/Vehicles	505	1330	360	1350	545	815	1740	6,140
	Library	150	125	25	25	25	25	25	250
	Municipal Center	770	260	170	170	170	170	170	1,110
	Safety Center East	245	0	25	25	25	25	25	125
	Service Center	175	25	50	50	50	50	50	275
	Town Center Improvements	0	0	1300	0	0	0	0	1,300
	Total - General Facilities	1,845	1,740	1,985	1,665	830	1,100	2,025	9,345
Technology	Computer Equipment	545	880	225	370	445	225	280	2,425
	Emergency Communications Center	830	0	0	0	0	0	0	-
	Fiber Optic Network	15	365	0	0	0	85	0	450
	GIS	35	100	40	0	150	0	40	330
	Radio System	95	60	60	60	0	0	0	180
	Software Systems	210	25	20	140	25	20	140	370
	Warning Sirens	65	30	0	30	0	30	0	90
	Total - Technology	1,795	1,460	345	600	620	360	460	3,845
Transportation	Bikeway Improvements	90	355	175	175	175	175	175	1,230
	Concord Road (west of Arrowhead Drive)	665	3160	1000	0	0	0	0	4,160
	Concord Road (east of Edmondson Pike)	400	7100	6000	2000	0	0	0	15,100
	Franklin Road (south section)	0	1250	2400	3000	6000	3000	0	15,650
	Sidewalks	0	160	50	50	50	50	50	410
	Split Log Road	550	0	0	0	0	0	0	-
	Street Lighting	0	0	20	20	20	20	20	100
	Street Resurfacing	1800	1900	2000	1800	1800	1710	1710	10,920
	Sunset Road	0	0	0	0	85	350	0	435
	Town Center Area	0	0	300	300	300	300	300	1,500
	Traffic Signal Upgrades	150	470	0	160	0	160	0	790
	Wilson Pike	10	190	0	0	0	0	0	190
	Total - Transportation	3,665	14,585	11,945	7,505	8,430	5,765	2,255	50,485

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2013 - 2018
Summary - All Projects
(000's)

		<u>Projected</u> <u>FY 2012</u>	<u>FY</u> <u>2013</u>	<u>FY</u> <u>2014</u>	<u>FY</u> <u>2015</u>	<u>FY</u> <u>2016</u>	<u>FY</u> <u>2017</u>	<u>FY</u> <u>2018</u>	<u>Total</u> <u>6 Years</u> <u>2013-2018</u>
Storm Drainage	Derby Glen Drainage	50	0	0	0	0	0	0	-
	Lipscomb Drive Area Drainage	0	50	0	0	0	0	0	50
	Subdivision Drainage	50	50	100	100	100	100	100	550
	Wildwood Drainage	50	0	0	0	0	0	0	-
	Total - Storm Drainage	150	100	100	100	100	100	100	600
Parks/Recreation	Crockett Park	20	40	55	0	125	75	20	315
	Deerwood Arboretum	0	30	5	10	0	0	0	45
	Flagpole (Southwest) Park	0	0	0	25	580	1000	0	1,605
	Floodway Open Space	765	0	0	0	0	0	0	-
	Granny White Park	20	10	50	65	20	0	0	145
	Marcella Vivrette Smith Park	5,555	3,755	4,950	1,100	1,050	1,265	685	12,805
	Maryland Way Park	15	0	0	0	0	0	0	-
	Owl Creek Park	0	0	0	25	0	25	25	75
	River Park	0	0	10	15	0	0	0	25
	Tower Park	0	0	0	0	5	0	0	5
	Virginia Way Park	20	480	0	0	0	0	0	480
	Total - Parks/Recreation	6,395	4,315	5,070	1,240	1,780	2,365	730	15,500
Utilities	Brentwood Sewer Rehabilitation	4150	6080	1060	4000	0	0	0	11,140
	Harpeth Valley Water Line Connector	320	0	0	0	0	0	0	-
	Meter Reading Program Upgrade	250	550	550	550	550	0	0	2,200
	Miscellaneous Sewer Service Additions	40	40	40	40	40	40	40	240
	Miscellaneous Sewer System Improvements	0	110	110	110	110	110	110	660
	Miscellaneous Water System Improvements	30	110	110	110	110	110	110	660
	Peach Court Utility Improvements	0	160	100	0	0	0	0	260
	Sewer Lift Station Rehabilitation	440	220	0	0	0	0	0	220
	Sewer System Model	0	50	0	0	0	0	0	50
	Water Line Replacement Program	0	220	220	220	220	220	220	1,320
	Water System Capacity Improvements	1225	4350	750	815	2125	1625	0	9,665
	Total - Utilities	6,455	11,890	2,940	5,845	3,155	2,105	480	26,415
TOTALS		20,305	34,090	22,385	16,955	14,915	11,795	6,050	106,190

CITY OF BRENTWOOD, TENNESSEE
ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2013 - 2018
(000'S)

<u>Programs</u>	<u>Projects</u>	<u>Personnel Services</u>	<u>Operating Expenditures</u>	<u>Debt Service</u>	<u>Total Operating Budget Impact</u>	<u>Program Totals</u>
General Facilities	Community Identity Features	-	5	-	5	
	Community Planning	-	-	-	-	
	Equipment/Vehicles	-	-	-	-	
	Library	-	(20)	-	(20)	
	Municipal Center	-	50	-	50	
	Safety Center East	-	40	-	40	
	Service Center	(90)	(70)	-	(160)	
	Town Center Improvements	-	-	-	-	
	Total - General Facilities					(85)
Technology	Computer Equipment	-	-	-	-	
	Emergency Communications Center	-	15	-	15	
	Fiber Optic Network	-	5	-	5	
	GIS	-	-	-	-	
	Radio System	-	10	-	10	
	Software Systems	-	-	-	-	
	Warning Sirens	-	1	-	1	
	Total - Technology					31
Transportation	Bikeway Improvements	-	75	-	75	
	Concord Road (west of Arrowhead Drive)	-	-	-	-	
	Concord Road (east of 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	
	Wilson Pike	-	-	-	-	
	Total - Transportation					441
Storm Drainage	Derby Glen Drainage	-	-	-	-	
	Lipscomb Drive Area Drainage	-	-	-	-	
	Subdivision Drainage	-	-	-	-	
	Wildwood Drainage	-	-	-	-	

CITY OF BRENTWOOD, TENNESSEE
ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2013 - 2018
(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>
	Total - Storm Drainage					-
Parks/Recreation	Crockett Park	-	-	-	-	
	Deerwood Arboretum	-	-	-	-	
	Flagpole (Southwest) Park	-	20	70	90	
	Floodway Open Space	-	1	-	1	
	Granny White Park	-	-	-	-	
	Marcella Vivrette Smith Park	40	120	980	1,140	
	Maryland Way Park	-	1	-	1	
	Owl Creek Park	-	-	-	-	
	River Park	-	-	-	-	
	Tower Park	10	5	-	15	
	Virginia Way Park	-	15	-	15	
	Total - Parks/Recreation					1,262
Utilities	Brentwood Sewer Rehabilitation	-	(1,050)	1,225	175	
	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	-	-	-	-	
	Peach Court Utility Improvements	-	-	-	-	
	Sewer Lift Station Rehabilitation	-	(20)	-	(20)	
	Sewer System Model	-	5	-	5	
	Water Line Replacement Program	-	(10)	-	(10)	
	Water System Capacity Improvements	-	-	805	805	
	Total - Utilities					910
TOTALS - ALL PROGRAMS		\$ (40)	\$ (836)	\$ 3,435	\$ 2,559	\$ 2,559

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2013 - 2018
Program Expenditures - Summary
(000's)

<u>Program</u>	<u>Projected FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>Total 6 Years 2013-2018</u>
General Facilities and Equipment	1,845	1,740	1,985	1,665	830	1,100	2,025	9,345
Technology	1,795	1,460	345	600	620	360	460	3,845
Transportation	3,665	14,585	11,945	7,505	8,430	5,765	2,255	50,485
Storm Drainage	150	100	100	100	100	100	100	600
Parks and Recreation	6,395	4,315	5,070	1,240	1,780	2,365	730	15,500
Utilities	6,455	11,890	2,940	5,845	3,155	2,105	480	26,415
Grand Total	20,305	34,090	22,385	16,955	14,915	11,795	6,050	106,190

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2013 - 2018
Sources of Funds - Summary
(000's)

<u>Source</u>	<u>Projected FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>Total 6 Years 2013-18</u>
Capital Projects Fund	3,655	4,060	2,150	-	-	-	-	6,210
Emergency Communications District Fund	830	-	-	-	-	-	-	-
Equipment Replacement Division	1,005	1,825	605	1,860	1,015	1,060	2,160	8,525
Facilities Maintenance Division	120	250	270	240	300	250	195	1,505
General Fund	510	760	1,210	1,700	1,550	1,645	1,410	8,275
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
General Obligation Bond Proceeds	5,030	3,000	1,900	1,100	1,550	2,265	685	10,500
Municipal Center Fund	770	-	170	170	170	170	170	850
Private Sources	25	535	905	5	5	5	5	1,460
Public Works Project Fee Fund	-	1,000	1,400	-	85	350	-	2,835
Inter-Governmental Sources	815	9,700	9,800	5,000	6,000	3,000	-	33,500
State Street Aid Fund	1,040	1,040	1,040	1,040	1,040	950	950	6,060
Water and Sewer Fund	880	1,490	1,125	1,025	1,075	475	475	5,665
Water & Sewer Bond/Note Proceeds	5,625	10,430	1,810	4,815	2,125	1,625	-	20,805
Grand Total	20,305	34,090	22,385	16,955	14,915	11,795	6,050	106,190

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2013-2018
General Facilities and Equipment Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>Total 6 Years 2013-18</u>
Community Identity Features	-	-	15	15	15	15	15	75
Community Planning	-	-	40	30	-	-	-	70
Equipment/Vehicles	505	1,330	360	1,350	545	815	1,740	6,140
Library	150	125	25	25	25	25	25	250
Municipal Center	770	260	170	170	170	170	170	1,110
Safety Center East	245	-	25	25	25	25	25	125
Service Center	175	25	50	50	50	50	50	275
Town Center Improvements	-	-	1,300	-	-	-	-	1,300
Grand Total	1,845	1,740	1,985	1,665	830	1,100	2,025	9,345

Source of Funds

Capital Projects Fund	545	150	1,300	-	-	-	-	1,450
General Fund	-	-	55	45	15	15	15	145
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	-	-	-	-
Equipment Replacement Division	505	1,330	360	1,350	545	815	1,740	6,140
Facilities Maintenance Division	25	130	100	100	100	100	100	630
Inter-Governmental Sources	-	130	-	-	-	-	-	130
Municipal Center Fund	770	-	170	170	170	170	170	850
Private Sources	-	-	-	-	-	-	-	-
Water and Sewer Fund	-	-	-	-	-	-	-	-
Grand Total	1,845	1,740	1,985	1,665	830	1,100	2,025	9,345

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2013 - 2018
Technology Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>Total 6 Years 2013-18</u>
Computer Equipment	545	880	225	370	445	225	280	2,425
Emergency Communications Center	830	-	-	-	-	-	-	-
Fiber Optic Network	15	365	-	-	-	85	-	450
GIS	35	100	40	-	150	-	40	330
Radio System	95	60	60	60	-	-	-	180
Software Systems	210	25	20	140	25	20	140	370
Warning Sirens	65	30	-	30	-	30	-	90
Grand Total	1,795	1,460	345	600	620	360	460	3,845

Source of Funds

Capital Projects Fund	395	680	-	-	-	-	-	680
General Fund	-	-	100	90	100	115	40	445
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	-	-	-	-
Equipment Replacement Division	500	495	245	510	470	245	420	2,385
Facilities Maintenance Division	-	-	-	-	-	-	-	-
Inter-Governmental Sources	15	250	-	-	-	-	-	250
Municipal Center Fund	-	-	-	-	-	-	-	-
Water and Sewer Fund	55	35	-	-	50	-	-	85
ECD Fund	830	-	-	-	-	-	-	-
Grand Total	1,795	1,460	345	600	620	360	460	3,845

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2013 - 2018
Transportation - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>Total 6 Years 2013-18</u>
Bikeway Improvements	90	355	175	175	175	175	175	1,230
Concord Road (west of Arrowhead Drive)	665	3,160	1,000	-	-	-	-	4,160
Concord Road (east of Edmondson Pike)	400	7,100	6,000	2,000	-	-	-	15,100
Franklin Road (south section)	-	1,250	2,400	3,000	6,000	3,000	-	15,650
Sidewalks	-	160	50	50	50	50	50	410
Split Log Road	550	-	-	-	-	-	-	-
Street Lighting	-	-	20	20	20	20	20	100
Street Resurfacing	1,800	1,900	2,000	1,800	1,800	1,710	1,710	10,920
Sunset Road	-	-	-	-	85	350	-	435
Town Center Area	-	-	300	300	300	300	300	1,500
Traffic Signal Upgrades	150	470	-	160	-	160	-	790
Wilson Pike	10	190	-	-	-	-	-	190
Grand Total	3,665	14,585	11,945	7,505	8,430	5,765	2,255	50,485

Source of Funds

Capital Projects Fund	2,035	2,415	700	-	-	-	-	3,115
General Fund	460	710	955	1,415	1,255	1,415	1,255	7,005
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	-	-	-	-
Facilities Maintenance Division	50	50	50	50	50	50	50	300
Private Sources	-	50	-	-	-	-	-	50
Public Works Project Fund	-	1,000	1,400	-	85	350	-	2,835
Inter-Governmental Sources	80	9,320	7,800	5,000	6,000	3,000	-	31,120
State Street Aid Fund	1,040	1,040	1,040	1,040	1,040	950	950	6,060
Water and Sewer Fund	-	-	-	-	-	-	-	-
Grand Total	3,665	14,585	11,945	7,505	8,430	5,765	2,255	50,485

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2013 - 2018
Storm Drainage Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>Total 6 Years 2013-2018</u>
Derby Glen Drainage	50	-	-	-	-	-	-	-
Lipscomb Drive Area Drainage	-	50	-	-	-	-	-	50
Subdivision Drainage	50	50	100	100	100	100	100	550
Wildwood Drainage	50	-	-	-	-	-	-	-
Grand Total	150	100	100	100	100	100	100	600

Source of Funds

Capital Projects Fund	100	50	-	-	-	-	-	50
General Fund	50	50	100	100	100	100	100	550
G O Bond Proceeds	-	-	-	-	-	-	-	-
Grand Total	150	100	100	100	100	100	100	600

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2013 - 2018
Parks and Recreation Program - Summary
(000's)

<u>Projects</u>	<u>Projected 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>Total 6 Years 2013-18</u>
Crockett Park	20	40	55	-	125	75	20	315
Deerwood Arboretum	-	30	5	10	-	-	-	45
Flagpole (Southwest) Park	-	-	-	25	580	1,000	-	1,605
Floodway Open Space	765	-	-	-	-	-	-	-
Granny White Park	20	10	50	65	20	-	-	145
Marcella Vivrette Smith Park	5,555	3,755	4,950	1,100	1,050	1,265	685	12,805
Maryland Way Park	15	-	-	-	-	-	-	-
Owl Creek Park	-	-	-	25	-	25	25	75
River Park	-	-	10	15	-	-	-	25
Tower Park	-	-	-	-	5	-	-	5
Virginia Way Park	20	480	-	-	-	-	-	480
Grand Total	6,395	4,315	5,070	1,240	1,780	2,365	730	15,500

Source of Funds

Capital Projects Fund	580	765	150	-	-	-	-	915
General Fund	-	-	-	50	80	-	-	130
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	5,030	3,000	1,900	1,100	1,550	2,265	685	10,500
Facilities Maintenance Division	45	70	120	90	150	100	45	575
Private Sources	20	480	900	-	-	-	-	1,380
Inter-Governmental Sources	720	-	2,000	-	-	-	-	2,000
Water and Sewer Fund	-	-	-	-	-	-	-	-
Grand Total	6,395	4,315	5,070	1,240	1,780	2,365	730	15,500

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2013-2018
Water and Sewer Program - Summary
(000's)

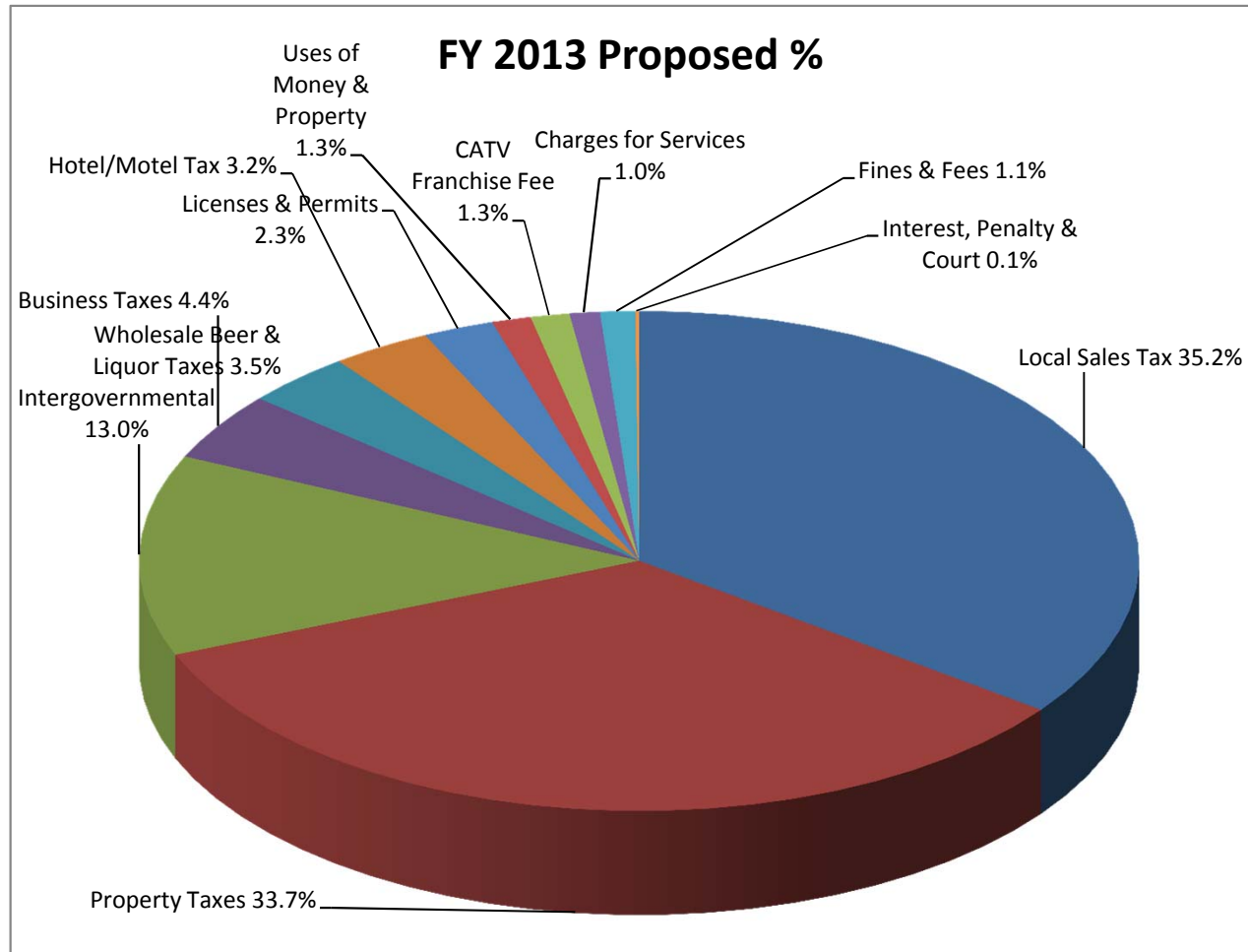
<u>Projects</u>	<u>Projected FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>Total 6 Years 2013-2018</u>
Brentwood Sewer Rehabilitation	4,150	6,080	1,060	4,000	-	-	-	11,140
Harpeth Valley Water Line Connector	320	-	-	-	-	-	-	-
Meter Reading Program Upgrade	250	550	550	550	550	-	-	2,200
Miscellaneous Sewer Service Additions	40	40	40	40	40	40	40	240
Miscellaneous Sewer System Improvements	-	110	110	110	110	110	110	660
Miscellaneous Water System Improvements	30	110	110	110	110	110	110	660
Peach Court Utility Improvements	-	160	100	-	-	-	-	260
Sewer Lift Station Rehabilitation	440	220	-	-	-	-	-	220
Sewer System Model	-	50	-	-	-	-	-	50
Water Line Replacement Program	-	220	220	220	220	220	220	1,320
Water System Capacity Improvements	1,225	4,350	750	815	2,125	1,625	-	9,665
Grand Total	6,455	11,890	2,940	5,845	3,155	2,105	480	26,415

Source of Funds

Water & Sewer Fund	825	1,455	1,125	1,025	1,025	475	475	5,580
Private Sources	5	5	5	5	5	5	5	30
Water & Sewer Bond/Note Proceeds	5,625	10,430	1,810	4,815	2,125	1,625	-	20,805
Grand Total	6,455	11,890	2,940	5,845	3,155	2,105	480	26,415

GENERAL FUND REVENUES

GENERAL FUND MAJOR REVENUES



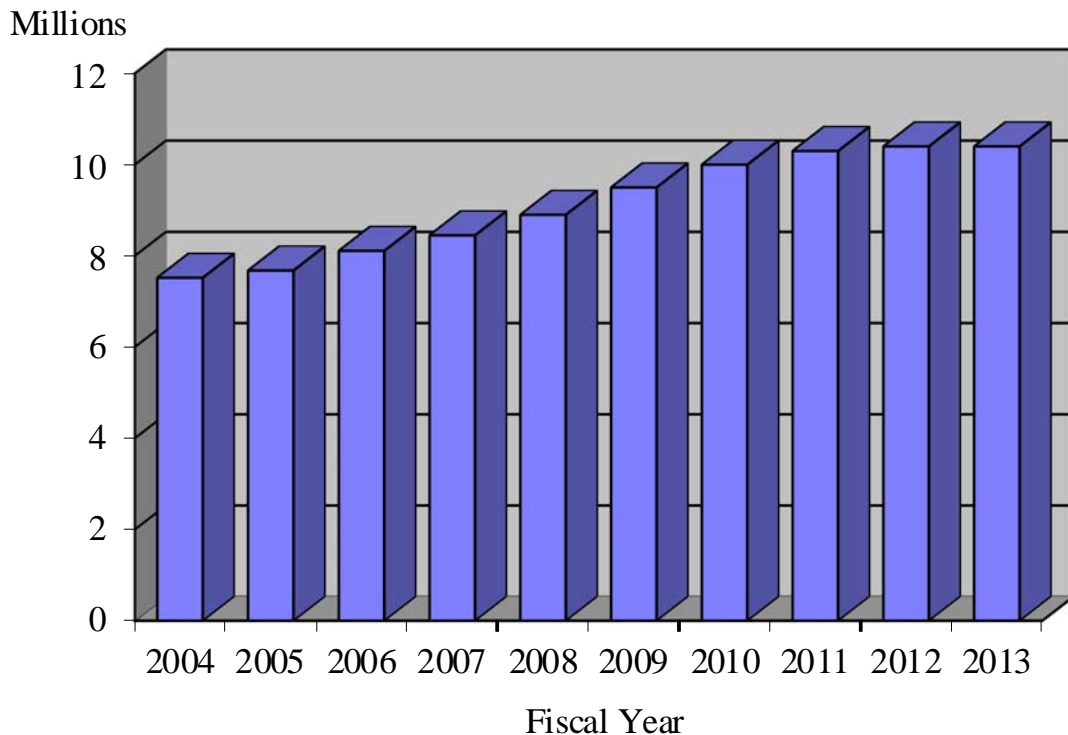
Revenue Source	FY 2013 Proposed	FY 2013 Proposed %
Local Sales Tax	11,190,000	35.2%
Property Taxes	10,725,000	33.7%
Intergovernmental	4,132,080	13.0%
Business Taxes	1,400,000	4.4%
Wholesale Beer & Liquor Taxes	1,105,000	3.5%
Hotel/Motel Tax	1,025,000	3.2%
Licenses & Permits	729,700	2.3%
Uses of Money & Property	404,000	1.3%
CATV Franchise Fee	400,000	1.3%
Charges for Services	311,600	1.0%
Fines & Fees	360,000	1.1%
Interest, Penalty & Court	40,000	0.1%
Other	5,500	0.0%
Total General Fund Revenues	<u>\$ 31,827,880</u>	<u>100.0%</u>

GENERAL FUND REVENUE TAXES

REAL PROPERTY TAX

The property tax rate for FY 2013 is \$.44 per \$100 of assessed value which is the same effective tax rate for the 22nd consecutive fiscal year. The budgeted amount for both real and personal property taxes in FY 2013 is \$10,340,000, no increase from FY 2012 due to conservative projections for new taxable property being placed on the tax rolls this year. The projected amount is based on actual assessments for calendar year 2011. Under Tennessee law, residential property is assessed at a rate of 25% of appraised value. Commercial property is assessed at a rate of 40% of appraised value. In addition, businesses operating within the City of Brentwood are subject to a tax on the personal property used in their business. The tax rate is the same as for real property but is assessed at 30% of appraised value.

REAL AND PERSONAL PROPERTY TAX



PUBLIC UTILITY PROPERTY TAX

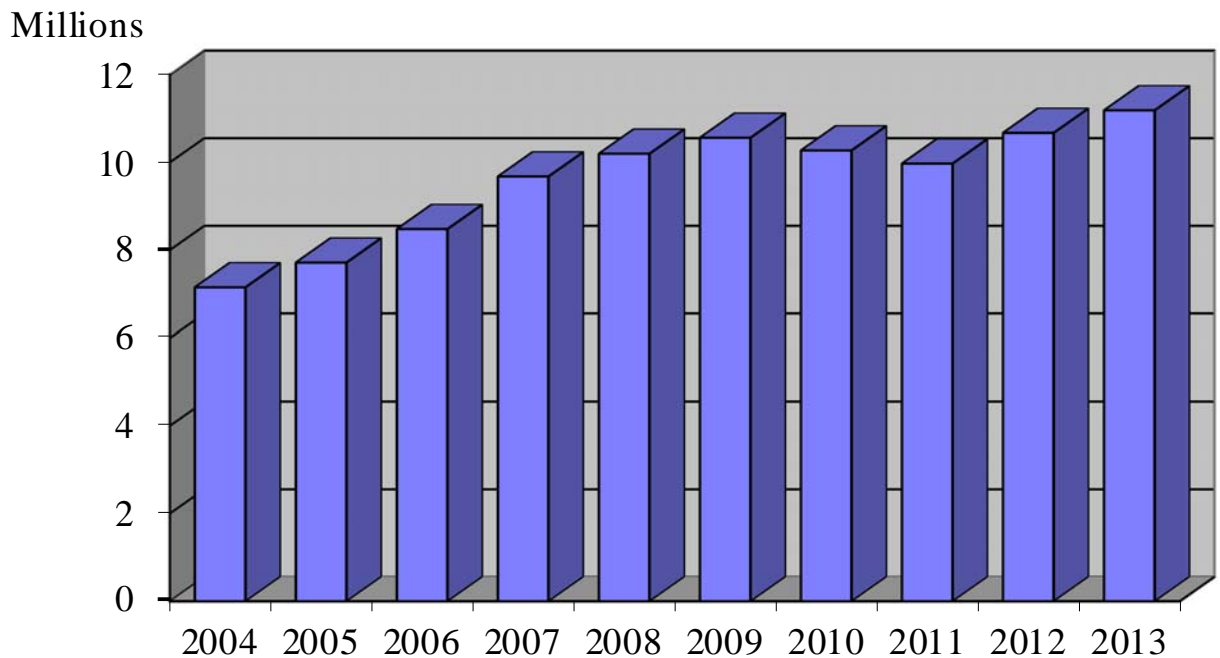
This is the tax paid by regulated public utilities on their property within the City limits. Public utility property is assessed by the State of Tennessee at a rate of 55% of appraised value. Annual tax collections can fluctuate widely each year and difficult to project as the actual assessment will not be available until January 2013. The FY 2013 estimate of \$360,000 represents a \$90,000 or 20% decrease from last year and is based on collections received in January 2012. 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 2013 will be \$11,190,000, an increase of \$515,000 or 4.8% from last year's budgeted amount of \$10,675,000. The FY 2013 estimate is conservative taking into account FY 2012 year-to-date collection trends which are continuing to improve 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 2013 is projected at \$580,000, no change from the FY 2012 budgeted amount.

GENERAL FUND REVENUE TAXES

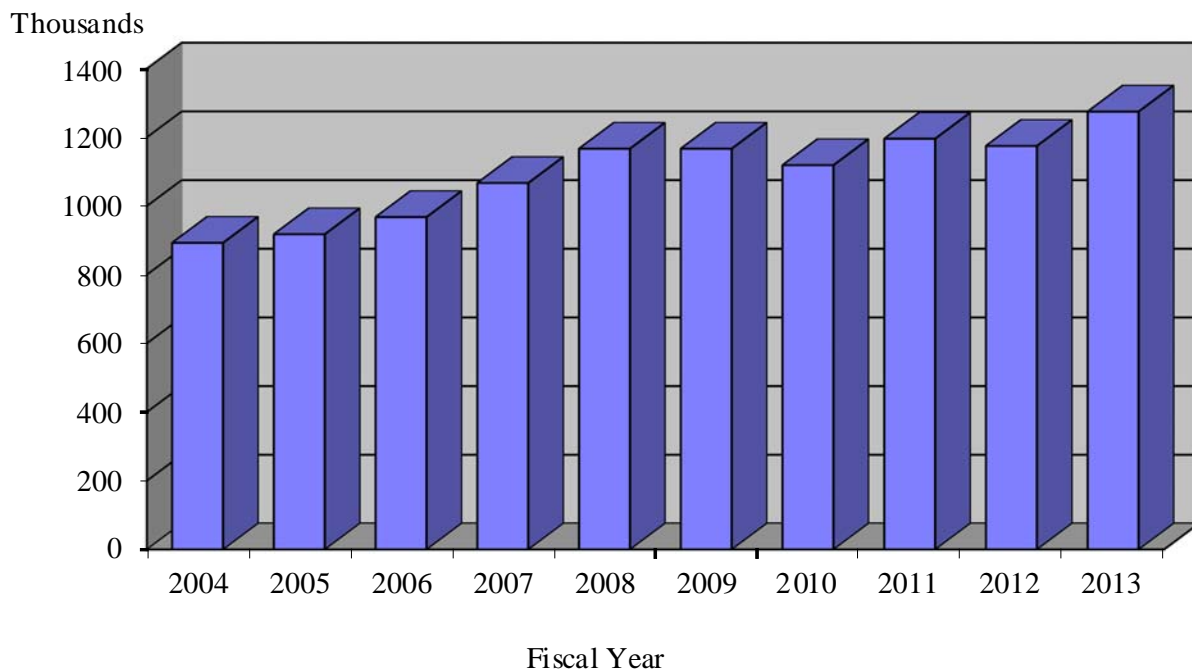
WHOLESALE LIQUOR TAX

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 2013 of \$525,000 represents a \$25,000 increase from FY 2012, based on historic and year-to-date collections from the City's four (4) 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 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 2013 of \$1,275,000 represents an increase of \$100,000 or 8.5% from last year's budgeted business tax collections. The FY 2013 estimate is conservative and is based on FY 2011 collections. Future growth is expected due to an improving economy and from the State's ability to review Federal and State databases on businesses for cross checking/auditing/compliance. Note that the most significant collections from this tax are not received until late May or June.

BUSINESS TAXES



GENERAL FUND REVENUE TAXES

HOTEL/MOTEL TAX

The City receives a 4% tax on the cost of hotel/motel room occupancy in Brentwood. The budgeted amount for FY 2013 is \$1,025,000, a \$25,000 or 2.5% increase from FY 2012. The higher estimate is based on year-to-date collection trends for FY 2012 and reflects a continued improving travel market, particularly with business travelers to our employment centers.

CABLE TELEVISION FRANCHISE TAX

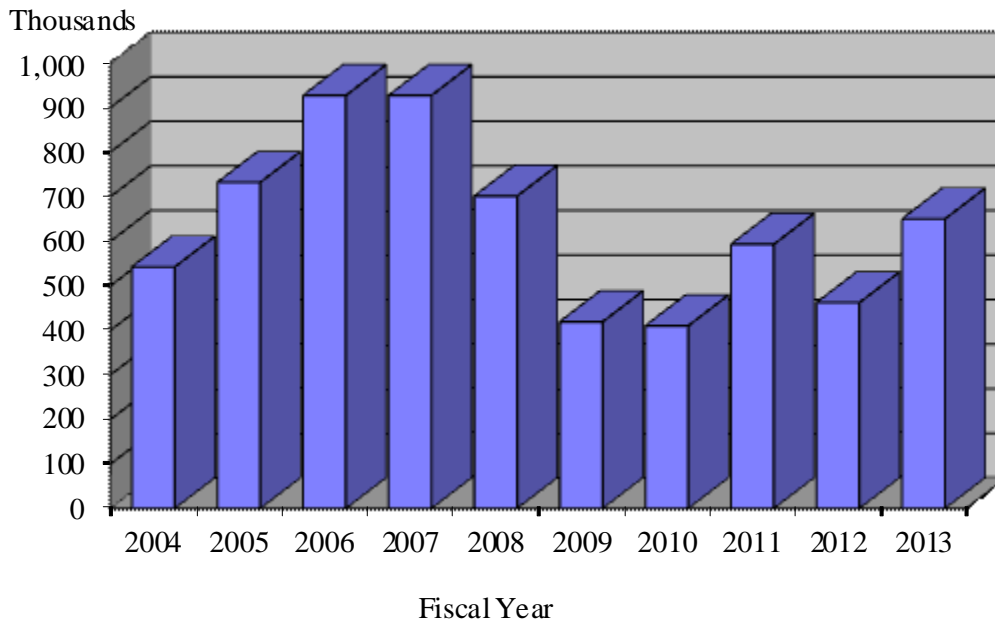
The City current receives a 3% fee on gross revenues under the City's cable television franchise ordinance (i.e. Comcast). With AT&T now in the video television business, the City receives a 5% fee from the company under their state-wide franchise agreement. The FY 2013 budget projection of \$400,000 is an increase of \$25,000 over the FY 2012 budget estimate. This increase reflects growth in the number of customers using CATV services and the cost 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 2013 estimate is \$650,000, an \$188,000 or 41% increase above the \$462,000 budget estimate for FY 2012. This reflects the increase in new housing starts locally from 3-4 years ago 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/MECHANICAL 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 excavation permits is expected to increase by \$25,000 in FY 2013.

GENERAL FUND REVENUE INTERGOVERNMENTAL

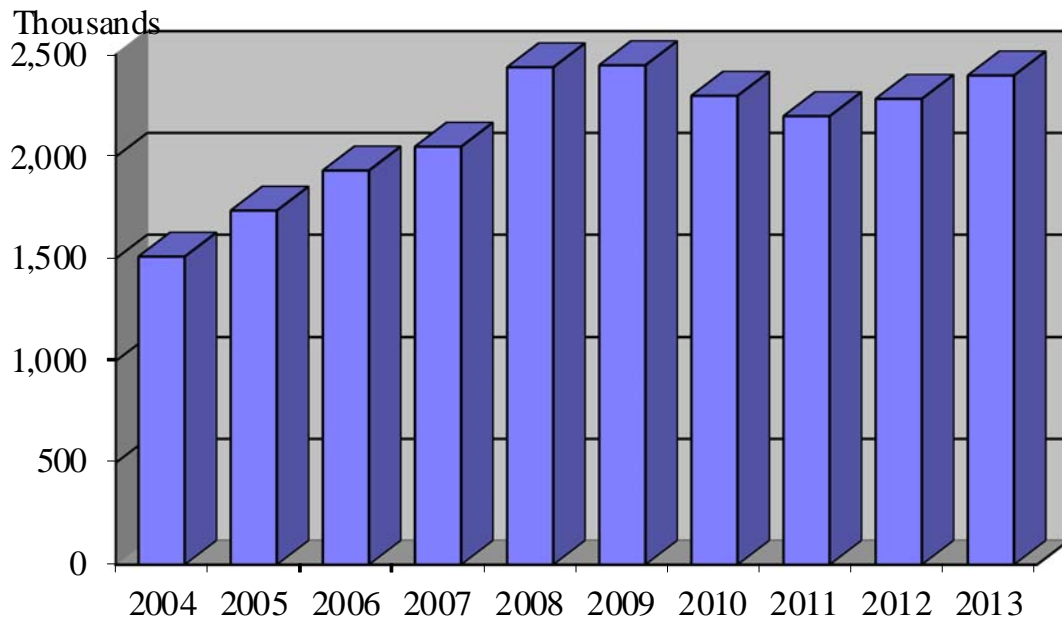
TVA PILOT (PAYMENTS IN-LIEU OF TAXES)

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 2012 trends, the FY 2013 amount is budgeted at \$430,000, a \$45,000 or 11.7% increase from FY 2012.

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 2013 budget amount is \$2,400,000, which represents an \$115,000 or 5% increase from FY 2012. This reflects increased collections during the past 24 months from an improving State economy.

STATE SHARED SALES TAX



STATE INCOME TAX

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

GENERAL FUND REVENUE INTERGOVERNMENTAL

each year to ensure that all Brentwood taxpayers are properly coded to our jurisdiction. Actual receipts can 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 2013 are further compounded by the fact that FY 2012 accrued collections (from the 2011 tax year) will not be known until August 1, 2012 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 2013 budget estimate (for the CY 2012 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 2013 is \$120,000, a \$15,000 increase from the previous year based on FY 2012 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 2013 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 2013 is \$69,600, a slight increase of \$1,200 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 2013 is \$15,000, a \$25,000 decrease from the previous budget year's estimate.

GENERAL FUND REVENUE INTERGOVERNMENTAL

COUNTY ALLOCATION - LIBRARY

Williamson County provides supplemental funding to Brentwood to support City library services because the County is not required to finance and operate library service in Brentwood as is provided in other areas of the county. The projected County contribution for FY 2013 is \$71,950, which reflects no change from the actual FY 2012 contribution from the County.

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 2012 trends, the FY 2013 estimate is \$125,000, a \$35,000 or 39% 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 2013, no change from the FY 2012 estimate.

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 2013 projection is \$80,000, no change from the FY 2012 budget.

LIBRARY FEES - NON-RESIDENTS

The library charges an annual user fee of \$50 for non-Brentwood/Williamson County residents and \$65 for non-Williamson County residents for a library card and to receive the same check-out privileges as Brentwood residents who pay for the service through property taxes. The estimated amount for FY 2013 is \$57,000, which is the same as the projected collections for FY 2012.

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 2013 is \$22,000, the same as FY 2012 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 2013 is \$16,000, an \$8,500 increase from the FY 2012 budget due to projected new subdivision development activity.

CELL TOWER RENTAL FEE

The City receives income from the placement of a cell telephone towers on City property. A cell tower that was installed in Granny White Park in FY 2011 will generate \$21,600 in annual revenue in FY 2013.

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 2013 is \$325,000, a \$75,000 increase from the previous year's budget. The projection is based on actual collection trends in FY 2012. 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 2013 revenue estimate is \$35,000, a \$5,000 decrease from FY 2012.

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 2013 projection of \$125,000 represents a \$35,000 decrease from FY 2012. The decrease is the result of national economic policy designed to keep interest rates low via a commitment of the Federal Open Market Committee to keep the targeted Federal Funds Rate at a historic range of zero to .25% through 2014.

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 2013 is \$125,000, no change from the previous year.

GIS SERVICE CENTER FEE

The service fee to the Water Services Department for FY 2013 is \$138,000, or the same amount in FY 2012. The fee covers Geographic Information Systems services (personnel and equipment) used to map accurately the Water and Sewer infrastructure systems and its field components.

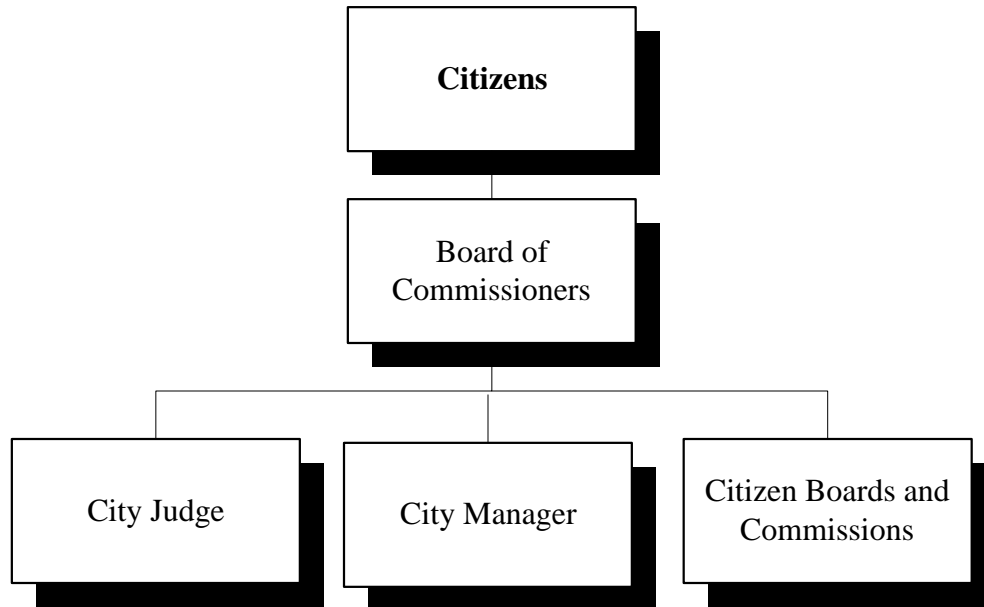
SALE OF EQUIPMENT

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 2013 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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 129,654	\$ 129,241	\$ 135,905	\$ 133,127	\$ 139,590
Operating Expenditures	23,660	24,360	31,500	22,763	35,000
Capital Outlay	-	-	-	-	-
Total	\$ 153,314	\$ 153,601	\$ 167,405	\$ 155,890	\$ 174,590

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 2013 budget reflects an 10% increase in the transfer for the health insurance program as reflected in all activities with full-time personnel. To lessen the paper/copier cost and staff time required for processing agendas, \$3,500 is provided for the purchase of tablet computers for each commissioner to use if they choose.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 26,091	\$ 27,191	\$ 26,900	\$ 27,312	\$ 26,900
Operating Expenditures	163	-	500	-	10,300
Capital Outlay	-	-	-	-	-
Total	\$ 26,254	\$ 27,191	\$ 27,400	\$ 27,312	\$ 37,200

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. To more accurately reflect the cost of the City Court activity, the operating/maintenance support of the court management software (\$9,800) has been shifted to this activity from the Police Department in FY 2013.

CITY COURT

<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2010</u>	<u>Actual CY 2011</u>	<u>Target CY 2012</u>	<u>Target CY 2013</u>
Percent of traffic cases input within 24 hours of receipt	100%	100%	100%	100%
Failure to appear in court rate	15%	15%	15%	15%
Collection of payments (minutes spent per item)	4	4	4	4

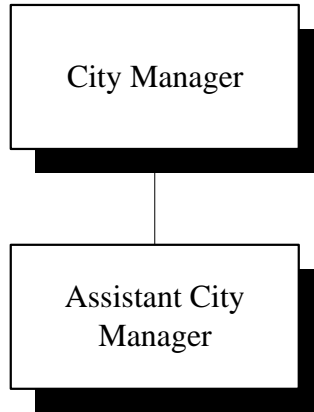
<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2010</u>	<u>Actual CY 2011</u>	<u>Target CY 2012</u>	<u>Target CY 2013</u>
Total Court Sessions annually	96	96	96	96
Traffic cases per month	132	167	175	175
Number of traffic violations	5,313	7,288	7,500	7,500
Number of court cases processed	1,582	2,004	1,800	2,000
Fees and court costs collected	\$300,762	\$375,324	\$300,000	\$360,000

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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 380,153	\$ 385,961	\$ 390,905	\$ 393,249	\$ 405,210
Operating Expenditures	9,025	8,414	9,960	7,630	11,960
Capital Outlay	-	-	-	-	-
Total	\$ 389,178	\$ 394,375	\$ 400,865	\$ 400,879	\$ 417,170

BUDGET COMMENTS

The FY 2013 budget increase reflects a 10% increase in the transfer for the health insurance program as reflected in all activities with full-time personnel and for increased fuel cost. Funding is provided for the purchase of two tablet computers for utilization with the City Commission and Planning Commission agenda packets.

CITY MANAGER'S OFFICE

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</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 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	-	39,134	-	-	40,000
Capital Outlay	-	-	-	-	-
Total	-	39,134	-	-	40,000

BUDGET COMMENTS

The FY 2013 budget provides funding for the next Board of Commissioners election scheduled for May 7, 2013. The amount is consistent with the cost for the 2011 city election and includes funding for early voting at two locations for two weeks and traditional election day polling locations.

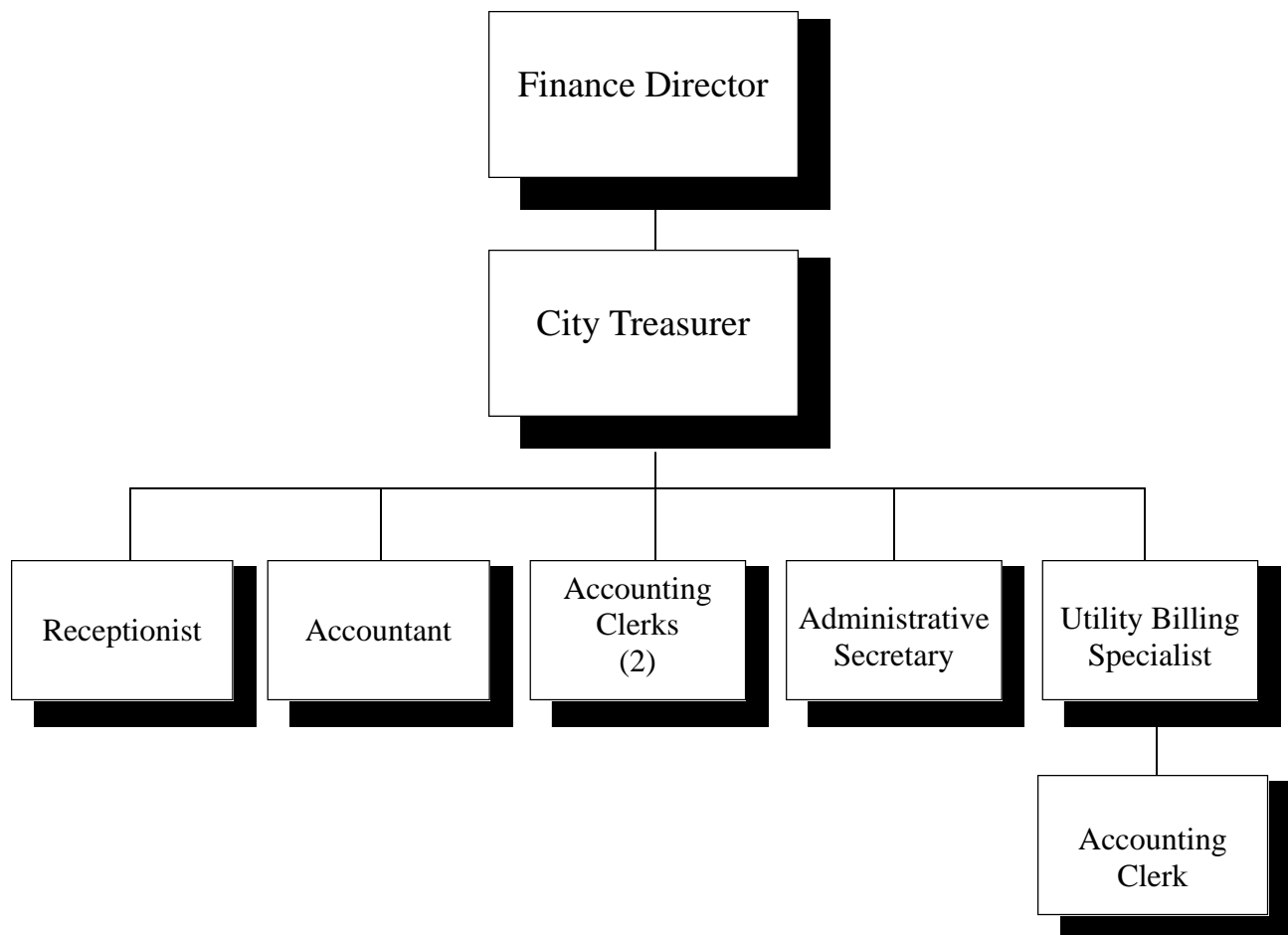
<u>PERFORMANCE MEASURES *</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Number of registered voters in Brentwood	26,517	26,943	26,000	26,000
Voter registration forms processed (countywide)	5,670	7,060	10,000	10,000

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

* Information provided by the Williamson County Election Commission.

FINANCE DEPARTMENT Organizational Chart



FINANCE DEPARTMENT

2012-2013 Non-Routine Work Plan

The Finance Department is proposing the following non-routine work items for fiscal year 2012-2013. The tasks reflect a continued emphasis on long-term planning and operational efficiencies.

1) **Expansion of Electronic Payments Services**

As a convenience to citizens and businesses, the City currently offers the opportunity to pay property taxes and utility bills on-line or by telephone using credit cards and electronic checks. A 3% processing fee from the credit card companies is passed on to customers using this service. Staff will expand this payment opportunity to other activities of the City, such as building permits and municipal court citations. In addition to on-line payments, staff will also enhance this payment option by accepting over-the-counter credit card payments with full integration into the City's software system.

Target Date: October 31, 2012

2) **Update/Analysis of the Water/Sewer Financial Model**

The Water and Sewer Fund is a combined operation that allows for the most efficient use and assignment of manpower and equipment between water and sewer functions as the needs arise. Each service has its own income source and must operate in a financially sound manner based on a reasonable assignment of operating costs between divisions. Specifically, water rates should not subsidize the cost of providing sewer service or vice versa. The last comprehensive utility rate study was performed by City staff in February 2008. That study was driven mostly by the significant debt service costs associated with the mandated six-year sewer rehabilitation/infrastructure improvement project (\$30 Million) and water system capacity improvements (\$5 million). The department will again undertake a detail analysis to allocate current operating costs, debt service, depreciation expense, and income/fee collections between the water and sewer divisions to determine if both rate structures are appropriately recovering the cost for each function today. Staff will update the financial model for the Water and Sewer divisions, separately and combined within the Water and Sewer Fund, using both a net income and cash flow approach, to determine if the Fund can maintain a healthy financial position for the next four years (FY 2014-2017). Recommendations will be presented to the Board and could include no change in the present rate structure; adjustments between current water and sewer rates that is overall revenue neutral to the fund but ensures a more appropriate recovery of cost from the benefitting division; or possible water and/or sewer rate adjustments including tap fees to ensure a sound financial position for the fund and compliance with generally accepted accounting principles and state law.

Target Date: January 31, 2013

FINANCE DEPARTMENT
2012-2013 Non-Routine Work Plan

3) **Enhancements to Vendor Payment Processing**

The City of Brentwood currently processes approximately 6,500 hard-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. This project has been moved forward from the FY 2011-2012 work plan.

Target Date: May 31, 2013

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	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Actual FY 2012</u>	<u>Budget FY 2013</u>
Personnel Services	\$ 648,765	\$ 567,419	\$ 606,540	\$ 569,383	\$ 602,345
Operating Expenditures	118,834	129,750	179,750	131,412	170,500
Capital Outlay	81	-	-	-	-
Total	<u><u>\$ 767,680</u></u>	<u><u>\$ 697,169</u></u>	<u><u>\$ 786,290</u></u>	<u><u>\$ 700,795</u></u>	<u><u>\$ 772,845</u></u>

BUDGET COMMENTS

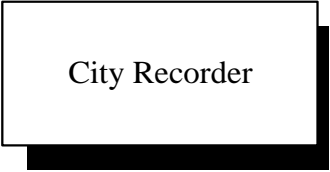
The FY 2013 budget reflects a slight decrease from FY 2012 primarily due to personnel cost savings associated with employee turnover that has occurred in FY 2012 and one-time costs incurred for a software upgrade of the records scanning and retrieval system.

FINANCE DEPARTMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</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 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Business licenses issued	2,259	2,067	2,300	2,100
Invoices - AP	12,768	12,974	13,000	12,200
Invoices - AR	76	73	100	75
Vendor & payroll (ach) checks	13,492	13,085	12,000	13,000
Property tax bills processed	16,930	17,185	18,000	17,500
Total utility billings processed (includes delinquents)	122,135	129,677	125,000	131,500
Liens filed	282	487	300	275
GFOA CAFR & Budget Awards received	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Award received	Yes	Yes	Yes	Yes
<u>PERSONNEL</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</u>
Finance Director	1	1	1	1
City Treasurer	1	1	1	1
Accountant	1	1	1	1
Accounting Clerk I & II	3	3	2	2
Administrative Secretary	1	1	1	1
Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	8	8	7	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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 86,326	\$ 76,861	\$ 91,060	\$ 90,437	\$ 94,460
Operating Expenditures	22,746	29,824	25,200	19,039	25,200
Capital Outlay	-	-	-	-	-
Total	\$ 109,072	\$ 106,685	\$ 116,260	\$ 109,476	\$ 119,660

BUDGET COMMENTS

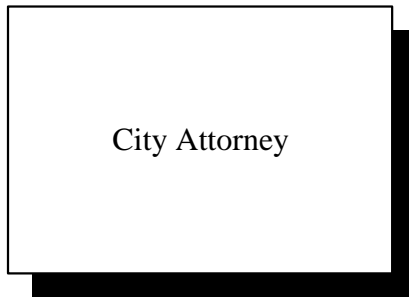
This activity provides funding for the City Recorder position and the cost of legal notices, periodic updates to the municipal code, and the maintenance agreement for the City's automated agenda management software system. The FY 2013 budget shows a minor increase over FY 2012 primarily due to increases for health insurance and retirement contributions.

CITY RECORDER

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Number/Percentage of agenda packets delivered to Commissioners six days prior to meeting	23/100%	22/100%	24/100%	24/100%
Number/Percentage of Commission meeting agendas published in newspaper prior to meeting	23/100%	22/100%	24/100%	24/100%
Number/Percentage of public hearing notices published within legal deadlines	18/100%	6/100%	24/100%	10/100%
Number of official records scanned into document imaging system (ordinances, resolutions and Board of Commissioners minutes)	134	106	130	130
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Target FY 2011</u>	<u>Target FY 2012</u>
Board of Commissioners Agenda Packets Assembled	23	22	24	24
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</u>
City Recorder	1	1	1	1

LEGAL SERVICES DEPARTMENT

Organization Chart



LEGAL SERVICES

2012-2013 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 was particularly true in FY 2011-2012 when the City was involved in several significant litigation cases that prevented the completion of work items. Accordingly, the following non-routine work projects proposed for the 2012-2013 fiscal year include two items that have been moved forward from the previous fiscal year.

1) Regulation of Mobile Vendors

The "food truck" craze has come to middle Tennessee. With more than 30 trucks serving diners from a variety of locations in Nashville, some operators are now migrating across county lines. Food trucks have shown up in Brentwood, particularly in the Maryland Farms area. However, the City's Zoning Ordinance does not currently permit food trucks to operate in C-1 zoning districts, which are primarily intended for non-retail commercial uses. In other commercial districts, such temporary uses require the City's approval in advance, although the City does not currently have standards in place to assist in determining whether or not a particular food truck should be allowed in a particular location. Staff will gather food truck regulations from other parts of the country, and develop proposed regulations and standards for consideration by the Board of Commissioners aimed at preventing unfair competition with existing "brick and mortar" restaurants. The proposals will also attempt to avoid a proliferation of other types of mobile vendors selling nonfood items.

Target date: August 31, 2012

2) 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

LEGAL SERVICES

2012-2013 Non-Routine Work Plan

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: November 30, 2012

3) **Design Standards for Additions to Existing Homes (joint project with the Planning and Codes Department)**

With the aging of Brentwood, there are many original subdivisions where no restrictive covenants were ever adopted, or the covenants regarding the type of home or addition that can be built and exterior materials used have expired and are not enforceable by residents of the subdivision anymore. The Legal and Planning/Codes Departments will research how other communities are regulating additions to existing homes, including the use of "manufactured housing" and "modular building units," to ensure the additions are compatible in design and appearance with the existing home. Federal and state laws prevent the exclusion of manufactured or modular housing units as residential dwellings, with exceptions for single-wide trailers, motor homes and recreational vehicles. While manufactured and modular constructed homes meet similar building codes that apply to "stick built" homes, they are typically very plain and uniform in appearance. If feasible, staff will recommend amendments to the zoning ordinance to establish minimum design standards for home additions that address compatibility of architecture and exterior materials with the principal structure. Building features that will be considered include roof pitch, brick/siding/fascia, foundation materials, roofing materials and colors. Modular home manufacturers today offer a number of options for their structures, including a variety of floor plans, roof pitches and exterior veneers. Undertaking this oversight will require coordination of building inspections since modular constructed homes are typically inspected by the State. The zoning ordinance already includes design standards for accessory structures that could serve as a framework for any code revision. Also to be determined is the process for approval of additions, which could be handled administratively or by the Board of Zoning Appeals under certain parameters.

Target Date: December 31, 2012

LEGAL SERVICES
2012-2013 Non-Routine Work Plan

4) 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 bid protest policy adopted in 2011.)

Target date: April 30, 2013

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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 169,533	\$ 172,667	\$ 175,845	\$ 174,692	\$ 181,445
Operating Expenditures	18,041	19,564	31,800	96,565	33,300
Capital Outlay	-	-	-	-	-
Total	<u>\$ 187,574</u>	<u>\$ 192,231</u>	<u>\$ 207,645</u>	<u>\$ 271,257</u>	<u>\$ 214,745</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 a contingency account (\$20,000) for specialized legal assistance as needed. The FY 2013 budget reflects a slight increase over FY 2012 primarily due to increases for health insurance and retirement contributions.

LEGAL SERVICES

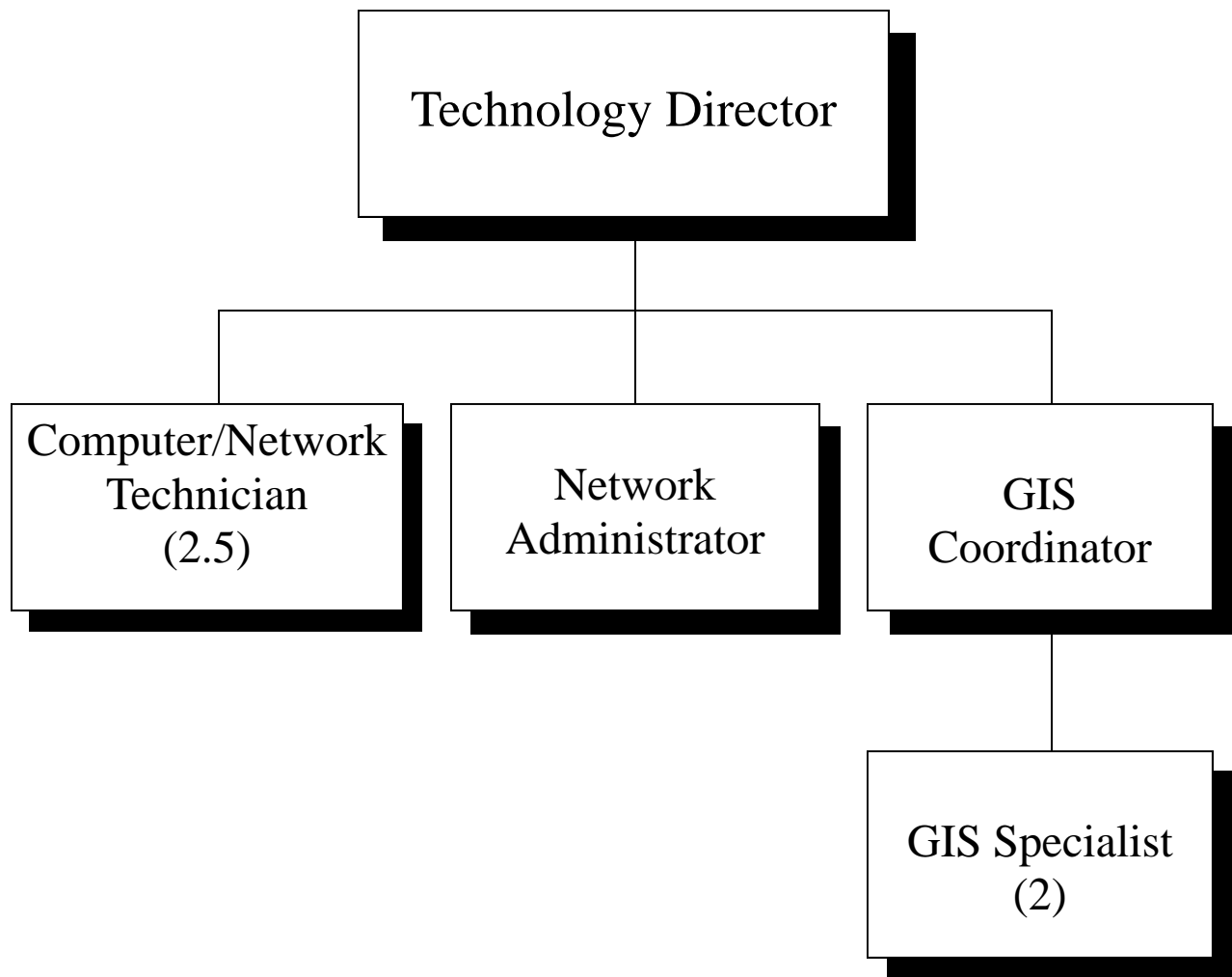
<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2010</u>	<u>Actual CY 2011</u>	<u>Target CY 2012</u>	<u>Target CY 2013</u>
Percentage of Commission agenda items prepared or reviewed at least five days prior to meeting	23/100%	23/100%	23/100%	23/100%

<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2010</u>	<u>Actual CY 2011</u>	<u>Target CY 2012</u>	<u>Target CY 2013</u>
Ordinances drafted/edited/reviewed	20	13	15	15
Resolutions drafted/edited/reviewed	68	71	70	70
Contracts drafted/edited/reviewed	74	50	60	50
Legal opinions and memorandums	14	20	20	17
Pending condemnations	8	7	8	5
Pending lawsuits other than condemnations	5	7	4	5
Ordinance violations prosecuted	2	8	3	3
Appeals boards/Planning	7	3	6	5
Commission appearances				
Attorney-client meetings	1	4	3	3

<u>PERSONNEL</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</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

2012-2013 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 2012-2013:

1. Update GIS Planimetrics Layers

With the acquisition of aerial and oblique photography in February of 2012, the City will seek requests from GIS/Mapping firms for updated planimetric GIS mapping. Planimetric data includes: edge of pavement, driveways, building footprints, treelines, pools, fences and sidewalks layers. The department will oversee the work of the selected firm in updating the aerial photography to generate the above layers and its submission in the GIS format.

Target Date: December 31, 2012

2. Document Network Schematics and Written Descriptions of Major Components

Over the past two years, the topology of the City's computer network has been re-engineered to handle additional components and needs. Items such as the new VoIP phone system that was installed in FY 2011, the delivery in-car video from police cars, creating a new network for traffic signals and additional traffic cameras, plus other demands in the future could potentially stress the network infrastructure. The department will formally re-document the network so that in the future, troubleshooting problems will be easier and faster. The end product will be a series of paper and electronic diagrams, drawings and explanations of how the entire network and all the internal and external connections are put together as a system.

Target Date: March 31, 2013

3. Implementation of Disaster Recovery Plan

Technology has become a necessity for most of the workforce at the City today. The City could not conduct business and continue to deliver services to external customers and internally without the use of computer systems and other technology. In FY 2012, the department determined what will be needed to respond quickly to a disaster and resume operations quickly. Implementation of disaster recovery plan will include purchase and installation of hardware/software that will allow off site data redundancy and response instructions should we have a major loss of data or equipment at the Municipal Center.

Target Date: May 31, 2013

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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 398,436	\$ 399,710	\$ 457,335	\$ 407,345	\$ 478,365
Operating Expenditures	87,927	109,659	147,500	141,200	151,550
Capital Outlay	324,061	364,372	398,000	357,886	386,000
Total	\$ 810,424	\$ 873,741	\$ 1,002,835	\$ 906,431	\$ 1,015,915

BUDGET COMMENTS

Overall, there is no significant change in the budget from FY 2012. In FY 2013, the Technology Department's annual contribution to the Equipment Replacement Fund will increase by \$15,000 in accordance with the long-term financial forecast for replacement of existing technology and for new items that were acquired in the past year. There is also a small increase for equipment repair and maintenance to cover additional software licensing fees associated with the expanded use of virtual servers and computers.

Direct computer related expenditures include \$15,000 for software to manage all of the city's wireless access points. The FY 2013 budget also includes \$10,000 for miscellaneous technology that may be needed during the fiscal year.

The FY 2013 classification plan reflects elimination of the Network Analyst position that was added in the FY 2012 budget. Market conditions made it very difficult to fill this position as originally designed so the needs of the department were reevaluated as to the best use of this vacant position. Accordingly, the FY 2013 budget provides for a Network Administrator position with a shift from network design/analysis duties to network management/operations. Note that 1/2 of a Computer/Network Technician position is allocated to the Emergency Communications District to accurately reflect Technology support for the 911 communications function.

TECHNOLOGY

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Percent equipment repair/replace within 1 working day	96%	95.00%	96%	96.00%
Percent of phone system “up-time”	98%	97.00%	99%	99.90%
Percent of telecommunications request for service completed within 3 days	98%	96.00%	99%	99.00%
Percent of network service hours up-time	99%	99.00%	99%	99.80%
Percent of new users coordinated within 2 weeks	100%	100.00%	100%	100.00%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Number of service calls	11,607	12,000	14,000	15,000
Number of Network Devices(city-wide)	800	1,200	1,225	1,250

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</u>
Technology Director	1	1	1	1
Network Administrator	0	0	0	1
Network Analyst	0	0	1	0
Computer/Network Technician	<u>3</u>	<u>3</u>	<u>2.5</u>	<u>2.5</u>
Total	4	4	4.5	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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 233,255	\$ 230,531	\$ 240,420	\$ 235,401	\$ 249,490
Operating Expenditures	32,342	34,268	33,520	31,414	42,800
Capital Outlay	3,900	-	16,000	15,034	-
Total	\$ 269,497	\$ 264,799	\$ 289,940	\$ 281,849	\$ 292,290

BUDGET COMMENTS

With the majority of the GIS backbone information in place, the emphasis has now shifted to increased utilization of the system by field staff. This includes 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 2013 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 2013 budget reflects no significant change from FY 2012. One-time funding in the amount of \$10,000 is provided in FY 2013 to allow for outside assistance from ESRI to undertake a thorough analysis of the City's GIS database design, maintenance process and functionality, to identify possible opportunities to improve and streamline system operations. The significant development and expansion of the GIS system in the last five years warrants outside expertise to help fine tune the processing and management of data in the system as the City moves forward with expanded utilization.

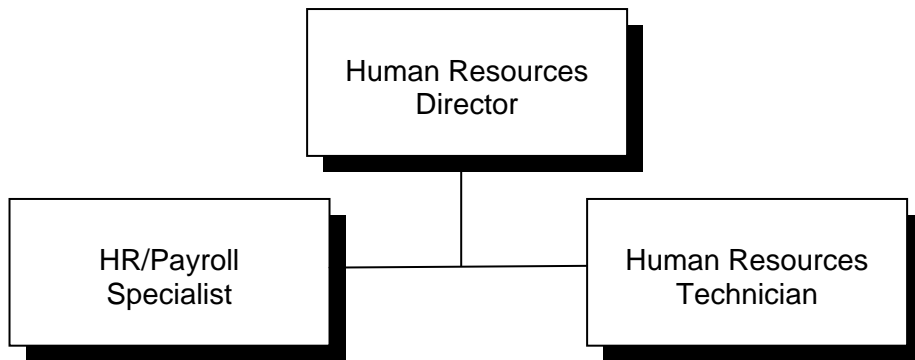
With a major portion of the GIS activity dedicated to the needs of the Water Services Department, a GIS Service Fee of \$138,000 is charged annually to the department. The fee is recorded as a revenue to the General Fund under line item 110-36225.

GEOGRAPHIC INFORMATION SYSTEMS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</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	99%	99%	99%	99%
Percent of GIS data updated within 3 days of change	99%	99%	99%	99%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Percent of items collected (GPS)	90%	92%	94%	95%
Number of GIS users	29	30	36	40
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Budget FY 2012</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

2012-2013 Non-Routine Work Plan

The Human Resources Department proposes to undertake the following non-routine work projects for the 2012-2013 fiscal year.

1) Self-Funded Health Insurance Program – Phase III

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.

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 maintain 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 analyzed alternatives with the assistance of an outside advisor 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 worked with the City's benefit advisor to analyze the effectiveness of the changes made to the insurance plan over the previous two years and to identify other cost containment strategies designed to help minimize cost increases to the City and employees for medical coverage in calendar year 2012. Options were reviewed with the Board of Commissioners in early fall and included the results of an RFP for reinsurance coverage, capping coverage on high cost specialty prescription drugs, and implementing a working spouse exclusion from eligibility for coverage.

The FY 2013 work project will evaluate the feasibility of implementing two specific cost containment items described below. If the analysis appears beneficial and cost effective, recommendations will be made to the Board of Commissioners for implementation, including specific action items and timelines.

- a. **Finalize negotiations with the CareHere medical clinic**, located on Virginia Way in Brentwood, for providing acute medical services to employees and eligible dependents. Significant savings are possible for both the employee and City if the clinic is used extensively. If negotiations are successful and this plan is accepted, further efforts will focus on marketing this alternative to traditional medical services and training employees on how to use the facility and in encouraging acceptance of personal responsibility for disease prevention through medial wellness activities.

Target Date: August 31, 2012

HUMAN RESOURCES DEPARTMENT
2012-2013 Non-Routine Work Plan

- b. **Analyze the potential savings to the medical plan by negotiating a separate contract for prescription drug coverage.** The prescription drug feature of the medical plan has traditionally represented about 20% of the total claims cost. Currently, the prescription drug benefit is offered through Caremark and is included with other services provided by the City's third party administrator (TPA), Blue Cross Blue Shield of Tennessee. There are several other Pharmacy Benefit Managers (PBM's) offering similar prescription drug coverage at competitive pricing. There are various strategies for reducing the overall cost to the plan of prescription drugs including, reducing the number of layers that drugs are purchased through from the manufacturer to the consumer, and improving the levels of discounts and manufacturer rebates available to the City. This department will work with the City's benefit advisor to analyze alternatives and recommend the best option for the City with the goal of reducing the prescription drug cost for the self-funded plan.

Target Date: October 1, 2012 (staff recommendation to City Commission)

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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 241,326	\$ 243,521	\$ 249,160	\$ 248,877	\$ 257,685
Operating Expenditures	86,001	100,908	104,585	86,825	119,500
Capital Outlay	-	-	-	-	-
Total	<u>\$ 327,327</u>	<u>\$ 344,429</u>	<u>\$ 353,745</u>	<u>\$ 335,702</u>	<u>\$ 377,185</u>

BUDGET COMMENTS

The FY 2013 budget reflects a \$16,395 increase for the annual "fit for duty" medical examinations for sworn police and fire personnel. This increase is due to a greater number of personnel scheduled for examinations in FY 2013 and a price increase for examinations under the new agreement that became effective January 1, 2012. This activity funds all of the City's HR related functions including staffing and recruitment, payroll, benefits administration, and employee medical examinations. 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 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Percent positions filled within 60 days	100%	100%	100%	100%
Targeted time to fill senior management positions	104 days	N/A	120 days	120 days
Targeted time to fill professional positions	NA	N/A	60 days	60 days
Targeted time to fill clerical positions	43	20	35 days	35 days
Targeted time to fill labor positions	21	28	35 days	35 days
Number and percent of employees hired who complete probationary period	5/100%	19/100%	30/85%	30/85%
Number and percent of internal promotions	2/29%	15	2/10%	2/10%
Employee turnover rate (incl. PT)	7%	11%	10%	10%
Employee turnover rate (FT only)	5%	8%	7%	7%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Positions filled (incl. internal)	7	19	35	35
Applications received	825	906	900	900
Applicants tested/interviewed	145	234	175	175
Terminations/separations (incl. PT)	20	34	30	30
Grievances/hearing/lawsuits	0	0	2	1
Dental claims processed	570	599	650	650

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</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

A white rectangular box with a black border, containing the text "Community Relations Director". The box is positioned on a black background that has a vertical bar on the right side and a horizontal bar at the bottom.

Community Relations
Director

COMMUNITY RELATIONS DEPARTMENT

2012-2013 Non-Routine Work Plan

The Community Relations Department proposes the following as its goals and objectives for the non-routine work plan for the 2012-2013 fiscal year:

1) Smith Park Master Plan – Historic Structures

The Community Relations Department will focus on the implementation of improvements associated with historic structures and the adjacent grounds as identified in the Master Plan for Smith Park.

The Master Plan process, which included an extensive public input, recommended that the Ravenswood House and the surrounding historic area be adaptively restored for use by the public for receptions, meetings, seminars, weddings, retreats and other similar events. Working with Centric Architecture, the department will oversee the design and restoration work for the historic structures and adjacent grounds. Restoration of the Ravenswood house will include four phases: 1) Design Development, 2) Preparation of Construction Documents, 3) Bidding and Awarding of Contracts by the City Commission; and 4) Construction Administration. Restoration work is targeted to begin by late summer and completed in CY 2013.

Target Date: June 30, 2013 (throughout the year)

2) Ravenswood House - Interior Enhancements

The City has made a significant financial commitment to restore and improve the exterior and interior structure of the Ravenswood House for public use. At this point, the interior design enhancements such as window treatments, carpets, light fixtures, furnishings, wall coverings, kitchen equipment, etc. have not been determined or funded in the budget. The department will review and formulate a recommended interior design work plan with a priority list of items and cost estimates that will be needed to support the public functions (weddings, receptions, etc.) that are authorized as permitted uses in the rental policy. The department will also provide recommendations on how to fund the interior enhancements. Funding sources could include surplus City funds that may result from managed savings in the upcoming home restoration project, donations from the Historic Commission and other community boards/organizations, private contributions, and use of sponsorships with appropriate recognition under the newly adopted City program.

Target Date: April 30, 2013

COMMUNITY RELATIONS DEPARTMENT
2012-2013 Non-Routine Work Plan

3) Ravenswood House and Historic Area Use and Rental Policy

With the opening of Smith Park and the restoration of the Ravenswood House and surrounding area for use by the public, the City will need to formulate and adopt an official Use and Rental Policy. The department will investigate the use policies and rental fees for similar facilities in the Williamson County/Nashville area. A comparison of facilities will be prepared on available space, amenities, capacity, permitted uses, rental fees including variations during peak demand periods, cleaning charges, deposits, site supervision and policing requirements, etc. Policy recommendations on these items will be presented for consideration and approval by the City Commission.

Target Date: June 30, 2013

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 sites 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 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Actual FY 2012</u>	<u>Budget FY 2013</u>
Personnel Services	\$ 110,380	\$ 111,739	\$ 115,980	\$ 113,757	\$ 116,845
Operating Expenditures	114,395	115,232	157,750	124,327	158,750
Capital Outlay	-	-	-	-	-
Total	<u>\$ 224,775</u>	<u>\$ 226,971</u>	<u>\$ 273,730</u>	<u>\$ 238,084</u>	<u>\$ 275,595</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 landscape maintenance, etc. To keep cost down, the department also obtains financial and in-kind donations and sponsorships from the private sector to enhance the quality of community programs and events.

There is no significant change in the FY 2013 budget. 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 \$45,000. Grounds maintenance at the various gateway entrances and other landscaped areas is funded at \$43,000 annually. Funding (\$6,000) is also provided in FY 2013 for replacement of two sets of seasonal banners installed on street lights along Franklin Road and Town Center Way.

COMMUNITY RELATIONS

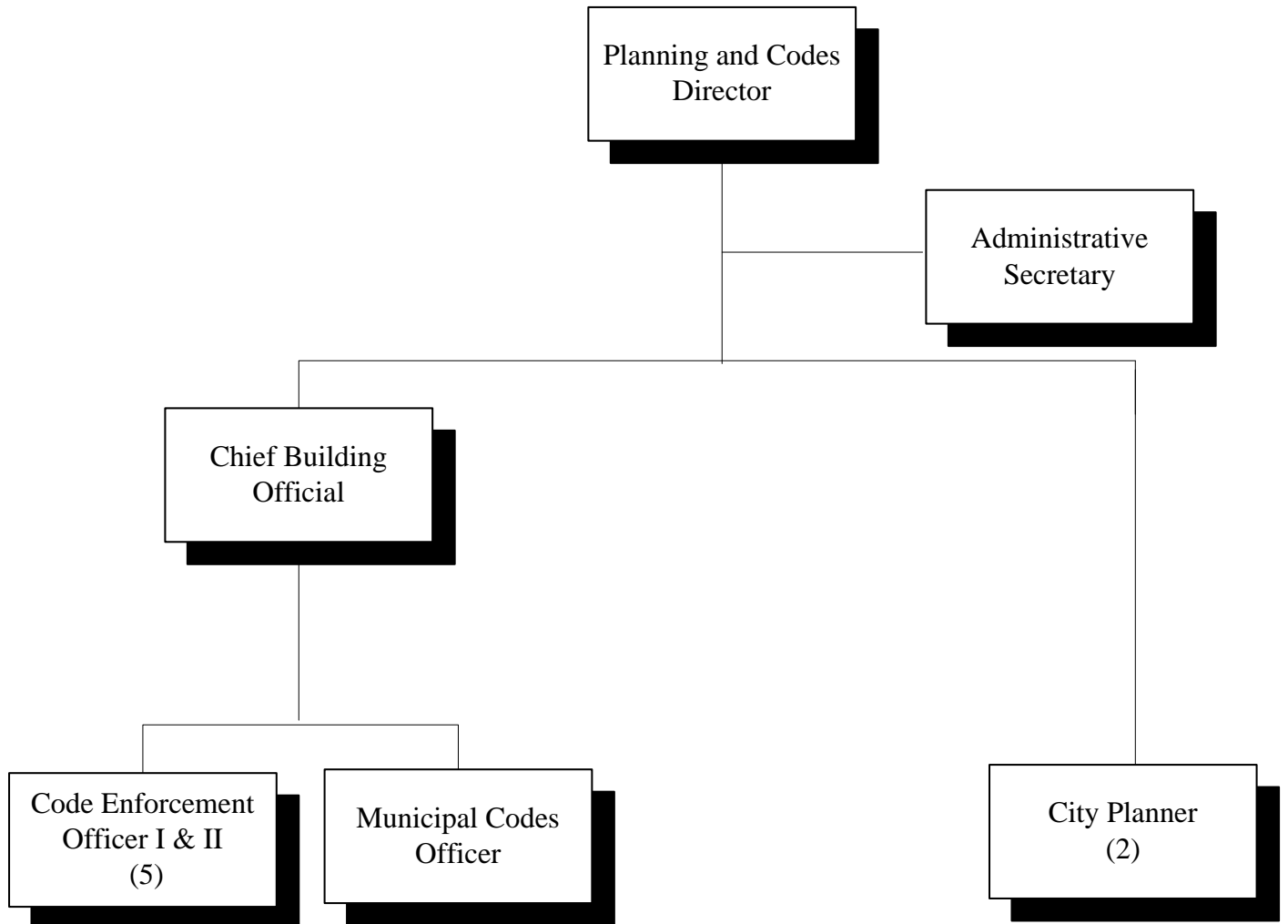
<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Percent of community newsletters and city brochures published and mailed on time	96%	96%	96%	96%
Percent of board/committee regular meetings attended	99%	99%	99%	99%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
City-wide special events	15	14	14	14
City wide newsletter (April/October)	2	2	2	2
City calendar (January - December)	12	12	12	12
Volunteer committees	20	21	19	19
Volunteer participants	1,900	1,800	2,000	1,850
Student programs	5	5	5	5
Student participants	1,000	950	1,100	1,000
Community information pamphlets	10	10	10	10
New resident packets distributed	450	375	400	400
Telephone calls	2,700	2,500	2,650	2,500

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</u>
Community Relations Director	1	1	1	1

PLANNING AND CODES DEPARTMENT

Organization Chart



PLANNING AND CODES DEPARTMENT

2012-2013 Non-Routine Work Plan

The following non-routine work projects are proposed for Fiscal Year 2012-2013

1) Regulation of Mobile Vendors (jointly with Legal Services Department)

This item is proposed as a joint project with the Legal Services Department. With more than 30 trucks serving diners from a variety of locations in Nashville, some operators are now migrating across county lines. Food trucks have shown up in Brentwood, particularly in the Maryland Farms area. However, the City's Zoning Ordinance does not currently permit food trucks to operate in C-1 zoning districts, which is primarily targeted for non-retail (office) uses. In other commercial districts, such temporary uses require the City's approval in advance, although the City does not currently have standards in place to assist in determining whether or not a particular food truck should be allowed in a particular location. Staff will review food truck regulations from other parts of the country, and will develop proposed regulations and standards aimed at preventing unfair competition with existing "brick and mortar" restaurants. The proposals will also attempt to avoid a proliferation of other types of mobile vendors selling non-food items. Draft regulations will be prepared for consideration by the City Commission.

Target Date: August 31, 2012

2) Update to 2012 ICC Residential, Commercial and Property Maintenance Codes;

In October 2007, Chapter 14 of the Municipal Code (Buildings and Building Regulations) was amended by adopting the 2006 International Residential, Building Mechanical, Gas, Plumbing, Property Maintenance, Energy Conservation and the North Carolina Accessibility Code (2002 w/04 amendments)

Staff will be recommending the adoption of the 2012 International Codes and 2010 ADA Standards for Accessible Design. (NCAC no longer published) Codes staff has acquired copies of the 2012 Code and has initiated review to assess the significant changes from the 2006 Codes. Informational sessions will be conducted by staff in mid-summer 2012 to educate the building community of the significant changes.

As part of the Adoption of the 2012 Codes, and in consultation with the Fire Department, staff will likely propose several local amendments (requirements) to Chapter 14 to address building issues unique to Brentwood. They include the following:

- Eliminate the mandatory requirement for automatic fire sprinkler systems for all single family dwellings with certain exceptions already in the local code. However, given the experience in recent years of major residential fires which were difficult to control and extinguish due to large attic space with non-accessible areas, local amendments will be recommended to require larger size pull-down stairs and multiple access points to all attic sections in larger homes so fire personnel can respond better and save property. Also, the need for better isolation and protection features for fireplace chase(s) will be proposed.
- A requirement for permanent protective restraint barriers at locations on the lot with abrupt grade changes. This item has been moved forward from the FY work plan.

PLANNING AND CODES DEPARTMENT

2012-2013 Non-Routine Work Plan

- Better guarantees when a temporary certificate of occupancy is issued for the owner's benefit to ensure timely completion of remaining non-safety code items. Again, another item that has been moved forward from the FY 2011-2012 work plan.
- Other amendments that may be identified as needed during the final review.

Adoption of the 2012 Code is essential to preserve the Planning and Codes Department's Insurance Service Office (ISO) residential and commercial structure ratings (Class PL4 – Residential and Class CL3 – Commercial).

Target Date: October 31, 2012

3) Formulate Minimum Design Standards for Additions to Existing Homes (jointly with the Legal Services Department)

With the aging of Brentwood, there are many original subdivisions where no restrictive covenants were ever adopted, or the covenants regarding the type of home or addition that can be built and exterior materials used have expired and are not enforceable by residents of the subdivision anymore. The Planning and Codes and Legal departments will research how other communities are regulating additions to existing homes, including the use of “manufactured housing” and “modular building units,” to ensure the additions are compatible in design and appearance with the existing home. Federal and State laws prevent the exclusion of manufactured or modular housing units as residential dwellings, with exceptions for single-wide trailers, motor homes and recreational vehicles. While manufactured and modular constructed homes meet similar building codes that apply to “stick built” homes, they are typically very plain and uniform in appearance. If feasible, staff will recommend amendments to the zoning ordinance to establish minimum design standards for home additions that address compatibility of architecture and exterior materials with the principal structure. Building features that will be considered include roof pitch, brick/siding/fascia, foundation materials, roofing materials and colors. Modular home manufacturers today offer a number of options for their structures including a variety of floor plans, roof pitches and exterior veneers. Undertaking this oversight will require coordination of building inspections since modular constructed homes are typically inspected by the State. The zoning ordinance already includes design standards for accessory structures that could serve as a framework for any code revision. Also to be determined is the process for approval additions which could be handled administratively or by the Board of Zoning Appeals under certain parameters.

Target Date: December 31, 2012

PLANNING AND CODES DEPARTMENT
2012-2013 Non-Routine Work Plan

4) Review Off-Street Parking Requirements for All Land Uses

The Off-Street Parking Requirements (Article VI of the Zoning Ordinance) have not been comprehensively reviewed or updated since 1995. The objective of the current parking standards is to meet the normal peak demand that occurs most of the year while avoiding the construction of excessive parking spaces that stay empty most of the year except on exceptional days such as the Friday after Thanksgiving. Traditional parking demand is also changing with the trend toward mixed use developments having a variety of non-conflicting demand periods during the day for the various land uses. Pedestrian and bicycle access to buildings can be encouraged or discouraged by the layout of parking lots. After reviewing how other cities are addressing the new trends in parking demand, staff will recommend possible revisions to the standards that still meet true demand but provide flexibility in the use of shared parking arrangements, encourage pedestrian and bicycle movement to reduce parking demand, promote “greener” parking lots, etc.

Target Date: January 31, 2013

5) Review/Update City’s Fencing Regulations (jointly with Engineering Department)

While residents are not required to obtain a permit for the installation of a fence on their property, staff does provide a courtesy review of the proposed installation when requested by the property owner. Many residents do not understand why a fence cannot be automatically placed on dedicated public easements within their property. The current code language does allow the City Engineer to approve the installation of fences and other obstructions within public utility, drainage, and other detention pond easements provided it does not have in place water, sewer, electric, and natural gas lines. In addition, the installation cannot reduce the flow of storm water or storage capacity of the detention area or preclude public use of an easement is anticipated for public use in the future. Unfortunately, many residents erroneously assume the decision by the City Engineer to approve or disapprove the installation of a fence or other obstruction in a public easement is discretionary in nature. Accordingly, amendments are needed to the current code to spell out better the criteria for the decision to approve or deny the installation. This review will be coordinated with the Engineering Department with recommendations for the consideration by the City Commission. If approved, there will be a joint proactive effort to publicize the fence standards and rationale better via pamphlets, the City’s web page, Channel 19, City newsletters, and to the homeowner’s associations.

Target Date: February 28, 2013

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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 346,185	\$ 276,060	\$ 292,945	\$ 292,786	\$ 303,335
Operating Expenditures	29,835	48,686	68,300	60,860	77,800
Capital Outlay	25,772	-	25,000	17,500	-
Total	\$ 401,792	\$ 324,746	\$ 386,245	\$ 371,146	\$ 381,135

BUDGET COMMENTS

The FY 2013 budget reflects a slight decrease from FY 2012 primarily due to a one-time cost in FY 2012 for the purchase of an upgraded network version of the CRW Trakit permitting system. New funding (\$5,500) is provided in FY 2013 to purchase tablet computers for each planning commissioner, if they choose, and for a limited number of staff members to use for review of planning commission agenda packets. The use of this technology will lessen the material/copier cost and staff time required for processing paper documents.

PLANNING

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</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 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Planning Commission Cases	103	104	110	120
Board of Zoning Appeals Cases Reviewed	26	14	30	30
Administrative Home Occupations (New & Renewed)	597	601	600	610
Flood Insurance/Zoning Determinations	65	69	65	65
Special Event/Tent Permits	18	22	20	20
Planning Commission/BZA Plans Reviewed	119	145	130	125
Minor Land Use Cases/Administrative	15	8	15	15
Sign Reviews/Letter of Compliance	111	152	120	150
Sign Violations (Cited to Court)	6	3	15	10

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</u>
Planning and Codes Director	1	1	1	1
Sr. City Planner	1	0	0	0
City Planner	1	1	2	2
Planner I & II	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Total	4	3	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 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Actual FY 2012</u>	<u>Budget FY 2013</u>
Personnel Services	\$ 681,508	\$ 668,756	\$ 692,920	\$ 683,566	\$ 709,970
Operating Expenditures	40,426	30,956	45,200	38,031	57,200
Capital Outlay	15,256	-	-	-	-
Total	<u>\$ 737,190</u>	<u>\$ 699,712</u>	<u>\$ 738,120</u>	<u>\$ 721,597</u>	<u>\$ 767,170</u>

BUDGET COMMENTS

The FY 2013 budget has increased slightly from FY 2012 primarily due to the 10% increase in the transfer for the health insurance program as reflected in all activities with full-time personnel and a \$5,000 increase for outside architectural and engineering assistance. The department uses this service as needed to review complex building plans for large commercial or institutional buildings. Building plan submissions are expected to increase in the next 12 months.

CODES ENFORCEMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Percent of complaints responded to in 5 days.	99%	100%	100%	100%
Percent of residential building permits issued within 7-10 working days (excludes transitional-steep lots or rejected plans).	95%	98%	100%	100%
Percent of building inspection requests completed within 3 business days. (After completion of State Electrical Inspection)	99%	100%	99%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Building Permits (All Types)	1,944	2,354	2,000	2,000
Building Plans Received	140	201	150	150
Building Related Inspections*	8,627	10,108	10,500	10,500
Single-Family Permits Issued	107	192	200	220
Code Enforcement Cases Investigated (All Types, Includes Violation Notices)	223	342	300	300
Walk-In Visitors	9,121	9,607	9,000	9,200
Incoming Telephone Calls	17,010	16,579	16,500	16,500

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</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 that 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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 749,594	\$ 724,772	\$ 736,650	\$ 683,154	\$ 716,300
Operating Expenditures	37,041	35,415	41,000	51,218	52,000
Capital Outlay	-	-	-	-	-
Total	\$ 786,635	\$ 760,187	\$ 777,650	\$ 734,372	\$ 768,300

BUDGET COMMENTS

This activity initially centralizes for easier consideration the cost for proposed FY 2013 enhancements to Personnel Services in General Fund activities. Funding is included for a proposed merit pay adjustment averaging 3% (\$420,900), including associated cost for FICA and TCRS. Funding is also provided for one (1) new full-time position, an Equipment Operator in Public Works (\$43,660 for salaries and benefits), and for 3,650 temporary, seasonal work hours for the Parks Department to assist with extraordinary maintenance and trail development in Smith Park (\$41,990 for salaries and FICA).

After initial review and endorsement of the proposed pay adjustment 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.

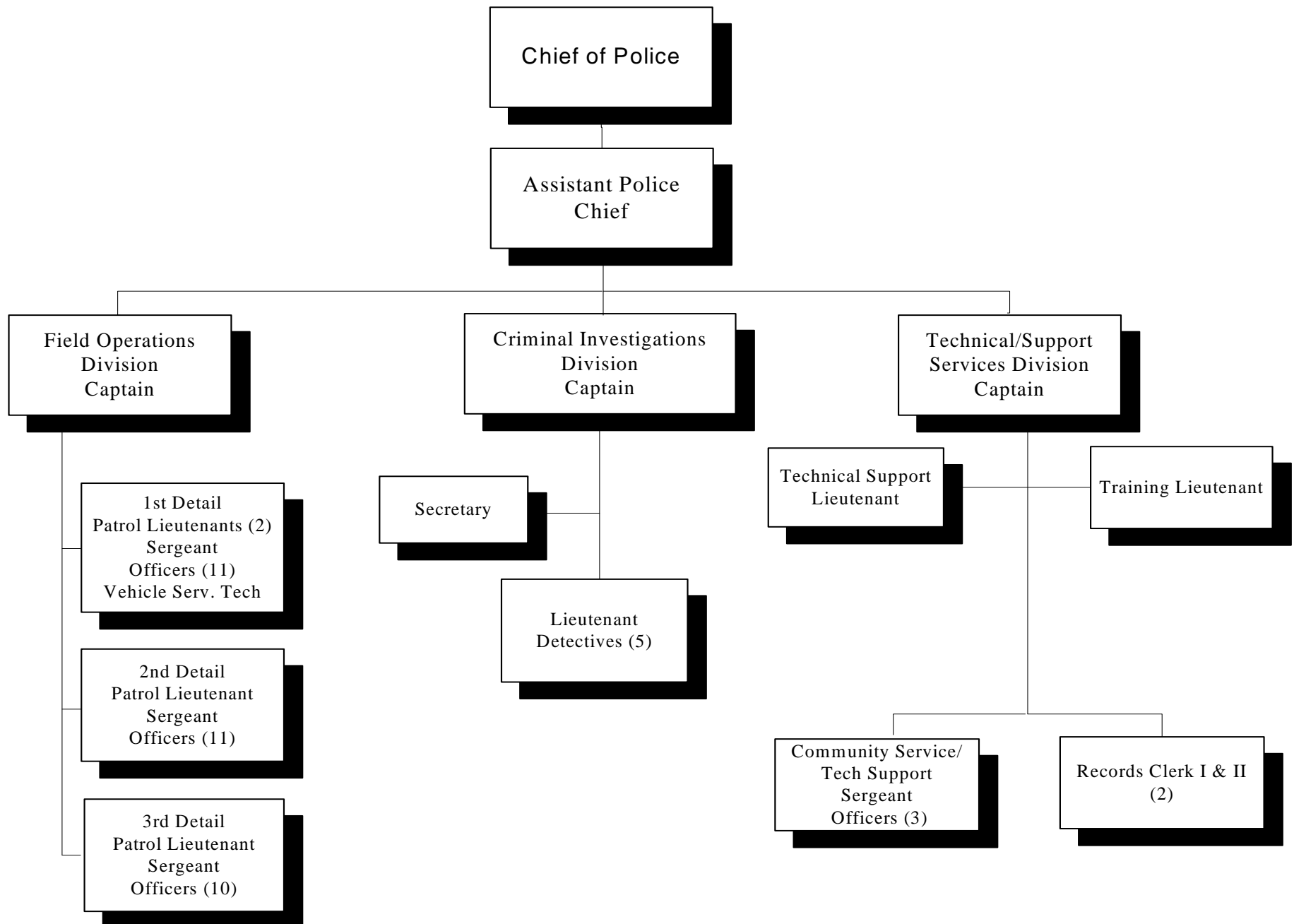
The FY 2013 budget provides funding for Privacy and Network Security Liability coverage (\$5,000) to cover risk exposure arising from an alleged or real failure of the City to properly manage and secure private information (i.e. social security numbers, bank account information, etc.). Funding is also provided for expanded electronic/computer equipment coverage based on an updated equipment list prepared by the Technology Department. Other centralized benefit programs in this activity reflect only minor adjustments based on current year trends and cost projections for FY 2013.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity

POLICE DEPARTMENT

Organization Chart



POLICE DEPARTMENT

2012-2013 Non-Routine Work Plan

The Police Department proposes to undertake the following non-routine work projects in the 2012-2013 fiscal year:

1) Implementation of Physical Fitness Program

Police work is sedentary in nature, without sufficient physical activity during the normal workday to maintain appropriate levels of fitness needed for exertive efforts or good health. Still, the job of a Police Officer can be physically challenging at times and is inherently dangerous. While the risk of an officer being shot in the line of duty is real, in reality, cardiovascular disease due to obesity and physical inactivity is a much bigger threat. Police officers must be physically fit and capable of exerting maximum effort at a moment's notice. Thus, police administrators across the country are beginning to implement physical fitness programs to promote good fitness and health among their officers from the beginning of their careers until they retire at age 55-60.

During FY 2013, the department will research the feasibility of implementing a physical fitness plan for police officers, including evaluation of costs, legal issues, and other challenges. The research will review the strengths and weaknesses of similar programs implemented by other law enforcement agencies to determine the appropriate program to implement. A successful program will help police officers realize improved capability to perform specific physical tasks related to the job, improve their ability to mobilize the body efficiently, improve tolerance to fatigue, reduce risk during the performance of physical tasks, provide better psychological preparation, and reduce stress and associated health risks. The goal will be to implement a program that facilitates an environment where high-risk people are strongly encouraged to adopt and maintain appropriate physical activity and behaviors that lower risk to their health and body. A fitness program tailored to police officers will not only improve their health and extend their life; it will benefit the City by reducing the various costs associated with high-risk people.

Target Date: March 1, 2013

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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 4,999,553	\$ 4,915,468	\$ 4,923,630	\$ 4,937,234	\$ 5,001,540
Operating Expenditures	571,470	577,651	713,150	680,817	776,200
Capital Outlay	370,042	406,394	373,000	364,245	395,000
Total	\$ 5,941,065	\$ 5,899,513	\$ 6,009,780	\$ 5,982,296	\$ 6,172,740

BUDGET COMMENTS

The slight increase in the FY 2013 budget is due primarily to the 10% increase in the contribution to the health insurance program affecting all budget activities with full-time employees and increases in fuel cost (\$67,000). The budget does provide extra funding equivalent to six months salary for a police officer position to permit a temporary "overfilling" with exceptional recruits during periods of higher turnover. The salary savings reflected in the budget are due in part to savings associated with FY 2012 retirements and the subsequent internal promotions and replacements.

Other significant increases in FY 2013 include equipment repair and annual maintenance fees for the new GPS and mobile gateway equipment installed in all patrol vehicles during FY 2012, and \$15,000 for customization of in-car computer forms to allow 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 12 vehicles through the Equipment Replacement Fund in FY 2013.

POLICE DEPARTMENT

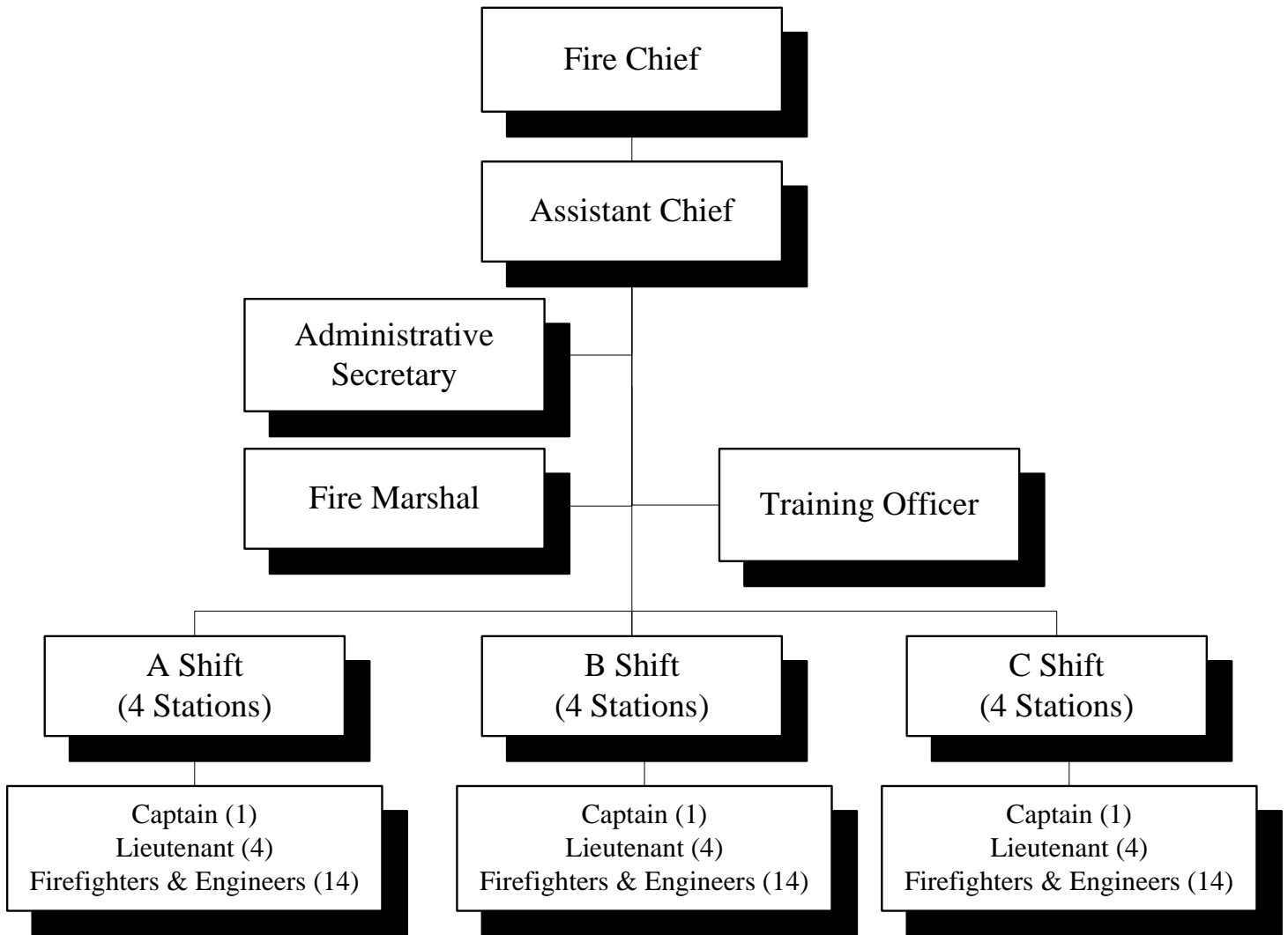
<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2010</u>	<u>Actual CY 2011</u>	<u>Target CY 2012</u>	<u>Target CY 2013</u>
Average response time per call (minutes)	5 min/29 sec	5 min/58 sec	5 min	5 min
Number and percent of personnel completing in-service training or professional development	100%	100%	100%	100%
Percent uncommitted time	50%	50%	50%	50%
Police calls rate/1,000 population	709	1029	850	1,100
Percent compliance with applicable accreditation standards	100%	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2010</u>	<u>Actual CY 2011</u>	<u>Target CY 2012</u>	<u>Target CY 2013</u>
Serious Crimes	137	90	145	125
Traffic Accidents	638	680	700	700
Criminal Investigations Clearance Rate	52%	45%	50%	50%

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</u>
Police Chief	1	1	1	1
Assistant Police Chief	1	1	1	1
Captain	3	3	3	3
Lieutenant	6	6.5	6.5	6.5
Sergeant	4	3	4	4
Detective	4	4	4	5
Police Officers	37	37	36	35
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	59.5	59.5	59.5

FIRE and RESCUE DEPARTMENT

Organization Chart



FIRE AND RESCUE DEPARTMENT

2012-2013 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 2012-2013 fiscal year:

1) 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 improvements have been made, limitations inherent with our current hardware, software, and CAD vendor continue to hamper our efforts. It is our belief that the recent upgrades in our 911 dispatch center as well as technology improvements currently being sought from the vendor will aid in providing the data we need to move forward to complete Phase I.

During Phase II, the following work will be carried out:

- Continue to work with GIS, IT, 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, 2013 (Phase II completed)
August 31, 2013 (Receipt of accreditation)

FIRE AND RESCUE DEPARTMENT

2012-2013 Non-Routine Work Plan

2) Develop a Department-Specific Risk Management Program

By their very nature, the Fire & Rescue and Police Departments traditionally experience a greater number of duty-related injuries than other City departments. Workers compensation claims impact our ability to maintain adequate staffing, require additional municipal resources, and limit an employee's short-term effectiveness. Recognizing this, the department expanded the Training Captain's job description in July of 2011 and re-titled the position Training & Risk Manager. Risk management is the identification, assessment, and prioritization of risk followed by the coordinated and economical application of resources to monitor, minimize, and control the probability and/or impact of adverse events and to maximize the effects of positive events. In FY 2013 the department will evaluate and identify which of our training and other routine work activities consistently attribute to injury and develop a departmental risk management plan with the goal of foreseeing, estimating the impact of, and mitigating workplace risk. The plan will contain an analysis of likely risks based upon consequence and frequency, as well as providing strategies to manage those risks, typically either by accepting, avoiding, mitigating, or transferring that risk.

Target Date: January 1, 2013

3) Implementation of a Comprehensive Fitness/Wellness Initiative

In coordination with the fire department physician, the department will implement an enhanced wellness-fitness program including a mandatory evaluation process based on relevant, national standards. This program, modeled after The Fire Service Joint Labor Management Wellness-Fitness Initiative, takes a holistic approach that includes medical, fitness, injury/fitness/medical rehabilitation and behavioral health. The goal is not just to evaluate the employee's ability to successfully complete a physical evaluation, but to assist in developing positive, life-long habits that will enhance the firefighter's overall health and wellness. The multi-step implementation process will include:

1. Developing an instrument to assess the fitness levels of uniformed personnel so that they may safely and successfully accomplish assigned tasks.
2. Utilizing the fitness rubric developed by the American Council on Exercise and International Association of Fire Chiefs to provide a non-punitive, positive reinforcement based program. This would also require an update to Section 6.4 (Physical Fitness Requirements) of the Fire and Rescue Administrative Policies and Procedures Manual.
3. Certifying two department members as Peer Fitness Trainers to assist in implementing and monitoring the program.

Target Date: June 1, 2013

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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 5,311,076	\$ 5,357,873	\$ 5,323,445	\$ 5,369,488	\$ 5,475,775
Operating Expenditures	419,247	445,870	485,550	455,955	505,850
Capital Outlay	289,842	270,282	291,000	289,979	280,000
Total	\$ 6,020,165	\$ 6,074,025	\$ 6,099,995	\$ 6,115,422	\$ 6,261,625

BUDGET COMMENTS

The FY 2013 budget includes local funding for two firefighters initially hired in 2009 via the FEMA Safer grant program. Grant funding will end after FY 2013. The proceeds from the grant are deposited into a General Fund revenue account (Acct. #33215 - \$19,530).

The FY 2013 budget reflects a slight increase over FY 2012 primarily due to the 10% increase in contributions to the health insurance program as reflected in all budget activities containing full-time personnel, increases in fuel costs (\$17,000), and an increase in EMT certification pay to reflect the growth in the number of department personnel achieving higher levels of EMT/Paramedic licensing.

Other budget items include \$20,000 for the replacement of five SCBA units, and \$25,000 in technology expenses for the purchase of specialized radios to enhance interoperability and communication with surrounding departments. The Department's contribution to the Equipment Replacement Fund will increase by \$15,000 based on the projected future replacement costs for motorized equipment. The Department will replace Engine 2 and purchase a new mini-pumper unit through the Equipment Replacement Fund in FY 2013.

FIRE AND RESCUE DEPARTMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Average response time (in minutes)	6 min. 31 sec.	5 min. 24 sec.	6 min. 0 sec.	6 min 0 sec.
Property loss	\$2,449,425	\$7,809,090	\$3,000,000	\$5,000,000
Property saved	\$12,669,710	\$9,645,967	\$15,000,000	\$15,000,000
People reached with public education programs	11,090	11,520	13,500	12,500
Percentage of inspections completed for eligible buildings	99%	100%	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	92%	100%	93%	95%
Percent of hydrants flushed per year	100%	100%	100%	100%
Percentage of Firefighters/Officers State certified as EMT or higher	92%	92%	93%	94%
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	92%	93%	93%	95%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Total calls for service	2,473	2,622	2,525	2,750
Commercial inspections	492	494	500	500
Follow-up Inspections conducted	634	712	625	650
Fire prevention programs	205	206	215	215
Hydrants maintained (Twice Annually)	2,313	2,316	2,330	2,330
Open burning permits	89	73	95	75
Blasting permits	7	4	10	10
Fire drills conducted	18	10	20	15
Plan Reviews	131	149	175	175
Acceptance tests, site visits, investigation of code related citizen complaints, incident follow-ups	132	96	160	125

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</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	12	12	12	12
Firefighter & Fire Engineer/Driver	42	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 was constructed adjacent to the lower training/driving area in FY 2012.

FINANCIALS

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	81,032	68,539	75,220	71,437	70,420
Capital Outlay	60	-	-	-	-
Total	\$ 81,092	\$ 68,539	\$ 75,220	\$ 71,437	\$ 70,420

BUDGET COMMENTS

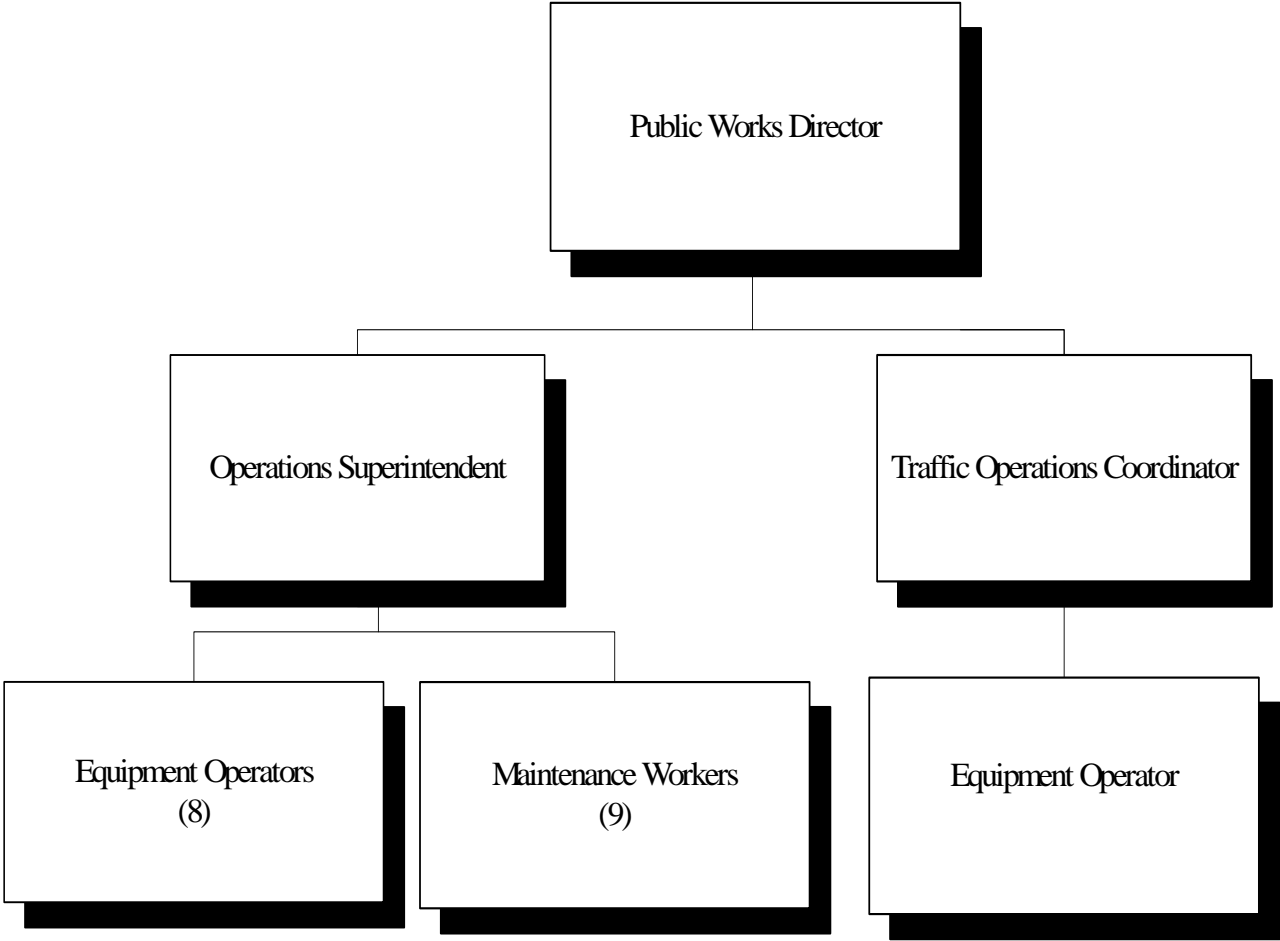
This budget provides for utilities, grounds and building maintenance of the facility. The FY 2013 budget reflects a reduction in data communications costs due to the planned extension of the City's fiber optic network to this facility, thereby eliminating the need to use tele-communication lines.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Maintenance cost per square foot	\$2.19	\$1.95	\$1.63	\$2.01
Cost per square foot-utilities	\$1.82	\$1.96	\$1.93	\$1.93
Facility operating cost per square foot	\$6.94	\$5.87	\$6.44	\$6.03
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2012</u>
Total square feet in building	11,675	11,675	11,675	11,675
Total acreage of site	15 acres	15 acres	15 acres	15 acres

PERSONNEL SCHEDULE

No staff is assigned to this activity.

PUBLIC WORKS DEPARTMENT
Organization Chart



PUBLIC WORKS DEPARTMENT

2012-2013 Non-Routine Work Plan

The following non-routine goals and objectives are proposed for the 2012-2013 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) Coordinate with TDOT on bidding of the project and assist TDOT with the initiation of construction.
- B) Work closely with TDOT on traffic control to minimize the impact to commuters during the construction.
- C) Assist residents with resolution of any property impact issues during construction.

Target Dates: July 1, 2012 - TDOT award of construction contract
August 1, 2012 – Begin construction

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

- A) Oversee completion of right-of-way acquisition, design and construction plans.
- B) Coordinate bidding of construction and recommendations to award contract.
- C) Oversee inspection of road construction in accordance with Federal and TDOT requirements

Target Dates: August 31, 2012 – Construction contract awarded
September 30, 2012 - Begin construction

3. Franklin Road South Improvements (From Concord Road to Moores Lane)

- A) Oversee completion of final construction plans and approval by TDOT.
- B) Coordinate ROW appraisals and begin acquisition with affected property owners.

Target Dates: Ongoing through FY 2013
Completion of ROW acquisition - December 31, 2013

4. Wilson Pike at Split Log Road – Intersection Improvements

- A) Oversee final geometric and signal design for TDOT approval.
- B) Oversee construction of turn lanes and installation of traffic signal.

Target Date: July 1, 2012 - Design complete and approved by TDOT.
August 15, 2012 – Road construction completed using City's annual road maintenance contractor.
December 31, 2013 - Traffic signal installed and operational

PUBLIC WORKS DEPARTMENT
2012-2013 Non-Routine Work Plan

5. New Bridge and Entrance Road into Smith Park

Assist the Parks Department in review of final design plans for the new entrance road and bridge needed to access the new Smith Park. The department will also assist the Parks Department as needed in overseeing the construction of the new road, bridge, drainage, and other infrastructure improvements.

Target Date: October 15, 2012 – Initiate Construction of entrance road and bridge. Construction will continue throughout the fiscal year.

6. New Sidewalk on Centerview Drive (Church Street to Brentwood Place)

- A) Oversee final design and layout in coordination with future improvement plans in the Synergy Office Park.
- B) Oversee construction using City's annual road maintenance contractor.

Target Date: June 30, 2013 (Construction Completed)

7. Miscellaneous Capital Projects

- A) Oversee large drainage project in Brenthaven Subdivision, off Lipscomb Drive.
- B) Oversee \$1.9 million annual program for street resurfacing

Target Date: Various dates throughout the year. Drainage projects are weather dependent.

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	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 1,168,268	\$ 1,169,152	\$ 1,196,630	\$ 1,172,366	\$ 1,229,750
Operating Expenditures	927,803	979,039	1,063,100	967,598	1,039,600
Capital Outlay	151,835	203,997	240,500	237,494	209,000
Total	\$ 2,247,906	\$ 2,352,188	\$ 2,500,230	\$ 2,377,458	\$ 2,478,350

BUDGET COMMENTS

The FY 2013 budget includes \$460,000 for street resurfacing, the same as in FY 2012. Total funding for the resurfacing program from all funds is \$1,900,000 and includes \$1,040,000 from the State Street Aid Fund plus \$400,000 from the Capital Projects Fund.

Budget increases in FY 2013 include \$20,000 for fuel, \$5,000 for ROW mowing to cover new areas, and the 10% increase in the transfer to the health insurance program as reflected in all activities with full-time personnel. Budget savings projected in FY 2013 include a reduction in landfill fees with implementation of the chipper storage and transfer facility at the Service Center and elimination of the one-time expense for purchase of initial salt for the new storage building at the Safety Center East complex.

Note the initial savings reflected in the salary line item is due to the transfer of an existing Equipment Operator position to the Traffic Signalization activity to more accurately reflect where work duties are performed today. The employee has already received the necessary certifications to work on the signal equipment. If the new Public Works Equipment Operator position now in the insurance/other benefits activity is approved for FY 2013, the position and associated expense will be allocated to this activity. The position will allow the department to respond better to traditional workload requirements.

Direct capital equipment purchases for FY 2013 include a replacement chipper machine (\$29,500) and a new snow plow unit (\$8,000). Also included is 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 2013.

PUBLIC WORKS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</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 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Work orders processed	4,628	3,392	4,500	4,500
Chipper service - locations	31,709	32,900	33,000	34,000
Lane miles of roadway under City jurisdiction	426	429	436	438

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</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 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Actual FY 2012</u>	<u>Budget FY 2013</u>
Operating Expenditures \$	-	\$ -	\$ -	\$ -	\$ -
Subdivision					
Improvements	24,694	49,014	50,000	34,722	50,000
Total	<u>\$ 24,694</u>	<u>\$ 49,014</u>	<u>\$ 50,000</u>	<u>\$ 34,722</u>	<u>\$ 50,000</u>

BUDGET COMMENTS

In FY 2013, \$50,000 is provided for small, miscellaneous drainage improvements throughout the City. In addition, \$50,000 is allocated in the Capital Projects Fund for the Lipscomb Drive area drainage project.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</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 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Maintenance/number of locations	1,653	923	1,200	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	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Operating Expenditures	\$ 409,087	\$ 444,598	\$ 445,000	\$ 443,129	\$ 450,000
Capital Outlay	-	-	-	-	-
Total	\$ 409,087	\$ 444,598	\$ 445,000	\$ 443,129	\$ 450,000

BUDGET COMMENTS

The FY 2013 budget reflects a slight increase due to recently accepted lighting in new subdivisions and actual expenditure trends.

<u>PERFORMANCE MEASURES</u>	Actual FY 2010	Actual FY 2011	Target FY 2012	Target FY 2013
Percent of street lights repaired within	50%	50%	50%	50%
<u>WORKLOAD INDICATORS</u>	Actual FY 2010	Actual FY 2011	Target FY 2012	Target FY 2013
Public street lights - number	3,347	3,409	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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 106,192	\$ 94,125	\$ 91,895	\$ 93,687	\$ 149,900
Operating Expenditures	89,556	67,861	101,600	81,428	98,000
Capital Outlay	8,423	15,465	16,500	29,470	16,500
Total	\$ 204,171	\$ 177,451	\$ 209,995	\$ 204,585	\$ 264,400

BUDGET COMMENTS

The FY 2013 increase is due primarily to the salary and benefit cost for an Equipment Operator position that was transferred from the Public Works activity. Because of the growing number of signals and complexity of the system, this position has been spending 75+% of the workday in Traffic Signalization and the incumbent has become certified to work on all components of the signal system. Note that allocating 100% of the position to this activity will allow the cost for contract signal maintenance to be reduced by \$10,000. This activity carries out 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 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
-----------------------------	---------------------------	---------------------------	---------------------------	---------------------------

Percent of traffic signals repaired within 24 hours of being reported	99%	99%	99%	99%
---	-----	-----	-----	-----

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
----------------------------	---------------------------	---------------------------	---------------------------	---------------------------

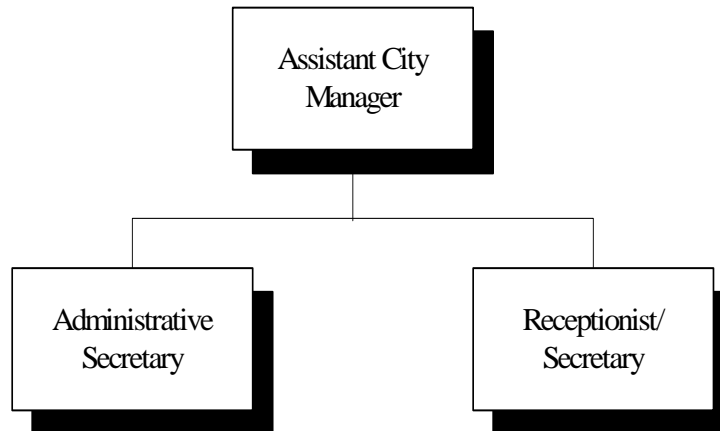
Traffic signals - number	44	45	47	47
--------------------------	----	----	----	----

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</u>
---------------------------	---------------------------	---------------------------	---------------------------	---------------------------

Traffic Operations Coordinator	1	1	1	1
Equipment Operator I, II, & III	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
Total	1	1	1	2

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 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Actual FY 2012</u>	<u>Budget FY 2013</u>
Personnel Services	\$ 96,805	\$ 82,526	\$ 86,070	\$ 85,176	\$ 88,900
Operating Expenditures	141,993	163,549	172,350	150,207	166,500
Capital Outlay	-	-	-	-	-
Total	<u>\$ 238,798</u>	<u>\$ 246,075</u>	<u>\$ 258,420</u>	<u>\$ 235,383</u>	<u>\$ 255,400</u>

BUDGET COMMENTS

The FY 2013 activity budget reflects slight savings from FY 2012 primarily due to projected decreases in natural gas and communication costs. An additional \$5,000 is provided for routine facility maintenance at the 20 year old facility. The two positions funded through this activity provide clerical support to all departments located at the facility.

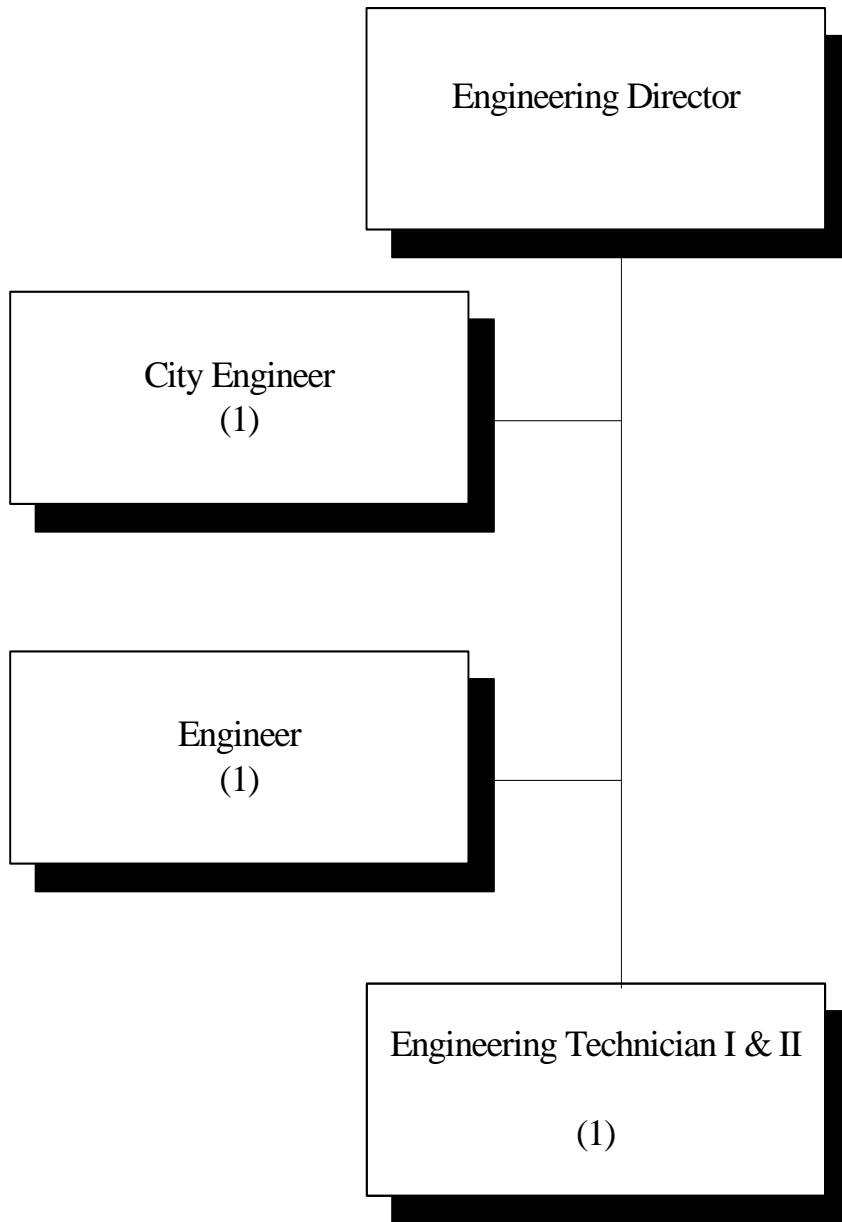
A portion of the cost of this activity (\$125,000) is recovered from the Water and Sewer Fund as rent for use of the facility by the Water Services Department. This contribution is accounted for as a General Fund revenue line item #110-36220.

SERVICE CENTER

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Maintenance cost per square foot	\$1.65	\$1.70	\$1.75	\$1.84
Cost per square foot-utilities	\$1.27	\$1.47	\$1.58	\$1.46
Facility operating cost per square foot	\$3.53	\$4.07	\$4.29	\$4.14
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Total Phone Calls Answered	29,362	27,826	30,000	28,500
Number of Walk-In Customers Served	1,509	1,461	1,750	1,600
Total square feet in building	22,460	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	10,360	10,360	10,360	10,360
Total square feet in salt storage building	2,000	2,000	2,000	2,000
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</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 2012-2013 Non-Routine Work Plan

The Engineering Department proposes the following as its goals and objectives for the non-routine work plan for the 2002-2013 fiscal year:

1. Update Storm Water Pollution Prevention Plans for City Facilities

There is a requirement in the City's storm water discharge permit issued by the Tennessee Department of Environment and Conservation (TDEC) to develop and implement an operation and maintenance program to prevent or reduce pollution runoff from municipal facilities. There are specific activities listed in our permit that must be addressed in the program. These activities include salt storage and any activity that generates sediments, floatables or other debris. The City of Brentwood has a written operations and maintenance plan, but there have been changes to our operation that require the plan be updated. The department will update the operations and maintenance plans to include the recently constructed salt storage facility at the Safety Center East and the chipper storage area at the Service Center. After the plan is updated, all affected personnel will undergo required training on the operating standards.

Target Date: September 30, 2012

2. Develop General Drainage Guidance Information for Residents

Drainage problems and concerns are among the most frequent calls received from residents. Sometimes a resolution of the concern is complex especially when the home is located in or near a flood zone or low lying area. However, many of these problems are relatively simple and can be avoided or reduced if the drainage system around the home is constructed and/or maintained correctly. The goal of this effort will be to develop guidance in the form of a handout or brochure that will be posted on our website and provided in hardcopy form to educate residents on how to identify drainage problems, solutions for common problems and general tips on how to improve the drainage on their property. This handout will include pictures, drawings and other easy to interpret examples on what to do and not do.

Target Date: November 1, 2012

3. Oversee HVAC Replacement Projects at the Municipal Center & Library

In 2009 an audit of City facilities was conducted to identify potential cost effective energy saving projects. Several recommendations from the energy audit have already been implemented and were funded using federal grants provided to the City. Two of the recommended projects have been included in the proposed Capital Improvement Program for FY 2013. The first project provides for the replacement of three older inefficient rooftop HVAC units at the Municipal Center with new high efficiency units. The second project will replace two of the original boilers at the library with more efficient units. The Engineering

ENGINEERING DEPARTMENT 2012-2013 Non-Routine Work Plan

Department will oversee design, bidding, recommendations for contract awarding, and installation of the HVAC units by a private contractor at both facilities.

Target Date: December 31, 2012

4. Review/Update City's Fencing Regulations (jointly with Planning Department)

While residents are not required to obtain a permit for the installation of a fence on their property, staff does provide a courtesy review of the proposed installation when requested by the property owner. Many residents do not understand why a fence can or cannot be automatically placed on dedicated public easements within their property. The current code does allow the City Engineer to approve the installation of fences and other obstructions within public utility, drainage, and other detention pond easements provided it does not have in place water, sewer, electric, and natural gas lines. In addition, the installation cannot reduce the flow of storm water or storage capacity of the detention area or preclude public use of an easement that is anticipated for public use in the future. Unfortunately, many residents erroneously assume the decision by the City Engineer to approve or disapprove a fence or other obstruction in a public easement is discretionary in nature. Accordingly, amendments are needed to the current code to spell out better the criteria for the decision to approve or deny the installation. This review will be coordinated with the Planning Department with recommendations for the consideration by the City Commission. If approved, there will be a joint proactive effort to publicize the fence standards and rationale better via pamphlets, the City's web page, Channel 19, City newsletters, and to the homeowner's associations.

Target Date: February 28, 2013

ENGINEERING

MISSION STATEMENT

The Engineering Department is responsible for reviewing the design of new developments, both commercial and residential, for compliance with the city's technical rules and regulations with emphasis on road and drainage system design; inspecting the developments during construction; implementation of the storm water compliance program and addressing concerns and issues related to new development.

Engineering provides in-house engineering services and manages 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. Engineering 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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 454,216	\$ 463,371	\$ 479,760	\$ 411,660	\$ 455,635
Operating Expenditures	19,495	16,240	41,000	19,969	42,900
Capital Outlay	-	-	500	-	-
Total	<u>\$ 473,711</u>	<u>\$ 479,611</u>	<u>\$ 521,260</u>	<u>\$ 431,629</u>	<u>\$ 498,535</u>

BUDGET COMMENTS

The decrease in the FY 2013 budget is primarily due to a restructuring of positions and associated personnel savings. A vacant City Engineer position has been reconfigured into an entry level Engineer position that is tailored better to program needs in carrying out field reviews, inspections, etc. Funding (\$13,000) 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 may be needed during the year for specialized or unique projects.

ENGINEERING

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Review subdivision plats within two	90%	95%	100%	100%
Review construction plans within	90%	98%	100%	100%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Number of subdivision plats	41	38	40	45
Number of commercial plats	7	11	8	10
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</u>
Engineering Director	1	1	1	1
City Engineer	2	2	2	1
Engineer	0	0	0	1
Engineering Technician I & II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	4	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 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Actual FY 2012</u>	<u>Budget FY 2013</u>
County Health					
Dept. Contract	\$15,000	\$15,000	\$ 15,000	\$15,000	\$ 15,000
County Animal					
Control Contract	63,518	66,248	70,000	64,638	70,000
Total	<u>\$ 78,518</u>	<u>\$ 81,248</u>	<u>\$ 85,000</u>	<u>\$ 79,638</u>	<u>\$ 85,000</u>

BUDGET COMMENTS

The FY 2013 budget reflect no change in anticipated cost for animal control services from the previous year. Contracting with the county allows the City to avoid having to provide the service in-house at a higher cost.

PUBLIC HEALTH

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</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 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Child Health	214	154	250	250
Adult Health	261	133	300	300
Sexually Transmitted Disease	80	72	50	50
Tuberculosis Control	282	23	200	200
WIC Nutrition Program	159	76	150	150
Total Animals Adopted (Countywide)	1,660	1,921	2,000	2,000
Total Animals Returned to Owner/Wild (Countywide)	404	425	500	500
Total Animals Euthanized (Countywide)	1,391	1,398	1,500	1,500
Total Animals Picked Up In Field (Countywide)	798	0	1,000	1,000
Total Animals Brought To Shelter (Countywide)	2,895	0	3,000	3,000
Total Animals Received	3,716	4,083	4,000	4,000

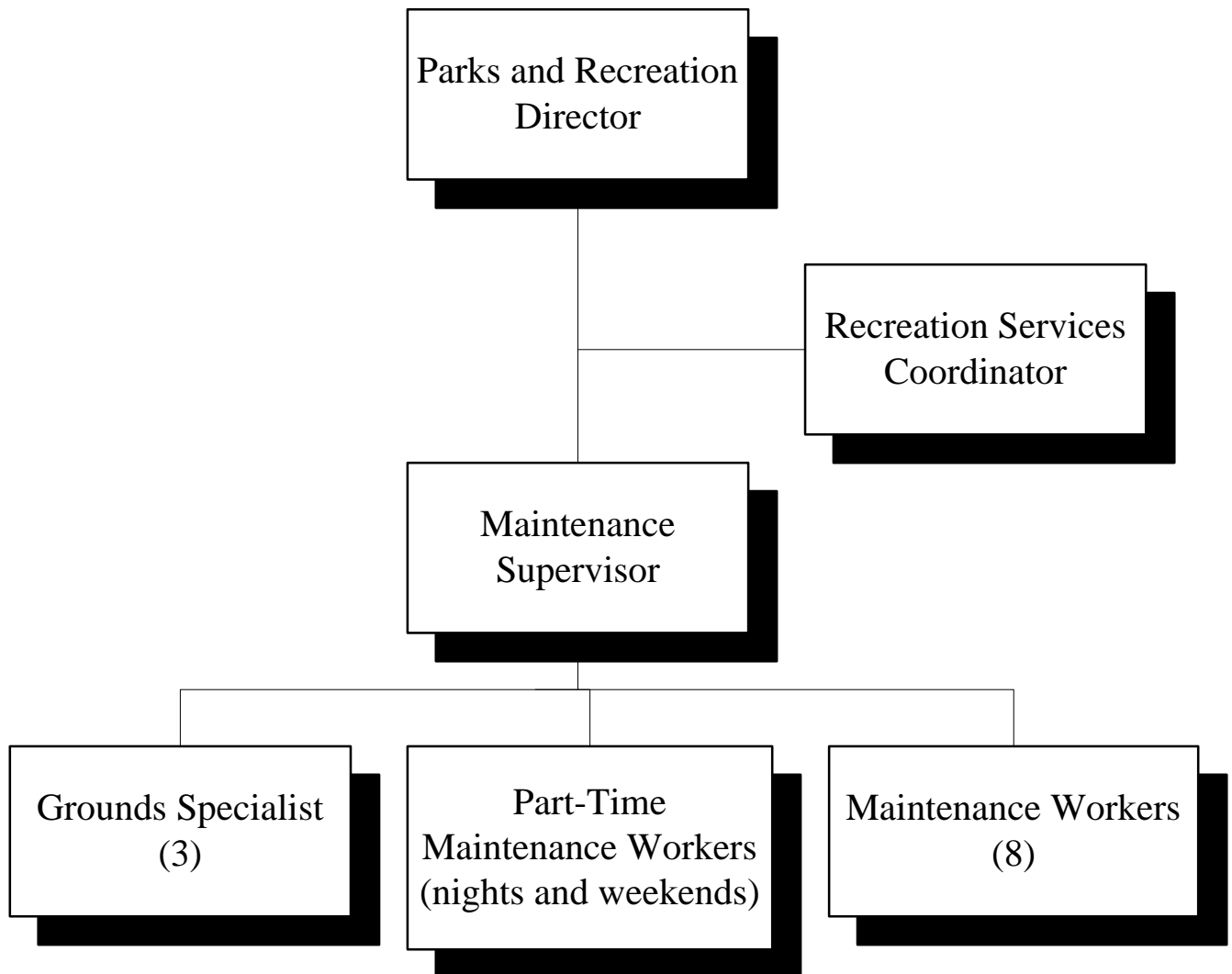
PERSONNEL SCHEDULE

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

2012-2013 Non-Routine Work Plan

The following projects are proposed for fiscal year 2012-2013 for the Parks and Recreation Department.

1. Phase I Construction of Smith Park

The Department will oversee engineering design services and initial construction for Phase One of the park development, including initial hiking trail system development, a new access road and associated bridge over the railroad, internal roads and parking facilities. Construction of the access road, bridge and other internal improvements is expected to begin in fall of calendar year 2012 with a projected park opening in late fall of calendar year 2013. Note that work associated with the renovation of the historic home and pool house will be coordinated by the Community Relations Director.

Target Dates: Trail Development – Ongoing through June 30, 2013
Construction of Road, Bridge and Parking Improvements
(targeted to begin) - October 1, 2012

2. Construction of Virginia Way Park

Development of a final master plan for this 24 acre passive park based on the special restrictions from the property zoning and public input from adjoining neighbors is targeted for completion by July 2012. Construction of the park will be funded and carried out by the developer of the adjacent office park and is expected to begin following adoption of the master plan. The Parks Department will monitor the construction of the park which will include both paved and natural trails as well as berms and other landscaping improvements. With completion of the park, the property will be transferred to the City and the Parks Department will assume responsibility for operations and maintenance.

Target Date: March 15, 2013 (Park Opening)

3. CIP Projects

In addition to the above major capital projects, the Department will oversee several smaller projects within the Capital Improvements Program. They include:

Crockett Park: Staining/sealing all remaining buildings & sandblasting the railroad tunnel
Deerwood Arboretum – Dredging of the ponds
Granny White Park – Initiation of a pilot recycling program

Target Dates: June 30, 2013 (all items completed)

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, 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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	\$ 880,566	\$ 896,401	\$ 981,730	\$ 960,138	\$ 1,050,910
Operating Expenditures	675,388	701,998	844,350	741,111	895,650
Capital Outlay	68,072	32,232	49,000	45,213	62,000
Total	\$ 1,624,026	\$ 1,630,631	\$ 1,875,080	\$ 1,746,462	\$ 2,008,560

BUDGET COMMENTS

The FY 2013 budget includes a \$30,000 increase in the contractual grounds maintenance expense due to the anticipated addition of the new 24 acre Virginia Way park area, 4+ acres (2 residential tracts) acquired through the FEMA floodway mitigation program, and a 5% cost increase provided under the contract. Other increases include \$15,000 for facilities maintenance for routine needs and vandalism clean-up, \$12,000 to cover higher fuels costs, and \$9,400 for the programmed 10% increase in the transfer to the health insurance program.

FY 2013 capital equipment includes the replacement of a 3/4 ton, four-wheel drive pick-up with tow package (\$25,000), a backhoe attachment (\$12,500) for the existing bobcat unit to assist with trail work, ditches, etc., a hot water pressure washer (\$7,500) for bridge, trail and equipment cleaning, a trailer mounted, high capacity debris blower (\$6,500) for trails, fields, parking lots, etc., and replacement of a gator unit (\$6,500).

The FY 2013 budget also provides for 3,650 additional work hours for additional temporary, seasonal manpower for trail development and other extraordinary maintenance work at Smith Park. The cost associated with the additional hours is reflected under new initiatives 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 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
------------------------------------	----------------------------------	----------------------------------	----------------------------------	----------------------------------

Percent of Parks & Facilities found to be "well-maintained" in internal audit	100	100	100%	100%
---	-----	-----	------	------

Total Number of Parks & Facilities to maintain/Number of Parks & Facilities that require non-routine maintenance or repair	120/4	120/4	122/5	124/5
--	-------	-------	-------	-------

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
-----------------------------------	----------------------------------	----------------------------------	----------------------------------	----------------------------------

Total Acres of Parks to maintain	575+	861.5	861.5	861.5
Acres per Maintenance Staff person	52	78	78	78

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

	Hours	%	Hours	%	Hours	%	Hours	%
Travel time/set up	3,620	14%	3,840	15%	4,100	15%	4,100	15%
Maintenance of facilities	3,605	12%	3,550	12%	4,000	14%	4,000	14%
Trash	2,502	9%	2,300	8%	2,800	10%	2,800	10%
Mowing/Weed eating	2,001	7%	2,300	8%	2,500	9%	2,500	9%
Leave Time	2,236	8%	2,130	8%	2,200	8%	2,200	8%
Tree Care	2,117	7%	1,835	6%	2,200	9%	2,200	9%
Restrooms	1,800	6%	1,650	6%	1,800	6%	1,800	6%
Baseball/softball fields	1,879	7%	1,975	7%	1,600	6%	1,600	6%
Maintenance of equipment	1,467	6%	1,560	7%	1,200	4%	1,200	4%
Trails	1,025	4%	1,125	5%	1,200	4%	3,000	10%
All other activities	5,489	20%	5,280	18%	5,400	19%	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.

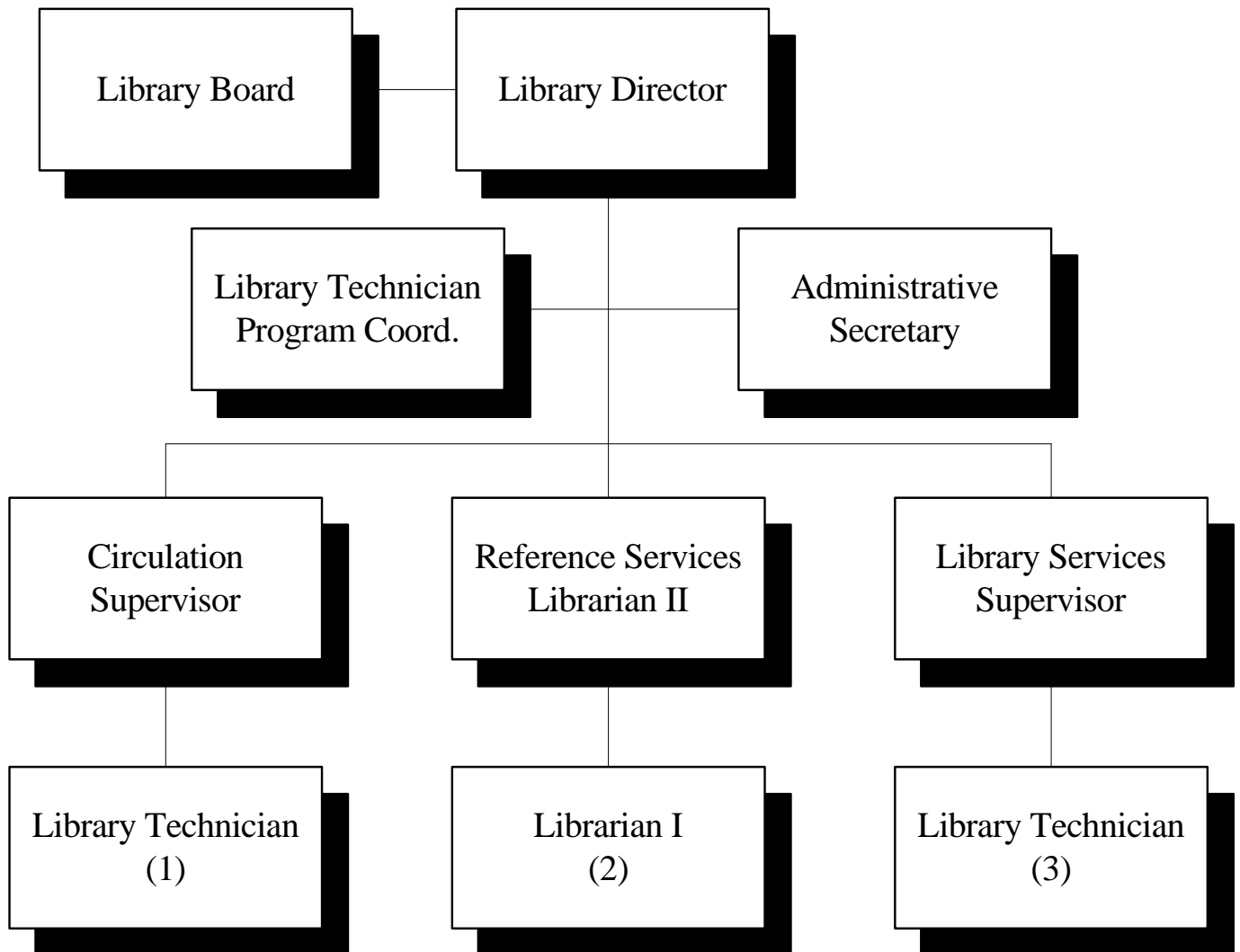
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</u>
----------------------------------	----------------------------------	----------------------------------	----------------------------------	----------------------------------

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>8</u>	<u>8</u>
Total	13	13	14	14

Note: The Parks and Recreation Department also uses many part-time and seasonal employees (with no benefits) to deliver services and maintain facilities including evening and weekend hours of operation. The combined hours of all part-time employees is equivalent to 5.75 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

2012-2013 Non-Routine Work Plan

The Library proposes to undertake the following non-routine work projects for the 2012-2013 fiscal year:

1) Enhancing Service Through Use of Space

The library was renovated and expanded in 2009 to a 56,000 square foot facility. This is the maximum size for the building due to physical and site limitations. The library staff will evaluate the current demand for space in the building with respect to patron usage and requests to determine if changes would improve service to patrons and could be implemented at little or no cost to the City. For example, the self-service holds function needs space as well as space for additional study carrels. The increasing popularity of eBook, more remote interactive computer use, and the desire to enhance the library as a gathering place for programming and exchange of ideas could result in the need to rearrange space to meet community expectations in the future. A study of workflow needs could result in rearranging workspace to increase efficiency. The objective of this proactive effort is to provide a framework for handling existing and future space demands and to meet the community's expectations and needs. Surveys, statistics, and observation will serve as methods for gathering user trends and opinions. A report with recommendations will be prepared for review and consideration by the Library Board and City Commission.

Target Date: May 31, 2013

2) Enhancing Service Through Use of Technology

Library related technology is constantly changing and Brentwood residents stay current on the changing trends. The staff has and will continue to assess various technologies to determine the best way to highlight the existing collections and services. The first step will be to implement CONTENTdm, a digital catalog product, for displaying on-line the items in the Brentwood Room, the art collection, and any images that celebrate the library's services (a subscription already funded through a cooperative membership with OCLC). In addition, the Library will implement the WorldCat software (another subscription already funded through a cooperative membership with OCLC) that will aid patrons in use of the Inter-Library Loan service as well as advertising the City of Brentwood to the world through WorldCat's partner Google. Various companies are starting to offer mobile applications to interface with the library catalog. As the year progresses, staff will be evaluating the mobile applications and other new cost effective technologies that could benefit library patrons.

Target Date: May 31, 2013

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. The library serves as an electronic information center where citizens can access on-line information and reference databases. In addition, the Library serves a critical need in the Brentwood community by providing meeting rooms for numerous community groups and programs.

FINANCIALS

Category	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Actual FY 2012</u>	<u>Budget FY 2013</u>
Personnel Services	\$ 1,132,877	\$ 1,138,547	\$ 1,187,940	\$ 1,184,107	\$ 1,209,250
Operating Expenditures	832,198	880,450	956,600	811,605	966,500
Capital Outlay	9,563	1,257	5,000	5,802	-
Total	<u>\$ 1,974,638</u>	<u>\$ 2,020,254</u>	<u>\$ 2,149,540</u>	<u>\$ 2,001,514</u>	<u>\$ 2,175,750</u>

BUDGET COMMENTS

The FY 2013 budget provides for a \$19,000 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 \$385,000. The part-time staffing budget reflects a decrease due to a one-time allotment of hours in FY 2012 for implementation of the new Polaris circulation system. Other projected budget decreases are reflected in the utility area based on prior expense trends and future projections taking into account the significant energy efficiency improvements completed at the Library.

Other significant expenditure increases in FY 2013 (\$15,000) include professional services related to recent changes in the cataloging software and the purchase of several library specific software applications that will allow enhanced online access and utilization of library services.

PUBLIC LIBRARY

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Average Items checked out per hour	182	440	190	450
New Materials Added: Print	10,184	11,426	11,000	13,000
Non-Print	3,051	4,784	5,000	5,500
Total	13,235	16,217	16,000	18,500
Turnover rate for Circulating Collections	4	4	4	4
Service Area per capita Expenditure	\$53.14	\$57.54	\$52.67	\$58.00
On-line catalogue up-time	100%	100%	100%	100%
Volunteer work hours contributed	11,500	10,778	12,000	12,000
Program Attendance	27,544	24,894	17,000	27,000

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Items Loaned	624,952	678,533	650,000	680,000
Database Searches	63,141	88,496	55,000	89,000
Visitors (annual)	397,365	373,897	400,000	375,000
New Patrons Added: Adults	1,450	3,104	2,300	3,175
Children	901	1,074	800	1,150
Total	2,351	4,178	3,100	4,325
Non-Resident Memberships	1,322	1,089	1,325	1,327
State-Defined Service Area Population	37,159	37,060	38,000	38,000

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</u>
Library Director	1	1	1	1
Library Services Supervisor	0	0	1	1
Librarian I, II	5	5	3	3
Circulation Supervisor	0	0	1	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: As the facility is open for public use 65 hours a week, the library also uses many part-time employees (with no benefits) to deliver services to patrons including evening and weekend hours of operation. For FY 2013, the combined hours for all part-time employees is equivalent to 13.5 full-time positions.

EDUCATION

MISSION STATEMENT

For the benefit of Brentwood children, the City of Brentwood provides voluntary, supplemental funding to the Williamson County Schools that are located inside the city limits and/or nearby that have a majority enrollment of students living inside the city limits. The purpose is to allow each school to purchase equipment and fund supplemental programs that benefit children over and beyond what would be normally provided by the County. Funding is not provided in support of on-going educational programs with reoccurring expenses next year.

FINANCIALS

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
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 2013 budget provides \$216,000 for education, a \$9,000 decrease from FY 2012. The enrollment in the number of Brentwood resident students attending Sunset Middle School is now 40% which is below the minimum 50% needed for schools located outside the City limits to receive full funding under the recently adopted educational funding policy. Under this policy, the City Commission formally allocates funds to each school prior to adoption of the budget. A total of six (6) elementary schools, three (3) middle schools and two (2) high schools are eligible for funding. Since 1986, the City has voluntarily contributed over \$4 million to public schools serving Brentwood children.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

ECONOMIC DEVELOPMENT

MISSION STATEMENT

The goal of this program is to promote 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 property and sales 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 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
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 2013 budget allocates \$10,000 for activities that encourage and enhance economic development in the City of Brentwood. Historically, funding has been provided to the Brentwood/Cool Springs Chamber of Commerce to support its activities. With the anticipated consolidation of the Chamber into a county-wide chamber by the end of calendar year 2012, continued funding will be reevaluated based on their ability to provide programs and promote initiatives that directly benefit Brentwood businesses, enhance the City's tax base, etc.

<u>WORKLOAD INDICATORS *</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Avg. Brentwood household income	\$188,055	\$164,561	\$170,000	\$170,000
Median Brentwood household income	\$133,127	\$132,310	\$135,000	\$135,000
Avg. Williamson Co. household income	\$121,883	\$102,771	\$105,000	\$105,000
Med. Williamson Co. household income	\$88,195	\$80,533	\$80,000	\$80,000
Williamson Co. national ranking - median household income	15th	17th	17th	17th
Bond Rating of the City of Brentwood	Aaa/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 2009 American Community Survey

HISTORIC SITES

MISSION STATEMENT

The Crockett Park Historic Area, Primm Park, and Ravenswood Home in Smith Park are significant historic and archeological properties that have been preserved by the City for future generations to enjoy. 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 - ALL HISTORIC SITES

Category	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Actual FY 2012</u>	<u>Budget FY 2013</u>
Operating Expenditures	\$ 39,882	\$ 46,563	\$ 73,350	\$ 59,259	\$ 75,350
Capital Outlay	-	-	-	-	-
Total	<u><u>\$ 39,882</u></u>	<u><u>\$ 46,563</u></u>	<u><u>\$ 73,350</u></u>	<u><u>\$ 59,259</u></u>	<u><u>\$ 75,350</u></u>

BUDGET COMMENTS

A significant portion of the budget is directed to the proper maintenance & upkeep of the historic buildings and property. Additional funding (\$800,000) is provided in the FY 2013 Capital Projects Fund for renovation of the Ravenswood home as part of the Smith Park (Phase I) development. Future operational costs will increase once the home is renovated and available for public use in late calendar year 2013.

Rental fees for use of the Cool Springs House are projected at \$22,000 for FY 2013 and are deposited in General Fund revenue account (110-34800).

HISTORIC SITES

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Percent of furniture/equipment inventoried	100%	100%	100%	100%
Cool Springs House cost per square foot - utilities	\$1.73	\$1.82	\$2.26	\$2.26
Cool Springs House operating cost per square foot	\$12.87	\$14.67	\$16.60	\$16.27

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</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 Fund, Municipal Center Fund, Facility Maintenance Funds and the Emergency Communications District to help cover a portion of the financial obligations of those funds. The 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 general obligation debt service payments.

BUDGET COMMENTS

In FY 2013, a **\$3,250,000** operating transfer to the **Debt Service Fund** will be provided for General Debt Obligations (interest and principal) associated with the issuance of bonds and capital outlay notes. This transfer amount represents a \$100,000 increase from FY 2012 and is the first increase since FY 2007. This increase is needed to make up for lower income in the Fund associated with dramatically lower interest earnings today from the investment of the cash reserves (fund balance).

A **\$623,135** transfer to the **Municipal Center Fund** represents the annual rental payment for City occupied and controlled space in the building, except for space used by the Emergency Communications District. This transfer amount has increased by \$65,000 from FY 2012 due primarily to increased depreciation expense for this enterprise fund associated with the recently completed renovation projects.

Under State law, the **Emergency Communications District** must operate as a separate enterprise fund with the major income source being 911 telephone fees and direct aid from the Tennessee Emergency Communications Board. The annual operating and capital expenditures for the ECD cannot be funded entirely through its dedicated fees and state grants. Accordingly, an operating transfer from the General Fund of **\$418,700** is needed in FY 2013 (no change from FY 2012) to adequately cover the cost of emergency communication services.

A **\$600,000** operating transfer to the **Capital Projects Fund** is provided in FY 2013 to cover a portion of the cost for right of way acquisition for the widening of Franklin Road South (\$250,000), a drainage improvement project in the Lipscomb Drive/Warner Road area (\$50,000), and advance funding to reserve for the FY 2014 street resurfacing program (\$300,000). In addition, stronger revenue collections than originally projected for the General Fund in FY 2012 will permit a special FY 2012 year-end operating transfer of **\$1,355,000** to the Capital Projects Fund to fund various FY 2013 capital projects.

In FY 2013, an operating transfer of **\$200,000** to the **Facilities Maintenance Fund** will cover extraordinary repairs to non-enterprise buildings, facilities, etc., and allow for the accumulation of funds over multiple years to pay for more costly repairs in future years.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

GENERAL FUND COMPONENT ACTIVITIES

EQUIPMENT REPLACEMENT FUND

MISSION STATEMENT

This component activity of the General 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 (\$360,000), Fire Department (\$255,000), Technology Department (\$355,000), Public Works Department (\$165,000), 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 2013 has been increased by \$45,000, from \$1,100,500 to \$1,145,500. Increased transfers from departments include \$5,000 from Public Works, \$10,000 from Police, \$15,000 from Fire and Rescue, and \$15,000 from Technology.

Equipment purchases in the FY 2013 budget include a chipper truck and large dump truck for the Public Works Department (\$175,000), twelve (12) police vehicles and accessory equipment (\$363,000), and annual replacement of departmental PC's, network software upgrades, servers and other technology equipment (\$495,000). Fire Department purchases in FY 2013 include a replacement unit for Engine 2 (\$585,000) and purchase of a new mini pumper unit (\$205,000) to provide enhanced capabilities to respond to fires in remote locations and confined spaces where access by a regular pumper unit is impossible or too hazardous. The purchase of the new mini pumper will be funded through a FY 2012 year-end special appropriation of \$205,000 from the General Fund to the Equipment Replacement

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

EQUIPMENT REPLACEMENT FUND

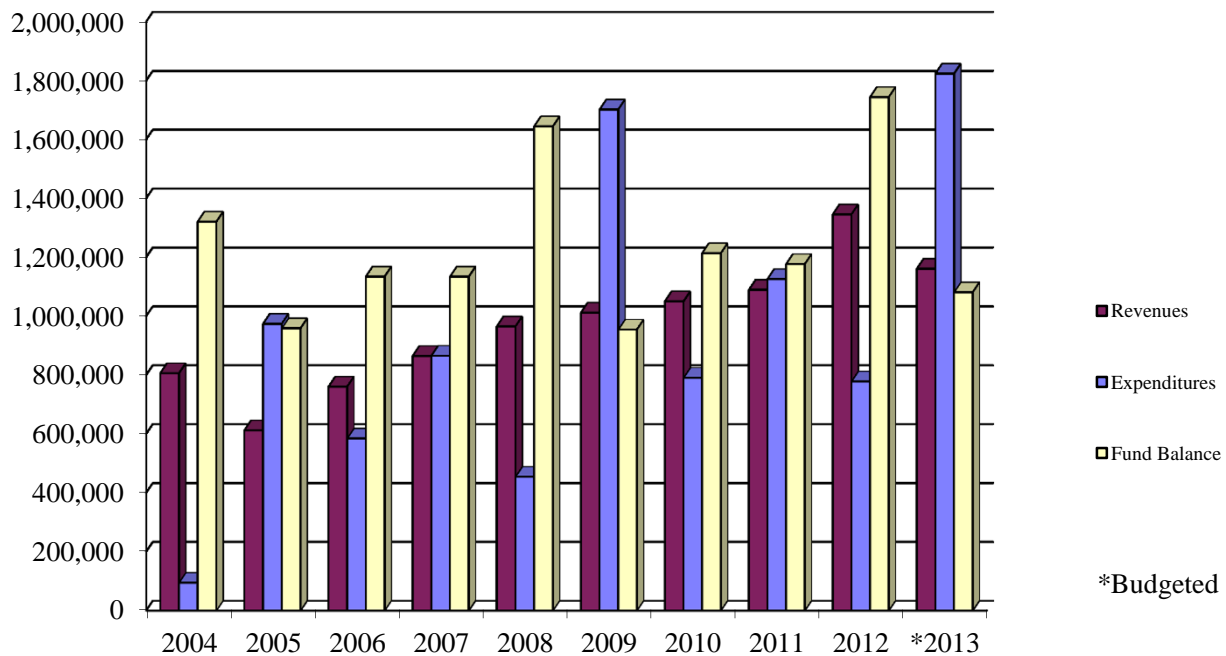
Revenues

	<u>Actual</u> <u>FY 2010</u>	<u>Actual</u> <u>FY 2011</u>	<u>Budget</u> <u>FY 2012</u>	<u>Actual</u> <u>FY 2012</u>	<u>Budget</u> <u>FY 2013</u>
Other Financing Source	\$ 1,042,253	\$ 1,060,500	\$ 1,100,500	\$ 1,305,500	\$ 1,145,500
Uses of Money and Property	7,642	28,820	15,000	40,224	15,000
Total Revenues	<u>\$ 1,049,895</u>	<u>\$ 1,089,320</u>	<u>\$ 1,115,500</u>	<u>\$ 1,345,724</u>	<u>\$ 1,160,500</u>

Expenditures

	<u>Actual</u> <u>FY 2010</u>	<u>Actual</u> <u>FY 2011</u>	<u>Budget</u> <u>FY 2012</u>	<u>Actual</u> <u>FY 2012</u>	<u>Budget</u> <u>FY 2013</u>
Non Capital Outlay	\$ 12,431	\$ 34,529	\$ -	\$ 165,495	\$ -
Capital Outlay	\$ 778,152	\$ 1,091,511	\$ 1,000,500	\$ 612,952	\$ 1,823,375
Total Expenditures	<u>\$ 790,583</u>	<u>\$ 1,126,040</u>	<u>\$ 1,000,500</u>	<u>\$ 778,447</u>	<u>\$ 1,823,375</u>

EQUIPMENT REPLACEMENT FUND



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. This systematic approach 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 slightly more than \$900,000 are expected to be received from FEMA by the end of FY 2012.

An operating transfer of \$200,000 will be provided from the General Fund in FY 2013. Proposed expenditures for the FY 2013 include \$120,000 for the Parks & Recreation Department for staining and sealing buildings and sandblasting of the bikeway tunnel under the CSX railroad at Crockett Park (\$40,000), dredging of the two ponds at Deerwood Arboretum (\$30,000) and the annual asphalt overlay of older sections of the bikeway network (\$50,000). Funding (\$105,000) is also provided for replacement of two original boilers at the Library based on the recently completed HVAC retro-commissioning study. The other project provides funding (\$25,000) for needed maintenance of the detention pond at the Service Center.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

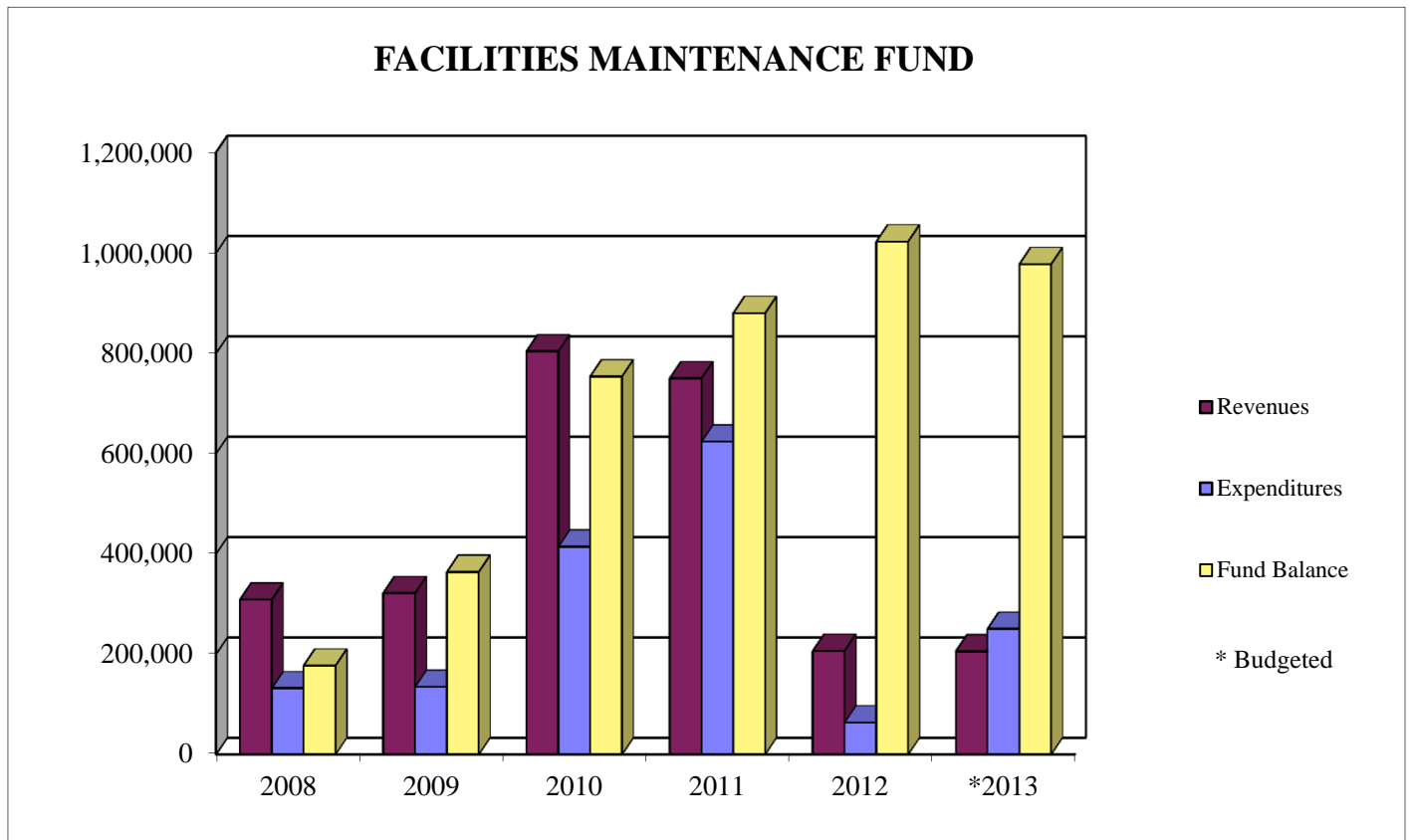
FACILITIES MAINTENANCE FUND

Revenues

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Other Financing Source	\$ 800,000	\$ 743,059	\$ 200,000	\$ 200,000	\$ 200,000
Uses of Money and Property	3,346	6,300	4,000	5,917	5,000
Total Revenues	<u>\$ 803,346</u>	<u>\$ 749,359</u>	<u>\$ 204,000</u>	<u>\$ 205,917</u>	<u>\$ 205,000</u>

Expenditures

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Operating Expenditures	\$ 413,744	\$ 623,085	\$ 175,000	\$ 63,233	\$ 250,000
Total Expenditures	<u>\$ 413,744</u>	<u>\$ 623,085</u>	<u>\$ 175,000</u>	<u>\$ 63,233</u>	<u>\$ 250,000</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 2013, \$1,040,000 is programmed for the annual street resurfacing program from this fund. A total of \$1,900,000 will be committed to street resurfacing in FY 2013 including \$460,000 from the General Fund in the Public Works activity and \$400,000 from the Capital Projects Fund. The total commitment from all funds represents a \$100,000 increase over the previous fiscal year. This increase is needed to maintain the current street resurfacing program within a 20 year cycle which is being impacted by the

Based upon actual FY 2012 collections received to date, FY 2013 revenue is estimated at \$950,000, down \$5,000 from the FY 2012 budget. New revenue collections plus reserves in the State Street Aid Fund are sufficient to cover the expenditures in FY 2013.

Additional annual funding for the street resurfacing program in FY 2013 is being provided via the Capital Projects Fund. The FY 2013 General Fund budget also includes a \$300,000 transfer to the Capital Projects Fund to be held in reserve for FY 2014 street resurfacing needs. 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 2015. At that point, an increase in the state gas tax with additional funds allocated to municipalities or a significant increase in funding from the General Fund will be required to maintain the needed level of street resurfacing proposed in the six-year CIP.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

STATE STREET AID FUND

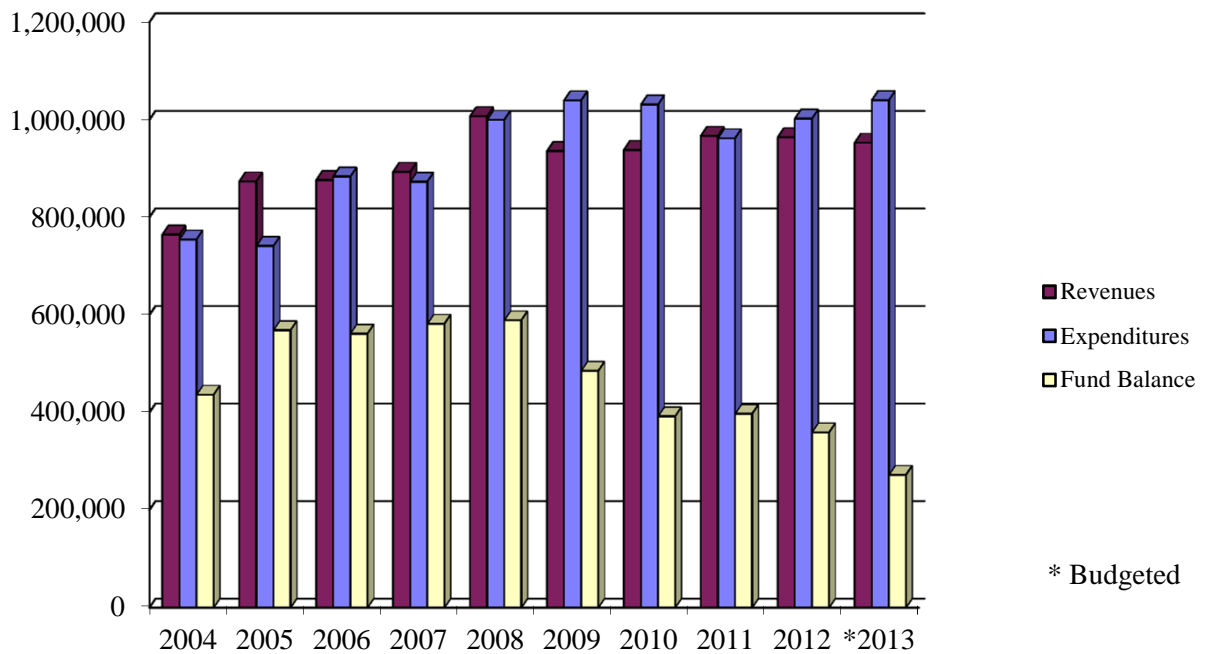
Revenues

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Intergovernmental	\$ 936,575	\$ 961,773	\$ 955,000	\$ 960,766	\$ 950,000
Uses of Money and Property	1,580	5,274	2,000	3,383	3,000
Total Revenues	\$ 938,155	\$ 967,047	\$ 957,000	\$ 964,149	\$ 953,000

Expenditures

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Operating Expenditures	\$ 1,031,116	\$ 962,133	\$ 1,040,000	\$ 1,002,279	\$ 1,040,000
Total Expenditures	\$ 1,031,116	\$ 962,133	\$ 1,040,000	\$ 1,002,279	\$ 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

FY 2013 funding in the amount of \$1,000,000 will be transferred to the Capital Projects Fund for initial right of way acquisition for the Franklin Road South improvement project.

In recent years, the significant downturn in the new housing construction and commercial development greatly impacted fee collections for this fund. With the upswing in new housing starts since calendar year 2011 and several new commercial development projects either underway or planned for calendar year 2013 and beyond, fee collections are expected to grow. Funding is tentatively programmed again in FY 2014 to complete the right of way acquisition for the Franklin Road project. Fee collections for FY 2013 are based on 240 new housing starts plus an estimated \$535,000 in collections from commercial related development.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

PUBLIC WORKS PROJECT FUND

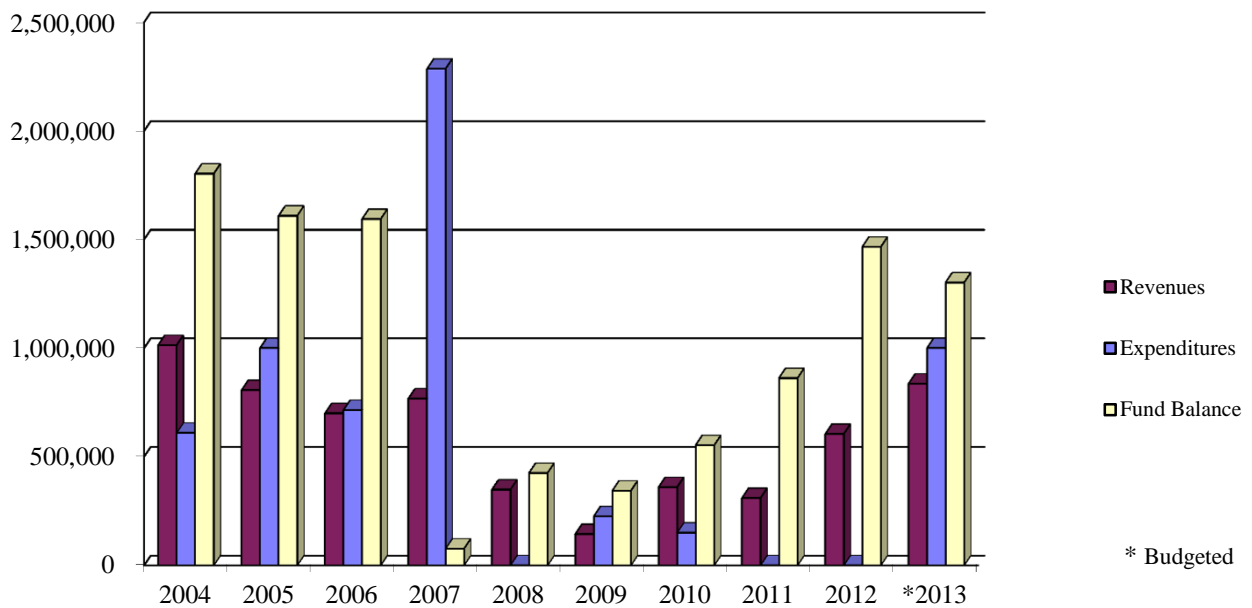
Revenues

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Edmondson Branch Fees	\$ 22,863	\$ -	\$ -	\$ -	\$ -
Public Works Project Fees	335,111	301,848	300,000	597,895	830,000
Uses of Money and Property	1,665	7,169	5,000	6,208	6,000
Total Revenues	\$ 359,639	\$ 309,017	\$ 305,000	\$ 604,103	\$ 836,000

Expenditures

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Capital Projects Fund Transfer	\$ 150,000	\$ -	\$ -	\$ -	\$ 1,000,000
Total Expenditures	\$ 150,000	\$ -	\$ -	\$ -	\$ 1,000,000

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 2013 budget provides \$20,000 for the D.A.R.E. educational programs.

PERSONNEL SCHEDULE

No personnel are assigned to this activity.

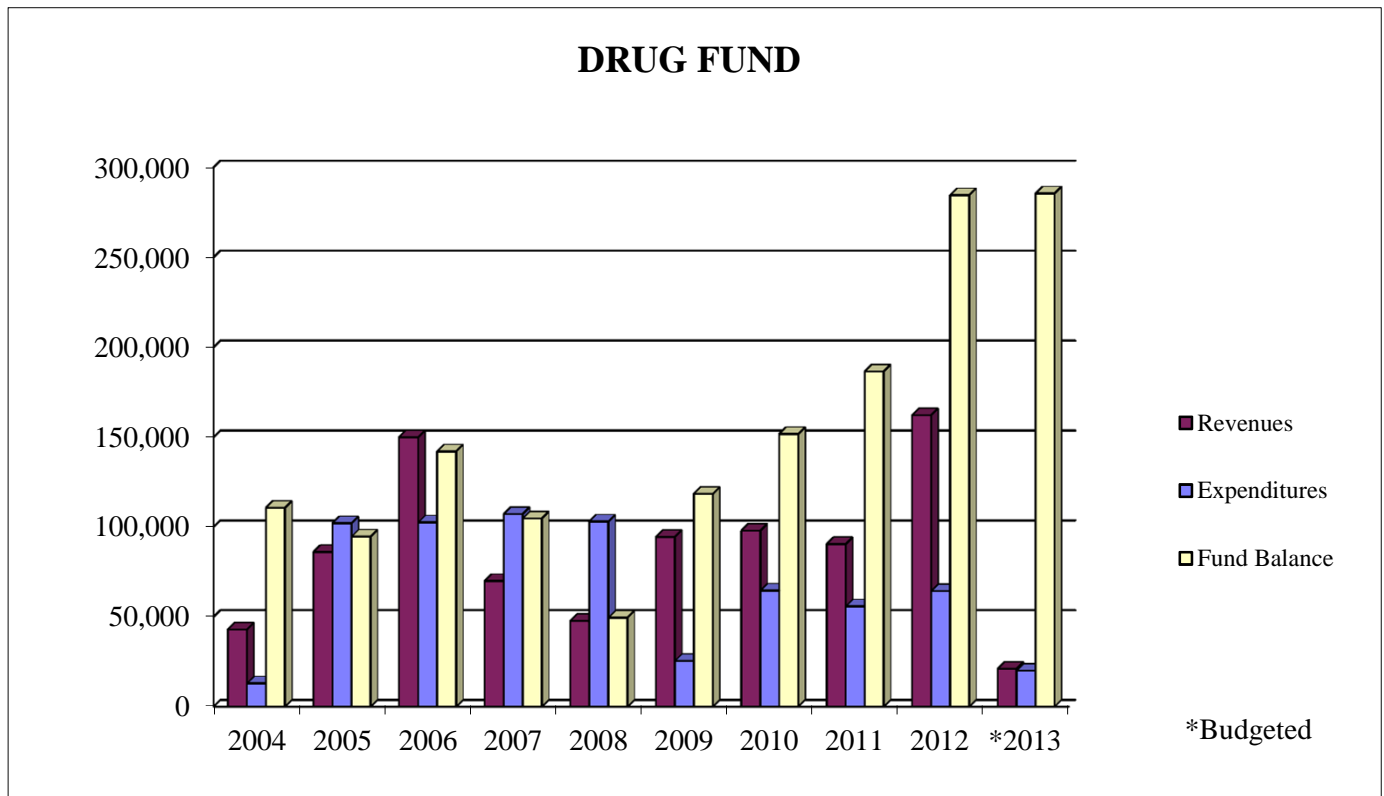
DRUG FUND

Revenues

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Drug Related Fines/Other	\$ 97,340	\$ 88,722	\$ 20,000	\$ 160,938	\$ 20,000
Uses of Money and Property	614	1,767	1,000	1,326	1,000
Total Revenues	<u>\$ 97,954</u>	<u>\$ 90,489</u>	<u>\$ 21,000</u>	<u>\$ 162,264</u>	<u>\$ 21,000</u>

Expenditures

	Actual FY 2010	Actual FY 2011	Budget FY 2011	Actual FY 2012	Budget FY 2012
Drug Education	\$ 25,278	\$ 16,860	\$ 20,000	\$ 14,935	\$ 20,000
Capital Outlay	39,314	38,892	-	49,391	-
Total Expenditures	<u>\$ 64,592</u>	<u>\$ 55,752</u>	<u>\$ 20,000</u>	<u>\$ 64,326</u>	<u>\$ 20,000</u>



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 that began in 2008 greatly reduced anticipated revenue 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 before experiencing modest increases during the past two years with an improved housing market in Williamson County.

In FY 2013, \$253,000 in new revenue is projected, which is consistent with recent fiscal year collections. No expenditures are proposed from this fund in FY 2013. In FY 2012, an operating transfer of \$750,000 to the Capital Projects Fund provided support for infrastructure improvements at Smith Park. While the new park will be used 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 accommodate the programs at school facilities.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

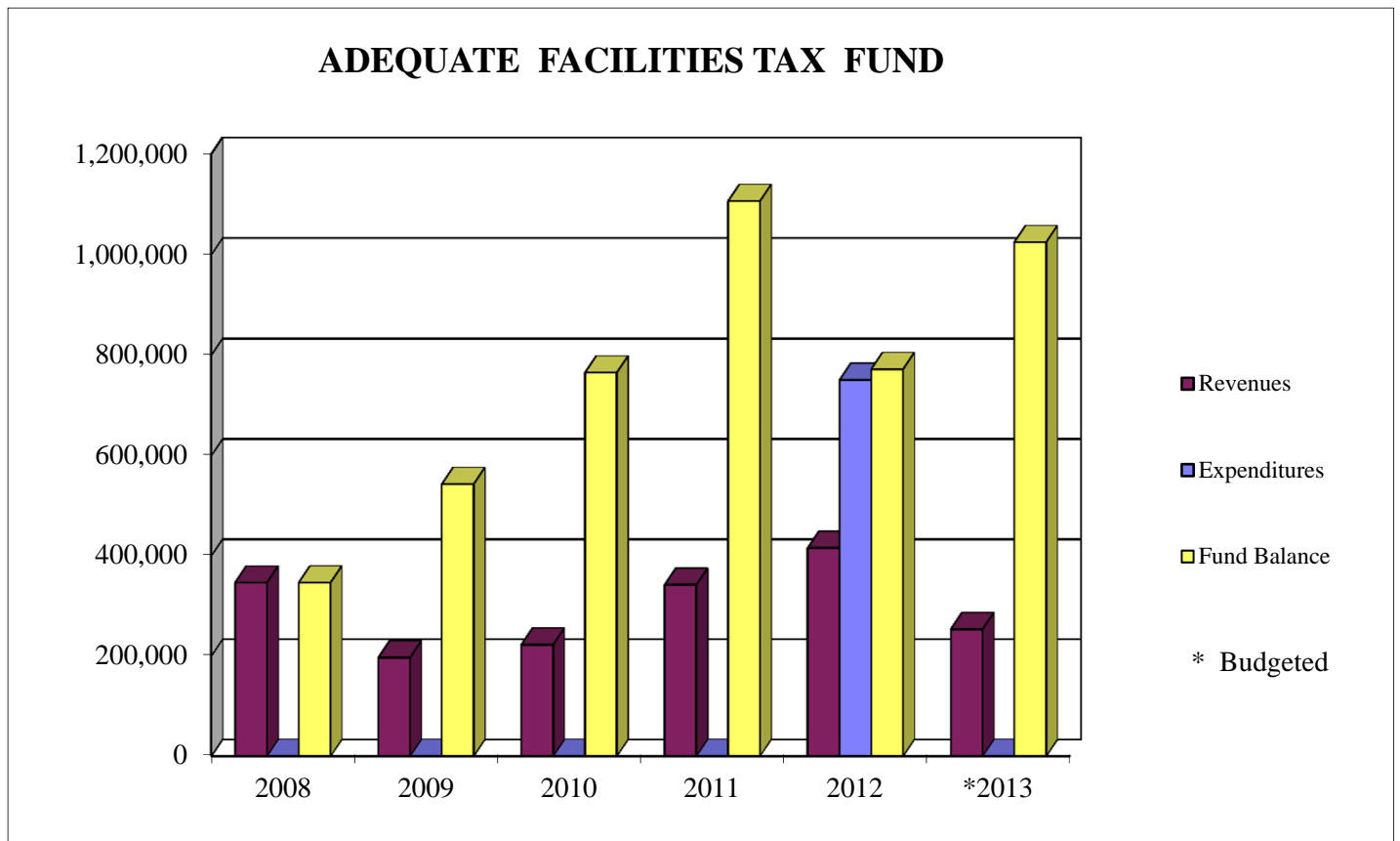
ADEQUATE FACILITIES TAX FUND

Revenues

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Other Financing Source	\$218,989	\$332,177	\$ 225,000	\$412,451	\$ 250,000
Uses of Money and Property	3,176	9,286	3,500	2,825	3,000
Total Revenues	<u>\$ 222,165</u>	<u>\$ 341,463</u>	<u>\$ 228,500</u>	<u>\$ 415,276</u>	<u>\$ 253,000</u>

Expenditures

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Operating Expenditures	\$ -	\$ -	\$ 750,000	\$ 750,000	\$ -
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 750,000</u>	<u>\$ 750,000</u>	<u>\$ -</u>



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 payment of accrued sick and vacation leave for eligible employees at retirement. Under the City's terminal leave policies, certain defined payments are made to long-term employees at retirement, some with combined leave balances as much as 24 weeks. By systematically reserving funds now, the City will be able to better manage the budgetary impact in the coming years. The funds will be used only when the amount needed to cover the leave expense is beyond what the normal operating budget can cover and will be transferred back to the affected General Fund activity budget through a year-end appropriation transfer.

BUDGET COMMENTS

For FY 2013, \$547,870 will 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 sufficient reserves for accrued terminal leave payments for retirees. In FY 2013, \$635,575 will be transferred to the Post Employment Benefits Trust and \$100,000 is allocated for payment of retiree health benefit obligations in the current fiscal year.

Note that the FY 2013 budget reflects a slight change in the budgeting format of this fund to more accurately account for the payment of self-insured medical claims for retirees. Beginning in FY 2013, 100% of the City's annual OPEB required contribution will be transferred to the trust in order to meet the City's obligations as determined by GASB. Periodically throughout the year, funds will be withdrawn from the trust as needed to pay actual retiree benefit premiums and claims. Thus, the FY 2013 budget also reflects a new revenue line item for proceeds received from the OPEB trust.

In accordance with GASB standards, an updated actuarial study should be completed every two years. An updated study is scheduled for FY 2013. The results of this study will determine the City's annual OPEB contribution for FY 2014 and 2015. The estimated amount transferred to the trust as of June 30, 2012 is \$4,450,000.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

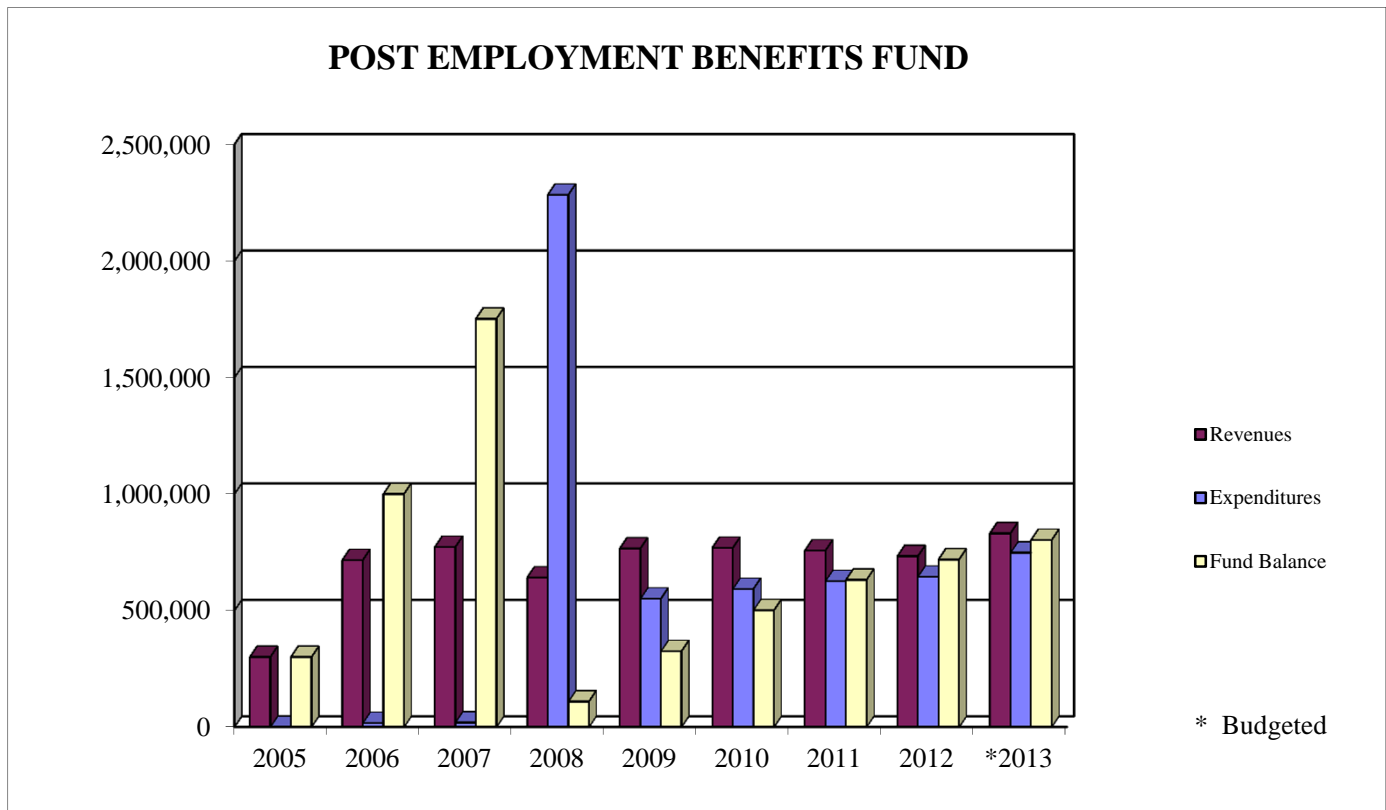
POST EMPLOYMENT BENEFITS FUND

Revenues

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Other Financing Source	\$ 766,380	\$ 748,300	\$ 727,465	\$ 727,465	\$ 829,125
Uses of Money and Property	2,437	8,454	2,000	5,191	2,000
Total Revenues	<u>\$ 768,817</u>	<u>\$ 756,754</u>	<u>\$ 729,465</u>	<u>\$ 732,656</u>	<u>\$ 831,125</u>

Expenditures

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Operating Expenditures	\$ 25,760	\$ 38,441	\$ 47,000	\$ 47,080	\$ 112,000
Transfer to Retiree Benefits Trust	566,846	587,977	537,210	598,210	635,575
Total Expenditures	<u>\$ 592,606</u>	<u>\$ 626,418</u>	<u>\$ 584,210</u>	<u>\$ 645,290</u>	<u>\$ 747,575</u>



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

With the 20% increase in fuel costs from December 2011 to April 2012, the amount charged to departments for fuel will increase in FY 2013 from \$2.40 to \$3.50 per gallon for gasoline and from \$2.75 to \$4.00 for diesel fuel. This will generate an additional \$139,700 from user departments. Total fuel fund purchases are budgeted at \$523,000 in FY 2013, up \$80,000 or 18.1% above the original FY 2012 budget of \$443,600. 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.

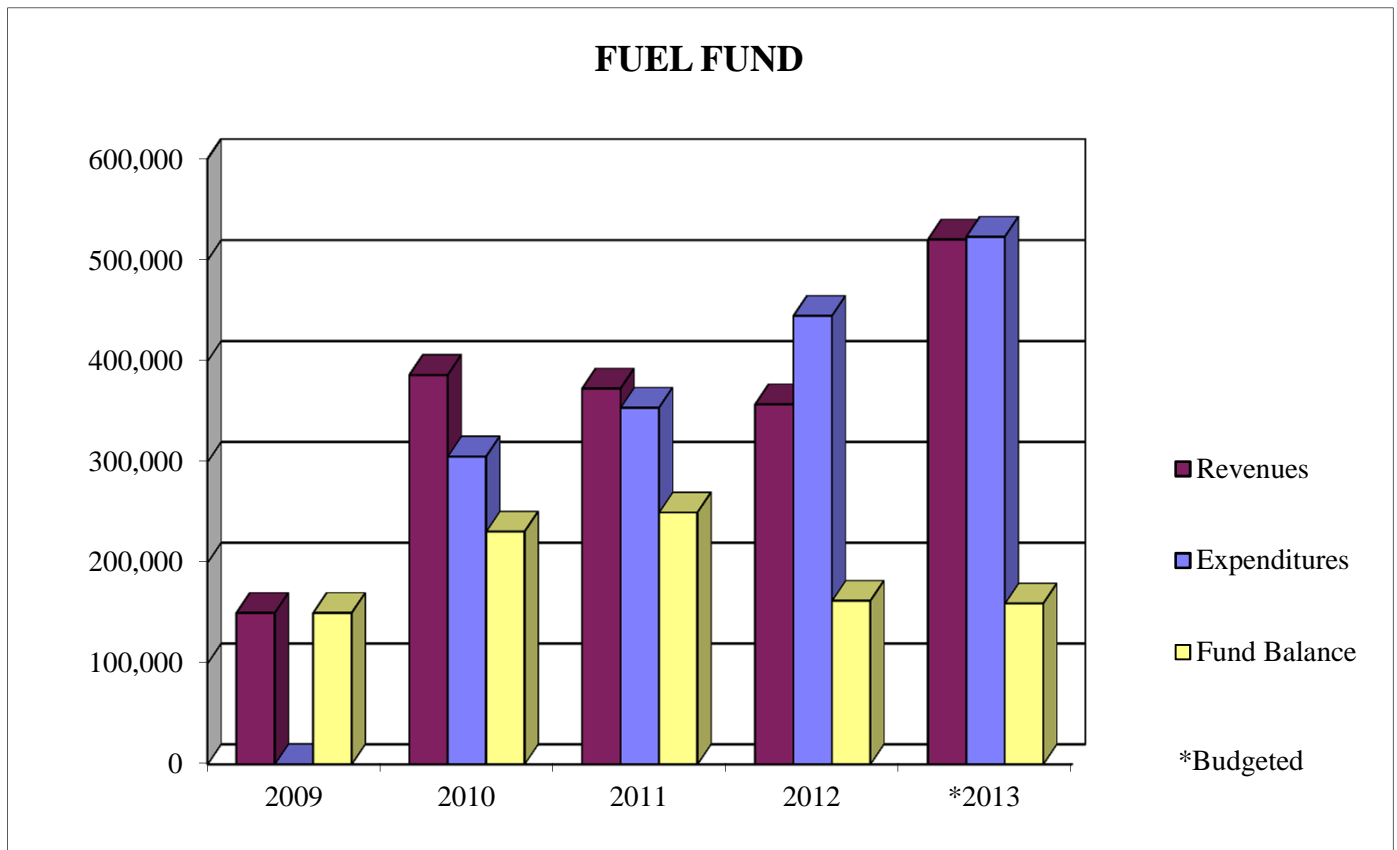
FUEL FUND

Revenues

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Other Financing Source	\$ 385,295	\$ 370,641	\$ 379,100	\$ 356,125	\$ 519,300
Uses of Money and Property	\$ 719	\$ 2,042	\$ 1,500	\$ 769	\$ 1,000
Total Revenues	\$ 386,014	\$ 372,683	\$ 380,600	\$ 356,894	\$ 520,300

Expenditures

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Operating Expenditures	\$ 305,260	\$ 353,675	\$ 443,000	\$ 444,554	\$ 523,000
Total Expenditures	\$ 305,260	\$ 353,675	\$ 443,000	\$ 444,554	\$ 523,000



INSURANCE FUND

MISSION STATEMENT

This fund was created on 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" rising insurance premium cost better over a rolling 3 year period.

For FY 2013, the fund has been renamed the "Insurance Fund" to reflect an expanded scope to include worker's compensation coverage. An analysis of prior year claims and premiums for worker's compensation coverage indicates an opportunity for the City to achieve potential long-term financial savings in annual premiums by assuming a higher per claim deductible based on a calculated risk assumption.

BUDGET COMMENTS

Health Insurance Division:

This division 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. Health insurance related expenditures within this division 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.

The health insurance division was provided initial cash flow stability in FY 2010 via transfers from the General, W&S, and ECD funds (funds with assigned personnel) in the following amounts: General Fund \$500,000, W&S Fund \$62,500, and ECD Fund \$26,500 (\$589,000 total). Favorable HRA utilization and medical claims experience since the inception of the account has allowed the fund balance to grow. The fund balance at the end of FY 2011 was in excess of \$940,000 and based of claims experience and trends, is expected to grow to \$1.1 million as of June 30, 2012.

With the change to a partially self-funded health insurance program effective January 1, 2011, the method for budgeting these costs within the various departments with employees was changed. Instead of attempting to calculate accurately each individual employee cost based on that employee's selected level of coverage which is made more challenging with employee turnover, staff now calculates a flat cost per full-time employee. For FY 2013, the budgeted cost in each activity is \$7,370 per eligible employee, a 10% increase over the FY 2012 amount of \$6,700. This amount is automatically transferred (1/12) from the department operating budgets to the Insurance Fund each month.

INSURANCE FUND

The FY 2013 budget for the health insurance division anticipates total expenditures of \$2,140,800 which is a slight decrease from FY 2012. Staff believes this amount is a reasonable projection of costs given the continued favorable claims and utilization experience since inception of the partially self-funded plan. Note the estimated maximum liability exposure of the health coverage with stop loss protection could be as much as \$2.6 million in FY 2013. However, there is sufficient cash reserves within the health insurance division to cover this maximum liability exposure and still maintain a healthy fund balance. In FY 2013, the staff will continue to work with our benefits consultant to identify and recommend additional plan design strategies for the calendar year 2013 and beyond that limit future year cost increases to a manageable level. The FY 2013 budget also reflects professional services costs and corresponding medical claims expense savings associated with the possible implementation of a service contract with Care Here for near-site medical clinic services as identified in the Human Resources non-routine work plan.

Worker's Compensation Division:

This division receives transfers of the worker's compensation coverage budgeted in the various operating funds with assigned personnel (General Fund, Water and Sewer Fund, and Emergency Communications Fund). Worker's compensation related expenditures within this fund include payment of worker's compensation benefits up to a maximum \$50,000 per claim deductible and the premium cost for worker's compensation insurance for the coverage of large claims that exceed the \$50,000 threshold.

A similar approach to the implementation of the health insurance division of this fund is proposed for the new worker's compensation division. FY 2012 year-end transfers to the Insurance Fund totaling \$150,000 from the General Fund (\$129,250), Water and Sewer Fund (\$19,310), and ECD Fund (\$1,440) are proposed to provide initial cash flow stability for the high deductible worker's compensation program.

The budgeted cost for worker's compensation coverage is based largely on the job duties of each employee and the potential exposure to a workplace injury. Thus, the worker's compensation premium for a police officer or firefighter is significantly higher than the premium for an office employee. For FY 2013, a total of \$326,145 has been budgeted in the various activities with personnel which is the same amount as required in FY 2012. This amount is automatically transferred (1/12) from the department operating budgets to the Insurance Fund each month.

The FY 2013 budget for the worker's compensation division of the Insurance Fund projects total expenditures of \$300,000. Actual premium costs based on the \$50,000 per claim deductible plan are projected at \$125,000, leaving \$175,000 to pay actual benefits. An analysis of claims history over the prior five plan years shows that average annual claims under a \$50,000 deductible plan would have been approximately \$69,000. Therefore, the projected total cost for worker's compensation program in FY 2013 is expected to be lower than in previous years with additional reserves available to cover unanticipated cost should there be a higher than normal year of claims.

PERSONNEL SCHEDULE

No personnel is directly assigned to this fund.

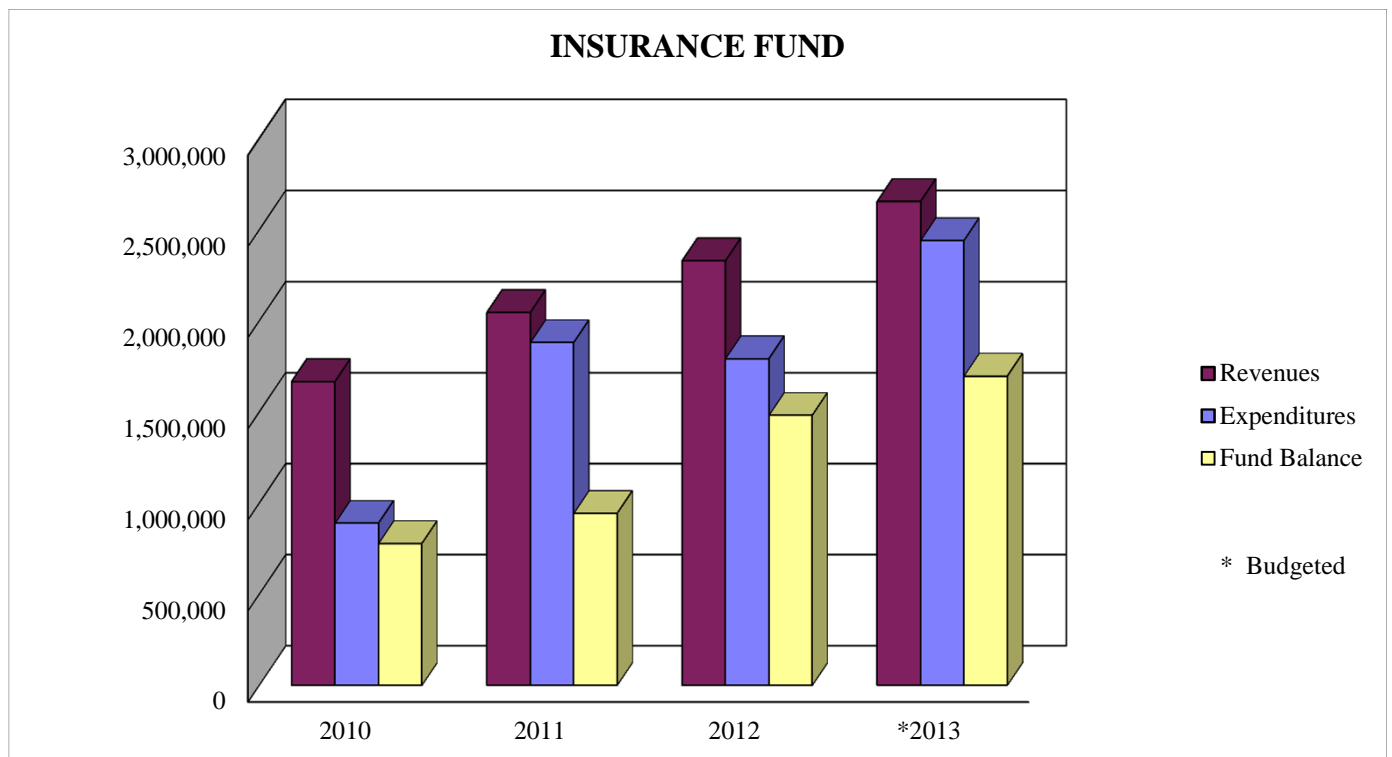
INSURANCE FUND

Revenues

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Other Financing Source - Health	\$ 1,665,181	\$ 2,037,808	\$ 2,210,090	\$ 2,173,621	\$ 2,323,700
Other Financing Source - WC	\$ -	\$ -	\$ -	\$ 150,000	\$ 326,145
Uses of Money and Property	1,340	8,364	3,000	6,506	6,000
Total Revenues	\$ 1,666,521	\$ 2,046,172	\$ 2,213,090	\$ 2,330,127	\$ 2,655,845

Expenditures

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Operating Expenditures - Health	\$ 889,039	\$ 1,880,703	\$ 2,260,200	\$ 1,792,065	\$ 2,140,800
Operating Expenditures - WC	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Total Expenditures	\$ 889,039	\$ 1,880,703	\$ 2,260,200	\$ 1,792,065	\$ 2,440,800



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 (\$3,250,000) and interest earnings from the investment of idle funds. By policy, the City strives to maintain a fund balance equivalent to one year of debt obligation in this fund.

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 City will seek to limit total outstanding General Obligation supported debt obligations to no more than 5% of the total assessed value of the taxable property of the City according to the most recent property assessment excluding overlapping debt from other governmental entities.

In addition, the total annual debt service obligation for long-term debt (excluding short-term capital outlay notes) will not exceed fifteen (15) percent of the total operating budgets for the General Fund and State Street Aid Fund in any given year. Please refer to the City's adopted Management Policy for additional information.

BUDGET COMMENTS

The projected fund balance as of June 30, 2012 is \$3,793,300. Total debt service obligations for FY 2013 will be \$3,374,330, down \$59,260 from the FY 2012 expenditure of \$3,433,590. The amount of principal and interest payments due on older bond issues will fluctuate up or down annually depending on how each issue was structured and the impact of subsequent bond refunding issues. FY 2013 expenditures also reflects the first full year of debt service payment associated with the \$5 million bond issue completed in Fall 2011. Total FY 2013 revenues are projected at \$3,268,500 including the annual transfer from the General Fund at \$3,250,000. This transfer amount represents a \$100,000 increase from FY 2012 and is the first increase since FY 2007. This increase is due primarily to dramatically lower interest earnings that are being received today from investment of the cash reserves (fund balance).

PERSONNEL SCHEDULE

No personnel are assigned to this activity

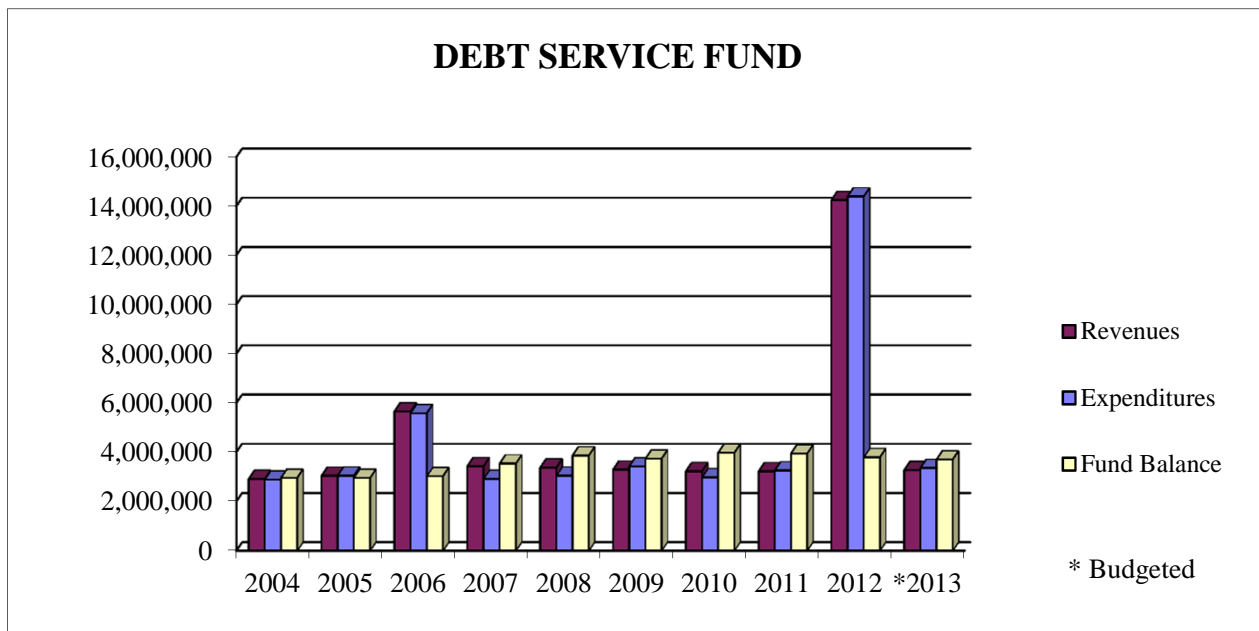
DEBT SERVICE FUND

Revenues

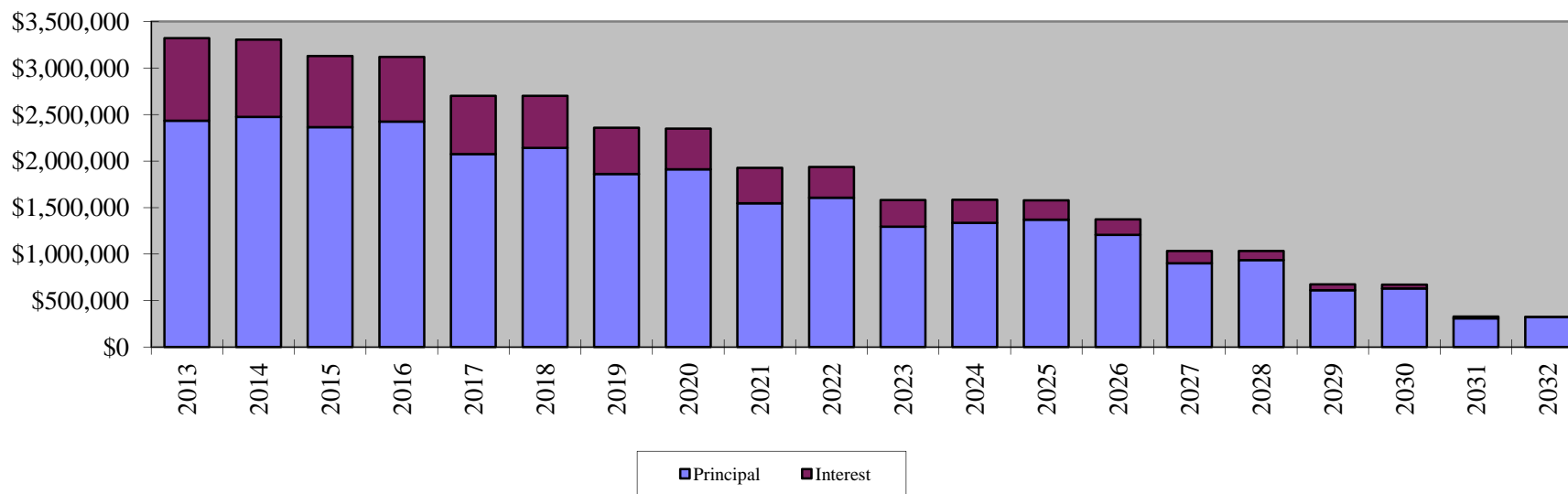
	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Other Financing Source	\$ 3,208,115	\$ 3,166,500	\$ 3,166,210	\$ 3,575,201	\$ 3,250,000
Uses of Money and Property	16,777	56,099	25,000	32,461	18,500
Bond Refunding Proceeds	-	-	-	10,635,000	-
Total Revenues	<u>\$ 3,224,892</u>	<u>\$ 3,222,599</u>	<u>\$ 3,191,210</u>	<u>\$ 14,242,662</u>	<u>\$ 3,268,500</u>

Expenditures

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Debt Service:					
Principal	\$ 1,919,256	\$ 2,141,197	\$ 2,243,300	\$ 2,243,292	\$ 2,463,110
Interest	1,056,352	1,114,174	1,124,290	1,021,857	888,815
Subtotal	2,975,608	3,255,371	3,367,590	3,265,149	3,351,925
Bond Refunding Payments	-	-	-	10,978,161	-
Other	2,781	3,700	66,000	148,633	6,000
Total Expenditures	<u>\$ 2,978,389</u>	<u>\$ 3,259,071</u>	<u>\$ 3,433,590</u>	<u>\$ 14,391,943</u>	<u>\$ 3,357,925</u>



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:

\$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%	\$ 1,955,000
\$3,685,000 2004 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2024, at varying rates of interest from 2.30% to 4.45%	325,000
\$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%	905,000
\$2,430,000 2006 General Obligation Refunding Bonds due in increasing annual installments through September 1, 2021, at varying rates of interest from 3.75% to 3.90%.	2,420,000
\$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%.	4,245,000
\$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%.	4,415,000
\$7,385,000 2011 General Obligation Public Refunding Bonds due in increasing annual installments through September 1, 2024, at varying rates of interest from 2.00% to 3.00%.	7,385,000
\$4,845,000 2011 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2031, at varying rates of interest from 2.00% to 3.625%.	4,845,000
\$3,250,000 2012 General Obligation Public Refunding Bonds due in increasing annual installments through September 1, 2025, at a 2% interest rate.	<u>3,250,000</u>
Total General Obligation Bonds	<u>\$ 29,745,000</u>

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

Year	2003 G.O.		2004 G.O.		2006 G.O.	
	Refunding Bonds		Bonds		Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2013	295,000	70,230	160,000	8,005	215,000	29,906
2014	305,000	59,501	165,000	2,723	220,000	21,750
2015	320,000	47,855	-	-	230,000	13,313
2016	330,000	35,340	-	-	240,000	4,500
2017	345,000	21,833	-	-	-	-
2018	360,000	7,380	-	-	-	-
2019	-	-	-	-	-	-
2020	-	-	-	-	-	-
2021	-	-	-	-	-	-
2022	-	-	-	-	-	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
2027						
2028						
2029						
2030						
2031						
2032						
	<u>\$ 1,955,000</u>	<u>\$ 242,139</u>	<u>\$ 325,000</u>	<u>\$ 10,728</u>	<u>\$ 905,000</u>	<u>\$ 69,469</u>

Year	2009 G.O.		2011 G.O.		2011 G.O.	
	Bonds		Refunding Bonds		Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2013	185,000	166,044	1,140,000	158,263	185,000	146,600
2014	185,000	160,494	1,160,000	135,263	185,000	142,900
2015	190,000	155,869	910,000	114,563	200,000	138,050
2016	200,000	151,119	930,000	96,163	195,000	132,125
2017	200,000	142,119	540,000	81,463	200,000	126,200
2018	210,000	136,119	550,000	67,813	205,000	120,125
2019	220,000	129,819	580,000	50,863	215,000	113,825
2020	230,000	120,194	590,000	33,313	220,000	107,300
2021	235,000	110,131	190,000	22,563	225,000	100,625
2022	245,000	100,731	195,000	18,469	235,000	93,725
2023	255,000	89,706	195,000	13,838	240,000	86,600
2024	260,000	81,100	200,000	8,775	250,000	79,250
2025	270,000	72,000	205,000	3,075	255,000	71,675
2026	280,000	61,200			265,000	63,875
2027	295,000	50,000			270,000	55,681
2028	305,000	38,200			280,000	46,913
2029	320,000	26,000			290,000	37,469
2030	330,000	13,200			300,000	27,513
2031					310,000	17,025
2032					320,000	5,800
	<u>\$ 4,415,000</u>	<u>\$ 1,804,044</u>	<u>7,385,000</u>	<u>804,419</u>	<u>4,845,000</u>	<u>1,713,275</u>

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

Year	2006 G.O.		JUNE 30 2007 G.O.	
	Refunding Bonds		Bonds	
	Principal	Interest	Principal	Interest
2013	10,000	91,555	200,000	162,584
2014	15,000	91,086	205,000	154,924
2015	265,000	85,836	215,000	147,072
2016	270,000	75,805	220,000	138,838
2017	280,000	65,493	230,000	130,412
2018	295,000	54,711	235,000	121,603
2019	305,000	43,461	245,000	112,602
2020	315,000	31,758	255,000	103,219
2021	325,000	19,516	265,000	93,452
2022	340,000	6,630	275,000	83,303
2023	-	-	285,000	72,770
2024	-	-	300,000	61,855
2025	-	-	310,000	50,365
2026	-	-	320,000	38,492
2027			335,000	26,236
2028			350,000	13,405
2029				
2030				
2031				
2032				
	<u>\$ 2,420,000</u>	<u>\$ 565,851</u>	<u>\$ 4,245,000</u>	<u>\$ 1,511,127</u>

Year	2012 G.O.		Totals Bonds	
	Refunding Bonds		Bonds	
	Principal	Interest	Principal	Interest
2013	45,000	53,175	2,435,000	886,361
2014	35,000	63,750	2,475,000	832,390
2015	35,000	63,050	2,365,000	765,607
2016	40,000	62,300	2,425,000	696,189
2017	280,000	59,100	2,075,000	626,619
2018	285,000	53,450	2,140,000	561,200
2019	295,000	47,650	1,860,000	498,219
2020	300,000	41,700	1,910,000	437,483
2021	305,000	35,650	1,545,000	381,937
2022	315,000	29,450	1,605,000	332,308
2023	320,000	23,100	1,295,000	286,014
2024	325,000	16,650	1,335,000	247,630
2025	330,000	10,100	1,370,000	207,215
2026	340,000	3,400	1,205,000	166,967
2027			900,000	131,917
2028			935,000	98,518
2029			610,000	63,469
2030			630,000	40,713
2031			310,000	17,025
2032			320,000	5,800
	<u>3,250,000</u>	<u>562,525</u>	<u>\$ 29,745,000</u>	<u>\$ 7,283,576</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 2013 projects is a special year-end appropriation transfer from the General Fund in FY 2012 of \$1,355,000 made possible due to excess revenue collections and a FY 2013 direct operating transfer of \$600,000 from the General Fund. The transfers will fund the following projects during FY 2013 and beyond:

- Smith Park – Phase I (\$275,000)
- Municipal Center - HVAC Improvements (\$130,000)
- Computer Network Disaster Recovery System (\$350,000)
- Bikeway Improvements (\$175,000)
- Traffic Signal System Enhancements (\$225,000)
- Franklin Road – Right-of-Way Acquisition (\$250,000)
- Wilson Pike/Split Log Road – Protected Turn Lanes (\$200,000)
- Street Resurfacing - Reserve for FY 2014 (\$300,000)
- Lipscomb Drive/Warner Road - Drainage Improvements (\$50,000)

Federal and state grants totaling \$2,520,000 are anticipated in FY 2013 from the Metropolitan Planning Organization (MPO) for the Concord Road (Jones Parkway to Arrowhead Drive) improvement project.

BUDGET COMMENTS

The FY 2013 budget at **\$10,937,000** is down slightly from the FY 2012 adopted budget of \$11,025,000. Given that this fund includes many large construction projects that overlap several fiscal years, fluctuations in the budget from one fiscal year to the next are common. The following projects will be initiated and/or completed during the fiscal year:

I. TRANSPORTATION (\$6,235,000)

1. **Concord Road (Jones Parkway to Arrowhead Drive)** – This project (**\$3,160,000**) provides for utility relocation and construction of improvements to a .75 mile section of Concord Road from Jones Parkway to Arrowhead Drive. The project includes elimination of severe vertical curves and widening for a continuous three (3) lane pavement section 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 late summer of 2012 and take approximately 12 months to complete.

CAPITAL PROJECTS FUND

2. **Concord Road (East of Edmondson Pike)** – This project (\$300,000) provides local funding for a small sewer extension project needed to maintain service to a home after road construction and final right-of-way acquisition settlements for phase II improvements to a 3.6 mile section of Concord Road from Sunset Road to the eastern city limits. The project includes elimination of severe vertical and horizontal curves and widening for a continuous three (3) lane pavement section with curb and gutter within a 94 foot wide ROW. There will also be a ten (10) foot wide separated bikeway/walkway built a minimum four (4) feet behind the curb within the south ROW of the road. Under an agreement with TDOT, utility relocation and road construction will be funded by the state. Road construction by TDOT is scheduled to begin in late summer 2012 and take approximately 18-24 months to complete.
3. **Traffic Signal Upgrades** - This project (\$470,000) provides for the installation of a new traffic signal at the intersection of Wilson Pike and Split Log Road targeted for completion by the end of calendar year 2012. In addition, funding is provided for a system-wide upgrade of traffic signal controllers and associated equipment and software to bring the entire system up to the latest generation of controller equipment and operating systems. This work is targeted for completion in the spring 2013.
4. **Wilson Pike South** - This project (\$190,000) provides for geometric improvements to the Wilson Pike/Split Log Road intersection in conjunction with the development of Smith Park and the installation of a traffic signal at the intersection. Improvements include a dedicated left turn lane into Smith Park, a right turn lane onto Split Log Road for northbound Wilson Pike traffic, and extension of the existing right turn lane into the southern entrance to Ravenwood High School for northbound Wilson Pike. This project is targeted for completion in the fall 2012.
5. **Street Resurfacing** – This project (\$400,000) provides the final 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 provided \$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 (\$305,000) provides for the construction of a proposed bikeway connector between the River Oaks subdivision and Deerwood Arboretum via a new bike/pedestrian bridge over the Little Harpeth River near the end of Millbrook Drive. This project will require acquisition of easements across one parcel located at the rear of the Derby Glen subdivision.
7. **Sidewalks** – This project (\$160,000) provides for construction of a sidewalk along the east side of Centerview Drive connecting Brentwood Place Shopping Center on the south to Church Street on the north. The developer of the Tapestry at Brentwood

CAPITAL PROJECTS FUND

condominium development is contributing \$50,000 toward the cost of this sidewalk project.

8. **Franklin Road** – This project (\$1,250,000) provides for property appraisals and initial right-of-way (ROW) acquisition for improvements to Franklin Road from Concord Road south to Moore's Lane. Proposed improvements include a curb and gutter section with four (4) driving lanes plus a continuous center turn lane. In addition, the project will include a 10 ft. wide separated bikeway/walkway on the east side of the road built about 5 feet behind the curb. The City is paying for engineering design and ROW acquisition with TDOT paying for utility relocation and construction costs. ROW acquisition is scheduled for completion by the end of calendar year 2013.

II. STORM DRAINAGE (\$50,000)

1. **Lipscomb Drive Drainage** – This project (\$50,000) provides for spot drainage improvements along a 3,000 linear foot section of creek between Lipscomb Drive and Warner Road. Areas along this section of creek will be improved to stabilize bank erosion and remove sediment deposits impeding water flow. Moving the project forward will be subject to permit approval from TDEC.

III. PARKS AND RECREATION (\$3,822,000)

1. **Marcella Vivrette Smith Park** – This project (\$3,755,000) provides funding for the final engineering design and initial construction of Phase I improvements, including an entrance road from Wilson Pike, a bridge across the CSX railroad, internal road and parking improvements, and renovation of the historic Ravenswood home.
2. **Floodway Open Space** – This project (\$57,000) 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. In FY 2012, the City purchased two homes that were substantially damaged during the May 2010 floods. FY 2013 funding is programmed for the City's match toward purchase of third home should ownership issues be resolved and FEMA funds are made available to the City.
3. **Granny White Park** – This project (\$10,000) provides for implementation of a pilot recycling program including purchase of dedicated recycling containers to be located adjacent to existing solid waste containers.

IV. GENERAL FACILITIES (\$20,000)

CAPITAL PROJECTS FUND

1. **Library** – This project (\$20,000) provides for installation of two small room air conditioner units in the Ch. 19 equipment room and the Library server room to ensure that appropriate temperature levels are maintained at all times.

V. TECHNOLOGY (\$680,000)

1. **Geographic Information System** – This project (\$65,000) provides for completion of GIS mapping update project initiated in FY 2012. The aerial photography portion of the project was completed early in calendar year 2012, and the integration of the new data into the City's GIS mapping system will be completed by late summer 2012. Additional funding for this project is budgeted in the Water and Sewer Fund.
2. **Fiber Optic Network** – This project (\$115,000) provides the local share for a federally funded project to extend City's the traffic signal fiber network from Wilson Pike to Sunset Road plus an extension south to the Safety Center East facility to provide connection to the City's network for high speed voice and data services.
3. **Disaster Recovery System** – This project (\$375,000) provides for implementation of a computer network disaster recovery system, including necessary servers, switches, etc. to create a network back-up system at the Library.
4. **Generator Monitoring System** – This project (\$35,000) provides for implementation of a remote computer monitoring system for all back-up generators at city buildings and radio towers.
5. **Radio System Upgrades** – This project (\$60,000) provides first year funding for a three year project to upgrade older microwave receiver equipment at the three radio tower sites to eliminate problems with periodic lost signals due to distance and heat waves.
6. **Warning Siren** – This project (\$30,000) provides for installation of a new outdoor warning siren. The location under consideration is near the Split Log Road and Ragsdale Road intersection.

In addition to the projects listed above, the FY 2013 budget also includes a transfer of \$130,000 to the Municipal Center Fund for HVAC improvements at the Municipal Center.

CAPITAL PROJECTS FUND

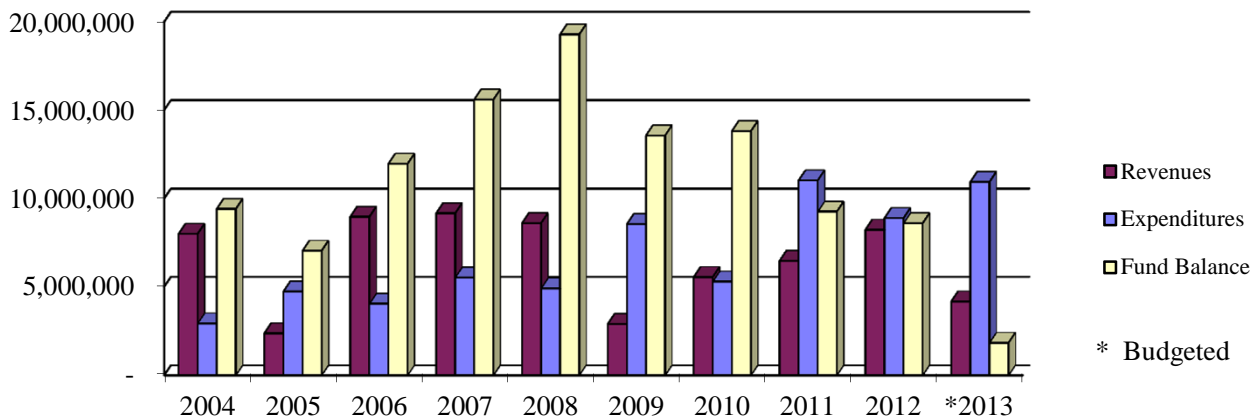
Revenues

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Intergovernmental	\$ 167,610	\$ 142,805	\$ 1,505,000	\$ 684,578	\$ 2,520,000
Uses of Money and Property	125,751	125,761	50,000	61,930	50,000
Other Financing Source	318,943	6,200,000	1,050,000	2,590,780	1,600,000
General Obligation					
Bond Proceeds	4,760,000	-	5,000,000	4,845,000	
Other (Private Sources)	181,572	-	60,000	50,000	
Total Revenues	\$ 5,553,876	\$ 6,468,566	\$ 7,665,000	\$ 8,232,288	\$ 4,170,000

Expenditures

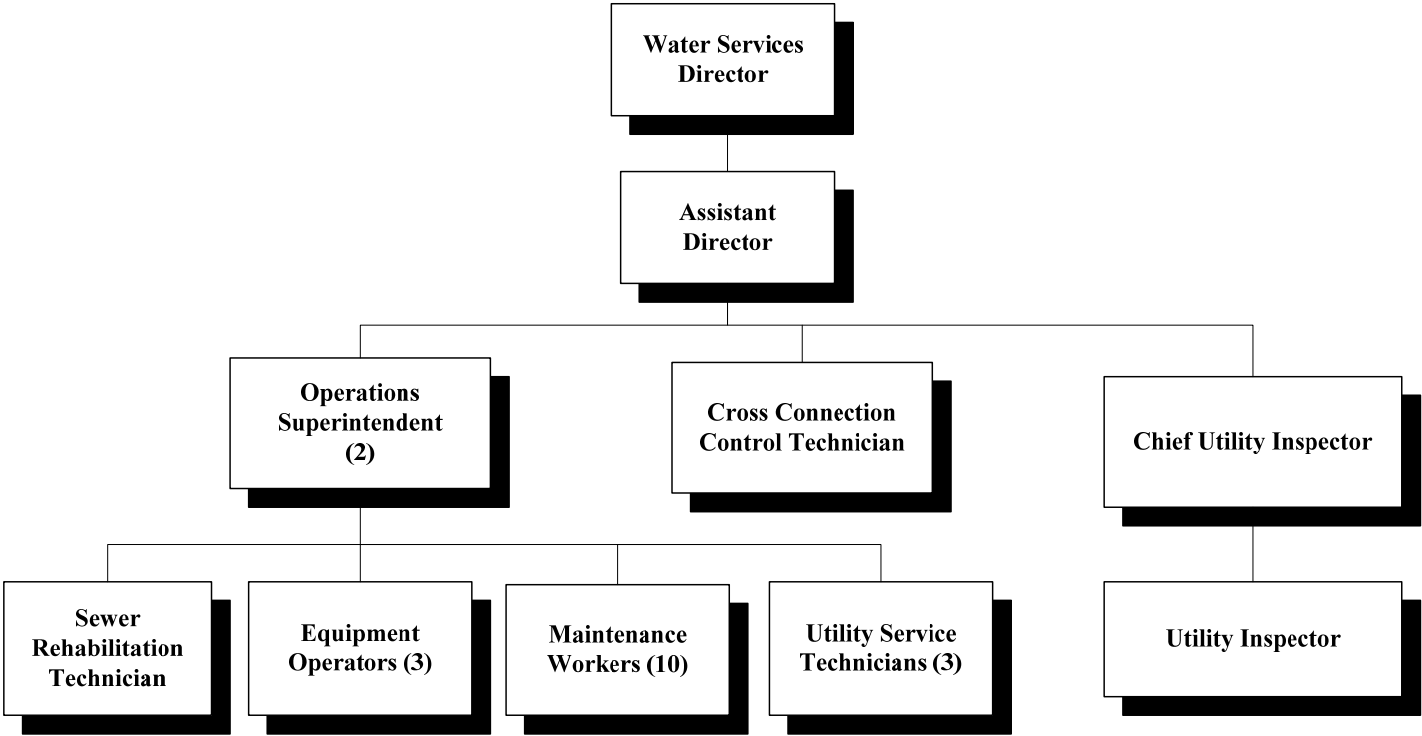
	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Capital Outlay					
General Facilities and Equipment	\$ 1,536,955	\$ 253,923	\$ 335,000	\$ 511,421	\$ 20,000
Transportation	3,507,873	4,904,268	2,840,000	1,541,085	6,235,000
Storm Drainage	44,100	-	50,000	93,308	50,000
Parks and Recreation	45,119	5,326,721	7,225,000	6,324,171	3,822,000
Technology	77,402	537,141	550,000	395,358	680,000
Other Financing Uses	89,808		-	-	-
Transfer to Municipal Center	-	-	25,000	25,000	130,000
Total Expenditures	\$ 5,301,257	\$ 11,022,053	\$ 11,025,000	\$ 8,890,343	\$ 10,937,000

CAPITAL PROJECTS FUND



WATER AND SEWER FUND

**WATER SERVICES DEPARTMENT
ORGANIZATIONAL CHART**



WATER SERVICES DEPARTMENT 2012-2013 Non-Routine Work Plan

The Water Services Department proposes to undertake the following projects in the 2012-2013 fiscal year:

1) Update Water/Sewer Construction Standards and Technical Specifications

The department will review and update the current Water/Sewer Construction Standards and Technical Specifications required for new installations by private developers. Every few years, the department should review the document to ensure the requirements for materials and installations are up to date with current practices for public utilities. Having a reliable system helps to minimize extraordinary maintenance and expense in the future.

Target Date: December 31, 2012

2) Evaluate, Select and Implement a Asset Management/Work Order Software Program (Continued)

In FY 2007, the City's GIS activity Department started collecting location and feature data for most of the City's infrastructure. GIS has merged this data with parcel and owner information to allow for a visual display of the City's assets. The next logical step in the progression of a fully functioning GIS program is to integrate asset management software. This software will allow staff to use this collected asset data to generate and manage work orders; aid in capital planning by generating valuable 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 and implement this software program. On March 1, 2012, the City received proposals from three firms interested in providing this software service. Staff is evaluating the proposals and will forward a recommendation to the City Commission in late spring of 2012. Employee training and full implementation of the software is expected by the end of the 2012 Calendar Year.

Target Date: December 31, 2012

3) Review of Municipal Code, Chapter 70-Utilities (Continued)

The department has initiated the first comprehensive review of Chapter 70 of the municipal code section that regulates water and sewer utilities to ensure the rules are up to date with current practices and regulatory requirements. This work item was not completed in FY 2012 due to staff turnover. As envisioned at this point, an intensive rewrite of the entire chapter will not be required, but staff recommendations for ordinance revisions may be needed.

Target Date: December 31, 2012

WATER SERVICES DEPARTMENT 2012-2013 Non-Routine Work Plan

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

The department will proceed with the implementation of new radio read meter reading system approved by the City Commission in March 2012. This multi-year upgrade of the City's automated meter reading system (or AMR) will convert 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 upgrade will improve meter reading efficiency, enhance customer service, reduce operating costs and lower wholesale water cost through reduced water loss. In FY 2013, the department will oversee the installation of approximately 2,000 new water meters and transmitters.

Target Date: June 30, 2013

5) Sewer Rehabilitation Program (Year 5)

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

In year four, the construction portion of the program was concluded with the department rehabilitating approximately 27 miles of sewer pipeline to date, or about 13% of the system's sewer pipes. There was also saw a shift in the program's focus from solely relining sewer pipe to addressing leaking manholes and individual sewer services. About 700 manholes have been rehabilitated to date and 75 individual sewer service lines have been repaired. The total repairs have resulted in a documented reduction of over 600,000,000 gallons per year (or a little over 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 \$1,000,000.

In FY 2013, the department will continue to focus on rehabilitating sewer manholes and individual service connections. Additionally, it is anticipated that

WATER SERVICES DEPARTMENT 2012-2013 Non-Routine Work Plan

work to upgrade the Brentwood/Metro sewer station will be completed by fall 2012. In the spring of 2013, the City and Metro are required to contract with an independent engineering firm to prepare a report to TDEC updating the progress of the City and Metro's work to date. This report is due by December 2013. The report will also make recommendations for future work to be completed in the 24 months following submittal of the report.

Target Date: June 30, 2013

6) Water Capacity Improvement Projects (continued)

Based on the recommendations from the Water System Capacity Model study, the department will initiate a multi-year effort to upgrade several undersized water pumping stations and install about 11,000 linear feet of 16 and 20 inch water lines in areas listed below in an effort to meet future peak capacity needs. The project was delayed this year as the department explored alternative ways to secure more water that proved unfeasible. This effort is summarized in more detail in the CIP budget document:

Water System Capacity Improvements:

- Plymouth Drive Station & Line Replacement,
- Murray Lane Station Upgrade,
- Johnson Chapel Station & Belle Rive Line Improvements,
- Granny White Line Improvements.

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 at the Cumberland River under the regional program. Activities include the maintenance and repair of the individual sewer grinder pump units that were primarily installed as part of the original 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 wastewater treatment costs and provides 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 undertaken by private developers and for City funded projects.

FINANCIALS

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual YTD 2012	Budget FY 2013
Personnel Services	\$ 1,778,347	\$ 1,762,368	\$ 1,912,700	\$ 1,749,127	\$ 1,961,200
Operating Expenditures	10,462,570	11,347,535	12,759,910	11,560,218	13,605,180
Total	\$ 12,240,917	\$ 13,109,903	\$ 14,672,610	\$ 13,309,345	\$ 15,566,380

WATER AND SEWER FUND

BUDGET COMMENTS

Projected income for FY 2013 reflects a modest increase in water and sewer tap fees collected based on new development projects currently underway or projected to begin in FY 2013. Water sales including surcharges that recover from customers the direct cost of rate increases from the City's water providers are expected to generate slightly more than \$8 million in income. Projected sewer charges including surcharges that recover from customers the direct cost of rate increases for wastewater treatment services from Metro Nashville are expected to generate \$6.3 million in income. Surcharges received from customers only recovers the additional cost to the City for their actual water and sewer services and does not recover the additional cost to the City from unaccounted for water loss and the wastewater cost for treating storm water inflow and infiltration into the collection system. 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 estimated savings greater than \$1 million annually.

Taking into account the expected rate increases from both providers, the cost to purchase water is projected in FY 2013 at \$4.9 million plus \$2.9 million to Metro Nashville for wastewater treatment services. Debt service payments have increased significantly in recent years from the issuance of bonds for the sewer rehabilitation and water capacity improvement projects. However, total principal and interest payments will decrease from \$2,253,258 in FY 2012 to \$2,123,884 in FY 2013, or \$129,373. Finally, with this significant capital investment in the system, the mandatory depreciation expense in FY 2013 is projected at \$2.9 million, up \$200,000 from FY 2012.

Proposed capital equipment in FY 2013 includes replacement of two utility service trucks (\$55,000), supplemental shop equipment for use in the enclosed building area that was completed in 2010 (\$40,000), and outdoor storage racks (\$20,000) for pipe and other materials at the Service Center. Additionally, the department will complete the purchase and implementation of asset management software to assist 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 will be expanded later to serve other City departments.

During FY 2013, the highest priority of the department will be the fifth 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 also initiate several significant water system projects aimed at meeting future growth demands and benefitting current operations. Capacity projects are identified in the 2009 Water System Master Plan report and will be funded from approximately \$6.5 million in bond proceeds received from the 2010 and 2012 bond issues. In an effort to reduce water loss and improve customer service, the department will move forward with implementation of the second year of a multi-year program to replace/upgrade the meter reading equipment.

WATER AND SEWER FUND

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Operations:				
Water Quality - Percent of Samples in Compliance	100%	100%	100%	100%
Percent Water Loss	25%	16%	18%	15%
Sewer Overflow Rate - Overflows per 100 miles of pipe	6.1	2.2	3.0	3.0
Grinder Program Cost - Annual Cost per Unit	\$76	\$88	\$70	\$75
Annual Sewer Mains Inspected/Cleaned (ft.)	161,086	194,489	100,000	100,000
Customer Service:				
Customer Water Quality Complaints - Annual Total	69	125	100	100
Business Operations:				
Health & Safety - Lost Days per Employee	0	0	0	0
Training Hours - Avg. Hours per Employee (Annual)	20	16.5	20	20

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Miles of Water Mains	205	207	210	212
Water Pump Stations	13	13	13	13
Water Storage Tanks	10	9	9	9
Customers Meter Reads (Mo.)	8,356	8,465	8,475	8,575
Work Orders	5,215	5,195	5,500	5,500
Billing Calls	5,663	5,813	8,000	8,000
Sewer Customers	9,933	10,060	10,100	10,350
Sewer Lift Stations	10	10	10	10
Miles of Sewer Main	263	268	270	273
Grinder Pump Units	2,490	2,521	2,505	2,575

<u>Personnel Schedule</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Water and Sewer Director	1	1	1	1
Assistant Water & Sewer Director	1	1	1	1
Operations Superintendent	1	2	2	2
Chief Utility Inspector	1	1	1	1
Utility Inspector I & II	1	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
Utility Billing Specialist	0	0	0	1
Maintenance Worker I & II	10	10	10	10
Accounting Clerk I & II	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>
Total	25	26	26	26

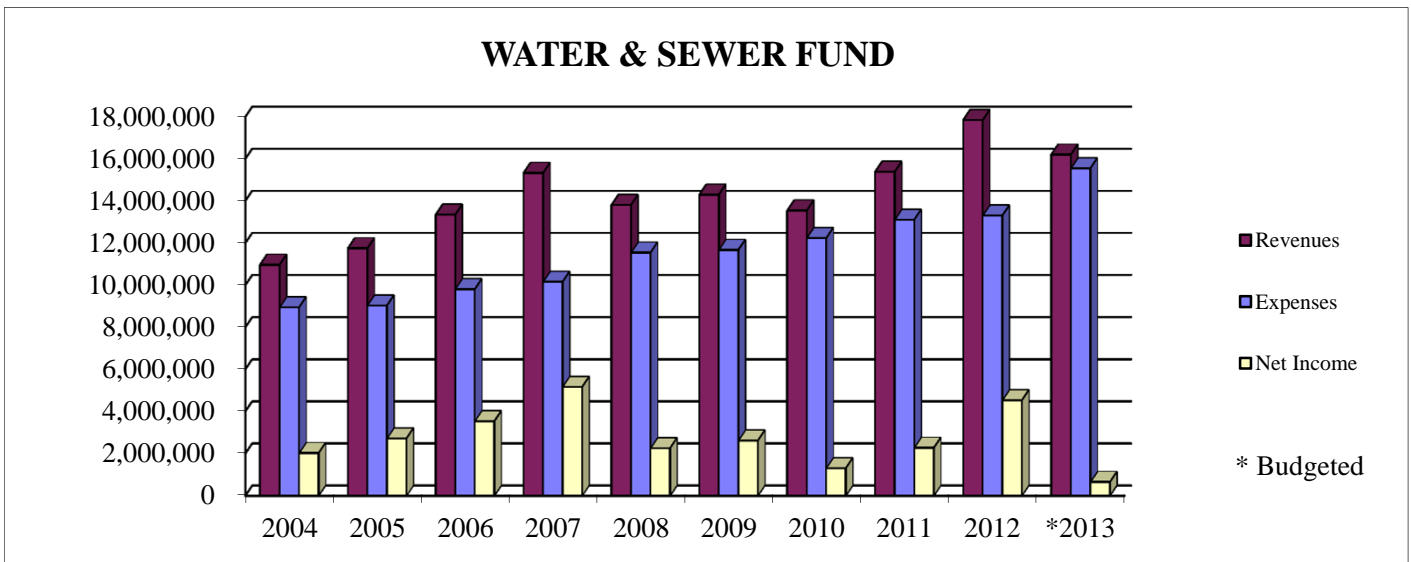
WATER AND SEWER FUND

Revenues

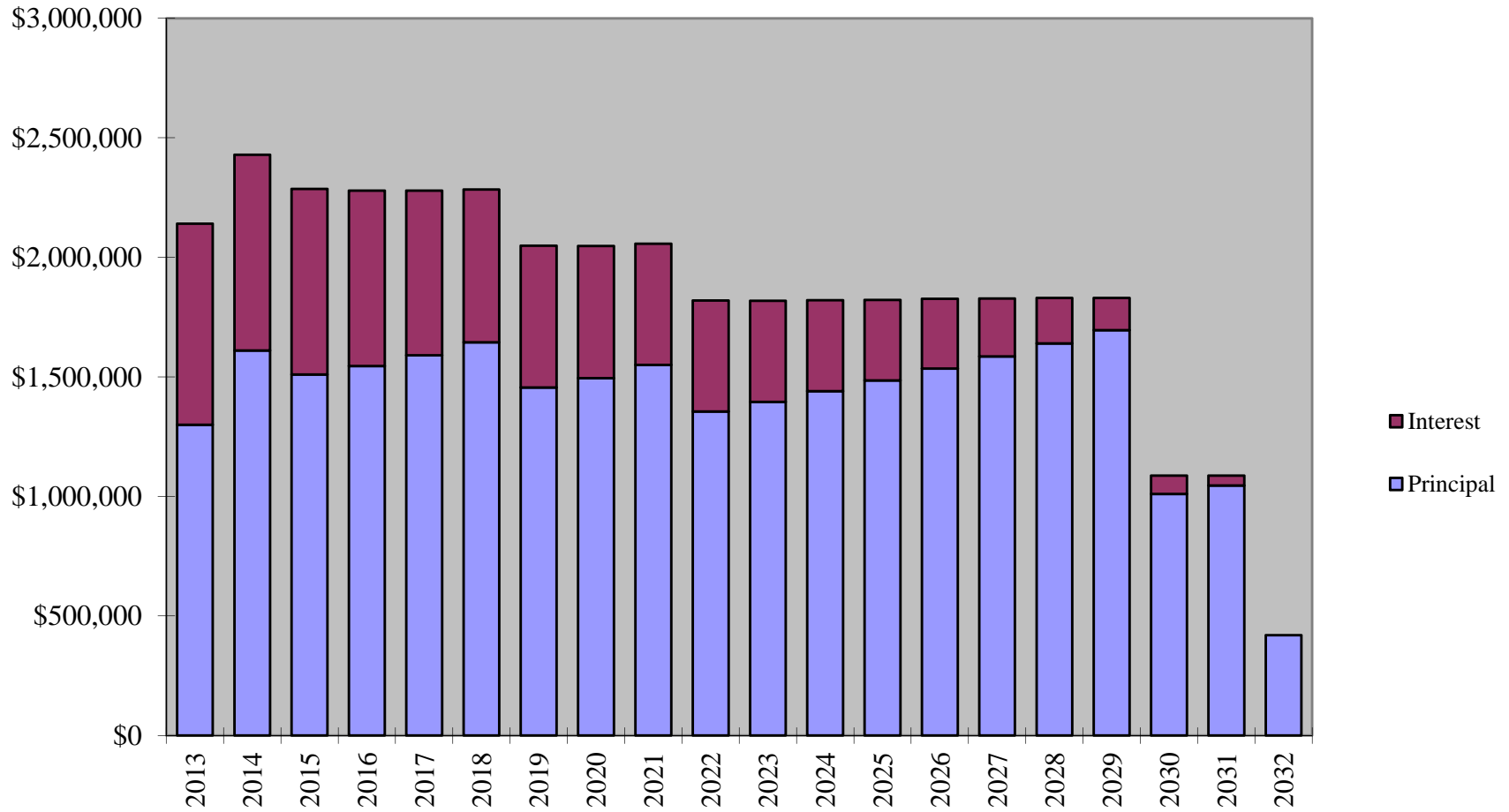
	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Budget
Water Sales	\$ 6,061,559	\$ 7,239,168	\$ 7,791,800	\$ 7,456,488	\$ 8,010,500
Sewer Charges	6,096,580	6,150,734	6,293,000	6,402,435	6,421,540
Interest Income	80,474	216,804	75,000	140,494	100,000
Water Tap Fees	431,805	545,000	300,000	653,000	700,000
Sewer Tap Fees	378,152	745,848	400,000	2,510,900	500,000
Other Revenues	400,489	389,278	346,510	581,006	370,615
Hydrant Rental	99,999	99,999	100,000	100,000	100,000
Total Revenues	\$ 13,549,058	\$ 15,386,831	\$ 15,306,310	\$ 17,844,323	\$ 16,202,655

Expenses

	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Budget
Personnel Services	\$ 1,778,347	\$ 1,762,368	\$ 1,912,700	\$ 1,749,127	\$ 1,961,200
Purchased Water	3,445,089	3,972,284	4,750,000	4,066,069	4,900,000
Sewage Treatment	2,520,124	2,547,042	2,500,000	2,533,959	2,900,000
Interest Expense	575,284	763,214	773,260	795,532	840,410
Depreciation/Amortization Exp.	2,237,848	2,413,271	2,725,000	2,559,150	2,925,000
Other Operating Expenses	1,684,225	1,651,724	2,011,650	1,605,508	2,039,770
Total Expenses	\$ 12,240,917	\$ 13,109,903	\$ 14,672,610	\$ 13,309,345	\$ 15,566,380



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% \$ 275,000

\$2,395,000 2003 Sewer Revenue and Tax Refunding Bonds due in increasing annual installments through September 1, 2017, at varying rates of interest from 2.00% to 4.10% 1,210,000

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

\$10,000,000 2008 Water and Sewer Revenue Tax Bonds due in increasing annual installments through September 1, 2029, at varying rates of interest from 3.00% to 4.125% 8,910,000

\$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% 9,575,000

\$6,560,000 2012 Water Sewer Public Improvements Bonds due in increasing annual installments through September 1, 2031, at varying rates of interest from 2.00% to 2.62% 6,560,000

Total Business-type Activities Debt \$ 28,305,000

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

Year	1999 Sewer Revenue and Tax Refunding Bonds		2003 Sewer Revenue and Tax Refunding Bonds		2006 Sewer Revenue and Tax Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
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>\$ 275,000</u>	<u>\$ 12,176</u>	<u>\$ 1,210,000</u>	<u>\$ 148,686</u>	<u>\$ 1,775,000</u>	<u>\$ 318,999</u>

Year	2008 Water and Sewer Revenue and Tax Bonds		2010 Water and Sewer Improvements Bonds		2012 Water and Sewer Improvements Bonds		Totals Debt Requirements	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2013	385,000	338,339	425,000	269,531		116,521	1,300,000	840,404
2014	395,000	326,789	425,000	256,781	285,000	138,388	1,610,000	818,782
2015	410,000	314,939	430,000	248,281	290,000	132,638	1,510,000	775,679
2016	425,000	301,614	435,000	239,681	295,000	126,788	1,545,000	733,264
2017	440,000	287,801	440,000	230,981	305,000	120,788	1,590,000	689,429
2018	455,000	272,401	450,000	217,781	310,000	114,638	1,645,000	638,366
2019	470,000	255,339	460,000	208,781	315,000	108,388	1,455,000	593,660
2020	490,000	237,714	465,000	199,006	320,000	102,038	1,495,000	551,793
2021	510,000	218,849	480,000	187,963	330,000	95,538	1,550,000	506,778
2022	530,000	199,214	490,000	175,963	335,000	88,888	1,355,000	464,065
2023	555,000	178,279	500,000	163,100	340,000	82,138	1,395,000	423,517
2024	575,000	156,356	515,000	149,350	350,000	75,238	1,440,000	380,944
2025	600,000	133,356	530,000	135,188	355,000	68,188	1,485,000	336,732
2026	625,000	109,356	545,000	120,613	365,000	60,988	1,535,000	290,957
2027	655,000	84,356	560,000	104,263	370,000	53,406	1,585,000	242,025
2028	680,000	57,338	580,000	87,463	380,000	45,200	1,640,000	190,001
2029	710,000	29,288	595,000	69,338	390,000	36,294	1,695,000	134,920
2030	-	-	615,000	50,000	395,000	26,725	1,010,000	76,725
2031	-	-	635,000	25,400	410,000	16,406	1,045,000	41,806
2032					420,000	5,513	420,000	5,513
	<u>\$ 8,910,000</u>	<u>\$ 3,501,327</u>	<u>\$ 9,575,000</u>	<u>\$ 3,139,464</u>	<u>\$ 6,560,000</u>	<u>\$ 1,614,702</u>	<u>\$ 28,305,000</u>	<u>\$ 8,735,354</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. At present, the City leases less than 5% of the building space to private tenants. All building maintenance services are covered under a management services agreement.

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
Total square feet in building	54,000	54,000	54,000	54,000
Square feet available for lease	7,735	7,735	4,957	4,957
Square feet leased	7,735	7,735	4,957	4,957
Gross rent generated by tenants	\$131,816	\$187,567	\$107,040	\$42,040
Square feet used by City	46,165	46,165	48,943	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 2013 is covered through a \$623,135 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 \$65,000 in FY 2013 and anticipates the expected vacancy of the Chamber of Commerce space after January 1, 2013. Total expenses are up \$62,300 primarily due to increased depreciation (\$50,000) associated with the recently completed building renovation/improvement project.

In FY 2010, a \$1 million special transfer was received from the unreserved fund balance of the General Fund to fund a major renovation/improvement project for the building that was completed in March 2012. This project was coordinated with facility improvements in the emergency communications center that were funded by the Emergency Communications District.

PERSONNEL SCHEDULE

No personnel are directly assigned to this fund.

MUNICIPAL CENTER FUND

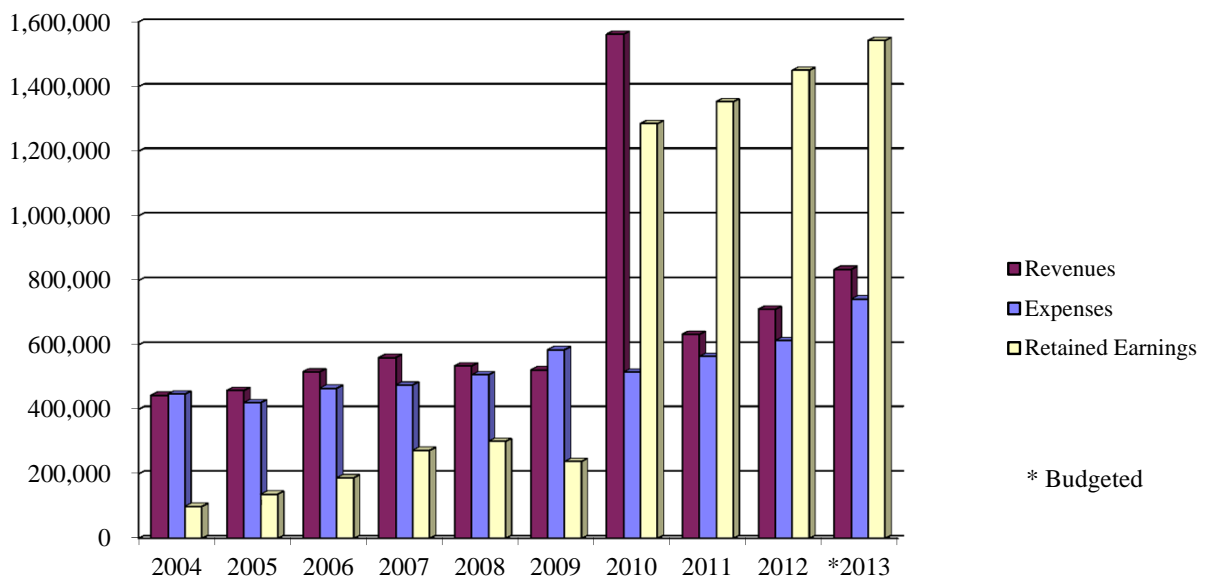
Revenues

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Rental Income	\$ 555,816	\$ 611,567	\$ 672,680	\$ 670,488	\$ 696,975
Transfer - General Fund	1,000,000	-	-	-	-
Transfer - Capital Projects Fund	-	-	25,000	25,000	130,000
Intergovernmental	-	-	-	4,500	-
Interest Income/Other	6,222	21,653	10,000	10,401	7,500
Total Revenues	<u>\$ 1,562,038</u>	<u>\$ 633,220</u>	<u>\$ 707,680</u>	<u>\$ 710,389</u>	<u>\$ 834,475</u>

Expenses

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual YTD 2012	Budget FY 2013
Professional Services	\$ 21,807	\$ 23,942	\$ 30,000	\$ 20,584	\$ 30,000
Utilities	133,054	156,727	156,300	147,195	166,500
Maintenance	124,588	134,327	169,000	139,907	175,000
Depreciation/Amortization Expense	181,205	196,904	250,000	261,373	300,000
Other	54,766	52,933	74,900	44,413	71,000
Total Expenses	<u>\$ 515,420</u>	<u>\$ 564,833</u>	<u>\$ 680,200</u>	<u>\$ 613,472</u>	<u>\$ 742,500</u>

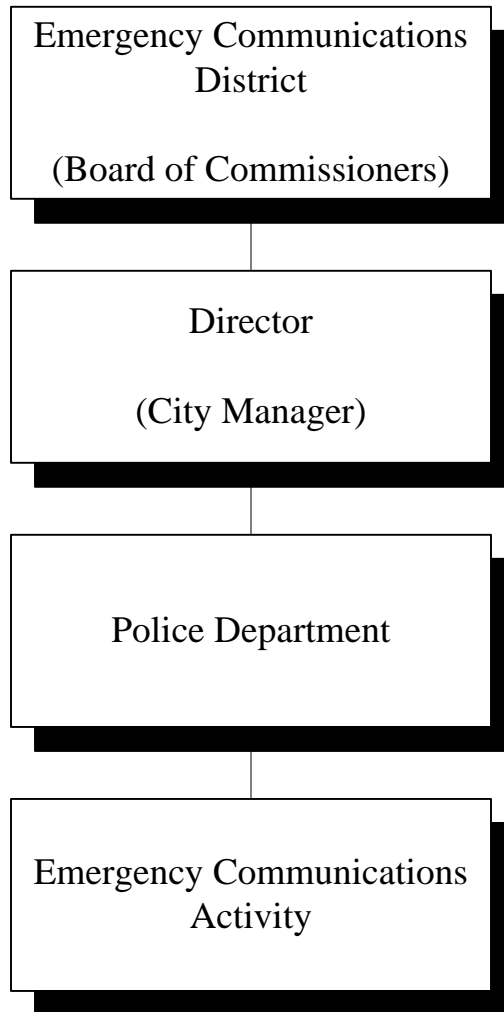
MUNICIPAL CENTER FUND



EMERGENCY COMMUNICATIONS DISTRICT

EMERGENCY COMMUNICATIONS DISTRICT

Organization Chart



EMERGENCY COMMUNICATIONS DISTRICT

MISSION STATEMENT

The Brentwood Emergency Communications District (ECD) was established under state law in August 2002 after authorization by public referendum. 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 Tennessee Emergency Communications Board from cell phones fees and are distributed to local ECD's on a per capita basis.

The State ECD also distributes grants to local ECD's to 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

In May 2010, the Tennessee Emergency Communications Board authorized an increase in Brentwood's monthly 911 service fees from \$.65 to \$1.50 (residential lines) and from \$2.00 to \$3.00 (business lines). This increase allowed the City to undertake the recently completed facility improvements and equipment purchases needed to meet next generation 911 communication standards mandated by the State ECB. A portion of this upgrade was funded through grants provided by the State ECB.

Total expenditures in the FY 2013 budget are \$1,301,340, up \$21,085 or 1.6% above the FY 2012 budget of \$1,280,255. About 67% of the total budget is allocated to personnel services. Since the District is an enterprise fund, the budget includes \$170,000 in depreciation expense for previous investments 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 and direct transfers and grants from the Tennessee Emergency Communications Board. Therefore, an operating transfer from the General Fund of \$418,700 is required in FY 2013 (the same amount as FY 2012) to adequately fund the requirements of the District.

EMERGENCY COMMUNICATIONS DISTRICT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</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 2010</u>	<u>Actual FY 2011</u>	<u>Target FY 2012</u>	<u>Target FY 2013</u>
CAD Calls for Service	28,507	28,851	33,000	33,000
Total 911 calls received	1,549	575	1,700	1,500
Total calls handled for other jurisdictions	69	64	85	75
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</u>
Computer/Network Technician	0	0	0.5	0.5
Lieutenant (Police)	0	0.5	0.5	0.5
Public Safety Dispatcher I & II	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>
Total	11	11.5	12	12

EMERGENCY COMMUNICATIONS DISTRICT

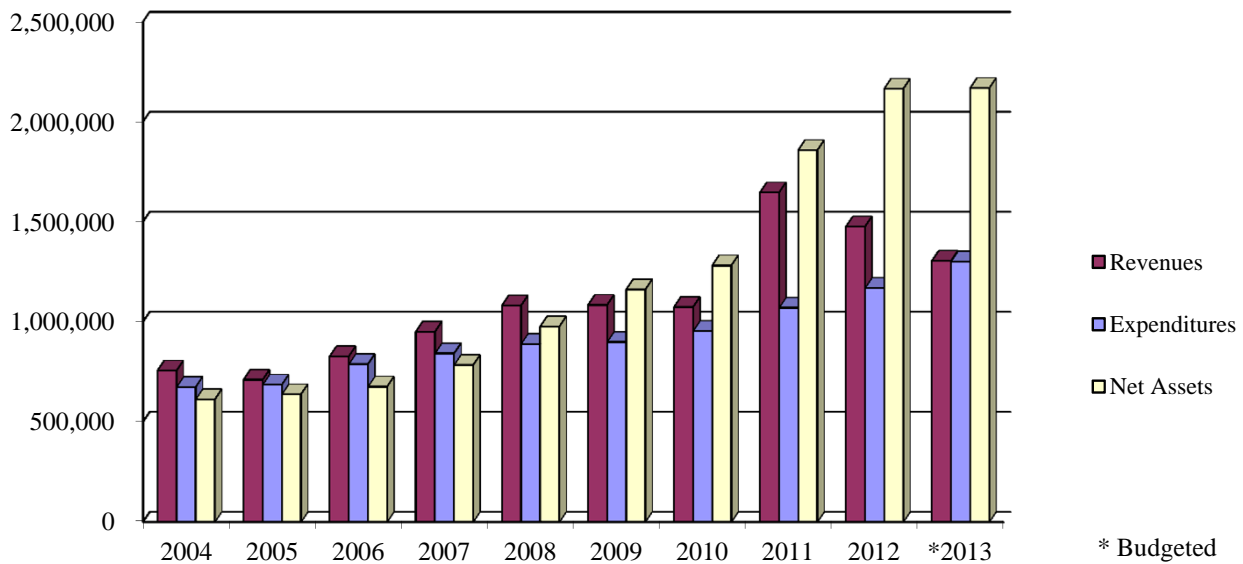
Revenues

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
911 Fees	\$ 491,113	\$ 663,715	\$ 665,000	\$ 842,393	\$ 662,000
Contribution from Primary Govt. - General Fund	418,700	418,700	418,700	418,700	418,700
ECD/PSAP Equipment Reimbursement Program - TECB	-	363,077	-	-	-
TECB Operational Funding	147,616	179,152	189,155	207,912	219,155
GIS Maintenance Grant - TECB	10,000	10,000	-	-	-
Interest Earnings	6,329	11,792	10,000	7,110	5,000
Total Revenues	\$ 1,073,758	\$ 1,646,436	\$ 1,282,855	\$ 1,476,115	\$ 1,304,855

Expenditures

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Actual FY 2012	Budget FY 2013
Personnel Services	676,029	781,047	854,555	840,820	875,440
Operating Expenditures	216,536	230,868	255,700	189,817	255,900
Depreciation Expense	61,383	58,285	170,000	138,220	170,000
Total Expenditures	\$ 953,948	\$ 1,070,200	\$ 1,280,255	\$ 1,168,857	\$ 1,301,340

EMERGENCY COMMUNICATIONS DISTRICT



APPENDIX

FY 2013 BUDGET APPROPRIATION AND TAX LEVY ORDINANCE

ORDINANCE 2012-05

**AN APPROPRIATION ORDINANCE FOR THE CITY OF BRENTWOOD, TENNESSEE FOR THE
FISCAL YEAR BEGINNING JULY 1, 2012 AND ENDING JUNE 30, 2013**

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, 2012 and ending June 30, 2013, to wit:

GENERAL FUND

	<u>FY 2010-11 ACTUAL</u>	<u>FY 2011-12 BUDGET</u>	<u>FY 2012-13 BUDGET</u>
Beginning Fund Balance			\$ 26,410,355
<u>Revenues and Other Sources:</u>			
Taxes	\$ 25,870,267	\$ 25,160,000	\$ 25,760,000
Licenses and Permits	703,613	516,700	729,700
Fines and Fees	277,949	290,000	360,000
Charges for Services	331,361	323,100	311,600
Intergovernmental	5,411,259	3,925,900	4,132,080
Uses of Money and Property	528,202	439,000	404,000
Other	<u>147,559</u>	<u>95,500</u>	<u>130,500</u>
Total Revenues and Sources	\$ 33,270,210	\$ 30,750,200	\$ 31,827,880
Total Funds Available			\$ 58,238,235

Note: FY 2010-11 and 2011-12 columns are shown for informational purposes only.

GENERAL FUND

	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2012-13 BUDGET
<u>Expenditures and Other Uses:</u>			
City Commission	\$ 153,601	\$ 167,405	\$ 174,590
City Court	27,191	27,400	37,200
City Manager's Office	394,375	400,865	417,170
Elections	39,134	-	40,000
Finance	697,169	786,290	772,845
City Recorder	106,685	116,260	119,660
Legal Services	192,231	207,645	214,745
Technology	873,741	1,002,835	1,015,915
Geographic Information Systems	264,799	289,940	292,290
Human Resources	344,429	353,745	377,185
Community Relations	226,971	273,730	275,595
Planning	324,746	386,245	381,135
Codes Enforcement	699,712	738,120	767,170
Insurance/Other Benefits	760,187	777,650	768,300
Police Department	5,899,513	6,009,780	6,172,740
Fire and Rescue Department	6,074,025	6,099,995	6,261,625
Safety Center East	68,539	75,220	70,420
Public Works	2,352,188	2,500,230	2,478,350
Storm Drainage	49,014	50,000	50,000
Street Lighting	444,598	445,000	450,000
Traffic Signalization	177,451	209,995	264,400
Service Center	246,075	258,420	255,400
Engineering Services	479,611	521,260	498,535
Public Health	81,248	85,000	85,000
Parks and Recreation	1,630,631	1,875,080	2,008,560
Public Library	2,020,254	2,149,540	2,175,750
Education	225,000	225,000	225,000
Economic Development	-	-	-
Historic Sites	46,563	73,350	75,350
Transfer to Capital Projects Fund	-	300,000	600,000
Transfer to Debt Service Fund	3,150,000	3,150,000	3,250,000
Transfer to Municipal Center Fund	453,400	558,135	623,135
Transfer to Facility Maintenance Fund	200,000	200,000	200,000
Contribution to Emergency Communication District	418,700	418,700	418,700
Total Expenditures and Other Uses	\$ 29,121,781	\$ 30,732,835	\$ 31,816,765
Fund Balance/Surplus Transfers - Capital Projects Fund	\$ (6,200,000)	\$ -	\$ -
Estimated Ending Fund Balance			\$ 26,421,470

Note: FY 2010-11 and 2011-12 columns are shown for informational purposes only.

EQUIPMENT REPLACEMENT FUND

	<u>FY 2010-11 ACTUAL</u>	<u>FY 2011-12 BUDGET</u>	<u>FY 2012-13 BUDGET</u>
Beginning Fund Balance			\$ 1,743,900
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 1,060,500	\$ 1,100,500	\$ 1,145,500
Interest Earnings	17,678	7,500	7,500
Sale of Equipment	<u>11,142</u>	<u>7,500</u>	<u>7,500</u>
Total Revenues	\$ 1,089,320	\$ 1,115,500	\$ 1,160,500
Total Funds Available			\$ 2,904,400
<u>Expenditures:</u>			
Computer Equipment and Software	\$ 158,356	\$ 500,000	\$ 495,000
Heavy Equipment and Vehicles	<u>967,684</u>	<u>500,500</u>	<u>1,328,375</u>
Total Expenditures	\$ 1,126,040	\$ 1,000,500	\$ 1,823,375
Estimated Ending Fund Balance			\$ 1,081,025

Note: FY 2010-11 and 2011-12 columns are shown for informational purposes only.

FACILITIES MAINTENANCE FUND

	<u>FY 2010-11 ACTUAL</u>	<u>FY 2011-12 BUDGET</u>	<u>FY 2012-13 BUDGET</u>
Beginning Fund Balance			\$ 1,021,900
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 200,000	\$ 200,000	\$ 200,000
Federal and State Sources	504,754	-	-
Interest Earnings and Other	<u>44,605</u>	<u>4,000</u>	<u>5,000</u>
Total Revenues	\$ 749,359	\$ 204,000	\$ 205,000
Total Funds Available			\$ 1,226,900
<u>Expenditures:</u>			
Service Center	\$ 7,809	\$ 25,000	\$ 25,000
Parks and Recreation	116,205	110,000	120,000
Library	-	40,000	105,000
Flood Recovery	<u>499,071</u>	<u>-</u>	<u>-</u>
Total Expenditures	\$ 623,085	\$ 175,000	\$ 250,000
Estimated Ending Fund Balance			\$ 976,900

Note: FY 2010-11 and 2011-12 columns are shown for informational purposes only.

STATE STREET AID FUND

	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2012-13 BUDGET
Beginning Fund Balance			\$ 359,000
<u>Revenues:</u>			
State Fuel Taxes	\$ 961,773	\$ 955,000	\$ 950,000
Interest Earnings	5,274	2,000	3,000
Total Revenues	\$ 967,047	\$ 957,000	\$ 953,000
Total Funds Available			\$ 1,312,000
Expenditures and Other Uses:			
Street Repairs	\$ 962,132	\$ 1,040,000	\$ 1,040,000
Total Expenditures and Other Uses	\$ 962,132	\$ 1,040,000	\$ 1,040,000
Estimated Ending Fund Balance			\$ 272,000

Note: FY 2010-11 and 2011-12 columns are shown for informational purposes only.

PUBLIC WORKS PROJECT FUND

	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2012-13 BUDGET
Beginning Fund Balance			\$ 1,465,500
<u>Revenues:</u>			
Edmondson Branch Fees	\$ -	\$ -	\$ -
Public Works Project Fees	301,848	300,000	830,000
Interest Earnings	<u>7,169</u>	<u>5,000</u>	<u>6,000</u>
Total Revenues	\$ 309,017	\$ 305,000	\$ 836,000
Total Funds Available			\$ 2,301,500
<u>Expenditures and Other Uses:</u>			
Transfer to Capital Projects Fund	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>
Total Expenditures and Other Uses	\$ -	\$ -	\$ 1,000,000
Estimated Ending Fund Balance			\$ 1,301,500

Note: FY 2010-11 and 2011-12 columns are shown for informational purposes only.

DRUG FUND

	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2012-13 BUDGET
Beginning Fund Balance			\$ 284,500
<u>Revenues:</u>			
Drug Related Fines/Other	\$ 88,722	\$ 20,000	\$ 20,000
Interest Earnings	1,767	1,000	1,000
Total Revenues	\$ 90,489	\$ 21,000	\$ 21,000
Total Funds Available			\$ 305,500
<u>Expenditures and Other Uses:</u>			
Drug Enforcement	\$ 16,860	\$ 20,000	\$ 20,000
Capital Outlay	38,892	-	-
Total Expenditures and Other Uses	\$ 55,752	\$ 20,000	\$ 20,000
Estimated Ending Fund Balance			\$ 285,500

Note: FY 2010-11 and 2011-12 columns are shown for informational purposes only.

ADEQUATE FACILITIES TAX FUND

	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2012-13 BUDGET
Beginning Fund Balance			\$ 771,600
<u>Revenues and Other Sources:</u>			
Adequate Facilities Tax	\$332,177	\$ 225,000	\$ 250,000
Interest Earnings	9,286	3,500	3,000
Total Revenues	\$ 341,463	\$ 228,500	\$ 253,000
Total Funds Available			\$ 1,024,600
<u>Expenditures and Other Uses:</u>			
Transfer to Capital Projects Fund	\$ -	\$ 750,000	\$ -
Total Expenditures and Other Uses	\$ -	\$ 750,000	\$ -
Estimated Ending Fund Balance			\$ 1,024,600

Note: FY 2010-11 and 2011-12 columns are shown for informational purposes only.

POST EMPLOYMENT BENEFITS FUND

	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2012-13 BUDGET
Estimated Beginning Fund Balance:			\$ 718,400
<u>Revenues:</u>			
Transfer from General Fund	\$ 667,045	\$ 646,210	\$ 647,870
Transfer from Water & Sewer Fund	60,000	60,000	60,000
Transfer from Emergency Communication District	21,255	21,255	21,255
Transfer From RHS Trust	-	-	100,000
Interest Earnings	8,454	2,000	2,000
Total Revenues	\$ 756,754	\$ 729,465	\$ 831,125
Total Funds Available			\$ 1,549,525
<u>Expenditures and Other Uses:</u>			
Post Retirement Benefits and Expenses	\$ 626,418	\$ 584,210	\$ 747,575
Total Expenditures and Other Uses	\$ 626,418	\$ 584,210	\$ 747,575
Estimated Ending Fund Balance			\$ 801,950

Note: FY 2010-11 and 2011-12 columns are shown for informational purposes only.

FUEL FUND

	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2012-13 BUDGET
Estimated Beginning Fund Balance:			\$ 162,100
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 326,150	\$ 334,100	\$ 459,300
Transfer from Water and Sewer Fund	44,491	45,000	60,000
Interest Earnings	2,042	1,500	1,000
Total Revenues	\$ 372,683	\$ 380,600	\$ 520,300
Total Funds Available			\$ 682,400
Expenditures:			
Gasoline and Diesel Fuel	\$ 353,675	\$ 443,000	\$ 523,000
Total Expenditures	\$ 353,675	\$ 443,000	\$ 523,000
Estimated Ending Fund Balance			\$ 159,400

Note: FY 2010-11 and 2011-12 columns are shown for informational purposes only.

INSURANCE FUND

	FY 2010-11 ACTUAL	FY 2011-12 BUDGET	FY 2012-13 BUDGET
Estimated Beginning Fund Balance:			\$ 1,481,000
<u>Revenues and Other Sources:</u>			
Other Financing Sources - Health Insurance	\$ 2,037,808	\$ 2,210,090	\$ 2,323,700
Other Financing Sources - Workers Compensation	-	-	326,145
Interest Earnings	8,364	3,000	6,000
Total Revenues	\$ 2,046,172	\$ 2,213,090	\$ 2,655,845
Total Funds Available			\$ 4,136,845
Expenditures:			
Medical Claims	\$ 593,889	\$ 1,481,900	\$ 1,195,400
HRA Claims	353,321	360,000	412,500
Health/Life Insurance	919,299	387,300	432,900
Other Professional Services	14,194	31,000	100,000
Workers Compensation	-	-	300,000
Total Expenditures	\$ 1,880,703	\$ 2,260,200	\$ 2,440,800
Estimated Ending Fund Balance			\$ 1,696,045

Note: FY 2010-11 and 2011-12 columns are shown for informational purposes only.

DEBT SERVICE FUND

	<u>FY 2010-11 ACTUAL</u>	<u>FY 2011-12 BUDGET</u>	<u>FY 2012-13 BUDGET</u>
Beginning Fund Balance			\$ 3,793,300
<u>Revenues:</u>			
Transfer from General Fund	\$ 3,150,000	\$ 3,150,000	\$ 3,250,000
Transfer from Historic Commission	16,500	16,210	-
Interest Earnings	<u>56,099</u>	<u>25,000</u>	<u>18,500</u>
Total Revenues and Other Sources	\$ 3,222,599	\$ 3,191,210	\$ 3,268,500
Total Funds Available			\$ 7,061,800
Debt Service Expenditures	<u>\$ 3,259,071</u>	<u>\$ 3,433,590</u>	<u>\$ 3,357,925</u>
Estimated Ending Fund Balance			\$ 3,703,875

Note: FY 2010-11 and 2011-12 columns are shown for informational purposes only.

CAPITAL PROJECTS FUND

	FY 2010-11 ACTUAL	FY 2011-12 BUDGET*	FY 2012-13 BUDGET*
<u>Revenues And Other Sources:</u>			
Transfer from Public Works Projects Fund	\$ -	\$ -	\$ -
Federal, State and Private Sources	142,805	1,565,000	2,520,000
Transfer from Public Works Project Fund	-	-	1,000,000
Transfer from General Fund	6,200,000	300,000	600,000
Transfer from Adequate Facilities Tax Fund	-	750,000	-
Bond Proceeds	-	5,000,000	-
Interest Earnings	125,761	50,000	50,000
Total Revenues and Other Sources	\$ 6,468,566	\$ 7,665,000	\$ 4,170,000
Transportation	\$ 4,904,268	\$ 2,840,000	\$ 6,235,000
Parks and Recreation	5,326,721	7,225,000	3,822,000
General Facilities	253,923	335,000	20,000
Technology	537,141	550,000	680,000
Storm Drainage	-	50,000	50,000
Transfers	-	25,000	130,000
Total Project Appropriations and Other Uses	\$ 11,022,053	\$ 11,025,000	\$ 10,937,000

* 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 2010-11 and 2011-12 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, 2012 and ending June 30, 2013, to wit:

EMERGENCY COMMUNICATIONS DISTRICT

	<u>FY 2010-11 ACTUAL</u>	<u>FY 2011-12 BUDGET</u>	<u>FY 2012-13 BUDGET</u>
Estimated Beginning Net Assets			\$ 1,860,150
<u>Revenues:</u>			
911 Revenues	\$ 663,715	\$ 665,000	\$ 662,000
Contribution from City of Brentwood			
- General Fund	418,700	418,700	418,700
ECD/PSAP Equipment Reimbursement Program -			
TECB	363,077	-	-
TECB Operational Funding	179,152	189,155	219,155
GIS Maintenance Grant - TECB	10,000	-	-
Interest Earnings	<u>11,792</u>	<u>10,000</u>	<u>5,000</u>
Total Revenues	\$ 1,646,436	\$ 1,282,855	\$ 1,304,855
Total Funds Available			\$ 3,165,005
<u>Expenditures and Other Uses:</u>			
Personnel Services	\$ 781,047	\$ 854,555	\$ 875,440
Operating Services	230,868	255,700	255,900
Depreciation Expense	<u>58,285</u>	<u>170,000</u>	<u>170,000</u>
Total Expenditures	\$ 1,070,200	\$ 1,280,255	\$ 1,301,340
Estimated Ending Net Assets			\$ 1,863,665

Note: FY 2010-11 and 2011-12 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, 2012 and ending June 30, 2013 and are provided for informational purposes.

Operating Revenues	\$	16,202,655
Operating Expenses	\$	15,566,380

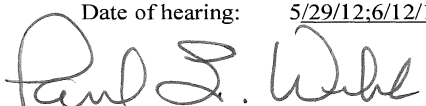

SECTION 5. That the following amounts in the Municipal Center Fund are projected operating revenues and expenses for the fiscal year beginning July 1, 2012 and ending June 30, 2013 and are provided for informational purposes.

Operating Revenues	\$	834,475
Operating Expenses	\$	742,500

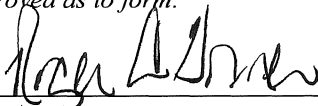
SECTION 6. That the City maintains certain Funds Held in Trust (FHIT) accounts for the use of special program funding for which no expenditure appropriation is required. Expenditures from FHIT accounts are approved by authorized personnel as funds are available.

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>5/29/2012</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/25/2012</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>5/18/2012</u>		
	Date of hearing:	<u>5/29/12;6/12/12;6/25/12</u>	EFFECTIVE DATE	<u>6/25/2012</u>
				
MAYOR	PAUL L. WEBB		RECORDER	DEBORAH HEDGEPATH

Approved as to form:

	
CITY ATTORNEY	Roger A. Horner

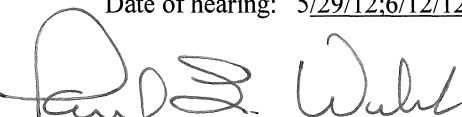
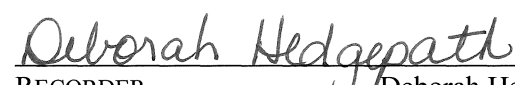
ORDINANCE 2012-06

**AN ORDINANCE OF THE CITY OF BRENTWOOD, TENNESSEE TO ESTABLISH
THE TAX LEVY FOR THE FISCAL YEAR BEGINNING JULY 1, 2012 AND ENDING
JUNE 30, 2013**


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, 2012 and ending June 30, 2013, 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 2012-05.

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>5/29/2012</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/25/2012</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>5/18/2012</u>		
	Date of hearing:	<u>5/29/12;6/12/12;6/25/12</u>	EFFECTIVE DATE	<u>6/25/2012</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 2010</u>	<u>Actual FY 2011</u>	<u>Budget FY 2012</u>	<u>Budget FY 2013</u>
City Manager's Office	2	2	2	2
Finance Department	8	8	7	7
City Recorder	1	1	1	1
Legal Services	1	1	1	1
Technology	4	4	4.5	4.5
Geographic Information Systems	3	3	3	3
Human Resources	3	3	3	3
Community Relations	1	1	1	1
Planning	4	3	3	3
Codes Enforcement	8	8	8	8
Police Department	60	59.5	59.5	59.5
Fire Department	62	62	62	62
Public Works Department	19	19	19	19
Traffic Signalization	1	1	1	2
Service Center	2	2	2	2
Engineering Services	4	4	4	4
Parks and Recreation Department	13	13	14	14
Public Library	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>
TOTAL - GENERAL FUND	208	206.5	207	208
Emergency Communications District	11	11.5	12	12
Water and Sewer Fund	<u>26</u>	<u>26</u>	<u>26</u>	<u>26</u>
TOTAL - ALL FUNDS	<u>245</u>	<u>244</u>	<u>245</u>	<u>246</u>

City of Brentwood, Tennessee

Personnel Schedule

Full-Time Positions

		<u>Actual</u> <u>FY 2010</u>	<u>Actual</u> <u>FY 2011</u>	<u>Budget</u> <u>FY 2012</u>	<u>Budget</u> <u>FY 2013</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	2	2
	Administrative Secretary	1	1	1	1
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	8	8	7	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	1	0
	Network Administrator	0	0	0	1
	Computer/Network Technician	<u>3</u>	<u>3</u>	<u>2.5</u>	<u>2.5</u>
	Total	4	4	4.5	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 2010</u>	<u>Actual</u> <u>FY 2011</u>	<u>Budget</u> <u>FY 2012</u>	<u>Budget</u> <u>FY 2013</u>
41700	Planning				
	Planning and Codes Director	1	1	1	1
	Senior City Planner	1	0	0	0
	City Planner	1	1	2	2
	Planner I & II	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
	Total	4	3	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	4	4	4	5
	Lieutenant	6	6.5	6.5	6.5
	Sergeant	4	3	4	4
	Police Officer I & II	37	37	36	35
	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	59.5	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	12	12	12	12
	Firefighter & Fire Engineer/Driver	42	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>9</u>	<u>9</u>	<u>9</u>	<u>9</u>
	Total	19	19	19	19

City of Brentwood, Tennessee

Personnel Schedule

Full-Time Positions

		<u><i>Actual</i></u> <u><i>FY 2010</i></u>	<u><i>Actual</i></u> <u><i>FY 2011</i></u>	<u><i>Budget</i></u> <u><i>FY 2012</i></u>	<u><i>Budget</i></u> <u><i>FY 2013</i></u>
43165	Traffic Signalization				
	Traffic Operations Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Equipment Operator	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
	Total	1	1	1	2
43170	Service Center				
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	2	2	2	2
43800	Engineering Services				
	Engineering Director	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	City Engineer	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>
	Engineer	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
	Engineering Technician I & II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Total	4	4	4	4
44400	Parks and Recreation Department				
	Parks and Recreation Director	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Parks Maintenance Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Recreation Services Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Grounds Specialist I & II	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
	Maintenance Worker I & II	<u>7</u>	<u>7</u>	<u>8</u>	<u>8</u>
	Total	13	13	14	14
44800	Public Library				
	Library Director	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	Library Services Supervisor	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
	Librarian I and II	<u>5</u>	<u>5</u>	<u>3</u>	<u>3</u>
	Circulation Supervisor	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	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	208	206.5	207	208

City of Brentwood, Tennessee

Personnel Schedule

Full-Time Positions

		<i><u>Actual</u></i> <i><u>FY 2010</u></i>	<i><u>Actual</u></i> <i><u>FY 2011</u></i>	<i><u>Budget</u></i> <i><u>FY 2012</u></i>	<i><u>Budget</u></i> <i><u>FY 2013</u></i>
42110	Emergency Communications District				
	Lieutenant (Police)	0	0.5	0.5	0.5
	Computer/Network Technician	0	0	0.5	0.5
	Public Safety Dispatcher I & II	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>
	Total	11	11.5	12	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	2	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
	Utility Billing Specialist	0	0	0	1
	Maintenance Worker I & II	10	10	10	10
	Accounting Clerk I & II	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>
	Total	26	26	26	26
ALL FUNDS					
	Total No. of Full-Time Positions	<u>245</u>	<u>244</u>	<u>245</u>	<u>246</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 2012-45

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 2012-2013 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

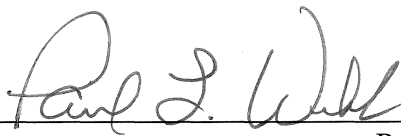
WHEREAS, said system provides for a uniform and equitable rate of pay for each class of positions based on requisite qualifications, pay for comparable work in public and private employment, cost of living data and the financial policies of the City; and

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 2012-2013 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.



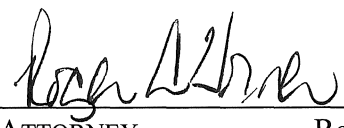
MAYOR Paul L. Webb

ADOPTED: 6/25/2012

Approved as to form:



RECORDER Deborah Hedgepath



CITY ATTORNEY Roger A. Horner

Classification and Pay Plan
Fiscal Year 2013
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			
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 2013

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 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 Billing Specialist			
Utility Inspector II			
Group G - PS (ne)	\$41,433.60	\$50,689.60	\$59,966.40
Fire Lieutenant			
Police Sergeant			
Police Detective			
Group G (ne)	\$41,433.60	\$51,771.20	\$62,129.60
City Recorder			
Codes Enforcement Officer II			
Engineering Technician II			
GIS Specialist II			
Library Services Supervisor			
Planner II			
Recreation Services Coordinator			

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

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

Classification and Pay Plan
Fiscal Year 2013
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			
Engineer			
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 Administrator			
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			

(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 2013

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			
Technology 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			

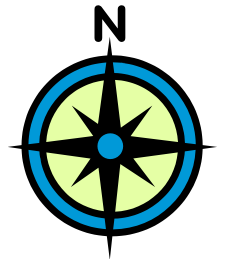
(ne) = position is non-exempt from overtime regulations of the U.S. Fair Labor Standards Act

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

STATISTICAL INFORMATION



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 2012)	27,728
Total assessed value in City – (Tax Year 2011)	\$2,447,730,502
Area of City in square miles	42 square miles

Roads and Streets

Asphalt pavement (100.00%)	429 miles
----------------------------	-----------

City Employees (Full Time)

City Manager's Office	2.0
Water and Sewer	26.0
Public Works & Engineering	27.0
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 2013)	<u>246.0</u>

Fire Protection

ISO classification	4
Number of stations	4
Number of sworn personnel	62
Number of pumpers, tankers and ladder trucks	10
Other vehicles	13
Number of fire hydrants	2,350

Police Protection

Number of stations	1
Number of sworn personnel	56
Number of vehicles - all radio equipped cars	67

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Building Permits

<u>Fiscal Year</u>	<u>Number of Permits</u>	<u>Valuation</u>
2011	968	\$110,067,657
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

Education

Operated by the Williamson County Schools and either located in the City Limits of Brentwood or outside the City limits if the enrollment is at least 25% Brentwood residents.

<u>School</u>	<u>Number Of Students</u>
Crockett Elementary School (K-5)	650
Edmondson Elementary School (K-5)	760
Kenrose Elementary School (K-5)	785
Lipscomb Elementary School (K-5)	752
Scales Elementary School (K-5)	637
Brentwood Middle School (6-8)	1,200
Brentwood High School (9-12)	1,584
Woodland Middle School (6-8)	850
Ravenwood High School (9-12)	1,900
Sunset Elementary School (K-5)	778
Sunset Middle School (6-8)	<u>812</u>
Total Students	<u>10,708</u>
Other Educational Facilities:	
Brentwood Academy (6-12, private)	<u>768</u>

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

166,798 volumes

Utilities

Electric – Middle Tennessee Electric Membership Corporation and Nashville Electric Service

Gas – Piedmont Natural Gas Co. and Atmos Energy

Water – City owned distribution system (statements and statistics are included); portions of the City are served by Harpeth Valley Utilities District, Mallory Valley Utility District, and Nolensville Utility District. Water purchased from Harpeth Valley Utilities Service and Metro Nashville Water Services.

Sewer – City owned collection system (statements and statistics are included); portions of the City are served by Metro Nashville Water Services. Wastewater treatment provided by Metro Nashville Water Services.

Telephone –AT&T; United Telephone, Comcast

Railroad – CSX Transportation (freight only)

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

Religious Institutions

Brenthaven Cumberland Presbyterian

Brentwood Baptist Church (Baptist Deaf Church)

Brentwood Church of Christ

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

New Hope Community Church

Otter Creek Church of Christ

Owens 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, playground, multipurpose athletic fields, 3 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, 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, Maryland Way Greenway, Raintree Parkway 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	869
Tractor Supply	Retail Headquarters	552
AT&T	Communications	500
DaVita	Healthcare	450
Life Point Hospitals	Healthcare	400
The Lampo Group	Broadcasting; Publishing	300
Brookdale Senior Living	Healthcare	270
City of Brentwood	Government	246
Lattimore Black Morgan & Cain	Financial Services	243

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Utility Service

	<u>Consumers</u>	<u>Revenues</u>
Water	8,461	\$6,399,726
Sewer	10,055	\$5,073,936

Water Rates

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

	<u>Inside</u>	<u>Outside</u>
First 2,000 gallons	\$11.62	\$12.23 (minimum bill)
Next 8,000 gallons	\$ 4.07	\$ 4.28 per 1,000 gallons
Thereafter	\$ 4.65	\$ 4.89 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	\$4.07 per 1,000 gallons
Thereafter	\$4.65 per 1,000 gallons

Sewer Rates

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

	<u>Inside</u>	<u>Outside</u>
First 2,000 gallons	\$14.53	\$ 15.29 (minimum bill)
Next 8,000 gallons	\$ 5.09	\$ 5.35 per 1,000 gallons
Thereafter	\$ 5.81	\$ 6.11 per 1,000 gallons
Wastewater surcharge for all Brentwood sewer customers	\$ 0.86	\$ 0.93 per 1,000 gallons

Commercial office customers:

Gallons equivalent to total square footage of building space

Minimum bill varies per industry - approximately \$.009084 per square foot

Usage exceeding one gallon of water per square foot up to 10,000 gallons total usage	\$6.36 per 1,000 gallons
Thereafter	\$7.26 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	207.3 miles
Number of fire hydrants	2,334
Storage capacity in gallons	14,030,000
Percent of water loss	15.83% not adjusted

Sewer Collection System

Sanitary sewer mains	271 miles
----------------------	-----------

CITY OF BRENTWOOD, TENNESSEE
PRINCIPAL PROPERTY TAX PAYERS
TAX YEAR 2012

<u>Taxpayer</u>	<u>Taxable Value *</u>
Highwoods Realty/Tenn Holdings LP	\$ 135,133,400
Duke Realty	\$ 70,389,700
Brentwood Place Holding	\$ 58,718,600
Heritage Retirement Facility	\$ 44,600,000
PEM Cool Springs	\$ 40,863,000
Gateway Kentfield Inc	\$ 28,144,200
Wells Fargo XII-Reit Joint	\$ 27,466,700
Northwestern Mutual	\$ 26,875,600
DDR MDT Cool Springs Point	\$ 23,322,400
Eastpark General Partnership	\$ 20,383,800

* Source: - 2012 Williamson County Assessment

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	\$ 60,083,922
Equipment & Data Processing	\$ 5,175,745
Personal property	\$ 5,306,295
Fire Department liability:	
Automobiles	\$300,000/\$700,000/\$100,000
General	\$300,000/\$700,000/\$100,000
Property Coverage on Fire Trucks, Public Works Trucks and High-tech Sewer Trucks	Actual cash value
Excess liability - general and automobile	\$1,000,000
Public employees blanket bond	\$ 500,000
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.
Disbursement	The payment of City funds for obligations incurred.

GLOSSARY OF TERMS

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

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.
Governmental Fund	Funds generally used to account for tax-supported activities.
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 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.

INDEX

INDEX

	<u>PAGE</u>
Adequate Facilities Tax Fund	244
Animal Control - (see Public Health Activity)	217
Appropriations Ordinance	289-303
Basis for Budgeting	40
Basis for Accounting	41
Budget Format	39-41
Budget Overview Charts	79-109
Budget Procedure	42-43
Capital Projects Fund	262
Charter Requirements - (see budget procedure)	42-43
City Commission - Activity	144
City Court - Activity	146
City Manager's Office - Activity	148
Transmittal Memorandum	5-17
City Recorder - Activity	157
Codes Enforcement - Activity	188
Community Relations - Activity	177
Debt Management Policies	26-33
Debt Service Fund	255
Transfer from General Fund	231
Drug Fund	242
Economic Development - Activity	228
Education - Activity	227
Elections - Activity	151
Emergency Communications District	283
Engineering Services - Activity	212
Equipment Replacement Fund	233
Facilities Maintenance Fund	235
Finance - Activity	152
Fire and Rescue Department - Activity	195
Funds - Budget Summary all Funds	84, 92-99
Fuel Fund	250
General Fund	129
Budget Summaries	79-109
Geographic Information Systems (GIS) - Activity	170
Glossary	325
Insurance Fund	252
Historic Sites - Activity	229
Human Resources - Activity	172

INDEX

	<u>PAGE</u>
Insurance/Other Benefits - Activity	190
Investment Policy	35-38
Legal Services - Activity	160
Municipal Center Fund - Activity	280
Operating Budget Policies	20-21
Operating Transfers to Other Funds - from General Fund	231
Organization Chart	19
Parks and Recreation - Activity	219
Personnel Schedule	
Summary - All Departments	306
Classification and Pay Plan	311
Planning - Activity	182
Police - Activity	191
Post Employment Benefits Fund	247
Public Health - Activity	217
Public Library - Activity	223
Public Works - Activity	201
Public Works Project Fee Fund	240
Revenue Policies	34
Service Center - Activity	209
State Street Aid Fund	238
Statistical Information	316
Storm Drainage - Activity	206
Street Lighting - Activity	207
Technology - Activity	166
Traffic Signalization - Activity	208
Summary of Significant Changes by Fund	84
Tax Levy Ordinance	304
Water and Sewer Fund	268